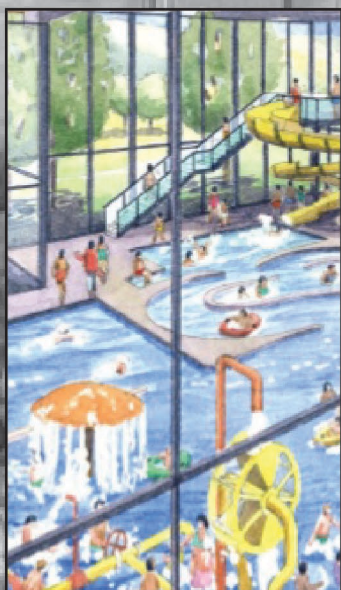


Feasibility Study of a New Multigenerational Center in the City of Wentzville



Prepared by
Ballard*King & Associates Ltd.
& Hastings + Chivetta Architects
2018



Hastings+Chivetta
ARCHITECTURE • PLANNING • ENGINEERING



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Section I - Executive Summary

Background

Hastings+Chivetta Architects along with Ballard*King & Associates (B*K) were hired to determine the market need and feasibility of a Community Recreation Center in the City of Wentzville. The Community Recreation Center was one of the top priorities identified through the comprehensive Parks and Recreation Master Plan process conducted in 2016. The primary goal of this study was to explore the community need and demand for a Community Recreation Center through market analysis, stakeholder meetings and inventory of existing facilities and feasibility analysis.

Market Condition Review

The Wentzville R-IV School District was identified as the primary service area for this study. The population within this service area is growing at a robust pace and projected to increase about 9.6 percent over the next five years to reach a population of 90,079 people by the year 2021. The demographic profile of the service area reflects a growing community. There is a higher concentration of under 5, 5-17 and 25-44 age groups and less in the age groups over 55 years than the national levels. This points to a large number of families with young children in the service area with over 43 percent of households having children. As a result, the median age in the service area is almost three years lower than the national level of 38 years. Median Household Income is 37.5 percent higher than the national level. Age and household income are two determining factors that drive participation in recreation and leisure activities. The demographic profile suggests that there will be continued support and demand for recreation activities and programs in the future. The mixture of median age, median household income and housing budget expenditures combine to create a favorable market condition for the development of a community recreation center.

There are other recreation and fitness providers in the primary service area, however, the other service providers have a narrow business focus on the adult fitness market while the wellness and sport opportunity for young people, seniors and families are underserved in the community. Although the School District has been generous with their support of Wentzville's parks and recreation programs in the past, it is clear that the existing inventory of space within the School District is no longer sufficient to meet the growing needs of the youth sports programs and expanding school activities. The need for more gymnasium space, swimming pool and a fitness component was validated through the public input process used during the market analysis process and community survey results.

Statistics from the National Sporting Goods Association (NSGA) were overlaid on to the demographic profile of the service area to determine the market potential for various activities that can take place within a sports and wellness center. The market analysis concluded that Wentzville is underserved for indoor swimming, fitness opportunities, family activities, youth fitness programs and gymnasium space.

A series of 17 different stakeholder meetings representing more than 50 people were held to gather input on community needs, facility components, partnerships, funding and community use during the market analysis process.

Program

The program recommendations for the City of Wentzville were driven by the information gathered during the market analysis, including the 2016 Parks and Recreation Master Plan, demographic profile of the community, statistical data from NSGA, stakeholder input and competitive analysis of other recreation facilities in the area. The project recommendations reflect the most pressing needs in the community. Based on the market analysis, program assessment and budgetary considerations, the following program summary was developed.

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Component	Size
Gymnasium	15,000 sq. ft.
Jogging/Walking Track	6,000 sq. ft.
Group Fitness Studios	3,800 sq. ft.
Weight/Cardio Area	8,500 sq. ft.
Multipurpose Rooms	4,500 sq. ft.
Aquatic Area	18,000 sq. ft.
Senior Activity Space	3,800 sq. ft.
Indoor Play Area	1,200 sq. ft.
Celebration Rooms	1,200 sq. ft.
Kids Zone	1,300 sq. ft.
Support Space	7,000 sq. ft.
Community Room	3,000 sq. ft.
Circulation Space (18%)	11,898 sq. ft.
Total	85,198 sq. ft.

The size of the components will be validated and refined by an architect should the City of Wentzville decide to move forward with building a Community Recreation Center.

Operations

An operation analysis was conducted to examine facility costs and revenues as part of the feasibility phase of the study. The operating pro forma, developed independently, represents a conservative approach to estimating expenses and revenues and was completed based upon the best information available and a basic understanding of the new facility. Fees and charges utilized to estimate income and expenses for this study were generated from information gathered during the stakeholder meetings. Two options were explored during this phase of the project. The first option was to look at the center as a stand-alone venue. A second option was developed that shared and combined existing resources in the City of Wentzville to maximize efficiency. The results of the operations analysis clearly indicate that the proposed center will not recover 100 percent of its operating costs through revenue, without relying on tax support to subsidize the operation.

A detailed operating pro forma was developed to examine the overall feasibility of the Community Recreation Center. The following table highlights the expense and revenue comparison.

Expenditure - Revenue Comparison

Category	Stand Alone	Shared
Expenditures	\$2,022,594	\$1,744,408
Revenue	\$1,535,385	\$1,535,385
Difference	(\$487,209)	(\$209,023)
Recovery Percentage	76%	88%

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Conclusion

The market conditions are favorable for supporting a new Community Recreation Center in Wentzville. The proposed facility, by virtue of the leisure pool, competitive pool, multiple gymnasium space, fitness, indoor walking/jogging track, indoor play structure, birthday party rooms and dedicated senior spaces differentiate this facility from the other facilities in the Wentzville area. The City of Wentzville is ideally positioned to not only improve the quality of the facilities in Wentzville, but also to enhance the quality of life for residents and become an identifying moniker to the Wentzville landscape that attracts families, businesses and prospective employees to the City.

Weekly participation in active recreation activities from area residents can be expected to be somewhere in the range of 8-10 percent of the population, which equals approximately 6,500-8,200 individuals, (based on 2016 population estimates for the primary service area). This is a sufficient population base to rely on for the operation of a full-scale center. The success of similar facilities in other areas of the country suggests that these types of centers have been cost-effective in meeting local sport and wellness needs. A conservative penetration rate of about 4.5 percent in the service area is needed for the Wentzville facility to reach the financial guidelines established during the feasibility phase of the project.

Without question, a new community center will enhance the quality of life in Wentzville while improving recreation and wellness opportunities. The proposed center fills the service gaps for a variety of recreation and sports activities and expands the wellness access in the community for children, teenagers, families and seniors. A new center will become a source of tremendous community pride and will bring the community together along with making Wentzville more attractive for major employers to attract new employees. The center will also help establish and recognize the facility as a contributor to the economic health of the community by providing jobs, through the purchase of local goods and services and by generating business trade for the City of Wentzville.

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Section II - Market Assessment

The City of Wentzville partnered with Ballard*King & Associates (B*K) to undertake a study to consider and examine the feasibility of developing a multigenerational recreation center in Wentzville.

The City of Wentzville's target market for a multi-functional recreation facility is primarily the residents of Wentzville and employees of businesses located in Wentzville. It is common to see a recreation center having unique features, (water slides, zero-depth entry, lazy river, therapy pool), two gymnasiums, a fitness component of at least 60,000 square feet to draw approximately 10 to 15 percent of its annual users from outside of the community in which it is located.

The City's Progress Park Recreation Center experiences, on average, 30,000 total visits from paying users. This number includes both drop-in users and annual pass holders. In 2017 that number was 30,674 and of that:

- 21,756 visits were from individuals using annual or monthly passes, with 84 percent of those being residents of the City and 16 percent being nonresidents.
- 8,918 visits were from individuals paying drop-in fees, with 23 percent of those being residents of the city and 77 percent being non-residents.

As a comparison, the next closest public recreation center being the City of O'Fallon's Renaud Spirit Center experiences, on average, 85,000 annual visits from paying users. In 2017, that number was 81,065 and of that:

- 61,765 visits were from individuals using annual or monthly passes, with 89.36 percent of those being residents of the City and 10.64 percent being nonresidents.
- 19,300 visits were from individuals paying daily admission fees, with 68 percent of those being residents of the City and 32 percent being nonresidents.

A close review of demographic information across the nation shows that facilities with similar components typically attract users from within a 20-30 minute drive and typically include a fitness component, group exercise space, leisure swimming pool, gymnasium and multipurpose rooms.

Participation in programs (requires pre-registration in most cases) Citywide is 20-30 percent residents with 10 percent non-resident. Over 16,500 adults and youth enroll in these programs year-round. Wentzville currently offers a broad spectrum of programs for various ages and interests:

- Special events
- Aquatics - multiple lesson levels including adult (limited to outdoor pools)
- Water aerobics/fitness programming
- Swim teams for youth (limited to summers)
- Diverse programs for active seniors
- Diverse youth enrichment programs
- Limited nutritional programs for youth and adults
- Limited cultural arts programming for youth and adults
- Youth athletics
- Adult athletics
- Group fitness classes

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-
- Specialized fitness classes
 - Summer camp

In forecasting program revenue potential, these current programs and participation, along with the potential to grow with additional dedicated space, are considered.

The following is a summary of the demographic characteristics within the primary service area which is defined as the Wentzville R-IV School District.

B*K accesses demographic information from the Environmental Systems Research Institute (ESRI) who utilizes 2010 Census data and their demographers for 2016-2021 projections. In addition to demographics, ESRI also provides data on housing, recreation and entertainment spending and adult participation in activities. B*K also uses information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in various activities.

Service Areas. The Wentzville R-IV School District is located in Saint Charles County. St. Charles County is west of downtown St. Louis and the Wentzville School District is in the western portion of the county. Within the more than 80 square-mile area are the municipalities of Dardenne Prairie, Foristell, Lake Saint Louis, O'Fallon and Wentzville.

Primary 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 vary in size with the types of components in the facility. An aquatic facility with unique elements (water slides, zero depth entry, lazy river, therapy pool) will have a larger service area than a traditional, flat-water, rectangular shaped pool. Specialized facilities such as a 50-meter competitive pool, wave pool, or stationary wave machine will have a larger service area and extend significant use into secondary service areas.

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.

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Table A - Service Area Comparison Chart

	Primary Service Area
Population:	
2010 Census	71,901
2016 Estimate	82,162
2021 Estimate	90,079
Households:	
2010 Census	25,848
2016 Estimate	29,533
2021 Estimate	32,428
Families:	
2010 Census	19,811
2016 Estimate	22,473
2021 Estimate	24,579
Average Household Size:	
2010 Census	2.78
2016 Estimate	2.78
2021 Estimate	2.77
Ethnicity (2016 Estimate):	
Hispanic	2,672
White	73,462
Black	4,135
American Indian	187
Asian	1,885
Pacific Islander	25
Other	824
Multiple	1,645
Median Age:	
2010 Census	34.3
2016 Estimate	35.1
2021 Estimate	35.8
Median Income:	
2016 Estimate	\$74,459
2021 Estimate	\$83,085

Age and Income. It is important to compare the median age and median household income levels to the national levels. Age and income 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.

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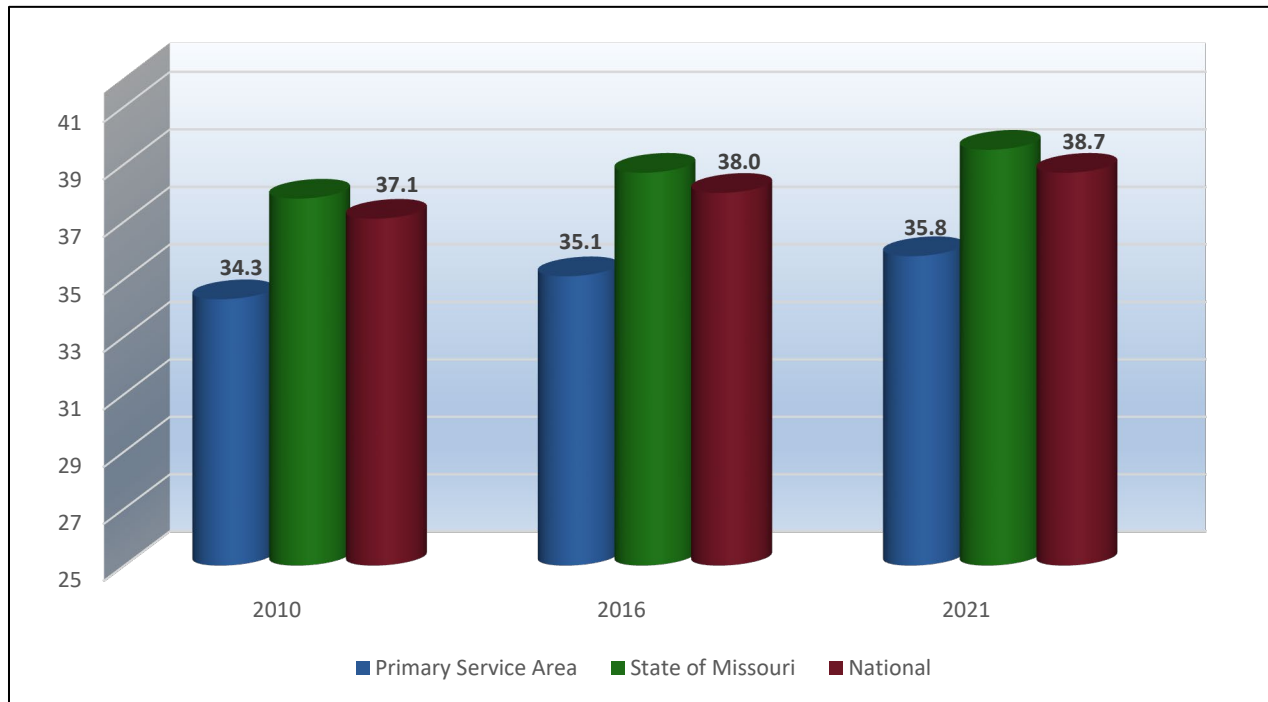
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Table B - Median Age

	2010 Census	2016 Projection	2021 Projection
Primary Service Area	34.3	35.1	35.8
State of Missouri	37.8	38.7	39.5
National	37.1	38.0	38.7

Chart A - Median Age



The median age in the primary service area is less than the national number. A younger median age points to the presence of families with young children. This group could be potential users of indoor aquatic or other indoor recreation facilities.

Households with Children. The following chart provides the number of households and percentage of households in the primary service area with children.

Table C - Households with Children

	Number of Households with Children	Percentage of Households with Children
Primary Service Area	11,143	43.1%

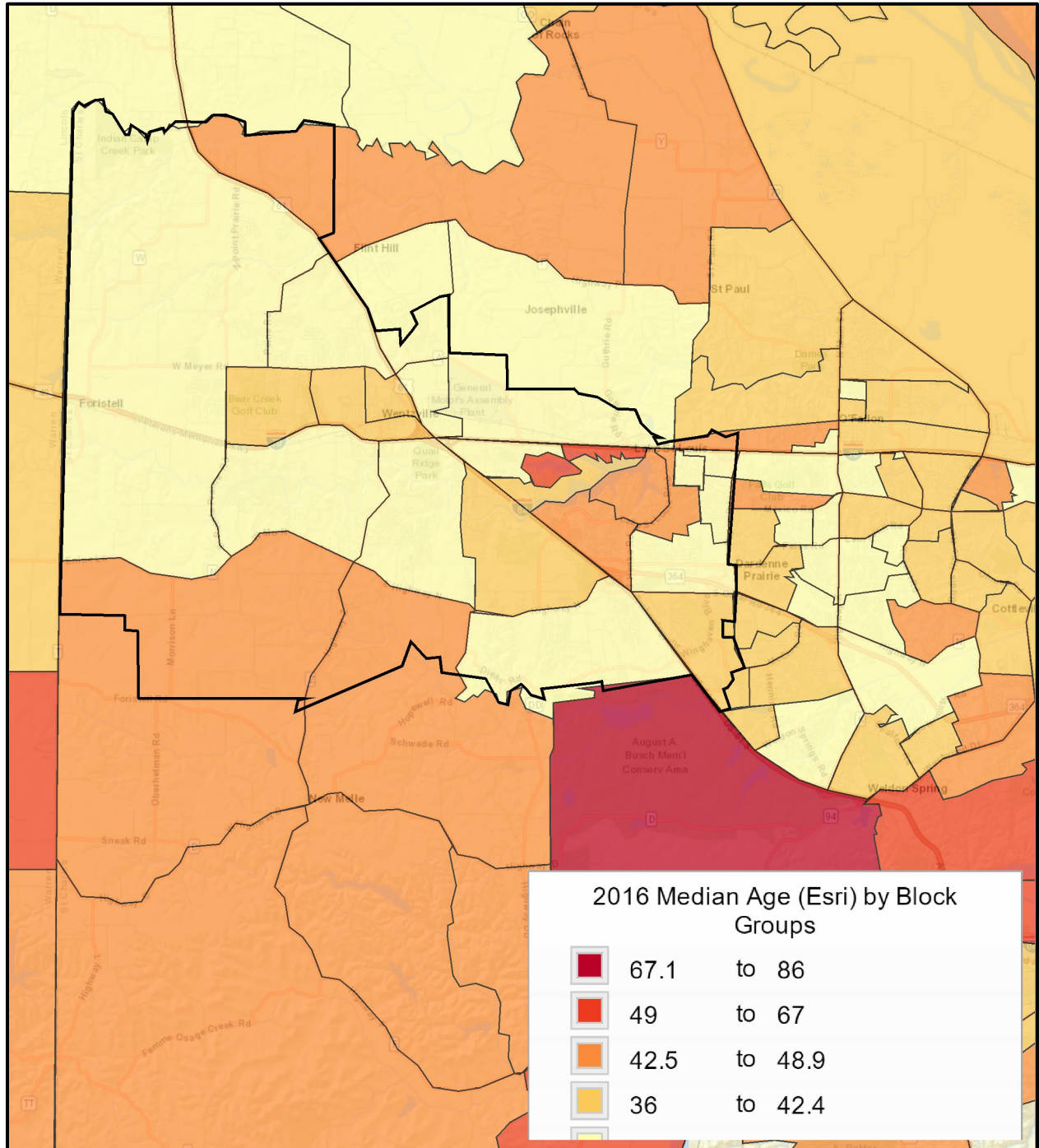
The information contained in Table C helps further outline the presence of families with children. As a point of comparison in the 2010 Census, 31.8 percent of households in the state of Missouri had children present and 33.4 percent of households nationally.

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Map A - Median Age by Census Block Group



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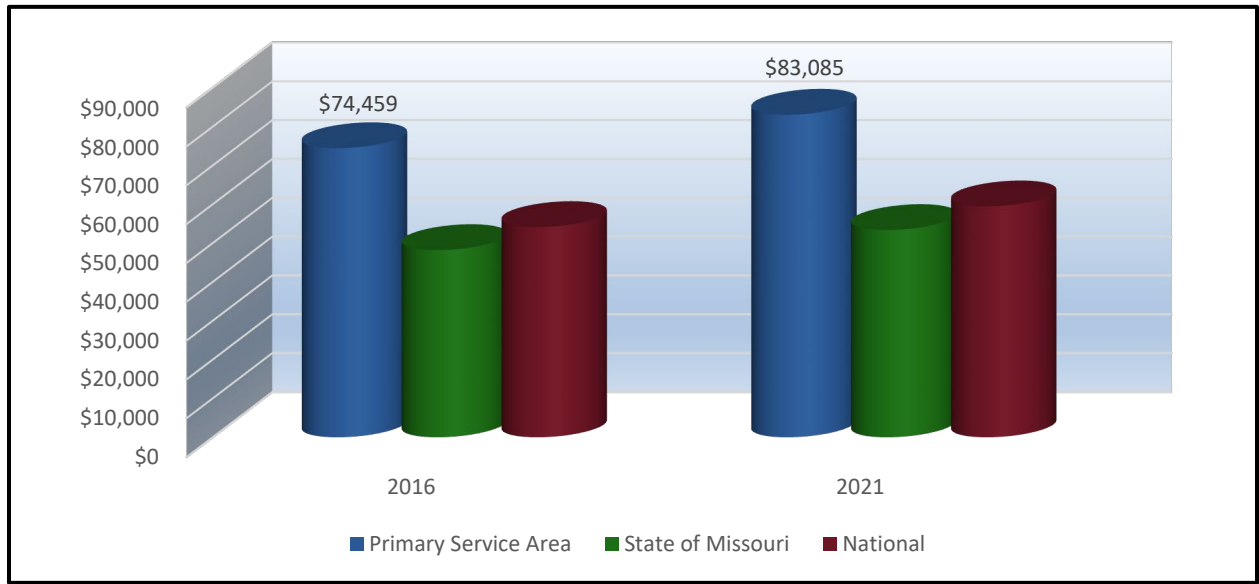
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Table D - Median Household Income

	2016 Projection	2021 Projection
Primary Service Area	\$74,459	\$83,085
State of Missouri	\$48,212	\$53,377
National	\$54,149	\$59,476

Chart B - Median Household Income



Based on 2016 projections for median household income the following narrative is available:

In the Wentzville School District, the percentage of households with a median income greater than \$50,000 per year is 70.2 percent compared to 54.0 percent nationally. Furthermore, the percentage of the households in the service area with a median income less than \$25,000 per year is 10.5 percent compared to a level of 22.6 percent nationally.

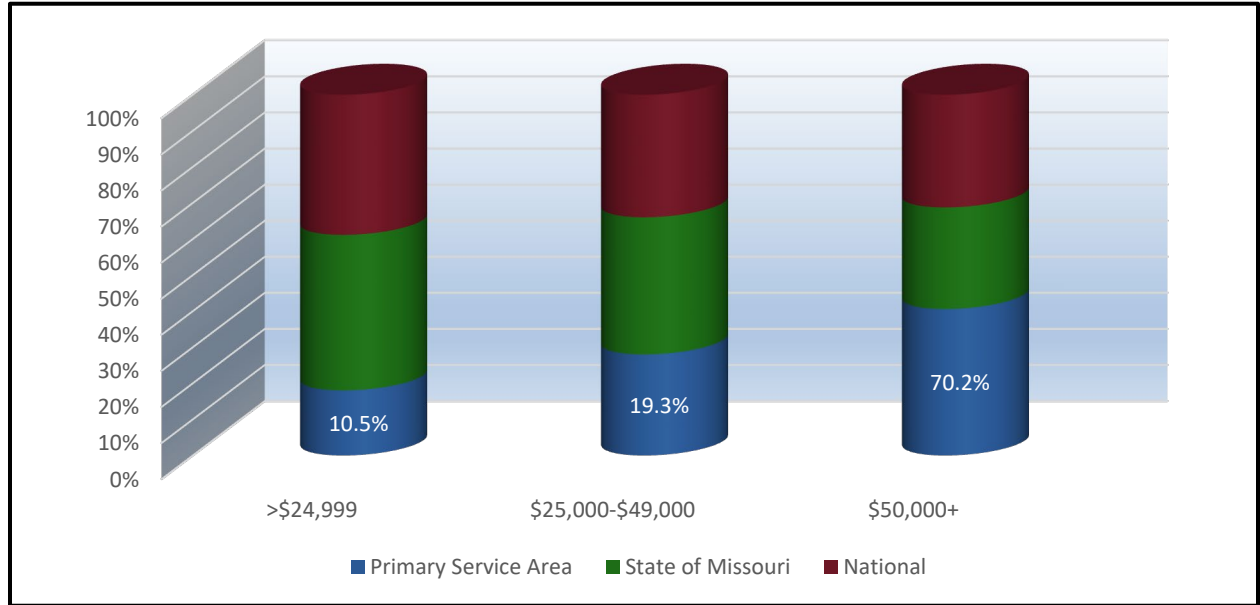
The median income in the primary service area is much greater than the state of Missouri and the national number. The income level must be balanced with the overall cost of living to determine ability to pay for entertainment and recreation services. While there is no perfect indicator of participation at indoor aquatic and/or recreation facilities, a percentage of households with income greater than \$50,000 is a significant indicator.

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Chart C - Median Household Income Distribution

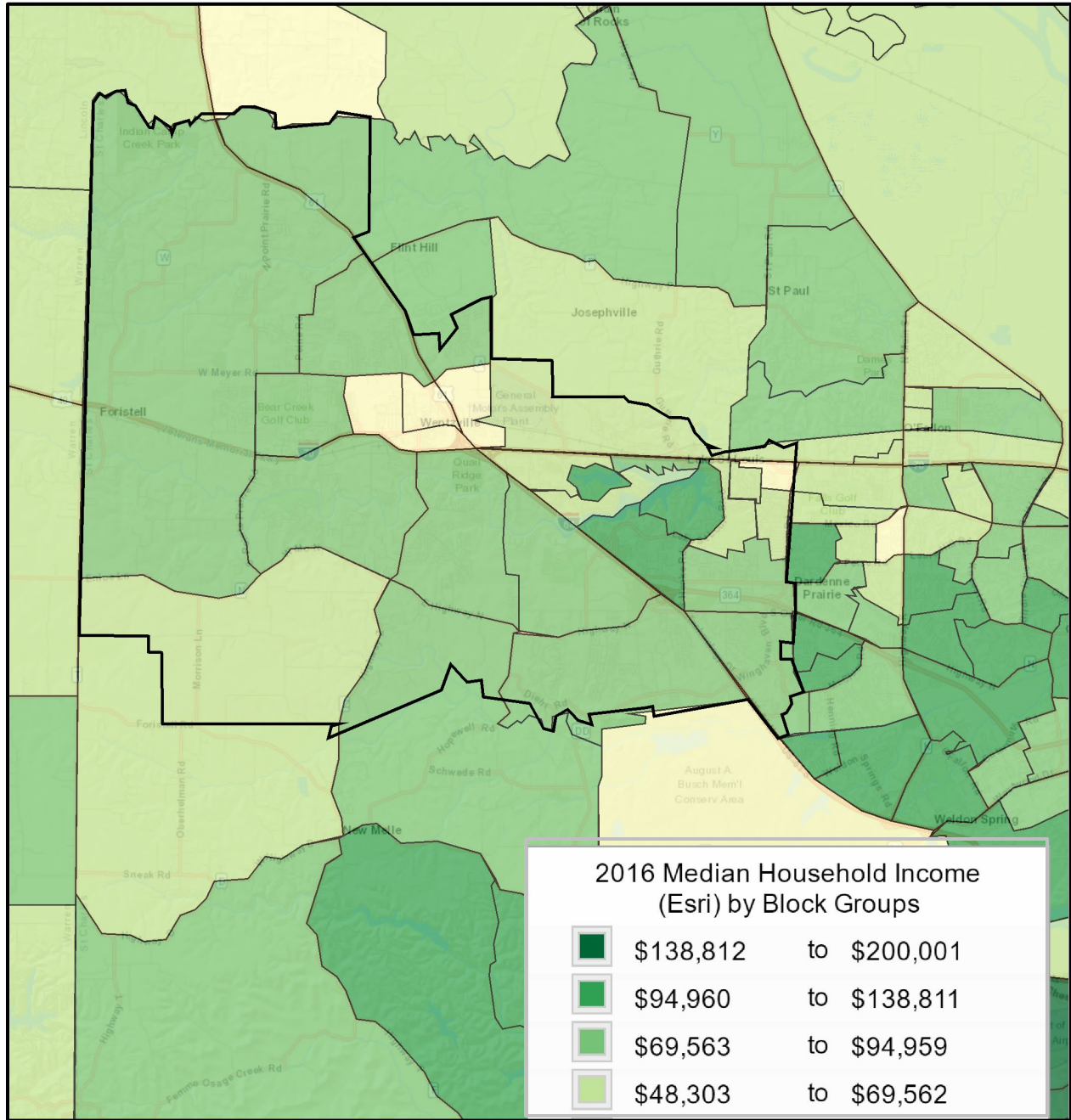


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Map B - Median Household Income by Census Block Group



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Household Budget Expenditures. In addition to studying median age and median income, it is important to examine household budget expenditures. Looking at housing information: shelter, utilities, fuel and public services, along with entertainment and 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 E – Household Budget Expenditures¹

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	119	\$23,257.55	30.5%
<i>Shelter</i>	120	\$18,626.72	23.4%
<i>Utilities, Fuel, Public Service</i>	115	\$5,630.83	7.1%
Entertainment and Recreation	122	\$3,544.03	4.5%

State of Missouri	SPI	Average Amount Spent	Percent
Housing	85	\$17,420.76	30.4%
<i>Shelter</i>	84	\$13,050.79	22.8%
<i>Utilities, Fuel, Public Service</i>	90	\$4,369.97	7.6%
Entertainment and Recreation	87	\$2,533.34	4.4%

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 percent of household expenditures.

Note: Shelter along with utilities, fuel and public service are a portion of the housing percentage.

¹ Consumer Spending data are derived from the 2004 and 2005 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri forecasts for 2016 and 2021.

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Chart D – Household Budget Expenditures Spending Potential Index

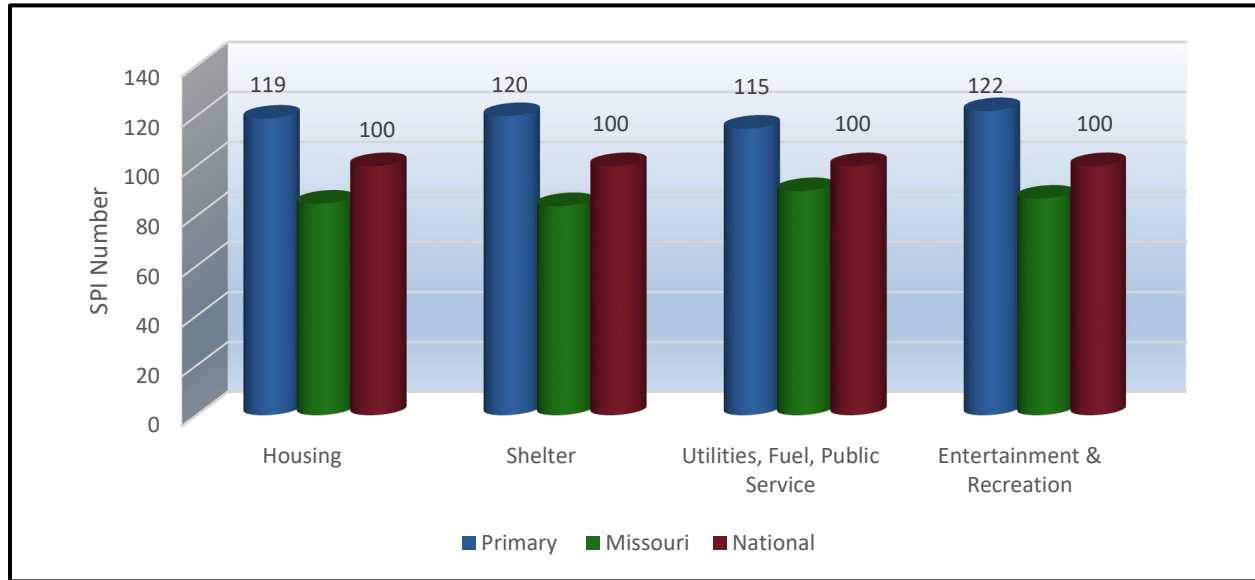


Chart D illustrates the Household Budget Expenditures Spending Potential Index in the service areas. The SPI does not follow a consistent pattern with median household income. The state of Missouri is less than the national number, while the primary service area is much greater. This would indicate a higher cost of living in this area.

Further Narrative on Housing:

The total number of housing units in the primary service area, according to the 2010 Census, is 27,295 and 94.7 percent of those are occupied, or 25,848 housing units. Of the vacant units:

- For Rent 1.2%
- Rented, Not Occupied 0.1%
- For Sale Only 2.3%
- Sold, Not Occupied 0.3%
- For Seasonal/Rec/Occasional Use 0.5%
- For Migrant Workers 0.0%
- Other Vacant 0.9%

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Recreation Expenditures Spending Potential Index. Finally, through the demographic provider that B*K utilizes for the market analysis portion of this report, we can examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

Table F – Recreation Expenditures Spending Potential Index²

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	138	\$123.44
Fees for Recreational Lessons	140	\$172.97
Social, Recreation, Club Membership	127	\$242.48
Exercise Equipment/Game Tables	126	\$68.52
Other Sports Equipment	119	\$11.35

State of Missouri	SPI	Average Spent
Fees for Participant Sports	80	\$71.49
Fees for Recreational Lessons	76	\$93.90
Social, Recreation, Club Membership	80	\$152.51
Exercise Equipment/Game Tables	90	\$48.96
Other Sports Equipment	93	\$8.92

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.

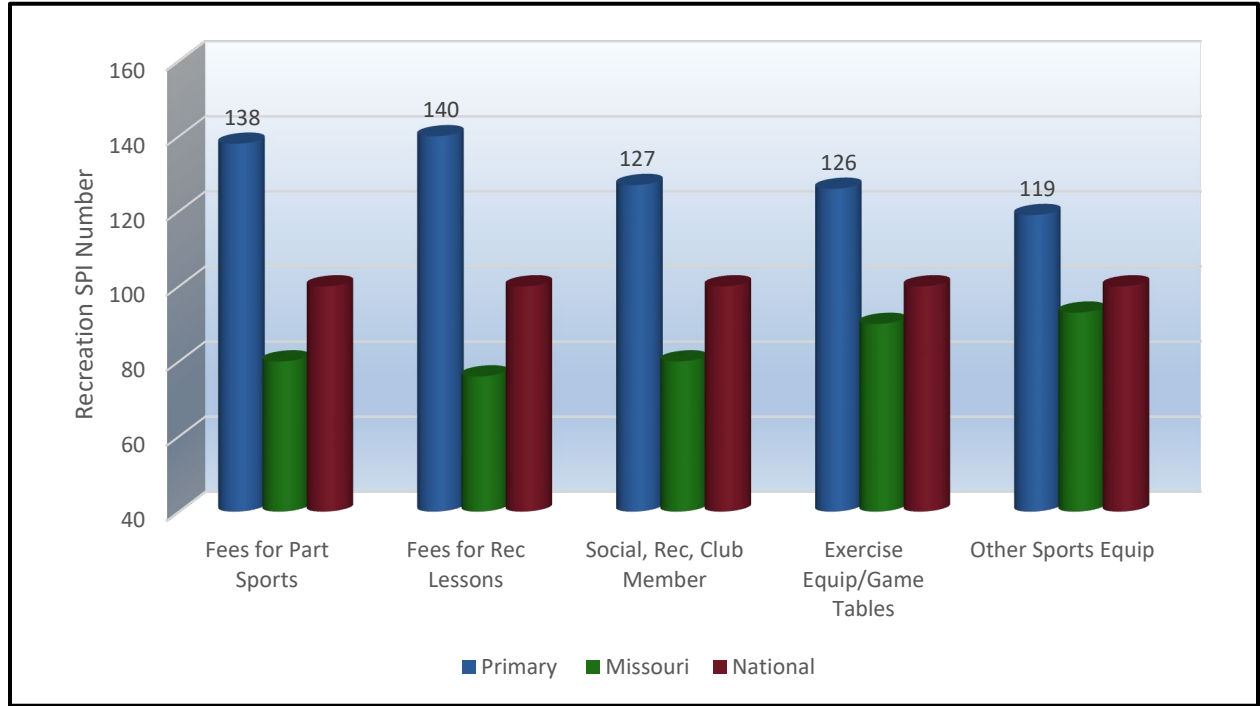
² Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

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Chart E – Recreation Spending Potential Index



The Spending Potential Index for Recreation is like the Household Budgetary Spending. It is also important to note that these dollars are currently spent.

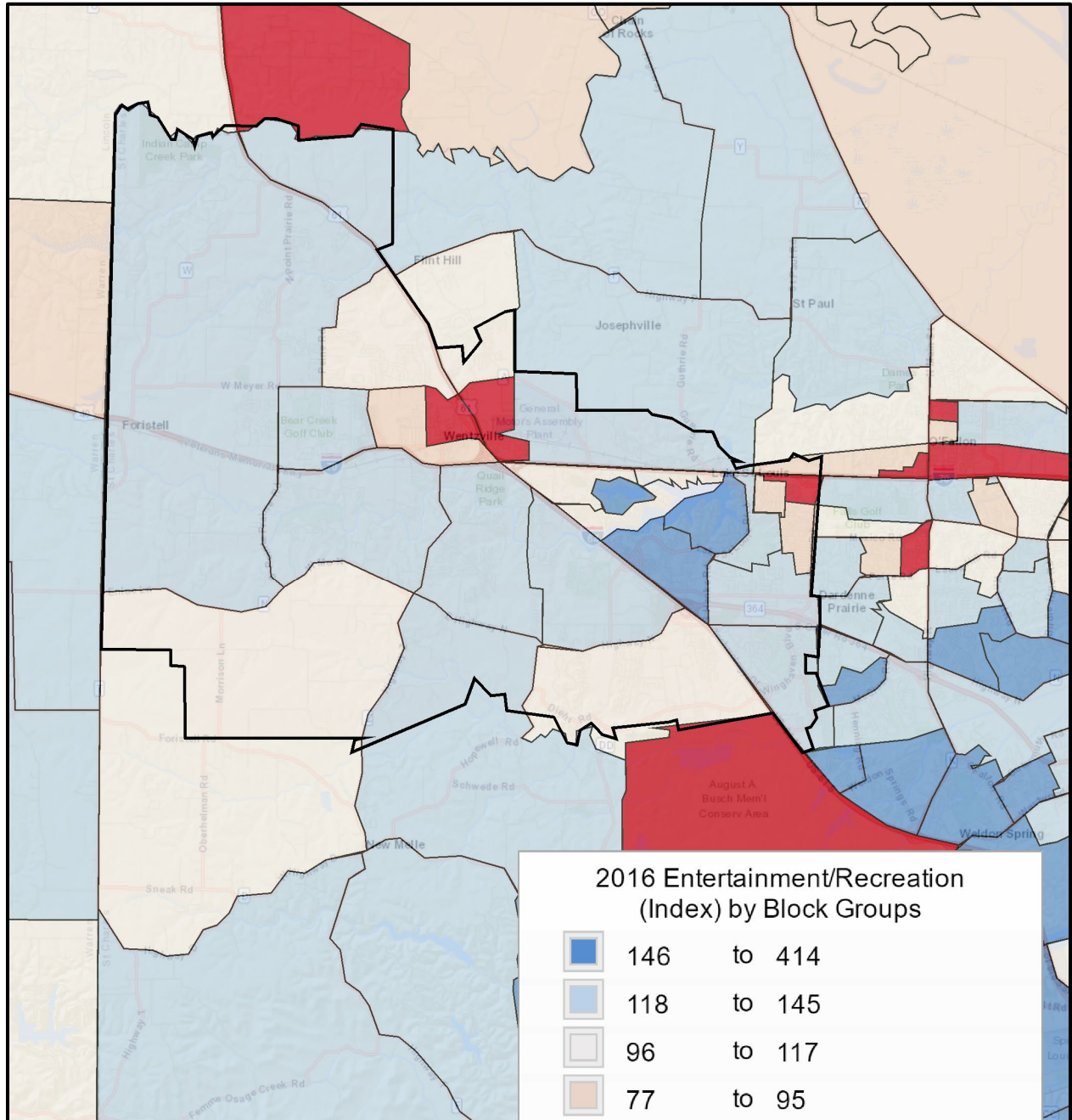
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Map C – Entertainment and Recreation Spending Potential Index by Census Block Group



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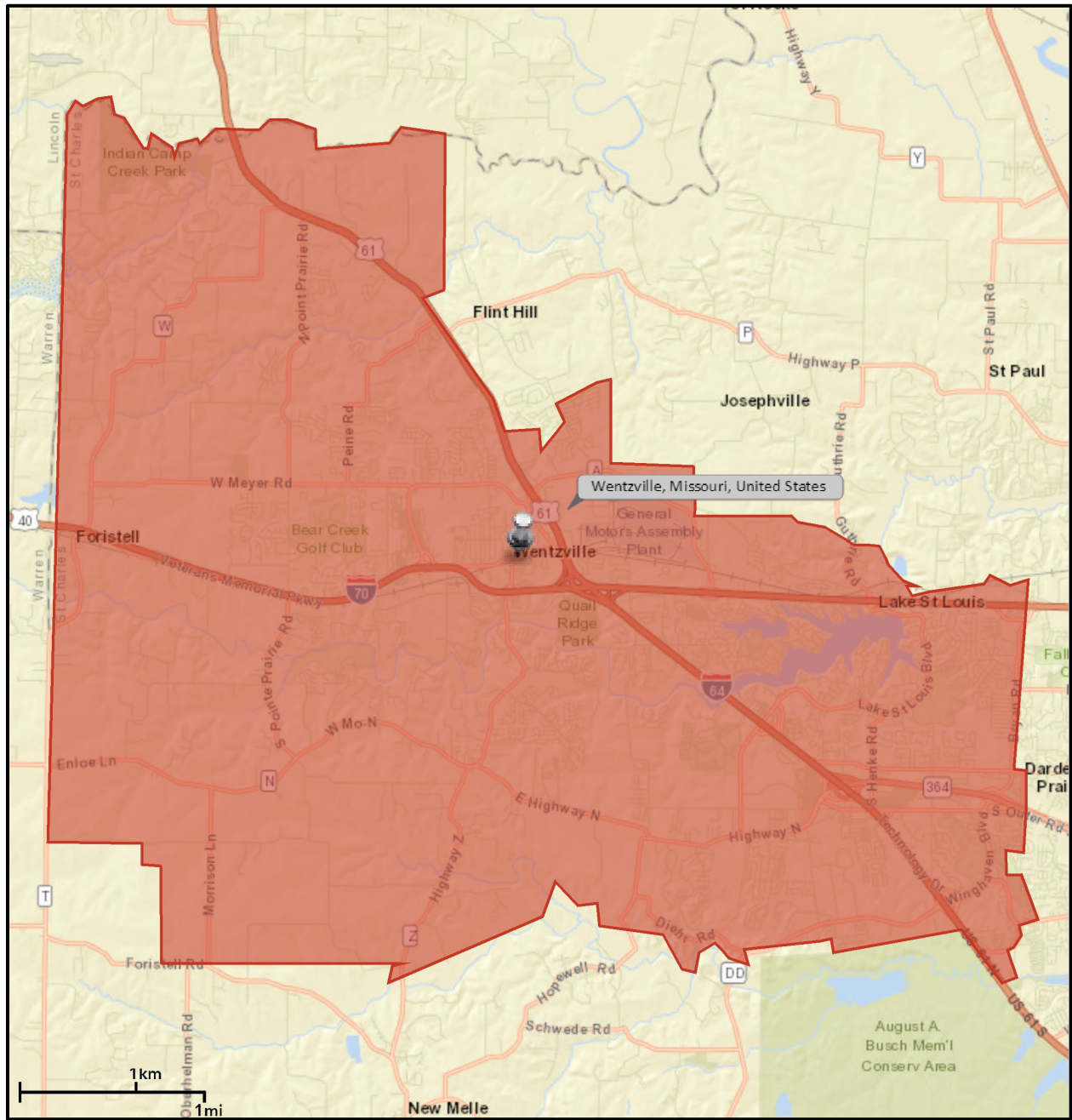
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Map D - Primary Service Area Map

Primary Service Area Description – The primary service area is the Wentzville R-IV School District which encompasses more than 80 square miles.



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Population Distribution by Age. Utilizing census information for the primary service area, the following comparisons are possible.

Table G - 2016 Primary Service Area Age Distribution

(ESRI estimates)

Ages	Population	Percent of Total	National Population	Difference
0-5	6,649	8.1%	6.2%	1.9%
5-17	17,487	21.3%	16.5%	4.8%
18-24	5,900	7.1%	9.9%	-2.8%
25-44	23,703	28.8%	26.3%	2.5%
45-54	10,793	13.2%	13.3%	-0.1%
55-64	8,442	10.3%	12.8%	-2.5%
65-74	5,751	7.0%	8.8%	-1.8%
75+	3,435	4.2%	6.3%	-2.1%

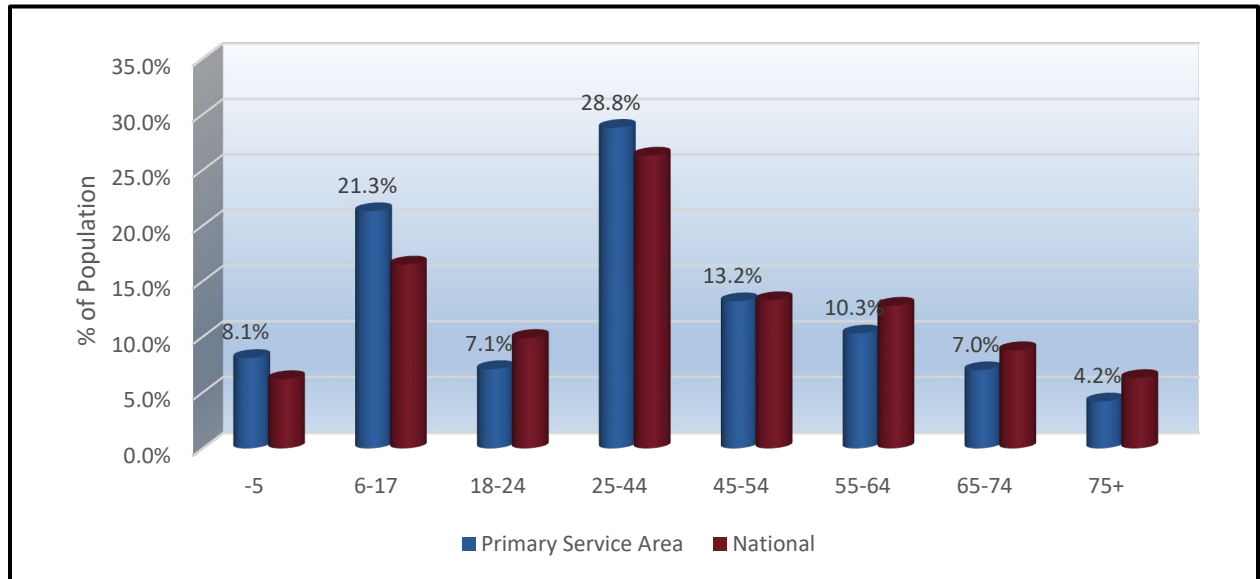
Population: 2016 census estimates in the different age groups in the primary service area.

Percent of Total: Percentage of the primary service area/population in the age group.

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

Difference: Percentage difference between the primary service area population and the national population.

Chart F - 2016 Primary Service Area Age Group Distribution



The demographic makeup of the primary service area, when compared to the characteristics of the national population, indicates that there are some differences with an equal or larger population in the age groups below the age of 44 and a smaller population in the age groups above 45. The largest positive variance is in the 5-17 age group with +4.8 percent, while the greatest negative variance is in the 55-64 age group with -2.5 percent.

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This age distribution further explains the median age within the primary service area being less than the national number.

Population Distribution Comparison by Age. Utilizing census information from the primary service area, the following comparisons are possible.

Table H - 2016 Primary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2016 Projection	2021 Projection	Percent Change	Percent Change Nationally
0-5	6,171	6,649	7,224	17.1%	+1.9%
5-17	15,201	17,487	19,004	25.0%	+0.5%
18-24	4,796	5,900	6,271	30.8%	+0.4%
25-44	21,883	23,703	25,792	17.9%	+9.6%
45-54	9,713	10,793	11,468	18.1%	-8.8%
55-64	7,021	8,442	9,304	32.5%	+18.2%
65-74	4,391	5,751	6,715	52.9%	+56.2%
75+	2,723	3,435	4,304	58.1%	+27.1%

Chart G - Primary Service Area Population Growth

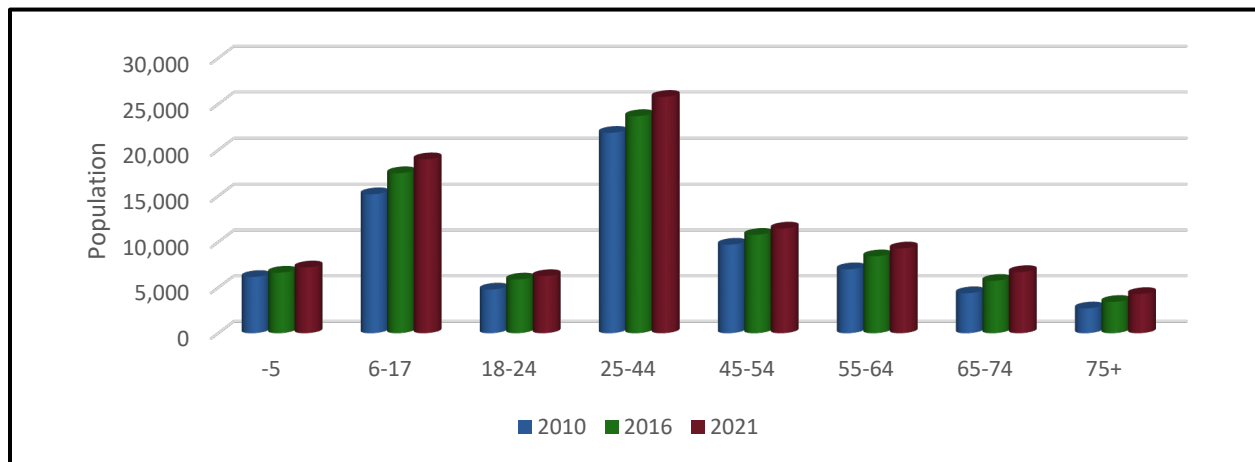


Table H illustrates the growth or decline in age group numbers from the 2010 census until the year 2021. Although the population of the United States is aging and it is not unusual to find negative growth numbers in the younger age groups and significant gains in the 45 plus age groups in communities which are relatively stable in their population numbers, it is projected that all age groups in the primary service area will experience an increase in the coming years.

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Ethnicity and Race. Below is listed the distribution of the population by ethnicity and race for the primary service area for 2016 population projections. Those numbers were developed from 2010 Census Data.

Table I - Primary Service Area Ethnic Population and Median Age 2016

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

Ethnicity	Total Population	Median Age	Percentage of Population	Percentage of MO Population
Hispanic	2,673	24.4	3.3%	4.2%

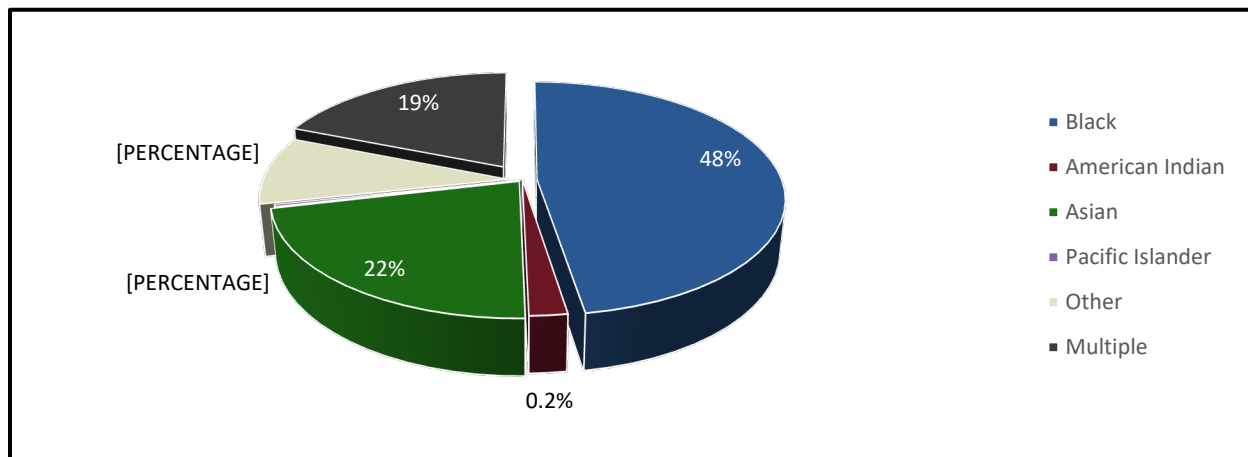
Table J - Primary Service Area Population by Race and Median Age 2016

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

Race	Total Population	Median Age	Percentage of Population	Percentage of MO Population
White	73,464	36.0	89.4%	81.7%
Black	4,133	32.9	5.0%	11.7%
American Indian	186	36.4	0.2%	0.5%
Asian	1,886	31.4	2.3%	2.0%
Pacific Islander	25	22.5	0.0%	0.1%
Other	824	24.0	1.0%	1.6%
Multiple	1,646	13.3	2.0%	2.5%

2016 Primary Service Area Total Population: 82,162 Residents

Chart H - 2016 Primary Service Area Non-White Population by Race



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Tapestry Segmentation

Tapestry Segmentation represents the fourth generation of market segmentation systems that began 30 years ago. The 67-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the Tapestry Segmentation has remained stable as neighborhoods have evolved.

The value of including this information for the service areas is that it allows the organization to understand better the consumers/constituents in their service areas and supply them with the right products and services.

The Tapestry Segmentation system classifies U.S. neighborhoods into 65 individual market segments. More than 60 attributes including; income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior are used to identify neighborhoods.

The following pages and tables outline the top five Tapestry segments in each of the service areas and provide 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 the primary service areas look to serve with programs, services and special events.

For comparison purposes, the following are the top 10 Tapestry segments, along with percentage in the United States. The primary and secondary services may or may not reflect these segments:

1. Green Acres (6A)	3.2%
2. Southern Satellites (10A)	3.2%
3. Savvy Suburbanites (1D)	3.0%
4. Salt of the Earth (6B)	2.9%
5. Soccer Moms (4A)	2.8%
	15.1%
6. Middleburg (4C)	2.8%
7. Midlife Constants (5E)	2.5%
8. Comfortable Empty Nesters (5A)	2.5%
9. Heartland Communities (6F)	2.4%
10. Old and Newcomers (8F)	2.3%
	12.5%

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Table K - Primary Service Area Tapestry Segment Comparison

(ESRI estimates)

	Primary Service Area		Median	
	Percent	Cumulative Percent	Age	Household Income
Soccer Moms (4A)	27.5%	27.5%	36.6	\$84,000
Up and Coming Families (7A)	21.1%	48.6%	30.7	\$64,000
Boomburbs (1C)	13.3%	61.9%	33.6	\$105,000
Savvy Suburbanites (1D)	10.9%	72.8%	44.1	\$104,000
Green Acres (6A)	6.4%	79.2%	43.0	\$72,000

Soccer Moms (4A). This segment tends to be affluent and family-oriented. They are continually on the go with children heavily involved in activities.

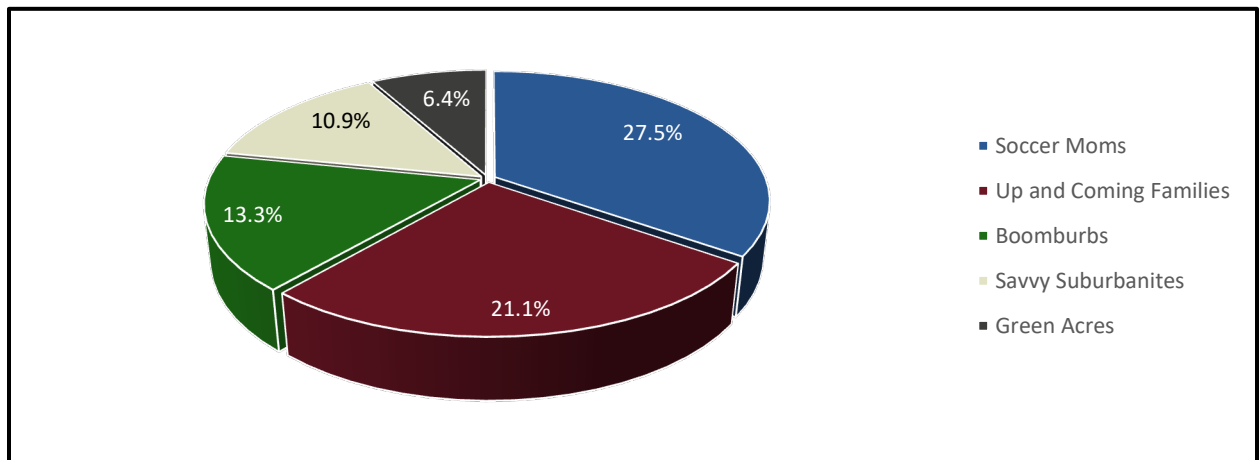
Up and Coming Families (7A). One of the fastest-growing markets, these families are typically financially secure. Families are young and ambitious.

Boomburbs (1C). Another rapid growth segment with young professionals with families. They enjoy sporting activities such as bicycling and swimming as well as physical fitness including club membership.

Savvy Suburbanites (1D). Residents are well educated and have families with adult children. They live an active lifestyle enjoying city amenities including cultural arts, sports and exercise.

Green Acres (6A). This cautious demographic enjoys independent living. They are typically married without children and are active in the community.

Chart I - 2016 Primary Service Area by Tapestry



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Demographic Summary

The following summarizes the demographic characteristics of the service area.

- The population within the primary service area is more than adequate to support a recreation center, but the presence of alternative service providers must be acknowledged and accounted for.
- The median age of the primary service area is lower than the national number. This points to a population with families with young children. As such any recreation facility, aquatic or non-aquatic, needs to have amenities that appeal to this demographic.
- Wentzville has experienced a dramatic increase in population between the 2000-2010 Census. This demographic trend points to continued population growth, but one that should level off at some point in the future.
- The median household income within the primary service area indicates an ability to pay for services and amenities within a recreation center.
- The Tapestry segments identified in the primary service area point to an active community.
- Gender, age and income demographics in the region support the need for more and varying facilities. Consumer demand is for “state of the art” facilities.
- Trends toward more active adult and multigenerational use; programs for that use are more likely available at public facilities.
- General sales tax revenues will continue providing funds to construct and operate facilities that respond to growth pressure.

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Section III - Participation, Trends and Providers

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

Participation Numbers. On an annual basis, NSGA conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay rate of participation onto the primary service area to determine market potential. The information contained in this section of the report utilizes NSGA's most recent survey which collected data in 2015, but issued the report in May of 2016.

B*K takes the national average and combines that with participation percentages of the primary 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 primary service area then provides an idea of the market potential for various activities.

Community Recreation Related Activities Participation. These are activities that could take place at an indoor community recreation center space.

Table A - Participation Rates for the Primary Service Area

	Age	Income	Region	Nation	Average
Aerobic Exercise	15.3%	17.7%	15.6%	15.5%	16.0%
Basketball	9.4%	10.4%	7.5%	8.5%	9.0%
Bicycle Riding	13.1%	16.5%	14.0%	12.4%	14.0%
Boxing	1.3%	1.4%	1.3%	1.2%	1.3%
Exercise Walking	35.5%	38.6%	41.1%	36.6%	37.9%
Exercise w/ Equipment	18.7%	23.8%	22.2%	19.3%	21.0%
Gymnastics	2.4%	3.2%	1.6%	2.0%	2.3%
Lacrosse	1.1%	1.5%	0.5%	1.0%	1.0%
Martial Arts/MMA	2.5%	2.9%	1.9%	2.3%	2.4%
Pilates	0.3%	2.2%	1.7%	1.9%	1.5%
Running/Jogging	16.0%	18.7%	16.6%	15.3%	16.6%
Swimming	16.7%	19.8%	17.5%	15.9%	17.5%
Volleyball	4.0%	4.8%	3.6%	3.7%	4.0%
Weight Lifting	11.8%	13.7%	13.3%	12.0%	12.7%
Workout at Club	12.2%	15.2%	13.8%	12.6%	13.5%
Yoga	10.5%	12.3%	9.1%	10.6%	10.6%
Did Not Participate	22.1%	19.3%	17.2%	22.1%	20.2%

Age: Participation based on individuals ages 7 and up of the primary service area.

Income: Participation based on the 2013 estimated median household income in the primary service area.

Region: Participation based on regional statistics (Central Region).

Nation: Participation based on national statistics.

Average: Average of the four columns.

Note: "Did Not Participate" refers to all 55 activities tracked by NSGA .

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Anticipated Participation Number. Utilizing the average percentage from Table A plus the 2010 census information and census estimates for 2016 and 2021 (over age 7) the following comparisons are available.

Table B - Participation Growth or Decline

	Average	2010 Population	2016 Population	2021 Population	Difference
Aerobic Exercise	16.0%	10,111	11,658	12,808	2,697
Basketball	9.0%	5,648	6,512	7,155	1,506
Bicycle Riding	14.0%	8,834	10,185	11,190	2,356
Boxing	1.3%	819	944	1,037	218
Exercise Walking	37.9%	23,924	27,583	30,305	6,381
Exercise w/ Equipment	21.0%	13,247	15,272	16,780	3,533
Gymnastics	2.3%	1,444	1,664	1,829	385
Lacrosse	1.0%	649	748	822	173
Martial Arts/MMA	2.4%	1,515	1,747	1,920	404
Pilates	1.5%	967	1,114	1,224	258
Running/Jogging	16.6%	10,495	12,099	13,294	2,799
Swimming	17.5%	11,013	12,697	13,950	2,937
Volleyball	4.0%	2,544	2,933	3,223	679
Weight Lifting	12.7%	8,010	9,235	10,147	2,136
Workout at Club	13.5%	8,484	9,781	10,746	2,263
Yoga	10.6%	6,703	7,728	8,491	1,788
Did Not Participate	20.2%	12,719	14,664	16,111	3,392

Note: The estimated participation numbers indicated above are for swimming and “Did Not Participate.” These figures do not necessarily translate into attendance figures for various activities or programs. The “Did Not Participate” statistics refers to all 55 activities outlined in NSGA’s 2015 Survey Instrument.

The chart below outlines the frequency of participation in swimming.

Table C - Participation Frequency Swimming

NSGA classifies swimming based on how often individuals participate:

	Frequent	Occasional	Infrequent
Swimming Frequency	110+	25-109	6-24
Swimming Percentage of Population	6.1%	41.2%	52.7%

In Table C one can look at swimming and how it is defined with respect to visits being frequent, occasional or infrequent and then the percentage of population that participates.

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Table D - Participation Numbers

	Frequent	Occasional	Infrequent	Total
Swimming	112	67	15	
Population	775	5,231	6,691	
Visits	86,746	350,487	100,370	537,602

Table D takes the frequency information one step further and identifies the number of times individuals may participate in the activity, applies the percentage from Table C to the 2016 swimming population (5,874) and then gives a total number of swimming days. This would indicate that a total of 471,927 swimming days are available within the primary service area market. It is also important to note that those are being absorbed, on some level, by the other service providers in the area.

Swimming, as an activity, can be used for therapy, exercise and leisure.

Participation by Ethnicity and Race. The table below compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing information provided by NSGA's 2015 survey, the following comparisons are possible.

Table E - Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Primary Service Area Participation	National Participation	African American Participation	Hispanic Participation
Aerobic Exercise	16.0%	15.5%	12.0%	15.4%
Basketball	9.0%	8.5%	11.9%	7.2%
Bicycle Riding	14.0%	12.4%	6.7%	12.6%
Boxing	1.3%	1.2%	1.7%	270.0%
Exercise Walking	37.9%	36.6%	23.6%	30.3%
Exercise w/ Equipment	21.0%	19.3%	12.2%	16.1%
Gymnastics	2.3%	2.0%	3.4%	2.4%
Lacrosse	1.0%	1.0%	1.1%	1.1%
Martial Arts/MMA	2.4%	2.3%	1.7%	2.2%
Pilates	1.5%	1.9%	0.0%	0.0%
Running/Jogging	16.6%	15.3%	10.3%	16.9%
Swimming	17.5%	15.9%	5.9%	12.0%
Volleyball	4.0%	3.7%	3.3%	3.4%
Weight Lifting	12.7%	12.0%	8.2%	12.3%
Workout at Club	13.5%	12.6%	9.0%	12.0%
Yoga	10.6%	10.6%	6.5%	10.3%
Did Not Participate	20.2%	22.1%	28.0%	24.3%

Primary Service Area Participation: The unique participation percentage developed for the primary service area.

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

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

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

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Summary of Sports Participation. The following chart summarizes participation for indoor activities utilizing information from the 2015 NSGA survey.

Table F - Sports Participation Summary

Sport	National Rank³	National Participation (in millions)
Exercise Walking	1	106.3
Exercising w/ Equipment	2	56.3
Swimming	3	46.3
Aerobic Exercising	4	45.1
Running/Jogging	5	44.5
Workout at Club	8	36.6
Bicycle Riding	9	36.0
Weight Lifting	11	34.8
Yoga	13	30.7
Basketball	14	24.8
Volleyball	24	10.7
Martial Arts/MMA	36	6.6
Gymnastics	38	5.8
Pilates	42	5.6
Boxing	48	3.6
Lacrosse	52	2.9

National Rank: Popularity of sport based on national survey.

National Participation: Total population that participate in this sport on national survey.

³ This rank is based upon the 55 activities reported on by NSGA in their 2015 survey instrument.

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Participation by Age Group. Within NSGA's survey, participation is broken down by age groups. As such B*K can identify the top three age groups participating in the activities reflected in this report.

Table G - Participation by Age Group

Activity	Largest	Second Largest	Third Largest
Exercise Walking	55-64	65-74	45-54
Exercising w/ Equipment	18-24	25-34	35-44
Swimming	7-11	12-18	35-44
Aerobic Exercising	25-34	35-44	18-24
Running/Jogging	18-24	12-17	25-34
Workout at Club	18-24	25-34	35-44
Bicycle Riding	7-11	12-17	45-54
Weight Lifting	18-24	25-34	35-44
Yoga	25-34	18-24	35-44
Basketball	7-11	12-17	18-24
Volleyball	12-17	7-11	18-24
Martial Arts/MMA	7-11	12-17	25-34
Gymnastics	7-11	12-17	25-34
Pilates	25-34	35-44	18-24
Boxing	25-34	18-24	12-17
Lacrosse	12-17	7-11	18-24
Did Not Participate	75+	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.

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Market Potential Index for Adult Participation. In addition to examining the participation numbers for various indoor activities through NSGA'S 2015 Survey and the Spending Potential Index for Entertainment and Recreation, B*K can access information about Sports and Leisure Market Potential. The following information illustrates participation rates for adults in activities in the primary service area.

Table H - Market Potential Index for Adult Participation in Activities

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobic Exercising	5,973	9.7%	115
Basketball	5,644	9.2%	111
Bicycling	2,850	4.6%	119
Jogging/Running	10,417	16.9%	128
Pilates	1,811	2.9%	107
Swimming	10,639	17.3%	112
Volleyball	2,320	3.8%	116
Walking for Exercise	16,813	27.4%	102
Weight Lifting	7,240	11.8%	119
Yoga	4,690	7.6%	108

Expected Number of Adults: Number of adults, 18 years of age and older, participating in the activity in the primary 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 10 activities listed is greater than the national number of 100 in all instances.

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Sports Participation Trends. Below are listed several sports activities and the percentage of growth or decline that each has experienced nationally over the last 10 years (2006-2015).

Table I - National Activity Trend (in millions)

Increasing in Popularity

	2006 Participation	2015 Participation	Percent Change
Yoga ⁴	10.7	30.7	+186.9%
Lacrosse ⁵	1.2	2.9	+141.7%
Running/Jogging	28.8	44.5	+54.5%
Gymnastics ⁶	3.9	5.8	+48.7%
Aerobic Exercising	33.7	45.1	+33.8%
Exercise Walking	87.5	106.3	+21.5%
Exercising w/ Equipment	52.4	56.3	+7.4%
Weight Lifting	32.9	34.8	+5.8%
Pilates ⁷	5.5	5.6	+1.8%
Bicycle Riding	35.6	36.0	+1.1%
Soccer	12.8	14.1	+0.7%

Decreasing in Popularity

	2006 Participation	2015 Participation	Percent Change
Workout at Club	35.2	36.6	-1.1%
Volleyball	11.1	10.7	-3.6%
Boxing	3.8	3.6	-5.3%
Basketball	26.7	24.8	-7.1%
Swimming	56.5	46.3	-18.1%

2015 Participation: The number of participants per year in the activity (in millions) in the United States.

2006 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 2005 to 2014.

Table J - Sports Participation Trends Beyond 10-Year History by Millions

	1990	1995	2000	2005	2010	2015
Swimming	67.5	61.5	58.8	58.0	51.9	46.3

While swimming has decreased steadily since 1990, there have been multiple changes in the market impacting the overall participation. In no order of importance:

⁴ Change since 2007.

⁵ Change since 2007.

⁶ Change since 2009.

⁷ Change since 2014.

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- **Financial Constraints.** It was not uncommon in the 1970s and 1980s for municipal agencies to offer free swim lessons. Additionally, many swim teams utilized public and school facilities at no cost. Transitioning from the 1980s to the 1990s there became a renewed focus on financial responsibility of the host agencies and many began to assess fees.
- **Aging Facilities.** Hand in hand with the financial constraints of operating a pool and shifting from free to pay-to-use, aquatic facilities are aging. As those facilities age, many agencies are faced with the decision to continue offering services or eliminate them. Many agencies have consolidated their facilities.

Recreation Activity and Facility Trends. There continues to be very strong growth in the number of people participating in recreation and leisure activities. The Physical Activity Council in its 2013 study indicated that 33 percent of Americans (age 6 and older) are active to a healthy level. However, the study also indicated that 28 percent of Americans were inactive. It is estimated that one in five Americans over the age of 6 participates in some form of fitness related activity at least once a week. American Sports Data Inc. reported that membership in U.S. health clubs has increased by 10.8 percent from 2009 to 2010 and memberships in health clubs reached an all-time high of 50.2 million in 2010. Statistics also indicate that approximately 12 out of every 100 people of the U.S. population (or 12 percent) belong to a health club. On the other side, most public recreation centers attract between 20 and 30 percent of a market area (more than once) during a year. All of this indicates the relative strength of a market for a community recreation facility. However, despite these increases the American population continues to lead a rather sedentary life with an average of 25 percent of people across the country reporting that they engage in no physical activity (per The Center for Disease Control).

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

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

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

Thus, many communities have attempted to include these amenities in public community recreation facilities. With the growth in youth sports and the high demand for school gyms, most communities are experiencing an

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acute lack of gymnasium space. Weight/cardiovascular space is also in high demand and provides a facility with the potential to generate significant revenues.

The success of most recreation departments is dependent on meeting the recreational needs of a variety of individuals. The fastest growing segment of society is the senior population and meeting the needs of this group is especially important now and will only grow more so in the coming years. Indoor walking tracks, exercise areas, pools and classroom spaces are important to this age group. Marketing to the younger more active senior (usually age 55-70) is paramount, as this age group has the free time available to participate in leisure activities, the desire to remain fit and more importantly the disposable income to pay for such services.

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

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

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Aquatic Participation Trends. Swimming is one of the most popular sports and leisure activities, meaning that there is a significant market for aquatic pursuits. Approximately 17.5 percent of the population in the Missouri region of the country participates in aquatic activities. This is a significant segment of the population.

Despite the recent emphasis on recreational swimming the more traditional aspects of aquatics (including swim teams, instruction and aqua fitness) remain as an important part of most aquatic centers. The life-safety issues associated with teaching children how to swim is a critical concern in most communities and competitive swim team programs through USA Swimming, high schools, masters and other community-based organizations continue to be important. Aqua fitness, from aqua exercise to lap swimming, has enjoyed strong growth during the last 10 years with the realization of the benefits of water-based exercise.

A competitive pool allows for a variety of aquatic activities to take place simultaneously and can handle aqua exercise classes, learn-to-swim programs as well competitive swim training and swim meets (short course and possibly long course). In communities where there are several competitive swim programs, utilizing a pool with eight lanes or more is usually important. A competitive pool that is designed for hosting meets will allow a community to build a more regional or even national identity as a site for competitive swimming. However, it should be realized that regional and national swim meets are difficult to obtain on a regular basis, take a considerable amount of time, effort and money to run; can be disruptive to the regular user groups and can be financial losers for the facility itself. On the other side, such events can provide a strong economic stimulus to the overall community.

Competitive diving is an activity that is often found in connection with competitive swimming. Most high school and regional diving competition centers on the 1-meter board with some 3-meter events (non-high school). The competitive diving market, unlike swimming, is usually very small (usually 10 to 20 percent the size of the competitive swim market) and has been decreasing steadily over the last 10 years or more. Thus, many states have or are considering the elimination of diving as a part of high-school swimming. Diving programs have been more viable in markets with larger populations and where there are coaches with strong diving reputations. Moving from springboard diving to platform (5 and 10-meter, and and sometimes 3 and 7.5-meters), the market for divers drops even more while the cost of construction with deeper pool depths and higher dive towers becomes significantly larger. Platform diving is usually only a competitive event in regional and national diving competitions. As a result, the need for inclusion of diving platforms in a competitive aquatic facility needs to be carefully studied to determine the true economic feasibility of such an amenity.

There are a couple of other aquatic sports that are often competing for pool time at competitive aquatic centers. However, their competition base and number of participants is relatively small. Water polo is a sport that continues to be reasonably popular on the west coast but is not nearly as strong in the St. Louis region and uses a space of 25 yards or meters by 45-66 feet wide (the basic size of an eight-lane, 25-yard pool). However, a minimum depth of 6 foot, 6 inches is required which is often difficult to find in more community based facilities. Synchronized swimming also utilizes aquatic facilities for their sport and they also require deeper water of 7-8 feet. This also makes the use of some community pools difficult.

Without doubt, the strongest trend in aquatics is the leisure pool concept. This idea of incorporating slides, lazy rivers (or current channels), fountains, zero-depth entry and other water features into a pool's design has proved to be extremely popular for the recreational user. The age of the conventional pool in most recreational settings has greatly diminished. Leisure pools appeal to the younger kids (who are the largest segment of the population that swims) and to families. These types of facilities are able to attract and draw larger crowds and people tend to come from a further distance and stay longer to utilize such pools. This all translates into the potential to sell more admissions and increase revenues. It is estimated conservatively that a leisure pool can generate up to 30 percent more revenue than a comparable conventional pool and the cost of operation, while

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being higher, has been offset through increased revenues. Of note, is the fact that patrons seem willing to pay a higher user fee with this type of pool that is in a park-like setting rather than a conventional aquatic facility.

Another trend that is growing more popular in the aquatic field is the development of a raised temperature therapy pool for relaxation, socialization and rehabilitation. This has been effective in bringing in swimmers who are looking for a different experience and non-swimmers who want the advantages of warm water in a different setting. The development of natural landscapes has enhanced this type of amenity and created a pleasant atmosphere for adult socialization.

The multi-function indoor aquatic center concept of delivering aquatic services continues to grow in acceptance with the idea of providing for a variety of aquatic activities and programs in an open design setting that features a lot of natural light, interactive play features and access to an outdoor sun deck. The placing of traditional instructional/competitive pools, with shallow depth/interactive leisure pools and therapy water, in the same facility has been well received in the market. This idea has proven to be financially successful by centralizing pool operations for recreation service providers and through increased generation of revenues from patrons willing to pay for an aquatic experience that is new and exciting. Indoor aquatic centers have been instrumental in developing a true family appeal for community-based facilities. The keys to success for this type of center revolve around the concept of intergenerational use in a quality facility that has an exciting and vibrant feel in an outdoor like atmosphere.

Also changing is the orientation of aquatic centers from stand-alone facilities that only have aquatic features to more of a full-service recreation center that has fitness, sports and community-based amenities. This change has allowed for a better rate of cost recovery and stronger rates of use of the aquatic portion of the facility as well as the other “dry side” amenities.

Aquatic Facilities Market Orientation. Based on the market information, the existing pools and typical aquatic needs within a community, there are specific market areas that need to be addressed with any aquatic facility. These include:

1. **Leisure/Recreation Aquatic Activities.** This includes a variety of activities found at leisure pools with zero-depth entry, warm water, play apparatus, slides, seating areas and deck space. These are often combined with other non-aquatic areas such as concessions and birthday party or other group event areas.
2. **Instructional Programming.** The primary emphasis is on teaching swimming and lifesaving skills to many different age groups. These activities have traditionally taken place in more conventional pool configurations but should not be confined to just these spaces. Reasonably warm water, shallow depth with deeper water (4 feet or more) and open expanses of water are necessary for instructional activities. Easy pool access, a viewing area for parents and deck space for instructors is also crucial.
3. **Fitness Programming.** These types of activities continue to grow in popularity among a large segment of the population. From aqua exercise classes, to lap swimming times, these programs take place in more traditional settings that have lap lanes and large open expanses of water available at a 3.5 to 5 foot depth.
4. **Therapy.** A growing market segment for many aquatic centers is the use of warm, shallow water for therapy and rehabilitation purposes. Many of these services are offered by medically based organizations that partner with the center for this purpose.
5. **Social/Relaxation.** The appeal of using an aquatic area for relaxation has become a primary focus of many aquatic facilities. This concept has been very effective in drawing non-swimmers to aquatic facilities and expanding the market beyond the traditional swimming boundaries. The use of natural

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landscapes and creative pool designs that integrate the social elements with swimming activities has been most effective in reaching this market segment.

6. **Special Events/Rentals.** There is a market for special events including kid's birthday parties, corporate events, community organization functions and general rentals to outside groups. The development of this market will aid in the generation of additional revenues and these events/rentals can often be planned for after or before regular hours or during slow use times. It is important that special events or rentals not adversely affect daily operations or overall center use.

Specific market segments include:

1. **Families.** Within this market, an orientation toward family activities is essential. The ability to have family members of different ages participate in a fun and vibrant facility is essential.
2. **Preschool Children.** The needs of preschool-age children need to be met with very shallow or zero-depth water which is warm and has play apparatus designed for their use. Interactive programming involving parents and toddlers can also be conducted in more traditional aquatic areas as well.
3. **School-Age Youth.** A major focus of most pools is to meet the needs of this age group from recreational swimming to competitive aquatics. The leisure components such as slides, fountains, lazy rivers and zero depth will help to bring these individuals to the pool on a regular basis for drop-in recreational swimming. The lap lanes provide the opportunity and space necessary for instructional programs and aquatic team use.
4. **Teens.** Another aspect of many pools is meeting the needs of the teenage population. Serving the needs of this age group will require leisure pool amenities that will keep their interest (slides) as well as the designation of certain "teen" times of use.
5. **Adults.** This age group has a variety of needs from aquatic exercise classes to lap swimming, triathlon training and competitive swimming through the master's program.
6. **Seniors.** As the population of the United States and the service area continues to age, meeting the needs of an older senior population will be essential. A more active and physically oriented senior is now demanding services to ensure their continued health. Aqua exercise, lap swimming, therapeutic conditioning and even learn to swim classes have proven to be popular with this age group.
7. **Special Needs Population.** This is a secondary market, but with the ADA requirements and the existence of shallow warm water and other components, the amenities are present to develop programs for this population segment. Association with a hospital and other therapeutic and social service agencies will be necessary to reach this market.
8. **Special Interest Groups.** These include swim teams (and other aquatic teams), school district teams, day care centers and social service organizations. While the needs of these groups can be great, their demands on an aquatics center can often be incompatible with the overall mission of the facility. Care must be taken to ensure that special interest groups are not allowed to dictate use patterns for the center.

With the proper pools and strong utilization of the aquatics area, it is possible to meet most of the varied market orientations as outlined above.

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Alternative Service Providers

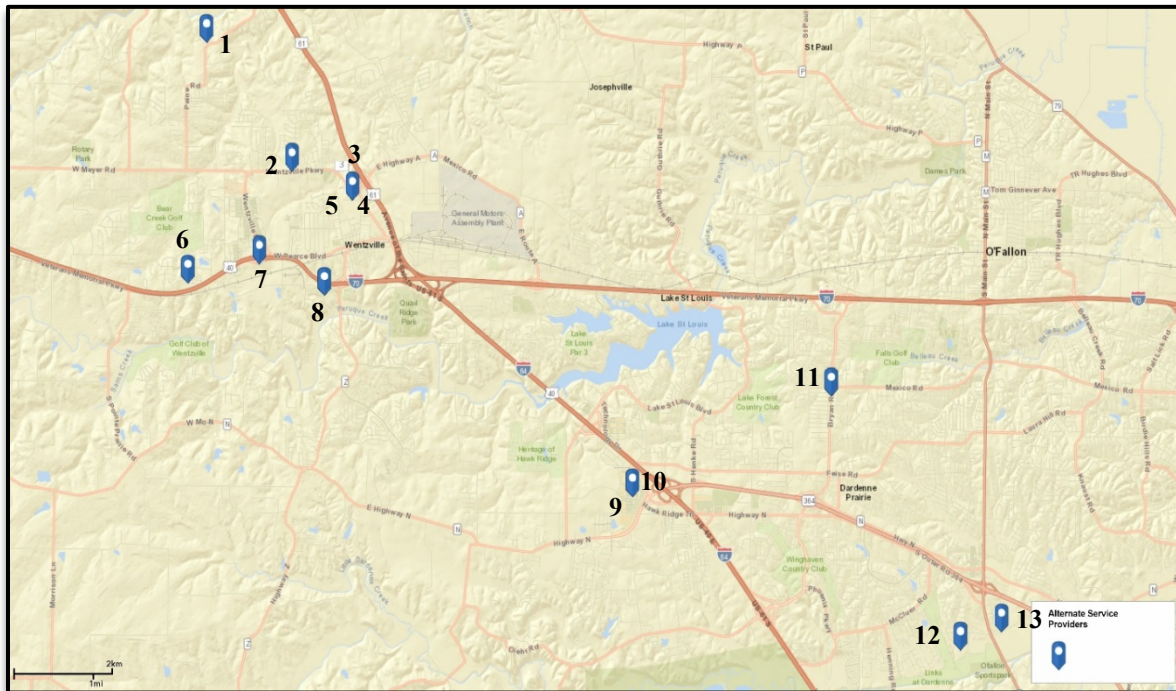
While on-site, B*K visited several alternative service providers in Wentzville and the neighboring communities. The list of facilities visited is not definitive, but helps to develop an understanding of what services are present in the area and the demand for services.

O'Fallon YMCA
Cross Fit 70
Renaud Spirit Center
Complete Fitness
Yoga at Crossroads

Cross Fit Trenches
Club Fitness
Anytime Fitness
Planet Fitness
Orangetheory Fitness

Lindenwood Ice Arena
5 Peak Yoga
Rhino Hybrid
Tribute Martial Arts
Yoga Mighty

Map - A Alternative Service Providers



- | | | |
|--------------------------|--------------------------|----------------|
| 1. Yoga Mighty | 1603 Spring Mill Dr. | Wentzville |
| 2. Rhino Hybrid | 1231 Wentzville Pkwy. | Wentzville |
| 3. Lindenwood Ice Arena | 910 Main Plaza Dr. | Wentzville |
| 4. Yoga Crossroads | 1023 Main Plaza Dr. | Wentzville |
| 5. Tribute Martial Arts | 823 Main Plaza Dr. | Wentzville |
| 6. Cross Fit 70 | 1840 W Pearce Blvd. | Wentzville |
| 7. Club Fitness | Wentzville Center | Wentzville |
| 8. Planet Fitness | 99 Wentzville Bluffs Dr. | Wentzville |
| 9. Orangetheory | 6307 Ronald Regan Dr. | Lake St. Louis |
| 10. Complete Fitness | 6225 Ronald Regan Dr. | Lake St. Louis |
| 11. Anytime Fitness | 1240 Bryan Rd. | O'Fallon |
| 12. Renaud Spirit Center | 2650 Sports Circle | O'Fallon |
| 13. YMCA | 3451 Pheasant Meadow Dr. | O'Fallon |

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Private Providers. There are a number of private providers in the service area. The proliferation of private operators speaks to the favorable market conditions that exist in Wentzville, especial median household income levels and population base. The breadth of private service providers also reflects the lack of public access facilities. It is not uncommon to see the private sector back fill in the fitness market in the absence of public facilities.

The private service providers represent a wide range of service. On one end of the spectrum are Club Fitness and Planet Fitness that have large, full service and multi-discipline operations, while on the other end of the spectrum there are a number of boutique fitness studios offering a narrow focus in the service area. Although there are a significant number of alternative service providers in the area, these facilities are not meeting all the fitness needs in the community.

Nonprofit Providers. There are very few nonprofit facilities and fitness opportunities in Wentzville. The O'Fallon YMCA, by virtue of its sports program, represents the most significant nonprofit facility in the area. The O'Fallon YMCA and the Wentzville School District have a reciprocating agreement for programming. This agreement provides the YMCA with access to Wentzville School District gymnasium space for YMCA sport programs. As a result, there is only limited access to school facilities because a bulk of the programming time is dedicated to school curriculum, sport teams and YMCA programming. Mid-East Agency on Aging is operating senior programming and meal functions at the Green Lantern.

Public Providers. The City of Wentzville is underserved by public providers for indoor recreation and leisure activities, especially with a primary service area population base of about 82,000 people. The City of Wentzville operates the Progress Park Recreation Center, however, this facility is relatively small and limits the programming opportunities for the City's Parks and Recreation Department.

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Market Conclusion

Below are listed some of the market opportunities and challenges that exist with this project.

Opportunities

- The demographic characteristics of Wentzville indicate households with above average income levels and an acceptable level of disposable income for recreation purposes. There is also a higher percentage of household with children than the national level. The combination of higher household income and number of households with children are characteristics that transition to strong participation in recreation activities and programming.
- There is a sizeable population in the primary service area and the secondary service area to support expanded recreation opportunities. The population is projected to grow in the coming years.
- Upgrading and expanding the recreation facilities in Wentzville will stimulate more interest and participation in recreation and leisure activities.
- The existing recreation center is under-sized and outdated.
- The community has a relatively high level of recreation programming, especially outdoor programming.

Challenges

- There will be large growth in the senior population in the coming years; however, the rate of participation in active recreational pursuits is generally lower with this age group.
- There are a significant number of private fitness facilities in the market.
- Any new primary service area indoor recreation facilities will compete with the existing Progress Park Recreation Center.
- Push back from the private sector. Developing a new community center could be met with opposition from the private sector, especially with fitness.
- Potential development of a YMCA in Wentzville.



Section IV - Stakeholder Meetings

A series of stakeholder meetings were conducted during the course of the market analysis phase of the project. A total of 17 groups representing more than 50 people were contacted to solicit input on a community recreation center, understand stakeholder needs and explore stakeholder use of the center. The summary notes for the stakeholder meetings are outlined below.

A number of Aldermen participated in the stakeholder meeting. Without question, meeting the needs of the senior and having an indoor pool were the top priorities. Fitness space and a gymnasium space with an elevated track were also popular components mentioned. There were a couple different opinions expressed about a location of the center, even though determining a location was not part of the scope of services for this study. Many mentioned a central location, while some thought a downtown location was appropriate. The need to develop a partnership to help defer capital cost and/or operating costs were central to the meeting, especially the YMCA. Clearly there is a split among Aldermen as to what level of partnership with the YMCA is acceptable. All noted that capital funding will be an issue and recognized a recreation center could cost in excess of \$20 million. How to keep the community center sustainable long term with a minimal impact on the general fund is a concern.

The school district is very interested in having access to a competition pool. Currently, the school district contracts pool time from the O'Fallon YMCA. As part of the agreement the YMCA gets access to gymnasium space for their sports programs. The contract with the YMCA is negotiated annually and the school district would much rather have a swimming pool in Wentzville instead of traveling to O'Fallon. Other components mentioned by the school district includes a fitness equipment and group-exercise space, along with a four-court gymnasium.

Mid-East Agency on Aging indicated that there is a growing shift in the number of home deliveries they have for meals. Currently the Senior Center serves about 35-40 meals on site and deliver another 85-90. Mid-East Agency on Aging is funded by state and federal sources. Demand for homebound meals is increasing. This trend is occurring nationally and is not unique to the Wentzville market. A new facility will need to have a commercial kitchen, area for a salad bar, loading area with direct access to the kitchen for home deliveries and storage space are needed to meet the senior meal program. It was noted that parking and transportation are major issues facing the senior center. Mid-East Agency on Aging would like to see a larger facility that is more accessible and has ample parking. They indicated that having a dedicated space of about 2,500 sq. ft. for dedicated programs is desirable. Other components in the recreation center will help attract younger seniors looking for fitness activities, water exercise, computer room, walking and game room activities. These spaces can also be shared with the public.

The Crossroads Arts Council would like to see some exhibition space built into the design of the center to display visual arts projects. Art and dance classes could be held in meeting rooms, but the Crossroads Arts Council is not looking for dedicated space.

Staff reported that they frequently hear about the Renaud Spirit Center from residents that want to know when Wentzville will have a similar facility. A competitive swimming pool, leisure pool, multi-court gymnasium, fitness equipment, group fitness rooms, meeting rooms, birthday party rooms, ample storage and loading dock. The administration team mentioned the importance of meeting the school district and senior needs. Congregate meals have been in a steady decline as the number of home deliveries is increasing. There are some concerns that the current senior center is missing the younger baby boomer seniors that are looking for a different experience than a meal program. A new community center, by virtue of the multiple activities, programs and

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equipment within will attract a larger section of the senior population. Community meeting space, ability to convert gym space to fieldhouse space and pickleball is important.

Sport groups validated the need for aquatic facilities including a competitive pool and leisure pool. Additionally, the group would like to see a multi-court gymnasium, fitness rooms, cardio and weight equipment, meeting room space, indoor walking/jogging track and wet class room space. They also mentioned the importance of providing drop-in recreation opportunities that are not currently available in the community.

Lake St. Louis is currently running a number of programs at The Meadows Mall in an empty retail shop. Clearly, Lake St. Louis is short on facility space. They get many requests for pickleball courts, but the City does not have the resources to develop and operate recreation facilities. Lake St. Louis is interested in exploring the opportunity to partner with the City of Wentzville to secure resident rates for the residents of Lake St. Louis. The City recently completed an 18-month comprehensive plan that included a survey of residents. Staff reported that a significant percentage of the population feels it is more important to take care of what they have instead of building new facilities.

The Parks and Recreation Advisory Board and Friends of the Wentzville Parks combined meeting generated some discussion about some value of having a community center in regard to bringing people together, being multigenerational and becoming a central gathering space. Creating as many different users will help expand a wider base of voters to support the community center. Some specific components discussed includes a senior area with a commercial kitchen, indoor swimming pool for both competitive and recreation swimming, art room, multi-court gymnasium with room for spectators, group fitness space, cardio and weight equipment, game room, senior space with a kitchen and library. There were questions as to how Progress Park could be repurposed. Some felt that there was a need to provide more ice skating and hockey programs.

SSM indicated in a community health needs assessment mandated by the state every three years that the number one issue is access to health care. Obesity, dental and substance abuse are top health initiatives. Transportation is a huge barrier for senior care. SSM is interested in exploring creating another touch point for SSM services at the community center. None of the hospital networks have made significant headway into the corporate wellness market. Nutritional counseling, support groups, exercise programs, well-being, healthy cooking through health and wellness – cardiac/diabetes management are programs SSM is interested in providing at the community center. Tele-health and E-visits are growing in interest, but self-pay services have not caught on in the marketplace. As long as insurance covers the cost people will access the services. SSM is interested in having a presence in the community center and impact on people's lives in a positive manner.

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Section V - Partnerships

Over the course of conducting the initial phase of the community input process market analysis and discussions, there were several potential partners identified and included in the stakeholder meeting process. A brief summary of the partnership possibility is listed below.

Mid-East Agency on Aging

Mid-East Agency on Aging has had a long-term relationship with the City of Wentzville since 1997 and has become the de-facto senior services provider for the City. Mid-East Agency on Aging provides a daily meal program (Monday-Friday) serving about 60-65 people daily. Of note is that the volume of home deliveries is increasing. There is no charge for senior meals because the agency is getting reimbursement from state and federal sources. In exchange for providing this service to area seniors, the City of Wentzville provides space at the Green Lantern at no cost.

The senior program has outgrown the space at Green Lantern and Mid-East Agency on Aging is interested in having space in the proposed community center. They do not have the resources to be an equity partner in the development of a community center and would be considered an affiliated or support partner. Mid-East Agency on Aging is looking for a larger dining room area that could be shared as community space in the afternoons, evenings and weekends. The agency requires a kitchen with walk-in freezer, refrigerators, dish washing and storage space for dry goods. A staging space to coordinate home deliveries with access for loading and unloading equipment is desirable.

Mid-East Agency on Aging does not have the resources for capital support or to lease space or to pay for membership in a new community center, however, they provide a vital community service and should be considered an affiliated partner. They need office space for two staff persons that oversee the programming in Wentzville. Meeting room and/or conference room space needs can be shared space within the community center along with programming access.

- | | |
|-------|--|
| Pro: | Established program
Providing a needed community program
Proximity of center to primary users
State and federal funding support
Interest in shared space |
| Cons: | Lack of funding for capital
Lack of funding for paying rent/membership fees
Mandate of not charging for services |

City of Lake St Louis

The City of Lake St. Louis has gone through some strategic comprehensive planning process and their mandate from their constituents is to take care and maintain their existing facilities/parks and trails were identified as being very important. The City's Parks and Recreation Department is relatively small with an operating budget of about \$1 million annually. Staff is looking for space to offer programming and in the past, have been reliant on free space that becomes available in the community. This has been a challenge for program continuity.

There was some interest expressed to explore a collaborative agreement in which Lake St. Louis residents could purchase resident membership to Wentzville. Perhaps the City of Lake St. Louis would pay the rate differential between a resident and nonresident rate. At this point the City of Lake St Louis would be a

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collaborative, however, there is an outside possibility of capital funding through the Parks and Recreation Department's share of community funding for capital. Any capital support from the City of Lake St. Louis will require a swimming pool, track and gymnasium.

- Pro: Expand membership base
Proximity to the City of Wentzville
Possible but limited support for capital
Intergovernmental collaboration
- Cons: Lack of capital and operational resources
Budgetary capacity to help support operations
Funding support may require a successful referendum

SSM Hospital Network

The SSM network is expanding programs and services in St Charles County without committing to building a facility. SSM is planning a significant expansion in the Wentzville area, especially with a health and wellness focus. Improved access to community health services is a critical aspect of their overall health initiative. At this time, SSM has several touch points in St. Charles County and consequently are interested in time shared space for programming.

Nutritional counseling, support groups, exercise programs, wellbeing support, healthy cooking through health and wellness, Phase III and possibly Phase II cardia rehab and diabetes management are some of the programs discussed that do not require dedicated space in the community center.

Access to senior programming is of importance and the partnership between the City of Wentzville and Mid-East agency on Aging provides some leverage to this demographic for SSM services. Transportation is the biggest barrier and often creates "no shows."

SSM could subsidize a program with focus on obesity and substance abuse. There is interest in exploring a prescription for health program providing a full spectrum of programming along with linking up with the City to provide long-term support for life style changes after capitation. Wentzville is the battle ground for hospital networks and having a presence in the proposed community center will improve people's access to out-patient services and screenings.

SSM Hospital Network should be viewed as a collaborative partner for shared resources in the delivery of community health and wellness. Although they have no interest in sharing capital cost with the City, the possibility of naming rights for a health room or community room is an option.

- Pros: Strategic link to health services
Accessibility off major thoroughfares
Improving access to community health and wellness
Potential funding source for operations
Access to medical expertise and resources
Fitness on demand opportunity
Link to SSM Health systems
Location and proximity to Wentzville
Collaborative opportunity for corporate wellness
Tele-health opportunities

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- Cons: Lack of reimbursement for Tele-health
 Potential conflict with other SSM touch points in Wentzville

YMCA

The YMCA has identified the Wentzville area for a new 50,000-square-foot facility as part of the next capital campaign scheduled to launch in 2018. The YMCA has experience with municipal partnership as they are operating the North (O'Fallon) and South (Carondelet) locations for the City of St. Louis. The YMCA currently owns a tract of land south of Interstate 70 but is also evaluating other potential sites in Wentzville.

The YMCA is interested in exploring a partnership with the City in development of a large center. At this point, the spectrum for partnership options is wide. Debt service is a difficult issue for the YMCA under their current budget structure. The YMCA is most interested in a fitness component, group exercise, aquatics, gymnasium and multipurpose rooms. The Greater YMCA of St. Louis has a strong presence in O'Fallon and currently has a reciprocating agreement with the Wentzville School District, which provides swimming pool access for Wentzville School District activities in exchange for access to Wentzville School District gymnasium space for YMCA indoor programs.

- Pro: Available land
 Strong membership base
 Operations expertise
 Potential for capital resources
 Foundation support
 Potential to eliminate operating costs
 Budgetary capacity to help support operations
 Existing collaborative with Wentzville School District/SSM Network
- Cons: Lack of drop-in opportunities
 Funding support for debt service
 Potential entanglement over operational control
 Potential push back from using Wentzville tax dollars to build a membership driven facility for the YMCA.

HEAT Swimming Club

HEAT Swimming Club has been in existence since 2002 and participation ranges from 40 to 100 members. The Club is looking for a 50-meter pool for training but a 25-yard configuration to meet high school swimming needs is adequate. This group has no capital funding for the project but would be an affiliate partner that rents pool time from the facility. The HEAT Club has interest in operating the entire swim program including the learn-to-swim program. At this point the Club is not a realistic partner, but could be a renter of space within the community center.

- Pro: Experience with operating a swim club
- Cons: Capital resources
 Size of program
 Limited fund-raising capacity
 Limited capacity for paying fees

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Wentzville School District

The Wentzville School District indicated that their strongest need for their sport and curriculum needs is for a competitive swimming pool. Additional gymnasium space and large meeting room space would supplement the school district needs. The school district is interested in exploring a partnership with the City and has land and potentially could contribute capital resources to the project. A partnership agreement could also include expanding the City's access to gymnasium space in the schools while securing outdoor field space from the City for school activities.

- | | |
|-------|---|
| Pro: | Available land
Complementary tax base
Access to gymnasium space
Existing reciprocating agreement
Outdoor field space
Possible state funding support for capital |
| Cons: | Lack of parking
Requirement to purchase a number of homesteads
Potential legal entanglement
Funding support would require a successful referendum
No flexibility to support other potential sites |

The potential partnership between the multiple partners has merit and makes economic and political sense. The combining of resources and the cooperative nature of such a venture are commendable. Developing a clear operational philosophy and definite priority of use are critical to laying a foundation for any partnership agreement.

BENEFITS OF PARTNERING

As the demand for public recreation rapidly increases, public organizations are increasingly considering new cost-effective methods for financing capital and operating costs. While all partnership projects can be beneficial, taxpayers are among those who positively view partnerships involving more than one public provider. There are several important conditions where partnering projects make sense including:

1. Partners have shared/complimentary program needs. Partnering is sound policy when two or more organizations have similar/complimentary programming needs. These needs are reflected both in facilities that are developed and also in activities that take place in the facilities. This appears to be the case with Wentzville School District, Mid-East Agency on Aging and SSM Hospital. However, there is potential for conflict between City and school district in that many of the program needs occur during the same time frame (evenings and weekends).
2. Partners have resources that benefit each other. Partnering is sound policy when two or more organizations have resources that can jointly be leverage in the development and/or operations of the partnership. Resources, which can be beneficial for partnering, include land, existing staff expertise, financial capabilities, existing marketing tools, etc. The synergy of combining resources appears to be very strong. The Wentzville School District, YMCA, SSM Hospital, City of Lake St. Louis and Mid-East Agency on Aging potential partners have funding options, operational experience and operational resources to contribute to a partnership.

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3. Partners serve complimentary customer bases. Partnering is sound policy when two or more organizations have similar customer bases that can benefit from the partnership. This is clearly the case with Mid-East Agency and the Wentzville School District.
4. Partners want to accelerate the pace of facility development. Partnering is an extremely valuable mechanism to assist partners in accelerating the pace of facility development. The leverage of resources and particular financial assets, provides an opportunity for funding facilities and/or the enlargement of facilities that may not have been otherwise possible. The timing for some of the potential partners appears to be aligned. The school district's need for indoor pool space and supplemental gymnasium space, the YMCA, Mid-East Agency on Aging and SSM Hospital all would benefit from accelerating the pace of development.
5. Partners with a common tax base. Partnering is viewed as particularly valuable to the citizens when the organizations have a common tax base. Partnering projects help reduce unnecessary duplication of facilities and programs, allowing tax dollars to be invested in a very cost-effective manner. This is the case when considering partnerships with organizations like school districts. Organizations like the YMCA and SSM Hospital do not rely on tax support for capital funding or operations.
6. Customers use facilities at largely complementary times. Partnership projects are particularly beneficial in cases where similar customers' uses are largely different times. For this reason partnerships between cities and school districts are widely used. While each partner has the need for many of the same facilities, their prime-time usage needs are generally different. This enables such partnership projects to make maximum use of built projects for service delivery. It also enables the customer experience to be more enjoyable by spreading the user base over a longer time period. School district and Mid-East Agency on Aging use and public access is very compatible and generally complementary. The YMCA use of any facility could conflict with City and school district use.
7. Partners desire increased opportunities for earning non-tax revenue. Partnerships present increased opportunities to leverage resources in building facilities that better address citizen and customer needs and therefore for the facility to serve larger customer markets. Such facilities afford opportunities to substantially increase revenues from fees and charges. This would definitely be the case with partners like SSM Hospital.

POTENTIAL CHALLENGES AND PITFALLS OF PARTNERING

Successful partnership requires commitment on behalf of all partner organizations. As with any funding program, there are potential dangers in partnering that need to be carefully avoided. Some of the major potential challenges and pitfalls to successful partnering projects are as follows:

1. Partnerships require a higher level of coordination. They require managers and management agreements and policies that can meet the needs of multiple organizations. Partnering means sharing and this is accomplished through a high degree of carefully planned cooperation. The management of multiple program spaces is always a scheduling challenge. The need to serve two or more organizations that require ongoing service makes the task even more challenging. Partnership agreements need to adequately address coordination and management issues and methods for resolving potential conflicts. These partnership agreements should be fully vetted and executed in advance of starting the construction phase for any facility of this nature.
2. Partnership can reduce each partner's ability to react to changing market conditions. Similar to what occurs with other customer markets, the usage of program spaces being planned may substantially

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change over the useful life of these spaces. Partnership agreements that are rigid in their language can negatively impact the ability of each partner to react to the ever-changing customer needs. Additionally, and equally important, partnership agreements need to contain language that allows for accurate measurement of costs for providing partnership services. Costs will change and the methodologies of joint funding of these changing costs (based on benefits received) need to be built into the contract agreement. Even the best partnership agreement will not cover everything. Language needs to be built into the agreement that provides on-going evaluation of the partnership's performance in addressing citizen needs and provides opportunities to adapt positively to change.

3. Partners cannot live up to their resource commitment. For a partnership to be successful, each party must deliver on their commitment. All partners need to have the short- and long-term ability to deliver what they have identified in the contract. There also needs to be a fall-back provision should some costs occur (capital or operations) that prove to be larger than originally estimated. This can particularly occur in facility operations, with the demand for increasing levels of customer needs. Last, fee policies and revenue should relate to actual program costs and be increased as costs increase. Should that not occur, the partners will have increased pressure on their limited resources.
4. Partners inability to deliver high-quality services. All partners will be measured by the degree of customer satisfaction enjoyed by visitors to the facility, regardless of who is providing the service. The contract agreement needs to contain language that adequately addresses service delivery and methods for the timely correction of service quality issues.
5. Partnerships negatively impact on developing other positive relationships. Partnerships should always be entered with the most important partner first. At the same time, partnership agreements should not unfairly restrict either party's ability to enter into an agreement that can save taxpayers money and provide increased levels of service delivery. Language needs to be contained in the contract document that allows for consideration of additional partners and the factors under which such potential partners will be evaluated.
6. Partnerships reduce revenue. While partnership projects effectively leverage resources, they do need resources. Therefore, the benefits of the partnership and the use of resources have to be weighted as relates to other projects/initiatives that may not occur. Simply stated, the project still needs to be viewed by citizens as a wise use of those resources that are allocated.
7. Partnerships can result in lengthy and costly legal entanglement. The worst problem in partnerships can land in court or wrapped up in legal entanglements. To prevent legal entanglements, agreements need to contain clear language for addressing disputes that all parties agree and abide by. Exit clauses should be contained in the agreement, in the extreme cases where a partner wants to get out of all parts of the partnership. This is particularly important as it relates to issues involving the useful life and costs of maintaining capital assets.

CONTRACTUAL AGREEMENTS

As the partnering process moves forward between any one of the potential partners, there are many issues that need to be addressed in the contract document between the two parties. Issues that should be addressed through the contract include:

Identification of mutual visionary goals
Facility maintenance standards
Publics to be served

Role of each party
Financial commitment
Major capital improvements

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Ongoing capital outlays – minor project
Revenue sharing
Expense sharing

Shared resources
Shared benefits

Examples of questions that should be addressed in the contract document are highlighted with the following checklist:

Design

1. Who is responsible for hiring the architect?
2. Who will be responsible for approving the design?
3. Who will be responsible for approving the bids?
4. How should potential cost overruns be handled?
5. How should change orders in design be handled?
6. Who will be responsible for overseeing the construction?
7. How will potential work defects/problems be addressed?
8. Who is responsible for accepting the building?

Building Ownership

1. Who will own the building?
2. Will ownership be in one party's hands or jointly held?
3. How long will the lease be to the party that does not own the building?
4. What will be the financial terms of the lease?
5. Can the lease be terminated? If so, how?

Management

1. Which party will be responsible for operating the building?
2. Will there be areas of the building that are sub-contracted out to the other party for management?
3. Will there be areas of the building that are sub-contracted out to other parties for management?
4. How should disputes be handled? Intermediate term? Long term?
5. Should a management board be developed? How should the board members be appointed?
6. How should access to the facility be managed in coordination with school activities?
7. Who is responsible for hiring staff?
8. How will decisions regarding capital expenditures be made?

Operating Finances

1. How will operating costs be paid? Will individual partners be responsible for specific costs i.e. maintenance, security, utilities? If so, how will these costs be determined?
2. If the other partner wants an increased level of service, i.e. additional levels of maintenance services for a specific event, how will they be paid for?
3. Who will determine operating fees? What appeal process is in place should there be a disagreement among partners?
4. How will additional budget for the facility be established? Who has to approve the budget?
5. How will additional tax dollars be allocated should the facility not meet its budget?
6. How will additional fee revenues be distributed should the facility exceed its budget?
7. Who is in charge of daily management of operating funds and decision making?

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Program Ownership

1. Who will own the program?
2. Will program ownership be in one party's hands or jointly held?
3. How long will the program partnership be to the parties?
4. What will be the financial terms of the program?
5. Can the program be terminated? If so, how?

Contract Terms

1. What should be the length of the contract?
2. How should the contract be renewed?
3. How should assets be distributed at the conclusion of the contract?
4. What provisions are in place should a partner default on any obligation?
5. How should items that occur and are not in the contract be addressed?
6. How should performance standards be established?
7. Who should be involved in the evaluation of the partnership's success?
8. How should adjustments to performance be administered?

Miscellaneous

1. How should the value of the ground be determined?
2. Who is responsible for grounds maintenance?
3. Who is responsible for facility maintenance?
4. Who is responsible to identify and track performance measurement?
5. How will insurance be handled? Who is responsible for payments?
6. How should each partner market the facility? How will it be advertised in each partner's general literature?
7. How will the public be appraised regarding the performance of the partnership?
8. How will opportunities for new partnerships be administered/evaluated?



Section VI - Facility Program Recommendations

The focus of the overall project is on meeting the community's recreational and wellness needs of the primary service area. Based on the market analysis results and feedback collected from community stakeholder and public input sessions, and the goal of making a facility as self-sustaining as possible, the following represents the program recommendation.

Gymnasium. A space that is approximately 15,000 sq. ft. and divisible into two gym areas (each with a 50-foot by 84-foot basketball court) by a drop curtain. The main gymnasium space should be set up for a variety of activities including youth/adult basketball, youth/adult volleyball and potential convention/trade show space. Portable seating should be included (tip and roll type bleachers).

It should be noted that having a new regional recreation center with a gymnasium in the primary service area will not eliminate the need for Parks and Recreation and the sport associations to have access to school district facilities. In fact, the current use of school facilities will likely continue at the current level even with a new gymnasium facility added to the community inventory of space.

Running/Jogging/Walking Track. A 10-foot wide track that surrounds the perimeter of the gym area and can be used for walking or jogging. The track is approximately 6,000 sq. ft. Walking is rated as the top activities according to NSGA and represents more than 27,500 people in the primary service area. The multi-lane track allows runners, joggers and walkers to all use the track simultaneously.

Aerobic/Fitness/Dance Area. Two rooms with an area approximately 1,500 sq. ft. that features a mirrored wall, dance bars mounted on the wall, free-floating impact floor, sound system, storage area and storage cubbies. This space would be used for aerobics, dance, Pilates and martial arts programs. A smaller auxiliary fitness room of approximately 800 sq. ft. is recommended to accommodate spinning classes, yoga and smaller classes not requiring the size of the main aerobic room. This room should also have a free-floating wood floor and adjustable lighting to adjust/modify the environment for yoga and relaxation classes.

The demand for yoga, Zumba, Pilates, spinning and group exercise is growing. Interest and participation in fitness classes are on the rise nationally, recording a 45 percent increase in participation over the past 10 years. Group fitness space has proved to be a popular amenity in centers around the country and it is not uncommon to have between 25-40 classes per week in these spaces.

Aquatic Area. Recognizing the importance of competitive swim needs, the consulting team strongly believes the aquatic area needs to meet the competitive, recreation and programming needs of the community. A space that is approximately 18,000 sq. ft. including warm water pool for fitness activities and swimming lessons, as well as an indoor family recreational pool is recommended. The recreational pool should be designed around a specific theme with features that include zero-depth entry, current channels and other water-play features. The aquatic area should be supported by a whirlpool bath and separate teaching/therapy pool that can accommodate rehabilitation, lap swimmers and swim lessons.

Without a doubt, a progressive and notable trend in aquatics continues to be the recreation pool concept. Incorporating water slides, current channels, fountains, zero-depth entry and other water-play features into a pool's design has proved to be extremely popular for the recreational user. Recreation pools appeal to the younger children (who are the largest segment of the population that swim) and families.

Weight/Cardiovascular Area. An area of at least 6,500 sq. ft. that includes free weights, selectorized machines and cardiovascular equipment for youth and adult fitness, sport specific training, rehab/exercise and

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stretching. In addition, a space of approximately 200 sq. ft. dedicated to health screenings and personal training client space.

Statistically, exercise walking, exercise with equipment and aerobic exercise all rank in the top 11 activities/sports most popular in the United States, according to NSGA statistics. Exercise and fitness are one of the components that will drive membership, daily admission and participation. As a result, the fitness component has become the cornerstone for many community centers by virtue of generating revenue and participation. In addition, fitness activities appeal to a wide range of ages to help combat obesity along with improving the quality of one's life.

Multipurpose Room. A space of about 4,500 sq. ft. that can be divided into smaller rooms for multiple program functions. This space would be used for community rentals as well. A small catering kitchen for food service with direct access to the meeting room is desirable. Also a small sink for cleanup and storage cabinet for program supplies is required.

Multipurpose meeting room space was supported through the stakeholder meeting process. There were several different opinions as to what size this multipurpose space should be. A sufficient amount of square footage is needed for senior lunch program, programming, meetings and multipurpose space.

Senior Area. Senior programming is growing in Wentzville and the demographic analysis indicates this age group will continue to increase. The senior program will need some dedicated space and a separate entrance to meet the senior needs. Space for the meal program and programs can be accommodated with the multi-purpose room and class rooms in the center. In addition, the track, fitness component, gym (pickleball) and aquatic area will allow for expansion of senior programming. A space of about 2,500 sq. ft. for an entrance, check-in desk, administrative offices and storage space to accommodate the senior program is needed.

Indoor Playground. A themed area designed for children ages 1-10 featuring a fun land with creative and interactive play equipment including a complex matrix of tubes, spiral slides, climbing apparatus, interactive music, hollow logs and multi-level play structure. This space should be approximately 1,200 sq. ft.

Celebration/Birthday Party Rooms. Two rooms of approximately 600 sq. ft. each that are immediately adjacent to the leisure swimming pool and indoor play area. These rooms will be used to host birthday parties and serve as a messy arts class room.

Childcare Area. This space requires about 1,000 sq. ft. with a separate quiet room and activity room that includes an area for the children to play games and with toys. The childcare area should be adjacent to outdoor space and have direct access to the indoor playground. Ideally the childcare area is located near the lobby of the building with good visibility from the front desk or administrative area.

Support Spaces. There must be sufficient space and resources allocated for the following:

Lobby/lounge space
Front desk area
Resource area
Restrooms/locker rooms

Concession and vending
Office space
Storage
Mechanical systems



Section VII - Site Criteria

Considerations for the Site Selection Process

Hastings+Chivetta Architects has designed several community centers in the St. Louis metropolitan area and nationally. Construction costs are influenced by facility size and amenities, material/labor costs and the current bidding climate. The scope of this feasibility study did not include evaluating specific sites for potentially building a recreation facility on and instead this feasibility study aims to establish a set of basic site selection elements and offers suggested evaluation criteria for rating the elements.

Before publicly identifying a piece of property or even a building that may be being considered for renovation, confirm that the zoning allows a recreation center to occupy that site. In most cases, public parks and recreation facilities are allowed but this should be investigated during the due diligence period prior to closing on a purchase or allowing any information into the public realm. Other basic items include verifying that adequate public utilities are available, determining that there are no environmental hazards on the site and conducting a geotechnical (soils) investigation if new construction is planned. When reviewing site options, use the Site Selection Elements provided in this section to assess the fit of the site, compare and contrast sites and prioritize needs.

Broadly stated the site selection elements mentioned earlier could be grouped into three major categories: 1) Social and Land Use Factors; 2) Construction Cost Factors; and 3) Operational and Maintenance Cost Factors. There are entire publications dedicated to trying to provide complete lists of the issues that an organization should consider and how they might evaluate those issues when working through the site selection process. For the purposes of this study, we have provided a small sample of the types of factors/questions that should be considered.

1. Location

- ✓ Is the site located in an area of the community which is underserved with the recreation services that are being proposed in a new facility?
- ✓ Is the site accessible to target demographics? Can the site serve as a community hub?
- ✓ Is the site accessible by public transportation and convenient for users, residents and staff?
- ✓ Are nearby traffic levels acceptable?
- ✓ Is the site visible to passersby on foot or in vehicles?
- ✓ Are adjacent businesses appropriate (e.g., no adult video stores)?
- ✓ Is the area suitable for evening events/activities?

2. Site/Land

- ✓ Is there access to utilities (e.g., electricity, sewer, water, gas and phone)?
- ✓ Will the site require heavy maintenance (e.g., topography, drainage, retaining walls, or geotechnical issues)?
- ✓ Is the proposed use for the project permitted by zoning?
- ✓ Is there adequate space for parking?
- ✓ Are the soil conditions conducive to the project's structural needs?

3. Building

- ✓ Is the size adequate and can it accommodate future growth?
- ✓ Is it structurally sound?
- ✓ What is the condition of the roof, exterior walls and windows?
- ✓ What is the condition of all major systems (e.g., plumbing, electrical and heating/ventilation)?

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-
- ✓ Can the seller provide recent utility bills from all seasons?
 - ✓ Will projected energy costs be reasonable?
 - ✓ If considering an older building, has it been checked for asbestos, lead paint, or other hazardous materials?
 - ✓ Is the building American with Disabilities Act (ADA) compliant or can it easily/cost effectively be brought into compliance?
 - ✓ Can the space be easily/cost effectively reconfigured for recreational, educational and administrative spaces?
 - ✓ What is the condition of adjacent and nearby properties?

4. Costs and Renovations

- ✓ Is a recent appraisal available?
- ✓ Is the purchase price (or lease rate) reasonable and comparable to similar sites of similar age and quality?
- ✓ Are the preliminary costs for improvements reasonable? Have professionals (architect, engineers, or project managers) confirmed the costs?
- ✓ What are the estimated maintenance costs?

5. Legal, Timing and Community Acceptance Issues

- ✓ Is the property or site vacant and available immediately or in the time frame you are expecting to complete the project/acquisition?
- ✓ Is the seller motivated to sell within your timeframe?
- ✓ Is sufficient financing available to complete the transaction within the required timeframe?
- ✓ Are there zoning restrictions? Will there be a need for zoning variances or lengthy hearings? Required setbacks? Legal easements or rights-of-way across the property? Prior title issues?
- ✓ Are there any political issues that would block approval of the site? Are the neighbors likely to be supportive?

Calculations to Assist Site Decision-Making

As site options are considered, the cost of acquiring or leasing a development site is going to be the overriding consideration for selecting the property, so using common calculations that the public can understand to support the final decision is critical. It is important to note upfront and to continue to point out during the selection process that recreation centers are naturally unique to the community they are in. But examining the costs associated with other recreation centers in the region can assist in comparing these measures against comparable costs.

- **Cost Per Square Foot** is the total cost divided by the total square feet of space.
- **Cost of Improvements** is based on the preliminary budget for a potential site. The cost of improvements should include both hard costs and soft costs.
- **Rent Per Square Foot** is the annual rent divided by total square feet. The square footage used is the net leasable area. While this is not a very common approach to providing recreational services, if plans are being considered to lease space, be sure to understand what expenses the City will pay versus expenses the landlord will pay. Also, factor in one-time costs to improve the property so it is ready for occupancy. Some landlords provide a “tenant improvement allowance,” which is factored into the rent per-square-foot calculation.
- The **Site Acquisition** price for a land purchase may be quoted on a per-acre or per-square-foot basis. It is typically quoted on a per-square-foot basis in urbanized locations.

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Additional Considerations for a Wentzville Project

1. **Lot Size.** The City of Wentzville should consider a land parcel of 9-15 acres in size to 1) adequately develop a project with the programming elements identified in this study; 2) accommodate appropriate parking and some green space on the site; and 3) potentially incorporate a modest amount of space to allow for some future growth. An endeavor of this nature, should consider the current population as well as the population that could be reasonably expected in the next 15-20 years.
2. **Central Location.** There were a number of comments made during the stakeholder meetings that indicated a desire to have a facility of this nature be somewhat centrally located should it be built. There is considerable merit to those comments but if park land does not already exist in a “central” location then purchasing additional land will add to the overall project costs. A quick examination of the current inventory of park land shows that Heartland, Progress and Fireman’s parks are the most centrally located parks but all three would require some amount of redevelopment and/or increase in acreage to facilitate the incorporation of a recreation facility with the programming elements identified in this study. The City of Wentzville should also consider the direction in which future growth may occur and a realistic size in terms of its future population as part of evaluating potential sites.
3. **Purchasing a New Site versus Developing/Redeveloping an Existing Site.** Generally, most municipalities who end up building recreation centers do so on existing park land to avoid the costs associated with purchasing land, however, that is not always the case. Redevelopment costs also impact a projects budget. Obviously, if there are existing facilities on a site that need to be removed or evened retrofitted as part of a project then that adds to the potential costs for a project of this nature. Additionally, it is also not uncommon for a community to close an existing facility to accommodate redeveloping a site and that impacts revenue generation, proximity to services and overall service levels that have indirect costs to the organization as well. These types of issues can be minimized with a phased approach to building out projects, but all have an impact that would not otherwise be associated with building on a clean site.
4. **Geotechnical Concerns.** Again, there was mention of prior projects in which the City encountered unanticipated geotechnical issues related to subsurface rock formations and unsuitable soils. As part of any future site selection process, it is recommended that the City invest the appropriate resources into having a very clear understanding of the subsurface issues before making definitive decisions on selecting a site. This will be very important since one of the programming elements that is high on everyone’s list is an indoor aquatic component. Exercising the appropriate amount of due diligence on the front end of the project will avoid additional costs as the design and construction unfolds.
5. **Land costs.** Determining an accurate land cost for securing a parcel suitable to develop a facility with the components mentioned is extremely difficult because of the explosive growth going on in the Wentzville area. As has been mentioned issues of zoning, utilities, site accessibility, geotechnical, etc., create real uncertainty in estimating a cost to be associated with this specific project. For the purpose of this feasibility study, there is an assumption that an appropriately sized parcel of land for a project of this nature would be nine to 15 acres in size. After visiting with some architectural and engineering firms familiar with the Wentzville area we are able to say that, for parcels of land in this range, developers are experiencing purchase prices in the range of \$48,000 to \$55,000 per acre for land in residential areas and in the range of \$5.00 to \$12.00 per square foot for commercial zones. There is a much broader range of values for commercially zoned land which is directly associated with location. Obviously, land with frontage on one of the major thoroughfares like Wentzville Parkway is valued differently than parcels that are located much more remotely.



6. **Construction Costs.** Again, the scope of this project was not to include an architectural design since selecting a site is still a step that needs to be completed. Without having that information, it is difficult to give any definitive advice as to what the construction costs may be because of the number of variables that are associated with any given parcel of land. Additionally, there has not been a programming plan that has been agreed to which also adds uncertainty to estimating a construction cost. A programming plan determines the building components the community would want to include as part of the project. This is important in determining the construction cost because building components such as ice arenas and natatoriums cost more than do gymnasiums or multipurpose rooms. That being said, it is possible to make some very broad generalizations based on regional and national trends in other communities with similar needs as to what Wentzville is facing. According to our analysis of similar projects in the region that have been inflated to 2018 costs and indexed to the City of Wentzville, it could be anticipated that a project of this nature could have construction costs in the range of \$300 to \$325 per square foot.

Site Selection Process

To select a Preferred Site, Hastings+Chivetta would suggest utilizing a Site Selection Matrix that is based on multiple site characteristics to be identified during site analysis and one that incorporates factors that were identified during dialogue with community stakeholders. The selection of the Preferred Site is a five-step process as follows:

STEP 1 Identify all potential sites to be considered for the location of the new community center.

STEP 2 Develop a list of critical factors that influence the site selection such as:

- Site Availability
- Site Capacity
- Available Infrastructure
- Proximity to Users
- Cost of Acquisition
- Site Development Cost
- Proximity to other Amenities
- Accessibility
- Centrally Located
- Community Image/Visibility
- Proximity to other Service Providers

STEP 3 Develop a matrix that includes those critical factors identified by stakeholders. (See below)

STEP 4 Assign a weighting to each factor for its importance in the overall site selection; the sum of all weighted factors should not exceed 100 percent.

STEP 5 Based on stakeholder input, rank each site for its ability to meet the criteria of the critical factors. The Preferred Site will score the highest.

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Section VIII - Operation Analysis

Operations

The operations analysis represents a conservative approach to estimating expenses and revenues and was completed based on the best information available and a basic understanding of the project. Fees and charges utilized for this study reflect a philosophy designed to meet a reasonable cost recovery rate and future operations cost and are subject to review, change and approval by the project committee. There is no guarantee that the expense and revenue projections outlined in the operations analysis will be met as there are many variables that affect such estimates that either cannot be accurately measured or are subject to change during the actual budgetary process.

Expenditures

Expenditures have been formulated on the costs that were designated by Ballard*King and Associates to be included in the operating budget for the facility. The figures are based on the size of the center, the specific components of the facility and the hours of operation. All expenses were calculated to the high side and the actual cost may be less based on the final design, operational philosophy and programming considerations adopted by the City.

City of Wentzville Recreation Center – A community center with a gymnasium, multipurpose activity court auxiliary gym, leisure pool, competitive eight-lane, 25-yard pool, birthday party rooms, walking/jogging track, senior space, fitness center with cardiovascular and weight lifting area, group exercise rooms, spinning room, child watch area, multipurpose room, support offices, administration area and lobby. Approximately 80,000 square feet.

Category	Stand Alone	Shared
Personnel		
Full-time ⁸	\$ 604,500	\$ 326,314
Part-time ⁹	\$ 851,644	\$ 851,644
Total	\$ 1,456,144	\$ 1,177,958

⁸ Line item detail and listing of full-time positions can be found on page 58.

⁹ Line item detail and listing of part-time positions can be found on page 59.

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Operation Cost Model - Continued

Category	Stand Alone	Shared
Utilities ¹⁰ (Gas and Electric)	\$ 213,200	\$ 213,200
Water/Sewer	\$ 18,500	\$ 18,500
Employee Services ¹¹	\$ 3,250	\$ 3,250
Communications	\$ 6,000	\$ 6,000
Contract Services ¹²	\$ 33,500	\$ 33,500
Training/Conference	\$ 7,500	\$ 7,500
Rental Equipment	\$ 2,000	\$ 2,000
Advertising/Promotions	\$ 25,000	\$ 25,000
Bank Charges ¹³	\$ 30,000	\$ 30,000
Trash	\$ 0	\$ 0
Insurance ¹⁴	\$ 30,000	\$ 30,000
Others	\$ 2,500	\$ 2,500
Total	\$ 371,450	\$ 371,450
Office Supplies	\$ 18,500	\$ 18,500
Food Supplies	\$ 7,500	\$ 7,500
Pro Shop	\$ 3,000	\$ 3,000
Janitorial Supplies	\$ 15,000	\$ 15,000
Rec. Program Supplies ¹⁵	\$ 45,000	\$ 45,000
Uniforms	\$ 5,000	\$ 5,000
Printing	\$ 3,500	\$ 3,500
Maintenance/Repair Materials	\$ 25,000	\$ 25,000
Pool Chemicals	\$ 18,500	\$ 18,500
Dues/Licenses/Subscriptions	\$ 2,500	\$ 2,500
Misc.	\$ 1,500	\$ 1,500
Total	\$ 145,000	\$ 145,000
Capital Replacement Reserve ¹⁶	\$ 50,000	\$ 50,000
Grand Total	\$ 2,022,594	\$ 1,744,408

¹⁰ Rate factored at \$3.25 per square foot, less circulation space (18%) for balance of the building but is largely dependent upon final design, equipment and demand factors.

¹¹ Includes employee back ground checks, immunizations and other on-boarding costs.

¹² Contract services includes HVAC/Controls (\$12,000), Pool System (\$12,000), Elevator Inspections (\$500), Fire Alarm System (\$500), Office equipment/copy machine services (\$8,500), misc.

¹³ Includes new bank fees for processing credit card and electronic fund transfers (EFT) associated with increased programming and payments for memberships.

¹⁴ City of Wentzville is self-insured – line item total pending City estimate.

¹⁵ Includes program supplies such as camp supplies, kick boards, pull buoys, fitness bands, sport balls, yoga mats, birthday party supplies, awards, T-shirts and sanitary wipes.

¹⁶ It is strongly recommended that a sinking fund be established with a goal to build adequate reserves that meet future capital needs. This pro forma proposes a portion of the membership and daily fees get directed to the capital replacement fund to supplement the budgeted amount of \$25,000. A target for building the sinking fund to a level of \$250,000 is desirable.

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Note: Pay rates were determined based on the market conditions in Wentzville and budgeted at the mid-range level. The positions listed are necessary to ensure adequate staffing and provide for a full-time staff member presence during all open hours of the facility.

Staffing Levels

Positions	Stand Alone	Shared
Full-Time - NEW		
Aquatic Coordinator	\$ 0	\$ 19,145
Recreation Services Specialist	\$ 35,000	\$ 33,916
Recreation Services Specialist - Tots/Parties	\$ 35,000	\$ 33,916
Preventative Maintenance Tech	\$ 42,200	\$ 21,059
Custodian III (2)	\$ 53,000	\$ 45,834
Subtotal Salaries - NEW	\$ 165,200	\$ 153,870
Full-Time - Split		
Community Center Manager (Recreation Support @ 33%)	\$ 85,000	\$ 21,793
Recreation Supervisor - Aquatics (33%)	\$ 55,000	\$ 17,087
Recreation Coordinator - Fitness (33%)	\$ 45,000	\$ 12,635
Recreation Supervisor - Sports (30%)	\$ 0	\$ 15,533
Recreation Coordinator - Youth Enrichment/Camps	\$ 45,000	\$ 19,490
Recreation Coordinator - Youth Sports/Concessions	\$ 0	\$ 10,603
Subtotal Salaries - Split Existing	\$ 230,000	\$ 97,141
Full-Time - Future Revenue Growth Dependent		
Maintenance Worker II	\$ 35,000	\$ 0
Recreation Coordinator - Adult Enrichment/Senior	\$ 0	\$ 0
Recreation Coordinator - General	\$ 0	\$ 0
Building Coordinator (MOD)	\$ 35,000	\$ 0
Subtotal Salaries - Future	\$ 70,000	\$ 0
Subtotal All New/Current/Future Salaries	\$ 465,200	\$ 251,011
Benefits (30% of salaries)	\$ 139,500	\$ 75,303
Total Full-Time Personnel	\$ 604,760	\$ 326,314

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Part-Time Positions¹⁷	Rate	Hours/Week	Stand Alone	Shared
Front Desk	\$9.50/hour	209 hours/week	\$ 101,260	\$ 101,260
Front Desk Lead	10.50/hour	43 hours/week	\$ 23,026	\$ 23,026
Gym Attendant (37 weeks)	\$8.50/hour	41 hours/week	\$ 12,895	\$ 12,895
Gym Attendant (15 weeks)	\$8.50/hour	76.5 hours/week	\$ 9,754	\$ 9,754
Kids Zone	\$8.50/hour	150 hours/week	\$ 65,025	\$ 65,025
Birthday Party Host	\$8.50/hour	38 hours/week	\$ 16,473	\$ 16,473
Fitness Attendant	\$8.50/hour	63 hours/week	\$ 27,310	\$ 27,310
Custodian	\$10.50/hour	78 hours/week	\$ 41,769	\$ 41,769
Lifeguards (37 weeks)	\$9.00/hour	474 hours/week	\$ 157,842	\$ 157,842
Lifeguards (15 weeks)	\$9.00/hour	570 hours/week	\$ 76,970	\$ 76,970
Pool Manager	\$11.00/hour	68 hours/week	\$ 38,148	\$ 38,148
Subtotal Wages - Part-Time			\$ 570,472	\$ 570,472
Program Instructors - Staff or Independent Contractors				
Fitness			\$ 131,040	\$ 131,040
General			\$ 64,896	\$ 64,896
Aquatics			\$ 22,670	\$ 22,670
Subtotal Wages - Staff or Independent Contractors			\$ 218,606	\$ 218,606
Subtotal Part-Time Wages			\$ 789,078	\$ 789,078
Benefits (16.25%)			\$ 128,225	\$ 128,225
Total Part-Time Salaries			\$ 917,303	\$ 917,303

¹⁷ Detail schedule for part-time staff can be found on page 64.

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Revenues

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

Revenue Projection Model

<u>Category</u>	<u>Facility Budget</u>
-----------------	------------------------

Fees¹⁸

Daily Admissions	\$ 144,000
Annual Passes	\$ 671,225
Monthly Passes	\$ 184,850
Rentals	\$ 2,000
Total - Fees and Admission Revenues	\$ 1,002,075

Programs

General	\$ 117,960
Fitness	\$ 101,904
Sports	\$ 17,280
Aquatics	\$ 102,666
Total - Program Revenue	\$ 339,810

Other

Pro Shop	\$ 7,500
Special Events	\$ 5,000
Café /Vending	\$ 12,500
Kids Zone	\$ 58,500
Birthday Parties	\$ 110,000
Total - Other Revenue	\$ 193,500

Grand Total	\$ 1,535,385
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¹⁸ Detailed breakdown on revenue can be found on page 67.

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Expenditure - Revenue Comparison

Category	Stand Alone	Shared
Expenditures	\$2,022,594	\$1,744,408
Revenue	\$1,535,385	\$1,535,385
Difference	(\$487,209)	(\$209,023)
Recovery Percentage	76%	88%

This operational pro forma was completed based on the best information available and a basic understanding of the project. However, there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.

Future Expenditures - Revenue Comparison. Operation expenditures are expected to increase by approximately 3 percent a year through the first three to five years of operation. Revenue growth is expected to increase by 4 to 8 percent a year through the first three years and then level off with only a slight growth (3 percent or less) the next two years. Expenses for the first year of operation should be slightly lower than projected with the facility being under warranty and new. Revenue growth in the first three years is attributed to increased market penetration and in the remaining years to continued population growth. In most recreation facilities the first three years show tremendous growth from increasing the market share of patrons who use such facilities, but at the end of this time period revenue growth begins to flatten out. It is not uncommon to see the amount of tax support to balance the community center budget increase as the facility ages.

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Five-Year Revenue-Expense Comparison - Stand Alone

Years	Expense	Revenue	Difference	Recovery Percent
Base	\$2,022,594	\$1,535,385	(\$487,209)	76%
Year 2	\$2,083,271	\$1,612,154	(\$471,117)	77%
Year 3	\$2,145,769	\$1,684,701	(\$461,068)	78%
Year 4	\$2,210,142	\$1,752,089	(\$458,053)	79%
Year 5	\$2,276,447	\$1,813,412	(\$463,035)	80%

Five-Year Revenue-Expense Comparison - Shared

Years	Expense	Revenue	Difference	Recovery Percent
Base	\$1,744,408	\$1,535,385	(\$209,023)	88%
Year 2	\$1,796,740	\$1,612,154	(\$184,586)	89%
Year 3	\$1,850,642	\$1,684,701	(\$165,941)	91%
Year 4	\$1,906,161	\$1,752,089	(\$154,072)	92%
Year 5	\$1,963,346	\$1,813,412	(\$149,934)	92%

Hours of Operation: The projected hours of operation of the community center are as follows:

Peak Season (Fall/Winter/Spring)

Monday-Thursday	5:30 a.m.-9:30 p.m.
Friday	5:30 a.m.-8:30 p.m.
Saturday	7 a.m.-7 p.m.
Sunday	10 a.m.-5 p.m.

Non-Peak Season (Summer)

Monday-Thursday	5:30 a.m.-9:30 p.m.
Friday	5:30 a.m.-7:30 p.m.
Saturday	7 a.m.-6 p.m.
Sunday	10 a.m.-4:30 p.m.

Hours usually vary some with the season (longer hours in the winter, shorter during the summer), by programming needs, use patterns, special events and decisions to shorten the operating hours, close the pool in the early afternoons (Monday-Friday), or extending the operating hours.

Note: Community Centers are traditionally the busiest from October to April and summer usage typically is strongest from mid-June to mid-August. Likewise, these facilities are slow from May to early June and again from mid-August to the end of September which corresponds with nice weather for outdoor activities and school startup/wrap-up. Weekdays between the hours of 4 p.m. and 8 p.m. are the busiest times of the week and weekends are also very busy during the winter months. In contrast, mid-morning and early afternoons on weekdays are usually slow as well as weekends during the summer months (especially Sundays).

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Fees and Attendance

Projected Fee Schedule. The fee schedule below was developed as the criteria for estimating revenues. Actual fees are subject to review and approval by the City of Wentzville. The monthly rate listed is the cost of an annual pass broken down into twelve equal payments and does not include any handling fees. It should be noted that monthly bank-draft convenience for customers would encourage more annual pass sales. However, there are bank fees and a substantial amount of staff time spent managing the bank draft membership base and consideration should be given to pass on some form of a handling fee for bank draft customers. A portion of the fees listed below will be directed to a capital reserve account for future capital equipment replacement needs.

Fee Schedule

Category	Daily	Annual	Monthly
Adult	\$ 8	\$380	\$40
Adult Plus	\$ 8	\$585	\$60
Youth	\$ 6	\$325	\$35
Senior	\$ 8	\$325	\$35
Senior Plus	\$ 8	\$485	\$50
Senior Couple	\$ 8	\$480	\$50
Senior Couple Plus	\$ 8	\$695	\$70
Family	NA	\$545	\$55
Family Plus	NA	\$915	\$90

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

Annual Attendance	Average	Attendance
Daily	58 daily admission	20,880
Annual Passes	1,250 sold annually	130,000
Monthly Passes	3,780 sold annually	30,240

Total Yearly Visits 181,120

Total Daily Visits 503

Admission for pass holders were figured based on 104 visits per year for the Community Center. Family admissions were counted as only one admission. Multiple admissions represent twenty admissions per unit sold.

Note: Attendance for other events, programs and spectator functions is difficult to predict but a best guess estimate is approximately 2.5 times the number of paid admissions. Again, Community Centers are traditionally the busiest from October to April and summer usage typically is strongest from mid-June to mid-August. Likewise, these facilities are slow from May to early June and again from mid-August to the end of September which corresponds with nice weather for outdoor activities and school startup/wrap-up.

MARKET ASSESSMENT

Wentzville

Community Center Feasibility



Part-Time Worksheets

Days	Shift	Hours/Day	Staff	Days/Week	Total Hours/Week
Front Desk Attendant					
Monday-Thursday	5:30 a.m.-9:30 p.m.	16	1	4	64
	9 a.m.-3 p.m.	6	1	4	24
	3 p.m.-9 p.m.	6	2	4	48
Friday	5:30 a.m.-8:30 p.m.	15	1	1	15
	9 a.m.-3 p.m.	6	1	1	6
	3 p.m.-8 p.m.	5	2	1	10
Saturday	7 a.m.-7 p.m.	12	2	1	24
	noon-4 p.m.	4	1	1	4
Sunday	noon-5 p.m.	5	2	1	10
	noon-4 p.m.	4	1	1	4
Total					209 hours
Lead Front Desk					
Monday-Thursday	3:30 p.m.-9:30 p.m.	6	1	4	24
Saturday	7 a.m.-7 p.m.	12	1	1	12
Sunday	10 a.m.-5 p.m.	7	1	1	7
Total					43 hours
Gym Attendant (37 weeks)					
Monday-Thursday	4:30 p.m.-9:30 p.m.	5	1	4	20
Friday	4:30 p.m.-8:30 p.m.	4	1	4	4
Saturday	9 a.m.-7 p.m.	10	1	1	10
Sunday	10 a.m.-5 p.m.	7	1	1	7
Total					41 hours
Gym Attendant (15 weeks)					
Monday-Thursday	9 a.m.-9:30 p.m.	12.5	1	4	50
Friday	9 a.m.-8 p.m.	11	1	1	11
Saturday	9 a.m.-6 p.m.	9	1	1	9
Sunday	10 a.m.-4:30 p.m.	6.5	1	1	6.5
Total					76.5 hours
Fitness Attendant					
Monday-Friday	8 a.m.-noon	4	1	5	20
	4 p.m.-9 p.m.	5	1	5	25
Saturday	9 a.m.-7 p.m.	11	1	1	11
Sunday	10 a.m.-5 p.m.	7	1	1	7
Total					63 hours

MARKET ASSESSMENT

Wentzville Community Center Feasibility



Days	Shift	Hours/Day	Staff	Days/Week	Total Hours/Week
Kid Zone					
Monday-Friday	8 a.m.-1 p.m.	5	3	5	75
	4 p.m.-8 p.m.	4	3	5	60
Saturday	9 a.m.-2 p.m.	5	3	1	15
Total					150 hours
Birthday Party Host					
Friday	6 p.m.-8 p.m.	2	2	1	4
Saturday	10 a.m.-4 p.m.	6	2	2	24
Sunday	noon-5 p.m.	5	2	1	10
Total					34 hours
Lifeguards (37 weeks)					
Monday-Thursday	5:30 a.m.-9:30 p.m.	16	2	4	128
	3:30 p.m.-9:30 p.m.	6	4	4	96
	4 p.m.-8 p.m.	4	2	4	32
Friday	5:30 a.m.-8:30 p.m.	15	2	1	30
	3:30 p.m.-8:30 p.m.	5	4	1	20
	4 p.m.-7 p.m.	3	2	1	6
Saturday	7 a.m.-7 p.m.	12.5	4	1	50
	noon-7 p.m.	7	6	1	42
Sunday	10 a.m.-5 p.m.	7	10	1	70
Total					474 hours
Lifeguards (15 weeks)					
Monday-Thursday	5:30 a.m.-8:30 p.m.	15	4	4	240
	1 p.m.-8 p.m.	7	6	4	168
Saturday	7 a.m.-6 p.m.	11	4	1	44
	10 a.m.-6 p.m.	8	6	1	48
Sunday	10 a.m.-5 p.m.	7	10	1	70
Total					570 hours
Pool Manager					
Monday-Friday	5:30 a.m.-10:30 a.m.	5	1	5	25
	4:30 p.m.-9:30 p.m.	5	1	5	25
Saturday	7 a.m.-8 p.m.	13	1	1	13
Sunday	10 a.m.-5 p.m.	5	1	1	5
Total					68 hours
Custodian					
Monday-Friday	2 p.m.-7 p.m.	5	2	5	50
Saturday	10 a.m.-7 p.m.	9	2	1	18
Sunday	noon-5 p.m.	5	2	1	10
Total					78 hours

MARKET ASSESSMENT

Wentzville Community Center Feasibility



Program Staff Cost

Fitness Program Staffing

Type	Games/Hours	Weeks	Rate	Cost
Aerobics	18	48	\$26 /hour	\$22,464
Weight Training	14	48	\$26 /hour	\$17,472
Pilates	12	48	\$26 /hour	\$14,976
Yoga	8	48	\$26 /hour	\$9,984
Spin	18	48	\$26 /hour	\$22,464
Tai Chi	3	48	\$26 /hour	\$3,744
TRX	4	48	\$26 /hour	\$4,992
Personal Training	28	48	\$26 /hour	\$34,944
Total				\$131,040

General Program Staffing

Type	Hours/Week	Weeks	Rate	Cost
Youth	4	40	\$12 /hour	\$1,920
Dance	6	32	\$28 /hour	\$5,376
Arts/Crafts	2	40	\$12 /hour	\$960
Camps	560	10	\$9 /hour	\$50,400
Program Prep	10	52	\$12 /hour	\$6,240
Total				\$64,896

Aquatic Program Staffing

Type	Hours/Week	Weeks	Rate	Cost
Swim Instructors (37 weeks)	216	4	\$11 /hour	\$9,504
Swim Instructors (15 weeks)	28	4	\$11 /hour	\$1,232
Private Lessons	150	Annual	\$13 /lesson	\$1,950
Water Fitness	32	12	\$26 /hour	\$9,984
Total				\$22,670

MARKET ASSESSMENT

Wentzville Community Center Feasibility



Revenue Worksheet

Daily Admissions

Category	Number	Fee	Daily Revenue
Adult	18	\$8	\$144
Youth	32	\$6	\$192
Senior	8	\$8	\$64
Total Daily (per day average)	58		\$400 x 360 days = \$144,000

Annual Passes

Category	Number	Fee	Daily Revenue
Adult	245	\$380	\$93,100
Adult Plus	100	\$585	\$58,500
Youth	35	\$325	\$11,375
Senior	50	\$325	\$16,250
Senior Plus	35	\$485	\$16,975
Senior Couple	20	\$480	\$9,600
Senior Couple Plus	15	\$695	\$10,425
Family	625	\$545	\$340,625
Family Plus	125	\$915	\$114,375
Total Annuals	1,250		\$671,225

Monthly Passes

Category	Number	Fee	Daily Revenue
Adult	1,470	\$40	\$58,800
Adult	630	\$60	\$37,800
Youth	330	\$35	\$11,550
Senior	255	\$35	\$8,925
Senior Plus	165	\$50	\$8,250
Senior Couple	110	\$50	\$5,500
Senior Couple Plus	70	\$70	\$4,900
Family	525	\$55	\$28,875
Family Plus	225	\$90	\$20,250
Total Annuals	3,780		\$184,850

Rentals

Category	Number	Fee	Daily Revenue
Meeting Room	50	\$80	\$4,000

MARKET ASSESSMENT

Wentzville Community Center Feasibility



Fitness Programs

Type	Numbers	Fees	Sessions	Weeks	Revenue
Aerobics - Drop-in	3	\$6	18	48	\$15,552
Weight Train - Drop-in	4	\$6	14	48	\$16,128
Pilates - Drop-in	5	\$8	12	48	\$23,040
Yoga - Drop-in	5	\$8	8	48	\$15,360
Spin - Drop-in	5	\$6	8	48	\$11,520
TRX - Drop-in	3	\$6	3	48	\$2,592
Tai Chi	3	\$4	2	48	\$1,152
Tai-Chi - Drop-in	5	\$6	1	48	\$1,440
Personal Training		\$45	7	48	\$ 15,120
Total					\$101,904

General Recreation Programs

Type	Numbers	Fees	Sessions	Revenue
Dance/Tumbling	50	\$40	6	\$12,000
Arts/Crafts	10	\$15	12	\$1,800
Camps	100	\$100	10	\$100,000
Gym for Me	40	\$2	52	\$4,160
Total				\$117,960

Sport Related Programs

Type	Numbers	Fees	Sessions	Revenue
Pickleball	15	\$2	96	\$2,880
Tot Sports	10	\$30	24	\$7,200
Karate	10	\$20	12	\$2,400
Learn to Clinics	20	\$18	4	\$4,800
Total				\$17,280

Aquatic Programs

Type	Numbers	Fees	Sessions	Revenue
Swim Lessons (37 weeks)	270	\$48	4	\$51,840
Swim Lessons (15 weeks)	42	\$48	4	\$8,064
Private Lessons	150	\$15	Annual	\$2,250
Water Fitness	70	\$48	12	\$40,320
Drop-in/Masters Swim	2	\$8	12	\$192
Total				\$102,666

MARKET ASSESSMENT

Wentzville Community Center Feasibility



Babysitting

Type	Numbers	Fees	Sessions	Revenue
Members	45	\$3	300	\$40,500
Non-Members	15	\$4	300	\$18,000
Total				\$58,500

Birthday Parties

Type	Numbers	Fees	Revenue
Pool	260	\$275	\$71,500
Gym	220	\$175	\$38,500
Total			\$110,000

Other Revenue

Type	Numbers	Fees	Revenue
Pro Shop			\$7,500
Special Events			\$5,000
Café /Vending - Beverages			\$8,700
Café /Vending - Food			\$3,800
Kids Zone	19,500	\$3	\$58,500
Birthday Parties	880	\$125	\$110,000
Total			\$193,500



Appendix A - Public Comments on Draft Plan

The City placed a draft copy of the Final Draft of the 2018 Multigenerational Center Feasibility Study on the Parks and Recreation page of the City's website for public review/comment. The City publicized the public comment period with a series of "teasers" using both print media and social media platforms beginning the first part of June 2018. The Final Draft was placed on the City's website on June 22, 2018, and the City used a variety of electronic platforms (City and P and R websites, Facebook, Twitter and Instagram) to inform the public that the public comment period was open. The public comment period was scheduled to close with the public meeting on July 18, 2018, but the online comment page was not taken down until July 20, 2018.

During the public comment period the City used various social media platforms to remind residents that their input was still being sought in this process. In the interest of transparency, it should be noted that there was a brief period of time in the middle of the public comment period where the reCAPTCHA interface stopped working. This is the free security service that protects your website from spam, malware and other malicious software. The issue was resolved as soon as it was brought to staffs' attention.

Again, the social media platforms that were utilized for disseminating information were: Facebook, Facebook Event, Twitter and Instagram, as well as being highlighted on both the City's home page of the website and the Parks and Recreation's front page. The City also utilized print media in this process. Information was included in the July/August issue of The Vision and on the July Noteworthy Meeting Dates Calendar.

The result of all of this was a total of 74 online responses with 57 of those leaving comments. There were also 105 individuals who attended the public input meeting held on July 18, 2018. The comments submitted through the web form are provided after the social media timeline.

The following information provides the timeline of social media posts, with a few caption and graphic examples. Also included are a few screenshots to reflect the reach and engagement on some posts. On dates posted for the City of Wentzville's social media, captions and graphics are the same for Facebook, Twitter and Instagram. Wentzville Parks and Recreation's social media shared the same graphics and captions between Facebook and Twitter on the same dates.

June 19 - City of Wentzville Facebook page:

"The City of Wentzville recently completed a feasibility study to assess the need for a multigenerational facility here in Wentzville. The Wentzville Parks and Recreation Department will host a Multigenerational Facility Informational Session to share results and seek public input. The meeting will be held on Wednesday, July 18 from 5-8 p.m. at Wentzville City Hall (1001 Schroeder Creek Blvd.). A presentation will be shared during this meeting, however, residents may drop by at any time between 5 and 8 p.m. to speak with staff, ask questions and provide feedback."

MARKET ASSESSMENT

Wentzville

Community Center Feasibility



An event page was created for the meeting, (see following graphic) and shared on this date.

The screenshot shows a Facebook event page for the 'JULY 18 Multigenerational Facility Informational Meeting and Open House'. The event is public and hosted by the City of Wentzville MO – Government. It is scheduled for Wednesday, July 18 at 5 PM - 8 PM at 1001 Schroeder Creek Boulevard, Wentzville, Missouri 63385. The page features a large banner with a green circular logo containing a stylized 'W' and the event title. Below the banner, there are buttons for 'Interested' and 'Going'. The event details section shows the date, time, and location. The 'About' tab is selected, showing a 'Write Post' section with a 'Write something...' prompt. The right sidebar contains 'INSIGHTS' showing 8.3K people reached and 129 responses, and 'EVENT TIPS' suggesting to reorder tabs. The bottom of the page shows 21 went and 108 interested.

June 26 – City of Wentzville Facebook and Twitter example

Facebook: “Since 2000, the City of Wentzville has been on a mission to provide a family-oriented community gathering space in a fun, innovative environment that promotes lifelong health and increased quality of life.

Over the past year, the City has worked with Ballard*King & Associates to collect information about the activity spaces or programming, which users consider important when planning a new multigenerational facility. All of that information has been compiled by the consultant in a draft report. You are invited to review the report and provide feedback here: <http://bit.ly/feasibilitystudyfeedback>.”

Twitter: (Screenshot and post engagement on next page)

MARKET ASSESSMENT

Wentzville Community Center Feasibility



City of Wentzville @WentzvilleMo · Jun 26

Since 2000, the City of Wentzville has been on a mission to provide a family-oriented community gathering space in a fun, innovative environment that promotes lifelong health and increased quality of life. Over the past year, the City has worked with Ba... ift.tt/2txwBmi



1 retweet 3 likes

Tweet Activity



City of Wentzville @WentzvilleMo

Since 2000, the City of Wentzville has been on a mission to provide a family-oriented community gathering space in a fun, innovative environment that promotes lifelong health and increased quality of life. Over the past year, the City has worked with Ba... <https://ift.tt/2txwBmi> pic.twitter.com/UilgIRuO5A

Impressions 874

Total engagements 29

Link clicks 11

Media engagements 9

Detail expands 5

Likes 3

Retweets 1



Reach a bigger audience

Get more engagements by promoting this Tweet!

[Get started](#)



BALLARD KING
& ASSOCIATES LTD

MARKET ASSESSMENT

Wentzville Community Center Feasibility



July 2 - City of Wentzville Facebook page (post screenshot example)



July 3 - Parks and Recreation Facebook & Twitter caption and graphic

“Please share your feedback regarding a new multigenerational facility in Wentzville. Provide comments at bit.ly/feasibilitystudyfeedback.”



MARKET ASSESSMENT

Wentzville

Community Center Feasibility



July 6 - City of Wentzville Facebook page (post screenshot)
(Shared the event page for this post)



July 11 - Parks and Recreation Facebook and Twitter caption and graphic

“Please share your feedback regarding a new multigenerational facility in Wentzville. Provide comments at <http://bit.ly/feasibilitystudyfeedback>. The informational meeting and open house for this multigenerational facility is on Wednesday, July 18 at 5 p.m.”



MARKET ASSESSMENT

Wentzville Community Center Feasibility



July 13 - City of Wentzville Facebook Page ***Parks and Recreation also shared this event post on this date***

"The City is seeking YOUR INPUT on its feasibility study for a new multigenerational facility here in Wentzville. Please review the draft report and provide your feedback here: bit.ly/feasibilitystudyfeedback.

An informational meeting will be held on Wednesday, July 18 from 5-8 p.m. at City Hall, please click on the link below for more details.

Please note: For a few days, the feedback form was not working correctly. If you previously tried to provide feedback and were unable to do so, please try again. We apologize for any inconvenience and appreciate you sharing your comments with us."

(Shared the event page for this post)

July 17 - Parks and Recreation Facebook and Twitter caption and graphic

"Please share your feedback regarding a new multigenerational facility in Wentzville. Provide comments at bit.ly/feasibilitystudyfeedback. The meeting for this multigenerational facility is tomorrow at 5 p.m."



MARKET ASSESSMENT

Wentzville

Community Center Feasibility



July 17 - City of Wentzville Facebook page (post screenshot)

 **City of Wentzville MO – Government** shared an event. ***
Published by Mo Wentzville [?] · July 17 at 9:13 PM · 🌐

The City of Wentzville recently completed a feasibility study to assess the need for a multigenerational facility here in Wentzville.

The Wentzville Parks & Recreation Department will host a Multigenerational Facility Informational Session to share results and seek public input. The meeting will be held on Wednesday, July 18 from 5-8 p.m. at Wentzville City Hall (1001 Schroeder Creek Blvd.). A presentation will be shared during this meeting, however, residents may drop by at any time between 5 and 8 p.m. to speak with staff, ask questions and provide feedback.



WED, JUL 18
Multigenerational Facility Informational Meeting & Open House ★ Interested

 Shared to Stone Ridge Canyon Subdivision

 **1,061 people** reached Boost Unavailable

 Laurie Alsop Guffey, Steve Mueller and 4 others 1 Comment

 Like  Comment 

MARKET ASSESSMENT

Wentzville


Community Center Feasibility



July 18 - The City of Wentzville Twitter (post screenshot and engagement)



Tweet Activity




City of Wentzville @WentzvilleMo

The City recently completed a feasibility study to assess the need for a multigenerational facility here in Wentzville. Today, July 18, from 5-8 p.m., an open house will be held at City Hall (1001 Schroeder Creek Blvd.). to share results and seek public input.

pic.twitter.com/V63x5BLAzf

Impressions	1,250
Total engagements	9
Media engagements	3
Detail expands	2
Profile clicks	2
Retweets	1
Likes	1



Reach a bigger audience

Get more engagements by promoting this Tweet!

[Get started](#)

MARKET ASSESSMENT

Wentzville

Community Center Feasibility



Online Comments

1. **Bear Creek Comments:** I was wondering if you are still seeking input from Wentzville citizens for what the new Rec Center will contain. I suggest that this new building have at least one racquet ball court. There isn't a court in all of St Charles County that I am aware of. I have played racquet ball most of my adult life and would really like to have access to a court. I am sure that if this is included in the new Rec Center it would be constantly occupied. Obviously more than one court would be an asset that the city would see utilization of at a near constant rate. I moved here from California about four years ago and played this game on almost a daily basis. I became acquainted with racquet ball while in the military. But since moving here I have not been able to and would very much like to be able to continue this activity.
2. **Busse Ct Comments:** I am in favor of a community center if it will provide a pool big enough for the Wentzville school district swim team to practice. The Y in O'Fallon is just too small. I expect to see membership costs in line with the Y or the Paul Renauld center in O'Fallon. Have we compared what the YMCA proposes with our plan? The Y planned to build out here before the economy tanked in 2008. How will this impact the Green Lantern? I would hope the facility to be centrally located.
3. **Polar Drive Comments:** I would consider an indoor pool that opens to an outdoor pool, similar to what we had in Bellefontaine. Revenue could be generated year round with both swimming and aquatic classes as well as rainy days.
4. **Whisper Creek Dr Comments:** I would like more for teenage group-skating, zipline, racket ball courts, I would like to see more classes offer-wreath making, bow making, painting, drawing, check out founders art in St Charles. Bringing people together.
5. **Glennoll Dr Comments:** Would be very nice but that much money could be better used on other things. Like improvements in poorer areas of town such as sidewalks, add things to the existing small parks in those areas, finish bikepaths, add a town shuttle bus, community art projects, drug treatment center, so many smaller things that will help Wentzville. Thank you.
6. **Kathleen Dr Comments:** Better details are needed!
7. **Third Street Comments:** Just as the new City Hall should have remained in the Downtown, this facility should be located in the Downtown. There are available properties including the existing Public Works property.
8. **Brookfield Court Comments:** We need a skating rink and bowling alley !!
9. **Peine Forest Dr Comments:** Work with getting the Y to open a facility. We already have trouble staffing the facilities we have, and while Wentzville does need a new rec facility/indoor pool, facilities are often money-losers.
10. **Wilmer Valley Drive Comments:** We definitely need a pool (indoor) in Wentzville
11. **Wilmer Ridge Drive Comments:** Consider adding "natural" parks on both sides of I70 with trees, prairie and bike/footpaths similar to the nearby County parks like Town Park, Indian Camp Creek, Quail and Broemmelsieck. Thanks.
12. **Bear Creek Bluff Court Comments:** Well prepared and very detailed study. The facility is definitely needed and will be very popular and supported by a majority of the residents of our city! Excited to see the process move forward!
13. **Whisper Creek Drive Comments:** We would be thrilled to see a facility like this come to Wentzville, especially if it contains a competitive pool. We'd happily purchase a membership and furthermore.

MARKET ASSESSMENT

Wentzville

Community Center Feasibility



14. **Patricia Ann Drive Comments:** sidewalks and trails connecting throughout the city of wentzville and into foristell would be greatly appreciated. specifically off n. pointe prairie road connecting to wabash elementary.
15. **Ashford Oaks Drive Comments:** Based on the current elected officials stance on allowing those outside of Wentzville to rent our facilities and tie them up not allowing taxpayers to have access, I will not support this.
16. **Spring Meadow Crossing Comments:** Senior exercise class. Art lessons.
17. **Highland Meadows Drive Comments:** This study seems to have covered most items. One note though: pickleball numbers have consistently been higher than the numbers stated in the study. With a better facility, these numbers will increase,
18. **Fairway Valley Drive Comments:** more outdoor basketball courts. We have so much park space but not many outdoor basketball courts. The rules of no goals at the curb doesn't allow everyone to have goal at their home. Thanks
19. **Dalton Court Comments:** Indoor pool, gym and track areas or multi-pupose areas that could alternate to serve gym and track areas. Possibly tennis and volleyball.
20. **Wrausmann Dr Comments:** Would love a nice work out center Indoor pool for kiddo swim lessons Sauna!
21. **Derek Drive Comments:** I have hoped for such a facility since moving here in 2011. Depending on where it is built, preferably south of 70, I look forward to using the facility.
22. **Matthews Dr Comments:** Our family would support a multifunctional indoor facility with access to indoor swimming like the Renaud center in OFallon
23. **Lindmark Dr Comments:** We would highly reccommend the implementation of a plan to build a rec center that would include facilities for competitive swimming and diving. It is needed for residents as well as the area schools
24. **Bridgeton Drive Comments:** As a certified personal trainer and owner of Fit4Mom Wentzville, I absolutely see the benefit and need for a facility as proposed. I have been a wentzville resident since 2001 and I believe it is time
25. **Bedford Pointe Drive Comments:** I am in favor of exploring this type of facility in Wentzville.
26. **Bethany Lane Comments:** We definitely need this community recreation center and it will get plenty of use! I want an indoor pool with six or more lap lanes. The Renaud Center has four and they're always crowded.
27. **Bedford Creek Lane Comments:** A complete waste of money. Like all of the new entertainment, I'm sure this will be stuck in the inner (high Crime) part of Wentzville where our kids can not get to the facilities safely.
28. **Bedford Creek Lane Comments:** Don't use any tax money for this waste. Our taxes are too high already. Start making those who live near all the parks pay the taxes, not those who live several miles from the nearest park.
29. **Bedford Pointe Dr Comments:** The area high schools currently travel for swim practice to the Ofallon area. An indoor aquatic Center would benefit the HS and community. Water facilitates activity for all ages
30. **Ramblewood Way Comments:** A recreational family friendly activity influenced rec plex. Nature being involved would be nice. Walking and bike trails, swimming facility, basketball, ice skating, gym, fishing, playgrounds

MARKET ASSESSMENT

Wentzville

Community Center Feasibility



31. **Autumn Trace Pkwy Comments:** I would like to see a facility that has an indoor pool park, multiple rooms for meetings and get together's, and an ice rink. I believe these will provide more quality of live for the residents.
32. **Bedford Falls Dr Comments:** It would help to know where it would be located. With the city's growth, I am most concerned with keeping a good ratio of green spaces so that the community remains a desirable place to live.
33. **Dylan Drive Comments:** I like it! I do think the concession/vending area should be given high priority, ample space, & high quality/great variety of foods, especially with the swimming facilities proposed.
34. **Koala Drive Comments:** Yes, I love this. A place where people of all ages can come together. Meeting rooms, banquet space, play areas, perhaps a basketball/volleyball area as well as a place for the little ones.
35. **Grand Canyon Ct Comments:** Yes, Wentzville needs this! A lot of new familes live here and would use it!
36. **Pearce Comments:** New healthy eateries 6 north spot filled and Best buy filled empty places look bad. Clean up landscapes.
37. **Wilmer Meadow Dr Comments:** I think this is great for the city! I am hoping it actually comes to be. Would be a great place to take my kids.
38. **Mitulski Dr Comments:** I think Wentzville could definitely support a rec plex type facility. I know of many traveling to Ofallon and St Peters to use similar facilities. I definitely vote yes
39. **Huntsdale Comments:** Would love to have a full recreational center in Wentzville, including new fitness center, rooms for fitness classes, meeting/banquet rooms, activity classrooms, track, gym, and indoor swimming pool would be an added bonus. Outdoor pool, walking trails, variety of outdoor activities/classes. Discounts for residents and those that work in Wentzville as well. Community garden, I could go on. So many things to consider, but my entire family would love to see new and improved facilities.
40. **Patricia Ann Drive Comments:** love the overall idea! a space for young kids/tweens to move & play is perfect....basketball, volleyball, skate/bike course, batting cages, golf putting/chipping.
41. **Ball Street Comments:** I love the idea of a rec center. I have been to the St Peters recplex and have enjoyed many events and things there. I'm hoping Wentzville can have the same.
42. **Tucker Manor Ct Comments:** We would love a rev center!
43. **Forrester Drive Comments:** Would love something like this!!!
44. **Autumn Farms Ct Comments:** We can't have our taxes go up for this. We are already one of the highest taxed cities in MO
45. **Brookshire Creek Dr Comments:** Love the idea!
46. **Cimarron Woods Ct Comments:** I cannot support a recreation center that will cause taxes to increase in the city of Wentzville. The taxes are too high in Wentzville already. Let private money or membership pay for this, do not increase taxes to pay for this. Additionally there is no shortage of recreation in our city. Look at the Rec Plex in St. Peters, most St. Peter's residence do not use this facility now. It's a lot of money for very little ROI.
47. **Lehmuth Dr Comments:** Please have an indoor pool
48. **House Ln Comments:** No thank you.
49. **Cimarron Valley Trail Comments:** I fully support this proposal because Wentzville does not have a facility like this. A recreation facility would be a great benefit to the city and is much needed.

MARKET ASSESSMENT

Wentzville

Community Center Feasibility



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50. **Carlton Point Dr Comments:** This is needed in Wentzville. Must include inside pool. Hopefully in an easy to access location. Would like it sooner than later.
51. **Searle Ct Comments:** My taxes went up last year and pushed my house payment up nearly 100 bucks. If this development does not raise taxes I would be OK with it. But I can not afford to cover it personally.
52. **English Manor Drive Comments:** I am in favor of a new recreational center being built. This would be a great investment. As the fastest growing city in the state, Wentzville has an opportunity to attract even more people with the addition of a new rec center. With the Rec-Plex, St. Peters helped to solidify their marketability and increased its curb appeal. It's a way to stand out when potential tenants are looking for a place to move to.
53. **Whisper Creek Ct Comments:** Please provide the following information about the proposed facility for Wentzville as compared to communities in the region: Facility Size, Population of the community, Median Income, Average Daily Attendance, Cost Recovery Percentage, etc
54. **Forest way, Comments:** With the popularity and success of Splash Station and the growing population of Wentzville, an all season facility could generate and keep revenue within Wentzville rather than residents leaving for other communities with comparable facilities.
55. **Sonnet Circle Comments:** I think this sounds amazing! The Rec Plex in St. Peters is amazing and it would be great to have our own!
56. **Peine Forest Dr Comments:** I'm sorry I am so late to the process. While I applaud the addition of a recreation center in Wentzville, I have several concerns before plans are finalized. 1. This plan seems to stay in a very safe and (to me) boring box. How about a climbing wall? Auditorium for starting an intergenerational theater program? If a larger survey were done, many more creative ideas would appear. Asking stake holders what they need is not the same as finding out how interested they are in innovative ideas.
57. **Highland Estates Dr Comments:** I think this would be a great idea. A indoor running/walking track must be included. And new modern equipment must also be part of the package. The set up and lay out of the equipment must be professionally done. No more putting 10 lbs. of flour in a 5 lb. bag.