

FEASIBILITY STUDY OF INCOME & EXPENSES PROPOSED RECREATION/COMMUNITY CENTER

TOWN OF SWANTON

Final Report
September 21, 2023



BALLARD* KING
& ASSOCIATES LTD
Recreation Facility Planning and Operation Consultants

Ballard*King & Associates
2743 E. Ravenhill Circle
Highlands Ranch, CO 80126
303-470-8661 (phone)
bka@ballardking.com
www.ballardking.com

Table of Contents

Section	I	Market Analysis	1
Section	II	Operations Analysis.....	28

Section I – Market Analysis

As part of the planning effort for the proposed new Swanton Community Center, Ballard*King & Associates (B*K) has completed a market analysis for the project.

Demographics

The following is a summary of the demographic characteristics within areas identified as the Primary and Secondary Service Areas. The Primary Service Area is the Town of Swanton. The Secondary Service Area is a geographic area that includes Highgate, Franklin and Alburgh and goes north to the Canadian border.

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2020 Census data and their demographers for 2023-2028 projections. In addition to demographics, ESRI also provides data on housing, recreation, and entertainment spending and adult participation in activities.

Service Areas: The information provided includes the basic demographics and data for the Primary and Secondary Service Areas with comparison data for the State of Vermont and the United States.

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

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

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

Market Analysis

Swanton Community Center

Map A – Service Areas

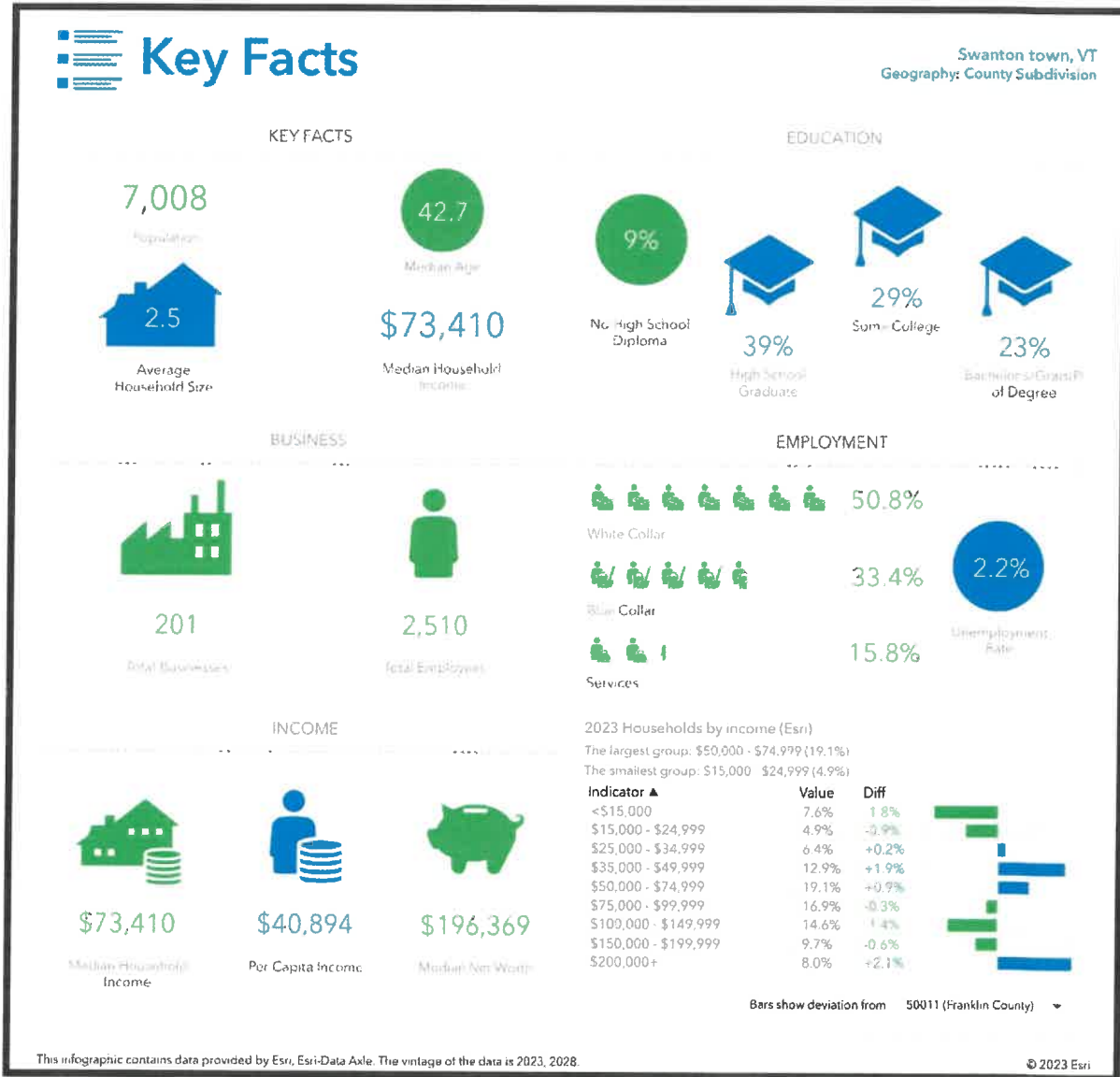


- Green Boundary – Town of Swanton Primary Service Area
- Red Boundary – Secondary Service Area

Market Analysis

Swanton Community Center

Infographic



Households by Income comparison uses the Primary Service Area and compares it to Franklin County.

Market Analysis

Swanton Community Center

Demographic Summary

	Town of Swanton Primary Service Area	Secondary Service Area
Population:		
2020 Census	6,701 ¹	14,277 ²
2023 Estimate	7,008	14,630
2028 Estimate	7,322	14,981
Households:		
2020 Census	2,706	5,705
2023 Estimate	2,847	5,923
2028 Estimate	2,999	6,128
Families:		
2020 Census	1,794	3,778
2023 Estimate	1,905	4,053
2028 Estimate	1,996	4,173
Average Household Size:		
2020 Census	2.47	2.50
2023 Estimate	2.46	2.47
2028 Estimate	2.44	2.44
Ethnicity (2023 Estimate):		
Hispanic	1.2%	1.6%
White	88.7%	90.1%
Black	0.5%	0.5%
American Indian	2.1%	1.9%
Asian	0.3%	0.4%
Pacific Islander	0.0%	0.0%
Other	0.4%	0.6%
Multiple	8.0%	6.7%
Median Age:		
2020 Census	40.6	39.7
2023 Estimate	42.7	42.2
2028 Estimate	43.5	42.9
Median Income:		
2023 Estimate	61,301	\$71,357
2028 Estimate	64,593	\$80,101

¹ From the 2010-2020 Census, the Town of Swanton Primary Service Area experienced an 0.42% increase in population.

² From the 2010-2020 Census, the Secondary Service Area experienced a 0.0% decrease in population.

Market Analysis

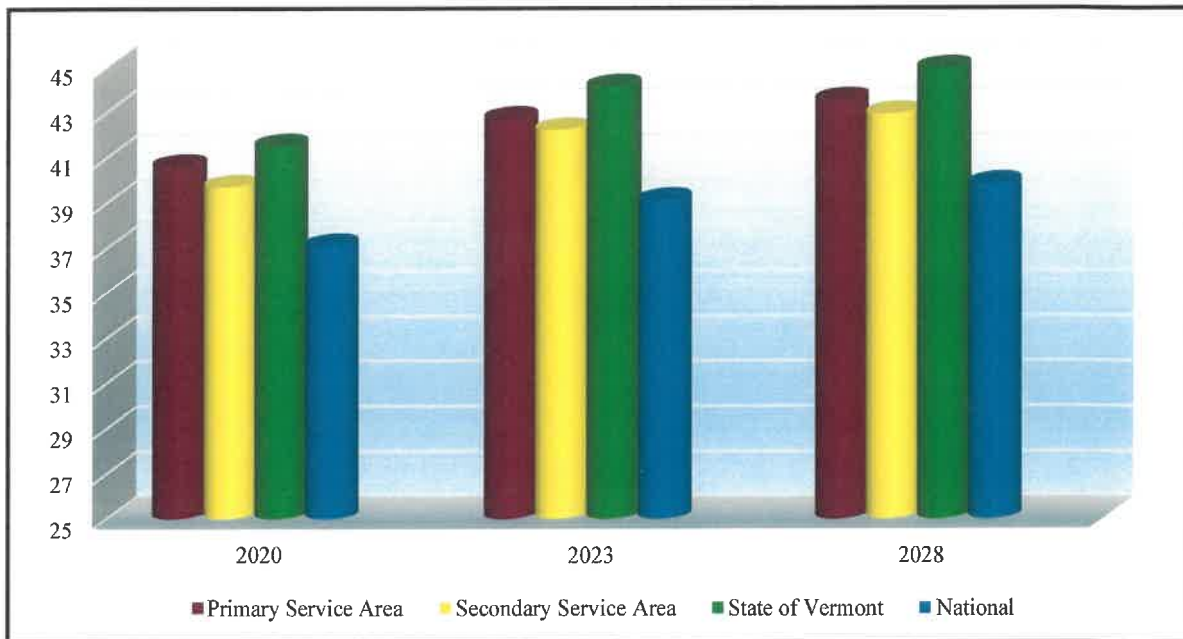
Swanton Community Center

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

Table A – Median Age:

	2020 Census	2023 Projection	2028 Projection
Primary Service Area	40.6	42.7	43.5
Secondary Service Area	39.7	42.2	42.9
State of Vermont	41.5	44.1	44.9
National	37.1	39.1	39.8

Chart A – Median Age:



The median age in the Primary Service Area is slightly younger than the State of Vermont but higher than the National number. A lower median age typically points to the presence of families with children. Parks and recreation activities, programs and events draw a large demographic but tend to be most popular with youth and their parents.

Market Analysis

Swanton Community Center

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

Table B – Households w/ Children

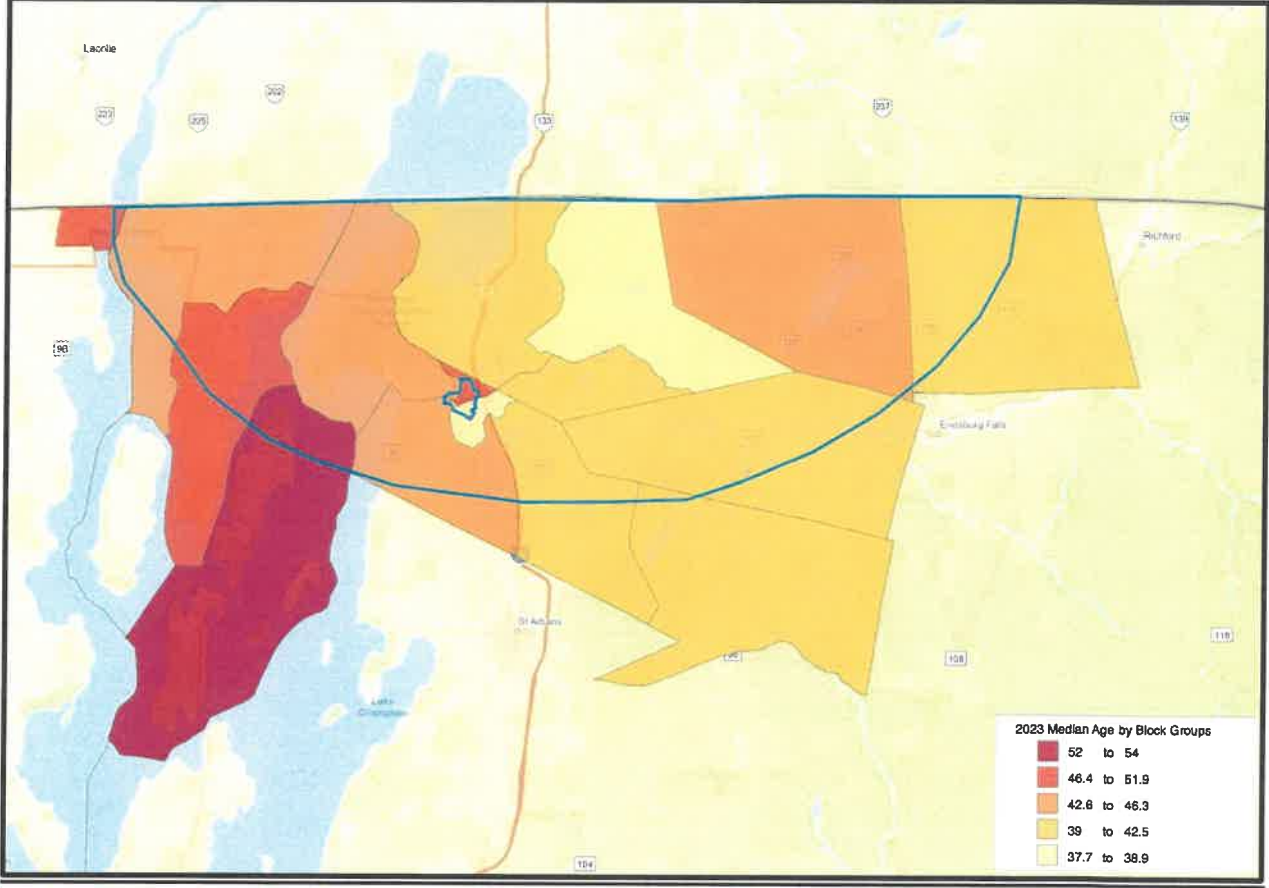
	Number of Households w/ Children	Percentage of Households w/ Children
Primary Service Area	696	27.4%
Secondary Service Area	1,542	28.3%
State of Vermont	-	24.2%
National	-	30.6%

The information contained in Table-B helps further outline the presence of families with children. As a point of comparison in the 2023 USA Projection, 30.6% of households nationally had children present.

Market Analysis

Swanton Community Center

Map B – Median Age by Census Block Group



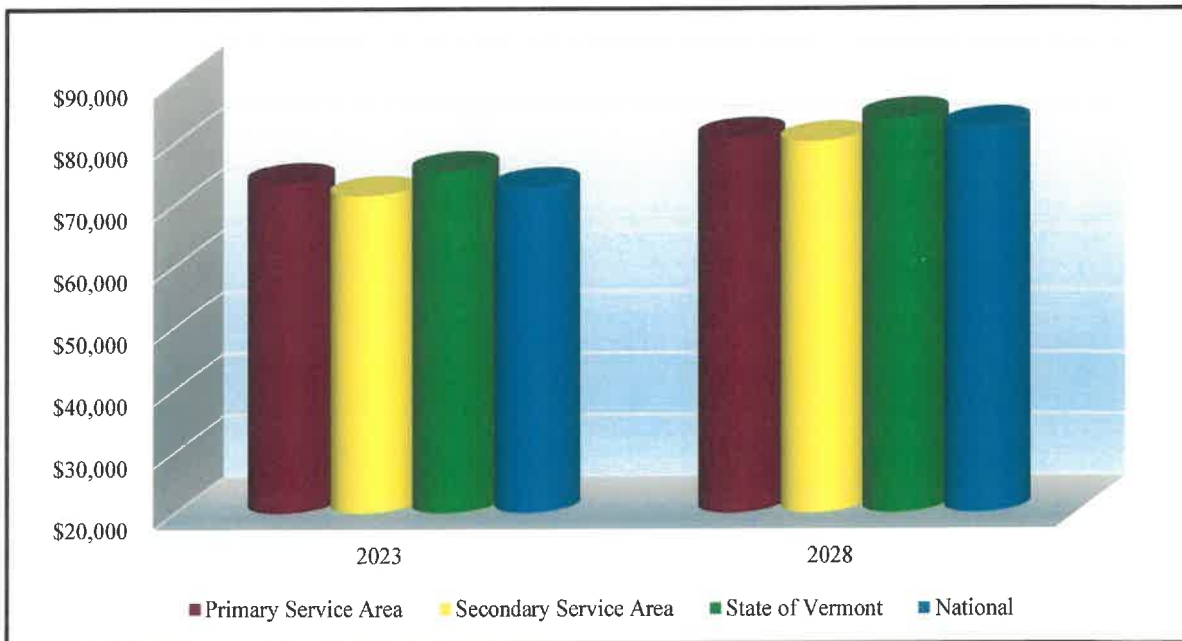
Market Analysis

Swanton Community Center

Table C – Median Household Income:

	2023 Projection	2028 Projection
Primary Service Area	\$73,410	\$80,691
Secondary Service Area	\$71,357	\$80,101
State of Vermont	\$75,269	\$83,906
National	\$72,603	\$82,410

Chart B – Median Household Income:



Based on 2023 projections for median household income the following narrative describes the service area:

In the Town of Swanton Primary Service Area, the percentage of households with median income over \$50,000 per year is 68.2% compared to 61.6% on a national level. Furthermore, the percentage of households in the service area with median income less than \$25,000 per year is 12.5% compared to a level of 18.0% nationally.

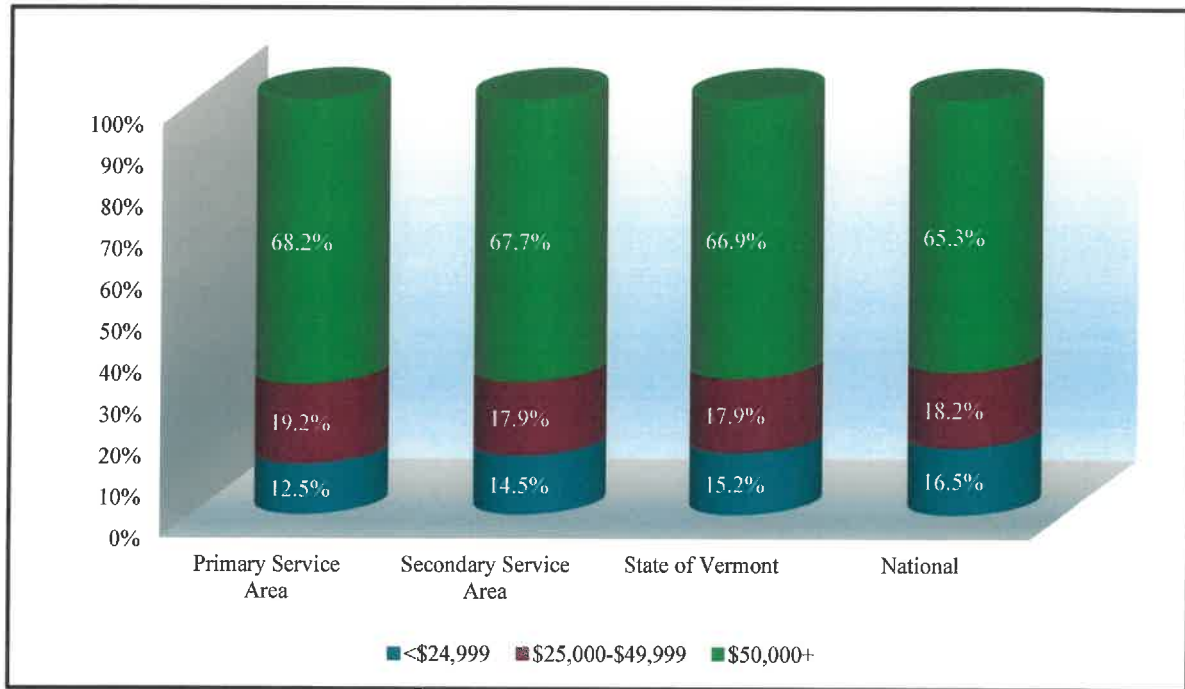
In the Secondary Service Area, the percentage of households with median income over \$50,000 per year is 67.7% compared to 61.6% on a national level. Furthermore, the percentage of households in the service area with median income less than \$25,000 per year is 14.5% compared to a level of 18.0% nationally.

While there is no perfect indicator of use of a community center, the percentage of households with more than \$50,000 median income is a key determiner. Therefore, those numbers are significant when balanced with the overall cost of living.

Market Analysis

Swanton Community Center

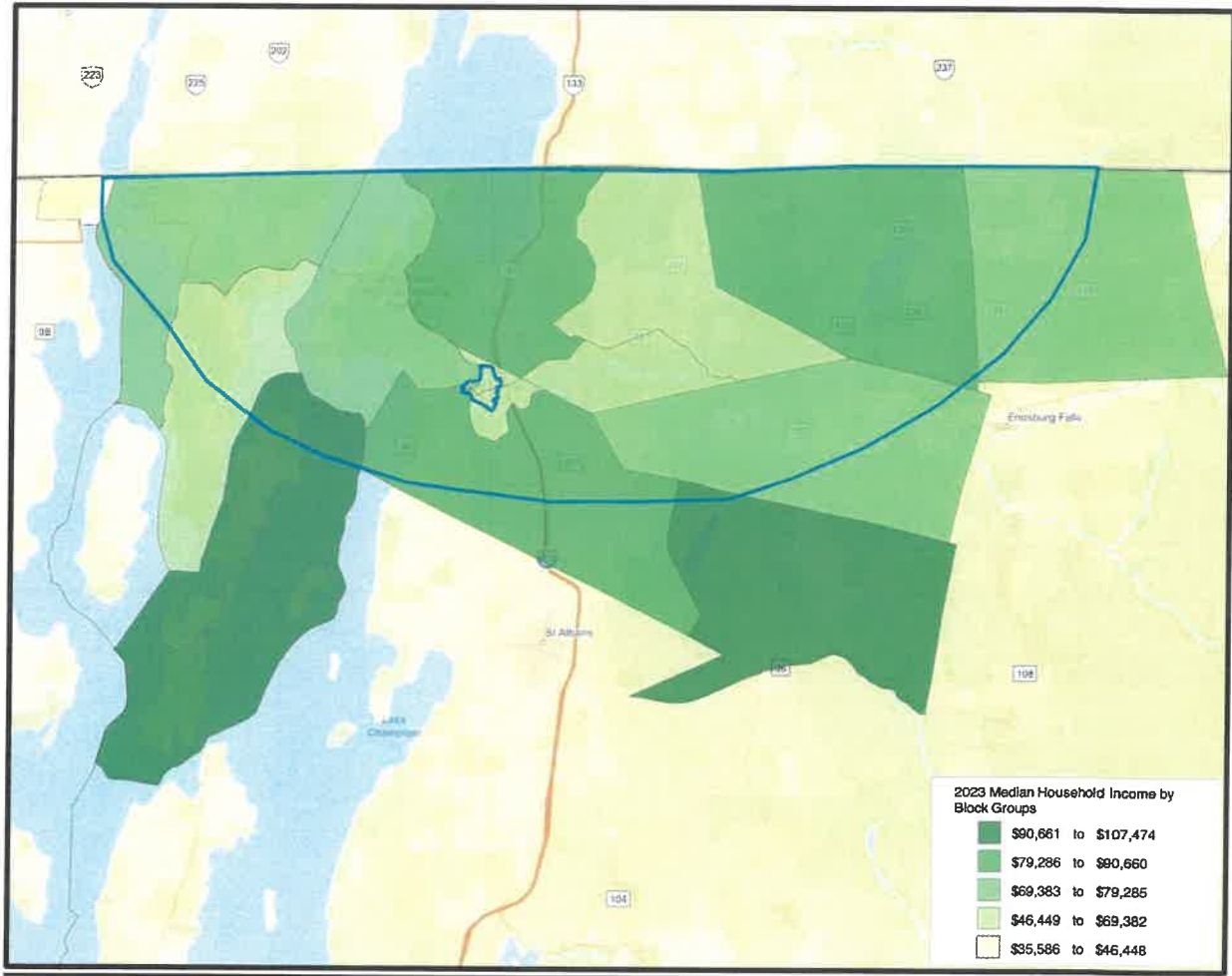
Chart C – Median Household Income Distribution



Market Analysis

Swanton Community Center

Map C – Household Income by Census Block Group



Market Analysis

Swanton Community Center

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

Table D – Household Budget Expenditures³:

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	93	\$28,483.24	33.0%
<i>Shelter</i>	93	\$23,071.81	26.7%
<i>Utilities, Fuel, Public Service</i>	93	\$5,411.43	6.3%
Entertainment & Recreation	95	\$3,585.14	4.2%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	86	\$26,338.74	32.6%
<i>Shelter</i>	85	\$21,127.17	26.1%
<i>Utilities, Fuel, Public Service</i>	90	\$5,211.56	6.4%
Entertainment & Recreation	90	\$3,386.34	4.2%

State of Vermont	SPI	Average Amount Spent	Percent
Housing	98	\$29,846.83	33.0%
<i>Shelter</i>	97	\$24,102.26	26.7%
<i>Utilities, Fuel, Public Service</i>	99	\$5,744.56	6.4%
Entertainment & Recreation	100	\$3,788.78	4.2%

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

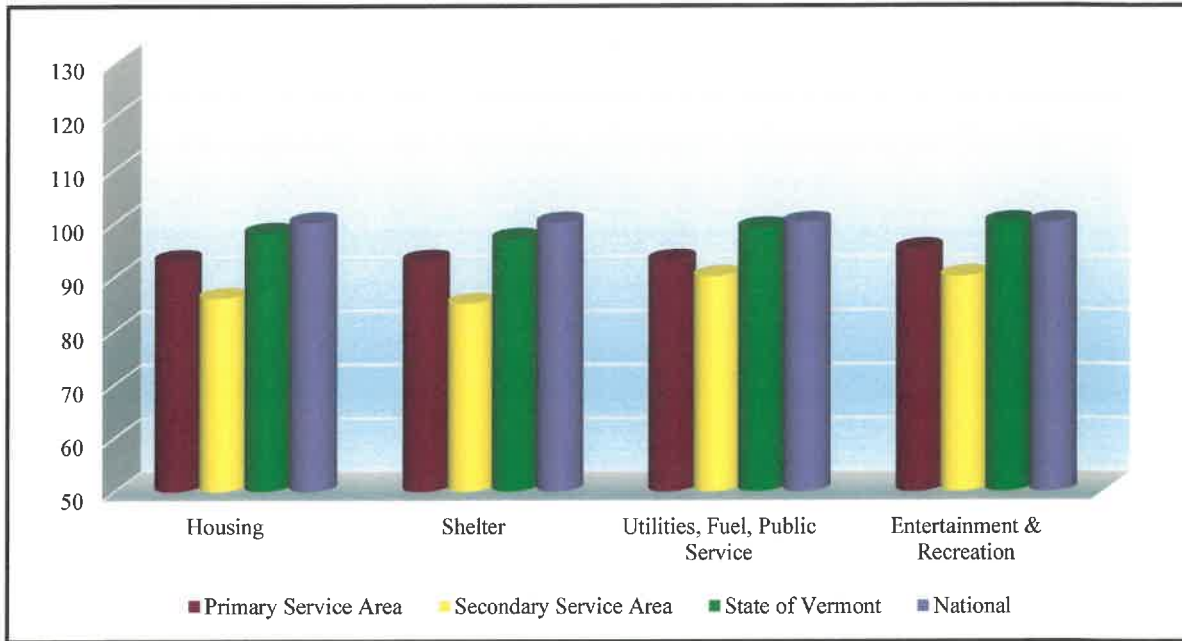
Note: Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.

³ Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2023 and 2028.

Market Analysis

Swanton Community Center

Chart D – Household Budget Expenditures Spending Potential Index:



The relationship between Median Household Income and Household Budget Expenditures is important. It points to the fact that compared to the National level of money being spent on Entertainment & Recreation in the Primary and Secondary Service Area is lower. This could point to a lower ability to pay for programs and services offered at a community center.

The total number of housing units in the Primary Service Area is 3,076 and 88.0% are occupied, or 2,706 housing units. The total vacancy rate for the service area is 17.0%. As a comparison, the vacancy rate nationally was 11.6%. Of the available units:

- For Rent 1.7%
- Rented, not Occupied 0.0%
- For Sale 0.0%
- Sold, not Occupied 1.5%
- For Seasonal Use 12.8%
- Other Vacant 0.9%

Market Analysis

Swanton Community Center

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

Table E – Recreation Expenditures Spending Potential Index⁴:

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	98	\$117.76
Fees for Recreational Lessons	98	\$141.95
Social, Recreation, Club Membership	99	\$274.10
Exercise Equipment/Game Tables	88	\$85.50
Other Sports Equipment	85	\$9.51

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	89	\$106.45
Fees for Recreational Lessons	85	\$123.73
Social, Recreation, Club Membership	89	\$246.72
Exercise Equipment/Game Tables	83	\$81.35
Other Sports Equipment	96	\$10.70

State of Vermont	SPI	Average Spent
Fees for Participant Sports	98	\$117.72
Fees for Recreational Lessons	94	\$136.31
Social, Recreation, Club Membership	97	\$268.74
Exercise Equipment/Game Tables	94	\$91.35
Other Sports Equipment	110	\$12.27

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

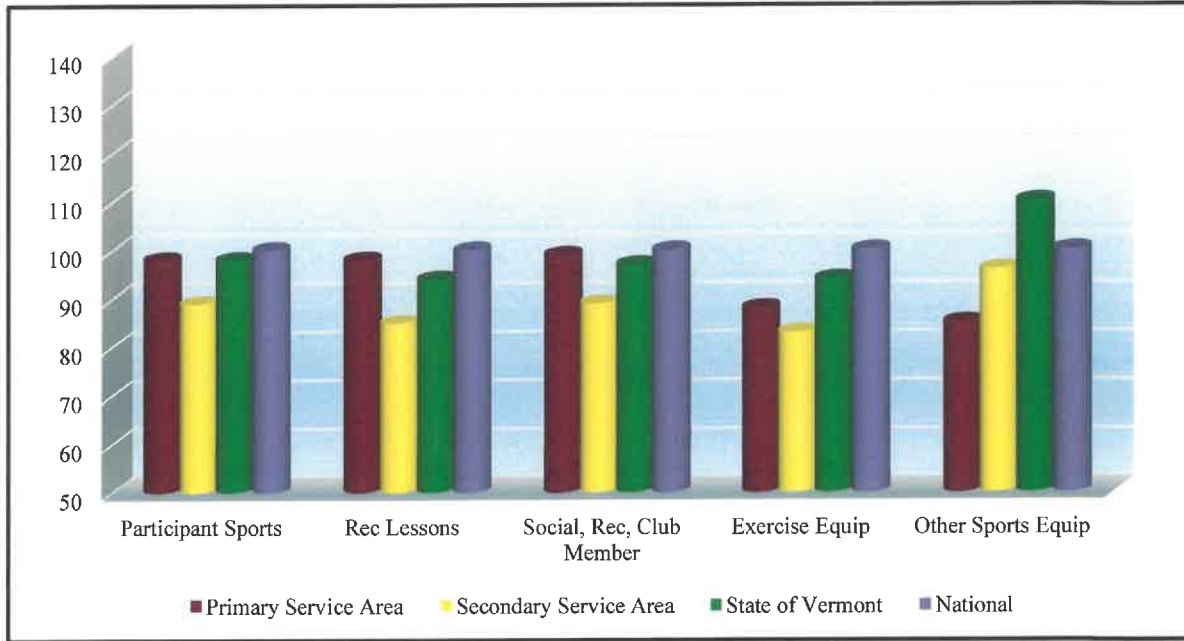
SPI: Spending potential index as compared to the national number of 100.

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

Market Analysis

Swanton Community Center

Chart E – Recreation Spending Potential Index:

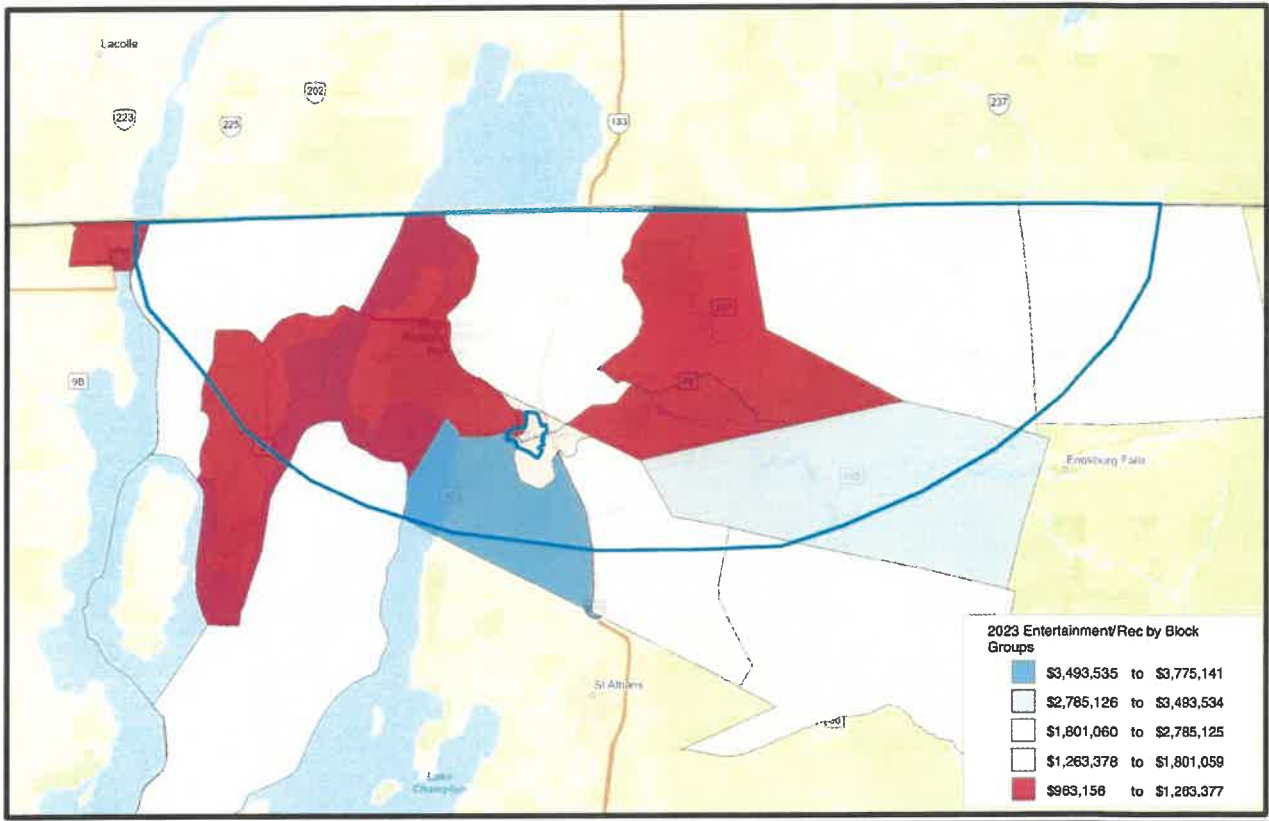


Again, there is a great deal of consistency between median household income, household budget expenditures, and recreation spending potential.

Market Analysis

Swanton Community Center

Map D – Recreation Spending Potential Index by Census Block Group



Market Analysis

Swanton Community Center

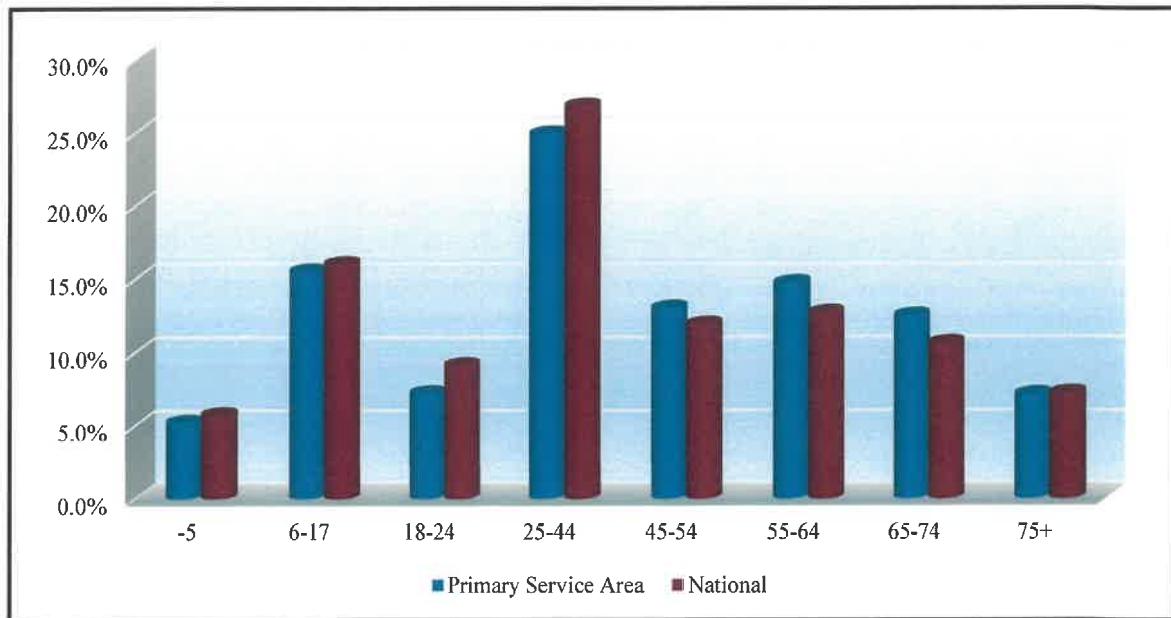
Primary Service Area Population Distribution by Age: Utilizing census information for the Primary Service Area, the following comparisons are possible.

Table F – 2023 Primary Service Area Age Distribution (ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	363	5.2%	5.7%	-0.5%
5-17	1,083	15.5%	16.0%	-0.5%
18-24	504	7.2%	9.1%	-1.9%
25-44	1,746	24.9%	26.8%	-1.9%
45-54	911	13.0%	11.9%	1.1%
55-64	1,027	14.7%	12.7%	2.0%
65-74	875	12.5%	10.6%	1.9%
75+	499	7.1%	7.2%	-0.1%

Population: 2023 census estimates in the different age groups in the Primary Service Area.
% 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 – 2023 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 a smaller population in the age groups under 5, 5-17, 18-24, 25-44, and 75+ age groups. The greatest positive variance is in the 55-64 age group with +2.0%, while the greatest negative variance is in the 18-44 age group with -1.9%.

Market Analysis

Swanton Community Center

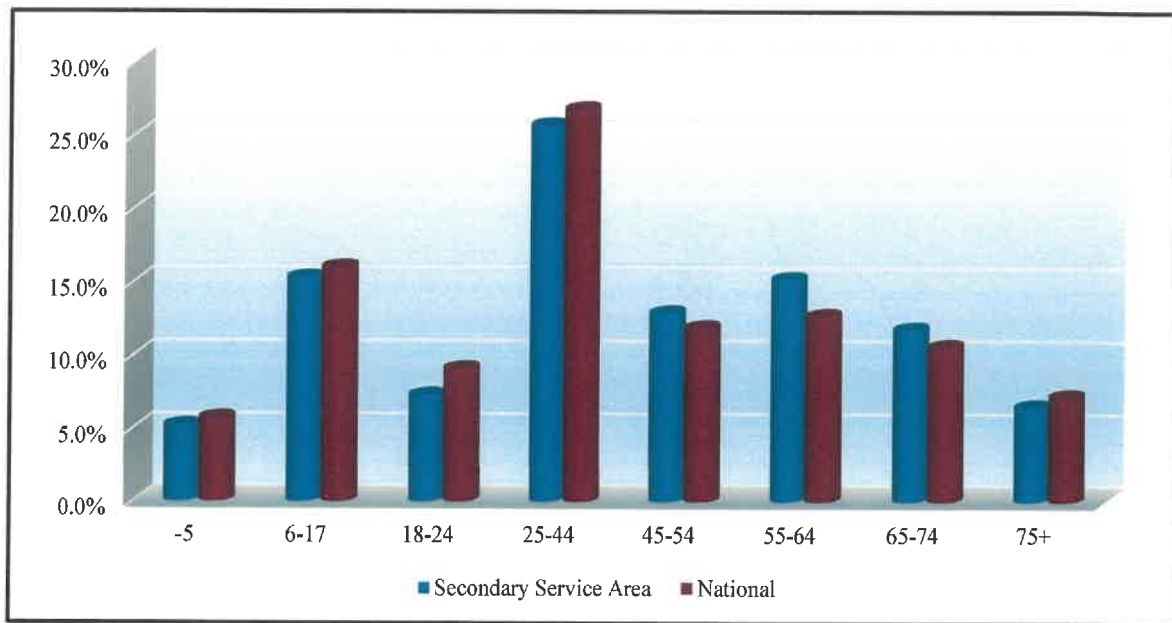
Secondary Service Area Population Distribution by Age: Utilizing census information for the Secondary Service Area, the following comparisons are possible.

Table G – 2023 Secondary Service Area Age Distribution (ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	767	5.2%	5.7%	-0.5%
5-17	2,238	15.3%	16.0%	-0.7%
18-24	1,068	7.3%	9.1%	-1.8%
25-44	3,765	25.7%	26.8%	-1.1%
45-54	1,893	12.9%	11.9%	1.0%
55-64	2,225	15.2%	12.7%	2.5%
65-74	1,724	11.8%	10.6%	1.2%
75+	949	6.5%	7.2%	-0.7%

Population: 2023 census estimates in the different age groups in the Secondary Service Area.
% of Total: Percentage of the Secondary Service Area population in the age group.
National Population: Percentage of the national population in the age group.
Difference: Percentage difference between the Secondary Service Area population and the national population.

Chart G – 2023 Secondary Service Area Age Group Distribution



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a smaller population in the age groups under 5, 5-17, 18-24, 25-44 and 75+ age groups. The greatest positive variance is in the 55-64 age group with +2.5%, while the greatest negative variance is in the 18-24 age group with -1.8%.

Market Analysis

Swanton Community Center

Primary Service Area Population Distribution by Age Over Time: Utilizing census information from the Primary Service Area, the following comparisons are possible.

Table H – 2023 Primary Service Area Population Estimates (U.S. Census Information and ESRI)

Ages	2020 Census	2023 Projection	2028 Projection	Percent Change	Percent Change Nat'l
-5	411	363	380	-1.5%	-7.5%
5-17	1,199	1,083	1,107	-18.9%	-7.7%
18-24	452	504	503	26.6%	11.3%
25-44	1,724	1,746	1,829	9.8%	6.1%
45-54	1,078	911	896	-30.1%	-16.9%
55-64	937	1,027	1,000	5.4%	6.7%
65-74	502	875	937	60.9%	86.7%
75+	398	499	670	36.7%	68.3%

Chart H – Primary Service Area Population Growth

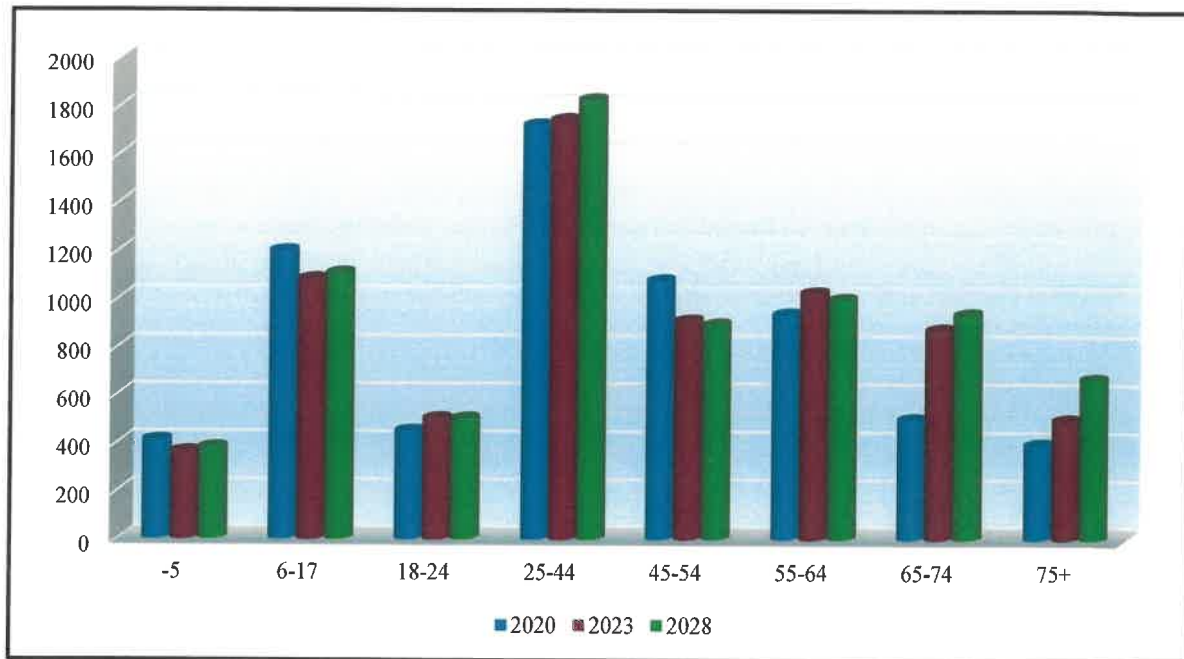


Table-H illustrates the growth or decline in age group numbers from the 2020 census until the year 2028. It is projected that age categories 18-24, 25-44, 55-64, 65-74 and 75+ will see an increase in population. The population of the United States is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Market Analysis

Swanton Community Center

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

Table I – 2023 Secondary Service Area Population Estimates (U.S. Census Information and ESRI)

Ages	2020 Census	2023 Projection	2028 Projection	Percent Change	Percent Change Nat'l
-5	874	767	780	-10.8%	-9.1%
5-17	2,617	2,238	2,273	-13.1%	-8.2%
18-24	1,052	1,068	1,000	-4.9%	-7.7%
25-44	3,697	3,765	3,870	4.7%	+3.6%
45-54	2,414	1,893	1,859	-23.0%	-16.5%
55-64	1,851	2,225	2,064	11.5%	+1.7%
65-74	1,042	1,724	1,902	82.5%	+61.3%
75+	727	949	1,236	70.0%	+51.1%

Chart I – Secondary Service Area Population Growth

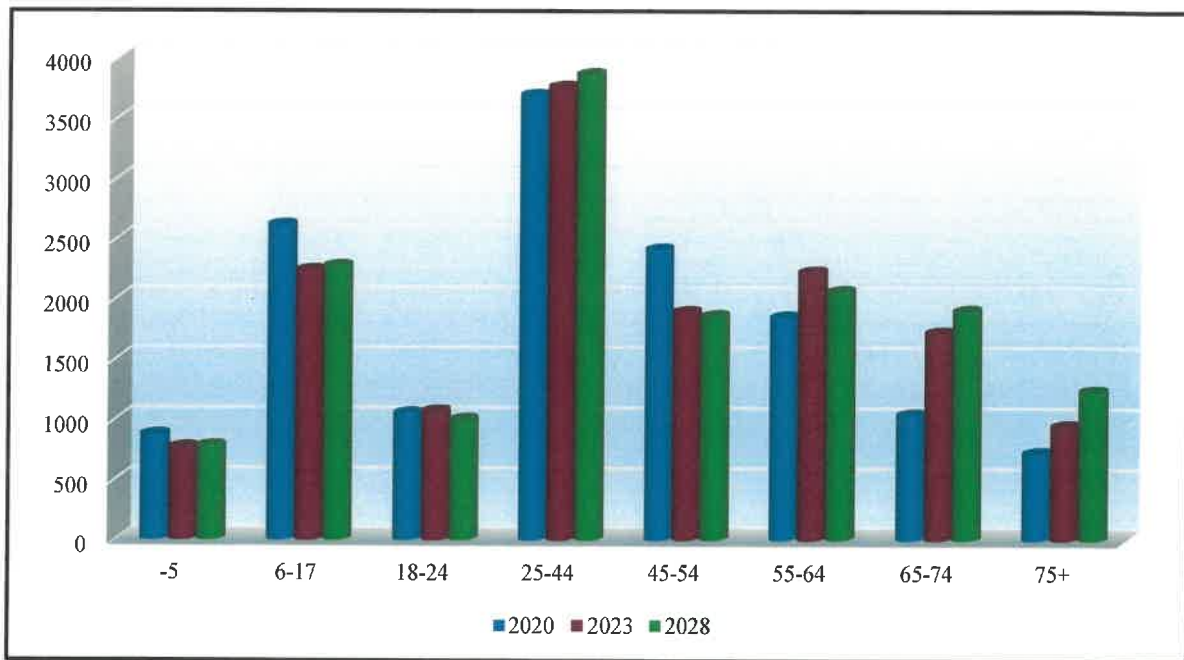


Table-I illustrates the growth or decline in age group numbers from the 2020 census until the year 2028. It is projected that age categories 25-44, 55-64, 65-74 and 75+ will see an increase in population. The population of the United States is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Market Analysis

Swanton Community Center

Primary Service Area Ethnicity and Race: Below is the distribution of the population by ethnicity and race for the Primary Service Area for 2023 population projections. Those numbers were developed from 2020 Census Data.

Table J – Primary Service Area Ethnic Population and Median Age 2023

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

Ethnicity	Total Population	Median Age	% of Population	% of VT Population
Hispanic	83	27.5	1.2%	2.7%

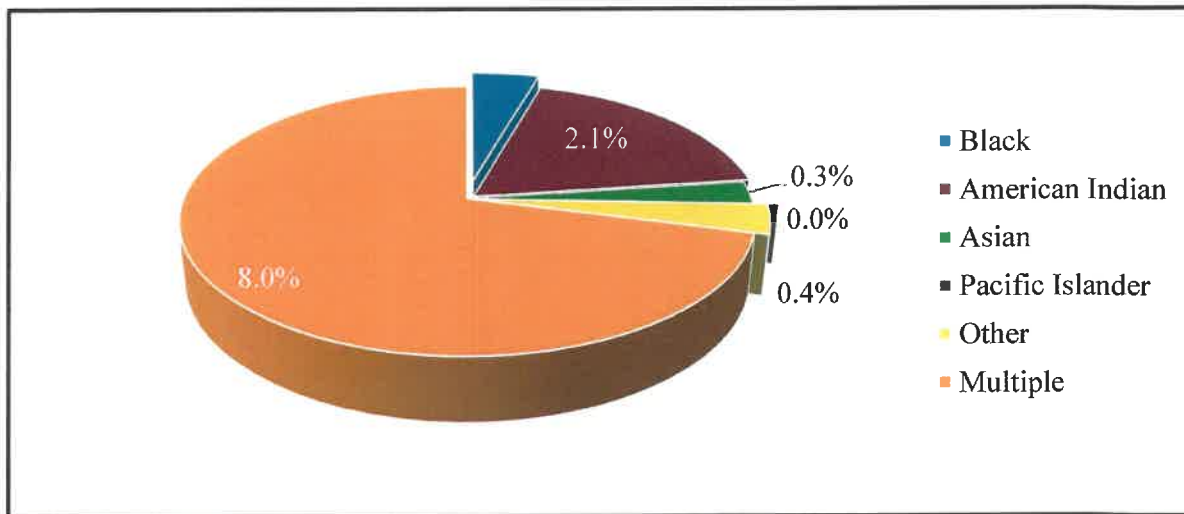
Table K – Primary Service Area by Race and Median Age 2023

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

Race	Total Population	Median Age	% of Population	% of VT Population
White	6,216	43.9	88.7%	89.4%
Black	36	43.3	0.5%	1.5%
American Indian	149	38.2	2.1%	0.4%
Asian	18	30.0	0.3%	1.8%
Pacific Islander	0	0	0.0%	0.0%
Other	29	28.8	0.4%	0.9%
Multiple	560	30.8	8.0%	6.1%

2023 Primary Service Area Total Population: 7,008 Residents

Chart J – 2023 Primary Service Area Population by Non-White Race



Secondary Service Area Ethnicity and Race: Below is the distribution of the population by ethnicity and race for the Secondary Service Area for 2023 population projections. Those numbers were developed from 2020 Census Data.

Table L – Secondary Service Area Ethnic Population and Median Age 2023

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

Ethnicity	Total Population	Median Age	% of Population	% of VT Population
Hispanic	232	30.1	1.6%	2.7%

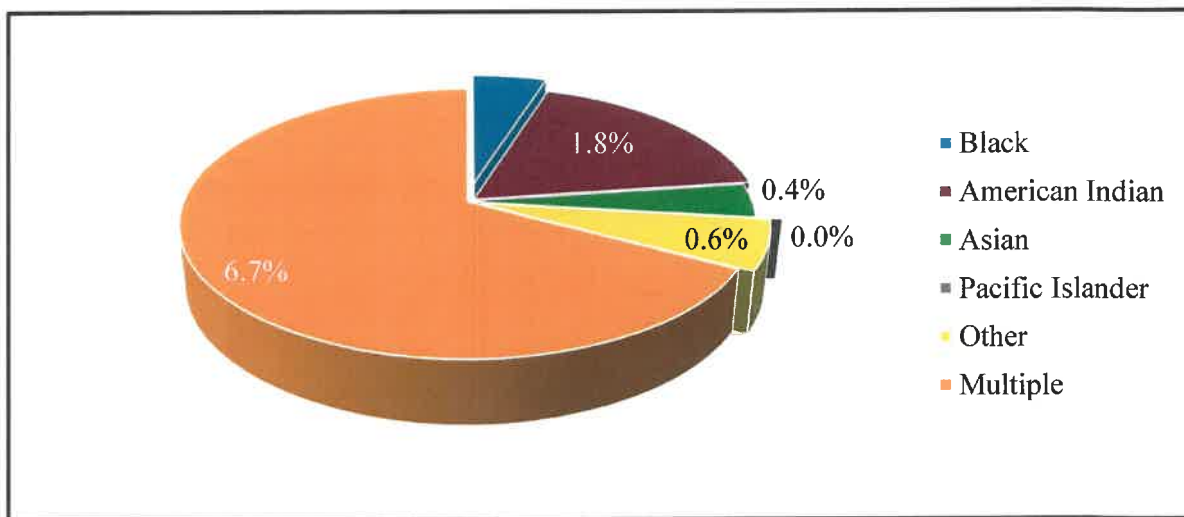
Table M – Secondary Service Area by Race and Median Age 2023

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

Race	Total Population	Median Age	% of Population	% of VT Population
White	13,179	42.8	90.1%	89.4%
Black	67	33.0	0.5%	1.5%
American Indian	270	41.2	1.8%	0.4%
Asian	51	38.8	0.4%	1.8%
Pacific Islander	1	32.5	0.0%	0.0%
Other	80	30.0	0.6%	0.9%
Multiple	981	34.8	6.7%	6.1%

2023 Secondary Service Area Total Population: 14,630 Residents

Chart K – 2023 Secondary Service Area Population by Non-White Race



Tapestry Segmentation

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 65-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 following pages and tables outline the top 5 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 Area looks to serve with programs, services, and special events.

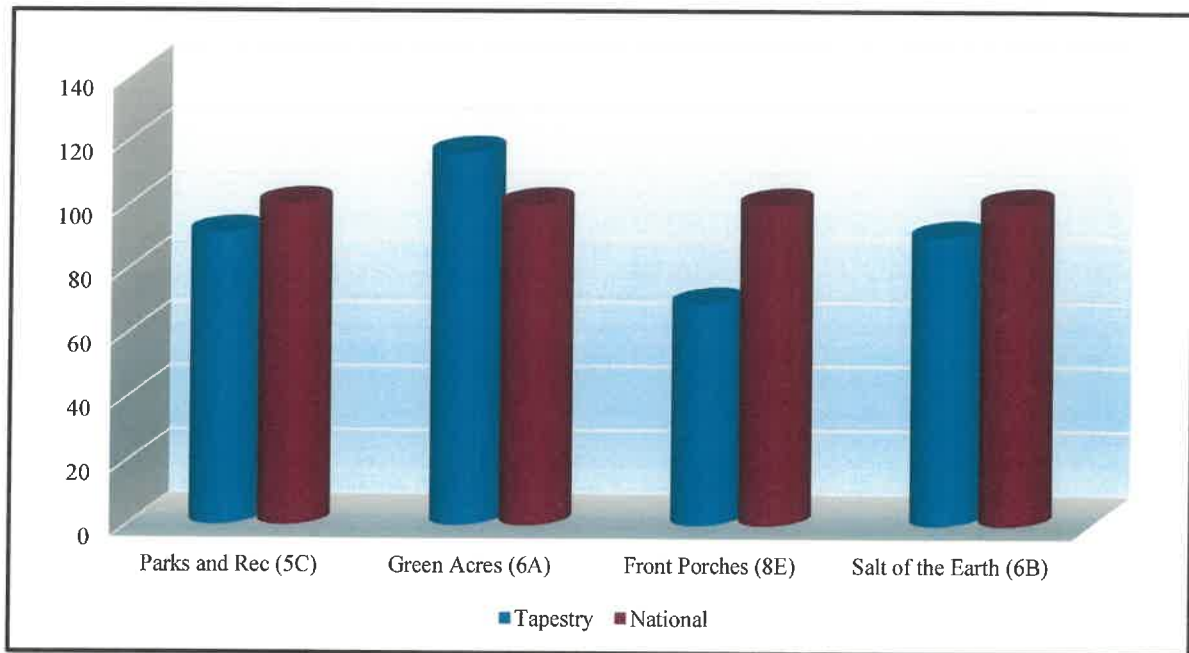
Market Analysis

Swanton Community Center

Table N – Primary Service Area Tapestry Segment Comparison (ESRI estimates)

	Primary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Parks and Rec (5C)	30.1%	30.1%	40.9	\$60,000
Green Acres (6A)	30.0%	60.1%	43.9	\$76,800
Front Porches (8E)	22.8%	82.9%	34.9	\$43,700
Salt of the Earth (6B)	17.1%	100.0%	44.1	\$56,300

Chart L – Primary Service Area Tapestry Segment Entertainment Spending:



Parks and Rec (5C) – Well-established neighborhoods with dual income married couples. They are careful consumers. They take full advantage of the local parks, trails, and recreation programs.

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

Front Porches (8E) – A blended demographic with young families with children and single households. Limited incomes and not adventurous shoppers. Strive to have fun with sports.

Salt of the Earth (6B) – Entrenched in traditional, rural lifestyles. They cherish family time, embrace the outdoors and the last to accept technology. Cost-conscious and eat healthy.

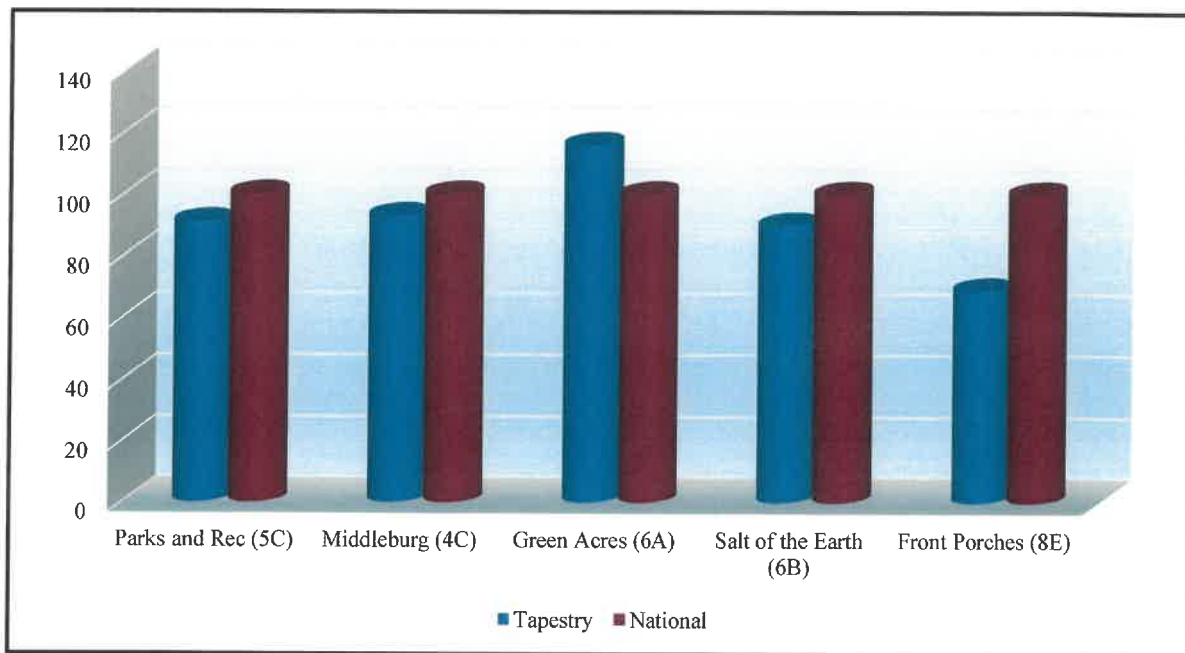
Market Analysis

Swanton Community Center

Table O – Secondary Service Area Tapestry Segment Comparison (ESRI estimates)

	Secondary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Parks and Rec (5C)	23.1%	23.1%	40.9	\$60,000
Middleburg (4C)	22.4%	45.5%	36.1	\$59,800
Green Acres (6A)	17.6%	63.1%	43.9	\$76,800
Salt of the Earth (6B)	13.1%	76.2%	44.1	\$56,300
Front Porches (8E)	10.9%	87.1%	34.9	\$43,700

Chart M – Secondary Service Area Tapestry Segment Entertainment Spending:



Parks and Rec (5C) – Well-established neighborhoods with dual income married couples. They are careful consumers. Take full advantage of the local parks, trails, and recreation programs.

Middleburg (4C) – This group is conservative and family-oriented. A younger market that is growing. Prefers to buy American for a good price. Participate in sports and outdoor activities.

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

Salt of the Earth (6B) – Entrenched in traditional, rural lifestyles. They cherish family time, embrace the outdoors and the last to accept technology. Cost-conscious and eat healthy.

Front Porches (8E) – A blended demographic with young families with children and single households. Limited incomes and not adventurous shoppers. Strive to have fun with sports.

Demographic Summary

The following summarizes the demographic characteristics of the service areas.

- The population within the Primary Service Area is small and as a result it will be critical that the community center draws well from the Secondary Service Area.
- The median age in the two service areas is younger than the State of Vermont but higher than the national number. In the next five years most of the growth will be in the older age groups with anticipated declines in the youth age groups. This will push the median age older during this time.
- Both service areas have a higher percentage of households with children than the State of Vermont but lower than the national average.
- The service areas have a slightly lower median household income than the state of Vermont but are close to the national average.
- The Household Budget Expenditures are somewhat lower but in line with the median household income level.
- The Recreation Spending Index is close to the state level and the national level of 100.
- There is very little ethnic and racial diversity in both market areas.
- The tapestry segments indicate an active population base.

Market Review

In addition to the demographic characteristics, one of the other greatest impacts on the market for a planned new Swanton Community Center is the presence of other similar providers in the area.

Within the Primary and Secondary Service Areas, there are a limited number of indoor sports, recreation, and fitness facilities to serve the population base. These include:

Public Facilities

Swanton Recreation Facilities – The Board Room and garage are utilized for some programs and services.

Swanton Public Library – The library has two smaller spaces, a community room and Kings Daughters Room that can be utilized for community activities.

Missisquoi Valley School District – The District has a number of school facilities that can be used for recreation and community activities. This includes Missisquoi Valley Union Middle/High School auditorium and gym, Swanton Central School gymnasium and the Mary Babcock School gymnasium.

Swanton Municipal Complex – Has a community room that is available for public use as well as the board room.

Swanton Arm National Guard Armory – The building has space that can be utilized for community recreation purposes.

Swanton Chamber of Commerce – Their building has a meeting room that can be used for some community meetings and activities.

Missisquoi National Wildlife Refuge – The main building has a community room that is available at times for public use.

Highgate Sports Arena – This is mostly an ice rink, but it does have space for pickleball and turf-based sports when the ice is removed.

Private Facilities

Swanton VFW – The facility can accommodate social events and activities.

This is a representative listing of alternative recreation and community facilities in the area and is not meant to be a total accounting of all service providers. There may be other facilities located in the area that have an impact on the Swanton market as well.

Market Analysis

Swanton Community Center

Other Indoor Recreation Facility Providers Conclusion: In the Swanton market there are a limited number of recreation and fitness providers in place. Almost all these facilities have other uses and purposes that allow community use when available. It is recognized that there are also churches in the area that can serve the meeting and community gathering needs. There are many more facilities heading south to Saint Albans and on into the Burlington area, but these are further from Swanton.

There is a strong market for the Swanton Community Center that has a focus on more conventional recreation programming for Swanton and the Secondary Service Area.

Market Conclusion:

Below are listed some of the market opportunities and challenges that exist with the Swanton Community Center project.

Opportunities

- The Secondary Service Area has more than a large enough population base to support a significant community center.
- There is a significant number of households with children. This will enhance use of the center.
- The population will continue to grow over the next five years, which will add additional users for the facility.
- There are only a few other indoor recreation and fitness providers in the market area.
- Partnerships with other community organizations could enhance the programs and services that are offered at the center.
- A public Swanton Community Center improves the quality of life in the Town.

Challenges

- The demographic characteristics indicate an older median age. This will have somewhat of a negative impact on the rate of participation in recreational activities at a community center.
- There are projected to be decreases in the youth population and increases in the senior age groups in the coming years.
- The center will need to draw from the Secondary Service Area on a consistent basis to be financially viable.

Section II – Operations Analysis

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

- *Community Center* - Includes a gymnasium/recreation space, two activity rooms, kitchen, lobby, restrooms, storage, and office/activity space. **Approximately 10,000 SF.**
- The community center will open in the fall of 2025.
- The operations plan is based on the second year of operation.
- The minimum wage will likely be at least \$14.50 an hour by 2025.
- This operational budget represents NEW expenses and revenues for the center and all program accounts.
- The presence of other providers in the market will remain the same.
- The center will be operated by the Swanton Recreation Commission.
- This operations plan is based on a program plan and concept plan for the facility.
- Assumes that the existing site will be utilized as the location for the center. If a different site is chosen and the existing recreation building remains operational, then additional staff will be needed for the community center.
- The existing full-time staff will be responsible for the operation of the center.
- There will be a high level of rentals and recreation programming in the center. The projections for programming are representative of programs that could occur in the center.
- The center will be staffed with Recreation Commission personnel during all hours of use. Existing staff (full-time and part-time) have not been included in this operations budget.
- No partnerships with other organizations have been shown in this operations plan.
- No bond repayment funding has been shown in the operations budget.
- The operational numbers do not include any site or park maintenance.
- Alcohol will be limited and controlled in the multi-purpose rooms.

Operations Analysis

Swanton Community Center

Projected Hours of Operation:

Days	Hours
Monday – Friday	8:00am – 9:00pm
Saturday	8:00am – 8:00pm
Sunday	Noon - 8:00pm
Total Hours Per Week	85

Note: Hours are subject to change based on the season (longer hours in the winter, shorter during the summer), according to programming needs, use patterns and rental considerations.

Projected Fee Schedule: Revenue projections and attendance numbers were calculated from this fee model. This is the projected rate for 2025 based on the possible opening date for the center. There is a fee differential of approximately 25% between Swanton residents and non-residents.

Gym Only

Category	Daily Gym Admission		10 Admissions	
	Res.	Non. Res.	Res.	Non. Res.
Adults	\$10.00	\$12.50	\$85.00	\$106.00
Youth (2-17)	\$5.00	\$6.00	\$43.00	\$51.00
Senior (61+)	\$5.00	\$6.00	\$43.00	\$51.00

Note: 10 Admission rate is an approximate 15% discount over the daily fee.

Fitness \$15.00/\$19.00 daily fee per class

Operations Analysis

Swanton Community Center

Operations Analysis Summary:

Year Two Operations: The following figures summarize the anticipated operational expenses and projected revenues for the operation of the Swanton Community Center in year two. Year two more accurately represents the true cost of operation and revenues than the first year.

	10,000 SF
Category	Budget
Expenses	\$ 336,650
Revenues	\$ 306,832
Difference	(29,818)
Recovery %	91%

Five Year Operations: The figures below represent the expected financial performance of the Swanton Community Center for the first five years of operation. Both expenses and revenues have been adjusted on a percentage basis for each line item for each year.

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$ 314,911	\$ 336,650	\$ 353,975	\$ 372,235	\$ 391,250
Revenues	\$ 219,741	\$ 306,832	\$ 347,627	\$ 376,543	\$ 392,419
Difference	(95,170)	(29,818)	(6,347)	4,308	1,168
Recovery %	70%	91%	98%	101%	100%

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

Operations Analysis

Swanton Community Center

Expenses:

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

Year Two Operations Expenses

Category	Budget
<u>Personnel</u>	
Full-time	-
Part-time	195,096
Total	\$ 195,096
<u>Operating Supplies</u>	
Office Supplies	2,000
Maintenance/Repair Supplies	5,000
Janitor Supplies	5,000
Recreation Supplies	25,000
Uniforms	1,000
Printing/Postage	3,000
Items for Resale	-
Other Misc. Expenses	1,000
Total	\$ 42,000

Operations Analysis

Swanton Community Center

Continued from previous page.

Category	Budget
Contractual Services	
Utilities (\$3.00 SF)	30,000
Water/Sewer	5,000
Insurance (Property & Liability)	10,000
Communications (Phone, Data, WiFi)	3,000
Contractual Services (Mechanical, Alarm, ASCAP, Software, etc.)	25,000
Rental Equipment	2,000
Advertising	6,000
Staff Training	500
Conference	-
Trash Pickup	2,000
Dues & Subscriptions	1,000
Bank Charges (75% of Revenue x 3.5%)	8,054
Other	2,000
Total	\$ 94,554
Capital	
Replacement Fund	\$ 5,000
Grand Total	\$ 336,650

Operations Analysis

Swanton Community Center

5 Year Operations Expense Projections

Category	Year 1	Year 2	Year 3	Year 4	Year 5
<u>Personnel</u>					
Full-time	-	-	-	-	-
Part-time	189,243	195,096	201,924	208,992	216,306
Total	\$ 189,243	\$ 195,096	\$ 201,924	\$ 208,992	\$ 216,306
<u>Operating Supplies</u>					
Office Supplies	1,600	2,000	2,100	2,205	2,315
Maintenance/Repair Supplies	3,000	5,000	5,250	5,513	5,788
Janitor Supplies	4,500	5,000	5,250	5,513	5,788
Recreation Supplies	20,000	25,000	26,250	27,563	28,941
Uniforms	900	1,000	1,050	1,103	1,158
Printing/Postage	2,850	3,000	3,150	3,308	3,473
Items for Resale	-	-	-	-	-
Other Misc. Expenses	800	1,000	1,050	1,103	1,158
Total	\$ 33,650	\$ 42,000	\$ 44,100	\$ 46,305	\$ 48,620
<u>Contractual Services</u>					
Utilities (\$3.00 SF)	28,500	30,000	33,000	36,300	39,930
Water/Sewer	4,750	5,000	5,250	5,513	5,788
Insurance (Property & Liability)	9,500	10,000	10,500	11,025	11,576
Communications (Phone, Data, WiFi)	2,850	3,000	3,150	3,308	3,473
Contractual Services (Mechanical, Alarm, ASCAP, Software, etc.)	22,500	25,000	27,500	30,250	33,275
Rental Equipment	1,900	2,000	2,100	2,205	2,315
Advertising	6,000	6,000	6,300	6,615	6,946
Staff Training	500	500	525	551	579
Conference	-	-	-	-	-
Trash Pickup	1,900	2,000	2,100	2,205	2,315
Dues & Subscriptions	950	1,000	1,050	1,103	1,158
Bank Charges (75% of Revenue x 3.5%)	5,768	8,054	9,125	9,884	10,301
Other	1,900	2,000	2,100	2,205	2,315
Total	\$ 87,018	\$ 94,554	\$ 102,700	\$ 111,163	\$ 119,971
<u>Capital</u>					
Replacement Fund	\$ 5,000	\$ 5,000	\$ 5,250	\$ 5,775	\$ 6,353
Grand Total	\$ 314,911	\$ 336,650	\$ 353,975	\$ 372,235	\$ 391,250

Operations Analysis

Swanton Community Center

Revenues:

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

Year Two Revenues

Category	Budget
Fees	
Daily Admissions	27,891
20 Visit Admissions	15,698
Group/Corporate	5,000
General Facility Rentals	55,000
Total	\$ 103,588
Programs	
General Programs	196,244
Total	\$ 196,244
Other	
Special Events	2,000
Vending (percentage of gross sales)	5,000
Total	\$ 7,000
Grand Total	\$ 306,832

Operations Analysis

Swanton Community Center

5 Year Revenue Projections

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Fees					
Daily Admissions	22,313	27,891	30,680	32,214	32,214
20 Visit Admissions	12,558	15,698	17,267	18,131	18,131
Group/Corporate	4,000	5,000	5,500	5,775	5,775
General Facility Rentals	38,500	55,000	60,500	63,525	66,701
Total	\$ 77,371	\$ 103,588	\$ 113,947	\$ 119,644	\$ 122,821
Programs					
General Programs	137,371	196,244	225,680	248,248	260,661
Total	\$ 137,371	\$ 196,244	\$ 225,680	\$ 248,248	\$ 260,661
Other					
Special Events	1,000	2,000	2,500	2,875	3,163
	-				
Vending (percentage of gross sales)	4,000	5,000	5,500	5,775	5,775
Total	\$ 5,000	\$ 7,000	\$ 8,000	\$ 8,650	\$ 8,938
Grand Total	\$ 219,741	\$ 306,832	\$ 347,627	\$ 376,543	\$ 392,419

Operations Analysis

Swanton Community Center

Staff:

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

Full-Time

No new full-time staff will be necessary for the community center.

Part-Time

Part-Time	Rate	Hours	Weeks	Total
Front Desk/Building Supervisor	\$ 19.00	85	52	\$ 83,980
Gym Attendant	\$ 18.00	0	30	\$ -
Facility Attendant (custodial)	\$ 18.00	28	52	\$ 26,208
Rental Attendant	\$ 18.00	12	52	\$ 11,232
Total		125		\$ 121,420
F.T.E.		3.13		
Program Staff				\$ 55,940
Total				\$ 177,360
Benefits	10.0%			\$ 17,736
Total				\$ 195,096

Hourly rates are based on 2025.

Operations Analysis

Swanton Community Center

Admission Revenue:

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

Daily Fees	Fees	Number	Revenue
Adult	\$10.00	10	\$100.00
Youth	\$5.00	10	\$50.00
Senior	\$5.00	5	\$25.00
Total		25	\$175
Grand Total			x 150 days/year \$26,250
Non. Res.	% of users 25%	% of fee increase 25%	\$1,641
Adjusted Total			\$27,891

10 Admission	Fees	Number	Revenue
Adult	\$85	100	\$8,500
Youth	\$43	100	\$4,300
Senior	\$43	50	\$2,150
Total		250	\$14,950
Non. Res.	% of users 20%	% of fee increase 25%	\$748
Adjusted Total			\$15,698

Revenue Summary	
Daily	\$27,891
20 Admission	\$15,698
Total	\$43,588

Operations Analysis

Swanton Community Center

Programs:

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

These are representative programs only.

Operations Analysis

Swanton Community Center

Program Calculations - Expenses

Adult Leagues	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Official	2	\$25.00	3	8	\$ 1,200
	Scorer	1	\$18.00	3	8	\$ 432
Volleyball	Official	1	\$20.00	3	8	\$ 480
Total						\$ 2,112

Youth Leagues	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Official	2	\$25.00	5	8	\$ 2,000
	Scorer	1	\$18.00	6	8	\$ 864
Futsal (Indoor Soccer)	Official	1	\$25.00	3	8	\$ 600
Total						\$ 3,464

Youth Sports Camps	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	\$25.00	1	16	\$ 800
Other	Coaches	2	\$25.00	1	8	\$ 400
Total						\$ 1,200

Youth Sports Clinics	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	\$25.00	1	4	\$ 200
Other	Coaches	2	\$25.00	1	4	\$ 200
Total						\$ 400

Fitness	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Group Fitness Classes	\$ 25.00	10	1	48	\$ 12,000
Total					\$ 12,000

Birthday Parties	Rate/Class	Classes/Week	Number of Hours	Weeks	Total
Parties	\$ 18.00	1	2	48	\$ 1,728
Total					\$ 1,728

General Recreation Classes	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Arts & Crafts Classes	\$ 19.00	2	1	32	\$ 1,216
Adult Classes	\$ 19.00	4	1	32	\$ 2,432
Senior Classes	\$ 19.00	2	1	32	\$ 1,216
Youth/Teen Classes	\$ 19.00	2	1	32	\$ 1,216
Summer Camp					
Supervisor	\$ 19.00	40	1	6	\$ 4,560
Leader	\$ 18.00	40	4	6	\$ 17,280
Break Camps					
Supervisor	\$ 19.00	40	1	2	\$ 1,520
Leader	\$ 18.00	40	2	2	\$ 2,880
Misc. Classes	\$ 19.00	2	1	32	\$ 1,216
Total					\$ 33,536

Contract/Other \$ 1,500

Grand Total \$ 55,940

Operations Analysis

Swanton Community Center

Program Calculations - Revenues

Adult Leagues	Teams	Fee	Seasons	Total
Basketball	6	\$ 450	1	\$ 2,700
Volleyball	6	\$ 350	1	\$ 2,100
Total				\$ 4,800

Youth Leagues	Players	Fee	Seasons	Total
Basketball	90	\$ 75	1	\$ 6,750
Futsal (Indoor Soccer)	90	\$ 75	1	\$ 6,750
Total				\$ 13,500

Youth Sports Camps	Participants	Fee	Seasons	Total
Basketball	20	\$ 150	1	\$ 3,000
Other	20	\$ 150	1	\$ 3,000
Total				\$ 6,000

Youth Sports Clinics	Participants	Fee	Number	Total
Basketball	20	\$ 50	1	\$ 1,000
Other	20	\$ 50	1	\$ 1,000
Total				\$ 2,000

Fitness	Rate/Class	Classes/Week	Participants	Weeks/sessions	Total
Group Fitness Classes	\$ 15.00	10	2	48	\$ 14,400
Group Fitness Class (sessions)	\$ 200.00	5	8	6	\$ 48,000
Total					\$ 62,400

Pickleball	Rate/Class	Sessions/Week	Number of Part.	Weeks	Total
Open Play	\$ 10.00	3	16	30	\$ 14,400
Total					\$ 14,400

Birthday Parties	Rate	Number	Weeks	Total
Parties	\$ 200.00	1	48	\$ 9,600
Total				\$ 9,600

General Recreation Classes	Rate/Class	Classes/Week	Participants	Weeks/sessions	Total
Arts & Crafts Classes	\$ 75.00	2	6	4	\$ 3,600
Adult Classes	\$ 75.00	4	6	4	\$ 7,200
Senior Classes	\$ 25.00	2	6	4	\$ 1,200
Youth/Teen Classes	\$ 50.00	2	6	4	\$ 2,400
Summer Camp	Half Day \$ 150.00	1	20	6	\$ 18,000
	Full Day \$ 225.00	1	20	6	\$ 27,000
Break Camp	\$ 35.00	5	20	2	\$ 7,000
Misc. Classes	\$ 75.00	2	6	4	\$ 3,600
Total					\$ 70,000

Contract/Other				\$ 2,000
Sub-Total				\$ 184,700
Non-Resident	25%	25% Fee Increase		\$ 11,544
Grand Total				\$ 196,244

Operations Analysis

Swanton Community Center

Rental Revenue:

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

Revenues	Rate/Hr.	Number of Hrs.	Weeks	Total
Activity Room 1 or 2	\$ 50	6	50	\$ 15,000
Kitchen	\$ 45	4	50	\$ 9,000
Office/Activity Room	\$ 25	2	50	\$ 2,500
Gymnasium (full)	\$ 75	10	30	\$ 22,500
Gymnasium (half)	\$ 40	5	30	\$ 6,000
Total				\$ 55,000

Total Rental Revenues	\$	55,000
------------------------------	-----------	---------------