

Aquatic Facilities Study

Park and Recreation Department



City of Dallas, Texas
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Mission Statement

Dallas Aquatics is dedicated to providing high quality aquatic programs and experiences that are safe, fun and affordable, and that promote water safety and the enjoyment of swimming as a lifelong recreational pursuit.

Source:

*Department of Parks and Recreation,
City of Dallas, Texas*

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1.0 Background

Introduction

Aquatics are an important part of recreation programming nationwide. Swimming pools often lead the list of desired public recreational amenities in city wide park plans. Additionally, a strong aquatics program is vitally important for all children and adults to learn to swim—especially in a community adjacent to rivers and lakes like Dallas, Texas.

The City of Dallas currently operates and maintains a system of one (1) waterpark, one (1) indoor pool, eight (8) splash pads, and seventeen (17) community pools. In 1983, the City of Dallas operated a system of 107 pools (84 neighborhood pools, and 23 community pools). Usage of pools (especially the neighborhood pools) declined dramatically in the late 1970s culminating in nearly all of them closing by the late 1990s. Three initial splash pads were constructed followed by three more large improved splashpads and one public/private waterpark.

As the economic downturn took place in 2007 and 2008, the City found itself without potential private partners to help build and operate pools, while operating and capital improvement budgets were decreasing, thus leading to the closure or limited operating hours of the existing community pools. Some of the aged pools (oldest 1947 and newest 1978) were patched up to keep operating, while others were literally cannibalized for parts. Uncertainty about which pools were open and limited operating hours led to further decreases in pool attendance. In 2010 it was determined that a new aquatic master plan was needed to address the replacement of physically obsolete aquatic facilities while improving the overall level of service to the public in a financially sustainable way.

Therefore, the City of Dallas contracted with Kimley-Horn and Counsilman-Hunsaker to prepare a new Aquatics Master Plan to guide the future development of the City’s aquatic facilities.

History of Prior Aquatic Planning Efforts

In 1981, a report titled *Dallas Swimming Pools* recommended five (5) 50-Meter pools be constructed. The recommendation was amended within two years in a very detailed report prepared by the Planning and Research Division of the Dallas Parks and Recreation Department titled *Dallas Swimming: An Analysis of Swimming Trends and Related Factors –June 1983*. In the late 1970s and early 1980s many municipalities were facing decreased attendance and increased costs of subsidizing aquatic programming, resulting in pool closures and increases in admission fees. Simultaneously, new types of aquatic facilities came onto the market such as the wave action pool, water slides, and children’s water play areas.

Based on these new trends, the 1983 Dallas report offered the following conclusion:

The major conclusion of this report is that the existing pool facilities and programs of the park and recreation department do not furnish an attractive service for the majority of the Dallas public. The findings that people desire passive and informal water play opportunities rather than formal technical or active swimming indicates that the current design and programming of the municipal pools, fails to attract these users.

The 1983 Dallas report also recommended:

In order to reverse the decline of public pool attendance, existing pools will require extensive renovation and reprogramming as well as new pools to provide passive water play opportunities. These facilities can and should be financially self-sustaining if provided according to expressed user desires.

In the late 1990s most of the remaining City of Dallas neighborhood pools were closed due to poor condition, non-compliance with code, and low attendance. Many inner-city neighborhoods reacted strongly to the loss of these facilities and the Parks and Recreation Department immediately constructed three splash pads and contracted with Water Technology to complete an Aquatic Facility Evaluation Report in October 2000. Next, the City contracted with Water Technology and William L. Haralson and Associates to prepare an Aquatics Master Plan in 2001. The 2001 Aquatics Master Plan consisted of the following tasks:

- 1) Create a Vision and Mission Statement
- 2) Conduct a Conditions Assessment of the Twenty-Three (23) Existing Community Pools
- 3) Review and Analyze Local and Regional Demographic Data
- 4) Examine Current National Trends and Evaluate Them Versus the Dallas Aquatic Program Needs Assessment
- 5) Evaluate and Make Recommendations for the Aquatic Program Management Structure.

The 2001 Aquatics Master Plan recommendations were to provide six (6) large full service leisure pools in strategic locations throughout the City supplemented by some specific program and fun pools, spraygrounds wherever needed, and some transition pools that could remain in operation if needed and financially viable.

In keeping with the tenants of the recently completed Dallas Renaissance Plan, the City was approached by a private waterpark developer to develop the new leisure pools as proposed in 2001 Aquatics Master Plan as public-private partnership waterparks. After difficulty finding suitable sites, the first of the public/private waterparks was opened at Thurgood Marshall Park in 2005 with Horizon Family Entertainment at a cost of approximately \$5.5 million and named “Bahama Beach.”

Funding and sites for other similar projects could not be found and the partnership was mutually dissolved after three years of operation. No further public/private waterpark opportunities have come forward and the City currently operates the waterpark without private assistance.

With the change in the economy and lack of a partner for public/private waterpark development, the Parks and Recreation directed that a new modified aquatics plan was needed to guide the replacement of the City’s aged and old style pools. In 2009, the City began working with Kimley-Horn and Counsilman-Hunsaker on a new aquatics master plan. A preliminary assessment was completed in 2010 and a full assessment was authorized in 2011 for completion in 2012.

Planning Methodology

The 2012 Aquatic Facilities Master Plan was developed to determine the feasibility of developing a system of new more economically sustainable family aquatic centers located throughout the City so as to provide an equal level of service for all residents.

Unlike the “Neighborhood Approach” of years past, it is more typical today to build fewer and larger aquatic facilities in larger community parks where utilities, support structures, and parking can be shared. Strategically placing an aquatic facility in a park encourages recreation seekers to a “one-stop shop.” Aquatic facilities—when bundled with amenities, such as ball fields, running tracks, walking/biking trails and fitness centers—can provide a complete recreation experience while sharing parking and utility infrastructure.

At the request of the City, the aquatic facility study was developed in two phases consisting of Phase I and Phase II.

In Phase I, the consulting team reviewed updated staff-assembled information on the condition and operation of the existing aquatic facilities including:

- Location
- Hours of Operation
- Open and Closed Facilities at that time
- Remodeled Facilities
- Maintenance Expenditures
- Attendance and Revenue

The timing of Phase I occurred between October 2009 and concluded in November 2010. Key meetings during this phase were as follows:

Phase I Meetings

- October 5, 2009 – Pre-Project Meeting between Kimley-Horn and Staff
- October 29, 2009 – Kimley-Horn Meeting with Staff
- May 26, 2010 – Kick-off Meeting for Phase I with Staff
- September 9, 2010 – Work Sessions with Staff
- October 19, 2010 – Pre-Park Board Meeting with Staff to Review Findings
- October 21, 2010 - Presentation to Park Board and Recreation Facilities Strategic Planning (RFSP) Committee on Initial Findings at Turtle Creek Park
- November 4, 2010 – RFSP Committee Pool Tour
 - Four Pools in Dallas
 - Two Aquatic Facilities in Lewisville (Kimley-Horn Present)
- November 18, 2010 – RFSP Committee Re-cap of Tour and Discussion

Based upon the initial findings in Phase I and interest and support from the Park Board, the consulting team was authorized to proceed with Phase II of planning process in order to fully document and complete the planning process.

The process for completing Phase II consisted of the following items:

Needs Assessment

During Phase I the consulting team established communication protocols and the schedule for completing the study. Items completed in this phase were a detailed review of the existing aquatic facilities and operations; multiple meetings and work sessions with staff including a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis; demographic research including current population, age distribution, income, weather analysis, and economic considerations that could impact the project; and an Aquatic Area Providers Study to document other aquatic facilities in the greater Dallas area, hours of operation, and fees charged.

Aquatic Service Amenity Program

Based upon the information in the Needs Analysis, the programming options were developed and considered to provide more modern, higher-level, and fiscally sustainable aquatic facilities for the City of Dallas. Facilities considered in this process were Family Aquatic Centers (Large, Medium, and Small): Competition and Therapeutic Swimming Pools: and additional “Splash Pads” or Spraygrounds.

Schematic designs were then developed including the aquatic facilities (pools, river channels, water slides, water play areas) and support spaces (bathhouses, mechanical enclosures, fencing, deck space, and parking.) Each option considered was given an estimated capacity for users and a total project cost per facility.

Using the Schematic designs, implementation scenarios were developed to evaluate how many of each type of facility would be required to provide a consistent and improved level of service to the City of Dallas.

Operational Analysis

Utilizing the information gathered in the Needs Analysis and Aquatic Service Amenity Program –a detailed operational analysis was prepared to provide an opinion of financial performance based upon projected revenues and operating expenses for each implementation scenario.

The Opinion of Probable Expenses was developed using current Dallas costs for labor, contract services, supplies, utilities, maintenance, and future repairs.

The Revenue Projections were derived from estimated market penetration, special user group programming (swim lessons, aerobic classes, etc.), daily admissions, season pass sales, and group party rentals.

The timing of Phase II occurred between November 2010 and July 2012. Key meetings during this phase were as follows:

Final Presentation and Report

Using the information gathered from the process above, a final presentation and report were prepared to document the findings of the Aquatic Facilities Master Plan for the City of Dallas, Texas. The Final Presentation and Report are intended to summarize the findings from this study for future consideration by the Park Board and City Council and include:

- A. Location of all aquatic facilities with recommendations for types of facilities and simple guidelines for site selection criteria (i.e. population, demographics, service area, adequate space/infrastructure/parking and combined with other park facilities such as community centers/athletic field areas/community parks.)
- B. A list and description of other area providers and a description of the types of current-day aquatic programming.
- C. Recommendations for any existing aquatic facilities to remain (if applicable).
- D. Cost estimates for each facility including planning, design & construction.
- E. Implementation scenarios and potential funding options.
- F. Financial Impact Analysis inclusive of detailed operating expenses and potential revenue based upon pricing structures.

Phase II Meetings

- January thru March 2011 – RFSP Committee briefings and discussions on pool infrastructure improvements for the 2011 season
- March 31, 2011 - Kick-off Meeting at City Hall with Staff for Phase II
- August 17, 2011 – City Council Briefing on Aquatics by Staff
- August 18, 2011 – RFSP Committee Briefing
- August 22, 2011 - City Council Briefing
- November 5, 2011 - Parks Summit Presentation by Staff (Kimley-Horn Attended)
- November 15, 2011 – Meeting at Kimley-Horn Offices with Staff
- November 29, 2011 – Meeting at City Hall with Staff
- December 1, 2011 - Presentation to Park Board at Dallas Zoo
- February 13, 2012 – Wrap-Up Meeting at Kimley-Horn Offices with Staff
- July 2012 – Final Report Submitted

2.0 Current Trends in Aquatics

Planning for Diverse Aquatic User Groups

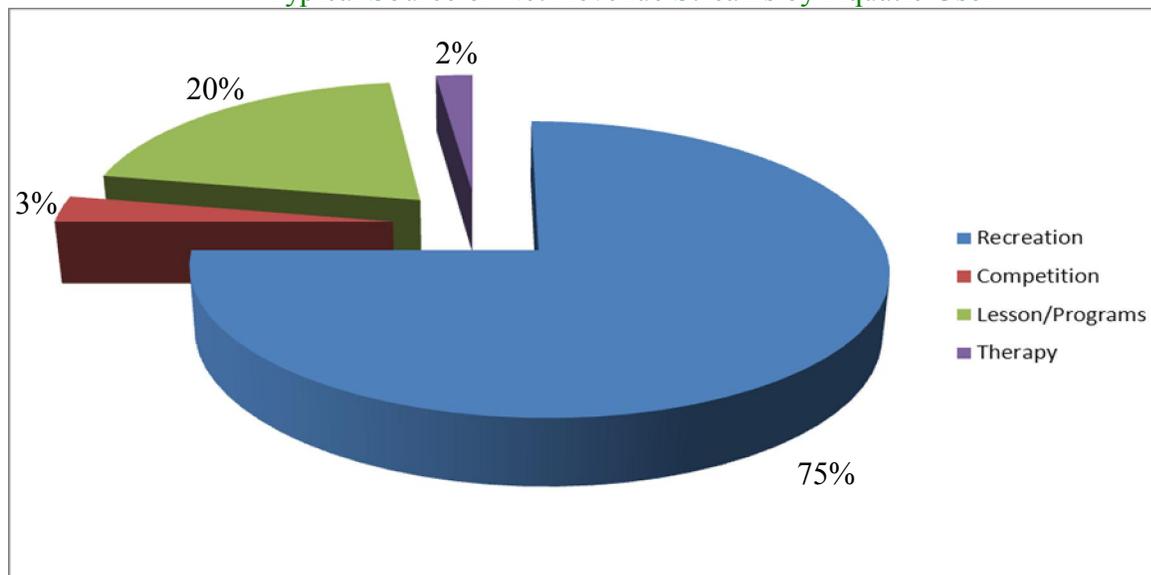
As we look at city-wide aquatic systems, it is important to include a variety of opportunities to meet the needs of all types of aquatic users. Aquatic users are typically defined by four main groups, each with a different needed configuration for aquatic spaces and different water temperatures. These uses and their characteristics are as follows:

- Recreation (Warmer and shallower water with vertical water sprays, toys, and slides)
- Lesson/Programs (Warmer water with a variety of depths for instructional programs)
- Competition (Colder and deeper water with specific lengths and widths of lanes)
- Therapy (Very warm water with depths suitable for water aerobics)

A survey by the National Sporting Goods Association states that the recreational group makes up over 90% of all aquatic users, and includes a variety of age groups—from tots to seniors. Trends show that most recreational swimming happens during the summer months and therefore supports the need for outdoor aquatics. Even communities located in areas with cold winters and short summers still desire outdoor swimming facilities for summer use.

The recreational user group prefers to have shallower and warmer water to allow for extended stays and socialization. Research by Counsilman-Hunsaker also shows that Recreation users provide 75% of the net revenue that can be generated from aquatics.

Typical Source of Net Revenue Streams by Aquatic User



Source: Counsilman-Hunsaker

New recreational aquatic facilities incorporate fun features, similar to playground equipment, for children to play and interact with; waterslides suitable for multiple age groups from tots to teens and adults; various water depths from zero-depth beach entries to plunge pools or diving areas; and other popular features for all age groups such as lazy rivers and current channels. Additionally,

modern recreational aquatic facilities include more creature comforts for extended stays such as shade areas, lounge chairs, picnic tables, lockers, and concession areas.

Lessons/programming aquatic facilities can include areas for instruction for swim lessons, lifeguard training, water safety, scuba diving, etc. Each of these groups needs appropriate spaces for teaching and training. These spaces are often incorporated into competitive and recreational style pools. Swim lessons are typically the largest of the instructional groups and are considered a life-safety skill that children need to learn. Some communities have even made learning swim a requirement at their public school programs. New recreational style pools have increased children's desires to participate in swim lessons in order to be allowed to play and interact with their peers. Lesson/programming users typically provide 20% of the revenue from aquatic facilities.

The competition user group requires a pool that meets the dimensions of the regulating agency including the NFSHS (High School Standards), NCAA (Collegiate Standards), USA Swimming (Club Team Standards), and FINA (International Standards). They also prefer deeper and colder water to increase the competitive abilities of the pool. The primary distance for competitive swimming in the United States is 25 yards. Only FINA and USA Swimming's summer program requires a 50 meter dimension. Competition groups are a small but dedicated group of users who have demonstrated that they will drive long distances for practicing and competitive meets. One metric often seen in planning for competition pools for high school swim teams is to provide one competition pool per public high school. While it is true that a year round indoor competition pool facility can generate year round revenue and user fees – the cost of operating such a facility greatly reduces the net income generated. Counsilman-Hunsaker has found that competition users typically generate about 3% of the net revenue from aquatic facilities.

Therapy usage is currently the fastest growing aquatic user group. New research provides evidence of the benefits of aquatic exercise. While aerobic dance and cycling have decreased by 17.3% and 23.2%, respectively, from 1998-2007, aquatic exercise increased by 25% from 2004-2007. This group requires a small body of warm water that can offer a variety of classes and programs from water aerobics to exercise lap swimming. Therapy and wellness program usage typically generates about 2% of the net revenue from aquatic facilities.

Further Defining Aquatic User Groups

When comparing pools to other pools across the country, it is important to look at aquatic users. Today, most communities build multi-generational facilities to accommodate lifecycle programming for tots learning to swim, swim teams, adults seeking low-impact water exercise, seniors and injured athletes looking for water therapy, and families just wanting to have fun. A more detailed description of each user group is as follows:

Lessons

A well-run swim lesson program trains children in safe swimming techniques. A public health policy typically stresses strategies that educate the public about hazards of open bodies of water. They promote swimming and water safety classes, and encourage CPR training for children and teenagers. Swim lessons are vital to the health and safety of the community.



Competitive

Competitive athletes (USA Swimming, USA Diving, US Masters, summer swim and dive teams, high school swim and dive teams, water polo teams, etc.) are very loyal and appreciative groups, and, if their needs are met, can be counted upon to provide a portion of the operating income.



Fitness

Water aerobics offer benefits for adults seeking a low or no-impact form of exercise. Classes include water pump workouts with foam water weights or water-proof plastic weights, water walking, aqua aerobics, and various aquatic exercises.



Wellness

Aquatic therapy requires a very controlled environment. In order to maximize revenue potential and health benefits to the community, programming needs to concentrate on therapy associated with a medical provider. This approach is a separate business and is not commonly incorporated with a community aquatics program.



Recreation

Recreation swimmers have evolved most over the years, providing necessary repeat visits to help pay operating costs. They are willing to pay more per visit if their expectations are met. The ultimate test of design is the choreography of people, their perception of the facility, and repeat visits.



National Trends in Aquatics

Until the 1950's and 1960's many neighborhood public pools were filled daily with potable water and drained. Concerns over infectious disease outbreaks resulted in more stringent sanitation codes. Additionally, as the codes became more stringent and liability concerns increased – many public pools began to lose features such as diving boards and small water slides due to increased depth and clearance requirements. Shallow wading pools became suspect and increased operating costs and ever-increasing competition for recreation time led to decreased pool attendance and the closure of many pools throughout the United States.

Beginning in the late 1970's and early 1980's, the “water park” concept was developed with more exciting water features such as wave pools, a variety of water slides, and lazy rivers. Innovative public operators began to incorporate some of these features into their municipal aquatic facilities or build municipal waterparks to re-attract aquatic recreation users and to increase revenue with higher admissions to offset the cost of operations.

In the Dallas-Fort Worth, Texas area the first wave pool was constructed by the City of Garland, Texas in 1983 and the first three waterparks to be constructed were Wet'n Wild (Arlington, Texas); Whitewater (Grand Prairie, Texas); and Whitewater (Garland, Texas). The first municipal waterpark NRH2O was opened in North Richland Hills, Texas in 1995 and the first two new-style “family aquatic centers” were opened in Hurst, Texas in 1996 and 1997. The “family aquatic center” can be characterized as a hybrid of an old fashioned pool, combined with waterpark elements such as: water slides, water play structures, lazy rivers, current channels, etc. Since the first two family aquatic centers were built, Texas has become one of the leading states in the construction of family aquatic centers to replace old rectangular municipal pools. In 1983, the Planning and Research Division of Dallas Parks and Recreation recommended that the City of Dallas modify their aquatic programs and facilities to this type of concept. And, again in 2001 the study

During the past 25-30 years numerous Texas municipalities (and many other agencies across the United States) have proven that by incorporating fun recreational water features into their facilities they were able to:

- A) Meet the current trends and needs of the recreational aquatic users – increasing attendance.
- B) Encourage and increase participation in learn-to-swim programs – children want to learn to swim so they can have fun at their waterpark or family aquatic center.
- C) Elevate pricing and generate revenue to sustain the operations expenses of providing facilities and programs for aquatic therapy and fitness users as well as swim teams.

Current successful trends in aquatic design for municipalities are as follows:

- Larger and Fewer Facilities
- Family Aquatic Facilities (Multiple Bodies of Water)
 - Competition
 - Recreation (Slides, Lazy Rivers, Water Play Structures, etc.)
 - All age groups

- Spraygrounds or Splash Pads
- Indoor / Outdoor Mega Aquatic Facilities (Coupled with Recreation Centers)
- Pay for Play (Public users are willing to pay for higher quality and more diverse aquatic recreation experiences)

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

Recreational Amenities

To serve the user groups, the following amenities are typically considered:

Leisure Pool

The 0 to 4 foot depth of leisure pools provides adults and children aquatic interaction, entertainment, relaxation and fun. With opportunity for many different sizes and designs, the leisure pool is a desirable attraction for all age and skill levels. Many different amenities can be incorporated for added amusement.



Zero-Depth Entry

Zero-depth entry simulates an ocean beach as the pool bottom slopes gradually toward the deeper water. Instead of jumping or climbing into the pool, patrons simply walk in as they would at a beach.



Lap Lanes

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



Current Rivers

A current river is part of the leisure pool, usually 6-8 feet wide with water traveling at approximately three miles per hour. The current channel can provide an ideal floating adventure with a tranquil ride on a relaxing journey going with the flow, or it can be used for walking against the current as a non-programmed or programmed exercise. This amenity provides a refreshing way for all ages to leisurely enjoy the water.



Play Features

Interactive play features bring recreational value to aquatic facilities. Children can slide down just-their-size waterslides, scamper through spraying water, climb across bridges, and scurry over and under tunnels. Valves, chains, and ropes can be manipulated and transformed by the imagination. As children interact with these features, they control where and when the water sprays will occur.



Waterslides

Waterslides provide excellent recreation value and come in many shapes and sizes. The teen market is drawn to speed slides and drop slides. High-thrill swirl slides spin patrons around before shooting them down into the water.



Shade Features

Shade umbrellas come in many styles and colors and provide necessary shade while lending a festive atmosphere. They cover, connect, and join areas while providing relaxation out of the sun.



Aquatic Facility Options

When developing a new aquatic system, all user groups and types of aquatic facilities should be considered. A mix of indoor and outdoor as well as competitive and recreational will complement each other and provide for better aquatic services. Locations of these facilities are also important. Use of aquatic facilities is based on peoples' willingness to travel. Typically, people are more willing to drive to larger indoor facilities, while outdoor facilities need to be more evenly distributed to create shorter drive times. Special use facilities (competition venues, waterparks, therapeutic pools) are not as greatly impacted by travel times due to their uniqueness.

Splash Pads

Water spray features enhance the recreation value of a park or aquatic facility by featuring splash pads located on a concrete splash pad, either with or without standing water. Because of minimal water depth, splash pads can, in most jurisdictions, be operated without certified lifeguards, making them a cost-effective addition for all types of parks, recreation areas, and aquatic centers.

Community Family Aquatic Center

Community family aquatic centers offer family amenities in a cozy atmosphere, thus delivering a friendly customer experience in a local community. They typically include a leisure pool, lap lanes, tot pool, play feature, and shade areas.

Regional Family Aquatic Center

Regional family aquatic centers offer a larger scale of cutting-edge amenities, deliver a unique customer experience, and draw from a larger regional radius. They typically include a leisure pool, a competitive pool, tot pool, play features, and shade areas.

Destination Facility

Creating WOW aquatic environments entices the senses and differentiates an ordinary experience into a memorable one. Vacationers and residents are lured by a valued product that offers a combination of tranquil and exhilarating swimming pools and amenities. Destination aquatic centers typically include leisure and tot pools, waterslides, play features, lazy river, and shaded areas.

Approaches to Aquatic Planning

There are three primary approaches to providing for the aquatic programming needs for municipalities:

Neighborhood Approach

Offer numerous smaller facilities with one body of water for each neighborhood.

- Pros
 - Closer proximity to residents.
 - Lower capital costs for each facility (phasing).
- Cons
 - Greater operating costs with multiple aquatic centers.
 - Keeping multiple aquatic centers sustainable with the economy.

Community Approach

Offer multiple medium sized facilities each with multiple bodies of water located throughout the community.

- Pros
 - Greater experience for residents.
 - Net operations would be reduced compared to Neighborhood Approach.
- Cons
 - Higher capital cost for each facility compared to Neighborhood Approach.
 - Non-resident users may over crowd the facility.

Central Approach

Offer one centralized facility with several bodies of water to serve the entire community.

- Pros
 - Aquatic Master Plan would be realized sooner.
 - Community hub profile.
- Cons
 - Longer drive time for most residents.
 - Higher admission fees over what residents might expect to pay.

Why Not Build All Pools Indoor?

- A. Most aquatic users are recreational users who swim seasonally in the summer and they prefer to swim outside in warmer water with a variety of water recreation features (slides, rivers, water play structures, etc.) Even residents in cold climates look forward swimming outdoors in the summer time.
- B. Indoor pools are two to three times more expensive to build and operate per SF than outdoor seasonal pools.

- C. A well-designed outdoor family aquatic center will generate more revenue in 90-100 days than an indoor pool programmed for year round use.
- D. Competition or Lap Pools are not the most conducive to lesson programming for learn to swim (water too cold and too deep), for recreation swimming (water too cold and too deep and no fun features), and for water aerobics (water too cold and too deep.)

Comparison of Other City Aquatic Systems

In 1990, the National Recreation and Parks Association published a recommendation for the number of public pools needed in any U.S. community based on population alone: one pool for every 20,000 residents.¹ Although this never became the national standard due to variables such as other providers, income, and various age group programming at different types of pools.

Current trends are to provide larger facilities with programming for all user groups - more typically on average one pool for every 45,000 to 50,000 residents with some larger communities like Dallas providing one pool for up to 60,000 residents.

Dallas with a population in the range of 1.2 to 1.3 million residents operates one waterpark, one indoor pool, seventeen community pools, and eight splash pads. Using only the waterpark and pools, Dallas provides one pool for every 64,000 residents.

POOLS BY POPULATION			
City	Population	Municipal Pools	Residents per Pool
Los Angeles, CA	3,694,820	59	62,624
Houston, TX	2,106,582	39	54,015
Phoenix, AZ	1,461,575	29	50,399
San Antonio, TX	1,256,509	25	50,260
San Diego, CA	1,255,540	13	96,580
Dallas, TX	1,213,825	19	63,886
Fort Worth, TX	635,800	7	90,829
Fairfax County, VA	1,112,341	8	139,043
AVERAGE	1,592,124	18	87,640

3.0 Existing Aquatic Facilities

At the present time, the City of Dallas Park and Recreation Department operates one (1) waterpark, one (1) indoor swimming pool, eight (8) spraygrounds, and seventeen (17) outdoor community swimming pools. American Red Cross certified instructors conduct learn-to-swim classes for children and adults. Competitive swim teams prepare boys and girls ages 7-17 for the citywide competition.

1. Bahama Beach Waterpark (Built 2004)

1895 Campfire Circle
Dallas, TX 75232



Bahama Beach is a waterpark that offers swim lessons, water safety workshops, birthday parties, and swim team.

Bahama Beach Waterpark	
Amenities	
Large Play Structure	
Lazy River	
Zero-Depth Entry Lagoons	
Waterslides	
Mat Racer	
Water Wars	
Pavilion Rentals	
Concessions	
Fees	
48" & Taller	\$15
Under 48"	\$11
Age 2 & Under	FREE
Season Pass	\$60

2. Bachman Indoor Pool (Built 1978)

2750 Bachman Drive
Dallas, TX 75220



Renovated in 2008 at \$1.2 million, Bachman Indoor Pool offers swim lessons, water aerobics, aquatic arthritis relief, lap swimming, Special Olympics swim team, events, and birthday parties.

Bachman Indoor Pool	
Amenities	
6-Lane 25-Yard Indoor Pool	
Fees	
Age 1 to 5	FREE
Age 6 to 11	\$2
Age 12 to 17	\$5
Age 18 to 64	\$15
Age 65+	\$10

3. Bonnie View (Built 1963)

2124 Huntington Ave.
Dallas, TX

Bonnie View	
Amenities	
Outdoor 8-Lane L-Shaped Pool Deep End	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Bonnie View swimming pool includes seasonal swimming.

4. Everglade (Built 1975)

5100 Jim Miller
Dallas, TX

Everglade	
Amenities	
Outdoor 8-Lane 25-Yard Pool Deep End	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Everglade swimming pool includes seasonal swimming and swim lessons.

5. Exline (Built 1957)

2430 Eugene
Dallas, TX

Exline	
Amenities	
Outdoor Pool Deep End	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Exline swimming pool includes seasonal swimming.

6. Fretz (Built 1970)

14739 Hillcrest
Dallas, TX

Fretz	
Amenities	
Outdoor 8-Lane L-Shaped Pool Deep End	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Fretz swimming pool includes seasonal swimming and swim lessons.

7. Glendale (Built 1949)

1534 Five Mile
Dallas, TX

Glendale	
Amenities	
Outdoor Pool	
Deep End	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Glendale swimming pool includes seasonal swimming.

8. Grauwlyer (Built 1947)

2157 Anson
Dallas, TX

Grauwlyer	
Amenities	
Outdoor Pool	
Deep End	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Grauwlyer swimming pool includes seasonal swimming and swim lessons.

9. Harry Stone (Built 1958)

2403 Milmar Dr.
Dallas, TX

Harry Stone	
Amenities	
Outdoor Pool	
Deep End	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Harry Stone swimming pool includes seasonal swimming and swim lessons.

10. H.R. Moore (Built 1974)

3122 N. Winnetka
Dallas, TX

H.R. Moore	
Amenities	
Outdoor 4-Lane Pool	
Deep End	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at H.R. Moore swimming pool includes seasonal swimming.

11. Jaycee-Zaragoza (Built 1974)

3125 Tumalo Tr.
Dallas, TX

Jaycee-Zaragoza	
Amenities	
Outdoor 4-Lane Pool	
Deep End	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Jaycee-Zaragoza swimming pool includes seasonal swimming and swim lessons.

12. Kidd Springs (Built 1958)

807. W. Canty
Dallas, TX

Kidd Springs	
Amenities	
Outdoor Pool	
Deep End	
Aquaclimb Climbing Wall	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Kidd Springs swimming pool includes seasonal swimming and swim lessons.

13. Lake Highlands (Built 1970)

9940 White Rock Tr.
Dallas, TX

Lake Highlands	
Amenities	
Outdoor 8-Lane L-Shaped Pool	
Deep End	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Lake Highlands swimming pool includes seasonal swimming and swim lessons.

14. Martin Weiss (Built 1953)

3440 Clarendon
Dallas, TX

Martin Weiss	
Amenities	
Outdoor Pool	
Deep End	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Martin Weiss swimming pool includes seasonal swimming and swim lessons.

15. Pleasant Oaks (Built 1958)

8701 Greenmound Ave.
Dallas, TX

Pleasant Oaks	
Amenities	
Outdoor Pool	
Deep End	
Aquaclimb Climbing Wall	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Pleasant Oaks swimming pool includes seasonal swimming and swim lessons.

16. Samuell Grand (Built 1953)

3201 Samuell Blvd.
Dallas, TX

Samuell Grand	
Amenities	
Outdoor Pool	
Deep End	
Tot Pool	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Samuell Grand swimming pool includes seasonal swimming.

17. Tietze (Built 1947)

6115 Llano
Dallas, TX

Tietze	
Amenities	
Outdoor Pool	
Deep End	
Aquaclimb Climbing Wall	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Tietze swimming pool includes seasonal swimming and swim lessons.

18. Tommie Allen (Built 1970)

6901 Bonnieview
Dallas, TX

Tommie Allen	
Amenities	
Outdoor L-Shaped Pool	
Deep End	
Fees	
Age 11 & Under	\$1
Age 12+	\$2



Programming at Tommie Allen swimming pool includes seasonal swimming and swim lessons.

19. Walnut Hill (Built 1954)

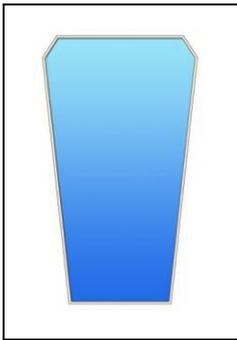
4141 Walnut Hill
Dallas, TX



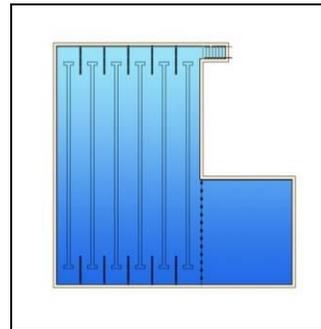
Walnut Hill	
Amenities	
Outdoor Pool	
Deep End	
Aquaclimb Climbing Wall	
Fees	
Age 11 & Under	\$1
Age 12+	\$2

Programming at Walnut Hill swimming pool includes seasonal swimming and swim lessons.

Most of the above existing pools are one of the following two basic types:



Type 1 – 15 Pools Total
3,200 sf – 7,500 sf
Average Attendance: 3,654



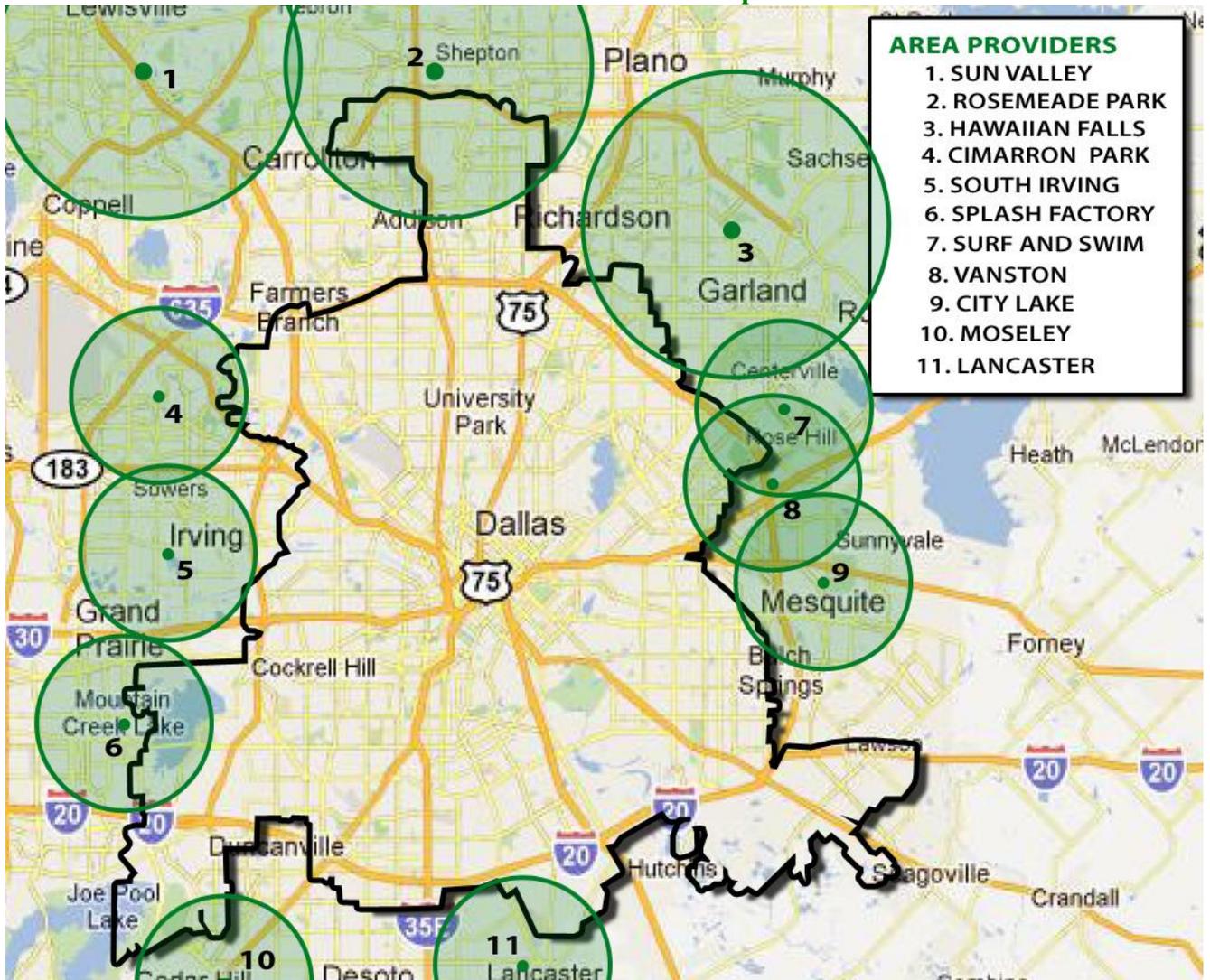
Type 2 – 5 Pools Total
6,100 sf
Average Attendance: 3,703

4.0 Other Area Providers

When developing a plan for a new aquatic system, it is important to consider the types of and location of similar aquatic facilities provided by other area providers such as fitness clubs, waterparks, family aquatic centers, YMCA's, and schools.

Attendance at family aquatic centers are primarily impacted by similar other area providers such as waterparks and family aquatic centers in adjacent communities. The following map shows facilities around the perimeter of the City of Dallas similar to the proposed facilities in the 2012 Aquatics Master Plan.

Perimeter Area Providers Map



1. Sun Valley

801 S. Valley Parkway
Lewisville, TX

Operated by the City of Lewisville, programming at Sun Valley aquatic center includes swim lessons, swim team, lifeguard training, and facility rentals.



Sun Valley	
Amenities	
25-Yard Competition Pool	
Lily Pad / Activity Area	
Leisure Pool w/ Play Features	
2 Double-Loop Waterslides	
Lazy River	
Tot Pool	
Concessions	
Fees	
<i>Daily</i>	
Resident	\$4
Nonresident	\$5
Under 3	Free
<i>Season Pass</i>	
Individual	\$50
Nonresident	\$65
Res. Family	\$175

2. Rosemeade Park

1334 East Rosemeade Parkway
Carrollton, TX 75007

Operated by the City of Carrollton, programming at the Rosemeade aquatic center includes swim lessons and facility rentals.



Rosemeade Park	
Amenities	
Zero-Depth Entry Pool	
50-Meter Pool	
Training Pool	
Waterslides	
Lazy River	
Dumping Bucket	
Diving Well	
Concessions	
Fees	
<i>Weekday</i>	
Resident	\$5
Nonresident	\$9
Under 3	Free
<i>Weekend</i>	
Resident	\$6
Nonresident	\$10
<i>Season Pass</i>	
Resident	\$50
Nonresident	\$60
Res. Family	\$120
Nonres. Family	\$150

3. Hawaiian Falls

4550 North Garland Ave.
Garland Texas 75040

Hawaiian Falls	
Amenities	
Wave Pool	
Waterslides	
Mat Racer	
Lazy River	
Large Play Structure	
Kids' Splash Area	
Cabana Rentals	
Concessions	
Fees	
<i>Daily</i>	
48" & Up	\$25
Under 48"	\$20
Age 55+	\$20
Under 2	Free
<i>Season Pass</i>	
Individual	\$90

The Hawaiian Falls Waterpark chain is owned by Harvest Family Entertainment, a faith-based company headquartered in The Colony, Texas. Programming at Hawaiian Falls in Garland includes summer camps, Radio Disney, and waterslide contests.



4. Cimarron Park

201 Red River Trl
Irving, TX 75063

Operated by the City of Irving, programming at Cimarron aquatic center includes swim lessons and jr. lifeguard training.



Cimarron Park	
Amenities	
Zero-Depth Entry Pool	
Lap Lanes	
Waterslides	
Fees	
<i>Daily</i>	
Age 4- 17	\$2
Age 18+	\$3
Nonresident	\$8
<i>Season Pass</i>	
Age 4- 17	\$25
Age 18+	\$50
Family	\$100

5. South Irving

The City of Irving currently has a total budget of \$4,500,000 for the development of an aquatic center in south Irving, south of Hwy 183 near the intersection of Senter St. and Shady Grove Road. The City intends to plan, design and construct an aquatic center, which is projected to include a zero-depth entry splash pool, children’s water playground, zero-depth sprayground, multiple waterslides and possibly a lazy river. The first phase of the planning will be site analysis and program development. The funding for the South Irving Aquatic Center was approved as part of the 2006 capital improvements program. The City is projecting to have the construction plans ready for bidding in 2011 with a target to open the facility for the summer of 2012.

6. Splash Factory

601 East Grand Prairie Road
Grand Prairie, TX

Operated by the City of Grand Prairie, programming at Splash Factory sprayground includes splash parties.

Splash Factory	
Amenities	
Water Wall	
Ground Sprays	
Play Structures	
Water Gun	
Spray Cannons	
Power Geysers	
Fees	
<i>Daily</i>	
Individual	\$1



7. Surf & Swim

440 West Oates Road
Garland, TX 75043

Operated by the City of Garland, programming at Surf & Swim includes party rentals, free ice cream days, birthday bash with 1984 admission fees, and half price admission days.



Surf & Swim	
Amenities	
Wave Pool	
Kids' Splash Area	
Party Deck	
Concessions	
Fees	
<i>Daily</i>	
48" & Up	\$7
Under 48"	\$5
Under 2	Free
<i>Season Pass</i>	
10 Visits	\$30

8. Vanston
 2913 Oates
 Mesquite, TX

Operated by the City of Mesquite, programming at Vanston pool includes swim lessons, water aerobics, and pool rentals.

Vanston	
Amenities	
Zero-Dept Entry	
Lap Lanes	
Waterslides	
Fees	
<i>Daily</i>	
Age 3 - 54	\$4
Age 55+	\$2



9. City Lake
 200 Parkview
 Mesquite, TX

Operated by the City of Mesquite, programming at City Lake pool includes swim lessons, water aerobics, and pool rentals.

City Lake	
Amenities	
Waterslide	
Tot Pool	
Play Feature	
Fees	
<i>Daily</i>	
Age 3 - 54	\$4
Age 55+	\$2



10. Moseley

1300 Honor Dr.
Desoto, TX

Operated by the City of Desoto, programming at Moseley pool includes swim lessons, water aerobics, and facility rentals.



Moseley	
Amenities	
Zero-Depth Entry Pool	
Waterslides	
Raindrops	
Tea Cups	
Area for Lap Swimming	
Concessions	
Fees	
<i>Daily Resident</i>	
Age 18 - 54	\$4
Age 3 - 17	\$2
Age 2 & Under	Free
Age 55+	Free
<i>Daily Nonresident</i>	
Age 18 - 54	\$5
Age 3 - 17	\$4
Age 2 & Under	Free
Age 55+	Free
<i>Season Pass</i>	
Resident	\$65
Nonresident	\$90

11. Lancaster

1700 Veterans Memorial Pkwy.
Lancaster, TX 75134

Operated by the City of Lancaster, programming at Lancaster Aquatic Center includes swim lessons, party rentals, water aerobics, lifeguard certification, dive-in movies, and school's out splash bash.



Lancaster	
Amenities	
Zero-Depth Entry Pool	
Waterslide	
Current Channel	
Lap Lanes	
Concessions	
Fees	
<i>Daily</i>	
Individual	\$5

In addition to the facilities around the perimeter –there are a number of other area providers within the City of Dallas – a partial list of indicative other area providers is as follows:

Private Fitness with Pools

The following is a sampling of fitness centers in the area with pools. The operations of fitness centers are similar: the operator makes space and equipment available for customers to engage in various types of fitness activities, provides staff to help customers properly use the equipment, maintains the facilities, and provides various other services such as professional trainers, class instructors, child care, food and drinks, showers, pools, and locker rooms.

1. Life Time Fitness – North Dallas

3419 Trinity Mills Rd
Dallas, TX 75287
(972) 307-2200



Life Time Fitness	
Amenities	
Indoor 25-Meter Pool	
Zero-Depth Entry	
Waterslides	
LifeSpa	
Fitness Center	
Fees	
Joining Fee	\$129
Individual	\$50 month
Couple	\$90 month
Family	\$120 month

LifeTime Fitness, Inc. is a privately-held health, fitness, and nutrition product and services company with multi-purpose sports and fitness centers growing across the nation. Their mission is to provide a 4-in-1 concept: Sports and Athletics, Professional Fitness, Family Recreation, Resort and Spa. Programs include free health and fitness seminars, personal training, fitness assessment, sport leagues, youth and child classes, spa services, fitness classes, and aquatic swim lessons, masters swim classes, and aquatic exercise classes. They provide free towels and lockers.

2. Baylor Tom Landry Health and Wellness Center

411 N Washington Ave.
Dallas, TX 75246
(214) 820-7872



Baylor Tom Landry	
Amenities	
Indoor 25-Meter Pool	
Underwater Treadmill	
Therapy Pool	
Steam/Sauna	
Fees	
Individual	\$90 month

The Baylor Tom Landry Health and Wellness Center is a comprehensive, multipurpose facility dedicated to physical health, fitness and rehabilitation. Opened in January 1991, the 320,000-square-foot complex is home to numerous fitness specialists and physicians on the medical staff at Baylor Dallas. Programming includes adult fitness swim program, seniors’ exercise classes, children’s swimming lessons, aquatic exercise, community aquatic arthritis classes, pre-natal exercise classes, lifeguard certification, CPR and AED training, and aquatic personal training.

3. Verandah Club

2201 North Stemmons Freeway
Dallas, TX 75207
(214) 761-7878



Verandah Club	
Amenities	
Indoor Lap Pool Outdoor 25-Meter Pool	
Fees	
Individual	\$92 month

Verandah Club is part of the Hilton Anatole Hotel in Dallas, Texas, and offers membership to locals. Programming includes aquatic fitness classes.

4. Texas Club

800 Main
Dallas, TX 75202
(214) 761-6300

Texas Club is on the 15th floor with views of downtown Dallas. Programming includes high intensity fitness.

Texas Club	
Amenities	
Indoor 20-Yard Pool Steam/Sauna	
Fees	
Individual	\$60-\$80 month

5. Gold's Gym – White Rock

718 N Buckner Blvd
Dallas, TX 75218
(214)-320-0000



Gold's Gym	
Amenities	
Indoor 79-Foot Pool	
Fees	
Individual	\$50 month

In 1965 Joe Gold, father of the bodybuilding and fitness craze, opened the first Gold's Gym in Venice, CA, where it became a mecca for local bodybuilders, including Arnold Schwarzenegger, despite the dirty fixtures of its first incarnation. Gold's Gym claims to be the largest chain of co-ed gyms in the world with a membership of around 3.5 million at 650 locations in 42 states and 30 countries. Programming includes group exercise classes.

6. Bally's President's Health Club – Webb Chapel

9655 Webb Chapel
Dallas, TX, 75220
(214)-353-2999

Bally's	
Amenities	
Indoor 25-Meter Pool	
Fees	
Individual	\$19 month

Bally Total Fitness franchise includes 400 clubs in the USA, Caribbean, Mexico, S. Korea, and China with approximately 3.5 million members and over 40 years of operations. Programs include aqua fitness, which are \$20 in addition to membership. Memberships are a 3-year contract. Bally Total Fitness declared bankruptcy in 2007.

7. North Dallas Athletic Club

4111 Dallas Athletic Club Drive
Dallas, TX 75228



North Dallas Athletic Club is a private golf and country club. Membership is by invitation. Aquatics include an outdoor 25-Meter pool and tot pool.

YMCA Pools

The Young Men's Christian Association (YMCA or the Y) is a worldwide movement of more than 45 million members from 124 national federations affiliated through the World Alliance of YMCAs. Founded in 1844 in London, England, the goal of the organization was to put Christian principles into practice, achieved by developing "a healthy spirit, mind, and body." The YMCA is a federated organization made up of local and national organizations in voluntary association. Today, YMCAs are open to all, regardless of faith, social class, age, or gender. Most branches of the YMCA have fitness centers and either indoor or outdoor pools. Programs include fitness classes, group exercise, swim lessons, swim team, water aerobics, and lifeguarding classes. The following lists the Dallas YMCA branch locations with pools.

8. T. Boone Pickens YMCA (formerly Downtown Dallas YMCA)

601 N. Akard Street
Dallas, TX 75201
(214) 954-0500

Indoor 25-Meter Pool



9. Park Cities – North Dallas Branch YMCA

6000 Preston Road
Dallas, TX 75205
(214) 526-7293

Indoor 25-Yard Pool



10. Park South Branch YMCA

2500 Romine Ave.
Dallas, TX 75215
(214) 421-5301

Indoor 25-Meter Pool



11. Town North YMCA

4332 Northaven Road
Dallas, TX 75229
(214) 357-8431

Indoor 25-Yard Pool



12. Lake Highlands Family YMCA

8920 Stults Road
Dallas, TX 75243
(214) 221-9622

Indoor 25-Yard Pool



School Pools

13. Dallas-Highland Park HS Pool

4220 Emerson Ave
Dallas, TX 75205

Indoor 25-yard pool



14. Southern Methodist University

6025 Ownby Drive
Dallas, TX
(214) 768-2000

Indoor 25-Meter
Outdoor 50-Meter



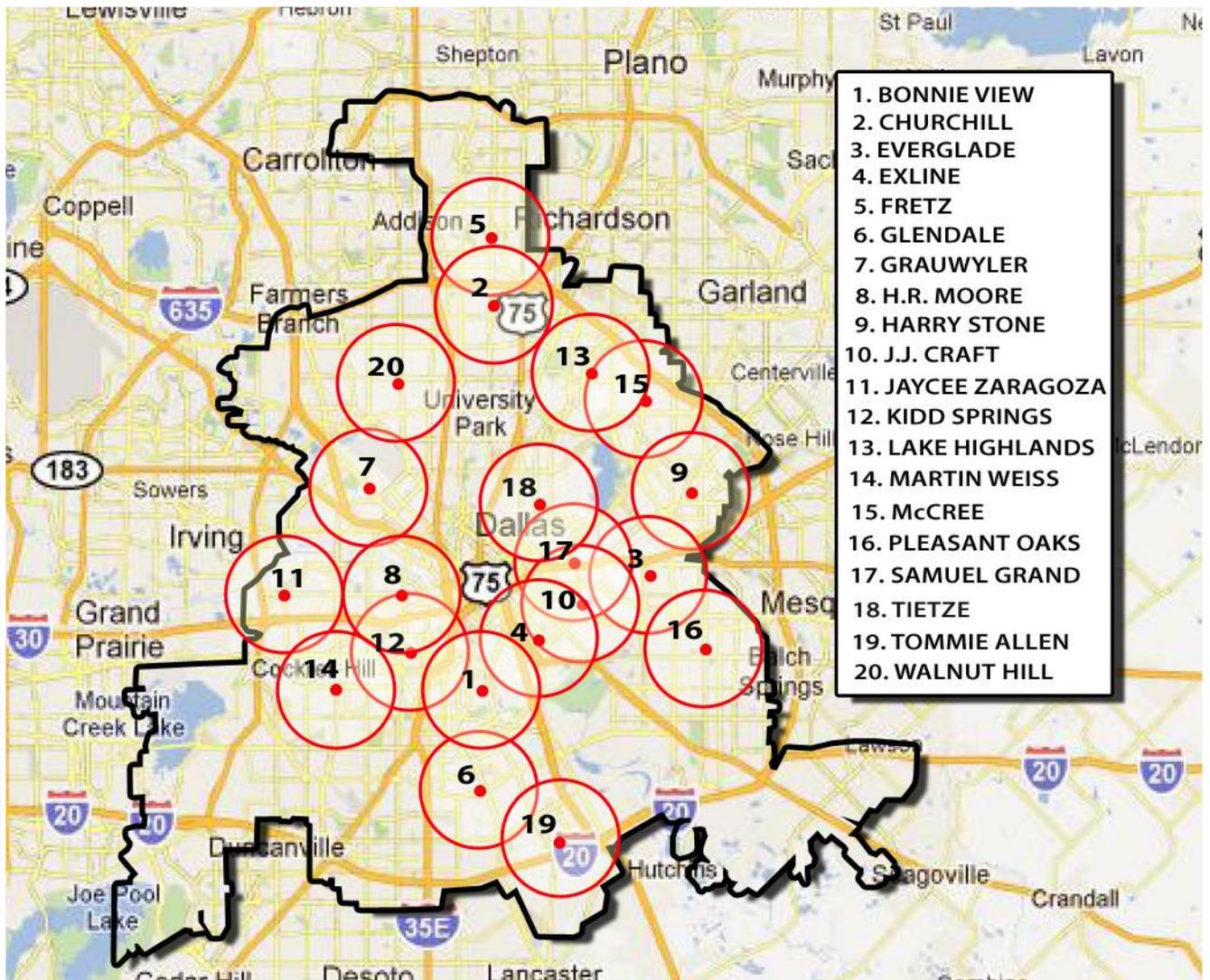
5.0 Recommended Master Plan

Preliminary Master Plan Options

The previous master plan included the reconstruction of the City of Dallas's 20 pools as well as two options for citywide aquatics:

- Baseline – Reconstruct 20 Pools “As-Is”
- Option 1 – Build Ten Community Family Aquatic Centers (FACs)
- Option 2 – Build Six Regional FACs

Baseline – Reconstruct 20 Pools Map

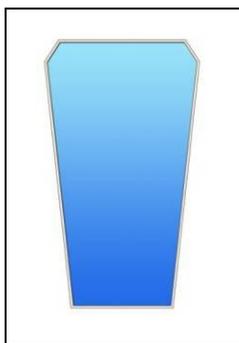


Baseline Construction Costs

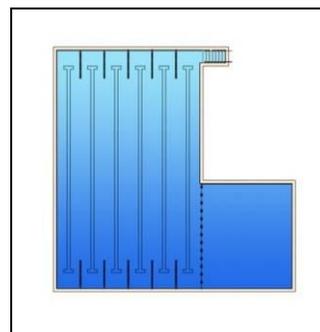
Reconstructing the existing pools with brand new pools of the exact same size and configuration may seem less expensive, but in the long term, the same components typically do not stir the community into more pool use.

- \$44,130,710 investment
- Does not meet current aquatic trends
- Actual system attendance = 82,332

Pool	Site Allowance	Pool	Bathhouse/ Filtration	Deck	Construction Total
Bonnie View	\$100,000	\$976,000	\$664,200	\$60,000	\$1,800,200
Jaycee Zaragoza	\$100,000	\$528,000	\$664,200	\$33,750	\$1,325,950
Lake Highlands	\$100,000	\$976,000	\$664,200	\$63,750	\$1,803,950
Martin Weiss	\$100,000	\$848,000	\$664,200	\$49,575	\$1,661,775
Pleasant Oaks	\$100,000	\$840,000	\$664,200	\$56,250	\$1,660,450
Tietze	\$100,000	\$840,000	\$664,200	\$37,500	\$1,641,700
Walnut Hill	\$100,000	\$840,000	\$664,200	\$71,250	\$1,675,450
Churchill	\$100,000	\$976,000	\$664,200	\$61,875	\$1,802,075
Everglade	\$100,000	\$976,000	\$664,200	\$61,875	\$1,802,075
Exline	\$100,000	\$840,000	\$664,200	\$37,500	\$1,641,700
Eretz	\$100,000	\$976,000	\$664,200	\$61,875	\$1,802,075
Glendale	\$100,000	\$848,000	\$664,200	\$30,000	\$1,642,200
Grauwvler	\$100,000	\$840,000	\$664,200	\$56,250	\$1,660,450
H.R. Moore	\$100,000	\$512,000	\$664,200	\$32,250	\$1,308,450
Harry Stone	\$100,000	\$840,000	\$664,200	\$56,250	\$1,660,450
J.J. Craft	\$100,000	\$512,000	\$664,200	\$32,250	\$1,308,450
Kidd Springs	\$100,000	\$1,136,000	\$664,200	\$58,500	\$1,958,700
McCree	\$100,000	\$1,136,000	\$664,200	\$58,500	\$1,958,700
Samuell Grand	\$100,000	\$1,200,000	\$664,200	\$67,500	\$2,031,700
Tommie Allen	\$100,000	\$976,000	\$664,200	\$60,000	\$1,800,200
Total Construction Cost:					\$33,946,700
Owner's cost includes: Design fees, materials testing, surveys, contingency, etc.					Total Owner's Cost: \$10,184,010
Total Project Cost:					\$44,130,710



Type 1 – 15 Pools Total
3,200 sf – 7,500 sf
Average Attendance: 3,654



Type 2 – 5 Pools Total
6,100 sf
Average Attendance: 3,703

Option 1: Build Ten Community Family Aquatic Centers

Today, municipal swimming opportunities involve fewer but larger innovative aquatic centers that entice all the senses: the sights and sounds of families interacting in refreshing free-form pools, splashing down waterslides, romping in zero-depth entry pools, lap swimming in designated lanes, and laughing in inner tubes floating down lazy rivers. These are memory-making places where families are eager to frequent.

- \$42,000,000 investment
- Reduces operational subsidy
- Potential system attendance = 250,000

Features include:

- 3,500 – 5,500 sq. ft. Leisure Pool
- Open Flume Slide
- Tot Slide
- Zero-depth Entry
- Interactive Play Feature
- Raindrop
- Interactive Floor Geysers
- Lap Lanes

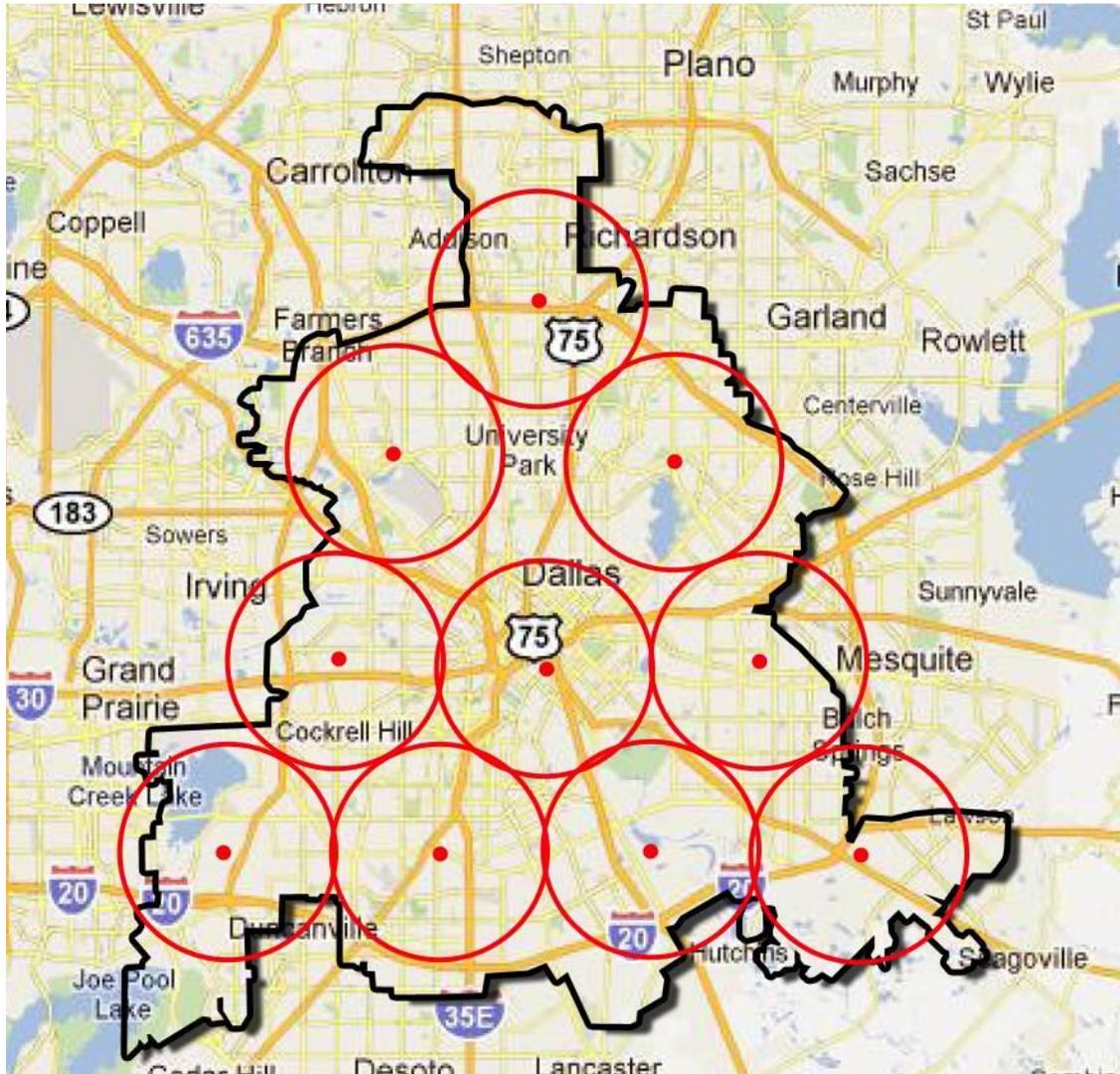
Cost Per Pool = \$3.25 Million
Indirect Costs = \$975,000
Total Pool Cost = \$4.225 Million

Service Area = 4 Miles
Average Attendance = 25,000



Community Facility Aquatic Center
(Note: Lap Lanes can be expanded to enlarge pool)

Option 1 - Ten Community Family Aquatic Centers Map



Option 2: Build Six Regional Family Aquatic Centers

Contemporary site design provides for the triangulation of different activity zones, creating synergy of spaces, thus allowing diverse age groups to have their own zones. By integrating fun and fitness challenges, the result is a resort-like municipal aquatic facility with an excellent combination of passive and active amenities for all ages.

- \$38,000,000 investment
- Lowest operational subsidy
- Potential system attendance = 270,000

Features include:

- 7,500 – 9,500 sq. foot Multi-Purpose Pool
- Open and Closed Flume Slide
- Tot Slide
- Zero-depth Entry
- Interactive Play Feature
- Raindrop
- Interactive Floor Geysers
- Lap Lanes
- Tot Pool/Pad
- Lazy River
- Group Pavilions
- Shade Structures

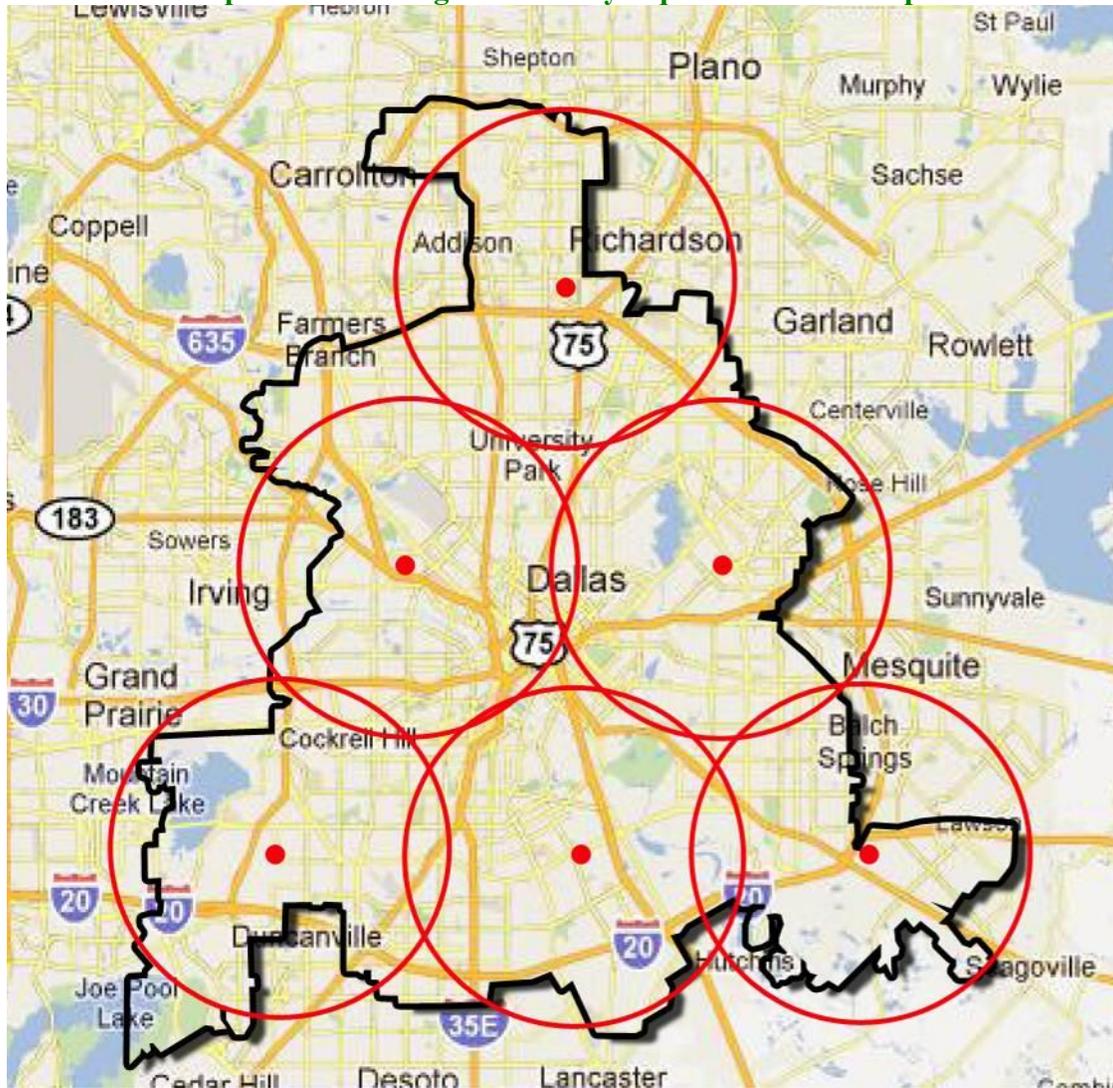
Cost Per Pool = \$5 Million
Indirect Costs = \$1.5 Million
Total Pool Cost = \$6.5 Million

Service Area = 6 Miles
Average Attendance = 45,000



Regional Family Aquatic Center

Option 2 - Six Regional Family Aquatic Centers Map



Staff Recommended Master Plan

By building five community family aquatic centers and three regional family aquatic centers (rather than 10 community FACs, or six regional FACs), residents of the City of Dallas would enjoy a diverse aquatic system.

Remove all existing pools except Bachman and Bahama Beach.

Add:

- 3 Regional Family Aquatic Centers (which includes Bahama Beach)
- 5 Community Family Aquatic Centers
- 2 Splash Pads

Regional Facilities

North
Central
South

Community Facilities

Site A
Site B
Site C
Site D
Site E

Existing Facilities

Continue to operate Bachman Indoor
Continue to operate Bahama Beach

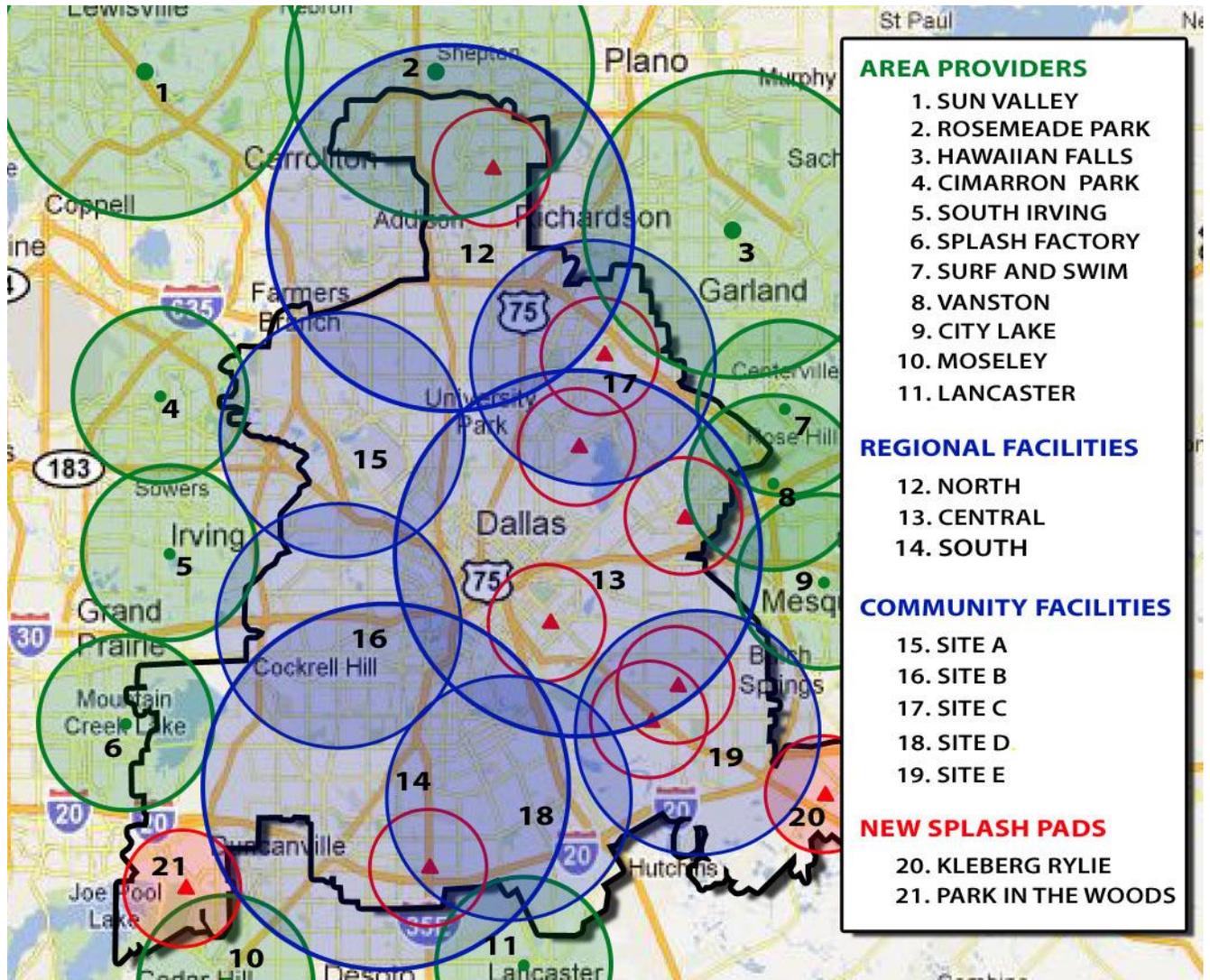
The recommended master plan includes a “Hybrid” approach, which is a combination of Options 1 and 2 based upon:

- Feedback from City Council and the Park Board
- Equitable Geographic Coverage of Entire City
- Site Selection Criteria

Site Selection Criteria

- Existing Park Sites
- Adequate Developable Area on Site
- Potential Users (Census Data)
- Proximity to Other Public Aquatic Facilities
- Accessibility (Auto, Bus, Train, etc.)
- Public Facilities (Bundled w/ Parking, Recreation Centers, Sports Fields, Schools, etc.)

Staff Recommended Aquatic System Map



The above map shows how the example “Hybrid” approach would fit within the system of other aquatic providers surrounding the City of Dallas.

Bahama Beach Waterpark

Bahama Beach Waterpark opened in 2005 and has not had an addition of a new ride or attraction since that time. During the past seven years, there appears to be the most attractive to families with children ages 6-12. Feedback from customers reveals that there is a desire for additional attractions that would provide a more complete recreational experience for more age groups and the family as a whole. These include the following:

- Air conditioned Party Room with additional restrooms for the northern end of the park.
- Sprayground or similar toddler play area for ages 5 and under.
- Teen attraction such as flow rider or similar “thrill” ride.
- Family attraction where multiple family members of all ages can participate together.

While existing attractions have received routine maintenance - wear and tear and exposure to the harsh Texas sun continues to take its toll on their appearance. A plan for ride refurbishment as well as the scheduled addition of new attractions will keep the park looking new and offer opportunities for retheming as well as serving a broader segment of the public.

The addition of new amenities will provide the opportunity to increase media exposure, attract new customers and provides new interest for existing customers while generating additional revenue.

Bachman Indoor Pool

The Bachman indoor pool was renovated in 2008 and is currently in good operating condition. This facility meets the city’s needs for year round lesson programming, therapeutic programming, and wellness programming.



Bahama Beach Water Park



Bachman Indoor Pool

6.0 Demographics and Other Considerations

Using the 2010 Census information, the consultants analyzed projections for growth/decline of the population, income levels, and age groups.

Population

The following chart presents a summary of market area population with four- and six-mile areas of the city. The population base for the City of Dallas is projected to increase from 1,295,600 in 2010 to 1,403,600 by 2015. Moreover, all areas within the city are projected to increase.

MARKET AREA POPULATION 4 and 6 MILE RADIUS										
Radius	Population						Average Annual Change			
	2000		2010		2015		2000-2010		2010-2015	
	4 Mile (000's)	6 Mile (000's)	4 Mile (000's)	6 Mile (000's)	4 Mile (000's)	6 Mile (000's)	Number (000's)	Percent	Number (000's)	Percent
North	215.8	486.4	244.1	526.7	286.6	590.7	2.8	1.2%	8.5	3.3%
Central	219.5	504.0	236.2	530.5	250.6	558.4	1.7	0.7%	2.9	1.2%
South	186.7	350.2	213.6	403.3	231.7	431.2	2.7	1.4%	3.6	1.6%
Site A	272.1	565.4	265.0	576.9	277.1	615.5	-0.7	-0.3%	2.4	0.9%
Site B	136.4	354.4	142.4	384.1	154.8	416.7	0.6	0.4%	2.5	1.7%
Site C	132.1	284.6	148.4	320.7	153.6	338.9	1.6	1.2%	1.0	0.7%
Site D	159.9	405.0	177.1	445.0	188.8	483.3	1.7	1.0%	2.3	1.3%
Site E	122.4	237.6	138.6	264.0	144.6	273.7	1.6	1.2%	1.2	0.9%
Dallas, Texas	1,188.8		1,295.6		1,403.6		10.7	0.9%	21.6	1.6%

Source: Demographics Now

Mosaic Lifestyles

Mosaic is a household-based segmentation system that classifies all U.S. households and neighborhoods into groupings that share similar demographic and socioeconomic characteristics. The following are the top three Dallas mosaic lifestyles.

Cultural Connections (27%)

- Unpretentious
- Individualists
- Opportunity seekers
- TV watchers
- Meager means
- Open minded
- Credit cards
- Athletic activities
- Limited educations
- Online entertainment

Young City Solos (15%)

- Urban dwellers
- Upwardly mobile
- Cutting-edge culture
- Trendy
- Upscale
- Exercise enthusiasts
- Digitally active
- Busy social lives
- International travelers
- Technology early adopters
- Risk takers
- Financially sensible

Singles and Starters (10%)

- Ambitious
- Renters
- Aerobic sports
- Dining out
- Shopping for entertainment
- Digital savvy
- Trendsetters
- Early careers
- Online advertising responsive
- Community activism

MOSAIC TYPES		
	Dallas, TX	U.S.
Pastoral Pride	1%	12.00%
Family Union	6%	8.80%
Middle-class Melting Pot	2%	8.70%
Blue Sky Boomers	1%	8.30%
Cultural Connections	27%	8.00%
Booming w/Confidence	3%	7.10%
Autumn Years	3%	6.70%
Significant Singles	7%	5.70%
Singles and Starters	10%	5.30%
Struggling Societies	7%	5.20%
Flourishing Families	2%	4.80%
Suburban Style	3%	4.30%
Thriving Boomers	5%	3.20%
Power Elite	6%	3.00%
Young, City Solos	15%	2.60%
Golden Year Guardians	1%	2.00%
Families in Motion	0%	1.60%
Aspirational Fusion	4%	1.40%
Promising Families	0%	1.2%
	100%	100%

Income

In the following chart, the U.S. national average is set at 1.00. Index refers to the percentage higher or lower than the national average. Per capita income for the City of Dallas is 9% lower than the national average, and median household income is 23% lower. While these are both lower than national averages, a lower cost of living gives residents some discretionary money to spend on recreation.

MARKET AREA INCOME				
Radius	Per Capita Incomes		Median Household Incomes	
	Dollars	Index	Dollars	Index
North	\$43,552	1.52	\$60,358	1.13
Central	\$31,521	1.10	\$42,919	0.80
South	\$15,134	0.53	\$35,121	0.66
Site A	\$29,704	1.03	\$43,825	0.82
Site B	\$31,862	1.11	\$46,601	0.87
Site C	\$14,493	0.50	\$30,719	0.57
Site D	\$16,596	0.58	\$33,389	0.62
Site E	\$13,640	0.48	\$34,015	0.63
Dallas, Texas	\$26,056	0.91	\$41,462	0.77
Total U.S.	\$28,703	1.00	\$53,616	1.00

Source: Demographics Now

Age Distribution

The following table shows the number of residents and the percentage of total population for each age group compared to the U.S. national average. The 0-14 age group is 25.6% of the City of Dallas population compared to the national average of 20.1%. The median age for the city is younger than the national average (32.1 compared to 36.9, respectively).

MARKET AREA AGE DISTRIBUTION 4 MILE RADIUS																			
Age Groups	North		Central		South		Site A		Site B		Site C		Site D		Site E		Dallas, Texas		Total U.S.
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Age 0 to 4	15,907	6.5%	18,772	7.9%	18,960	8.9%	22,671	8.6%	13,476	9.5%	11,887	8.0%	17,233	9.7%	13,762	9.9%	111,244	9.5%	6.9%
Age 5 to 9	14,013	5.7%	16,461	7.0%	19,964	9.3%	18,579	7.0%	11,630	8.2%	12,954	8.7%	16,348	9.2%	14,447	10.4%	103,132	8.8%	6.6%
Age 10 to 14	12,182	5.0%	13,229	5.6%	17,641	8.3%	14,483	5.5%	8,655	6.1%	12,239	8.2%	13,090	7.4%	12,578	9.1%	84,929	7.3%	6.6%
Subtotal	42,102	17.2%	48,462	20.5%	56,565	26.5%	55,733	21.0%	33,761	23.7%	37,080	25.0%	46,671	26.3%	40,787	29.4%	299,305	25.6%	20.1%
Age 15 to 19	12,357	5.1%	14,125	6.0%	16,391	7.7%	14,259	5.4%	8,922	6.3%	11,250	7.6%	13,782	7.8%	11,227	8.1%	82,825	7.1%	6.9%
Age 20 to 24	19,716	8.1%	18,261	7.7%	15,682	7.3%	22,007	8.3%	11,156	7.8%	9,898	6.7%	15,045	8.5%	9,854	7.1%	101,486	8.7%	7.0%
Age 25 to 29	24,072	9.9%	23,743	10.1%	14,886	7.0%	26,909	10.2%	12,529	8.8%	8,817	5.9%	15,345	8.7%	9,761	7.0%	116,625	10.0%	6.9%
Age 30 to 34	21,482	8.8%	22,965	9.7%	15,328	7.2%	24,441	9.2%	12,880	9.0%	9,466	6.4%	15,806	8.9%	10,474	7.6%	112,338	9.6%	6.6%
Age 35 to 39	18,569	7.6%	18,386	7.8%	13,815	6.5%	20,201	7.6%	11,093	7.8%	9,016	6.1%	13,806	7.8%	9,780	7.1%	96,140	8.2%	6.6%
Age 40 to 44	17,200	7.0%	15,624	6.6%	12,810	6.0%	17,290	6.5%	9,192	6.5%	8,779	5.9%	11,614	6.6%	8,984	6.5%	84,598	7.2%	7.0%
Age 45 to 49	17,378	7.1%	15,190	6.4%	13,153	6.2%	16,558	6.2%	8,577	6.0%	9,087	6.1%	10,356	5.8%	8,421	6.1%	81,986	7.0%	7.3%
Age 50 to 54	17,229	7.1%	13,565	5.7%	13,178	6.2%	15,498	5.8%	7,824	5.5%	9,578	6.5%	8,649	4.9%	7,481	5.4%	76,044	6.5%	7.0%
Age 55 to 59	15,084	6.2%	10,960	4.6%	11,528	5.4%	12,827	4.8%	6,549	4.6%	9,347	6.3%	7,243	4.1%	6,178	4.5%	63,828	5.5%	6.2%
Age 60 to 64	12,362	5.1%	8,594	3.6%	9,479	4.4%	10,193	3.8%	5,456	3.8%	8,686	5.9%	5,689	3.2%	4,931	3.6%	51,884	4.4%	5.1%
Age 65 to 69	9,466	3.9%	6,473	2.7%	6,795	3.2%	7,804	2.9%	4,092	2.9%	6,467	4.4%	4,080	2.3%	3,536	2.6%	38,990	3.3%	3.9%
Age 70 to 74	6,533	2.7%	5,399	2.3%	4,621	2.2%	6,195	2.3%	3,282	2.3%	4,171	2.8%	3,010	1.7%	2,624	1.9%	29,223	2.5%	3.0%
Age 75 to 79	4,553	1.9%	4,609	2.0%	3,536	1.7%	5,316	2.0%	2,729	1.9%	2,713	1.8%	2,327	1.3%	1,910	1.4%	22,674	1.9%	2.4%
Age 80 to 84	3,125	1.3%	4,212	1.8%	2,830	1.3%	4,434	1.7%	2,136	1.5%	1,979	1.3%	1,756	1.0%	1,349	1.0%	17,829	1.5%	1.9%
Age 85 Plus	2,936	1.2%	5,653	2.4%	2,966	1.4%	5,342	2.0%	2,247	1.6%	2,112	1.4%	1,961	1.1%	1,257	0.9%	19,869	1.7%	1.9%
TOTAL:	244,164	100.0%	236,221	100.0%	213,563	100.0%	265,007	100.0%	142,425	100.0%	148,446	100.0%	177,140	100.0%	138,554	100.0%	1,167,059	100.0%	100%
Median Age	35.6		32.9		31.1		34.3		31.9		33.8		29.3		28.8		32.1		36.9

Weather

Given the sensitivity of outdoor aquatics to weather conditions, it is appropriate to include an assessment of local weather patterns in the market analysis. The factors in the following chart were used to determine user days in the financial models. The weather is seasonal with highs in the 90s in the summer, which should enhance participation in outdoor aquatic events and activities.

CLIMATOLOGICAL DATA				
Dallas, Texas				
Month	Temperatures			Precipitation
	Average	High	Low	Inches
January	44	54	34	1.9
February	49	60	38	2.2
March	57	68	45	2.6
April	66	76	55	3.8
May	73	83	63	5.0
June	81	92	71	2.9
July	85	96	75	2.2
August	85	96	74	2.0
September	78	88	67	3.0
October	68	79	56	3.5
November	56	66	45	2.2
December	48	58	37	1.9

Source: Weatherbase

7.0 Opinion of Financial Performance

Opinion of Revenue

Revenue analysis reviews facility per capita spending trends and special user group usage, thus developing an opinion of revenue for the first five years of operation.

Aquatic Programming

It is the city’s goal to operate recreation programming as both a public service and a revenue generator. An important goal is to provide health and fitness recreation programming to reverse public obesity trends. Any program schedule will require flexibility to adapt to specific needs of the community. It is the responsibility of the aquatic supervisor to monitor user group demands and adjust schedules accordingly.

Revenue projections are based on marketing programming that would include the following programs: summer swim lessons, lifeguard training, wellness programming, birthday parties, and private rentals. It is assumed that these user groups, because of their high volume of use, will pay a lower fee per-person admission. Programming will need to be scheduled so as not to significantly impact community recreation programming.

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

USER GROUP REVENUE								
Visits per Program Day	North	Central	South	Site A	Site B	Site C	Site D	Site E
Swim Meet Rental	1	1	1	-	-	-	-	-
Swim Team	30	30	30	15	15	15	15	15
Summer Swim Lessons	40	40	40	20	20	20	20	20
Lifeguard Training	25	25	25	-	-	-	-	-
Wellness Programming	10	10	10	-	-	-	-	-
Birthday Party	2	2	2	2	2	2	2	2
Private Rental	1	1	1	1	1	1	1	1
Programming Days	North	Central	South	Site A	Site B	Site C	Site D	Site E
Swim Meet Rental	2	2	2	-	-	-	-	-
Swim Team	50	50	50	50	50	50	50	50
Summer Swim Lessons	60	60	60	60	60	60	60	60
Lifeguard Training	5	5	5	-	-	-	-	-
Wellness Programming	20	20	20	-	-	-	-	-
Birthday Party	40	40	40	40	40	40	40	40
Private Rental	40	40	40	40	40	40	40	40
Per Capita Spending (Net)	North	Central	South	Site A	Site B	Site C	Site D	Site E
Swim Meet Rental	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00
Swim Team	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Summer Swim Lessons	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Lifeguard Training	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
Wellness Programming	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50
Birthday Party	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00
Private Rental	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Opinion of Revenue (Net)	North	Central	South	Site A	Site B	Site C	Site D	Site E
Swim Meet Rental	\$1,600	\$1,600	\$1,600	\$0	\$0	\$0	\$0	\$0
Swim Team	\$3,000	\$3,000	\$3,000	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Summer Swim Lessons	\$4,800	\$4,800	\$4,800	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
Lifeguard Training	\$1,875	\$1,875	\$1,875	\$0	\$0	\$0	\$0	\$0
Wellness Programming	\$300	\$300	\$300	\$0	\$0	\$0	\$0	\$0
Birthday Party	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Private Rental	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Total User Group Revenue	\$16,175	\$16,175	\$16,175	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500

Councilman-Hunsaker

Fee Structure

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

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

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

PER CAPITA - COMMUNITY/REGIONAL			
Category	Rate	Percent of Visits	Per Visit Unit
Residents			
Adult (18 & Older)	5.00	19%	0.95
Children (3-17)	5.00	21%	1.05
Free	0	5%	-
Non-Resident			
Adult	7.50	11%	0.83
Child	7.50	17%	1.28
Season Pass			
Resident			
Individual	90.00	12%	0.36
Family	200.00	10%	0.18
Non-Resident			
Individual	110.00	5%	0.22
Subtotal / Average		100%	4.86
Food / Merchandise			\$ 0.05
Total Per Capita			\$4.91
Source: Counsilman-Hunsaker			

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

OPINION OF REVENUE									
		North	Central	South	Site A	Site B	Site C	Site D	Site E
Attendance	2011	42,396	42,172	32,342	31,798	17,090	17,813	21,257	16,626
	2012	43,774	42,779	33,590	32,088	17,380	17,937	21,536	16,771
	2013	45,152	43,387	34,839	32,378	17,670	18,061	21,814	16,916
	2014	46,530	43,995	36,087	32,667	17,959	18,185	22,093	17,060
	2015	47,907	44,603	37,336	32,957	18,249	18,310	22,372	17,205
Per Capita Spending (3% Annual Increase)		\$4.91	\$4.91	\$4.91	\$4.91	\$4.91	\$4.91	\$4.91	\$4.91
Special User Group Spending		\$16,175	\$16,175	\$16,175	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500
Revenue	2011	\$224,419	\$223,314	\$175,032	\$164,686	\$92,443	\$95,993	\$112,909	\$90,164
	2012	\$237,636	\$232,603	\$186,114	\$170,838	\$96,428	\$99,247	\$117,452	\$93,347
	2013	\$251,260	\$242,071	\$197,564	\$177,075	\$100,497	\$102,536	\$122,077	\$96,572
	2014	\$265,290	\$251,719	\$209,382	\$183,397	\$104,653	\$105,863	\$126,785	\$99,840
	2015	\$279,725	\$261,545	\$221,569	\$189,805	\$108,893	\$109,226	\$131,574	\$103,150

Source: Counsilman-Hunsaker

Opinion of Expenses

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

Facility Staff

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

LABOR ANALYSIS																									
Job Description	Hours Per Day								Cost Per Hour			Days per Season							Total Employer Expense						
	North	Central	South	Site A	Site B	Site C	Site D	Site E	Hourly Rate	Rate with overhead	Indoor	Outdoor	Sprayground	North	Central	South	Site A	Site B	Site C	Site D	Site E				
<i>Summer</i>																									
Cashier	9	9	0	9	9	9	9	9	8.00	\$9.20	90	90	100	7,452	7,452	0	7,452	7,452	7,452	7,452	7,452				
Pool Manager	9	9	0	9	9	9	9	9	12.00	\$13.80	90	90	100	11,178	11,178	0	11,178	11,178	11,178	11,178	11,178				
Lifeguard	98	98	72	45	45	45	45	45	9.00	\$10.35	90	90	100	91,287	91,287	67,068	41,918	41,918	41,918	41,918	41,918				
Rec Attendant	0	0	0	0	0	0	0	0	8.00	\$9.20	90	90	100	0	0	0	0	0	0	0	0				
Maintenance	4	4	2	2	2	2	2	2	15.00	\$17.25	90	90	100	6,210	6,210	3,105	3,105	3,105	3,105	3,105	3,105				
Summer Total	120	120	74	65	65	65	65	65						\$116,127	\$116,127	\$70,173	\$63,653	\$63,653	\$63,653	\$63,653	\$63,653				
<i>Winter</i>																									
Cashier	0	0	0	0	0	0	0	0	8.00	\$9.20	265	10	50	0	0	0	0	0	0	0	0				
Pool Manager	0	0	0	0	0	0	0	0	12.00	\$13.80	265	10	50	0	0	0	0	0	0	0	0				
Lifeguard	0	0	0	0	0	0	0	0	9.00	\$10.35	265	10	50	0	0	0	0	0	0	0	0				
Rec Attendant	0	0	0	0	0	0	0	0	8.00	\$9.20	265	10	50	0	0	0	0	0	0	0	0				
Maintenance	8	8	8	4	4	4	4	4	15.00	\$17.25	265	10	50	1,380	1,380	1,380	690	690	690	690	690				
Winter Total	8	8	8	4	4	4	4	4						\$1,380	\$1,380	\$1,380	\$690	\$690	\$690	\$690	\$690				
Annual Labor Expense													\$117,507	\$117,507	\$71,553	\$64,343	\$64,343	\$64,343	\$64,343	\$64,343					

Source: Counsilman-Hunsaker

Commodities

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

Heating/Dehumidification

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

Electricity

ELECTRIC ANALYSIS								
	North	Central	South	Site A	Site B	Site C	Site D	Site E
Motors	\$ 14,037	\$ 14,037	\$ 8,352	\$ 8,011	\$ 6,067	\$ 6,067	\$ 5,702	\$ 5,702
Lighting	\$ 13,860	\$ 13,860	\$ 4,455	\$ 7,920	\$ 7,920	\$ 7,920	\$ 7,920	\$ 7,920
Annual Electric Costs	\$ 27,898	\$ 27,898	\$ 12,808	\$ 15,931	\$ 13,987	\$ 13,987	\$ 13,622	\$ 13,622

Source: Counsilman-Hunsaker

The calculations are based on 2012 utility rate information. A figure of \$0.080 cents per kWh was estimated, including both demand and energy costs.

Water and Sewer

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

Insurance

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

Expenses

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

Capital Replacement Fund

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

OPINION OF EXPENSE								
	North	Central	South	Site A	Site B	Site C	Site D	Site E
Facility Staff								
Full Time Labor	Not Included							
Summer Employment	\$116,127	\$116,127	\$70,173	\$63,653	\$63,653	\$63,653	\$63,653	\$63,653
Winter Employment	\$1,380	\$1,380	\$1,380	\$690	\$690	\$690	\$690	\$690
Training	\$2,000	\$2,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Total Labor	\$119,507	\$119,507	\$72,553	\$65,343	\$65,343	\$65,343	\$65,343	\$65,343
Contractual Services								
Insurance	\$36,378	\$36,378	\$34,861	\$23,248	\$23,248	\$23,248	\$23,248	\$23,248
Repair and Maintenance	\$16,300	\$16,300	\$16,300	\$10,600	\$10,600	\$10,600	\$10,600	\$10,600
Total Contractual Services	\$52,678	\$52,678	\$51,161	\$33,848	\$33,848	\$33,848	\$33,848	\$33,848
Commodities								
Operating Supplies	\$9,780	\$9,780	\$9,780	\$6,360	\$6,360	\$6,360	\$6,360	\$6,360
Chemicals	\$17,778	\$17,778	\$7,665	\$11,710	\$11,710	\$11,710	\$11,710	\$11,710
Advertising	\$5,000	\$5,000	\$15,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Total Commodities	\$32,558	\$32,558	\$32,445	\$19,070	\$19,070	\$19,070	\$19,070	\$19,070
Utilities								
HVAC	\$10,400	\$10,400	\$3,343	\$5,943	\$5,943	\$5,943	\$5,943	\$5,943
Electricity	\$27,898	\$27,898	\$12,808	\$15,931	\$13,987	\$13,987	\$13,622	\$13,622
Trash Service	\$2,160	\$2,160	\$0	\$720	\$720	\$720	\$720	\$720
Telephone	\$900	\$900	\$0	\$360	\$360	\$360	\$360	\$360
Water & Sewer	\$11,778	\$11,742	\$7,605	\$8,598	\$6,244	\$6,360	\$6,911	\$6,170
Total Utilities	\$53,136	\$53,100	\$23,756	\$31,552	\$27,254	\$27,370	\$27,556	\$26,815
Total Operating Expenses	\$257,879	\$257,843	\$179,914	\$149,813	\$145,515	\$145,631	\$145,817	\$145,076
Capital Replacement Fund	\$32,500	\$32,500	\$32,500	\$21,200	\$21,200	\$21,200	\$21,200	\$21,200
Total Annual Expense	\$290,379	\$290,343	\$212,414	\$171,013	\$166,715	\$166,831	\$167,017	\$166,276

Source: Counsilman-Runsaker

Cash Flow

The following table presents projections of gross operating performance for the sites based on revenue projections and expense estimates, using the recommended fee structure. Projected attendance is based on local population trends.

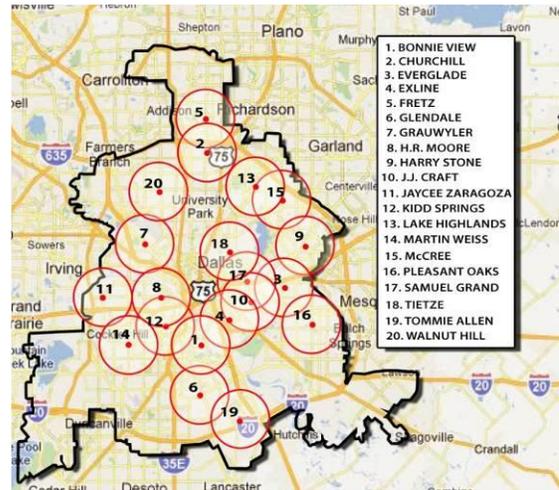
OPINION OF CASHFLOW					
	2012	2013	2014	2015	2016
North					
Project Cost	\$6,500,000				
Attendance	42,396				
Revenue	\$224,419	\$237,636	\$251,260	\$265,290	\$279,725
Expense	\$257,879	\$264,326	\$270,934	\$277,708	\$284,650
Operating Cashflow	(\$33,461)	(\$26,690)	(\$19,674)	(\$12,418)	(\$4,925)
Cost Recovery	87%	90%	93%	96%	98%
Central					
Project Cost	\$6,500,000				
Attendance	42,172				
Revenue	\$223,314	\$232,603	\$242,071	\$251,719	\$261,545
Expense	\$257,843	\$264,289	\$270,896	\$277,669	\$284,611
Operating Cashflow	(\$34,529)	(\$31,686)	(\$28,825)	(\$25,950)	(\$23,065)
Cost Recovery	87%	88%	89%	91%	92%
South					
Project Cost	\$6,500,000				
Attendance	32,342				
Revenue	\$175,032	\$186,114	\$197,564	\$209,382	\$221,569
Expense	\$179,914	\$184,412	\$189,022	\$193,748	\$198,592
Operating Cashflow	(\$4,882)	\$1,702	\$8,542	\$15,634	\$22,977
Cost Recovery	97%	101%	105%	108%	112%

	2012	2013	2014	2015	2016
Site A					
Project Cost	\$4,225,000				
Attendance	31,798				
Revenue	\$164,686	\$170,838	\$177,075	\$183,397	\$189,805
Expense	\$149,813	\$153,558	\$157,397	\$161,332	\$165,365
Operating Cashflow	\$14,873	\$17,279	\$19,677	\$22,065	\$24,440
Cost Recovery	110%	111%	113%	114%	115%
Site B					
Project Cost	\$4,225,000				
Attendance	17,090				
Revenue	\$92,443	\$96,428	\$100,497	\$104,653	\$108,893
Expense	\$145,515	\$149,153	\$152,882	\$156,704	\$160,622
Operating Cashflow	(\$53,072)	(\$52,725)	(\$52,384)	(\$52,051)	(\$51,728)
Cost Recovery	64%	65%	66%	67%	68%
Site C					
Project Cost	\$4,225,000				
Attendance	17,813				
Revenue	\$95,993	\$99,247	\$102,536	\$105,863	\$109,226
Expense	\$145,631	\$149,272	\$153,003	\$156,828	\$160,749
Operating Cashflow	(\$49,638)	(\$50,025)	(\$50,467)	(\$50,966)	(\$51,523)
Cost Recovery	66%	66%	67%	68%	68%
Site D					
Project Cost	\$4,225,000				
Attendance	21,257				
Revenue	\$112,909	\$117,452	\$122,077	\$126,785	\$131,574
Expense	\$145,817	\$149,463	\$153,199	\$157,029	\$160,955
Operating Cashflow	(\$32,908)	(\$32,011)	(\$31,122)	(\$30,245)	(\$29,381)
Cost Recovery	77%	79%	80%	81%	82%
Site E					
Project Cost	\$4,225,000				
Attendance	16,626				
Revenue	\$90,164	\$93,347	\$96,572	\$99,840	\$103,150
Expense	\$145,076	\$148,703	\$152,421	\$156,231	\$160,137
Operating Cashflow	(\$54,912)	(\$55,356)	(\$55,849)	(\$56,392)	(\$56,987)
Cost Recovery	62%	63%	63%	64%	64%

Operational Summary Comparison

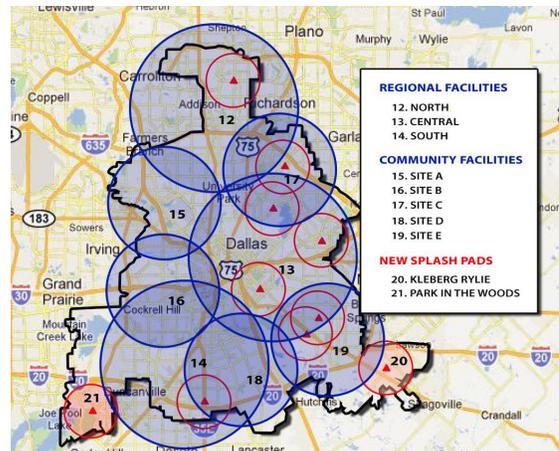
Current System - 2011 (Actual)

- Annual Visits: 82,493
- Expenses: \$897,235
- Revenue: \$219,614
- Cost Recovery: 24%
- Annual Subsidy: \$677,621



Hybrid System (Projected)

- Annual Visits: 221,493
- Expenses: \$1,427,489
- Revenue: \$1,088,796
- Cost Recovery: 76%
- Annual Subsidy: \$338,694



Appendix A: Partial Glossary of Terms & Abbreviations

A

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

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

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

Aquatic: Of or pertaining to water.

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

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

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

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

Aquatic Providers: Facilities offering aquatics.

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

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

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

B

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

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

C

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

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

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

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

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

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

D

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

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

E

Ellis and Associates: Lifeguard training program.

F

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

FINA: Federation Internationale De Natation Amateur is the international governing body of swimming, diving, water polo, synchronized swimming and open water swimming.

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

H

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

L

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

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

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

M

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

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

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

N

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

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

National Recreation and Parks Association: NRPA supports the significance of making parks, open space, and recreational opportunities available to all Americans.

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

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

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

P

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

Pro Forma: Projected cash flow in a business plan.

R

Recreation Community: People engaged in fun and leisure activities.

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

S

State Construction Codes: Public safety building requirements by state.

T

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

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

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

U

United States Water Fitness: A non-profit, educational organization committed to excellence in educating and promoting aquatics, including national certifications in water exercise.

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

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

U.S. Consumer Product Safety Commission: Works to ensure the safety of consumer products from unreasonable risks of serious injury or death.

W

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

Appendix B: General Limiting Conditions

This study is based on information that was current as of August 2011. Every reasonable effort has been made in order that the data reflects the most timely and current information possible and is believed to be reliable. This plan is based on estimates, assumptions and other information developed by the consulting team from independent research.

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

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