



Pueblo RTA Phase III Aquatic Center Master Plan

Final Report

01 September 2022



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Executive Summary



Introduction

The City of Pueblo, in concert with State of Colorado's Regional Tourism Act (RTA) Grant project that is administered by the Colorado Office of Economic Development and International Trade (OEDIT) have embarked on a Master Plan to study a regional aquatic center along the Historic Arkansas Riverwalk, to promote tourism to the area

Study Tasks Included

- Market and demographic analysis
- Citizen participation through focus groups and forums
- Activity and space programming
- Conceptual planning of facility options with cost estimates
- Site plan concept
- Operational and revenue analysis

Public Engagement

The process for this study kicked off in the middle of the Covid pandemic, causing the citizen participation plan to be adjusted to predominantly virtual meetings. Through regular touch points with the Steering Committee, focus group Zoom calls, and public forums, the process was able to establish priority needs, expectations for aquatic amenities and other preferences.

Statistically Valid Survey

At the midpoint in the process, a statistically valid survey was administered by mail to 319 respondents with a margin of probability of 5.4%. The survey polled questions relative to aquatic activity preferences, needs and amenities that may appeal to regional tourism. The findings of the survey summarized in Section 3 identified a need for both warm water indoor recreational activities as well as indoor competitive lap swimming.

One of the more enlightening questions is summarized on page 40 in which residents were asked to choose between two types of facilities that would best meet the aquatic needs of the Pueblo community. Option 1 which focused on a recreational indoor water park, and Option 2 focused on a competitive pool. Responses favored Option 1 (60.8%) nearly three times to that of option 2 (21.0%).

Market Analysis

The limits of the primary services area are defined as the City of Pueblo, and a larger Secondary Service Area has been developed that extends to Castle Rock to the north, and to the Eastern, Western and Southern border. The analysis also includes other aquatic facilities in the City, Regions and State. While there is a demonstrated need for recreation water, and competitive lap swimming, there was not a demonstrated benefit from a larger 50 meter competitive facility, as there are other facilities of that nature in the State that currently manage the regional and state level swim meets and are unlikely to relinquish that role.

Site Evaluation

The proposed location of this facility will be adjacent to the Historic Arkansas Riverwalk in the general area bounded by S. Santa Fe Avenue to the east, one or both sides of Richmond Avenue and N. Mechanic Street to the northwest. The available area of 5.1 acres is adequate to accommodate the recommended facility along with the requisite parking of 168 total spaces.

If future expansion were planned for additional recreational amenities such as a gymnasium, it is recommended that additional adjacent property be acquired, such as the Steel City Theater site to the South, as the current property limits could not accommodate expansion.

In Section 4, pages 68-73, there is a alternate plan shown that includes an indoor two-court gymnasium and suspended running track that would enhance the recreational and health opportunities offered by the proposed facility and offer broader appeal to wider range of users.

Operational Cost Analysis

The process also evaluated the annual cost to operate the recommended facility and the expected revenue that could be generated to offset the costs, articulated in Section 5. Both a 50-meter competitive pool as well as the combination recreational leisure pool with lap swimming were evaluated. The recommended facility would cost \$1,956,194/year to operate, and generate an estimated \$1,614,212 in annual revenue for a subsidized deficit of \$341,982/year.

Conceptual Design

Section 4 of this report depicts a potential layout of the site and proposed building. Located along the Riverwalk with views to the neighboring veterans bridge, bandshell and the Pro Bull Riders center, the building would take full advantage of, and enhance the Riverwalk site. The building is organized to provide ample viewing and seating overlooking the pool and on large decks. The variety and number of fun recreational features makes for a regional draw and exciting, energized pool environment. The conceptual exterior blends well with the context and neighboring buildings with a timeless character and complementary material palette.

Facility Recommendation

Section 3 of this report recommends a 47,540 square -foot indoor aquatic center with a balance of recreation and competitive swimming opportunities.

The facility would include:

- An indoor warm water recreational pool with lazy river, beach entry, play features, large indoor/outdoor slides, and other recreational amenities.
- An indoor 8-lane 25 yard lap pool sufficient to host local and regional swim meets, team training, lessons and aquatic exercise.
- Spectator Seating for 500
- An outdoor sprayground
- Pool party rental rooms
- Locker rooms and family change rooms
- Lounge and viewing areas
- Administrative offices
- Support, maintenance and utility areas

The estimated cost of the recommended facility including construction in 2023 dollars, and all associated non-construction costs is \$45,660,700.

With a drastic difference in the ability to recover revenue, the recreational pool is recommended for its ability to serve a broader population as evidenced in the community survey, appeal to a wide range of tourist interests and its ability to recover more of its operating costs requiring a smaller annual subsidy as demonstrated in the operational and revenue analysis.



Section 1

The Study Process and Market Analysis

This Section Includes:

- Study History and Purpose
- Description of the Study Process
- Market Service Area
- Community Profile

Acknowledgments

Steering Committee

Jerry Pacheco
 Louie Carleo
 Mark Aliff
 Robert Lawson
 Lynn Clark
 Steve Nawrocki
 Garrison Ortiz
 Chris Wiseman
 Sabina Genesisio
 Laura Solano
 Donielle Gonzales

Pueblo Parks and Recreation Staff

Steven Meier, Director
 Mike Sexton, Manager

Consultants

Chris Kastelic, Perkins & Will
 Jeff King, Ballard * King
 Robyn Bartling, Hord Coplan Macht
 Ryan Nachreiner, Water Technology Inc.

The Study Process

Purpose

The Historic Arkansas Riverwalk of Pueblo represents one of the City's most cherished assets. Much of the development has relied on the State of Colorado's Regional Tourism Act (RTA) Grant project that is administered by the Colorado Office of Economic Development and International Trade (OEDIT). The ongoing reconstruction of the riverwalk continues with RTA projects including the expansion of the Convention Center, the new Professional Bull Riders Sport Performance Center, the construction of a parking garage and the Gateway Plaza. Project that will soon be completed will be the new Riverwalk boathouse and the extension of the channel to connect with Santa Fe Avenue.

This Master Plan represents the final phase III of the RTA development resources, focused on a regional aquatic focused center that would enhance the Riverwalk and draw tourism to the region.

The City of Pueblo, in partnering with the Pueblo Urban Renewal Authority, Historic Arkansas Riverwalk of Pueblo, and the Pueblo Chamber of Commerce has commissioned this schematic plan and feasibility study to allow the partners to develop a common vision of what the project will consist of and a budget that will aid in raising the adequate funds.

Process

The process to complete this Master Plan includes several concurrent studies that culminate in providing a well-rounded picture of aquatic needs in the Pueblo community, the Southern Colorado region and make qualified recommendations for potential investment. The general areas of work include:

- Market Analysis
- Demographic Study
- Catalogue of other service providers, including complementary and competing services
- Public outreach and information gathering including focus groups and community meetings.
- Statistically valid survey of aquatic needs
- Facility and activity programming
- Site analysis and test fit of proposed facility
- Concept planning and design
- Image study and renditions of the proposed facility

Proposed Location

The proposed location of this facility will be adjacent to the Historic Arkansas Riverwalk in the general area bounded by S. Santa Fe Avenue to the east, one or both sides of Richmond Avenue and N. Mechanic Street to the northwest. The proposed site is southeast of the recently expanded Pueblo Convention Center and the new Professional Bull Riders Sport Performance Center and Exhibit Hall. It is a natural fit to bring together an indoor/outdoor aquatic environment with the energized activities along the Riverwalk.

The Steering Committee

The project was guided by representatives across a wide spectrum of Pueblo interests, ensuring that the decision process was informed by diverse perspectives. The team met throughout the master planning process to evaluate the community feedback and help guide programming direction. Organizations represented on the steering committee included:

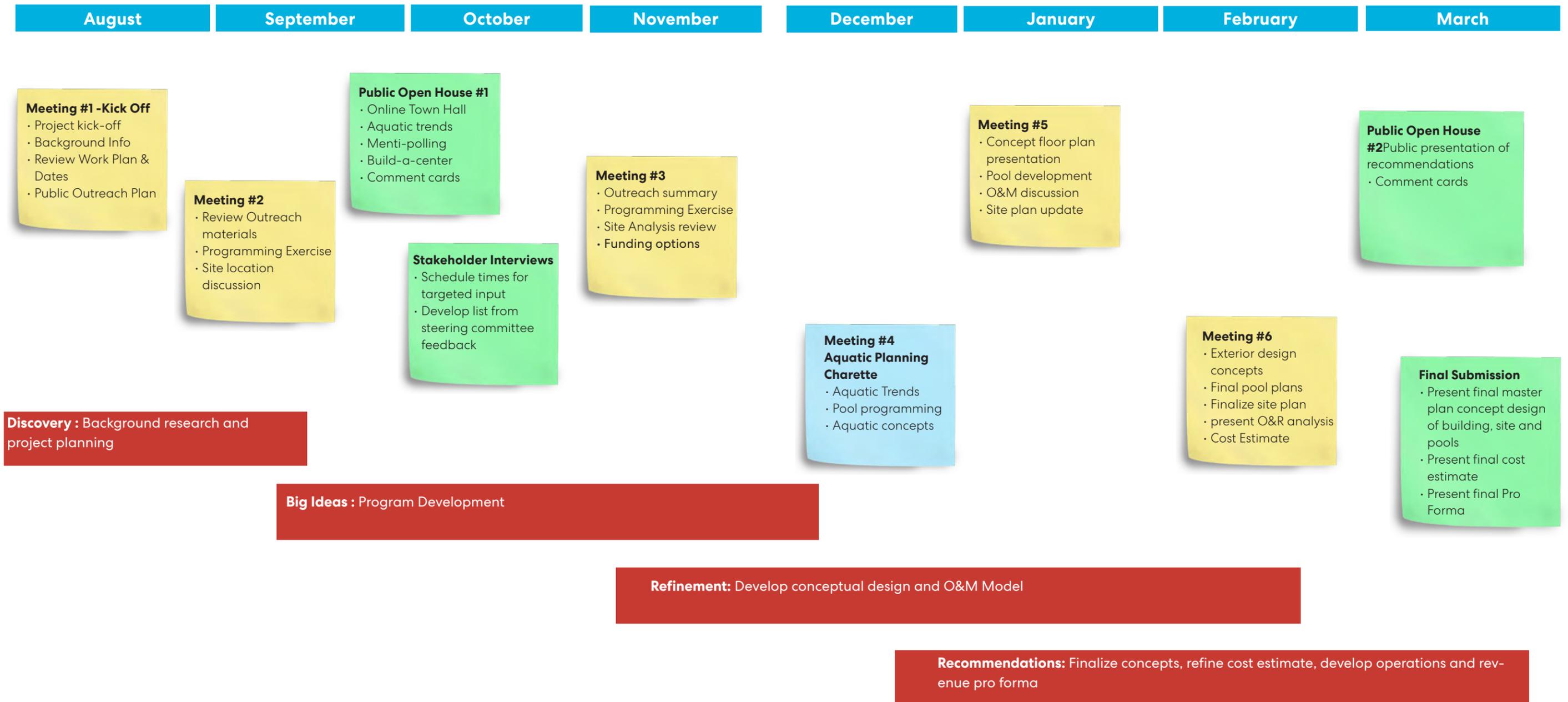
- Historic Arkansas Riverwalk of Pueblo (HARP)
- Pueblo Urban Renewal Authority
- Pueblo County School District
- Pueblo Chamber of Commerce
- Pueblo County
- Pueblo Parks and Recreation
- Colorado State University Pueblo
- Other community leaders

With the guidance of the committee, the consulting team orchestrated the public outreach process and guided the ultimate programming of the project. Balancing the needs of the community, amenities that would encourage tourism, financial prudence, and a long-range vision for the Riverwalk, the committee helped craft the consensus master plan contained within this report.

Focus groups and Public Outreach

Due to the onset of the Covid pandemic, much of the public outreach was conducted virtually via Zoom meetings. Focus group interviews of community stakeholders and interest groups we conducted online. The first community open house was a Zoom presentation that include Menti-meter polling questions and a "build-a-center" exercise that allowed participants to spend hypothetical dollars on their highest priority activities and spaces.

The Work Plan and Schedule



Market Analysis

Ballard*King & Associates (B*K) has contracted to complete a market assessment for Pueblo, Colorado. The first step to complete this scope of work is to determine service areas for analysis and recreation/leisure activities.

The following is a summary of the demographic characteristics within areas identified as the Immediate, Primary and Secondary Service Areas. The Immediate Service Area is the City of Pueblo. The Secondary Service Area is Pueblo County. The Secondary Service Area is a large area stretching to Colorado Springs in the north, Garden City and Liberal, Kansas in the east, Santa Fe, New Mexico to the south and to the Colorado border on the west.

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2010 Census data and their demographers for 2020-2025 projections. In addition to demographics, ESRI also provides data on housings, recreation, and entertainment spending and adult participation in activities. B*K also uses information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in various activities.

Service Areas:

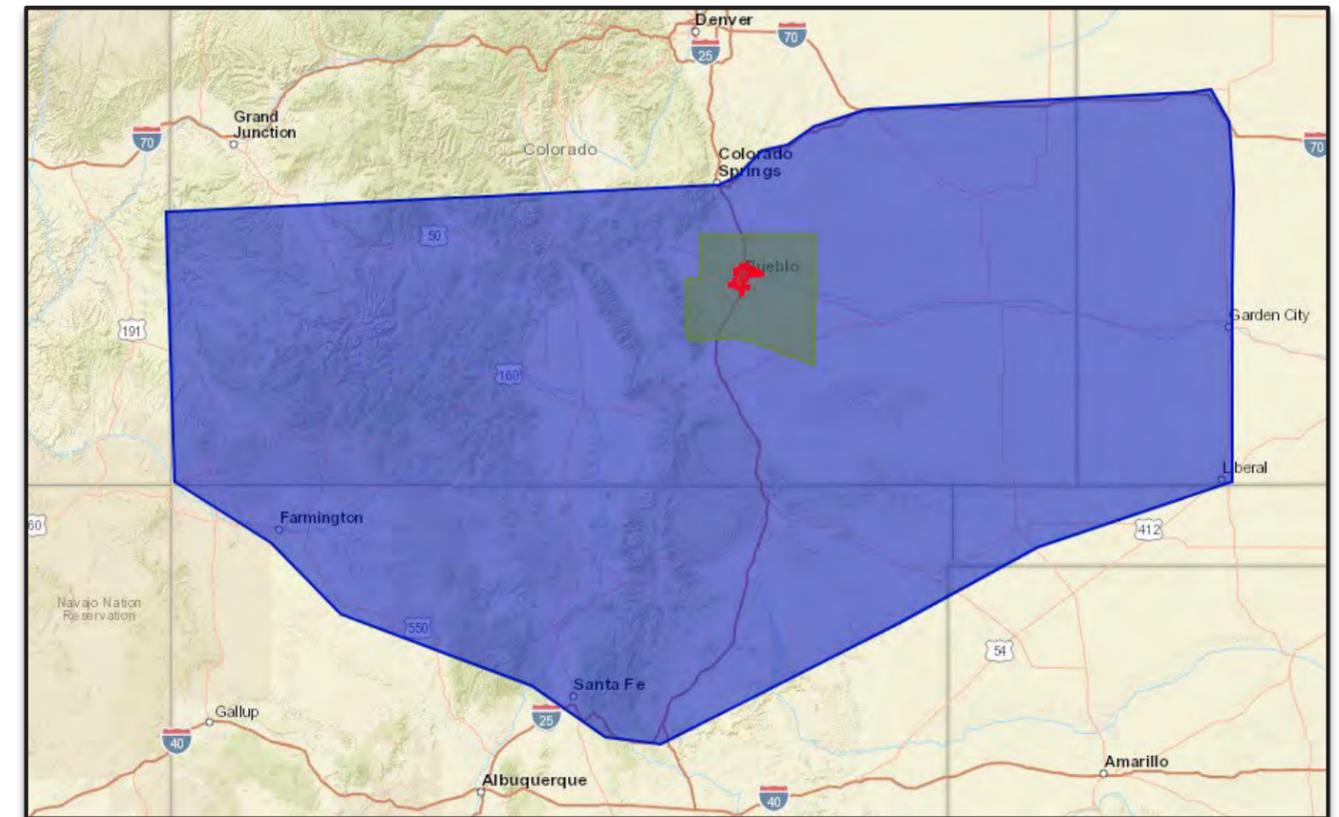
The information provided includes the basic demographics and data for the Immediate, Primary and Secondary Service Areas with comparison data for the State of Colorado and the United States.

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

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

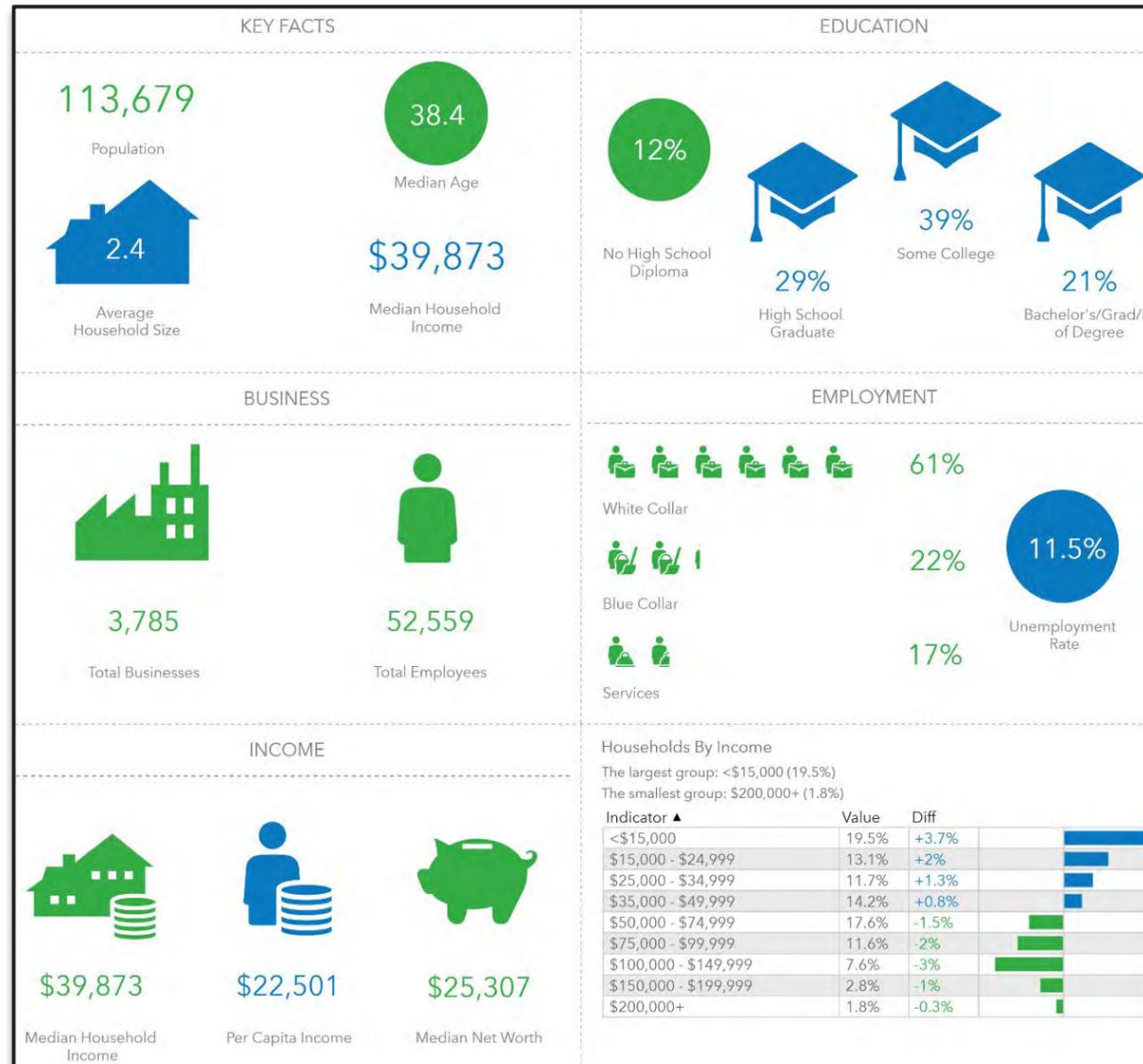
Service areas can vary in size with the types of components in the facility.

Map A – Service Area Maps



- Red Boundary – Immediate Service Area (City of Pueblo)
- Green Boundary – Primary Service Area (Pueblo County)
- Blue Boundary – Secondary Service Area

Infographic



- Household by Income comparison uses the Immediate Service Area and compares it to Secondary Service Area (Pueblo County).

Demographic Summary

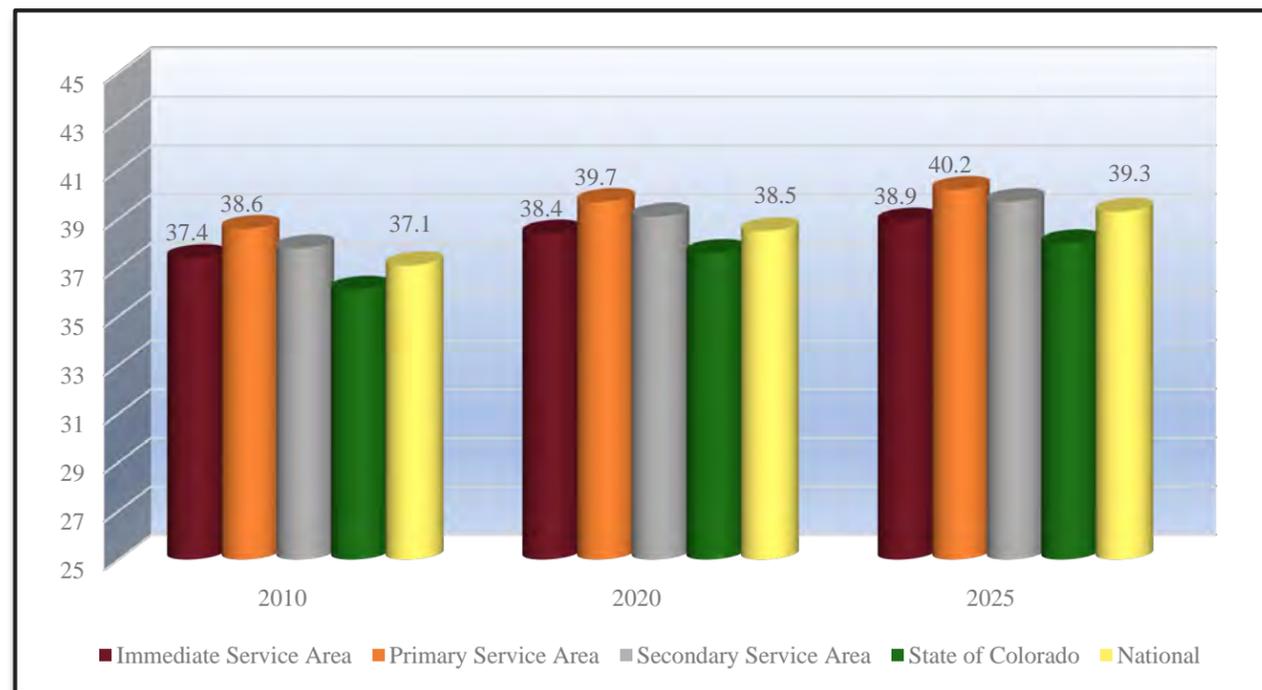
	Immediate Service Area	Primary Service Area	Secondary Service Area
Population:			
2010 Census	106,573 ¹	159,063 ²	1,186,945 ³
2020 Estimate	113,679	170,798	1,263,379
2025 Estimate	117,216	176,663	1,298,460
Households:			
2010 Census	43,280	62,972	463,283
2020 Estimate	45,938	67,264	495,296
2025 Estimate	47,351	69,507	509,946
Families:			
2010 Census	26,321	41,307	303,665
2020 Estimate	27,538	43,651	319,163
2025 Estimate	28,244	44,941	326,874
Average Household Size:			
2010 Census	2.37	2.46	2.47
2020 Estimate	2.38	2.47	2.46
2025 Estimate	2.39	2.48	2.46
Ethnicity (2020 Estimate):			
Hispanic	50.8%	42.4%	34.0%
White	73.7%	78.0%	74.1%
Black	2.7%	2.2%	3.4%
American Indian	2.4%	2.0%	5.3%
Asian	1.0%	0.9%	1.5%
Pacific Islander	0.1%	0.1%	0.2%
Other	15.5%	12.5%	11.3%
Multiple	4.6%	4.2%	4.4%
Median Age:			
2010 Census	37.4	38.6	37.8
2020 Estimate	38.4	39.7	39.1
2025 Estimate	38.9	40.2	39.7
Median Income:			
2020 Estimate	\$39,873	\$48,942	\$51,152
2025 Estimate	\$43,170	\$52,352	\$53,865

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

Table A – Median Age:

	2010 Census	2020 Projection	2025 Projection
Immediate Service Area	37.4	38.4	38.9
Primary Service Area	38.6	39.7	40.2
Secondary Service Area	37.8	39.1	39.7
State of Colorado	36.1	37.6	38.0
Nationally	37.1	38.5	39.3

Chart A – Median Age:

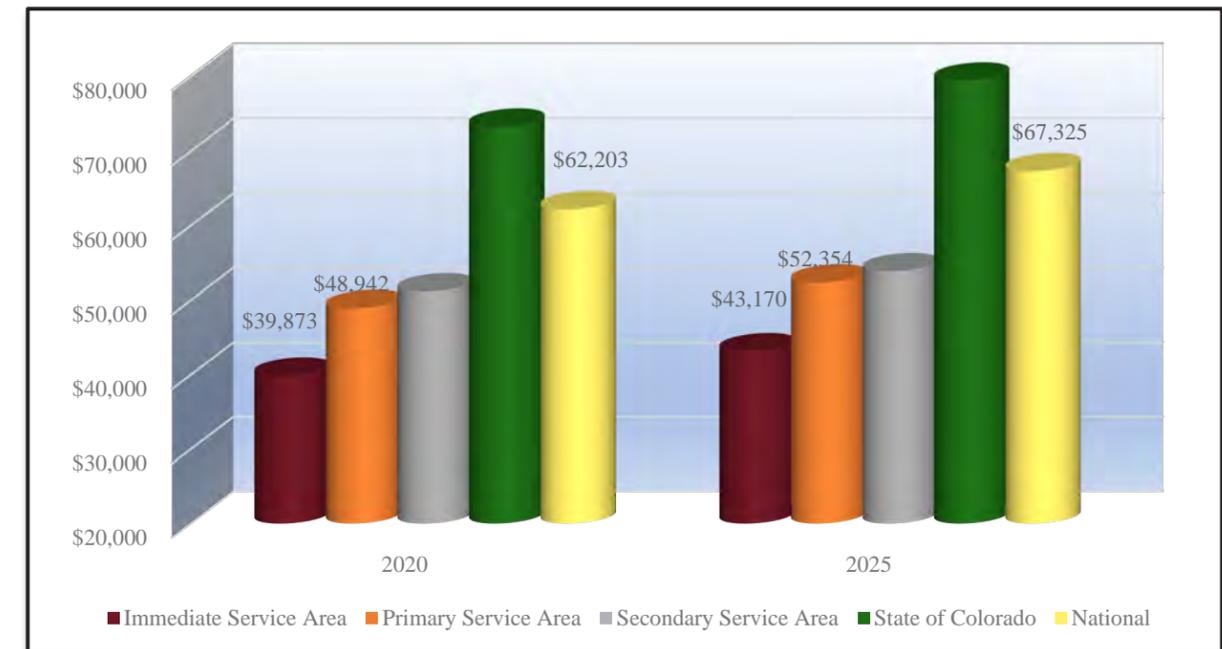


The median age in the Service Areas is higher than the State of Colorado and the National number. A lower median age typically points to the presence of families with children. Recreation Centers draw a large demographic but tend to be most popular with youth and their parents. Grandparents are becoming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

Table C – Median Household Income:

	2020 Projection	2025 Projection
Immediate Service Area	\$39,873	\$43,170
Primary Service Area	\$48,942	\$52,354
Secondary Service Area	\$51,152	\$53,865
State of Colorado	\$73,219	\$79,420
Nationally	\$62,203	\$67,325

Chart B – Median Household Income:



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

Table D – Household Budget Expenditures⁴:

Immediate Service Area	SPI	Average Amount Spent	Percent
Housing	62	\$14,953.88	31.2%
Shelter	61	\$11,765.90	24.6%
Utilities, Fuel, Public Service	65	\$3,187.98	6.7%
Entertainment & Recreation	63	\$2,031.81	4.2%

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	69	\$16,804.36	31.0%
Shelter	68	\$13,231.95	24.4%
Utilities, Fuel, Public Service	73	\$3,574.41	6.6%
Entertainment & Recreation	71	\$2,307.82	4.3%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	77	\$18,607.08	30.8%
Shelter	75	\$14,605.14	24.2%
Utilities, Fuel, Public Service	82	\$4,001.94	6.6%
Entertainment & Recreation	80	\$2,609.47	4.3%

State of Colorado	SPI	Average Amount Spent	Percent
Housing	111	\$26,811.94	31.5%
Shelter	111	\$21,491.40	25.3%
Utilities, Fuel, Public Service	109	\$5,320.54	6.3%
Entertainment & Recreation	110	\$3,558.07	4.2%

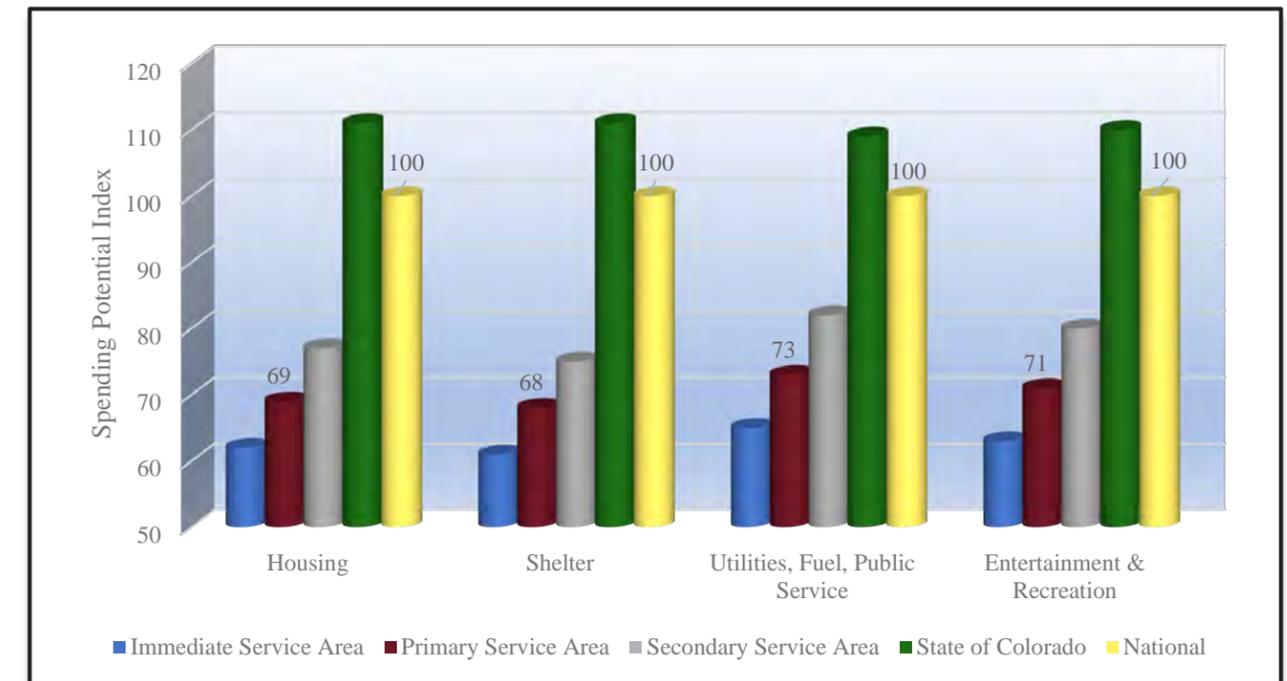
SPI: Spending Potential Index as compared to the National number of 100.

Average Amount Spent: The average amount spent per household.

Percent: Percent of the total 100% of household expenditures.

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

Chart D – Household Budget Expenditures Spending Potential Index:



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

The total number of housing units in the Immediate Service Area is 47,574 and 91.0% are occupied, or 43,280 housing units. The total vacancy rate for the service area is 9.0%. Of the available units:

- For Rent 3.6%
- Rented, not Occupied 0.1%
- For Sale 1.5%
- Sold, not Occupied 0.2%
- For Seasonal Use 0.4%
- Other Vacant 3.2%

The total number of housing units in the Primary Service Area is 69,526 and 90.6% are occupied, or 62,972 housing units. The total vacancy rate for the service area is 9.4%. Of the available units:

- For Rent 3.1%
- Rented, not Occupied 0.1%
- For Sale 1.6%
- Sold, not Occupied 0.2%
- For Seasonal Use 1.2%
- Other Vacant 3.2%

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

Immediate Service Area	SPI	Average Spent
Fees for Participant Sports	59	\$57.84
Fees for Recreational Lessons	54	\$77.57
Social, Recreation, Club Membership	58	\$139.69
Exercise Equipment/Game Tables	65	\$42.96
Other Sports Equipment	61	\$4.31

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	69	\$67.49
Fees for Recreational Lessons	63	\$90.90
Social, Recreation, Club Membership	67	\$160.62
Exercise Equipment/Game Tables	75	\$49.02
Other Sports Equipment	70	\$5.00

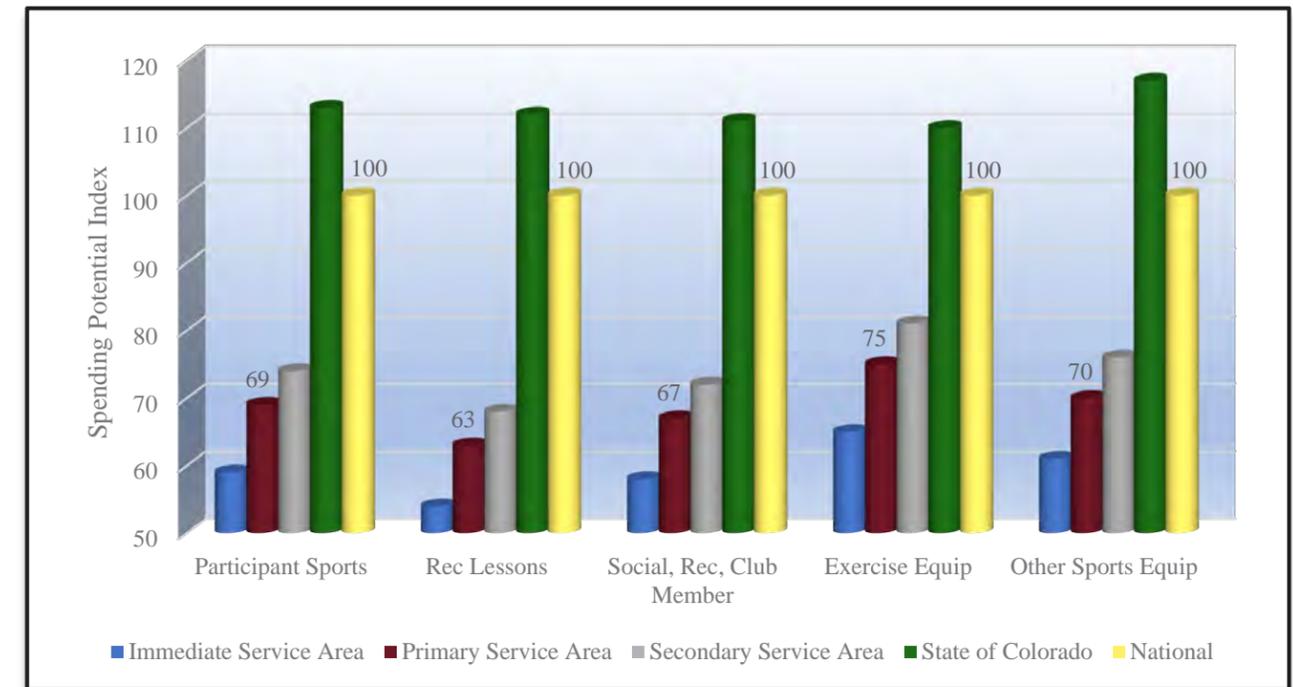
Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	74	\$72.62
Fees for Recreational Lessons	68	\$99.18
Social, Recreation, Club Membership	72	\$172.28
Exercise Equipment/Game Tables	81	\$53.01
Other Sports Equipment	76	\$5.39

State of Colorado	SPI	Average Spent
Fees for Participant Sports	113	\$111.61
Fees for Recreational Lessons	112	\$162.41
Social, Recreation, Club Membership	111	\$265.84
Exercise Equipment/Game Tables	110	\$72.59
Other Sports Equipment	117	\$8.29

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.

Chart E – Recreation Spending Potential Index:



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

Tapestry Segmentation

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

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

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

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

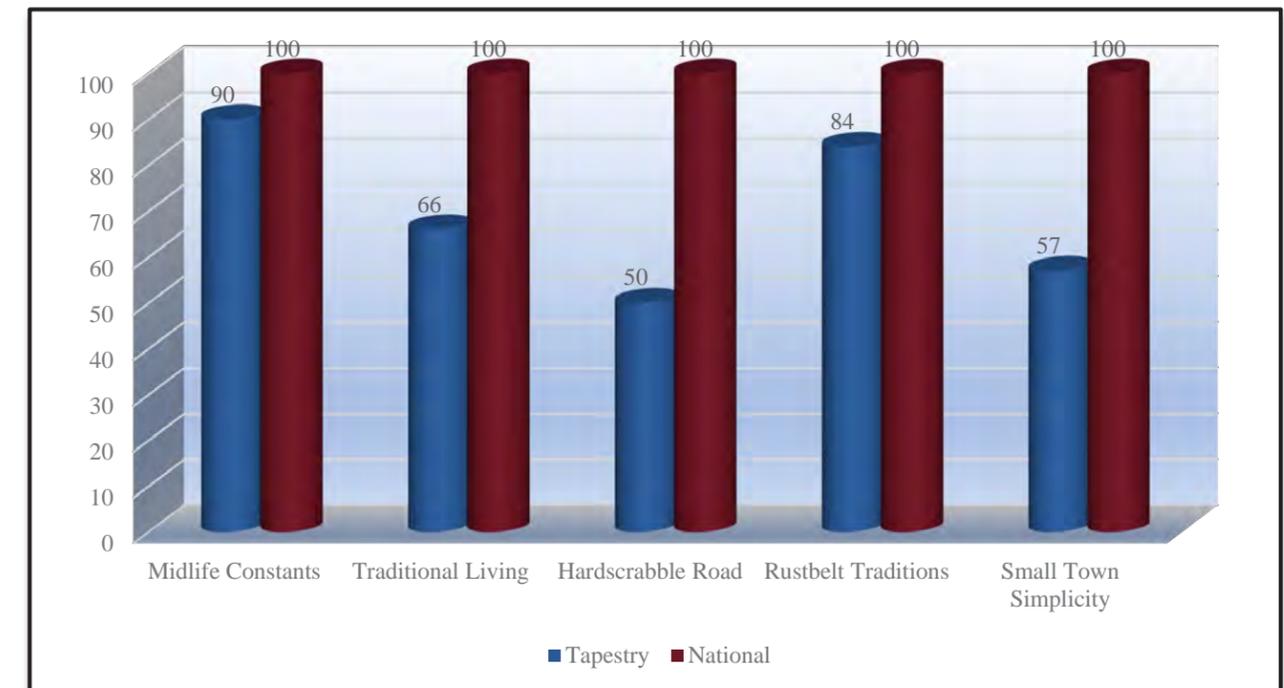
For comparison purposes the following are the top 10 Tapestry segments, along with percentage in the United States:

- | | | |
|-----------------------------------|-------------|--------------|
| 1. Green Acres (6A) | 3.2% | |
| 2. Southern Satellites (10A) | 3.1% | |
| 3. Savvy Suburbanites (1D) | 3.0% | |
| 4. Soccer Moms (4A) | 2.9% | |
| 5. Middleburg (4C) | <u>2.9%</u> | 15.1% |
| | | |
| 6. Salt of the Earth (6B) | 2.9% | |
| 7. Up and Coming Families (7A) | 2.5% | |
| 8. Midlife Constants (5E) | 2.5% | |
| 9. Comfortable Empty Nesters (5A) | 2.4% | |
| 10. Old and Newcomers (8F) | <u>2.3%</u> | 12.6% |

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

	Secondary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Midlife Constants (5E)	14.7%	14.7%	45.9	\$48,000
Traditional Living (12B)	14.1%	28.8%	34.8	\$37,000
Hardscrabble Road (8G)	13.7%	42.5%	31.7	\$26,000
Rustbelt Traditions (5D)	9.7%	52.2%	38.4	\$49,000
Small Town Simplicity (12C)	9.0%	61.2%	40.0	\$27,000

Chart P – Immediate Service Area Tapestry Segment Entertainment Spending:



Midlife Constants (5E) – Seniors at or approaching retirement. Although they are generous, they are attentive to price. Prefer outdoor activities and contributing to the arts/service organizations.

Traditional Living (12B) – This is a young market learning responsibility with jobs and marriage trying to hold onto youthful interests of style and fun. Cost conscious but brand loyal.

Hardscrabble Road (8G) – Primarily a family market that is younger and highly diverse. At times, they struggle to get by. Tend to save money for specific purposes. Limited discretionary income, but do participate in team sports such as basketball, football and volleyball.

Rustbelt Traditions (5D) – A large, stable market that is family oriented and values spending time at home. Most have lived, worked and played in the same place for years. Residents like convenience.

Small Town Simplicity (12C) – This group consists of young families and seniors. Both emphasize convenience. Many are at or below poverty level. Conservative and community-oriented.



Demographic Summary

Summary Findings

- The population level of 113,679 people within the Immediate Service Area is large enough to support an aquatic center and indoor recreation facility.
- The population is projected to grow at a steady level of over 3% over the next five years to a population level of 117,216.
- There is a higher percent of under 5, 18-24, 65-74 and over 75 age groups than the national age group distribution. This suggests more young children in the primary service area than the national level. The percent of households with children in the primary service area is 31.2% compared to the national level of 33.4%. Age is one determining factor that drives participation in recreation and sport activities.
- There is a higher percentage of growth projected across some of the age spectrum than the national level. Of particular note is the expected growth in the 25-44 age category and the under 5 and 6-17 age group. This is significant because this is the age group that has a direct correlation to the younger age categories and indicates future growth in the younger age groups. There is also growth in the 55 and over age groups but not at the same level of growth on the national level.
- Although there is strong presence of families in the Immediate Service Area it should be noted that the age group estimated to grow the most by 2025 is the over 55 age groups. The 55-64 age group will grow 92.2% (76.8% higher than the national level), the 65-74 age group will grow 197.6% (127.8% higher than the national level) and the over 75 age group will grow 102.4% (52.2% higher than the national level) are all significantly higher than the national level. This growth will impact the demand for senior programming in the near future.
- The median household income of \$39,873 within the Immediate Service Area is lower (35.8%) than the national level. Comparatively, the percent of households with income over \$50,000 is 41.4% compared to a national level of 60%. On the other end of the spectrum, 32.6% of households have income of less than \$25,000 compared to the national level of 19.1%. Household income is another one of the determining factor that drives participation recreation and sports.
- The Spending Potential Index for housing in the primary service area is 38% lower than the national level. Comparing the housing expenditure level (38% higher) to the median household income (35.8% lower) indicates a normal correlation level of discretionary income in the Immediate Service Area to support participation in recreation and leisure activities.
- The median age of Primary Service is higher than the National number.

Section III –Participation, Trends & Providers

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

Participation Numbers: On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay rate of participation onto the Immediate, Primary and Secondary Area to determine market potential. The information contained in this section of the report, utilizes the NSGA’s most recent survey. For that data was collected in 2019 and the report was issued in June of 2020.

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

Table A –Participation Rates in the Immediate Service Area

	Age	Income	Region	Nation	Average
Aerobics	15.6%	14.9%	16.8%	15.8%	15.8%
Basketball	8.1%	9.1%	8.1%	8.4%	8.4%
Bicycle Riding (Road)	12.3%	12.9%	13.7%	12.6%	12.9%
Exercise Walking	35.5%	38.1%	35.6%	35.6%	36.2%
Exercise w/ Equipment	19.6%	17.8%	21.2%	19.5%	19.5%
Pickleball	9.0%	0.5%	1.3%	0.7%	2.9%
Pilates	1.9%	2.0%	1.8%	2.0%	1.9%
Running/Jogging	14.9%	14.0%	14.3%	15.4%	14.6%
Swimming	15.7%	15.9%	15.0%	16.1%	15.7%
Weight Lifting	12.3%	12.7%	13.2%	12.6%	12.7%
Workout @ Club	13.1%	11.1%	13.3%	13.2%	12.7%
Did Not Participate	22.7%	25.1%	20.8%	22.4%	22.8%

Age: Participation based on individuals ages 7 & Up of the Immediate Service Area.
Income: Participation based on the 2020 estimated median household income in the Immediate Service Area.
Region: Participation based on regional statistics (Mountain).
National: Participation based on national statistics.
Average: Average of the four columns.

Table B –Participation Rates in the Primary Service Area

	Age	Income	Region	Nation	Average
Aerobics	15.6%	14.9%	16.8%	15.8%	15.8%
Basketball	8.0%	9.1%	8.1%	8.4%	8.4%
Bicycle Riding (Road)	12.4%	12.9%	13.7%	12.6%	12.9%
Exercise Walking	35.8%	38.1%	35.6%	35.6%	36.3%
Exercise w/ Equipment	19.6%	17.8%	21.2%	19.5%	19.5%
Pickleball	8.7%	0.5%	1.3%	0.7%	2.8%
Pilates	1.9%	2.0%	1.8%	2.0%	1.9%
Running/Jogging	14.7%	14.0%	14.3%	15.4%	14.6%
Swimming	15.8%	15.9%	15.0%	16.1%	15.7%
Weight Lifting	12.3%	12.7%	13.2%	12.6%	12.7%
Workout @ Club	13.1%	11.1%	13.3%	13.2%	12.7%
Did Not Participate	22.8%	25.1%	20.8%	22.4%	22.8%

Age: Participation based on individuals ages 7 & Up of the Primary Service Area.
Income: Participation based on the 2020 estimated median household income in the Primary Service Area.
Region: Participation based on regional statistics (Mountain).
National: Participation based on national statistics.
Average: Average of the four columns.

National Sports Participation Trends: Below are listed several sports activities and the percentage of growth or decline that each has experienced nationally over the last ten years (2010-2019).

Table L – National Activity Trend (in millions)

	2010 Participation	2019 Participation	Percent Change
Kayaking	5.6	10.7	90.9%
Yoga	20.2	31.8	57.6%
Running/Jogging	35.5	46.0	29.7%
Gymnastics	4.8	5.9	23.8%
Aerobic Exercising	38.5	47.4	23.2%
Weight Lifting	31.5	37.8	20.0%
Cheerleading	0.0	3.7	18.0%
Wrestling	2.9	3.3	15.0%
Exercise Walking	95.8	106.5	11.2%
Workout @ Club	36.3	39.6	9.1%
Lacrosse	2.6	2.8	7.5%
Pilates	5.5	5.9	7.1%
Exercising w/ Equipment	55.3	58.3	5.5%
Ice/Figure Skating	8.2	8.6	5.3%
Soccer	13.5	14.2	5.2%
Volleyball	10.6	10.6	0.2%
Hockey (ice)	3.3	3.3	0.0%
Tennis	12.3	12.2	-0.6%
Baseball	12.5	12.2	-2.0%
Football (flag)	0.0	6.5	-2.9%
Football (touch)	0.0	8.9	-4.0%
Bicycle Riding	39.8	37.8	-5.1%
Martial Arts / MMA	0.0	6.0	-5.8%
Basketball	26.9	25.2	-6.2%
Softball	10.8	10.1	-6.8%
Swimming	51.9	48.0	-7.4%
Golf	21.9	17.9	-18.3%
Football (tackle)	9.3	7.3	-21.3%
Mountain Biking (off road)	7.2	5.6	-21.7%
Table Tennis/Ping Pong	12.8	9.9	-22.4%

2010 Participation: The number of participants per year in the activity (in millions) in the United States.
2019 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 2010 to 2019.

Section IV - Alternative Service Providers

Service Area Providers: There are a number of alternative service providers in the general area that are supplying various forms of aquatic and recreation activities. The following identifies some of the alternative service providers by venue type in the area.

50-Meter Competitive Venues

- Farmington Aquatic Center, NM
- Air Force Academy, Colorado Springs

- USOC, Colorado Springs
- Veterans Aquatic Center, Thornton
- El Polmar Aquatic Center, DU
- West Mesa Aquatic Center, Albuquerque, NM

Water Park Venues

- Water World, Hyland Hills
- Walsenburg Aquatic Center, Walsenburg
- Great Wolf Lodge, Colorado Springs
- Gaylords Rockies Resort, Denver
- Firestone Central Park, Firestone (pending)
- Bay Aquatic Park, Broomfield

Indoor Swimming Pool Venues

- CSU Pueblo
- County HS
- Woodland Park
- Salida Hot Springs
- Pueblo West (pending)
- Pagosa Springs Spa

Recreation Facilities with Swimming Pool Venues

- Pueblo YMCA
- Memorial Park YMCA, Colorado Springs
- Castle Rock Community Center, Castle Rock
- Buena Vista Community Center, Buena Vista
- Durango Community Center, Durango
- Alamosa Family Recreation Center, Alamosa

Note: In addition to this list the greater Denver area has numerous community centers with aquatic venues. Below is a partial listing of some of the community centers in the greater metro Denver area.

- Highlands Ranch (4)
- Lone Tree
- Foothills
- Littleton (2)
- Englewood
- Westminster
- Wheat Ridge
- Thornton (indoor wave pool)
- City of Denver (3)
- Parker
- Aurora
- Golden
- Brighton
- Broomfield
- Commerce City



Section 2

Community Survey

This Section Includes:

- Methodology
- Aquatic Amenity Needs
- Community Preferences
- Summary Findings

Purpose and Methodology

Purpose. ETC Institute administered an Aquatic Study Survey for the City of Pueblo to gather information about the City’s aquatic needs and aquatic programs that would draw visitors to the City. Data from this survey will help City leaders best prioritize funding to the amenities and programs that best reflect the community’s needs. Also, to provide funding to opportunities that would encourage tourism and bring visitors to the City of Pueblo. The information collected will be a valuable resource as City leaders plan for the future of aquatics in the City.

Methodology. ETC Institute mailed a survey packet to a random sample of households in Pueblo, CO. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Households who received the survey were given the option of returning the survey by mail or completing it online at PuebloAquaticSurvey.org. To encourage participation, approximately ten days after the surveys were mailed, ETC Institute sent emails/text messages to the households that received the survey. The email/text contained a link to the online version of the survey to make it simple for households to complete. To prevent people who were not residents of the City from participating, everyone who completed the survey online were required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain 300 completed surveys from households. A total of 319 completed surveys were collected. The overall results for a sample of 319 surveys have a precision of at least +/- 5.4% at the 95% level of confidence.

The following report contains:

- Executive Summary (Section 1)
- Charts showing the overall results of the survey (Section 2)
- Priority Investment Analysis that identifies priorities for aquatic amenities and programs (Section 3)
- Tabular Data (Section 4)
- Survey Instrument (Section 5)

Findings from the 2021 City of Pueblo Aquatic Study Survey are on the following pages.

Aquatic Amenity Needs

Respondent households were asked to identify if they had a need for 21 aquatic amenities and rate how well their needs for each were currently being met. The top two aquatic amenities with the highest percentage of households with the greatest unmet needs are listed below.

- Warm wellness pool – 20,564 households (42.1%)
- Lazy river – 20,375 households (41.7%)

The estimated number of households that have unmet needs for each of the 21 aquatic amenities is shown in Figure 1 below.

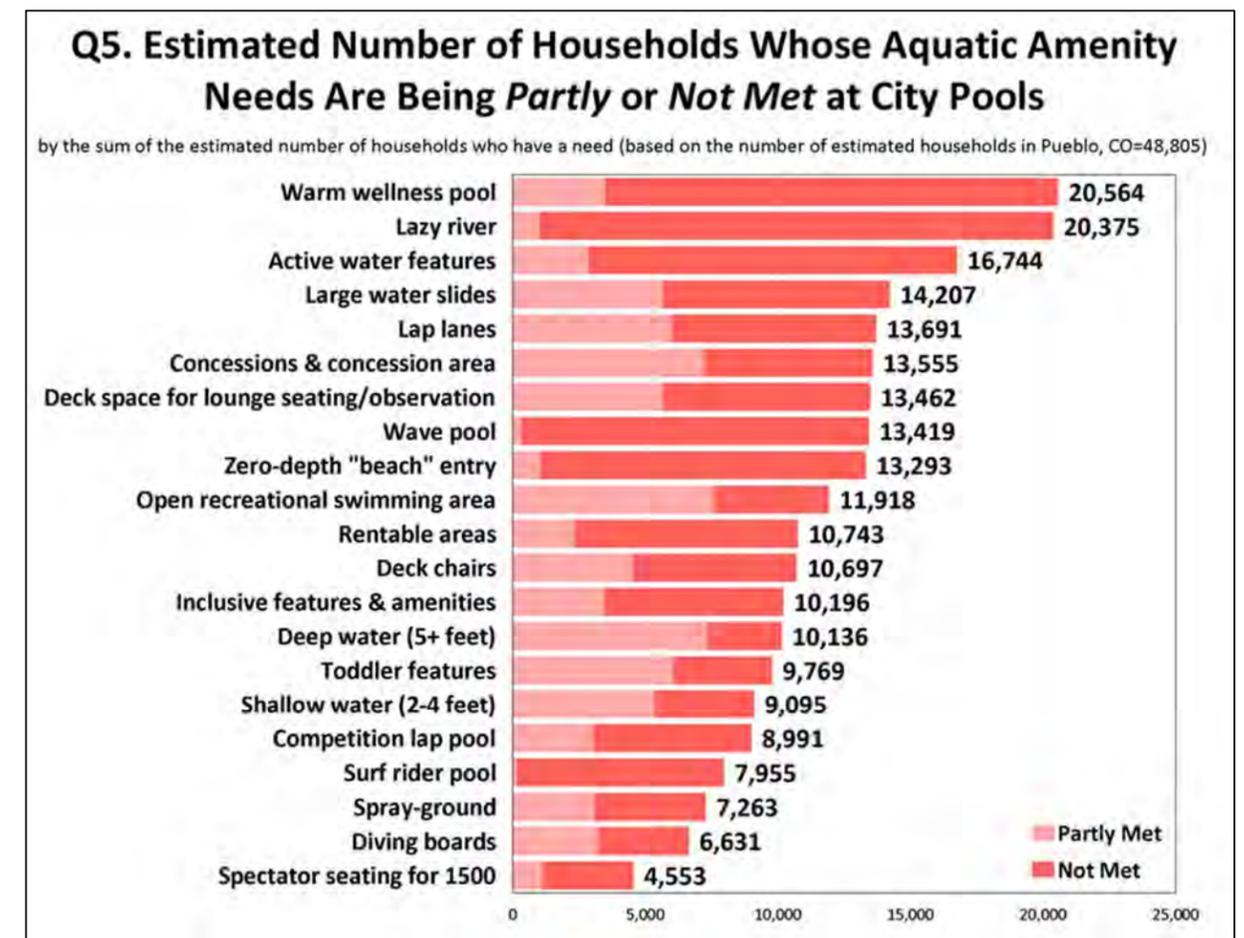


Figure 1: Estimated Number of Households with Unmet Aquatic Amenity Needs

Importance of Aquatic Amenities

In addition to assessing the needs for each aquatic amenity, ETC Institute also evaluated the importance that households placed on each one. Based on the sum of households' top four choices, the three most important aquatic amenities are listed below.

- Warm wellness pool (38.7%)
- Lap lanes (29.5%)
- Lazy river (25.4%)

The percentage of households that selected each amenity as one of their top four choices is depicted in Figure 2 below.

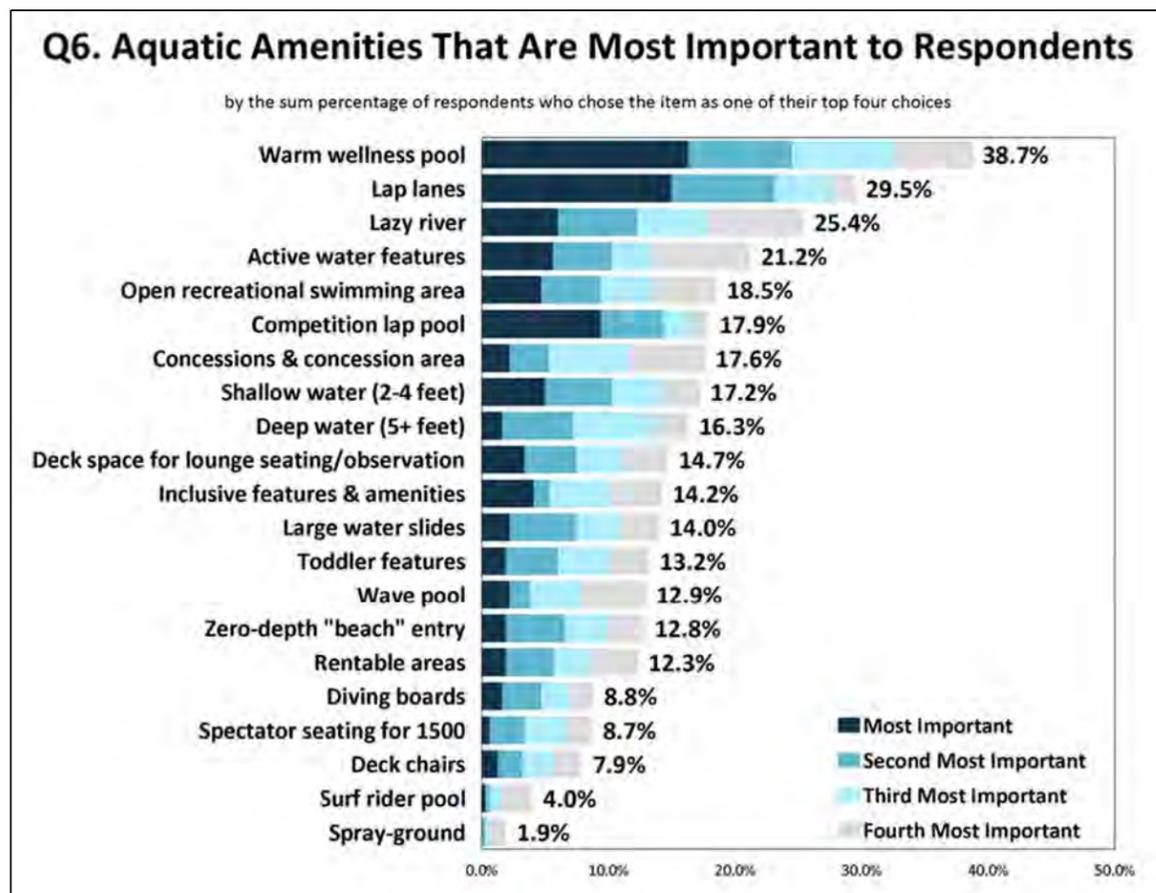


Figure 2: Importance of Various Aquatic Amenities to Households

Priorities for Aquatic Amenity Investments

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that households place on each amenity and program and (2) how many households have unmet needs for the amenity and program.

Details regarding the methodology for this analysis are provided in Section 3 of the Findings Report. Based on the Priority Investment Rating (PIR), the eight (8) aquatic amenities that were rated as **high priorities** for investment are listed in the chart to the right.

The Priority Investment Ratings (PIR) for each aquatic amenity is shown in the chart below (Figure 3).

City of Pueblo Aquatic Study Survey (2021) Priorities for Investment	
Aquatic Amenity	Priority Investment Rating
Warm wellness pool	200.0
Lazy river	164.7
Lap lanes	142.8
Active water features	136.2
Concessions & concession area	111.4
Open recreational swimming area	105.8
Large water slides	105.3
Deck space for lounge seating/observation	103.4

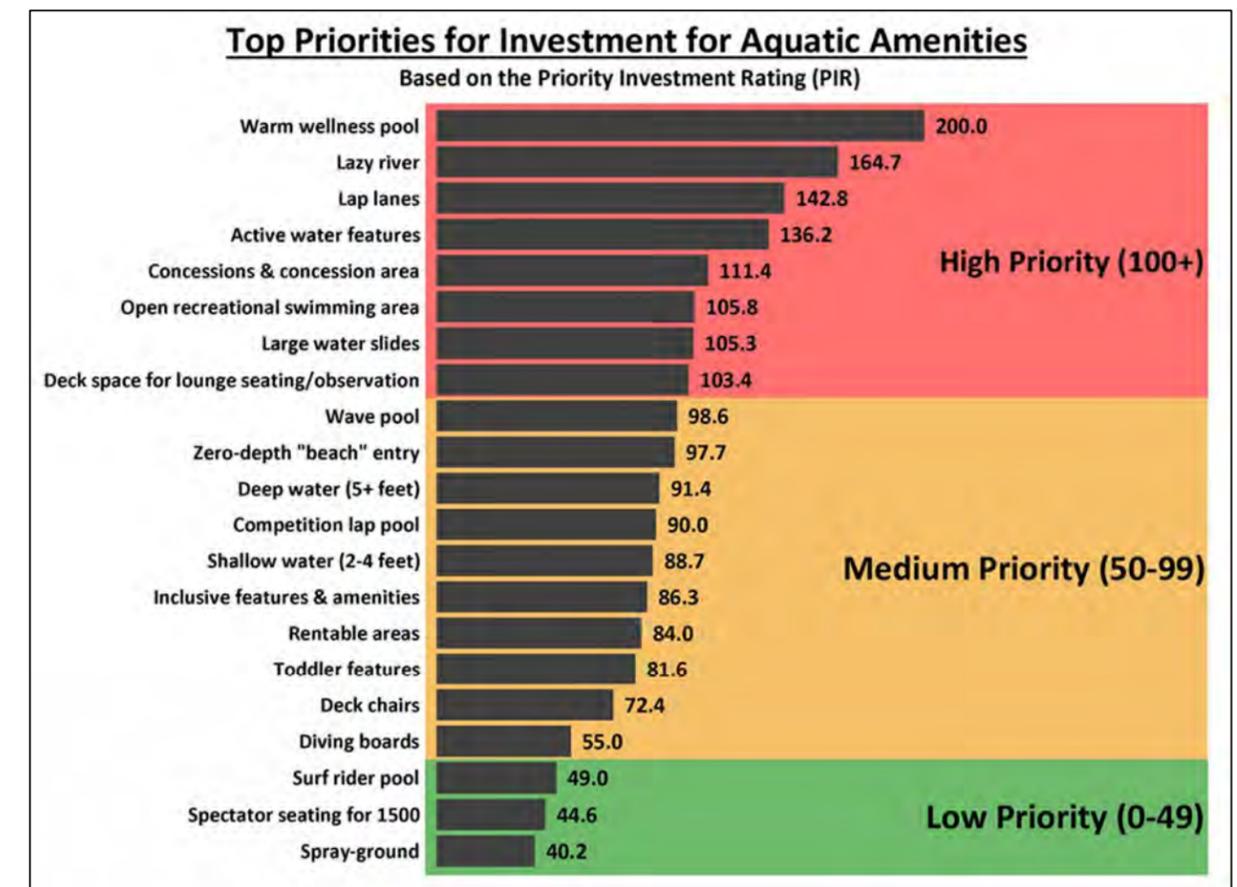


Figure 3: Priority Investment Ratings for Aquatic Amenities

Aquatic Program Needs

Respondent households were asked to identify if they had a need for 11 aquatic programs and rate how well their needs for each were currently being met. The top four aquatic programs with the highest percentage of households with the greatest unmet needs are listed below.

- Water fitness classes/water aerobics – 19,458 households (39.9%)
- Aqua therapy/rehabilitation – 17,598 households (36.1%)
- Open recreational swim/play – 17,203 households (35.2%)
- Senior aquatic programs – 16,814 households (34.5%)

The estimated number of households that have unmet needs for each of the 11 aquatic programs is shown in Figure 4 below.

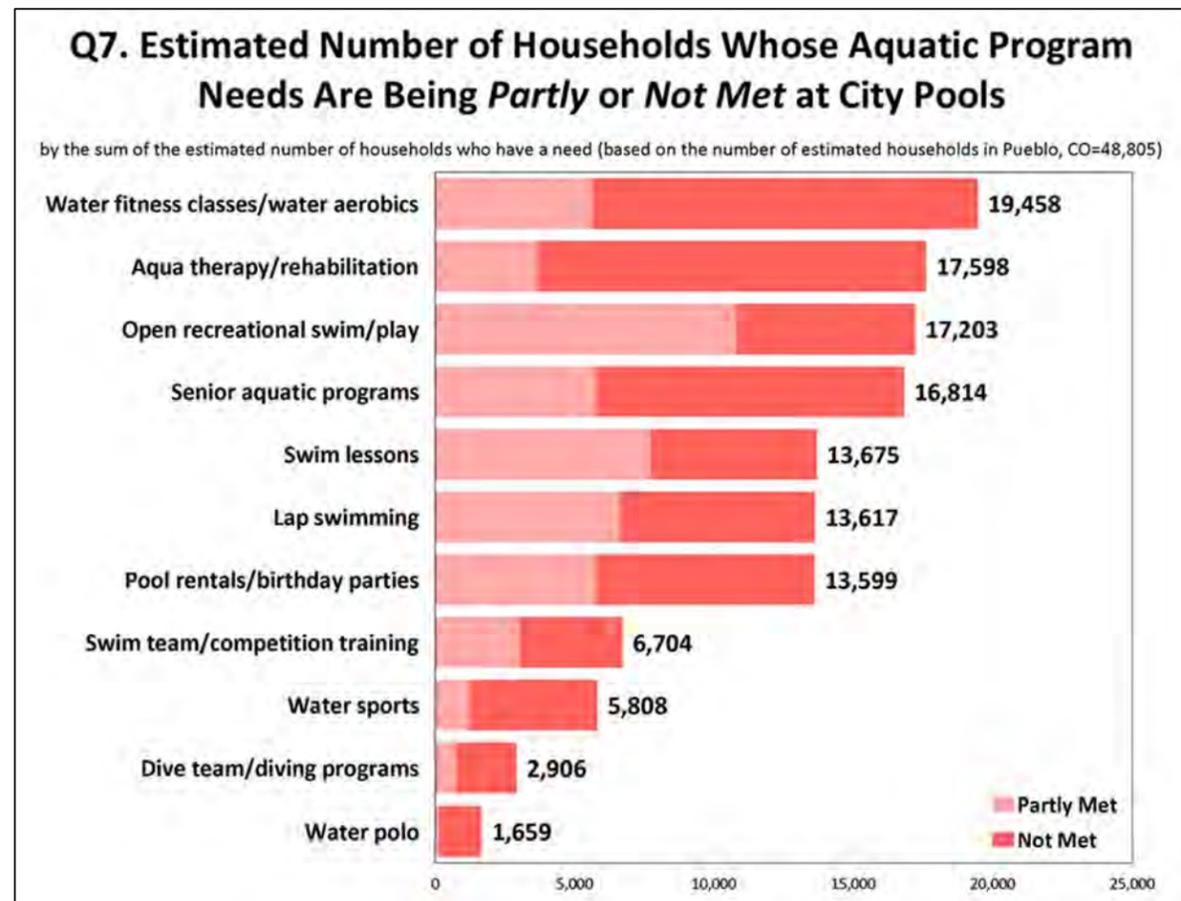


Figure 4: Estimated Number of Households with Unmet Aquatic Program Needs

Importance of Aquatic Programs

In addition to assessing the needs for each aquatic program, ETC Institute also evaluated the importance that households placed on each one. Based on the sum of households' top three choices, the three most important aquatic programs are listed below.

- Open recreational swim/play (37.9%)
- Water fitness classes/water aerobics (35.4%)
- Swim lessons (33.5%)

The percentage of households that selected each program as one of their top three choices is depicted in Figure 5 below.

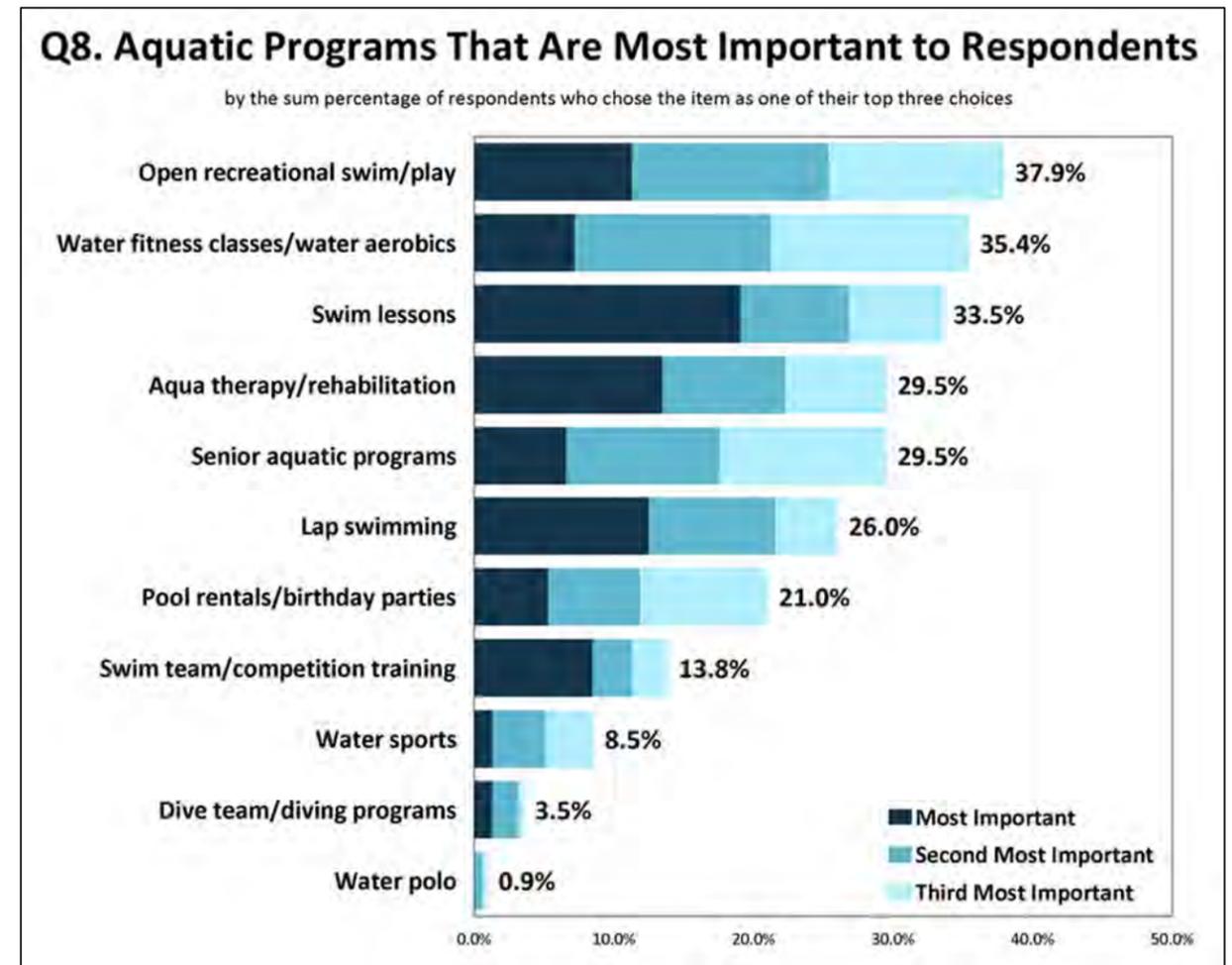
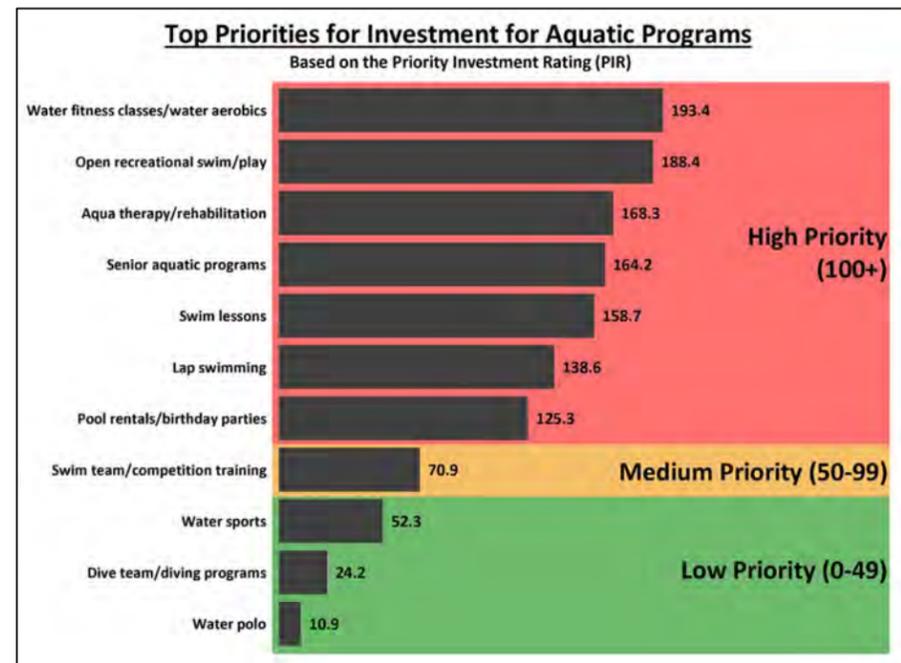


Figure 5: Importance of Various Aquatic Programs to Households

Priorities for Aquatic Program Investments

Details regarding the methodology for this analysis are provided above on Page v and in Section 3 of the Findings Report. Based on the Priority Investment Rating (PIR), the seven aquatic programs that rated as **high priorities** for investment are in the chart to the right.

Below, Figure 6 shows the Priority Investment Rating (PIR) for each of the aquatic programs that were analyzed.

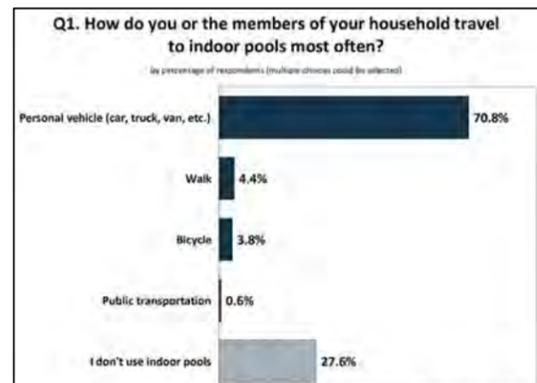


Aquatic Program	Priority Investment Rating
Water fitness classes/water aerobics	193.4
Open recreational swim/play	188.4
Aqua therapy/rehabilitation	168.3
Senior aquatic programs	164.2
Swim lessons	158.7
Lap swimming	138.6
Pool rentals/birthday parties	125.3

Figure 6: Priority Investment Ratings for Aquatic Programs

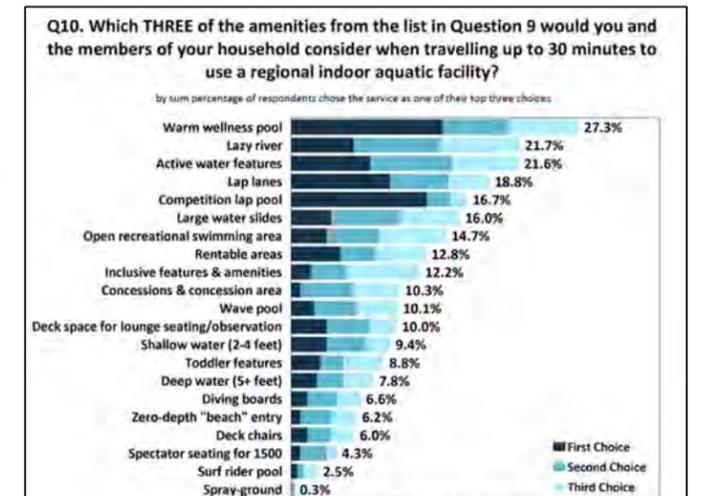
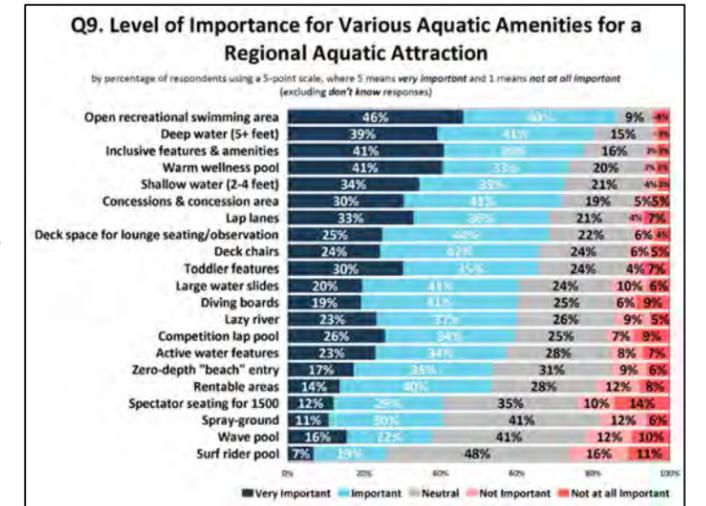
Additional Findings

- The graph to the right shows that, when households were asked how they travel to indoor pools, most often, 70.8% of households use their personal vehicle to travel.
 - 4.4% walk, 3.8% use their bicycle, 0.6% use public transportation, and 27.6% indicated they do not use indoor pools.
- When asked how far they would be willing to travel for quality indoor pool facilities, 40.5% indicated



travel up to 30 minutes, 8.1% would travel up to 45 minutes, and 6.9% would travel more than one hour. Shown in the chart to the right.

- Households were asked what the primary reasons are for why they choose to use pools in the City of Pueblo. The top two responses were because of the location (38.9%) and the quality of the facility (30.1%).
- Pools being too crowded (38.9%) was the top reason given for what prevents households from using pools and programs offered by the City more often. Followed by not knowing what is being offered (27.0%) and operating hours are not convenient (26.0%).
- The four aquatic amenities with the highest percentage of households indicating that they are *very important* or *somewhat important* for a regional aquatic attraction are listed below and shown in the graph to the right.
 - Open recreational swimming area (86.1%)
 - Deep water (5+ feet) (80.1%)
 - Inclusive features and amenities (77.3%)
 - Warm wellness pool (73.5%)

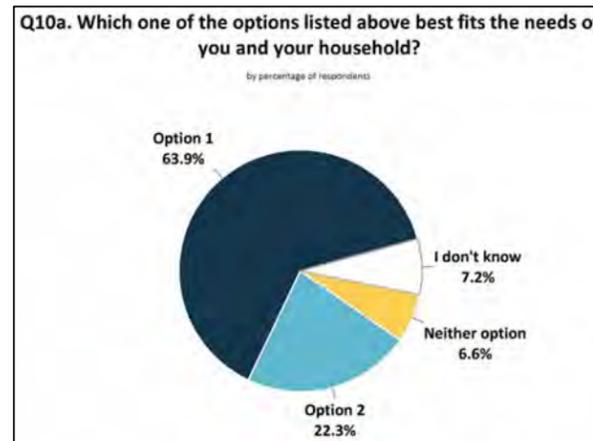


- Based on the sum of households' top three choices, the top three aquatic amenities that households would consider traveling up to 30-minutes to use at a regional indoor aquatic facility are listed below and shown in the graph to the right.
 - Warm wellness pool (27.3%)
 - Lazy river (21.7%)
 - Active water features (21.6%)

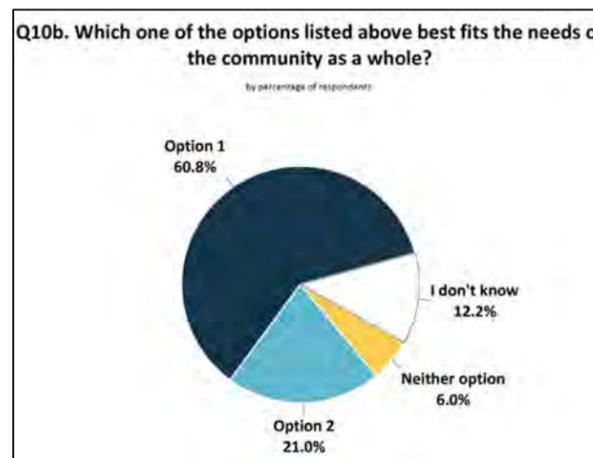
- The City is seeking to develop a community aquatic center in a downtown location on the Riverwalk. The new development seeks to increase community participation and enhance the downtown economy. Households were given the two options that could potentially be under consideration and asked which option best fits the needs for their household and the community as a whole. The options are as follows:

- The City of Pueblo should offer an indoor aquatic center with slides, sprays, interactive features, and games to create broad appeal for play, fun, and relaxation for users of all ages. The facility will have multiple pools to accommodate open swim, program classes, lap swimming/training, and warm water relaxation, but have a strong emphasis on family play and entertainment.*
- The City of Pueblo should offer an indoor aquatic center with a large competition pool for swim meets and training capable of hosting large events with ample spectator seating. The facility will have multiple pools to accommodate open swim, program classes, lap swimming/training, and warm water relaxation, but have a strong emphasis on water sports and aquatic athletic events.*

- In regard to households considering themselves and household members, 63.9% indicated *Option 1* best fits the needs of them and their household, 22.3% chose *Option 2*, 6.6% chose *neither option*, and 7.2% do not know. See chart to the right.



- When considering the community as a whole, 60.8% believe *Option 1* best fits the needs of the community, 21.0% believe *Option 2* best fits the needs of the community, 6.0% chose *neither option*, and 12.2% do not know. See the second chart to the right.



- Three out of ten households (30.7%) indicated that they or members of their household had participated in pool programs offered by the City of Pueblo between 2018 and 2020. Of these households, half (50.0%) rated the overall quality of pool programs between 2018 and 2020 as either *excellent* or *good*; 45.9% gave a rating of *fair* and 4.1% gave a rating of *poor*.

Additional Findings

To ensure that the City of Pueblo meets the expectations of the community, ETC Institute recommends that the City and Park and Recreation Department consider sustaining, improving, or adding areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The ratings for aquatic amenities and programs are listed below.

Aquatic Amenity High Priority Items:

- Warm wellness pool (PIR=200.0)
- Lazy river (PIR=164.7)
- Lap lanes (PIR=142.8)
- Active water features (PIR=136.2)
- Concessions and concession area (PIR=111.4)
- Open recreational swimming area (PIR=105.8)
- Large water slides (PIR=105.3)
- Deck space for lounge seating/observation (PIR=103.4)

Aquatic Program High Priority Items:

- Water fitness classes/water aerobics (PIR=193.4)
- Open recreational swim/play (PIR=188.4)
- Aqua therapy/rehabilitation (PIR=168.3)
- Senior aquatic programs (PIR=164.2)
- Swim lessons (PIR=158.7)
- Lap swimming (PIR=138.6)
- Pool rentals/birthday parties (PIR=125.3)



Section 3

Program Opportunities

This Section Includes:

- Program of Spaces
- Aquatic Opportunities
- Aquatic Best Practices

Program Options Studied

Competitive Focused Program

The consultant team evaluated an aquatic program that centered around a competitive 10-lane, 50 meter lap pool (21 cross-lanes of 25 yard swimming). An indoor competitive swim venue with spectator seating could host swim meets, and allow for swim teams in the area to have a home venue for training and competition. This type of pool could have regional appeal, with potential to draw users from outside the City.

The competitive swim need generally had moderate to lower appeal as expressed in the data from the statistically valid survey in Section 3, and had limited ability to recover revenue to offset operational costs, as shown in the operational and revenue analysis in Section 5.

Although this type of pool could host occasional state and regional swim meets, the ability to shift those events from the facilities in larger, more accessible cities already hosting will be difficult, resulting in a large competitive pool without an obvious path to promoting tourism.

Based on the survey feedback, the required operational subsidy, and the uncertain ability to host state and regional events, it is the recommendation of this report that a 50 meter competitive pool not be the correct solution, but rather a smaller competitive lap pool be considered to meet the localized demand for training and meets.

Recreational Focused Program

The consultant team also evaluated an aquatic program that offered predominantly indoor recreational pool amenities. An indoor water park with fun features and a family oriented environment, and ability to run learn-to-swim programs would certainly have regional appeal, drawing users from outside the City, and aligning with the tourism focus of the RTA funding mandate.

The recreational programs generally had higher appeal as expressed in the data from the statistically valid survey in Section 3, and had the ability to better balance revenue with operational costs, as shown in the operational and revenue analysis in Section 5.

However, without providing lap swimming, training, aqua exercise, and the ability to host at least a local or regional swim meet, this program fell short in meeting the needs of the Pueblo residents within the immediate service area. Considering all these factors, it is the recommendation of this report that an appropriate level of competitive lap swimming be offered in the program.



50 meter, 10-lane Lap Pool	
Total Facility Cost:	##
Annual Operational Cost:	\$1,669,673
Annual projected Revenue:	\$ 879,962
Annual Subsidy:	\$(-789,711)



Indoor Recreational Pool with Lap Swimming	
Total Facility Cost:	\$45,660,700
Annual Operational Cost:	\$1,956,194
Annual projected Revenue:	\$1,614,212
Annual Subsidy:	\$(-341,982)

Consensus Program

Based on feedback from the Steering Committee, the findings of the statistically valid survey, and evaluation of both construction and operational costs over the life of the building, the following program was determined to offer the right balance of recreational and competitive aquatics to not only appeal to the regional tourism market, but to also meet some of the aquatic needs of Pueblo residents. The operational and revenue analysis contained in Section 5 also supports higher revenue recovery and a more sustainable financial operation.

Base Support Spaces	
	Net Sq. Ft.
Lobby Spaces	
Entry Hall/Lobby/Vestibule	1,500
Lounge Seating / Pool Viewing	500
Reception/Access Control	300
Vending alcove	100
Public Restrooms	240
Mech./Circ./Walls/Struct., etc.	450
Total Lobby Spaces	3,090
Locker Rooms	
Locker Rooms - Men	1,000
Locker Rooms - Women	1,000
Family Change Rooms	1,200
Mech./Circ./Walls/Struct., etc.	800
Total Locker Rooms	4,000
Staff Areas	
Aquatic Director's Office	150
Private Offices (3)	360
Lifeguard Room	200
Staff Copy/work/Break Room	250
Mech./Circ./Walls/Struct., etc.	240
Total Staff Areas	1,200
Subtotal Base Support Spaces	8,290

Program Spaces	
	Net Sq. Ft.
Indoor Recreational Leisure Pool	
Natatorium (Includes Pool Area, Decks, Bleachers)	16,875
Recreational Pool Area	7,500
Childrens Activity Pool Area	
Active Feature Pool Area	
Pool feature Allowance	
Dynamic Feature - Flowrider Allowance	
Pool Mechanical Rooms	1,500
Pool Storage	500
Mech./Circ./Walls/Struct., etc.	3,375
Total Recreational Pool	22,250
Indoor Competitive Lap Pool w/ 1m Diving	
Natatorium (Includes Pool Area, Decks, Bleachers)	10,125
Competitive Lap Pool 8-lane 25 yards	4,500
Seating for 500 spectators	2,500
Pool Mechanical Rooms	900
Pool Storage	500
Mech./Circ./Walls/Struct., etc.	2,025
Total Lap Pool	16,050
Meeting/Party Rooms	
Pool Party Rooms (2)	600
Storage	200
Mech./Walls/Struct.,etc.	150
Total Multi-purpose Meeting Areas	950
Outdoor Aquatic Areas	
Outdoor Spray Ground	2,500
Outdoor Seating & Covered Structures	
Total Aquatic Support Areas	2,500
Building Total	47,540

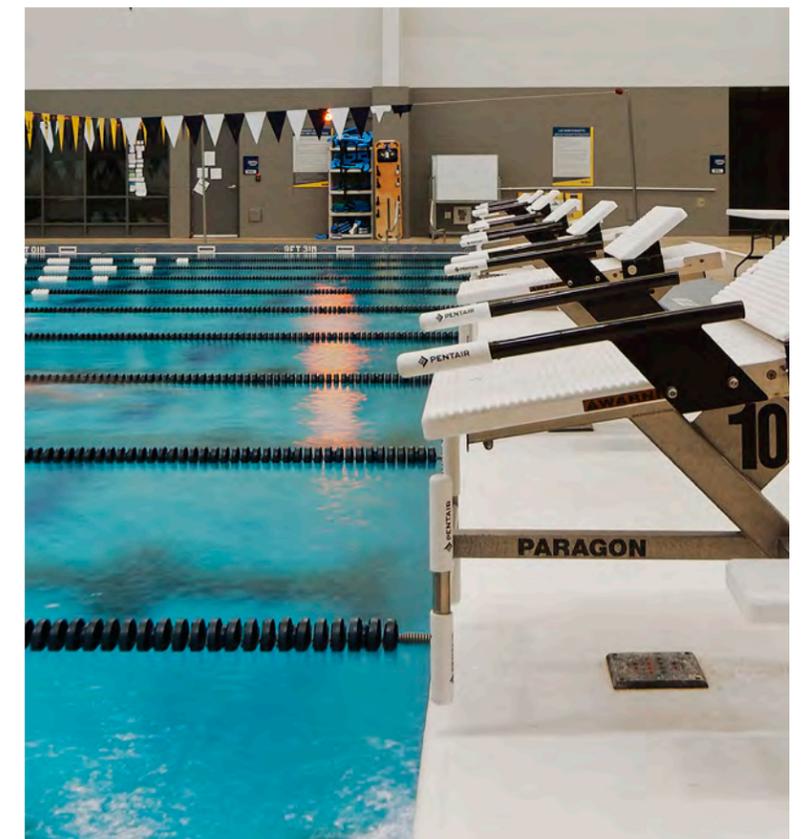
Competitive Aquatics

Considerations When Designing Competitive Aquatics

Competition water accommodates competitive sports of all skill levels, including competitive swimming, water polo, diving, synchronized swimming, along with training activities for multiple teams, tri-athlete training, scuba and kayak training, rescue training, leisure activities such as inner-tube water polo and lap swimming, and some rehabilitation activities such as water jogging. The water temperature in competition water should be approximately 80°F.

Competitive swimming and aquatic sports really prefer a minimum of 6 lanes by 25 yards by 9 foot deep indoor pool. The usable pool space should be built to FINA standards in length, width and depth to ensure certification for swimming, water polo, diving and synchronized swimming competition, and include features that create a “fast” competition environment. Features should include:

- Extra wide deck space, with non-slip surfaces, to accommodate portable bleachers, lifeguard stands, team groups, program equipment, judges and referees, and announcer tables.
- Sufficient off-deck storage and rooms large enough to accommodate portable seating, and large equipment such as water polo goals, trampolines, blocks, and maintenance equipment.
- State-of-the-art timing and PA systems, with control room for timing system.
- A means to separate entry to the competition area for events, so that other simultaneous activities are unimpeded.
- Pool equipment, including lane ropes, starting blocks
- Meet Management
- Hospitality room and a meeting room for judges and coaches meetings. For events, it is important to have media rooms, drug testing rooms, technical rooms, rooms for computers, copiers, etc.
- Dry land exercise area for team programs, not general community use.
- Fixed, upper level spectator seating for 250.



Recreational Aquatics

Recreational and Health Considerations

Great aquatic design is a balancing act of activities, programs, safety, maintenance and operation. For a traditional lap pool, regardless of length and lanes, the pool should accommodate a variety of levels of training, competitive meets, lessons, water exercise and many other programs. But this doesn't mean that a lap pool is only useful for competition and fitness. The options for other fun aquatic activities and features is only limited by budget and imagination. This can include features added to a lap pool including inflatables, basketball and volleyball equipment, dive in movies, and other measures for utilizing the lap pool when training and meets are not present.

For the majority of users, an indoor pool is about fun and socializing. Leisure pool environments have become one of the dominating features in recreation center design. If this aspect of aquatics is considered, it definitely needs to be in a separate body of water and ideally a separate natatorium from competitive aquatics. It could function as warm-up and cool down space for swim meets. With amenities such as zero-depth entries, interactive play structures, slides, sprayers and geysers, lazy river and vortex features, and even water climbing walls, these recreational uses can round out the aquatics appeal and help to provide better revenue recovery over the long run. If these features are introduced, the pool becomes that much more appealing, but the challenges of filtration, lifeguarding and safety and appropriate deck areas become even more amplified.

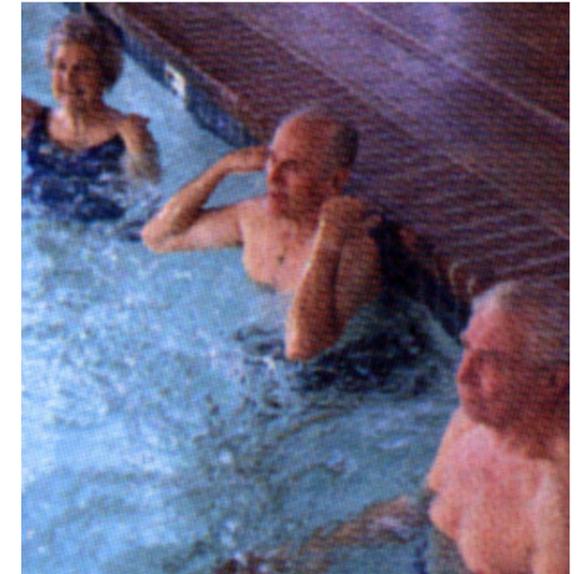


Other Programs

Learn to Swim and Aqua Classes



Health and Wellness



Aqua Exercise



Water Sport and Fitness



Aquatic Best Practices

A Balancing Act

Great aquatic design is a balancing act of activities, programs, safety, maintenance and operation. For a traditional lap pool, regardless of length and lanes, the pool should accommodate a variety of levels of training, competitive meets, lessons, water exercise and many other programs. But this doesn't mean that a lap pool is only useful for competition and fitness. The options for other fun aquatic activities and features is only limited by budget and imagination.

Instructional programs from learn-to-swim lessons and aqua fitness round out the use of both lap and leisure pools. From water walking for seniors to exploration of the youngest children, a great pool is truly a multi-generational environment.

For the majority of users, an indoor pool is about fun and socializing. Leisure pool environments have become one of the dominating features in recreation center design. For the proposed pool, amenities such as zero-depth entries, interactive play structures, slides, sprayers and geysers, lazy river and vortex features, and even water climbing walls, the recreational uses can round out the aquatics appeal and help to provide better revenue recovery over the long run. If these features are introduced, the pool becomes that much more appealing, but the challenges of filtration, lifeguarding and safety

and appropriate deck areas become even more amplified.

Equally important are the health, wellness and recreational opportunities, and the residual benefits they bring, to provide broader community appeal. It is extremely important that we develop a plan for the an aquatic center that truly fits the broad range of potential uses and strikes the appropriate balance. The program must respond to the following goals:

- Targeted yet adaptable, for swim lessons, fitness, recreation and therapy.
- Efficient to build, operate and maintain, and sustainable to conserve resources into the future.
- Efficiently planned to ensure the most usable benefit for every dollar spent.
- Thoughtful design, accurate cost estimating and an effective planning process.

Below:

The leisure and lap pool at the Johnstown Community YMCA.



The indoor leisure and lap pools at the Johnstown Family YMCA by Perkins and Will and Aquatic Design Group.



Above From Left:

The leisure and lap pools at the Cornell Community Center and the Cassie Campbell Community Center, both by Perkins&Will.



Longevity

Pools are built to stand the test of time, and decisions made have 50+ year consequences. Through a process of smart planning, employing the most advanced systems available, FINA standards, filtration and mechanical technology, and a strong understanding of the needs of recreational users, swimmers, lifeguards, instructors and operators, we will strive to provide Denver with an aquatic facility to serve the community for the next 50+ years.

Any facility that will serve the needs of the region must consider the wide range of uses and users including:

- Lap Swimming
- Learn-To-Swim: Organized swim lessons
- Competitive training
- Lifeguard Certification
- Aquatic Fitness instruction
- Recreation
- Aqua therapy and exercise
- Water sports
- Challenge (Aqua-Cross)
- Open recreation

Mechanical and Filtration Considerations

One of the first considerations for pool operators is the filtration and sanitation systems. Although the design will provide maximum efficiency filtration, we also recommend augmenting sanitation systems such as Ultraviolet light. In addition, high efficiency regenerative filters, such as the Defender systems can improve cleanliness of the pool, reduce water and energy consumption, and save costs in the long run.

Air distribution is another critical consideration in the function of a great pool. The natatorium should always operate under negative pressure, and there is always potential for chloramines to build up, and collect just above the surface of the water. Proper HVAC design considers many factors including:

- Increased turnover rates for cycling the air.
- Consider 100% free-air dehumidification in lieu of refrigerant Poolpac.
- Locate the supply and return properly to encourage flow of air low across the pool surface. This can be augmented with gutter air return,
- Be sure to properly flush air to all windows and skylights to avoid condensation,

Envelope considerations

One of the areas of pool design that has led to system failure is proper design and detailing of the pool enclosure. We consider many factors in this design including:

- Absolutely continuous vapor barrier control is imperative. We trace the line of the barrier in our drawings in plan, section and detail to ensure continuity.
- Continuous and ample insulation of R=30 or more to ensure proper control of temperature and the dew point.
- For all glazing, we recommend mechanically sealed and flashed joints, not just caulking.
- We also recommend thorough air-infiltration testing to ensure a tightly built envelope, and continuous vapor control. This should be performed early to identify problems prior to the installation of costly skin materials.



Section 4 Concept Design

This Section Includes:

- Site Analysis and Test Fit
- Building Plan Concept
- Aquatic Features
- Exterior Rendering
- Cost Estimate

Site Analysis



Site Parcel

Total Acres for the Aquatics site = 5.17 Acres

Total Acres for the Private Parcel to the East = 1.50 Acres (Steel City Theater Company)

Parking Requirements

Based on the proposed building area of 42,000 gsf, and the indoor sport and recreation use, the City of Pueblo Municipal Code designates the parking requirement for this recreational use as 3 stalls per 1000 sf of gross floor area.

42,000 GSF x 3 = 126 required parking stalls

Building Utility Service Requirements

Based on the area and type of spaces included in the preliminary program, the following utility infrastructure assumptions were used in evaluating the potential properties.

Domestic Water

A minimum 8" main water service will be required for the proposed sports complex. The new building will require a 6" service for fire protection with a 2" domestic branch. Irrigation of outdoor fields would require an irrigation line. Depending on the site, existing taps and credits available, and other development requirements, the cost of tap fees was not specifically included in this analysis.

Sanitary Sewer

Based on the potential pool size and the required toilet and shower fixtures, it is assumed that the proposed building would require an 8" sanitary sewer service.

Natural Gas

TBD

Electrical Service

The new building will require a main electrical service sized at 3000 amp, 277/480 volt 3-phase service.

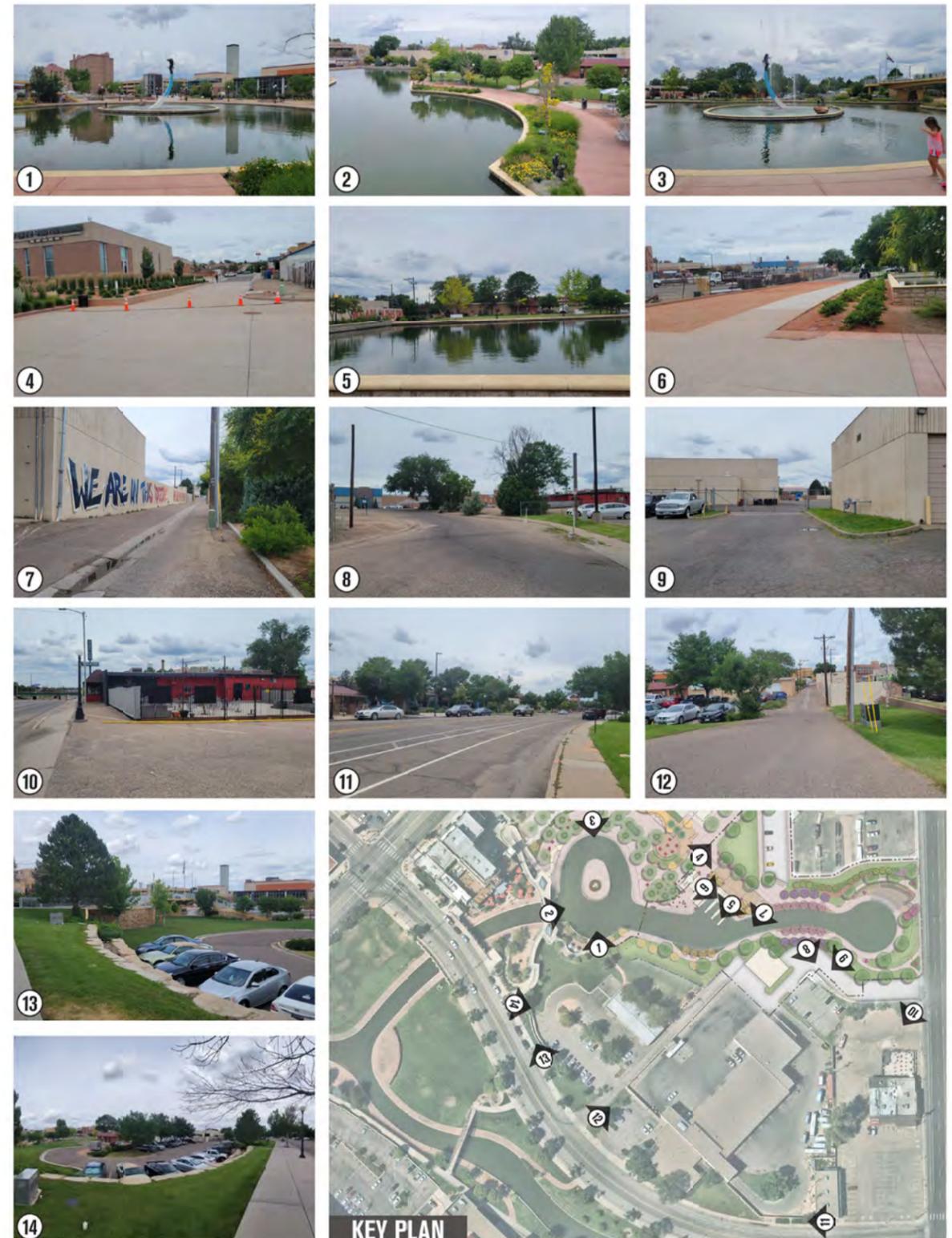


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PUEBLO AQUATICS CENTER
EXISTING CONDITIONS / SITE ANALYSIS

07/19/2021



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PUEBLO AQUATICS CENTER
EXISTING CONDITIONS / SITE PHOTOS

07/19/2021

Conceptual Site Plan

Plan Key:

1. Aquatic Center
2. Drop Off / Entry
3. Parking
4. Loading/service
5. Sprayround
6. Slides
7. Veterans Bridge Ramp
8. Proposed Harp Extension
9. Proposed Boathouse
10. Radio Building
11. Steel City Theater Company



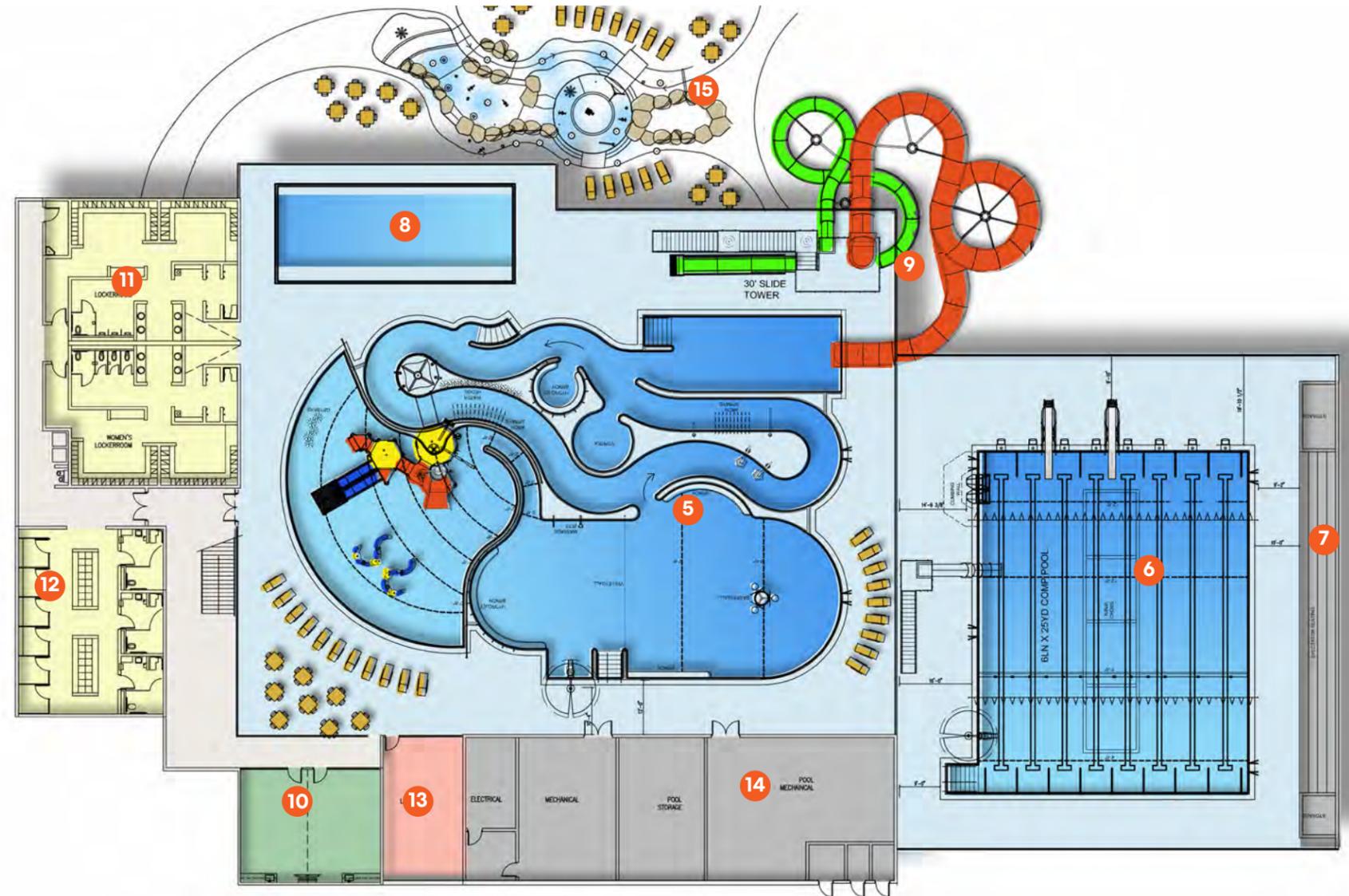
Conceptual Floor Plan

Plan Key:

1. Entry Lobby
2. Control Desk
3. Administration Offices
4. Lounge / Viewing
5. Warm Water Leisure Pool
6. Competitive Lap Pool
7. Seating
8. Flo Rider Surf Pool
9. Slides
10. Pool Party Rooms
11. Locker Rooms
12. Family Change Rooms
13. Pool Offices
14. Pool Mechanical and Storage
15. Outdoor Spray Ground



Entry Level Plan



Lower Pool Level Plan



Cost Estimate

Base Support Spaces				
	Net Sq. Ft.	Const. Cost	Non-Const. \$	Total Cost
Lobby Spaces			28.0%	
Entry Hall/Lobby/Vestibule	1,500	\$600,000	\$168,000	\$768,000
Lounge Seating / Pool Viewing	500	\$200,000	\$56,000	\$256,000
Reception/Access Control	300	\$150,000	\$42,000	\$192,000
Vending alcove	100	\$40,000	\$11,200	\$51,200
Public Restrooms	240	\$108,000	\$30,240	\$138,240
Mech./Circ./Walls/Struct., etc.	450	\$157,500	\$44,100	\$201,600
Total Lobby Spaces	3,090	\$1,255,500	\$351,540	\$1,607,040
Locker Rooms				
Locker Rooms - Men	1,000	\$450,000	\$126,000	\$576,000
Locker Rooms - Women	1,000	\$450,000	\$126,000	\$576,000
Family Change Rooms	1,200	\$540,000	\$151,200	\$691,200
Mech./Circ./Walls/Struct., etc.	800	\$280,000	\$78,400	\$358,400
Total Locker Rooms	4,000	\$1,720,000	\$481,600	\$2,201,600
Staff Areas				
Aquatic Director's Office	150	\$60,000	\$16,800	\$76,800
Private Offices (3)	360	\$144,000	\$40,320	\$184,320
Lifeguard Room	200	\$80,000	\$22,400	\$102,400
Staff Copy/work/Break Room	250	\$112,500	\$31,500	\$144,000
Mech./Circ./Walls/Struct., etc.	240	\$84,000	\$23,520	\$107,520
Total Staff Areas	1,200	\$480,500	\$134,540	\$615,040
Subtotal Base Support Spaces	8,290	\$3,456,000	\$967,680	\$4,423,680

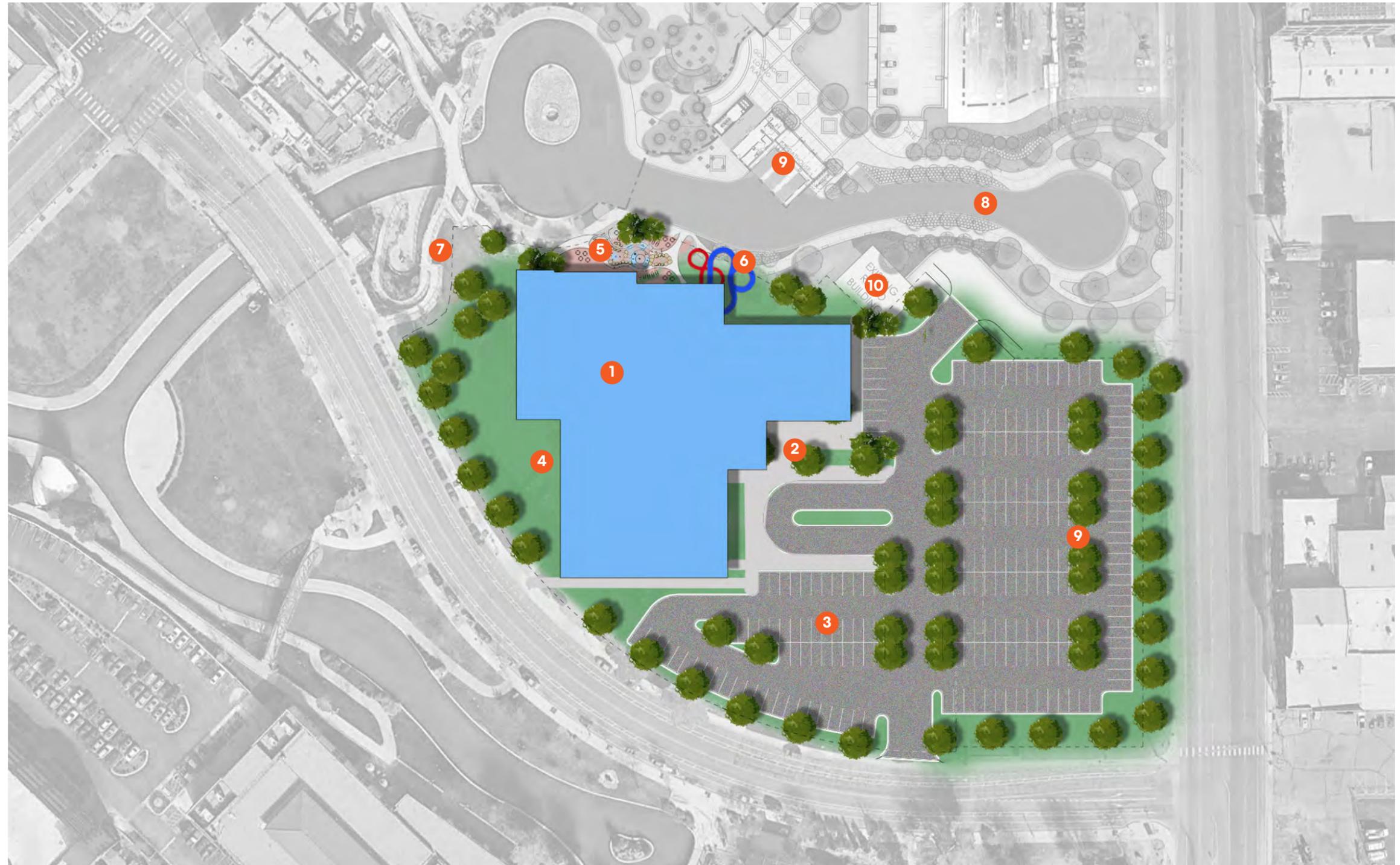
Non-construction Costs	(Multiplier for Non-construction Cost column above)
Owner and Construction Contingency	10.0%
Professional Services	8.0%
Fixtures, Furnishings & Equipment	6.0%
Miscellaneous Expenses	2.0%
Testing & Inspection, Surveys, Submittals	2.0%
TOTAL NON-CONSTRUCTION COSTS	28.0%

Program Spaces				
	Net Sq. Ft.	Const. Cost	Non-Const. \$	Total Cost
Indoor Recreational Leisure Pool				
Natorium (Includes Pool Area, Decks, Bleachers)	16,875	\$8,437,500	\$2,362,500	\$10,800,000
Recreational Pool Area	7,500	\$3,000,000	\$840,000	\$3,840,000
Childrens Activity Pool Area				
Active Feature Pool Area				
Pool feature Allowance		\$500,000	\$140,000	\$640,000
Dynamic Feature - Flowrider Allowance		\$1,600,000	\$448,000	\$2,048,000
Pool Mechanical Rooms	1,500	\$600,000	\$168,000	\$768,000
Pool Storage	500	\$200,000	\$56,000	\$256,000
Mech./Circ./Walls/Struct., etc.	3,375	\$1,181,250	\$330,750	\$1,512,000
Total Recreational Pool	22,250	\$15,518,750	\$4,345,250	\$19,864,000
Indoor Competitive Lap Pool w/ 1m Diving				
Natorium (Includes Pool Area, Decks, Bleachers)	10,125	\$5,062,500	\$1,417,500	\$6,480,000
Competitive Lap Pool 8-lane 25 yards	4,500	\$1,350,000	\$378,000	\$1,728,000
Seating for 500 spectators	2,500	\$1,000,000	\$280,000	\$1,280,000
Pool Mechanical Rooms	900	\$360,000	\$100,800	\$460,800
Pool Storage	500	\$200,000	\$56,000	\$256,000
Mech./Circ./Walls/Struct., etc.	2,025	\$708,750	\$198,450	\$907,200
Total Lap Pool	16,050	\$8,681,250	\$2,430,750	\$11,112,000
Meeting/Party Rooms				
Pool Party Rooms (2)	600	\$240,000	\$67,200	\$307,200
Storage	200	\$80,000	\$22,400	\$102,400
Mech./Walls/Struct.,etc.	150	\$52,500	\$14,700	\$67,200
Total Multi-purpose Meeting Areas	950	\$372,500	\$104,300	\$476,800
Outdoor Aquatic Areas				
Outdoor Spray Ground	2,500	\$750,000	\$210,000	\$960,000
Outdoor Seating & Covered Structures		\$200,000	\$56,000	\$256,000
Total Aquatic Support Areas	2,500	\$950,000	\$266,000	\$1,216,000
Building Total	47,540	\$28,978,500	\$8,113,980	\$37,092,480
Site Development				
Parking (Parking for 200 cars)	52,500	\$630,000	\$176,400	\$806,400
Entry Drives	9,600	\$144,000	\$40,320	\$184,320
Site Demolition, Remove and Abate Existing Structures		\$300,000	\$84,000	\$384,000
Landscaping (50% of developed area)	71,310	\$249,585	\$69,884	\$319,469
Plazas, Sidewalks, Patios, etc	17,828	\$267,413	\$74,876	\$342,288
Site Lighting		\$150,000	\$42,000	\$192,000
Utilities Allowance		\$200,000	\$56,000	\$256,000
Miscellaneous		\$100,000	\$28,000	\$128,000
Subtotal Site Development Costs		\$2,040,998	\$571,479	\$2,612,477
Escalation (2 years @ 5%/yr)		\$3,101,950	\$868,546	\$3,970,496
Estimating Contingency 5%		\$1,550,975	\$434,273	\$1,985,248
Project Total	47,540	\$35,672,422	\$9,988,278	\$45,660,700

Alternate Site Plan

Plan Key:

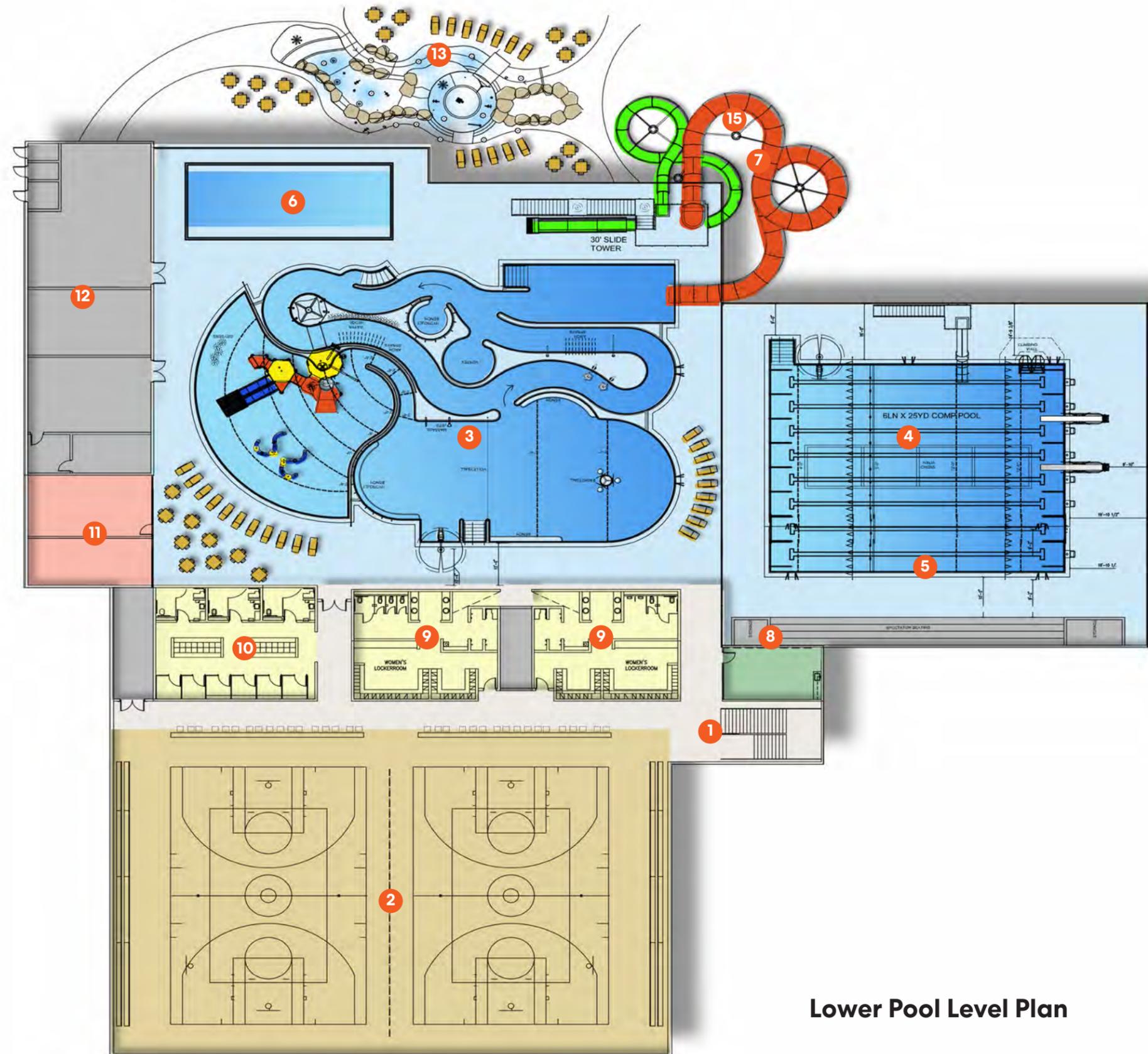
1. Aquatic Center
2. Drop Off / Entry
3. Parking
4. Loading/service
5. Sprayround
6. Slides
7. Veterans Bridge Ramp
8. Proposed Harp Extension
9. Proposed Boathouse
10. Radio Building
11. Expanded parking to neighboring Steel City property



Alternate Floor Plan

Plan Key:

- 1. Lower Lobby
- 2. Gymnasium
- 3. Warm Water Leisure Pool
- 4. Competitive Lap Pool
- 5. Seating
- 6. Flo Rider Surf Pool
- 7. Slides
- 8. Pool Party Rooms
- 9. Locker Rooms
- 10. Family Change Rooms
- 11. Pool Offices
- 12. Pool Mechanical and Storage
- 13. Outdoor Spray Gound

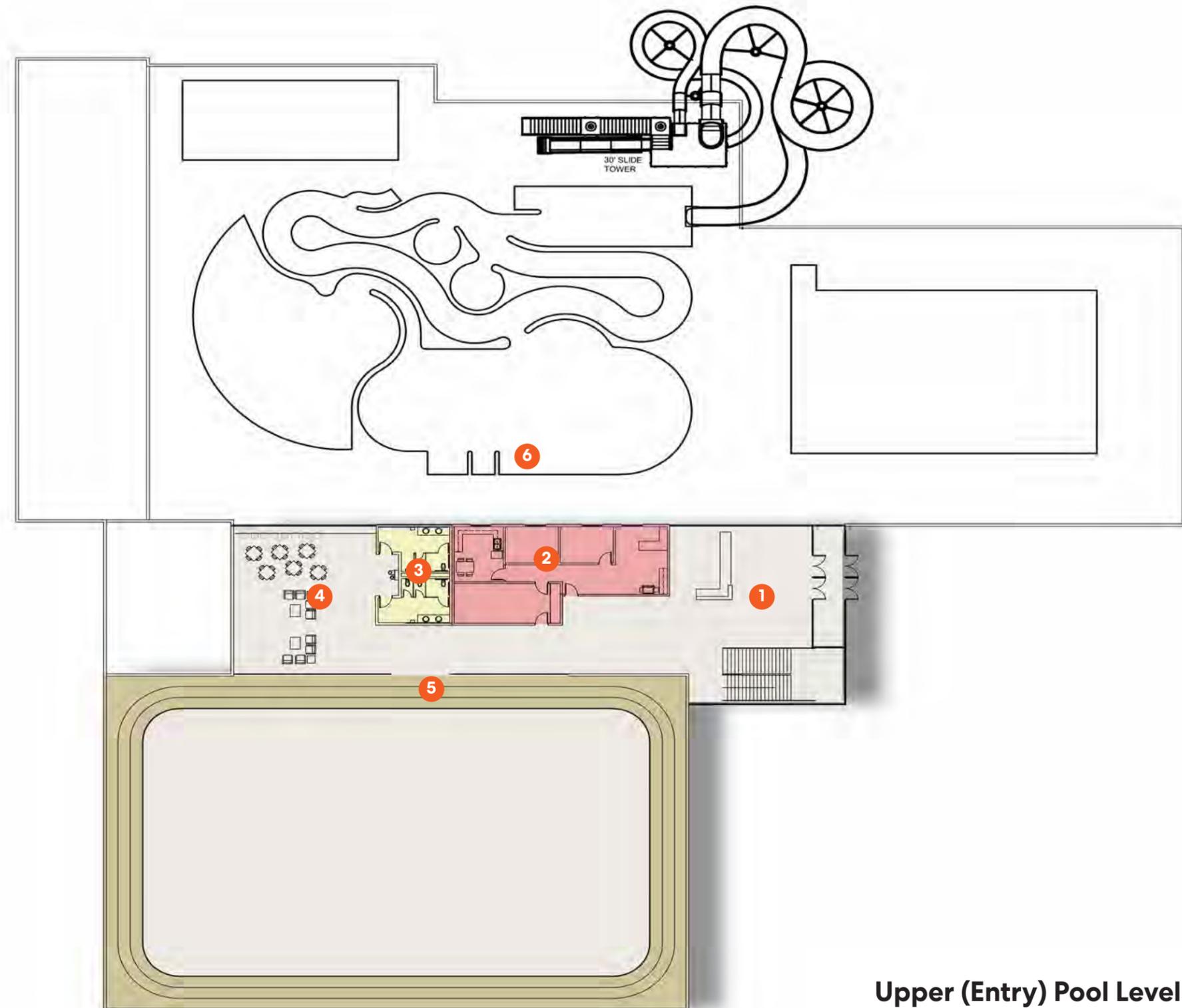


Lower Pool Level Plan

Alternate Floor Plan

Plan Key:

- 1. Entry Lobby
- 2. Administrative Offices
- 3. Restrooms
- 4. Lounge / Viewing
- 5. Walking / Jogging Track
- 6. View to Pool Below



Upper (Entry) Pool Level Plan



Section 5

Operational and Revenue Analysis

This Section Includes:

- Methodology, Staffing, Fee and Facility Assumptions
- Operational Cost Estimate
- Estimated Revenue
- Revenue Recovery Analysis

Operations Analysis

Operations

The operations analysis represents a conservative approach to estimating expenses and revenues and was completed based on the best information available and a basic understanding of the project. Fees and charges utilized for this study reflect a philosophy designed to meet a reasonable cost recovery rate and future operations cost and are subject to review, change, and approval by the City of Pueblo. There is no guarantee that the expense and revenue projections outlined in the operations analysis will be met as there are many variables that affect such estimates that either cannot be accurately measured or are subject to change during the actual budgetary process or partnership.

Expenditures

Expenditures have been formulated on the costs that were designated by Ballard*King and Associates to be included in the operating budget for the facility. The figures are based on the size of the center, the specific components of the facility, and the hours of operation. All expenses were calculated to the high side and the actual cost may be less based on the final design, operational philosophy, and programming considerations adopted by the facility.

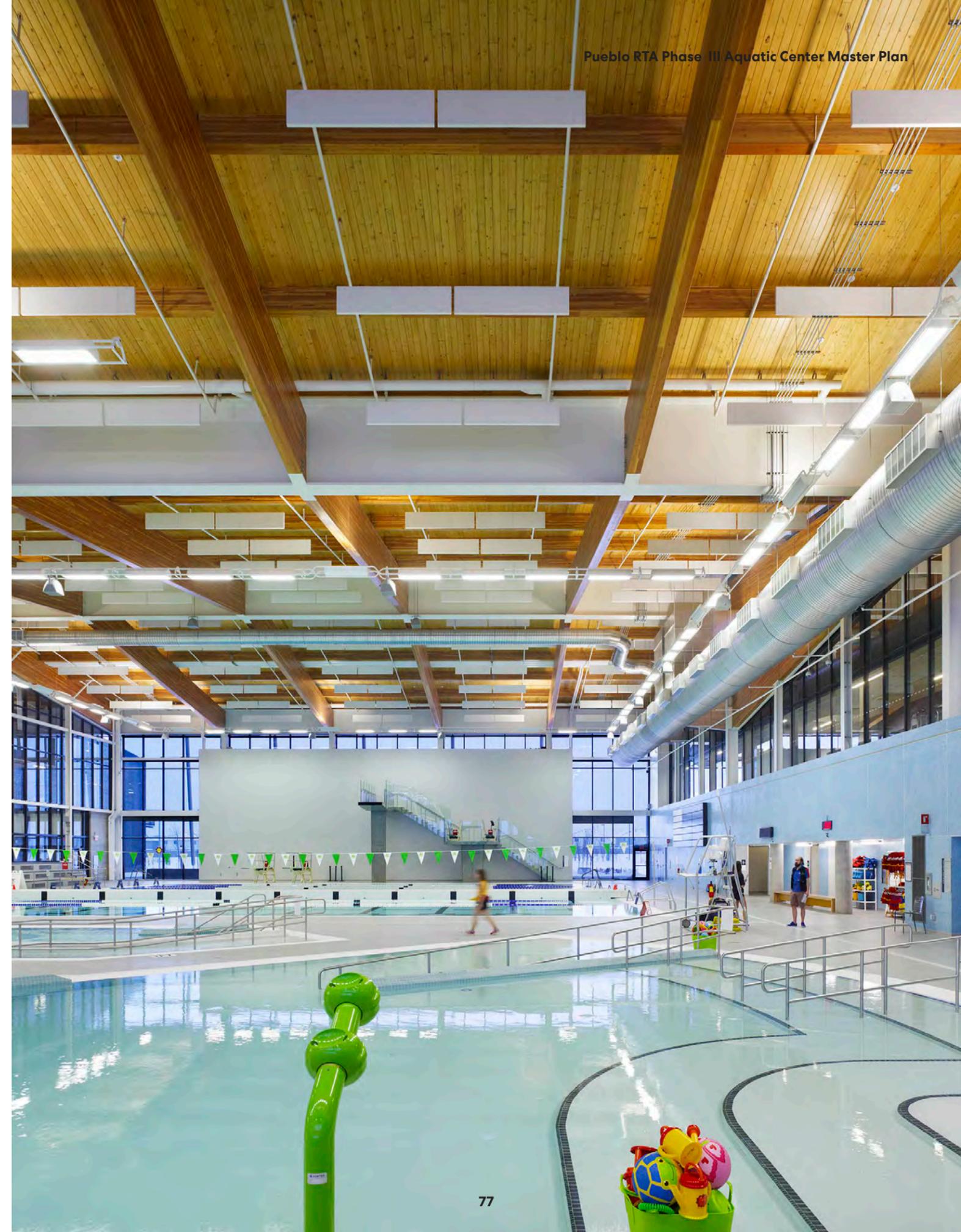
The consulting team was tasked with developing two operation plans for the project and the information below represent a side-by-side comparison of the two options. One option studied the costs and revenue for a competitive 50-meter aquatic center with spectator seating. The second option studied a combination facility designed for lap swimming and water play activities promoting tourism. The leisure pool components include zero depth entry, interactive play features, lazy river, water slides, water sprays and a flow rider surf attraction. Both options include support spaces, support offices, administration area and lobby.

Operations and Revenue Comparison of the 50m Competitive Pool and the Leisure oriented pool with lap swimming

The following table is a summary of the operational cost and revenue analysis comparing the 50m Competitive Pool and the Leisure oriented pool with lap swimming. The comparison demonstrates a significant deviation in revenue recovery when comparing the financial model of the two facility types.

Category	50 meter pool	Leisure Pool
Expense	\$1,669,673	\$1,956,194
Revenue	\$879,962	\$1,614,212
Difference	\$(789,711)	\$(341,982)

Based on the sizeable subsidy necessary to support the 50 meter competitive lap pool, the remainder of this section analyzes the leisure pool with lap swimming described as the Aquatic Center.



Full-Time Staffing Levels

	Aquatic Center
Facility Manager	\$ 75,000
Head Coach	\$ -
Swim Coach/LTS	\$ -
Guest Services Supervisor	\$ 45,000
Marketing/Sales	\$ 60,000
Maintenance Worker (2)	\$ 80,000
Administrative Assistant	\$ 40,000
Sub-Total	\$ 300,000
Benefits (35%)	\$ 105,000
Total Full-Time Staff	\$ 405,000

Part-Time Staffing Levels

	Aquatic Center
Welcome Desk	\$ 71,807
Lifeguards 36 wks	\$ 193,644
Lifeguards 15 wks	\$ 138,848
Head Guard 15 wks	\$ 17,280
Head Guard 36 wks	\$ 19,200
Building Attendant	\$ 107,865
Concession Attendant 15 wks	\$ 38,880
Concession Attendant 36 wks	\$ 39,852
Flow Rider	\$ 62,016
Birthday Party Host	\$ 15,525
Aquatics	\$ 22,080
Aquatic Fitness	\$ 16,650
Other Programs	\$ 11,739
Camps	\$ -
Benefits	\$ 113,308
Total Part-Time	\$ 868,694

Expense Summary

Category	Aquatic Center
<u>Personnel</u> (includes benefits)	
Full-time	405,000
Part-time	864,694
Sub-Total	1,269,694
Utilities (Gas/Elect. -\$3.75 SF x 50,000 SF)	205,000
Water/Sanitary	35,000
Communications (Phone/internet)	18,000
Dues and Subscriptions	2,000
Uniforms	5,000
Bank Charges (charge cards/EFT fees/software fees)	25,000
Insurance-General Liability	45,000
Custodial Supplies	18,000
Supplies-Office	5,000
Contract Services (HVAC/Pool System/Control System/Fire/Software)	48,000
Maint/Repair Supplies	8,500
Printing	10,000
Trash	5,500
Recreation Equipment and Supplies	24,000
Food Supplies	70,000
Pool Chemicals and Supplies	32,000
Postage	2,000
Advertising and Promotion	20,000
Items for Resale	6,000
Misc.	2,500
Sub-Total	586,500
<u>Capital</u>	
Replacement fund	100,000
Grand Total	\$ 1,956,194

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 aquatic 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 priority of use. All revenues were calculated conservatively as a result.

Revenue Summary

Category	Aquatic Center
<u>Fees</u>	
Daily Admissions	\$ 627,420
Annuals	\$ 314,700
General Rentals	\$ 85,080
Swim Meets	\$ -
Total	\$ 1,027,200
<u>Programs</u>	
Learn to Swim	\$ 193,320
Swim Camps	\$ -
Aquatic Exercise	\$ 40,032
Birthday	\$ 92,160
Total	\$ 325,512
<u>Other</u>	
Resale Items	\$ 9,000
Special Events	\$ 10,000
Concession/Vending	\$ 210,000
Lease Space	\$ 7,500
Sponsorship	\$ 20,000
Misc.	\$ 5,000
Total	\$ 261,500
Grand Total	\$ 1,614,212

Expense-Revenue Comparison

Category	Aquatic Center
Expense	\$1,956,194
Revenue	\$1,614,212
Difference	\$(341,982)

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

Future years: Expenditures – Revenue Comparison: Operation expenditures are expected to increase by approximately 3% a year through the first 3 to 5 years of operation. Revenue growth is expected to increase by 4% to 8% a year through the first three years and then level off with only a slight growth (3% or less) the next two years. Expenses for the first year of operation 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. It is not uncommon to see the amount of tax support to balance the center budget increase as the facility ages.

Fees and Admissions

Projected Fee Schedule: The fee schedule below was developed as the criteria for estimating revenues. Actual fees are subject to review and approval by the City of Pueblo. The monthly rate listed is the cost of an annual pass broken down into twelve equal payments and does not include any handling fees. It should be noted that monthly bank draft convenience for customers would encourage more annual pass sales. However, there are bank fees and a substantial amount of staff time spent managing the bank draft membership base and consideration should be given to pass on some form of a handling fee for bank draft customers.

Admission Estimate

Aquatic Center Summer

Daily Fees	Fees	Weekly Number	Revenue
Adult	\$10.00	850	\$8,500
Youth	\$8.00	1,250	\$10,000
Senior	\$8.00	60	\$480
Total		2160	\$18,980
			x 15 weeks/year
Grand Total			\$284,700

Aquatic Center School Year

Daily Fees	Fees	Weekly Number	Revenue
Adult	\$10.00	400	\$4,000
Youth	\$8.00	650	\$5,200
Senior	\$8.00	40	\$320
Total		1090	\$9,520
			x 36 weeks/year
Grand Total			\$342,720

Aquatic Center

Annual Passes	Fees	Number	Revenue
Adult	\$300.00	145	\$43,500
Youth	\$240.00	80	\$19,200
Senior	\$240.00	50	\$12,000
Family	\$600.00	400	\$240,000
Total		675	\$314,700

Appendix

This Section Includes:

- Full Market Analysis
- Full Statistically Valid Community Survey