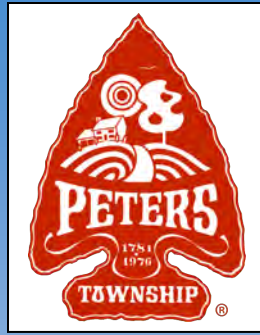


# Peters Township



## Rolling Hills Park Aquatic Center Operations Study

Final Report  
April 7, 2021



**BALLARD \* KING**  
& ASSOCIATES LTD  
Recreation Facility Planning and Operation Consultants

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## **Section I – Market Assessment**

A market assessment for the Rolling Hills Park Aquatic Center in Peters Township has been completed as part of the feasibility study for the project.

### **Demographics**

**Service Areas:** The first step in the demographics analysis is to determine service areas for the aquatic center. The following is a summary of the demographic characteristics within areas identified as the Immediate, Primary and Secondary Service Areas. The Immediate Service Area is the boundary of Peters Township. The Primary Service Area is a 15-minute drive time from the proposed site, which is off McMurray Rd and the former Rolling Hills Country Club. The Secondary Service Area is a 30-minute drive time from the proposed site.

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

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

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

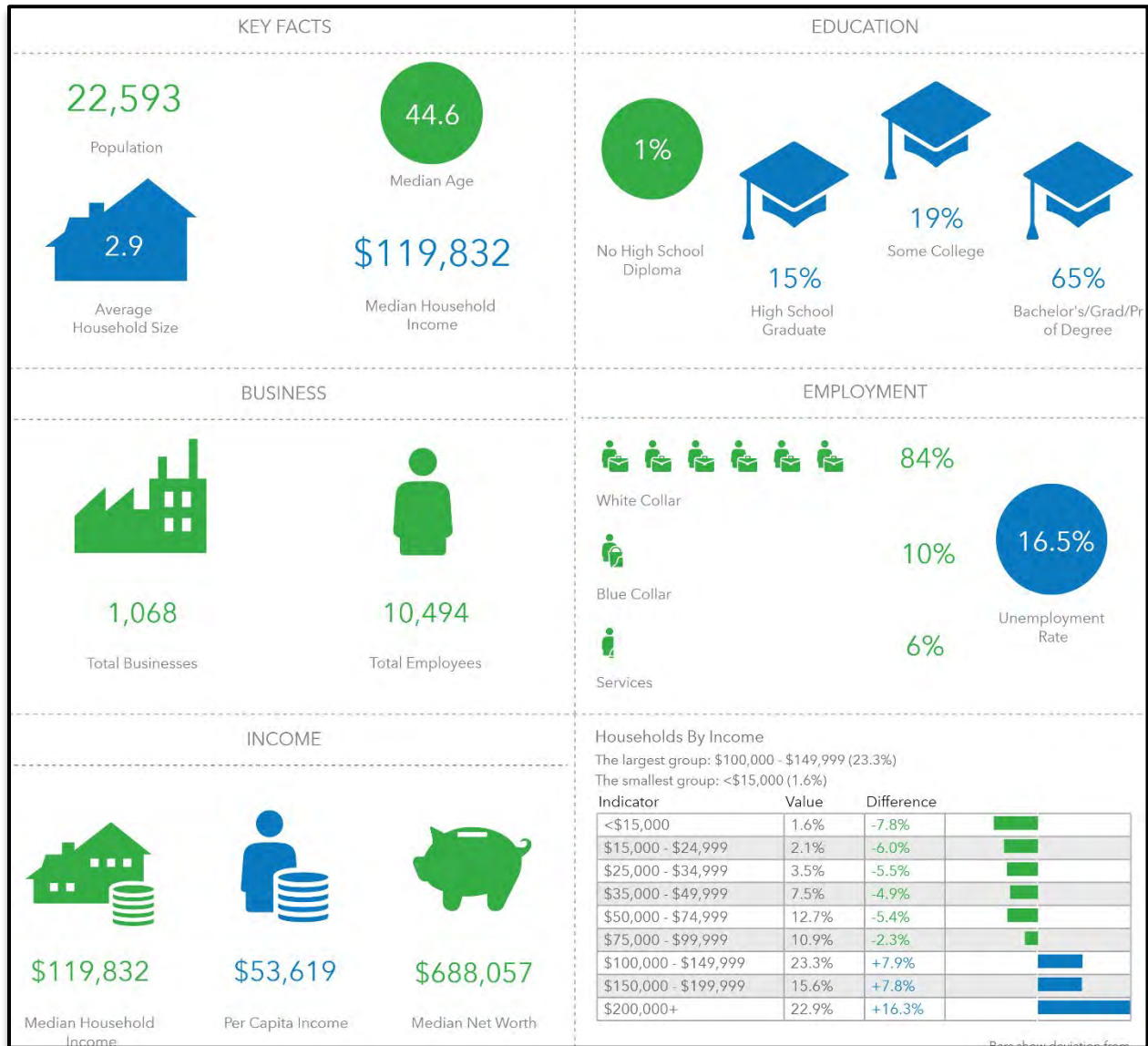
Service areas can flex, or contract based upon a facility's proximity to major thoroughfares. Other factors impacting the use as it relates to driving distance are the presence of alternative service providers in the service area. Alternative service providers can influence participation, membership,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

Service areas can also vary in size with the types of components that are included in the aquatic facility.





### Infographic A



- Household by Income comparison uses the Immediate Service Area (Peters Township) and compares it to Washington County.



### Demographic Summary

	Immediate Service Area	Primary Service Area	Secondary Service Area
<b>Population:</b>			
2010 Census	21,213 <sup>1</sup>	90,154 <sup>2</sup>	419,175 <sup>3</sup>
2020 Estimate	22,593	95,127	425,857
2025 Estimate	23,111	97,094	428,670
<b>Households:</b>			
2010 Census	7,292	36,165	179,215
2020 Estimate	7,802	38,568	184,078
2025 Estimate	7,997	39,471	185,827
<b>Families:</b>			
2010 Census	6,079	25,701	113,826
2020 Estimate	6,459	27,163	115,589
2025 Estimate	6,609	27,729	116,406
<b>Average Household Size:</b>			
2010 Census	2.88	2.47	2.30
2020 Estimate	2.87	2.45	2.28
2025 Estimate	2.86	2.44	2.27
<b>Ethnicity (2020 Estimate):</b>			
Hispanic	2.6%	2.1%	2.1%
White	93.6%	92.2%	90.1%
Black	0.5%	1.9%	3.7%
American Indian	0.1%	0.1%	0.1%
Asian	3.9%	3.6%	3.5%
Pacific Islander	0.0%	0.0%	0.0%
Other	0.5%	0.5%	0.5%
Multiple	1.3%	1.6%	2.0%
<b>Median Age:</b>			
2010 Census	42.8	43.8	43.4
2020 Estimate	44.6	45.9	45.4
2025 Estimate	45.0	46.6	46.2
<b>Median Income:</b>			
2020 Estimate	\$119,832	\$89,697	\$71,080
2025 Estimate	\$130,184	\$97,569	\$76,608

<sup>1</sup> From the 2000-2010 Census, the Immediate Service Area experienced a 19.0% increase in population.

<sup>2</sup> From the 2000-2010 Census, the Primary Service Area experienced a 6.6% increase in population.

<sup>3</sup> From the 2000-2010 Census, the Secondary Service Area experienced a 0.6% increase in population.

# Market Assessment

## *Peters Township Rolling Hills Park Aquatic Center*

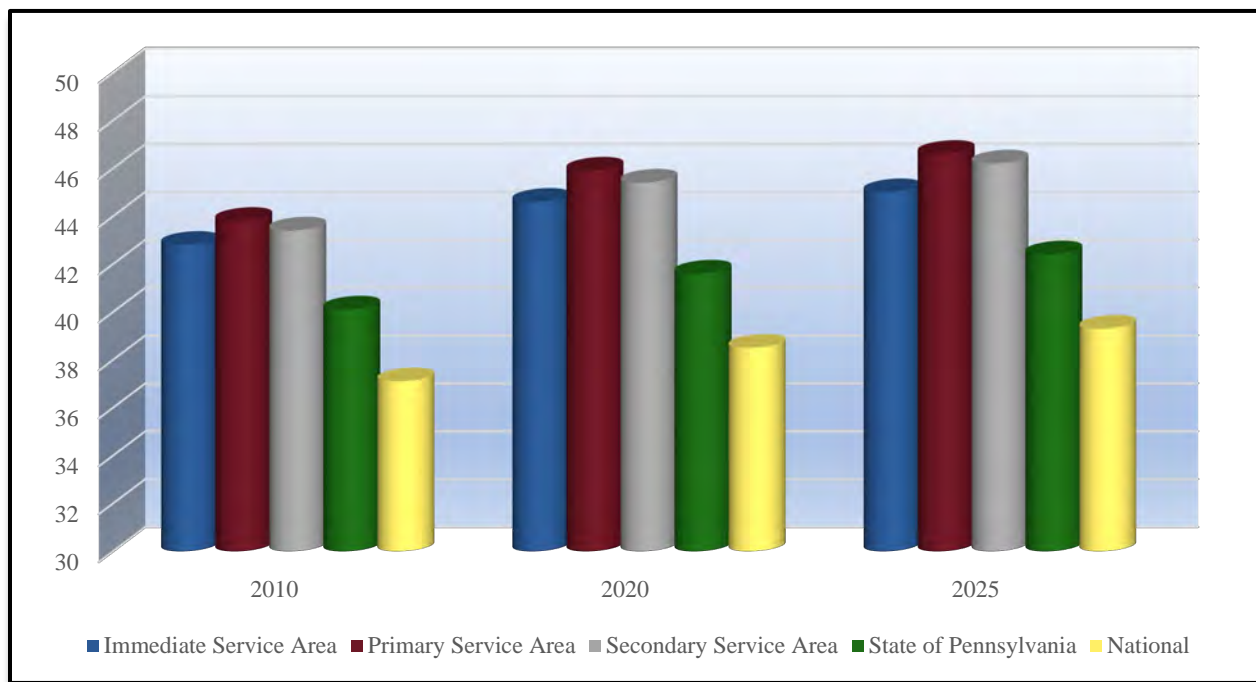


**Age and Income:** The median age and household income levels are compared with the national number as both factors are primary determiners of participation in aquatic and recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation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

**Table A – Median Age:**

	2010 Census	2020 Projection	2025 Projection
Immediate Service Area	42.8	44.6	45.0
Primary Service Area	43.8	45.9	46.6
Secondary Service Area	43.4	45.4	46.2
State of Pennsylvania	40.1	41.6	42.4
Nationally	37.1	38.5	39.3

**Chart A – Median Age:**



The median age in the Immediate, Primary and Secondary Service Area is greater than the State of Pennsylvania and the National number. A lower median age typically points to the presence of families with children. Aquatic centers draw a large demographic but tend to be most popular with youth and their parents. Grandparents are becoming an increasing part of the household though as they care for and are involved with their grandchildren.



**Households with Children:** The following chart provides the number of households and percentage of households in the Immediate, Primary and Secondary Service Area with children (under age 15).

**Table B – Households w/ Children (2010 Census)**

	<b>Number of Households w/ Children</b>	<b>Percentage of Households w/ Children</b>
Immediate Service Area	3,059	42.0%
Primary Service Area	11,493	31.8%
Secondary Service Area	48,732	27.2%
State of Pennsylvania	--	29.9%

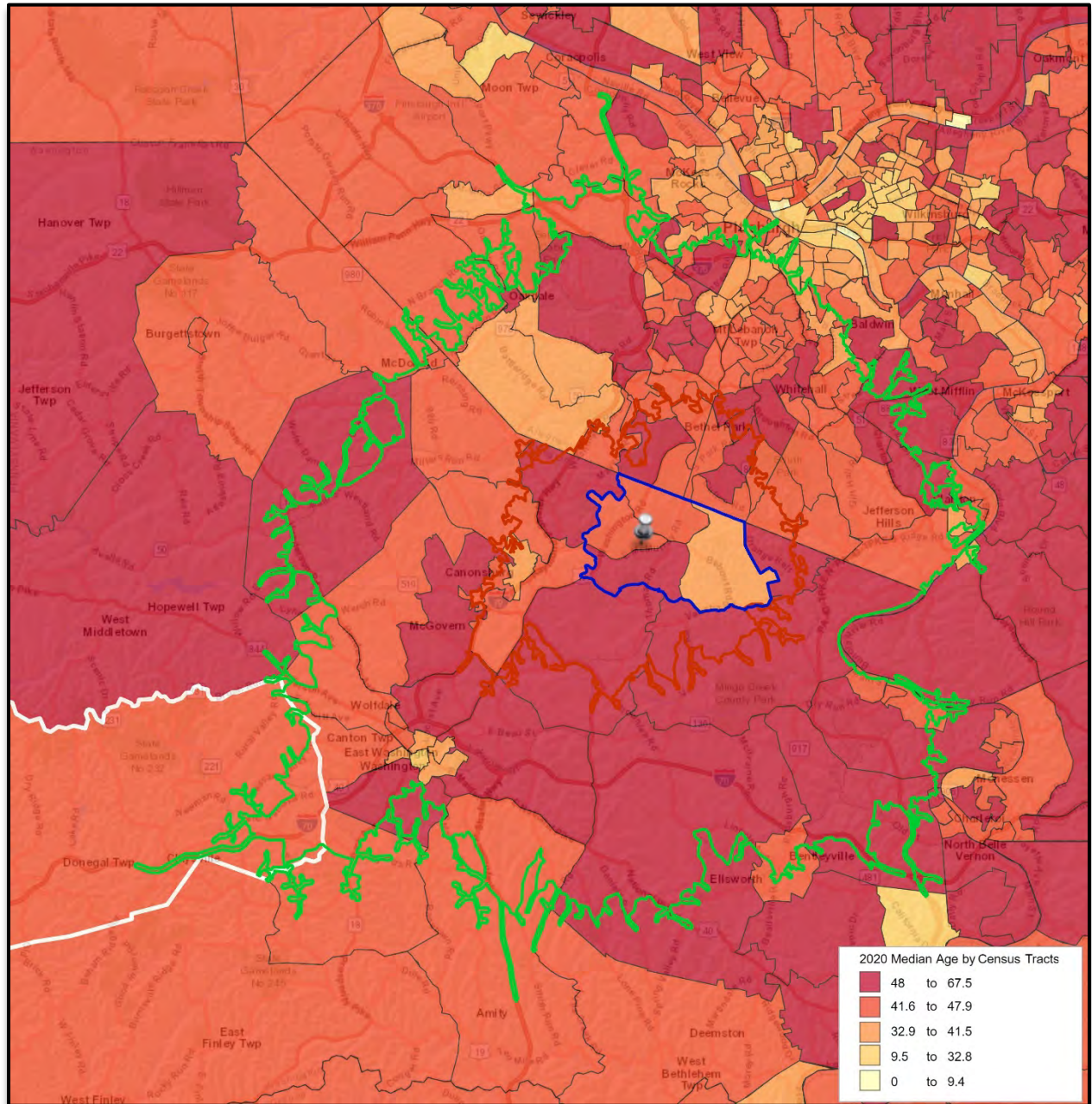
The information contained in Table-B helps further outline the presence of families with children. As a point of comparison in the 2010 Census, 33.4% of households nationally had children present.

# Market Assessment

## Peters Township Rolling Hills Park Aquatic Center



**Map B – Median Age by Census Tract**

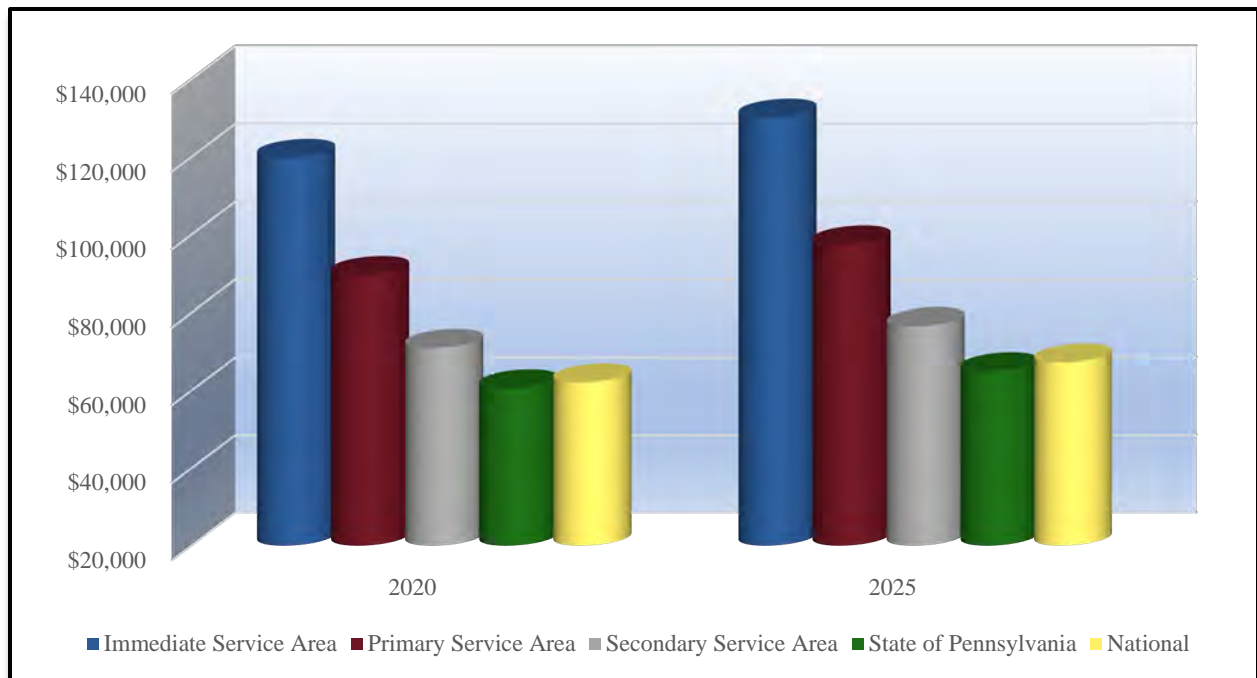




**Table C – Median Household Income:**

	2020 Projection	2025 Projection
Immediate Service Area	\$119,832	\$130,184
Primary Service Area	\$89,697	\$97,569
Secondary Service Area	\$71,080	\$76,608
State of Pennsylvania	\$60,671	\$65,067
Nationally	\$62,203	\$67,325

**Chart B – Median Household Income:**



# Market Assessment

## Peters Township Rolling Hills Park Aquatic Center



Based on 2020 projections for median household income the following narrative describes the service areas:

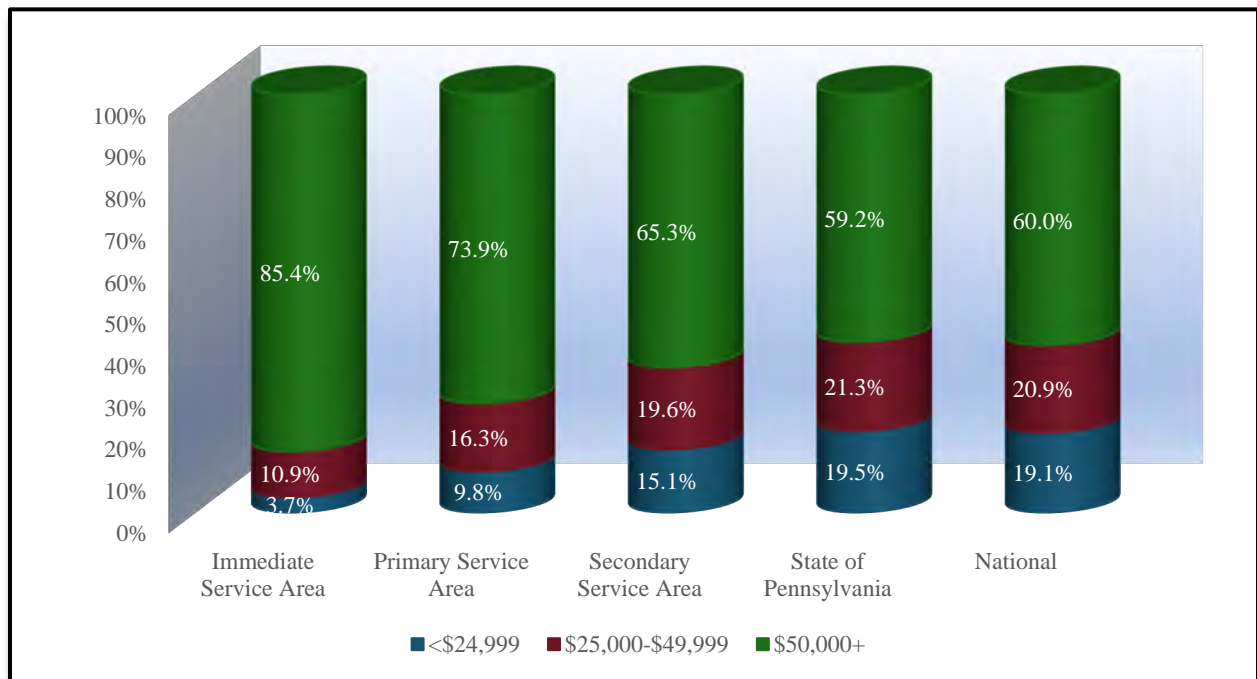
In the *Immediate Service Area*, the percentage of households with median income over \$50,000 per year is 85.4% compared to 59.0% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 3.7% compared to a level of 14.3% nationally.

In the *Primary Service Area*, the percentage of households with median income over \$50,000 per year is 73.9% compared to 59.0% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 9.8% compared to a level of 14.3% nationally.

In the *Secondary Service Area*, the percentage of households with median income over \$50,000 per year is 65.3% compared to 59.0% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 15.1% compared to a level of 14.3% nationally.

While there is no perfect indicator of use of an aquatic facility, the percentage of households with more than \$50,000 median income is a key indicator. Therefore, those numbers are significant when balanced with the overall cost of living.

**Chart C – Median Household Income Distribution**

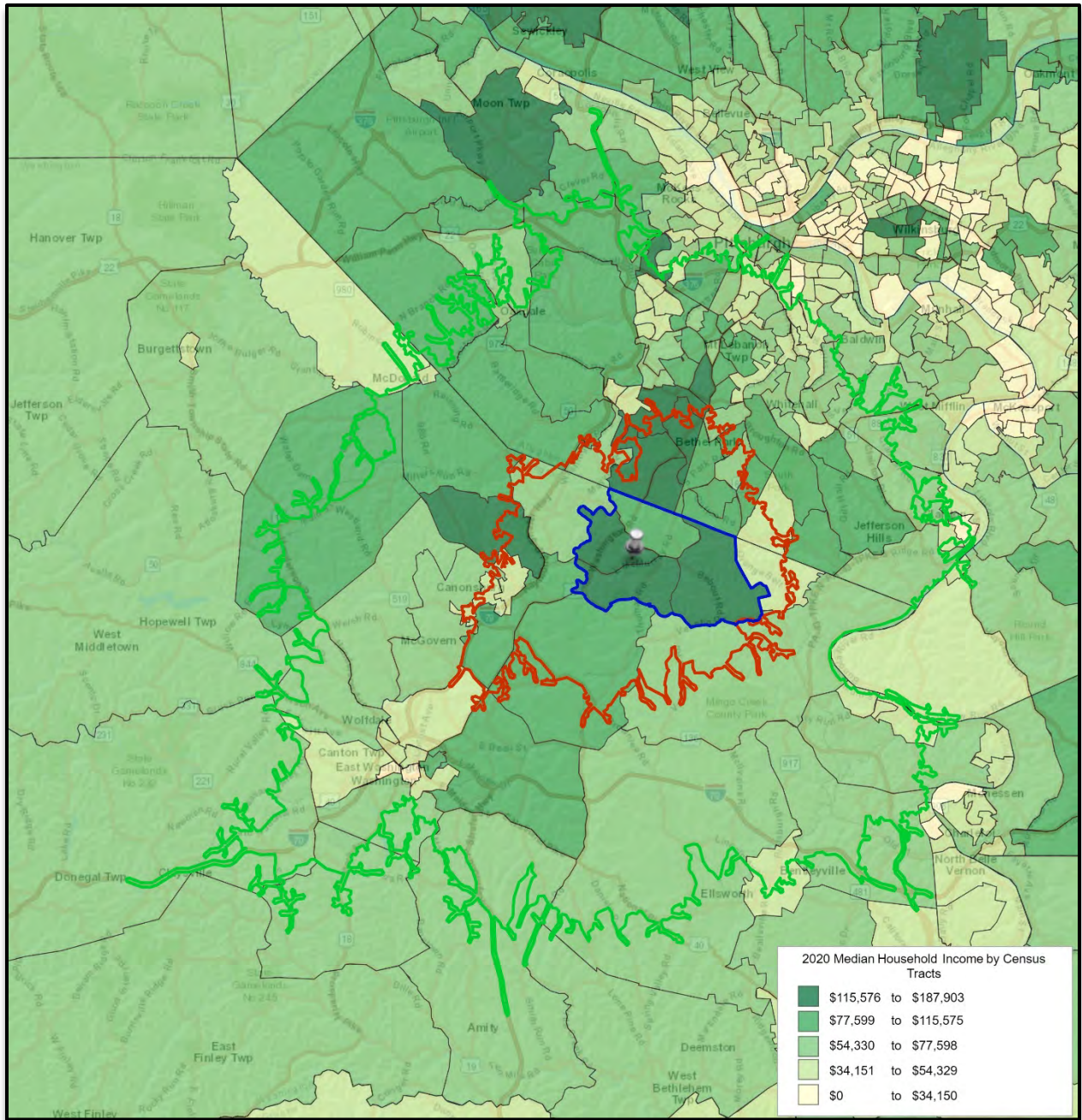


# Market Assessment

## Peters Township Rolling Hills Park Aquatic Center



**Map C – Household Income by Block Group**



# Market Assessment

## Peters Township Rolling Hills Park Aquatic Center



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

**Table D – Household Budget Expenditures<sup>4</sup>:**

Immediate Service Area	SPI	Average Amount Spent	Percent
Housing	164	\$39,865.79	31.0%
<i>Shelter</i>	167	\$32,282.84	25.1%
<i>Utilities, Fuel, Public Service</i>	155	\$7,582.66	5.9%
Entertainment & Recreation	168	\$5,462.98	4.3%

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	129	\$31,180.62	30.9%
<i>Shelter</i>	129	\$24,964.74	24.8%
<i>Utilities, Fuel, Public Service</i>	127	\$6,215.88	6.2%
Entertainment & Recreation	132	\$4,294.36	4.3%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	106	\$25,816.77	31.0%
<i>Shelter</i>	106	\$20,517.48	24.7%
<i>Utilities, Fuel, Public Service</i>	108	\$5,299.30	6.4%
Entertainment & Recreation	109	\$3,555.76	4.3%

State of Pennsylvania	SPI	Average Amount Spent	Percent
Housing	95	\$23,045.68	31.2%
<i>Shelter</i>	94	\$18,252.99	24.7%
<i>Utilities, Fuel, Public Service</i>	98	\$4,792.69	6.5%
Entertainment & Recreation	98	\$3,169.57	4.3%

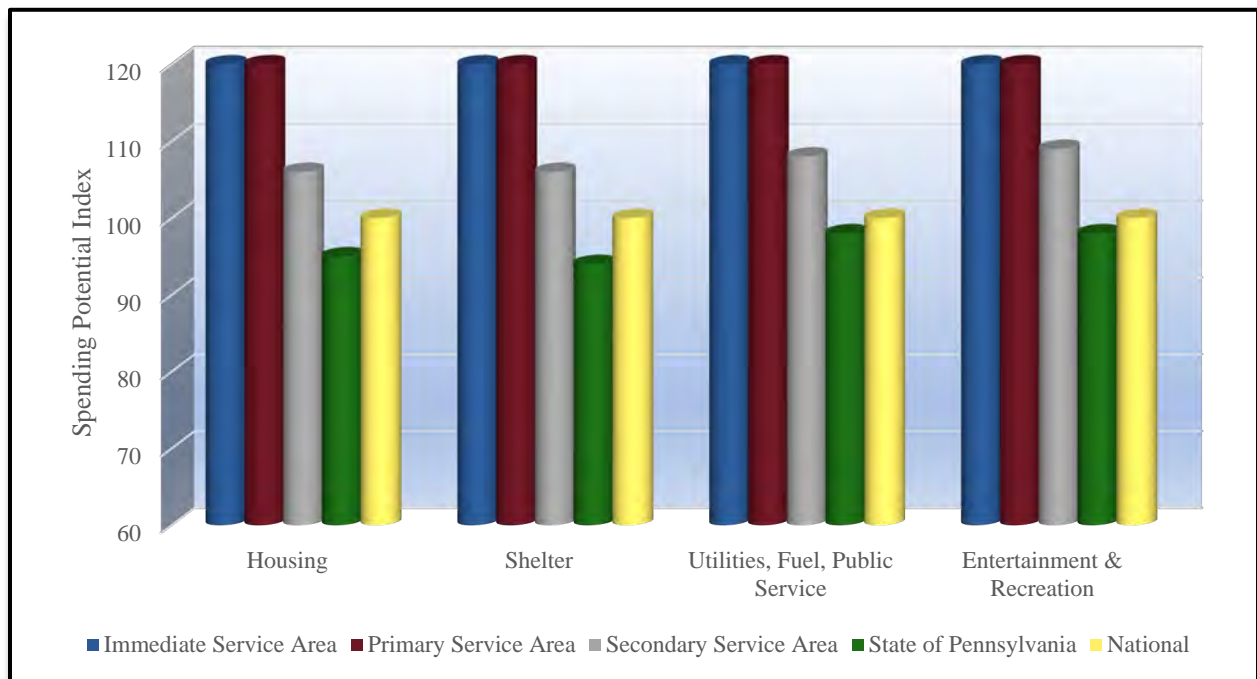
**SPI:** Spending Potential Index as compared to the National number of 100.  
**Average Amount Spent:** The average amount spent per household.  
**Percent:** Percent of the total 100% of household expenditures.

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

<sup>4</sup> Consumer Spending data are derived from the 2016 and 2017 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2020 and 2025.



**Chart D – Household Budget Expenditures Spending Potential Index:**



The differences between the median household income and the household budget expenditures is important. It also points to the fact that compared to a National level of dollars available, the money being spent in the three service areas is greater. This can also point to the ability to pay for programs and services offered at an aquatic facility.

The total number of housing units in the *Immediate Service Area* is 7,559 and 96.5% are occupied, or 7,292 housing units. The total vacancy rate for the service area is 3.5%. Of the available units:

- For Rent 0.2%
- Rented, not Occupied 0.1%
- For Sale 1.4%
- Sold, not Occupied 0.7%
- For Seasonal Use 0.0%
- Other Vacant 0.7%

The total number of housing units in the *Primary Service Area* is 38,095 and 94.9% are occupied, or 36,165 housing units. The total vacancy rate for the service area is 5.1%. Of the available units:

- For Rent 1.3%
- Rented, not Occupied 0.1%
- For Sale 1.2%
- Sold, not Occupied 0.5%
- For Seasonal Use 0.6%
- Other Vacant 1.4%

# Market Assessment

## *Peters Township Rolling Hills Park Aquatic Center*

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The total number of housing units in the *Secondary Service Area* is 192,386 and 93.2% are occupied, or 179,215 housing units. The total vacancy rate for the service area is 6.8%. Of the available units:

- For Rent 2.4%
- Rented, not Occupied 0.2%
- For Sale 1.2%
- Sold, not Occupied 0.4%
- For Seasonal Use 0.4%
- Other Vacant 2.3%

# Market Assessment

## Peters Township Rolling Hills Park Aquatic Center



**Recreation Expenditures Spending Potential Index:** Finally, through ESRI it is possible to examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

**Table E – Recreation Expenditures Spending Potential Index<sup>5</sup>:**

Immediate Service Area	SPI	Average Spent
Fees for Participant Sports	191	\$187.98
Fees for Recreational Lessons	205	\$297.51
Social, Recreation, Club Membership	191	\$457.16
Exercise Equipment/Game Tables	179	\$117.86
Other Sports Equipment	196	\$13.90

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	143	\$140.65
Fees for Recreational Lessons	141	\$203.89
Social, Recreation, Club Membership	140	\$336.40
Exercise Equipment/Game Tables	141	\$93.00
Other Sports Equipment	146	\$10.36

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	110	\$108.47
Fees for Recreational Lessons	105	\$152.32
Social, Recreation, Club Membership	110	\$262.74
Exercise Equipment/Game Tables	115	\$75.33
Other Sports Equipment	111	\$7.87

State of Pennsylvania	SPI	Average Spent
Fees for Participant Sports	92	\$90.46
Fees for Recreational Lessons	91	\$131.29
Social, Recreation, Club Membership	94	\$225.47
Exercise Equipment/Game Tables	99	\$64.97
Other Sports Equipment	92	\$6.52

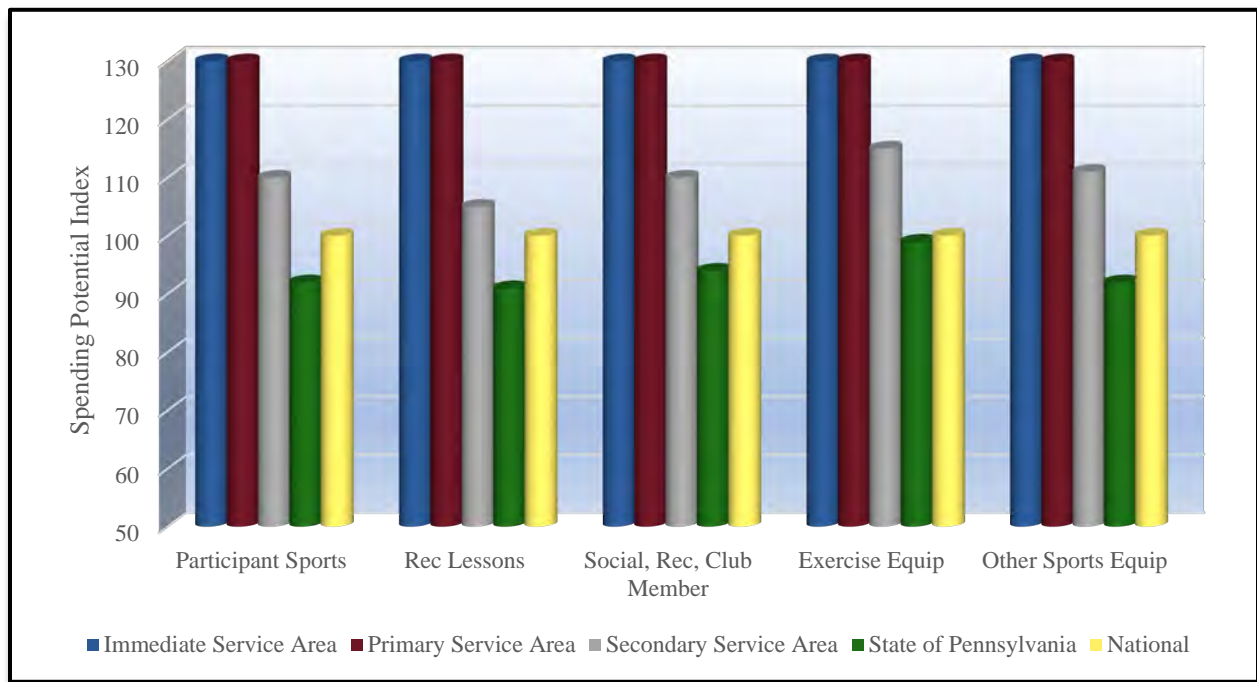
**Average Amount Spent:** The average amount spent for the service or item in a year.

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

<sup>5</sup> Consumer Spending data are derived from the 2016 and 2017 Consumer Expenditure Surveys, Bureau of Labor Statistics.



**Chart E – Recreation Spending Potential Index:**



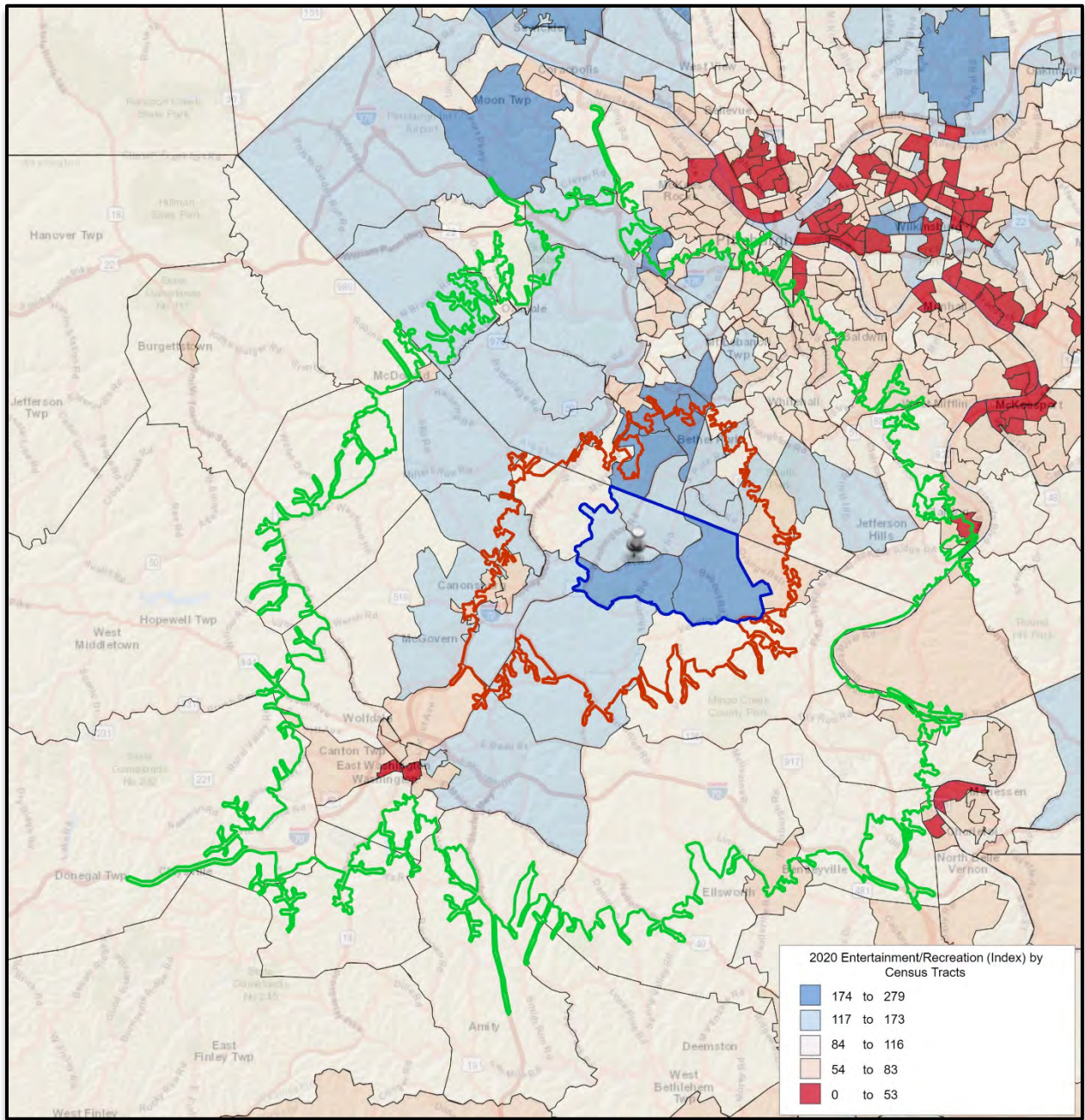
Again, there is a great deal on consistency between median household income, household budget expenditures and now recreation and spending potential. There is a high rate of expenditures for recreation purposes but also a high cost of living.

# Market Assessment

## Peters Township Rolling Hills Park Aquatic Center



**Map D – Recreation Spending Potential Index by Census Tract**





**Population Distribution by Age:** Utilizing census information for the Immediate, Primary and Secondary Service Areas, the following comparisons are possible.

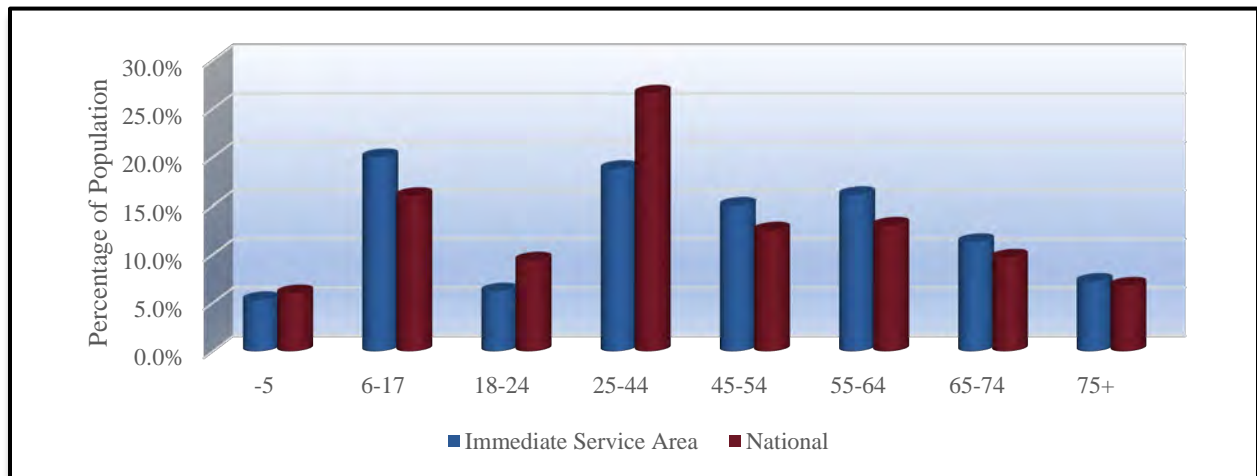
**Table F – 2020 Immediate Service Area Age Distribution**

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	1,193	5.3%	6.0%	-0.7%
5-17	4,574	20.0%	16.0%	+4.0%
18-24	1,409	6.2%	9.4%	-3.2%
25-44	4,238	18.8%	26.6%	-7.8%
45-54	3,376	15.0%	12.4%	+2.6%
55-64	3,629	16.1%	13.0%	+3.1%
65-74	2,552	11.3%	9.8%	+1.5%
75+	1,622	7.2%	6.8%	+0.4%

- Population:** 2020 census estimates in the different age groups in the Immediate Service Area.
- % of Total:** Percentage of the Immediate Service Area population in the age group.
- National Population:** Percentage of the national population in the age group.
- Difference:** Percentage difference between the Immediate Service Area population and the national population.

**Chart F – 2020 Immediate Service Area Age Group Distribution**



The demographic makeup of the Immediate Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the 5-17, 45-54, 55-64, 65-74 and 75+ age groups. A smaller population in the younger age groups 0-5, 18-24 and 25-44. The greatest positive variance is in the 6-17 age group with +4.1%, while the greatest negative variance is in the 25-44 age group with -7.8%.



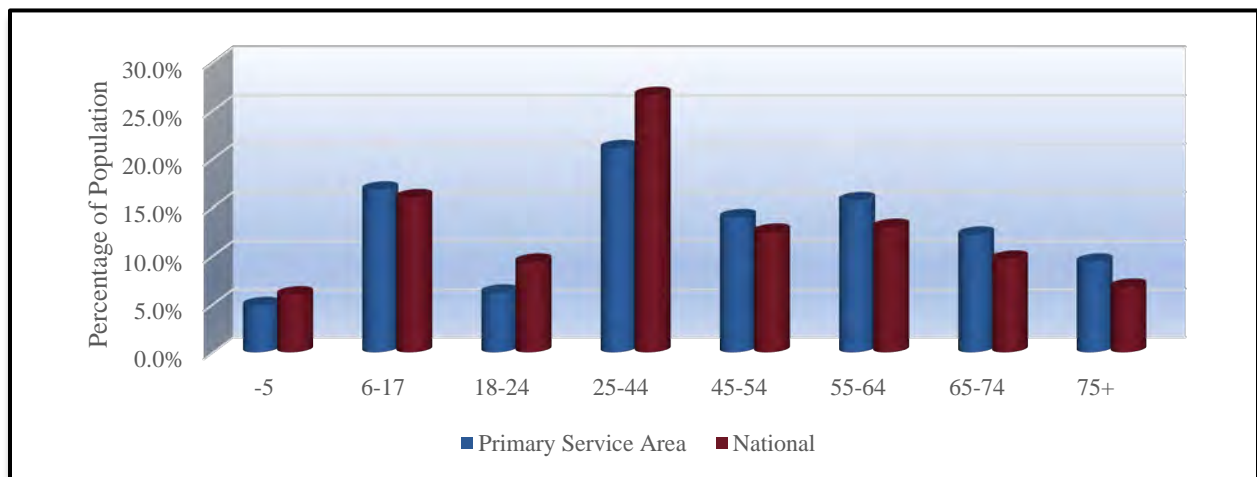
**Table G – 2020 Primary Service Area Age Distribution**

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	4,613	4.9%	6.0%	-1.1%
5-17	15,890	16.8%	16.0%	+0.8%
18-24	5,949	6.2%	9.4%	-3.2%
25-44	20,025	21.1%	26.6%	-5.5%
45-54	13,303	14.0%	12.4%	+1.6%
55-64	14,918	15.7%	13.0%	+2.7%
65-74	11,586	12.2%	9.8%	+2.4%
75+	8,846	9.4%	6.8%	+2.6%

- Population:** 2020 census estimates in the different age groups in the Primary Service Area.
- % of Total:** Percentage of the Primary Service Area population in the age group.
- National Population:** Percentage of the national population in the age group.
- Difference:** Percentage difference between the Primary Service Area population and the national population.

**Chart G – 2020 Primary Service Area Age Group Distribution**



The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the 5-17, 45-54, 55-64, 65-74 and 75+ age groups. A smaller population in the younger age groups 0-5, 18-24 and 25-44. The greatest positive variance is in the 55-64 age group with +2.7%, while the greatest negative variance is in the 25-44 age group with -5.5%.



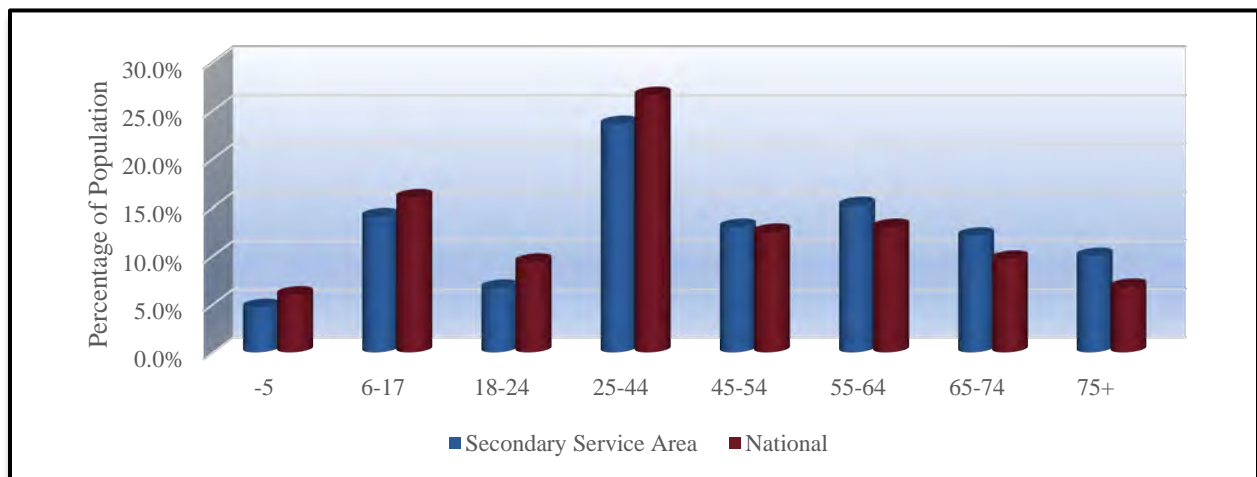
**Table H – 2020 Secondary Service Area Age Distribution**

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	20,156	4.7%	6.0%	-1.3%
5-17	61,012	14.1%	16.0%	-1.9%
18-24	29,035	6.7%	9.4%	-2.7%
25-44	100,652	23.6%	26.6%	-3.0%
45-54	55,578	13.0%	12.4%	+0.6%
55-64	65,070	15.2%	13.0%	+2.2%
65-74	51,404	12.1%	9.8%	+2.3%
75+	42,949	10.0%	6.8%	+3.2%

- Population:** 2020 census estimates in the different age groups in the Secondary Service Area.
- % of Total:** Percentage of the Secondary Service Area population in the age group.
- National Population:** Percentage of the national population in the age group.
- Difference:** Percentage difference between the Secondary Service Area population and the national population.

**Chart H – 2020 Secondary Service Area Age Group Distribution**



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the 45 and over age groups. A smaller population in the younger age groups under 45. The greatest positive variance is in the 75+ age group with +3.2%, while the greatest negative variance is in the 25-44 age group with -3.0%.



**Population Distribution Comparison by Age Over Time:** Utilizing census information from the Immediate, Primary, Secondary Service Area, the following comparisons are possible.

**Table I – 2020 Immediate Service Area Population Estimates**

(U.S. Census Information and ESRI)

Ages	2010 Census	2020 Projection	2025 Projection	Percent Change	Percent Change Nat'l
-5	1,224	1,193	1,224	+0.0%	+2.1%
5-17	4,932	4,574	4,409	-10.6%	+0.7%
18-24	1,011	1,409	1,263	+24.9%	+0.5%
25-44	4,184	4,238	4,659	+11.4%	+13.0%
45-54	4,025	3,376	3,098	-23.0%	-9.9%
55-64	2,988	3,629	3,437	+15.0%	+15.4%
65-74	1,574	2,552	2,923	+85.7%	+69.8%
75+	1,275	1,622	2,098	+64.5%	+50.2%

**Chart I – Immediate Service Area Population Growth**

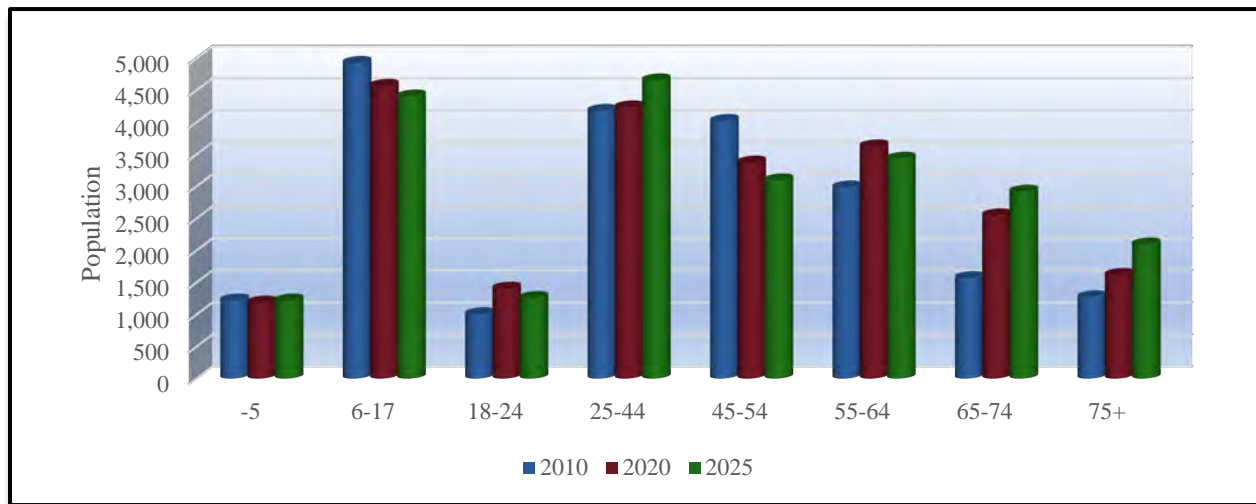


Table-I illustrates the growth or decline in age group numbers from the 2010 census until the year 2025. It is projected age categories 5 and under, 18-24, 25-44, 55-64, 65-74 and 75+ will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.



**Table J – 2020 Primary Service Area Population Estimates**

(U.S. Census Information and ESRI)

Ages	2010 Census	2020 Projection	2025 Projection	Percent Change	Percent Change Nat'l
-5	4,906	4,613	4,650	-5.2%	+2.1%
5-17	16,441	15,890	15,626	-5.0%	+0.7%
18-24	4,901	5,949	5,647	+15.2%	+0.5%
25-44	20,486	20,025	20,596	+0.5%	+13.0%
45-54	15,232	13,303	12,582	-17.4%	-9.9%
55-64	12,940	14,918	14,086	+8.9%	+15.4%
65-74	7,649	11,586	13,211	+72.7%	+69.8%
75+	7,597	8,846	10,694	+40.8%	+50.2%

**Chart J – Primary Service Area Population Growth**

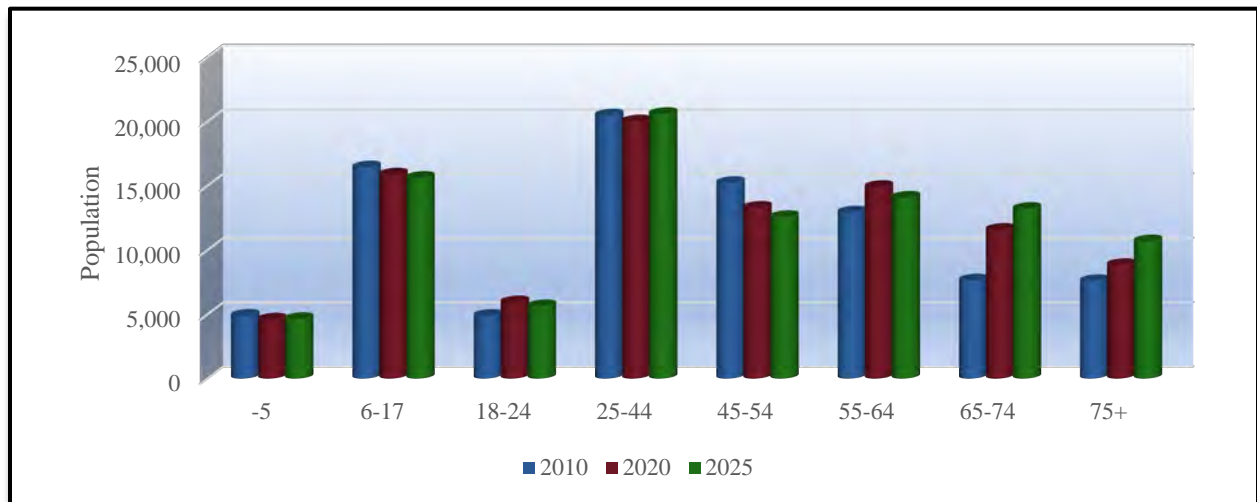


Table-J illustrates the growth or decline in age group numbers from the 2010 census until the year 2025. It is projected age categories 18-24, 25-44, 55-64, 65-74 and 75+ will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.



**Table K – 2020 Secondary Service Area Population Estimates**

(U.S. Census Information and ESRI)

Ages	2010 Census	2020 Projection	2025 Projection	Percent Change	Percent Change Nat'l
-5	22,160	20,156	20,059	-9.5%	+2.1%
5-17	64,969	61,012	60,303	-7.2%	+0.7%
18-24	29,025	29,035	27,385	-5.7%	+0.5%
25-44	102,222	100,652	100,520	-1.7%	+13.0%
45-54	67,546	55,578	53,001	-21.5%	-9.9%
55-64	57,979	65,070	59,401	+2.5%	+15.4%
65-74	35,068	51,404	58,416	+66.6%	+69.8%
75+	40,208	42,949	49,582	+23.3%	+50.2%

**Chart K – Secondary Service Area Population Growth**

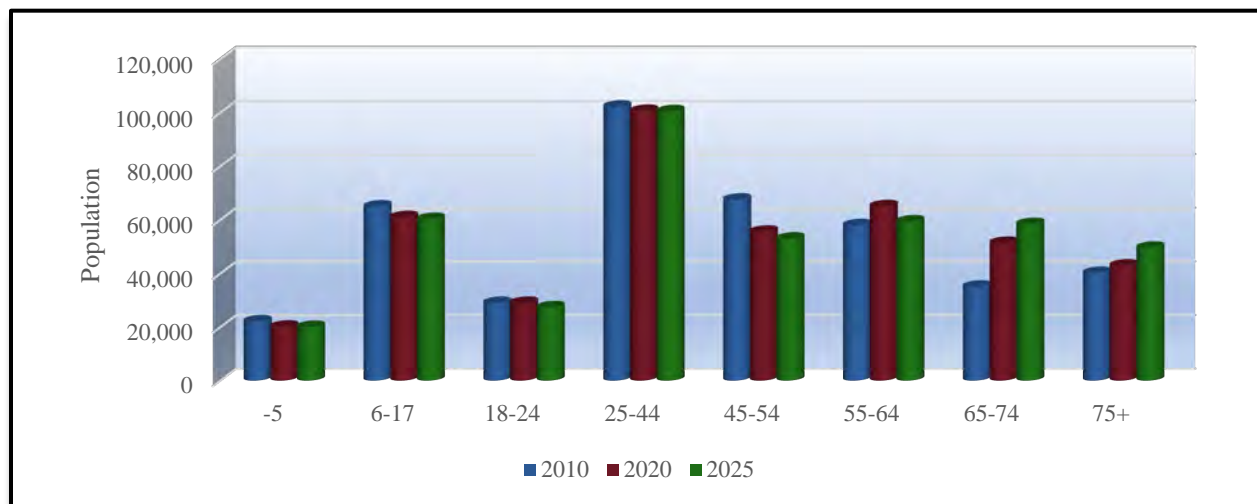


Table-K illustrates the growth or decline in age group numbers from the 2010 census until the year 2025. It is projected age categories 55-64, 65-74 and 75+ will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.



**Ethnicity and Race:** Below is listed the distribution of the population by ethnicity and race for the Immediate, Primary and Secondary Service Area for 2020 population projections. These numbers were developed from 2010 Census Data.

**Table L – Immediate Service Area Ethnic Population and Median Age 2020**

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of PA Population
Hispanic	588	25.3	2.6%	8.2%

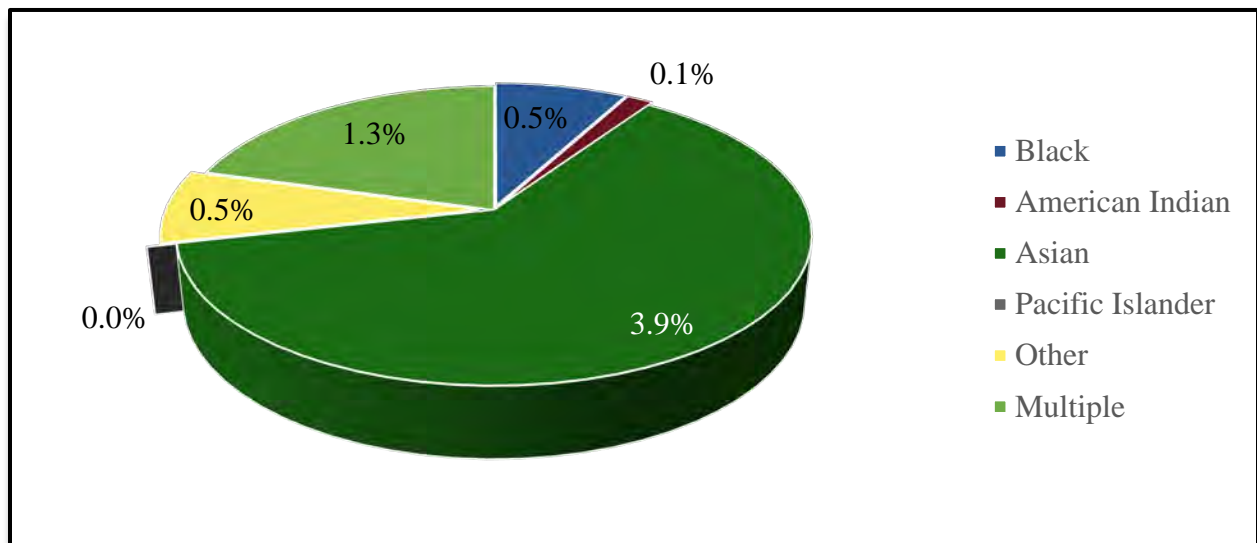
**Table M – Immediate Service Area by Race and Median Age 2020**

(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of PA Population
White	21,151	45.5	93.6%	78.5%
Black	122	43.6	0.5%	11.4%
American Indian	28	43.0	0.1%	0.3%
Asian	881	37.9	3.9%	3.8%
Pacific Islander	0	0	0.0%	0.0%
Other	124	28.1	0.5%	3.4%
Multiple	287	13.6	1.3%	2.5%

2020 Immediate Service Area Total Population: 22,593 Residents

**Chart L – 2020 Immediate Service Area Population by Non-White Race**





**Table N – Primary Service Area Ethnic Population and Median Age 2020**

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of PA Population
Hispanic	1,965	27.6	2.1%	8.2%

**Table O – Primary Service Area by Race and Median Age 2020**

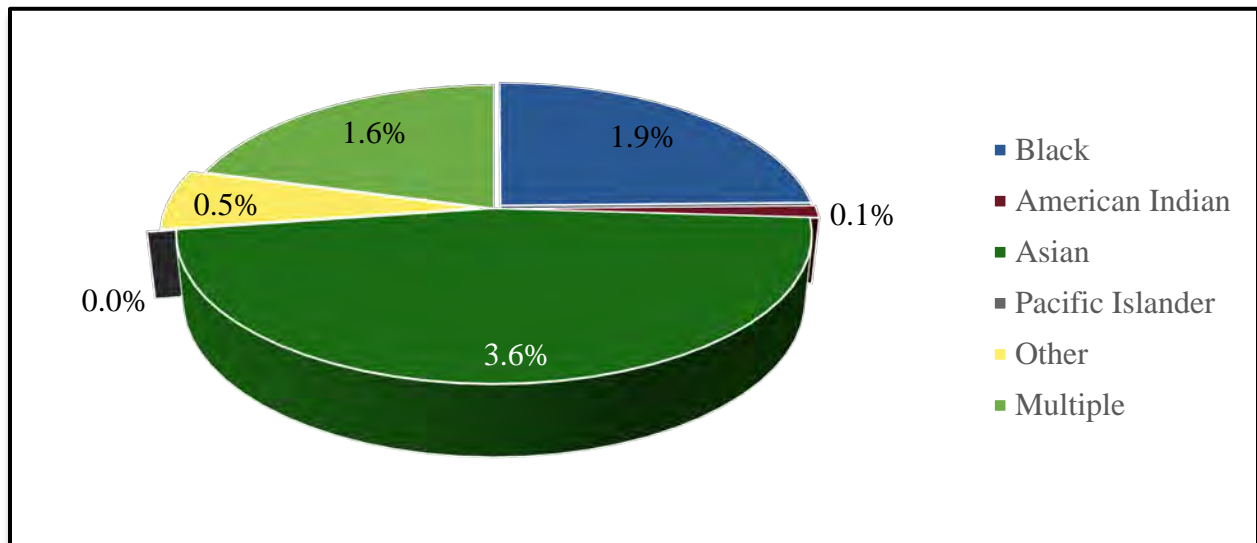
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of PA Population
White	87,731	46.9	92.2%	78.5%
Black	1,847	41.2	1.9%	11.4%
American Indian	93	41.9	0.1%	0.3%
Asian	3,408	38.9	3.6%	3.8%
Pacific Islander	13	58.8	0.0%	0.0%
Other	499	25.8	0.5%	3.4%
Multiple	1,531	15.5	1.6%	2.5%

2020 Primary Service Area Total Population:

95,127 Residents

**Chart M – 2020 Primary Service Area Population by Non-White Race**



# Market Assessment

## Peters Township Rolling Hills Park Aquatic Center



**Table P – Secondary Service Area Ethnic Population and Median Age 2020**

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of PA Population
Hispanic	9,088	29.0	2.1%	8.2%

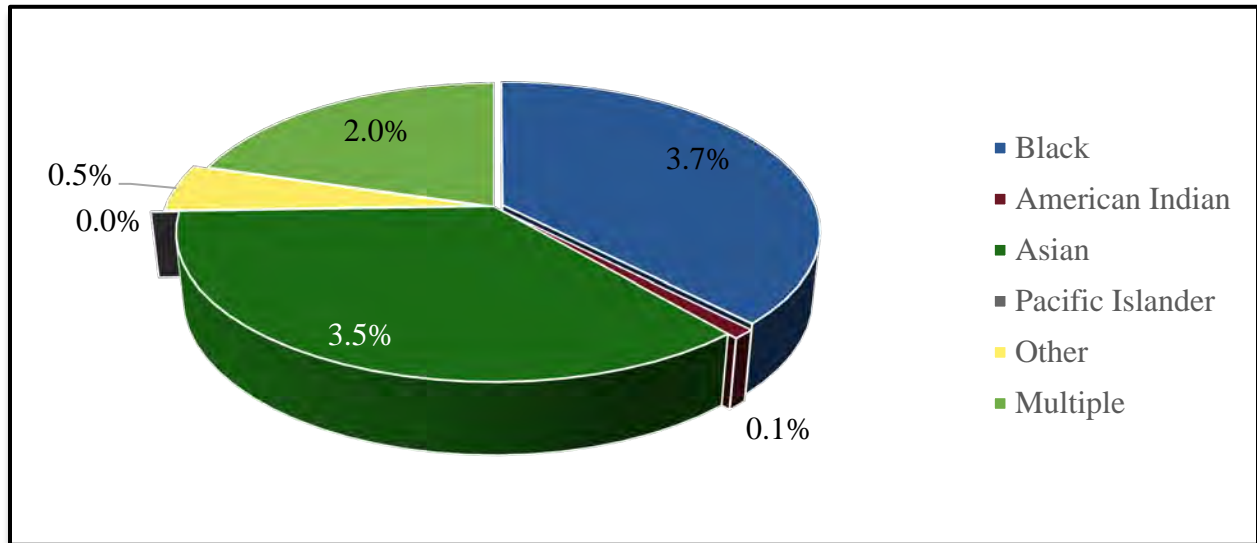
**Table Q – Secondary Service Area by Race and Median Age 2020**

(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of PA Population
White	383,556	47.2	90.1%	78.5%
Black	15,880	35.0	3.7%	11.4%
American Indian	437	41.5	0.1%	0.3%
Asian	14,987	34.8	3.5%	3.8%
Pacific Islander	141	46.6	0.0%	0.0%
Other	2,337	28.1	0.5%	3.4%
Multiple	8,520	16.1	2.0%	2.5%

2020 Secondary Service Area Total Population: 425,857 Residents

**Chart N – 2020 Secondary Service Area Population by Non-White Race**





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## **Tapestry Segmentation**

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

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

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

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

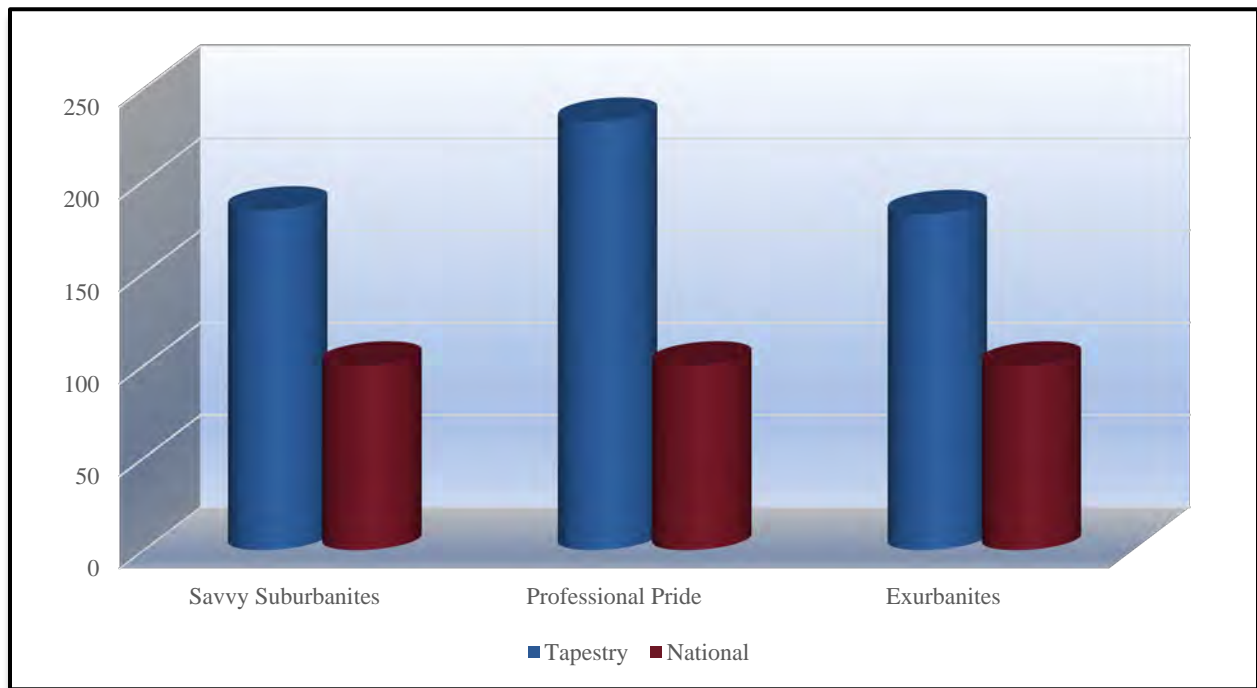


**Table R – Immediate Service Area Tapestry Segment Comparison**

(ESRI estimates)

	Immediate Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Savvy Suburbanites (1D)	38.7%	38.7%	44.1	\$104,000
Professional Pride (1B)	31.2%	69.9%	40.5	\$127,000
Exurbanites (1E)	30.1%	100.0%	49.6	\$98,000

**Chart O – Immediate Service Area Tapestry Segment Entertainment Spending:**



**Savvy Suburbanites (1D)** – Families include empty nesters and those with adult children still at home. Make well-informed researched purchases. Well-educated that enjoy cultural and sporting events and being physically active. Invest heavily in sports gear and exercise equipment.

**Professional Pride (1B)** – Goal oriented couples working long hours. They are well-organized and scheduled with commitments to their children’s activities. Exercise often at health clubs.

**Exurbanites (1E)** – Although approaching retirement, this group shows no sign of slowing down. Live an affluent lifestyle, active in the community and give to charities. Stay fit and enjoy being social and hard working. Favorite activities include lifting weights, jogging, hiking, kayaking and golf. This is the top market for watching college basketball and professional football.

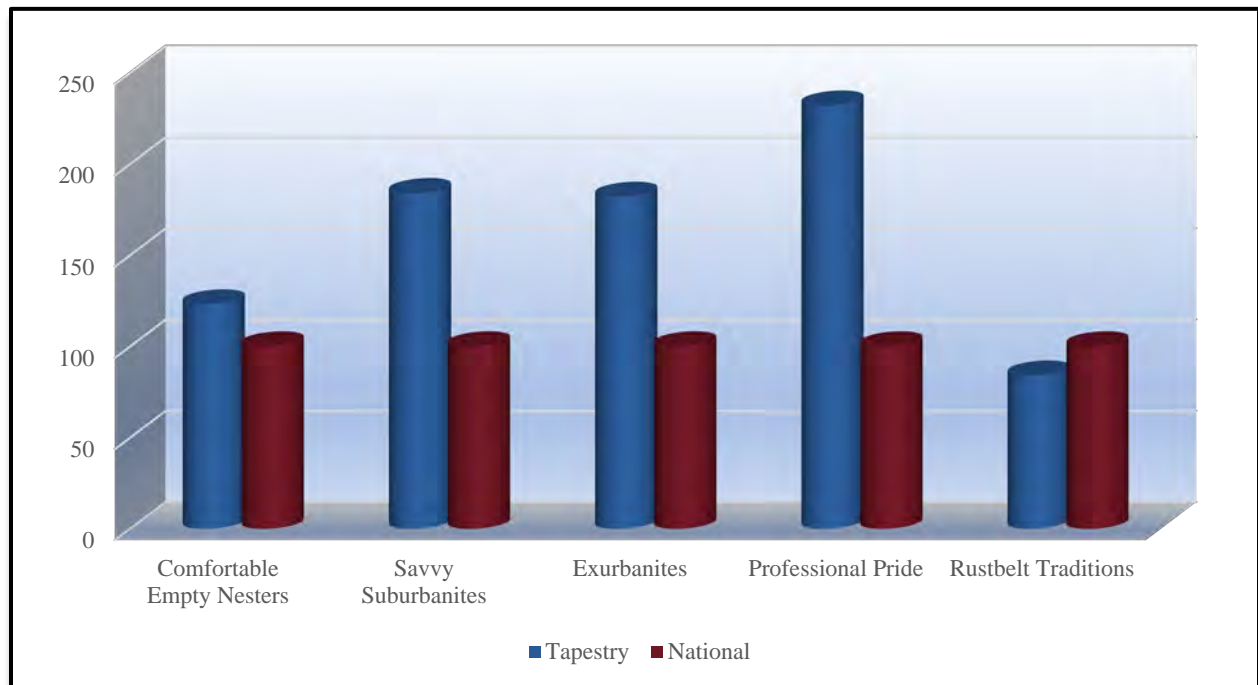


**Table S – Primary Service Area Tapestry Segment Comparison**

(ESRI estimates)

	Primary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Comfortable Empty Nesters (5A)	18.4%	18.4%	46.8	\$68,000
Savvy Suburbanites (1D)	17.3%	35.7%	44.1	\$104,000
Exurbanites (1E)	13.3%	49.0%	49.6	\$98,000
Professional Pride (1B)	10.0%	59.0%	40.5	\$127,000
Rustbelt Traditions (5D)	7.6%	66.6%	38.4	\$49,000

**Chart P – Primary Service Area Tapestry Segment Entertainment Spending:**



**Comfortable Empty Nesters (5A)** – Residents in this large, growing segment are older, with more than half of all households aged 55 or older; many still live in the suburbs where they grew up. Most are professionals working in government, health care, or manufacturing. Many are enjoying the transition from child rearing to retirement. Physically active, they play golf, ski, ride bicycles, and work out regularly.

**Savvy Suburbanites (1D)** – Families include empty nesters and those with adult children still at home. Make well-informed researched purchases. Well-educated that enjoy cultural and sporting events and being physically active. Invest heavily in sports gear and exercise equipment.



**Exurbanites (1E)** – Although approaching retirement, this group shows no sign of slowing down. Live an affluent lifestyle, active in the community and give to charities. Stay fit and enjoy being social and hard working. Favorite activities include lifting weights, jogging, hiking, kayaking and golf. This is the top market for watching college basketball and professional football.

**Professional Pride (1B)** – Goal oriented couples working long hours. They are well-organized and scheduled with commitments to their children’s activities. Exercise often at health clubs.

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

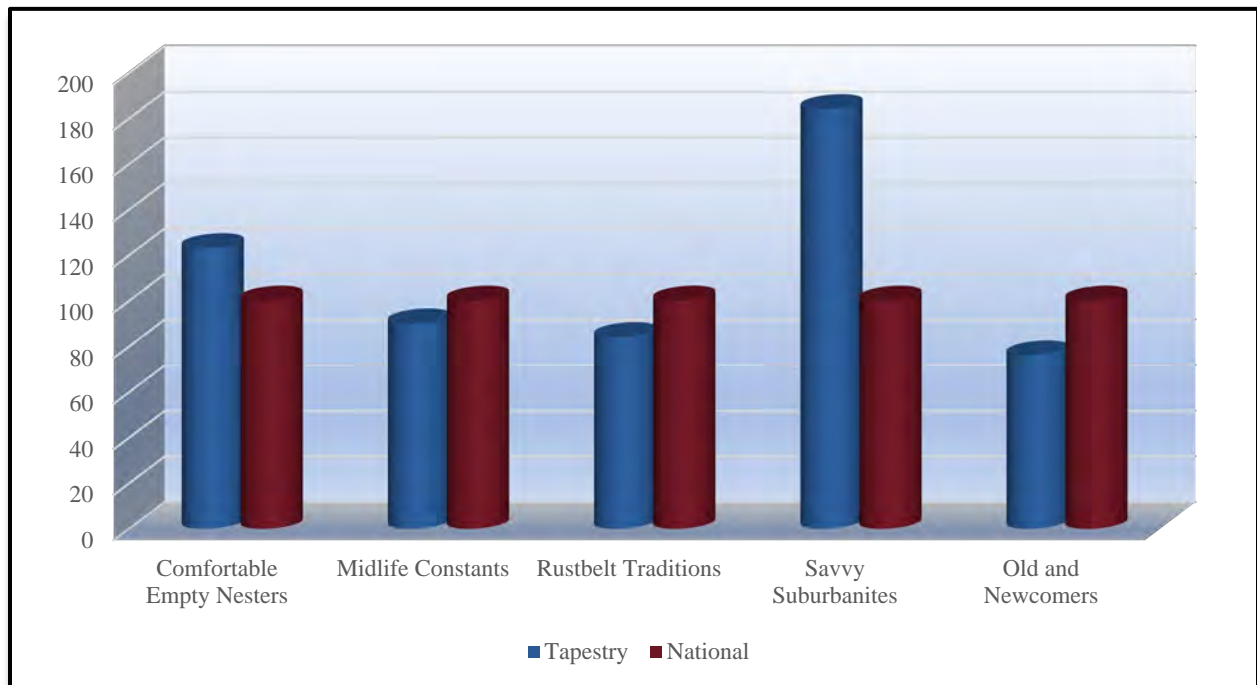


**Table T – Secondary Service Area Tapestry Segment Comparison**

(ESRI estimates)

	Secondary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Comfortable Empty Nesters (5A)	14.3%	14.3%	46.8	\$68,000
Midlife Constants (5E)	10.4%	24.7%	45.9	\$48,000
Rustbelt Traditions (5D)	8.4%	33.1%	38.4	\$49,000
Savvy Suburbanites (1D)	6.5%	39.6%	44.1	\$104,000
Old and Newcomers (8F)	6.1%	45.7%	38.5	\$39,000

**Chart Q – Secondary Service Area Tapestry Segment Entertainment Spending:**



**Comfortable Empty Nesters (5A)** – Baby Boomers earning a comfortable living. Transitioning from raising children to retirement. They value their health and are physically active.

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

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

# Market Assessment

*Peters Township Rolling Hills Park Aquatic Center*

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**Savvy Suburbanites (1D)** – Families include empty nesters and those with adult children still at home. Make well-informed researched purchases. Well-educated that enjoy cultural and sporting events and being physically active. Invest heavily in sports gear and exercise equipment.

**Old and Newcomers (8F)** – Singles living on a budget. Just beginning careers or taking college/adult education classes. Strong supporters of environmental organizations.



**Demographic Summary:** The following summarizes the demographic characteristics of the service areas.

- The Immediate Service Area has a reasonably small population base to support a large outdoor aquatic center. The Primary Service Area has a significant population and is better positioned to support a large outdoor aquatic center. The Secondary Service Area is very large and has a population base that is bigger than what can be supported by a regional aquatic center.
- The population of all the service areas are projected to continue to grow over the next five years.
- The median age in all service areas is older than the state and national numbers.
- There is a significant number of households with children in the Immediate Service Area but lower numbers in the Primary and Secondary Service Areas.
- All the service areas have higher median household income levels than the state and national numbers.
- The service areas have a higher cost of living than the state and national figures but there are high rates of expenditures on recreation activities.
- In the Immediate and Primary Service Areas there are a higher number of youth in the 5-17 age group and higher numbers in the senior age categories. There are also lower numbers of young adults and under 5 ages. The Secondary Service Area has lower numbers of population in all age groups under 45 and higher numbers in all other age groups.
- In the future, there are projected to be decreases in the 5-17 age group in all service areas and increases in the senior age groups. In the Primary Service Area there are also projected to be decreases in the under 5 age group and the Secondary Service Area is projected to have decreases in all age groups under 55.
- There is very little ethnic or racial diversity in any of the service areas.
- The tapestry segments in each of the service areas indicates a population while older, is still active in a lot of recreational activities.



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## **Aquatic Participation Rates and Trends**

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

### **Participation Numbers**

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

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



**Table A –Swimming Participation Rates in the Immediate Service Area**

	Age	Income	Region	Nation	Average
Swimming	16.7%	17.5%	15.8%	16.1%	16.5%
Did Not Participate	23.2%	19.1%	22.8%	22.4%	21.9%

**Table B –Swimming Participation Rates in the Primary Service Area**

	Age	Income	Region	Nation	Average
Swimming	16.1%	16.7%	15.8%	16.1%	16.2%
Did Not Participate	23.2%	19.7%	22.8%	22.4%	22.0%

**Table C –Swimming Participation Rates in the Secondary Service Area**

	Age	Income	Region	Nation	Average
Swimming	15.6%	17.7%	15.8%	16.1%	16.3%
Did Not Participate	23.0%	22.6%	22.8%	22.4%	22.7%

**Age:** Participation based on individuals ages 7 & Up of the service area.  
**Income:** Participation based on the 2020 estimated median household income in the service area.  
**Region:** Participation based on regional statistics (Mid-Atlantic).  
**National:** Participation based on national statistics.  
**Average:** Average of the four columns.

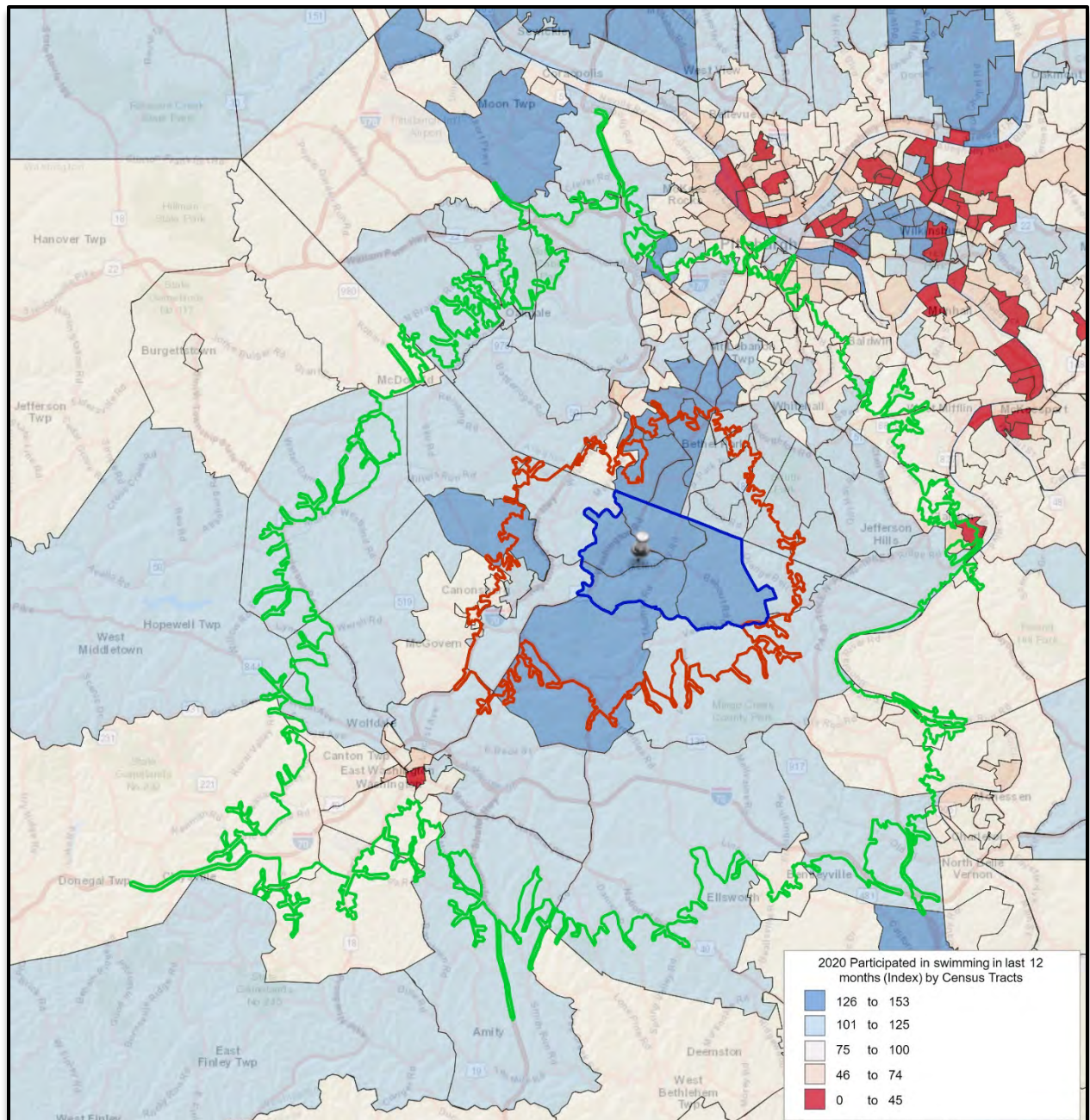
**Note:** These figures do not necessarily translate into use figures for various swimming activities or programs at a new Peters Township Rolling Hills Aquatic Center. The “Did Not Participate” statistics refers to all 57 activities outlined in the NSGA 2019 Survey Instrument.

# Market Assessment

## Peters Township Rolling Hills Park Aquatic Center



**Map A – Swimming Participation**





**Frequency of Swimming Participation:** The chart below outlines the frequency of participation in Swimming.

**Table D – Swimming Participation Frequency for 2020**

The NSGA classifies Swimming based on how often individuals participate:

	<b>Frequent</b>	<b>Occasional</b>	<b>Infrequent</b>
Swimming Frequency	110+	25-109	6-24
Swimming Percentage of Population	8.5%	41.7%	49.8%

Table-D examines swimming and how it is defined with respect to visits being Frequent, Occasional, or Infrequent and then the percentage of population that participates.

**Table E – Swimming Participation Numbers in the Immediate Service Area**

	<b>Frequent</b>	<b>Occasional</b>	<b>Infrequent</b>	<b>Total</b>
Swimming Frequency	112	67	15	
Population	292	1,434	1,713	
<b>Visits</b>	32,748	96,108	25,696	<b>154,552</b>

Table-E takes the frequency information one step further and identifies the number of times individuals may participate in the activity, applies the percentage from Table-D to the 2020 swimming population (3,440) and then gives a total number of swimming days. This would indicate that a total of 154,552 swimming day are available within the Immediate Service Area market. It is also important to note that those are being absorbed, on some level, by the other service providers in the area.

**Table F – Swimming Participation Numbers in the Primary Service Area**

	<b>Frequent</b>	<b>Occasional</b>	<b>Infrequent</b>	<b>Total</b>
Swimming Frequency	112	67	15	
Population	1,214	5,954	7,110	
<b>Visits</b>	135,923	398,902	106,654	<b>641,479</b>

Table-F takes the frequency information one step further and identifies the number of times individuals may participate in the activity, applies the percentage from Table-D to the 2020 swimming population (14,278) and then gives a total number of swimming days. This would indicate that a total of 641,479 swimming days are available within the Primary Service Area market. It is also important to note that those are being absorbed, on some level, by the other service providers in the area.



**Table G – Swimming Participation Numbers in the Secondary Service Area**

	<b>Frequent</b>	<b>Occasional</b>	<b>Infrequent</b>	<b>Total</b>
Swimming Frequency	112	67	15	
Population	5,501	26,986	32,228	
<b>Visits</b>	616,087	1,808,072	483,421	<b>2,907,580</b>

Table-G takes the frequency information one step further and identifies the number of times individuals may participate in the activity, applies the percentage from Table-D to the 2020 swimming population (64,715) and then gives a total number of swimming days. This would indicate that a total of 2,907,580 swimming days are available within the Secondary Service Area market. It is also important to note that those are being absorbed, on some level, by the other service providers in the area.

**Note:** Swimming participation statistics are inclusive of the other service areas.

The NSGA identifies participation in all activities that they track as frequent, occasional, and infrequent as illustrated in Table D and Tables E, F and G. It is also important to further identify the uses of those categories.

*Frequent Swimmers* (8.5% of total swimming population) – These participants are largely the individuals participating in programs like club swimming. They can be described as competitive athletes of all variety to include multi-sport athletes. These participants are interested in traditional flat-water facilities, i.e. lap pools. Their preference is for deep water (greater than 6 feet) and cooler water temperatures (between 76-80).

*Occasional Swimmers* (41.7% of total swimming population) – These participants are the in between group of swimmers. The individuals on the high end of the uses per year are interested in swimming, or aquatic activities, as a means of exercise and prefer water like that of frequent swimmers. As you make your way to the mid-point and lower level of participation the reason for aquatic participation changes. Those individuals are either interested in aquatic participation for exercise/therapy or strictly the entertainment and social aspects of being in a pool. Those individuals on the mid and lower level of participation are interested in a different kind of water. They are more interested in a warmer water temperature (82-86 degrees) shallow water (less than 4 feet up to a zero-depth entry).

*Infrequent Swimmers* (49.8% of total swimming population) – These participants are strictly interested in the social and entertainment aspects of swimming. They typically do not use participation in aquatic programs as a means of exercise, but rather socialization. The water that they are interested in is identical to the lower end of the occasional swimmers. However, they are also interested in a “wow-factor” which plays a key role in determining which facility they spend time at.



**Anticipated Participation Number:** Utilizing the average percentage from Table-A and B above plus the 2010 census information and census estimates for 2020 and 2025 (over age 7) the following comparisons are available.

**Table H –Participation Growth or Decline for Swimming in Immediate Service Area**

	Average	2010 Population	2020 Population	2025 Population	Difference
Swimming	16.5%	3,193	3,440	3,519	325
Did Not Participate	21.9%	4,227	4,554	4,658	431

**Table I –Participation Growth or Decline for Swimming in Primary Service Area**

	Average	2010 Population	2020 Population	2025 Population	Difference
Swimming	16.2%	13,397	14,278	14,591	1,194
Did Not Participate	22.0%	18,248	19,447	19,874	1,626

**Table J –Participation Growth or Decline for Swimming in Secondary Service Area**

	Average	2010 Population	2020 Population	2025 Population	Difference
Swimming	16.3%	63,188	64,715	65,204	2,016
Did Not Participate	22.7%	87,976	90,103	90,783	2,807

**Note:** These figures do not necessarily translate into use figures for various swimming activities or programs at a new Peters Township Rolling Hills Aquatic Center. The “Did Not Participate” statistics refers to all 57 activities outlined in the NSGA 2019 Survey Instrument.



**National Summary of Sports Participation:** The following chart summarizes participation for indoor activities utilizing information from the 2019 National Sporting Goods Association survey.

**Table K – Sports Participation Summary**

Sport	Nat'l Rank <sup>6</sup>	Nat'l Participation (in millions)
Exercise Walking	1	106.5
Exercising w/ Equipment	2	58.3
Hiking	3	48.1
Swimming	4	48.0
Aerobic Exercising	5	47.4
Running/Jogging	6	46.0
Camping	7	40.7
Workout @ Club	8	39.6
Weightlifting	9	37.8
Bicycle Riding	10	37.8
Yoga	12	31.8
Basketball	14	25.2
Billiards/Pool	15	20.7
Golf	17	17.9
Soccer	20	14.2
Baseball	22	12.2
Tennis	23	12.2
Volleyball	25	10.6
Softball	26	10.1
Table Tennis	27	9.9
Football (touch)	30	8.9
Football (tackle)	34	7.3
Football (flag)	35	6.5
Martial Arts MMA	37	6.0
Gymnastics	39	5.9
Pilates	40	5.9
Skateboarding	42	5.3
Cheerleading	48	3.7
Wrestling	50	3.3
Lacrosse	52	2.8
Pickleball	57	2.0

**Nat'l Rank:** Popularity of sport based on national survey.

**Nat'l Participation:** Population that participate in this sport on national survey.

<sup>6</sup> This rank is based upon the 57 activities reported on by NSGA in their 2019 survey instrument.

# Market Assessment

## *Peters Township Rolling Hills Park Aquatic Center*



**National Participation by Age Group:** Within the NSGA survey, participation is broken down by age groups. As such B\*K can identify the top 3 age groups participating in the activities reflected in this report.

**Chart L – Participation by Age Group:**

Activity	Largest	Second Largest	Third Largest
Aerobics	35-44	25-34	45-54
Baseball	7-11	12-17	25-34
Basketball	12-17	25-34	18-24
Bicycle Riding	55-64	45-54	12-17
Billiards/Pool	25-34	34-44	45-54
Bowling	25-34	35-44	18-24
Cheerleading	12-17	7-11	18-24
Exercise Walking	55-64	65-74	45-54
Exercise w/ Equipment	25-34	45-54	55-64
Football (flag)	7-11	12-17	25-34
Football (tackle)	12-17	18-24	7-11
Football (touch)	12-17	25-34	7-11
Gymnastics	7-11	12-17	25-34
Lacrosse	12-17	7-11	18-24
Martial Arts MMA	7-11	25-34	12-17
Pickleball	12-17	65-74	18-24
Pilates	25-34	35-44	45-54
Running/Jogging	25-34	35-44	45-54
Skateboarding	12-17	18-24	7-11
Soccer	7-11	12-17	25-34
Softball	12-17	7-11	25-34
Swimming	55-64	12-17	7-11
Tables Tennis	25-34	18-24	12-17
Tennis	25-34	35-44	12-17
Volleyball	12-17	25-34	18-24
Weightlifting	25-34	45-54	35-44
Workout at Clubs	25-34	35-44	45-54
Wrestling	12-17	25-34	7-11
Yoga	25-34	35-44	45-54
Did Not Participate	45-54	55-64	65-74

**Largest:** Age group with the highest rate of participation.  
**Second Largest:** Age group with the second highest rate of participation.  
**Third Largest:** Age group with the third highest rate of participation.

# Market Assessment

## Peters Township Rolling Hills Park Aquatic Center



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

**Table M – National Activity Trend (in millions)**

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

**2010 Participation:** The number of participants per year in the activity (in millions) in the United States.  
**2019 Participation:** The number of participants per year in the activity (in millions) in the United States.  
**Percent Change:** The percent change in the level of participation from 2010 to 2019.



**Market Potential Index for Adult Participation:** In addition to examining the participation numbers for various outdoor activities through the National Sporting Goods Association, 2019 Survey and the Spending Potential Index for Entertainment & Recreation, B\*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in swimming and other activities.

**Table N – Market Potential Index (MPI) for Participation in Activities in Immediate Service Area**

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	1,473	8.8%	125
Baseball	714	4.2%	106
Basketball	1,540	9.2%	117
Bicycle Riding	2,384	14.2%	153
Exercise Walking	5,584	33.2%	140
Football	707	4.2%	90
Golf	2,100	12.5%	156
Running/Jogging	2,980	17.7%	145
Soccer	834	5.0%	118
Softball	424	2.5%	89
Swimming	3,652	21.7%	142
Tennis	901	5.4%	149
Weightlifting	2,543	15.1%	147
Yoga	2,166	12.9%	156

**Expected # of Adults:** Number of adults, 18 years of age and older, participating in the activity in the Immediate Service Area.

**Percent of Population:** Percent of the service area that participates in the activity.

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

This table indicates that the overall propensity for adults to participate in activities is greater than the national number of 100. In many cases when a participation number is lower than the National number, primary factors include a lack of facilities or an inability to pay for services and programs.

# Market Assessment

## Peters Township Rolling Hills Park Aquatic Center



**Table O – Market Potential Index (MPI) for Participation in Activities in Primary Service Area**

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	5,901	7.9%	113
Baseball	3,042	4.1%	102
Basketball	6,068	8.1%	104
Bicycle Riding	8,890	11.9%	129
Exercise Walking	23,005	30.8%	130
Football	3,081	4.1%	89
Golf	8,412	11.3%	141
Running/Jogging	10,854	14.5%	119
Soccer	2,979	4.0%	95
Softball	1,921	2.6%	91
<b>Swimming</b>	<b>14,208</b>	<b>19.0%</b>	124
Tennis	3,117	4.2%	116
Weightlifting	9,946	13.3%	130
Yoga	7,600	10.2%	124

**Table P – Market Potential Index (MPI) for Participation in Activities in Secondary Service Area**

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	25,009	7.3%	103
Baseball	13,588	3.9%	98
Basketball	26,121	7.6%	97
Bicycle Riding	35,628	10.3%	112
Exercise Walking	96,168	27.9%	118
Football	14,829	4.3%	92
Golf	33,887	9.8%	123
Running/Jogging	42,897	12.4%	102
Soccer	12,390	3.6%	85
Softball	9,689	2.8%	99
<b>Swimming</b>	<b>56,927</b>	<b>16.5%</b>	108
Tennis	11,738	3.4%	95
Weightlifting	40,049	11.6%	113
Yoga	30,291	8.8%	107

**Expected # of Adults:** Number of adults, 18 years of age and older, participating in the activity in the Service Area.  
**Percent of Population:** Percent of the service area that participates in the activity.  
**MPI:** Market potential index as compared to the national number of 100.



This table indicates that the overall propensity for adults to participate in activities is greater than the national number of 100. In many cases when a participation number is lower than the National number, primary factors include a lack of facilities or an inability to pay for services and programs.

### **Aquatic Facility Trends**

Without doubt the hottest trend in aquatics is the leisure pool concept. This idea of incorporating slides, lazy rivers (or current channels), interactive play features, fountains, zero depth entry and other water features into a pool's design has proved to be extremely popular for the recreational user. The age of the conventional pool in most recreational settings has greatly diminished. Leisure pools appeal to the younger kids (who are one of the largest segments of the population that swims) and to families. These types of facilities are able to attract and draw larger crowds and people tend to come from a further distance and stay longer to utilize such pools. This all translates into the potential for more admissions and increased revenues. It is estimated conservatively that a leisure pool can generate up to 30% more revenue than a comparable conventional pool and the cost of operation while being higher, has been offset through increased revenues. Of note is the fact that patrons are willing to pay a higher user fee with this type of pool that is in a park like setting than a conventional aquatics facility.

Despite the recent emphasis on recreational swimming the more traditional aspects of aquatics (including swim teams, instruction, and aqua fitness) remain as a part of most outdoor aquatic centers. The life safety issues associated with teaching children how to swim is a critical concern in most communities and competitive swim team programs continue to be important.

The family oriented outdoor water park concept of delivering aquatics services continues to grow in acceptance with the idea of providing for a variety of interactive aquatics activities and programs in a park like setting that features a lot of grass, shade structures, sand play areas and natural landscapes. This idea has proven to be financially successful by centralizing pool operations for communities and through increased generation of revenues from patrons willing to pay for an aquatics experience that is new and exciting. These outdoor water parks have become identifiable centers for communities and have promoted "family" recreation values. The keys to success for this type of center revolve around the concept of intergenerational use in a quality facility that has an exciting and vibrant feel in a park like setting.

A newer concept is the spray ground, where several water spray features are placed in a playground setting where there is no standing water, but the water is treated and recirculated much like a pool. This provides a fun, yet safe, environment where drowning is not a concern and lifeguards are not necessary.

Swimming is fourth in popularity of sports and leisure activities, meaning that there is a significant market for aquatic pursuits. Approximately 16% of the population in the Peters Township region participates in aquatic activities.

### **Aquatic Facilities Market Orientation**

Based on the aquatic trends and typical aquatic needs within a community, there are specific market areas that need to be addressed with aquatic facilities. These include:



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

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

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

**4. Therapy** – A growing market segment for many aquatic centers is the use of warm, shallow water for therapy and rehabilitation purposes. Many of these services are offered by medically based organizations that partner with the center for this purpose. This is a more difficult market to accommodate in an outdoor aquatic center.

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

**6. Specialized uses** – Activities such as water polo and artistic swimming (formerly synchronized swimming) can also take place in competitive pool areas as long as the pool is deep enough (7 ft. minimum) and the pool area is large enough. However, these are activities that have small participant numbers and require relatively large pool areas. As a result, it may be difficult to meet the needs of all specialized uses on a regular basis.

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

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



Specific market segments include:

- 1. Families** - Within almost any market, an orientation towards family activities is essential. The ability to have family members of different ages participate in a fun and vibrant facility is essential.
- 2. Pre-school children** - The needs of pre-school age children need to be met with spray grounds, very shallow or zero depth water which is warm and has play apparatus designed for their use. Interactive programming involving parents and toddlers can also be conducted in more traditional aquatic areas as well.
- 3. School age youth** - A major focus should be to meet the needs of this age group from recreational swimming to competitive aquatics. The leisure components such as slides, play features, fountains, lazy rivers and zero depth will help to bring these individuals to the pool on a regular basis for drop-in recreational swimming. Lap lanes provide the opportunity and space necessary for instructional programs and aquatic team use.
- 4. Teens** - Another aspect should be meeting the needs of the teenage population. Serving the needs of this age group will require leisure pool amenities that will keep their interest (slides) as well as the designation of certain “teen” times of use.
- 5. Seniors** - As the population of the United States and the service areas continue to age, meeting the needs of an older senior population will be essential. A more active and physically oriented senior is now demanding services to ensure their continued health. Aqua exercise, lap swimming, therapeutic conditioning and even learn to swim classes have proven to be popular with this age group.
- 6. Special needs population** - This is a secondary market, but with the A.D.A. requirements and the probable existence of shallow warm water and other components, the amenities are present to develop programs for this population segment. Association with a hospital and other therapeutic and social service agencies will be necessary to enhance this market.
- 7. Special interest groups** - This is a market that needs to be explored to determine the use potential from a variety of groups. These could include swim teams (and other aquatic teams), school district teams, day care centers and social service organizations.



## **Other Aquatic Providers Review**

In addition to the demographic characteristics and swimming participation statistics, one of the greatest impacts on the market for the Rolling Hills Park Aquatic Center is the presence of other similar providers in the area.

Within the greater Peters Township market area there are a number of outdoor pools to serve the population base.

### **Public Outdoor Pools**

There are a number of seasonal outdoor pools in the greater market area.

*Upper St. Clair Community & Recreation Center* – This facility is primarily a large indoor recreation center as well as indoor aquatic center with a recreation pool and 4 lane lap pool. However, it also has a relatively small outdoor, seasonal, recreation pool with smaller slides, zero depth entry, lily pad walk, and play structure. There is 6,000 SF of water but the pool has little appeal to kids older than 8 years. The outdoor pool reaches capacity on most days during the season.

*South Park Wave Pool* – As the name implies, this Allegheny County facility is primarily a large wave pool. It has an orientation toward older youth and serves as more of a specialty facility.

*Mt. Lebanon Outdoor Swim Center* – This Mt. Lebanon municipal facility is a 50-meter pool with slides, diving board and zero depth wings off the main pool. This pool has a large capacity.

*Scott Township Pool* - It has a large conventional 50-meter pool with a smaller recreational area with a zero-depth entry added on one end. There is also a large grass area and elevated bath house to serve the pool. This facility also has a large capacity.

*Canonsburg Town Park Pool* – This is a large square pool with a small slide and a separate wading pool. It is owned and operated by Canonsburg Borough.

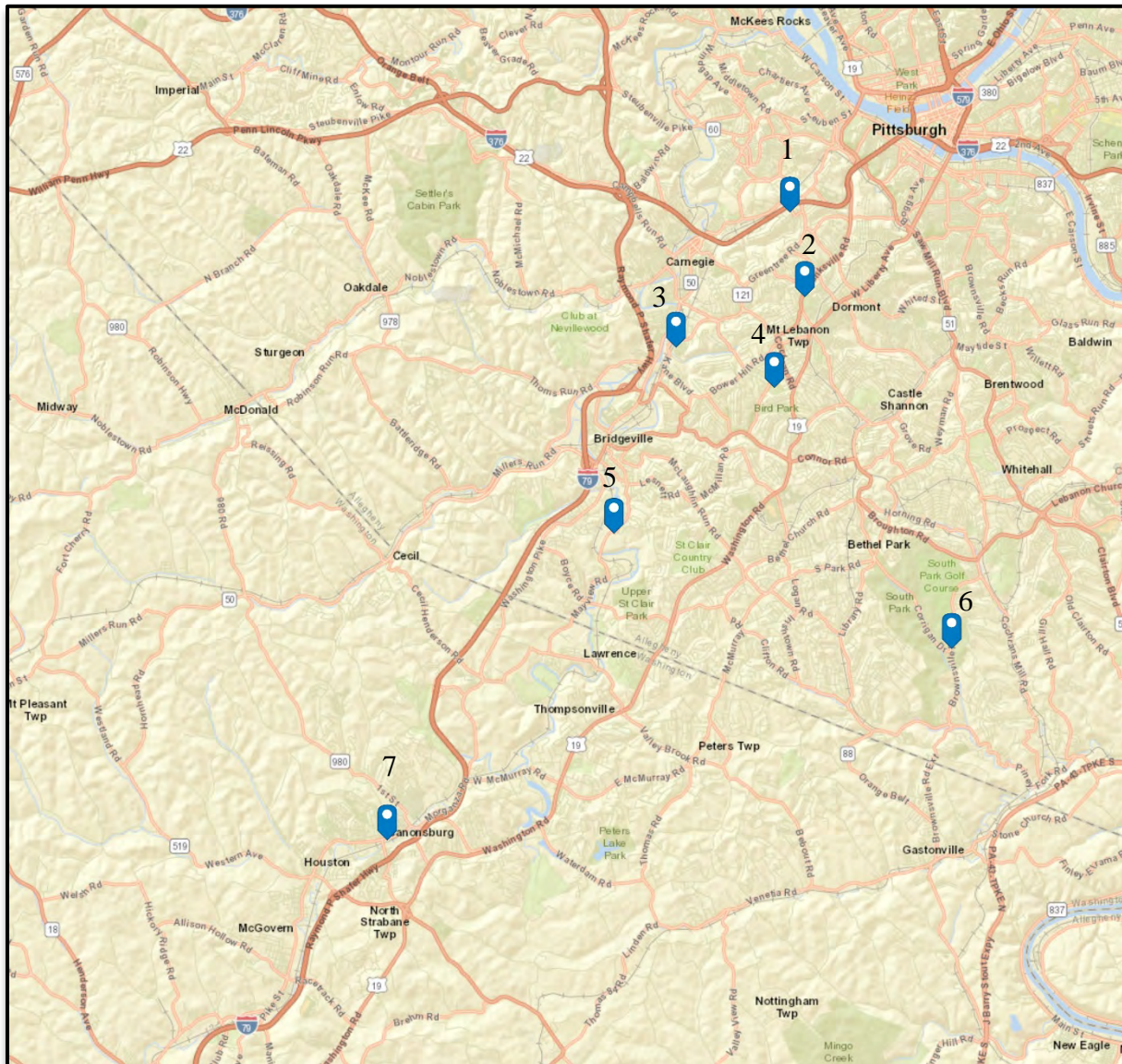
*Dormont Swimming Pool* – The pool is operated by Dormont Borough and is an older but very large facility. It does have small slides.

*Green Tree Swimming Pool* – Operated by Greentree Borough, this is a 6 lane by 25-yard, L shaped pool with a diving board, small slide, and a separate wading pool.

Most of the public outdoor pools feature large bodies of water (Mt. Lebanon, Scott, Canonsburg, and Dormont) that have very large capacities but relatively limited other amenities. The South Park Wave Pool has a unique attraction but has a somewhat limited audience while Upper St. Clair is small in size and appeals to younger children only.



### Map B – Public Community/Recreation Centers



1. Green Tree Swimming Pool
2. Dormont Swimming Pool
3. Scott Township Pool
4. Mt. Lebanon Outdoor Swim Center
5. Upper St. Clair Community & Recreation Center
6. South Park Wave Pool
7. Canonsburg Town Park Pool



### **Private Pools and Swim Clubs**

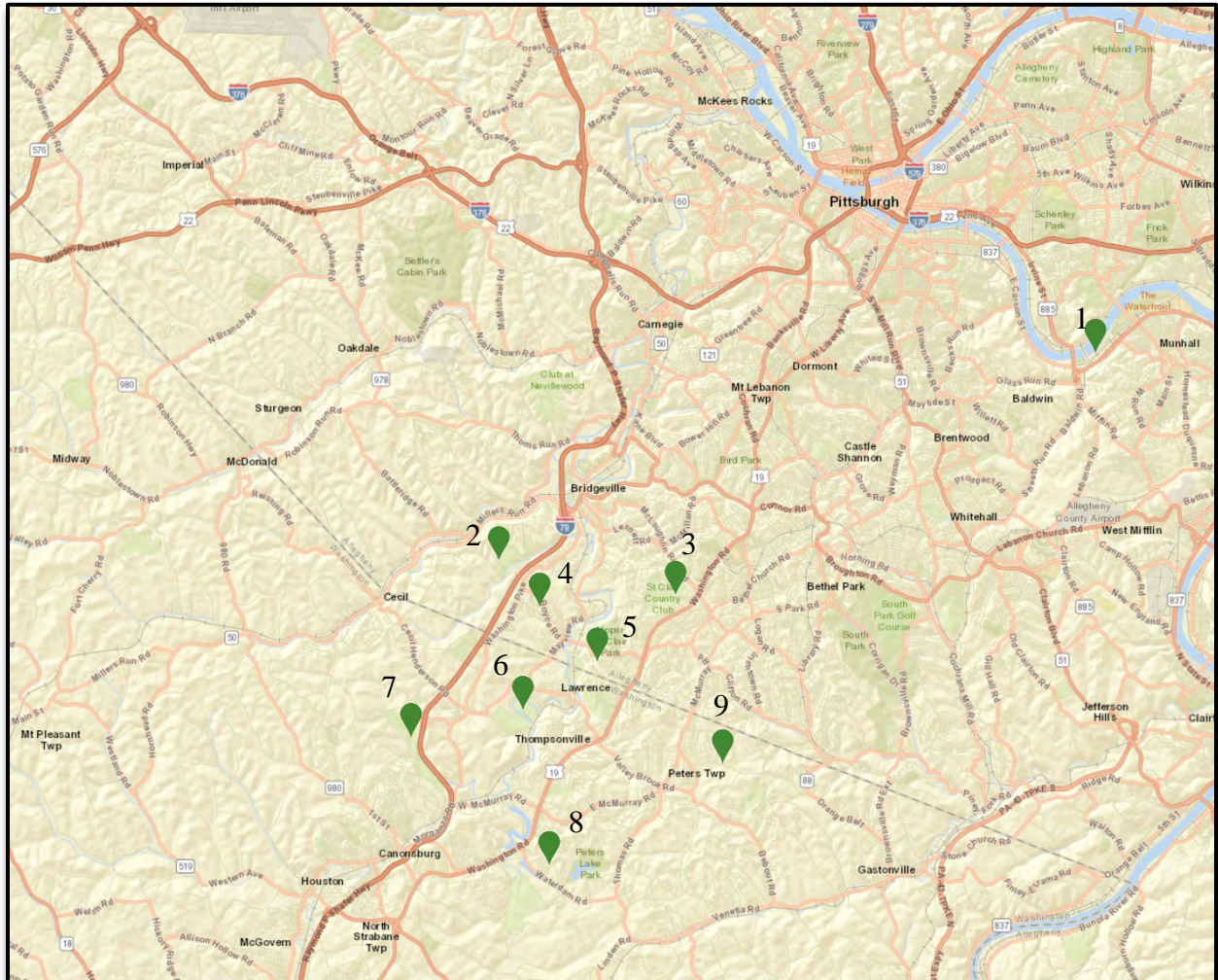
In addition to the public outdoor pools there are also a significant number of private facilities. A number of these are country club pools (St. Clair, Southpointe, and Valley Brook) that feature lap pools with a diving board and some shallow water. There are also several swim clubs (Rose Garden Pool, Woodland Hills Club, and Hickory Heights Pool Association) that feature lap/competitive pools, diving boards, wading pools, and small slides. There are also a couple of HOA pools, Hunting Ridge and Quail Run, that are conventional pools that are small and are limited to use by residents and guests.

All these pools are conventional in nature (primarily lap pools), have limited leisure pool features, serve a very social function, and require memberships to utilize.

There is a large commercial water park (Sandcastle Water Park) that is located along the Monongahela River which is at the far north end of the Secondary Service Area. This facility has many slides, long lazy river, wave pool, spray pad and other amenities. It also has a very high admission rate.



### Map C – Private Pools & Swim Clubs



1. Sandcastle Water Park
2. Hickory Heights Pool Association
3. St. Clair Country Club
4. Hunting Ridge Swimming Pool
5. Woodland Hills Club
6. Mount Ranier Pool
7. Southpointe Golf Club
8. Rose Garden Pool
9. Quail Run Pool



## **Indoor Pools**

In addition to the outdoor pools noted above, there are also a number of indoor pools located in the service areas. This includes a public pool, (Upper St. Clair Community & Recreation Center), a couple of non-profit facilities (Spencer YMCA and Jewish Community Center) that also have other indoor recreation amenities, a private wellness center (Cameron Wellness), and a swim school (Goldfish Swim School).

It should be noted that Peters Township High School will be opening an indoor competitive pool in 2021 that will serve the competitive swim interests of the area. This pool will be immediately adjacent to Rolling Hills Park.

These indoor facilities serve very different markets than outdoor aquatic facilities and thus have limited impact on the market.

This is a representative listing of alternative aquatic facilities in the Peters Township area and is not meant to be a total accounting of all service providers. There may be other facilities located in the greater service area that have an impact on the market as well.

**Market/Financial Operating Comparison of Indoor vs. Outdoor Aquatic Centers:** The market realities and financial performance of indoor and outdoor pools are reviewed below.

### ***Indoor Aquatic Centers***

- Facilities can provide year-round swimming opportunities and have extended hours of operation. Weather does not limit use of the facility. This provides a greater service to the swimming community.
- For most Americans, recreational swimming is still seen as primarily a summer activity. As a result, the number of swimmers during the rest of the year is lower.
- With the cost of providing indoor space, the size of indoor pools is usually smaller than outdoor, and the deck space is also smaller. Capacity for use during high demand times (summer, weekends, and holidays) is lower.
- These facilities rarely can cover their costs of operation due to the following:
  - Year-round operation with longer hours of business requires consistent high levels of use that is not sustainable over the course of a full year.
  - The costs for heating, cooling and dehumidification of the indoor air space is significant.
  - Staffing requires full-time positions to ensure operation and programming needs are met.
  - Finding and keeping lifeguards is more difficult and often requires some level of full-time staffing or higher rates for part-time guards.
  - Maintenance and capital replacement costs are significantly higher with not only pool equipment but with HVAC and other building costs.



- It is very difficult to achieve a high enough price point to cover the increased costs of operation.
- Competitive and/or lap pools have the lowest level of cost recovery (often under 50%) due to their limited appeal to recreational swimmers who make up the greatest percentage of the swimming market.
- Recreational pools have a much higher level of cost recovery (up to 70% or more) but even with their greater market appeal and higher price point, can still not cover their cost of operation.
- The highest financial performance of indoor aquatic centers is achieved when they have a strong recreation orientation and are combined with other significant indoor recreation amenities. This includes a strong focus on fitness and gymnasium spaces.

### ***Outdoor Aquatic Centers***

- Swimming is only available as a seasonal activity which limits its use by the community. Hours of operation (early morning and later evening) can also be more limited. Cool or wet weather can have a strong impact on use and revenue.
- With a seasonal operation, the summer high season for swimming is maximized and potentially lower use times of year are eliminated.
- With open outdoor space, the pools and deck areas are generally much larger and grass areas with pavilions and other recreation amenities greatly increases capacity during the high season of use.
- These facilities can cover the cost of operation due to the following:
  - Operations and use are compacted into a summer season when recreational swimming is the most popular.
  - Operating costs are significantly lower than indoor facilities with no indoor conditioned air needed.
  - Staffing usually only requires part-time positions for operation and programming needs.
  - Finding and keeping lifeguards can be easier as high school and college students are available during the summer. However, late August and early September operations can be difficult when students go back to school.
  - Maintenance and capital replacement costs are substantially lower with only pool equipment and a small bath house.
  - With a strong recreation orientation, higher price points are possible.
- Competitive and/or lap pools have the lowest level of cost recovery (often under 70%) due to their limited appeal to recreational swimmers who make up the greatest percentage of the swimming market.

# Market Assessment

## *Peters Township Rolling Hills Park Aquatic Center*

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- Recreational pools have a much higher level of cost recovery (up to 100% or more) and with their greater market appeal and higher price point can cover their cost of operation.
- Outdoor aquatic centers can perform well financially as stand-alone facilities without a direct connection to other recreation amenities. However, the highest financial performance of outdoor aquatic centers is still achieved when they have a strong recreation orientation and are combined with other significant indoor recreation amenities. This includes a strong focus on fitness and gymnasium spaces.

**Peters Township Rolling Hills Park Aquatic Center Market Assessment Summary:** The following is a summary of the market realities of the area.

**Market Opportunities** - The following are market opportunities for a new aquatic center in the area.

- There is a large enough population base in the Primary Service Area to support a regionally based outdoor aquatic center and the population will continue to grow.
- The Secondary Service area population is very large and despite the presence of other providers, a Rolling Hills Park Aquatic Center could not begin to serve the full market for this type of facility.
- A new outdoor aquatic center would provide a public pool for Peters Township residents.
- There are a number of public outdoor pools in the area but most of these are large conventional tanks of water with limited recreational appeal. The South Park Wave Pool is a regional special use facility with the lack of a community focus. The Upper St. Clair outdoor aquatics area is small and overcrowded.
- The closest public outdoor aquatics center with a similar market focus is the Cranberry Township Water Park that is located far to the north of the Peters Township market.
- While there are a number of country club and swim club pools in the market, these are all smaller facilities that have limited access.
- The market area has a high-income level and has a high rate of expenditure on recreation activities.
- An outdoor aquatic center with a strong recreational orientation will draw the highest number of users and produce the greatest revenue. If fees are set within the market and the hours and season of operation are properly managed, the facility should be able to cover its annual cost of operation and possibly have a slightly positive cash flow. However, it should be noted that the financial performance of outdoor aquatic facilities is subject to weather conditions over the course of the season.



**Market Constraints** – In addition to the market opportunities, it is also important to analyze possible market constraints. These include.

- The population base in the Immediate Service Area (Peters Township) is approximately 22,500, which is adequate to support only a smaller community based public pool.
- The median age is older in all service areas and there is a limited number of children in the Primary and Secondary Service Areas. In the next five years it is projected that each of the service areas will see a decrease in the 5-17 age category with strong increases in the senior age group.
- The existing public outdoor pools all have high capacity capabilities that can handle large numbers of swimmers.
- There is an existing commercial water park (Sandcastle Water Park) at the north end of the Secondary Service Area.
- Peters Township High School will have an indoor competitive pool that will open in 2021. This will serve the competitive swim needs of the community.
- A possible indoor aquatic center, even with a strong recreational focus, market rate fees, and a strong market draw, will not be able to cover its annual cost of operation and will likely require a substantial annual operating subsidy.



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## **Section II - Operations Analysis**

### **Operational Assumptions:**

The following operations analysis has been completed for the Peters Township Rolling Hills Aquatic Center. The following are the basic parameters for the project.

- The first year of operation will be 2022 or later.
- The presence of other providers in the market will remain the same.
- The aquatic center will be operated by Peters Township with some contracted services for pool mechanical systems. No charge backs for internal services within the Township has been shown.

There are other possible operations and management options for the aquatic center. This includes:

*Full Contract Operation* – There are private firms and non-profits (YMCA) that could contractually operate the aquatic center for a fee. This might involve a net-revenue sharing model for the Township, but the amount would be substantially less than what is being shown for Township operation.

*Partial Contract Operation* – This would involve contracting for some operational services, this could include lifeguards and/or concessions. The facility itself would be managed and operated by the Township. Lifeguard costs could be lower than self- operation and the same with concession personnel. There also may be net-revenue sharing for concessions.

- This operations estimate is based on a program plan and concept plan for the facility. All the pools will have heated water.
- There will be 2 pavilions and 16 cabanas that will be available for rental on a 4-hour basis. Loungers and tables and chairs with and without umbrellas will be first come first served.
- Part-time wage scales reflect the likelihood that a \$9.50 minimum wage that will be in place by 2022. This has a strong impact on staff costs for the center. It should also be realized that the national minimum wage is likely to climb higher than \$9.50 in future years.

There has not been any full-time staff allocated to the management of the aquatic center due to its seasonal operation. If the Township desires full-time supervision and management, then a half to three quarter time Aquatic Center Manager position could be hired. It should be expected that the balance of the full-time position would be dedicated to other recreation program and facility needs.



- A reasonably aggressive approach to estimating use and revenues from pass sales and programs taking place at the facility has been used for this pro-forma.
- An inhouse concession operation has been shown, the exact menu of items to be sold has not yet been determined. It is not anticipated that the concession operation will be open during the extended season when only the splash pad will be open. The facility will allow users to bring in their own food and drink (no large coolers) which will impact the sale of concession items.
- The weather has a major impact on the use and financial performance of outdoor aquatic facilities and the use and revenue numbers could be lower based on a cool/wet summer.
- This operations analysis should be updated once ground is broken on the center.
- If the size and magnitude of the aquatic center needs to be reduced due to capital budget concerns, there are several factors that need to be considered.

*Capacity* – The market for an outdoor aquatic center with a strong recreational orientation is very strong. Building a facility that has reasonably high capacity will be important to serve the demand for pool time during the high season.

*Age Span* – Having a facility that has an appeal to as many age groups as possible will also be important. This is particularly true for older youth (12 years and up) who must have amenities that hold their interest. This often includes slides, zip lines and other speed/adventure amenities. Having amenities that appeal to multiple age groups as well as families is another consideration. Lazy rivers are one these elements.

A few specific amenities are important to review as well.

*Slides* – As noted above this is an element that has an appeal to older youth and adults as well. It is critical to have slides in most outdoor aquatic facilities as a result. The negative is that this amenity has a low capacity often resulting in long lines. It also requires a guard at the top and bottom, daily inspections, regular maintenance, and eventual replacement.

*Lazy River* – Besides having a multi-generational appeal, a lazy river can also serve as a location for aqua exercise classes (swimming/walking against the current) and even swimming lessons (current turned off). In addition, this amenity has a high capacity for recreational swimming. Due to the length, the twists and turns as well as the high number of users, this element requires a higher number of guards and producing the current requires a number of pumps. With tubes involved, there is a yearly replacement cost as well.

*Rental Pavilions* – These are key rental amenities and a great source of revenue for a low capital investment and low operational commitment. This is one of more cost-effective amenities in an outdoor aquatic center as a result.

- The projected operating hours for the aquatic center will be:



### Full Center Season

(Early June-Late August-10 weeks)

Day(s)	Time
Monday-Sunday	Noon-8:00pm

**Note:** The pool will be open from 8am until noon (Monday through Saturday) for swim lessons, water aerobics and other programs.

### Full Center Season- School in Session

(Memorial Day-Early June – 12 days and Late August to Labor Day – 14 days)

Day(s)	Time
Monday-Friday	3:00pm-8:00pm
Saturday-Sunday	Noon-8:00pm

### Splash Pad Only - Extended Center Season

(May 1 to Memorial Day Weekend – 28 days and Labor Day to September 30 – 25 Days)

Day(s)	Time
Monday-Friday	3:00pm-6:00pm
Saturday-Sunday	Noon-6:00pm

- The fee structure has been developed with consideration for other rates of use at similar facilities in the area. The fee structure is based on the following:

### Full Center – Full Season (includes the extended season)

Category	Daily		Season Pass	
	Resident	Non. Res.	Resident	Non. Res.
Individual	\$8.00	\$10.00	\$125	\$160
Senior (60+)	\$7.00	\$9.00	\$115	\$145
Family 3	N/A	N/A	\$290	\$365
Family 4	N/A	N/A	\$320	\$400

Each additional Family member is \$30.00

### Splash Pad Only – Extended Season Only

Category	Daily	
	Resident	Non. Res.
Individual	\$4.00	\$5.00



**Operations Analysis Summary:**

The following figures summarize the anticipated operational expenses and projected revenues for the operation of the Peters Township Rolling Hills Park Aquatic Center.

Category	Aquatic Center
Expenses	\$ 934,784
Revenues	\$ 1,071,040
Difference	136,255
Recovery %	115%

This represents the first full season of operation.

This operations analysis was completed based on general information and a basic understanding of the project with a program and concept plan for the aquatic center. As a result, there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured (weather) or are not consistent in their influence on the budgetary process.



**Expenses:**

Expenditures have been formulated based on the costs that are typically included in the operating budget for this type of facility. The figures are based on the size of the aquatic center, the specific components of the facility and the projected season and hours of operation. Actual costs were utilized wherever possible and estimates for other expenses were based on similar facilities in the region. All expenses were calculated as accurately as possible, but the actual costs may vary based on the final design, operational philosophy, and programming considerations adopted by staff.

Category	Aquatic Center
<u>Personnel</u>	
Full-time	
Part-time	422,418
Total	\$ 422,418
<u>Supplies</u>	
Office/Operating Supplies	5,000
Maintenance/Custodial Supplies	18,000
Pool Chemicals	71,000
Uniforms	6,000
Concession Supplies (including food)	48,000
Items for Resale (goggles, etc.)	15,000
Total	\$ 163,000

Note: Expenses are continued on the next page.

# Operations Analysis

## *Peters Township Rolling Hills Park Aquatic Center*



Category	Aquatic Center
<u>Other Services &amp; Charges</u>	
Professional Services (pool mechanical, alarm, winterization, etc.)	45,000
Telephone	1,500
Postage	1,000
Advertising	20,000
Travel	500
Insurance-Property/Liability	25,000
Water/Sewer	50,000
Utilities-Electric/Gas	95,000
Repairs & Maintenance (includes contract maintenance weekly plus start-up/shut-down)	40,000
Trash Pick-up	3,000
Training/Seminar Fees	4,000
Other Misc. Expenses (bank charges)	24,366
<b>Total</b>	<b>\$ 309,366</b>
<u>Capital</u>	
Machinery/Equipment (lounge chairs, umbrellas, etc.)	\$ 40,000
<b>Grand Total</b>	<b>\$ 934,784</b>



**Revenues:**

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

Category	Aquatic Center
<u>Fees</u>	
Daily Admissions	217,809
Season Passes	427,850
Corporate/Group	20,000
Rentals	111,310
<b>Total</b>	<b>\$ 776,969</b>
<u>Programs</u>	
Aquatic Programs	146,203
<b>Total</b>	<b>\$ 146,203</b>
<u>Other</u>	
Special Events	5,000
Concessions (based on \$1.00 per admission-122,118)	122,118
Item Sales	18,750
Vending (net off of gross revenue)	2,000
<b>Total</b>	<b>\$ 147,868</b>
<b>Grand Total</b>	<b>\$ 1,071,040</b>

# Operations Analysis

## Peters Township Rolling Hills Park Aquatic Center



### Part-Time Staff:

The determination of new part-time staff positions was developed based on the expected use of the aquatic center, the season/hours of operation, the key amenities that are contained in the center and operational best practices for similar facilities. These figures contain expected instructors for a variety of aquatic programs that may be occurring at the facility. No full-time staff is anticipated for this facility.

Pay rates were determined based on basic job classifications and wage scales for similar positions. The wage scales for staff positions reflect an anticipated wage for 2022.

Part-Time	Rate	Full Season			Full Season-School			Extended Season-Splash Only			Grand Total
		Hours	Weeks	Total	Hours	Weeks	Total	Hours	Weeks	Total	
Aquatic Center Supervisor	\$ 17.00	38	16	\$ 10,336	29	3.7	\$ 1,824	27	7.6	\$ 3,488	\$ 15,649
Asst. Aqua Ctr. Supervisor	\$ 15.00	59	14	\$ 12,390	33	3.7	\$ 1,832	3	7.6	\$ 342	\$ 14,564
Cashier	\$ 10.50	181	10	\$ 19,005	101	3.7	\$ 3,924	30	7.6	\$ 2,394	\$ 25,323
Aquatic Center Attendant	\$ 10.50	242	10	\$ 25,410	157	3.7	\$ 6,099	30	7.6	\$ 2,394	\$ 33,903
Maintenance/Grounds Leader	\$ 12.00	112	12	\$ 16,128	67	3.7	\$ 2,975	27	7.6	\$ 2,462	\$ 21,565
Head Lifeguard	\$ 12.00	196	10	\$ 23,520	116	3.7	\$ 5,150	0	7.6	\$ -	\$ 28,670
Lifeguard	\$ 11.50	1237	10	\$ 142,255	787	3.7	\$ 33,487	69	7.6	\$ 6,031	\$ 181,772
Concession Supervisor	\$ 14.00	73	12	\$ 12,264	53	3.7	\$ 2,745	0	7.6	\$ -	\$ 15,009
Concession Cashier	\$ 10.50	174	10	\$ 18,270	108	3.7	\$ 4,196	0	7.6	\$ -	\$ 22,466
<b>Total</b>				\$ 279,578			\$ 62,232			\$ 17,111	\$ 358,922
Aquatic Program Instructors				\$ 25,095							\$ 25,095
<b>Total</b>				\$ 304,673			\$ 62,232			\$ 17,111	\$ 384,017
Benefits	10.0%			\$ 30,467			\$ 6,223			\$ 1,711	\$ 38,402
<b>Total</b>				\$ 335,140			\$ 68,455			\$ 18,823	\$ 422,418

Note: Based on a minimum wage of \$9.50 in 2022.

Part-time hours for the Aquatic Center Supervisor, Asst. Supervisor, Maintenance Leader, and Concession Supervisor have been increased for seasonal opening and closing the aquatic center



### Admission Revenue:

The following spreadsheets identify the expected use numbers for each form of admission that the center will offer (see projected fee schedule).

Full Center Daily Fees	Fees	Number	Revenue
Individual	\$8	270	\$2,160
Senior	\$7	18	\$126
Total		288	\$2,286
			x 63 days/year
Grand Total			\$144,018
	% of users	% of fee increase	
Non. Res.	50%	25%	\$18,002
<b>Adjusted Total</b>			<b>\$162,020</b>
Full Center-School Daily Fees	Fees	Number	Revenue
Individual	\$8	108	\$864
Senior	\$7	18	\$126
Total		126	\$990
			x 21 days/year
Grand Total			\$20,790
	% of users	% of fee increase	
Non. Res.	50%	25%	\$2,599
<b>Adjusted Total</b>			<b>\$23,389</b>
Splash Pad Daily Fees	Fees	Number	Revenue
Individual	\$8	80	\$640
Senior	\$7	0	\$0
Total		80	\$640
			x 45 days/year
Grand Total			\$28,800
	% of users	% of fee increase	
Non. Res.	50%	25%	\$3,600
<b>Adjusted Total</b>			<b>\$32,400</b>

Note: Admission Revenues are continued on the next page.

# Operations Analysis

## *Peters Township Rolling Hills Park Aquatic Center*



Season Passes	Fees	Number	Revenue
Individual	\$125	384	\$48,019
Senior	\$115	77	\$8,836
Family 3	\$290	691	\$200,528
Family 4	\$320	384	\$122,929
Total		1537	\$380,311
Additional Family Members	\$30	100	\$3,000
Grand Total			\$383,311
	% of users	% of fee increase	
Non. Res.	50%	25%	\$47,539
Adjusted Total			\$427,850

Revenue Summary	
Daily	\$217,809
Season Passes	\$427,850
Total	\$645,659

Season Pass Sales	Households	%	Number
Immediate	7,802	6%	468
Primary	30,766	3%	923
Secondary	145,510	0.10%	146
Total			1537

The number of season passes is based on 6% of the households in the Immediate Service Area (7,802 in 2020), 3% of the households in the Primary Service Area (30,766 in 2020), and .10% of the households in the Secondary Service Area (145,510 in 2020).

# Operations Analysis

## *Peters Township Rolling Hills Park Aquatic Center*



**Use Numbers:**

The estimated number of paid users of the aquatic center are shown below. This does not include program participants or aquatic center rentals.

Admission Type	Admission Numbers	Number in Party	Days/Times	Total
<b>Daily</b>				
Full Center	288	1	63	18,144
School	126	1	21	2,646
Splash Pad	80	1	45	3,600
<b>Season Pass</b>				
Individual/Senior	461	1	24	11,064
Family 3	691	3	24	49,786
Family 4	384	4	24	36,879
<b>Total</b>				<b>122,118</b>

# Operations Analysis

## Peters Township Rolling Hills Park Aquatic Center



### Programs:

The following worksheets indicate representative aquatic programs that could take place at the center, the costs of providing the service and the expected revenue.

These are representative programs only.

#### Program Calculations - Expenses

<b>Learn to Swim Classes</b>	<b>Rate/Class</b>	<b>Classes/Day</b>	<b>Days</b>	<b>Sessions</b>	<b>Total</b>
25 minute classes	\$ 6.50	18	8	5	\$ 4,680
50 minute classes	\$ 13.00	12	8	5	\$ 6,240
<b>Total</b>					<b>\$ 10,920</b>

<b>Water Exercise</b>	<b>Rate/Class</b>	<b>Classes/Wk</b>	<b>Weeks</b>	<b>Total</b>
	\$ 20.00	15	12	\$ 3,600
<b>Total</b>				<b>\$ 3,600</b>

<b>Other</b>	<b>Rate/Class</b>	<b>Classes/Wk</b>	<b>Weeks</b>	<b>Total</b>
Private Lessons	\$ 6.50	20	12	\$ 1,560
Jr. Lifeguard	\$ 12.00	20	1	\$ 240
WSI Training	\$ 25.00	32	1	\$ 800
Lifeguard Training	\$ 25.00	23	1	\$ 575
Misc.	\$ 13.00	4	10	\$ 520
Birthday Parties	\$ 10.50	56	10	\$ 5,880
<b>Total</b>				<b>\$ 9,575</b>

Contract/Other \$ 1,000

**Grand Total \$ 25,095**

# Operations Analysis

## Peters Township Rolling Hills Park Aquatic Center



### Program Calculations - Revenues

<b>Learn to Swim</b>	<b>Classes</b>	<b>Fee</b>	<b>Participants</b>	<b>Sessions</b>	<b>Total</b>
25 minute classes	18	\$65	4	5	\$ 23,400
50 minute classes	12	\$80	4	5	\$ 19,200
Private Lessons	20	\$35	1	12	\$ 8,400
Total			% of users	Fee Increase	\$ 51,000
Non.Res.			35%	25%	\$ 4,463
<b>Grand Total</b>					<b>\$ 55,463</b>

<b>Water Aerobics</b>	<b>Classes/Week</b>	<b>Fee</b>	<b>Participants</b>	<b>Weeks</b>	<b>Total</b>
Summer	15	\$8	10	12	\$ 14,400
Total			% of users	Fee Increase	\$ 14,400
Non Res.			35%	25%	\$ 1,260
<b>Grand Total</b>					<b>\$ 15,660</b>

<b>Other</b>	<b>Classes/Week</b>	<b>Fee</b>	<b>Participants</b>	<b>Sessions</b>	<b>Total</b>
Jr. Lifeguard	1	\$150	8	1	\$ 1,200
WSI Training	1	\$250	8	1	\$ 2,000
Lifeguard Training	1	\$250	8	1	\$ 2,000
Misc.	4	\$10	5	10	\$ 2,000
Birthday Parties Weekdays (1.5 Hrs) (\$20 per guest-based on 10, includes pool use)	20	\$200	1	10	\$ 40,000
Birthday Parties Weekends (1.5 Hrs) (\$25 per guest-based on 10, includes pool use)	8	\$250	1	10	\$ 20,000
Total			% of users	Fee Increase	\$ 67,200
			35%	25%	\$ 5,880
<b>Total</b>					<b>\$ 73,080</b>

Contract/Other \$ 2,000

**Grand Total \$ 146,203**

# Operations Analysis

## Peters Township Rolling Hills Park Aquatic Center



### Rental Revenue:

This worksheet indicates the expected revenue that will be obtained through the rental of the aquatics center and amenities.

Source	Rate/Hr.	# of Hrs.	Weeks	Total
<b>Facility</b>				
Youth Zero Depth	\$200	1	12	\$ 2,400
Lap/Play	\$300	1	12	\$ 3,600
Lazy River/Diving Pool	\$400	1	12	\$ 4,800
Splash Pad	\$150	2	16	\$ 4,800
Party Room (non-party)	\$50	2	12	\$ 1,200
Total Facility	\$1,000	2	2	\$ 4,000
<b>Sub-Total</b>				<b>\$ 20,800</b>
Amenities	Rate/4 Hr	# Rent/Wk	Weeks	
<b>Full Season</b>				
Cabanas (16) (4 hours/rental) (Capacity 224 wk x 70%)	\$40	157	10	\$ 62,800
Pavilions (2) (4 hours) (Full Season Capacity 28 wk x 70%)	\$80	20	10	\$ 16,000
<b>Full Season-School</b>				
Cabanas (16) (4 hour/rental) (School-Season Capacity 144 wk x 50%)	\$40	72	3	\$ 8,640
Pavilions (2) (4 hours) (School Season Capacity 18 wk x 50%)	\$80	9	3	\$ 2,160
<b>Extended Season</b>				
Pavilions (1) (4 hours) (Season Capacity 7 wk x 30%)	\$65	2	7	\$ 910
<b>Sub-Total</b>				<b>\$ 90,510</b>
<b>Total</b>				<b>\$ 111,310</b>

# Operations Analysis

## Peters Township Rolling Hills Park Aquatic Center



### Part-Time Staff Hours:

The following charts indicate the estimated part-time staff hours and level of staffing for the various positions.

#### Full Center Season

Aquatic Center Supervisor	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	8am-Noon	4	0	5	0
		Noon-6pm	6	1	5	30
		6pm-8pm	2	0	5	0
	Sunday	Noon-8pm	8	1	1	8
Total						38

Assistant Aquatic Center Supervisor	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	8am-Noon	4	1	5	20
		Noon-5pm	5	0	5	0
		5pm-8pm	3	1	5	15
	Saturday	8am-Noon	4	1	1	4
Noon -8pm		8	1	1	8	
	Rentals/Events					12
Total						59

Cashier	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	8am-Noon	4	1	5	20
		Noon-5pm	5	3	5	75
		5pm-8pm	3	2	5	30
Saturday	8am-Noon	4	1	1	4	
	Noon-5pm	5	3	1	15	
	5pm-8pm	3	2	1	6	
Sunday	Noon-5pm	5	3	1	15	
	5pm-8pm	3	2	1	6	
	Rentals/Events					10
Total						181

Aquatic Center Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	8am-Noon	4	1	5	20
		Noon-5pm	5	4	5	100
		5pm-8pm	3	3	5	45
Saturday	8am-Noon	4	1	1	4	
	Noon-5pm	5	4	1	20	
	5pm-8pm	3	3	1	9	
Sunday	Noon-5pm	5	4	1	20	
	5pm-8pm	3	3	1	9	
	Rentals/Events					15
Total						242

Maintenance/Grounds	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Sun	6am-2pm	8	1	7	56
		Noon-8pm	8	1	7	56
Total						112

Note: Part-Time Staff Hours are continued on the next page.

# Operations Analysis

## Peters Township Rolling Hills Park Aquatic Center



Head Lifeguard	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	8am-Noon	4	1	5	20
		Noon-5pm	5	3	5	75
		5pm-8pm	3	2	5	30
	Saturday	8am-Noon	4	1	1	4
		Noon-5pm	5	3	1	15
		5pm-8pm	3	2	1	6
	Sunday	Noon-5pm	5	3	1	15
		5pm-8pm	3	2	1	6
	Training/Recert.					10
	Rentals/Events					15
Total						196

Lifeguard	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	8am-Noon	4	5	5	100
		Noon-5pm	5	19	5	475
		5pm-8pm	3	17	5	255
	Saturday	8am-Noon	4	5	1	20
		Noon-5pm	5	19	1	95
		5pm-8pm	3	17	1	51
	Sunday	Noon-5pm	5	19	1	95
		5pm-8pm	3	17	1	51
	Training/Recert.					60
	Rentals/Events					35
Total						1237

Concession Supervisor	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Sun	11am-8pm	9	1	7	63
	Rentals/Events					10
Total						73

Concession Cashier	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Sun	Noon-6pm	6	3	7	126
		6pm-8pm	2	2	7	28
	Rentals/Events					20
Total						174

Note: Part-Time Staff Hours are continued on the next page.

# Operations Analysis

## Peters Township Rolling Hills Park Aquatic Center



### Full Center Season - School in Session

Aquatic Center Supervisor	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	3pm-8pm	5	1	5	25
	Saturday	8am-Noon	4	1	1	4
		Noon-8pm	8	0	1	0
	Sunday	Noon-8pm	8	0	1	0
Total						29

Assistant Aquatic Center Supervisor	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	3pm-8pm	5	0	5	0
	Saturday	8am-Noon	4	1	5	20
		Noon-8pm	8	0	5	0
	Sunday	Noon-8pm	8	1	1	8
	Rentals/Events			1		5
Total						33

Cashier	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	3pm-8pm	5	2	5	50
	Saturday	8am-Noon	4	1	1	4
		Noon-5pm	5	3	1	15
		5pm-8pm	3	2	1	6
	Sunday	Noon-5pm	5	3	1	15
		5pm-8pm	3	2	1	6
	Rentals/Events					5
Total						101

Aquatic Center Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	3pm-5pm	2	4	5	40
		5pm-8pm	3	3	5	45
	Saturday	8am-Noon	4	1	1	4
		Noon-5pm	5	4	1	20
		5pm-8pm	3	3	1	9
	Sunday	Noon-5pm	5	4	1	20
		5pm-8pm	3	3	1	9
	Rentals/Events					10
Total						157

Maintenance/Grounds	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	1pm-8pm	7	1	5	35
	Sat-Sun	6am-2pm	8	1	2	16
		Noon-8pm	8	1	2	16
Total						67

Note: Part-Time Staff Hours are continued on the next page.

# Operations Analysis

## *Peters Township Rolling Hills Park Aquatic Center*



Head Lifeguard	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	3pm-5pm	2	3	5	30
		5pm-8pm	3	2	5	30
	Saturday	8am-Noon	4	1	1	4
		Noon-5pm	5	3	1	15
		5pm-8pm	3	2	1	6
	Sunday	Noon-5pm	5	3	1	15
		5pm-8pm	3	2	1	6
	Rentals/Events					10
Total						116

Lifeguard	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	3pm-5pm	2	19	5	190
		5pm-8pm	3	17	5	255
	Saturday	8am-Noon	4	5	1	20
		Noon-5pm	5	19	1	95
		5pm-8pm	3	17	1	51
	Sunday	Noon-5pm	5	19	1	95
		5pm-8pm	3	17	1	51
	Rentals/Events					30
Total						787

Concession Supervisor	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	2pm-8pm	6	1	5	30
	Sat-Sun	11am-8pm	9	1	2	18
	Rentals/Events					5
Total						53

Concession Cashier	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	3pm-8pm	5	2	5	50
	Sat-Sun	Noon-8pm	8	3	2	48
	Rentals/Events					10
Total						108

Note: Part-Time Staff Hours are continued on the next page.

# Operations Analysis

## Peters Township Rolling Hills Park Aquatic Center



**Extended Season-Splash Pad Only**

Aquatic Center Supervisor	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	3pm-6pm	3	1	5	15
	Sat-Sun	Noon-6pm	6	1	2	12
Total						27

Assistant Aquatic Center Supervisor	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	3pm-6pm	3	0	5	0
	Sat-Sun	Noon-6pm	6	0	2	0
	Rentals/Events			1		3
Total						3

Cashier	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	3pm-6pm	3	1	5	15
	Sat-Sun	Noon-6pm	6	1	2	12
	Rentals/Events					3
Total						30

Aquatic Center Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	3pm-6pm	3	1	5	15
	Sat-Sun	Noon-6pm	6	1	2	12
	Rentals/Events					3
Total						30

Maintenance/Grounds	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	1pm-4pm	3	1	5	15
	Sat-Sun	Noon-6pm	6	1	2	12
Total						27

Head Lifeguard	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	3pm-6pm	3	0	5	0
	Sat-Sun	Noon-6pm	6	0	2	0
Total						0

Lifeguard	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	3pm-6pm	3	3	5	45
	Sat-Sun	Noon-6pm	6	3	1	18
	Rentals/Events					6
Total						69