

Chico Area Recreation & Park District

Aquatic Center Feasibility Study

Prepared By

Aquatic Design Group & The Sports Management Group

February 11, 2016 Draft Report

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Executive Summary

Executive Summary

Introduction

The Chico Area Recreation District (CARD) has long recognized the deficiencies in the provision of aquatic programs and activities. The deficiencies are attributable to the limited inventory of pools, Shapiro Pool and Pleasant Valley Pool and the physical condition of the pools. After 58 years of operation, the two pools have reached the end of their serviceable life. Deteriorating infrastructure, increased maintenance, failing mechanical systems, code violations, ADA upgrades, and pools with minimum program capabilities are contributing to unsustainable and costly operations that does not adequately serve the aquatic needs and interest of the District's 124,722 residents.

The District has been actively engaged in developing a long-term solution to address these deficiencies and a plan for the replacement of Shapiro Pool. The Board established the Aquatic Facility Advisory Committee (AFAC) in October 2013 to work with the community and stakeholders to identify needs, conduct research, and develop recommendations regarding the future of aquatics programming within the District.

Following AFAC's report, CARD determined that a feasibility study was needed to further evaluate the development of a new aquatic facility. In October 2015 the District retained the services of Aquatic Design Group (ADG) and The Sports Management Group (TSMG) to conduct a feasibility Study, to apply their expertise with assessments, planning, market research, capital and operating cost, and design.

Needs Assessment

The existing conditions assessment of Shapiro and Pleasant Valley pools confirm the urgent need for improvements with both pools failing to comply with current codes and regulations. The Shapiro Pool renovation is estimated to cost $2,065,860. The Pleasant Valley Pool renovation estimate is $1,751,220. Replacing Shapiro Pool is costly and does not address current and future deficiencies in service or provide the revenue stream to be financially sustainable.

Market Analysis

This analysis examined the demographics of the service area, assessed the market potential for proposed activities, and inventoried public, non-profit, commercial, and private service providers for competitive and recreational aquatics.

To estimate the demand for programs, classes, and facilities; participation, and the sale of daily admissions and passes, demographic data was collected and examined by primary, secondary, and tertiary service areas. Overall, the service area supports a large population size (98,524 in the primary service area alone, and a district population of 124,722) requiring a number of recreation options to support a healthy, active community.

The service provider analysis identified a number of small lap pools that are owned and operated by the private sector for learn to swim classes and water exercise classes. The only large competitive pool is located in Orland, and there is not a recreation pool with waterslides and play features within the District. An aquatic center with multiple pools would be distinctive in the market with District-wide appeal and would likely become a regional attraction.

Public Outreach

Public input shaped the final recommendation regarding the number and size of pools and the building space components. The outreach plan is ongoing and during this phase of study included workshops and meetings such as two public workshops, two meetings with AFAC, a meeting with potential partners, staff meeting, and six stakeholder meetings. The notes from each of the meetings can be found in the Appendix of this report.

PUBLIC WORKSHOPS

There is consensus and support for development of a CARD aquatic center that serves the entire community and offers uses for all ages and needs, including recreational, instructional, fitness, therapeutic, and competitive aquatics.

Based on the outreach process, there was consensus among the groups regarding several aquatic components.

- There was broad support for a pool that could host competitive swim events – the 30-meter x 25-yard pool proved most desired.
- There is broad support for a teaching pool, as it accommodates a range of uses from water fitness to swim instruction and water safety
- The recreation pool was popular for water play and adding an exciting feature to be a destination for families and children
- There was desire for outdoor space – such as recreation areas, shade, grass lawn, etc.
- Affordability was also mentioned

The second workshop featured a Build-A-Center exercise that generated aquatic center designs created by the participants. The choices of components selected by the participants was used in the development of the preferred concept plan.

Site Analysis

The Humboldt site is a viable option for a new aquatics center. It did not score as high as DeGarmo Park, however. This is in part due to its lack of adjacent programs and the limitation of the site for any expansion with other recreation or sports venues. This site is adjacent to a junior high school, which can share activities, and is in close proximity to Highways 99 and 32. If this site is to be considered then the City of Chico will need to be involved since they currently own the property.

The DeGarmo site received the highest rating and is the recommended site for a number of reasons. The site is District-owned and has capacity for future expansion, with just 3.5 acres of the available 13.5 acres required for the aquatics center. The site is within a popular park that provides an array of features, including three softball fields, multi-purpose fields, playground, dog park, walking paths, picnic pavilions, and restrooms. DeGarmo Park is currently a destination for District residents and siting the aquatic center at the Park creates tremendous opportunities and benefits for District residents. The District's long-term planning includes consideration of indoor recreation space and DeGarmo Park would be an excellent site for this facility. The aquatic center and the park allow visitors to play in a softball tournament while other family members use the waterslides in the recreation pool. The future addition of indoor recreation would make this an aquatics and recreation destination for the District. There are potential operating efficiencies between the park and the aquatics center that might reduce operating costs. There are also marketing opportunities that potentially could increase revenue, resulting in a higher cost recovery.

Concept Options

Based upon findings from the needs assessment and direction from staff, stakeholders, AFAC, and the public, four alternative conceptual plans for the proposed aquatic center were developed. A final option emerged from the preferred features of several options. These can be found on page 35 of the report. A brief discussion of each option is presented in the report.

The Preferred Option includes:

- 30-meter x 25-yard pool (12 lanes)
- 8-lane teaching pool (25-yard x 60-ft)
- 5,400sf multipurpose recreation pool with play structure, waterslide
- 9,700sf pool building
- Parking for 270

Project Costs

Upon completion of the site plan options, corresponding preliminary cost estimates for each were prepared. Estimates ranged from a low of $9.5 million (Site Plan Option #3) to a high of $13.9 million (Concensus Option). The detailed estimates for the Concensus Option are presented on page 48 of the report. Estimates for the four preliminary alternatives can be found in the Appendix.

Financial Analysis

The financial analysis provides a projection of the probable operating costs for the aquatics center and the revenue potential from its operation. The analysis is based on a series of assumptions that include the hours of operation, staffing levels, fees and charges, programming, and scheduling priorities. The probable annual costs for the operation and maintenance of the center are presented in a range from the lowest to the highest expense and stated in 2016 dollars. The total probable cost ranges from $696,000 to $762,000.

Recreation swim, followed by swim lessons will continue to be core programs for the new aquatics center. It is anticipated the new facility will become a family destination during the summer with the expanded water play features, upgraded amenities, and comfortable water temperatures for swim lessons. The revenue potential for the new facility is heavily dependent upon maximizing the summer daily admissions and passes, swim lessons, and summer swim programs. To achieve a financially sustainable operation the fees must be increased to reflect the higher quality of the aquatics center and its offerings. The revenue potential is presented in a range from low to high and stated in 2016 dollars. The total annual revenue potential ranges from $514,000 to $613,000.

The aquatics center is likely to require the highest subsidy, $248,000-$300,000, during the initial start up period. Once established, the aquatic center is likely to require an operating subsidy of $175,000 to $225,000 annually. The detailed assumptions and financial analysis can be found in the report. Strategies for reducing the subsidy are provided in the report.

02

Introduction

Introduction

The Chico Area Recreation & Park District (CARD or District) is one of five special districts in Butte County. The County is known as the "land of natural wealth and beauty". Nestled between the picturesque Sierra Nevada Mountains and the Sacramento River, the District includes some of the richest agricultural lands in the world. Residents enjoy a Mediterranean climate with temperatures rising above 100 degrees during the summer. Access to outdoor recreation is plentiful with biking, kayaking, fishing, and hiking. In addition, the District is home to several institutions of higher education including Butte College and California State University, Chico. CARD seeks to supplement recreational opportunities in the natural environment with recreational opportunities in developed parks, sports fields, community centers, and pools.

The Chico Area Recreation & Park District encompasses roughly 208 square miles, including the Chico urban area. [1] CARD and the City of Chico cooperatively operate and maintain approximately 214 acres of developed parkland and facilities, and coordinate to provide recreational services to the residents of the greater Chico area. The mission of CARD is to provide recreation opportunities in a coordinated and cost effective manner. The CARD service area includes a population of approximately 124,722 (2015); by 2030, this population is expected to reach 174,972. [2]

CARD's facility inventory includes two swimming pools, the Shapiro Pool and the Pleasant Valley Pool. Due to age and size, the existing pools can no longer meet growing community need for competitive, recreation, instructional, and warm-water aquatics. The CARD Master Plan (2008) reports both facilities are either nearing or being beyond life expectancy. Constructed in 1956, Shapiro Pool is in need of major renovation to address maintenance, ADA, and safety issues. CARD is considering its options, including permanent closure of this community asset.

In October 2013 the CARD Board of Directors established the Aquatic Facility Advisory Committee (AFAC). The 17-person Committee was comprised of two Board Directors and 15 community members to facilitate "the decision making and funding of an aquatic facility." In December 2014, after a year of work, AFAC issued their report to the Board of Directors.

[1] Municipal Review Update and Sphere of Influence Plan for the Chico Area Recreation and Park District, Prepared by Kleinschmidt, 2009

[2] Ibid.

The CARD General Manager reported:

> *"AFAC agreed that an aquatic center is needed for the Chico community not only to replace Shapiro Pool, but to support a greater level of community engagement for a wide range of programs and activities for youth, teens, adults, and senior citizens. In addition, the aquatic center would host swim tournaments, competitions, and other events that will generate financial benefits for the Chico community."*

AFAC reviewed potential sites and recommended two for further study, a site in DeGarmo Park and the Marsh property site. Both sites are designated either by CARD or the City of Chico as a site for a future aquatics center. The committee reached consensus about the need for an aquatic center that provided a high level of community programming and engagement, as well as cost recovery enhancements for a sustainable operation.

Following AFAC's report, CARD determined that a feasibility study was needed to further evaluate the development of a new aquatic facility. In October 2015 the District retained the services of Aquatic Design Group (ADG) and The Sports Management Group (TSMG) to conduct a feasibility Study. ADG is a leader in aquatic design, engineering, and assessments, having completed over 2,500 public pool projects. ADG partnered with The Sports Management Group (TSMG), a national recreation and aquatics planning firm, to apply their expertise in programming, market research, and financial analysis to study the financial performance of the proposed center.

The project team led an open and interactive process, working with stakeholders, staff, and community members to assess the needs, identify a site, develop a conceptual plan for an aquatics center, and provide estimates of capital costs and operating costs.

Approach

This study reports the findings, conclusions, and recommendations regarding the feasibility of developing an aquatic center. The report includes the following areas of analysis:

Needs assessment: Evaluates the need for competitive, recreation, and therapeutic aquatics through an outreach process, assessment of existing conditions, and market analysis of the service area.

Market analysis: Analyses the market for aquatics through a study of demographic composition and inventory of service providers.

Outreach process: Describes the engagement process with public, stakeholders, staff, AFAC, and potential partners, and the key objectives that emerged from this process.

Site analysis: Evaluates two potential sites for development, one adjacent to Marsh Junior High School (2177 Humboldt Road) and the other on the Esplanade at DeGarmo Park.

Conceptual design: Presents four preliminary aquatic center concept options and a preferred alternative based on Board, citizen, staff, and stakeholder input.

Project costs: Presents a preliminary estimate of project cost for the preferred alternative.

Financial analysis: Presents a detailed projection of probable operating costs, revenues, and cost recovery. The analysis also makes recommendations to achieve improved cost recovery.

03

Needs Assessment

Needs Assessment

Overview

The District has long recognized the deficiencies in the provision of aquatic programs and activities to its residents. This is attributable to the District's very limited inventory of pools and the type, size, and age of the pools that limit use. With the imminent permanent closure of one of the District's two pools, the District's deficiencies will become more profound. The District lacks the appropriate types of pools and the capacity to provide recreational, fitness, and competitive swim programs that adequately serve the 124,722 [1] District residents.

The District has been actively engaged in developing a long-term solution to address these deficiencies and a plan for the replacement of Shapiro Pool. To assist in those efforts, in October 2013, the CARD Board of Directors established the Aquatic Facility Advisory Committee (AFAC). The Committee's charge was to work with stakeholders and the community to identify needs, conduct research, and develop recommendations. After a year of study, AFAC presented a report to the CARD Board of Directors on December 18, 2014 outlining their findings and recommendations.

Instead of replacing the Shapiro pool footprint, AFAC recommended the development of multiple pools to serve a wide range of aquatic needs and the entire community by:

- Engaging a wider range of community residents in aquatic activities
- Offering a greater variety of programs and activities for youth, teens, adults, and senior adults
- Providing the ability to host swim competitions, tournaments, and events to generate greater cost recovery

There is a renewed sense of urgency to address the deficiencies as half of the District's aquatic inventory will soon be taken out of service. Shapiro Pool, constructed 58 years ago, requires complete replacement due to failing systems, the need to comply with ADA requirements, and safety issues. In March 2014, CARD Board of Directors authorized the closure of Shapiro Pool at the end of the 2015 aquatic season based on a report presented by the Superintendent of Parks and Facilities. The Superintendent reported that Shapiro Pool's mechanical system was facing imminent failure, requiring replacement of all affected areas of the system. The closing of Shapiro Pool will require the relocation of numerous community programs including the Chico Jr. High Physical Education Department, AquaJets Swim Team, and District programs that include learn-to-swim, lap swim, family swim, and pool rentals.

1 Updated Projection - 2015, Municipal Service Review Update Report, Kleinschmidt Consultants, 2009

Building on the work of AFAC, the needs assessment re-examined the demand for aquatics as expressed by residents, stakeholders, and staff (summarized in the Public Outreach section). Findings from the Market Analysis, including the inventory of service providers, were considered, as were the planning standards, trends in public aquatics, and an assessment of existing conditions. A discussion of planning standards and the existing pool conditions follows.

Planning Standards

One method for determining the necessary amount of surface water to serve a population is to apply a planning standard. The National Recreation and Parks Association (NRPA) standards for parks and recreation are the most widely accepted standards. The current NRPA standards recommend that one (1) publicly accessible pool should be provided per 20,000 residents and that the pool accommodates 3% to 5% of the total population at one time. The NRPA recommends each person in the water be allocated a minimum of 15 square feet and the preferred standard is 25 square feet. Based upon these guidelines, the recommended water surface area to serve the District's current population of 124,722 is 56,000sf. The District's two pools are 25-yard x 6 lanes with a total water surface area of 6,750sf. This is a 49,365sf deficit in meeting the minimum guideline. Applying the same guidelines to the population within a 10-minute drive time (98,524) of one of the proposed sites (2253 Humboldt), the deficit is 37,585sf of surface water.

Existing Conditions Assessment

Aquatic Design Group visited the District's two aquatic center sites and completed an assessment of their existing conditions.

SHAPIRO POOL EVALUATION

The Shapiro swimming pool facility is adjacent to the Chico Junior High School. The facility has two swimming pools, a trapezoid shaped swimming pool and a small activity pool. The trapezoid shaped swimming pool is a 75-feet long by 6-lane pool. The water depths range from 4-feet to 10-feet. The activity pool is 60-feet long and 20-feet wide with a constant water depth of 3.5-feet. Pool water from the two pools is co-mingled as a single body of water for the filtration and chemical feed systems. A scum gutter provides the water surface collection system for both pools. Both pools have single main drains that have a safety vacuum

release devise to comply with California AB 1020 suction entrapment regulation. The facility has a small bathhouse to support the pools. The bathhouse is a non-heated and non-air-conditioned space that is not ADA compliant. The swimming pool has a shallow end depth of 4-feet, which constitutes a special purpose pool. California Code requires all public swimming pools to have a shallow end depth no greater than 3'-6". As a special purpose pool the state environmental health department can limit programs that can be conducted in this pool.

The following is a list of items that do not comply with current codes or regulations.

1. Pool water is co-mingled from both pools as a single body of water. Code requires each pool to have its own independent recirculation and chemical treatment system.
2. The pool scum gutters do not provide surface water collection as required by code.
3. The pool deck does not drain properly to prevent standing water as required by code.
4. The pool perimeter chain link fence is larger than 1.75" on the diagonal in violation of code.
5. The pump pit lacks safety rails as required by OSHA.
6. The swimming pool is not ADA compliant
7. The activity pool is not ADA compliant.
8. The showers and bathroom facilities are not ADA complaint.
9. Pool chemicals are stored in the mechanical equipment area and lack spill protection as required by fire code.

The following is a list of maintenance and operations concerns.

1. The sand gravel filters are rusting and in need of replacement.
2. The pool water heater is failing and in need of replacement.
3. The pool chemicals are stored adjacent to the pool mechanical equipment which is a contributor to the mechanical equipment failure.
4. The swimming pools lack double main drains to prevent bather entrapment. To comply with AB1020, a suction vacuum release device (SVRD) has been installed on the circulation pump. Staff reports that this unit is inconsistent and causes operations problems, which is a common complaint of these types of devices. The pools should have double main drains installed and the SVRD should be eliminated.

To remedy the above listed items, an extensive renovation project will be required. To separate the circulation systems of the two pools the pool decks will have to be removed, all underground piping replaced, new mechanical equipment installed for both pools, new main drains cut into the pool floors, and the plaster and tile finish replaced. At the same time the bathroom spaces need to be upgraded to meet fixture count and ADA accessibility. The following is a proforma estimate to complete the renovation of the Shapiro Pools.

FIGURE 3.1 SHAPIRO POOLS PROFORMA

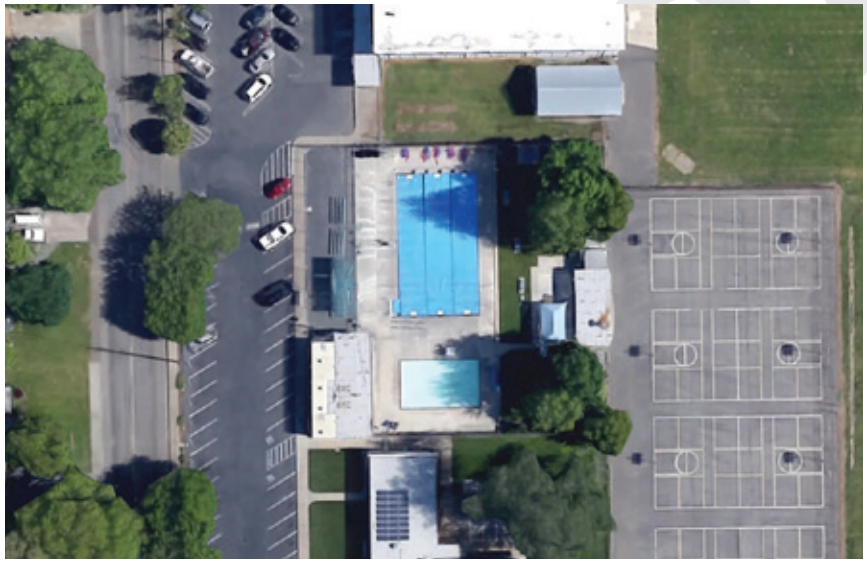
ITEM	DESCRIPTION	QTY	UNIT	ESTIMATE
1.0	CONSTRUCTION COSTS			
1.1	Site Preparation/Mobilization	1	Lump Sum	$ 20,000.00
1.2	Remove & Replace Pool Deck Concrete	1	Lump Sum	$ 250,000.00
1.3	Under deck Soil Preparation	1	Lump Sum	$ 10,000.00
1.4	New Underground Pool Piping	1	Lump Sum	$ 75,000.00
1.5	New Underground Electrical Conduits	1	Lump Sum	$ 40,000.00
1.6	New Swimming Pool Underwater Lights	1	Lump Sum	$ 12,000.00
1.7	New Swimming Pool Mechanical Equipment	1	Lump Sum	$ 185,000.00
1.8	New Swimming Pool ADA	1	Lump Sum	$ 10,000.00
1.9	New Swimming Pool Main Drains	1	Lump Sum	$ 25,000.00
1.10	New Swimming Pool Gutter System	1	Lump Sum	$ 100,000.00
1.11	New Swimming Pool Plaster and Tile Finish	1	Lump Sum	$ 85,000.00
1.12	New Activity Pool Underwater Lights	1	Lump Sum	$ 5,000.00
1.13	New Activity Pool Mechanical Equipment	1	Lump Sum	$ 85,000.00
1.14	New Activity Pool ADA	1	Lump Sum	$ 10,000.00
1.15	New Activity Pool Main Drains	1	Lump Sum	$ 25,000.00
1.16	New Activity Pool Plaster and Tile Finish	1	Lump Sum	$ 35,000.00
1.17	New Mechanical and Chemical Enclosures	1	Lump Sum	$ 250,000.00
1.18	Bathroom Upgrades	1	Lump Sum	$ 200,000.00
1.19	New Pool Perimeter Fence	1	Lump Sum	$ 75,000.00
1.20	**TOTAL CONSTRUCTION COSTS**			**$ 1,497,000.00**
2.0	SOFT COSTS			
2.1	Design Contingency Costs	10%		$ 149,700.00
2.2	Construction Contingency Costs	15%		$ 224,550.00
2.3	General Contractor Mark-Up	10%		$ 149,700.00
2.4	Testing/Inspection	2%		$ 29,940.00
2.5	Permits & Fees	1%		$ 14,970.00
2.6	**TOTAL SOFT COSTS**			**$ 568,860.00**
3.0	**TOTAL ESTIMATED CONSTRUCTION PROJECT**			**$ 2,065,860.00**

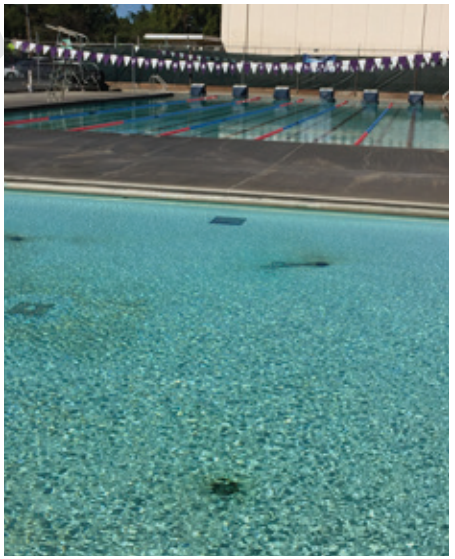
PLEASANT VALLEY POOL

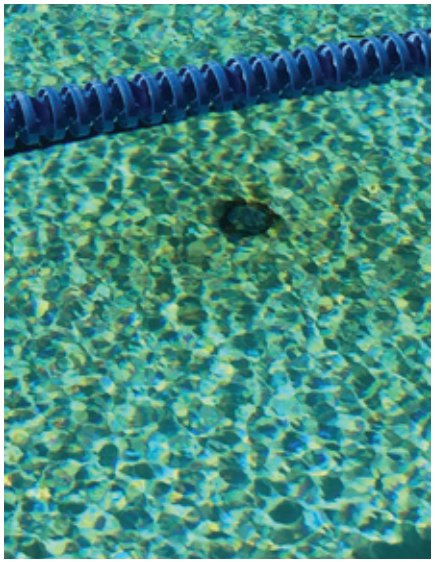
The Pleasant Valley swimming pool facility is adjacent to the Bidwell Junior High School. The facility has two swimming pools, a 6-lane rectangular swimming pool and a wading pool. The swimming pool is 75-feet long and 42-feet wide. The water depths range from 3.5-feet to 5.0-feet. The wading pool is 42-feet long and 25-feet wide with a constant water depth of 2.0-feet. The pool water from the two pools are co-mingled as a single body of water for the filtration and chemical feed systems. A step scum gutter provides the water surface collection system for both pools. The bathhouse is a non-heated and non-air-condition space that is not ADA compliant. The swimming pool has racing platforms installed at the deep end of the pool with a water depth of 5-feet. California Code requires no diving at pool depths of 6-feet or less. The plaster finish is failing and in need of replacement.

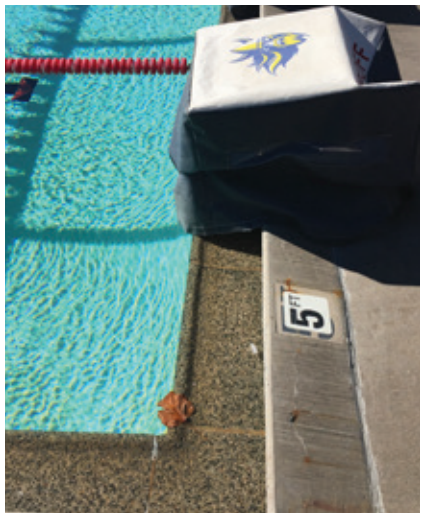
The following is a list of items that do not comply with current codes or regulations.

1. Pool water is co-mingled from both pools as a single body of water. Code requires each pool to have its own independent recirculation and chemical treatment system.
2. The pool step scum gutters do not provide surface water collection as required by code.
3. The pool deck does not drain properly to prevent standing water as required by code.
4. The pool perimeter chain link fence is larger than 1.75" on the diagonal in violation of code.
5. The swimming pool is not ADA compliant.









6. The wading pool is not ADA compliant.
7. The showers and bathroom facilities are not ADA complaint.
8. Pool chemicals are stored in the mechanical equipment area and lack spill protection as required by fire code.

The following is a list of maintenance and operations concerns.

1. The pool water heater is failing and in need of replacement.
2. The pool chemicals are stored adjacent to the pool mechanical equipment which is a contributor to the mechanical equipment failure.
3. The swimming pools lack double main drains to prevent bather entrapment. To comply with AB1020, a suction vacuum release device (SVRD) has been installed on the circulation pump. Staff reports that this unit is inconsistent and causes operations problems, which is a common complaint of these types of devices. The pools should have double main drains installed and the SVRD should be eliminated.

To remedy the above listed items, an extensive renovation project will be required. To separate the circulation systems of the two pools the pool decks will have to be removed, all underground piping replaced, new mechanical equipment installed for both pools, new main drains cut into the pool floors, and the plaster and tile finish replaced. To achieve ADA accessibility in the wading pool a 35-foot long ramp will need to be constructed. At the same time, the bathroom spaces need to be upgraded to meet fixture count and ADA accessibility.

The following is a proforma estimate to complete the renovation of the Pleasant Valley Pools.

FIGURE 3.2 PLEASANT VALLEY POOLS PROFORMA

ITEM	DESCRIPTION	QTY	UNIT	ESTIMATE
1.0	CONSTRUCTION COSTS			
1.1	Site Preparation/Mobilization	1	Lump Sum	$ 20,000.00
1.2	Remove & Replace Pool Deck Concrete	1	Lump Sum	$ 230,000.00
1.3	Under deck Soil Preparation	1	Lump Sum	$ 10,000.00
1.4	New Underground Pool Piping	1	Lump Sum	$ 75,000.00
1.5	New Underground Electrical Conduits	1	Lump Sum	$ 40,000.00
1.6	New Swimming Pool Underwater Lights	1	Lump Sum	$ 10,000.00
1.7	New Swimming Pool Mechanical Equipment	1	Lump Sum	$ 175,000.00
1.8	New Swimming Pool ADA	1	Lump Sum	$ 10,000.00
1.9	New Swimming Pool Main Drains	1	Lump Sum	$ 25,000.00
1.10	New Swimming Pool Gutter System	1	Lump Sum	$ 95,000.00
1.11	New Swimming Pool Plaster and Tile Finish	1	Lump Sum	$ 80,000.00
1.12	New Wading Pool Mechanical Equipment	1	Lump Sum	$ 80,000.00
1.13	New Wading Pool ADA Ramp	1	Lump Sum	$ 32,000.00
1.14	New Wading Pool Main Drains	1	Lump Sum	$ 25,000.00
1.15	New Wading Pool Plaster and Tile Finish	1	Lump Sum	$ 32,000.00
1.16	New Chemical Enclosures	1	Lump Sum	$ 60,000.00
1.17	Bathroom Upgrades	1	Lump Sum	$ 200,000.00
1.18	New Pool Perimeter Fence	1	Lump Sum	$ 70,000.00
1.19	**TOTAL CONSTRUCTION COSTS**			**$ 1,269,000.00**
2.0	SOFT COSTS			
2.1	Design Contingency Costs	10%		$ 126,900.00
2.2	Construction Contingency Costs	15%		$ 190,350.00
2.3	General Contractor Mark-Up	10%		$ 126,900.00
2.4	Testing/Inspection	2%		$ 25,380.00
2.5	Permits & Fees	1%		$ 12,690.00
2.6	**TOTAL SOFT COSTS**			**$ 482,220.00**
3.0	**TOTAL ESTIMATED CONSTRUCTION PROJECT**			**$ 1,751,220.00**

Program Validation

The public outreach process was integral to the program validation. The project team built upon the work of the AFAC, conducted interviews with CARD staff, key stakeholders including swim groups, senior groups, and potential partners (College District, Boys & Girls Club, Joe McGie Center). Work sessions were held with AFAC to further discuss the needs and the mix of pools and programs to best serve the CARD community.

To better serve the community' aquatic needs and interests, the District must develop new pools The existing facilities are not adequate to serve a growing population and are at the end of their service life. With the closing of Shapiro Pool, the deficiencies are exacerbated. The CARD staff has performed well in maintaining and sustaining the life of the existing aquatic facilities, resulting in over 50 years of service.

Advancement in pools design and mechanical systems has resulted in pools with greater efficiencies and lower operating costs. This is the right time to master plan the Districts aquatic program and pools. Renovating and/or replacing the footprint of Shapiro Pool is costly ($2 million +) and does not address current and future aquatic needs and lacks the revenue stream to be financially sustainable.

The Aquatics Feasibility Study addresses the questions about the number of pools, the type and size, the site, and the capital and annual operating cost.

04

Market Analysis

Market Analysis

Introduction

The project team assessed the market conditions that impact the demand for recreation and aquatic programs and measured the capacity of the market to respond to that demand. This analysis:

1. Examined the demographics of the service area to assess market potential for proposed activities
2. Inventoried public, non-profit, commercial and private service providers for aquatics
3. Assessed the market potential for competitive, recreational, and therapeutic aquatics
4. Applied this market research to develop a model of revenue potential and preliminary fees and charges for daily admissions, annual passes, and programs

The findings described in this chapter were used to project revenue potential, as described in the financial analysis (see Revenue Potential).

Demographics

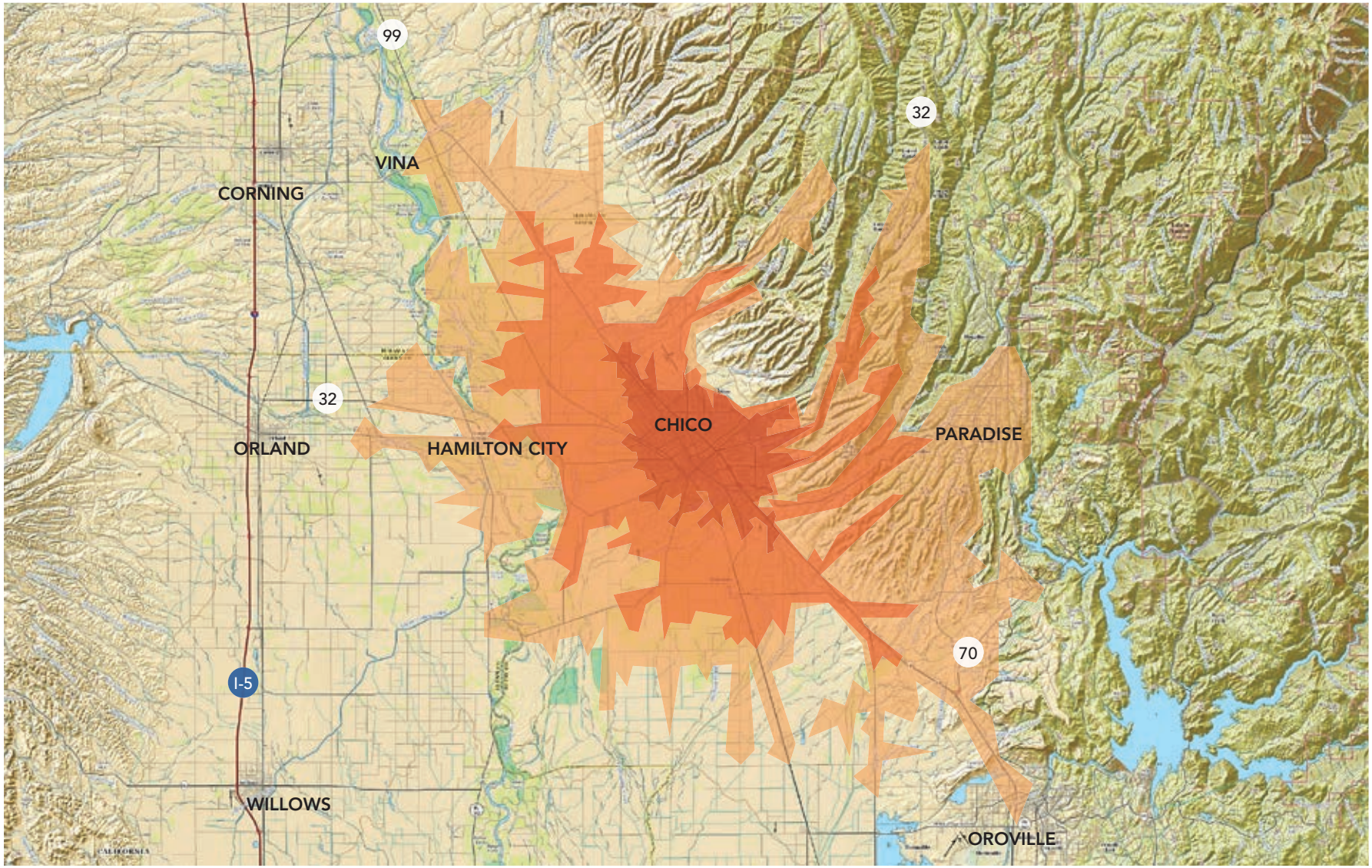
Demographics are an effective instrument for making conclusions about potential community recreation and aquatic center users, and the likely demand for programs and services. Recreation and aquatic interests vary based on differences in age, family status, income, education, and other demographic measures. An examination of educational attainment and income, household composition, and age groupings within the service area helps to make conclusions about the likelihood of demand for programs and services and the ability to meet the demand.

Demographic data presented in this report uses US Census data, unless otherwise stated, provided by the Nielsen Corporation SiteReports. Detailed demographic data can be found in the Appendix.

PRIMARY, SECONDARY, & TERTIARY SERVICE AREAS

To estimate the demand for programs, classes, and facilities; participation, and the sale of daily admissions and passes, demographic data was collected and examined by primary, secondary, and tertiary service areas. Due to the high proportion of agricultural and overall low population density in the County (130 people per square mile), slightly longer than average travel distances are customary and acceptable in the Chico Area.

FIGURE 4.1 – SERVICE AREA MAP (10, 20, AND 30 MINUTES)



The primary service area for this study is the population within close proximity (10 minute drive time) of one of the proposed sites, located at the 2177 Humboldt Road. This area comprises most of Downtown Chico, and has the highest population concentration of the three service areas. This service area describes frequent (daily to a 2-3 times a week) users of the proposed aquatic center. This population is the primary market for purchasing passes.

The secondary service area includes those residing between 10 minutes and 20 minutes of the site, and the tertiary service area includes those residing between 20 to 30 minutes of the site. Those within the secondary service area describe regular - but not consistent - users of the facility, while those within the tertiary service area are considered destination users. The share of pass sales is likely to be smaller within these service areas; these populations would primarily purchase daily and seasonal admissions. The 30-minute drive time in some areas extends beyond the District boundaries. A map of these service areas is shown in Figure 4.1.

POPULATION PROJECTIONS

Census data indicates that population growth within the service areas has stabilized. The primary and secondary service areas experienced significant growth between 2000 and 2010, at 12% and 8.4%, respectively. This growth added 10,270 people to the population of the primary service area. This population change alone could create increased demand for recreation and aquatic services, if still unmet. Growth since 2010 has been more modest, at 2.6% for the primary service area, and 1.9% for the secondary service area. By 2020, the primary service area population is projected to increase by approximately 3,000 people to 101,651 – an increase of only 3.2%. The tertiary service area, meanwhile, has seen a population increase of only 969 people in the last fifteen years.

FIGURE 4.2 – POPULATION PROJECTIONS

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
2000 Census	85,798		9,833		37,189	
2010 Census	96,068	12.0%	10,660	8.4%	38,012	2.2%
2015 Estimate	98,524	2.6%	10,861	1.9%	38,158	0.4%
2020 Projection	101,651	3.2%	11,147	2.6%	38,753	1.6%

AGE GROUPS

Within the primary service area, family forming adults (ages 18-44) are the largest age group, at 45,765 people or 46.5% of the population. 18 to 24 year olds comprise the largest share of this group, at 19.8% of the population. This is largely attributable to the presence of a university student population (California State Chico is located within this service area). The next largest age group subset is 25 to 34 year olds, at 15.4% of the service area population. The large population size of this age range can indicate the likely formation of young families, and higher future birth rates. This is important, as families are the primary market for aquatic center passes for swim lessons and water play for kids; the 5-14 age group is the primary market for recreation swim. Statistics show that children are more likely to participate in swimming compared to other age groups, primarily for recreation. [1] 2015 estimates indicate

[1] National Sporting Goods Association (Sports Participation In The United States, 2013) reports that 7 to 11 year olds are 1.85 times more likely to participate in swimming as an activity compared to the overall population.

that children currently comprise 20.4% of the primary service area population. The size is proportionally low in comparison to the sizes of both family forming adults (46.5%) and mature adults (20.5%).

Within the secondary and tertiary service areas, the percentage of mature adults (ages 45 to 64) and retirement age adults (ages 65 and over) is higher, indicating an aging population. Mature adults comprise 32.2% of the secondary service area and 28.7% of the tertiary service area, while retirement age adults constitute 17.2% and 23.7%, respectively. This suggests that there is likely demand for aquatic services targeting active older adults and seniors. Programming that serves these populations includes lap swim for fitness, masters swim, water aerobics, and warm water rehabilitation.

HOUSEHOLDS & FAMILIES

Household growth has mimicked the patterns of total population growth within the service areas. The 2015 estimates indicate that there are 39,690 households within the primary service area, an increase of only 2.4% from 2010. Household growth was 13.4% between 2000 and 2010. Within the primary service area, just 26.7% (10,579) are households with

FIGURE 4.3 – AGE GROUPS

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
Children	20,073	20.4%	2,186	20.1%	6,948	18.2%
Under 5	5,290	5.4%	523	4.8%	1,887	4.9%
5 to 14	10,544	10.7%	1,214	11.2%	3,885	10.2%
15 to 17	4,239	4.3%	449	4.1%	1,176	3.1%
Family Forming Adults	45,765	46.5%	3,317	30.5%	11,216	29.4%
18 to 24	19,475	19.8%	1,208	11.1%	3,580	9.4%
25 to 34	15,157	15.4%	1,013	9.3%	4,044	10.6%
35 to 44	11,133	11.3%	1,096	10.1%	3,592	9.4%
Mature Adults	20,217	20.5%	3,492	32.2%	10,965	28.7%
45 to 54	10,046	10.2%	1,595	14.7%	4,774	12.5%
55 to 64	10,171	10.3%	1,897	17.5%	6,191	16.2%
Retirement Age	12,469	12.7%	1,865	17.2%	9,032	23.7%
65 and over	12,469	12.7%	14,334	13.1%	23,366	15.8%

FIGURE 4.4 – HOUSEHOLDS

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
2000 Census	34,171		3,575		15,096	
2010 Census	38,758	13.4%	4,065	13.7%	15,941	5.6%
2015 Estimate	39,690	2.4%	4,165	2.5%	16,117	1.1%
2020 Projection	40,916	3.1%	4,290	3.0%	16,427	1.9%
Households with Person(s) Under 18	10,579	26.7%	1,352	32.5%	4,028	25.0%
2015 Family Households	20,630	52.0%	3,040	73.0%	10,077	62.5%

FIGURE 4.5 – INCOME

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
< $25,000	11,531	29.1%	821	19.7%	4901	30.4%
$25,000 - $50,000	10,448	26.3%	863	20.7%	4513	28.0%
$50,000 - $75,000	6,476	16.3%	940	22.6%	2826	17.5%
$75,000 - $100,000	4,209	10.6%	535	12.8%	1355	8.4%
$100,000 - $125,000	3,076	7.8%	330	7.9%	1042	6.5%
$125,000 - $150,000	1,399	3.5%	204	4.9%	577	3.6%
$150,000+	2,551	6.4%	475	11.4%	899	5.6%

FIGURE 4.6 – FAMILIES BELOW POVERTY LEVEL

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
Family Households	20,630		3,040		10,077	
Families Below Poverty Level	2,690	13.0%	259	8.5%	1,260	12.5%
Families Below Poverty Level with Children	2,120	10.3%	178	5.9%	931	9.2%

a person under the age of 18, while family households comprise roughly 52.0% (20,630) of total households. By comparison, within the secondary service area, 32.5% of households (1,352) have an individual under the age of 18, and 73.0% of households (3,040) are family households. These differences may indicate a greater concentration of married couples and families with children in the secondary service area. For comparison, families comprise 68.6% of households within the State of California (ACS 2013 5-Year Estimates), suggesting a slightly lower than average proportion of families in Chico.

INCOME

The 2015 estimates show a median household income of $44,455 within the primary service area. This is lower than the State average of $61,094, but in-line with the County average of $43,752 (ACS 2013 5-Year Estimates). Approximately 55.4% of primary service area households earn between less than $50,000, and 29.1% earn under $25,000. Similarly, 58.4% of tertiary service area households earn less than $50,000, and 30.4% earn under $25,000. Secondary service area households are slightly higher earning, but still 40.4% earn under $50,000 annually.

In addition, 2015 estimates show a high percentage of families living below the poverty level. 13.0% of families within the primary service area live below poverty level, compared to 12.0% for the State. Similarly, 12.5% of families live below the poverty level within the tertiary service area.

Lower median income and higher rates of poverty can indicate less discretionary spending ability, such as for aquatic recreation and leisure pursuits. The 2013 Sports Participation Report developed by the National Sporting Goods Association (NSGA) indicates that there is greater likelihood of participation in aquatics among higher household income brackets. This could influence the pricing of fees and passes, and rates of participation, for the proposed aquatic center.

EDUCATIONAL ATTAINMENT

The population has a high level of education within all service areas. Within the primary service area, 90.4% of the population aged 25 and over holds a high school degree or higher. This may be partially attributed to the presence of a university and a student population. Within the secondary service area, education levels are higher, at 93.8% of the population holding a high school degree or higher. Only the tertiary service area has a slightly lower rate of educational attainment, at 86.8%. These attainment levels exceed that of the State, which reports 81.2% possess a high school degree or higher for those over the age of 25 (ACS 2013 5-Year Estimates).

Education is highly correlated with participation in parks and recreation activities including regular fitness. The higher a community's education level, the more interest there will be in regular fitness activities. In addition, those who are highly educated tend to have diverse recreation interests when compared to those who are not as highly educated. Children of highly educated parents are more likely to be enrolled in after-school enrichment activities than those whose parents are not as highly educated. This includes participation in swimming and other aquatic sports. These factors were considered in the estimates of participation and pass sales for the aquatics center.

FIGURE 4.7 – EDUCATIONAL ATTAINMENT

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
Total Persons 25 Years & Over	58,976		66,442		94,075	
No High School Diploma	5,684	9.6%	464	6.2%	3,660	13.2%
High School Graduate or GED	9,446	16.0%	1,258	16.8%	7,063	25.6%
Some College or Associate Degree	24,095	40.9%	3,031	40.6%	11,272	40.8%
Bachelor's Degree	13,144	22.3%	1,668	22.3%	3,754	13.6%
Graduate or Professional Degree	6,606	11.2%	1,047	14.0%	1,882	6.8%

Service Providers

To estimate the capacity of the existing market to serve the demand for aquatics, public, private, and commercial facilities with pools were inventoried. Data from the inventory informed the Needs Assessment and was used to develop preliminary fees for daily admissions and pass sales. An abridged list of service providers follows.

1. Beyond Fitness – Pentz

6854 Pentz Road, Paradise, CA
530-872-2232
Type: Commercial

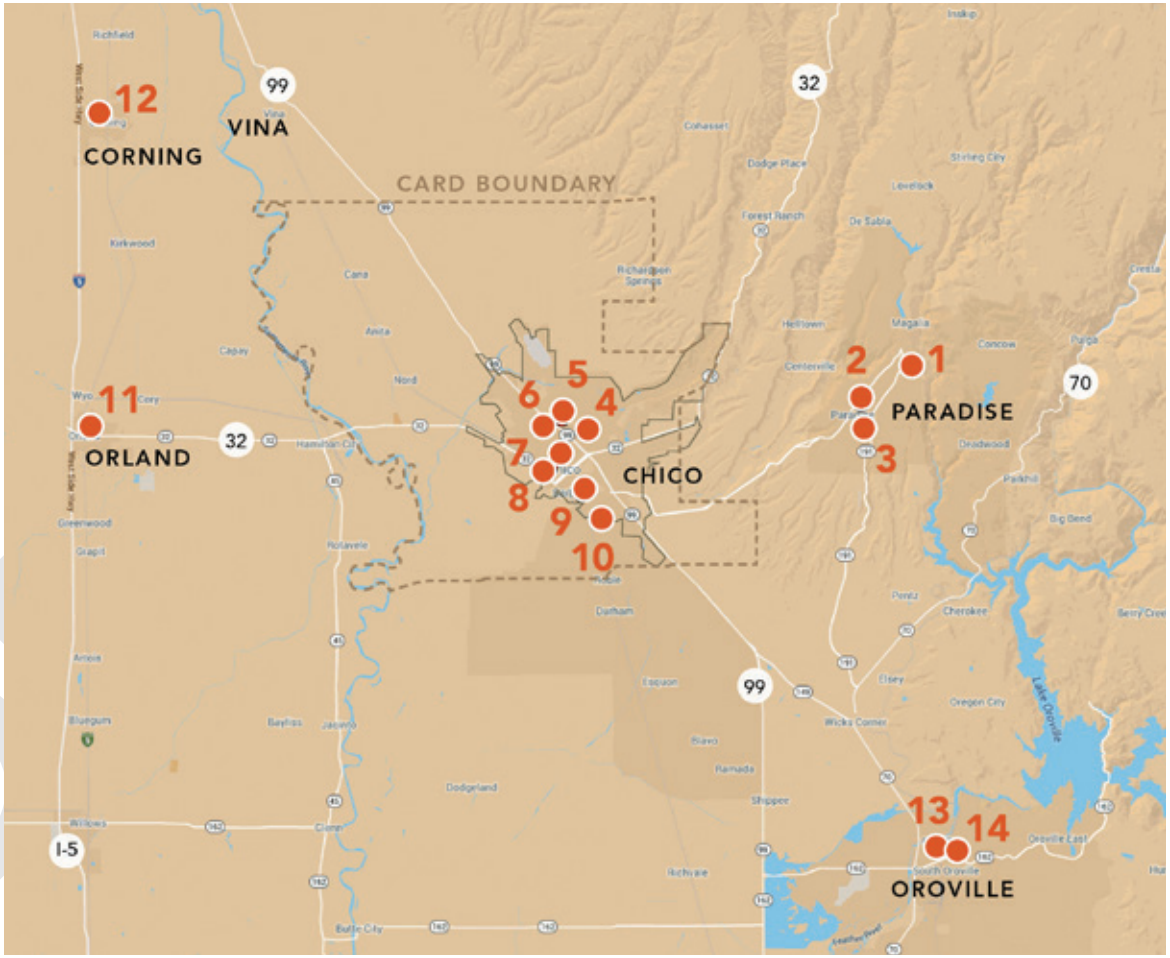
- *4-lane outdoor lap pool and smaller outdoor fitness/instruction pool*
- *1 indoor pool – water instruction/fitness*
- *Outdoor pools close during winter months*

2. Beyond Fitness – Skyway

7224 Skyway, Paradise, CA
530-877-7500
Type: Commercial

- *2 outdoor pools – 5-lane x 25-yard lap pool and water fitness/instruction pool*
- *1 indoor lap pool*

FIGURE 4.8 - SERVICE PROVIDERS MAP



3. Paradise Swim Pool

Paul Bryne Aquatic Park
Recreation Drive & Buschmann Rd
Paradise, CA
Type: Public

» *L-shaped 25-yard x 6-lane outdoor pool with diving board. Only open during summer months.*

4. In Motion Fitness

1293 East 1st Avenue, Chico, CA
530-343-5678
Type: Commercial

» *Outdoor 25-yard x 8-lane lap pool*
» *Outdoor resort style pool*
» *Outdoor splash park*
» *Outdoor instruction/fitness pool*
» *Indoor instruction/fitness pool*
» *Indoor warm water therapy pool*
» *2 Indoor spas*

5. Pleasant Valley Pool

2320 North Ave, Chico, CA
530-895-4703
Type: Public

» *Outdoor 25-yard x 6-lane lap pool*
» *Outdoor wading pool*

6. Chico Sports Club

260 Cohasset Rd, Suite 190, Chico, CA
530-345-9427
Type: Commercial

» *Outdoor 25-yard x 5-lane lap pool*
» *Outdoor therapy pool – 88° to 93°*

7. Shapiro Pool

Oleander Ave & Memorial Way, Chico, CA
530-895-4705
Type: Public

» *Outdoor trapezoidal 25-yard x 6-lane lap pool*
» *Outdoor activity pool*

8. Chico State Wildcat Recreation Center

Cherry Street & 1st Street
California State University, Chico
530-898-4444
Type: Private - University (only offers student memberships)

» *Outdoor 25-yard x 8-lane lap pool*

9. Water Sprites Swim School

2280 Ivy Street, Chico, CA
530-342-2999
Type: Commercial

» *Indoor 90° warm water instruction pool*

10. NSFit – Chico

1026 Skyway, Chico, CA
530-898-8348
Type: Commercial

» *Two outdoor 3-lane lap pools (20-yard and 40-yard). Only offer water fitness – Aqua Fit and Mommy & Me Aqua.*

11. Orland Pool Swim Center

Roosevelt Ave & A Street, Orland, CA
Type: Public

» *L-shaped 25-yard x 8-lane outdoor pool with diving well (adjacent to Orland High School).*

12. Corning Swimming Pool

1414 Colusa St, Corning, CA
530-824-7062
Type: Public

» *Outdoor 25-yard x 6-lane lap pool*
» *Outdoor water instruction/fitness pool*

13. Oroville YMCA

1684 Robinson Street, Oroville, CA
530-533-9622
Type: Commercial

» *Outdoor rectangular pool – heated, uses dome cover in winter months*

14. Oroville Sports Club

2600 Oro Dam Blvd, Oroville, CA
530-538-0123
Type: Commercial

» *Outdoor 5-lane lap pool*

» *Outdoor instruction pool*

» *Outdoor hot tub*

Conclusions

Overall, the service area supports a large population size (98,524 in the primary service area alone, and a district population of 124,722) requiring a number of recreation options to support a healthy, active community. There are high numbers of family forming adults in the primary service area, and overall high numbers of mature adults. This suggests there is greater market potential for lap swim and fitness in these areas. The secondary service area should be targeted for recreation aquatics, although this accounts for a small population size. Fees and pricing will need to be established with consideration to lower income levels.

High levels of educational attainment, such as those identified in the service area, correlate with frequent engagement in recreation, leisure, and enrichment activities. This suggests there will be interest in aquatics, such as afterschool enrichment and adult fitness.

The service provider analysis identified a number of small lap pools that are owned and operated by the private sector for learn to swim classes and water exercise classes. The only large competitive pool is located in Orland, and there is not a recreation pool with waterslides and play features in the District. This suggests that a aquatic center with multiple pools would be distinctive in the market and would have District wide appeal and could be a regional attraction.

05

Outreach Process

Outreach Process

Introduction

The Chico Area Park and Recreation District is committed to engaging the public in each of its planning effort. To fulfill this commitment, the Aquatics Feasibility Study began with the development of a public outreach plan. Public input has shaped the final recommendation regarding the number and size of pools and the building space components. The outreach plan will be ongoing and during this phase of study included workshops and meetings with the following:

- Public Workshops (2)
- AFAC Meetings (2)
- Potential Partners Meeting:
  - » College District
  - » Boys and Girls Club
  - » Joe McGie Center
- Staff Meeting
- Stakeholder Meetings (6)

The notes from each of the meetings can be found in the Appendix of this report.

Public Workshops

The format for the public workshops included a presentation by the Project Team followed by a series of activities performed in small groups. Each group worked together to develop a consensus response to assigned questions or activities. The results of one of the activities identified the Key Objectives that should be met by a new aquatics center. A summary of the Key Findings follows.

KEY OBJECTIVES

The first small group exercise was to generate a list of key objectives to be met by the proposed center. These objectives will serve as a guide for the entire planning and design process. The key objectives that emerged from this process are summarized below.

- Develop a center that is a source of civic pride
- Serve a full range of aquatics interests
- Provide "something for everyone"
- Create a water-safe community through learn-to-swim and water safety classes
- Support the pursuit of excellence in aquatic sports

- Create a "Wow" factor
- Provide economic benefit to CARD and local business
- Be responsible stewards of the public's money and resources
- Develop facilities that are environmentally sensitive and sustainable

KEY FINDINGS

There is consensus and support for development of a CARD aquatic center that serves the entire community and offers uses for all ages and needs, including recreational, instructional, fitness, therapeutic, and competitive aquatics. Based on the outreach process, there was consensus among the groups regarding several aquatic components.

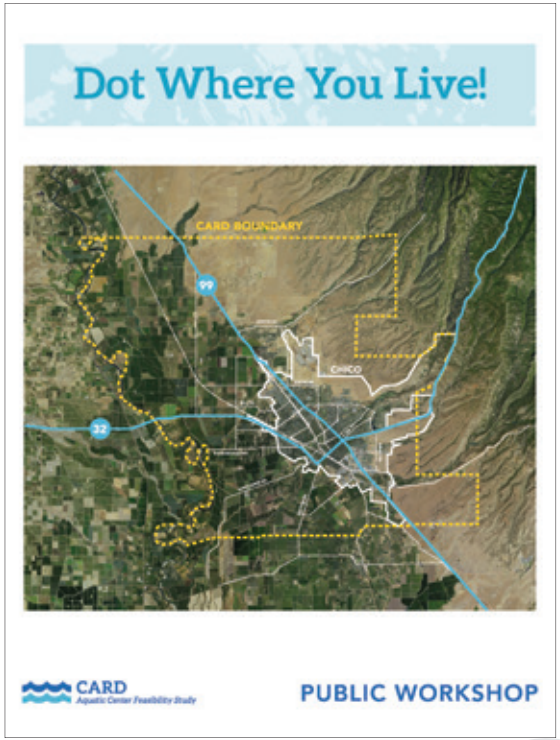
- There was broad support for a pool that could host competitive swim events – the 30-meter x 25-yard pool proved most desired.
- There is broad support for a teaching pool, as it accommodates a range of uses from water fitness to swim instruction and water safety
- The recreation pool was popular for water play and adding an exciting feature to be a destination for families and children
- There was desire for outdoor space – such as recreation areas, shade, grass lawn, etc.
- Affordability was also mentioned

PUBLIC WORKSHOP #1

The first of two public workshops was held October 28, 2015. The purpose of the workshop was to introduce the project team and study process, present a range of pool types, sizes, and uses, and gather initial public input on aquatic needs in the Chico area. Approximately 40 participants attended the workshop.

Attendees were presented with boards asking them to "describe their vision for CARD Aquatics" and to "describe their vision for CARD Recreation". This exercise yielded (vision for aquatics) a strong theme around serving the entire community and supporting a range of aquatic uses, including all ages, abilities, and income levels. There was also a strong desire for creating a premier aquatics experience and having aquatics be a source of community pride. The second part of the visioning exercise (vision for recreation) elicited similar responses. Participants desired that recreation serve all needs and offer something for everyone. Their vision was also for recreation to offer a broad range of fun opportunities.

After the visioning exercise and project presentation, participants working in small groups completed a group exercise. When asked what they considered the best qualities of the District's current aquatic programs and facilities, participants indicated location (near amenities and schools)



and affordability. Aquatic programs, such as learn-to-swim, lifeguard training, and life saving classes, were also mentioned frequently, as were the availability, accessibility, and choices of programs and facilities. Grassy areas and locker rooms/restrooms were also considered in high regard. The range of responses indicated high regard for the District's current facilities and programs.

When asked about what facilities and programs were needed to meet future aquatics needs, competitive aquatics (such as competitive swim, events, swim teams, competitive pools) was mentioned frequently. Responses mentioning recreation swim (such as waterslides, play areas, wading areas) were also great in number. Responses involving therapeutic swim (such as water therapy, rehabilitation, adaptive PE) were next greatest in number, followed by mentions of multipurpose/multiuse pools.

When asked about what non-aquatics facilities were needed to serve the CARD community, responses from the participant groups were wide-ranging. Sport fields (such as baseball, football, lacrosse, soccer) were mentioned most. An ice skating rink, trails and paths, gym space, and dog parks were also reported.

PUBLIC WORKSHOP #2

The second public workshop was held December 16, 2015 with approximately 20 participants in attendance. The goal of the workshop was to receive feedback on four aquatic center design options, and allow participants to design their own aquatic centers through a small group exercise.

Participants viewed a PowerPoint presentation that explained project and operating costs in relation to various pool types and aquatic amenities (such as a 50-meter competition pool, 30-meter competition pool, teaching pool, recreation pool, "dry" waterslide, and splashpad). The groups were also shown the four preliminary concept plans listed below.

Option 1: 50-meter pool and a 3-lane teaching pool

Option 2: 30-meter pool, 3-lane teaching pool, and sprayground

Option 3: 25-yard x 9-lane pool, 3-lane teaching pool, small (2,000sf) recreation pool, and run-out slide

Option 4: 25-yard x 9-lane pool and larger (4,700sf) multipurpose recreation pool with a waterslide and two lap lanes

The groups were asked to list what they liked about each plan and what they would change about each plan. Responses indicated that, although a competitive pool was desired, a balance with recreation and other uses was important, as was cost. In general, perception of the Option 1 plan was the least positive. Participants liked that it could host large swim meets, but did not think it was feasible in Chico and had concerns about the cost. They also desired that it have a recreation component or offer some versatility (such as a bulkhead or shallow lanes). Opinion of Option 4 was the most favorable of the options. The groups indicated that they liked the larger recreation pool and also that the option allowed multiple uses. They desired a larger (30-meter) competition pool, however, and also added lap lanes to recreation pool. On Option 2, participants liked the size of the 30-meter pool, but desired a recreation pool and additional lanes in the teaching pool. Participants liked the addition of the recreation pool in Option 3, but desired a larger competition pool and additional lanes in the teaching pool.

The groups were next asked to complete a "design-an-aquatics center" activity. This allowed participants to create the aquatic center they believed best served the community, with project cost and operating subsidy in mind. Completing the exercise in groups required participants to explain their choices to each other and work together to reach consensus. The groups were allowed to choose from a list of pools and aquatic amenities, and given a project budget of $12 million. They were also asked to consider affordability, and what the community would be willing to support. Each pool or amenity choice included a construction cost and net revenue/subsidy. Groups were given work sheets to total their component choices and determine whether they were within project budget and an acceptable annual subsidy range.

There was a preferred option that emerged from this activity. The consensus option, matching what was developed by the teams, is the Preferred Option.

06

Site Evaluation

Site Analysis

Introduction

In late 2015, CARD staff identified two potential sites for the development of an aquatic center. Both sites are within the city limits of Chico. The first site is located at Esplanade at DeGarmo Park, on the northern end of the City, and is referenced in this Study as the DeGarmo Park site. The second site is at the southern end of the City at 2177 Humboldt Road across from Marsh Junior High School, and referred to as the Humboldt site. The sites are shown in Figure 6.1.

The project team visited and evaluated each site using site criteria developed for this project. This chapter discusses the evaluation of each site and includes the site evaluation matrix used to rate the sites. Lastly, an explanation of the site criteria can be found at the end of this chapter.

2177 Humboldt Road

This 5.3-acre site is located on the southern edge of Chico, at the intersection of Humboldt Road and El Monte Ave/Notre Dame Blvd, as shown in Figure 6.2. It sits adjacent to Marsh Junior High School and Roseleaf Senior Care. It is within a mile of Highway 99, which runs to the west of the site, and is also within 500 feet of Highway 32. The aquatic center will require an approximate 4 acres of this site. There are no shared facilities on this site so the amount of new parking is greater than the DeGarmo site.

The siting of an aquatic center at this location is compatible with the surrounding land use, which is largely medium/high density residential and commercial. The site's proximity to Marsh Junior High, Little Chico Creek Elementary, and Roseleaf Senior Care is ideal, offering ease of accessibility for afterschool, water fitness, and water therapy opportunities. Overflow parking could, perhaps, be accommodated at the junior high school. The adjacency to the Junior High may pose some traffic concerns during peak school hours.

FIGURE 6.1 SITE LOCATION MAP

FIGURE 6.2 2177 HUMBOLDT ROAD

The site is not central; however, it is easily accessible by vehicular travel via Highway 99 and Highway 32. The Route 7 bus services the site with a bus stop at the site. Class I (separated bike and pedestrian paths) and Class II (bike lanes) bike routes connect to the site.

The site is owned by the City of Chico and is zoned Special Purpose as a Secondary Open Space District, which permits both "intensive and non-intensive recreation activities". The City has previously identified this site as a potential site for a future aquatic center. However, the District must explore options with the City regarding the development of the site. Little Chico Creek runs along the south and west ends of the site. It is protected by a Primary Open Space District, which creates a buffer between the site and the creek way.

This area is known for both expansive clay soils as well as rock strata. The rock conditions may require more extensive excavations for swimming pool depths. At the same time the expansive clay soils may also require extra construction measures. A slight increase in the site preparation costs for both of these issues will mitigate any concerns for this soil.

The street is known to have sanitary sewer, storm sewer, domestic water and electricity available. Existing information is incomplete to know if the current capacities are adequate for a new aquatic center or if upgrades will be required. The site does not currently have these utilities landed onto the site so the construction cost will be increased to bring these utilities to the site.

The site's flat topography and lack of mature trees will reduce construction costs for site development. The site is surrounded by natural vegetation and the creek way, contributing to its natural beauty.

The majority of this site will be used by the aquatic center leaving very little opportunity for future expansion of programs or buildings. As a result the aquatic center will be a stand-alone facility at this site. The lack of complimentary facilities and programs will limit the overall operating cost recovery potential for this site.

Esplanade at DeGarmo Park

This site is located on the north side of the City of Chico, along Esplanade Avenue, a major arterial. It is adjacent to DeGarmo Park to the north, and Carrell's Camper Sales and Park N Sell to the south. Highway 99 runs along the northeastern edge of the site. The parcel size, including DeGarmo Park, is 24.18 acres (13.5 acres available for the aquatic center site). It has sufficient capacity to accommodate the proposed aquatic center, landscaping and outdoor amenities, and necessary parking, which require 3.5 acres. The site is proximate to the freeway making for easy access.

The siting of an aquatic center at this location is compatible with surrounding land uses, which is largely low and medium/high residential with some mixed commercial. The site's proximity to both Shasta Elementary School and DeGarmo Park is also ideal, and could offer mutual benefits by creating synergistic recreation opportunities between the park and aquatic center site. It also allows ease of travel for afterschool activities by students at Shasta Elementary. Parking is shared with DeGarmo Park, reducing the overall size of the proposed center. The proximity of a new aquatic center to the park with noise and traffic make it an ideal fit to existing conditions.

Located on the northern edge of City's boundaries, the site is not central. However, it is easily accessible by vehicle via Esplanade and Highway 99. The Route 16 bus also services it, with a bus stop directly meeting at the site. There is not a direct bicycle route to the site. The site can support pedestrian and bicycle access, however a dedicated bike lane is not currently available.

FIGURE 6.3 ESPLANADE AT DEGARMO PARK

The site is known to have sanitary sewer, storm sewer, domestic water and electricity to the site. Information is not complete to know if the current capacities are adequate for a new aquatic center or if upgrades will be required. Based upon the available information it appears that if any utility service required increased capacity, that would be available at the adjacent street.

The site is owned by the Chico Area Recreation District. The site is zoned Special Purpose as a Secondary Open Space District, which permits both "intensive and non-intensive recreation activities".

The soil conditions at this site are expansive clay. While expansive clay soils are not ideal, measures can be taken during the construction to remediate the soil. A slight increase in the site preparation costs will mitigate any concerns for this soil.

The site's flat topography and lack of mature trees results in less construction costs for site development. Views to DeGarmo Park enhance the site's attractiveness.

The size of this site at 13.5 acres provides opportunity for future expansion or the development of complementary facilities. There is the opportunity to create an and aquatics complex and recreation hub that has the potential to improve the overall operating cost recovery and could deliver a "one-stop" location for serving the community's aquatics and recreation needs.

Site Rating

The sites were rated on a scale of 1 to 5 for each of the below criteria, with 1 being "poor" (site poorly fits or does not meet the criteria) and 5 being "excellent" (site meets the criteria optimally). A matrix of the ratings and totals for each site is presented in Figure 6.4. Descriptions of the criteria follow the matrix.

FIGURE 6.4 SITE RATING

	ESPLANADE AT DEGARMO PARK	HUMBOLDT ROAD
1. Site Configuration and Size	5	4
2. Neighborhood Context and Impacts	5	4
3. Surrounding Land Uses	5	5
4. Vehicular Accessibility	4	4
5. Pedestrian/Bicycle Access	4	5
6. Adequate Parking Capacity	5	3
7. Prominent Siting & Visibility	5	3
8. Availability of Utilities	4	4
9. Access to Public Transportation	5	5
10. Zoning Implications	5	5
11. Soils and Topography	4	4
12. District-Owned Property	5	4
13. Site Aesthetics	5	4
14. Site Expansion Capabilities	5	1
TOTAL	**66**	**55**

SITE EVALUATION CRITERIA

1. Size and Configuration of Site

The size and configuration of the site must be suitable to accommodate the pools, building and mechanical spaces, parking, and outdoor amenities such as picnic areas and plazas.

2. Neighborhood Context and Impacts

Consideration is given to the effect the siting location will have on surrounding properties and the City. The scale and use of the aquatic center must be compatible with the surrounding area, particularly residential development.

3. Surrounding Land Uses

Locating the aquatic center in proximity to a municipal complex, school, or park would be favorable. Locations surrounded by industrial development are generally less desirable.

4. Vehicular Accessibility

Locating the aquatic center on a major arterial, collector roads, and/or transportation corridor provides easy access for users. An arterial with high traffic volume can serve to maximize exposure and create a destination venue.

5. Pedestrian/Bicycle Access

The aquatic center should be easily accessed from existing and planned pedestrian and bicycle routes.

6. Adequate Parking Capacity

It is likely the aquatic center will require 200-250 spaces. The aquatic center may require additional parking for special events. The site must be adequate to accommodate required parking on-site or have a plan for alternative supplemental parking when overflow is expected.

7. Prominent Siting and Visibility

This facility has been discussed as being a source of community pride. Thus, a prominent location is desirable to maintain a public presence, create a destination venue, and encourage use.

8. Availability of Utilities

The availability of water, gas, electricity, sewer, and storm drains will impact the cost of the project.

9. Access to Public Transportation

Siting the aquatic center where it is serviced by public transit will increase facility use and revenue potential.

10. Zoning Implications

The site must conform to the zoning and land use policies/ordinances. Privately owned sites will require a change in zoning as part of the process.

11. Soils and Construction Costs

A site with poor soils, rugged topography, or high water table may require special construction that could add to the cost of the project.

12. District-Owned Property

Land acquisition will increase the project cost and lengthen the schedule.

13. Site Aesthetics

A site with attractive visual and physical qualities such as vegetation can enhance the user experience.

14. Site Expansion Capabilities

A site that can support other programs, buildings or spaces that may be synergistic with the aquatic programs

Conclusions

The DeGarmo site received the highest rating and is the recommended site for a number of reasons. The site is District-owned and has capacity for future expansion, with just 3.5 acres of the available 13.5 acres required for the aquatics center. The site is within a popular park that provides an array of features, shown right, including three softball fields, multi-purpose fields, playground, dog park, walking paths, picnic pavilions, and restrooms. DeGarmo Park is currently a destination for District residents and siting the aquatic center at the Park creates tremendous opportunities and benefits for District residents. The District's long-term planning includes consideration of indoor recreation space and DeGarmo Park would be an excellent site for this facility. The aquatic center and the park allow visitors to play in a softball tournament while other family members use the waterslides in the recreation pool. The future addition of indoor recreation would make this an aquatics and recreation destination for the District. There are potential operating efficiencies between the park and the aquatics center that might reduce operating costs. There are also marketing opportunities that potentially could increase revenue, resulting in a higher cost recovery.

07

Concept Design

Concept Design

Overview

Based upon findings from the needs assessment and direction from AFAC, CARD staff, stakeholders, and the public, four alternative conceptual plans for the proposed aquatic center were developed by Aquatic Design Group. A final, preferred option was then developed based on feedback.

A brief discussion of each option, along with a concept site plan, is presented on the following pages. The concensus plan, the preferred option, is presented last, with site plans for both the DeGarmo and 2177 Humboldt Road sites.

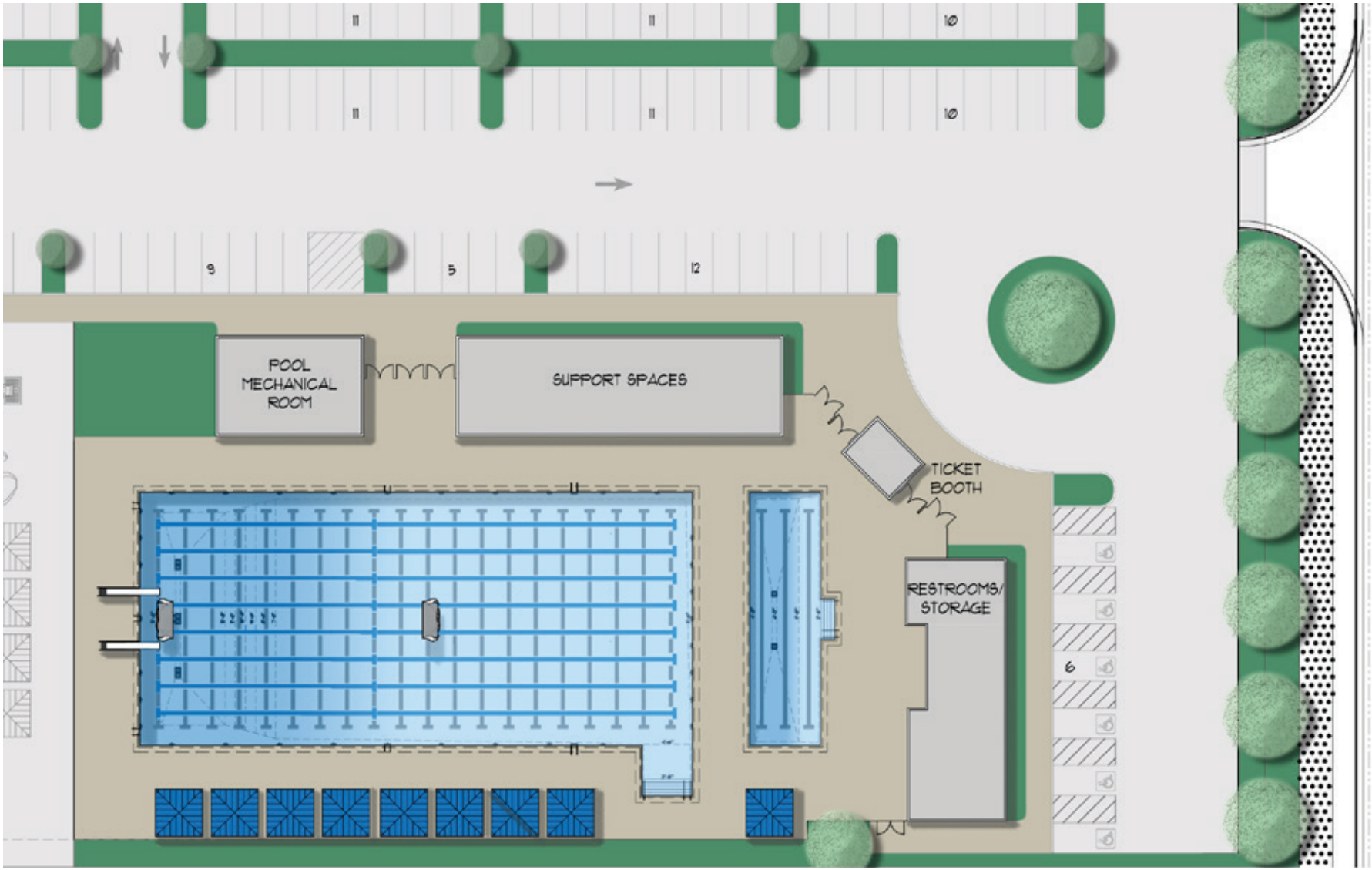
Option 1

- 50-meter x 25-yard competition pool (20 lanes)
- Small teaching pool (3 lanes)
- 8,800sf pool building
- Parking for 205

Option 1 presents an alternative that primarily serves competitive aquatics. The Olympic-size 50-meter pool maximizes the number of lanes for competitive swim, creating a high caliber event venue for local and regional meets. The pool ranges in depth from 3'6" to 12' and accommodates aquatic sports such as swimming, springboard diving, water polo, and synchronized swimming. Its special use designation precludes non-competitive uses, such as swim instruction and open swim, which typically are large sources of revenue. This option would require a significant operating subsidy. The 21-foot by 25-yard teaching pool provides accommodates some limited water instruction, water fitness, and also serves as a warm-up pool for aquatic events.

There is adequate deck space for dry land activities and shade structures. The 8,800sf pool building includes lobby space, concessions, public locker rooms, a small classroom/meeting room, offices, a lifeguard training room, timing booth, and mechanical/ storage space.

FIGURE 7.1 CONCEPT OPTION 1



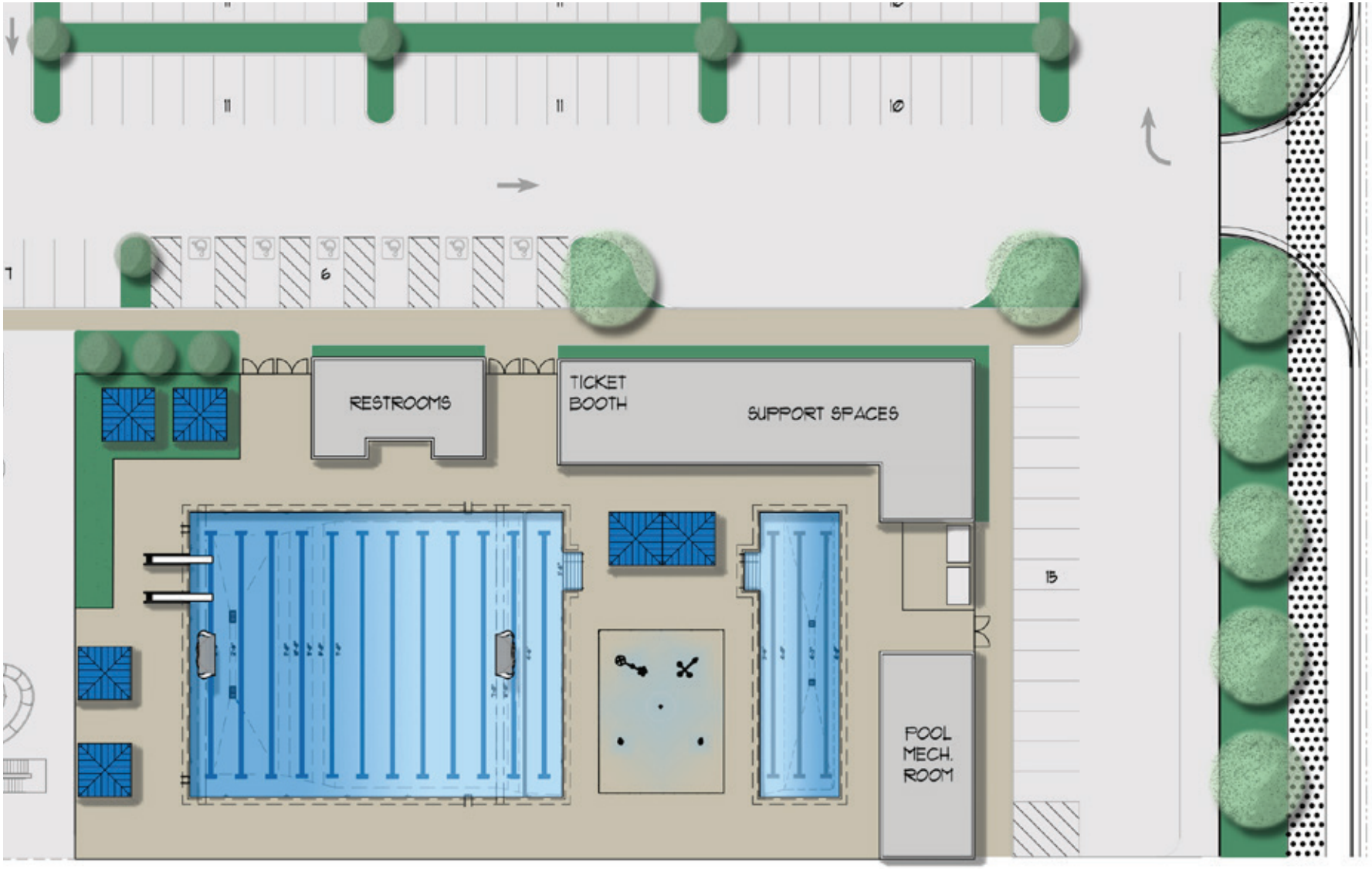
Option 2

- 30-meter x 25-yard competition pool (12 lanes)
- Small teaching pool (3 lanes)
- Sprayground
- 7,200sf pool building
- Parking for 180

Option 2 features a 30-meter competition pool with a sprayground as an added recreation element. Although it does not support long course swimming, the 30-meter pool is a regulation venue for local and regional competitive swimming, water polo, synchronized swimming, and springboard diving. The competition pool ranges in depth from 3'6" to 12'6". This depth would preclude some aquatic activities, like novice swim instruction. There is also a 21-foot by 25-yard teaching pool, as in Option 1, that creates some programming flexibility. The sprayground provides water play for primarily young children.

There is adequate deck space for dry land activities and shade structures. The 7,200sf pool building provides lobby space, concessions, public locker rooms, a family changing room, a small classroom/meeting room, an office, lifeguard training room, and mechanical/storage space. This option would require an operating subsidy, although less than Option 1.

FIGURE 7.2 CONCEPT OPTION 2



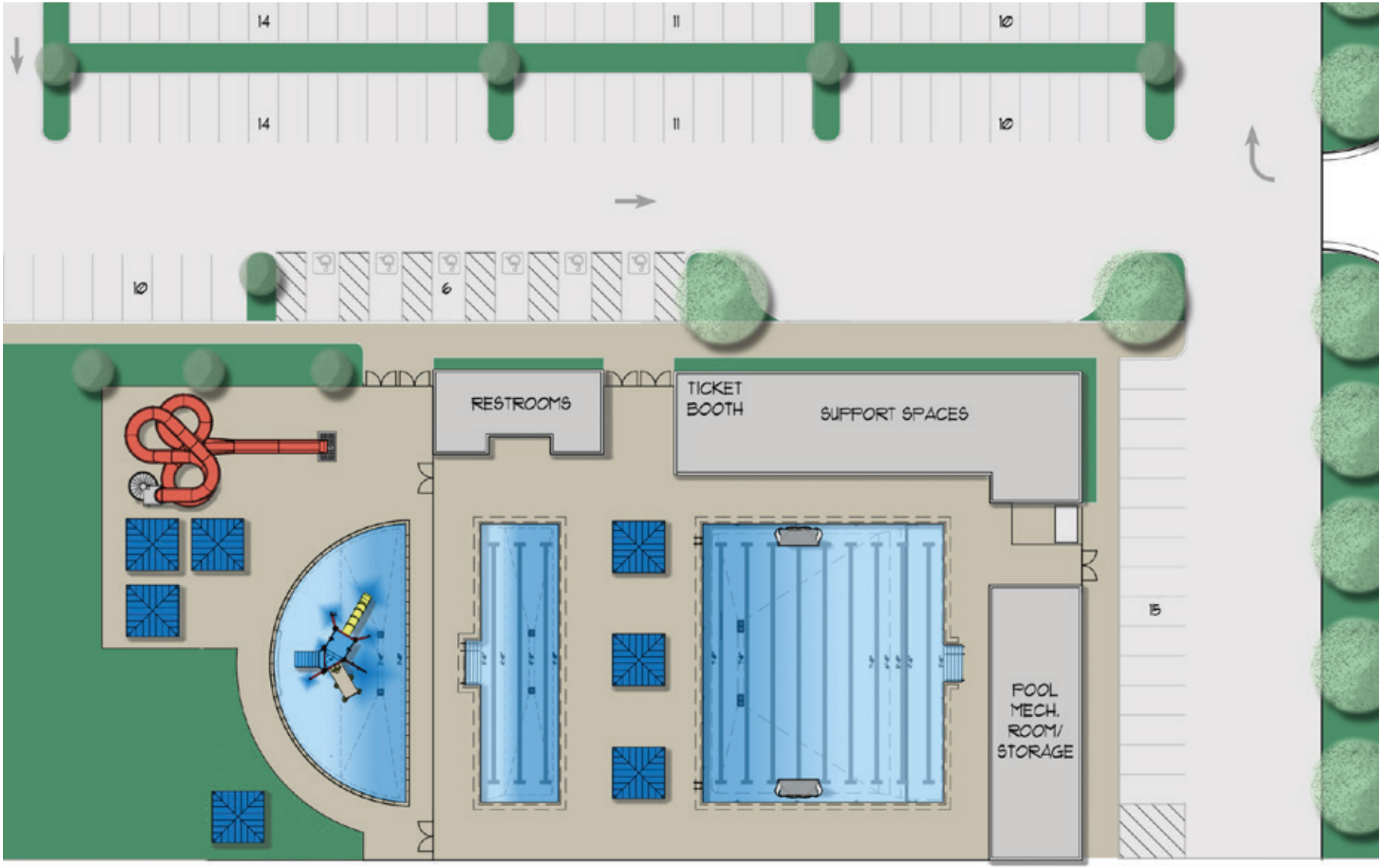
Option 3

- 25-yard x 65-ft competition pool (9 lanes)
- Small teaching pool (3 lanes)
- 2,000sf recreation pool with play structure
- Run-out waterslide
- 7,300sf pool building
- Parking for 140

Option 3 presents a multi-use aquatic center. The 9-lane competition pool is still a regulation venue for local and regional competitive swimming, water polo, and synchronized swimming, although it does not support long course swimming. The competition pool ranges in depth from 3'6" to 7'6" which still precludes some activities. The substitution of the sprayground with a small recreation pool allows water play for a greater age range of children. The shallow recreation pool provides beach entry for young children, with a maximum depth of 2'. Its limited depth may not appeal to older youth. The stand-alone waterslide is added attraction for children and youth.

There is adequate deck space for dry land activities and shade structures. The 7,300sf pool building provides lobby space, concessions, public locker rooms, a family changing room, a small classroom/meeting room, an office, lifeguard training room, and mechanical/storage space. This option has enhanced revenue from a greater diversity of aquatic uses, and would require a small operating subsidy than either Option 1 or 2.

FIGURE 7.3 CONCEPT OPTION 3



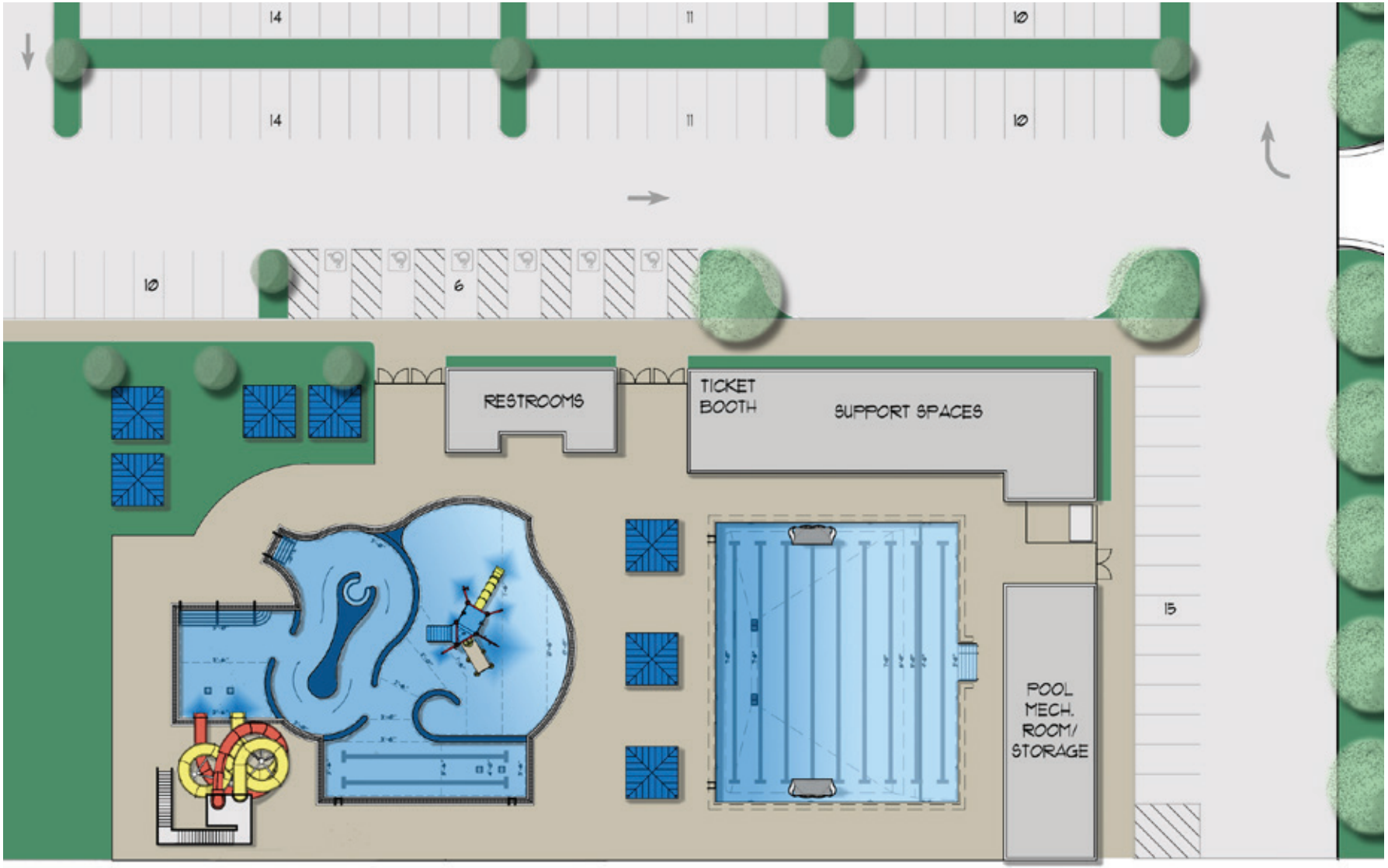
Option 4

- 25-yard x 65-ft competition pool (9 lanes)
- 4,700sf multipurpose recreation pool with play structure, waterslide, and two lap lanes
- 7,300sf pool building
- Parking for 140

Option 4 presents a full-service multi-use aquatic center. It features the same 9-lane competition pool as in Option 3, which serves as a regulation venue for competitive swim, water polo, and synchronized swimming. The competition pool ranges in depth from 3'6" to 7'6" which still precludes some activities. The larger multipurpose recreation pool supports a broader range of activities for all ages, including water play, all levels of swim instruction, lap swim, water fitness and therapy, and warm-up lanes for competitive events. It features a beach entry, lazy river, water slide, two lap lanes, and a play structure. Its maximum depth is 3'6". This option does not include the 3-lane teaching pool of the other options.

There is adequate deck space for dry land activities and shade structures. The 7,300sf pool building provides lobby space, concessions, public locker rooms, a family changing room, a small classroom/meeting room, an office, lifeguard training room, and mechanical/storage space. This option has enhanced revenue from a greater range of aquatic programming, and has the highest cost recovery of all the options.

FIGURE 7.4 CONCEPT OPTION 4



Concensus Option

- 30-meter x 25-yard pool (12 lanes)
- 8-lane teaching pool (25-yard x 60-ft)
- 5,400sf multipurpose recreation pool with play structure, sprayground area, waterslide
- 9,800sf pool building
- Parking for 140 at the DeGarmo site, 290 at the Humboldt Road site

The preferred option presents a full-service multi-use aquatic center with some differences from Option 4. The competition pool is larger, at 30 meters, adding three additional 8-foot short course lanes for competition and training. This option includes a teaching pool, like Options 1-3, but with eight, 7-foot wide lanes. Both lap pools have walk-out stairs to provide easy of access. A similar multipurpose recreation pool to Option 4 is included, but greater in size. A sprayground area is incorporated to offer greater water play opportunities. The regulation size competition pool ranges in depth from 3'6" to 12'6". This depth would preclude some aquatic activities, but with greater capacity in the teaching and multipurpose recreation pool, a full range of aquatic programming is still supported with this option.

There is adequate deck space for dry land activities and shade structures. The 9,800sf pool building provides lobby space, concessions, public locker rooms, a family changing room, a small classroom/meeting room, an office, lifeguard training room, and mechanical/storage space. It also includes two birthday party rental rooms to enhance revenue.

FIGURE 7.5 PREFERRED CONCENSUS SITE PLAN - HUMBOLDT ROAD

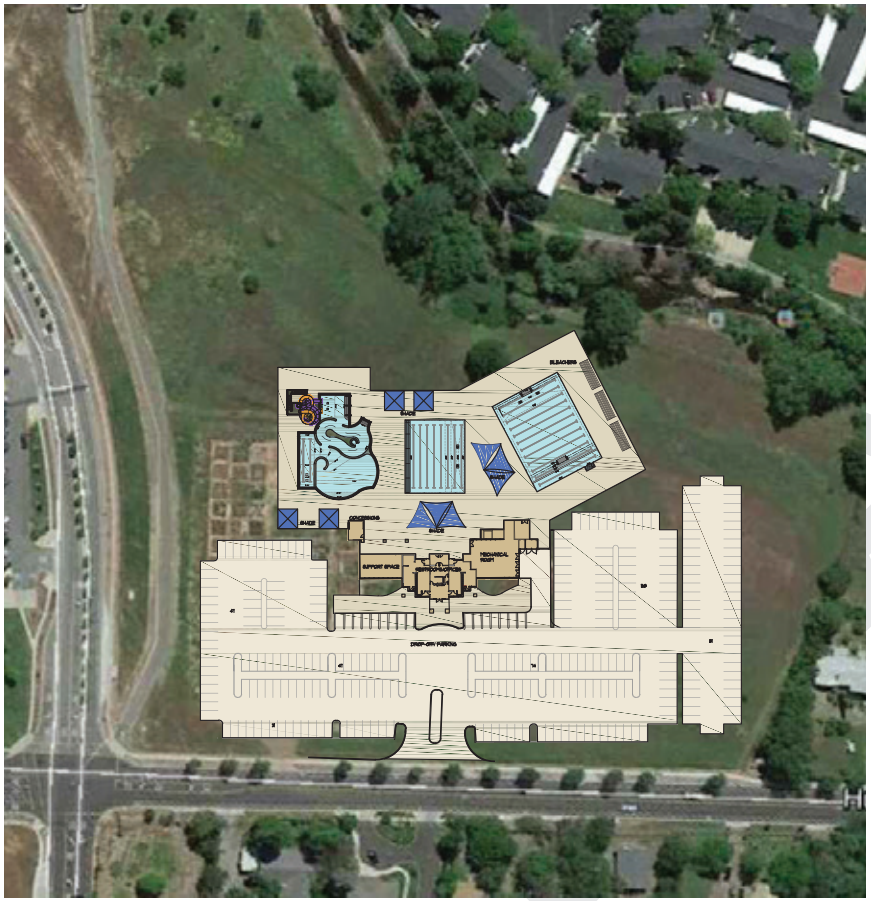


FIGURE 7.6 PREFERRED CONCENSUS SITE PLAN - DEGARMO

FIGURE 7.7 PREFERRED CONCENSUS CONCEPT PLAN - HUMBOLDT ROAD

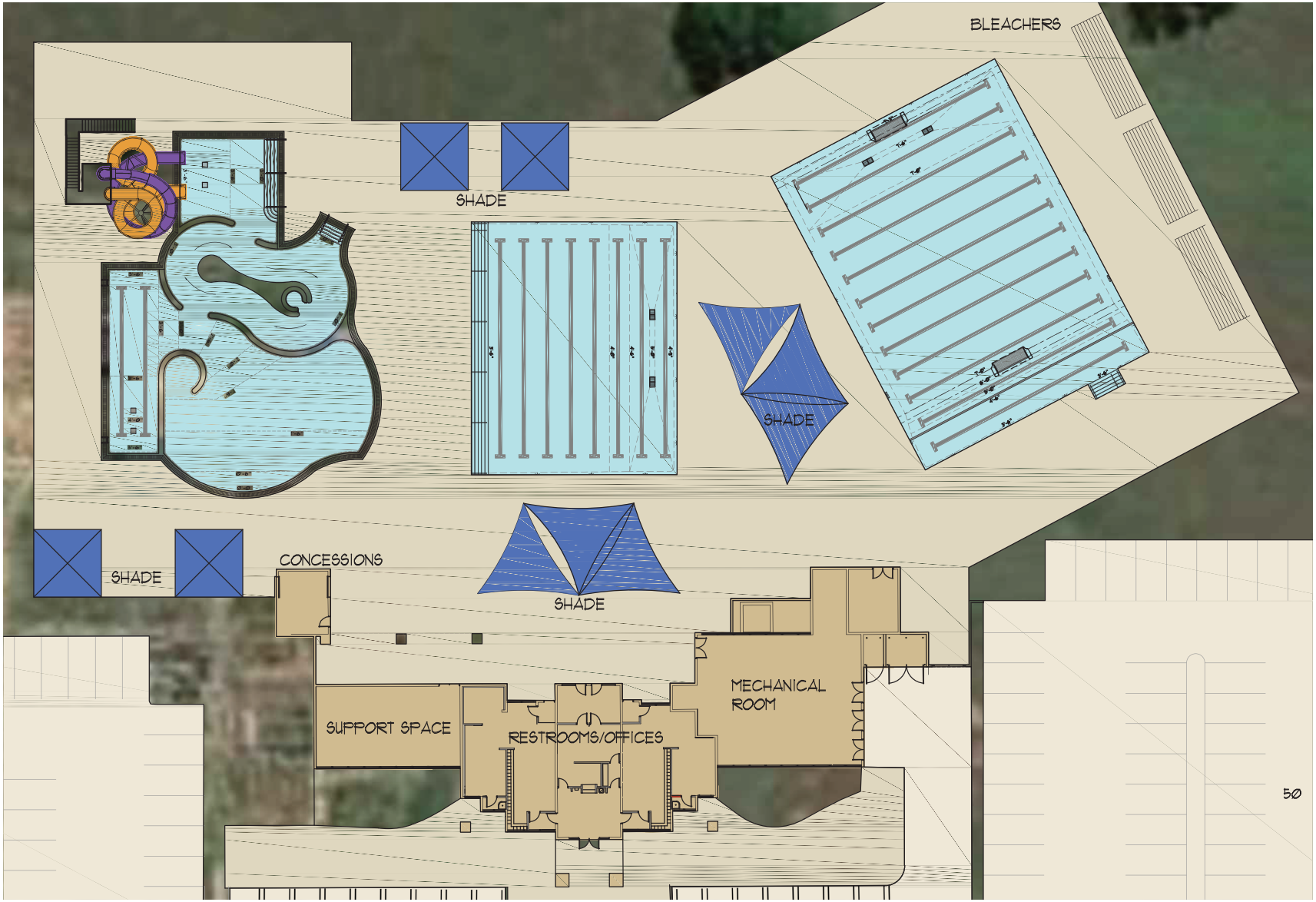
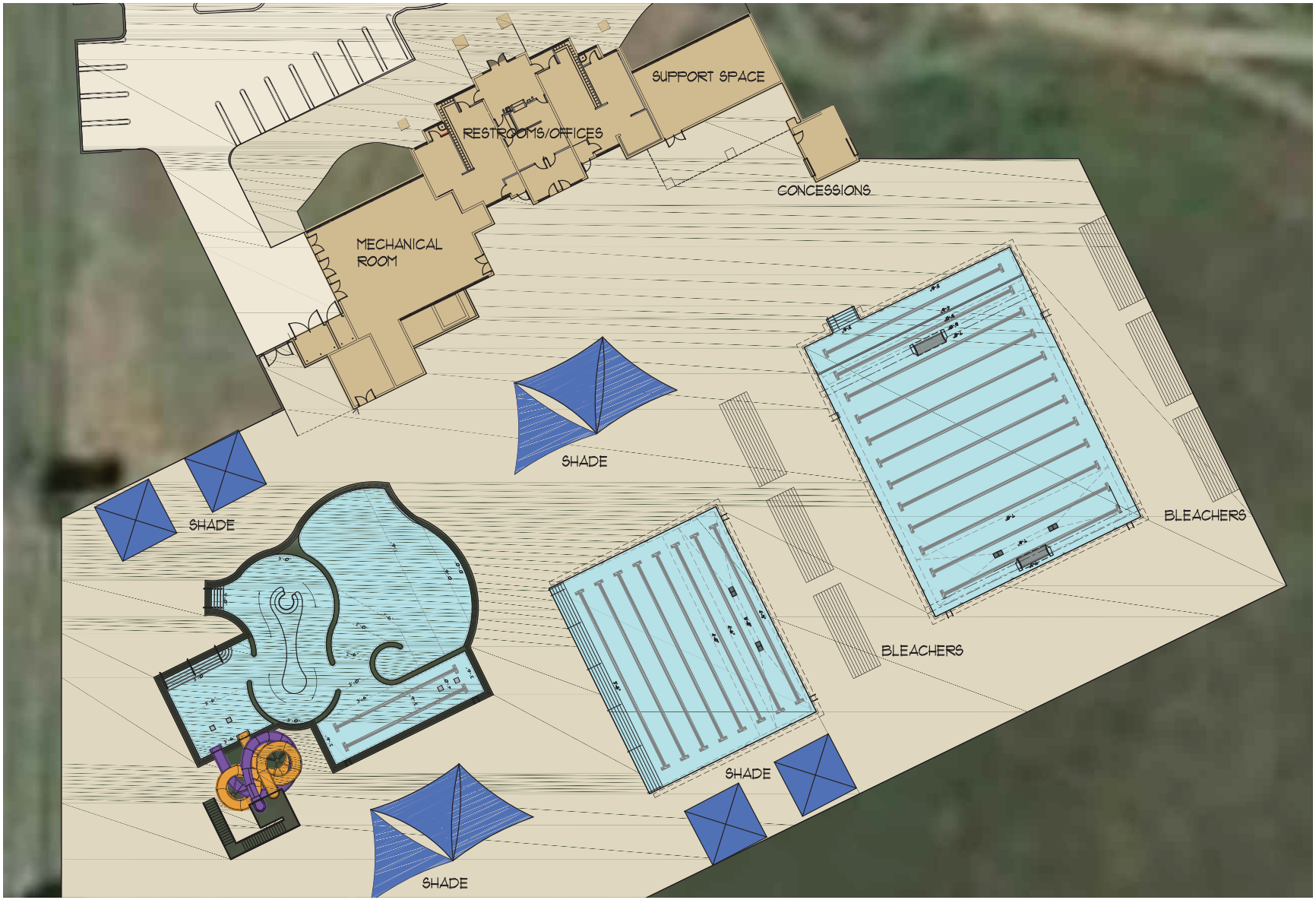


FIGURE 7.8 PREFERRED CONCENSUS CONCEPT PLAN - DEGARMO



08

Project Costs

Project Costs

Upon completion of the site plan options, corresponding preliminary cost estimates for each were prepared. Estimates ranged from a low of $9.5 million (Site Plan Option #3) to a high of $13.9 million (Concensus Option). The detailed estimates for the Concensus Option are presented on the following pages. Estimates for the four preliminary alternatives can be found in the Appendix.

There are two estimates for the Concensus Option, one for each site. As the DeGarmo concept plan has a lower parking space total due to shared parking with DeGarmo Park, there is some reduced cost.

The cost estimates include the direct construction, a site development allowance, and contractor profit, overhead, a design contingency, bonds and insurance. The cost estimates were developed using unit costs or cost-per-square-foot for each specific component. The costs are based on actual costs from recently built public pools in California.

Chico Aquatic Center Consensus Pool Option
Humboldt Site
Budget Estimate

ITEM	DESCRIPTION	QTY	UNIT	UNIT PRICE	EXTENSIONS
6.1.0	CONSTRUCTION COSTS				
6.1.1	Site Preparation/Mobilization	1	Allowance	$ 1,000,000.00	$ 1,000,000.00
6.1.2	Utility Improvements	1	Allowance	$ 500,000.00	$ 500,000.00
6.1.3	30-Meter Competition Swimming Pool	7,439	Square feet	$ 185.00	$ 1,376,215.00
6.1.4	Multi-Purpose Pool	5,439	Square feet	$ 185.00	$ 1,006,215.00
6.1.5	Interactive Play Equipment	1	Allowance	$ 100,000.00	$ 100,000.00
6.1.6	Pool Slide	1	Lump Sum	$ 300,000.00	$ 300,000.00
6.1.7	Teaching Pool	4,580	Lump Sum	$ 145.00	$ 664,100.00
6.1.8	Pool Decks	26,187	Square feet	$ 25.00	$ 654,675.00
6.1.9	Pool Area Fencing	587	Linear feet	$ 150.00	$ 88,050.00
6.1.10	Site Lighting	1	Lump Sum	$ 150,000.00	$ 150,000.00
6.1.11	Pool Building	9,833	Square feet	$ 350.00	$ 3,441,550.00
6.1.12	Parking	290	Space	$ 1,800.00	$ 522,000.00
6.1.13	Sidewalks and Paths of Travel	5,868	Square feet	$ 8.00	$ 46,942.08
6.1.14	Landscaping	24,449	Square feet	$ 7.00	$ 171,143.00
6.1.15	Shade Structures	1,500	Square feet	$ 75.00	$ 112,500.00
6.1.16	**TOTAL CONSTRUCTION COSTS**				**$ 10,133,390.08**
6.2.0	EQUIPMENT COSTS (FF&E)				
6.2.1	Equipment	4%	Lump Sum	$ -	$ 405,335.60
6.2.2	**TOTAL EQUIPMENT COSTS**				**$ 405,335.60**
6.3.0	SOFT COSTS				
6.3.1	Contingency Costs	15%			$ 1,580,808.85
6.3.2	Permits/Testing/Inspection	7%			$ 737,710.80
6.3.3	Architecture & Engineering	10%			$ 1,053,872.57
6.3.4	Acceleration	0%			$ -
6.3.5	**TOTAL SOFT COSTS**				**$ 3,372,392.22**
6.4.0	**TOTAL ESTIMATED PROJECT COST**				**$ 13,911,117.90**

Chico Aquatic Center Consensus Pool Option
De Garmo Site
Budget Estimate

ITEM	DESCRIPTION	QTY	UNIT	UNIT PRICE	EXTENSIONS
6.1.0	CONSTRUCTION COSTS				
6.1.1	Site Preparation/Mobilization	1	Allowance	$ 1,000,000.00	$ 1,000,000.00
6.1.2	Utility Improvements	1	Allowance	$ 500,000.00	$ 500,000.00
6.1.3	30-Meter Competition Swimming Pool	7,439	Square feet	$ 185.00	$ 1,376,215.00
6.1.4	Multi-Purpose Pool	5,439	Square feet	$ 185.00	$ 1,006,215.00
6.1.5	Interactive Play Equipment	1	Allowance	$ 100,000.00	$ 100,000.00
6.1.6	Pool Slide	1	Lump Sum	$ 300,000.00	$ 300,000.00
6.1.7	Teaching Pool	4,580	Lump Sum	$ 145.00	$ 664,100.00
6.1.8	Pool Decks	26,187	Square feet	$ 25.00	$ 654,675.00
6.1.9	Pool Area Fencing	587	Linear feet	$ 150.00	$ 88,050.00
6.1.10	Site Lighting	1	Lump Sum	$ 150,000.00	$ 150,000.00
6.1.11	Pool Building	9,833	Square feet	$ 350.00	$ 3,441,550.00
6.1.12	Parking	138	Space	$ 1,800.00	$ 248,400.00
6.1.13	Sidewalks and Paths of Travel	5,868	Square feet	$ 8.00	$ 46,942.08
6.1.14	Landscaping	24,449	Square feet	$ 7.00	$ 171,143.00
6.1.15	Shade Structures	1,500	Square feet	$ 75.00	$ 112,500.00
6.1.16	**TOTAL CONSTRUCTION COSTS**				**$ 9,859,790.08**
6.2.0	EQUIPMENT COSTS (FF&E)				
6.2.1	Equipment	4%	Lump Sum	$ -	$ 394,391.60
6.2.2	**TOTAL EQUIPMENT COSTS**				**$ 394,391.60**
6.3.0	SOFT COSTS				
6.3.1	Contingency Costs	15%			$ 1,538,127.25
6.3.2	Permits/Testing/Inspection	7%			$ 717,792.72
6.3.3	Architecture & Engineering	10%			$ 1,025,418.17
6.3.4	Acceleration	0%			$ -
6.3.5	**TOTAL SOFT COSTS**				**$ 3,281,338.14**
6.4.0	**TOTAL ESTIMATED PROJECT COST**				**$ 13,535,519.82**

09

Financial Analysis

Financial Analysis

The financial analysis provides a projection of the probable operating costs for the aquatics center and the revenue potential from its operation. The analysis is based on a series of assumptions that include the hours of operation, staffing levels, fees and charges, programming, and scheduling priorities. The Sports Management Group worked with CARD staff to identify the programs and activities that would likely be offered and the rentals, meets and events that would likely be scheduled. The programming and uses of the aquatics center reflect the goals and objectives of CARD. The detailed assumptions and financial analysis can be found in the Appendix.

OBJECTIVE:

Provide residents with year-round public access to aquatic fitness, competition, instruction, and recreation activities.

Probable Operating Costs

MAJOR EXPENSE CATEGORIES

The major expense categories for the operation of every aquatic center are salaries and benefits, utilities and chemicals, repairs and maintenance, supplies, and capital reserves. A brief discussion of these expense categories follows.

Staffing: Salaries, taxes, and employee benefits represent approximately 50% to 55% of the operating cost. The quality of staff will have a profound impact on the attendance and financial performance of the facility. Management, marketing, staff skillsets, and customer service will affect the participant visits, and will drive swim lessons, swim team uses, competitive events, and lap swim and water fitness enrollments.

Utilities: Utilities are the second largest expense category for an aquatics center and represent approximately 20%-25% of the operating cost. Utility costs include electricity, gas, water, and sewer. To contain these costs, the financial analysis assumes that the center will employ energy-efficient design and will apply pool covers nightly. Utility costs are based on traditional energy management systems and current best practices. To estimate the costs, the units of electricity, gas, and water that would be consumed daily to operate the proposed pools were calculated. CARD utility rates were applied to the daily consumption and annualized to project the yearly cost.

Materials and supplies include general goods required for the daily operation and maintenance of the facility, i.e. janitorial supplies, paper products used in restrooms, office supplies, party package supplies, program materials, etc. Pool chemical costs were calculated based on water volume and the likely water filtration rates.

Repairs and maintenance are the next highest expense category. The staffing model includes facility operations personnel who will perform many of these services. The operating model assumes there will be staff who function as Building and Pool Maintenance Technicians that are trained in the operation of pools and building systems.

The cost for repairs and maintenance is expected to be lower than the expense shown in Year 1 when the facility is new and building systems and equipment are under warranty. The figure reflects the baseline for anticipated expense in Year 2 and Year 3.

Marketing and promotions: "Build it and they will come" will apply to only a small portion of the market and to some of the aquatic center's activities. The expense budget includes an allocation for marketing and promotion of the aquatic facility, rentals and birthday party packages, and activities.

Building and maintenance reserve:
An annual set-aside of approximately one percent of the aquatic center construction costs is recommended to fund a reserve account.

Over time, the replacement cost should be adjusted for inflation. If this fund is not included, a plan should be developed for funding major repairs and replacements. This figure is not included in the base operating expenses.

TOTAL PROBABLE COSTS

The probable annual costs for the operation and maintenance of the center are reported on the table below. The expenses are presented in a range from the lowest to the highest expense and stated in 2016 dollars. The total probable cost ranges from $696,000 to $762,000.

FIGURE 9.1 - PROBABLE OPERATING COSTS

	LOW	HIGH
Full-time Staff & Benefits	$106,000	$123,000
Part-Time Staff & Adminstrative Overhead	$250,000	$267,000
Staff Uniforms, Training & Background Checks	$10,000	$11,000
Marketing	$5,000	$10,000
Communication & Technical Services	$6,000	$8,000
Supplies: Building, Program, and Pool Chemicals	$50,000	$53,000
Repair and Maintenance	$37,000	$44,000
Utilities	$159,000	$161,000
Bank Fees, Insurance, Legal	$30,000	$39,000
Contingency	$33,000	$36,000
Capital Outlay	$10,000	$10,000
Operating Expense Total	**$696,000**	**$762,000**
Building & Maintenance Reserve Fund	$85,000	$85,000
Total Operating Expense with Building Reserve	$781,000	$847,000

Revenue Potential

Proper pricing is essential to building a satisfied customer base while generating sufficient revenue to partially offset operating costs. It is important that fees reflect the quality of amenities offered while providing acceptable rates to the intended market. Additionally, daily admission fees and annual passes must encourage participation by the broadest possible market. Rates for lap swim, rentals and events, and swim team uses must encourage participation to achieve revenue targets.

The revenue potential for the proposed center's operation is provided in Figure 9.3. The revenues are presented in a range from low to high and stated in 2016 dollars. The total annual revenue ranges from $514,000 to $613,000.

FIGURE 9.2 - HYPOTHETICAL FEES

	DAILY ADMISSION	SUMMER PASSES
Child (2-6)	$4.50	$100
Youth (7-18)	$5.00	$125
Adult (18-64)	$5.50	$150
Senior (65+)	$4.50	$100
Family (4)	$20.00	$250

FIGURE 9.3 - REVENUE POTENTIAL

	LOW	HIGH
Lessons	$157,000	$190,000
Passes and Daily Sales	$159,000	$186,000
Classes, Camps, Activities	$82,000	$96,000
Rentals, Parties, Field Trips	$116,000	$141,000
Revenue Total	**$514,000**	**$613,000**

FEES

CARD derives its current revenue from fees for recreational swim, swim lessons, swim programs, and rentals (lane and pool). The current entry fees are offered at a substantially discounted rate, largely due to the condition of the pools, to encourage participation and repeat attendance by family groups during the early evening hours. The current CARD fees are:

Daily Admission *$2*
Family Pass (3 months) *$80*

Recreation swim, followed by swim lessons will continue to be core programs for the new aquatics center. It is anticipated the new facility will become a family destination during the summer with the expanded water play features, upgraded amenities, and comfortable water temperatures for swim lessons.

The revenue potential for the new facility is heavily dependent upon maximizing the summer daily admissions and passes, swim lessons, and summer swim programs. To achieve a financially sustainable operation the fees must be increased to reflect the higher quality of the aquatics center and offerings, and the outstanding features and amenities.

The fee assumptions shown in Figure 9.2 were used to estimate the revenue potential. The rates and pricing of a similar facility in the region, Gauche Aquatic Park, were considered in the development of hypothetical fees for the proposed center. The proposed fees are within the "industry" standards and are comparable to similar facilities such as Gauche Aquatic Park. Included at the end of this chapter is a case study of the aquatic facility, only 47 miles from Chico.

The proposed fees will require acceptance by the community and stakeholder groups. It is important to communicate with the public and stakeholders regarding the increased benefits and fees, and the District's plan to maximize the cost recovery.

Cost Recovery

Figure 9.4 reports three cost recovery scenarios. "High" cost recovery is a best case scenario with highest total revenue and the lowest operating costs. "Low" cost recovery is the worst case scenario (after year 3) with the lowest revenue and the highest operating expenditures. "Average" cost recovery is determined by dividing the average total revenue by the average operating costs. The estimates of probable cost and revenue potential are conservative, meaning costs are estimated on the high end and revenue is estimated at the lower end. Also, this is a "baseline" budget that estimates revenue and expense after three years of operation. The aquatics center will require a start-up and program build-up period up to 3 years. During this time, expenses can be lower than the baseline because the facility and equipment is new and at least for the first year, under warranty. Revenue can be higher due to the grand opening excitement and heavy marketing of a new aquatics center. The aquatics center is likely to require the highest subsidy, $248,000-$300,000, annually during the one to three year time period. Once established, the aquatic center is likely to require an operating subsidy of $175,000 to $225,000 annually. There are, however, strategies to increase the revenue and thereby improve the cost recovery. These strategies are described in the text that follows.

FIGURE 9.4 - COST RECOVERY

	LOW	AVERAGE	HIGH
PREFERRED OPTION WITH BUILDING RESERVE			
Cost Recovery Potential	67%	77%	88%
Annual Net Subsidy	-$248,000	-$165,500	-$83,000
PREFERRED OPTION WITH BUILDING RESERVE			
Annual Net Subsidy	61%	69%	78%
Cost Recovery Potential	-$333,000	-$250,500	-$168,000

Improving Cost Recovery

The District is faced with several challenges in increasing the rate of cost recovery. This is attributable in part to the existing fee policies and the community's expectations regarding fees and charges. Residents are accustomed to the current low fees for pool admission and program participation. The existing pools are at the end of their service life and the environment and amenities do not provide residents the experience offered by today's aquatic center. The current level of fee subsidy is not sustainable. Expenses are well managed so increasing cost recovery necessitates generating greater revenue. Current fee policy that depresses income, as an example providing 10% discount on a $2 group entrance fee, is not a sustainable practice.

The development of a new aquatics center provides opportunities to increase the rate of cost recovery after the start-up period. The revenue costs projected above are conservative and the facility has an opportunity to create new programs and revenue streams, and revise policy.

Additional opportunities to improve the cost recovery include:

- **Review fees and increase appropriately**
- **Schedule the competition pool for 9 months of operation instead of 12 months**
- **Re-establish and build team programs**
  - *Synchronized swim*
  - *Diving*
  - *Water polo*
- **Host meets**
- **Develop niche water exercise program**
- **Purchase inflatables for competition pool to use during recreation swim time**
- **Increase special event offerings**
- **Establish training programs for athletes**
  - *Triathlons*
- **Install lights to increase programming time**
- **Pursue partnerships**
  - *Financial partnerships*
  - *Shared services partnerships*

FACILITY PROFILE: GAUCHE AQUATIC PARK

LOCATION: Yuba City, California (1 hour from Chico)

COST RECOVERY (FY 2011-2012): 87.7%

DESCRIPTION:

This premiere aquatic center is situated within the redeveloped 10-acre Gauche Park which has become a recreation hub for the community. The competition pool is home to the Feather River Aquatic Club, two high school teams, and a master's swim team. The pools are separated so that the recreation pools can be accessed during swim meets. Gauche Aquatic Park features a 10,000 sf building with enclosed reception area, first aid station, multipurpose rooms, locker areas, and concession area.

	RESIDENT	NON-RESIDENT
Group Lessons (8)	$50	$60
Private Lessons	$100	$110
Semi-Private Lessons	$120	$130
Fitness Classes (8/Month)	$35 / $27 (60+)	$45 / $30 (60+)
Lap Swim (16+)	$5 visit/$4 (60+), $65/month	
Tot Time	$4 per child, parent free	
PARTY ROOM RENTALS (POOL FEE EXTRA)		
Party Rental (Outdoor)	$100 (50 capacity)	
Party Rental (Indoor)	$125 (25 capacity)	
RECREATION SWIM		
SUMMER PASS	**PRE-PURCHASE**	**REGULAR**
Family of 4	$200	$300
Individual	$100	$200
GENERAL ADMISSION	**$5 / $6 ADULT / AGES 0-2 FREE**	

POOLS & AMENITIES:

- 25' waterslide with splashdown area
- 25-meter x 25-yard competitive pool (10 lanes) with two 1-meter diving boards and one 3-meter diving board
- Sprayground
- 4,000sf warm-water activity pool with beach entry, play structure, and teaching/lap lane/water exercise area
- Concession stand, lawn area, shade structures

Appendix

A

Workshop Results

CARD
Aquatic Center Feasibility Study

Community Workshop #1
October 28, 2015 - 7:00-8:30pm

Group Session Results

Question 1: List up to 10 of the best things about the District's current programs and facilities. Consider specific programs, facility features, and amenities.

	Table 1	Table 2	Table 3	Table 4	Table 5	Table 6
1	Location	Low cost swim classes	Grassy areas	Near high & junior high schools	Location	CARD Sharks
2	Dressing rooms / restrooms	Retro style of Shapiro Pool	Affordability	Learn-to-swim programs	Drop-in swim	Learn-to-swim programs
3	We have something, although imperfect	Recreational swim	Lifeguards	Good instructors	Pool depth for lessons	Low cost of open swim
4	Baby pools	Life saving classes	Shallow wading pool at PV	Affordability of aquatics	Restrooms/locker rooms	Lifeguard training
5	Oozing with nostalgia	Opportunity for improvement	Concessions	Accessibility to public	Secure	
6		The reach-out to the community	Dive blocks, deep end	Close to amenities	Grassy area at PV	
7		Grass area at PV	Cleanliness	Lockers at Shapiro	Sitting area	
8		Outdoor pools	Shaded areas	Cleanliness	Availability of classes	
9				Outdoor pools have wind shelter	Heated	
10				One Mile has natural setting for families	Used by swim team & recreceation	
11					Choices	

Question 2: The study will identify the facilities and programs needed to serve District residents for the next 20 years. Please list the facilities and/or programs your group believes are most important to serve residents in the future.

	Table 1	Table 2	Table 3	Table 4	Table 5	Table 6
1	High school swim teams (83 CHS, 60 PV)	Competitive, multiuse pool	Separate pools at same facility	More open swim lanes for all ages	50-m pool	50-m competitive pool
2	Aqua Jets 200+ swim members	Pool large enough to hold swim meet	50-m pool	More access for junior high & high schools	Indoor/outdoor facility	Rec pool (25-m x 25-yd)
3	Beginner access to competitive swim	Kids' slides & play area	Diving pool	More swim lesson availability	Birthday party area - grass area	Zero depth entry wading
4	Water polo	Swim lessons for all ages & levels	92 deg. therapy pool	Enhanced aquatic recreation offerings	Splash park/slides	Meeting / birthday party room
5	More swim lessons & affordability	Tiered levels for multifunction	Recreation / splash pool	Aquatic facility that draws people to Chico	Concession	Rehabilitation pool
6	Backgrounds	Tile pool bottom for durability & aesthetics	Locker/changing rooms	Ability to host swim meets	Design for various uses & ages	Water polo
7	Masters & lap swim	Therapy pool w/ zero depth entry	Shade & solar panels	Competitive pool that allows College to use	Solar/efficient system	Rehab, adaptive PE, handicap accessibility
8	Free swim (alternative to One Mile)		Spectator bleachers	Senior friendly aquatics, rehab, aqua aerobics, etc.	Expandable in future	Playgrounds, picnic & hangout areas, shading, WIFI
9	Aquatic related class from the University		Easy parking	Expandable in future	Parking, accessibility, bike path	Sprayground / waterslides
10			Easy access from Hwy 99	Adequate parking & near other rec. facilities	Showers/locker rooms	Taco truck/vending
11			Concessions			Enclosed/indoor
12			Electronic timeboard			

Question 3: List the non-aquatics recreation facilities that your group believes are needed to serve the CARD community.

	Table 1	Table 2	Table 3	Table 4	Table 5	Table 6
1	Sheet not found	Neighborhood playgrounds	Indoor recreation / playground like Chico Mall	Multipurpose ice skating rink	More indoor & outdoor gym space	Football field (turf) with climbing wall, BBQ area
2		Restrooms	More off-leash areas for dogs	Team facilities	Baseball field	Soccer, lacrosse, field hockey field with bleachers & locker rooms
3		More shade at DeGarmo & 20th St.	Specific use trails - hiking, biking, etc.	Classrooms to facilitate athletic offerings	Complete DeGarmo Park	Field house (indoor facility)
4		Fieldhouse for basketball & volleyball	Community Conference Center / Hall	Basketball gym(s)	Walking track	Pickleball courts
5		Gymnastics, dance facility	Skate park	Pickleball courts	Climbing wall & other non-traditional sports	Bigger mat room (dance, martial arts, gymnastics)
6			More "things" like the pump track	Bocce ball	Yoga/Zumba	
7			Bike trail features	Dedicated fields for softball, soccer, etc.	Event center - multipurpose use	
8			Disc golf	Another dog park	Skate park expansion	
9			Ice skating rink		Ping pong	
10					Bike path	
11					Horseback riding	
12					Ice skating rink	
13					Dog park	

CARD
Aquatic Center Feasibility Study

Community Workshop #1

October 28, 2015 – 7:00-8:30pm

Visioning Exercise Feedback

VISION FOR SWIMMING	VISION FOR RECREATION
Heated pools for swimmers during winter.	An organization that represents all recreation needs of Chico residents. The "elite" leader in recreation.
Provide both a recreation and competitive pool facility that serves the entire community.	A facility that serves the largest number of residents – kids, elite swimmer, recreation, and fun.
Create – • Water play • Fun and silly • Interaction • Unique • All ages • Affordable to all	• Accessible by bike • 25-meter pool • Play pools – slides, lazy river, etc. • "Devil's Kitchen" climbing wall • Strong community buy-in
Create a competitive facility that will spawn "winners".	Something for everyone and attracts high use.
A fun, safe, and competitive site for our kids to swim and compete, and a source of community pride.	Creating as many recreation opportunities as possible.
Provide facilities for all citizens of Chico. Ability to host competitions within City limits. Draw out of town athletes.	Provide recreation first, competition second.
50-meter x 25-yard pool. Utilize facility for recreation for the entire community.	Programs for all ages from 5 years – 90 years.
A 50-meter x 25-yard competitive pool with bulkhead movable for water polo and open recreation swimming. Varied depths for handicapped and adaptive physical education.	Provide all children in Chico with an opportunity to learn to swim.
"Wow" facility that could host just about anything from soggy dogs to regional swim meets.	Provide a broad range of fun outlets (activities) for this community.
1. Serves the community 2. Economic benefits for CARD & local businesses 3. North State Pride – Best aquatic facility 4. Tied to other recreational opportunities	Provide suitable recreational and sports facilities for citizens of Chico and the District.

VISION FOR SWIMMING	VISION FOR RECREATION
A facility that is easy to program and maintain.	
Community recreational swim Kids and adults (separate areas if possible) Adult lap swim Possible Masters	
For all ages! • Educational – Play • Water/Hydrotherapy • Demonstrate the power of H_20	
Support for competitive swimming, water polo, diving, and aqua therapy.	
Increase access to swimming facilities and lessons for groups at greater risk of drowning, i.e. minorities, lower socioeconomic classes, non-native English speakers, etc.	
Provide 3-4 pools to serve all needs 1. Lap 2. Children 3. Toddlers 4. Diving	

CARD
Aquatic Center Feasibility Study

Community Workshop #1

October 28, 2015 – 7:00-8:30pm

Comment Card Feedback

Great collaborative tactics and presentation layout. I would recommend more meetings like this. Focus on the aquatics, not the amenities. 8 ft. deep, flat with smooth filters and tile bottom, please!	Brad
Butte County and Chico have a very conservative, anti-tax population. How to effectively counter their opposition to new pool facilities will need to be well planned and with a well-spoken leader or group of leaders.	Chris Hull Csh556@sbcglobal.net
I would like the study to look at access for the underserved populations in the community. This project should be something that every single community member can use, and be affordable using.	

CARD
Aquatic Center Feasibility Study

Community Workshop #2

December 16, 2015 – 6:30pm-8:30pm

Concept Design Option Feedback

Option 1

	Please list what you like about the plan.	Please list what you would change about the plan.
1	Don't think 50-meter works for Chico.	50-meter pool not feasible in Chico.
		No recreation pool, need recreation pool.
2	Don't like a lot about it.	
3	Allows opportunity for program growth.	Are there other bulkhead possibilities?
	Could host competitive swim meets.	Could you still use shallow end lanes (short course) to use all 20 lanes?
	Offers shared facility for multiple uses by many partners.	Add a recreation swim structure.
4	Able to have large swim meets.	The expense to fund.
		The expense to operate.

Option 2

	Please list what you like about the plan.	Please list what you would change about the plan.
1	Prefer 30-meter – 32-meter pool over all the other pools.	Add recreation pool.
		Eliminate splash pad.
2	The size of the 30-meter pool.	Teaching pool needs to be a little bigger by 3-5 lanes for lessons and therapy.
	Love the sprayground! Less "staff" lifeguards needed to watch.	
3	Separate warm-up pool.	You could only host a short course swim meet.
	Lanes for a lot of kids.	Long course is an opportunity lost.
	Still allows for program growth.	Multi-faceted use is lost.
4	Can host decent sized meets.	Larger recreation element.

Option 3

	Please list what you like about the plan.	Please list what you would change about the plan.
1	Waterslide.	Competition pool too small.
	Wading pool.	
2		I like this one but would like to see more areas to teach and do therapy.
3	Offers opportunity to host a swim meet.	Make it the pool from Option 2 (30-meter pool).
	Better cost.	Needs more locker room space.
	Offers recreation and competitive opportunities.	Less opportunity for multi-use.
4	Did not comment.	Did not comment.

Option 4

	Please list what you like about the plan.	Please list what you would change about the plan.
1	Like more recreation.	Competitive pool too small.
	Prefer this recreation configuration with slide into pool for multiple uses.	
2	Love it!!	Could be a 30-meter pool instead of the 25-yard pool.
		4 lanes for teaching in the recreation pool.
3	Recreation part is nice.	Give it 3 lanes on the recreation side.
		Put the pool from Option 2 into this plan (30-meter pool).
		Less opportunity for multi-use.
4	Provides options.	Scale back recreation pool some what.
	Maybe no subsidy needed.	

CARD
Aquatic Center Feasibility Study

Community Workshop #2

December 16, 2015 – 6:30pm-8:30pm

Build-An-Aquatics Center

Project Budget: $12 Million, Available Funds: $3,833,000

POOL OPTIONS (IN ORDER OF PRIORITY)	ESTIMATED COST	NET SUBSIDY/REVENUE
1. 30-meter x 25-yard pool	$1,655,000	($300,000)
2. 25-yard x 21-ft pool	$297,000	$50,000
3. Multipurpose recreation pool	$1,449,000	$100,000
4. Splash pad	$250,000	$25,000
TOTAL	$3,651,000	($125,000)

POOL OPTIONS (IN ORDER OF PRIORITY)	ESTIMATED COST	NET SUBSIDY/REVENUE
1. 30-meter x 25-yard pool	$1,655,000	($300,000)
2. 25-yard x 42-ft pool (6 lanes)	$600,000	($50,000)
3. Multipurpose recreation pool	$1,449,000	$100,000
TOTAL	$3,705,000	($250,000)

POOL OPTIONS (IN ORDER OF PRIORITY)	ESTIMATED COST	NET SUBSIDY/REVENUE
1. 30-meter x 25-yard pool	$1,655,000	($300,000)
2. 25-yard x 42-ft pool (6 lanes)	$600,000	($50,000)
3. Multipurpose recreation pool (remove lazy river and put in splashpad)	$1,449,000	$100,000
TOTAL	$3,705,000	($250,000)

POOL OPTIONS (IN ORDER OF PRIORITY)	ESTIMATED COST	NET SUBSIDY/REVENUE
1. 30-meter x 25-yard pool	$1,655,000	($300,000)
2. 25-yard x 21-ft pool	$297,000	$50,000
3. Multipurpose recreation pool	1,449,000	$100,000
4. Run-out slide	$300,000	$50,000
TOTAL	$3,707,000	($100,000)

POOL OPTIONS (IN ORDER OF PRIORITY)	ESTIMATED COST	NET SUBSIDY/REVENUE
1. 30-meter x 25-yard pool	$1,655,000	($300,000)
2. 25-yard x 21-ft pool	$297,000	$50,000
3. Multipurpose recreation pool	1,449,000	$100,000
TOTAL	$3,401,000	($150,000)

B

Meeting Notes

AQUATIC DESIGN GROUP

CARD MEETING NOTES

DATE: 28 October 2015

TO: CARD AFAC

1. AFAC conducted a survey/audit of community facilities and the found a flaring missing component being aquatics and public swimming.
2. Discussed SB628 and the need for 55% voter approval versus traditional 2/3 voter approval.
3. AFAC started in 2013 due to a call for participants to push for an aquatics center.
4. AFAC has two camps; 1 is set to find a site and develop it while the 2nd is using the USA Swimming approach of identifying programs and needs.
5. AFAC created a 2014 list of potential participants in an aquatic center.
6. AFAC had a May 2014 meeting with 100 attendees, which included the Ability First group.
7. AFAC felt that CARD may be concerned about a private partnership with AFAC.
8. AFAC is currently concerned about potential partners for both funding and operations of an aquatic center to serve the community.
9. Some AFAC members support a 50-meter Olympic size pool while others are looking for a more rounded flat water and recreation water facility to serve the entire community.

AQUATIC DESIGN GROUP

CARD MEETING NOTES

DATE: 28 October 2015

TO: CARD Competitive Swimming Group

1. Chico High School uses Shapiro Pool. 40 student athletes use in morning and afternoon. With adequate facilities this group could be 60-65 athletes. Consider 4-6 swimmers per lane maximum occupancy.
2. Masters Swimming has 18-26 swimmers in morning swim, approximately 4-15 swimmers at noon and 8-10 swimmers in evening.
3. Aqua Jets need 5-13 lanes with 160 members. Host invitational swim meets, Far Western swim meet. Summer group grows to 200 members.
4. Pleasant Valley High School uses the PV Pool. 60 to 80 swimmers on team. Host 2-3 meets per year.
5. Junior Olympics
6. Mountain Valley Swim Meet 650 swimmers.
7. Fee $22/Lane/Hour for members.
8. Shasta College
9. Chico Triathlon Group approximately 20-30 members
10. Chico State University all classes must be held at Shapiro Pool.
11. Butte College potential classes.
12. Group noted that Oroville has a potential pool project and funding from the Dam Project.
13. Would like to have combined wet and dry programs.
14. Shapiro Pool is to be closed and returned to the School District.

AQUATIC DESIGN GROUP

CARD MEETING NOTES

DATE: 28 October 2015

TO: CARD Staff Meeting

1. Current Aquatics Programs:
    a. Swim lessons at PV Pool 5.5 hours in AM.
    b. Swim lessons at PV Pool 4.5 hours in PM.
    c. Swim lessons at Shapiro Pool 3.5 hours in AM.
    d. Swim lessons at Shapiro Pool 3.5 hours in PM.
    e. Swim lessons are 2-weeks long and 5 sessions. Currently running at 75% capacity.
    f. Lap swimming not much success. This occurs more at the local athletic clubs as not enough space to support.
    g. Pool parties. Friday PM, Saturday and Sunday. Occurs mostly at PV Pool. 0-30 people $100.00/ 2 hours.
    h. Underwater hockey. Offered T & TH from 7-9 PM typically 6-7 people.
    i. Scuba lessons.
    j. H_2O Polo camp. 8-9 people tied into the CARD Sharks.
    k. Sports Camps use pool 2 times per week with 40 children.
    l. Summer Camp use; Boys and Girls Club 40 children, Day Care and Pre-School six groups.
    m. Recreation swim. 1-4 PM. $2 at the gate, $80 for family of four at PV Pool. Shapiro closed to recreation swim. Group rentals occur at Shapiro Pool. Shapiro was popular when the diving board was installed.
    n. Swim clinics. Saturday AM for 1 hour, not well attended.
    o. Splashers. Children less than 4-years of age.
    p. Water fitness.
    q. Special Olympics. 1 night per week.
    r. Dog day.
    s. Junior lifeguard training.
    t. Swim instructor training.
    u. Aquatic Adventure Camp; grant funded with lessons and water safety for patrons that cannot afford standards lessons. 14 such programs offered in California.
    v. Adult swim lessons.
    w. Fire Department helicopter crash training.
    x. Pumpkin hunt.
    y. CARD Sharks swim team: 8-weeks in summer. 3 time slots (age based) approximately 40-45 members.
    z. Concessions Candy and ice cream may break even.
    aa. Junior High P.E. use both pools during school hours. Joint use agreement with shared facilities.

bb. High School swim teams; 2 schools, Monday – Friday 5:30 AM to 7:00 AM and 3:30 PM to 5:30 PM dedicated at both pools.
cc. Aqua Jets, USA swim team. Pool rental $20 per hour for entire pool.

2. Desired Aquatics Programs:
    a. Water tube H_2O Polo.
    b. Adult recreation.
    c. Better confessions.
    d. Therapy programs.
    e. Competitive swim pool.
    f. Better parking.
    g. Party room
3. Existing pools are problematic with dedicated school use and failing facilities and equipment.

AQUATIC DESIGN GROUP

CARD MEETING NOTES

DATE: 28 October 2015

TO: CARD ENLOE Medical Center

1. ENLOE has 22 physical therapists.
2. ENLOE has its own pool approximately 40’ x 40’ and 4’ deep.
3. ENLOE has a “Fit for Life” program for its 2,000 employees which could tie into a new aquatics center.
4. Private practice physical therapy groups could use a new aquatics center.
5. Ideal facility would include:
    a. Ramp entry pool.
    b. Bench in pool water.
    c. Benches outside of pool.
    d. Graded depths.
    e. Ballet bar on perimeter pool walls.
    f. Meeting rooms.
    g. Gymnasium and dry land fitness areas.
    h. Convention Center area.

AQUATIC DESIGN GROUP

CARD MEETING NOTES

DATE: 28 October 2015

TO: CARD Senior Groups

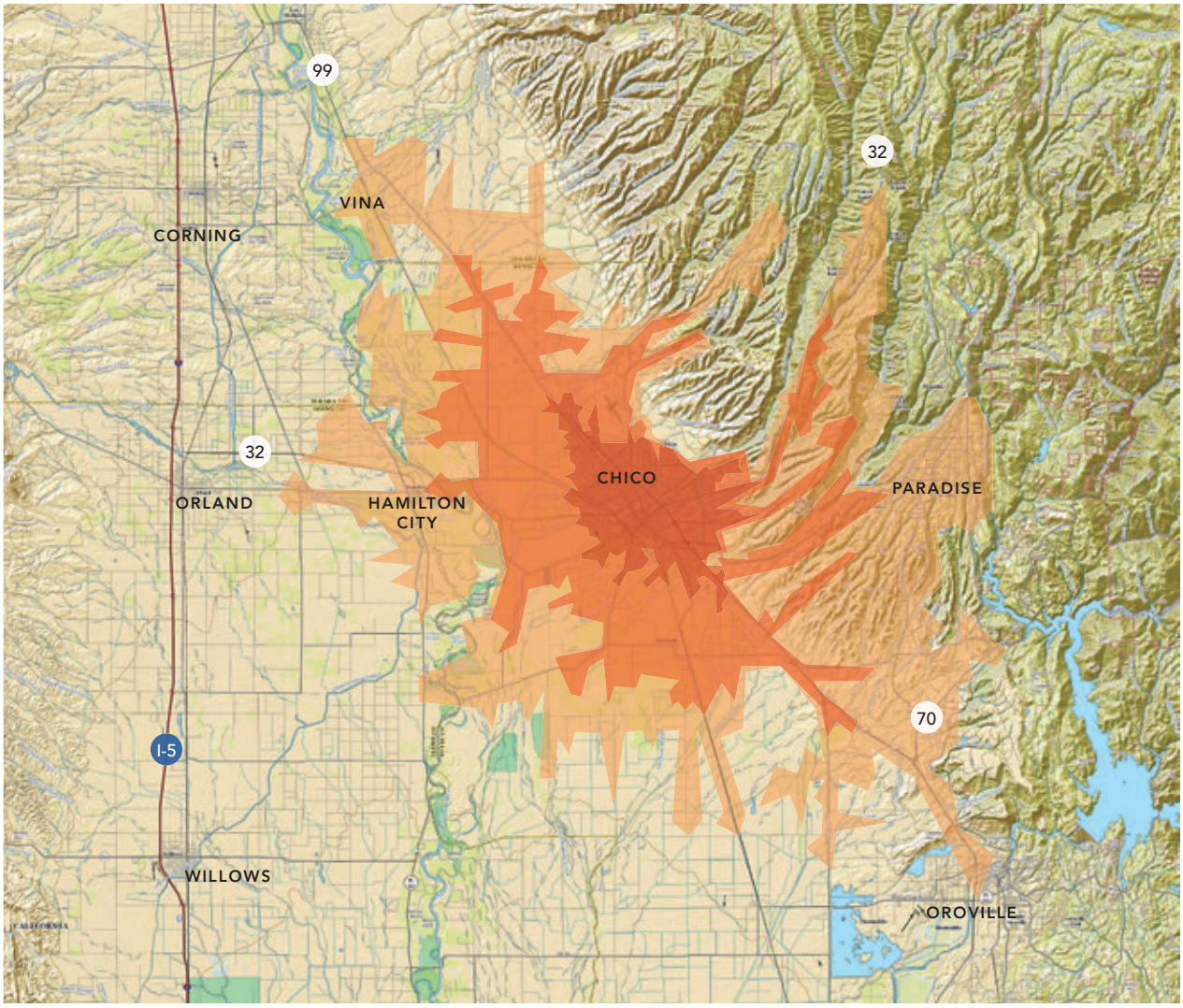
1. Arthritis aquatics fitness classes.
2. Facility needs accessibility for limited mobility patrons.
3. Resource for grandchildren use.
4. Chico needs a community pool.
5. Must be therapeutic friendly.
6. Competitive friendly pool.
7. Should be on Bus route for accessibility.
8. Would like a warm-water therapy program where no kids are allowed with an indoor pool and operable roof.
9. Need lighting for night use.
10. Local assisted living facilities could bus members to the pool for use.
11. Pools must have pool access lifts.
12. In-Motion in town is currently offering senior therapy aquatics.
13. The Chico area has 5 skilled nursing facilities that could use an aquatic center.
14. The Chico area has 10 residential care facilities that could use an aquatic center.
15. None of these senior facilities have a swimming pool.
16. Desired pool water temperature 85-90 degrees.
17. Desired pool will have fitness equipment.
18. Desired pool could support Silver Sneakers program.

C

Demographic Data

Demographic Report

Service Area Map - 10, 20, & 30 Minute Drive Times



All demographic data provided by Nielsen SiteReports (Nielsen Corporation) unless otherwise stated

Demographic Report

POPULATION GROWTH

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
2000 Census	85,798		9,833		37,189	
2010 Census	96,068	12.0%	10,660	8.4%	38,012	2.2%
2015 Estimate	98,524	2.6%	10,861	1.9%	38,158	0.4%
2020 Projection	101,651	3.2%	11,147	2.6%	38,753	1.6%

POPULATION BY AGE

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
Children	20,073	20.4%	2,186	20.1%	6,948	18.2%
Under 5	5,290	5.4%	523	4.8%	1,887	4.9%
5 to 14	10,544	10.7%	1,214	11.2%	3,885	10.2%
15 to 17	4,239	4.3%	449	4.1%	1,176	3.1%
Family Forming Adults	45,765	46.5%	3,317	30.5%	11,216	29.4%
18 to 24	19,475	19.8%	1,208	11.1%	3,580	9.4%
25 to 34	15,157	15.4%	1,013	9.3%	4,044	10.6%
35 to 44	11,133	11.3%	1,096	10.1%	3,592	9.4%
Mature Adults	20,217	20.5%	3,492	32.2%	10,965	28.7%
45 to 54	10,046	10.2%	1,595	14.7%	4,774	12.5%
55 to 64	10,171	10.3%	1,897	17.5%	6,191	16.2%
Retirement Age	12,469	12.7%	1,865	17.2%	9,032	23.7%
65 and over	12,469	12.7%	14,334	13.1%	23,366	15.8%

HOUSEHOLDS

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
2000 Census	34,171		3,575		15,096	
2010 Census	38,758	13.4%	4,065	13.7%	15,941	5.6%
2015 Estimate	39,690	2.4%	4,165	2.5%	16,117	1.1%
2020 Projection	40,916	3.1%	4,290	3.0%	16,427	1.9%
Households with 1 or More Persons Under 18	10,579	26.7%	1,352	32.5%	4,028	25.0%

Demographic Report

FAMILY HOUSEHOLDS

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
2000 Census	18,145		2,706		9,882	
2010 Census	20,065	10.6%	2,967	9.6%	9,971	0.9%
2015 Estimate	20,630	2.8%	3,040	2.5%	10,077	1.1%
2020 Projection	21,333	3.4%	3,134	3.1%	10,274	2.0%

POVERTY

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
Family Households	20,630		3,040		10,077	
Families Below Poverty Level	2,690	13.0%	259	8.5%	1,260	12.5%
Families Below Poverty Level with Children	2,120	10.3%	178	5.9%	931	9.2%

HOUSEHOLD INCOME

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
< $25,000	11,531	29.1%	821	19.7%	4901	30.4%
$25,000 - $50,000	10,448	26.3%	863	20.7%	4513	28.0%
$50,000 - $75,000	6,476	16.3%	940	22.6%	2826	17.5%
$75,000 - $100,000	4,209	10.6%	535	12.8%	1355	8.4%
$100,000 - $125,000	3,076	7.8%	330	7.9%	1042	6.5%
$125,000 - $150,000	1,399	3.5%	204	4.9%	577	3.6%
$150,000+	2,551	6.4%	475	11.4%	899	5.6%

Demographic Report

EDUCATIONAL ATTAINMENT

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
Total Persons 25 Years & Over	58,976		66,442		94,075	
No High School Diploma	5,684	9.6%	464	6.2%	3,660	13.2%
High School Graduate or GED	9,446	16.0%	1,258	16.8%	7,063	25.6%
Some College or Associate Degree	24,095	40.9%	3,031	40.6%	11,272	40.8%
Bachelor's Degree	13,144	22.3%	1,668	22.3%	3,754	13.6%
Graduate or Professional Degree	6,606	11.2%	1,047	14.0%	1,882	6.8%

RACE & ETHNICITY

	0-10 MIN	%	10-20 MIN	%	20-30 MIN	%
White Alone	70,945	72.0%	8,853	81.5%	29,838	78.2%
Black or African American Alone	1,785	1.8%	51	0.5%	251	0.7%
Amer. Indian and Alaska Native Alone	938	1.0%	98	0.9%	458	1.2%
Asian Alone	4,386	4.5%	205	1.9%	1,070	2.8%
Native Hawaiian and Other Pac. Isl. Alone	221	0.2%	11	0.1%	52	0.1%
Some Other Race Alone	179	0.2%	23	0.2%	46	0.1%
Two or More Races	3,490	3.5%	225	2.1%	1,043	2.7%
Hispanic or Latino	16,581	16.8%	1,393	12.8%	5,403	14.2%

D

Options 1-4 Preliminary Cost Estimates

Chico Aquatic Center Option 1
Budget Estimate

ITEM	DESCRIPTION	QTY	UNIT	UNIT PRICE	EXTENSIONS
1.1.0	CONSTRUCTION COSTS				
1.1.1	Site Preparation/Mobilization	1	Allowance	$ 1,000,000.00	$ 1,000,000.00
1.1.2	Utility Improvements	1	Allowance	$ 500,000.00	$ 500,000.00
1.1.3	50-Meter Swimming Pool	12,300	Square feet	$ 185.00	$ 2,275,500.00
1.1.4	Teaching Pool	1,650	Square feet	$ 145.00	$ 239,250.00
1.1.5	Recreation Pool	0	Square feet	$ 175.00	$ -
1.1.6	Interactive Play Equipment	0	Allowance	$ 150,000.00	$ -
1.1.7	Pool Slide	0	Lump Sum	$ 300,000.00	$ -
1.1.8	Lazy River	0	Lump Sum	$ 1,000,000.00	$ -
1.1.9	Pool Decks	20,925	Square feet	$ 25.00	$ 523,125.00
1.1.10	Pool Area Fencing	400	Linear feet	$ 150.00	$ 60,000.00
1.1.11	Site Lighting	1	Lump Sum	$ 120,000.00	$ 120,000.00
1.1.12	Pool Building	8,789	Square feet	$ 350.00	$ 3,076,062.50
1.1.13	Parking	205	Space	$ 1,800.00	$ 369,000.00
1.1.14	Sidewalks and Paths of Travel	5,240	Square feet	$ 8.00	$ 41,917.20
1.1.15	Landscaping	21,832	Square feet	$ 7.00	$ 152,823.13
1.1.16	Shade Structures	2,000	Square feet	$ 75.00	$ 150,000.00
1.1.17	**TOTAL CONSTRUCTION COSTS**				**$ 8,507,677.83**
1.2.0	EQUIPMENT COSTS (FF&E)				
1.2.1	Equipment	4%	Lump Sum	$ -	$ 340,307.11
1.2.2	**TOTAL EQUIPMENT COSTS**				**$ 340,307.11**
1.3.0	SOFT COSTS				
1.3.1	Contingency Costs	15%			$ 1,327,197.74
1.3.2	Permits/Testing/Inspection	7%			$ 619,358.95
1.3.3	Architecture & Engineering	10%			$ 884,798.49
1.3.4	Acceleration	0%			$ -
1.3.5	**TOTAL SOFT COSTS**				**$ 2,831,355.18**
1.4.0	**TOTAL ESTIMATED PROJECT COST**				**$ 11,679,340.12**

Chico Aquatic Center Option 2
Budget Estimate

ITEM	DESCRIPTION	QTY	UNIT	UNIT PRICE	EXTENSIONS
2.1.0	CONSTRUCTION COSTS				
2.1.1	Site Preparation/Mobilization	1	Allowance	$ 1,000,000.00	$ 1,000,000.00
2.1.2	Utility Improvements	1	Allowance	$ 1,500,000.00	$ 1,500,000.00
2.1.3	Off-Site Improvements	1	Allowance	$ 1,000,000.00	$ 1,000,000.00
2.1.4	Temporary Sidewalk	4,500	Square feet	$ 8.00	$ 36,000.00
2.1.5	SWWP/Storm Water Retention	1	Allowance	$ 150,000.00	$ 150,000.00
2.1.6	30-Meter Swimming Pool	7,438	Square feet	$ 185.00	$ 1,376,030.00
2.1.7	Teaching Pool	1,625	Square feet	$ 145.00	$ 235,625.00
2.1.8	Recreation Pool	0	Square feet	$ 175.00	$ -
2.1.9	Interactive Play Equipment	0	Allowance	$ 50,000.00	$ -
2.1.10	Splash Pad	1	Lump Sum	$ 250,000.00	$ 250,000.00
2.1.11	Lazy River	0	Lump Sum	$ 1,000,000.00	$ -
2.1.12	Pool Decks	13,595	Square feet	$ 25.00	$ 339,862.50
2.1.13	Pool Area Fencing	380	Linear feet	$ 150.00	$ 57,000.00
2.1.14	Site Lighting	1	Lump Sum	$ 85,000.00	$ 85,000.00
2.1.15	Pool Building	7,245	Square feet	$ 350.00	$ 2,535,750.00
2.1.16	Parking	182	Space	$ 1,800.00	$ 327,600.00
2.1.17	Sidewalks and Paths of Travel	3,588	Square feet	$ 8.00	$ 28,706.40
2.1.18	Landscaping	14,951	Square feet	$ 7.00	$ 104,658.75
2.1.19	Shade Structures	1,000	Square feet	$ 75.00	$ 75,000.00
2.1.20	**TOTAL CONSTRUCTION COSTS**				**$ 9,101,232.65**
2.2.0	EQUIPMENT COSTS (FF&E)				
2.2.1	Equipment	4%	Lump Sum	$ -	$ 364,049.31
2.2.2	**TOTAL EQUIPMENT COSTS**				**$ 364,049.31**
2.3.0	SOFT COSTS				
2.3.1	Contingency Costs	15%			$ 1,419,792.29
2.3.2	Permits/Testing/Inspection	7%			$ 662,569.74
2.3.3	Architecture & Engineering	10%			$ 946,528.20
2.3.4	Acceleration	0%			$ -
2.3.5	**TOTAL SOFT COSTS**				**$ 3,028,890.23**
2.4.0	**TOTAL ESTIMATED PROJECT COST**				**$ 12,494,172.18**

Chico Aquatic Center Option 3
Budget Estimate

ITEM	DESCRIPTION	QTY	UNIT	UNIT PRICE	EXTENSIONS
3.1.0	CONSTRUCTION COSTS				
3.1.1	Site Preparation/Mobilization	1	Allowance	$ 1,000,000.00	$ 1,000,000.00
3.1.2	Utility Improvements	1	Allowance	$ 500,000.00	$ 500,000.00
3.1.3	Competition Swimming Pool	4,925	Square feet	$ 185.00	$ 911,125.00
3.1.4	Teaching Pool	1,625	Square feet	$ 145.00	$ 235,625.00
3.1.5	Recreation Pool	2,000	Square feet	$ 145.00	$ 290,000.00
3.1.6	Interactive Play Equipment	1	Allowance	$ 100,000.00	$ 100,000.00
3.1.7	Pool Slide	1	Lump Sum	$ 300,000.00	$ 300,000.00
3.1.8	Lazy River	0	Lump Sum	$ 1,000,000.00	$ -
3.1.9	Pool Decks	12,825	Square feet	$ 25.00	$ 320,625.00
3.1.10	Pool Area Fencing	581	Linear feet	$ 150.00	$ 87,150.00
3.1.11	Site Lighting	1	Lump Sum	$ 150,000.00	$ 150,000.00
3.1.12	Pool Building	7,320	Square feet	$ 350.00	$ 2,562,000.00
3.1.13	Parking	143	Space	$ 1,800.00	$ 256,500.00
3.1.14	Sidewalks and Paths of Travel	3,443	Square feet	$ 8.00	$ 27,547.20
3.1.15	Landscaping	14,348	Square feet	$ 7.00	$ 100,432.50
3.1.16	Shade Structures	1,500	Square feet	$ 75.00	$ 112,500.00
3.1.17	**TOTAL CONSTRUCTION COSTS**				**$ 6,953,504.70**
3.2.0	EQUIPMENT COSTS (FF&E)				
3.2.1	Equipment	4%	Lump Sum	$ -	$ 278,140.19
3.2.2	**TOTAL EQUIPMENT COSTS**				**$ 278,140.19**
3.3.0	SOFT COSTS				
3.3.1	Contingency Costs	15%			$ 1,084,746.73
3.3.2	Permits/Testing/Inspection	7%			$ 506,215.14
3.3.3	Architecture & Engineering	10%			$ 723,164.49
3.3.4	Acceleration	0%			$ -
3.3.5	**TOTAL SOFT COSTS**				**$ 2,314,126.36**
3.4.0	**TOTAL ESTIMATED PROJECT COST**				**$ 9,545,771.25**

Chico Aquatic Center Option 4
Budget Estimate

ITEM	DESCRIPTION	QTY	UNIT	UNIT PRICE	EXTENSIONS
4.1.0	CONSTRUCTION COSTS				
4.1.1	Site Preparation/Mobilization	1	Allowance	$ 1,000,000.00	$ 1,000,000.00
4.1.2	Utility Improvements	1	Allowance	$ 500,000.00	$ 500,000.00
4.1.3	Competition Swimming Pool	4,925	Square feet	$ 185.00	$ 911,125.00
4.1.4	Multi-Purpose Pool	4,715	Square feet	$ 185.00	$ 872,275.00
4.1.5	Interactive Play Equipment	1	Allowance	$ 100,000.00	$ 100,000.00
4.1.6	Pool Slide	1	Lump Sum	$ 300,000.00	$ 300,000.00
4.1.7	Lazy River	0	Lump Sum	$ 1,000,000.00	$ -
7.1.8	Pool Decks	14,460	Square feet	$ 25.00	$ 361,500.00
4.1.9	Pool Area Fencing	581	Linear feet	$ 150.00	$ 87,150.00
4.1.10	Site Lighting	1	Lump Sum	$ 150,000.00	$ 150,000.00
4.1.11	Pool Building	7,320	Square feet	$ 350.00	$ 2,562,000.00
4.1.12	Parking	143	Space	$ 1,800.00	$ 256,500.00
4.1.13	Sidewalks and Paths of Travel	3,770	Square feet	$ 8.00	$ 30,163.20
4.1.14	Landscaping	15,710	Square feet	$ 7.00	$ 109,970.00
4.1.15	Shade Structures	1,500	Square feet	$ 75.00	$ 112,500.00
4.1.16	**TOTAL CONSTRUCTION COSTS**				**$ 7,353,183.20**
4.2.0	EQUIPMENT COSTS (FF&E)				
4.2.1	Equipment	4%	Lump Sum	$ -	$ 294,127.33
4.2.2	**TOTAL EQUIPMENT COSTS**				**$ 294,127.33**
4.3.0	SOFT COSTS				
4.3.1	Contingency Costs	15%			$ 1,147,096.58
4.3.2	Permits/Testing/Inspection	7%			$ 535,311.74
4.3.3	Architecture & Engineering	10%			$ 764,731.05
4.3.4	Acceleration	0%			$ -
4.3.5	**TOTAL SOFT COSTS**				**$ 2,447,139.37**
4.4.0	**TOTAL ESTIMATED PROJECT COST**				**$ 10,094,449.90**

E

Detailed Financial Analysis & Assumptions

Budget Assumptions

30-m x 25-yard Pool – 7,440sf

12 lanes for short course

Description: Large, yet versatile deep water pool

Uses: Coached short-course swimming training and competition, synchronized swimming training and competition, lap swimming, water polo training and competition. Secondary uses include coached clinics, advanced stroke and turn classes, triathlon training, safety and skills classes, deep water exercise classes, and recreational use.

Teaching Pool with 8 Lanes – 4,580sf

(8) 25-Yard short course lanes

Description: Versatile pool with depth and temperature to support young children learning to swim to adults and older adults exercising at a moderate level to team training.

Uses: Instructional classes including learn-to-swim, water exercise, lap swimming, open recreation, water play.

Family Recreation Pool – 5,400sf

Water sprays, slide, current channel, bubblers, interactive play structure, beach entry, and sprayground area

Description: Meets the needs and interests of families, children of all ages, and provides warm water for certain therapeutic programs.

Uses: Family recreation, open recreation, water exercise, instructional classes including learn-to-swim, warm water rehabilitation

General Operating Assumptions

- The supporting facility will have two meeting/party rooms to schedule for rentals and party packages.
- Outdoor areas may be reserved through cabana/rental tents for groups.
- Facility is not lighted for evening and early morning programming.

Open Year Round — 30 meter x 25 yard pool with 12 lanes

General hours of operation:

Summer (May – September)

Monday – Friday	6:00am – 7:00pm
Saturday	7:00am – 8:00pm
Sunday	Noon – 6:00pm

Fall/Winter/Spring

Monday – Friday	6:00am – 7:00pm
Saturday	7:00am – 5:00pm
Sunday	10:00am – 3:00 pm

Open Summer Season Only

Recreation Pool/Teaching Pool

Daily General Hours

Monday – Friday	9:00am -9:00pm
Saturday	9:00am – 9:00pm
Sunday	12:00pm – 6:00pm

Lessons & Classes

Monday – Thursday	9:00am- 12:00 pm 4:00pm – 6:00pm
Friday	9:00am – 12:00pm
Saturday	9:00am – 12:00pm

Rec/Public Swim

Monday-Thursday	1:00 pm-3:45pm 6:30pm – 9:00pm
Friday	1:00pm – 9:00pm
Saturday	1:00pm – 8:00pm
Sunday	12:00pm – 6:00pm

Revenue Assumptions

Fees	General assumption is rates will increase due to enhance amenities and appeal and cost recovery goals.
Resident rates	Fees are based on resident rates
Contract Instructors	70%-30% split with CARD
School District	JPA with School District resulting in revenue neutral for High School Dual Meets and School Swim Team use
Party (Birthday) Packages:	During Public Swim Provide party room for 45 minutes Pool entrance for 12 youth Move to reserved cabana outside during pool time
Pool Rentals	Recreation pool, afterhours, 2 hr. minimum, includes lifeguards
Lane Rentals	Swim Club to provide own guards. No existing dive or synchronized teams. Waterpolo demand.
Swim Lessons	Monday – Thursday, 30 minutes daily, 2 weeks/8 classes. Rate in 2015= $50. Lessons and fees are close to capacity now per staff.
CARD Sharks	Recreation swim team continues with slight increase in fee: $45/mo. from $40.
Water Fitness Classes	Fitness classes are provided at other venues.
Field Trips	Group min. of 15 with pre-purchase for recreation swim times; outdoor space reserved

Operating Assumptions

Overtime	Full-time staff are exempt
Part-time Benefits	None are provided
Custodial	CARD staff, part-time
Parking Lot Maintenance	CARD staff
Landscaping	CARD staff-parks division
Administrative Overhead	CARD 17% staffing overhead
Supply & Materials Overhead	CARD 40% materials and supplies
Overhead	Contract IT support Legal Property Insurance Excess Liability Insurance Property Tax
Concessions and Vending	Contracted
Building Reserve	Assumes $8 million in facility construction costs for replacement

CARD- Cost Recovery

CARD Cost Recovery	Low	Average	High
Preferred Option: 30mx25y, Teaching Pool, Recreation Pool			
	Low	**Average**	**High**
Cost Recovery Potential	67%	77%	88%
Annual Net Subsidy	-$248,000	-$165,500	-$83,000
Probable Operating Costs	$696,000	$729,000	$762,000
Potential Revenue	$514,000	$563,500	$613,000
Preferred Option with Building Reserve			
	Low	**Average**	**High**
Cost Recovery Potential	61%	69%	78%
Annual Net Subsidy	-$333,000	-$250,500	-$168,000
Probable Operating Costs	$781,000	$814,000	$847,000
Potential Revenue	$514,000	$563,500	$613,000

CARD Operating Expenses

Operating Expense Detail	Low	High
Operating Expense without Building Reserve	**$696,000**	**$762,000**
Staffing, Benefits, Uniforms	**$366,000**	**$401,000**
Full-time Staff & Benefits	**$106,000**	**$123,000**
Full-Time Staff	$105,500	$123,000
Aquatics Supervisor	$22,000	$27,000
Aquatic Coordinator	$34,000	$39,000
Pool and Building Maintenance Technician	$17,500	$20,000
Customer Service/Administrative Assistant	$32,000	$37,000
Full-Time Benefits & Administrative Overhead	**$52,000**	**$60,000**
Full-time Salaries	**$34,000**	**$39,000**
Full-time Salaries	105500	123000
Percentage of Full-time Salaries base benefits	32%	32%
Full-time Salaries Indirect Costs	**$18,000**	**$21,000**
Full-time Salaries	$105,500	$123,000
Percentage for indirect costs and taxes	17%	17%
Part-Time Staff & Adminstrative Overhead	**$250,000**	**$267,000**
Part-Time Staff Total Salaries	**$214,000**	**$228,000**
Pool and Building Maintenance Technician PT	**$3,850**	**$4,830**
Average No. of Hours per week	25	30
No. of Weeks	14	14
Hourly Rate	$11.00	$11.50
Custodial Staff	**$17,000**	**$23,000**
Summer Custodial	**$9,600**	**$13,230**
Avg. No. of Hours per Week	80	90
Avg. No. of Weeks per Year	12	14
Hourly rate	$10	$10.50
Fall-Winter-Spring Custodial	**$7,600**	**$10,000**
Avg. No. of Hours per Week	20	25
Avg. No. of Weeks per Year	38	38
Hourly Rate	$10.00	$10.50
Part-Time Guest Services Staff	**$33,000**	**$34,000**
Part-time Guest Services Staff-Summer	**$18,000**	**$18,900**
Hourly rate	$10.00	$10.25
No. of Hours per week	154	154
No. of Weeks per Summer	12	12
Part-time Guest Services Staff-FWS	**$11,000**	**$11,000**
Hourly rate	$10.00	$10.25
No. of Hours per schedule per week	29	29
No. of Weeks per FWS	38	38
Party Attendants	**$1,000**	**$1,000**
Avg. No. of Parties per Week	6	8
No. of Weeks per Summer	12	12
Avg. No. of Hours per Party	1.5	1.5
Hourly Rate	$10.00	$10.25
Splash Camp Leaders	**$3,200**	**$3,200**
Avg. No. of Camps per Summer	4	4

Operating Expense Detail	Low	High
Avg. No. of Hours per Camp	40	40
No. of Camp Leaders	2	2
Hourly Rate	$10	$10
Pool Manager & Lifeguards	**$154,000**	**$160,000**
Pool Manager-Summer	**$7,000**	**$7,500**
Hourly Rate	$12.25	$12.50
No. of Weeks	15	15
No. of Hours per Week	40	40
Lifeguards and Lesson Instructors	**$147,000**	**$152,000**
Lifeguard and Lessons - Summer	$122,000	$125,000
Number of weeks	12	12
Number of hours per week	927	927
Hourly rate	$11.00	$11.25
Lifeguard and Lessons - FWS	**$23,000**	**$24,000**
No. of Weeks	38	38
No. of Hours per Week	56	56
Hourly rate	$11.00	$11.25
Private and Semi-Private Lessons	**$2,200**	**$3,000**
Number of Lesson hours	200	280
Hourly Rate	$11.00	$11.25
Landscaping Maintenance Staff	**$6,000**	**$6,000**
Landscape Maintenance	**$5,000**	**$5,000**
Avg. No. of Hours per Week	12	12
Avg. No. of Weeks Per Year	26	26
Rate per hour	$16	$17
Parking Lot Cleaning	**$1,000**	**$1,000**
Avg. No. of Hours per Week	2	2
Avg. No. of Weeks Per Year	26	26
Hourly Rate	$10.00	$10.25
Part-Time Administrative Overhead	**$36,000**	**$39,000**
Part-time Salaries	$214,000	$228,000
Percentage of Part-time Salaries	17%	17%
Staff Uniforms, Training & Background Checks	**$10,000**	**$11,000**
FT Training	**$2,000**	**$2,500**
FT Staff Training allocation per staff	500	500
No. of FT Staff	4	5
PT Staff Training	**$1,800**	**$2,000**
PT Staff Training allocation per staff	$60	$60
No. of PT Staff	30	35
FT Staff Shirts	**$1,000**	**$1,000**
Avg. No. of Employees	4	5
No. of Staff Shirts per Employee	4	4
Avg. Cost per Shirt	$35	$35
PT Staff Shirts	**$2,000**	**$2,000**
Avg. No. of Employees	30	35
No. of Shirts per Staff	2	2
Attrition	1.5	1.5
Cost per Shirt	$18	$18
Lifeguard Uniforms	**$2,000**	**$2,000**

Operating Expense Detail	Low	High
No. of Lifeguards	25	30
No. of suits per guard	1	1
Attrition	1.5	1.5
Average Cost per suit	$50	$50
Background Check	**$750**	**$1,000**
Avg. No. of Staff per Year	30	35
Avg. Fee per Staff	$25	$25
Marketing	**$5,000**	**$10,000**
Annual Allocation	$5,000	$10,000
Communication & Technical Services	**$6,000**	**$8,000**
Data Lines	**$4,000**	**$6,000**
Number of Voice / Data Lines	6	8
Avg. Cost per Line per Month	$60	$60
Number of Months per Year	12	12
Mobile Phones	**$1,800**	**$2,400**
Number of Phones	3	4
Avg. Cost per phone per Month	$50	$50
Avg. No. of Months per Year	12	12
Supplies: Building, Program, and Pool Chemicals	**$50,000**	**$53,000**
General Building Supplies	**$5,000**	**$5,000**
Annual Allocation	$5,000	$5,000
Paper and Cleaning Supplies	**$6,000**	**$7,000**
Cost per month	$500	$600
No. of Months	12	12
Program Supplies	**$5,000**	**$6,000**
Annual Allocation	$5,000	$6,000
Computers & Printers	**$3,000**	**$4,000**
Annual Allocation Maintenance & Supplies	$3,000	$4,000
Pool Chemicals	**$31,000**	**$31,000**
Pool Chemicals 30 Meter Comp Pool	**$25,287**	**$25,287**
ADG Figure	$25,287	$25,287
Pool Chemicals 8 lane teaching pool	**$3,306**	**$3,306**
ADG Figure	$3,306	$3,306
Pool Chemicals Recreation Pool - 4715sf	**$2,459**	**$2,459**
ADG Figure	$2,459	$2,459
Repair and Maintenance	**$37,000**	**$44,000**
Building Repair and Maintenance	**$9,600**	**$12,000**
Avg. Cost per Month	$800	$1,000
No. of Months per Year	12	12
Landscaping Materials and Repair	**$5,000**	**$6,000**
Landscaping Supplies	$2,000	$2,000
Avg. Cost per Month	$175	$200
Avg. No. of Months per Year	12	12
Annual Repair Allocation	$3,000	$4,000
Annual Allocation	$3,000	$4,000
Service Agreements / Contract Services	**$22,000**	**$26,000**
Software Agreement	**$2,000**	**$3,000**
Annual Allocation	$2,000	$3,000

Operating Expense Detail	Low	High
Water Fitness Instructors	**$12,600**	**$15,000**
Total Annual Revenue	$18,000	$21,800
Percent to Instructor	70%	70%
IT Contractor	**$2,000**	**$2,000**
Avg. No. of Hours per Week	1	1
Avg. No. of Weeks per Year	26	26
Avg. Hourly Rate	$70	$70
Safety Equipment Servicing	**$800**	**$1,000**
Allocation	$800	$1,000
Alarm / Security System	**$1,000**	**$1,000**
Number of Months per Year	12	12
Avg. Cost per Month	$75	$100
Pest Control	**$1,000**	**$1,000**
Annual Allocation	$1,000	$1,000
Waste disposal and Recycling Services	**$2,400**	**$2,700**
Avg. Cost per Month	$200	$225
No. of Months per Year	12	12
Utilities	**$159,000**	**$161,000**
Building Utilities	**$13,000**	**$14,000**
Building Area	6,790	6,790
Avg. Cost per Square Foot	$1.95	$2.10
Building Water/Sewer Fee	**$2,400**	**$3,000**
Average fee per Month	$200	$250
No. of Months	12	12
Site Utilities	**$1,000**	**$1,000**
Annual Allowance	$1,000	$1,000
Pool Utilities	**$143,000**	**$143,000**
Pool Utilities: 30 Meter x 25 yard	**$85,000**	**$85,000**
ADG Figures	$85,166	$85,166
Pool Utilities: 8 lane teaching pool	**$16,000**	**$16,000**
ADG Figures	$16,102	$16,102
Pool Utilities: Recreation Pool - 4715 sq.ft.	**$42,000**	**$42,000**
ADG Figures	$41,949	$41,949
Bank Fees, Insurance, Legal	**$30,000**	**$39,000**
Bank Card Service Fees	**$12,000**	**$15,000**
Estimated Annual Sales	$514,000	$613,000
90% of Revenue	$462,600	$551,700
Bank fee per transaction	2.7%	2.7%
Insurance	**$5,000**	**$10,000**
Annual Allocation	$5,000	$10,000
Legal	**$5,000**	**$5,000**
Annual Allocation	$5,000	$5,000
Interdepartmental Administration fee	**$8,000**	**$9,000**
Supplies, Materials, Communications, Marketing	$98,000	$115,000
Percent overhead	8%	8%
Contingeny & Capital Outlay	**$43,000**	**$46,000**
Contingency & Capital Outlay	**$33,000**	**$36,000**
Operating Expenses: Supplies and Staffing	$653,000	$716,000

Operating Expense Detail	Low	High
Percent Contingency	5%	5%
Capital Outlay	**$10,000**	**$10,000**
Annual Allocation	$10,000	$10,000
Building and Maintenance Reserve Fund	**$85,000**	**$85,000**
Building and Pool Cost Basis	$8,500,000	$8,500,000
Annual commitment to reserve fund	1%	1%
Total Operating Expense with Building Reserve	**$781,000**	**$847,000**

CARD Revenue-Combined

Description	Low	High
Total Revenue Potential-Aquatic Center	$514,000	$613,000
REVENUE POTENTIAL - Teaching Pool	$159,000	$191,000
REVENUE POTENTIAL - Comp Pool	$150,000	$178,000
REVENUE POTENTIAL - Recreation Pool	$205,000	$244,000
COMBINED CATEGORIES		
Revenue Total	**$514,000**	**$613,000**
Lessons	**$157,000**	**$190,000**
Teaching Pool	$151,000	$182,000
Competition Pool	$2,000	$3,000
Recreation Pool	$4,000	$5,000
Passes and Daily Sales	**$159,000**	**$186,000**
Aqua Classes, Camp, Activities	**$82,000**	**$96,000**
Teaching Pool	$8,000	$9,000
Competition Pool	$53,000	$62,000
Recreation Pool	20800	24600
Rentals, Parties, Field Trips	**$116,000**	**$141,000**
Teaching Pool	NA	NA
Competition Pool	$95,000	$113,000
Recreation Pool	$21,400	$27,900

CARD Annual Pass and Daily Revenue

Passes and Ticket Sales	Fee	Summer Season Rate	Number Sold - Low	Number Sold - HIgh	Low Revenue	High Revenue
Annual Passes and Daily Ticket Sales					**$159,000**	**$186,000**
Daily Ticket Sales						
Daily Ticket Sales			6,050	7,650	**$41,900**	**$56,625**
Child (2-6)	$4.50		900	1,200	$4,050	$5,400
Youth (7-18)	$5.00		2,500	3,000	$12,500	$15,000
Adult (18-64)	$5.50		1,800	2,100	$9,900	$11,550
Senior (65+)	$4.50		100	150	$450	$675
Family (4)	$20.00		750	1200	15000	24000
Annual Pass Sales						
Pre Season Sales			**538**	**605**	**$117,000**	**$129,000**
Child (2-6)		$100	30	40	$3,000	$4,000
Youth (7-18)		$125	60	80	$7,500	$10,000
Adult (19-64)		$150	40	50	$6,000	$7,500
Senior (65+)		$100	8	10	$800	$1,000
Family (4 members)		$250	400	425	$100,000	$106,250