ROYAL GORGE AREA RECREATION AND AQUATIC CENTER MARCH, 2019

Jeff King, President
Ballard*King and Associates
Jeff@ballardking.com

BALLARD*KING & ASSOCIATES LTD

Table of Contents

Acknowledgements

**Denoted members of the Staff/Stakeholder Project Committee*

Funding Partners

- City of Cañon City
- Cañon City Area Recreation and Park District
- Fremont County
- St. Thomas More Health Foundation
- The Royal Gorge Company of Colorado

Cañon City Council

Mayor Preston Troutman
Frank Jaquez
Mayor Pro Tem Ashley Smith*
John Hamrick
Jim Meisner*
Dolly Gonzales
Amanda Cochran
Kaitlin Turner

Fremont County Board of County Commissioners

Tim Payne*
Debbie Bell
Dwayne McFall

Cañon City Staff

Deana Swetlik AICP – Project Manager*
Ryan Stevens*

Cañon City Area Recreation and Park District

Kyle Horne*
Dawn Green*
Jim Hoar

Cañon City Recreation Center Advisory Committee. Those that actively participated as part of the Staff/Stakeholder Committee:

Karen Sartori*
Rick Harrmann*
Daniel Staffa*

Project Consultants

Ballard*King and Associates
Olsen Lavoie Collaborative

Section I Executive Summary

Background:

Ballard*King and Associates (B*K), along with Ohlson Lavoie Collaborative (OLC) were hired to conduct a market analysis and feasibility study for a regional recreation center in Cañon City. The objective of this study was to determine the overall need for a Royal Gorge Area Recreation and Aquatic Center and the feasibility of the project. Project tasks included a demographic assessment of the regional area, numerous stakeholder meetings and committee meetings, review of existing recreation providers in the area, exploring potential partnerships, program recommendations, site analysis, capital costs estimate and operating pro-forma.

Market Analysis:

The Cañon City Area Recreation and Park District (CCARPD) service area population is increasing at modest rate of 1.5% with the population projected to reach 27,404 people by the year 2022. The demographic profile of the community indicates an aging population. The age group distribution is somewhat mixed in this service area. There is a lower concentration of the 0-5, 5-17, 18-24 and 25-44 age categories than the national level and higher concentration of in the 45-54, 55-64, 65-74 and 75+ age categories than the national level. The median age of the primary service area is significantly older (8.8 years) than the than the national level of 38 years. Approximately 25.6% of households in the CCARPD are households with children compared to a national level of 33.4%. The median household income is lower (23%) than the national level of $58,100. The number of households with income of $50,000 or higher is 41.6% compared to a national level of 55.9%. A factor that must be considered is that the housing/dwelling expense in the CCARPD service area is 29% lower than the national level. This suggests that the ratio between household income and housing expenses is about normal. Age and household income are two determining factors that drive participation in sports, recreation and wellness activities. When factoring median age, household income and age distribution, the demographic profile suggests that the market conditions are marginal but the statistics suggests that there will be continued support and demand for recreation activities and programs in the future.

Statistics from the National Sporting Goods Association (NSGA) were overlaid on to the demographic profile of the service areas to determine the market potential for various activities that could take place in an indoor facility. The market potential was measured against the existing inventory of recreation providers in the area and concluded that there is a shortage of swimming pools, gymnasium space and multi-purpose activity space in the CCARPD service area. Additionally, there is a need to expand senior citizen space in the community as the Golden Age Center is limited by size, parking and facility amenities.

Stakeholder Meetings:

A series of stakeholder meetings were conducted to gather input from potential user groups and partners regarding the Recreation/Aquatics Center. A wide variety of needs were expressed during these stakeholder meetings. Without question, an aquatic center was the most frequently heard component and had the strong support. The list of stakeholder meetings included the following organizations:

- Cañon City Staff
- Golden Age Center
- St. Thomas More Hospital
- Fremont County
- Royal Gorge Bridge
- City of Florence
- Cañon City School District
- Cañon City Area Recreation and Park District

Programming:

The program recommendations for the Royal Gorge Area Recreation and Aquatics Center were driven by the information gathered during the market analysis, including the demographic profile of the community, statistical data from the National Sporting Goods Association, stakeholder input, competitive analysis of other recreation and sport facilities in the area and community input meetings. During the program phase of the study, different options were explored before developing a final recommendation. Based on the market analysis, program assessment and budgetary considerations the following program summary is possible for the Center.

Component	Size (sf)
Gymnasiums	19,500
Track	6,000
Aerobic/Fitness	3,300
Aquatics	18,500
Weight/Cardio	5,600
Senior Area	5,000
Multi-Purpose Rooms	3,800
Play Area	800
Child Watch	2,500
Support Space	5,000
Gross Size	70,000
Circulation	12,600
Net Building Size	82,600

Site Analysis:

The consulting team was tasked with evaluating fourteen different possible locations for the Royal Gorge Area Recreation and Aquatic Center. To help facilitate the evaluation process a matrix was developed to allow a scoring of each individual site based on a criterion that was established. Several of the overriding criteria included ease of access to US Highway 50, location within the City potable water system, avoidance of the City's numerous floodplains and floodways, exterior views and adjacency to compatible amenities. A minimum site of 10 acres was needed to provide adequate space for the building, parking lot, setbacks, water detention and future expansion. As a result of the evaluation process, a proposed 11.6 acre site within the Abbey Property was selected as the preferred site for the basis of design.

Capital Cost Estimate:

The consulting team developed a site-specific capital cost estimate based on the program recommendations. The calculations for the 82,708 sf building have been adjusted to reflect 2020 costs.

NET NEW FLOOR AREA			**75189 s.f.**				**$**	**23,219,236.00**
Other/Gross Area	10% of	Net New Floor Area	7519 s.f.	$	238.00	$ 1,789,522.00	$	1,789,522.00
PROJECT FLOOR AREA			**82708 s.f.**				**$**	**25,008,758.00**

TOTAL SITE COSTS	**$**	**2,597,144**
TOTAL CONSTRUCTION COSTS	**$**	**25,008,758**
MUNICIPAL FEES	$	-
SUB-TOTAL OF HARD COSTS	**$**	**27,605,902**
PROJECT CONTINGENCY		
Owner Contingency 6.0%	**$**	**1,656,354**
Contractor Contingency 4.0%	**$**	**1,104,236**
TOTAL CURRENT CONSTRUCTION BUDGET	**$**	**30,366,492**
Escallation 8.0%	**$**	**2,429,319**
TOTAL CONSTRUCTION BUDGET Year 2019	**$**	**32,795,812**
Escallation 8.0%	**$**	**2,623,665**
TOTAL CONSTRUCTION BUDGET Year 2020	**$**	**35,419,477**
BUILDING FF&E COSTS	**$**	**266,247**
FITNESS EQUIPMENT COSTS	**$**	**322,507**
DESIGN, CONSTRUCTION and REIM. FEES 8.0%	**$**	**2,833,558**
TOTAL PROJECT COST	**$**	**38,841,789**

Operations:

An operation analysis was conducted to examine operational costs and revenues for the Royal Gorge Area Recreation and Aquatics Center. The operating pro-forma developed represents a conservative approach to estimating expenses and revenues and was completed based on the best information available and a basic understanding of the current area operations. Fees and charges utilized for this study were based on the current with a slight increase to reflect anticipated fees in the future.

The results of the operations analysis indicate that the proposed expansion of the Center will not recover 100% of its operating costs through revenue. The operating pro-forma did not include debt service since the funding for this project is yet to be determined. The consulting team was tasked with developing options based on different size configurations. They include:

- Option 1: The base option is approximately 82,708 square feet that contains multiple gymnasium spaces, walk/jog track, aquatic center, multi-purpose room, fitness area, child watch and support spaces.
- Option 2: This option retains the aquatic and fitness spaces in option one while allowing phasing of the gymnasium courts, dedicated Golden Age area, meeting rooms and walking/jogging track. Option two is approximately 44,932 square feet.
- Option 3: This option retains the aquatic space in option one, reduces the fitness area while phasing the gymnasium courts, dedicated Golden Age area, meeting rooms and walking/jogging area. Option three is approximately 36,868 square feet.

Expense – Revenue Comparison

Category	Option 1	Option 2	Option 3
Expense	$2,144,106	$1,638,186	$1,554,530
Revenue	$1,176,038	$872,990	$810,320
Difference	($968,068)	($765,196)	($744,210)
Cost Recovery	55%	53%	52%

Conclusion:

The market conditions suggest support for the Royal Gorge Area Recreation and Aquatic Center. The proposed facility, by virtue of the leisure pool, competition pool, multiple gymnasium space, fitness, indoor walking/jogging track, dedicated senior space, indoor play structure and birthday party rooms differentiate this facility from any other facility in the region. The Royal Gorge Area Recreation and Aquatics Center is ideally positioned to not only improve the quality of the facilities in the area, but also to enhance the quality of life for residents and become an identifying landmark to the area landscape.

Weekly participation in active recreation activities from area residents can be expected to be somewhere in the range of 10%-12% of the population which equals approximately 4,344-5,213 individuals (based on 2017 population estimates for the CCARPD service area). This is a sufficient population base to rely on for the operation of a full-scale center. The success of similar facilities in other areas of the country suggests that these types of centers have been cost effective in meeting local sport and wellness needs. A conservative penetration rate of about 4.5% in the service area is needed for the proposed facility to reach the financial guidelines established during the feasibility phase of the project.

Without question, a new Royal Gorge Area Recreation and Aquatic Center will enhance the quality of life in the area while improving recreation and wellness opportunities. The proposed center fills the service gaps for a variety of recreation, swimming and expands the wellness access in the community for children, teenagers, families and seniors. A new facility will become a source of tremendous community pride and will bring the community together along with making the Cañon City area more attractive for employers and employees alike. The center will also help establish and recognize the facility as a contributor to the economic health of the community by providing jobs, through the purchase of local goods and services and by generating tourism trade for the Royal Gorge region.

Section II – Market Assessment

The following is a summary of the demographic characteristics within Cañon City, CO and an area identified as Primary and Secondary Service Areas. The Primary Service Area is the Cañon City Area Recreation and Park District. The Secondary Service Area extends to Cripple Creek to the North, Penrose to the East, Westcliffe to the South and Cotopaxi to the West.

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2010 Census data and their demographers for 2017-2022 projections. In addition to demographics, ESRI also provides data on housings, recreation, and entertainment spending and adult participation in activities. B*K also uses information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in various activities.

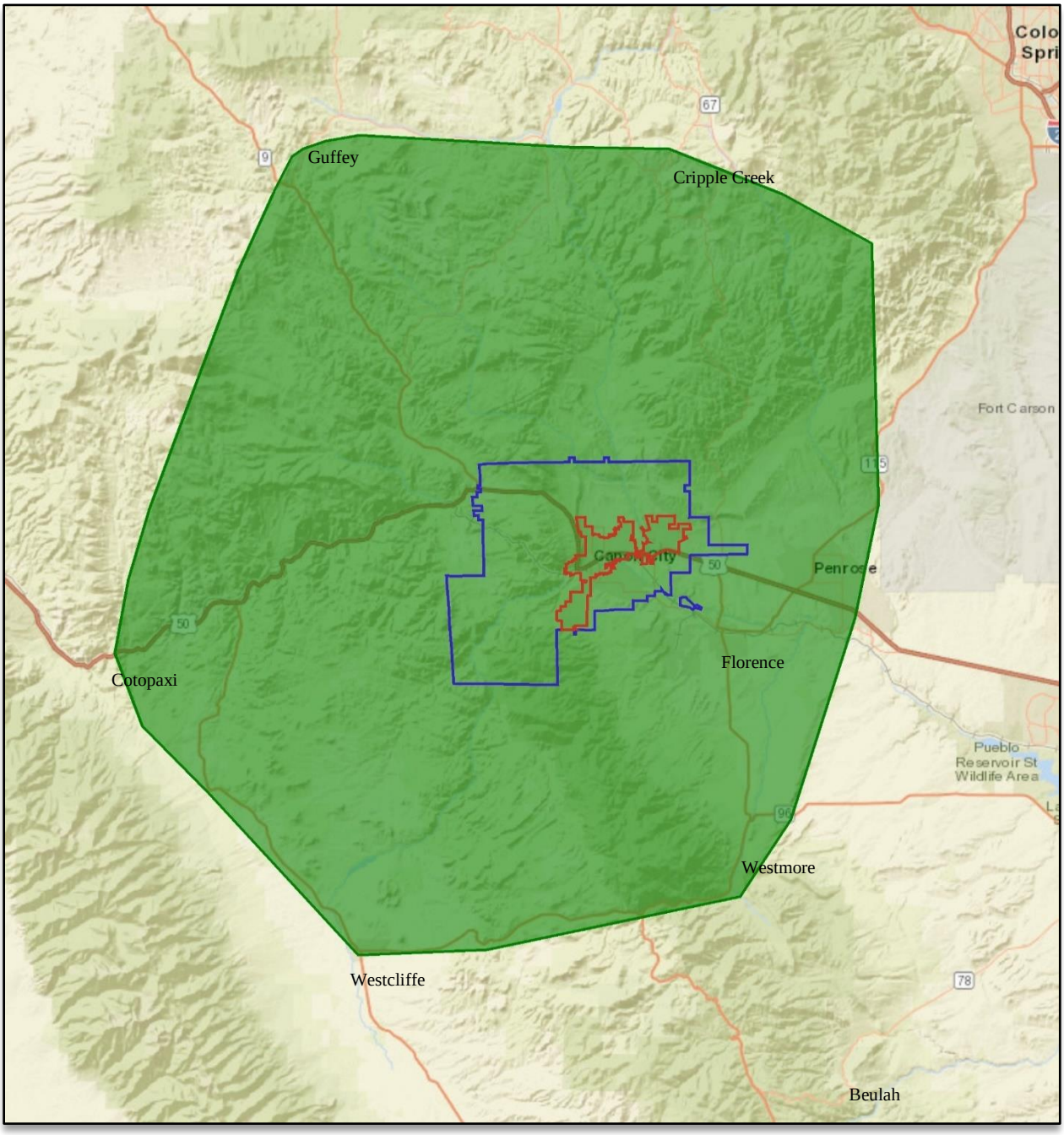
Service Areas:
The information provided includes the basic demographics of the City of Cañon City with more extensive data for the Primary Service Area with comparison data for the Secondary Service Area as well as the State of Colorado and the United States. It should be noted that the prison population is included in the population numbers and clearly has an impact on the demographic results, especially the household income data.

Secondary Service Areas are defined as the distance people will travel on a regular basis (a minimum of once a week) to utilize recreation facilities. Use by individuals outside of this area will be much more limited and will focus more on special activities or events.

Service areas can flex, or contract based upon a facility's proximity to major thoroughfares. Other factors impacting the use as it relates to driving distance are the presence of alternative service providers in the service area. Alternative service providers can influence membership, daily admissions and the associated penetration rates for programs and services.

Service areas can vary in size with the types of components in the facility.

Map A – Service Area Maps



- Red Boundary – City of Cañon City Proper
- Blue Boundary – Primary Service Area (Cañon City Area Recreation and Park District)
- Green Boundary – Secondary Service Area

Demographic Summary

	Canon City, CO	Primary Service Area	Secondary Service Area w/ Prison	Secondary Service Area without Prison
Population:				
2010 Census	16,349[1]	26,518[2]	49,289[3]	42,288
2017 Estimate	16,655	26,990	49,919	43,445
2022 Estimate	16,916	27,404	50,810	44,336
Households:				
2010 Census	6,617	10,324	17,701	
2017 Estimate	6,723	10,490	18,168	
2022 Estimate	6,823	10,652	18,543	
Families:				
2010 Census	4,020	6,581	11,531	
2017 Estimate	4,063	6,658	11,781	
2022 Estimate	4,116	6,750	12,002	
Average Household Size:				
2010 Census	2.27	2.27	2.28	
2017 Estimate	2.28	2.27	2.29	
2022 Estimate	2.28	2.28	2.29	
Ethnicity (2017 Estimate):				
Hispanic	10.3%	11.8%	13.2%	10.2%
White	91.2%	90.9%	89.4%	92.1%
Black	1.8%	2.2%	3.8%	1.1%
American Indian	1.6%	1.6%	1.7%	1.4%
Asian	1.1%	1.0%	1.0%	0.9%
Pacific Islander	0.0%	0.1%	0.1%	0.1%
Other	1.9%	2.0%	1.9%	2.0%
Multiple	2.4%	2.3%	2.1%	0.9%
Median Age:				
2010 Census	44.5	43.9	43.9	45.1
2017 Estimate	45.7	45.1	45.5	46.8
2022 Estimate	45.8	45.1	46.1	48.4
Median Income:				
2017 Estimate	$39,131	$40,900	$41,539	
2022 Estimate	$41,259	$43,682	$45,365	

[1] From the 2000-2010 Census, Canon City, CO experienced a 3.6% increase in population.
[2] From the 2000-2010 Census, the Primary Service Area experienced a 1.9% increase in population.
[3] From the 2000-2010 Census, the Secondary Service Area experienced a 2.7% increase in population.

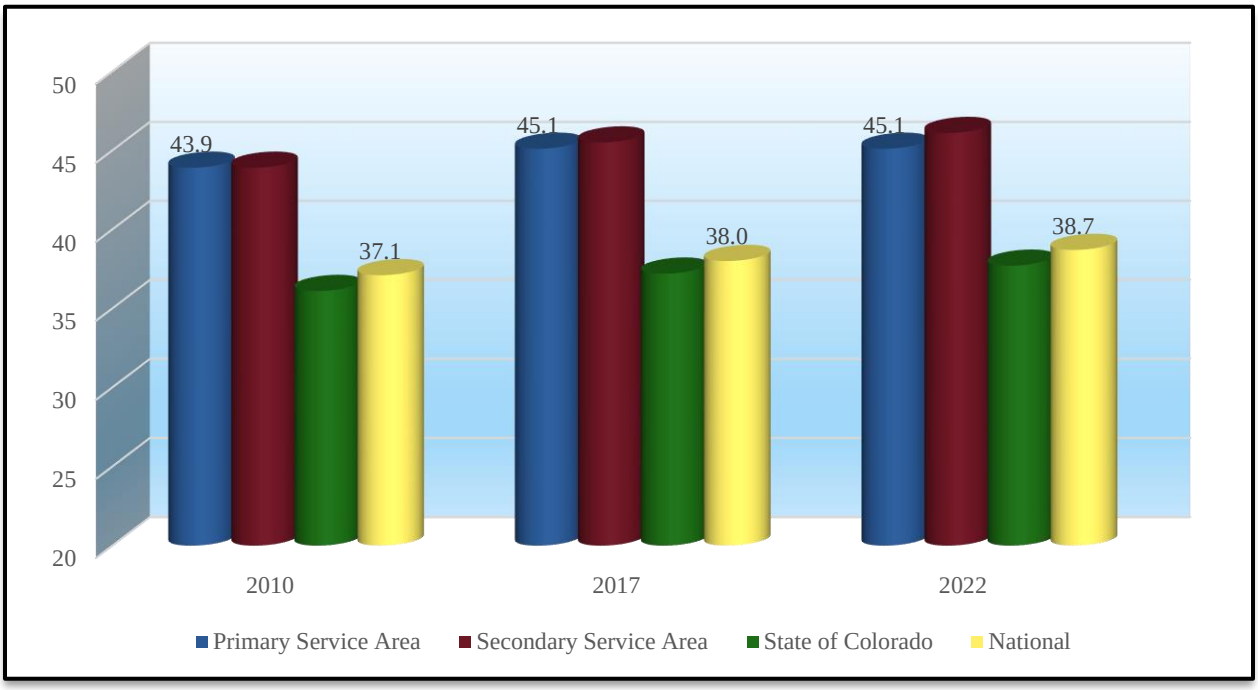
Note: The secondary service area includes a group quartered population of about 8,300 people.

Age and Income: The median age and household income levels are compared with the national number as both of these factors are secondary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

Table A – Median Age:

	2010 Census	2017 Projection	2022 Projection
Primary Service Area	43.9	45.1	45.1
Secondary Service Area	43.9	45.5	46.1
Secondary Service Area W/O Prison	45.1	46.8	48.4
State of Colorado	36.1	37.2	37.7
Nationally	37.1	38.0	38.7

Chart A – Median Age:



The median age in the Primary Service Area and the Secondary Service Area is greater than the State of Colorado and the National number. A lower median age typically points to the presence of families with children.

The following chart provides the number of households and percentage of households in the Primary and Secondary Service Area with children.

Table B – Households w/ Children

	Number of Households w/ Children	Percentage of Households w/ Children
Primary Service Area	2,742	26.6%
Secondary Service Area	4,535	25.6%
State of Colorado	644,491	32.7%

The information contained in Table-B helps further outline the presence of families with children. As a point of comparison in the 2010 Census, 33.4% of households nationally had children present.

Map B – Median Age by Census Tract

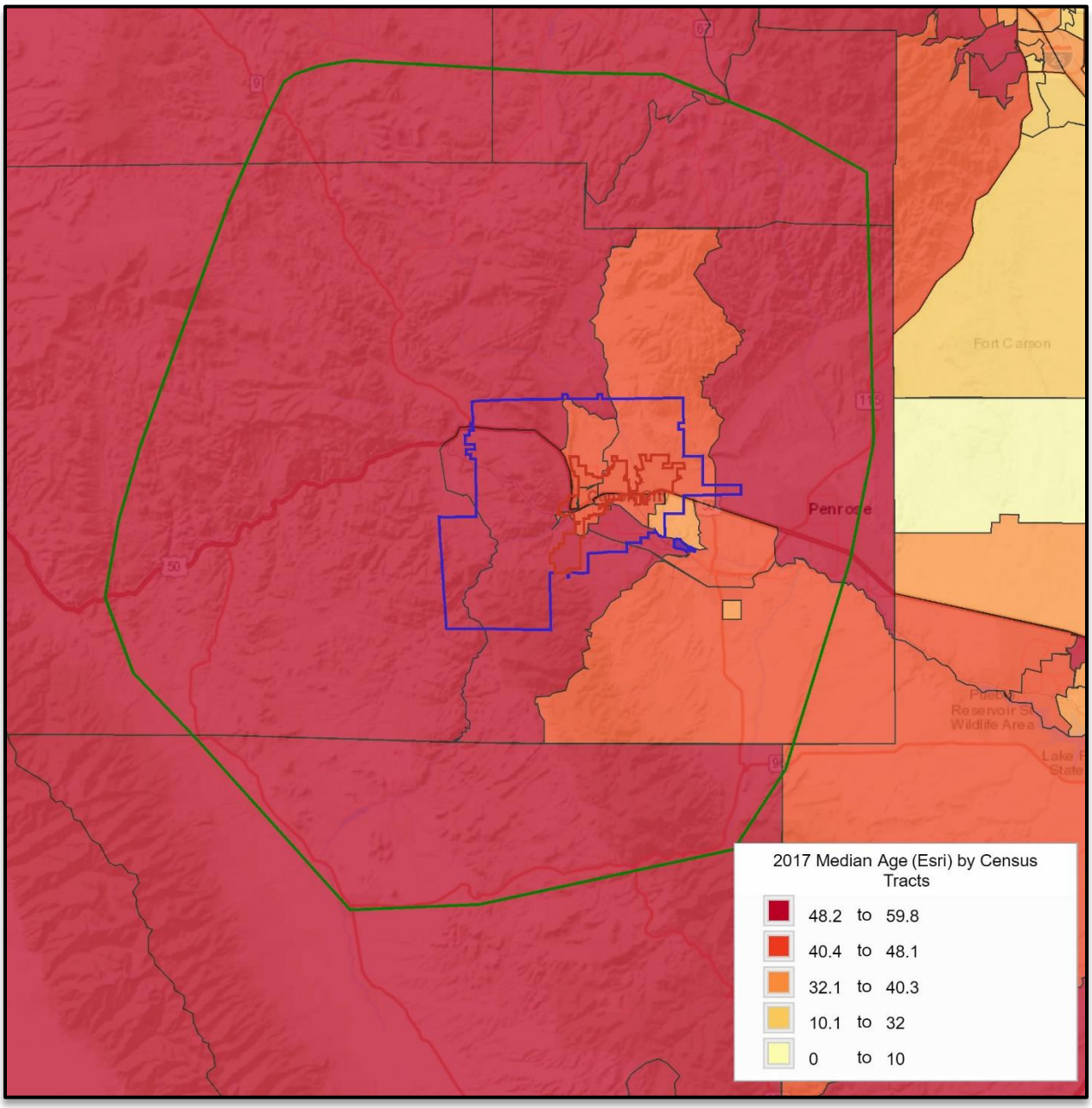
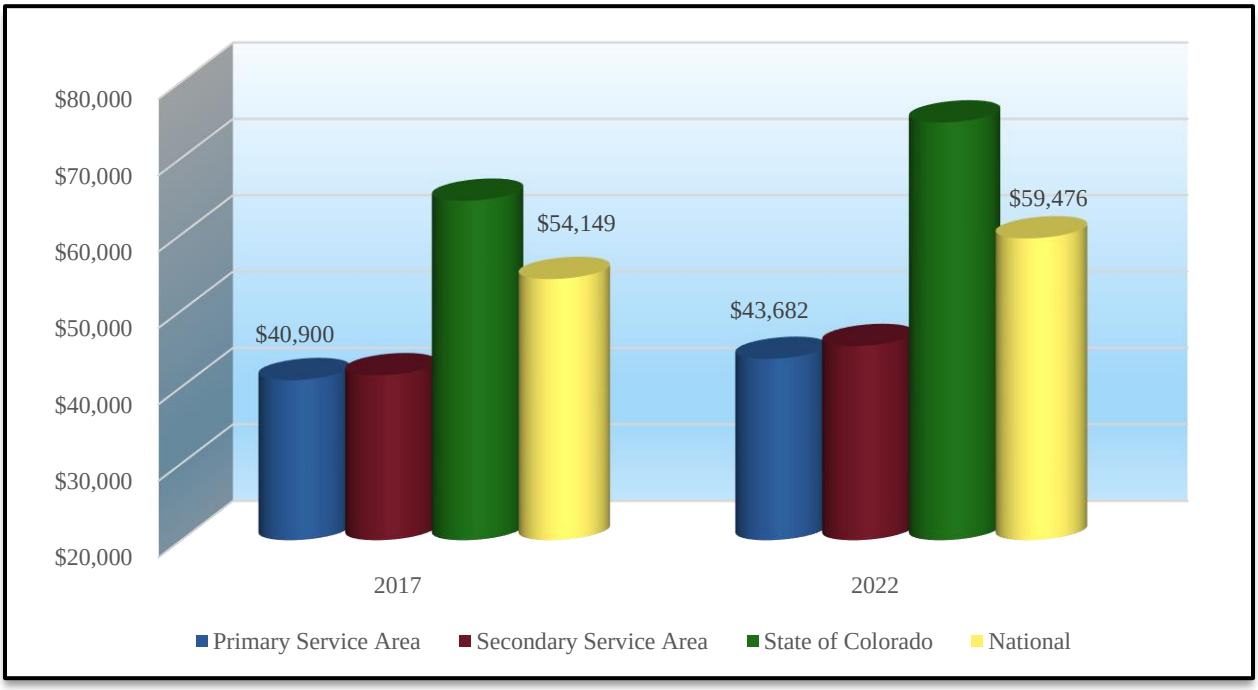


Table C – Median Household Income:

	2017 Projection	2022 Projection
Primary Service Area	$40,900	$43,682
Secondary Service Area	$41,539	$45,365
State of Colorado	$64,401	$74,664
Nationally	$54,149	$59,476

Chart B – Median Household Income:



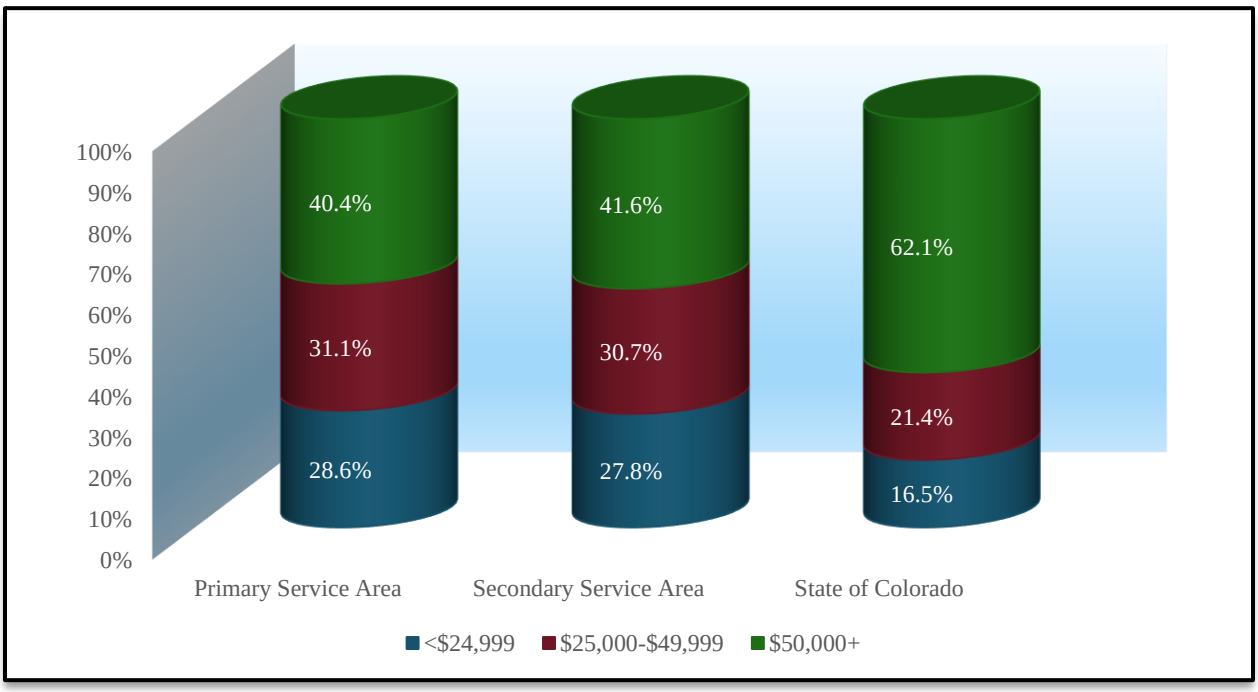
Based on 2017 projections for median household income the following narrative describes the service areas:

In the Primary Service Area, the percentage of households with median income over $50,000 per year is 40.4% compared to 55.9% on a national level. Furthermore, the percentage of the households in the service area with median income less than $25,000 per year is 28.6% compared to a level of 21.5% nationally. It must be remembered that the impact from the prison population inclusion lowers the household income statistics.

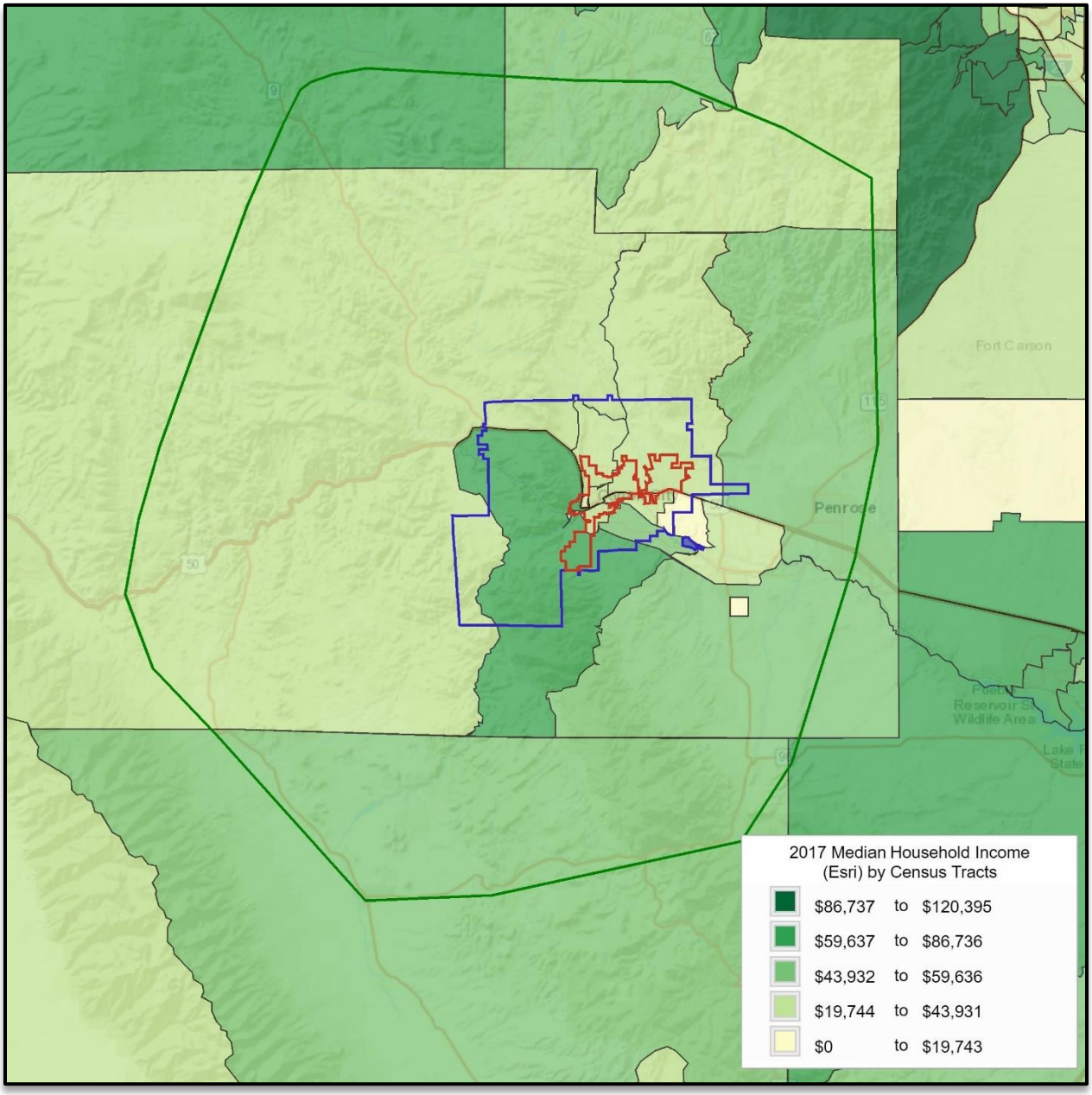
In the Secondary Service Area, the percentage of households with median income over $50,000 per year is 41.6% compared to 55.9% on a national level. Furthermore, the percentage of the households in the service area with median income less than $25,000 per year is 27.8% compared to a level of 21.5% nationally.

While there is no perfect indicator of use of an indoor recreation facility, the percentage of households with more than $50,000 median income is a key indicator. Therefore, those numbers are significant and balanced with the overall cost of living.

Chart C – Median Household Income Distribution



Map C – Household Income by Census Tract



In addition to looking at the Median Age and Median Income, it is important to examine Household Budget Expenditures. In particular, reviewing housing information; shelter, utilities, fuel and public services along with entertainment & recreation can provide a snapshot into the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas.

Table D – Household Budget Expenditures[4]:

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	72	$15,219.81	30.3%
Shelter	*70*	*$11,352.87*	*22.6%*
Utilities, Fuel, Public Service	*77*	*$3,866.94*	*7.7%*
Entertainment & Recreation	74	$2,293.47	4.6%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	71	$15,065.64	29.8%
Shelter	*68*	*$11,062.31*	*21.9%*
Utilities, Fuel, Public Service	*79*	*$4,003.33*	*7.9%*
Entertainment & Recreation	75	$2,353.04	4.6%

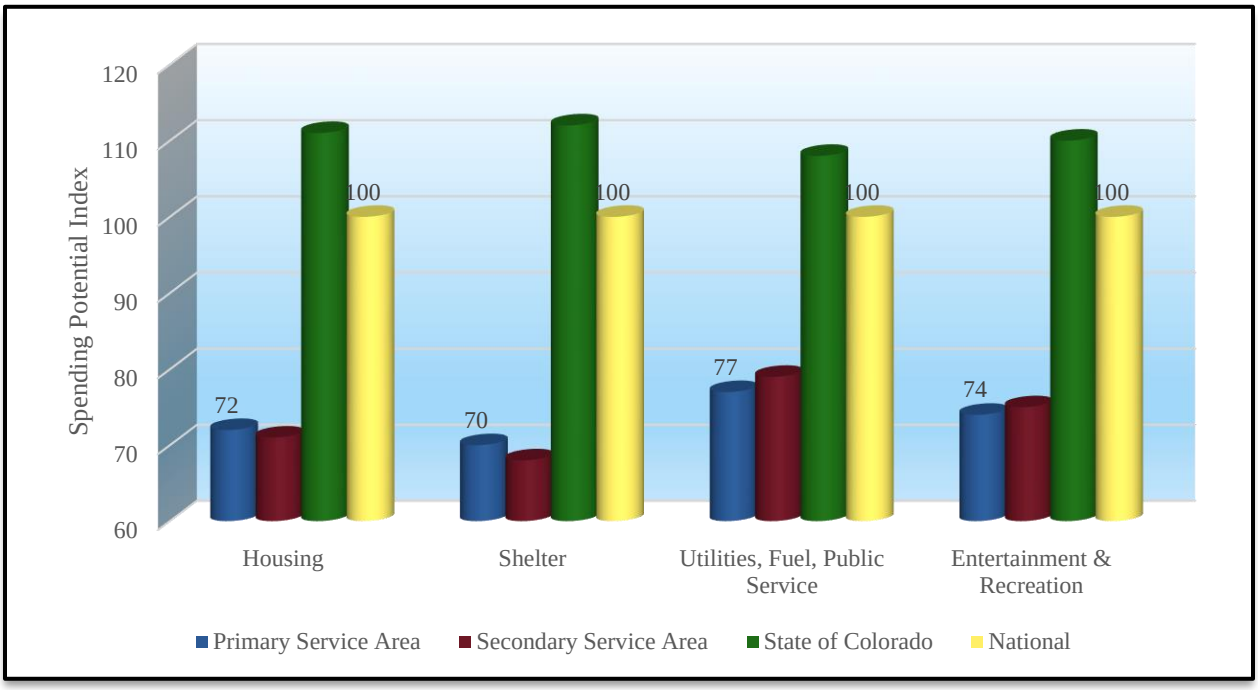
State of Colorado	SPI	Average Amount Spent	Percent
Housing	111	$23,572.47	30.8%
Shelter	*112*	*$18,129.07*	*23.7%*
Utilities, Fuel, Public Service	*108*	*$5,443.40*	*7.1%*
Entertainment & Recreation	110	$3,432.94	4.5%

SPI: Spending Potential Index as compared to the National number of 100.
Average Amount Spent: The average amount spent per household.
Percent: Percent of the total 100% of household expenditures.

Note: *Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.*

[4] Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2017 and 2022.

Chart D – Household Budget Expenditures Spending Potential Index:



The total number of housing units in the Primary Service Area is 11,285 and 91.5% are occupied, or 10,324 housing units. The total vacancy rate for the service area is 8.5%. Of the available units:

- For Rent 2.1%
- Rented, not Occupied 0.1%
- For Sale 1.8%
- Sold, not Occupied 0.4%
- For Seasonal Use 1.0%
- Other Vacant 3.2%

The total number of housing units in the Secondary Service Area is 21,400 and 82.7% are occupied, or 17,701 housing units. The total vacancy rate for the service area is 17.3%. Of the available units:

- For Rent 2.0%
- Rented, not Occupied 0.1%
- For Sale 2.1%
- Sold, not Occupied 0.4%
- For Seasonal Use 8.7%
- Other Vacant 3.9%

Recreation Expenditures Spending Potential Index: Finally, through the demographic provider that B*K utilizes for the market analysis portion of the report, we can examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

Table E – Recreation Expenditures Spending Potential Index[5]:

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	68	$67.83
Fees for Recreational Lessons	60	$79.36
Social, Recreation, Club Membership	67	$140.36
Exercise Equipment/Game Tables	73	$43.70
Other Sports Equipment	78	$8.23

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	65	$64.44
Fees for Recreational Lessons	57	$76.26
Social, Recreation, Club Membership	63	$133.21
Exercise Equipment/Game Tables	77	$46.11
Other Sports Equipment	86	$9.14

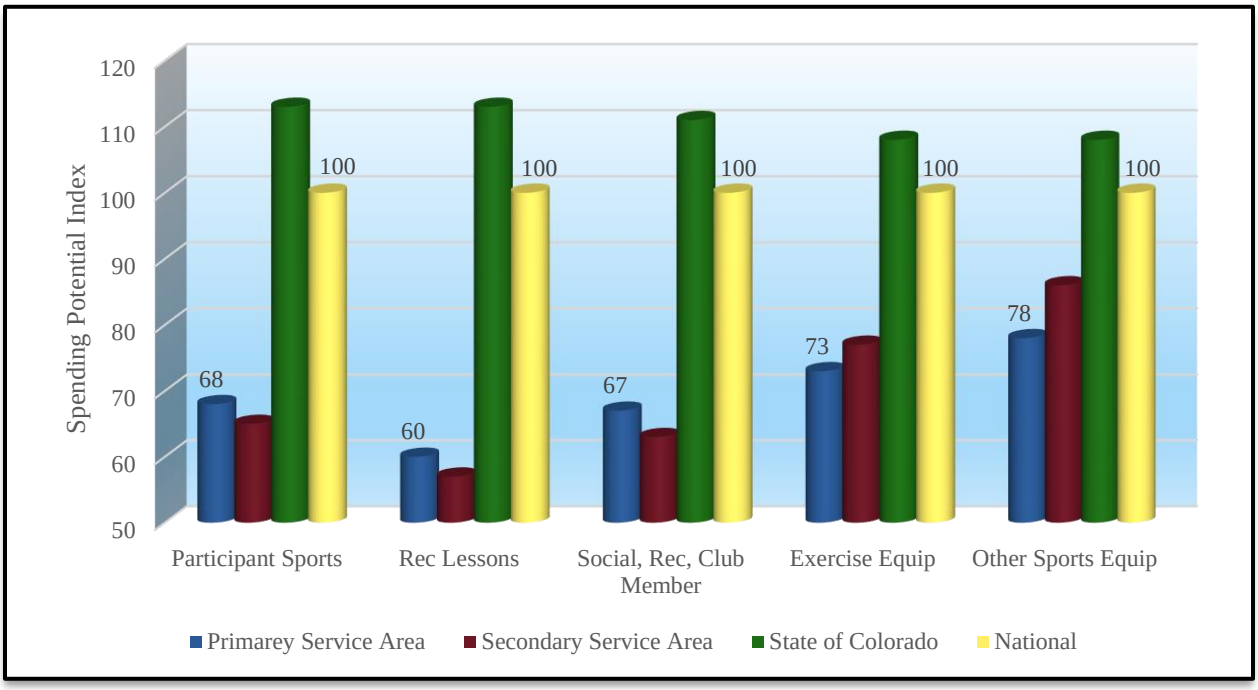
State of Colorado	SPI	Average Spent
Fees for Participant Sports	113	$111.72
Fees for Recreational Lessons	113	$150.54
Social, Recreation, Club Membership	111	$233.46
Exercise Equipment/Game Tables	108	$64.49
Other Sports Equipment	108	$11.43

Average Amount Spent: The average amount spent for the service or item in a year.

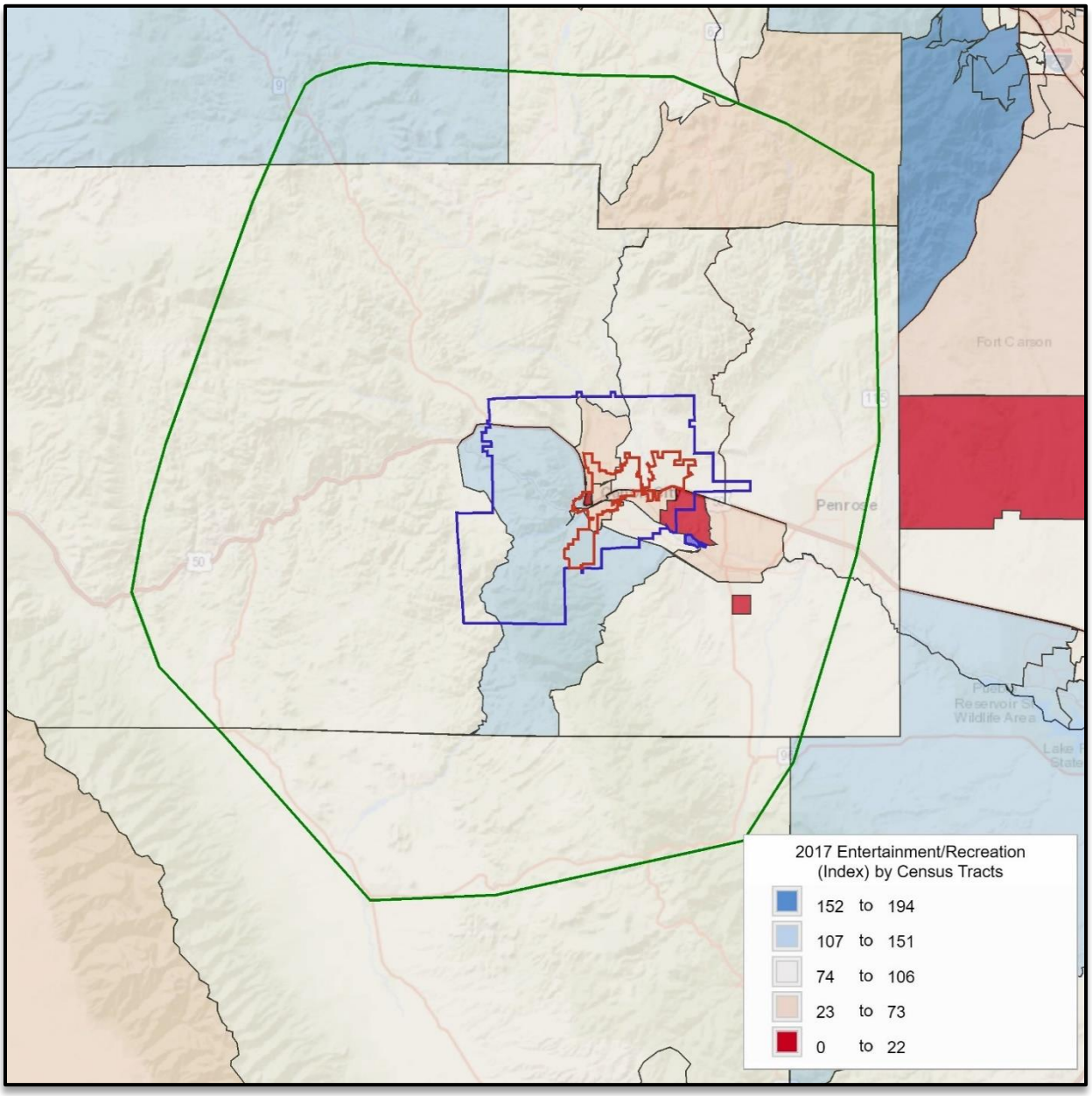
SPI: Spending potential index as compared to the national number of 100.

[5] Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2017 and 2022

Chart E – Recreation Spending Potential Index:



Map C – Recreation Spending Potential Index by Census Tract



Population Distribution by Age: Utilizing census information for the Primary Service Area and Secondary Service Area, the following comparisons are possible.

Table F – 2017 Primary Service Area Age Distribution
(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	1,320	4.9%	6.0%	-1.1%
5-17	3,582	13.2%	16.3%	-3.1%
18-24	2,100	7.8%	9.7%	-1.9%
25-44	6,448	23.9%	26.4%	-2.5%
45-54	3,548	13.2%	13.0%	+0.2%
55-64	3,734	13.8%	12.9%	+0.9%
65-74	3,312	12.2%	9.2%	+3.0%
75+	2,945	10.9%	6.4%	+4.5%

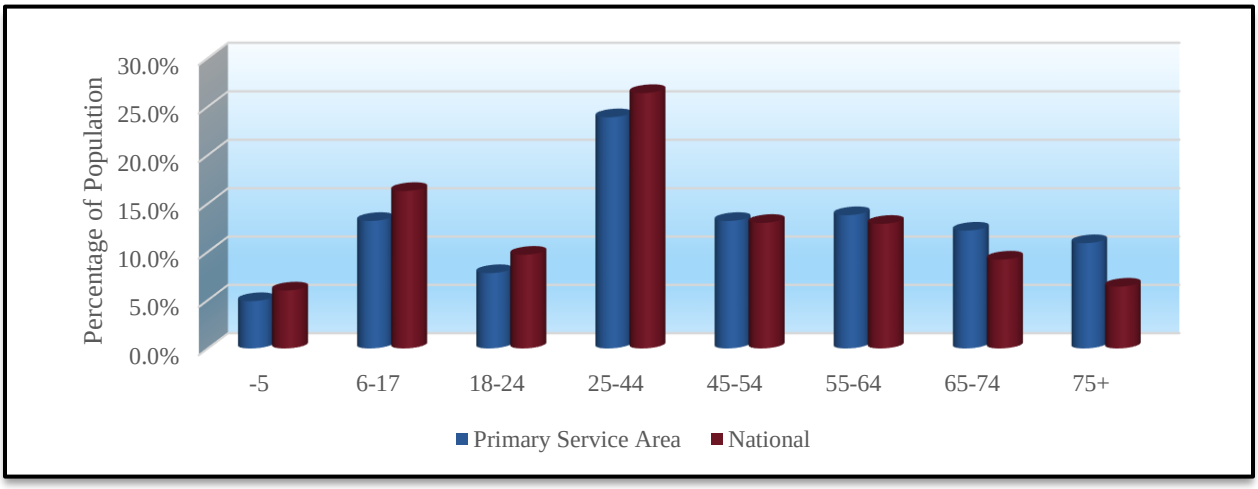
Population: 2017 census estimates in the different age groups in Primary Service Area.

% of Total: Percentage of the Primary Service Area population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between Primary Service Area population and the national population.

Chart F – 2017 Primary Service Area Age Group Distribution



The demographic makeup of Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the older age groups, 45+. A smaller population in the younger age groups under 44. The greatest positive variance is in the 75+ age group with +4.5%, while the greatest negative variance is in the 5-17 age group with -3.1%.

Table G – 2017 Secondary Service Area Age Distribution
(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	2,043	4.1%	6.0%	-1.9%
5-17	5,941	11.9%	16.3%	-4.4%
18-24	3,571	7.2%	9.7%	-2.5%
25-44	13,079	26.2%	26.4%	-0.2%
45-54	6,986	14.0%	13.0%	+1.0%
55-64	7,658	15.4%	12.9%	+2.5%
65-74	6,253	12.5%	9.2%	+3.3%
75+	4,388	8.9%	6.4%	+2.5%

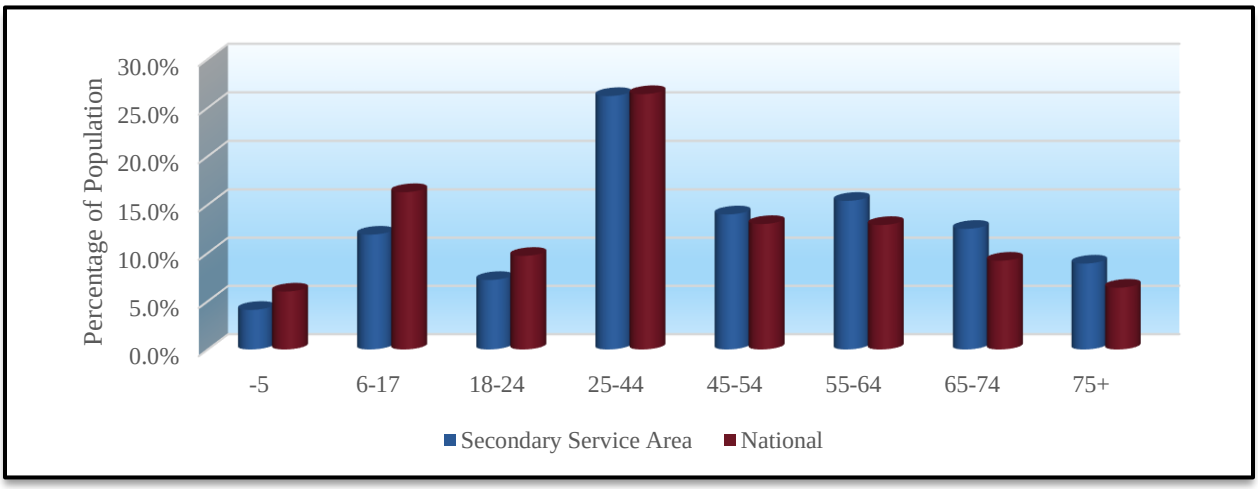
Population: 2017 census estimates in the different age groups in the Secondary Service Area.

% of Total: Percentage of the Secondary Service Area population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between Secondary Service Area population and the national population.

Chart G – 2017 Secondary Service Area Age Group Distribution



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the age groups 45+ and a smaller population in the 0-44 age groups with the exception of the 18-24 age group. The greatest positive variance is in the 65-74 age group with +3.3%, while the greatest negative variance is in the 5-17 age group with -4.4%.

Population Distribution Comparison by Age: Utilizing census information from the Primary Service Area and Secondary Service Area, the following comparisons are possible.

Table H – 2017 Primary Service Area Population Estimates
(U.S. Census Information and ESRI)

Ages	2010 Census	2017 Projection	2022 Projection	Percent Change	Percent Change Nat'l
-5	1,418	1,320	1,329	-6.3%	+2.3%
5-17	3,812	3,582	3,636	-4.6%	+0.7%
18-24	1,999	2,100	2,074	+3.8%	+0.2%
25-44	6,394	6,448	6,632	+3.7%	+11.4%
45-54	3,963	3,548	3,256	-17.8%	-9.4%
55-64	3,654	3,734	3,567	-2.4%	+18.2%
65-74	2,730	3,312	3,586	+31.4%	+61.8%
75+	2,549	2,945	3,324	+30.4%	+34.7%

Chart H – Primary Service Area Population Growth

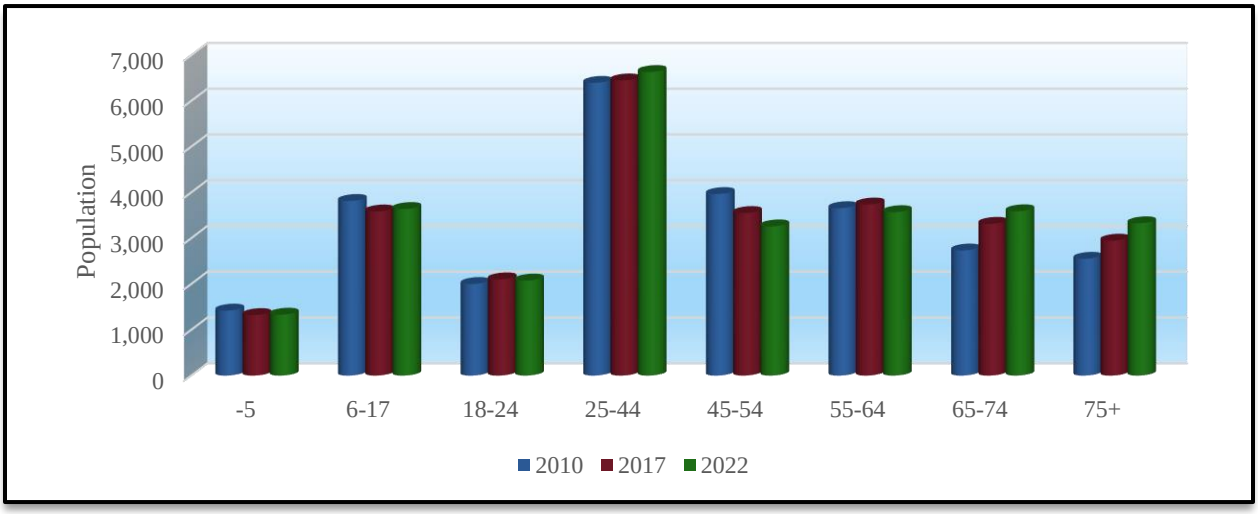


Table-H illustrates the growth or decline in age group numbers from the 2010 census until the year 2022. It is projected that the under 17, 45-54, and 55-64 age categories will see a decrease in population. The age categories between 18-44 and over 65 will see an increase. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Table I – 2017 Secondary Service Area Population Estimates
(U.S. Census Information and ESRI)

Ages	2010 Census	2017 Projection	2022 Projection	Percent Change	Percent Change Nat'l
-5	2,199	2,043	2,026	-7.9%	+2.3%
5-17	6,444	5,941	5,948	-7.7%	+0.7%
18-24	3,437	3,571	3,475	+1.1%	+0.2%
25-44	13,319	13,079	13,270	-0.4%	+11.4%
45-54	7,970	6,986	6,322	-20.7%	-9.4%
55-64	7,314	7,658	7,370	+0.8%	+18.2%
65-74	4,843	6,253	7,113	+46.9%	+61.8%
75+	3,765	4,388	5,285	+40.4%	+34.7%

Chart I – Secondary Service Area Population Growth

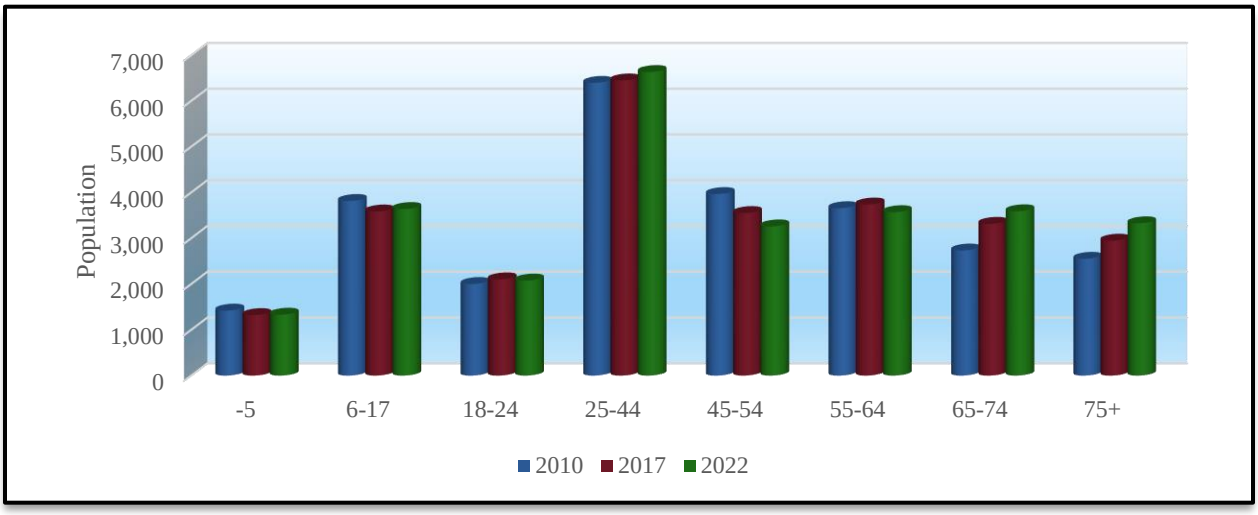


Table-I illustrates the growth or decline in age group numbers from the 2010 census until the year 2022. It is projected that the under 17, 25-44, and 45-54 age categories will see a decrease in population. The age categories between 18-24 and over 55 will see an increase. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Below is listed the distribution of the population by race and ethnicity for the Primary Service Area and Secondary Service Area for 2017 population projections. Those numbers were developed from 2010 Census Data.

Table J – Primary Service Area Ethnic Population and Median Age 2017
(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of CO Population
Hispanic	3,179	31.3	11.8%	21.8%

Table K – Primary Service Area by Race and Median Age 2017
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of CO Population
White	24,533	46.5	90.9%	79.7%
Black	585	38.1	2.2%	4.3%
American Indian	425	35.8	1.6%	1.1%
Asian	261	38.6	1.0%	3.2%
Pacific Islander	17	26.9	0.1%	0.2%
Other	551	32.5	2.0%	7.6%
Multiple	619	25.7	2.3%	3.9%

2017 Primary Service Area Total Population: 26,990 Residents

Chart J – 2017 Primary Service Area Population by Non-White Race

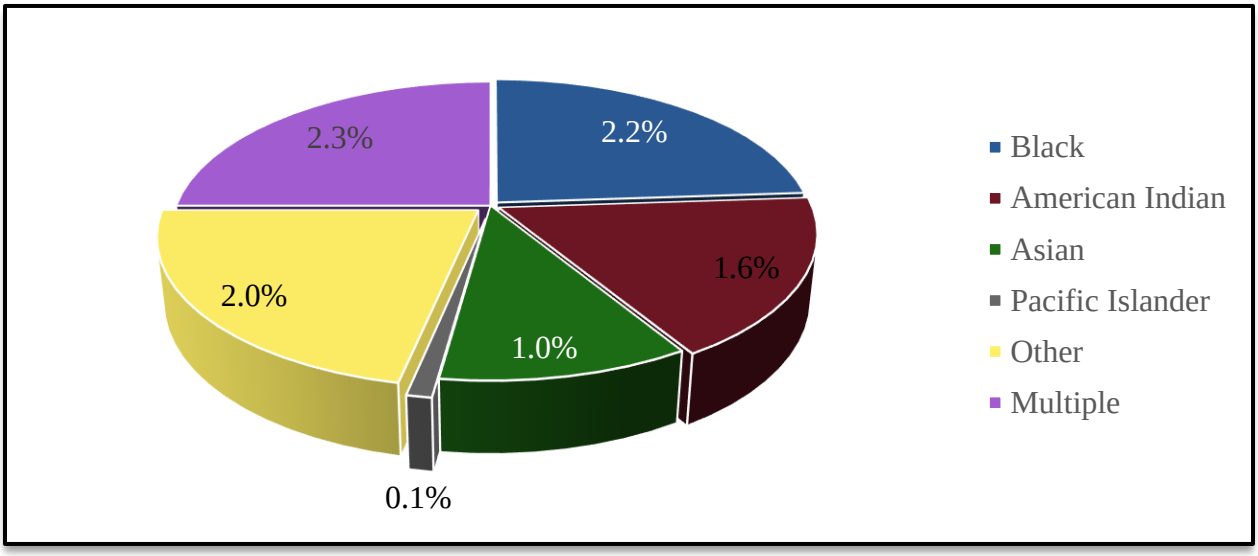


Table L – Secondary Service Area Ethnic Population and Median Age 2017
(Source – U.S. Census Bureau and ESRI)

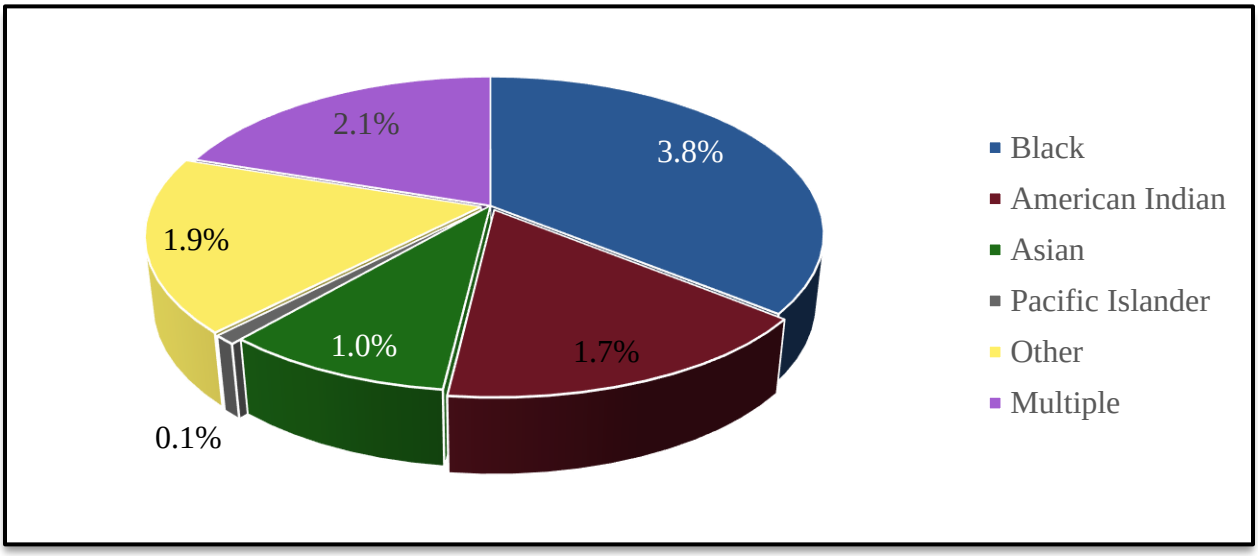
Ethnicity	Total Population	Median Age	% of Population	% of CO Population
Hispanic	6,571	33.1	13.2%	21.8%

Table M – Secondary Service Area by Race and Median Age 2017
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of CO Population
White	44,644	47.1	89.4%	79.7%
Black	1,908	37.0	3.8%	4.3%
American Indian	847	36.6	1.7%	1.1%
Asian	493	38.8	1.0%	3.2%
Pacific Islander	31	28.1	0.1%	0.2%
Other	937	34.2	1.9%	7.6%
Multiple	1,059	28.2	2.1%	3.9%

2017 Secondary Service Area Total Population: 49,919 Residents

Chart K – 2017 Secondary Service Area Population by Non-White Race



Tapestry Segmentation

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

There is value including this information for Cañon City. The data assists the organization in understanding the consumers/constituents in their service area and supply them with the right products and services.

The Tapestry segmentation system classifies U.S. neighborhoods into 65 unique market segments. Neighborhoods are sorted by more than 60 attributes including; income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior.

The following pages and tables outline the top 5 tapestry segments in each of the service areas and provide a brief description of each. This information combined with the key indicators and demographic analysis of each service area help further describe the markets that the Secondary Service Area looks to serve with programs, services, and special events.

For comparison purposes the following are the top 10 Tapestry segments, along with percentage in the United States:

1. Green Acres (6A)	3.2%
2. Southern Satellites (10A)	3.2%
3. Savvy Suburbanites (1D)	3.0%
4. Salt of the Earth (6B)	2.9%
5. Soccer Moms (4A)	2.8%
	15.1%
6. Middleburg (4C)	2.8%
7. Midlife Constants (5E)	2.5%
8. Comfortable Empty Nesters (5A)	2.5%
9. Heartland Communities (6F)	2.4%
10. Old and Newcomers (8F)	2.3%
	12.5%

Table N – Primary Service Area Tapestry Segment Comparison
(ESRI estimates)

	Primary Service Area		*Demographics*	
	Percent	Cumulative Percent	Median Age	Median HH Income
Midlife Constants (5E)	41.3%	41.3%	45.9	$48,000
Small Town Simplicity (12C)	15.1%	56.4%	40.0	$27,000
Old and Newcomers (8F)	13.1%	69.5%	38.5	$39,000
The Great Outdoors (6C)	7.6%	77.1%	46.3	$53,000
Retirement Communities (9E)	7.0%	84.1%	52.0	$35,000

Midlife Constants (5E) – Seniors, at or approaching retirement. This demographic is generous yet attentive to price. They are traditional and pursue leisure activities such as walking and crafts.

Small Town Simplicity (12C) – Young families and senior households tied to their community. They are conservative, down to earth and enjoy rural activities.

Old and Newcomers (8F) – Featuring singles on a budget, this group seeks convenience. They support environmental causes. Many are still in college and do not have children.

The Great Outdoors (6C) – These well-educated seniors live a modest lifestyle. They prefer homegrown and home-cooked meals. They enjoy outdoor activities and spend little time on the internet.

Retirement Communities (9E) – This older demographic is health conscious with a preference for brand names. They are frugal but enjoy travel, theatre and golf.

Chart L – Primary Service Area Tapestry Segment Representation by Percentage:

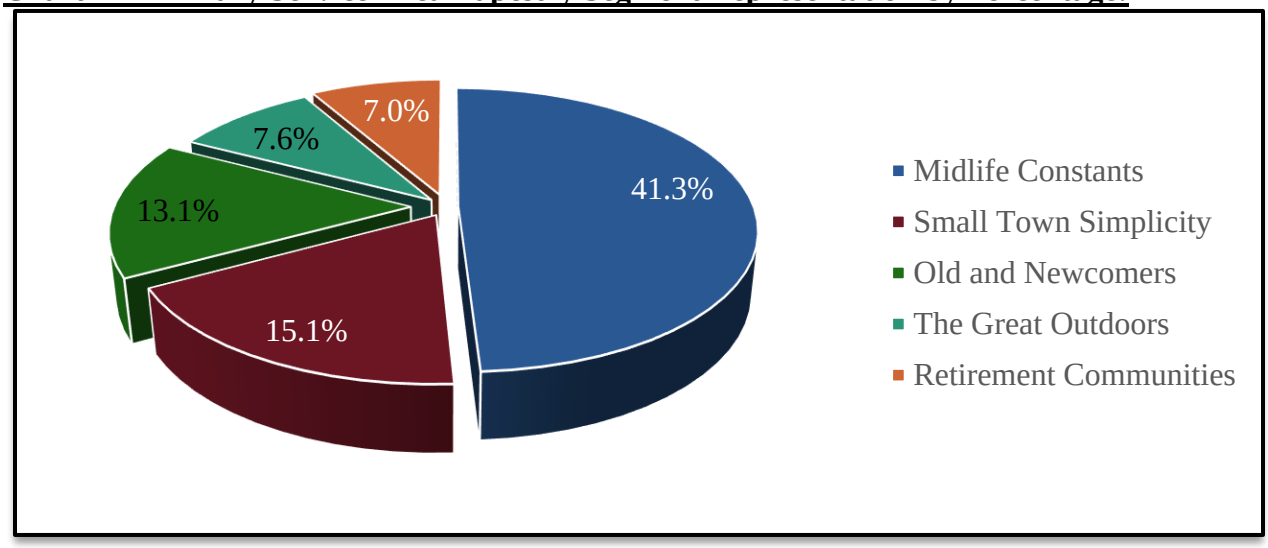


Table O – Secondary Service Area Tapestry Segment Comparison
(ESRI estimates)

	Secondary Service Area		*Demographics*	
	Percent	Cumulative Percent	Median Age	Median HH Income
Midlife Constants (5E)	28.6%	28.6%	45.9	$48,000
Rural Resort Dwellers (6E)	16.8%	45.4%	52.4	$46,000
The Great Outdoors (6C)	13.0%	48.4%	46.3	$53,000
Small Town Simplicity (12C)	8.7%	67.1%	40.0	$27,000
Old and Newcomers (8F)	7.6%	74.7%	38.5	$39,000

Midlife Constants (5E) – Seniors, at or approaching retirement. This demographic is generous yet attentive to price. They are traditional and pursue leisure activities such as walking and crafts.

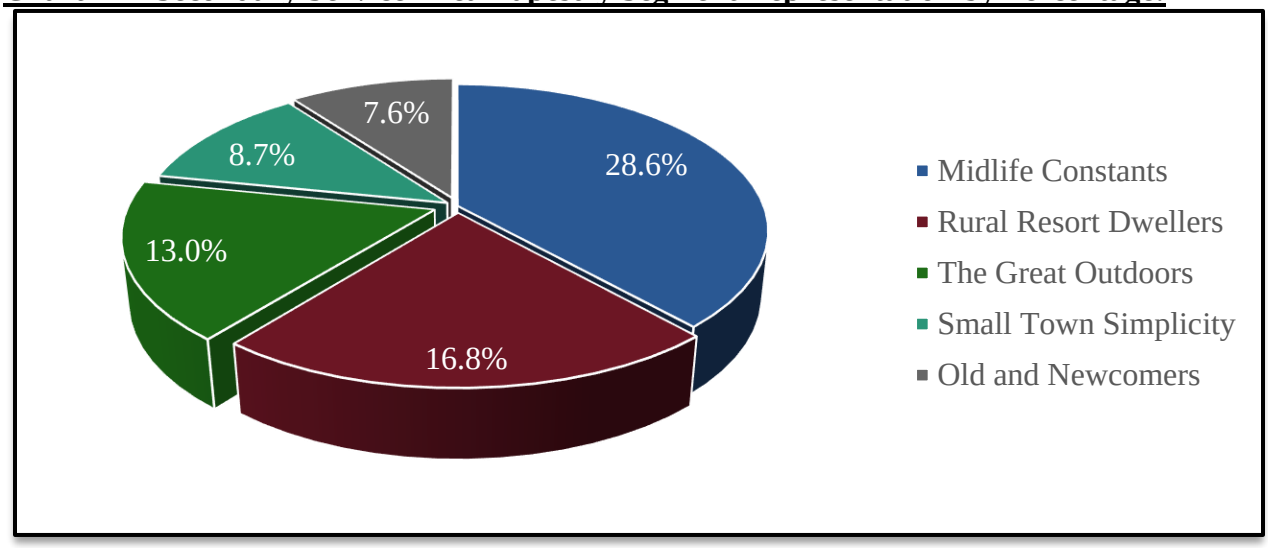
Rural Resort Dwellers (6E) – Retirement looms for this blue-collar segment. They are passionate about their hobbies such as fishing and hunting. Enjoy simple tasks.

The Great Outdoors (6C) – These well-educated seniors live a modest lifestyle. They prefer homegrown and home-cooked meals. They enjoy outdoor activities and spend little time on the internet.

Small Town Simplicity (12C) – Young families and senior households tied to their community. They are conservative, down to earth and enjoy rural activities.

Old and Newcomers (8F) – Featuring singles on a budget, this group seeks convenience. They support environmental causes. Many are still in college and do not have children.

Chart M – Secondary Service Area Tapestry Segment Representation by Percentage:



Demographic Summary The following summarizes the demographic characteristics of the primary service areas.

- The population within the primary service area is adequate to support a regional community recreation center.

- The median household income level for the Primary Service is significantly lower than the State and National level. The percentage of households with income of over $50,000 per year is 41.9% compared to a level of 55.9% nationally. Conversely, 27.8% of households have income less than $25,000 which is higher than the national level of 21.5%.

- Housing spending potential index for the primary service area is about 30% lower than the nation level.

- The median age is significantly higher than the national level.

- The primary service area population is growing and expected to increase by about 1.5% by 2021. This demographic trend points to moderate population growth.

- The Tapestry segments identified in the Primary Service Area point to an older demographic.

- The combination of median age, median household income and tapestry segmentation combine to create borderline market conditions for the development of a regional recreation center.

Section III –Participation, Trends & Providers

In addition to analyzing the demographic realities of the service areas, it is possible to project possible participation in recreation and sport activities.

Participation Numbers: On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay rate of participation onto the Primary Service Area to determine market potential. The information contained in this section of the report, utilizes the NSGA's most recent survey. For that data was collected in 2016 and the report was issued in June of 2017.

B*K takes the national average and combines that with participation percentages of the Primary Service Area based upon age distribution, median income, region and National number. Those four percentages are then averaged together to create a unique participation percentage for the service area. This participation percentage when applied to the population of the Primary Service Area then provides an idea of the market potential for various activities.

Community Recreation Related Activities Participation: These activities are could take place at an indoor community recreation center space.

Table A –Participation Rates for Primary Service Area

	Age	Income	Region	Nation	Average
Aerobics	15.2%	13.8%	14.1%	15.5%	14.6%
Basketball	7.1%	7.7%	7.8%	8.4%	7.8%
Bicycle Riding	11.4%	10.5%	14.4%	12.3%	12.1%
Exercise Walking	37.1%	36.1%	35.0%	36.0%	36.1%
Exercise w/ Equipment	19.3%	19.4%	18.3%	19.5%	19.1%
Lacrosse	0.8%	0.7%	0.2%	1.0%	0.7%
Pilates	0.3%	1.9%	1.9%	1.9%	1.5%
Running/Jogging	13.6%	14.4%	15.1%	15.3%	14.6%
Soccer	3.9%	4.2%	3.5%	4.8%	4.1%
Swimming	14.7%	15.4%	16.8%	15.5%	15.6%
Volleyball	3.1%	2.5%	2.4%	3.6%	2.9%
Weight Lifting	11.4%	11.7%	11.5%	12.1%	11.7%
Workout at Clubs	12.5%	11.3%	13.0%	12.9%	12.4%
Yoga	9.6%	10.8%	10.3%	10.3%	10.3%
Did Not Participate	22.8%	23.5%	18.8%	22.4%	21.9%

Age: Participation based on individuals ages 7 & Up of Primary Service Area.
Income: Participation based on the 2016 estimated median household income in Primary Service Area.
Region: Participation based on regional statistics (Mountain).
National: Participation based on national statistics.
Average: Average of the four columns.

Note: "Did Not Participate" refers to all 55 activities tracked by the NSGA.

Table B –Participation Rates for Secondary Service Area

	Age	Income	Region	Nation	Average
Aerobics	15.5%	13.8%	14.1%	15.5%	14.7%
Basketball	7.0%	7.7%	7.8%	8.4%	7.7%
Bicycle Riding	11.4%	10.5%	14.4%	12.3%	12.1%
Exercise Walking	37.6%	36.1%	35.0%	36.0%	36.2%
Exercise w/ Equipment	19.6%	19.4%	18.3%	19.5%	19.2%
Lacrosse	0.8%	0.7%	0.2%	1.0%	0.7%
Pilates	0.3%	1.9%	1.9%	1.9%	1.5%
Running/Jogging	13.8%	14.4%	15.1%	15.3%	14.6%
Soccer	3.8%	4.2%	3.5%	4.8%	4.1%
Swimming	14.7%	15.4%	16.8%	15.5%	15.6%
Volleyball	3.0%	2.5%	2.4%	3.6%	2.9%
Weight Lifting	11.7%	11.7%	11.5%	12.1%	11.7%
Workout at Clubs	12.7%	11.3%	13.0%	12.9%	12.5%
Yoga	9.9%	10.8%	10.3%	10.3%	10.3%
Did Not Participate	22.6%	23.5%	18.8%	22.4%	21.8%

Age: Participation based on individuals ages 7 & Up of Secondary Service Area.
Income: Participation based on the 2016 estimated median household income in Secondary Service Area.
Region: Participation based on regional statistics (Mountain).
National: Participation based on national statistics.
Average: Average of the four columns.

Note: "Did Not Participate" refers to all 55 activities tracked by the NSGA.

Anticipated Participation Number: Utilizing the average percentage from Table-A above plus the 2010 census information and census estimates for 2017 and 2022 (over age 7) the following comparisons are available.

Table C –Participation Growth or Decline in Primary Service Area

	Average	2010 Population	2017 Population	2022 Population	Difference
Aerobics	14.6%	3,595	3,684	3,742	147
Basketball	7.8%	1,903	1,950	1,981	78
Bicycle Riding	12.1%	2,977	3,051	3,099	122
Exercise Walking	36.1%	8,850	9,069	9,213	363
Exercise w/ Equipment	19.1%	4,694	4,811	4,887	192
Lacrosse	0.7%	166	170	173	7
Pilates	1.5%	368	377	383	15
Running/Jogging	14.6%	3,582	3,671	3,729	147
Soccer	4.1%	1,009	1,034	1,050	41
Swimming	15.6%	3,831	3,926	3,988	157
Volleyball	2.9%	709	727	738	29
Weight Lifting	11.7%	2,865	2,936	2,983	117
Workout at Clubs	12.4%	3,052	3,127	3,177	125
Yoga	10.3%	2,517	2,579	2,620	103
Did Not Participate	21.9%	5,367	5,500	5,587	220

Note: These figures do not necessarily translate into attendance figures for various activities or programs. The "Did Not Participate" statistics refers to all 55 activities outlined in the NSGA 2016 Survey Instrument.

Table D –Participation Growth or Decline in Secondary Service Area

	Average	2010 Population	2017 Population	2022 Population	Difference
Aerobics	14.7%	6,808	6,934	7,070	261
Basketball	7.7%	3,568	3,634	3,705	137
Bicycle Riding	12.1%	5,611	5,714	5,826	215
Exercise Walking	36.2%	16,712	17,021	17,353	641
Exercise w/ Equipment	19.2%	8,872	9,036	9,212	340
Lacrosse	0.7%	309	315	321	12
Pilates	1.5%	694	707	721	27
Running/Jogging	14.6%	6,765	6,890	7,024	259
Soccer	4.1%	1,881	1,916	1,953	72
Swimming	15.6%	7,204	7,337	7,480	276
Volleyball	2.9%	1,327	1,352	1,378	51
Weight Lifting	11.7%	5,428	5,529	5,636	208
Workout at Clubs	12.5%	5,767	5,873	5,988	221
Yoga	10.3%	4,768	4,856	4,951	183
Did Not Participate	21.8%	10,087	10,273	10,473	387

Note: These figures do not necessarily translate into attendance figures for various activities or programs. The "Did Not Participate" statistics refers to all 55 activities outlined in the NSGA 2016 Survey Instrument.

Participation by Ethnicity and Race: The table below compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing information provided by the National Sporting Goods Association's 2016 survey, the following comparisons are possible.

Table E – Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobics	14.6%	15.5%	13.9%	14.6%
Basketball	7.8%	8.4%	12.8%	10.2%
Bicycle Riding	12.1%	12.3%	9.3%	12.4%
Exercise Walking	36.1%	36.0%	32.5%	30.5%
Exercise w/ Equipment	19.1%	19.5%	17.5%	18.4%
Lacrosse	0.7%	1.0%	0.4%	1.0%
Pilates	1.5%	1.9%	2.2%	2.6%
Running/Jogging	14.6%	15.3%	14.6%	17.3%
Soccer	4.1%	4.8%	3.7%	7.8%
Swimming	15.6%	15.5%	9.3%	14.1%
Volleyball	2.9%	3.6%	3.7%	5.3%
Weight Lifting	11.7%	12.1%	13.9%	11.2%
Workout at Clubs	12.4%	12.9%	10.9%	13.1%
Yoga	10.3%	10.3%	9.3%	11.5%
Did Not Participate	21.9%	22.4%	26.3%	23.6%

Secondary Service Part: The unique participation percentage developed for Primary Service Area.
National Rate: The national percentage of individuals who participate in the given activity.
African American Rate: The percentage of African-Americans who participate in the given activity.
Hispanic Rate: The percentage of Hispanics who participate in the given activity.

There is Hispanic population of 11.8% in Primary Service Area. As such these numbers don't play a factor with regards to overall participation.

Table F – Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Secondary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobics	14.7%	15.5%	13.9%	14.6%
Basketball	7.7%	8.4%	12.8%	10.2%
Bicycle Riding	12.1%	12.3%	9.3%	12.4%
Exercise Walking	36.2%	36.0%	32.5%	30.5%
Exercise w/ Equipment	19.2%	19.5%	17.5%	18.4%
Lacrosse	0.7%	1.0%	0.4%	1.0%
Pilates	1.5%	1.9%	2.2%	2.6%
Running/Jogging	14.6%	15.3%	14.6%	17.3%
Soccer	4.1%	4.8%	3.7%	7.8%
Swimming	15.6%	15.5%	9.3%	14.1%
Volleyball	2.9%	3.6%	3.7%	5.3%
Weight Lifting	11.7%	12.1%	13.9%	11.2%
Workout at Clubs	12.5%	12.9%	10.9%	13.1%
Yoga	10.3%	10.3%	9.3%	11.5%
Did Not Participate	21.8%	22.4%	26.3%	23.6%

Secondary Service Area: The unique participation percentage developed for Secondary Service Area.
National Rate: The national percentage of individuals who participate in the given activity.
African American Rate: The percentage of African-Americans who participate in the given activity.
Hispanic Rate: The percentage of Hispanics who participate in the given activity.

There is Hispanic population of 13.2% in Secondary Service Area. As such these numbers don't play a factor with regards to overall participation.

Summary of Sports Participation: The following chart summarizes participation for indoor activities utilizing information from the 2016 National Sporting Goods Association survey.

Table G – Sports Participation Summary

Sport	Nat'l Rank[6]	Nat'l Participation (in millions)
Exercise Walking	1	105.7
Exercising w/ Equipment	2	57.1
Swimming	3	45.6
Aerobic Exercising	4	45.6
Running/Jogging	5	44.9
Hiking	6	42.9
Camping	7	40.4
Workout @ Club	8	37.8
Bicycle Riding	9	36.2
Weight Lifting	10	35.6
Yoga	12	30.3
Basketball	14	24.8
Volleyball	24	10.7
Table Tennis	25	10.2
Martial Arts MMA	36	6.2
Gymnastics	37	6.1
Pilates	41	5.5
Cheerleading	48	3.7
Boxing	49	3.6
Wrestling	52	3.0

Nat'l Rank: Popularity of sport based on national survey.
Nat'l Participation: Population that participate in this sport on national survey.

[6] This rank is based upon the 55 activities reported on by NSGA in their 2016 survey instrument.

Participation by Age Group: Within the NSGA survey, participation is broken down by age groups. As such B*K can identify the top 3 age groups participating in the activities reflected in this report.

Chart H – Participation by Age Group:

Activity	Largest	Second Largest	Third Largest
Aerobics	25-34	35-44	45-54
Basketball	12-17	7-11	18-24
Bicycle Riding	7-11	12-17	35-44
Billiards/Pool	25-34	18-24	35-44
Boxing	25-34	18-24	35-44
Cheerleading	7-11	12-17	18-24
Exercise Walking	45-54	55-67	75+
Exercise w/ Equipment	25-34	45-54	18-24
Martial Arts MMA	7-11	12-17	18-24
Pilates	25-34	35-44	18-24
Running/Jogging	25-34	18-24	12-17
Swimming	7-11	12-17	35-44
Tables Tennis	12-17	18-24	25-34
Volleyball	12-17	7-11	18-24
Weight Lifting	25-34	18-24	35-44
Workout at Clubs	25-34	18-24	35-44
Wrestling	12-17	7-11	18-24
Yoga	25-34	18-24	35-44
Did Not Participate	7-11	75+	55-64

Largest: Age group with the highest rate of participation.
Second Largest: Age group with the second highest rate of participation.
Third Largest: Age group with the third highest rate of participation.

Market Potential Index for Adult Participation: In addition to examining the participation numbers for various indoor activities through the NSGA 2016 Survey and the Spending Potential Index for Entertainment & Recreation, B*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in various activities.

Table H– Market Potential Index for Adult Participation in Activities in Primary Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	1,453	6.6%	80
Basketball	1,482	6.7%	80
Bicycle Riding	1,923	8.7%	85
Exercise Walking	5,249	23.8%	88
Pilates	343	1.6%	58
Running/Jogging	2,006	9.1%	68
Swimming	2,714	12.3%	79
Volleyball	530	2.4%	72
Weight Lifting	1,895	8.6%	85
Yoga	1,095	5.0%	65

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in Primary Service Area.

Percent of Population: Percent of the service area that participates in the activity.

MPI: Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in the activities listed is greater than the national number of 100 in all instances. In many cases when a participation number is lower than the National number, secondary factors include a lack of facilities or an inability to pay for services and programs.

Table I – Market Potential Index for Adult Participation in Activities in Secondary Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	2,313	5.5%	67
Basketball	2,362	5.6%	67
Bicycle Riding	3,145	7.5%	73
Exercise Walking	9,353	22.3%	83
Pilates	615	1.5%	55
Running/Jogging	3,244	7.7%	58
Swimming	4,913	11.7%	75
Volleyball	980	2.3%	70
Weight Lifting	3,172	7.6%	75
Yoga	1,973	4.7%	62

Sports Participation Trends: Below are listed several sports activities and the percentage of growth or decline that each has experienced nationally over the last ten years (2007-2016).

Table J – National Activity Trend (in millions)

Increasing in Popularity

	2007 Participation	2016 Participation	Percent Change
Yoga	10.7	30.3	183.2%
Lacrosse	1.2	2.9	141.7%
Hockey (ice)	2.1	3.4	61.9%
Running/Jogging	30.4	44.9	47.7%
Wrestling	2.1	3.0	42.9%
Aerobic Exercising	34.8	45.6	31.0%
Exercise Walking	89.8	105.7	17.7%
Weight Lifting	33.2	35.6	7.2%
Basketball	24.1	24.8	2.9%
Workout @ Club	36.8	37.8	2.7%
Tennis	12.3	12.6	2.4%
Soccer	13.8	14.0	1.4%

Decreasing in Popularity

	2007 Participation	2016 Participation	Percent Change
Bicycle Riding	37.4	36.2	-3.2%
Ice/Figure Skating	8.2	7.7	-6.1%
Volleyball	12.0	10.7	-10.8%
Swimming	52.3	45.6	-12.8%
Baseball	14.0	12.2	-12.9%
Football (tackle)	9.2	7.9	-14.1%
Golf	22.7	18.5	-18.5%
Softball	12.4	9.6	-22.3%

2016 Participation: The number of participants per year in the activity (in millions) in the United States.

2007 Participation: The number of participants per year in the activity (in millions) in the United States.

Percent Change: The percent change in the level of participation from 2007 to 2016.

Recreation Activity and Facility Trends: There continues to be very strong growth in the number of people participating in recreation and leisure activities. The Physical Activity Council in its 2013 study indicated that 33% of Americans (age 6 and older) are active to a healthy level. However, the study also indicated that 28% of Americans were inactive. It is estimated that one in five Americans over the age of six participates in some form of fitness related activity at least once a week. American Sports Data, Inc. reported that membership in U.S. health clubs has continued to increase. Statistics also indicate that approximately 12 out of every 100 people of the U.S. population (or 12%) belong to a health club. On the other side, most public recreation centers attract between 15% and 25% of a market area (more than once) during a year. All of this indicates the relative strength of a market for a community recreation facility. However, despite these increases the American population continues to lead a rather sedentary life with an average of 25% of people across the country reporting that they engage in no physical activity (per The Center for Disease Control).

One of the areas of greatest participant growth over the last 10 years is in fitness related activities such as exercise with equipment, aerobic exercise and group cycling. This is also the most volatile area of growth with specific interest areas soaring in popularity for a couple of years only to be replaced by a new activity for the coming years. Also, showing particularly strong growth numbers are ice hockey and running/jogging while swimming participation remains consistently high despite recent drops in overall numbers. It is significant that many of the activities that can take place in an indoor recreation setting are ranked in the top fifteen in overall participation by the National Sporting Goods Association.

Due to the increasing recreational demands, there has been a shortage in most communities of the following spaces:

- Gymnasiums
- Pools (especially leisure pools)
- Weight/cardiovascular equipment areas
- Indoor running/walking tracks
- Meeting/multipurpose (general program) space
- Senior's program space
- Pre-school and youth space
- Teen use areas
- Fieldhouses

Thus, many communities have attempted to include these amenities in public community recreation facilities. With the growth in youth sports and the high demand for school gyms, most communities are experiencing an acute lack of gymnasium space. Weight/cardiovascular space is also in high demand and provides a facility with the potential to generate significant revenues.

The success of most recreation departments is dependent on meeting the recreational needs of a variety of individuals. The fastest growing segment of society is the senior population and meeting

the needs of this group is especially important now and will only grow more so in the coming years. Indoor walking tracks, exercise areas, pools and classroom spaces are important to this age group. Marketing to the younger more active senior (usually age 55-70) is paramount, as this age group has the free time available to participate in leisure activities, the desire to remain fit, and the disposable income to pay for such services.

Youth programming has always been a cornerstone for recreation services and will continue to be so with an increased emphasis on teen needs and providing a deterrent to juvenile crime. With a continuing increase in single parent households and two working parent families, the needs of school age children for before and after school child care continues to grow as does the need for preschool programming.

As more and more communities attempt to develop community recreation facilities the issues of competition with other providers in the market area have inevitably been raised. The loudest objections have come from the private health club market and their industry voice International Health and Racquet and Sports Club Association (IHRSA). The private sector has vigorously contended that public facilities unfairly compete with them in the market and have spent considerable resources attempting to derail public projects. However, the reality is that in most markets where public community recreation centers have been built, the private sector has not been adversely affected and in fact in many cases has continued to grow. This is due in large part to the fact that public and private providers serve markedly different markets. One of the other issues of competition comes from the non-profit sector (primarily YMCA's but also JCC's, and others), where the market is much closer to that of the public providers. While not as vociferous as the private providers, the non-profits have also often expressed concern over public community recreation centers. What has resulted from this is a strong growth in the number of partnerships that have occurred between the public and non-profit sector in an attempt to bring the best recreation amenities to a community.

Non-Sport Participation Statistics: It is important to note that activities at a community recreation center go beyond active recreation and sports. Community centers also provide an opportunity for non-sport and passive activities. While there is not an abundance of information available for participation in these types of activities as compared to sport activities, there are statistics that can be utilized to help determine the market for cultural arts activities and events.

One way to measure the interest in cultural arts is to chart the public's involvement with arts events and other activities over time. The NEA's Survey of Public Participation in the Arts remains the largest periodic study of arts participation in the United States. It tracks various arts activities that Americans (aged 18 and over) report having done in the course of a year. It also asks questions about adults' preferences for different kinds of music, and it seeks to understand participation in non-arts leisure events such as sports and exercise, outdoor activities and civic and social affairs. The most recent NEA Survey of Public Participation in the Arts was conducted in 2012.

The participation numbers for these activities are national numbers and the information falls into the following categories:

- Visual & Performing Arts Attendance
- Arts Consumption Through Electronic Media
- Creating, Performing and Sharing Art
- Participation in Arts Learning Activities
- Reading and Film Attendance

Visual & Performing Arts Attendance

Table L – Percentage of U.S. Adult Attending a Performing Arts Activity at Least Once in the Past 12-Months

				Rate of Change	
Music	**2002**	**2008**	**2012**	**2002-2008**	**2008-2012**
Jazz	10.8%	7.8%	8.1%	-3.0%	+0.3%
Classical Music	11.6%	9.3%	8.8%	-2.3%	-0.5%
Opera	3.2%	2.1%	2.1%	-1.1%	+0.0%
Latin Music	Not Asked	4.9%	5.1%	NA	+0.2%
Outdoor Performing Arts Festival	Not Asked	20.8%	20.8%	NA	+0.0%

				Rate of Change	
Plays	**2002**	**2008**	**2012**	**2002-2008**	**2008-2012**
Musical Plays	17.1%	16.7%	15.2%	-0.4%	-1.5%
Non-Musical Plays	12.3%	9.4%	8.3%	-2.9%	-1.1%

				Rate of Change	
Dance	**2002**	**2008**	**2012**	**2002-2008**	**2008-2012**
Ballet	3.9%	2.9%	2.7%	-1.0%	-0.2%
Other Dance	6.3%	5.2%	5.6%	-1.1%	+0.4%

- Following a sharp decline in overall arts attendance that occurred from 2002-2008, participation rates held steady from 2008-2012.

- Changes in the U.S. demographic composition appear to have contributed to the overall declines in performing arts attendance. Still, various subgroups of Americans have maintained or increased attendance rates for individual art forms.

Table M – Percentage of U.S. Adults Attending Visual Arts Activities and Events

				Rate of Change	
	2002	2008	2012	2002-2008	2008-2012
Art Museums/Galleries	26.5%	22.7%	21.0%	-3.8%	-1.7%
Parks/Historical Buildings	33.4%	24.5%	22.4%	-8.9%	-2.1%
Craft/Visual Arts Festivals	31.6%	24.9%	23.9%	-6.7%	-1.0%

Table N – Percentage of Adults Attending Live Music Performance by Genre in the Past 12-Months

Genre	Percentage
Jazz	15.9%
Latin	9.1%
Classical	18.2%
Opera	4.8%
Hymns	14.2%
Country	20.2%
Rap	8.7%
Blues	13.1%
Folk	9.8%
Pop/Rock	43.6%

- Visual arts attendance has declined significantly since 2002.
- These 10-year declines were experienced by all demographic subgroups, with one exception; the nation's oldest Americans (75+) were more likely to attend visual arts activities than a decade ago.

Arts Consumption Through Electronic Media

Table O – Percentage of Adults Who Watched or Listened to an Arts Broadcast or Recording At least Once the Past 12-Months via TV/Radio or Internet

	TV or Radio	Internet	Both
Jazz	9.6%	5.2%	11.8%
Lain, Spanish, or Salsa	10.5%	5.4%	12.6%
Classical	11.7%	5.8%	13.6%
Opera	3.6%	1.5%	4.3%
Other Music[7]	40.1%	24.9%	46.9%
Theater Productions (musical or stage play)	6.2%	2.1%	7.1%
Ballet, Modern, or Contemporary	3.9%	1.3%	4.5%
Other Dance Programs and Shows	8.3%	2.2%	9.2%
Programs and Info. About Visual Arts	7.6%	4.1%	9.4%
Programs Info. About Book Writers	7.5%	5.3%	10.0%
Other Books, Stories, or Poetry Read Aloud	3.8%	4.6%	7.1%

Table P – Percentage of U.S. Adults Who Used Mobile or Handheld Devices to Explore the Arts: 2012

	Percentage
US Adult Population Used Mobile/Handheld Device for Any Reason	53.2%
Read, Listen, Download any Novel, Short Story, Poetry or Plays	16.0%
Watch, Listen, or Download Any Music	3.4%
Download or View Any Visual Arts	7.9%

- Americans were more likely to watch or listen to broadcast arts performances using traditional sources such as TV and radio than the Internet.

- Nearly half of all American adults watched or listened to a broadcast or recorded performance of rock, pop, country, folk, rap or hip-hop music in 2012.

- Over two-thirds of people watching dance performances via median in 2012 were women. Nearly three-quarters of the adult audience was 25-64.

[7] Rock, pop, country, folk, rap or hip-hop

Creating, Performing and Sharing Art

Table Q – Percentage of American Adults Engaging in the Performing Arts: 2012

	Percentage
Play a Musical Instrument	12.1%
Play a Musical Instrument (with others)	5.1%
Do Any Acting	1.4%
Do Any Social Dancing	31.6%
Do Any Formal Dancing	5.1%
Perform or Practice Singing	8.7%
Do Any Singing w/ Other People	6.8%

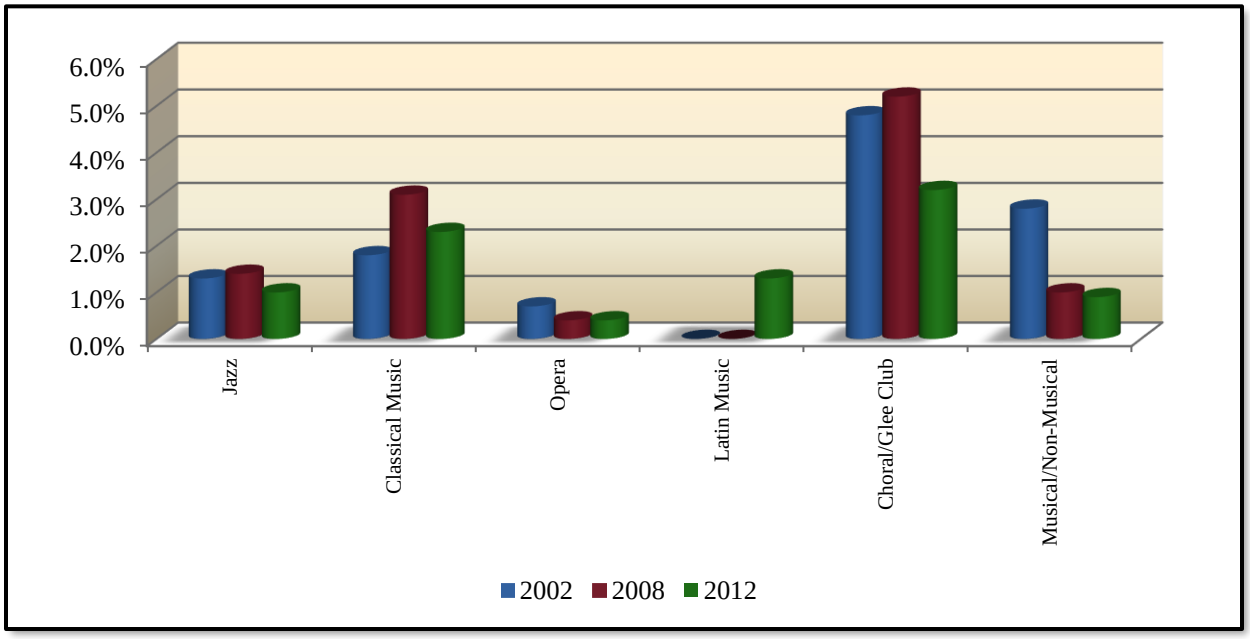
- Social dancing is the most common way Americans performed art in 2012, followed by playing a musical instrument.

- Women are more likely than men to dance. The rates of dance participation are highest for young adults (18-34) and increase with educational level and family income.

Table R – Percentage of Adults Who Practiced or Performed Music of Various Types

				Rate of Change	
Practiced or Performed	**2002**	**2008**	**2012**	**2002-2008**	**2008-2012**
Jazz	1.3%	1.4%	1.0%	+0.1%	-0.4%
Classical Music	1.8%	3.1%	2.3%	+1.3%	-0.8%
Opera	0.7%	0.4%	0.4%	-0.3%	+0.0%
Latin Music	N/A	N/A	1.3%	N/A	N/A
Choral or Glee Club	4.8%	5.2%	3.2%	+0.4%	-2.0%
Musical or Non-Musical	2.8%	1.0%	0.9%	-1.8%	-0.1%

Chart A – Percentage of U.S. Adult Population Attending Arts Performances:



- The percentage of American adults who performed or practiced jazz, classical music, or opera has not changed much since 2002.
- The percentage of people in a choral or glee club orwho performed in a musical or non-musical stage play has declined since 2002.

Table S – Percentage of Adults Creating or Performing Arts During the Last 12 Months

	Percentage
Music	5.0%
Dance	1.3%
Films/Videos	2.8%
Photos	12.4%
Visual Arts	5.7%
Scrapbooks	6.5%
Creative Writing	5.9%

Table T – Percentage of U.S. Adults Using Electronic Media to Create or Perform Art in the Past 12 Months by Art Form

	Percentage
Recorded, Edited, or Remixed Music	4.4%
Recorded, Edited or Remixed Dance	0.9%
Recorded, Edited or Remixed Films and Videos	2.2%
Edited Photos	13.0%

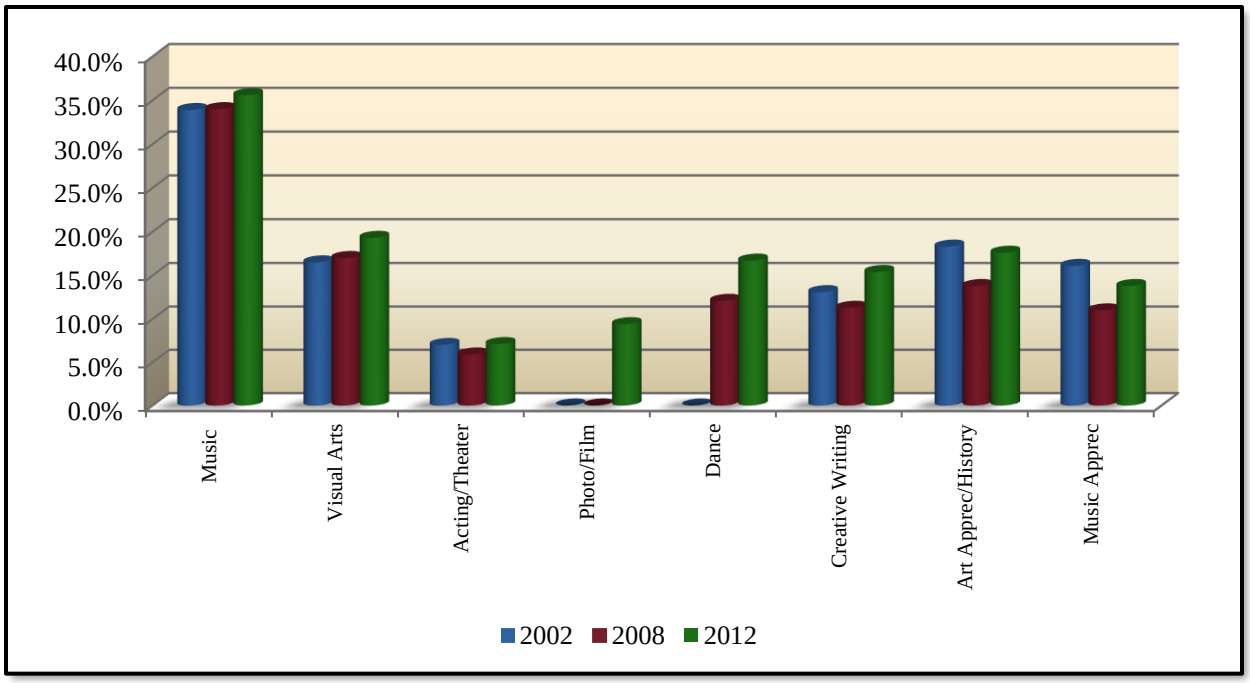
- 19% of American adults in 2012 used electronic media to share art that they themselves had created, edited or remixed.
- Men are more likely than women to use electronic media to create, perform, or share yet. This pattern stands in contrast to most forms of arts participation, in which women typically lead men.
- Large proportions of adults who create music or visual art do so through electronic media.
- 12% of Americans take photographs for artistic purposes, making photography the most common form of arts creation.

Participation in Arts Learning Activities

Table U – Percentage of U.S. Adults Who Took Arts Lessons and Classes During their Lifetime by Form of Art Studied

				Rate of Change	
	2002	2008	2012	2002-2008	2008-2012
Music	33.9%	34.0%	35.6%	+0.1%	+1.6%
Visual Arts	16.5%	17.0%	19.3%	+0.5%	+2.3%
Acting or Theater	7.0%	5.9%	7.1%	-1.1%	+1.2%
Photography or Film	N/A	N/A	9.4%	N/A	N/A
Dance	N/A	12.1%	16.7%	N/A	+4.6%
Creative Writing	13.1%	11.3%	15.4%	-1.8%	+4.1%
Art Apprec. or History	18.3%	13.8%	17.6%	-4.5%	+3.8%
Music Appreciation	16.1%	11.0%	13.8%	-5.1%	+2.8%

Chart B – Percentage of U.S. Adult Population Attending Arts Performances:

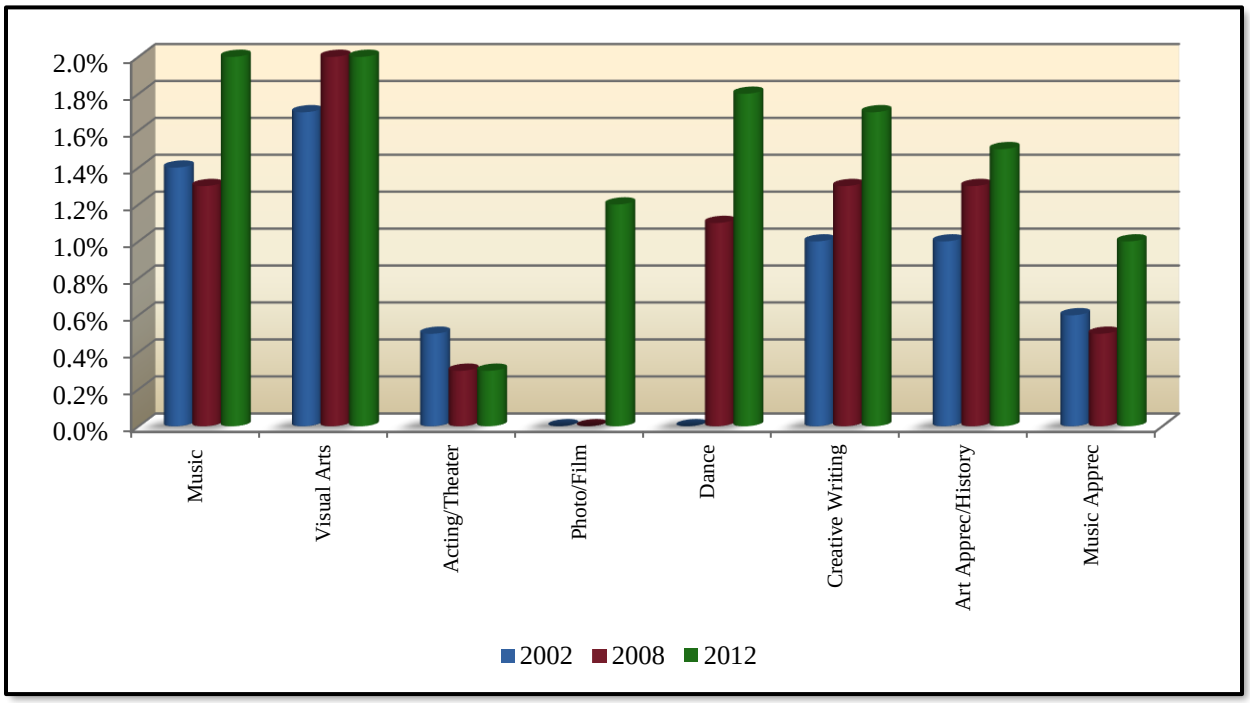


- Music is the art form most commonly studied, whehter through voice-training or learning to play an instrument.

Table V – Percentage of U.S. Adults Who Took Arts Lessons/Classes During the Past 12-Months

				Rate of Change	
	2002	2008	2012	2002-2008	2008-2012
Music	1.4%	1.3%	2.0%	-0.1%	+0.7%
Visual Arts	1.7%	2.0%	2.0%	+0.3%	+0.0%
Acting or Theater	0.5%	0.3%	0.3%	-0.2%	+0.0%
Photography or Film	N/A	N/A	1.2%	N/A	N/A
Dance	N/A	1.1%	1.8%	N/A	+0.7%
Creative Writing	1.0%	1.3%	1.7%	+0.3%	+0.4%
Art Apprec. or History	1.0%	1.3%	1.5%	+0.3%	+0.2%
Music Appreciation	0.6%	0.5%	1.0%	-0.1%	+0.5%

Chart C – Percentage of U.S. Adult Population Attending Arts Performances:



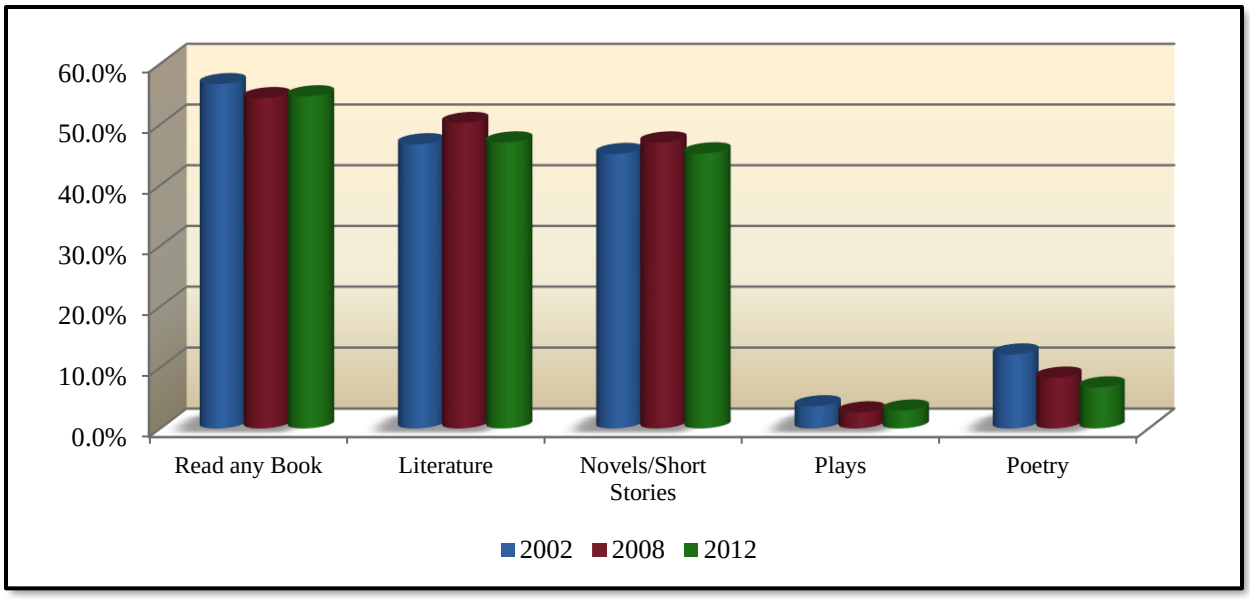
- Childhood experience in the arts is significantly associated with educational level obtained in adulthood. Over 70% of college graduates said they visited an art museum or gallery as a child, compared with 42% of adults who have only a high school diploma.

Reading and Film Attendance

Table W – Reading Activity

				Rate of Change	
	2002	2008	2012	2002-2008	2008-2012
Read any Book, non-required	56.6%	54.3%	54.6%	-2.3%	+0.3%
Literature	46.7%	50.2%	47.0%	+3.5%	-3.2%
Novels and Short Stories	45.1%	47.0%	45.2%	+1.9%	-1.8%
Plays	3.6%	2.6%	2.9%	-1.0%	+0.3%
Poetry	12.1%	8.3%	6.7%	-3.3%	-1.6%

Chart D – Reading Activity

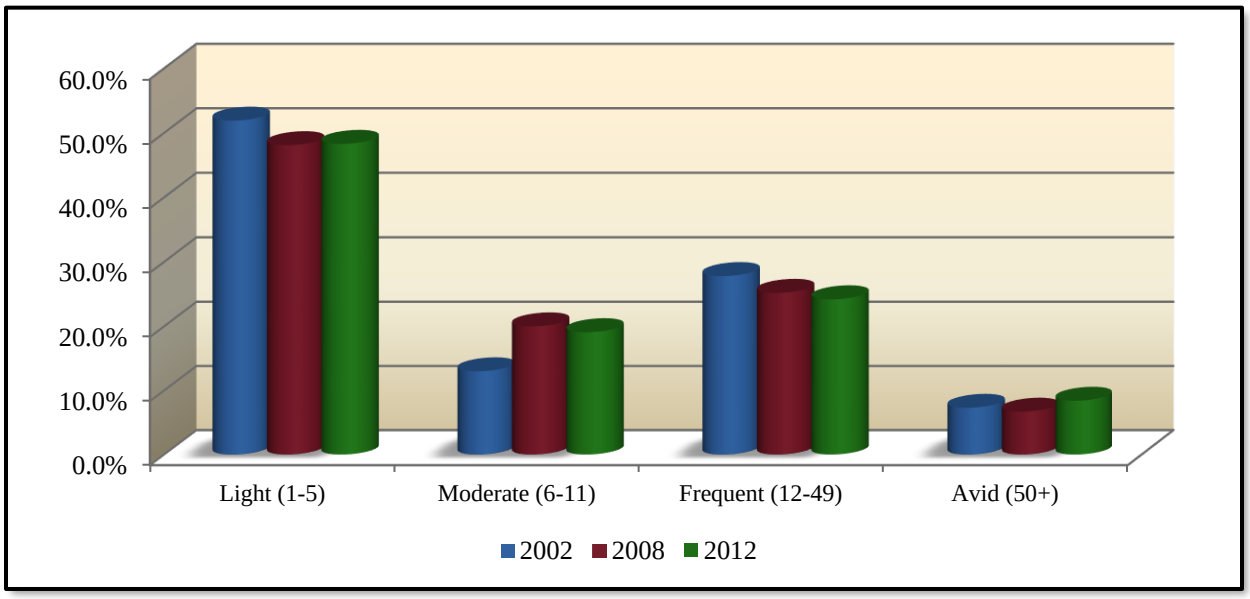


- Women are far more likely to read books and literature than are men.
- Men are more likely to read nonfiction than fiction, while the opposite is true for women.
- Reading of books and literature has increased among older adults in the past decade.

Table X – Percentage of U.S. Adults who Read During the Past 12 Months by Frequency (number of books read):

				Rate of Change	
	2002	2008	2012	2002-2008	2008-2012
All Adults					
Light (1-5)	29.4%	26.1%	23.4%	-3.3%	-2.7%
Moderate (6-11)	7.4%	10.9%	10.4%	+3.5%	-0.5%
Frequent (12-49)	15.7%	13.7%	13.2%	-2.0%	-0.5%
Avid (50+)	4.1%	4.6%	4.6%	+0.5%	+0.0%
All Book Readers					
Light (1-5)	51.9%	48.1%	48.3%	-3.8%	+0.2%
Moderate (6-11)	13.0%	20.0%	19.1%	+7.0%	-0.9%
Frequent (12-49)	27.8%	25.2%	24.2%	-2.6%	-1.0%
Avid (50+)	7.3%	6.7%	8.4%	-0.6%	+1.7%

Chart E – All Book Readers Rate of Consumption



- Over half of Amerian adults read at least one book in 2012. This is unchanged from 2008, but in 2002 slightly more adults read books.

- About 4% of adults belonged to a book club or reading group in 2012.

Section IV – Alternative Service Providers

There are several alternative service providers that are providing leisure and recreation activities and facilities in the Cañon City area. The following is a brief review of each major provider in the area.

Public

The Cañon City Area Recreation and Park District (CCARPD) has a small center with limited program space and operates the outdoor pool at Lincoln Park. The CCARPD relies on Cañon City School District school facilities for indoor program space. The School District facilities are first, and foremost scheduled for school curriculum and sport teams. Any gymnasium time that is not scheduled after meeting the School District needs becomes available for CCARPD programming. It should be noted that the access and availability of school facilities is not adequate to meet the growing programming needs for the Recreation and Park District. As a result, some programs have a participation cap and waiting lists. The existing inventory of indoor space, including the schools, is not adequate to meet the recreation programming needs in the community.

Private

In addition to the public facility noted above there are several private service providers in the area. Most of the private service providers are independent owners that have small to medium sized clubs. There are a couple of full-service clubs in the market place in the area, but the alternative service providers seem to be targeting the adult fitness market.

Anytime Fitness – a relatively small fitness center located in a strip mall that has a code access to provide 24/7 use by membership. They have a variety of cardio equipment, weight machines and limited free weights designed to provide a self-directed individual fitness workout.

Choice Fitness – First Choice Fitness caters to the group and individual training Fitness components include a weight and cardio area, group fitness classes, tanning, pool, sauna and personal training.

Cross-Fit – Cross Fit is a specialize boutique studio for specialized cross fitness training. Cross-Fit is a nationally certified program that represents a niche market within the fitness industry. These types of facilities seem to attract a small but very loyal following. Cross-Fit and functional training is on an upswing in the fitness industry. Cross-Fit members tend to be dedicated and migrate from traditional fitness gyms to this specialized training. Cross-Fit is not typically an entry level point for people looking for fitness options.

Elite Fitness – is the largest fitness center in the City. Elite has a swimming pool, multiple weight training options, extensive group fitness classes, cardio equipment, circuit training, and personal training. Annual membership fees range from $43-$72 per month plus a $12 per month fee per

child. Without question Elite Fitness is the closest example to a full-service club in the area.

Snap Fitness – Snap Fitness is new to the Cañon City market and is a national chain that represents an entry point for fitness. Its facility and business model is similar to Anytime Fitness in that basic fitness equipment is provided with 24/7 access for members. This type of club typically attracts about 300-500 members.

Royal Gorge Cross-Fit – another small boutique style studio that is similar in nature to Cross-Fit of Cañon City.

Cañon City Academy of Gymnastics – this locally owned center provides a wide variety of gymnastic type programs that covers pre-school through high school. The Academy offers camps, instruction, specialized training and development, clinics and parties. Fees cover a wide range depending on the competition level, number of practices and team.

Shorinkan Family Karate – Offers a full range of traditional Karate classes and training for youth and adults. Fees range from $50 -$65 per month depending on level and age. There are two other centers in Cañon City offering martial arts including the Rocky Mountain Shito-Ryu Karate Center and Nova Defense Kenpo Karate. This list of karate centers is not all inclusive and there may be other martial arts studios in the area, including Penrose and Florence.

Non-Profit

Boys and Girls Club – located downtown, the Club has about 150 members and sees about 25-30 people per day, primarily middle school students. The Club has limited hours during the week and is not opened on weekend except for special events. Fees are $25 per person for an annual membership. Funding for operations comes from the State of Colorado and local funding sources.

Summary: After analyzing the existing inventory of alternative providers in the Cañon City area, there are a number of conclusions that can be made.

- Without question, an indoor pool in the community is needed. The need for swimming is validated through statistical analysis and was the top priority heard through the stakeholder meeting process and there is no public access pool in the area.

- There are several private fitness centers in the market. The Regional Recreation Center can expect major push back and opposition from the private operators if a fitness component is part of the Regional Recreation Center. The exception might be a multipurpose space for group exercise.

- Statistics suggest that the fitness and exercise market has not reached a saturation point in the community. Additionally, fitness is one component that will drive membership and revenue for the Regional Recreation Center

- Gymnastics and martial arts are well represented in the area.

- There is a shortage of multi-purpose space for classes, activities and meeting requests for the Recreation and Park District.

- The vast majority of existing recreation centers in Colorado include:
    - Swimming pool
    - Fitness center
    - Group exercise room(s)
    - Multiple gymnasium courts
    - Multi-purpose room(s)

- There is not a enough inventory of gymnasium space in the service area to meet the growing interest and demand for recreation and sport programming. Although the School District has made school facilities available for Cañon City Area Recreation and Parks District programming, the demand and interest in CCARPD programming has exceeded the supply of space.

Market Conclusion:

Below are listed some of the market opportunities and challenges that exist with this project.

Opportunities

- The Primary Service Area has a sufficient population base to support a regional recreation center.
- Despite the presence of a number of other fitness providers in the general area, the fitness needs and participation have not reached a saturation point in the community.
- There are also a significant number of households with children (26.6%). The age group distribution in the 25-44 age group is expected to increase. This is the age group usually associated with child -raising years so the percentage of HH with children will likely increase. These characteristics tend to generate greater participation levels.
- The service area is becoming more diverse from an ethnic and racial perspective. Participation rates with indoor sports activities in some ethnic and racial classifications is higher than the white population.
- Growth in basketball and volleyball have increased to a point that more indoor space is needed in the service area.
- The opportunity for collaboration among governmental entities.
- Operational efficiency gained by having multiple components in the same facility.
- The housing costs are 28% lower than the national level.
- The population will continue to grow at a modest pace of 1.5%.
- Overall the demographic characteristics for supporting an indoor sports complex are borderline favorable.

Challenges

- There will be large growth in the senior population in the coming years and the rate of participation in active recreational pursuits is lower with this age group.
- The median Household Income is lower, and the median age is older than the State levels. Age and income are two determining factors that drive participation.
- There are a significant number of existing fitness providers in the area. Most of these facilities have a strong orientation to the adult fitness market.
- School based teams are not generally strong users of recreation centers.
- Funding not only the development but the operation of a new regional recreation center will have to be clearly defined.
- Voter fatigue.
- Reputation and image of the CCARPD.
- The percentage of households with median income over $50,000 per year is 15.5% lower than the national level. This quantifies the segment of the population that has the disposable income to purchase recreation services.
- The percentage of the households in the service area with median income less than $25,000 per year is 6.3% lower than the national level and quantifies the segment of the population that will likely need some form of a scholarship or reduced fees to participate in recreation and/or membership in a regional recreation center.

Section V – Stakeholder Meetings

A series of stakeholder meetings were conducted to gather input from potential user groups and partners regarding the Regional Recreation Center and a summary of the meetings is highlighted below.

The opinion was expressed that the Regional Recreation Center is too large a project for one single entity to take on and consequently, will require multiple funding partners to become a reality. Based on their current staffing resources and management support the CCARPD appears to be best suited. The City and County do not have a recreation department within their agencies.

Cañon City continues to be an attractive place for a retirement community. Generally speaking, this is a conservative population base that do not tend to support property tax increases, especially those retirement households on fixed income. However, there have been several tax initiatives that have passed in recent years including Streets, Fire District, School District and Sheriff's Department. Some of these tax questions have been property tax increases while other have resulted in an increase in the sales tax rate. This seems to suggest a level of support and interest for essential service type initiatives, but quality of life issues typically do not garner the same level of support as essential services and there is the potential for voter fatigue on future tax initiatives.

The outdoor pool has been popular over the years, but the pool has over 50 years of service and is nearing the end of its useful life. It is not uncommon for the pool to attract 225 people on a hot summer day. None of the three school districts within Fremont County have swimming pools but there are a couple of indoor pools at private health clubs that require membership to gain access. Without question, the public access to indoor swimming in the community is underserved to a point of point of being virtually non-existent. As a result, an indoor pool was the most frequently heard comment about a recreation component needed in the community from the stakeholders. A swimming pool is one component that has a multi-generation appeal that run the spectrum of ages in the community.

A gymnasium space and multi-purpose space were other components specifically mentioned for the regional recreation center. There is a need for fitness but any discussion on a fitness component will result in a major push back from the private health club owners in the community. However, having a multipurpose room that could accommodate a group fitness class had a favorable response.

Funding will be a significant challenge. The CCARPD has limited capacity for capital funding and operations support. It was noted that the District is operating under the same mil levy from 1990. The School District does not appear to have any resources available to support the center other than in the form of some in-kind service support for facility maintenance.

The St. Thomas Moore Hospital does not have a history for supporting community facilities through capital donations and the St. Thomas Moore Hospital Foundation has no capacity for capital funding but could possibly support the operations in some capacity, but any contribution would be relatively small. However, there is programming collaborative options centered around community health and wellness initiatives that are possible. These options include diabetes care, cardiac rehab, weight loss, nutrition programs, healthy cooking, corporate wellness, youth fitness and health screenings.

The Golden Age Center has formed a development committee to create a future plan for a new facility. They are exploring partnership for the development of supplemental services including memory care, adult day care, regional hospital and auditorium. Currently the Golden Age Senior Center has about 3,500 SF and new plans are estimating a 40,000 SF center. There is no formal fund-raising campaign and currently Golden age receives Federal Funding for their meal program. The Golden Age Senior Center is receptive to exploring a shared use facility so long as they had some dedicated space for senior programming.

The YMCA was frequently mentioned as a potential provider of recreation for the community, but it will take years to develop a local YMCA presence and capital funding campaign to generate the resources necessary to construct a YMCA. One national trend noted with the YMCA is the growing number of joint partnerships between YMCA and municipalities. In most of these partnerships the governmental entities provide the capital resources and the YMCA provides the operation support. Depending on the size of community, and/or size of the YMCA, the governmental entities also provide a revenue transfer to help off-set operating costs.

The County is best positioned from a capital funding perspective to support the center, but the regional recreation center must demonstrate that there is significant support and interest from County residents before the County becomes involved. There are many issues and sometimes competing priorities facing County Government and having strong citizen backing and support is helpful in determining priorities. The County is receptive and open to exploring a regional recreation center in greater detail but there must be a ground swell of community support led by a citizen-driven steering committee to justify County support. The center also must have the potential to be self-sustaining from an operations perspective. The County has prioritized CTF funding for moving the County Fair and a Regional Recreation Center could create competing interest in priority for the County. The community survey that was conducted seemed to support interest in a regional recreation center but a specific question asking if people would support a large project ($15m-$25M) with a tax initiative was not asked and the feeling was that survey respondents would answer a specific question much differently than a general support question.

The Royal Gorge Bridge indicated a general support for a regional recreation center for employees and young people in the community and see the center adding to the quality of life. There is no evidence that would support a regional recreation center being a tourism destination to the area but certainly a recreation center would help supplement a tourist's visit. Tourist come to the area to

hunt, fish, hike, camp, raft and train excursions and a recreation center will not have the same appeal unless it has a major feature (Great Wolf Lodge). According to the Royal Gorge Bridge contact there are about 1M tourism visitors annually to the area with 250,000 rafting, 130,000 riding the train, 360,000 visiting the Bridge, 100,000 fishing, 50,000 going to the Dinosaur Museum and 100,000 hikers. The number of visitors to the Bridge is expected to increase to 375,000 in 2018 and 65% of those visitors will be from out of state. The Royal Gorge Park is looking to expand the concert venue for 6,000 people and expand the zip line area but there are no plans to expand the splash pad or build any component that would be in a recreation center.

The City of Florence has been exploring the possibility of developing their own recreation center and department. They feel that the community has great need for both indoor and outdoor recreation facilities. Soccer and adult softball seem to have the highest priority in the community and an indoor swimming pool is the top priority for indoor space. The City applied for a COGO Grant that was denied so the concept of a recreation center has been shelved for the time being. It should be noted that COGO grants typically are awarded for trails and outdoor facility projects. The City is interested in being part of the discussions for a regional recreation center, but location of the proposed center could be an issue for the City of Florence involvement.

Section VI - Partnerships

While all partnership projects can be beneficial, taxpayers are among those that positively view a partnership involving more than one public provider. There are several important conditions where partnering projects make sense. Several potential partners were identified during preliminary stakeholder meetings conducted in Cañon City. The potential partnership between the multiple partners has merit and makes economic and political sense. The combining of resources and the cooperative nature of such a venture are commendable. Developing a clear operational philosophy and definite priority of use are critical to laying a foundation for any partnership agreement.

The particulars of such an agreement with any of the potential partners need to be outlined and clearly addressed in an operations contract. The length of the agreement, parameters of the agreement, method of dealing with future capital improvements, facility scheduling, grounds maintenance, operations responsibility and insurance coverage should be covered by such an agreement. A number of points to consider as part of a contractual agreement and pitfalls to avoid are outlined in the following below.

Benefits of Partnering

As the demand for public recreation increases, public organizations are increasingly considering new cost-effective methods for financing capital and operating costs. While all partnership projects can be beneficial, there are several important conditions where partnering projects make sense including.

1. Partners have shared/complimentary program needs. Partnering is sound public policy when two or more organizations have similar/complimentary programming needs. These needs are reflected both in facilities that are developed and also in activities that take place in the facilities. This is the case with the School District, Golden Age Senior Center and CCARPD.

2. Partners have resources that benefit each other. Partnering is sound public policy when two or more organizations have resources that can jointly be leverage in the development and/or operations of the partnership. Resources, which can be beneficial for partnering, include land, existing staff expertise, financial capabilities, existing marketing tools, etc. The County has land and could be a potential funding source, the Cañon City Area Recreation and Park District has limited resources for capital and operations but does have the staff resources and experience to operate a center, the City could be a potential funding source, the School District could potentially have land and the hospital has staff expertise and outreach programs that could potential enhance the regional recreation center. The Golden Age Senior Center could potential leverage funding through the Daniel's Fund for capital support.

3. Partners serve complimentary customer bases. Partnering is sound public policy when two or more organizations have similar customer bases that can benefit from the partnership. This is the case with all the potential partners for a regional recreation center.

4. Partners want to accelerate the pace of facility development. Partnering is an extremely valuable mechanism to assist partners in accelerating the pace of facility development. The leverage of resources, particular financial assets, provides an opportunity for funding facilities and/or the enlargement of facilities that may not have been otherwise possible.

5. Partners have a common tax base. Partnering is viewed as particularly valuable to the citizens when the organizations have a common tax base. Partnering projects help reduce unnecessary duplication of facilities and programs, allowing tax dollars to be invested in a very cost-effective manner. Although there is a common tax base, there are different tax generating methods for some of the potential partners.

6. Customers use facilities at largely complimentary times. Partnership projects are particularly beneficial in cases where similar customers' uses are largely at different times. For this reason, partnerships between cities and school districts are widely used. While each partner has the need for many of the same facilities, their prime-time usage needs are generally different. This enables such partnership projects to make maximum use of built projects for service delivery. It also enables the customer experience to be more enjoyable by spreading the user base over a longer time period. The Golden Age Center is another group that would use the center at complimentary times.

7. Partners desire increased opportunities for earning non-tax revenue – Partnerships present increased opportunities to leverage resources in building facilities that better address citizen and customer needs, and therefore for the facility to serve larger customer markets. Such facilities afford opportunities to substantially increase revenues from fees and charges.

Potential Challenges and Pitfalls of Partnering

Successful partnership requires commitment on behalf of all partner organizations. As with any funding program, there are potential risk in partnering that need to be carefully avoided. Some of the major potential challenges and pitfalls to successful partnering projects are as follows:

1. Partnerships require a higher level of coordination – Partnerships require managers and management agreements and policies that can meet the needs of multiple organizations. Partnering means sharing and this is accomplished through a high degree of carefully planned cooperation. The management of multiple program spaces is always a scheduling challenge. The need to serve two or more organizations that require on going service makes

the task even more challenging. Partnership agreements need to adequately address coordination and management issues and methods for resolving potential conflicts.

2. Partners can reduce each partner's ability to react to changing market conditions – Similarity to what occurs with other customer markets, the usage of program spaces being planned may substantially change over the useful life of these spaces. Partnerships that are rigid in their language can negatively impact the ability of each partner to react to these changing customer needs. Additionally, and equally important, partnership agreements need to contain language that allows for accurate measurement of costs for providing partnership services. Cost will change and methods of joint funding of these changing costs (based on benefits received) need to be built into the contract agreement. Even the best partnership agreements will not cover everything. Language needs to be built into the agreement that provides on-going evaluation of the partnerships performance in addressing citizen needs and provides opportunities to adapt positively to change.

3. Partners may not live up to their resource commitment – For a partnership to be successful, each party must deliver on their commitment. Partners need to have the short term and long-term ability to deliver what they have identified in the contract. There also needs to be a fall back provision should some costs occur (capital or operations) prove to be larger than originally estimated. This can particularly occur in facility operations, with the demand for increasing levels of customer services. Last, fee policies and revenue should relate to actual program costs and be increased as costs increase. Should that not occur, the partners will have increased pressure on their limited resources.

4. Partners inability to deliver high quality services – Partners will be measured by the degree of customer satisfaction enjoyed by visitors to the facility, regardless of who is providing the service. The contract agreement needs to contain language that adequately addresses service delivery and methods for the timely correction of service quality issues.

5. Partnerships negatively impact on developing other positive relationships – Partnerships should always be entered into with the most important partner first. At the same time, partnership agreements should not unfairly restrict either party's ability to enter into an agreement that can save taxpayers money and provide increased levels of service delivery. Language needs to be contained in the contract document that allows for consideration of additional partners and the factors under which such potential partners will be evaluated.

6. Partnerships reduce revenue – While partnership projects effectively leverage resources, they do need resources. Therefore, the benefits of the partnership and the use of resources have to be weighted as relates to other projects/initiatives that may not occur. Simply stated, the project still needs to be viewed by citizens as a wise use of those resources that are allocated.

7. Partnerships can result in lengthy and costly legal entanglement – The worst problem in partnerships can land in court or wrapped up in legal entanglements. To prevent legal entanglements, agreements need to contain clear language for addressing disputes that all parties agree and abide by. Exit clauses should be contained in the agreement, in the extreme cases where a partner wants to get out of all parts of the partnership. This is particularly important as it relates to issues involving the useful life and costs of maintaining capital assets.

Partnership summary of preliminary findings

- There are many of the positive elements listed above that exists with the potential partnership for a Royal Gorge Area Recreation and Aquatic Center. These include; partners having shared and complementary program needs and partners have resources that benefit each other. Additionally, the potential partners serve a complimentary customer base and have a common tax base.

- There was consensus with all the potential partners including the School District, CCARPD, FAR, Royal Gorge Bridge, Golden Age Center and City that a regional recreation center will enhance the quality of life in the area, making the area a more attractive place to live and work.

- The location of the regional center is critical.

- The CCARPD is interested in operating the proposed regional recreation center.

- Governance, like location, is another critical issue facing the project. The ability to create a governance model that can be embraced by the partners could be a challenge. The governance model must work for all the parties and will undoubtedly require compromise by the partners to reach a solution.

- The leadership team needs to provide the vision and commitment to lead the partners to consensus on who will operate the center and location. One of the significant challenges center around the partner's ability put their individual agendas aside to accomplish something for the greater good of the region. Options for the various governmental and organization bodies need flexibility to find room for compromise.

- The overall cost for the project and the public's appetite for funding could prove to be a project constraint. Existing resources that the partners identified are not large enough to accomplish all the needs expressed during the stakeholder meetings and are not consistent with a typical regional-sized facility. It is not uncommon to see regional center cost exceeding $20M-$25M.

Section VII – Program Recommendations

The focus of the overall project is on meeting the community's recreational and wellness needs of the primary service area. Based on the statistical analysis and feedback collected from community stakeholder and the goal of determining if a regional recreation center is needed, the following represents the program recommendation.

Gymnasium – A space that is approximately 19,500 sq. ft. and divisible into three gym areas (each with a 50' by 84" basketball court) by a drop curtain. The main gymnasium space should be set up for a variety of activities including youth/adult basketball, youth/adult volleyball and potential convention/trade show space. Portable seating should be included (tip and roll type bleachers).

It should be noted that having a new regional recreation center with a gymnasium in the primary service area will not eliminate the need for Cañon City Area Recreation and Parks District and the local sport associations to have access to School District facilities. In fact, the current use of school facilities will likely continue at the current level even with a new gymnasium facility added to the community inventory of space.

Running/Jogging/Walking Track – A ten-foot wide track that surrounds the perimeter of the gym area and can be used for walking or jogging. The track is approximately 6,000 sq. ft. Walking is rated as the top activities according to the NSGA (National Sporting Goods Association) and represents over 9,200 people in the primary service area. The multi-lane track allows runners, joggers and walkers to all use the track simultaneously.

Aerobic/Fitness/Dance Area - An area approximately 2,000 SF that features a mirrored wall, dance bars mounted on the wall, free-floating impact floor, sound system, storage area and storage cubbies. This space would be used for aerobics, dance, and martial arts programs. A second group fitness room of about 1,300 SF for Yoga, Spinning and Pilates is recommended.

The demand for Yoga, Zumba, Pilates, Spinning and group exercise is growing. Interest and participation in fitness classes are on the rise nationally, recording a 45% increase in participation over the past 10 years. Group fitness space has proved to be a popular amenity in centers around the country and it is not uncommon to have between 25-40 classes per week in these spaces.

Aquatic Area – Recognizing the importance of competitive swim needs, the consulting team strongly believes the aquatic area needs to meet both the competitive and recreation needs of the community. From a competitive perspective a pool with 6 to 8 lane pool of 25 yards length will meet the competitive program needs for swim practices, small swim meets (dual meets) and adult lap swimming. Community needs are currently greatest for the therapeutic and recreational aquatic elements. Facilities built today for community needs typically include a free-flowing leisure pool design that provides zero depth entry, water plan features, water slide, water sprays, current channel and area for water exercise. A space that is approximately 18,500 sq ft. will be needed to

accommodate both the competitive pool and leisure pool design. The aquatic area should be supported by a whirlpool spa and separate teaching/therapy pool that can accommodate multiple activities including rehabilitation, senior programs and swim lessons

Without doubt, a progressive and notable trend in aquatics continues to be the recreation pool concept. Incorporating water slides, current channels, fountains, zero depth entry and other water play features into a pool's design has proved to be extremely popular for the recreational user. Recreation pools appeal to the younger children (who are the largest segment of the population that swim) and to families.

Weight/Cardiovascular Area – A space of about 5,600 SF for weight and cardio equipment. Without question a cardio and weight area have become the cornerstone for most community recreation center because they tend to drive membership and revenue. There is evidence that the fitness needs in the community are not totally being met and the fact a new Snap Fitness entering into the market place is validation that the fitness market has not reached a saturation point. A fitness space typically includes free weights, selectorized machines and cardiovascular equipment for youth and adult fitness, sport specific training, rehab/exercise and stretching. In addition, a small apace dedicated to health screenings and personal training client space.

Statistically, fitness and exercise have not reached a saturation point and exercise and fitness are one of the components that will drive membership, daily admission and participation. Although the need for additional fitness and exercise equipment can be justified statistically, winning public and political support for the element will be difficult. The private fitness operators will vigorously challenge and oppose the project that will be viewed as public competition.

Dedicated Senior Area – Senior programming is growing in Cañon City and the demographic analysis indicates this age group will continue to increase. The senior program will need some dedicated space and a separate entrance to meet the senior needs and replace the existing Golden Age Senior Center. The Golden Age Senior Center will need a space for the meal program with a commercial kitchen attached. Currently the Golden Age Center is 5,000 SF and meets the size requirements for their meal program which feeds 60-80 people per day. Access to the parking lot from the kitchen is important for deliveries and the potential to add home deliveries. In addition, the Golden Age Center requires 3-4 office spaces for administrative support. Senior programming needs can be accommodated with the multi-purpose room and class rooms in the center. In addition, the track, fitness component, gym (pickleball) and aquatic area will allow for expansion of senior programming. A dedicated space of about 5,000 sq. ft. for an entrance, check-in desk, Kitchen, congregant meal space, administrative offices and storage space to accommodate the senior program is needed.

Multi-Purpose Room – A space of about 3,800 sq. ft. that can be divided into smaller rooms for multiple program functions. This space would be used for community rentals as well. A small catering kitchen for food service with direct access to the meeting room is desirable. Also a small sink for cleanup and storage cabinet for program supplies is required.

Multi-purpose meeting room space was supported through the stakeholder meeting process. There were several different opinions as to what size this multi-purpose space should be. A sufficient amount of square footage is needed for senior lunch program, programming, meetings and multi-purpose space.

Indoor Playground - A themed area designed for children ages 1-10 featuring a fun land with creative and interactive play equipment including a complex matrix of tubes, spiral slides, climbing apparatus, interactive music, hollow logs, and multi-level play structure. This space should be approximately 800 sq. ft.

Child Watch – A room of approximately 2,500 sq. ft. that is immediately adjacent to the leisure indoor play area and lobby. This space will be used for short-term babysitting services for members participating in programs and activities in the center.

Support Spaces – There must be sufficient space and resources allocated for the following:

- Lobby/lounge space
- Front desk area
- Resource area
- Restrooms/Locker Rooms
- Concession and vending
- Office space
- Storage
- Mechanical systems
- Bus barn for Golden Age Senior Center transportation

Canon City Cost Opinion Summary
11/15/2018

FACILITY PROGRAM

Page 1

Program Area	Qty.	Size	Area Subtotal	Area total	Total	2018 $/SF	Net Cost		COMMENTS
Reception Facilities					**2018 s.f.**				
Entry Vestibule	✓ 1	18' X	11' 198 s.f.			$ 252.00	$ 49,896.00		
Lobby, Circulation	✓ 1	20' X	40' 800 s.f.			$ 259.00	$ 207,200.00		
Observation	✓ 1	10' X	25' 250 s.f.			$ 266.00	$ 66,500.00		
Reception Control Desk	✓ 1	15' X	20' 300 s.f.			$ 252.00	$ 75,600.00		
Food & Beverage									
Vending	✓ 1	5' X	10' 50 s.f.			$ 252.00	$ 12,600.00		
Public Toilets	✓ 1	21' X	20' 420 s.f.			$ 336.00	$ 141,120.00		
TOTAL				**2018 s.f.**				**$ 552,916.00**	
Public Amenities					**3810 s.f.**			**$ 1,015,840.00**	
Catering Kitchen	✓ 1	ea. @	250 s.f. 250 s.f.			$ 336.00	$ 84,000.00		
Pantry	✓ 1	ea. @	150 s.f. 150 s.f.			$ 224.00	$ 33,600.00		
TOTAL				**400 s.f.**				**$ 117,600.00**	
Multi-Purpose Activity Space									
Multi-purpose No A	✓ 1	ea. @	2000 s.f. 2000 s.f.			$ 266.00	$ 532,000.00		One Divider Curtain
Storage	✓ 1	ea. @	120 s.f. 120 s.f.			$ 224.00	$ 26,880.00		
Multi-purpose No. B	✓ 1	ea. @	1000 s.f. 1000 s.f.			$ 266.00	$ 266,000.00		
Pre Assembly	✓ 1	ea. @	200 s.f. 200 s.f.			$ 266.00	$ 53,200.00		
Coats	✓ 1	ea. @	90 s.f. 90 s.f.			$ 224.00	$ 20,160.00		
TOTAL				**3410 s.f.**				**$ 898,240.00**	
Golden Age					**5000 s.f.**				
Seniors only area	✓ 1	ea. @	5000 s.f. 5000 s.f.			$ 266.00	$ 1,330,000.00		
TOTAL				**5000 s.f.**				**$ 1,330,000.00**	
Child Watch					**2544 s.f.**				**Include Outdoor Play Below**
Security Vestibule	✓ 1	12' X	10' 120 s.f.			$ 266.00	$ 31,920.00		
Office/ Control	✓ 1	10' X	19' 190 s.f.			$ 266.00	$ 50,540.00		
Kid's Play Area	✓ 1	20' X	40' 800 s.f.			$ 266.00	$ 212,800.00		
Youth Actvity	✓ 1	16' X	25' 400 s.f.			$ 266.00	$ 106,400.00		
Party Room	✓ 1	20' X	40' 800 s.f.			$ 266.00	$ 212,800.00		Includes storage and kitchen area/ divider
Storage Janitor Closet	✓ 1	6' X	24' 144 s.f.			$ 224.00	$ 32,256.00		
Toilet	✓ 2	5' X	9' 90 s.f.			$ 336.00	$ 30,240.00		
TOTAL				**2544 s.f.**				**$ 676,956.00**	
Administration Facilities					**1590 s.f.**				
Common Areas									
Office Machine/Work Area	✓ 1	ea. @	120 s.f. 120 s.f.			$ 252.00	$ 30,240.00		
Conference/Board Room	✓ 1	ea. @	250 s.f. 250 s.f.			$ 266.00	$ 66,500.00		
Break Room	✓ 1	ea. @	180 s.f. 180 s.f.			$ 266.00	$ 47,880.00		
Storage	✓ 1	ea. @	60 s.f. 60 s.f.			$ 224.00	$ 13,440.00		
Director's Office	✓ 1	ea. @	150 s.f. 150 s.f.			$ 252.00	$ 37,800.00		
Accounting Office	✓ 2	ea. @	80 s.f. 160 s.f.			$ 252.00	$ 40,320.00		
Program Director's Office	✓ 1	ea. @	110 s.f. 110 s.f.			$ 252.00	$ 27,720.00		
Assistant Director Office	✓ 1	ea. @	110 s.f. 110 s.f.			$ 252.00	$ 27,720.00		
Program Staff Cubicles	✓ 8	ea. @	50 s.f. 400 s.f.			$ 252.00	$ 100,800.00		

S:\18025_CanonParkRec\Admin\ProjMgmt\Cost\Canon Costs Final Papa Bear Use this

Canon City Cost Opinion Summary
11/15/2018

FACILITY PROGRAM

Page 2

Program Area	Qty.	Size	Area Subtotal	Area total	Total	2018 $/SF	Net Cost		COMMENTS
LAN Room	✓ 1	ea. @	50 s.f. 50 s.f.			$ 162.00	$ 8,100.00		
TOTAL				**1590 s.f.**				**$ 413,480.00**	
Changing & Lockering Facilities					**5558 s.f.**				
Women's Locker Rooms		2458sf							SF includes Laundry
Day Lockers	✓ 235	Lockers @	6 s.f. 1410 s.f.			$ 308.00	$ 434,280.00		
Wet Vanities	✓ 6	ea. @	10 s.f. 60 s.f.			$ 336.00	$ 20,160.00		
Dry Vanities	✓ 8	ea. @	10 s.f. 80 s.f.			$ 308.00	$ 24,640.00		
Showers	✓ 8	ea. @	40 s.f. 320 s.f.			$ 350.00	$ 112,000.00		
Towel Drops	✓ 2	ea. @	5 s.f. 10 s.f.			$ 308.00	$ 3,080.00		
Toilets	✓ 8	ea. @	16 s.f. 128 s.f.			$ 350.00	$ 44,800.00		
Laundry	✓ 1	ea. @	450 s.f. 450 s.f.			$ 308.00	$ 138,600.00		
Men's Locker Rooms		1980sf							
Day Lockers	✓ 235	Lockers @	6 s.f. 1410 s.f.			$ 308.00	$ 434,280.00		
Wet Vanities	✓ 8	ea. @	10 s.f. 80 s.f.			$ 336.00	$ 26,880.00		
Dry Vanities	✓ 4	ea. @	10 s.f. 40 s.f.			$ 308.00	$ 12,320.00		
Showers	✓ 8	ea. @	40 s.f. 320 s.f.			$ 350.00	$ 112,000.00		
Toilets	✓ 6	ea. @	16 s.f. 96 s.f.			$ 350.00	$ 33,600.00		
Urinals	✓ 4	ea. @	6 s.f. 24 s.f.			$ 350.00	$ 8,400.00		
Towel Drops	✓ 2	ea. @	5 s.f. 10 s.f.			$ 308.00	$ 3,080.00		
Lockers / Other		1120 s.f.							
Express Lockers									Included in over all fitness floor area
Lockers	✓ 40	Lkr Frames @	10 s.f. 400 s.f.			$ 308.00	$ 123,200.00		
Gender Neutral Locker Rooms	✓ 9	ea. @	80 s.f. 720 s.f.			$ 350.00	$ 252,000.00		
TOTAL				**5558 s.f.**				**$ 1,783,320.00**	
Aquatic Facilities					**18530 s.f.**				
New Indoor Pool				**16970 s.f.**					
Kids Play/ Leisure Exercise Area	✓ 1	ea. @	5200 s.f. 5200 s.f.			$ 475.00	$ 2,470,000.00		
6 Lane 25 Yard Lap Pool	✓ 1	ea. @	5200 s.f. 5200 s.f.			$ 475.00	$ 2,470,000.00		Includes starting Blocks and Diving Boards
Pool Deck	✓ 1	ea. @	6270 s.f. 6270 s.f.			$ 350.00	$ 2,194,500.00		Spectator Space Included
Leisure Amenities Simple Spray Package	✓ 1					$ 154,000.00	$ 154,000.00		
Leisure Amenties - spray structure/ or slide	✓ 1					$ 147,000.00	$ 147,000.00		
Co -Ed Steam Room	✓ 1	ea. @	150 s.f. 150 s.f.			$ 450.00	$ 67,500.00		
On Deck Whirlpoo/ Spa	✓ 1	ea. @	150 s.f. 150 s.f.			$ 945.00	$ 141,750.00		
Support				**1560 s.f.**					
Pool Equipment / Mechanical	✓ 1	ea. @	1000 s.f. 1000 s.f.			$ 224.00	$ 224,000.00		
Leis. Pool Storage	✓ 1	ea. @	260 s.f. 260 s.f.			$ 224.00	$ 58,240.00		
Pool Office	✓ 1	ea. @	120 s.f. 120 s.f.			$ 224.00	$ 26,880.00		
Lifeguards/ First Aid	✓ 1	ea. @	180 s.f. 180 s.f.			$ 224.00	$ 40,320.00		
TOTAL								**$ 7,994,190.00**	
Athletic Activity Spaces					**25539 s.f.**				
Indoor Gymnasium Space				**25539 s.f.**					
Gymnasium	✓ 3	ea. @	6413 s.f. 19239 s.f.			$ 266.00	$ 5,117,574.00		50' x 84' Courts with Spectator Seating
Gym Storage	✓ 1	ea. @	300 s.f. 300 s.f.			$ 224.00	$ 67,200.00		
Walk Jog Track	✓ 1	11' laps	6000 s.f. 6000 s.f.			$ 266.00	$ 1,596,000.00		

S:\18025_CanonParkRec\Admin\ProjMgmt\Cost\Canon Costs Final Papa Bear Use this

Canon City Cost Opinion Summary
11/15/2018

FACILITY PROGRAM

Page 3

Program Area	Qty.	Size	Area Subtotal	Area total	Total	2018 $/SF	Net Cost		COMMENTS
TOTAL								$ 6,780,774.00	
Fitness, Conditioning and Recreation					8930 s.f.				
Multi-purpose Group Exercise				3300 s.f.					
Group Exercise #2	✓ 1	ea. @	1250 s.f.	1250 s.f.		$ 266.00	$ 332,500.00		Zumba/ Dance/Yoga
Storage	✓ 1	ea. @	175 s.f.	175 s.f.		$ 224.00	$ 39,200.00		
Group Exercise #1	✓ 1	ea. @	1750 s.f.	1750 s.f.		$ 266.00	$ 465,500.00		Aerobics Cross Fit
Storage	✓ 1	ea. @	125 s.f.	125 s.f.		$ 224.00	$ 28,000.00		
Fitness Facilities				5630 s.f.				$ 1,432,480.00	
Cardio Area	✓ 1	ea. @	2520 s.f.	2520 s.f.		$ 266.00	$ 670,320.00		
Circuit Weights	✓ 1	ea. @	1250 s.f.	1250 s.f.		$ 266.00	$ 332,500.00		
Functional Training	✓ 1	ea. @	150 s.f.	150 s.f.		$ 266.00	$ 39,900.00		
Free Weight Area	✓ 1	ea. @	1500 s.f.	1500 s.f.		$ 224.00	$ 336,000.00		
Unisex Toilet	✓ 1	ea. @	60 s.f.	60 s.f.		$ 336.00	$ 20,160.00		
Stretching	✓ 1	15' X	10'	150 s.f.		$ 224.00	$ 33,600.00		
TOTAL								**$ 2,297,680.00**	
Support Facilities (if not included in Other/Gross below)					1670 s.f.				
General Support				1670 s.f.					
Mechanical Rooms	✓ 1	ea. @	700 s.f.	700 s.f.		$ 224.00	$ 156,800.00		
Elevator Machine Room	✓ 1	ea. @	60 s.f.	60 s.f.		$ 224.00	$ 13,440.00		
Electrical Rooms	✓ 2	ea. @	150 s.f.	300 s.f.		$ 224.00	$ 67,200.00		
Receiving/Storage	✓ 1	ea. @	480 s.f.	480 s.f.		$ 224.00	$ 107,520.00		
Maintenance Shop	✓ 1	ea. @	130 s.f.	130 s.f.		$ 224.00	$ 29,120.00		
TOTAL								**$ 374,080.00**	
Sitework									
Site Preparation									
Demolition/Grading/Retention	✓ 1			10 acres		$ 63,000.00	$ 630,000.00		
Utilities	✓ 1			10 acres		$ 35,000.00	$ 350,000.00		
New Parking & Lighting	✓ 254	9' X	36'	82296 s.f.		$ 14.00	$ 1,152,144.00		Parking Based on Estimated Occupancy
Landscaping									
Landscaping & Paths	✓ 1			10 acres		$ 42,000.00	$ 420,000.00		
Site Furnishings	✓ 1					$ 30,000.00	$ 30,000.00		
Site Signage	✓ 1					$ 15,000.00	$ 15,000.00		
TOTAL								**$ 2,597,144.00**	
NET NEW FLOOR AREA					**75189 s.f.**			**$ 23,219,236.00**	
Other/Gross Area		10% of	Net New Floor Area		7519 s.f.	$ 238.00	$ 1,789,522.00	$ 1,789,522.00	
PROJECT FLOOR AREA					**82708 s.f.**			**$ 25,008,758.00**	
TOTAL SITE COSTS								**$ 2,597,144**	
TOTAL CONSTRUCTION COSTS								**$ 25,008,758**	
MUNICIPAL FEES								$ -	
SUB-TOTAL OF HARD COSTS								**$ 27,605,902**	

S:\18025_CanonParkRec\Admin\ProjMgmt\Cost\Canon Costs Final Papa Bear Use this

Canon City Cost Opinion Summary
11/15/2018

FACILITY PROGRAM

Page 4

Program Area	Qty.	Size	Area Subtotal	Area total	Total	2018 $/SF	Net Cost	COMMENTS
PROJECT CONTINGENCY								
Owner Contingency		6.0%					$ 1,656,354	
Contractor Contingency		4.0%					$ 1,104,236	
TOTAL CURRENT CONSTRUCTION BUDGET							$ 30,366,492	
Escallation		8.0%					$ 2,429,319	
TOTAL CONSTRUCTION BUDGET Year 2019							$ 32,795,812	
Escallation		8.0%					$ 2,623,665	
TOTAL CONSTRUCTION BUDGET Year 2020							$ 35,419,477	
BUILDING FF&E COSTS							$ 266,247	
FITNESS EQUIPMENT COSTS							$ 322,507	
DESIGN, CONSTRUCTION and REIM. FEES		8.0%					$ 2,833,558	
TOTAL PROJECT COST							$ 38,841,789	Includes Building FF&E & Fitness Equipment

S:\18025_CanonParkRec\Admin\ProjMgmt\Cost\Canon Costs Final Papa Bear Use this

Section VIII – Site Analysis

Selecting a suitable site for a future community recreation center within the prime service area had many challenges. Through the stakeholder input process, it became evident that several of the overriding criteria included ease of access to US Highway 50, location within the City potable water system, avoidance of the City's numerous floodplains and floodways, and taking advantage of the many exterior panoramas the locale has to offer. In addition, adjacency to compatible amenities was a highly desirable. A minimal site of 10 acres was also needed to provide space for the building footprint, future expansion, setbacks, parking, outdoor amenities and detention. Several sites that were evaluated met these criteria, but characteristic After an in-depth vetting process, a proposed 11.6 acre parcel within the existing Abbey Property was chosen as preferred site for the basis of design. This site, on the North side of Highway 50, offers quick access, the potential to exist within a regional park campus, and centralized location with easy access within the service area.

It is to be noted, that at the time of the study, there was only one site at the Dog Park that was owned by the Recreation District. The site selection process determined that this location did not have the ability to support the building program, provide the access needs, high visibility, or desired central location critical for the success of a regional community center.

The planning solution for the chosen rectilinear site has program elements zoned in a straight forward way and based on a perimeter formed from several conceptualized road extensions within a proposed redevelopment of the Abbey Property. The parking fields are located on the South side of the site for ease of vehicular access from two access drives from a new road extension. The building is on the North Eastern corner of the site to take advantage of connections to visual exposure to the planned roadways and orientation to the main parking field. Planned in this way, users arriving by car have the choice of access via the planned roadways to the South with their direct connection to Highway 50 or via access from a drive along the Cherry Street extension bounding the North side of the site. On the Western edge of the site a regional drainage way exists. Planning of the site includes avoidance of the drainage way with elements such as detention and future parking in closer proximity.

A diverse set of user groups were identified as facility participants. Included in the groups are: Seniors, athletes, potential spectators, recreational/ fitness users, child watch, meeting groups, and staff. Collecting these groups into two larger pools within the parking fields divides the groups into two broad categories of paid users (recreation) and non-paid users (all others). Beginning with the site design, there is a conscious effort to separate the two general user groups in the parking lot. The main parking field wraps around the South face of the building, and another separate parking field associated with the Golden Age Component lies to the West. In this way users of the Golden Age Center will not be competing with Recreational Users who are inclined to park in the main parking field which is oriented toward the main entry. Therefore, conflicts between different

users at peak hours can be minimized. There is ample area for parking expansion accounted for, as the facility grows.

As recreation users approach the building, they are greeted by views of both indoor and potential outdoor recreational amenities. Similarly, the meeting/ multi-purpose rooms and outdoor patios will be in view when meeting participants and seniors approach the building.

The separation of the user groups in the parking lot is anticipated to be especially critical at lunch time, when senior dining activity and parking demand is at its peak. An abundance of ADA parking is provided along the approach sidewalks to minimize potential of wheelchair/ vehicular conflicts. The community center building is oriented on a 30-degree rotation from true north. This orientation will maximize day lighting opportunities into the perimeter spaces which benefit the most such as the pools and minimize glare in the spaces where it is not welcome such as gymnasiums. The rotation also creates niches on the site for landscaping, outdoor amenities, and future building expansion.

An internal loop drive encircles the building on the north and west sides. This road is essential for emergency vehicles access, service and delivery, pool chemical/ aquatic equipment service, and potential drop-off areas for future competitive swimming events, and a separate spectator entrance. Outdoor amenities could include:

- Patio/ spill-out area from multi-purpose rooms.
- Outdoor play area adjacent kid watch.
- Outdoor exercise area.
- Passive park area for picnic, games, garden.
- Area for future outdoor activity pool or spray ground.
- Outdoor adventure lockers for tourist and cyclist use.

Cañon City Feasibility Study Site Selection Matrix

Criteria	Priority Rank	Site 1 Crestwood	Site 2 Harrison	Site 3 Abbey	Site 4 CCMS / DT	Site 5 Odd Fellows	Site 6 Pathfinder	Site 7 Elite Fitness	Site8a/b Dog Park	Site 9 Smaller	Site 10 Shadow Golf	Site 11 Cotter	Site 12 4 Mile	Site 13 Mackenzie	Site 14 Riverfront
1) Adequate Size (10 Acres minimum) *															
a) Field Inclusion Potential	3	3	3	1	1	0	3	0	0	2	1	3	3	3	0
b) Future expansion capability/ Size	3	3	3	3	0	1	3	0	0	3	0	3	3	3	0**
2) Ownership/Acquisition															
a) Acquisition Potential	3	2	2	1	2	1	3	1	3	1	1	1	1	1	1
3) Proximity to Existing Parks and Recreation Facilities															
a) Operation and Maintenance Efficiency	2	1	2	2	3	2	2	1	2	1	1	1	2	1	1
4) Proximity to User Groups															
a) Senior Housing	1	1	1	1	1	3	0	1	1	1	0	1	1	1	1
b) Neighborhoods	1	1	1	3	3	3	0	3	2	2	1	1	1	1	3
c) Public Schools	2	2	2	1	3	3	0	2	2	1	0	0	0	0	2
d) Business Partners (hospitals, day care providers, etc.)	1	1	1	2	3	2	0	3	0	2	0	1	2	1	3
5) Land Use Compatibility															
a) Proximity to existing and planed trails	1	0	0	2	0	0	3	3	3	3	0	0	0	0	3
b) Current Zoning	1	1	1	1	2	2	3	2	3	1	2	1	1	1	1
c) Compatibility with Existing Adjacent Uses	3	2	3	3	2	2	3	1	3	2	2	3	3	3	2
d) Business Development Potential	1	0	0	3	1	1	1	3	1	1	1	1	3	2	3
e) General Redevelopment Potential	1	0	0	3	3	1	0	0	0	1	0	1	1	1	3
f) Minimal Traffic congestion issues/ concerns	3	3	3	2	1	3	3	1	3	1	3	2	3	3	1
g) Minimal Lighting issues/ concerns	2	3	3	2	1	2	3	1	3	1	3	3	3	3	1
h) Minimal Noise issues/ concerns	2	3	3	2	1	2	3	1	3	1	3	3	3	3	1
6) Existing Construction on Site															
a) Repurpose Structures/ Site Amenities	2	0	0	1	2	0	0	0	0	0	3	0	0	0	0
7) Soil Conditions															
a) Foundation systems	2	2	2	2	2	1	1	2	2	1	2	2	2	2	2
b) Excavation	2	1	2	2	2	2	2	1	2	2	2	2	2	2	2
c) Groundwater	2	1	3	2	3	2	0	2	1	1	3	3	3	3	2

Page 1 of 3

Cañon City Feasibility Study Site Selection Matrix

Criteria	Priority Rank	Site 1 Crestwood	Site 2 Harrison	Site 3 Abbey	Site 4 CCMS/DT	Site 5 Odd Fellows	Site 6 Pathfinder	Site 7 Elite Fitness	Site8a/b Dog Park	Site 9 Smaller	Site 10 Shadow Golf	Site 11 Cotter	Site 12 4 Mile	Site 13 Mackenzie	Site 14 Riverfront
8) User Access															
a) Vehicular(Approx 15 min. driving optimal)	3	1	1	3	3	3	0	3	2	3	0	1	1	1	3
b) Pedestrian (Approximately ½ mile is optimal)	2	1	1	3	3	3	0	3	1	2	0	1	1	0	3
c) Bicycle (Approx 15-18 min. cycling opt.)	2	1	1	3	3	3	0	3	2	2	0	1	1	1	3
d) Public School Buses	1	3	3	3	3	3	0	3	1	1	0	0	1	1	3
e) Ease of vehicular access	3	2	2	3	2	3	2	2	2	1	1	1	3	3	2
f) Street Presence	3	1	1	3	3	3	1	3	1	1	1	1	3	3	3
g) Public Transit System	NA	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9) Potable Water Quality															
a) On City water system?	3	1	1	2	3	2	0	3	0	2	3	0	2	0	3
10) Celebrating the Environment															
a) Existing Natural/ Built Site Features	1	0	0	2	1	1	2	0	2	1	2	1	1	1	3
b) Distinctive views out from site	3	2	3	3	1	3	2	1	1	2	3	2	3	3	3
11) Environmental Issues															
a) Minimal/ No Wetland	1	3	3	3	3	2	1	3	2	0	3	3	3	3	3
b) Endangered species avoidance(none determined)	2	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
c) Minimal Floodplain Encroachment	3	3	3	2	3	2	0	3	3	0	3	3	3	3	3
12) Microclimate															
a) Minimal Solar Exposure/ Glare	1	1	1	1	2	1	2	2	3	2	0	0	0	0	2
b) Minimal Wind Exposure	2	1	1	2	2	2	1	2	3	2	1	1	1	1	2
TOTALS		**112**	**126**	**148**	**135**	**132**	**96**	**114**	**114**	**97**	**99**	**104**	**131**	**122**	**129**

No Benefit = 0
Good = 1
Better = 2
Best = 3
To Be Determined = TBD
Not Applicable = N/A

Cañon City Feasibility Study Site Selection Matrix

Criteria	Priority Rank	Site 1 Crestwood	Site 2 Harrison	Site 3 Abbey	Site 4 CCMS/DT	Site 5 Odd Fellows	Site 6 Pathfinder	Site 7 Elite Fitness	Site8a/b Dog Park	Site 9 Smaller	Site 10 Shadow Golf	Site 11 Cotter	Site 12 4 Mile	Site 13 Mackenzie	Site 14 Riverfront
1) Potential Site Development Costs															
a) Acquisition Costs	3	$	$	$$	$	$$	0	$$$	0	$$$	$$$	$$$	$$$	$$$	$$$
b) Administrative Costs															
i) Pre-development analysis	1	$	$	$	$$	$$	$	$$	$	$$$	$$	$$	$$	$$	$$
ii) Zoning Process	2	$$	$	$	$$	$$	0	$$$	0	$$	$$	$$	$$	$$	$$$
c) Utilities and Streets															
i) Natural Gas	1	$$$	$$	$	$	$	$$$	$	$$$	$$	$	$$$	$$	$$$	$
ii) Electricity	1	$$$	$$	$	$	$	$$$	$	$$	$$	$	$$$	$	$$$	$
iii) Sanitary Sewer	1	$$$	$$	$$$	$$	$$	$	$$$	$$$	$$$	$$	$$$	$$	$$$	$$
iv) Storm Sewer/ Detention	1	$$$	$$	$$	$$	$	$$$	$$	$$	$	$	$$$	$	$$	$$
v) Water	1	$$$	$$	$	$	$	$$	$$	$$	$$	$	$$$	$?	$$$	$
vi) Grey Water System	1	$$$	$$$	$$$	$$$	$$$	$$$	$$$	$$$	$$$	$$$	$$$	$$$	$$$	$$$
vii) Communication	1	$$	$$	$$	0	$	$$$	$	$$	$$	$	$$$	$$$	$$$	$
viii) Streets/ Sidewalks	1	$$$	$$$	$$$	0	$	$$$	$$	$$	$$$	$$	$$$	$$$	$$$	$$
d) Grading issues	2	$	$	$	$	$	$	$$	$	$	$	$	$	$	$
e) Drainage issues	2	$$$	$	$$	$	$$	$$$	$$	$	$$$	$	$	$	$	$$
f) Environmental mitigation issues															
i) Hazardous materials	1	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
ii) Habitat restoration	1	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
g) Soil Stabilization	1	$$	$	$	$	$$	$	$	$	$$	$	$	$	$	$
2) POTENTIAL SITE DEVELOPMENT COSTS AVERAGE $	**Average**	2.7	2	2.2	2.4	2.2	2.2	2.9	1.8	3.1	2.3	3.1	2.6	3.0	2.6

Legend:
Lowest Cost =0
Lower Cost = $
Medium Cost = $$
Higher Cost = $$$
To Be Determined = TBD
Not Applicable = N/A

Size * based on:

- 82, 600 SF Building w/ 340 parking spaces/ future outdoor amenity
- 1 acre landscape/ no fields / setbacks/expansion space

Site Size ** 8.5 Ac Could support the program with a 3 story building configuration

Section IX – Concept Plan and Cost Estimate

It is important for a public building, which serves as a source of community pride and identity, to evoke a sense of place which reflects the locale. The Royal Gorge area and the surrounding region is rich in a diverse array of influences that can set the tone for public architecture. The local geography is complex and full of interest. From the ascending heights of Fremont Peak, to the plains that are split by the Arkansas River and the Royal Gorge, the landscape forms a rich tapestry of shape, hue, and form. The selected site is situated in the midst of a potential mixed-use development with views to the Pikes Peak Massif to the North, and the Sangre de Cristo Range to the South and West. The Arkansas River offers community identity, and recreational opportunities that attract visitors from all over the country. All the influences, along with regional history, and of the Abbey itself could give rise to the building materials, form, and style.

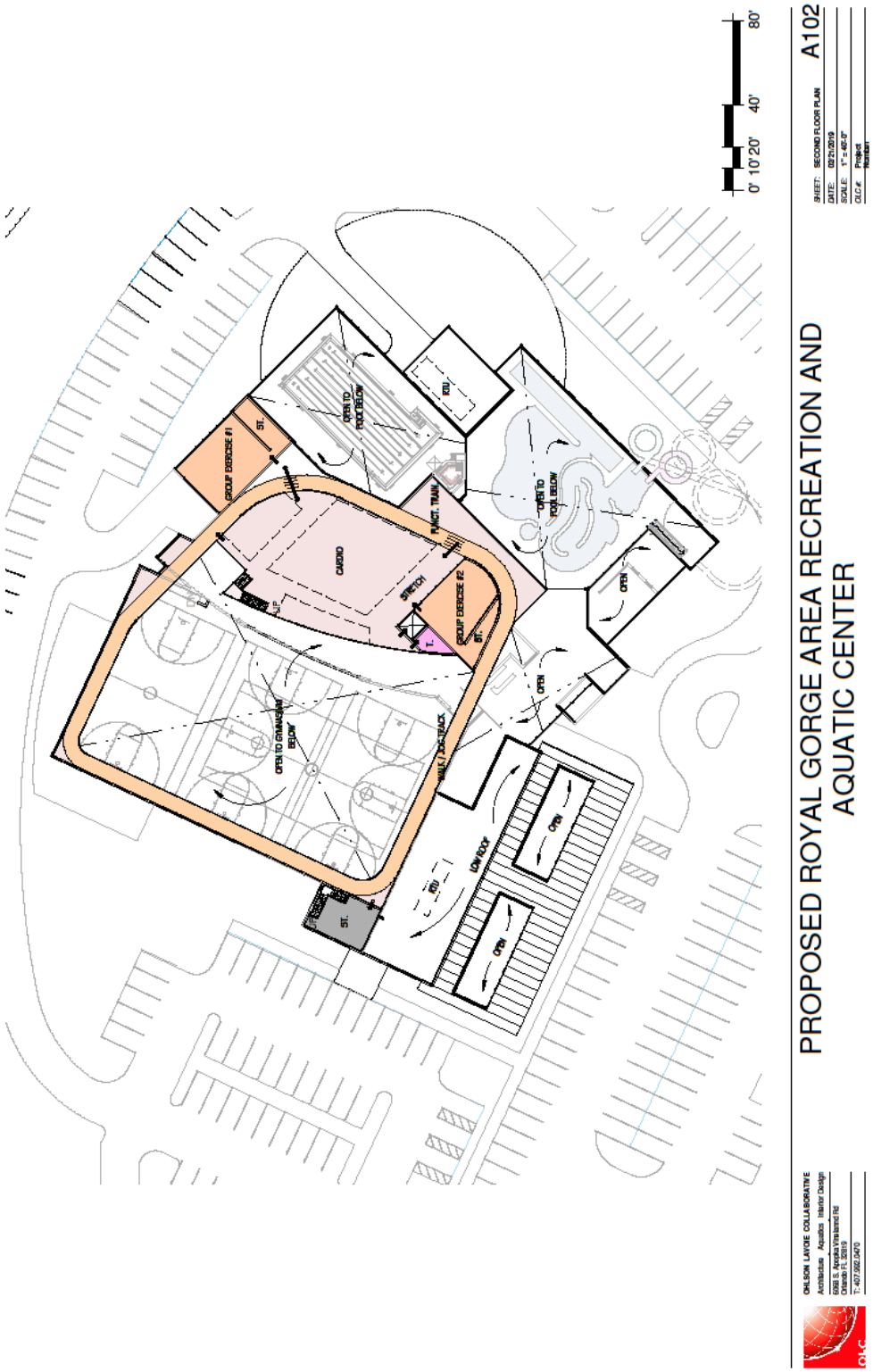
Because of their large internal components, community centers inherently have large scale masses on the exterior. Yet, these large forms can be broken down into smaller elements to lend a more human scale to the composition. It is envisioned that a curved glass clad 'spine' along the length of the gymnasiums would lend a graceful expression to both the interior spaces and exterior expression. This raised element would create opportunities for day lighting of the interior, and exciting illuminating glows at night. Inspired by the lines of the Arkansas River, the curved clerestory element would be reinforced by sweeping flooring material changes below playing against more traditional linear interior floor openings, and recalling the overlooks into the Arkansas River.

The building skin would take its cues from the natural materials of the region. Stone textured horizontal concrete panels are reminiscent of the granite slabs of the canyon walls, and long stretching expanses of glass speak to the big blue autumn skies of Southern Colorado. A more industrial appearing introduction of exposed steel and cabled trusses along with wood roof decking could reflect the structure of the famous 1929 landmark bridge stretching over the Royal Gorge.

The regional materials and colors will extend into the building's public spaces, bringing the outside in, and providing visual continuity. The interior palette could arise from the local flora and fauna. Hues of cobalt, cinnamon, olive, and sand are found in abundance regionally, and would provide for a sophisticated back-drop of tones to compliment the locale. In areas such as the kid watch, party rooms, and leisure pool, these influences from nature and history can be further developed into whimsical graphics, and textures that further reinforce the unique sense of place.

The new Community Center will become a great source of pride for the citizenry; a social hub for all ages where lives will be enriched, friendships forged, and family ties strengthened.


CHERRY STREET EXTENSION
FUTURE STREET
FUTURE STREET
EXISTING DRAINAGE
PLAY FIELD / PARKING EXPANSION
DETENTION POND
FUTURE BUILDING EXPANSION
PARKING 61 SPACES
STAFF PARKING 68 SPACES
RECREATION / AQUATICS CENTER
POTENTIAL OUTDOOR AMENITY
PARKING 321 SPACES
PARKING EXPANS.
0' 25' 50' 100' 200'
PROPOSED ROYAL GORGE AREA RECREATION AND AQUATIC CENTER
A100


0' 10' 20' 40' 80'
GROUP EXERCISE #1
ST.
OPEN TO POOL BELOW
EQU.
CARDIO
FUNCT. TRAIN.
STRETCH
GROUP EXERCISE #2
ST.
OPEN TO POOL BELOW
OPEN
OPEN TO GYM BELOW
WALL / LOW FENCE
OPEN
LOW ROOF
EQU.
OPEN
OPEN
ST.
PROPOSED ROYAL GORGE AREA RECREATION AND
AQUATIC CENTER
A102
SHEET: SECOND FLOOR PLAN
DATE: 02/21/2019
SCALE: 1" = 40'-0"
OLC #: Project Number
CHILSON LAVOIE COLLABORATIVE
Architecture Aquatics Interior Design
6363 S. Apopka Vineland Rd
Orlando FL 32819
T: 407.352.0470
OLC


PROPOSED ROYAL GORGE AREA RECREATION AND
AQUATIC CENTER
A101
0' 10' 20' 40' 80'
POTENTIAL SPECTATOR ENTRY
MAIN ENTRY
ENTRY
GOLDEN AGE
MP A
MP B
LEISURE POOL
LAP POOL
MEN'S LOCKER ROOM
WOMEN'S LOCKER ROOM
STRENGTH
CIRCUIT WTS
FREE WEIGHTS
GYMNASIUM
ADMIN
LOBBY
CHILD WATCH
PLAY
POOL EQUIPMENT
OFFICE
CHILSON LAVOIE COLLABORATIVE

NET NEW FLOOR AREA			**75189 s.f.**			$	**23,219,236.00**
Other/Gross Area	10% of	Net New Floor Area	7519 s.f.	$ 238.00	$ 1,789,522.00	$	1,789,522.00
PROJECT FLOOR AREA			**82708 s.f.**			$	**25,008,758.00**

TOTAL SITE COSTS	$	**2,597,144**
TOTAL CONSTRUCTION COSTS	$	**25,008,758**
MUNICIPAL FEES	$	-
SUB-TOTAL OF HARD COSTS	$	**27,605,902**
PROJECT CONTINGENCY		
Owner Contingency 6.0%	$	**1,656,354**
Contractor Contingency 4.0%	$	**1,104,236**
TOTAL CURRENT CONSTRUCTION BUDGET	$	**30,366,492**
Escallation 8.0%	$	**2,429,319**
TOTAL CONSTRUCTION BUDGET Year 2019	$	**32,795,812**
Escallation 8.0%	$	**2,623,665**
TOTAL CONSTRUCTION BUDGET Year 2020	$	**35,419,477**
BUILDING FF&E COSTS	$	**266,247**
FITNESS EQUIPMENT COSTS	$	**322,507**
DESIGN, CONSTRUCTION and REIM. FEES 8.0%	$	**2,833,558**
TOTAL PROJECT COST	$	**38,841,789**

Section X – Operations Analysis

Operations

The operations analysis represents a conservative approach to estimating expenses and revenues and was completed based on the best information available and a basic understanding of the project. This pro-forma does not imply any particular operator but rather an estimate of operating costs and revenues for a stand-alone facility. Fees and charges utilized for this study reflect a philosophy designed to meet a reasonable cost recovery rate and future operations cost and are subject to review, change, and approval by the joint powers committee. There is no guarantee that the expense and revenue projections outlined in the operations analysis will be met as there are many variables that affect such estimates that either cannot be accurately measured or are subject to change during the actual budgetary process or partnership.

Expenditures

Expenditures have been formulated on the costs that were designated by Ballard*King and Associates to be included in the operating budget for the facility. The figures are based on the size of the center, the specific components of the facility, and the hours of operation. All expenses were calculated to the high side and the actual cost may be less based on the final design, operational philosophy, and programming considerations adopted by the facility.

Royal Gorge Area Recreation and Aquatic Center – A center with a multi-court gymnasium, warm water leisure pool with zero depth entry and play features, lap pool, multi-purpose room, walking/jogging track, fitness center with cardiovascular and weight lifting area, group exercise rooms, birthday party rooms, child watch area, Golden Age Center, support offices, administration area and lobby. The base option is approximately 82,708 square feet. In addition, the consulting team was tasked to expand the operating pro-forma to include two other options. Option two retains the aquatic and fitness spaces in option one while allowing phasing of the gymnasium courts, dedicated Golden Age area, meeting rooms and walking/jogging track. Option two is approximately 44,932 square feet. Option three retains the aquatic space in option one, reduces the fitness area while phasing the gymnasium courts, dedicated Golden Age area, meeting rooms and walking/jogging area. Option three is approximately 36,868 square feet.

This report does not include an operational analysis for any outdoor fields that may be adjacent to the Recreation and Aquatic Center.

Full-Time Staffing Levels – Comparison of all Three Options

Full-Time Staff	Option 1	Option 2	Option 3
Facility Manager	$75,000	$75,000	$75,000
Aquatic Coordinator	$50,000	$50,000	$50,000
Sports/Fitness Coordinator	$50,000	$0	$0
Senior Coordinator	$50,000	$0	$0
Guest Services Coordinator	$45,000	$45,000	$45,000
Maintenance Coordinator	$55,000	$55,000	$55,000
Maintenance Worker	$35,000	$0	$0
Building Attendant (2)	$60,000	$60,000	$60,000
Administrative Assistant	$35,000	$35,000	$35,000
Sub-Total	$455,000	$320,000	$320,000
Benefits (30%)	$136,500	$96,000	$96,000
Total Full-Time Staff	$591,500	$416,000	$416,000

Part-Time Staff Levels– Option 1

Position	Rate	Hours	Weeks	Total
Guest Relations Coordinator	$13.00	48	51	$31,824
Welcome Desk	$12.00	153.5	51	$93,942
Fitness Attendants	$12.00	103	51	$63,036
Gym Attendant	$12.00	36	32	$13,824
B'Day Attendant	$12.00	15	50	$9,000
Child Watch Specialist	$12.00	102	51	$62,424
Lifeguards	$12.00	338	36	$146,016
Lifeguards	$12.00	444	15	$79,920
Head Guard	$13.00	37	51	$24,531
Building Attendant	$12.00	84	51	$51,408
Adult Leagues				$19,560
Youth Leagues				$18,360
Youth Sports Camps				$7,200
Youth Tournaments				$6,480
Adult Tournaments				$2,565
Fitness				$96,200
General				$52,672
Aquatics				$29,475
Aquatic Fitness				$16,650
Sub-Total				$825,087
Benefits				$63,119
Total Part-Time				$888,206

Note: Part Time worksheets and program staff costs can be found in the appendix of this report

Part-Time Staff Levels – Option Two

	Rate	Hours	Weeks	Total
Guest Relations Coordinator	$13.00		51	$0
Welcome Desk	$12.00	153.5	51	$93,942
Fitness Attendants	$12.00	103	51	$63,036
Gym Attendant	$12.00	0	32	$0
B'Day Attendant	$12.00	15	50	$9,000
Child Watch Specialist	$12.00	102	51	$62,424
Lifeguards	$12.00	338	36	$146,016
Lifeguards	$12.00	444	15	$79,920
Head Guard	$13.00	37	51	$24,531
Building Attendant	$12.00	42	51	$25,704
Adult Leagues				$0
Youth Leagues				$0
Youth Sports Camps				$0
Youth Tournaments				$0
Adult Tournaments				$0
Fitness				$96,200
General				$0
Aquatics				$29,475
Aquatic Fitness				$16,650
Sub-Total				$646,898
Benefits				$49,488
Total Part-Time				$696,386

Part-Time Staff Levels – Option Three

	Rate	Hours	Weeks	Total
Guest Relations Coordinator	$13.00		51	$0
Welcome Desk	$12.00	153.5	51	$93,942
Fitness Attendants	$12.00	40	51	$24,480
Gym Attendant	$12.00	0	32	$0
B'Day Attendant	$12.00	15	50	$9,000
Child Watch Specialist	$12.00	102	51	$62,424
Lifeguards	$12.00	338	36	$146,016
Lifeguards	$12.00	444	15	$79,920
Head Guard	$13.00	37	51	$24,531
Building Attendant	$12.00	42	51	$25,704
Adult Leagues				$0
Youth Leagues				$0
Youth Sports Camps				$0
Youth Tournaments				$0
Adult Tournaments				$0
Fitness				$96,200
General				$0
Aquatics				$29,475
Aquatic Fitness				$16,650
Sub-Total				$608,342
Benefits				$46,538
Total Part-Time				$654,880

Expense Summary – Comparison of all Three Options

Category	Option 1	Option 2	Option 3
Personnel (includes benefits)			
Full-time	$ 591,500	$ 416,000	$ 416,000
Part-time	$ 888,206	$ 696,386	$ 654,880
Total	$ 1,479,706	$ 1,112,386	$ 1,070,880
Utilities (Gas/Elect.-$3.50 SF less 15% for circulation)	$ 246,500	$ 133,900	$ 109,750
Water/Sanitary	$ 39,600	$ 39,600	$ 39,600
Storm Sewer	$ 10,800	$ 10,800	$ 10,800
Communications (Phone/Radios)	$ 15,000	$ 12,000	$ 12,000
Dues and Subscriptions	$ 2,000	$ 2,000	$ 2,000
Uniforms	$ 3,500	$ 3,000	$ 3,000
Bank Charges (charge cards/EFT fees/software fees)	$ 20,000	$ 18,000	$ 15,000
Insurance-General Liability	$ 35,000	$ 30,000	$ 30,000
Custodial Supplies	$ 15,000	$ 12,500	$ 12,500
Supplies-Office	$ 18,000	$ 15,000	$ 15,000
Contract Services (Elevator/HVAC/Pool System/ASCAP	$ 45,000	$ 45,000	$ 35,000
Control Systems/Fire Alarm/Office Equipment/Software)			
Maint/Repair Supplies	$ 10,000	$ 10,000	$ 10,000
Printing	$ 9,000	$ 9,000	$ 9,000
Trash	$ 4,000	$ 4,000	$ 4,000
Recreation Equipment and Supplies	$ 40,000	$ 30,000	$ 25,000
Food Supplies	$ 1,500	$ 1,500	$ 1,500
Pool Chemicals and Supplies	$ 35,000	$ 35,000	$ 35,000
Postage and Freight	$ 2,000	$ 2,000	$ 2,000
Advertising and Promotion	$ 20,000	$ 20,000	$ 20,000
Items for Resale	$ 2,500	$ 2,500	$ 2,500
Misc	$ 15,000	$ 15,000	$ 15,000
Total	$ 589,400	$ 450,800	$ 408,650
Capital			
Replacement fund	$ 75,000	$ 75,000	$ 75,000
Grand Total	**$ 2,144,106**	**$ 1,638,186**	**$ 1,554,530**

Note:
It is strongly recommended that a sinking fund be established with a goal to build adequate reserves that meet future capital needs. This pro-forma proposes a portion of the membership and daily fees get directed to the capital replacement fund to supplement the budgeted amount of $75,000. A target for building the sinking fund to a level of $250,000 is desirable.

Revenues

The following revenue projections were formulated from information on the specifics of the project and the demographics of the service area as well as comparing them to national statistics, other similar facilities and the competition for recreation services in the area. Actual figures will vary based on the size and make-up of the components selected during final design, market stratification, philosophy of operation, fees and charges policy, and priority of use. All revenues were calculated conservatively as a result. It should be noted that no revenues from any potential project partner have been included at this point.

Category	Option 1	Option 2	Option 3
Fees			
Daily Admissions	$ 205,200	$ 180,360	$ 159,840
Punch Pass	$ 69,840	$ 59,022	$ 59,022
Annuals - Monthly	$ 331,860	$ 271,800	$ 245,325
Annuals	$ 267,880	$ 220,000	$ 204,325
General Rentals	$ 23,100	$ 3,000	$ 3,000
Aquatic Rentals	$ 55,060	$ 55,060	$ 55,060
Total	$ 952,940	$ 789,242	$ 726,572
Programs			
Aquatics	$ 60,748	$ 60,748	$ 60,748
Sport Leagues	$ 54,900	$ -	$ -
Tournaments	$ 43,200	$ -	$ -
General	$ 41,250	$ -	$ -
Total	$ 200,098	$ 60,748	$ 60,748
Other			
Resale Items	$ 5,000	$ 5,000	$ 5,000
Special Events	$ 3,000	$ 3,000	$ 3,000
Vending	$ 5,000	$ 5,000	$ 5,000
Child Watch	$ 10,000	$ 10,000	$ 10,000
Total	$ 23,000	$ 23,000	$ 23,000
Grand Total	**$ 1,176,038**	**$ 872,990**	**$ 810,320**

Expenditure – Revenue Comparison

Category	Option 1	Option 2	Option 3
Expense	$2,144,106	$1,638,186	$1,554,530
Revenue	$1,176,038	$872,990	$810,320
Difference	($968,068)	($765,196)	($744,210)
Cost Recovery	55%	53%	52%

This operational pro-forma was completed based on the best information available and a basic understanding of the project. However, there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.

Future years: Expenditures – Revenue Comparison: Operation expenditures are expected to increase by approximately 3% a year through the first 3 to 5 years of operation. Revenue growth is expected to increase by 4% to 8% a year through the first three years and then level off with only a slight growth (3% or less) the next two years. Expenses for the first year of operation should be slightly lower than projected with the facility being under warranty and new. Revenue growth in the first three years is attributed to increased market penetration and in the remaining years to continued population growth. In most recreation facilities, the first three years show tremendous growth from increasing the market share of patrons who use such facilities, but at the end of this time period revenue growth begins to flatten out. It is not uncommon to see the amount of tax support to balance the center budget increase as the facility ages.

Community Center Benchmarks: Based on market research conducted by Ballard*King & Associates at community centers across the United States, the following represents the basic benchmarks.

- The majority of community centers that are being built today are between 65,000 and 75,000 square feet. Most centers include three primary components A) A pool area usually with competitive and leisure amenities, B) Multipurpose gymnasium space, and C) Weight/cardiovascular equipment area. In addition, most centers also have group exercise rooms, drop-in childcare, and classroom and/or community spaces.

- For most centers to have an opportunity to cover all of their operating expenses with revenues, they must have a service population of at least 50,000 and an aggressive fee structure.

- Most centers that are between 65,000 and 75,000 square feet have an operating budget of between $1,750,000 and $2,000,000 annually. Nearly 65% of the operating costs are from personnel services, followed by approximately 25% for contractual services, 8% for commodities, and 2% for capital replacement.

- For centers that serve a more urban population and have a market driven fee structure, they should be able to recover 70% to 100% of operating expenses. For centers in more rural areas the recovery rate is generally 50% to 75%. Facilities that can consistently cover all of their operating expenses with revenues are rare. The first true benchmark year of operation does not occur until the third full year of operation.

- The majority of centers of the size noted (and in an urban environment) above average daily paid attendance of 800 to as much as 1,000 per day. These centers will also typically sell between 800 and 1,500 annual passes (depending on the fee structure and marketing program).

- It is common for most centers to have a three-tiered fee structure that offers daily, extended visit (usually punch cards) passes, and annual passes. In urban areas it is common to have resident and non-resident fees. Non-resident rates can cost 25% to 50% higher than the resident rate and are usually a topic of discussion amongst elected officials. Daily rates for resident's average between $3.00 and $6.00 for adults, $3.00 and $4.00 for youth and the same for seniors. Annual rates for resident's average between $200 and $300 for adults, and $100 and $200 for youth and seniors. Family annual passes tend to be heavily discounted and run between $350 and $800.

- Most centers are open an average of 105 hours a week, with weekday hours being 5:00 am to 10:00 pm, Saturdays 8:00 am to 8:00 pm and Sundays from noon to 8:00 pm. There is now a trend to open earlier on Sundays as well. Often hours are shorter during the summer months.

Note: These statistics vary by regions of the country.

Fees and Admissions

Projected Fee Schedule: The fee schedule below was developed as the criteria for estimating revenues. Actual fees are subject to review and approval by the joint powers committee and entities. The monthly rate listed is the cost of an annual pass broken down into twelve equal payments and does not include any handling fees. It should be noted that monthly bank draft convenience for customers would encourage more annual pass sales. However, there are bank fees and a substantial amount of staff time spent managing the bank draft membership base and consideration should be given to pass on some form of a handling fee for bank draft customers. A portion of the fees listed below will be directed to a capital reserve account for future capital equipment replacement needs.

Admissions

Category	Daily	Punch Pass	Month to Month	Annual
Adult	$ 9.00	$72.00	$35.00	$360.00
Youth	$ 6.00	$45.00	$20.00	$200.00
Teen	$ 7.00	$54.00	$25.00	$240.00
Senior	$ 7.00	$54.00	$25.00	$240.00
Family	NA	NA	$75.00	$720.00

Section XI - Appendix

Program Fees and Revenue Worksheet – Option 1

Daily Fees	Fees	Number	Revenue
Adult	$9.00	30	$270
Youth	$6.00	15	$90
Teen	$7.00	10	$70
Senior	$7.00	20	$140
Total		75	$570
			x 360 days/year
Grand Total			$205,200

Punch Pass (10 Punch)	Fees	Number	Revenue
Adult	$72	400	$28,800
Youth	$45	240	$10,800
Teen	$54	240	$12,960
Senior	$54	320	$17,280
Total		1200	$69,840

Month to Month	Fees	Number	Revenue
Adult	$35	3565	$124,775
Youth	$20	158	$3,160
Teen	$25	158	$3,950
Senior	$25	2059	$51,475
Family	$75	1980	$148,500
Total		7920	$331,860

Annual Passes	Fees	Number	Revenue
Adult	$360	178	$64,080
Youth	$200	5	$1,000
Teen	$240	5	$1,200
Senior	$240	108	$25,920
Family	$720	244	$175,680
Total		540	$267,880

Program Fees and Revenue Worksheet – Option 2

Daily Fees	Fees	Number	Revenue
Adult	$9.00	26	$234
Youth	$6.00	12	$78
Teen	$7.00	9	$63
Senior	$7.00	18	$126
Total		65	$501
			x 360 days/year
Grand Total			$180,360

Punch Pass (10 Punch)	Fees	Number	Revenue
Adult	$72	336	$24,192
Youth	$45	204	$9,180
Teen	$54	204	$11,016
Senior	$54	271	$14,634
Total		1015	$59,022

Month to Month	Fees	Number	Revenue
Adult	$35	2850	$99,750
Youth	$20	65	$1,300
Teen	$25	65	$1,625
Senior	$25	1650	$41,250
Family	$75	1705	$127,875
Total		6335	$271,800

Annual Passes	Fees	Number	Revenue
Adult	$360	145	$52,200
Youth	$200	5	$1,000
Teen	$240	5	$1,200
Senior	$240	90	$21,600
Family	$720	200	$144,000
Total		445	$220,000

Program Fees and Revenue Worksheet – Option 3

Daily Fees	Fees	Number	Revenue
Adult	$9.00	22	$198
Youth	$6.00	12	$78
Teen	$7.00	9	$63
Senior	$7.00	15	$105
Total		58	$444
			x 360 days/year
Grand Total			$159,840

Punch Pass (10 Punch)	Fees	Number	Revenue
Adult	$72	336	$24,192
Youth	$45	204	$9,180
Teen	$54	204	$11,016
Senior	$54	271	$14,634
Total		1015	$59,022

Month to Month	Fees	Number	Revenue
Adult	$35	2565	$89,775
Youth	$20	65	$1,300
Teen	$25	65	$1,625
Senior	$25	1485	$37,125
Family	$75	1540	$115,500
Total		5720	$245,325

Annual Passes	Fees	Number	Revenue
Adult	$360	135	$48,600
Youth	$200	5	$1,000
Teen	$240	5	$1,200
Senior	$240	85	$20,400
Family	$720	185	$133,200
Total		415	$204,400

Part-Time Staff Worksheets – Option 1

Guest Relations Coordinator	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	5:30am-Noon	6.5	0	5	0
		Noon-5pm	5	0	5	0
		5pm-10pm	5	1	5	25
	Saturday	6:00am-2pm	8	1	1	8
		2pm-10pm	8	1	1	8
	Sunday	9:30am-1pm	3.5	0	1	0
		1pm-8pm	7	0	1	7
Total						48

Welcome Desk Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	5:30am-Noon	6.5	1	5	32.5
		Noon-5pm	5	1	5	25
		5pm-10pm	5	2	5	50
	Saturday	6:00am-2pm	8	2	1	16
		2pm-10pm	8	2	1	16
	Sunday	9:30am-1pm	3.5	0	1	0
		1pm-8pm	7	2	1	14
Total						153.5

Fitness Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	6am-Noon	6	1	5	30
		Noon-5pm	5	1	5	25
		5pm-10pm	5	1	5	25
	Saturday	6am-2pm	8	1	1	8
		2pm-10pm	8	1	1	8
	Sunday	10am-1pm	3	0	1	0
		1pm-8pm	7	1	1	7
Total						103

Gym Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
32 weeks	Mon-Fri	1pm-6pm	5	0	5	0
		6pm-9pm	3	1	5	15
	Saturday	9am-10pm	13	1	1	13
	Sunday	Noon-8pm	8	1	1	8
Total						36

B'Day Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
50 weeks	Friday	6pm-9pm	3	0	1	3
	Saturday	Noon-6pm	6	0	1	6
	Sunday	Noon-6pm	6	0	1	6
Total						15

Child Watch Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	8am-1pm	5	2	5	50
		4pm-8pm	4	2	5	40
	Saturday	10am-4pm	6	2	1	12
Total						102

Lifeguard-School	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
36 weeks	Mon-Fri	5:30am-8am	2.5	2	5	25
		8am-Noon	4	2	5	40
		Noon-3pm	3	2	5	30
		3pm-6pm	3	3	5	45
		6pm-9pm	3	6	5	90
		9pm-10pm	1	0	5	0
	Saturday	6:00am-Noon	6	2	1	12
		Noon-6pm	6	6	1	36
		6pm-10pm	4	6	1	24
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	6	1	36
		6pm-8pm	2	0	1	0
Total						338

Lifeguard-Summer	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
15 weeks	Mon-Fri	5:30am-8am	2.5	2	5	25
		8am-Noon	4	2	5	40
		Noon-5pm	5	6	5	150
		5pm-7pm	2	6	5	60
		7pm-9pm	2	6	5	60
		9pm-10pm	1	0	5	0
	Saturday	6:00am-Noon	6.5	2	1	13
		Noon-6pm	6	6	1	36
		6pm-10pm	4	6	1	24
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	6	1	36
		6pm-8pm	2	0	1	0
Total						444

Head Lifeguard	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
51 weeks	Mon-Fri	5:30am-8am	2.5	0	5	0
		8am-Noon	4	0	5	0
		Noon-3pm	3	0	5	0
		3pm-6pm	3	0	5	0
		6pm-9pm	3	1	5	15
		9pm-10pm	1	0	5	0
	Saturday	6:00am-Noon	6	1	1	6
		Noon-6pm	6	1	1	6
		6pm-10pm	4	1	1	4
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	1	1	6
		6pm-8pm	2	0	1	0
Total						37

Building Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
51 weeks	Mon-Fri	5:30am-8am	2.5	0	5	0
		8am-Noon	4	0	5	0
		Noon-3pm	3	1	5	15
		3pm-6pm	3	1	5	15
		6pm-9pm	3	0	5	0
		9pm-Midnight	3	2	5	30
	Saturday	6:00am-Noon	6	0	1	0
		Noon-6pm	6	1	1	6
		6pm-9pm	3	1	1	3
		9pm-Midnight	3	1	1	3
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	1	1	6
		6pm-9pm	3	2	1	6
Total						84

Part-Time Staff Worksheets – Option 2

Welcome Desk Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	5:30am-Noon	6.5	1	5	32.5
		Noon-5pm	5	1	5	25
		5pm-10pm	5	2	5	50
	Saturday	6:00am-2pm	8	2	1	16
		2pm-10pm	8	2	1	16
	Sunday	9:30am-1pm	3.5	0	1	0
		1pm-8pm	7	2	1	14
Total						153.5

Fitness Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	6am-Noon	6	1	5	30
		Noon-5pm	5	1	5	25
		5pm-10pm	5	1	5	25
	Saturday	6am-2pm	8	1	1	8
		2pm-10pm	8	1	1	8
	Sunday	10am-1pm	3	0	1	0
		1pm-8pm	7	1	1	7
Total						103

B'Day Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
50 weeks	Friday	6pm-9pm	3	0	1	3
	Saturday	Noon-6pm	6	0	1	6
	Sunday	Noon-6pm	6	0	1	6
Total						15

Child Watch Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	8am-1pm	5	2	5	50
		4pm-8pm	4	2	5	40
	Saturday	10am-4pm	6	2	1	12
Total						102

Lifeguard-School	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
36 weeks	Mon-Fri	5:30am-8am	2.5	2	5	25
		8am-Noon	4	2	5	40
		Noon-3pm	3	2	5	30
		3pm-6pm	3	3	5	45
		6pm-9pm	3	6	5	90
		9pm-10pm	1	0	5	0
	Saturday	6:00am-Noon	6	2	1	12
		Noon-6pm	6	6	1	36
		6pm-10pm	4	6	1	24
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	6	1	36
		6pm-8pm	2	0	1	0
Total						338

Lifeguard-Summer	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
15 weeks	Mon-Fri	5:30am-8am	2.5	2	5	25
		8am-Noon	4	2	5	40
		Noon-5pm	5	6	5	150
		5pm-7pm	2	6	5	60
		7pm-9pm	2	6	5	60
		9pm-10pm	1	0	5	0
	Saturday	6:00am-Noon	6.5	2	1	13
		Noon-6pm	6	6	1	36
		6pm-10pm	4	6	1	24
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	6	1	36
		6pm-8pm	2	0	1	0
Total						444

Head Lifeguard	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
51 weeks	Mon-Fri	5:30am-8am	2.5	0	5	0
		8am-Noon	4	0	5	0
		Noon-3pm	3	0	5	0
		3pm-6pm	3	0	5	0
		6pm-9pm	3	1	5	15
		9pm-10pm	1	0	5	0
	Saturday	6:00am-Noon	6	1	1	6
		Noon-6pm	6	1	1	6
		6pm-10pm	4	1	1	4
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	1	1	6
		6pm-8pm	2	0	1	0
Total						37

Head Lifeguard	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
51 weeks	Mon-Fri	5:30am-8am	2.5	0	5	0
		8am-Noon	4	0	5	0
		Noon-3pm	3	0	5	0
		3pm-6pm	3	0	5	0
		6pm-9pm	3	1	5	15
		9pm-10pm	1	0	5	0
	Saturday	6:00am-Noon	6	1	1	6
		Noon-6pm	6	1	1	6
		6pm-10pm	4	1	1	4
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	1	1	6
		6pm-8pm	2	0	1	0
Total						37

Part-Time Staff Worksheets – Option 3

Welcome Desk Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	5:30am-Noon	6.5	1	5	32.5
		Noon-5pm	5	1	5	25
		5pm-10pm	5	2	5	50
	Saturday	6:00am-2pm	8	2	1	16
		2pm-10pm	8	2	1	16
	Sunday	9:30am-1pm	3.5	0	1	0
		1pm-8pm	7	2	1	14
Total						153.5

Fitness Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	6am-Noon	6	0	5	0
		Noon-5pm	5	0	5	0
		5pm-10pm	5	1	5	25
	Saturday	6am-2pm	8	0	1	0
		2pm-10pm	8	1	1	8
	Sunday	10am-11am	3	0	1	0
		11am-6pm	7	1	1	7
Total						40

B'Day Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
50 weeks	Friday	6pm-9pm	3	0	1	3
	Saturday	Noon-6pm	6	0	1	6
	Sunday	Noon-6pm	6	0	1	6
Total						15

Child Watch Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	8am-1pm	5	2	5	50
		4pm-8pm	4	2	5	40
	Saturday	10am-4pm	6	2	1	12
Total						102

Lifeguard-School	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
36 weeks	Mon-Fri	5:30am-8am	2.5	2	5	25
		8am-Noon	4	2	5	40
		Noon-3pm	3	2	5	30
		3pm-6pm	3	3	5	45
		6pm-9pm	3	6	5	90
		9pm-10pm	1	0	5	0
	Saturday	6:00am-Noon	6	2	1	12
		Noon-6pm	6	6	1	36
		6pm-10pm	4	6	1	24
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	6	1	36
		6pm-8pm	2	0	1	0
Total						338

Lifeguard-Summer	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
15 weeks	Mon-Fri	5:30am-8am	2.5	2	5	25
		8am-Noon	4	2	5	40
		Noon-5pm	5	6	5	150
		5pm-7pm	2	6	5	60
		7pm-9pm	2	6	5	60
		9pm-10pm	1	0	5	0
	Saturday	6:00am-Noon	6.5	2	1	13
		Noon-6pm	6	6	1	36
		6pm-10pm	4	6	1	24
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	6	1	36
		6pm-8pm	2	0	1	0
Total						444

Head Lifeguard	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
51 weeks	Mon-Fri	5:30am-8am	2.5	0	5	0
		8am-Noon	4	0	5	0
		Noon-3pm	3	0	5	0
		3pm-6pm	3	0	5	0
		6pm-9pm	3	1	5	15
		9pm-10pm	1	0	5	0
	Saturday	6:00am-Noon	6	1	1	6
		Noon-6pm	6	1	1	6
		6pm-10pm	4	1	1	4
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	1	1	6
		6pm-8pm	2	0	1	0
Total						37

Building Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
51 weeks	Mon-Fri	5:30am-8am	2.5	0	5	0
		8am-Noon	4	0	5	0
		Noon-3pm	3	0	5	0
		3pm-6pm	3	0	5	0
		6pm-9pm	3	0	5	0
		9pm-Midnight	3	2	5	30
	Saturday	6:00am-Noon	6	0	1	0
		Noon-6pm	6	0	1	0
		6pm-9pm	3	0	1	0
		9pm-Midnight	3	2	1	6
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	0	1	0
		6pm-9pm	3	2	1	6
Total						42

Program Staff Worksheets

Adult Leagues	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Official	2	$20.00	6	20	$ 4,800
	Scorer	1	$12.00	6	20	$ 1,440
Volleyball	Official	1	$15.00	6	20	$ 1,800
Indoor Soccer	Official	2	$20.00	12	24	$ 11,520
Total						$ 19,560

Youth Leagues	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Official	2	$15.00	6	20	$ 3,600
	Scorer	1	$12.00	6	20	$ 1,440
Volleyball	Official	1	$15.00	6	20	$ 1,800
Indoor Soccer	Official	2	$15.00	12	24	$ 8,640
Indoor Lacrosse	Official	2	$15.00	6	16	$ 2,880
Total						$ 18,360

Youth Sports Camps	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	$25.00	2	16	$ 1,600
Volleyball	Coaches	2	$25.00	2	16	$ 1,600
Soccer	Coaches	2	$25.00	2	16	$ 1,600
Lacrosse	Coaches	2	$25.00	1	16	$ 800
Other	Coaches	2	$25.00	2	16	$ 1,600
Total						$ 7,200

Adult Tournaments	Position	Staff	Rate/Game	Games	Tourn.	Total
Basketball	Official	2	$20.00	27	1	$ 1,080
Volleyball	Official	1	$15.00	27	1	$ 405
Indoor Soccer	Official	2	$20.00	27	1	$ 1,080
Total						$ 2,565

Youth Tournaments	Position	Staff	Rate/Game	Games	Tourn.	Total
Basketball	Official	2	$15.00	27	3	$ 2,430
Volleyball	Official	1	$15.00	27	2	$ 810
Indoor Soccer	Official	2	$15.00	27	3	$ 2,430
Indoor Lacrosse	Official	2	$15.00	27	1	$ 810
Total						$ 6,480

Fitness	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Group Fitness Classes	$ 30.00	40	1	52	$ 62,400
Personal Training	$ 40.00	20	1	52	$ 41,600
Small Group Training	$ 30.00	6	1	52	$ 9,360
Total					$ 113,360

General Recreation Classes	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Adult Classes	$ 15.00	6	1	36	$ 3,240
Youth/Teen Classes	$ 15.00	6	1	36	$ 3,240
Summer/Break Day Camp					
Supervisor	$ 13.00	40	1	10	$ 5,200
Leader	$ 12.00	40	8	10	$ 38,400
Misc. Classes	$ 12.00	6	1	36	$ 2,592
Total					$ 52,672

Learn to Swim Classes	Rate/Class	Classes/Day	Days	Weeks	Total
Summer	$ 12.00	18	5	8	$ 8,640
Spring/Fall	$ 12.00	12	2	20	$ 5,760
Winter	$ 12.00	9	2	10	$ 2,160
Total					$ 16,560

Water Exercise	Rate/Class	Classes/Wk	Weeks	Total
Summer	$ 25.00	15	14	$ 5,250
Spring/Fall	$ 25.00	12	26	$ 7,800
Winter	$ 25.00	12	12	$ 3,600
Total				$ 16,650

Other	Rate/Class	Classes/Wk	Weeks	Total
Private Lessons	$ 12.00	6	45	$ 3,240
Lifeguard Training	$ 25.00	33	3	$ 2,475
Misc.	$ 20.00	6	50	$ 6,000
Total				$ 11,715

Camps	Staff	Rate/Hr	Hrs/wk	Weeks	Total
Swim Camp	2	$ 20.00	10	2	$ 800
Diving Camp	1	$ 20.00	10	2	$ 400
Total					$ 1,200

Revenue Worksheets – Option 1

Daily Fees	Fees	Number	Revenue
Adult	$9.00	30	$270
Youth	$6.00	15	$90
Teen	$7.00	10	$70
Senior	$7.00	20	$140
Total		75	$570
			x 360 days/year
Grand Total			$205,200

Punch Pass (10 Punch)	Fees	Number	Revenue
Adult	$72	400	$28,800
Youth	$45	240	$10,800
Teen	$54	240	$12,960
Senior	$54	320	$17,280
Total		1200	$69,840

Month to Month	Fees	Number	Revenue
Adult	$35	3565	$124,775
Youth	$20	158	$3,160
Teen	$25	158	$3,950
Senior	$25	2059	$51,475
Family	$75	1980	$148,500
Total		7920	$331,860

Annual Passes	Fees	Number	Revenue
Adult	$360	178	$64,080
Youth	$200	5	$1,000
Teen	$240	5	$1,200
Senior	$240	108	$25,920
Family	$720	244	$175,680
Total		540	$267,880

Revenue Worksheets – Option 2

Daily Fees	Fees	Number	Revenue
Adult	$9.00	26	$234
Youth	$6.00	12	$78
Teen	$7.00	9	$63
Senior	$7.00	18	$126
Total		65	$501
			x 360 days/year
Grand Total			$180,360

Punch Pass (10 Punch)	Fees	Number	Revenue
Adult	$72	336	$24,192
Youth	$45	204	$9,180
Teen	$54	204	$11,016
Senior	$54	271	$14,634
Total		1015	$59,022

Month to Month	Fees	Number	Revenue
Adult	$35	2850	$99,750
Youth	$20	65	$1,300
Teen	$25	65	$1,625
Senior	$25	1650	$41,250
Family	$75	1705	$127,875
Total		6335	$271,800

Annual Passes	Fees	Number	Revenue
Adult	$360	145	$52,200
Youth	$200	5	$1,000
Teen	$240	5	$1,200
Senior	$240	90	$21,600
Family	$720	200	$144,000
Total		445	$220,000

Revenue Worksheets – Option 3

Daily Fees	Fees	Number	Revenue
Adult	$9.00	22	$198
Youth	$6.00	12	$78
Teen	$7.00	9	$63
Senior	$7.00	15	$105
Total		58	$444
			x 360 days/year
Grand Total			$159,840

Punch Pass (10 Punch)	Fees	Number	Revenue
Adult	$72	336	$24,192
Youth	$45	204	$9,180
Teen	$54	204	$11,016
Senior	$54	271	$14,634
Total		1015	$59,022

Month to Month	Fees	Number	Revenue
Adult	$35	2565	$89,775
Youth	$20	65	$1,300
Teen	$25	65	$1,625
Senior	$25	1485	$37,125
Family	$75	1540	$115,500
Total		5720	$245,325

Annual Passes	Fees	Number	Revenue
Adult	$360	135	$48,600
Youth	$200	5	$1,000
Teen	$240	5	$1,200
Senior	$240	85	$20,400
Family	$720	185	$133,200
Total		415	$204,400

Program Revenue Worksheets – Option 1

Adult Leagues	Teams	Fee	Seasons	Total
Basketball	12	$ 200	2	$ 4,800
Volleyball	12	$ 100	2	$ 2,400
Indoor Soccer	12	$ 250	3	$ 9,000
Total				$ 16,200

Youth Leagues	Players	Fee	Seasons	Total
Basketball	120	$ 25	2	$ 6,000
Volleyball	120	$ 25	2	$ 6,000
Indoor Soccer	120	$ 25	3	$ 9,000
Indoor Lacrosse	120	$ 25	2	$ 6,000
Total				$ 27,000

Youth Sports Camps	Participants	Fee	Sessions	Total
Basketball	20	$ 65	2	$ 2,600
Volleyball	20	$ 65	2	$ 2,600
Soccer	20	$ 65	2	$ 2,600
Lacrosse	20	$ 65	1	$ 1,300
Other	20	$ 65	2	$ 2,600
Total				$ 11,700

Adult Tournaments	Teams	Fee	Number	Total
Basketball	16	$ 200	1	$ 3,200
Volleyball	16	$ 200	1	$ 3,200
Indoor Soccer	16	$ 300	1	$ 4,800
Total				$ 11,200

Youth Tournaments	Teams	Fee	Number	Total
Basketball	16	$ 200	3	$ 9,600
Volleyball	16	$ 200	2	$ 6,400
Indoor Soccer	16	$ 250	3	$ 12,000
Indoor Lacrosse	16	$ 250	1	$ 4,000
Total				$ 32,000

General Recreation Classes	Rate/Class	Classes/Week	Participants	Weeks/sessions	Total
Adult Classes	$ 25.00	3	8	8	$ 4,800
Youth/Teen Classes	$ 25.00	3	8	8	$ 4,800
Summer/Break Camp	$ 65.00	1	50	9	$ 29,250
Misc. Classes	$ 25.00	3	8	4	$ 2,400
Total					$ 41,250

Revenues	Rate/Hr.	Number of Hrs.	Weeks	Total
Banquet Room (per section)	$ 30	2	50	$ 3,000
Banquet Room (wknd-4 hrs)	$ 500	1	24	$ 12,000
Kitchen	$ 50	1	24	$ 1,200
Party Room	$ 30	2	50	$ 3,000
Gym (per court)	$ 50	3	26	$ 3,900
Total				$ 23,100

Learn to Swim	Classes/Week	Fee	Participants	Sessions	Total
Summer	35	$40.00	4	1	$ 5,600
Fall	35	$40.00	4	1	$ 5,600
Winter	35	$40.00	4	1	$ 5,600
Private Lessons	6	$15.00	1	45	$ 4,050
Total					$ 20,850

Water Aerobics	Classes/Week	Fee	Participants	Sessions	Total
Summer	15	$ 7.00	4	14	$ 5,880
Spring/Fall	12	$ 7.00	4	26	$ 8,736
Winter	12	$ 7.00	4	12	$ 4,032
Total					$ 18,648

Other	Classes/Week	Fee	Participants	Sessions	Total
Lifeguard Training	1	$ 100.00	10	3	$ 3,000
Swim Camp	1	$ 65.00	25	2	$ 3,250
Misc.	6	$ 10.00	5	50	$ 15,000
Total					$ 21,250

Revenues	Rate/Hr.	Number of Hrs.	Weeks	Total
Leisure Pool	$250	1	10	$ 2,500.00
Competitive Pool				
USA Swim Team	$90	12	42	$ 45,360.00
$15/ln x 6 lanes x 12hrs				
Meets	$100	12	6	$ 7,200.00
Total				$ 55,060.00

Program Revenue Worksheets – Option 2 and 3

Revenues	Rate/Hr.	Number of Hrs.	Weeks	Total
Party Room	$ 30	2	50	$ 3,000
Total				$ 3,000

Learn to Swim	Classes/Week	Fee	Participants	Sessions	Total
Summer	35	$40.00	4	1	$ 5,600
Fall	35	$40.00	4	1	$ 5,600
Winter	35	$40.00	4	1	$ 5,600
Private Lessons	6	$15.00	1	45	$ 4,050
Total					$ 20,850

Water Aerobics	Classes/Week	Fee	Participants	Sessions	Total
Summer	15	$ 7.00	4	14	$ 5,880
Spring/Fall	12	$ 7.00	4	26	$ 8,736
Winter	12	$ 7.00	4	12	$ 4,032
Total					$ 18,648

Other	Classes/Week	Fee	Participants	Sessions	Total
Lifeguard Training	1	$ 100.00	10	3	$ 3,000
Swim Camp	1	$ 65.00	25	2	$ 3,250
Misc.	6	$ 10.00	5	50	$ 15,000
Total					$ 21,250

Revenues	Rate/Hr.	Number of Hrs.	Weeks	Total
Leisure Pool	$250	1	10	$ 2,500.00
Competitive Pool				
USA Swim Team	$90	12	42	$ 45,360.00
$15/In x 6 lanes x 12hrs				
Meets	$100	12	6	$ 7,200.00
Total				$ 55,060.00