

# REPORT ON THE TOWNSHIP RECREATION CENTER:

*Planned Changes For A New  
Community Center in 2019*

Presented by Upper Providence Township Administration

Monday, June 18, 2018



## PRESENTATION OUTLINE

- ❖ Departmental Reorganization
- ❖ Identifying Challenges and Barriers
- ❖ Establishing Goals For Success
- ❖ Township Staff Recommendations
- ❖ Proposed Roadmap and Milestones

# DEPARTMENTAL REORGANIZATION

- **New Director of Recreation and Special Events**
  - Charged by Township Manager to do a comprehensive efficiency review of all Recreation programs and operations
    - Audited Center's financial operations
    - Reviewed past recreational program studies
    - Analyzed demographic changes
    - Evaluated programming trends in other communities and the private sector
    - Studied fitness center membership composition

# **IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS**

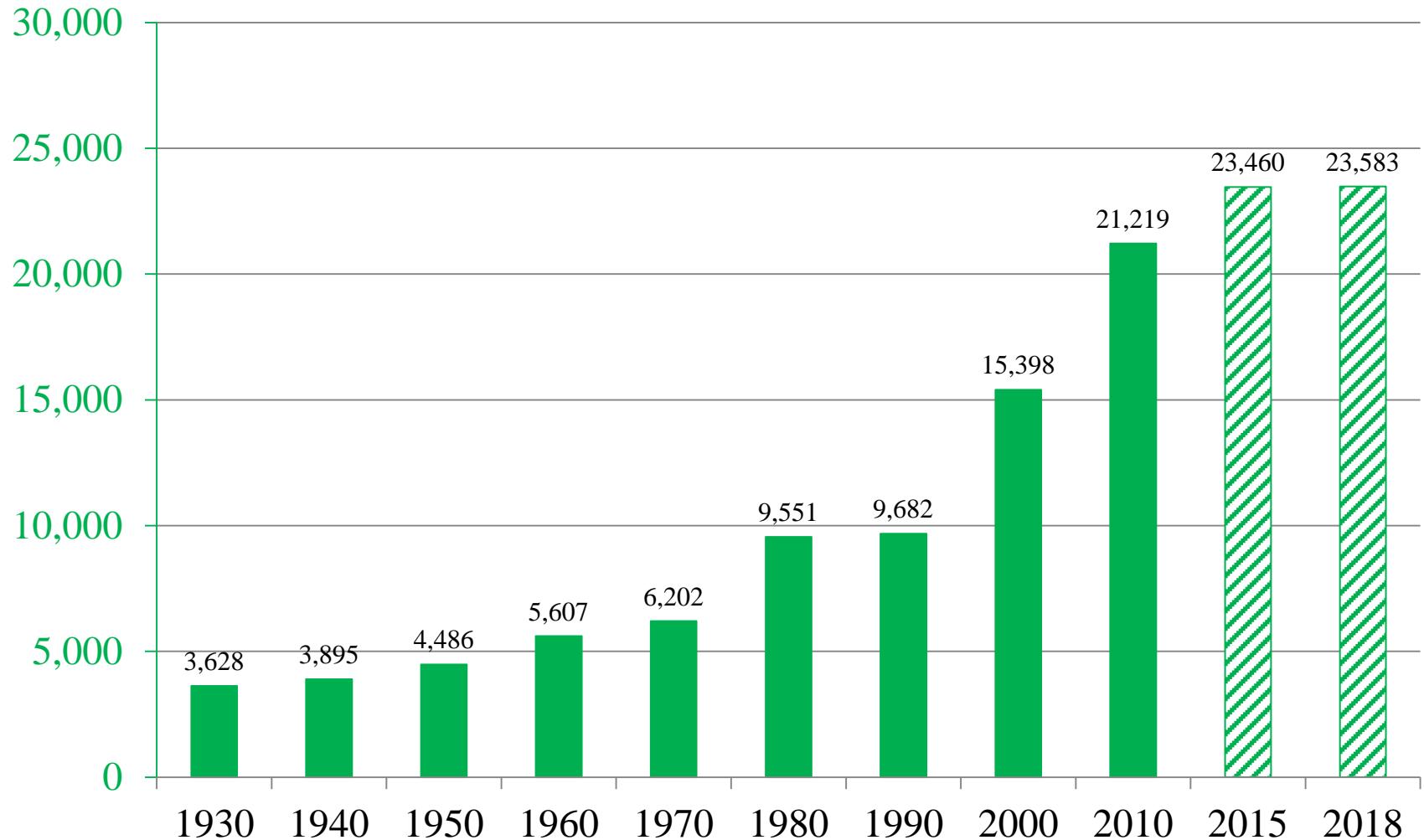
- 1. Incorrect Program Focus**
- 2. Facility Limitations**
- 3. Private Sector Competition**
- 4. Marketing Challenges**
- 5. Insufficient Return on Investment**

# **IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS**

- **Incorrect Program Focus**
  - Our focus to dates has a been fitness-oriented facility in a fitness center-saturated market.

# TOWNSHIP POPULATON TRENDS

*2018 Estimated Population: 23,583*



# RECREATION CENTER MEMBERSHIP BREAKDOWN

Non-Resident Memberships	Residents Memberships	Resident Memberships as a % of UPT Population	Total
12 Visit Pass	3	6	0.03% 9
30 day membership	2	3	0.01% 5
Additional Youth Membership	0	6	0.03% 6
Adult Full Facility Annual Membership	16	151	0.63% 167
Senior / Adult Full Facility Membership	14	117	0.49% 131
Silver & Fit Membership	4	6	0.03% 10
Silver Sneakers Membership	153	138	0.58% 291
Teen Full Facility Membership	1	39	0.16% 40
Youth Full Facility Membership	4	80	0.34% 84
Adult Program Membership	0	14	0.06% 14
Senior Program Membership	4	10	0.04% 14
Youth Program Membership	0	1	0.00% 1
	<b>201</b>	<b>571</b>	<b>2.39% 772</b>
2016 UPT Population Estimate: 23,853			

# RECREATION CENTER MEMBERSHIP BREAKDOWN



	Non-Resident Memberships	Residents Memberships	Resident Memberships as a % of UPT Population	Total
12 Visit Pass	3	6	0.03%	9
30 day membership	2	3	0.01%	5
Additional Youth Membership	0	6	0.03%	6
Adult Full Facility Annual Membership	16	151	0.63%	167
Senior / Adult Full Facility Membership	14	117	0.49%	131
Silver & Fit Membership	4	6	0.03%	10
Silver Sneakers Membership	153	138	0.58%	291
Teen Full Facility Membership	1	39	0.16%	40
Youth Full Facility Membership	4	80	0.34%	84
Adult Program Membership	0	14	0.06%	14
Senior Program Membership	4	10	0.04%	14
Youth Program Membership	0	1	0.00%	1
	<b>201</b>	<b>571</b>	<b>2.39%</b>	<b>772</b>
2016 UPT Population Estimate: 23,853				

# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- **Facility Limitations**

- Other area fitness centers, collectively, offer free classes to their members and provide other amenities such as:
  - A better selection of fitness equipment,
  - Locker rooms and showers,
  - Saunas and pools,
  - Expanded baby sitting,
  - Extended hours,
  - Indoor Trails
  - On Demand Classes

# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- **Facility Limitations**
  - The square footage restrictions of the building simply do not provide the flexibility to provide all these extra amenities.

# **IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS**

- **Private Sector Competition**
  - Since the Recreation Center opened in 2011 it has directly competed with numerous fitness centers in the greater Upper Providence Township region.

# AREA FITNESS COMPETITORS

## *32 Facilities Located Within 2 Miles of UPT*

<b>Fitness Center</b>	<b>Location</b>
Planet Fitness	Audubon
Soulbeat Spin and Barre	Audubon
Anytime Fitness	Collegeville
Club Pilates	Collegeville
Cycle Zone	Collegeville
LA Fitness	Collegeville
Mane Fitness	Collegeville
Mark Slater Fitness	Collegeville
Metamorfit	Collegeville
Orange Theory Fitness	Collegeville
Rascals	Collegeville
Your Yoga Space	Collegeville
9 Round Fitness	Limerick
Anytime Fitness	Limerick
Body Ride	Limerick
Core Fit	Limerick

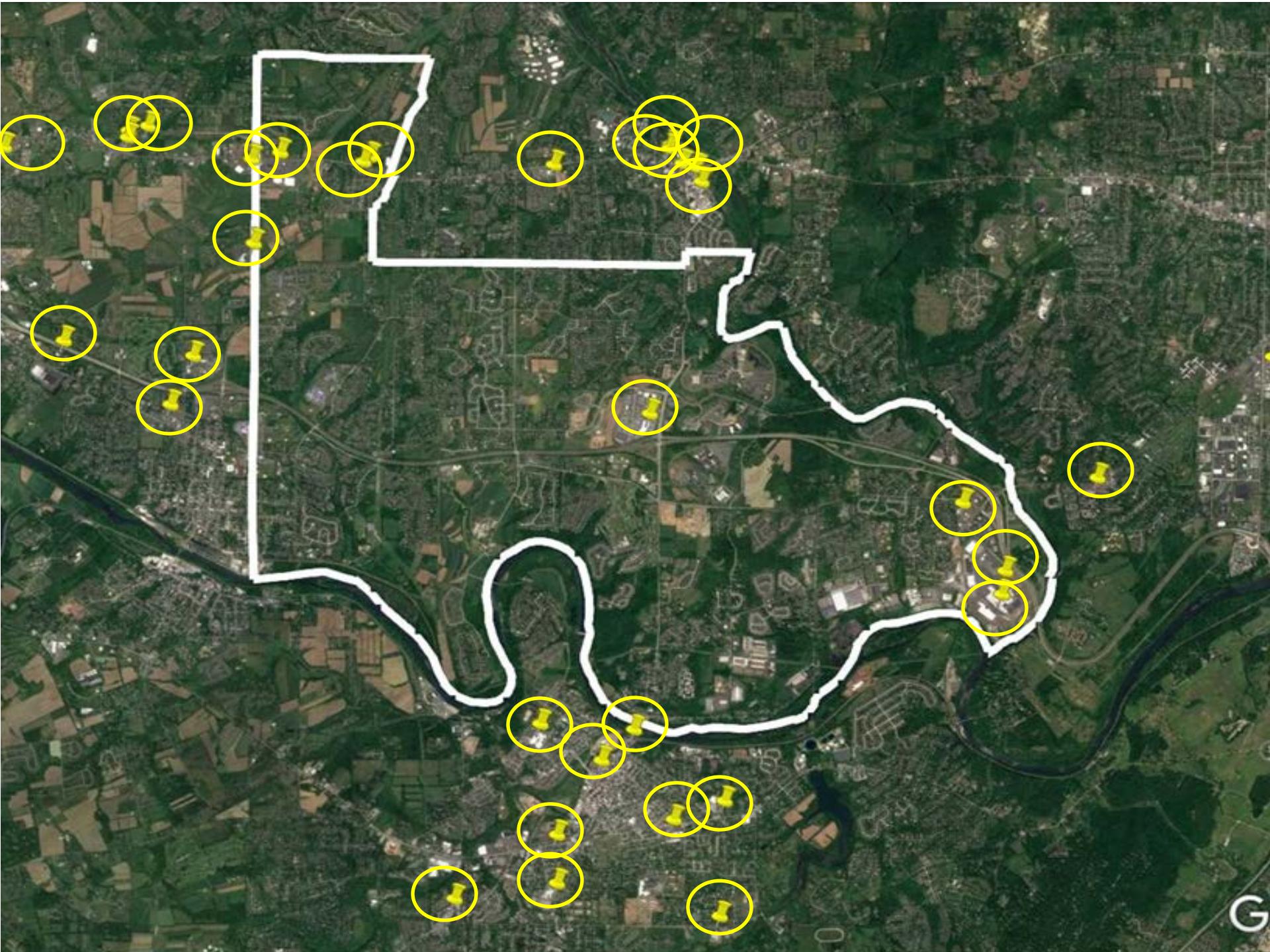
<b>Fitness Center</b>	<b>Location</b>
CrossFit Abbellire	Limerick
MaxOut Strength Studio	Limerick
Rascals	Limerick
Spring Valley YMCA	Limerick
Torque Spin Barre	Limerick
Anytime Fitness	Oaks
Philadelphia Rock Gym	Oaks
Retro Fitness	Oaks
9 Round Fitness	Phoenixville
Bodies By Pilates	Phoenixville
CrossFit Lock 60	Phoenixville
Nectar Yoga Studio	Phoenixville
Passion For Fitness	Phoenixville
Phoenixville YMCA	Phoenixville
Planet Fitness	Phoenixville
Specialized Fitness Studio	Phoenixville

# AREA FITNESS COMPETITORS

## *7 Facilities Located Within UPT*

<b>Fitness Center</b>	<b>Location</b>
Planet Fitness	Audubon
Soulbeat Spin and Barre	Audubon
Anytime Fitness	Collegeville
Club Pilates	Collegeville
Cycle Zone	Collegeville
LA Fitness	Collegeville
Mane Fitness	Collegeville
Mark Slater Fitness	Collegeville
Metamorfit	Collegeville
Orange Theory Fitness	Collegeville
Rascals	Collegeville
Your Yoga Space	Collegeville
9 Round Fitness	Limerick
Anytime Fitness	Limerick
Body Ride	Limerick
Core Fit	Limerick

<b>Fitness Center</b>	<b>Location</b>
CrossFit Abbellire	Limerick
MaxOut Strength Studio	Limerick
Rascals	Limerick
Spring Valley YMCA	Limerick
Torque Spin Barre	Limerick
Anytime Fitness	Oaks
Philadelphia Rock Gym	Oaks
Retro Fitness	Oaks
9 Round Fitness	Phoenixville
Bodies By Pilates	Phoenixville
CrossFit Lock 60	Phoenixville
Nectar Yoga Studio	Phoenixville
Passion For Fitness	Phoenixville
Phoenixville YMCA	Phoenixville
Planet Fitness	Phoenixville
Specialized Fitness Studio	Phoenixville



G

# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- **Marketing Challenges**
  - The Township does need to improve its marketing initiatives, but this would have a minimal impact on changing the competitive dynamic, given the proliferation of regional opportunities.

# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- Marketing Challenges
  - *Private sector health clubs hope to capture between 10% and 15% of a market area, generally in a 3 to 5 mile radius of the club.*

# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- **Marketing Challenges**
  - *Private sector health clubs hope to capture between 10% and 15% of a market area, generally in a 3 to 5 mile radius of the club.*
  - *Public sector facilities target a market of 20% to 30% of an area within a 15 to 20 minute driving distance.*

# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- Insufficient Return on Investment (ROI)
  - Recreation Center Cost Analysis

2018 Estimated Revenues	\$87,500
-------------------------	----------

# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- Insufficient Return on Investment (ROI)
  - Recreation Center Cost Analysis

2018 Estimated Revenues	\$87,500
2018 Estimated Expenses	\$360,740

# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- Insufficient Return on Investment (ROI)
  - Recreation Center Cost Analysis

2018 Estimated Revenues	\$87,500
2018 Estimated Expenses	\$360,740
2018 Lease Renewal – Fitness Equipment	\$38,000

# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- Insufficient Return on Investment (ROI)
  - Recreation Center Cost Analysis

2018 Estimated Revenues	\$87,500
2018 Estimated Expenses	\$360,740
2018 Lease Renewal – Fitness Equipment	\$38,000
<b>2018 Estimated Shortfall</b>	<b>\$311,240</b>

# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- Insufficient Return on Investment (ROI)
  - Per Member Shortfall Analysis

<b>2018 Estimated Shortfall</b>	<b>\$311,240</b>
---------------------------------	------------------

<b>Membership Type</b>	<b>Census Count</b>	<b>Per Member Shortfall</b>	<b>% of Population</b>

# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- Insufficient Return on Investment (ROI)
  - Per Member Shortfall Analysis

<b>2018 Estimated Shortfall</b>	<b>\$311,240</b>
---------------------------------	------------------

Membership Type	Census Count	Per Member Shortfall	% of Population
Residents and Non-Residents	772	\$ 403	3.2 %

# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- Insufficient Return on Investment (ROI)
  - Per Member Shortfall Analysis

<b>2018 Estimated Shortfall</b>	<b>\$311,240</b>
---------------------------------	------------------

Membership Type	Census Count	Per Member Shortfall	% of Population
Residents and Non-Residents	772	\$ 403	3.2 %
Residents Only	571	\$ 545	2.3 %

# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- Insufficient Return on Investment (ROI)
  - Per Member Shortfall Analysis

<b>2018 Estimated Shortfall</b>	<b>\$311,240</b>
---------------------------------	------------------

<b>Membership Type</b>	<b>Census Count</b>	<b>Per Member Shortfall</b>	<b>% of Population</b>
Residents and Non-Residents	772	\$ 403	3.2 %
Residents Only	571	\$ 545	2.3 %
Residents Less Silver Sneakers	433	\$ 719	1.8 %

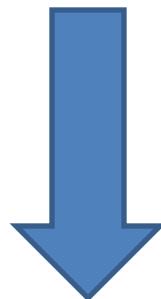
# IDENTIFYING CHALLENGES AND BARRIERS TO SUCCESS

- Insufficient Return on Investment (ROI)
  - Per Member Shortfall Analysis

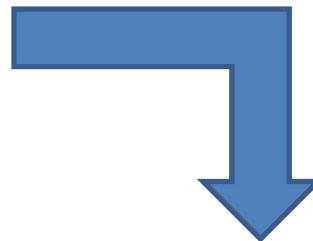
<b>2018 Estimated Shortfall</b>	<b>\$311,240</b>
---------------------------------	------------------

<b>Membership Type</b>	<b>Census Count</b>	<b>Per Member Shortfall</b>	<b>% of Population</b>
Residents and Non-Residents	772	\$ 403	3.2 %
Residents Only	571	\$ 545	2.3 %
Residents Less Silver Sneakers	433	\$ 719	1.8 %
Paid Resident Members	347	\$ 897	1.5 %

**23,853 RESIDENTS**

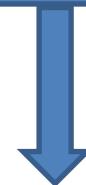


**347**



**(\$897)**

**\$417,000**



**2 %**



# ESTABLISHING GOALS FOR SUCCESS

1. **Don't compete with the private sector in any particular program where the private sector offers these services more efficiently.**

# ESTABLISHING GOALS FOR SUCCESS

2. Develop more non-fitness programs that are flexible and address the needs of larger Township's demographic.

# ESTABLISHING GOALS FOR SUCCESS

2. Develop more non-fitness programs that are flexible and address the needs the Township's demographic.



**27% OF THE TOWNSHIP'S POPULATION IS UNDER 18  
NO PROGRAMS ARE TAILORED TO THIS AGE GROUP**

# ESTABLISHING GOALS FOR SUCCESS

3. Promote special events and activities throughout the entire Upper Providence and County park system.

# ESTABLISHING GOALS FOR SUCCESS

4. Remove membership structure and rebrand the Center as a Township-wide community center for all residents.

# ESTABLISHING GOALS FOR SUCCESS

5. Offer expanded programs at the new Black Rock Municipal Campus and the old Township Meeting Hall.

# ESTABLISHING GOALS FOR SUCCESS

6. Explore long-term alternatives for the newly rebranded Community Center and explore regional partnerships.

# ESTABLISHING GOALS FOR SUCCESS

7. Continue to serve Silver Sneakers members in the same capacity that they are currently served.

# ESTABLISHING GOALS FOR SUCCESS

8. **Expand offerings of special events to garner family and community support.**

# ESTABLISHING GOALS FOR SUCCESS

9. Renew emphasis on modernizing park playgrounds throughout the Township and offer varied events in all the Township's parks and open areas.

# ESTABLISHING GOALS FOR SUCCESS

## 10. Continue and expand programs in areas in which we have been successful:

- ❖ Community Bus Trips
- ❖ Concerts
- ❖ Summer Camps
- ❖ Movies in the Parks
- ❖ Special Events and Seasonal Programs
- ❖ Community Day

# **TOWNSHIP ADMINISTRATION**

## **RECOMMENDATIONS**

- **Establish new operating hours for the Recreation Center:**
  - Effective July 1, 2018 the Center's new hours will be :
    - 8:00am – 9:00pm (Monday-Thursday)
    - 8:00am – 8:00pm (Friday)
    - 8:00am – 12:00pm (Weekends)
  - New Babysitting Hours
    - 9:00am – 11:00am (Monday-Tuesday)

# **TOWNSHIP ADMINISTRATION**

## **RECOMMENDATIONS**

- **Do not renew \$150,000 3-year lease for new fitness equipment at the Center**
  - Negotiate extension to existing lease through December 31, 2018

# **TOWNSHIP ADMINISTRATION**

## **RECOMMENDATIONS**

- **Discontinue membership structure**
  - Continue offering 30-day membership packages through December 31, 2018
  - Memberships expiring before December 31, 2018 will be extended without charge
  - Memberships expiring after December 31, 2018 will qualify for pro-rated refunds

# TOWNSHIP ADMINISTRATION RECOMMENDATIONS

- **Begin to transition to offering new community-wide programs in 2019**
  - Develop popular programs that will permeate a larger segment of the Township population
  - Conduct statistically accurate and random surveys of residents to ensure a proper mix of programming that meets the diverse needs of Upper Providence's demographic.

# PROPOSED TIMELINE AND TARGET DATES

<b>TASK</b>	<b>TARGET DATE</b>
Implement New Operating Hours	July 1, 2018
Survey Community and Develop New Programs	December 31, 2018
Convert Recreation Center to Community Center	February 1, 2019
Restructuring of Recreation Personnel	July 1-December 31, 2018
Black Rock Municipal Campus Opens	February 1, 2019
Refurbish Old Township Meeting Hall	2019
Launch New Silver Sneakers Program	January 1, 2019
2019 Budget Hearings	September – November 2018
New Community Center Opens	February 1, 2019