City of

University Park, Texas

Feasibility Study to Assess the Viability of Developing Shared Indoor Pool/Aquatic Facility

Draft Report
December 10, 2014



WTI
WATER TECHNOLOGY INC.

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Introduction

The Ballard*King & Associates project team has been tasked by the City of University Park to complete a feasibility study for the possible development of a joint indoor aquatic center for the City and Highland Park Independent School District. University Park City Council requested a non-site specific study with the idea that an aquatic center could ultimately be placed in any a number of locations in University Park.

Section I – Market Analysis

One of the first steps in the study is to finish a market analysis for the project that examines the demographic characteristics of the market, possible rates of participation in swimming and the presence of other aquatic providers.

Demographic Analysis

The following is a summary of the basic demographic characteristics of the identified service areas along with recreation and leisure participation standards as produced by the National Sporting Goods.

Service Areas: The goal of a new joint indoor aquatic facility from the City's perspective will be to serve the needs of its residents. However, it is recognized that a partnership with the Highland Park Independent School District, the aquatic center will need to serve the School District boundaries as well. As a result two service areas have been identified, the City of University Park and the Highland Park Independent School District.

Service Area Comparison Chart:

	City of University Park	Highland Park School District
Population:		
2010 Census	23,068	32,914
2014 Estimate	24,146	34,416
2019 Estimate	25,782	36,818
Households:		
2010 Census	7,315	11,182
2014 Estimate	7,598	11,609
2019 Estimate	8,117	12,410
Families:		
2010 Census	5,392	7,926
2014 Estimate	5,601	8,228
2019 Estimate	5,987	8,799
Average Household Size:		
2010 Census	2.82	2.73
2014 Estimate	2.86	2.75
2019 Estimate	2.88	2.77
Ethnicity:		
Hispanic	4.8%	4.7%
White	93.3%	93.4%
Black	1.0%	0.9%
American Indian	0.3%	0.3%
Asian	3.1%	3.1%
Pacific Islander	0.008%	0.008%
Other	0.7%	0.8%
Multiple	1.7%	1.6%
Median Age:		
2010 Census	29.7	36.9
2014 Estimate	30.5	37.6
2019 Estimate	32.7	38.6
Median Income:		
2014 Estimate	$148,031	$149,385
2019 Estimate	$194,768	$200,000
Household Budget Expenditures[1]:		
Housing	252	255
Entertainment & Recreation	260	262

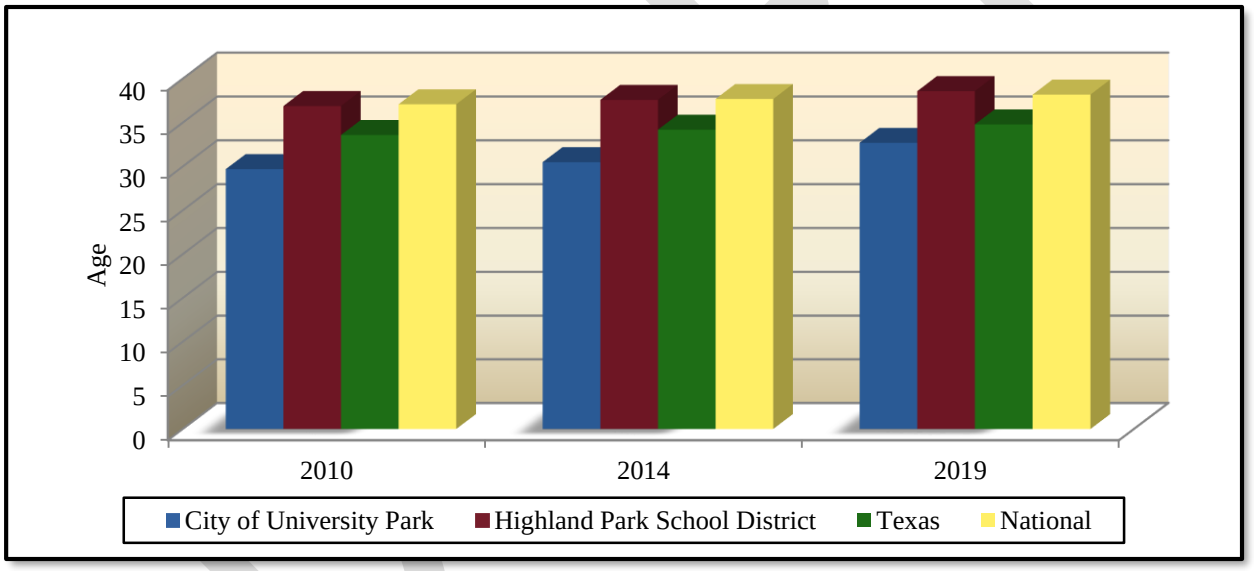
[1] This information is placed on an index with a reference point being the national average of 100.

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

Table A – Median Age:

	2010 Census	2014 Projection	2019 Projection
City of University Park	29.7	30.5	32.7
Highland Park School District	36.9	37.6	38.6
State of Texas	33.6	34.2	34.8
Nationally	37.1	37.7	38.2

Chart A – Median Age:



The median age of the City of University Park is significantly lower than the Highland Park School District and the State of Texas. The median age in the Highland Park School District is comparable to the national number while being higher than the State of Texas. The median age for the State of Texas is slightly less than the national number. The median age in both University Park and Highland Park School District points to younger families with children, along with the presence of older adults and retirees.

Map A – Median Age by Census Block Group:

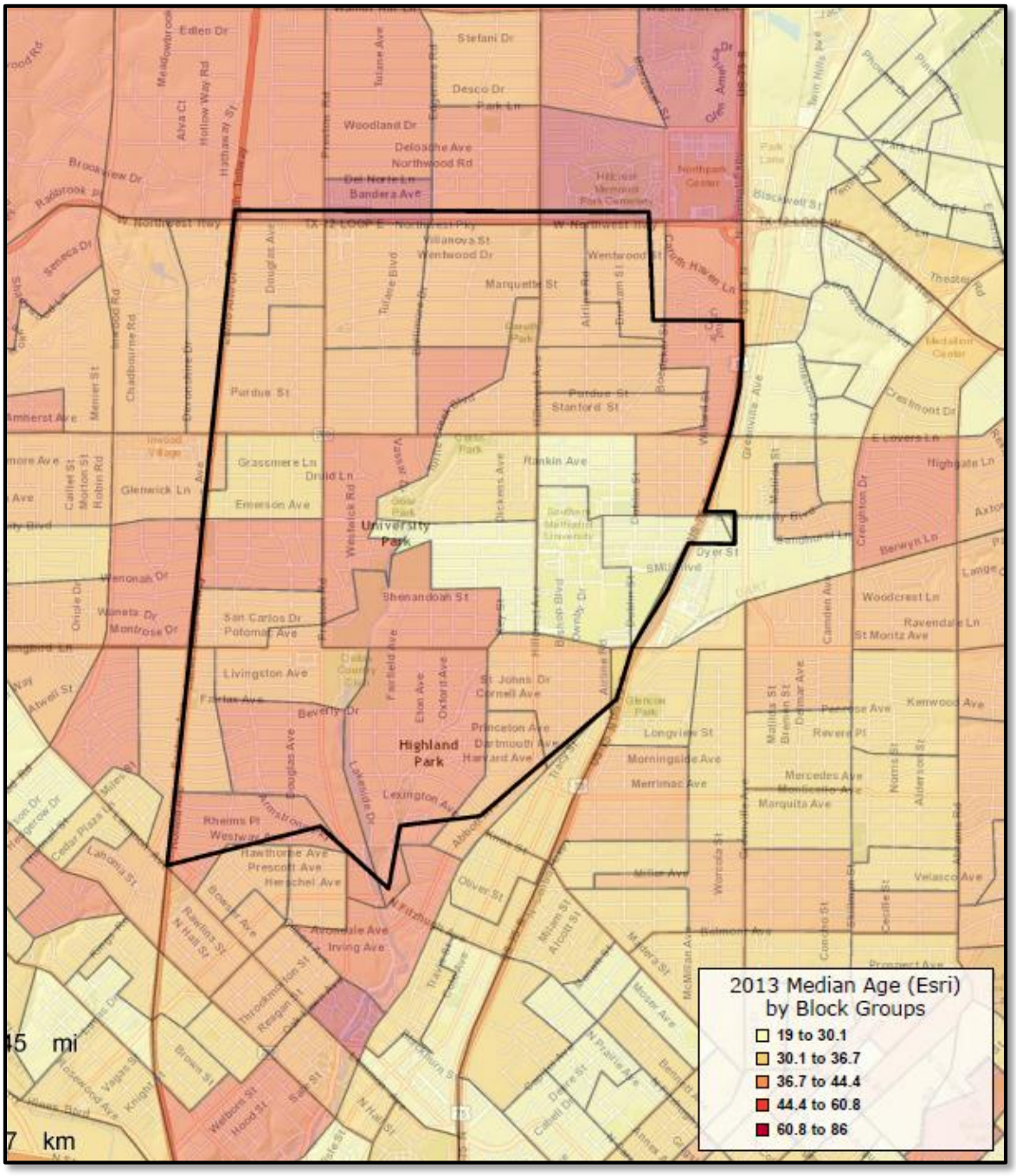
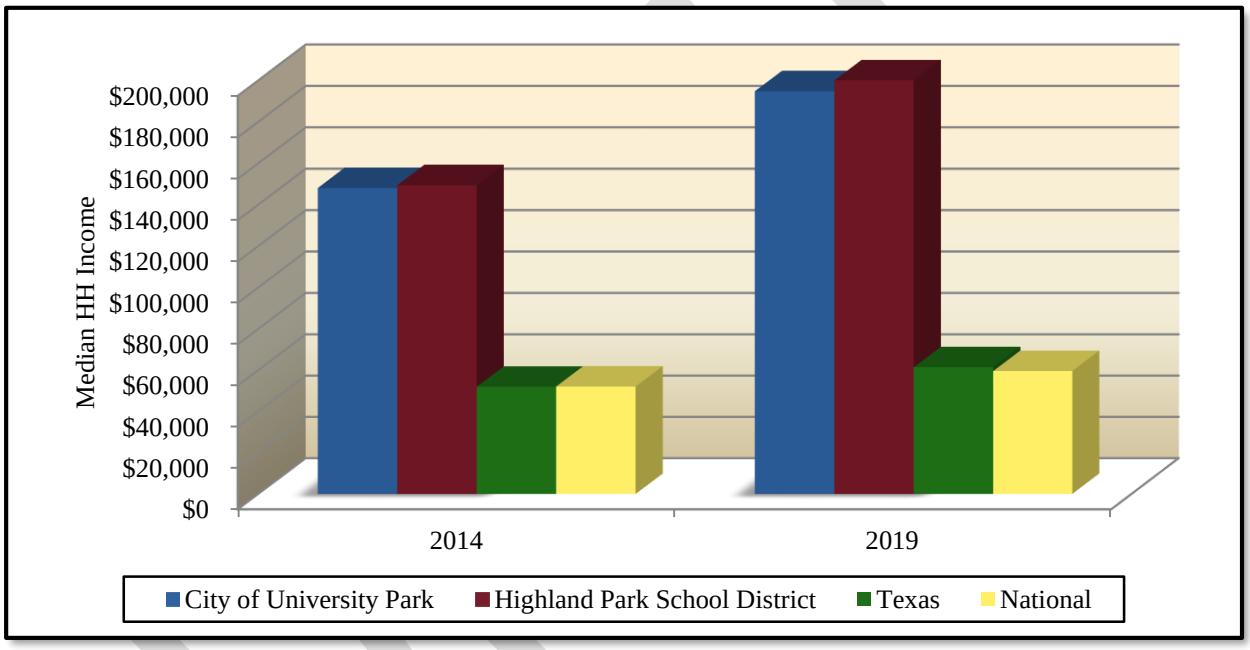


Table B – Median Household Income:

	2014 Estimate	2019 Projection
City of University Park	$148,031	$194,768
Highland Park School District	$149,385	$200,000
State of Texas	$51,979	$61,454
Nationally	$52,076	$59,599

Chart B – Median Household Income:



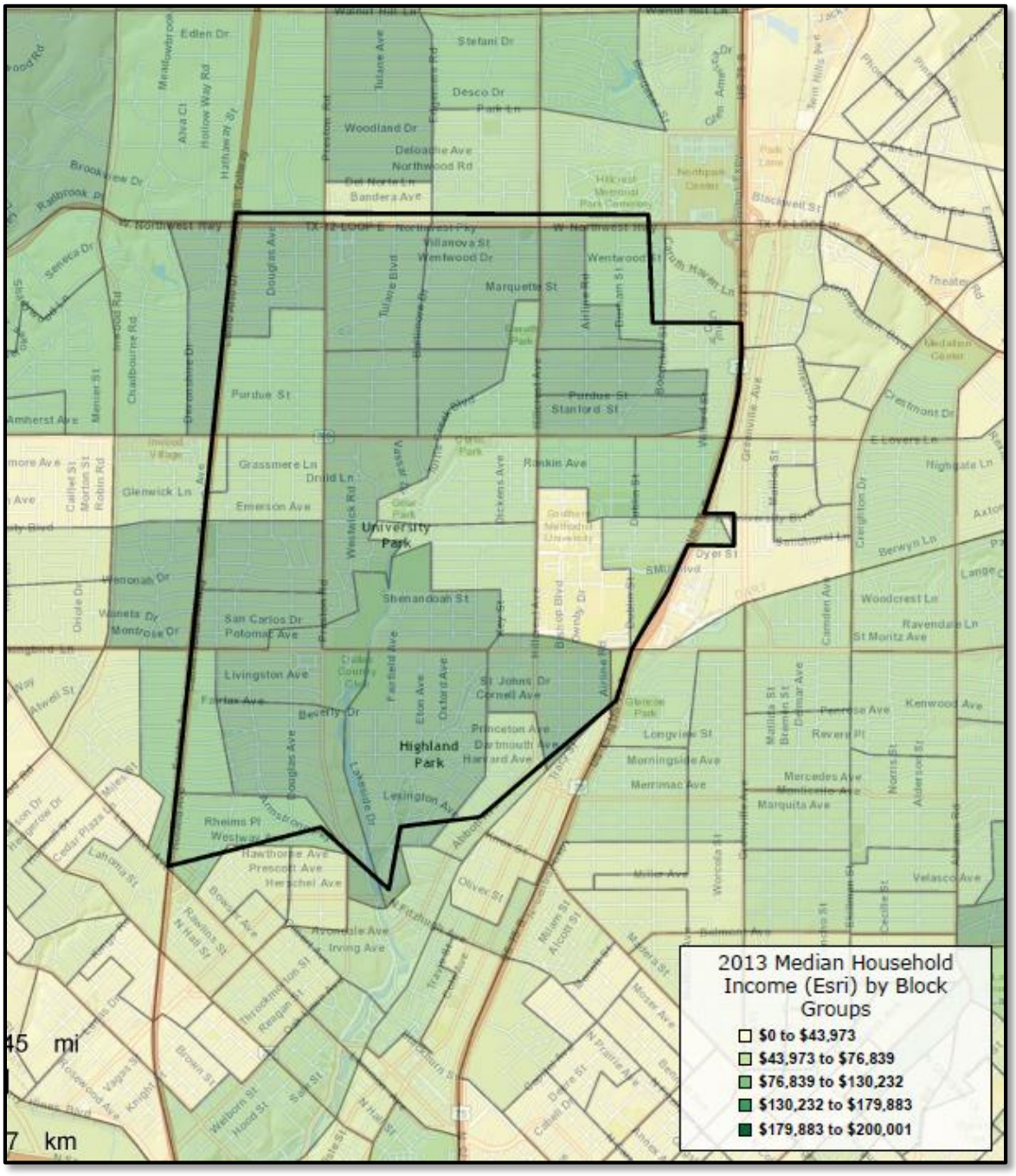
Based upon 2014 median income projections the following comparison is possible:

In the City of University Park, the percentage of households with a median income over $50,000 per year is 79.9% compared to 52.2% on a national level. Furthermore, the percentage of the households in the service area with a median income less than $25,000 per year is 10.3% compared to the level of 23.8% nationally.

In the Highland Park School District, the percentage of households with a median income over $50,000 per year is 79.6% compared to 52.2% on a national level. Furthermore, the percentage of the households in the service area with a median income less than $25,000 per year is 9.9%% compared to the level of 23.8% nationally.

While the median age in the State of Texas is slightly lower than the national number, the median household income in both service areas is 2-3 times higher than those numbers.

Map B – Median Household Income by Census Block Group:



Household Budget Expenditures: In addition to taking a look at Median Age and Median Income, it is important to examine Household Budget Expenditures. In particular looking at housing information; shelter, utilities, fuel and public services along with entertainment & recreation can provide a snap shot 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 C – Household Budget Expenditures[2]:

City of University Park	SPI	Average Spent per Household	Percent
Housing	252	$52,812.78	30.4%
Shelter	*260*	*$41,631.79*	*24.0%*
Utilities, Fuel, Public Service	*227*	*$11,180.99*	*6.4%*
Entertainment & Recreation	260	$8,380.98	4.8%

Highland Park School District	SPI	Average Spent per Household	Percent
Housing	252	$53,365.61	30.4%
Shelter	*262*	*$42,023.43*	*23.9%*
Utilities, Fuel, Public Service	*230*	*$11,342.19*	*6.5%*
Entertainment & Recreation	262	$8,453.38	4.8%

State of Texas	SPI	Average Spent per Household	Percent
Housing	101	$21,217.53	30.3%
Shelter	*101*	*$16,162.99*	*23.1%*
Utilities, Fuel, Public Service	*103*	*$5,054.54*	*7.2%*
Entertainment & Recreation	102	$3,299.69	4.7%

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.

[2] Consumer Spending data are derived from the 2004 and 2005 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2014 and 2019.

Chart C – Household Budget Expenditures Spending Potential Index:

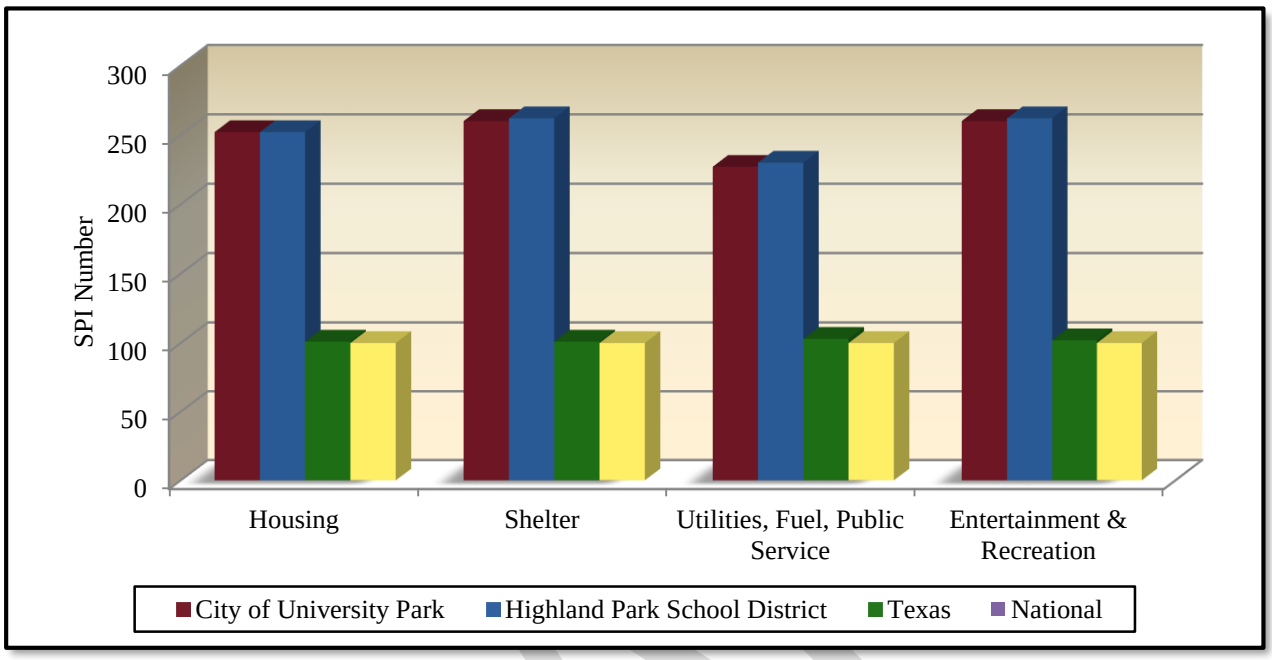


Chart C illustrates the Household Budget Expenditures Spending Potential Index in the service areas. The SPI for Household Budget Expenditures is consistent with the median household income. The rate of spending in both service areas is more than double the State and national number. In terms of Entertainment and Recreation Spending, it represents approximately 5% of total spending.

It will be important to keep this information in mind when developing a fee structure and looking at an appropriate cost recovery philosophy for the facility.

Recreation Expenditures Spending Potential Index: 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 D – Recreation Expenditures Spending Potential Index[3]:

City of University Park	SPI	Average Spent per Household
Fees for Participant Sports	293	$343.92
Fees for Recreational Lessons	340	$407.04
Social, Recreation, Club Membership	325	$543.94
Exercise Equipment/Game Tables	236	$176.48
Other Sports Equipment	229	$17.85

Highland Park School District	SPI	Average Spent per Household
Fees for Participant Sports	293	$344.35
Fees for Recreational Lessons	341	$408.47
Social, Recreation, Club Membership	328	$548.06
Exercise Equipment/Game Tables	237	$177.25
Other Sports Equipment	231	$17.97

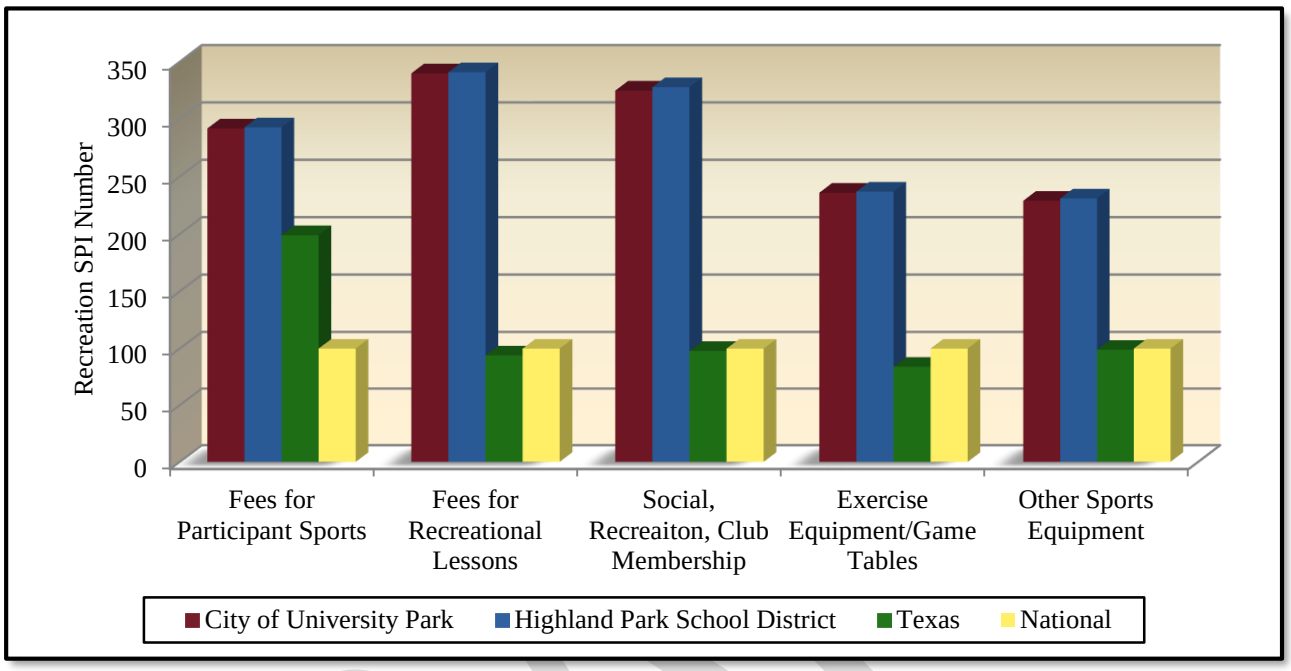
State of Texas	SPI	Average Spent per Household
Fees for Participant Sports	100	$117.96
Fees for Recreational Lessons	94	$112.76
Social, Recreation, Club Membership	98	$163.82
Exercise Equipment/Game Tables	84	$63.16
Other Sports Equipment	99	$7.70

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.

[3] Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

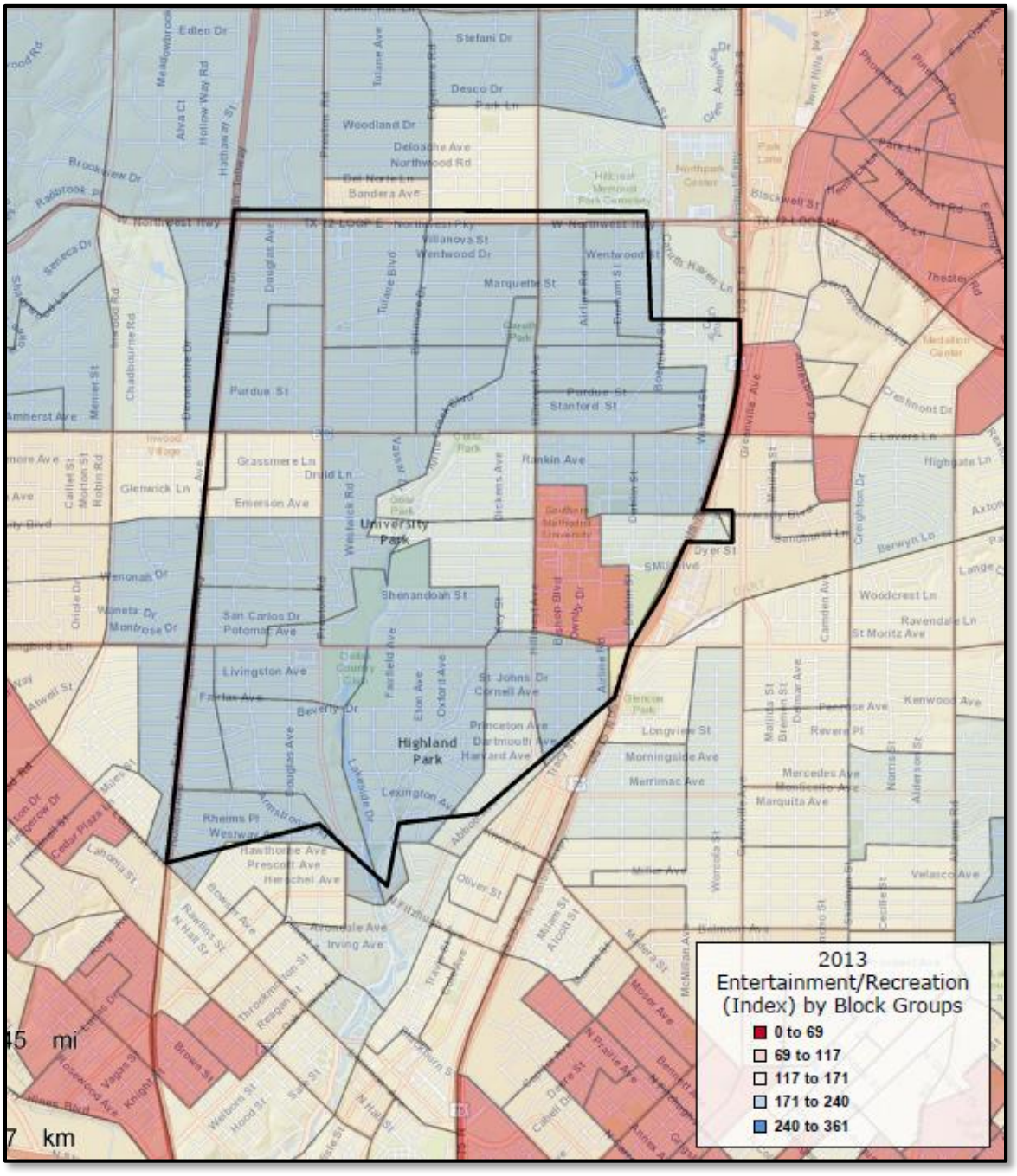
Chart D – Recreation Spending Potential Index:



The Spending Potential Index for Recreation is very comparable to the numbers in the Household Budget Index in that they follow the same pattern. The spending in all areas is double and in some cases triple the state and national number.

It is also important to note that these dollars are currently being spent, so the identification of alternative service providers and the ability of another facility to capture a portion of these dollars will be essential information to use in the decision making process.

Map C – Entertainment & Recreation Spending Potential Index by Census Block Group:



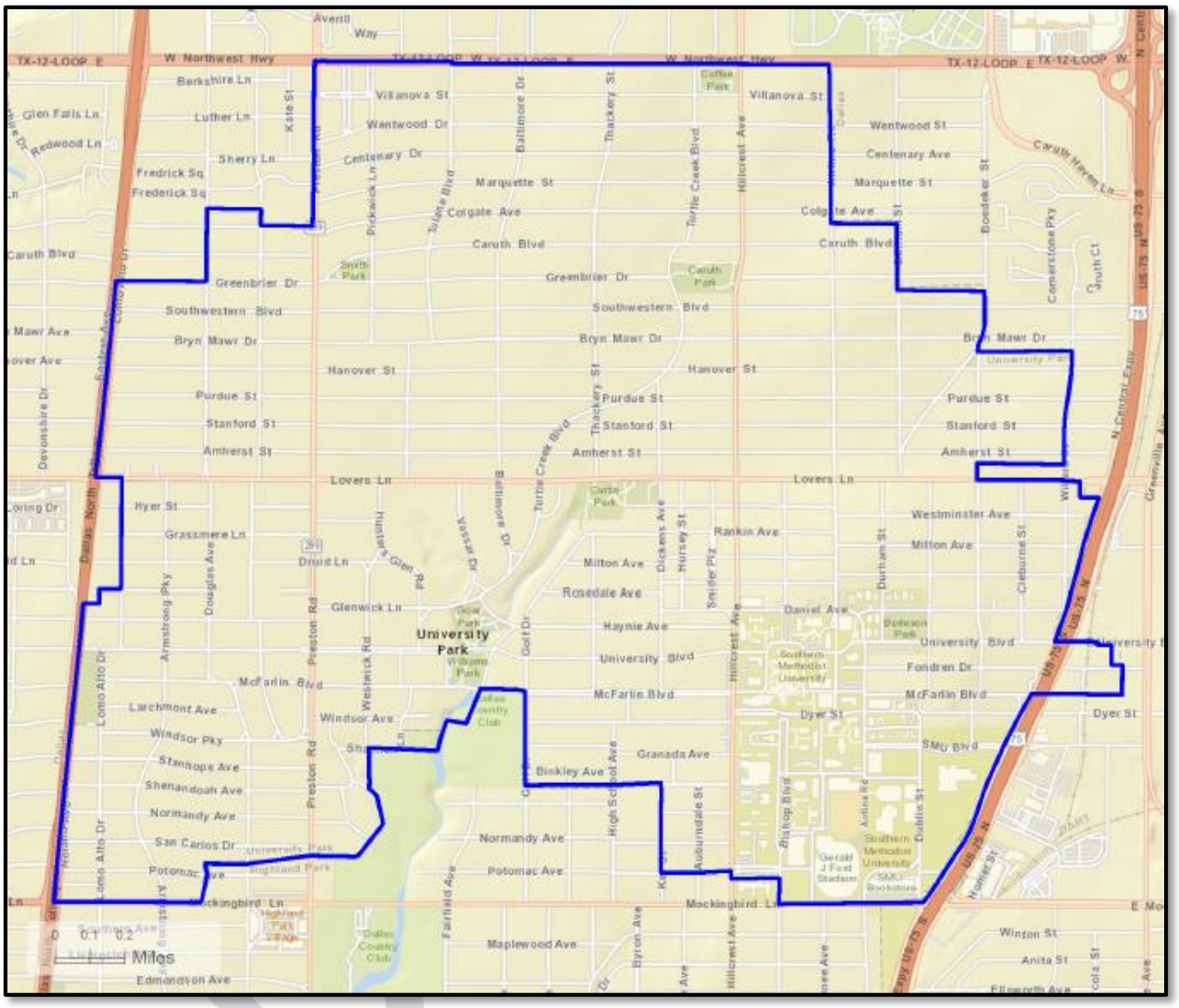
Service Area Analysis

Each of the identified service area's demographic characteristics are now analyzed.

Immediate Service Area – City of University Park.

Primary Service Area – Highland Park Independent School District.

Map D – Immediate Service Area Map:



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

Table E – 2014 Immediate Service Area Age Distribution
(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	1,238	5.2%	6.5%	-1.3%
5-17	5,503	22.7%	17.2%	+5.0%
18-24	4,629	19.2%	9.8%	+9.4%
25-44	4,023	16.6%	26.5%	-10.1%
45-54	3,694	15.3%	14.1%	+1.2%
55-64	2,862	11.8%	12.3%	-0.5%
65-74	1,277	5.3%	7.5%	-2.2%
75+	907	3.8%	6.1%	-2.3%

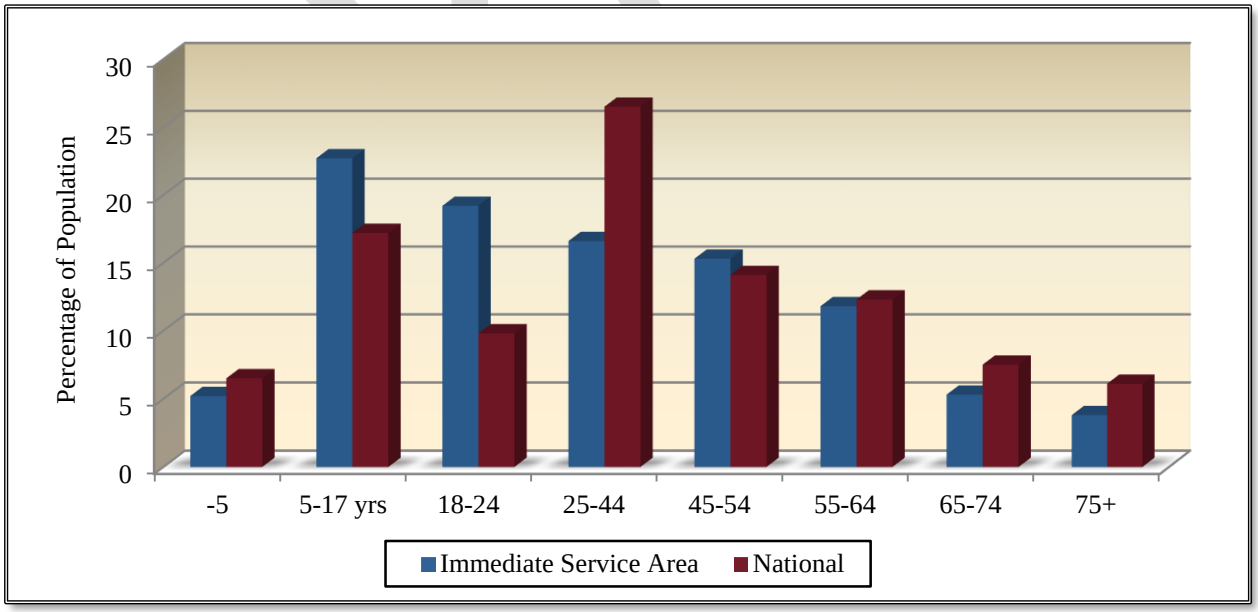
Population: 2014 census estimates in the different age groups in the Immediate Service Area.

% 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 E – 2014 Immediate Service Area Age Group Distribution



The Immediate Service Area, when compared to the characteristics of the national population, indicates that there are some differences. The population is equal or larger in the 5-17, 18-24 and 45-54 age groups and a smaller population in the -5, 25-44, 55-64, 65-74 and 75+ age groups. The largest positive variance is in the 18-24 age group with +9.4% while the greatest negative variance is in the 25-44 age group with -10.1%.

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

Table F – 2014 Immediate Service Area Population Estimates
(U.S. Census Information and ESRI)

Ages	2010 Census	2014 Projection	2019 Projection	Percent Change	Percent Change Nat'l
-5	1,259	1,238	1,343	+6.7%	+4.7%
5-17	5,515	5,503	5,812	+5.4%	+1.8%
18-24	4,223	4,629	4,578	+8.4%	-2.4%
25-44	4,205	4,023	4,255	+0.5%	+10.4%
45-54	3,755	3,694	3,707	-1.3%	-6.2%
55-64	2,338	2,862	3,248	+38.9%	+13.7%
65-74	985	1,277	1,726	+75.2%	+32.9%
75+	788	907	1,105	+40.2%	+9.5%

Chart F – Immediate Service Area Population Growth

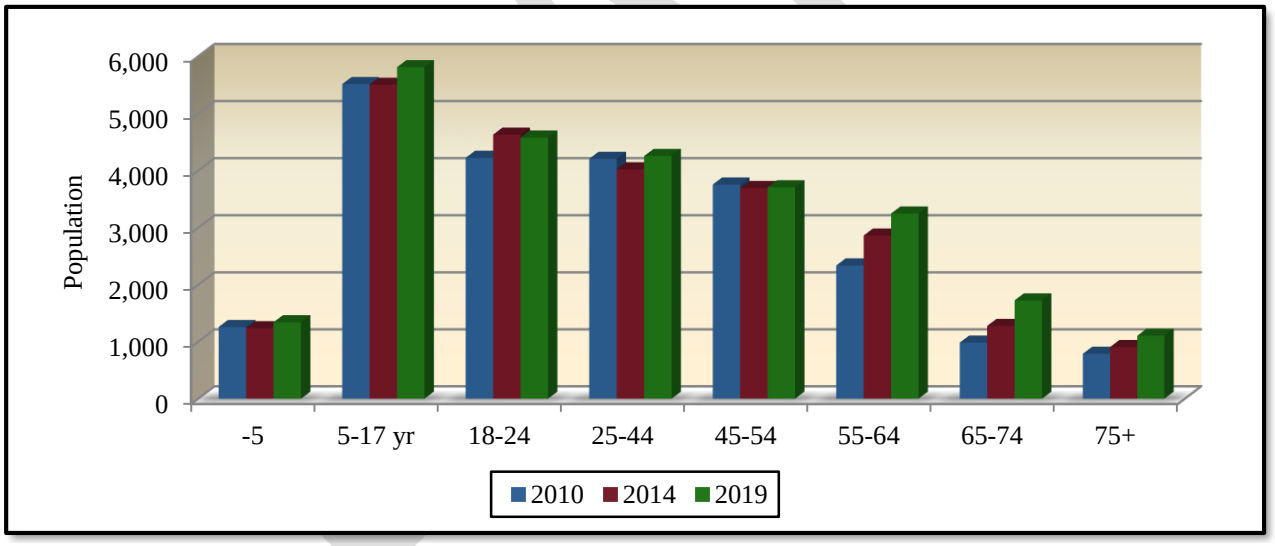


Table-F illustrates the growth or decline in age group numbers from the 2010 census until the year 2019. All of the age categories will see an increase or static growth in population, except 18-24 and 45-54. It must be remembered that the population of the United States as a whole is aging. It is not 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.

Ethnicity and Race: Below is listed the distribution of the population by ethnicity and race for the Immediate Service Area for 2014 population projections. Those numbers were developed from 2010 Census Data.

Table G – Immediate Service Area Ethnic Population and Median Age
(Source – U.S. Census Bureau and ESRI)

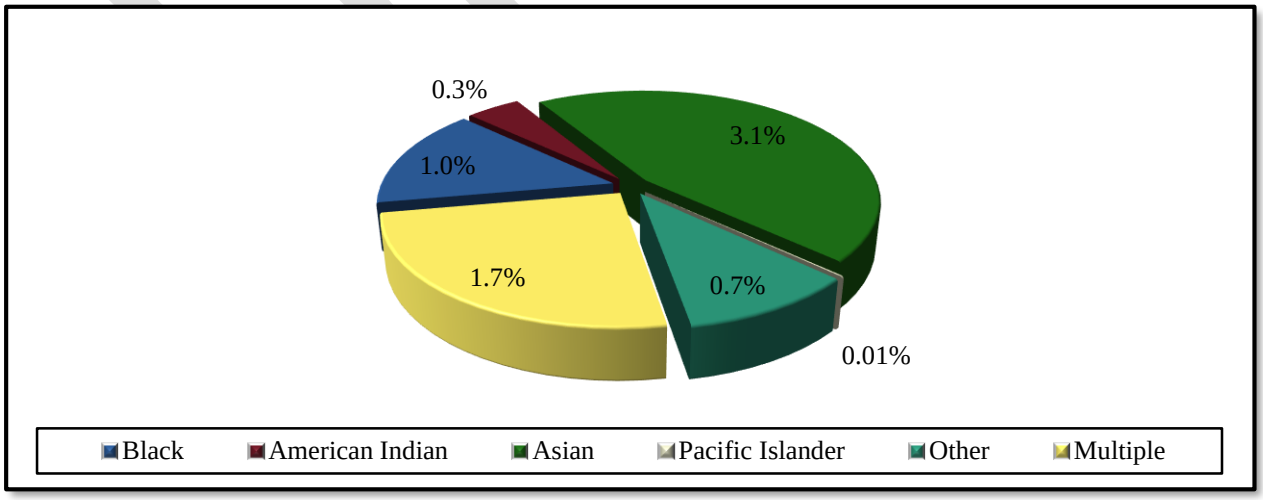
Ethnicity	Total Population	Median Age	% of Population	% of TX Population
Hispanic	1,154	21.0	4.8%	39.1%

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

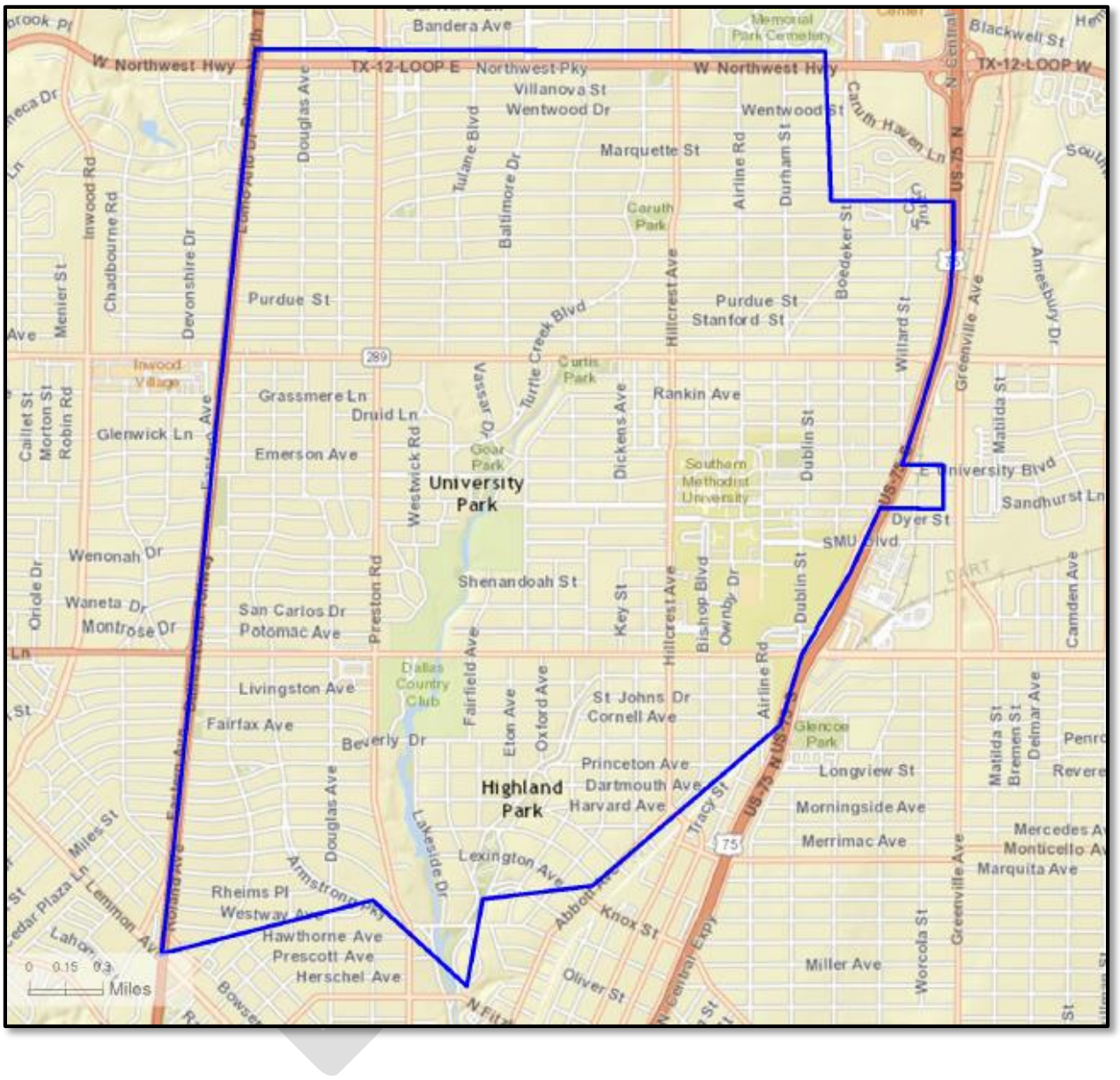
Race	Total Population	Median Age	% of Population	% of TX Population
White	22,524	32.6	93.3%	69.1%
Black	236	20.8	1.0%	12.0%
American Indian	63	19.5	0.3%	0.7%
Asian	747	25.4	3.1%	4.2%
Pacific Islander	2	47.5	0.008%	0.1%
Other	160	24.1	0.7%	11.0%
Multiple	414	17.1	1.7%	2.9%

2014 Immediate Service Area Total Population: 24,146 Residents

Chart G – Immediate Service Area Non-White Population by Race



Map E – Primary Service Area Map:



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

Table I – 2014 Primary Service Area Age Distribution
(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	1,747	5.0%	6.5%	-1.5%
5-17	7,562	22.1%	17.2%	+4.9%
18-24	5,242	15.2%	9.8%	+5.4%
25-44	5,776	16.8%	26.5%	-9.7%
45-54	5,318	15.5%	14.1%	+1.4%
55-64	4,416	12.8%	12.3%	+0.5%
65-74	2,403	7.0%	7.5%	-0.5%
75+	1,952	5.6%	6.1%	-0.5%

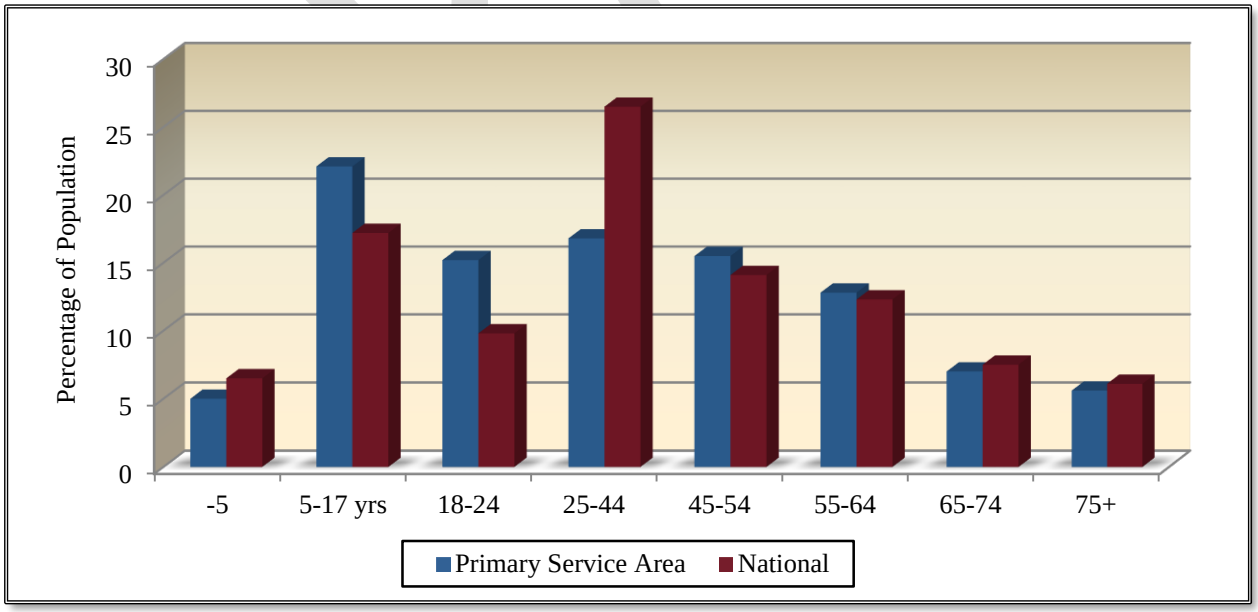
Population: 2014 census estimates in the different age groups in the Primary Service Area.

% 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 H – 2014 Primary Service Area Age Group Distribution



The Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences. The population in the 5-17, 18-24, 45-54 and 55-64 age groups and a smaller population in the -5, 25-44, 54-74 and 75+ age groups. The largest positive variance is in the 18-24 age group with +5.4% while the greatest negative variance is in the 25-44 age group with -9.7%.

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

Table J – 2014 Primary Service Area Population Estimates
(U.S. Census Information and ESRI)

Ages	2010 Census	2014 Projection	2019 Projection	Percent Change	Percent Change Nat'l
-5	1,796	1,747	1,890	+5.2%	+4.7%
5-17	7,493	7,562	8,004	+6.8%	+1.8%
18-24	4,621	5,242	5,251	+13.6%	-2.4%
25-44	6,151	5,776	6,050	-1.8%	+10.4%
45-54	5,407	5,318	5,330	-1.4%	-6.2%
55-64	3,779	4,416	4,959	+31.2%	+13.7%
65-74	1,938	2,403	3,064	+58.1%	+32.9%
75+	1,729	1,952	2,280	+31.9%	+9.5%

Chart I – Primary Service Area Population Growth

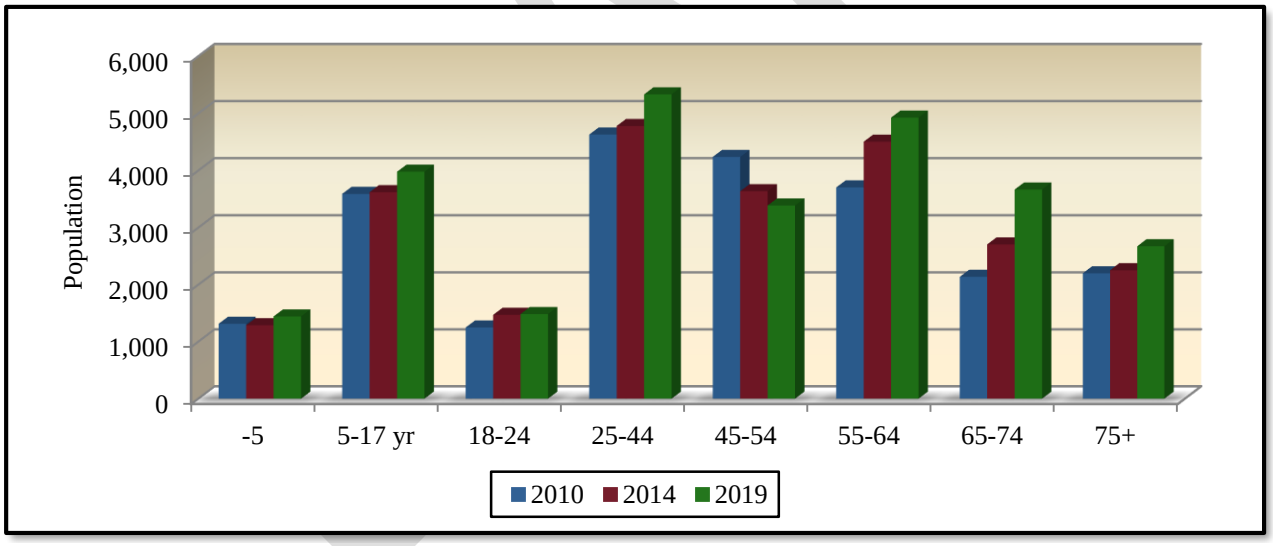


Table-J illustrates the growth or decline in age group numbers from the 2010 census until the year 2019. All of the age categories will see an increase or static growth in population, except 25-44 and 45-54. It must be remembered that the population of the United States as a whole is aging. It is not 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.

Ethnicity and Race: Below is listed the distribution of the population by ethnicity and race for the Primary Service Area for 2014 population projections. Those numbers were developed from 2010 Census Data.

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

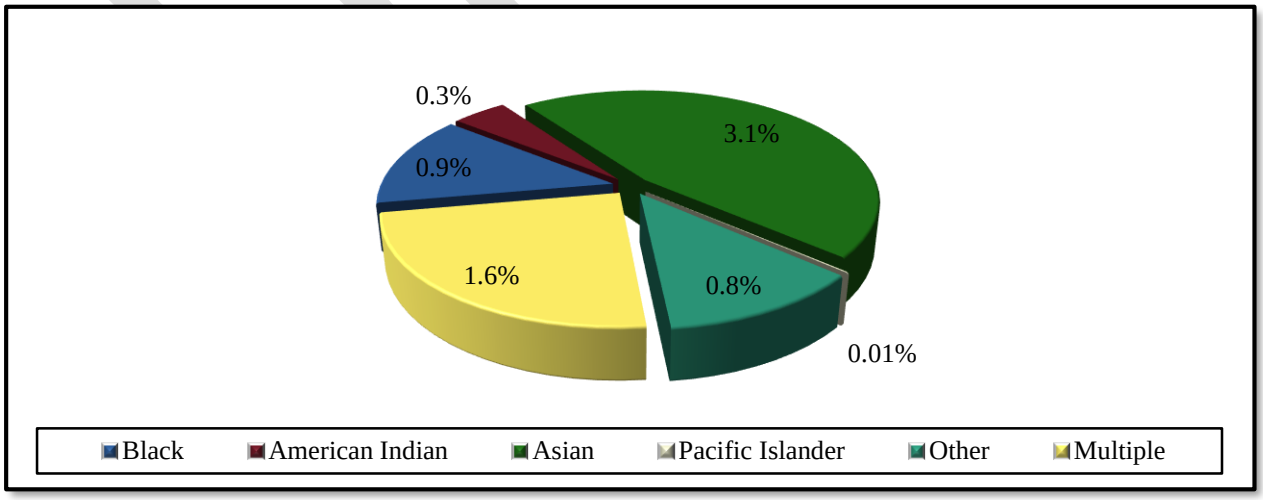
Ethnicity	Total Population	Median Age	% of Population	% of TX Population
Hispanic	1,633	22.4	4.7%	39.1%

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

Race	Total Population	Median Age	% of Population	% of TX Population
White	32,145	38.9	93.4%	69.1%
Black	307	21.8	0.9%	12.0%
American Indian	88	20.8	0.3%	0.7%
Asian	1,072	31.0	3.1%	4.2%
Pacific Islander	2	47.5	0.008%	0.1%
Other	268	26.3	0.8%	11.0%
Multiple	534	17.6	1.6%	2.9%

2014 Primary Service Area Total Population: 34,416 Residents

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



Tapestry Segmentation: Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2010 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

The value of including this information for the City of University Park is that it allows the organization to better understand the consumers/constituents in their service areas and supply them with the right products and services.

The tapestry segmentation system classifies U.S. neighborhoods into 65 distinctive 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 provides 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 City of University Park looks to serve with programs, services and special events.

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

	City of University Park		*U.S. Households*	
	Percent	Cumulative Percent	Percent	Cumulative Percent
Top Rung (01)	55.0%	55.0%	0.9%	0.9%
Trendsetters (23)	20.5%	75.5%	1.2%	2.1%
Urban Chic (09)	11.8%	87.3%	1.4%	3.5%
Suburban Splendor (02)	4.0%	91.3%	1.7%	5.2%
Connoisseurs (03)	3.9%	95.2%	1.3%	6.5%

Top Rung (01) – Residents of these neighborhoods are mature, married, highly educated and wealthy. Of the residents 1/3 are in their peak earning years of 45-64 and more than 77% of households are composed of married couples; ½ of them have children and ½ do not. Except for children, this is a low-diversity, monochromatic market. Health conscious residents in this market practice yoga do aerobics, play golf and tennis.

Trendsetters (23) – On the cutting edge of urban style these residents are young, diverse and mobile. More than ½ of the households are singles who live alone or share the rent with a roommate, families comprise the remainder. Ethnically diverse, more than 10% of the residents are Asian, and 25% are Hispanic. These residents regularly exercise.

Urban Chic (09) – These residents are professionals who live a sophisticated, exclusive lifestyle. More than ½ of these households are married-couple families, similar to the U.S., and less than ½ of them have children. There is a smaller proportion of single parents and a higher proportion of singles and shared households in comparison to the U.S. To stay fit these residents hike, go biking, practice yoga, do aerobics, play tennis and lift weights.

Suburban Splendor (02) – These residents are families who live in growing suburban neighborhoods. These neighborhoods are comprised of married couple families with and without children. The median age is 41.4 years, and ½ of the population aged 35-64 years. This is a low-diversity, predominately white market. These residents keep fit by working out weekly at a club or exercising on a treadmill or stationary bike at home.

Connoisseurs (03) – Residents of these neighborhoods are somewhat older with a median age of 46.8 years. Approximately 70% of the population is married, although residents appear closer to retirement than child-rearing age, 30% of the households are married couples with children living at home. Exercise is a priority; they workout weekly at a club or other facility, play golf and tennis, practice yoga and jog.

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

	City of University Park		*U.S. Households*	
	Percent	Cumulative Percent	Percent	Cumulative Percent
Top Rung (01)	54.0%	54.0%	0.9%	0.9%
Trendsetters (23)	15.2%	69.2%	1.2%	2.1%
Urban Chic (09)	12.3%	81.5%	1.4%	3.5%
Laptops & Lattes (08)	4.0%	85.5%	1.0%	4.5%
Retirement Communities (30)	3.8%	89.3%	1.6%	6.1%

Top Rung (01) – Residents of these neighborhoods are mature, married, highly educated and wealthy. Of the residents 1/3 are in their peak earning years of 45-64 and more than 77% of households are composed of married couples; ½ of them have children and ½ do not. Except for children, this is a low-diversity, monochromatic market. Health conscious residents in this market practice yoga do aerobics, play golf and tennis.

Trendsetters (23) – On the cutting edge of urban style these residents are young, diverse and mobile. More than ½ of the households are singles who live alone or share the rent with a roommate, families comprise the remainder. Ethnically diverse, more than 10% of the residents are Asian, and 25% are Hispanic. These residents regularly exercise.

Urban Chic (09) – These residents are professionals who live a sophisticated, exclusive lifestyle. More than ½ of these households are married-couple families, similar to the U.S., and less than ½ of them have children. There is a smaller proportion of single parents and a higher proportion of singles and shared households in comparison to the U.S. To stay fit these residents hike, go biking, practice yoga, do aerobics, play tennis and lift weights.

Laptops & Lattes (08) – With no homeownership or child-rearing responsibilities, residents of these neighborhoods enjoy a single life in the big city. Most households are singles who live alone or with a roommate. With a median age of 38.6 years, these residents are slightly older than the U.S. median of 36.9 years. Residents regularly exercise at a health club and practice yoga, play tennis, jog and bike.

Retirement Communities (30) – Most of the households in these neighborhoods are single seniors who live alone; a ¼ is married couples with no children living at home. This is an older market and 1/3 of the residents and 44% of householders aged 65 years or older. Most of these residents are white. These residents go dancing, practice yoga and play golf.

Demographic Summary

The following summarizes the demographic characteristics of the service areas.

- Both service areas are relatively small in terms of the total population. However, it would be possible for the community to support an indoor aquatic facility.

- The median age in both service areas is lower, with the City of University Park being significantly lower than the State of Texas and the national number. A lower median age typically points to younger families with children that are primary users of recreation amenities. However, because swimming as an activity crosses all age groups it is important to acknowledge a significant older population that would use an indoor aquatic center.

- The cost of living in both service areas is significantly higher than the State and national numbers. However, the median household income is such to support that cost of living.

- The rate of spending for Entertainment & Recreation matches the median household income. The spending potential index for these services is double and in some cases triple the national level.

- The Tapestry segments for both service areas point to affluent communities with a focus on health and wellness.

- Both service areas are impacted by the presence of students at SMU.

Sports Participation Numbers

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

Participation Numbers: On an annual basis the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay rate of participation onto the Primary Service Area to determine market potential.

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

Swimming Participation: The rate of swimming participation is shown below.

Table O – Recreation Activity Participation Rates for the Primary Service Area

Activity	Age	Income	Region	Nation	Average
Swimming	16.3%	23.3%	15.1%	15.8%	17.6%

	Age	Income	Region	Nation	Average
Did Not Participate	21.8%	14.6%	22.7%	21.8%	20.2%

Age: Participation based on individuals ages 7 & Up in the Primary Service Area.

Income: Participation based on the 2014 estimated median household income in the Highland Park SD.

Region: Participation based on regional statistics (West South Central).

National: Participation based on national statistics.

Average: Average of the four columns.

Anticipated Participation Numbers for Swimming: Utilizing the average percentage from Table-O above plus the 2010 census information and census estimates for 2014 and 2019 (over age 7) the following comparisons are possible.

Table P – Participation Rates Primary Service Area

Activity	Average	2010 Part.	2014 Part.	2019 Part.	Difference
Swimming	17.6%	5,300	5,588	5,974	+674

	Average	2010 Part.	2014 Part.	2019 Part.	Difference
Did Not Participate	20.2%	6,080	6,411	6,853	+773

Note: The estimated participation numbers for swimming could take place in an indoor aquatic facility in the Primary Service Area. However, these numbers do not translate into attendance figures for an indoor aquatic facility in the Primary Service Area as people already participate in many other locations. The "Did Not Participate" statistics refers to all 51 activities outlined in the NSGA 2013 Survey Instrument.

Anticipated Annual Swimmer Days: Utilizing NSGA's 2013 survey information B*K can determine the average number of times each of the groups listed below participated in swimming. Once that average is determined it can be applied to the participation numbers from Table-P to provide anticipated swimmer days within the service area. Anticipated swimmer days are defined as the number of times all of the individuals within the service area will swim during the year, regardless of duration or location.

Table Q – Anticipated Annual Swimmer Days Primary Service Area

National	Male	Female	Region	Income	Average
38.17	37.00	39.01	37.22	36.83	37.65

Average	2010 Part.	2013 Part.	2018 Part.	Difference
37.65	199,545	210,388	224,921	25,376

This is a significant number of swimmer days that are available in the Primary Service Area.

In addition to developing a unique participation percentage for the Primary Service Area and looking at the number of swimmer days, B*K also examines the frequency of participation in swimming according to the 2013 NSGA Survey. The chart below outlines that data.

Table R – Participation Frequency

	Frequent	Occasional	Infrequent
Swimming Frequency	110+	25-109	6-24
Swimming Percentage of Population	5.9%	44.7%	49.4%

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

Table S – Participation Numbers in Primary Service Area

	Frequent	Occasional	Infrequent	Total
Swimming	115	67	15	
Population	330	2,498	2,760	
Visits	**37,950**	**167,366**	**41,400**	**246,716**

The table above takes the frequency information one step further and identifies the number of times an individual may participate in swimming. Once that is determined the participation numbers are applied to percentage from Table-R to the population in Table-P and then gives a total number of aquatic facility visits. Those visits are not specific to one facility, but rather specific to the Primary Service Area population. In other words, those visits are already taking place at the facilities within the service area.

Frequent Users: Competitive swimmers, multi-sport athletes and individuals that participate in lap swimming for exercise fall into this group. Their preference is 50M or 25Y lap lanes, and they have little concern for the social aspects of aquatics.

Occasional Users: Some multi-sport athletes, some lap swimmers and individuals using the pool for other fitness purposes such as water walking or group exercise fall into this group. Also included in this group are some families. Their preference is the inclusion of lap lanes, but also shallow and deep water and varied water temperatures.

Infrequent Users: Families and non-lap swimmers fall into this group. Their preference has little to do with exercise in the water. They are looking for shallow water, interactive play features and warm water. Being in the water is merely enough for this group, and the social aspect is significantly more important than exercise or competition.

Participation by Ethnicity and Race: Participation in sports activities is also tracked by ethnicity and race. The table below compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing the information provided by the National Sporting Goods Association's 2013 survey, the following comparisons are possible.

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

	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Swimming	17.6%	17.0%	5.8%	10.9%
Did Not Participate	20.2%%	21.9%	27.1%	25.6%

Primary Service Part: The unique participation percentage developed for the Primary Service Area.

National Rate: The national percentage of individuals who participate in a given activity.

African American Rate: The percentage of African Americans who participate in a given activity.

Hispanic Rate: The percentage of Hispanics who participate in a given activity.

Based on the fact that there is not a significant Black or Hispanic population in the Primary Service Area, these participation rates become less relevant to the impact on overall participation percentages.

Summary of Sports Participation: The following chart summarizes participation in both indoor and outdoor activities utilizing information from the 2013 National Sporting Goods Association survey.

Table U – Sports Participation Summary

Sport	Nat'l Rank[4]	Nat'l Participation (in millions)	Primary Service Area	Primary Service Area % Participation
Exercise Walking	1	96.3	1	34.3%
Exercising w/ Equipment	2	53.1	2	18.9%
Swimming	**3**	**45.5**	**3**	**17.6%**
Aerobic Exercising	4	44.1	5	16.3%
Running/Jogging	5	42.0	4	16.5%
Workout @ Club	10	34.1	6	12.7%
Weightlifting	11	31.2	7	11.8%
Yoga	13	25.9	9	8.9%
Basketball	14	25.5	8	9.6%
Soccer	20	12.9	10	5.0%
Tennis	21	12.6	11	4.8%
Baseball	23	11.7	12	4.4%
Volleyball	24	10.1	14	3.4%
Softball	25	10.0	13	3.6%
Football (tackle)	32	7.5	15	2.7%
Gymnastics	39	5.1	16	2.1%
Cheerleading	45	3.5	17	1.3%
Wrestling	48	3.1	17	1.3%
Lacrosse	49	2.8	19	0.8%

Nat'l Rank: Popularity of sport based on national survey.

Nat'l Participation: Percent of population that participate in this sport on national survey.

Primary Service %: Ranking of activities based upon average from Table-O.

Primary Service Rank: The rank of the activity within the Primary Service Area.

This table indicates that swimming is the third most popular sport nationally and in the Primary Service Area.

[4] This rank is based upon the 51 activities reported on by NSGA in their 2013 survey instrument.

In addition to examining the participation numbers for various indoor activities through the NSGA 2013 Survey and the Spending Potential Index for Entertainment & Recreation, B*K can access information about Sports & Leisure Market Potential.

Table V – Market Potential Index[5] for Adult Participation in the Primary Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Swimming	5,718	22.8%	144

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

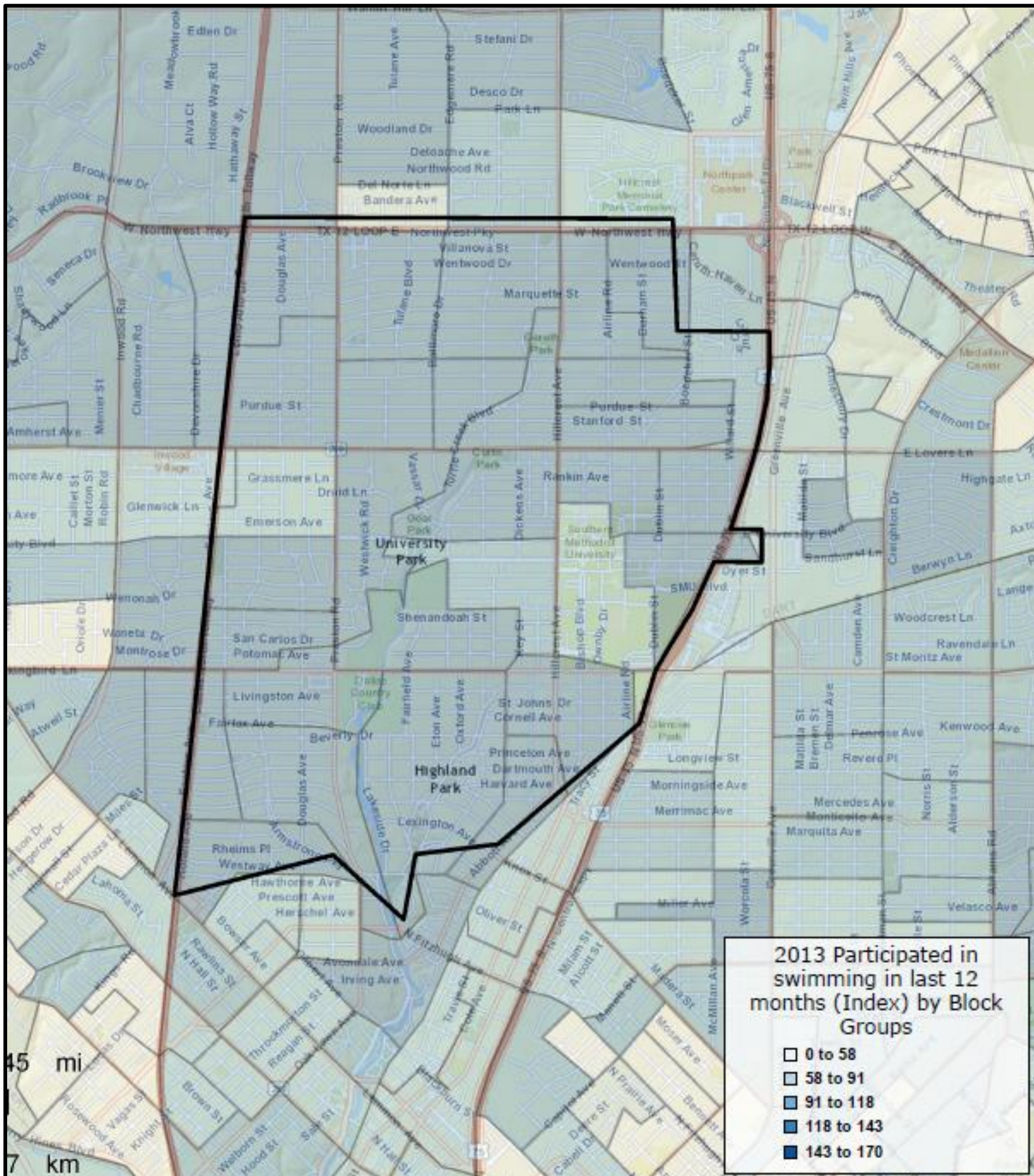
Percent of Population: Percent of the service area that participates in the activity.

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

This table indicates that the overall propensity for adults to participate in swimming is almost 50% greater than the national number. This can be attributed to a number of factors; with access to facilities and ability to pay being two of the most common.

[5] Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer. Source: These data are based upon national propensities to use various products and services, applied to local demographic composition.

Map F – Swimming Participation:



Sports Activity Trends: Below are listed those sports activities and the percentage of growth or decline that each has experienced nationally over the last 10 years (2004-2013).

Table W – National Activity Trend (in millions)

Sport/Activity	2013 Participation	2004 Participation	Percent Change
Yoga	25.9	6.3	+311.1%
Wrestling	3.1	1.3	+138.5%
Lacrosse[6]	2.8	1.2	+133.3%
Running/Jogging	42.0	24.7	+70.0%
Aerobic Exercising	44.1	29.5	+49.5%
Tennis	12.6	9.6	+31.3%
Gymnastics[7]	5.1	3.9	+30.8%
Weightlifting	31.3	26.2	+19.5%
Exercise Walking	96.3	84.7	+13.7%
Workout @ Club	34.1	31.8	+7.2%
Exercising w/ Equipment	53.1	52.2	+1.7%
Soccer	12.8	13.3	-3.8%
Volleyball	10.1	10.8	-6.5%
Basketball	25.5	27.8	-8.3%
Football (tackle)	7.5	8.2	-8.5%
Cheerleading	3.5	4.1	-14.6%
Swimming	**45.5**	**53.4**	**-14.8%**
Softball	10.0	12.5	-20.0%
Baseball	11.7	15.9	-26.4%

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

2004 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 2004 to 2013.

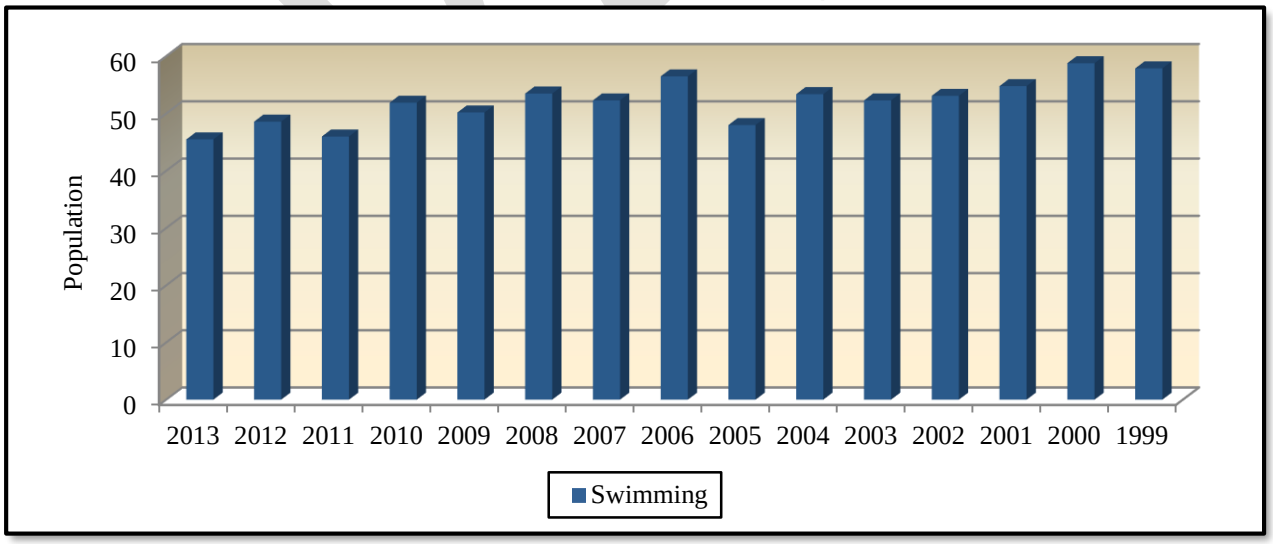
It is significant that swimming participation has declined by 14.8% nationally over the last ten years.

[6] Participation trend since 2007.
[7] Participation trend since 2009.

Table X – Swimming 15-Year History

Year	Participation in Millions
2013	45.5
2012	48.6
2011	46.0
2010	51.9
2009	50.2
2008	53.5
2007	52.3
2006	56.5
2005	48.0
2004	53.4
2003	52.3
2002	53.1
2001	54.8
2000	58.8
1999	57.9

Chart K – Swimming 15-Year History



Aquatic Activity and Facility Trends: Without a doubt the hottest trend in aquatics is the leisure pool concept. This idea of incorporating slides, 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 been greatly diminished. Leisure pools appeal to the younger children (who are the largest segment of the population that swim) and to families. These types of facilities can 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 20% to 25% more revenue than a comparable conventional pool and the cost of operation, while being higher, has been offset through increased revenues. Patrons seem willing to pay a higher user fee at a leisure pool 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 rehabilitation programs. A raised temperature therapy pool is typically developed in association with a local health care organization or a physical therapy clinic. The medical organization either provides capital dollars for the construction of the pool or agrees to purchase so many hours of pool time on an annual basis. This form of partnership has proven to be appealing to both the medical side and the organization that operates the facility. The medical sector receives the benefit of a larger aquatic center, plus other amenities that are available for their use, without the capital cost of building the structure. In addition, they can develop a much stronger community presence away from traditional medical settings. The facility operators have a stronger marketing position through an association with a medical organization and a user group that will provide a solid and consistent revenue stream for the center. This is enhanced by the fact that most therapy use times occur during the slower mid-morning or afternoon times in the pool and the center.

Despite the recent emphasis on recreational swimming and therapy, the more traditional aspects of aquatics (including swim teams, instruction and aqua fitness) remain as the foundation for many 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, 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 new concept is the spray ground, where a number of water spray features are placed in a playground setting where there is no standing water but the water is treated and recirculated much like a pool. This provides a fun yet safe environment where drowning is not a concern and lifeguards are not necessary. While most spray grounds are outdoor amenities, they are now being integrated into indoor facilities as well.

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 sundeck. 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.

Aquatic Facilities Market Orientation

Based on the aquatic trends and typical aquatic needs within a community, there are specific market areas that need to be addressed with aquatic facilities. 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. Competitive swimming/diving - Swim team competition and training for youth, adults and seniors requires a traditional 6 to 10 lane pool with a 1 and/or 3 meter diving boards at a length of 25 yards or 50 meters. Ideally, the pool depth should be no less than 4 ft. deep (7 is preferred).

Spectator seating and deck space for staging meets is necessary. This market is usually relatively small in number but very vocal on the demands for competitive pool space and time.

6. Specialized uses – Activities such as water polo and synchronized swimming can also take place in competitive pool areas as long as the pool is deep enough (7 ft. minimum) and the pool area is large enough. However these are activities that have small participant numbers and require relatively large pool areas. As a result it may be difficult to meet the needs of all specialized uses on a regular basis.

7. 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.

8. Special events/rentals - There is a market for special events including kids 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 almost any 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 should be 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 should be 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. Seniors - As the population of the United States and University Park 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.

6. Special needs population - This is a secondary market, but with the A.D.A. requirements and the probable 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 enhance this market.

7. Special interest groups - This is a market that needs to be explored to determine the use potential from a variety of groups. These could include swim teams (and other aquatic teams), School District teams, day care centers and social service organizations.

Aquatics Participation Summary:

The following is a brief summary of the possible aquatic participation rates for swimming.

- Swimming is the number 3 most popular sport nationally as well as in the service areas.
- The overall popularity of swimming has declined by approximately 14.8% in the last 10 years.
- The age group with the highest rate of participation in swimming is 7-11.
- The rate of participation in swimming is approximately 17.6% of the population over age 7 in the Primary Service Area.
- There are estimated to be approximately 210,388 swimmer days available in the Primary Service Area (in 2013) and the rate is expected to grow at a steady in the coming years.
- Slightly more than 50% of all swimmers swim more than 24 times a year but only 6.4% swim 110 times or more. This means that most swimmers are recreational swimmers rather than competitive.

University Park Aquatic Facilities Assessment: Within University Park there are a number of indoor and outdoor pools to serve the population base.

Public and Non-Profit Providers

The City, School District, and the YMCA all have pools in the market.

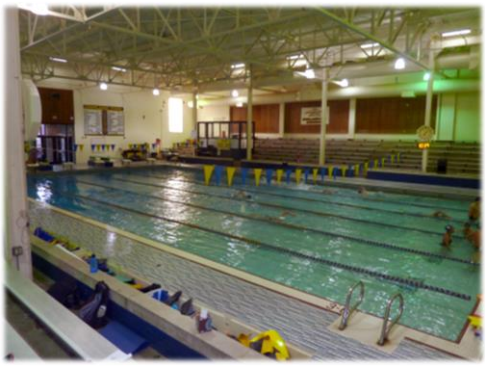
City of University Park – The City has an outdoor community pool, Holmes Aquatic Center, which is located in Curtis Park. The facility features a 50 meter and a wading pool, splash pad, and slide pool. Time is set aside for use by the Dolphin Swim Team in the morning, and there is also time allocated for senior swim and swim lessons. From 10:00am until 9:00pm the pool is open for recreational swimming (noon to 9:00pm on Sundays). Since this is an outdoor pool, it is a seasonal operation.

Highland Park Independent School District – The School District has an indoor 6 lane x 25 yard pool on the campus of Highland Park High School. This pool is utilized by the high school's swim team, Dallas Masters during the early morning hours, and the Dallas Mustangs Swim Team and the Elite Swim Club in the evenings. During the summer hours there is also some use by the tennis team, Special Olympics and even the YMCA. There are no open hours for general public use.

The location of the pool on the campus is where the district needs to expand and add a large number of classrooms to serve its academic needs. As a result the district is looking for a new location for the pool off-campus.

Park Cities YMCA – The Y currently has an 8 lane x 25 yard pool in its building and is planning to build a new facility that will also have a similar sized pool. The Y has its own programming including swim lessons, water exercise classes and a swim team.

Highland Park H.S. Pool



Holmes Aquatic Center

Private

The other provider of aquatic facilities is the private sector.

SMU – The University has an existing 50 meter outdoor pool with a dive tower that is utilized primarily by its swim and dive teams as well as some community based competitive swim teams. The University has long term plans to build a new indoor aquatic center but the size, configuration and location still has to be determined.

Dallas Country Club – The club also has an outdoor pool that is available on a seasonal basis for its members and guests.

SMU Pool

It is recognized that there are a number of home pools in the community as well but these cannot serve the broader needs of the public.

This is a representative listing of alternative aquatic facilities in University Park and is not meant to be a total accounting of all service providers. There may be other facilities located in the greater service area that have an impact on the market as well.

University Park Aquatic Facilities Summary: The following is a summary of the University Park area aquatic facilities market.

- There are currently three public/non-profit swimming pools located in University Park, two of which are indoor pools. There is also one significant outdoor private pool in the community.

- Two of the pools (Highland Park High School and SMU) need to be replaced as the property they are sited on is needed for other purposes. SMU hopes to have a significant indoor competitive aquatic center built in the next five years or so.

- Of the two indoor pools currently in University Park, only the YMCA pool is open for general recreational use.

Market Opportunities **-** Based on the other aquatic facilities located in University Park, the following are market opportunities for a new indoor aquatic center in the community.

- There are only two indoor pools in the community and the Highland Park High School pool needs to be replaced to allow the high school to expand its classroom space.

- The existing Highland Park High School pool supports not only high school swimming and diving but other organized community based swim teams. A new pool can support a variety of needs beyond just School District uses.

- A partnership with the City, School District and other potential partners will provide the opportunity for public use of an indoor pool for recreational and fitness swimming.

- There are no indoor leisure oriented aquatic facilities in the service area leaving an outstanding market for this type of facility.

- The demographic characteristics of the Primary Service Area are very conducive to generating a significant number of swimmers.

Market Constraints – In addition to the market opportunities, it is also important to analyze possible market constraints. These include.

- The population base in the Highland Park Independent School District is approximately 34,500, which is adequate to support an indoor public pool but with only resident use there are limited opportunities to build a stronger market for a facility.

- The YMCA will have a new center in the next couple of years that will feature an indoor lap/competitive pool.

- It is anticipated that SMU will have a new indoor competitive pool in the next five years. However, the location, size and availability to outside users has not been determined.

- Despite the need for a new indoor aquatic center to replace the high school pool and a possible partnership with the City to manage the facility, the reality is that the pool, like

most other indoor pools in the United States, will not be able to cover its total cost of operation by revenues generated from the facility.

Section II – Community Input

A key step in the feasibility process was gaining input from a number of sources. This included a series of stakeholder meetings and focus group sessions as well as a community meeting. The information in this section represents what was heard from these input sessions.

Stakeholder Meetings

Stakeholder meetings included:

- Dr. Orr, Highland Park School District Superintendent
- Leslie Melton, Highland Park School District President-Board of Trustees
- Jesse Cole, Highland Park High School Swim Coach
- Bob Livingston, City of University Park - Former City Manager
- Olin Lane, City of University Park, Mayor
- Bill Pardoe, City of University Park, Park Board Chairman
- Gerry Bradley, City of University Park, Parks Director

Key findings:

- The high school needs to add 20-25 classrooms and there is limited space on the campus for this addition. Moving the pool to another location off-site would help to solve the space issue.

- The City and School District have had discussions about the possibility of partnering to develop a new indoor pool on a City site that would allow for not only School District use but also public access. The District would pay for the capital cost of the facility while the City would be responsible for operating the center.

- An indoor pool that would be open to general community use would be a great asset for the City and School District.

- There is a growing school age population in the District which puts a greater demand on classroom space but could also add to the number of high school swimmers.

- The City would have an indoor pool available for the community and the indoor center could enhance the existing Holmes Aquatic Center. It sometimes reaches capacity during the season and additional space would be beneficial. However, the Curtis Park site has issues with parking, traffic and safety that will have to be solved.

- With the opposition to the Curtis Park site for an indoor aquatic center, it may require that other site options be explored. However, there are no other obvious sites available at this time. Utilizing any City park for an aquatic center would result in the loss of green space.

- The parking requirements for an indoor pool could mean that underground parking may need to be considered but this will add considerable cost to the project.

- Conversations were held with SMU regarding their plans for a new indoor aquatic center and the possibility of partnering with the City and School District. However, the site for the SMU pool is out of the City's and School District's boundaries. SMU is looking for capital and operational dollars with any partnership.

- The new YMCA pool cannot serve the needs of the School District as it will be almost fully subscribed for Y programs.

- The School District's primary use would be for its swim team. Little to no use is expected for school curriculum.

- The current high school pool is used by Dallas Masters, the Dallas Mustangs and Elite Swim Club for training and the facility is also used by Special Olympics and occasionally by the YMCA.

    - *Dallas Masters* – 60 kids - swim early morning during the school year and late afternoon to early evening in the summer. They also use a number of other pools in the area for their program.
    - *Dallas Mustangs* – 120 kids – swim late afternoon to early evening during the school year and the summer. They also use a number of other pools in the area for their program.
    - *Elite Swim Club* – 20 kids – swim late evening during the school year.
    - *Special Olympics* – utilize the pool in the early afternoon one day a week during the summer.
    - *YMCA* – use the pool for meets two weekends during the summer.

- The new aquatic center would host local, high school dual/tri meets but not larger district or regional meets or events.

- The high school swim team has between 50 and 60 members and they swim from August through February. They usually host 5 meets a season. Many of the swimmers would car pool to a new aquatic center.

- High school water polo is a growing sport in Texas and will be a sanctioned sport in the near future.

- The existing high school pool is 50 years old and is in need of significant improvements.

- Key amenities that the School District would like to see in a new aquatic center include:

    - A minimum of an 8 lane, 25 yard competitive pool for swimming. Ideally the pool should be able to support water polo as well which would require a 25 yard by 25 meter pool.
    - Spectator seating on both sides of the pool with a maximum of 400 seats
    - Dedicated school locker rooms.
    - Adequate deck space for teams and coaches as well as meets.
    - Separate diving well with 1 and 3 meter diving boards.
    - Coaches' office.
    - Adequate storage.
    - A meet/timing room.

Focus Groups

The following focus group session were held on September 23rd and 24th:

- Competitive Swim Teams
- Dallas Masters Swim Team
- Seniors
- Holmes Aquatic Center Users
- Curtis Park Neighborhood Residents
- Highland Park School District Facilities Committee

Key findings:

- The competitive swimming programs indicated that the facility should have two pools one of which is a 25 yard by 25 meter competitive pool and the other a warm water leisure pool. There is a strong demand for pool time for USA swim teams. Diving is a very small sport but there is strong growth in water polo. Some groups mentioned the desire for a 50 meter pool. There was also a desire for dry-land training space. The rates that are charged for pool use are an issue. They cannot be increased much beyond the current level. Most swim team kids are dropped off and picked up at the end of practice.

- The School District may need to look at other sites besides Curtis Park. They should consider partnering with SMU on their new pool.

- The Curtis Park neighborhood residents are not against the idea of an indoor pool in the community, they just do not want to see it built in Curtis Park. There will be a loss of green space, and they are concerned about traffic, safety and parking. The City and School District should look at other sites or the District should purchase additional land next to the high school.

- There is concern that a pool that is shared by the School District and the City would be dominated by school uses.

- The School District should consider renting pool time from the YMCA or SMU to meet their needs.

- The seniors would be excited about having an indoor pool available for year round swimming but they are not sure of the overall need in the community and there is concern with the cost to build and operate the facility.

- There is recognition that the School District needs additional classroom space at the high school and this will likely require a new pool to be built elsewhere.

- Any new indoor pool should only be open to City and School District residents.

- There are traffic, safety and parking concerns with the Curtis Park site. Also the cost to build and operate a new indoor pool is a major issue.

- Existing users of the Holmes Park Aquatic Center want to make sure that an indoor pool on the site would not have a negative impact on the existing outdoor pool.

- An indoor pool that will serve community needs has to have another body of water besides just a competitive pool. This should be a warm water pool.

Community Meeting

On the evening of September 24th, an open community meeting was held at City Hall. The meeting had over 150 people in attendance with overwhelming opposition to building a new indoor pool in Curtis Park.

Key Comments Included:

- There is a petition with 1,000 signatures opposing an indoor aquatic center in Curtis Park.

- The School District needs to keep the pool on the high school campus.
- Rather than build a new pool the School District should partner with the YMCA and/or SMU to utilize their facilities.
- Other sites in the community need to be investigated.
- The City should not have to bear the total cost for operating the center.
- There are a number of major concerns with the idea of building an indoor aquatic center in Curtis Park. This includes:
    - Traffic congestion around the site
    - Loss of park green space and trees
    - Parking needs for the center
    - Safety of school children
    - Size and magnitude of the building
    - Capital and operational costs
- The City needs to complete the following studies on the project:
    - Traffic study
    - Environmental impact study
    - Survey of City residents
    - Legal assessment of the project and the partnership between the City and School District.

Section III – Building Program

The following is a brief assessment of the Highland Park High School pool as well as the Holmes Aquatic Center. In addition there is a recommended program for a new indoor aquatic center in University Park.

Assessment of existing Highland Park HS Pool

Located within the main building of Highland Park High School, the existing competition pool consists of a 6-lane, 25 yard tank which varies in depth from 3'-6" to 12'. The tile pool finish and tile deck finish represent the finest and longest lasting finishes available even by today's standards. The structural condition of the pool's shell appears to be in very good condition, no visible cracks were observed. There are four post starting blocks at the deep end of the pool. The water depth at the shallow end does not meet USA Swimming standards for racing starts from starting platforms so the existing deck inserts for the starting blocks should never be utilized. While there are two 1-meter dive stands, only one of the stands dive boards was positioned for use. The pool's floor profile in regards to depth and length requirements for 1-meter dive boards appears to comply with Texas Department of Health Standards for Pools and Spas but was not physically confirmed. It was not part of this scope to verify if the main drains are VGB (Virginia Graeme Baker Pool and Spa Safety Act) compliant. Such compliance requires the pool to be equipped with anti-entrapment main drains which includes covers that meet ASME/ANSI A112.19.8 performance standard, the main drains to be interconnected and drain pipe connections to the main drains at a distance from top of pipe to bottom of main drain cover that meets at least 1.5 times the pipe diameter. The original design of pools of this age generally do not comply with this requirement and must have the main drain piping modified. There was not any evidence that the main drain piping had been modified.

While the water depth at the shallow end of the pool would support water aerobics, the shallow depth prevents the pool from supporting water polo which requires a minimum 6 foot depth. The sport of water polo in high schools was moved from a fall event to a spring event so it would not conflict with competitive swimming. In the last 5 years water polo has seen a major growth spurt at the Texas high school level. Water polo is currently played at 100+ high schools in Texas and efforts are underway to make it a UIL sanctioned high school sport in Texas.

The pool filtration system should be pulling water from both the surface rim flow gutter and the main drains. However, at the time of the visit for this report the pool water level was too low for surface rim flow into the gutter. The pool water clarity at the time of the visit for this report was somewhat cloudy but overall good. The filtration system consists of three Pentair Triton high rate sand filters connected in parallel. The pool mechanical room's limited room height and overall size severely limits options for alternate and better filtration systems. The plastic or fiberglass surge tank container is undersized for a pool of this size. An overflow pipe connected near the top

of the tank and drained to a building drain prevents the tank from overflowing into the room. Pool chlorine and acid chemicals are stored in the same room which is causing deterioration of all the metals in the room. It is highly recommended that such chemicals be stored in separate rooms that are mechanically vented to the building exterior.

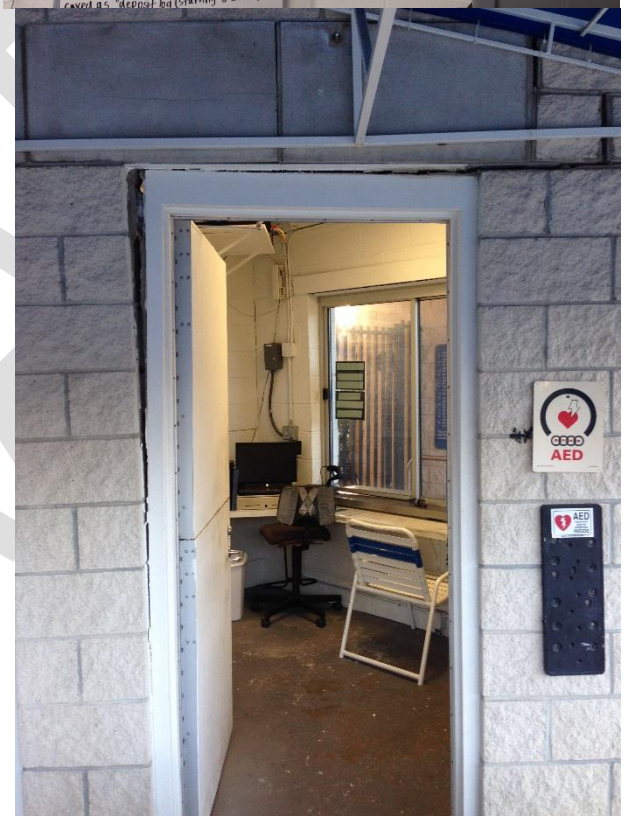
The natatorium seats an estimated 300 people and offers seating on both sides of the pool. However, the meet managers enclosed area located within the seating obstructs the vision of observers sitting on either side of it.

The boys and girls locker rooms are located beneath the school's main floor and are only accessible via stairs. The locker rooms and toilets do not meet ADA requirements as far as accessibility from the pool, dressing/locker, showers, etc. The locker rooms are shared between high school swimmers and adult master swim users. Located on the same floor is a small weight room to support the competitive swimmers.

Assessment of Holmes Aquatic Center

Located in University Park's Curtis Park, the existing Holmes Aquatic Center consists of a 50-meter pool, open flume water slide with deck level run out, shallow water children's pool, splash pad and various shade structures. The 50-meter pool has been modified for the addition of pool steps on the east end which impedes into two of the seven lanes. The pool is not used for competition swim purposes but the Dolphin Swim Team does practice at the facility. The ADA entrance is via a ramp on the south side of the pool. The deep end of the pool includes a 1-meter and 3-meter diving board. It is said that it is tradition for a UP's child's first jump off the 3-meter to be considered a rite of passage while growing up in UP.

The entrance to the Holmes Aquatic Center includes a small ticket office, small single toilets, small concession, and pool mechanical room supporting the slide and splash pad. The building's foundation has experienced settlement which is evident by wide cracks in the CMU walls, falling CMU and shift in the door frame of the door to the ticket office. Corrective measures need to be taken soon to ensure the structural integrity of the building and to avoid injury to staff and/or patrons.



The main toilets and locker rooms are located at the west end of the complex which is near the deep end of the 50-meter pool. This presents a safety hazard for having small children walk near deep water every time they need to access the toilet room. The facility does not offer a private first aid room which provides a space out of the heat for injured patrons to rest.

New Indoor Aquatics Center

Based upon input from the stakeholder meetings, focus group sessions and community meeting, the existing Highland Park High School competition pool should be replaced by an indoor competition 25 yard x 25 meter pool (10 yard lanes/8 meter lanes) with a minimum depth of 6 feet at the shallow end and 12 feet at the deep end and two 1-meter dive boards. The pool depths allow for competitive swim starts from starting blocks at both ends of the 25 yard and 25 meter swim directions. In addition to supporting 25-yard and 25-meter competitive swim events, the pool dimensions would support water polo and dive & synchronized dive events. Deck area would be equal to or slightly larger than the deck at the existing pool. Seating for 300 on one side of the pool.

Support areas for the pool would include community locker rooms, six family change rooms, two team rooms of 1,000 sq.ft. each, 600 sq.ft. meet room (divisible into two rooms that could be reservable party rooms), coaches office, 1,000 sq.ft. weight and cardio room to support competitive swimmers, and mechanical space to support pool equipment. A concessions or vending area could also be included.

With a minimum water depth of 6 foot and a cool water temperature that is desired by competitive swimmers, the competition pool would not adequately support the general population in terms of indoor leisure and exercise. Therefore, the natatorium should also include a warmer water leisure pool which may include zero depth entry, water resistance exercise, water aerobics exercise, interactive water features, water slide, climbing wall, lap swim, water basketball and water volleyball. This pool should be approximately 3,500 square feet of water area.

Based upon a 6,150 sq.ft. competition pool and 3,500 sq.ft. leisure pool, the recommended supporting pool deck area is between 10,000 and 14,500 sq.ft. and a code bather load of 480 users. The minimum toilet fixture count is as follows:

	Females	Males
Water Closets	5	3
Urinals	0	3
Lavs	3	3
Showers	3	3

The entire building as well as the pools themselves would meet all ADA requirements and the facility should be designed to meet at least a LEED Silver designation.

A tabulation of building areas are as follows:

Component	Square Footage
Competition Pool (25 yard x 25 meter/Diving)	6,150
Leisure Pool	3,500
Deck Area	14,000
Seating (300)	2,400
Student/Swimmer Locker Rooms	2,000
Public Locker Rooms	2,000
Family Change Rooms (6)	500
Meet Room/Party Room (divisible)	600
Weight Room	1,000
Coaches Office	120
Aquatic Managers Office	120
Lifeguard/First Aid Room	200
Lobby	1,000
Control Desk	200
Concessions/Vending	400
Pool Storage	500
Pool Mechanical Room	1,000
Misc. Circulation & Building support (20%)	7,138
Total	**42,828**

It should be recognized that once a concept plan is developed for the aquatic center, the square footage noted above could vary.

Parking

The parking requirements for the aquatic center are based on the bather load number of 480, staffing levels and spectator seating.

Expected Peak Use – Swim team practices and leisure pool in use.

Use	Number of Users	Number Per Vehicle	Number of vehicles Parking
Competitive Pool	60	3	20
Leisure Pool	300	3	100
Staff	8	1	8
Spectators	20	3	7
Total	388		135

Maximum use (when the center is being used for a swim meet and the leisure pool is in full use) would only likely occur 6-7 times a year. This could push the parking load to 270 spaces but this could be managed by off-site parking and/or reducing program use of the pool during these time periods.

The expected peak use of the center would be late afternoon to early evening on weekdays and mid-day to late afternoon on weekends.

Note: This assumes that all users would drive to the center and does not account for people walking or by bicycle. If as few as 20% of the pool users used these other forms of transportation, the parking requirements could drop by approximately 25.

It should also be noted that for a number of the competitive swim groups, parents simply drop off their child and then return to pick them up. Having a drop-off/pick-up lane near the front entrance to the center will be essential.

Programmatic Uses

An aquatic center with the amenities noted above would be able to support a variety of aquatic activities and events including:

Competition Pool

The primary use of this pool would be to support a variety of competitive aquatic activities with a focus on high school use. However, this pool would also serve a wide range of public uses from programs to open swim.

Competitive Uses:

- High School Swim – Practice & Dual Meets
- High School Dive – Practice & Dual Meets

- High School Water Polo – Practice & Informal Meet
- USA Swimming – Practice (potentially a small meet)
- USA Diving – Practice (potentially a small meet)
- USA Water Polo – Practice (match)
- USA Synchronized Swimming – Practice
- Masters Swimming – Practice (potentially a small meet)

Public Programs & Recreation:

- Learn-to-Swim Program (youth & adult)
- Aqua Aerobics (shallow water & deep water)
- Diving Lessons
- Lifeguard Training
- Stroke Refinement (youth & adult)
- Adult/Youth Multi-Sport (triathlon)
- Open Swim (can be enhanced with inflatable play features)
- SCUBA Instruction
- Water sports – kayaking, etc.

Leisure Pool

Leisure pools are often considered as being just an amenity for open swim and relaxation when in fact this body of water functions as a program pool as well.

Competitive Uses:

- Warm-Up/Cool Down Lanes

Public Programs & Recreation

- Open Swim
- Warm Water Lap/Warm-Up Swimming
- Learn-to-Swim Program (youth & adult)
- Aqua Aerobics
- Water Walking
- Therapy – non medical
- Special Needs Program
- Relaxation
- Birthday Parties

Why Two Pools?

One of the questions that is frequently asked is why there is a need to have two separate bodies of water and won't a single tank serve both the needs of competitive activities and recreational swimming? There are a number of reasons that two pools are being recommended and why they are different in their size and configuration.

Time Demands – When an aquatic center is going to serve the needs of competitive activities for the high school as well as other community based groups, much of the prime time of the facility will be occupied by these groups, leaving little time for general public use. A second pool will provide time for a stronger focus on community programs and activities.

Water Depth – With a minimum depth in the competition pool of 6 feet (which is required for competitive swimming), it is simply too deep for many programmatic uses. This includes lower level learn to swim classes, aqua exercise classes, water walking and many open swim opportunities.

Water Temperature – Another primary issue is water temperature. For the competition pool the water temperature will be between 79 and 81 degrees. This is a great temperature for competition but way too cold for many programmatic uses where the water temperature is 86 to 88 degrees. This is especially true for younger children, seniors and any special needs populations.

Revenue – The reality is that generating sufficient revenue to offset most of the cost of operation of indoor aquatic facilities is always a challenge. Despite its strong use for competitive activities, the competitive pool does not traditionally generate a robust revenue stream, especially from use by the general public. On the other side, a leisure pool will draw from a much larger and more diverse market, commands a much higher fee value and increases not only open swim but also program use of the facility. The presence of the leisure pool will have a positive impact on overall revenues for the facility as a result.

Location

If the new natatorium were to be located within Curtis Park and adjacent to the existing Holmes Aquatic Center, some amenities would be shared between the two facilities making the whole complex a more enjoyable experience for the users and economically more sustainable than the two facilities would standing on their own. For example, a new main entrance would replace the existing Holmes entrance that is structurally unsound. The new entrance would be centrally located such to serve visitors to both the outdoor aquatic center and new indoor aquatic center. This reduces having control/ticket staff at two independent swim centers. The concessions would be shared between the outdoor and indoor aquatic centers. This would make the concessions more economically sustainable which could result in greater inventory of menu options. The new toilets

would be centrally located within the aquatic complex eliminating the need to take small children near the deep end of the pool to go to the toilet.

The new natatorium could also be positioned such that large overhead doors could be opened and the deck area of the outdoor pool would extend into the natatorium. This would provide much needed shade for users at the east end of the 50-meter pool and making the complex a more enjoyable experience for the users. The new indoor leisure pool would add a missing component to the existing Holmes Aquatic Center turning it into a true Family Aquatic Center.

Site Requirements

Since there is not a designated site for the proposed aquatic center, understanding the necessary land requirements for the building, parking and needed set-backs is important.

Building – The structure is estimated to be approximately 43,000 SF and will have to be built on a single level due to the two pools and the required support amenities. This will require approximately 1 acre to accommodate.

Parking – Figuring that approximately 120 parking stalls will be necessary to support the center, but not knowing if there will be surface, structured or a combination of such parking, an area of ¾ to as much as 1 acre will be needed.

Set-Backs – Realizing that the building will need to have some set-backs from any streets or other amenities, this could take up as much as ½ of an acre (depending on the site).

As a result the aquatic center ideally needs a site of between 2.5 and 3 acres. This is the site size that is recommended, but due to the lack of available open land areas in the Primary Service Area, adapting the aquatic center to limited space will likely be required.

Section IV – Capital Cost Estimate

The following is a preliminary capital cost estimate for the aquatic center based on the building program that has been determined. This cost estimate was developed by Water Technology, Inc. in consultation with Stantec, the School District architect.

It should be noted that this cost estimate represents 2014 pricing and will need to escalate to reflect the actual anticipated date of construction. Since there is not a designated site for the facility, site costs contain only a general estimate for utilities. Once a site had been determined this aspect of the project cost estimate will need to be adjusted. The estimate also only has a cost provision for surface parking but based on the final location for the center, a parking structure (either above ground or below) may be necessary. This cost will then need to be added to the project estimate. It is also important to note that no cost has been shown for any possible site acquisition fees.

At this point a 10% contingency has been shown to cover unforeseen costs.

It must be recognized that a more definitive and exacting cost estimate will need to be completed once a site is determined for the center and a concept and site plan has been developed. This could impact the cost estimate noted below.

ORDER OF MAGNITUDE PROJECT COSTS

Aquatic Facility

University Park Aquatics Center
Indoor Family Aquatic Center
University Park, Texas

Water Technology Inc.
December 5, 2014
Project Phase: Feasibility Study

Div/Sec	Description	Units	Quantity	Unit Cost	Cost
Aquatics					
Indoor 25 yard Competition Pool					
	Multipurpose Program Lap Pool (8 lane)	SF	6150	250	$1,537,500.00
	Competition Equipment	LS	1	55000	$55,000.00
	Moveable Bulkhead 5 feet	EA	0	140000	$0.00
	Diving 1 Meter	EA	2	15000	$30,000.00
	Timing and Scoreboard	LS	1	55000	$55,000.00
	Program equipment	LS	1	18000	$18,000.00
	Subtotal				**$1,695,500.00**
Indoor Leisure Pool					
	Multipurpose Program Leisure Pool	SF	3500	300	$1,050,000.00
	Spray Play Equipment	LS	1	55000	$55,000.00
	Interactive Play Structure	LS	1	200000	$200,000.00
	Water Slide	LS	1	155000	$155,000.00
	Subtotal				***$1,460,000.00***
	Aquatic Subtotal				***$3,155,500.00***
Architectural					
	Natatorium - Lobby, Deck, Change/Toilets, Offices, Concessions, Pool Mech., Storage, Utilities, N.I. Pools	SF	315	33178	$10,451,070.00
	Theme Development	LS	0	0	$0.00
	Subtotal				***$10,451,070.00***
Order of Magnitude Cost Summary					
Subtotal: Pool components and general costs					**$13,606,570.00**
Site Utilities		Allowance	1	$400,000	$400,000
Surface Parking		Each	120	$2,500	$300,000
Owner Furnished Items (deck furniture, safety equipment, floatables, etc.		Allowance	0.3%	$13,606,570	$34,016.43
Concessions Equipment (minimal heat & serve equip, NO grill or frying)		Allowance	1	$75,000.00	$75,000.00
Project Fees & Permitting - (A&E, Permitting, Surveys, Geo-tech, Testing		Allowance	7.0%	$13,606,570	$952,459.90
Contingency			10.0%	$13,606,570	$1,360,657.00
Construction Escalation Factor (Not included for 2014)		Allowance	0.0%	$13,606,570	$0.00
Site Acquisition		LS	100.0%	$0	$0.00
Total Project Cost					**$16,728,703.33**

Section V – Business Plan

The following business plan has been developed for the proposed University Park Aquatic Center. The following are the basic parameters for the business plan.

- 2017 or later will be the first year of operation.
- This pro-forma estimate is based on a preliminary program plan (list and size of components in the facility) but without the benefit of a design concept for the facility.
- No designated site for the aquatic center has yet to be identified.
- The aquatic center will be operated by the City of University Park with use by the Highland Park School District for swim team and other programs at no cost.
- The facility will only be open to all residents of the Highland Park Independent School District and their guests.
- Revenue and use projections are predicated on the center accepting charge cards for all admissions and services as well as electronic funds transfer for annual passes.
- The facility will have an active marketing plan to sell annual passes to the center.
- The fees, use and revenue estimates are reasonably aggressive.
- Both pools will be guarded for any use including school use and rentals to swim teams etc.
- The competitive pool will continue to be utilized by other community based swim teams and groups on a rental basis.
- It is projected that the aquatic center could have varied hours of operation depending on the season of the year.

Division I - Expenditures

Expenditures have been formulated based on the costs that are typically included in the operating budget for this type of facility. The figures are based on the size of the center, the specific components of the facility and the projected hours of operation. Actual costs were utilized wherever possible and estimates for other expenses were based on similar facilities in Texas. All expenses were calculated as accurately as possible but the actual costs may vary based on the design, operational philosophy, and programming considerations adopted by staff.

Aquatic Center Description – Competitive pool (25 yard x 25 meter) with seating for 300, leisure pool with slide and other elements, meet room/party room, weight room, student and public locker rooms and administration area – **Approximately 42,828 sq.ft.**

Operation Cost Model:

Personnel	**Center Budget**
Full-Time	$149,175
Part-Time	$447,930
TOTAL	**$597,105**

Commodities	**Center Budget**
Office Supplies (forms, paper, etc.)	$4,000
Chemicals (pool/mechanical)	$20,000
Maintenance/Repair/Materials	$10,000
Janitor Supplies	$10,000
Rec. Supplies	$5,000
Uniforms	$2,500
Printing/Postage	$5,000
Pro Shop	$2,000
Other	$2,000
TOTAL	**$60,500**

Contractual	Center Budget
Utilities (elect.-gas)[8]	$171,312
Water/Sewer	$15,000
Insurance (property & liability)	$20,000
Communications (phone)	$2,000
Contract Services[9]	$25,000
Rent Equipment	$2,000
Advertising	$3,000
Training (staff time)	$3,000
Conference	$500
Trash Pickup	$3,000
Dues & Subscriptions	$1,000
Bank Charges (charge cards, EFT)	$20,000
Other	$2,000
TOTAL	**$267,812**

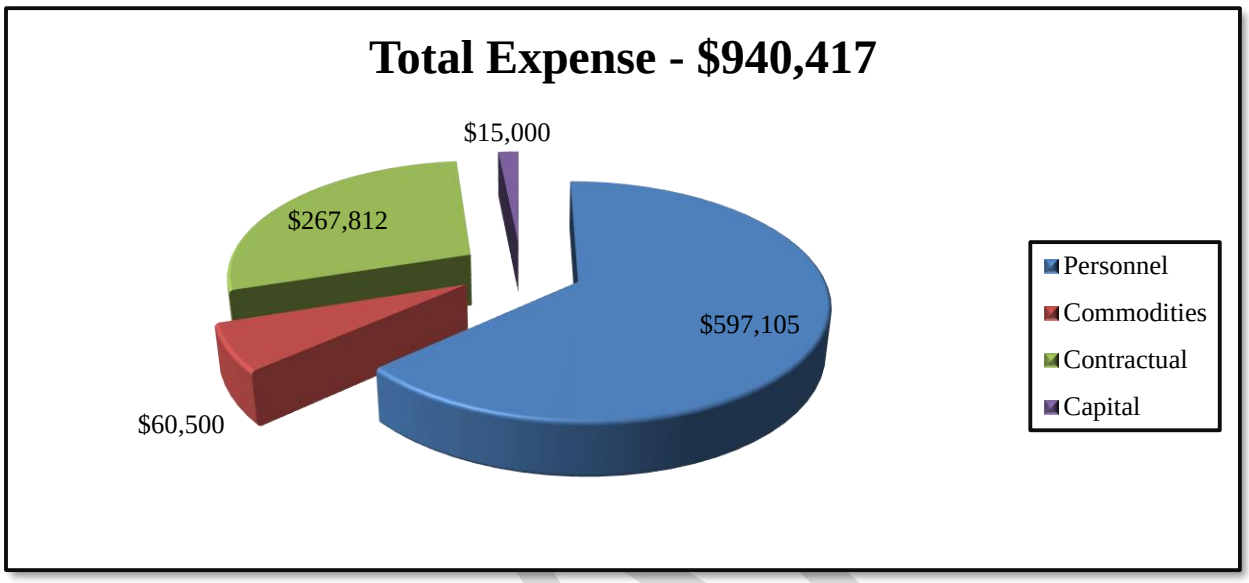
Capital	Center Budget
Replacement Fund	$15,000
TOTAL	**$15,000**

All Categories	Center Budget
Personnel	$597,105
Commodities	$60,500
Contractual	$267,812
Capital	$15,000
TOTAL EXPENSE	**$940,417**

NOTE: *Line items not included in this budget are exterior site maintenance and vehicle costs.*

[8] Rates include electric and natural gas and are based on $4.00 a square foot. It should be noted that rates for electric and gas has been very volatile and could result in a substantially higher cost for utilities over time.
[9] Contract services cover maintenance contracts, control systems work, and contract labor.

Graphic Representation of Total Expenses:



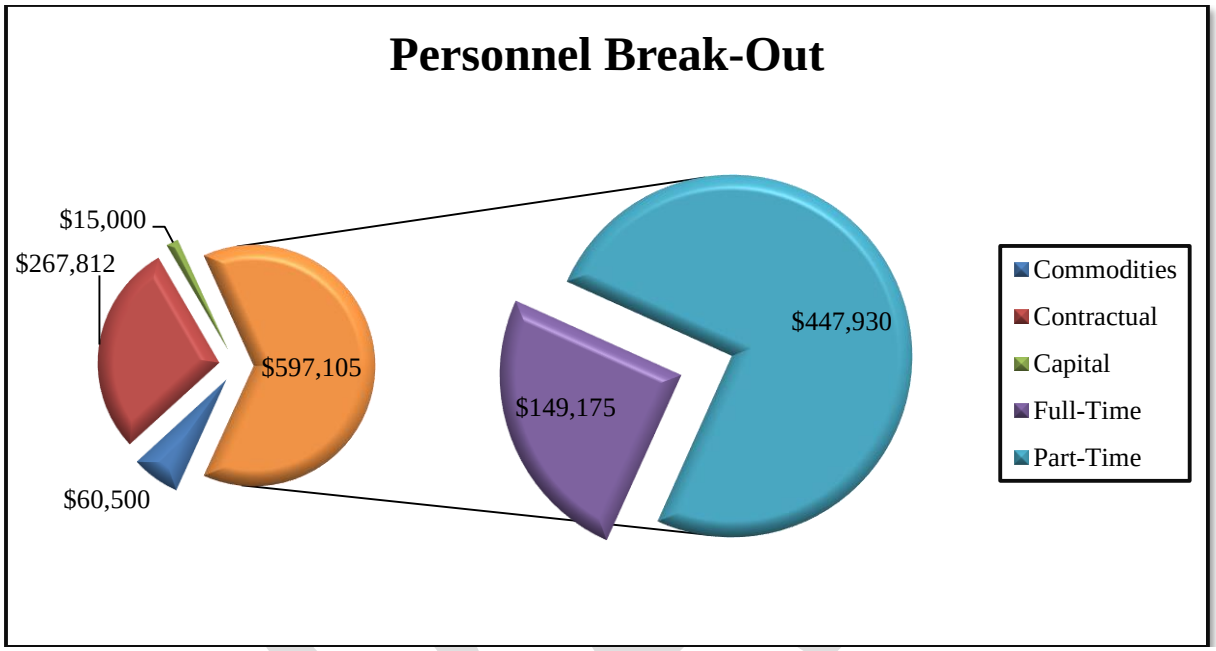
Staffing Levels:

Full-Time Positions	Positions	Total
Aquatic Center Manager	1	$45,000
Aquatics Coordinator	1	$35,500
Maintenance Worker	1	$30,000
Salaries		$110,500
Benefits (35%)		$38,675
TOTAL	**3 F.T.E.**	**$149,175**

Part-Time Positions	Rate/Hour	Hours/Week
Front Desk Cashier	$10.00	139
Head Lifeguard	$14.00	48
Lifeguard	$10.50	390
Custodian/Maintenance	$10.00	42
Program Instructors[10]		
Aquatics	Variable	$57,045
General	Variable	$8,160
Salaries		$407,209
Benefits (10%)		$40,721
TOTAL		**$447,930**

Note: Pay rates were determined based on wage scales for the City of University Park and the Holmes Aquatic Center. The positions listed are necessary to ensure adequate staffing for the center's operation. **The wage scales for both the full-time and part-time staff positions reflect an anticipated wage for 2017.**

[10] Program instructors are paid at several different pay rates and some are also paid per class or in other ways. This makes an hourly breakdown difficult. General programs consist of birthday parties and first aid. Aquatics includes learn to swim, aqua fitness and special classes.


Personnel Break-Out
$15,000
$267,812
$597,105
$60,500
$447,930
$149,175
Commodities
Contractual
Capital
Full-Time
Part-Time

Division II - Revenues

The following revenue projections were formulated from information on the specifics of the project and the demographics of the service area as well as comparing them to state and national statistics, other similar facilities and the competition for aquatic services in the area. Actual figures will vary based on the size and makeup of the components selected during final design, market stratification, philosophy of operation, fees and charges policy, and priorities of use.

Revenue Projection Model:

Fees	Center Budget
Admissions	$58,500
Month to Month	$209,736
Annuals[11]	$100,250
Corporate/Group	$10,000
Rentals[12]	$72,740
TOTAL	**$451,226**

[11] Figures are based on an active program to promote the sale of annual passes.

[12] Rentals are based on the following:

Classroom/Party	$50x 2/wk x 50 wks =	$5,000
Competitive Pool		
Dallas Masters	$36 (6 lanes) x 1hr x 5 days x 48 wks =	$8,640
Dallas Mustangs	$48 (8 lanes) x 3.25 hrs x 5 days x 48 wks =	$37,440
Elite Swim Team	$36 (6 lanes) x 1.25 hrs x 5 days x 48 wks =	$10,800
Meets	$70 x 6hrs x 8 meets =	$3,360
Leisure Pool	$150/hr x 1 hr/wk x 50 wks =	$7,500

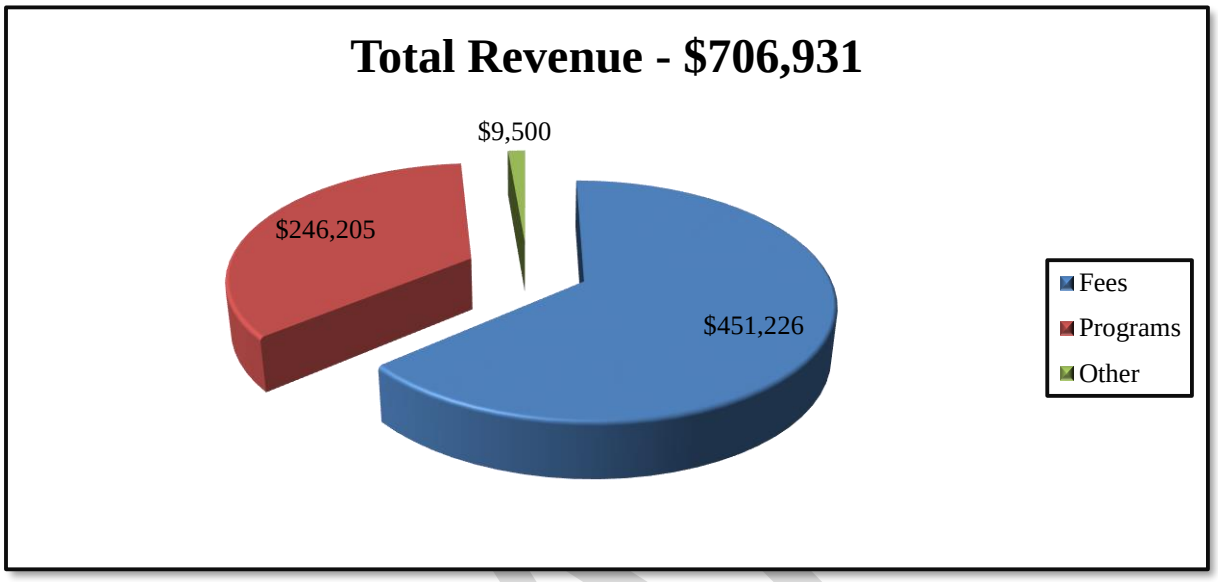
Programs[13]	Center Budget
Aquatics	$154,005
General	$91,200
Contract Programs	$1,000
TOTAL	**$246,205**

Other	Center Budget
Pro-Shop	$2,500
Special Events	$2,000
Vending	$5,000
TOTAL	**$9,500**

All Categories	Center Budget
Fees	$451,226
Programs	$246,205
Other	$9,500
TOTAL REVENUE	**$706,931**

[13] General programs consist of birthday parties and first aid. Aquatics includes learn to swim, aqua fitness and other programs.

Graphic Representation of Total Revenue



Division III - Expenditure - Revenue Comparison

Category	Center Budget
Expenditures	$940,417
Revenues	$706,931
Difference	-$233,486
Recovery Rate	75%

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

Future Years: Expenditure - Revenue Comparison: Expenses for the first year of operation of the center should be slightly lower than projected with the facility being under warranty and new. Revenue growth in the first three years is attributed to increased market penetration and in the remaining years to continued population growth. In most aquatic facilities the first three years show strong growth from increasing the market share of patrons who use such facilities, but at the end of this time period revenue growth begins to flatten out. Additional revenue growth is then spurred through increases in the population within the market area, a specific marketing plan to develop alternative markets, the addition of new amenities or by increasing user fees.

Division IV - Fees and Attendance

Projected Fee Schedule: The fee schedule is based on only residents (and their guests) of the Highland Park Independent School District being able to use the center. Revenue projections and attendance numbers were calculated from this fee model.

Category	Daily		Month to Month[14]	Annual (Prepaid)
	Res	*Guest*	*Resident Only*	*Resident Only*
Adults	$8.00	$9.00	$20	$200
Youth (3-17 yrs)	$6.00	$7.00	$15	$150
Seniors (60+)	$6.00	$7.00	$15	$150
Family[15]	N/A	N/A	$45	$500

Rentals $50/hr Meet/Party room

Competitive Pool
$6.00/Lane/hr
$70/hr
Leisure Pool
$150/hr pool (0-50 persons)
$200/hr pool (51-100 persons)
$250/hr pool (101-150 persons)

Admission Rate Comparisons: The above rates were determined based on other public indoor aquatic facilities in the Dallas area. The proposed rates are generally higher than other rates for similar facilities but represent a fee for 2017 or later.

[14] Month to Month requires an auto debit for a bank/charge account and a prepayment of 1 month. The monthly fee is automatically deducted on the 1st of each month for the following month.
[15] Includes 2 adults and up to four youth, each additional adult would be 50% of the stated rate and each additional youth would be 50% of the stated rate.

Attendance Projections: The following attendance projections are the basis for the revenue figures that were identified earlier in this report. The admission numbers are affected by the rates being charged, the facilities available for use and the competition within the service area. The figures are also based on the performance of other similar facilities in other areas of the country. These are averages only and the yearly figures are based on 360 days of operation.

Yearly Paid Admissions	Description	Facility
Daily	20 admissions/day	7,200
Month to Month	628/12 months sold annually	65,312
Annual[16]	300 sold annually	31,200
Total Yearly		**103,712**
Total Daily		**288**

NOTE: *The 928 month to and annual passes are based on selling passes to approximately 8% of the households (11,609 projected in 2014) in the Highland Park Independent School District.*

NOTE: *Attendance for other events, programs, and spectator functions is more difficult to predict but a best guess estimate is approximately 2.5 times the number of paid admissions. Indoor aquatic centers are traditionally the busiest from November to March and mid-June to mid-August and are slow from April to early June and again from mid-August to the end of October. Weekdays between the hours of 3pm and 7pm are the busiest times of the week and weekends are also very busy during the winter months. In contrast mid-morning and early afternoon on weekdays are usually slow as well as weekends during the summer months (especially Sundays).*

[16] Admissions for pass holders were figured based on 104 visits for annual passes per year. Family admissions are counted as one admission.

Hours of Operation: The projected hours of operation of the aquatic center are as follows:

Days	Hours
Monday - Friday	5:00am – 9:00pm
Saturday	7:00am – 8:00pm
Sunday	10:00am – 6:00pm
Total Hours Per Week	101

Hours usually vary some with the season (longer hours in the winter, shorter during the summer), by programming needs, use patterns and special event considerations.

Division V - Project Recommendations

The following section details specific recommendations for the University Park Aquatic Center project. Remarks are grouped by areas of interest.

Programs and Facilities: The design, image and quality of an aquatic center has a direct impact on its ability to attract and keep customers. Thought should be given to the building layout as it pertains to crowd control and access, during the design phase of the project. A visible open design which highlights the different activity areas and encourages participation from the user as well as the non-user, is essential to generating community excitement and revenue. As much natural light as possible needs to be incorporated into the design while not compromising safety or the needs of competitive swimming, and promoting and maintaining energy efficiency in every way possible. The intent is to build a "smart building" that gives the City of University Park and the Highland Park Independent School District the most for their money and the user a sense of quality and value.

Pool- The hottest trend in aquatics is the leisure pool concept. This idea of incorporating slides, current channels, fountains, zero depth entry and other water features into a pools design has proved to be extremely popular for the drop-in 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 user numbers who stay longer to utilize such pools. This all translates into more use and revenue. Of note is the fact that patrons seem willing to pay a higher admission fee for the use of a leisure pool. The sale of annual passes and especially family annual passes is also tied to the appeal of the leisure pool.

Programs- Special events and swim meets are an important aspect of any facility but they are difficult to base consistent revenue on. Beyond School District meets, they can be very disruptive to users and care must be taken to evaluate the benefits and problems caused by such activities. The revenues generated from these activities are not always worth the time and effort to put them together. The center should not be designed specifically to handle the once a year event or activity but should have the versatility to adapt to these needs within reason. Long term programming and facility needs of the community, businesses, and special interest groups should be identified and integrated into the operations plan for this facility.

The success of indoor aquatic centers is dependent on developing a broad based appeal to the general public as well as servicing the needs of school swim teams and other organizations. The needs of youth, seniors, and families must be considered and their individual concerns and issues addressed. Programs that are intergenerational in nature and those that are specifically oriented towards certain population segments will both need to be developed. The needs of the business community must also be considered if this market is to be developed.

Consideration should be given to contracting for certain programs or services, especially those that are very specialized in nature. Any contracted programs or services should require a payment of a percentage of the fees collected (at least 30%) back to the center.

Budget and Fees: The success of this project depends on a number of budget factors, which need special consideration. An operational philosophy must be developed and priorities for use must be clearly identified. The revenue figures contained in this document are based on the principal that the facility will have a balance between competitive swimming, drop in use and programmed activities. A goal of consistently covering 70%-75% of operational expenses with revenues should be attainable but there is virtually no possibility of recovering all operating expenses through facility revenues unless the Highland Park Independent School District is willing to share in some of the operational costs of the center. However, it must be realized that virtually all indoor aquatic centers that have been built in the last twenty years are not covering their operating expenses with revenues. Maximizing revenue production should be a primary goal. Care must be taken to make sure that a fees and charges policy is consistently followed. No form of revenue production should be given away. A policy should be developed that requires programs and activities which take place in the facility to cost back a percentage of their use in revenue to the building's operation.

Capital replacement fund- A plan for funding a capital replacement program should be developed before the center opens. The American Public Works Association recommends between 2% and 4% of replacement cost be budgeted annually for capital items. Costs for maintenance and contract services should be lower than the amount budgeted for the first year since most equipment will still be under warranty. The amount that is shown for capital replacement in the budget will not be enough over the long term to fund needed improvements and repairs after the first 3 years.

Fees- The revenue projections were based on the concept of City of University Park and Highland Park Independent School District use only (other than for rentals to swim teams). The proposed fee structure is aggressive and definitely at the high end compared to other facilities in the Dallas area.

A senior discount fee schedule was developed for the center, but it should be considered as a marketing tool rather than a discount based on need. Another option is to offer a limited morning or daytime discount rate that would be available to anyone using the center during this slower period of the day. This would work much like a senior discount without having to label it as one.

To promote the sale of month to month passes it is absolutely essential that a system be set up that allows for the automatic withdrawal from the pass holder's bank/credit card account of the monthly rate. Without this option it will be very difficult to meet the projected sales of passes. In addition, charge cards need to be accepted for all programs and services offered by the center. A

computerized registration process must also be introduced to speed registration transactions and improve annual pass management.

Pre-selling month to month/annual passes – Approximately 3 to 6 months before the center opens there must be a program in place to begin the pre-sale of "charter passes" with a savings incentive to promote sales. A goal should be to pre-sell between 25% and 50% of all budgeted passes prior to opening the center.

Marketing plan- A marketing plan for the facility and its programs is essential. This document should target specific markets, programs, facilities and user groups. It needs to be an active document that is utilized by the facility manager to guide all marketing efforts. This plan should be updated yearly. Special emphasis must be placed on promoting the sale of annual passes to establish a strong revenue base.

Staffing- Staffing costs are the biggest single operating expense and alternative options need to be investigated if costs are to be significantly reduced. The use of volunteers, trading facility use for labor and other similar ideas, deserve consideration as methods to reduce staffing budgets. The pay rates for both part-time and full-time personnel were determined based on the need to attract well-qualified employees and minimize staff turnover rates. It is important to budget for an adequate level of staffing in all areas. One of the biggest mistakes in operations comes from understaffing a center and then having to come back and ask for more help later. Maintenance staffing is of particular concern and is most often where cuts are made. Detailed job descriptions should be written for all staff and areas of responsibility need to be clearly defined. An adequate training fund is essential to a well-run center. An emphasis needs to be placed on the importance of safety, image and customer service in all training programs.

The key to opening an aquatic center and have it operate smoothly is hiring the necessary staff well in advance and having them well organized, properly trained and comfortable with the building's features. They need to be ready to hit the ground running with policies and procedures in place, and a marketing and maintenance program under way.

Partnership Agreement- If this project is to move forward there will need to be a formal IGA signed between the City of University Park and the Highland Park Independent School District regarding where the center will be built, capital cost responsibilities, long term capital improvements, ownership and operational responsibilities as well as specific priorities of use.

Division VI – Business Plan Appendix

Part-Time Staff Hours

Program Revenue Projections

Fee Revenue Projections

Part-Time Staff Hours:

Front Desk Cashier (Fall/Winter/Spring-37 wks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:30A-1:00P	8.5	1	5	40
	1:00P-3:00P	2	1	5	10
	3:00P-8:00P	5	2	5	50
	8:00P-9:00P	1	1	5	5
Saturday	7:00A-1:00P	6	1	1	6
	1:00P-8:00P	7	2	1	14
Sunday	10:00A-1:00P	3	1	1	3
	1:00P-6:00P	5	2	1	10
				TOTAL	**138**

Front Desk Cashier (Summer/Holidays-15 weeks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	5:00A-1:00P	8	1	5	40
	1:00P-7:00P	6	2	5	60
	7:00P-9:00P	2	1	5	10
Saturday	7:00A-1:00P	6	1	1	6
	1:00P-8:00P	7	2	1	14
Sunday	10:00A-1:00P	3	1	1	3
	1:00P-6:00P	5	2	1	10
				TOTAL	**143**

Custodian/Maintenance

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00A-7:00A	3	1	5	15
	8:00P-11:00P	3	1	5	15
Sat & Sun	6:00A-9:00A	3	1	2	6
	6:00P-9:00P	3	1	2	6
				TOTAL	**42**

Lifeguard Staffing

Fall/Winter/Spring Season (37 wks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:30A-9:00A	4.5	2	5	45
	9:00A-1:00P	4	3	5	60
	1:00P-3:00P	2	2	5	20
	3:00P-8:00P	5	6	5	150
	8:00P-9:00P	1	2	5	10
Saturday	6:30A-9:00A	2.5	2	1	5
	9:00A-1:00P	4	3	1	12
	1:00P-8:00P	7	6	1	42
Sunday	9:30A-1:00P	3.5	3	1	10.5
	1:00P-6:00P	5	6	1	30
				TOTAL	**384.5**

Summer Season (June, July, August & Holidays, 15 wks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:30A-9:00A	4.5	2	5	45
	9:00A-1:00P	4	3	5	60
	1:00P-7:00P	6	6	5	180
	7:00P-9:00P	2	2	5	20
Saturday	6:30A-9:00A	2.5	2	1	5
	9:00A-1:00P	4	3	1	12
	1:00P-8:00P	7	6	1	42
Sunday	9:30A-1:00P	3.5	3	1	10.5
	1:00P-6:00P	5	6	1	30
				TOTAL	**404.5**

Head Lifeguard Staffing

Fall/Winter/Spring Season (37 wks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	3:00P-9:30P	6.5	1	5	32.5
Saturday	1:00P-8:30P	7.5	1	1	7.5
Sunday	1:00P-6:30P	5.5	1	1	5.5
				TOTAL	**45.5**

Summer Season (June, July, August & Holidays, 15 wks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	1:00P-9:30P	8.5	1	5	42.5
Saturday	1:00P-8:30P	7.5	1	1	7.5
Sunday	1:00P-6:30P	5.5	1	1	5.5
				TOTAL	**55.5**

NOTE: *This schedule is based on a guard rotation concept and on utilizing the Head Lifeguard in the rotation schedule (approximately 48 hrs. a week additional). Based on the pool's basic program, schedule and estimated use patterns, this level of lifeguard staffing will be necessary to ensure adequate protection for swimmers. This is an estimate of anticipated guard hours only and actual needs could vary depending on the pool design, actual use patterns, and hours of operation.*

Aquatics Program Staffing

Swim Lessons

Season	Staff Rate/Class	Classes/Day	Days	Weeks	Total
Summer	$11.00	18	5	10	$9,900
Spring/Fall	$11.00	12	2	15	$3,960
Winter	$11.00	9	2	10	$1,980
TOTAL					**$15,840**

Note: Classes are 45 minutes in length.

Water Aerobics

Season	Staff Rate/Class	Classes/Day	Weeks	Total
Summer	$25.00	15	14	$5,250
Spring/Fall	$25.00	15	26	$9,750
Winter	$25.00	12	12	$3,600
TOTAL				**$18,600**

Private Swim Lessons

Lessons/Week	Staff Rate/Lesson	Weeks	Total
15	$11.00	45	$7,425
TOTAL			**$7,425**

Lifeguard Training

Staff	Staff Rate/Class	Hours/Class	Sessions	Total
1	$20.00	33	3	$1,980
TOTAL				**$1,980**

Therapy Classes

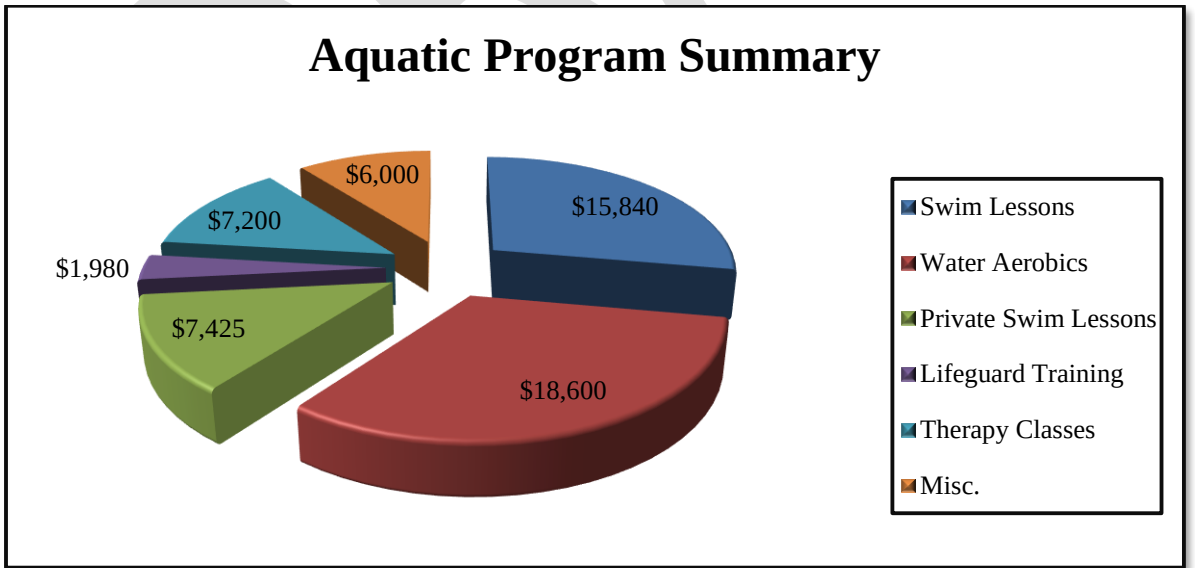
Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	$30.00	6	40	$7,200
TOTAL				**$7,200**

Miscellaneous

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	$20.00	6	50	$6,000
TOTAL				**$6,000**

Aquatic Program Staffing

Category	
Swim Lessons	$15,840
Water Aerobics	$18,600
Private Swim Lessons	$7,425
Lifeguard Training	$1,980
Therapy Classes	$7,200
Miscellaneous	$6,000
TOTAL	**$57,045**



General Programs

Birthday Parties

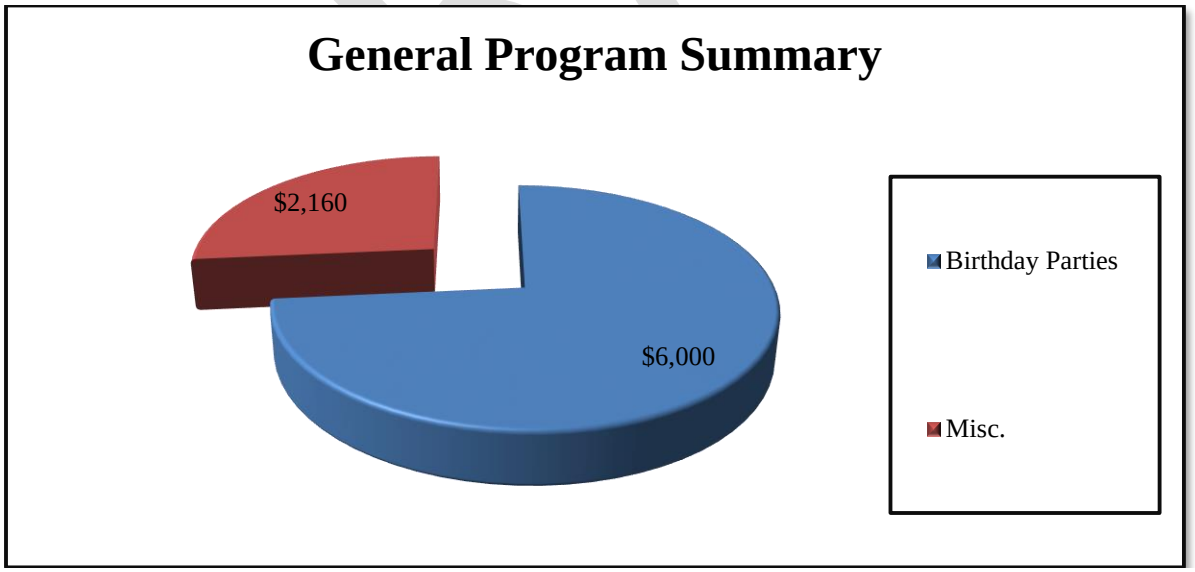
Staff	Staff Rate/Party	Parties/Week	Weeks	Total
1	$15.00	8	50	$6,000
TOTAL				**$6,000**

Miscellaneous (CPR, First Aid, Clinics, etc.)

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	$15.00	4	36	$2,160
TOTAL				**$2,160**

General Programs

Category	
Birthday Parties	$6,000
Miscellaneous	$2,160
TOTAL	**$8,160**



NOTE: *Some programs and classes could be on a contractual basis with the center, where the facility will take a percentage of the revenues charged and collected. These programs have not been shown in this budget as a result.*

Program Revenue Estimates:

Aquatics

This is a representative sample of possible aquatic programming and revenue at the center.

Swim Lessons

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
Summer	18 classes/4 per class	$100.00	5 sessions	$36,000
Spring/Fall	12 classes/4 per class	$100.00	3 sessions	$14,400
Winter	9 classes/4 per class	$100.00	2 sessions	$7,200
Private Lessons	15 classes/wk	$25.00/cl.	45 weeks	$16,875
			TOTAL	$74,475

Water Aerobics

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
Summer	15 classes/8 per class	$10.00/cl.	14 weeks	$16,800
Spring/Fall	12 classes/8 per class	$10.00/cl.	26 weeks	$24,960
Winter	12 classes/8 per class	$10.00/cl.	12 weeks	$11,520
			TOTAL	$53,280

Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
Lifeguard Training	1 class/10 per class	$225.00	3 sessions	$6,750
Therapy	6 classes/5 per class	$10.00/cl.	40 weeks	$12,000
Misc.	3 classes/5 per class	$10.00/cl.	50 weeks	$7,500
			TOTAL	$26,250

Aquatics Program Revenue **$154,005**

General

This is a representative sample of possible general programming and revenue at the center.

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
Birthday Parties	8 per week	$200/pty.	52 weeks	$83,200
Misc.	4 classes/5 per class	$100.00/sess.	4 sessions	$8,000
			TOTAL	$91,200

Total General Program Revenue **$91,200**

Fee Revenue Projections Worksheet:

Daily

Category	Fee	# Per Day	Revenue	Days	Total
Adult	$8.00	5	$40		
Youth	$6.00	10	$60		
Senior	$6.00	5	$30		
TOTAL		**20**	**$130**	**360**	**$46,800**
Guests	**25% of users x $1.00 fee increase**				**$11,700**
GRAND TOTAL					**$58,500**

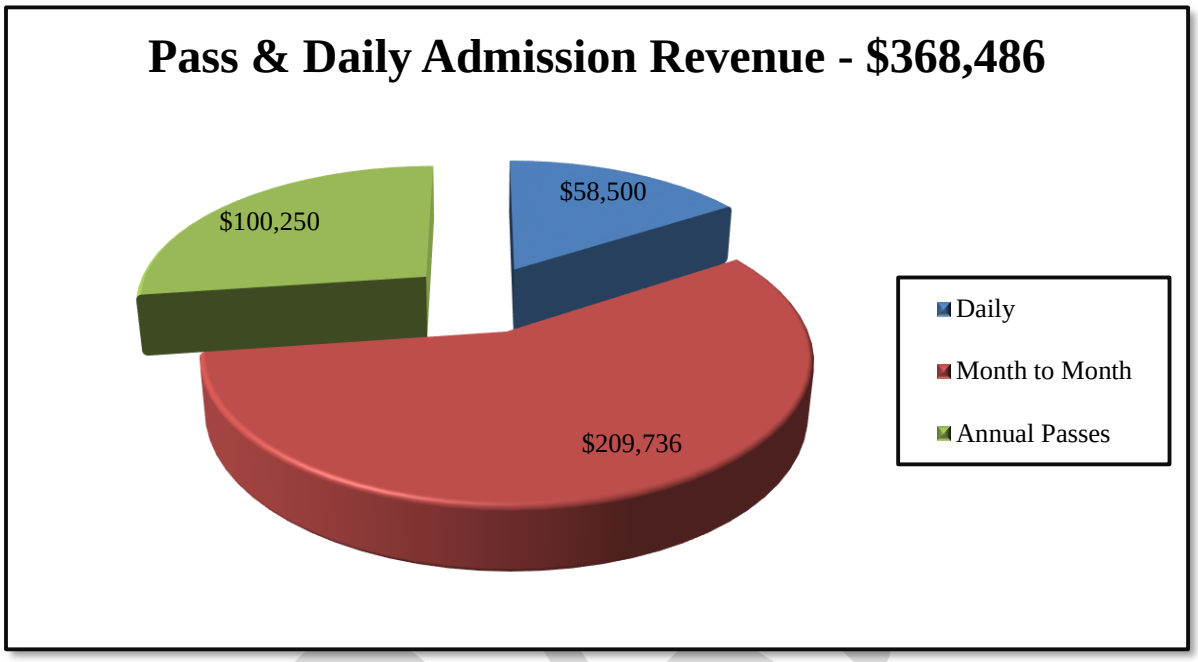
Month to Month Pass

Category	Fee	# Sold	Months	Revenue
Adult	$20.00	200	12	$48,000
Youth	$15.00	28	12	$5,040
Senior	$15.00	100	12	$18,000
Family	$45.00	300	12	$162,000
TOTAL		**628**		**$233,040**
Projected Loss	**10% of fees**			**$23,304**
GRAND TOTAL				**$209,736**

Annual Pass

Category	Fee	# Sold	Revenue
Adult	$200.00	90	$18,000
Youth	$150.00	15	$2,250
Senior	$150.00	50	$7,500
Family	$500.00	145	$72,500
TOTAL		**300**	
GRAND TOTAL			**$100,250**

Revenue Summary



NOTE: *This work sheet was used to project possible revenue sources and amounts. These figures are estimates only, based on basic market information and should not be considered as guaranteed absolutes. This information should be utilized as a representative revenue scenario only and to provide possible revenue target ranges.*