



Montpelier Recreation Center Operations Plan

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Market Demographic Update

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Section I - Market Demographic Update

Ballard*King & Associates (B*K), as part of the planning process for a potential new recreation center in Montpelier, Vermont, has updated the demographics of the proposed market areas for the center.

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2020 Census data and their demographers for 2022-2027 projections. In addition to demographics, ESRI also provides data on housing, recreation, and entertainment spending and adult participation in activities.

Service Areas: The following is a summary of the demographic characteristics within the City of Montpelier and a region identified as the Secondary Service Area. The Secondary Service Area is an area of approximately 450 square miles extending to Worcester and Calais in the North, Williamstown and Waitsfield to the South and Waterbury to the West. Comparative demographic data is also provided for the State of Vermont and the United States.

Secondary Service Areas are defined as the distance people will travel on a regular basis (a minimum of once a week) to utilize recreation facilities. Use by individuals outside of this area will be much more limited and will focus more on special activities or events.

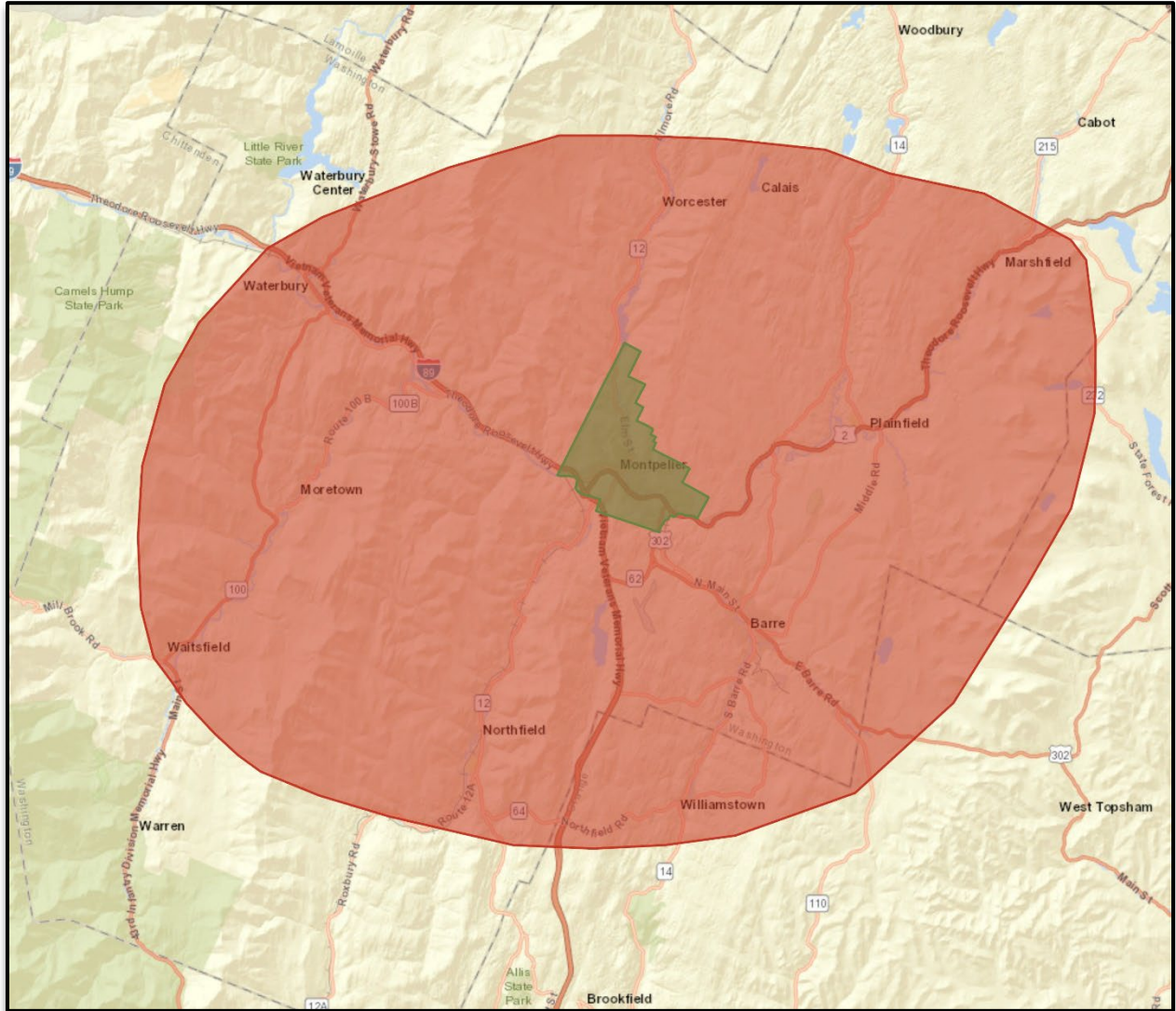
Service areas can flex or contract based upon a facility's proximity to major thoroughfares. Other factors impacting the use as it relates to driving distance are the presence of alternative service providers in the service area. Alternative service providers can influence membership, daily admissions and the associated penetration rates for programs and services.

Service areas can vary in size with the types of components in the facility.

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Service Areas Map

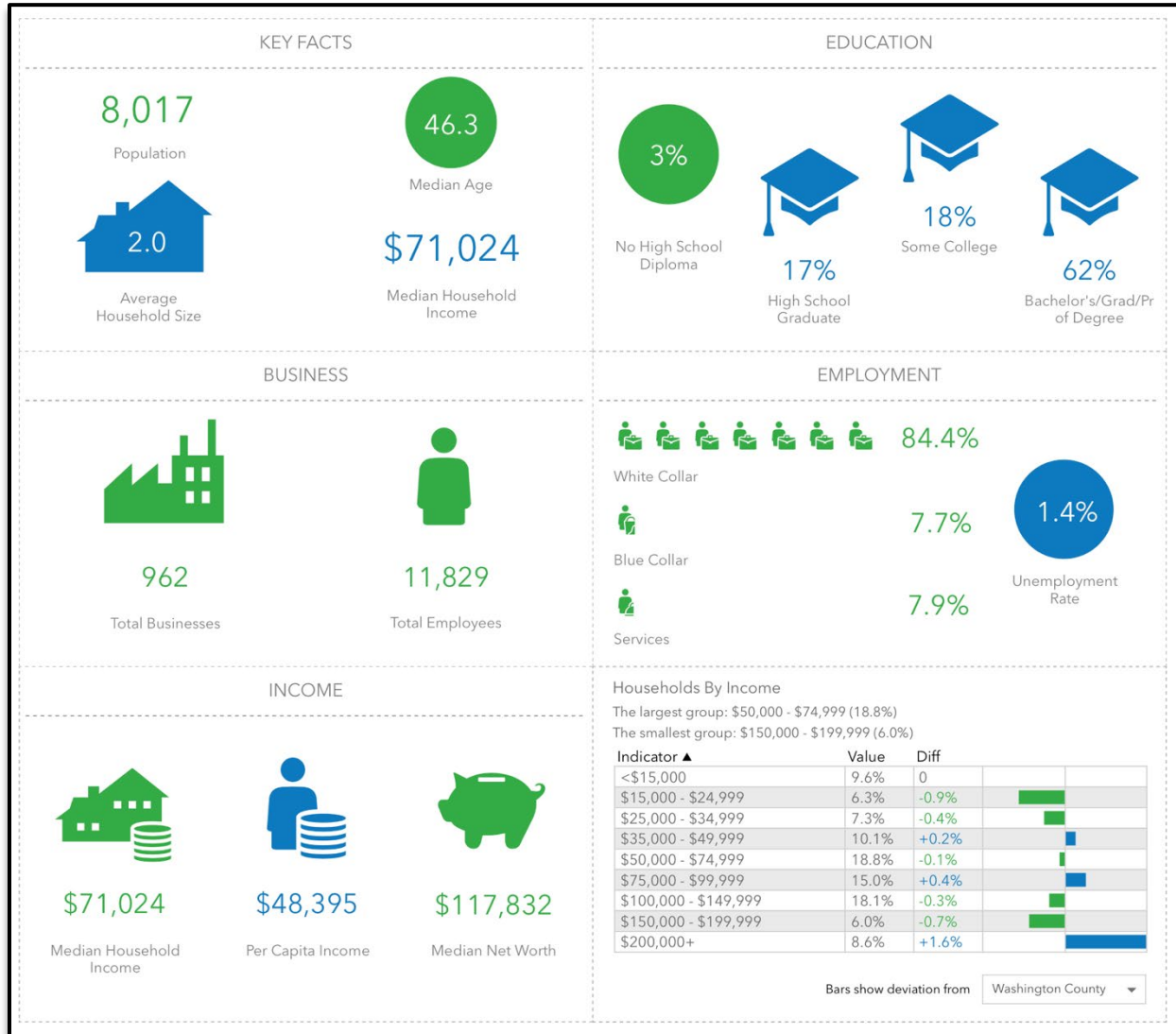


Green Boundary – City of Montpelier
Red Boundary – Secondary Service Area

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Infographic-City of Montpelier



Note: Household by Income comparison uses Montpelier and compares it to Washington County.

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Demographic Summary

The following table summarizes demographic data that is developed in more detail in this section.

| | City of Montpelier | Secondary Service Area |
|-----------------------------------|--------------------|------------------------|
| Population: | | |
| 2020 Census | 8,074 ¹ | 53,832 ² |
| 2022 Estimate | 8,017 | 53,871 |
| 2027 Estimate | 7,967 | 53,943 |
| Households: | | |
| 2020 Census | 3,929 | 23,092 |
| 2022 Estimate | 3,923 | 23,195 |
| 2027 Estimate | 3,919 | 23,368 |
| Families: | | |
| 2020 Census | 1,912 | 13,349 |
| 2022 Estimate | 1,815 | 13,616 |
| 2027 Estimate | 1,796 | 13,615 |
| Average Household Size: | | |
| 2020 Census | 2.03 | 2.23 |
| 2022 Estimate | 2.02 | 2.23 |
| 2027 Estimate | 2.01 | 2.21 |
| Ethnicity (2022 Estimate): | | |
| Hispanic | 3.3% | 2.7% |
| White | 87.3% | 90.1% |
| Black | 1.1% | 1.1% |
| American Indian | 0.2% | 0.3% |
| Asian | 2.6% | 1.1% |
| Pacific Islander | 0.1% | 0.04% |
| Other | 1.3% | 0.9% |
| Multiple | 7.5% | 6.5% |
| Median Age: | | |
| 2020 Census | 43.4 | 42.0 |
| 2022 Estimate | 46.3 | 45.0 |
| 2027 Estimate | 46.7 | 45.8 |
| Median Income: | | |
| 2022 Estimate | \$71,024 | \$68,501 |
| 2027 Estimate | \$77,694 | \$77,680 |

¹ From the 2010-2020 Census, the City of Montpelier, experienced a 2.8% increase in population.

² From the 2010-2020 Census, the Primary Service Area, experienced -.03% decrease in population.

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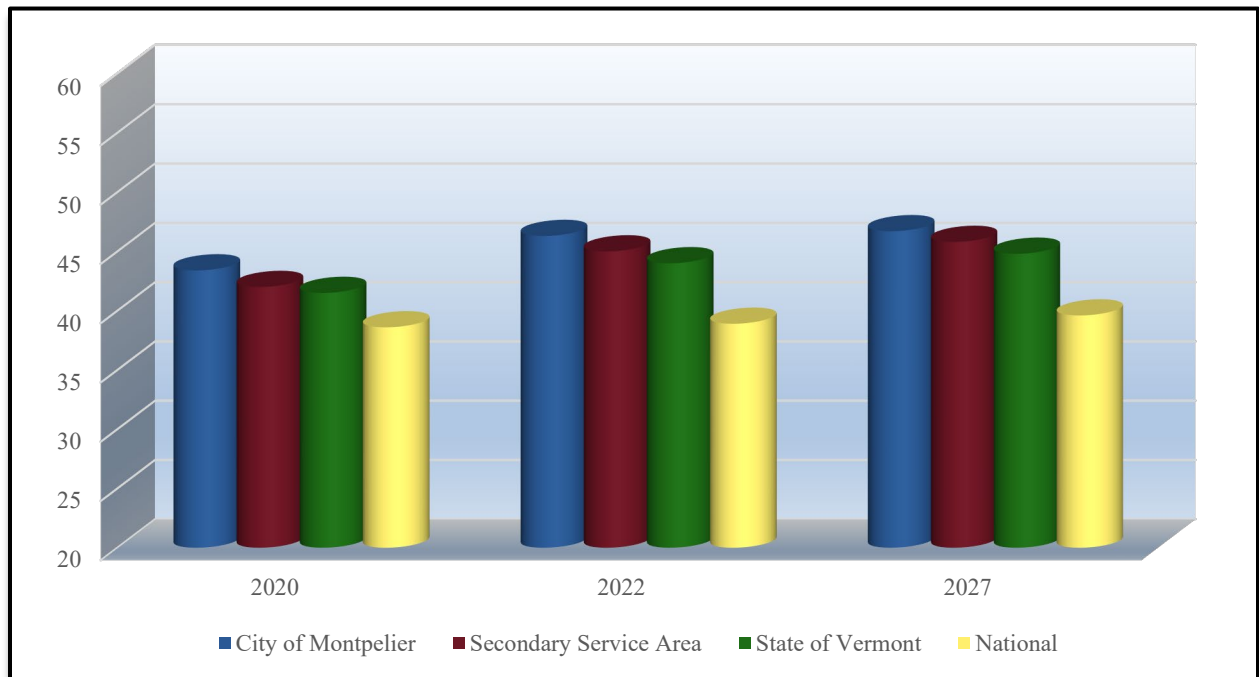
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Age and Income: The median age and household income levels are compared with the state and national numbers as both factors are primary determiners of participation in recreation activities. The lower the median age, the higher the participation rates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

Table A – Median Age:

| | 2020 Census | 2022 Projection | 2027 Projection |
|------------------------|-------------|-----------------|-----------------|
| City of Montpelier | 43.4 | 46.3 | 46.7 |
| Secondary Service Area | 42.0 | 45.0 | 45.8 |
| State of Vermont | 41.5 | 44.0 | 44.8 |
| Nationally | 38.6 | 38.9 | 39.6 |

Chart A – Median Age:



The median age in the City of Montpelier and the Secondary Service Area is higher than the State and National number. A lower median age points to young professionals and young families, primary users of indoor recreation amenities.

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Households with Children: The following chart provides the number and percentage of households in the City of Montpelier and the Secondary Service Area with children.

Table B – Households w/ Children

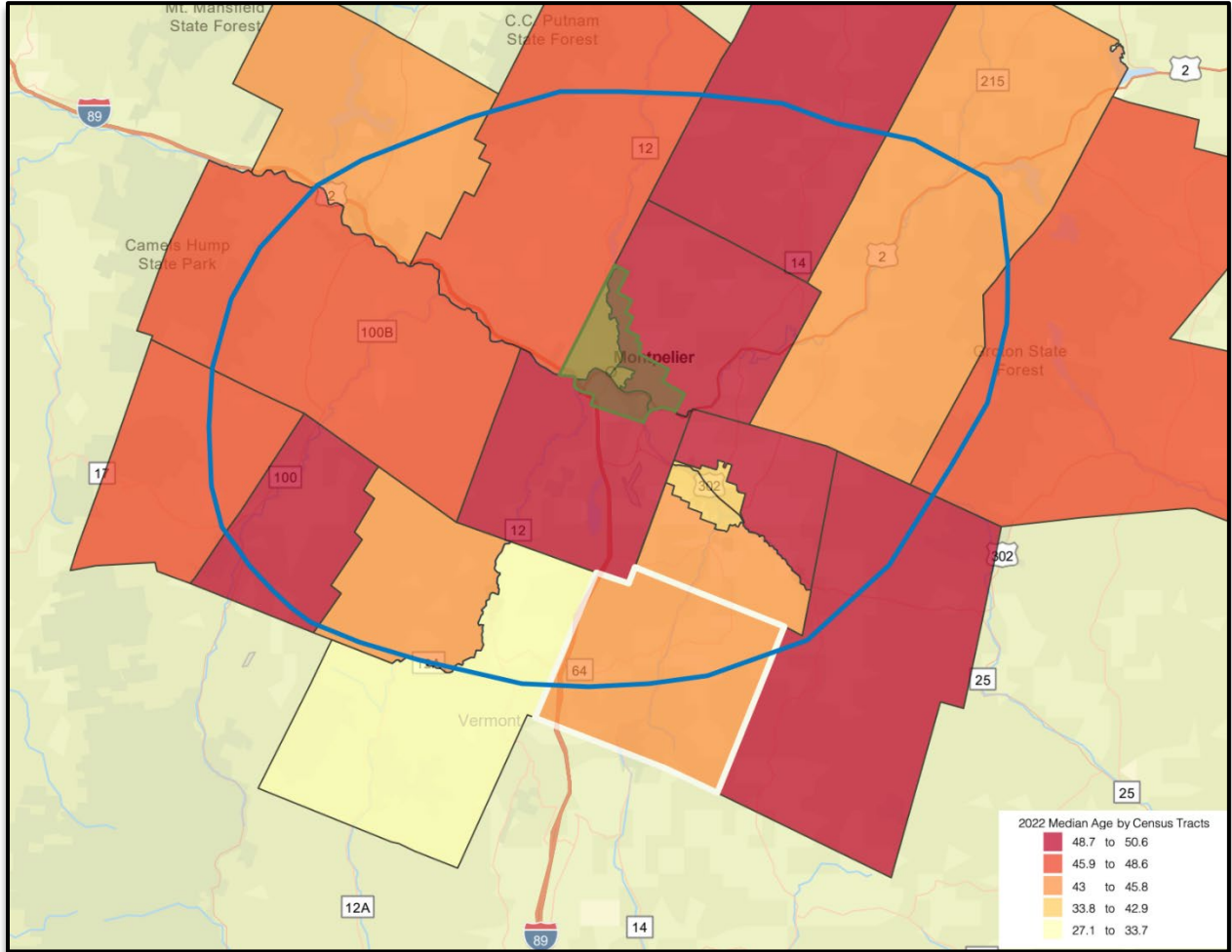
| | Number of Households w/ Children | Percentage of Households w/ Children |
|------------------------|-------------------------------------|---|
| City of Montpelier | 827 | 21.0% |
| Secondary Service Area | 5,523 | 24.4% |

The information contained in Table-B helps further outline the presence of families with children. As a point of comparison in the 2020 Census, 24.2% of households in Vermont and 30.7% of households nationally had children present.

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Map - Median Age by Zip Codes



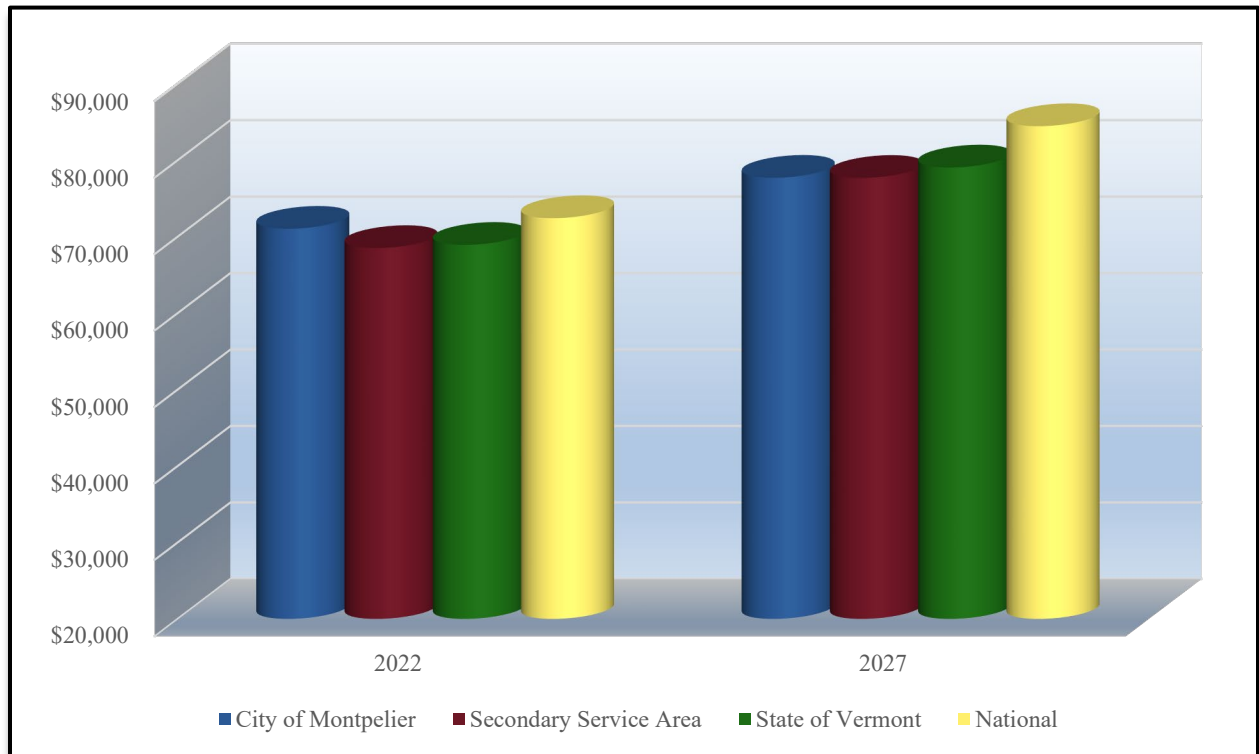
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Table C – Median Household Income:

| | 2022 Projection | 2027 Projection |
|------------------------|-----------------|-----------------|
| City of Montpelier | \$71,024 | \$77,694 |
| Secondary Service Area | \$68,501 | \$77,680 |
| State of Vermont | \$68,916 | \$79,039 |
| Nationally | \$72,414 | \$84,445 |

Chart B – Median Household Income:



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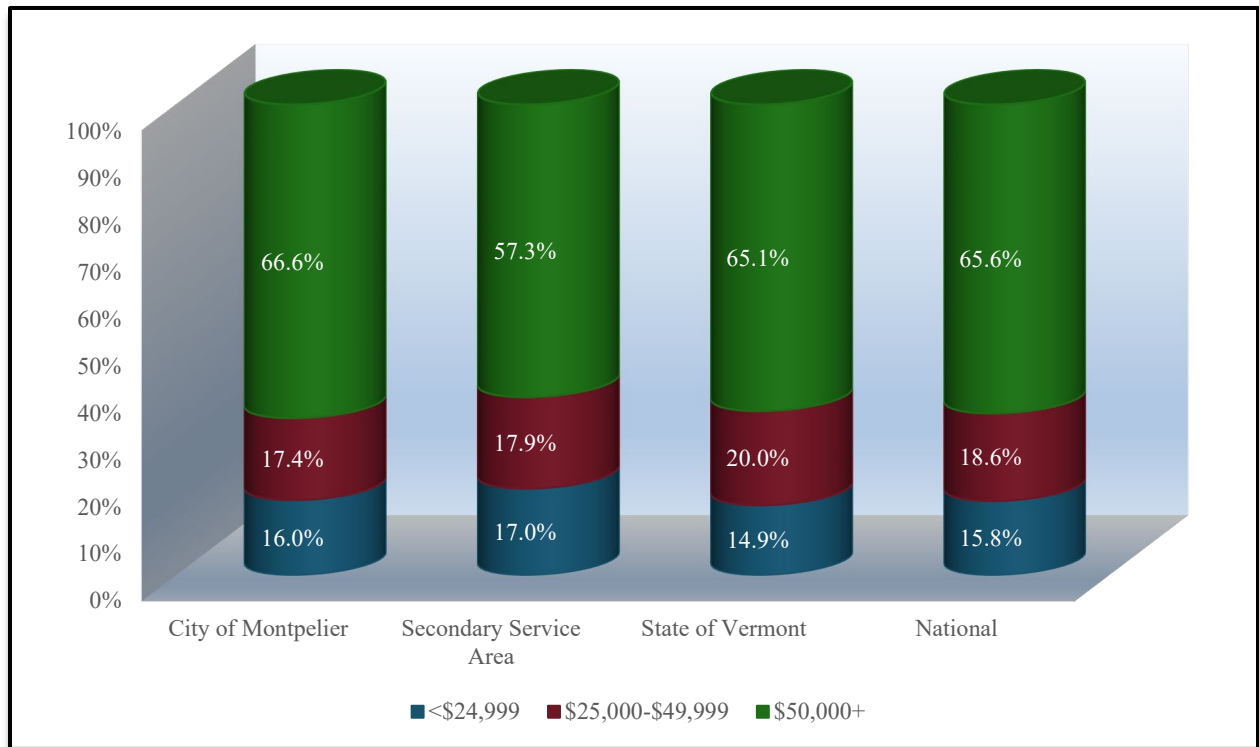
Based on 2022 projections for median household income, the following narrative describes the service areas:

In the City of Montpelier, the percentage of households with median income over \$50,000 per year is 66.6% compared to 61.6% on a national level. Furthermore, the percentage of households in the service area with median income less than \$25,000 per year is 16.0% compared to a level of 18.0% nationally.

In the Secondary Service Area, the percentage of households with median income over \$50,000 per year is 57.3% compared to 61.6% on a national level. Furthermore, the percentage of households in the service area with median income less than \$25,000 per year is 17.0% compared to a level of 18.0% nationally.

While there is no perfect gauge of use of an indoor recreation facility, the percentage of households with more than \$50,000 median income is usually a key indicator. Therefore, those numbers are significant and should be balanced with the overall cost of living.

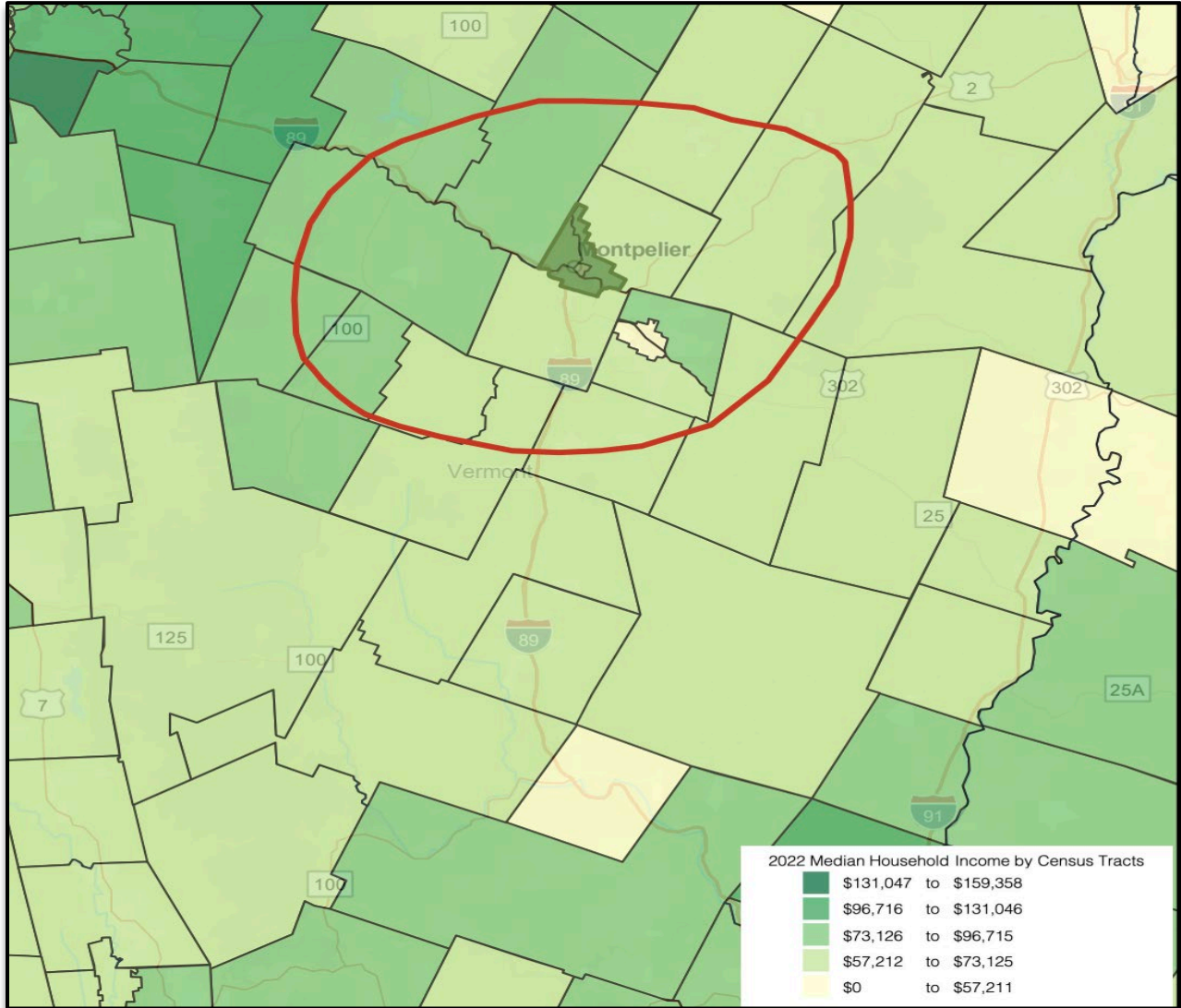
Chart C – Median Household Income Distribution



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Map – Median Household Income by Zip Codes



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

Table D – Household Budget Expenditures³:

| City of Montpelier | SPI | Average Amount Spent | Percent |
|--|-----|----------------------|---------|
| Housing | 95 | \$27,254.61 | 32.0% |
| <i>Shelter</i> | 96 | \$21,914.24 | 25.8% |
| <i>Utilities, Fuel, Public Service</i> | 94 | \$5,340.37 | 6.3% |
| Entertainment & Recreation | 95 | \$3,478.76 | 4.1% |

| Secondary Service Area | SPI | Average Amount Spent | Percent |
|--|-----|----------------------|---------|
| Housing | 87 | \$24,804.74 | 31.6% |
| <i>Shelter</i> | 87 | \$19,825.48 | 25.2% |
| <i>Utilities, Fuel, Public Service</i> | 88 | \$4,979.26 | 6.3% |
| Entertainment & Recreation | 89 | \$3,262.88 | 4.2% |

| State of Vermont | SPI | Average Amount Spent | Percent |
|--|-----|----------------------|---------|
| Housing | 92 | \$26,158.66 | 31.6% |
| <i>Shelter</i> | 91 | \$20,891.57 | 25.2% |
| <i>Utilities, Fuel, Public Service</i> | 93 | \$5,267.09 | 6.4% |
| Entertainment & Recreation | 94 | \$3,448.70 | 4.2% |

SPI: Spending Potential Index as compared to the National number of 100.
Average Amount Spent: The average amount spent per household.
Percent: Percent of the total 100% of household expenditures.

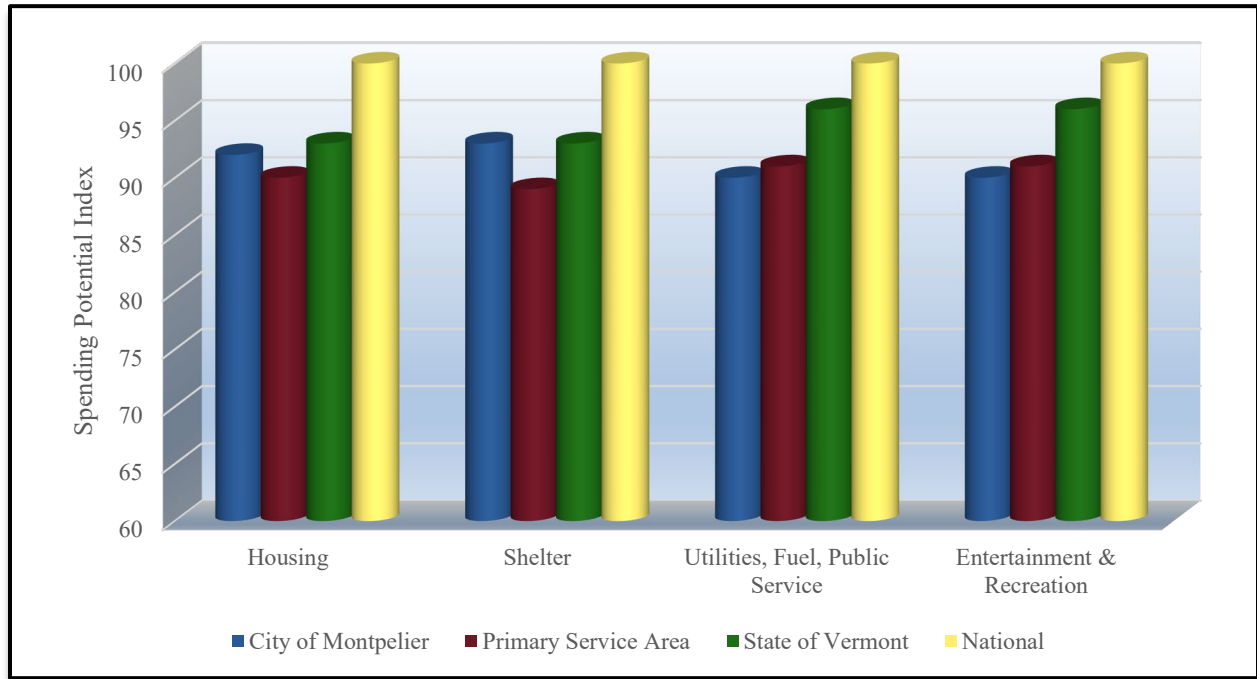
Note: Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.

³ Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2022 and 2027.

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Chart D – Household Budget Expenditures Spending Potential Index:



The consistency between the median household income and the household budget expenditures is important. It also points to the fact that compared to a National level of dollars available, what is being spent in the City of Montpelier, Secondary Service Area, and State of Vermont are less. This could point to challenges in the ability to pay for programs and services offered at a recreation facility of any type.

The total number of housing units in the City of Montpelier is 4,177 and 94.1% are occupied, or 3,929 housing units. The total vacancy rate for the service area is 7%. Of the available housing units:

- For Rent 0.0%
- Rented, not Occupied 0.9%
- For Sale 0.6%
- Sold, not Occupied 0.4%
- For Seasonal Use 2.1%
- Other Vacant 3.1%

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The total number of housing units in the Secondary Service Area is 25,312 and 91.2% are occupied, or 23,092 housing units. The total vacancy rate for the service area is 8.5%. Of the available housing units:

- For Rent 0.4%
- Rented, not Occupied 0.2%
- For Sale 1.1%
- Sold, not Occupied 0.4%
- For Seasonal Use 4.2%
- Other Vacant 2.9%

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Recreation Expenditures Spending Potential Index: Finally, through ESRI it is possible to examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

Table E – Recreation Expenditures Spending Potential Index⁴:

| City of Montpelier | SPI | Average Spent |
|-------------------------------------|-----|---------------|
| Fees for Participant Sports | 96 | \$125.52 |
| Fees for Recreational Lessons | 87 | \$139.29 |
| Social, Recreation, Club Membership | 96 | \$271.76 |
| Exercise Equipment/Game Tables | 94 | \$59.09 |
| Other Sports Equipment | 97 | \$7.84 |

| Secondary Service Area | SPI | Average Spent |
|-------------------------------------|-----|---------------|
| Fees for Participant Sports | 89 | \$116.43 |
| Fees for Recreational Lessons | 84 | \$134.98 |
| Social, Recreation, Club Membership | 89 | \$251.04 |
| Exercise Equipment/Game Tables | 87 | \$54.46 |
| Other Sports Equipment | 89 | \$7.22 |

| State of Vermont | SPI | Average Spent |
|-------------------------------------|-----|---------------|
| Fees for Participant Sports | 91 | \$119.20 |
| Fees for Recreational Lessons | 89 | \$142.27 |
| Social, Recreation, Club Membership | 92 | \$258.94 |
| Exercise Equipment/Game Tables | 92 | \$57.72 |
| Other Sports Equipment | 93 | \$7.53 |

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

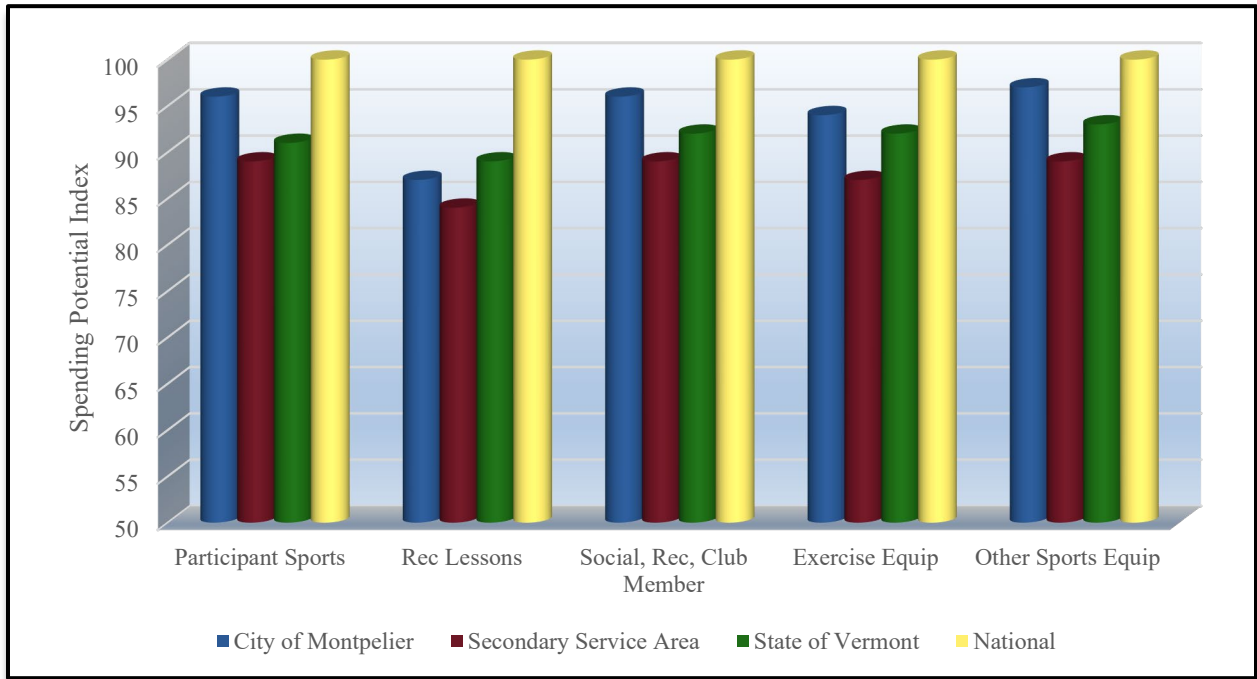
SPI: Spending potential index as compared to the national number of 100.

⁴ Consumer Spending data is derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics.

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Chart E – Recreation Spending Potential Index:

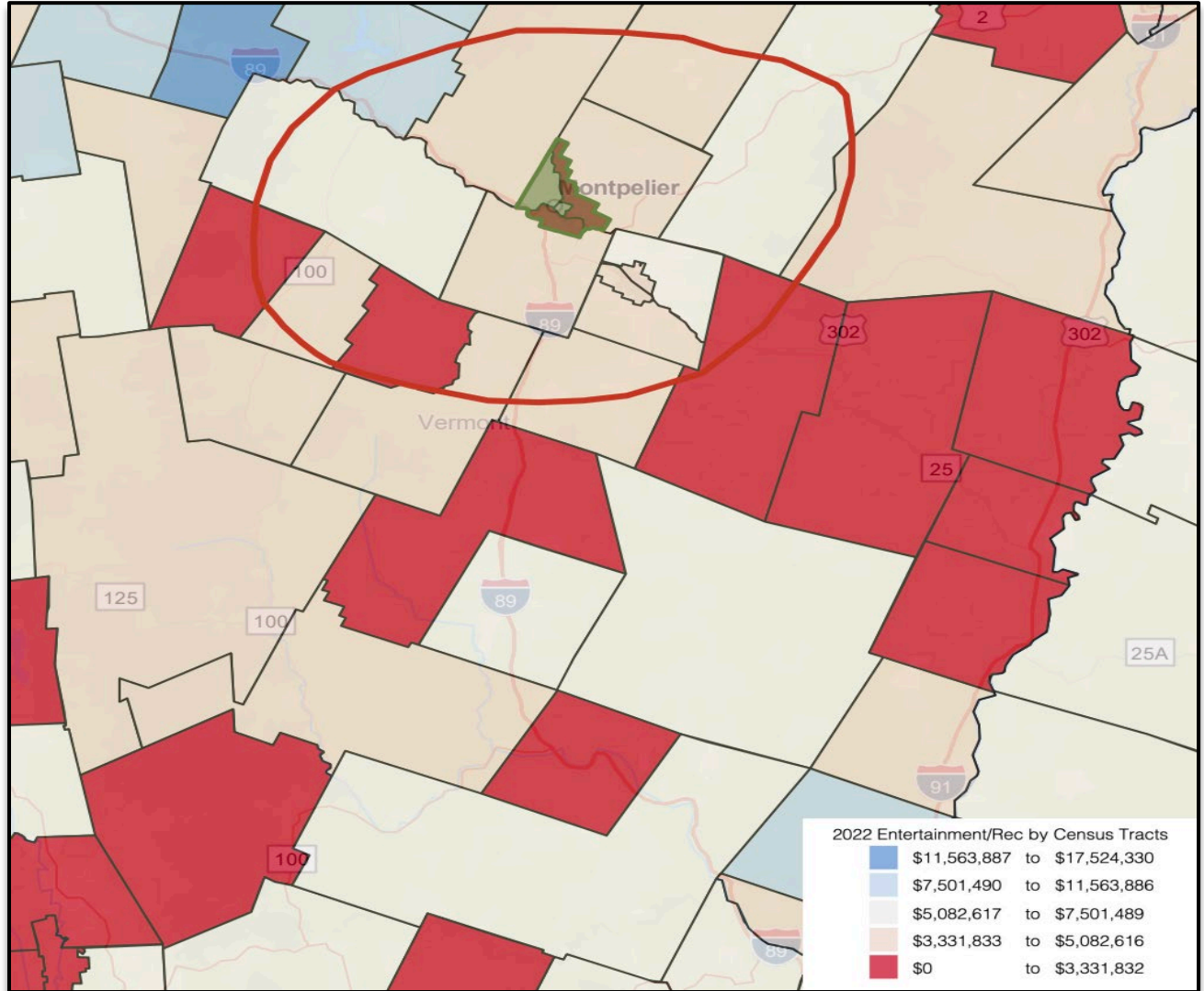


Again, there is a great deal of consistency between median household income, household budget expenditures and now recreation and spending potential.

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Map – Entertainment & Recreation Spending Potential Index by Zip Codes



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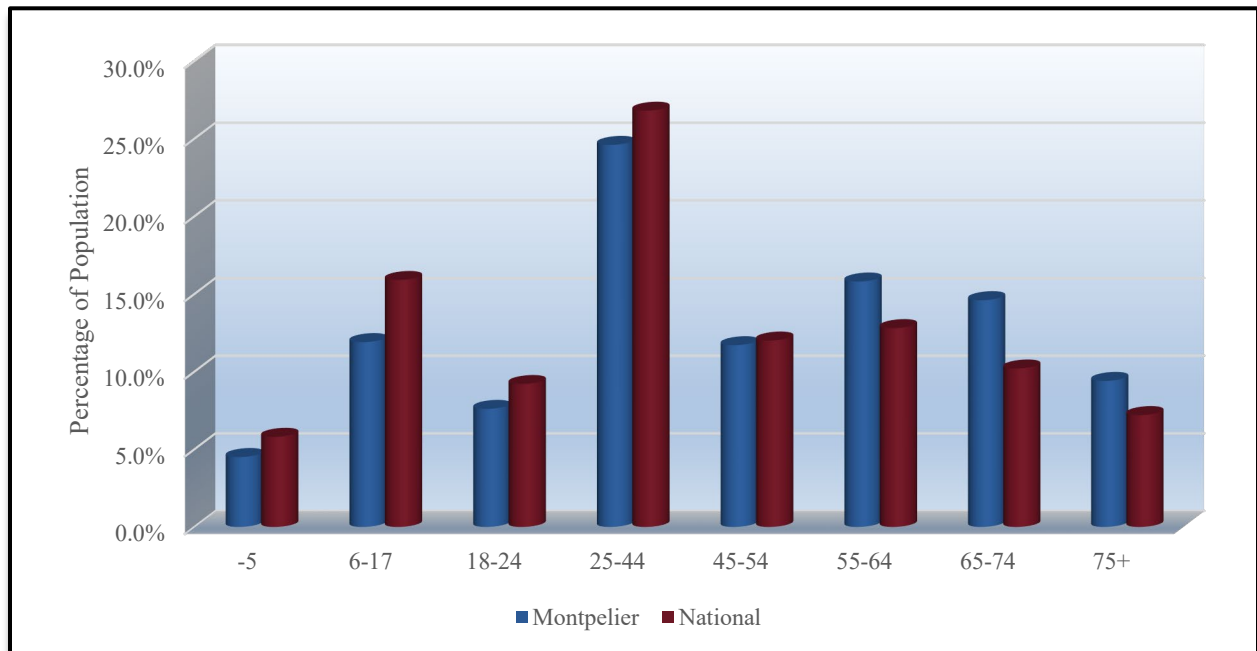
Population Distribution by Age: Utilizing census information for Montpelier and the Secondary Service Area, the following comparisons are possible.

Table F – 2022 Montpelier Age Distribution
(ESRI estimates)

| Ages | Population | % of Total | Nat. Population | Difference |
|-------|------------|------------|-----------------|------------|
| 0-5 | 357 | 4.5% | 5.8% | -1.4% |
| 5-17 | 954 | 11.9% | 15.9% | -4.0% |
| 18-24 | 612 | 7.6% | 9.2% | -1.6% |
| 25-44 | 1,970 | 24.6% | 26.8% | -2.2% |
| 45-54 | 937 | 11.7% | 12.0% | -0.3% |
| 55-64 | 1,263 | 15.8% | 12.8% | 3.0% |
| 65-74 | 1,170 | 14.6% | 10.2% | 4.4% |
| 75+ | 754 | 9.4% | 7.2% | 2.2% |

- Population:** 2022 census estimates in the different age groups in Montpelier.
- % of Total:** Percentage of Montpelier population in the age group.
- National Population:** Percentage of the national population in the age group.
- Difference:** Percentage difference between Montpelier population and the national population.

Chart F – 2022 Montpelier Age Group Distribution



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The demographic makeup of Montpelier, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the age groups of 55-64, 65-74 and 75+ and a smaller population in the age groups of 0-5, 6-17, 18-24, and 25-44. The 45-54 age group is similar to the national level. The greatest positive variance is in the 65-74 age group with +4.4%, while the greatest negative variance is in the 5-17 age groups with -4.0%.

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Table G – 2022 Secondary Service Area Age Distribution

(ESRI estimates)

| Ages | Population | % of Total | Nat. Population | Difference |
|-------|------------|------------|-----------------|------------|
| 0-5 | 2,395 | 4.5% | 5.8% | -1.4% |
| 5-17 | 7,111 | 13.2% | 15.9% | -2.7% |
| 18-24 | 5,009 | 9.3% | 9.2% | 0.1% |
| 25-44 | 12,404 | 23.0% | 26.8% | -3.8% |
| 45-54 | 6,939 | 12.9% | 12.0% | 0.9% |
| 55-64 | 8,443 | 15.7% | 12.8% | 2.9% |
| 65-74 | 7,014 | 13.0% | 10.2% | 2.8% |
| 75+ | 4,556 | 8.5% | 7.2% | 1.3% |

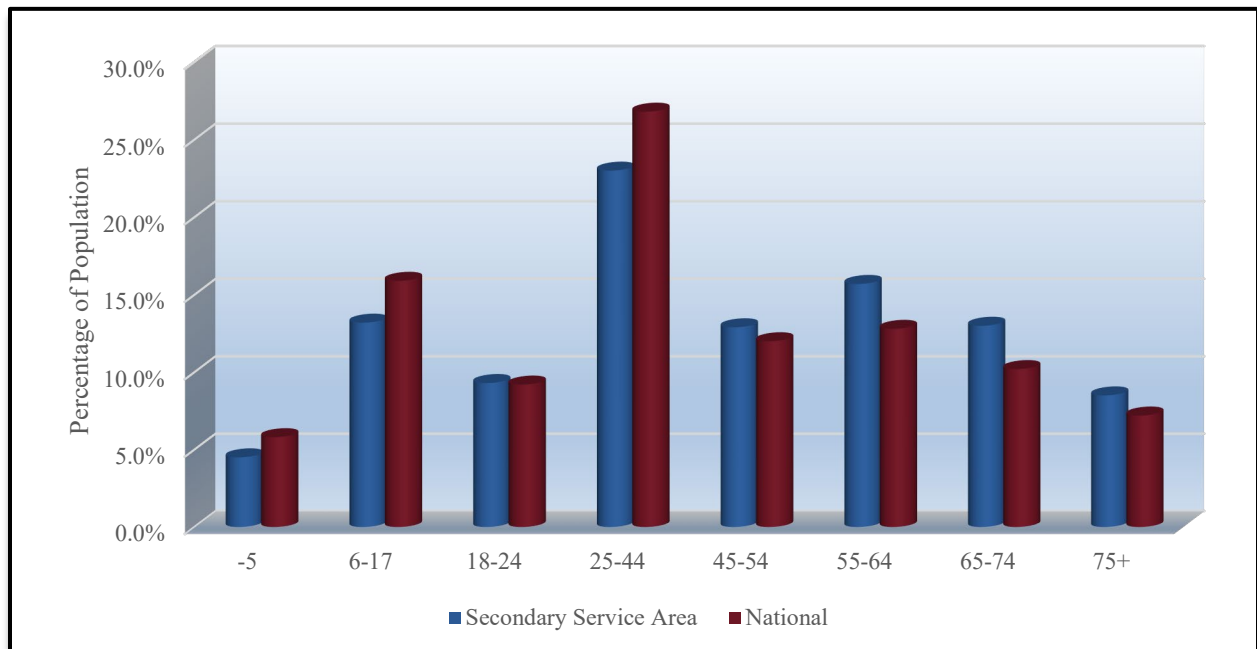
Population: 2022 census estimates in the different age groups in the Secondary Service Area.

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

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

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

Chart G – 2022 Secondary Service Area Age Group Distribution



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the

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age groups of 45-54, 55-64, 65-74 and 75+ and a smaller population in the age groups of 0-5, 6-17, and 25-44. The greatest positive variance is in the 55-64 age group with +2.9%, while the greatest negative variance is in the 25-44 age groups with -3.8%. The 18-24 age group is similar to the national level.

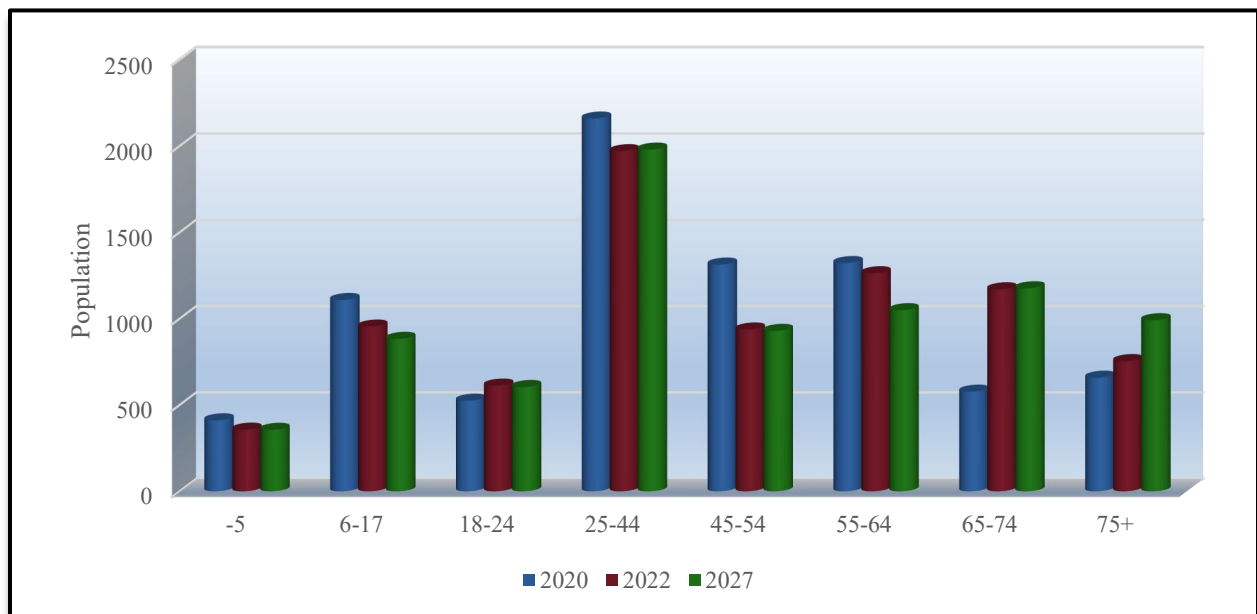
Population Distribution Comparison by Age Over Time: Utilizing census information from Montpelier and the Secondary Service Area the following comparisons are possible.

Table H – Montpelier Population Estimates

(U.S. Census Information and ESRI)

| Ages | 2020 Census | 2022 Projection | 2027 Projection | Percent Change | Percent Change Nat'l |
|-------|-------------|-----------------|-----------------|----------------|----------------------|
| -5 | 411 | 357 | 356 | 0.9% | -13.4% |
| 5-17 | 1,108 | 954 | 883 | 0.8% | -20.3% |
| 18-24 | 525 | 612 | 604 | 1.1% | 15.0% |
| 25-44 | 2,159 | 1,970 | 1,979 | 0.9% | -8.3% |
| 45-54 | 1,313 | 937 | 929 | 0.7% | -29.2% |
| 55-64 | 1,322 | 1,263 | 1,049 | 0.8% | -20.7% |
| 65-74 | 577 | 1,170 | 1,176 | 2.0% | 103.8% |
| 75+ | 658 | 754 | 991 | 1.5% | 50.6% |

Chart H – Montpelier Population Growth



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Table-H illustrates the growth or decline in age group numbers from the 2020 census until the year 2027. It is projected all age categories age groups, except 18-24, 65-74 and 75+, will see a decrease in population. The population of the United States is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Table I – Secondary Service Area Population Estimates

(U.S. Census Information and ESRI)

| Ages | 2020 Census | 2022 Projection | 2027 Projection | Percent Change | Percent Change Nat'l |
|-------|-------------|-----------------|-----------------|----------------|----------------------|
| -5 | 2,782 | 2,395 | 2,371 | 0.8% | -14.8% |
| 5-17 | 8,329 | 7,111 | 6,873 | 0.8% | -17.5% |
| 18-24 | 5,044 | 5,009 | 4,766 | 0.9% | -5.5% |
| 25-44 | 12,995 | 12,404 | 12,388 | 0.9% | -4.7% |
| 45-54 | 8,850 | 6,939 | 6,656 | 0.8% | -24.8% |
| 55-64 | 7,929 | 8,443 | 7,624 | 1.0% | -3.8% |
| 65-74 | 4,134 | 7,014 | 7,547 | 1.8% | 82.6% |
| 75+ | 3,768 | 4,556 | 5,718 | 1.5% | 51.8% |

Chart I – Secondary Service Area Population Growth

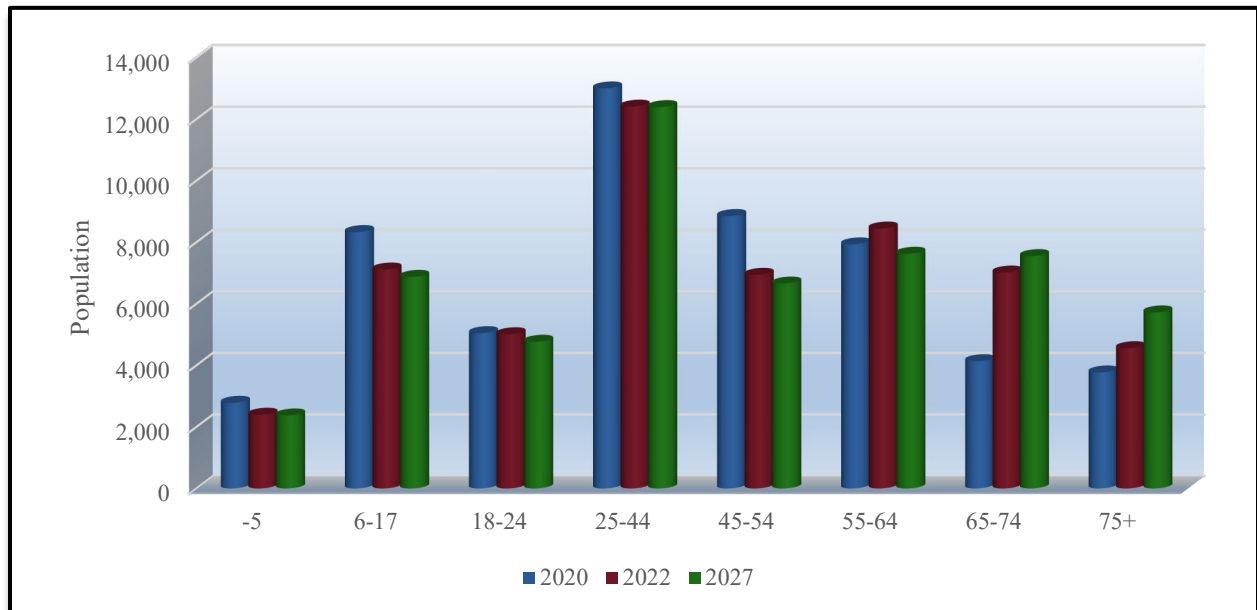


Table-I illustrates the growth or decline in age group numbers from the 2020 census until the year 2027. It is projected all age categories age groups, except 65-74 and 75+, will see a decrease in

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population by 2027. The population of the United States is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

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Ethnicity and Race: Below is listed the distribution of the population by ethnicity and race for Montpelier and the Secondary Service Area for 2022 population projections. These numbers were developed from 2020 Census Data.

Table J – Montpelier Ethnic Population and Median Age 2022

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

| Ethnicity | Total Population | Median Age | % of Population | % of VT Population |
|-----------|------------------|------------|-----------------|--------------------|
| Hispanic | 262 | 31.4 | 3.27% | 2.5% |

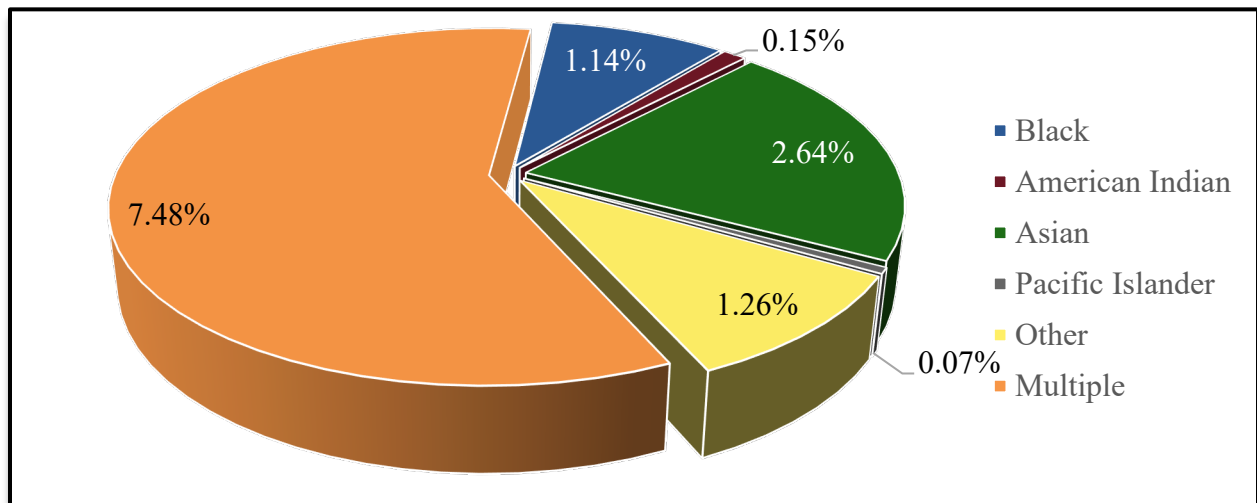
Table K – Montpelier by Race and Median Age 2022

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

| Race | Total Population | Median Age | % of Population | % of VT Population |
|------------------|------------------|------------|-----------------|--------------------|
| White | 6,995 | 46.0 | 87.25% | 89.4% |
| Black | 91 | 29.6 | 1.14% | 1.4% |
| American Indian | 12 | 37.5 | 0.15% | 0.4% |
| Asian | 212 | 32.0 | 2.64% | 1.8% |
| Pacific Islander | 6 | 65.0 | 0.07% | 0.0% |
| Other | 101 | 39.6 | 1.26% | 0.9% |
| Multiple | 600 | 26.2 | 7.48% | 6.1% |

2022 Montpelier Total Population: 8,017 Residents

Chart J – 2022 Montpelier Population by Non-White Race



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Table L – Secondary Service Area Ethnic Population and Median Age 2022

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

| Ethnicity | Total Population | Median Age | % of Population | % of VT Population |
|-----------|------------------|------------|-----------------|--------------------|
| Hispanic | 1,473 | 32.9 | 2.7% | 2.5% |

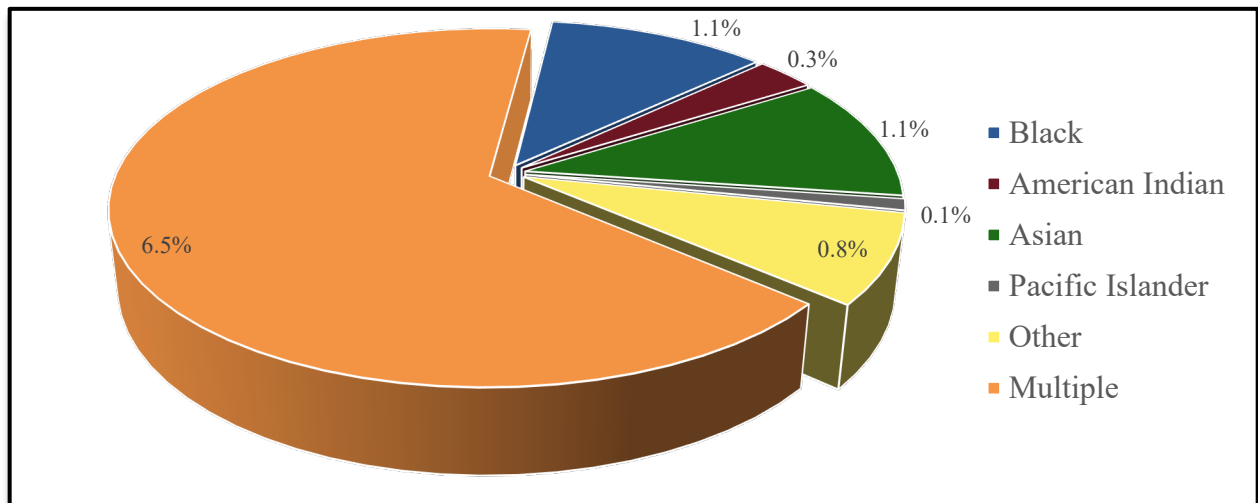
Table M – Secondary Service Area by Race and Median Age 2022

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

| Race | Total Population | Median Age | % of Population | % of VT Population |
|------------------|------------------|------------|-----------------|--------------------|
| White | 48,541 | 45.0 | 90.1% | 89.4% |
| Black | 609 | 28.9 | 1.1% | 1.4% |
| American Indian | 140 | 44.0 | 0.3% | 0.4% |
| Asian | 602 | 34.3 | 1.1% | 1.8% |
| Pacific Islander | 19 | 62.5 | 0.1% | 0.0% |
| Other | 463 | 38.5 | 0.8% | 0.9% |
| Multiple | 3,497 | 31.4 | 6.5% | 6.1% |

2022 Secondary Service Area Total Population: 53,871 Residents

Chart K – 2022 Secondary Service Area Population by Non-White Race



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Tapestry Segmentation

The Tapestry segmentation system classifies U.S. neighborhoods into 65 unique market segments. Neighborhoods are sorted by more than 60 attributes including income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior.

The following pages and tables outline the top 5 tapestry segments in each of the service areas and provides a brief description of each. This information combined with the key indicators and demographic analysis of each service area help further describe the markets that a Montpelier Recreation Center could serve with programs and services.

For comparison purposes the following are the top 10 Tapestry segments, along with percentage in the United States:

| | |
|-----------------------------------|--------------|
| 1. Green Acres (6A) | 3.3% |
| 2. Southern Satellites (10A) | 3.2% |
| 3. Middleburg (4C) | 3.0% |
| 4. Savvy Suburbanites (1D) | 3.0% |
| 5. Soccer Moms (4A) | <u>3.0%</u> |
| | 15.5% |
| 6. Salt of the Earth (6B) | 2.9% |
| 7. Up and Coming Families (7A) | 2.6% |
| 8. Midlife Constants (5E) | 2.5% |
| 9. Comfortable Empty Nesters (5A) | 2.4% |
| 10. Old and Newcomers (8F) | <u>2.3%</u> |
| | 12.7% |

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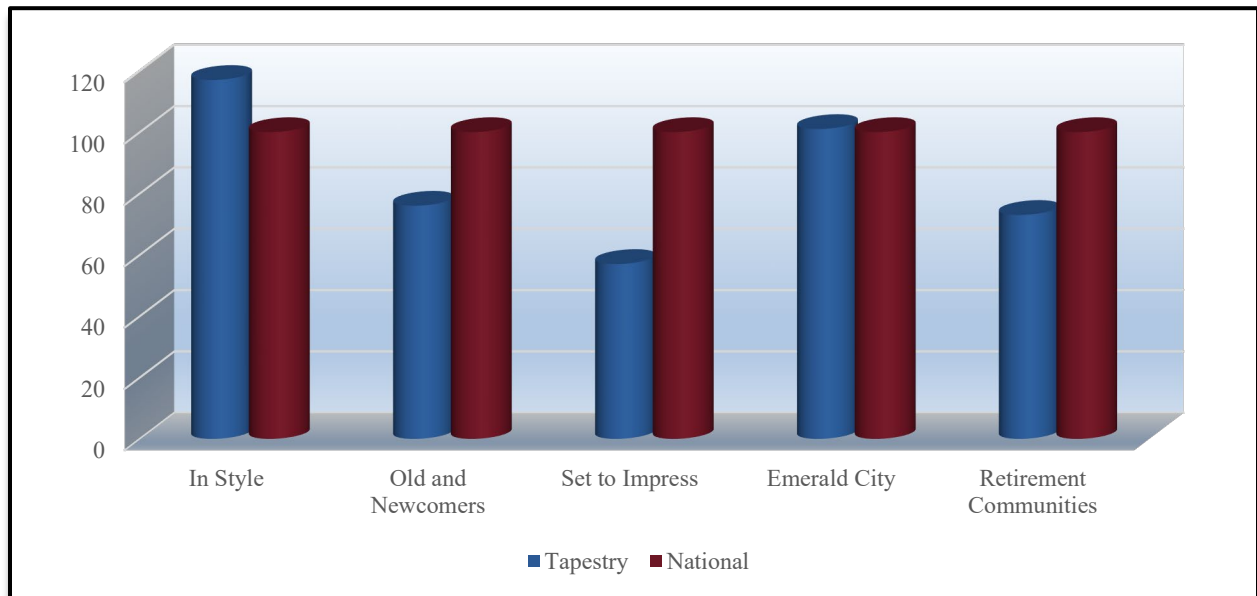
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Table N – Montpelier Tapestry Segment Comparison

(ESRI estimates)

| | Montpelier | | Demographics | |
|-----------------------------|------------|--------------------|--------------|------------------|
| | Percent | Cumulative Percent | Median Age | Median HH Income |
| In Style (5B) | 34.0% | 34.0% | 42.0 | \$73,000 |
| Old and Newcomers (8F) | 25.6% | 59.6% | 39.4 | \$44,900 |
| Set to Impress (11D) | 14.7% | 74.3% | 33.9 | \$32,800 |
| Emerald City (8B) | 14.7% | 89.0% | 37.4 | \$59,200 |
| Retirement Communities (9E) | 11.1% | 100.1% | 53.9 | \$40,800 |

Chart L – Montpelier Tapestry Segment Entertainment Spending:



In Style (5B) – This group embraces the urban lifestyle. They are fully connected to digital devices and support the arts and charities/causes. Most do not have children. Meticulous planners.

Old and Newcomers (8F) – Singles living on a budget. Just beginning careers or taking college/adult education classes. Strong supporters of environmental organizations.

Set to Impress (11D) – Residents living alone but continue to have close family ties. Very conscious of the image. Enjoy popular music and quick meals. High use of internet and social media.

Market Demographic Update

Montpelier Recreation Center Operations Plan

Emerald City (8B) – Young, mobile and well educated, this group is highly connected. They make environmentally friendly purchases. Embrace food and culture, balanced with time at the gym.

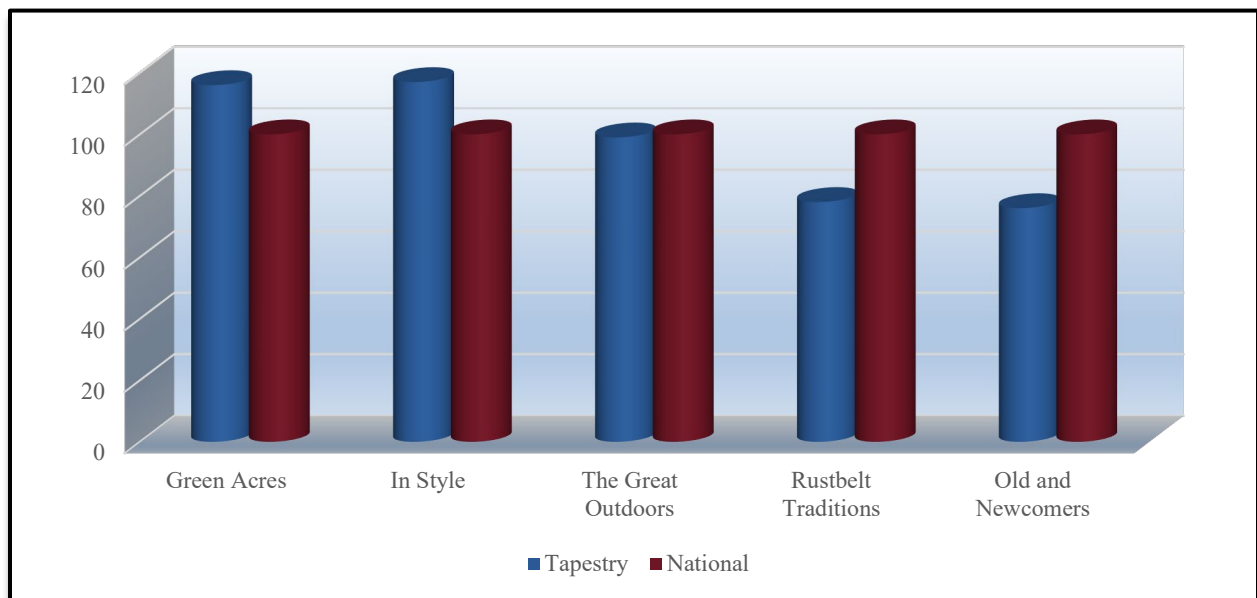
Retirement Communities (9E) – An older demographic that keeps a close eye on their finances. They are brand loyal and will pay a bit more for their favorites. They are health conscious and enjoy bingo, opera, and theatre.

Table O – Secondary Service Area Tapestry Segment Comparison

(ESRI estimates)

| | Secondary Service Area | | Demographics | |
|--------------------------|------------------------|--------------------|--------------|------------------|
| | Percent | Cumulative Percent | Median Age | Median HH Income |
| Green Acres (6A) | 18.0% | 18.0% | 43.9 | \$76,800 |
| In Style (5B) | 14.6% | 32.6% | 42.0 | \$73,000 |
| The Great Outdoors (6C) | 13.7% | 46.3% | 47.4 | \$56,400 |
| Rustbelt Traditions (5D) | 11.8% | 58.1% | 39.0 | \$51,800 |
| Old and Newcomers (8F) | 8.5% | 66.6% | 39.4 | \$44,900 |

Chart M – Secondary Service Area Tapestry Segment Entertainment Spending:



Green Acres (6A) – Lifestyle that features self-reliance. Enjoy maintaining home/yard, being outside and playing sports. Most households no longer have children. Conservative and cautious.

Market Demographic Update

Montpelier Recreation Center Operations Plan

In Style (5B) – This group embraces the urban lifestyle. They are fully connected to digital devices and support the arts and charities/causes. Most do not have children. Meticulous planners.

The Great Outdoors (6C) – Living a modest lifestyle, these empty nesters are very do-it-yourself oriented and cost conscious. Enjoy outdoor activities such as hiking and hunting.

Rustbelt Traditions (5D) – A large, stable market that is family oriented and values spending time at home. Most have lived, worked, and played in the same place for years. Residents like convenience.

Old and Newcomers (8F) – Singles living on a budget. Just beginning careers or taking college/adult education classes. Strong supporters of environmental organizations.

Market Demographic Update

Montpelier Recreation Center Operations Plan

Demographic Summary

The following summarizes the demographic characteristics of the service areas.

- The City of Montpelier, at approximately 8,017 in population, is too small to support a significant recreation center without drawing users from the surrounding area.
- The Secondary Service Area at approximately 53,871, is large enough to support a recreation center with a number of amenities.
- Montpelier has a relatively small household size, indicating fewer homes with children. However, the Secondary Service Area is similar to the state average in size. Montpelier has 21.0% of families with children. The Secondary Service area is similar to the state level of families with children at 24.4% and 24.2%. These are all lower than the national level of 30.7% of families with children.
- The population in both service areas is older than the state and national numbers and in the coming years there is expected to be a continued decline in the youth age groups but significant growth in the senior age categories.
- Montpelier is remarkably similar to the national level for median household income; however, both the Secondary Service Area and state have a slightly lower median household income level when compared to national numbers.
- Expenditures for recreation activities are lower than the state and national numbers but the cost of living in the area is also lower.
- There is very little cultural diversity in the area.
- In addition to the permanent population in the area, it is estimated that there is an inflow of approximately 4,000 people that come to work in Montpelier each day during the work week. Also, during the time of the year that the state legislature is in session, there are additional people in the community as well.

Sports Participation Trends

Montpelier Recreation Center Operations Plan

Section II - Sports Participation Trends

In addition to analyzing the demographic realities of the service areas, it is possible to project possible participation in recreation and sports activities.

Participation Numbers: On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay rate of participation onto the service areas to determine market potential. The information contained in this section of the report utilizes the NSGA's most recent survey. For that data was collected in 2021 and the report was issued in June of 2022.

B*K takes the national average and combines that with participation percentages of the service area based upon age distribution, median income, region and National number. Those four percentages are then averaged together to create a unique participation percentage for the service area. This participation percentage when applied to the population of the service areas, provides an idea of the market potential for various sports activities.

Sports Participation Trends

Montpelier Recreation Center Operations Plan

Recreation Center Participation: These activities could take place at a recreation center.

Table A –Participation Rates for Montpelier

| | Age | Income | Region | Nation | Average |
|-----------------------|-------|--------|--------|--------|---------|
| Aerobic Exercise | 16.3% | 18.4% | 14.3% | 15.8% | 16.2% |
| Basketball | 6.3% | 8.6% | 6.4% | 7.5% | 7.2% |
| Cheerleading | 0.8% | 1.0% | 2.1% | 1.0% | 1.2% |
| Exercise Walking | 44.1% | 44.1% | 53.3% | 41.4% | 45.7% |
| Exercise w/ Equipment | 19.6% | 21.8% | 22.1% | 18.9% | 20.6% |
| Martial Arts/MMA | 1.5% | 1.6% | 1.3% | 1.7% | 1.5% |
| Pilates | 1.9% | 1.5% | 2.9% | 1.9% | 2.0% |
| Running/Jogging | 13.7% | 16.8% | 15.6% | 14.9% | 15.3% |
| Swimming | 15.0% | 15.5% | 19.3% | 15.6% | 16.3% |
| Volleyball | 3.1% | 3.6% | 2.2% | 3.6% | 3.1% |
| Weightlifting | 12.2% | 13.1% | 13.2% | 12.4% | 12.7% |
| Workout @ Clubs | 8.0% | 9.3% | 9.0% | 8.1% | 8.6% |
| Yoga | 9.8% | 10.2% | 15.0% | 10.2% | 11.3% |

| | Age | Income | Region | Nation | Average |
|---------------------|-------|--------|--------|--------|---------|
| Did Not Participate | 20.4% | 20.4% | 19.8% | 20.6% | 20.3% |

Age: Participation based on individuals ages 7 & Up in Montpelier.
Income: Participation based on the 2022 estimated median household income in Montpelier.
Region: Participation based on regional statistics (New England).
National: Participation based on national statistics.
Average: Average of the four columns.

Note: “Did Not Participate” refers to all 58 activities tracked by the NSGA.

Sports Participation Trends

Montpelier Recreation Center Operations Plan

Table B –Participation Rates for the Secondary Service Area

| | Age | Income | Region | Nation | Average |
|-----------------------|------------|---------------|---------------|---------------|----------------|
| Aerobic Exercise | 16.1% | 18.4% | 14.3% | 15.8% | 16.1% |
| Basketball | 6.6% | 8.6% | 6.4% | 7.5% | 7.3% |
| Cheerleading | 0.8% | 1.0% | 2.1% | 1.0% | 1.2% |
| Exercise Walking | 43.2% | 44.1% | 53.3% | 41.4% | 45.5% |
| Exercise w/ Equipment | 19.3% | 21.8% | 22.1% | 18.9% | 20.5% |
| Martial Arts/MMA | 1.5% | 1.6% | 1.3% | 1.7% | 1.5% |
| Pilates | 1.9% | 1.5% | 2.9% | 1.9% | 2.0% |
| Running/Jogging | 13.9% | 16.8% | 15.6% | 14.9% | 15.3% |
| Swimming | 15.1% | 15.5% | 19.3% | 15.6% | 16.4% |
| Volleyball | 3.2% | 3.6% | 2.2% | 3.6% | 3.1% |
| Weightlifting | 12.2% | 13.1% | 13.2% | 12.4% | 12.7% |
| Workout @ Clubs | 7.9% | 9.3% | 9.0% | 8.1% | 8.6% |
| Yoga | 9.8% | 10.2% | 15.0% | 10.2% | 11.3% |

| | Age | Income | Region | Nation | Average |
|---------------------|------------|---------------|---------------|---------------|----------------|
| Did Not Participate | 20.6% | 20.4% | 19.8% | 20.6% | 20.3% |

Age: Participation based on individuals ages 7 & Up in the Secondary Service Area.
Income: Participation based on the 2022 estimated median household income in the Secondary Service Area.
Region: Participation based on regional statistics (New England).
National: Participation based on national statistics.
Average: Average of the four columns.

Note: “Did Not Participate” refers to all 58 activities tracked by the NSGA.

Sports Participation Trends

Montpelier Recreation Center Operations Plan

Anticipated Sports Participation Numbers: Utilizing the average percentage from Table-A above plus the 2020 census information and census estimates for 2022 and 2027 (over age 7) the following comparisons are available.

Table C –Participation Growth or Decline in Montpelier

| | Average | 2020 Population | 2022 Population | 2027 Population | Difference |
|-----------------------|---------|--------------------|--------------------|--------------------|------------|
| Aerobic Exercise | 16.2% | 1,212 | 1,217 | 1,210 | -2 |
| Basketball | 7.2% | 539 | 541 | 538 | -1 |
| Cheerleading | 1.2% | 91 | 91 | 91 | 0 |
| Exercise Walking | 45.7% | 3,422 | 3,437 | 3,416 | -6 |
| Exercise w/ Equipment | 20.6% | 1,541 | 1,548 | 1,538 | -3 |
| Martial Arts/MMA | 1.5% | 113 | 114 | 113 | 0 |
| Pilates | 2.0% | 153 | 153 | 152 | 0 |
| Running/Jogging | 15.3% | 1,142 | 1,147 | 1,140 | -2 |
| Swimming | 16.3% | 1,223 | 1,228 | 1,220 | -2 |
| Volleyball | 3.1% | 233 | 234 | 233 | 0 |
| Weightlifting | 12.7% | 952 | 956 | 950 | -2 |
| Workout @ Clubs | 8.6% | 643 | 646 | 642 | -1 |
| Yoga | 11.3% | 845 | 849 | 843 | -2 |

| | Average | 2020 Population | 2022 Population | 2027 Population | Difference |
|---------------------|---------|--------------------|--------------------|--------------------|------------|
| Did Not Participate | 20.3% | 1,520 | 1,526 | 1,517 | -3 |

Note: These figures do not necessarily translate into attendance figures for various activities or programs at a center. The “Did Not Participate” statistics refers to all 58 activities outlined in the NSGA 2021 Survey Instrument.

Sports Participation Trends

Montpelier Recreation Center Operations Plan

Table D –Participation Growth or Decline in Secondary Service Area

| | Average | 2020 Population | 2022 Population | 2027 Population | Difference |
|-----------------------|---------|--------------------|--------------------|--------------------|------------|
| Aerobic Exercise | 16.1% | 8,050 | 8,147 | 8,167 | 117 |
| Basketball | 7.3% | 3,630 | 3,674 | 3,683 | 53 |
| Cheerleading | 1.2% | 616 | 624 | 625 | 9 |
| Exercise Walking | 45.5% | 22,697 | 22,971 | 23,026 | 329 |
| Exercise w/ Equipment | 20.5% | 10,235 | 10,359 | 10,383 | 148 |
| Martial Arts/MMA | 1.5% | 763 | 772 | 774 | 11 |
| Pilates | 2.0% | 1,017 | 1,029 | 1,032 | 15 |
| Running/Jogging | 15.3% | 7,634 | 7,726 | 7,744 | 111 |
| Swimming | 16.4% | 8,171 | 8,270 | 8,290 | 118 |
| Volleyball | 3.1% | 1,568 | 1,587 | 1,590 | 23 |
| Weightlifting | 12.7% | 6,344 | 6,421 | 6,436 | 92 |
| Workout @ Clubs | 8.6% | 4,279 | 4,331 | 4,341 | 62 |
| Yoga | 11.3% | 5,631 | 5,700 | 5,713 | 82 |

| | Average | 2020 Population | 2022 Population | 2027 Population | Difference |
|---------------------|---------|--------------------|--------------------|--------------------|------------|
| Did Not Participate | 20.3% | 10,149 | 10,271 | 10,296 | 147 |

Note: These figures do not necessarily translate into attendance figures for various activities or programs at a center. The “Did Not Participate” statistics refers to all 58 activities outlined in the NSGA 2021 Survey Instrument.

Sports Participation Trends

Montpelier Recreation Center Operations Plan

Summary of Sports Participation: The following chart summarizes participation for indoor activities utilizing information from the 2021 National Sporting Goods Association survey.

Table E – Sports Participation Summary

| Sport | Nat'l Rank ⁵ | Nat'l Participation (in millions) |
|-----------------------------------|-------------------------|-----------------------------------|
| Exercise Walking | 1 | 125.0 |
| Cardio Fitness | 2 | 86.1 |
| Strength Training | 3 | 68.9 |
| Exercising w/ Equipment | 4 | 57.2 |
| Hiking | 5 | 48.8 |
| Swimming | 6 | 47.2 |
| Running/Jogging | 7 | 45.0 |
| Bicycle Riding | 8 | 42.8 |
| Weightlifting | 9 | 37.5 |
| Yoga | 10 | 30.7 |
| Fishing (fresh water) | 11 | 29.5 |
| Workout @ Club | 13 | 24.6 |
| Basketball | 14 | 22.5 |
| Golf | 16 | 19.0 |
| Target Shooting (live ammunition) | 17 | 18.8 |
| Hunting w/ Firearms | 18 | 16.4 |
| Boating (motor/power) | 19 | 14.6 |
| Soccer | 20 | 14.5 |
| Tennis | 22 | 13.8 |
| Kayaking | 24 | 11.5 |
| Baseball | 26 | 11.3 |
| Volleyball | 27 | 10.8 |
| Fishing (salt water) | 29 | 9.6 |
| Softball | 30 | 9.3 |
| Football (touch) | 32 | 8.2 |
| Canoeing | 33 | 7.8 |
| Hunting w/ Bow & Arrow | 34 | 6.9 |
| Football (tackle) | 35 | 6.7 |
| Mountain Biking (off road) | 38 | 6.0 |
| Football (flag) | 41 | 5.4 |
| Target Shooting (airgun) | 43 | 5.1 |
| Water Skiing | 49 | 3.8 |
| Pickleball | 50 | 3.6 |

Nat'l Rank: Popularity of sport based on national survey.

Nat'l Participation: Population that participate in this sport on national survey.

⁵ This rank is based upon the 58 activities reported on by NSGA in their 2021 survey instrument.

Sports Participation Trends

Montpelier Recreation Center Operations Plan

Participation by Age Group: Within the NSGA survey, participation is broken down by age groups. This can identify the top 3 age groups participating in the activities reflected in this report.

Chart F – Participation by Age Group:

| Activity | Largest | Second Largest | Third Largest |
|-----------------------|---------|----------------|---------------|
| Aerobics | 35-44 | 25-34 | 45-54 |
| Baseball | 7-11 | 12-17 | 25-34 |
| Basketball | 12-17 | 25-34 | 18-24 |
| Bicycle Riding | 55-64 | 45-54 | 12-17 |
| Billiards/Pool | 25-34 | 34-44 | 45-54 |
| Bowling | 25-34 | 35-44 | 18-24 |
| Cheerleading | 12-17 | 7-11 | 18-24 |
| Exercise Walking | 55-64 | 65-74 | 45-54 |
| Exercise w/ Equipment | 25-34 | 45-54 | 55-64 |
| Football (flag) | 7-11 | 12-17 | 25-34 |
| Football (tackle) | 12-17 | 18-24 | 7-11 |
| Football (touch) | 12-17 | 25-34 | 7-11 |
| Gymnastics | 7-11 | 12-17 | 25-34 |
| Lacrosse | 12-17 | 7-11 | 18-24 |
| Martial Arts MMA | 7-11 | 25-34 | 12-17 |
| Pickleball | 12-17 | 65-74 | 18-24 |
| Pilates | 25-34 | 35-44 | 45-54 |
| Running/Jogging | 25-34 | 35-44 | 45-54 |
| Skateboarding | 12-17 | 18-24 | 7-11 |
| Soccer | 7-11 | 12-17 | 25-34 |
| Softball | 12-17 | 7-11 | 25-34 |
| Swimming | 55-64 | 12-17 | 7-11 |
| Tables Tennis | 25-34 | 18-24 | 12-17 |
| Tennis | 25-34 | 35-44 | 12-17 |
| Volleyball | 12-17 | 25-34 | 18-24 |
| Weightlifting | 25-34 | 45-54 | 35-44 |
| Workout at Clubs | 25-34 | 35-44 | 45-54 |
| Wrestling | 12-17 | 25-34 | 7-11 |
| Yoga | 25-34 | 35-44 | 45-54 |
| Did Not Participate | 45-54 | 55-64 | 65-74 |

Largest: Age group with the highest rate of participation.
Second Largest: Age group with the second highest rate of participation.
Third Largest: Age group with the third highest rate of participation.
 Again, as with the previous page, the information above is a national perspective.

Sports Participation Trends

Montpelier Recreation Center Operations Plan

Market Potential Index for Adult Participation: In addition to examining the participation numbers for various indoor activities through the NSGA 2021 Survey and the Spending Potential Index for Entertainment & Recreation, B*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in various activities.

Table G – Market Potential Index for Adult Participation in Activities in Montpelier

| Adults participated in: | Expected Number of Adults | Percent of Population | MPI |
|-------------------------|---------------------------|-----------------------|-----|
| Aerobic Exercise | 638 | 9.5% | 113 |
| Basketball | 393 | 5.9% | 87 |
| Exercise Walking | 2,284 | 34.1% | 109 |
| Pilates | 254 | 3.8% | 121 |
| Running/Jogging | 792 | 11.8% | 106 |
| Swimming | 1,137 | 17.0% | 108 |
| Volleyball | 146 | 2.2% | 83 |
| Weightlifting | 817 | 12.2% | 97 |
| Yoga | 839 | 12.5% | 121 |

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

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

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

This table indicates that the overall propensity for adults to participate in the activities listed is greater than the national number of 100 in all but three instances. In many cases when a participation number is lower than the National number, secondary factors include a lack of facilities or an inability to pay for services and programs.

Sports Participation Trends

Montpelier Recreation Center Operations Plan

Table H – Market Potential Index for Adult Participation in Activities in the Secondary Service Area

| Adults participated in: | Expected Number of Adults | Percent of Population | MPI |
|-------------------------|---------------------------|-----------------------|-----|
| Aerobic Exercise | 3,805 | 8.6% | 102 |
| Basketball | 2,606 | 5.9% | 87 |
| Exercise Walking | 15,210 | 34.3% | 110 |
| Pilates | 1,401 | 3.2% | 101 |
| Running/Jogging | 4,861 | 11.0% | 98 |
| Swimming | 7,363 | 16.6% | 106 |
| Volleyball | 1,014 | 2.3% | 87 |
| Weightlifting | 5,669 | 12.8% | 101 |
| Yoga | 4,848 | 10.9% | 105 |

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

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

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

This table indicates that the overall propensity for adults to participate in the activities listed is greater than the national number of 100 in all but three instances. In many cases when a participation number is lower than the National number, secondary factors include a lack of facilities or an inability to pay for services and programs.

Sports Participation Trends

Montpelier Recreation Center Operations Plan

Sports Participation Trends: Below are listed several sports activities and the percentage of growth or decline that each has experienced nationally over the last ten years (2012-2022).

Table I – National Activity Trend (in millions)

| | 2012 Participation | 2022 Participation | Percent Change |
|-----------------------------------|-----------------------|-----------------------|----------------|
| Kayaking | 7.2 | 11.5 | +59.7% |
| Hunting w/ Bow & Arrow | 5.1 | 6.9 | +35.3% |
| Yoga | 22.9 | 30.7 | +34.1% |
| Skateboarding | 5.4 | 6.7 | +24.1% |
| Exercise Walking | 102.1 | 125 | +22.4% |
| Weightlifting | 31.1 | 37.5 | +20.6% |
| Hiking | 42.2 | 48.8 | +15.6% |
| Running/Jogging | 40 | 45 | +12.5% |
| Wrestling | 2.8 | 3.1 | +10.7% |
| Mountain Biking (off road) | 5.5 | 6 | +9.1% |
| Bicycle Riding | 39.3 | 42.8 | +8.9% |
| Backpack/Wilderness Camping | 11.7 | 12.4 | +6.0% |
| Soccer | 13.7 | 14.5 | +5.8% |
| Water Skiing | 3.6 | 3.8 | +5.6% |
| Volleyball | 10.3 | 10.8 | +4.9% |
| Target Shooting (airgun) | 4.9 | 5.1 | +4.1% |
| Tennis | 13.6 | 13.8 | 1.5% |
| Exercising w/ Equipment | 57.7 | 57.2 | -0.9% |
| Swimming | 48.6 | 47.1 | -3.1% |
| Fishing (fresh water) | 30.8 | 29.5 | -4.2% |
| Baseball | 12.1 | 11.3 | -6.6% |
| Golf | 21.1 | 19 | -10.0% |
| Fishing (salt water) | 10.7 | 9.6 | -10.3% |
| Softball | 10.5 | 9.3 | -11.4% |
| Football (touch) | 9.3 | 8.2 | -11.8% |
| Basketball | 25.6 | 22.5 | -12.1% |
| Target Shooting (live ammunition) | 21.7 | 18.8 | -13.4% |
| Boating (motor/power) | 17 | 14.6 | -14.1% |
| Football (tackle) | 7.9 | 6.7 | -15.2% |
| Hunting w/ Firearms | 19.4 | 16.4 | -15.5% |
| Football (flag) | 6.7 | 5.4 | -19.4% |
| Workout @ Club | 35.2 | 24.6 | -30.1% |

2012 Participation: The number of participants per year in the activity (in millions) in the United States.
2022 Participation: The number of participants per year in the activity (in millions) in the United States.
Percent Change: The percent change in the level of participation from 2012 to 2021.

Operations Analysis

Montpelier Recreation Center Operations Plan

Section III – Operations Analysis

Assumptions: An operations analysis has been completed for the proposed new Montpelier Recreation Center. The following are the basic parameters for the project.

- Two possible options have been developed.

Option 1 Recreation Center – A center that includes a large hard surface gym area, fitness/multipurpose studio, weight/cardio space, large turf area, child watch room, youth/teen center, community room, administrative area, lobby, team rooms/locker rooms.
Approximately 88,500 SF

Option 2 Recreation/Aquatic Center – A center with the same basic components as Option 1 with the addition of indoor leisure pool area with water slide, water play structures, lazy river, vortex pool, three 25-yard lap lanes, as well as hydrotherapy pool.
Approximately 101,500 SF

- The first year of operation will be 2026 or later.
- This operational budget represents full expenses and revenues.
- The presence of other providers in the market will remain the same.
- The center will be operated by the City of Montpelier which will require additional administrative staff and operating expenses.
- This operations estimate is based on a basic program plan for the facility options only.
- Full-time staff include existing Recreation Division personnel that will have key operational responsibilities at the center. Full-time staffing numbers are at the minimum level to successfully operate and manage the facility. A League/Tournament Coordinator and a General Programs Specialist may need to be added in the future.
- Part-time wage scales reflect an anticipated \$15.00 minimum wage that will be in place by 2026.
- There will be a high level of programming in the center. The program types and numbers are representative of what could be offered at the center.
- The center will draw well from the entire Secondary Service Area for facility use, programs and rentals.

Operations Analysis

Montpelier Recreation Center Operations Plan

- No partnerships with other organizations have been shown in this operations plan.
- Concession operations will be limited to larger athletic events and will be provided by youth sports organizations and other groups utilizing center facilities.
- Most maintenance and custodial services have been shown as being provided in-house but could be a contracted service.
- No new ongoing use or long-term rental of space in the facility has been shown.
- Basic capital replacement dollars are shown.
- No debt service for the capital funding of the building has been shown.

Hours of Operation: The projected hours of operation of the Montpelier Recreation Center are as follows:

| Day | Hours |
|-----------------|------------------|
| Monday - Friday | 6:00am – 10:00pm |
| Saturday | 7:00am – 6:00pm |
| Sunday | 8:00am – 6:00pm |
| Total Hours | 101 Hours/Week |

Note: The hours of operation of the courts/turf field (from November through April) could go later into the evening, seven days a week based on program use. For Option 2 the pool will close a half hour before the rest of the center closes.

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

Operations Analysis

Montpelier Recreation Center Operations Plan

Projected Fee Schedule: Revenue projections and attendance numbers were calculated from this fee model. This is the projected rate for 2026 (or later) based on the possible opening date for the center. Rates include drop-in use of the court/turf area, fitness area and pool (Option 2).

Option 1

| Category | Daily | | 10 Visit | | 3 Month | | Annual | | Month to Month | |
|---------------------|--------|---------|----------|------|---------|-------|--------|---------|----------------|------|
| | Res | NRes | Res | NRes | Res | NRes | Res | NRes | Res | NRes |
| Adults | \$8.00 | \$12.00 | \$64 | \$96 | \$170 | \$255 | \$450 | \$675 | \$40 | \$60 |
| Youth (3-17) | \$6.00 | \$9.00 | \$48 | \$72 | \$95 | \$143 | \$250 | \$375 | \$24 | \$36 |
| Senior (60+) | \$6.00 | \$9.00 | \$48 | \$72 | \$95 | \$143 | \$250 | \$375 | \$24 | \$36 |
| Family ⁶ | N/A | N/A | N/A | N/A | \$265 | \$398 | \$700 | \$1,050 | \$61 | \$92 |

Fitness \$12.00 daily fee per class (dry/aquatic)

Drop-in Child Watch \$3.00 per hour

Option 2

| Category | Daily | | 10 Visit | | 3 Month | | Annual | | Month to Month | |
|---------------------|---------|---------|----------|-------|---------|-------|--------|---------|----------------|-------|
| | Res | NRes | Res | NRes | Res | NRes | Res | NRes | Res | NRes |
| Adults | \$10.00 | \$15.00 | \$80 | \$120 | \$225 | \$338 | \$600 | \$900 | \$53 | \$80 |
| Youth (3-17) | \$8.00 | \$12.00 | \$64 | \$96 | \$125 | \$188 | \$330 | \$495 | \$31 | \$47 |
| Senior (60+) | \$8.00 | \$12.00 | \$64 | \$96 | \$125 | \$188 | \$330 | \$495 | \$31 | \$47 |
| Family ⁷ | N/A | N/A | N/A | N/A | \$335 | \$503 | \$900 | \$1,350 | \$78 | \$117 |

Fitness \$12.00 daily fee per class (dry/aquatic)

Drop-in Child Watch \$3.00 per hour

⁶ Includes 2 adults and all youth under 21 living in the same home.

⁷ Includes 2 adults and all youth under 21 living in the same home.

Operations Analysis

Montpelier Recreation Center Operations Plan

Note: Fee structure pricing is based on an anticipated 2026 or later opening date. 10 Visit passes are a 20% discount over the daily fee. 3 Month passes are $\frac{1}{4}$ of the Annual rate times 150%. Month to Month is the annual rate divided by 12 plus \$3 per month. Non-resident rates are approximately 50% higher than the resident rate.

Three month and Annual/Month to Month passes include basic land and water group exercise classes plus free drop-in child watch.

The public can access the programs taking place in the center without paying any facility use fee other than the cost of the program itself.

Operations Analysis

Montpelier Recreation Center Operations Plan

Operations Analysis Summary:

The following figures summarize the anticipated operational expenses and projected revenues for the operation of the Montpelier Recreation Center.

| | 88,500 SF | 101,500 SF |
|--------------------------|--------------|--------------|
| Category | Option 1 | Option 2 |
| Expenses | \$ 2,299,414 | \$ 3,546,617 |
| Revenues | \$ 2,247,394 | \$ 3,151,274 |
| Difference | (52,020) | (395,343) |
| Percentage Cost Recovery | 98% | 89% |

This represents the second full year of operation.

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

Operations Analysis

Montpelier Recreation Center Operations Plan

Expenses:

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

| Category | Option 1 | Option 2 |
|--|--------------|--------------|
| <u>Personnel</u> (includes benefits) | | |
| Full-time | 719,528 | 976,028 |
| Part-time | 640,997 | 1,311,148 |
| Total | \$ 1,360,524 | \$ 2,287,176 |
| <u>Commodities</u> | | |
| Office supplies | 12,000 | 15,000 |
| Chemicals (pool) | 0 | 30,000 |
| Maintenance/Repair/Materials | 20,000 | 25,000 |
| Janitor Supplies | 20,000 | 25,000 |
| Recreation Program Supplies | 75,000 | 85,000 |
| Concession Supplies | - | - |
| Uniforms | 5,000 | 8,000 |
| Printing/Postage (program/facility information) | 25,000 | 30,000 |
| Items for Resale | 15,000 | 25,000 |
| Other Misc. Expenses | 5,000 | 7,500 |
| Total | \$ 177,000 | \$ 250,500 |

Continued on next page.

Operations Analysis

Montpelier Recreation Center Operations Plan

| Category | Option 1 | Option 2 |
|---|---------------------|---------------------|
| <u>Contractual</u> | | |
| Utilities (1- \$3.00 SF, 2- \$3.50 SF) | 265,500 | 355,250 |
| Water/Sewer | 15,000 | 30,000 |
| Insurance (property & liability) | 40,000 | 60,000 |
| Communications (phone/data/WiFi) | 7,000 | 9,000 |
| Contract Services (mechanical, alarm, legal, software) | 55,000 | 75,000 |
| Contract Staff (Instructors/officials) | 187,396 | 215,471 |
| Rental Equipment | 5,000 | 7,000 |
| Marketing/Advertising | 25,000 | 35,000 |
| Training | 5,000 | 9,000 |
| Conference | 10,000 | 13,000 |
| Trash Pickup | 5,000 | 5,000 |
| Dues/Subscriptions | 3,000 | 5,000 |
| Bank Charges (75% of fees x 3.5%) | 58,994 | 82,721 |
| Other | 5,000 | 7,500 |
| Total | \$ 686,890 | \$ 908,941 |
| <u>Capital</u> | | |
| Replacement Fund | \$ 75,000 | \$ 100,000 |
| Grand Total | \$ 2,299,414 | \$ 3,546,617 |

Operations Analysis

Montpelier Recreation Center Operations Plan

Revenues:

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

| Category | Option 1 | Option 2 |
|-------------------------------|---------------------|---------------------|
| <u>Fees</u> | | |
| Daily Admissions | 123,806 | 243,619 |
| 10 Visit | 7,650 | 14,814 |
| 3 Month | 77,203 | 101,869 |
| Month to Month | 530,113 | 891,285 |
| Annuals | 273,771 | 463,431 |
| Corporate/Group | 20,000 | 25,000 |
| General Rentals | 236,320 | 236,320 |
| Aquatic Rentals | - | 4,500 |
| Total | \$ 1,268,864 | \$ 1,980,837 |
| <u>Programs</u> | | |
| Aquatics | 0 | 169,407 |
| General | 926,780 | 926,780 |
| Total | \$ 926,780 | \$ 1,096,187 |
| <u>Other</u> | | |
| Resale Items | 18,750 | 31,250 |
| Special Events | 3,000 | 4,000 |
| Vending (percentage of gross) | 20,000 | 28,000 |
| Concessions | - | - |
| Child Watch | 10,000 | 11,000 |
| Total | \$ 51,750 | \$ 74,250 |
| Grand Total | \$ 2,247,394 | \$ 3,151,274 |

Operations Analysis

Montpelier Recreation Center Operations Plan

Staff:

The determination of full-time and part-time staff positions was developed based on the expected use of the recreation center, the hours of operation, the key amenities that are contained in the center and operational practices of the facility. These figures contain expected instructors for a variety of recreation and aquatic programs that may be occurring at the facility.

Full-Time

| Full Time Staff | Existing | Salary | Option 1 | | Option 2 | |
|---|----------|----------|-----------|------------------|-----------|------------------|
| | | | Positions | Total | Positions | Total |
| Director of Recreation (Facility Manager) | X | \$88,232 | 1 | \$88,232 | 1 | \$88,232 |
| Fitness Coordinator | | \$47,000 | 1 | \$47,000 | 1 | \$47,000 |
| Aquatics Coordinator | | \$47,000 | 0 | \$0 | 1 | \$47,000 |
| League/Tournament Coordinator | | \$47,000 | 0 | \$0 | 0 | \$0 |
| Assistant Director (General Program Coordinator) | X | \$69,575 | 1 | \$69,575 | 1 | \$69,575 |
| Aquatics Specialist/Head Guard | | \$42,000 | 0 | \$0 | 1 | \$42,000 |
| General Programs Specialist | | \$42,000 | 0 | \$0 | 0 | \$0 |
| Youth Activities Specialist | | \$42,000 | 1 | \$42,000 | 1 | \$42,000 |
| Facility Maintenance Foreman | | \$61,500 | 1 | \$61,500 | 1 | \$61,500 |
| Facility Maintenance Worker | | \$35,000 | 2 | \$70,000 | 3 | \$105,000 |
| Administrative Assistant (Front Desk Coordinator) | X | \$54,378 | 1 | \$54,378 | 1 | \$54,378 |
| Front Desk Coordinator | | \$47,000 | 1 | \$47,000 | 2 | \$94,000 |
| Positions | | | 9 | | 13 | |
| Salaries | | | | \$479,685 | | \$650,685 |
| Benefits | | 50.00% | | \$239,843 | | \$325,343 |
| Total Full-Time Staff | | | | \$719,528 | | \$976,028 |
| Existing staff has been included in the cost numbers. | | | | | | |

Operations Analysis

Montpelier Recreation Center Operations Plan

Part-Time

| Part-Time | Rate | Option 1 | | | Option 2 | | |
|--------------------------------------|----------|----------|-------|------------|----------|-------|--------------|
| | | Hours | Weeks | Total | Hours | Weeks | Total |
| Front Desk Supervisor | \$ 17.75 | 21 | 52 | \$ 19,383 | 21 | 52 | \$ 19,383 |
| Front Desk Attendant | \$ 16.50 | 101 | 52 | \$ 86,658 | 138 | 52 | \$ 118,404 |
| Lifeguard | \$ 17.20 | 0 | 52 | \$ - | 488 | 52 | \$ 436,674 |
| Head Lifeguard | \$ 17.75 | 0 | 52 | \$ - | 103 | 52 | \$ 94,785 |
| Gym/Fieldhouse Attendant | \$ 16.50 | 126 | 36 | \$ 74,844 | 126 | 36 | \$ 74,844 |
| Fitness Floor Attendant | \$ 16.50 | 101 | 52 | \$ 86,658 | 101 | 52 | \$ 86,658 |
| Child Watch Attendant | \$ 16.50 | 78 | 52 | \$ 66,924 | 78 | 52 | \$ 66,924 |
| Facility Rentals Attendant | \$ 16.50 | 43 | 52 | \$ 36,894 | 43 | 52 | \$ 36,894 |
| Teen Room Attendant | \$ 16.50 | 42 | 52 | \$ 36,036 | 42 | 52 | \$ 36,036 |
| Custodian | \$ 17.75 | 56 | 52 | \$ 51,688 | 68 | 52 | \$ 62,764 |
| Total | | 568 | | \$ 459,085 | 1208 | | \$ 1,033,366 |
| FTE | | 14.20 | | | 30 | | |
| Staff Estimate (based on 20hrs week) | | 28.40 | | | 60.40 | | |
| Aquatics | | | | \$ - | | | \$ 32,191 |
| General | | | | \$ 121,003 | | | \$ 121,003 |
| Total | | | | \$ 580,088 | | | \$ 1,186,559 |
| Benefits | 10.50% | | | \$ 60,909 | | | \$ 124,589 |
| Total | | | | \$ 640,997 | | | \$ 1,311,148 |

Operations Analysis

Montpelier Recreation Center Operations Plan

Admission Revenue:

The following spreadsheets identify the expected use numbers for each form of admission that the center will offer (see projected fee schedule).

Option 1

| Daily Fees | Fees | Number | Revenue |
|----------------|------------|-------------------|-----------------|
| Adult | \$8.00 | 20 | \$160 |
| Youth | \$6.00 | 10 | \$60 |
| Senior | \$6.00 | 15 | \$90.00 |
| Total | | 45 | \$310 |
| | | | x 355 days/year |
| Grand Total | | | \$110,050 |
| | % of users | % of fee increase | |
| Non. Res. | 25% | 50% | \$13,756 |
| Adjusted Total | | | \$123,806 |

| 10 Visit Passes | Fees | Number | Revenue |
|-----------------|------------|-------------------|---------|
| Adult | \$64 | 50 | \$3,200 |
| Youth | \$48 | 25 | \$1,200 |
| Senior | \$48 | 50 | \$2,400 |
| Total | | 125 | \$6,800 |
| | % of users | % of fee increase | |
| Non. Res. | 25% | 50% | \$850 |
| Adjusted Total | | | \$7,650 |

| 3 Month Passes | Fees | Number | Revenue |
|----------------|------------|-------------------|----------|
| Adult | \$170 | 50 | \$8,500 |
| Youth | \$95 | 25 | \$2,375 |
| Senior | \$95 | 50 | \$4,750 |
| Family | \$265 | 200 | \$53,000 |
| Total | | 325 | \$68,625 |
| | % of users | % of fee increase | |
| Non. Res. | 25% | 50% | \$8,578 |
| Adjusted Total | | | \$77,203 |

Operations Analysis

Montpelier Recreation Center Operations Plan

| Month to Month | Fees | Number | Revenue | Months | Total Revenue |
|----------------|------------|-------------------|----------|--------|---------------|
| Adult | \$40 | 320 | \$12,798 | 12 | \$153,571 |
| Youth | \$24 | 9 | \$219 | 12 | \$2,633 |
| Senior | \$24 | 137 | \$3,291 | 12 | \$39,490 |
| Family | \$61 | 448 | \$27,323 | 12 | \$327,875 |
| Total | | 914 | \$43,631 | | \$523,568 |
| | % of users | % of fee increase | | | |
| Non. Res. | 25% | 50% | | \$ | 65,446 |
| Sub-Total | | | | \$ | 589,014 |
| Loss | 10% | | \$0 | | \$58,901 |
| Adjusted Total | | | | | \$530,113 |

| Annual Passes | Fees | Number | Revenue |
|----------------|------------|-------------------|-----------|
| Adult | \$450 | 158 | \$70,912 |
| Youth | \$250 | 5 | \$1,126 |
| Senior | \$250 | 68 | \$16,884 |
| Family | \$700 | 221 | \$154,431 |
| Total | | 450 | \$243,352 |
| | % of users | % of fee increase | |
| Non. Res. | 25% | 50% | \$30,419 |
| Adjusted Total | | | \$273,771 |

| Revenue Summary | |
|-----------------|--------------------|
| Daily | \$123,806 |
| 10 Visit | \$7,650 |
| 3 Month | \$77,203 |
| Month to Month | \$530,113 |
| Annual Passes | \$273,771 |
| Total | \$1,012,544 |

| Passes |
|--------------|
| 914 |
| 450 |
| 1,364 |

Total Annual Passes equal **10%** of the households (2027) in the City of Montpelier (3,919)
 Plus **5%** of the households in the Secondary Service Area (19,449)

1364

Total annual passes have been divided with 2/3 being month to month and 1/3 pre-paid annual passes

Operations Analysis

Montpelier Recreation Center Operations Plan

Option 2

| Daily Fees | Fees | Number | Revenue |
|----------------|------------|-------------------|-----------------|
| Adult | \$10.00 | 25 | \$250 |
| Youth | \$8.00 | 25 | \$200 |
| Senior | \$8.00 | 20 | \$160.00 |
| Total | | 70 | \$610 |
| | | | x 355 days/year |
| Grand Total | | | \$216,550 |
| | % of users | % of fee increase | |
| Non. Res. | 25% | 50% | \$27,069 |
| Adjusted Total | | | \$243,619 |

| 10 Visit Passes | Fees | Number | Revenue |
|-----------------|------------|-------------------|----------|
| Adult | \$80 | 75 | \$6,000 |
| Youth | \$64 | 37 | \$2,368 |
| Senior | \$64 | 75 | \$4,800 |
| Total | | 187 | \$13,168 |
| | % of users | % of fee increase | |
| Non. Res. | 25% | 50% | \$1,646 |
| Adjusted Total | | | \$14,814 |

| 3 Month Passes | Fees | Number | Revenue |
|----------------|------------|-------------------|-----------|
| Adult | \$225 | 63 | \$14,175 |
| Youth | \$125 | 25 | \$3,125 |
| Senior | \$125 | 50 | \$6,250 |
| Family | \$335 | 200 | \$67,000 |
| Total | | 338 | \$90,550 |
| | % of users | % of fee increase | |
| Non. Res. | 25% | 50% | \$11,319 |
| Adjusted Total | | | \$101,869 |

Operations Analysis

Montpelier Recreation Center Operations Plan

| Month to Month | Fees | Number | Revenue | Months | Total Revenue |
|----------------|------------|-------------------|----------|--------|---------------|
| Adult | \$53 | 416 | \$22,044 | 12 | \$264,526 |
| Youth | \$31 | 12 | \$368 | 12 | \$4,421 |
| Senior | \$31 | 178 | \$5,526 | 12 | \$66,310 |
| Family | \$78 | 582 | \$45,419 | 12 | \$545,024 |
| Total | | 1188 | \$73,357 | | \$880,281 |
| | % of users | % of fee increase | | | |
| Non. Res. | 25% | 50% | | \$ | 110,035 |
| Sub-Total | | | | \$ | 990,316 |
| Loss | 10% | | \$0 | | \$99,032 |
| Adjusted Total | | | | | \$891,285 |

| Annual Passes | Fees | Number | Revenue |
|----------------|------------|-------------------|-----------|
| Adult | \$600 | 205 | \$122,914 |
| Youth | \$330 | 6 | \$1,932 |
| Senior | \$330 | 88 | \$28,973 |
| Family | \$900 | 287 | \$258,120 |
| Total | | 585 | \$411,938 |
| | % of users | % of fee increase | |
| Non. Res. | 25% | 50% | \$51,492 |
| Adjusted Total | | | \$463,431 |

| Revenue Summary | |
|-----------------|--------------------|
| Daily | \$243,619 |
| 10 Visit | \$14,814 |
| 3 Month | \$101,869 |
| Month to Month | \$891,285 |
| Annual Passes | \$463,431 |
| Total | \$1,715,017 |

| Passes |
|--------------|
| 1,188 |
| 585 |
| 1,774 |

Total Annual Passes equal **13%** of the households (2027) in the City of Montpelier (3,919)
 Plus **6.5%** of the households in the Secondary Service Area (19,449)

1774

Total annual passes have been divided with 2/3 being month to month and 1/3 pre-paid annual passes

Operations Analysis

Montpelier Recreation Center Operations Plan

Programs:

The following worksheets indicate representative aquatic and general programs that could take place at the center, the costs of providing the service and the expected revenue.

These are representative programs only.

General Programs

Program Calculations - Expenses

| Adult Leagues | Position | Staff | Rate/Game | Game/Wk | Weeks | Total | Contract | Employee |
|----------------------|----------|-------|-----------|---------|-------|-----------|-----------|----------|
| Basketball | Official | 2 | \$25.00 | 6 | 20 | \$ 6,000 | \$ 6,000 | |
| | Scorer | 1 | \$16.50 | 6 | 20 | \$ 1,980 | | \$ 1,980 |
| Volleyball | Official | 1 | \$20.00 | 6 | 20 | \$ 2,400 | \$ 2,400 | |
| Indoor Soccer | Official | 2 | \$25.00 | 12 | 24 | \$ 14,400 | \$ 14,400 | |
| Indoor Flag Football | Official | 3 | \$25.00 | 4 | 8 | \$ 2,400 | \$ 2,400 | |
| Total | | | | | | \$ 27,180 | | |
| Adult Sports Clinics | Position | Staff | Rate/Hr | Number | Hours | Total | | |
| Pickleball | Coaches | 1 | \$25.00 | 5 | 2 | \$ 250 | \$ 250 | |
| Total | | | | | | \$ 250 | | |
| Youth Leagues | Position | Staff | Rate/Game | Game/Wk | Weeks | Total | | |
| Basketball | Official | 2 | \$25.00 | 6 | 20 | \$ 6,000 | \$ 6,000 | |
| | Scorer | 1 | \$16.50 | 6 | 20 | \$ 1,980 | | \$ 1,980 |
| Volleyball | Official | 1 | \$20.00 | 6 | 20 | \$ 2,400 | \$ 2,400 | |
| Indoor Soccer | Official | 2 | \$25.00 | 12 | 24 | \$ 14,400 | \$ 14,400 | |
| Indoor Lacrosse | Official | 2 | \$25.00 | 6 | 16 | \$ 4,800 | \$ 4,800 | |
| Indoor Flag Football | Official | 3 | \$25.00 | 6 | 8 | \$ 3,600 | \$ 3,600 | |
| Total | | | | | | \$ 33,180 | | |
| Youth Sports Camps | Position | Staff | Rate/Hr | Number | Hours | Total | | |
| Basketball | Coaches | 2 | \$25.00 | 2 | 16 | \$ 1,600 | \$ 1,600 | |
| Volleyball | Coaches | 2 | \$25.00 | 2 | 16 | \$ 1,600 | \$ 1,600 | |
| Soccer | Coaches | 2 | \$25.00 | 2 | 16 | \$ 1,600 | \$ 1,600 | |
| Lacrosse | Coaches | 2 | \$25.00 | 1 | 16 | \$ 800 | \$ 800 | |
| Football | Coaches | 2 | \$25.00 | 1 | 16 | \$ 800 | \$ 800 | |
| Baseball/Softball | Coaches | 2 | \$25.00 | 2 | 16 | \$ 1,600 | \$ 1,600 | |
| Other | Coaches | 2 | \$25.00 | 2 | 16 | \$ 1,600 | \$ 1,600 | |
| Total | | | | | | \$ 9,600 | | |
| Youth Sports Clinics | Position | Staff | Rate/Hr | Number | Hours | Total | | |
| Basketball | Coaches | 3 | \$25.00 | 3 | 4 | \$ 900 | \$ 900 | |
| Volleyball | Coaches | 3 | \$25.00 | 2 | 4 | \$ 600 | \$ 600 | |
| Soccer | Coaches | 3 | \$25.00 | 3 | 4 | \$ 900 | \$ 900 | |
| Lacrosse | Coaches | 3 | \$25.00 | 2 | 4 | \$ 600 | \$ 600 | |
| Football | Coaches | 3 | \$25.00 | 2 | 4 | \$ 600 | \$ 600 | |
| Baseball/Softball | Coaches | 3 | \$25.00 | 2 | 4 | \$ 600 | \$ 600 | |
| Other | Coaches | 3 | \$25.00 | 2 | 4 | \$ 600 | \$ 600 | |
| Total | | | | | | \$ 4,800 | | |

Operations Analysis

Montpelier Recreation Center Operations Plan

Continued

| Adult Tournaments | Position | Staff | Rate/Game | Games | Tourn. | Total | | | |
|----------------------------|------------|--------------|-----------------|-------|-----------|-------------------|-------------------|-------------------|----------|
| Basketball | Official | 2 | \$25.00 | 27 | 1 | \$ 1,350 | \$ | 1,350 | |
| Volleyball | Official | 1 | \$16.50 | 27 | 1 | \$ 446 | \$ | 446 | |
| Indoor Soccer | Official | 2 | \$25.00 | 27 | 1 | \$ 1,350 | \$ | 1,350 | |
| Indoor Flag Football | Official | 3 | \$25.00 | 27 | 1 | \$ 2,025 | \$ | 2,025 | |
| Pickleball | Directot | 1 | \$25.00 | 30 | 2 | \$ 1,500 | \$ | 1,500 | |
| Total | | | | | | \$ 6,671 | | | |
| Youth Tournaments | Position | Staff | Rate/Game | Games | Tourn. | Total | | | |
| Basketball | Official | 2 | \$25.00 | 27 | 3 | \$ 4,050 | \$ | 4,050 | |
| | Scorer | 1 | \$16.50 | 27 | 3 | \$ 1,337 | \$ | - | \$ 1,337 |
| Volleyball | Official | 1 | \$20.00 | 27 | 2 | \$ 1,080 | \$ | 1,080 | |
| Indoor Soccer | Official | 2 | \$25.00 | 27 | 3 | \$ 4,050 | \$ | 4,050 | |
| Indoor Lacrosse | Official | 2 | \$25.00 | 27 | 1 | \$ 1,350 | \$ | 1,350 | |
| Indoor Flag Football | Official | 3 | \$25.00 | 27 | 1 | \$ 2,025 | \$ | 2,025 | |
| Total | | | | | | \$ 13,892 | | | |
| Fitness | Rate/Class | Classes/Week | Number of Staff | Weeks | Total | | | | |
| Group Fitness Classes | \$ 25.00 | 36 | 1 | 52 | \$ 46,800 | \$ | 46,800 | | |
| Personal Training | \$ 35.00 | 15 | 1 | 52 | \$ 27,300 | \$ | 27,300 | | |
| Small Group Training | \$ 25.00 | 5 | 1 | 52 | \$ 6,500 | \$ | 6,500 | | |
| Total | | | | | | \$ 80,600 | | | |
| Birthday Parties | Rate/Class | Classes/Week | Number of Hours | Weeks | Total | | | | |
| Parties | \$ 16.50 | 4 | 2 | 52 | \$ 6,864 | | | \$ | 6,864 |
| Total | | | | | | \$ 6,864 | | | |
| General Recreation Classes | Rate/Class | Classes/Week | Number of Staff | Weeks | Total | | | | |
| Adult Classes | \$ 20.00 | 8 | 1 | 36 | \$ 5,760 | \$ | 5,760 | | |
| Youth/Teen Classes | \$ 20.00 | 8 | 1 | 36 | \$ 5,760 | \$ | 5,760 | | |
| After School | | | | | | | | | |
| Director | \$ 21.00 | 20 | 1 | 42 | \$ 17,640 | | | \$ | 17,640 |
| Asst. Director | \$ 19.00 | 19 | 1 | 42 | \$ 15,162 | | | \$ | 15,162 |
| Staff | \$ 16.50 | 20 | 2 | 42 | \$ 27,720 | | | \$ | 27,720 |
| Summer/Break Day Camp | | | | | | | | | |
| Director | \$ 23.00 | 40 | 1 | 10 | \$ 9,200 | | | \$ | 9,200 |
| Asst. Director | \$ 21.00 | 40 | 1 | 10 | \$ 8,400 | | | \$ | 8,400 |
| Leader | \$ 16.50 | 40 | 4 | 10 | \$ 26,400 | | | \$ | 26,400 |
| Misc. Classes | \$ 20.00 | 6 | 1 | 36 | \$ 4,320 | | | \$ | 4,320 |
| Total | | | | | | \$ 120,362 | | | |
| Contract/Other | | | | | | \$ 5,000 | | 5,000 | |
| Grand Total | | | | | | \$ 308,398 | \$ 187,396 | \$ 121,003 | |

Operations Analysis

Montpelier Recreation Center Operations Plan

Program Calculations - Revenues

| Adult Leagues | Teams | Fee | Seasons | Total |
|----------------------|-------|--------|---------|------------------|
| Basketball | 12 | \$ 450 | 2 | \$ 10,800 |
| Volleyball | 12 | \$ 350 | 2 | \$ 8,400 |
| Indoor Soccer | 12 | \$ 450 | 3 | \$ 16,200 |
| Indoor Flag Football | 12 | \$ 450 | 1 | \$ 5,400 |
| Total | | | | \$ 40,800 |

| Adult Clinics | Participants | Fee | Sessions | Total |
|---------------|--------------|-------|----------|-----------------|
| Pickleball | 25 | \$ 25 | 3 | \$ 1,875 |
| Total | | | | \$ 1,875 |

| Youth Leagues | Players | Fee | Seasons | Total |
|----------------------|---------|-------|---------|------------------|
| Basketball | 120 | \$ 75 | 2 | \$ 18,000 |
| Volleyball | 120 | \$ 75 | 2 | \$ 18,000 |
| Indoor Soccer | 120 | \$ 75 | 3 | \$ 27,000 |
| Indoor Lacrosse | 120 | \$ 75 | 2 | \$ 18,000 |
| Indoor Flag Football | 120 | \$ 75 | 1 | \$ 9,000 |
| Total | | | | \$ 90,000 |

| Youth Sports Camps | Participants | Fee | Sessions | Total |
|--------------------|--------------|--------|----------|------------------|
| Basketball | 20 | \$ 150 | 2 | \$ 6,000 |
| Volleyball | 20 | \$ 150 | 2 | \$ 6,000 |
| Soccer | 20 | \$ 150 | 2 | \$ 6,000 |
| Lacrosse | 20 | \$ 150 | 1 | \$ 3,000 |
| Football | 20 | \$ 150 | 1 | \$ 3,000 |
| Baseball/Softball | 20 | \$ 150 | 2 | \$ 6,000 |
| Other | 20 | \$ 150 | 2 | \$ 6,000 |
| Total | | | | \$ 36,000 |

| Youth Sports Clinics | Participants | Fee | Number | Total |
|----------------------|--------------|-------|--------|------------------|
| Basketball | 30 | \$ 50 | 3 | \$ 4,500 |
| Volleyball | 30 | \$ 50 | 2 | \$ 3,000 |
| Soccer | 30 | \$ 50 | 3 | \$ 4,500 |
| Lacrosse | 30 | \$ 50 | 2 | \$ 3,000 |
| Football | 30 | \$ 50 | 2 | \$ 3,000 |
| Baseball/Softball | 30 | \$ 50 | 2 | \$ 3,000 |
| Other | 30 | \$ 50 | 2 | \$ 3,000 |
| Total | | | | \$ 24,000 |

| Adult Tournaments | Teams | Fee | Number | Total |
|----------------------|-------|--------|--------|------------------|
| Basketball | 16 | \$ 300 | 1 | \$ 4,800 |
| Volleyball | 16 | \$ 200 | 1 | \$ 3,200 |
| Indoor Soccer | 16 | \$ 300 | 1 | \$ 4,800 |
| Indoor Flag Football | 16 | \$ 300 | 1 | \$ 4,800 |
| Pickleball | 40 | \$ 75 | 2 | \$ 6,000 |
| Total | | | | \$ 23,600 |

| Youth Tournaments | Teams | Fee | Number | Total |
|----------------------|-------|--------|--------|------------------|
| Basketball | 16 | \$ 250 | 3 | \$ 12,000 |
| Volleyball | 16 | \$ 200 | 2 | \$ 6,400 |
| Indoor Soccer | 16 | \$ 250 | 3 | \$ 12,000 |
| Indoor Lacrosse | 16 | \$ 250 | 1 | \$ 4,000 |
| Indoor Flag Football | 16 | \$ 250 | 1 | \$ 4,000 |
| Total | | | | \$ 38,400 |

Operations Analysis

Montpelier Recreation Center Operations Plan

Continued

| Pickleball (Drop-in) | Rate/Session | Programs/Week | Participants | Weeks/Sessions | Total |
|----------------------|--------------|---------------|--------------|----------------|-----------|
| Participant | \$ 7.00 | 3 | 30 | 36 | \$ 22,680 |
| Total | | | | | \$ 22,680 |

| Fitness | Rate/Class | Classes/Week | Participants | Weeks/sessions | Total |
|-----------------------|------------|--------------|--------------|----------------|------------|
| Group Fitness Classes | \$ 12.00 | 36 | 3 | 52 | \$ 67,392 |
| Personal Training | \$ 45.00 | 15 | 1 | 52 | \$ 35,100 |
| Small Group | \$ 30.00 | 5 | 3 | 52 | \$ 23,400 |
| Total | | | | | \$ 125,892 |

| Birthday Parties | Rate | Number | Weeks | Total |
|------------------|-----------|--------|-------|-----------|
| Parties | \$ 150.00 | 4 | 52 | \$ 31,200 |
| Total | | | | \$ 31,200 |

| General Recreation Classes | Rate/Class | Classes/Week | Participants | Weeks/sessions | Total |
|----------------------------|------------|--------------|--------------|----------------|------------|
| Adult Classes | \$ 75.00 | 8 | 8 | 8 | \$ 38,400 |
| Youth/Teen Classes | \$ 50.00 | 8 | 8 | 8 | \$ 25,600 |
| After School | \$ 90.00 | 2 | 30 | 42 | \$ 226,800 |
| Summer/Break Camp | \$ 150.00 | 1 | 40 | 10 | \$ 60,000 |
| Misc. Classes | \$ 75.00 | 6 | 8 | 4 | \$ 14,400 |
| Total | | | | | \$ 365,200 |

| | |
|-----------------------------------|-------------------|
| Contract/Other | \$ 10,000 |
| Sub-Total | \$ 809,647 |
| Non-Resident (35% x 50% increase) | \$ 141,688 |
| Grand Total | \$ 926,780 |

Operations Analysis

Montpelier Recreation Center Operations Plan

Aquatic Programs

Program Calculations - Expenses

| Learn to Swim Classes | Rate/Class | Classes/Day | Days | Weeks | Total |
|-----------------------|------------|-------------|------|-------|------------------|
| Summer | \$ 17.20 | 12 | 5 | 8 | \$ 8,256 |
| Spring/Fall | \$ 17.20 | 9 | 2 | 20 | \$ 6,192 |
| Winter | \$ 17.20 | 9 | 2 | 10 | \$ 3,096 |
| Total | | | | | \$ 17,544 |

| Water Exercise | Rate/Class | Classes/Wk | Weeks | Total |
|----------------|------------|------------|-------|------------------|
| Summer | \$ 25.00 | 12 | 14 | \$ 4,200 |
| Spring/Fall | \$ 25.00 | 12 | 26 | \$ 7,800 |
| Winter | \$ 25.00 | 12 | 12 | \$ 3,600 |
| Total | | | | \$ 15,600 |

| Other | Rate/Class | Classes/Wk | Weeks | Total |
|--------------------|------------|------------|-------|------------------|
| Private Lessons | \$ 17.20 | 6 | 46 | \$ 4,747 |
| Lifeguard Training | \$ 25.00 | 33 | 3 | \$ 2,475 |
| Misc. | \$ 20.00 | 6 | 50 | \$ 6,000 |
| Total | | | | \$ 13,222 |

| Camps | Rate/Hr | Classes/Week | Hrs/wk | Weeks | Total |
|--------------|----------|--------------|--------|-------|---------------|
| Swim Camp | \$ 25.00 | 1 | 10 | 2 | \$ 500 |
| Total | | | | | \$ 500 |

| Birthday Parties | Rate/Class | Classes/Week | # Week | Weeks | Total |
|------------------|------------|--------------|--------|-------|-----------------|
| Parties | \$ 16.50 | 6 | 2 | 50 | \$ 9,900 |
| Total | | | | | \$ 9,900 |

Contract/Other \$ 3,500

Grand Total **\$ 60,266**

| Contract | Employee |
|------------------|------------------|
| | \$ 8,256 |
| | \$ 6,192 |
| | \$ 3,096 |
| \$ 4,200 | |
| \$ 7,800 | |
| \$ 3,600 | |
| | \$ 4,747 |
| \$ 2,475 | |
| \$ 6,000 | |
| \$ 500 | |
| | \$ 9,900 |
| \$ 3,500 | |
| \$ 28,075 | \$ 32,191 |

Operations Analysis

Montpelier Recreation Center Operations Plan

Program Calculations - Revenues

| Learn to Swim | Classes/Week | Fee | Participants | Sessions | Total |
|----------------------|---------------------|------------|---------------------|-----------------|------------------|
| Summer | 18 | \$ 75.00 | 4 | 4 | \$ 21,600 |
| Spring/Fall | 12 | \$ 75.00 | 4 | 2 | \$ 7,200 |
| Winter | 9 | \$ 75.00 | 4 | 1 | \$ 2,700 |
| Private Lessons | 6 | \$ 25.00 | 1 | 46 | \$ 6,900 |
| Total | | | | | \$ 38,400 |

| Water Aerobics | Classes/Week | Fee | Participants | Sessions | Total |
|-----------------------|---------------------|------------|---------------------|-----------------|------------------|
| Summer | 15 | \$ 12.00 | 3 | 14 | \$ 7,560 |
| Spring/Fall | 12 | \$ 12.00 | 3 | 26 | \$ 11,232 |
| Winter | 12 | \$ 12.00 | 3 | 12 | \$ 5,184 |
| Total | | | | | \$ 23,976 |

| Birthday Parties | Rate | Number | Weeks | Total |
|-------------------------|-------------|---------------|--------------|------------------|
| Parties | \$ 150.00 | 6 | 52 | \$ 46,800 |
| Total | | | | \$ 46,800 |

| Other | Classes/Week | Fee | Participants | Sessions | Total |
|--------------------|---------------------|------------|---------------------|-----------------|------------------|
| Lifeguard Training | 1 | \$ 200.00 | 10 | 3 | \$ 6,000 |
| Swim Camp | 1 | \$ 150.00 | 20 | 2 | \$ 6,000 |
| Misc. | 6 | \$ 12.00 | 5 | 50 | \$ 18,000 |
| Total | | | | | \$ 30,000 |

| | |
|-----------------------------------|-------------------|
| Contract/Other | \$ 5,000 |
| Sub-Total | \$ 144,176 |
| Non-Resident (35% x 50% increase) | \$ 25,231 |
| Grand Total | \$ 169,407 |

Operations Analysis

Montpelier Recreation Center Operations Plan

Rental Revenue:

This worksheet indicates the expected revenue that will be obtained through the rental of the center and amenities.

General Rentals

| Revenues | SF Size | # of Spaces | Rate/Hr. | Number of Hrs. | Weeks | Total |
|---------------------------------|---------|-------------|----------|----------------|-------|-------------------|
| Flex Rooms | 1,000 | 2 | \$ 50 | 2 | 50 | \$ 10,000 |
| Event Space (per section) | 1,000 | 3 | \$ 50 | 2 | 50 | \$ 15,000 |
| Event Space (wknd-6 hrs) | 3,000 | 1 | \$ 1,200 | 1 | 36 | \$ 43,200 |
| Kitchen | 1,200 | 1 | \$ 75 | 4 | 36 | \$ 10,800 |
| Toddler and Youth (large) | 1,500 | 1 | \$ 75 | 2 | 10 | \$ 1,500 |
| Toddler and Youth (small) | 1,000 | 1 | \$ 50 | 2 | 10 | \$ 1,000 |
| Rotational & Multi Purpose Room | 1,500 | 2 | \$ 75 | 1 | 20 | \$ 3,000 |
| Basketball Court (HS) | | 3 | \$ 65 | 5 | 36 | \$ 35,100 |
| Volleyball Court | | 3 | \$ 50 | 3 | 36 | \$ 16,200 |
| Pickleball Court | | 9 | \$ 15 | 2 | 36 | \$ 9,720 |
| Tennis Court | | 2 | \$ 50 | 3 | 36 | \$ 10,800 |
| Multipurpose Studio Studio | 1,750 | 1 | \$ 100 | 2 | 10 | \$ 2,000 |
| Fieldhouse (full-field) | | 1 | \$ 150 | 10 | 26 | \$ 39,000 |
| Fieldhouse (1/2 field) | | 2 | \$ 75 | 20 | 26 | \$ 39,000 |
| Total | | | | | | \$ 236,320 |

Aquatic Rentals

| Revenues | SF Size | #of Spaces | Rate/Hr. | Number of Hrs. | Weeks | Total |
|--------------|---------|------------|----------|----------------|-------|-----------------|
| Leisure Pool | 16,000 | 1 | \$300 | 1 | 15 | \$ 4,500 |
| Total | | | | | | \$ 4,500 |