



Counsilman-Hunsaker
AQUATICS FOR LIFE

Jackson County, North Carolina
Aquatic Center Study
February 3, 2020

AGENDA

- Introduction
- Process
- Aquatic user groups
- Business Plan Discussion
- Questions and answers



BUSINESS PLANNING PROCESS

- Operational data for the indoor aquatic center including attendance projections and trends, admission and pricing structure, aquatic program offerings, projected revenue, operating expenses, net operating income and net income after capital costs.
- Proposed marketing strategies, pricing policies and sponsorship efforts.
- Analysis of market demographics including population levels and trends, incomes, and age distribution.
- A review of competing indoor aquatic facilities.
- Projections of design level attendance figures and required capacity requirements.
- Projections of facility operational expenses including, personnel, chemical demand, operating supplies, maintenance and repair, utility demand, marketing, food and beverage and retail.
- Projections of overall financial performance for the indoor aquatic center.



BUSINESS PLANNING PROCESS

- **Provide a guide for the future operations of the pool**
- **Provide recommendations on the following:**
 - Staffing model
 - Fees
 - Revenue-generating programming opportunities
 - Concessions operations
- **Program considerations**
 - Learn to swim classes
 - Competitive swimming / diving
 - Instructional programs such as lifeguarding courses and kayak roll clinics
 - Recreational swimming
 - Lap swimming
 - Exercise and aerobic classes
 - Events rentals
 - Scuba diving
 - Community use
- **Develop a plan that the County has the personnel, desire and ability to implement through this collaborative process**



AQUATIC USER GROUPS

Recreation



Competition



Instruction

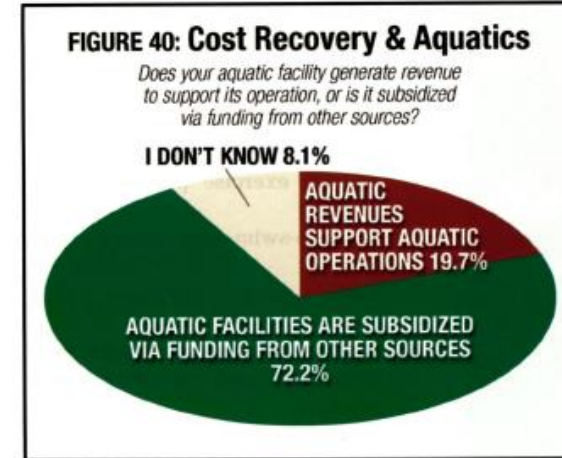


Wellness & Therapy



TRENDS IN INDOOR AQUATICS

- Majority of indoor facilities being built by municipalities and/or school districts – YMCA/private fitness also building
- Development of elementary school water safety program for school district natatoriums
- Trend towards designing multiple bodies of waters to reach each of the aquatic user groups
- Aquatic facilities bundled with dryland fitness to achieve a higher level of cost recovery
- Partnerships with public entities, USA swimming clubs, and medical providers to maximize usage and overall cost recovery
- Development of sponsorships and naming rights to increase revenue



RECREATION MANAGEMENT



KICKOFF MEETING NOTES

- The initial plan is for the Recreation Complex to have separate fees for the recreation center and the aquatic center
- The aquatic center should offer various programs including, swimming lessons, water fitness classes, competitive swimming and special events
- The aquatic center is proposed to have similar hours as the existing recreation center
- The County currently has an agreement with the school district to not charge for facility usage
- The Recreation Center currently has 1,300 total members
- The Jackson County Swim Team could possibly move to a year-round program with the indoor aquatic center (currently 40-50 on swim team)
 - Swim for 3-month summer season,
 - Pay \$300 pool rental for the entire summer for 2 days/week during summer
- Triathlete training possible – Highlands Club in Highlands
- Pool parties are a popular amenity at the outdoor pool and staff plan to offer birthday party packages at the indoor pool



SURVEY RESULTS

- 1,709 respondents
 - 93.7% of them saying they support building an indoor pool
 - 90.9% said they would use an indoor pool
 - 59.22% said they would travel 8 or more miles to use such a pool.
 - 36.8% said they believed Cullowhee to be the best location for an indoor pool
- Preferred amenities
 - Open swim, 67.4%
 - Water fitness, 66.7%
 - Lap swim, 50.1%
 - Therapy, 39.4%
 - Pool parties, 37.3%
 - Swim lessons, 32.2%
 - Swim competitions, 12.1%



CURRENT FACILITY

- Senior Family rates are double regular senior rates
- Family is immediate family members 21 years of age and younger
- Couples must be married to be considered family
- Corporate rates are available
- Silver Sneaker, Silver and Fit memberships are available, if you qualify

- Spectators attending scheduled recreation department leagues and parents of children in youth athletic programs do not have to pay the facility fee while attending practices or games

Jackson County Recreation Center in Cullowhee
88 Cullowhee Mountain Road Cullowhee, NC 28723
828-293-3053 (Fax) 828-293-3215 www.rec.jacksonnc.org

WE HAVE ONLINE REGISTRATION!!

RECREATION CENTER HOURS

Monday-Friday	6:00am-9:00pm
Saturday	7:00am-8:00pm
Sunday	1:00pm-6:00pm

JACKSON COUNTY RECREATION COMPLEX FACILITIES INCLUDE

- Jackson County Recreation Center
- Two 310' lighted softball fields
- Four soccer fields (two lighted)
- 1500 square foot pavilion (8 picnic tables)
- 7 picnic shelters in various sizes
- 2 playgrounds
- 1 outdoor basketball court
- Park concession stand and restrooms
- 10,000-foot running trail (hard and soft surface)
- Handicapped accessible fishing piers
- 18-hole disc golf course

Jackson County Parks and Recreation Department also operates the Ralph J Andrews Campground located on Lake Glenville in the Cashiers/Glenville area. This 78-acre park has camping sites (Full Hook-up, Power/Water, and Primitive), picnic shelter, playground and public picnic sites. For more information, contact the campground at 828-743-3923.

VOLUNTEER

If you would like to help others discover the enjoyment and values of participation in recreational activities offered by the Recreation Department, why not become an active volunteer? Sharing a talent, hobby, coaching a youth sport team, or a fitness program with others is what volunteering is all about. Call today for more information about volunteering.

RECREATION CENTER FEE SCHEDULE (as of August 1, 2018)

Standard Rates

Day Pass	
Individual	\$5
Family	\$8
Senior	\$3

12 Visit	
Individual	\$48
Senior	\$32

Month	
Individual	\$40
Senior	\$21
Family	\$64

6-Month	
Individual	\$180
Senior	\$90
Family	\$212

Year	
Individual	\$297
Senior	\$148
Family	\$350

Corporate and Education Rate

Day Pass	
Individual	NA
Family	NA
Senior	NA

12 Visit	
Individual	NA
Senior	NA

Month	
Individual	NA
Senior	NA
Family	NA

6-Month	
Individual	\$144
Senior	NA
Family	\$170

Year	
Individual	\$238
Senior	NA
Family	\$280

Wellness Rate

Day Pass	
Individual	NA
Family	NA
Senior	NA

12 Visit	
Individual	NA
Senior	NA

Month	
Individual	NA
Senior	NA
Family	NA

6-Month	
Individual	\$90
Senior	NA
Family	\$106

Year	
Individual	\$149
Senior	NA
Family	\$175

Features and Amenities

- 25,000 square foot facility
- Full size gym (basketball, volleyball, table tennis and badminton available)
- Fitness room featuring true cardiovascular equipment, Nautilus selectorized weight equipment, free weights and personal trainers (trainers optional and additional fee)
- Fitness Classes such as aerobics, spin, yoga, pilates, senior fitness and other depending on instructor availability. All classes are taught by certified instructors.
- Men's and Women's locker/shower rooms
- Three multipurpose meeting rooms with a warming kitchen area
- Multipurpose workout room
- You must be at least 14 years of age to attend fitness classes and utilize the weight room area

CHECK-IN PROCEDURE

- All participants must stop at the front desk and sign in or scan their facility card
- Admission fees are required to use the facility (daily admission fee or pass holder fee)
- All pass holders will show or scan their pass before using the facility
- Non pass holders will have to sign in and pay for a daily facility pass
- The facility pass must be with you at all times
- Check, money order, cash or credit are accepted for a pass fee
- No refunds or prorating on facility pass fee
- All returned checks will be assessed a \$15.00 service fee

GENERAL POLICIES AND PROCEDURES

- An adult within the facility must accompany children under 14 years of age
- Appropriate shirt and shoes are required at all times
- Staff has the right to ask anyone to leave who violates any rules or guidelines
- The Jackson County Recreation Center is not responsible for any damage or loss of personal items. (Lockers are available to store personal items)

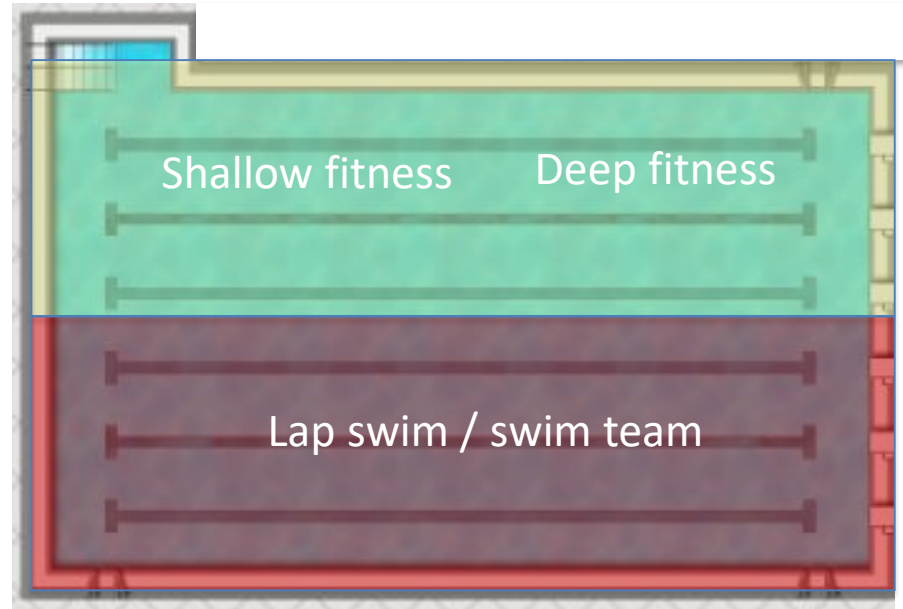


OPTIONS OVERVIEW



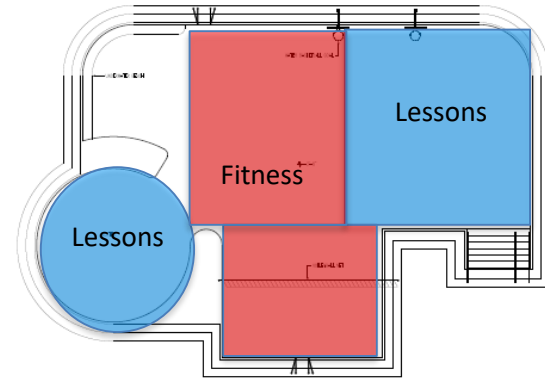
6-LANE LAP POOL

- Community Lap Swim
- Swim Team
- Fitness Classes
- Recreational Swim
- Water Walking
- Swimming Lessons
- Lap Pool Capacity:
 - Lap Swimming, 12-18
 - Swim Team, 30
 - Programming, 30-45
 - Recreational, 60-100

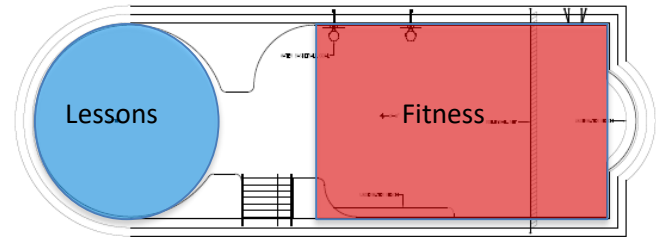


LEISURE POOL

- Recreational Swim
 - Water Walking
 - Fitness Classes
 - Swimming Lessons
-
- Party Rentals
 - Leisure Pool Capacity:
 - Recreation, 60-100
 - Swimming lessons, 30-40
 - Water fitness, 30-45



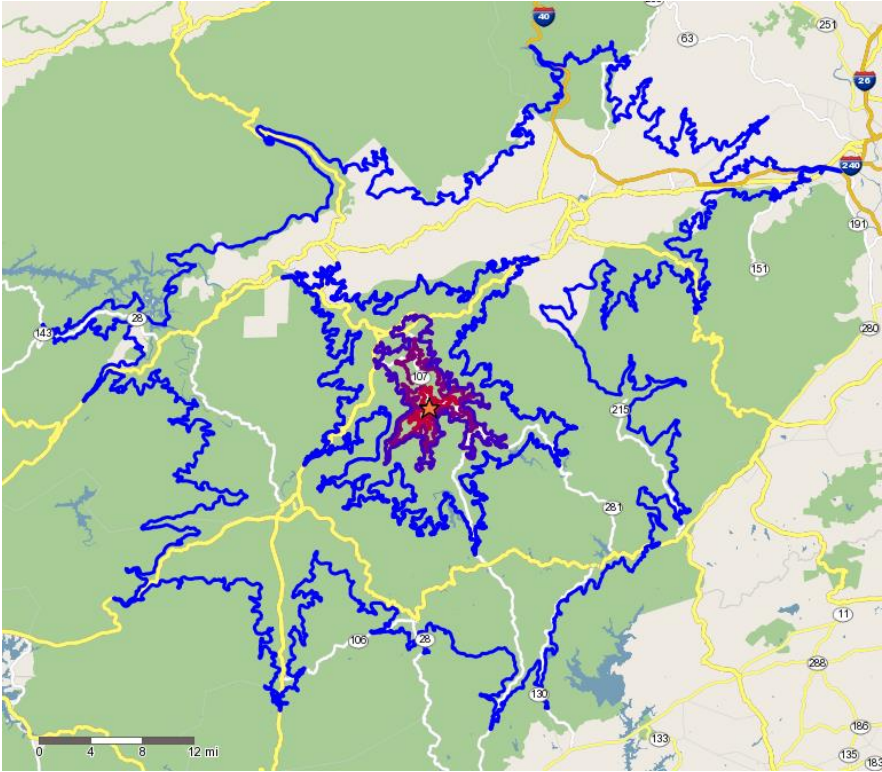
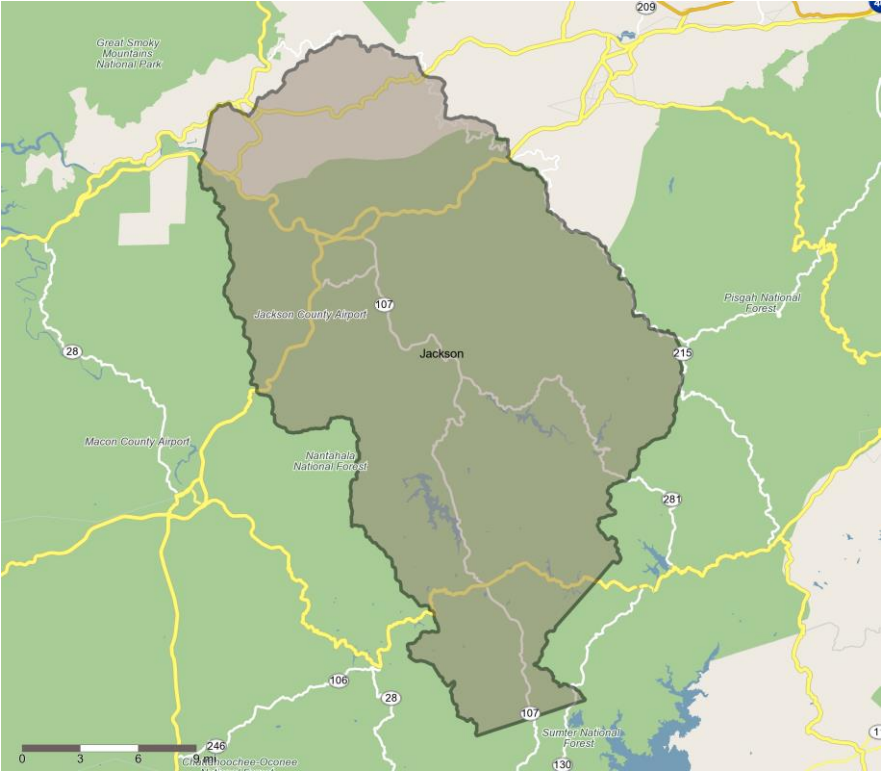
LEISURE POOL OPTION 1



MARKET OVERVIEW



JACKSON COUNTY



Demographics Dashboard

Total Population

42,353

Growth Rate

Modest

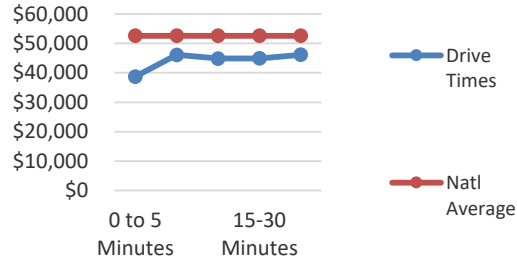
30-Minute Drive
Time Population

30,767

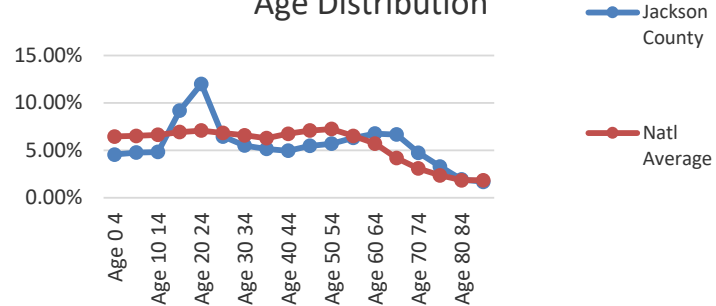
Growth Rate

Modest

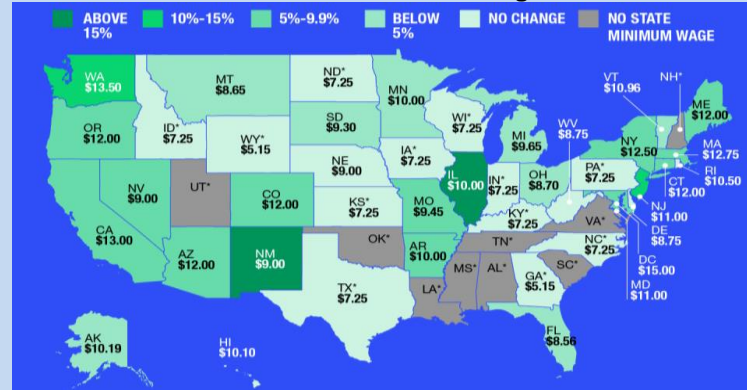
Market Area Income



Market Area
Age Distribution



U.S. State Minimum Wage



HIGHLANDS, NC



WESTERN CAROLINA UNIV – REID POOL

- Aqua Fitness (Adults) - Spring 2020
- Spring Aqua Fitness classes will start January 13, 2020.
- Spring Youth Swim Refresher
- March 16-18 and 23-25, 2020 (M-W for a total of 6 days)
- 6:30 p.m. to 7:20 p.m. | \$59.00
- Ages 6 and up only
- Adult Swim Class
- March 16-18 & 23-25, 2020 (M-W for a total of 6 days)
- 7:30pm to 8:20pm | \$59.00



ROSCOE POTEET POOL

- Aqua Fitness (Adults) - Spring 2020
- Spring Aqua Fitness classes will start January 13, 2020.
- Spring Youth Swim Refresher
- March 16-18 and 23-25, 2020 (M-W for a total of 6 days)
- 6:30 p.m. to 7:20 p.m. | \$59.00
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- Adult Swim Class
- March 16-18 & 23-25, 2020 (M-W for a total of 6 days)
- 7:30pm to 8:20pm | \$59.00



STUDY PREMISES

- **Personnel costs**
 - Full-time management (\$43,340)
 - Part-time (lifeguards front-desk attendants, management – \$10.00/hr)
 - Benefit / overhead percentage (20% PT, 40% FT)
- **Utility Rates**
 - Water (per 1,000 gallons) - \$6.00
 - Electric (per KWH) - \$0.28
 - Natural Gas (per therm) - \$1.00
- **Other Expenses**
 - Chlorine (per gallon / pound) - \$2.50
 - Insurance (property / liability)



EXPENSE ANALYSIS

- Personnel – aquatic FT staff, lifeguards, admissions, pool managers, head lifeguards
- Insurance – property & liability
- Repair and maintenance – pumps, motors, lights, equipment repairs
- Operating supplies – office supplies, facility equipment
- Chemicals – chlorine/pH buffer
- Advertising – brochures, flyers, event budget, promotions
- HVAC – heat and cool support spaces
- Electricity – pumps/motors for pool + lighting
- Water/sewer – pool water replacement + toilets/showers

Direct Facility Expense Budget	
Facility Staff	
Facility Supervisor	\$43,340
Aquatic Coordinator	\$0
Full Time Benefits	\$17,336
Part-Time Management	\$21,670
Lifeguard Personnel	\$190,008
Front Desk Personnel	\$0
Personnel Equipment Cost	\$3,591
Training	\$9,000
Total Labor	\$284,945
Direct Facility Expenses	
Insurance	Not Included
Repair and Maintenance	\$18,250
Credit Card Fees	\$3,595
Operating Supplies	\$10,950
Chemicals	\$25,275
Advertising	\$5,000
Total Commodities	\$63,070
Utilities	
HVAC	\$87,642
Electricity	\$51,572
Pool Heating	\$46,024
Water & Sewer	\$15,985
Total Utilities	\$201,222
Programs	
Program Supplies	\$9,249
LG Class Materials	\$1,796
Food and Beverage	\$7,703
Part-Time Program Staff	\$43,560
Total Programs	\$62,307
Total Operating Expenses	\$611,544



ADMISSION FEE STRUCTURE

- Daily admissions
 - Adult and child
 - Scholarship / discounts
- Monthly Membership
 - Individual
 - Child
 - Couple
 - Senior
 - Family
 - Resident vs. Non-resident
- Food and beverage
- Per Capita Expenditure

Standard Rates

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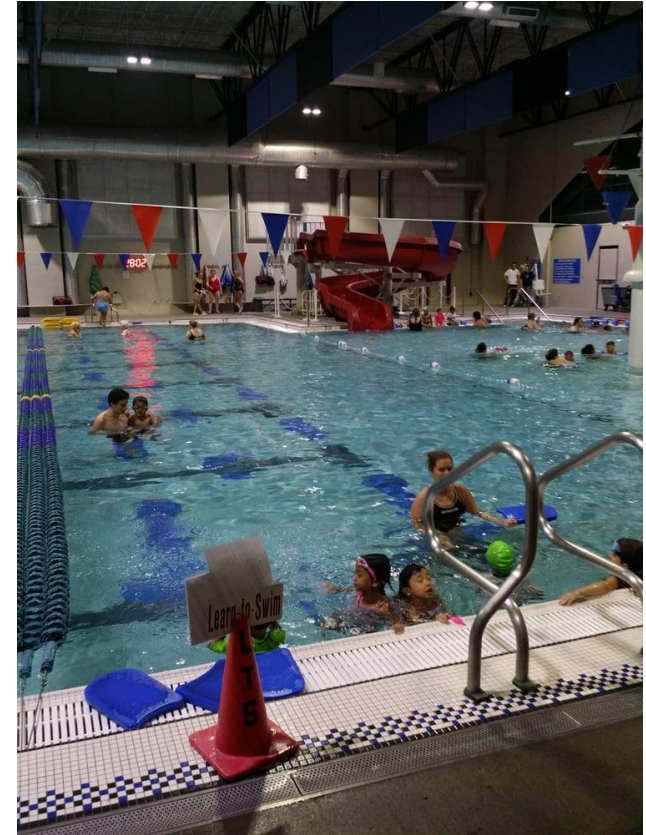
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PROGRAMMING POTENTIAL

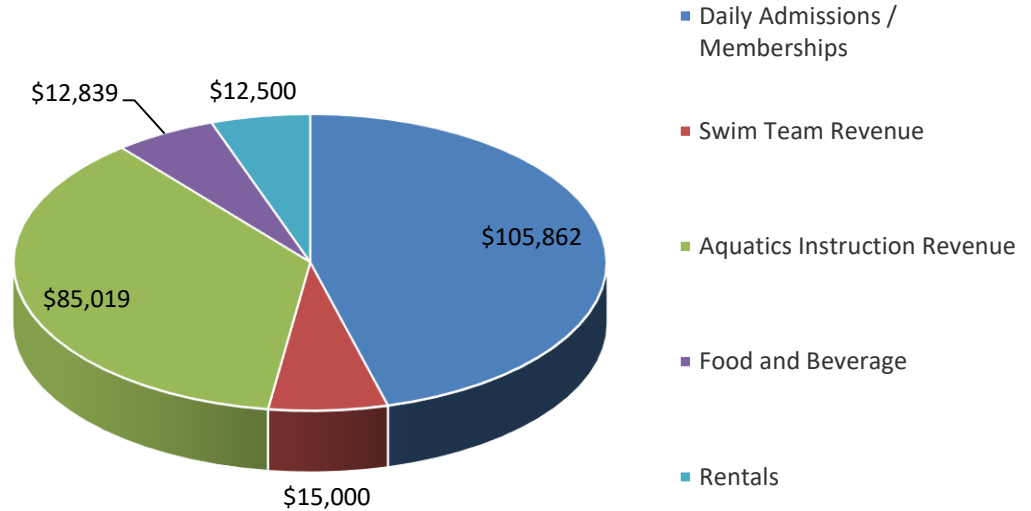
- Wellness programming
 - Aqua therapy
 - Water aerobics
- Personal training
- Group exercise
 - Water Yoga
 - Water Zumba
 - Therapeutics
 - Arthritis classes
- Rentals
 - Birthday parties
 - Private rentals
 - Community group buyouts
 - USA Swimming club team
 - Synchro
 - Diving clubs
 - Water Polo
- Swim lessons
 - Ages 6 months to 99 years
 - Municipal model vs swim school model
- Lifeguard training
- Swim teams
 - Age group
 - High school
 - Masters
- Special events
 - Dive in movies
 - Summer camps
 - Family nights
 - Teen nights



REVENUE ANALYSIS

- Daily admission / memberships
- Facility rentals
 - Swim Team
 - Community groups
 - Birthdays
- Aquatic programs
 - Swim Lessons
 - Aerobic classes
 - Swim Team(s)
 - Club team
 - Masters
 - Summer league
 - Pre-competitive
- Food and beverage

Revenue Streams



Aquatic Facility Financial Dashboard

Total Capital Cost

\$14,600,000

Total Attendance

41,898

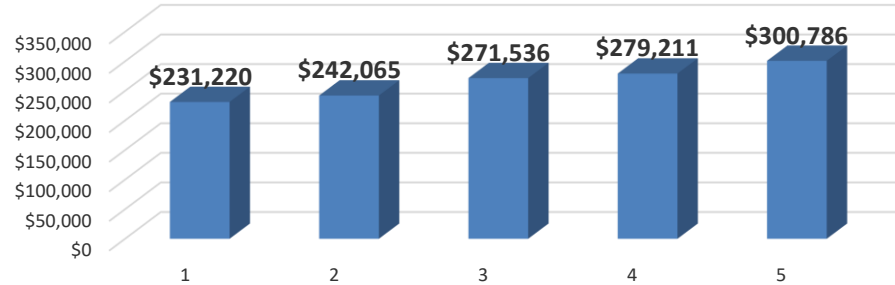
Operating Cashflow

(\$380,324)

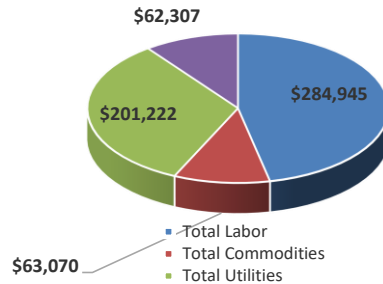
Cost Recovery

38%

Annual Revenue



Expense Budget Breakdown



QUESTIONS / DISCUSSION





Counsilman-Hunsaker
AQUATICS FOR LIFE

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