

**Mason County, Michigan
Community Center Exploratory Committee**

FEASIBILITY STUDY 2024

Prepared by
PROS CONSULTING, INC.

ACKNOWLEDGEMENTS

City of Ludington

Community Foundation for Mason County

Corewell Health Foundation

Hamlin Township

Ludington Area School District

Pere Marquette Township

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CHAPTER ONE – PROGRAMMING & OPERATIONAL PLAN

1.1 INTRODUCTION

The Mason County Multi-Generational Community Center Exploratory Committee (“MCCC”) has embarked on an exciting journey to explore the development of a community recreation facility that can enrich the health, wellness, and recreational options for Mason County residents of all ages. To guide this effort, the MCCC is conducting a comprehensive Feasibility Study that will examine local market conditions, operational costs, potential revenue streams, staffing needs, and optimal programming.

This study will also draw insights from a detailed analysis of comparable facilities, helping to shape a vision that reflects both local demand and successful practices from similar community centers. Through this research, MCCC aims to identify a program mix that meets the diverse needs of the community, along with innovative options for sustainable revenue generation and attendance growth. Additionally, a business plan will be developed to outline operational costs and strategies for achieving financial sustainability, ensuring that the center becomes a vibrant, long-term asset for Mason County, Michigan.



1.2 STAKEHOLDER ENGAGEMENT

FOCUS GROUPS AND STAKEHOLDER INTERVIEWS

Often, the process to determine the feasibility of a multi-generational community center depends largely on what services the center will provide to the community and the type of impact the services will have for a wide variety of age groups and their needs. A key component to understanding how residents feel about a potential multi-generational community center is to interview them in focus groups.

Focus group participants expressed strong interest in the potential for a multi-generational community center in Mason County, Michigan, particularly highlighting the need for an indoor facility that could accommodate recreation and social activities during the winter. They emphasized the importance of versatile spaces for sports like volleyball, pickleball, soccer, and basketball, adaptable areas for social gatherings and community events, and dedicated spaces for senior activities and wellness programs, including physical therapy and rehabilitation. While participants believed a central location would best serve the county’s residents, they also recognized that

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partnerships with local organizations could help supplement space and programming. Transparent communication about project finances and cost recovery was seen as crucial, and the group was enthusiastic about the project's potential, eager to see plans for the building design and offerings as the study progresses.

QUESTIONS AND ANSWERS

Focus group participants were selected from across the county that represent organizations, businesses, local and county government as well as residents in Ludington. Over 50 participants were divided into seven focus groups and interviewed in person and over the phone.

The groups were asked nine questions regarding their thoughts about a potential multi-generational community center.



What are the key outcomes that you would like to see come out of this feasibility study?

Participants were very interested about how the project to research a multi-generational community center for the areas came about. It may be difficult to answer questions if there is not a clear path of what the center would offer to the community, where it would be located and what part the residents would have for input into the decisions that would be made for the center to become a reality. A variety of sports were mentioned and the facility should be large enough to accommodate indoor soccer, pickleball courts, basketball, volleyball and tennis. There were three older elementary school buildings in the community; two were razed and one was sold. The new elementary school has a larger gym, but ultimately 2 gyms for sports and recreation were lost in the community so there is a definite need for more gym space. Team sports could also be included in a new multi-generational community center that has indoor opportunities for play during the winter months.

Sports were widely supported by the groups and yet when social use of the multi-generational center was brought up, suggestions of spaces for seniors and social gathering took the place of sports in the conversations. The community has sought ways to exercise in the cold months in Michigan and an indoor walking track would certainly be used by residents. Discussions about exercise programs entered the discussions and continued in the groups which became linked conversations about spaces for health and wellness programming and the possibility of rehabilitation services from injuries and surgeries. A therapy pool would be an amenity that would complement rehabilitation services. A recreational pool was brought up as an amenity that would also be good for an indoor facility and would add to the health and wellness services with aquatic exercises and learn to swim programs. The pool could offer swimming lessons to kids and others in the community, making the pool useable for more than just recreation.

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All suggestions of what the building could be and what it could offer soon led to the discussion of where the multi-generational community center should be located to best serve the county. Wherever it was built, it would need to be easily accessible to as many residents as possible and serve residents via public transportation. With ideas blooming from the participants, it became evident that if a multigenerational community center were to be built it would need the support of the community and be a multi-use facility to provide sports, social use, senior activities, and health and wellness programs.

- *It needs to be a facility in either the city or county.*
- *It should be a multi-use facility for all ages.*
- *There needs to be a study first and then make it a reality.*

What are the greatest recreation and service needs of the community and region that a community center needs to address?

The group interpreted this question like question number one. Sports, health and wellness, senior space and the multi-use facility discussion continued. Social services for the community such as a food pantry, child care and day care, educational programming as well as special programming for the arts and music are some other programming that residents are interested in. They said discussions with their friends at work and at other places included these needs. The benefit of a place to gather and spaces for groups to meet in the center should be welcoming to everyone.

The community wants sports programming for kids and adults as well as Senior spaces so in addition to the center being multi-functional, it should also serve all ages. Rentable office space and areas for groups to meet should fill gaps for services in the community and generate revenue without stepping on the toes of businesses in the community that currently provide similar services. A multi-generational community center should provide programming and services that are equitable to all and be affordable to all.

- *The center should have health and wellness, rehabilitation and therapy, a walking track, and Silver Sneakers.*
- *A gym space for recreation sports teams, community groups, and school groups is needed.*
- *It should be a multi-generational facility for all residents to be able to use.*

Are there key partners that we should explore regarding their involvement in this potential facility that can be a capital partner or an operational partner?

The participants understood how partnerships can be important to a new multi-generational community center. The center can provide spaces and programs that are most wanted by residents in the community, however it is not possible to offer everything that residents desire. Partners could provide not only programming, but they can also provide spaces off premise of the multi-generational community center and include amenities required for programs the center does not provide.

It was discussed that programs, services and facilities provided by a partner could generate revenue for the multi-generational community center since a partner may offer special pricing to the center. Partnerships in the community would strengthen affiliations with the multi-generational community

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center, with entities in the community, build relationships, and demonstrate the center is a valuable part of the community.

Fabrication and direct experience can be programs provided by commercial partners where residents want to learn job and labor skills. This concept can expand to businesses that sell appliances by donating cooking equipment for teaching in a commercial kitchen that could also be used if banquets are held at the center. Health and wellness services could partner with the center to fill a need for rehabilitation and exercise to support a healthy lifestyle. The Michigan State Parks could be a partner and provide outdoor activities such as trails, nature education, and green space areas for passive use. Educational programs could be linked to the center by the library, the community college as well as the schools in the area. The schools could also provide overflow space for sports and recreational activities, aquatics, and team sports. Interviewees feel that transportation will be important for residents to visit the multi-generational community center and bus fares could be discounted to the center and it may be necessary for the route of buses to be altered depending on where the center would be built. Churches in the community can be faith based partnerships that share facilities to subsidize the cost of childcare for other underserved residents and help with their household needs such as a food pantry or thrift store.

After discussion about what a multi-generational community center would be for the community in many aspects, participants think partnerships can broaden the scope of services and programming offered by the center because space in the facility and the number of staff could be limited to provide programs.

- *Be sure the LMTA transportation will service the center.*
- *Establish commercial partnerships with businesses and other companies for Maker Space.*
- *State Parks or the state government could help with outdoor programs and potential funding.*

What is the greatest need in recreation building space for the type of activities offered? They could be gym space, fitness and wellness space, indoor aquatic space, senior activities space, indoor walking space, group gathering space, public meeting space or other spaces?

Many answers to this question included a need for indoor space the community would use during the winter months where outdoor conditions are not favorable for activities and sports. Recreational programming, health and wellness activities as well as passive activity amenities and programming for seniors should all be included in the indoor spaces at a new multi-generational community center. Parents in the group felt that an indoor playground for kids to enjoy would be used extensively for play and as a child watch amenity while parent attend classes.

More comments about the importance of a multi-use facility were parallel with the variety of programs and activities described earlier that fit with indoor programs and activities. Included with health and wellness could be an indoor therapy pool that would be used all year. The talk of an indoor pool was moderate among the participants.

Some spaces for programs that are only to be held indoors are needed because specialty programs are currently offered on a limited basis in the community at this time and a multi-generational community center with considerable room indoors would help meet that need. The meeting space and an area for performing arts needs to be evaluated to see how a new multi-generational community center could help to provide those activities. A multi-generational community center

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needs to have a welcoming feel that appeals to both the recreational users as well as those using the center for social gatherings and meetings.

- *Gyms, aquatics, a walking track, senior programs, and health and wellness are needed.*
- *The center should be multi-functional and have other indoor program areas.*
- *It should have sports, more indoor pickleball courts, and be in a good location.*

What are the greatest program needs that this facility can address in the county?

Programs in the multi-generational community center need to fit the spaces available, and the group mentioned that there should be a membership program to monitor the center's use and to generate revenue. To serve residents, there should be daily passes, weekly passes and full memberships – each with a specific level of facility use and attendance at programs.

Sports are important to the community and have been a theme in all previous answers. Assorted programming for court sports like pickleball, basketball, volleyball and tennis should be offered. Health and wellness and social activities would be offered in spaces in the facility as well as exercise programming. The participants know their community and would be able to provide additional information about programs that would benefit residents.

Even though the facility would be used for indoor activities, partnerships could expand the program menu to outside programs and activities that would be offered to residents. These partnerships could provide nature education, and outdoor activities that residents want, yet the center would not be able to provide. Programming should provide classes that educate residents and possibly offer scholarships for those wanting to continue their education past high school.

- *Educational programs would be good.*
- *Accessibility is important for sure.*
- *Daily and weekly memberships should be available.*

What is a cost recovery goal you feel a community center should strive for from programs, daily use fee, season passes, or a membership fee?

Cost recovery was interpreted by the group as programs that generate revenue. A 70% cost recovery was mentioned with popular programs such as: sports programming, tournaments, group activities, and others that would generate revenue to support the new multi-generational community center.

Leasing space in the building to community organizations as well as rental rooms for meetings and banquets could generate revenue, however user fees for residents should be kept at a minimum to allow everyone to use the facility. The cost recovery concept needs to be explained in more detail so the community understands how the center would meet financial obligations, goals for revenue and expenditures, and how fees are established for programs, services and activities.

- *Private operations leasing space would be a way to make money.*
- *70% cost recovery would be about right.*
- *Use a millage fee to support finances.*

Is there a preferred location in the county where you feel this community center should be located?

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Residents had heard of some locations for the center near Ludington. This location would be in a central area where some participants thought property may be available. Other locations were thought to be appropriate between the airport and the business area on the way to Scottville. If there is property the county owns it should be considered for the development of the center.

Aside from a physical location, group participants emphasized the center needs to be very accessible to residents whether it be via bicycle, walking or public transportation. If the chosen location for the center is not on a routine bus route, city transportation should alter the route to accommodate people that want to use the center. Use of the facility will attract residents throughout the county and most likely increase as the community becomes aware of it. Childcare at the center would be a benefit to working parents that will drop off and pick up their children for the workday. Providing daycare at the center will also employ more staff to work at the daycare, which provides job opportunities in the area.

The community college has some recreational activities and facilities; however, the college is a 20 minute drive and the community does not utilize the college regularly because of that travel time. A central location for the center is important to kids that want extra-curricular activities and ride bikes or walk for transportation.

- *The community college is underutilized because of where it is located.*
- *Transportation is a priority and should be expanded if necessary.*
- *The center needs to be walkable or within biking distance.*

Is there land available to be purchased, leased or donated for this facility?

In the previous question, some participants said they were not sure if land in areas near Walmart, Meier and Home Depot was available for purchase to develop a new facility. If the county has land available, that may be a good option to investigate. There is land available between Ludington and Scottville, however the amount of land available there and the cost was not known. The key to the success of a new facility is to find land that is as near to the center of Ludington as possible.

- *We need to know how big the facility will be to know where it could be located.*
- *Can land be found that is centrally located?*
- *The county may have land that could be used.*

What would a successful project look like to you when we finish our work?

The groups felt the location was very important to the success of a new multi-generational community center. A survey would be useful to see how the community, businesses, residents and kids feel about what programs and activities the center could provide to the community.

Communication with the residents will need to be upfront and ongoing to benefit the process and maintain community support. The theme that resonated in most answers was that the facility needs to provide indoor recreation and programming for all residents. Winter restricts the activities of residents and an indoor facility would be able to provide sports, senior activities, and programs for everyone. The center should also be multi-use to fit several programs and activities for the recreational and social use gaps that currently exist in the community.

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Ultimately the community has an interest in a new multi-generational community center that is affordable, financially sustainable and accessible to everyone in a location that is as centrally located as possible within the county.

- *Communication will be key to the community and benefit the process.*
- *It should be a year round facility – used by residents all over the county.*
- *They need to locate where it is going to be the most successful.*

FINAL OVERVIEW

It is important to stakeholders to have a facility where recreation programs and social activities can occur year round. Sports were highlighted as a significant part of how the multi-generational community center would be used by kids, youth and adults to enjoy volleyball, pickleball, tennis, soccer, and basketball. Spaces in the facility would need to have the ability to be changed easily to accommodate a variety of sports as well as other recreational activities. Areas in the multi-generational community center should also have the ability for social gathering, community events and potentially office rental space. Seniors also need space beyond what is currently available in the county to accommodate activities they enjoy, and programs were mentioned for health, wellness and possibly physical therapy, as well as physical rehabilitation.



What should a new multi-generational community center be for Mason County?

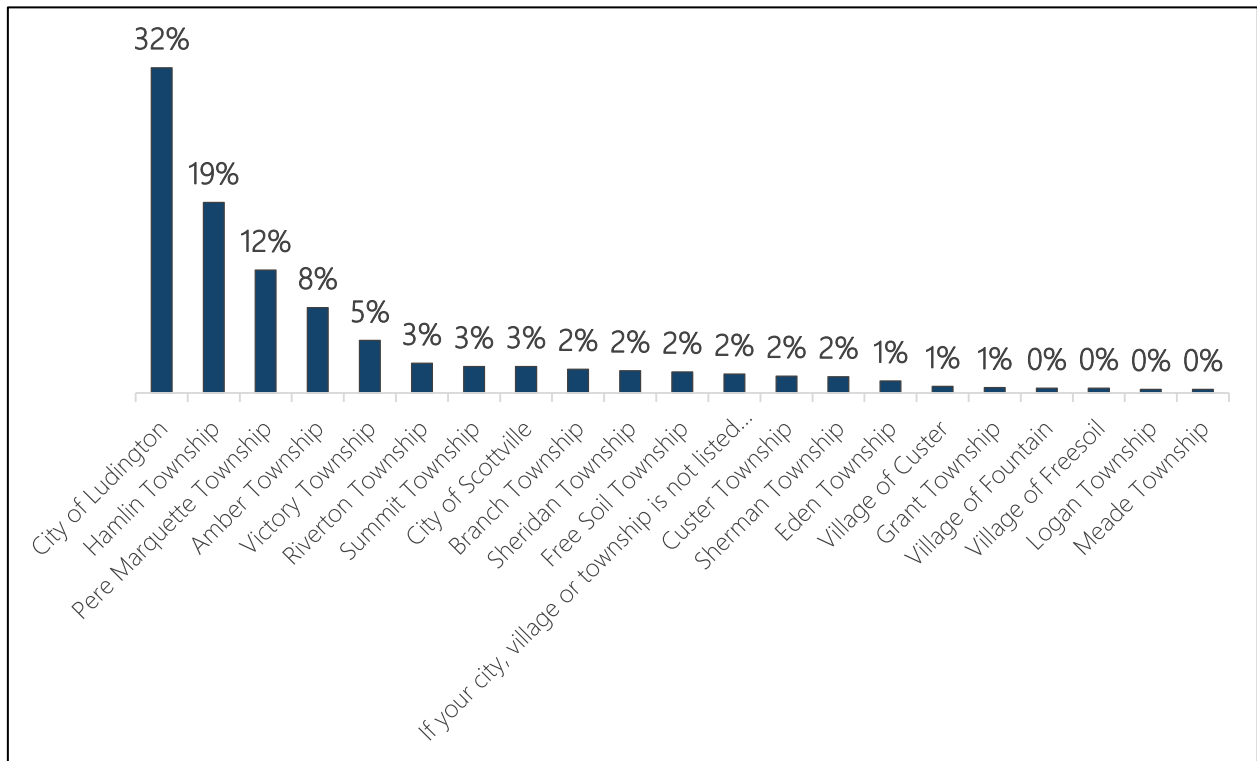
Since the location has yet to be determined, stakeholders expressed their thoughts that a central location would most likely serve the county best by allowing effective access to residents. Some locations were suggested, but no participant of the focus groups knew if the land is workable for a multi-generational community center. Utilizing partners in the community that have space and the ability to provide programming could also be a good option. Partnerships could be used in other ways, such as providing necessary supplies or services for the community center or by teaching classes that programmers at the facility may not have expertise in. Stakeholders believe that communication about the project and finances should be transparent with residents in all aspects, including how the operations of the potential facility can be sustained. Overall, stakeholders were positive about the opportunity for a multi-generational community center being developed in Mason County and they are anxious to learn more about the design for the building and what programs and activities will be provided.

1.3 ONLINE COMMUNITY NEEDS SURVEY

In addition to focus groups, PROS Consulting also conducted a survey (powered by SurveyMonkey) that was administered online and in print form for a better understanding of the support from residents in Mason County for the potential development of a multigenerational community center. The survey was available from May 20 through July 1st, 2024, and received a total of 1,884 responses or a 6.3% response rate based on Mason County population. This falls within the range of and even exceeds various benchmarks for survey response rates for medium-sized communities. The insights for each question are included in the following section.

PLEASE SELECT THE CITY, VILLAGE OR TOWNSHIP YOU RESIDE IN.

Seventy-six percent (76%) of respondents came from the following five locations City of Ludington (32%), Hamlin Township (19%), Pere Marquette Township (12%), Amber Township (8%) and Victory Township (5%). ‘Other’ written in responses include zip codes 49449 (8 occurrences) and 49660 (5 occurrences).

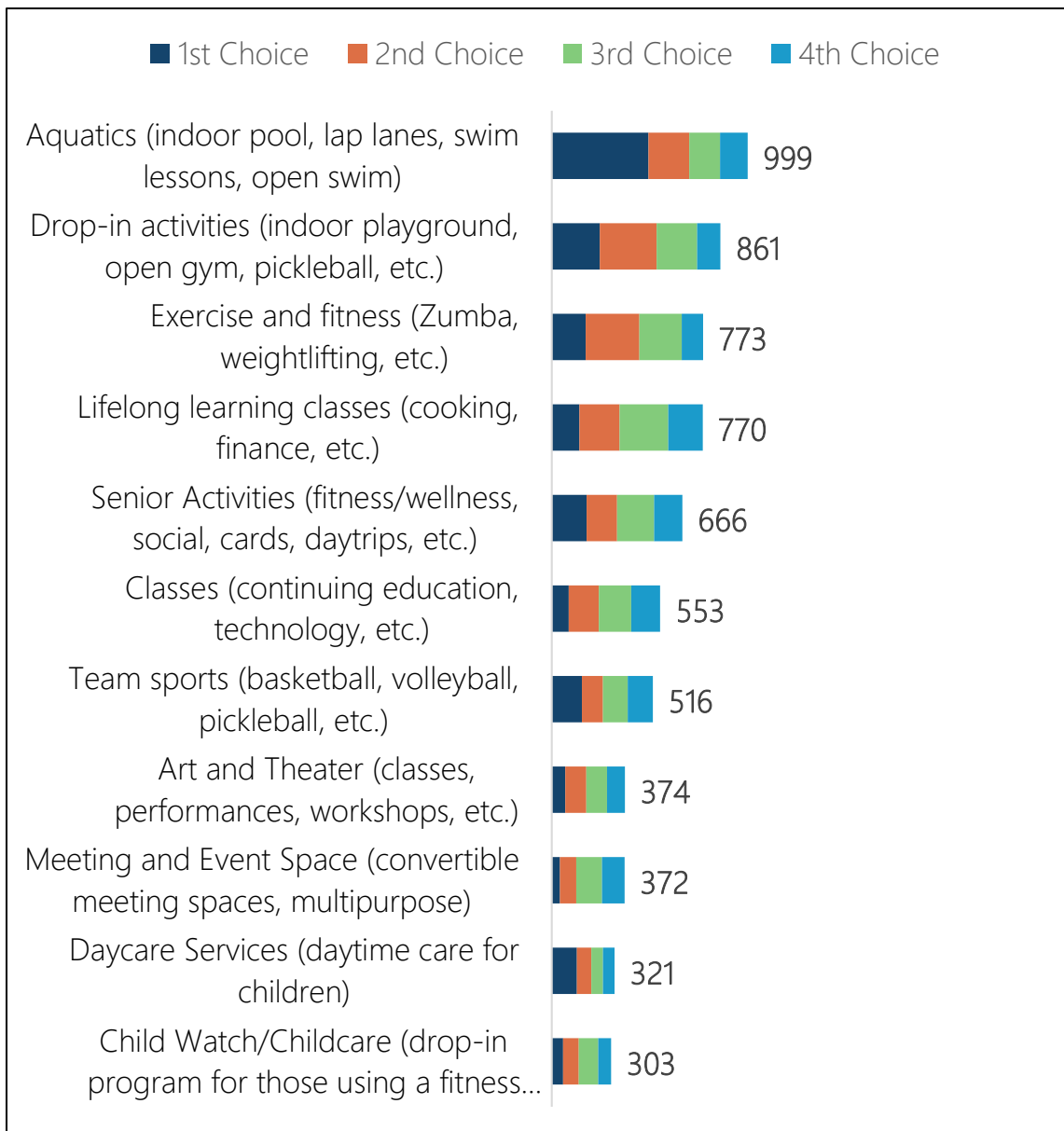


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PLEASE INDICATE WHICH FOUR PROGRAMS ARE MOST IMPORTANT TO PROVIDE AT THE POTENTIAL MULTIGENERATIONAL COMMUNITY CENTER.

By combining the sum of respondents' top four choices, the most important spaces are:

1. Aquatics (indoor pool, lap lanes, swim lessons, open swim) – 999 respondents
2. Drop-in activities (indoor playground, open gym, pickleball, etc.) – 861 respondents
3. Exercise and fitness (Zumba, weightlifting, etc.) – 773 respondents
4. Lifelong learning classes (cooking, finance, etc.) – 770 respondents
5. Senior activities (fitness/wellness, social, cards, daytrips, etc.) – 666 respondents
6. Classes (continuing education, technology, etc.) – 553 respondents

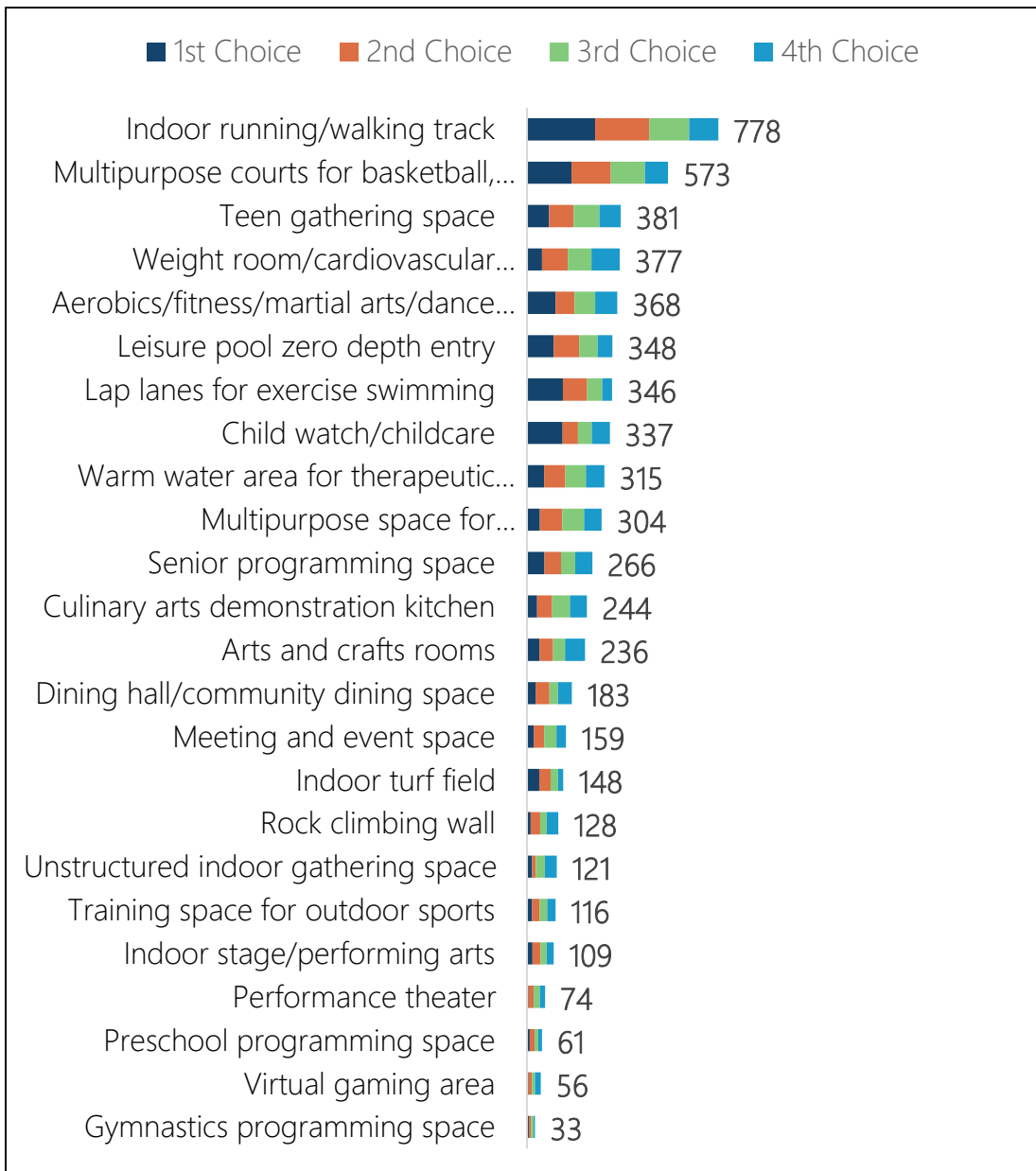


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PLEASE INDICATE WHICH FOUR MULTIGENERATIONAL COMMUNITY CENTER AMENITIES/SPACES THAT YOU FEEL ARE MOST IMPORTANT TO PROVIDE AT A POTENTIAL COMMUNITY CENTER.

By combining the sum of respondents' top four choices; the most important spaces are:

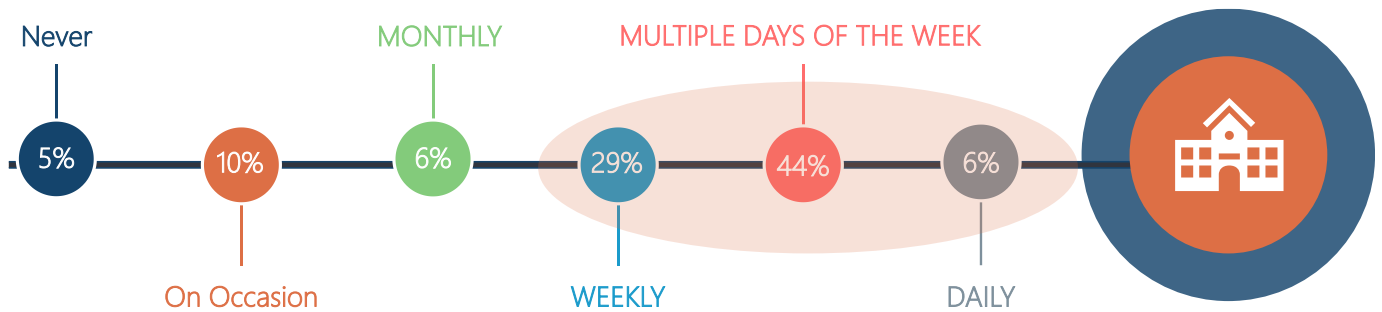
1. Indoor running/walking track – 778 respondents
2. Multipurpose courts for basketball, pickleball, volleyball, etc – 573 respondents
3. Teen gathering space – 381 respondents
4. Weight room/cardiovascular equipment area – 377 respondents
5. Aerobics/fitness/martial arts/dance space – 368 respondents
6. Leisure pool zero depth entry – 348 respondents



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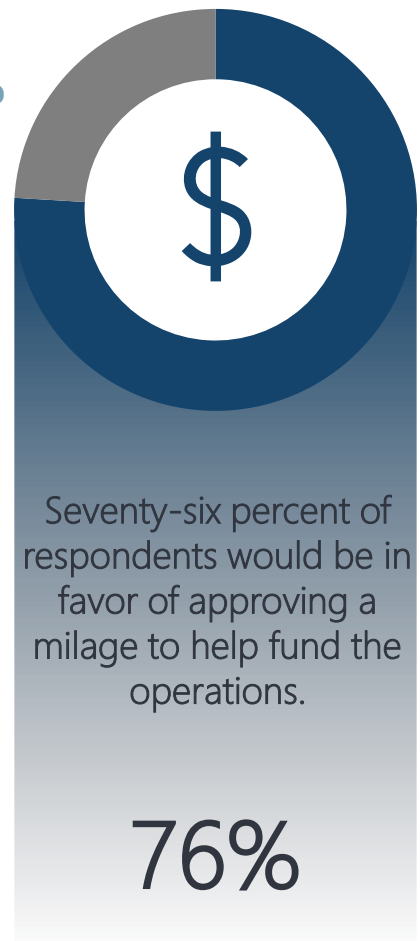
IF THE PROGRAMS AND AMENITIES MOST IMPORTANT TO YOU AND YOUR HOUSEHOLD WERE OFFERED AT A POTENTIAL MULTIGENERATIONAL COMMUNITY CENTER, HOW OFTEN WOULD YOU AND YOUR HOUSEHOLD VISIT?

Seventy-nine percent (79%) of respondents indicated they would visit the facility at least weekly. Six percent of respondents indicated monthly, 10% on occasion and 5% indicated they would never visit the facility.



WOULD YOU BE IN FAVOR OF APPROVING A MILLAGE TO HELP FUND THE OPERATIONS OF A NEW MULTIGENERATIONAL COMMUNITY CENTER?

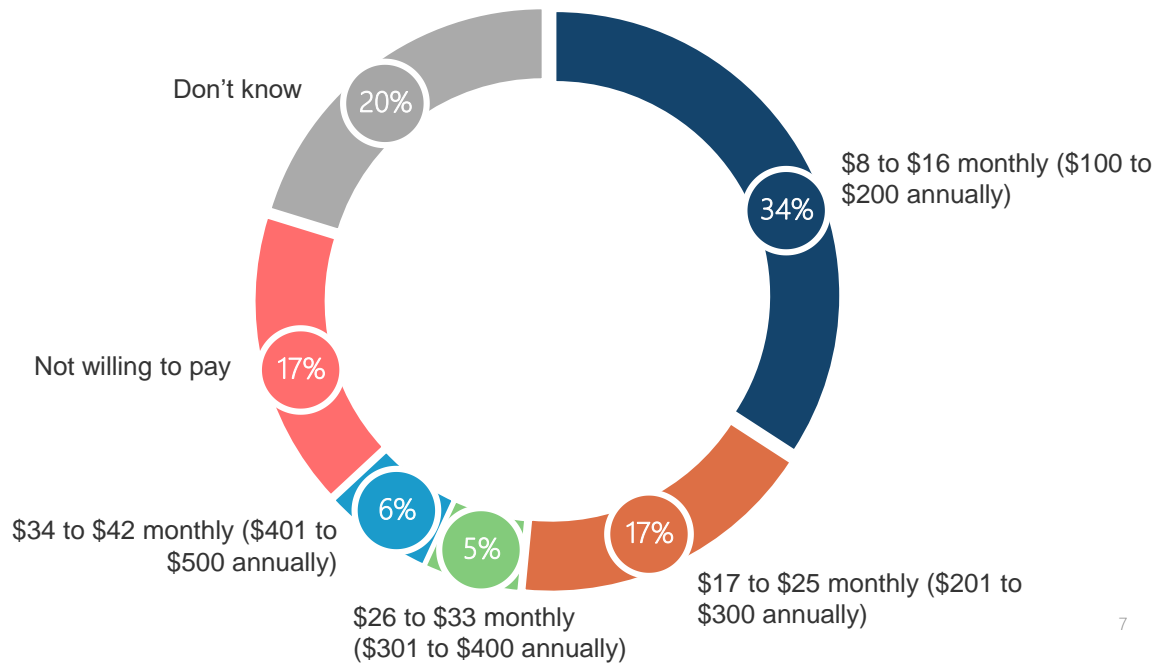
Seventy-six percent (76%) of respondents would be in favor of approving a millage to help fund the operations of a new multigenerational community center.



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ADDITIONAL CAPITAL FUNDING WILL BE REQUIRED TO BUILD A NEW MULTIGENERATIONAL COMMUNITY CENTER. WHAT AMOUNT OF ADDITIONAL TAX DOLLARS WOULD YOUR HOUSEHOLD BE WILLING TO PAY TOWARDS A NEW COMMUNITY CENTER?

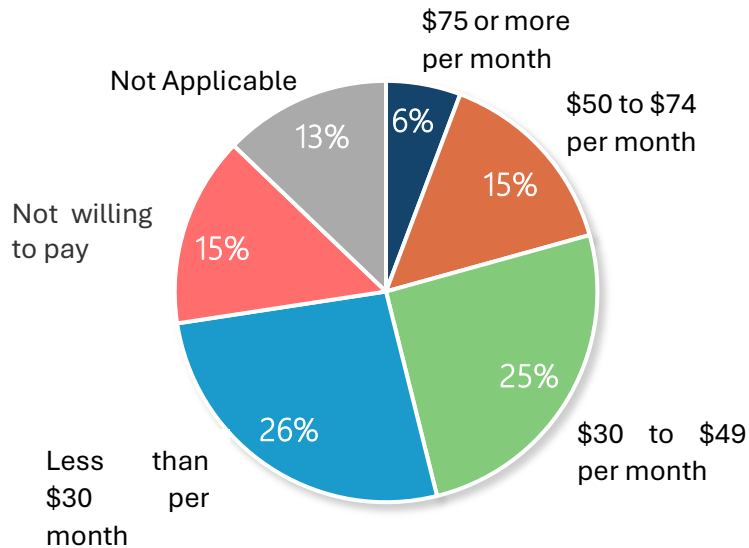
Over a third of respondents indicated they are willing to pay \$8 to \$16 per month by approving a millage to help fund the operations of a new multigenerational community center. Seventeen percent (17%) would be willing to pay \$17 to \$25 per month and 11% would be willing to pay between \$26 and \$42 per month. Twenty percent of respondents did not know if they would be in favor of approving a millage and 17% would not be willing to pay.



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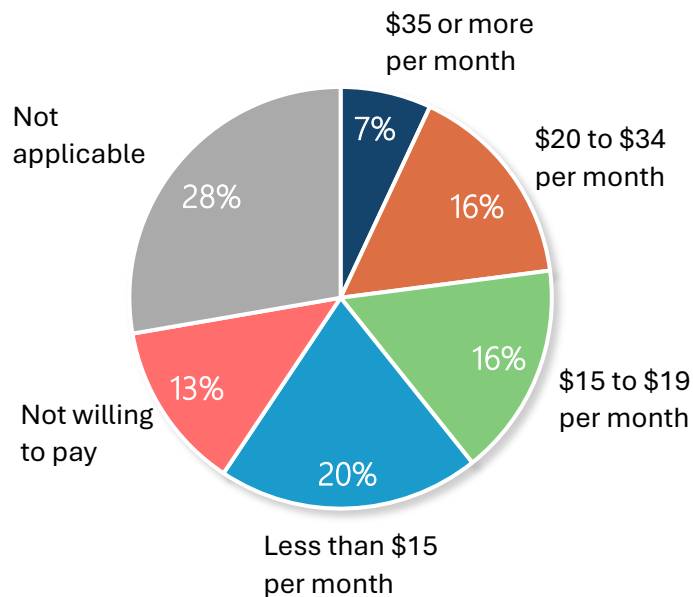
IF A MULTIGENERATIONAL COMMUNITY CENTER IS BUILT, WHAT IS THE MAXIMUM AMOUNT YOU WOULD BE WILLING TO PAY PER MONTH FOR A MONTHLY FAMILY PASS?

Twenty-six percent (26%) of respondents would prefer to pay less than \$30 per month for a monthly family pass while 25% would prefer to pay \$30 to \$49 per month. Fifteen percent (15%) would pay \$50 to \$74 per month while only 6% would pay \$74 or more per month for a monthly family pass.



IF A MULTIGENERATIONAL COMMUNITY CENTER IS BUILT, WHAT IS THE MAXIMUM AMOUNT YOU WOULD BE WILLING TO PAY PER MONTH FOR A MONTHLY SENIOR PASS?

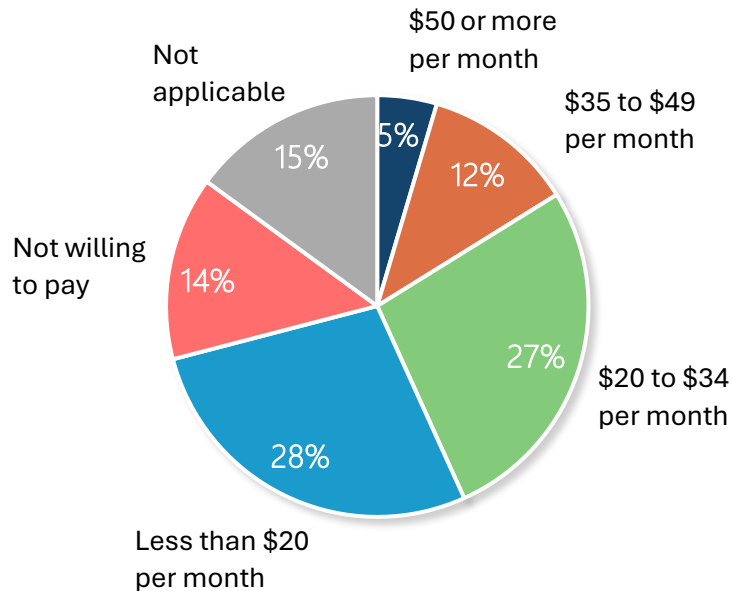
Twenty percent (20%) of respondents would prefer to pay less than \$15 per month for a monthly senior pass. Sixteen percent (16%) of respondents would prefer to pay \$20 to \$34 per month and an additional 16% would prefer to pay \$15 to \$19 per month. Thirteen percent (13%) of respondents are not willing to pay for a monthly senior pass and only 7% would pay \$35 or more per month.



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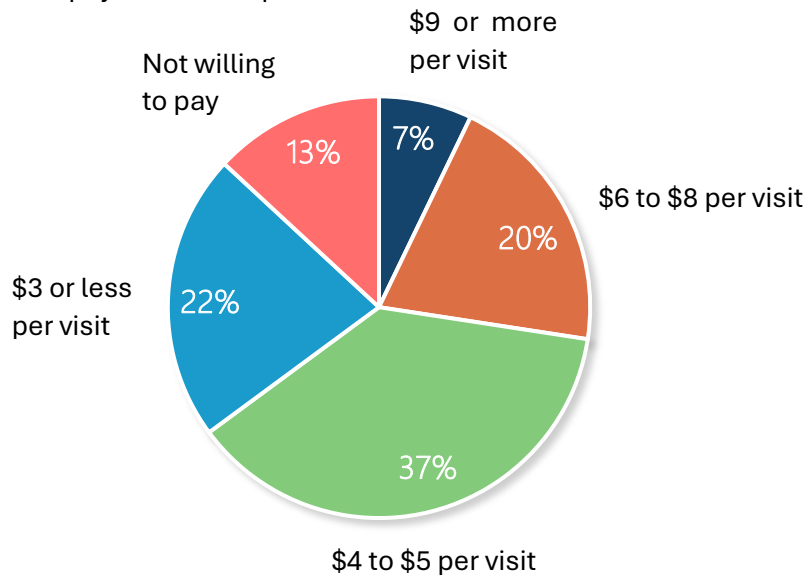
IF A MULTIGENERATIONAL COMMUNITY CENTER IS BUILT, WHAT IS THE MAXIMUM AMOUNT YOU WOULD BE WILLING TO PAY PER MONTH FOR A MONTHLY SINGLE USER PASS?

Twenty-eight percent (28%) of respondents would prefer to pay less than \$20 per month for a monthly single user pass while 27% would prefer to pay \$20 to \$34 per month. Fourteen percent (14%) of respondents are not willing to pay for a monthly pass and 17% indicated they would pay \$35 or more per month.



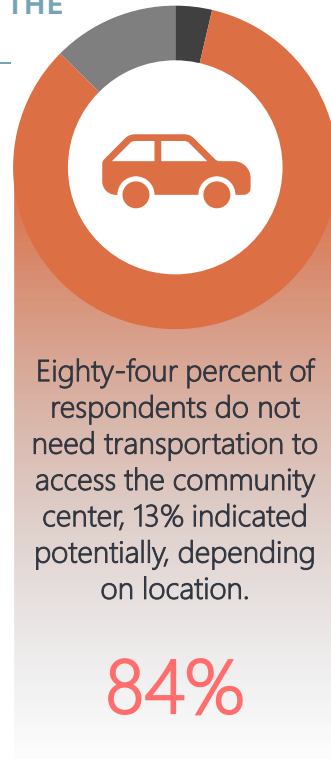
IF A MULTIGENERATIONAL COMMUNITY CENTER IS BUILT, WHAT IS THE MAXIMUM AMOUNT YOU WOULD BE WILLING TO PAY PER VISIT?

Over a third of respondents (37%) would prefer to pay \$4 to \$5 per visit to use the multigenerational community center. Twenty-two percent (22%) of respondents indicated they would pay \$3 or less per visit and 20% would pay \$6 to \$8 per visit. Thirteen percent (13%) are not willing to pay and only 7% indicated they would pay \$9 or more per visit.



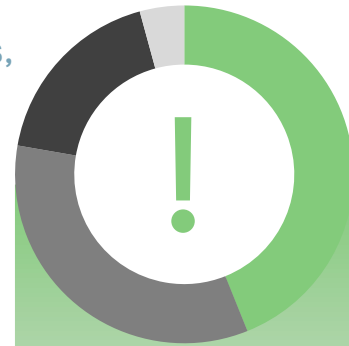
WOULD YOU NEED TRANSPORTATION TO ACCESS THE POTENTIAL MULTIGENERATIONAL COMMUNITY CENTER?

Eighty-four percent (84%) of respondents do not need transportation to access the potential multigenerational community center, while 13% indicated potentially, depending on location and 4% said yes, they would need transportation.



COMPARED TO OTHER PARKS AND RECREATION NEEDS, HOW HIGH OF A PRIORITY SHOULD BE PLACED ON DEVELOPING A NEW MULTIGENERATIONAL COMMUNITY CENTER?

Forty-four percent (44%) of respondents indicated the development of a new multigenerational community center should be a high priority followed by 34% said medium priority and 18% said low priority. Four percent (4%) indicated they did not know.



Forty-four percent of respondents indicated the community center should be a high priority followed by 34% said medium priority and 18% said low priority.

44%

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USING A SCALE OF "STRONGLY AGREE" TO "STRONGLY DISAGREE," PLEASE RATE YOUR LEVEL OF AGREEMENT WITH THE FOLLOWING STATEMENTS.

Majority of respondents either strongly agreed or agreed with the following statements listed below. The top three statements with the highest level of agreement are:

- A multigenerational community center should include social gathering spaces. – 77%
- Our community needs more fitness, recreation and social opportunities. – 76%
- It is valuable to me to have a multigenerational community center. – 73%

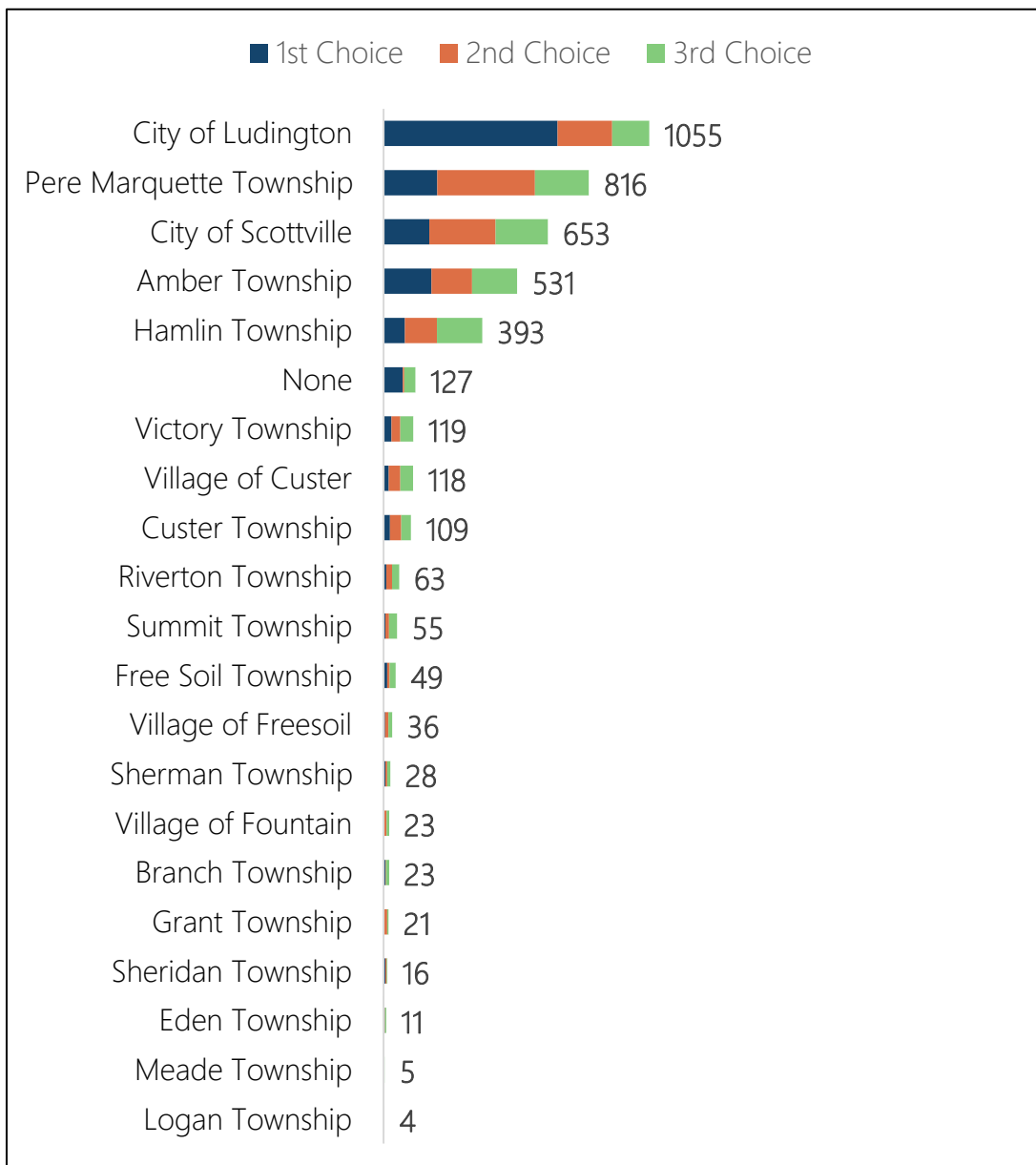
	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree	Don't Know
It is valuable to me to have a multigenerational community center.	73%	15%	12%	1%
I believe a multigenerational community center boosts property values in our community.	69%	15%	12%	4%
A multigenerational community center should include social gathering spaces.	77%	15%	6%	1%
Our community needs more fitness, recreation, and social opportunities.	76%	13%	10%	1%
A multigenerational community center should generate revenue from user fees (e.g., memberships, daily fees, rentals) to help cover the cost of operations.	71%	18%	9%	2%

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THINKING ABOUT ACCESS AND EQUITY TO COUNTY RESIDENTS, PLEASE SELECT YOUR TOP THREE LOCATIONS YOU WOULD LIKE TO SEE THE MULTIGENERATIONAL COMMUNITY CENTER BE POTENTIALLY BUILT.

By combining the sum of respondents' top three choices, the preferred location for a potential multigenerational community center is:

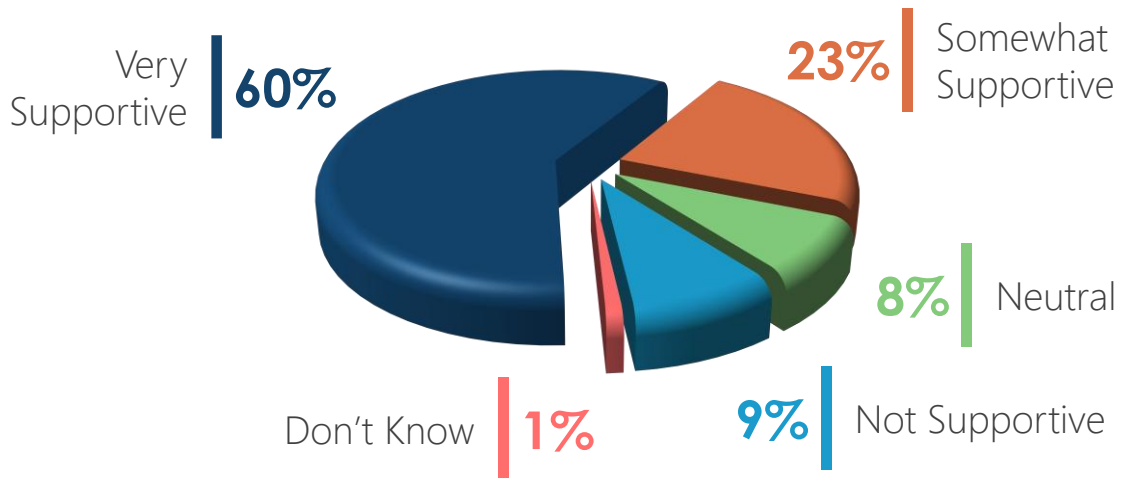
- City of Ludington – 1, 55 respondents
- Pere Marquett Township – 816 respondents
- City of Scottville – 653 respondents
- Amber Township – 531 respondents
- Hamlin Township – 393 respondents



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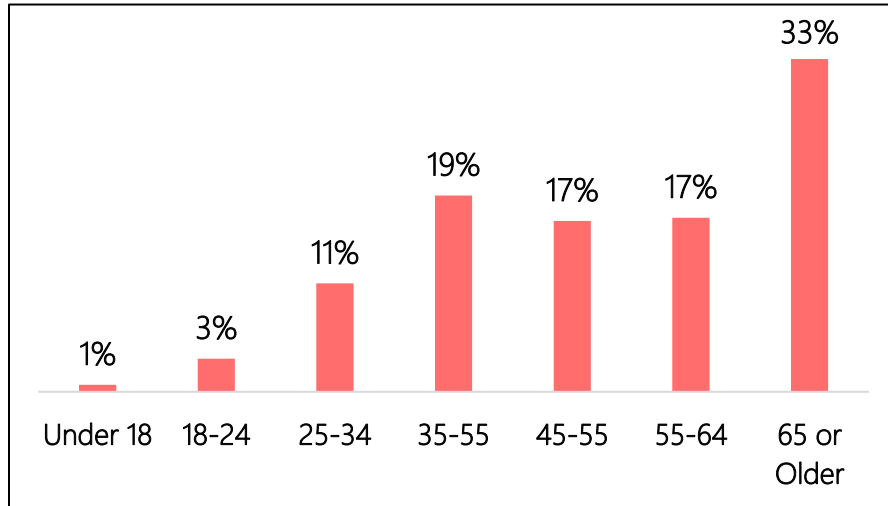
HOW SUPPORTIVE ARE YOU OF THE DEVELOPMENT OF A NEW INDOOR MULTIGENERATIONAL COMMUNITY CENTER IN MASON COUNTY IF IT INCLUDED AMENITIES AND OFFERED THE PROGRAMS THAT YOU AND THE MEMBERS OF YOUR HOUSEHOLD WOULD USE THE MOST?

Sixty percent (60%) of respondents are very supportive of the development of a new indoor multigenerational community center while 23% were somewhat supportive. Nine percent (9%) of respondents were not supportive of the development, 8% were neutral and 1% did not know.

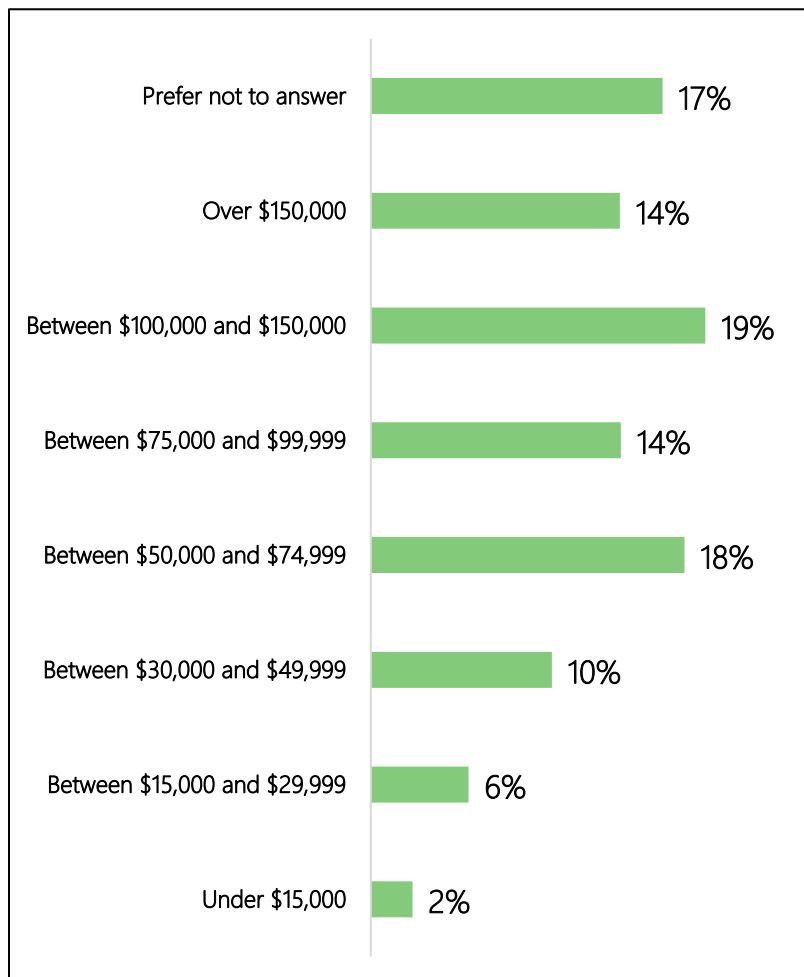


DEMOGRAPHICS

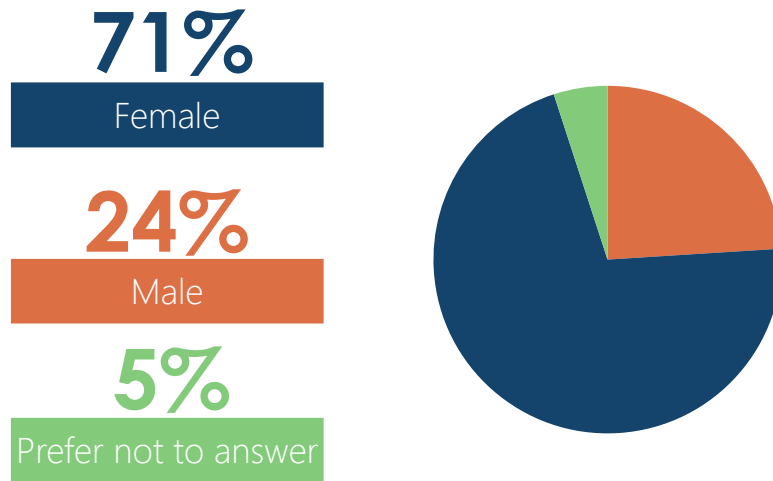
WHAT IS YOUR AGE GROUP?



WHAT IS YOUR ANNUAL HOUSEHOLD INCOME?



WHAT IS YOUR GENDER?



WHICH OF THE FOLLOWING BEST DESCRIBES YOUR RACE/ETHNICITY? (SELECT ALL THAT APPLY)

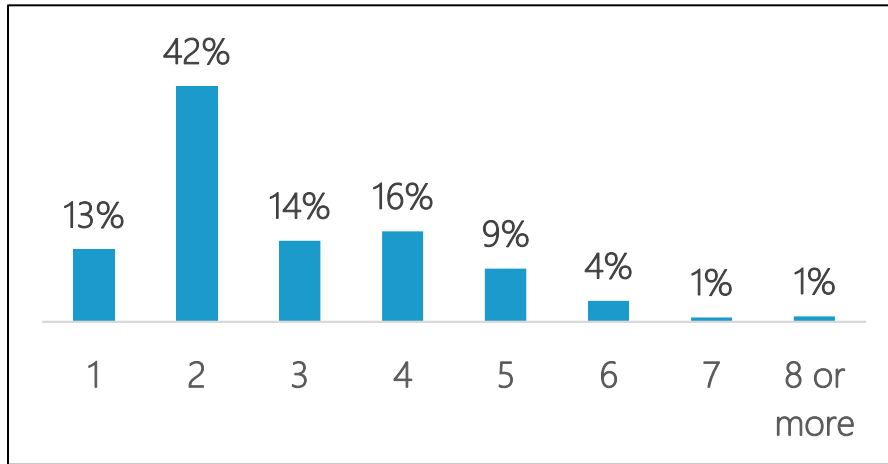
An additional 0.82% of respondents made up the following races:

- Asian or Asian American – 0.44%
- Black or African American – 0.19%
- Native Hawaiian or other Pacific Islander – 0.19%



Mason County, Michigan Community Center Feasibility Study

COUNTING YOURSELF, HOW MANY PEOPLE LIVE IN YOUR HOUSEHOLD?



1.4 OPERATIONAL STRATEGY

There is a desire to operate the MCCC with business principles as a sustainable management model, including the following best practices:

- **Outcomes** - Outcome based operations, programs, and services are results driven and the basis of the sustainability management model.
- **Budgetary** – Zero sum budgeting in which all services and programs are dependent on the ability to generate revenues to offset cost of delivery.
- **Existing Services** – MCCC will provide existing services and will survey existing members to determine what services will continue or how the experience will be expanded through new programming and amenities.
- **Programming** – Market driven and trending programs that have a wide age segment appeal will be customized to the local market needs and desires; programmers are accountable for meeting desired outcomes and participation goals.
 - **Core Programs include:**
 - Sports
 - Fitness/Wellness
 - Aquatics
 - Seniors
 - Cultural Arts
 - Indoor Special Events
 - Child watch/Childcare
 - Public health/community based programs
- **Success** – Performance measures will be put in place for proactive management at the appropriate level for services provided.
- **Delivery of Service** - Operations and programs must be coordinated for seamless delivery of services. The level of service, programs, and price must be harmonious for optimal results. This is the responsibility of the MCCC fulltime staff supporting the Manager and the facility operations.
- **Equity of Access** – Opportunities must be created to increase access to the community center for underserved populations. Examples would be through corporate scholarships with a Park Foundation, non-profit partnerships, and/or offering guest passes during parks and recreation events.

MEMBER SERVICES STRATEGY

The MCCC will have a focus on connecting members to fitness and wellness, athletics, and aquatics opportunities within the existing facility through excellence in customer service. MCCC also intends to create community connections through multi-use space, enrichment arts and culture programming for all ages, and an indoor playground. The programs and services can evolve over time by understanding the interests of members through positive interactions with staff. Enhancing internal and external customer service ensures quality member experience. Ensure the following:

Internal and external: Internally, staff should be consistent in their interactions with each other and with members. This includes defining expectations for branding, messaging, and communication. Externally, the MCCC should develop standards for written communication, promotions, verbal communication, and signage to ensure that it is consistent with the desired member experience. The MCCC should implement customer journey mapping to track each touchpoint with the customer to identify service improvement opportunities.

Telephone etiquette: MCCC should develop a standard telephone greeting that all staff use. This greeting should be welcoming and informative, and it should reflect the MCCC's commitment to connecting members to wellness and enrichment opportunities.

Voicemail: MCCC should develop a standard voicemail greeting that all staff use. This greeting should be professional and helpful, and it should provide callers with clear instructions for how to reach a staff member.

Email: MCCC should develop a standard email signature that all staff use. This signature should include the staff member's name, title, and contact information. It should also include a link to the agency's website and include banners below the signature that promote events and activities happening at the MCCC.

Training: The MCCC should provide training on member services standards for all staff, partners, and volunteers delivering services within the facility. This training should help to ensure that everyone who interacts with members is aware of their expectations and that they are able to deliver a consistently positive experience. Incorporate program training in conjunction with existing programming. Staff should also consider implementing cross-training for key positions and critical responsibilities to help maintain consistency with operations.

A learning management system (LMS) that offers training and continuous education opportunities can offer several benefits to staff. The LMS can streamline training delivery, offer training for employees to participate in away from the facility, ensure standardized compliance training, and track employee progress and completion of training programs related to customer services as well as facility and program management.

Key Performance Indicators (KPIs): The MCCC should develop KPIs to measure the success of its member experience initiatives. These KPIs should be focused on areas such as member retention, member satisfaction, member participation, and social media engagement.

Onboarding and Offboarding: MCCC should develop an onboarding checklist for new staff members and an offboarding checklist for staff members moving on. The onboarding checklist should ensure that all new staff members are aware of MCCC 's member services standards and that they are able to deliver a consistently positive experience to those using the facility.

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The offboarding checklist should identify items that the outgoing staff member is overseeing and will be reassigned on at least a temporary basis such as upcoming services, building and software access, and essential files. This helps minimize negative impacts to the customer's experience during the transition period.

By operating in a customer-centric culture, the MCCC can ensure memorable experiences for its members.

MCCC PROGRAM STANDARDS

These standards ensure a safe and enjoyable experience for all MCCC visitors and participants in the center programs.

Facilities and Safety:

- Programs will be held in designated spaces that are safe, clean, and appropriate for the program.
- Maintain a maximum and minimum number of participants per program to ensure quality and adhere to space limitations.

Staff and Volunteers:

- All Program Instructors will have verified qualifications relevant to their program area.
- New staff, volunteers, and contractors working with children will undergo mandatory background checks.
- All staff will be trained in first aid and CPR. Volunteers will be trained when appropriate. Readily accessible first aid kits and AEDs will be available.
- Staff will wear easily identifiable uniforms.
- Staff and volunteers will receive annual customer service training.
- Appropriate support staff or volunteers will be readily available to assist instructors.

Program Management:

- Program policies will be readily available to all instructors.
- Program Instructors will collaborate with supervisors to develop program curricula and work plans before each program begins. These plans will require approval by designated program staff.
- Staff will utilize established performance measures to evaluate each program. Results will be reported quarterly.
- All disciplinary actions will be documented in writing.

Materials and Environment:

- All equipment and supplies will be high-quality, safe, and suitable for participants.
- Program spaces will be inspected for safety and cleanliness before each program.
- Program Evaluation and Compliance:
 - Utilize a combination of pre/post-program evaluations, focus groups, or exit surveys to gather customer feedback.
- All required licenses and certifications will be reviewed and filed before program commencement.

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- Regulatory requirements will be completed on time according to established guidelines for each program area.

TECHNOLOGY STRATEGY

Technology integration is becoming increasingly important in operations, as it can help to improve efficiency, sustainability, and member comfort. The specific technologies that will be integrated into the community center should complement programs and services. Some common technologies that should be integrated into the community center include:

Operational software: Operational software is essential to simplify tracking of services to be offered in the community center. MCCC should operate the community center with industry specific software that would help with collecting data valuable to member retention with automation built into expiring memberships, and gaps in visitation. Consider software that collects data from multiple different operational software including sales, program participation, and satisfaction surveys.

Building automation systems: Building automation systems should be used to control the community center's HVAC, lighting, humidity control, and other systems (i.e., irrigation system). It is important to consider the different environments in the facility to integrate these systems for improved efficiency and comfort. This should help to reduce energy costs and improve sustainability.

Security systems: Security systems can be used to protect the community center from unauthorized access, theft, and vandalism.

Member experience: Live user counts for the gymnasium and fitness room on MCCC's website can give members a view at peak usage before leaving home to head to the community center. Staff can also consider interactive kiosks to collect input on the user experience and to deliver information on programming. Lastly, staff can create gamified fitness challenges for members of all skill levels to encourage friendly competition and motivate members to reach fitness goals.

Additional specific technology considerations:

- High-speed cable internet; ideally fiber optics.
- Video conferencing equipment, including large screen sharing capability.
- Presentation technology, including smart boards, laser clickers and a laptop for room set-up.
- Water quality monitoring system with real time analytics app for pools, ponds, fountains, etc.
- Automated irrigation system with app
- Sound system in the facility and specific room controls for events/presentations
- Technology should be reviewed regularly for opportunities to enhance experience.

1.5 FUNDING STRATEGY

OPERATIONAL FUNDING SOURCES

Public recreation faces a constant challenge: securing reliable funding for projects, programs, daily operations, and ongoing maintenance. While traditional funding sources exist, they can be subject to change. To ensure a sustainable future, it is crucial to diversify funding streams and actively seek new opportunities.

Developing a dynamic funding strategy is key. This strategy should consider different levels, from overall departmental needs to specific facilities and core programs. While the process of identifying and securing new funding can be time-consuming, the long-term benefits are significant. Additional and non-traditional sources can provide a critical boost for ongoing operational costs.

One key component of a dynamic funding strategy is earned income. This refers to revenue generated by MCCC itself through fees, memberships, rentals, program participation, and other service-based offerings. By strategically developing earned income opportunities, MCCC can lessen its reliance on tax revenue.

USER FEES

ADMISSIONS/MEMBERSHIPS

This revenue source is accessing facilities for self-directed activities such as pools, recreation centers, ice skating rinks, ballparks, and entertainment facilities. These user fees help offset operational costs.

Implication for MCCC: The financial plan for the MCCC proposes admissions for non-members to drop in and use the facilities as well as a dynamic pricing membership fee structure.

EQUIPMENT RENTAL

This revenue source is available on the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, boats etc. that are used for recreation purposes.

Implication for MCCC: The implementation of this is applicable to the rentable space of the MCCC.

FEES AND CHARGES

MCCC must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation sports facilities, which can generate a majority of all the operating expenditures. Fees include admissions, memberships, programs, rentals, etc.

Implication for MCCC: The implementation of this funding source is the basis for the revenue model that builds the five-year pro forma. Annually review fees against expenditures to identify necessary increases to meet established cost recovery goals and off-set increases in operational costs.

RECREATION SERVICE FEES

This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. An example would be constructing space for indoor recreation space or sports fields.

Implication for MCCC: The implementation feasibility for this funding source is high, with the implementation risk being medium for MCCC. MCCC should monitor changes in operations and consider implementing this if future development is driven by high facility use.

RESERVATIONS

This revenue source comes from the right to reserve specific public spaces or property for a set amount of time. The reservation rates are usually set and apply to multipurpose rooms for various gatherings, hardcourts, sports fields, and other types of facilities for special activities.

Implication for MCCC: Rental pricing is based on the market value, the quality of the experience, and dynamic pricing. The implementation feasibility for this funding source is high, with the implementation risk being low as this strategy is included in the MCCC revenue model.

EXTERNAL FUNDING

CORPORATE SPONSORSHIPS

This revenue-funding source allows corporations to invest in the development or enhancement of new spaces or renovation of existing amenities/facilities in park systems. Sponsorships are also universally used for programs and events.

Implication for MCCC: It is important to have a corporate sponsorship agreement that protects both parties and identifies the terms, including for breach and termination. It would be acceptable to announce the sponsorship opportunities while developing the funding strategy and possible capital campaign. Sponsorship has been identified as funding enhancement for MCCC and should be considered as a part of the concept design process.

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The table below shows potential sponsorship opportunities based on the spaces proposed for facility design.

High Target Audience Factor Companies	
Location	Potential Sponsors (considering audience)
Gym	Sporting goods store, Fitness apparel brand, Nutrition supplement company, Personal training service, Physical therapy clinic (focus on sports injuries), Restaurants, Convenience store, Pharmacy
Aquatic Center	Swimwear brand, Pool supply store, Swimming lesson provider, Sunscreen brand (families with young children)
Weight Room	Fitness equipment manufacturer, Protein powder company, Sports drink brand, Pre-workout supplement company, Physical therapy clinic (focus on sports injuries), Pharmacy
Group Fitness Rooms	Fitness apparel brand, Dance studio, Yoga studio, Healthy meal delivery service, Juice company (healthy beverage option)
Playground	Toy company, Children's clothing store, Restaurant (targeted ads for family meals), Residential/summer camp provider, Juice company (healthy beverage option), Pediatrician
Walking Track	Athletic shoe store, Sports apparel brand, Fitness tracker company, Health insurance company, Water bottle company, Pharmacy

A suggested methodology to determine impressions for advertisement from sponsorships and sponsorship terms and ranges for various areas within the facility can be found in **Appendix B**.

FOUNDATIONS/GIFTS

Traditionally, these dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc. This funding source can be used for operations and capital costs.

Implication for MCCC: Explore opportunities with a future foundation as they become known and where applicable to new spaces for recreational activities.

PARTNERSHIPS

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a governmental entity, or a private business and a governmental entity. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management, based on the strengths and weaknesses of each partner.

Implication for MCCC: Partnership ideas can be found in the preceding **Corporate Sponsorships** section. This funding source can be used for operations or capital. Refer to **Appendix E** for more directions on how to establish successful partnerships.

PRIVATE DONATIONS

Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art, or in-kind services. Donations from local and regional businesses as sponsors for tournaments, events or spaces should be pursued.

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Implication for MCCC: Actively seeking donations can become time consuming and would eventually require an employee to oversee if done internally. This funding source can be used for capital and may be applicable when renovating spaces or adding future indoor spaces. A future foundation could assist in this capacity.

VOLUNTEERISM

The revenue source is an indirect revenue source in that people donate time to assist the organization in providing a product or service on an hourly basis. This reduces the organization's cost in providing the service plus it builds advocacy into the system. According to independentsector.org the value of a volunteer hour is \$33.49.

Implication for MCCC: This is a form of cost containment, to stretch budget dollars farther. Appropriate projects should be identified where MCCC seeks volunteers to assist. Reliable and responsible volunteers may also be of value in filling gaps in facility attendants at the front entrance. This funding source can be used for operations.

FRANCHISE/LICENSES

ADVERTISING SALES

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as print materials, on scoreboards, dasher boards and other visible products or services that are consumable or permanent and expose the product or service to many people.

Implication for MCCC: The MCCC will have several opportunities for tasteful advertising and incorporating electronic displays in and around the facility could increase these opportunities and incorporate advertising for other Department services.

CATERING PERMITS AND SERVICES

This is a license to allow caterers to work in the park and recreation system on a permit basis with a set fee or a percentage of food sales returning to MCCC.

Implication for MCCC: Food Trucks and non-profits can be used for events. The opportunity exists to have additional sales from facility rentals and events with a preferred vendor.

CONCESSION MANAGEMENT

This funding source is from retail sales or rentals of soft goods, hard goods, or consumable items. There may be opportunities where MCCC could either contract for the service and receive a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

Implication for MCCC: A concessionaire agreement for a third-party vendor could take some of the burden off personnel expenses charged to the facility and with other responsibilities including inventory management, and food handling.

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Considerations for in-house operations would have to be given to staff training needed for food handling and the potential for high staff turnover rates. A current management trend includes implementing more automation into concession operations and streamlined menus to cut down on staffing needs and wait times for the customer. For example, giving the customer the ability to order ahead from their phone, or self-service kiosks, as well as automated inventory tracking could help with efficiencies.

INTERLOCAL AGREEMENTS

Contractual relationships entered between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Implication for MCCC: There should be best practices in place for all interlocal agreements pertaining to the use of the MCCC.

LEASES

This includes options where developers / agencies lease space from municipal-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include recreation centers and ice arenas.

Implication for MCCC: It is best practice to include a triple net lease for the exclusive use of space. With a triple net lease, the tenant agrees to pay the property expenses such as utilities, building insurance, and maintenance in addition to rent. Leases can also help contain costs for MCCC when leasing fitness and cardio equipment for its equipment needs in fitness spaces.

NAMING RIGHTS

Many municipalities have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.

Implication for MCCC: This funding strategy is an opportunity for MCCC to explore implementation feasibility and expansion. Possibilities for naming rights exist with new indoor recreation spaces, new playgrounds, new/improved gathering spaces, shelters, splashpads, etc.

POURING RIGHTS

Some private soft drink companies execute agreements with organizations for exclusive pouring rights within their facilities. A portion of the gross sales goes back to the organization. This comes from vending machines and soft drink serve stations.

Implication for MCCC: MCCC should look to negotiate the contracts as public facilities and gathering spaces are developed with vending machines, a café, or concession stand to increase sales and get a greater return on the overall investment.

EQUITABLE PROGRAM AND FACILITY ACCESS

MCCC seeks to ensure that all members of the community can participate in wellness programs and activities, regardless of their financial circumstances. To align with this goal, establishing a scholarship fund for discounted recreational programming and wellness center access can significantly enhance equity in recreation offerings for the Independence community.

Also, by leveraging the resources of a foundation, such as a parks or community foundation, which often serves as a conduit for community support and philanthropic endeavors, MCCC can explore ways to tap into resources beyond its operational budget. The foundation can spearhead fundraising efforts, seeking grants and donations from local businesses, individuals, and organizations committed to promoting wellness and community inclusivity. These contributions can be restricted to funds specifically for a scholarship fund, ensuring that financial barriers do not hinder access to the wellness center's offerings. Additionally, the foundation can manage the allocation and distribution of scholarships, ensuring transparency and fairness in the selection process.

A scholarship and pricing policy should be created that outlines eligibility criteria, application procedures, and selection criteria as well as how pricing differentials are established for various programs and services. The policy should align with MCCC's mission as well as current financial policies. Transparency and accountability in the administration of the scholarship program can be achieved through clear guidelines for fund allocation, selection processes, and regular reporting to the community on the impact of the scholarship and how funds are being utilized. The policy should also be regularly reviewed and updated to be concurrent with changing demographics.

Lastly, MCCC should consider including the following measures in the policy to address access barriers:

- Identify specific populations in the County through demographic data to understand their needs and financial barriers. Where appropriate, tailor scholarship programming to specific populations such as youth, seniors, as well as low-income families.
- Provide income-based discount rates for residents facing financial limitations. U.S. Federal Poverty Level Guidelines can be used to determine the appropriate percentage of fee discounts. Other resources that can be used include the financial aid programming offered by the local school district.
- Provide fee waivers or exemptions (full or partial) for services for low-income residents.
- Offer alternative payment options and alternative payment methods to accommodate different financial circumstances.
- Implement community outreach and education with residents to raise awareness of available programs and services and help with accessing services.

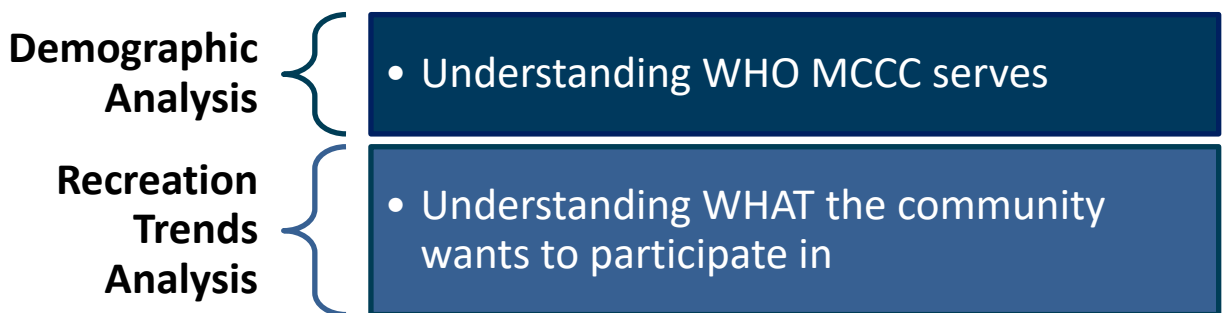
- Ensure that measures are installed to guarantee confidentiality for all applicant information.

CHAPTER TWO - MARKET ANALYSIS

2.1 INTRODUCTION

A market analysis provides MCCC insight into the general makeup of the population they serve and identifies current trends in recreation.

Findings from this analysis provide a basis for prioritizing the community’s need for facilities and recreation programs.



2.2 DEMOGRAPHIC ANALYSIS

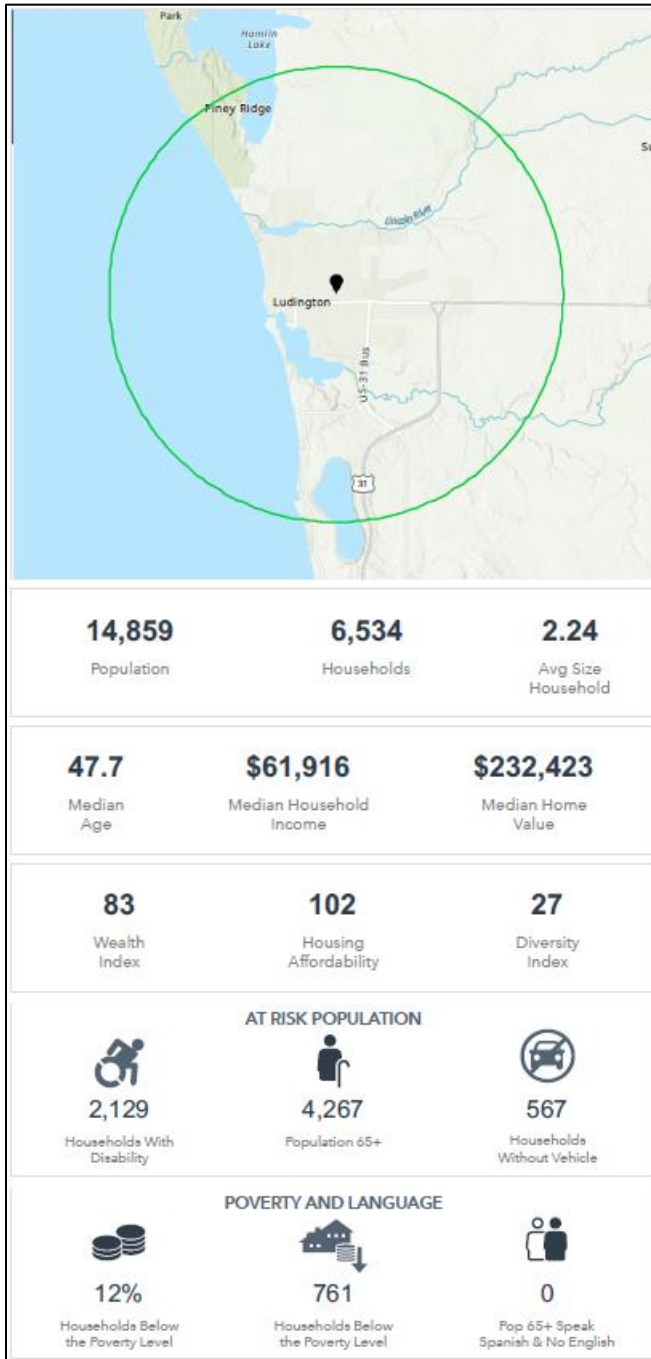
POPULATION AND KEY INSIGHTS

Mason County’s growing senior population underscores the need for programs that keep older adults active and engaged, such as fitness classes and recreational leagues tailored to their interests. At the same time, the county’s below-average income levels suggest that affordable, accessible programming will be essential to serve residents effectively.

Additionally, while population growth has been steady in recent years, a projected slowdown emphasizes the importance of thoughtful planning for future amenities to ensure they meet both current and evolving community needs.

The full analysis of Mason County’s demographics and recreation trends can be found in **Appendix C**.

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Demographic data within a 5-mile radius of the potential location for the community center.

5-mile radius: 2,129 households.

MASON COUNTY'S AT RISK POPULATION

As highlighted in section 1.5, ensuring equitable access to wellness programs and recreation opportunities is a core principle of a future community center. The demographic data within a 2-5 mile radius of the potential location for the community center reveals critical insights into the at-risk populations who may face barriers to participation due to financial, mobility, or other socio-economic challenges. By leveraging this data, MCCC can develop a targeted approach to making recreation programs and facility access more inclusive.

INSIGHTS

The data highlights key at-risk populations that MCCC should consider when developing a scholarship and pricing policy:

Households Below the Poverty Level:

2-mile radius: 14% of households are below the poverty level, equating to 611 households.

5-mile radius: 12% of households are below the poverty level, equating to 761 households.

Seniors (65+):

2-mile radius: 2,885 individuals (approximately 28.6% of the population).

5-mile radius: 4,267 individuals (approximately 28.7% of the population).

Households Without Vehicles:

2-mile radius: 511 households.

5-mile radius: 567 households.

Households with Disabilities:

2-mile radius: 1,559 households.

Limited English-Speaking Seniors (65+):

2-mile radius: 611 individuals who speak Spanish and no English.

5-mile radius: No identified individuals in this category.

These statistics emphasize the importance of reducing financial and logistical barriers to participation in MCCC programs. Households experiencing poverty, seniors on fixed incomes, individuals with disabilities, and those without transportation all represent groups that may struggle to access wellness programs and recreational opportunities without targeted support.

2.3 MARKET DEFINITION ANALYSIS

ESRI MARKET POTENTIAL INDEX

The ESRI Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident will participate in certain activities when compared to the U.S. national average.

Mason County's MPIs for fitness and sports fall at or below national averages in most categories. According to the ESRI MPI, the community's top fitness interests include swimming and walking for exercise. Top general sports interests are softball and golf. Additionally, Mason County is above the national average for spending \$1-249 on sports and recreation equipment.

This data suggests that local demand for traditional fitness and sports programming may be lower than in other areas. This can impact planning for a multi-generational community center in a few key ways.

- With lower sports and fitness interest, it may be beneficial to focus on a wider variety of activities that appeal to the community's specific interests, potentially shifting more emphasis toward social, educational, or wellness programs rather than heavily investing in traditional sports or high-intensity fitness facilities.
- The facility design could prioritize flexible, multi-use spaces over dedicated sports areas to accommodate a broader range of uses. For example, spaces that can be easily reconfigured might serve passive recreation activities, like walking or low-impact exercise, as well as community meetings, arts and crafts, or wellness workshops.
- Instead of centering on traditional sports and fitness programs, the committee might consider the needs of underserved groups within Mason County. This could mean creating programming for seniors, families, or youth, emphasizing activities like community events, passive recreation, or support services that align more closely with the community's demographic makeup.
- Considering the possible demand for social support in rural areas, integrating services like food assistance, financial counseling, or job training could serve local needs effectively. Partnerships with health providers or social service agencies could also help enhance the center's relevance to the community.
- Since local interest in sports and fitness might be lower, the committee could continue to proactively engage the community to better understand what would drive participation. Surveys, focus groups, and other stakeholder engagement previously implemented helped identify specific recreational interests that can help the committee tailor programming and marketing efforts to encourage more local engagement.

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COMPARATIVE INCOME

According to research from the Health & Fitness Association published in 2016 as a part of the IHRSA Health Club Consumer Report, median household income is a significant factor when determining the market potential for membership and a pricing structure. Approximately one out of every five individuals in high-income segments are a member of a health club.

ESRI data shows that Mason County's per capita income and median household income are both slightly below state and national averages. This suggests that the MCCC should establish membership and programming fees at the lower end of the market rate and ensure that financial assistance is available to help provide equitable access to the community center.

ALTERNATIVE SERVICE PROVIDERS

An analysis of five similar community centers within the Mason County area reveals a range of programs and services that may guide the Mason County Exploratory Committee in evaluating potential offerings for a new multi-generational community center close to Ludington. Recreation, health, and wellness are some of the most common core program areas, with most centers also providing sports programs, and passive recreational activities, such as walking tracks and low-intensity classes for older adults.

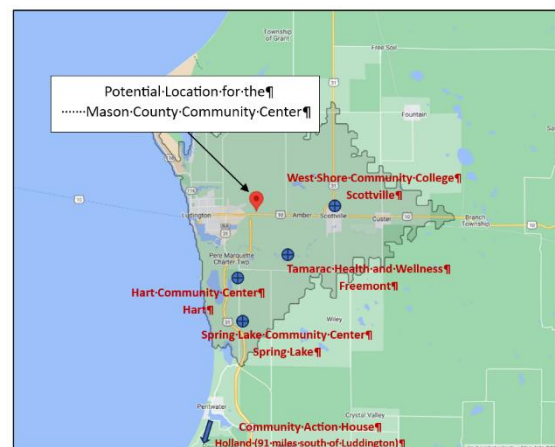
Health-related services are prevalent, with some centers offering advanced personal care and healthcare provider partnerships. Additionally, existing community centers focus on social support providing services like food, financial aid, and shelter for underserved populations, often relying on volunteers. Facility layouts range from spaces dedicated to physical activities to multi-use rooms that offer life-skills programs, and support group meetings. Membership options, often priced according to residency status, are available at several centers, along with child watch services to support family participation.

Overall, the analysis suggests that a future community center could benefit from offering a diverse program mix, adaptable spaces, and partnerships to enhance both recreational and social services.

RESEARCH AND APPROACH

The facilities used for the analysis are in Central to Southern Michigan. All the facilities within the analysis offer similar type amenities and programs that are envisioned for the potential multi-generational community center. The five facilities that are included in the analysis are:

1. **Community Action House**; Holland, MI - 91 miles from Ludington
2. **Hart Community Center**; Hart Michigan - 28 miles from Ludington
3. **Spring Lake Community (Fitness) and Aquatic Center**; Spring Lake, MI - 70 miles from Ludington
4. **Tamarac Health and Wellness Center**: Freemont, MI - 61 miles from Ludington
5. **West Shore Community College Recreation Center**; Scottville; MI - 9 miles from Ludington



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Information for this study is considered accurate and was obtained by the providers' website or over the phone. Facilities are listed in alphabetical order and are not shown or included in the narratives in any preferential order, or by amenities present or programs offered. ***This analysis reflects the information available at the time the analysis was performed. Details on the various facilities and their services included within the analysis are subject to change at any time.***

COUNTY POPULATION

The size of the community is an important factor when determining a possible size for a community center. A larger community likely has a more diverse population with varied recreational desires for programs that meet their cultural needs and activity preferences. In addition, a community center should have appealing program options for a wide range of age groups. Below, the chart shows the population of counties where the similar providers are located.

County	Population	City	Facility
Ottawa County	300,873	Spring Lake, MI	Spring Lake Community (Fitness) Center
Ottawa County	300,873	Holland, MI	Community Action House
Newago County	50,886	Freemont, MI	Tamarac Health and Wellness Center
Mason County	29,409	Ludington	Potential Multi-Generational Community Center
Mason County	29,409	Scottsville, MI	West Shore Community College Recreation Center
Oceana County	26,973	Hart, MI	Hart Community Center

COMMUNITY ACTION HOUSE

This facility is in Ottawa County - Holland MI, 91 miles from Ludington. Their services are tailored to the human service needs in the community to help in areas where poverty affects residents. By providing food, clothing and temporary shelter, their goal is to reduce or end poverty in the county and surrounding areas. The facility is staffed with personnel that are qualified to assist those in need with financial resources, communication, culture and access to food through their partner, *Lakeshore Food Rescue*, as well as access to a re-sale shop for clothing and household items. There are also programs to provide much needed help in other areas of daily life. The outreach of the Community Action House is very comprehensive in their offerings with a staff of 58 members along with many volunteers. There are no recreational or health and wellness activities provided or associated with their organization.



With a large staff and a substantial group of volunteers, the Community Action house provides life training to underserved families that need assistance during difficult financial times or those that need to bridge gaps where learned life skills can help them secure a job and shelter.

- Food Club (works with food pantries and manages a grocery store that helps over 1,000 families per week)
- Financial Wellness (assists with money management, banking and budgeting)
- Outreach (helps people with daily issues and personal care)
- Community Kitchen (provide weekly lunch along with life discussions and cooking lessons)
- Community Garden (operated by volunteers to provide food for the needy)

The center relies on donations and loyal community partners.

- Food drives with Schools, Businesses, Faith Communities and other organizations
- The Northside Meijer Store: Triples all donations made to the Center

HART COMMUNITY CENTER



The Hart Community Center in Oceana County, Hart MI is 28 miles from Ludington and does not provide any recreational or community services in the form of programs or activities. The center exists as a single room for community gatherings and has kitchen facilities to be used by people renting the building. Free Wi-fi is present as well as a screen and projector for small seminars or business meetings. Tables and chairs are also provided for use at all events. The building is 44' x 36' and has a 100 person capacity.

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SPRING LAKE COMMUNITY FITNESS AND AQUATIC CENTER

The Spring Lake Community Fitness and Aquatic Center is 70 miles from Ludington and has the “traditional” characteristics of a community center that serves the recreational, social and gathering needs of the community as well as health and wellness programs. The facility is 66,350 square feet and has spaces well suited for programs and activities that are provided to residents. Spaces are multi-purpose in some areas of the facility to accommodate more than one activity and provide shared space that benefits more than one type of program to extend use of the building and maximize revenue.

Core program spaces identified in this community center are:

- Weight Room
- Cardio Area
- Indoor Track
- Swimming Pools (2)
- Senior Area

A range of membership types are available to residents.

Programs provided in the center’s spaces are listed below:

- Yoga
- Chair-Fit
- Pilates Fusion
- Boot Camp Fitness
- Specialty Golf
- Melt Workshop
- Personal Training
- Group Training

The Spring Lake Community Center provides an extensive aquatics program in their two pools.

- Lifeguard Training
- First Aid / CPR / AED Training
- Summer Swim Lessons
- Introduction to Water
- Fundamental Water Skills
- Stroke Development
- Stroke Rehab / Movement
- Parent / Child I
- Parent / Child II
- Pre-School Level 1
- Pre-School Level 2

Spring Lake Community Fitness and Aquatic Center	
Membership Type	Cost (R=Resident / NR=Non-Resident)
Individual	Month \$38.50 R / \$48 NR Annual \$390 R / \$490 NR
Adult Couple	Month \$58 R / \$72 NR Annual \$590 R / \$735 NR
Student	Month \$29 R / \$36 NR Annual \$295 R / \$367 NR
Senior Individual	Month \$29 R / \$36 NR Annual \$295 R / \$410 NR
Senior Couple	Month \$43.50 R / \$54 NR Annual \$440 R / \$550 NR
Family	Month \$79 R / \$98 NR Annual \$800 R / \$998 NR
Fitness Classes	Individual Class \$4 10 classes \$35 Quarterly Unlimited \$75

TAMARAC HEALTH AND WELLNESS CENTER

The Tamarac Health and Wellness Center is in Fremont MI, 61 miles from Ludington and has health and wellness as their main focus. They are partnered with the Spectrum Health Gerber Memorial Hospital for some of the specialized services they offer. In house, the community center offers an extensive menu of fitness programs and classes while medical offerings are provided through Spectrum Health in a separate facility. Previously, the building was a Walmart store and is approximately 125K square feet. Ten supervisors manage the staff in the health and wellness areas, programing and health services with memberships in the following categories.

Memberships: Tamarac Health and Wellness Center	
Membership Type	Cost
Three Day Pass	\$10
Community Resident Memberships	Primary Person \$56 / Month Secondary Spouse \$43 / Mo.
Department (Employee) Member Child	Under 18 \$23 / Month
Premium Memberships	Combined Several Classes And Activities. Costed per type of classes chosen
Specialty Memberships	Discounted Pricing Provided to Students, Military Service Personnel, Insurance Sponsored Plans And Corporate Employees

Program and activity spaces in the facility include Workout Areas, Gym, Weightroom, Indoor Pool, Walking Track, Hot Tub, Spa and Physical Therapy. No Senior programs, activities or special spaces are provided.

Programming provided at Tamarac Health and Wellness Center include numerous fitness and workout and activities:

- Aquata Tabata
- POUND (workout and drum playing)
- Turbo Kick
- Zumba
- Spin
- Group Fitness
- Individual Fitness
- Indoor Cycling
- FAST (high energy circuit workout)
- Energize (low impact cardio)
- Cardio Blast



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- Relaxation Yoga
- Strong Fusion (strength & tone to music)
- Kayaking
- Quick Hit (high intensity boxing style)
- Basic Stretching
- Hardcore Strength with weights
- Pilates
- Walking Group
- Full Body Burn
- Hip Hop Zumba
- High Intensity Interval Training
- Trail Blazers (walk and run)
- Xtreme Burn (high intensity aerobics)
- Treadmills



The Tamarac Center provides many educational programs and classes that support community health and wellbeing, and life skills for youth, adults and seniors. These services are highly valued by the community and promote a quality of life to residents.

- Wellness and School Health
- Healthy Minds and Healthy Bodies
- Early Childhood Development
- Cooking Matters Classes
- Quit Tobacco and Nicotine Classes
- Question, Persuading, Referral: Suicide Prevention Training
- Livewell Newaygo County Program
- Advanced Care Planning

Medical services offered at the center are not as abundant as the fitness and wellness programs which are not commonly provided by other community centers. The exclusive staff, equipment and specialty spaces required prohibit a city or county community from maintaining these procedures.

- Spa (Skin Care, Therapeutic, and Medical Aesthetic Treatments for Face and Body, Health Improvement Procedures, Cosmetic Laser, Microdermabrasion, Physician Grade Peels, Visia Botox, and Acupuncture)
- Café (Healthy refreshments, breakfast, lunch, and dinner. Catering is also offered.)
- Therapy and Treatment (recovery from illness and injury)
- Outpatient Rehabilitation
- Diabetes Education
- Medical Nutrition
- Complementary Medication
- Support Groups (Parkinsons, Stroke, Dementia and other diseases, disorders, and addictions.)

WEST SHORE COMMUNITY COLLEGE RECREATION CENTER

The facility is a recreation center and has only recreation programs and amenities on site. The facility is a part of the West Shore College located in Scottville, approximately 9 miles from Ludington. They promote a foundation that assists them with funding and is not restricted to use only by the college students, since they offer programs and activities for kids to older adults.

Their memberships are offered on a 1 month, 6 months, and annual basis.

*The facility is also available for rent.

Membership Type and Costs: West Shore Community College			
Type	Year	6 Months	1 month
Individual	\$315	\$160	\$45
Family	\$435	\$220	\$70
Senior (60+)	\$200	\$100	\$30
Non-WSCC	\$50		

Program Spaces in the West Shore Community College Recreation Center:

- Wellness Center
- Group Fitness Classes
- Aerobic Circuit Weight Training
- Cardio Equipment
- Free Weights Room
- Heated 25 meter, six lane lap and water exercise pool with handicap access
- Two full size basketball courts with drop-down divider, 4-6 drop down baskets, and two striped courts for pickleball
- Ice area for hockey, public skating, and curling

Note: Outdoor amenities include a disc golf course, baseball/softball field, and walking trails.

INDOOR SPORTS OPPORTUNITIES

Facilities that can offer space for year round sports activities provide communities several additional benefits. A multi-purpose gym in a community center can add a considerable amount of useable space with floors that are lined for basketball, pickle ball, volleyball, and other court sports. In addition, facilities that have space for organized youth sports tournaments can generate income to support the facility operations and add economic benefits to the community.

In the table below are 5 gym facilities (independent from community centers) within 21 miles of Ludington. These facilities can be considered competitors to the new multi-generational community center for indoor recreation and activities.

Facility with a Gymnasium	Community
America’s Fitness Center	Ludington
Health and Racquet Club	Ludington
Ludington Athletic Club	Ludington
America’s Fitness Center	Hart
Manistee Health and Fitness Club	Manistee

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MEMBERSHIP TYPES AND COSTS

The community centers that offer memberships to their facility and programs are listed below. All types of memberships offered among the centers are listed on the left and those not offering a specific membership will be labeled as such.

Membership Type	Spring Lake Community Center	Tamarac Health and Wellness Center	West Shore Community College
Individual	Month \$38.50 R / \$48 NR Annual \$390 R / \$490 NR	Primary Person \$56 / Mo. Secondary Spouse \$43 / Mo.	1 month \$45 6 months \$160 Year \$315
Department (Employee), Member, Child	Not offered	Under 18 Years \$23 / Mo.	Not offered
Non-WSCC	Not offered	Not offered	\$50
Student	Month \$29 R / \$36 NR Annual \$295 R / \$367 NR	Not offered	Not offered
Adult Couple	Month \$58 R / \$72 NR Annual \$590 R / \$735 NR	Not offered	Not offered
Family	Month \$79 R / \$98 NR Annual \$800 R / \$998 NR	Not offered	\$435 Year \$220 6 months \$70 1 month
Senior Individual	Month \$29 R / \$36 NR Annual \$295 R / \$410 NR	Not offered	\$200 Year 6 months \$100 1 month \$30
Senior Couple	Month \$43.50 R / \$54 NR Annual \$440 R / \$550 NR	Not offered	Not offered
Fitness Classes Only	Individual Class \$4 10 classes \$35 Quarterly Unlimited \$75	Not offered	Not offered
Premium	Not offered	Combined Several Classes And Activities. Costed per type of classes chosen	Not offered
Specialty	Not offered	Discounted Pricing Provided to Students, Military Service Personnel, Insurance Sponsored Plans And Corporate Employees	Not offered

COMPARISONS OF THE SIMILAR PROVIDERS

This analysis of surrounding community centers and recreation providers is objective and is intended to help the Mason County Exploratory Committee weigh how similar providers can impact needs in the Ludington area.

Below are some key insights for the MCCC to consider:

- Sports programming reflects the type of competitive or recreational activities that residents like.
- Health and wellness is popular for residents as indicated by the services offered by the other facilities.
- Individual and group activities and programs are offered to all ages and adapted for physical abilities.
- Passive recreational activities are present in the similar providers' community centers. These include walking tracks, minimal motion exercise, and older adult social activities to enhance their quality of life.
- Various levels of exercise intensity are offered for residents to choose from according to their abilities.
- Various degrees of health and medical care are available to meet the needs of a market.
- Aquatic activities are available at the centers where program water is present. Programs are available for minor competitive swimming, therapeutic assistance, lap swimming, training lifeguarding techniques and leisure swimming.
- Community centers that serve life needs and daily support services utilize a significant number of volunteers to help residents.
- Gyms provide space for team sports, whether it be pickup games or friendly competition, and multi-use gym areas can be divided and used for additional court sports.
- Learning opportunities and programs present information about healthy nutrition and the value of living well.
- Social services are provided in the community centers through food assistance, financial tutoring, and necessities to residents in need.
- Cardio exercise that utilizes active equipment is predominant in the centers.
- Two community centers offer pricing for memberships in resident / non-resident categories.
- Spaces are present in some facilities for meetings that include daily life skills as well as support groups where people gather to discuss issues that affect them and others experiencing difficulties.
- Membership types included: daily passes, monthly / multiple month memberships as well as annual memberships.
- Some facilities provide certain groups priority memberships.
- Some facilities that offered higher levels of care or medical treatments are partnered with health care providers that specialize in those types of services.
- Child watch services are available at Spring Lake Community and Fitness Center, so parents can participate in programs and activities while their children are safe and cared for.

CHAPTER THREE - FINANCIAL PLAN AND PRO FORMA

3.1 VISIONING AND CORE PROGRAM PLAN

The program zones identified below were developed with community input and an analysis of recreational trends within Mason County. The core programs envisioned for the community center have informed the program zones, which in turn will help with the future conceptual design as the next step in the overall design process. The actual square footage of the program zones may vary and evolve during the design process.

FACILITY USE CAPACITY

It is important for the MCCC to consider the use capacity for the recreation facility. The use capacity refers the maximum number of people, activities, or programs that the facility can accommodate at a given time while maintaining a safe, comfortable, and functional environment.

The intent of the facility is to serve multigenerational visitors and membership with a goal of achieving at least 70% of its use capacity daily. This will require staff to program each space for users, including active adults and seniors, during the day, and families, teens, youth, and adults in the evenings and on weekends.

Community Center Program Zones			
Zone	Space	Square Feet	Notes
GYM	Gym	12,000	Two high school courts with safety zone and spectator; elevated walking track
	Gym Storage	1,700	
	Track	7,000	
FITNESS	Indoor Play	173	Range of modern cardio and strength-training machines—including treadmills, stationary bikes, free weights, and resistance equipment; An open, flexible group fitness area
	Fitness	5,500	
	Group Fitness	2,000	
MULTI - PURPOSE	Multi-Purpose Room (2)	1,992	Multi-purpose room can be separated into two or kept as one large space; flexible space that can be adapted to a variety of recreation programs and rental uses
	MP Storage	600	
	Classroom	1,000	
	Childwatch	1,000	
	Childwatch Storage	100	
	Kitchen	175	
AQUATICS	Pool	8,700	Warm water therapy pool for swim lessons and aquatic exercise along with 2-3 lap lanes
	Lifeguards	300	
	Office	190	
	Pool Storage/Janitorial	450	
	Mens Locker	900	
	Womens Locker	900	
	Family Locker	1,100	
	Pool Mechanical	1,800	
	Electrical	250	
SUPPORT	Front Desk	150	The support zone includes spaces that increase the functionality and comfort of guests during visits. This includes office space and front desk for staff including storage for cleaning materials and supplies. Vestibules at future admin offices and entrance to help transition between temperature controlled interior and outdoor elements.
	Office	300	
	Vestibules (2)	129	
	Outdoor Restroom	116	
	Janitor Closet/Storage	400	
	Mechanical/Electrical Room	264	
	Restrooms (Indoor, ADA)	789	
	Total Sq. Ft.	49,978	

3.2 GENERAL ASSUMPTIONS

The pro forma represents a moment in time. Future projections can, and likely will, experience some variation due to unforeseen market conditions. This information should be used as a guide and will need to be updated as time passes and conditions change. The pro forma culminates in the expected cost recovery for the facility, which predicts to what extent the facility's revenues are expected to offset the costs to operate and maintain the facility each year. The target for direct and indirect cost recovery is to be 100% for the entire facility.

- The Multi-generational Community Center will be between 45,000-50,000 gross square feet.

The pro forma represents an approach to management of the MCCC showing that the facility can have the following funding sources to support operational costs of the facility:

- **Membership** for key spaces; fitness and wellness center, walking track, indoor pool, sport courts, group fitness rooms, and child watch place (consider as additional charge – highlight cost to operate and additional staffing needs).
- **Daily Use access** to general drop-in programs for all seniors; and fitness, open gym, and a multitude of recreation programs for youth and adults.
- **Registered program access:** Program participants gain access to different parts of the facility through program registrations.
- **Rentals and permits** such as group meetings, special occasion events for weddings, reunions, retirements, community group events, party rentals, and private rentals.
- **Consider naming rights options** – Donor wall and for large rooms, aquatics, and gyms

3.3 OPERATIONAL AND FINANCIAL ASSUMPTIONS

Operational and financial assumptions describe the operational philosophy for the building and explain how revenues and expenses are derived to develop the pro forma for a Multi-generational Community Center. The pro forma is demonstrated over a six-year period and forecasts all revenues and costs associated with the operation and maintenance of a community center.

HOURS OF OPERATION

- Regular hours of operation will be 6:00 am-8:00 pm Monday through Saturday and Sundays 10:00 am-8:00 pm for a total of 94 operating hours per week.
- The facility will operate for 356 days a year, closed for Thanksgiving Day and Christmas Day, as well as 7 days for deep cleaning and repairs.

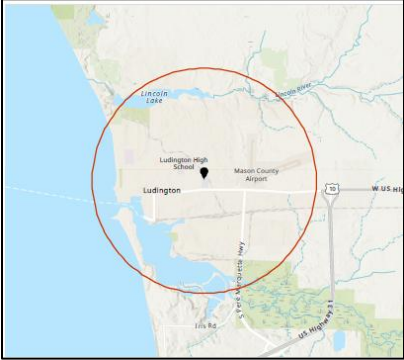

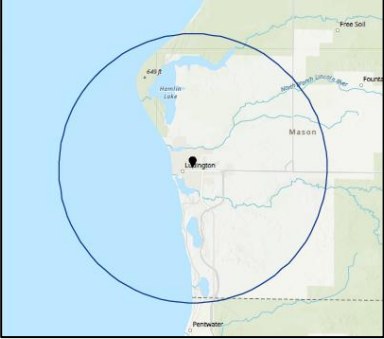
OPERATIONAL AND PRICING PHILOSOPHY

- The community center expects to be a combination of a program-driven and a membership-based facility. While it will be heavily programmed, there will also be drop-in opportunities and as well as annual memberships for fitness/wellness center, indoor aquatics, sports courts, and walking track and class program charges for specific programs that don't require a membership.

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- Revenues stem from monthly memberships, drop-in / daily fees, rentals and permits, childcare services, program fees, and sponsorships/donations.
- Current and future core programs and business areas include:
 - Sports
 - Fitness/Wellness
 - Aquatics
 - Seniors
 - Indoor Special Events
 - Child watch
 - Public health/community based programs
 - Rentals
- Pricing and participation for programs is based on rates from existing organization offerings, along with consideration of the local market for programs as defined by the community's demographics and a similar provider analysis. In some cases, pricing for the facility may be higher than the organization's existing rates due to the fact the facility will be new and provide a high-quality experience.
- All member pricing will include variable pass rates for individuals, seniors, and families.
- The cost recovery goal for the entire Community Center operation is at or above 100% based on staff input
- 60% of space needs to be revenue driven – 50% membership, 30% from programs, 10% from drop ins, 5% other revenue sources (concessions, other earned income), 5% sponsorship/naming rights.
- Members are estimated to be 85% residents or workers in the organization and 15% as non-residents.
- Revenues will increase by at least 5% in year two. 4% in year three, 4.5% in year four, and by 4% in year five.
- Annual memberships will be available to access the fitness center, indoor aquatic center, walking track, and gymnasium.
- Daily fees and punch passes (10 visits) are included for:
 - One day all access pass
 - Drop-in fitness
 - Drop-in childcare
- Membership projections are based on demographic data within a 10 mile radius of the potential facility location as depicted in the following table.

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2029 Market Projections	Total Population	Median Age	Average Household size
 <p style="text-align: center;">2 miles</p>	10,078	47.1	2.15
 <p style="text-align: center;">5 miles</p>	14,859	47.7	2.24
 <p style="text-align: center;">10 miles</p>	22,505	47.5	2.30

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STAFFING STRUCTURE AND LEVELS

Incorporated are staffing levels and hours required for full-time, part-time, and seasonal staff needed to operate and program the center 356 days a year. In addition, the pro forma entails contractors who teach classes or provide ancillary tasks. Employee benefit costs are included, as well. **Salaries are assumed to be no more than 60% of the operating budget for the facility.**

A combination of full-time, part-time, and contracted staff will be utilized to operate the facility, which include the following generic titles:

- Full-time staff
 - Community Center Manager
 - Recreation Supervisor
 - Recreation Coordinators
 - Building Maintenance Supervisor
 - Membership Services Supervisor
 - Maintenance Technician/Custodian
- Part-time staff
 - Member Services Coordinator / hospitality
 - Child watch / Party Rental Attendants
 - Part-time program instructors
 - Fitness, dance classes, swim lessons
 - Aquatics Supervisor/Head Lifeguard
 - Lifeguards
 - Building/Gym Attendants
 - Fitness Attendants
- Contract services include:
 - Custodial / maintenance repairs
 - Program instructors – \$30 per hour
 - Vending
- Staffing is based on “lean management” practices where all positions/human resources expended for any goal other than the creation of value for the customer base are considered nonessential.
- When the Community Center reaches operational and programmatic maturity (70% capacity), additional staffing will most likely be required.
- Staffing salary/wages are based on market rates within the region. These do not include any proposed increases.

ADDITIONAL OPERATIONAL COSTS

- Utility costs based on square footage and electric, gas, and other utilities are estimated at \$3.50/sf. Itemized in the pro forma.
 - The pool utility cost will be \$7.08/sq. ft.
- Equipment and supplies are included to provide program services and maintain the facility on an annual basis.
- Maintenance costs per square foot to take care of each program and facility support space are included in expenditures, which also includes estimated supply costs.

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- Marketing costs to promote the programs and services of the facility are assumed to be 2% of the cost of operations.
- General liability insurance for the facility is assumed to be 2% of the cost of operations.
- Credit card fees are estimated at 3% of revenues. Registration software and credit card fees will be passed on to the customer through registration fees.
- An ongoing asset management / lifecycle replacement cost of 3% is included in the proforma based on the operating budget. This does not factor in future capital costs.
- Furniture, Fixtures, and Equipment are part of the capital development costs of the center and are not factored into the operational pro forma.
- The committee will implement an owner/operator model for the MCCC. This model allows the committee to contract services for areas requiring expertise, such as HVAC systems and food and beverage services and the leasing of fitness equipment to ensure that equipment is properly maintained, and equipment updated to ensure members have the best equipment available
- The pricing strategy will be commensurate with market rates and include multiple revenue drivers and secondary sources of earned income such as sponsorship (including naming rights), grants, etc. The Pro Forma will include a 4% annual adjustment to pricing.
- The Organization will review and increase fees and charges regularly to keep up with increasing costs of operations.
- The general state of the national, state, and local economies will remain at current levels or improve during the process of developing the site.
- The Pro Forma will include a 3% annual increase to expenses for inflation.
- Maintenance standards will be at the highest level for revenue generating facilities.
- All sources of information and research provided are credible, the information is accurate, and conclusions drawn from existing documents are complete and acceptable to the committee.

CAPITAL EXPENDITURES

A Capital Improvement Plan (CIP) for a new community center is crucial for ensuring long-term sustainability, addressing infrastructure needs, and managing financial resources effectively.

The capital improvement plan should differentiate between minor capital defined as routine repairs and maintenance and major capital which involves the replacement or renovation of large assets such as building systems and other essential building support.

The table below shows several major capital improvements that should be planned within the CIP. ***MCCC should consult with a design professional or other industry experts for current cost estimates for specific materials and their expected lifespan.***

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Major Capital Improvements and Repairs	
Short term (5 – 10 years) improvements	Furniture, fixtures, and equipment (FF&E), technology upgrades, and sports and fitness equipment
Mid-term (10 – 20 years) improvements	Building systems such as HVAC, plumbing, pool filtration, and electrical
Long term (20+ years) improvements	Infrastructure including but not limited to roofing, flooring, and other structural elements

3.4 REVENUE MODEL

PRICING STRATEGY

Pricing strategies, when intentional, have many inherent benefits to the outcomes for the MCCC. Overall, a well-designed dynamic pricing strategy can help improve access, increase utilization, increase revenue, and keep customer satisfaction highly rated.

- **Increase access:** By offering a variety of price points, the MCCC can be more accessible to people of all income levels for recreation services.
- **Improve utilization:** By offering different prices for different times of day and days of the week, it encourages people to use the MCCC during off-peak hours. It also helps manage peak demand times with price breaks for attending during low-use times.
- **Increase revenue:** By charging different prices for different types of users, events, and activities, the MCCC can generate more revenue than a flat rate structure. This increases the sustainability of the MCCC through the attraction of non-members to programs and events.
- **Increased customer satisfaction:** By offering a variety of pricing options, it can give customers more control over how they spend.

The pricing for services within the revenue model is based off existing facilities and programs in the park system, and a market analysis of surrounding public, private, and non-profit organizations.

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Pricing Model – Membership and Daily Access

DIVISION	ACCOUNT TITLE	PRICE	UNITS
REVENUES			Month, Year, # of Visits
Passes	Individual - Monthly	\$35.00	9
Passes	Household (2 adults/kids under 19) - Monthly	\$65.00	9
Passes	Additional Child - Monthly	\$10.00	9
Passes	Senior - Monthly	\$25.00	9
Passes	Individual - Annual	\$370.00	1
Passes	Household (2 adults/kids under 19) - Annual	\$730.00	1
Passes	Additional Child - Annual	\$96.00	1
Passes	Senior - Annual	\$250.00	1
Passes	NR Individual - Monthly	\$50.00	9
Passes	NR Household (2 adults/kids under 19) - Monthly	\$80.00	9
Passes	NR Additional Child - Monthly	\$13.00	9
Passes	NR Senior - Monthly	\$40.00	9
Passes	NR Individual - Annual	\$550.00	1
Passes	NR Household (2 adults/kids under 19) - Annual	\$910.00	1
Passes	NR Additional Child - Annual	\$125.00	1
Passes	NR Senior - Annual	\$430.00	1
Passes	Individual (Premium) - Monthly	\$56.00	9
Passes	Household (2 adults/kids under 19/Premium) - Monthly	\$104.00	9
Passes	Additional Child (Premium) - Monthly	\$16.00	9
Passes	Senior (Premium) - Monthly	\$40.00	9
Passes	Individual (Premium)- Annual	\$592.00	1
Passes	Household (2 adults/kdis under 19/Premium) - Annual	\$1,168.00	1
Passes	Additional Child (Premium) - Annual	\$153.60	1
Passes	Senior (Premium) - Annual	\$400.00	1
Passes	NR Individual (Premium) - Monthly	\$80.00	9
Passes	NR Household (2 adults/kids under 19/Premium) - Monthly	\$128.00	9
Passes	NR Additional Child (Premium) - Monthly	\$20.80	9
Passes	NR Senior (Premium) - Monthly	\$64.00	9
Passes	NR Individual (Premium) - Annual	\$880.00	1
Passes	NR Household (2 adults/kids under 19/Premium) - Annual	\$1,456.00	1
Passes	NR Additional Child (Premium) - Annual	\$200.00	1
Passes	NR Senior (Premium) - Annual	\$688.00	1

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DIVISION	ACCOUNT TITLE	PRICE	UNITS
REVENUES			Month, Year, # of Visits
Passes	Individual - 6 Months	\$178.50	6
Passes	Household (2 adults/kids under 19) - 6 Months	\$331.50	6
Passes	Additional Child - 6 Months	\$51.00	6
Passes	Senior - 6 Months	\$127.50	6
Passes	NR Individual - 6 Months	\$255.00	6
Passes	NR Household (2 adults/kids under 19) - 6 Months	\$408.00	6
Passes	NR Additional Child - 6 Months	\$66.00	6
Passes	NR Senior - 6 Months	\$204.00	6
Daily Admission	Daily Admission - Child	\$5.00	1
Daily Admission	Daily Admission - Adult	\$10.00	1
Daily Admission	Daily Admission - Senior	\$5.00	1
Daily Admission	NR Daily Admission - Child	\$7.00	1
Daily Admission	NR Daily Admission - Adult	\$13.00	1
Daily Admission	NR Daily Admission - Senior	\$7.00	1
Speciality	Discounted Pricing up to 50% (Monthly/Resident)	\$17.50	1
Passes	Value Pack (10 visits) - Child	\$49.00	1
Passes	Value Pack (10 visits) - Adult	\$84.00	1
Passes	Value Pack (10 visits) - Senior	\$49.00	1
Passes	NR Value Pack (10 visits) - Child	\$70.00	1
Passes	NR Value Pack (10 visits) - Adult	\$112.00	1
Passes	NR Value Pack (10 visits) - Senior	\$70.00	1
Passes	Drop-In Child Watch	\$12.00	1
Passes	Value Pack (10 visits) - Child Watch	\$84.00	1
Passes	Insurance Passes (Renew Active/SilverSneakers)	\$3.50	5

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Pricing Model - Programs and Reservations

DIVISION	ACCOUNT TITLE	PRICE	SESSIONS
REVENUES			
Recreation	Youth Arts	\$15.00	48
Recreation	Adult Arts	\$30.00	24
Recreation	Life Skills / Enrichment	\$25.00	12
Recreation	Youth STEM Classes	\$60.00	12
Recreation	Youth Sports Clinics	\$60.00	6
Recreation	Youth Basketball League	\$125.00	5
Recreation	Youth Volleyball League	\$125.00	3
Recreation	Adult Sport Leagues	\$300.00	4
Recreation	Drop-In Pickleball	\$8.00	208
Recreation	Youth Summer Camps	\$125.00	10
Recreation	Senior Programs	\$40.00	24
Recreation	Senior Drop-In	\$3.00	260
Recreation	Adaptive / Inclusive Programs	\$40.00	12
Recreation	Adaptive / Inclusive Programs - drop-in	\$3.00	104
DIVISION	ACCOUNT TITLE	PRICE	SESSIONS
REVENUES			Sessions
Aquatics	Swim Lessons	\$55.00	48
Aquatics	Aqua Aerobics / Fitness	\$55.00	24
Aquatics	Aqua Aerobics / Fitness - Seniors	\$40.00	8
DIVISION	ACCOUNT TITLE	PRICE	SESSIONS
REVENUES			
Health & Wellness	Fitness Classes	\$45.00	96
Health & Wellness	Fitness Classes - Seniors	\$35.00	48
Health & Wellness	Fitness Classes - Drop-in	\$50.00	52
Health & Wellness	Personal Training	\$100.00	104
DIVISION	ACCOUNT TITLE	PRICE	
REVENUES			
Rentals / Other	Room Rentals	\$50.00	hourly
Rentals / Other	NR Room Rental	\$65.00	hourly
Rentals / Other	Party Rentals	\$115.00	hourly
Rentals / Other	NR Party Rentals	\$130.00	hourly
Rentals / Other	Gym Rental	\$45.00	hourly
Rentals / Other	NR Gym Rental	\$60.00	hourly
Rentals / Other	Vending Revenue	\$3.00	varies

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Mason County, Michigan Community Center Feasibility Study

Revenue Model – Memberships and Daily Access

DIVISION	ACCOUNT TITLE	PRICE	UNITS	UNITS	REVENUES	EXPLANATION
REVENUES			Month, Year, # of Visits	Passes		
Passes	Individual - Monthly	\$35.00	9	195	\$61,317.51	
Passes	Household (2 adults/kids under 19) - Monthly	\$65.00	9	229	\$133,971.04	Up to 4 individuals
Passes	Additional Child - Monthly	\$10.00	9	23	\$2,070.00	
Passes	Senior - Monthly	\$25.00	9	346	\$77,742.98	
Passes	Individual - Annual	\$370.00	1	78	\$28,809.50	
Passes	Household (2 adults/kids under 19) - Annual	\$730.00	1	90	\$65,700.00	Up to 4 individuals
Passes	Additional Child - Annual	\$96.00	1	9	\$864.00	
Passes	Senior - Annual	\$250.00	1	138	\$34,552.44	
Passes	NR Individual - Monthly	\$50.00	9	10	\$4,379.82	
Passes	NR Household (2 adults/kids under 19) - Monthly	\$80.00	9	23	\$16,488.74	Up to 4 individuals
Passes	NR Additional Child - Monthly	\$13.00	9	2	\$234.00	
Passes	NR Senior - Monthly	\$40.00	9	2	\$828.00	
Passes	NR Individual - Annual	\$550.00	1	4	\$2,141.25	
Passes	NR Household (2 adults/kids under 19) - Annual	\$910.00	1	9	\$8,190.00	Up to 4 individuals
Passes	NR Additional Child - Annual	\$125.00	1	1	\$125.00	
Passes	NR Senior - Annual	\$430.00	1	1	\$395.60	
Passes	Individual (Premium) - Monthly	\$56.00	9	29	\$14,716.20	Includes access to select programming
Passes	Household (2 adults/kids under 19/Premium) - Monthly	\$104.00	9	34	\$32,153.05	Includes access to select programming
Passes	Additional Child (Premium) - Monthly	\$16.00	9	3	\$496.80	Includes access to select programming
Passes	Senior (Premium) - Monthly	\$40.00	9	52	\$18,658.31	Includes access to select programming
Passes	Individual (Premium)- Annual	\$592.00	1	12	\$6,914.28	Includes access to select programming
Passes	Household (2 adults/kdis under 19/Premium) - Annual	\$1,168.00	1	14	\$15,768.00	Includes access to select programming
Passes	Additional Child (Premium) - Annual	\$153.60	1	1	\$207.36	Includes access to select programming
Passes	Senior (Premium) - Annual	\$400.00	1	21	\$8,292.58	Includes access to select programming
Passes	NR Individual (Premium) - Monthly	\$80.00	9	1	\$1,051.16	Includes access to select programming
Passes	NR Household (2 adults/kids under 19/Premium) - Monthly	\$128.00	9	3	\$3,957.30	Includes access to select programming
Passes	NR Additional Child (Premium) - Monthly	\$20.80	9	0	\$56.16	Includes access to select programming
Passes	NR Senior (Premium) - Monthly	\$64.00	9	0	\$198.72	Includes access to select programming
Passes	NR Individual (Premium) - Annual	\$880.00	1	1	\$513.90	Includes access to select programming
Passes	NR Household (2 adults/kids under 19/Premium) - Annual	\$1,456.00	1	1	\$1,965.60	Includes access to select programming
Passes	NR Additional Child (Premium) - Annual	\$200.00	1	0	\$30.00	Includes access to select programming
Passes	NR Senior (Premium) - Annual	\$688.00	1	0	\$94.94	Includes access to select programming

Mason County, Michigan Community Center Feasibility Study

DIVISION	ACCOUNT TITLE	PRICE	UNITS	UNITS	REVENUES	EXPLANATION
REVENUES			Month, Year, # of Visits	Passes		
Passes	Individual - 6 Months	\$178.50	6	107	\$114,663.75	Six month facility access
Passes	Household (2 adults/kids under 19) - 6 Months	\$331.50	6	149	\$296,076.00	Six month facility access
Passes	Additional Child - 6 Months	\$51.00	6	6	\$1,759.50	Six month facility access
Passes	Senior - 6 Months	\$127.50	6	155	\$118,946.76	Six month facility access
Passes	NR Individual - 6 Months	\$255.00	6	3	\$5,211.99	Six month facility access
Passes	NR Household (2 adults/kids under 19) - 6 Months	\$408.00	6	6	\$14,015.43	Six month facility access
Passes	NR Additional Child - 6 Months	\$66.00	6	1	\$198.00	Six month facility access
Passes	NR Senior - 6 Months	\$204.00	6	1	\$985.32	Six month facility access
Speciality	Discounted Pricing up to 50% (Monthly/Resident)	\$17.50	1	50	\$875.00	Scholarship/Financial Aid/Special Discounts (Military, Student, etc.)
Daily Admission	Daily Admission - Child	\$5.00	1	125	\$625.00	
Daily Admission	Daily Admission - Adult	\$10.00	1	350	\$3,500.00	
Daily Admission	Daily Admission - Senior	\$5.00	1	181	\$905.00	
Daily Admission	NR Daily Admission - Child	\$7.00	1	8	\$56.00	
Daily Admission	NR Daily Admission - Adult	\$13.00	1	12	\$156.00	
Daily Admission	NR Daily Admission - Senior	\$7.00	1	25	\$175.00	
Passes	Value Pack (10 visits) - Child	\$49.00	1	25	\$1,225.00	
Passes	Value Pack (10 visits) - Adult	\$84.00	1	75	\$6,300.00	
Passes	Value Pack (10 visits) - Senior	\$49.00	1	50	\$2,450.00	
Passes	NR Value Pack (10 visits) - Child	\$70.00	1	4	\$280.00	
Passes	NR Value Pack (10 visits) - Adult	\$112.00	1	13	\$1,456.00	
Passes	NR Value Pack (10 visits) - Senior	\$70.00	1	9	\$630.00	
Passes	Drop-In Child Watch	\$12.00	1	360	\$4,320.00	2-hour babysitting while adult in facility
Passes	Value Pack (10 visits) - Child Watch	\$84.00	1	50	\$4,200.00	2-hour babysitting while adult in facility
Passes	Insurance Passes (Renew Active/SilverSneakers)	\$3.50	5	607	\$63,756.00	15% of total passes/Avg. 5 visits/month, Avg. membership 6 months
TOTAL PASS REVENUES				3,705	\$1,185,650.00	

Mason County, Michigan Community Center Feasibility Study

Revenue Model – Programming and Rentals

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION	
REVENUES			sessions	Participants		
Recreation	Youth Arts	\$15.00	48	12	\$8,640.00	4-week sessions; 4 sessions/month
Recreation	Adult Arts	\$30.00	24	8	\$5,760.00	4-week sessions; 2 sessions/month
Recreation	Life Skills / Enrichment	\$25.00	12	14	\$4,200.00	4-week sessions; 1 session/month
Recreation	Youth STEM Classes	\$60.00	12	14	\$10,080.00	4-week sessions; 1 session/month
Recreation	Youth Sports Clinics	\$60.00	6	50	\$18,000.00	4-day session; 6 times/year
Recreation	Youth Basketball League	\$125.00	5	48	\$30,000.00	5 age divisions; 6 teams/division; 8 kids/team
Recreation	Youth Volleyball League	\$125.00	3	32	\$12,000.00	3 age divisions; 4 teams/division; 8 kids/team
Recreation	Adult Sport Leagues	\$300.00	4	8	\$9,600.00	4 seasons; 8 teams/season
Recreation	Drop-In Pickleball	\$8.00	208	8	\$13,312.00	2-hour period; 4 days/week; 8 players
Recreation	Youth Summer Camps	\$125.00	10	50	\$62,500.00	weeklong sessions for 10 weeks; 50 kids/week
Recreation	Senior Programs	\$40.00	24	10	\$9,600.00	4-week sessions; 2 sessions/month
Recreation	Senior Drop-In	\$3.00	260	8	\$6,240.00	Daily drop-in activities; 5 days/week
Recreation	Adaptive / Inclusive Programs	\$40.00	12	6	\$2,880.00	4-week sessions; 1 session/month
Recreation	Adaptive / Inclusive Programs - drop-in	\$3.00	104	4	\$1,248.00	Drop-in activities; 2 days/week
TOTAL RECREATION PROGRAM REVENUES			732		\$194,060.00	
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION	
REVENUES			Sessions	Participants		
Aquatics	Swim Lessons	\$55.00	48	6	\$15,840.00	6-week sessions; 12 sessions/quarter
Aquatics	Aqua Aerobics / Fitness	\$55.00	24	12	\$15,840.00	6-week sessions; 6 sessions/quarter
Aquatics	Aqua Aerobics / Fitness - Seniors	\$40.00	8	12	\$3,840.00	6-week sessions; 2 sessions/quarter
TOTAL AQUATICS REVENUES			80		\$35,520.00	

Mason County, Michigan Community Center Feasibility Study

DIVISION	ACCOUNT TITLE	PRICE		UNITS	REVENUES	EXPLANATION
REVENUES						
Health & Wellness	Fitness Classes	\$45.00	96	12	\$51,840.00	4-week sessions; 8 sessions/month
Health & Wellness	Fitness Classes - Seniors	\$35.00	48	8	\$13,440.00	4-week sessions; 4 sessions/month
Health & Wellness	Fitness Classes - Drop-in	\$50.00	52	5	\$13,000.00	avg of 5 drop-in participant per week
Health & Wellness	Personal Training	\$100.00	104	1	\$10,400.00	average 2 per week
TOTAL WELLNESS REVENUES			300		\$88,680.00	
DIVISION	ACCOUNT TITLE	PRICE		UNITS	REVENUES	EXPLANATION
REVENUES						
Rentals / Other	Room Rentals	\$50.00	10	51.5	\$25,750.00	10 hrs of rental per week
Rentals / Other	NR Room Rental	\$65.00	2	51.5	\$6,695.00	2 hours of rental per week
Rentals / Other	Party Rentals	\$115.00	3	12.0	\$4,140.00	3 per month - includes cake, ice cream, activity, and staff for 1-hour
Rentals / Other	NR Party Rentals	\$130.00	1	12.0	\$1,560.00	1 per month - includes cake, ice cream, activity, and staff for 1-hour
Rentals / Other	Gym Rental	\$45.00	10	12.0	\$5,400.00	10 hrs of rental per month
Rentals / Other	NR Gym Rental	\$60.00	2	12.0	\$1,440.00	2 hours rental per month
Rentals / Other	Vending Revenue	\$3.00	20	362	\$21,720.00	20 ppl per day @ \$3 spend
TOTAL RENTALS / OTHER REVENUES					\$66,705.00	

Mason County, Michigan Community Center Feasibility Study

Expenditure Model - Personnel Services

ACCOUNT TITLE	BUDGET			EXPLANATION
PERSONNEL SERVICES	units	rate	total	
Full Time Staff				
Community Center Manager	2080	\$32.00	\$66,560.00	
Recreation Supervisor	2080	\$26.00	\$54,080.00	
Recreation Coordinator	2080	\$24.00	\$49,920.00	
Building Maintenance Supervisor	2080	\$30.00	\$62,400.00	
Membership Services Supervisor	2080	\$26.00	\$54,080.00	
Maintenance Technician/Custodian	2080	\$22.00	\$45,760.00	
Part Time Staff				
Membership Services Coordinator	4,888	\$20.00	\$97,760.00	1 Coordinator for all operating hours
Child Watch / Party Rental Attendants	2,444	\$16.00	\$39,104.00	1 Attendant for all operating hours
Part-time Program Instructors	1,112	\$16.00	\$17,792.00	Fitness, Sports, and Aquatics programming
Aquatics Supervisor/Head Lifeguard	4,888	\$20.00	\$97,760.00	1 Aquatics Supervisor during operational hours
Lifeguards	19,552	\$18.00	\$351,936.00	4 Lifeguards during operational hours
Building/Gym Attendants	4,888	\$16.00	\$78,208.00	1 Attendant for all operating hours
Fitness Attendants	4,888	\$16.00	\$78,208.00	1 Attendant for all operating hours
Employer's Share of FICA / Medicare			\$168,956.26	15.45% of Salaries and Wages
Employment Benefits			\$119,808.00	36% of FT salaries
Total	Personnel Services		\$1,382,332.26	

Mason County, Michigan Community Center Feasibility Study

Expenditure Model – Supplies and Services

SUPPLIES		
Building Materials	\$1,500.00	
Repair Parts	\$3,000.00	
Chemicals	\$20,000.00	
Safety Supplies	\$5,000.00	
Linens / Towels	\$4,000.00	
General Program Supplies	\$10,000.00	
Building Materials	\$5,000.00	Paint, Lumber, Nails, Screws, Glues, etc...
Repair Parts	\$8,000.00	Plumbing, Hardware, Electrical, Lighting, etc...
Small Tools & Minor Equip.	\$4,000.00	Misc. and Specialty Tools
Other Maint. Supplies	\$3,500.00	Lubricants, light bulbs, etc.
Safety Supplies	\$1,000.00	Safety Glasses, Gloves, Harness, Radios, etc...
Stationary & Printed Materials	\$3,000.00	Business cards, stationary, envelopes, cards
Office Supplies	\$15,000.00	
Other Miscellaneous	\$3,000.00	
Total	\$86,000.00	Supplies
OTHER SERVICES & CHARGES		
Contract Instructors	\$27,960.00	\$30/hr. (40% of estimated program hours)
Building Repairs & Maint.	\$14,493.62	\$.29/sq. ft. Services for HVAC systems, elevator, floor refinishing, etc.
Staff Clothing	\$2,000.00	
Contracted Services	\$75,000.00	Custodial, Landscaping, Waste Mgmt., Fitness Equipment
Other Rental & Leases	\$5,000.00	Tool and equipment rentals
Medical Fees (Drug Tests) / Background Checks	\$2,000.00	
Marketing & Promotions	\$35,046.43	2% of operating budget
Security Services	\$5,000.00	Alarm monitoring
Postage	\$2,500.00	
Utilities	\$122,500.00	Estimated at \$3.50 per square foot
Utilities (Pool)	\$106,200.00	Estimated at \$7.08 per square foot
Credit Card Fees	\$58,611.30	est. 3% of revenues
Info Systems Maint / Contracts	\$20,000.00	
Software Fees / Contracts	\$4,000.00	
Other Fees & Licenses	\$2,500.00	ASCAP license for music, CPR/First Aid/AED certifications
General Liability Insurance	\$35,046.43	2% of operating budget
Lifecycle Replacement / Asset Management	\$58,611.30	3% of all revenues
Scholarship/Financial Aid	\$31,058.10	Based on Membership revenues 2%
Total	\$563,073.56	Other Services
TOTAL EXPENSES		\$2,031,405.81

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Mason County, Michigan Community Center Feasibility Study

3.5 FIVE-YEAR PRO FORMA

The pro forma represents a moment in time. Future projections can, and likely will, experience some variation due to unforeseen market conditions. This information should be used as a guide and will need to be updated as time passes and conditions change. The pro forma culminates in the expected cost recovery for the facility, which predicts to what extent the facility’s revenues are expected to offset the costs to operate and maintain the facility each year. ***Projections for memberships, facility passes, programs, and facility reservations are conservative using the total 2029 estimated population for Mason County, MI of 29,728 and based on the population within a 10-mile radius of the potential facility location. The total amount of all memberships projected for residents is approximately 8% of the total population within a 10 mile radius of the potential facility location.***

The pro forma also represents an approach to management of the community center, showing that the facility can have the following funding sources to support operational costs of the facility:

- Membership for key spaces; fitness and wellness center, walking track, indoor pool, sport courts, group fitness rooms, and child watch space.
- Daily Use access to general drop-in programs for all seniors; and fitness, open gym, and a multitude of recreation programs for youth and adults.
- Rentals and permits such as group meetings, special occasion events for weddings, reunions, retirements, community group events, party rentals, and private rentals.
- Staff should also consider naming rights options such as a donor wall and advertising space for large rooms, aquatics spaces, and the gymnasium.

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$1,185,650.00	\$1,244,932.50	\$1,294,729.80	\$1,352,992.64	\$1,407,112.35	\$1,463,396.84
Recreation	\$334,100.00	\$350,805.00	\$364,837.20	\$379,430.69	\$390,813.61	\$402,538.02
Rental / Other	\$66,705.00	\$70,040.25	\$72,841.86	\$75,755.53	\$78,028.20	\$80,369.05
Total	\$1,586,455.00	\$1,665,777.75	\$1,732,408.86	\$1,808,178.86	\$1,875,954.16	\$1,946,303.90
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Personnel Services	\$1,382,332.26	\$1,423,802.22	\$1,466,516.29	\$1,510,511.78	\$1,555,827.13	\$1,602,501.95
Supplies	\$86,000.00	\$88,580.00	\$91,237.40	\$93,974.52	\$96,793.76	\$99,697.57
Other Services & Charges	\$551,225.80	\$567,762.58	\$584,795.45	\$602,339.32	\$620,409.50	\$639,021.78
Total	\$2,019,558.06	\$2,080,144.80	\$2,142,549.14	\$2,206,825.62	\$2,273,030.39	\$2,341,221.30
Total Gain / Loss (less Maint. Endowment Fund)	(\$433,103.06)	(\$414,367.05)	(\$410,140.28)	(\$398,646.76)	(\$397,076.23)	(\$394,917.40)
Total Cost Recovery	79%	80%	81%	82%	83%	83%

APPENDIX A: COMMUNITY SURVEY –
ADDITIONAL COMMENTS



PLEASE SHARE ANY ADDITIONAL COMMENTS THAT COULD ASSIST IN DETERMINING THE FEASIBILITY OF AN INDOOR MULTIGENERATIONAL COMMUNITY CENTER FOR MASON COUNTY.

The following list of themes emerged from written-in comments from respondents.

- ****Community Opinion on Necessity and Duplication of Services**:** There's a significant division among community members regarding the necessity of a new community center. Some argue that existing facilities such as West Shore Community College (WSCC), churches, and senior centers already provide similar services, suggesting that a new center would duplicate these offerings.
- ****Financial Concerns**:** High construction costs, high interest rates, and the potential for increased taxes are major concerns. There's a strong sentiment against raising taxes for the project, with some suggesting that users of the center should bear the costs through fees.
- ****Accessibility and Location**:** The importance of the center being centrally located to ensure accessibility for all residents, especially seniors, is highlighted. Public transportation and dedicated services like dial-a-ride are suggested to enhance accessibility. The idea of using vacant facilities, like the school in Ludington, as the community center to avoid new construction costs is also mentioned.
- ****Target Audience and Activities**:** There's a call for the center to cater to all ages, with a focus on indoor recreational activities for the fall and winter months. Some responses emphasize the importance of the center for seniors and low-income families, suggesting free or low-cost access. The need for a pool is debated, contingent on the availability of the WSCC pool.
- ****Economic and Traffic Considerations**:** Locating the community center outside of Ludington is suggested to spread economic benefits to surrounding towns and alleviate traffic issues in Ludington.
- ****Prioritization of Needs**:** Several respondents express that there are more pressing issues facing the community than the construction of a new center. The need for affordable housing and addressing basic needs is mentioned as a higher priority than a new community center.
- ****Enhancement vs. New Construction**:** Some community members suggest enhancing and better utilizing existing facilities rather than building a new center. There's an emphasis on not duplicating services that are already provided by existing institutions like LACA, WSCC, and senior centers.

ALL COMMENTS

- Not in favor of!
- Not in favor of a community center.
- Don't need one.
- Our county already has facilities for many of these - WSCC, churches, LACA, Peterson Auditorium, senior centers

Mason County, Michigan Community Center Feasibility Study

- This seems much like the West Shore Community College facilities or other schools, centers, and churches.
- Bad time to build anything with high cost of construction and high interest rates.
- Indoor rec for the winter months at a low/no cost for seniors and low income. Everyone deserves a space to exercise and create community, especially in the winter months
- Locating it outside of Ludington could really help pull some business into the surrounding towns & not add to traffic issues
- We need more activities for all ages, especially in the fall/ winter. Indoor programs would be ideal!
- "If the pool @ WSCC would stay open, then I don't feel a pool would be needed here. If they close the pool @ WSCC, then I would change my opinion. WSCC should offer Life Guard classes and require them to work at the WSCC pool for a period of time."
- This is a much needed resource in our community. Fee based is great for those that can afford it, but I would be curious to hear how low income families could partake as well
- so many other more important issues than this!
- It was difficult to pick 2 or 3 priorities out of so many listed
- None
- Accessibility is key to the success of the facility. Transportation, parking, road conditions and traffic flow. Central location in the county is also important. Offering free access the first couple years for families and seniors will build interest and habits.
- An airport shuttle is need desperately, especially for Seniors. Louisburg, KS's Senior Center, (total population 5,000) has two mini-vans and two drivers and the cost is \$50 roundtrip to MCI. It would be need to be \$100 to GRR or TVC here but to Manistee or MKG \$50.
- This would be extremely beneficial, especially if WSCC closes their pool.
- This community deserves and needs this, as the community college doesn't have enough availability for gym activities like basketball, indoor sports, etc. would be HUGE overall for this community!
- No fees for those who cannot afford it, but full access to all.
- Facility should be in the middle of the county for accessibility. Seniors should take priority due to the rising of the demographics. Pools are very expensive and we have lots of water in the county.
- My support would be based 100% on location and hours of service. If is not convenient with my work schedule, I wouldn't use it nor would I use it if not conveniently located to my normal daily travels.
- Quit asking for more money. Our taxes are already ridiculous and our money is frivolously wasted....
- The vacant school in Ludington should have been used. Massive lost opportunity.
- Consider those families that can't afford to put their children in sports programs.
- Asking in the winter when we've been cooped up may be a better time to gather this data. Summer is when we live the beach. Winter is when I miss community and indoor activities.
- I feel that many of the activities that you're suggesting would be in this multi-generational center are already covered by many entities in Ludington. Laca, West shore community college, etc. A local center where teens and youth could meet to participate in intramural Sports is needed.

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- We have such a great art center. I don't think this needs to be duplicated at this type of center. I'm assuming the senior options would then replace the current senior center. Again don't think it's necessary to duplicate current services rather add things that are missing.
- I think dedicated transportation is very important. There are a lot of Seniors that like to get out but have no accessibility. I am licensed to transport passengers and would love to be considered to help with the transportation aspect.
- I have always thought a community center would improve the experience of all residents
- Don't want taxes to cover a center.
- We already have facilities to provide these activities. How about just a new senior center?
- Mason County has enough fitness venues.
- It needs to have a dial-a-ride service. I do not wish to have my taxes raised to pay for something I do not or cannot use. Let those who use it pay fees for use.
- What happens to all the workers and seniors that go to the senior center now
- Not willing to pay.
- Public transportation needs to be available
- Enhanced what is already here - school, art center, senior center - make it one big place
- Between LACA and the Rec Ctr at WSCC, as well as the existing Sr Ctr, most of my preferred activities are already provided, and are mostly free of charge. We also already pay a millage in support of the college's pool, as well as the high school's pool
- The teens would especially benefit from having a billiards room where elders could mentor teens in the sport.
- Love this concept BUT people have no place to live, need homes, Apts, life is so hard right now for many. Can Mason County justify spending on a building for social events without caring for basic needs in our community?
- I think EVERYONE should be able to use the center and by charging a fee, I feel that those who could most use the services would be put off from being able to use it. I myself can not afford anything extra when it comes to paying out of pocket for activities that are not free. Most teens and Seniors cannot afford to pay out of pocket. While I feel it is great to have multi-generations together as far as even the aspect of learning with each other, about each other...the fact comes down to affordability. I feel you will probably go farther, garner more people if you have to charge... by charging \$1 per person, per visit. A teen can ask a parent for a \$1 or pick up 10 cans. A senior might be able to break the bank, have a no coffee day and come up with \$1. THOSE 1 dollars will add up when you have more people walking through the door.
- We need this it would help prevent drug use in our youth it gives a safe place for many and something to do
- Build it in conjunction with the Pere Marquette township park now underway.
- No more taxes!
- Partner with existing facilities and improve what we already have available
- What's wrong with the current community center
- The existing senior centers seem to be doing extremely well in serving local seniors. I would probably be more likely to use such a center, particularly in the winters if not too far to drive and offers indoor swimming and walking for fitness. I am a senior citizen, low income and would appreciate indoor swimming, aquacise.

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- Transportation for senior citizens and those who are not able to drive would be a high priority. If the entire community is not able to get to the community center then it isn't really a community center.
- If this comes to be I think there should be not only a senior citizen pass rate but there should also be a student rate as well.
- None at this time.
- Seems idiotic to be proposing this when there is insufficient community support for raising revenue for MCC and MCE school improvements.
- There is no good swimming health center for lap swimming in the area.
- This center would be an excellent addition to the area as we are lacking an indoor pool facility for exercise and a YMCA for a broad based community sports and activities center. This would make the area more up to date and appealing to live in. Consideration for taxing Epworth properties to help fund this and other needs should also be considered.
- Other than a safe place for teens and perhaps childcare, we have plenty of opportunities for sports, exercise, swimming, senior centers, education, arts, etc., etc. in our area that we are already paying for through taxes.
- Our community is in need of a place for our young and older generations to be healthy, occupied, and social in a neutral and functional environment. We have needed indoor space for this a long time.
- Due to the lack of sufficient affordable transportation in our county I would not support this project. Transportation for anyone unable to drive themselves is not available to all destinations needed at an affordable rate eliminates anyone wanting to participate in this center. Presently we have no evening, Sat afternoon, Sunday afternoon, and no Holiday transportation coverage at all. We wait for much of the time anywhere from 15 min to 45 min to 1 and 1 1/2 hr. to ride to and from destinations including hospital or dr appts. There are no evenings where transportation would allow evening meetings, social activity, a ride to the beach, to evening church, or even patriotic concerts. This county neglects the elderly, disabled, challenged, children needing safe rides at these times also. Until such time that a meaningful mileage amount covers the Mason County transportation issue adequately, for all residents, I could never feel a need for a multigenerational center. The support for all generational persons is not represented presently. Thank you for the opportunity to express my disappointment in the Transportation issue. I retired here knowing this is a wonderful place to be. I can't recommend to others considering remaining here that it is the best place to be any longer.
- We need an indoor tennis facility as a part of this. Tennis provides physical and mental health, is social and could also combine with pickleball.
- "Please make sure you keep in mind the MANY organizations that are already offering many on the items you are suggesting be included in the multigenerational community center. Also make sure you look at locations outside of Ludington when searching for a location for the center. You should really look at working with WSCC to expand their rec center and then spend all of this money of figuring out public transportation in mason county."
- I believe that having this center would help with communication for all ages.
- I feel very strongly that Mason County DOES NOT need a community center.
- Happy to see they are looking at a center for everyone. Seniors have several centers around the County and can also participate with OCCOA in Oceana County for field trips and the like. I would really like to see a pool/hot tub area and facilities for fitness as well as areas for

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crafts and hobbies that people can pick up if they'd like. Some educational things like first aid/CPR classes and other similar activities could be held there as well.

- Nonessential
- Pickleball is increasing in popularity of all ages throughout the US and in Ludington area. LUDINGTON AREA PICKLEBALL has seen an increase of over 41% since last year.
- It's important to look at what is already available through other venues and services, and then have a multigenerational center fill the gaps of things that are currently unavailable/lacking in our county.
- Cost per family should be based on income/need, and have a scholarship program available.

- I would rather see existing facilities better supported and fully utilized, than constructing a new facility. We already support WSCC, Public Schools, and Senior Centers with our tax dollars. I would rather like to see you explore what is needed to keep the WSCC pool open and providing swimming lessons to every resident, and hydrotherapy services so those who need it don't have to travel to Hart. Affordable 24/7 child care is needed for working and single parents. Countywide transportation for children and seniors is an issue. My fear, if this goes forward, is that it will be a monument to prop up the egos of those who make it happen, and it won't be fairly located or financially accessible to every county resident. The current Senior centers are vital lifelines to those who use them and their services. Depending upon how this is structured it could make those four vital centers a thing of the past. If a community center is built, it will need continuous funding to keep it going. Once a millage is voted in, it may never increase, but it never goes away.
- If this is a center for Mason county, it needs to be built at the physical center of Mason County so all residents have an equal commute. Ludington already has these amenities and programs
- I would like to see classes for people that work as well as daytime classes for retired people. I find that classes are offered, but are during the day and I can't attend.
- Partnerships, partnerships, partnerships.
- Need to have dial a ride intervals to center.
- Teens definitely need a place to hang out that is safe and can keep them out of trouble. A lot of the current activities around town are geared towards young kids or adults. A place for teens and/or families to spend time together with other families would be amazing.
- This is a waste of time and money, all these opportunities exist elsewhere in the community already
- First we have a local collage for most of the sports things you are talking about, pool pickleball, workout room. Meeting areas we have township halls, schools, seniors centers. All of these are on the tax roll. Second reason is where you want to put this and I am sure it is going to Ludington the area that has more problems with traffic and very hard to get anywhere for 9 months of the year. If some how you get to build this it should be easy to get to so that would be in the center of the county that would be Scottville. But again we have other area for what you want to do that we the people are paying taxes on. As for the collage wanting to close the pool, why as I had stated before when this was talked about if they close the pool time to recall all board member and replace them. As you can tell I am not in favor of this.
- Everyone needs to be able to use it, regardless of ability to pay! This survey doesn't cover the real need in this community. Take care of the many homeless and hungry children. This shouldn't be about games and recreation, that won't make the community thrive!

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- I volunteer many days a week at the Ludington senior center and have noted that it is a cramped and dated building. A multigeneration community center is definitely needed.
- It could be an additional burden for those already struggling to pay taxes.
- It would be great to locate it further south in the county. WSCC has a lot of these things but is further north and Ludington is quite a drive. In south Riverton, it's a drive to get anywhere that has athletics and other activities.
- There are a lot of great resources in our community that are under utilized. I would not want this center to suffer from the same.
- White hall has a beautiful new activity center. They could be a possible contact for questions/support.
- Multi-generational is okay but I don't want to put up with misbehaving children or adults. Well behaving kids and adults is fine. Possibly time slots for some age things.
- I'm in favor of this idea to make Mason County more attractive to new businesses and residents. However, I think this type of thoughtful process should be applied to the affordable housing crisis in the county.
- Would love to see senior center be utilized for some of these projects.
- I am confused why we would build a whole new center when we have the college. I thought that is what the college is funded for. We need more winter activities and something for seniors but with the public behaves, seniors would not want to deal with them. And it would just be a drop off for parents.
- Pool table, dart board
- Placing it in Ludington would be a huge deterrent to individuals and families in the East part of our county. Many families from Custer to the north, south and east have transportation issues which would exclude their children from accessing it.
- I think there should be more information about how this differs from some of the other community services that Mason County already offers. While going through this survey, I kept finding myself asking, is this a service that is already being offered, and most were, just in different places.
- Again, it all boils down to money. Personally I think we need to put more money into adding staff at our schools. The behavior issues are only going to get worse. We need to support parents/families outside the home more. And yes, we could hold classes at the community center, but that can also be done in a classroom or at the library.
- Scottville needs something that has things going on every single weekend and more frequently during the summer. Something for adults and kids in a safe space for everyone to enjoy themselves and learn new things. We have lots of professionals in our area that know a lot about specific trades. It would be awesome to have little hands on classes for people to learn new things and it would boost our community interactions amongst each other in this new world of cell phones and people not actually talking to each other anymore. Scottville needs to go back to the old ways. Harvest festival used to be fun. People would sell stuff from their harvest and have tractor pulls and largest pumpkin contests and all sorts of fun things along with rides for the kids and a beer tent for the adults. Seems like all we do now is have a band once or twice a year a couple parades and that's about it. Would be really nice to have a lot more activities. I get it all the old folks that used to put that stuff on have retired or passed and none of the younger generations want to work that hard or have the organizational skills to put stuff together. But man it would be nice if more people would step

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up so the kids could have things to do with others kids besides staring at a screen for endless hours.

- A location on U.S. 10 about half-way between Scottville and Ludington would be perfect.
- Seek grant funding, improve local schools (MCC), and pass a milage for something other than a fire station. While important, the Branch Twp. Fire Station is larger than several city Fire Stations (Hart, etc.) - these funds could have gone toward improvements at MCC or a Community Center. Support local schools and teachers.
- I understand giving the community what they want but, PLEASE keep in mind what we don't already have. We have LACA with art opportunities, WSCC with a pool and pickleball courts, we have AFC for weight training. We DON'T have available volleyball courts, indoor track/field, batting cages, pitching lanes, indoor space for football and soccer athletes. These are needs that will not go away as the area schools have teams in each category.
- After school programs for Scottville & Ludington students could be held at community center, there is a great need for childcare and exposure to the arts/sports between 3-5 after school for these children.
- Scottville area needs something for there residents, especially the children. I believe the are between Main Street and us31 would be a perfect location. Or the are just east of the Co-Op. in door sports complex with an area setup for community meeting presentation and dance recitals or concerts. There is more than enough people and money to support in the area.
- I grew up in a big city and my parents would take me to the local YMCA so they could exercise and we could play and swim. I imagine this community center would be similar and I believe that every generation would benefit physically and mentally from having a place like that. The winter is especially hard on children and having an area that can allow active play indoors when it's to cold outside will go a long way to helping the kids with behavior and social growth issues caused by being stuck inside a house. It's my belief that a community center could only benefit the area.
- Sorry, I hate being a downer- I do not think this initiative is a strong need at this time. One more building to construct, manage, staff, fund, and everything else is a lot to take on. MCC has tried several times to pass a much more pressing millage, without success. County residents are strapped financially, and it's really tough to ask them to shoulder a higher tax burden. Facilities for many of these same usages already exist locally- for example, sorts recreation at WSCC, senior programming in Scottville, and gathering spaces at many local churches. All in all- this sounds like a solution in search of a problem.
- This would be a huge asset to our community we need something like this in Scottville, Ludington has so many things to offer their community we need something for our youth to be able to access I think this would be a huge success and would bring a lot more people to our little town. An outdoor splash pad and pool area as well as an indoor pool would be fantastic for our community! We have no fitness centers here either, we have talked about getting our youth sports teams together in the off season but would have to use the college for those facilities and it is so hard for the area kids to get out there. Scottville is in desperate need for something like this.
- I believe we need basketball courts and volleyball courts for the kids. They need a place to go when they can't get into their schools gym. Meaning if a court is made for basketball and volleyball no pickleball on those courts like they do at the college. Indoor softball/baseball batting cages, indoor track to run on. Look into Whitehall Vac center. We need something like that here in Mason County.

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- It will be difficult to pass a millage, expecting residents to pay an additional 100-200 per year and a membership fee. At that rate, people would already have passes to the community college rec center. Also, if not centrally located within the county the taxpayers on the outskirts will be unlikely to support it.
- We spend too many taxpayer dollars for things we don't need. You want to gather to go to the beach or state park, exercise by walking. If you want to spend money for membership go to a gym. STOP WASTING MY MONEY!
- Can't afford any more taxes
- There isn't a need for a community center in Mason County. Everything that would possibly be available is already available. We don't need another tax liability.
- I commend the work you are doing, and I think it is a good idea to consider this. One challenge is that for this is that it will require a cultural shift in our community. Building a facility and hosting programs is great; the larger challenge is buy-in and actual use. I hope two big things are being considered as part of this: (1) making it accessible across the economic spectrum, and (2) it seems that closer to Ludington will get more use. We have great resources (including the Community College) that are underutilized because of cost and/or distance. Thank you for your hard work on this!
- I grew up in Midland with a community center about a mile away from my house. My siblings and I were there EVERY Saturday morning. There were free movies, open gym, swimming (50 cents), target range (BB guns), snack bar, pool tables and probably more I don't recall. Every Saturday hundreds of kids from all over were there. We made friends who went to schools across town and looked forward to seeing them every weekend. The Midland Community Center played a significant role in the lives of many, many kids who couldn't afford any "extras" in their life. Many of us still talk about how our community center experience helped shape our lives.
- It should be placed where the highest population is and where transportation is the most available. A Cafe would generate additional revenue.
- A community center would enhance the quality of life in Mason County and make it a more desirable place to live.
- Don't need it. Don't want it. Don't want any more taxes. Times are hard enough on people today. Inflation eats away at everything. Fixed income people struggle as it is. Future additional taxation will be unwelcome. Many of us have to live well within our means. There are wants and needs. We do not need this.
- Mixed feelings, it would appear that business event centers and fitness facilities would be hurt if a community center with exercise equipment is a large part of the focus. Look at things that are not in our area. West Shore College community services would be hurt. Additionally, if it is based on taxes we will be double hit by mileage for the college and center with both being taxed.
- Some of the activities listed for this center would be in conflict to current programs offered by businesses and centers already operating. Although a senior lifelong resident of Mason County I feel young families are in desperate need of childcare locations. Aquatic centers can and should continue to operate at the college and schools which are already mileage based. New gymnasium facilities were overlooked by the consolidation of elementary schools and perhaps the schools should restore these needs
- Classes for Sr water aerobics /exercise would not only benefit health but also social aspects for folks who don't live in the city.

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- Most of these things are available throughout the community. Would this eliminate the senior centers, WSCC rec center, and various other places locally?
- If this could be built with donations only and operated through memberships. I think it is a great idea. But I do not want to pay for it with my tax dollars. I think there are more important things to spend tax dollars on like mental health and improving MCC schools and other infrastructure projects in the county.
- I think it would be very difficult to establish a truly multi-generational center that would compete with existing programs, especially for young people.
- I would encourage provision of after school care programming and transportation through LMTA. Are funds available through the senior center to assist with expenses of building and programming?
- No one has the extra money to pay towards the creation of this center.
- As mentioned earlier, a lot of these services are already available at the area Senior Centers, so would be duplicative (ex childcare/respice care/pool [if WSCC pool closed]). Would not be interested in being taxed for duplicative services. We should really be building workforce housing and homeless housing instead.
- We need activities directed towards families and teens/young adults. There are very few options available directed toward this population in Mason county.
- If a millage is used, then there should be no further cost for the facility. If no millage, then I would consider a user fee.
- An indoor pool that offered swim lessons for children is much needed in the area. Also needed are indoor activities and social opportunities in the cold weather months. Some of the ideas mentioned like cooking and crafting classes would be amazing, I know a lot of people that would love that. Some sort of hangout spot for teens and young adults would also be great with maybe some games and tvs or something like that to keep them occupied with safe activities.
- Isn't this what the college offers?
- I'm definitely not willing to pay any more property tax or Levy's for anything in Mason county if you want this center you should get it paid for through volunteer donations or other sources we have homeless people in the streets we have high cost for rent high cost to purchase homes we don't need to waste money well the economy is in such a shambles I do not support this at all
- I'm in favor of a space that allows multi-generational activities, with the intention to create a space where there actually is multi-generational interaction. Also, to consider not duplicating existing resources and to collaborate with the resources already offered in the community. We can learn from each other and spending time with individuals that are in a different phase of life can provide great opportunities for connection, support and understanding as a community.
- If it had spots specifically for teens to want to hang out that would be a huge push for this.
- I would like to see this survey repeated for just the Ludington area because that is the highest population density. Any other location for a Mason County multi-generational center will be too distant for most people to use it consistently. Just look at WSCC Rec Center usage to recognize this issue. If Ludington residents can fund it at the 80% level, you may be able to draw in 20% additional funding from out-county users for a sustainable business model.
- A Mason County multigenerational community center should not compete with the Ludington and Scottville Senior Centers.

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- Put funds towards WSCC pool and indoor rec center options
- We desperately need indoor options for community and activity that's geared toward the entire family. The winters are long here and a space like this would get used all the time.
- With the internet and everyone socializing on it, a community center might be used, but there are so many other places to go for each category, it might be a waste of resources. Maybe the money can be spent in better ways for the county, the city, and/or the township.
- This appears to me that this is similar to the YMCA partnership with WSCC. If the facility does not have public funding it will not survive. Do not make that same mistake. No one needs the stress of one more failure.
- My taxes are high enough, living on limited income. Can't afford to add more expenses. I shared what I think are needed things but I just can't afford to participate.
- Curling sheets for winter time. Would add team sports and a social gathering space
- What a great idea! While I would be able to pay to use the facility, I would like to also see options for kids and teens with financial need to use it free or at a low cost.
- cheap transportation by dial a ride to location from anywhere
- Aquatic center with swimming lessons needed
- If a millage was to pass it would be nice to keep fees to use the facilities as low as possible. I think that's pretty common when already raising taxes due to the project.
- This is essential to draw youth to the town and restore a broad sense of community in the secular sphere. 3rd spaces are essential but they need to be very affordable or funded by tax revenue in order to be feasible long term. Relying on capital fees during a recession will not work. However without such projects the community will die even faster. Although the main population is middle aged to Elderly (broadly speaking) we need to orient such a project to attract those young people who cannot afford to live in larger cities. A Public V.R. Suite would also be worth exploring. That's true. With all due respect to the community. We need to future proof this thing. Make sure we don't drown out the young by making things expensive. Every extra dollar makes it less likely they'll participate. Securing higher public funding is essential. As such services need to be virtually free to address the social issues we are facing.
- Scottville would like provide the most central location.
- I didn't live in Charlotte MI but I would drive through it going to work everyday and they built a multi generational facility that I used for indoor walking during the winter months. There was no charge for indoor walking only the use of other resources. This brought many new members in for them by just offering this one free service to the community. I was so impressed I bought a monthly membership to attend gym classes and cooking classes. Again I didn't even live in their community I just drove by it everyday on my way to work. It's still a viable resource in their community.
- I do not like to see user fees imposed. These fees would limit the lower income families from using the center.
- I only ask that it doesn't become a venue for wedding receptions and events that promote unhealthy behaviors i.e.. alcohol service in a taxpayer funded facility. If it is to be as such then my support would be withdrawn, and I would not fund raise for the project.
- No increase in taxes if memberships are necessary...that's double dipping residents.
- Please check out the services that Canton Township, MI offers to its residents. The community loves "The Summit" and the vast array of fitness and learning options. It's important to have fitness facilities available, especially a pool with low impact fitness, especially for older residents.

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- I think the top priority should be providing as much support as possible for young families...that means making sure infants and young children have adequate food, shelter, healthcare, etc. And some sort of job training for their parents, so they become able to care for them. We have a senior center already. We have West Shore Community College. If we could support already existing structures, that would make the most sense. BUT, we need to have more and better transportation going out to WSCC. If you build a new structure in the most populated area, you'll probably get the most use out of it, but you won't be reaching the most vulnerable populations...which are out in the more rural areas because they can't afford Ludington.
- We have a greater need for housing and food security than anything this facility would offer. We have pools, auditoriums, gyms, etc.....I don't know who is pushing this but it's obviously people who have more money than most. I don't see a need for duplication of services already offered.
- Mason county needs something that every age group can utilize. In my home town I grew up having rec center in my community that all ages could utilize year round at no cost to us. I do understand that it does cost money to operate and would be willing to pay a small monthly membership fee to help cover the cost of operations.
- We have more important needs which should first be addressed by Mason County like Oakview Senior living and low-income housing.
- I currently use Ludington Senior Center, Lotus Yoga and 24/7 Fitness Center. Can't fit much more in! It should be geared toward families...swimming, gymnastics, and daycare.
- I swim 3 days a week and if WSCC closes there pool I will not be able to do my aerobatic exercises.
- I'm retired and am content with what the community offers, but it might be nice to have a place for teenagers to gather and be active in positive ways
- The facilities of WSCC should be considered. There is much available land available to build on and LMTA already transports from Ludington and Scottville. The US 10 corridor would be nice, but much more money would be needed to develop any type of Community Center.
- I am all for a multi-generational community center, but feel that it should not duplicate pre-existing offerings and venues currently available -- such as Ludington Center for the Arts, Mason County Libraries and WSCC. Why spend money to compete and spread users over several venues. I'm thinking about LACA (theater/art classes/cooking classes), WSCC (pool, Wellness Ctr.) or Library meeting rooms.
- "For my family, it would need to be located in the downtown Ludington area. A place we could walk to. If we have to drive to it we probably wouldn't use it. I'm looking for things we don't already have....plenty of museums, bars, art, gyms, sports, etc. let's not duplicate existing success. The community has plenty of gyms already so I don't see a need for those. We have a fabulous art center and performance hall with LACA, with SO many classes in art, culinary, and performance...so I don't see duplicating those. Continuing education facilities would be great with lots of technology to support....this could also support senior activities and field trips. A coffee, light food business in the facility along the lines of how they do the Stearn's Park concessions now - via outside vendor. This promotes mingling after swimming, classes, or events. What would be amazing is a downtown aquatic center, especially for the colder months to bring people out, rather than more bars! Ludington needs a downtown movie theater!!!! Or small Art House Theater! Please! A nice indoor and outdoor sitting area to promote mingling too. Lastly, thank you for doing this!

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- I think the old elementary school in Ludington would be a great spot for it.
- I can't work full time because there is not enough childcare available for infants in Mason county. If we had secure and safe child care on a consistent basis, I could work full time and pay dues for this facility. Until then, we are unable to pay. We also have another baby on the way, along with many other people I know in the area, so infant child care will be needed for a long time.
- I don't think this will ever happen. I wonder what poor people who can barely feed themselves. Will they ever be able to use this.
- I would want the Senior Center to remain open. It offers so many benefits for seniors and is well run the way it is now.
- I grew up in Midland. Between the Library and Community Center there, I was able to learn and interact with many types of people aka age, economic and education ... more effectively than without this opportunity.
- Holland has a great example of such a facility
- The amount we would be willing to pay in daily, monthly, or yearly fees in addition to taxes would be determined by the amenities the facility would have that my family would use and if we are permitted to bring guests with us from time to time.
- Who would run/manage this site? How large would it be? Will private donations/grants/State funding be sought before construction begins? How many adolescents are on the planning team? How many people of color/LGBTQ are working on the team? What other sites are you looking at as models? What will be the Core Values of the program? Would extreme community organizing be better use of funds, or is the belief that if we build it they will come? So many questions, so little time!
- Strong supporter of a facility that includes both indoor and outdoor pickleball. Explosive growth in all age categories. Ludington courts are overflowing with more growth to come.
- It seems WSCC provides many of the items listed.
- Lived in Lansing and had membership to YMCA for 20+ years for my family. I saw how frequently it was used from youth up to senior ages. Also city of Hillsdale has Senior Center used as a community center and the amount of seniors using it in that rural community was astounding. They had community spaces, workout rooms where classes were taught for the whole community, a large workout center, community gardens and more. All of this was open to the whole community. There was a monthly fee for the workout center. I know a community pool was in their future plans. I used to work there and they might be a good model to look at.
- Teens have nothing in this county but TROUBLE to get into. I drive my teens hours away for "teen fun." I would love to spend a little cash for our teen oriented space or activities. I am not from around here. I've lived here the last 13 years, but where I am from when you were a teenager we had a community building where there would be a concert and it was just teens. There was no adults besides the chaperones that were church based people and other people of the community. Kids love their music more than drugs so I think a teen dance/games night would be helpful.
- It is important that it is accessible by all community members. The Senior Centers across the county should continue to operate. Their service to the community is vital.
- Location should depend on accessibility. A good county-wide bus service will make a huge difference. Flexibility: mid day seniors, after school hours for youth.
- West Shore Community College could be expanded to include these resources.

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- Intergenerational is fantastic! Perhaps, building bonds and mentoring our young people so they feel more included, cared about and just might want to return to area, after college, etc., to raise families.
- I would prefer to see the West Shore Community College pool and Rec center better funded.
- I'm concerned that this community center would detract from local businesses who already offer these services and detract from local organizations that already offer similar activities. It would make more sense to me to put funding into already built facilities and programs to make them better instead of adding something new that would have a high operating cost. Further, I am leaving my job due to medical issues so my household will be losing half our income next month. We can't afford an increase in taxes for something that is a "want" not a "need."
- I think the perfect place for a community center would be in between Scottville and Ludington as the rest of Mason county surrounds that area
- Not interested, not willing to pay in user fees and/or tax dollars.
- I do not support a multigenerational community center if it means that the individual small community centers are closed. Free Soil is a good example of a successful, flourishing center that if closed would leave those residents without anything. Most people would not travel outside of their community to attend a multi generational center outside of their community.
- You had multiple schools that were perfect for this idea, but you gave them away. You should not be allowed to invest in new projects if you cannot maintain the facilities you currently have.
- We need more for our kids , gyms, rock walls etc! This would be so good for our kids. Then you could hold basketball , wrestling , flag football, gymnastics tournaments etc. this could bring in extra money !!
- Residents cannot afford to fund an indoor multigenerational community center at this time.
- It is important to have inexpensive places for young adults and adults to meet and socialize. This improves community morale and has shown to lower crime rates.
- We need to concentrate on housing the homeless first!
- This would make it so people age 25-60 would have somewhere to go other than a bar. This would also provide a 3rd place for teens. I think its a great idea!
- Partner with LACA
- No tax dollars should be used for this purpose.
- Stop wasting our money
- Priority #1: an indoor pool with daily and consistent swim lessons for kids and open swim. Not just here and there but year round swim lessons for kids in this area to learn to be great swimmers for safety with all of the lakes around us. I can't believe the lack of this service in the area.
- We need a bicycle trail in Ludington
- Ridiculous. Property taxes are already too high so let's do this because no one thought about gyms for grade school ages before we spent \$100 million on a new school. How many new jobs did that \$100 million bring in?
- There should be a way that many of our low income families/senior citizens have a lower dollar amount.

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- Will only raise taxes for taking care of the property also security maintenance! We have plenty enough to do here !!!
- I would like to prioritize the pool for children, especially for swim lessons. It's ridiculous that we live right next to Lake Michigan and don't have a pool for winter or swim lessons to keep our kids safe.
- If a millage is going to build it, the millage should make it free to use.
- Begging you to please consider safe and affordable childcare options for members. It would definitely allow my ability to utilize the facility, and would likely prompt me to come more frequently
- I think affordable housing is probably more important than this.
- Tamarac is a great model
- pipe dream
- Maybe we could use other people's money to build it, start applying for grants and stuff, that way it's free to us just like the LASD electric buses...What's a \$40Trillion debt anyway
- I would have been more likely to have supported this before the local school tax passed.
- Taxes were just raised. WSCC trying to raise them again. It is making it difficult to live here
- We have 2 pools in the community that retirees pay taxes to support not to mention the 100 million dollar not needed school millage for 30 years. We have an abundance of fitness opportunities and to want to build a grand new expensive facility is asinine. City of Ludington, WSCC and every other taxing entity all want more and some can raise taxes without a vote and have no problem doing so. Everyone says let's build We can get a grant but there is no grant for maintenance or up keep of all these got to have items. The maintenance falls on the tax payers back and there in lies the problem. They can't maintain what they have now, ENOUGH.
- We already have an art center and senior center. We need to concentrate on amenities we dot currently have. Teens need a gathering place where they are monitored so much that they won't use it.
- As a tax payer in the city of Ludington I cannot absorb ANY additional taxes. I am non-homestead and would rarely use the facilities. NO taxes should be involved.
- Seniors can't afford more taxes!!!
- I think this is a great idea and has the potential to do awesome things for our community!
- Kids in High School sports programs should be able to use it for free to hone skills in season and off season, multigenerational center, should include Basketball/Volleyball courts, batting cages, golf nets, soccer nets & running track.
- location is important. the college offerings can be expanded to serve that post of mason county. we need a location more toward Ludington. LACA fulfills the art side and many other classes. so have different offerings from them.
- gender-neutral bathrooms, parental spaces for taking care of kids, and shuttle services for those without transportation are very important. Let us be inclusive of all abilities and identities, whether visible or not.
- Would absolutely love a sauna. Even a mobile sauna like the ones in Traverse City
- The community really needs this. If done correctly, it would be helpful and useful across all age groups. My concern would be the homeless population taking over.
- I do not know why we would need to replace what we have - pool/ gym. We could add on in some manner but do not need new.

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- We pay a large tax to finance the WSCC fitness center. We have many choices on Mason county for activities if we choose including LACA . We don't need any more taxes or a center that would take away from private activity centers. We also don't need to create something with our taxes that non taxpayers would be able to use.
- I think charging a membership fee would make it so lower income families would not utilize a center defeating the purpose of strengthening our community and improving our community.
- I keep thinking about signing up for a swim pass at WSCC but it is so far out of my way that it would not be worth it, having a place more central to Ludington would be great. I also have a teenager that frequents the Library after school (till I am done with work) as that is really the only place for kids to hang out after school. But to have a place that could incorporate everyone of all ages to gather and have a communal space would be pretty incredible.
- "Location with central access to most people. Lower taxes burden area.
- Keeping user fees lower, will generate more usage, which in turn increases funds. I have seen places raise costs (to cover expenses), but it fails, due to people not being able to afford it at all. We have many large families, single people, single parents, and other things to consider. I family of 5 can't always afford to go weekly for an activity."
- I appreciate the survey. Please continue to include as many different voices and perspectives as possible at the discussion/decision table throughout this process.
- Answers depend on the cost. I am sure there are different needs for seniors than for teens and 30s-50's. With the voting majority being older, I fear the design will be based on their likes and limit the major people who would be paying for the building, the 30s-50s. But we do need more gym space for Ludington schools, so it is needed, but the big question remains of what to put inside it and how it will be self sufficient and not be a sink on the community and just another thing increasing our taxes. Will be impossible to make everyone happy and very difficult to establish compromises that people can still be excited about.
- It appears that many of the items in the survey are duplicative of items available at WSCC. Rather than creating a "new" facility, are you able to consider the feasibility of supplementing what WSCC already offers the community.
- I love the idea of having more indoor space for recreation in Ludington. I understand raising taxes to help get it built, but I believe the need is so great in this area that if it's done correctly, it should be able to pay for itself. My other concern is that I've heard that there's a group that trying to get a sports dome put up in Ludington, these two things would directly compete - there's not room for both. These two groups should talk and work together to create one great facility.
- A multigenerational community center would add great benefit to Mason County. I can see it being a place for summer camps/activities for youth as well as a space for seniors. Having a unique place to go that is centrally located for those outside of Ludington would be great.
- Swimming facilities are
- I think all of what you're considering is awesome and would be great for our community even if it was completely different than my preferences. Thanks!
- Already have most of the options for this center. Why not help some of the other entities expand the already existing programs. Sounds like this will put places out of business.
- Whitehall has a great Activity Complex that we have used

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- Locate in or near downtown Ludington and increase off season opportunities and participation during the day and also evenings for full time senior residents, families, and youth.
- Transportation has to be a high concern where the center would be located. Hours of operations so that working families could go after work.
- Our area desperately needs space for year-round swimming lessons and indoor spaces for families during the winter months.
- Curling for a winter activity (October thru April) that could also host tournaments to draw teams from around the country?
- It is not feasible.
- I believe people should pay for use of a facility, but low income people should have discounted or free usage.
- We need more places for middle school + kids. And I'd love it if there were senior programs there too. I feel people are especially lonely in those ages and would benefit from increased interaction. Church is the main social driver in this area but that doesn't work for everyone and it's largely limited to Sundays. And they don't have public pools. Public pools that have accessible hours for everyone (not just retirees swimming laps) that don't cost more than \$20 each time you go is important in a county where knowing how to swim and having a safe place to swim on beach hazard days could save your life.
- The community needs this type of facility to improve health focus and community relations. It sets a vision and priority of a healthy life style.
- A grand facility that accommodates all activities would be fantastic. If that is not feasible, it would be ideal to have a focus of specific activities, yet allow for expansion in the future. For example, if the pool is not considered, the layout of the building should take into consideration that a pool could be added later. Allow the possibility to remain open to future opportunities by being intentional with the design/layout. When looking at what activities to eliminate, the current options already in the area should be considered. For instance it would be great to have a space for art and gymnastics in a community center, however, if it comes down to eliminating activities, it should be considered that the area already has Ludington Area Center for the Arts and for gymnastics, there is Flipstar and Chalkheadz.
- If the center is potentially being funded by taxes, some thought should go into how fees are assessed for visitors of the center. Fees for use should be less for residential tax payers than fees for non-tax payers. Or it would almost be like tax payers are being taxed twice
- Foster school location would be ideal for all!
- Mason County needs more space for kids and teens. We have a huge amount of bars and restaurants. More places for kids to have recreation all year long; not just summer time outside.
- Location should be centrally located for the best access to all county members. Maybe Dial-a-Ride would allow for transportation to and from the center if it were to be built in Amber Twp.
- Something like this would be helpful to keep youth entertained and out of trouble. Especially in the winter there are no indoor facilities to get exercise for young children.
- I can't really answer because of the way these questions are formatted. I pay very high taxes(x2 homes) for WSCC and these ideas were that the college was supposed to have been offering in exchange for the high level of funding. We already have a senior center, arts center plus the college pool and fitness center so this survey sounds redundant or minimally

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hasn't considered the impact. This needs a unified approach not one more separate and overlapping service. The college is currently underutilized. Start there first.

- I will 100 fight any millage increase, if proposed to fund this center, as that method way too intrusive and burdensome to people who own multiple properties, without providing any extra value to those providing a disproportionate amount of the revenue. Find a different way!!!!
- We are new to the area and I've been trying to find a pool and someplace accessible for walking especially during the winter (disabilities/childcare are issues). (yoga studio, senior center, and LACA offer many of the classes I'm interested in but they're expensive and don't offer childcare or much flexibility. The "multi-generational" as well as the "community" aspects are so important!!! and seem hard to find together here.
- Our community desperately needs many indoor tennis courts. Tennis is a multigenerational sport, and there needs to be a facility that offers a lot of court availability.
- I can not answer whether I am in favor of a multigenerational center as we do not have information regarding what would be included in the plan. Pool is the main item that I would support.
- This would be an absolute godsend to have something like this available in the winter. It would be a fantastic way to give children more options to healthy activities and a great way to bring a community together.
- Would be very supportive of a center that allowed for more consistent pool hours!
- I'm happy to see this being an option but am saddened by the fact a millage has already passed for Ludington with a shortsighted view of not seeing this as a priority. The other unfortunate part of this is the additional cost for Ludington/Mason County residents when in all reality some of these needs could have been resolved through community renovations and communities making this a priority. While I see this as a progressive ideology, I also see our communities being behind in this aspect. Thank you for taking the time to generate the survey, and I truly hope this moves forward with minimal impact on the already high taxes we pay.
- If taxes go into the building and maintenance of this project, it is likely to become a dumping ground for low income families to leave their children (of all ages) even if they are not working. You have to decide if you want it looking like a rundown Goodwill store or for team sports to push out the rift-raft. Then, you will lose the multigenerational usage and become one or the other clientele. Have you investigated different community centers (paid by taxes or without; focus on team sports or seniors, etc.)? This is about the third time in thirty years that a group has explored a community center and it's never went very far.
- Needs to include Silver Sneakers coverage. Additional out-of-the-pocket expenses for use of Center are not affordable.
- There are a lot of underutilized spaces in the County that already exist, if transportation to and from was not an issue. I would support this center if it was clear that the impetus was to offer broad access for youth and low-income folks to these opportunities.
- The Armory Youth project in Manistee does not charge kids and parents for similar access to activities. I consider it a good model.
- It is a waste of money. Seniors have the senior center. Teens have nothing in mason county to do and they don't want to go hang out where there are a bunch of adults. Most 2 parent households both work so wouldn't have time to go. It would be used as a baby sitter for single

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parent households and hangout for the homeless. It is a huge waste of money and as a tax payer I do not support.

- There are at least 3 Sr centers in the county, multiple parks....there is not a need for this center that will be crowded by summer visitors. UNLESS noncounty residents pay rates 300 times a county resident ex: Mason county resident family monthly (minimum length EVEN if only needed for a day) pay \$20.00 noncounty resident pays \$60.00. Residency based on states' picture ID - regardless if they own property in Mason County.
- I personally may not use it that much, depending on the programs, but I think it would be of great benefit to the community as a whole.
- Don't waste tax payers money on this stupid idea
- I understand the thought in a multigenerational community center in Mason County. I am unwilling to pay additional taxes for a center. I am unwilling to pay additional fees for a center. There are MANY grant and programs to help with the current centers we have. If one is needed so badly, search for grants and other ways for cost with OUT taxing your local people all the time! We year round residences are SICK of being treated like our voices do not matter in the new TOURIST push for our area. You need the locals to work, play and volunteer. Stop pushing us out with more. I will not support a new center unless it is at NO COST to locals and NO FEES for ALL locals.
- Working together with other agencies/entities that offer programming would be an important consideration to me (LACA, senior centers, WSCC, Ludington Rec, MSU extension) to be cost effective and not take away from their programs.
- If WSCC pool stays open the WSCC Rec center provides much of the above, but certainly not all.
- We need to make the most use of the current facilities at West Shore College - especially the pool, and fitness center as well as gathering spaces.
- I'm not clear in the NEED to build a NEW facility for Mason County.
- I really do not feel that there is a need for this center. We have wonderful facilities in our area. I feel that there needs to be coordination between schools, the senior center, LACA, and WSCC to better serve the needs of our community. Why would you build a new pool when the one at WSCC is not being used to its full potential. Why would you build a new fitness building to compete with our current fitness centers and classes. Let's put together a group to plan for better utilization of the facilities that are already in existence both public and private. I love WSCC's pool and would be happy to swim at LHS if it had more availability. WSCC, the senior centers, and LACA offer classes and we have many options for fitness classes. Let's put money into partnerships between the resources that we currently have and making them available at more convenient hours. Yes, I would vote yes if it was on the ballot but I don't think it would pass.
- I am 70 years old and on fixed income. I do not have much money. I use the silver sneakers program. I would continue to like to use this option.
- Attempt to start a YMCA in past was highly challenged by those who strongly contested that we have all of those services as well as fierce pride in their townships and their ability to take care of their own. Many were convinced that all the rich snobby folks in Ludington were behind the project, so they would Not be a part of it. Those voices were loud. Those opinions will pose a large stumbling block.

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- Please consider locations on the west side of Mason County so Lake County residents can also use it. You could add Lake County to the millage question and/or charge a higher user fee for non-Mason County residents.
- Warm pool would be top priority
- We need places for teens to go, to have a safe place.
- Mason County needs more spaces for recreational sports. I am an avid basketball player and have seen many of the outdoor basketball courts that my friends and I came up playing on be destroyed and made into expensive housing. We need more areas for people to enjoy sports and having another recreational sports facility would be nice.
- Indoor recreation facilities have long been needed in our community.
- location should be in middle of Mason county to make it more accessible to all. While there is a fair amount happening in Ludington - traveling from the east of the county to Ludington more than once a week is onerous
- You need to find a different funding model than membership fees or you're instantly shutting out a demographic of the community and telling them they aren't part of the community- disabled/seniors on a fixed income, working poor, etc. it should be like the library for general access. Fees can be for special classes/materials. Don't let this be another project for the Ludington white elite. Access for ALL the community, or don't call it a "community" center.
- "Common spaces are important and spaces for youth/teens but safety is #1. Consider security officers on staff and not just cameras and regular staff. It needs to feel like a safe space.
- In addition consider running a small homeless shelter as part of this building and hot meals/community kitchen. That may help with funding and grants. Plus it is such a need. Area churches may step in to help with the community meals"
- This would be a huge waste of money. We should be putting effort into promoting and utilizing what already exists in our community; LACA, senior centers, WSCC for education and rec, build a school program for use of the gyms for play, church play groups exist, public parks, many fitness centers and classes, the LRN has space available for meetings, classes, and other events - utilize that! The library also has event space. We have many places where we could hold events and activities. We need more attention, time, and resources in promoting what we have. Juvenile court is working on a mentor program and space at these places, especially the LRN could be utilized. A youth facility like the Armory is the only thing I can see worth putting the man power and financial effort into. A multigenerational center would likely not be highly utilized due to so many wonderful resources already available. Work out a grant for LMTA and provide extra transport so people can access what we have now, before trying something new. I am not at all in support of this when our community needs OTHER things; not things we already have.
- I'd like to see such a facility initially funded by private donation and then supported by minimal tax dollars as opposed to using tax dollars to build the place. We're already taxed to the max.
- I feel the college has these and should definitely keep their pool.
- Consider additional transportation where necessary
- Thank you so much, after visiting other cities for my kids' sporting events and envying their community pools, tracks, etc., I fully support this! It is so needed in our area!!
- East/southeast county most-lacking in facilities, in my opinion
- I think our community would benefit greatly from this!!

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- While I realize that WSCC already has some facilities in place, it is located quite a distance from the most heavily populated areas of Mason County; namely Pierre Marquette township, the city of Ludington and Hamlin township. Perhaps it would be better to locate a new center closer to these areas and let the college serve the areas further out. We currently use the gym at WSCC but in the winter it takes a lot to go there if the weather is bad.
- This would be a very important addition to our community, specifically for the winter months.
- A facility of this nature is expensive to build and operate. Look at the current pool situation in our community. Costs are prohibitive. WSCC offers facilities which people don't take advantage of. What about LACA? What happens to the support these current facilities have? How would this affect them? And are the key players willing to step up with Capital? If you research these types of facilities they can't stand alone or support themselves. Another note- I would take this survey differently if there was more information available as to what's being proposed. Someone has an idea.
- West Shore Community College should improve pool and recreational facilities which are already built then this new center could focus on other programming.
- no cost senior programs
- I would like it to include those in our community with disabilities. Transportation is an issue, so being in a walkable area would be beneficial. It would be wonderful to a diverse community common area
- In order for this to function for the entire county, we FIRST must have county wide public transportation available.
- Thank you for undertaking this study. My hope is that seniors, and those that are disabled would have free access to this type of facility because they are often left in isolation. Looking forward to the tangible results of the study becoming concrete!
- Midland MI has a great community center you could talk to and look at for ideas and help
- This community has needed something like this for a long time.
- Building a multigenerational community center would have a significant impact on the community, encouraging healthy behaviors, promoting community, and integrating multiple generations in a safe and equitable space. For this to be sustainable, I believe users will have to pay fees to support facilities, programs, staffing, etc. For being in a lake town/vacation hotspot, we lack the resources to teach young children/infants water safety, as well as spaces to explore in the winter. This could be an incredible resource to our community and I hope our community members feel the same.
- Should include a 25 meter pool. Exercise rooms with equipment weights and power plate. Rooms for dance yoga Pilates, multi purpose rooms including arts/crafts, gathering teen gathering - a kitchen with room for cooking classes or just fun gatherings ice cream socials teen pizza parties etc.
- "Offer somewhere for local businesses to pay for advertising as a way to raise money to fund the building. Each business with their own banner with their logo, service and contact info that is well visible. Offer several different sizes of space for them to choose from. While campaigning for the money hang similar signs somewhere like the fairgrounds.
- I think there would need to be public transportation to and from the facility from all areas of the county. Transportation would need to be available in the evenings and on weekends; not sure about holidays. This is needed now.

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- I feel we should allocate resources toward existing spaces (the college, LACA, the senior center, the library) we already have so many awesome spaces I would hate for them to suffer.
- If my taxes are paying for this I feel residents shouldn't have to pay to use or it should be very minimal.
- Due to My age and mobility issues I would be supportive but probably not fully use.
- Construct on the land on Lake Michigan west of coast guard and Maritime Museum. Beautiful, welcoming site, ample parking, no tree removal!!! Right off the walking path. Perfect!!!
- It would be nice if an indoor tennis court or courts could be included.
- I would not want this facility to compete with the art center the children's Sandcastle museum or the other museums in town that already provide events and activities and many cases classes
- I feel it may benefit Jason and Oceana county if the center could be located in a central location
- I think a space like this already exists.
- A lot of my answers depend on if WSCC intends to close their pool. I feel a pool with affordable swimming lessons is imperative to our community. Aquatic exercise space is also a necessity.
- I love the idea and fully support it! When it's cold half the year, we need a place as a community we can do life outside of our homes!
- We are at a very busy time of life so not sure we would be frequent flyers yet. I do see the value of a multi-generational space.
- I think this is a great idea. Our community would benefit greatly from a place like this. I would really like to see a warm therapy pool, a community pool, and pickleball courts. A theater for performing arts would be nice too. Bring in entertainment to the area. I hope it comes to fruition
- Great opportunity to move WSCC programs to Ludington and use some of the foundations funds that are siting idle
- I would be willing to pay a certain amount for group classes, i.e.. chair aerobics, Yoga, etc.
- Whatever we can do to get the local community schools involved and able to access the community center would be excellent. We have many students who use the college's amenities, but the more we can work together to create learning and social opportunities for students across the county, the better we are.
- A community center should be free. If you want to make the most impact, on the PEOPLE WHO NEED IT MOST, it has to be free. If you want to make a difference in the community, memberships should be free or low cost, or based on income. We are in DESPERATE need of a place where people from ALL walks of life are NOT discriminated against or refused because of money. It goes against the ENTIRE point of a COMMUNITY center. Grants, taxes, and donations should be the source of funding.
- The facility should not be government funded. Charitable group donation funded. Run and maintained by a minimum user fee.
- Would love to see indoor pickleball and tennis courts that could be used for basketball and other sports during the winter. Indoor turf track. My hometown built a facility that you are proposing in Marinette, WI. It is a great place for indoor winter activities. However, I understand it is having a hard time financially and goes in the red every year. But I would be

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in full support of such a facility in our community. Every time I visit my family I use their facility for pickleball, my kids ice skate there and use the indoor track for walking.

- Having a facility in Scottville would be more centrally located for the county.
- Location is a big factor. Residents closest will use it the most and get the biggest benefit.
- I know the libraries are being used as de facto community centers, with a lot of people using their Wi-Fi, electricity, bathrooms & printers. Perhaps a community center could also have these things, including showers and maybe coin-operated laundry?
- If it is located in PM or Ludington I would not be supportive. Paying to use and paying more to travel for the lowest income areas isn't truly a community center, it's a Ludington center.
- I think there needs to be multi use space for things like indoor and potentially outdoor pickle ball as well as community space.
- Thank you for pursuing this. There is a great need to engage our seniors with good programming and offer our youth positive social spaces with extended hours, both affordably. Combining the two in one location is a win-win!
- I can't believe we don't already have an indoor rec center. This is so needed.
- Pay to play should apply. No new taxes. I would not enjoy mixed age activity.
- Ludington is so big on sports but the off-season is slow for the kids sometimes without their favorite sport to play. Mine does soccer and would love to practice his skills on an indoor area or make up teams to be able to play a game or practice inside.
- This idea is something that has been brewing for a while. If we want to keep up with Muskegon and Grand Rapids we need to do this!
- Another waste of taxpayer dollars. We are already taxed too much.
- I have family members who live in Gunnison Colorado & Scottsdale AZ and both cities have wonderful community centers. Gunnison being a small mountain town and Scottsdale and large city. They both make it work for their communities.
- I feel strongly that teens need a place to go.
- We don't need it
- tax payers don't need the burden of this BS
- Waste of taxpayers money. We are already taxed enough.
- The commonplace on 8th street in traverse city is a co-op. Would be great to look at their model!. The offer community meeting spaces, office space to rent, a cafe, and display art by local students in the main lobby
- Wishing this resource the absolute best & hope to see it be made a reality - it'd be wonderful for all ages of the community to have a variety of things to choose from, especially in the winter months, to choose from to engage in!
- There are at least 3 senior centers in Mason County, WSCC has a pool, there are parks for kids to play. This is NOT needed as a tax millage. Let the people that would use it pay.
- Pay fee if no tax dollars charged. no fee if we are paying taxes.
- I'm not impressed with what you're trying to do here. You've made me make choices I regret. I think this is about the pool. I filled this out by what you asked and I hope you will delete my votes. I'm a pickleball player. I don't use the pool but as a community college I feel you need to serve the community with a legitimate pool. Just saying!
- I believe this would improve the quality of life for many of our residents as long as admission was affordable enough for locals.

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- We have a community college with facilities that are under used. We have a HS with a pool. We need to use what we have to its fullest capacity! Invest in what we have. Make transportation a non issue!
- "We need this especially in Winter! and due to not enough non- school sport spaces. Location and fees should be set for low incomes and geo area. Because the bigger issue still is housing and affordability, it May be tough to get interest in this venture?"
- Must be cheap enough that the facility gets used, not sit idle as many activities on this list are offered in various places in the county already. (but they require fees/memberships and generally are used by our middle class-er and higher income families. I have no actual data to support my view, just personal observations.) "
- The area boast many events in the warm weather months. A space that allows for all year activity can improve physical and mental health.
- The community would likely be more on board if it was extremely low cost to residents as our poverty rate is incredible. Also, if local contractors were hired instead of going with the lowest bidders (who generally have work to prove why they're the lowest bidder, which creates more cost for the community later when things need to be fixed).
- "Location should be easily accessible for all residents of Mason County and not just those in the extreme western side of the county. I would not support a center built in and for Ludington.
- While I would support a reasonable millage and fees such as rentals for events, parties, etc., other usage fees should be minimal for county residents.
- I am not in favor of duplicating or attempting to replace offerings and facilities already available for public use, such as WSCC rec center and pool, or area senior center offerings."
- If it's built in Ludington then it's not a Mason County community center. It should be a central location.
- Our community needs more gym space and indoor facilities for youth sports. In addition, an indoor track should be a priority for adults.
- I think our population needs to opportunities to learn to swim since we live in proximity to open water
- I don't think a County Community Center is necessary. There is so much potential in out county areas. Why does everything have to be Ludington based???
- "No need of new building,
- Use what we have!!"
- We need more gym space for area teams to practice, particularly when it is out of season.
- "There are already several places for fitness and learning arts and crafts that I feel we need to support. Social rooms and multi use courts are an indoor need in winter. A warm therapeutic water area would be wonderful.
- Most of these things are already offered at either the Senior center or center for the arts. I would support a spot for kids/teens to hang out, but this is not it.
- A rock wall would be awesome. I would be concerned about proper staffing and upkeep of the center.
- It's a great idea, but I do not feel this should be priority at this time when there is a great housing difficulty in this area at this time
- Property taxes are too high already. NO additional millage!
- Thank you for getting this started!

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- Ludington should be the location to this facility. The most people using this center will be from the Ludington area and less people will join as members and participate in events if it is built outside of Ludington
- Having an area for the homeless besides the library would be great. A community garden would also be wonderful for the community.
- Mason county needs a facility for young and old alike. Would be a huge asset if it were centrally located.
- There are already opportunities within the community for fitness, culinary, theater, crafts etc. This would hurt private businesses.
- This facility needs to be located at the college utilizing the infrastructure already there. The rec center and ice rink area location has plenty of room for additional facilities. I do not believe any specific "senior" element is necessary for what the community actually needs.
- "We need more places for the general public to use for hosting family events that aren't super expensive or at a fast food place.
- We also need a place for the 15+ homeless men to hang out at during the winter months. The library just isn't big enough to handle to number that are there. They are having plumbing issues, and seating issues because of the number who are there all day every day from October until June. "
- A lot if the fee questions would depend on where the community center is located and what is offered. For example, I would use West Shore facilities more if it was closer to me. For many Ludington sports use, I think closer to town would also make a big difference. Even though there is a real lack of gym space, most teams don't utilize WSCC because of location. Also, I chose gym and walking track and pool because that is what our town is lacking. I think the other things are great but there are other places that can provide those opportunities. There are really no open gyms, pools, or indoor walking spaces. I think a pool would be wonderful but the upkeep is expensive. However, I would be willing to pay more if there was a pool and spa. I think most adults would want a spa if there was a pool.
- An indoor space for fitness & community during our long, cold span of months would be very beneficial. A place for young families to take their kids to run around, senior citizens to safely walk, all ages to play basketball (since we lost so many school gyms), etc. It's a great idea!
- During the study, Foster School should be a consideration if the current developer decides not to proceed with building. I am a strong advocate of reusing existing buildings.
- Besides childcare, all of these services are provided by the senior center, WSCC and LACA. I think we need to focus on a quality aquatics program. That is the biggest area of need I see right now.
- I believe a pool would require a lot of maintenance and be hard to supply lifeguards to meet requirements.
- This feels like overkill to solve a lack of recreation resources that were lost with abandoning the area elementary schools. With the exception of daycare, the services proposed are already provided by other area facilities. My concern is the impact on those facilities. LACA, WSCC and the Sr Center already provide most of what is being proposed. How will this impact those entities? It seems there are much bigger problems facing us than a community center in an area this size. I am vehemently opposed to any increase in taxes to fund this project. The tax rate in Ludington is already becoming unaffordable for too many, especially the Senior population. This gets a no vote from this household.
- Not willing to pay if this is another Ludington thing!

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- We really need to think about our families that can't access the City of Ludington, and making sure we are truly thinking of all families NOT just Ludington families.
- This is an amazing idea and an extreme need! Thank you for starting the conversation!
- My only thought is that I believe that some of these townships/cities have large amounts of accessible funds that could be used to build this facility and those residents in those areas could then receive a free or reduced rate to use the facility. Just a thought. Those funds are there from tax payers, so should benefit those people.
- It would be great to also have safe, dedicated bike trails from different townships to the community center as an alternative and healthier way to travel to the community center.
- We have gyms, theaters, pools, etc. just seems as though some folks would prefer to pay for new upgrade in duplicate services. This is not a need. Housing is.
- I think our taxes should go to a new community center and we shouldn't give WSCC any more money towards the recreation center there since they don't seem to do anything to update it or try to get more involvement from the community.
- Promotes year-round activities
- Instead of trying to find ways to charge residents MORE taxes you should concentrate this worthless energy on how to reduce property taxes for the elderly. Or you know, like something actually worth wild.
- Thank you for offering your time and talent to this project.
- Please DO NOT put this anywhere but the City of Ludington, this is where most of the population of the county resides and where walkability for the majority of users would be located. Work with the school district to use some of their under utilized property to locate such a facility. US10 location will fail, WSCC location will fail. It has been tried before with the YMCA and it failed. Feel free to contact me if you other questions about location. Andy Klevorn
- Collaborating with the current local schools, community college, and businesses would be the best way to make this not only "multi-generational" but also "multi-functional." Sharing the cost to build and operate would reduce the burden on taxpayers while spending the money they already pay wisely. The college is looking to expand eventually so 2 new facilities are not needed. A new facility maintained and considered a branch of WSCC should be considered. Lots of partnerships and less tax burden. Ludington HS gym does not meet competition standards so they can't host tournaments in town. A facility that will serve both the local schools, college, and public would be ideal.
- I currently use the WSCC pool and really value that asset. The WSCC facility also has rec spaces, pickleball. Some in Ludington say the college is 'so out of the way.' This concerns me for a county based center. Those in Ludington will cry if it's in Scottville. However Scottville or amber are the only logical choice. Investing in existing buildings also makes sense. In the other hand, Manistee pool is so nice and perhaps modernization is best long term solution? Not sure.
- "I have been to the YMCA in Grandhaven and it has multigenerational
- Activities plus drop
- In childcare while caregivers do what they need to Do it's a beautiful facility "
- Somewhere to share with all ages would be beneficial to all but most of all our youth that need support and guidance and a safe place to go. They (we all could) collectively learn and support one another. Our youth would obtain activities, guidance, and positive goals by participating. Add a trampoline gym to this in our area! Great way to get out energy especially

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in the winter time here in Mason County when most other things are closed or unavailable in town.

- Some of these questions, especially concerning funding and user fees are difficult to answer, i.e., it's not so much how much I'm willing to pay, but as a fixed income Senior, how much I am able to pay. A community center like this, with as many uses as possible, would be great for rural Mason County. But, for Ludington with the tourism trade and likely higher income level...?
- I'd love to see an indoor pool with swim lessons offered. I also love the idea of a gym with drop off childcare, I haven't been able to return to the gym since having kids because it's been difficult to find childcare.
- Our community children need some place to go. A multigenerational community center could help achieve that goal. Perhaps youth could get passes for free or discounted from adult passes. Too often out middle and high school kids are lost as to where to hang out "outside of school." This could be huge for them!
- I'm wondering if this grand scheme isn't the underlying reason WSCC has been so eager to get rid of the pool. On further reflection I'm thinking it would be smarter to take our tax dollars and invest in improved facilities and services at WSCC.
- This appears to duplicate facilities and programs already available in our community.
- Ludington is very community focused as it is and this seem like a logical and feasible project for us to implement.
- A center like this would have short and long term health benefits to the community members, physically, socially, emotionally.
- "This survey is slanted towards the goals of putting up a multi use facility. There are already established activities that one can do if you want to pay and/or do those activities.
- Stop asking more of our taxpayers."
- This would be great especially if there were more events in the winter time. Make it definitely family oriented for all ages. Such a GREAT IDEA for our community!
- It should NOT be located in Ludington as many seniors and kids are rural
- I can't afford any more property taxes however I believe like the new school in Ludington that created many of these needs, this would also pass. Looking at moving to a community that is more affordable for seniors.
- The community center needs to be on a main street where it has access and visibility to the community. When it's off from a main road, people don't know about it, know where it is, or know whether it even exists.
- A public pool that offers swimming lessons for babies and up is of utmost need in our lakefront community. An exercise facility (including both classes and a weight room) that offers drop-in childcare would also enhance the wellbeing of the community.
- Love this idea! Indoor sports leagues during the winter could be here instead of driving to Muskegon!
- I believe there are multiple resources available in our county that already has the resources outlined in this survey. This is highly duplicative of resources, facilities and services that are already available and it would make more sense to consider how to enhance coordination and access across available resources.
- Might not hurt to check with Datum Point to see if they're willing to sell the Foster Elementary property. Livonia Community Rec center is fantastic and a great model to learn from - might be good to reach out to them to see what works/doesn't work.

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- I understand that its hard to do free access. But some families cannot afford to pay for special things but still should be able to access them for equal access. The reason we stopped accessing the college was because of distance and cost. A lot of people are on tight budgets but still looking for safe fun things to do as a family or individually.
- "There are many examples of old schools being repurposed into spaces like this. Livonia Community rec Center being an example, it was created from an old high school.
- Mason county could correct the wrong (my opinion) in the sale of Foster School and repurpose this building into something our community desperately needs. In doing so it also revitalizes that area, also a need. Full disclosure I neighbor Foster and from time I knew of its impending sale I thought it was a no brainer to repurpose into something like this. You could also (if wanted) involve the city/LASD rec programs to run youth sports in this facility. "
- There are many needs that are not being met, which could be met with current facilities that already exist in our area. It seems to me that it would be more important to put the infrastructure in place to develop and support programs before building a new facility. A new facility would be great, but without sustainable programming with effective leadership and support it would not contribute to the community long-term. The shiny new building is not always the answer. Hopefully, the actual needs of the community will be addressed in this study and people will start to focus on what is already here that is not currently being supported with effective leadership from a recreation department. I would definitely support a new facility if the focus is on programming first and the building designed to meet the needs for the programs, not build a new building and hope people will use it.
- I personally don't have a need for childcare any more, but that is a huge thing for parents of young children. When you're a young family, it's not always affordable to pay for extra childcare while paying for an exercise class too.
- "Ludington High School and WSCC already have a pool. The WSCC pool is due for an update. Please use the current WSCC Recreation Center as a starting point for the multigenerational center. The occupants of the dormitories Mr. Ward is advocating for, would benefit from it being located on the campus.
- A new multigenerational center would be a duplication of many things that are already available in the county. I do not want to pay additional taxes for duplicate services."
- Teens need a break lace to hang out. We need a secure place for people to be. Safe, indoor walking area is really needed for so many ages!
- EQUITY for our community not equality. Everyone has different needs in the community!
- No tax
- Utilize the college and other schools we already have.
- Please consider what we already have as you think about this - redundancies are not needed. We have an active, thriving art center that offers diverse classes in arts and crafts (including the culinary arts) and a big performance space - all are available to the residents of Mason County. Sandcastles is a major resource for children's activities. The historical society offers a lot of cultural programming. There are a number of businesses that offer fitness and exercise programs. Look at what is missing in Mason County or what is threatening to disappear (a pool) to decide what would be best for a community center to provide. I can get behind an effort to provide services/spaces that are not currently available. I will not support an effort to undermine the Art Center, Historical Society, Sandcastles, or local businesses. The location is also important. It should be located where the greatest number of people have easy access.

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- I would love to see a facility like this that is disability friendly and offers some social and physical activities for adults with disabilities. We are very much lacking in this area for adults (and young adults) with disabilities. As a transition aged (20-26 years old) teacher for students with disabilities, access to a facility like this would be amazing. If I can lend any perspective to this, feel free to reach out. Rachel Grimes-Cohoon 231-233-6851 rgrimes1125@gmail.com
- Concerned with "competition" with WSCC, LACA, Senior Center and how these would be impacted/changed by having a multi-generational center in various locations.
- Maybe offer volunteer hours as payment options for those who can't pay membership fees.
- Our youth could benefit so much from an indoor area for sports during the colder months. Our community needs affordable options to keep active and healthy. Our teens need a safe place to gather with age-appropriate things to entertain. I am happy to hear we are addressing the needs of our community; I hope it is an affordable option for all to participate. THANK YOU!
- -If a center is multigenerational, I would love to see all areas open at all times to all who want to attend. For example, there are many stay at home parents or people who work from home who would like to use the facilities at the same time as some would see as times where maybe only seniors may be interested in using the facilities. -Childcare for those using fitness facilities is non-existent and would greatly benefit families in our community. -We NEED accessible aquatics facilities (warmer water, programming, physical limitation accessible, kid friendly) but the importance of being well run with programming to support the upkeep of the pool will be vital! -It's easy to feel that we are "stuck" indoors from November-March. Anything that provides a place to chase away the winter blues would be a major improvement to the mental health and physical wellbeing of those in Mason County!
- Please make this close to the population center of the community. If transportation is needed for those who live on the outskirts, let's make that part of the program.
- I believe indoor soccer fields would be well-utilized in this community if they existed. I would also like to see opportunities for adult team sports opportunities, including soccer, basketball, etc.
- Consideration needs to be given to current programs and services that could be potentially impacted and create a duplication of service.
- The county needs a year-round homeless shelter to meet the needs of homeless teens, men, and women. Put the money and efforts to a service that is not provided by the county, not duplicative of many services/events/programs that already exist.
- Affordable housing is a more immediate concern in our area.
- I live outside the county but work in Ludington. I would love to see a community center built that provides indoor walking space and larger spaces for exercise classes, especially in the winter. I would be willing to pay for a membership to use the facility.
- You have the college already that offers this.
- This was not brought up but has there been any consideration or thought to a day care for seniors.
- Needs to be in walking distance of downtown Ludington.
- I love that this is being explored
- I think this would be a great opportunity for our community if it's done right, is affordable, and is relevant to seniors, teens, children, and adults.
- Support the already available facilities (both public and private)

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- Our community needs to expand services for all ages and demographics. I strongly support this effort.

APPENDIX B: SPONSORSHIPS

ESTIMATED IMPRESSIONS AND SPONSORSHIP VALUE

Usage-based estimation is a potential approach to determining an estimated number of impressions for sponsorship advertisement within the MCCC. This method assigns impression values based on assumed usage patterns at each location. For instance, a gym might have a higher impression count than a fitness room due to more projected visitors from programming, open gym use, leagues, and tournaments. The formula considers these factors:

- **Foot Traffic** – Estimates annual foot traffic in each facility zone. A multiplier can be added for areas that will receive multiple impressions from a single visit.
- **Visibility Factor** – This determines how well an ad is seen in that location.
 - For example:
 - Placement: An ad at the entrance (1) is more visible than one in a secluded corner (0.5).
 - Ad size and format: A large banner (0.8) is more noticeable than a small flyer (0.3).
- **Target Audience Factor** - This considers the relevance of the ad to the typical users of that area (0-1):
 - High relevance (1): An ad for swim wear and accessories in the aquatics area.
 - Low relevance (0.3): An ad for retirement planning within the indoor playground area.
- The suggested formula to determine an estimate for impressions is as follows: ***Estimated Impressions = Foot Traffic x Visibility Factor x Target Audience Factor***

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TIER	DESCRIPTION	TERM (YEARS)		VALUE	
		MIN	MAX	MIN	MAX
1	Entire Building				
	- Building	5 years	20 years	\$ 1,609,981	\$ 6,439,922
2	Major Program Wings				
	- Main Lobby	5 years	10 years	\$ 804,990	\$ 1,609,981
	- Gymnasium (2 Courts)	5 years	10 years	\$ 804,990	\$ 1,609,981
	- Fitness Room	5 years	10 years	\$ 246,241	\$ 492,482
	- Aquatics	5 years	10 years	\$ 328,321	\$ 656,642
	- Multi-Use Rooms	5 years	10 years	\$ 246,241	\$ 492,482
3	Individual Spaces				
	- Gym Court (2 available)	1 year	10 years	\$ 24,624	\$ 246,241
	- Running Track	1 year	10 years	\$ 24,624	\$ 246,241
	- Group Exercise Room (2 available)	1 year	10 years	\$ 24,624	\$ 246,241
	- Fitness Floor	1 year	10 years	\$ 24,624	\$ 246,241
	- Pool Bodies (Lifestyle Pool & Lap Pool)	1 year	10 years	\$ 24,624	\$ 246,241
	- Party Room	1 year	10 years	\$ 24,624	\$ 246,241
	- Multi-Use Room	1 year	10 years	\$ 24,624	\$ 246,241
	- General Program Room (X2)	1 year	10 years	\$ 24,624	\$ 246,241
	- Indoor Play Area	1 year	10 years	\$ 24,624	\$ 246,241
4	Individual Amenities				
	- Water Slides	1 year	3 years	\$ 5,000	\$ 15,000
	- Scoreboards	1 year	3 years	\$ 5,000	\$ 15,000
	- Special Program Organization and Recreation Needs (identify)				

Example sponsorship terms and values for various building zones. Amounts may not reflect the true market value of each building zone.

APPENDIX C: DEMOGRAPHICS AND RECREATION TRENDS

A key component of the Multi-Generational Community Center Feasibility Study is a Demographics and Recreation Trends Analysis. The purpose of this analysis is to provide the Mason County Multi-generational Community Center Exploratory Committee with insight into the makeup of the population they serve and identify market trends in recreation. The report also helps to quantify the market in and around Mason County, Michigan and assists in providing a better understanding of the types of parks, facilities, and services used to satisfy the needs of residents.

This analysis is two-fold; it aims to identify the *who* and the *what*. First, it assesses the demographic characteristics and population projections of Mason County residents to understand *who* is served recreationally. Second, recreational trends are examined on a national and local level to understand *what* the population may want to do. Findings from this analysis establishes a fundamental understanding that provides a basis for prioritizing the community’s need for parks, trails, facilities, recreation programs, and a **potential multi-generational community center**.

DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population in Mason County. This assessment is reflective of the County’s total population and its key characteristics such as age, race, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis. These patterns could have a significant bearing on the validity of projected figures. **Figure 1** provides an overview of Mason County’s populace based on current estimates of the 2024 population. A further analysis of each of these demographic characteristics can be found throughout the report.

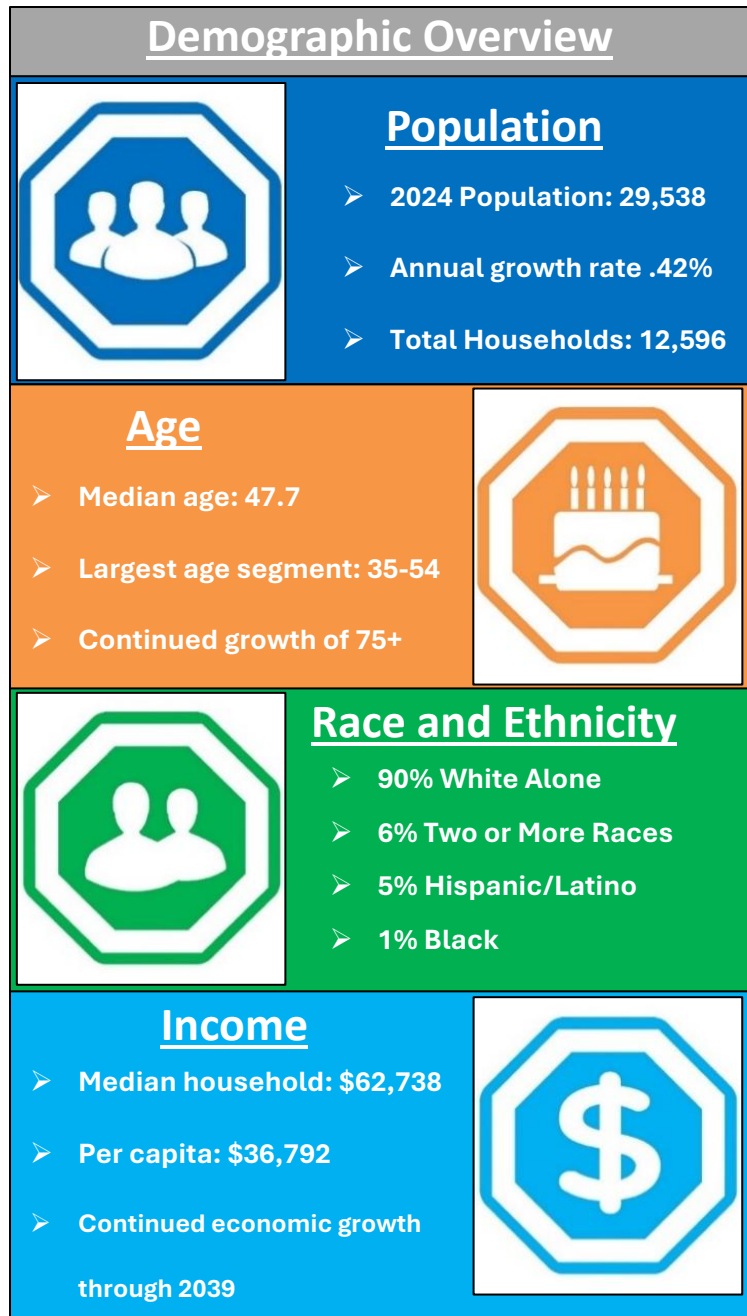


Figure 1: Demographic Overview of Mason County, MI

METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from the Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in June 2024 and reflects actual numbers as reported in the 2020 Census. ESRI then estimates the current population (2024) as well as a 5-year projection (2029). PROS then utilized straight line linear regression to forecast demographic characteristics for 10 and 15-year projections (2034 and 2039).

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The Census 2020 data on race are not directly comparable with data from the 2010 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2020) definitions and nomenclature are used within this analysis.

- **American Indian or Alaska Native:** A person having origins in any of the original people of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- **Asian:** A person having origins in any of the original people of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black or African American:** A person having origins in any of the Black racial groups of Africa.
- **Hispanic or Latino:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- **Native Hawaiian or Other Pacific Islander:** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White:** A person having origins in any of the original people of Europe, the Middle East, or North Africa.

Census states that “the race and ethnicity categories generally reflect social definitions in the U.S. and are not an attempt to define race and ethnicity biologically, anthropologically, or genetically. We recognize that the race and ethnicity categories include racial, ethnic, and national origins and sociocultural groups.”

Please note: The Census Bureau states that the race and ethnicity categories generally reflect social definitions in the U.S. and are not an attempt to define race and ethnicity biologically, anthropologically, or genetically. We recognize that the race and ethnicity categories include racial, ethnic, and national origins and sociocultural groups. They define Race as a person’s self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian, and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. Ethnicity is defined as whether a person

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is of Hispanic / Latino origin or not. For this reason, the Hispanic/Latino ethnicity is viewed separate from race throughout this demographic analysis.

DEMOGRAPHIC ANALYSIS BOUNDARY

The Mason County boundaries shown below were utilized for the demographic analysis. **(Figure 2)**

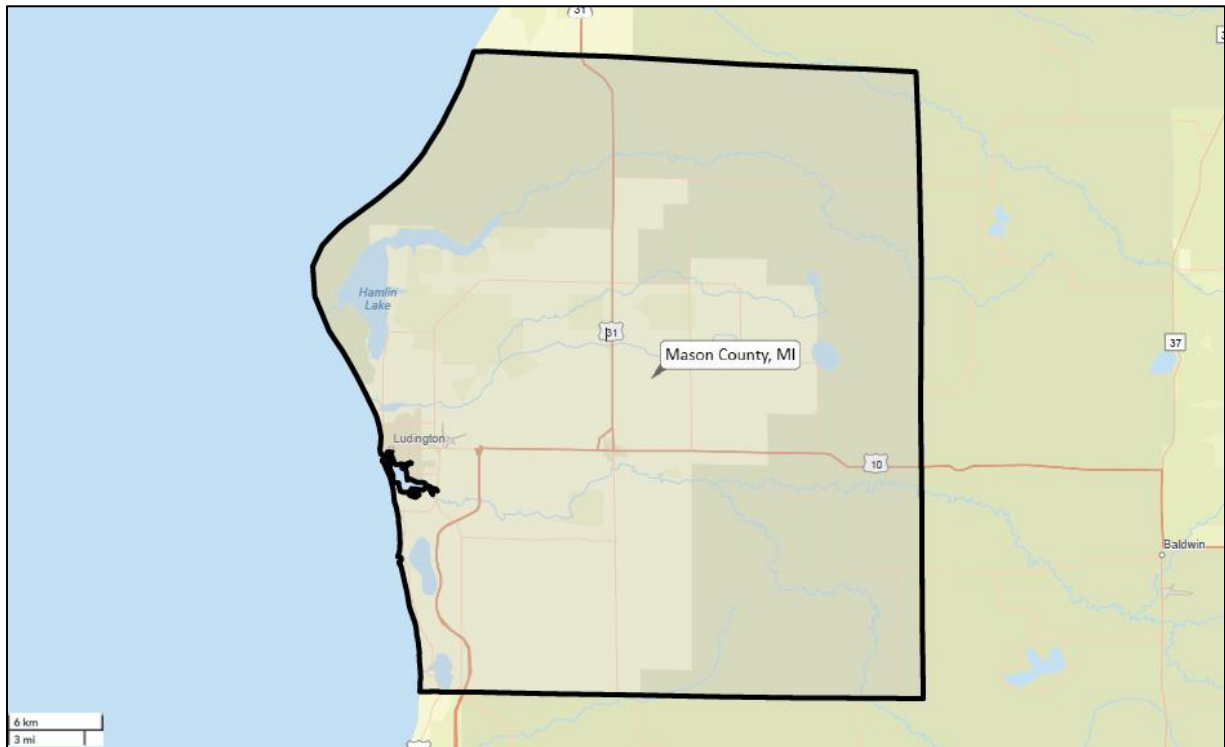


Figure 2: Service Area

POPULATION

Mason County has a slow growing population that ranges from minimal to moderate yearly increases. **(Figure 3)**. The County's **population has increased** from 28,691 in 2010 to an estimated **29,538 in 2024**. Mason County's population is **expected to continue to grow** in the following 15 years, where it is projected to reach **30,287 residents by 2039**. The total number of County **households has grown** at a rate that is mostly proportional to the population growth, increasing from 11,936 in 2010 to an estimated **12,596 in 2024**, and is projected to **continue growing** to **13,228 total households** by 2039 **(Figure 4)**.

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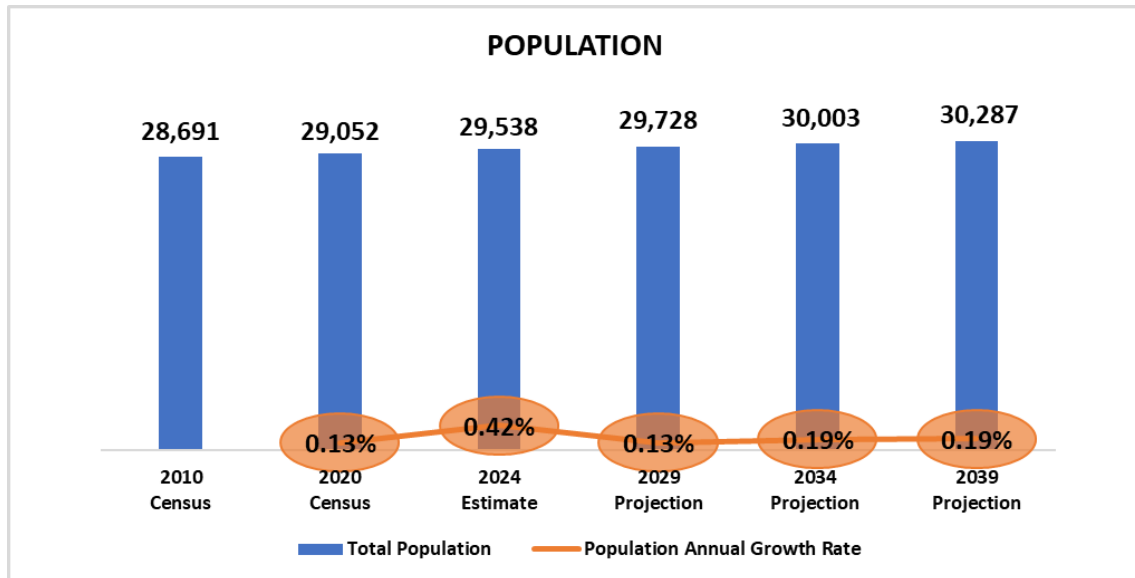


Figure 3: Mason County's Total Population and Annual Growth Rate

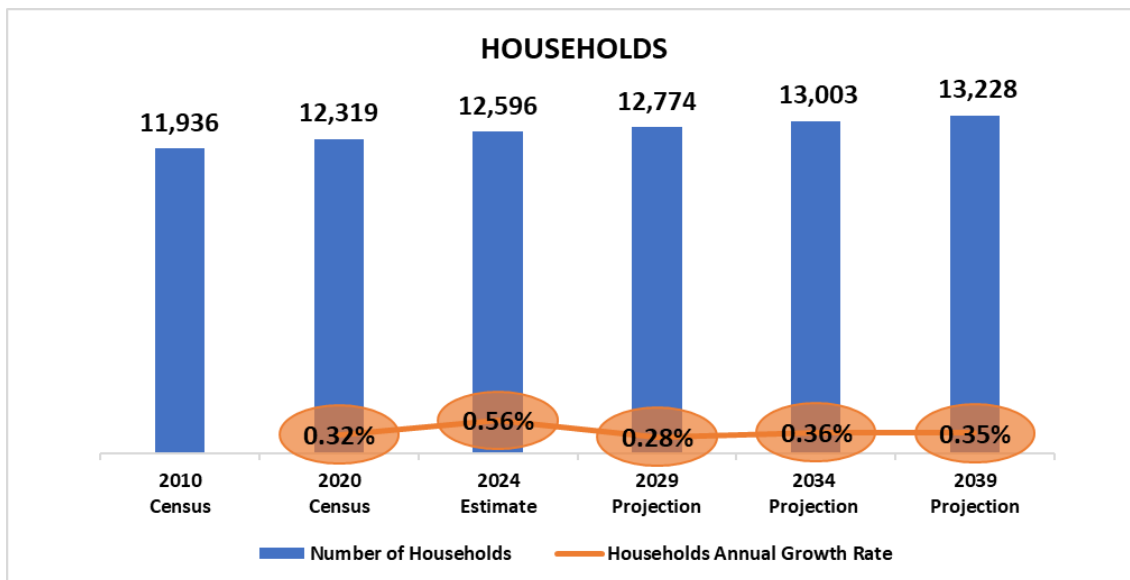


Figure 4: Mason County's Total Households and Annual Growth Rate

AGE SEGMENTATION

The three largest age segments in order as estimated for 2024 found in Mason County’s population are averaged at: **35–54** (22%), **65–74** (16%), and **18–34** (17%), comprising a **relatively even mid to upper population**. There is also a **slight aging trend** with people over the age of 65, increasing from 28% of the population in 2024 to 35% of the population by 2039. As the population increases **slightly over time, younger populations will decrease** in exchange for **middle age and elderly populations increasing**. The **median age has risen** from 45.1 in 2010 to 48.4 in 2024, where it projects to **continue to increase slightly** in the coming years. Therefore, the **amenities developed for Mason County** (including a potential multi-generational community center) should take into consideration **accessibility and engaging for the steadily growing elderly population (Figure 5)**.

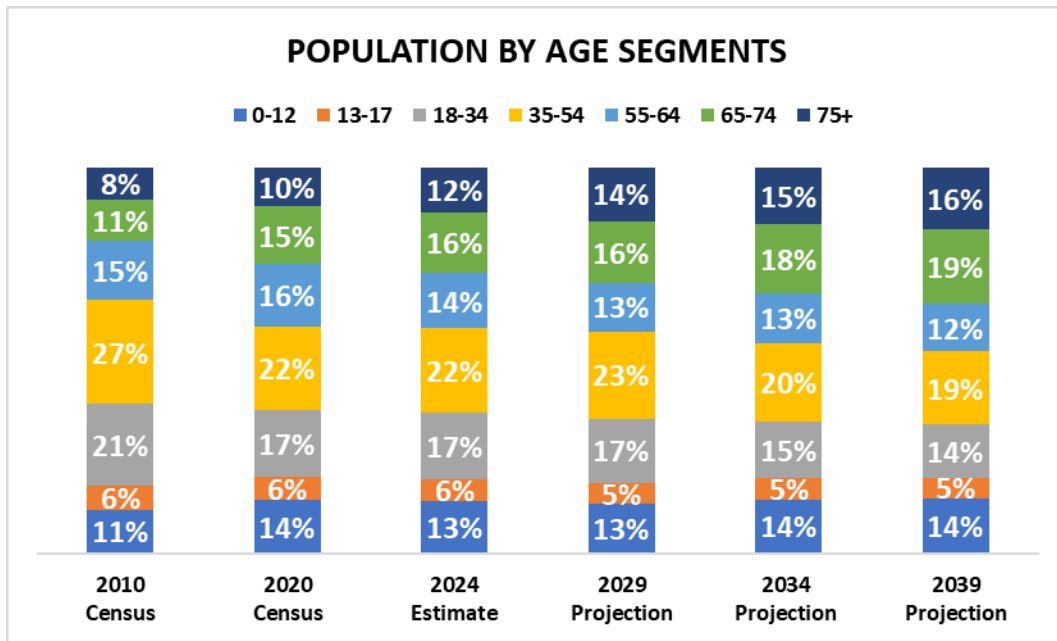


Figure 5: Mason’s Population by Age Segments

RACE

Analyzing race, Mason County’s current population makeup is **mostly White Alone**, with the 2024 estimate showing that 90% of the population falls into the White Alone category, with **Two or More Races** (6% of the population) representing the second largest racial demographic. Predictions for 2029 and beyond expect the **population to slowly diversify**, with a **decrease in the White Alone population**, and **no or minimal changes in other race categories**. Within this change, the Two or More Races category will increase the most from 6% to 9% by 2039 (**Figure 6**).

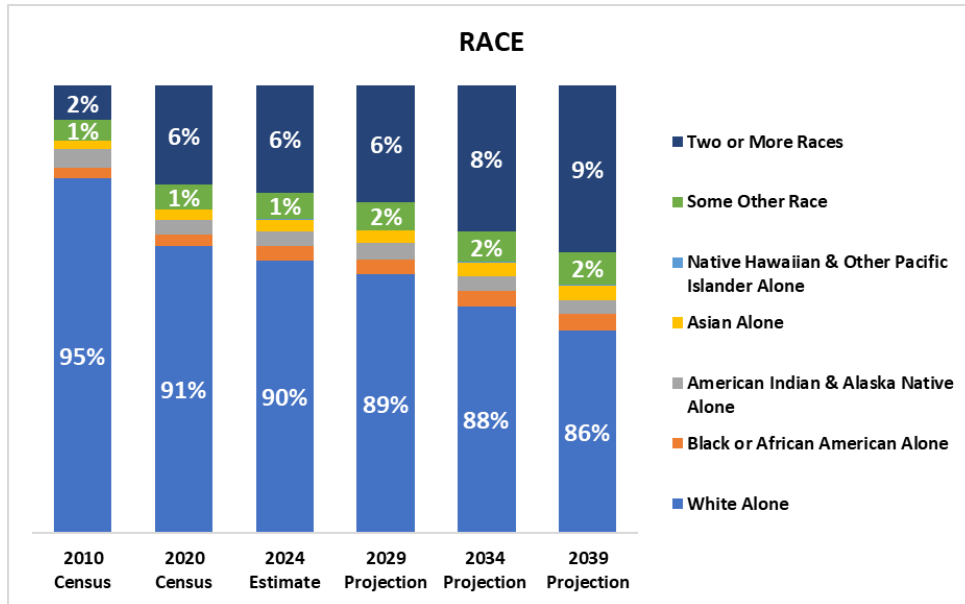


Figure 6: Mason County’s Population by Race

ETHNICITY

Mason County’s population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. **It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories identified above.**

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Based on the current 2024 estimate, people of Hispanic/Latino origin represent **5.0% of Mason County's population**, which is **well below the national average** (19.6% Hispanic/Latino) and slightly below the Michigan average (5.6% Hispanic/Latino). The Hispanic/Latino population has experienced a **minor increase over time and is expected to continue growing slightly to 6.0% of Mason County's total population by 2039 (Figure 7).**

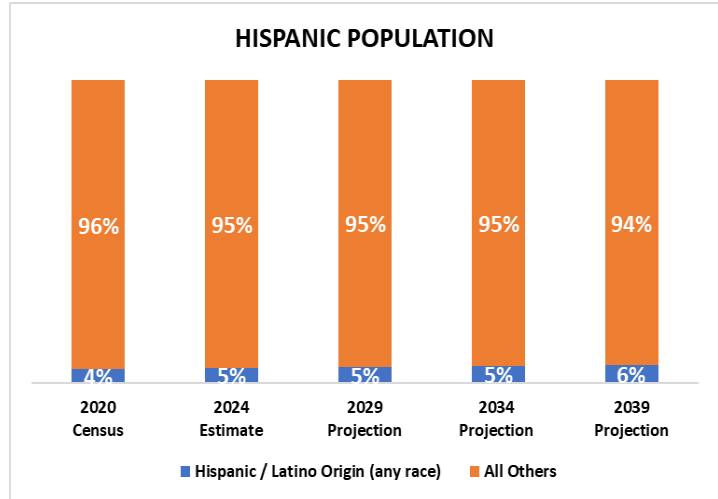


Figure 7: Mason County's Hispanic Population

INCOME CHARACTERISTICS

When analyzing income, the per capita income is that earned by an individual, while the median household income is based on the total income of everyone over the age of sixteen living within the same household. Estimated for 2024, Mason County's **per capita income** (\$36,792) and **median household income** (\$62,738) are both **below the state of Michigan averages** (\$40,752 and \$71,476 respectively) **and national averages** (\$43,892 and \$79,068 respectively). However, **Mason County projects to increase in both median household and per capita income**, where the **averages are expected to rise** to \$95,249 and \$55,782 respectively by 2039. These relatively **below average income characteristics** should be **taken into consideration** when the Mason County Michigan Exploratory Committee is pricing out programs and calculating cost recovery goals. (Figures 8 and 9).

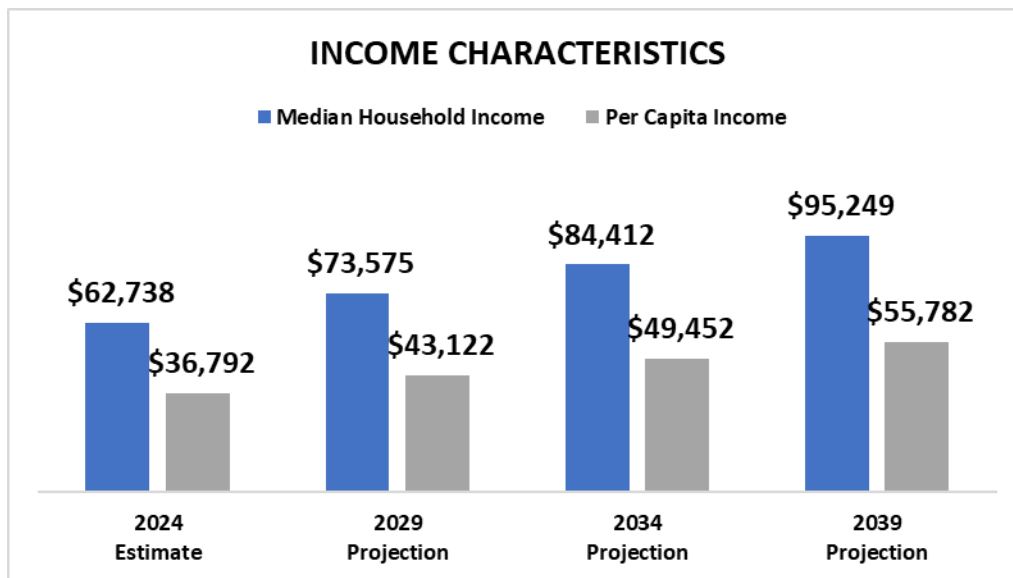


Figure 8: Income Characteristics of Mason County

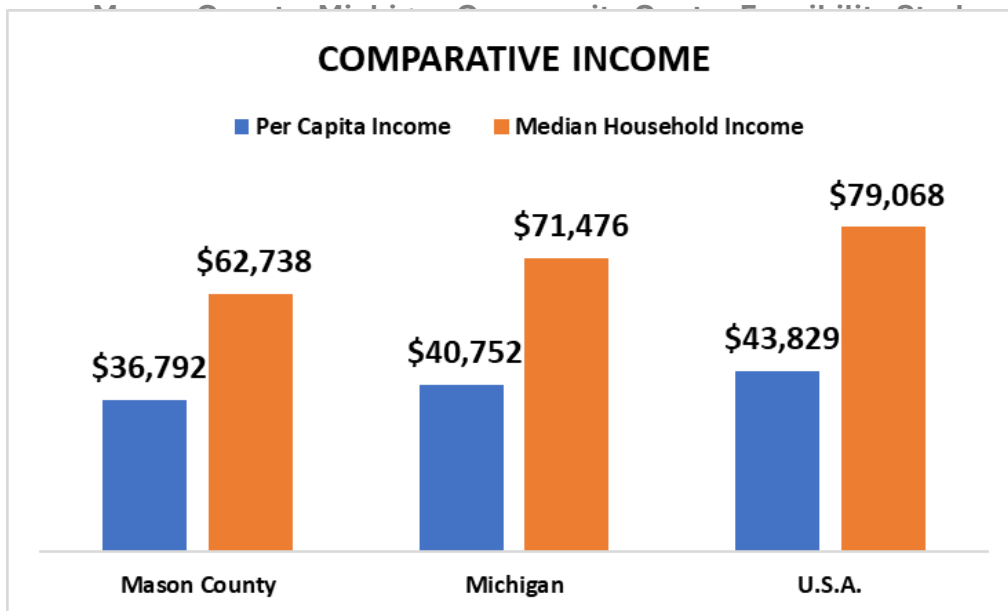


Figure 9: Comparative Income Characteristics of Mason County

DEMOGRAPHIC IMPLICATIONS

While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for Mason County, Michigan:

- Mason County’s aging population indicates a need to **identify and understand the interests of the elderly population**. Adding more recreational activities for elderly populations, such as exercise classes or elderly recreational leagues, may prove to be beneficial in keeping that population active. This higher percentage of elderly residents may also give the County a better idea of what offerings may serve the community best in a potential multi-generational community center.
- Mason County’s relatively low per capita income and household income characteristics suggest **potential income barriers at the individual and family level**. The County should be mindful of this when pricing out programs and events and considering amenities, while staying aware of the potential interaction they can expect from a populace that has a slightly lower than average income level.
- In comparison to the United States average (0.74%), Mason County had a **relatively average annual growth rate from 2020 to 2024** (0.42%). Although the annual growth rate is projected to drop to 0.19% from 2024 to 2039, this steady population growth should be considered when planning new amenities and offerings for the community, as well as the maintenance and upkeep of current offerings.
- Finally, Mason County should ensure its **diversifying population is reflected in its offerings, marketing/communications, and public outreach**. With increasing diversity in both race and age, Mason County should remain prepared to change its offerings over time.

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LOCAL SPORT AND LEISURE MARKET POTENTIAL

The following charts show sport and leisure market potential data for Mason County residents, as provided by ESRI. Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation.

It should be noted that MPI metrics are only one data point used to help determine community trends; thus, program decisions should not be based solely on MPI metrics.

Overall, when analyzing Mason County's MPIs, the data demonstrates mostly below average market potential index (MPI) numbers in all assessed areas, with higher potential in several more specific activities. For example, Softball and Freshwater Fishing both scored well above the national average, while also outperforming most of their other General Sports or Outdoor Activities counterparts according to the analysis. Something to note about Mason County's MPI scores is the variety of MPI scores; in any given section, some scores may well above the national average, while other activities (such as Zumba) score as low as 57. This becomes significant when the County considers starting up new programs or building new facilities, giving them a strong tool to estimate resident interest, facility attendance, and program participation in more specific offerings.

The following charts compare MPI scores for 44 sport and leisure activities that are prevalent for residents within Mason County. The activities are categorized by activity type and listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater likelihood that residents within the service area will actively participate in those offerings provided by the County.

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GENERAL SPORTS MARKET POTENTIAL

The following chart shows that only two of Mason County’s recorded General Sports is above the national average regarding MPI, with the three highest scores belonging to Softball (113), Golf (109), and Baseball (87). Mason County’s General Sports scores are otherwise **below average**, with the lowest scoring activities (Soccer, Tennis, and Basketball, scoring at 57, 72, respectively) all ranking well below the national average (**Figure 10**).

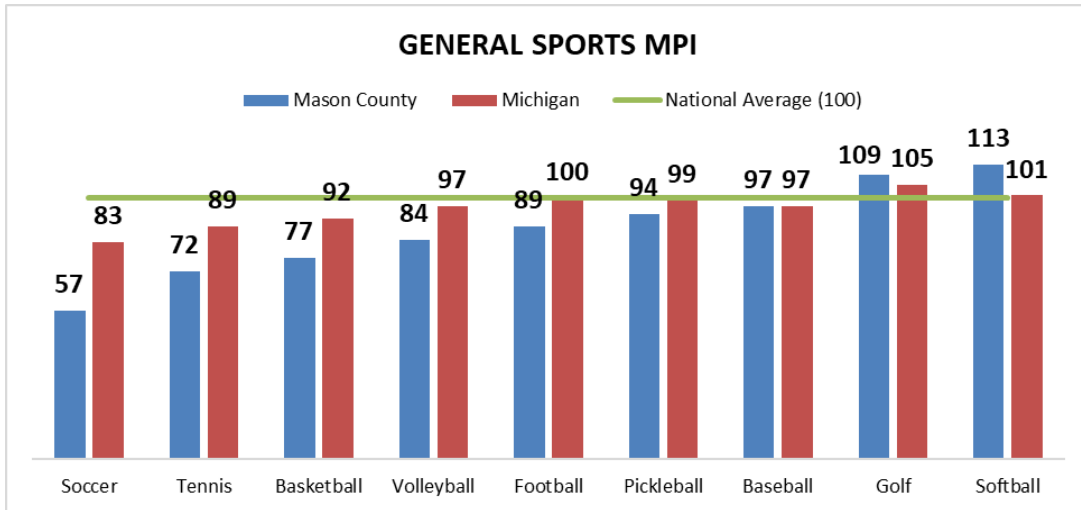


Figure 10: General Sports MPI for Mason County

FITNESS MARKET POTENTIAL

Assessing MPI scores for the Fitness Activity category reveals that Mason County’s fitness activities are **nearly all below the national average**, with the exception of Swimming (105). The lowest scored activities were Zumba (59), Jogging/Running (69), and Pilates (71), with Zumba (along with soccer in the previous section) being the lowest scoring activity in the entire analysis. (**Figure 11**).

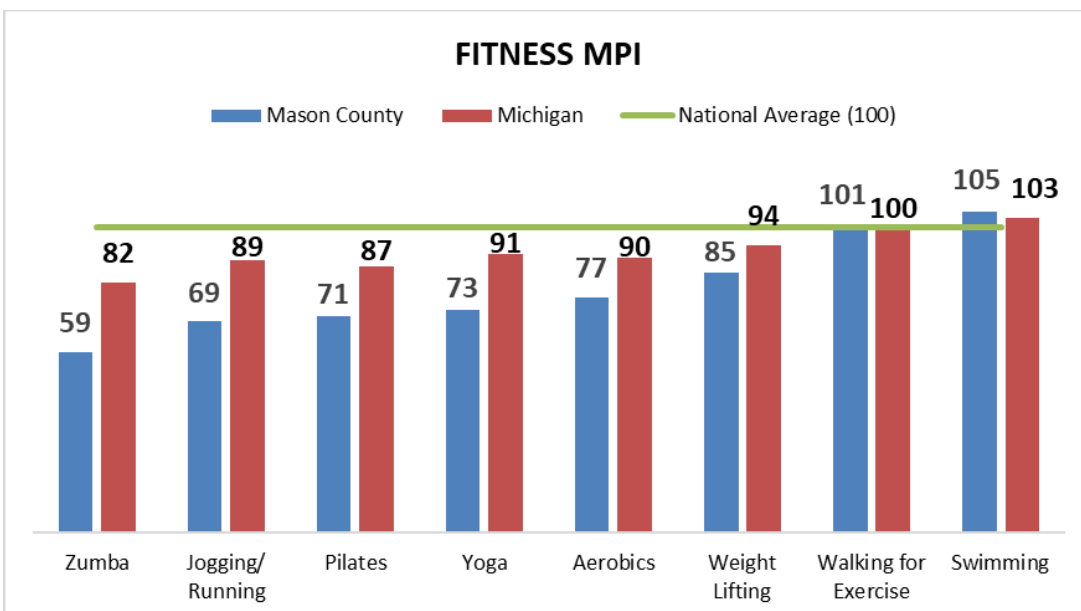


Figure 11: Fitness MPI for Mason County

COMMERCIAL RECREATION MARKET POTENTIAL

The Commercial Recreation category reveals that most of the recorded Commercial Recreation activities are **below the national average**, with a few exceptions. The most popular activity in the service area was ‘Went overnight camping’ (119), while ‘Visited a theme park (74) marked the lowest scoring commercial recreation activity for Mason County. The types of activities that are popular in Mason County are diverse; artistic activities and sports activities alike have relatively **high ratings across the board**. One thing to note is the relatively high willingness to spend money on sports or recreational equipment, as the ‘Spent \$1-\$99’ category scored at 105, the ‘Spent \$100-249’ category scored at 112, and the ‘Spent \$250+ category’ scored at 110. Paired with the other MPI ratings (General Sports and Fitness), these activities could signal potential target areas for new facilities, like a multi-generational community center, expanded funding, or programs for the County (**Figure 12**).

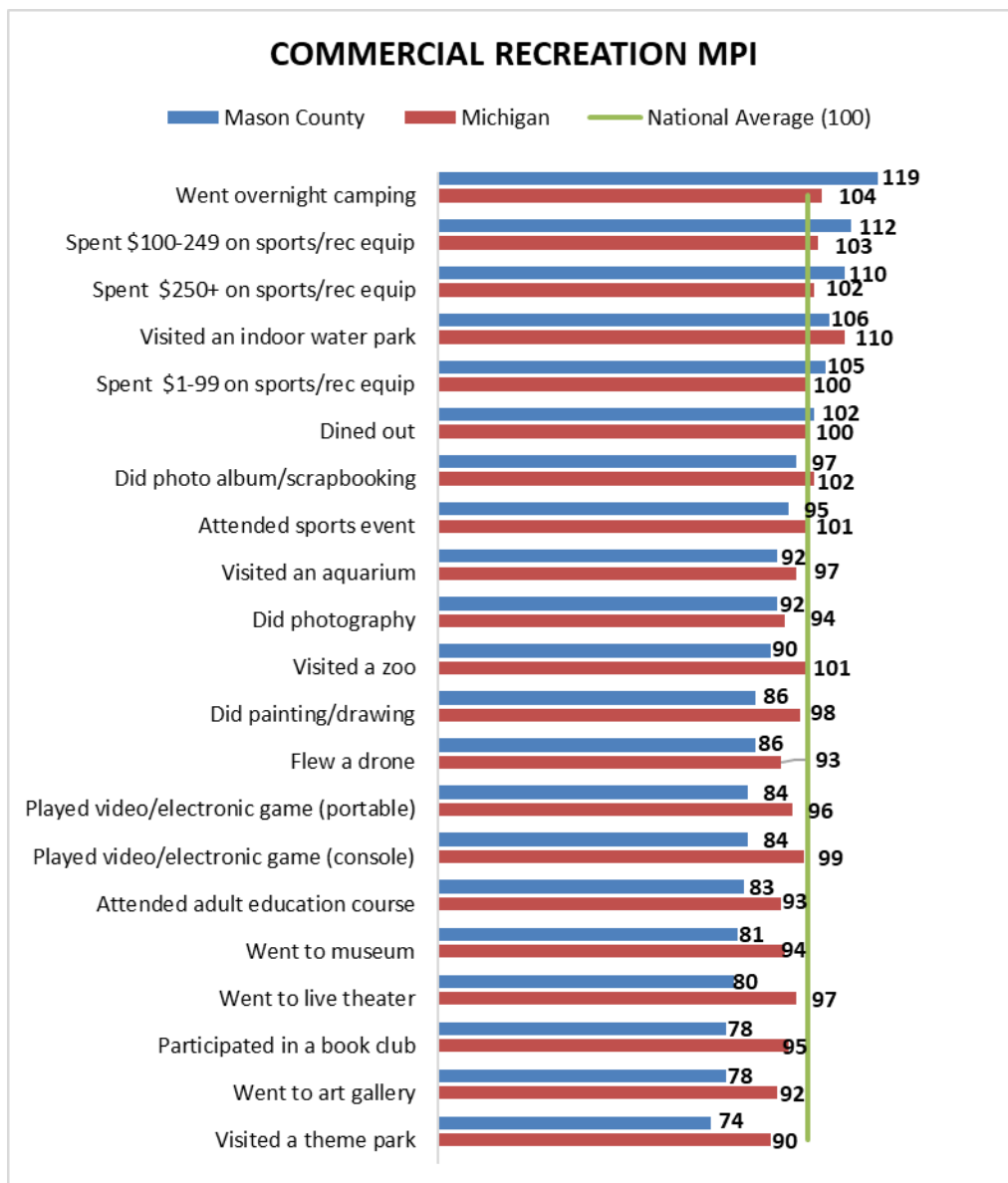


Figure 12: Commercial Recreation MPI for Mason County

NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The top sports most heavily participated in the United States were basketball (29.7 million), golf (26.6 million), and tennis (23.8 million) which have participation figures well more than the other activities within the general sports category. Playing golf at an entertainment venue (18.5 million) and baseball (16.7 million) round out the top five.

The popularity of basketball, golf, and tennis can be attributed to the ability to compete with small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball’s overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at most American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or golf entertainment venues have increased drastically (99%) as a 5-year trend, using golf entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.



BASKETBALL
29.7 MILLION



GOLF
26.6 MILLION



TENNIS
23.8 MILLION



GOLF VENUE
18.5 MILLION



BASEBALL
16.7 MILLION

Five-Year Trend

Since 2018, pickleball (311.5%), golf - entertainment venues (99.0%), and tennis (33.6%) have shown the largest increase in participation. Similarly, outdoor soccer (23.4%) and basketball (22.7%) have also experienced significant growth. Based on the five-year trend from 2018-2023, the sports that are most rapidly declining in participation include roller hockey (-28.7%), rugby (-28.7%), and ultimate frisbee (-23.0%).

One-Year Trend

The most recent year shares some similarities with the five-year trends; with pickleball (51.8%) and golf - entertainment venues (18.8%) experiencing some of the greatest increases in participation this past year. Other top one-year increases include court volleyball (13.3%), ice hockey (9.6%), and cheerleading (8.3%).

Sports that have seen moderate 1-year increases, but 5-year decreases are cheerleading (8.3%), track and field (5.8%), lacrosse (5.5%) and slow-pitch softball (5.3%). This could be a result of coming out of the COVID-19 pandemic and team program participation on the rise. Like their 5-year trend, roller hockey (-9.6%), sand/beach volleyball (-5.1%), and rugby (-4.6%) have seen decreases in participation over the last year.

Mason County, Michigan Community Center Feasibility Study

Core vs. Casual Trends in general sports

General sport activities, basketball, court volleyball, and slow pitch softball have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). Due to the COVID-19 pandemic, most activities showed a decrease in their percentage of core participants, but these percentages for core users are slowly reaching their pre-pandemic levels. Please see **Appendix A** for the full Core vs. Casual Participation breakdown.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Basketball	24,225	28,149	29,725	22.7%	5.6%
Golf (9 or 18-Hole Course)	24,240	25,566	26,565	9.6%	3.9%
Tennis	17,841	23,595	23,835	33.6%	1.0%
Golf (Entertainment Venue)	9,279	15,540	18,464	99.0%	18.8%
Baseball	15,877	15,478	16,655	4.9%	7.6%
Soccer (Outdoor)	11,405	13,018	14,074	23.4%	8.1%
Pickleball	3,301	8,949	13,582	311.5%	51.8%
Football (Flag)	6,572	7,104	7,266	10.6%	2.3%
Volleyball (Court)	6,317	6,092	6,905	9.3%	13.3%
Badminton	6,337	6,490	6,513	2.8%	0.4%
Softball (Slow Pitch)	7,386	6,036	6,356	-13.9%	5.3%
Soccer (Indoor)	5,233	5,495	5,909	12.9%	7.5%
Football (Tackle)	5,157	5,436	5,618	8.9%	3.3%
Football (Touch)	5,517	4,843	4,949	-10.3%	2.2%
Gymnastics	4,770	4,569	4,758	-0.3%	4.1%
Volleyball (Sand/Beach)	4,770	4,128	3,917	-17.9%	-5.1%
Track and Field	4,143	3,690	3,905	-5.7%	5.8%
Cheerleading	3,841	3,507	3,797	-1.1%	8.3%
Racquetball	3,480	3,521	3,550	2.0%	0.8%
Ice Hockey	2,447	2,278	2,496	2.0%	9.6%
Softball (Fast Pitch)	2,303	2,146	2,323	0.9%	8.2%
Wrestling	1,908	2,036	2,121	11.2%	4.2%
Ultimate Frisbee	2,710	2,142	2,086	-23.0%	-2.6%
Lacrosse	2,098	1,875	1,979	-5.7%	5.5%
Squash	1,285	1,228	1,315	2.3%	7.1%
Roller Hockey	1,734	1,368	1,237	-28.7%	-9.6%
Rugby	1,560	1,166	1,112	-28.7%	-4.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Mason County, Michigan Community Center Feasibility Study

GENERAL SPORTS (Continued)

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Walking for Fitness	111,001	114,759	114,039	2.7%	-0.6%
Treadmill	53,737	53,589	54,829	2.0%	2.3%
Free Weights (Dumbbells/Hand Weights)	51,291	53,140	53,858	5.0%	1.4%
Running/Jogging	49,459	47,816	48,305	-2.3%	1.0%
Yoga	28,745	33,636	34,249	19.1%	1.8%
Stationary Cycling (Recumbent/Upright)	36,668	32,102	32,628	-11.0%	1.6%
Weight/Resistant Machines	36,372	30,010	29,426	-19.1%	-1.9%
Free Weights (Barbells)	27,834	28,678	29,333	5.4%	2.3%
Elliptical Motion/Cross-Trainer	33,238	27,051	27,062	-18.6%	0.0%
Dance, Step, & Choreographed Exercise	22,391	25,163	26,241	17.2%	4.3%
Bodyweight Exercise	24,183	22,034	22,578	-6.6%	2.5%
High Impact/Intensity Training	21,611	21,821	21,801	0.9%	-0.1%
Trail Running	10,010	13,253	14,885	48.7%	12.3%
Rowing Machine	12,096	11,893	12,775	5.6%	7.4%
Stair Climbing Machine	15,025	11,677	12,605	-16.1%	7.9%
Pilates Training	9,084	10,311	11,862	30.6%	15.0%
Cross-Training Style Workout	13,338	9,248	9,404	-29.5%	1.7%
Boxing/MMA for Fitness	7,650	9,787	8,378	9.5%	-14.4%
Martial Arts	5,821	6,355	6,610	13.6%	4.0%
Stationary Cycling (Group)	9,434	6,268	6,227	-34.0%	-0.7%
Cardio Kickboxing	6,838	5,531	5,524	-19.2%	-0.1%
Boot Camp Style Cross-Training	6,695	5,192	5,434	-18.8%	4.7%
Barre	3,532	3,803	4,294	21.6%	12.9%
Tai Chi	3,761	3,394	3,948	5.0%	16.3%
Triathlon (Traditional/Road)	2,168	1,780	1,738	-19.8%	-2.4%
Triathlon (Non-Traditional/Off Road)	1,589	1,350	1,363	-14.2%	1.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2023 were those that could be done in multiple environments such as at home, gym or in a virtual class setting. The activities with the most participation was walking for fitness (114.0 million), treadmill (54.8 million), free weights (53.9 million), running/jogging (48.3 million), and yoga (34.2 million).



Five-Year Trend

Over the last five years (2018-2023), the activities growing at the highest rate were trail running (48.7%), Pilates training (30.6%), barre (21.6%) and yoga (19.1%). Over the same period, the activities that have undergone the biggest decline in participation include group stationary cycling (-34%), cross-training style workout (-29.5%) and traditional/road triathlons (-19.8%).

One-Year Trend

In the last year, fitness activities with the largest gains in participation were group-related, slow, intentional movements activities, tai chi (16.3%), Pilates training (15.0%), and barre (12.9%). This 1-year trend is another indicator that participants feel safe returning to group-related activities. Trail running (12.3%) also saw a moderate increase indicating trail connectivity continues to be important for communities to provide. In the same span, fitness activities that had the largest decline in participation were boxing/MMA for fitness (-14.4%), traditional/road triathlons (-2.4%) and weight/resistant machines (-1.9%).

Core vs. Casual trends in general fitness

Participants of walking for fitness are mostly core users (participating 50+ times) and have seen a 1.3% growth in the last five years. *Please see **Appendix A** for the full core vs. casual participation breakdown.*

Mason County, Michigan Community Center Feasibility Study

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Walking for Fitness	111,001	114,759	114,039	2.7%	-0.6%
Treadmill	53,737	53,589	54,829	2.0%	2.3%
Free Weights (Dumbbells/Hand Weights)	51,291	53,140	53,858	5.0%	1.4%
Running/Jogging	49,459	47,816	48,305	-2.3%	1.0%
Yoga	28,745	33,636	34,249	19.1%	1.8%
Stationary Cycling (Recumbent/Upright)	36,668	32,102	32,628	-11.0%	1.6%
Weight/Resistant Machines	36,372	30,010	29,426	-19.1%	-1.9%
Free Weights (Barbells)	27,834	28,678	29,333	5.4%	2.3%
Elliptical Motion/Cross-Trainer	33,238	27,051	27,062	-18.6%	0.0%
Dance, Step, & Choreographed Exercise	22,391	25,163	26,241	17.2%	4.3%
Bodyweight Exercise	24,183	22,034	22,578	-6.6%	2.5%
High Impact/Intensity Training	21,611	21,821	21,801	0.9%	-0.1%
Trail Running	10,010	13,253	14,885	48.7%	12.3%
Rowing Machine	12,096	11,893	12,775	5.6%	7.4%
Stair Climbing Machine	15,025	11,677	12,605	-16.1%	7.9%
Pilates Training	9,084	10,311	11,862	30.6%	15.0%
Cross-Training Style Workout	13,338	9,248	9,404	-29.5%	1.7%
Boxing/MMA for Fitness	7,650	9,787	8,378	9.5%	-14.4%
Martial Arts	5,821	6,355	6,610	13.6%	4.0%
Stationary Cycling (Group)	9,434	6,268	6,227	-34.0%	-0.7%
Cardio Kickboxing	6,838	5,531	5,524	-19.2%	-0.1%
Boot Camp Style Cross-Training	6,695	5,192	5,434	-18.8%	4.7%
Barre	3,532	3,803	4,294	21.6%	12.9%
Tai Chi	3,761	3,394	3,948	5.0%	16.3%
Triathlon (Traditional/Road)	2,168	1,780	1,738	-19.8%	-2.4%
Triathlon (Non-Traditional/Off Road)	1,589	1,350	1,363	-14.2%	1.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Mason County, Michigan Community Center Feasibility Study

NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed a lifetime activity, which is why it continues to have such strong participation. In 2023, fitness swimming remained the overall leader in participation (28.2 million) amongst aquatic activities.



**FITNESS
SWIMMING**
28.2 MILLION



**AQUATIC
EXERCISE**
11.3 MILLION



**SWIMMING
ON A TEAM**
3.3 MILLION

Five-Year Trend

Assessing the five-year trend, all three aquatic activities saw moderate increases in participation.

One-Year Trend

In 2023, all aquatic activities saw moderate increases in participation which can be asserted to facilities and programs returning to pre-COVID-19 pandemic levels. Swimming on a team (14.6%) saw the highest percentage increase in participation.

Core vs. Casual Trends in Aquatics

All activities in aquatic trends have undergone an increase in casual participation (1-49 times per year) over the last five years. *Please see **Appendix A** for full the core vs. casual participation breakdown.*

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Swimming (Fitness)	27,575	26,272	28,173	2.2%	7.2%
Aquatic Exercise	10,518	10,676	11,307	7.5%	5.9%
Swimming on a Team	3,045	2,904	3,327	9.3%	14.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Mason County, Michigan Community Center Feasibility Study

Appendix A – Core vs. Casual Participation Trends

GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2018		2022		2023		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Basketball	24,225	100%	28,149	100%	29,725	100%	22.7%	5.6%
<i>Casual (1-12 times)</i>	9,335	39%	13,000	46%	14,405	48%	54.3%	10.8%
<i>Core(13+ times)</i>	14,890	61%	15,149	54%	15,320	52%	2.9%	1.1%
Golf (9 or 18-Hole Course)	24,240	100%	25,566	100%	26,565	100%	9.6%	3.9%
Tennis	17,841	100%	23,595	100%	23,835	100%	33.6%	1.0%
Golf (Entertainment Venue)	9,279	100%	15,540	100%	18,464	100%	99.0%	18.8%
Baseball	15,877	100%	15,478	100%	16,655	100%	4.9%	7.6%
<i>Casual (1-12 times)</i>	6,563	41%	7,908	51%	8,934	54%	36.1%	13.0%
<i>Core (13+ times)</i>	9,314	59%	7,570	49%	7,722	46%	-17.1%	2.0%
Soccer (Outdoor)	11,405	100%	13,018	100%	14,074	100%	23.4%	8.1%
<i>Casual (1-25 times)</i>	6,430	56%	7,666	59%	8,706	59%	35.4%	13.6%
<i>Core (26+ times)</i>	4,975	44%	5,352	41%	5,368	41%	7.9%	0.3%
Pickleball	3,301	100%	8,949	100%	13,582	100%	311.5%	51.8%
<i>Casual (1-12 times)</i>	2,011	61%	6,647	74%	8,736	74%	334.4%	31.4%
<i>Core(13+ times)</i>	1,290	39%	2,302	26%	4,846	26%	275.7%	110.5%
Football (Flag)	6,572	100%	7,104	100%	7,266	100%	10.6%	2.3%
<i>Casual (1-12 times)</i>	3,573	54%	4,573	64%	4,624	64%	29.4%	1.1%
<i>Core(13+ times)</i>	2,999	46%	2,531	36%	2,642	36%	-11.9%	4.4%
<i>Core Age 6 to 17 (13+ times)</i>	1,578	24%	1,552	22%	1,661	22%	5.3%	7.0%
Volleyball (Court)	6,317	100%	6,092	100%	6,905	100%	9.3%	13.3%
<i>Casual (1-12 times)</i>	2,867	45%	2,798	46%	3,481	50%	21.4%	24.4%
<i>Core(13+ times)</i>	3,450	55%	3,293	54%	3,425	50%	-0.7%	4.0%
Badminton	6,337	100%	6,490	100%	6,513	100%	2.8%	0.4%
<i>Casual (1-12 times)</i>	4,555	72%	4,636	71%	4,743	73%	4.1%	2.3%
<i>Core(13+ times)</i>	1,782	28%	1,855	29%	1,771	27%	-0.6%	-4.5%
Softball (Slow Pitch)	7,386	100%	6,036	100%	6,356	100%	-13.9%	5.3%
<i>Casual (1-12 times)</i>	3,281	44%	2,666	44%	2,939	46%	-10.4%	10.2%
<i>Core(13+ times)</i>	4,105	56%	3,370	56%	3,417	54%	-16.8%	1.4%
Soccer (Indoor)	5,233	100%	5,495	100%	5,909	100%	12.9%	7.5%
<i>Casual (1-12 times)</i>	2,452	47%	3,144	57%	3,411	57%	39.1%	8.5%
<i>Core(13+ times)</i>	2,782	53%	2,351	43%	2,498	43%	-10.2%	6.3%
Football (Tackle)	5,157	100%	5,436	100%	5,618	100%	8.9%	3.3%
<i>Casual (1-25 times)</i>	2,258	44%	3,120	57%	3,278	58%	45.2%	5.1%
<i>Core(26+ times)</i>	2,898	56%	2,316	43%	2,340	42%	-19.3%	1.0%
<i>Core Age 6 to 17 (26+ times)</i>	2,353	46%	2,088	38%	2,130	38%	-9.5%	2.0%
Football (Touch)	5,517	100%	4,843	100%	4,949	100%	-10.3%	2.2%
<i>Casual (1-12 times)</i>	3,313	60%	3,201	66%	3,301	67%	-0.4%	3.1%
<i>Core(13+ times)</i>	2,204	40%	1,642	34%	1,648	33%	-25.2%	0.4%
Gymnastics	4,770	100%	4,569	100%	4,758	100%	-0.3%	4.1%
<i>Casual (1-49 times)</i>	3,047	64%	3,095	68%	3,315	70%	8.8%	7.1%
<i>Core(50+ times)</i>	1,723	36%	1,473	32%	1,443	30%	-16.3%	-2.0%
Volleyball (Sand/Beach)	4,770	100%	4,128	100%	3,917	100%	-17.9%	-5.1%
<i>Casual (1-12 times)</i>	3,261	68%	2,977	72%	2,769	71%	-15.1%	-7.0%
<i>Core(13+ times)</i>	1,509	32%	1,152	28%	1,148	29%	-23.9%	-0.3%
Track and Field	4,143	100%	3,690	100%	3,905	100%	-5.7%	5.8%
<i>Casual (1-25 times)</i>	2,071	50%	1,896	51%	2,093	54%	1.1%	10.4%
<i>Core(26+ times)</i>	2,072	50%	1,794	49%	1,811	46%	-12.6%	0.9%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)	Moderate Amount of Participants (56-74%)	Majority Amount of Participants (75% or greater)	

Mason County, Michigan Community Center Feasibility Study

GENERAL SPORTS (Continued)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2018		2022		2023		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Cheerleading	3,841	100%	3,507	100%	3,797	100%	-1.1%	8.3%
<i>Casual (1-25 times)</i>	2,039	53%	2,092	60%	2,360	62%	15.7%	12.8%
<i>Core(26+ times)</i>	1,802	47%	1,415	40%	1,438	38%	-20.2%	1.6%
Racquetball	3,480	100%	3,521	100%	3,550	100%	2.0%	0.8%
<i>Casual (1-12 times)</i>	2,407	69%	2,583	73%	2,694	76%	11.9%	4.3%
<i>Core(13+ times)</i>	1,073	31%	938	27%	855	24%	-20.3%	-8.8%
Ice Hockey	2,447	100%	2,278	100%	2,496	100%	2.0%	9.6%
<i>Casual (1-12 times)</i>	1,105	45%	1,209	53%	1,458	58%	31.9%	20.6%
<i>Core(13+ times)</i>	1,342	55%	1,068	47%	1,038	42%	-22.7%	-2.8%
Softball (Fast Pitch)	2,303	100%	2,146	100%	2,323	100%	0.9%	8.2%
<i>Casual (1-25 times)</i>	1,084	47%	1,002	47%	1,123	48%	3.6%	12.1%
<i>Core(26+ times)</i>	1,219	53%	1,144	53%	1,201	52%	-1.5%	5.0%
Wrestling	1,908	100%	2,036	100%	2,121	100%	11.2%	4.2%
<i>Casual (1-25 times)</i>	1,160	61%	1,452	71%	1,589	75%	37.0%	9.4%
<i>Core(26+ times)</i>	748	39%	585	29%	532	25%	-28.9%	-9.1%
Ultimate Frisbee	2,710	100%	2,142	100%	2,086	100%	-23.0%	-2.6%
<i>Casual (1-12 times)</i>	1,852	68%	1,438	67%	1,523	67%	-17.8%	5.9%
<i>Core(13+ times)</i>	858	32%	703	33%	563	33%	-34.4%	-19.9%
Lacrosse	2,098	100%	1,875	100%	1,979	100%	-5.7%	5.5%
<i>Casual (1-12 times)</i>	1,036	49%	999	53%	1,129	53%	9.0%	13.0%
<i>Core(13+ times)</i>	1,061	51%	876	47%	850	47%	-19.9%	-3.0%
Squash	1,285	100%	1,228	100%	1,315	100%	2.3%	7.1%
<i>Casual (1-7 times)</i>	796	62%	816	66%	927	70%	16.5%	13.6%
<i>Core(8+ times)</i>	489	38%	413	34%	387	29%	-20.9%	-6.3%
Roller Hockey	1,734	100%	1,368	100%	1,237	100%	-28.7%	-9.6%
<i>Casual (1-12 times)</i>	1,296	75%	1,065	78%	938	76%	-27.6%	-11.9%
<i>Core(13+ times)</i>	437	25%	303	22%	298	24%	-31.8%	-1.7%
Rugby	1,560	100%	1,166	100%	1,112	100%	-28.7%	-4.6%
<i>Casual (1-7 times)</i>	998	64%	758	65%	729	66%	-27.0%	-3.8%
<i>Core(8+ times)</i>	562	36%	408	35%	384	35%	-31.7%	-5.9%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)	Moderate Amount of Participants (56-74%)	Majority Amount of Participants (75% or greater)	

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GENERAL FITNESS

National Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2018		2022		2023		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Walking for Fitness	111,001	100%	114,759	100%	114,039	100%	2.7%	-0.6%
<i>Casual (1-49 times)</i>	36,139	33%	38,115	33%	38,169	33%	5.6%	0.1%
<i>Core(50+ times)</i>	74,862	67%	76,644	67%	75,871	67%	1.3%	-1.0%
Treadmill	53,737	100%	53,589	100%	54,829	100%	2.0%	2.3%
<i>Casual (1-49 times)</i>	25,826	48%	26,401	49%	27,991	51%	8.4%	6.0%
<i>Core(50+ times)</i>	27,911	52%	27,189	51%	26,837	49%	-3.8%	-1.3%
Free Weights (Dumbbells/Hand Weights)	51,291	100%	53,140	100%	53,858	100%	5.0%	1.4%
<i>Casual (1-49 times)</i>	18,702	36%	22,428	42%	23,238	43%	24.3%	3.6%
<i>Core(50+ times)</i>	32,589	64%	30,712	58%	30,619	57%	-6.0%	-0.3%
Running/Jogging	49,459	100%	47,816	100%	48,305	100%	-2.3%	1.0%
<i>Casual (1-49 times)</i>	24,399	49%	23,776	50%	24,175	50%	-0.9%	1.7%
<i>Core(50+ times)</i>	25,061	51%	24,040	50%	24,129	50%	-3.7%	0.4%
Yoga	28,745	100%	33,636	100%	34,249	100%	19.1%	1.8%
<i>Casual (1-49 times)</i>	17,553	61%	20,409	61%	20,654	60%	17.7%	1.2%
<i>Core(50+ times)</i>	11,193	39%	13,228	39%	13,595	40%	21.5%	2.8%
Stationary Cycling (Recumbent/Upright)	36,668	100%	32,102	100%	32,628	100%	-11.0%	1.6%
<i>Casual (1-49 times)</i>	19,282	53%	15,424	48%	15,901	49%	-17.5%	3.1%
<i>Core(50+ times)</i>	17,387	47%	16,678	52%	16,728	51%	-3.8%	0.3%
Weight/Resistant Machines	36,372	100%	30,010	100%	29,426	100%	-19.1%	-1.9%
<i>Casual (1-49 times)</i>	14,893	41%	12,387	41%	11,361	39%	-23.7%	-8.3%
<i>Core(50+ times)</i>	21,479	59%	17,623	59%	18,065	61%	-15.9%	2.5%
Free Weights (Barbells)	27,834	100%	28,678	100%	29,333	100%	5.4%	2.3%
<i>Casual (1-49 times)</i>	11,355	41%	13,576	47%	14,174	48%	24.8%	4.4%
<i>Core(50+ times)</i>	16,479	59%	15,103	53%	15,159	52%	-8.0%	0.4%
Elliptical Motion/Cross-Trainer	33,238	100%	27,051	100%	27,062	100%	-18.6%	0.0%
<i>Casual (1-49 times)</i>	16,889	51%	14,968	55%	13,898	51%	-17.7%	-7.1%
<i>Core(50+ times)</i>	16,349	49%	12,083	45%	13,164	49%	-19.5%	8.9%
Dance, Step, & Choreographed Exercise	22,391	100%	25,163	100%	26,241	100%	17.2%	4.3%
<i>Casual (1-49 times)</i>	14,503	65%	17,096	68%	18,179	69%	25.3%	6.3%
<i>Core(50+ times)</i>	7,888	35%	8,067	32%	8,063	31%	2.2%	0.0%
Bodyweight Exercise	24,183	100%	22,034	100%	22,578	100%	-6.6%	2.5%
<i>Casual (1-49 times)</i>	9,674	40%	9,514	43%	10,486	46%	8.4%	10.2%
<i>Core(50+ times)</i>	14,509	60%	12,520	57%	12,092	54%	-16.7%	-3.4%
High Impact/Intensity Training	21,611	100%	21,821	100%	21,801	100%	0.9%	-0.1%
<i>Casual (1-49 times)</i>	11,828	55%	12,593	58%	12,559	58%	6.2%	-0.3%
<i>Core(50+ times)</i>	9,783	45%	9,228	42%	9,242	42%	-5.5%	0.2%
Trail Running	10,010	100%	13,253	100%	14,885	100%	48.7%	12.3%
<i>Casual (1-25 times)</i>	8,000	80%	10,792	81%	12,260	82%	53.3%	13.6%
<i>Core(26+ times)</i>	2,009	20%	2,461	19%	2,625	18%	30.7%	6.7%
Rowing Machine	12,096	100%	11,893	100%	12,775	100%	5.6%	7.4%
<i>Casual (1-49 times)</i>	7,744	64%	7,875	66%	8,473	66%	9.4%	7.6%
<i>Core(50+ times)</i>	4,352	36%	4,017	34%	4,302	34%	-1.1%	7.1%
Stair Climbing Machine	15,025	100%	11,677	100%	12,605	100%	-16.1%	7.9%
<i>Casual (1-49 times)</i>	9,643	64%	7,569	65%	8,075	64%	-16.3%	6.7%
<i>Core(50+ times)</i>	5,382	36%	4,108	35%	4,530	36%	-15.8%	10.3%
Pilates Training	9,084	100%	10,311	100%	11,862	100%	30.6%	15.0%
<i>Casual (1-49 times)</i>	5,845	64%	7,377	72%	8,805	74%	50.6%	19.4%
<i>Core(50+ times)</i>	3,238	36%	2,935	28%	3,057	26%	-5.6%	4.2%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)	Moderate Amount of Participants (56-74%)	Majority Amount of Participants (75% or greater)	

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GENERAL FITNESS (CONTINUED)

National Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2018		2022		2023		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Cross-Training Style Workout	13,338	100%	9,248	100%	9,404	100%	-29.5%	1.7%
<i>Casual (1-49 times)</i>	6,594	49%	4,281	46%	4,391	47%	-33.4%	2.6%
<i>Core(50+ times)</i>	6,744	51%	4,968	54%	5,013	53%	-25.7%	0.9%
Boxing/MMA for Fitness	7,650	100%	9,787	100%	8,378	100%	9.5%	-14.4%
<i>Casual (1-12 times)</i>	4,176	55%	6,191	63%	5,003	60%	19.8%	-19.2%
<i>Core(13+ times)</i>	3,473	45%	3,596	37%	3,375	40%	-2.8%	-6.1%
Martial Arts	5,821	100%	6,355	100%	6,610	100%	13.6%	4.0%
<i>Casual (1-12 times)</i>	1,991	34%	3,114	49%	3,481	53%	74.8%	11.8%
<i>Core(13+ times)</i>	3,830	66%	3,241	51%	3,130	47%	-18.3%	-3.4%
Stationary Cycling (Group)	9,434	100%	6,268	100%	6,227	100%	-34.0%	-0.7%
<i>Casual (1-49 times)</i>	6,097	65%	3,925	63%	3,783	61%	-38.0%	-3.6%
<i>Core(50+ times)</i>	3,337	35%	2,344	37%	2,444	39%	-26.8%	4.3%
Cardio Kickboxing	6,838	100%	5,531	100%	5,524	100%	-19.2%	-0.1%
<i>Casual (1-49 times)</i>	4,712	69%	3,958	72%	3,929	71%	-16.6%	-0.7%
<i>Core(50+ times)</i>	2,126	31%	1,573	28%	1,596	29%	-24.9%	1.5%
Boot Camp Style Cross-Training	6,695	100%	5,192	100%	5,434	100%	-18.8%	4.7%
<i>Casual (1-49 times)</i>	4,780	71%	3,691	71%	4,003	74%	-16.3%	8.5%
<i>Core(50+ times)</i>	1,915	29%	1,500	29%	1,432	26%	-25.2%	-4.5%
Barre	3,532	100%	3,803	100%	4,294	100%	21.6%	12.9%
<i>Casual (1-49 times)</i>	2,750	78%	3,022	79%	3,473	81%	26.3%	14.9%
<i>Core(50+ times)</i>	782	22%	781	21%	821	19%	5.0%	5.1%
Tai Chi	3,761	100%	3,394	100%	3,948	100%	5.0%	16.3%
<i>Casual (1-49 times)</i>	2,360	63%	2,139	63%	2,748	70%	16.4%	28.5%
<i>Core(50+ times)</i>	1,400	37%	1,255	37%	1,200	30%	-14.3%	-4.4%
Triathlon (Traditional/Road)	2,168	100%	1,780	100%	1,738	100%	-19.8%	-2.4%
Triathlon (Non-Traditional/Off Road)	1,589	100%	1,350	100%	1,363	100%	-14.2%	1.0%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)	Moderate Amount of Participants (56-74%)	Majority Amount of Participants (75% or greater)	

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AQUATICS

National Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2018		2022		2023		5-Year Trend	1-Year Trend
#	%	#	%	#	%			
Swimming (Fitness)	27,575	100%	26,272	100%	28,173	100%	2.2%	7.2%
<i>Casual (1-49 times)</i>	18,728	68%	18,827	72%	20,620	73%	10.1%	9.5%
<i>Core(50+ times)</i>	8,847	32%	7,445	28%	7,553	27%	-14.6%	1.5%
Aquatic Exercise	10,518	100%	10,676	100%	11,307	100%	7.5%	5.9%
<i>Casual (1-49 times)</i>	7,518	70%	7,676	81%	8,207	82%	25.8%	7.8%
<i>Core(50+ times)</i>	3,127	30%	2,050	19%	2,009	18%	-35.8%	-2.0%
Swimming on a Team	3,045	100%	2,904	100%	3,327	100%	9.3%	14.6%
<i>Casual (1-49 times)</i>	1,678	55%	1,916	66%	2,280	69%	35.9%	19.0%
<i>Core(50+ times)</i>	1,367	45%	988	34%	1,047	31%	-23.4%	6.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

area and level of use. Standards will be calculated by time and equipment needed to develop the required operational budgets.

APPENDIX D: MAINTENANCE STANDARDS

TURF MAINTENANCE AROUND THE COMMUNITY CENTER – HIGH PROFILE AREAS (SMALL AREAS, ENTIRE AREA VISIBLE TO FOOT TRAFFIC)

- Mowing will occur 2 times/week.
- Mowing heights
- 2 ½ “during warm season (daytime highs consistently above 75 degrees)
- Edging of all turf perimeters will occur 1 time/week.
- 95% turf coverage
- 3% weed infestation for existing areas (all efforts should be made to keep new areas 100% weed free)
- 2% bare area
- Remove grass clippings if visible.
- Aerate 1 time/year (additionally if needed)
- Inspect thatch layer regularly and remove as needed.
- Test soil and water annually
- Additional testing will occur if deemed necessary.
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours.
- Fertilize (3) times per year.
- Top dress/over seed once a year

TREE AND SHRUB MAINTENANCE AROUND THE COMMUNITY CENTER

- Prune/trim trees and shrubs as dictated by species twice annually during spring and fall.
- Remove sucker growth annually.
- Test soil annually to ensure application of appropriate nutrients as needed.
- Apply fertilizer to plant species according to their optimum requirements as needed or yearly.
- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours.
- Place 2” of organic mulch around each tree within a minimum 18” ring
- Place 2” of organic mulch around shrub beds to minimize weed growth.
- Remove hazardous limbs and plants immediately upon discovery.
- Remove dead trees and plant material immediately unless located within an environmental area.
- Remove or treat invasive plants within 5 days of discovery.
- Flower bed maintenance is done yearly.
- Fertilize once a year.
- Invasive plant removal annually

STORM CLEANUP

- Inspect drain covers at least twice monthly, before rain and immediately after flooding
- Remove debris and organic materials from drain covers immediately.
- Maintain water inlet height at 100% of design standard.

IRRIGATION SYSTEMS

- Inspect irrigation systems at least once per month or computer monitors, as necessary.
- Initiate repairs to non-functioning systems within 24 hours of discovery
- Back flow testing is done annually.

LITTER CONTROL

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- Pick up litter and empty containers at least once daily or as needed this includes dog litter boxes along the trail in the park.
- Remove leaves and organic debris once a week or as necessary.

HARD SURFACE MAINTENANCE AND THE PARKING LOTS

- Remove debris and glass immediately upon discovery.
- Remove sand, dirt, and organic debris from walks and hard surfaces weekly including washing down front entrance to the Wellness Center(s) every two weeks.
- Remove trip hazards from pedestrian areas immediately upon discovery.
- Paint fading or indistinct instructional / directional signs annually.
- Blow grass clippings after mowing around hard surfaces.
- Remove grass growing in cracks as needed.
- Re-coat parking lines every two years
- Pick up trash daily.
- Re-mulch in the spring
- Over seed turf areas in the fall and fertilize
- Edge median weekly
- Parking curbs are painted every two years.

HARD SURFACE GATHERING SPACES & SIDEWALK MAINTENANCE

- Inspect hard surface sidewalks at least once monthly.
- Remove dirt, sand, and organic debris from the hard trail surface at least once weekly.
- Graffiti removed immediately upon discovery.
- Mechanically or chemically control growth 24" on either side of sidewalks or trails on site.
- Inspect signs, benches, and other site amenities at least once a week. Complete repairs within 3 days of discovery
- Inspect and make necessary repairs to lighting systems at least once monthly.
- Repair / replace bulbs to maintain lighting levels to always design specifications.

SITE AMENITY MAINTENANCE

- Inspect benches, trash containers, bicycle racks, flag poles, and other site amenities at least weekly. Complete repairs within 24 hours of discovery
- Cleaning/power wash of amenities twice yearly

SIGN MAINTENANCE

- Inspect sign lettering, surfaces, and posts at least once monthly.
- Repair / replace signs to maintain design and safety standards within 24 hours of discovery.
- Clean signs twice a year
- Cut back plant material monthly.

VANDALISM AND GRAFFITI REMOVAL

- Initiate repairs immediately upon discovery. Document and photograph damage as necessary

LIGHTING SECURITY/AREA

- Foot-candle levels will be maintained to preserve original design at 3 foot-candles.
- Inspect once monthly.

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- Repairs/bulb replacement will be completed within 24 hours of discovery.

MCCC INDOOR MAINTENANCE STANDARDS (NOT INCLUDING AQUATICS)

The following Indoor Maintenance Management Schedule is recommended for the community center staff to follow to keep the facility in top condition:

OFFICES

- Windows Exterior cleaned (2) a year.
- Inside as needed.
- Carpets vacuumed Daily.
- Trash emptied Daily.
- Desks wiped down.
- Lights are cleaned monthly.
- Tables and Chairs cleaned daily or on a as needed basis.
- Storage closets are cleaned once a year.
- Phones cleaned daily.
- HVAC cleaned quarterly.
- Doors Cleaned weekly.
- Offices painted every (7) years.

KITCHENETTE

- Cleaned daily.
- Counter cleaned daily.
- The refrigerator is cleaned out quarterly.

STORAGE AREAS

- Annually Clean
- Sweep Monthly

ENTRY AREAS

- Cleaned daily.
- Tile cleaned daily.
- Pressure-wash concrete monthly
- Handrails cleaned daily.
- Glass cleaned daily.

JANITORS CLOSET

- Janitors Closet cleaned out quarterly.
- Loading dock corridor painted yearly (wallpaper needs to be taken down)
- Carpets cleaned daily.
- Lights cleaned quarterly.

RESTROOMS

- Floors and toilets cleaned every shift.
- Mirrors cleaned every shift.
- Check the levels of toilet paper and hand towels every shift and replenish as needed.

MULTIPURPOSE ROOM

- Floors cleaned daily.

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- Doors and windows cleaned daily.
- Mirrors cleaned daily.
- Room painted every three years.
- Bars are wiped down daily.
- The lights are wiped down every week.

GENERAL PROGRAM ROOMS

- Floors cleaned daily.
- Tables and counter cleaned daily.
- Windows cleaned (2) times a year.
- Blinds cleaned every month.
- Clean lights and air vent every month
- Wall repainted every year.

GYM & HARDCOURTS

- Floors refinished annually.
- Floors stripped and refurbished every (5) years.
- Backboards are cleaned monthly and wall mounts.
- Mop the floors during the day and scrub the floors at night.
- Curtains wiped down quarterly.
- Storage room cleaned out annually.
- Scoreboards and sound system inspected quarterly.
- Emergency door inspected weekly.
- Bleachers cleaned weekly.
- Every (2) years deep clean
- Internal windows are cleaned weekly.
- Electrical room inspected weekly and cleaned quarterly.

LOCKER ROOMS

- The floor and restroom areas cleaned every shift.
- Floors scrubber used weekly.
- Painting is done every seven years.

FITNESS AREA, GROUP EXERCISE ROOMS & WALKING TRACK

- Wipe down equipment and handrails after every shift.
- Clean restrooms on every shift including showers, restrooms and removal of trash.
- Clean carpets on every shift and deep clean nightly
- Clean glass inside once a week
- Remove trash daily.
- Inspect all equipment daily.
- Inspect all TVs daily.

MAINTENANCE STANDARDS – AQUATICS

MCCC should establish and implement a maintenance program to assure safe and enjoyable aquatic conditions. These shall be maintained in good condition in conformance with MCCC's standards and in compliance with state legislation. The policies that will govern standards for maintenance operations include but are not limited to:

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CUSTOMER SERVICE

- Bathhouse and restrooms floors should be disinfected daily.
- Pool decks should be rinsed daily.
- Tools, supplies and equipment will be organized in an orderly fashion.
- Chemical storage shall be reported to MCCC on an annual basis as part of reporting requirements. All chemicals shall be stored in a fashion consistent with local/state storage recommendations.
- Restrooms shall be checked at least hourly daily and maintained in a way to provide clean and sanitary facilities. Soap, towels, toilet issue, etc., shall always be provided in adequate quantities.

AQUATIC CENTER SYSTEMS

- Check the operation of the recirculation pump and motor daily.
- Check the operation of the disinfectant and saline feeder daily.
- Check the filter operation, read the pressure gauges, and backwash, if necessary daily
- For all closed filters, manually release the air daily.
- Skimmer strainer baskets must be cleaned daily.
- Clean the bottom of the pool and manually skim debris from the surface daily.
- Measure and record the salinity levels at least twice a day.
- The staff shall keep true, accurate, and complete records of aquatic maintenance, chemical applications, and safety inspections.
- Repair or replace all heads, valves, control equipment, wiring and pipe as needed to maintain the proper operation of the system on an ongoing basis.
- Trash and refuse shall be collected daily and removed from the pool deck as necessary to ensure consistent member experience.

AQUATIC CENTER AMENITIES AND SLIDES

- All slides are inspected daily for problems. Slides are refurbished for use on a yearly basis or as needed.
- Amenities and supplies are inspected daily and repaired as needed.
- Park pool painted and striped on a yearly basis.

APPENDIX E: PARTNERSHIP IDENTIFICATION

BUILDING STRONG PARTNERSHIPS

Building strong partnerships begins with best practices for developing and maintaining successful partnerships. This section outlines the best practices along with identifying potential partnership opportunities for MCCC.

Strong partnerships are essential for maximizing the facility's impact. Here are key principles to follow when developing strong partnerships:

- **Shared Goals and Outcomes:** Establish and document clear, measurable goals for each partnership. Partners should work together to identify key issues and plan services that contribute to achieving identified outcomes.
- **Regular Communication and Equity:** Partners should meet regularly to share progress, address challenges, and ensure a fair balance of contributions (both financial and in-kind). Costs and investments should be tracked transparently.
- **Partnership Agreements:** Formalize expectations and commitments with a working partnership agreement. Regularly review (at least annually) and update agreements as needed.
- **Designated Liaisons:** Assign dedicated liaisons from each partner organization to ensure smooth communication, planning, and execution of terms.
- **Continuous Improvement:** Regularly assess the effectiveness of each partnership and adjust as needed. Communicate partnership assessments to city leadership annually.

Exploring Partnership Opportunities

MCCC has a solid network of existing partners that could be beneficial to the MCCC. Here are the potential areas to explore for further collaboration:

1. **Operational Partners:** These partners provide essential support through in-kind labor, equipment, or materials. This could include facility maintenance assistance from community groups or facility management partnerships with other organizations.
2. **Vendor Partners:** Partner with vendors who can offer discounted services or equipment in exchange for brand recognition as a preferred supplier of the MCCC.
3. **Service Partners:** Collaborate with non-profits or friends' groups to expand program offerings, reach new audiences, and better serve the members, visitors, and community.
4. **Co-Branding Partners:** Partner with for-profit businesses for sponsorships, co-branded events or programs, or joint marketing campaigns. This provides mutual benefits: brand exposure for businesses and additional resources for the MCCC in promoting services.
5. **Resource Development Partners:** Work with fundraising organizations to leverage private donations, grants, and other funding sources to support community center initiatives. A Park Foundation would be a great partner to develop additional resources and funding.

Moving Forward

This provides a starting point for MCCC to develop a strategic approach to partnerships. By following these best practices and exploring the partnership opportunities as identified below, MCCC can strengthen its network and achieve even greater success for service delivery.