

# **MANHATTAN RECREATION STUDY**

**FINAL REPORT**

**OCTOBER 2, 2006**

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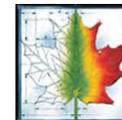
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# 1.0 STUDY OVERVIEW

The Manhattan Recreation Study included three areas of study:

- **MASTER PLAN FOR CITY PARK**

City Park is a gem in the city of Manhattan's park system. Historically, the program of the park has been added to without a plan. A park master plan was developed to give the park continuity between all of the elements.

- **STRATEGIES FOR THE EXISTING OUTDOOR POOLS**

The city of Manhattan has three existing outdoor pools. Conceptual designs for City Park pool, CiCo Park pool, and Northview Park pool were developed based on the current and future needs of the community.

- **INDOOR RECREATION FACILITY PLAN**

As identified by a study conducted in January 2000, the city of Manhattan needs an Indoor Recreation Facility. Where this facility should be located, what this facility should include, and conceptual design for the facility were developed in this study.

## 2.0 SUMMARY OF PROCESS

The Manhattan Recreation Study kicked off with a Benchmark Tour of similar facilities in the Kansas City area. This provided the planning team and the city Parks and Recreation Staff the opportunity to share what they liked and disliked about the facilities, identify issues that may need to be resolved, learn from other environments, develop a shared point of reference, and to document the facilities and environments.

### **FACILITIES TOURED:**

- North Kansas City Community Center (North Kansas City, MO)
- Scott Fitness (River Market, Kansas City, MO)
- Loose Park (Kansas City, MO)
- Grandview Community Center (Grandview, MO)
- Sylvester Powell Community Center (Mission, KS)

The Manhattan Recreation Study also included many opportunities for public input. It began with a series of Public Input Meetings. Prior to the public input meetings the public was encouraged to e-mail comments via the Parks and Recreation web site. At the Public Input Meetings the public was invited to come and comment on all of the areas of this study. In addition, during this time the planning team met with user groups to get their feedback on the project.

### **SUMMARY OF PUBLIC COMMENTS FROM MEETINGS HELD OCT.. 4-6, 2005:**

- We need this facility
- Save City Park
- Keep existing outdoor pools
- Allow for future growth and changes
- Regional attraction with local accessibility
- Support downtown
- Concern of private sector fitness impact



Each month a joint work session was held between the Manhattan City Commission and the Parks and Recreation Advisory Board. At these meetings, the public as well as the Commission and Board were given the opportunity to voice their opinions on the proposed developments.

### **PUBLIC MEETING SCHEDULE:**

- Public Input Meetings – October 4–6, 2005
- Joint Work Session – November 8, 2005
- Joint Work Session – December 13, 2005
- Joint Work Session – January 24, 2006
- Joint Work Session – February 28, 2006
- Joint Work Session – March 28, 2006
- Joint Work Session – April 25, 2006
- Joint Work Session – June 13, 2006
- City Commission Meeting – July 25, 2006

Based on the comments received at these meetings the City Park Master Plan, Outdoor Pool Strategies, and the Indoor Recreation Facility concepts were refined and the following sections represent the final proposals.



# 3.0 CITY PARK MASTER PLAN

City Park is a gem in the city of Manhattan's park system. Historically, the program of the park has been added to without a plan. The park master plan was developed to give the park continuity between all of the elements.

**The new master plan provides the following improvements:**

- Consolidation of Parking and Roads.
- An enhanced Rose Garden with the Fountain remaining as the focal point.
- New Play Area that provides more exposure to Johnny Kaw.
- Large expanses of unprogrammed Open Space.
- Bio-retention Swales for storm-water management with aesthetic appeal.
- Meadow Plantings using native prairie plants.
- Informal Gathering Spaces
- Uniform Signage

**PARK COMPARISONS:**



**ANALYSIS OF EXISTING CONDITIONS IN CITY PARK:**



JOINT WORK SESSION - FEBRUARY 28, 2006:  
City Park Site Utilization Comparison



**Existing**

- DRIVEWAYS AND PARKING = 14%
- BUILDINGS = 1%
- PROGRAMMED OPEN SPACE = 15%
- **UN-PROGRAMMED OPEN SPACE = 70%**



**Proposed**

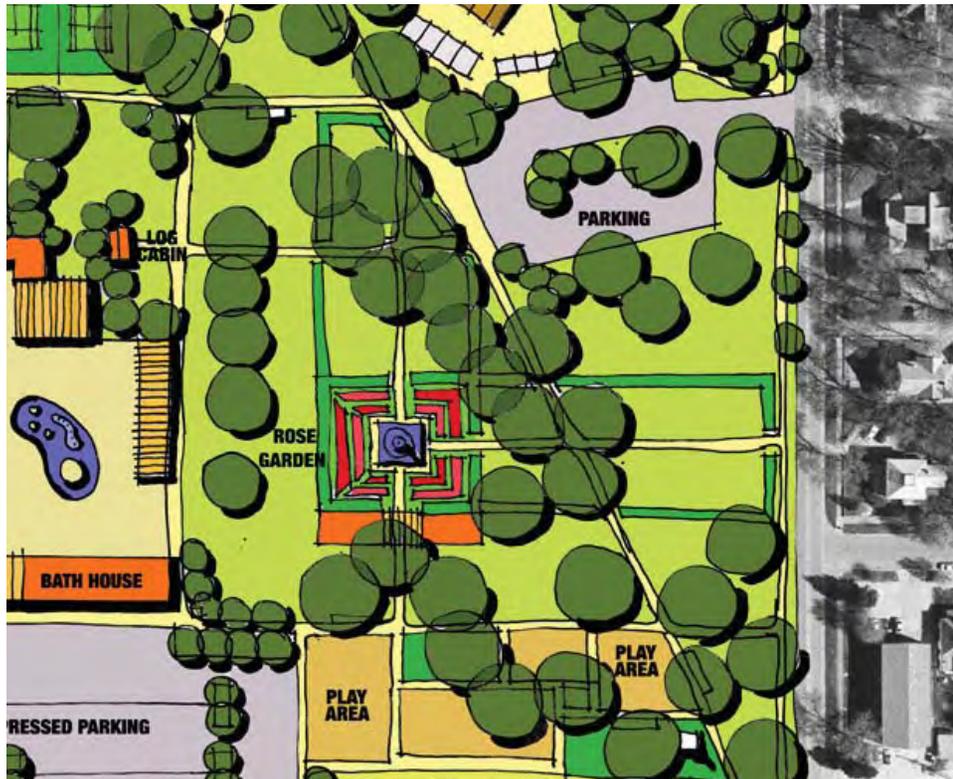
- DRIVEWAYS AND PARKING = 7%
- BUILDINGS = 1%
- PROGRAMMED OPEN SPACE = 13%
- **UN-PROGRAMMED OPEN SPACE = 78%**

CITY PARK MASTER PLAN:



#### ROSE GARDEN:

More formality was introduced in the redesign of the rose garden. Yet, it was kept in the same location with the fountain as the center piece. Surrounding the fountain, geometrically shaped raised beds provide ease of maintenance and add elegance to the garden. There are multiple paths through the garden providing many opportunities to experience it. Two shelters serve as the entrance to the garden from the south. These provide separation from the play area while also being able to be used for events and gatherings. Because of their function, these shelters would be custom designed to match the character of the park and rose garden. At the north and east, two large function lawns serve as the entrance to the garden while also drawing views into the gardens and providing additional space for events.



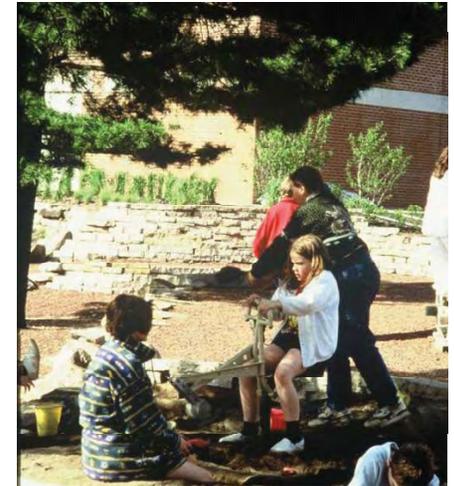
#### LOOSE PARK ROSE GARDEN CHARACTER IMAGES:



#### PLAY AREA:

The new play area's design was based on agricultural patterns typical of the fields surrounding Manhattan. This themeing was used to tie into the Johnny Kaw statue and provide more exposure for it. The themeing should also be carried out with the design of the play equipment to provide a historical and educational experience. Multiple play areas provide separation for children of different ages. Shade for the play area is provided by the existing mature trees in the area. It is also located adjacent to parking for easy access.

#### PLAY AREA CHARACTER IMAGES:



#### OPEN SPACE:

Over and over again, the public requested more unprogrammed open space for City Park. By consolidating the parking and other programmed uses the entire west side of the park was able to be provided as unprogrammed open space. These areas could be used for informal practices, pick-up games, and the enjoyment of the general public. Pedestrian connections to the neighborhoods west of the park were provided with sidewalks at the intersections of roadways. This created a series of “rooms” within the open space to break up the large expanse. There are some mature trees in this area which would be kept. In addition, the new planting proposed would enhance the open space along the edges.

#### LOOSE PARK OPEN SPACE CHARACTER IMAGE:

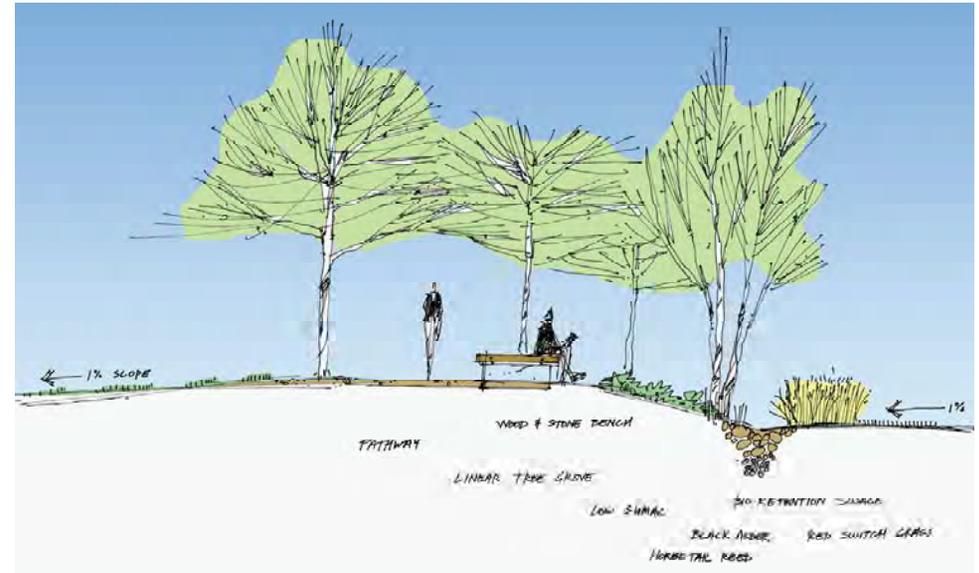


**BIO-RETENTION SWALES:**

Bio-retention Swales for storm-water management were included in the master plan. These are a natural way to deal with storm water run off while providing aesthetic appeal and organization. Storm-water run off drains into the swale and is slowly released back into the ground. This technology has been tested in many different applications and environments. With the correct design and maintenance, they can be environmentally friendly and an attractive way to decrease run-off.



**BIO-RETENTION SWALE DIAGRAM:**



**BIO-RETENTION SWALE CHARACTER IMAGES:**



#### GATHERING SPACES:

Places for the community to come together informally were included through out the park. These would be as simple as large slab stone benches at the major pedestrian intersections that provide casual meeting and resting places for neighbors and friends to socialize.



#### GATHERING SPACES CHARACTER IMAGES:





**COST ESTIMATE (2006):**

<b>Baseball Fields</b>	
200' Outfield	
Skinned infield with limestone, sand, and sub-drain system	
Tiled Base Paths only (not outfield)	
4' Fence	
Hooded Back Stop	
Roofed Dugout	
Irrigated	
Relocated Lighting	
Price	100,000
Number	2
<b>Total</b>	<b>200,000</b>
<b>Sand Volleyball Courts</b>	
29' x 59' Court with 12" sand	
Sand Containment Edge	
1 Relocated and 1 New Net Poles and Net	
Price	25,000
Number	2
<b>Total</b>	<b>50,000</b>
<b>Tennis Courts</b>	
60' x 120' Size	
Asphalt surface with Color Kote (proprietary product)	
10' Chain Link Fence	
Relocated Lights	
Price	65,000
Number	3
<b>Total</b>	<b>195,000</b>
<b>Basketball Courts</b>	
84' x 50' Size with 10' Clear Zone	
4 Goals	
5" Concrete Pavement	
Price	30,000
Number	2
<b>Total</b>	<b>60,000</b>
<b>Playground</b>	
Equipment for Toddlers	15,000
Equipment for 3-6 years	25,000
Equipment for 6-10 years	50,000
Surfacing (22,400 sf)	15,000
<b>Total</b>	<b>105,000</b>
<b>Rose Garden</b>	
Raised Planter Beds	50,000
Replacement of Fountain Basin	50,000
Additional Plantings (including new roses, 24,000sf)	50,000
Custom Shelter/Entry Feature	75,000
<b>Total</b>	<b>225,000</b>

<b>Bio-Retention Swales</b>	
Native Plant Material/Sub-drainage	(per sf) 5
Square Footage	50,000
<b>Total</b>	<b>250,000</b>
<b>Meadow Planting</b>	
Native Plant Material	(per sf) 2
Square Footage	150,000
<b>Total</b>	<b>300,000</b>
<b>Parking</b>	
Price per Space	2,500
Number of Spaces	250
<b>Total</b>	<b>625,000</b>
<b>Pathways</b>	
5" Concrete Sidewalks	5
Square Footage	46,000
<b>Total</b>	<b>230,000</b>
<b>Site Furnishings</b>	
Slab Stone Benches (18 total at \$1,000 each)	18,000
Misc. Site Furnishings	20,000
Relocation of Existing Site Furnishings	5,000
<b>Total</b>	<b>43,000</b>
<b>Site Grading</b>	
Cubic Yards to be Moved on Site (including stripping, spreading, stock piling)	50,000
Price per Cubic Yard	4
<b>Total</b>	<b>200,000</b>
<b>Site Demolition and Preparation</b>	
Paving Removal (30,000sf at \$1.50/sf)	45,000
Re-sodding (309,865sf at \$0.60/sf)	186,000
Re-seeding (639,076sf at \$0.20/sf)	128,000
<b>Total</b>	<b>359,000</b>
<b>Pavilion Expansion</b>	
Estimate per City Staff	
<b>Total</b>	<b>796,000</b>
<b>Grand Total</b>	
	<b>3,638,000</b>

#### PHASES FOR CITY PARK MASTER PLAN:

##### PHASE ONE:

• Parking (250 spaces)	\$625,000
• Pathways	\$230,000
• Baseball Fields – 2 New*	\$200,000
• Bio-retention Swales	\$250,000
• Site Grading	\$200,000
• Site Demo and Preparation	\$345,000
• Removal of one Ball Field (Re-seeding)*	\$14,000
• Site Furnishings*	\$21,500
• Playground*	\$105,000
• Pavilion Expansion*	\$796,000
<b>TOTAL:</b>	<b>\$2,786,500 (2006)</b>

##### PHASE TWO:

• Rose Garden Improvements*	\$225,000
• Site Furnishings*	\$21,500
• Meadow Planting*	\$300,000
• Sand Volleyball – 2 court*	\$50,000
• Tennis Courts – 3 New*	\$195,000
• Basketball courts – 2 New*	\$60,000
<b>TOTAL:</b>	<b>\$851,500 (2006)</b>

**\*Items that could be accomplished with current and future CIP's.**

##### COSTS IN 2008:

**PHASE ONE = \$3,411,512**

**PHASE TWO = \$1,042,491**

(1st Year at 6% and 2nd Year at 5% cost increase including soft costs at 10% of total.)



# 4.0 OUTDOOR POOL STRATEGIES

The City of Manhattan, Kansas, operates three outdoor pools— CiCo, City Park, and Northview. These pools range in age and condition with CiCo being the newest and in the best condition. City Park Pool is the oldest pool and is in the worst condition.

## **EXISTING FACILITIES CONDITION:**

### **City Park Pool:**

City Park Pool is over 50 years old and had a major renovation in the late 1970's. The facility consists of a rectangular 50 meter lap pool, a junior pool, wading pool, a bathhouse, a filter building, and a concession building. The facility is used primarily for open recreation swimming, as well as, competitive swimming. The facility is characteristic of a traditional pool with an emphasis on open water that is deeper than three feet. It lacks the appeal of newer aquatic centers that provide shallow water, play features, and easy access into the pools.

Overall, the facility is showing its age. The wading and junior pools are in fair condition, but their configurations are dated and do not meet the expectations placed upon today's aquatic centers. The floor for the lap pool was replaced in the 1980's, but the walls are original and in need of repair. The recirculation system, filters, and tunnel structure are in very poor condition.

A detailed list of existing conditions follows:

- South end depth of 50-meter pool is too shallow for competition
- The length of pool is too long for a USA Swimming sanctioned swim meet. According to the plans, the length of the pool is 165 feet. The USA Swimming maximum sanctioned length is 164 feet – 1 ¾ inches.
- The pool width is slightly greater than 25 meters, again not sanctioned for competition.
- Tunnel concrete structure in poor condition, exterior walls and top slab (ceiling)
- Filter room concrete structure in poor condition



- Pool bottom joints well maintained, but need repair
- Deep end bottom needs repair in two locations
- Deck edge concrete has several deteriorated areas, particularly at construction joints
- Offsets in pool wall construction joints
- South (shallow) pool wall shows several cracks, indicating deterioration
- Shallow main pool floor is newer than the walls and in fairly good condition
- Piping is corroded and needs repair/replacement
- Dry-niche underwater lights do not meet NEC code
- Filters are repaired and continuing to corrode, limited life remains
- Below-deck filters and pump are challenging to service due to stair access
- Water slide discharges into less than 3.5 ft. water depth. Most swimming pool codes and slide manufacturers recommend 3.5 ft. depth minimum.
- Shade on deck at shallow pools
- Wading pool functions adequately, but stepped layout provides minimal play value.
- Coating on wading area gutter grating is deteriorated and needs replacement
- Minimal play features at both pools
- Inadequate competition features

### **CiCo Park Pool:**

CiCo Park Pool is located in the western part of the city and is the newest of the three outdoor pools. It was constructed and opened in 1988 and is also a traditional pool that emphasizes open water deeper than three feet. It has an L-shaped main pool with lap lanes, a diving basin, and a junior/wading pool with a tiered fountain structure. Although the pool has lap lanes, the primary use for the pool is for open recreational swimming. It also lacks the appeal of newer aquatic centers that provide shallow water, play features, and easy access into the pools.

Overall, the facility is in fair condition. There are some minor things that are in need of attention. The main focus of renovation should be to replace the wading/junior pools with features that are more characteristic of newer family aquatic centers.

A detailed list of existing conditions follows.

- Concrete pool structures in fairly good condition

- Vertical turbine pumps are operational challenge and need replacement
- Miscellaneous pipe fittings are corroded and need replacement
- Deck and gutter concrete at pool corners are deteriorating
- Gutter grating coating has failed and needs replacement
- Piping and valves in surge tank in poor condition, being replaced
- 1-meter diving stand is not level and is being rubbed by board
- Wading area offers little play value even with steps and channels
- Multi-stepped feature is as much a play hazard as anything
- Separated wading and junior pools are less desirable than combined pool
- Remove wading/junior pools and replace with enhanced play features

### **Northview Pool:**

The Northview Pool is located in the northeastern part of the city. It was constructed several decades ago and renovated in the late 1980's. The facility consists of a small rectangular lap pool with diving, a wading pool, a junior pool, and a bathhouse. There are very few amenities to the pool, other than open water. There are also complaints regarding its small size.

This facility is also characteristic of a traditional pool with an emphasis on open water that is deeper than three feet, and also lacks the appeal of newer aquatic centers that provide shallow water, play features, and easy access into the pools.

Overall, the facility is in poor condition. The pool systems seem to be performing adequately, but there is a significant amount of water loss and the pool deck structure is in poor condition. In particular, it is settling and heaving creating vertical offsets that are trip hazards.

A list of existing conditions follows.

- Site size challenged
- Large overhead power lines
- Settled and heaved deck at wading pool
- Deteriorated deck and deck offsets around pools
- Water loss is operational problem, drains to below stainless steel gutter and slows down
- Small sized facility
- Little play value

- Only one shade structure
- Expansion possible to the north and northeast but limited, unless ball field could be converted
- Short and low diving board into 9.5 ft. depth.

### CITY STAFF AND CITIZEN INPUT:

The project planning team has met with various groups to gather opinions regarding the parks master plan, proposed recreation center, and the existing outdoor pools. A brief summary of comments made relating to the existing and proposed aquatic facilities are as follows.

#### Parks Maintenance Staff:

The parks maintenance staff had plenty of comments on the existing pools. They also toured each existing pool facility with the Water's Edge engineers. With respect to the pool facilities, their collective opinion is as follows.

- CiCo Park Pool is in relatively good condition, but the fountain structure should be removed and replaced with features that are less hazardous.
- City Park Pool is in very poor condition and should be replaced rather than renovated.
- Northview is in better condition than City Park Pool. However, when the time comes it should be replaced rather than renovated due to its design.

The parks maintenance staff also prepared a list of desired features or amenities to the City Park Pool. Their list is as follows.

1. Remove and replace the complete pool
2. Provide zero–depth entry
3. Add more water features
4. Construct the pump at ground level with good ventilation and easy access
5. Provide a tunnel surrounding the pool structure large enough to walk through and ventilate
6. Use epoxy paint on the pool basins
7. Provide sealed lighting throughout the pool facility
8. Add more family dressing areas, rather than gang locker rooms
9. Provide for corrosion control complete building areas associated with

pools (indoor pool?).

10. Provide automatic pool controllers for chemical monitoring and feed

#### Pool Manager:

Gary has managed the existing pools for many years and his opinion was asked regarding the pool facilities.

In general, his opinion is that the CiCo pool is in fair condition but that City Park Pool is in poor condition. His central comment is that the pools have been the same for the past 15 years without updating (with the exception of adding the water slide at City Park Pool). He would like to add new amenities to the pools and get beyond the traditional character that currently exists.

Gary put together a list of things that he considers important to planning for the facilities. His list is as follows.

1. Lap Swimming
2. Water Aerobics
3. Swim Club
4. Swimming Lessons
5. Attract all ages/families–aquatic park
6. Day Camp/Boys & Girls Club / Other Day Care Groups
7. ADA
8. Safety
9. Affordable–Admissions/Lessons

#### Recreation Staff:

The planning team met with the recreation staff that manages the recreation programs. Comments that pertain to the aquatics portion are as follows.

- The 50 meter outdoor competition pool should remain in City Park, and the indoor competitive pool should be a short–course pool.
- Need more play features at City Park.
- Would like recreation features inside, such as current channel/lazy river and water slides.
- Need zero–depth entry

### **Citizen Input:**

Most of the comments heard were relative to the site selection of the recreation center and not necessarily focused on the outdoor pools. Other than many people do not want to lose the pool that is located closest to them.

### **Representatives from Riley County Seniors Center:**

- Appealing amenities include ramped entry, warm water, and current channel/lazy river.

### **Manhattan High School Administration:**

The planning team met with the principal, superintendent, and athletic director to gather opinions related to the potential use by the school district. Comments from this meeting are as follows.

- Currently has a boys and girls team with 30 to 45 swimmers per team.
- Would prefer 8 lanes, 1-meter and 3-meter diving. Boards on opposite ends to speed up meets?
- The boys team hosts five swim meets with one of them as a large invitational (400 to 500 spectators).
- Meets are short course.

### **Competitive Swim Team Coaches- High School and Marlins:**

The teams currently practice and compete in the university pool, although available time is limited. Many of the kids swim in both the high school team and the Marlins. Both teams would like the recreation center to have a competitive pool that would allow more time and lanes for practice and for meets. Some of their comments are as follows.

- There are 7 boys and 6 girls meets. One invitational is large with 20 teams.
- There are 33 girls on the team and 50 boys, and 4 on the dive team.
- The Marlins typically have 80 to 110 swimmers, with 5 to 10 divers.
- The preferred practice times would be 6:00 to 9:00 a.m. and 3:30 to 6:30 p.m. in the evening.
- The Marlins used to host the summer championship until the depth requirements were changed to a depth greater than the existing pool depths. The facility was preferred because it had 10 lanes and the meets were shorter.
- The Marlins would likely host two swim meets— one the fall and one in the winter. The number of meets is limited to what the Missouri Valley Conference

would sanction. They would also likely have two meets in the summer.

- A long course pool is needed for the summer season and a short course pool is need for the remaining indoor season. A preferred set up includes a stretch 50 meter pool that allows for two 8-lane lap areas and a separate diving area that is also used for warm up and cool down. This makes a swim meet go faster (enticing championship meets). It also provides multiple lanes for practice.
- A fast pool is key, along with the appropriate support spaces— which includes conference area for 40 to 50 people, hospitality area, elevated area for timers, climate controlled area for timing room, adequate public rest rooms for spectators, and coaches room
- The officials also need the same facilities that the athletes need, but private and secure— including lockers, storage, and showers.
- A 50 meter outdoor and an indoor 25 yd pool matches the seasonal events, but a 50 meter indoor would server both seasons— eliminating the need for an outdoor lap pool.

### OPTIONS FOR EACH POOL:

Numerous options were considered with respect to the existing outdoor pools and a planned indoor facility. The planning for each facility was done in consideration of all of the facilities as a whole. We have summarized the options for each pool that best fit the planning and overall scenarios considered.

The more feasible options for each of the pool facilities are as follows.

#### • **City Park Pool**

– Replacement. We believe that the existing wading and junior pools are traditional in character and should be replaced. The shallow water should have more play features and should have gradual entry. The main pool could be renovated, but enough work has to be done that it may be judged too costly with limited benefit when considering the remaining life of the facility. In addition, a new pool facility can be configured to fit an overall City Park master plan.

– Renovation. Depending upon the final goals for City Park, the impact of overall master planning, and if available funding is limited, it is possible to renovate City Park Pool in an effort to reduce costs. However, the portions of the facility that can be salvaged are minimal.

#### • **CiCo Park**

– Moderate Renovation. This is the newest of the facilities and in the best condition. However, it is also traditional in character and would benefit from an enhancement that at least replaces the traditional wading/junior pools and fountain element.

#### • **Northview Pool**

– Replacement. The Northview Pool is in better condition than the City Park Pool. However, there are enough issues with the design of the pool facility that renovation would be a challenge and would provide limited recreational benefit. It is also a small facility and makes replacement more feasible. A new facility would allow for the pool to be designed to meet current and future recreational needs of the

Northview community. Its condition is such that the work does not need to be done immediately, but can be programmed into an extended plan.

Northview Pool could be reconstructed in the same location, reusing the bathhouse, or located in a new site. The challenges with the existing site include size limitations from being located in between the elementary school to the east and the utility easement to the west. The proximity of the overhead power lines is very close to the pool and is a nuisance and potential safety hazard.

According to demographic information, the Northview community contains a higher than average percentage kids under the age of 14 years and adults between the ages of 25 and 44 years old. This affirms the characteristic of the neighborhood to include a large number of families with young children. Northview is geographically located in the northeast corner of the City, and is divided by physical barriers that help define northview as a strong and independent neighborhood. In our opinion, the Northview Pool should maintain a strong neighborhood feel and should be tailored toward its residents.

### Overall Pool Strategy:

Improvements to each facility should be planned with all of the facilities in mind. As a part of an overall master plan, improvements planned for each facility serve an overall purpose and have an impact on each of the other facilities. The final recommended strategy takes into account the available potential funding and the impact of each facility improvement to the facilities as a whole.

The recommended strategy for the aquatic facilities is as follow.

- Reconstruct City Park Pool to replace deficient structures and to add more family-friendly features and shallow water. This would also include replacing the 50-meter competition lap pool with one that meets the current competitive standards.

- Provide a new indoor leisure, competition, and therapy pools as part of the recreation center to be constructed in CiCo Park. The existing outdoor pool would receive minor renovations to remove the existing fountain structure lo-

cated between the wading and junior pools.

- Reconstruct the main rectangular pool in the Northview Aquatic Center, adding shallow water and family oriented amenities. The bathhouse, wading pool, and junior pools are to be preserved as part of the renovation.

### **Suggested Improvements for Each Pool Facility:**

Concepts for each of the three outdoor pool facilities were developed to match the overall strategy listed above. The suggested scope of work for each facility is as follows.

# 4.1 CITY PARK POOL

## City Park Pool Enhancements:

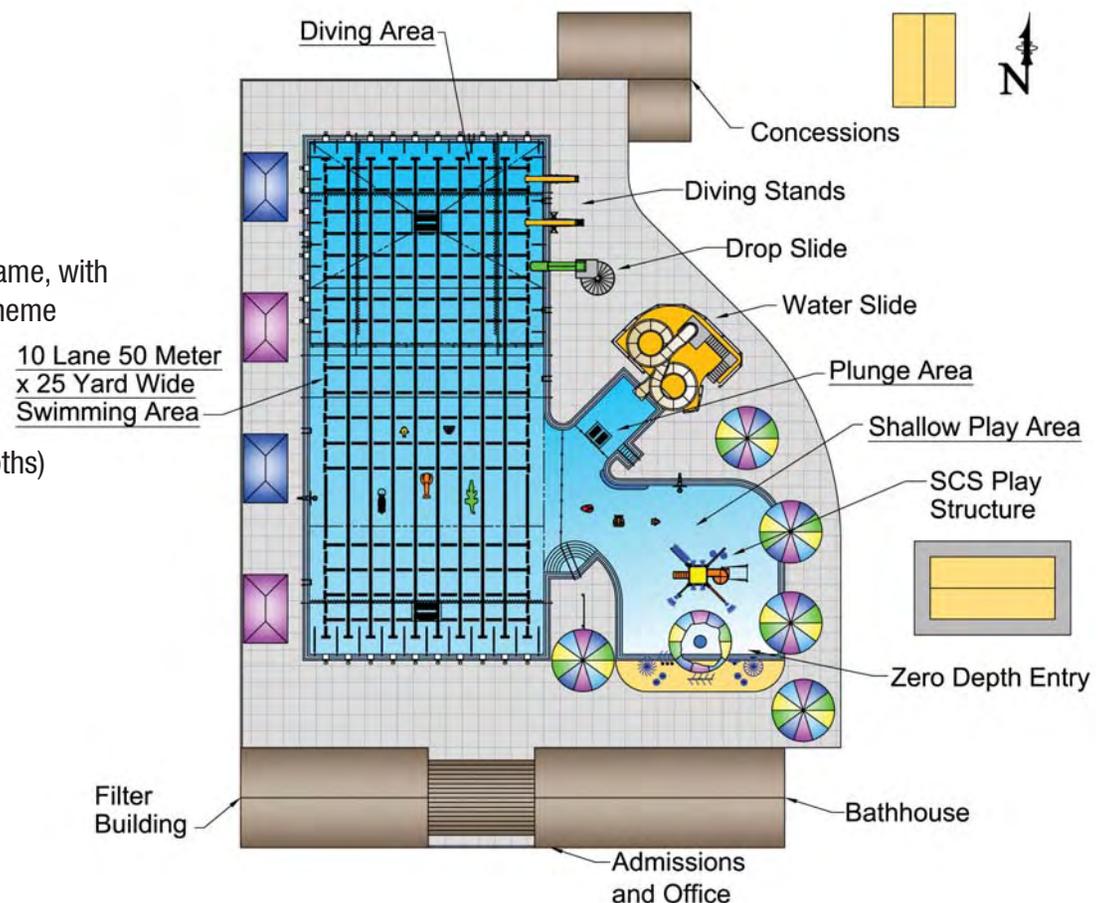
- New lap pool with diving– 10 lanes (75 yards wide) x 50 meters long
- New shallow pool area with zero–depth entry and spray features
- Re–installed existing fiberglass water slide
- Large interactive play feature
- New pool deck and fencing
- New sunshade structures
- New bathhouse and filter building

## City Park Pool Alternate Scheme:

This scheme would leave the existing pool configuration relatively the same, with the exception of the wading and junior pool areas. The scope of this scheme includes:

- Replaced bathhouse
- Reconstructed shallow end of lap pool (deepened for competition depths)
- New filter area and water treatment of lap pool
- New spray ground
- Expanded wading pool with features
- Shade structures

## CITY PARK POOL CONCEPT:



**CITY PARK POOL CHARACTER IMAGES:**



## **4.2 CICO PARK POOL**

### **CiCo Park Pool Enhancements:**

- Remove concrete fountain located between wading and junior pools.

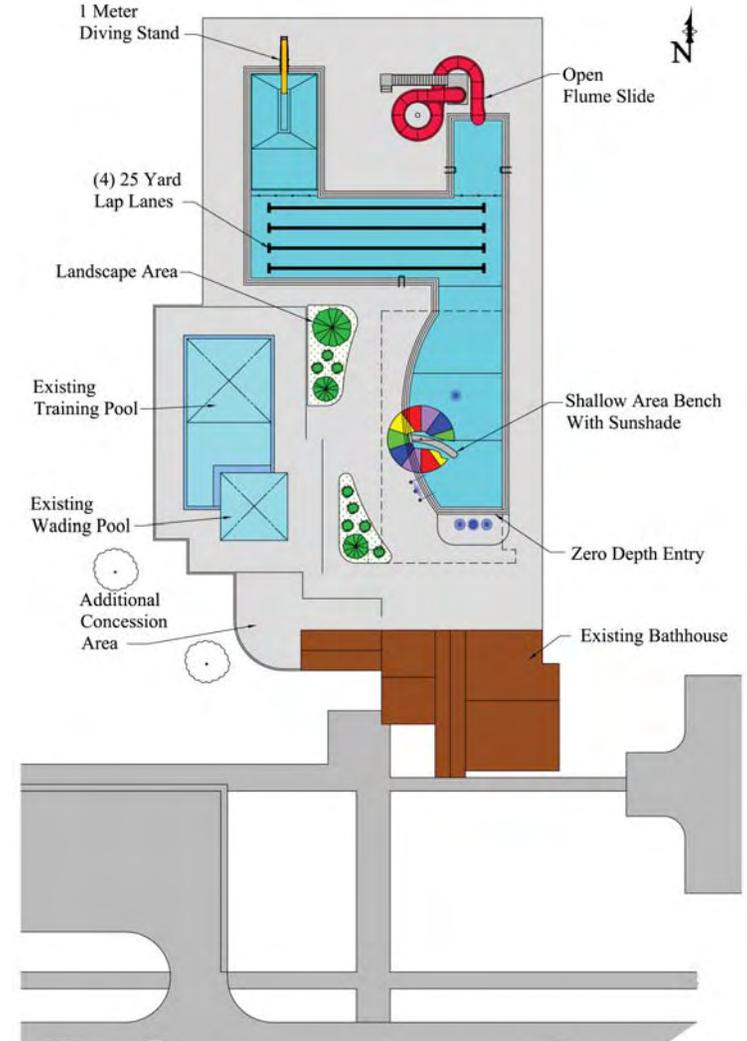


## 4.3 NORTHVIEW PARK POOL

### Northview Pool Enhancements:

- Replacement of main pool with new pool that includes zero–depth entry, lap lanes, and diving
- Water slide with plunge pool
- Shallow water sprays at zero–depth entry
- New pool deck and fence
- Shade structures
- New filter area

### NORTHVIEW PARK POOL CONCEPT:



**NORTHVIEW PARK POOL CHARACTER IMAGES:**

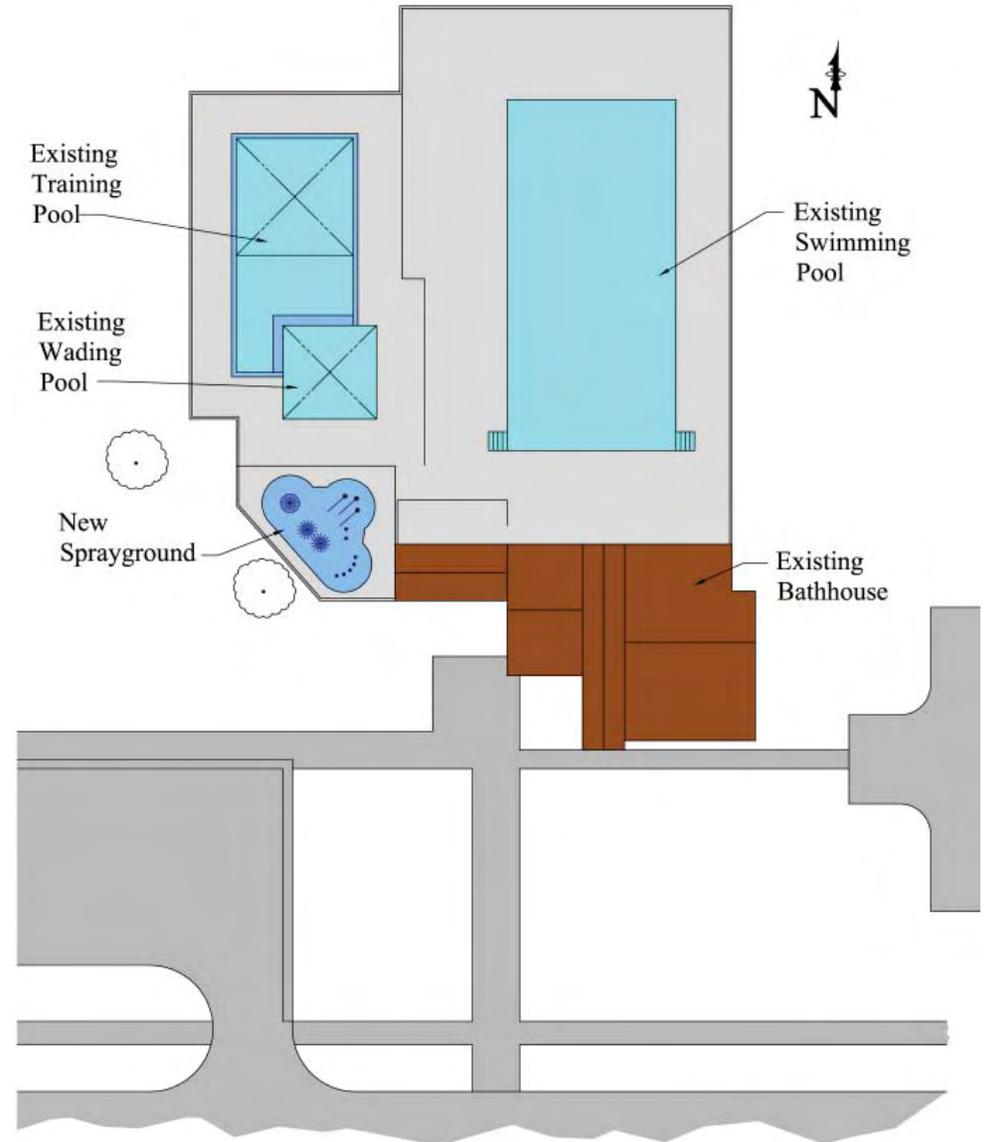


#### Northview Pool Alternate Scheme:

Rather than remove and replace the existing main pool as listed in the suggested improvements, this scheme preserves the main pool as part of the renovation. The scope of this scheme is listed below.

- New spray ground
- New pool deck and fence
- New pool piping and water treatment systems
- New shade structures
- Renovated bathhouse
- New filter area

#### NORTHVIEW POOL ALTERNATE CONCEPT:



# 5.0 INDOOR RECREATION FACILITY

As identified by a study conducted in January 2000, the city of Manhattan needs an Indoor Recreation and Aquatic Facility. This initial report was a good starting point for the facility but this study further refined the specifics of the facility such as:

- What should this facility include?
- Where should it be located?
- The conceptual site and floor plan as well as the architectural character.

The process for determining these specifics was very thorough and included much public input. Many options were considered through out the process. Refer to the Summary Reports generated for each meeting for more specific information presented at each meeting. The following sections represent the result of this study relative to the Indoor Recreation Facility.

## **5.1 SITE PLAN**

## **5.2 PROGRAM**

## **5.3 FLOOR PLANS**

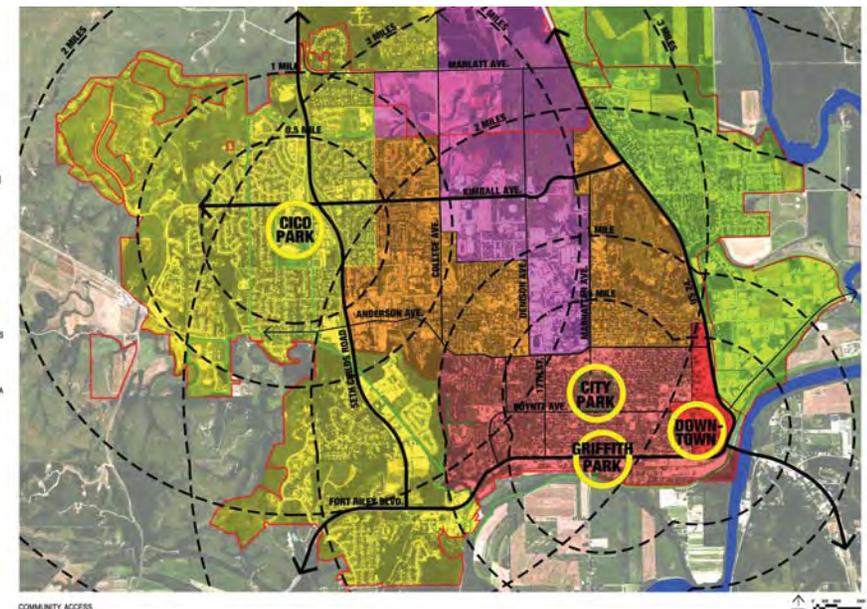
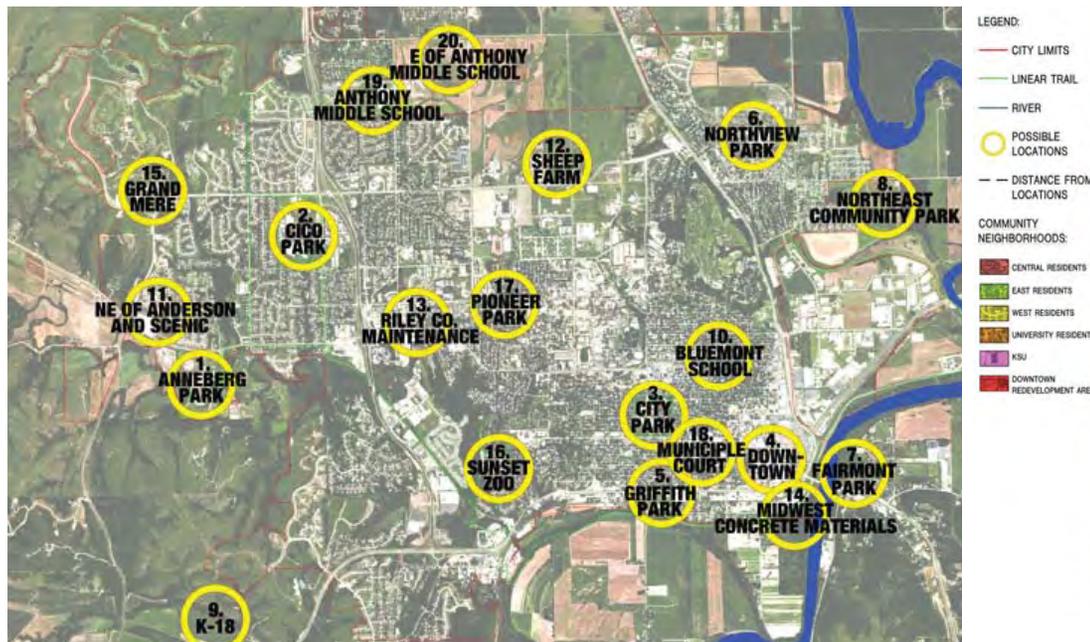
## **5.4 ARCHITECTURAL CHARACTER**

## **5.5 OPERATIONS**

# 5.1 SITE PLAN

From the beginning of the study, the public had the opportunity to suggest a potential location for the new Indoor Facility. All 20 of these sites were visited by the planning team and then evaluated.

Additionally, analysis of the city was conducted and meetings were held with the user groups to determine the most viable location for the facility. Site Evaluation Criteria was developed to help select the best site. From the list of 20 sites, four were then selected for further study. Site concepts were developed for these four sites. Multiple meetings were held to fully discuss and analyze which site was appropriate. In the end, CiCo Park was decided on as the final site for the facility.



### SITE EVALUATION CRITERIA:

#### 1. SITE CHARACTERISTICS –

EVALUATE WHETHER THE FACILITY WOULD BE LOCATED EFFECTIVELY WITHIN THE CITY OF MANHATTAN AND FUNCTIONS WELL IN AN ESTABLISHED ENVIRONMENT AND SPECIFIC SITE CONDITIONS.

##### A. REGIONAL ADDRESS –

EVALUATES THE SITE'S ABILITY TO BE EASILY RECOGNIZED AND LOCATED WITHIN THE BROADER CONTEXT OF THE REGION.

##### B. VISIBILITY / POTENTIAL ICON

##### C. ARRIVAL SEQUENCE

##### D. SITE CAPACITY –

SUFFICIENT AREA FOR THE FACILITY AND ITS ASSOCIATED SERVICE ACCESS, ENTRY PLAZAS, OUTDOOR RECREATION ACTIVITIES AND PARKING

##### E. FRONT DOOR CHARACTER

##### F. IMPACT ON STORM WATER SYSTEMS

##### G. REINFORCES AND LEVERAGES OTHER RECREATION ACTIVITIES AND INVESTMENTS

#### 2. NEIGHBORHOOD IMPACTS –

RELATES TO THE EXTENT TO WHICH THE FACILITY IS COMPATIBLE WITH AND BENEFICIAL TO SURROUNDING LAND USES AND THE VIABILITY OF CREATING A SUCCESSFUL DESTINATION IN THE NEAR TERM AND THE POTENTIAL TO ALLOW FOR FUTURE GROWTH.

OF CRITICAL IMPORTANCE TO THE OVERALL SUCCESS OF THE FACILITY IS ITS ABILITY TO SUCCESSFULLY INTEGRATE WITHIN THE COMMUNITY. THE LOCATION OF THE FACILITY CAN ALSO POTENTIALLY CREATE NEGATIVE IMPACTS ON SURROUNDING USES SUCH AS INCREASED TRAFFIC AND PARKING DEMAND.

##### A. COMPATIBLE WITH ADJACENT LAND USES

##### B. CREATES A CRITICAL MASS OF ACTIVITY

##### C. REINFORCES EXISTING INITIATIVES -

MAINTAIN AND IMPROVE THE QUALITY OF BOTH PUBLIC AND PRIVATE DEVELOPMENT

#### D. CATALYST FOR DESIRABLE DEVELOPMENT

##### E. DEFINABLE DESTINATION -

REFERS TO A SITE'S ABILITY TO CREATE A VIBRANT RECREATION DESTINATION WITH STRONG LINKAGES TO OTHER DESTINATIONS INCLUDING PEDESTRIAN, VEHICULAR AND VISUAL LINKAGES

##### F. PERCEIVED SAFETY

##### G. LACK OF ALTERNATIVE DEVELOPMENT OPPORTUNITIES FOR PROPOSED SITES

##### H. AVOIDS RECREATION/RESIDENTIAL / BUSINESS DISPLACEMENT

##### I. MINIMAL PARKING / TRAFFIC CONFLICTS

#### 3. ACCESS AND PARKING –

PEDESTRIAN ACCESS, VEHICULAR ACCESS INCLUDING SERVICE TRUCK ACCESS, AND COMPATIBILITY WITH EXISTING AND PLANNED INFRASTRUCTURE.

##### A. POTENTIAL SHARED PARKING

##### B. MULTIPLE REGIONAL ACCESS POINTS -

DUE TO THE USE OF THIS FACILITY BY REGIONAL VISITORS AND HIGH PEAK TRAFFIC VOLUMES, IT IS IMPORTANT TO EVALUATE WHETHER MULTIPLE REGIONAL ACCESS POINTS AND REGIONAL COLLECTOR STREETS ARE AVAILABLE

##### C. FLEXIBLE STREET SYSTEM

##### D. WALK-ABILITY WITHIN 5 AND 10 MINUTES –

STUDIES WHETHER THERE IS PARKING, SIGNIFICANT RESIDENTIAL NEIGHBORHOODS AND OTHER RECREATION/ENTERTAINMENT DESTINATIONS WITHIN A 5 AND 10 MINUTE WALK

##### E. SERVICE ACCESS

##### F. PARKING OPPORTUNITIES

##### G. EQUALLY ACCESSIBLE TO MAJORITY OF CITY RESIDENTS

##### H. WALKING ACCESS FOR SPECIFIC POPULATIONS

(SENIORS, BOYS AND GIRLS CLUB...)

#### 4. INFRASTRUCTURE ISSUES –

EVALUATES ISSUES RELATED TO MAINTAINING AND PROVIDING ENHANCED INFRASTRUCTURE TO SERVE THE FACILITY.

**SITE EVALUATION CRITERIA (CONT.):**

**A. FACILITY REQUIREMENTS**

EXISTING CITY UTILITIES AVAILABLE AT APPROPRIATE CAPACITY (ELECTRICAL, STORM WATER SYSTEMS, ETC.)

**B. TIMING**

**C. EFFICIENT LOCATION FOR CENTRAL ADMINISTRATION, REGISTRATION AND RECREATION OPERATIONS**

**5. IMPLEMENTATION –**

RELATES TO THE FEASIBILITY OF CONSTRUCTING THE FACILITY IN A TIMELY AND COST EFFECTIVE MANNER.

**A. DEVELOPMENT FLEXIBILITY**

**B. INCREMENTAL DEVELOPMENT OPTIONS INCLUDING SHORT-TERM AND LONG-TERM EXPANSION**

**C. EASILY OBTAINED REGULATORY APPROVALS**

**D. PUBLIC PROPERTY OWNERSHIP**

**E. PRIVATE PROPERTY EASILY CONSOLIDATED AND OBTAINED**

**F. COMMUNITY SUPPORT –**

MEASURES INTUITIVELY, THE POTENTIAL FOR PUBLIC SUPPORT FOR A SITE AND ITS NEIGHBORHOOD SETTING. THE LEVEL OF COMMUNITY SUPPORT FOR A SITE IS OFTEN BASED ON PRECONCEIVED PERCEPTIONS, RELATED INITIATIVES AND EXISTING VIEWPOINTS OF NEIGHBORHOOD ORGANIZATIONS.

**G. APPROPRIATE LAND ACQUISITION COSTS**

**H. APPROPRIATE SITE PREPARATION COSTS**

**I. APPROPRIATE INFRASTRUCTURE COSTS**

**J. APPROPRIATE FACILITY COSTS**

**K. POTENTIAL CITY/COUNTY ECONOMIC IMPACTS**

**L. POTENTIAL CITY/COUNTY FISCAL IMPACTS INCLUDING POTENTIAL DISPLACEMENT OF EXISTING PROPERTY TAX REVENUE**

**M. POTENTIAL THIRD PARTY CONTRIBUTIONS**

**EVALUATION CRITERIA MATRIX:**

Evaluation Criteria:	Cico Park	City Park	Downtown Redevelopment	Griffith Park
<b>1.0 Site Characteristics</b>				
A. Regional Address	1	1	1	1
B. Visibility/Potential Icon	1	1	1	1
C. Arrival Sequence		1	1	
D. Site Capacity	-1			
E. Front Door Character		1	1	
F. Impact on Stormwater Systems	-1			-1
G. Reinforces other Recreation	1	1		
<b>2.0 Neighborhood Impacts</b>				
A. Adjacent Land Compatibility	1	1	1	
B. Critical Mass of Activity		1	1	
C. Reinforces Existing Initiatives			1	
D. Catalyst for Development		1	1	1
E. Definable Destination	1	1	1	
F. Perceived Safety				-1
G. Lack of Alternatives Dev.			-1	1
H. Avoids Displacement	-1		-1	-1
I. Parking/Traffic Conflicts				-1
<b>3.0 Access and Parking</b>				
A. Potential Shared Parking	1	1	1	
B. Regional Access Points	1		1	
C. Flexible Street System	1	1	1	
D. Walk-ability with 5-10 Min.	1	1	1	1
E. Service Access				
F. Parking Opportunities				
G. Equally Accessible	-1	1	1	1
H. Specific Pop. Walking Access	-1	1	1	1
<b>4.0 Infrastructure Issues</b>				
A. Facility Requirements				
B. Timing				
C. Central Administration		1	1	1
<b>5.0 Implementation</b>				
A. Development Flexibility	-1	1	-1	-1
B. Development Options	-1	1	-1	-1
C. Easily Obtained Approvals				
D. Public Property Ownership				
E. Private-Easily Obtained				
F. Community Support		-1	1	
G. Appropriate Land Costs		1	-1	
H. Appropriate Site Prep Costs		1	-1	
I. Appropriate Infrastructure Costs	-1			
J. Appropriate Facility Costs	-1	1	-1	
K. Relocation of Existing Facilities	-1	-1	-1	-1
L. Potential Economic Impacts				1
M. Potential Fiscal Impacts		1		
N. Third Party Contributions		1	1	1
O. Maintains Green Space	-1	-1	1	-1
<b>Total Points</b>	<b>-2</b>	<b>18</b>	<b>11</b>	<b>2</b>

**LEGEND:**

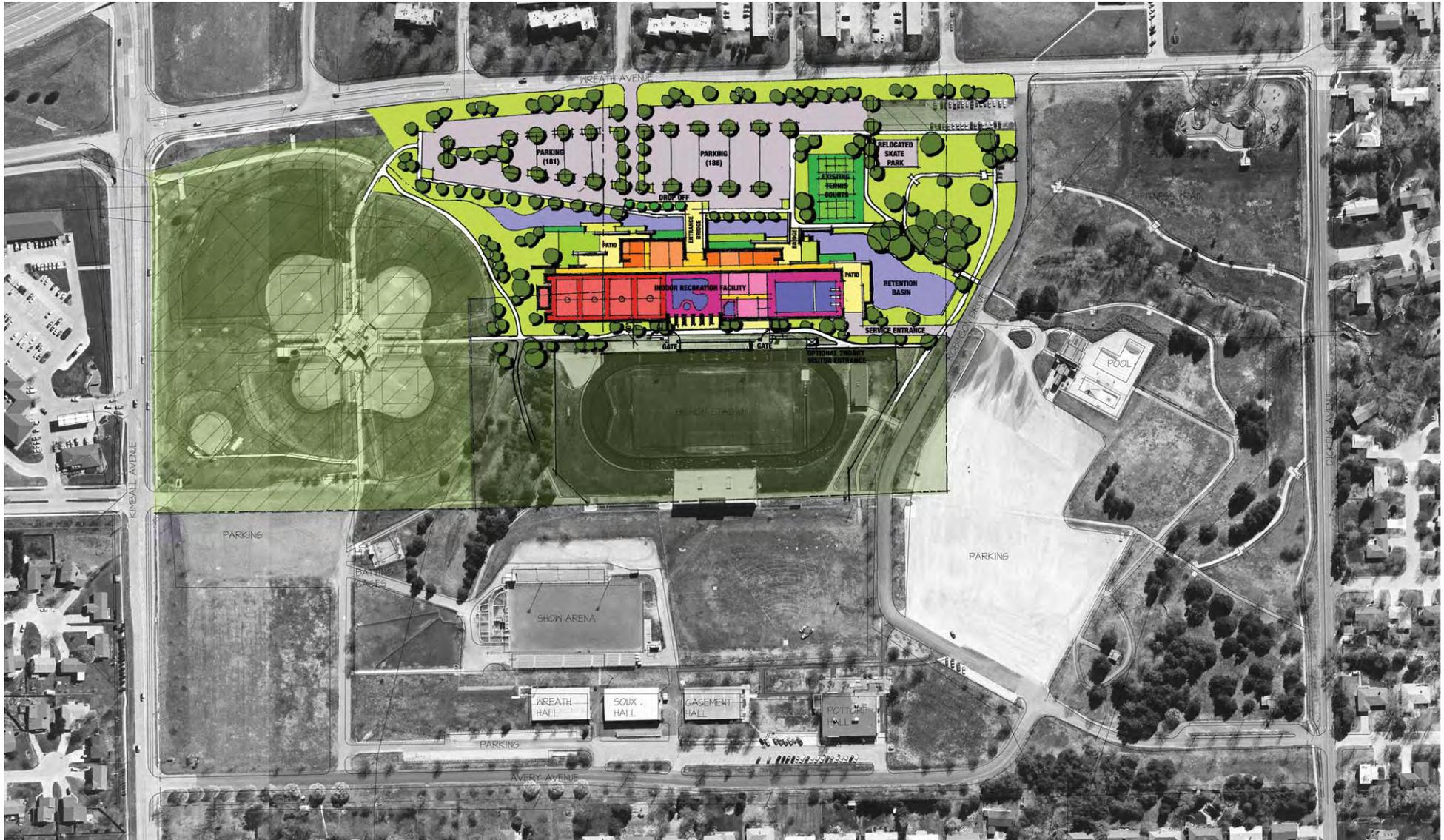
- +1 Enhances Development
- 0 Meets Criteria Requirements
- 1 Could Hinder Development

\* See Site Evaluation Criteria for further explanation.

### SITE PLAN:

#### Pros:

- No major relocation necessary
- Cluster of activity
- Opportunity for improved retention/detention
- Consolidated and convenient parking
- Better Front Door with a buffer to the neighborhood
- Joint partnership between School Board and City (shared rest rooms/concessions)



## **5.2 PROGRAM**

The final program for the indoor recreation facility was developed and refined through many public meetings. Many alternatives were considered and discussed. The end result reflects a program that meets the needs of the community without being extravagant. Possibilities for partnerships were considered in the final program along with the needs of the user groups. As further design occurs, additional meetings will be necessary to further refine the specifics of the program and facility design.

**Final Program:**

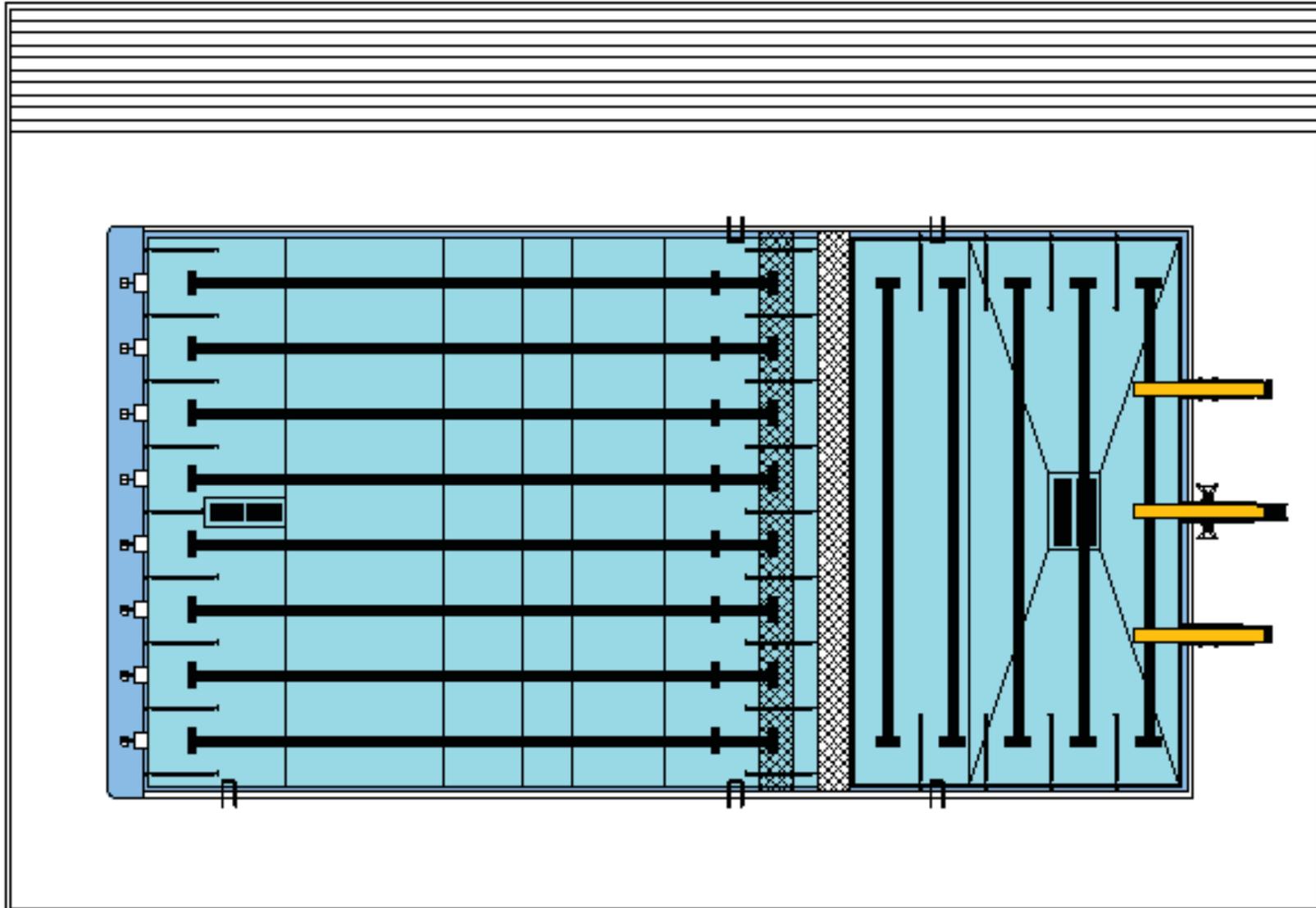
**FINAL BASELINE \$31.7 M**

Space Description	Size	Unit	Cost	Extension
<b>Indoor Facility</b>				
Gymnasium (4 courts)	27,248	NSF	\$180	4,904,640
Elevated Jog / Walk Track above Gymnasium	7,020	NSF	\$120	842,400
Locker Rooms	4,500	NSF	\$250	1,125,000
Family Locker Rooms	720	NSF	\$250	180,000
Leisure Pool	12,000	NSF	\$250	3,000,000
Therapy Pool	1,500	NSF	\$250	375,000
Spectators (700)	3,080	NSF	\$200	616,000
25 YD x 8 lane Indoor Lap / Competition Pool with Diving Tank	13,800	NSF	\$250	3,450,000
Pool Equip and Support	2,000	NSF	\$200	400,000
Pool Supervisor Office	120	NSF	\$200	24,000
Lifeguard Office / First Aid Room	240	NSF	\$200	48,000
Weight / Cardio Room	2,000	NSF	\$200	400,000
Drop-in Child Care	900	NSF	\$200	180,000
Multi-Purpose Activity Room, Large	3,000	NSF	\$200	600,000
Multi-Purpose Activity Room, Small	1,000	NSF	\$200	200,000
Teen/Game Room	1,200	NSF	\$200	240,000
Control / Equipment Issue	250	NSF	\$200	50,000
Storage	3,000	NSF	\$150	450,000
Lobby, Vending, Seating	1,000	NSF	\$200	200,000
Arts & Crafts Room	900	NSF	\$200	180,000
Maintenance Office and Work Area	400	NSF	\$200	80,000
Parks and Rec Offices	2,520	NSF	\$200	504,000
Facility Offices	1,380	NSF	\$200	276,000
Community House				
Arts & Crafts Rooms	450	NSF	\$200	90,000
Wee Wigglers	1,500	NSF	\$200	300,000
<b>Total Net Square Feet (NSF)</b>	<b>91,728</b>	<b>NSF</b>		<b>\$18,715,040</b>
Net to Gross Ratio	76%	Ratio		
Square Footage Increase	28,967	NSF	\$200	\$5,793,347
<b>Total Gross Square Feet (GSF) &amp; Probable Construction Cost</b>	<b>120,695</b>	<b>GSF</b>	<b>\$203.06</b>	<b>\$24,508,387</b>
<b>Total Project Cost - 2006 (includes soft costs at 15%)</b>				<b>\$28,184,645</b>
Cost Escalation (1st Year at 6% & 2nd Year at 5%)				<b>\$3,184,865</b>
<b>Total Project Cost - 2008</b>	<b>120,695</b>		<b>\$260</b>	<b>\$31,369,510</b>

**Competition Pool:**

The agreed upon concept for the competitive pool included 8 lanes x 25 yard competition area and a separate diving tank. The two areas could be separate vessels, or could be a part of the same pool vessel with the areas separated by a moveable bulkhead. This concept reduces the interruption caused by combined

diving and swimming areas, when there is a switch from swimming to diving events (requiring lane ropes to be moved from a shared area). The diving portion of the pool can also be used by the competitors for warming-up and cooling-down.



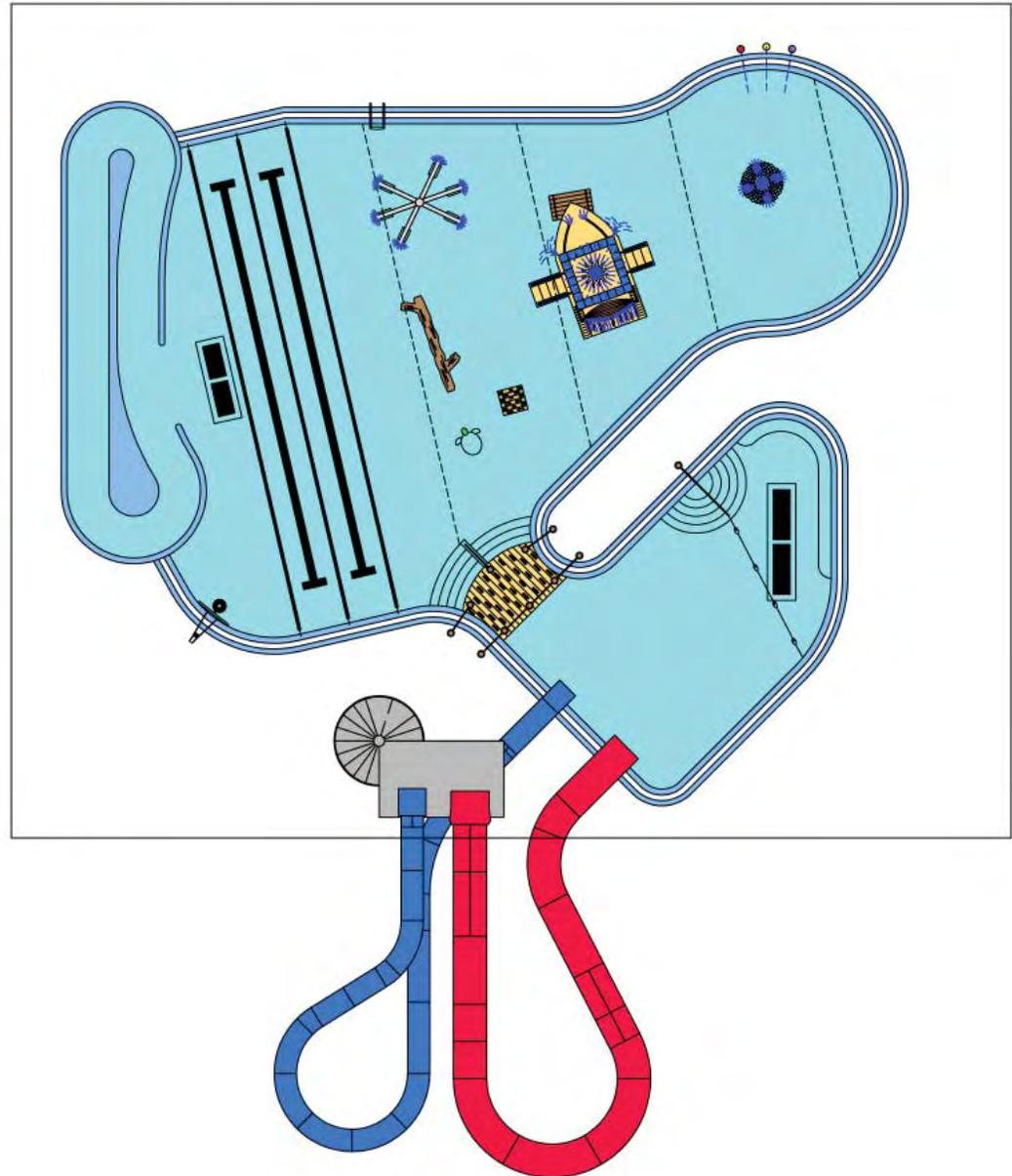
**Competition Pool Character Images:**



### Leisure Pool:

From meetings with staff and various public groups, the following features were determined as those being desired for an indoor leisure pool.

- Zero-depth entry
- Shallow water
- Spray Features
- Lap Lanes— 2 for warm water lap exercise
- Large fiberglass water slides
- Current channel
- An area for water aerobics and other fitness classes



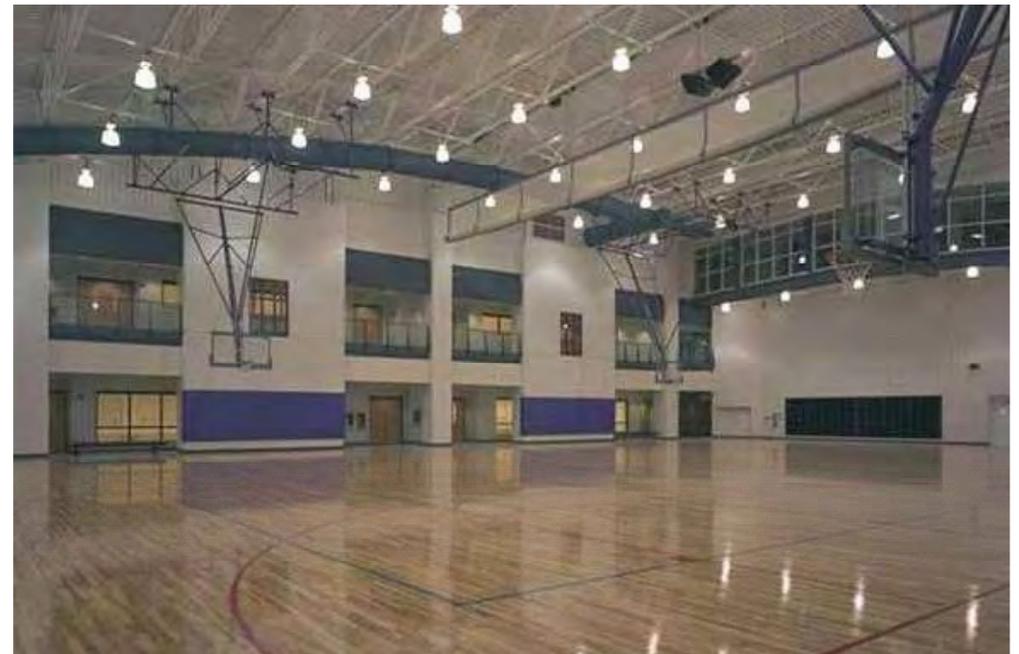
Leisure Pool Character Images:



Therapy Pool Character Images:



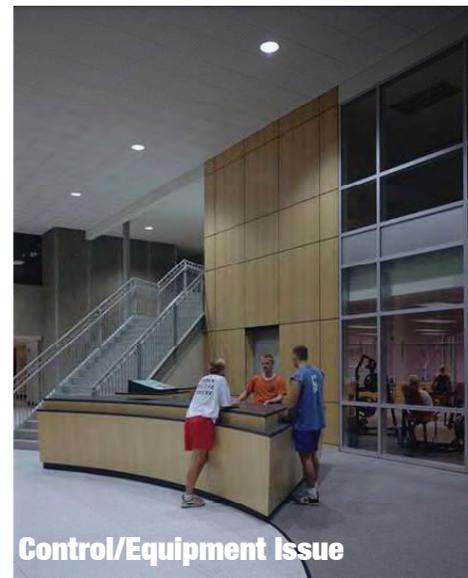
**Gymnasium and Elevated Walk Track Character Images:**



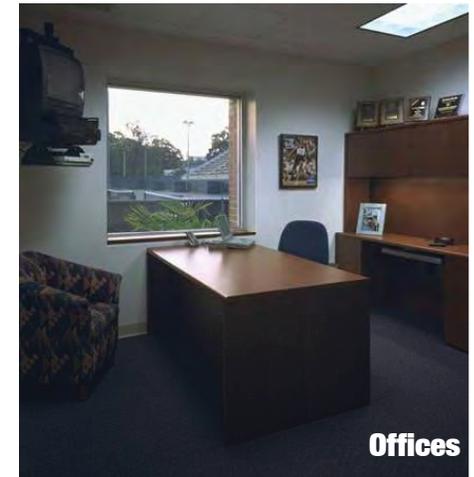
**Other Component Character Images:**



**Drop in Day Care**



**Control/Equipment Issue**



**Offices**



**Fitness Area**



**Multi-Purpose Activity Room**

**Other Component Character Images:**



**Arts & Crafts Room**



**Locker Rooms**



**Outdoor Patio**



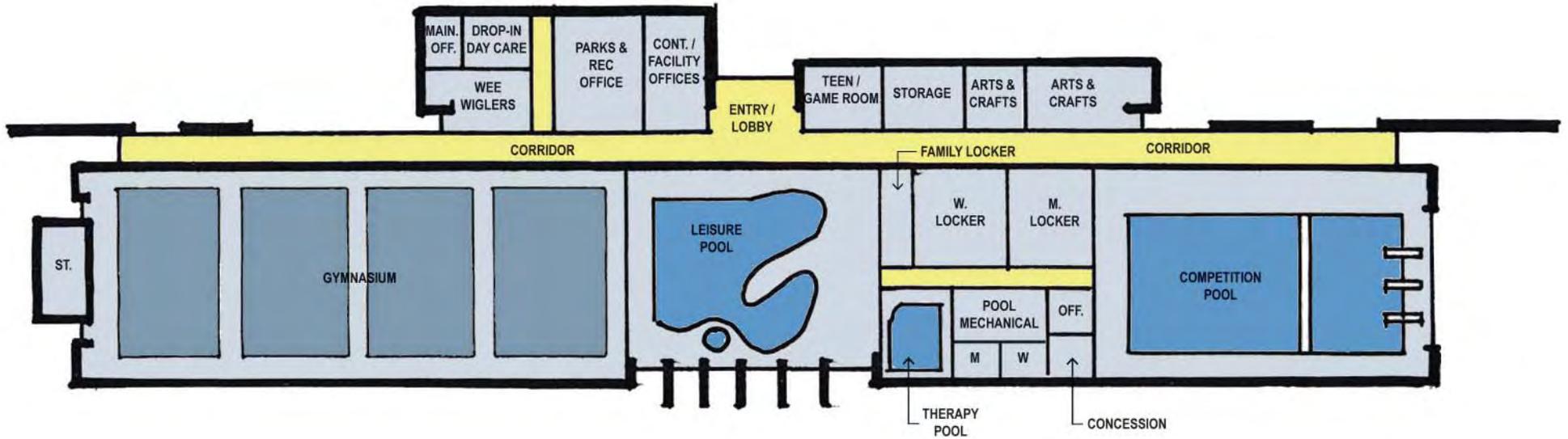
**Fitness Area**

## **5.3 FLOOR PLANS**

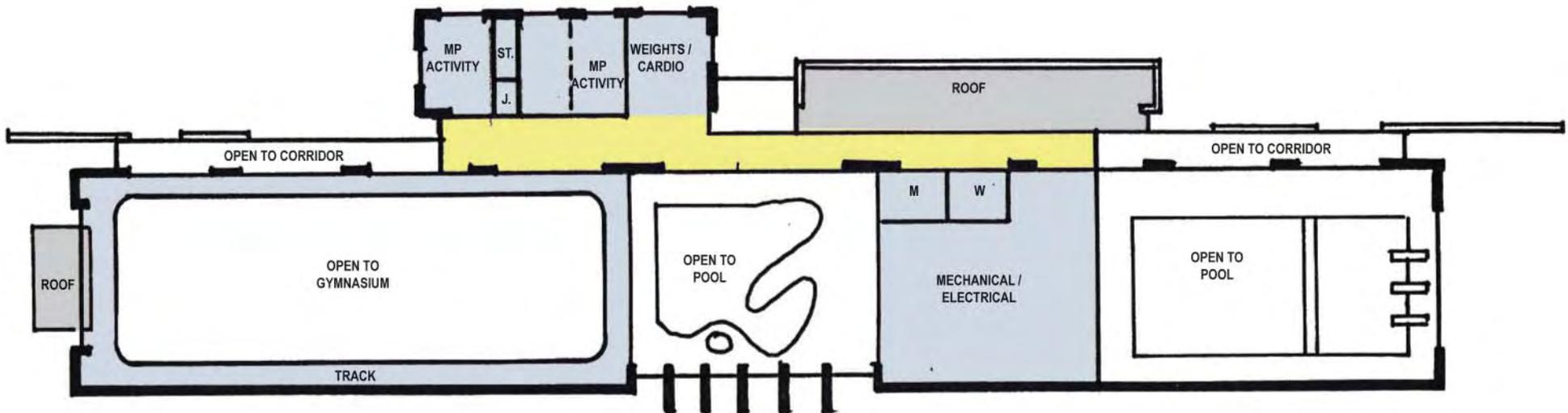
The Floor Plans are configured with a central north-to-south circulation spine which provides clear way finding and visual control throughout the facility. The circulation spine is also used to separately zone those spaces which require public access from those which require controlled access. This “main street” approach exposes users to all of the major program spaces within the facility which, in turn, exposes them to all available recreation opportunities.

The building’s Entry and Lobby is centrally positioned to provide equal access to both ends of the facility and is located on axis with the Leisure Pool to allow users and visitors to experience this dramatic and exciting space upon arrival. The linear plan strengthens the building’s relationship with the adjacent existing Stadium and provides an economical means of constructing the facility.

First Floor Plan



Second Floor Plan



## **5.4 ARCHITECTURAL CHARACTER**

The building's form is intentionally crafted to create a composition of horizontal shapes and planes which mimic the stratification of earth forms found in this region of the Country. The use of stone on the building and within the landscaping walls and paving further reinforce this regional connection and the facility's relationship to other municipal buildings within the City of Manhattan. The application of brick, stone and glass as the primary exterior materials reflects the City's mission to develop high-quality, durable and low-maintenance buildings. Glazing is used throughout the facility to create an open and inviting interior during the day, as well as, allowing the activities within the building to be showcased during the evening.

Exterior Rendering:



**CHARACTER IMAGES FROM THE BENCHMARK TOUR:**



**ARCHITECTURAL CHARACTER IMAGES:**



# 5.5 OPERATIONS

**SUMMARY:**

• Expenditures –	\$1,910,166
• Revenues –	\$1,469,595
• <b>Difference -</b>	<b>-\$440,571</b>
• Recovery –	77%

**FEES & ATTENDANCE:**

**Fee Schedule:**

<b>Category</b>	<b>Daily</b>	<b>Multiple</b>	<b>Annual</b>	<b>Monthly</b>
	Res./Non Res.	Res./Non Res.	Res./Non Res.	Res./Non Res.
Adults	\$5.00/\$6.50	\$75/\$97.50	\$260/\$325	\$22/\$28
Youth (under 18)	\$3.00/\$4.00	\$45/\$60	\$120/\$150	\$10/\$13
Senior (62+)	\$3.00/\$4.00	\$45/\$60	\$120/\$150	\$10/\$13
Family*	N/A	N/A	\$480/\$600	\$40/\$50

\* Up to four members, each additional adult annual pass holder is \$200 and youth is \$50.

**Hours of Operation:**

Monday – Friday	6:00am to 10:00pm
Saturday	8:00am to 8:00pm
Sunday	Noon to 8:00pm
Hours per week:	100

**Attendance Projections:**

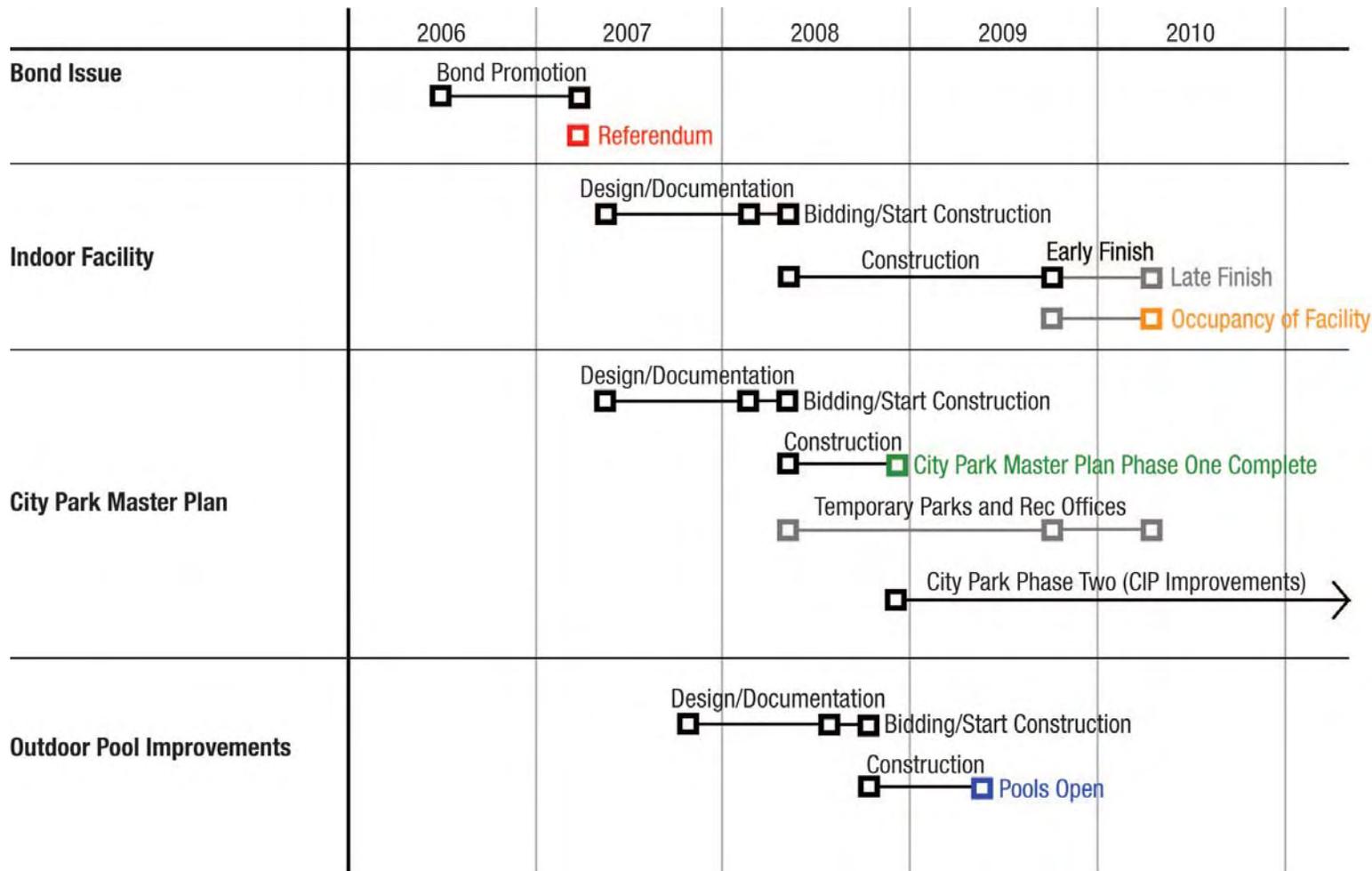
<b>Yearly Paid admissions</b>	<b>Facility Budget</b>
Daily (# daily admissions.)	66,600 185
Multiple (# sold annually)	14,800 740
Annual (# sold annually)	199,680 1,920*
Total Yearly	281,080
Total Daily	781

\* The 1,920 annual passes are based on selling passes to approximately 3.6% of the households (approximately 53,000 projected by 2009) in the primary service area.

**See 7.0 Exhibits (attached) for full Operations Report.**

# 6.0 TIME LINE

The following time line was produced as a preliminary opinion of how the projects could be delivered.



## **7.0 Exhibits**

# **Operations Analysis Report for the Proposed Manhattan Recreation Center**

By Ballard\*King and Associates

Submitted October 3, 2006

## **Section I - Demographic Summary and Assessment of Need**

In an attempt to determine the feasibility of building a new indoor recreation center for Manhattan, Kansas, a market analysis that looks at the demographic realities of the area and reviews the existing indoor recreation facilities, has been undertaken.

**Service Area:** While the primary market for a recreation center would be the residents of Manhattan, it is clear that such a facility would serve a much broader population base. As a result a primary service area that extends beyond the city's boundaries has been identified. The primary service area has been defined as an area that is bordered by the city of Abilene on the west, Clay Center to the northwest, Marysville to the north, St. Marys to the east and Council Grove to the south. This is a very large service area and it may be difficult to consistently draw users from the far reaches of the region. A primary service area is usually defined by the distance people will travel on a regular basis (a minimum of once a week) to utilize a recreation facility or its programs. Use by individuals outside of the primary service area will be limited to special facilities (leisure pool), special events (tournaments, swim meets, craft shows, etc.) or visitors to the area. A secondary service area has not been identified.

Primary service areas can vary in size with the types of components that are included in a facility. A center with a leisure pool and other active elements (weight cardiovascular equipment area, gym, track, significant outdoor aquatic park, etc.) will generally have a larger primary service area than a more passively oriented facility. Specialized facilities such as an indoor ice rink or 50 meter pool will have even larger service areas that make them more of a regional destination.

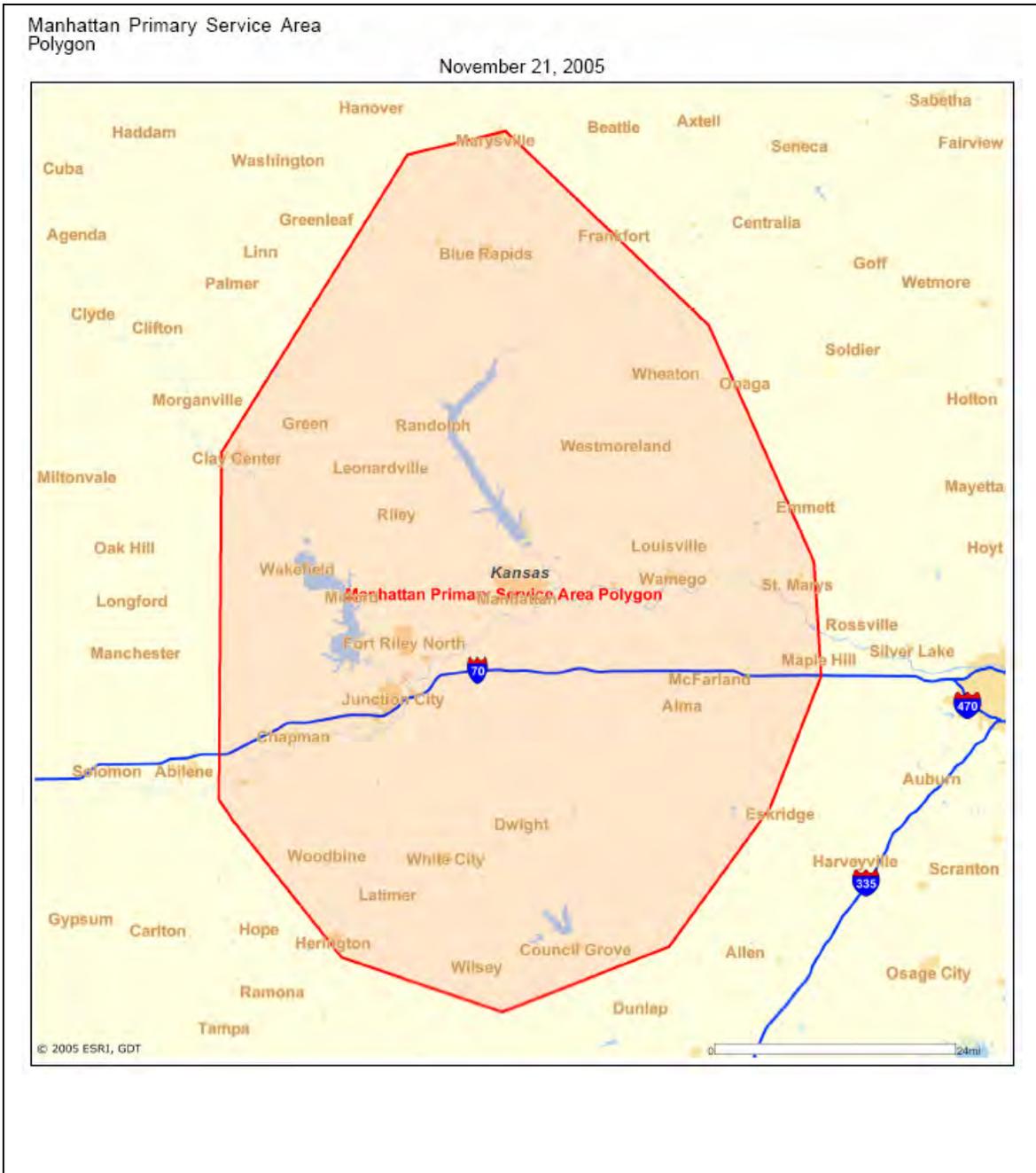
A 20 to 25 minute driving distance for a primary service area is not uncommon for recreation facilities in a more rural environment and the basic configuration of the primary service area supports this driving distance. There are currently only a limited number of indoor public recreation facilities and non-profit centers in the area but there are a number of private health clubs.

**Service Area Population:** The population of the service areas are as follows:

	<u>2000 Census</u>	<u>2005 Est.</u>	<u>2010 Proj.</u>
City of Manhattan	44,831	45,177	45,657
Primary Service Area	137,791	138,478	139,496

Source - U.S. Census Bureau and ESRI.

Note: These figures do not include the anticipated substantial increase in personnel at Fort Riley in the coming years.



**Population Distribution by Age:** Utilizing census information from the primary service area the following comparisons are possible.

Primary Service Area - from 2005 census estimate

Table- A

<b>Ages</b>	<b>Pop.</b>	<b>% of Tot.</b>	<b>Nat. Pop.</b>	<b>Diff.</b>
-5	9,553	6.9%	6.9%	0%
5-17	21,688	15.7%	17.9%	-2.2%
18-24	27,828	20.1%	10.1%	+10.0%
25-44	36,759	26.5%	28.2%	-1.7%
45-54	16,272	11.8%	14.2%	-2.4%
55-64	10,708	7.7%	10.0%	-2.3%
65+	15,670	11.3%	12.5%	-1.2%

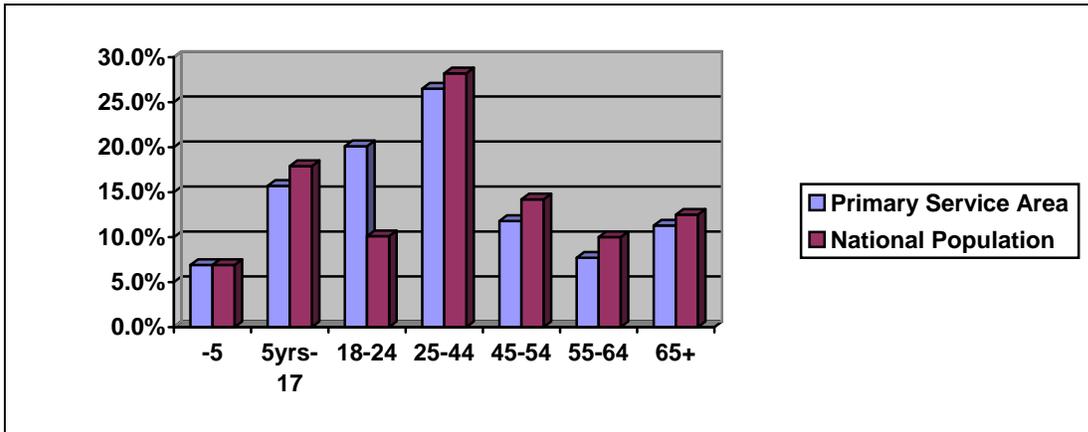
**Population-** 2005 census estimate in the different age groups in the service area.

**% of Total-** Percentage of the service area population in the age group.

**National Population-** Percentage of the national population in the age group.

**Difference-** Percentage difference between the service area population and the national population.

Chart- A



The demographic makeup of the primary service area, when compared to the characteristics of the national population, indicates that there are considerably more individuals in the young adult age group and smaller numbers in all other categories (except for children under the age of 5). This indicates the presence of Kansas State University as well as other smaller colleges in the service area. Overall, the population distribution is significantly younger than the national population due to the high number of individuals in the 18-24 age group.

**Population Distribution Comparison by Age:** Utilizing census information from the primary service area, the following comparisons are possible.

Primary Service Area - from Census information and ESRI

Table- B

Ages	2000 Pop.	2005 Pop.	2010 Pop.	% Change
-5	9,140	9,553	9,647	+5.5%
5-17	23,563	21,688	21,007	-10.8%
18-24	28,691	27,828	27,779	-3.2%
25-44	36,807	36,759	35,899	-2.5%
45-54	14,648	16,272	16,383	+11.8%
55-64	9,228	10,708	13,076	+41.7%
65+	15,713	15,670	15,710	0%

Chart- B

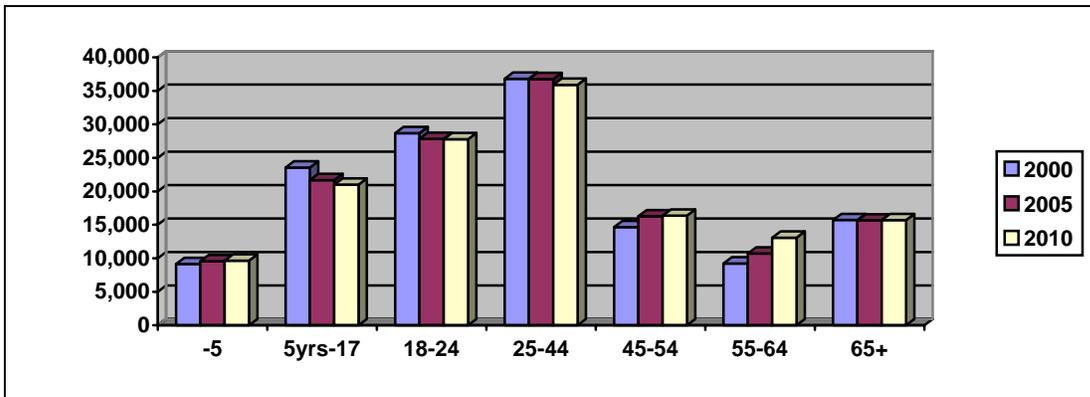


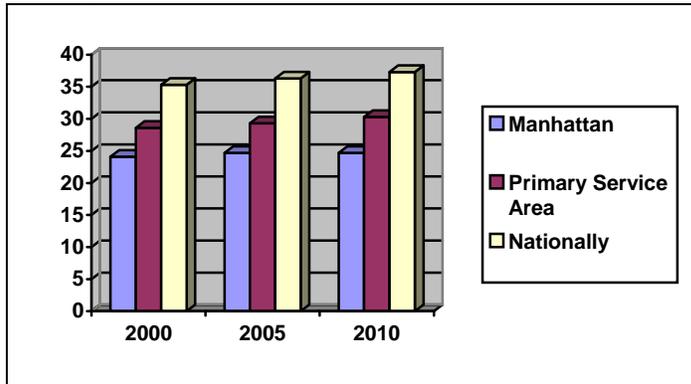
Table-B looks at the growth or decline in age group numbers from the 2000 census until the year 2010. It is projected that most age divisions will show significant decreases in number with the 5-17 age category showing the greatest decline. Only the under 5 and middle age groups will have an increase in number. It must be remembered that the population of the United States as a whole is aging and it is not unusual to find negative growth numbers in the younger age groups and net gains nearing 35% in the 45 plus age groupings in communities, which are more stable in their population numbers.

Next, the median age and household income levels are compared with the national numbers. Both of these factors are primary determiners of participation in sports and recreation activities (see Table-C). The lower the median age the higher the participation rates are for most activities. The level of participation also increases as the income level goes up.

**Median Age:**

	<u>2000 Census</u>	<u>2005 Est.</u>	<u>2010 Proj.</u>
City of Manhattan	24.1	24.7	24.7
Primary Service Area	28.6	29.3	30.3
Nationally	35.3	36.3	37.3

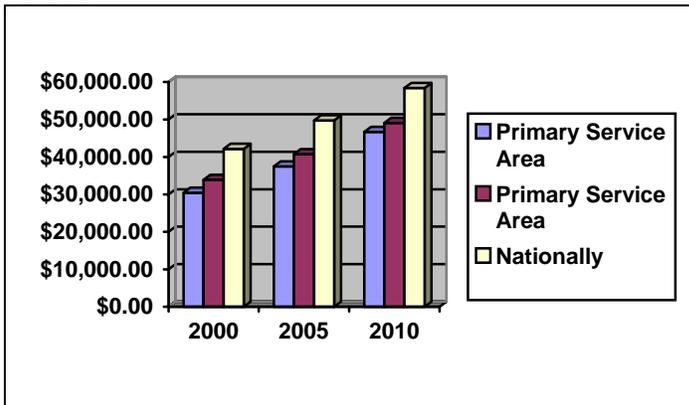
Chart- C



**Median Household Income:**

	2000 Census	2005 Est.	2010 Proj.
City of Manhattan	\$30,450	\$37,468	\$46,680
Primary Service Area	\$33,903	\$40,733	\$49,061
Nationally	\$42,164	\$49,747	\$58,384

Chart- D



The median household income level must be balanced against the cost of living for the area to determine possible discretionary income available for recreation purposes. Even when considering this factor the income levels for the area are still considerably less than the national average, which will discourage participation in a number of activities. It must be remembered that this statistic is heavily influenced by the number of college students in the area, which generally have significantly lower annual incomes than the rest of the population.

**Primary Service Area Demographic Summary:**

- The demographic characteristics of the service area are heavily influenced by the large number of college students in the region.
- The population is expected to grow at a slow but steady rate during the next five years.
- The population density is low.
- The median age is significantly younger than the national average.
- Household size is smaller than the national average.
- Average household income is significantly lower than the national level.

**Comparison With National Statistics:** Utilizing information from the National Sporting Goods Association and comparing them with the demographics from the Primary Service Area the following participation projections can be made (statistics were compared based on age, household income, regional population and national population).

Swimming Participation Estimates – Primary Service Area from the National Sporting Goods Association (based on 2005 population estimates).

Table- C

	<b>Income</b>	<b>Age (avg.)</b>	<b>Region</b>	<b>Nation</b>	<b>Average</b>
<b>Swimming</b>	19.8%	21.3%	20.8%	20.7%	20.7%

**Income-** Participation based on the 2005 estimated median household income in the Primary Service Area.

**Age (avg.)-** Participation based on averaging participation by different age groups in the Primary Service Area.

**Region-** Participation based on regional statistics (West North Central U.S.).

**Nation-** Participation based on national statistics.

**Average-** Average of the other four columns.

Non-Swimming Participation Estimates – Primary Service Area from the National Sporting Goods Association (based on 2005 population estimates).

Table- D

	<b>Income</b>	<b>Age (avg.)</b>	<b>Region</b>	<b>Nation</b>	<b>Average</b>
<b>Aerobics</b>	11.3%	12.4%	10.1%	11.4%	11.3%
<b>Basketball</b>	10.8%	11.7%	12.9%	10.8%	11.6%
<b>Exer/equip</b>	19.8%	20.9%	19.6%	20.2%	20.1%
<b>Exer. Walk</b>	32.1%	32.2%	35.8%	32.8%	33.2%
<b>Martial Arts</b>	1.8%	1.9%	1.2%	1.8%	1.7%
<b>Racquetball</b>	.7%	.8%	.8%	.8%	.8%
<b>Running/jog</b>	9.5%	10.9%	10.5%	9.5%	10.1%
<b>Volleyball</b>	4.0%	4.7%	7.7%	4.2%	5.2%
<b>Workout Club</b>	10.6%	13.5%	11.1%	12.3%	11.9%

**Income-** Participation based on the 2005 estimated median household income in the service area.

**Age (avg.)-** Participation based on averaging participation by different age groups in the service area.

**Region-** Participation based on regional statistics (West North Central, U.S.).

**Nation-** Participation based on national statistics.

**Average-** Participation based on the average of the other four categories.

When looking at participation rates in various recreation activities, the National Sporting Goods Association uses four different determiners for their percentages. Utilizing the average of these four categories takes into consideration each of the factors that can influence participation rates.

**Anticipated Swimming Participation Numbers:** Utilizing the average percentage from Table- C above plus the 2000 census information and census estimates for 2005 and 2010 (over age 5).

Table- E

	<b>Average</b>	<b>2000 Part.</b>	<b>2005 Part.</b>	<b>2010 Part.</b>	<b>Difference</b>
<b>Swimming</b>	20.7%	26,259	26,322	26,528	+270

**Anticipated Number of Times Participating Per Year:** By taking the number of annual participants from Table-E, times the average number of times swum per year (from 2005 NSGA standards) will equal the total number of estimated uses per year.

Table- F

	<b>Average</b>	<b>2000 Uses</b>	<b>2005 Uses</b>	<b>2010 Uses</b>	<b>% Change</b>
<b>Swimming</b>	42.9	1,126,511	1,129,214	1,138,051	+1.0%

**Average** - the average number of times (by region, income, sex and nation) a person will swim in a year.

This table indicates that there is a strong number of annual “swimmer days” from which to capture a sizable market share from. It also must be remembered that many of these “swimmer days” are being satisfied by existing aquatic facilities.

**Anticipated Participation Numbers For Non-Aquatic Activities:** Utilizing the average percentage from Table- D above plus the 2000 census information and census estimates for 2005 and 2010 (over age 5).

Table- G

	<b>Average</b>	<b>2000 Part.</b>	<b>2005 Part.</b>	<b>2010 Part.</b>	<b>Difference</b>
<b>Aerobics</b>	11.3%	14,334	14,369	14,482	147
<b>Basketball</b>	11.6%	14,715	14,751	14,866	151
<b>Exer/equip</b>	20.1%	25,497	25,559	25,759	262
<b>Exer. Walk</b>	33.2%	42,115	42,217	42,548	433
<b>Martial Arts</b>	1.7%	2,157	2,162	2,179	22
<b>Racquetball</b>	.8%	1,015	1,017	1,025	10
<b>Running/Jog</b>	10.1%	12,812	12,843	12,944	132
<b>Volleyball</b>	5.2%	6,596	6,612	6,664	68
<b>Workout Club</b>	11.9%	15,096	15,132	15,251	155
<b>Total</b>		<b>160,596</b>	<b>160,985</b>	<b>162,245</b>	<b>1,650</b>

Note: The estimated participation numbers indicated above are for each of the sports listed and do not necessarily translate into expected attendance figures at a Manhattan Recreation Center since many participants utilize other facilities for these activities and may participate in more than one activity at a time. However, these figures do indicate the total number of people participating in various non-aquatic activities within the primary service area.

**Senior Rates of Participation:** The following activities have the highest rate of participation among seniors (age 55+).

Exercise Walking	32.4%
Exer./equip	12.8%
Swimming	8.1%
Workout Club	7.1%

Note: These are national statistics based on the year 2003 information.

**Participation Correlation:** One of the primary orientations of many recreation centers is often a significant indoor aquatics area. With this in mind, and utilizing information provided by the National Sporting Goods Association's 2004 survey, the following correlation between people who participate in swimming and other recreational activities is possible.

Table- H

	<b>% of Swimmers</b>	<b>% of Activity Part.</b>
<b>Aerobics</b>	19.0%	34.6%
<b>Basketball</b>	25.1%	48.2%
<b>Martial Arts</b>	3.3%	38.3%
<b>Exer. Walking</b>	47.5%	30.0%
<b>Exer/equip</b>	32.3%	33.1%
<b>Running/Jogging</b>	19.9%	43.1%
<b>Volleyball</b>	12.3%	61.0%
<b>Tai Chi/Yoga</b>	4.7%	37.4%

**Percent of Swimmers-** The percentage of swimmers who would participate in the given activity.

**Percent of Activity Participants-** The percentage of the listed activity participants who would also participate in swimming.

These correlation statistics indicate the strong relationship between those people who participate in aquatics and other activities. These statistics also indicate the importance of having an aquatics amenity in a recreation facility to increase overall usage of the center.

Below are listed a variety of indoor recreation activities and the relative market strength and rate of participation.

**Summary of Sports Participation:** The following chart summarizes participation in various sports and leisure activities utilizing information from the 2004 National Sporting Goods Association survey.

Table- I

<b>Sport</b>	<b>Rank</b>	<b>% Part.</b>	<b>Age Group</b>
Exer. Walk	1	33.2%	25 - 34
Swimming	3	20.7%	7 - 11
Exer/equip	4	20.1%	25 - 34
Workout Club	9	11.9%	25 - 34
Aerobics	10	11.3%	25 - 34
Basketball	12	11.6%	7 - 11
Running/jog	14	10.1%	18 - 24
Volleyball	25	5.2%	12 - 17
Martial Arts	39	1.7%	7 - 11
Racquetball*	N/A	.8%	25 - 34

**Rank** - Popularity of sport based on national survey.

**% Part.** - Percent of population that would participate in this sport based on the average in Table-C.

**Age Group** - The age group with the highest level of participation based on national survey.

\* These sports are not ranked among the top 45 in rates of participation.

Note: Age group participation is on a bell curve, with the age group noted having the highest rate and then declining from there.

**Comparison of State Statistics with National Statistics:** Utilizing information from the National Sporting Goods Association, the following charts illustrate the participation numbers in selected sports in Kansas.

**Kansas participation numbers in selected indoor/outdoor sports** - As reported by the National Sporting Goods Association in 2004.

Table- J

<b>Sport Participation</b>		<b>Age Group</b>	<b>Largest #</b>
(in thousands)			
<b>Exer. Walking</b>	707	25-34	35-44
<b>Swimming</b>	446	7-11	12-17
<b>Exer. w/Equipment</b>	401	25-34	35-44
<b>Running/Jogging</b>	206	18-24	25-34
<b>Volleyball</b>	165	12-17	12-17
<b>Aerobics</b>	140	25-34	25-34
<b>Workout at Club</b>	128	25-34	25-34
<b>Basketball</b>	90	7-11	12-17

**Participation** - The number of people (in thousands) in Kansas who participated more than once in the activity in 2004 and were at least 7 years of age.

**Age Group** - The age group in which the sport is most popular. The age group where the highest percentage of the age span participates in the activity. Example: The highest percent of an age group that participates in exercise walking is 25-34. **This is a national statistic.**

**Largest #** - The age group with the highest number of participants. Example: The greatest number of exercise walkers are in the 35-44 age group. Note: This statistic is driven more by the sheer number of people in the age group than by the popularity of the sport in the age span. **This is a national statistic.**

There are only state statistics for a limited number of activities, but Table-J when compared to the ranking of participation from Table-I shows a significant number of differences. Running and jogging are more popular while aerobics, workout at club and basketball are less popular than the national statistics indicate. Of note is the fact that swimming is still the second most popular sport.

Another method to measure sports participation statistics compares the percentage of the national population from the state with the percentage of national participation in a variety of sports.

**Kansas sports percentage of participation compared with the population percentage of the United States -**

Kansas's population represents 1.0% of the population of the United States (based on 2004 census statistics).

Table- K

<b>Sport Participation Percentages</b>	
<b>Volleyball</b>	1.5
<b>Exer. w/Equipment</b>	.8
<b>Running/Jogging</b>	.8
<b>Swimming</b>	.8
<b>Exer. Walking</b>	.8
<b>Basketball</b>	.6
<b>Aerobics</b>	.5
<b>Workout at Club</b>	.4

Note: Sport participant percentages refer to the total percent of the national population that participates in a sport that comes from the state of Kansas. It is significant that in only one sport (volleyball) does the percentage of participation equal or exceed the percentage of the national population. This is a weak rate of participation compared to most states and indicates a potentially smaller base from which to draw facility users. However the size of the service area (at well over 100,000 population) is more than sufficient in size to make-up for a lower rate of participation. It is also important to realize that university towns typically have a much higher rate of participation in active recreation pursuits than other communities.

**Market Potential Index:** Another method to measure possible participation in recreation and fitness activities is through the market potential index where rates of participation in the primary service area are compared with national numbers through the index rating. Utilizing information provided by ESRI, the following comparisons are possible.

Table- L

	<b># of Adults</b>	<b>Percentage</b>	<b>MPI</b>
<b>Aerobics</b>	10,110	9.4%	99
<b>Basketball</b>	11,358	10.6%	119
<b>Exer. Walking</b>	28,880	26.9%	96
<b>Swimming</b>	20,628	19.2%	112
<b>Weight Lifting</b>	13,657	12.7%	120
<b>Running/Jogging</b>	14,395	13.4%	128
<b>Volleyball</b>	3,689	3.4%	103

**# of Adults-** The number of adults in the primary service area participating in the sport.

**Percentage-** The percentage of adults in the primary service area participating in the sport.

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

The MPI index indicates that the rate of adult participation in all of the activities except for exercise walking and volleyball is well above the national average. This shows a likely high rate of usage of an aquatic center or indoor recreation center.

**Recreation Expenditures Index:** In addition to participation in recreation activities ESRI also measures recreation expenditures in a number of different areas and then indexes this against national numbers. The following comparisons are possible.

Table- M

	<b>Avg. Spent</b>	<b>SPI</b>
<b>Fees for Participant Sports</b>	\$81.18	71
<b>Fees for Recreational Lessons</b>	\$80.20	66
<b>Social, Recreation, Club Membership</b>	\$117.75	72
<b>Exercise Equip./Game Tables</b>	\$67.21	74
<b>Other Sports Equipment</b>	\$16.40	78

**Average Amount Spent-** The average amount spent for the service or item in a year.

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

The SPI index indicates that in all areas the rate of spending is much lower than the national average. This shows that there is probably a lower rate of discretionary spending for the types of services that a recreation center could provide.

**Non-Sports Participation Statistics:** It is recognized that most recreation centers are more than just sports oriented facilities. Participation in a wide variety of passive activities and cultural pursuits is common and essential to a well-rounded center.

While there is not the breadth of information available for participation in these types of activities as compared to sports endeavors, there are statistics that can be utilized to help determine the market for cultural arts activities and events. Beginning in 1982 and at selected intervals there after the National Endowment for the Arts has sponsored the “Survey of Public Participation in the Arts” to determine the extent to which Americans participate in the arts. Information extracted from the 2002 survey indicates the following.

**Personal Participation in the Arts**

U.S. adults (over age 18) who have personally performed or created works in cultural arts activities in 2002 (at least once).

Table- N

Activity	% of Adults	# of Adults
<u>Music</u>		
Jazz	1.3%	2.7
Classical Music	1.8%	3.7
Opera	.7%	1.4
Choir/Chorale	4.8%	9.8
Composing Music	2.3%	4.7
<u>Plays</u>		
Musical Plays	2.4%	4.9
Non-musical Plays	1.4%	2.9
<u>Dance</u>		
Ballet	.3%	.6
Other Dance	4.2%	8.6
<u>Visual Arts</u>		
Drawing/Painting	8.6%	17.6
Photography	11.5%	23.5
Pottery/Jewelry	6.9%	14.1
Weaving/Sewing	16.0%	14.1
<u>Literature</u>		
Writing	7.0%	14.4

**% of Adults** – the percentage of adults (18 years and older) in the U.S. who participated in the activity at least once during 2002.

**# of Adults** – the number of adults (in millions) in the U.S. who participated in the activity at least once during 2002.

These statistics indicate a strong number of individuals who personally participate in certain cultural arts activities. The different activity classifications are very broad and include a variety of specific events.

**General Attendance for Arts Activities**

U.S. Adults (over age 18) who attended a cultural arts activity in 2002 (at least once).

Table- O

Activity	% of Adults	# of Adults
<u>Music</u>		
Jazz	10.8%	22.2
Classical Music	11.6%	23.8
Opera	3.2%	6.6
<u>Plays</u>		
Musical Plays	17.1%	35.1
Non-musical Plays	12.3%	25.2
<u>Dance</u>		
Ballet	3.9%	8.0
Other Dance	6.3%	12.1
<u>Visual Arts</u>		
Art Museums/galleries	26.5%	54.3
Art/craft Fairs & Festivals	33.4%	68.4
<u>Historic Sites</u>		
Parks/historic buildings	31.6%	64.7
<u>Literature</u>		
Plays/poetry/etc.	46.7%	95.3

**% of Adults** – the percentage of adults (18 years and older) in the U.S. who attended an activity at least once during 2002.

**# of Adults** – the number of adults (in millions) in the U.S. who attended an activity at least once during 2002.

This table indicates an even stronger number of individuals who attend certain cultural arts activities.

Much like sports participation, attendance and participation in cultural arts activities is higher among the more educated and higher income adult individuals. However, participation is generally higher in the middle age (35-64) groups while sports participation is higher in the youth and younger adult age groups.

**Participation in Arts Classes or Lessons**

Individuals who participated in arts classes and lessons.

Table- P

Activity	% Anytime in Life	% in 2002
Music	33.9%	1.4%
Visual Arts	16.5%	1.7%
Acting	7.0%	.5%
Ballet	6.4%	.1%
Other Dance	11.4%	.7%
Creative Writing	13.1%	1.0%
Art Appreciation	18.3%	1.0%
Music Appreciation	16.1%	.6%

**% Anytime in Life** – the percentage of adults in the U.S. who took lessons in the activity at least once during their lifetime.

**% in 2002** – the percentage of adults who took lessons in the activity at least once during 2002.

This table indicates the percentage of people who took lessons in a variety of activities either in their lifetime or in 2002.

**General Attendance for Arts Activities by Region**

U.S. Adults (over age 18) who attended a cultural arts activity in 2002 (at least once) in the West North Central Region of the country.

Table- Q

Activity	% of Adults	% West North
<u>Music</u>		
Jazz	10.8%	9.9%
Classical Music	11.6%	10.4%
Opera	3.2%	2.3%
<u>Plays</u>		
Musical Plays	17.1%	18.3%
Non-musical Plays	12.3%	12.6%
<u>Dance</u>		
Ballet	3.9%	1.8%
Other Dance	6.3%	6.2%
<u>Visual Arts</u>		
Art Museums/galleries	26.5%	27.8%
Art/craft Fairs & Festivals	33.4%	36.4%
<u>Historic Sites</u>		
Parks/historic buildings	31.6%	35.1%
<u>Literature</u>		
Plays/poetry/etc.	46.7%	49.9%

**% of Adults** – the percentage of adults (18 years and older) in the U.S. who attended an activity at least once during 2002.

**# of Adults** – the percentage of adults (18 years and older) in the West North Central region of the U.S. who attended an activity at least once during 2002.

This table indicates a slightly higher rate of attendance of cultural arts activities in the West North Central region than the general U.S. population.

In an attempt to develop a more direct comparison between the rates of participation in various leisure activities, the NEA survey ranked the following activities.

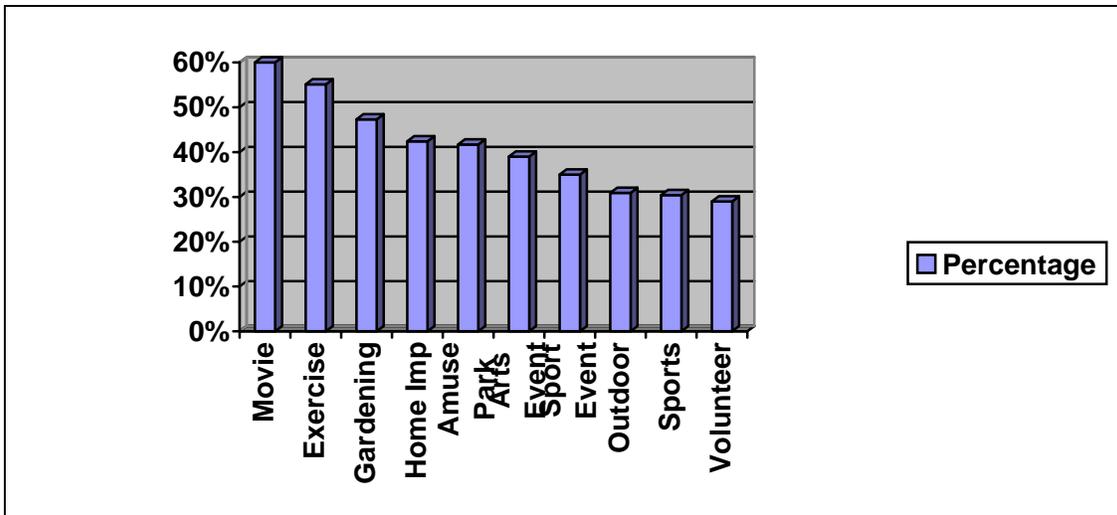
**Rates of Participation in Leisure Activities in 2002:**

Table- R

Activity	Percentages
Went to Movies	60.0%
Exercised	55.1%
Gardening	47.3%
Home Improvements	42.4%
Amusement Parks	41.7%
Attend Arts Event	39.0%
Attend Sport Event	35.0%
Outdoor Activities	30.9%
Played a Sport	30.4%
Volunteer/charity	29.0%

**Percentages** – refers to the percentage of the adult U.S. population that participated in the activity (at least once) in 2002.

Chart E



In relationship to sports participation and other leisure activities, participation in cultural arts is not as high but is still significant in the number of participants that are involved in these activities.

**Recreation Activity and Facility Trends:** There continues to be very strong growth in the number of people participating in recreation and leisure activities. It is estimated that one in five Americans over the age of six participates in some form of fitness related activity at least once a week. American Sports Data, Inc. reported that membership in U.S. health clubs has increased by 76.1% between 1987 and 1999, and memberships in health clubs reached an all time high of 32.8 million in 2000. The greatest increase in membership has occurred in the over 55 age group, followed by the under 18 and 35-54 age categories. Overall membership in the 35-54 age group increased while it actually decreased in the 18-34 age group. Statistics also indicate that approximately 12 out of every 100 people of the U.S. population (or 12%) belong to a health club. On the other side most public recreation centers attract between 20% and 30% of a market area (more than once) during the course of a year. All of this indicates the relative strength of a market for a community recreation facility. However despite these increases the American population as a whole continues to lead a rather sedentary life with an average of 25% of people across the country reporting that they engage in no physical activity (according to The Centers for Disease Control).

One of the areas of greatest participant growth over the last 10 years is in fitness related activities such as exercise with equipment, aerobic exercise and group cycling. This is also the most volatile area of growth with specific interest areas soaring in popularity for a couple of years only to be replaced by a new activity for the coming years. Also showing particularly strong growth numbers are basketball and running/jogging while swimming participation remains consistently high despite recent drops in overall numbers. It is significant that many of the activities that can take place in an indoor recreation setting are ranked in the top fifteen in overall participation by the National Sporting Goods Association.

The multi-component concept of delivering recreation services continues to grow in acceptance with the idea of providing for a variety of activities and programs in a single location. This idea has proven to be financially successful by centralizing operations for recreation departments and through increased generation of revenues from patrons able to participate in multiple and varied leisure needs under the same roof. These facilities have become identifiable centers for communities, and have promoted "family" recreation values. The keys to success revolve around the concept of intergenerational use in a quality facility that has multi-use capabilities and the versatility and flexibility to meet ever-changing leisure needs.

Below are listed those sports activities that would be often take place indoors in a recreation facility and the percentage of growth or decline that each has experienced nationally over the last 10 years (1995-2004).

Table- S

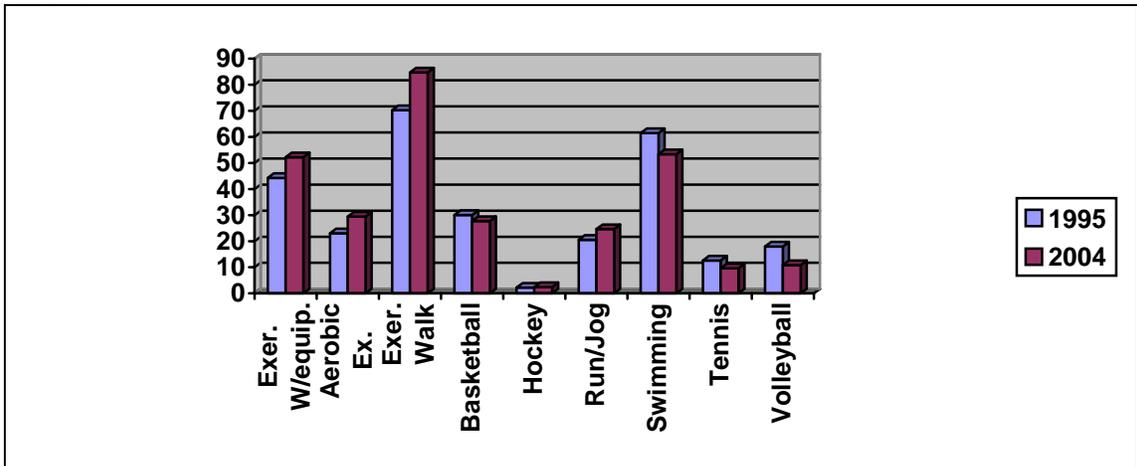
Sport/Activity	1995 Part.	2004 Part.	% Change
Aerobic Exercising	23.1	29.5	+28%
Exercise Walking	70.3	84.7	+20%
Running/Jogging	20.6	24.7	+20%
Exercising w/Equip.	44.3	52.2	+18%
Ice Hockey	2.2	2.4	+9%
Basketball	30.1	27.8	-8%
Swimming	61.5	53.4	-13%
Tennis	12.6	9.6	-24%
Volleyball	18.0	10.8	-40%

**1995 Participation** - The number of participants per year in the activity (in millions) in the United States.

**2004 Participation** - The number of participants per year in the activity (in millions) in the United States.

**Percent Change** - The percent change in the level of participation from 1995 to 2004.

Chart- F



In addition to sports participation trends the following chart shows how cultural arts participation has changed from 1992 to 2002.

**Personal Participation in the Arts 1992-2002**

Table- T

<b>Activity</b>	<b>1992 Part.</b>	<b>2002 Part.</b>	<b>% Change</b>
<u>Music</u>			
Jazz	3.2	2.7	-16%
Classical Music	7.8	3.7	-53%
Opera	2.0	1.4	-30%
Choir/Chorale	11.7	9.8	-16%
Composing Music	3.9	4.7	+21%
<u>Plays</u>			
Musical Plays	7.1	4.9	-31%
Non-musical Plays	3.0	2.9	-3%
<u>Dance</u>			
Ballet	.4	.6	+50%
Other Dance	15.0	8.6	-43%
<u>Visual Arts</u>			
Drawing/Painting	17.8	17.6	-1%
Photography	21.6	23.5	+9%
Pottery/Jewelry	15.6	14.1	-10%
Weaving/Sewing	46.1	32.7	-29%
<u>Literature</u>			
Writing	13.7	14.4	+5%

**1992 Participation** - The number of participants per year in the activity (in millions) in the United States.

**2002 Participation** - The number of participants per year in the activity (in millions) in the United States.

**Percent Change** - The percent change in the level of participation from 1992 to 2002.

Due to the increasing recreational demands there has been a shortage in most communities of the following spaces.

- Gymnasiums
- Pools (especially leisure pools)
- Ice arenas
- Weight/cardiovascular equipment areas
- Indoor running/walking tracks
- Meeting/multipurpose (general program) space
- Senior's program space
- Pre-school and youth space
- Teen use areas

As a result, many communities have attempted to include these amenities in public community recreation centers. Leisure pools (with slides and interactive water features) that appeal to younger swimmers and non-swimmers as well as families and seniors have become extremely popular and are being built in conjunction with or instead of conventional pools. Weight/cardiovascular space is also in high demand and provides a facility with the potential to generate significant revenues (along with the leisure pool). Gyms, due to their flexibility and versatility are needed for both youth and adult activities. Ice arenas, although expensive to build and operate, have the potential to have a very positive cash flow and growth in hockey has been phenomenal over the last 10 years.

The success of most public community recreation centers is dependent on meeting the recreational needs of a variety of individuals. The fastest growing segment of society is the senior population and meeting the needs of this group is especially important now and will only grow more so in the coming years. Indoor walking tracks, exercise areas, pools and classroom spaces are important to this age group. Marketing to the younger more active senior is paramount, as this age group has the free time available to participate in leisure activities, the desire to remain fit, and more importantly the disposable income to pay for such services.

Youth programming has always been a cornerstone for recreation services and will continue to be so with an increased emphasis on teen needs and providing a deterrent to juvenile crime. With a continuing increase in single parent households and two working parent families, the needs of school age children for before and after school child care continues to grow as does the need for preschool programming.

The ever increasing demand for programming has put a real squeeze on the number of indoor recreation facilities that are available. Recreation has historically utilized school facilities during non-school hours for its programs and services. However, the limits of using school facilities, the growth in school sports, and the lack of daytime program space has pushed communities to build separate recreation centers or partner with schools to enlarge facilities. Even with these new centers, use of school buildings has continued to be strong and has allowed for the growth in programs and services.

As more and more communities attempt to develop public recreation centers the issues of competition with other providers in the market area have inevitably been raised. The loudest objections have come from the private health club market and their industry voice IHRSA. The private sector has vigorously contended that public facilities unfairly compete with them in the market and have spent considerable resources attempting to derail public projects. However, the reality is that in most markets where public community recreation centers have been built, the private sector has not been adversely affected and in fact in many cases has continued to grow. This is due in large part to the fact that public and private providers serve markedly different markets. One of the other issues of competition comes from the non-profit sector (primarily YMCA's but also JCC's, and others), where the market is much closer to that of the public providers. While not as vociferous as the private providers, the non-profits have also often expressed concern over public community recreation centers. What has resulted from this is a strong growth in the number of partnerships that have occurred between the public and non-profit sector in an attempt to bring the best recreation amenities to a community.

**Community Recreation Center Benchmarks:** Based on market research conducted by Ballard\*King and Associates at community recreation centers across the United States, the following represents the basic benchmarks.

- The majority of community recreation centers that are being built today are between 65,000 and 75,000 square feet. Most centers include three primary components A) A pool area usually with competitive and leisure amenities, B) Multipurpose gymnasium space, and C) Weight/cardiovascular equipment area. In addition, most centers also have group exercise rooms, drop-in childcare, and classroom and/or community spaces.
- For most centers to have an opportunity to cover operating expenses with revenues, they must have a service population of at least 50,000 and an aggressive fee structure.
- Most centers that are between 65,000 and 75,000 square feet have an operating budget of between \$1,200,000 and \$1,500,000 annually. Nearly 60% of the operating costs are from personnel services, followed by approximately 28% for contractual services, 10% for commodities, and 2% for capital replacement.
- For centers that serve a more urban population and have a market driven fee structure, they should be able to recover 70% to 100% of operating expenses. For centers in more rural areas the recovery rate is generally 50% to 75%. Facilities that can consistently cover all of their operating expenses with revenues are rare. The first true benchmark year of operation does not occur until the third full year of operation.
- The majority of centers of the size noted (and in an urban environment) above average daily paid attendance of 800 to as much as 1,000 per day. These centers will also typically sell between 800 and 1,500 annual passes (depending on the fee structure and marketing program).

- It is common for most centers to have a three-tiered fee structure that offers daily, extended visit (usually punch cards) passes, and annual passes. In urban areas it is common to have resident and non-resident fees. Non-resident rates can run anywhere between 25% to 50% higher than the resident rate. Daily rates for residents average between \$3.00 and \$6.00 for adults, \$3.00 and \$4.00 for youth and the same for seniors. Annual rates for residents average between \$200 and \$300 for adults, and \$100 and \$200 for youth and seniors. Family annual passes tend to be heavily discounted and run between \$350 and \$800.
- Most centers are open an average of 100 hours a week, with weekday hours being 6:00am to 10:00pm, Saturdays 8:00am to 8:00pm and Sundays from noon to 8:00pm. Often hours are shorter during the summer months.

Note: These statistics vary by regions of the country.

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

**1. Leisure/recreation aquatic activities** - This includes a variety of activities found at leisure pools with zero depth entry, warm water, play apparatus, slides, seating areas and deck space. These are often combined with other non-aquatic areas such as concessions and birthday party or other group event areas.

**2. Instructional programming** - The primary emphasis is on teaching swimming and life saving skills to many different age groups. These activities have traditionally taken place in more conventional pool configurations but should not be confined to just these spaces. Reasonably warm water, shallow depth with deeper water (4 ft. or more), and open expanses of water are necessary for instructional activities. Easy pool access, a viewing area for parents, and deck space for instructors is also crucial.

**3. Fitness programming** - These types of activities continue to grow in popularity among a large segment of the population. From aqua exercise classes, to lap swimming times, these programs take place in more traditional settings that have lap lanes and large open expanses of water available at a 3 1/2 to 5 ft. depth.

**4. Competitive swimming** - Swim team competition and training for youth, adults and seniors requires a traditional 6 to 10 lane pool with a 1 and/or 3 meter diving boards at a length of 25 yards or 50 meters. Ideally, the pool depth should be no less than 4 ft. deep (7 is preferred). Spectator seating and deck space for staging meets is necessary. This market is usually relatively small in number but very vocal on the demands for competitive pool space and time.

**5. Specialized uses** – Activities such as water polo and synchronized swimming can also take place in competitive pool areas as long as the pool is deep enough (7 ft. minimum) and the pool area is large enough. However these are activities that have small

participant numbers and require relatively large pool areas. As a result it may be difficult to meet the needs of specialized uses on a regular basis.

**6. Social/relaxation** - The appeal of using an aquatics area for relaxation has become a primary focus of many aquatic facilities. This concept has been very effective in drawing non-swimmers to aquatic facilities and expanding the market beyond the traditional swimming boundaries. The use of natural landscapes and creative pool designs that integrate the social elements with swimming activities has been most effective in reaching this market segment.

**7. Special events/rentals** - There is a market for special events including kids birthday parties, corporate events, community organization functions, and general rentals to outside groups. The development of this market will aid in the generation of additional revenues and these events/rentals can often be planned for after or before regular hours or during slow use times. It is important that special events or rentals not adversely affect daily operations or overall center use.

**Indoor Recreation Center Market Orientation:** There are specific market areas that need to be addressed with such community facilities. These include:

General

**1. Drop-in recreation activities** - Critical to the basic operation of any public community recreation center is the availability of the facility for drop-in use by the general public. This requires components that support drop-in use and the careful scheduling of programs and activities to ensure that they do not dominate the center and exclude the drop-in user. The sale of annual passes and daily admissions, potential strong revenue sources for a center, requires a priority for drop-in use.

**2. Instructional programming** - The other major component of a community recreation center's operation is a full slate of programs in a variety of disciplines. The center should provide instruction for a broad based group of users in a number of program areas. The primary emphasis should be on teaching basic skills with a secondary concern for specialized or advanced instruction.

**3. Special events** - There should be a market for special events including kid's birthday parties, community organization functions, sports tournaments and other special activities. The development of this market will aid significantly in the generation of additional revenues and these events can often be planned for before or after regular operating hours or during slow use times of the year. Care should be taken to ensure that special events do not adversely impact the everyday operations of the center.

**4. Community rentals** - Another aspect of a center's operation is providing space for rentals by civic groups or organizations as well as the general public. Gyms and multi-purpose rooms can be used as a large community gathering space and can host a variety of events from seminars, parties, receptions, arts and crafts sales and other events. It is

important that a well-defined rental fee package is developed and the fee schedule followed closely. Rentals should not be done at the expense of drop-in use or programming in the center.

**5. Social welfare programs** – An emerging area for many centers is the use of space for social service activities and programs. Special population activities, teen assistance programs, childcare and other similar uses are now common in many facilities.

### **Aquatic and Indoor Recreation Facility Markets**

Specific market segments include:

**1. Families** - Within most markets an orientation towards family activities is essential. The ability to have family members of different ages participate in a variety of activities together or individually is the challenge.

**2. Pre-school children** - The needs of pre-school age children need to be met with a variety of activities and programs designed for their use. From drop-in childcare to specialized pre-school classes, a number of such programs can be developed. Interactive programming involving parents and toddlers can also be beneficial. It is significant that this market usually is active during the mid morning time frame, providing an important clientele to the facility during an otherwise slow period of the day. For parents with small children who wish to participate in their own activities, babysitting services are often necessary during the morning and early evening time slots.

**3. School age youth** - Recreation programming has tended to concentrate on this market segment and this age group should be emphasized at a center as well. This group requires a wide variety of programs and activities that are available after school or during weekend hours. Instructional programs and competitive sports programs are especially popular, as well as drop-in use of the facility.

**4. Teens** - A major focus of many public community recreation center projects is on meeting the needs of teenagers in the community. There is a great debate among recreation providers throughout the country on how to best provide recreation programming for this age group. Some believe that dedicated teen space is required to meet their needs while others find that it is the activities and approach that is more important. Serving the needs of this age group will often require the use of many areas of the center at certain “teen” times of use.

**5. College age** - With the large student population present in the community, this is a market segment that could potentially be served by the center. However, there are a number of other alternative facilities (both on campus and in the community) that are also trying to appeal to this market.

**6. Seniors** - As the population of the United States and the primary service area continues to age, continuing to meet the needs of an older senior population will be essential. As

has been noted, a more active and physically oriented senior is now demanding services to ensure their continued health. Aqua exercise, lap swimming, weight training and cardiovascular conditioning have proven to be popular with this age group. Again, the fact that this market segment will usually utilize a facility during the slower use times of early to mid-day also is appealing. Providing services for this age group should be more of a function of time than space.

**7. Business/corporate** - This market has a variety of needs from fitness/wellness and instruction, to recreation and social. The more amenities and services that can be offered at one location the more appeal there is to this market segment. The business community should be surveyed to determine their specific needs and expectations.

**8. Special needs population** - This is a secondary market, but with the A.D.A. requirements and the existence of a number of recreation components, the amenities will be present to develop programs for this population segment. Association with health care providers and/or other social service agencies will be necessary to fully reach this market.

**9. Special interest groups** - This is a market that needs to be explored to determine the use potential from a variety of groups. These could include school functions, social service organizations and adult and youth sports teams. While the needs of these groups can be great, their demands on a center can often be incompatible with the overall mission of the facility. Care must be taken to ensure that special interest groups are not allowed to dictate use patterns for the center.

**Service Area Competition:** There are several public/non-profit indoor recreation facilities within the primary service area but these are either Kansas State University facilities or smaller, older, single purpose buildings that appear to be inadequate for serving the needs of public recreation. There are also a number of smaller private health clubs in the community focusing primarily on fitness needs. For aquatics there is one primary indoor facility on the Kansas State campus and the city has three outdoor pools.

Of the existing indoor public facilities, the city facilities (Auditorium, Community Building and Douglass Center) are in need of an expansion and/or upgrade, the Manhattan Senior Center is acceptable but focuses on the more sedentary senior, the Boy's & Girl's Club has a facility oriented primarily toward more passive uses, and the Manhattan Arts Center is in need of remodeling and/or expansion. The only true multi-use facility is the Peters Recreation Complex on the K-State campus which has limited availability to the general public. In addition, many school gyms, theaters and pools are being utilized for recreation purposes but access is also limited. The use of school facilities aids in providing recreation services but the first priority for school buildings remains more traditional school related activities and events. This makes it difficult to develop a comprehensive recreation program that can meet the needs of area residents on a consistent, daily basis. The Manhattan Parks and Recreation Department really has only the Auditorium, Community Building or the Douglass Center where they can control use and scheduling. They are highly reliant on other school facilities for their program needs as a result.

The fact that there is only one indoor pool (that is located on the K-State campus and has poor access for the general public) for the primary service area is also highly unusual.

In contrast to the general lack of indoor public recreation space there are a number of private health clubs and sports facilities located in the Manhattan area. However, most of these facilities are specialty fitness clubs that serve primarily adults and have substantial membership fees. The most comprehensive facility is probably Pro Fitness, which features a full range of fitness amenities for adults. The Manhattan Athletic Club is also a significant facility but is not as diverse in its offerings and is smaller in size than the Pro Fitness facility. Other clubs include the Cottonwood Racquet and Fitness Club, Wildcat Creek Fitness, and Mercy Regional Health and Fitness.

Knowing the past history of the Manhattan community regarding the perception of possible competition with the private sector, it is highly likely that some of the existing private providers will have a concern over the possibility that a new community recreation center (if it includes fitness related amenities and activities) would adversely impact their market and they may very well oppose the project as a result. However, private fitness and recreation centers typically serve very different clientele and usually do not compete head to head for the same users. It is conservatively estimated that well over 50% of the users of a public center will have never been to a private facility and would have no interest in joining such a center.

Besides the private health clubs, there are also a number of dance studios and martial arts centers located within the area. However these facilities tend to be smaller, singularly focused facilities that should see little impact from a broader based community recreation center. Never the less, there will undoubtedly be opposition to the project from this group as well.

It is also recognized that there are a full compliment of indoor recreation amenities available to military personnel and their dependents at Fort Riley. It must be recognized that these facilities are available only to the military and are located some distance away from Manhattan itself.

Of particular interest is the indoor aquatics situation in Manhattan. With no true public indoor pools in the area, swimmers must utilize the K-State pool (Ahearn Natatorium) for their aquatic needs. The fact that this facility is located in an area of the campus that has no adjacent parking and is difficult to access compounds the problem and severely impacts use (especially for recreational swimming). The pool itself has a decidedly competitive orientation which makes it acceptable for swim team use, and lesson programs but totally ineffective for recreational and therapy needs. As a result of this situation there is a strong market for a more recreationally oriented pool that is available for general public use. Contrary to the indoor aquatics situation, the city has three outdoor pools that are located strategically within the community. Yet each of pools are older, are not of the caliber of today's family aquatic centers and are in desperate need of being renovated.

The most intriguing aspect of the market is the role that the Peters Recreation Complex plays. While first and foremost a center that serves the students and staff at K-State, the facility is available to the general public at a reasonable rate, as the result of membership through the K-State Alumni Association. This is a first class facility that has all of the basic amenities typically found at a community recreation center with the exception of a pool. Without question this facility poses the greatest competition to a true community center for Manhattan itself. Yet with the primary market being students, this center lacks the focus and general appeal of a community based facility.

The performing and cultural arts market appears to be reasonably well served by the city and their programs (now taking place at the Community Building), by the Manhattan Arts Center, facilities at the school's and K-State, in addition to a number of private providers. As a result, this aspect of recreation services is not seen as being as high of a priority for a new community recreation center.

Overall, the current outdoor aquatics facilities need to be upgraded and there is a definite lack of an indoor public aquatic center in Manhattan. Also, with the relatively small number of public and non-profit indoor recreation providers in the immediate area, the population base of the primary service area is sufficient to support a new indoor public recreation center. While the market for this type of facility appears to be covered somewhat by the Peters Recreation Complex, the general public appears to be under served by existing facilities. This fact combined with a relatively strong demographic base provides a reasonable market for a public recreation center, if the facility is able to draw users from the entire service area on a regular basis.

**Alternative Aquatic and Recreation Service Providers:** Below is a list of the alternate recreation service providers that were visited or contacted in an attempt to assess the aquatic market and indoor recreation market in the Manhattan area. Not all of the facilities noted have a direct impact on providing recreation services to the primary service area but do indicate the relative strength of the market in the area.

***Public Aquatic Facilities:***

Ahearn Natatorium	CICO Pool
Northview Pool	City Pool

***Public/Non-Profit Indoor Recreation Facilities:***

Manhattan Senior Center	Peters Recreation Complex
Manhattan Arts Center	City Auditorium
Community Building	Douglass Center & Douglass Annex
Pavilion at City Park	Round House

USD 383 School Facilities

Manhattan Boy's & Girl's Club

***Private Health Clubs:***

Cottonwood Racquet & Fitness Club

Manhattan Athletic Club

Mercy Regional Health & Fitness Center

Pro Fitness

Maximum Performance

Prime Time Fitness

Wildcat Fitness

This is a representative listing of alternative recreation facilities in the area and is not meant to be a total accounting of all service providers.

**Market for a Public Recreation Center:** With any proposed public community recreation center the issue of the size and qualification of the market for such a facility comes to the forefront.

Reviewing the characteristics of the various markets indicates:

- The Manhattan Primary Service Area with a population of just over 138,000 is more than large enough to support a comprehensive public community recreation center but every effort will need to be made to draw well from the entire primary service area on a regular basis.
- The population of the area is expected to continue to grow slightly for the next five years which will add a few potential additional users for the facility.
- The population of the area is younger than the national median level and the median household income is much lower.
- The private sector hopes to capture between 10% and 15% of a market area (generally in a 3 to 5 mile radius of the club) while the public sector facilities target a market of 20% to 30% of an area within a 15 to 20 minute driving distance. Non-profits will have a market draw that is somewhere between the two. These differences are directly related to the business practices of the three types of entities. Private facilities are generally a membership based operation where revenues are almost exclusively derived from membership revenues and from program and service expenditures generated from these same individuals. As such it is relatively easy to project market dynamics (distance, eligible households, etc.) for this type of facility. The non-profit sector (YMCA's) takes the market a bit further, while still being largely membership based, they often have some limited daily admissions and actively pursue program only members. Program and service options also extend well beyond the sports and fitness area

to include everything from child care, to cultural arts and social programs. This expands the market for recreation services to the 15% to 20% range. Public facilities on the other hand generally have readily accessible daily admissions, some form of extended passes as well as annual passes. In addition there are usually a large number of programs (again in areas beyond sports and fitness) that can be accessed without a membership and also a number of community functions and activities where no fee may be collected at all. Most community recreation centers operate on an ala carte system which greatly expands the market to a broader spectrum of users based on age, income and travel time. As a result the 20% to 30% market penetration rate is obtainable and the geographic area served is generally much larger. It is not inconceivable that over the course of a year's time over 50% of a city's population will have come to a community recreation center for some use, function or activity. However, due to the variety of program and service options offered by the public sector, fewer annual passes are generally sold than private or non-profit facilities. On the other side it is relatively common to have individuals and families who have memberships at private or non-profit facilities to access public facilities for certain services that are either not offered by the others or are not providing them in a manner that meets their needs.

- The market realities put public and private facilities at the opposite end of the market spectrum with the non-profits in the middle but closer to the public market.
- The ability of a fitness, sports or recreation facility to capture a market share is based in large part on the amenities that are included in a center, the variety of amenities available, the size of the facility and the fees that are going to be charged.

Based on the information noted above the following estimates are possible.

- There are estimated to be approximately 138,500 individuals in the primary service area. If 15% are captured by the private sector (a relatively high percentage since there are a substantial number of private providers) this would result in approximately 20,775 memberships.
- Figuring that 15% of the market is being satisfied with the private providers that still leaves the difference between the public and private market rate at 15%. Some of this market is being taken from the K-State facilities as well as other a few other providers, but even at 10% of this market that still leaves a market of 5% for a Manhattan Community Recreation Center. Capturing 5% of the primary service area market would convert to approximately 6,900 users that could be potential annual pass holders.
- Another method to analyze possible participation numbers is to look at the pre-qualified population that is likely to participate in sports activities and look at the

realistic percentage of that market that can be captured by a facility. Weekly participation in active recreation activities from individuals within the primary service area can be expected to be somewhere in the range of 15% to 20% of the population (138,478) which equals approximately 20,800 to 27,700 individuals, (based on 2005 population estimates for the primary service area). Even if a new center were able to capture as little as 10% of this pre-qualified market this would convert to 2,080 to as many as 2,770 potential annual pass holders. Participation rates for more passive oriented facilities are more difficult to project due to the lack of reliable utilization rates for such activities, but the level of use is below that of a more active facility and the potential service area is also considerably smaller as well.

**Demographic Summary and Assessment of Need Conclusion:** If a Manhattan Community Recreation Center is developed, the emphasis of the project should be placed on providing quality of life benefits with corresponding facilities that attract the age groups that have the highest level of participants and a facility that serves unmet recreation needs. The fact that the demographic statistics show a younger (as compared to the national population) age group distribution should be kept in mind since the principal age range for active recreational activities is 18 to 34 years. During the next five years the fastest growing segment of the population nationally will be in the 45 to 65 age category. The population in this age group is becoming increasingly more active and in tune with fitness and leisure activities and their recreation needs should be recognized.

Population increase in the service area is projected by the U.S. Census Bureau to be approximately 1% over the next five years, which will slightly increase the market for aquatic and recreational activities. Household income is one of the prime determiners in recreation activity participation and the primary service area has a reasonably low median household income level which will not promote facility usage does not allow for a more aggressive fee schedule. However, it must be kept in mind that all the demographic statistics for the service area are skewed by the large student population at K-State. Use by visitors and other potential outside user groups has not been factored into any of these statistics.

Overall, after reviewing the demographic information and the current state of the outdoor pools in Manhattan as well as a general lack of public indoor recreation facilities in the immediate area, there is a market for additional aquatic and recreation facilities in the community.

**Section II – Operations Pro-forma**

**Operating Expenditures**

Expenditures have been formulated based on the costs that are normally included in the operating budget for such a facility. The figures are based on the size of the center, the specific components of the facility and the projected hours of operation. Actual costs were utilized wherever possible and estimates for other expenses were based on similar facilities in other areas of the country. All expenses were calculated as accurately as possible but the actual costs may be more or less based on the final design, operational philosophy, and programming considerations adopted by staff. A cost scenario has been developed for the facility as noted below

**Facility** - Recreation center with a 4 ct. gymnasium, leisure, therapy and an 8 lane 25 yard pool with dive tank and seating, track, weight/cardio area, childcare room, multi-purpose rooms, teen/game area, arts & crafts room, lobby/lounge area, locker rooms and administrative area. **Approximately 121,000 sq.ft.**

**Operation Cost Model:**

<u>Category</u>	<u>Facility Budget</u>
<u>Personnel</u> (new positions)	
Full-time	477,470
Part-time	<u>551,696</u>
Total	\$1,029,166
<u>Commodities</u>	
Office supplies (forms, ID film)	8,000
Chemicals (pool/mech.)	22,000
Maint./repair/mat.	22,000
Janitor supplies	20,000
Rec. supplies (classes, pool, etc.)	45,000
Uniforms	3,000
Printing/postage	18,000
Pro Shop	6,000

<u>Category</u>	<u>Facility Budget</u>
Other	<u>3,000</u>
Total	\$147,000
<u>Contractual</u>	
Utilities* (gas & elec.)	484,000
Water/sewer	26,000
Insurance (prop.& liab.)	85,000
Communications (phone)	8,000
Contract services**	40,000
Rent equip.	5,000
Advertising	10,000
Training	6,000
Conference	2,000
Membership/dues/subscriptions	1,000
Trash pickup	3,000
Bank charges	15,000
Other	<u>4,000</u>
Total	\$689,000
<u>Capital</u>	
Replace. fund***	\$45,000
<b><u>Grand Total</u></b>	<b>\$1,910,166</b>

Note: Line items not included in this budget are exterior site maintenance and vehicle costs. These items are being paid from other central sources.

\* Rates are \$4.00 sq. ft.

\*\* Contract services cover maintenance contracts, control systems work, and contract labor.

\*\*\* This is yearly capital funding for equipment replacement and other similar items. This funding will not cover major capital improvements.

**Staffing Levels:**

<b>Positions</b>	<b>Facility Budget</b>
FULL-TIME (New Positions)	
Recreation Center Director (\$45,000)	1
Aquatics Supervisor (\$40,000)	1
Recreation Program Supervisor (\$40,000)	1
Recreation Program Coordinator (\$26,000)	1
Maintenance Crewleader (\$33,000)	1
Custodian (\$20,000)	3
Administrative Aide (\$27,000)	1
Front Desk Receptionist (\$22,000)	2
Head Lifeguard (\$22,000)	2
Salaries	\$359,000
Benefits (33% of salary)	\$118,470
Total Full-Time Personnel	\$477,470
New F.T.E. (full-time equiv.)	13

Note: It is assumed that most (if not all) existing full-time recreation staff will be housed at the center and some of will also have some responsibility for the operation of the center as well as the new staff. Pay rates were determined based on City of Manhattan job classifications and wage scales. The positions listed are necessary to ensure adequate staffing for the center's operation as well as provide for basic programming for the facility. **The wage scales for both the full-time and part-time staff positions reflect an anticipated wage for 2009.** Personnel costs for existing staff have not been included in the operating budget for the center as they are already covered in an existing account.

<b>Positions</b>	<b>Facility Budget</b>
<b>PART-TIME</b>	
Front Desk Super. (\$7.00hr.)	20hrs/wk
Front Desk Attend. (\$6.50hr.)	130hrs/wk
Lifeguard (\$7.50hr.)	529hrs/wk
Head Lifeguard (\$8.00hr.)	20hrs/wk
Gym Attendant* (\$6.50hr.)	74hrs/wk
Weight room Attendant (\$6.50hr.)	93hrs/wk
Custodian/Bldg. Attend. (\$7.00hr.)	90hrs/wk
Babysitter (\$6.50hr.)	102hrs/wk
Teen Room Attendant (\$6.50hr.)	37hrs/wk
<b>Program instructors**</b>	
Aquatics (\$7.50hr.)	\$39,330
General (rates vary)	\$72,680
Salaries	\$501,542
Benefits (10% of wages)	\$50,154
<b>Total Part-Time Salaries</b>	<b>\$551,696</b>

\* Position (and hours) is six months (26 weeks) only, due to heavier use of the facility during the winter months.

\*\* Program instructors are paid at several different pay rates and some are also paid per class or in other ways. This makes an hourly breakdown difficult. General programs consist of leagues, instructional classes and other such programs. Aquatics includes learn to swim, aqua fitness, and special events.

**Revenues**

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

**Revenue Projection Models:**

<u>Category</u>	<u>Facility Budget</u>
<u>Fees</u>	
Admissions	283,905
Multi. Admiss.	46,860
Annuals*	744,330
Corporate/Group	15,000
Rentals**	<u>164,000</u>
Total	\$1,254,095
<u>Programs***</u>	
Aquatics	59,000
General	109,000
Contract	<u>5,000</u>
Total	\$173,000

<u>Category</u>	<u>Facility Budget</u>
<u>Other</u>	
Pro-shop	8,000
Spec. events	2,000
Vending	10,500
Babysitting	17,000
Photo ID	<u>5,000</u>
Total	\$42,500
 <b><u>Grand Total</u></b>	 <b>\$1,469,595</b>

\* Figures are based on an active program to promote the sale of annual passes.

\*\* Rentals are based on the following:

Multipurpose- 4 wk x \$35 x 50 wks = \$7,000

Multipurpose- 1 wk x \$450 x 50 wks = \$22,500

Gym court – 10 wk x \$50 x 24wks= \$12,000

Gym full – 4 wk x \$125 x 24 wks = \$14,400

Gym tournament – 5 x 25 hrs x \$50 = \$6,250

Leisure pool – 2 hrs x \$100 x 50 wks = \$10,000

Compt. pool – 12 hrs x \$64 x 48 wks = \$36,864

Swim meet – 6 x 8hrs x \$100 = \$4,800

Therapy pool – 10 hrs x \$75 x 50 wks = \$37,500

Diving pool – 4 hrs x \$40 x 50 wks = \$8,000

Misc. \$5,000

\*\*\* Figures are based on assessing fees that are at least 50% higher than the total cost of operating the program. General programs consist of leagues, instructional classes and contractual programs. Aquatics includes learn to swim, aqua fitness, and other programs.

Note: The revenue and use projections in this pro-forma are based on strong usage from the entire primary service area for the facility. No revenue has been shown from possible usage by outside groups and organizations (school district, etc.).

**Expenditure - Revenue Comparison**

<b>Category</b>	<b>Facility Budget</b>
Expenditures	\$1,910,166
Revenues	\$1,469,595
Difference	-440,571
Recovery %	77%

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

This operations pro-forma was completed based on the best information available and a basic understanding of the project, but without the benefit of a full concept plan for the facility. As a result there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.

**Fees and Attendance**

**Projected Fee Schedule:** The fee schedule has been figured utilizing an approximate 25% fee differential for non-city residents (outside of the city limits). Revenue projections and attendance numbers were calculated from this fee model. The monthly rate listed in parenthesis is the cost of an annual pass broken down into twelve equal payments and does not represent an additional form of admission.

<b>Category</b>	<b>Daily</b>		<b>Multiple</b>		<b>Annual</b>		<b>(Monthly)</b>	
	Res. /	N Res.	Res. /	N Res.	Res. /	N Res.	Res./N	Res.
Adults	\$5.00	\$6.50	\$75.00	\$97.50	\$260.00	\$325.00	(\$22	\$28)
Youth (under 18)	\$3.00	\$4.00	\$45.00	\$60.00	\$120.00	\$150.00	(\$10	\$13)
Senior (62+)	\$3.00	\$4.00	\$45.00	\$60.00	\$120.00	\$150.00	(\$10	\$13)
Family*	N/A		N/A		\$480.00	\$600.00	(\$40	\$50)

\* Up to four members, each additional adult annual pass holder is \$200 and youth is \$50.

Corporate\* 10% discount 5 or more mult./annual  
 15% discount 10 or more mult./annual  
 20% discount 15 or more mult./annual  
 \* Available to businesses located within the city limits of Manhattan

**Rentals**

\$35/hr multi-purpose (per section, non-prime time)  
 \$450/4hr multi-purpose (all three sections, 4 hour minimum, prime time)  
 \$50/hr gym-per court  
 \$175/hr full gym  
 \$800/hr full facility

**Pool (per tank)**

\$100/hr (0-50 persons)  
 \$125/hr (51-100 persons)  
 \$150/hr (101-150 persons)

Therapy Pool \$75/hr

Diving Pool \$40/hr

Baby-sitting \$2.00/per hour

Note: Multiple admissions are 20 admissions at a 25% discount. Annual passes require a monthly automatic withdrawal option from the holder's bank account to encourage sales.

**Admission Rate Comparisons:** The above rates were determined based on the competition in the area (public, non-profit and private), the rates paid at similar facilities in other areas of the country and information gathered from the survey and focus group sessions. The rates paid for other recreational activities in the Manhattan area were also considered when establishing these rates.

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

<b>Yearly Paid admissions</b>	<b>Facility Budget</b>
Daily (# daily admiss.)	66,600 185
Multiple (# sold annually)	14,800 740
Annual* (# sold annually)	199,680 1,920
Total Yearly	281,080
Total Daily	781

The 1,920 annual passes are based on selling passes to approximately 3.6% of the households (approximately 53,000 projected by 2009) in the primary service area.

Note: All family admissions/passes are counted as one admission only. Admissions for pass holders were figured based on 104 visits per year.

Attendance for other events, programs, and spectator functions is more difficult to predict but a best guess estimate is approximately 2.5 times the number of paid admissions. Recreation centers are traditionally the busiest from November to March and mid-June to mid-August and are slow from April to early June and again from mid-August to the end of October. Weekdays between the hours of 5pm and 8pm are the busiest times of the week and weekends are also very busy during the winter months. In contrast mid-morning and early afternoon on weekdays are usually slow as well as weekends during the summer months (especially Sundays).

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

Monday - Friday	6:00am to 10:00pm
Saturday	8:00am to 8:00pm
Sunday	Noon to 8:00pm

Hours per week: 100

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

### **Section III - Project Recommendations**

The following section details specific recommendations for the Manhattan Recreation Center project. Remarks are grouped by areas of interest.

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

Weight/cardiovascular fitness area- The presence of this space in the building is essential to developing a strong revenue stream for the center. More revenue per square foot can be generated from this recreation component than any other indoor amenity. It also allows the center to have a higher rate structure due to the value such an amenity has in the market place. If this space is included in the center then it is estimated that revenues would increase by 25% to 35% (or approximately \$250,000 to \$30,000) annually with an increase in use and a higher fee structure.

Pool- No other amenity affects facility revenues and use as dramatically as a pool and as a result, Ballard\*King and Associates believes strongly that any community recreation center that is being built in most settings should include a swimming pool as part of its facility components. Despite the fact that the city has four outdoor aquatics centers, an indoor pool serves a very different market. Also the only major indoor pool (Ahearn Natatorium) has a very conventional orientation with a focus on the competitive aspects of swimming. In contrast, the hottest trend in aquatics is the leisure pool concept. This idea of incorporating slides, current channels, fountains, zero depth entry and other water features into a pools design has proved to be extremely popular for the drop-in user. The age of the conventional pool in most recreational settings is nearly dead. Leisure pools appeal to the younger kids (who are the largest segment of the population that swims) and to families. These types of facilities are able to attract and draw larger crowds and people tend to come from a further distance and stay longer to utilize such pools. This all translates into more use and revenue. It is estimated conservatively that a leisure pool can generate up to 30% more revenues than a comparable conventional pool and the cost of operation with shallow water, lower ceiling heights and virtually no seating has been less. Of note is the fact that patrons seem willing to pay a higher admission fee for the use of a leisure amenity when it includes a pool (even if they are not a swimmer). The simple fact that there is a pool in a recreation center will drive the use and ultimately the revenue in the other areas of the center. It is estimated that a pool will increase revenues in non-aquatic areas by as much as 10%. Consistent use of the facility by families and

young children is dependent in large part on this amenity. The sale of annual passes and especially family annual passes is also tied to the appeal of the leisure pool.

Swimming is second only to walking in popularity of sports and leisure activities, meaning that there is a significant market for aquatics activities. Approximately 21% of the population in the West North Central region of the country participates in aquatics activities. The largest age group for participation in aquatics activities is in the younger age groups, with nearly 43% of all kids ages 7-11 participating in swimming. More than 33% of all swimmers are under the age of 18 years, and nearly half are under the age of 25. Individuals that swim do so on a regular basis with an average of over 40 days a year. This indicates that there is not only a large segment of the population that participates in aquatics activities but they do so on a relatively consistent basis.

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

The success of indoor recreation centers is dependent on developing a broad based appeal to the general public. The needs of youth, seniors, and families must be considered and their individual concerns and issues addressed. Programs that are intergenerational in nature and those that are specifically oriented towards certain population segments will both need to be developed. The needs of the business and college community must also be considered if these markets are to be developed.

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

**Budget and Fees:** The success of this project depends on a number of budget factors, which need special consideration. An operational philosophy must be developed and priorities for use must be clearly identified. The revenue figures contained in this document are based on the principal that the facility will have a balance between drop in use and programmed activities. A goal of consistently covering 60% of operational expenses with revenues should be attainable and there is little possibility of recovering all operating expenses through facility revenues. However, it must be realized that most of the recreation centers that have been built in the last ten years are not covering their operating expenses with revenues. Maximizing revenue production should be a primary goal. Care must be taken to make sure that a fees and charges policy is consistently followed. No form of revenue production should be given away. A policy should be

developed that requires programs and activities which take place in the facility to cost back a percentage of their use in revenue to the building's operation.

Capital replacement fund- A plan for funding a capital replacement program should be developed before the center opens. The American Public Works Association recommends between 2% and 4% of replacement cost be budgeted annually for capital items. Costs for maintenance and contract services should be lower than the amount budgeted for the first year since most equipment will still be under warranty.

Fees- The revenue projections were based on the concept of not having more than a 25% resident/non-resident fee differential. A non-resident fee that is more than 25% tends to exclude these individuals from participating in the facility or its programs. With the residents of Manhattan comprising less than one-half of the primary service area population, non-residents need to be encouraged to utilize the facility to make it financially viable. With a resident/non-resident fee system, non-resident fees should be listed as the "regular fee" and the resident fee as the "resident discount fee". It is estimated that 40% to 50% of all users could be non-residents. To adequately administer a resident/non-resident fee program a resident photo ID program needs to be put into effect. This requires a resident to buy a photo ID to speed identification and resident verification at the check-in counter. The costs and revenues of such a program have been figured into the operations budget.

Fees paid for individual programs do not allow the user to utilize the center on a drop-in basis. The payment of the drop-in fee should allow the user access to all areas of the center that are open to drop-in use. There should not be separate fees for different portions of the building (such as the pool, gym or weight room).

A senior discount fee schedule was developed for the center, but it should be considered as a marketing tool rather than a discount based on need. Another option is to offer a limited morning or daytime discount rate that would be available to anyone using the center during this slower period of the day. This would work much like a senior discount without having to label it as one. With the fee structure that has been proposed, it will be necessary to develop a scholarship program for those individuals that cannot afford the basic rates. Established criteria such as eligibility for the school lunch program should be utilized to determine need rather than spending the time and aggravation of developing and administering a new system. The corporate rate program should also be promoted and sold to local businesses in the area.

To promote the sale of annual passes it is absolutely essential that a system be set up that allows for the automatic withdrawal from the pass holder's checking account of a monthly portion of the annual pass payment. Without this option it will be difficult to meet the projected sales of annual passes. In addition, charge cards need to be accepted for all programs and services offered by the city. A computerized registration process must also be introduced to speed registration transactions and improve annual pass management.

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

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

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

The key to opening a recreation center and have it operate smoothly is hiring the necessary staff well in advance and having them well organized, properly trained and comfortable with the buildings features. They need to be ready to hit the ground running with policies and procedures in place, and a marketing and maintenance program under way. The facility director should be hired at least one year prior to the center’s planned opening.

**Section IV - Appendix**

Part-Time Staff Hours

Revenue Worksheet

**Part-Time Staff Hours:**

**Front Desk** - 2 scheduled to work any hours that the center is open, one of which is a full-time front desk receptionist (except for twenty hours of non-prime time hours which will be handle by part-time staff), plus 3 staff from 4 to 8 pm on week days and 1 to 6 pm on weekends.

Time	Hours	Employees	Days	Total Hours Per Week
<b>Gym Attendant</b>				
<u>Mon.-Fri.</u>				
4pm - 9pm	5	2	5	50
<u>Sat.-Sun.</u>				
12pm - 6pm	6	2	2	24
Total				74 hours

Note: This position is 26 weeks only during the winter months.

**Weight Room Supervisor**

<u>Mon.-Fri.</u>				
6am – 1pm	7	1	5	35
1pm – 4pm	3	1	5	15
4pm - 9pm	5	1	5	25
<u>Sat.</u>				
8am – noon	4	1	1	4
12pm - 7pm	7	1	1	7
<u>Sun.</u>				
12pm - 7pm	7	1	1	7
Total				93 hours

**Custodian/Bldg. Attendant**

<u>Mon.-Fri.</u>				
8am – 4pm	8	1	5	40
4pm - 8pm	4	1	5	20
<u>Sat. &amp; Sun.</u>				
7am – 11am	4	1	2	8
11am – 3pm	4	1	2	8
3pm- 10pm	7	1	2	14
Total				90 hours

**Baby-sitter**

Mon.-Fri.

8am - 1pm	5	2	5	50
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4pm - 8pm	4	2	5	40
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Sat.

10am - 4pm	6	2	1	12
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Total	102 hours
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**Teen Room Attendant**

Mon.-Fri.

3pm - 8pm	5	1	5	25
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Sat.-Sun.

12pm - 6pm	6	1	2	12
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Total	37 hours
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**Pool Guards**

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

Time	Hours	Guards	Days	Total Hours Per Week
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Mon.-Fri.

5:30am - 9am	3.5	2	5	35
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9am - 1pm	4	4	5	80
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1pm - 7pm	6	8	5	240
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7pm - 10pm	3	5	5	75
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Sat.

7:30am - 9am	1.5	2	1	3
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9am - 1pm	4	4	1	16
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1pm - 6pm	5	8	1	40
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6pm - 8pm	2	5	1	10
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Sun.

12pm - 6pm	6	8	1	48
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6pm - 8pm	2	5	1	10
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Total	557 hours
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Fall, Winter, & Spring Seasons (September - May -37wks)

<u>Time</u>	<u>Hours</u>	<u>Guards</u>	<u>Days</u>	<u>Total Hours Per Week</u>
<u>Mon.-Fri.</u>				
5:30am - 8am	2.5	2	5	25
8am - 11:30am	3.5	3	5	52.5
11:30am - 1pm	1.5	3	5	22.5
1pm - 3pm	2	4	5	40
3pm - 8pm	5	8	5	200
8pm - 10pm	2	5	5	50
<u>Sat.</u>				
7:30am - 9am	1.5	2	1	3
9am - 1pm	4	4	1	16
1pm - 6pm	5	8	1	40
6pm - 8pm	2	5	1	10
<u>Sun.</u>				
12pm - 6pm	6	8	1	48
6pm - 8pm	2	5	1	10
Total				517 hours

Note: This schedule is based on a guard rotation concept and on utilizing the Head Guards in the rotation schedule (approximately 100 hrs. a week additional). Based on the pool's configuration, schedule and estimated use patterns, this level of lifeguard staffing will be necessary to ensure adequate protection for swimmers. This is an estimate of anticipated guard hours only and actual needs could vary depending on actual use patterns, the final design of the pool and hours of operation.

## Program Staffing

### **Aquatics Programs**

Swim Lessons (instructors are paid \$7.50 an hour classes are 25 minutes in length)

Summer- staff (\$3.75/cl.)	12 classes/day 5 days	10 wks	\$2,250
Spring/Fall- staff (\$3.75/cl.)	9 classes/day 2 days	16 wks	\$1,080
Winter- staff (\$3.75/cl.)	6 classes/day 2 days	8 wks	<u>\$360</u>
Total			\$3,690

### Water Aerobics

Summer- staff (\$15.00/cl.)	18 classes/wk	14 wks	\$3,780
Spring/Fall- staff (\$15.00/cl.)	15 classes/wk	26 wks	\$5,850
Winter- staff (\$15.00/cl.)	15 classes/wk	12 wks	<u>\$2,700</u>
Total			\$12,330

### Private Swim Lessons

5 lessons/day (\$15.00/less.)		45 wks	\$3,375
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### Other

#### Lifeguard Training

1 staff (\$15.00/cl.)	33 hours/sess.	3 sessions	\$1,485
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#### Therapy Classes

2 staff (\$15.00/cl.)	6 classes/wk	40 wks	\$7,200
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#### Diving Classes

1 staff (\$15.00/cl.)	6 classes/wk	50 wks	\$4,500
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#### Misc.

1 staff (\$15.00/cl.)	9 classes/wk	50 wks	<u>\$6,750</u>
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Total			\$15,435
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**Total Aquatics Programs** **\$39,330**

**General Programs**

Leagues (adult basketball & volleyball)

**Basketball**

MWF	2 staff (\$15.00/game)	12 games/wk	20 wks	\$7,200
	1 staff (\$6.50/game)	12 games/wk	20 wks	\$1,560

**Volleyball**

T Th	1 staff (\$15.00/cl.)	9 games/wk	24 wks	\$3,240
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**Indoor Soccer**

Sat Su	2 staff (\$20.00/game)	8 games/wk	20 wks	\$6,400
	1 staff (\$6.50/game)	8 games/wk	20 wks	\$1,040

Total				\$19,440
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Fitness (dry land)

MWF	1 staff (\$15.00/cl.)	9 classes/wk	52 wks	\$7,020
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T Th	1 staff (\$15.00/cl.)	6 classes/wk	52 wks	\$4,680
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Wknd	1 staff (\$15.00/cl.)	2 classes/wk	52 wks	\$1,560
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Total				\$13,260
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Weight Training

1 staff (\$15.00/cl.)	3 classes/wk	52 wks	\$2,340
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Personal Trainer

1 staff (\$20.00/sess.)	5 per week	52 wks	\$5,200
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General Interest

1 staff (\$15.00/cl.)	9 classes/wk	52 wks	\$7,020
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Teen Programs

1 staff (\$6.50/hr.)	20 hours/wk	40 wks	\$5,200
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Senior Activities

1 staff (\$6.50/cl.)	9 classes/wk	40 wks	\$2,340
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Arts & Crafts

1 staff (\$15.00/cl.)	9 classes/wk	40 wks	\$5,400
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Birthday Parties

1 staff (\$15.00/cl.)	4/wk	52 wks	\$3,120
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Misc. (dance, martial arts, etc.)

1 staff (\$15.00/cl.)	12 classes/wk	52 wks	\$9,360
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<b>Total General Programs</b>			<b>\$72,680</b>
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Note: Many programs and classes could be on a contractual basis with the center, where the facility will take a percentage of the revenues charged and collected. These programs have not been shown in this budget as a result. Figures do not include existing programs and services currently being offered at other facilities.

**Revenue Worksheets:**

**Daily**

	<u>Fee</u>	<u># per day</u>	<u>Revenue</u>	
Adult	\$5.00	73	\$365	
Youth	\$3.00	77	\$231	
Senior	\$3.00	35	\$105	
Total		185		\$701 x 360 days = \$252,360
Non Res. 50% of users with a 25% increase in revenues				\$31,545
Grand Total				\$283,905

**Multiple Admission Cards**

	<u>Fee</u>	<u># sold</u>	<u>Revenue</u>	
Adult	\$75	310	\$23,250	
Youth	\$45	260	\$11,700	
Senior	\$45	170	\$7,650	
Total		740	\$42,600	
Non.Res. 40% of users with a 25% increase in revenues				\$4,260
Grand Total				\$46,860

**Yearly Pass**

	<u>Fee</u>	<u># sold</u>	<u>Revenue</u>
Adult	\$260	600	\$156,000
Youth	\$120	25	\$3,000
Senior	\$120	245	\$29,400
Family	<u>\$480</u>	<u>1,050</u>	<u>\$504,000</u>
Total		1,920	\$692,400

Non.Res. 30% of users with a 25% increase in revenues \$51,930

Grand Total \$744,330

**Revenue Summary**

Daily	\$283,905
Punch Tickets	\$46,860
Passes	<u>\$744,330</u>
Total	\$1,075,095

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