

Presentation in response to Town Council Member question of the revenue model for a potential aquatics and fitness center.

Council Work Sessions

January 21, 2025



Town of Vienna - Annex Long-Term Use Study

January 21, 2025

BALLARD*KING
R ASSOCIATES LTD.

Kimley»Horn

**KIMMEL
BOGRENTZ**
ARCHITECTURE

Ballard*King & Associates (B*K)

- Founded 1992
- Based in Denver, CO
- 80+ Years Operation
- Projects in all 50 States
- 1,200+ Projects
- 800 Project Feasibility Studies
- 85% Accuracy on Operational Planning



Feasibility Study Process

A community recreation center feasibility study is a tool to determine if a community should or should not move forward with a project.

Changes Between Feasibility & Construction:

- Facility Program
- Market / Providers
- Operational Philosophy
- Rates



Methodology – Operational Plan

- Financial Goals of Organization
- Demographics of the Service Area
- Industry Standards – Trends – Alternative Providers
- Operational Experience
- History of Plan Development
- Conservative Approach



Components & Revenue

- Lap Pool – Low
- Leisure Pool – High
- Fitness – High
- Meeting Rooms – Variable
- Group Exercise Studios – High
- Membership Rates – Sum of Parts



B*K Clients

- Bridgeport, WV
- Scarsdale, NY
- Pittsford, NY
- Richmond Heights, MO
- Lenexa, KS
- Oak Park, IL
- York, ME
- The Salvation Army Kroc Center, Camden, NJ



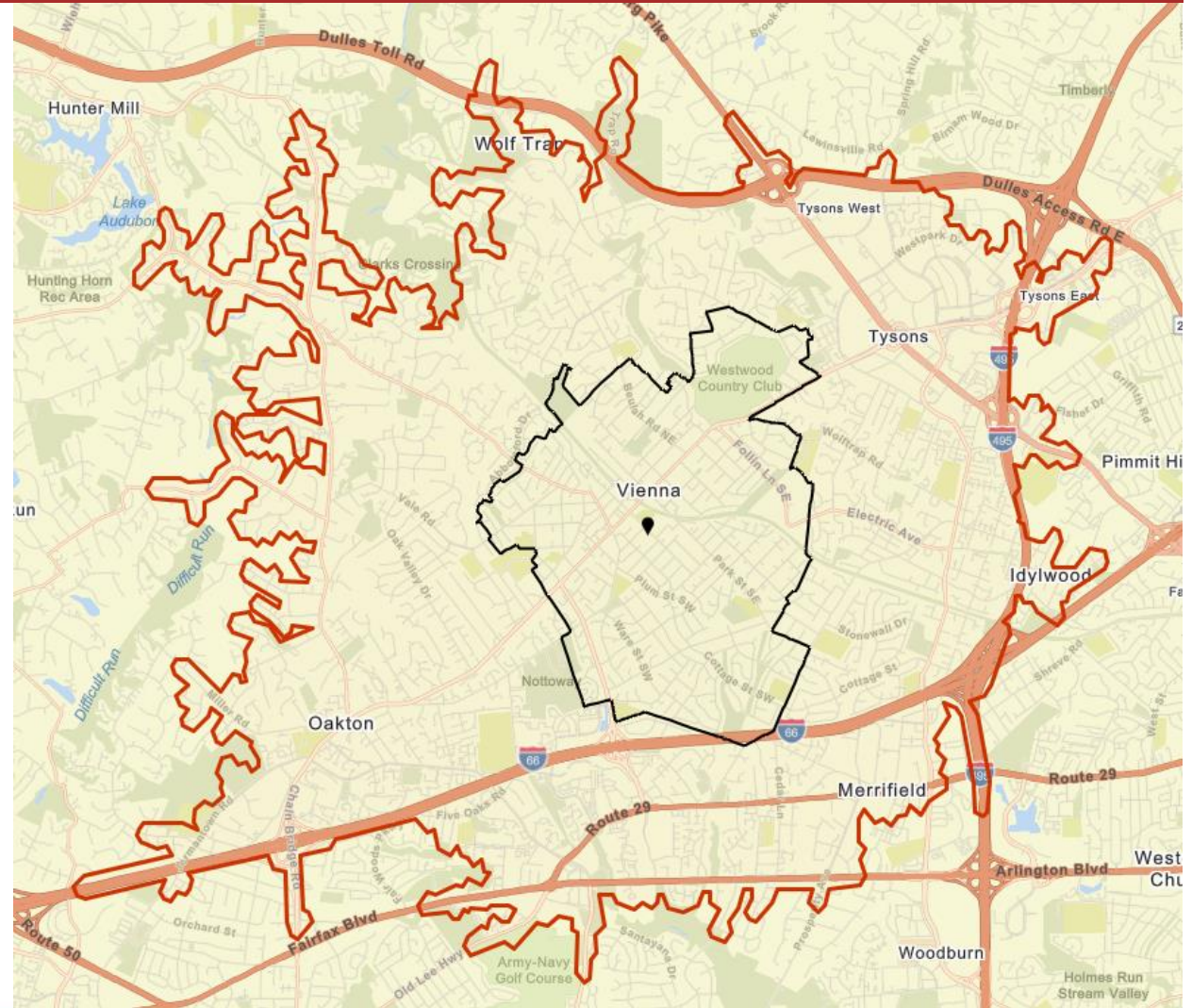
Market

Town of Vienna

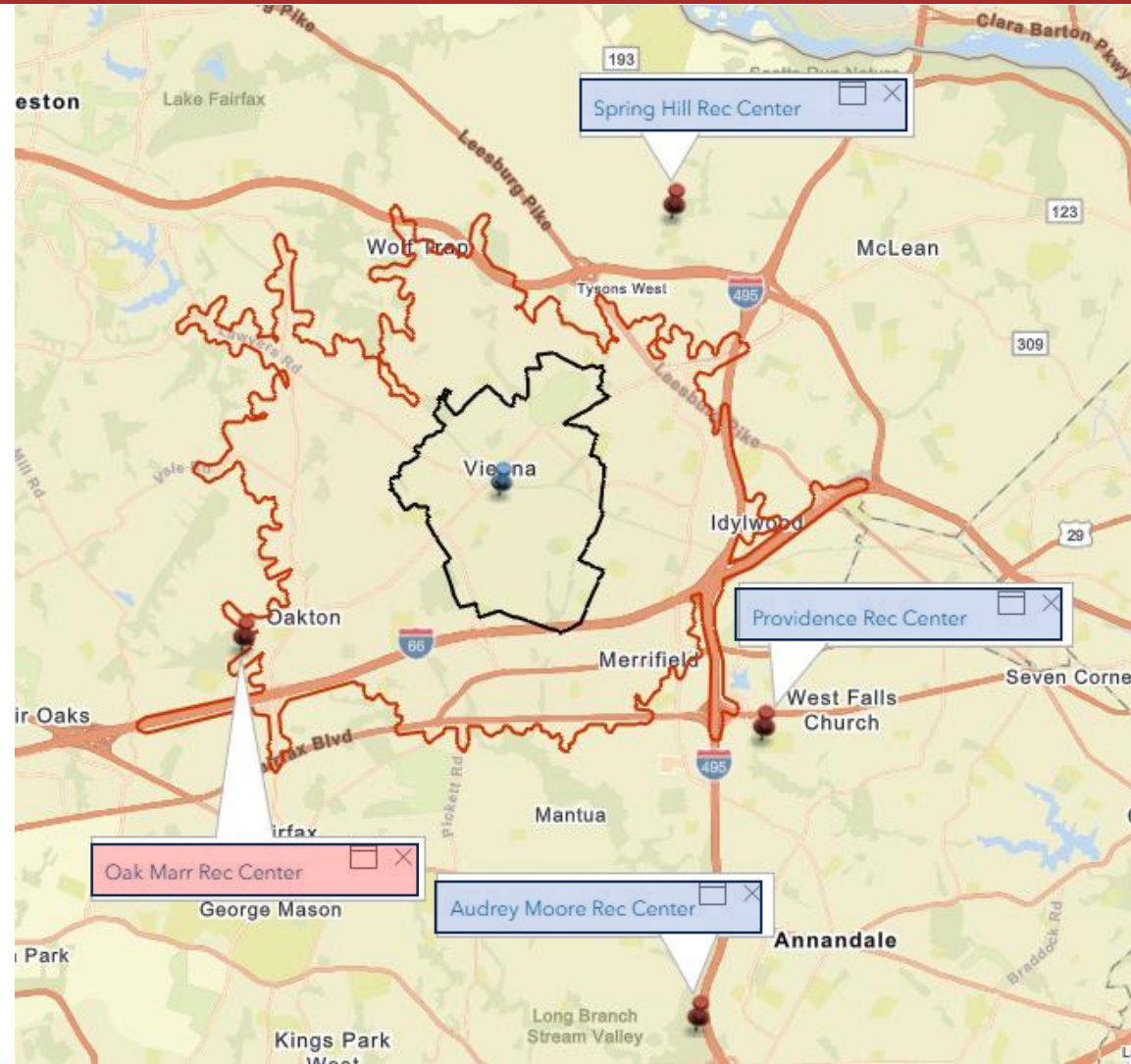
- 16,412 – Population
- 5,482 – Households
- 42.6 – Median Age
- \$200,000+ – Median Income

Primary Service Area

- 105,952 – Population
- 41,901 – Households
- 39.6 – Median Age
- \$154,642 – Median Income



Market Providers



Swimming – Primary Service

- 4% - Organized Only
- 26% - Organized & Recreational
- 70% - Recreational

• 17.7% of Population 16,120 Swimmers 742,555 Pool Visits

- | | | |
|---------|------------|------------------------|
| • 4.2% | Frequent | 110+ Visits per Year |
| • 29.4% | Occasional | 25-109 Visits per Year |
| • 66.3% | Infrequent | 6-24 Visits per Year |



Proposed Rate Structure

Resident Rate

	<u>Annual/Monthly</u>
• Youth	\$480/\$40
• Adult	\$660/\$55
• Household	\$960/\$80
• Senior	\$540/\$45
• Senior+1	\$675/\$56.25

Non-Resident Rate

	<u>Annual/Monthly</u>
• Youth	\$600/\$50
• Adult	\$825/\$68.75
• Household	\$1,200/\$100
• Senior	\$675/\$56.25
• Senior+1	\$843.75/\$70.31

- Membership – 70% of Revenue
- 750 Resident Memberships
- 550 Non-Resident Memberships



Vienna v. Non-Vienna in Primary

Resident Membership (TOV)

	Membership	Ind. / Membership
• Youth	50	50
• Adult	100	100
• Household	500	1,500
• Senior	75	75
• Senior+1	25	50
	750	1,775
• Households:	5,482	
• Market Penetration:	13.7% (in Town)	

Non-Resident Membership (Primary)

	Membership	Ind. / Membership
• Youth	50	50
• Adult	125	125
• Household	250	750
• Senior	75	75
• Senior+1	50	100
	550	1,100
• Households:	36,419	
• Market Penetration:	1.5% (In Primary, out of Town)	



Primary (TOV + Out of Town)

- 41,901 Households
- 1,300 Memberships
- 2,875 Individuals
- 3.1% Household Market Penetration

Aerobic Exercise	15.9%	15,530	Running/Jogging	15.8%	14,548
Bicycle Riding	7.8%	7,470	Swimming	17.7%	16,120
Boxing	1.4%	1,474	Weightlifting	14.0%	12,483
Exercise w/ Equipment	20.9%	18,774	Workout @ Fitness Club	10.7%	9,535
Martial Arts/MMA	1.7%	1,602	Yoga	10.9%	10,223
Pilates	2.2%	1,966	Did Not Participate	18.7%	20,249



Programs

- Aquatic Group Exercise
 - Swim Lessons (youth and adult)
 - Private Lessons
 - Birthday Parties
 - Dive-In Movies
 - Little Swimmers
 - Dry Group Exercise
 - Camps
- Wellness and Small Business Incubator
 - Personal Training – allowing personal trainers to meet/train clients in the fitness center
 - Aquatic Therapy – private OT providers rent time in a section of the pool for their 1:1 client work
 - Mental Health Counseling - many providers went virtual over Covid, and don't want to go back to being locked into a lease, but want the flexibility of being able to meet in person as needed somewhere private
 - Nutrition Counseling – same concept as mental health counseling
 - Lactation Consulting - Private lactation consultants can work in a private space with minimal equipment

