

WE BELIEVE  
WE CAN LIVE BETTER

# BRS TEAM



**JENNA**  
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FACILITY PERFORMANCE ADVISOR



**KEITH**  
HAYES  
PRINCIPAL, AIA

# BRS FIRM BACKGROUND

48

YEARS OF CONTINUOUS PRACTICE  
**COMMUNITY RECREATION EXPERTISE**



300+

COMMUNITIES ASSISTED  
**PUBLIC RECREATION PROJECTS NATIONWIDE**



80%

OF OUR WORKLOAD & EXPERIENCE IS IN  
**RECREATION & AQUATIC DESIGN**

20-30

ENGAGEMENTS A YEAR AT RECREATION  
**CONFERENCES & PUBLIC SPEAKING**



1.7M

MILLION SQUARE FEET DATABASE OF  
**RECREATION FACILITIES BENCHMARKING**



**LEADERS IN COMMUNITY RECREATION & AQUATIC CENTER DESIGN**





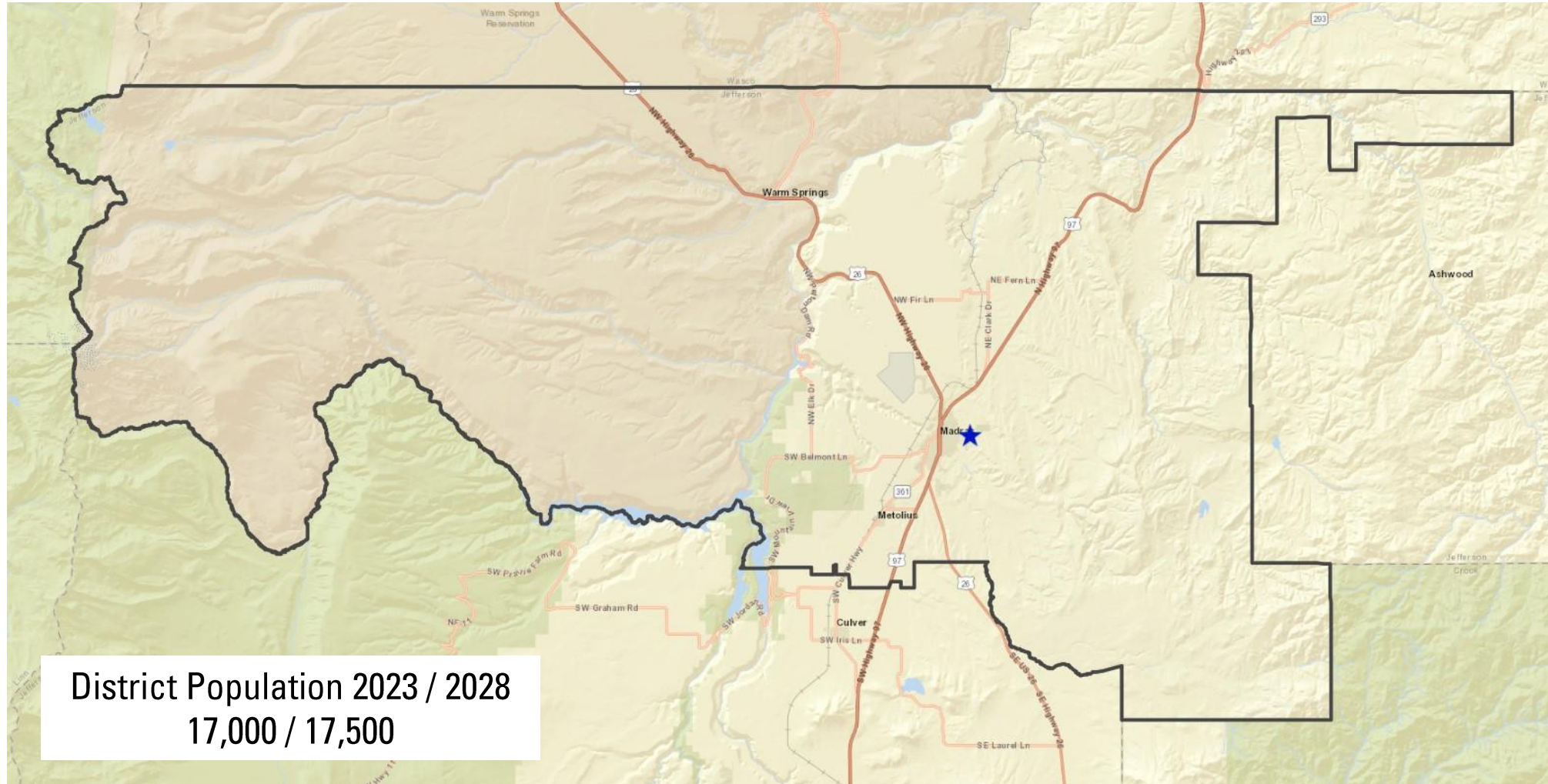
# MISSION



*MACRD promotes long-term community vitality and supports healthy lifestyles for the individuals, families and communities in the District.*

# MARKET ANALYSIS

# DISTRICT BOUNDARIES



★ Madras Aquatic Center

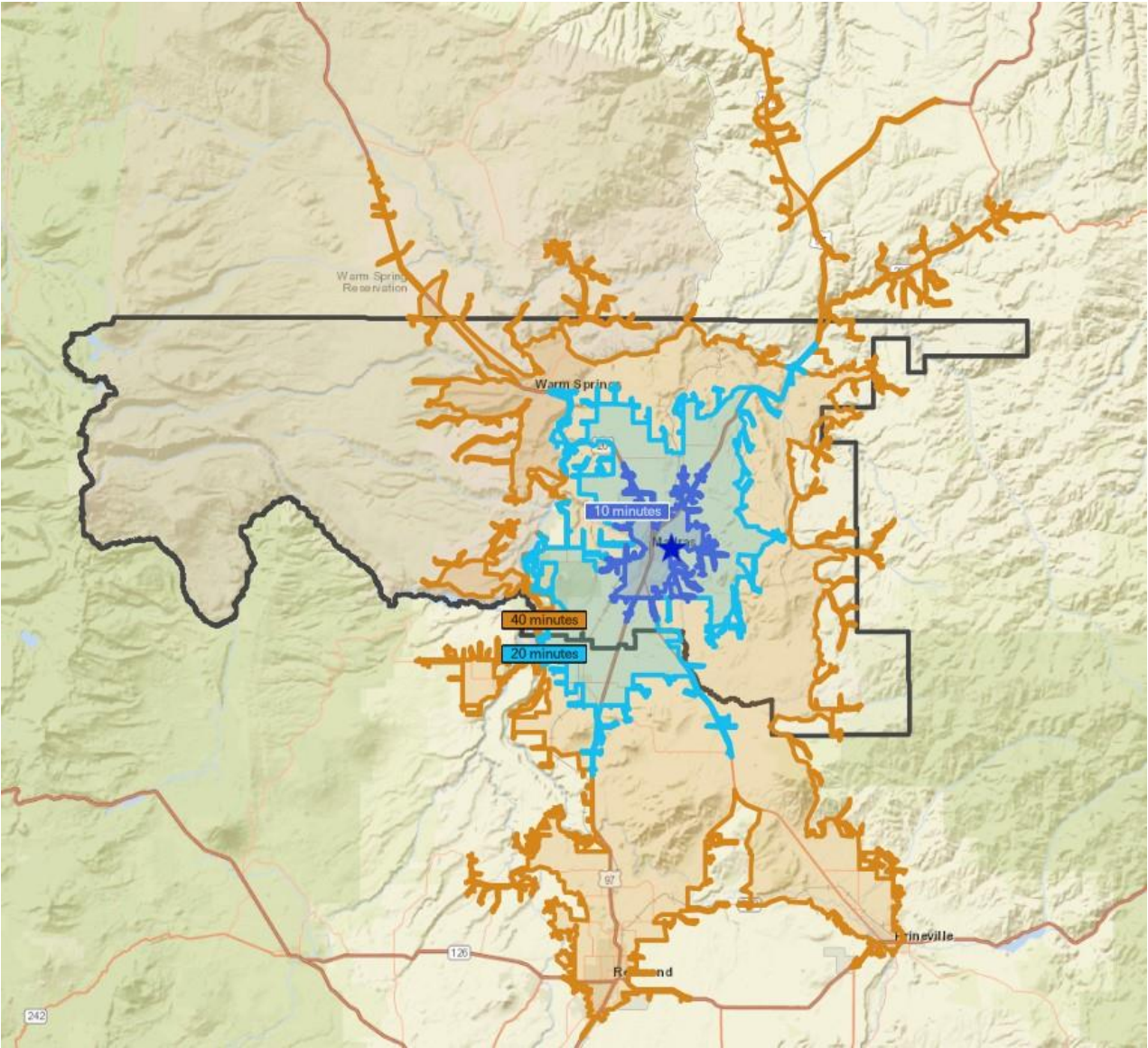
— MACRD District boundary



# SERVICE AREA POPULATION

## Drive Time Population 2023 / 2028

- 10-minute drive: 11,700 / 12,200
- 20-minute drive: 15,800 / 16,500
- 40-minute drive: 63,000 / 65,900

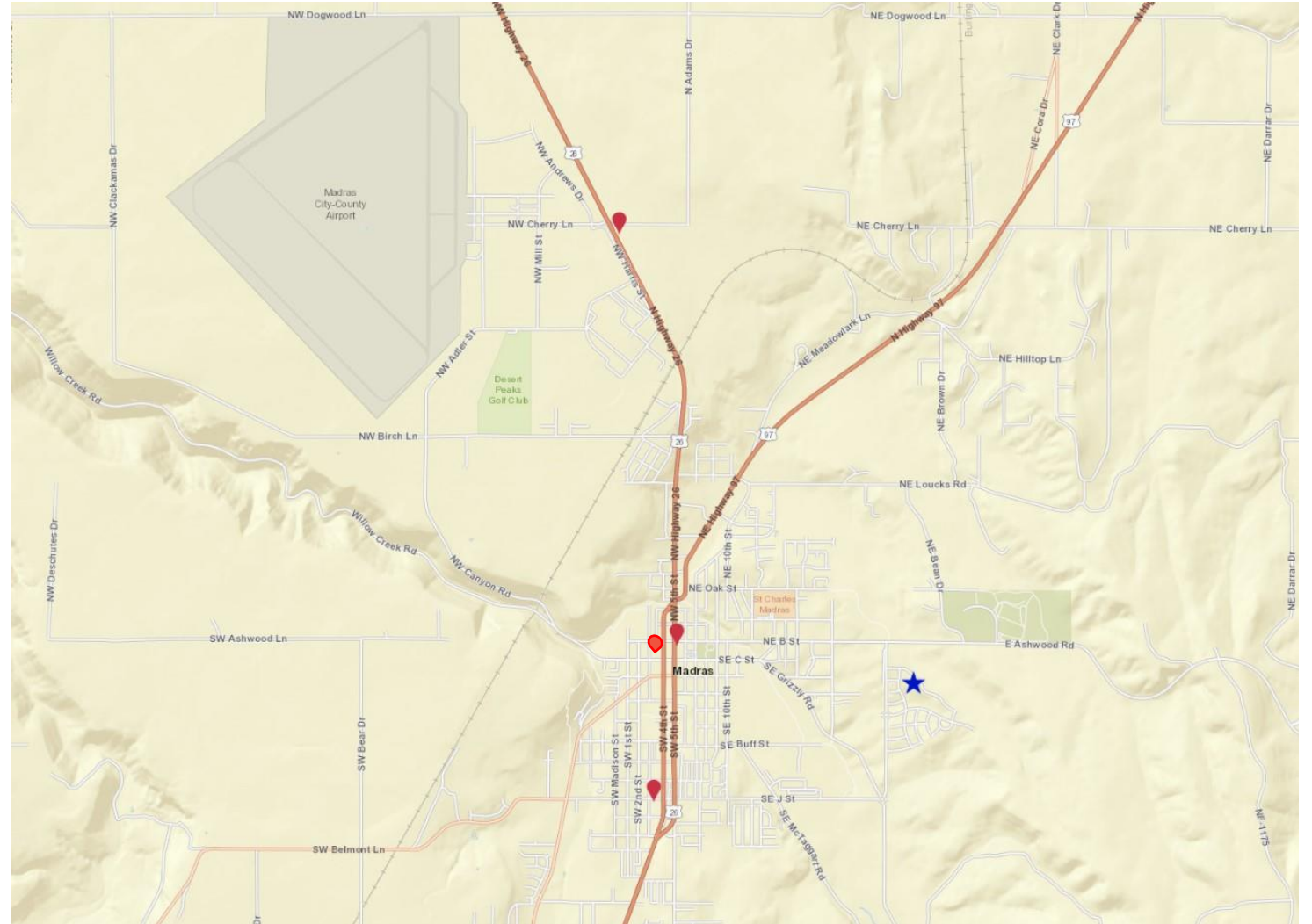


★ Madras Aquatic Center

— MACRD District boundary

# ALTERNATIVE FITNESS PROVIDERS

- 3 Peaks CrossFit
- MadTown Fitness
- Silver Star Fitness
- Madras Athletic Club





# DISTRICT DASHBOARD

# BIG PICTURE

## INCOME



Population  
**17,000**

  
5,700  
Households

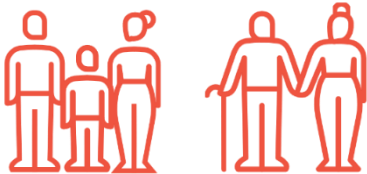
Median Disposable  
Income  
**\$50,000**

Median  
Household  
Income  
**\$61K**

Per Capita  
Income  
**\$28K**

Median Net  
Worth  
**\$80K**

Largest Group  
2023 Males Age 30-34  
Smallest Group  
2023 Males Age 85+



Median Age  
**36.4**

## TAPESTRY LIFEMODES



Heartland Communities  
28%



Down the Road  
24%



Middleburg  
15%

No High School  
Diploma  
12%



30%  
High School  
Graduate

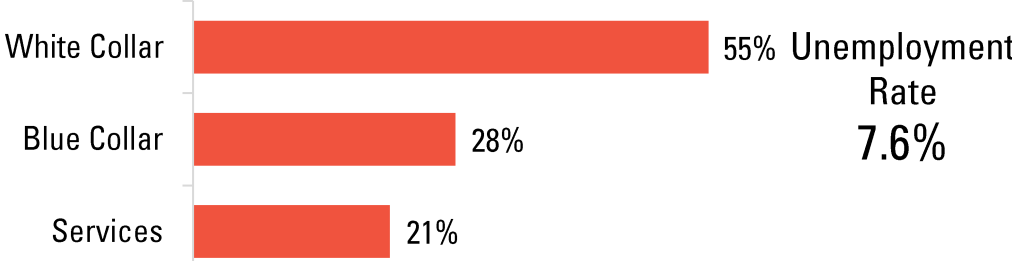


34%  
Some  
College



24%  
Bachelor's/Grad/  
Prof Degree

## EMPLOYMENT



# HEARTLAND COMMUNITIES 28%

OLDER, SEMIRETIRED COUPLES

MODEST, SINGLE-FAMILY HOMES IN  
RURAL AREAS

ENJOY SLOWER PACE OF LIFE

PATRIOTIC, BUDGET SAVVY  
CONSUMERS

PARTICIPATE IN OUTDOOR ACTIVITIES



LifeMode Group: Cozy Country Living

## Heartland Communities

6F

Households: 2,850,600

Average Household Size: 2.39

Median Age: 42.3

Median Household Income: \$42,400

### WHO ARE WE?

Well settled and close-knit, *Heartland Communities* residents are semirural and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life here but actively participate in outdoor activities and community events. Traditional and patriotic, these residents support their local businesses, always buy American, and favor domestic driving vacations over foreign plane trips.

### OUR NEIGHBORHOOD

- Rural communities or small towns are concentrated in the Midwest, from older Rustbelt cities to the Great Plains.
- Distribution of household types is comparable to the US, primarily (but not the majority) married couples, more with no children, and a slightly higher proportion of singles (Index 112) that reflects the aging of the population.
- Residents own modest, single-family homes built before 1970.
- They own one or two vehicles; commutes are short (Index 82).

### SOCIOECONOMIC TRAITS

- Retirees in this market depress the average labor force participation rate to less than 60% (Index 94). More workers are white collar than blue collar; more skilled than unskilled.
- The rural economy of this market provides employment in the manufacturing, construction, utilities, health-care, and agriculture industries.
- These are budget-savvy consumers; they stick to brands they grew up with and know the price of goods they purchase. Buying American is important.
- Daily life is busy but routine. Working on the weekends is not uncommon.
- Residents trust TV and newspapers more than any other media.
- Skeptical about their financial future, they stick to community banks and low-risk investments.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

# DOWN THE ROAD 24%

YOUNG, FAMILY-ORIENTED  
CONSUMERS

MARRIED COUPLES, SINGLE-PARENT  
HOUSEHOLDS

MOBILE HOMES, SINGLE-FAMILY  
HOMES

WORK IN SERVICE, RETAIL,  
MANUFACTURING, CONSTRUCTION

PARTICIPATE IN HUNTING, FISHING



## LifeMode Group: Rustic Outposts Down the Road

10D

Households: 1,406,700

Average Household Size: 2.76

Median Age: 35.0

Median Household Income: \$38,700

### WHO ARE WE?

*Down the Road* is a mix of low-density, semirural neighborhoods in large metropolitan areas; half are located in the South, with the rest primarily in the West and Midwest. Almost half of householders live in mobile homes; more than two-fifths live in single-family homes. These are young, family-oriented consumers who value their traditions. Workers are in service, retail trade, manufacturing, and construction industries, with higher proportions in agriculture and mining, compared to the US.

### OUR NEIGHBORHOOD

- Nearly two-thirds of households are owned.
- Family market, primarily married couples or single-parent households (Index 145).
- Close to half of all households live in mobile homes (Index 780).
- Four-fifths of households were built in 1970 or later.
- About 32% of homes are valued under \$50,000.

### SOCIOECONOMIC TRAITS

- Education completed: 36% with a high school diploma only, 41% with some college education or a degree.
- Labor force participation rate is 59.0%, slightly lower than the US.
- Family-oriented, outgoing consumers; they place importance on preserving time-honored customs.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.



# MIDDLEBURG 15%

## YOUNG COUPLES WITH CHILDREN

## SINGLE-FAMILY HOMES, MOBILE HOMES

## FAMILY-ORIENTED ENTERTAINMENT

## TRADITIONAL NORMS

## CONNECTED TO MOBILE DEVICES

## HUNTING, FISHING, BOWLING, BASEBALL



### LifeMode Group: Family Landscapes

# Middleburg

4C

Households: 3,511,200

Average Household Size: 2.75

Median Age: 36.1

Median Household Income: \$59,800

### WHO ARE WE?

Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, as the housing boom spread beyond large metropolitan cities. Residents are traditional, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.

### OUR NEIGHBORHOOD

- Semirural locales within metropolitan areas.
- Neighborhoods changed rapidly in the previous decade with the addition of new single-family homes.
- Include a number of mobile homes (Index 150).
- Affordable housing, median value of \$175,000 (Index 84) with a low vacancy rate.
- Young couples, many with children; average household size is 2.75.

### SOCIOECONOMIC TRAITS

- Education: 65% with a high school diploma or some college.
- Labor force participation typical of a younger population at 66.7% (Index 107).
- Traditional values are the norm here—faith, country, and family.
- Prefer to buy American and for a good price.
- Comfortable with the latest in technology for convenience (online banking or saving money on landlines) and entertainment.

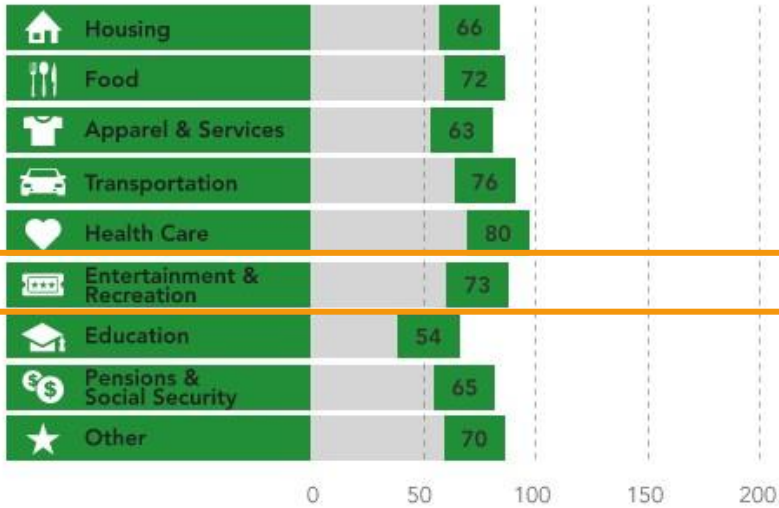


Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

# MARKET ANALYSIS: Confidence Levels the Market will Support Recreational Spending

## HEARTLAND COMMUNITIES

28% OF MACRD

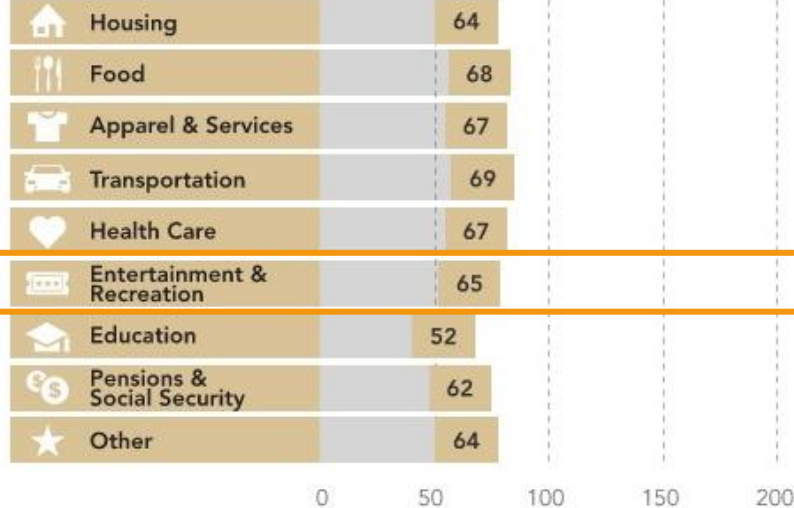


Entertainment and Recreation Index

73%

## DOWN THE ROAD

24% OF MACRD



Entertainment and Recreation Index

65%

## MIDDLEBURG

15% OF MACRD



Entertainment and Recreation Index

93%

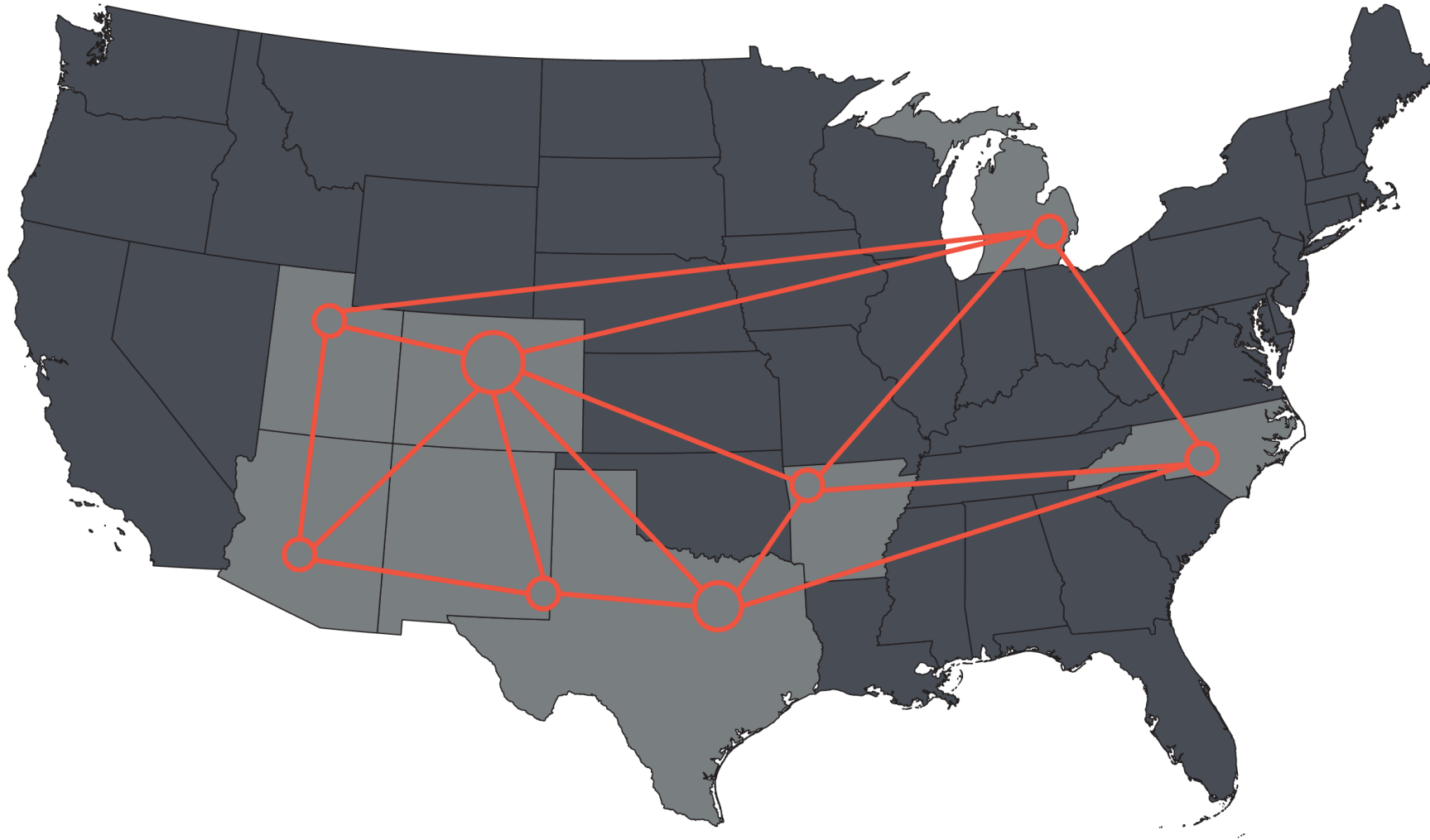
The index compares the average amount spent in this market's household budgets for housing, food, entertainment, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

All Tapestry Segments MACRD	% of Population	HH Budget Index	Population Count
Heartland Communities	28%	73	4,760
Down the Road	24%	65	4,080
Middleburg	15%	93	
Traditional Living	9%	62	1,530
Urban Edge Families	7%	77	1,190
Prairie Living	7%	99	
Fresh Ambitions	6%	46	1,020
The Great Outdoors	3%	99	
Senior Escapes	1%	70	170
	<b>17,000</b>	<b>75%</b>	<b>12,750</b>

Data indicates that  
**75%**  
of the District's population  
may have a problem  
affording fees and charges  
for recreation services



# BENCHMARK NETWORK 2022

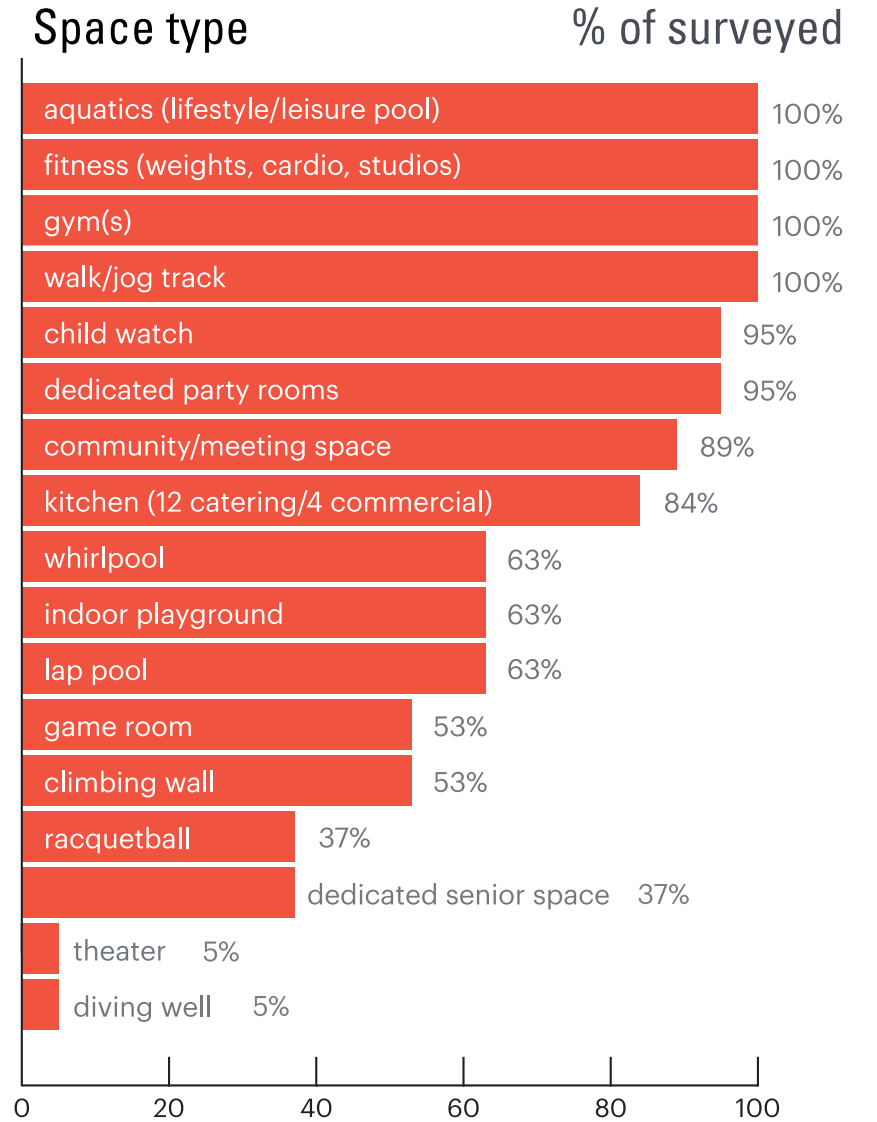


**19**  
centers

**8**  
states

**1.7 M**  
sq. ft.

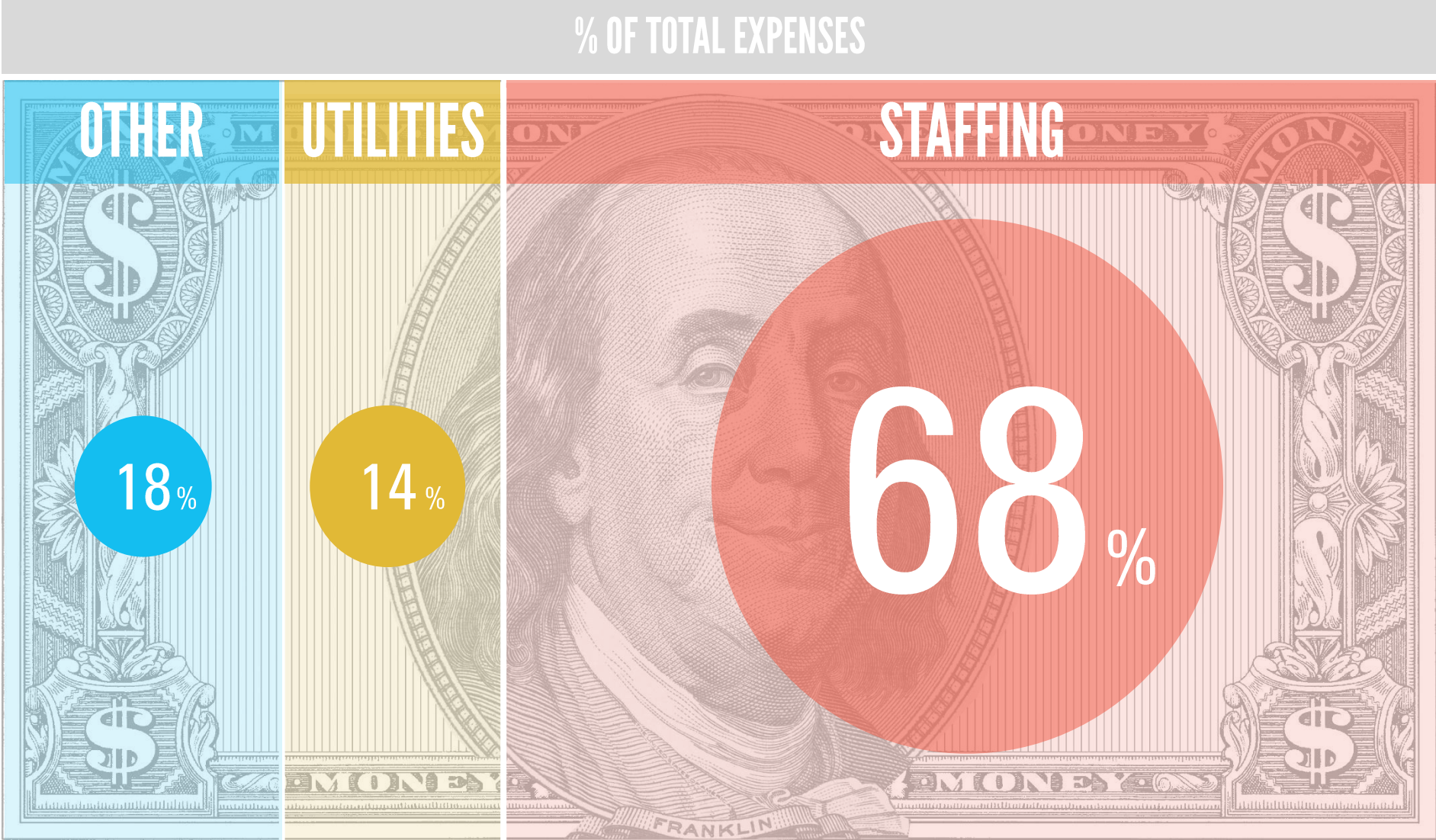
# COMPARING APPLES TO APPLES



\*Data from 19 similar centers surveyed

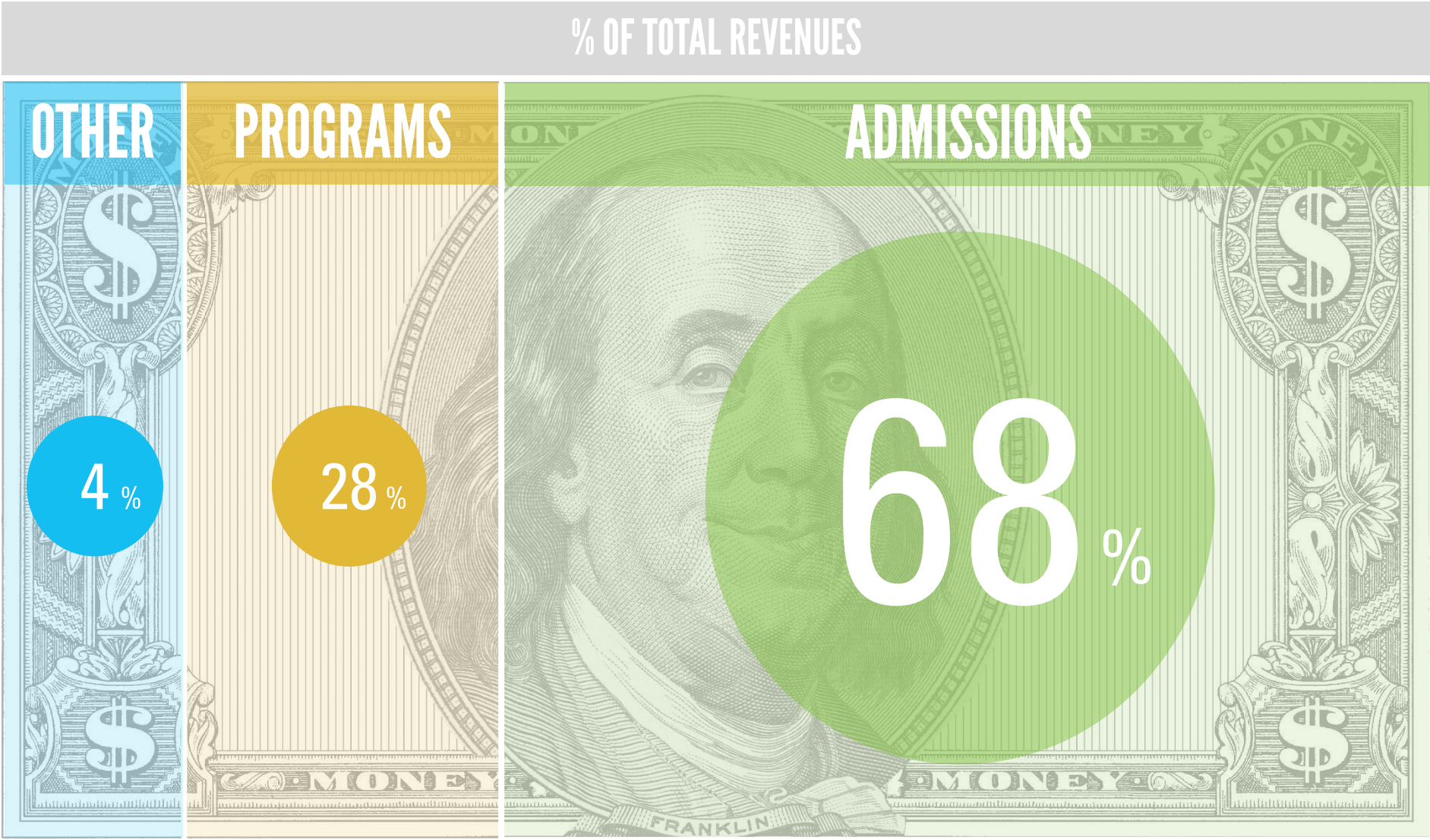


# 2022 CENTER EXPENSES

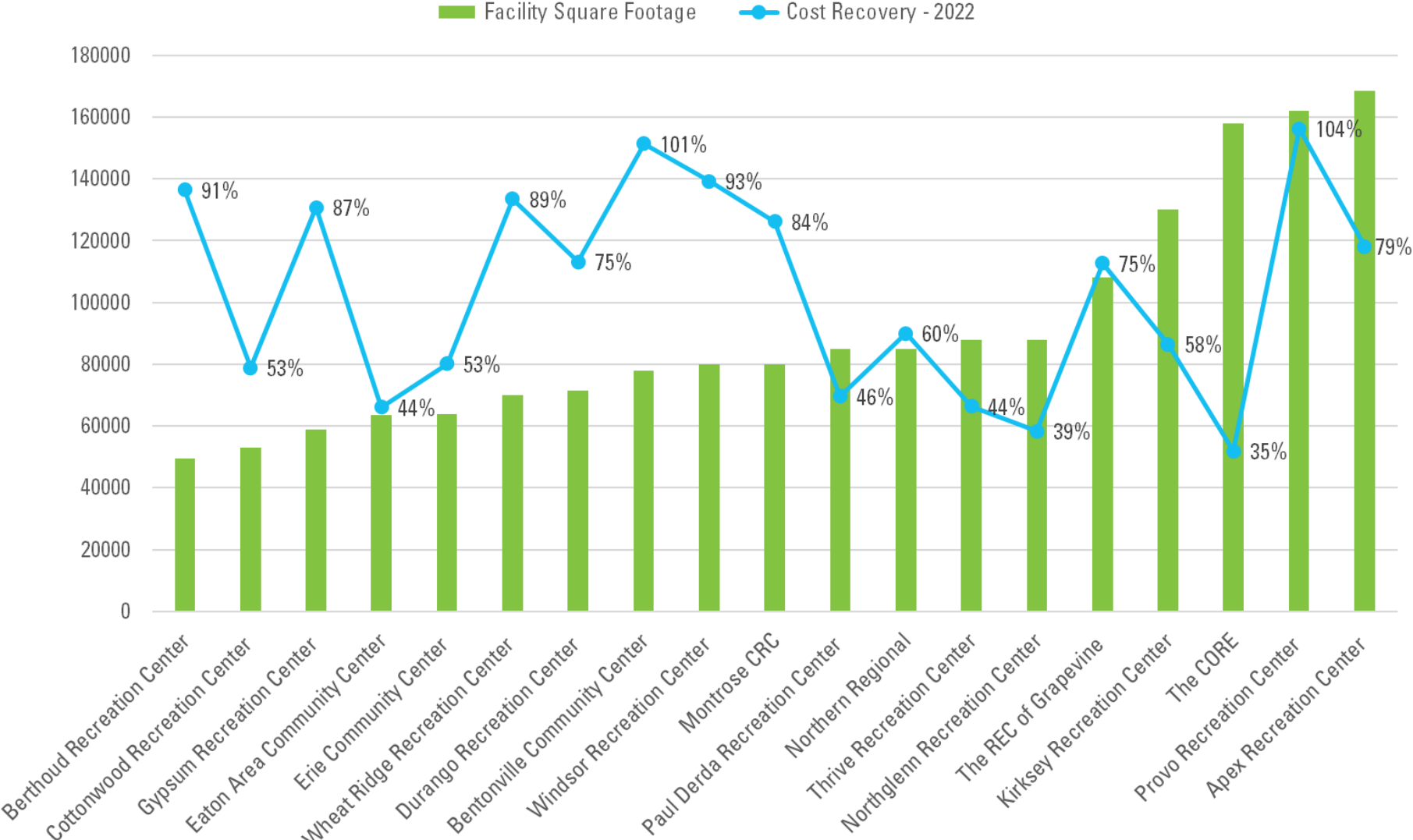




# 2022 CENTER REVENUES



# 2022 COST RECOVERY







# SURVEY

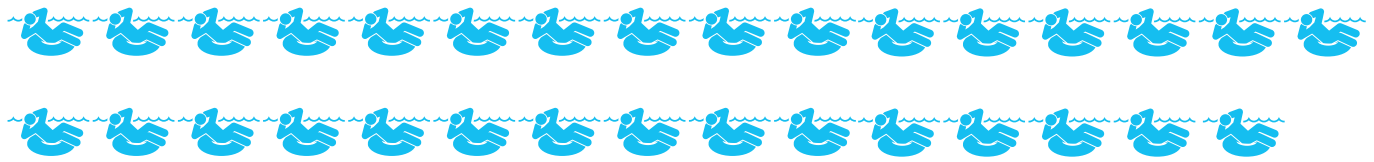
We asked...

What is the primary reason people buy a membership to your center?

**35%**  
Weight/  
Cardio/  
Fitness



**22%**  
Leisure Pool



**17%**  
Gymnasium  
activities



**13%**  
Lap Pool



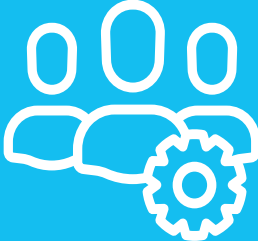
**7%**  
Walk/Jog Track



**6%**  
Social Spaces



# OPERATIONS



## STAFFING



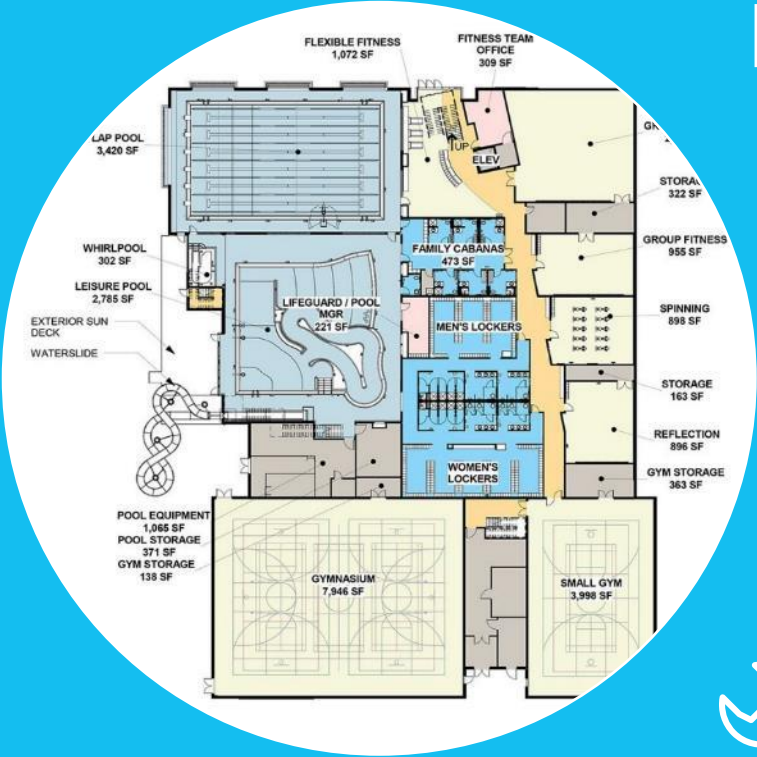
## HOURS OF OPERATION



## COST RECOVERY



## FEES & CHARGES



## CUSTOMER SERVICE



## UTILITIES



## SUPPLIES

# COST RECOVERY





# PROPOSED PROGRAM – MADRAS AQUATIC CENTER

- Recreation activity pool
- 6-lane lap pool
- Whirlpool
- Dedicated Party Room (remodel)
- Gymnasium – HS Court (New)
- Fitness & Weights (New)
- Locker Rooms (remodel)
  - Family Changing Rooms (2 NEW)
- Lobby & support spaces
- Admin

~43,500 SF proposed

~27,000 SF current

# MEMBERSHIP INCLUSIONS

## MADRAS AQUATIC CENTER WHAT'S INCLUDED WITH ADMISSION:

**DROP IN: BASKETBALL, VOLLEYBALL, PICKLEBALL**

**RECREATION ACTIVITY POOL**

**FITNESS AREA /CARDIO WORKOUT**

**6-LANE LAP POOL & WHIRLPOOL SPA**

# PROPOSED HOURS

Madras Aquatic Center	
Summer Hours	
Tuesday	6:00 am to 8:00 pm
Wednesday	6:00 am to 8:00 pm
Thursday	6:00 am to 8:00 pm
Friday	6:00 am to 8:00 pm
Saturday	6:00 am to 8:00 pm
Sunday	1:00 pm to 6:00 pm
<b>Total Weekly Hours</b>	<b>75</b>

Madras Aquatic Center	
School Year Hours	
Monday	6:00 am to 12 Noon 3:00 pm to 8:00 pm
Tuesday	6:00 am to 12 Noon 3:00 pm to 8:00 pm
Wednesday	6:00 am to 12 Noon 3:00 pm to 8:00 pm
Thursday	6:00 am to 12 Noon 3:00 pm to 8:00 pm
Friday	6:00 am to 12 Noon 3:00 pm to 8:00 pm
Saturday	6:00 am to 8:00 pm
Sunday	1:00 pm to 6:00 pm
<b>Total Weekly Hours</b>	<b>74</b>



# ADMISSION FEES – PROPOSED

## Madras Aquatic Center

	Annual Membership		Monthly Membership		Day Passes	
Type	In District	Out of District	In District	Out of District	In District	Out of District
Child					\$4	\$5
Youth	\$130	\$163	\$14	\$18	\$8	\$10
Senior	\$264	\$330	\$28	\$35	\$6	\$8
Adult	\$330	\$413	\$35	\$44	\$8	\$10
Family*	\$610	\$763	\$65	\$80	N/A	N/A

25% price differential in monthly/annual rates.

Annual is available July 1-Dec 31, valid until June 30. Modification recommended: annual based on the date of purchase, e.g., Feb. 1, 2024 - Feb. 1, 2025

\*Family of 4 (2 adults & 2 youth (under age 18) living in same HH. Add'l youth \$25/each annually

**EXPENSES**

# EXPENSES – MADRAS AQUATIC CENTER & RECREATION DISTRICT

## Full-Time Staffing

Executive Director  
Internal Service Manager  
Recreation Programs Director  
Aquatics Programs Supervisor  
Recreation Programs Supervisor  
Facilities Coordinator  
Patron Service Coordinator  
Recreation Programs Coordinator  
Aquatics Coordinator  
Patron Services Specialists (2)  
Custodian

**Full Time Wages & Benefits \$ 1,006,000**

## Part-Time Staffing

Recreation Sports Referees  
Club Coaches  
Fitness Coordinator  
Head Lifeguards  
Lifeguards  
Swim Instructors  
Fitness Class Instructors  
Custodial

**Part-Time Wages & Benefits \$ 365,000**

### Assumption:

- Salaries, wages & benefits reflect estimated rates for 2027

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**TOTAL WAGES & BENEFITS**

**\$ 1,371,000 (65%)**



# EXPENSES – MADRAS AQUATIC CENTER & RECREATION DISTRICT

## Supplies: Programs, Facilities, Admin

Supplies

Pool chemicals

Outreach & Engagement

**Total Supplies Expense**

Equipment

Concessions

Uniforms

Safety expenses

Technology expenses

**\$ 142,000 (7%)**

## Services: Programs, Facilities, Admin

Advertising

Licenses, dues, subscriptions

Liability insurance

**Total Services Expense**

Contractual services

Legal fees

Utilities

Gen. Repairs & Maintenance

Telecommunications

**\$ 519,000 (24%)**

**Capital Repair & Replacement (recommended)**

**\$ 81,000 (4%)**

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**TOTAL OPERATING EXPENSES**

**\$ 2,113,000**

**REVENUE**

# REVENUE PROJECTIONS

## Admission Revenue

Annual Pass	\$	30,500	
Monthly Pass	\$	39,000	
Daily	\$	116,500	
<b>Total Admission Revenue</b>	<b>\$</b>	<b>186,000</b>	<b>(38%)</b>

# REVENUE PROJECTIONS

## Other Revenue

Youth land-based programs	\$	84,000	
Youth camps	\$	30,000	
Group Swim lessons	\$	44,000	
Private Swim lessons	\$	20,000	
Contracted Swim lessons	\$	15,000	
Fitness Classes	\$	8,000	
Room/Facility rentals	\$	80,000	
Concession sales	\$	10,000	
Merchandise sales	\$	10,000	
Locker rentals	\$	2,000	
Towel rentals	\$	1,000	
<b>Total Other Revenue</b>	<b>\$</b>	<b>304,000</b>	<b>(62%)</b>

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**TOTAL REVENUE PROJECTIONS** **\$ 490,000**



# OPERATIONAL PROFORMA SUMMARY

**PROGRAM** ~43,500 SF

Annual Operating Expenses	
Total Staffing	\$ 1,371,000
Full-Time	\$ 1,006,000
Part-Time	\$ 365,000
Supplies	\$ 142,000
Services	\$ 519,000
Capital Repair & Replacement	\$ 81,000
<b>Total Expenses</b>	<b>\$ 2,113,000</b>

<b>Total Expenses</b>	<b>\$ 2,113,000</b>
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<b>Total Revenue</b>	<b>\$ 490,000</b>
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<b>Subsidy</b>	<b>(\$ 1,623,000)</b>
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**COST RECOVERY 23%**

Annual Operating Revenues	
Admissions	\$ 186,000
Programs: All Swim lessons, Land-based programs	\$ 201,000
Rentals: rooms & facility	\$ 80,000
Sales: concessions, merchandise	\$ 20,000
Rentals: lockers, towels	\$ 3,000
<b>Total Revenue</b>	<b>\$ 490,000</b>

**QUESTIONS?**