



Replacement of R.C. Icabone Swimming Pool Feasibility Study

October 1, 2024



Table of Contents

1 - EXECUTIVE SUMMARY.....	3
2 - MARKET ANALYSIS.....	11
3 – PUBLIC INPUT AND SURVEY	65
4 – SITE SELECTION	74
5 – CONCEPT DESIGN.....	75
6 – PROGRAM AREA SUMMARY AND COST OPINION.....	96
7 – OPERATIONS ANALYSIS.....	100
8 – OPERATION DETAIL	103
9 – NEXT STEPS.....	116



1 - EXECUTIVE SUMMARY

In November of 2023, the team of **Ballard King & Associates, Councilman Hunsaker, and Ohlson Lavoie Corporation (OLC)**, was hired to conduct a feasibility study to replace the existing **R. C. Icabone Outdoor Aquatic Center** for the **City of Cañon City, Colorado**. The scope of work was to conduct an initial Market Analysis/ Needs Assessment, which comprised development of a service area, gathering stake holder/ public input, conducting a market analysis, and administering an online survey. Following the determination of need and approval to move forward with the balance of the study, the second phase of work included analysis of four (4) potential sites, and development of a program in response to both the stake holder input received and the Market Analysis that was conducted by the Consulting Team. Finally, the third phase of work comprised of taking the program that had been developed, crafting a design response that satisfied the needs of the Service Area, providing an opinion of probable costs associated with construction of the complex, and providing an Operational Analysis which demonstrates how the facility is likely to perform financially in the future. The following study was accomplished over the course of ten (10) months, and several key conclusions have been made:

1. There is a need for an aquatics center within the service area.
2. Several planning options with varying sizes of aquatics amenities and a combination of indoor and outdoor pools, support elements, and parking arose during the study which respond to diverse needs in the community.
3. The Aquatics Center will likely require an ongoing operational subsidy.
4. Each of the four sites that were analyzed in the study would support a facility from a size and access standpoint.
5. The site that scored the highest on the Site Criteria Matrix, the site of the current R.C. Icabone Pool and an adjacent portion of CCHS property, was determined to be best suited for implementation of the study. The proposed partnership between the Park and Rec District and the School District, as well as the willingness of the City to abandon a portion of 12th street north of College, is encouraging and represents the level of commitment by community leaders to reinstate aquatics in Cañon City.

The following pages contain Executive Summaries from Ballard-King & Associates and Councilman-Hunsaker Aquatics, regarding each of their specialties. The remainder of the Report supports these findings in greater detail, beginning with a comprehensive Market Analysis and Needs Assessment for the Aquatic Center. This information is then followed by the analysis of potential Sites, Survey Results, Recommended Program Elements, Concept Design, anticipated Costs for the preferred Concept, and finally the Operations Proforma.

A. Ballard*King Executive Summary

Ballard*King & Associates (B*K) has been contracted by the Cañon City Area Recreation and Park District, and the City of Cañon City to assist in a feasibility study for an aquatic center in Cañon City, CO. B*K is a recreation consulting and facility planning firm based out of Denver, CO specializing in feasibility studies, master plans, operational assessments, and providing some short-term management solutions and in the parks and recreation industry.

The intent of the market assessment is to assist in recommending a facility program for the design being developed by OLC and Counsilman-Hunsaker. Upon confirmation of the program, an operational study is developed to understand potential:

- Operational Hours
- Staffing Levels (full-time and part-time)
- Commodities
- Contractual Obligations
- Revenues
 - Memberships/Admissions
 - Programs
 - Rentals and Other

That information then informs the Cañon City Area Recreation and Park District and City of the subsidy needed for the annual operation of the facility. It is important to note that B*K is a third-party, independent group. They are not affiliated with a firm that may receive a financial benefit from the project moving into construction.

The following document is based on the best information available at the time of the study, along with the input from a planning committee, stakeholders, City staff and Rec District staff.

Service Areas

As part of the study, B*K spent time on-site in Cañon City and conducted a market assessment. An outdoor aquatic center typically operates in a traditional Memorial Day to Labor Day configuration, while an indoor facility operates year-round with closures on holidays and preventative maintenance. Indoor aquatic centers operate year-round with swim teams, both club and high school, the main user. B*K examined several service areas, that include:

- Cañon City. This was identified as the Immediate Service Area and residents will likely be hyper-users of the facility.
- Cañon City Area Recreation and Park District. This was identified as the Primary Service Area with residents being frequent users of the facility
- 15-Minute Drive Time. This was identified as the Secondary Service Area, or a distance from which individuals will travel less frequently to use programs, services, and facilities.

Key Indicators

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2020 Census data and their demographers for 2023-2028 projections. In addition to demographics, ESRI also provides data on housing, recreation, and entertainment spending and adult participation in activities.

Median Age: for purposes of a feasibility study, the preference is for median age to be lower than the national number, indicating the presence of families with young children. The median age is higher than both the State and National figure. In the service areas identified in the study there are approximately 24% of households with children present, which is lower than Colorado and the United States. Swimming is heavily participated in by youth so their presence or lack of influences the program and potential visits. However, much like exercise walking and exercising with equipment, swimming is an activity that all age categories can participate in.

B*K would identify the median age as a challenge regarding the potential success of a proposed aquatic center.

Median Income: one of the goals of this feasibility study is for the pool to be as operationally efficient as possible. Both service areas have a significantly lower median household income than the State and National number.

B*K would identify the median household income as an indicator for lack of revenue generation within a facility.

Other important demographic notes:

- The total population in the Primary Service Area (25,000+ based on 2028 projections) is enough to support a proposed outdoor facility as many communities throughout the country operate outdoor pools. The total population of the Secondary Service Area (35,000+ based on 2028 projections) is more than enough to support the proposed outdoor facility. An indoor facility will have to rely on use by those in the Secondary Service Area. In addition, the population is stable and anticipated to continue to slightly increase.
- Within the Primary Service Area, 18.3% of the population is under age 18, and 41.3% of the population is age 55+.
- The Market Potential Index (MPI) for adults that participate in swimming is higher than the national number, and accounts for 14.7% of the adult population.

Participation Statistics

B*K uses information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in various activities.

- When one accounts for age distribution, median household income, region of the country, and the national participation percentage there is approximately 15.0% of the population in the Primary Service Area that participate in swimming or visit the pool.
- When that percentage is applied to the population of the Primary Service Area, aged 7 and up, it equals 4,153 individuals that participate in swimming in 2023.
- Taking that information one step further and using frequency tables produced by the NSGA, B*K can determine that the 4,153 individuals that swim, would account for approximately 176,745 pool visits during a calendar year. Those visits are not specific to one facility.
- Another important statistic to consider when looking at pool visits is the fact that 10% of people participating in swimming are looking for an organized activity, while 90% are in search of unorganized use. This further emphasizes the need for the leisure components within an outdoor pool.
- In most cases facilities hope to capture between 10-15% of the market within the identified primary service area.

Aquatic Trends

Leisure pools continue to be a very popular trend as they serve many uses. The warmer and shallow water is less intimidating than a traditional lap pool. They can accommodate multiple programs simultaneously, and typically offer something for the full age spectrum over the course of a day.

The traditional pool uses of competitive swimming and diving are still important and significant users of pools. However, these users enjoy swimming outdoors, they are typically looking for consistent use indoors.

Public Input

Ballard*King participated in public presentations along with stakeholder meetings. The feedback received was positive overall as there was recognition the Icabone Pool was well utilized and a new pool would be an asset for the community. The key takeaways concerned the financing of a new facility both from capital/construction and annual operations. While having a pool with recreational features were desired, the need for traditional lap lanes was prevalent.

Operations

All the information gathered to this point is used to develop an operational plan for a proposed facility. It is important to note again, that B*K is an operational and planning firm. As such we provide third party, independent analysis regarding operations, and have no financial gain associated with the facility being built and/or operated.

B*K takes a conservative approach when developing operational plans for proposed facilities. As such the rate structure and penetration rates are not aggressive for the market. While the pool is not new to the market and has enticing features not currently offered, there is a public perception of what it costs for entry and use.

Operation plans were developed for 3 different options:

- Option 1 – Outdoor leisure pool
- Option 2 – Outdoor lap pool and outdoor leisure pool
- Option 3 – Indoor lap pool and outdoor leisure pool

Option 1

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$209,155	\$211,247	\$217,584	\$224,112	\$230,835
Revenue	\$134,250	\$140,963	\$148,011	\$150,971	\$153,990
	(\$74,905)	(\$70,284)	(\$69,574)	(\$73,141)	(\$76,845)
Percentage w/ Capital	64.2%	66.7%	68.0%	67.4%	66.7%
Capital (cumulative)	\$20,000	\$40,000	\$60,000	\$80,000	\$100,000

Option 2

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$285,980	\$288,840	\$297,505	\$306,430	\$315,623
Revenue	\$196,480	\$206,304	\$216,619	\$220,952	\$225,371
	(\$89,500)	(\$82,536)	(\$80,886)	(\$85,479)	(\$90,253)
Percentage w/ Capital	68.7%	71.4%	72.8%	72.1%	71.4%
Capital (cumulative)	\$30,000	\$60,000	\$90,000	\$120,000	\$150,000

Option 3

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$730,604	\$737,910	\$760,047	\$782,848	\$806,334
Revenue	\$391,012	\$410,562	\$431,091	\$439,712	\$448,507
	(\$339,592)	(\$327,347)	(\$328,957)	(\$343,136)	(\$357,827)
Percentage w/ Capital	53.5%	55.6%	56.7%	56.2%	55.6%
Capital (cumulative)	\$50,000	\$100,000	\$150,000	\$200,000	\$250,000

There are ways to close the operational gap, but if one looks at a national average, most stand-alone aquatic facilities have a 50-75% cost recovery range for operational expenses only.

Conclusion

The market conditions suggest support for an outdoor pool. An indoor pool would require substantial annual investment from the community, sponsors and/or donors. The proposed facility, depending on the final program, could differentiate it from any other facility in the region. An outdoor leisure pool and indoor lap pool would be positioned to not only improve the quality of the facilities in the area, but also to enhance the quality of life for residents and become an identifying alternative to the outdoor recreation available.

B. Counsilman-Hunsaker Executive Summary

The R.C. Icabone Swimming Pool, opened in 1966, served Cañon City for 57 years, far exceeding its expected lifespan of 25-30 years. Despite three failed ballot initiatives to repair or replace it, assessments in 2018 and 2019 confirmed the pool had outlived its usefulness, leading to its closure in 2023. An indoor aquatic facility has long been requested by the community through various forms of input and outreach.

Cañon City is looking to invest in a potential future aquatic center to help meet the desires of the community for aquatic programs and experiences. The projected use of the pool(s) is expected to include:

- Learn to swim programs
- Water fitness programs
- Recreational events and activities (including open swim)
- Adult fitness swimming
- Lap swimming
- Competitive swimming practices
- Lifeguard training
- Special events and rentals

To meet the needs of the various aquatic users, each of the explored options incorporate an outdoor pool that would allow for, at minimum, seasonal aquatics in Cañon City. There will be a need for water areas that are deep enough to accommodate competition swimming and diving, deep water fitness, and recreational swimming. Shallow water will be needed for recreational swim, swimming lesson programs, and other fitness programming. This would be achieved through the design of an appropriate depth profile to accommodate activities in 3 ½ feet of water to a water depth of 7 feet, with the possibility of a water depth of 12 feet if 1-meter diving is included as a part of the program.

All three of the options would prove to be a valued asset for the community of Cañon City. The outdoor, seasonal aquatic center with the zero-beach entry, children's play area, and waterslides allows for a wide array of activities for the community and region. Coupled with the lap pool, the swimming pools would have a multifaceted offering for a variety of users. Incorporating both of these pools will help to meet the needs of the wellness, recreational, instructional, and competitive needs of the community on a seasonal basis.

The indoor aquatic center would allow for year-round swimming and aquatic programs and would allow for adequate daily swimmer capacity associated with competitive swimming, instructional programs, wellness and fitness aquatic opportunities for the community of Cañon City. Despite growth within the City's competitive swimming youth, these opportunities are not currently available, even seasonally, since the closure of the R.C. Icabone Pool in 2023



Capital costs for the new outdoor aquatic center are projected at \$9.8M to \$12.8M for the outdoor options. Moving the 6-lane, 25-yard lap pool indoors is projected at 24.8M.

Each year Recreation Management Magazine releases their annual "State of Aquatics" issue that details the latest trends in aquatic operations. Their survey data shows that 70% to 80% of aquatic facilities are subsidized, typically via a municipal or City general fund. Dependent on the type of aquatic facility built, the range of subsidy could vary based on facility schedules, rental rates, admission rates, and types of memberships offered. Outdoor seasonal aquatic centers historically have recovered more of their expenses through revenue than indoor aquatic centers.

Given the current construction climate, close attention should be paid to the rising cost of construction and materials for aquatic center projects. The study estimate has included one year of escalation at 5% to account for the timing of construction compared to the current year. A project of this scale could have a design phase that lasts 6 to 9 months that would place the earliest groundbreaking in the late-summer or early-fall of 2025, assuming funding is secured and that the project is given approval to move forward.

Comparison Chart

	Icabone	Option 1	Option 2	Option 3
Estimated Project Cost	N/A	9.8 M	12.8 M	24.8 M
Lap Pool Square Footage	4,455	×	4,500	4,500
Recreation Pool Square Footage	600	5,000	3,000	3,000
Days of Operation	100	100	100	365
Expected Lifespan	25-30 Years (lasted 57 years)	30-40+ Years	30-40+ Years	50-100+ Years (Indoor) 30-40+ Years (Outdoor)
Program Capacity Increase	N/A	×	✓	✓
Square Footage of Water Increase	N/A	×	✓	✓
Open Year Round	×	×	×	✓
Separate Water Temperatures	×	×	✓	✓
Swim Team	✓ Seasonal	×	✓ Seasonal	✓ Year-Round
Swim Meets	✓ Seasonal	×	✓ Seasonal	✓ Year-Round Meets
Swim Lessons	✓ Seasonal	✓ Seasonal - less than Icabone	✓ Seasonal	✓ Year-Round
Adult Lap Swim	✓ Seasonal	✓ Seasonal (less capacity than Icabone)	✓ Seasonal (more capacity than Icabone)	✓ Year-Round
Kayak Roll Lessons	✓ Seasonal			✓ Year-Round



2 - MARKET ANALYSIS

A. Market Demographics

Demographic Analysis

Ballard*King & Associates (B*K) has been contracted by OLC to complete a market assessment for Cañon City Recreation and Park District and City of Cañon City, Colorado for a pool/aquatic center to replace the R.C. Icabone Swimming Pool. The first step to complete this scope of work is to determine service areas for analysis and recreation/leisure activities.

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2020 Census data and their demographers for 2023-2028 projections. In addition to demographics, ESRI also provides data on housing, recreation, and entertainment spending and adult participation in activities. B*K also uses information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in various activities.

Service Areas:

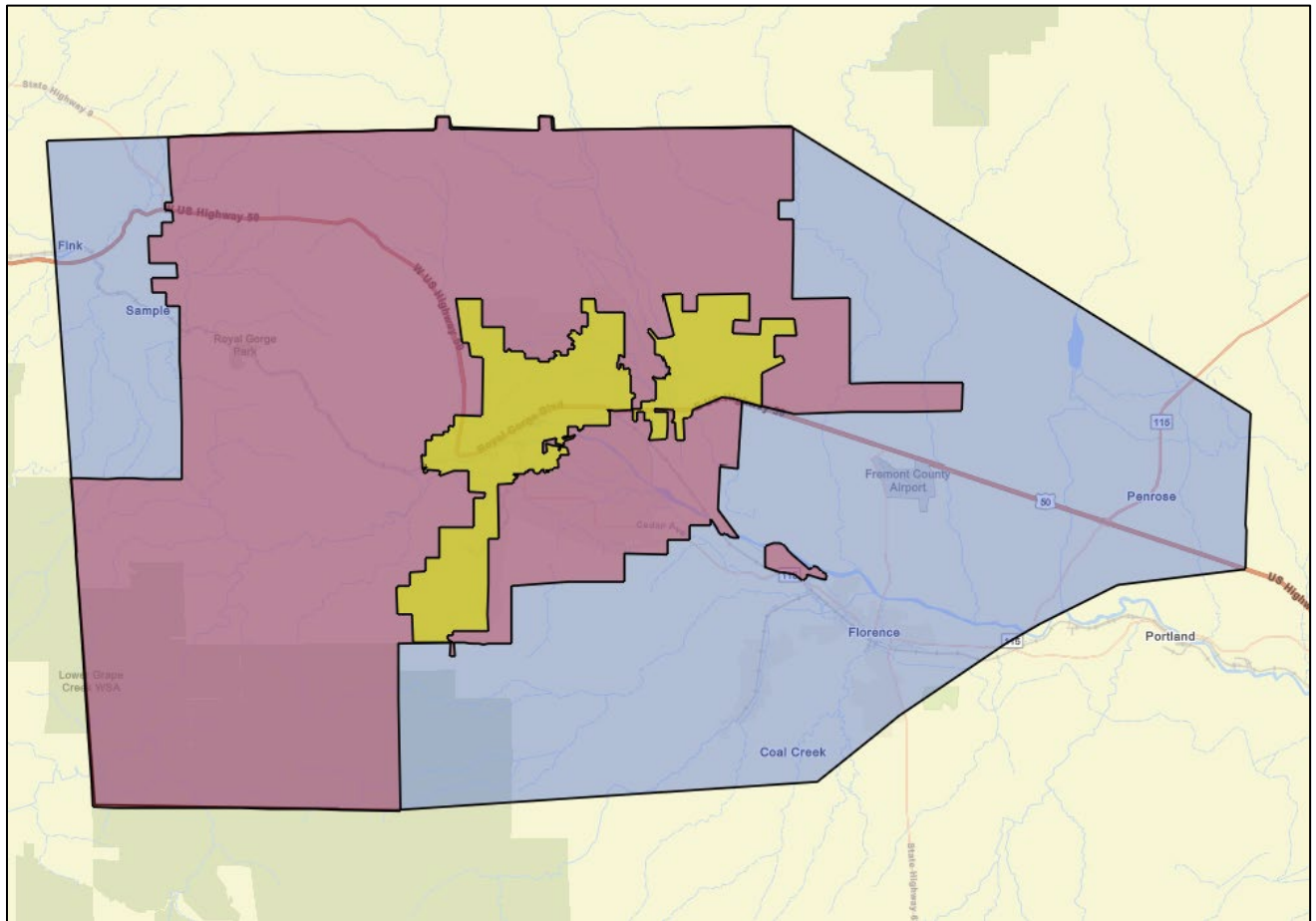
The information provided includes the basic demographics and data for the Immediate Service Area (Cañon City), the Primary Service Area (Cañon City Area Recreation and Park District) and the Secondary Area, with comparison data for the State of Colorado and the United States. The Secondary Service Area is an approximately 15-minute drive from potential pool sites.

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

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

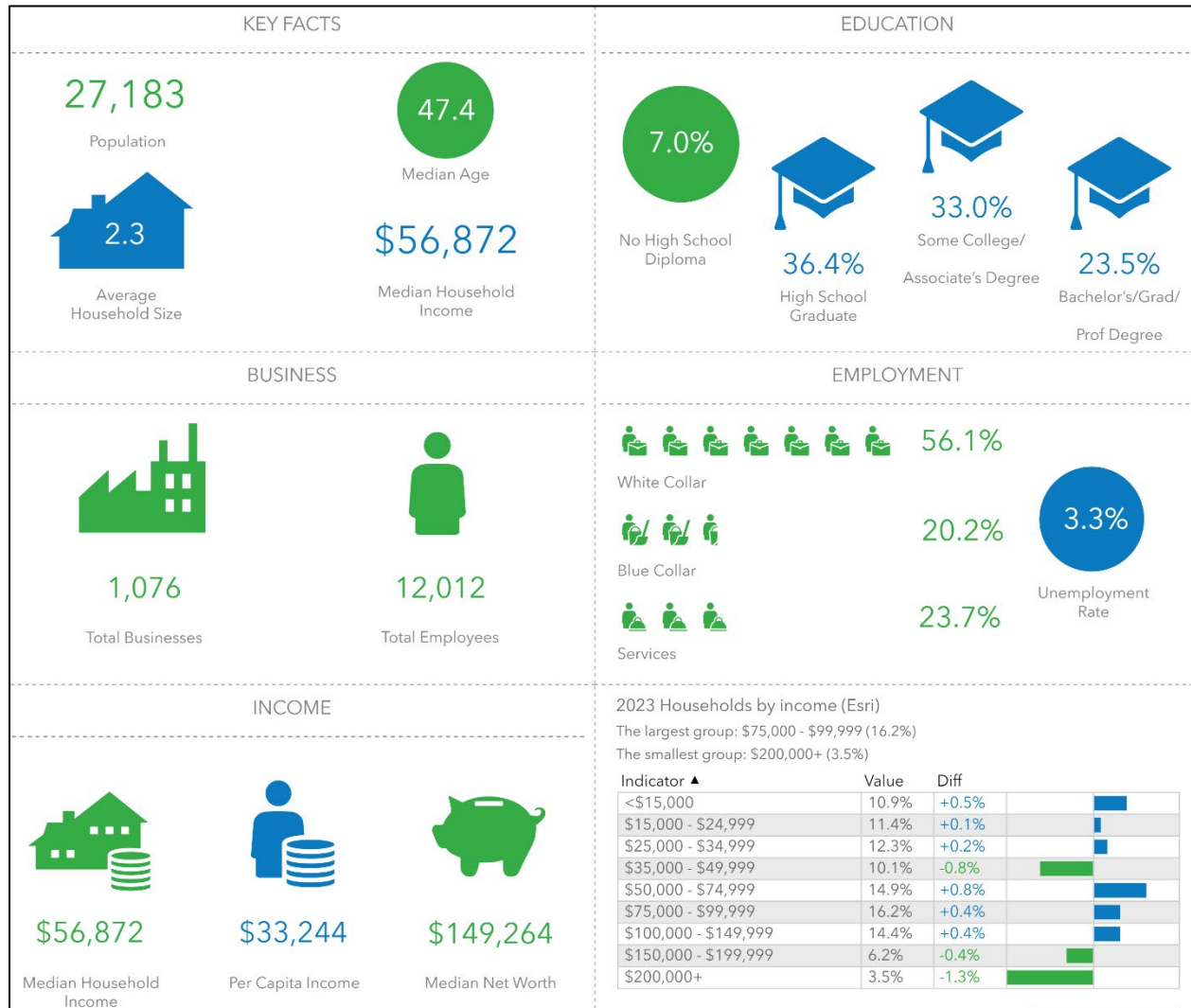
Service areas can vary in size with the types of components in the facility.

Service Area Map



- Yellow Boundary – Immediate Service Area (Cañon City)
- Red Boundary – Primary Service Area (Cañon City Area Recreation and Park District)
- Blue Boundary – Secondary Service Area (15-minute drive time to pool sites)

Infographic



Households by Income comparison uses the Primary Service Area and compares it to Fremont County.

Demographic Summary

	Immediate Service Area	Primary Service Area	Secondary Service Area
Population:			
2020 Census	17,141 ¹	26,575 ²	35,426 ³
2023 Estimate	17,479	27,183	36,137
2028 Estimate	17,741	27,604	36,653
Households:			
2020 Census	7,107	11,051	14,699
2023 Estimate	7,368	11,434	15,179
2028 Estimate	7,622	11,818	15,673
Families:			
2020 Census	4,445	6,810	9,050
2023 Estimate	4,339	7,062	9,557
2028 Estimate	4,462	7,286	9,850
Average Household Size:			
2020 Census	2.20	2.26	2.28
2023 Estimate	2.20	2.26	2.28
2028 Estimate	2.16	2.22	2.24
Ethnicity (2023 Estimate):			
Hispanic	11.1%	10.7%	11.0%
White	84.9%	85.5%	85.1%
Black	1.7%	1.3%	1.1%
American Indian	1.2%	1.2%	1.3%
Asian	0.8%	0.7%	0.6%
Pacific Islander	0.1%	0.1%	0.1%
Other	4.0%	3.4%	3.4%
Multiple	7.4%	7.9%	8.5%
Median Age:			
2020 Census	44.4	45.0	44.8
2023 Estimate	46.4	47.4	47.3
2028 Estimate	46.3	47.3	47.4
Median Income:			
2023 Estimate	\$54,471	\$56,872	\$56,913
2028 Estimate	\$63,212	\$67,955	\$67,722

¹ From the 2010-2020 Census, the Immediate Service Area experienced a 0.3% increase in population.

² From the 2010-2020 Census, the Primary Service Area experienced a 0.6% increase in population.

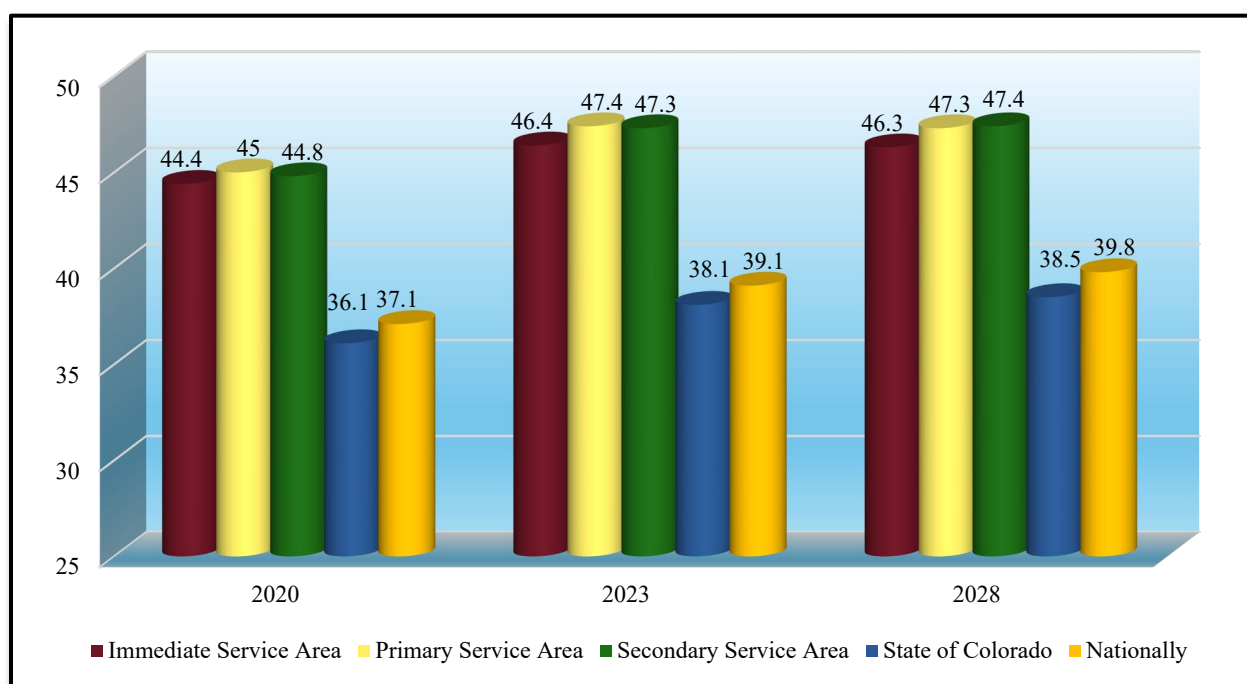
³ From the 2010-2020 Census, the Secondary Service Area experienced a 0.3% increase in population.

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

Table A – Median Age:

	2020 Census	2023 Projection	2028 Projection
Immediate Service Area	44.4	46.4	46.3
Primary Service Area	45.0	47.4	47.3
Secondary Service Area	44.8	47.3	47.4
State of Colorado	36.1	38.1	38.5
National	37.1	39.1	39.8

Chart A – Median Age:



The median age in the Immediate, Primary and Secondary Service Areas is higher than the State of Colorado and the National number. A lower median age typically points to the presence of families with children. Parks and recreation activities, programs and events draw a large demographic but tend to be most popular with youth and their parents. Grandparents are becoming an increasing part of the household though, as they care for and are involved with their grandchildren.

The following chart provides the number of households and percentage of households in the each of the Service Areas with children.

Table B – Households w/ Children

	Number of Households w/ Children	Percentage of Households w/ Children
Immediate Service Area	1,838	24.4%
Primary Service Area	2,698	24.0%
Secondary Service Area	3,510	24.1%
State of Colorado	-	29.9%

The information contained in Table-B helps further outline the presence of families with children. As a point of comparison in the 2023 USA Projection, 30.6% of households nationally had children present.

Median Age by Census Block Group Map

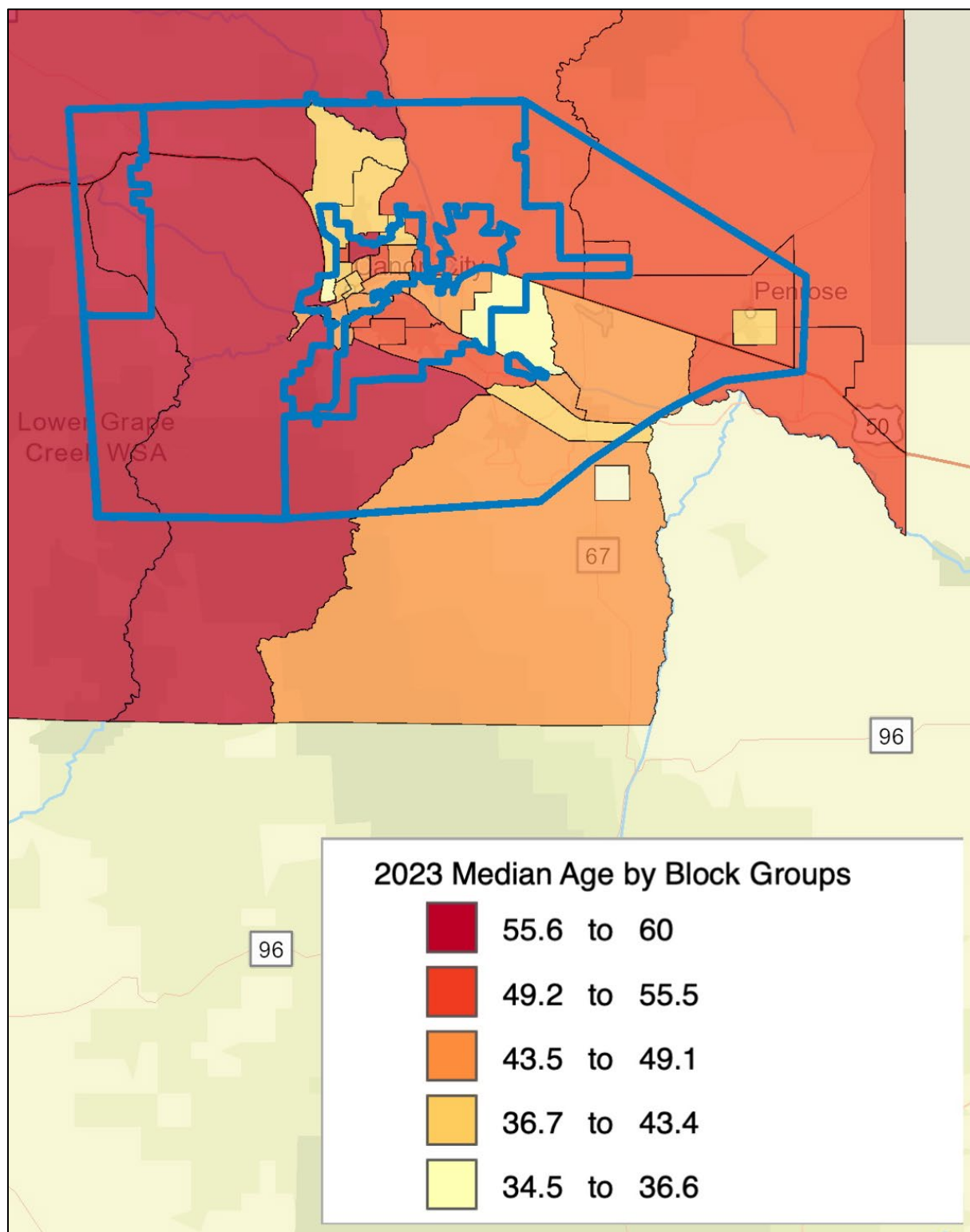
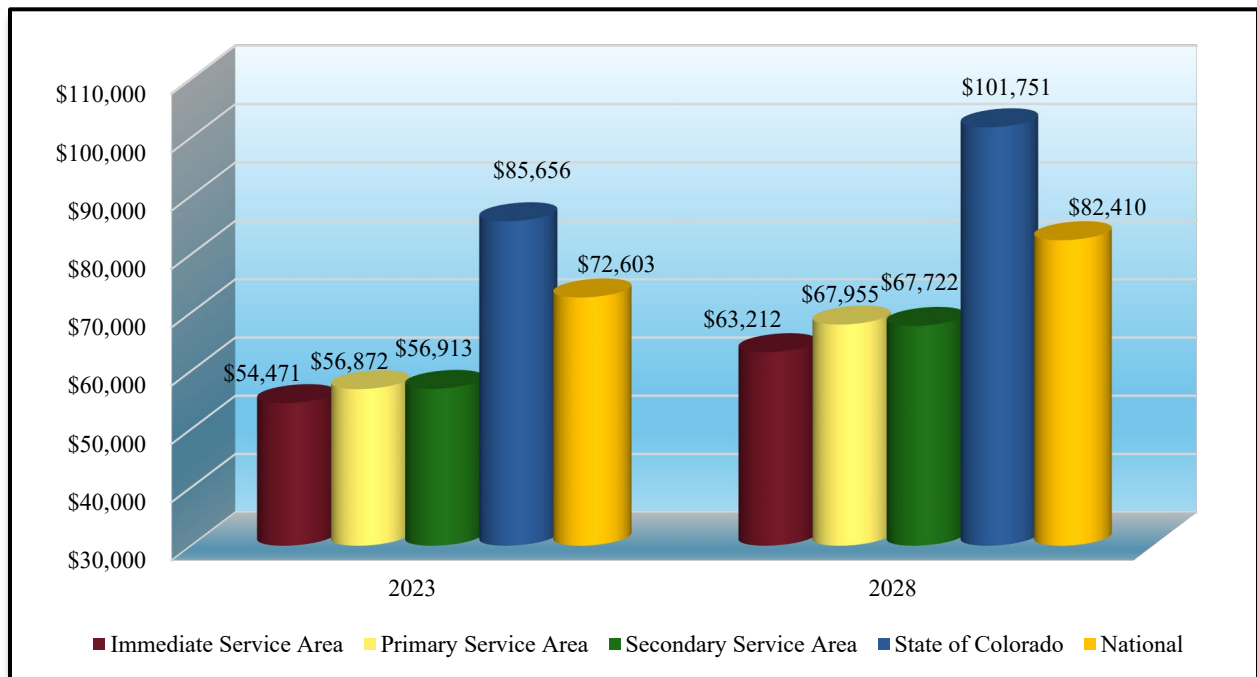


Table C – Median Household Income:

	2023 Projection	2028 Projection
Immediate Service Area	\$54,471	\$63,212
Primary Service Area	\$56,872	\$67,955
Secondary Service Area	\$56,913	\$67,722
State of Colorado	\$85,656	\$101,751
National	\$72,603	\$82,410

Chart C (1) – Median Household Income:



Based on 2023 projections for median household income the following narrative describes the service area:

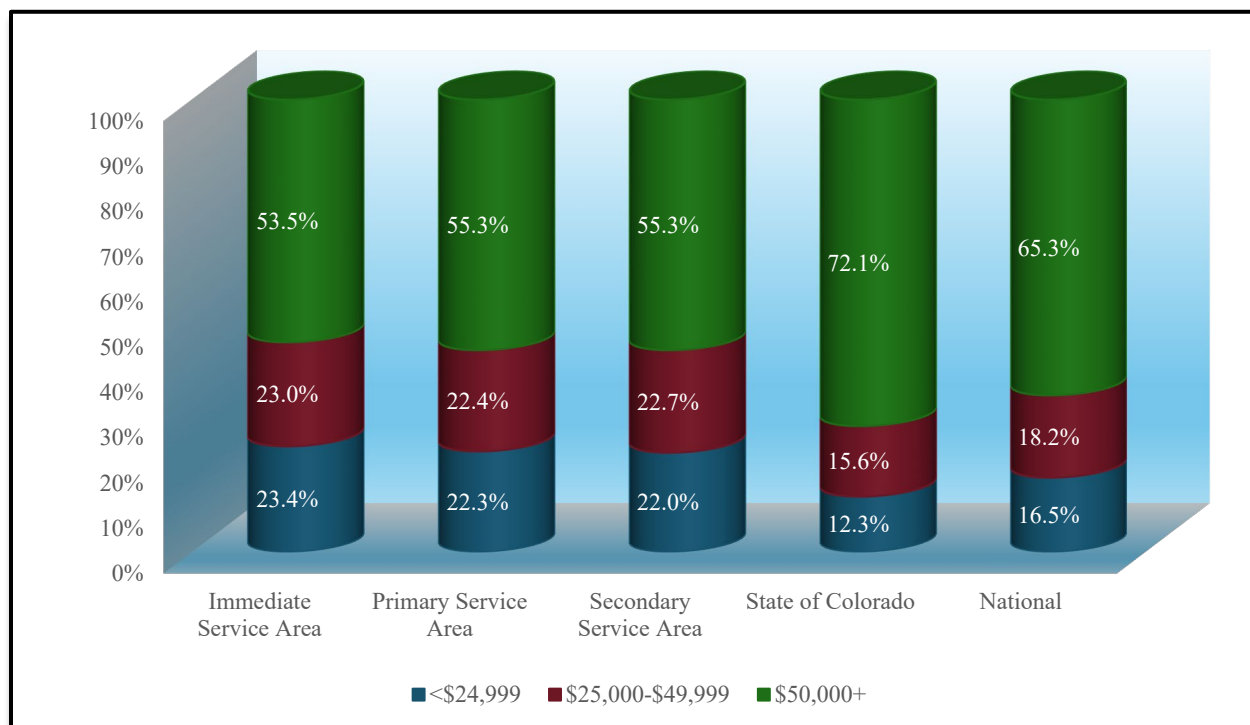
In the Immediate Service Area, the percentage of households with median income over \$50,000 per year is 53.5% compared to 61.6% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 23.4% compared to a level of 18.0% nationally.

In the Primary Service Area, the percentage of households with median income over \$50,000 per year is 55.3% compared to 61.6% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 22.3% compared to a level of 18.0% nationally.

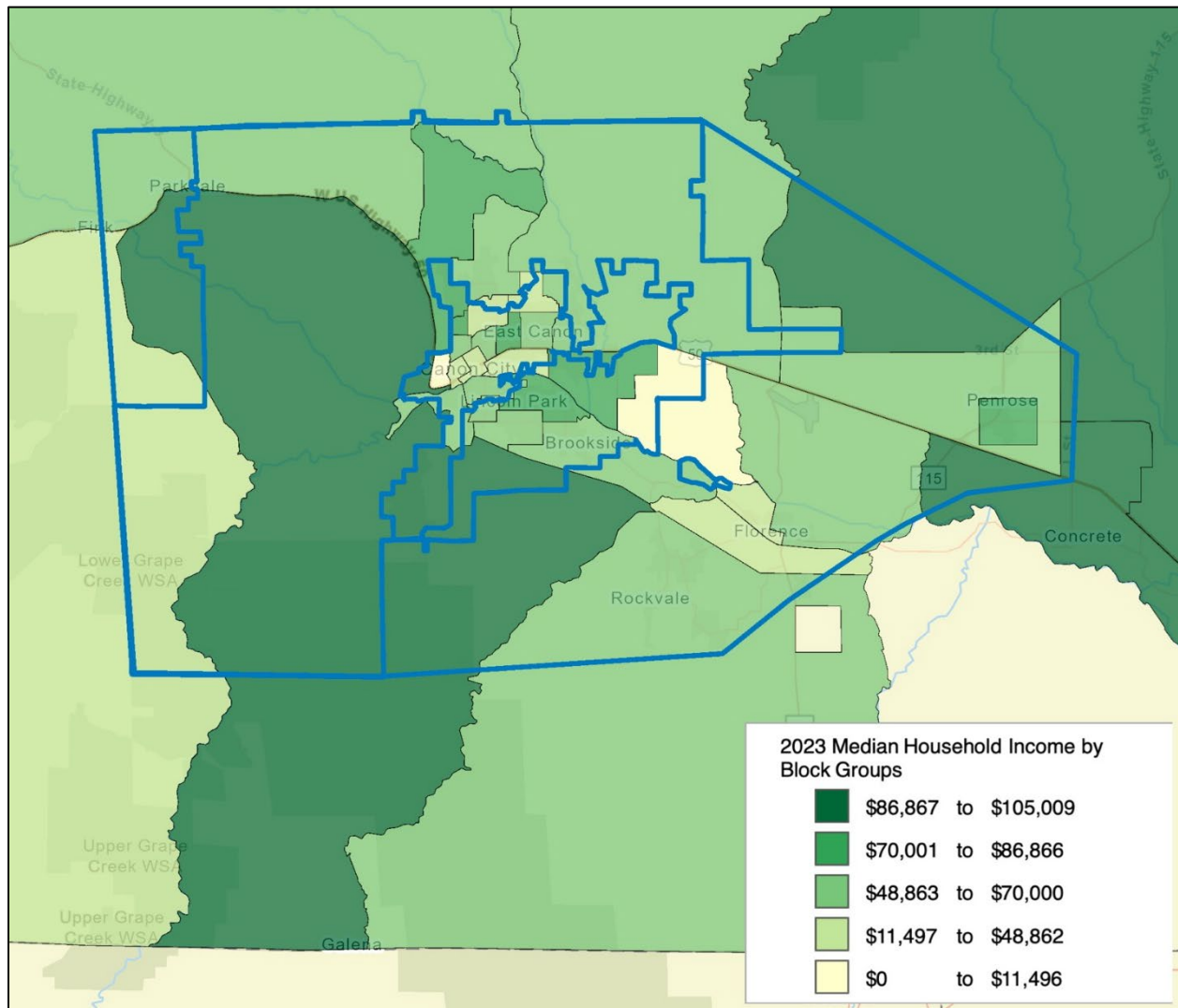
In the Secondary Service Area, the percentage of households with median income over \$50,000 per year is 55.3% compared to 61.6% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 22.0% compared to a level of 18.0% nationally.

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

Chart C (2) – Median Household Income Distribution



Household Income by Census Block Group Map



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

Table D – Household Budget Expenditures⁴:

Immediate Service Area	SPI	Average Amount Spent	Percent
Housing	70	\$21,310.62	32.7%
<i>Shelter</i>	69	\$16,982.62	26.1%
<i>Utilities, Fuel, Public Service</i>	75	\$4,328.00	6.6%
Entertainment & Recreation	72	\$2,739.02	4.2%

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	73	\$22,234.60	32.7%
<i>Shelter</i>	72	\$17,749.88	26.1%
<i>Utilities, Fuel, Public Service</i>	77	\$4,484.71	6.6%
Entertainment & Recreation	76	\$2,856.76	4.2%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	72	\$22,166.84	32.5%
<i>Shelter</i>	71	\$17,597.93	25.8%
<i>Utilities, Fuel, Public Service</i>	79	\$4,568.91	6.7%
Entertainment & Recreation	77	\$2,902.79	4.3%

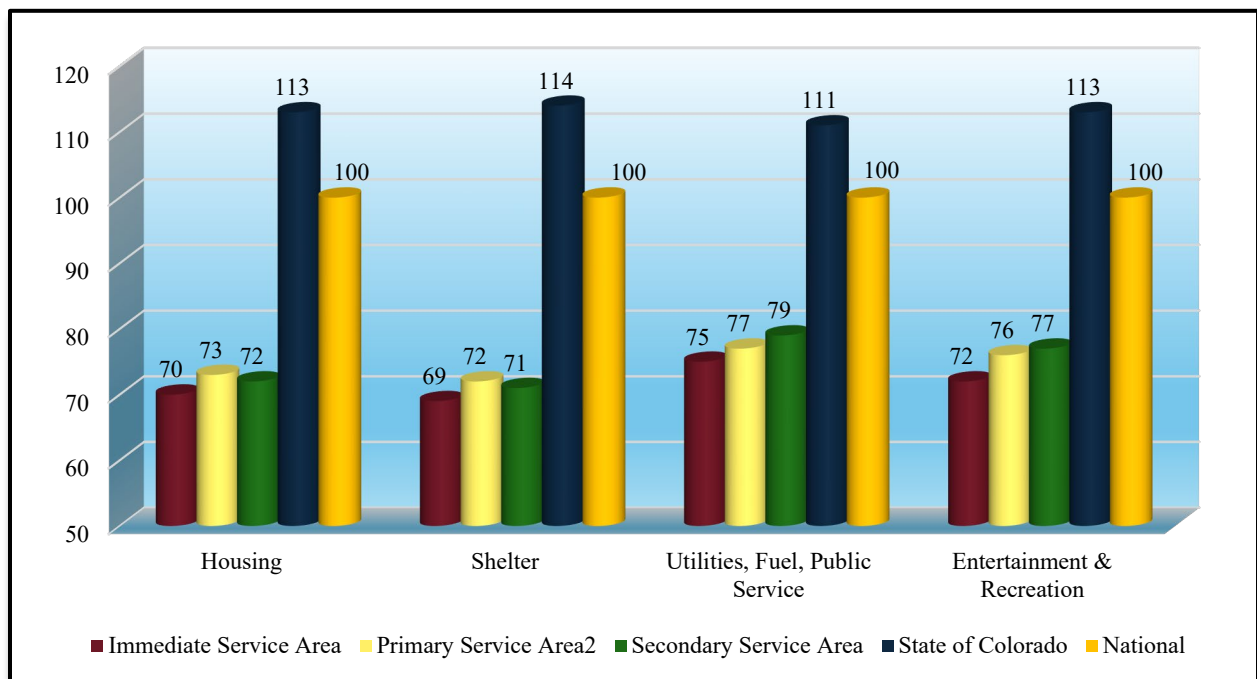
State of Colorado	SPI	Average Amount Spent	Percent
Housing	113	\$34,658.63	33.3%
<i>Shelter</i>	114	\$28,194.01	27.1%
<i>Utilities, Fuel, Public Service</i>	111	\$6,464.62	6.2%
Entertainment & Recreation	113	\$4,266.24	4.1%

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

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

⁴ Consumer Spending data are derived from the 2019 and 2021 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2023 and 2028.

Chart D – Household Budget Expenditures Spending Potential Index:



The consistency between the median household income and the household budget expenditures is important. It also points to the fact that compared to a National level the dollars available, the money being spent in the Immediate, Primary and Secondary Service Areas is lower. This could point to the ability to pay for programs and services offered at a recreation facility of any variety.

The total number of housing units in the Immediate Service Area is 7,631 and 93.1% are occupied, or 7,107 housing units. The total vacancy rate for the service area is 8.0%. As a comparison, the vacancy rate nationally was 11.6%. Of the available units:

- For Rent 0.1%
- Rented, not Occupied 0.0%
- For Sale 0.9%
- Sold, not Occupied 0.2%
- For Seasonal Use 4.9%
- Other Vacant 2.3%

The total number of housing units in the Primary Service Area is 11,846 and 93.1% are occupied, or 11,028 housing units. The total vacancy rate for the service area is 7.0%. As a comparison, the vacancy rate nationally was 11.6%. Of the available units:

- For Rent 0.5%
- Rented, not Occupied 0.0%
- For Sale 0.7%
- Sold, not Occupied 0.2%
- For Seasonal Use 4.0%
- Other Vacant 2.3%

The total number of housing units in the Secondary Service Area is 15,801 and 92.8% are occupied, or 14,662 housing units. The total vacancy rate for the service area is 9.0%. As a comparison, the vacancy rate nationally was 11.6%. Of the available units:

- For Rent 0.7%
- Rented, not Occupied 0.0%
- For Sale 0.8%
- Sold, not Occupied 0.2%
- For Seasonal Use 4.6%
- Other Vacant 2.3%

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

Table E – Recreation Expenditures Spending Potential Index⁵:

Immediate Service Area	SPI	Average Spent
Fees for Participant Sports	67	\$80.00
Fees for Recreational Lessons	56	\$81.57
Social, Recreation, Club Membership	66	\$182.94
Exercise Equipment/Game Tables	61	\$59.67
Other Sports Equipment	77	\$8.58

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	71	\$84.97
Fees for Recreational Lessons	61	\$87.79
Social, Recreation, Club Membership	70	\$193.88
Exercise Equipment/Game Tables	64	\$62.78
Other Sports Equipment	83	\$9.21

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	69	\$83.07
Fees for Recreational Lessons	59	\$86.25
Social, Recreation, Club Membership	69	\$190.61
Exercise Equipment/Game Tables	63	\$61.26
Other Sports Equipment	91	\$10.09

State of Colorado	SPI	Average Spent
Fees for Participant Sports	115	\$138.02
Fees for Recreational Lessons	116	\$168.04
Social, Recreation, Club Membership	114	\$317.14
Exercise Equipment/Game Tables	124	\$120.66
Other Sports Equipment	109	\$12.18

Average Amount Spent:

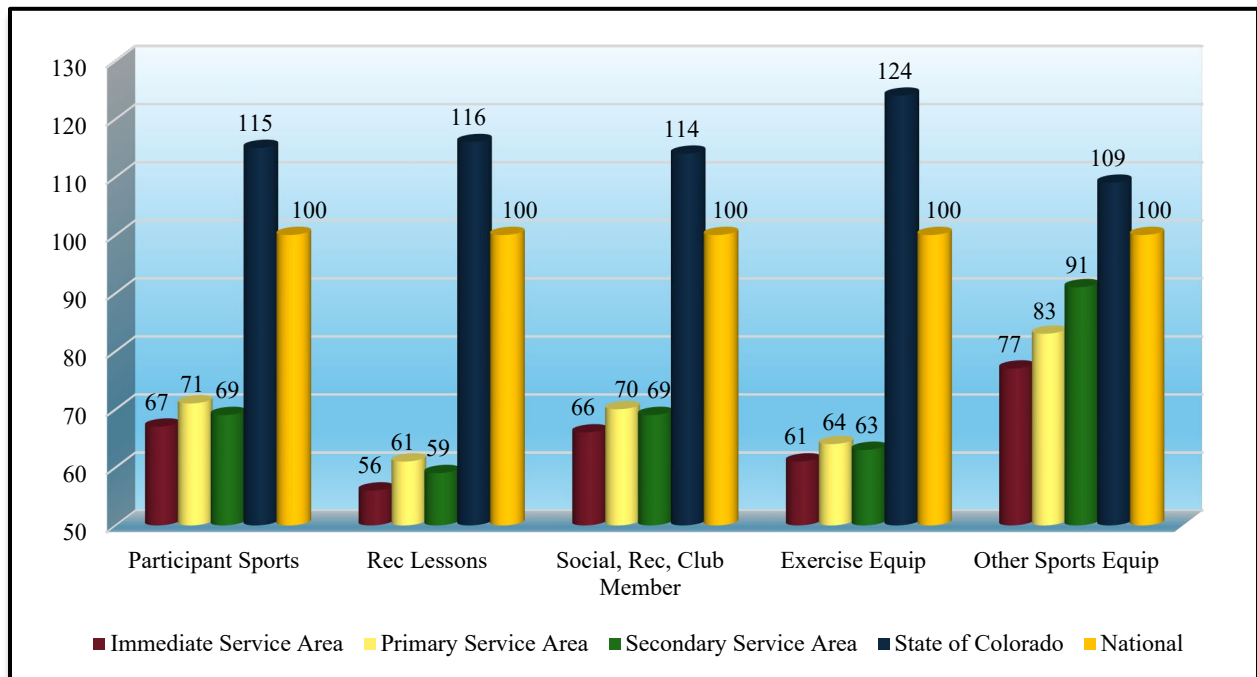
The average amount spent for the service or item in a year.

SPI:

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

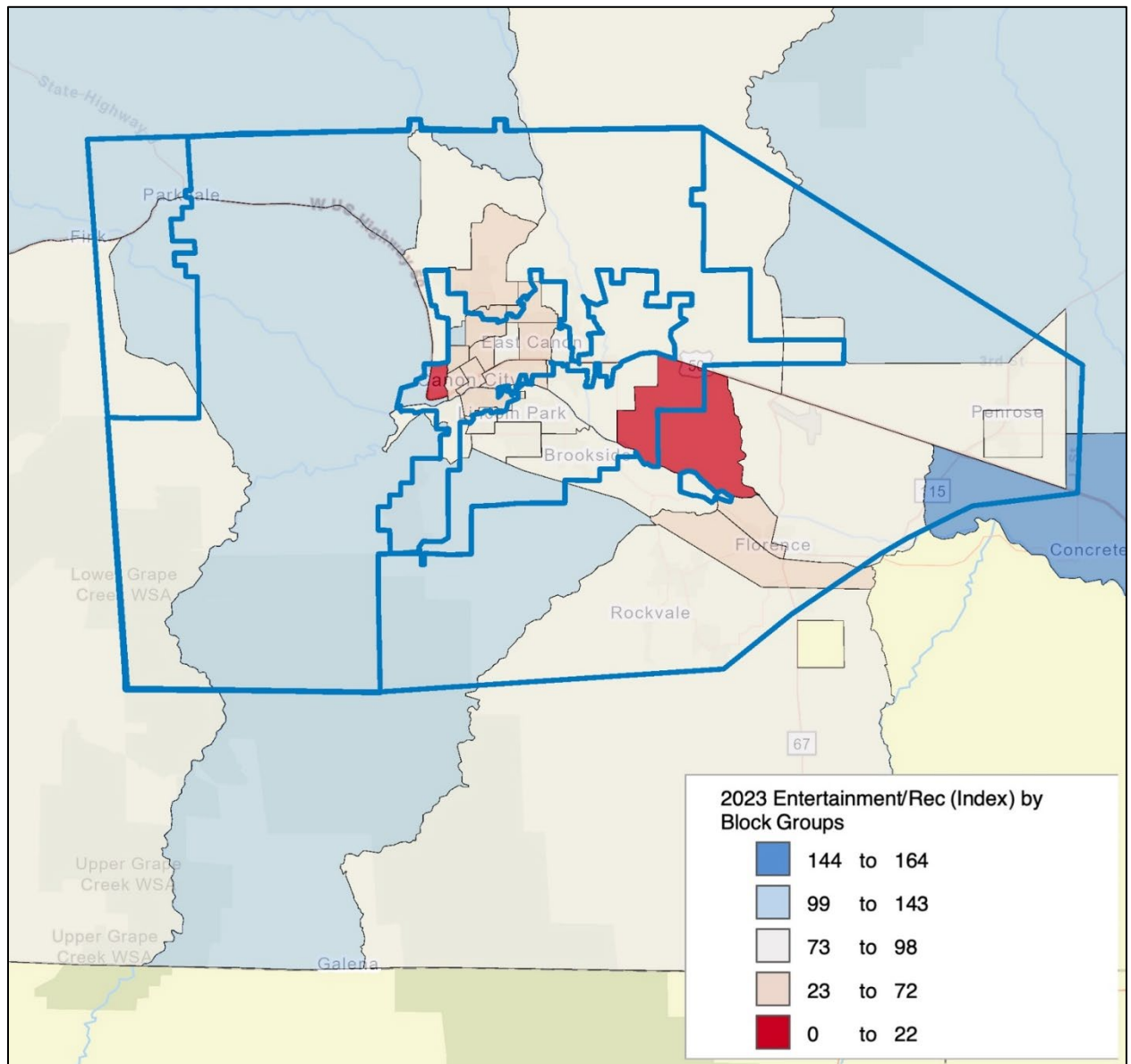
⁵ Consumer Spending data are derived from the 2019 and 2021 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Chart E – Recreation Spending Potential Index:



Again, there is a great deal of consistency between median household income, household budget expenditures and now recreation and spending potential.

Recreation Spending Potential Index by Census Block Group Map



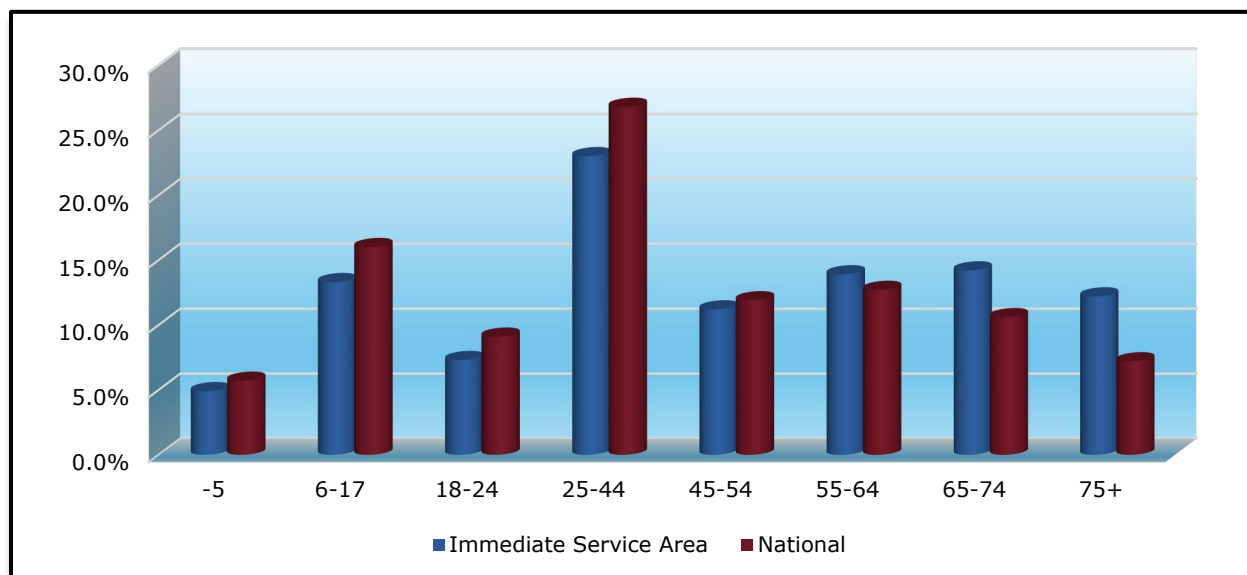
Population Distribution by Age: Utilizing census information for each of the Service Areas, the following comparisons are possible.

Table F – 2023 Immediate Service Area Age Distribution (ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	855	4.9%	5.7%	-0.8%
5-17	2,326	13.3%	16.0%	-2.7%
18-24	1,279	7.3%	9.1%	-1.8%
25-44	4,018	23.0%	26.8%	-3.8%
45-54	1,961	11.2%	11.9%	-0.7%
55-64	2,425	13.9%	12.7%	+1.2%
65-74	2,475	14.2%	10.6%	+3.6%
75+	2,140	12.2%	7.2%	+5.0%

Population: 2023 census estimates in the different age groups in the Immediate Service Area.
% of Total: Percentage of the Immediate Service Area population in the age group.
National Population: Percentage of the national population in the age group.
Difference: Percentage difference between the Immediate Service Area population and the national population.

Chart F – 2023 Immediate Service Area Age Group Distribution



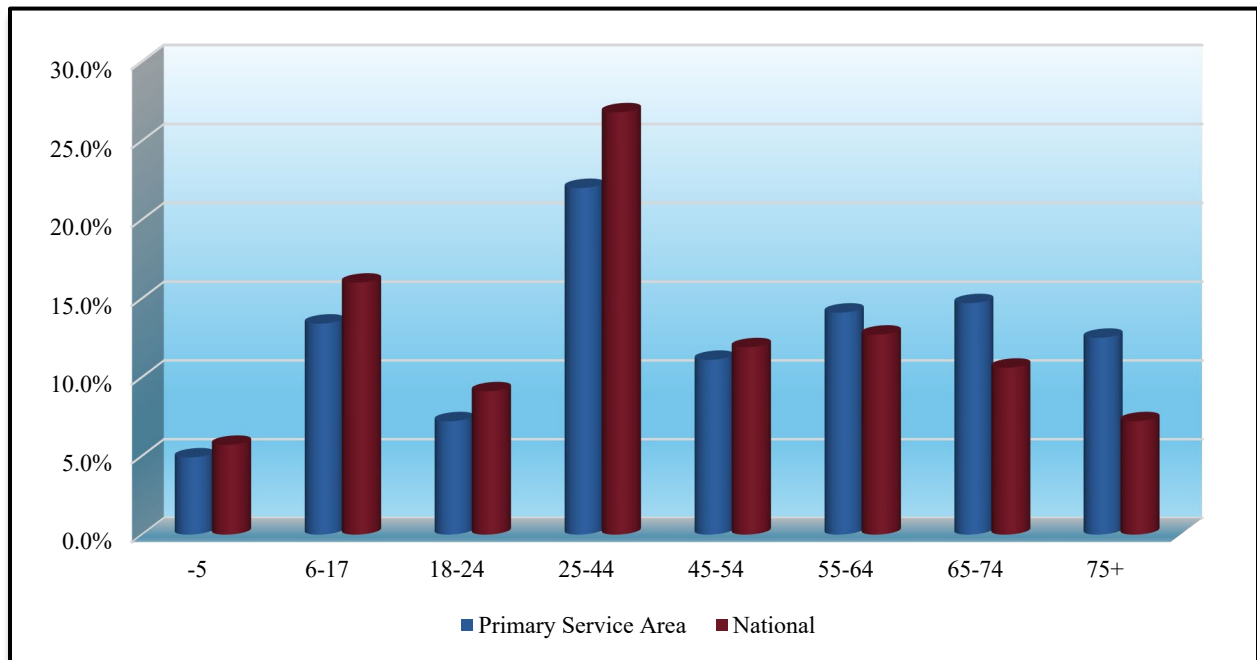
The demographic makeup of the Immediate Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a smaller population in all age groups under 55. The greatest positive variance is in the 75+ age group with +5.0%, while the greatest negative variance is in the 25-44 age group with -3.8%.

Table G – 2023 Primary Service Area Age Distribution (ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	1,326	4.9%	5.7%	-0.8%
5-17	3,657	13.4%	16.0%	-2.6%
18-24	1,954	7.2%	9.1%	-1.9%
25-44	5,974	22.0%	26.8%	-4.8%
45-54	3,016	11.1%	11.9%	-0.8%
55-64	3,840	14.1%	12.7%	+1.4%
65-74	4,006	14.7%	10.6%	+4.1%
75+	3,409	12.5%	7.2%	+5.3%

Population: 2023 census estimates in the different age groups in the Primary Service Area.
% of Total: Percentage of the Primary Service Area population in the age group.
National Population: Percentage of the national population in the age group.
Difference: Percentage difference between the Primary Service Area population and the national population.

Chart G – 2023 Primary Service Area Age Group Distribution



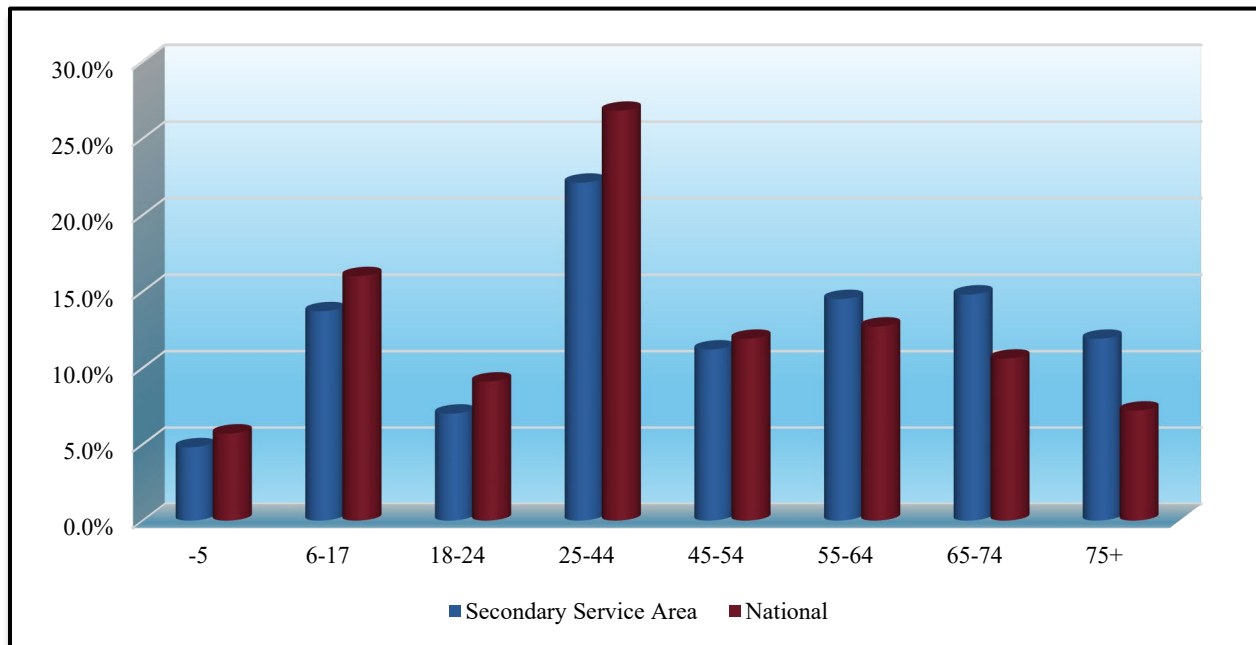
The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a smaller population in all the age groups under 55. The greatest positive variance is in the 75+ age group with +5.3%, while the greatest negative variance is in the 25-44 age group with -4.8%.

Table H– 2023 Secondary Service Area Age Distribution (ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	1,741	4.8%	5.7%	-0.9%
5-17	4,935	13.7%	16.0%	-2.3%
18-24	2,529	7.0%	9.1%	-2.1%
25-44	7,975	22.1%	26.8%	-4.7%
45-54	4,058	11.2%	11.9%	-0.7%
55-64	5,254	14.5%	12.7%	+1.8%
65-74	5,333	14.8%	10.6%	+4.2%
75+	4,311	11.9%	7.2%	+4.7%

Population: 2023 census estimates in the different age groups in the Secondary Service Area.
% of Total: Percentage of the Secondary Service Area population in the age group.
National Population: Percentage of the national population in the age group.
Difference: Percentage difference between the Secondary Service Area population and the national population.

Chart H – 2023 Secondary Service Area Age Group Distribution



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a smaller population in all the age groups under 55. The greatest positive variance is in the 75+ age group with +4.7%, while the greatest negative variance is in the 25-44 age group with -4.7%.

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

Table I – 2023 Immediate Service Area Population Estimates (U.S. Census Information and ESRI)

Ages	2020 Census	2023 Projection	2028 Projection	Percent Change	Percent Change Nat'l
-5	1,002	855	940	-6.2%	-9.1%
5-17	2,516	2,326	2,329	-7.4%	-8.2%
18-24	1,276	1,279	1,303	+2.1%	-7.7%
25-44	3,891	4,018	4,054	+4.2%	+3.6%
45-54	2,528	1,961	1,858	-26.5%	-16.5%
55-64	2,323	2,425	2,203	-5.2%	+1.7%
65-74	1,793	2,475	2,554	+42.4%	+61.3%
75+	1,809	2,140	2,500	+38.2%	+51.1%

Chart I – Immediate Service Area Population Growth

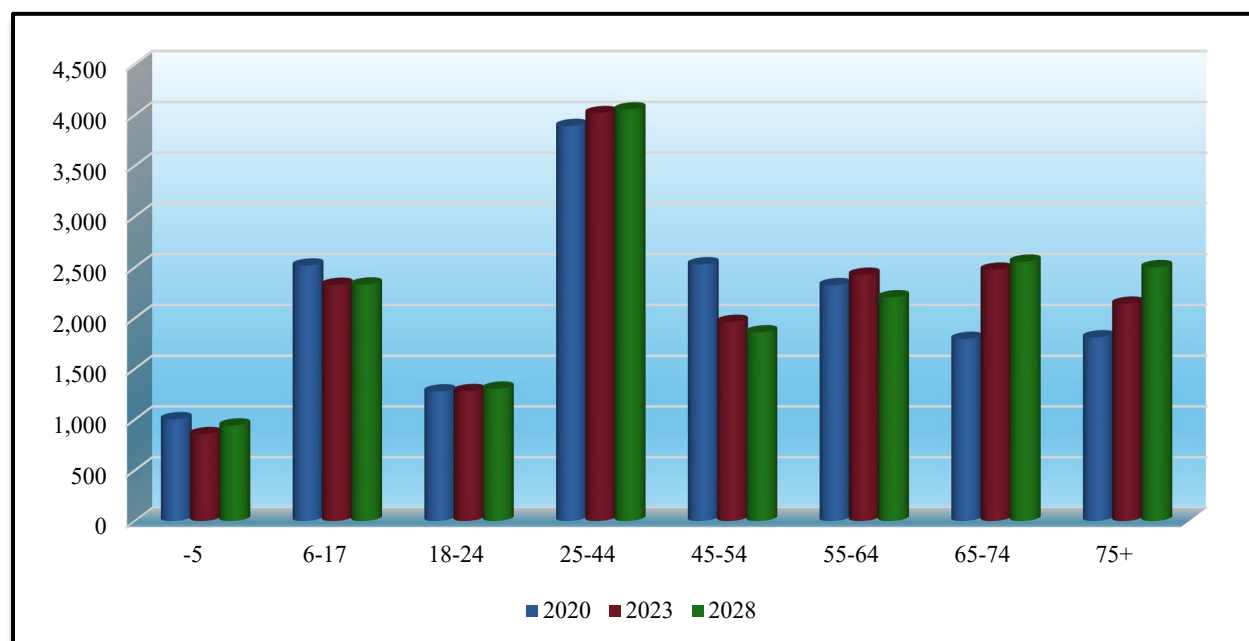


Table-I illustrates the growth or decline in age group numbers from the 2020 census until the year 2028. It is projected that age categories 18-24, 25-44, 65-74 and 75+ will see an increase in population. The population of the United States is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Table J– 2023 Primary Service Area Population Estimates (U.S. Census Information and ESRI)

Ages	2020 Census	2023 Projection	2028 Projection	Percent Change	Percent Change Nat'l
-5	1,504	1,326	1,395	-7.2%	-9.1%
5-17	4,050	3,657	3,705	-8.5%	-8.2%
18-24	1,954	1,954	1,918	-1.8%	-7.7%
25-44	5,785	5,974	6,130	+6.0%	+3.6%
45-54	3,914	3,016	2,856	-27.0%	-16.5%
55-64	3,790	3,840	3,507	-7.5%	+1.7%
65-74	2,880	4,006	4,096	+42.2%	+61.3%
75+	2,708	3,409	3,994	+47.5%	+51.1%

Chart J – Primary Service Area Population Growth

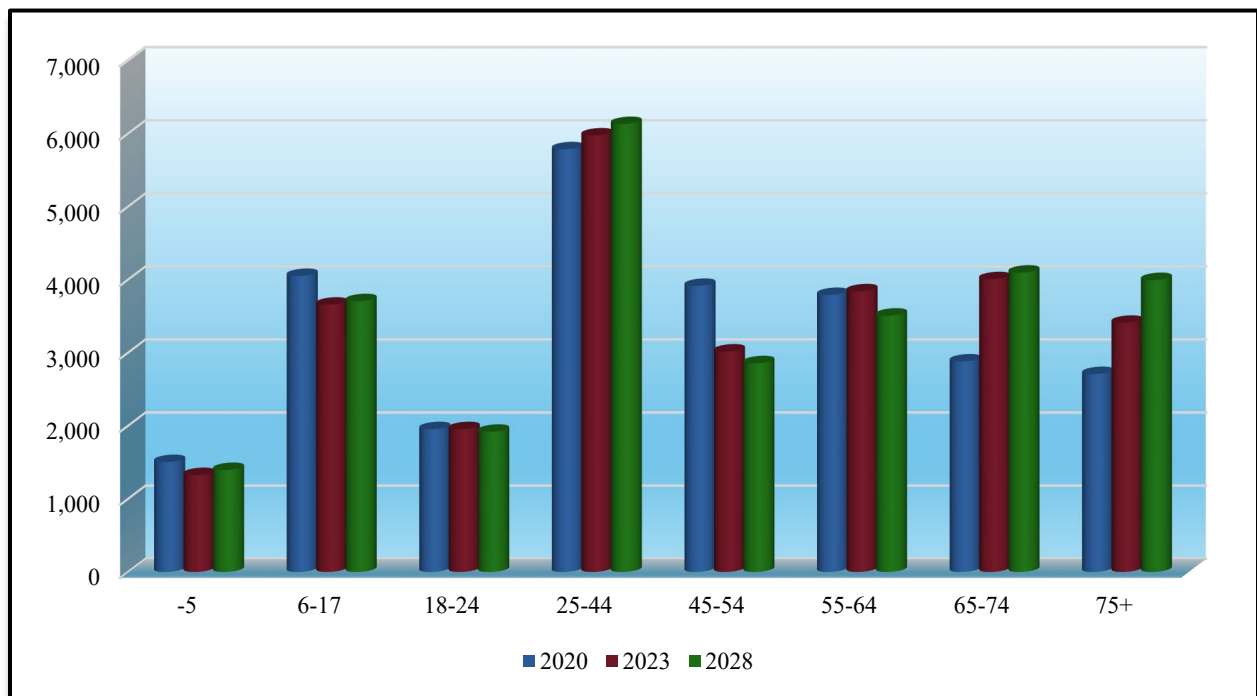


Table-J illustrates the growth or decline in age group numbers from the 2020 census until the year 2028. It is projected that age categories 25-44, 65-74 and 75+ will see an increase in population. The population of the United States is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Table K – 2023 Secondary Service Area Population Estimates (U.S. Census Information and ESRI)

Ages	2020 Census	2023 Projection	2028 Projection	Percent Change	Percent Change Nat'l
-5	1,987	1,741	1,814	-8.7%	-9.1%
5-17	5,585	4,935	5,004	-10.4%	-8.2%
18-24	2,562	2,529	2,443	-4.6%	-7.7%
25-44	7,666	7,975	8,106	+5.7%	+3.6%
45-54	5,310	4,058	3,890	-26.7%	-16.5%
55-64	5,162	5,254	4,782	-7.4%	+1.7%
65-74	3,759	5,333	5,469	+45.5%	+61.3%
75+	3,397	4,311	5,145	+51.5%	+51.1%

Chart K – Secondary Service Area Population Growth

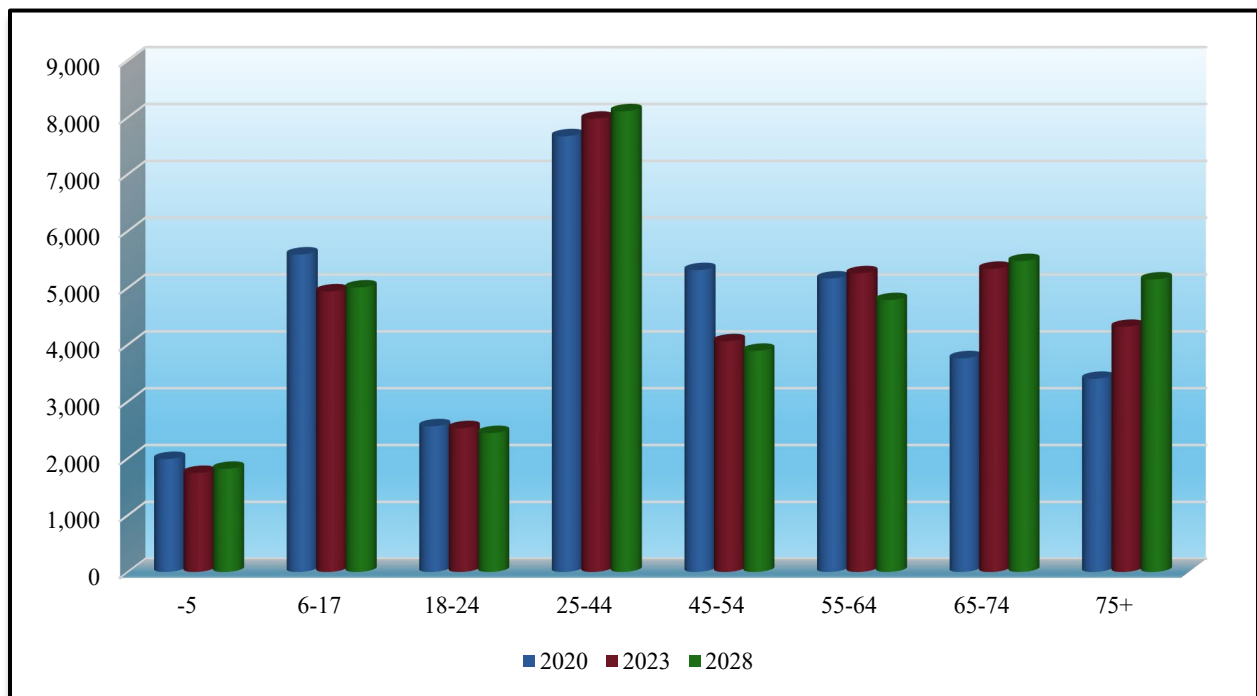


Table-K illustrates the growth or decline in age group numbers from the 2020 census until the year 2028. It is projected that age categories 25-44, 65-74 and 75+ will see an increase in population. The population of the United States is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Below is listed the distribution of the population by race and ethnicity for each Service Area for 2023 population projections. Those numbers were developed from 2020 Census Data.

Table L – Immediate Service Area Ethnic Population and Median Age 2023

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of CO Population
Hispanic	1,934	32.5	11.1%	22.4%

Table M – Immediate Service Area by Race and Median Age 2023 (Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of CO Population
White	14,840	48.9	84.9%	69.9%
Black	291	41.4	1.7%	4.2%
American Indian	213	41.0	1.2%	1.3%
Asian	135	42.1	0.8%	3.6%
Pacific Islander	13	63.8	0.1%	0.2%
Other	699	35.7	4.0%	8.2%
Multiple	1,288	28.6	7.4%	12.6%

2023 Immediate Service Area Total Population:

17,479 Residents

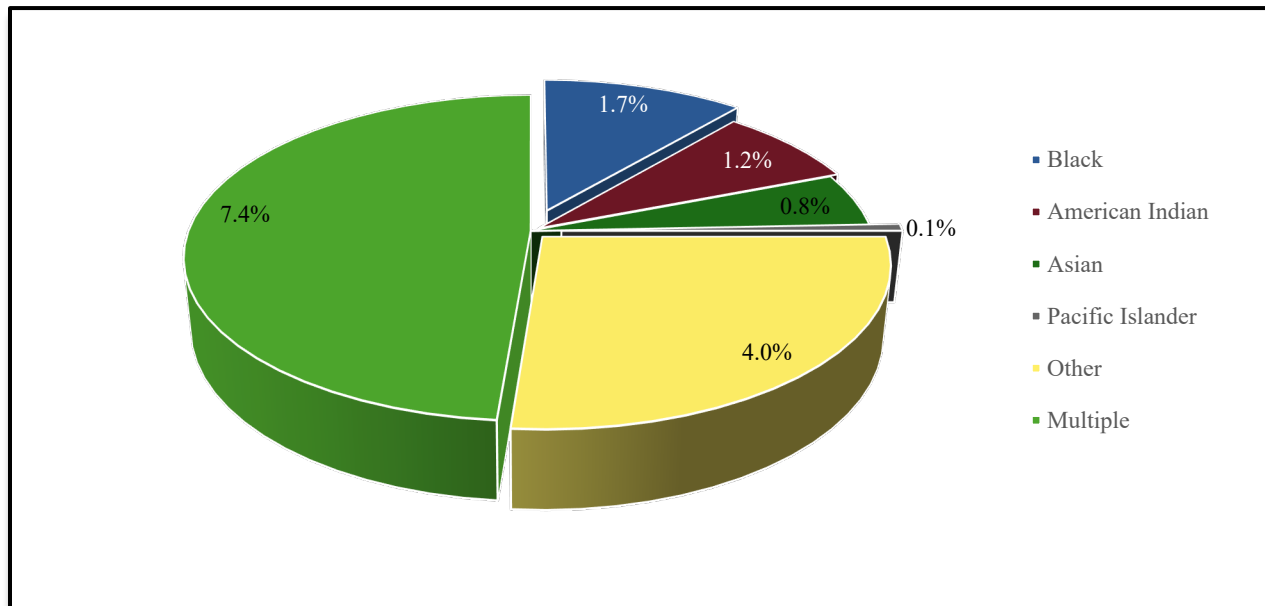
Chart M – 2023 Immediate Service Area Population by Non-White Race

Table N – Primary Service Area Ethnic Population and Median Age 2023

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of CO Population
Hispanic	2,913	31.9	10.7%	22.4%

Table O – Primary Service Area by Race and Median Age 2023 (Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of CO Population
White	23,239	49.9	85.5%	69.9%
Black	356	40.9	1.3%	4.2%
American Indian	327	39.8	1.2%	1.3%
Asian	176	41.2	0.7%	3.6%
Pacific Islander	19	66.0	0.1%	0.2%
Other	928	35.1	3.4%	8.2%
Multiple	2,138	29.9	7.9%	12.6%

2023 Primary Service Area Total Population: 27,183 Residents

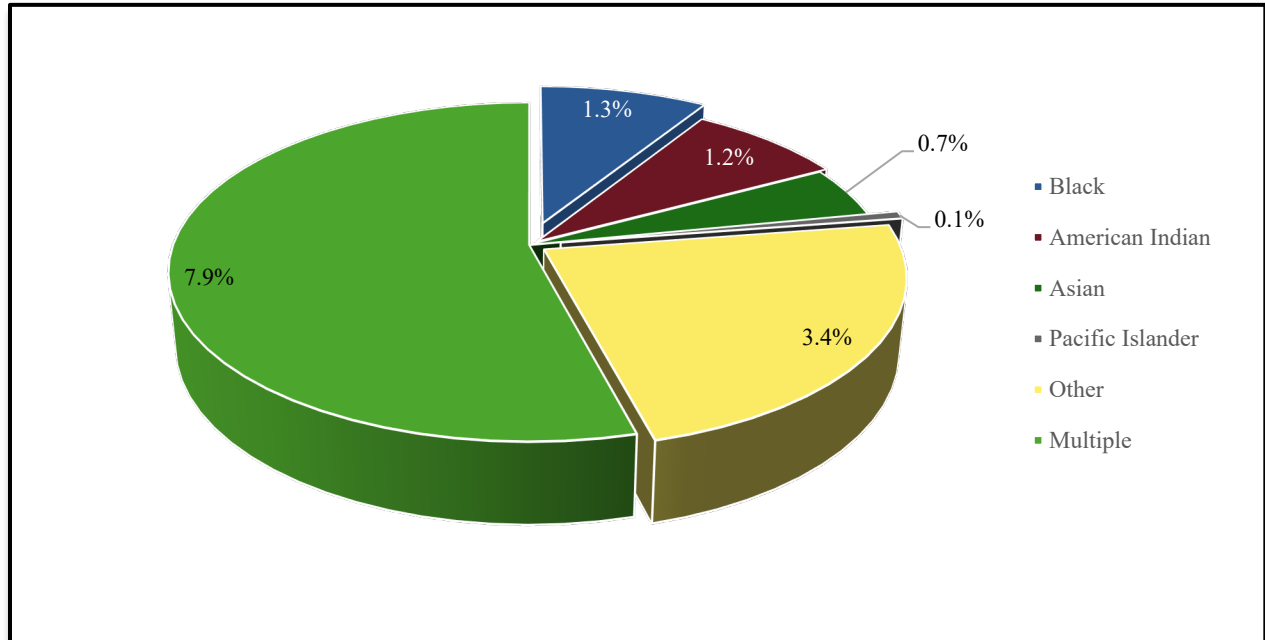
Chart O – 2023 Primary Service Area Population by Non-White Race

Table P – Secondary Service Area Ethnic Population and Median Age 2023

(Source – U.S. Census Bureau and ESRI)

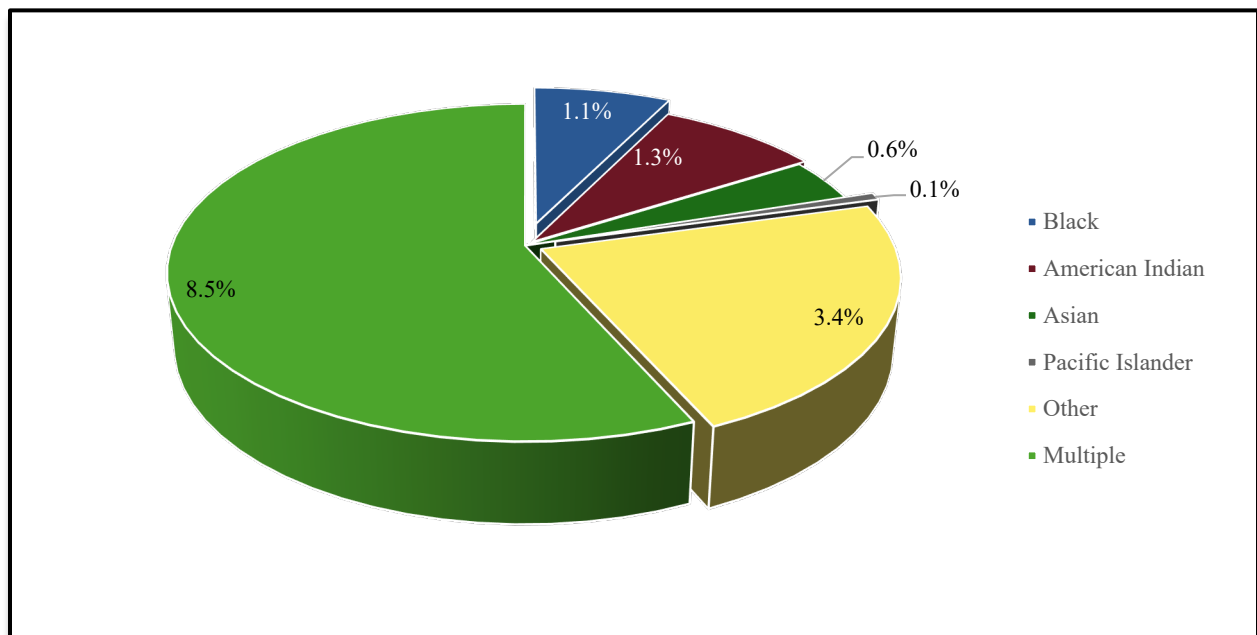
Ethnicity	Total Population	Median Age	% of Population	% of CO Population
Hispanic	3,965	32.6	11.0%	22.4%

Table Q – Secondary Service Area by Race and Median Age 2023 (Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of CO Population
White	30,736	49.6	85.1%	69.9%
Black	405	40.6	1.1%	4.2%
American Indian	457	41.6	1.3%	1.3%
Asian	230	41.6	0.6%	3.6%
Pacific Islander	26	62.5	0.1%	0.2%
Other	1,227	37.3	3.4%	8.2%
Multiple	3,056	29.9	8.5%	12.6%

2023 Secondary Service Area Total Population:

36,137 Residents

Chart Q – 2023 Secondary Service Area Population by Non-White Race

Tapestry Segmentation

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 67-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

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

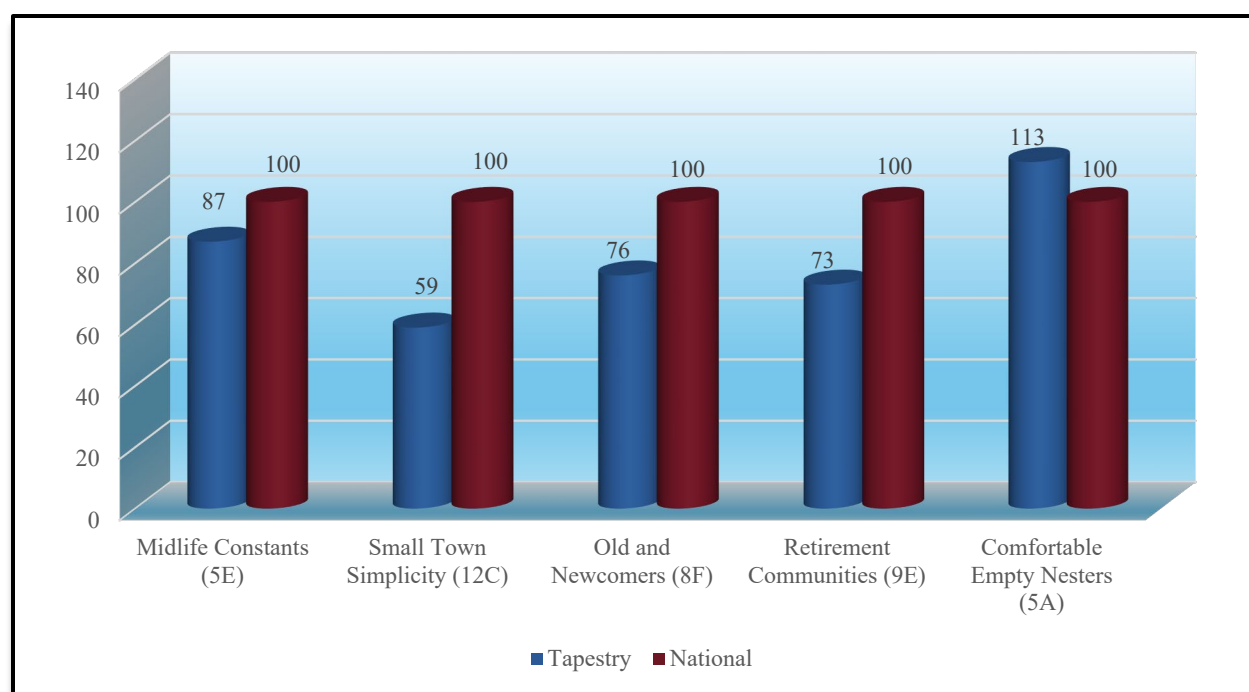
The Tapestry segmentation system classifies U.S. neighborhoods into 65 unique market segments. Neighborhoods are sorted by more than 60 attributes including; income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior.

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

Table R – Immediate Service Area Tapestry Segment Comparison (ESRI estimates)

	Immediate Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Midlife Constants (5E)	25.6%	25.6%	47.0	\$53,200
Small Town Simplicity (12C)	22.5%	48.1%	40.8	\$31,500
Old and Newcomers (8F)	17.9%	66.0%	39.4	\$44,900
Retirement Communities (9E)	11.1%	77.1%	53.9	\$40,800
Comfortable Empty Nesters (5A)	8.7%	85.8%	48.0	\$75,000

Chart R – Immediate Service Area Tapestry Segment Entertainment Spending: done



Midlife Constants (5E) – These residents are seniors, at or approaching retirement, with below average labor force participation and above average net worth. Their lifestyle is more country than urban. They are generous, but not spendthrifts. Leisure activities including scrapbooking, movies at home, reading, fishing and golf.

Small Town Simplicity (12C) – This segment includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Almost 1 in 4 households is below the poverty level. This is an older market, with almost half of the householders aged 55 years or older. There is a significant Black (13.1%) population in this segment. Hunting, fishing, and target shooting are favorite pastimes.

Old and Newcomers (8F) – Singles living on a budget. Just beginning careers or taking college/adult education classes. Strong supporters of environmental organizations. Price aware. Residents have a strong sense of community. They volunteer for charities, help fundraise, and recycle.

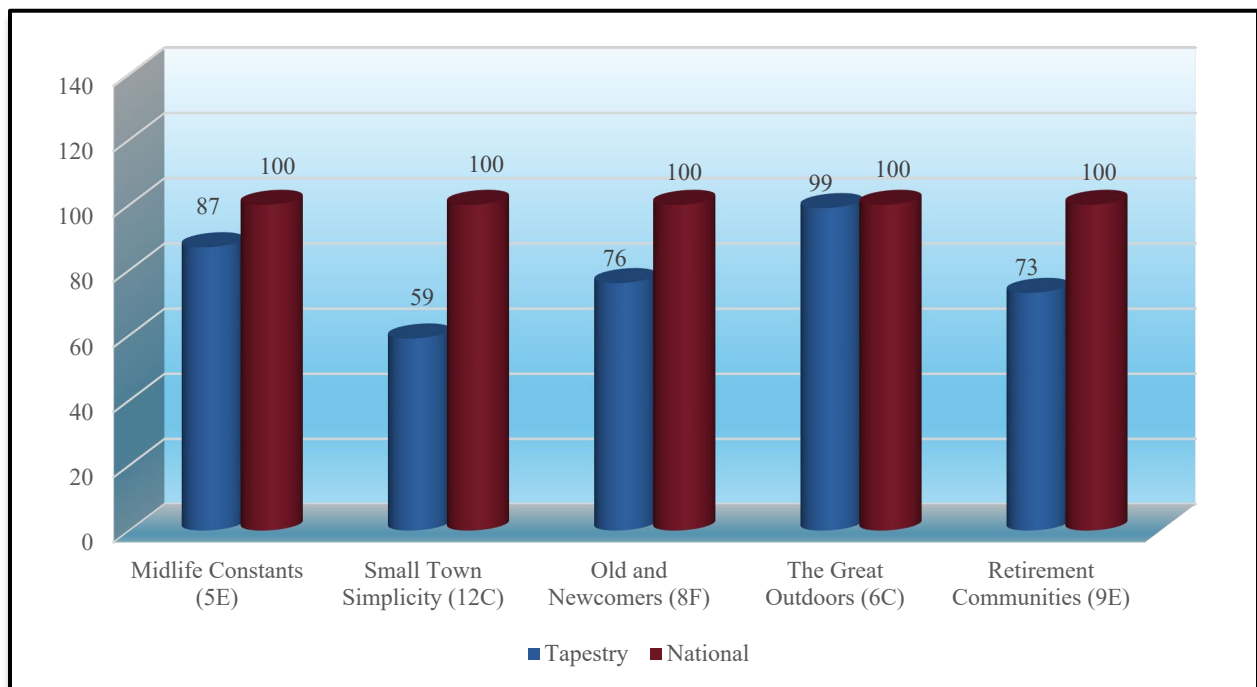
Retirement Communities (9E) – Evenly distributed across the country, this group stays up-to-date with the latest news, takes pride in being financially responsible. Enjoys fishing and taking vacations. While some residents enjoy cooking, many would rather dine out. They are health conscious.

Comfortable Empty Nesters (5A) – Residents in this large, growing segment are older, with more than half of all households aged 55 or older; many still live in the suburbs where they grew up. Most are professionals working in government, health care, or manufacturing. Many are enjoying the transition from child rearing to retirement. Physically active, they play golf, ski, ride bicycles, and work out regularly.

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

	Primary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Midlife Constants (5E)	41.7%	41.7%	47.0	\$53,200
Small Town Simplicity (12C)	14.6%	56.3%	40.8	\$31,500
Old and Newcomers (8F)	13.5%	69.8%	39.4	\$44,900
The Great Outdoors (6C)	7.4%	77.2%	47.4	\$56,400
Retirement Communities (9E)	7.3%	84.5%	53.9	\$40,800

Chart S – Primary Service Area Tapestry Segment Entertainment Spending: done



Midlife Constants (5E) – These residents are seniors, at or approaching retirement, with below average labor force participation and above average net worth. Their lifestyle is more country than urban. They are generous, but not spendthrifts. Leisure activities including scrapbooking, movies at home, reading, fishing and golf.

Small Town Simplicity (12C) – This segment includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Almost 1 in 4 households is below the poverty level. This is an older market, with almost half of the householders aged 55 years or older. There is a significant Black (13.1%) population in this segment. Hunting, fishing, and target shooting are favorite pastimes.

Old and Newcomers (8F) – Singles living on a budget. Just beginning careers or taking college/adult education classes. Strong supporters of environmental organizations. Price aware. Residents have a strong sense of community. They volunteer for charities, help fundraise, and recycle.

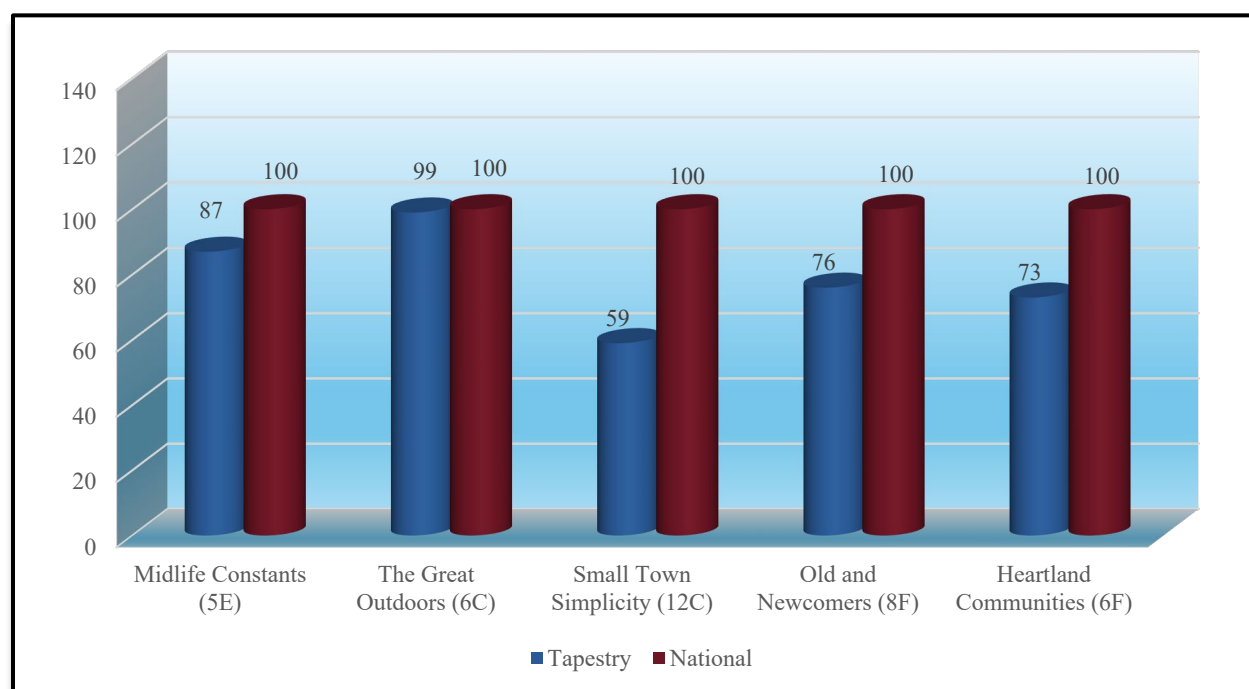
The Great Outdoors (6C) – Living a modest lifestyle, these empty nesters are very do-it-yourself oriented and cost conscious. Most residents work but are nearing retirement. Enjoy outdoor activities such as hiking and hunting. Many are members of AARP, veterans' clubs and/or support civic causes.

Retirement Communities (9E) – Evenly distributed across the country, this group stays up-to-date with the latest news, takes pride in being financially responsible. Enjoys fishing and taking vacations. While some residents enjoy cooking, many would rather dine out. They are health conscious.

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

	Secondary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Midlife Constants (5E)	37.2%	37.2%	47.0	\$53,200
The Great Outdoors (6C)	11.1%	48.3%	47.4	\$56,400
Small Town Simplicity (12C)	11.0%	59.3%	40.8	\$31,500
Old and Newcomers (8F)	10.2%	69.5%	39.4	\$44,900
Heartland Communities (6F)	8.3%	77.8%	42.3	\$42,400

Chart T – Secondary Service Area Tapestry Segment Entertainment Spending: done



Midlife Constants (5E) – These residents are seniors, at or approaching retirement, with below average labor force participation and above average net worth. Their lifestyle is more country than urban. They are generous, but not spendthrifts. Leisure activities including scrapbooking, movies at home, reading, fishing and golf.

The Great Outdoors (6C) – Living a modest lifestyle, these empty nesters are very do-it-yourself oriented and cost conscious. Most residents work but are nearing retirement. Enjoy outdoor activities such as hiking and hunting. Many are members of AARP, veterans' clubs and/or support civic causes.

Small Town Simplicity (12C) – This segment includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Almost 1 in 4 households is below the poverty level. This is an older market, with almost half of the householders aged 55 years or older. There is a significant Black (13.1%) population in this segment. Hunting, fishing, and target shooting are favorite pastimes.

Old and Newcomers (8F) – Singles living on a budget. Just beginning careers or taking college/adult education classes. Strong supporters of environmental organizations. Price aware. Residents have a strong sense of community. They volunteer for charities, help fundraise, and recycle.

Heartland Communities (6F) – This group embraces a slow pace of life. Most households are retired or semiretired. Actively participate in outdoor activities and the community. Buy American and are traditional. Stick to brands they trust. Support their local community and participate in public activities.

Market Potential Index for Adult Participation: In addition to examining the participation numbers for various outdoor activities through the National Sporting Goods Association, the 2020 Survey and the Spending Potential Index for Entertainment & Recreation, B*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in aquatic activities.

Table U – Market Potential Index (MPI) for Participation in Activities in Immediate Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	965	6.7%	81
Exercise (walking)	4,654	32.6%	96
Swimming	2,168	15.2%	101

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Service Area.
Percent of Population: Percent of the service area that participates in the activity.
MPI: Market potential index as compared to the national number of 100.

Table V – Market Potential Index (MPI) for Participation in Activities in Primary Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	1,504	6.3%	81
Exercise (walking)	7,488	31.5%	100
Swimming	3,504	14.7%	105

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Service Area.
Percent of Population: Percent of the service area that participates in the activity.
MPI: Market potential index as compared to the national number of 100.

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

Table W – Market Potential Index (MPI) for Participation in Activities in Secondary Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	1,950	6.6%	79
Exercise (walking)	9,983	33.9%	100
Swimming	4,706	16.0%	106

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

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

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

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

Demographic Summary

The following summarizes the demographic characteristics of the service areas.

- The population within all service areas is such that it may not support an indoor aquatic center, as they range from 17,479 (Immediate Service Area) to 36,137 (Secondary Service Area). B*K typically looks for a population of greater than 50,000 within the primary service area as a key indicator. Outdoor pools are often found in communities with smaller populations though.
- The median age in the Immediate, Primary and Secondary Areas are all very similar, ranging from almost 46.4 to 47.3 years of age. These are all higher than the State (38.1) and National (39.1) averages. A lower median age points to young families with children, which are significant participants in recreation and aquatic programs. As such, the median age could negatively impact the project.
- All Service Areas have a lower percentage of households with children (approximately 24%) than both the state and national average of about 30%.
- The Immediate, Primary and Secondary Service Areas have a significantly lower median household income (ranging from \$54,471-\$56,931) than the state of Colorado (\$85,656) and the national average of \$72,603. Income level is important when it comes to price point for programs and services, subsequently the cost recovery level of a facility. With the income level, the pricing strategy and subsidization will be important considerations.
- The Household Budget Expenditures and the Recreation Spending Potential are consistent with the median household income. Consistency is important for the financial performance of the future facility. It is also important to note, specific to recreation, that those dollars are currently being spent with other providers by City residents.
- The age distribution in Cañon City is such that 18.2% is under the age of 18 and 40.3% is over the age of 55 in the Immediate Service Area. The other two Service Areas are very similar. These are two age groups that will be significant users of aquatic programs and services. Additionally, it is projected that the 55+ age categories are projected to increase substantially through 2028.
- The tapestries in the Service Areas illustrate markets that are budget and cost conscious, watch spending and have limited budgets. Many participate in more passive recreational activities, such as movies and hobbies. There are some segments that are health conscious.
- The Recreation Spending Index is significantly lower than the state level and the national level of 100 for all Service Areas.
- The Market Potential Index in all of the service areas is higher than the national number of 100 for swimming, meaning there is significant interest in swimming.

C. Market Swimming Participation Trends

Swimming Participation Figures

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

Participation Numbers: On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. The data is collected in one year and the report is issued in May of the following year. This information provides the data necessary to overlay rate of participation onto the Immediate, Primary and Secondary Service Areas to determine market potential.

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

Table A-1 –Participation Rates in the Immediate Service Area

	Age	Income	Region	Nation	Average
Aerobic Exercise	16.0%	10.6%	16.8%	15.8%	14.8%
Exercise Walking	39.5%	29.2%	36.4%	37.3%	35.6%
Swimming	15.4%	11.0%	17.1%	16.4%	15.0%
Did Not Participate	21.4%	25.2%	18.3%	20.6%	21.4%

Age: Participation based on individuals ages 7 & Up of the Service Area.
Income: Participation based on the 2023 estimated median household income in the Service Area.
Region: Participation based on regional statistics (Mountain).
National: Participation based on national statistics.
Average: Average of the four columns.

Table A-2 –Participation Rates in the Primary Service Area

	Age	Income	Region	Nation	Average
Aerobic Exercise	16.0%	10.6%	16.8%	15.8%	14.8%
Exercise Walking	39.3%	29.2%	36.4%	37.3%	35.6%
Swimming	15.4%	11.0%	17.1%	16.4%	15.0%
Did Not Participate	21.4%	25.2%	18.3%	20.6%	21.4%

Age: Participation based on individuals ages 7 & Up of the Service Area.
Income: Participation based on the 2023 estimated median household income in the Service Area.
Region: Participation based on regional statistics (Mountain).
National: Participation based on national statistics.
Average: Average of the four columns.

Table A-3 –Participation Rates in the Secondary Service Area

	Age	Income	Region	Nation	Average
Aerobic Exercise	16.0%	10.6%	16.8%	15.8%	14.8%
Exercise Walking	39.6%	29.2%	36.4%	37.3%	35.6%
Swimming	15.5%	11.0%	17.1%	16.4%	15.0%
Did Not Participate	21.4%	25.2%	18.3%	20.6%	21.4%

Age: Participation based on individuals ages 7 & Up of the Service Area.
Income: Participation based on the 2023 estimated median household income in the Service Area.
Region: Participation based on regional statistics (Mountain).
National: Participation based on national statistics.
Average: Average of the four columns.

Anticipated Participation Number: Utilizing the average percentage from the tables above plus the 2020 census information and census estimates for 2023 and 2028 (over age 7) the following comparisons are available.

Table B-1 –Participation Growth or Decline for Indoor Activities in Immediate Service Area

	Average	2020 Pop.	2023 Pop.	2028 Pop.	Diff.
Aerobic Exercise	14.8%	2,488	2,571	2,600	112
Exercise Walking	35.6%	5,874	6,070	6,139	264
Swimming	15.0%	2,583	2,669	2,699	116
Did Not Participate	21.4%	3,244	3,352	3,390	146

Table B-2 –Participation Growth or Decline for Indoor Activities in Primary Service Area

	Average	2020 Pop.	2023 Pop.	2028 Pop.	Diff.
Aerobic Exercise	14.8%	3,870	4,001	4,055	185
Exercise Walking	35.6%	9,136	9,445	9,573	437
Swimming	15.0%	4,017	4,153	4,209	192
Did Not Participate	21.4%	5,046	5,216	5,287	241

Table B-3 –Participation Growth or Decline for Indoor Activities in Secondary Service Area

	Average	2020 Pop.	2023 Pop.	2028 Pop.	Diff.
Aerobic Exercise	14.8%	5,160	5,324	5,393	233
Exercise Walking	35.6%	12,181	12,568	12,732	551
Swimming	15.0%	5,356	5,526	5,598	242
Did Not Participate	21.4%	6,728	6,941	7,032	304

Note: These figures do not necessarily translate into attendance figures for various activities or programs. The “Did Not Participate” statistics refers to all 58 activities outlined in the NSGA 2022 Survey Instrument.

Table C – Participation Frequency

The NSGA classifies activities based on how often individuals participate:

	Frequent	Occasional	Infrequent
Swimming Frequency	110+	25-109	6-24 v
Swimming Percentage of Population	6.1%	40.1%	53.8%

In Table-C one can look at basketball and how it is defined with respect to visits being Frequent, Occasional, or Infrequent and then the percentage of population that participates.

Table D-1 – Participation Numbers in Immediate Service Area

	Frequent	Occasional	Infrequent	Total
Swimming Frequency	125	67	15	
Population	163	1,070	1,436	
Visits	20,351	71,706	21,538	113,595

Table-D-1 takes the frequency information one step further and identifies the number of times individuals may participate in the activity, applies the percentage from Table-C to the 2023 swimming population (2,669) and then gives a total number of swimming days. This would indicate that a total of 113,595 swimming days are available within the Immediate Service Area market. It is also important to note that those are being absorbed, on some level, by the other service providers in the area.

Table D-2 – Participation Numbers in Primary Service Area

	Frequent	Occasional	Infrequent	Total
Swimming Frequency	125	67	15	
Population	253	1,665	2,234	
Visits	31,664	111,569	33,512	176,745

Table-D-2 takes the frequency information one step further and identifies the number of times individuals may participate in the activity, applies the percentage from Table-C to the 2023 swimming population (4,153) and then gives a total number of swimming days. This would indicate that a total of 176,745 swimming days are available within the Primary Service Area market. It is also important to note that those are being absorbed, on some level, by the other service providers in the area.

Table D-3 – Participation Numbers in Secondary Service Area

	Frequent	Occasional	Infrequent	Total
Swimming Frequency	125	67	15	
Population	337	2,216	2,973	
Visits	42,134	148,462	44,593	235,190

Table-D-3 takes the frequency information one step further and identifies the number of times individuals may participate in the activity, applies the percentage from Table-C to the 2020 swimming population (5,526) and then gives a total number of swimming days. This would indicate that a total of 235,190 swimming days are available within the Secondary Service Area market. It is also important to note that those are being absorbed, on some level, by the other service providers in the area.

The NSGA identifies participation in all activities that they track as frequent, occasional, and infrequent as illustrated in Table C & D. It is also important to further identify the uses of those categories.

Frequent Swimmers (6.1% of total swimming population) – These participants are largely the individuals participating in programs like club swimming. They can be described as competitive athletes of all variety to include multi-sport athletes. These participants are interested in traditional flat-water facilities, i.e., lap pools. Their preference is for deep water (greater than 6 feet) and cooler water temperatures (between 76-80).

Occasional Swimmers (40.1% of total swimming population) – These participants are the in between group of swimmers. The individuals on the high end of the uses per year are interested in swimming, or aquatic activities, as a means of exercise and prefer water like that of frequent swimmers. As you make your way to the mid-point and lower level of participation the reason for aquatic participation changes. Those individuals are either interested in aquatic participation for exercise/therapy or strictly the entertainment and social aspects of being in a pool. Those individuals on the mid and lower level of participation are interested in a different kind of water. They are more interested in a warmer water temperature (82-86 degrees) and shallow water (less than 4 feet up to a zero-depth entry).

Infrequent Swimmers (53.8% of total swimming population) – These participants are strictly interested in the social and entertainment aspects of swimming. They typically do not use participation in aquatic programs as a means of exercise, but rather socialization. The water that they are interested in is identical to the lower end of the occasional swimmers. However, they are also interested in a “wow-factor” which plays a key role in determining which facility they spend time at.

The NSGA also collects information based on purpose of participation. Within activities, participation is either categorized as “organized” or “unorganized.” Organized activities could include; swim lessons, dive lessons, swim team, water polo team, etc. Unorganized activities could include; water walking, lap swimming, open/free swim, etc. The percentages can be applied to the total number of swimmer days to determine market for organized and unorganized activities.

Immediate Service Area	Percentage	Number of Swimmer Days
Organized	10%	11,360
Unorganized	90%	102,236

Primary Service Area	Percentage	Number of Swimmer Days
Organized	10%	17,675
Unorganized	90%	159,070

Secondary Service Area	Percentage	Number of Swimmer Days
Organized	10%	23,519
Unorganized	90%	211,671

Cross Participation: The table below identifies sports or activities that participants in swimming also participate in. For organizations that want to maximize revenue generation this information becomes important as it informs other types of activities they may want to consider offering.

Table E – Cross Participation for Swimming

Activity	% Participating in	Total US Participation	Index
Exercise Walking	55.9%	35.6%	157
Exercising with Equipment	38.6%	19.0%	204
Hiking	35.5%	15.6%	228
Running/Jogging	34.2%	14.8%	230
Bicycle Riding	29.6%	12.5%	237
Aerobic Exercising	26.6%	15.5%	172
Basketball	19.3%	8.4%	231
Weightlifting	16.8%	12.2%	137
Workout At Club	15.8%	12.6%	125
Yoga	13.7%	10.2%	134

% Participating in: % of swimmers that also participated in this activity.
Total US Participation: % of the US population that participated in this activity.
Index: An index of 100 represents the average as compared to the total US population.

This would indicate that the “swimming” community is very active and has a high level of participation in activities outside of swimming.

Participation by Ethnicity and Race: The table below compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing information provided by the National Sporting Goods Association's 2022 survey, the following comparisons are possible.

Table F-1 – Immediate Service Area Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobic Exercise	14.8%	15.8%	13.1%	17.8%
Exercise Walking	35.6%	37.3%	24.4%	32.1%
Swimming	15.0%	16.4%	8.6%	18.2%
Did Not Participate	21.4%	20.6%	22.7%	19.8%

There is a not a significant Black population (1.7%) in the Immediate Service Area. As such, these numbers may not play a factor with regards to overall participation. There is a Hispanic population of 11.1%.

Table F-2 – Primary Service Area Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobic Exercise	14.8%	15.8%	13.1%	17.8%
Exercise Walking	35.6%	37.3%	24.4%	32.1%
Swimming	15.0%	16.4%	8.6%	18.2%
Did Not Participate	21.4%	20.6%	22.7%	19.8%

There is a not a significant Black population (2.2%) in the Primary Service Area. As such, these numbers may not play a factor with regards to overall participation. There is a Hispanic population of 11.9%.

Table F-3 – Secondary Service Area Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobic Exercise	14.8%	15.8%	13.1%	17.8%
Exercise Walking	35.6%	37.3%	24.4%	32.1%
Swimming	15.0%	16.4%	8.6%	18.2%
Did Not Participate	21.4%	20.6%	22.7%	19.8%

There is a not a significant Black population (2.7%) in the Secondary Service Area. As such, these numbers may not play a factor with regards to overall participation. There is a Hispanic population of 13.0%.

National Summary of Sports Participation: The following chart summarizes participation for indoor activities utilizing information from the 2022 National Sporting Goods Association survey.

Table G – Sports Participation Summary

Sport	Nat'l Rank ⁶	Nat'l Participation (in millions)
Exercise Walking	1	113.9
Cardio Fitness	2	92.9
Strength Training	3	73.4
Exercising w/ Equipment	4	58.2
Swimming	6	50.2
Running/Jogging	7	45.0
Bicycle Riding	8	44.6
Weightlifting	10	38.8
Yoga	11	31.7
Workout @ Club	13	29.6
Basketball	15	23.2
Billiards/Pool	16	22.3
Table Tennis/Ping Pong	23	12.5
Volleyball	26	11.7
Pickleball	38	6.4
Pilates	39	6.2
Gymnastics	43	5.3
Martial Arts/MMA	44	5.3
Boxing	48	4.6
Wrestling	52	3.1
Cheerleading	53	3.1

Nat'l Rank:

Popularity of sport based on national survey.

Nat'l Participation:

Population that participate in this sport on national survey.

⁶ This rank is based upon the 58 activities reported on by NSGA in their 2022 survey instrument.

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

Chart H – Participation by Age Group:

Activity	Largest	Second Largest	Third Largest
Aerobics	35-44	25-34	45-54
Basketball	12-17	25-34	18-24
Bicycle Riding	55-64	45-54	12-17
Billiards/Pool	25-34	34-44	45-54
Bowling	25-34	35-44	18-24
Cheerleading	12-17	7-11	18-24
Exercise Walking	55-64	65-74	45-54
Exercise w/ Equipment	25-34	45-54	55-64
Gymnastics	7-11	12-17	25-34
Martial Arts MMA	7-11	25-34	12-17
Pickleball	12-17	65-74	18-24
Pilates	25-34	35-44	45-54
Running/Jogging	25-34	35-44	45-54
Swimming	55-64	12-17	7-11
Tables Tennis	25-34	18-24	12-17
Volleyball	12-17	25-34	18-24
Weight Lifting	25-34	45-54	35-44
Workout at Clubs	25-34	35-44	45-54
Wrestling	12-17	25-34	7-11
Yoga	25-34	35-44	45-54
Did Not Participate	45-54	55-64	65-74

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

National Sports Participation Trends: Below are listed several sports activities and the percentage of growth or decline that each has experienced nationally over the last ten years (2013-2022).

Table I – National Activity Trend (in millions)

Increase in Participation	2013 Participation	2022 Participation	Percent Increase
Pickleball	1.7	6.4	+276.5%
Table Tennis/Ping Pong	9.8	12.5	+27.6%
Bicycle Riding	35.6	44.6	+25.3%
Weightlifting	31.3	38.8	+24.0%
Yoga	25.9	31.7	+22.4%
Boxing	3.8	4.6	+21.1%
Exercise Walking	96.3	113.9	+18.3%
Volleyball	10.1	11.7	+15.8%
Billiards/Pool	19.5	22.3	+14.4%
Pilates	5.5	6.2	+12.7%
Swimming	45.5	50.2	+10.3%
Exercise w/ Equipment	53.1	58.2	+9.6%
Running/Jogging	42.0	45.0	+7.1%
Gymnastics	5.1	5.3	+3.9%
Wrestling	3.1	3.1	0.0%

Decrease in Participation	2013 Participation	2022 Participation	Percent Decrease
Basketball	25.5	23.2	-9.0%
Cheerleading	3.5	3.1	-11.4%
Workout @ Club	34.1	29.6	-13.2%
Martial Arts/MMA	6.4	5.3	-17.2%

2013 Participation: The number of participants per year in the activity (in millions) in the United States.

2022 Participation: The number of participants per year in the activity (in millions) in the United States.

Percent Change: The percent change in the level of participation from 2013 to 2022.

Trends

Aquatic Participation Trends: Swimming is one of the most popular sports and leisure activities, meaning that there is a significant market for aquatic pursuits. Approximately 17.1% of the population in the Mountain region of the country participates in aquatic activities. This is a significant segment of the population.

Despite the recent emphasis on recreational swimming the more traditional aspects of aquatics (including swim teams, instruction and aqua fitness) remain as an important part of most aquatic centers. The life safety issues associated with teaching children how to swim is a critical concern in most communities and competitive swim team programs through USA Swimming, high schools, masters, and other community based organizations continue to be important. Aqua fitness, from aqua exercise to lap swimming, has enjoyed strong growth during the last ten years with the realization of the benefits of water-based exercise.

A competitive pool allows for a variety of aquatic activities to take place simultaneously and can handle aqua exercise classes, learn to swim programs as well competitive swim training and meets (short course and possibly long course). In communities where there are several competitive swim programs, utilizing a pool with 8 lanes or more is usually important. A competitive pool that is designed for hosting meets will allow a community to build a more regional or even national identity as a site for competitive swimming. However, it should be realized that regional and national swim meets are difficult to obtain on a regular basis, take a considerable amount of time, effort and money to run; can be disruptive to the regular user groups and can be financial losers for the facility itself. On the other side, such events can provide a strong economic stimulus to the overall community.

Competitive diving is an activity that is often found in connection with competitive swimming. Most high school and regional diving competition centers on the 1-meter board with some 3 meter events (non-high school). The competitive diving market, unlike swimming, is usually very small (usually 10% to 20% the size of the competitive swim market) and has been decreasing steadily over the last ten years or more. Thus, many states have or are considering the elimination of diving as a part of high school swimming. Diving programs have been more viable in markets with larger populations and where there are coaches with strong diving reputations. Moving from springboard diving to platform (5 meter and 10 meter, and sometimes 3 and 7.5 meters), the market for divers drops even more while the cost of construction with deeper pool depths and higher dive towers becomes significantly larger. Platform diving is usually only a competitive event in regional and national diving competitions. As a result, the need for inclusion of diving platforms in a competitive aquatic facility needs to be carefully studied to determine the true economic feasibility of such an amenity.

There are a couple of other aquatic sports that are often competing for pool time at competitive aquatic centers nationwide. However, their competition base and number of participants is often smaller and face barriers of entry fighting for pool time including a more organized competitive swimming community and existing agreements for pool space at facilities with pools large enough and deep enough to host them. Water polo is a sport that continues to be extremely popular in the west, particularly in Colorado and whose numbers and participation rates are in many

school districts are higher than those of swimming in high school athletics. Water polo uses a space of 25 yards or meters by 45-66 feet wide (the basic size of an 8 lane, 25-yard pool). However, a minimum depth of 6 foot 6 inches is required which is often difficult to find in more community based facilities. Floating cage water polo has become the standard in many regions and requires an even larger pool as the floating cages take up additional pool space. Artistic swimming also utilizes aquatic facilities for their sport and they also require deeper water of 7-8 feet. This also makes the use of some community pools difficult. As a result of the need for more deep water for aquatic sports many modern community aquatic centers are building multiple pools.

Without doubt the hottest trend in aquatics is the leisure pool concept. This idea of incorporating slides, lazy rivers (or current channels), fountains, zero depth entry and other water features into a pool's design has proved to be extremely popular for the recreational user. The age of the conventional pool in most recreational settings has greatly diminished. Leisure pools appeal to the younger kids (who are the largest segment of the population that swims) and to families. These types of facilities are able to attract and draw larger crowds and people tend to come from a further distance and stay longer to utilize such pools. This all translates into the potential to sell more admissions and increase revenues. It is estimated conservatively that a leisure pool can generate up to 30% more revenue than a comparable conventional pool and the cost of operation while being higher, has been offset through increased revenues. Of note is the fact that patrons seem willing to pay a higher user fee with this type of pool that is in a park like setting than a conventional aquatics facility.

Another trend that is growing more popular in the aquatic's field is the development of a raised temperature therapy pool for relaxation, socialization, and rehabilitation. This has been effective in bringing in swimmers who are looking for a different experience and non-swimmers who want the advantages of warm water in a different setting. The development of natural landscapes has enhanced this type of amenity and created a pleasant atmosphere for adult socialization.

The multi-function indoor aquatic center concept of delivering aquatics services continues to grow in acceptance with the idea of providing for a variety of aquatics activities and programs in an open design setting that features a lot of natural light, interactive play features and access to an outdoor sun deck. The placing of traditional instructional/competitive pools, with shallow depth/interactive leisure pools and therapy water, in the same facility has been well received in the market. This idea has proven to be financially successful by centralizing pool operations for recreation service providers and through increased generation of revenues from patrons willing to pay for an aquatics experience that is new and exciting. Indoor aquatic centers have been instrumental in developing a true family appeal for community-based facilities. The keys to success for this type of center revolve around the concept of intergenerational use in a quality facility that has an exciting and vibrant feel in an outdoor like atmosphere.

Also changing is the orientation of aquatic centers from stand-alone facilities that only have aquatic features to more of a full-service recreation center that has fitness, sports and community based amenities. This change has allowed for a better rate of

cost recovery and stronger rates of use of the aquatic portion of the facility as well as the other “dry side” amenities.

Aquatic Facilities Market Orientation: Based on the market information, the existing pools, and typical aquatic needs within a community, there are specific market areas that need to be addressed with any aquatic facility. These include:

- 1. Leisure/recreation aquatic activities** - This includes a variety of activities found at leisure pools with zero depth entry, warm water, play apparatus, slides, seating areas and deck space. These are often combined with other non-aquatic areas such as concessions and birthday party or other group event areas.
- 2. Instructional programming** - The primary emphasis is on teaching swimming and lifesaving skills to many different age groups. These activities have traditionally taken place in more conventional pool configurations but should not be confined to just these spaces. Reasonably warm water, shallow depth with deeper water (4 ft. or more), and open expanses of water are necessary for instructional activities. Easy pool access, a viewing area for parents, and deck space for instructors is also crucial.
- 3. Fitness programming** - These types of activities continue to grow in popularity among a large segment of the population. From aqua exercise classes, to lap swimming times, these programs take place in more traditional settings that have lap lanes and large open expanses of water available at a 3 1/2 to 5 ft. depth.
- 4. Therapy** - A growing market segment for many aquatic centers is the use of warm, shallow water for therapy and rehabilitation purposes. Many of these services are offered by medically based organizations that partner with the center for this purpose.
- 5. Social/relaxation** - The appeal of using an aquatics area for relaxation has become a primary focus of many aquatic facilities. This concept has been very effective in drawing non-swimmers to aquatic facilities and expanding the market beyond the traditional swimming boundaries. The use of natural landscapes and creative pool designs that integrate the social elements with swimming activities has been most effective in reaching this market segment.
- 6. Special events/rentals** - There is a market for special events including kid's birthday parties, corporate events, community organization functions, and general rentals to outside groups. The development of this market will aid in the generation of additional revenues and these events/rentals can often be planned for after or before regular hours or during slow use times. It is important that special events or rentals not adversely affect daily operations or overall center use.

Specific market segments include:

- 1. Families** – Within this market, an orientation towards family activities is essential. The ability to have family members of different ages participate in a fun and vibrant facility is essential.
- 2. Pre-school children** – The needs of pre-school age children need to be met with very shallow or zero depth water which is warm and has play apparatus designed for their use. Interactive programming involving parents and toddlers can also be conducted in more traditional aquatic areas as well.
- 3. School age youth** – A major focus of most pools is to meet the needs of this age group from recreational swimming to competitive aquatics. The leisure components such as slides, fountains, lazy rivers and zero depth will help to bring these individuals to the pool on a regular basis for drop-in recreational swimming. The lap lanes provide the opportunity and space necessary for instructional programs and aquatic team use.
- 4. Teens** – Another aspect of many pools is meeting the needs of the teenage population. Serving the needs of this age group will require leisure pool amenities that will keep their interest (slides) as well as the designation of certain “teen” times of use.
- 5. Adults** – This age group has a variety of needs from aquatic exercise classes to lap swimming, triathlon training and competitive swimming through the master’s program.
- 6. Seniors** – As the population of the United States and the service area continues to age, meeting the needs of an older senior population will be essential. A more active and physically oriented senior is now demanding services to ensure their continued health. Aqua exercise, lap swimming, therapeutic conditioning and even learn to swim classes have proven to be popular with this age group.
- 7. Special needs population** – This is a secondary market, but with the A.D.A. requirements and the existence of shallow warm water and other components, the amenities are present to develop programs for this population segment. Association with a hospital and other therapeutic and social service agencies will be necessary to reach this market.
- 8. Special interest groups** – These include swim teams (and other aquatic teams), school district teams, day care centers and social service organizations. While the needs of these groups can be great, their demands on an aquatics center can often be incompatible with the overall mission of the facility. Care must be taken to ensure that special interest groups are not allowed to dictate use patterns for the center.

With the proper pools and strong utilization of the aquatics area, it is possible to meet most of the varied market orientations as outlined above.

D. Market Review

In addition to the demographic characteristics, recreation participation, and aquatic facilities trends analysis, one of the other greatest impacts on the market for an outdoor pool is the presence of other similar providers in the area.

Within the Cañon City market area there are not any public outdoor pools. There is one public outdoor pool within the Secondary Service Area. Private providers are within the area and have been identified.

Public

Florence Municipal Swimming Pool

Traditional L-shaped pool with water slide, climbing wall and diving board. Facility is 50 plus years old and experiencing mechanical failures. The seasonal pool operates from Memorial Day weekend through Labor Day weekend. The facility offers daily admissions, punch cards, swim lessons, water aerobics and parties.

Admission	Daily	Punch Card (12 visits)
Children (0-2)	Free	n/a
Student (3-18)	\$4.00	\$40.00
Adult (18-49)	\$5.00	\$50.00
Senior (50+)	\$2	\$20.00

Swim Lessons

2-week session \$50
3 sessions
MWF 9:15A or 10:15A

Water Aerobics

Daily session \$2
Punch card \$20 (12)
M-F 8A – 9A

Pool Party

Less than 50 people \$150
More than 50 people \$200
T, Th, F, Sa, Su 5:30P – 7:30P

Private

Dakota Hot Springs

Concrete pool with varying depths fed by spring. Pool water averages 95 to 98 degrees. Facility operates by reservation and is clothing optional on most days.

Best Western

Indoor heated pool and hot tub for motel guests.

Hampton Inn

Indoor heated pool and hot tub for hotel guests.

Holiday Inn Express

Indoor heated pool and hot tub for hotel guests.

Motel 6

Outdoor pool for motel guests.

Quality Inn & Suites

Outdoor pool for hotel guests.

Starlite Vintage Resort

Outdoor pool for resort guests.

EconoLodge

Indoor heated pool and hot tub for hotel guests.

Royal Gorge/Cañon City KOA

Outdoor pool for camping guests.

Royal View RV Park

Outdoor pool for camping guests.

Elite Family Fitness

Indoor heated pool. Limited capacity for members offering water fitness.

Budget Host Royal Gorge Inn

Indoor heated pool, hot tub and dry sauna

While there are a number of facilities within Cañon City and the area with pools, they do not serve the residents of the City or Cañon City Area Recreation and Park District. The facilities have limited recreational value and do not have a standard sized (25-yard) pool for lap swimming. These facilities do not offer swimming lessons, which are an important program for drowning prevention. According to the Centers for Disease Control and Prevention, drowning is the leading cause of death for children 1 to 4 years old. Accessibility to pools and swimming lessons reduces the risk.

Market Conclusions

Based on the market review, the following are listed some of the market opportunities and challenges that exist with this project.

Opportunities

- Icabone Pool originally opened in 1966. The pool closed prior to operating for the 2023 season, meaning it operated for 57 years. At the time of construction, the estimated lifespan was 25 to 30 years. With proper maintenance and repairs, new public pools last 40 to 50 years.
- The population of the Primary Service Area is large enough to support an outdoor pool. According to the National Recreation and Parks Association, communities with a median size of 20,000-49,999 have 1 outdoor pool serving a population of 25,191.
- All market areas are expected to grow slightly.
- There is a high rate of interest and participation in swimming activities.
- There is a lack of public aquatic facilities in not only Cañon City but the Secondary Service Area.

Challenges

- Indoor and outdoor pools serving populations the size of Cañon City require an annual operational and equipment replacement investment.
- The demographic characteristics of the service areas indicate an older median age, households with lower income levels and disposable income for recreation purposes.
- There is a much lower number of households with children than the national average.
- Funding not only the development but the operation of a new indoor and/or outdoor pool will have to be clearly defined.

Icabone Performance

As background information for the determination of the need for a new outdoor pool in Cañon City, a review of the last 3-5 years of the financial performance of the facility has been completed.

Like most any other public aquatic or recreation facility in the United States, COVID had a tremendous impact on the operating budgets in 2020 and 2021.

	2018	2019	2020	2021	2022
Operating Expenses	\$119,069	\$111,215	\$27,370	\$128,794	\$129,962
Operating Revenues	\$73,700	\$54,432	\$1,217	\$77,350	\$79,190
Difference	-\$45,368	-\$56,783	-\$26,153	-\$51,443	-\$50,773
Transfers	\$20,000	\$69,100	\$39,900	\$50,000	\$50,000

	2018	2019	2020	2021	2022
Daily Attendance	5693	3589	Closed COVID-19	6918	5476
Adult Lap Swim	327	180		299	299
Season Pass	23	9		15	16
Swim Lessons	417	348		502	402
Private Lessons	26	19		4	34
Rentals	21	15		22	18
Swim Team					
Water Fitness	75	131		90	
Kayak		62		66	41

These figures have been provided by the Cañon City Recreation and Park District.

Analysis

- The slide was installed in 1991 with an expected lifespan of 15 years. The slide closed in 2018 (27 years) negatively impacting attendance.
- Weather and mechanical issues contributed to the decreased attendance in 2019 with 9 days in June closed.
- Increases in minimum wage resulted in additional expenditures in 2021 along with significant increases in pool chemical costs.
- As the Icabone pool was failing, the Rec District met with hotels to evaluate the opportunity to partner on providing swimming lessons to the community. Due to a number of factors, including the insurance providers of the hotels declining to provide coverage, this option did was not viable.
- The Rec District prepared for the 2023 opening and hired staff. Due to issues with the shell and mechanical/filter failures, the pool was unable to operate. The decision was made after further consultation with a number of engineers, consultants, mechanics and repairmen.



3 – PUBLIC INPUT AND SURVEY

Stakeholder Group Meetings

On February 29, 2024 community representatives, residents, town council members, and community development representatives were invited to share their thoughts regarding a new aquatic facility for Canon City. The members of these groups included the following:

Group	Location	Attendee	Attendee	Attendee
Stakeholder Group #1	Golden Age Center	Drop-in only.	Drop-in only.	Drop-in only.
Stakeholder Group #2	CCRD Board Room	Harriet Hogan	Cheryl Gould	Sandra Wimmer
		Brian Turner	Dave Lambert	Lance Tomar
		Zach Reynolds	David Laughlin	
Stakeholder Group #3	CCRD Board Room	Marc Sindler	Tiffany Javernick	Chris Larson
		Kevin Brown	Jeff Mueller	Melvin Yohe
		Beth Katchmar	Patty Schlesinger	
Stakeholder Group #4	CCRD Board Room	Dusty Majors	Amy Banker	Jennifer Vanlwarden
		Angela Evagash	Tom Evagash	Justin Grantham
		Dave Reynolds	Joe Rall	
Stakeholder Group #5	CCRD Board Room	Ryan Gilbert	Shirley Baney	Brian Konty
		Jim Wallace	Greg DiRito	
		Alex Ewers	Shantel Corl	
Stakeholder Group #6	CCRD Board Room	Elizabeth Oberle	Josh Curliss	Taylor Edrington
		Kari Hitner	Chris Moffett	Jerod Post
		Pam Swisher	Debbie Bell	Anne Zielinski

Their feedback was gathered and summarized below:

- Emphasized the pool's importance to the community, particularly for families, kids, and seniors.
- Significant concern about the impact of property taxes on funding the project.
- The primary challenge is the cost and its impact on the community.
- Discussion on various pool options, ranging from a simple outdoor pool to a more complex indoor/outdoor facility with additional amenities.
- Strong preference for a 6-lane lap pool for school use and a warm water pool for seniors.
- Consideration of a phased approach to reduce the initial budget.
- Suggestion to focus on utilitarian design and indoor, year-round use to gain broader support.

- Advocated for a county-wide property tax but noted opposition to property taxes as the primary funding source.
- Importance of gaining senior citizen support and accommodating the swim team.
- Proposals to include amenities like a diving board, steam rooms, sauna, hot tub, and a sunset period for the bond to ensure public backing.

Engagement Results Summary

As part of the study, and to garner community feedback, three (3) separate rounds of public surveys were conducted using a web-based survey tool that was found on [engage.counsilmanhunsaker.com/ccrd-pool-study]. Through the duration of the study, over 5,700 contributions were made from over 3,300 contributors. The website, also used as a landing page for project updates, Q&A, and supplemental study information had over 11,000 unique page visits.

Engagement Period	Survey Round	Contributions	Contributors
02/25/2024-04/22/2024	1	4,143	1,729
05/18/2024-06/02/2024	2	529	302
06/28/2024-07/15/2024	3	1,438	1,176

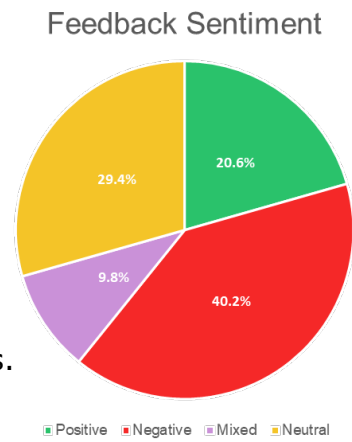
A summary of all feedback can be found below. Additional survey specifics can be found in Appendix D.

- **Strong Community Support:** There is significant support for a new aquatics center, especially with recreational pools and fitness amenities being highly desired.
- **Funding Preferences:** The community prefers user fees, donations, and corporate sponsorships over tax initiatives to fund the project, with tax increases being the least supported option.
- **Mixed Sentiment:** While many see the pool as a valuable resource for health and community, there are notable concerns about funding and skepticism due to past failed initiatives.
- **Location and Design Preferences:** The Icabone Pool site is the most favored location, with a preference for a central, accessible site and a hybrid indoor/outdoor design to ensure year-round usability.
- **Programming Priorities:** Recreational swimming and swim lessons are the top programming preferences, reflecting the community's desire for a facility that caters to a wide range of users.

- Alternative Funding Suggestions: The community expresses a strong desire to minimize tax impacts, with suggestions for alternative funding through grants, sponsorships, and other non-tax revenue sources. Most residents preferred sales tax over property tax increases.
- Diving board(s), waterslides, lap lanes, and climbing wall activities were the highest ranked amenities.
- Option 3 ranked highest amongst the 1,437 contributors with a weighted average of 3.59, followed by option 2 at 3.13, and option 1 at 2.32.

Engagement Results: Round 1

In this survey period, out of 1,729 contributors, 92% favored a new aquatics center. Both outdoor and indoor recreational pool options ranked highest at 69.72% favorability towards an outdoor recreational pool and 69.34% favorability towards an indoor recreational pool. Deep water, lap lanes, moving water for fitness and recreation and a children's area were the most preferred amenities based on the selection. Programming preferences ranked highest include recreational swimming, swimming lessons, lap swimming and aquatic fitness classes. The Icabone pool ranked highest by a weighted margin of 0.59 followed by Abbey, the Pierce Property, and Mountain View Park. Funding preferences were also ranked with user fees and donations/fundraising ranked highest and tax revenue being the least supported option.



Sentiment levels were also calculated from responses to the following question: "Do you have any additional feedback that you would like to share about a future swimming pool in Canon City?" This optional question had over 100 responses and, in summary, included the below. Additional details can be found in Appendix D.

Sentiment Summary

- Overall, sentiment towards the swimming pool project appears to be mixed, with both positive and negative feedback provided.
- There is a notable desire for a swimming pool within the community, with sentiments emphasizing its importance for health, community cohesion, and providing recreational opportunities for both residents and visitors.
- However, concerns regarding funding, tax increases, and past failed attempts to pass similar initiatives are evident, suggesting a level of skepticism and resistance among some members of the community.

Positive Sentiment: Summary

- A swimming pool is seen as a vital resource that enriches the community in numerous ways, including health, safety, social interaction, and economic development.
- There is strong support for a pool that accommodates various user groups, including youth, families, seniors, and special needs groups.
- Suggestions for funding mechanisms such as sponsorships, memberships, and tourism revenue are welcomed.
- The idea of an indoor facility is popular, with suggestions for a hybrid indoor/outdoor design to maximize usability year-round.
- Location preferences include central areas easily accessible to schools and amenities, with a preference for the current or nearby sites.

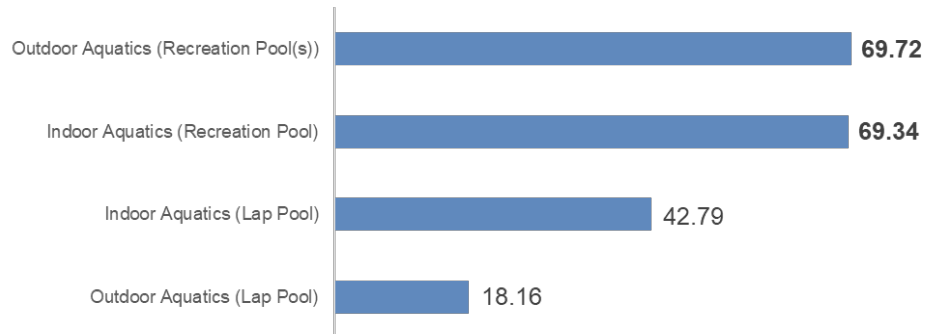
Negative Sentiment: Summary

- Concerns regarding tax increases and the burden on homeowners are prominent, with skepticism about the effectiveness of past tax-funded projects and a reluctance to support additional taxation.
- There is resistance to large-scale, expensive projects and a preference for more modest, cost-effective solutions.
- Skepticism towards the Recreation District to manage such a project and suggestions to explore partnerships with trusted organizations like the YMCA are expressed.
- Some feedback highlights the failure of previous attempts to pass similar initiatives, indicating a lack of trust in the ability to garner community support.
- Suggestions for alternative funding sources such as grants, sponsorships, and tourism revenue are raised, indicating a desire to explore options beyond taxpayer funding.

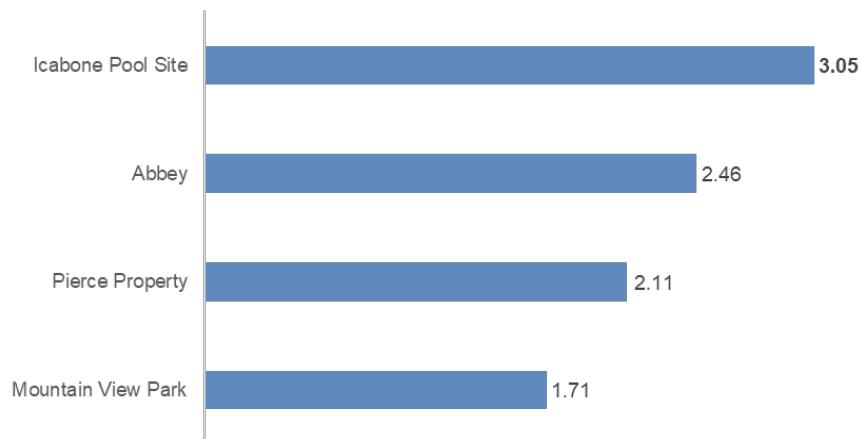
% Who Support a New Aquatics Center



% Top Choice Pool Type



Preferred Site Location



Engagement Results: Round 2

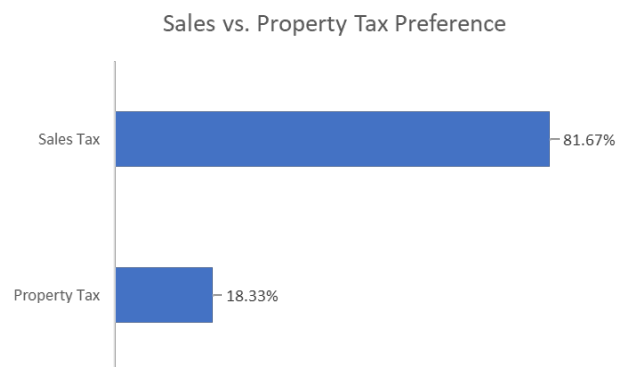
In this survey period 529 contributions were submitted from 302 individual contributors. This survey period included two 'funding' questions. These questions provide users with a fictional budget and allow them to allocate these funds to their preferences. Diving boards, water slides, and a climbing wall all funded highest amongst the list of amenities for the lap pool.

Project	votesMin	votesBetween	votesMax
Waterslide(s)	81	101	1
Diving Board	127	43	4
Climbing Wall	48	53	0
Water Basketball	40	44	0
Water Volleyball	36	48	0
Rope Swing	44	37	0
Floatables	40	41	0

The recreational pool's top 'funded' amenities include zero-depth (beach entry), kids wet play structure with fountains, geysers, bubblers, and fitness lap lanes.

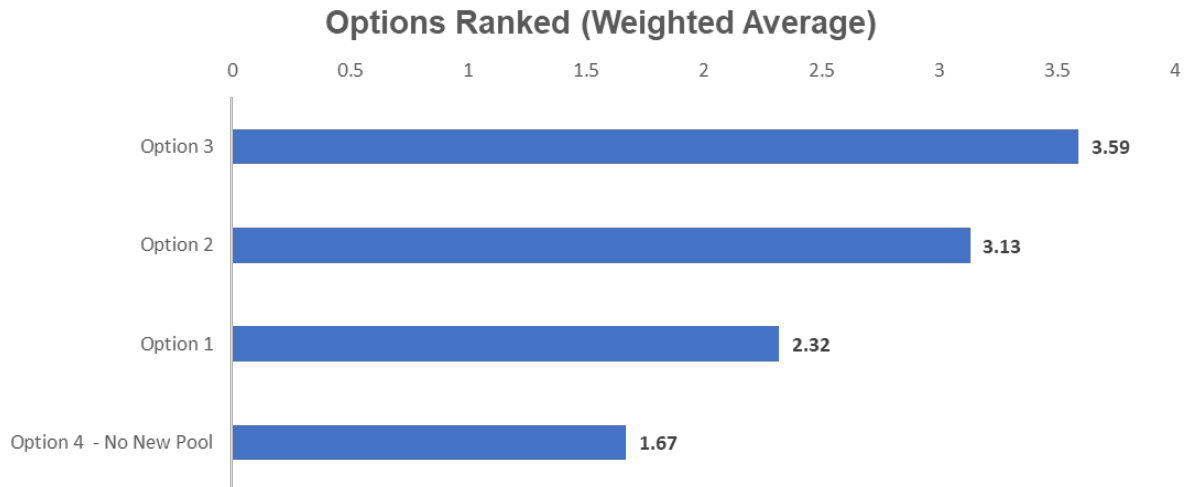
Project	votesMin	votesBetween	votesMax
Beach Entry	100	104	0
Kid's Wet play structure w/ Fountains, Geysers, Bubblers	76	125	2
Fitness Lap Lanes	116	74	4
Underwater or Sunken swim-up seating	65	85	0
Small Bubblers and Spray Feature	74	50	0
Ropes course / Lily pads obstacle course	60	61	0
Interactive Water Spray Table	53	60	0
Water Volleyball	34	44	0
Water Basketball	28	40	0
Floatables	29	34	0

Separately, a 'quick poll' was conducted on the home page that asked the following question: "How would you like the Community Pool to be funded? Note this only includes capital construction and not ongoing operations once constructed." With this question outside of the questionnaire area and on the home page, 60 contributors preferred sales tax over property tax increases (81.67% sales tax, 18.33% property tax).



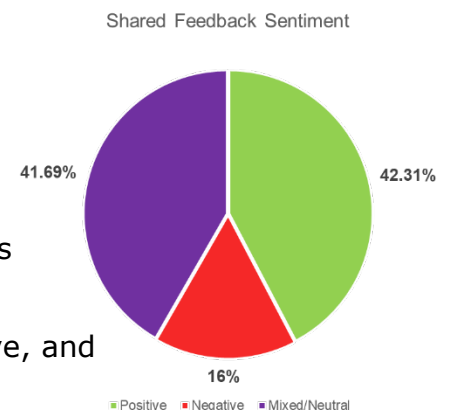
Engagement Results: Round 3

The final engagement period included a ranking question to determine the most favorable option between options 1, 2, and 3. An option 4 was included for contributors who are not in favor of any option. Of the over 1,100 contributions, option 3 ranked highest followed by option 2, 1, and the 'no new pool' option ranked least favorable.



This engagement period included an open-ended question allowing respondents to provide any additional feedback they would like to share. This feedback was then summarized into positive, negative, and a combined mixed/neutral category. All respondents who participated in the options ranking were required to answer the following open-ended question: "Please share any additional feedback regarding these options here:"

Feedback was calculated to be 42.31% positive, 16% negative, and 41.69% mixed/neutral.



Sentiment Summary

- Overall, sentiment towards the swimming pool project appears to be mixed, with both positive and negative feedback provided.
- Positive feedback highlights strong community support for a year-round indoor pool, seen as crucial for consistent access to swim lessons and recreation. Residents believe the pool will significantly enhance quality of life and potentially boost tourism through safe recreational options for all ages.
- However, concerns exist regarding resistance to new taxes, especially property tax increases, due to affordability issues for fixed-income homeowners. There is also skepticism about the project's cost-effectiveness and past financial management, with preferences leaning towards maintaining existing infrastructure and exploring alternative funding sources.

Positive Sentiment: Summary

- A pool would serve multiple populations, including children, families, the elderly, and professionals. It would provide a safe environment for swim lessons and water therapy, support the local swim team, and offer a healthy recreational option for all ages.
- A new pool could attract and retain professionals and families in the area, boost local tourism through hosting swim meets, and generate revenue year-round. It could also reduce the risk of drowning by providing a safer alternative to the river for swimming.
- The majority of the feedback favors Option 3, highlighting its comprehensive features, including indoor and outdoor facilities, which would meet the long-term needs of the growing community and provide the best value for money.
- Respondents believe that a well-equipped pool would improve the overall quality of life in Canon City by offering a much-needed recreational and fitness resource, fostering community spirit, and promoting a healthy lifestyle for residents of all ages.

Negative Sentiment: Summary

- Strong resistance to new taxes, especially property tax increases, due to concerns about affordability for fixed-income homeowners and the overall tax burden.
- Skepticism about the cost-effectiveness of building a new pool, with suggestions to focus on maintaining existing infrastructure instead.
- Frustration over past mismanagement of funds and a lack of confidence in the ability to manage future costs associated with the pool.
- Preference for alternative funding sources, such as partnerships with organizations like the YMCA or private investment, rather than solely relying on taxpayer funds.
- General skepticism about the long-term viability and maintenance costs of a new pool facility.

Mixed/Neutral Sentiment: Summary

- Concerns about cost and sustainability: Many residents are worried about the financial burden of increased taxes and whether the pool can support itself financially through user fees alone.
- Preference for practicality over extravagance: There is a recurring sentiment favoring simpler pool designs (like Option 1 or 2) that meet basic community needs without excessive costs.

- Support for year-round accessibility: While there's hesitation about the cost, there is strong support for options that offer year-round access, citing benefits for both youth activities and adult fitness.
- Need for clear communication and education: Residents express confusion about funding sources and costs, suggesting a need for clearer communication to build community understanding and support.
- Emphasis on community inclusivity and multi-use functionality: There is a desire for the pool to serve all age groups and offer diverse activities, suggesting a preference for options that maximize community inclusivity and usage.



4 – SITE SELECTION

SITE EVALUATION

One of the most critical factors in the study is determining which site is most suitable to meet the current and future needs of the Service Area. Every community has its own needs, demographics, access, size requirements, as well as availability of land. The consulting team was directed to primarily consider four sites for the study:

1. the former R.C. Icabone Pool Site, including the southwest corner of Cañon City High School property and the City-owned Rudd Park.
2. A privately-owned parcel deemed the Pierce Property.
3. A portion of The Abbey property.
4. Mountain View Park in north Cañon City

A custom-tailored matrix has been implemented to help determine the most suitable candidate for future development of the Aquatics Center.

When the consulting team first set out to evaluate the potential sites, there were several discussions with the steering committee with respect to vision for the facility, traffic and neighborhoods, connections to the City center and adjacency to compatible amenities within the community. One of the main topics was ease of access for youth and families, which favored central location in close proximity to housing and schools.

Through further dialogue with the advisory committee, it became evident that the need for the site to have easy vehicular access from all points of the service area was of prime importance. Several weighting factors in the matrix were modified at this time, and another criterion evaluated. The final matrix of the four sites is included in the study with resulting figures that are quite close in comparison, with the Icabone/CCHS/Rudd Park nudging out the others to take the top spot.

The online survey conducted as part of the study included a question about what would be the preferred site, and the Icabone/CCHS/Rudd Park site was the overwhelming favorite. The advisory committee, when taking an informal “vote”, the unanimous choice was also this site.

Ultimately, it was determined that for the purposes of the study, the Icabone/CCHS/Rudd Park site would best fit the needs of the facility program and support the future needs of the growing community. The following is a list of chief factors in this decision.

- Easy vehicular access from most locations in the service area.
- Better pedestrian and bicycle access than other sites.
- Proximity to elementary, middle and high schools to accommodate learn-to-swim programs.
- Proximity to existing park amenities.
- Publicly owned property.

The purpose of the site selection section of the study is to arrive at an unbiased determination of which of the sites evaluated would be the best for the citizens of the service area in fulfilling their aquatic needs.



5 – CONCEPT DESIGN

A. OLC

Cañon City Aquatic Center

R.C. Icabone Pool/Cañon City High School/Rudd Park Site

A major limiting factor of the former outdoor pool site is its size, at over just under 1.5 acres there is not enough room for the type of aquatic facilities needed in the community, a support building/bath house, and adequate on-site parking. By adding in the southwest corner of the CCHS property into the mix, it suddenly made the size no longer a determining issue.

In discussions with the City of Cañon City, the idea of abandoning the portion of 12th Street north of College was proposed to combine the Icabone site and the CCHS property into one cohesive site. By doing so, the pool and building can now occupy ample area in the southwest corner of the site while the CCHS property can be developed into a shared parking lot. This makes the site for the proposed Aquatic Center highly functional for prolonged use by the community.

Although the qualities of Rudd Park were also considered when evaluating this area for a new Center, it was determined that the combined Park and Recreation District and School District properties would be sufficient to support it. It was therefore determined that Rudd Park remaining a combination passive and active-use park is the best use of that parcel, and the City would include it in future planning exercises.

The target audience for the purposes of the study is a diverse group of users of all ages and aquatic needs, including competitive swimming. It was expressed early on among the various stakeholders that the need in the community is for a multi-generational Leisure Pool containing a Lazy River, Zero Depth Entry Area, an area to conduct swim lessons, an area for deep water, and one that has attractions that will respond to the teen population in the service area. There is also the need to accommodate the established competitive swimming club and support the development of High School Swimming and Diving team sports.

All in all, the stakeholders that were invited by the Rec District to participate in the study were overwhelmingly in favor of having a pool in Cañon City. The other universal agreement was that funding would be a major issue for this community. Therefore, cost sensitivity was considered as a high priority for the design. To test the appetite for spending within the community, three different options were developed at various price points: An single, outdoor leisure pool option, a combination of and outdoor leisure pool and an outdoor competition lap pool, and finally and outdoor leisure pool and an indoor competition lap pool.

The bath house building serves as the main entry point to the complex for customers. There is a covered queueing area at the entry which passes an office where fees can be paid or ticketing occurs. Customers enter via a gate at the southwest corner of the bath house. Upon entry, users are immediately greeted by a view of the zero-depth entry leisure pool, which will create excitement upon entry and visually draw the user in. Those who need a change of clothes will turn to the right, after having

passed the lifeguard offices, toward the dressing room entries. Included are full-service ADA compliant gender-neutral changing rooms which offer a shower, toilet, and lavatory. The men's and women's locker areas contain toilets toward the entries and showers with the dressing areas toward the rear of each space. The seasonal locker rooms are envisioned to be 'open air' with only supplemental exhaust air needed to draw fresh air into the spaces. Also within the locker room 'block' of space would be the first aid and lifeguard office, positioned to have excellent views of the bodies of water. Outdoor lockers and on-deck showers are provided at the dressing room entries. The outdoor pool deck will be adequately adorned with shade structures, tables, chairs and lounge furniture.

For the indoor pool option, a dedicated set of locker rooms that would be designed as conditioned space to serve the indoor pool year-round is envisioned. This will allow the locker rooms and support areas for the outdoor pool to be winterized and closed during the off season when the outdoor pool is not open, which will save on maintenance, utilities and staff time in the long run. This will also separate the competitive swimmers from the outdoor pool goers when the outdoor pool is open, which the competitive swimmers will really appreciate.

Please refer to the following Concept Design description for additional information about the various pool options.

B. Counsilman-Hunsaker

The initial program considerations consisted of three options that included an outdoor aquatic center with various sizes and types of pools, with the option for an indoor aquatics addition.

Community feedback showed the desire for an indoor pool in the City as competitive swimming is a growing and popular sport.



The outdoor aquatics options would be open on a seasonal basis and incorporate a recreational pool to include a zero-beach entry, spray features, an open recreation area, and a waterslide tower.

The first outdoor option consists of a multi-use leisure pool with a waterslide tower. The pool includes a zero-depth (beach-style) entryway, a children's interactive play area, a current channel and two (2) 25-yard lap lanes for swimming and programming.

The second outdoor option includes two separate pools: the same option 1 program with a separate expansion to include an outdoor 6-lane, 25-yard lap pool. The benefit of the secondary pool is the ability for the aquatic center to offer two separate water temperatures: 82-to-83-degree water for the lap pool and 86-to-87-degree water for the program pool.

The third option has the same bodies of water as option 2, but moves the 6-lane, 25 yard lap pool indoors. This pool provides year-round capacity for competitive swimming and fitness swimming, along with programmable space for water fitness classes and swimming lessons. With lap lanes in place, the pool can be divided to accommodate lanes for swim team, community lap swim, and offer shallow water aerobics or swimming lessons in the outdoor multi-use program area – all at the same time and yearround. It can also serve as a recreational pool with the addition of a climbing wall and water basketball in addition to open swimming area.

The 6-lane, 25-yard pool provides the minimum standard required for competitive swimming, lap lane capacity for fitness swimming, and programmable space for water fitness classes and swimming lessons.

A new building with locker rooms, multi-purpose room, concessions, offices, and pool mechanical and shade structures / pavilions have been included to support the aquatic areas in all three options.

This study is intended to assist the City in developing the appropriate programmatic design criteria for the proposed swimming pools. It is important to recognize that the decisions made during the design process will likely last 30 years or more. Therefore, the final design solution should not focus just on the aquatic needs of today but create a flexible aquatic program that can adapt to address the changing aquatic amenity needs of Cañon City.

OUTDOOR POOL ENTRY FROM SOUTH EAST



INDOOR POOL ENTRY FROM EAST



INDOOR POOL FROM NORTH EAST



INDOOR POOL FROM NORTH WEST



VIEW FROM SOUTH WEST



WEST VIEW OF BATH HOUSE



OUTDOOR POOL FROM NORTH WEST



AERIAL VIEW FROM SOUTH WEST



AERIAL VIEW FROM SOUTH EAST



AERIAL VIEW FROM NORTH EAST



AERIAL VIEW FROM NORTH WEST



AERIAL VIEW FROM WEST



INDOOR COMPETITION / LAP POOL FROM SOUTH WEST



INDOOR COMPETITION / LAP POOL FROM SOUTH EAST



INDOOR COMPETITION / LAP POOL FROM NORTH EAST



INDOOR COMPETITION / LAP POOL FROM NORTH WEST



BIRDSEYE VIEW OF INDOOR POOL FROM NORTH EAST



BIRDSEYE VIEW OF INDOOR POOL FROM SOUTH WEST





6 – PROGRAM AREA SUMMARY AND COST OPINION

Based upon the initial input from the Cañon City community and the web-based survey input, three space programs have been developed. The following charts detail a preliminary space program for the indoor aquatic center with three initial options for consideration.

- 2-lane, 5,000 square-foot multi-use outdoor leisure pool
- 6-lane, 25-yard outdoor swimming pool with a 3,000 square-foot multi-use outdoor leisure pool
- 6-lane, 25-yard indoor swimming pool with a 3,000 square-foot multi-use outdoor leisure pool

The sizes of the three options range from 9,000 to over 20,000 square feet. In addition to the pool and natatorium, support spaces have been programmed to include entry areas, staff offices, locker rooms, universal/family changing rooms, a multi-purpose room, and pool storage/mechanical.

- Locker rooms – increased capacity of the pool necessitates a larger locker room and fixture count
- Pool mechanical room – as the size of the pool increases so does the size of the pool filtration, chemical storage, and other related equipment
- Natatorium enclosure – the natatorium size increases as the pool size increases in order to maintain deck clearances around the perimeter of the pool. The square feet allocated to the natatorium enclosure is inclusive of both the swimming pool and the deck.

Option 1

2-lane, 5,000 square-foot multi-use outdoor leisure pool

CHART ANALYTICAL SERVICES, INC.				OPINION OF PROJECT COST: Option 1	
Description		Unit	Amount	Opinion of Cost	
Support Spaces			4,230	\$2,729,073	
Pool Mechanical Room		Sq. Ft.	952		
Pool Chemical Storage		Sq. Ft.	136		
Building Mechanical / Electrical / Janitor		Sq. Ft.	378		
Storage (Building / Pool)		Sq. Ft.	348		
Locker Rooms (Mens & Womens)		Sq. Ft.	1,222		
Family Changing Rooms		Sq. Ft.	164		
Vending		Sq. Ft.	105		
Office		Sq. Ft.	105		
Lifeguard Room		Sq. Ft.	270		
Circulation and Walls (25%)		Sq. Ft.	550		
Outdoor Aquatic Center			15,011	\$4,020,292	
Outdoor Leisure Pool (w/ lanes)		Sq. Ft.	5,000		
Children's Play Structure		Allowance	1		
Spray Features		Allowance	1		
Waterslide		Allowance	1		
1M Diving		Qty.	1		
Climbing Wall		Allowance	1		
Shade Structures		Qty.	4		
Outdoor Deck		Sq. Ft.	10,002		
Overhead Lighting		Sq. Ft.	15,011		
Fencing		Linear Ft.	500		
Unit			Sq. Ft.	Opinion of Cost	
Total Building Construction Costs				6,749,365	
Site Construction Allowance (parking, landscaping, utilities, walks - assuming normal site conditions)				\$577,230	
Furniture, Fixtures, Equipment				\$116,000	
Subtotal			19,241	\$7,442,595	
Escalation Allowance (1 year)		8.0%		\$595,408	
Contingency (Design / Construction)		10.0%		\$803,800	
Design Fees, Surveys, Permitting		10.0%		\$884,180	
Opinion of Probable Cost				\$9,725,982	
Total Estimated Project Costs:				\$9,800,000	
Estimate Current as of:			6/25/2024		
Source: Counsilman-Hunsaker					

Option 2

6-lane, 25-yard outdoor swimming pool with a 3,000 square-foot multi-use outdoor leisure pool

CHART AQUATIC RESEARCH, INC.				OPINION OF PROJECT COST: Option 2	
Description		Unit	Amount	Opinion of Cost	
Support Spaces			4,960	\$3,215,820	
Pool Mechanical Room		Sq. Ft.	1,160		
Pool Chemical Storage		Sq. Ft.	136		
Building Mechanical / Electrical / Janitor		Sq. Ft.	457		
Storage (Building / Pool)		Sq. Ft.	419		
Locker Rooms (Mens & Womens)		Sq. Ft.	1,506		
Family Changing Rooms		Sq. Ft.	164		
Vending		Sq. Ft.	105		
Office		Sq. Ft.	105		
Lifeguard Room		Sq. Ft.	325		
Circulation and Walls		Sq. Ft.	583		
Outdoor Aquatic Center			22,510	\$5,560,520	
Outdoor Lap Pool		Sq. Ft.	4,500		
3M Diving		Qty.	1		
Outdoor Leisure Pool (without lanes)		Sq. Ft.	3,000		
Children's Play Structure		Allowance	1		
Spray Features		Allowance	1		
Waterslide		Allowance	1		
Shade Structures		Qty.	4		
Outdoor Deck		Sq. Ft.	15,002		
Overhead Lighting		Sq. Ft.	22,510		
Fencing		Linear Ft.	700		
Unit			Sq. Ft.	Opinion of Cost	
Total Building Construction Costs				8,776,340	
Site Construction Allowance (parking, landscaping, utilities, walks - assuming normal site conditions)				\$824,100	
Furniture, Fixtures, Equipment				\$165,000	
Subtotal			27,470	\$9,765,440	
Escalation Allowance (1 year)		8.0%		\$781,235	
Contingency (Design / Construction)		10.0%		\$1,054,667	
Design Fees, Surveys, Permitting		10.0%		\$1,160,134	
Opinion of Probable Cost				\$12,761,477	
Total Estimated Project Costs:				\$12,800,000	
Estimate Current as of:		6/25/2024			
Source: Counsilman-Hunsaker					

Option 3

6-lane, 25-yard

CHART AQUATIC RESEARCH POOLS				OPINION OF PROJECT COST: Option 3	
Description		Unit	Amount	Opinion of Cost	
Support Spaces			9,765	\$6,322,305	
Pool Mechanical Rooms		Sq. Ft.	1,160		
Pool Chemical Storage		Sq. Ft.	136		
Building Mechanical / Electrical / Janitor		Sq. Ft.	1,059		
Multi-Purpose Room		Sq. Ft.	301		
Storage (Building / Pool)		Sq. Ft.	925		
Locker Rooms (Mens & Womens)		Sq. Ft.	3,144		
Family Changing Rooms		Sq. Ft.	766		
Vending		Sq. Ft.	105		
Office/Administration Rooms		Sq. Ft.	355		
Lifeguard Room		Sq. Ft.	325		
Lobby/Circulatory Space		Sq. Ft.	1,489		
Indoor Aquatic Center			7,550	\$9,100,250	
Competition Pool		Sq. Ft.	4,500		
1M Diving		Qty.	1		
Natatorium Enclosure (Traditional)		Sq. Ft.	6,500		
Spectator Seating (7 Sq.Ft. per person)		Sq. Ft.	1,050		
Outdoor Aquatic Center			9,007	\$2,601,154	
Outdoor Leisure Pool (without lanes)		Sq. Ft.	3,000		
Children's Play Structure		Allowance	1		
Spray Features		Allowance	1		
Waterslide		Allowance	1		
Shade Structures		Qty.	4		
Outdoor Deck		Sq. Ft.	6,000		
Overhead Lighting		Sq. Ft.	9,007		
Fencing		Linear Ft.	400		
Unit			Sq. Ft.	Opinion of Cost	
Total Building Construction Costs				18,023,709	
Site Construction Allowance (parking, landscaping, utilities, walks - assuming normal site conditions)				\$789,660	
Furniture, Fixtures, Equipment				\$158,000	
Subtotal			26,322	\$18,971,369	
Escalation Allowance (1 year)		8.0%		\$1,517,710	
Contingency (Design / Construction)		10.0%		\$2,048,908	
Design Fees, Surveys, Permitting		10.0%		\$2,253,799	
Opinion of Probable Cost				\$24,791,785	
Total Estimated Project Costs:				\$24,800,000	
Estimate Current as of:		6/25/2024			
Source: Counsilman-Hunsaker					



7 – OPERATIONS ANALYSIS

All the information gathered to this point is used to develop an operational plan for a proposed facility. It is important to note again that B*K is an operational and planning firm. As such we provide third party, independent analysis regarding operations, and have no financial gain associated with the facility being built and/or operated.

B*K developed operational plans for the concepts developed by OLC and Counsilman-Hunsaker. The concepts includes 3 options, an outdoor leisure pool, an outdoor leisure pool and outdoor lap pool and an outdoor leisure pool and indoor lap pool. The outdoor leisure pools feature a zero-depth pool, play structure, lazy river, and run-out slides. The lap pool has 6 lanes with a diving board. In addition each of the concepts would have shade structures, rental cabanas, office, lifeguard space, locker rooms, and concessions.

B*K takes a conservative approach when developing operational plans for proposed facilities. For the operational portion of the study for Cañon City the following assumptions were made.

- The final design could impact part-time staffing levels and site could influence revenue.
- The first year of operation will be 2027 or later.
- Seasons:
 - Outdoor Pool – 12 Weeks
 - Indoor Pool – 50 Weeks
- The presence of other providers in the market will remain the same.
- The operator of the facility is the Cañon City Area Recreation and Park District. The plan, specifically full-time staffing, identifies the costs associated with a stand-alone facility.
- Outdoor Leisure Season Pass Structure
 - Resident Youth (2-17) \$120
 Adult \$150
 Household \$500
 Senior (65+) \$80
 - Season Passes for non-residents would be 1.5 times the cost of residents
- Indoor Annual Pass Structure
 - Resident Youth (2-17) \$240
 Adult \$300
 Household \$750
 Senior (65+) \$240
 - Annual Passes for non-residents would be the same as residents
- Daily Admission Structure
 - Resident Under 2 Free
 Youth \$5
 Adult \$7
 Senior \$5
 - Daily Admissions for non-residents would be the same as residents
- Program Fees
 - Group Exercise Session \$30
 - Learn to Swim \$65

- Birthday Parties \$150
 - Dive In Movie \$5.00/person
 - Little Swimmers \$5.00/family
- Rental Structure
 - Cabana \$100 for 2 hours
 - Leisure Pool \$500 for 2 hours
 - Lap Pool \$500 for 2 hours
 - Swim Team \$10/lane/hour
- Maintenance would be handled by Cañon City Area Recreation and Park District staff. B*K would recommend including winterizing and de-winterizing the new pool into the construction contract for at least the first 2 seasons.
- Part-time positions associated with maintenance are factored into the cost accounting model.
- A Capital Improvement/Renovation Sinking Allocation annually has been included.
- The utilities were factored based on water surface and indoor sq. ft. space.
- Full-Time compensation has been compared to the Colorado market.
- Part-time rates are based on front desk, concessions and pool attendants at \$16.75/hr, lifeguards at \$17.75/hr and lead lifeguards at \$19.00/hr.
- Cañon City Area Recreation and Park District pays for water/sewer.
- No internal charge backs have been factored into this plan to account for; HR, IT Support, Building & Grounds, Marketing, etc.
- The operational plan is built from industry standards regarding staffing and best practices associated with aquatic operations.
- Bank charges are calculated at 3% of revenue generation expected to be from credit card usage.

Using the concepts provided by OLC, B*K developed an operational plan for the aquatic center. Using the best information available, combined with the operational goals, B*K created the following 5-year projection. Operation plans were developed for 3 different options:

- Option 1 – Outdoor leisure pool
- Option 2 – Outdoor lap pool and outdoor leisure pool
- Option 3 – Indoor lap pool and outdoor leisure pool

Option 1

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$209,155	\$211,247	\$217,584	\$224,112	\$230,835
Revenue	\$134,250	\$140,963	\$148,011	\$150,971	\$153,990
	(\$74,905)	(\$70,284)	(\$69,574)	(\$73,141)	(\$76,845)
Percentage w/ Capital	64.2%	66.7%	68.0%	67.4%	66.7%
Capital (cumulative)	\$20,000	\$40,000	\$60,000	\$80,000	\$100,000

Option 2

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$285,980	\$288,840	\$297,505	\$306,430	\$315,623
Revenue	\$196,480	\$206,304	\$216,619	\$220,952	\$225,371
	(\$89,500)	(\$82,536)	(\$80,886)	(\$85,479)	(\$90,253)
Percentage w/ Capital	68.7%	71.4%	72.8%	72.1%	71.4%
Capital (cumulative)	\$30,000	\$60,000	\$90,000	\$120,000	\$150,000

Option 3

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$730,604	\$737,910	\$760,047	\$782,848	\$806,334
Revenue	\$391,012	\$410,562	\$431,091	\$439,712	\$448,507
	(\$339,592)	(\$327,347)	(\$328,957)	(\$343,136)	(\$357,827)
Percentage w/ Capital	53.5%	55.6%	56.7%	56.2%	55.6%
Capital (cumulative)	\$50,000	\$100,000	\$150,000	\$200,000	\$250,000

It is important to note that total expenses in this model reflect an annual allocation to a capital sinking fund. That fund is dedicated to improvements/repairs needed at the aquatic center, not a full facility replacement.



8 - OPERATION DETAIL

Option 1 – Outdoor Leisure Pool

Expense and Revenue Model: The models have been built with the best information available at the time of the study. The model reflects recommendations from B*K as to how Cañon City Area Recreation and Park District might operate the facility in an efficient and effective manner balancing cost recovery along with accessibility. It is important to note that the revenue figures do not reflect capacity.

Expense Category	
Personnel	\$128,594
Commodities	\$26,222
Contractual	\$34,340
Sub-Total	\$189,155
Capital Replacement Allocation ⁷	\$20,000
Total Expense	\$209,155

Revenue Category	
Fees (passes/admissions)	\$61,100
Programs	\$30,800
Other ⁸	\$42,350
Total Revenue	\$134,250

5-Year Projection: The following is a 5-year projection for the future operation. Year 1 is the first full season that the pool is available. The operation reflects reasonable weather patterns for all 5 years. The total operational expense includes the \$20,000 allocated to improvement allocation.

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$209,155	\$211,247	\$217,584	\$224,112	\$230,835
Revenue	\$134,250	\$140,963	\$148,011	\$150,971	\$153,990
	(\$74,905)	(\$70,284)	(\$69,574)	(\$73,141)	(\$76,845)
Percentage w/ Capital	64.2%	66.7%	68.0%	67.4%	66.7%
Capital (cumulative)	\$20,000	\$40,000	\$60,000	\$80,000	\$100,000

⁷ B*K would recommend beginning an improvement account for outdoor pool. \$20,000 would be allocated annually to the account to build a balance that could then access for pool improvements/repairs.

⁸ The Other category includes concessions, birthday parties and rentals.

Full Time Staffing

It is the opinion of B*K that a while a full-time recreation position for aquatics would be desirable, it is not necessary for Option 1.

Part Time Staffing

Positions	Hourly Rate	Hours	Total
Pool Manager	\$21.00	39	\$12,936
Lead Lifeguard	\$19.00	87	\$19,893
Lifeguard	\$17.75	271	\$57,617
Front Desk	\$16.75	44	\$8,794
Pool Attendant	\$16.75	39	\$7,739
Aquatic Programs			\$8,609
Rentals Staff			\$3,869
Benefit Factor	7.65%		\$9,138
Total			\$128,594

- B*K factored early arrival, late departure, for part-time staff to allow for setting the pool deck and provide training windows for lifeguards.
- In developing the operational plan B*K accounted for lifeguards being present whenever individuals were in the pool, regardless of if they were part of a practice, lesson, group exercise, etc.

NOTES:

- The season typically is 12 weeks. Often the facility is open less than that due to weather and the school calendar, however staffing has been included for 12 full weeks to account for orientation, training and assistance in opening/closing.
- Lifeguard training was not factored into the operational plan.
- Programs are not factored at capacity.
- Rentals are not factored in at capacity.
- Birthday parties are not factored in at capacity.
- It is the belief of B*K that Cañon City Area Recreation and Park District is well versed in these programs and rental opportunities. As such the initial focus of the operation should be to provide these programs and services with excellent customer service. As the facility moves into years 2 and 3, they can add other specialty programs.

Projected Expenditures

Commodities/Service & Supplies	
Office supplies (forms, ID, etc.)	\$500
Chemicals	\$12,650
Maintenance/Repair/Materials	\$2,000
Janitor Supplies	\$800
Recreation supplies (LTS, Water Ex, Lap)	\$1,000
Safety supplies (First Aid, rescue tubes)	\$500
Uniforms	\$700
Printing/Postage	\$100
Concessions (food/supplies) ⁹	\$7,572
Other Misc. Exp.	\$200
Fuel/Mileage	\$200
Sub-Total	\$26,222

Contractual	
Utilities	\$11,947
Water/Sewer	\$9,632
Trash	\$1,000
Insurance (property & liability)	\$2,240
Communications (phone)	\$2,000
Contract services (HVAC, Fire Alarm, Misc)	\$1,000
Equipment Maintenance	\$500
Advertising	\$500
Training	\$1,000
Conference	\$500
Membership Dues/subscriptions	\$500
Bank charges	\$3,021
Other	\$500
Total	\$34,340

Capital Replacement Fund	
Annual Allocation	\$20,000
Sub-Total	\$20,000

⁹ Factored at 50% of total revenue generation.

Totals	
Staffing	\$501,286
Commodities	\$119,639.00
Contractual	\$189,361
Replacement Fund	\$50,000
Total ¹⁰	\$860,287

The following revenue opportunities developed by B*K, are based on information provided by Cañon City Area Recreation and Park District, familiarity with the market, and experience as facility operators. The projections are what B*K feels the department could anticipate achieving in year 1 of the operation.

Revenues

Category	
Fees	
Daily Admission	\$52,800
Punch Pass & Season Pass	\$0
Concessions/Vending	\$8,300
Sub-Total	\$61,100
Aquatic Programs	\$30,800
Sub-Total	\$30,800
Other	
Concessions	\$18,930
Pool Rentals	\$5,000
Birthday Parties	\$5,400
Cabanass	\$11,520
Donations/Sponsors	\$1,500
Sub-Total	\$42,350
Total	\$134,250

¹⁰ This total does not include debt service.

Option 2 – Outdoor Lap Pool and Outdoor Leisure Pool

Expense and Revenue Model: The models have been built with the best information available at the time of the study. The model reflects recommendations from B*K as to how Cañon City Area Recreation and Park District might operate the facility in an efficient and effective manner balancing cost recovery along with accessibility. It is important to note that the revenue figures do not reflect capacity.

Expense Category	
Personnel	\$161,191
Commodities	\$41,674
Contractual	\$53,116
Sub-Total	\$255,980
Capital Replacement Allocation ¹¹	\$30,000
Total Expense	\$285,980

Revenue Category	
Fees (passes/admissions)	\$80,400
Programs	\$46,10
Other ¹²	\$61,680
Total Revenue	\$196,480

5-Year Projection: The following is a 5-year projection for the future operation. Year 1 is the first full season that the pool is available. The operation reflects reasonable weather patterns for all 5 years. The total operational expense includes the \$50,000 allocated to improvement allocation.

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$285,980	\$288,840	\$297,505	\$306,430	\$315,623
Revenue	\$196,480	\$206,304	\$216,619	\$220,952	\$225,371
	(\$89,500)	(\$82,536)	(\$80,886)	(\$85,479)	(\$90,253)
Percentage w/ Capital	68.7%	71.4%	72.8%	72.1%	71.4%
Capital (cumulative)	\$30,000	\$60,000	\$90,000	\$120,000	\$150,000

¹¹ B*K would recommend beginning an improvement account for outdoor pool. \$30,000 would be allocated annually to the account to build a balance that could then access for pool improvements/repairs.

¹² The Other category includes concessions, birthday parties and rentals.

Full Time Staffing

It is the opinion of B*K that a while a full-time recreation position for aquatics would be desirable, it is not necessary for Option 2.

Part Time Staffing

Positions	Hourly Rate	Hours	Total
Pool Manager	\$21.00	42	\$14,112
Lead Lifeguard	\$19.00	87	\$19,893
Lifeguard	\$17.75	403	\$85,733
Front Desk	\$16.75	44	\$8,794
Pool Attendant	\$16.75	39	\$7,739
Aquatic Programs			\$9,065
Rentals Staff			\$4,401
Benefit Factor	7.65%		\$11,455
Total			\$161,191

- B*K factored early arrival, late departure, for part-time staff to allow for setting the pool deck and provide training windows for lifeguards.
- In developing the operational plan B*K accounted for lifeguards being present whenever individuals were in the pool, regardless of if they were part of a practice, lesson, group exercise, etc.

NOTES:

- The season typically is 12 weeks. Often the facility is open less than that due to weather and the school calendar, however staffing has been included for 12 full weeks to account for orientation, training and assistance in opening/closing.
- Lifeguard training was not factored into the operational plan.
- Programs are not factored at capacity.
- Rentals are not factored in at capacity.
- Birthday parties are not factored in at capacity.
- It is the belief of B*K that Cañon City Area Recreation and Park District is well versed in these programs and rental opportunities. As such the initial focus of the operation should be to provide these programs and services with excellent customer service. As the facility moves into years 2 and 3, they can add other specialty programs.

Projected Expenditures

Commodities/Service & Supplies	
Office supplies (forms, ID, etc.)	\$800
Chemicals	\$22,200
Maintenance/Repair/Materials	\$3,000
Janitor Supplies	\$1,000
Recreation supplies (LTS, Water Ex, Lap)	\$1,000
Safety supplies (First Aid, rescue tubes)	\$750
Uniforms	\$820
Printing/Postage	\$200
Concessions (food/supplies) ¹³	\$11,304
Other Misc. Exp.	\$300
Fuel/Mileage	\$300
Sub-Total	\$41,674

Contractual	
Utilities	\$17,200
Water/Sewer	\$16,270
Trash	\$1,500
Insurance (property & liability)	\$3,225
Communications (phone)	\$2,000
Contract services (HVAC, Fire Alarm, Misc)	\$3,000
Equipment Maintenance	\$500
Advertising	\$1,000
Training	\$1,000
Conference	\$1,000
Membership Dues/subscriptions	\$500
Bank charges	\$4,421
Other	\$1,500
Total	\$53,116

Capital Replacement Fund	
Annual Allocation	\$30,000
Sub-Total	\$30,000

¹³ Factored at 50% of total revenue generation.

Totals	
Staffing	\$161,191
Commodities	\$41,674
Contractual	53,116
Replacement Fund	\$30,000
Total ¹⁴	\$285,980

The following revenue opportunities developed by B*K, are based on information provided by Cañon City Area Recreation and Park District, familiarity with the market, and experience as facility operators. The projections are what B*K feels the department could anticipate achieving in year 1 of the operation.

Revenues

Category	
Fees	
Daily Admission	\$80,400
Punch Pass & Season Pass	\$0
Concessions/Vending	\$8,300
Sub-Total	\$88,700
Aquatic Programs	\$46,100
Sub-Total	\$46,100
Other	
Concessions	\$28,260
Pool Rentals	\$15,000
Birthday Parties	\$5,400
Cabanass	\$11,520
Donations/Sponsors	\$1,500
Sub-Total	\$61,680
Total	\$196,480

¹⁴ This total does not include debt service.

Option 2 – Indoor Lap Pool and Outdoor Leisure Pool

Expense and Revenue Model: The models have been built with the best information available at the time of the study. The model reflects recommendations from B*K as to how Cañon City Area Recreation and Park District might operate the facility in an efficient and effective manner balancing cost recovery along with accessibility. It is important to note that the revenue figures do not reflect capacity.

Expense Category	
Personnel	\$470,127
Commodities	\$65,776
Contractual	\$144,701
Sub-Total	\$680,604
Capital Replacement Allocation ¹⁵	\$50,000
Total Expense	\$730,604

Revenue Category	
Fees (passes/admissions)	\$160,200
Programs	\$89,055
Other ¹⁶	\$141,757
Total Revenue	\$391,012

5-Year Projection: The following is a 5-year projection for the future operation. Year 1 is the first full season that the pool is available. The operation reflects reasonable weather patterns for all 5 years. The total operational expense includes the \$50,000 allocated to improvement allocation.

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$730,604	\$737,910	\$760,047	\$782,848	\$806,334
Revenue	\$391,012	\$410,562	\$431,091	\$439,712	\$448,507
	(\$339,592)	(\$327,347)	(\$328,957)	(\$343,136)	(\$357,827)
Percentage w/ Capital	53.5%	55.6%	56.7%	56.2%	55.6%
Capital (cumulative)	\$50,000	\$100,000	\$150,000	\$200,000	\$250,000

¹⁵ B*K would recommend beginning an improvement account for outdoor pool. \$50,000 would be allocated annually to the account to build a balance that could then access for pool improvements/repairs.

¹⁶ The Other category includes concessions, birthday parties and rentals.

Full Time Staffing

It is the opinion of B*K that a full-time recreation position for aquatics is needed to accommodate the full operation of an indoor and outdoor pool as envisioned in Option 3. The operations will also have an impact on parks maintenance, and a position may be necessary to adequately maintain the facility and surrounding area. One has not been identified below but included as a year-round part-time position. This assumes that the facility is aligned with the current Cañon City Area Recreation and Park District operations. As such there are no fees associated with HR, IT, landscaping, security, etc. If the facility were to operate as a true stand along operation, those numbers will need to be calculated into the operational expenses.

Positions	Salary	Positions	Total
Aquatics Coordinator	\$50,000	1	\$50,000
Benefit Factor	35.0%		\$17,500
Total			\$67,500

Part Time Staffing

Positions	Hourly Rate	Hours	Total
Pool Manager (summer)	\$21.00	42	\$10,584
Lead Lifeguard (summer)	\$19.00	87	\$19,893
Lead Lifeguard (school)	\$19.00	80	\$57,580
Lifeguard (summer)	\$17.75	409	\$87,011
Lifeguard (school)	\$17.75	105	\$68,991
Lead Front Desk (school)	\$17.75	55	\$35,889
Front Desk (summer)	\$16.75	44	\$8,794
Front Desk (school)	\$16.75	42	\$24,885
Pool Attendant (summer)	\$16.75	39	\$7,739
Facility Maintenance (annual)	\$17.75	25	\$22,188
Aquatic Programs			\$25,263
Rentals Staff			\$5,200
Benefit Factor	7.65%		\$28,612
Total			\$402,627

- B*K factored early arrival, late departure, for part-time staff to allow for setting the pool deck and provide training windows for lifeguards.
- In developing the operational plan B*K accounted for lifeguards being present whenever individuals were in the pool, regardless of if they were part of a practice, lesson, group exercise, etc.

NOTES:

- The summer season typically is 12 weeks. Often the facility is open less than that due to weather and the school calendar, however staffing has been included for 12 full weeks to account for orientation, training and assistance in opening/closing.
- The school year is factored at 38 weeks to account for closing during holidays and annual maintenance.
- Lifeguard training was not factored into the operational plan.
- Programs are not factored at capacity.
- Rentals are not factored in at capacity.
- Birthday parties are not factored in at capacity.
- It is the belief of B*K that Cañon City Area Recreation and Park District is well versed in these programs and rental opportunities. As such the initial focus of the operation should be to provide these programs and services with excellent customer service. As the facility moves into years 2 and 3, they can add other specialty programs.

Projected Expenditures

Commodities/Service & Supplies	
Office supplies (forms, ID, etc.)	\$1,000
Chemicals	\$33,300
Maintenance/Repair/Materials	\$4,000
Janitor Supplies	\$5,000
Recreation supplies (LTS, Water Ex, Lap)	\$2,000
Safety supplies (First Aid, rescue tubes)	\$750
Uniforms	\$1,240
Printing/Postage	\$200
Concessions (food/supplies) ¹⁷	\$17,287
Other Misc. Exp.	\$500
Fuel/Mileage	\$500
Sub-Total	\$65,776

Contractual	
Utilities	\$87,333
Water/Sewer	\$18,594
Trash	3,600
Insurance (property & liability)	\$6,875
Communications (phone)	\$3,000
Contract services (HVAC, Fire Alarm, Misc)	\$10,000
Equipment Maintenance	\$500
Advertising	\$1,000
Training	\$2,000
Conference	\$1,000
Membership Dues/subscriptions	\$500
Bank charges	\$8,798
Other	\$1,500
Total	\$144,701

Capital Replacement Fund	
Annual Allocation	\$50,000
Sub-Total	\$50,000

¹⁷ Factored at 50% of total revenue generation.

Totals	
Staffing	\$470,127
Commodities	\$65,776
Contractual	\$144,701
Replacement Fund	\$50,000
Total ¹⁸	\$730,604

The following revenue opportunities developed by B*K, are based on information provided by Cañon City Area Recreation and Park District, familiarity with the market, and experience as facility operators. The projections are what B*K feels the department could anticipate achieving in year 1 of the operation.

Revenues

Category	
Fees	
Daily Admission	\$118,470
Punch Pass & Season Pass	\$4,680
Concessions/Vending	\$37,050
Sub-Total	\$160,200
Aquatic Programs	\$89,055
Sub-Total	\$89,055
Other	
Concessions	\$43,217
Pool Rentals	\$69,720
Birthday Parties	\$11,100
Cabanas	\$11,520
Donations/Sponsors	\$5,000
Sub-Total	\$141,757
Total	\$391,012

¹⁸ This total does not include debt service.



9 – NEXT STEPS

The Cañon City Park and Recreation District is already putting what they have heard from the public into motion. A statistically valid community survey has been performed by a reputable research and polling consultant, and their findings are that there is significant support for a combination indoor and outdoor aquatics facility within the District.

A combination of sales tax and property tax is being proposed to fund the construction and ongoing operations of the pool as well as the District as a whole. Ballot measures have been created and a campaign is underway to broadcast the facts about the project to District voters.

Should the funding measures pass, the next step would be to engage a qualified architectural firm for full design services, so that bid-ready construction documentation and specifications are prepared at the time that full funding is available. The preferred method of project delivery should be determined, be it traditional design-bid-build or Construction Manager/General Contractor. Each of these methods has pros and cons, which should be considered carefully by the stakeholders.

We look forward to continuing to work with Cañon City to fulfill its current and future aquatics needs.