



OUTDOOR FAMILY AQUATIC CENTER

FINAL REPORT

Outdoor Family Aquatic Center
Final Report
May 2015



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Executive Summary

Project Scope and Methodology

The scope of this Outdoor Aquatic Facility Feasibility Study is to identify the aquatic needs for the City of Canyon, a suburb of Amarillo, Texas, and to present potential facility spaces that can meet those needs. This study is based on extensive research through the following processes:

Needs Assessment

- Community outreach
 - Common vocabulary, vision
- Evaluate existing area providers
- Research area demographics
- Identify potential user groups

Program Requirements

- Develop options for programming
- Develop project cost estimates
- Site requirements

Financial Performance

- Estimate revenue potential
- Estimate operating expenses
- Determine cash flow

Needs Assessment

The following are the key take-a-ways from the community meetings:

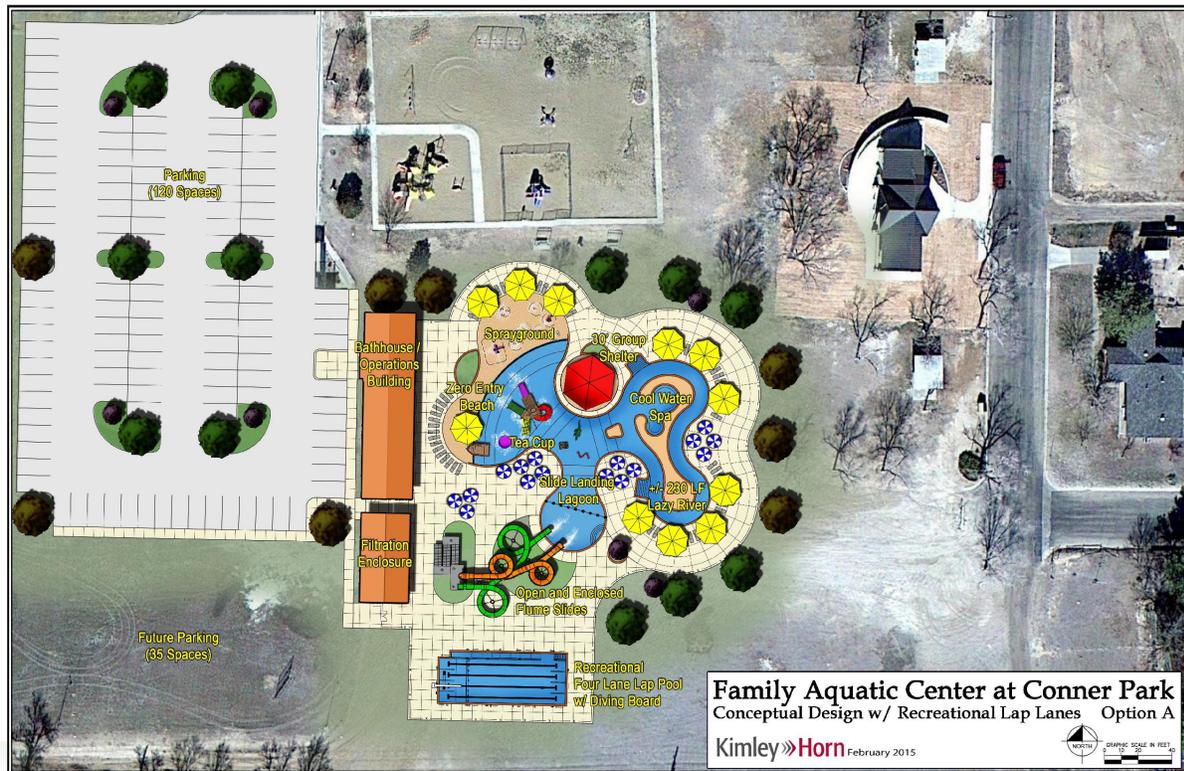
- Swim team (currently 60 swimmers) wants a 6 lane x 25-yard pool, indoor facility with locker rooms and spectator seating.
- Teens want a diving board and lap lane area.
- Conner Park is a good location - try to use open space to South and expand parking at existing pool location.
- Chlorinated water is preferred sanitation system for public pools.
- Initial design program features are okay.
- Consultants offered to investigate costs of pool enclosures.
- Jimmy Lackey presented tax implications of bond sales of \$4M, \$6M, \$8M, and \$10M.
- Pools need to be heated (like existing).
- Hereford Pool inflated enclosure is not ideal or recommended by Hereford operators.
- Amarillo has multiple large high schools and no indoor competition pools.
- Provide separate costs of competition pool and enclosure.
- Prepare layouts and costs for small, medium, and large family aquatic centers.
- Develop projected attendance, expenses, and revenue projections.
- Incorporate the Committee's design program features and provide added costs for competition pool features.

Program Requirements

Three options have been developed by the consultant to meet the aquatic needs of the City of Canyon: Option A: a small concept with no competition pool, Option B: a medium concept with a six lane competition pool, and Option C: a medium concept with an enclosed competition pool.

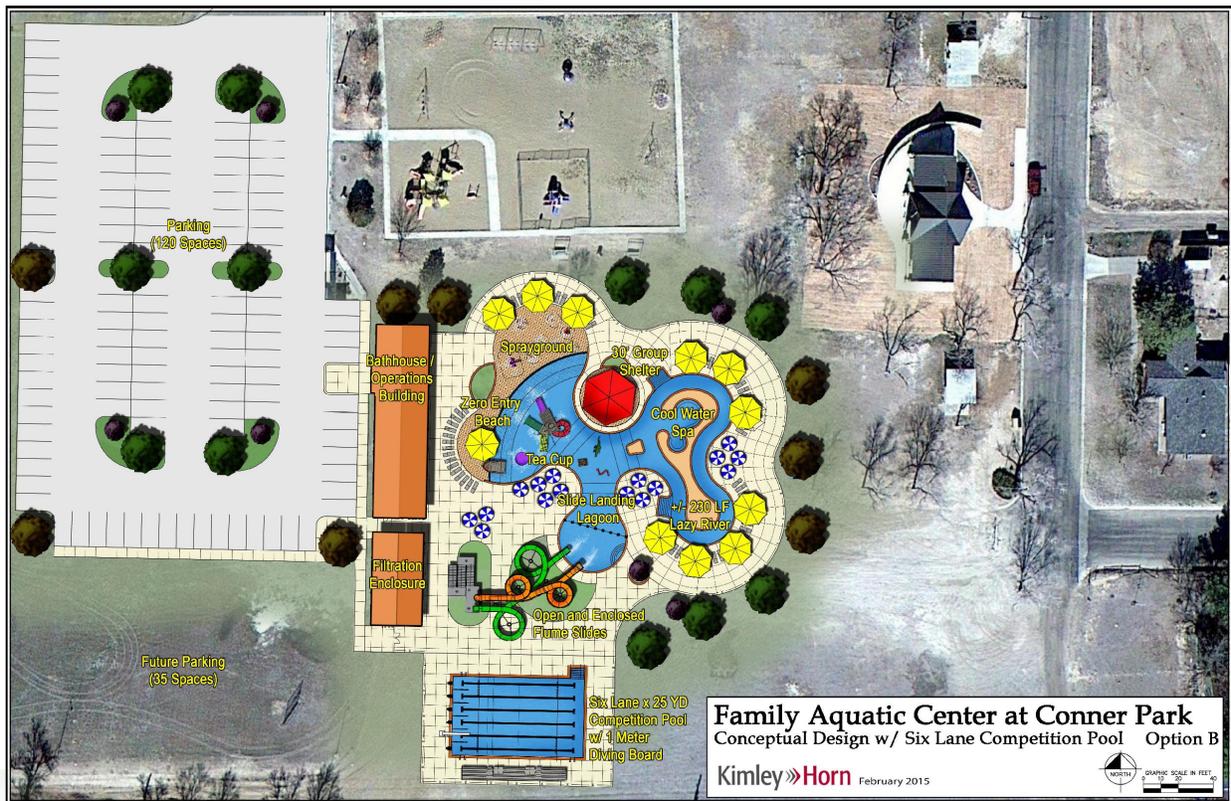
Option A \$5,500,000

2,700 SF Bathhouse
7,590 SF Multiuse Pool
4 Lane Lap Pool
Diving Board
Open and Enclosed Body Slides
Sprayground in shallow end
Children's Play Structure with Tipping Bucket
Eleven 20' Umbrellas
30' Hex Shade Structure



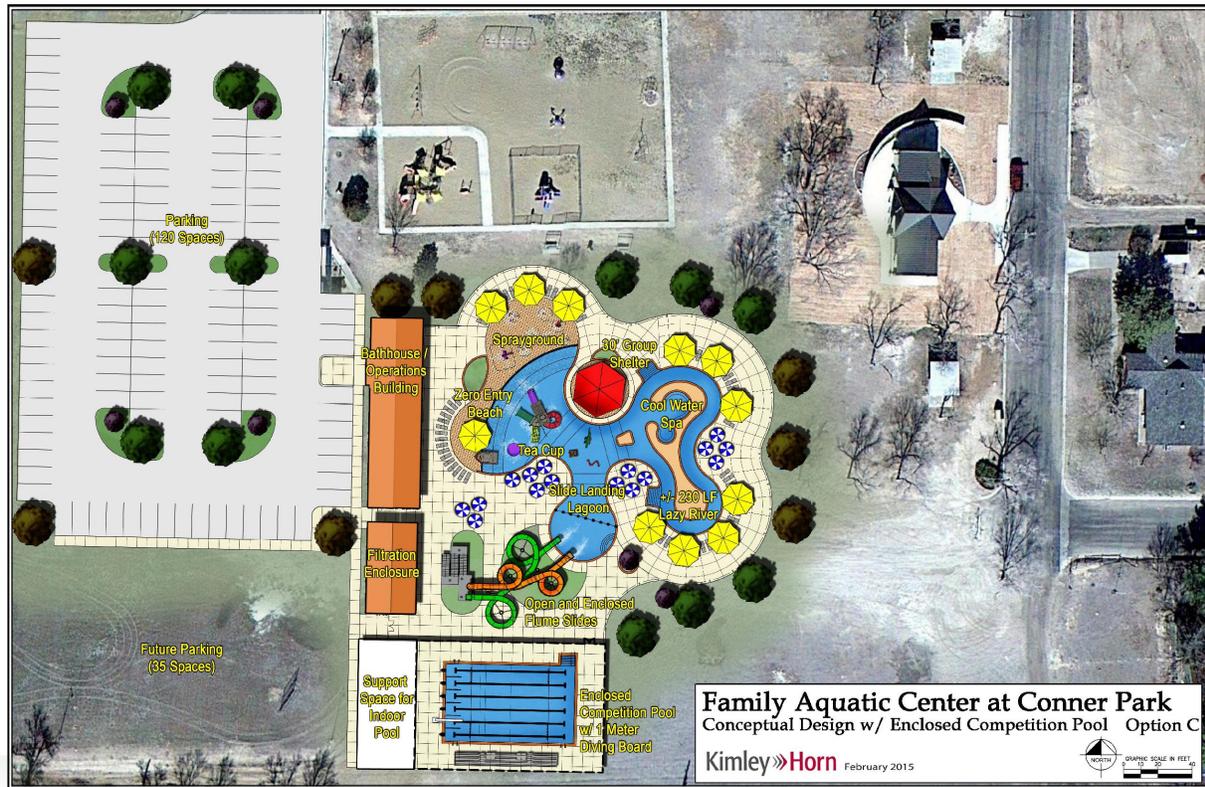
Option B
\$6,000,000

- 2,700 SF Bathhouse
- 7,590 SF Multiuse Pool
- 6 lane 25-yard Competition Pool
- 1-Meter Diving Board
- Open and Enclosed Body Slides
- Sprayground in shallow end
- Eleven 20' Umbrellas
- 30' Group Pavilion



Option C
\$7,000,000

- 2,700 SF Bathhouse
- 7,590 SF Multiuse Pool
- 6 lane 25-yard Competition Pool (Enclosed)
- 1-Meter Diving Board
- Open and Closed Body Slides
- Sprayground in shallow end
- Children's Play Structure with Tipping Bucket
- Eleven 20' Umbrellas
- 30' Group Pavilion



Financial Performance

The following chart provides a “recapture rate” to define the percentage of operating expenses recuperated or recaptured by operating revenue for Option A, Option B, and Option C.

	2014	2015	2016	2017	2018
Option 1					
Project Cost	\$5,500,000				
Attendance	47,409				
Revenue	\$320,195	\$332,609	\$344,690	\$357,447	\$370,382
Expense	\$329,336	\$337,569	\$346,008	\$354,658	\$363,525
Operating Cashflow	(\$9,141)	(\$4,960)	(\$1,318)	\$2,788	\$6,858
Recapture Rate	97%	99%	100%	101%	102%
Capital Replacement Fund	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500
Cash Flow	(\$36,641)	(\$32,460)	(\$28,818)	(\$24,712)	(\$20,642)
Option 2					
Project Cost	\$6,000,000				
Attendance	54,244				
Revenue	\$371,903	\$386,010	\$399,805	\$414,296	\$428,986
Expense	\$354,046	\$362,897	\$371,970	\$381,269	\$390,801
Operating Cashflow	\$17,857	\$23,113	\$27,835	\$33,027	\$38,185
Recapture Rate	105%	106%	107%	109%	110%
Capital Replacement Fund	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Cash Flow	(\$12,143)	(\$6,887)	(\$2,165)	\$3,027	\$8,185
Option 3					
Project Cost	\$7,000,000				
Attendance	58,107				
Revenue	\$444,082	\$459,037	\$473,685	\$489,034	\$504,586
Expense	\$486,155	\$498,309	\$510,767	\$523,536	\$536,624
Operating Cashflow	(\$42,073)	(\$39,272)	(\$37,082)	(\$34,502)	(\$32,038)
Recapture Rate	91%	92%	93%	93%	94%
Capital Replacement Fund	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Cash Flow	(\$77,073)	(\$74,272)	(\$72,082)	(\$69,502)	(\$67,038)

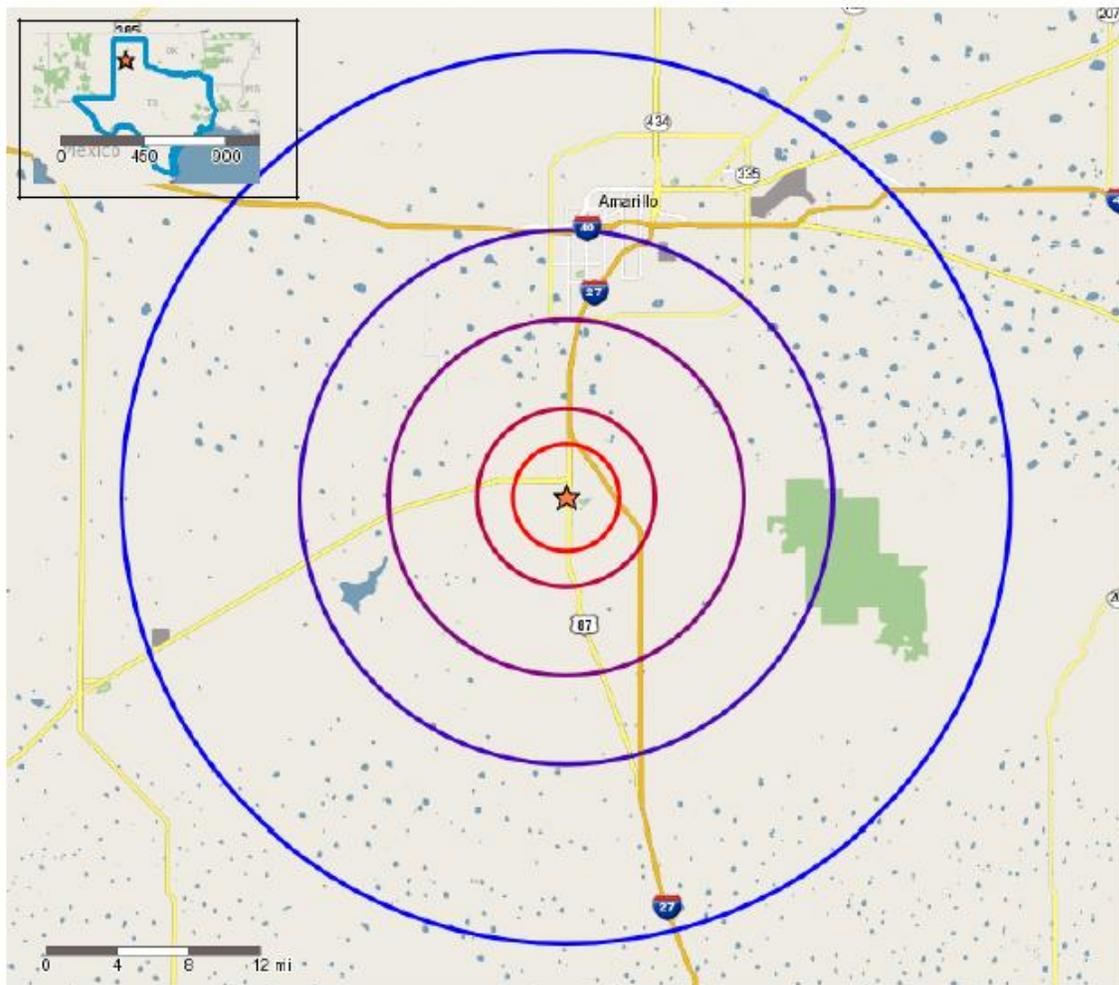
Section 1: Market Area Demographics

Population
Income
Age Distribution
Weather
Needs Assessment

Section 1: Market Area Demographics

Factors that can influence attendance include projections for growth/decline of population, income levels, and age groups. Market studies are used to predict how relevant products, services, and fees are to residents. Originating from 2000 12th Ave, Canyon, TX, 79015, the primary area is assumed as 25 miles, and the service area is assumed as 5 miles. The difference between “primary” (25-mile market area) and “service area” (5-mile market area) is that waterpark users will customarily drive farther to use a facility than will community-pool users (about 5 miles). Thus, a study of demographic patterns in the area is helpful in projecting usage rates. The resident market area has been divided into the following distances.

Distance Map



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-  Trade Areas (in miles) - 3
-  Trade Areas (in miles) - 5
-  Trade Areas (in miles) - 10
-  Trade Areas (in miles) - 15
-  Trade Areas (in miles) - 25

Population

The following chart presents a summary of market area population with concentric rings surrounding 2000 12th Ave. The 2010 U.S. Government Census was used to estimate the population for 2013 and to make projections for 2018.

- The population base for the City of Canyon is projected to increase from 13,900 residents to 14,300 by 2018.
- Over 250,000 people live within 25 miles.
- Population trending up in overall area.

MARKET AREA POPULATION BY DISTANCE										
Radius	Population						Average Annual Change			
	2010		2013		2018		2010-2013		2014-2019	
	Number (000's)	Percent of Total	Number (000's)	Percent of Total	Number (000's)	Percent of Total	Number (000's)	Percent	Number (000's)	Percent
0 to 3 Miles	14.5	5.9%	15.3	6.1%	15.8	6.1%	0.3	1.7%	0.1	0.6%
3 to 5 Miles	3.3	1.3%	3.4	1.4%	3.9	1.5%	0.1	1.8%	0.1	2.5%
5 to 10 Miles	10.6	4.3%	11.1	4.4%	11.9	4.6%	0.2	1.5%	0.2	1.4%
Subtotal	28.4	11.6%	29.8	11.9%	31.6	12.2%	0.5	1.6%	0.4	1.2%
10 to 15 Miles	87.8	35.9%	93.0	37.0%	97.8	37.6%	1.7	1.9%	1.0	1.0%
15 to 25 Miles	128.3	52.5%	128.3	51.1%	130.5	50.2%	0.0	0.0%	0.4	0.3%
Subtotal	216.1	88.4%	221.3	88.1%	228.3	87.8%	1.7	0.8%	1.4	0.6%
Total (0-25 Miles)	244.5	100.0%	251.2	100.0%	259.9	100.0%	2.2	0.9%	1.7	0.7%
Canyon, TX	13.3		13.9		14.3		0.2	1.6%	0.1	0.5%

Source: Experian

Income

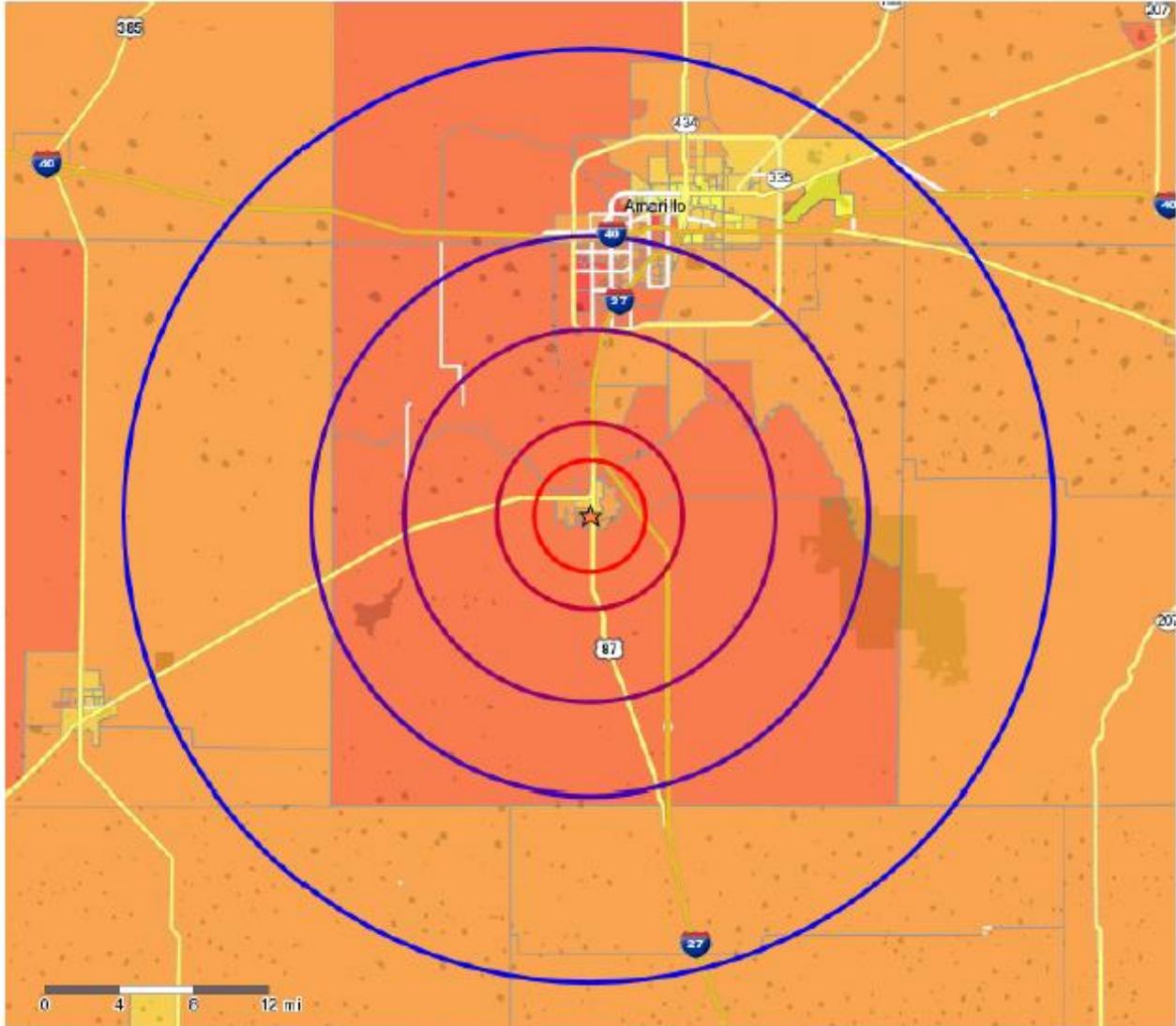
To a certain degree, the likelihood of residents to engage in aquatics depends on their ability to pay for admission and program fees. In the following chart, the U.S. national average is set at 1.00. Index refers to the percentage higher or lower than the national average.

- Per capita income for the City of Canyon is 12% lower than the national average.
- Median household income for the City of Canyon is 27% lower.

MARKET AREA INCOME				
Radius	Per Capita Incomes		Median Household Incomes	
	Dollars	Index	Dollars	Index
0 to 3 Miles	\$24,164	0.91	\$40,537	0.77
3 to 5 Miles	\$33,765	1.28	\$76,309	1.45
5 to 10 Miles	\$31,399	1.19	\$59,204	1.13
10 to 15 Miles	\$32,567	1.23	\$59,667	1.13
15 to 25 Miles	\$18,570	0.70	\$35,556	0.68
Canyon, TX	\$23,268	0.88	\$38,334	0.73
Total U.S.	\$26,464	1.00	\$52,599	1.00

Source: Demographics Now

Map of Market Area Income



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- Block Groups - High (Above 44,000)
- Block Groups - Above Average (27,000 to 44,000)
- Block Groups - Average (16,750 to 27,000)
- Block Groups - Below Average (10,250 to 16,750)
- Block Groups - Low (Below 10,250)

Age Distribution

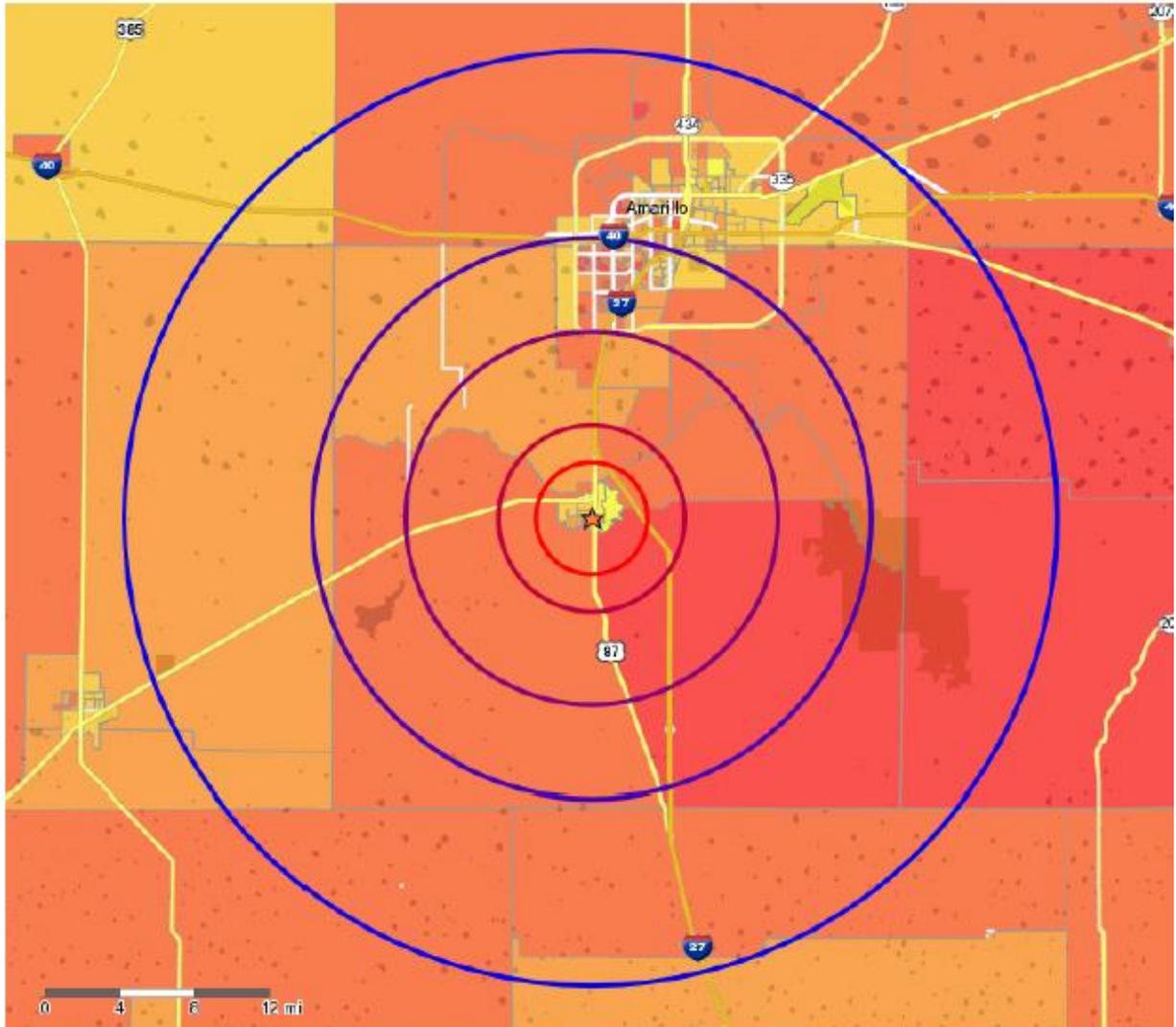
Age distribution is another population characteristic used to determine the type and level of use of any type of program. The following table provides the number of residents and the percentage of total population for each age group compared to the U.S. column, which identifies the national average.

- 0-19 age group is 30.3% of the City of Canyon's population compared to the national average of 26.5%.
- Median age for the city is lower than the national average (25 compared to 37 respectively).

MARKET AREA													
AGE DISTRIBUTION													
Age Groups	0 to 3 Miles		3 to 5 Miles		5 to 10 Miles		10 to 15 Miles		15 to 25 Miles		Canyon, TX		U.S. Age Population
	#	%	#	%	#	%	#	%	#	%	#	%	
Age 0-4	868	5.7%	185	5.4%	606	5.5%	6,332	6.8%	10,922	8.5%	800	5.7%	6.5%
Age 5-9	834	5.5%	258	7.5%	801	7.2%	6,360	6.8%	10,452	8.1%	742	5.3%	6.5%
Age 10-14	927	6.1%	290	8.4%	871	7.8%	6,146	6.6%	9,437	7.4%	821	5.9%	6.6%
Age 15-19	1,974	12.9%	306	8.9%	975	8.8%	5,969	6.4%	8,668	6.8%	1,859	13.3%	6.9%
Subtotal	4,603	30.1%	1,039	30.2%	3,253	29.3%	24,807	26.7%	39,479	30.8%	4,222	30.3%	26.5%
Age 20-24	2,851	18.7%	185	5.4%	695	6.3%	6,687	7.2%	9,437	7.4%	2,764	19.8%	7.1%
Age 25-29	1,100	7.2%	139	4.0%	570	5.1%	6,751	7.3%	9,788	7.6%	1,037	7.4%	6.8%
Age 30-34	854	5.6%	181	5.3%	635	5.7%	6,664	7.2%	9,343	7.3%	779	5.6%	6.6%
Age 35-39	697	4.6%	202	5.9%	674	6.1%	5,737	6.2%	8,100	6.3%	625	4.5%	6.3%
Age 40-44	768	5.0%	243	7.1%	761	6.8%	5,692	6.1%	8,027	6.3%	678	4.9%	6.8%
Age 45-49	777	5.1%	268	7.8%	828	7.5%	5,733	6.2%	8,174	6.4%	677	4.9%	7.1%
Age 50-54	792	5.2%	310	9.0%	958	8.6%	6,488	7.0%	8,312	6.5%	682	4.9%	7.3%
Age 55-59	714	4.7%	260	7.6%	838	7.5%	6,313	6.8%	7,655	6.0%	611	4.4%	6.5%
Age 60-64	585	3.8%	217	6.3%	699	6.3%	5,253	5.6%	5,981	4.7%	502	3.6%	5.7%
Age 65-69	424	2.8%	142	4.1%	441	4.0%	3,954	4.3%	4,305	3.4%	370	2.7%	4.2%
Age 70-74	354	2.3%	110	3.2%	328	3.0%	3,089	3.3%	3,234	2.5%	311	2.2%	3.1%
Age 75-79	311	2.0%	77	2.2%	226	2.0%	2,462	2.6%	2,504	2.0%	277	2.0%	2.4%
Age 80-84	218	1.4%	42	1.2%	127	1.1%	1,901	2.0%	1,963	1.5%	197	1.4%	1.9%
Age 85+	231	1.5%	27	0.8%	77	0.7%	1,481	1.6%	2,028	1.6%	213	1.5%	1.9%
TOTAL:	15,279	100.0%	3,442	100.0%	11,110	100.0%	93,012	100.0%	128,330	100.0%	13,945	100.0%	100%
Median Age	25.6		39.4		38.0		36.3		32.9		25.0		37.0

Source: DemographicsNow

Map of Market Area Age Distribution



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- Block Groups - High (Above 47)
- Block Groups - Above Average (38.5 to 47)
- Block Groups - Average (31 to 38.5)
- Block Groups - Below Average (25 to 31)
- Block Groups - Low (Below 25)

Weather

Given the sensitivity of aquatics to weather conditions, it is appropriate to include an assessment of local weather patterns in the market analysis. The factors in the following chart from Amarillo, Texas, (the closes city with weather data) were used to determine user days in the financial models.

CLIMATOLOGICAL DATA					
Amarillo, TX					
Month	Temperatures			Precipitation	Precipitation
	Average	High	Low	Inches	Days
January	36.0	49.7	22.4	0.6	4
February	40.0	53.7	26.4	0.6	4
March	47.0	61.5	32.5	1.1	5
April	56.5	71.1	41.9	1.2	5
May	65.6	79.2	51.9	2.6	8
June	74.6	88.0	61.2	3.4	8
July	78.5	91.3	65.7	2.8	8
August	76.8	89.3	64.2	3.0	9
September	69.4	82.3	56.6	1.9	6
October	58.6	72.3	45.0	1.5	5
November	45.9	59.5	32.3	0.7	3
December	37.7	51.0	24.5	0.6	4

Source: Weatherbase

Needs Assessment

The goal of “Community Mining” uncovers valuable information within the community while prospecting opportunities. This internal inventory assesses how the community and staff view and ultimately use the recreation offerings in the area. Community input is important to understand, as civic spaces are extensions of the people who use them. Generating use of the programs and activities in the district tends to come when clientele feel they are being listened to and reacted to during the course of an operating year. Mining the information reveals every facet of value, identifies which customers and prospects represent the best opportunities, creates an understanding of market potential for each product category, and determines how much market share has already been captured.

The following are the key take-aways from the community meetings:

- Swim team (currently 60 swimmers) wants a 6 lane x 25-yard pool, indoor facility with locker rooms and spectator seating.
- Teens want a diving board and lap lane area.
- Conner Park is a good location - try to use open space to South and expand parking at existing pool location.
- Chlorinated water is preferred sanitation system for public pools.
- Initial design program features are okay.
- Consultants offered to investigate costs of pool enclosures.
- Jimmy Lackey presented tax implications of bond sales of \$4M, \$6M, \$8M, and \$10M.
- Pools need to be heated (like existing).
- Hereford Pool inflated enclosure is not ideal or recommended by Hereford operators.
- Amarillo has multiple large high schools and no indoor competition pools.
- Provide separate costs of competition pool and enclosure.
- Prepare layouts and costs for small, medium, and large family aquatic centers.
- Develop projected attendance, expenses, and revenue projections.
- Incorporate the Committee’s design program features and provide added costs for competition pool features.

Section 2: Aquatic Trends

Lessons & Fitness Enthusiasts
Water Wellness Seekers
Competition Pools
Recreation Swimmers
Economic Growth
Marketing

Section 2: Aquatic Trends

Contemporary aquatic centers are fully ADA¹ accessible where everyone can benefit from aquatic activities. As more athletes cross train with water fitness components and more doctors recommend water rehabilitation for injured, obese, diabetic, and aging patients, multigenerational aquatic centers are inclusive of the entire community.

- Within the last decade, demand for higher quality and a unique pool experience has risen.
- There are four types of aquatic facility users: *Instructional, Wellness, Competitive, and Recreational*.
- Each of these groups requires specific areas, features, and services to fulfill their needs and desires. The following descriptions make evident the very different requirements for each of these aquatic user groups when planning and designing an aquatic facility.

Instructional and Fitness Enthusiasts

The following describes national trends for lessons and fitness users that includes learn to swim, water safety instruction, lifeguard instruction, life safety skills, survival swimming, scuba, and other aquatic skills.

Swim Lessons

According to the Centers for Disease Control, more than one in five people who die from drowning are children age 14 and younger. For every child who dies from drowning, another four receive emergency care for nonfatal submersion injuries, which can cause brain damage that may result in long-term disabilities, including memory problems, learning disabilities, and permanent loss of basic functioning.²



Knowing how to avoid drowning is essential for children and adults, whether living in areas with natural bodies of water or simply being invited to pool parties. With more than one available pool in an aquatic center, lessons can be maximized so that a large number of residents can be taught to swim. Ideally, water depth for instruction should accommodate young participants to stand comfortably in the water. Recreation pools easily provide this preference. Deeper competition pools offer moveable floors or other means of altering water depth for instructional purposes.

A well-run water lesson program is essential in introducing young swimmers to safe aquatic skills that can be used throughout their lives. By offering the community a comfortable, controlled aquatic environment, swimming and diving lessons can become an enjoyable learning experience. There are many different types of water safety lessons that can teach children not only how to swim and dive but how to survive in adverse water conditions. From small water craft instruction to drown-proofing, water safety is an integral part of any community. Many will go on to formal competitive aquatic programs in school or age-group swimming programs. Some

will excel to become state champions. Benefits such as scholarship offers may occur when a swimmer or diver selects a college, which could lead to national level competition.

Drown-Proofing

Aware of 74 cases of body entrapments, including 13 confirmed deaths between January 1990 and August 2004, the U.S. Consumer Product Safety Commission reported the deaths were the result of drowning after the body or limb was held against the drain by the suction of the circulation pump. The incidents occurred in both residential and public settings.³ Subsequently, a federal pool and spa safety law was signed by former President George W. Bush on December 19, 2007. The Virginia Graeme Baker Pool and Spa Safety Act requires all public pools and spas to have safety drain covers, and in certain circumstances, an anti-entrapment system.⁴ The goal of the law is to improve the safety of all pools and spas by increasing the use of layers of protection and promoting uninterrupted supervision to prevent child entrapments and drownings.



When teaching proper drown-proofing, some classes mimic the natural environment through instructor creativity (i.e., creating wave action with hands and arms to mimic river tides), while others simply require small children to memorize what they would do in a situation where drowning is likely, and then enact memorized skills with an instructor present. Knowing how to avoid drowning is essential for children and adults, and even more so when living in areas where natural bodies of water are prevalent.

Lifeguarding and CPR

Water rescue skills and CPR are typically taught to all lifeguards. However, teaching water rescue and CPR skills are integral to the community since families are the true lifeguards of one another whether at the beach or a backyard pool. Often, such courses are sponsored by the Red Cross, Ellis and Associates, and other providers of safety training.



School District Lesson Users

School districts are often valuable contributors to help efficiently program aquatic facilities. Potential programming might embrace swim lessons for elementary students, lifeguarding classes, physical education classes, therapy for high school athletes, and other joint partnership agreements to aid in directing area children to learn to swim. Aquatic sports (diving, water polo, synchronized swimming, underwater hockey, etc.) can contribute to the overall use of the facility as well as fitness use by faculty, special education therapy, and recreation. In addition, an aquatic facility may provide aquatic opportunities to pre-school children cared for by private daycare providers.

Aquatic Fitness

The more often the pool can be utilized for group activities for participants and spectators, the more likely the aquatic facility will be “alive” day in and day out. The types of activities that tend to draw a crowd are participatory, measurable, exciting, and often challenging—but not always so challenging that only elite swimmers can participate. Activities can be tailored to different ages, sizes, and/or skill levels.



The industry has responded to the continued popularity of aquatic fitness by creating a wide range of activities with related devices and equipment for a greater diversity of water-based aqua exercise options. Aerobic dancing, walking, and running in shallow and deep-water environments, including current channels for walking against the current, are just a few of the choices available to people wishing to add less stressful elements of a cross-training regimen or even to use aqua aerobics for their entire fitness program. Additionally, businesses might sponsor or subsidize aquatic fitness as part of their employee wellness training discipline.

- Water-based exercise is the *fastest* growing fitness choice in the U.S.⁵
- In 1983 there were nearly 200,000 participants
- 1988 – 2.2 million
- 2004 – 5.8 million
- 2007 – 7.2 million

Aquatic fitness also remains one of the most popular forms of exercise among senior adults. Data taken from the National Center for Health Statistics shows lifetime expectancy is up 30 years since 1900.⁶ The older adult market spans four generations from the Progressive Era 1900-1928, Depression Era 1929-1939, WWII Era 1940-1945, and Baby Boomers 1946-1964. Gray power can be a large, affluent market willing to participate in water fitness, wellness programming, and other recreation opportunities. This diverse age group from 55 to 90+ includes sub-groups of which some are still working; some have children in college; and some are focusing on retirement, grandkids, and wellness. Consequently, seniors can be willing, enthusiastic participants if certain requirements are met. They typically feel uncomfortable in an environment with teens and generally respond better to strictly defined programming of well-structured activities such as water aerobics, arthritis water exercise, water walking, physical therapy, adult swim lessons, ‘Save a Life’ workshops, lap swimming, and Masters swimming.

LIFETIME EXPECTANCY	
Year	Both Sexes
1900	47.3
1950	68.2
2000	77.0

Source: National Ctr. For Health Statistics

Water Fitness Trends

Aquatic programming accommodates beginner lessons that graduate to higher levels of intensity and skill. The following provides a snapshot of popular aquatic fitness programs.

Walking and Jogging in Shallow and Deep Water: The current channel, attached to a leisure pool, provides water traveling at approximately three miles per hour, thus creating an opportunity for walking against the current as a non-programmed or programmed fitness activity. According to waterart.org, “30 minutes of walking and jogging in shallow and deep water is equal to 80 minutes of jogging on land.”

Water Aerobics: Remaining one of the fastest growing segments of the adult fitness industry, water aerobic workouts usually combine a variety of land aerobic techniques, including walking or running backwards and forwards, jumping jacks, mimicking cross-country skiing, and various arm movements. The workout may also incorporate equipment such as flotation devices and foam water weights.

Deep Water Aerobics: This type of water aerobics offers a muscular endurance workout in deep water that consists of simulated running in the deep end of the pool aided by a flotation device (vest or belt) where the participant is held in one location by a tether cord, essentially running in place.

Finning: This active swimming program requires training fins or flippers and utilizes fitness lap lanes of a pool. The kicking and pulling enhances conditioning and toning.

Liquid Gym: This aqua training workout can be as intense as desired with a personal trainer for the purpose of improved athletic performance.

Navy Seals: This aquatic class consists of Finning, water jogging, deep water aerobics, and scuba instruction.

Water Yoga: Warm water, as in a therapy pool, enhances asanas (stretching poses) to relax muscles and increase range of motion and balance. Pan flute music and dim lights deepen the experience. (yogaafloat.com)

Boot Camp: This amphibious program incorporates land and water fitness in a fast paced military-style interval training course with running in the pool, calisthenics, jumping jacks, pushups, and football-style drills.

Scuba and Snorkeling: These lessons are growing in popularity (possibly due to the increase of environmental professions) and typically start in swimming pools.

Scuba Rangers: Scuba and snorkeling skills are taught to kids 8 to 12 while using underwater flashlights, navigation compasses, and underwater photography.

Underwater Hockey: According to USOA Underwater Hockey, “The pool should be 25-meters by 15-meters and two-meters deep all the way across, but anything will do, even slopes (just change ends at half-time). Lead weights and three meters of rope can be used as goals, though the sound of the puck thunking into the back of a metal goal is very satisfying and should be experienced.”

Water Polo: Dimensions of a water polo pool are not fixed and can vary between 20 by 10 and 30 by 20 meters. Minimum water depth must be at least six feet. The goals are three meters wide and 90 centimeters high.

Kayak Polo: This sport involves water polo being played from kayaks. According to Carolina Kayak Polo, “It is difficult to describe the passion and excitement that is created when a kayak water polo game is in progress. The participants—speeding the length of the pool weaving through the opponent’s lines of defense and spinning in their kayaks to receive a pass—create a fast and thrilling event.”

Water Basketball: Ideated in 1986 by Italian teacher, Francesco Rizzuto, this sport is a mixture of basketball and water polo. When designing a pool, full court water basketball is more challenging when tile lines are encrypted into the floor of the pool.

Water Volleyball: Portable and floatable aqua water volleyball sets come complete with two net positions, two anchor bags, and a staked floating perimeter boundary.

Triathlons: These athletic competitions, which the contestants compete in three different events to find the best all-around athlete, typically consist of swimming, cycling, and running.

Kayak and Canoe Clubs: Due to the popularity of Extreme Sports, kayak and canoe clubs are growing in popularity and use large pools for training.

Swim lessons, lap swimming, water jogging, deep-water aerobics, life saving instruction, diving lessons, survival swimming, synchronized swimming, water polo, underwater hockey, and scuba instruction can take place in a competitive/lesson/training pool, which frees up the recreation pool for swimmers who want to use the play features. Fitness classes are usually offered in the morning, at lunchtime, and in the early evening. Instructor information and/or training can be acquired through organizations such as the Arthritis Foundation; Red Cross; Aquatic Exercise Association; American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD); and United States Water Fitness.

Water Wellness Seekers

The following describes national trends for water wellness seekers, the fastest growing aquatic user group that includes therapy programs, water exercise classes, water aerobics classes, and fitness classes.



Aquatic therapy is rehabilitation performed in warm water and involves physical activity of exercise and motion in the presence of an aquatic therapist, also called an aquatic therapy provider. Warm water may increase the dynamics of blood pressure and blood and lymph circulation, as well as decreasing swelling in skin and other tissues. Participation in an aquatic therapy program offers improvement in:

- Overall health and fitness
- Stretching capacity
- Range of motion
- Movement capabilities
- Coordination
- Physical stamina and endurance
- Swimming skills, safety, and abilities

Though many people who use aquatic therapy are enthusiasts of meditation or massage, some are looking for rehabilitating or improving a certain level of health. The Arthritis Foundation certifies instructors to teach arthritis aquatics. Many participants in these programs report reduced arthritis symptoms, including increased mobility and decreased pain and stiffness.⁷ New studies by the Aquatic Exercise Association suggest that the management of bone density can be facilitated by water exercise.⁸ When moderate exercise is recommended for obese patients, the low-gravity qualities of aquatic therapy can be very appealing to this user group. Over the past several years, water exercise programs have multiplied in health clubs, pain clinics, and hospitals. Users include:

Injured Athletes: Athletic trainers and sports medicine physicians are prescribing aquatic therapy as a rehabilitative/preventive fitness program.

Post-Operative Patients and the Disabled: Includes patients with physical ramifications such as spinal dysfunctions, post-operative muscle toning, injuries, and arthritis.

Arthritis Sufferers: The Arthritis Foundation certifies instructors to teach arthritis exercises such as Rusty Hinges and Joint Effort.

Aging Baby Boomers: Some 70 million strong, “boomers” invented the fitness movement and show no sign of abandoning it as they age, especially in warm water pools.

Obese Patients: More doctors are prescribing water wellness for overweight issues.

Pregnant Women: Effects of the low resistance of water exercise is soothing to this user group.

Meditation Enthusiasts: Fans of mind and body movements enjoy immersing in warm water pools to complete the tranquil state of meditation.

Key Components of Aquatic Therapy Centers

Aquatic therapy centers are growing in necessity for rejuvenation and social wellness for rehabilitation needs and developmental disorders. Colorful environments and interactive water is

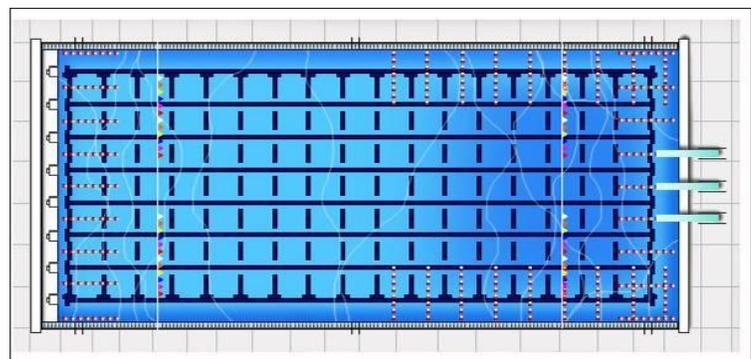
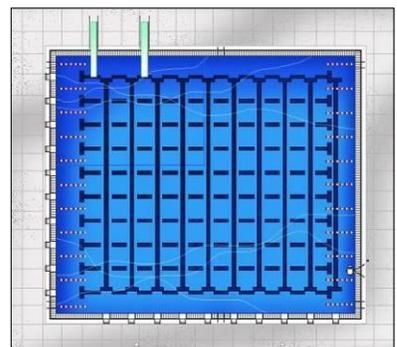
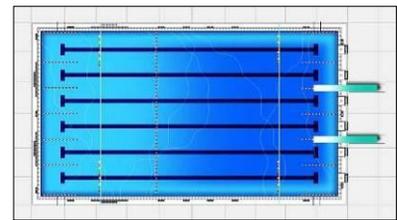
a stimulating, effective, and cathartic treatment, while specific design elements are ultimately inspired by the rehabilitative needs of patients. Key components include:

- Warm pool water capability with fast pool turnovers.
- High-quality water chemical treatment systems, including dual sanitization methods and an appropriately designed HVAC/DH system.
- Easy access from the parking lot to the locker rooms, pool deck, and into the pool.
- Ample space in locker rooms and wider pool deck for wheelchairs, walkers, dry and wet equipment, and dry-side therapy.
- In-water amenities such as perimeter railings, aerobic steppers, treadmills, underwater benches, and ramps.
- Flexible pool depths for multiple programmatic needs.
- Aesthetically pleasing and light-filled private spaces.

Competition Pools

A competition pool must be 25 yards or 25 meters for short-course events and 50 meters for long-course events. USA Swimming and FINA sanction short-course 25-meter as well as long-course 50-meter competitions. Depending on the level of competition, a minimum of six lanes is required, but eight lanes are expected to better allow for larger heats. While almost all 50-meter pools have ten lanes, 1 and 10 serve as buffer lanes. National caliber water polo matches take place in 30-meter fields of play minimum with at least a 2-meter zone behind each goal line. High schools, USA Swimming, the YMCA, and NCAA conduct short-course 25-yard competitions. For high school and NCAA events, a pool must have a minimum of six lanes, each at least seven feet wide. Several current standards require six feet or more of water beneath starting blocks. While some shallow water is acceptable, water depths of two meters or more “is required” as per applicable rules. High school and college water polo often use 25-yard and 25-meter pools, but all high-level meets for USA Water Polo and international events are held in 50-meter pools. Water depth of two meters or more “is required” as per applicable rules.

Synchronized swimming requires a deep 12-by-25-meter pool area. A minimum water depth of 2.5 meters “is required” as per applicable rules. National and international events are generally conducted in 50-meter pools.



Recreation Swimmers

The following describes national trends for recreation swimmers, the most popular and diverse aquatic user group that is family oriented for tots, teen, and adults.

- Swimming is the 3rd most popular sport or exercise activity
 - Recreational Leagues
 - Fitness Classes
 - Lap Swimming
- There are approximately 314 million visits to recreational water sites each year.

Successful aquatic centers combine creative water play areas for various age groups in a safe, friendly atmosphere. While aquatic recreation has become much more age-defined, attractions have age limitations and appropriateness due to elements of thrill and capabilities. Tots enjoy shallow pools with gentle water features and play areas tucked securely out of the way of the more active areas. Once children grow out of the tot stage, they enjoy romping in zero-depth recreation pools, making their adventurous way across lily pad walks, and climbing on participatory play features with “just-their-size” waterslides. Older children speed down flume and drop slides and enjoy larger water play structures. Teens enjoy gathering spots like action islands with access to deep water pools and adventurous waterslides. Lazy rivers and current channels cater to most demographics while spas and lap lanes are geared towards adults.

Age Group	Recreational Aquatic Age-Group National Trends
Age 0-3	Tot Pool, Tot Slides, Gentle Spray Features
Age 4-7	Water Sprayground, Zero-Depth Pool, Participatory Play Features, Sand Play
Age 8-11	Water Walks, Large Play Structures, Full-Size Waterslides, Open Water
Age 12-16	Water Walks, Large Waterslides, Open Water, Lazy River, Gathering Places, Sand Volleyball, Mat Racer, Diving Boards
Age 17-22	Action Island, Intense Waterslides, Flow Rider, Mat Racer, Climbing Wall, Open Water, Sand Volleyball, Drop Slides, Diving Boards
Age 23-45	Zero-Depth Pool (to be w/children), Open Water, Spa, Sun Deck, Lap Lanes, Lazy River, Waterslides, Diving Boards
Age 46+	Spa, Sun Deck, Lap Lanes, Lazy River, Family-Friendly Waterslides
	Source: Counsilman-Hunsaker

Recreation Pool Features



Leisure Pool

The free-form leisure pool provides an inviting atmosphere with plenty of shallow water from zero-depth to four feet, allowing adults and children to interact for hours of splash and play entertainment. With opportunity for many different sizes and designs, the leisure pool is a desirable amenity for all age and skill levels where various attractions may be incorporated to increase the experience factor, which increases attendance, the amount of time spent at the facility, and return visits.



Zero-Depth Entry

Swimmers enjoy easy access into leisure pools that simulate an ocean beach, where the pool bottom slopes gradually toward the deeper water. Instead of jumping or climbing into the pool, patrons simply walk in. Lounging in the zero-depth is a pleasant way to enjoy the water and sun while watching children at play.



Children's Play Feature

Located within the leisure pool, play features are multi-level, interactive structures where children can scamper through spraying water, climb across bridges, scurry over and under tunnels, and slide down just-their-size waterslides. As children manipulate valves and chains, they control where and when the water sprays will occur—all within sight of parents and lifeguards.



Current Channel or Lazy River

A current channel or lazy river may be part of the leisure pool, usually 6-15 feet wide, with water traveling at approximately two and a half miles per hour. The channel is popular as a water walking setting for fitness classes or adults seeking non-programmed exercise, walking with or against the current.



Waterslides

The thrill of mounting the stairs to the exhilaration of sliding down into the water makes waterslides a desired attraction. While some slides are straight with a steep or gentle gradient, others wind down with sharp enclosed curves or high walls on the outside of the curves. Slides can be a long tube or alternate between an open chute and closed tube. Experiences can range from family-friendly to surprisingly intense.

Lap Lanes

Fitness lap swimming and water walking are important to many adults and seniors. Opportunities for limited practice and training exist in a two, three or four lane 25-yard lap pool adjacent to the leisure pool. Additionally, programming can be incorporated for lessons and activities.



Additional Support Amenities

Community pools have bathhouses that provide lockers/showers/changing/restrooms for their guests. Snack / concession areas provide food for hungry appetites, thus offering a day-long experience. Birthday party rooms can increase revenue by offering swim parties with games and food.

Economic Growth

Encouraging residents to use public recreation facilities requires helpfulness of the promotional materials, perceived value against other providers, and public awareness that the facility addresses the prevailing needs and concerns of the community. The aquatic center must be seen as integral to economic development through:

- Real estate values and property tax
- Business attraction and retention
- Stimulating the creative economy
- Promoting tourism

According to the *Importance of Quality of Life in the Location Decisions of New Economy Firms*, “modern businesses typically choose communities with cultural and recreational amenities that will attract and retain a well-educated workforce.”¹¹ This enlarges the tax base and stimulates the economy, which then provides more tax revenue that parks and recreation agencies can use to enhance or expand infrastructure, facilities, and programs. Park and recreation amenities stimulate happier and healthier families, positive business growth and economic development opportunities, contributing to quality of life. Creative, active people choose to live in communities with high quality amenities and experiences. Furthermore, championship venues bring tourism revenue to local hotels, restaurants, and retail businesses.

Bundling Amenities

Locating aquatic centers adjacent to parks, schools, businesses and transportation hubs promotes accessibility. Bundling civic destination points can encourage customers to extend the duration of their visit, nurture community identity, and increase operational efficiency for those agencies responsible for park maintenance and facility security by minimizing demand on parking lots, access roads, and traffic signals.

If the site has an existing recreation facility, utilities more than likely are already in place. Electricity, natural gas, water and sewer services can be very expensive to introduce to a site from main trunk lines, especially if those lines are several miles away. Because bringing utilities to the project site has no programmatic or recreation value, the adjacency and availability of

existing utilities can dramatically and positively impact site development costs with little or no negative impact to the end user. This allows the bulk of construction monies to be allocated for recreational improvements.

Many communities choose to co-locate outdoor and indoor facilities to share spaces without either facility interrupting the operations of the other. For example, a separate outdoor entrance to an aquatic center can accommodate patrons to that facility, minimizing congestion in the main building. Plans can be made for locker rooms to support both outdoor and indoor spaces, eliminating redundancy. Physically connecting the indoor aquatic spaces with those that are outside makes an easy transition for patrons going from outdoor to indoor swimming—particularly crucial in cases of inclement weather. This also helps keep facility guests on site, thus maximizing opportunities for revenue generation.

Useful promotional tools include partnerships with local business centers, which can generate valuable word-of-mouth appeal for the facility. As noted, an aquatic center's economic well-being often depends on its proximity to well-traveled roads, highways and transportation hubs. Sites located in valleys or on hillsides adjacent to major highways can be developed into exciting destination points. A site in a valley near a main transportation artery can be oriented so that guests enter the recreation facility and instantly gain an overview of the park. This allows guests to immediately spot their favorite destinations and level of anticipation, yet because of enhanced transparency also provides for the safety and comfort of different age groups.

Marketing

Many marketing efforts will focus on the sales budget, developing an easy and concise means of explaining activities and fees to users, and creating a simple protocol for scheduling rentals and other events. Branding refers to the summation of all the amenities—state-of-the-art facilities, attractions, and programming—in an eye-appealing package with a competitive advantage. Strong aesthetic visuals include a cohesive logo, website, brochures, video spots, and staff uniforms. Competitive advantages may include cross-generational multiplicity, daily admission fees versus membership fees, cultural diversity, or perhaps the facility is the only championship venue in the region. For a loyal customer base, a great deal of marketing effort will be focused on customer outreach.

Customer Outreach

Marketers understand their target market—a vital investment to success—by identifying potential user groups while developing a clear message that explains how the aquatic center can fulfill their needs. Marketers define the identity and mission (sell the experience) by branding around the core competencies of the facility. They continue to benchmark successful recreation providers who are meeting the needs of a market segment and generating demand, while finding what makes it work and determining what would make it better. Their single most important ingredient is customer relationships (getting them and gaining their loyalty). Valuing customers and their opinions gives users a sense of ownership and pride in the facility, a perfect combination for continued word-of-mouth promotion. Customers are a source of innovative ideas, thus marketers must:

- Identify user groups and verify that the message of each marketing campaign is being successfully communicated.
- Ask for feedback through focus groups and surveys of programs while being open to customers' observations and suggestions to help build a network within the community.

- Evaluate customer feedback to measure how users and nonusers view the image of the facility. Use the information to determine current levels of satisfaction, program fulfillment, and future needs.
- Make quantitative and qualitative improvements based on data (from what makes programs and services successful) so that services are consistently high quality to increase revenue.
- Set objectives for improvement to increase market share.
- Identify resources and means of implementation by listing key action plans and cycle times.
- Brand services with consistency; position each service to fit the market segment and promote the benefit of the experience; people buy benefits.

Marketing Development Plan

Take time to address market conditions and challenges; define steps to solve the challenges and improve all aspects of the event or program by using a marketing development plan. When developing a special event or program, answer the following questions.

1. What is the current situation you are addressing?
2. What are the market conditions?
3. What are the objectives of this marketing plan?
4. What are the key elements you wish to implement?
5. What are the timelines for each element?
6. What resources will be used for this implementation?
(funds, staff, external support)
7. How will you measure the success of the plan?

Media and Community Relations

Traditional advertising such as program brochures, school flyers, visual displays, newspaper, radio, and television can target specific campaigns. As a not-for-profit entity, various local media outlets represent a valuable opportunity for free or low-cost publicity. Develop public relation contacts with local broadcast and print media by submitting articles or suggesting topics on the aquatic center's activities and services, including issues involving education and accident prevention. The use of local celebrities, such as sports and radio personalities, can also help promote events or sponsor organizations and outreach programs to local groups, including girl/boy scouts, hospitals, retirement communities, and corporations. Such programs can be tailored to the needs and interests of individual groups by focusing on wellness, safety, training, competition, or recreation. Utilize small segmented promotions to create an individualized plan for items of user interest, special events, and fun activities.

Corporate Sponsorship and Venue Signage

Shrinking funds and tightening budgets result in seeking opportunities to subsidize expenses of construction and operation. Marketing opportunities look to local, regional, and even national businesses for sponsorship and advertising signage. These opportunities can range from naming the entire facility for an individual or commercial benefactor, to naming individual rooms, benches, tiles, and so forth. Opportunities for revenue include selling permanent and temporary venue signage.

Digital Marketing

Marketers widen the scope of multimedia plans through the increased use of on-demand media such as online broadcasting and video spots, and utilizing email marketing. Marketing must thrive in an exciting digital culture in order to grab and retain potential customers to positively affect revenue, influence attendance, and promote sponsorships.

Embracing information sharing can prove to be a benefit to your business practices. These inexpensive information sharing platforms are becoming more and more effective in direct connection and building community. For example, You-Tube can be used as a free web host of professional video tours of the facility as well as on-going training videos for staff. A Facebook business page can be a free web host of amenities, hours of operation, and employee and program scheduling with email access to “fans” regarding specials, coupons, and special events. Twitter can quickly tweet cancelations or reminders for lessons, classes or programs to followers.

Customer email addresses may be submitted when registering for memberships, classes, and special events. With customer permission, marketers may use these email addresses for email marketing campaigns of monthly newsletters and promotional messages regarding upcoming events and classes.

Web-surfers looking for exciting visual examples of recreation opportunities will stop and shop cutting-edge websites that showcase the recreation portfolio in an outstanding way. Online photo galleries and streaming video can demonstrate exciting swim meets, families playing in shallow water, teens sliding down waterslides, and seniors swimming laps, thus allowing potential customers to browse the facility without having to be on site. An immediate price quote offers a means to sell rental opportunities for birthday parties, reunions, and corporate picnics. Voice-overs can communicate classes, programs, drop-in activities, meets, and special events.

The face of fundraising is also enhanced by interactive media. When sent a video spot, potential sponsors can witness a cohesive branding package accompanied by exciting video of an event, showing crowds of people in attendance, and other sponsors’ booths.

A study conducted by Media Life Research reveals that 63% of moviegoers are not opposed to onscreen commercials; 79% of U.S. theaters offer commercial spots before a movie.¹² On-screen ads can promote local recreation attractions to a receptive young demographic. Video spots of a thrilling aquatic center on a hot summer day can potentially reach thousands of people in one month.

Other ways of utilizing video spots to help launch the new facility campaign include looping video spot DVDs on in-house TVs at the park and recreation headquarters, the county welcome center, the visitors’ bureau, and realtor offices to communicate to the community, visitors, and potential residents the creative recreation amenities that the community has to offer.

Section 3:

Area Provider Analysis

Dumas Aquatic Park Pool
Hereford Aquatic Center
Pampa H2O
Splash Amarillo
Amarillo Southeast Pool
Amarillo Southwest Pool
Amarillo Thompson Pool

Section 3: Area Provider Analysis

The recreation industry is a competitive market vying for disposable income driven by population trends, income levels, demographic profiles, and favorable locations. Large aquatic centers and destination facilities offer a grand scale of cutting-edge amenities, deliver a unique customer experience, and draw from a large radius. Small to medium aquatic centers compete by offering family amenities in a cozy atmosphere, thus delivering a friendly customer experience to the local market. The City of Canyon's goal is not to compete for services, but to deliver high quality programs at a reasonable cost.

Dumas Aquatic Park

Durrett Avenue and E. 14th St.
Dumas, TX, 79029
(806) 935-6331



Owned and operated by the City of Dumas, Texas, Dumas Aquatic Park features an outdoor eight lane competition pool, wading pool, waterslides, and a children's play structure.

Daily Admission

Under 3: Free
Over 60: Free
Age 3-18: \$3
Adult: \$4

20-Swims Season Pass

Youth: \$50
Adult: \$70

Hereford Aquatic Center

400 E. 15th St.
Hereford, TX 79045
(806) 363-7144



Owned and operated by the City of Hereford, Hereford Aquatic Center features an outdoor pool with zero-depth entry, waterslide, and sprays.

Daily Admission

3 and Under: Free
Age 4-18: \$2.50
Adults: \$3.25

10 Swims Season Pass

Youth: \$20
Adult: \$28

Pampa H2O

1400 N. Sumner St.
Pampa, TX 79065
(806) 665-5730

Owned and operated by the City of Pampa, Pampa H2O features an outdoor 25-yard pool, outdoor leisure pool with zero-depth entry, waterslides, bowl slide, lazy river, 1-meter diving, and play feature.



Daily Admission

Age 3 & Under: Free
Age 4-17: \$6
Age 18+: \$7

20-Swims Season Pass

Individual: \$100
Family: \$350

Splash Amarillo

1415 Sunrise Dr.
Amarillo, TX 79104
(806) 376-4477

Privately owned and operated by Splash Kingdom, Splash Amarillo features a wave pool, lazy river, waterslides, bucket dump, baby pool, and shade areas.

Daily Admission

\$16.95

Season Passes

Individual: \$95



Amarillo Southeast Pool

3400 S. Osage St.
Amarillo, TX 79101
(806) 342-1564

Owned and operated by the City of Amarillo, Southeast Pool features an outdoor 50-meter pool and zero-depth entry. The pool offers swim lessons.

Daily Admission

Youth and Seniors: \$2
Adult: \$3

Season Passes

Youth: \$75
Adult: \$85
Family: \$185



Amarillo Southwest Pool

4800 Bell Street
Amarillo, TX 79109
(806) 359-2082

Owned and operated by the City of Amarillo, Southwest Pool features an outdoor 50-meter pool and diving. The pool offers swim lessons.

Daily Admission

Youth and Seniors: \$2
Adult: \$3

Season Passes

Youth: \$75
Adult: \$85
Family: \$185



Amarillo Thompson Pool

NE 24th and Dumas Highway
Amarillo, TX 79105
(806) 381-7919

Owned and operated by the City of Amarillo, Thompson Pool features an outdoor 50-meter pool and body slide. The pool offers swim lessons.

Daily Admission

Youth and Seniors: \$2

Adult: \$3

Season Passes

Youth: \$75

Adult: \$85

Family: \$185



Area Provider Snapshot

	Facility	Distance	Admission	Season Pass	Amenities
	Dumas Aquatic Park	65 miles	\$3-\$4	\$50-\$70	Slides, Children's Play Structure, Comp Pool
	Hereford Aquatic Center	30 miles	\$2.50-\$3.25	N/A	Zero Beach, Sprays, Slide
	Pampa H2O	75 miles	\$6-\$7	\$150/\$350	Lazy River, Comp Pool, Bowl Slide, Children's Play Structure, Slides
	Splash Amarillo	21 miles	\$16.95+	\$95	Lazy River, Wave Pool, Body Slides, SideWinder
	Southeast Pool	17 miles 7 miles	\$2-\$3	\$75/\$185	50m Pool, Zero Beach Entry
	Southwest Pool	12 miles	\$2-\$3	\$75/\$185	50m Pools, Diving
	Thompson Pool	20 miles	\$2-\$3	\$75/\$185	50m Pool, Body Slide

Section 4: Concepts

Option A
Option B
Option C

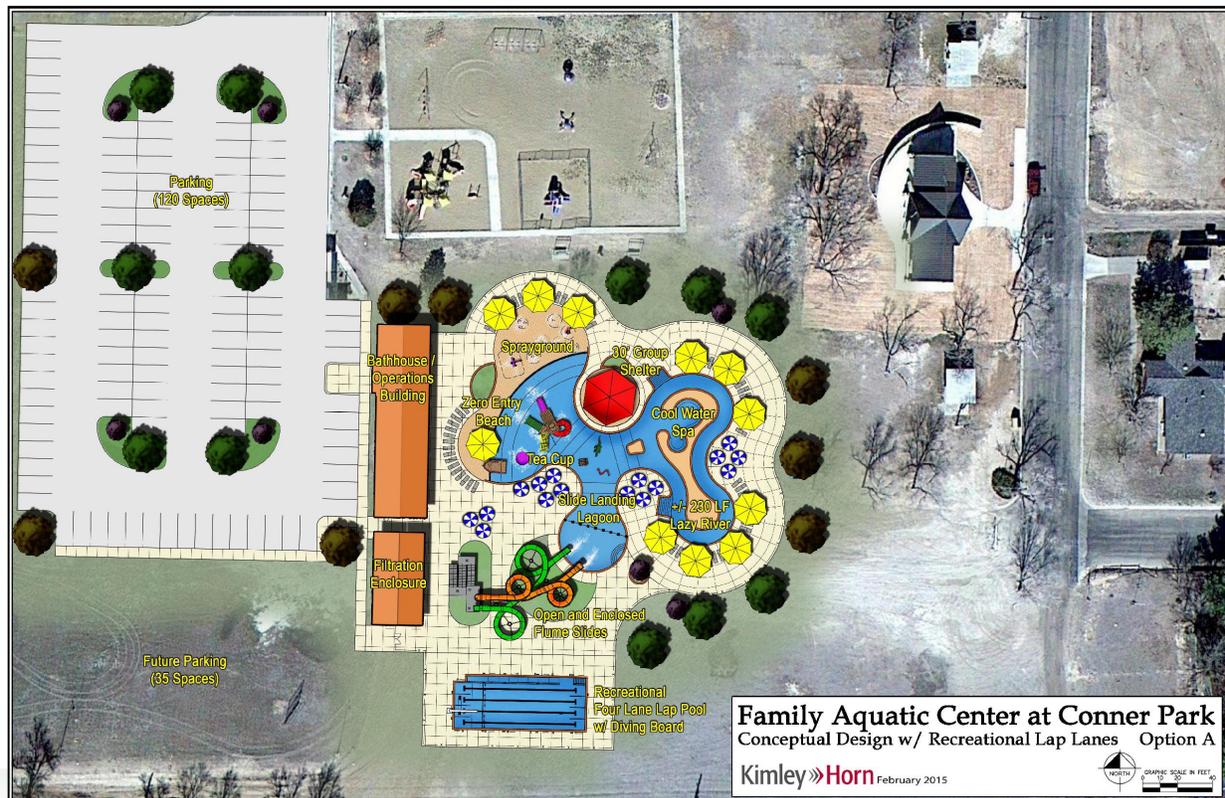
Section 4: Concepts

Three options have been developed by the consultant to meet the aquatic needs of the City of Canyon: Option A: a small concept with no competition pool, Option B: a medium concept with a six lane competition pool, and Option C: a medium concept with an enclosed competition pool.

Option A

\$5,500,000

Upon arriving at Option A, guests are met with a 7,590 square foot outdoor multiuse pool. Amenities include various forms of spraying water in a shallow-water sprayground for a water wonderland effect, and open and enclosed body slides provide plunging excitement for teens and adventurous families. A children's play structure with tipping bucket will delight tiny tots for hours of interactive adventures. A separate four lane lap pool and springboard diving area will attract several user groups to this aquatic facility. Eleven colorful shade umbrellas, scattered throughout, create a festive mood, and a 30' hex shade structure offers a relaxing picnic area.



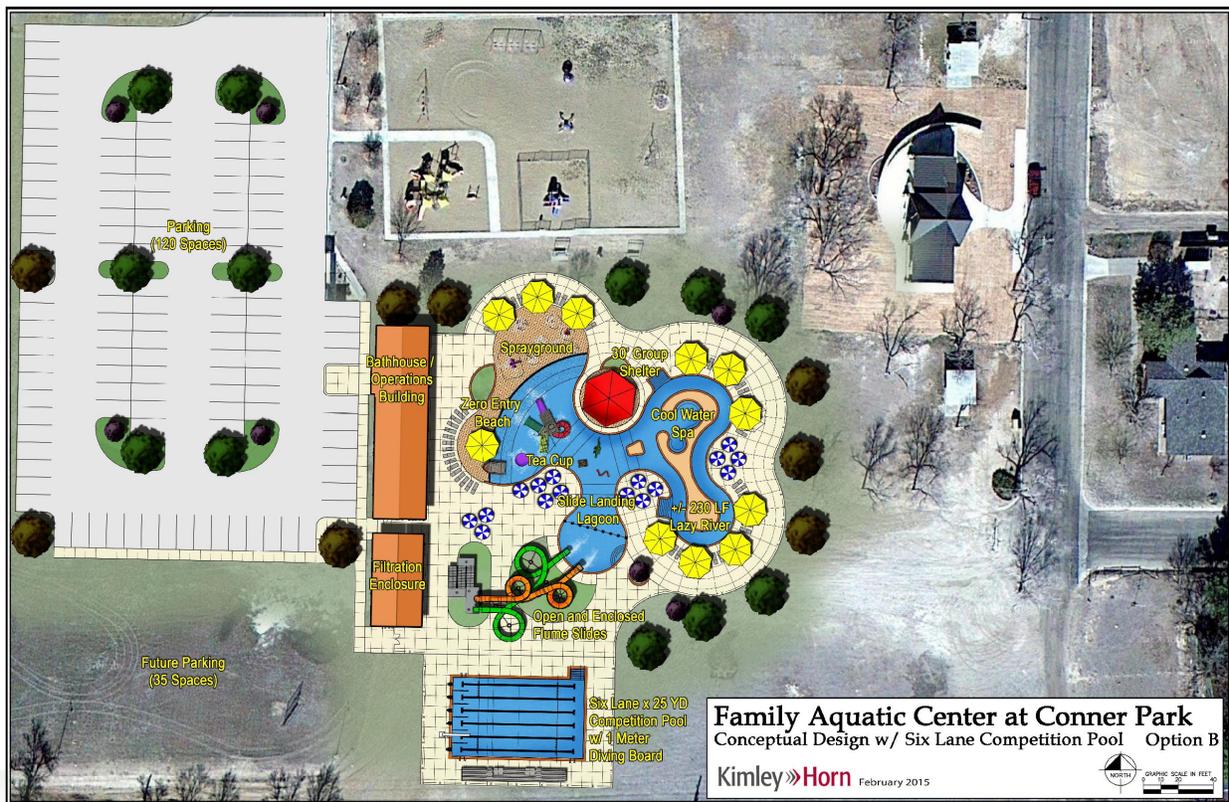
Opinion of Probable Costs - Conceptual Design w/o Competition Pool 2/2/2015

BASE BID					
Item	Unit	Quantity	Cost	Item Cost	
Demolition	LS	1	\$50,000.00	\$50,000.00	
4" Concrete Sidewalk	SF	3,200	\$6.50	\$20,800.00	
5" Concrete Pool Deck Paving	SF	30,600	\$7.50	\$229,500.00	
Parking (2" HMAC on 6" Crushed Stone Base)	SF	56,000	\$6.50	\$364,000.00	
Bathhouse/Operations/Filtration Building	SF	2,700	\$215.00	\$580,500.00	
Mechanical Building	SF	1,500	\$185.00	\$277,500.00	
Pool Heaters	LS	1	\$60,000.00	\$60,000.00	
Multi-Use Pool w/ Spray Features	SF	7,590	\$165.00	\$1,252,350.00	
Recreational 4 Lane Lap Pool	SF	2,250	\$165.00	\$371,250.00	
Children's Themed Play Unit w/ Tipping Bucket	LS	1	\$250,000.00	\$250,000.00	
Sprayground at Zero Beach Area	LS	1	\$250,000.00	\$250,000.00	
Open and Enclosed Body Flume Slides	LS	1	\$375,000.00	\$375,000.00	
20' Sunports Coolbrellas	EA	11	\$9,000.00	\$99,000.00	
30' Group Pavilion	EA	1	\$20,000.00	\$20,000.00	
Vinyl Coated Chain Link Fence	LF	700	\$65.00	\$45,500.00	
Grading and Site Preparation Allowance	LS	1	\$125,000.00	\$125,000.00	
Landscape and Irrigation Allowance	LS	1	\$100,000.00	\$100,000.00	
Utilities Allowance (Water, Sanitary Sewer, Drainage)	LS	1	\$125,000.00	\$125,000.00	
Site Lighting/Electrical Allowance	LS	1	\$175,000.00	\$175,000.00	
Site Furnishings Allowance	LS	1	\$50,000.00	\$50,000.00	
Contingency/Allowance	LS	1	\$50,000.00	\$50,000.00	
Total Construction Cost				\$4,870,400.00	
2.5% Contingency (Inflation, Additional Requirements, etc.)				\$121,760.00	
Total Construction Cost w/ Inflation				\$4,992,160.00	
TOTAL CONSTRUCTION COST SAY				\$5,000,000.00	
10% Indirect Costs (Survey, Geotech, Design, etc.)				\$500,000.00	
Total Project Cost				\$5,500,000.00	
TOTAL PROJECT COST SAY				\$5,500,000.00	

Option B

\$6,000,000

Option B will accommodate the competitive and recreation aquatic needs of the residents and is designed to be very attractive to many organized swimming events as well as recreational opportunities for all ages. Amenities include a 7,590 square foot multiuse pool and a six lane 25-yard competition pool. Waterslides include open and enclosed body and the competition pool features a 1-meter springboard, and the multiuse pool includes a sprayground in the shallow end. Eleven umbrellas and a 30-foot group pavilion will provide a break from the sun while adding a bright, cheery touch to lounging areas.



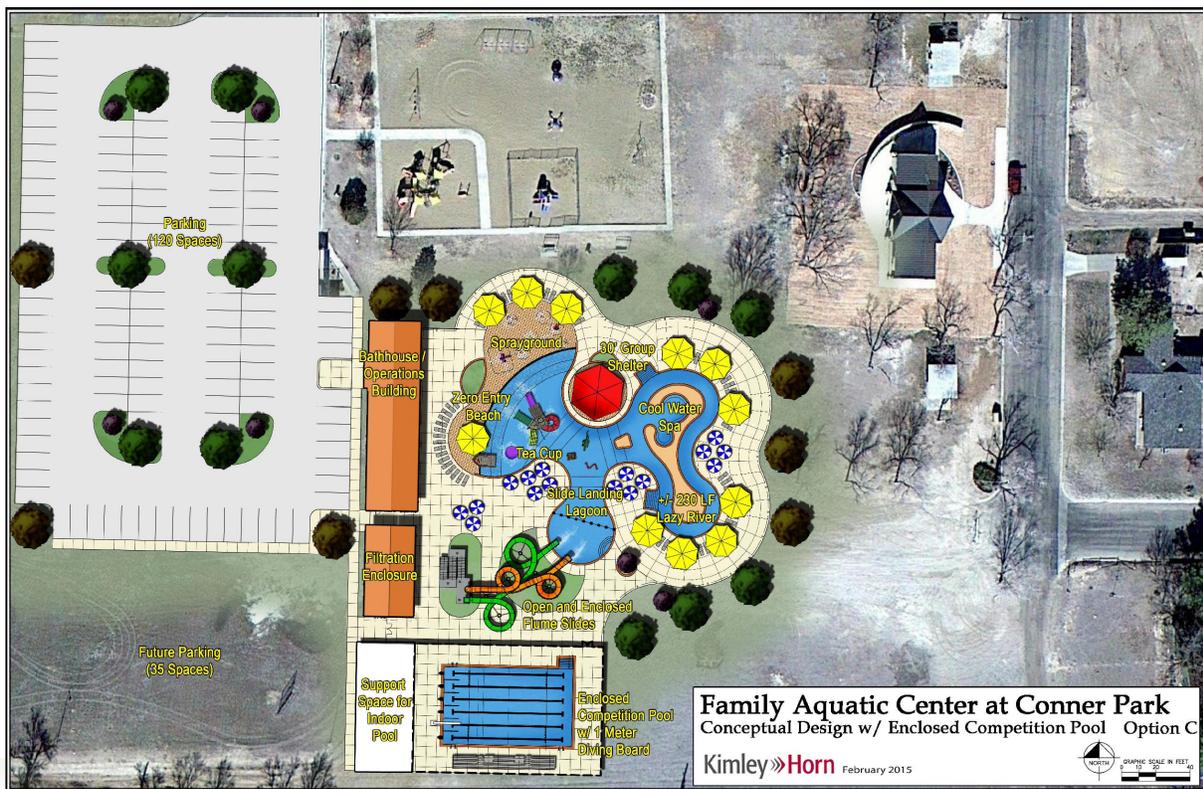
Opinion of Probable Costs - Conceptual Design w/ Outdoor Competition Pool

BASE BID					
Item	Unit	Quantity	Cost	Item Cost	
Demolition	LS	1	\$50,000.00	\$50,000.00	
4" Concrete Sidewalk	SF	3,200	\$6.50	\$20,800.00	
5" Concrete Pool Deck Paving	SF	29,460	\$7.50	\$220,950.00	
Parking (2" HMAC on 6" Crushed Stone Base)	SF	56,000	\$6.50	\$364,000.00	
Bathhouse/Operations/Filtration Building	SF	2,700	\$215.00	\$580,500.00	
Mechanical Building	SF	2,000	\$185.00	\$370,000.00	
Pool Heaters	LS	1	\$60,000.00	\$60,000.00	
Multi-Use Pool w/ Spray Features	SF	7,590	\$165.00	\$1,252,350.00	
Children's Themed Play Unit with Tipping Bucket	LS	1	\$250,000.00	\$250,000.00	
Six Lane x 25 YD Competition Pool with 1M Diving Board	SF	3,400	\$165.00	\$561,000.00	
Sprayground at Zero Beach Area	LS	1	\$250,000.00	\$250,000.00	
Open and Enclosed Body Flume Slides	LS	1	\$375,000.00	\$375,000.00	
Drop Slide	LS	1	\$125,000.00	\$125,000.00	
Drop Slide Landing Pool	SF	800	\$165.00	\$132,000.00	
20' Sunports Coolbrellas	EA	11	\$9,000.00	\$99,000.00	
30' Group Pavilion	EA	1	\$20,000.00	\$20,000.00	
30x40' Group Pavilion	EA	1	\$30,000.00	\$30,000.00	
Vinyl Coated Chain Link Fence	LF	1,000	\$65.00	\$65,000.00	
Grading and Site Preparation Allowance	LS	1	\$150,000.00	\$150,000.00	
Landscape and Irrigation Allowance	LS	1	\$100,000.00	\$100,000.00	
Utilities Allowance (Water, Sanitary Sewer, Drainage)	LS	1	\$150,000.00	\$150,000.00	
Site Lighting/Electrical Allowance	LS	1	\$175,000.00	\$175,000.00	
Site Furnishings Allowance	LS	1	\$50,000.00	\$50,000.00	
Contingency/Allowance	LS	1	\$60,000.00	\$60,000.00	
Total Construction Cost				\$5,510,600.00	
2.5% Contingency (Inflation, Additional Requirements, etc.)				\$137,765.00	
Total Construction Cost w/ Inflation				\$5,648,365.00	
TOTAL CONSTRUCTION COST SAY				\$5,700,000.00	
10% Indirect Costs (Survey, Geotech, Design, etc.)				\$570,000.00	
Total Project Cost				\$6,000,000.00	
TOTAL PROJECT COST SAY				\$6,000,000.00	

Option C

\$7,000,000

Option C features a 7,590 square foot multiuse pool and a six lane 25-yard competition pool with 1-meter diving. Waterslides include open and enclosed body slides and a water sprayground not only adds delightful sprays of water but keeps children busy for hours as they interact with the colorful hands-on play equipment. A children's play structure with tipping bucket, located near the zero-depth entry, provides entertainment and activities for younger children to crawl through tunnels, scamper across bridges, and slide down just-their-size waterslides. A 30-foot group pavilion and eleven interspersed shade umbrellas add colorful retreats out of the sun, turning everyday into a celebration.



Opinion of Probable Costs - Conceptual Design w/ Enclosed Competition Pool

BASE BID					
Item	Unit	Quantity	Cost	Item Cost	
Demolition	LS	1	\$50,000.00	\$50,000.00	
4" Concrete Sidewalk	SF	3,200	\$6.50	\$20,800.00	
5" Concrete Pool Deck Paving	SF	29,460	\$7.50	\$220,950.00	
Parking (2" HMAC on 6" Crushed Stone Base)	SF	56,000	\$6.50	\$364,000.00	
Bathhouse/Operations/Filtration Building	SF	2,700	\$215.00	\$580,500.00	
Mechanical Building	SF	2,000	\$185.00	\$370,000.00	
Pool Heaters	LS	1	\$60,000.00	\$60,000.00	
Multi-Use Pool w/ Spray Features	SF	7,590	\$165.00	\$1,252,350.00	
Children's Themed Play Unit with Tipping Bucket	LS	1	\$250,000.00	\$250,000.00	
Six Lane x 25 YD Competition Pool with 1M Diving Board	SF	3,400	\$165.00	\$561,000.00	
Heated Enclosure for Competition Pool	LS	1	\$1,000,000.00	\$1,000,000.00	
Sprayground at Zero Beach Area	LS	1	\$250,000.00	\$250,000.00	
Open and Enclosed Body Flume Slides	LS	1	\$375,000.00	\$375,000.00	
Drop Slide	EA	1	\$125,000.00	\$125,000.00	
Drop Slide Landing Pool	SF	800	\$165.00	\$132,000.00	
20' Sunports Coolbrellas	EA	11	\$9,000.00	\$99,000.00	
30' Group Pavilion	EA	1	\$20,000.00	\$20,000.00	
30' x 40' Group Pavilion	EA	1	\$30,000.00	\$30,000.00	
Vinyl Coated Chain Link Fence	LF	800	\$65.00	\$52,000.00	
Grading and Site Preparation Allowance	LS	1	\$15,000.00	\$150,000.00	
Landscape and Irrigation Allowance	LS	1	\$100,000.00	\$100,000.00	
Utilities Allowance (Water, Sanitary Sewer, Drainage)	LS	1	\$125,000.00	\$125,000.00	
Site Lighting/Electrical Allowance	LS	1	\$175,000.00	\$175,000.00	
Site Furnishings Allowance	LS	1	\$50,000.00	\$50,000.00	
Contingency/Allowance	LS	1	\$70,000.00	\$70,000.00	
Total Construction Cost				\$6,482,600.00	
2.5% Contingency (Inflation, Additional Requirements, etc.)				\$162,065.00	
Total Construction Cost w/ Inflation				\$6,644,665.00	
TOTAL CONSTRUCTION COST SAY				\$6,700,000.00	
10% Indirect Costs (Survey, Geotech, Design, etc.)				\$670,000.00	
Total Project Cost				\$7,000,000.00	
TOTAL PROJECT COST SAY				\$7,000,000.00	

Capacity

Note: Option 1 = Option A, Option 2 = Option B, and Option 3 = Option C

	Option 1	Option 2	Option 3
WET-SIDE CAPACITY			
Training (Available 25-Yard Lanes)			
Outdoor Leisure	0	0	0
Outdoor Lap	4	6	0
Indoor Lap	0	0	6
Total	4	6	6
Estimated Training Holding Capacity	20	30	30
Daily Training Capacity	60	90	90
Spectator Seating (Square Feet)	0	0	0
Spectator Seating Capacity	0	0	0
Recreation (Surface Area Sq. Ft.)			
Outdoor Leisure	7,590	7,590	7,590
Outdoor Lap	2,250	3,400	0
Indoor Lap	0	0	3,400
Total	9,840	11,790	11,790
Shallow Water	8,856	9,432	9,432
Deep Water	984	2,358	2,358
Estimated Recreation Holding Capacity	364	401	401
Daily Recreation Holding Capacity	910	1,002	1,002
Total Holding Capacity	384	431	431
Total Daily Facility Capacity	970	1,092	1,092

SECTION 5: *Operations*

Opinion of Revenue
Opinion of Expenses
Operations Summary
Opinion of Financial Performance

Section 5: Operations

Revenue analysis includes special user group usage and facility per capita spending trends, thus developing an opinion of revenue for the first five years of operation. Recreation programming revenue is based on user groups and local programming fees. Fee structure is based on fees from members and other users to project per capita income. Revenue is estimated, taking recommended fee schedules into account. All revenue assumptions reflect multiplying attendance by per capita and adding special user group income.

Expense analysis includes a detailed budget model for estimating probable expenses for major areas of labor, contractual services, commodities, and utilities. User projections are made based on programming. Expenses are estimated, taking into account hours of operation, attendance projections, local weather patterns, local utility rates, and other key items. Operating data from other facilities in the area were reviewed and taken into account to form projections.

Opinion of Revenue

Programming

Any program schedule will require flexibility to adapt to specific needs of the community. It is the responsibility of the aquatic supervisor to monitor user group demands and adjust schedules accordingly. Revenue projections are based on marketing programming that would include the following programs: swim meet rental, USA swim team, summer swim lessons, winter swim lessons, lifeguard training, wellness programming, birthday parties, and private rentals. It is assumed that these user groups, because of their high volume of use, will pay a lower fee per person admission. Aquatic programming will need to be scheduled so as not to significantly impact community recreation programming.

The following table assumes that the cost of the program has been deducted from generated fees and shows the “net” program revenue. For example, the revenue projected for swimming lessons is after the instructor cost.

Visits per Program Day: number of participants in a particular activity per day.

Programming Days: number of days each activity will be programmed during the year.

Per Capita Spending: revenue generated per participant per day of activity after related costs are paid, for instance, the \$1.00 assumed for each summer swim lesson participant per day is after the instructors are paid.

Opinion of Revenue (Net): the resulting revenue generated by each activity. (Visits per Program Day) multiplied by (Programming Days) multiplied by (Per Capita Spending) = Opinion of Revenue (Net).

Visits per Program Day	Option 1	Option 2	Option 3
Swim Meet Rental	-	-	1
USA Swim Team	-	60	80
Summer Swim Lessons	60	80	80
Winter Swim Lessons	-	-	-
Lifeguard Training	40	40	40
Wellness Programming	15	15	15
Birthday Party	2	2	2
Private Rental	10	10	10
Programming Days	Option 1	Option 2	Option 3
Swim Meet Rental	-	-	6
USA Swim Team	-	50	300
Summer Swim Lessons	40	40	40
Winter Swim Lessons	-	-	-
Lifeguard Training	5	5	5
Wellness Programming	40	40	40
Birthday Party	40	40	40
Private Rental	10	10	10
Per Capita Spending (Option	Option	Option
Swim Meet Rental	\$800.00	\$800.00	\$800.00
USA Swim Team	\$2.00	\$2.00	\$2.00
Summer Swim Lessons	\$1.00	\$1.00	\$1.00
Winter Swim Lessons	\$2.00	\$2.00	\$2.00
Lifeguard Training	\$2.50	\$2.50	\$2.50
Birthday Party	\$30.00	\$30.00	\$30.00
Private Rental	\$25.00	\$25.00	\$25.00
Opinion of Revenue (Net)	Option 1	Option 2	Option 3
Swim Meet Rental	\$0	\$0	\$4,800
USA Swim Team	\$0	\$6,000	\$48,000
Summer Swim Lessons	\$2,400	\$3,200	\$3,200
Winter Swim Lessons	\$0	\$0	\$0
Lifeguard Training	\$500	\$500	\$500
Wellness Programming	\$900	\$900	\$900
Birthday Party	\$2,400	\$2,400	\$2,400
Private Rental	\$2,500	\$2,500	\$2,500
User-Group Revenue	\$8,700	\$15,500	\$62,300

Admission Fees

In order to project revenue, fee schedules have been established. Three general approaches to evaluating the fee structure of an aquatic center include the following:

1. Maximize revenue by charging what the market will support. Programs and facilities operate with positive cash flow. If excess funds are available at season's end, they can be used to support under-funded programs.
2. Break-even in the operation of the facility. This approach is increasing in popularity as funding is becoming limited to organizations that use the facility. Capital funds are used to create the facility; operational funds are generated from the user on a break-even basis.
3. Subsidy pricing historically has been the policy of many community facilities.

A critical component of an enterprise fund management protocol is the revenue and pricing policy. The following chart shows recommended fee structures for the concept. The recommended fee is based on this area's demographics. The formula reflects the category for admission, the rate of each category, and the percentage of attendance that might be expected from that category.

Category	Rate	Percent of Visits	Per Visit Unit
Residents			
48" and Over	7.00	14%	0.98
Under 48"	5.00	7%	0.35
Age 2-Under Free	0	1%	-
Non-Resident			
48" and Over	9.00	22%	1.98
Under 48"	7.00	13%	0.91
Age 2-Under Free	0	1%	-
Season Pass			
Resident			
Individual	70.00	17%	0.30
Family	200.00	12%	0.20
Non-Resident			
Individual	95.00	13%	0.35
Family	-	0%	-
Subtotal / Average		100%	5.07
Food / Merchandise			\$ 1.50
Total			\$6.57

The following table takes into consideration the revenue streams from special user group and general attendance, resulting in an opinion of revenue for each option.

		Option 1	Option 2	Option 3
Attendance				
	2014	47,409	54,244	58,107
	2015	47,863	54,749	58,624
	2016	48,243	55,180	59,068
	2017	48,696	55,685	59,586
	2018	49,150	56,189	60,103
Per Capita Spending (3% Annual In:		\$6.57	\$6.57	\$6.57
Special User Group Spending		\$8,700	\$15,500	\$62,300
	2014	\$320,195	\$371,903	\$444,082
	2015	\$332,609	\$386,010	\$459,037
	2016	\$344,690	\$399,805	\$473,685
	2017	\$357,447	\$414,296	\$489,034
	2018	\$370,382	\$428,986	\$504,586

Opinion of Expenses

Commodities

Commodities are day-to-day products used to operate aquatic centers. Office supplies, program supplies, custodial supplies, repair supplies, and chemicals are included. In determining annual chemical expense, chemical treatment assumes the use of calcium hypochlorite and muriatic acid (pH buffer). Chemical use can depend on bather load and chemical balance of the water. In estimating annual costs, medium bather load figures are assumed.

Heating/Dehumidification

In determining utility costs, current energy costs at other facilities in the area were reviewed. Total costs include energy, energy demand, and delivery charges. Caution must be used when comparing this cost with operating expenses of other facilities across the country.

Electricity

The calculations are based on 2015 utility rate information. A figure of \$0.077 cents per kWh was estimated, including both demand and energy costs.

Water and Sewer

Water and sewer services will be needed for domestic use and compensation for evaporation and backwashing purposes. Backwash water and domestic water will be released to the sanitary system. This does not include landscape irrigation.

Insurance

Insurance denotes liability for more people and more structure based on visits and labor.

Capital Replacement Fund

The manufacturers of some types of mechanical equipment recommend annual maintenance programs to ensure proper performance of their equipment. Much of this work will be performed by outside contractors. In addition, for daily operation of the facility, miscellaneous items will need to be repaired by outside firms. The capital replacement fund sets money aside for repairs/replacement.

Facility Staff

Projected annual payroll expenses are listed by summer and winter classifications reflecting benefits and taxes. Scheduling employees is determined by programming demand and management procedure. Wherever possible, pay rates were determined by local job classifications and wage scales. Cost for swim instructors and other employees associated with program income were factored in as cost against net programming revenue.

Expenses

The following table reflects a summary of all operating expenses, assumptions, and estimates detailed by the expense category.

	Option 1	Option 2	Option 3
Facility Staff			
Full Time Employment	Not Included	Not Included	Not Included
Facility Supervisor	\$15,000	\$15,000	\$15,000
Maintenance Supervisor	\$0	\$0	\$0
Food Service Manager	\$0	\$0	\$0
Aquatic Coordinator	\$0	\$0	\$0
Recreation Coordinator	\$0	\$0	\$0
Custodians	\$0	\$0	\$0
Summer Employment	\$132,193	\$140,473	\$140,473
Winter Employment	\$2,760	\$2,760	\$43,275
Training	\$2,000	\$2,000	\$2,000
Total Labor	\$151,953	\$160,233	\$200,747
Contractual Services			
Insurance	\$31,953	\$34,727	\$41,064
Repair and Maintenance	\$13,800	\$15,000	\$17,500
Total Contractual Services	\$45,753	\$49,727	\$58,564
Commodities			
Operating Supplies	\$8,280	\$9,000	\$10,500
Chemicals	\$15,670	\$19,393	\$32,349
Advertising	\$40,000	\$40,000	\$40,000
Total Commodities	\$63,950	\$68,393	\$82,849
Utilities			
HVAC	\$3,229	\$3,229	\$29,813
Electricity	\$39,764	\$41,929	\$66,037
Pool Heating	\$12,000	\$15,000	\$32,009
Telephone	\$336	\$672	\$672
Trash Service	\$1,800	\$2,400	\$2,400
Water & Sewer	\$10,551	\$12,464	\$13,065
Total Utilities	\$67,680	\$75,694	\$143,996
Total Operating Expenses	\$329,336	\$354,046	\$486,155
Capital Replacement Fund	\$27,500	\$30,000	\$35,000
Total Expense	\$356,836	\$384,046	\$521,155

Operations Summary

The following chart provides a “recapture rate” to define the percentage of operating expenses recuperated or recaptured by operating revenue.

	2014	2015	2016	2017	2018
Option 1					
Project Cost	\$5,500,000				
Attendance	47,409				
Revenue	\$320,195	\$332,609	\$344,690	\$357,447	\$370,382
Expense	\$329,336	\$337,569	\$346,008	\$354,658	\$363,525
Operating Cashflow	(\$9,141)	(\$4,960)	(\$1,318)	\$2,788	\$6,858
Recapture Rate	97%	99%	100%	101%	102%
Capital Replacement Fund	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500
Cash Flow	(\$36,641)	(\$32,460)	(\$28,818)	(\$24,712)	(\$20,642)
Option 2					
Project Cost	\$6,000,000				
Attendance	54,244				
Revenue	\$371,903	\$386,010	\$399,805	\$414,296	\$428,986
Expense	\$354,046	\$362,897	\$371,970	\$381,269	\$390,801
Operating Cashflow	\$17,857	\$23,113	\$27,835	\$33,027	\$38,185
Recapture Rate	105%	106%	107%	109%	110%
Capital Replacement Fund	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Cash Flow	(\$12,143)	(\$6,887)	(\$2,165)	\$3,027	\$8,185
Option 3					
Project Cost	\$7,000,000				
Attendance	58,107				
Revenue	\$444,082	\$459,037	\$473,685	\$489,034	\$504,586
Expense	\$486,155	\$498,309	\$510,767	\$523,536	\$536,624
Operating Cashflow	(\$42,073)	(\$39,272)	(\$37,082)	(\$34,502)	(\$32,038)
Recapture Rate	91%	92%	93%	93%	94%
Capital Replacement Fund	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Cash Flow	(\$77,073)	(\$74,272)	(\$72,082)	(\$69,502)	(\$67,038)

Opinion of Financial Performance

Resident Proposed Admission	\$5.00 to \$7.00
Season Pass	\$70.00
Non –Resident Proposed Admission	\$7.00 to \$9.00
Season Pass	\$95.00
Projected Attendance	45,000 – 60,000
Existing Attendance	8,500 – 12,000
Existing Pool 2012 Net Revenue	(\$45,000)
New Pool Projected Net Revenue	\$5,000 to \$45,000

Appendix A: Glossary of Terms & Abbreviations

A

ADA: Americans with Disabilities Act. Under Title III, no individual may be discriminated against on the basis of disability with regards to the full and equal enjoyment of the goods, services, facilities, or accommodations of any place of public accommodation by any person who owns, leases (or leases to), or operates a place of public accommodation.

Age Distribution: Using the 2000 Census, numbers and percentages are available by census tract showing different age groups, thus providing a median age.

American Alliance for Health, Physical Education, Recreation and Dance: AAHPERD is an alliance of five national associations, six district associations, and a research consortium which support healthy lifestyles through high quality programs.

Aquatic: Of or pertaining to water.

Aquatic Design: Detailed drawings of pool shells, pool structures, pool filtration systems, and other equipment for new or soon-to-be renovated swimming facilities.

Aquatic Center/Facility: A place designed for fitness swimming, recreation swimming, swim lessons, and water therapy programs.

Aquatic Exercise Association: A not-for-profit educational organization committed to the advancement of aquatic fitness worldwide.

Aquatic Governing Bodies: Organizations with rules and regulations that preside over various aquatics.

Aquatic Providers: Facilities offering aquatics.

Aquatic Therapy: Health-oriented water programs for arthritis, obesity, surgery recovery, athletic injuries, meditation, etc.

Aquatics: Water sports, including swimming, diving, water polo, synchronized swimming, etc.

Arthritis Foundation: A not-for-profit contributor to arthritis research.

B

Baby Boomers: An increased number of people born between 1946 and 1964.

Bathhouse: A building with restrooms, showers, family changing rooms, locker rooms, concessions, supplies, and equipment.

C

Census Tract: A small, permanent subdivision of a county with homogeneous population characteristics, status, and living conditions.

Centers for Disease Control and Prevention: One of the major operating components of the Department of Health and Human Services, CDC's mission is to promote health and quality of life by preventing and controlling disease, injury, and disability.

Center for Urban and Regional Studies: Conducts and supports research on urban and regional affairs to build healthy, sustainable communities across the country and around the world.

Competition Community: Athletes, coaches, trainers, etc. who work to compete in aquatics.

Competition Venue: Facility capable of hosting aquatics with regulation sized pools, spectator seating, etc.

CPR: Cardiopulmonary Resuscitation is an emergency medical procedure for a victim of cardiac or respiratory arrest.

D

Demographics: Selected population characteristics taken from publicly available data to determine shifting trends used in marketing.¹⁶

Disposable Income: Income available for saving or spending after taxes.

E

Ellis and Associates: Lifeguard training program.

F

Facility Audit: Report that identifies areas for extending life expectancy and/or improving operational efficiency of existing pools and natatoriums.

Feasibility Study: Business plan with concept designs and project and operating costs for a proposed aquatic or sports recreation facility.

FINA: Federation Internationale De Natation Amateur governs Masters Swimming, Open Water, Diving, Water Polo and Synchronized Swimming.

Fitness Community: People engaged in water exercise with related devices and equipment for water-based exercise options.

H

HVAC/DH System: Heating, ventilating, air conditioning / dehumidification structure for a natatorium.

L

Leisure Industry: Entertainment, recreation, and tourism related products and services.

Leisure Pools: Free-form pools that include fun attractions such as waterslides and play features.

LEED: Leadership in Energy & Environmental Design in green building practices.

Lessons Community: People engaged in swim lessons, drown proofing, lifesaving, lifeguarding, and CPR instruction.

M

Median Age: This measure divides the age distribution into two equal parts: one half of the cases falling below the median value and one-half above the value.

Median Household Income: Income of the householder and all other persons 15 years old and over in the household. Median represents the middle of the income in a demographic location, dividing the income distribution into two equal parts, one having income above the median and the other having income below the median.

Mosaic Types: Population classifications in terms of socio-demographics, lifestyles, culture, and behavior.

N

Natatorium: The room where an indoor swimming pool is located.

National Center for Health Statistics: Part of the CDC, including diseases, pregnancies, births, aging, and mortality data.

National Recreation and Parks

Association: The voice advocating the significance of making parks, open space, and recreational opportunities available to all Americans.

National Sporting Goods Association: NSGA supports retailers, dealers, wholesalers, manufacturers, and sales agents with survey data in the sporting goods industry.

NCAA Swimming: The National Collegiate Athletic Association governs collegiate swimming competition in the USA.

NFHS: The National Federation High School governs high school varsity swimming.

P

Per Capita Income: Average obtained by dividing Total Income by Total Population.

Pro Forma: Projected cash flow in a business plan.

R

Recreation Community: People engaged in the fun and leisure of swimming.

Red Cross: Preparedness programs in first aid, cardiopulmonary resuscitation, and automated external defibrillator.

S

State Construction Codes: Public safety building requirements by state.

T

Therapy Community: People engaged in rehabilitation performed in water involving exercise and motion in the presence of an aquatic therapist.

Therapy Pool: Pool with warm water usually between 87 - 92 degrees Fahrenheit used for aquatic therapy.

Trends: The general course or prevailing tendency of a market.

U

United States Water Fitness: A non-profit, educational organization committed to

excellence in educating and promoting aquatics, including national certifications in water exercise.

USA Swimming: National Governing Body for competitive swimming in the U.S. divided into local swimming committees.

United States Masters Swimming: National organization that provides organized aquatic workouts, competitions, clinics, and workshops for adults 18+.

U.S. Consumer Product Safety

Commission: Works to ensure the safety of consumer products from unreasonable risks of serious injury or death.⁷

W

Waterpark: Destination-oriented facility that draws patrons from greater than 25 miles.

Appendix B: Footnotes

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Appendix C: General Limiting Conditions

This study is based on information that was current as of April 2015. Every reasonable effort has been made in order that the data reflects the most timely and current information possible and is believed to be reliable. This study is based on estimates, assumptions, and other information developed by the consulting team from independent research.

No warranty or representation is made by the consultants that any of the projected values or results contained in this study will actually be achieved. No responsibility is assumed for inaccuracies in reporting by the client, its agents and representatives or any other data source used in preparing or presenting this study.

This entire report is qualified and should be considered in light of the above conditions and limitations.

Outdoor Family Aquatic Center
Final Report
May 2015



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Executive Summary

Project Scope and Methodology

The scope of this Outdoor Aquatic Facility Feasibility Study is to identify the aquatic needs for the City of Canyon, a suburb of Amarillo, Texas, and to present potential facility spaces that can meet those needs. This study is based on extensive research through the following processes:

Needs Assessment

- Community outreach
 - Common vocabulary, vision
- Evaluate existing area providers
- Research area demographics
- Identify potential user groups

Program Requirements

- Develop options for programming
- Develop project cost estimates
- Site requirements

Financial Performance

- Estimate revenue potential
- Estimate operating expenses
- Determine cash flow

Needs Assessment

The following are the key take-a-ways from the community meetings:

- Swim team (currently 60 swimmers) wants a 6 lane x 25-yard pool, indoor facility with locker rooms and spectator seating.
- Teens want a diving board and lap lane area.
- Conner Park is a good location - try to use open space to South and expand parking at existing pool location.
- Chlorinated water is preferred sanitation system for public pools.
- Initial design program features are okay.
- Consultants offered to investigate costs of pool enclosures.
- Jimmy Lackey presented tax implications of bond sales of \$4M, \$6M, \$8M, and \$10M.
- Pools need to be heated (like existing).
- Hereford Pool inflated enclosure is not ideal or recommended by Hereford operators.
- Amarillo has multiple large high schools and no indoor competition pools.
- Provide separate costs of competition pool and enclosure.
- Prepare layouts and costs for small, medium, and large family aquatic centers.
- Develop projected attendance, expenses, and revenue projections.
- Incorporate the Committee's design program features and provide added costs for competition pool features.

Program Requirements

Three options have been developed by the consultant to meet the aquatic needs of the City of Canyon: Option A: a small concept with no competition pool, Option B: a medium concept with a six lane competition pool, and Option C: a medium concept with an enclosed competition pool.

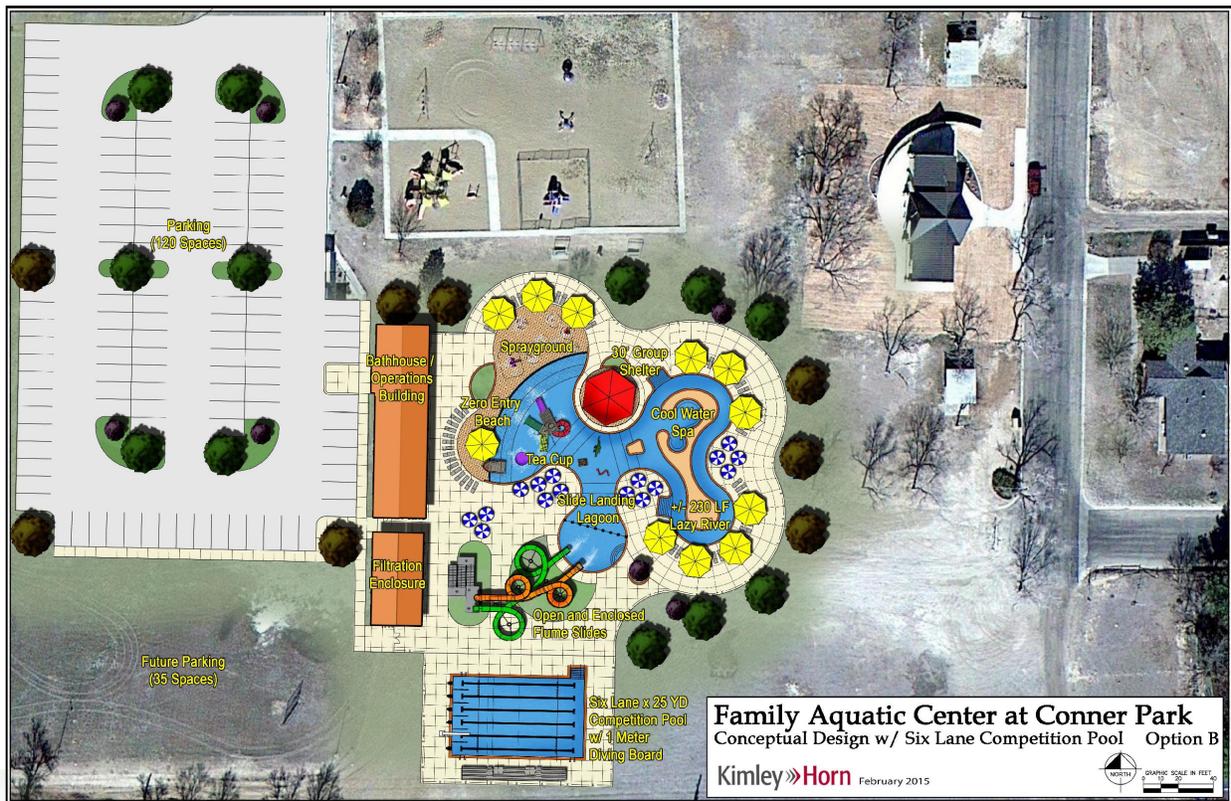
Option A \$5,500,000

2,700 SF Bathhouse
7,590 SF Multiuse Pool
4 Lane Lap Pool
Diving Board
Open and Enclosed Body Slides
Sprayground in shallow end
Children's Play Structure with Tipping Bucket
Eleven 20' Umbrellas
30' Hex Shade Structure



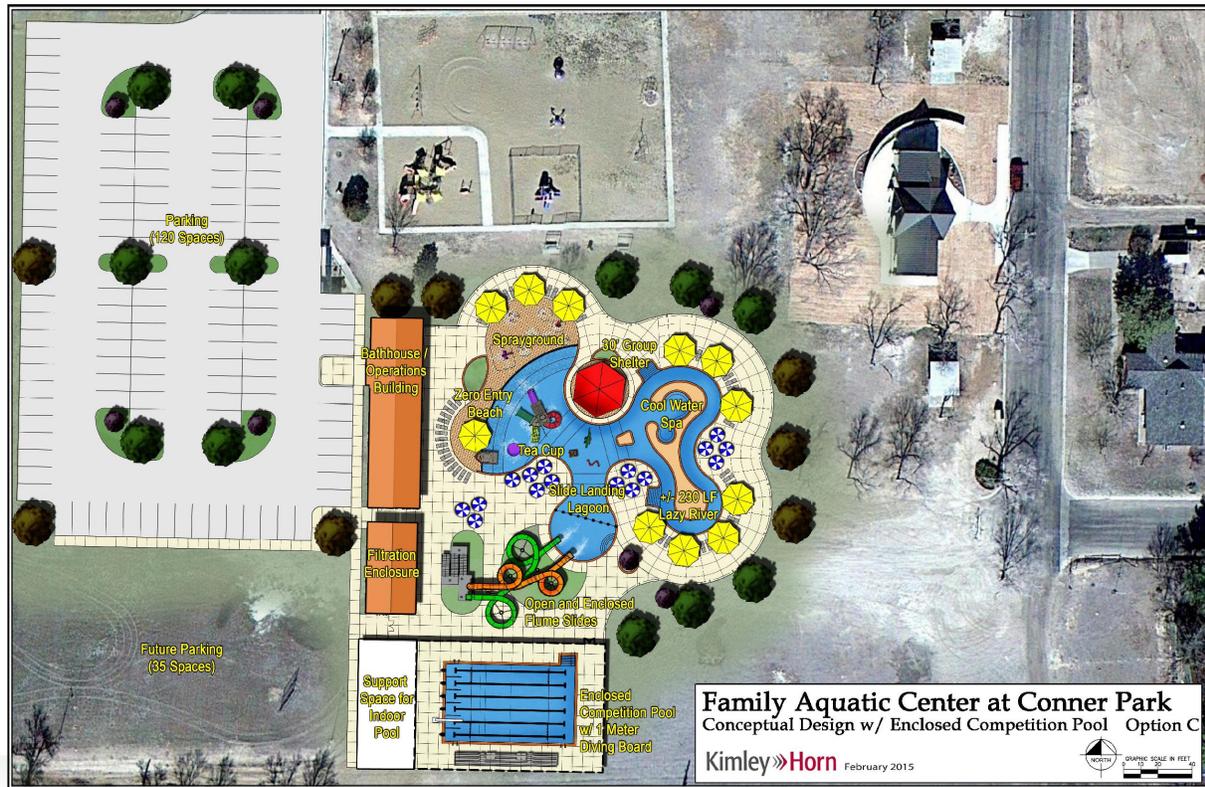
Option B
\$6,000,000

- 2,700 SF Bathhouse
- 7,590 SF Multiuse Pool
- 6 lane 25-yard Competition Pool
- 1-Meter Diving Board
- Open and Enclosed Body Slides
- Sprayground in shallow end
- Eleven 20' Umbrellas
- 30' Group Pavilion



Option C
\$7,000,000

- 2,700 SF Bathhouse
- 7,590 SF Multiuse Pool
- 6 lane 25-yard Competition Pool (Enclosed)
- 1-Meter Diving Board
- Open and Closed Body Slides
- Sprayground in shallow end
- Children's Play Structure with Tipping Bucket
- Eleven 20' Umbrellas
- 30' Group Pavilion



Financial Performance

The following chart provides a “recapture rate” to define the percentage of operating expenses recuperated or recaptured by operating revenue for Option A, Option B, and Option C.

	2014	2015	2016	2017	2018
Option 1					
Project Cost	\$5,500,000				
Attendance	47,409				
Revenue	\$320,195	\$332,609	\$344,690	\$357,447	\$370,382
Expense	\$329,336	\$337,569	\$346,008	\$354,658	\$363,525
Operating Cashflow	(\$9,141)	(\$4,960)	(\$1,318)	\$2,788	\$6,858
Recapture Rate	97%	99%	100%	101%	102%
Capital Replacement Fund	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500
Cash Flow	(\$36,641)	(\$32,460)	(\$28,818)	(\$24,712)	(\$20,642)
Option 2					
Project Cost	\$6,000,000				
Attendance	54,244				
Revenue	\$371,903	\$386,010	\$399,805	\$414,296	\$428,986
Expense	\$354,046	\$362,897	\$371,970	\$381,269	\$390,801
Operating Cashflow	\$17,857	\$23,113	\$27,835	\$33,027	\$38,185
Recapture Rate	105%	106%	107%	109%	110%
Capital Replacement Fund	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Cash Flow	(\$12,143)	(\$6,887)	(\$2,165)	\$3,027	\$8,185
Option 3					
Project Cost	\$7,000,000				
Attendance	58,107				
Revenue	\$444,082	\$459,037	\$473,685	\$489,034	\$504,586
Expense	\$486,155	\$498,309	\$510,767	\$523,536	\$536,624
Operating Cashflow	(\$42,073)	(\$39,272)	(\$37,082)	(\$34,502)	(\$32,038)
Recapture Rate	91%	92%	93%	93%	94%
Capital Replacement Fund	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Cash Flow	(\$77,073)	(\$74,272)	(\$72,082)	(\$69,502)	(\$67,038)

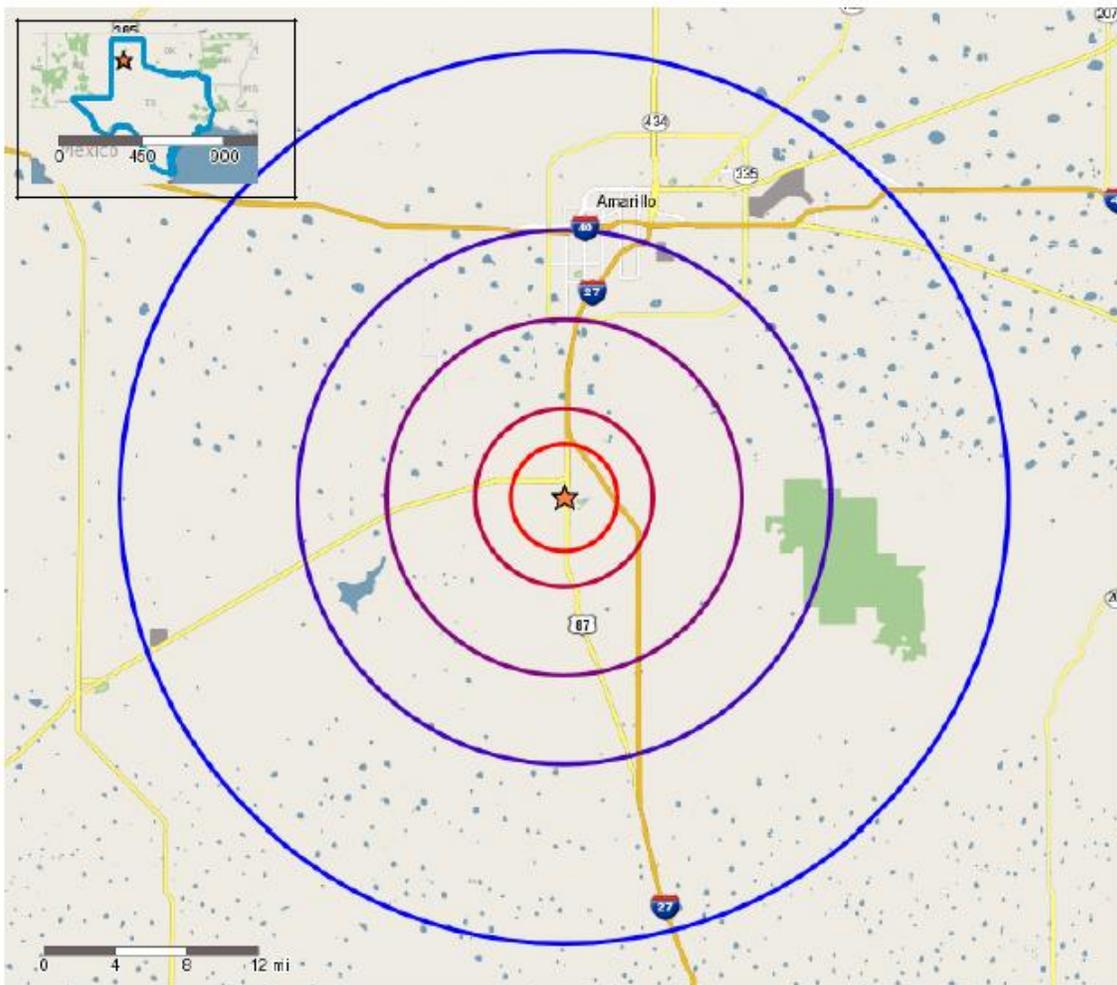
Section 1: Market Area Demographics

Population
Income
Age Distribution
Weather
Needs Assessment

Section 1: Market Area Demographics

Factors that can influence attendance include projections for growth/decline of population, income levels, and age groups. Market studies are used to predict how relevant products, services, and fees are to residents. Originating from 2000 12th Ave, Canyon, TX, 79015, the primary area is assumed as 25 miles, and the service area is assumed as 5 miles. The difference between “primary” (25-mile market area) and “service area” (5-mile market area) is that waterpark users will customarily drive farther to use a facility than will community-pool users (about 5 miles). Thus, a study of demographic patterns in the area is helpful in projecting usage rates. The resident market area has been divided into the following distances.

Distance Map



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-  Trade Areas (in miles) - 3
-  Trade Areas (in miles) - 5
-  Trade Areas (in miles) - 10
-  Trade Areas (in miles) - 15
-  Trade Areas (in miles) - 25

Population

The following chart presents a summary of market area population with concentric rings surrounding 2000 12th Ave. The 2010 U.S. Government Census was used to estimate the population for 2013 and to make projections for 2018.

- The population base for the City of Canyon is projected to increase from 13,900 residents to 14,300 by 2018.
- Over 250,000 people live within 25 miles.
- Population trending up in overall area.

MARKET AREA POPULATION BY DISTANCE										
Radius	Population						Average Annual Change			
	2010		2013		2018		2010-2013		2014-2019	
	Number (000's)	Percent of Total	Number (000's)	Percent of Total	Number (000's)	Percent of Total	Number (000's)	Percent	Number (000's)	Percent
0 to 3 Miles	14.5	5.9%	15.3	6.1%	15.8	6.1%	0.3	1.7%	0.1	0.6%
3 to 5 Miles	3.3	1.3%	3.4	1.4%	3.9	1.5%	0.1	1.8%	0.1	2.5%
5 to 10 Miles	10.6	4.3%	11.1	4.4%	11.9	4.6%	0.2	1.5%	0.2	1.4%
Subtotal	28.4	11.6%	29.8	11.9%	31.6	12.2%	0.5	1.6%	0.4	1.2%
10 to 15 Miles	87.8	35.9%	93.0	37.0%	97.8	37.6%	1.7	1.9%	1.0	1.0%
15 to 25 Miles	128.3	52.5%	128.3	51.1%	130.5	50.2%	0.0	0.0%	0.4	0.3%
Subtotal	216.1	88.4%	221.3	88.1%	228.3	87.8%	1.7	0.8%	1.4	0.6%
Total (0-25 Miles)	244.5	100.0%	251.2	100.0%	259.9	100.0%	2.2	0.9%	1.7	0.7%
Canyon, TX	13.3		13.9		14.3		0.2	1.6%	0.1	0.5%

Source: Experian

Income

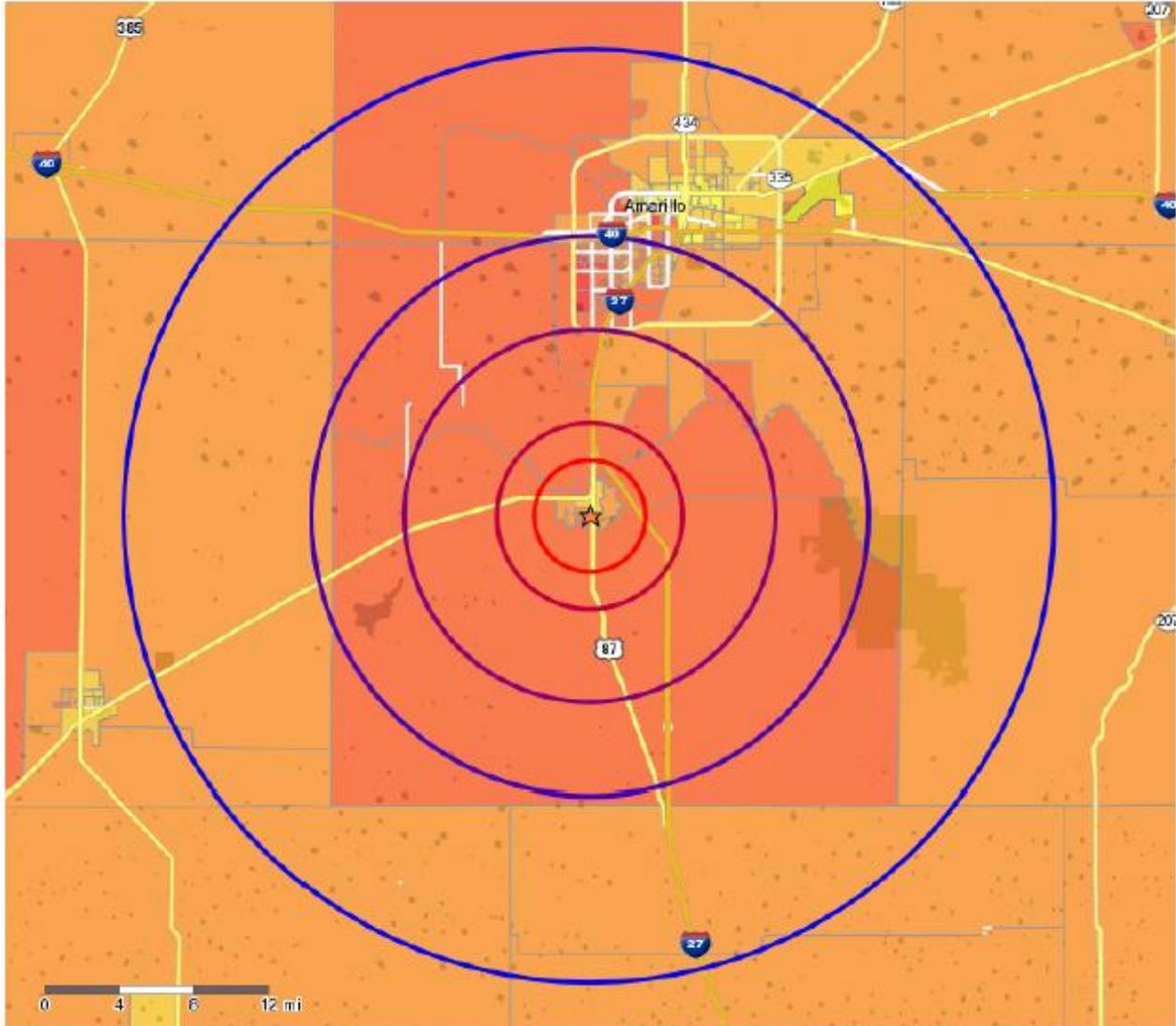
To a certain degree, the likelihood of residents to engage in aquatics depends on their ability to pay for admission and program fees. In the following chart, the U.S. national average is set at 1.00. Index refers to the percentage higher or lower than the national average.

- Per capita income for the City of Canyon is 12% lower than the national average.
- Median household income for the City of Canyon is 27% lower.

MARKET AREA INCOME				
Radius	Per Capita Incomes		Median Household Incomes	
	Dollars	Index	Dollars	Index
0 to 3 Miles	\$24,164	0.91	\$40,537	0.77
3 to 5 Miles	\$33,765	1.28	\$76,309	1.45
5 to 10 Miles	\$31,399	1.19	\$59,204	1.13
10 to 15 Miles	\$32,567	1.23	\$59,667	1.13
15 to 25 Miles	\$18,570	0.70	\$35,556	0.68
Canyon, TX	\$23,268	0.88	\$38,334	0.73
Total U.S.	\$26,464	1.00	\$52,599	1.00

Source: Demographics Now

Map of Market Area Income



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- Block Groups - High (Above 44,000)
- Block Groups - Above Average (27,000 to 44,000)
- Block Groups - Average (16,750 to 27,000)
- Block Groups - Below Average (10,250 to 16,750)
- Block Groups - Low (Below 10,250)

Age Distribution

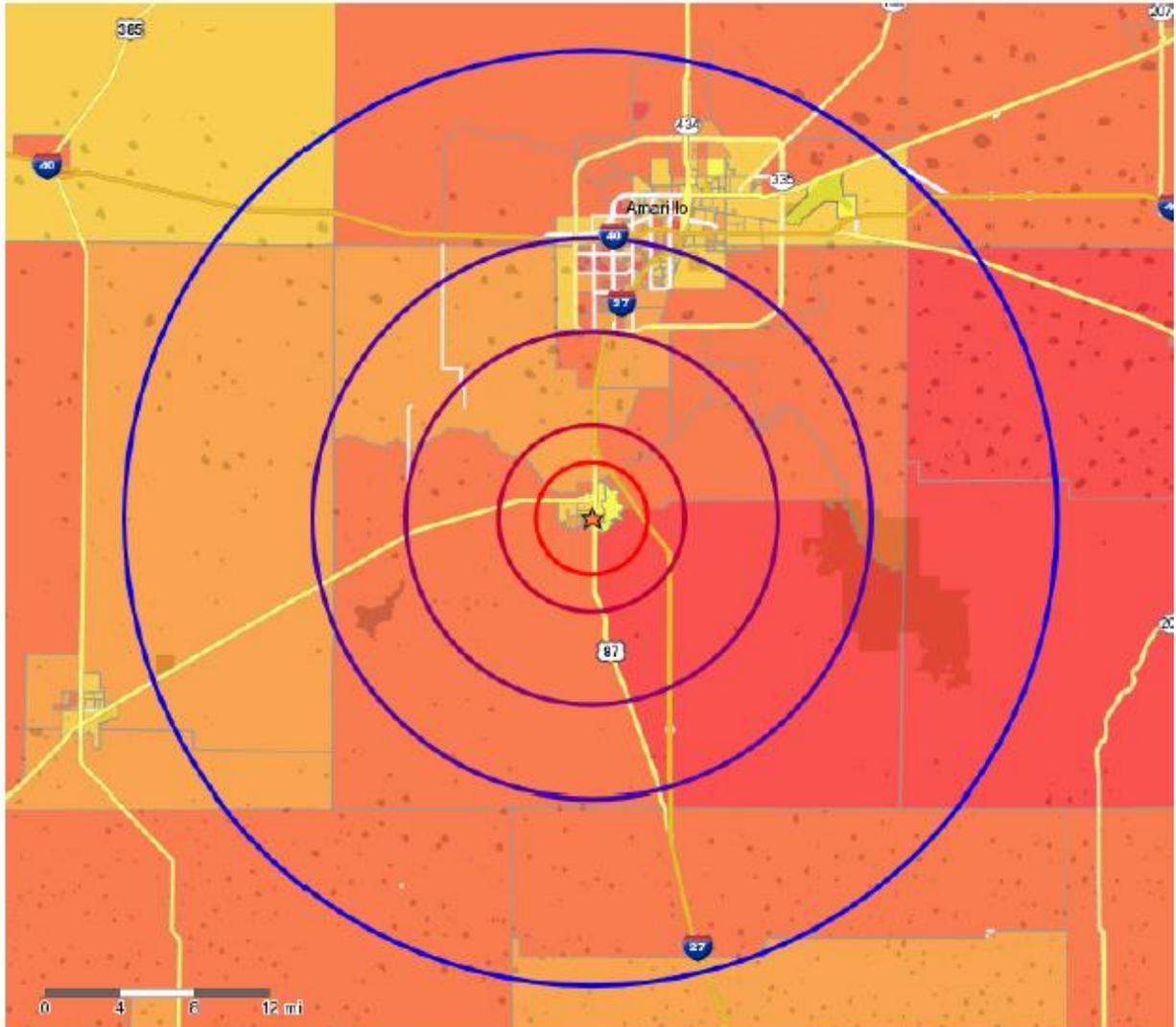
Age distribution is another population characteristic used to determine the type and level of use of any type of program. The following table provides the number of residents and the percentage of total population for each age group compared to the U.S. column, which identifies the national average.

- 0-19 age group is 30.3% of the City of Canyon's population compared to the national average of 26.5%.
- Median age for the city is lower than the national average (25 compared to 37 respectively).

MARKET AREA													
AGE DISTRIBUTION													
Age Groups	0 to 3 Miles		3 to 5 Miles		5 to 10 Miles		10 to 15 Miles		15 to 25 Miles		Canyon, TX		U.S. Age Population
	#	%	#	%	#	%	#	%	#	%	#	%	
Age 0-4	868	5.7%	185	5.4%	606	5.5%	6,332	6.8%	10,922	8.5%	800	5.7%	6.5%
Age 5-9	834	5.5%	258	7.5%	801	7.2%	6,360	6.8%	10,452	8.1%	742	5.3%	6.5%
Age 10-14	927	6.1%	290	8.4%	871	7.8%	6,146	6.6%	9,437	7.4%	821	5.9%	6.6%
Age 15-19	1,974	12.9%	306	8.9%	975	8.8%	5,969	6.4%	8,668	6.8%	1,859	13.3%	6.9%
Subtotal	4,603	30.1%	1,039	30.2%	3,253	29.3%	24,807	26.7%	39,479	30.8%	4,222	30.3%	26.5%
Age 20-24	2,851	18.7%	185	5.4%	695	6.3%	6,687	7.2%	9,437	7.4%	2,764	19.8%	7.1%
Age 25-29	1,100	7.2%	139	4.0%	570	5.1%	6,751	7.3%	9,788	7.6%	1,037	7.4%	6.8%
Age 30-34	854	5.6%	181	5.3%	635	5.7%	6,664	7.2%	9,343	7.3%	779	5.6%	6.6%
Age 35-39	697	4.6%	202	5.9%	674	6.1%	5,737	6.2%	8,100	6.3%	625	4.5%	6.3%
Age 40-44	768	5.0%	243	7.1%	761	6.8%	5,692	6.1%	8,027	6.3%	678	4.9%	6.8%
Age 45-49	777	5.1%	268	7.8%	828	7.5%	5,733	6.2%	8,174	6.4%	677	4.9%	7.1%
Age 50-54	792	5.2%	310	9.0%	958	8.6%	6,488	7.0%	8,312	6.5%	682	4.9%	7.3%
Age 55-59	714	4.7%	260	7.6%	838	7.5%	6,313	6.8%	7,655	6.0%	611	4.4%	6.5%
Age 60-64	585	3.8%	217	6.3%	699	6.3%	5,253	5.6%	5,981	4.7%	502	3.6%	5.7%
Age 65-69	424	2.8%	142	4.1%	441	4.0%	3,954	4.3%	4,305	3.4%	370	2.7%	4.2%
Age 70-74	354	2.3%	110	3.2%	328	3.0%	3,089	3.3%	3,234	2.5%	311	2.2%	3.1%
Age 75-79	311	2.0%	77	2.2%	226	2.0%	2,462	2.6%	2,504	2.0%	277	2.0%	2.4%
Age 80-84	218	1.4%	42	1.2%	127	1.1%	1,901	2.0%	1,963	1.5%	197	1.4%	1.9%
Age 85+	231	1.5%	27	0.8%	77	0.7%	1,481	1.6%	2,028	1.6%	213	1.5%	1.9%
TOTAL:	15,279	100.0%	3,442	100.0%	11,110	100.0%	93,012	100.0%	128,330	100.0%	13,945	100.0%	100%
Median Age	25.6		39.4		38.0		36.3		32.9		25.0		37.0

Source: DemographicsNow

Map of Market Area Age Distribution



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- Block Groups - High (Above 47)
- Block Groups - Above Average (38.5 to 47)
- Block Groups - Average (31 to 38.5)
- Block Groups - Below Average (25 to 31)
- Block Groups - Low (Below 25)

Weather

Given the sensitivity of aquatics to weather conditions, it is appropriate to include an assessment of local weather patterns in the market analysis. The factors in the following chart from Amarillo, Texas, (the closes city with weather data) were used to determine user days in the financial models.

CLIMATOLOGICAL DATA					
Amarillo, TX					
Month	Temperatures			Precipitation	Precipitation
	Average	High	Low	Inches	Days
January	36.0	49.7	22.4	0.6	4
February	40.0	53.7	26.4	0.6	4
March	47.0	61.5	32.5	1.1	5
April	56.5	71.1	41.9	1.2	5
May	65.6	79.2	51.9	2.6	8
June	74.6	88.0	61.2	3.4	8
July	78.5	91.3	65.7	2.8	8
August	76.8	89.3	64.2	3.0	9
September	69.4	82.3	56.6	1.9	6
October	58.6	72.3	45.0	1.5	5
November	45.9	59.5	32.3	0.7	3
December	37.7	51.0	24.5	0.6	4

Source: Weatherbase

Needs Assessment

The goal of “Community Mining” uncovers valuable information within the community while prospecting opportunities. This internal inventory assesses how the community and staff view and ultimately use the recreation offerings in the area. Community input is important to understand, as civic spaces are extensions of the people who use them. Generating use of the programs and activities in the district tends to come when clientele feel they are being listened to and reacted to during the course of an operating year. Mining the information reveals every facet of value, identifies which customers and prospects represent the best opportunities, creates an understanding of market potential for each product category, and determines how much market share has already been captured.

The following are the key take-aways from the community meetings:

- Swim team (currently 60 swimmers) wants a 6 lane x 25-yard pool, indoor facility with locker rooms and spectator seating.
- Teens want a diving board and lap lane area.
- Conner Park is a good location - try to use open space to South and expand parking at existing pool location.
- Chlorinated water is preferred sanitation system for public pools.
- Initial design program features are okay.
- Consultants offered to investigate costs of pool enclosures.
- Jimmy Lackey presented tax implications of bond sales of \$4M, \$6M, \$8M, and \$10M.
- Pools need to be heated (like existing).
- Hereford Pool inflated enclosure is not ideal or recommended by Hereford operators.
- Amarillo has multiple large high schools and no indoor competition pools.
- Provide separate costs of competition pool and enclosure.
- Prepare layouts and costs for small, medium, and large family aquatic centers.
- Develop projected attendance, expenses, and revenue projections.
- Incorporate the Committee’s design program features and provide added costs for competition pool features.

Section 2: Aquatic Trends

Lessons & Fitness Enthusiasts
Water Wellness Seekers
Competition Pools
Recreation Swimmers
Economic Growth
Marketing

Section 2: Aquatic Trends

Contemporary aquatic centers are fully ADA¹ accessible where everyone can benefit from aquatic activities. As more athletes cross train with water fitness components and more doctors recommend water rehabilitation for injured, obese, diabetic, and aging patients, multigenerational aquatic centers are inclusive of the entire community.

- Within the last decade, demand for higher quality and a unique pool experience has risen.
- There are four types of aquatic facility users: *Instructional, Wellness, Competitive, and Recreational*.
- Each of these groups requires specific areas, features, and services to fulfill their needs and desires. The following descriptions make evident the very different requirements for each of these aquatic user groups when planning and designing an aquatic facility.

Instructional and Fitness Enthusiasts

The following describes national trends for lessons and fitness users that includes learn to swim, water safety instruction, lifeguard instruction, life safety skills, survival swimming, scuba, and other aquatic skills.

Swim Lessons

According to the Centers for Disease Control, more than one in five people who die from drowning are children age 14 and younger. For every child who dies from drowning, another four receive emergency care for nonfatal submersion injuries, which can cause brain damage that may result in long-term disabilities, including memory problems, learning disabilities, and permanent loss of basic functioning.²



Knowing how to avoid drowning is essential for children and adults, whether living in areas with natural bodies of water or simply being invited to pool parties. With more than one available pool in an aquatic center, lessons can be maximized so that a large number of residents can be taught to swim. Ideally, water depth for instruction should accommodate young participants to stand comfortably in the water. Recreation pools easily provide this preference. Deeper competition pools offer moveable floors or other means of altering water depth for instructional purposes.

A well-run water lesson program is essential in introducing young swimmers to safe aquatic skills that can be used throughout their lives. By offering the community a comfortable, controlled aquatic environment, swimming and diving lessons can become an enjoyable learning experience. There are many different types of water safety lessons that can teach children not only how to swim and dive but how to survive in adverse water conditions. From small water craft instruction to drown-proofing, water safety is an integral part of any community. Many will go on to formal competitive aquatic programs in school or age-group swimming programs. Some

will excel to become state champions. Benefits such as scholarship offers may occur when a swimmer or diver selects a college, which could lead to national level competition.

Drown-Proofing

Aware of 74 cases of body entrapments, including 13 confirmed deaths between January 1990 and August 2004, the U.S. Consumer Product Safety Commission reported the deaths were the result of drowning after the body or limb was held against the drain by the suction of the circulation pump. The incidents occurred in both residential and public settings.³ Subsequently, a federal pool and spa safety law was signed by former President George W. Bush on December 19, 2007. The Virginia Graeme Baker Pool and Spa Safety Act requires all public pools and spas to have safety drain covers, and in certain circumstances, an anti-entrapment system.⁴ The goal of the law is to improve the safety of all pools and spas by increasing the use of layers of protection and promoting uninterrupted supervision to prevent child entrapments and drownings.



When teaching proper drown-proofing, some classes mimic the natural environment through instructor creativity (i.e., creating wave action with hands and arms to mimic river tides), while others simply require small children to memorize what they would do in a situation where drowning is likely, and then enact memorized skills with an instructor present. Knowing how to avoid drowning is essential for children and adults, and even more so when living in areas where natural bodies of water are prevalent.

Lifeguarding and CPR

Water rescue skills and CPR are typically taught to all lifeguards. However, teaching water rescue and CPR skills are integral to the community since families are the true lifeguards of one another whether at the beach or a backyard pool. Often, such courses are sponsored by the Red Cross, Ellis and Associates, and other providers of safety training.



School District Lesson Users

School districts are often valuable contributors to help efficiently program aquatic facilities. Potential programming might embrace swim lessons for elementary students, lifeguarding classes, physical education classes, therapy for high school athletes, and other joint partnership agreements to aid in directing area children to learn to swim. Aquatic sports (diving, water polo, synchronized swimming, underwater hockey, etc.) can contribute to the overall use of the facility as well as fitness use by faculty, special education therapy, and recreation. In addition, an aquatic facility may provide aquatic opportunities to pre-school children cared for by private daycare providers.

Aquatic Fitness

The more often the pool can be utilized for group activities for participants and spectators, the more likely the aquatic facility will be “alive” day in and day out. The types of activities that tend to draw a crowd are participatory, measurable, exciting, and often challenging—but not always so challenging that only elite swimmers can participate. Activities can be tailored to different ages, sizes, and/or skill levels.



The industry has responded to the continued popularity of aquatic fitness by creating a wide range of activities with related devices and equipment for a greater diversity of water-based aqua exercise options. Aerobic dancing, walking, and running in shallow and deep-water environments, including current channels for walking against the current, are just a few of the choices available to people wishing to add less stressful elements of a cross-training regimen or even to use aqua aerobics for their entire fitness program. Additionally, businesses might sponsor or subsidize aquatic fitness as part of their employee wellness training discipline.

- Water-based exercise is the *fastest* growing fitness choice in the U.S.⁵
- In 1983 there were nearly 200,000 participants
- 1988 – 2.2 million
- 2004 – 5.8 million
- 2007 – 7.2 million

Aquatic fitness also remains one of the most popular forms of exercise among senior adults. Data taken from the National Center for Health Statistics shows lifetime expectancy is up 30 years since 1900.⁶ The older adult market spans four generations from the Progressive Era 1900-1928, Depression Era 1929-1939, WWII Era 1940-1945, and Baby Boomers 1946-1964. Gray power can be a large, affluent market willing to participate in water fitness, wellness programming, and other recreation opportunities. This diverse age group from 55 to 90+ includes sub-groups of which some are still working; some have children in college; and some are focusing on retirement, grandkids, and wellness. Consequently, seniors can be willing, enthusiastic participants if certain requirements are met. They typically feel uncomfortable in an environment with teens and generally respond better to strictly defined programming of well-structured activities such as water aerobics, arthritis water exercise, water walking, physical therapy, adult swim lessons, ‘Save a Life’ workshops, lap swimming, and Masters swimming.

LIFETIME EXPECTANCY	
Year	Both Sexes
1900	47.3
1950	68.2
2000	77.0

Source: National Ctr. For Health Statistics

Water Fitness Trends

Aquatic programming accommodates beginner lessons that graduate to higher levels of intensity and skill. The following provides a snapshot of popular aquatic fitness programs.

Walking and Jogging in Shallow and Deep Water: The current channel, attached to a leisure pool, provides water traveling at approximately three miles per hour, thus creating an opportunity for walking against the current as a non-programmed or programmed fitness activity. According to waterart.org, “30 minutes of walking and jogging in shallow and deep water is equal to 80 minutes of jogging on land.”

Water Aerobics: Remaining one of the fastest growing segments of the adult fitness industry, water aerobic workouts usually combine a variety of land aerobic techniques, including walking or running backwards and forwards, jumping jacks, mimicking cross-country skiing, and various arm movements. The workout may also incorporate equipment such as flotation devices and foam water weights.

Deep Water Aerobics: This type of water aerobics offers a muscular endurance workout in deep water that consists of simulated running in the deep end of the pool aided by a flotation device (vest or belt) where the participant is held in one location by a tether cord, essentially running in place.

Finning: This active swimming program requires training fins or flippers and utilizes fitness lap lanes of a pool. The kicking and pulling enhances conditioning and toning.

Liquid Gym: This aqua training workout can be as intense as desired with a personal trainer for the purpose of improved athletic performance.

Navy Seals: This aquatic class consists of Finning, water jogging, deep water aerobics, and scuba instruction.

Water Yoga: Warm water, as in a therapy pool, enhances asanas (stretching poses) to relax muscles and increase range of motion and balance. Pan flute music and dim lights deepen the experience. (yogaafloat.com)

Boot Camp: This amphibious program incorporates land and water fitness in a fast paced military-style interval training course with running in the pool, calisthenics, jumping jacks, pushups, and football-style drills.

Scuba and Snorkeling: These lessons are growing in popularity (possibly due to the increase of environmental professions) and typically start in swimming pools.

Scuba Rangers: Scuba and snorkeling skills are taught to kids 8 to 12 while using underwater flashlights, navigation compasses, and underwater photography.

Underwater Hockey: According to USOA Underwater Hockey, “The pool should be 25-meters by 15-meters and two-meters deep all the way across, but anything will do, even slopes (just change ends at half-time). Lead weights and three meters of rope can be used as goals, though the sound of the puck thunking into the back of a metal goal is very satisfying and should be experienced.”

Water Polo: Dimensions of a water polo pool are not fixed and can vary between 20 by 10 and 30 by 20 meters. Minimum water depth must be at least six feet. The goals are three meters wide and 90 centimeters high.

Kayak Polo: This sport involves water polo being played from kayaks. According to Carolina Kayak Polo, “It is difficult to describe the passion and excitement that is created when a kayak water polo game is in progress. The participants—speeding the length of the pool weaving through the opponent’s lines of defense and spinning in their kayaks to receive a pass—create a fast and thrilling event.”

Water Basketball: Ideated in 1986 by Italian teacher, Francesco Rizzuto, this sport is a mixture of basketball and water polo. When designing a pool, full court water basketball is more challenging when tile lines are encrypted into the floor of the pool.

Water Volleyball: Portable and floatable aqua water volleyball sets come complete with two net positions, two anchor bags, and a staked floating perimeter boundary.

Triathlons: These athletic competitions, which the contestants compete in three different events to find the best all-around athlete, typically consist of swimming, cycling, and running.

Kayak and Canoe Clubs: Due to the popularity of Extreme Sports, kayak and canoe clubs are growing in popularity and use large pools for training.

Swim lessons, lap swimming, water jogging, deep-water aerobics, life saving instruction, diving lessons, survival swimming, synchronized swimming, water polo, underwater hockey, and scuba instruction can take place in a competitive/lesson/training pool, which frees up the recreation pool for swimmers who want to use the play features. Fitness classes are usually offered in the morning, at lunchtime, and in the early evening. Instructor information and/or training can be acquired through organizations such as the Arthritis Foundation; Red Cross; Aquatic Exercise Association; American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD); and United States Water Fitness.

Water Wellness Seekers

The following describes national trends for water wellness seekers, the fastest growing aquatic user group that includes therapy programs, water exercise classes, water aerobics classes, and fitness classes.



Aquatic therapy is rehabilitation performed in warm water and involves physical activity of exercise and motion in the presence of an aquatic therapist, also called an aquatic therapy provider. Warm water may increase the dynamics of blood pressure and blood and lymph circulation, as well as decreasing swelling in skin and other tissues. Participation in an aquatic therapy program offers improvement in:

- Overall health and fitness
- Stretching capacity
- Range of motion
- Movement capabilities
- Coordination
- Physical stamina and endurance
- Swimming skills, safety, and abilities

Though many people who use aquatic therapy are enthusiasts of meditation or massage, some are looking for rehabilitating or improving a certain level of health. The Arthritis Foundation certifies instructors to teach arthritis aquatics. Many participants in these programs report reduced arthritis symptoms, including increased mobility and decreased pain and stiffness.⁷ New studies by the Aquatic Exercise Association suggest that the management of bone density can be facilitated by water exercise.⁸ When moderate exercise is recommended for obese patients, the low-gravity qualities of aquatic therapy can be very appealing to this user group. Over the past several years, water exercise programs have multiplied in health clubs, pain clinics, and hospitals. Users include:

Injured Athletes: Athletic trainers and sports medicine physicians are prescribing aquatic therapy as a rehabilitative/preventive fitness program.

Post-Operative Patients and the Disabled: Includes patients with physical ramifications such as spinal dysfunctions, post-operative muscle toning, injuries, and arthritis.

Arthritis Sufferers: The Arthritis Foundation certifies instructors to teach arthritis exercises such as Rusty Hinges and Joint Effort.

Aging Baby Boomers: Some 70 million strong, “boomers” invented the fitness movement and show no sign of abandoning it as they age, especially in warm water pools.

Obese Patients: More doctors are prescribing water wellness for overweight issues.

Pregnant Women: Effects of the low resistance of water exercise is soothing to this user group.

Meditation Enthusiasts: Fans of mind and body movements enjoy immersing in warm water pools to complete the tranquil state of meditation.

Key Components of Aquatic Therapy Centers

Aquatic therapy centers are growing in necessity for rejuvenation and social wellness for rehabilitation needs and developmental disorders. Colorful environments and interactive water is

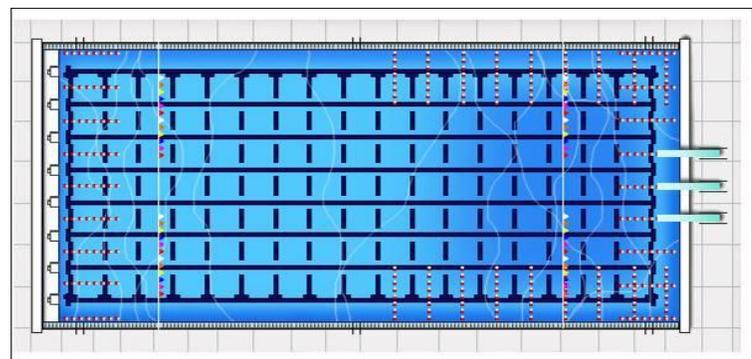
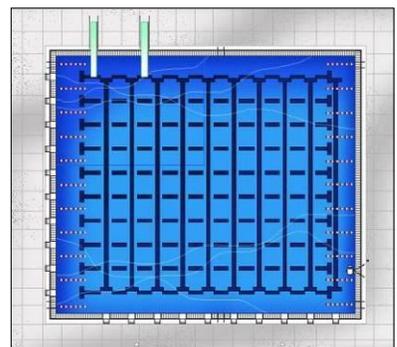
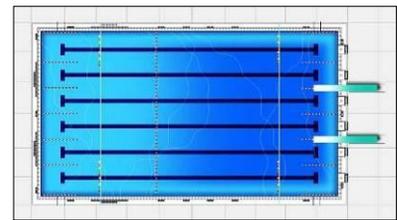
a stimulating, effective, and cathartic treatment, while specific design elements are ultimately inspired by the rehabilitative needs of patients. Key components include:

- Warm pool water capability with fast pool turnovers.
- High-quality water chemical treatment systems, including dual sanitization methods and an appropriately designed HVAC/DH system.
- Easy access from the parking lot to the locker rooms, pool deck, and into the pool.
- Ample space in locker rooms and wider pool deck for wheelchairs, walkers, dry and wet equipment, and dry-side therapy.
- In-water amenities such as perimeter railings, aerobic steppers, treadmills, underwater benches, and ramps.
- Flexible pool depths for multiple programmatic needs.
- Aesthetically pleasing and light-filled private spaces.

Competition Pools

A competition pool must be 25 yards or 25 meters for short-course events and 50 meters for long-course events. USA Swimming and FINA sanction short-course 25-meter as well as long-course 50-meter competitions. Depending on the level of competition, a minimum of six lanes is required, but eight lanes are expected to better allow for larger heats. While almost all 50-meter pools have ten lanes, 1 and 10 serve as buffer lanes. National caliber water polo matches take place in 30-meter fields of play minimum with at least a 2-meter zone behind each goal line. High schools, USA Swimming, the YMCA, and NCAA conduct short-course 25-yard competitions. For high school and NCAA events, a pool must have a minimum of six lanes, each at least seven feet wide. Several current standards require six feet or more of water beneath starting blocks. While some shallow water is acceptable, water depths of two meters or more “is required” as per applicable rules. High school and college water polo often use 25-yard and 25-meter pools, but all high-level meets for USA Water Polo and international events are held in 50-meter pools. Water depth of two meters or more “is required” as per applicable rules.

Synchronized swimming requires a deep 12-by-25-meter pool area. A minimum water depth of 2.5 meters “is required” as per applicable rules. National and international events are generally conducted in 50-meter pools.



Recreation Swimmers

The following describes national trends for recreation swimmers, the most popular and diverse aquatic user group that is family oriented for tots, teen, and adults.

- Swimming is the 3rd most popular sport or exercise activity
 - Recreational Leagues
 - Fitness Classes
 - Lap Swimming
- There are approximately 314 million visits to recreational water sites each year.

Successful aquatic centers combine creative water play areas for various age groups in a safe, friendly atmosphere. While aquatic recreation has become much more age-defined, attractions have age limitations and appropriateness due to elements of thrill and capabilities. Tots enjoy shallow pools with gentle water features and play areas tucked securely out of the way of the more active areas. Once children grow out of the tot stage, they enjoy romping in zero-depth recreation pools, making their adventurous way across lily pad walks, and climbing on participatory play features with “just-their-size” waterslides. Older children speed down flume and drop slides and enjoy larger water play structures. Teens enjoy gathering spots like action islands with access to deep water pools and adventurous waterslides. Lazy rivers and current channels cater to most demographics while spas and lap lanes are geared towards adults.

Age Group	Recreational Aquatic Age-Group National Trends
Age 0-3	Tot Pool, Tot Slides, Gentle Spray Features
Age 4-7	Water Sprayground, Zero-Depth Pool, Participatory Play Features, Sand Play
Age 8-11	Water Walks, Large Play Structures, Full-Size Waterslides, Open Water
Age 12-16	Water Walks, Large Waterslides, Open Water, Lazy River, Gathering Places, Sand Volleyball, Mat Racer, Diving Boards
Age 17-22	Action Island, Intense Waterslides, Flow Rider, Mat Racer, Climbing Wall, Open Water, Sand Volleyball, Drop Slides, Diving Boards
Age 23-45	Zero-Depth Pool (to be w/children), Open Water, Spa, Sun Deck, Lap Lanes, Lazy River, Waterslides, Diving Boards
Age 46+	Spa, Sun Deck, Lap Lanes, Lazy River, Family-Friendly Waterslides
	Source: Counsilman-Hunsaker

Recreation Pool Features



Leisure Pool

The free-form leisure pool provides an inviting atmosphere with plenty of shallow water from zero-depth to four feet, allowing adults and children to interact for hours of splash and play entertainment. With opportunity for many different sizes and designs, the leisure pool is a desirable amenity for all age and skill levels where various attractions may be incorporated to increase the experience factor, which increases attendance, the amount of time spent at the facility, and return visits.



Zero-Depth Entry

Swimmers enjoy easy access into leisure pools that simulate an ocean beach, where the pool bottom slopes gradually toward the deeper water. Instead of jumping or climbing into the pool, patrons simply walk in. Lounging in the zero-depth is a pleasant way to enjoy the water and sun while watching children at play.



Children's Play Feature

Located within the leisure pool, play features are multi-level, interactive structures where children can scamper through spraying water, climb across bridges, scurry over and under tunnels, and slide down just-their-size waterslides. As children manipulate valves and chains, they control where and when the water sprays will occur—all within sight of parents and lifeguards.



Current Channel or Lazy River

A current channel or lazy river may be part of the leisure pool, usually 6-15 feet wide, with water traveling at approximately two and a half miles per hour. The channel is popular as a water walking setting for fitness classes or adults seeking non-programmed exercise, walking with or against the current.



Waterslides

The thrill of mounting the stairs to the exhilaration of sliding down into the water makes waterslides a desired attraction. While some slides are straight with a steep or gentle gradient, others wind down with sharp enclosed curves or high walls on the outside of the curves. Slides can be a long tube or alternate between an open chute and closed tube. Experiences can range from family-friendly to surprisingly intense.

Lap Lanes

Fitness lap swimming and water walking are important to many adults and seniors. Opportunities for limited practice and training exist in a two, three or four lane 25-yard lap pool adjacent to the leisure pool. Additionally, programming can be incorporated for lessons and activities.



Additional Support Amenities

Community pools have bathhouses that provide lockers/showers/changing/restrooms for their guests. Snack / concession areas provide food for hungry appetites, thus offering a day-long experience. Birthday party rooms can increase revenue by offering swim parties with games and food.

Economic Growth

Encouraging residents to use public recreation facilities requires helpfulness of the promotional materials, perceived value against other providers, and public awareness that the facility addresses the prevailing needs and concerns of the community. The aquatic center must be seen as integral to economic development through:

- Real estate values and property tax
- Business attraction and retention
- Stimulating the creative economy
- Promoting tourism

According to the *Importance of Quality of Life in the Location Decisions of New Economy Firms*, “modern businesses typically choose communities with cultural and recreational amenities that will attract and retain a well-educated workforce.”¹¹ This enlarges the tax base and stimulates the economy, which then provides more tax revenue that parks and recreation agencies can use to enhance or expand infrastructure, facilities, and programs. Park and recreation amenities stimulate happier and healthier families, positive business growth and economic development opportunities, contributing to quality of life. Creative, active people choose to live in communities with high quality amenities and experiences. Furthermore, championship venues bring tourism revenue to local hotels, restaurants, and retail businesses.

Bundling Amenities

Locating aquatic centers adjacent to parks, schools, businesses and transportation hubs promotes accessibility. Bundling civic destination points can encourage customers to extend the duration of their visit, nurture community identity, and increase operational efficiency for those agencies responsible for park maintenance and facility security by minimizing demand on parking lots, access roads, and traffic signals.

If the site has an existing recreation facility, utilities more than likely are already in place. Electricity, natural gas, water and sewer services can be very expensive to introduce to a site from main trunk lines, especially if those lines are several miles away. Because bringing utilities to the project site has no programmatic or recreation value, the adjacency and availability of

existing utilities can dramatically and positively impact site development costs with little or no negative impact to the end user. This allows the bulk of construction monies to be allocated for recreational improvements.

Many communities choose to co-locate outdoor and indoor facilities to share spaces without either facility interrupting the operations of the other. For example, a separate outdoor entrance to an aquatic center can accommodate patrons to that facility, minimizing congestion in the main building. Plans can be made for locker rooms to support both outdoor and indoor spaces, eliminating redundancy. Physically connecting the indoor aquatic spaces with those that are outside makes an easy transition for patrons going from outdoor to indoor swimming—particularly crucial in cases of inclement weather. This also helps keep facility guests on site, thus maximizing opportunities for revenue generation.

Useful promotional tools include partnerships with local business centers, which can generate valuable word-of-mouth appeal for the facility. As noted, an aquatic center's economic well-being often depends on its proximity to well-traveled roads, highways and transportation hubs. Sites located in valleys or on hillsides adjacent to major highways can be developed into exciting destination points. A site in a valley near a main transportation artery can be oriented so that guests enter the recreation facility and instantly gain an overview of the park. This allows guests to immediately spot their favorite destinations and level of anticipation, yet because of enhanced transparency also provides for the safety and comfort of different age groups.

Marketing

Many marketing efforts will focus on the sales budget, developing an easy and concise means of explaining activities and fees to users, and creating a simple protocol for scheduling rentals and other events. Branding refers to the summation of all the amenities—state-of-the-art facilities, attractions, and programming—in an eye-appealing package with a competitive advantage. Strong aesthetic visuals include a cohesive logo, website, brochures, video spots, and staff uniforms. Competitive advantages may include cross-generational multiplicity, daily admission fees versus membership fees, cultural diversity, or perhaps the facility is the only championship venue in the region. For a loyal customer base, a great deal of marketing effort will be focused on customer outreach.

Customer Outreach

Marketers understand their target market—a vital investment to success—by identifying potential user groups while developing a clear message that explains how the aquatic center can fulfill their needs. Marketers define the identity and mission (sell the experience) by branding around the core competencies of the facility. They continue to benchmark successful recreation providers who are meeting the needs of a market segment and generating demand, while finding what makes it work and determining what would make it better. Their single most important ingredient is customer relationships (getting them and gaining their loyalty). Valuing customers and their opinions gives users a sense of ownership and pride in the facility, a perfect combination for continued word-of-mouth promotion. Customers are a source of innovative ideas, thus marketers must:

- Identify user groups and verify that the message of each marketing campaign is being successfully communicated.
- Ask for feedback through focus groups and surveys of programs while being open to customers' observations and suggestions to help build a network within the community.

- Evaluate customer feedback to measure how users and nonusers view the image of the facility. Use the information to determine current levels of satisfaction, program fulfillment, and future needs.
- Make quantitative and qualitative improvements based on data (from what makes programs and services successful) so that services are consistently high quality to increase revenue.
- Set objectives for improvement to increase market share.
- Identify resources and means of implementation by listing key action plans and cycle times.
- Brand services with consistency; position each service to fit the market segment and promote the benefit of the experience; people buy benefits.

Marketing Development Plan

Take time to address market conditions and challenges; define steps to solve the challenges and improve all aspects of the event or program by using a marketing development plan. When developing a special event or program, answer the following questions.

1. What is the current situation you are addressing?
2. What are the market conditions?
3. What are the objectives of this marketing plan?
4. What are the key elements you wish to implement?
5. What are the timelines for each element?
6. What resources will be used for this implementation?
(funds, staff, external support)
7. How will you measure the success of the plan?

Media and Community Relations

Traditional advertising such as program brochures, school flyers, visual displays, newspaper, radio, and television can target specific campaigns. As a not-for-profit entity, various local media outlets represent a valuable opportunity for free or low-cost publicity. Develop public relation contacts with local broadcast and print media by submitting articles or suggesting topics on the aquatic center's activities and services, including issues involving education and accident prevention. The use of local celebrities, such as sports and radio personalities, can also help promote events or sponsor organizations and outreach programs to local groups, including girl/boy scouts, hospitals, retirement communities, and corporations. Such programs can be tailored to the needs and interests of individual groups by focusing on wellness, safety, training, competition, or recreation. Utilize small segmented promotions to create an individualized plan for items of user interest, special events, and fun activities.

Corporate Sponsorship and Venue Signage

Shrinking funds and tightening budgets result in seeking opportunities to subsidize expenses of construction and operation. Marketing opportunities look to local, regional, and even national businesses for sponsorship and advertising signage. These opportunities can range from naming the entire facility for an individual or commercial benefactor, to naming individual rooms, benches, tiles, and so forth. Opportunities for revenue include selling permanent and temporary venue signage.

Digital Marketing

Marketers widen the scope of multimedia plans through the increased use of on-demand media such as online broadcasting and video spots, and utilizing email marketing. Marketing must thrive in an exciting digital culture in order to grab and retain potential customers to positively affect revenue, influence attendance, and promote sponsorships.

Embracing information sharing can prove to be a benefit to your business practices. These inexpensive information sharing platforms are becoming more and more effective in direct connection and building community. For example, You-Tube can be used as a free web host of professional video tours of the facility as well as on-going training videos for staff. A Facebook business page can be a free web host of amenities, hours of operation, and employee and program scheduling with email access to “fans” regarding specials, coupons, and special events. Twitter can quickly tweet cancelations or reminders for lessons, classes or programs to followers.

Customer email addresses may be submitted when registering for memberships, classes, and special events. With customer permission, marketers may use these email addresses for email marketing campaigns of monthly newsletters and promotional messages regarding upcoming events and classes.

Web-surfers looking for exciting visual examples of recreation opportunities will stop and shop cutting-edge websites that showcase the recreation portfolio in an outstanding way. Online photo galleries and streaming video can demonstrate exciting swim meets, families playing in shallow water, teens sliding down waterslides, and seniors swimming laps, thus allowing potential customers to browse the facility without having to be on site. An immediate price quote offers a means to sell rental opportunities for birthday parties, reunions, and corporate picnics. Voice-overs can communicate classes, programs, drop-in activities, meets, and special events.

The face of fundraising is also enhanced by interactive media. When sent a video spot, potential sponsors can witness a cohesive branding package accompanied by exciting video of an event, showing crowds of people in attendance, and other sponsors’ booths.

A study conducted by Media Life Research reveals that 63% of moviegoers are not opposed to onscreen commercials; 79% of U.S. theaters offer commercial spots before a movie.¹² On-screen ads can promote local recreation attractions to a receptive young demographic. Video spots of a thrilling aquatic center on a hot summer day can potentially reach thousands of people in one month.

Other ways of utilizing video spots to help launch the new facility campaign include looping video spot DVDs on in-house TVs at the park and recreation headquarters, the county welcome center, the visitors’ bureau, and realtor offices to communicate to the community, visitors, and potential residents the creative recreation amenities that the community has to offer.

Section 3:

Area Provider Analysis

Dumas Aquatic Park Pool
Hereford Aquatic Center
Pampa H2O
Splash Amarillo
Amarillo Southeast Pool
Amarillo Southwest Pool
Amarillo Thompson Pool

Section 3: Area Provider Analysis

The recreation industry is a competitive market vying for disposable income driven by population trends, income levels, demographic profiles, and favorable locations. Large aquatic centers and destination facilities offer a grand scale of cutting-edge amenities, deliver a unique customer experience, and draw from a large radius. Small to medium aquatic centers compete by offering family amenities in a cozy atmosphere, thus delivering a friendly customer experience to the local market. The City of Canyon's goal is not to compete for services, but to deliver high quality programs at a reasonable cost.

Dumas Aquatic Park

Durrett Avenue and E. 14th St.
Dumas, TX, 79029
(806) 935-6331



Owned and operated by the City of Dumas, Texas, Dumas Aquatic Park features an outdoor eight lane competition pool, wading pool, waterslides, and a children's play structure.

Daily Admission

Under 3: Free
Over 60: Free
Age 3-18: \$3
Adult: \$4

20-Swims Season Pass

Youth: \$50
Adult: \$70

Hereford Aquatic Center

400 E. 15th St.
Hereford, TX 79045
(806) 363-7144



Owned and operated by the City of Hereford, Hereford Aquatic Center features an outdoor pool with zero-depth entry, waterslide, and sprays.

Daily Admission

3 and Under: Free
Age 4-18: \$2.50
Adults: \$3.25

10 Swims Season Pass

Youth: \$20
Adult: \$28

Pampa H2O

1400 N. Sumner St.
Pampa, TX 79065
(806) 665-5730

Owned and operated by the City of Pampa, Pampa H2O features an outdoor 25-yard pool, outdoor leisure pool with zero-depth entry, waterslides, bowl slide, lazy river, 1-meter diving, and play feature.



Daily Admission

Age 3 & Under: Free

Age 4-17: \$6

Age 18+: \$7

20-Swims Season Pass

Individual: \$100

Family: \$350

Splash Amarillo

1415 Sunrise Dr.
Amarillo, TX 79104
(806) 376-4477

Privately owned and operated by Splash Kingdom, Splash Amarillo features a wave pool, lazy river, waterslides, bucket dump, baby pool, and shade areas.

Daily Admission

\$16.95

Season Passes

Individual: \$95



Amarillo Southeast Pool

3400 S. Osage St.
Amarillo, TX 79101
(806) 342-1564

Owned and operated by the City of Amarillo, Southeast Pool features an outdoor 50-meter pool and zero-depth entry. The pool offers swim lessons.

Daily Admission

Youth and Seniors: \$2

Adult: \$3

Season Passes

Youth: \$75

Adult: \$85

Family: \$185



Amarillo Southwest Pool

4800 Bell Street
Amarillo, TX 79109
(806) 359-2082

Owned and operated by the City of Amarillo, Southwest Pool features an outdoor 50-meter pool and diving. The pool offers swim lessons.

Daily Admission

Youth and Seniors: \$2

Adult: \$3

Season Passes

Youth: \$75

Adult: \$85

Family: \$185



Amarillo Thompson Pool

NE 24th and Dumas Highway
Amarillo, TX 79105
(806) 381-7919

Owned and operated by the City of Amarillo, Thompson Pool features an outdoor 50-meter pool and body slide. The pool offers swim lessons.

Daily Admission

Youth and Seniors: \$2

Adult: \$3

Season Passes

Youth: \$75

Adult: \$85

Family: \$185



Area Provider Snapshot

	Facility	Distance	Admission	Season Pass	Amenities
	Dumas Aquatic Park	65 miles	\$3-\$4	\$50-\$70	Slides, Children's Play Structure, Comp Pool
	Hereford Aquatic Center	30 miles	\$2.50-\$3.25	N/A	Zero Beach, Sprays, Slide
	Pampa H2O	75 miles	\$6-\$7	\$150/\$350	Lazy River, Comp Pool, Bowl Slide, Children's Play Structure, Slides
	Splash Amarillo	21 miles	\$16.95+	\$95	Lazy River, Wave Pool, Body Slides, SideWinder
	Southeast Pool	17 miles 7 miles	\$2-\$3	\$75/\$185	50m Pool, Zero Beach Entry
	Southwest Pool	12 miles	\$2-\$3	\$75/\$185	50m Pools, Diving
	Thompson Pool	20 miles	\$2-\$3	\$75/\$185	50m Pool, Body Slide

Section 4: Concepts

Option A
Option B
Option C

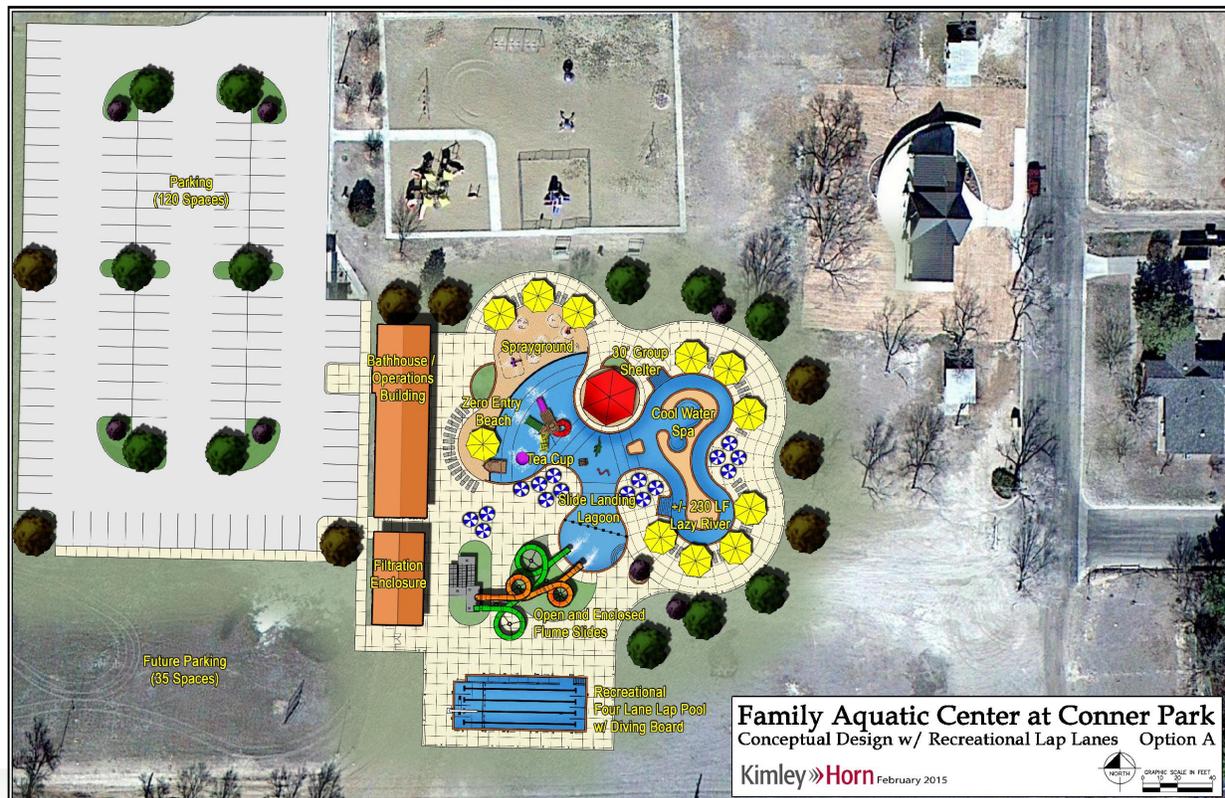
Section 4: Concepts

Three options have been developed by the consultant to meet the aquatic needs of the City of Canyon: Option A: a small concept with no competition pool, Option B: a medium concept with a six lane competition pool, and Option C: a medium concept with an enclosed competition pool.

Option A

\$5,500,000

Upon arriving at Option A, guests are met with a 7,590 square foot outdoor multiuse pool. Amenities include various forms of spraying water in a shallow-water sprayground for a water wonderland effect, and open and enclosed body slides provide plunging excitement for teens and adventurous families. A children's play structure with tipping bucket will delight tiny tots for hours of interactive adventures. A separate four lane lap pool and springboard diving area will attract several user groups to this aquatic facility. Eleven colorful shade umbrellas, scattered throughout, create a festive mood, and a 30' hex shade structure offers a relaxing picnic area.



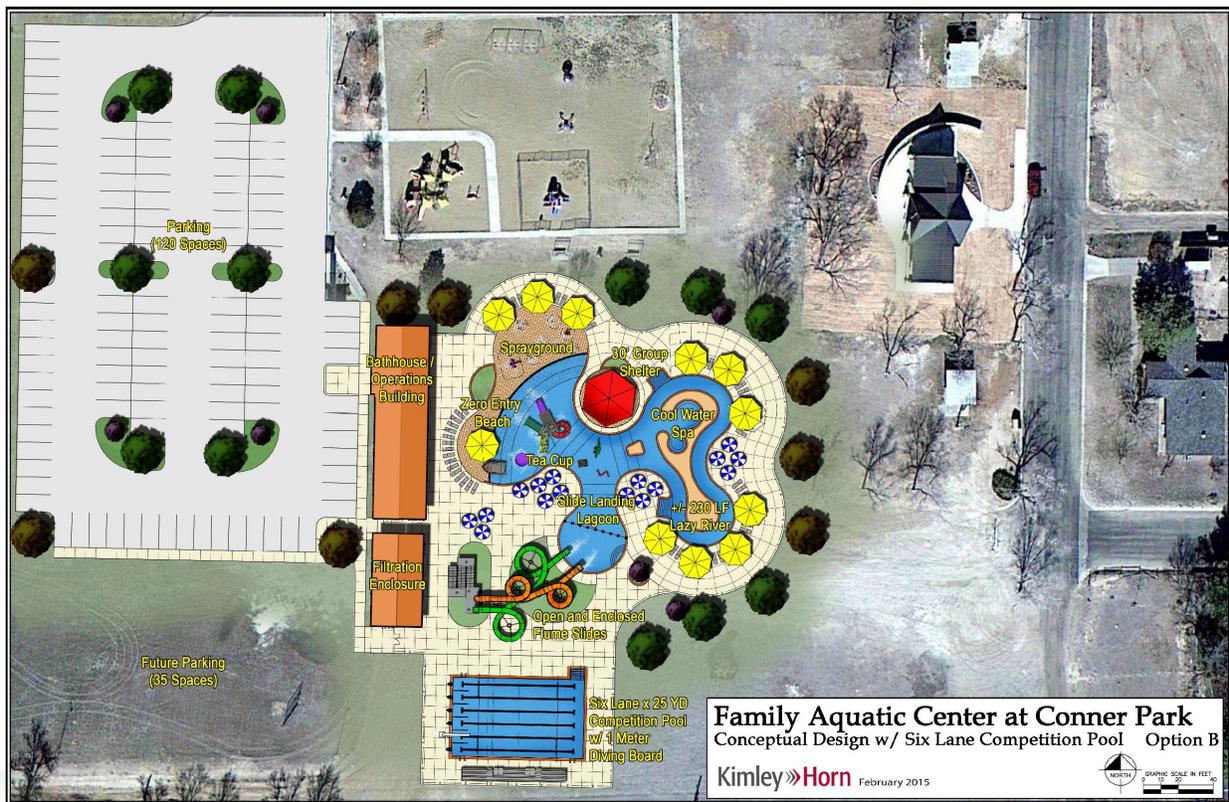
Opinion of Probable Costs - Conceptual Design w/o Competition Pool 2/2/2015

BASE BID					
Item	Unit	Quantity	Cost	Item Cost	
Demolition	LS	1	\$50,000.00	\$50,000.00	
4" Concrete Sidewalk	SF	3,200	\$6.50	\$20,800.00	
5" Concrete Pool Deck Paving	SF	30,600	\$7.50	\$229,500.00	
Parking (2" HMAC on 6" Crushed Stone Base)	SF	56,000	\$6.50	\$364,000.00	
Bathhouse/Operations/Filtration Building	SF	2,700	\$215.00	\$580,500.00	
Mechanical Building	SF	1,500	\$185.00	\$277,500.00	
Pool Heaters	LS	1	\$60,000.00	\$60,000.00	
Multi-Use Pool w/ Spray Features	SF	7,590	\$165.00	\$1,252,350.00	
Recreational 4 Lane Lap Pool	SF	2,250	\$165.00	\$371,250.00	
Children's Themed Play Unit w/ Tipping Bucket	LS	1	\$250,000.00	\$250,000.00	
Sprayground at Zero Beach Area	LS	1	\$250,000.00	\$250,000.00	
Open and Enclosed Body Flume Slides	LS	1	\$375,000.00	\$375,000.00	
20' Sunports Coolbrellas	EA	11	\$9,000.00	\$99,000.00	
30' Group Pavilion	EA	1	\$20,000.00	\$20,000.00	
Vinyl Coated Chain Link Fence	LF	700	\$65.00	\$45,500.00	
Grading and Site Preparation Allowance	LS	1	\$125,000.00	\$125,000.00	
Landscape and Irrigation Allowance	LS	1	\$100,000.00	\$100,000.00	
Utilities Allowance (Water, Sanitary Sewer, Drainage)	LS	1	\$125,000.00	\$125,000.00	
Site Lighting/Electrical Allowance	LS	1	\$175,000.00	\$175,000.00	
Site Furnishings Allowance	LS	1	\$50,000.00	\$50,000.00	
Contingency/Allowance	LS	1	\$50,000.00	\$50,000.00	
Total Construction Cost				\$4,870,400.00	
2.5% Contingency (Inflation, Additional Requirements, etc.)				\$121,760.00	
Total Construction Cost w/ Inflation				\$4,992,160.00	
TOTAL CONSTRUCTION COST SAY				\$5,000,000.00	
10% Indirect Costs (Survey, Geotech, Design, etc.)				\$500,000.00	
Total Project Cost				\$5,500,000.00	
TOTAL PROJECT COST SAY				\$5,500,000.00	

Option B

\$6,000,000

Option B will accommodate the competitive and recreation aquatic needs of the residents and is designed to be very attractive to many organized swimming events as well as recreational opportunities for all ages. Amenities include a 7,590 square foot multiuse pool and a six lane 25-yard competition pool. Waterslides include open and enclosed body and the competition pool features a 1-meter springboard, and the multiuse pool includes a sprayground in the shallow end. Eleven umbrellas and a 30-foot group pavilion will provide a break from the sun while adding a bright, cheery touch to lounging areas.



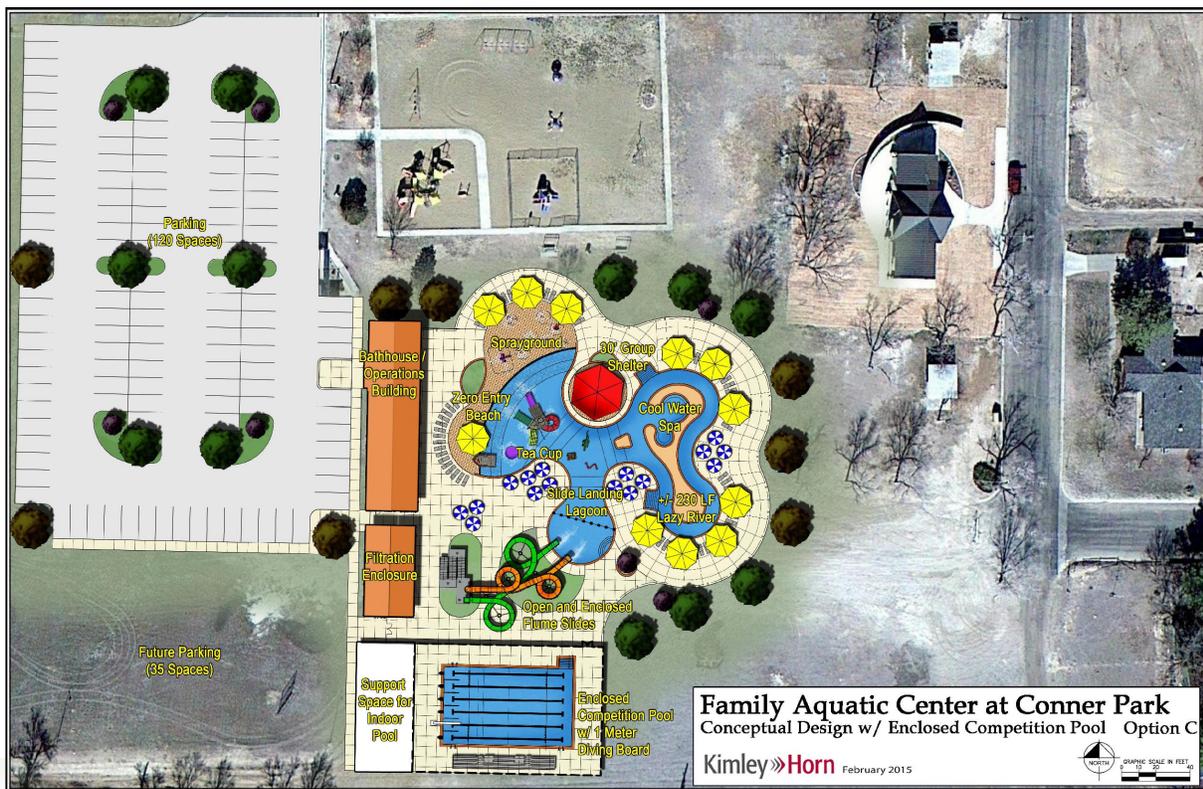
Opinion of Probable Costs - Conceptual Design w/ Outdoor Competition Pool

BASE BID					
Item	Unit	Quantity	Cost	Item Cost	
Demolition	LS	1	\$50,000.00	\$50,000.00	
4" Concrete Sidewalk	SF	3,200	\$6.50	\$20,800.00	
5" Concrete Pool Deck Paving	SF	29,460	\$7.50	\$220,950.00	
Parking (2" HMAC on 6" Crushed Stone Base)	SF	56,000	\$6.50	\$364,000.00	
Bathhouse/Operations/Filtration Building	SF	2,700	\$215.00	\$580,500.00	
Mechanical Building	SF	2,000	\$185.00	\$370,000.00	
Pool Heaters	LS	1	\$60,000.00	\$60,000.00	
Multi-Use Pool w/ Spray Features	SF	7,590	\$165.00	\$1,252,350.00	
Children's Themed Play Unit with Tipping Bucket	LS	1	\$250,000.00	\$250,000.00	
Six Lane x 25 YD Competition Pool with 1M Diving Board	SF	3,400	\$165.00	\$561,000.00	
Sprayground at Zero Beach Area	LS	1	\$250,000.00	\$250,000.00	
Open and Enclosed Body Flume Slides	LS	1	\$375,000.00	\$375,000.00	
Drop Slide	LS	1	\$125,000.00	\$125,000.00	
Drop Slide Landing Pool	SF	800	\$165.00	\$132,000.00	
20' Sunports Coolbrellas	EA	11	\$9,000.00	\$99,000.00	
30' Group Pavilion	EA	1	\$20,000.00	\$20,000.00	
30x40' Group Pavilion	EA	1	\$30,000.00	\$30,000.00	
Vinyl Coated Chain Link Fence	LF	1,000	\$65.00	\$65,000.00	
Grading and Site Preparation Allowance	LS	1	\$150,000.00	\$150,000.00	
Landscape and Irrigation Allowance	LS	1	\$100,000.00	\$100,000.00	
Utilities Allowance (Water, Sanitary Sewer, Drainage)	LS	1	\$150,000.00	\$150,000.00	
Site Lighting/Electrical Allowance	LS	1	\$175,000.00	\$175,000.00	
Site Furnishings Allowance	LS	1	\$50,000.00	\$50,000.00	
Contingency/Allowance	LS	1	\$60,000.00	\$60,000.00	
Total Construction Cost				\$5,510,600.00	
2.5% Contingency (Inflation, Additional Requirements, etc.)				\$137,765.00	
Total Construction Cost w/ Inflation				\$5,648,365.00	
TOTAL CONSTRUCTION COST SAY				\$5,700,000.00	
10% Indirect Costs (Survey, Geotech, Design, etc.)				\$570,000.00	
Total Project Cost				\$6,000,000.00	
TOTAL PROJECT COST SAY				\$6,000,000.00	

Option C

\$7,000,000

Option C features a 7,590 square foot multiuse pool and a six lane 25-yard competition pool with 1-meter diving. Waterslides include open and enclosed body slides and a water sprayground not only adds delightful sprays of water but keeps children busy for hours as they interact with the colorful hands-on play equipment. A children's play structure with tipping bucket, located near the zero-depth entry, provides entertainment and activities for younger children to crawl through tunnels, scamper across bridges, and slide down just-their-size waterslides. A 30-foot group pavilion and eleven interspersed shade umbrellas add colorful retreats out of the sun, turning everyday into a celebration.



Opinion of Probable Costs - Conceptual Design w/ Enclosed Competition Pool

BASE BID					
Item	Unit	Quantity	Cost	Item Cost	
Demolition	LS	1	\$50,000.00	\$50,000.00	
4" Concrete Sidewalk	SF	3,200	\$6.50	\$20,800.00	
5" Concrete Pool Deck Paving	SF	29,460	\$7.50	\$220,950.00	
Parking (2" HMAc on 6" Crushed Stone Base)	SF	56,000	\$6.50	\$364,000.00	
Bathhouse/Operations/Filtration Building	SF	2,700	\$215.00	\$580,500.00	
Mechanical Building	SF	2,000	\$185.00	\$370,000.00	
Pool Heaters	LS	1	\$60,000.00	\$60,000.00	
Multi-Use Pool w/ Spray Features	SF	7,590	\$165.00	\$1,252,350.00	
Children's Themed Play Unit with Tipping Bucket	LS	1	\$250,000.00	\$250,000.00	
Six Lane x 25 YD Competition Pool with 1M Diving Board	SF	3,400	\$165.00	\$561,000.00	
Heated Enclosure for Competition Pool	LS	1	\$1,000,000.00	\$1,000,000.00	
Sprayground at Zero Beach Area	LS	1	\$250,000.00	\$250,000.00	
Open and Enclosed Body Flume Slides	LS	1	\$375,000.00	\$375,000.00	
Drop Slide	EA	1	\$125,000.00	\$125,000.00	
Drop Slide Landing Pool	SF	800	\$165.00	\$132,000.00	
20' Sunports Coolbrellas	EA	11	\$9,000.00	\$99,000.00	
30' Group Pavilion	EA	1	\$20,000.00	\$20,000.00	
30' x 40' Group Pavilion	EA	1	\$30,000.00	\$30,000.00	
Vinyl Coated Chain Link Fence	LF	800	\$65.00	\$52,000.00	
Grading and Site Preparation Allowance	LS	1	\$15,000.00	\$150,000.00	
Landscape and Irrigation Allowance	LS	1	\$100,000.00	\$100,000.00	
Utilities Allowance (Water, Sanitary Sewer, Drainage)	LS	1	\$125,000.00	\$125,000.00	
Site Lighting/Electrical Allowance	LS	1	\$175,000.00	\$175,000.00	
Site Furnishings Allowance	LS	1	\$50,000.00	\$50,000.00	
Contingency/Allowance	LS	1	\$70,000.00	\$70,000.00	
Total Construction Cost				\$6,482,600.00	
2.5% Contingency (Inflation, Additional Requirements, etc.)				\$162,065.00	
Total Construction Cost w/ Inflation				\$6,644,665.00	
TOTAL CONSTRUCTION COST SAY				\$6,700,000.00	
10% Indirect Costs (Survey, Geotech, Design, etc.)				\$670,000.00	
Total Project Cost				\$7,000,000.00	
TOTAL PROJECT COST SAY				\$7,000,000.00	

Capacity

Note: Option 1 = Option A, Option 2 = Option B, and Option 3 = Option C

	Option 1	Option 2	Option 3
WET-SIDE CAPACITY			
Training (Available 25-Yard Lanes)			
Outdoor Leisure	0	0	0
Outdoor Lap	4	6	0
Indoor Lap	0	0	6
Total	4	6	6
Estimated Training Holding Capacity	20	30	30
Daily Training Capacity	60	90	90
Spectator Seating (Square Feet)	0	0	0
Spectator Seating Capacity	0	0	0
Recreation (Surface Area Sq. Ft.)			
Outdoor Leisure	7,590	7,590	7,590
Outdoor Lap	2,250	3,400	0
Indoor Lap	0	0	3,400
Total	9,840	11,790	11,790
Shallow Water	8,856	9,432	9,432
Deep Water	984	2,358	2,358
Estimated Recreation Holding Capacity	364	401	401
Daily Recreation Holding Capacity	910	1,002	1,002
Total Holding Capacity	384	431	431
Total Daily Facility Capacity	970	1,092	1,092

SECTION 5: *Operations*

Opinion of Revenue
Opinion of Expenses
Operations Summary
Opinion of Financial Performance

Section 5: Operations

Revenue analysis includes special user group usage and facility per capita spending trends, thus developing an opinion of revenue for the first five years of operation. Recreation programming revenue is based on user groups and local programming fees. Fee structure is based on fees from members and other users to project per capita income. Revenue is estimated, taking recommended fee schedules into account. All revenue assumptions reflect multiplying attendance by per capita and adding special user group income.

Expense analysis includes a detailed budget model for estimating probable expenses for major areas of labor, contractual services, commodities, and utilities. User projections are made based on programming. Expenses are estimated, taking into account hours of operation, attendance projections, local weather patterns, local utility rates, and other key items. Operating data from other facilities in the area were reviewed and taken into account to form projections.

Opinion of Revenue

Programming

Any program schedule will require flexibility to adapt to specific needs of the community. It is the responsibility of the aquatic supervisor to monitor user group demands and adjust schedules accordingly. Revenue projections are based on marketing programming that would include the following programs: swim meet rental, USA swim team, summer swim lessons, winter swim lessons, lifeguard training, wellness programming, birthday parties, and private rentals. It is assumed that these user groups, because of their high volume of use, will pay a lower fee per person admission. Aquatic programming will need to be scheduled so as not to significantly impact community recreation programming.

The following table assumes that the cost of the program has been deducted from generated fees and shows the “net” program revenue. For example, the revenue projected for swimming lessons is after the instructor cost.

Visits per Program Day: number of participants in a particular activity per day.

Programming Days: number of days each activity will be programmed during the year.

Per Capita Spending: revenue generated per participant per day of activity after related costs are paid, for instance, the \$1.00 assumed for each summer swim lesson participant per day is after the instructors are paid.

Opinion of Revenue (Net): the resulting revenue generated by each activity. (Visits per Program Day) multiplied by (Programming Days) multiplied by (Per Capita Spending) = Opinion of Revenue (Net).

Visits per Program Day	Option 1	Option 2	Option 3
Swim Meet Rental	-	-	1
USA Swim Team	-	60	80
Summer Swim Lessons	60	80	80
Winter Swim Lessons	-	-	-
Lifeguard Training	40	40	40
Wellness Programming	15	15	15
Birthday Party	2	2	2
Private Rental	10	10	10
Programming Days	Option 1	Option 2	Option 3
Swim Meet Rental	-	-	6
USA Swim Team	-	50	300
Summer Swim Lessons	40	40	40
Winter Swim Lessons	-	-	-
Lifeguard Training	5	5	5
Wellness Programming	40	40	40
Birthday Party	40	40	40
Private Rental	10	10	10
Per Capita Spending (Option	Option	Option
Swim Meet Rental	\$800.00	\$800.00	\$800.00
USA Swim Team	\$2.00	\$2.00	\$2.00
Summer Swim Lessons	\$1.00	\$1.00	\$1.00
Winter Swim Lessons	\$2.00	\$2.00	\$2.00
Lifeguard Training	\$2.50	\$2.50	\$2.50
Birthday Party	\$30.00	\$30.00	\$30.00
Private Rental	\$25.00	\$25.00	\$25.00
Opinion of Revenue (Net)	Option 1	Option 2	Option 3
Swim Meet Rental	\$0	\$0	\$4,800
USA Swim Team	\$0	\$6,000	\$48,000
Summer Swim Lessons	\$2,400	\$3,200	\$3,200
Winter Swim Lessons	\$0	\$0	\$0
Lifeguard Training	\$500	\$500	\$500
Wellness Programming	\$900	\$900	\$900
Birthday Party	\$2,400	\$2,400	\$2,400
Private Rental	\$2,500	\$2,500	\$2,500
User-Group Revenue	\$8,700	\$15,500	\$62,300

Admission Fees

In order to project revenue, fee schedules have been established. Three general approaches to evaluating the fee structure of an aquatic center include the following:

1. Maximize revenue by charging what the market will support. Programs and facilities operate with positive cash flow. If excess funds are available at season's end, they can be used to support under-funded programs.
2. Break-even in the operation of the facility. This approach is increasing in popularity as funding is becoming limited to organizations that use the facility. Capital funds are used to create the facility; operational funds are generated from the user on a break-even basis.
3. Subsidy pricing historically has been the policy of many community facilities.

A critical component of an enterprise fund management protocol is the revenue and pricing policy. The following chart shows recommended fee structures for the concept. The recommended fee is based on this area's demographics. The formula reflects the category for admission, the rate of each category, and the percentage of attendance that might be expected from that category.

Category	Rate	Percent of Visits	Per Visit Unit
Residents			
48" and Over	7.00	14%	0.98
Under 48"	5.00	7%	0.35
Age 2-Under Free	0	1%	-
Non-Resident			
48" and Over	9.00	22%	1.98
Under 48"	7.00	13%	0.91
Age 2-Under Free	0	1%	-
Season Pass			
Resident			
Individual	70.00	17%	0.30
Family	200.00	12%	0.20
Non-Resident			
Individual	95.00	13%	0.35
Family	-	0%	-
Subtotal / Average		100%	5.07
Food / Merchandise			\$ 1.50
Total			\$6.57

The following table takes into consideration the revenue streams from special user group and general attendance, resulting in an opinion of revenue for each option.

		Option 1	Option 2	Option 3
Attendance				
	2014	47,409	54,244	58,107
	2015	47,863	54,749	58,624
	2016	48,243	55,180	59,068
	2017	48,696	55,685	59,586
	2018	49,150	56,189	60,103
Per Capita Spending (3% Annual In:		\$6.57	\$6.57	\$6.57
Special User Group Spending		\$8,700	\$15,500	\$62,300
	2014	\$320,195	\$371,903	\$444,082
	2015	\$332,609	\$386,010	\$459,037
	2016	\$344,690	\$399,805	\$473,685
	2017	\$357,447	\$414,296	\$489,034
	2018	\$370,382	\$428,986	\$504,586

Opinion of Expenses

Commodities

Commodities are day-to-day products used to operate aquatic centers. Office supplies, program supplies, custodial supplies, repair supplies, and chemicals are included. In determining annual chemical expense, chemical treatment assumes the use of calcium hypochlorite and muriatic acid (pH buffer). Chemical use can depend on bather load and chemical balance of the water. In estimating annual costs, medium bather load figures are assumed.

Heating/Dehumidification

In determining utility costs, current energy costs at other facilities in the area were reviewed. Total costs include energy, energy demand, and delivery charges. Caution must be used when comparing this cost with operating expenses of other facilities across the country.

Electricity

The calculations are based on 2015 utility rate information. A figure of \$0.077 cents per kWh was estimated, including both demand and energy costs.

Water and Sewer

Water and sewer services will be needed for domestic use and compensation for evaporation and backwashing purposes. Backwash water and domestic water will be released to the sanitary system. This does not include landscape irrigation.

Insurance

Insurance denotes liability for more people and more structure based on visits and labor.

Capital Replacement Fund

The manufacturers of some types of mechanical equipment recommend annual maintenance programs to ensure proper performance of their equipment. Much of this work will be performed by outside contractors. In addition, for daily operation of the facility, miscellaneous items will need to be repaired by outside firms. The capital replacement fund sets money aside for repairs/replacement.

Facility Staff

Projected annual payroll expenses are listed by summer and winter classifications reflecting benefits and taxes. Scheduling employees is determined by programming demand and management procedure. Wherever possible, pay rates were determined by local job classifications and wage scales. Cost for swim instructors and other employees associated with program income were factored in as cost against net programming revenue.

Expenses

The following table reflects a summary of all operating expenses, assumptions, and estimates detailed by the expense category.

	Option 1	Option 2	Option 3
Facility Staff			
Full Time Employment	Not Included	Not Included	Not Included
Facility Supervisor	\$15,000	\$15,000	\$15,000
Maintenance Supervisor	\$0	\$0	\$0
Food Service Manager	\$0	\$0	\$0
Aquatic Coordinator	\$0	\$0	\$0
Recreation Coordinator	\$0	\$0	\$0
Custodians	\$0	\$0	\$0
Summer Employment	\$132,193	\$140,473	\$140,473
Winter Employment	\$2,760	\$2,760	\$43,275
Training	\$2,000	\$2,000	\$2,000
Total Labor	\$151,953	\$160,233	\$200,747
Contractual Services			
Insurance	\$31,953	\$34,727	\$41,064
Repair and Maintenance	\$13,800	\$15,000	\$17,500
Total Contractual Services	\$45,753	\$49,727	\$58,564
Commodities			
Operating Supplies	\$8,280	\$9,000	\$10,500
Chemicals	\$15,670	\$19,393	\$32,349
Advertising	\$40,000	\$40,000	\$40,000
Total Commodities	\$63,950	\$68,393	\$82,849
Utilities			
HVAC	\$3,229	\$3,229	\$29,813
Electricity	\$39,764	\$41,929	\$66,037
Pool Heating	\$12,000	\$15,000	\$32,009
Telephone	\$336	\$672	\$672
Trash Service	\$1,800	\$2,400	\$2,400
Water & Sewer	\$10,551	\$12,464	\$13,065
Total Utilities	\$67,680	\$75,694	\$143,996
Total Operating Expenses	\$329,336	\$354,046	\$486,155
Capital Replacement Fund	\$27,500	\$30,000	\$35,000
Total Expense	\$356,836	\$384,046	\$521,155

Operations Summary

The following chart provides a “recapture rate” to define the percentage of operating expenses recuperated or recaptured by operating revenue.

	2014	2015	2016	2017	2018
Option 1					
Project Cost	\$5,500,000				
Attendance	47,409				
Revenue	\$320,195	\$332,609	\$344,690	\$357,447	\$370,382
Expense	\$329,336	\$337,569	\$346,008	\$354,658	\$363,525
Operating Cashflow	(\$9,141)	(\$4,960)	(\$1,318)	\$2,788	\$6,858
Recapture Rate	97%	99%	100%	101%	102%
Capital Replacement Fund	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500
Cash Flow	(\$36,641)	(\$32,460)	(\$28,818)	(\$24,712)	(\$20,642)
Option 2					
Project Cost	\$6,000,000				
Attendance	54,244				
Revenue	\$371,903	\$386,010	\$399,805	\$414,296	\$428,986
Expense	\$354,046	\$362,897	\$371,970	\$381,269	\$390,801
Operating Cashflow	\$17,857	\$23,113	\$27,835	\$33,027	\$38,185
Recapture Rate	105%	106%	107%	109%	110%
Capital Replacement Fund	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Cash Flow	(\$12,143)	(\$6,887)	(\$2,165)	\$3,027	\$8,185
Option 3					
Project Cost	\$7,000,000				
Attendance	58,107				
Revenue	\$444,082	\$459,037	\$473,685	\$489,034	\$504,586
Expense	\$486,155	\$498,309	\$510,767	\$523,536	\$536,624
Operating Cashflow	(\$42,073)	(\$39,272)	(\$37,082)	(\$34,502)	(\$32,038)
Recapture Rate	91%	92%	93%	93%	94%
Capital Replacement Fund	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Cash Flow	(\$77,073)	(\$74,272)	(\$72,082)	(\$69,502)	(\$67,038)

Opinion of Financial Performance

Resident Proposed Admission	\$5.00 to \$7.00
Season Pass	\$70.00
Non –Resident Proposed Admission	\$7.00 to \$9.00
Season Pass	\$95.00
Projected Attendance	45,000 – 60,000
Existing Attendance	8,500 – 12,000
Existing Pool 2012 Net Revenue	(\$45,000)
New Pool Projected Net Revenue	\$5,000 to \$45,000

Appendix A: Glossary of Terms & Abbreviations

A

ADA: Americans with Disabilities Act. Under Title III, no individual may be discriminated against on the basis of disability with regards to the full and equal enjoyment of the goods, services, facilities, or accommodations of any place of public accommodation by any person who owns, leases (or leases to), or operates a place of public accommodation.

Age Distribution: Using the 2000 Census, numbers and percentages are available by census tract showing different age groups, thus providing a median age.

American Alliance for Health, Physical Education, Recreation and Dance: AAHPERD is an alliance of five national associations, six district associations, and a research consortium which support healthy lifestyles through high quality programs.

Aquatic: Of or pertaining to water.

Aquatic Design: Detailed drawings of pool shells, pool structures, pool filtration systems, and other equipment for new or soon-to-be renovated swimming facilities.

Aquatic Center/Facility: A place designed for fitness swimming, recreation swimming, swim lessons, and water therapy programs.

Aquatic Exercise Association: A not-for-profit educational organization committed to the advancement of aquatic fitness worldwide.

Aquatic Governing Bodies: Organizations with rules and regulations that preside over various aquatics.

Aquatic Providers: Facilities offering aquatics.

Aquatic Therapy: Health-oriented water programs for arthritis, obesity, surgery recovery, athletic injuries, meditation, etc.

Aquatics: Water sports, including swimming, diving, water polo, synchronized swimming, etc.

Arthritis Foundation: A not-for-profit contributor to arthritis research.

B

Baby Boomers: An increased number of people born between 1946 and 1964.

Bathhouse: A building with restrooms, showers, family changing rooms, locker rooms, concessions, supplies, and equipment.

C

Census Tract: A small, permanent subdivision of a county with homogeneous population characteristics, status, and living conditions.

Centers for Disease Control and Prevention: One of the major operating components of the Department of Health and Human Services, CDC's mission is to promote health and quality of life by preventing and controlling disease, injury, and disability.

Center for Urban and Regional Studies: Conducts and supports research on urban and regional affairs to build healthy, sustainable communities across the country and around the world.

Competition Community: Athletes, coaches, trainers, etc. who work to compete in aquatics.

Competition Venue: Facility capable of hosting aquatics with regulation sized pools, spectator seating, etc.

CPR: Cardiopulmonary Resuscitation is an emergency medical procedure for a victim of cardiac or respiratory arrest.

D

Demographics: Selected population characteristics taken from publicly available data to determine shifting trends used in marketing.¹⁶

Disposable Income: Income available for saving or spending after taxes.

E

Ellis and Associates: Lifeguard training program.

F

Facility Audit: Report that identifies areas for extending life expectancy and/or improving operational efficiency of existing pools and natatoriums.

Feasibility Study: Business plan with concept designs and project and operating costs for a proposed aquatic or sports recreation facility.

FINA: Federation Internationale De Natation Amateur governs Masters Swimming, Open Water, Diving, Water Polo and Synchronized Swimming.

Fitness Community: People engaged in water exercise with related devices and equipment for water-based exercise options.

H

HVAC/DH System: Heating, ventilating, air conditioning / dehumidification structure for a natatorium.

L

Leisure Industry: Entertainment, recreation, and tourism related products and services.

Leisure Pools: Free-form pools that include fun attractions such as waterslides and play features.

LEED: Leadership in Energy & Environmental Design in green building practices.

Lessons Community: People engaged in swim lessons, drown proofing, lifesaving, lifeguarding, and CPR instruction.

M

Median Age: This measure divides the age distribution into two equal parts: one half of the cases falling below the median value and one-half above the value.

Median Household Income: Income of the householder and all other persons 15 years old and over in the household. Median represents the middle of the income in a demographic location, dividing the income distribution into two equal parts, one having income above the median and the other having income below the median.

Mosaic Types: Population classifications in terms of socio-demographics, lifestyles, culture, and behavior.

N

Natatorium: The room where an indoor swimming pool is located.

National Center for Health Statistics: Part of the CDC, including diseases, pregnancies, births, aging, and mortality data.

National Recreation and Parks

Association: The voice advocating the significance of making parks, open space, and recreational opportunities available to all Americans.

National Sporting Goods Association: NSGA supports retailers, dealers, wholesalers, manufacturers, and sales agents with survey data in the sporting goods industry.

NCAA Swimming: The National Collegiate Athletic Association governs collegiate swimming competition in the USA.

NFHS: The National Federation High School governs high school varsity swimming.

P

Per Capita Income: Average obtained by dividing Total Income by Total Population.

Pro Forma: Projected cash flow in a business plan.

R

Recreation Community: People engaged in the fun and leisure of swimming.

Red Cross: Preparedness programs in first aid, cardiopulmonary resuscitation, and automated external defibrillator.

S

State Construction Codes: Public safety building requirements by state.

T

Therapy Community: People engaged in rehabilitation performed in water involving exercise and motion in the presence of an aquatic therapist.

Therapy Pool: Pool with warm water usually between 87 - 92 degrees Fahrenheit used for aquatic therapy.

Trends: The general course or prevailing tendency of a market.

U

United States Water Fitness: A non-profit, educational organization committed to

excellence in educating and promoting aquatics, including national certifications in water exercise.

USA Swimming: National Governing Body for competitive swimming in the U.S. divided into local swimming committees.

United States Masters Swimming: National organization that provides organized aquatic workouts, competitions, clinics, and workshops for adults 18+.

U.S. Consumer Product Safety

Commission: Works to ensure the safety of consumer products from unreasonable risks of serious injury or death.⁷

W

Waterpark: Destination-oriented facility that draws patrons from greater than 25 miles.

Appendix B: Footnotes

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Appendix C: General Limiting Conditions

This study is based on information that was current as of April 2015. Every reasonable effort has been made in order that the data reflects the most timely and current information possible and is believed to be reliable. This study is based on estimates, assumptions, and other information developed by the consulting team from independent research.

No warranty or representation is made by the consultants that any of the projected values or results contained in this study will actually be achieved. No responsibility is assumed for inaccuracies in reporting by the client, its agents and representatives or any other data source used in preparing or presenting this study.

This entire report is qualified and should be considered in light of the above conditions and limitations.