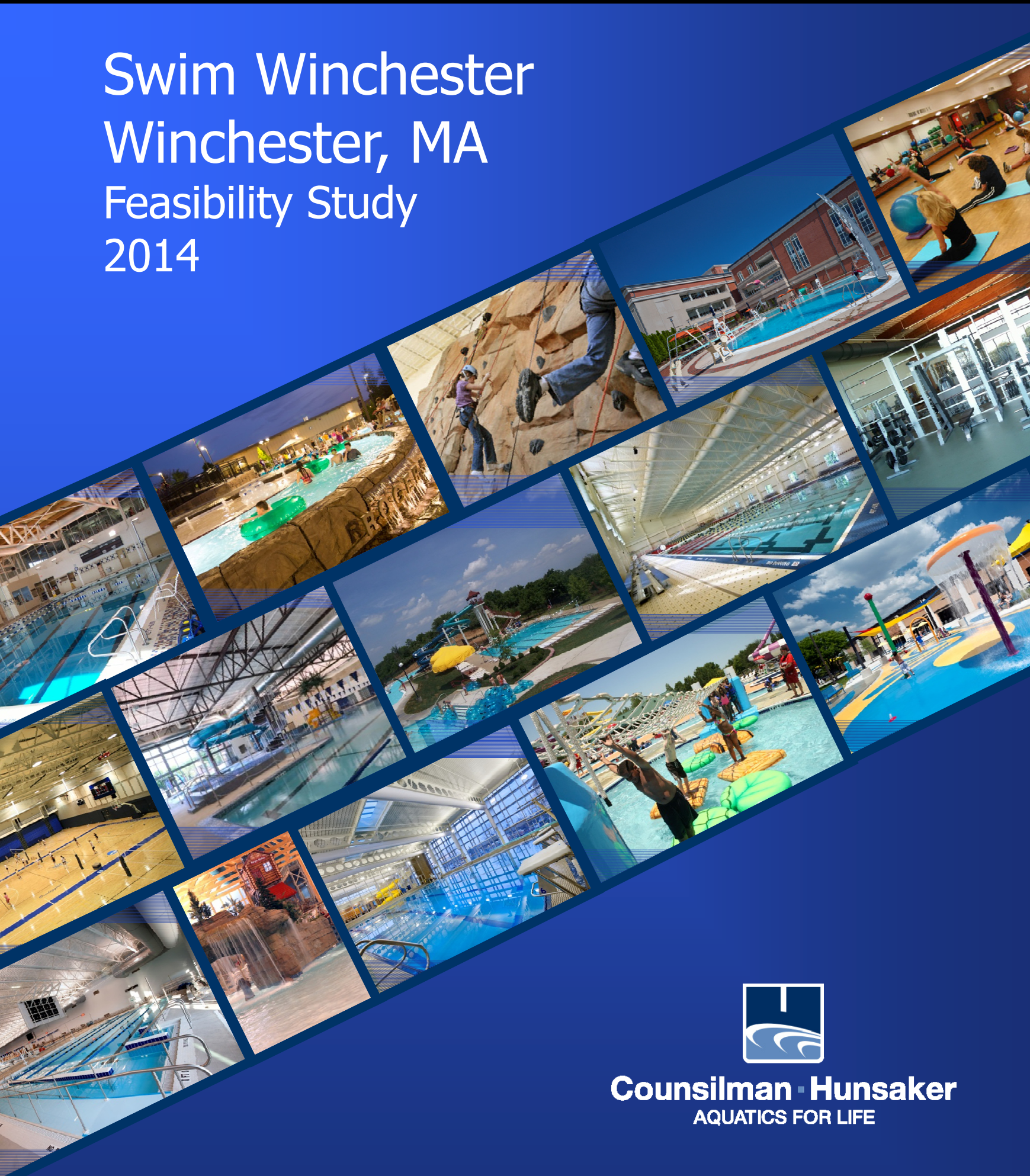


Swim Winchester Winchester, MA Feasibility Study 2014



Counsilman · Hunsaker
AQUATICS FOR LIFE

Aquatic Facility Feasibility Study 2014

SWIM WINCHESTER



Contact: Kevin Post
10733 Sunset Office Drive
Suite 400
St. Louis, MO 63127
314-894-1245

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Executive Summary

Swim Winchester

Swim Winchester is a volunteer not-for-profit organization created to design, build, and maintain an all-season community swimming pool in Winchester, Massachusetts. The following is Swim Winchester's vision:

“Our vision is to create a gathering space for the community. We are committed to promoting water safety and life-long health for all age groups, from infants to seniors. The pool will be accessible to the public and useable by all, including those with limited mobility and disabilities.”

Councilman-Hunsaker was contracted by Swim Winchester to conduct a feasibility study with the following objectives:

- Analyze demographics and requirements for an Aquatics Facility in Winchester
- Develop conceptual designs for facility to meet community needs
- Provide estimates of construction costs and operational revenues and costs

As documented in this report, Councilman-Hunsaker can confirm strong demand for an aquatics facility in Winchester as described in Section 4. Furthermore, provided the construction costs can be raised through private or private-public sources, such a facility should be expected to cover its operating costs through revenues.

Project Scope and Methodology

The scope of this report is to identify aquatic needs for Swim Winchester and to present potential facility spaces that can meet those needs. This study is based on extensive research through the following processes:

- Needs Assessment
 - Community outreach
 - Common vocabulary, vision
 - Evaluate existing area providers
 - Research area demographics
 - Identify potential user groups
- Program Requirements
 - Develop options for programming
 - Develop project cost estimates
 - Identify potential partnerships
- Operations Plan
 - Opinion of revenue
 - Opinion of operating expenses
 - Determine cash flow

Needs Assessment

The goal of community feedback uncovers valuable information within the community while prospecting opportunities. This internal inventory assesses how the community and staff view and ultimately use the recreation offerings in the area. Community input is important to understand, as public spaces are extensions of the people who use them. Generating use of public programs and activities tends to come when residents feel they are being listened to and reacted to, thus contributing to the improvement of their community assets. Mining this information reveals every facet of value, identifies which customers represent the best opportunities, and creates an understanding of market potential.

Two open public meetings were held in June 2013 and April 2014. The consultant also met with the Winchester staff, designated community groups, and individuals involved in the project to analyze needs and determine objectives. Representatives of the following groups were interviewed:

- Swim Winchester Board of Directors
- Winchester Board of Selectmen
- Town Manager
- Superintendent, Winchester Public Schools
- Director of Pupil Services, Winchester Public Schools
- Winchester High School Athletics Director
- Winchester High School Swim Coaches (Boys and Girls)
- Winchester School Committee
- Winchester Recreation Department
- Winchester Chamber of Commerce
- Winchester Seniors Association
- Jenks Center
- Winchester Swim and Tennis Club
- Winchester Boat Club
- Winchester Country Club
- North Suburban YMCA
- North Shore Swim Club (USA Swimming)
- Beede Swim and Fitness Center, Town of Concord
- Winchester Hospital
- Orthopedics Plus
- Planning Board
- Symmes, Maini and McKee (WHS Renovation Project Architect)
- Skanska (WHS Renovation Project Manager)

The consultant conducted individual interviews to ascertain existing levels of service and the perceived needs of various user groups in the community. The following reveals key findings from those meetings:

- Town is affluent, but fiscally conservative – limited amenities for residents
 - No trash pickup
- Project success is defined as building a facility that is:



- Multi-use – all groups / organizations
- Heavy traffic – well known
- Self-sustaining
- Build community
- Existing pools (outdoor) are full and have a substantial waiting list
- Need more water
 - Indoor – HS team / lessons / wellness
 - Outdoor – more capacity for recreational users

Program Requirements

The following concepts have been designed to meet Swim Winchester's aquatic needs.

Option 1: \$11,600,000

Indoor eight lane 25-yard pool, warm water pool, spray amenities, 250 spectator seats, and a 4,100 square foot fitness center.

Option 2: \$2,000,000

Outdoor multipurpose lap pool with play features, tot slide, waterslide, crossing activity, bathhouse, six shade structures, and one pavilion.



Operations Plan

The following chart provides a “recapture rate” to define the percentage of operating expenses recuperated or recaptured by operating revenue per option.

	2014	2015	2016	2017	2018
Option 1					
Project Cost	\$11,600,000				
Attendance	108,573				
Revenue	\$1,301,148	\$1,332,021	\$1,363,871	\$1,396,727	\$1,430,622
Expense	\$1,101,499	\$1,129,037	\$1,157,263	\$1,186,194	\$1,215,849
Operating Cashflow	\$199,649	\$202,985	\$206,608	\$210,533	\$214,773
Recapture Rate	118%	118%	118%	118%	118%
Capital Replacement Fund	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000
Cashflow	\$141,649	\$144,985	\$148,608	\$152,533	\$156,773
Option 2					
Project Cost	\$2,000,000				
Attendance	32,265				
Revenue	\$341,073	\$350,202	\$359,620	\$369,333	\$379,353
Expense	\$204,658	\$209,775	\$215,019	\$220,395	\$225,904
Operating Cashflow	\$136,414	\$140,428	\$144,601	\$148,939	\$153,448
Recapture Rate	167%	167%	167%	168%	168%
Capital Replacement Fund	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Cashflow	\$126,414	\$130,428	\$134,601	\$138,939	\$143,448



Section 1:

Population

Characteristics

Population
Income
Age Distribution
Weather

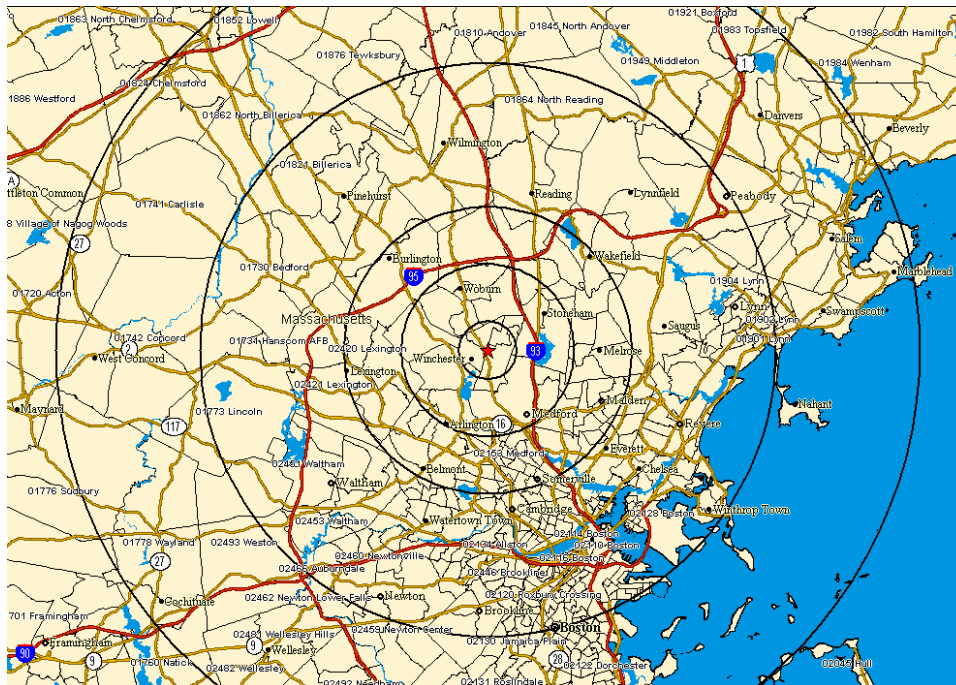
Section 1: Market Area Demographics

Factors that can influence attendance include projections for growth/decline of population, income levels, and age groups. Market studies are used to predict how relevant products, services, and fees are to residents. Originating from 80 Skillings Road, Winchester, Massachusetts, the primary area is assumed as 15 miles, and the service area is assumed as 5 miles. The difference between “primary” (15-mile market area) and “service area” (5-mile market area) is that training and competition users will customarily drive farther to use a facility than will recreation and fitness users (about 5 miles). Thus, a study of demographic patterns in the area is helpful in projecting usage rates. The resident market area has been divided into the following distances.

Distance From Site

- 0 to 1 Mile
- 1 to 3 Miles
- 3 to 5 Miles
- 5 to 10 Miles
- 10 to 15 Miles

Distance Map



Source: Demographics Now



Population

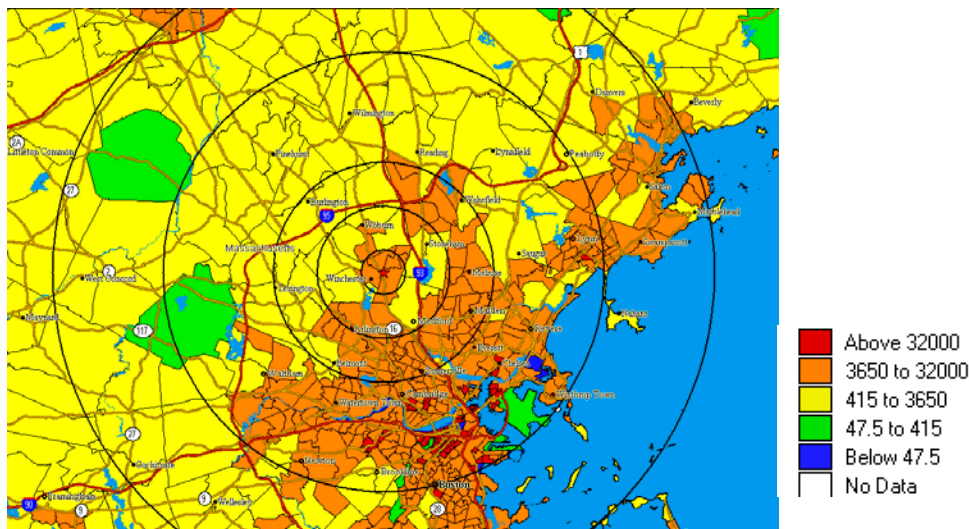
The following chart presents a summary of market area population with ring distances surrounding 80 Skillings Road. The 2010 U.S. Government Census was used to estimate the population for 2012 and to make projections for 2017.

- The population base for Winchester is projected to increase from 21,800 to 21,900 by 2017.
- Over 400,000 people within 5 miles.
- Over two million people within 15 miles.
- Population trending up.

Distance from Proposed Site	POPULATION BY DISTANCE									
	2000		2012		2017		Average Annual Change 2000-2012		2012-2017	
	Number (000's)	Percent of Total	Number (000's)	Percent of Total	Number (000's)	Percent of Total	Number (000's)	Percent	Number (000's)	Percent
0 to 1 miles	12.3	0.6%	12.9	0.6%	13.0	0.6%	0.0	0.4%	0.0	0.2%
1 to 3 miles	94.1	4.3%	95.2	4.1%	95.7	4.0%	0.1	0.1%	0.1	0.1%
3 to 5 miles	282.5	12.8%	294.6	12.7%	299.1	12.6%	1.0	0.3%	0.9	0.3%
Subtotal	389.0	17.6%	402.7	17.3%	407.8	17.2%	1.1	0.3%	1.0	0.3%
5 to 10 miles	1,057.1	47.8%	1,135.3	48.8%	1,155.4	48.8%	6.5	0.6%	4.0	0.4%
10 to 15 miles	766.1	34.6%	790.3	33.9%	803.6	34.0%	2.0	0.3%	2.7	0.3%
Subtotal	1,823.2	82.4%	1,925.6	82.7%	1,959.0	82.8%	8.5	0.5%	6.7	0.3%
Total (0-15 Miles)	2,212.1	100.0%	2,328.3	100.0%	2,366.8	100.0%	9.7	0.4%	7.7	0.3%
Winchester, MA	20.8		21.8		21.9		0.1	0.4%	0.0	0.1%

Source: DemographicsNow

Census Tract Map of Population Density (2012)



Source: Demographics Now



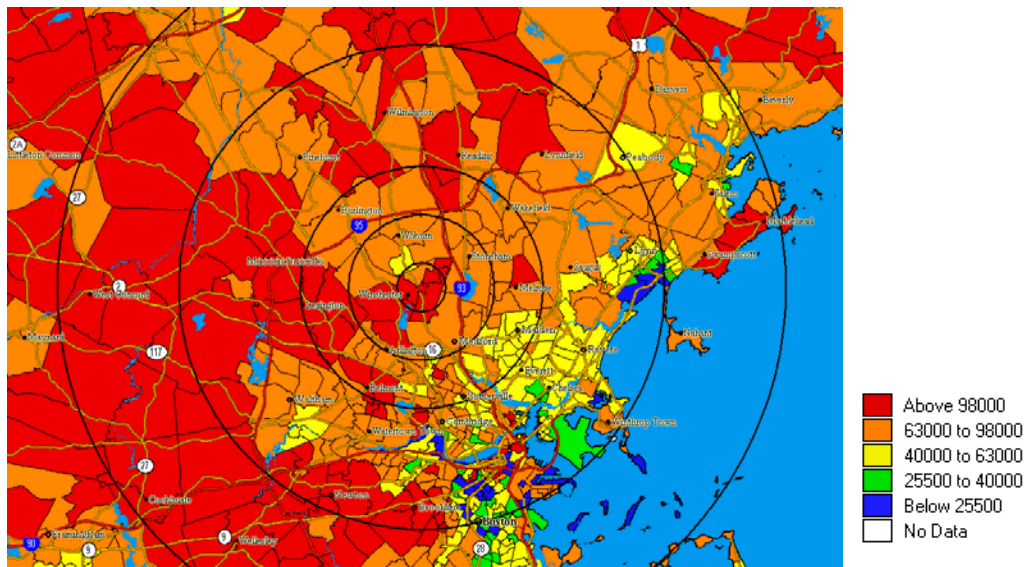
Income

To a certain degree, the likelihood of residents to engage in community recreation depends on their ability to pay for admission and program fees. In the following chart, the U.S. national average is set at 1.00. Index refers to the percentage higher or lower than the national average.

- Per capita income for Winchester is 30% higher than the national average.
- Median household income for Winchester is 25% higher.

MARKET AREA INCOME				
	Per Capita Incomes		Median Household Incomes	
	Dollars	Index	Dollars	Index
0 to 1 miles	\$60,431	2.09	\$103,731	1.94
1 to 3 miles	\$46,052	1.59	\$83,475	1.56
3 to 5 miles	\$43,020	1.49	\$77,633	1.45
5 to 10 miles	\$41,215	1.43	\$69,567	1.30
10 to 15 miles	\$41,248	1.43	\$70,651	1.32
Winchester, MA	\$66,585	2.30	\$120,569	2.25
TOTAL U.S.	\$28,888	1.00	\$53,535	1.00
Source: DemographicsNow				

Census Tract Map of Median Household Income (2012)



Source: Demographics Now



Age Distribution

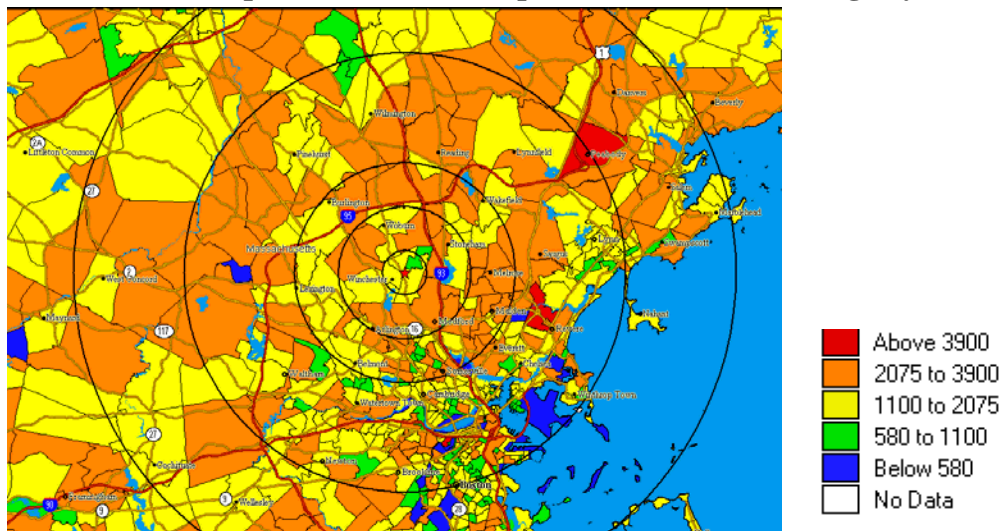
Age distribution is another population characteristic used to determine the type and level of use of any type of program. The following table provides the number of residents and the percentage of total population for each age group compared to the U.S. column, which identifies the national average.

- 0-19 age group is 30.3% of Winchester’s population compared to the national average of 26.5%.
- Median age for Winchester is higher than the national average (43.4 compared to 37 respectively).

MARKET AREA													
AGE DISTRIBUTION													
Age Groups	0 to 1 miles		1 to 3 miles		3 to 5 miles		5 to 10 miles		10 to 15 miles		Winchester, MA		U.S. Age Population
	#	%	#	%	#	%	#	%	#	%	#	%	
Age 0-4	811	6.3%	5,380	5.7%	17,036	5.8%	60,454	5.3%	44,751	5.7%	1,267	5.8%	6.5%
Age 5-9	1,054	8.2%	5,294	5.6%	14,869	5.0%	52,342	4.6%	48,049	6.1%	1,863	8.5%	6.5%
Age 10-14	1,095	8.5%	5,291	5.6%	14,552	4.9%	50,360	4.4%	51,297	6.5%	1,954	9.0%	6.6%
Age 15-19	840	6.5%	4,675	4.9%	15,552	5.3%	78,588	6.9%	54,160	6.9%	1,515	7.0%	6.9%
Subtotal	3,800	29.4%	20,640	21.7%	62,009	21.1%	241,744	21.3%	198,257	25.1%	6,599	30.3%	26.5%
Age 20-24	427	3.3%	4,506	4.7%	19,631	6.7%	128,213	11.3%	50,069	6.3%	689	3.2%	7.1%
Age 25-29	454	3.5%	6,047	6.4%	28,159	9.6%	127,177	11.2%	50,461	6.4%	645	3.0%	6.8%
Age 30-34	494	3.8%	6,193	6.5%	26,339	8.9%	100,497	8.9%	47,053	6.0%	650	3.0%	6.6%
Age 35-39	784	6.1%	6,235	6.5%	21,711	7.4%	76,208	6.7%	47,470	6.0%	1,187	5.4%	6.3%
Age 40-44	1,079	8.4%	7,031	7.4%	21,223	7.2%	72,085	6.3%	56,196	7.1%	1,748	8.0%	6.8%
Age 45-49	1,222	9.5%	7,517	7.9%	21,321	7.2%	70,499	6.2%	62,849	8.0%	2,058	9.4%	7.1%
Age 50-54	1,077	8.3%	7,638	8.0%	20,319	6.9%	68,740	6.1%	62,924	8.0%	1,855	8.5%	7.3%
Age 55-59	848	6.6%	6,904	7.3%	18,108	6.1%	61,348	5.4%	55,416	7.0%	1,496	6.9%	6.5%
Age 60-64	775	6.0%	6,030	6.3%	15,780	5.4%	54,739	4.8%	47,500	6.0%	1,371	6.3%	5.7%
Age 65-69	473	3.7%	4,301	4.5%	11,271	3.8%	39,911	3.5%	33,333	4.2%	899	4.1%	4.2%
Age 70-74	379	2.9%	3,345	3.5%	8,453	2.9%	29,614	2.6%	23,918	3.0%	730	3.3%	3.1%
Age 75-79	328	2.5%	3,054	3.2%	7,176	2.4%	23,780	2.1%	19,178	2.4%	621	2.8%	2.4%
Age 80-84	266	2.1%	2,766	2.9%	6,309	2.1%	19,799	1.7%	16,713	2.1%	497	2.3%	1.9%
Age 85+	500	3.9%	2,996	3.1%	6,740	2.3%	20,933	1.8%	18,977	2.4%	750	3.4%	1.9%
TOTAL:	12,906	100.0%	95,203	100.0%	294,549	100.0%	1,135,287	100.0%	790,314	100.0%	21,795	100.0%	100%
Median Age	42.4		42.8		38.9		34.7		36.3		43.4		37.0

Source: DemographicsNow

Census Tract Map of Presence of People Under 18 Years of Age by Household (2012)



Source: Demographics Now



Weather

Given the sensitivity of aquatics to weather conditions, it is appropriate to include an assessment of local weather patterns in the market analysis. The factors in the following chart were used to determine user days in the financial models. The weather is seasonal with cool summers, which would constitute pool heaters for outdoor pools; however, indoor pools are much more common in this area.

Month	Temperatures			Precipitation	Precipitation
	Average	High	Low	Inches	Days
January	26	35	16	3.9	12
February	28	38	18	3.7	10
March	36	46	26	4.6	12
April	46	58	35	4.2	12
May	57	68	45	4.0	13
June	66	77	55	3.7	12
July	71	82	60	3.7	10
August	70	81	59	3.5	10
September	62	73	51	3.9	10
October	51	62	39	4.2	10
November	41	51	32	4.6	12
December	30	39	21	4.7	12



Section 2: *Aquatic Trends*

Lessons & Fitness Enthusiasts
Water Wellness Seekers
Recreation Swimmers
Competitive User Groups
Economic Growth
Bundling Amenities
Marketing

Section 2: Aquatic Trends

Contemporary aquatic centers are fully ADA¹ accessible where everyone can benefit from aquatic activities. As more athletes cross train with water fitness components and more doctors recommend water rehabilitation for injured, obese, diabetic, and aging patients, multigenerational aquatic centers are inclusive of the entire community.

- Within the last decade demand for higher quality and a unique pool experience has risen.
- There are four types of aquatic facility users: *instructional, wellness/therapy, recreational, and competitive.*
- Each of these groups requires specific areas, features, and services to fulfill their needs and desires. The following descriptions make evident the very different requirements for each of these aquatic user groups when planning and designing an aquatic facility.

Instructional Enthusiasts

The following describes national trends for lessons and fitness users that includes learn to swim, water safety instruction, lifeguard instruction, life safety skills, survival swimming, scuba, and other aquatic skills.

Swim Lessons

According to the Centers for Disease Control, more than one in five people who die from drowning are children age 14 and younger. For every child who dies from drowning, another four receive emergency department care for nonfatal submersion injuries, which can cause brain damage that may result in long-term disabilities, including memory problems, learning disabilities, and permanent loss of basic functioning.²



Knowing how to avoid drowning is essential for children and adults, whether living in areas with natural bodies of water or simply being invited to pool parties. With more than one available pool in an aquatic center, lessons can be maximized so that a large number of residents can be taught to swim. Ideally, water depth for instruction should accommodate young participants to stand comfortably in the water. Recreation pools easily provide this preference. Deeper competition pools offer moveable floors or other means of altering water depth for instructional purposes.

A well-run water lesson program is essential in introducing young swimmers to safe aquatic skills that can be used throughout their lives. By offering the community a comfortable, controlled aquatic environment, swimming and diving lessons can become an enjoyable learning experience. There are many different types of water safety lessons that can teach children not only how to swim and dive but how to survive in adverse water conditions. From small water craft instruction to drown-proofing, water safety is an integral part of any community. Many will go on to formal competitive aquatic programs in school or age-group swimming programs. Some will excel to become state champions. Benefits such as scholarship offers may occur when a



swimmer or diver selects a college, which could lead to national level competition.

Drown-Proofing

Aware of 74 cases of body entrapments, including 13 confirmed deaths between January 1990 and August 2004, the U.S. Consumer Product Safety Commission reported the deaths were the result of drowning after the body or limb was held against the drain by the suction of the circulation pump. The incidents occurred in both residential and public settings.³ Subsequently, a federal pool and spa safety law was signed by former President George W. Bush on December 19, 2007. The Virginia Graeme Baker Pool and Spa Safety Act requires all public pools and spas to have safety drain covers, and in certain circumstances, an anti-entrapment system.⁴ The goal of the law is to improve the safety of all pools and spas by increasing the use of layers of protection and promoting uninterrupted supervision to prevent child entrapments and drownings.



When teaching proper drown-proofing, some classes mimic the natural environment through instructor creativity (i.e., creating wave action with hands and arms to mimic river tides), while others simply require small children to memorize what they would do in a situation where drowning is likely, and then enact memorized skills with an instructor present. Knowing how to avoid drowning is essential for children and adults, and even more so when living in areas where natural bodies of water are prevalent.

Lifeguarding and CPR

Water rescue skills and CPR are typically taught to all lifeguards. However, teaching water rescue and CPR skills are integral to the community since families are the true lifeguards of one another whether at the beach or a backyard pool. Often, such courses are sponsored by the Red Cross, Ellis and Associates, and other providers of safety training.



School District Lesson Users

School districts are often valuable contributors to help efficiently program aquatic facilities. Potential programming might embrace swim lessons for elementary students, lifeguarding classes, physical education classes, therapy for high school athletes, and other joint partnership agreements to aid in directing area children to learn to swim. Aquatic sports (diving, water polo, synchronized swimming, underwater hockey, etc.) can contribute to the overall use of the facility as well as fitness use by faculty, special education therapy, and recreation. In addition, an aquatic facility may provide aquatic opportunities to pre-school children cared for by private daycare providers.

Aquatic Fitness

The more often the pool can be utilized for group activities for participants and spectators, the more likely the aquatic facility will be “alive” day in and day out. The types of activities that tend to draw a crowd are participatory, measurable, exciting, and often challenging—but not always so challenging that only elite swimmers can participate. Activities can be tailored to different ages, sizes, and/or skill levels.



The industry has responded to the continued popularity of aquatic fitness by creating a wide range of activities with related devices and equipment for a greater diversity of water-based aqua exercise options. Aerobic dancing, walking, and running in shallow and deep-water environments, including current channels for walking against the current, are just a few of the choices available to people wishing to add less stressful elements of a cross-training regimen or even to use aqua aerobics for their entire fitness program. Additionally, businesses might sponsor or subsidize aquatic fitness as part of their employee wellness training discipline.

- Water-based exercise is the *fastest* growing fitness choice in the U.S.
- In 1983 there were nearly 200,000 participants
- 1988 – 2.2 million
- 2004 – 5.8 million
- 2007 – 7.2 million
 - A 3500% increase from 1983 to 2007⁵

Aquatic fitness also remains one of the most popular forms of exercise among senior adults. Data taken from the National Center for Health Statistics shows lifetime expectancy is up 30 years since 1900.⁶ The older adult market spans four generations from the Progressive Era 1900-1928, Depression

LIFETIME EXPECTANCY	
Year	Both Sexes
1900	47.3
1950	68.2
2000	77.0
Source: National Ctr. For Health Statistics	

Era 1929-1939, WWII Era 1940-1945, and Baby Boomers 1946-1964. Gray power can be a large, affluent market willing to participate in water fitness, wellness programming, and other recreation opportunities. This diverse age group from 55 to 90+ includes sub-groups of which some are still working; some have children in college; and some are focusing on retirement, grandkids, and wellness. Consequently, seniors can be willing, enthusiastic participants if certain requirements are met. They typically feel uncomfortable in an environment with teens and generally respond better to strictly defined programming of well-structured activities such as water aerobics, arthritis water exercise, water walking, physical therapy, adult swim lessons, ‘Save a Life’ workshops, lap swimming, and Masters swimming.

Water Fitness Trends

Aquatic programming accommodates beginner lessons that graduate to higher levels of intensity and skill. The following provides a snapshot of popular aquatic fitness programs.

Walking and Jogging in Shallow and Deep Water: The current channel, attached to a leisure pool, provides water traveling at approximately three miles per hour, thus creating an opportunity for walking against the current as a non-programmed or programmed fitness activity. According to waterart.org, “30 minutes of walking and jogging in shallow and deep water is equal to 80 minutes of jogging on land.”

Water Aerobics: Remaining one of the fastest growing segments of the adult fitness industry, water aerobic workouts usually combine a variety of land aerobic techniques, including walking or running backwards and forwards, jumping jacks, mimicking cross-country skiing, and various arm movements. The workout may also incorporate equipment such as flotation devices and foam water weights.

Deep Water Aerobics: This type of water aerobics offers a muscular endurance workout in deep water that consists of simulated running in the deep end of the pool aided by a flotation device (vest or belt) where the participant is held in one location by a tether cord, essentially running in place.



Finning: This active swimming program requires training fins or flippers and utilizes fitness lap lanes of a pool. The kicking and pulling enhances conditioning and toning.

Liquid Gym: This aqua training workout can be as intense as desired with a personal trainer for the purpose of improved athletic performance.

Navy Seals: This aquatic class consists of Finning, water jogging, deep water aerobics, and scuba instruction.

Water Yoga: Warm water, as in a therapy pool, enhances asanas (stretching poses) to relax muscles and increase range of motion and balance. Pan flute music and dim lights deepen the experience. (yogaafloat.com)

Boot Camp: This amphibious program incorporates land and water fitness in a fast paced military-style interval training course with running in the pool, calisthenics, jumping jacks, pushups, and football-style drills.

Scuba and Snorkeling: These lessons are growing in popularity (possibly due to the increase of environmental professions) and typically start in swimming pools.

Scuba Rangers: Scuba and snorkeling skills are taught to kids 8 to 12 while using underwater flashlights, navigation compasses, and underwater photography.

Underwater Hockey: According to USOA Underwater Hockey, “The pool should be 25-meters by 15-meters and two-meters deep all the way across, but anything will do, even slopes (just change ends at half-time). Lead weights and three meters of rope can be used as goals, though the sound of the puck thunking into the back of a metal goal is very satisfying and should be experienced.”

Water Polo: Dimensions of a water polo pool are not fixed and can vary between 20 by 10 and 30 by 20 meters. Minimum water depth must be at least six feet. The goals are three meters wide and 90 centimeters high.

Kayak Polo: This sport involves water polo being played from kayaks. According to Carolina Kayak Polo, “It is difficult to describe the passion and excitement that is created when a kayak water polo game is in progress. The participants—speeding the length of the pool weaving through the opponent’s lines of defense and spinning in their kayaks to receive a pass—create a fast and thrilling event.”

Water Basketball: Ideated in 1986 by Italian teacher, Francesco Rizzuto, this sport is a mixture of basketball and water polo. When designing a pool, full court water basketball is more challenging when tile lines are encrypted into the floor of the pool.

Water Volleyball: Portable and floatable aqua water volleyball sets come complete with two net positions, two anchor bags, and a staked floating perimeter boundary.

Triathlons: These athletic competitions, which the contestants compete in three different events to find the best all-around athlete, typically consist of swimming, cycling, and running.

Kayak and Canoe Clubs: Due to the popularity of Extreme Sports, kayak and canoe clubs are growing in popularity and use large pools for training.

Swim lessons, lap swimming, water jogging, deep-water aerobics, life saving instruction, diving lessons, survival swimming, synchronized swimming, water polo, underwater hockey, and scuba instruction can take place in a competitive/lesson/training pool, which frees up the recreation pool for swimmers who want to use the play features. Fitness classes are usually offered in the morning, at lunchtime, and in the early evening. Instructor information and/or training can be acquired through organizations such as the Arthritis Foundation; Red Cross; Aquatic Exercise Association; American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD); and United States Water Fitness.



Wellness/Therapy Seekers

The following describes national trends for water wellness seekers, the fastest growing aquatic user group that includes therapy programs, water exercise classes, water aerobics classes, and fitness classes.



Aquatic therapy is rehabilitation performed in warm water and involves physical activity of exercise and motion in the presence of an aquatic therapist, also called an aquatic therapy provider. Warm water may increase the dynamics of blood pressure and blood and lymph circulation, as well as decreasing swelling in skin and other tissues. Participation in an aquatic therapy program offers improvement in:

- Overall health and fitness
- Stretching capacity
- Range of motion
- Movement capabilities
- Coordination
- Physical stamina and endurance
- Swimming skills, safety, and abilities

Though many people who use aquatic therapy are enthusiasts of meditation or massage, some are looking for rehabilitating or improving a certain level of health. The Arthritis Foundation certifies instructors to teach arthritis aquatics. Many participants in these programs report reduced arthritis symptoms, including increased mobility and decreased pain and stiffness.⁷ New studies by the Aquatic Exercise Association suggest that the management of bone density can be facilitated by water exercise.⁸ When moderate exercise is recommended for obese patients, the low-gravity qualities of aquatic therapy can be very appealing to this user group. Over the past several years, water exercise programs have multiplied in health clubs, pain clinics, and hospitals. Users include:

Injured Athletes: Athletic trainers and sports medicine physicians are prescribing aquatic therapy as a rehabilitative/preventive fitness program.

Post-Operative Patients and the Disabled: Includes patients with physical ramifications such as spinal dysfunctions, post-operative muscle toning, injuries, and arthritis.

Arthritis Sufferers: The Arthritis Foundation certifies instructors to teach arthritis exercises such as Rusty Hinges and Joint Effort.

Aging Baby Boomers: Some 70 million strong, “boomers” invented the fitness movement and show no sign of abandoning it as they age, especially in warm water pools.

Obese Patients: More doctors are prescribing water wellness for overweight issues.

Pregnant Women: Effects of the low resistance of water exercise is soothing to this user group.

Meditation Enthusiasts: Fans of mind and body movements enjoy immersing in warm water pools to complete the tranquil state of meditation.

Key Components of Aquatic Therapy Centers

Aquatic therapy centers are growing in necessity for rejuvenation and social wellness for rehabilitation needs and developmental disorders. Colorful environments and interactive water is a stimulating, effective, and cathartic treatment, while specific design elements are ultimately



inspired by the rehabilitative needs of patients. Key components include:

- Warm pool water capability with fast pool turnovers.
- High-quality water chemical treatment systems, including dual sanitization methods and an appropriately designed HVAC/DH system.
- Easy access from the parking lot to the locker rooms, pool deck, and into the pool.
- Ample space in locker rooms and wider pool deck for wheelchairs, walkers, dry and wet equipment, and dry-side therapy.
- In-water amenities such as perimeter railings, aerobic steppers, treadmills, underwater benches, and ramps.
- Flexible pool depths for multiple programmatic needs.
- Aesthetically pleasing and light-filled private spaces.

Recreational Swimmers

The following describes national trends for recreation swimmers, the most popular and diverse aquatic user group that is family oriented for tots, teen, and adults.

- Swimming is the 3rd most popular sport or exercise activity
 - Recreational Leagues
 - Fitness Classes
 - Lap Swimming
- There are approximately 314 million visits to recreational water sites each year.

Successful aquatic centers combine creative water play areas for various age groups in a safe, friendly atmosphere. While aquatic recreation has become much more age-defined, attractions have age limitations and appropriateness due to elements of thrill and capabilities. Tots enjoy shallow pools with gentle water features and play areas tucked securely out of the way of the more active areas. Once children grow out of the tot stage, they enjoy romping in zero-depth recreation pools, making their adventurous way across lily pad walks, and climbing on participatory play features with “just-their-size” waterslides. Older children speed down flume and drop slides and enjoy larger water play structures. Teens enjoy gathering spots like action islands with access to deep water pools and adventurous waterslides. Lazy rivers and current channels cater to most demographics while spas and lap lanes are geared towards adults.

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



Recreation Pool Features



Leisure Pool

The free-form leisure pool provides an inviting atmosphere with plenty of shallow water from zero-depth to four feet, allowing adults and children to interact for hours of splash and play entertainment. With opportunity for many different sizes and designs, the leisure pool is a desirable amenity for all age and skill levels where various attractions may be incorporated to increase the experience factor, which increases attendance, the amount of time spent at the facility, and return visits.



Zero-Depth Entry

Swimmers enjoy easy access into leisure pools that simulate an ocean beach, where the pool bottom slopes gradually toward the deeper water. Instead of jumping or climbing into the pool, patrons simply walk in. Lounging in the zero-depth is a pleasant way to enjoy the water and sun while watching children at play.



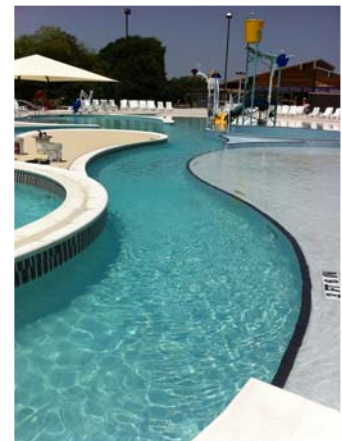
Participatory Play Feature

Located within the leisure pool, play features are multi-level, interactive structures where children can scamper through spraying water, climb across bridges, scurry over and under tunnels, and slide down just-their-size waterslides. As children manipulate valves and chains, they control where and when the water sprays will occur—all within sight of parents and lifeguards.

traveling at approximately two and a half miles per hour. The channel is popular as a water walking setting for fitness classes or adults seeking non-programmed exercise, walking with or against the current.

Current Channel

A current channel is part of the leisure pool, usually 6-8 feet wide, with water



Waterslides

The thrill of mounting the stairs to the exhilaration of sliding down into the water makes waterslides a desired attraction. While some slides are straight with a steep or gentle gradient, others wind down with sharp enclosed curves or high walls on the outside of the curves. Slides can be a long tube or alternate between an open chute and closed tube. Experiences can range from family-friendly to surprisingly intense.





Lap Lanes

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



Additional Support Amenities

Community pools have bathhouses that provide lockers/showers/changing/restrooms for their guests. Snack / concession areas provide food for hungry appetites, thus offering a day-long experience. Birthday party rooms can increase revenue by offering swim parties with games and food.



Competitive User Groups

- Simplest facility to define
 - 25 Yards
 - 25 Meters
 - 50 Meters
- Governing bodies
 - NFSHS
 - NCAA
 - USA Swimming
 - FINA
- Cooler water



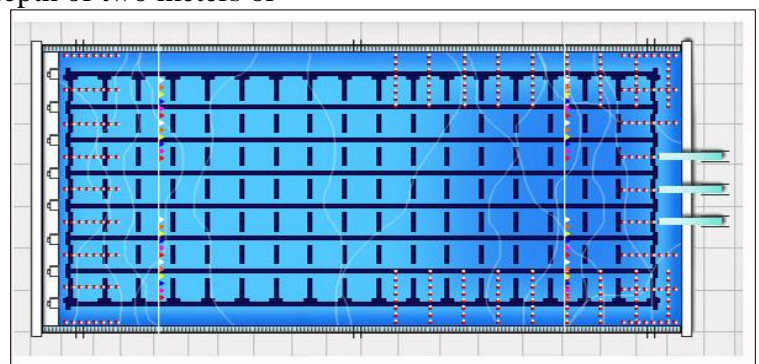
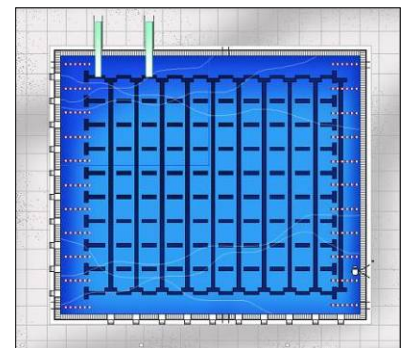
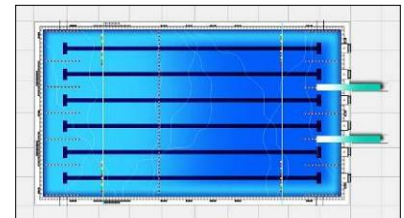
A competition pool must be 25 yards or 25 meters for short-course events and 50 meters for long-course events. USA Swimming and FINA sanction short-course 25-meter as well as long-course 50-meter competitions. Depending on the level of competition, a minimum of six lanes is required, but eight lanes are expected to better allow for larger heats. While almost all 50-meter pools have ten lanes, 1 and 10 serve as buffer lanes. National caliber water polo matches take place in 30-meter fields of play minimum with at least a 2-meter zone behind each goal line. High schools,

USA Swimming, the YMCA, and NCAA conduct short-course 25-yard competitions. For high school and NCAA events, a pool must have a minimum of six lanes, each at least seven feet wide. Several current standards require six feet or more of water depth beneath starting blocks. While some shallow water is acceptable, water depths of two meters or more “is required” as per applicable rules.

High school and college water polo often use 25-yard and 25-meter pools, but all high-level meets for USA Water Polo and international events are held in 50-meter pools. Water depth of two meters or more “is required” as per applicable rules. Synchronized swimming requires a deep, 12-by-25-meter pool area. A minimum water depth of 2.5 meters “is required” as per applicable rules. National and international events are generally conducted in 50-meter pools.

Today, seven governing bodies sanction meets and matches in their respective sports, including:

1. USA Swimming
2. National Federation of State High School Associations (NFSHSA)
3. National Collegiate Athletic Association (NCAA)
4. Federation International de Natation Amateur (FINA)
5. USA Water Polo



6. USA Diving
7. USA Synchronized Swimming

High School Users

High school varsity swimming is typically well supported in most communities across the U.S.; however, many schools lack the ideal facility for training and competition. Because quality pool time is usually scarce in most areas, renting pool time from other area facilities can be daunting due to various needs and agendas, thus pool availability can diminish as facilities experience capacity.

High school competitive swimming requirements include:

- Course length of 25 yards with a minimum width of 45 feet for six 7-foot-wide lanes or 60 feet for eight 7-foot-wide lanes
- 125 spectator seats
- Pace clocks, stretch cords, mats (for sit-ups, etc.), free weights, medicine balls, weight training equipment, kickboards, fins, paddles, pull buoys, course caps, and goggles.

USA Swimming

USA Swimming formulates rules, implements policies and procedures, sanctions national championships, disseminates safety and sports medicine information, and selects athletes to represent the United States in international competitions. USA Swimming has 300,884 year-round members nationwide and sanctions more than 7,000 events each year. USA Swimming has organized regional and national competitions for age group competitive swimming in the United States. The base for popularity is primarily a young age group that begins around age eight and peaks at age 12 as shown in the adjacent chart.⁹

8 and under	30,443
9	25,767
10	32,006
11	34,745
12	35,537
13	31,795
14	28,426
15	22,942
16	19,360
17	16,322
18	12,010
19 and over	11,531
Total	300,884

Source: USA Swimming

United States Masters Swimming

United States Masters Swimming (USMS) programs are open to all adult swimmers (fitness, triathlete, competitive, non-competitive) dedicated to improving their fitness through swimming. Founded in 1970, the non-profit corporation is organized with 450 clubs throughout the United States. Membership consists of more than 50,000 swimmers ranging in age from 18 to over 100. Within the clubs, structured workouts offer training assistance for specific goals for a healthy lifestyle through camaraderie. Pool and open water races provide opportunities to compete and measure individual progress at the local, state, national, and international levels. USMS programs also offer stroke and technique clinics, workshops, instruction, and social functions. Competitions are organized by age groups of five-year increments (18-24, 25-29, 30-34, 35-39, etc. to 95 and over). Events include 50, 100, 200, 500, 1000 and 1650 freestyle (400, 800 and 1500 in meters); 50, 100 and 200 backstroke, breaststroke and butterfly; and 100, 200, and 400 individual medleys. There are also freestyle and medley relays for men, women, and/or mixed teams. Open water swims are held in most locales during the summer and can range in distance from one to ten miles. Special events such as seeing how far you can swim in one hour are contested through the mail. USMS hosts two national championship meets a year. A short course (25-yard pool) championship is held in May and a long course (50-meter pool) championship is held in August. These four-day events rotate to different locations around the country.



International championships are conducted periodically by Masters Swim organizations in countries throughout the world.¹⁰

Community Swim and Dive Teams

Numerous communities sponsor competitive swimming and diving teams for children and teens. The purpose is to offer opportunity to enjoy the healthy fun of swimming; to support individual achievement of personal bests; and to promote goal setting, life skills, and sportsmanship. Teams typically adhere to recognized swimming rules and swim the standard strokes of swim meets but in shorter lengths. Swimmers with limited or no competitive experience are provided stroke conditioning clinics as a recommended alternative. Teams are usually more active in the warmer months, and not directly associated with a national swim organization. Many swimmers who begin their competitive swimming experience on a local swim team proceed to join nationally governed teams.

Pool Rental

Competitive swimmers, particularly members of independent swimming associations, are accustomed to renting lane space for training as well as leasing entire facilities, either for long-term use or on a one- to three-day basis for special events and competitions. Although there is more than one accepted way to receive fees from swim teams, pool lane rental is usually based on cost per lane/per hour. Entire facilities leased on a per-day basis generally have a fixed schedule of costs for such use. Long-term facility leases are generally the product of negotiation and, accordingly, are too varied and specialized for consideration in the context of this study.

Sustainable Construction

The United States Green Building Council has developed a rating system to qualify and quantify sustainable design practices. Leadership in Energy & Environmental Design (LEED) uses established and innovative practices, standards and technologies to provide a voluntary, consensus-based national standard for green building. As a catalyst for justifiable credits to reduce environment exploitation and occupant safety, credits add up to four levels of green award certification that can lead to tax credits: Certified, Silver, Gold and Platinum. Credits are based on:

- Sustainable Sites
- Water Efficiency
- Energy Atmosphere
- Materials and Resources
- Indoor Environmental Quality
- Innovation and Design Process

The following U.S. Green Building Council research is helpful in understanding the costs and advantages of designing a LEED certified building.

Cost of LEED (based on a sampling of 40 constructed buildings)

Platinum: 6.8%
Gold: 2.2%
Silver: 1.9%
Certified: 0.66%



Advantages of LEED

- 8 - 9% decrease in operating costs
- 7.5% increase in building values
- 6.6% improvement in ROI
- 3.5% increase in occupancy
- 3% rent increase

The assumptions in this report are consistent with a silver/gold rating protocol.

Economic Growth

Encouraging residents to use public recreation facilities requires helpfulness of the promotional materials, perceived value against other providers, and public awareness that the facility addresses the prevailing needs and concerns of the community. The aquatic center must be seen as integral to economic development through:

- Real estate values and property tax
- Business attraction and retention
- Stimulating the creative economy
- Promoting tourism

According to the *Importance of Quality of Life in the Location Decisions of New Economy Firms*, “modern businesses typically choose communities with cultural and recreational amenities that will attract and retain a well-educated workforce.”¹¹ This enlarges the tax base and stimulates the economy, which then provides more tax revenue that parks and recreation agencies can use to enhance or expand infrastructure, facilities, and programs. Park and recreation amenities stimulate happier and healthier families, positive business growth and economic development opportunities, contributing to quality of life. Creative, active people choose to live in communities with high quality amenities and experiences. Furthermore, championship venues bring tourism revenue to local hotels, restaurants, and retail businesses.

Bundling Amenities

Locating aquatic centers adjacent to parks, schools, businesses and transportation hubs promotes accessibility. Bundling civic destination points can encourage customers to extend the duration of their visit, nurture community identity, and increase operational efficiency for those agencies responsible for park maintenance and facility security by minimizing demand on parking lots, access roads, and traffic signals.

If the site has an existing recreation facility, utilities more than likely are already in place. Electricity, natural gas, water and sewer services can be very expensive to introduce to a site from main trunk lines, especially if those lines are several miles away. Because bringing utilities to the project site has no programmatic or recreation value, the adjacency and availability of existing utilities can dramatically and positively impact site development costs with little or no negative impact to the end user. This allows the bulk of construction monies to be allocated for recreational improvements.

Many communities choose to co-locate outdoor and indoor facilities to share spaces without either facility interrupting the operations of the other. For example, a separate outdoor entrance



to an aquatic center can accommodate patrons to that facility, minimizing congestion in the main building. Plans can be made for locker rooms to support both outdoor and indoor spaces, eliminating redundancy. Physically connecting the indoor aquatic spaces with those that are outside makes for the easy transition of patrons from outdoor to indoor swimming—particularly crucial in cases of inclement weather. This also helps keep facility guests on site, thus maximizing opportunities for revenue generation.

Useful promotional tools include partnerships with local business centers, which can generate valuable word-of-mouth appeal for the facility. As noted, an aquatic center's economic well-being often depends on its proximity to well-traveled roads, highways and transportation hubs. Sites located in valleys or on hillsides adjacent to major highways can be developed into exciting destination points. A site in a valley near a main transportation artery can be oriented so that guests enter the recreation facility and instantly gain an overview of the park. This allows guests to immediately spot their favorite destinations and level of anticipation, yet because of enhanced transparency also provides for the safety and comfort of different age groups.

Marketing

Many marketing efforts will focus on the sales budget, developing an easy and concise means of explaining activities and fees to users, and creating a simple protocol for scheduling rentals and other events. Branding refers to the summation of all the amenities—state-of-the-art facilities, attractions, and programming—in an eye-appealing package with a competitive advantage. Strong aesthetic visuals include a cohesive logo, website, brochures, video spots, and staff uniforms. Competitive advantages may include cross-generational multiplicity, daily admission fees versus membership fees, cultural diversity, or perhaps the facility is the only championship venue in the region. For a loyal customer base, a great deal of marketing effort will be focused on customer outreach.

Customer Outreach

Marketers understand their target market—a vital investment to success—by identifying potential user groups while developing a clear message that explains how the aquatic center can fulfill their needs. Marketers define the identity and mission (sell the experience) by branding around the core competencies of the facility. They continue to benchmark successful recreation providers who are meeting the needs of a market segment and generating demand, while finding what makes it work and determining what would make it better. Their single most important ingredient is customer relationships (getting them and gaining their loyalty). Valuing customers and their opinions gives users a sense of ownership and pride in the facility, a perfect combination for continued word-of-mouth promotion. Customers are a source of innovative ideas, thus marketers must:

- Identify user groups and verify that the message of each marketing campaign is being successfully communicated.
- Ask for feedback through focus groups and surveys of programs while being open to customers' observations and suggestions to help build a network within the community.
- Evaluate customer feedback to measure how users and nonusers view the image of the facility. Use the information to determine current levels of satisfaction, program fulfillment, and future needs.
- Make quantitative and qualitative improvements based on data (from what makes



- programs and services successful) so that services are consistently high quality to increase revenue.
- Set objectives for improvement to increase market share.
 - Identify resources and means of implementation by listing key action plans and cycle times.
 - Brand services with consistency; position each service to fit the market segment and promote the benefit of the experience; people buy benefits.

Marketing Development Plan

Take time to address market conditions and challenges; define steps to solve the challenges and improve all aspects of the event or program by using a marketing development plan. When developing a special event or program, answer the following questions.

1. What is the current situation you are addressing?
2. What are the market conditions?
3. What are the objectives of this marketing plan?
4. What are the key elements you wish to implement?
5. What are the timelines for each element?
6. What resources will be used for this implementation?
(funds, staff, external support)
7. How will you measure the success of the plan?

Media and Community Relations

Traditional advertising such as program brochures, school flyers, visual displays, newspaper, radio, and television can target specific campaigns. As a not-for-profit entity, various local media outlets represent a valuable opportunity for free or low-cost publicity. Develop public relation contacts with local broadcast and print media by submitting articles or suggesting topics on the aquatic center's activities and services, including issues involving education and accident prevention. The use of local celebrities, such as sports and radio personalities, can also help promote events or sponsor organizations and outreach programs to local groups, including girl/boy scouts, hospitals, retirement communities, and corporations. Such programs can be tailored to the needs and interests of individual groups by focusing on wellness, safety, training, competition, or recreation. Utilize small segmented promotions to create an individualized plan for items of user interest, special events, and fun activities.

Corporate Sponsorship and Venue Signage

Shrinking funds and tightening budgets result in seeking opportunities to subsidize expenses of construction and operation. Marketing opportunities look to local, regional, and even national businesses for sponsorship and advertising signage. These opportunities can range from naming the entire facility for an individual or commercial benefactor, to naming individual rooms, benches, tiles, and so forth. Opportunities for revenue include selling permanent and temporary venue signage.

Digital Marketing

Marketers widen the scope of multimedia plans through the increased use of on-demand media such as online broadcasting and video spots, and utilizing email marketing. Marketing must thrive in an exciting digital culture in order to grab and retain potential customers to positively affect revenue, influence attendance, and promote sponsorships.



Embracing information sharing can prove to be a benefit to your business practices. These inexpensive information sharing platforms are becoming more and more effective in direct connection and building community. For example, You-Tube can be used as a free web host of professional video tours of the facility as well as on-going training videos for staff. A Facebook business page can be a free web host of amenities, hours of operation, and employee and program scheduling with email access to “fans” regarding specials, coupons, and special events. Twitter can quickly tweet cancelations or reminders for lessons, classes or programs to followers.

Customer email addresses may be submitted when registering for memberships, classes, and special events. With customer permission, marketers may use these email addresses for email marketing campaigns of monthly newsletters and promotional messages regarding upcoming events and classes.

Websurfers looking for exciting visual examples of recreation opportunities will stop and shop cutting-edge websites that showcase the recreation portfolio in an outstanding way. Online photo galleries and streaming video can demonstrate exciting swim meets, families playing in shallow water, teens sliding down waterslides, and seniors swimming laps, thus allowing potential customers to browse the facility without having to be on site. An immediate price quote offers a means to sell rental opportunities for birthday parties, reunions, and corporate picnics. Voice-overs can communicate classes, programs, drop-in activities, meets, and special events.

The face of fundraising is also enhanced by interactive media. When sent a video spot, potential sponsors can witness a cohesive branding package accompanied by exciting video of an event, showing crowds of people in attendance, and other sponsors’ booths.

A study conducted by Media Life Research reveals that 63% of moviegoers are not opposed to onscreen commercials; 79% of U.S. theaters offer commercial spots before a movie.¹² Onscreen ads can promote local recreation attractions to a receptive young demographic. Video spots of a thrilling aquatic center on a hot summer day can potentially reach thousands of people in one month.

Other ways of utilizing video spots to help launch the new facility campaign include looping video spot DVDs on in-house TVs at the park and recreation headquarters, the county welcome center, the visitors’ bureau, and realtor offices to communicate to the community, visitors, and potential residents the creative recreation amenities that the community has to offer.

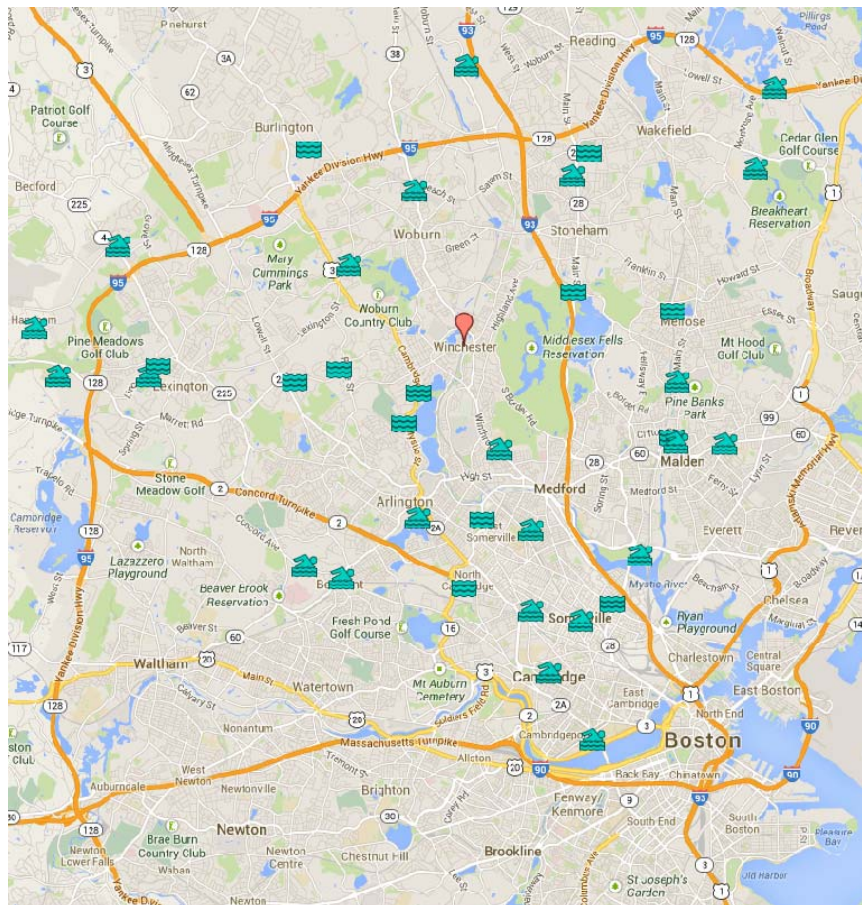


Section 3:
Area Provider Analysis

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The recreation industry is a competitive market vying for disposable income driven by population trends, income levels, demographic profiles, and favorable locations. Large aquatic centers and destination facilities offer a grand scale of cutting-edge amenities, deliver a unique customer experience, and draw from a large radius. Small to medium aquatic centers compete by offering family amenities in a cozy atmosphere, thus delivering a friendly customer experience to the local market. Swim Winchester's goal is not to compete for services, but to deliver high quality programs at a reasonable cost. The following map shows all pools researched by Swim Winchester, which is used to locate gaps in programs and services in the immediate area. The logos with a swimmer are indoor facilities, and the logos showing water are outdoor-only facilities. The pools included on the map are within a 20-minute drive of Winchester center. Many of the outdoor pools are Massachusetts Metropolitan District Commission (Mass. DCR) pools that are free and open to the public. These are typically older facilities that offer basic amenities and are not widely used by Winchester families. Medford High School and the Woburn Boys & Girls Club both have multi-million dollar capital projects currently underway to rebuild and modernize their pools. Cornerstone Aquatics and Beede Center are examples of aquatic facilities that are financially self-sustaining and serve as a model for Swim Winchester.

Map of Area Providers



1. Arlington Boys & Girls Club Pool

60 Pond Lane
Arlington, MA
781-648-1617

The Arlington Boys & Girls Club features an indoor 25-yard pool. Programs include swim lessons, swim team, lifeguard training, special Olympics, and open swim. Other amenities include gym, fitness room, basketball court, learning center, and an after-school room.

Daily Fee

Age 8-17: \$5

Annual Membership

Age 0-17: \$25
Age 18-64: \$295
Age 65+: \$200
Students: \$200

2. Hanscom AFB Pool

Hanscom Air Force Base
Bedford, MA
781-225-6638

Hanscom AFB features an indoor 50-meter x 25-yard T-shaped pool. Programs include swim lessons, swim team, lifeguard training, aqua fitness, open swim, movie night, birthday parties, rentals and rents out time to USA Swimming. Public not allowed. Military only.

Daily Fee

Military ret./dependent: \$3
Civilian/contractor/guest: \$4

Single Membership Passes

\$25 for 1 month
\$150 annual
\$55 summer season Memorial Day to Labor Day

Military Family Membership

\$45 monthly
\$270 annual
\$100 summer season Memorial Day to Labor Day

Punch Card

\$30 for 10 visits (11th visit free)

Aqua Fitness

\$3 per visit



\$30 for 10 classes (11th class free)

3. Higginbottom Pool

Belmont High School
644 Pleasant St.
Belmont, MA
617-489-8245

Belmont High School features an indoor six lane 25-yard pool with pace clocks, pulling gear, and 1-meter diving board. Programs include lap swimming, water exercise, swim school, open swim, private swim lessons, high school swim team, and USA Swimming.

The following is the 2013-14 School Year Memberships (Summer 2014 expect increase).

Resident Annual Membership

Family: \$195
Child: \$110
Adult: \$140

Nonresident Annual Membership

Family: \$250
Child: \$120
Adult: \$150

4. Shawsheen Valley Technical High School

100 Cook Street
Billerica, MA
978-667-2111

Shawsheen Valley Technical High School features an indoor 25-yard pool with springboard diving, starter blocks, kickboards, pace clocks, pulling gear, backstroke flags, and lane lines. Programs include lap swimming, water exercise, swim school, first aid/CPR classes, scuba classes, lifeguard training, high school swim team, diving, pool rentals, U.S. Masters Swimming, and rents out time to USA Swimming.

Membership

Family: \$40 per month
Individual: \$30 per month
Senior: \$5 per month
Walk-in: \$3 per visit

Diving Lessons

Drop Ins Welcome Sundays 5:15 - 6:15pm
\$12 per visit or \$95 for 10 classes

Swim Lessons (American Red Cross)

Weekdays for 4 weeks 9:00 - 1:00 (every 30 minutes).
Age 3 to adult. All abilities welcome from level 1 to 6.
10 Lessons for \$70 (30-minute classes) Levels 1 through 4.



10 Lessons for \$120 (1-hour classes) Levels 5 and 6 only.

5. Francis J. McCrehan Memorial Swimming and Wading Pool

359 Rindge Avenue
Cambridge, MA
617-354-9154 or 617-576-2081

Francis J. McCrehan Memorial Swimming and Wading Pool is an outdoor aquatic facility operated by the City of Cambridge. The large recreation pool has a maximum depth of five feet.

Public swimming is free.

6. MIT – Zesiger Pool and Fitness Center

Massachusetts Institute of Technology
120 Vassar Street
Cambridge, MA
617-324-2100 or 617-452-3690

*Membership is for MIT students, faculty, and staff only. Group and private swim lessons open to the public.

Massachusetts Institute of Technology features a 50-meter x 25-yard pool with 1-meter diving board, 3-meter platform, six lane 25-yard instructional pool, and snack bar. Programs include diving team, lap swim, synchronized swimming, physical therapy, private swim lessons, first aid/CPR classes, scuba lessons, lifeguard training, water polo, USA Swimming, U.S. Masters Swimming, and college swim team.

Annual Membership

\$1660 (must know someone connected to MIT)

Swim Lessons (Private 60 minutes)

1 Lesson: \$48

4 Lessons: \$172

8 Lessons: \$312

7. War Memorial Pool

Cambridge Rindge and Latin High School
1640 Cambridge Street
Cambridge, MA
617-349-6279

Cambridge Rindge and Latin High School features an indoor six lane 25-yard instructional pool with lane lines and waterslide. Programs include lap swimming, water exercise, open swim, private swim lessons, aqua aerobics, high school swim team, and U.S. Masters Swimming.



Program Costs

Swim Lessons: \$60 to \$125

Synchronized Swim Team Fee: \$800

Child's Swim Team: \$400 for first child, each additional child \$200.

8. Boston Sports Club at Lexington

475 Bedford Street

Lexington, MA

781-861-8600

*Used frequently by Winchester families, many are on the club's waitlist. Boston Sports Club at Lexington features an outdoor large kidney-shaped pool, three small pools, waterslides, Jacuzzi, wet sauna, dry sauna, and snack bar. Programs include lap swimming, water exercise, swim school, recreational swimming, private swim lessons, USA Swimming, and U.S. Masters Swimming.

Annual Memberships

\$74.99/month + \$49.99 fee 1-year commitment

\$74.99/month + \$128.99 fee month-to-month

Passport Membership (any club in BSC network)

\$89.99/month + 49.99 fee 1-year commitment

\$89.99/month + 128.99 fee month-to-month

Summer Membership

\$1900

9. Hayden Recreation Center

24 Lincoln Street

Lexington, MA

781-862-8480

*Open only to Lexington residents and employees, Hayden Recreation Center features an indoor five lane 25-yard pool. Programs include lap swimming, swim school, recreational swimming, private swim lessons, and swim team.

Membership

Youth Year-Round: \$30

Sept-June Resident: \$195. Senior Resident: \$130. Lex. Employee: \$220.

Jan-June Resident: \$160. Senior Resident: \$105. Lex. Employee: \$190.

Mar-June Resident: \$135. Senior Resident: \$85. Lex. Employee: \$150.

June-August Resident: \$85. Senior Resident: \$75. Lex. Employee: \$95.

Senior Resident Swim Only: Sept-June \$100; June-August \$40.



10. Irving H. Mabee Town Pool Complex

80 Worthen Road
Lexington, MA
781-862-0500

*Used frequently by Winchester families, Irving H. Mabee Town Pool Complex, operated by the City of Lexington, features four outdoor pools. Programs include swim lessons, adult lap swim, diving lessons, adult aqua aerobics, recreational swim, and swim team.

Membership

Nonresidents: \$365/Family

Residents: Resident Swim Tags are \$50 for seniors (age 62 and over), \$60 for individuals (ages 3-61), and \$200 for families, which includes two adults and all children ages 3-18 residing full-time in the household.

Data (from J. Reid on August 29, 2013)

Daily attendance thru the gates totaled 85K Summer 2013.

Resident Family: 444 / Nonresident Family: 218

Resident Individual: 937 / Senior Resident Individual: 136

Town Employees: 4 / Town Employee Individual: 8 / Town Employee Family: 7

School Employees: 3

Total Memberships: 1,757

Total Tags issued: over 5,000

Entries: 85,000

Revenue: \$311,000

Costs: \$275,000

(Family Memberships might be, for example, 2, 3 or 4 family members - each person receives a "tag" - adding to the number of physical tags issued).

11. Minuteman Regional High School

758 Marrett Road
Lexington, MA
781-861-6500

Minuteman Regional High School features an indoor 25-meter pool, kick boards, pulling gear, backstroke flags, and lane lines. Programs include lap swimming, water exercise, swim school, recreational swimming, private swim lessons, high school swim team, and rents out time to USA Swimming.



12. Boston Sports Club at Lynnfield

425 Walnut Street
Lynnfield, MA
617-246-7500 or 781-246-7500

Boston Sports Club at Lynnfield features an indoor 25-yard pool with pulling gear, lane lines, Jacuzzi, wet sauna, dry sauna, and snack bar. Programs include lap swimming, water exercise, swim school, recreational swimming, private swim lessons, USA Swimming, and U.S. Masters Swimming.

Membership

\$64.99/month + \$49.99 fee 1-year commitment

\$64.99/month + \$128.99 fee month-to-month

Passport Membership (any club in BSC network)

\$89.99/month + 49.99 fee 1-year commitment

\$89.99/month + 128.99 fee month-to-month

13. Lt. Dennis C. Holland Memorial Swimming and Wading Pool

108 Mountain Ave.
Malden MA 02148
781-324-9350

Lt. Dennis C. Holland Memorial Swimming and Wading Pool (Mass DCR) features an outdoor regular sized 4-6' depth pool and wading pool. Programs include lap swimming and recreational swimming.

Free to the public.

14. Malden YMCA

99 Dartmouth St.
Malden, MA 02148
781-324-7680

Malden YMCA features an indoor six lane 25-yard pool, therapy pool, pace clocks, pulling gear, backstroke flags, lane lines, Jacuzzi, wet sauna, dry sauna, and handicapped accessibility. Programs include lap swimming, water exercise, swim school, physical therapy, private swim lessons, high school swim team, USA Swimming, and U.S. Masters Swimming.

Membership

Youth \$13 + \$10 joining fee

Teen \$22 + \$10 joining fee

Young Adult \$35 + \$25 joining fee

Adult \$51 + \$25 joining fee

Senior \$35 + \$25 joining fee

2 Adult \$69 + \$50 joining fee

1 Adult Family \$59 + \$25 joining fee

2 Adult Family \$73 + \$50 joining fee



15. Bayrd Natatorium

Mystic Valley Charter School
576 Eastern Ave.
Malden, MA 02148
781-388-0222

Mystic Valley Charter School features an indoor eight lane 25-yard pool. Programs include USA Swimming and Club Swim Team. Built in 2011 for \$6.5 million with six classrooms and a gymnasium (excluding the \$4.4 million cost of the land). Funded by a MassDevelopment tax-exempt bond.

Not open to the public.

16. Boston Sports Club at Wellington Circle

70 Station Landing
Medford, MA
781-391-1622

Boston Sports Club at Wellington Circle features an indoor 25-yard pool, pulling gear, lane lines, Jacuzzi, wet sauna, dry sauna, and snack bar. Programs include lap swimming, water exercise, swim school, recreational swimming, private swim lessons, USA Swimming, and Masters Swimming.

Membership

\$59.99/month + \$49.99 fee 1-year commitment
\$59.99/month + \$128.99 fee month-to-month
Passport Membership (any club in BSC network)
\$89.99/month + 49.99 fee 1-year commitment
\$89.99/month + 128.99 fee month-to-month

17. Hamilton Pool

Tufts University
161 College Avenue
Medford, MA
617-627-2569

Not open to the public.

Tufts University features an indoor six lane 25-yard pool, 1-meter diving board, backstroke flags, lane lines, wet sauna, and dry sauna. Programs include diving team, lap swimming, swim team, high school swim team, USA Swimming, U.S. Masters Swimming, and university swim team.

Membership

Alumnus: \$260.00
Alumnus Spouse: \$135.00
Alumnus Dependent: \$110.00



18. Medford High School

489 Winthrop Street
Medford, MA
781-393-2387

*Used frequently by Winchester families. Pool closed in 2008 for renovation and will reopen in 2014.

Medford High School features an indoor 25-yard pool, pace clocks, and lane lines. Programs include lap swimming, water exercise, swim school, recreational swimming, private swim lessons, and high school swim team.

19. Lawrence W. Lloyd Memorial Swimming Pool

49 Tremont St.
Melrose, MA
781-979-0172

Free to the Public.

Lawrence W. Lloyd Memorial Swimming Pool (Mass. DCR) features a 3” to 5’ depth. Programs include lap swimming, recreational swimming, and private swim lessons.

20. Melrose YMCA

106 Main Street
Melrose, MA
781-665-4360

Melrose YMCA features a three lane 25-yard pool with lane lines and starting blocks. Programs include lap swimming, water exercise, diving lessons, and USA Swimming.

Membership

Adult (24-64): \$45.00/month
Young Adult: (19-23) \$32.50/month
Senior Adult: (65+) \$34.00/month
Family (2 Adults): \$73.00/month
Family (1 Adult): \$54.00/month
Teen (14-18): \$18.00/month
Youth (13 years & under): \$10.50/month

21. Burbank YMCA

36 Arthur B Lord Drive
Reading, MA
781-944-9622 or 781-909-7113

Burbank YMCA features an indoor eight lane 25-yard pool with lane lines and therapy pool. Programs include lap swimming, swim lessons, water exercise, and USA Swimming.



Membership

Ages 13-17): \$15/month
Ages 18-29): \$40/month
Ages 30-64: \$50/month
Ages 65+: \$44.60/month
Joining Fee: \$25 per Adult

22. Dilboy Memorial Swimming and Wading Pool

324 Alewife Brook Parkway
Somerville, MA
617-625-6600 x 2980

Dilboy Memorial Swimming and Wading Pool features an outdoor 50-yard pool with a maximum depth of 4'8" and a children's wading pool. Programs include recreational swimming.

Daily Admission

Adults: \$2
Children: \$1

Membership

Family Summer Swim Pass: \$20

23. John F. Kennedy School Swimming Pool

5 Cherry Street
Somerville, MA
617-625-6600 x6676

John F. Kennedy School features an indoor six lane 25-yard pool with 4' to 10' depth, and a smaller pool 2'6" to 4' depth with zero-entry ramp.

Membership

Family [(2 adults + 2 children) (add additional \$10 for each child)] Resident \$75
Nonresident \$90
Adult Evening Lap Swim: Resident \$65, Nonresident \$85
Adult Early Bird Lap Swim: Resident \$80, Nonresident \$100
Adult Combo Lap Swim (evenings + early morning): Resident \$100, Nonresident \$130
Senior Citizen Lap Swim(evenings & Saturdays only): Resident \$50, Nonresident \$75,
DROP IN LAP SWIM \$5/\$6 Resident/Nonresident

24. Latta Brothers Memorial Swimming and Wading Pool

20 McGrath Highway
Somerville, MA
617-727-4708 ex 403

Latta Brothers Memorial, operated by Mass DCR, features an outdoor pool with a maximum depth of 4'6" and a wading pool. Programs include recreational swimming.



Free to the public.

25. Somerville YMCA

101 Highland Avenue
Somerville, MA

Somerville YMCA features an indoor 20-yard pool. Programs include lap swimming, water exercise, swim lessons, diving, and USA Swimming.

Daily Fee

Family Swim: \$2.00 per adult, \$1.00 per child

Adult Guest Pass: \$10 daily

Health Center Guest Pass: \$10 daily (only with Health Center member)

High School (14-18): High School ID Req. \$2.50 daily

Membership

Health Center: \$40.00/month, \$475 annual

General: \$31.00/, \$370/annual

Young Adult: (18-25) \$25.00/month, \$300/annual

Youth (6-13): per month n/a, \$50/annual

Youth High School (14-18): per month n/a, \$65/annual

Senior Citizen (65+): \$20.00/, \$240/annual

Family (2 Adults, 1 Child): \$51.00/month, \$610/annual

Single Parent (1 Adult, 1 Child): \$32.00/month, \$380/annual

Each Additional Child (6-13): \$3/month, \$35/annual

Each Additional Child (14-18): \$5/month, \$50/annual

26. Hall Memorial Pool

4 North Border Road
Stoneham, MA
781-438-9888 and 617-727-4708 x 403

Hall Memorial municipal pool features an outdoor recreational pool with wading area. Programs include recreational swimming. Closed 2013 for minor repairs. Will be managed by the Stoneham Boys & Girls club when reopened in 2014.

<http://stoneham.patch.com/groups/representative-jason-lewiss-blog/p/bp--rep-lewis-and-sen-clark-announce-plans-for-future21a20a0f26>.

27. L.A. Fitness - Stoneham

121 Main St.
Stoneham, MA
781-435-5999

L.A. Fitness – Stoneham, a private fitness club, features an indoor four lane 25-yard pool, whirlpool, and sauna. This is a classic gym pool with cloudy water that tastes like sweat, but large windows keep it pleasant in all weather. Programs include lap swimming and



water aerobics.

Membership

1 for \$29.99/mo

2 for \$59.98/mo

3 for \$89.97/mo

4 for \$119.96/mo

All memberships PLUS \$99 initiation fee (this changes all the time however)

28. Northeast Metro Regional Vocational School

Wakefield Voc/Tech

100 Hemlock Road

Wakefield, MA

781-246-0810 ext. 1640

Northeast Metro Regional Vocational School features an indoor five lane 25-yard pool with a 1-meter diving board. Programs include lap swimming, water exercise, swim lessons, and rents out time to USA Swimming. Terribly run and managed. Pool always appears to need cleaning from build up.

Program Costs

Aqua Fitness: \$150

Child Swim: \$170

29. North Suburban Family Branch YMCA

137 Lexington Street

Woburn, MA

781-935-3270

North Suburban Family Branch YMCA features an indoor five lane 25-yard instructional pool with lane lines and zero-depth entry. Programs include lap swimming, water exercise, and swim lessons.

Membership

Teen(Ages 13-17): \$15/month

Young Adult (Ages 18-29): \$40/month

Adult (Ages 30-64): \$50/month

Senior (Ages 65+): \$45/month

Couple (2 Adults Ages 18+ living in the same home): \$85/month

2 Parent Household: \$97/monthly (Dependent children 26 & younger)

1 Parent Household: \$75/monthly (Dependent children 26 & younger)

Joining Fee: \$25 per Adult

30. Woburn Boys and Girls Club

1 Charles Gardner Lane

Woburn, MA

781-935-3777



*Used frequently by Winchester families. Capital campaign underway to build a new eight lane 25-meter pool; timeframe unknown.

Woburn Boys and Girls Club features an indoor 25-yard pool. Poor depth on both ends of current pool. No diving allowed, cannot host meets due to not meeting minimum depth for race starts. Programs include swim lessons, rentals, and swim team.

Daily Fee

Family Swim: \$5/family

Swim Lessons: \$60/6 weeks

31. Cornerstone Aquatics Center

55 Buena Vista Road

West Hartford, CT 06107

860-521-3242

Cornerstone Aquatics Center is owned by the Town of West Hartford and managed by Aquatics For Life, Inc. Aquatics For Life, Inc. is a member of the Lutra Aquatics family. Lutra Aquatics LLC is a professional aquatics management and consulting company dedicated to the operation of economically self-supporting aquatics facilities. Lutra Aquatics was founded on the premise that the world of aquatics lacked professional management, and with the goal of helping municipalities, educational institutions, and other organizations to deliver the highest quality aquatics experience to their communities without burdening the organizational budget. Programming includes swim lessons, group fitness, Masters swimming, USA swimming, scuba diving, personal training, and splash parties.

Joining Fee: \$50 to \$70

Resident Membership

Individual: \$434

Family: \$571

Nonresident Membership

Individual: \$632

Family: \$846



32. Concord Beede Swim & Fitness Center

498 Walden St.
Concord, MA 01742
978-287-1000

Aquatic amenities at Concord Beede Swim & Fitness Center include eight lane lap pool, deep water diving well, warm water therapy pool, and children's play pool. Programs include swim lessons, American Red Cross Certification, deep water interval, Family Fun Fridays, recreation diving, Spring Otters Swimming, abdominals and core strength, and water fitness.

Concord and Carlisle Resident Swim Membership

Adult: \$795
Couple: \$1275
Family: \$1470
60+ Adult: \$615
60+ Couple: \$950
14+ Student: \$615

Nonresident Swim Membership

Adult: \$895
Couple: \$1390
Family: \$1560
60+ Adult: \$715
60+ Couple: \$1050
14+ Student: \$715



Section 4: Concepts

Option 1
Option 2



Section 4: Concepts

The consultant worked closely with Swim Winchester to design a concept that would fit next to the existing high school and would feature an indoor six lane 25-yard lap pool with springboard diving, and a 1,275 square foot warm water pool with children's spray amenities and a tot slide. However, this original concept did not offer the space and member amenities to recover operating cost, which led to the following two options to meet Swim Winchester's aquatic needs.

Natoriums have many opportunities to make revenue-producing pools through competitive, recreation, and fitness programming by utilizing a diverse variety of lessons, fitness classes, and special events to increase attendance and revenue. Both water exercise and water therapy programs have grown substantially over the years due to aquatic fitness being less strenuous than land fitness. The sustained popularity of teaching the community to swim has led to significant numbers of swim team and Masters swimmers nationwide. Swim meets and championships can bring in a large number of swimmers to the area, plus their families, coaches, and officials. Additionally, water polo tournaments, synchronized swimming, and diving meets are also possible. Marketing user groups will be imperative to the success of this facility.

USA Swimming informs that:

Most meets can make money with proper advertising and community involvement. However, meets will not solely support a facility, especially one that is larger than 30,000 square feet. Proper community and learn to swim programming can help, but indoor 50 meter pools, especially those in northern latitudes, usually need some sort of operational endowment or subsidy. It will be a real challenge to produce a verifiable business plan that will show an indoor 50 meter facility that will earn a profit. [. . .] One rule of thumb that is of up-most importance is never plan a single pool facility. Regardless of what your goals are, the facility will have to have a variety of water depths and water temperatures with convenient pool access to run successful programs. ²

Aquatic venues exclusively dedicated to swimming have not performed as well in financial terms as have more diversely programmed, general use aquatic centers. Except in relatively limited circumstances, swimming activities alone are not financially self-sustaining. An aquatic center with only a competitive pool is limited, just as an aquatic center with only recreational water is limited. One without the other lacks a large component of the community. While national surveys continually rank swimming as a favorite recreational sport, today's aquatic centers incorporate a wider variety of recreation and wellness users by adding fitness spaces, group exercise rooms, and other amenities to augment revenue of swimming, thereby creating multi-generational facilities through shared expenses.

This section shows conceptual plans for each of the facilities to illustrate what amenities will be included. For visual reasons, the concept plans were developed as single story structures. Due to limited available land in Winchester, it is recommended that the actual facility design include two stories to reduce the overall footprint of the building.

²www.usaswimming.org/USASWeb/ViewNewsArticle.aspx?TabId=1&Alias=Rainbow&Lang=en&mid=45&ItemID=748



Also included in this section are cost estimates for the proposed concepts. These cost estimates are based on Counsilman-Hunsaker’s database of over 850 aquatic facilities from around the country. Recent bids from similar project were reviewed with local cost factors applied. The local cost factors are provided by RS means. These include local impacts due to construction materials, transportation, and labor rates. By compiling this information together, Counsilman-Hunsaker is able to provide an accurate cost estimate for the construction of this facility within the Town of Winchester.

Option 1

\$11,600,000

Indoor eight lane 25-yard pool, warm water pool, spray amenities, 250 spectator seats, and a 4,100 sq. ft. fitness center.



OPINION OF PROBABLE COST: Indoor			
Description	Unit	Amount	Opinion of Cost
Support Space		1,570	\$542,880
Lobby	Sq. Ft.	500	
Commons	Sq. Ft.	400	
Office	Sq. Ft.	220	
Conncesions	Sq. Ft.	450	
Meeting / Classrooms	Sq. Ft.	500	
Locker Rooms		2,100	\$705,600
Locker Room (female)	Sq. Ft.	700	
Locker Room (male)	Sq. Ft.	700	
Locker Room (family)	Sq. Ft.	700	
Natorium		14,750	\$5,630,000
8 lane 25 Yard Pool	Sq. Ft.	4,500	
Warm Water Pool	Sq. Ft.	2,000	
Spray Amenities	Allowance	1	
Natorium	Sq. Ft.	11,600	
LG / First Aid	Sq. Ft.	150	
Wet Classroom / Meet Management	Sq. Ft.	450	
Pool Mechanical	Sq. Ft.	750	
Storage	Sq. Ft.	300	
Spectator Seating (250)	Sq. Ft.	1,500	
Fitness Center		4,100	\$1,083,200
Cardio/Weight/Stretching	Sq. Ft.	2,500	
Group Exercise	Sq. Ft.	1,200	
Storage	Sq. Ft.	400	
Building Support		800	\$182,400
Building Mechanical / Electrical	Sq. Ft.	400	
Janitor	Sq. Ft.	200	
General Storage	Sq. Ft.	200	
Efficiency		2,332	\$349,800
Circulation and Walls (10%)	Sq. Ft.	2,332	



Description	Unit	Amount	Opinion of Cost
Total Building Construction Costs		25,652	8,493,880
Site Construction Costs (parking lot, landscaping, utilities, walks)			\$641,300
Facility Start-up Cost			\$200,000
Furniture, Fixtures, Equipment			\$308,000
Subtotal			\$9,643,180
Inflation	4.0%		\$385,727
Contingency	5.0%		\$501,445
Indirect Costs	10.0%		\$1,053,035
Total Estimated Project Costs:			\$11,583,388
Say			\$11,600,000



Option 2

\$2,000,000

Outdoor multipurpose lap pool addition with play features, current channel, bathhouse, shade structures, and one pavilion.



OPINION OF PROBABLE COST: Outdoor			
Description	Unit	Amount	Opinion of Cost
Bathhouse / Filtration		2,440	\$610,440
Entry/Cashier	Sq. Ft.	90	
Guard Room / First Aid	Sq. Ft.	75	
Pool Mechanical	Sq. Ft.	500	
Storage	Sq. Ft.	200	
Locker Rooms	Sq. Ft.	600	
Family Changing Room	Sq. Ft.	75	
Snack Bar	Sq. Ft.	400	
Efficiency	Sq. Ft.	500	
Aquatics		3,000	\$395,000
Multi-Purpose Lap Pool	Sq. Ft.	3,000	
Play Feature w/ bucket	Quantity	1	
Tot Slide	Quantity	1	
Spray Features	Allowance	1	
Waterslide w/ Tower	Quantity	1	
Crossing Activity	Quantity	1	
Support		11,000	\$362,000
Deck / Sidewalks	Sq. Ft.	8,000	
Fence	Linear Ft.	250	
Overhead Lighting	Sq. Ft.	11,000	
Shade Structures	Quantity	6	
Pavilion	Quantity	1	
Unit		Sq. Ft.	Opinion of Cost
Site Construction Costs (parking lot, landscaping, utilities, walks)			\$165,000
Total Construction Costs	Sq. Ft.	13,440	1,532,440
Inflation	6.0%		\$91,946
Contingency	10.0%		\$162,439
Indirect Costs	10.0%		\$178,683
Total Estimated Project Costs:			\$1,965,508
Say			\$2,000,000



Capacity

The following chart shows bather load for each option.

	Option 1	Option 2
WET-SIDE CAPACITY		
Training (Available 25-Yard Lanes)		
Lap Pool	8	0
Leisure Pool	0	0
Outdoor Leisure	0	0
Total	8	0
Estimated Training Holding Capacity	40	0
Daily Training Capacity	120	0
Recreation (Surface Area Sq. Ft.)		
Lap Pool	4,500	0
Leisure Pool	2,000	0
Outdoor Leisure	0	3,000
Total	6,500	3,000
Estimated Recreation Holding Capacity	231	120
Daily Recreation Holding Capacity	577	300
DRY-SIDE CAPACITY Surface Area Sq. Ft.)		
Group Exercise Room	1,200	-
Cardio/Weight	2,500	-
Multi-Purpose Room	950	-
Administrative Support	220	-
Estimated Holding Capacity		
Group Exercise Room	24	-
Cardio/Weight	50	-
Multi-Purpose Room	63	-
Total	137	-
Daily Dry-Side Capacity	412	-
Total Holding Capacity	408	120
Total Daily Facility Capacity	1,109	300



Parking and Site Size

The parking estimate represents parking requirements for peak usage based on maximum capacity. Actual usage will vary greatly based on the time of year and time of day.

Fall / Winter / Spring

- Typical usage (day time / school hours) – 10-20 spaces
- Typical usage (nights) – 75-100 spaces
- Typical usage (weekends) – 100-125 spaces

Summer

- Typical usage (day time) – 100-150 spaces
- Typical usage (nights) – 50-75 spaces
- Typical usage (weekends) – 125-150 spaces

	Option 1	Option 2
Parking	163	48
Parking Sq. Ft.	54,000	16,000
Impervious Structure	23,320	13,440
Total Program Sq. Ft.	77,320	29,440
Total Sq. Ft. with Efficiency	115,980	44,160
Site Size Requirements (acres)	2.66	1.01
Recommended Site Size (acres)	3.99	1.52

Optional Considerations

While many factors contribute to the overall success of the facility, such as time spent master planning a collection of unique pools, aquatic features, waterslides and theming to create a destination aquatic oasis, an equal amount of time should be spent incorporating systems and equipment design that provide value to the operation and maintenance of the facility. Both ensure that each project maintains entertainment value as well as good energy management practices so everyone at the facility keeps smiling, including those paying the energy bills.

The project cost estimates shown in the report are based on the conceptual plan and assume an average construction quality. Several decisions still need to be made through the design process that could impact the construction cost. This includes the level of finish within the pool and support spaces, building construction materials, pool equipment technologies, and even landscaping. During the design process, Swim Winchester will have the ability to make decision in these areas that could increase or decrease the project cost based on available funds. Moreover, the two concepts were developed independently to allow Swim Winchester the ability to phase in the project if funding becomes limited. Other areas for consideration to help reduce the overall project cost would include reducing deck size, amount of spectator seating, or reducing the depth the competition pool which would minimize equipment cost and pool structural costs.

If additional funds beyond the estimated project cost become available, consideration should be given to adding sustainable design solution like solar / geothermal heating, regenerative media



water filtration, grey water systems, etc. These investment will help reduce the ongoing operating costs of the facility and improve sustainably. Consideration should also be given to the additional of play amenities for young children. These often include interactive play structures in the zero depth entry, lazy rivers, waterslide, etc. The addition of these amenities can help increase revenue and improve the facilities ongoing operation.



SECTION 5: *Partnerships*

Forms of Partnerships
Joint Use Agreements

Section 5: Partnerships

The establishment of a partnership can be a positive experience for the desired aquatic facility. Recent years have provided many examples of existing partnership relationships to establish major facilities. Partnerships have allowed organizations to create useful recreational facilities that otherwise would not have been possible.

Forms of Partnerships

Partnership relationships usually exist in one of two forms as outlined in the following examples:

- **Investment Partnerships:** Schools, Park Organizations, and/or the private sector and/or the nonprofit engage in equity CONSTRUCTION of a capital asset. In recent years these facilities have included gymnasiums and fitness facilities.
- **Program Partnerships:** Schools, Park Organizations, and/or the private sector and/or the nonprofit engage in equity OPERATION of a capital asset. These programs are typically outsourced by the public or nonprofit sector organization to the private sector. In these instances, it is determined that the public sector is better off managing the activity rather than producing it. In recent years these programs have included facility management, specialized training programs, and specific skill activities.

Establishing an Investment Partnership relationship can be tricky, especially when considering a partnership involving several entities. The structure of such a relationship must allow for consistent operations, policy making, and operational management of the facility after it is open. There is a potential for the relationship to be very complex and challenging given the financial structure, the differences in the makeup of the policy making boards, and the administrative structures of each entity.

Program Partnerships would come after the Investment Partnership relationship is created and executed. Program Partnerships could be as complex as determining financial access to the facility to use and the allocation of time or identifying how the facility will incorporate programs. Each of these issues will need to be discussed so a clear idea of financial and operational issues are understood and agreed upon among the partners before the facility is ready to open.

Typically, before any successful partnership is undertaken, these three critical considerations must be addressed.

1. **There is a Common Vision:** a compelling picture of the possibilities must be shared by all. This does not mean that everyone necessarily needs to have the same goals, but all partners must be able to achieve their goals within the “big picture” of the project.
2. **Impact of the New Relationship:** adding real value to the agencies involved. If the involved agencies see the partnership creating the ability to improve productivity, efficiency, and profitability while achieving the desired goals, then the desired impact is mutual and the partnership is one step closer to achieving the desired goals.



3. Knowing through Intimacy: Intimacy (closeness, sharing, and trust) is never achieved easily or quickly. To achieve intimacy, there must be no hidden agendas; the ideas of all potential partners regarding the goals of the project must be out in the open. There must be similar interest but separate expertise regarding the project, which is to say that each partner should “bring something to the table.”

Develop partnerships between multiple community organizations:

- Public Sector and Public Sector
 - Schools with Park and Recreation Agencies
- Public Sector and Private Sector
 - Park and Recreation Agencies and the Private Sector
- Public Sector and Non-Profits
 - Schools, Park and Recreation Agencies and Non-Profits

Joint Use Agreements

Joint Use Agreements and other collaborations with area municipalities, educational institutions, businesses, healthcare providers, and other organizations and institutions can be significant sources of revenue and programming opportunities. A Joint Use Agreement has the potential of increasing programming opportunity and financial support. While this process is difficult to manage in terms of organizing the different priorities and agendas of the different organizations, it has proven worthwhile in many communities.

The following are some reasons an organization may wish to engage into a partnership relationship:

- Cost to provide service is high
- Creates budget and creative programming opportunities
- Spreads the risk among the partners
- Merging resources creates a higher level of service delivery
- Offers entrepreneurial opportunities not always affordable to public agencies
- Planning changes the mindset of the players and forces them to think creatively
- Encourages a market driven approach rather than a product driven approach

The desire to partner with others is popular when there is mutual interest in building a major capital asset. What potentially exists in partnership relationships frequently occurs between one or more sectors such as two or more public sector organizations, and the public sector and the nonprofit organizations, and the private sector and the public sector.



SECTION 6: *Operations*

Opinion of Revenue
Opinion of Expenses
Operations Summary
Funding Options

Section 6: Operations

Revenue analysis includes special user group usage and facility per capita spending trends, thus developing an opinion of revenue for the first five years of operation. Recreation programming revenue is based on user groups and local programming fees. Fee structure is based on fees from members and other users to project per capita income. Revenue is estimated, taking recommended fee schedules into account. All revenue assumptions reflect multiplying attendance by per capita and adding special user group income.

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

Opinion of Revenue

Programming

Any program schedule will require flexibility to adapt to specific needs of the community. It is the responsibility of the aquatic supervisor to monitor user group demands and adjust schedules accordingly. Revenue projections are based on marketing programming that would include the following programs: swim meet rental, USA swim team, high school swim team, town swim team, summer swim team, summer swim lessons, winter swim lessons, lifeguard training, wellness programming, birthday parties, and private rentals. It is assumed that these user groups, because of their high volume of use, will pay a lower fee per person admission. Aquatic programming will need to be scheduled so as not to significantly impact community recreation programming.

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

Visits per Program Day: number of participants in a particular activity per day.

Programming Days: number of days each activity will be programmed during the year.

Per Capita Spending: revenue generated per participant per day of activity after related costs are paid, for instance, the \$6.00 assumed for each summer swim lesson participant per day is after the instructors are paid.

Opinion of Revenue (Net): the resulting revenue generated by each activity. (Visits per Program Day) multiplied by (Programming Days) multiplied by (Per Capita Spending) = Opinion of Revenue (Net).



Visits per Program Day	Option 1	Option 2
Swim Meet Rental	1	-
Swim Team	70	30
High School Swim Team	20	-
Summer Swim Lessons	50	70
Winter Swim Lessons	120	-
Lifeguard Training	5	10
Masters Swim Team	20	10
Wellness Programming	25	-
Personal Training	5	-
Private Lessons	5	-
Group Exercise	50	-
Special Events	1	1
Birthday Party	2	2
Private Rental	1	1
Programming Days	Option 1	Option 2
Swim Meet Rental	8	-
Swim Team	300	45
High School Swim Team	90	-
Summer Swim Lessons	32	32
Winter Swim Lessons	84	-
Lifeguard Training	10	5
Masters Swim Team	300	45
Wellness Programming	150	-
Personal Training	350	-
Private Lessons	200	-
Group Exercise	350	-
Special Events	10	3
Birthday Party	60	70
Private Rental	45	60



Per Capita Spending (Net)	Option 1	Option 2
Swim Meet Rental	\$2,500.00	\$2,500.00
Swim Team	\$3.00	\$3.00
High School Swim Team	0	0
Summer Swim Lessons	\$6.00	\$6.00
Winter Swim Lessons	\$5.50	\$5.50
Lifeguard Training	\$5.00	\$5.00
Masters Swim Team	\$2.50	\$2.50
Wellness Programming	\$4.50	\$4.50
Personal Training	\$15.00	\$15.00
Private Lessons	\$8.00	\$8.00
Group Exercise	\$4.50	\$4.50
Special Events	\$500.00	\$500.00
Birthday Party	\$60.00	\$60.00
Private Rental	\$50.00	\$50.00
Opinion of Revenue (Net)	Option 1	Option 2
Swim Meet Rental	\$20,000	\$0
Swim Team	\$63,000	\$4,050
High School Swim Team	\$0	\$0
Summer Swim Lessons	\$9,600	\$13,440
Winter Swim Lessons	\$55,440	\$0
Lifeguard Training	\$250	\$250
Masters Swim Team	\$15,000	\$1,125
Wellness Programming	\$16,875	\$0
Personal Training	\$26,250	\$0
Private Lessons	\$8,000	
Group Exercise	\$78,750	\$0
Special Events	\$5,000	\$1,500
Birthday Party	\$7,200	\$8,400
Private Rental	\$2,250	\$3,000
User-Group Revenue	\$307,615	\$31,765



Admission Fees

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

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

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

PER CAPITA - Indoor				PER CAPITA - Outdoor			
Category	Rate	Percent of Visits	Per Visit Unit	Category	Rate	Percent of Visits	Per Visit Unit
Daily Admission				Daily Admission			
Adult (18 & Older)	20.00	4%	0.80	Adult (18 & Older)	20.00	12%	2.40
Children (3-17)	15.00	2%	0.30	Children (3-17)	15.00	10%	1.50
Free	0	2%	-	Free	0	2%	-
Monthly Pass				Monthly Pass			
Individual	75.00	22%	2.06	Individual	75.00	16%	1.20
Child	65.00	18%	1.46	Child	65.00	14%	0.91
Couple	125.00	19%	1.98	Couple	125.00	12%	0.75
Senior	50.00	14%	0.70	Senior	50.00	4%	0.20
Family	175.00	19%	1.66	Family	175.00	30%	1.17
Subtotal / Average		100%	8.97	Subtotal / Average		100%	8.13
Food / Merchandise			\$ -	Food / Merchandise			\$ 0.05
Total Per Capita			\$8.97	Total Per Capita			\$8.18
Source: Counsilman-Hunsaker				Source: Counsilman-Hunsaker			



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

		Option 1	Option 2
Attendance			
	2014	108,573	32,265
	2015	108,753	32,314
	2016	108,934	32,362
	2017	109,114	32,411
	2018	109,295	32,460
Per Capita Spending (3% increase per year)			
	2014	\$8.97	\$8.97
	2015	\$9.24	\$9.24
	2016	\$9.51	\$9.51
	2017	\$9.80	\$9.80
	2018	\$10.09	\$10.09
Special User Group Spending		\$307,615	\$31,765
High School Contribution		\$20,000	\$0
	2014	\$1,301,148	\$341,073
	2015	\$1,332,021	\$350,202
	2016	\$1,363,871	\$359,620
	2017	\$1,396,727	\$369,333
	2018	\$1,430,622	\$379,353

Opinion of Expenses

Commodities

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

Heating/Dehumidification

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

It should be noted that pool heating for the indoor aquatics will come from reclaimed heat from the dehumidification system, therefore only the outdoor pool as a direct heating cost associated with its operation.

Electricity



The calculations are based on 2013 utility rate information. A figure of \$0.120 cents per kWh was estimated, including both demand and energy costs.

Water and Sewer

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

Insurance

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

Capital Replacement Fund

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

Facility Staff

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

Job Description	Hours Per Day		Cost Per Hour		Days per Season		Total Employer Expense	
	Option 1	Option 2	Hourly Rate	Rate with overhead	Indoor	Outdoor	Option 1	Option 2
<i>Summer</i>								
Cashier	15	8	\$12.50	\$14.00	70	70	14,700	7,840
Pool Manager	15	8	\$17.00	\$19.04	70	70	19,992	10,662
Full Time Lifeguard	45	0	\$11.00	\$12.32	70	70	38,808	0
Seasonal Lifeguard	0	32	\$10.00	\$11.20	70	70	0	25,088
Maintenance	4	8	\$33.00	\$36.96	70	70	10,349	20,698
Summer Total	60	8					\$83,849	\$64,288
<i>Winter</i>								
Cashier	15	8	\$12.50	\$14.00	295	20	61,950	2,240
Pool Manager	15	8	\$17.00	\$19.04	295	20	84,252	3,046
Full Time Lifeguard	28	0	\$11.00	\$12.32	295	20	101,763	0
Seasonal Lifeguard	0	32	\$10.00	\$11.20	295	20	0	7,168
Maintenance	4	8	\$33.00	\$36.96	295	20	43,613	5,914
Winter Total	62	56					\$291,578	\$18,368
Annual Labor Expense							\$375,427	\$82,656



Expenses

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

	Option 1	Option 2
Facility Staff		
General Manager	\$107,500	\$0
Facility Supervisor / Maintenance	\$75,000	\$0
Membership Services / Business Manager	\$70,000	\$0
Aquatic Coordinator	\$67,500	\$0
Fitness Coordinator	\$67,500	\$0
Summer Employment	\$83,849	\$64,288
Winter Employment	\$291,578	\$18,368
Training	\$4,000	\$1,000
Total Labor	\$766,927	\$83,656
Contractual Services		
Insurance	\$70,389	\$12,728
Repair and Maintenance	\$29,000	\$5,000
Total Contractual Services	\$99,389	\$17,728
Commodities		
Operating Supplies	\$17,400	\$3,000
Chemicals	\$14,536	\$8,447
Advertising	\$20,000	\$10,000
Total Commodities	\$51,936	\$21,447
Utilities		
HVAC	\$88,594	\$3,806
Electricity	\$56,221	\$12,367
Pool Heating	\$0	\$47,000
Trash Service	\$6,240	\$9,360
Telephone	\$1,680	\$336
Water & Sewer	\$30,512	\$8,959
Total Utilities	\$183,247	\$81,827
Total Operating Expenses	\$1,101,499	\$204,658
Capital Replacement Fund	\$58,000	\$10,000
Total Expense	\$1,159,499	\$214,658

Operations Summary

- Indoor pool open from 6am-9pm
- Outdoor pool open from 11am-7pm
- Expenses are calculated for general open hours, any programs or activities that occur



outside these times must cover the additional costs (lifeguards, lighting, etc.)

The following chart provides a “recapture rate” to define the percentage of operating expenses recuperated or recaptured by operating revenue.

	2014	2015	2016	2017	2018
Option 1					
Project Cost	\$11,600,000				
Attendance	108,573				
Revenue	\$1,301,148	\$1,332,021	\$1,363,871	\$1,396,727	\$1,430,622
Expense	\$1,101,499	\$1,129,037	\$1,157,263	\$1,186,194	\$1,215,849
Operating Cashflow	\$199,649	\$202,985	\$206,608	\$210,533	\$214,773
Recapture Rate	118%	118%	118%	118%	118%
Capital Replacement Fund	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000
Cashflow	\$141,649	\$144,985	\$148,608	\$152,533	\$156,773
Option 2					
Project Cost	\$2,000,000				
Attendance	32,265				
Revenue	\$341,073	\$350,202	\$359,620	\$369,333	\$379,353
Expense	\$204,658	\$209,775	\$215,019	\$220,395	\$225,904
Operating Cashflow	\$136,414	\$140,428	\$144,601	\$148,939	\$153,448
Recapture Rate	167%	167%	167%	168%	168%
Capital Replacement Fund	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Cashflow	\$126,414	\$130,428	\$134,601	\$138,939	\$143,448



Funding Options

There are many different funding methods for the project. In addition to capital market financing (i.e., the sale of bonds or issuance of contracts to private entities such as banks or lending institutions), there are other forms of funding that have been used in other projects. Financing, in most cases, requires the sale of bonds. For any bond to be sold, an independent bond rating institution must evaluate the entity to be represented by the bond. This rating will determine the bond price and interest rate, and as a result, the overall worth of the bond. The following are four bonding institutions in the United States.

Examples of Bond Rating Institutions

- Moody's Investor Service
- Standard & Poor's Corporation
- Fitch Investors Service, L.P.
- Duff & Phelps Credit Rating Co.

Financing generally occurs in one of the forms or methods as outlined below.

Direct Funding

1. Direct Appropriation
2. Private Contributions
3. Joint Ventures

Capital Markets Financing

4. Local Discretionary Sales Surtax
5. The sale of General Obligation Bonds
6. The sale of Certificates of Obligation
7. The sale of Revenue Bonds
8. The sale of Certificates of Participation
9. The sale of Lease Revenue Bonds

These options are not mutually exclusive in every case. In fact, the final financing for the new facility is likely to be a package of various financing sources that collectively reach the needed total.

Direct Appropriations

Swim Winchester is not expecting or relying on the town to provide direct appropriations. Rather, discussions have focused on the contribution of land and possibly fees for use by the HS swim team.

“As a practical matter, the likelihood of getting a new aquatic center off the ground without extensive and direct financial support is fairly remote. The other sources of funding cannot be extensive and direct financial support is fairly remote. The other sources of funding cannot be expected to enthusiastically



embrace the aquatic center unless the city is already financially committed to the project.”

Private Contributions

For different reasons, various private individuals and corporations may have an interest in supporting an aquatic project. The center could be positioned as a major factor in building civic pride, promoting economic development, enhancing community facilities and other positive attributes. Properly structured, any of the financing and ownership options selected will permit tax-deductible giving from most private contributors. Historically, contributions from outside sources have not exceeded matching funds.

Some sample commemorative gift opportunities that have been suggested by other facilities include:

- Pool Structure \$1,000,000
- Entrance/Offices \$ 500,000
- Balcony \$ 500,000
- Campaign Name Itself \$ 250,000
- Locker Rooms \$ 250,000
- Large Brick & 1yr. Memb.\$ 10,000
- Bricks/Tiles (contributors) \$ 500

Joint Use and Joint Partnership Agreements

Joint Use Agreements and other collaborations with area municipalities, educational institutions, businesses, health care providers, and other organizations and institutions can be significant sources of revenue and programming opportunities. A Joint Use Agreement has the potential of increasing programming opportunity and financial support. While this process is difficult to manage in terms of organizing the different priorities and agendas of the different organizations, it has proven worthwhile in other communities.

Capital Markets Financing

The final five methods of financing all involve the capital markets. General Obligation Bonds and Revenue Bonds are issued directly by the town. A third-party owner, set up expressly for this purpose, and using the tax-exempt issuing authority of the town, issues Certificates of Participation and Lease Revenue Bonds. The town would simply be leasing the aquatic center from this entity.

The suitability, structure, requirements, costs, advantages, and disadvantages of each are quite different. The remainder of this section summarizes some of these features.

Local Discretionary Sales Surtax

Issuance Requirements

If General Obligation Bonds become a part of the financing package, the issuer must accomplish all of the following:

1. Internal approvals: The town has an internal approval process before implementing the discretionary sales tax. The proposed sales tax must be endorsed by the town council.



General Obligation Bonds

In selling General Obligation Bonds (also known as Council Manic Bonds), a municipality obligates itself to levy and collect sufficient property taxes without limit as to the rate or the amount in order to pay principal and interest as it comes due. Using General Obligation Bonds (GOBs) is a way to finance capital improvement projects (such as parks, facilities and streetscapes) by taking out bonds with very low interest rates.

Tax Status to Investors

Income from General Obligation Bonds generally is exempt (to the investor) from federal income taxes.

Issuance Requirements

Should General Obligation Bonds become a part of the financing package, the issuer must accomplish all of the following:

1. Internal approvals: The town has an internal approval process before any bond issue can proceed. The proposed bond must be endorsed by the council. General Obligation Bonds could be used if approved by the voters.
2. Voter approval: A General Obligation issue must go before the voters, and must secure the approval of a majority of the voters.
3. Compliance with indebtedness limits: The town faces indebtedness limits based on the aggregate property value in the tax bases.

Certificate of Obligation

In selling Certificate of Obligation Bonds, the debt instrument is secured by the revenue from the proposed facilities, and the municipality obligates itself to levy and collect sufficient property taxes, without limit as to the rate or the amount, to pay principal and interest as it comes due.

Tax Status to Investors

Income from Certificate of Obligation Bonds is generally exempt (to the investor) from federal income taxes.

Issuance Requirements

Should Certificate of Obligation Bonds become a part of the financing package, the issuer must accomplish all of the following:

1. Internal approvals: The town has an internal approval process before any bond issue can proceed. The proposed bond must be endorsed by the town council.
2. Compliance with indebtedness limits: The town faces indebtedness limits based on the aggregate property value in the tax bases.



Revenue Bonds

Revenue Bonds are to be repaid out of the revenues generated by the operation of the aquatic center. The risk that the center's revenues will prove insufficient to cover interest and principal payments on the bonds is borne by the investor. The facility's revenue (in excess of debt service requirements) is retained by the town. It is possible that the facility will not generate sufficient revenue to cover all of its debt service obligations. A revenue bond may be appropriate for use if an entity were to underwrite the operating cost of operating the community aquatic center and thereby release the revenue stream to secure revenue bonds.

Tax Status to Investors

Like General Obligation Bond interest, income from Revenue Bonds generally is exempt (to the investor) from federal income taxes.

Issuance Requirements

The requirements to issue Revenue Bonds are slightly less restrictive than General Obligations. In this case, the town must accomplish all of the following:

1. Internal approvals: The town has an internal approval process before a bond issue can proceed. The proposed bond must be endorsed by the town council.
2. Compliance with indebtedness limits: The town faces indebtedness limits based upon the aggregate property value in their tax bases.

Certificates of Participation (Municipal Lease)

A Certificate of Participation (COP) is not a debt issue per se. Instead, the investor purchases a proportional share of lease income that the issuer expects to receive over the life of the COP. It also differs from the bond financing options previously discussed in that the issuer is not the town, but rather an independent entity created specifically for this purpose. This entity sells the COPs, uses the proceeds to develop the community aquatic center and then leases the completed center to the town. It secures the means to pay the COP's holders from the rental income it receives from the town.

In general, a COP must have sufficient revenue generated by the facility to pay for debt service. It is unlikely that the aquatic recommendations developed will generate enough positive cash flow after operations to meet this requirement. By pledging gross revenues to support the COP, this structure may be worth considering. Under this scenario, operating expenses would be paid by another source, possibly a corporate sponsor.

Third-Party Lessor

The aquatic center would be constructed and owned (initially, at least) by a third-party entity, who would function as the lessor in this deal. In general, there are three possible kinds of entities for this purpose:



- Private sector entity; for example, a leasing company or a private investment group;
- Constituted authority; for example, a Joint Powers Authority established by the town for this purpose; or,
- A not-for-profit corporation.

Town as Lessee

The town would be the lessee of the aquatic center, making periodic lease payments to the owner of the facilities. The respective share of the lease payments to be made by each would be a negotiated amount, based on upcoming contributions, ongoing usage, and other factors.

Kinds of Municipal Leases

There are two kinds of leases that may be structured:

- 1) Operating Lease: The payments from the town are made for just the use of the center.
- 2) Financing Lease: The payments made by the town provide for both the use of the center and an accruing ownership in the facilities. Thus, a financing lease functions as a purchase-over-time arrangement for the town.

Impact on Indebtedness

Ordinarily, the lease obligations incurred by the municipality are not treated as debt. Consequently, entering into a municipal lease ordinarily is not subject to voter approval or debt limitation provisions.

Financing Cost

Ordinarily, the cost of municipal lease financing may range from twenty to fifty basis points above comparable financing through General Obligation Bonds. The reason for the higher rate is that the lessor is at risk throughout the life of the lease that the town will decline, for any reason, to appropriate the funds to make their periodic lease payments. There is no comparable risk in a General Obligation Bond.

Lease Revenue Bonds (Municipal Lease)

In most respects, Lease Revenue Bonds function like Certificates of Participation (the option previously discussed). The essential difference between these two is the legal nature of the financing instruments being sold by the independent entity (the lessor). A Lease Revenue Bond is an obligation of the issuing authority, whereas the Certificate of Participation provides merely for the flow-through of that authority's rental income from the town to the COP's holders.

Impact on Indebtedness

Ordinarily, the lease obligations incurred by the municipality are not treated as debt. Consequently, entering into a municipal lease ordinarily is not subject to voter approval or debt limitation



provisions.

Financing Cost

The cost of Lease Revenue Bonds may be slightly less than the cost of Certificates of Participation, because the only security behind the Certificates of Participation is the pass-through of the rental income from the town.



Appendix A: Glossary of Terms & Abbreviations

A

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

Age Distribution: Using the 2000 Census, numbers and percentages are available by census tract showing different age groups, thus providing a median age.

American Alliance for Health, Physical Education, Recreation and Dance:

AAHPERD is an alliance of five national associations, six district associations, and a research consortium which support healthy lifestyles through high quality programs.

Aquatic: Of or pertaining to water.

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

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

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

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

Aquatic Providers: Facilities offering aquatics.

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

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

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

B

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

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

C

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

Centers for Disease Control and

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

Center for Urban and Regional Studies:

Conducts and supports research on urban and regional affairs to build healthy, sustainable communities across the country and around the world.

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

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

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

D

Demographics: Selected population characteristics taken from publicly available data to determine shifting trends used in marketing.¹⁶

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

E



Ellis and Associates: Lifeguard training program.

F

Facility Audit: Report that identifies areas for extending life expectancy and/or improving operational efficiency of existing pools and natatoriums.

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

FINA: Federation Internationale De Natation Amateur governs Masters Swimming, Open Water, Diving, Water Polo and Synchronized Swimming.

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

H

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

L

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

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

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

Lessons Community: People engaged in swim lessons, drown proofing, lifesaving, lifeguarding, and CPR instruction.

M

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

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

median and the other having income below the median.

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

N

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

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

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

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

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

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

P

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

Pro Forma: Projected cash flow in a business plan.

R

Recreation Community: People engaged in the fun and leisure of swimming.

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

S

State Construction Codes: Public safety building requirements by state.

T



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

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

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

U

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

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

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

U.S. Consumer Product Safety Commission: Works to ensure the safety of consumer products from unreasonable risks of serious injury or death.⁷

W

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



Appendix B: Footnotes

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Appendix C: General Limiting Conditions

This study is based on information that was current as of July 2013. Every reasonable effort has been made in order that the data reflects the most timely and current information possible and is believed to be reliable. This study is based on estimates, assumptions, and other information developed by the consulting team from independent research.

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

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

