Town of Mansfield
Recreation Advisory Committee
Wednesday, July 27, 2022 – 7:00pm
Community Room
AGENDA

I. Call to Order
II. Approval of Minutes — from 4/28/2022 — attachment 1
III. Opportunity for the Public to Address the Committee
IV. Co-Sponsorship Update
V. Programs Update
VI. Old Business
   A. Parks
      1. Southeast Park/Mansfield Elementary School
      2. Bicentennial Pond Recreational Area
      3. Lions Club Park irrigation
   B. Capital Improvement Projects
      1. Master Plan and Financial Sustainability Plan
      2. Pickleball Courts
      3. MCC pool deck
      4. Sunny Acres basketball and tennis courts
   C. Lenard Hall
      1. Action plan update
   D. Budget/Financial
      1. Quarterly Comparative Statement — attachment 2
      2. FY 21-22 yearend report
   E. Community Center
      1. Member update — Information to be distributed at meeting
      2. MCC facility usage reports — Information to be distributed at meeting
      3. Preliminary Recommendations for FY 22-23 — attachment 3
      4. Landscaping
   F. Other Old Business

VII. Correspondence

VIII. New Business
   A. Full time staffing — Recreation Services Manager
   B. Part-time staffing — Jennifer Kaufman, Senior (Parks) Planner
   C. RAC meeting start time
   D. RAC membership
   E. Other new business

IX. Future Agendas (10/26/22)
(DRAFT) Meeting Minutes

ATTENDING: Sheldon Dyer, Howard Raphaelson, Ed Baxter, Darren Cook, Anna Knuttel
STAFF: Jay O’Keefe, Director of Parks and Recreation

I. Call to Order – 7:04pm by Chairman Dyer

II. Approval of Minutes – from 2/27/2022 – minutes approved

III. Opportunity for the Public to Address the Committee – none

IV. Co-Sponsorship Update – none

V. Old Business
   A. Programs
      1. Quarterly updates – J. O’Keefe reported that official third quarter financials have not been received from finance staff. He shared that the first two quarters were on target, slightly ahead of estimates for approved FY 21-22. However, he reported some anticipated concerns for quarter 3&4 given the prolonged impact of COVID-19 on membership, programming, attendance and revenues.
      2. Spring and summer programming seasons – J. O’Keefe stated planning for summer camps and programs continue to be a large focus for programming staff. Spring, while generally positive, appears to be below the anticipated FY 21-22 proposed budget completed in February of 2021. Largely, if not all shortages, are attributed to prolonged impact of COVID-19 on recreation programs. As feasible, staff continues to offer a mix of in-person, virtual, hybrid, and increased outdoor programming.

   B. Parks
      1. Southeast Park/Mansfield Elementary School building project – continues to have impact on Little League. Reports that delays in the fall opening of the new school may also delay field #3 rehabilitation.
      2. American Rescue Plan approved projects – J. O’Keefe distribute a list and reviewed approved P&R projects and funds and distribute a handout. A total of $889,500.00 was approved by Town Council. Three significant projects included a Financial Cost Recovery Study and Plan ($25,000), Parks and Recreation Mater Plan ($100,000), and $750,000 for priority park improvement projects as determined by the master plan.

   C. Capital Improvements Projects – J. O’Keefe reviewed the full list of approved P&R projects for FY 22-23 and provided a handout. This included improvements to facilities, parks and programming.

   D. Lenard Hall – J. O’Keefe expressed concerns with Lenard Hall recovery as the new facility was impacted just months after it successfully opened (November 2019) before COVID-19. Staff is offering in-person and virtual programming. An action plan has been developed to increase participation and revenue but has been hampered by several full-time and part-time staffing vacancies and getting key new full-time staff hires oriented and trained.

   E. Community Center
      1. Member update – J. O’Keefe shared recent information on membership numbers, attendance and trends.
2. **MCC Facility Usage Reports** – distributed
3. Recent promotions – **promotional material distributed**

**F. Budget/Financial**

1. **Proposed FY 22-23 Budget** – J. O'Keefe reviewed current FY and proposed FY budgets. Current and future challenges/concerns were discussed among members. Additionally, anticipated positives trends such as high percentage of residents having received COVID vaccinations, optional de-masking and the upcoming financial consultant study and recommendations.

**G. Other Old Business- none**

**VI. Correspondence**

A. **Pickleball courts** – J. O’Keefe shared that a private Mansfield donor approached the Town regarding constructing pickleball courts at no/little cost to the Town. J. O’Keefe and RAC members discussed the high interest in sport locally and nationally for many age groups. A location and additional details on the proposal were not yet determined.

**VII. New Business**

A. **Full time staffing** – Steven Capobianco was hired as new Recreation Coordinator to replace the Recreation Coordinator who did not successfully complete probation. After what will be nearly a two-year “freeze” on the vacant Assistant Director of Parks and Recreation, the position has been revised and structured as a Recreation Services Manager position. This position is similar to the ADPR position but with less full-time staff supervision, parks, trails and capital improvement project responsibilities. This position would focus heavily on leading general recreation program development and management, special events and assisting with community center and Lenard Hall operations. The position would also exercise supervision of all staff in the absence of the Director. If approved during the Town budget process, filling of the positon is expected to be completed early in the FY 22-23 cycle.

B. **Part-time staffing** – J. O’Keefe expressed continued concerns with recruitment, retention, and meeting the service needs of residents. One example expressed by J. O’Keefe is that lifeguard shortages are a local and national concern. Reportedly, some state and national aquatic programs have needed to reduce services or closed. Mansfield had a positive aquatic programming year to date but has had to respond creatively to fill positions for the summer.

C. Other new business

**VIII. Future Agendas (7/27/2022)**
Town of Mansfield  
Parks and Recreation  
Balance Sheet  
March 31, 2022  
(with comparative totals for March 31, 2021)

<table>
<thead>
<tr>
<th>Assets</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$ (35,359)</td>
<td>$ (286,057)</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>-</td>
<td>527</td>
</tr>
<tr>
<td>Total Assets</td>
<td>(35,359)</td>
<td>(285,530)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Fund Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
</tr>
<tr>
<td>Accrued Payroll</td>
</tr>
<tr>
<td>Accounts Payable</td>
</tr>
<tr>
<td>Total Liabilities</td>
</tr>
<tr>
<td>Fund Balance</td>
</tr>
<tr>
<td>Total Liabilities and Fund Balance</td>
</tr>
</tbody>
</table>
Town of Mansfield  
Parks and Recreation  
Comparative Statement of Revenues, Expenditures  
and Changes in Fund Balance  
March 31, 2022  
(with comparative totals for March 31, 2021)

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Budget 2021/22</th>
<th>2022</th>
<th>Percent of Adopted Budget</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Fees</td>
<td>$ 641,780</td>
<td>$ 342,733</td>
<td>53%</td>
<td>$ 241,330</td>
</tr>
<tr>
<td>Program Fees</td>
<td>743,905</td>
<td>490,216</td>
<td>66%</td>
<td>157,474</td>
</tr>
<tr>
<td>Fee Waivers</td>
<td>26,610</td>
<td>10,956</td>
<td>41%</td>
<td>1,843</td>
</tr>
<tr>
<td>Daily Admission Fees</td>
<td>35,200</td>
<td>33,590</td>
<td>95%</td>
<td>9,437</td>
</tr>
<tr>
<td>Rent - Facilities/Parties</td>
<td>36,260</td>
<td>9,062</td>
<td>25%</td>
<td>4,574</td>
</tr>
<tr>
<td>Employee Wellness</td>
<td>8,000</td>
<td>-</td>
<td>0%</td>
<td>-</td>
</tr>
<tr>
<td>Rent - E.O. Smith</td>
<td>18,000</td>
<td>8,400</td>
<td>47%</td>
<td>16,770</td>
</tr>
<tr>
<td>Charge for Services</td>
<td>10,000</td>
<td>-</td>
<td>0%</td>
<td>-</td>
</tr>
<tr>
<td>Contributions</td>
<td>8,750</td>
<td>9,443</td>
<td>108%</td>
<td>12,258</td>
</tr>
<tr>
<td>Sale of Merchandise</td>
<td>3,750</td>
<td>556</td>
<td>15%</td>
<td>352</td>
</tr>
<tr>
<td>Sale of Food</td>
<td>2,250</td>
<td>432</td>
<td>19%</td>
<td>227</td>
</tr>
<tr>
<td>Other</td>
<td>14,130</td>
<td>5,098</td>
<td>36%</td>
<td>2,216</td>
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<tr>
<td>Total Revenues</td>
<td>1,548,635</td>
<td>910,487</td>
<td>59%</td>
<td>446,482</td>
</tr>
</tbody>
</table>

| Operating Transfers                           |                |            |                           |            |
| General Fund - Recreation Administrative      | 565,040        | 458,123    | 81%                       | 423,773    |
| General Fund - Community Programs             |                |            |                           |            |
| General Fund - Bicent. Pond                   | 25,000         | -          | 0%                        | 18,750     |
| General Fund - Teen Center                    | 25,000         | -          | 0%                        | 18,750     |
| Total Operating Transfers                     | 615,040        | 458,123    | 74%                       | 461,273    |
| Total Rev & Oper Transfers                    | 2,163,675      | 1,368,609  | 63%                       | 907,754    |

| Expenditures                                  |                |            |                           |            |
| Salaries & Wages                              | 1,236,890      | 796,350    | 64%                       | 756,087    |
| Benefits                                      | 313,180        | 211,141    | 67%                       | 207,074    |
| Professional & Technical                      | 185,570        | 80,536     | 43%                       | 43,227     |
| Purchased Property Services                   | 12,500         | 5,964      | 48%                       | 2,350      |
| Repairs & Maintenance                         | 40,680         | 25,064     | 62%                       | 26,825     |
| Rentals                                       | 6,700          | 2,883      | 43%                       | -          |
| Other Purchased Services                      | 263,450        | 176,273    | 67%                       | 163,506    |
| Other Supplies                                | 59,760         | 12,593     | 21%                       | 3,760      |
| Energy                                        | 141,600        | 106,200    | 75%                       | 106,200    |
| Building Supplies                             | 8,760          | 4,203      | 48%                       | 4,531      |
| Recreation Supplies                           | 33,540         | 6,558      | 20%                       | 6,089      |
| Equipment                                     | 55,350         | 16,939     | 31%                       | 19,523     |
| COVID-19 Expense                              | 1,800          | 2,700      | 150%                      | 5,864      |
| Total Expenditures                            | 2,359,780      | 1,447,404  | 61%                       | 1,345,035  |
| Excess (Deficiency) of Revenues               | (196,105)      | (78,795)   | (437,281)                 |            |
| Fund Balance, July 1                           | 4,376          | 4,376      | 125,223                   |            |
| Fund Balance, Mar. 31                          | $ (191,729)    | $ (74,419) | $ (312,058)               |            |

14
Preliminary Recommendations
To Increase Mansfield Community Center Membership and Revenue

July 2022
Preliminary Recommendations to Increase Mansfield Community Center Membership and Revenue

The objective of this evaluation was to review current Mansfield Community Center (MCC) membership, related revenue-producing performance and identify preliminary recommendations toward meeting the Parks and Recreation Fund 22/23 fiscal year goals. The review included a general analysis of MCC membership numbers, revenues, expenses, marketing, facility conditions, and amenities. Although a more comprehensive financial consultant study is anticipated to be completed by December 2022, staff feel that several initial steps should be taken to progress toward budget goals. The identified recommendations are considered practical without precluding the conclusions of the pending financial sustainability plan.

Strengths

- MCC opened in November of 2003 and is quickly approaching its 20th year (November 2023). MCC has been a critical town resource and community pride for promoting residents' health, socialization, and inclusion. Financial investment in the center has provided a well-maintained facility and offered the Mansfield community a high-quality facility often reserved for larger towns.

- MCC has a long history of providing high-quality services, programs, and special events. Unlike fitness chain businesses, the MCC sets itself apart by positioning itself as a community gathering place for all ages. It provides a wide range of opportunities for residents of all abilities and high-quality customer service to enrich their physical and emotional quality of life.

- MCC marketing has produced a positively recognized image and is considered a leader in health and fitness.

- The two years before the COVID-19 pandemic (2018, 2019), the Community Center average membership total was *2,775, with a total average of *4,972 members. MCC generated an average of $814,800 annually during these two years.

- The average member attendance in the two years before the COVID-19 pandemic was approximately 169,100, and the average total number of visitors was 210,100.

- Although MCC closed for over three months due to the State of Connecticut pandemic mandate in 2020, MCC reopened in late June 2020 and provided valuable physical and mental health resources to residents throughout the pandemic. In addition, staff implemented many challenging expense reductions and operational modifications to balance service needs with fiscal accountability.

- Overall, customer service is a positive asset, with an emphasis on providing staff with solid customer service training, creating a culture of teamwork, and working to deliver a positive customer experience.
An RFP to retain the services of an independent financial consultant to study parks and recreation services and make recommendations to assist staff in creating a financial sustainability plan is in draft form. The study is anticipated to be completed by December 2022 and should provide guidelines for developing future operational Parks and Recreation Department budgets.

*Membership numbers in 2021 included 706 "inactive Silver Sneaker memberships. Staff has since removed any Silver Sneaker members that have not visited the MCC at least once in the past two years.*

**Positive Membership Trends since the Pandemic**

- The comparison of 2021 to 2022 membership activity indicates that there has been an increase of approximately 50% in daily attendance.

- The comparison of FY 2021 and the estimated FY 2022 membership revenue indicates approximately a 23% increase.

- Taking into consideration Silver Sneaker cancelations due to inactivity, the annual average membership change from 2021 to 2022 is +10%.

- Program revenue growth associated with fitness and aquatic programs at MCC shows an estimated 119% increase from FY 2020/21 to FY 2021/22.

- The emergence and development of virtual and hybrid programming have expanded opportunities to retain and engage more people in fitness classes.

- Ability to adapt and respond to member needs more nimbly and efficiently.

- Non-member daily admission has been strong.

**Current Membership Challenges**

- **COVID-19** – It is no secret that the pandemic negatively affected the Community Center and the Parks and Recreation Fund due to canceled memberships, membership freezes, minimal new memberships, and decreased (fitness) program registration and revenue. The primary challenges in the 22-23 fiscal year are rapidly growing membership and revenues.

- **Memberships Numbers and Revenue** – As of June of 2022, membership revenue is 48% below the pre-pandemic two-year average and 32% fewer members.

Households with children under 18 and adults ages 25-50 have been the slowest to rebound in "post-pandemic" months. Both groups are approximately 45% lower than in pre-pandemic years. Prior to the pandemic MCC was already experiencing a decline in family and 25-50 year old individual memberships.
Insurance Supported Memberships- Silver Sneakers and other insurance-supported memberships, such as Renew/Active, benefit some community members 62 and older. This membership type provides an opportunity for valuable health and wellness services for qualified seniors. However, over the past 4-5 years, as insurance-supported memberships have been further embraced by insurance providers, including the State of Connecticut retiree insurance plan in 2018, this membership type has since risen significantly. Over the last six months, the combination of Silver Sneakers and Renew/Active memberships make up approximately 65% of the total MCC membership, 40% are Silver Sneakers. The subsidized insurance membership reimbursed from Silver Sneakers is approximately 25% of a full paying membership and Renew/Active is approximately 55%.

Increased Competition – Since the opening of the Mansfield Community Center, area competition has risen significantly. Most notably was the opening of two fitness chains (Cardio Express and Planet Fitness), Eastbrook Fitness, Crossroads Fitness, and the new UConn Recreation Center. Additionally, facilities more closely resembling the Mansfield Community Center include Star Hill and Windham Community Center. The YMCA in Ellington and Putnam attract the outer edges of our market area towns opened after the building of MCC.

Connecticut Minimum Wage Increases- An increase of over 48% during a six-year period, and a cascading effect on other part-time wage increases, have significantly impacted the budget. While many other operational expenses have increased, passing along minimum wage increases to consumers continues to be a significant concern.

Full-time Employee Wages and Benefits - Contracted obligations for full-time employees continue to show modest increases in MERS and health insurance, which also need to be absorbed within the budget.

Current Health of the Economy - It is well-known that current inflation and increased fixed living expenses for families and individuals are forcing many to face difficult choices with their discretionary income. While residents value health, fitness, and community engagement, many are carefully evaluating various indoor and outdoor options to meet their needs.

Facility Conditions- As the Community Center approaches its 20th anniversary in 2023, it continues to be well maintained. At the same time, there is a need to provide capital improvements for purchasing up-to-date fitness equipment and investing in new equipment and amenities to attract and retain young families and adults. Additionally, it will be necessary to closely evaluate any changes to facility hours to control expenses while balancing the needs and motivating factors in attracting and retaining customers. Finally, the center fitness equipment and programming square footage are undersized, especially in the post-pandemic world.
Preliminary Recommendations to
Increase MCC Membership and Revenue

Several ongoing strategies are actively in place to address 2022-2023 membership goals, such as; a review of monthly key performance indicators, promotions, retention and referral programs, programming, business partnerships, and good customer service. The proposed preliminary recommendations are strategies to address the current membership and related deficit as we await further study and guidance from the pending outside financial consultant group.

1. Discontinue annual membership commitments for new members
2. Expand the Student Membership option to include/ rename "14-26 Membership"
3. Simplify membership-joining options
4. Invest in new programs, equipment and amenities to attract families and adults
5. Revise the Member Reward program
6. Revise the membership freeze policy
7. Renegotiate the Silver Sneakers contract and increase participation
8. Provide bi-monthly themed open house events
9. Host at least one regional fitness/health special event per quarter
10. Increase investment in marketing to retain existing members, attract new members, and increase member referrals and business partnerships
11. Pursue grants for health and fitness
12. Explore private funding to support scholarships and capital improvements
13. Explore revising the Town Fee Waiver Program to be more inclusive of memberships
14. Explore using MCC space for Mansfield Senior Center needs
15. Strategically plan for equipment and facility space improvements
16. Explore after-hour rentals by private user groups
17. Explore two-tiered membership options

Descriptions of Recommendations

Discontinue Annual Membership Commitments for New Members
One step towards reducing "post-pandemic" and current economic barriers for families and individuals are to discontinue the current annual membership contract requirement. This would allow for a month-to-month option for new members and provide a more attractive and flexible opportunity to engage potential customers. In turn, one-month and three-month options would be discontinued. Fitness centers, community centers, and YMCAs commonly offer no annual contract obligations. While there may be some inherent risk, the positive is an anticipated increase in new memberships by eliminating the need for a potential member to make a full-year commitment or pay a significantly higher price for one-month or three-month options. MCC annual memberships are already month-month after the first year. A joining/rejoining fee would be firmly enforced to discourage members from canceling memberships. This option would assist in the facilitation of simplifying current member options to improve marketing and sales effectiveness.

Approximately 47% of new annual members pay in full for the year, and 53% pay monthly. Both require an initial one-year commitment.
An annual contract commitment would be maintained as an option for members with a reduced rate benefit for paying for the full year in advance.

**Expand the Student Membership Option to Include/Rename “14-26 Membership”**

MCC currently offers a Student Membership to any high school or college student. The current economic slump affects this group of individuals, regardless of student classification or young working professionals. The recommendation is to extend the student offer to include 14-25-year-old individuals. Additionally, to further attract young teens and adults, a proposed promotional discounted rate is marketed as a means of supporting our young individual's health during challenging economic times. The special discount would remain in place until the economic outlook is significantly improved (6-12 months). The monthly membership cost would also decrease from $25.00 per month to $19.00 per month during this period. This promotion would allow those in this age group to join for $1.00 (first month) and reduce the $35.00 joining fee to $15.00.

As of July 1, 2022, there are 39 student memberships.

**Simplify Membership Joining Options**

Currently, the Community Center offers 30 buying options that must be effectively marketed to potential members. In brief, these include 1-month, 3-month, and annual membership commitments. There are four member type categories and three residency categories. The recommendation is to discontinue or modify the following:

- 1-month memberships
- 3-month memberships
- Adult-child membership

*Explore renegotiating the Region #19/E.O. Smith High School “Agreement for the Conveyance of Real Property’ of April 2002. Specifically, the Ashford/Willington membership discount.*

**Invest in New Programs, Equipment and Amenities to Attract Families and Adults**

It is critical that a focus is on growing young family and adult membership types. This includes investing in time in programming, equipment and amenities. The 2022-23 CIP approved $25,000 for MCC equipment purchasing towards beginning to address this need.

**Revise the Member Reward Program**

The Community Center has a long history of member retaining efforts. One program is the Member Reward program, structured to reward members for being active participants at the Community Center.

Approximately $131,000 is the current member reward program liability, although only $69,000 of this amount is for existing members. In addition, because MCC only has one membership tier, Silver Sneaker members are eligible for Member Reward Points.

The recommendation is to revise the existing Member Reward Program to provide increased rewards for referring friends, attending select special events, purchasing personal training, and a reduced number of points for visiting the center. Also, member reward points could
not be used towards monthly membership dues. Exploring cross-marketing with local businesses will also be considered.

It will be important to consider "grandfathering" existing members' points under the current system and further assess what changes to implement and at what pace.

**Revise the Membership Freeze Policy**
Currently, members are allowed to freeze their membership twice per year for up to 3 months each or a total of 6 months. The revision would only permit one annual freeze for up to 3 months. Shorter durations cannot be combined during the year. There is no cost to the member to freeze a membership.

**Renegotiate the Silver Sneakers Contract and Increase Participation**
Annual negotiations are permitted 120 days before annual contract renewal (December). The reimbursement rate for Silver Sneakers' daily attendance and other contract agreements has remained flat since 2014, while MCC service costs has increased. Staff will engage in negotiation discussions in July-August with Tivity, the third-party, program management provider of Silver Sneakers.

Additionally, staff has actively made efforts to increase Silver Sneaker participation. Although understandably with limited results during the pandemic, increased focus has renewed in the post-pandemic period. Staff will continue to encourage Silver Sneaker members to attend MCC more frequently as highlighted in the most recent Silver Sneakers Membership Update document of December 2021.

**Provide Bi-monthly Themed Open House Events**
The Community Center has a long history of open house events in January to attract new customers. The plan would be to increase the number of free open house events to include engaging themed events targeted at select user groups at least once per quarter.

**Host at Least One Regional Fitness/Health Special Event per Quarter**
The Community Center has offered events for community education and marketing. The plan would be to increase the number of health and fitness events at the Community Center to attract targeted user groups more strategically, at least once per quarter.

**Increase Marketing Investments to Focus on Retaining Existing Members, Attracting New Members, Increasing Referrals and Business Partnerships**
The Community Center has consistently focused on membership retention and referrals. During the pandemic, less promotional funds were spent on these efforts as new memberships were determined to be greatly limited by the impacts of COVID-19. Staff increased financial investments as it entered the local and region “post-pandemic” period, and increased resources are planned for marketing and promotions over the fiscal year. A particular focus will also include attracting young families and adults, exploring medical referrals from local health providers, and keeping alert to new housing developments and other new business opportunities in the area.
Pursue Grants for Health and Fitness
Research and pursue local, state and national individual and collaborative grants for improving facilities and obtaining other funding to support the health and fitness of residents.

Explore Private Funding to Support Scholarships and Capital Improvements
The ability to attract private individual and business funding requires careful consideration, planning, and promotion to attract and motivate investors. Exploring the creation of such programs can be a feasible resource of offsetting unrealized membership revenues for low-income groups and fully or partially funding capital improvements to meet modern-day MCC needs.

Explore Revising the Town Fee Waiver Program to be More Inclusive of Memberships
Recent revisions to the Town Fee Waiver program included a lower cap on annual subsidized funds for residents. Exploring the ability of the general fund to permit covering the cost of an MCC membership using the same percentage (50% and 75%) but without counting towards the annual household cap may yield additional memberships and revenue for the Parks and Recreation Fund.

Explore Using MCC Space for Mansfield Senior Center Needs
MCC multi-purpose rooms have minimal use during the daytime weekday hours and could be utilized for limited Senior Center programming or special events. In addition to potentially broadening senior programming, there is crossover-marketing benefits for both MCC and the Senior Center. If deemed a need, increased “community use reimbursement fees” may be a result.

Strategically Plan for Equipment and Facility Space Improvements
Early in the MCC building project, fitness area space was reduced throughout the facility due to construction overruns. As a result, a 2005 referendum was held on bonding 1 million dollars to construct additional space over the MCC sitting room and teen center. While 54% of voters favored the investment, the total votes did not meet the Town Charter’s 15% voter turnout to approve the project.

This history, functional training fitness trends, and the post-pandemic desire for increased personal space have again highlighted the need to create more fitness space. Increased space would attract and retain membership to meet financial objectives. At the forefront is the need for functional training and personal training space. While both would attract a wide range of age groups, these areas are widely used in the private facility areas by 18-60-year-olds.

A carefully crafted capital or legacy campaign may attract individuals motivated to invest in the MCC. A short-term alternative is to consider a smaller campaign to add a portion of functional training components to the fitness floor by removing outdated or low-use equipment. Additionally, consideration to covert the MCC arts and crafts room to a dedicated functional fitness room may be a solution but requires further research and discussion.

During the pandemic, the annual replacement of select cardio machines was placed on hold as currently replacement of fitness equipment must primarily be funded by the Capital Improvement Program. The MCC cardio machines are on borrowed time, and not keeping
pace with modern equipment purchases makes it more challenging to attract new customers and retain existing members. Finally, about 90% of the strength equipment is original. A plan for a phased-in replacement is needed over the next few years. Perhaps November of 2023, the MCC's 20th birthday, would be an appropriate time to be updating strength equipment. If so, strategies could occur as part of the pending Master Planning process.

Explore After-Hour Rentals by Private User Group Groups
Community Centers hours have been adjusted over the past two years. As weekend closing times may create opportunities for private rentals such as athletic teams and civic groups, Community Center should explore actively promoting the option for short-term and annual rentals to local organizations and create an after-hours rates sheet.

Explore Two-tiered Membership Options
Participation in group fitness classes for members requires enrollment with a fee or purchase of a Fitness Flex drop-in pass. Many for-profit facilities include all or a portion of their group exercise classes in their membership options. The existing MCC structure can complicate comparisons for potential members during the sales process. In addition, current MCC options may negatively affect revenues, as the "pay as you go" approach can be a disincentive to joining the center. Exploring pros/cons of tiered membership options to determine if a more profitable approach would be to offer two tiers or simplify membership options to include fitness classes. For example, tier one would be a basic membership, the same as the current membership, with general access to all MCC facilities. A second tier would include access to fitness classes and other benefits as additional services in this membership type.