



Recreation Facilities Feasibility Study

November 2015

Acknowledgements

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I. EXECUTIVE SUMMARY – AN OVERVIEW OF THIS REPORT

This Recreation Facilities Feasibility Study project investigated the viability of building and operating the City of Loveland’s second community recreation center, including potential associated recreation facilities. The Feasibility Study was recommended in the City of Loveland’s 2014 Parks and Recreation Master Plan document which states that the City should:

“Conduct a financial feasibility and market study with an operating pro forma to assess options to fund and develop a new multi-purpose recreation and community center. Identify the best size, location, programming, and use for this type of facility, taking into account funding options, revenue generation and recreation center policies and guidelines in the Master Plan. If financially feasible, design and develop the recreation center. Locate the facility adjacent to a community park near residential developments to maximize geographic access, in a location that is accessible to cars, transit, bikes, and pedestrians.”

The Master Plan recommendations further state, regarding a new outdoor aquatic facility:

“Conduct a financial feasibility and market study with an operating pro forma to assess options to develop an additional aquatic facility for leisure and recreational use. Generally locate the facility on the north side of the City or adjacent to a community park using equal demographic distribution as a basis for site selection. Consider spray and water play features, a lazy river, slides, or similar amenities.”

The Feasibility Study has been completed and the study findings support community desires for expanded recreation facilities in Loveland.

Feasibility Study Purpose

- Complete an inventory of existing City of Loveland facilities, programs, and resources.
- Collect and analyze demographic data as it relates to the demand for expanded recreation facilities.
- Complete an analysis of local and area market conditions impacting both public and private recreation and leisure facilities.
- Collect, update, and analyze data relating to citizen and community needs and preferences.
- Evaluate the nature, scale, and economics of constructing new recreation facilities in the community.
- Assess what amenities and programming would be most logical to provide in new recreation facilities in the future.
- Outline the associated administration maintenance and operations associated with facility construction and operation.
- Explore the physical characteristics of various sites for locating new recreation facilities.
- Develop a preliminary report outlining available opportunities for Capital funding including community resources, ballot issues, grants and gifts, and public/private partnerships.

A. Community Input

Considerable public comment and input was previously gathered in the process of the 2014 Parks and Recreation Master Plan. The formal survey conducted with the 2014 plan indicated that 78 percent of respondents supported construction of new recreation facilities, and a similar on-line questionnaire showed 68 percent support. In summarizing community priorities, the 2014 plan concluded that new recreation facilities are, "...believed to be one of the community's most critical needs." To gain further insight into the needs and demands of the Loveland community, and to build upon the extensive information already collected with the 2014 Master Plan, additional community input focusing on future facility development was collected, which included:

- Focus group sessions with Recreation staff, recreation center guests, and selected Advisory Board(s) members.
- A public meeting held on April 22, 2015 at the Chilson Center to collect public comments and provide input on citizens' preferences for the development of future recreation facilities in the community.
- Two stakeholders meetings, including staff and senior center users.
- Input collected from an on-line discussion site that provided 200 additional comments.
- More than 100 comments collected from an Earth Day 2015 Information booth.
- Comment/Response cards made available to patrons at existing facilities.
- Relevant comments from the recent 2015 Quality of Life Survey.

The combined total of input from the 2014 Master Plan process and the 2015 Feasibility process, focusing directly on facilities, reached over 3,850 area respondents.

Key results from community input included:

- Significant comment that the Chilson Center is critically overcrowded and new/additional indoor recreation space is needed immediately
- High level of public interest in indoor and outdoor leisure pool aquatics; the leisure pool concept was the most popular aquatic choice
- Strong demand for more fitness, wellness, and aerobic exercise space
- Demand for indoor sport court space for athletics, pickle ball, and gymnasium type activities
- The preferred location for new facilities is in the NW quadrant of the City, adjacent to or included in a Community sized park due in large part to future population growth trends
- New facilities should focus on multi-generational recreation opportunities, shared spaces to be enjoyed by toddlers, youth, adults, and seniors
- Accommodation of ever growing demand for active adult recreation, in response to the changing demographics caused by the "Baby Boomer" generation population impact
- Indoor recreation space is thought by residents and users to be one of the Loveland community's most critical needs

When results from all sources are combined the top Community priorities for amenities with new facilities included:

- Indoor leisure swimming pools/warm water activity areas
- Cardio and weight training equipment
- Fitness/aerobics/dance class space
- Outdoor aquatics space and space for newer trending activities such as bouldering, zip lines, and pickle ball

Input Summary

The City of Loveland has conducted extensive research and public process in 2014 and 2015; and in both cases, the process has clearly identified critical overcrowding at the existing Chilson Center, a strong demand for additional aquatic based facilities; strong and growing demand for multi-purpose space including MAC (multi-activity) gyms, and fitness and wellness space for all ages. City demographics define an aging population (Baby Boomers), continued population growth, and adequate disposable income to support addition of new facilities – to the extent that many who participated in the process feel that the City is already five years behind the current demands for these facilities.

B. Demographics and Market Analysis

Current and future growth within Loveland and the surrounding area clearly support the need for additional facilities, and the public review process has identified a strong community desire for additional recreation facilities. The following **Table 1** provides summary information on current population, household size, and median household income for two (2) different and relevant study areas. Additional demographic information is covered in much greater detail in the body of the report.

Table 1: City of Loveland Summary Demographics–2014

Summary Demographics	Loveland	10 Mile Radius
Population	70,037	206,159
Number of Households	28,789	81,350
Avg. Household Size	2.42	2.51
Median Age	40.1	38.5
Median Household Income	\$56,686	\$66,640

Source: 2000 and 2010 U.S. Census; Esri Business Information Solutions 2014 Demographic and Income Profile.

The *Loveland* column demographic information is consistent with research conducted by the City for the 2014 Parks and Recreation Master Plan and provides a summary of current conditions. In addition, for the purpose of this study, similar data was collected for a *10 mile radius of the intersection of Highway 34 and Highway 287 with the intent to identify demographics of the population within a 15 minute drive of possible new facilities*. The population data for that selected area, which extends beyond current City boundaries, is nearly three times the existing Loveland population thus describing a significant population base (and household income) available to make use of new recreation facilities. The population and number of households in the 10-mile radius area is logically associated with the overcrowding and use pressures on the City’s current (and only) recreation center.

Market analysis research is further documented in the body of the report. Key issues identified in the process of the market analysis include:

- There is more than adequate population in the study area (206,000) to support the development of a second recreation center; Loveland has fewer recreation centers and consequently less indoor recreation space than surrounding comparable communities. Adjacent communities of Boulder and Ft. Collins all have three or more public recreation centers, and nearby Greeley has two, including a family fun center with indoor sports fields. Several respondents in our public process indicated that they were traveling to these communities for recreation center services.

- Sufficient overcrowding exists at the existing Chilson Center alone to justify additional facilities; the center has seen record attendance annually since 2010. Chilson was designed to handle 1,000 visits per day and is now attempting to meet the needs of over 1,300 visitors per day, or 30 percent above designed capacity on an average day. During school holidays and the busy part of the year (January – May), the center operates at least 50 percent over design capacity.
- National and regional trends identify leisure pools as an essential component in facility development and corresponding revenue generation, and that interest level is supported by the public input from this process.
- Median household income in the area is sufficient to support expenditure of disposable income on recreation activities. The typical family in the household income range noted above will spend approximately \$3,500 annually on local/community based recreation activities (ESRI “Tapestry” Report).
- Current national and local trends, along with voiced demand for aerobic, weight training, exercise, and yoga space for younger families and active adults, support the need for expansion of those services in the Loveland area.
- There is a meaningful mix of public and private facilities in the general area, and the proposed scope of facility programs is not expected to duplicate or conflict with any existing public or private facilities. See the body of the report for additional attention to this issue. In multiple communities across the nation, public and private providers exist in an environment that provides the service and pricing choices consumers are looking for. There is no reliable data to support the contention that public recreation services have forced private providers out of business and like other service industries many have simply failed due to poor business practices or failure to match customer service levels of their competitors.
- Future development of Regional taxing Authority (RTA) assisted facilities may produce aquatic facilities that could potentially compliment or compete with aquatic facilities at a new recreation center, although these facilities will be “resort based” and tied to lodging facilities. The local RTA projects were supported by a resolution from Loveland City Council. An actual decision on RTA funding is expected to be announced in December 2015.

C. Facility Concepts and Costs

Site Analysis

Based on demographic and market information analysis, three different potential sites were identified as preferred locations, all in the North-West quadrant of the City.

- Mehaffey Park site #1
- Mehaffey Park site #2
- Lee Farms site near 44th and Wilson

Site review criteria included topography, vegetation, drainage, access to utilities, proximity to public transportation, connectivity with current parks and trails system, buffering from adjacent development, view corridors, environmental assets and potential clean-up issues, availability for purchase, and application of City development requirements.

In the final analysis, the Mehaffey site #1 (located adjacent to the new Mehaffey Community Park) gained the highest scores and became the preferred site. The potential sites were evaluated by the Loveland Planning Department Design Review Team as well. The preferred site will need to be purchased by the City and annexed into City boundaries. Detailed information regarding the site review process is contained in the body of the report.

Figure 1: Mehaffey Site Plan Option One



Recreation Center Program Concepts

A new Community Recreation Center is under consideration in order to fulfil consistent and robust requests from citizens as was identified in the 2014 Parks and Recreation Master Plan, calling for both passive and active recreation programs and facilities in the City of Loveland. Through meetings in 2015 with staff and with recreation center architects, and using information gathered from the public comments, program concepts for a potential new center were developed. All of the spaces considered for a new center are expected to be as multi-functional as possible, inclusive of both current and anticipated needs. The conceptual program in response to local and regional trends and public input, includes an indoor warm water leisure pool and a 4-lane, 25-yard lap pool with adjacent party room and classrooms.

In addition to the aquatic elements, an array of fitness and multi-purpose spaces are also included in the potential program. These include a short-term babysitting room, a walk/jog track, a group fitness/dance room, yoga studio, weight and aerobics areas, a single middle school court gymnasium, 2 multi-purpose classrooms and a catering kitchen, indoor children’s playground, a bouldering wall, gymnastics space, administration and building support spaces such as lobby, locker rooms, etc.

Table 2 and the following program space and cost data summarize the estimated scope and costs based on preliminary (and conservative) assumptions for space allocation that will be better defined in future phases. Other opportunities for new and innovative features including climbing walls, zip lines, indoor/outdoor aquatic spaces, pickle ball courts, teen areas, etc. will be considered and vetted during a more vigorous and in-depth design phase.

Table 2: Potential Facility Program Spaces

Space	Typical Square Footage
Child Watch/Baby Sitting	878
Classroom, 25 person, X2	1,342
Gym Single court – middle school	7,335
Walk/Jog Track	7,150
Weight/Fitness	4,270
Aerobics/Dance Studio (30 person)	3,300
Yoga studio	1,465
Aquatics Support	512
Leisure Pool	7,315
Lap Pool	5,740
Party/Wet Classroom	830
Catering kitchen	403
Gymnastics	5,429
Bouldering wall	370
Wellness/fitness testing	244
Administration Space	2,225
Children Indoor Playground	854
Required Building Support	10,699
Total	59,531

Recreation Center Program and Cost Data

Preliminary Estimates

Program Space	Net Area	Ext	Selected Program Gross Area	Selected Program Cost	Notes
Administration Spaces	1,824		2,225 SF	\$ 570,063	
Facility Supervisor's Office		150			private office
Assistant Facility Supervisor		120			private office
Programmer's Workstations		240			(3) workstations at 80 s.f. each
Administrative Assistant		100			workstation
Count Room		80			
Work Room		250			
Kitchenette		50			
Conference Room		280			Can double as small rental space for business use
Computer Server Room		150			
Storage		100			
Circulation		304			
Required Building Support Spaces	8,770		10,699 SF	\$ 3,587,726	
Pre-Control Lobby		1,000			
Lounge		900			
Control Desk		200			
Men's Locker		1,200			
Women's Locker		1,200			
Family Cabana		1,600			8 cabanas
Vending Machines		150			
Men's Toilets		300			
Women's Toilets		300			
Custodial Closets		150			
Building Mechanical Room		400			
Sprinkler Valve Room		90			
Main Electrical Distribution Room		200			
Maintenance/ Receiving/ Loading		300			
Custodial Workroom/ Supply		300			
General Building Storage		400			
Child Watch / Babysitting	720		878 SF	\$ 275,097	
Babysitting		600			
Tot toilet		40			
Storage		80			
Children's Indoor Playground	700		854 SF	\$ 402,192	
Indoor Playground		700			
Play Structure					Allow \$300,000 for equipment
25 Person Classroom	550		671 SF	\$ 192,859	Seats 25 per Room
Classrooms		500			
Storage		50			
2nd - 25 Person Classroom	550		671 SF	\$ 192,859	Seats 25
Classroom		500			
Storage		50			
Catering Kitchen	300		403 SF	\$ 117,535	No equipment is included, cost in soft costs.
Warming Area		250			
Storage		80			
Single Middle School Court Gymnasium	6,668		7,335 SF	\$ 2,267,584	(1) 42 x 74 court with overhead volleyball nets.
Gymnasium		6,468			
Storage		200			
Gymnastics Room	4,935		5,429 SF	\$ 1,641,040	No equipment is included, allow about \$100,000.
Gymnastics Room		4,636			
Storage		400			

Program Space	Net Area	Ext	Selected Program Gross Area	Selected Program Cost	Notes
Wellness / Therapy / Fitness Testing Rooms	200		244 SF	\$ 65,499	
Wellness/ Therapy Room		200			
Fitness Assessment Room		0			
Long Elevated Walk / Jog Track	6,500		7,150 SF	\$ 1,279,564	9 laps per mile, 3 lanes
Walk/Jog Track		5,900			
Stretching Area		600			
3,500 Weight / Fitness	3,500		4,270 SF	\$ 1,320,903	
Cardiovascular Training		1,500			
Circuit Resistance Training		960			
Free Weight Training		640			
Fitness Supervisor Station					
Stretching Area		300			
Equipment					Equipment in soft costs
Storage		100			
38-46 Person Aerobics/Dance Studio	2,705		3,300 SF	\$ 967,207	Accommodates 38-46 people
Aerobics/Dance Studio		2,300			
Storage		405			
16-20 Person Multi-purpose/Yoga Studio	1,200		1,465 SF	\$ 392,996	Accommodates 16-20 people
Studio		800			
Storage		400			
Bouldering Wall	303		370 SF	\$ 168,583	10' high monolith for free climbing
Climbing Wall Enclosure		253			Enclosure only
Climbing Wall					\$50,000 allowance for climbing wall
Storage		50			
Aquatics Support	420		512 SF	\$ 137,549	Equipment room, guards, office
Guard Room		300			
Head Lifeguard Office		120			
4-Lane x 25-Yard Lap Pool	5,218		5,740 SF	\$ 3,003,169	4 lanes x 25 yards w/ circ.
Pool		2,400			4 lanes x 25 yards
Nalatorium		4,368			8 foot decks, no diving, 48' X 91'
Pool Equipment Room		600			
Storage		250			
2,500 SF Leisure Pool	6,650		7,315 SF	\$ 4,322,461	2,500 square foot pool (Sim. to Cortez)
Pool		2,500			
Nalatorium		5,500			
Slides, Spray Features, Spa (some)					200 SF spa
Supplemental Sanitation Water Treatment					
Pool Equipment Room		750			
Pool Storage		400			
			59,531	\$ 20,904,886	Building Construction

Loveland Recreation Facilities

PROJECT BUDGET SUMMARY

Date: August 7, 2015

Revised:

Project Component	Quantity	Unit Cost	Cost	
1. FACILITY CONSTRUCTION			\$20,904,886	
Building Construction (No Site)	59,531 SF	\$351	\$20,904,886	See BRS Draft Facility Program
2. OFF-SITE CONSTRUCTION			\$1,339,609	
Accel / Decel / Turn lanes	100 LF	\$155	\$15,456	15ft wide--none anticipated
Public streets through site	3,000 LF	\$392	\$1,175,441.50	no site selected yet
Curb & Gutter replacement	0 LF	\$34	\$0	None anticipated
Traffic signal	0 EA	\$0	\$0	None anticipated
ROW sidewalk, landscape	500 LF	\$92	\$46,096	15 ft wide @ \$4-5/sf
Upgrades to ROW storm, water, waste	400 LF	\$155	\$61,823	6-8" water, 8-12" sewer
Street Lighting	5 EA	\$8,139	\$40,693	
Off-site improvements	1 Allow	\$0	\$0	Improvements will be funded through land sale
Off-site signage	1 Allow	\$0	\$0	Gateway signage
Earthwork / Retaining Wall	0 LF	\$79	\$0	None anticipated
3. SITE CONSTRUCTION (12 acre site)			\$1,691,132	
Hazardous Material Mitigation Allowance	1 LS	\$50,000	\$50,000	Allowance
Demolition Allowance	1 LS	\$150,000	\$150,000	
Overlot Grading & Prep	8,067 CY	\$5	\$43,746	Ave cut/fill of 3-ft outside bldg
Parking Lot & Internal Drives	226 cars	\$2,515	\$568,921	asphalt paving, curb & gutter
Access Drive	200 LF	\$207	\$41,486	24 ft w/ curb
Fire Lane	200 LF	\$96	\$19,252	Not required due to street configuration
Entry plazas	2,500 SF	\$12	\$30,000	colored concrete
Sidewalks	400 LF	\$30	\$12,000	8 ft wide grey concrete
Water & Sewer extensions to Building	400 LF	\$64	\$25,488	total length & cost for both
Fire Loop & 4 hydrants	1,400 LF	\$80	\$111,986	
Storm Collection, Drainage, Storage	1 LS	\$20,000	\$20,000	Piping, pond, structures
Parking & Pedestrian Lighting	14 EA	\$6,327	\$88,582	std cut-off parking, plaza bollards
Pedestrian Lighting	10 EA	\$3,959	\$39,588	
Site Signage & Furniture	1 LS	\$96,179	\$96,179	Allowance
Landscaping & Irrigation	293,904 SF	\$2	\$293,904	\$1.50-\$2.00/sf ave
Park & Active Recreation Improvements	1 Allow	\$50,000	\$50,000	Misc. improvements on site
Sculpture feature at plaza	1 Allow	\$150,000		Allowance
Misc Site Costs	1 LS	\$50,000	\$50,000	Allowance
4. OTHER PROJECT DEVELOPMENT COSTS			\$4,369,087	
Land Purchase			\$300,000	Per July 28th discussions
Public Art Allocation			\$0	None anticipated
LEED Premium	1%			Value of sustainable design initiatives
Professional Fees			\$2,201,573	8.0% of Bldg, Off-Site, Site, Conting
FFE - Furniture, Fixtures & Equipment				Allowance for furniture, rec equip, misc
Exercise Equipment	3,400 SF	\$75	\$255,000.00	In construction cost
Gymnastics Equipment				
Kitchen Equipment	320 SF	\$200	\$64,000	Allowance per s.f. of kitchen
General FF&E	59,531 SF	\$8	\$484,257	Allowance per s.f. of building area
Computer Equipment	59,531 SF	\$8	\$484,257	Allowance per s.f. of building area
Other Special Equipment	1 Allow	\$50,000	\$50,000	Allowance
Plant Investment / Tap Fees			\$300,000	Allowance for water, sewer, other util. fees
Construction testing & Survey			\$100,000	Soils & Materials testing, land survey
Reimbursable Expenses			\$100,000	Document printing, deliveries, travel
Plan Review Fees			\$30,000	
Sales Tax		0%	\$0	Assume none
5. SUB-TOTAL ALL PROJECT COSTS			\$29,304,614	
6. CONTINGENCY		13%	\$3,679,600	5% design contingency + 8% Owner's Contingency
7. GRAND-TOTAL ALL PROJECT COSTS			\$31,984,213	
8. Unit Cost (\$/SF) incl Items 1,2,3,6		\$464		
9. Unit Cost (\$/SF) incl Items 1,6		\$407		

Cost Items Not Included:

Import / Haulaway of of structural fill, Owner's Representative, Legal fees, Land acquisition, Sales tax

© 2015 Barker Rinker Seacat Architecture. Cost estimated based on similar recently constructed recreation centers around the US and indexed to the Loveland region based on mid-point of construction of August 2018.



Cost Summary

The total estimated cost of a facility with the amenities recognized in the needs analysis and including building, site, design, and furnishings costs is approximately \$32 million (estimated in 2018 dollars). This estimated recreation center construction cost exceeds previous estimates in the current CIP, which estimated recreation center AND outdoor pool costs to total approximately \$28M. Within the parameters of the current CIP estimates, significant additional funding will be required to construct the proposed recreation center AND outdoor aquatic facilities, as well as any adventure sports areas desired by the citizens of Loveland.

D. Estimated Operating Budget

The operating budget developed in this feasibility stage serves several purposes:

- Assists in helping to establish realistic goals and expectations for facility operations.
- Offers a guide for understanding the impact of decisions about fees, operation systems, staffing levels, etc.
- Can demonstrate potential overall impacts to the agency's budget and can identify possible program priorities that may help offset the new facility's operating costs.
- Can recognize short-term and long-term subsidy needs.

The projected operating budget totals for the Community Recreation Center are shown in **Table 3**. A detailed operating budget, including explanation of assumptions made, can be found in **Appendix A**. Operations costs for a new recreation center are expected to be similar (but less) than the existing Chilson Center as the proposed facility is approximately 30,000 SF *smaller* than Chilson. Overall expenses are estimated at \$1,561,990 based on the preliminary plan for amenities, with an estimated cost recovery rate of 70 percent to 80 percent resulting in a range of possible operating deficits of <\$468,590> to <\$319,820>.

Table 3: Summary Community Recreation Center Operating Estimates (@ 80% cost recovery)

Loveland Community Recreation Center	
Total Expenses	\$1,561,990
Total Revenues	\$1,242,170
Projected Operating Deficit/Surplus	(\$319,820)
Cost Recovery	80%

E. Financial Analysis and Potential Funding Sources

This study researched possible funding sources, including several outlined in the 2014 *Parks and Recreation Master Plan* document. The most viable funding options, all of which should be pursued include:

- Capital Expansion Fees charged to developers generate \$570,000 per year (currently) and can be used for land acquisition and recreation facilities construction; accumulated available funds are approximately \$5M (estimated to reach the \$13M level in 2024).
- Sponsorships and private sector partnerships secured from local and regional interests.
- Grants; County, State, and Federal funding.

- A possible future bond issue or COP funding. Preliminary and limited research on the Bond/COP options, based on *May 2015 interest rates and City bond ratings*, indicates a range of possible annual debt payment of \$1,400,000 to \$1,600,000 for this long term funding strategy assuming financing of \$20 to \$23 M in debt. (These figures are for illustration purposes only and are subject to change over time.)
- Through Parks and Recreation Master Plan survey data, citizens have indicated that they expect and support a portion of the needed funds to come from either property or sales taxes, provided those taxes include a sunset provision.
- Annual Colorado Lottery funds total approximately \$750,000 per year; all are currently used for trails construction and maintenance and would have to be re-directed by City Council action for a specific time-frame to be available for this project.
- Re-purposing existing private structures that may become available in the near future is also a possibility depending upon timing and availability.

Within these available funding options, current balances are not adequate to build a new center. The full (\$32M) project will require extensive, creative alternate funding sources and community partnerships and will likely require phased development to track with timing of funding.

F. General Conclusions and Recommendations

Development Options for Community Recreation Facilities

Pressure to address current overcrowding and program needs, identified community-desired components of a future recreation center, and consideration of design and program options have resulted in estimated land acquisition, building, and soft costs of approximately \$32M. This estimate (based on possible construction in mid-2018) exceeds the 2015 City-wide CIP estimated budget (2015-2024, recreation center only) of \$26.1 Million. It is estimated that by 2024, the balance from Recreation Capital Expansion Fees will reach the \$13 million level, or about 40 percent of the herein calculated project budget estimate.

Because of this significant funding shortfall, the feasibility for construction of desired facilities is ultimately directly dependent on the City's ability to generate the required direct funding, or financing, of the estimated \$32M total costs (\$13 million of which would already be in place from Recreation CEF funds). **To meet the expressed demands from the community and to respond to predicted growth, the following strategies are recommended to be implemented as soon as possible to achieve the desired new facilities within the next 3-5 years.**

- By 2017 set aside and/or acquire 10-15 acres of city-owned land in the northwest quadrant of the city adjacent to or connected to existing or planned parks, open lands, and trails for the purpose of expanding recreation facilities. Three (3) possible locations are summarized within the body of this report, and a site adjacent to Mehaffey Park is the current preferred location.
- Investigate opportunities to co-locate facilities on the same site or even within the same facility, i.e. adding a wing for library services, co-locating shared meeting and classroom space for museum sponsored classes and activities, leasing clinic and activity space to a local hospital or health provider for wellness/therapy services, or leasing space for appropriate retail sales including sports equipment, apparel and food services.
- Investigate opportunities to incorporate recreation facilities expansion funding with other desired City projects including, but not limited to, a new or expanded museum, a satellite library, much desired trails underpasses, other public works, and/or streets capital projects.

- Begin the process to identify and pursue options for acquiring the needed additional funding to reach the target of \$32+ million. These options could include, but would not be limited to, Capital Expansion Fees; Lottery funds, Grants, and/or private donations; public or private partnerships; lease/purchase certificates of participation or bonding; (or a combination thereof) funded by a temporary sales tax or property tax.
- Investigate opportunities for selling naming rights for new facilities.
- Investigate a phased approach to development that would align with the timing of available funding. A phased strategy will require a flexible approach to design to allow for a core/basic building that can, over time, accept multiple additions and expansions. The City should be cautious in taking this approach, as results from surrounding communities that took this approach are mixed at best.

It is important to note that the current market escalation for construction costs is between .8% and one percent per month. According to Barker Rinker Seacat Architects, unless this current escalation subsides, construction costs are expected to rise at least **7-8% per year for the short-term future**. The current estimated cost includes this escalation factor through mid-2018 only. Escalation beyond 2018, at seven percent would be in excess of \$2M/yr.

II. COMMUNITY INPUT PROCESS – WHAT DO LOVELAND AREA RESIDENTS HAVE TO SAY ABOUT ADDING NEW RECREATION FACILITIES?

Engaging the public with meaningful mechanisms for input allows for frank and open discussions about the need and expectation for new community recreation facilities. To secure a significant level of community input, the primary tools employed were a review of extensive data collected from the 2014 *Parks and Recreation Master Plan*, comments gained from 2015 focus groups and community meetings, stakeholder meetings, data collected through online sources, and one-on-one contacts at public events. These combined sources totaled approximately 350 input contacts for the Feasibility Study, plus an already accomplished 3,500 contacts through the 2014 Master Plan process. Support data from the 2014 Master Plan has not been repeated in this study; however, the 2014 Master Plan clearly defined a need and strong community desire for new facilities, and thus recommended that this Feasibility Study be conducted.

A. Public Process

To gain further insight into the needs and demands of the Loveland community, and with a focus on a second community recreation center, a *facilities oriented* community input process was conducted, which included:

- Focus group sessions with Recreation staff and selected Advisory Board(s) members.
- A public meeting held on April 22, 2015 at the Chilson Center to collect public comments on what type of recreation facilities are desired.
- Two stakeholders meetings, including staff and senior center users.
- Input collected from an on-line discussion site with 200 comments.
- More than 100 comments collected from an Earth Day 2015 Information booth.
- Response cards made available to patrons at existing facilities (20).

General results from the community input included:

- Significant comment that the Chilson Center is critically overcrowded and new/additional indoor recreation space is needed immediately.
- A high level of public interest in indoor and outdoor leisure pool aquatics; the leisure pool concept was the most popular aquatic choice.
- Strong demand for more fitness, wellness, and aerobic exercise space.
- Demand for more gym space for athletics and pickle ball.
- The preferred location for new facilities is in the NW quadrant of the City, adjacent to (or included in) a Community sized park.
- New facilities should focus on multi-generational recreation opportunities, shared spaces to be enjoyed by toddlers, youth, adults, and seniors.
- Accommodation of ever growing demand for active adult recreation, in response to the changing demographics caused by the “Baby Boomer” generation.
- Indoor recreation space is one of the Loveland community’s most critical needs.

When results from all sources are combined the top five priorities for new amenities included:

- Indoor leisure swimming pools/warm water activity areas
- Cardio and weight training equipment
- Fitness/aerobics/dance class space
- Outdoor aquatics space
- Adequate locker room and support spaces

It is notable that the demand for new amenities is similar in character to the existing facilities at Chilson, which are currently experiencing overcrowding and use pressures. To some extent, residents are asking for more of the same quality programs and facilities provided at Chilson. However, local trends and community demands for a wider range of aquatic, fitness, and multi-generation opportunities are driving a strong desire among users for facilities with new, exciting, and different recreation opportunities.

B. Online Community Engagement – MindMixer

The Project Team used the online tool MindMixer to further connect with the community and create a forum for conversation and interaction about specific questions or “topics.” Visitors to the site had the opportunity to respond to general topics and the “ideas” submitted by other visitors. The Project Team used this tool to gather information similar to a focus group, which in many cases expanded the conversations from the April 22nd stakeholder, staff, and public meetings.

Qualitative data was collected through “open-submission” questions, where a question was asked and respondents were free to answer as they chose; and quantitative data was collected through “survey” questions, where respondents were asked to select choices from a list of specific options.



The MindMixer site generated 3,990 page views from 1,644 visitors through May 24, 2015. The average respondent was 45 years old, 61 percent were women, and over 86 percent reside in postal codes 80538 and 80537.

The online activity generated 200 interactions and ideas from the Loveland community. Since seven of the eleven questions were also asked in the focus groups, many of the interactions and ideas matched significantly with input from the rest of the public input process. Topics that appeared in the online process at a higher rate than other channels included *trail connectivity* between Loveland Parks and Recreation facilities and interest in a *rock climbing wall*.

C. Public Intercept - Survey

On April 25, 2015 the Project Team, along with Loveland Parks and Recreation Staff, set up a booth at Loveland’s 2nd annual Earth Day event at Foote Lagoon. The goal was to collect additional responses to questions pertaining to recreation amenities and funding. A copy of the survey and results summary was provided as a separate staff resource document.

The event lasted for five hours, and garnered 114 responses from the event attendees. The Project Team also distributed the survey at the Chilson Recreation Center to gather additional responses. Below are the top ten responses from the “Amenities” survey and the top five results from the “Funding” survey. *(Note: There were a number of participants that chose not to respond in the “Funding” portion of the survey).*

AMENITIES:	
Touch-point	Public Intercept
# of responses	114
Indoor Aquatic Features	85
Exercise, Fitness, and Weight Training Areas	77
Outdoor (Seasonal) Aquatic Features	62
Support Space (Concessions, Restrooms, Lockers, Etc.)	52
Arts Programming and Studios	52
Indoor Playground	46
Special Indoor Space (Gymnastics, Tennis, Soccer, Etc.)	43
Indoor Track	43
Gymnasium Space	41
Special Preschool, Teen, or Seniors Space	40

FUNDING:	
Touch-point	Public Intercept
# of responses	114
Grants and Private Fund Raising.	64
A limited sales tax increase that expires when enough funding is collected to construct the desired facility(s).	49
An ongoing sales tax increase set aside to fund construction and operations and maintenance for new facility(s)	28
A temporary increase in property taxes that expires when funding is collected to construct the desired facility(s).	23
Increased use fees.	20
No Response	25

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III. MARKET ANALYSIS – WHAT ARE THE DEMOGRAPHICS, MARKET CONDITIONS, AND TRENDS INFLUENCING DEMAND FOR NEW FACILITIES

A. Demographic Profile and Market Conditions Analysis

Understanding community demographics and needs is an important component of planning for future parks and recreation services and facilities in the City. This chapter of the *Feasibility Study* first provides a demographic snapshot of the Loveland area and then addresses a number of influencing market conditions.

Table 4: City of Loveland Summary Demographics–2014

Summary Demographics	Loveland	10 Mile Radius
Population	70,037	206,159
Number of Households	28,789	81,350
Avg. Household Size	2.42	2.51
Median Age	40.1	38.5
Median Household Income	\$56,686	\$66,640

Source: 2000 and 2010 U.S. Census; ESRI Business Information Solutions 2014 Demographic and Income Profile.

The current population (70,037) within city boundaries is sufficient to influence the demand for an additional recreation center and illustrates the current use pressures at Chilson. The population within a 10 mile radius of downtown Loveland (intersection of Highway 287 and Highway 34) at 206,159 shows that within a 15 minute drive, there is actually sufficient population to support three (3) recreation centers when applying standards defined in the Loveland 2014 *Parks and Recreation Master Plan*. The current annual Loveland growth rate is 1.3 percent/year.

Target Market

The primary target market will be individuals and families that reside in the boundaries of the City of Loveland. Secondary target markets could draw interest from beyond those boundaries including Berthoud and unincorporated areas to the west, east, north, and south. The proposed facilities will serve children, youth, adults, seniors, and families. A third potential market is the high volume of seasonal tourists, which is typically a six month market

The 2010 expansion at Chilson has provided a short-term remedy to meeting pressures of area growth and additional demand. Area growth will continue, as Loveland is within the front-range area that is among the 10 fastest growing regions in the nation. National publications such as *Money* magazine continue to select the Loveland/Ft. Collins area as a top location to live, to raise a family, and to retire. Median income in the general area, at \$66,640, provides residents the resources for purchasing recreation activities as part of disposable income. Many in the public input process commented that the City is already five years *behind* in developing recreation centers to respond to need and growth. Comparable size municipalities in the general area, including Ft. Collins, Greeley, and Boulder operate and maintain multiple public recreation centers within their boundaries.

Intervening Facilities

Mid-project review with City Council raised questions about the City's role in providing recreation centers as opposed to encouraging private interests to provide the services.

In the Loveland area, there already exists a healthy mix of public and private opportunities. Project research of intervening facilities shows a wide range of opportunities available beyond the basic services provided by the City. Area residents frequently express satisfaction with the range of services and fees, have regularly praised the City for the scope and quality of City services, and readily turn to the City facilities for their basic recreation. A good example of this mix is City philosophy to provide basic instruction in gymnastics skills and then rely on the private sector to service those that want to continue beyond basic instruction. Proposed facilities are not designed nor intended to replace any existing public or private services, but rather to respond to demand for more of what residents are already using heavily.

The feasibility study scope included creating a list of intervening facilities throughout Loveland that add to the overall service profile of the City. These intervening facilities are made up mostly of private or franchise businesses that provide services such as: full-service fitness centers (Gold's Gym, Curves, Miramount Lifestyle Fitness, Legends Pro Gym); bowling, movie, and arcade centers (Sweetheart Lanes, Summit – Bowling, Laser Tag, Arcade, Loveland Laser Tag, Metrolux Movie Theater); sport-specific training centers (martial arts, gymnastics, CrossFit); and aquatics centers (three high school facilities operated by the Thompson School District).

Many of the services provided by the intervening facilities fall outside of the level of service and/or expertise provided by Loveland Parks and Recreation, and act as an extension of service by the City. For example, the full-service fitness centers typically provide more personalized and/or specialized services than the Chilson Recreation Center. Other facilities, such as bowling centers, provide services that fall outside the core services of a municipal parks and recreation agency. The average disposable income in the area, which is above the Colorado average, results in typical annual household expenditure of \$3,500 per year on recreation facilities and fitness pursuits; thus most (but not all) of the pricing is secondary to services. In cases where pricing is primary, appropriate scholarships and reduced fee pricing is available for city services, which is not typically the case with private facility and program providers.

In multiple communities across the nation, public and private providers exist in an environment that provides service and pricing choices desirable to consumers. There is no reliable data to support the contention that public services have forced private providers out of business, and many have simply failed due to poor business practices or failure to match customer service levels of their competitors.

The City has recently approved a resolution in support of the GoNoCo proposal for private facilities including hotels, an indoor water park, outdoor water based recreation, sports instruction and research with multiple sports fields, funded in part through the State of Colorado Regional Tax Authority (RTA) process. A decision on that proposal is expected in December of 2015, and if successful, will likely have some impact on City plans for recreation facilities. If these proposed private ventures are constructed it will be important that the City coordinate rather than compete with proposed development.

Other general market conditions supporting development of additional public facilities include:

- Trends toward more active adult and multigenerational use; programs for that use are available more likely at public facilities.
- Increased general sales tax revenues will continue providing funds to construct facilities that respond to growth pressure.
- Proposed site proximity to a new community park and connection with other facilities.
- Gender, age, and income demographics in the region support the need for more and varying facilities. Consumer demand is for “state of the art” facilities.

Comparisons

Part of the project study is to look at similar facilities in the region. The purpose of this comparative analysis is to give the City a better understanding of the types of community centers that exist in the region and how they operate. The current City standard is one recreation center for each 60,000 in population. The 2014 *Parks and Recreation Master Plan* defined, and this 2015 study verified, that in comparison to adjacent communities Loveland is at least “one center” behind what similar communities (Ft. Collins, Greeley, Boulder, etc.) provide.

In order to get a complete picture of the options for potential components, there must be an understanding of what the regional market will bear for fees and charges, the amount of funding it takes to operate and maintain similar facilities, and the costs to staff a facility. For this comparison, other park and recreation agencies were contacted to provide specific information for recreation centers that would be similar to any new Loveland facility. Comparison agencies included Carbon Valley, Greeley, Longmont, Ft. Collins, East Boulder, and the existing Chilson facility shown in **Table 5**.

Table 5: Comparable Data

	Carbon Valley 50,000 SF	Greeley Fun Plex 68,000 SF	East Boulder 52,960 SF	Longmont* 63,520 SF	Chilson 90,606	Ft Collins Epic 117,320 SF	Ft Collins Senior 59,680 SF
Expenses	\$1,555,900	\$1,197,693	1,140,369	\$1,228,588	\$2,883,467	\$1,455,769	\$1,557,540
Revenues	978,848	\$1,129,483	899,447	\$1,792,667	\$1,975,698	\$1,551,858	\$1,028,635
Operational Subsidy	(\$577,052)	(\$68,210)	(240,922)	\$564,079	(\$607,769)	\$96,089	(\$528,905)
Cost Recovery %	63%	94%	79%	145%	76.4%	106%	66%
Additional Data							
Wages/Salaries	\$750,000	Not provided	712,197	\$948,735	\$1,247,215	\$869,135	\$904,368
Utilities Expense	\$297,435	\$192,052	152,314	\$169,911	\$211,517	\$456,085	\$138,440
Pass/Punch Card Revenue	\$368,344	\$618,780	\$591,345	\$1,194,807	\$882,898	283,003	\$192,008

*Longmont expenses do not include custodial and maintenance expenses. These functions are performed by separate city departments and not charged to Parks/Recreation budget. Those expenses were not provided; however, it is estimated that accounting for those expenses would drop their cost recovery to 75% to 85%.

The comparison data listed is for the purpose of providing an overview of budget and operational performance of similar (and un-similar) facilities in the general area. This data is not intended to suggest any comparable approach from Loveland, but rather to give an indication of how diverse comparable facilities are in their performance. The comparison table above indicates the difficulty in attempting to compare Loveland with other agencies, many of which have different operating philosophies, cost recovery expectations, building components, and budget methods. As a new Loveland facility evolves, a unique set of criteria will result in unique data for future comparison.

Community Recreation Center Components – Comparisons

The community recreation centers that were studied for this analysis range in size from 50,000 square feet to 85,000 square feet. Common amenities in these centers include leisure pools, multi-purpose rooms, gymnasiums, group fitness areas, weight/cardio rooms, walk/jog tracks, climbing facilities, and childcare rooms. A few less common and unique amenities include competitive swim pool, dedicated senior areas, and racquetball.

Budget Data – Comparisons

Data was gathered on the revenue gained from daily admissions, passes, and programming as well as expenses for operating the facility (including staffing, utilities, and operations). An analysis of the ratio of revenue to expenses illustrates that the cost recovery of these facilities varies greatly from 63 to 140+ percent; driven by a wide range of programs, building design, and because in some cases (i.e. Longmont) all expenses are not included. A cost recovery level of 70 to 80 percent is projected for the proposed Loveland Community Recreation Center, which is a reasonable expectation when compared to the other facilities and when existing recovery rates at Chilson are considered.

Other Comparison Data

In the process of collecting comparative data, the project team also identified new facility development activity going on in the region. The Town of Windsor recently broke ground on a major expansion of its existing center. New recreation facilities are being considered by the Carbon Valley Park and Recreation District and the Thompson Rivers Parks and Recreation District, and voters in Eaton recently approved funding and hired a design firm for a new recreation center. In all cases, the agencies involved are expecting new recreation facilities to contribute to the growth and livability of their community.

B. Loveland Demographic Trends

The population data, estimates, and projections used in this demographic profile come from ESRI Business Information Solutions, based on 2000 and 2010 U.S. Census data. The data includes not only demographics for the City of Loveland, but also for a 10-mile radius around the city.

Demographic Analysis

Population Projections

Although the future of population growth cannot be predicted with certainty, it is helpful to make assumptions projections for planning purposes. **Table 6** contains population estimates and projections for Loveland and a 10-mile radius in the years 2000, 2010, 2014, and 2019, based on the 2010 U.S. Census. The annual growth rate for the City from 2000 through 2010 was 2.13 percent, while the 10-mile radius experienced a growth rate of 2.65 percent during this time period. ESRI’s projected annual growth rate for Loveland for 2014 through 2019 is 1.27 percent, compared to a projected 2014 to 2019 annual growth rate of 1.61 percent for the 10- mile radius and 1.26 percent for the State of Colorado. The population growth trend for the area is graphically represented in **Figure 2**.

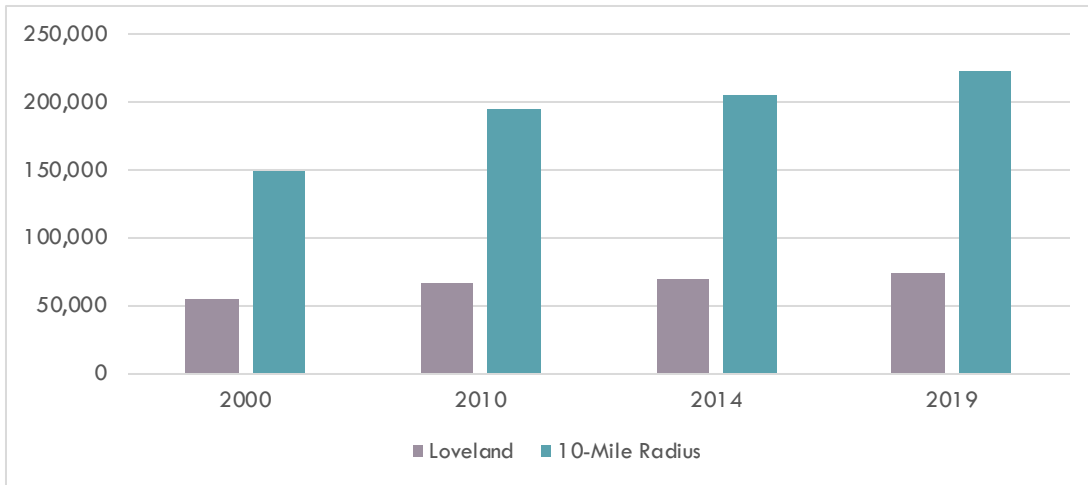
Table 6: Loveland Area Population Trends, 2000—2019

Actual, Estimated and Projected Population	Loveland	10 Mile Radius
2000 Population	54,180	149,810
2010 Population	66,859	194,623
2014 Estimated	70,037	206,159
2019 Projected	74,598	223,305

Source: 2000 and 2010 U.S. Census; Esri Business Information Solutions 2014 Demographic and Income Profile.

In addition to City boundaries, the 2014 Master Plan also addressed a service area that includes a City-defined growth management area and an area of influence for zoning, planning, and growth related issues. The 10 mile population radius used herein is likely a more meaningful representation of target market.

Figure 2: Loveland Area Population Growth Trend

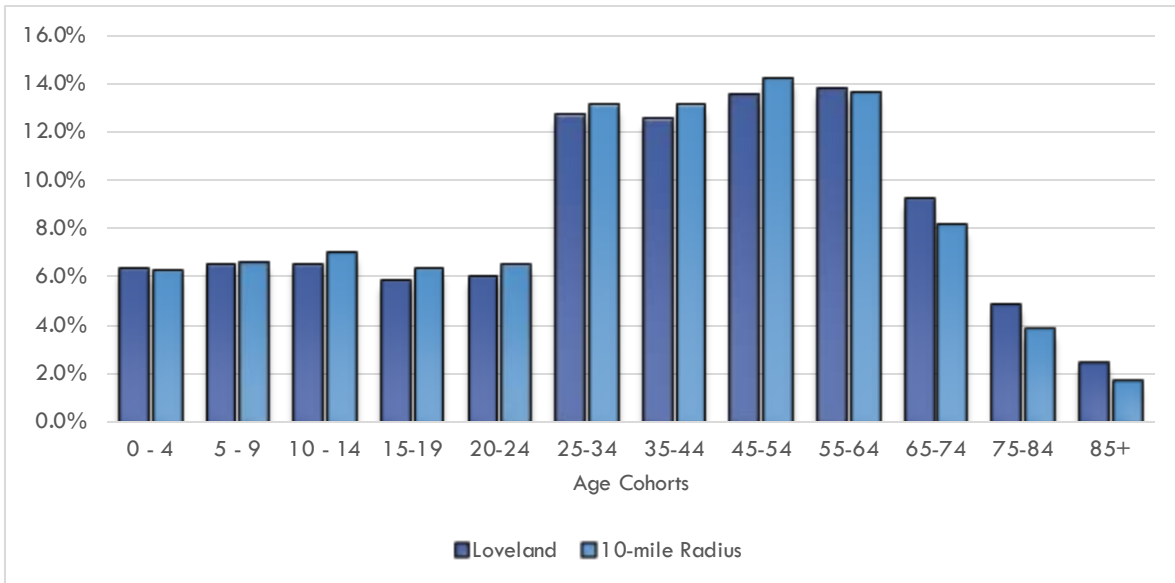


Source: 2000 and 2010 U.S. Census; Esri Business Information Solutions 2014 Demographic and Income Profile.

Gender and Age Distribution

Gender distribution in the City of Loveland was 48.6 percent male to 51.4 percent female in 2014. In the 10-mile radius around Loveland, the gender distribution was 49.3 percent male to 50.7 percent female. A comparison of the estimated population breakdown by age for Loveland and the 10-mile radius is shown in **Figure 3**. The median age in 2014 for Loveland was 40.1, but it was somewhat lower for the 10-mile radius, at 38.5.

Figure 3: Loveland Area Population Age Distribution, 2014



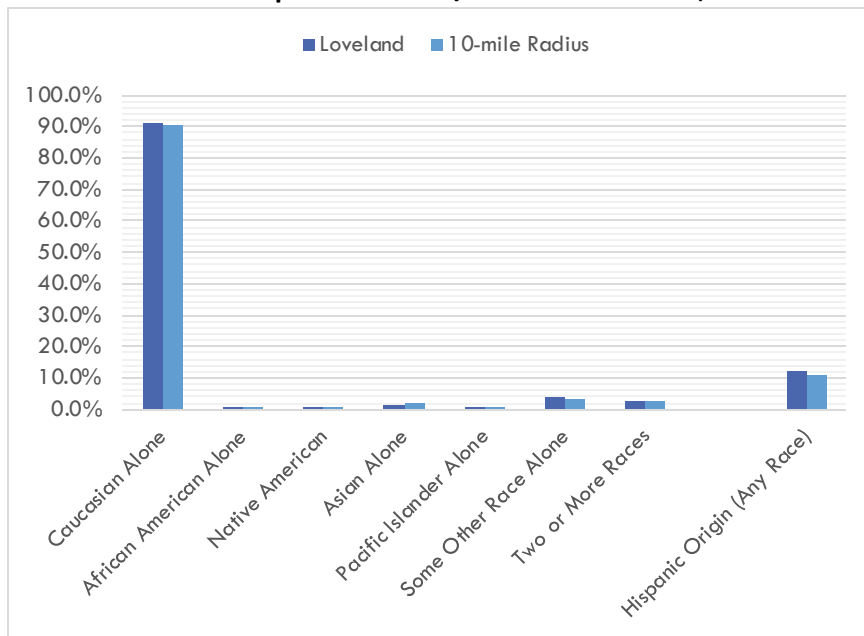
Source: 2010 U.S. Census; 2014 estimates provided by ESRI Business Information Solutions.

The age demographics for Loveland and the surrounding area are similar, with a slightly larger percentage of the 65-85+ age demographic residing within the City of Loveland. Both demographic areas reflect a noticeable downward trend in the 45-54 age demographic from 2010 to 2019 and a noticeable upward trend in the 65-74 age demographic. In the City of Loveland, the 45-54 age demographic is projected to decrease from 14.8 percent of the population in 2010 to 12.4 percent of the population in 2019. Similarly, this demographic is projected to decrease from 15.6 percent of the population to 13.1 percent in this timeframe. The 65-74 age demographic in Loveland is projected to grow from 7.8 percent of the population in 2010 to 10.6 percent of the population in 2019. In the 10 mile radius, this population is expected to grow from 6.8 percent to 9.5 percent in the 2010 – 2019 timeframe.

Race/Ethnicity

Figure 4 reflects the racial/ethnic population distribution for Loveland and the 10-mile radius. In 2014, 90.9 percent of Loveland’s population was Caucasian with Asian, Native American, and African American populations representing minimal distribution of other races at 1.1 percent, .9 percent, and .7 percent, respectively. The racial demographic with in the 10-mile radius of Loveland reflects a similar population distribution. Additionally, Loveland’s population of Hispanic origin* (a separate look at the population, irrespective of race) was at 12.1 percent in 2014, which is a slightly higher percentage than the percentage of Hispanic population in the 10-mile radius, at 10.7 percent.

Figure 4: Loveland Area Population Racial/Ethnic Distribution, 2014



Source: 2010 U.S. Census; 2014 estimates provided by Esri Business Information Solutions.

- Little change in racial demographics is projected from 2010 to 2019 in Loveland or in the 10-mile radius of the city. Loveland’s Caucasian population is trending slightly downward from 91.5 percent in 2010 to a predicted 90.2 percent in 2019.

* Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person’s parents or ancestors before arriving in the United States. In the U.S. census, people who identify as Hispanic, Latino, or Spanish may be any race and are included in all of the race categories. Figure 3 represents Hispanic Origin as recorded in the U.S. Census.

- The Asian population within the 10-mile radius of Loveland represents a slightly larger percentage of the area’s population than the Asian population within Loveland and is expected to grow from 1.9 percent of the population in 2010 to 2.2 percent of the population in 2019.
- Loveland’s population of Hispanic origin (irrespective of race), at 11.7 percent in 2010, is expected to grow to 13.1 percent of the population by 2019.

Educational Attainment

As shown in **Table 7**, the highest ranking educational levels in the Loveland area are those residents with a Bachelor’s degrees (26.1% in the 10-mile radius), some college, no degree (26% in Loveland) and High school graduates (21.4% in Loveland). Additionally, a greater percentage of residents in the 10-mile radius hold graduate or professional degrees (15.5%) compared to Loveland (11.1%).

According to a U.S. Census study, education levels had more effect on earnings over a 40-year span in the workforce than any other demographic factor, such as gender, race, and ethnic origin.¹

Table 7: Loveland Area Educational Attainment, 2014

Education Attainment	Loveland Percentage	10-mile Radius Percentage
Less than 9th grade	2.7%	2.1%
9th to 12th grade, no diploma	4.2%	3.6%
High school graduate (includes equivalency)	21.4%	16.8%
GED/alternative credential	4.0%	3.0%
Some college, no degree	26.0%	23.4%
Associate’s degree	9.5%	9.6%
Bachelor’s degree	21.2%	26.1%
Graduate or professional degree	11.1%	15.5%

Source: ESRI Business Information Solutions 2014 estimate based on the 2010 U.S. Census.

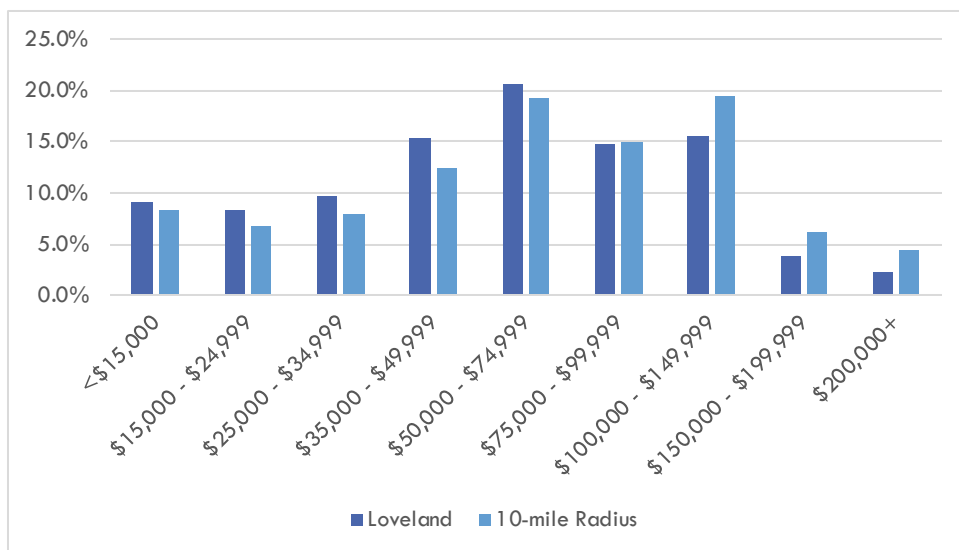
¹ Tiffany Julian and Robert Kominski, “Education and Synthetic Work-Life Earnings Estimates” American Community Survey Reports, US Census Bureau, <http://www.census.gov/prod/2011pubs/acs-14.pdf>, September 2011.

Household Income

The estimated 2014 median household income for residents of the City of Loveland was \$56,686 and for the 10-mile radius around Loveland, the median household income was \$66,640. Loveland’s median income is expected to grow to \$66,047 by 2019 and the median income of the 10-mile radius is expected to grow to \$78,730. **Figure 5** illustrates the full income distribution estimated for the City of Loveland and for the city’s 10-mile radius in 2014.

- In 2014, most residents in the Loveland area had an income in the \$50,000--\$74,000 income range (around 20%) followed by the \$100,000--\$149,999 income range (15%--19%).
- The percentage of residents with income in the \$100,000 - \$200,000+ range for both Loveland and the 10-mile radius is expected to rise by 4.7% and 6%, respectively, from 2014 to 2019 to represent 26.6% and 30.1% of the household income distribution in the two demographic areas.
- These numbers indicate that adult and senior users have the financial resources to participate in fee based programs.

Figure 5: Loveland Area Income by Household Distribution Comparison, 2014 to 2019 (projected)



Source: ESRI Business Information Solutions, 2014.

C. Current Relevant Trends

Park and Recreation Influencing Trends

Influencing trends information highlights relevant regional and national recreation trends from various sources. These selected trends are most likely to influence the City of Loveland’s recreation center planning.

Demographic Trends Influencing Recreation Programming

The highest-ranking age ranges in the Loveland area in 2014 were 25–34, 35–44, 45–54, and 55–64, each representing about 13% to 14% of the population. The 45–54 range is expected to drop about 1% by 2019 while the 65–74 range will grow close to 3%. Planning for the next 10 years suggests a growing demand for programs and services for Millennials and Baby Boomers.

Adult – The Millennial Generation

The Millennial Generation, generally considered to represent those born between about 1980 and 1999, represented about 25 percent of the Loveland area population in 2014. In their book, Millennials Rising, the Next Great Generation, authors William Strauss and Neil Howe identify seven Millennials characteristics.² These characteristics were discussed in a 2010 California State Parks article entitled “Here come the ‘Millennials’: What You Need to Know to Connect with this New Generation”:

1. Special: Used to receiving rewards just for participating, Millennials are raised to feel special.
2. Sheltered: Millennials lead structured lives filled with rules and regulations. Less accustomed to unstructured play than previous generations and apprehensive of the outdoors, they spend most of their time indoors, leaving home primarily to socialize with friends and families.
3. Team Oriented: This group has a “powerful instinct for community” and “places a high value on teamwork and belonging”.
4. Technically savvy: Upbeat and with a can-do attitude, this generation is “more optimistic and tech-savvy than their elders”.
5. Pressured: Millennials feel “pressured to achieve and pressured to behave”. They have been “pushed to study hard and avoid personal risk”.
6. Achieving: This generation is expected to do great things, and they may be the next “great” generation.
7. Conventional (and diverse): Millennials are respectful of authority and civic minded. Respectful of cultural differences because they are ethnically diverse, they also value good conduct and tend to have a “standardized appearance.”

Adults – Baby Boomers

Baby Boomers are defined as individuals born between 1946 and 1964, as stated in “Leisure Programming for Baby Boomers.”³ They are a generation that consists of about 76 million Americans.

In 2011, this influential population began its transition out of the workforce. As Baby Boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles. According to Pew Research Center population projections, by the time all Baby Boomers turn 65 in 2030, 18 percent of the nation’s population will be at least that old.⁴ With their varied life experiences, values, and expectations, Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults.

² Neil Howe and William Strauss, Millennials Rising, the Next Great Generation, Vintage: New York, New York, 2000.

³ Linda Cochran, Anne Roshchadl, and Jodi Rudick, “Leisure Programming For Baby Boomers,” *Human Kinetics*, 2009.

⁴ “Baby Boomers Retire,” Pew Research Center Daily Number, December 29, 2010, <http://www.pewresearch.org/daily-number/baby-boomers-retire/>, accessed March 2, 2015.

In the July 2012 issue of NRPA's Parks and Recreation magazine, Emilyn Sheffield, Professor of Recreation and Parks Management at the California State University, wrote an article titled "Five Trends Shaping Tomorrow Today." In it, she indicated that Baby Boomers are driving the aging of America.⁵

Jeffrey Ziegler, a past president of the Arizona Parks and Recreation Association identified "Boomer Basics" in his article, "Recreating Retirement: How Will Baby Boomers Reshape Leisure in their 60s?"⁶ Highlights are summarized below.

Boomers are known to work hard, play hard, and spend hard. They have always been fixated with all things youthful. Boomers typically respond that they feel 10 years younger than their chronological age. Their nostalgic mindset keeps boomers returning to the sights and sounds of their 1960s youth culture. Swimming pools have become less of a social setting and much more of an extension of boomers' health and wellness program. Because boomers have, in general, a high education level they'll likely continue to pursue education as adults and into retirement.

Baby Boomers represent close to 25% percent of the Loveland area population.

Youth - Planning for the Demographic Shift

In her article, Sheffield also identified that the proportion of youth is smaller than in the past, but still essential to our future. As of the 2010 Census, the age group under age 18 forms about a quarter of the U.S. population, and this percentage is at an all-time low. Nearly half of this population group is ethnically diverse, and 23 percent is Hispanic.

Multiculturalism

Our country is becoming increasingly racially and ethnically diverse. In May 2012, the U.S. Census Bureau announced that non-white babies now account for the majority of births in the United States. Cultural and ethnic diversity adds a unique flavor to communities expressed through distinct neighborhoods, multicultural learning environments, restaurants, places of worship, museums, and nightlife.⁷

As the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds.

The Loveland area demographic profiles indicate that over 90% of the area's population is Caucasian. Additionally, close to 12% of the population is of Hispanic origin* (irrespective of race) according to the U.S. Census.

⁵ Emilyn Sheffield, "Five Trends Shaping Tomorrow Today," *Parks and Recreation*, July 2012, p. 16-17.

⁶ Jeffrey Ziegler, "Recreating Retirement: How Will Baby Boomers Reshape Leisure in Their 60s?," *Parks and Recreation*, October 2002.

⁷ Baldwin Ellis, "The Effects of Culture & Diversity on America", http://www.ehow.com/facts_5512569_effects-culture-diversity-america.html, accessed on Sept. 20, 2012.

Facilities

According to *Recreation Management* magazine's "2014 State of the Industry Report,"⁸ national trends show an increased user-base of recreation facilities (private and public). Additionally, parks and recreation providers responding to the survey indicated an average age of 23.8 years for their community recreation facilities.

Agencies across the United States are increasing revenue production and cost recovery. Providing multiuse facilities versus specialized space is a trend, offering programming opportunities as well as free-play opportunities; "One-stop" facilities attract young families, teens, and adults of all ages.

The most commonly found features include splash play areas, trails, dog parks, park structures (shelters, restroom buildings), playgrounds, disc golf courses, open spaces (gardens, natural areas), synthetic turf sports fields, and concession areas.

Aquatics/Water Recreation Trends

According to the National Sporting Goods Association (NSGA), swimming ranked third nationwide in terms of participation in 2012, even though outdoor swimming pools are not typically heated and open year round. Swimming for fitness is the top aspirational activity for "inactives" in six of eight age categories in the Sports & Fitness Industry Association (SFIA) 2013 "Sports, Fitness and Leisure Activities Topline Participation Report," representing a significant opportunity to engage inactive populations. Nationally, there is an increasing trend towards indoor leisure and therapeutic pools. Additional indoor and outdoor amenities like "spray pads" are becoming increasingly popular as well. In some cities and counties spray pools are popular in the summer months and turn into ice rinks in the winter months.

Programming

Fitness Programming

The American College of Sports Medicine (ACSM) "Health and Fitness Journal"⁹ has conducted a survey annually since 2007 to determine trends that would help create a standard for health and fitness programming. **Table 8** shows survey results that focus on trends in the commercial, corporate, clinical, and community health and fitness industry. Some trends first identified in 2007 have stayed near the top of the list year after year, while others came and went in popularity.

⁸ Emily Tipping, "2014 State of the Industry Report, State of the Managed Recreation Industry," *Recreation Management*, June 2014.

⁹ Walter R. Thompson, "Worldwide Survey of Fitness Trends for 2012," *Health & Fitness Journal*, American College of Sports Medicine, 2011.

Table 8: Top 10 Worldwide Fitness Trends for 2007 and Predicted Trends for 2015

2007	Trends for 2015
1.Children and obesity	1. Body weight training
2.Special fitness programs for older adults	2. High-intensity interval training
3.Educated and experienced fitness professionals	3. Educated and experienced fitness professionals
4. Functional fitness	4. Strength training
5. Core training	5 Personal training
6. Strength training	6. Exercise and weight loss
7. Personal training	7. Yoga
8. Mind/body exercise	8. Fitness programs for older adults
9. Exercise and weight loss	9. Functional fitness
10. Outcome measurements	10. Group personal training

Source: American College of Sports Medicine

Older Adults and Senior Programming

The American Academy of Sports Medicine issues a yearly survey of the top 20 fitness trends.¹⁰ It ranks senior fitness programs eighth among most popular fitness trends for 2015. Whether it's Silver Sneakers, a freestyle low-impact cardio class, or water aerobics, more and more people are realizing the many benefits of staying active throughout life.

Most of the area within a 10-mile radius of Loveland is located in Larimer County, with some portions extending east into Weld County. In the 2015 “Colorado County Health Rankings” (Robert Wood Johnson Foundation, countyhealthrankings.org), out of the 60 ranked counties, Larimer County ranked 15th for health outcomes and 10th for health factors. Weld County ranked 23rd for health outcomes and 35th for health factors. As explained in the health ranking report, “Health outcomes represent how healthy a county is while health factors represent what influences the health of the county.”¹¹

Sports and Recreation Trends

Adventure Programming and Extreme Sports

Extreme sports (adventure sports) are not just a fad. Regardless of the time of year, extreme sports are increasing in participation.¹² A 2008 SGMA report, shown in **Table 9**, demonstrates this increase in participation. For Loveland, the available land for or adjacent to a proposed Community Recreation Center can provide multiple opportunities for almost all of these listed popular outdoor activities.

¹⁰ “Survey Predicts Top 20 Fitness Trends for 2015”, American College of Sports Medicine, <http://www.acsm.org/about-acsm/media-room/news-releases/2014/10/24/survey-predicts-top-20-fitness-trends-for-2015>, accessed January 2015.

¹¹ Robert Wood Johnson Foundation, “County Health Rankings and Roadmaps: 2015 Rankings–Colorado”, <http://www.countyhealthrankings.org/app/colorado/2015/rankings/outcomes/overall>, accessed on March 24, 2015.

¹² Sporting Goods Manufacturers Association (SMGA), “Extreme Sports: An Ever-Popular Attraction”, http://www.sgma.com/press/2_Extreme-Sports%3A-An-Ever-Popular-Attraction.

Table 9: Most Popular Extreme Sports in the USA (U.S. population; 6 years of age or older)

Extreme Sport	# of Participants (participated at least once in 2007)
1. Inline Skating	10,814,000
2. Skateboarding	8,429,000
3. Mountain Biking	6,892,000
4. Snowboarding	6,841,000
5. Paintball	5,476,000
6. Cardio Kickboxing	4,812,000
7. Climbing (Indoor, Sport, Boulder)	4,514,000
8. Trail Running	4,216,000
9. Ultimate Frisbee	4,038,000
10. Wakeboarding	3,521,000
11. Mountain/ Rock Climbing	2,062,000
12. BMX Bicycling	1,887,000
13. Roller Hockey	1,847,000
14. Boardsailing/Windsurfing	1,118,000

Source: Sporting Goods Manufacturers Association, 2008

In recent years, mountain biking, snowboarding, and BMX biking have continued their upward trend, while skateboarding is trended downward in popularity, although still quite popular with youth. What have been known in the past as “Extreme Sports” have in recent years essentially been absorbed into the mainstream of outdoor sporting activity, and are now more commonly referred to as adventure sports (“Outside Recreation Participation Topline Report” 2014¹³).

Demographics and trends are important factors in determining the viability of a new recreation center in Loveland. Current and projected population growth, age distribution (an aging population) and income distribution among area residents all help to inform the need for additional facilities. The simple fact is the area population has grown and is growing faster than the single current facility at Chilson can support. Trends driving the desire for new facilities include the popularity of aquatic based facilities, on-going demand for fitness, wellness, and aerobic exercise programs; and the demand from active adults for a wider range of activities. The demographic data and trends defined within this study clearly support the need for more facilities and expansion of program offerings to a wider user base.

¹³ “Outdoor Recreation Participation Topline Report 2014,” Outdoor Foundation, 2014.

IV. FACILITY CONCEPTS – WHAT FEATURES MIGHT BE INCLUDED IN PROPOSED NEW FACILITIES?

A. Program Development

Through a series of staff sessions, public input through online comments, questionnaires at public meetings, and nationally renowned recreation facility architect's suggestions a range of program options were developed targeting preferred program areas. As a part of one of the workshops in May 2015, Barker Rinker Seacat Architects (BRSA) presented an architectural set of development cards illustrating many different facilities and differing facility program options. Using an exercise with Loveland staff, each participant was asked to choose the cards that most represented the components they would like to see included in a new facility. From these cards, BRSA created a preliminary design that aimed to embody the likes of the committee. Those preferred program areas were further refined in a second "card game" exercise with staff on June 25. These program components are quite similar to and consistent with the "specialized facility components" that were defined in detail in the 2014 *Parks and Recreation Master Plan*. Preliminary results from this program process include:

- **Child Watch/Babysitting** – A babysitting space will be 878 sq. ft., including a small secure outdoor play area with play equipment and restroom.
- **Indoor children's playground** – 854 sf, play features to be determined
- **Community Room/Classrooms (2)** – A community room will be divisible into two smaller 671 sq. ft. classrooms, and have a capacity of about 60 depending upon configuration and type of seating provided. Flooring will be a combination of carpet and resilient materials. Adjacent to the Community room will be a Catering Kitchen, suitable for caterers to serve food to users of the room. This kitchen will not be used for cooking.
- **Gym** – The gymnasium shall be about 7,052 sf, which will allow for one regulation middle school basketball court (50' x 84') down the middle with three smaller cross courts that will be sized at about 42'x74'. Spectator seating will be provided for about 350. The floor shall be a cushioned maple strip floor with glass backboards.
- **Elevated Track** – An elevated track will be provided with a length of about 10 laps per mile. The track will surround the gym and extend around other spaces of the center, providing uphill and downhill slopes, multiple turns, and periodic access to stair options for additional aerobic impact. Rubber sheet flooring will be provided with three lanes defined by alternating colored flooring.
- **Weights and Fitness Equipment** – A weights and fitness equipment area will be provided that will allow for about 4,270 sf of cardiovascular equipment, circuit resistance equipment, free weights, a fitness supervisor station, a stretching area, and some storage space adjacent to the zone. Rubber flooring will be provided in the equipment area.
- **Aerobics/Dance Studio** – A 3,300 sf Aerobics and Dance studio space will be provided that can handle classes as large as 40 with provision for adjacent storage. The floor will be made of cushioned maple strips.
- **Yoga and multipurpose fitness area** – 1,464 sf

- **Leisure Pool/Lap Pool** – A Leisure Pool and a lap pool will be provided and include some or all of the following depending upon further design refinement in the next phase:
 - 7,315 SF leisure pool that includes a zero depth beach area, interactive play features
 - 4 lane x 25 yd. lap swimming area; 7,064 sf
 - Lazy River with vortex area
 - Raised temperature spa
 - Body Flume water slide with run-out deceleration chute
 - Generous decks w/non-slip concrete finish
 - Outdoor sun deck
- **Party Room/Multi-Use Classroom** – A small party room shall be provided adjacent to the pool for use as a Birthday Party gathering space on weekends and multi-use classroom space during the week and when not booked for parties.
- **Support Spaces**
 - Public lobby
 - Control desk
 - Lounge
 - Men’s and women’s lockers
 - Multiple family changing cabanas
 - Public restrooms
 - Custodial closets, mechanical room, electrical room, general storage spaces and a basement storage room
- **Facility Administration Offices** – 2,225 sf of office space to allow for a reception area, break room, two enclosed offices, conference room, work room, and open office cubicle area.
- **Gymnastics space** – 5,429 sf to provide for instruction and limited competition events, padded exercise floor; will require \$100,000 allowance for equipment This proposed space will allow the department to move the existing Chilson gymnastics to the new center and repurpose the Chilson space. Other possible features might include a foam pit/in-ground tramp with the intent of providing an upgrade to what currently exists at Chilson.
- **Bouldering Wall** – for limited and self-directed climbing experiences, minimal staff supervision required. This feature can be provided with the leisure pool, or as a stand-alone feature either inside or outside adjacent to the facility.

Other possible options were included in the discussion including water based adventure sports, outdoor facilities for other adventure sports (zip lines, rock climbing, mountain bike skills course, etc.) adding a library wing to the proposed center, and a *very possible opportunity* to partner with health based private interests to enhance facility components. Throughout the process of this study, Loveland staff has emphasized an appropriate desire to design and construct facilities that extend beyond traditional options; to provide a “wow” factor that is unique to Loveland and also serves to attract visitors and additional revenue. Through the very preliminary design phase the proposed budget has not allowed much opportunity for such considerations; however, Loveland should seriously look at providing additional features when final funding and design come under consideration. Each of these, if added, will have a significant impact on facility size/scope, revenues, and of course facility costs.

B. Site Study

Three (3) different sites were investigated located in the North-West quadrant of Loveland:

- Mahaffey Park #1
- Mahaffey Park #2
- Lee Farms property

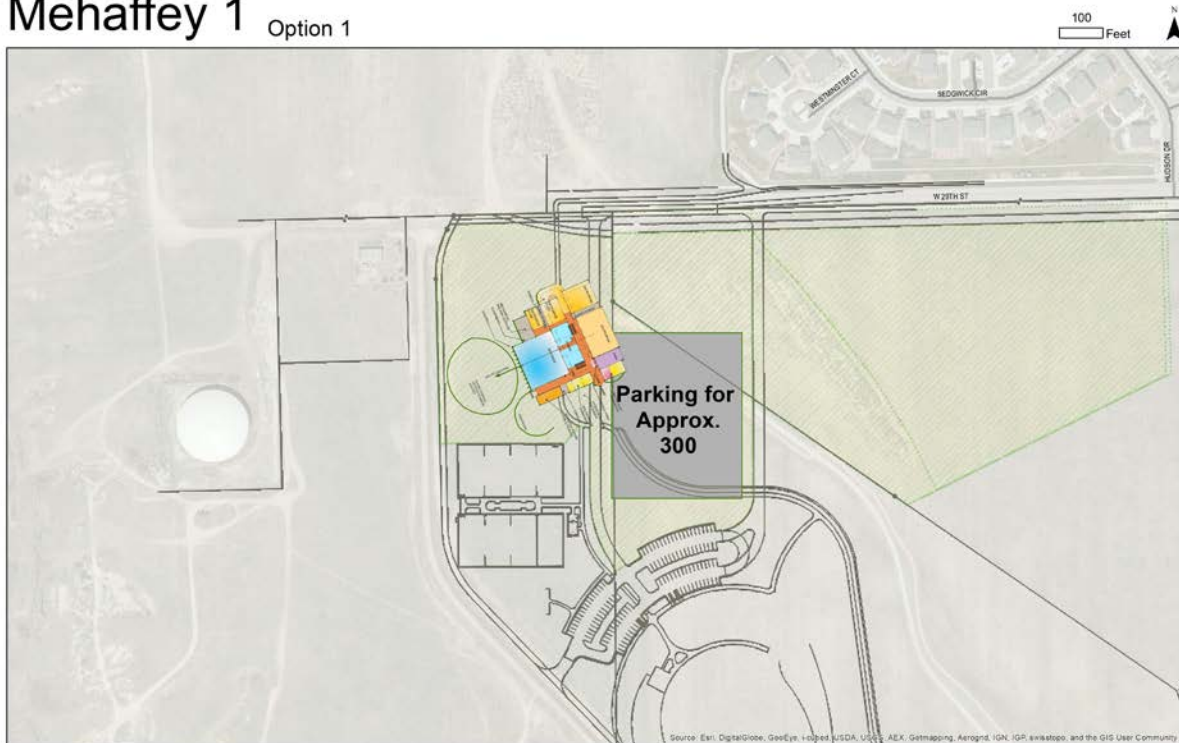
After thorough study, each property was given a numeric score based on objective criteria covering the following major categories:

- Site features
- Usability/services
- Anticipated cost
- Community planning usability
- Access to utility services and existing infrastructure

Site review criteria included topography, vegetation, drainage, access to utilities, proximity to public transportation, connectivity with current parks and trails system, buffering from adjacent development, view corridors, environmental assets and any clean-up issues, availability for purchase, and application of City development requirements.

In the final study, the Mahaffey #1 site gained the highest scores. The potential sites were evaluated by the Loveland Planning Department design Review Team as well. The preferred site will need to be purchased by the City and annexed into City boundaries.

Mehaffey 1 Option 1



Site Selection

Preferred Site Evaluations

The City of Loveland identified three potential development sites and provided relevant GIS data for each site. The following maps show the sites based on available GIS data with adjacent parcels and aerial photography for reference. The sites under consideration are:

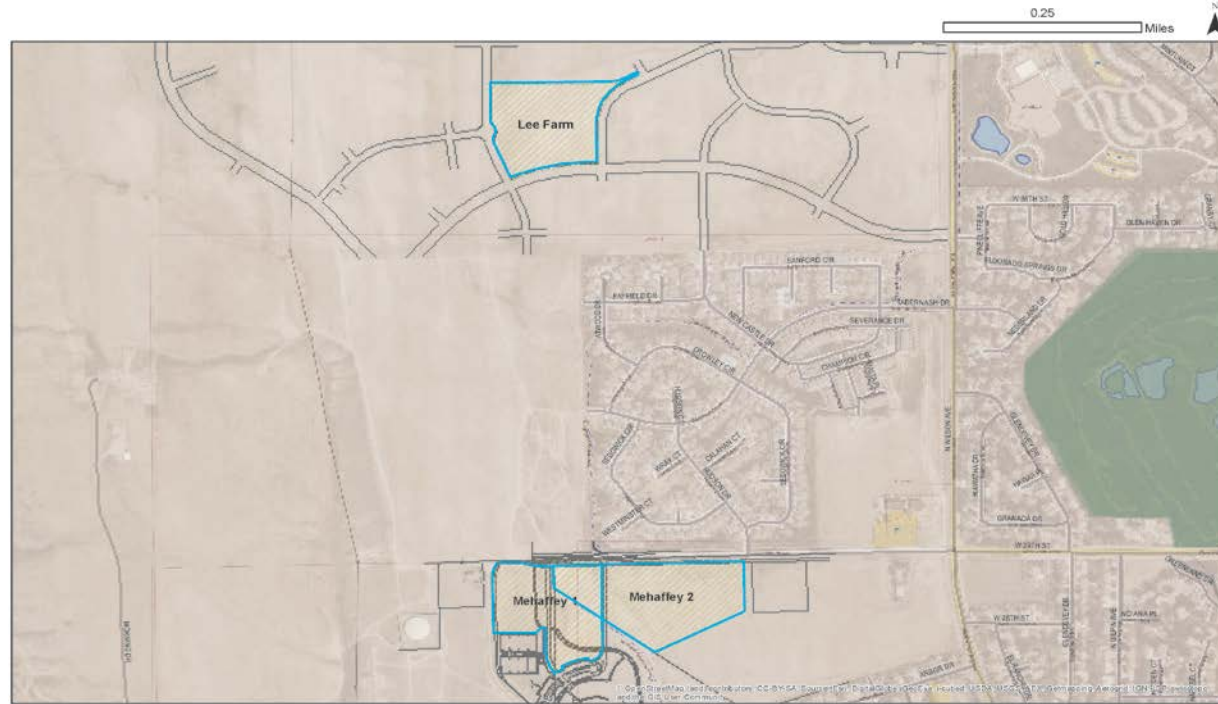
1. Mehaffey 1
2. Mehaffey 2
3. Lee Farms

An overall map is also included to show the relative adjacency of the three sites. Each of the site boundaries is highlighted in blue on its respective map. Scale and North Arrow are also included for reference. Both Mehaffey site 1 and 2 are immediately north of the newly developed Mehaffey Park. The Lee Farm site is approximately ½ mile north.



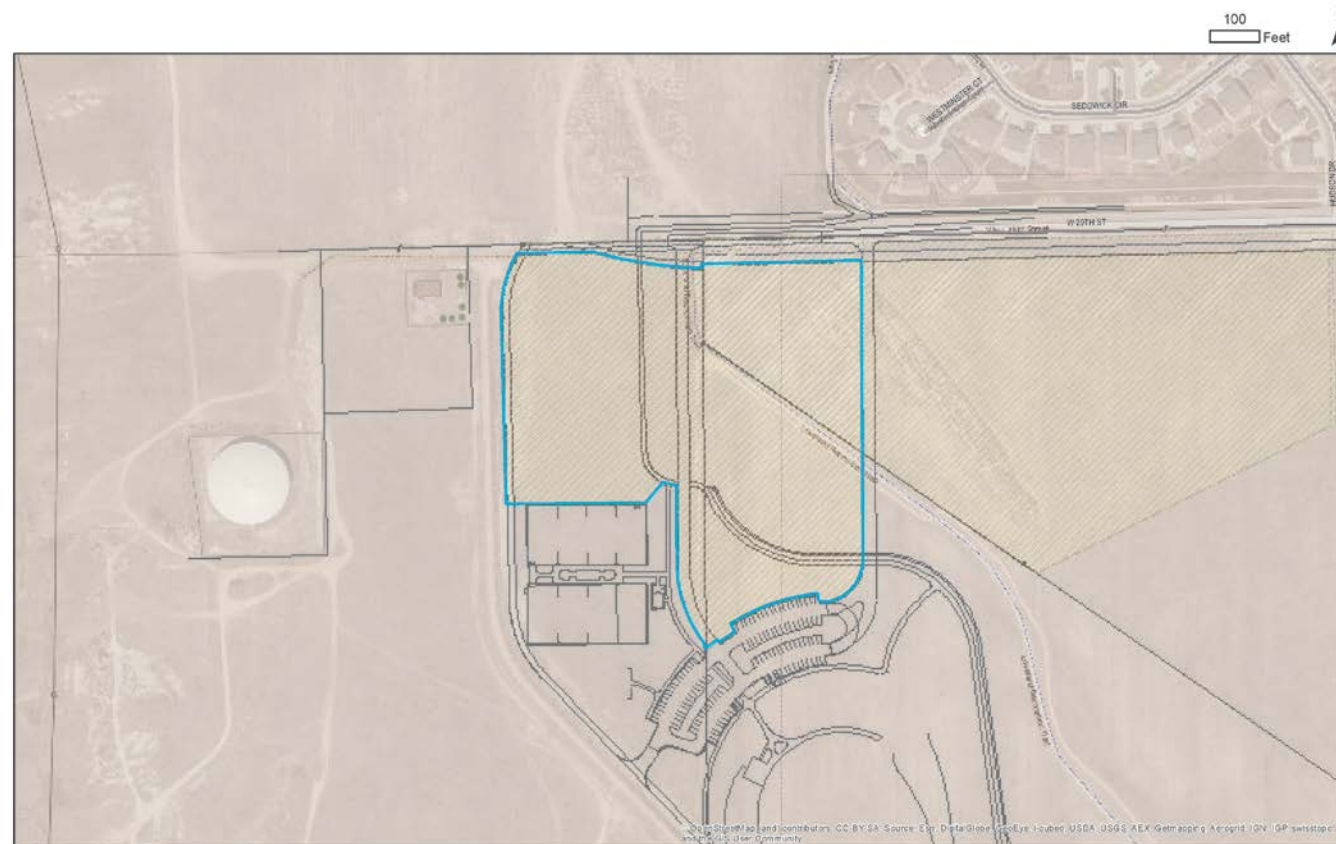
Overall Map

This map shows the three sites under consideration in northwest Loveland. All three sites are west of Wilson Avenue and Sites 1 and 2 are just south of W. 29th Street. Site 3 is approximately ½ mile north of Sites 1 and 2. Final parcel lines may vary but for the purposes of this study the sites are as follows. The sizes range from approximately 10 acres to just under 15 acres.



Mehaffey 1

The western most site, Mehaffey 1 is approximately 10.5 acres. This parcel is most immediately adjacent to Mehaffey Park, currently under construction, and notably the new tennis courts. It extends west beyond W. 29th Street improvements on the south side of the street. There is a large water storage tank on the west property line. Staff noted there is potential for a similar tank to be installed in the future. The views from this site are generally to the west and south with clear views of Longs Peak a true highlight of this site. Views to Mehaffey Park are also abundant as well as possible physical connection, primarily to the tennis courts, trails, and parking. A small ravine is located just south of W. 29th Street at the east property line has unknown cleanup requirements.



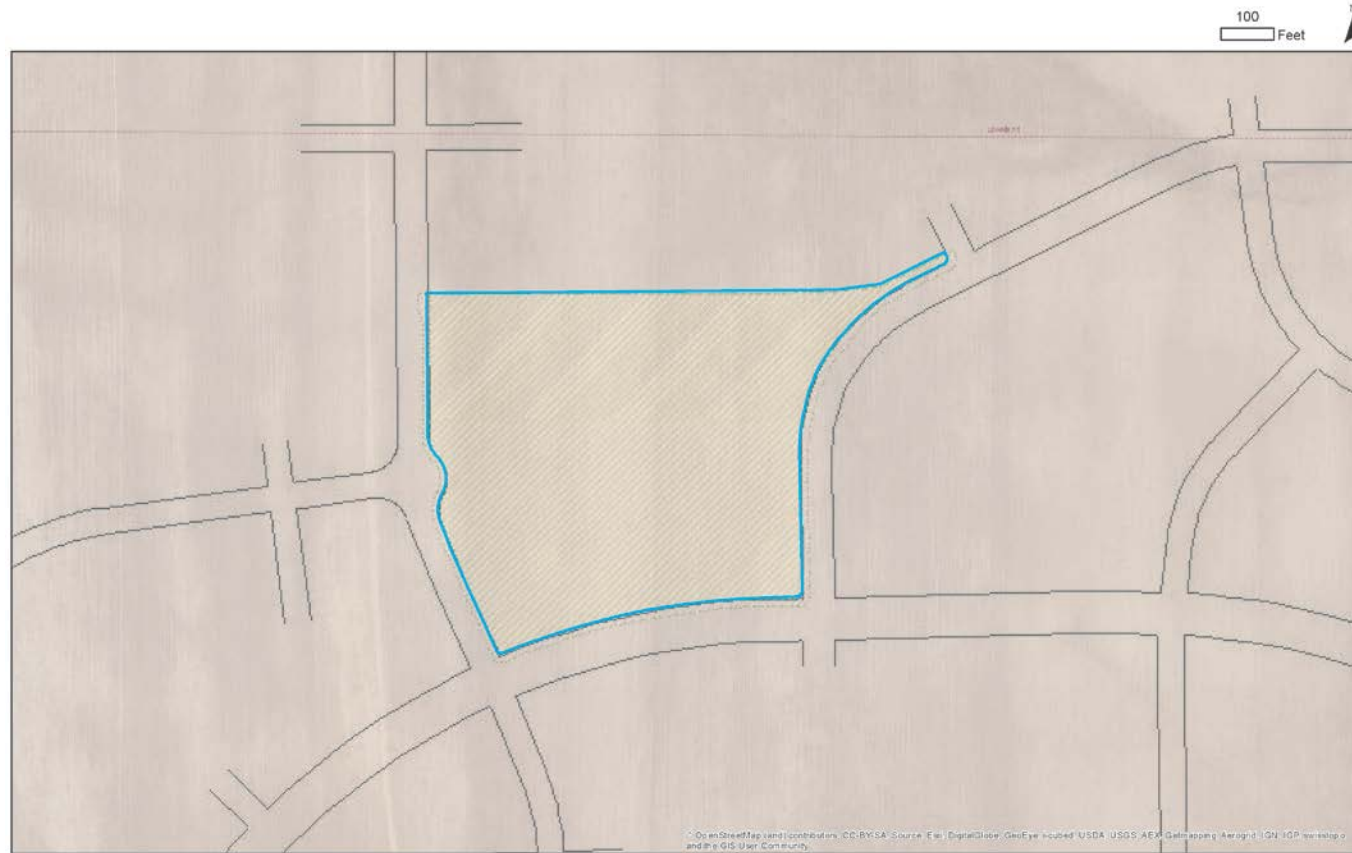
Mehaffey 2

Mehaffey 2, also just South of W. 29th St, offers approximately 14.3 acres. An existing drainage area currently spits the parcel into 8.5 acres on the East and 4.5 on the West. The remaining 1.3 acres appears to be W. 29th St right of way. Just to the east of the first site, Mehaffey 2 is immediately adjacent to the fire house on W. 29th Street. The views from this site are generally to the west and south with premium views of Longs Peak a true highlight of this site. Views to Mehaffey Park are also abundant as well as possible physical connection depending on final parcel configuration. The drainage ravine noted in Mehaffey 1 is located just south of W. 29th Street on the western ¼ of the currently designate parcel. As mentioned, it has unknown cleanup requirements.



Lee Farm

The identified parcel in the Lee Farm subdivision is 10.75 acres with approximately .75 of that in right of way. This parcel designated is part of a subdivision proposal that has been inactive for several years. The actual parcel and layout could be contingent on renewed interest by the developer. The views from this site are generally to the west and south with views of Longs Peak. The adjacent land is currently undeveloped but subdivisions exist immediately to the north and south of the Lee Farm Subdivision.



Loveland Feasibility Study - June 2015

Site Evaluation Criteria

Rating Criteria	IMPORTANCE VALUE	SITE 1		SITE 2		SITE 3	
See attached criteria description for each rating scale		Mehaffey 1		Mehaffey 2		Lee Farms	
	1=low / 4=high						
		Rating	Total	Rating	Total	Rating	Total
Total Value = Importance Value x Rating Scale	Scale	Scale	Value	Scale	Value	Scale	Value
1 Site Features							
			Comments				Comments
a. Topography	1	3	3	3	3	3	3
b. Drainage	1	3	3	3	3	3	3
c. Wetlands	1	3	3	3	3	3	3
d. Vegetation (Trees)	4	1	4	1	4	1	4
e. Property Configuration	1	2	2	1	1	0	0
			Could be multiple configurations			Could be multiple configurations	Unknown
f. Size	2	2	4	3	6	2	4
g. Views	4	3	12	3	12	2	8
h. Visible Soils / Geology	3	2	6	2	6	2	6
i. Visibility from Major Highway	4	2	8	2	8	1	4
Subtotal			45		46		35
2 Usability / Services							
a. Access / Transportation	4	2	8	2	8	0	0
b. Sanitary Sewer	3	2	6	2	6	0	0
c. Water Service	3	2	6	2	6	0	0
d. Electric / Telephone	1	2	2	2	2	0	0
e. Gas Service	1	2	2	2	2	0	0
f. Fire Protection	3	3	9	3	9	2	6
g. Police Protection	1	2	2	2	2	2	2
h. Ambulance / Emergency Medical Service	1	3	3	3	3	2	2
Subtotal			38		38		10
3 Anticipated Cost							
a. Site Preparation / Grading Costs	1	1	1	1	1	2	2
b. Street & Utility Shared Costs	3	0	0	0	0	1	3
c. Land Acquisition Costs	3	2	6	2	6	3	9
d. Timing & Phasing of Adjacent Development	1	1	1	0	0	-1	-1
Subtotal			8		7		13
4 Community Planning Usability							
a. Community Growth Patterns	1	2	2	2	2	2	2
b. Traffic Patterns	1	2	2	1	1	1	1
c. Distance from "Downtown/Population"	4	1	4	1	4	1	4
d. Adjacent Cultural Amenities	1	3	3	3	3	0	0
e. Pedestrian Connectors / Trails	2	3	6	3	6	1	2
f. Partnership Potential	1	0	0	0	0	0	0
g. Potential for Revenue Generation	4	2	8	2	8	1	4
Subtotal			25		24		13
SITE SCORE			116		115		71

C. Conceptual Site Plans

Based on the above Site Evaluation Criteria, three (3) initial conceptual site plans have been developed for the highest ranking site, Mehaffey 1. The site plans include approximate extent of three primary elements of the proposed recreation center: 60,000 sf building, parking for 300 motor vehicles, and an optional 15,000 sf outdoor aquatics element. In each of the three options, the elements are shown in relation to the proposed property boundary and the adjacent park elements.

Concept 1 sites the new recreation center and optional outdoor aquatics on the western half of the property. The recreation center would be highly visible from 29th Street immediately adjacent to the tennis courts. This location would also place the center closest to the existing water storage tank, which may both limit views from the facility and screen neighborhood views of the tank.

Concept 2 sites the new recreation center and optional outdoor aquatics on the eastern half of the property and most closely to Mehaffey Park. The recreation center would perhaps feel most connected to the park in this option. Mehaffey Park parking could easily serve as overflow parking easily in this option or supplement the outdoor aquatics facility. Concept 2 also provides the greatest flexibility in future expansion of the center if needed.

In Concept 3, a more detailed parking configuration is shown as it might relate to the existing parking at Mehaffey Park. Again, in this concept the Recreation Center would be highly visible from 29th Street.

Mehaffey 1: Concept 1



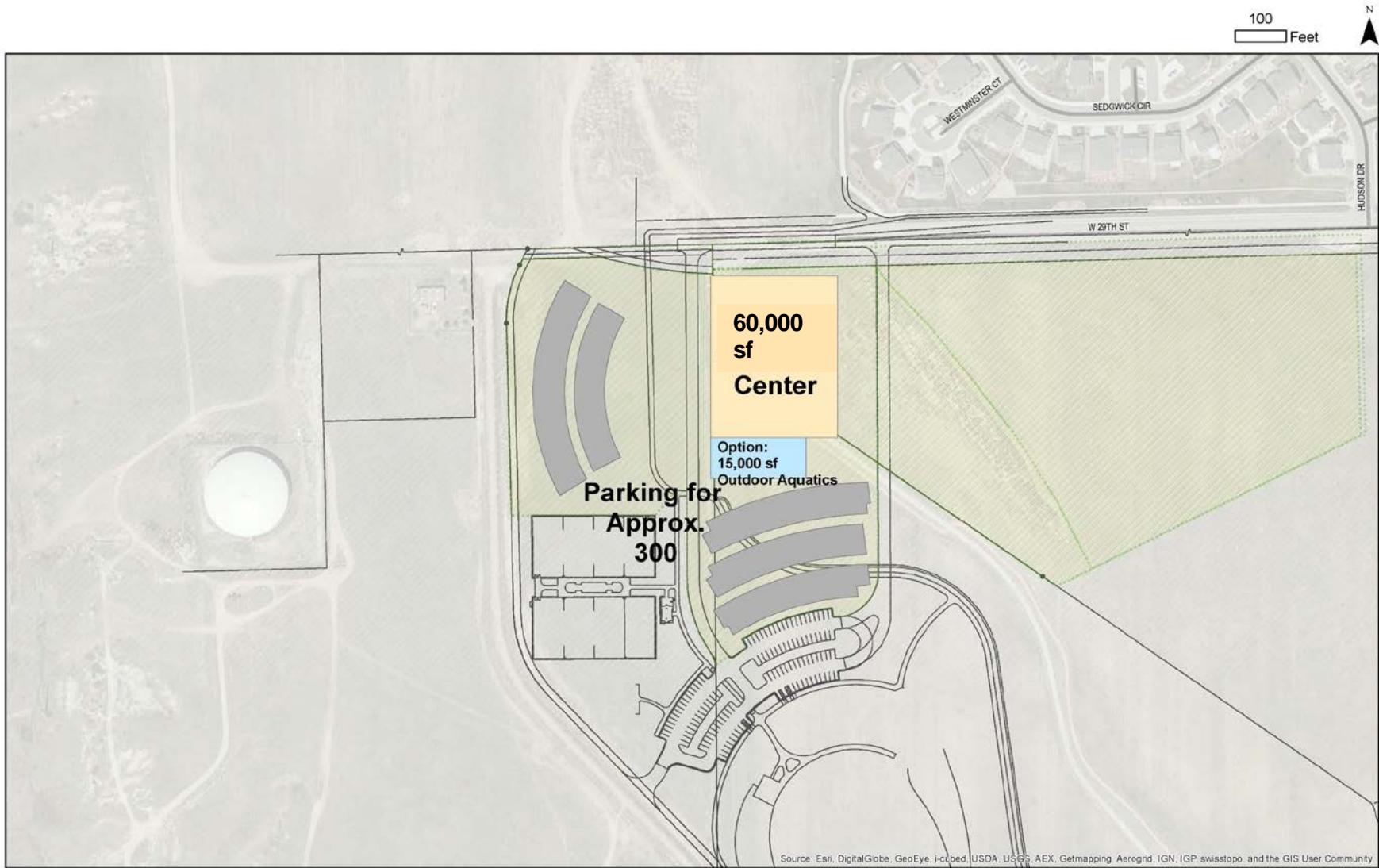
Note: Concept drawing shows a possible future size of a center at 80,000 SF, while the current report outlines a 60,000SF center; illustrating room for future expansion.

Mehaffey 1: Concept 2



Note: Concept drawing shows a possible future size of a center at 80,000 SF, while the current report outlines a 60,000SF center; illustrating room for future expansion.

Mehaffey 1: Concept 3



Source: Esri, DigitalGlobe, GeoEye, i-cubed, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

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V. FINANCIAL PLAN – WHAT FUNDING OPTIONS EXIST?

This project team researched possible funding sources, including several outlined in the 2014 *Parks and Recreation Master Plan* document. The most viable funding options, all of which should be pursued include:

- Annual Colorado Lottery funds total approximately \$750,000 per year, all are currently used for trails construction and maintenance.
- Development fees charged to land developers generate \$570,000 per year (currently) and can be used for land acquisition and recreation facilities construction.
- Sponsorships and private sector partnerships.
- Grants; County, State, and Federal funding.
- A possible future bond issue or COP funding. Preliminary and limited research on the Bond/COP options, based on May 2015 interest rates and City bond ratings, indicates a range of possible annual debt payment as follows: *(these figures are intended for discussion/illustration purpose only)*
 - \$20M Bond; \$1,378,000/yr.
 - \$20M COP; \$1,414,800/yr.
 - \$23M Bond; \$1,584,000/yr.
 - \$23M COP; \$1,626,000/yr.
 - \$26 m bond?

Current program needs and desired components of a recreation center and related leisure facilities resulted in estimated building and soft costs of approximately \$32M. This estimate (based on possible construction in mid – 2018) dollars exceeds the 2015 City-wide CIP estimated budget (2015 thru 2024) of \$26.1 Million. It is estimated that by 2021, the balance from Recreation Capital Expansion Fees will reach the \$13 million level, or about 40 percent of the herein calculated project budget estimate.

Because of this significant funding shortfall, ultimately the feasibility for construction of desired facilities is directly dependent on the City's ability to generate the required direct funding, or financing, of the estimated \$32M total costs (\$13 million of which would already be in place from Recreation CEF funds).

To meet the expressed demands from the community and to respond to predicted growth, the following strategies are recommended to be implemented as soon as possible to achieve the desired new facilities within the next 3-5 years.

- By 2017 set aside and/or acquire 10-15 acres of city owned land in the northwest quadrant of the city adjacent to or connected to existing or planned parks, open lands, and trails for the purpose of expanding recreation facilities.
- Begin the process to recognize options for acquiring the needed additional funding to reach the target of \$32+ million. These options could include, but would not be limited to Capital Expansion Fees; private donations; public or private partnerships; lease/purchase certificates of participation; bonding; or a combination thereof funded by a temporary sales tax or property tax.
- Investigate opportunities to incorporate recreation facilities expansion funding with other desired City projects including but not limited to a new or expanded museum, a satellite library, much desired trails underpasses, other public works and/or streets capital projects, etc.
- Investigate opportunities to co-locate facilities on the same site or even within the same facility, i.e. adding a wing for library services, co-locating shared meeting and classroom space for museum sponsored classes and activities, leasing clinic and activity space to a local hospital or health provider for wellness services, etc.

- Investigate a phased approach to development that would align with the timing of available funding. The City should be cautious in taking this approach as results from surrounding communities that took this approach are mixed at best.

A. Traditional Funding and Financing Sources

General Parks and Recreation funding sources defined in the Loveland 2014 *Parks and Recreation Master Plan*, and still valid include:

- Charges for services at recreation centers and organized programs
- Limited General fund subsidy; use of property and sales tax to cover costs
- Capital expansion fees, paid by developers and retained to finance development impacts
- Larimer County Open Space Tax used possibly for property acquisition
- Colorado Lottery Funds and GOCO grants
- Private and non-profit grants and donations, sponsorships and partnerships

General Obligation Bonds/COP financing

- A possible future bond issue or COP funding. Preliminary and limited research on the Bond/COP options, based on 20-year term, May 2015 interest rates, and City AA ratings, indicates a range of possible annual debt payment as follows:

▪ \$20M Bond; \$1,378,000/yr.	▪ \$23M Bond; \$1,584,000/yr.
▪ \$20M COP; \$1,414,800/yr.	▪ \$23M COP; \$1,626,000/yr.

(These figures are intended for discussion/illustration purpose only)
Vote of public required for sales or property tax

Dedicated Revenue

- Increase Earmarked Sales and Use Tax
- Other metro sales tax rates are 2.0 to 3.75%
- Earmarked Property Tax

Impact Fees

- Modify existing for Recreation Center Fund

“Alternative” Funding Sources

Intergovernmental Agreements

- School District
- Larimer/County
- Special Districts
- RTA Agreement

Grants

- Conservation Trust
- CDBG
- Great Outdoors Colorado
- HUD
- Land and Water Conservation Fund
- Private Foundations

Public/Private Partnerships

- Opportunities for: Hospitals; Fitness and Health providers; Joint public/Non-profit facilities; Private Sector (drink/food providers, clothing providers, exercise equipment providers)

Sponsorships

- Facility Sponsorship Program and Policy—Cash and In-kind
- Program Sponsorship Guidelines and Benefits
- Naming Rights and/or Amenity labeling
- Corporate and/or Local Support, Alliances

Donor/Gifting/Volunteer Programs

- Cash: Foundation, Gifts, Charitable Trusts
- In-Kind: Volunteers, Park and Facility Amenities, Land

B. Creative Financing and Acquisition Methods for Public LAND

- **Bargain Sale** – A combination of gift and sale, where the landowner receives a tax benefit and the City gets a bargain price.
- **Certificates of Participation** – Financing based on future dedicated revenue.
- **Conservation Easements and/or Charitable Remainder Trust** – A willing land owner gives land to a trust, remains on its land until death, and reduces estate tax burden.
- **Foundations** – Can help with securing, managing, and attracting alternative funding.
- **Installment Purchase** – Contract to buy at an agreed upon price with interest only or lower payments until contract is closed.
- **Land Exchange** – A trade for one portion of city-owned land for another from a private entity.
- **Management Agreement** – A landowner allows their property to be managed by the City, in order to meet mutual objectives.
- **The Nature Conservancy** – Provides loans, staffing and studies for open space.
- **Right of First Refusal** – Allows the City to match the best offer of another entity on a given property.
- **Rolling Options** – A series of options to buy portions of land over a period of years.
- **Revolving Loan Fund** – Allows non-profits to secure property and allow future purchase by the City.
- **Sale – Leaseback with Debt** – A city managed authority or private non-profit purchases property and leases it back to the city.
- **Transfer or Purchase of Development Rights** – The right to develop is transferred from one property to another in order to keep it undeveloped.
- **Trust for Public Land** – TPL can assist with placing options, negotiating, securing funding, and land assembly.

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VII. OPERATIONAL BUDGET – WHAT MIGHT IT COST TO OPERATE NEW FACILITIES?

A. Facility Spaces

Based on community input, anticipated revenues for construction and operations, subsidy, and cost recovery goals, the anticipated Loveland Community Recreation Center preliminary program is outlined in **Table 10**. This program outline has been used to determine estimates of probable construction costs, and to guide the development of an expected **operations budget**.

Table 10: Potential Facility Program Spaces

Space	Square Footage
Child Watch/Baby Sitting	878
Classroom, 25 person, X2	1,342
Gym Single court – middle school	7,335
Walk/Jog Track	7,150
Weight/Fitness	4,270
Aerobics/Dance Studio (30 person)	3,300
Yoga studio	1,464
Aquatics Support	512
Leisure Pool	7,315
Lap Pool	5,740
Party/Pool Classroom	830
Catering kitchen	403
Gymnastics	5,429
Bouldering wall	370
Wellness/fitness testing	244
Administration Space	2,225
Children Indoor Playground	854
Required Building Support	10,699
Total	59,531

Loveland Community Recreation Center Operating Budget Purpose

The estimated operating budget developed in this preliminary stage serves several purposes:

- Assists in helping to establish realistic goals and expectations with operations to match.
- Offers a guide for future project decisions by providing a framework for understanding the impact of decisions about fees, operation systems, staffing levels, etc.
- Can demonstrate potential overall impacts to the agency’s budget and can identify possible program relocations that may help offset the new facility’s operating costs.

Facility Mission

Creating a mission statement for a community recreation center provides the foundation for developing the facility components, service philosophy, and business plan, including revenue and expenditure projections. Ultimately the success of the community recreation center will incorporate a successful MISSION STATEMENT, provision of appropriate and flexible FEES AND PROGRAMS, and implementation of an achievable COST RECOVERY PHILOSOPHY.

Pricing, Fees, and Cost Recovery

Center revenues will be generated primarily from admission fees, and to a lesser degree, from program revenues and facility rentals. Fees can be based on community importance, market demand, and comparative pricing, as well as direct and indirect costs.

Subsidy/Cost Recovery Philosophy

Developing and implementing a Subsidy/Cost Recovery Philosophy based on the Community Center's mission and City Council direction will provide the foundation for setting fees and charges. Over the long haul, management will need to be ready and willing to adjust fees to meet cost recovery goals.

Pricing Policy and Strategy

Any existing Pricing Policy should be fine-tuned annually to provide detail for guiding management decisions.

Participant Categories

Various participant categories apply to fee strategy including residents and non-resident status; age; partnerships identified through various inter-governmental agreements, non-profit organizations, and private organizations; and many others.

B. Assumptions

Overall Budget

The operational budget planning for Loveland Community Recreation Center uses a conservative approach to estimating reasonable expenses, a conservative to moderate approach to projecting revenues, and is based on an understanding of the conceptual project, the best available market area information, and the current practices of the Loveland Parks and Recreation Department.

While this initial budget provides a baseline, it is anticipated that revenues during the first few years of operation may exceed these projections for several reasons.

- Leading up to and during the first year of operation, marketing and promotion efforts and costs will be elevated to attract an expanded population.
- Particularly in years one and two, the attraction of the facility will be higher than in subsequent years when the "newness" of the spaces declines and participation may decline.

All figures are in 2015 dollars and are an estimate of probable costs and revenues. There is no guarantee that the estimates and projections will be met, and there are many variables that cannot be accurately determined during this conceptual planning stage, or may be subject to change during the actual design and implementation process.

Hours of Operation

The following provides an example of anticipated operating hours. This schedule can be revised to accommodate various demands. However, it is important to note that facility revenues and expenditures are based on these hours.

Table 11: Center Hours of Operations

Days of Week	Hours
Monday – Friday	6:00am to 9:00pm
Saturday	7:00am to 8:00pm
Sunday	9:00am to 8:00pm
Total Hours/Week	109

It is assumed that the facility will operate 354 days per year, with the facility being closed for four holidays during the year including Easter Sunday, Fourth of July, Thanksgiving, and Christmas Day, and that reduced hours may be scheduled for various other holidays. Seasonal schedule variations may also be implemented. A one-week shutdown period for maintenance is also expected to be scheduled annually. Rentals of party/activity rooms, swimming pool, classrooms, and the entire facility may extend beyond normal hours of operation and typically include weekends and some evenings.

Expenditures

Generally, personnel costs make up the single highest expense for most multi-purpose recreation facilities, often up to 65 to 75 percent of the operational budget. For the Loveland Community Recreation Center, personnel costs are projected at 72 percent which is consistent with historical experience at the existing Chilson Center. This figure is at the higher end of the scale, because it is anticipated that current Loveland full time staff will be available to handle only a small portion of the additional operational responsibilities that will come with a new center.

Personnel Services (predicted based on facility size)

Thirteen (13) new full time positions will be needed for the center:

- 1 – Facility Manager
- 2 – Facility Coordinator
- 1-- Guest Services Coordinator
- 1 – Building Maintenance Worker
- 3 – Facility attendants
- 1 – Aquatics supervisor
- 4 – Front Desk and Admin clerks

Additionally, part-time staff will need to be hired to cover other areas of operation which include:

- Guest services (Front Desk)
- Maintenance Assistant
- Child Care
- Custodians
- Fitness Instructors
- Life Guards/Swim Instructors

Personnel benefits are roughly 20 percent for full-time. Regular operations will depend heavily on part-time aquatics and fitness staff that are generally non-benefit positions. Compensation is based on the current City of Loveland wage scales and benefit calculations.

Evening and Weekend Coverage

Evening and weekend coverage will be staffed by mix of full-time, benefitted staff and hourly staff during the majority of facility operation hours. This provides a minimum of one full-time person for all evening and weekend coverage.

Custodial and Maintenance Coverage

Routine and daily set up maintenance responsibilities will be provided by full-time, benefitted maintenance staff and full time facility attendant staff as needed. Janitorial and deep-cleaning tasks can be provided by a private contractor.

Supplies

For the Loveland Community Recreation Center, supplies account for seven percent of the operational budget. Typically, supplies are between seven and ten percent of a facility's expenditures. This category of expenses includes items such as program, operating, office, computer supplies, postage, staff uniforms, janitorial, tools, equipment parts, books, identification card supplies, resale merchandise, concession supplies, and miscellaneous items. It is anticipated that this figure will increase over time due to inflation. Note: All start up supply expenses are assumed to be funded from the Owner Items account or FFE in the construction budget.

Services

With the uncertainty of utility costs such as natural gas and electricity prices, service expenses can consume as much as 30 percent of many operation budgets. Alternate energy sources will be investigated during the design phase for any future facilities. The estimated utility costs for the volume of space within the facility accounts for a high percentage of the services budget and needs to be verified through final design. For this analysis utilities are estimated to be \$3.20 per square foot, per year for non-aquatic space and \$5.10 for aquatic spaces resulting in an average of \$3.80/sq. ft. Projected service expenses for the Loveland Community Recreation Center account for 22 percent of the operations budget.

Other typical services include contracted instructional services, marketing and advertising, printing and publishing, travel and training, subscriptions and memberships, telephone, bank charges and administrative fees, miscellaneous service charges (permits, licenses, taxes, fees), building and equipment maintenance (contractual or rental services), other contracted services (custodial services, security and fire systems, elevator, garbage pick-up, etc.), utilities, property and liability insurance, building maintenance, and repair.

Expenditure estimates are based on the type and size of the activity and support spaces in the facility and the anticipated hours of operation. When possible and wherever available, calculations are based on actual best practice or methodology, including what expense that the Chilson Center currently incurs that will be mirrored at any new center. Comparison data from similar facilities in the region was also analyzed to prepare estimates.

Capital Renovation Allocation

A limited capital renovation allocation for building improvements, machinery, and equipment has been included in order to keep the facility up-to-date and to provide state-of-the-art equipment. It is not anticipated that this allocation will be needed in the first several years of operation, but that the allocation will accumulate over time and be carried forward for future use.

- Building and Improvements should be budgeted at six percent of operating budget.
- Machinery and Equipment should be budgeted at three percent of operating budget.

Revenue Forecast

Revenue forecasts include anticipated drop-in fees, punch card and pass sales, and rentals around anticipated scheduled programming, as well as information from City staff. This takes into consideration program and facility components as well as multiple admission and age discounts options. The revenue categories include both traditional and alternative sources:

- Daily admissions, punch cards, and passes
- Aquatics lessons and programs
- Fitness/wellness/aerobic programs
- Child care
- Facility rentals
- Vending/concessions

Revenue forecasts are based on the space components included in the facility, general demographics of the local service area, and a comparison to other facilities with similar components in surrounding communities. Actual figures will vary based on the final design of the facility and the activity spaces included, the market at the time of opening, the designated facility operating philosophy, the aggressiveness of fees and use policies adopted, and the type of marketing effort undertaken to attract potential users to the facility. **The revenue forecast will require an ongoing effective marketing approach by staff in order to meet revenue goals.**

Cost Recovery

The long term cost recovery goal for the center is projected to be 70-80 percent, which will serve as the basis for facility pricing and for marketing plan strategies. A continual goal should be to sustain cost recovery through a focused staff effort, resulting in high quality facility management, customer service, and marketing.

Taxes

Taxes are not included for or reflected in admissions fees, rentals, vending, or equipment sales, etc., on either the revenue or expense side.

Proposed Fees

The proposed fee structure, as suggested in **Table 12** reflects preliminary figures that correspond to the operational budget and cost recovery philosophy for the center. The fees are also consistent with the current fee structure at the Chilson center. These could be revised based on the city's needs and changes to service levels. Daily, punch card, and pass fees include admission to the facility, where applicable, for cardio/fitness, stretching and weight use, and lap or open swim in the lap and leisure pool. Separate fees will likely be charged, where applicable, for programs such as aquatic lessons, aerobics classes, general instruction, specialized fitness (e.g. weight training, personal training, yoga, Pilates, etc.), and various others.

The final fee schedule developed for the facility could also include other fee options such as non-resident fees and additional membership fees such as six-month, three-month, or seasonal passes and matinee and/or peak pricing (particularly for rentals), as well as other options.

Comparison fees reflect centers that are closest in location to residents of Loveland and/or centers that were identified in the public process as locations to which Loveland residents were currently traveling.

Table 12: Admission Fee Schedule & Comparisons

Proposed Fees	New Loveland	Chilson	Erie	Ft. Collins (Single Facility-Use)	Greeley Fun Plex	Greeley Recreation Center	Longmont
Daily							
Child < 4	\$2.25	\$2.25	Free		\$1.50	\$1.50	\$3.75 (Age<10)
Youth (4 -17 yrs.)	\$3.25	\$3.25	\$2.25	\$3.25	\$4.50	\$3.75	\$4.00
Adult (18 – 60 yrs.)	\$4.75	\$4.75	\$4.50	\$4.00	\$5.50	\$5.00	\$5.00
Senior	\$3.50	\$3.50	\$2.70	\$3.25	\$4.50	\$3.75	\$4.00
20 Punch		(10 punch)	(10 Punch)	(25 Punch Multi-Fac.)			(20 Punch)
Child	\$22.50	\$22.50					\$70.00
Youth	\$32.50	\$32.50	\$39	\$65			\$70.00
Adult	\$47.50	\$47.50	\$39	\$80			\$70.00
Senior	\$35.00	\$35.00	\$39	\$65			\$70.00
Annual							
Youth	\$248	\$248	\$185	\$180	\$225	\$225	\$143 (Age<10) \$204 (Age 10-17)
Adult	\$465	\$465	\$365	\$270	\$360	\$360	\$358
Senior	\$260	\$260	\$219	\$180	\$225	\$225	\$204
Family*	\$683	\$683	\$719	\$450	\$600	\$600	\$674
3 Month				1 - Month			Quarterly Pass
Youth	86.50	86.50	\$49	\$20	\$75	\$75	\$56.50
Adult	157.00	157.00	\$105	\$30	\$120	\$120	\$99
Senior	90.00	90.00	\$59	\$20	\$75	\$75	\$56.50
Family*	229.00	229.00	\$199	\$50	\$195	\$195	\$187
6 Month							
Youth	140.00	140.00		\$100	\$125	\$125	
Adult	265.00	265.00		\$150	\$200	\$200	
Senior	157.00	157.00		\$100	\$125	\$125	
Family*	382.00	382.00		\$250	\$325	\$325	

*Household annual pass rates will vary based on number of household members.

Note: The proposed admission fees are based on a combination of market comparisons, the community's willingness to pay, and what will be required to meet cost recovery goals. Over time, inflation will affect utilities, staffing, and other goods and services. Projected expenses will need to be reviewed and further refined to reflect true operating costs at the time of the facility's opening. If operating costs are deemed to have risen to where facility cost recovery goals cannot be met with current revenue projections, admission fees will need to be adjusted to a level that will meet these goals.

For the purpose of this report, there is an assumption of a three to four percent increase per year for expenses overall, and a minimum four to five percent increase per year for revenues. Depending on the timeframe determined for a projected facility opening date, these figures should be applied to both expenses and revenues respectively, as indicated, and all fees and charges should be adjusted for all materials prepared for public information.

Facility Rental Fees

This traditional revenue source comes from the practice of reserving use of public space for a set amount of time and for a designated fee. For the new Recreation Center, this could include venue-specific parties, receptions and meetings, pool rentals, and after hour rentals. This is anticipated to be a revenue generating activity for this facility.

Table 13: Facility Rental Fees

Facility Rentals*	Suggested Rate
Community Room Space	\$40/hr to \$80/hr
Leisure Pool (includes 4 guard rotation and 1 facility staff) Up to 100% of maximum bather load – 2 hour minimum	\$300/hr
Gymnasium per court/entire gym	\$35/\$100hr
Entire Facility - After Hours	\$800/hr

** All spaces and rooms are only available for rental when not scheduled for Loveland Recreation Programs, or after normal hours of operation.*

Vending

Vending operations are expected to be handled through contracted services and therefore only include a net revenue figure.

Advertisement and Sponsorship Revenue

Additional revenues from advertisement and sponsorships **are not** included in the pro-forma but should be considered as an opportunity to increase revenues. Any advertising or sponsorship opportunities must be scrutinized to assure they meet the mission of the Center

Aquatic and Fitness Program Revenue

With an indoor aquatics venue, the Loveland Recreation Center will have the ability to expand aquatics programming (i.e. swim lessons, aquatic exercise) on a year-round basis. Fitness programming will be provided on an ongoing basis at the new center, in program offerings similar to current Chilson Center use. These program areas are expected to generate approximately \$315,000 in revenue for the new center. This estimate is based on review of revenue at comparable area facilities and current revenue generated at Chilson.

C. Detailed Operating Budget

Table 14 is an overview of expenditures, revenues, and cost recovery for the center. The preliminary proposed detailed line item operating budget can be found in **Appendix A**.

Table 14: Summary Community Recreation Center Operating Estimates

Loveland Community Recreation Center	
Expenses	
Personnel Services	\$1,125,190
Supplies	\$102,000
Services	\$334,800
Total Expenses	\$1,561,990
Revenues	
Admissions	\$867,150
Rentals	\$25,220
Child Care	\$14,560
Vending	\$20,000
Aquatics/Fitness Programming	\$315,240
Total Revenues	\$1,242,170
Projected Operating Deficit/Surplus	(\$319,820)
Cost Recovery	80%

VIII. FEASIBILITY REPORT CONCLUSIONS AND RECOMMENDATIONS

A. Development Options for Community Recreation Facilities

Pressure to address current overcrowding and program needs, identified community-desired components of a future recreation center, and consideration of design and program options have resulted in estimated land acquisition, building, and soft costs of approximately \$32M. This estimate (based on possible construction in mid-2018) exceeds the 2015 City-wide CIP estimated budget (2015-2024, recreation center only) of \$26.1 Million. It is estimated that by 2024, the balance from Recreation Capital Expansion Fees will reach the \$13 million level, or about 40 percent of the herein calculated project budget estimate.

Because of this significant funding shortfall, ultimately the feasibility for construction of desired facilities is directly dependent on the City's ability to generate the required direct funding, or financing, of the estimated \$32M total costs (\$13 million of which would already be in place from Recreation CEF funds). To meet the expressed demands from the community and to respond to predicted growth, the following strategies are recommended to be implemented as soon as possible to achieve the desired new facilities within the next 3-5 years.

- Investigate opportunities to incorporate recreation facilities expansion funding with other desired City projects including but not limited to a new or expanded museum, a satellite library, much desired trails underpasses, other public works and/or streets capital projects.
- By 2017, set aside and/or acquire 10-15 acres of city-owned land in the northwest quadrant of the city adjacent to or connected to existing or planned parks, open lands, and trails for the purpose of expanding recreation facilities. Two (2) possible locations are summarized within the body of this report and a site adjacent to Mehaffey Park is the current preferred location.
- Begin the process to identify and pursue options for acquiring the needed additional funding to reach the target of \$32+ million. These options could include, but would not be limited to Capital Expansion Fees; Lottery funds, Grants, private donations; public or private partnerships; lease/purchase certificates of participation or bonding; (or a combination thereof) funded by a temporary sales tax or property tax).
- Investigate opportunities for selling naming rights for new facilities.
- Investigate opportunities to co-locate facilities on the same site or even within the same facility, i.e. adding a wing for library services, co-locating shared meeting and classroom space for museum sponsored classes and activities, leasing clinic and activity space to a local hospital or health provider for wellness/therapy services, or leasing space for appropriate retail sales including sports equipment, apparel and food services.
- Investigate a phased approach to development that would align with the timing of available funding. A phased strategy will require a flexible approach to design to allow for a core/basic building that can, over time, accept multiple additions and expansions. The City should be cautious in taking this approach as results from surrounding communities that took this approach are mixed at best.

It is important to note that the current market escalation for construction costs is between .8% and one percent per month. Unless this current escalation subsides, construction costs are, according to Barker Rinker Seacat Architects, expected to rise at least **7-8% per year for the short-term future**. The current estimated cost includes this escalation factor through mid-2018 only. Escalation beyond 2018, at seven percent would be in excess of \$2M/yr.

APPENDIX A- OPERATIONAL PRO-FORMAS

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**Loveland Community Recreation Center
Preliminary Draft Operational Budget for 60,000 SF Facility**

STAFFING PROJECTIONS						\$1,125,190	72.04%
Full Time Staff						\$709,188	
		<u>Number</u>	<u>Unit Cost</u>				
	Assistant Facility Manager	1	\$ 60,000	\$60,000			
	Guest Services Coordinator	1	\$ 51,000	\$51,000			
	Facility Coordinator	2	\$ 51,000	\$102,000			
	Aquatic Supervisor	1	\$ 46,350	\$46,350			
	Building Maintenance Technician	1	\$ 42,000	\$42,000			
	Facility Attendent	3	\$ 42,000	\$126,000			
	Front Desk and Admin. Clerks	4	\$ 35,000	\$140,000			
	Benefit Percentage not included in wages	25.00%		\$141,838			
Part Time Staff						\$416,002	
		<u>Hours</u>	<u>Unit Cost</u>				
	Front Desk	3215	\$14	\$45,010			
	Custodians	2000	\$16	\$32,000			
	Building/Program Supervisors	9286	\$14	\$130,004			
	Lifeguard	9000	\$16	\$144,000			
	Fitness instructors/Personal Trainers	2058	\$17	\$35,000			
		2142	\$14	\$29,988			
	Child Watch/Babysitters						
OPERATING EXPENSES							
Supplies						\$102,000	6.70%
	Recreational Supplies				\$ 10,000		
	Recreational and Aquatic Programs			\$ 4,000			
	Drop-In Child Watch			\$ 2,000			
	Resale Merchandise			\$ 4,000			
	Vending Inventory				\$5,000		
	Pool Chemicals				\$40,000		
	First Aid Equipment and Supplies				\$1,500		
	Custodial Supplies				\$8,000		
	Building Maintenance Supplies				\$7,000		
	Office Supplies				\$11,000		
	Education/Training				\$5,000		
	Dues/Subscriptions				\$1,000		
	Uniforms				\$3,500		
	Insurance				\$10,000		

REVENUE					
Passes					\$731,100
<u>Annual Passes</u>	<u>Number</u>	<u>Price</u>		\$190,800	
Adult	250	\$ 465.00	\$116,250		
Senior	60	\$ 260.00	\$15,600		
Family	50	\$ 683.00	\$34,150		
Youth	100	\$ 248.00	\$24,800		
<u>3 Month extended use pass</u>	<u>Number</u>	<u>Price</u>		\$540,300	
Adult	400	\$ 157.00	\$251,200		
Senior	150	\$ 90.00	\$54,000		
Family	200	\$ 229.00	\$183,200		
Youth	150	\$ 86.50	\$51,900		
Punch Passes	<u>Number</u>	<u>Price</u>			\$60,250
<u>10 Punch Passes</u>					
Adult	500	\$ 47.50	\$23,750		
Senior	300	\$ 35.00	\$10,500		
Youth	800	\$ 32.50	\$26,000		
Daily Admissions	<u>Number</u>	<u>Price</u>			\$75,800
Adult	6000	\$ 4.75	\$28,500		
Senior	3000	\$ 3.50	\$10,500		
Family	600	\$ 18.00	\$10,800		
Youth	8000	\$ 3.25	\$26,000		
Rentals	<u>#/Year</u>	<u>Cost</u>	<u>Multiplier</u>		\$25,220
Multipurpose Rooms (2) (\$30/hr x 8 hrs/wk avg x 30 wks.)	30	\$30	8	\$7,200	
Kitchen (\$25/hr x 2 hrs/wk avg x 30 wks.)	30	\$25	2	\$1,500	
Party Rooms (2) (\$40/hr x 6 hrs/wk avg x 48 wks.)	48	\$40	6	\$11,520	
Full Facility After Hours	2	\$2,500	1	\$5,000	
Recreation Programs					\$315,240
Recreational and Aquatic Programs		\$315,240	100%	\$315,240	
Customer Services	<u>Hours</u>	<u>Amount</u>	<u>Multiplier</u>		\$34,560
Drop-In Child Watch	1456	\$2	5	\$14,560	
Vending		\$5,000	200%	\$10,000	
Merchandise		\$5,000	200%	\$10,000	
TOTAL REVENUE					\$1,242,170
TOTAL NET					-\$319,820
COST RECOVERY					80%