

Madras Area Recreation Program Needs Assessment

Final Report

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EXECUTIVE SUMMARY

This report presents the results of a community recreation needs assessment for the Madras Area. The Community Planning Workshop (CPW) worked with Madras Aquatic Center (MAC) staff and a group of local stakeholders to identify expanded program options and to develop a financial assessment of providing expanded programs through the MAC. The analysis evaluated a broad spectrum organized recreation activities that could be provided or expanded in Madras. The assessment includes recommendations and outlines implementation strategies.

Background

The Madras Aquatic Center (MAC) is a multi-purpose aquatic facility that serves the greater Madras region. Although MAC's primary facility is the aquatic center, MAC is governed through a special district that was established as a parks and recreation district. MAC staff and other local stakeholders are exploring the feasibility of expanding the MAC district's scope to include enhanced recreational programming. Using funds from a Bean Foundation grant, MAC contracted the Community Planning Workshop (CPW) to assist the technical aspects of the needs assessment.

The purpose of this project is to analyze recreation needs within the greater Madras area. The project takes a broad view of recreation and includes an assessment of a range of programs that target groups from youth to seniors. The intent of the assessment is to determine: (1) community demand for recreational programs (often called a needs analysis), and (2) the financial feasibility of providing those programs.

The analysis in this report builds from review of secondary data sources, personal interviews, a stakeholder survey, a household survey, and several meetings with community stakeholders. A list of individuals interviewed is presented in Appendix A. The survey methods are presented in Appendix B.

Key Findings

This section presents a summary of key findings from CPW's research. It is organized around topical areas and builds from information gathered through interviews, the stakeholder analysis, and the household survey.

Recreation needs

The results of the Madras area recreation demand assessment suggest an optimistic future for recreation in Madras. Generally, the population is both aging and diversifying, and recreation is highly valued.

- The population in Madras is expected to grow: the projected growth for Madras' population suggests that there is going to be an increased demand for recreation services.

- The population is becoming increasingly diverse: as Madras becomes more diverse—along ethnic, racial, and age lines—there will be increased demand for a variety of recreation opportunities that reflect the demographic shift.
- Fewer Oregon youth learning outdoor skills: this statewide trend suggests that there may be opportunities for new recreation and leisure programs for youths that are not sports related.
- Residents who responded to the survey say that sports or recreation are important: based on the survey, there is strong support for recreation in the area.
- Residents also value having recreation opportunities available near their home: suggests that increased recreational opportunities hosted by MAC either at the Aquatic Center or in city parks.
- Residents' state that existing sports leagues meet some, but not all of their needs: while there are already sporting leagues in Madras, these leagues fall short of meeting all the demand, meaning that there is an opportunity for growth.

Issues

- Lack of awareness of existing programs: Though there are a number of recreation activities currently offered in Madras, many in the community are not aware that these programs exist. Lack of awareness is an obstacle to expanding participation in recreation programming.
- Cost may be prohibitive for some households: The cost of programming can be a burden for some members of the community. Lack of payment options may exclude portions of the population from participating in recreation programming.
- Transportation is a barrier for some households: Participating in recreation may be difficult for people that do not have regular access to transportation. This particularly impacts children and the elderly.
- Language is a barrier for some households: Lack of bi-lingual publicity and registration materials prevent some members of the community from feeling welcomed at recreation events and programming.
- MAC finances limit current expansion opportunities: The district's reliance on grant and tax base funding is a concern.
- Perceived lack of leadership: The perception that MAC's historic financial struggles are the result of poor leadership will be an obstacle to future growth.

Opportunities

- Consolidated programming may provide efficiencies: There is a desire to institutionalize and consolidate some programming, but also to consolidate the marketing and outreach for the variety of recreation programs that currently exist in Madras.
- Partnerships can leverage limited resources: Teaming with other organizations and recreation service providers in Madras, MAC can leverage the strength of existing groups to increase the number of recreation opportunities.
- Desire for community activities: There is a strong desire for community wide events that are family friendly. Interest does not specify specific events

Recommendations

The information CPW gathered identified unmet recreation needs—and suggest community support for expanded recreation programs. Nearly 70% of respondents support expanded recreation and leisure programs provided through the MAC, and 65% of respondents would attend an annual community-based event. Moreover, the results suggest desire for a range of programs—from those that target seniors to youth sports leagues.

Table S-1: Willingness to pay for new or expanded programs

Response	Number	Percent
Yes	82	55%
How much?		
\$1-\$25	41	50%
\$26-\$50	23	28%
\$51-\$75	7	9%
\$75 or more	11	13%
No	58	39%
Willing to pay for specific Programs?		
Yes	22	38%
No	24	41%
Maybe	1	2%
No Response	11	19%
Maybe	10	7%

While the results of CPW’s research suggest both unmet needs and community support, we advise MAC proceed cautiously in any effort to expand programming. To that end, our recommendations are based on the following principles:

1. Work within the boundaries of MAC’s expertise and experience.
2. Be deliberate—avoid expanding too quickly
3. Partner wherever possible; do not offer competing programs

4. Focus on programs that reinforce MAC's mission
5. Do not exceed administrative capacity

In short, MAC should focus on short-term successes that will lead to long-term stability.

Implementation Steps

Implementation strategies are organized by category to give MAC flexibility to respond to changing needs and expectations. The strategies can be initiated in any order.

Strategy 1: Stabilize funding

- Action 1.1: Ballot initiative
- Action 1.2: Pursue grant funding
- Action 1.3: Pursue private donations

Strategy 2: Expand sports programs

- Action 2.1: Establish a sports league working group
- Action 2.2: Evaluate new leagues

Strategy 3: Expand recreation & leisure programs

- Action 3.1: Increase use of mac facilities
- Action 3.2: Continue to create small pilot programs to test public interest

Strategy 4: Intentional communications and outreach

- Action 4.1: Maintain relationships with existing media partners
- Action 4.2: Develop new relationships with Spanish language media

Strategy 5: Develop Partners

- Action 5.1: Identify possible partners
- Action 5.2: Work with partners to understand barriers to participation

Strategy 6: Monitor Progress

- Action 6.1: Regularly monitor program impact and usage

CHAPTER I: INTRODUCTION

This report presents the results of a community recreation needs assessment for the Madras Area. CPW worked with a group of stakeholders to identify a preferred program option and to develop a financial assessment of the preferred alternative. The analysis evaluated a broad spectrum organized recreation activities that could be provided or expanded in Madras. Finally, the assessment includes a set of recommended implementation steps.

Background

The Madras Aquatic Center (MAC) is a multi-purpose aquatic facility that serves the greater Madras region. The Center is governed through a special district that was initially established as a parks and recreation district. MAC staff and other local stakeholders are exploring the feasibility of expanding the MAC district's scope to include enhanced recreational programming.

A number of different groups are currently involved in providing recreational services to the community. This includes MAC, the City, the School District, and a number of community groups. Key issues include funding, governance, coordination, facility use, and others. Because of the complexities involved in addressing these issues, the feasibility study will need to include a stakeholder process that involves all of the interested parties.

Using funds from a Bean Foundation grant, MAC contracted the Community Planning Workshop (CPW)—a program in the Community Service Center at the University of Oregon—to assist the technical aspects of the needs assessment. This report presents the results of CPW's study.

Purpose and Methods

The purpose of this project is to explore recreation needs within the greater Madras area. The project takes a broad view of recreation and includes an assessment of a range of programs that target groups from youth to seniors. The intent of the assessment is to determine: (1) community demand for recreational programs (often called a needs analysis); and (2) the financial feasibility of providing those programs.

The project began with a review of the Madras Parks Master Plan and other relevant documents. The project includes three components:

- **Community Recreation Needs Assessment** – This component included a review of socio-economic and recreational trend data, a community survey, and focus group meetings.

- **Recreation Stakeholder Analysis** – This component included a series of meetings and other data collection activities (i.e., online surveys) of key stakeholders.
- **Feasibility Analysis and Action Plan** – This component included analysis of the type of programming the community wants, the cost of the program, and what that would imply for district funding. CPW will also draft an implementation plan.

The analysis in this report builds from review of secondary data sources, personal interviews, a stakeholder survey, a household survey, and several meetings with community stakeholders. A list of individuals interviewed is presented in Appendix A. The survey methods are presented in Appendix B.

Organization of this Report

The remainder of this report is organized as follows:

- **Chapter 2: Stakeholder Assessment** includes a description of the various stakeholder groups, a discussion of issues and opportunities identified by the stakeholders, and a summary of key findings.
- **Chapter 3: Madras Area Recreation Demand Assessment** presents the results of our recreation needs assessment for the Madras Area. It begins with a demographic profile, and then provides an overview of state and local sports participation trends. The final section present results from the household survey related to demand for recreation programs in the Madras area.
- **Chapter 4: Potential Programming Options** outlines key principles for expanded activities through MAC and describes elements of an expanded recreation program offered through MAC.
- **Chapter 5: Feasibility Assessment** presents our assessment using three key criteria: administrative capacity, financial analysis, and political analysis. The financial analysis will combine the results of our demand assessment with an evaluation of the costs and revenues related to running desired programs.
- **Chapter 6: Recommended Implementation Strategies** presents a series of recommended steps that MAC and its community partners can implement to achieve the community vision and meet unmet recreation needs.

This study also contains the following appendices:

- **Appendix A: List of Persons Interviewed** presents a list of persons CPW interviewed for this project

- **Appendix B: Results of the Online Survey** presents results from the online stakeholder survey
- **Appendix C: Results of the Household Survey** presents detailed results from the household survey.
- **Appendix D: Transcript of Written Survey Comments** presents a transcript of comments provided by respondents to the household survey.

CHAPTER 2: STAKEHOLDER ANALYSIS

This chapter presents an analysis of stakeholder perceptions of current recreation programs and needs for the Madras area. The purpose of the stakeholder analysis was to better understand what programs are currently offered, perceptions of individuals involved in delivery of recreation services, identification of unmet recreation needs in the community, and potential programs that could better meet community needs. The analysis begins by identifying key stakeholder groups, then includes a discussion of issues and opportunities identified by the stakeholders, and concludes a summary of key findings.

Description of Key Stakeholders

CPW interviewed two categories of stakeholders for this analysis. The first category is stakeholders that are community members that are knowledgeable about Madras and are community leaders. This category of stakeholder includes City staff, individuals that work with children and seniors, the school district, and others. The second type of stakeholder includes individuals that run or operate an athletic league in the community.

To gather information from stakeholders, CPW administered an online survey, conducted a series of phone interviews, and hosted a stakeholder work session. The results of these outreach strategies are summarized in the remainder of this chapter. A list of individuals interviewed for this project is included in Appendix A; the results of the online stakeholder survey are presented in Appendix B.

Issues and Opportunities

A key objective of the stakeholder analysis was to identify issues and opportunities related to recreation needs. Following is a discussion of the major issues and opportunities identified by CPW. These issues and opportunities include: inclusiveness, marketing, program consolidation, partners, and community activities.

Inclusiveness

The Madras area is relatively diverse compared to the rest of the state. Though a variety of recreation activities are offered in the area, stakeholders expressed concern that the programs offered in and around Madras are not inclusive enough. Stakeholders identified three specific issues: age, income, and transportation.

AGE

SENIORS

Stakeholders identified several issues related to seniors and access to recreation programs. One stakeholder suggested that seniors were not

taking advantage of recreation programs stating that though there are some recreation opportunities, “seniors aren’t taking advantage of them. It is easier for them to go home and watch TV,” than participate in social recreation events. Another suggested that many seniors are unaware of the programs that are offered.

Some stakeholders identified access for individuals with mobility limitations as an issue. ADA compliance was identified as a potential barrier for senior events held at locations other than the Senior Center.

ADULTS

Stakeholders indicate that there is a need for more adult programs. In particular, there is a desire for adult sports leagues, like soccer.

YOUTH

While stakeholders agree that there is plenty of sporting opportunities for kids in the Madras area, several note that there are not enough non-athletic activities for youth that are not interested in sports. One survey respondent suggested that arts and other activities could be offered, “after school and go into the evening.”

LOW INCOME

There is a common concern among some stakeholders that the cost of recreation in Madras may be too expensive for the district’s lower income residents. Participation in youth leagues, after school programming, and recreation events like yoga and dance classes were all cited as being potentially too expensive for some residents. Others voiced concerns about senior programming costing too much for seniors living on fixed incomes.

One stakeholder suggested that there was a dance studio in town that offered grants to help cover the cost of classes for low income residents. Another stakeholder, who operates a youth league, mentioned that his league has never turned away families that couldn’t afford the fee.

TRANSPORTATION

Stakeholders expressed concerns that some community members cannot access recreation programs and facilities due to lack of transportation. This is most directly related to income, but timing of programs can also be a barrier in households with working parents—particularly for after school programs. One stakeholder stated: “Finances and transportation are most pressing.”

One interviewee suggested that recreation providers partner with East Cascade Transit to make events more accessible, while another suggested that opening a recreation facility on the west side of town might make it easier for more people to participate in recreation events.

RACE / ETHNICITY

One opportunity consistently cited by stakeholders is the opportunity to include more of Madras' diverse community into recreation programs.

To increase participation from Latinos and other groups, one stakeholder suggested making a more concerted effort to make all documentation and marketing multilingual because, "it is important to make it known that everyone is welcome." Another stakeholder suggested that increasing the diversity of recreation staff would, "go a long way towards increasing diverse acceptance of recreational programs."

Marketing

In both surveys and interviews, stakeholders consistently mentioned that marketing was a concern. Some stakeholders found it difficult to identify the recreation opportunities in Madras because they did not know where to find information about programs. A number of stakeholders also mentioned concerns about MAC's finances, and a lack transparency for the aquatic center continues to operate.

PROGRAMMATIC MARKETING

Almost all stakeholders mentioned that it was difficult to identify recreation opportunities in Madras. Most recreation programs in Madras rely on word of mouth for advertising. This decentralized approach, compounded by the number of different recreation providers makes it difficult to get the word out and ensure that individuals are aware of programmatic offerings. This was summarized by an interviewee who said, "One of the biggest problems with existing programs is that there just isn't a general awareness of what is being offered, to whom, and where."

In another interview, one stakeholder mentioned that it is hard to expand participation in recreation events because there is a, "lack of community knowledge." The stakeholder went on to say that, "on the surface it seems that we don't have anything."

MAC FINANCES

Lack of adequate funding for the MAC is seen as a barrier by many stakeholders. One stakeholder characterized the sentiment in the community that wonders, "how can MAC afford to expand programming, when they struggling to keep the MAC open?" In the survey, another stakeholder was blunter, suggesting that MAC shows a, "lack of administrative capacity and leadership."

One stakeholder recognized that, "sooner than later MAC is going to need to engage the taxpayers." Though, as another stakeholder mentioned, "public perception is a challenge for MAC, especially regarding their finances." A third stakeholder suggested that MAC, "address these economic factors," when explaining how it is expanding programs.

Consolidate Recreation Programming

In both interviews and the survey, stakeholders consistently mentioned that a lack of consolidated recreation programming in Madras was a problem. As mentioned above, not only does having a number of operators make it difficult to market recreation, but it also makes registration challenging, the quality of programming inconsistent, and overall operations inefficient.

In listing a number of challenges with decentralized recreation providers, one interviewee mentioned that, currently, there is no single, “physical place to go or point person to sign up with.” This is particularly challenging for families who have multiple children participating in different sports.

One interviewee mentioned that since, “individuals [are] in charge of leagues, there is no transference of institutional knowledge.” Historically, this means that when a league operator decides to retire, the quality of the programming suffers as a result.

In the survey, some respondents noted that it would be helpful to have a staff at a central organization that work consistent hours on recreation programming. This would help with the, “consistency and coordination for programs and corresponding agreements,” resulting in more efficient operations.

Consolidated programming would also make it easier to coordinate volunteer and fundraising efforts, and make to generate more public awareness.

Partnerships

In both the interview and surveys, there was a wide recognition from stakeholders that MAC shouldn't take on too much, and that partnerships offer an opportunity for MAC to leverage its resources to improve recreation throughout Madras.

One interviewee mentioned that a long-term goal for MAC should be to start forming a “collaboration between community groups and organizations.” In doing this, another interviewee cautioned that partnerships are “a delicate dance,” and that MAC needs to be careful not to, “step on other organization's toes.”

Several interviewees mentioned that the new Madras location of the Central Oregon Community College (COCC) provides an excellent opportunity for partnerships. One mentioned that the COCC can bring resources to the table, especially when it comes to recreational programming for adults. In another interview, a stakeholder mentioned that, “COCC is willing to partner.” They went further to say that the only challenge is, “identifying the need and developing a class to address that need.”

In another interview, a stakeholder mentioned that a partnership with the Jefferson County School District might help to reopen, “mothballed schools,” for recreation purposes. Madras Union High School was mentioned by a few, as a location that is centrally located and currently unused. A facility on that side of town would make it possible to, “better serve a low income population.”

Community Activities

The survey and interviews also indicated that there is interest in Madras for more community wide activities. Most state that these activities should be for the whole family and inclusive to the whole Madras community.

Some have suggested that these community events be cultural in nature, while others suggest that the center of these events should be sporting tournaments. Several stakeholders mentioned that a MAC hosted community event should draw people from outside the region to spend money in Madras.

Although there was widespread interest in MAC hosting community events in the area,

Key Findings

Based on this stakeholder outreach, CPW has identified a number of issues and opportunities that impact MAC.

Issues

- Awareness of programs: Though there are a number of recreation activities currently offered in Madras, many in the community are not aware that these programs exist. Lack of awareness is an obstacle to expanding participation in recreation programming.
- Cost: The cost of programming can be a burden for some members of the community. Lack of payment options may exclude portions of the population from participating in recreation programming.
- Transportation: Participating in recreation may be difficult for people that do not have regular access to transportation. This particularly impacts children and the elderly.
- Language: Lack of bi-lingual publicity and registration materials prevent some members of the community from feeling welcomed at recreation events and programming.
- MAC finances: The district’s reliance on grant and tax base funding is a concern.

- Perceived lack of leadership: The perception that MAC's historic financial struggles are the result of poor leadership will be an obstacle to future growth.

Opportunities

- Consolidate programming: There is a desire to institutionalize and consolidate some programming, but also to consolidate the marketing and outreach for the variety of recreation programs that currently exist in Madras.
- Partnerships: Teaming with other organizations and recreation service providers in Madras, MAC can leverage the strength of existing groups to increase the number of recreation opportunities.
- Community Activities: There is a strong desire for community wide events that are family friendly. Interest does not specify specific events

CHAPTER 3: MADRAS AREA RECREATION

DEMAND ASSESSMENT

This chapter presents the results of CPW's recreation needs assessment for the Madras Area. It will begin with a demographic profile. The second section will be an overview of state and local sports participation trends. The final section will present CPW assessment of demand for recreation programs in the Madras area.

This chapter primarily addresses results from Task 3 of our work program: collect and evaluate data describing recreation program demand.

Madras Area Demographic Profile

Trends in population changes and the distributions of age and ethnicity are all critical factors in understanding a community's composition.

Population Growth

As of 2010, an estimated 6,050 people lived in Madras. City residents comprise of nearly 28% of the Jefferson County's population, most of who live in unincorporated areas surrounding Culver, Madras, and Metolius.¹

The population of Madras increased 19% between 2000 and 2010, which is more than Jefferson County (14%), and is greater than Oregon as a whole (12%). Madras experienced significant growth from 2005 to 2006 and from 2006 to 2007, with both years reaching growth rates of 8%.² Since 2008, the trend reversed; population grew 1% from 2007 to 2008, less than 1% from 2008 to 2009, and decreased by less than 1% from 2009 to 2010.

While the changes in the city's population vary by magnitude and may increase or decrease from year to year, the long-term expectation is that the city will see an increase in its population. Table 3.1 shows that the forecast reaches a population 13,115 by 2026. By 2056, the population is expected to reach 27,997. The growth rate assumption is 4.0% annually for the 2011-2026 period,³ but is lower for the 2026-2056 period (2.6%) in order to be consistent with estimates for Jefferson County.⁴

¹ U.S. Census, DP-1, and Population Research Center at Portland State University

² http://pdx.edu/sites/www.pdx.edu.prc/files/Replace_PopRpt09c_12_2010.pdf

³ Factors in development activity during the 2006-2011 period and the impacts of the Deer Ridge Correctional Institution

⁴ ECONorthwest: Jefferson County Coordinated Population Forecasts, Final Report, 2006

Table 3.1. Jefferson County Population Forecast, 2015-2055

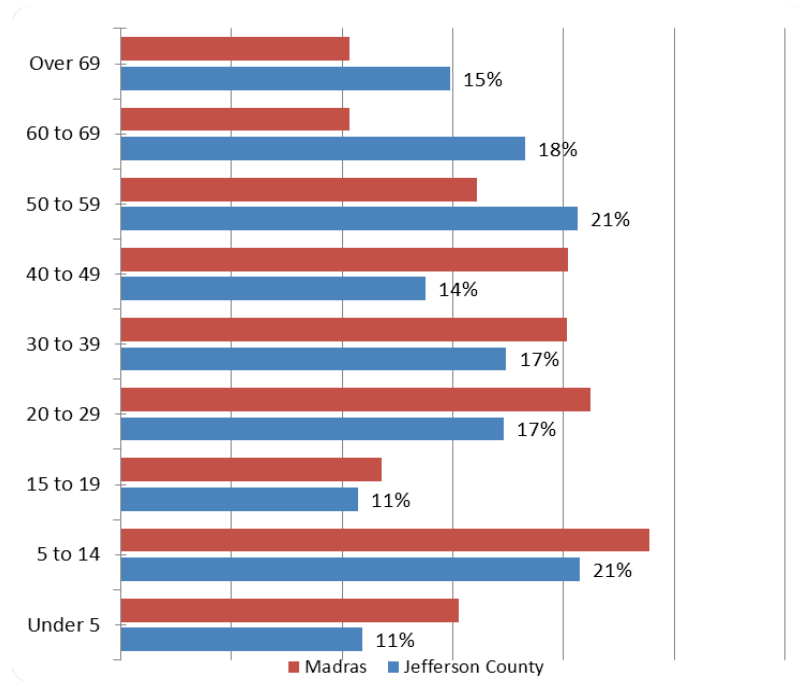
Year	Culver	Madras	Metolius	Unincorp	County
2005	1,019	5,592	804	13,185	20,600
2010	1,193	6,969	901	15,052	24,114
2015	1,375	8,519	1,009	16,566	27,469
2020	1,578	10,365	1,131	18,004	31,079
2025	1,812	12,610	1,267	19,473	35,162
2030	2,012	14,510	1,381	20,501	38,404
2035	2,216	16,465	1,495	21,400	41,576
2040	2,440	18,683	1,619	22,268	45,011
2045	2,687	21,201	1,752	23,088	48,729
2050	2,960	24,057	1,897	23,840	52,754
2055	3,259	27,298	2,054	24,500	57,111
Change 2005-2030					
Number	993	8,918	577	7,316	17,804
Percent	97%	159%	72%	55%	86%
AAGR	2.8%	3.9%	2.2%	1.8%	2.5%
Change 2005-2056					
Number	2,304	22,405	1,283	11,434	37,425
Percent	226.1%	400.7%	159.5%	86.7%	181.7%
AAGR	2.3%	3.2%	1.9%	1.2%	2.1%

Source: Population Research Center at Portland State University

Age

It is important for recreation services to meet the needs of its residents of all ages. Figure 3.1 shows Madras' population by age group; the data are helpful in adjusting programmatic and planning efforts for future age-related trends.

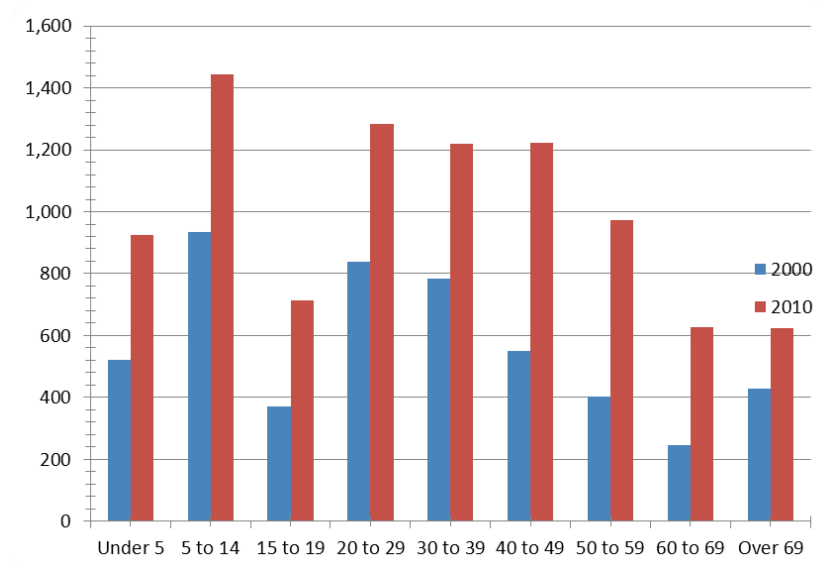
Figure 3.1. Age Distribution, Madras and Jefferson County, 2010



Source: 2010 Census of Population and Housing

Figure 3.2 shows that between 2000 and 2010 Madras experienced population increases for every age group. The fastest growing groups were ages 5-14, 40-49, and 50-59. The slowest growing groups were ages under 5 years, 15-19, 60-69, and over 69.

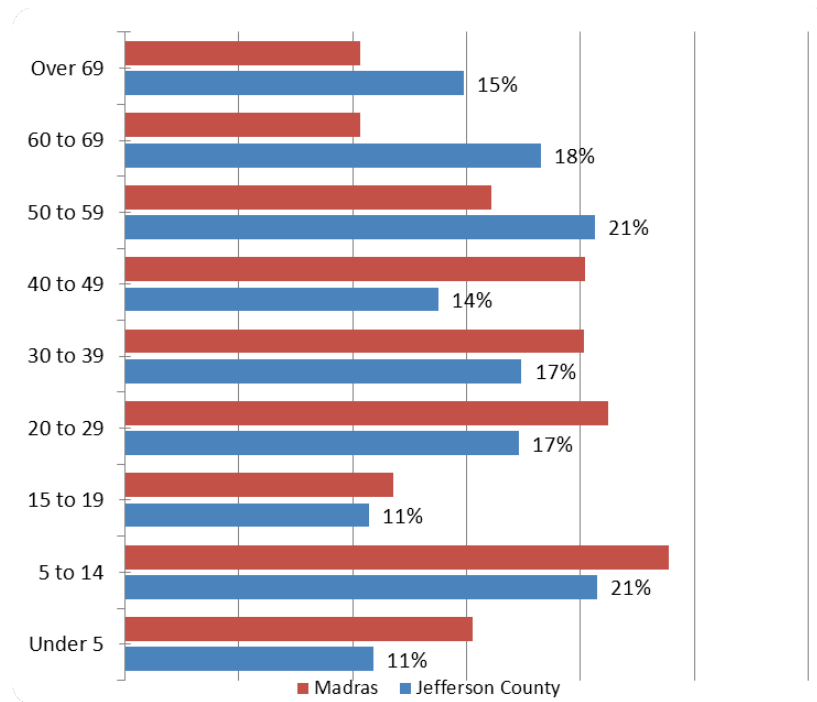
Figure 3.2. Madras Population by Age, 2000 and 2010



Source: Census 2000 SF-1 Table P12

Figure 3.3 compares age in the city of Madras and Jefferson County for 2010. The data show that Madras has more middle aged and young residents than Jefferson County as a whole. Madras has a higher percentage of its population in the following age groups: Under 5, 5-14, 15-19, 20-29, 30-39, and 40-49. These trends suggest that Madras attracts younger people, including families with children.

Figure 3.3. Age Distribution, Madras and Jefferson County, 2010



Source: 2010 Census of Population and Housing

Ethnicity

The ethnic composition of Madras is also changing. Latino residents are the fastest growing ethnic group in the region. Between 2000 and 2010, the population of Latino residents grew from 36% to 39%, while other ethnic groups remain less than 8% of the city’s population. Latino residents are more concentrated in Madras when comparing these numbers to Jefferson County’s numbers. In 2000, Latino Residents made up almost 18% of the County’s population while they now make up 19%.⁵

It is likely that Madras, and the rest of Jefferson County, will continue to diversify. Like most communities in Oregon, Madras will need to consider the unique ways in which different groups use recreation facilities.

⁵ U.S. Census Bureau Census 2000 Table P-4

Sports Participation Trends⁶

As part of the recreation planning process, it is critical to monitor current trends impacting recreation demand to better plan for services that meet and exceed user expectations. This task involves an analysis of recreation participation and historical, current, and future demands for facilities and services. CPW analyzed data on park and recreation user trends from three sources: (1) the National Sporting Goods Association 2008 Survey; (2) the 2003 Oregon Outdoor Recreation Survey; and (3) the 2008-2012 Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP).

National Sports Participation

The National Sporting Goods Association (NSGA) collects data on national sports participation trends. The NSGA collects yearly data using a representative household survey. Table 3-2 presents the top ten recreation activities based on national participation. These national trends are important to Madras because increased participation in activities such as exercise walking, exercise with equipment, cycling, and camping may increase demand for facilities that accommodate these activities.

Table 3.2. National Sports Participation Levels, 2008

Sport	Total Participation (in Millions)	Percent Change (From 2007)
Exercise Walking	96.6	7.6%
Swimming	63.5	6.1%
Exercising with Equipment	63.0	9.2%
Bowling	49.5	5.1%
Camping (Vacation/Overnight)	49.4	3.8%
Bicycle riding	44.7	11.4%
Fishing	42.2	2.7%
Workout at club	39.3	6.8%
Hiking	38.0	10.5%
Weight Lifting	37.5	6.6%

Source: National Sporting Goods Association, 2008.

Table 3.3 presents changes in participation levels for selected sports activities. Between 2007 and 2008, the top fourteen sports listed below all experienced significant increases in participation. Nine additional recreation activities also experienced increases in participation levels. Some activities that experienced a decrease in participation level include: hunting with firearms (-3.6%), skateboarding (-3.6%), motor/power boating (-12.7%), and target shooting (-25.8%). Exercise walking remains the number one sport in national participation, with 96.6-million participants. These trends also suggest a shift in participation due to

⁶ Portions of this section draw from previous CPW work.

changing age demographics and the growing popularity of sports such as yoga and bicycle/mountain biking.

Table 3.3. Selected Sports Ranked by Percent Change, 2007-2008

Sport	Total Participation (in Millions) 2008	Total Participation (in Millions) 2007	Percent Change 2007 to 2008	Percent of US Population 2008
Running/Jogging	35.9	30.4	18.2%	11.8%
Yoga	16.0	10.7	17.1%	5.3%
Snowboarding	5.9	5.1	15.6%	1.9%
Soccer	15.5	13.8	12.5%	5.1%
Bicycle Riding	44.7	37.4	11.4%	14.7%
Hiking	38.0	28.6	10.5%	12.5%
Mountain Biking (off road)	10.2	7.4	9.6%	3.4%
Exercising with Equipment	63.0	52.8	9.2%	20.7%
Baseball	15.2	14.0	8.7%	5.0%
Exercise Walking	96.6	89.8	7.6%	31.7%
Hunting with Bow and Arrow	6.2	5.7	7.5%	2.0%
Billiards/Pool	31.7	29.5	7.4%	10.4%
Workout at Club	39.3	33.8	6.8%	12.9%
Weight Lifting	37.5	33.2	6.6%	12.3%
Hunting with Firearms	18.8	19.5	-3.6%	6.2%
Skateboarding	9.8	10.1	-3.6%	3.2%
Motor/Power Boating	27.8	31.9	-12.7%	9.1%
Target Shooting	5.0	6.6	-25.8%	1.6%

Source: National Sporting Goods Association, 2008.

The national level data provides a broad understanding of overall trends; however, state and regional data is more applicable to establishing and understanding the types of outdoor recreation activities that will most directly influence future planning in Warrenton.

State and Regional Trends

The 2008-2012 Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP) is the State's 5-year plan for outdoor recreation. As a planning and information tool, the SCORP provides recommendations to the Oregon State Park System and guidance for the Oregon Park and Recreation Department's (OPRD) administered grant programs. In addition, the plan provides guidance to local governments and the private sector in making policy and planning decisions. The SCORP identifies the following key issues, which should inform parks planning and policy decisions:

- **A Rapidly Aging Population:** Within the next decade, 15% of Oregon's total population will be over the age of 65. By 2030 that number will grow to nearly 20 percent.
- **Fewer Oregon Youth Learning Outdoor Skills:** Although Oregon is a state with abundant natural resources, there is growing evidence that Oregon's youth are gravitating away from outdoor

recreation. Analysis of past SCORP survey results indicates that participation in traditional outdoor recreation activities such as camping, fishing, and hunting has dramatically decreased. Research has shown that people who do not participate in outdoor recreation as youth are less likely to participate in those activities as adults.

- **An Increasingly Diverse Population:** By the year 2020, Oregon's combined Hispanic, Asian, and African-American population will make up more than 22% of the state's population. Madras is changing at a similar rate. Research has identified that, in general, minorities are less likely than whites to participate in outdoor recreation in the U.S. As a result, these under-represented populations forego benefits of outdoor recreation while park service providers miss a potentially important group of supporters.
- **A Physical Activity Crisis:** According to the U.S. Center for Disease Control (CDC), rates of physical inactivity and obesity in the U.S. have reached epidemic proportions. Regular, moderate exercise has been proven to reduce the risk of serious health conditions. Public facilities such as trails and parks that are conveniently located have been found to be positively associated with vigorous physical activity in a number of studies, among both adults and children.

Recreation Program Demand Assessment

This section presents the results of CPW's demand assessment. The assessment is based on input from community stakeholders (through interviews and an online survey) and a household survey that was completed by 164 area households.

The results are suggestive of the type of programming that area residents' want, but should not be considered the final word on the topic for several reasons. First, the survey did not get into details about how much respondents would be willing to pay for specific programming. Next, the household survey suggests that respondents are representative of households that have higher than average participation rates and individuals that have previously used MAC. In fact, 80% of the respondents indicated they have visited the MAC. Finally, the survey sample under-represents minority and low-income households. CPW conducted a focus group meeting with Latino residents to supplement our fact base.

Our assessment is that the results are useful in understanding certain elements of the community and the types of programs households want. The results, however, have limitations that should be supplemented with additional data collection.

Importance of Recreation

CPW asked Madras household survey respondents how important leisure activities, recreation activities, or sports activities were to them or their households. More than 80% of survey respondents expressed that sports and other recreational activities are important or very important to them. The results from the survey also show that the majority of residents (67%) place importance on having these activities fairly close to home (Q-3 in the survey). There is a wide range of programs that appear to be broadly supported by either existing participation or potential participation if residents' needs are met in the future. The most popular types of recreational and leisure activities that *currently* exist in the area are:

- Swimming
- Running/Jogging/Aerobic Exercise
- Hiking
- Camping
- Bicycling
- Attending Sports Events
- Hunting/Fishing
- Fairs and Festivals
- Cultural Events
- Nature Walks/ Walking (Leisure)

However, residents expressed that they want to see expansion of some of these activities in addition to the provision of others that Madras does not currently offer.

Adequacy of existing facilities and programs

Responses to Q-20: *Do you think there are or are not enough opportunities for leisure and recreational sports activities in the Madras area?* suggest that there needs to be more access to sports and other recreational activities for adults. However, these results also show that opinions were similar about the current levels of service for these types of activities (Table 3.4). While more people said that there are enough opportunities for activities than not across all age groups, the variations in opinion did not differ greatly. The largest discrepancy between “yes” and “no” answers for ages 0-18 was 12%, while the difference between “yes” and “no” for adults was 4% and was 3% for seniors.

Table 3.4. Do you think there are or are not enough opportunities for leisure and recreational sports activities in the Madras area?

Activities for:	Yes	No	Don't know
Youth: Age 0-7	36%	26%	38%
Youth: Age 8-18	41%	29%	30%
Adults	37%	33%	29%
Seniors	31%	29%	39%

Similar levels of response to the “Don’t know” answer option might indicate that residents are unaware of what types of opportunities for recreational activities are available.

Residents listed nearly 100 items when they responded to the open-ended question: *Please identify three types of activities that you would like to have offered or expanded in Madras (Q-21, Appendix E)*. This question did not specify sports or recreation. Residents expressed interest in more leisure activities than in other questions, but still addressed recreation opportunities more often. Examples of activities other than sports and recreation activities included:

- Fine arts and crafts
- Cooking classes
- Kids clubs and teen clubs
- Geology tours and expanded educational activities
- Cultural events

The recreation activities that residents listed fell into categories such as:

- Dance
- Additional swimming programs and/or different hours for these programs
- Other water activities
- Outdoor activities on land like bicycling or organized hikes and walks
- Physical fitness with martial arts and yoga
- Gym-related activities
- Skating

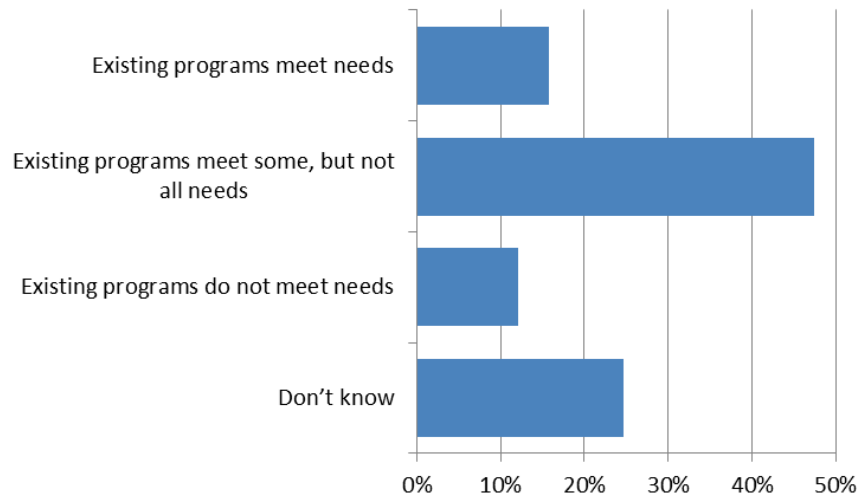
The most popularly listed sports activities included basketball, football, softball, and soccer.

Sports Leagues

There is a strong interest in the community for expanding sports activities and leagues. Madras sees participation in programs it offers, but there is potential to increase participation in its existing programs in addition to increasing overall participation by adding new ones. Participants made a clear distinction that the area’s existing programs meet some of their

needs, but not all (Figure 3-4 below). Further, 16% of participants said their needs are met, but 12% of residents have needs that are completely unmet.

Figure 3.4. Overall, do you feel the existing sports leagues and organized programs meet or do not meet the needs of the community. (Q-12)



The survey also asked respondents to explain their response to Q-12. Respondents recognized that Madras has a good group of volunteers who contribute to these activities and that “For a small community, Madras has [a lot] going on.” The issues residents identified were:

- A lack of information about what is available/lack of coordination and communication for events
- Activities do not represent all ethnicities
- There needs to be more activities for children, adults, and seniors
- The sports-related activities should be consistent throughout the years so residents are not wondering what to expect from season to season

Participation in current sports leagues and potential for expansion:

Given that there is a strong indication that only some needs are met, Q-4: *How often do you or someone in your household participate in the following recreational activities?* helps to identify what existing programs are most popular. One way Madras can fill the gap to meet additional needs is to expand on leagues with existing support. Respondents involve themselves with baseball, basketball, football, soccer, softball, and swimming, but participation rates are fairly low except for swimming, which is the most popular activity:

- Swimming: 71.3%

- Basketball: 33.3%
- Baseball: 27.5%
- Soccer: 21.7%
- Softball: 19.7%
- Football: 17%

Average spending on league participation: Survey question 8: *How much did your household spend, on average, on team / league registration(s) last year?* shows that most people (44% of respondents) said they spent under \$50. Eight respondents (15%) said they spent \$301 or more. The expenditures for the remaining 41% of respondents were distributed evenly across the \$51 to \$250 range.

Levels of satisfaction with organized programs: For Q-9: *If you or a member of your household participate in one or more of the following leagues or organized programs, please circle the number that best indicates your level of satisfaction with the following recreational activities*, most residents' opinions were neutral (29%). Yet, 27% expressed that it was somewhat important. About 8% had no opinion, while those who said it was very important or very unimportant split fairly evenly with 13% and 15%, respectively.

Table 3.5. If you or a member of your household participate in one or more of the following leagues or organized programs, please circle the number that best indicates your level of satisfaction with the following recreational activities (Q-9)

Leagues and Organized Programs	Number Do Not Participate	Rating of Respondents that Do Participate					
		Number Do Participate	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
JC Youth Soccer	149	15	20.0%	33.3%	20.0%	26.7%	0.0%
MAC Swim Team	155	9	55.6%	33.3%			11.1%
Kiwanis Basketball	157	7	28.6%	28.6%	14.3%		28.6%
JC Little League	153	11	54.5%	36.4%	9.1%		
4-H Activities	148	16	50.0%	25.0%	6.3%	12.5%	6.3%

Roughly 90% of respondents do not participate in the five activities listed above. Of those that do participate, 4-H activities and JC Youth Soccer are the most popular. However, 26.7% of participants are dissatisfied with the program. Kiwanis basketball is the least popular (7 participants), and it also has the highest rate of very dissatisfied participants (28.6%). With 11 respondents, JC Little League has no participants who are dissatisfied. Accordingly, it also has the highest number of very satisfied and satisfied participants when combined. While the MAC Swim team did not yield as many responses, the level of satisfaction with the program is also very high (88.9%).

Potential for creating programs: Responses to Q-10: *Are there organized sports or leisure activities that you would like to participate in but that aren't available in Madras?* show that potential exists for more participation in sports activities if residents' needs are met for additional

programs that Madras does not currently offer. Residents identified roughly 60 sports activities they want to see, and some received more than one response:

- Gymnastics (6)
- Basketball and hockey (3) for each one
- Family swim nights, rugby, tennis, La Crosse, dance classes, and youth soccer (2) for each one

Recreation Activities

Participation in current recreational activities and room for expansion:

Q-4: *How often do you or someone in your household participate in the following recreational activities?* also shows current participation levels for activities other than sports. The top six recreation activities in the area are:

- Exercising/aerobics: 76.5%
- Camping: 76%.
- Hiking: 73.3%
- Bicycling: 58.8%
- Fishing: 59.5%
- Bowling: 55.6%

Certain distinctions should be made about these percentages. For example, while camping looks extremely popular, most residents (57.1%) who responded camp only rarely (1-12 times per year); bowling is a similar case. Exercising and aerobics is highest on the list and it also has the highest levels of participation based on responses. The participation rate for the “often” category (more than twice a week) is 26.6%.

Q-6 asked residents to: *Please list the three recreation or exercise activities you or your household members participate in most often.* Like Q-21, respondents listed a large variety of activities (near 100). The top ten activities are:

- Walking (73)
- Hunting/Fishing (41)
- Swimming (36)
- Rock Climbing (34)
- Camping (25)
- Bicycling (23)
- Hiking (19)
- Golf (16)
- Running (15)
- Exercising (11)

Leisure Activities

Respondents chose from 15 leisure activities when answering Q-5: *How often do you or someone in your household participate in the following leisure activities?* and identified six activities as the most popular:

- Walking (pleasure): 90.3%
- Fairs and festivals: 86.5%
- Wildlife viewing: 74.3%
- Nature walks: 68.6%
- Cultural events (attended)
- 68% Picnicking: 67.5%

Additionally, walking also has the highest levels of participation in the “sometimes” category (3-5 times per month) as well as in the “often” category than all other leisure activities. When looking at the “often” category, walking is at least three times as popular as the other activities. The lowest levels of participation are in child/parent programs (30%), kite flying (22.4%), and dance (33.3%)

Q-6 (stated above under recreation activities) also yielded responses from residents about leisure activities. Residents listed family-oriented activities, which included parks and playgrounds in addition to programs for parents and children. Consistent with the results for Q-5, picnicking was also listed as something of interest. Unlike the most popular answers above, more respondents included arts and crafts-related activities in their answers to this question.

Key Findings

The results of this Madras area recreation demand assessment suggest an optimistic future for recreation in Madras. Generally, the population is both aging and diversifying, and recreation is highly valued.

- The population in Madras is expected to grow: the projected growth for Madras’ population suggests that there is going to be an increased demand for recreation services.
- The population is becoming increasingly diverse: as Madras becomes more diverse—along ethnic, racial, and age lines—there will be increased demand for a variety of recreation opportunities that reflect the demographic shift.
- Fewer Oregon youth learning outdoor skills: this statewide trend suggests that there may be opportunities for new recreation and leisure programs for youths that are not sports related.
- Households who responded to the survey say that sports or recreation are important: based on the survey, there is strong support for recreation in the area.
- Survey respondents also value having recreation opportunities available near their home: suggests that increased recreational opportunities hosted by MAC either at the Aquatic Center or in city parks.
- Survey respondents’ state that existing sports leagues meet some, but not all of their needs: while there are already sporting

leagues in Madras, these leagues fall short of meeting all the demand, meaning that there is an opportunity for growth.

CHAPTER 4: POTENTIAL PROGRAMMING

OPTIONS

A key objective of this project is to develop a program concept for expanded recreation activities in Madras. The program concept described in this chapter builds from the stakeholder analysis (Chapter 2) and the recreation demand assessment (Chapter 3). The data suggest that MAC could consider a broad range of expanded programs; the program concept narrows that range into the programs that appear to be broadly supported or would meet unmet community need.

The recommendations in this chapter focus on MAC and are presented from the perspective of programs that MAC might offer to meet community needs and activities that would be needed to realize those programs.

The program concept builds on MAC's existing administrative structure, allowing for some expansion to the programs that MAC currently offers, but also suggesting new partnerships that will leverage MAC's community profile and resources to support the health and prosperity of region wide recreation goals.

Program Recommendations

The program recommendations that follow are based on several principles CPW developed through our research. The guiding principles include:

1. **Focus on new or expanded programs in areas where MAC has prior experience.** This “stick with what you know” principle lowers risk as well as effort required to offer programs because MAC already has demonstrated experience.
2. **Do not expand too quickly.** The needs analysis identified dozens of potential program offerings; rather than expanding quickly, MAC should focus on quality programming and high utilization rates for any programs that are offered.
3. **Establish partnerships wherever possible.** Other organizations in the Madras area offer recreation programs. The needs analysis identified sufficient breadth and depth of unmet program needs that there is no reason for MAC to compete with other organizations. Partnerships are both a better way to offer more with fewer resources and to demonstrate to the community that MAC is being efficiency.

4. **Focus initially on programs that further MAC's mission.** In short, MAC should avoid "mission creep," at least in early phases. Any offerings that are outside of MAC's mission should be carefully reviewed to demonstrate they meet a community need and provide a public benefit.
5. **New or expanded programs should not exceed administrative capacity.** If MAC does not have the administrative capacity to manage expanded program offerings, it should carefully review the costs and benefits of the programs to ensure that they are financially sustainable.

In addition to identifying potential new and expanded program offerings, CPW identified several areas of need that present potential barriers to expanded programming:

- **Communication and marketing.** Feedback from the community and stakeholders suggest that residents may be unaware of many program offerings. In short, there is a need for a centralized source of information about all of the recreation services that are offered in Madras. To help fulfill this role, CPW recommends that MAC become a prominent resource for recreation services in the Madras area. We suggest doing this in two ways: (1) by offering a number of new or expanded recreation programs; and (2) by becoming a portal, through partnerships with other recreation providers and community organizations, to many of the other recreation opportunities offered in Madras.
- **Transportation.** Access to programs for some community members, particularly youth and households without automobiles is hindered by transportation options. We suggest MAC conduct further research to better understand the extent to which transportation is a barrier.

The nature of the following recommendations are shaped by three things. First, based on conversations with MAC staff, there is currently both an excess of administrative capacity and a will to expand programming. Second, the assumption that, in the short term, it is most productive for MAC to focus on the programming options and services that falls under the district's direct supervision. Developing partnerships with other recreation service providers is important, but because of the time and attention required to yield the most from these partnerships, it is important that MAC can demonstrate both a track record of success and solid financial backing. Finally, the following recommendations are based on CPW's perception of community need based on surveys and interviews, and that these recommendations will be presented independent of cost. The Chapter 5 focuses on the cost implications of the recommended program concept.

Existing Programs

CPW recommends that MAC continue offering the programs that it hosts. Each of the following programs was either founded in 2011, or increased its participation in that year.

- Swim lessons
- Fall soccer, 141 kids
- High School Swim Team, 30 teens
- High School Water Polo Team, 30 teens
- Adult softball, 48 adults
- MAC Swim Team (club), 50-80 kids

By offering these existing programs on a regular basis MAC can continue to build on these early successes by continuing to increase the number and diversity of participants. These successful programs also become a public way for the Aquatic Center to demonstrate that I can operate programs that benefit the community.

Expanded Programs

In addition to existing MAC programs, CPW recommends that MAC expand the number and types of programs that it offers. Suggested new programming includes additional adult sports leagues, leisure classes, and other events.

SPORTS LEAGUES

Stakeholder and public outreach confirms that there is currently an adequate quantity of sports leagues offered for youth. Research data also suggests that the largest demand for new sports leagues comes from adults.

Based on the Latino focus group and conversations that MAC staff have had with members of the community, CPW recommends that MAC organize the following adult leagues:

Adult Basketball, year round

Adult Volleyball, fall / winter

- Adult Soccer, spring / summer/ fall

Additionally, CPW recommends that MAC maintain a dialogue with active individuals in the area to determine whether or not there is a need for additional leagues.

RECREATIONAL PROGRAMS

CPW identified community support for recreation programs that don't focus on sports. Although there are a number of service providers that

offer this type of activity in Madras, CPW recommends that MAC work with members of the community to identify and fill the gaps that exist. It is also important that MAC not replicate existing services.

Recreation programs offer activities with physical activity than leisure programs, though they generally are not as physically rigorous as sports activities. Some examples of recreation programs that might appeal to the Madras community include: organized monthly walks and runs, hunting and fishing trips, organized hikes, and disc golf. There is also an opportunity combine recreation programs of this nature to serve as the nucleus of community wide events.

LEISURE PROGRAMS

Similar to the suggested recreation programming, there is demonstrable community interest in more opportunities for leisure programs. Leisure activities include organized classes, interests groups, and field trips. Also like the recreation activities, there is no strong indication as to the types of leisure programs that would be most successful for MAC.

CPW recommends that MAC work with community members to identify which leisure activities have the most demand. Leisure programming also provides MAC an opportunity to partner with individuals who are interested in teaching a class, or groups that would like a clean well lit room for meeting.

Potential leisure programs include: museum field trips, babysitting and first aid classes, quilting clubs, dances, and poker nights.

Community Events

Public outreach expresses a noticeable interest in inclusive area wide community events. There is no clear indication of what type of events the community would support, though stakeholders did indicate that there is strong interest in events that are engaging for families and community members of all ages.

Based on this demand, CPW recommends that MAC explore hosting a community event that not only serves Madras, but also brings people in from other locations. However, since MAC does not have institutional experience hosting community events, CPW also recommends that MAC proceed cautiously. Event planning requires significant effort that may tax MAC's administrative capacity.

To help mitigate risks and maximize the benefit of community events, CPW recommends that MAC start hosting modest events focused on Madras residents. An example of this type of small step event is the Turkey Trot that MAC hosted after Thanksgiving Day in 2011. As MAC gets more comfortable hosting this type of event, then they can start scaling up the scale of the event to draw more people from throughout the region.

Some types of community events that other cities in Oregon have successfully hosted include sporting tournaments and community heritage events.

Other Services & Partnerships

In addition to its own programming, MAC will start offering services. In January 2012, MAC will start a partnership with the Kiwanis club to run registration and logistics for the winter youth basketball league. This model can be replicated to run registration for other leagues, like little league.

Additionally, MAC can initiate new partnerships with:

- Central Oregon Community College (COCC): to utilize COCC's resources, facilities, and expertise in hosting non-athletic recreation programs for adults
- Kids Club: to identify and provide non-athletic recreation and leisure activities for kids
- Senior Center: to identify and provide both physical and recreation / leisure activities for seniors. May include transportation support.
- Jefferson County School District: to work out potential facility agreements
- Cascade East Transit: unlikely, but possibly to work out affordable transportation options

CHAPTER 5: FEASIBILITY ASSESSMENT

This chapter presents the results of CPW's feasibility assessment. The feasibility assessment primarily focuses on three key criteria: administrative capacity, financial analysis, and political support. The financial analysis combines the results of our demand assessment (presented in chapter 3) with an evaluation of the costs and revenues related to running desired programs. The evaluation of administrative capacity and political support is based on the stakeholder analysis and the household survey.

Administrative Capacity

The program proposal described in Chapter 4 focuses on expanding the programming and recreation services that MAC provides. These proposed offerings include new adult sports leagues, community events, and administrative services for existing leagues like Jefferson County Little League.

To manage this new and expanded programming, CPW considered three possible administrative structures for MAC. Each structure builds on different staffing arrangements and each has its strengths and weaknesses.

- **Model 1: Historical Staffing.** In the first structural option, there is limited administrative support for recreation programming and services. In this model, MAC would revert to historic staffing, with the responsibility of programming falling under the jurisdiction of the General Manager. While this administrative structure would save money, it would severely limit the role that MAC could play as a recreation service provider.
- **Model 2: Current Staffing.** The second option maintains MAC's current administrative structure, staffing both a General Manager and a Program Coordinator. This structure has allowed for a modest increase in the number of programs and services that MAC offered in 2011. Since the Program Coordinator position is currently funded by grants, there will be a long term need for more sustained funding. The advantage of this model is that it allows for continued program expansion, though the cost is nearly double that of the first option.
- **Model 3: Expanded Staffing.** The final administrative structure is similar to the second option, though in addition to the General Manager and the Program Coordinator, there is also a part time Program Assistant. This position allows for a significant increase in program capacity for a cost that is marginally more than option two.

Of these options, CPW recommends that MAC work to maintain its current administrative structure, and focus on adding a Program Assistant position within the next 12-24 months. Though this is the most expensive of the options, it also provides the most administrative flexibility, and will likely result in a boost of quality to match the program expansion.

In addition to staffing, MAC has ample office space in the aquatic center to house a program coordinator and an administrative assistant. Additionally, MAC is currently using Constant Contact, a service that will help MAC scale up its programming. Although there may be other software or training necessary to support expanded programs, our assessment is that these are relatively minor expenses.

Financial Analysis

The financial analysis that follows focuses on operational cost related to running recreational programs at the MAC. It assumes that facility and maintenance costs will be covered by current or future tax levies, and that the material cost of running programs will be covered by fees related to those programs. The analysis also assumes that staffing is the primary cost related to running recreation programs out of the Aquatic Center.

Currently, staffing at the MAC is funded through grants and a tax levy. That said, the Center is operating at an annual deficit, and has expressed interest going back to the community with a ballot initiative to increase the tax base and in turn revenue. By looking at the implications of staffing cost related to increased recreational programming, this analysis will yield a target number that represents that cost associated with increased programming. This target number can be used to project how much revenue MAC will need to generate via a new tax levy, additional grants, or other funding sources.

Labor costs

The following cost description breaks down the total cost of each employee by salary, FTE, and benefits. The description also takes the percentage of time working on recreation programming into account. For example, the current General Manager spends approximately 50% of his time working on recreation, coaching the swimming and water polo teams. That time is included in the analysis, but the remainder of his time spent managing the facility is excluded.

Each of the following three tables correspond with the proposed administrative structures mentioned above.

Model one (Table 5.1) represents an administrative structure where less than one FTE is dedicated to recreation programming. As indicated above, while the cost for this option is low, this staffing structure offers a limited capacity for recreation programs. This is the historic configuration.

Table 5.1 Model 1 – Historical Staffing

	Salary	FTE	% Working on Recreation	Benefits	Total
General Manager	\$ 42,500	1	50%	\$ 9,000	\$ 25,750
Aquatic Supervisor	\$ 24,000	1	0%	\$ 9,000	\$ -
Part Time Staff					
	Wage	FTE			
Program Assistant	\$ -	0	0%	\$ -	\$ -
TOTAL					\$ 25,750

Table 5-2 shows the cost related to the current recreation staffing structure. In this model, the General Manager continues to spend .5 FTE on recreation, while the Program Director spends all 1.0 FTE on recreation. The cost for this structure is nearly three times that of Model 1 (\$64,750 compared to \$25,750), but it provides three times service.

Table 5.2 Model 2 – Current Staffing

	Salary	FTE	% Working on Recreation	Benefits	Total
General Manager	\$ 42,500	1	50%	\$ 9,000	\$ 25,750
Program Director	\$ 30,000	1	100%	\$ 9,000	\$ 39,000
Aquatic Supervisor	\$ 24,000	1	0%	\$ 9,000	\$ -
Part Time Staff					
	Wage	FTE			
Program Assistant	\$ -	0	0%	\$ -	\$ -
TOTAL					\$ 64,750

Table 5.3 shows the high capacity Model 3. In this model there are a total of 2.25 FTEs dedicated to recreation programming and services. This model provides the most opportunity for increased recreational programming; that additional capacity costs more than the other two models.

Table 5.3 Model 3 – Expanded Staffing

	Salary	FTE	% Working on Recreation	Benefits	Total
General Manager	\$ 42,500	1	50%	\$ 9,000	\$ 25,750
Program Director	\$ 30,000	1	100%	\$ 9,000	\$ 39,000
Aquatic Supervisor	\$ 24,000	1	0%	\$ 9,000	\$ -
Part Time Staff					
	Wage	FTE			
Program Assistant	\$ -	0	0%	\$ -	\$ -
TOTAL					\$ 64,750

Political Analysis

To gauge the political support for MAC and the general expansion of programming, CPW collected data through the stakeholder outreach and the random sample mail survey. Though the results of this political analysis do not reflect a community wide position, the data does suggest an overall approval of MAC and expanded programming.

As indicated in Chapter 2, some stakeholders did voice concerns about MAC’s financing and management. Though these perspectives must be taken into consideration, there was also a wide amount of stakeholder willingness to see MAC succeed. These stakeholders were particularly supportive of expanding the inclusiveness of MAC programming and the development of positive partnerships with other service providers in the area. So, while stakeholders voiced some concern about MAC’s historic performance, there was also a broad desire to see MAC play an increasingly important role in Madras’ recreation community.

Likewise, survey data suggests that people who use or have used MAC facilities are generally supportive of MAC and efforts to expand programming. The household survey Q-22 asked: *Would you support expanded recreation and leisure programs provided through the Madras Aquatic Center?* Sixty-eight percent of those that answered the question said ‘Yes.’ The follow up question for those that answered yes, Q-23, asked: Table 5-4 shows that 61% of those that answered yes to the previous question supported the creation of more, ‘Senior programs,’ and 58% were supportive of more, ‘After school activities.’ Though high interest in those two programming types reflect the demographics of those that chose to answer the survey, there is also strong support for more, ‘Special events,’ and more, ‘Sports Leagues,’ as well.

Table 5.4: How do you think the MAC should pursue expanding the recreational services that they provide?

Activity	Number of Responses	Percent of those who support (n=100)
Sports leagues	43	43%
Special events	52	52%
Senior programs	61	61%
After school activities	58	58%
Other	9	9%

Survey respondents also showed significant interest in MAC host community events. Q-24 on the survey asked: *If MAC hosted an annual community based event that featured activities would you be interested in participating?* Sixty-five percent answered that they would be interested in participating. This response rate echoes findings from the stakeholder outreach that suggest that there growing interest in community-wide events in Madras.

Table 5.5 displays the question and response percentages for Q-25 that was asked to get a sense for how much respondents might be willing to pay, through taxes, to support expanded programming at MAC. Fifty-five percent indicated that they would be interested in pay more for a higher service level. Of those that said yes, 50% said that they would be willing to spend between \$1-\$25 additional dollars per year on their taxes to support MAC.

Though a significant 39% of respondents said that they are not willing to pay more for a programmatic expansion, 38% of those that answered no expressed that they would be willing to pay for specific programs.

Table 5.5: Madras Aquatic Center District residents currently pay a voter approved operating tax rate \$0.25 per \$1,000 of assessed property value, which is about \$43 annually for a median valued [\$172,600] new home in Jefferson County. Would you be willing to pay more for new organized recreation and leisure activities? (Q-25)

Response	Number	Percent
Yes	82	55%
How much?		
\$1-\$25	41	50%
\$26-\$50	23	28%
\$51-\$75	7	9%
\$75 or more	11	13%
No	58	39%
Willing to pay for specific Programs?		
Yes	22	38%
No	24	41%
Maybe	1	2%
No Response	11	19%
Maybe	10	7%

Though the responses to Q-25 (Table 5.5) are encouraging, it is important to remember that this data does not reflect the MAC district as a whole, but rather a select group that chose to respond to the survey. To better understand the community’s willingness to pay more for additional services, CPW recommends that MAC continue public outreach, and possibly even conduct another more targeted survey. With additional effort, MAC will be able to identify if, and how much more, the community would be willing to pay on their annual property taxes.

Conclusion

Based on the above findings, CPW believes that it is feasible for MAC to continue its slow expansion of recreation programs. The analysis of administrative capacity shows that at current staffing levels, MAC has been able to offer more recreation programs than before. With the addition of an assistant, MAC can offer even more services. The challenge with maintaining this larger staff for the foreseeable future is that it would put more burden on the Center’s current annual deficit. To cover the cost of this shortage, CPW suggests that MAC continue to balance a mix of grant and donation funding. That said, the most sustainable way to pay for the staffing required to expand programming is through an extended tax base.

The political analysis shows that there is public support for expanded programming, and that survey respondents would be willing to pay more via taxes to cover that program expansion. However, more work needs to be done to accurately gauge public interest in a ballot initiative to further support MAC. The following chapter details implementation strategies

that MAC for implementing program proposal from Chapter Four and on how to pursue a ballot initiative to help cover those costs.

CHAPTER 6: ACTION PLAN / IMPLEMENTATION

STRATEGIES

The core of this report focused on data and analysis intended to identify gaps and opportunities in recreation programming in the Madras area. The results suggest both unmet needs as well as community support. While these findings suggest opportunities for MAC to provide expanded program, they do not automatically confer success.

The coarseness of the data on recreation needs may require MAC to conduct additional outreach. Moreover, the nature of the individuals that responded to the household survey suggests that they are more likely to participate in recreation activities and use MAC facilities. They suggest that individuals that use the facilities value the facilities and program, but are less clear about other segments of the community. Depending on the direction MAC decides to go with programming and funding, additional outreach may be helpful in gaining a broader understanding of community perceptions.

In short, more work needs to be done to address community needs. This chapter presents a five-year implementation strategy that outlines steps that MAC and its community partners can take to address issues and take advantage of opportunities. The strategy was developed in collaboration with MAC staff and community stakeholders.

Implementation Strategies

The remainder of this chapter presents a set of recommended implementation strategies for MAC. The strategies are intended to provide a roadmap that outlines key actions MAC and its partners will take to expand programming and stabilize funding. The actions are structured over a five-year time frame. Moreover, the plan identifies short term actions (1-2 years) and longer-term actions.

Several approaches are possible for organizing the strategies and actions; chronologically, by goal, or by theme to name a few. The following implementation strategies are grouped thematically. The advantage to deconstructing the timeline by category is that it allows MAC flexibility to implement recommendations at the suitable time, adjusting to meet the shifting needs of the community. For example, MAC can start implementing the ballot initiative process now, for an election in 2012. Otherwise, it can wait and focus on implementing some of the other section in the meantime.

One overarching theme common to each of the following strategies, is that they each provide an avenue for MAC to make an impression on a different part of the community. By creating these opportunities to demonstrate the value that MAC provides to the Madras area, the Center

can increase its public profile and in turn become a more effective organization.

Strategy I: Stabilize Funding

Funding was identified as a core issue throughout CPW's research. This strategy seeks to stabilize long-term funding for MAC at levels that support community desired programs. CPW identified three actions: (1) pursue a ballot initiative to increase the MAC tax base; (2) continue to pursue grant funding; and (3) pursue private donations.

ACTION I.1: BALLOT INITIATIVE

The current tax levy for the MAC district was initiated in 2006. Five years later, revenue raised via that tax levy covers thirty percent of the MAC budget. With an annual operating deficit of \$70,000 per year there is a need increase revenue. The need for additional funding is not only important for the fiscal health of the Aquatic Center, but is also essentially if the Center is going to expand its service base.

Increasing the tax base through a ballot initiative, the MAC can make significant gains towards covering its operational budget while also providing a stable source of income to cover gaps should funding from other sources cease.

Preparing for a ballot initiative is a time consuming process that requires buy in from area residents, an active outreach campaign, and a reasonable proposal. The following strategies and steps outline the process that MAC will need to follow when the Center decides it is time to bring a ballot initiative to District voters.

- Review the document, Tax Election Ballot Measures: A Guide to Writing Ballot Measures for Property Taxing Authority, provided by the Oregon Department of Revenue.
- Decide on an election date for the ballot initiative. CPW recommend choosing a date at least one year in advance.
- Contract with a polling firm to conduct a random sample telephone survey to get a more accurate understanding of whether or not District residents are willing to pay more taxes to support increased programming.
- Develop a campaign that highlights successes that MAC has had since its founding. Also be explicit about the need for more funding.

ACTION I.2: PURSUE GRANT FUNDING

Grants are a good strategy to supplement operational and capital improvement funds. Many grant organizations throughout the country fund recreation improvements, although fewer provide funds for ongoing operations. Two factors that make grants challenging are (1) most grant organizations have lengthy processes that will require staff time and

effort, and (2) grants usually have very specific guidelines and only fund projects that specifically address their overall goals. Moreover, grants should not be considered a long-term stable funding source.

Because many grant agencies look favorably upon collaborative projects, a potential benefit of grant proposals is that they can foster partnerships between agencies, organizations, and the District.

ACTION 1.3: PURSUE PRIVATE DONATIONS

This action is typical of nonprofit organizations and involves donations of labor or cash. Many cities and recreation districts have developed facilities and managed programs using donations of labor and funds received from local service groups.

Two key motives for donation are philanthropy and tax incentives. These benefits should be emphasized when collaborating with potential donors. There are many strategies for courting donations including building public relations, creating a healthy community, boosting employee morale, and existing tax structures that have built in incentives for donating time or money. It is important to note that for some potential donors, tax considerations are the primary reason for contemplating a major donation.

Soliciting donations, like partnering, takes time and effort on the part of District staff, but can be mutually rewarding. Generally, donations are not stable sources of finances.

Strategy 2: Expanded Sports Programs

MAC is currently developing a strong record of starting and managing successful sports programs. In 2011, MAC started new leagues, and has several planned for 2012. Survey results and stakeholder interviews suggest that there is sufficient demand for sports leagues that remains unmet. Offering expanded sports programs on an as needed basis, MAC can satisfy this demand and increase the Center's user base. The following steps detail how MAC can start these new leagues.

This section also includes a plan for creating a sports league working group. The work group will bring all the local sports providers together on a semi-regular basis to discuss common challenges and concerns, as well as success stories. By organizing and hosting this group, MAC can generate good will with other service providers and the public by increasing awareness of and quality at Madras based sports leagues.

ACTION 2.1: ESTABLISH A SPORTS LEAGUE WORKING GROUP

While CPW identified community desire for expanded sports leagues, the analysis was at relatively coarse scale. CPW recommends MAC conduct additional research as it pursues expanded sports leagues.

One way to develop a better sense of specific demand is to establish a working group. Such a group would have several benefits that extend

beyond the strategy of expanded sports leagues. These include building partnerships, leveraging limited resources, and avoiding duplication or competition among programs.

The specific steps in this action are to (1) identify league operations and invite them to participate; (2) organize quarterly meetings; and (3) facilitate discussions.

ACTION 2.2: EVALUATE NEW LEAGUES

MAC has already begun to implement this action, but CPW's research identifies additional opportunities. CPW suggests the following process in establishing new sports leagues:

- Identify a need – much of this information can be derived from this report and discussions with the working group.
- Gauge public interest – several approaches exist to gauge public interest. This might include talking with MAC users, discussions with the working group, meetings with user groups, focus groups, informal surveys and other approaches.
- Identify necessary facilities – all sports leagues will require facilities. MAC should develop an inventory of facilities and work with partners to schedule those facilities.
- Project expected cost – this is an important step; at a minimum, MAC should structure fees at a operating cost level (independent of the MAC staff).
- Develop registration fees – the fees necessary will be a function of the expected program cost and participation levels.
- Advertise – this step is crucial to get individuals to sign up for the leagues.

Strategy 3: Expand Recreation & Leisure Programs

Separate from the demand for sports leagues, there is also a need for recreation and leisure programming aimed at everyone from youth in after school programs, to adults and seniors. The approach to initiating new recreation and leisure programs is similar to the approach for creating a sports league. Determine an interest; find the appropriate facility or instructor, and the launch a pilot program.

ACTION 3.1: INCREASE USE OF MAC FACILITIES

This action would explore ways to increase occupancy rate in the flex space at the MAC. Maximizing use of MAC facilities has several benefits. It can increase revenue, provide exposure, and draw new users to the facility. This action would look at program strategies that would maximize use of the meeting rooms at MAC. CPW recommends three additional steps to implement this action.

- Conduct more outreach to determine the type of recreation and leisure activities that would work for Madras
- The program coordinator can host focus groups with different groups in Madras to determine need.
- MAC can also directly survey people who use the Aquatic Center facilities as well as people who have participated in MAC sports leagues.

ACTION 3.2: CONTINUE TO CREATE SMALL PILOT PROGRAMS TO TEST PUBLIC INTEREST

This action will focus on recreation and leisure programming that requires little startup cost. MAC has already tested the interest for leisure programs. CPW recommends the following process for developing pilot programming:

- Identify a need – much of this information can be derived from this report and discussions with the working group. These include discussions with MAC users, focus groups, and informal surveys.
- Gauge public interest – as mentioned in in Action item 2.2, there are a variety of options for gauging interest.
- Identify necessary facilities – for some programs MAC facilities can be used. There is a chance that some external facility might better suit the purpose of the program. Develop an inventory of facilities and contact information for potential future uses.
- Identify instructors or program leaders – MAC staff may not have all the skills necessary to design this type of recreation program. By creating a contact and skill or interest area list, MAC can cultivate relationships with community members who might lead future programs.
- Project expected costs – if expected costs exceed potential fees, then program should likely be shelved.
- Advertise – again, this is a crucial step for generating awareness of programs.

Strategy 4: Communications and Outreach

An intentional plan to both communications and outreach is essential to the continued success of the MAC. Stakeholder outreach indicates that there is a perception among some that the MAC is struggling financially and is poorly run. The perceptions stem from historic stumbles that are not uncommon to recently founded institutions. While future success is not guaranteed, as indicated elsewhere in this report MAC is actively

planning for its future, program expansion, and stabilizing funding. Developing a deliberate communications and outreach policy will help MAC channel its efforts to engage with the Madras community.

ACTION 4.1: MAINTAIN RELATIONSHIPS WITH EXISTING MEDIA PARTNERS

A healthy relationship with the Madras Pioneer and other local media sources can result in higher participation rates and a greater public awareness for how the Aquatic Center contributes to the community.

- Work with newspaper editorial staff to highlight success that MAC is having.
- Also use the newspaper to advertise programs and events.

ACTION 4.2: DEVELOP NEW RELATIONSHIPS WITH SPANISH LANGUAGE MEDIA

Interviews with stakeholders suggest that there is no consistent outreach around recreation to Spanish speaking members of the community. This was confirmed in the Latino focus group. Participants indicated that they felt excluded because information about events in Madras is circulated either by word of mouth or the Madras Pioneer. Since the Pioneer is an English only paper, outreach conducted via the newspaper excludes a significant portion of the population. CPW recommends that MAC develop new relationships with the local Spanish language radio station. By diversifying outreach, MAC can diversify their user base.

- Make regular contact with staff of this radio station, and express interest in a partnership.
- When advertising in the Madras Pioneer, also advertising programs and events through the radio station.
- With a healthy relationship in place, the radio station might also be a good partner for sponsoring community events.

Strategy 5: Develop Partnerships

MAC is not the only institution in Madras that offers recreational programs and services. By developing active partnerships with the area's other service providers, MAC can leverage shared resources and expertise to develop innovative ways to meet the changing needs of recreation in Madras.

MAC can also utilize partnerships to increase levels of service and increase participation from populations that are unrepresented in MAC's current programmatic offerings.

ACTION 5.1: IDENTIFY POSSIBLE PARTNERS

There are many individuals and institutions that can contribute to improving recreation in Madras. By identifying these potential partners and understanding their willingness to team with MAC, the Aquatic

Center can start cultivating a network that can be utilized when there is an opportunity to partner.

- Initiate a semi-regular dialogue with partners to discuss possible opportunities for partnerships that are mutually beneficial.
- Create and maintain a contact list of recreation services providers in the area. By updating this list regularly, MAC can create a database of potential partners, and also identify the types of coverage that are offered. This list will help prevent MAC from replicating services that already exist in the area.
- When working with partners, start with modest collaborations to develop a positive working report.

ACTION 5.2: WORK WITH PARTNERS TO UNDERSTAND BARRIERS TO PARTICIPATION

- Better understand the extent to which transportation is a barrier to program participation.
- Consider partnering with the Jefferson County School District or Cascade East to explore opportunities to utilize existing transportation infrastructure.

Strategy 6: Monitor Progress

To gauge the success and effectiveness of MAC programs, outreach, and services CPW recommends that the Aquatic Center regularly schedule monitoring. Monitoring through surveys, focus groups, and internal evaluations can help MAC better understand the areas in which it is performing optimally, and also identify those areas in which it improves its offerings.

ACTION 6.1: REGULARLY MONITOR PROGRAM IMPACT AND USAGE

- Survey with league and activity participants once the season or program has ended.
- Host focus groups with different members of the Madras community to identify new program opportunities and to understand public perception.

APPENDIX A: LIST OF PERSONS INTERVIEWED

Following is a list of individuals that CPW interviewed as part of the Madras area recreation needs assessment.

- Darryl Smith, Jefferson County Schools
- Nick Snead, City of Madras
- John Burshell, City of Madras, Parks Director
- Beth Ann Beamer, Mt. View Hospital, CHIP Program
- Stephen Fisher, Jefferson Co. Youth
- Kristin Visciano, Kids Club, Director
- Luis Muir, Senior Center

APPENDIX B: RESULTS OF THE ONLINE STAKEHOLDER SURVEY

To better understand the perspectives of stakeholders, CPW administered an online survey. The purpose of the survey was to gather input from stakeholders regarding the city's ability to meet the recreational needs of its residents. A total of 24 respondents completed the survey using SurveyMonkey.

CPW designed the questions to broadly address the spectrum of needs and organizations; not just the Madras Aquatic Center. The questions are organized into three categories: (1) Ability to Meet the Needs of the Madras Area Community, (2) Perceived Barriers to Meeting Needs, and (3) Opportunities for Future Recreation Services.

Ability to Meet the Needs of the Madras Area Community⁷

Respondents expressed current and long-term needs for improving recreation services in Madras. These needs correspond to what respondents perceived to be the biggest issues with the operation of existing programs.⁸

Current Needs

The majority of respondents stated that they are neutral regarding Madras' ability to meet the area's recreational needs (50%), while 37.5% expressed that they did not think that recreational needs are being met in the Madras area.

The survey asked respondents to indicate the top three current needs for the area. The number in parenthesis indicates the number of responses per category.

- **Consistency and coordination for programs and corresponding agreements (13).** Respondents addressed that it would be helpful to have staff act as a central organization who work consistent hours. Many emphasized that programs should be organized not conflict with one another. Others expressed concern that some programs, like soccer, do not occur every year.
- **Activities for youth (11),** which are not limited to sports such as little league, basketball, and soccer. These activities could be after school and go into the evening.
- **More outreach and information sharing (6).** This need applies to improving citizens' understandings of what additional recreation

⁷ See the appendix for the question and more detailed results.

⁸ See Question 5 in the appendix.

services will provide, to providing information about which leagues and events will be held each year, to training volunteers, and to increasing understanding about what Madras currently has to offer such as “walking facilities.”

- **Adult and senior events (6)** and/or recreation programs.
- **Family events and outings (4).** One of the comments also specified that Madras needs to “get parents involved.”
- **Affordability (4).** Someone stated this to be especially true for low-income youth.
- **A recreation facilities specifically for athletic purposes (10).** The results show that people thought about an actual recreation center, but in general terms as far as what sports could be there (2), while others were specific about which sport/activity they wanted to see. The preferred athletic activities were: soccer fields⁹ (4), tennis (2), basketball (2), golf (1), a pool and gym in the same place (1), and volleyball (1). Someone also wanted intramural sports leagues.
- **Transportation accessibility (2).** Having a recreation center will address this need, but others addressed the desire for transportation services to and from recreation activities.
- **Other:**
 - Funding
 - Developments
 - Music
 - “Have places available”
 - “Have more programs [going]”
 - Continues integration of the MAC as [a flagship of the recreation program]

Long-Term Needs

Respondents also distinguished current needs from long-term needs. Like current needs, funding, coordination amongst staff and other agencies, and programs that offer activities other than sports remained priority for Madras citizens. Expansion and development is a need that many expressed as appropriate for long-term goals.

- **Expansion and development (7).** This need applies to facilities that will accommodate programs that Madras does not have and to activities that could use more playing fields.

⁹ Permanent soccer fields on the west side of town.

- **Funding (7).** Funding will need to increase, and it will need to be consistent. Some respondents suggested funding mechanisms such as fee rates (i.e., “pay-to-play”) or tax levies. The issue with prohibitive fees is that many residents are looking for activities that are low-cost to free.
- **Organization and improved administrative operations (6).** A central location for information, meetings, more staff, and coordination of programs are important.
- **Broad range of services and activities (12).** Respondents requested a community center for event hosting, programs for kids that last longer than a week, music, services that engage all sectors of the population, and a facility like the YMCA that offers exercise and weight management classes.
- **Community involvement (4).** Madras will need more volunteers if recreation programs expand. Residents see parents as a group of people that should be active in the development of recreation programs.
- **City-wide economic growth and vitality (3).** “Recreation in Madras needs people in Madras.” Many people shop and dine in Bend/Redmond and Prineville. An attractive environment for businesses to stay and thrive will increase employment and recreational opportunities in the area.
- **Other:**
 - Transportation to and from activities
 - Minimizing maintenance needs
 - Perceived Barriers to Meeting Needs¹⁰

CURRENT & LONG-TERM

Respondents demonstrated similar thoughts about what inhibits the growth of opportunities for recreation in the city.

- **Lack of administrative capacity and leadership (35).** Current staff should engage the entire community in their decision-making process, which means they should target the diverse populations that make up the city; respondents mentioned the Hispanic community, Native Americans, working-class, low-income residents, and parents. There is a challenge with increasing support from these populations because many parents work long hours and care for their children.

Yet, there is a lack of awareness about who organizes the programs and what programs are available limits opportunities

¹⁰ See the appendix for the question and more detailed results.

for involvement and dedication through volunteer work. Perhaps more parents would be involved if they knew about the opportunity. This barrier is consistent with Madras's current and long-term recreation needs because the city could use more funding for education and support.

Staff could encourage support from the City, Council, and the schools, which are resources that some residents feel are lacking. Some respondents emphasized that leadership will help to establish a clear vision for the future of the city's recreation facilities. If more inclusive outreach and the effort to create a vision are simultaneous, then the vision should be better-suited the needs of residents.

- **Lack of funding (29).** Lack of funding limits staffs' capabilities to provide outreach. It also limits the amount of currently available and potential facilities. There has been a challenge in passing tax levies for increased operations because of limited financial resources that need to be allocated across many necessities and goals.
- **Services are dispersed and inaccessible (3).** This barrier is also consistent with what respondents expressed as current and long-term needs. A centralized location and/or the provision of transportation would address this issue.

Opportunities for Future Recreation Services

The answers indicated that madras should build upon its existing capacity to improve the services it has, while it can also diversify the types of recreational programs it offers.

- Use existing assets to provide a broad range of recreational activities- not just youth and intramural sports leagues (10). Activities could include: swimming, organized hikes and bike rides, fishing tournaments, health challenges, river rafting, fishing instruction, rock climbing, organized run/walk events, fitness classes, and first-aid classes.
- Cultural events and activities (7). Activities could include: arts and crafts classes, cooking classes, music events, drama/acting clubs, kids clubs, and an annual community event that celebrates madras, and Aztec dancing.
- More youth and intramural sports leagues that are consistent from year to year (6). Respondents listed soccer, basketball, baseball, and volleyball.
- More volunteers and community involvement (2). Consistent with answers to previous questions.

- Safe and accessible facilities (2). The walking track behind the west side school could be improved along with the remaining fields at Friendship Park. Signaled pedestrian crossings could be put up on Highway 97.
- Better organization and communication amongst staff and other agencies to make existing programs more effective (1). Consistent with answers to previous questions.

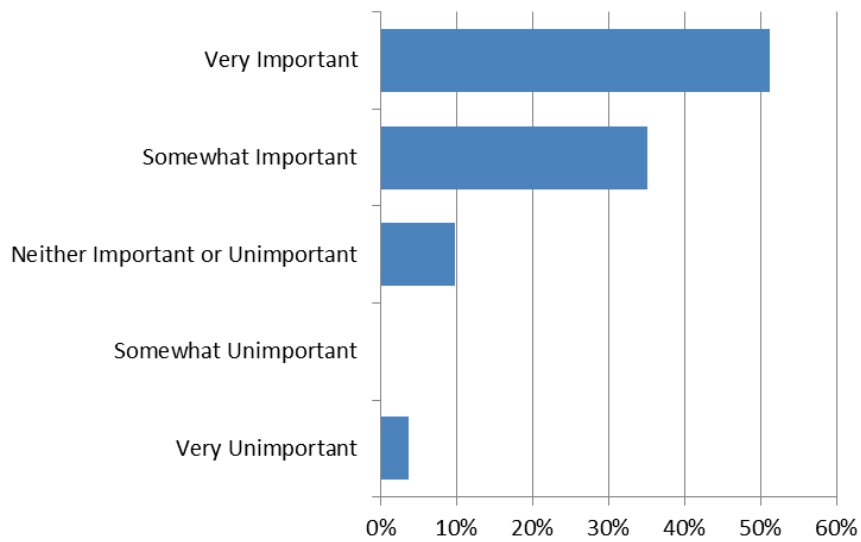
APPENDIX C: RESULTS OF THE HOUSEHOLD SURVEY

Survey Findings

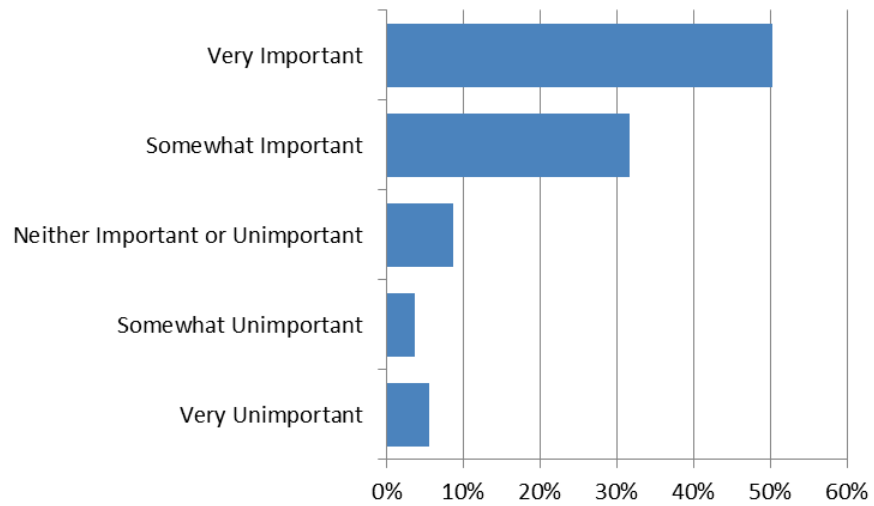
The remainder of this appendix presents summary data from the household survey. It is organized in the same order as the survey instrument.

Leisure and Recreation Participation

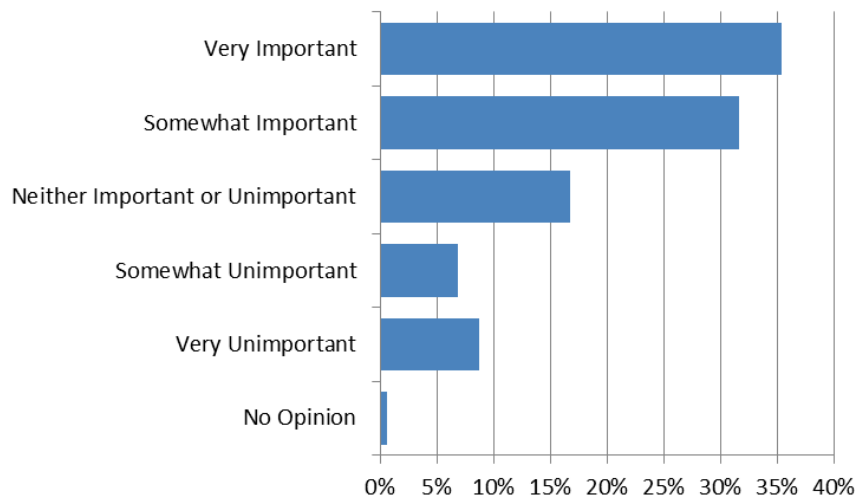
Q-1. How important or unimportant are leisure activities to you and your household?



Q-2. How important or unimportant are recreation or sports activities to your household?



Q-3. How important or unimportant are organized recreation and leisure activities offered within a 20-minute drive of your home?



Q-4. How often do you or someone in your household participate in the following recreational activities?

Recreational activity	Do Not Participate	Rarely (1-12 times / year)	Sometimes (3-5 times a month)	Often (more than twice a week)
Baseball	72.5	18.3	5.9	3.3
Basketball	66.7	22.7	7.3	3.3
Bicycling	41.2	20.9	25.0	12.8
Boating	50.3	35.6	10.1	4.0
Bowling	44.4	45.7	7.9	2.0
Boxing / Martial Arts	93.3	4.0	2.7	0
Camping	24.0	57.1	14.9	3.9
Disc Golf	85.2	11.4	3.4	0.0
Exercising / Aerobics	23.5	19.0	20.9	36.6
Equestrian	82.0	10.0	6.0	2.0
Football	83.0	8.5	3.9	4.6
Golf	66.4	19.1	6.6	7.9
Fishing	40.5	34.6	19.6	5.2
Hiking	26.7	43.3	24.7	5.3
Hunting	57.7	29.5	9.4	3.4
Jogging / Running	55.2	15.6	12.3	16.9
River Rafting / Kayaking	62.0	32.7	4.7	.7
Rock Climbing	87.5	9.9	2.6	0.0
Roller skating / In-line	91.4	5.3	2.6	.7
Skateboarding	89.5	5.9	3.3	1.3
Soccer	78.3	13.2	6.6	2.0
Softball	80.3	11.8	5.3	2.6
Sports events (attend)	34.4	39.1	19.9	6.6
Swimming (aquatic center)	27.5	37.9	19.0	15.7
Swimming (other)	43.8	37.9	12.4	5.9
Tennis	78.4	17.0	2.6	2.0
Volleyball (indoor)	83.8	12.3	1.9	1.9
Volleyball (outdoor / sand)	86.9	9.8	2.0	1.3
Weight training	64.7	13.3	10.0	12.0
Other	67.9	0.0	14.3	17.9

Q-5. How often do you or someone in your household participate in the following leisure activities?

Leisure activity	Do Not Participate	Rarely (1-12 times / year)	Sometimes (3-5 times a month)	Often (more than twice a week)
After school programs	65.2	15.5	9.0	10.3
Arts & Crafts	46.7	23.0	19.1	11.2
Cultural Events (attended)	32.0	55.3	10.0	2.7
Dance	66.7	20.5	7.7	5.1
Fairs and Festivals	13.5	76.1	7.1	3.2
Instructional Classes	49.4	33.1	11.0	6.5
Kite Flying	77.6	19.1	2.6	.7
Nature Walks	31.4	41.2	20.3	7.2
Parent / Child programs	70.0	21.3	8.0	.7
Performing Arts	52.6	37.0	7.1	3.2
Picnicking	32.5	50.6	15.6	1.3
Playground visit / play	50.0	31.2	15.6	3.2
Walking (pleasure)	9.7	20.1	35.7	34.4
Wildlife Viewing	25.7	37.5	24.3	12.5
Other	79.3	6.9	6.9	6.9

Q-6. Please list the three recreation or exercise activities you or your household members participate in most often.

SEE CHAPTER 3 AND APPENDIX D

Participation in organized sports teams or leagues

Q-7 Have you or any members of your household participated in a sports team / league in the previous year?

Have Participated	Number	Percent
Yes	118	76%
No	38	24%
Total	156	100%

Q-8 How much did your household spend, on average, on team / league registration(s) last year?

Amount	Number	Percent
Below \$50	23	44%
\$51-\$100	5	10%
\$101-\$150	5	10%
\$151-\$200	6	12%
\$201-\$250	5	10%
\$301 or more	8	15%
Total	52	100%

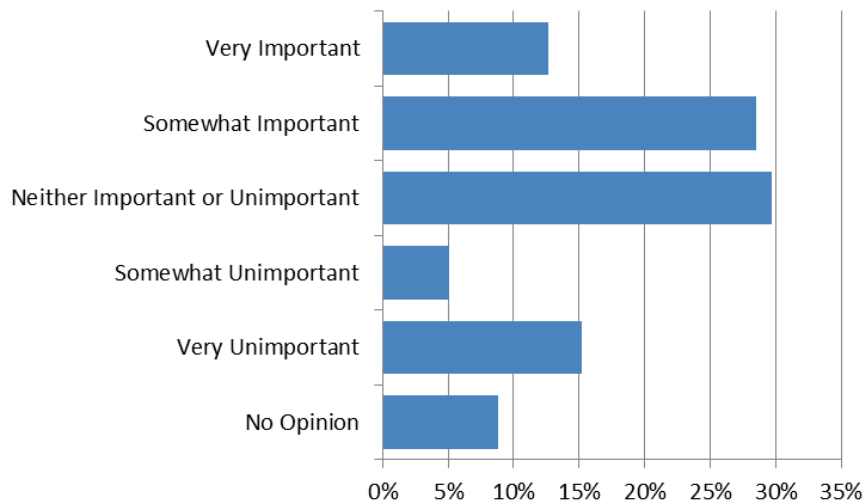
Q-9. If you or a member of your household participate in one or more of the following leagues or organized programs, please circle the number that best indicates your level of satisfaction with the following recreational activities.

Leagues and Organized Programs	Number Do Not Participate	Rating of Respondents that Do Participate					
		Number Do Participate	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
JC Youth Soccer	149	15	20.0%	33.3%	20.0%	26.7%	0.0%
MAC Swim Team	155	9	55.6%	33.3%			11.1%
Kiwanis Basketball	157	7	28.6%	28.6%	14.3%		28.6%
JC Little League	153	11	54.5%	36.4%	9.1%		
4-H Activities	148	16	50.0%	25.0%	6.3%	12.5%	6.3%

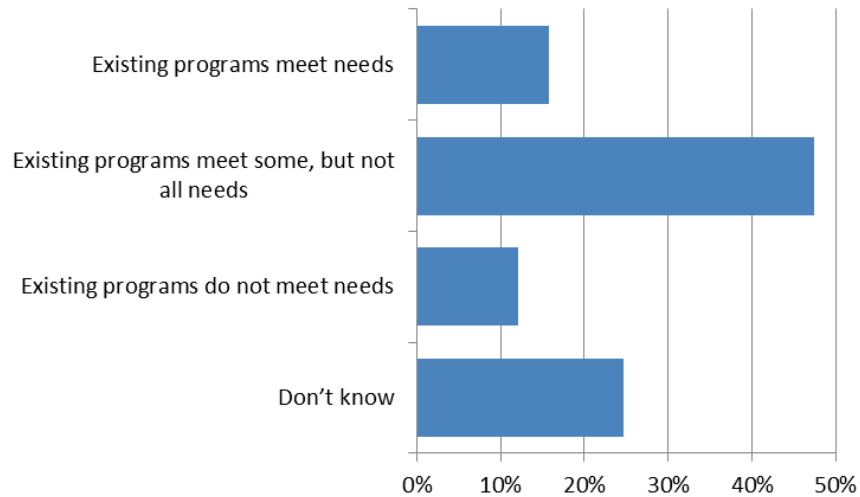
Q-10 Are there organized sports or leisure activities that would you like to participate in but that aren't available in Madras?

SEE CHAPTER 3 AND APPENDIX D

Q-11. How important or unimportant is it to you that organized sports and leisure programs are coordinated by a single organization?



Q-12. Overall, do you feel the existing sports leagues and organized programs meet or do not meet the needs of the community?



Please explain your response to Q-12.

SEE CHAPTER 3 AND APPENDIX D

Recreation facility use

Q-13 What type(s) of facilities do you or members of your household use for recreation or exercise in the Madras area?

Facility	Number	Percent
Outdoors	139	85%
Public parks	116	71%
Madras Aquatic center	104	63%
Private residence	92	56%
Religious facility	58	35%
Public schools	56	34%
Private health club	19	12%
Other	14	9%
Business	13	8%
Grange	0	0%

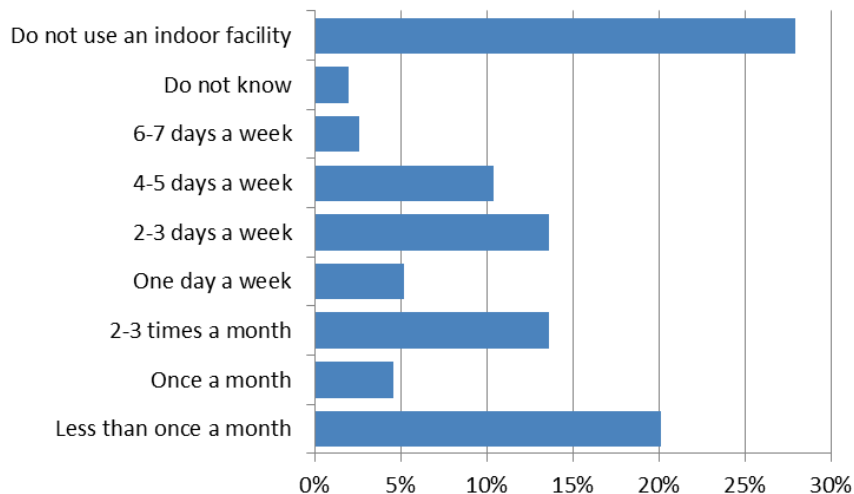
Q-14. Do you or members of your household belong to or use indoor recreation or exercise facilities that are outside the Madras area?

Belong to Facility	Number	Percent
Yes	18	11%
No	141	89%
Total	159	100%

Q-14a. If you answered Yes to Q-14, please list the activities that you or a household member most frequently participate in outside Madras and name the facility that you use.

SEE CHAPTER 3 AND APPENDIX D

Q-15. On average, how often do you or members of your household use an indoor recreation or exercise facility?

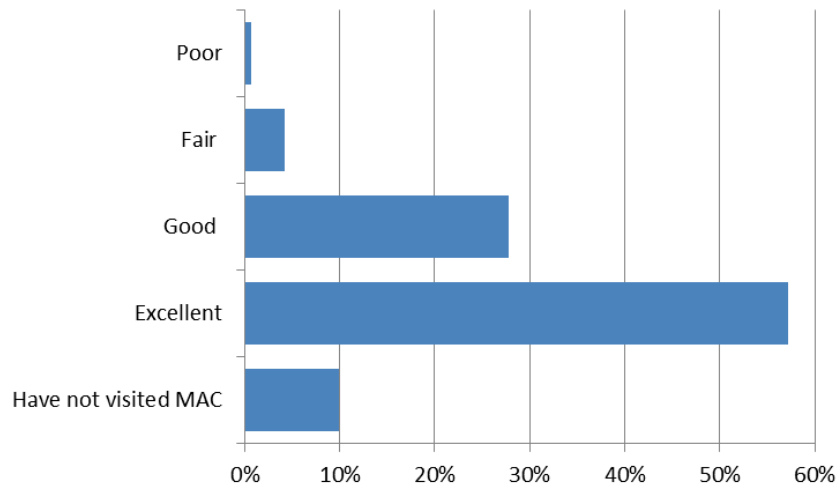


Madras Aquatic Center

Q-16 Have you visited the Madras Aquatic Center?

Response	Number	Percent
Yes	130	80.7%
No	31	19.3%
If no, would you consider visiting MAC?		
Yes	7	21.2%
No	18	54.5%
It Depends	8	24.2%

Q-17 If you have visited MAC, please rate your experience



Q-18 If you have visited the Madras Aquatic Center, which activities have you participated in? Rate the experience

MAC Program / Activity	Do Not Participate	Do Participate	Rating by Respondents Who Participate				
			Excellent	Good	Okay	Fair	Poor
Recreation Swim	73	91	67.0%	27.5%	4.4%	1.1%	
Swim Lessons	136	28	50.0%	28.6%	14.3%	3.6%	3.6%
Lap Swim	113	51	54.9%	37.3%	7.8%		
Water Aerobics	129	35	60.0%	31.4%	8.6%		
Swim Team	152	12	58.3%	41.7%			
Mac Masters (Adult Swim Team)	162	2	50.0%			50.0%	
Rusty Hinges (Senior water aerobics)	149	15	66.7%	26.7%	6.7%		
Yoga	152	12	58.3%	16.7%	16.7%		8.3%
Zumba	159	5	100.0%				
Water Polo	160	4	50.0%		25.0%		25.0%
MAC Dash Triathlon	142	22	90.9%	9.1%			
MAC Splash July 4th	151	13	61.5%	30.8%	7.7%		
Other MAC Events	157	7	57.1%	28.6%			14.3%

Q-19 If you have visited the Madras Aquatic Center, please rate your experience with the facilities

MAC Facility or Operation	No Rating	Rating by Respondents that Use MAC					
		Number with Rating	Excellent	Good	Okay	Fair	Poor
MAC Management	65	99	46.5%	36.4%	8.1%	5.1%	4.0%
Front desk staff	41	123	43.9%	41.5%	6.5%	4.1%	4.1%
Life guards	51	113	38.1%	46.9%	8.0%	3.5%	3.5%
Coaches & instructors	89	75	52.0%	37.3%	5.3%	4.0%	1.3%
Locker room	46	118	33.1%	42.4%	17.8%	3.4%	3.4%
Hot tub	78	86	44.2%	43.0%	8.1%	1.2%	3.5%
Pool deck	63	101	53.5%	39.6%	4.0%	1.0%	2.0%
Swimming Pool	43	121	64.5%	28.1%	4.1%	1.7%	1.7%
Lazy River	59	105	59.0%	35.2%	1.9%	1.9%	1.9%
Water slide	75	89	60.7%	32.6%	2.2%	1.1%	3.4%
Snack bar	112	52	25.0%	32.7%	21.2%	9.6%	11.5%
Multi-purpose rooms	95	69	42.0%	40.6%	8.7%	2.9%	5.8%

Expanding organized recreation and leisure activities in the Madras area

Q-20 Do you think there are or are not enough opportunities for leisure and recreational sports activities in the Madras area?

Activities for:	Yes	No	Don't know
Youth: Age 0-7	36%	26%	38%
Youth: Age 8-18	41%	29%	30%
Adults	37%	33%	29%
Seniors	31%	29%	39%

Q-21 Please identify three types of activities that you would like to have offered or expanded in Madras

SEE CHAPTER 3 AND APPENDIX D

Q-22 Would you support expanded recreation and leisure programs provided through the Madras Aquatic Center?

Response	Number	Percent
Yes	100	68%
No	48	32%
Total	148	100%

Q-23 If yes, how do you think the MAC should pursue expanding the recreational services that they provide?

Activity	Number of Responses	Percent of those who support (n=100)
Sports leagues	43	43%
Special events	52	52%
Senior programs	61	61%
After school activities	58	58%
Other	9	9%

Q-24 If MAC hosted an annual community based event that featured activities would you be interested in participating?

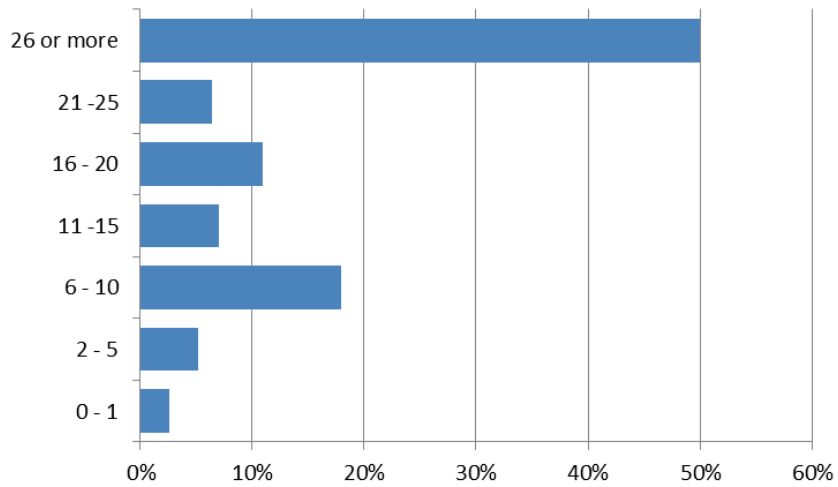
Response	Number	Percent
Yes	93	65%
No	50	35%
Total	143	100%

Q-25 Madras Aquatic Center District residents currently pay a voter approved operating tax rate \$0.25 per \$1,000 of assessed property value, which is about \$43 annually for a median valued [\$172,600] new home in Jefferson County. Would you be willing to pay more for new organized recreation and leisure activities?

Response	Number	Percent
Yes	82	55%
How much?		
\$1-\$25	41	50%
\$26-\$50	23	28%
\$51-\$75	7	9%
\$75 or more	11	13%
No	58	39%
Willing to pay for specific Programs?		
Yes	22	38%
No	24	41%
Maybe	1	2%
No Response	11	19%
Maybe	10	7%

Household Characteristics

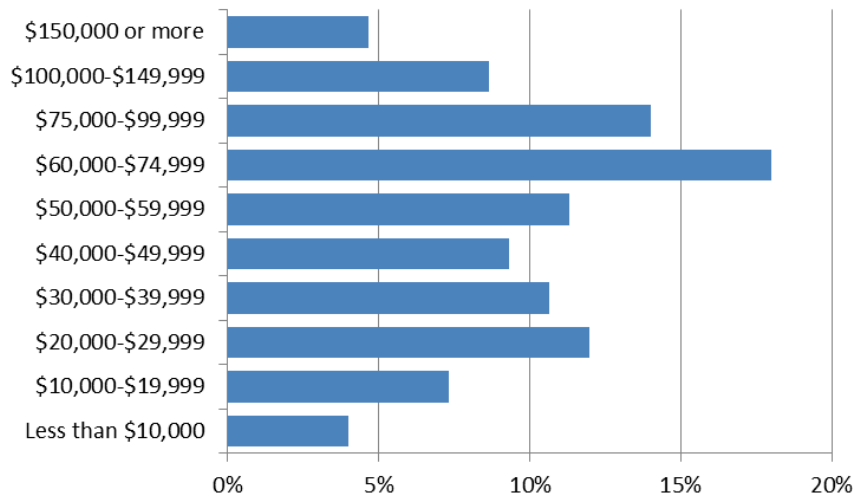
Q-26 How long have you lived in the area?



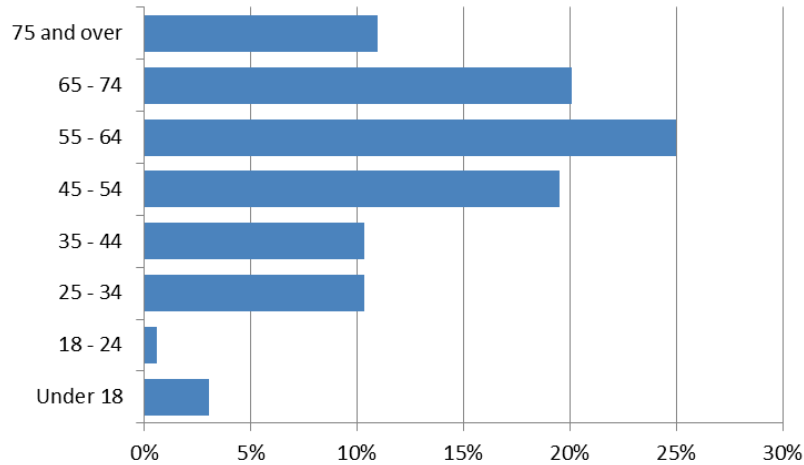
Q-27. Do you own or rent your home?

Tenure	Number	Percent
Own	139	85.8%
Rent	19	11.7%
Other	4	2.5%
Total	162	100.0%

Q-28. Please estimate your total household income, before taxes in 2010



Q-29 What is your age?



Q-30. What is your gender?

Gender	Number	Percent
Male	60	37%
Female	101	63%

**Q-31. How many people live in your household? **

HH Size	Total Persons	Percent of Total
1	19	5%
2	172	44%
3	72	18%
4	64	16%
5	35	9%
6	12	3%
7	21	5%
Total	395	100%

Q-32. Which race or ethnicity best describes your household?

Race/Ethnicity	Number	Percent
African American	1	0.6%
Asian / Pacific Islander	2	1.2%
Native American	7	4.2%
Other	1	0.6%
Caucasian	149	90.3%
Latino / Hispanic	5	3.0%
Mixed race	3	1.8%

APPENDIX E: TRANSCRIPT OF WRITTEN SURVEY

COMMENTS

This appendix presents a transcript of comments written by survey respondents on selected survey questions. The comments are presented verbatim without edits.

Q-4. How often do you or someone in your household participate in the following recreational activities? Other:

- Snow skiing sometimes
- Playing w/our dog daily
- Walking (3)
- Clogging
- Portland to coast/Cascade Lakes Relay annually
- Morning walk
- Yoga

Q-5. How often do you or someone in your household participate in the following leisure activities? Other:

- Bird-watching
- Concerts
- Music – concerts, shows, etc.
- Photography
- Reading/quilting
- Studying/reading
- Geocaching

Q-6. Please list the three recreation or exercise activities you or your household members participate in most often.

- 4-H activities
- Aerobics (3)
- Arts & crafts (4)
- Backpacking
- Baseball (4)
- Basketball (3)
- Bike racing/training
- Biking (23)
- Bird watching
- Boating (5)
- Body flex
- Bowling (3)
- Camping (25)
- Canoeing
- Church events (2)
- Classes – painting,
- sign language
- Community events
- Concerts (2)
- Cross country skiing
- Cultural events
- Dance (10)
- Disc golf
- Diving
- Exercising (11)
- Fishing (27)
- Football (4)
- Gardening (4)
- Geocaching
- Golf (16)
- Greater emphasis on visual/performing arts
- Guitar
- Hiking (19)
- Horseback riding (5)
- Housework
- Hunting (14)
- Jogging (5)
- Kayaking (3)
- Kayaking clubs
- Lap swimming (2)
- Martial arts
- More promotion (support for skate park)
- Music events
- Nature walks (6)
- Outdoor events
- Painting

- Parent/child programs (3)
- Parks (3)
- Performing arts
- Photography (2)
- Picnicking (3)
- Play groups
- Playgrounds (4)
- Playing with our family pets
- Quilting
- Racing cars
- Racquetball
- Reading
- Riding 4-wheelers
- River rafting (2)
- Rock climbing (34)
- Rock climbing club
- Roller skating
- Running (15)
- Shooting
- Shopping
- Skateboarding
- Ski clubs
- Skiing (3)
- Soccer (3)
- Softball (3)
- Spectator sports
- Sports events
- Sports watching
- Stationary bike (2)
- Stretching exercises
- Swim team
- Swimming (36)
- Target shooting
- Tennis (2)
- Theater
- Treadmill
- Volleyball (4)
- Walking (73)
- Water Aerobics (10)
- Water exercising
- Water polo (2)
- Weight training (8)
- Wildlife viewing (3)
- Work/chores around house/yard
- WorldMark membership
- Yoga (4)
- Youth soccer
- Zumba dance (2)

Q-7. Have you or any members of your household participated in a sports team/league in the previous year?

Youth activities

- 4-H (2)
- Baseball (3)
- Basketball (3)
- Bowling (Special Olympics)
- Cascade Lakes Relay
- Cross country
- Dance
- Football (3)

- La Crosse
- Rugby
- Soccer (8)
- Softball (5)
- Swimming (3)
- Swim team (2)
- T-ball
- Tennis
- Track (3)
- Volleyball (2)
- Water polo (2)
- Wrestling

Adult activities

- 4-H
- Baseball
- Basketball (3)
- Bicycling
- Bowling (2)
- Co-ed softball
- Softball (4)

Q-10. Are there organized sports or leisure activities that would you like to participate in but that aren't available in Madras?

- 4-H activities
- Adult exercises besides swimming
- Adult flag football
- Adult swim lessons
- Affordable dance
- Art classes
- Basketball (3)
- Bicycling group
- Bike racing
- Bocce ball
- Book clubs
- Community choir
- Community theater
- Computers
- Concerts
- Crafts

- Cultural events
- Daily family swim night (2)
- Dance classes (2)
- Exercise programs
- Exercise programs keyed for over 60 years old
- Football
- Gardening
- Golf
- Gymnastics (6)
- Hockey (3)
- Ice hockey
- Karate
- La Crosse (2)
- Live theater
- Local photo club
- Martial Arts
- More info about 4-H
- Music concerts/concerts for teens (2)
- Never sure what was available (2)
- Open gyms in all communities in Jefferson County
- Organized runs/bike rides
- Over 50 softball leagues
- Photography
- Place to play music
- Pop Warner football
- Quilting (3)
- Retiree activities
- Rock climbing
- Rugby (2)
- Running clubs/organized events
- Sand court volleyball
- Scrapbooking
- Table tennis
- Tai Chi
- Tennis (2)
- Voice/choir
- Volleyball
- Youth basketball
- Youth flag football
- Youth soccer (2)
- All these are important for our young people
- Sewing activities
- Would like a list & dates so can plan on doing more
- Wider range of instructional classes

Q-12. Overall, do you feel the existing sports leagues and organized programs meet or do not meet the needs of the community. Please explain your response.

- Existing programs meet needs
- Existing programs are doing a good job & need their own individuality & do not need to be run by one group!
- My husband and I are disabled & are home all the time – out only when I go to the grocery store
- I feel there are enough existing programs to meet the needs
- Because children and teens and now adults that do not have the money for good food for lowering weight
- Doing a good job!
- Our community does a great job with supplying the needs of our youth through volunteers for most sports
- Plenty of opportunities for those interested. More opportunities could be created with better community coordination.
- 4-H is our #1 activity and is meeting our needs 100%!!!
- For this small of a community, Madras has a lot of stuff going on
- Existing programs meet some, but not all needs
- Not enough opportunity for all to participate.
- I think finding out about registration for these programs ahead of the registration deadline could use improvement.
- I'm sure there are some who think there are other activities they want. I would love to see a women's only exercise facility like Curves.
- Elementary programs & teens activities are not enough to keep children interested
- Seniors need more opportunities
- Very disorganized! Kids suffer.
- Not everyone swims or play a sport. More exercise classes & sponsored run/walk events
- Need more activities for adults over 35-65+

- You can't keep taxing people for things they don't want to pay for, when privately donated funds will do
- Not all demographics are represented, marketing is an issue
- Difficult to remember all different places to register, would be easier if one place
- Events in Madras need to advertise better to local towns within a 20-mile radius.
- All volunteers are great but not always reliable, some activities are missing
- Events uniquely social but do not fit many of our comfort areas
- More afterschool activities
- Our soccer time of 5pm doesn't allow working parents to get to their league
- We have some great programs but also some gaps, particularly in the 6th-8th grade years
- Lots of soccer, a little softball, but that's it for sports
- Many not ethnically oriented
- Biking groups
- Programs and leagues aren't always available
- Not all youth can afford to utilize the leagues. We need a lower income league for the poverty level kids.
- Not a lot offered that I am aware of
- Not a lot of opportunities for young children
- Fields aren't maintained or scheduled so each team has a field to play on. Fields in disrepair, city/county has sprinklers on & can't use them. First come or nowhere to practice, no parking, have to travel to Bend to play.
- There are plenty of sports. Open up to Pioneer, 2/3s of the paper is sports.
- With high travel expenses we cannot afford to attend one of the area sport games
- Too sporadic and unorganized
- We need more adult activities
- There is a need for organized youth football and possibly some adult sports too (volleyball, baseball, etc)
- Our organized leagues seem oriented to preening a clique of athletes rather than providing healthy activity for youth
- There are very few organized programs here
- Needs to reach out more to low income that cannot afford costs of programs
- Need more disabled children programs
- No small community can provide all needs and the finances to create and support them!
- We've been unhappy with how unorganized soccer was with first child, didn't participate w/second child
- We have an infant & a toddler & do not have the time to participate in those at this point, but would in the future probably
- Need more year around activities
- There weren't enough coaches for soccer; it wasn't until the last minute that it was determined that they could have soccer available at all
- Adequate for younger age groups
- Need a Parks & Rec program
- Existing programs do not meet needs
- Youth and adult activities would be better utilized if organized under one organization
- I think people put too much into sports. It is pathetic to see how much our parents make kids practice for baseball and ruin vacations & break time in school.
- Existing programs organizations too complicated
- When I moved to Madras I didn't know where to go and what was offered for organized sports
- Not enough programs or not enough interest?
- There are many children & adults that cannot afford to participate
- We need so much more here
- Need more sports geared to the Hispanic & Native population
- Some are well organized and some are not, no variety

- Most are disorganized and quality varies year to year
- Getting better people like Carolyn Harvey, Beth Ann Beamer & Bobby DeRoat coordinating activities. More is needed as well as advertising to get things going & to have a variety to meet a variety of fitness needs.
- Sustainability of programs is a problem without a coordinating entity
- The cost is too much a lot of the time
- Don't know
- Do not like organization costs!
- We are grandparents & our children & grandchildren live out of town
- Haven't had kids in school for almost 10 years, but I see lots of organized activities going on in the community – i.e. soccer, kids club, etc.
- Organized sports not for everyone. Need broader thinking! Need a teen non-church club 13 & over!
- Not having children at home anymore we are very independent without activities
- From a casual onlooker it appears that needs are being met
- We don't have small children, but if we did an active sports program would be very important

Q-13. What type(s) of facilities do you or members of your household use for recreation or exercise in the Madras area? Other:

- | | |
|--|---------------------|
| • BLM National Forest trails | • Senior center (2) |
| • Bowling alley | • Dance Studio (3) |
| • Harvey's exercise class & dance studio | • County roads |
| • Library | • Golf course |

Q-14. Do you or members of your household belong to or use indoor recreation or exercise facilities that are outside the Madras Area? Where is the primary facility?

- Bend
- Eagle Crest membership
- Redmond
- Prineville
- Warm Springs

Q-14a. If you answered Yes to Q-14, please list the activities that you or a household member most frequently participate in outside Madras and name the facility that you use.

Activity	Facility
Lift weights	New Energy gym
Swimming	MAC
Exercise	Community Center
Volleyball	Crook County School, club ball
Organized exercise class as lunch time	Warm Springs Community Center
Treadmill	Warm Springs Community Center
Soccer	Redmond
Concerts	Eugene & Seattle areas
Ski areas	Eugene & Seattle areas
Tennis & swimming	Eugene & Seattle areas
Indoor soccer	Center in Bend
Rush soccer	Multiple fields in Redmond/Bend
Roller hockey	Indoor sports complex in Bend
Racquetball	Bend Athletic
Swimming	Madras Aquatic Center
Swim Lessons	Madras Aquatic Center
Equestrian	Deschutes County Fairgrounds
Weight training	SNAP Fitness
Swimming	OSU Aquatic
Dancing	Redmond Senior Center

Q-16. Have you visited the Madras Aquatic Center? No → If not would you consider visiting the Madras Aquatic Center? It depends:

- One free visit sent
- Just to see the center only
- At my age I feel the classes are at an inconvenient time
- If I get a job & have extra \$ to spend
- Water good for 3 things – showering, surviving, drowning
- Only if I have the time and nothing else to do
- Open house at the beginning

Q-17. If you have visited MAC, please rate explain your rating.

Rating	Reason
Excellent	Great for the family
Excellent	We like the MAC – we currently have a family membership – kids swim 2 days a week after school
Excellent	We enjoy it every time. I'm hoping when I retire to use the exercise programs more
Excellent	Excellent facility for health & for children. Well maintained. Classes are very good.
Excellent	Always clean, friendly
Excellent	I went with my granddaughter, who was on the swim team. She has since moved to the Tri-Cities where she is also on that team.
Excellent	Used when first opened & children still at home – all children have moved out – did not continue regular visits, time is/was issue – always happy with facilities.
Excellent	Beautiful facility. Friendly & helpful staff. Need more rooms though.
Excellent	I believe our aquatic center is one of the best on the coast or central Oregon! I know people come from Crook & Deschutes Counties to use!
Excellent	The center is very beautiful, play and swim with family and friends
Excellent	My visits have always been very positive
Excellent	For a time I swam laps 2 days a week. They got injured & didn't return. Now I go when family comes. It is an excellent facility!
Excellent	We think it was a wonderful addition to our town. Our children take swim lessons and one child is on a swim team & plays water polo. We have never had any complaints about it.
Excellent	Nice people, welcoming to all
Excellent	We are members at the Madras Aquatic Center. Our use is seasonal because we are too busy working during the summer months, spring, and fall. We generally swim laps from Oct-April. We enjoy the facility. It is well run and managed by the employees.
Excellent	Always friendly staff, clean facilities, beautiful campus.
Excellent	We take grandchildren when they come to visit
Excellent	We have good times there. Because of illness our visits have been limited.
Excellent	Great facility for our community
Excellent	Friendly, helpful, clean. I like the choice in water temperature as to where I like many ways to exercise in pool.
Excellent	Except old lady at counter. She's RUDE.
Excellent	Very impressed with the work they have done with the swim teams (youth). Swim lessons are great!
Excellent	We have not been there often but when we do go we are very satisfied with the facilities. We also appreciate how well thought out the MAC schedule is to meet the needs and interests of many different groups.
Excellent	Great facility overall, good service to the community
Excellent	I feel very lucky to be able to utilize such a beautiful facility
Excellent	My family and I love it there, the people are friendly & the pool is awesome!!!
Excellent	It has area places for all ages
Excellent	Grandchildren visiting love it!
Excellent	Clean, friendly. Added early hours two mornings a week to

Rating	Reason
	accommodate scheduled needs.
Excellent	It's a beautiful facility and I would like to use it more often
Excellent	Clean, nice environment
Excellent	I love visiting the MAC – people are friendly and the facility is <u>beautiful</u> ! I love swimming in this type of pool with full view of the Cascades. There's no other pool like it!
Excellent	My young children love the facility. We've also had parties there.
Excellent	I enjoy attending the MAC, it is a nice safe place to go with my family
Excellent	When our grandchildren have visited it's been a very positive experience
Excellent	<u>Beautiful</u> facility, <u>ample</u> pool for rec swim, convenient location, good locker room and pool maintenance!
Excellent	My kids & grandkids love it. Something for everyone.
Excellent	Rec swim is great. Kids swim lessons lacked experienced instructors that knew how to work with small children.
Excellent	I have taken the MAC water aerobics class & it was great. My grandson has been at the pool when he's here in the summer.
Excellent	Local, beautiful setting, reasonably priced, and our grandkids enjoy it. My brother-in-law is an avid swimmer and visited here last year. He said the pool was the <u>top pool</u> for swimming his laps that he has ever been in, and he has been in many pools and swum in over 55 events .
Excellent	Diverse pool, receptive hours
Excellent	We are members
Excellent	We LOVE the pool for our young family. It is clean, well run and beautiful! Two of our children have taken swim lessons and learned to swim. Great experiences! Small classes, great instructors.
Excellent	Beautiful facility! We are thrilled to have MAC.
Excellent	Very clean and organized
Excellent	I fill it's a very nice facility, I see people of all ages using it
Excellent	Each visit has been enjoyable & everyone working has always greeted us politely, answered all or my questions, & they are wonderful to those taking swimming lessons. I would like to see the family rate return.
Excellent	It is a great place for the kids & they enjoy going there
Excellent	Beautiful facility. Enjoyed the hot tub & walking against the current was great for my hip replacement
Excellent	Great grand-daughters 1 st birth party. It was lovely.
Excellent	We are there on a daily basis. The pool & area surrounding the deck are very clean. The showers sometimes need cleaning & the lobby has spider webs in corners.
Excellent	Clean, nice, fun, inexpensive
Excellent	People are helpful & friendly. MAC is always offering or sponsoring activities for little cost.
Good	There for swim meets

Rating	Reason
Good	Pool was somewhat crowded. Seemed to be geared more to children and young adults.
Good	I only go to take my grandkids when they are visiting. The bathrooms are cold.
Good	Not a swimmer. Took my nieces there to swim.
Good	Lane lines not always ready for lap swim and there are not always enough lanes for lap swim
Good	Wall in ladies locker room damaged
Good	MAC is okay
Good	Cleanliness of dressing rooms and restrooms not great
Good	Would be better if the \$5 family swim night wasn't just 2 days. Would be nice if it was daily – that way busy families like us can make sure we can attend those nights we are free as a family together
Good	My experience with MAC is with Cheryn McDonnell's yoga class. She is excellent and a great asset to MAC.
Good	Facility is exceptional, but in my opinion much more that was needed
Good	Friendly helpful staff, clean facilities
Good	Lap equipment is/was in disrepair last time I visited. There does not seem to be much urgency in keeping these items maintained.
Good	The one time I did go, it was a very enjoyable experience
Good	The pool water is too cold for older people to enjoy
Good	People don't seem to like what they are doing. They don't know anything. They are not a team.
Good	It needs to be cleaner. There is black mold growing everywhere
Good	Would like to see evening arthritic classes
Good	Clean, friendly personnel
Good	I watched my great grandchildren's swimming lessons
Good	Would be nice of senior exercise program was a bit later in the day
Good	My children enjoy it. Through school they participated in swim lessons which were great for them.
Good	Well organized events. Very crowded. Limited seating at events we attended. Parents need to be able to <u>watch</u> while children swim.
Good	Great facility but in the times I have free the lap pools are never available so I swim upriver in a 3 ft pool
Good	We went once, too many kids but I liked the hot tub
Good	No lifeguard on duty
Good	Have been only once
Good	Open, clean, safe place to use
Good	I haven't gone enough times to really get a feel for it, but when I have gone it's been good
Fair	Schedule favors specific groups or classes. Too hot inside facility. Too costly (especially for families). Is in a poor location.
Fair	Children need more supervision, more organized, cleaner
Fair	Good facility, poor lifeguards when I was there. Wouldn't want my kids there without me.
Fair	I do not swim in chlorinated water and think that MAC should go to salt or other new innovations in that regard. Also, the operation and maintenance of the facility need much improvement!

Rating	Reason
Fair	It is not exceptional, but has been declining in maintenance. Staff seems to just “be there” and pool side does seem to be maintained well and is kept clean. Never have seen that hot tub work, always under maintenance. Lobby is always clean and maintained.
Poor	Took water aerobics class, excellent teacher but non-class members were allowed to wander looking and making comments. DID NOT RETURN TO CLASS AGAIN.
Have not visited	The cost has been a challenge for me. I have wanted to do the water aerobics class for some time. I am planning on signing up the end of October.
Have not visited	No need to see stainless steel pool

Q-18. If you have visited the Madras Aquatic Center, which activities have you participated in? Other:

- Family swim night
- Mom & Me swim (in this case grandma, auntie, & me)
- Birthday parties
- Private parties/fundraisers
- Water slide

Q-21. Please identify three types of activities that you would like to have offered or expanded in Madras

- | | |
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| <ul style="list-style-type: none"> • Activities at park • Activities for whole family to participate in together • Adult organized sports (2) • Adult run competitions • Adult walk competitions • Aerobics • Adult softball • Adult swim lessons/classes • Adult tap dance • Adult volleyball • Adult water polo • Arcade • Arts & Crafts (3) • Basketball (2) • Basketball hoops • Beginner kayaking • Bike racing • City football • Combine existing programs • Cooking classes • Crafts/games in local parks in summer • Bead work • Bicycle activities • Bike paths | <ul style="list-style-type: none"> • Bike trail riding • Concerts • Country themed music activities • Dance (2) • Dance classes • Evening Rusty hinges • Expanded educational classes • Family swim night • Fitness instruction for men • Folk dance or ballroom dance • Football (2) • Free craft lessons at senior center • Fully functioning parks/rec • Gentle swimming class • Geology tours • Golf • Group bike rides • Group running • Gym added to MAC for weights/classes • Gymnastics (2) • History tours • Horseback riding |
|--|--|

- Indoor walking facility
- Indoor play area for toddlers during winter
- Kayaking
- Kayaking at the pool
- Kids Club (2)
- Little League basketball
- Martial arts
- More activities for pre-school/elementary
- More aerobics
- More lap swim time – early am & evening
- More recreational time
- Music & drama (3)
- Nature walks
- Open gym nights
- Organized adult soccer league (coed preferred)
- Organized runs/bike rides (2)
- Painting, sculpture
- Parent/child classes at more times
- Parks & Rec
- Pool
- Railroad themed activities
- River/lake tours
- Roller skating (2)
- Rugby
- Safer bike paths
- Senior exercise
- Senior programming
- Skate park
- Skating rink
- Snorkeling
- Soccer leagues – middle school
- Softball
- Special events
- Swimming for the handicapped
- Teen club
- Things for stay-at-home moms to do w/kids
- Walking/running trails
- Water aerobics at 5:00
- Water sports
- Weight training
- Western style activities
- Winter exercise
- Wrestling
- Yoga
- Youth gymnastics
- Youth sports (soccer, baseball, softball, football, indoor soccer, etc.) (3)
- Zumba gold
- None in Jefferson County
- Exercise for seniors, not all these skinny people who make seniors feel inferior
- We have enough
- Year-round swim class for 0-15
- Work with Special Olympics to expand all programs

Q-23. If yes to question 22, how do you think the MAC should pursue expanding the recreational services that they provide?

- Adult classes & lessons
- Inclusive like Bend Park & Rec
- More rec swim times
- Special needs/disabled children
- They should not
- Monthly events like bike rides, group runs, etc. Also Special Olympics as mentioned.

Q-25. Madras Aquatic Center District residents currently pay a voter approved operating tax rate of \$0.25 per \$1,000 of assessed property value, which is about \$43 annually for a median valued (\$172,600) new home in Jefferson County. Would you be willing to pay more for new organized recreation and leisure activities? Please explain your response.

Yes → How much more would you be willing to pay per year, to fund recreational programming?

Amount	Please explain your response
\$1-\$25 per year	User fee for fixed income seniors
\$1-\$25 per year	This is very important for all of us in Central Oregon of all communities
\$1-\$25 per year	If everyone gives a little more activities can be made
\$1-\$25 per year	Worthy cause – limited funds
\$1-\$25 per year	We are on a fixed income
\$1-\$25 per year	No more than an extra \$25/year
\$1-\$25 per year	We own farm property and already pay high taxes
\$1-\$15 per year	Recreational activities are vital for healthy living
\$1-\$25 per year	I'm willing to pay some extra to make the best use of MAC possible
\$1-\$25 per year	Our house is assessed much higher than it should be & we're on a fixed income as are <u>many</u> people in Madras
\$26-\$50 per year	Totally depends on where this extra money is going
\$26-\$50 per year	\$100/yr is reasonable
\$26-\$50 per year	I would support a general increase that would benefit the services that are offered in our community
\$26-\$50 per year	I feel financial support is needed to provide the additional activities
\$26-\$50 per year	I think a strong sports & rec district makes the community a more healthy community & a more desirable community to live in
\$26-\$50 per year	Would give more if Special Olympics benefitted in any way
\$50-\$75 per year	Health & rec is badly needed here
\$50-\$75 per year	Currently I pay fees for sports & gas to travel to Bend
\$50-\$75 per year	Yes, we would be able to do this, but we recognize that MANY in Jefferson County would <u>not</u> be able to help fund this
\$75 or more per year	If the programming was useful to our household
\$75 or more per year	I would rather pay to provide more opportunities for kids that would hopefully keep them safer and healthier
\$75 or more per year	Small price to pay for others to have more activities
\$75 or more per year	Already an extra \$50/mo for gym, would love to give that to MAC
\$75 or more per year	It is important that the tax base is rigorous enough to sustain quality programming for all ages & incomes
	The amount I would be comfortable with would depend on the budget
	Whatever is needed

A. No → Would you be more willing to give money if you were certain it would go to a specific program that you wanted?

1) Yes → What projects would you support?

- Kids programs
- Programs for adults
- More exercise classes, more sponsored run/walk events
- Multiple Sclerosis to have family and friends and employees that we are people and help to get a cure
- Generic programs like afterschool or youth programs
- Children's swim meets, getting our young people involved
- Gymnastics/Pop Warner football
- Kids
- We'd be supportive of any program but keep the pool open
- We desperately need an arts center
- Tennis
- Concerts
- I would have to see a list of activities that they were wanting to promote in the future

2) It depends

- Would like to see more programs in a more organized offering
- We have trouble supporting ourselves
- We can't afford any more taxes
- I will pay more to support the existing programs
- Stability in general to be asking for more money at this time
- Bad timing \$
- On the program
- Make the MAC user-supported

B. Maybe

- Our expenses go up but our income has gone down
- If all county residents had to pay
- Can barely afford to stay in my house now
- We do not use the facility ourselves, but having lived in this community for 40+ years we worked very hard to get a pool in Madras. It is much needed for our community and our children, grandkids, and great grandkids. Love it!
- Would support community wishes
- Maxed out owning farms & homes
- Because we own more property we pay several times the average cost but would support an increase if it stabilized the program and went to good use.
- If it were to go for the underprivileged kids programs
- Trying to pass any new bonds or levees now is not a good idea!!
- I would be willing to pay more but extra tax payments burdensome who cannot afford it and they still need to pay fees in addition to taxes!
- If management improves significantly
- We are retired seniors w/a special needs daughter, but have three granddaughters that we help financially w/sports & red

Q-27. Do you own or rent your home? Other:

- Own a lake home
- We live with family member
- Life estate
- Buying/space rent

Q-32. Which race or ethnicity best describes your household? Other:

- Celtic

Q-33. Please provide any additional comments or suggestions related to recreation programs in Madras in the space provided below.

- The money collected should go to the programs it is solicited for and not to administrative costs. MAC should have volunteers, not paid staff, to facilitate their programs.
- Madras would benefit from the organization of a more efficient Parks & Recreation District that would centralize offerings & registration for the programs in the area.
- As a taxpayer I would be willing to pay more taxes to keep the Aquatic Center. But am highly against the MAC trying to take over control of current youth groups such as soccer, Kiwanis, Little League, and etc. programs that have their own programs already in place and have had for years!
- Don't like paying for things we don't use! Keep costs on a strictly per use basis!
- I have always felt the different organizations heading up each individual sport were silly & ineffective. We need a rec program that heads everything. Like Redmond.
- Would love to see an organized running club. More running events (5k, 10k, 1/2 marathon). More aerobics classes (besides zumba). Spinning class? Weight training? Or a weight room for public use.
- More arts and crafts. Nature walks combined with swimming afterward.
- Way too much emphasis on sports – need to put our money in schools & safety.
- If this survey is going to work on getting a Parks & Recreation District in Jefferson County, we will vote NO. Quite trying to subsidize the MAC on the backs of homeowners. You are going to kill the goose that laid the golden egg. People are hurting enough as it is.
- I am very happy the U of O is part of the MAC. Do you have funding for a Multiple Sclerosis person or all diseases that folks have like Diabetes? OR help. And newborns and mom and dad need to have, little ones need to learn as well. Go Ducks!
- Our problem in many areas – we have Hispanic, Native Americans, & White. 1 & 2 don't mix well – Hispanics in churches want their own. Only some want to learn English (they want their country back they tell me) because our young people are not working on the farms. They run the streets – not good – they need to keep their minds and bodies active in a good area. Churches are trying.
- Madras recreational programs STINK!
- We voted against this in the first place and certainly object to taxing us more!!
- Highly likely a 62-year-old will answer this survey very differently than a 45-year-old w/children at home. Those recreational activities I participated in when I was 45 are very different than today at 62.

Although at 62 my wife and I are active & healthy – we simply do different things. Asking me to pay higher taxes on something I may never use – the sell needs to be very specific. I applaud these efforts to “determine need/interest.” An organized rec district can do wonders for a wide community direction/involvement/enhancement.

- I live in Madras and have worked here for 20 years, the rest of those questions (on the last page) are none of your business!
- I would be more involved & interested if my schedule wasn't already overloaded. Currently I work full time & am a part time online college student.
- Madras needs a lot of things, all of this included. But really, this is all about money, and the economy and stability is not very good right now.
- Never forget Metolius.
- Our granddaughter learned to swim at MAC. It would be good if she could get further lessons. As far as recreational swimming is concerned we are not interested and we did not vote for MAC, but we're glad she was able to learn to swim.
- The more activities the better, especially for the youth.
- Could support higher taxes but would first like to see resources used more effectively. Price structure for pool use at MAC is not a match for community. Also, much prefer user-based fees for any new programs rather than tax increase.
- Recreation should be paid for by the participants – not taxes.
- Most people I talk to have no idea what exercise programs are provided – never heard of Rusty Hinges, the Lazy River, water aerobics, etc. They think all you can do is swim laps for exercise. You can add all the programs you want, but if they aren't presented to the public you will not gain people through the door. Also, seniors have a fear of being seen in swimwear. Let them know they aren't alone.
- Would no way support & give more tax \$ to MAC.
- Teens here have nothing – hence crime, pregnancy, and std rate.
- As you can see by my age (89), we do not use the swim center. We have visited it and think it is a wonderful asset to the community. I have voted for a swimming pool each time it has been on the ballot through the years. Yes, I would be willing to have the taxes raised for more resources for the pool.
- Although I understand the need and request I am ultimately happy with services offered in Madras/Jefferson County. I am not interested in funding additional programming during these difficult economic times. The needs of my family have been met with great success. I am pleased with what our small community does.
- The lack of use now is primarily based on the facility use being too expensive and being in a TERRIBLE location. Provision of a free shuttle service through core roads of Madras might bring more people to use the facility. The facility was far too expensive and excessive for Madras. Is poorly located, too costly for families, poorly operated/managed.
- The people running the activities through the MAC are unorganized and there is no communication. I have gone in for several different programs and not once have they been organized or had the answers to my questions. It is very frustrating. I would go somewhere else but there is no alternative.
- Before feeling this out, I asked other families what they would use and like to see also.
- No more taxes please.

- More swim lessons as school programs. If we could save even one life per year.
- I like having the pool available for sports & rec and know that many of my friends enjoy open swim and aerobic classes there. Many people I know love to take their grandchildren & out-of-town friends there also.
- I pay enough taxes already – we didn't get the pool that we wanted to begin with. No money, no play. SSI and Welfare don't allow one to play or enjoy life. You make do by reading, TV, walking, board games, cards, crafts, garage sale freebies. Why should I pay for what I can't enjoy? Pay for someone else? No thank you.
- Teach kayaking at the pool.
- I like the programs they do offer. I think there should be a Cub Scouts locally and Boy and Girl Scouts locally. If there is some locally they should have better advertising to enroll kids.
- For a small town, I sense there are many opportunities for youth sports & adult baseball. I am not active with team sports. I prefer walking & total gym in my own home. I appreciate the walking trails, but mostly use town's streets & sidewalks. My dad was very pro-swim center/pool during 1960s when I was a teen in Madras! It took 50 years for MAC to be realized into a vision and ultimate facility. It's impressive for all ages!! Its expansion into multi-purpose recreational center would benefit many residents. The current economy might represent a financial barrier – a hopeful future possibility though.
- What don't you get about Aquatic Center? MAC needs to learn how to manage what they have without maxing out taxpayers. This facility barely was approved in the first place (by 8-10 vote). Now they want to expand their activities before proving their fiscal competence. How about a showing of good sense in a down economy!
- Having expanded lap swim hours would be appreciated.
- A sports & rec district would unify activities in the community & would be one place to check for upcoming events. There are people working hard to make things happen here so I think we have some events to lay the foundation for more good things. It is an investment in the people of this community that should only make it better.
- Madras is just a small! Town with ¼ at least of the people leaving or already gone. This town is way too small to have ever been able to support a pool like the MAC in the first place. This is just a bunch of rich people running this town with rich ideals and the poorer people supporting their wants. We cannot afford what we already have. Why can't you people realize that this is just what has happened to our country – spending more than we have, going deeper & deeper into debt without thought to whom is going to pay. It's not the government because we're the government and we're broke. There are lots of things kids and adults can do here without government's help.
- Strong supporter of MAC. Understand funding issues. However, there is a need to serve the large percentage of low income residents. Perhaps expanding will provide resources to serve this population.
- My daughter has autism. She loves the water. I wish they had a program for special needs children.
- I was a sponsor of MACDash and think that event is as good as it gets due to the dedication and expertise of those that made it so. Plans for a bicycle racing event in Madras in the near future have not excited any interest from MAC administration and don't really depend on MAC participation anyway.

- Our experience w/soccer was that it's unorganized. Little League was better. We think it would be great if it was all run out of MAC by a paid position (we understand it has been mainly volunteers). We also would support a gymnasium at the MAC if \$ was there to add on. We love Madras' new pool and all the beautiful parks!
- As mentioned earlier in the survey, we are the proud parents of a 2 year old & a 10 month old. I am exercising very early in the morning before work & our evenings are very full and busy. It is difficult to commit to leisure & rec activities at this point, but I know we will as our daughters get older. We're excited about the possibilities & truly appreciate MAC in our community!
- We built a new home before MAC and we put in an exercise pool in the new home. My wife used it daily until she became unable the first of 2011.
- Need more jobs here in Madras, OR. Open up more opportunities for people to go to work. Maybe more recreation, more paying jobs.
- Sorry, at our ages we are not interested in recreation provision.
- Father/daughter, K-8 soccer tournament, open to all but targeting Hispanic families.
- I feel that our community would benefit from having activities available that every family can afford. It's understandable that things cost, but up to \$300 annually in a large family can add up quickly.
- Mostly do recreational activities on an individual or family basis. Because our daughters are married, we are not familiar with youth activities in the area. I think it is very important to have opportunities for youth.
- We generally do not do much in the community as a whole family. One member is law enforcement and very protective of family (as it should be) and we choose to not become too familiar with the member clientele. Also, very frustrating when parents use recreation as child care.
- Maybe more non-sport based activities would be good for kids not athletic. Love the MAC!