

**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	Discussion of Aquatics and Community Center Feasibility Study		
<b>DEPARTMENT:</b>	Parks, Recreation and Cultural Services		
<b>PRESENTED BY:</b>	Eric Friedli, PRCS Department Director Mary Reidy, Recreation Superintendent		
<b>ACTION:</b>	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Resolution	<input type="checkbox"/> Motion
	<input type="checkbox"/> Public Hearing	<input checked="" type="checkbox"/> Discussion	

**PROBLEM/ISSUE STATEMENT:**

The Shoreline Pool was constructed in 1971 as part of the King County Forward Thrust Bond program. Based on an assessment of the pool completed in 2013, it needs health and safety upgrades and other major maintenance to keep it operational. A select number of those upgrades were completed in 2016. The Pool is located on land owned by the Shoreline School District. In addition, the Spartan Recreation Center is in a School District owned building near the planned light rail station at 185<sup>th</sup> Street and its long-term future is uncertain. Given the level of reinvestment being called for at the pool and the long-term uncertainty about the Spartan Recreation Center, the Parks, Recreation and Cultural Services (PRCS) Department has begun to develop a comprehensive, long range plan for providing aquatics and recreation programs. The 2011 Parks, Recreation and Open Space (PROS) Plan listed a new aquatics and recreation facility as a priority project. The pool condition assessment and the development of this feasibility study are part of the City's Capital Improvement Plan (CIP).

Over the past year, the City conducted an extensive public process to update the 2011 PROS Plan. As part of that process PRCS staff has worked with a consultant and a PRCS/Tree Board subcommittee to develop a draft feasibility study for a new aquatics and community center (Attachment A). The purpose of this Aquatic/Community Center Feasibility Study is to research the feasibility of replacing the Shoreline Pool and Spartan Recreation Center. The study analyzes community needs and potential sites for a new aquatic and community center. It presents a possible conceptual design along with construction costs estimates. The study presents an operational model and estimates operational expenses and revenues.

**FINANCIAL IMPACT:**

The Aquatics and Community Center Feasibility Study was funded by the Pool & Recreation Facility Master Planning Project in the 2016 CIP with a budget of \$115,000. Work on this project will conclude in 2017.

## **RECOMMENDATION**

No formal action is required; this is a discussion item intended to provide Council with an opportunity to provide staff feedback on the Aquatics/Community Center Feasibility Study, which will be incorporated into the PROS Plan update. Staff will return this summer to provide additional opportunities for input and direction on specific components of the PROS Plan.

Approved By:            City Manager **DT**            City Attorney **MK**

## **INTRODUCTION**

Over the past year, the City conducted an extensive public process to update Shoreline's Plan for Parks, Recreation and Open Space and Cultural Services (PROS Plan). The PROS Plan establishes a 20-year vision and framework for Shoreline's recreation and cultural programs, and guides maintenance and investment in park, recreation and open space facilities.

As part of that process, PRCS staff and a team of consultants have developed an Aquatics/Community Center Feasibility Study (Feasibility Study) to proactively plan for the replacement of the Shoreline Pool and the Spartan Recreation Center.

The Feasibility Study:

- Summarizes the results from the community survey and market analysis;
- Outlines an assessment of potential locations;
- Describes what types of uses would be housed in a new center;
- Presents a concept of what a new facility would look like;
- Estimates construction costs; and,
- Projects operational expenses and revenues.

## **BACKGROUND**

The Shoreline Pool was constructed in 1971 as part of the King County Forward Thrust Bond program. Based on an assessment of the pool completed in 2013, it needs health and safety upgrades and other major maintenance to keep it operational. While the pool is owned and operated by the City of Shoreline, the land on which it sits is owned by the Shoreline School District. In addition, the Spartan Recreation Center is in a School District-owned building near the planned light rail station at 185<sup>th</sup> Street and its long-term future is uncertain. The School District has no other plans for the building at this time, but because it is in the 185<sup>th</sup> Street Light Rail Station Subarea, it is possible the School District may want to repurpose the property in the future.

The 2011 PROS Plan lists a new aquatics and recreation facility as a priority project and identified the need for assessing the condition of the Shoreline Pool to determine the condition of the facility, major maintenance needs and potential life expectancy.

In 2013, the City hired ORB Architects, an architectural firm specializing in the design and evaluation of aquatic facilities, to perform a pool repair/replacement needs analysis. In June 2014, Council received a staff memo, executive summary and link to the Shoreline Pool Assessment Report from the City Manager. The 2014 report can be found at the following link:

<http://www.cityofshoreline.com/home/showdocument?id=18030>.

In 2015, an Addendum to the 2014 Pool Assessment was prepared by ORB Architects. The Addendum was prepared to more clearly describe the repairs and refine cost estimates for two Scenarios:

1. Keep the pool operating until 2022 (7 years). The estimated project cost for Scenario 1, including related costs, was \$745,000. This scenario assumed a general schedule for possible replacement of the pool:
  - a. Pool Feasibility Study/Master Planning in 2016,
  - b. Confirm support and funding in 2017,
  - c. Design, engineering, and permitting 2018-2019, and
  - d. Construction 2020-2021.
  
2. Keep the pool operating until 2035 (20 years). The estimated project cost for Scenario 2, including related costs, was \$3.1 million.

In June 2015, City Council toured the Shoreline Pool and heard a staff presentation on the state of the pool's condition and the need for major maintenance upgrades recommended in the 2015 Addendum to the Shoreline Pool Assessment Report and the urgency for planning for its future. A copy of the staff report for this presentation can be found at the following link:

<http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2015/staffreport062215-8a.pdf>.

At this Council meeting, the Council approved moving forward with Scenario 1 and the work was completed in 2016. Also in 2016, the Council approved the Pool & Recreation Facility Master Planning project in the 2017-2022 Capital Improvement Plan (CIP).

Staff presented updates on key components of the Feasibility Study to the City Council on March 21, October 10 and December 12, 2016. In March, staff covered the results from the Community Interest and Opinion Survey that was conducted. In October, staff provided a summary of community engagement activities and a discussion of capital improvement needs. Finally, in December, staff covered an assessment of potential locations for the new facility, types of uses that would be contained in the new center, concepts of what a new facility might look like, and input from the PRCS/Tree Board Subcommittee and full board.

The Staff Report for March 21 can be found at:

<http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2016/staffreport032116-9a.pdf>

The Staff Report for October 10 can be found at:

<http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2016/staffreport101016-8b.pdf>

The Staff Report for December 12 can be found at:

<http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2016/staffreport121216-9b.pdf>

### **Needs Analysis**

The Aquatics and Community Center Feasibility Study was supported by two additional analyses of recreation demand and market conditions. Demographics, recreation and leisure characteristics of Shoreline residents were considered and the market for a new community recreation center was also evaluated. The market analysis concluded that

there is a solid market for a new community recreation center in the City of Shoreline, and that current demand is not being met.

That conclusion is further reinforced if the operation of the existing Shoreline Pool and the existing Spartan Recreation Center does not continue. A new recreation and aquatic center would serve the entire Shoreline community much better than these existing City facilities as well as the other private and non-profit providers that have a much different market focus.

Community involvement is critical to understanding community recreation needs and an inclusive community outreach strategy was a significant component of the update to the PROS Plan. In addition, a market analysis, recreation and arts and cultural services trends analysis, and review of existing conditions and other background data was used to identify demand for recreation services. A demand for improved or enhanced recreations services is one of the key outcomes of the community involvement process of the PROS Plan.

### **Demographic Analysis Summary Findings**

The main focus of parks and recreation facilities and programs in the City of Shoreline are the residents of the community, and as a result, the primary market service area has been identified by the city limits. A Secondary Market Service Area has been designated as the region that currently is served by Shoreline Parks and Recreation Department parks, programs, and facilities. This region includes Lake Forest Park, major portions of Mountlake Terrace, Edmonds and the far northern section of the City of Seattle.

The following summarizes the demographic characteristics of Shoreline:

- The City of Shoreline has a significant population around 55,000. Household size is smaller than the state and national numbers, indicating households with fewer children and as a result the median age is older as well. There will be reasonably strong growth in the population in the coming years.
- The planned light rail stations will have an impact on demographics and will significantly increase the population, household size, age and racial diversity. This may not occur until 2023 or later, after the stations open.
- The City of Shoreline has a median household income level that is high and as a result can afford to spend more on recreation opportunities.
- However, there are variances across the city.
- The portions of Shoreline next to Puget Sound and Lake Washington have significantly different characteristics from the rest of the community with higher incomes, older residents, and less diversity.
- There is a large Asian population, but also a significant Hispanic and African American market segment as well.

### **Recreation Center Market Demand Conclusions**

Based on the strong demographic characteristics that are present in the service areas and the need to replace the existing Shoreline Pool and Spartan Recreation Center, a new Shoreline recreation and aquatic center is recommended. This facility should serve

all residents of the community and focus on active recreation and aquatic pursuits as well as arts activities.

- The City of Shoreline's existing Spartan Recreation Center was not designed as a community recreation center and the building is not owned by the City. It also lacks an overall identity due to its location.
- The City does own, operate and maintain the Shoreline Pool building on land that is not owned by the City.
- The Shoreline Pool building is an old, standalone facility with a strong focus on competitive swimming with a lack of recreational appeal.
- It is likely that the programs offered currently at Spartan Recreation Center, Shoreline Pool and the Senior Center will need to be moved in the next ten years with the vision that the Shoreline Center will be redeveloped as part of the 185th Street light rail station subarea. This would allow the three programs to be integrated into a single community recreation center.
- The YMCA has a significant facility in the community and is the primary provider that matches up with the City in the types of amenities and services.
- The private sector has a presence in the greater Shoreline service area but its impact is relatively small on the market for a public recreation center as they serve different market segments.
- Since the primary goal of a new recreation center would be to replace the existing Spartan Recreation Center and the Shoreline Pool the primary market for the facilities has already been established.

## **DISCUSSION**

The purpose of the Feasibility Study is to research options for replacing the Shoreline Pool and Spartan Recreation Center. The consultants were asked to assess the demand and need for a new facility, present a conceptual design and present costs associated with the construction and operation of a new facility. That analysis is presented in the Feasibility Study.

Previous presentations to the City Council have included summaries of results from the community survey and an assessment of potential locations, a description of what types of uses would be housed in a new center and a concept of what a new facility would look like. This discussion will focus on the financial implications of a new center. The financial analysis is based on an 82,500 square foot facility with the following programming components as presented to the City Council on December 10, 2016:

- A 12,000 square foot gymnasium/multipurpose activity space. This size accommodates two full basketball courts and a variety of other activities.
- Aquatics spaces including a recreation/wellness pool and a competition/lap pool that includes a diving well. Spectator seating is included within the competition pool natatorium and party/rental rooms are adjacent to the recreation pool natatorium.
- Weights and cardio spaces.
- Exercise rooms that can be used for a variety of fitness classes and the existing gymnastics program.

- An indoor running/walking track was considered.
- A 3,000 square foot community room with an adjacent catering kitchen for social, meeting, exhibition and performance space.
- Two classrooms for a variety of preschool, youth, adult and senior activities and programs including arts and crafts classes.
- Senior programming spaces including an activity and lounge area.
- A lobby that serves as a welcoming and reception space, an art gallery, a viewing area to the recreation pool and a community gathering space- the “third place” in Shoreline’s community center.
- Universal restrooms and universal changing rooms, in addition to men’s and women’s locker rooms.
- Office and support spaces for the center and for PRCS recreation division.
- Outdoor courts, playgrounds, play structures to allow indoor gatherings and recreation to spill outdoors as space may allow.

### **Estimated Construction Costs**

Establishing a cost estimate in the study phase of a project is a balancing act. At this early stage, establishing an estimate that is too low can burden the project forever. Fighting with a budget that is too low is difficult and frustrating during the design phases; always looking for ways to cut costs and making compromises that affect function, maintainability and community perception is difficult. During construction, the estimate needs to be adequate to cover unforeseen construction issues, value-added change orders that may be necessary and funds for necessary furniture and equipment. The study phase is not the time to be “the low bidder” on a project. On the other hand, an estimate that is overly conservative may be seen as excessive, frivolous or just too expensive. The cost estimate proposed for the Shoreline Aquatic/Community Center attempts to find that balance point.

The NAC Architects cost estimate utilizes a cost per square foot (Table 1) developed from bid results on recent similar projects in the Puget Sound region. In addition to this cost per square foot, a “premium” to account for the added cost of the pools is included. The “new construction” cost line item covers the cost of the natatorium that houses the pools; the “premium” covers the added costs for pool accessories, the pool tank construction, required pool piping and pool mechanical systems (sanitation, filters, pumps, boilers, etc.). Pool “premium” costs were provided by an aquatic design specialist with current experience in the Puget Sound region.

It should be noted that the unit cost for new construction includes the cost for typical site development. No site mitigation costs or allowances for unusual site development is included since a specific site for the center has not yet been identified. Cost for both structured parking and surface parking is presented in the estimate. The per-stall unit cost for structured parking was established based on input from a contractor and a structural engineer.

The cost for site acquisition is not included in the cost estimate. Costs associated with repurposing or demolishing the existing Shoreline Pool is also not included.

The estimated cost for construction of a new Aquatic/Community Center as described is \$50.3 million (Table 1). No attempt has been made to value engineer or modify the scope of the facility to manage to a particular budget. This estimate includes 10% contingency and estimated soft costs of 38%. Soft costs include sales tax, design fees, FFE (furniture, fixtures and equipment), costs for site surveys, site geotechnical investigation, printing costs, required testing and inspection during construction, etc. Construction cost escalation is not included in this estimate as all estimated costs are presented in 2017 dollars.

Table 1: Estimated Construction and related costs (2017 dollars)

Cost Item	Quantity (Sq. Feet)	Unit Cost	Cost	Notes
<b>Construction</b>				
New Building Construction	82,500	\$320	\$26,400,000	Includes typical site development costs
Competition pool premium	4,100	\$250	\$1,025,000	water area incl. diving well
Recreation pool premium	3,500	\$280	\$980,000	water area
<i>Subtotal</i>			<b>\$28,405,000</b>	
<b>Additional Site Development</b>				
Structured parking	255	\$20,000	\$5,100,000	1 stall/300sf per City zoning
Surface parking	20	\$2,400	\$48,000	cost/stall
<i>Subtotal</i>			<b>\$5,148,000</b>	cost/stall
<b>Construction Subtotal</b>			<b>\$33,553,000</b>	
<b>Other Costs</b>				
Contingency	1	10%	\$3,355,000	
Soft costs	1	38%	\$13,387,000	
<i>Subtotal</i>			<b>\$16,742,000</b>	
<b>Grand TOTAL</b>			<b>\$50,295,000</b>	

**Implications of Funding a \$50.295 Million Facility**

At this point in the process, a financing and funding plan has not been developed. In addition, no consideration of partnership opportunities has been pursued. Staff has analyzed the implications of funding a project of this type fully using City resources. The most obvious scenario would be voter approved bond measure. However, the City could also consider seeking voter approval to form a metropolitan park district that would have the authority to levy its own property tax to support the cost of building and operating the Aquatics/Community center.

The annual debt service on a \$50.295 million bond is estimated to cost the General Fund \$3.269 million per year for a 30-year bond and \$4.024 million per year for a 20-year bond. That level of funding would cost the homeowner of a median priced home in



Shoreline \$151 to \$201 per year depending on the selection of a 20-year or 30-year bond.

The current excess levy for the Parks and Open Space Unlimited Tax General Obligation Bond issued in 2006 for \$18.795 million cost a homeowner of a median priced home \$74 in 2016. The bonds supported by the current excess levy will be retired in 2021 and, due to the recent refunding, the amount of debt service required in 2021 will be reduced, resulting in a lower property tax assessment for taxpayers in 2021.

**Operations Plan**

As part of this Feasibility Study, a preliminary operations plan has been developed for the Aquatics/Community Center. Using 2017 numbers, the plan presents a new fee structure for the facility that provides a projected 99 hours of open, usable time each week (Table 2).

Table 2: The projected operating hours of the center

Day(s)	Time
Monday-Friday	5:00am-9:00pm
Saturday	7:00am-7:00pm
Sunday	Noon-7:00pm
Total Hours per week	99

The fee structure used for analysis in the Feasibility Study is based heavily on the use of passes that give customers access to the facility and basic land and water fitness classes. Assumptions about the types and numbers of memberships are presented in detail in the Feasibility Study. The consultant made revenue projections using the fee structure and the number of visitors expected drop-in daily, to purchase passes and to rent rooms for private events. The number of visitors is based on the market and demographic analysis also presented in the Feasibility Study.

Table 3: The fee structure is presented in a range noting that the center will not be developed for at least five (5) years:

Category	Daily		3 Month Pass		Annual Pass – single payment		ANNUAL Pass – monthly payments	
	Fee Range	Fee Range	Fee Range	Fee Range	Fee Range	Fee Range	Fee Range	
Adults	\$7.00	\$9.00	\$178	\$222	\$475	\$595	\$516	\$636
Youth (3-17)	\$6.00	\$8.00	\$112	\$140	\$300	\$375	\$336	\$408
Senior (60+)	\$6.00	\$8.00	\$112	\$140	\$300	\$375	\$336	\$408
Family <sup>1</sup>	N/A	N/A	\$337	\$421	\$900	\$1,125	\$936	\$1,164

*Fitness Drop In:* \$8-\$9/class

<sup>1</sup> Includes 2 adults and all youth under 21 living in the same home.

*Note: Non-resident fees have not been shown but the rates are expected to be approximately 25% higher than the resident rates. Rates include use of all open areas of the center on a drop-in basis and participation in basic land and water based fitness classes.*

The staff model for the facility is expected to require 18 full time equivalent (FTE) regular, benefited staff. This includes management, maintenance and program staff. Staffing the facility would also require 556 hours per week of extra help staff to service as life guards, child care attendants, building monitor, and gym and weight room attendants.

### **Operational Estimates**

Based upon the assumptions presented above, the operational plan for the Aquatic/Community Center projects \$3.595 million in expenses and \$2.634 million in revenues. This provides 73% cost recovery for operating the facility, with a \$961,000 annual operating subsidy provided by the General Fund (Table 4).

Table 4: Projected Operation Expenses and Revenues (2017 dollars)

<b>Category</b>	<b>New Center Estimates</b>
Expenses	\$3,595,000
Revenues	\$2,634,000
Difference	(\$961,000)
Cost Recovery	73%

For comparison, operations of the current Shoreline Pool and the Spartan Recreation Center are shown in Table 5. Combined current operations total \$2.233 million in expenses and \$966,000 in revenues. This provides 43% cost recovery for operating the facilities, with a \$1.257 million annual operating subsidy provided by the General Fund.

Table 5: Operational Budget for Existing Programs

<b>2017 Existing Budget</b>	<b>Aquatics</b>	<b>General Recreation</b>	<b>Total</b>
Expenses	\$988,161	\$1,235,275	\$2,223,436
Revenues	\$377,750	\$588,764	\$966,514
Difference (GF Subsidy)	(\$610,411)	(\$646,511)	(\$1,256,922)
Cost Recovery	38%	48%	43%

While operational costs are projected to increase dramatically with a new facility, the revenues also are projected to increase (Table 6). The difference between the current General Fund subsidy and projected General Fund subsidy is a decrease of \$296,000.

Table 6: Comparison of Projected and Existing Operational Budgets

<b>Budget Comparisons</b>	<b>Existing Budget Total</b>	<b>New Center Estimates</b>	<b>Difference</b>
Expenses	\$2,223,436	\$3,595,000	\$1,371,564
Revenues	\$966,514	\$2,634,000	\$1,667,486
Difference (GF Subsidy)	(\$1,256,922)	(\$961,000)	\$295,922

Due to the increases in operational costs and square footage of City facilities, the overhead costs (i.e. internal services costs such as payroll, accounts payable, purchasing, etc.) covered by the General Fund is estimated to increase by \$80,000 over the current 2017 allocation and is included in the estimated expenses for the new facility.

**ALTERNATIVE Operational Budget Scenarios**

While the estimates for revenues and expenses associated with a new facility are based on clearly defined assumptions, informed by the experience of the project consultants and reviewed by PRCS and ASD Budget staff, it is still probable that they will not be 100% accurate. Table 7 presents two alternative Scenarios:

1. Pessimistic Scenario: The actual revenues are 10% less than estimated revenues and the actual expenses are 10% higher than estimated expenses.
2. Optimistic Scenario: The actual revenues are 10% more than estimated revenues and the actual expenses are 10% less than estimated expenses.

Under the Optimistic Scenario the cost recovery increases to 90% and the General Fund subsidy drops by \$919,000. Under the pessimistic scenario the cost recovery is at 60% and the General Fund subsidy increases by \$327,000 over existing operations.

Table 7: Alternative O&M Cost Scenarios.

	<b>Existing Operations</b>	<b>New Center Estimates</b>	<b>Optimistic Scenario</b>	<b>Pessimistic Scenario</b>
Expenses	\$2,223,436	\$3,595,000	\$3,235,500	\$3,954,500
Revenues	\$966,514	\$2,634,000	\$2,897,400	\$2,370,600
Difference	(\$1,256,922)	(\$961,000)	(\$338,100)	(\$1,583,900)
Cost Recovery	43%	73%	90%	60%
Change in General Fund Subsidy	\$0	(\$295,922)	(\$918,822)	\$326,978

**Observations from Other Jurisdictions**

Across the country, expectations from communities for their recreation facilities are changing. Shoreline residents have different expectations for their aquatic and community recreation centers than they did 30 years ago, and Shoreline residents look to peer communities and are recognizing a differing level of service. Demands for aquatic recreation rather than just lap pools and the desire for community gathering spaces in a community recreation center are just a couple of examples of these changing expectations.

Unlike some communities where there are multiple community centers throughout the city, Shoreline’s residents have only one option to serve their needs for indoor community recreation and aquatics while nearby communities, like Seattle, have over 25 neighborhood-based community centers.

PRCS Staff conducted site visits and interviewed management staff at two other jurisdictions with facilities similar to what Shoreline is contemplating: Federal Way and Lynnwood. Federal Way is home to a 72,000 square foot facility which opened to the public in 2007. The facility includes a leisure and competitive pool, space for senior programming, a commercial kitchen, full gymnasium, classrooms, banquet room, fitness rooms and a walking/jogging track. Lynnwood operates a renovated recreation center and pool that includes both leisure and lap pool, racquetball courts, party rooms and fitness rooms. In 2011 Lynnwood added 16,232 square feet to their original 1976 building bringing it up to a total of 44,800 square feet. It does not contain a gymnasium or classrooms and senior programs operate out of a separate building on the Lynnwood Civic Campus.

Both municipalities had two similar insights to share. First was to build as big as you possibly can as the demand will far exceed your expectations. Secondly, memberships that include the option to participate in a group of core fitness classes, combined with aquatics programs, will be highly utilized. This pass-based model is similar to what is found at private membership-based health clubs. Aquatics demand at both facilities has exceeded all projections and in Federal Way the demand for fitness classes is what pushed them to move to a membership-based operations model.

### **STAKEHOLDER OUTREACH**

Over the past year, the City conducted an extensive public process to update the City's Parks, Recreation and Open Space Plan (PROS Plan). The results of the public involvement process can be found on the PROS Plan webpage at: [www.shorelinewa.gov/prosmeetings](http://www.shorelinewa.gov/prosmeetings).

Community comments and priorities identified through the public engagement process for the update to the PROS Plan noted a variety of recreation, arts and cultural service opportunities that residents would like to have. Along with community needs, the analysis on market conditions and recreation demand considers existing recreation opportunities, a market analysis and trends analysis to identify current and future demands for services. This information is useful in a broad assessment of community needs for parks, facilities, programs, events, trails and natural areas.

#### **Adding and Improving Aquatics**

Aquatic's is one of the top priorities across public engagement activities. According to the Community Interest and Opinion Survey (Survey), 27% of respondents expressed a need for more water fitness programs. The Online Questionnaire (Questionnaire) responses also showed an interest in adding more aquatic-related activities in Shoreline Parks. Questionnaire participants selected swimming in a pool or water play (indoor or outdoor) as the activity they would most like offered. When given 23 potential indoor programming spaces and asked which ones they would use, three of the top four responses from the same group of participants were aquatic-related (lanes for lap swimming, leisure pool, indoor spray park). The first two, lanes for lap swimming and leisure pool, were also in the top four responses to the same question in the Survey. Both the Survey and Questionnaire asked respondents how they would allocate a theoretical \$100 among a list of funding categories; construction of new recreation and aquatic facilities was the top choice in the online questionnaire and the second choice in

the opinion survey. Finally, desire for aquatic-related activities was a frequent response to the open-ended questions in the online survey and in the neighborhood meetings.

### **Expanding Indoor Exercise and Fitness**

In the Survey exercise facilities for older adults was the second highest rated option of the 23 alternatives, while weight room/cardiovascular equipment space rated fifth. Similarly, respondents to the Questionnaire rated aquatic and trail/track facilities as their top four options for new indoor programming spaces. These were followed by fitness/dance class space and weight room/cardiovascular equipment area as the next options. Focus group participants expressed a need for more indoor activities for youth (especially teens) and seniors, as well multi-generational space where families and friends of different age groups can gather, play and be together.

### **PRCS/Tree Board Involvement**

The PRCS/Tree Board was an active participant in the public outreach process and developing the Feasibility Study. The Board established a subcommittee that joined in working sessions with the staff and consultants. The Aquatic and Community Center Subcommittee met in January to review the Draft Plan for final edits. The Board reviewed the key components of the plan in July, September, and December 2016 as it was being developed. The Board discussed the Feasibility Study at its March 23, 2017 meeting and determined it should move on to the City Council for its consideration. The Board supports moving forward with the next steps in developing a plan for a new Aquatics/Community Center for Shoreline.

## **NEXT STEPS**

Following Council's input and direction, staff will incorporate key findings and implementation strategies into the PROS Plan. Staff will return to the City Council this summer to provide additional opportunities for input and direction on the draft PROS Plan.

The further review and development of a proposal for a new Aquatics/Community Center is one of the Strategic Action Initiatives that was presented to the City Council on January 23, 2016. Based on Council discussion and guidance, staff will refine the description of the Strategic Action Initiative for final review by the Council. Approval to proceed would come with the PROS Plan adoption.

The next steps would entail:

- Develop a funding and financing plan;
- Review the scope of the proposal and look for opportunities to reduce the construction costs;
- Narrow the search to specific site(s) for a new facility; and
- Engage potential partners in cost sharing possibilities.

Staff anticipates a nine month process to develop a more specific proposal for a new Aquatics/Community Center.

### **FINANCIAL IMPACT**

The Aquatics and Community Center Feasibility Study was funded by the Pool & Recreation Facility Master Planning Project in the 2016 CIP with a budget of \$115,000. Work on this project will conclude in 2017.

### **RECOMMENDATION**

No formal action is required; this is a discussion item intended to provide Council with an opportunity to provide staff feedback on the Aquatics/Community Center Feasibility Study, which will be incorporated into the PROS Plan update. Staff will return this summer to provide additional opportunities for input and direction on specific components of the PROS Plan.

### **ATTACHMENTS**

Attachment A: Draft Aquatics and Community Center Feasibility Study, February 2017

**SECURING OUR FOUNDATION**  
**SHAPING OUR FUTURE**

SHORELINE'S PARKS, RECREATION & CULTURAL SERVICES

**AQUATIC/COMMUNITY  
CENTER FEASIBILITY STUDY**

March 2017

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## EXECUTIVE SUMMARY

### Background

Shoreline's plan for Parks, Recreation and Cultural Services Plan (PROS Plan) is a 20-year visioning document that will serve as a framework for the development of park and recreation facilities in Shoreline. It is required to be updated every six years to qualify the City for state and federal grants through the State of Washington's Recreation and Conservation Office.

The PROS Plan is used to assess the needs of Shoreline's citizens and prioritize recreation programs, park maintenance and facility capital needs with the Parks, Recreation and Cultural Service (PRCS) Department's core mission and goals.

An important component of the PROS Plan update is consideration of the City's pool and recreation center. The Shoreline Pool was constructed in 1971 as part of the King County Forward Thrust Bond program. Based on an assessment of the pool completed in 2013, it is in need of health and safety upgrades and other major maintenance to keep it operational. In addition, the Spartan Recreation Center is in a School District-owned building near the planned light rail station at 185<sup>th</sup> Street and its long-term future is uncertain. Given the level of reinvestment being called for at the pool and the long-term uncertainty about the Spartan Recreation Center, the City believes this is an opportune time to develop a comprehensive, long range plan for the pool and community center.

The purpose of this aquatic/community center feasibility study is to research options for replacing the Shoreline Pool and Spartan Recreation Center. The study will analyze community needs and potential sites for a new aquatic and community center.

### Needs Analysis

The Aquatic/ Community Center Feasibility Study was supported by two additional analyses of recreation demand and market conditions.

Market analyses provided an important foundation for further study of recreation demand and this feasibility study. Demographics, recreation and leisure characteristics of Shoreline residents were considered and the market for a new community recreation center was also evaluated. Market analysis concludes that there is a solid market for a new community recreation center in the City of Shoreline, and that current demand is not being met. That conclusion is further reinforced if the operation of the existing Shoreline Pool and the existing Spartan Recreation Center does not continue. A new recreation and aquatic center would serve the entire Shoreline community as well as Lake Forest Park residents much better than these existing city facilities as well as the other private and non-profit providers that have a much different market focus.

Community involvement is critical to understanding community recreation needs and an inclusive community outreach strategy was a significant component of the update to the PROS Plan. In addition, a market analysis, recreation and arts and cultural services trends analysis, an overview of existing conditions and other background data was used to identify demand for recreation services. A demand for improved or enhanced recreations services is one of the key outcomes of the community involvement process of the PROS Plan.

## Center Program and Project Cost Budget

After evaluating market conditions and recreation demand, existing spaces in the Spartan Recreation Center were evaluated and a program of recommended spaces for a new center was generated. Potential program options were reviewed and analyzed by the PRCS/Tree Board and Recreation Division senior staff as part of the process. The resulting draft facility program includes 82,500 square feet for aquatics, fitness, gym, senior, community/multi-use arts and cultural programming, staff and support spaces and an entry lobby that also serves as a small art gallery and community gathering space.

The anticipated total project budget to build a new center is estimated to be \$48.6 million dollars. This budget was estimated in March of 2017 and does not include escalation to some future construction date. Site acquisition costs and costs for any unusual site conditions are also not included. The proposed budget does include a parking garage, a contingency and an estimate of project "soft" costs.

## Operations Plan

As part of this comprehensive feasibility study, a preliminary operations plan has been developed for the Aquatics/Community Center. Using 2017 numbers, the plan presents a new fee structure for the facility that provides a projected 99 hours of open, usable time each week.

## Location Assessment

An assessment for where to consider housing a facility was conducted, and over a dozen general areas were analyzed in the City of Shoreline. Using evaluation criteria, a scoring system and composite mapping, the analysis suggested an optimal site location for the new center in one of the following areas:

- The Town Center Sub Area
- Aurora Avenue Mid (160<sup>th</sup> – 170<sup>th</sup> Streets)
- Richmond Highlands Park, and
- Aurora Square CRA

## Aquatic/Community Center Draft Concept

In order to develop initial aquatic/community center concepts, parameters for a prototypical site within these areas were determined. Plan and massing diagrams were developed for this prototypical site to

test square foot areas and adjacencies and allow visualization of a concept for an aquatics/community center, as seen on the next page.



*Figure 1: Bird's Eye View of the Aquatics/Community Center Study Site without the roof*

## INTRODUCTION

Conducting this feasibility study is critical for the City of Shoreline. A 2013 assessment of the Shoreline Pool concludes that the facility, constructed over 45 years ago, requires major upgrades for health and safety reasons and to simply maintain its operation. Similarly, the Spartan Recreation Center is in an older School District-owned building that was adapted for use as a recreation center with some renovation and some compromises in the transition from a school facility to a community recreation center. The facility is also near the planned light rail station at 185<sup>th</sup> street and changes in this neighborhood are expected. As a result, the long-term future of the Spartan Recreation Center is uncertain.

Operating the pool and the recreation center in two separate facilities in two separate locations results in inefficiencies and increased operational costs for the City. This is compounded by the increased maintenance costs inherent in older buildings.

Across the country, expectations from communities for their recreation facilities are changing. Shoreline residents have different expectations for their aquatic and community recreation centers than they did 30 years ago, and Shoreline residents look to peer communities and are recognizing a differing level of service. Demands for aquatic recreation rather than just lap pools and the desire for community gathering spaces in a community recreation center are just a couple of examples of these changing expectations. Unlike some communities, Seattle for example where there are multiple community centers throughout the city, Shoreline's residents have only one option to serve their needs for indoor community recreation and aquatics while nearby communities, like Seattle, have over 25 neighborhood-based community centers.

This aquatic/community center feasibility study analyzes recreation demand and market conditions and then considers program options for replacement of the Shoreline Pool and Spartan Recreation Center in response to these factors. An assessment of potential areas for a new center is also conducted and a preliminary concept is developed along with an estimate of project capital costs and operational costs.

## COMMUNITY STUDY

Community comments and priorities identified through the public engagement process for the update to the PROS Plan noted a variety of recreation, arts and cultural service opportunities that residents would like to have. Along with community needs, the analysis on market conditions and recreation demand considers existing recreation opportunities, a market analysis and trends analysis to identify current and future demands for services. This information is useful in a broad assessment of community needs for parks, facilities, programs, events, trails and natural areas.

The following provides a summary of implications from the community demand analysis.

### Focus Populations

- *Young adults:* There will be a stronger demand for recreation activities for younger adults.
- *Older Adults:* There is a need for a full spectrum of recreation options for older adults.
- *Culturally Diverse Residents:* Population forecasts suggest that Shoreline's culturally diverse populations may increase, particularly as light rail is developed. This is anticipated to create a stronger demand for more culturally-specific and culturally-relevant programs activities
- *Multi-Generational:* Trends have shown that people now expect more integrated and inclusive recreation facilities and services and engagement results have shown a similar need.

## KEY FINDINGS

There is a demand for improved or enhanced services for:

- Adults
- Seniors
- Culturally-diverse residents
- Multi-generational activities

Recreation service gaps include:

- Enhanced Play
- Cultural programs
- Health, Well-being and Fitness
- Nature/environmental education
- Emerging Activities
- Social Groups
- Volunteerism
- Temporary or Mobile Recreation

Program focus areas for continued emphasis include:

- Children, Youth, Tweens and Teens Programs
- Aquatics
- Special Events
- Arts and Culture
- Health and Wellness
- Drop-in activities
- Facility Rentals
- Sports Field Preparation
- School Joint Use

Other Needs:

- Expanded Scholarships
- Recreation Information
- Improved Data Tracking
- Access to Natural Areas
- Staffing
- Review of Roles, Responsibilities and Partnerships

## Focus Programs

- *Aquatics*: Public comments suggest that there is a continued or increasing demand for aquatics programs, beyond what the Shoreline Pool and YMCA can meet.
- *Special Events*: There is a continued and increasing demand for special events, providing more events that support health and wellness, share cultural offerings and connect people to nature, as noted in community priorities.
- *Arts and Cultural Services*: There is a demand to continue arts programming and events while becoming a subset of a broader events focus in Shoreline.
- *Health and Wellness Activities*: There is a demand to continue these types of activities and challenges for other types of programs and facilities.
- *Drop-in Activities*: Besides increasing hours for recreation opportunities, there is a demand for more drop-in recreation options. This includes providing options such as open-gym times indoors and unscheduled (unreserved) sports fields and courts outdoors.

## Focus Services

- *Facility Rentals*: There is a continued demand to provide more rental spaces when new indoor and outdoor facilities are planned and developed.
- *Sport Field Maintenance/Preparation*: Continue field preparation is warranted, particularly if the City can build in asset replacement fee charges to be able to upgrade fields and associated facilities when needed.
- *School Facility Joint Use and Programs*: The City's joint use agreement with the School District has been important in ensuring access to school playgrounds, sports fields and courts. There is a need to continue these shared uses, updating the agreement to address changing recreation needs.
- *Scholarships and Program Affordability*: An expansion of the scholarship program is needed to support recreation options for low income adults, seniors or even families to encourage them to participate together.
- *Recreation Information*: There is a demand for consolidated information for all recreation activities, as the City strives to provide in its Recreation Guide.
- *Participation Data Tracking by Activity*: There is a need to track participation and costs in more service areas.



Shoreline's Plan for Parks, Recreation & Cultural Services 2017-2022

- *Improved Access to Natural Areas:* With the increasing demand for nature-based programming and environmental education, there will be a need to evaluate natural areas to identify suitable programming and events spaces.
- *Staffing Implications:* The demand for added and expanded recreation programs to serve a growing and changing population may require more staff.
- *Redefining cost recovery:* The City may need to redefine its core recreation services in the context of cost recovery goals.

## MARKET ANALYSIS

An analysis of market conditions provides important background information for the Aquatic/Community Center Feasibility Study. This background information includes demographic, recreation and leisure characteristics of Shoreline residents, as well as recreation trends as they relate to the market for recreation and cultural services. The Market Analysis (Appendix A) also evaluates the market for a new recreation and aquatic center in Shoreline, in light of existing facilities and other providers.

The Market Analysis includes the following:

- Current and Future Shoreline Population, demographic characteristics today and projected into the future for the market areas, including Shoreline's socioeconomic classifications based on the national Tapestry™ segmentation (Tapestry segmentation classifies U.S. neighborhoods based on their socioeconomic and demographic compositions);
- Market Service Areas, which defines Shoreline's primary and secondary market service areas;
- Recreation Center Market Overview, which identifies the current providers of recreation center and recreation center facilities in and near Shoreline;
- National Sports and Arts/Culture Participation Trends; and
- Market Conclusions for a New Recreation and Aquatic Center.

### Market Analysis Summary Findings

Based on the strong demographic characteristics that are present in the service areas and the need to replace the existing Shoreline Pool and Spartan Recreation Center, a new Shoreline recreation and aquatic center is recommended. This facility should serve all residents of the community and focus on active recreation and aquatic pursuits as well as arts activities.

### Demographics

The main focus of parks and recreation facilities and programs in the City of Shoreline are the residents of the community, and as a result, the primary market service area has been identified by the city limits. A Secondary Market Service Area has been designated as the region that currently is served by Shoreline Parks and Recreation Department parks, programs, and facilities. This region includes Lake Forest Park, major portions of Mountlake Terrace, Edmonds and the far northern section of the City of Seattle.

The following summarizes the demographic characteristics of the service areas.

- The City of Shoreline has a significant population at over 55,000. Household size is smaller than the state and national numbers, indicating households with fewer children and as a result the median age is older as well. There will be reasonably strong growth in the population in the coming years.

- The planned light rail stations will have an impact on demographics and will significantly increase the population. However, this will not occur until 2023 or later, after the stations open.
- The City of Shoreline has a median household income level that is high compared to the State of Washington and national figures and as a result has a higher Recreation Spending Potential Index. However, there are variances across the city.
- The portions of Shoreline next to Puget Sound and Lake Washington have significantly different characteristics from the rest of the community with higher incomes, older residents, and less diversity.
- There is a large Asian population, but also a significant Hispanic and African American market segment as well.
- The Secondary Market Service Area has a much larger population (three times higher than the Primary Service Area) but similar demographic characteristics.

## Recreation Center Market Demand Conclusions

The consultants conclude that there is a solid market for a new recreation/aquatic center in Shoreline, particularly one that replaces Spartan Recreation Center and Shoreline Pool.

- The City of Shoreline's existing Spartan Recreation Center was not designed as a community recreation center and the building is not owned by the City. It also lacks an overall identity due to its location.
- The City does own, operate and maintain the Shoreline Pool building on land that is not owned by the City.
- The Shoreline Pool building is an old, standalone facility with a strong focus on competitive swimming with a lack of recreational appeal.
- It is likely that the programs offered currently at Spartan Recreation Center, Shoreline Pool and the Senior Center will need to be moved in the next ten years with the vision that the Shoreline Center will be redeveloped as part of the 185th Street light rail station subarea. This would allow the three programs to be integrated into a single community recreation center.
- The YMCA has a significant facility in the community and is the primary provider that matches up with the City in the types of amenities and services.
- The private sector has a presence in the greater Shoreline service area but its impact is relatively small on the market for a public recreation center as they serve different market segments.
- Since the primary goal of a new recreation center would be to replace the existing Spartan Recreation Center and the Shoreline Pool the primary market for the facilities has already been established.

## Building Program Considerations

The consultants conclude that there is a solid market for a new City of Shoreline recreation and aquatic center. While the private sector has a presence in the greater Shoreline service area, the market would not likely be served by any expansion of the private sector, thus the reason the City must consider building a new center.

The building program for a new center should meet the following objectives:

- Provide a comprehensive community recreation center with multigenerational appeal that includes recreation, aquatic, and senior elements.
- Replicate the indoor recreation amenities that currently exist at Spartan Recreation Center and Shoreline Pool.
- Provide more emphasis on fitness and wellness, but design for the flexibility to serve other recreational pursuits.
- Include an aquatic center that can meet competitive and recreational swimming needs in two bodies of water with different temperatures and depths.
- Appeal to the more active senior population, while retaining the interest of the market currently served by the Shoreline Lake Forest Park Senior Center.
- Include social spaces that encourage social interaction.
- Support arts and culture by providing flexible spaces that can be used for photography, drawing, painting and other types of classes.
- Integrate art gallery space along hallways and social spaces; however, specialized arts-specific spaces are not anticipated.

## LOCATION ASSESSMENT

By their very nature, Aquatic/Community Centers require a significant parcel of land. For a built-out city like Shoreline, it can be a challenge to find a parcel that is large enough and possesses the right access and utility conditions to make it feasible as a potential Aquatic/Community Center site. Other conditions—like visibility, and cost—are equally important to consider for the benefit of community members, taxpayers and potential future users.

For these reasons, city staff and the PRCS Board used a thorough, strategic process to evaluate potential City of Shoreline areas that might potentially host a future Aquatic/Community Center. City staff and the PRCS Board undertook two complementary tasks.

### General Areas List

The first step involved creating a list of potential areas where the City could locate an aquatic/community center, based upon the understanding of site conditions and knowledge of the city. City staff initially developed a set of general areas based upon the City's growth goals, potential areas that had been suggested to them by interdepartmental staff input, the PRCS Board and from community suggestions. The list includes some existing City-owned and other publicly-owned property. Including these sites provide alternatives for development if potential land acquisitions are not viable.

General Areas include:

1. Shoreline Center/Shoreline Park
2. 185th Street Station Subarea (excluding Shoreline Center)
3. 145th Street Station Subarea
4. Aurora Square CRA
5. Richmond Highlands Park
6. Town Center Subarea
7. Aurora Avenue South (145th – 160th)
8. Aurora Avenue North (188th – 205th)
9. Aurora Avenue Mid (160th – 170th)
10. Fircrest Campus
11. Hamlin Park
12. Shoreview Park

### Evaluation Criteria

The second step included use of specific, measurable evaluation criteria to aid the City of Shoreline in determining an appropriate area for an Aquatic/Community Center. The following site criteria were used to evaluate which areas of the city would be appropriate:

- **Central Location:** How close is the area to the center of the City – the Town Center Subarea?

- **City Development Goals:** Can the area anchor commercial growth in areas planned to receive that growth: the Town Center Subarea, the Light Rail Station Subareas and the CRA?
- **Frequent Transit Accessibility:** How close is the area to frequent transit, particularly bus rapid transit (BRT) and light rail?
- **Vehicular Accessibility:** Is the area adjacent to a roadway classified to provide adequate access?
- **Pedestrian/Bike Access:** Is the area near either the Interurban trail or proximate to larger east-west pedestrian/bicycle routes (155<sup>th</sup> Street, 185<sup>th</sup> Street and 195<sup>th</sup> Street).
- **Visibility:** Does the area provide the opportunity to be visually connected to well-travelled corridors?
- **Ease of Land Assembly:** Is the area large enough parcels to accommodate an aquatic/community center, or will it require parcels to be aggregated?
- **Cost:** Does the area have parcels already city owned, publicly-owned or privately owned?

<b>Central Location</b>	<b>City Development Goals</b>	<b>Frequent Transit Accessibility (Bus, Light Rail)</b>	<b>Vehicular Accessibility</b>
Proximity from Town Center Subarea < .25 mile = 5 <.5 mile = 4 <.75 mile = 3 <1 mile = 2 +1mile = 1	Is the parcel within the Town Center Subarea, Light Rail Subareas or CRA? 1 = within 2= not within	Within .25 of existing/planned BRT/Light Rail = 5; .5m = 4 w/in .25m of local bus = 3; w/in .5 mile = 2 not along transit = 1	Highest Immediately Adjacent Roadway Classification Highway/Principal Arterials = 5 Minor Arterials = 4 Collector Arterials = 3 Local Streets = 1
Weighting: 1	Weighting: 1	Weighting: 1	Weighting: .5
<b>Pedestrian/ Bike Access</b>	<b>Visibility</b>	<b>Ease of Land Assembly</b>	<b>Ownership</b>
Distance from Interurban or other trail < .25 mile = 5 <.5 mile = 4 <.75 mile = 3 <1 mile = 2 +1mile = 1 155th St, 185th St, or 195th St < .25 mile = 4 <.5 mile = 3 <.75 mile = 2 <1 mile = 1	Visually adjacent to a I5/light rail = 5 Visually adjacent to arterial intersection = 3 Along an arterial = 1	5 = large parcel ownership 3 = medium size/ownership 1 = small parcels	parcel is city owned = 5; other publicly owned = 3; non-publicly owned = 1
Weighting: 1	Weighting: .5	Weighting: .5	Weighting: 1

*Table 1: Evaluation Criteria: These eight criteria (in grey) were used to evaluate which areas within the city that were more appropriate for construction of an Aquatics/Community Center.*

### Scoring

Next, the criteria were translated into quantitative measures so that each area could be objectively evaluated and spatially mapped. To do so, a number value was assigned to each potential area within the City of Shoreline. For this ranking, higher numbers represent parcels that are more appropriate for siting the aquatic/community center. For certain criteria, these values were weighted at half of the other criteria due to their perceived importance for siting. Table 1 shows the weighting and the method used to assign numerical values for all criteria. Table 2 is the scoring evaluation.

Based on the outcome of the scoring evaluation in Table 2, the City should look for opportunities to site an aquatic/community center in the following general areas:

- The Town Center Sub Area
- Aurora Avenue Mid (160<sup>th</sup> – 170<sup>th</sup> Streets)
- Richmond Highlands Park, and
- Aurora Square CRA

Draft General Areas Evaluation Tool/Rating System																		
General Areas List	Weighted Score	Raw Score	1. Central Location		2. City Development Goals		3. Frequent Transit Opportunities		4. Vehicular Accessibility		5. Pedestrian/ Bike Access		6. Visibility		7. Ease of Land Assembly		8. Ownership	
			Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted
	Highest to Smallest		Proximity from Town Center Sub-Area <0.25 mile = 5 <0.5 mile = 4 <0.75 mile = 3 <1 mile = 2 +1 mile = 1		Can the development anchor commercial growth Town Center Subarea, Light Rail, CRA		Within 0.25 of existing/planned BRT/Light Rail = 5 0.5m w/in BRT/LR = 4 w/in 0.25 mile of local bus = 3 w/in 0.5 mile of Local bus = 2 Not along transit = 1		Highest Immediately Adjacent Roadway Classification Highway/Principal Arterials = 5 Minor Arterials = 4 Collector Arterials = 3 Local Streets = 1		Distance from Interurban or other trail <0.25 mile = 5 <0.5 mile = 4 <0.75 mile = 3 <1 mile = 2 +1 mile = 1 155th St, 188th St, or 195th St <0.25 mile = 4 <0.75 mile = 3		Visually adjacent to I-5/ Light rail = 5 Visually adjacent to arterial intersection = 3 Along an arterial = 1		Large Sized Parcels/Least owners = 5 Medium sized/Less owners = 3 Small Parcels/Multiple owners = 1		Parcel is City Owned = 5; Other Publicly Owned = 3; Non-Publicly Owned = 1	
			1		1		1		0.5		1		0.5		1		1	
	Total Weighted	Total Raw	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted
Town Center Subarea	24	30	5	5	2	2	5	5	5	2.5	5	5	3	1.5	4	2	1	1
Aurora Av Mid (170th-160th St)	21.5	27	4	4	1	1	5	5	5	2.5	5	5	3	1.5	3	1.5	1	1
Richmond Highlands Park	21.5	26	3	3	1	1	4	4	3	1.5	4	4	1	0.5	5	2.5	5	5
Aurora Square CRA	20.5	27	1	1	2	2	5	5	5	2.5	5	5	3	1.5	5	2.5	1	1
Shoreline Center/Shoreline Park	20	25	1	1	2	2	5	5	3	1.5	4	4	2	1	5	2.5	3	3
Aurora Av North (205th-188th St)	19.5	25	2	2	1	1	5	5	5	2.5	5	5	3	1.5	3	1.5	1	1
Aurora Av South (160th-145th St)	19	25	1	1	1	1	5	5	5	2.5	5	5	3	1.5	4	2	1	1
Hamlin Park	18.5	24	1	1	1	1	3	3	5	2.5	3	3	1	0.5	5	2.5	5	5
185th Street Station Subarea (excludes Shoreline Center)	17.5	23	1	1	2	2	5	5	5	2.5	3	3	5	2.5	1	0.5	1	1
Fircrest Campus	17.5	23	1	1	1	1	3	3	5	2.5	4	4	1	0.5	5	2.5	3	3
145th Street Station Subarea	16.5	22	1	1	2	2	5	5	5	2.5	2	2	5	2.5	1	0.5	1	1
Shoreview Park	13.5	18	1	1	1	1	1	1	3	1.5	1	1	1	0.5	5	2.5	5	5

Table 2: The evaluation of the potential pool location sites revealed the Town Center Sub Area, Aurora Avenue Mid (160th - 170th Streets), and Richmond Highlands Park as the three highest potential locations.



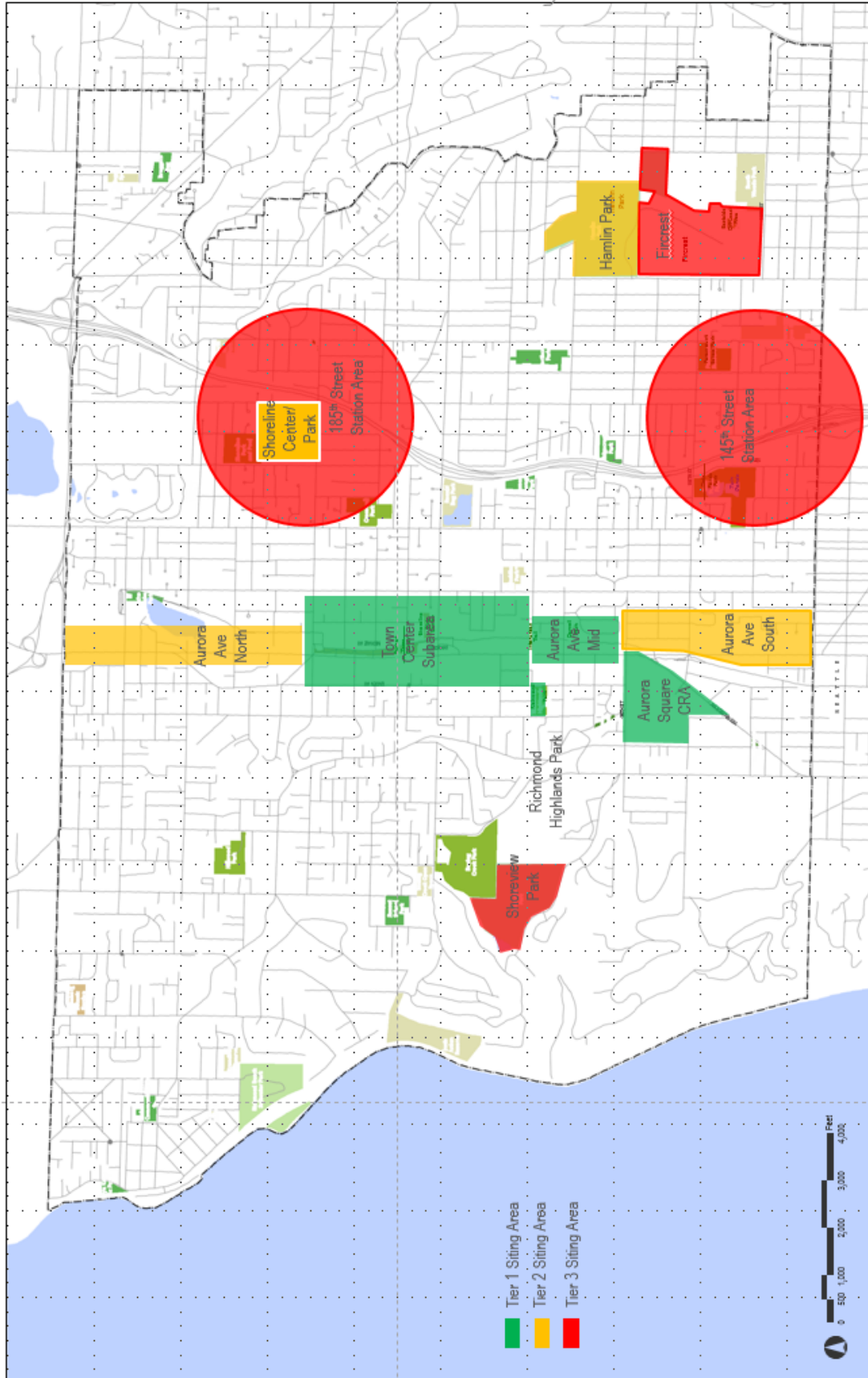


Figure 2: The potential locations for the aquatic/community center were sorted into tiers. First tier sites include the Town Center Sub Area, Aurora Avenue Mid (160th – 170th), Richmond Highlands Park, Shoreline Place (Aurora Square CRA).

Based on the scoring above, the City should look for opportunities to site an aquatic/community center in the following general areas:

- The Town Center Sub Area
- Aurora Avenue Mid (160<sup>th</sup> – 170<sup>th</sup> Streets)
- Richmond Highlands Park, and
- Shoreline Place (Aurora Village CRA)

Within these four locations, the City should look for sites that are closer to the darker values on the Composite Siting Heat Map as they possess more qualities that the community has determined as desirable for an aquatics/community center.

## Prototypical Site

In order to develop the building program further, the design team, city and parks board agreed on the following parameters for a “generic” site that has the following features:

- The size of the site is 4.5 acres. We will assume the site dimensions are approximately 395 feet (north-south direction, on the arterial) by 500 feet (east-west direction, on the non-arterial). 420 feet (east-west direction) by 470 feet (north-south direction).
- The site is a corner lot with a principle arterial along the north-south dimension and non-arterial street along one of its east-west dimensions.
- The remaining edges of the site are bordered by other properties.
- The site is relatively flat.
- There are no other distinguishing features on the site.
- Utilities are readily available.

## **BUILDING PROGRAM**

The building “program” is a list of all required spaces and their sizes. The results of the community engagement process helped inform the needs and preferences for recreation components for a new center for Shoreline, including a statistically-valid community survey, a self-selecting online questionnaire, and neighborhood, stakeholder and focus group meetings all conducted in 2016.

Figure 3 shows the results from Question 14 of the community survey which asked respondents what indoor programming spaces are most important to them. Based on the sum of respondents' top four choices, 38% indicated that a walking and jogging was the most important to their household. Other most important indoor programming spaces include: exercise facility for adults 50 years and older (25%), leisure pool (23%), lanes for lap swimming (20%), weight room/cardiovascular equipment area (20%), and fitness and dance class space (19%).

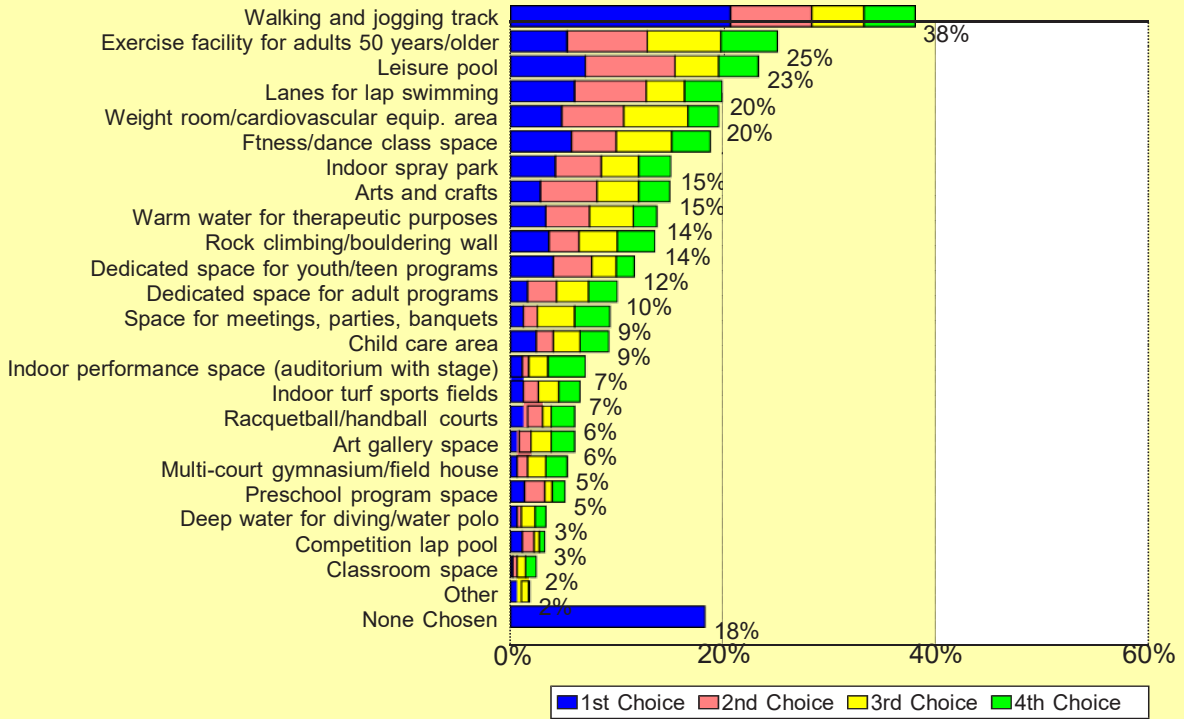
Online questionnaire participants selected swimming in a pool or water play (indoor or outdoor) as the activity they would most like offered. Both the survey and the online questionnaire asked respondents how they would allocate a theoretical \$100 among a list of funding categories; construction of new recreation and aquatic facilities was the top choice in the online survey and the second choice in the opinion survey.

Finally, desire for aquatic-related activities was a frequent response to the open-ended questions in the online survey and in the neighborhood meetings. The priorities indicated by this survey and the results of the community engagement process were then compared with the spaces that currently exist at Shoreline's Spartan Recreation Center to assure that viable spaces which are well-utilized today are also included in the new center. With this information as a resource, an initial list of programming options was developed. Table 3: “Potential Program Options” was intended to be a comprehensive list used to select and eliminate potential programming options. After review with Shoreline Parks and Recreation staff and the PRCS Board, the programming options were utilized to develop a three-tier program for a small, medium and large center.

Also, aquatics were one of the top priorities that surfaced through public engagement activities. During several of the stakeholder sessions—notably the recreation and aquatics sessions—stakeholders expressed a concern that the City's facilities and/or programs were lagging behind its municipal and non-government organization competitors. Many noted Shoreline's pool felt outdated when compared to the aquatics offerings in nearby municipalities like Lynnwood and Snohomish County. Internal to the City, too, many stakeholders favorably commented on the YMCA's facilities as having a compelling mix of activities for a variety of ages and interests that made it attractive for families with various ages.

### Q14. Indoor Programming Spaces That Are the Most Important to Households

by percentage of respondents who selected the item as one of their top four choices



Source: ETC Institute (2016)

Figure 2: Bar charts representing respondents’ preference about which indoor programming spaces are most important to their households.

## Preferred Program

The medium program was chosen as the best option to begin finalizing the preferred program. Developing the concept diagrams allowed visualization and testing of the building program. Elements relative to adjacent spaces prompted some modifications to the program sizes and features. After further refinement, a preferred program with 82,500 square feet resulted as shown in Table 4.

Primary programming components included:

- A 12,000 SF gymnasium/multipurpose activity space. This size accommodates 2 full basketball courts and a variety of other activities.
- Aquatics spaces including a recreation/wellness pool and a competition/lap pool that includes a diving well. Spectator seating is included within the competition pool natatorium and party/rental rooms are adjacent to the recreation pool natatorium.
- Weights and cardio spaces.
- Exercise rooms that can be used for a variety of fitness classes and the existing gymnastics program.
- An indoor running/walking track was considered.
- A 3000 SF community room with an adjacent catering kitchen for social, meeting, exhibition and performance space.
- Two classrooms for a variety of preschool, youth, adult and senior activities and programs including arts and crafts classes.
- Senior programming spaces including an activity and lounge area.
- A lobby that serves as a welcoming and reception space, an art gallery, a viewing area to the recreation pool and a community gathering space- the "third place" in Shoreline's community center.
- Universal restrooms and universal changing rooms, in addition to men's and women's locker rooms.
- Office and support spaces for the center and for Shoreline's entire recreation division.
- Outdoor courts, playgrounds, play structures to allow indoor gatherings and recreation to spill outdoors.

Programming components considered but not incorporated:

- Bouldering/ rock climbing areas

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- Indoor turf field
- Racquetball/handball courts
- A separate warm water therapy pool

Shoreline’s Plan for Parks, Recreation & Cultural Services 2017-2022



POTENTIAL PROGRAM OPTIONS

Aquatic Center Study  
City of Shoreline

July 27, 2016

111-15104-02H

Note: Where no quantity is listed, space is not included

Potential Spaces	Small Facility			Medium Facility			Large Facility			Notes
	Quantity	SF	Total	Quantity	SF	Total	Quantity	SF	Total	
<b>Fitness/Sports</b>										
Weights/Cardio Area	1	2,000	2,000	1	4,000	4,000	1	6,000	6,000	4,000-6,000 SF suggested 6000 SF= 1 basketball + 1 volleyball, 8600 SF= 1 basketball + 2 volleyball, 12,000 SF= 2 basketball+ 3 volleyball, Spartan= 10,000 SF
Gymnasium/Multipurpose Indoor Play Space	1	10,000	10,000	1	12,000	12,000	1	12,000	12,000	
Lg Group Exercise/Gymnastics Room	1	2,000	2,000	1	2,500	2,500	1	2,500	2,500	2500 SF max recommended, Spartan is 2900 SF
Sm Group Exercise/Fitness Studio	1	1,000	1,000	1	1,500	1,500	2	1,500	3,000	
Walking Circuit (in small & med option, elevated running/walking track in large option)	1	1,000	1,000	1	1,000	1,000	1	6,000	6,000	1000-1500 SF suggested, Spartan is 1600 SF walking circuit is added space integrated with required circulation/hallways, elevated track is 3 lanes, 8 laps per mile
Bouldering/Rock climbing Area		500	0		1,000	0	1	1,500	1,500	Medium- 85' x 185' soccer field, Large- 100' x 210' soccer field
Indoor Turf Field		0	0		16,000	0	1	21,000	21,000	
Racquetball/Handball Courts		800	0		800	0	2	800	1,600	20' X 40' each
<b>SUBTOTAL</b>			<b>16,000</b>			<b>21,000</b>			<b>53,600</b>	
<b>Aquatics</b>										
Competition/Lap Pool	1	8,250	8,250	1	8,250	8,250	1	9,600	9,600	small and medium with 6 lane x 25 yd pool, large with 8 lanes seating capacity: small = 0, med = 100, large = 250
Spectator Seating			0	1	900	900	1	2,000	2,000	
Pool Staff Offices/Lockers	1	250	250	1	350	350	1	450	450	Lynnwood is approx 10,800 SF
Recreation/Wellness Pool		0	0	1	8,000	8,000	1	10,800	10,800	
Viewing Area		120	0	1	120	120	1	120	120	accommodates 20-25 people each
Party/Rental Rooms		400	0	2	400	800	3	400	1,200	
Warm Water Wellness Pool		0	0		1,000	0	1	2,000	2,000	2000-3000 SF; approx 600 SF pool area
<b>SUBTOTAL</b>			<b>8,500</b>			<b>18,420</b>			<b>26,170</b>	
<b>Community Spaces</b>										
Classrooms/Arts and Crafts	2	900	1,800	2	1,000	2,000	4	1,000	4,000	preschool, youth, adult and senior use 500-1000 SF
Catering Kitchen	1	400	400	1	700	700	1	900	900	
Child Care/Indoor Playground		500	0	1	1,600	1,600	1	2,000	2,000	Child Care space adjacent to but separate from Indoor Playground
Exhibit/Gallery Space		200	0	1	200	200	1	400	400	incorporate in lobby/ circulation space
Community Room		3,000	0	1	3,000	3,000	1	3,000	3,000	social, meeting and performance space
Stage Platform		1,000	0		1,000	0	1	1,000	1,000	presentation and performance
<b>SUBTOTAL</b>			<b>2,200</b>			<b>7,500</b>			<b>11,300</b>	
<b>Senior Spaces</b>										
Senior Lounge/Living Room	1	750	750	1	800	800	1	1,000	1,000	Seniors will also use spaces above 750-1000 SF
Game Room		600	0	1	800	800	1	1,000	1,000	
Separate Entry/Lobby		200	0		200	0	1	250	250	
<b>SUBTOTAL</b>			<b>750</b>			<b>1,600</b>			<b>2,250</b>	
<b>Support Spaces</b>										
Entry Lobby	1	500	500	1	600	600	1	800	800	facility and recreation division
Reception/Check-in/Control	1	200	200	1	300	300	1	400	400	
Offices	1	2,000	2,000	1	2,500	2,500	1	3,000	3,000	
Staff Room	1	180	180	1	180	180	1	250	250	
Conference Room	1	200	200	1	200	200	2	200	400	
Restrooms	4	220	880	4	250	1,000	4	300	1,200	
Men's & Women's Locker Rooms	2	1,200	2,400	2	1,500	3,000	2	1,600	3,200	
Universal Changing Rooms	4	100	400	6	100	600	8	100	800	
Storage	1	1,000	1,000	1	1,500	1,500	1	2,000	2,000	equipment, pool, chairs, general
Mech/Pool Mech/Elec/Telecomm Rooms	1	3,500	3,500	1	4,000	4,000	1	4,500	4,500	Outdoor playground, courts, climbing structures included, but no indoor SF are assigned
Outdoor Spaces		0	0		0	0		0	0	
<b>SUBTOTAL</b>			<b>11,260</b>			<b>13,880</b>			<b>16,550</b>	
<b>FACILITY SUBTOTAL</b>			<b>38,710</b>			<b>62,400</b>			<b>109,870</b>	
Circulation/Walls/Chases	1	7,742	7,742	1	12,480	12,480	1	21,974	21,974	assume 20% non-programmed space
<b>TOTAL SF</b>			<b>46,452</b>			<b>74,880</b>			<b>131,844</b>	

## Shoreline's Plan for Parks, Recreation &amp; Cultural Services 2017-2022

**DRAFT FACILITY PROGRAM**

Aquatic/Community Center Study  
City of Shoreline

November 9, 2016

Program Spaces	Total Area		82,512 SF	Notes
	Quantity	SF	Total	
<b>Fitness/Sports</b>				
Spaces located beyond control point				
Weights/Cardio Area	1	4,000	4,000	
Gymnasium/Multipurpose	1	12,000	12,000	2 basketball (84' courts)+ 3 volleyball, Spartan= 10,000 SF
Lg Group Exercise/Tumbling Room	1	2,500	2,500	2500 SF max recommended, Spartan is 2900 SF
Sm Group Exercise/Fitness Studio	1	1,500	1,500	1000-1500 SF suggested, Spartan is 1600 SF
Storage	3	300	900	adjacent to gym and exercise rooms
Walking Track (utilize some required circulation)	1	3,400	3,400	SF beyond required circulation/hallways
<b>SUBTOTAL</b>			<b>24,300</b>	
<b>Aquatics</b>				
Spaces located beyond control point				
Competition/Lap Pool	1	8,900	8,900	6-lane x 25 yd pool
Diving Well	1	1,400	1,400	diving well extends into 2 lanes of lap pool
Spectator Seating (on deck)	1	900	900	seating capacity approx. 150
Pool Staff Offices/Lockers	1	500	500	Five X .5 FTE
Recreation/Wellness Pool	1	8,000	8,000	incl. hot tub, Lynnwood is approx 10,800 SF
Viewing Area	1	350	350	
Party/Multipurpose Rental Rooms	2	400	800	accommodates 20-25 people each
Storage	1	300	300	adjacent to pools
<b>SUBTOTAL</b>			<b>21,150</b>	
<b>Community Spaces</b>				
Spaces located in front of control point				
Classrooms/Arts and Crafts	2	900	1,800	wet classrooms for preschool, youth, adult and senior use
Catering Kitchen	1	700	700	also use for small cooking classes, no grease hood
Child Care	1	1,000	1,000	multipurpose child activity space
Exhibit/Gallery Space	1	200	200	incorporate in lobby space
Community Room	1	3,000	3,000	divisible into 3 spaces for social, meeting and performance space
Storage	3	200	600	adjacent to Community Room
<b>SUBTOTAL</b>			<b>7,300</b>	
<b>Senior Spaces</b>				
Spaces located in front of control point with separate identity, Seniors will also use spaces above				
Senior Lounge/Living Room	1	800	800	
Activity Room	1	800	800	
Senior Staff Office Space	1	180	180	
<b>SUBTOTAL</b>			<b>1,780</b>	
<b>Support Spaces</b>				
Entry Lobby	1	1,300	1,300	
Reception/Check-in/Control Offices	1	300	300	
Offices	1	3,000	3,000	5 private offices, 6 lg & 12 med/small workstations for facility and rec division plus staff restroom and circulation
Staff Room	1	300	300	approx. 12 staff at round tables
Conference Room	1	200	200	10-12 people for staff
Universal Restrooms	2	400	800	
Men's & Women's Locker Rooms	2	700	1,400	
Universal Changing Rooms	1	2,600	2,600	
Storage	1	400	400	general
Mech/Pool Mech/Elec/Telecomm Rooms	1	4,800	4,800	
Outdoor Spaces		0	0	Outdoor playground, courts, climbing structures included, but no indoor SF are assigned
<b>SUBTOTAL</b>			<b>15,100</b>	
<b>FACILITY SUBTOTAL</b>			<b>69,630</b>	
Circulation/Walls/Chases	1	18.5%	12,882	assume approx. 20% non-programmed space
<b>TOTAL SF</b>			<b>82,512</b>	

Table 4: Preferred program elements for the aquatic/community center.



## CENTER PRELIMINARY CONCEPT

To further research options for replacement of the Shoreline Pool and the Spartan Recreation Center, a preliminary concept for the center was developed based on the preferred program. Utilizing a “generic site,” multiple plan diagrams and various 3-dimensional concepts for the center were explored. A total project budget for the concept was estimated and preliminary operations plan was developed.

### Site Parameters

In order to develop the building program further, the design team, City and PRCS Board agreed on the following parameters for a “generic” site that has the following features:

- The size of the site is 4.5 acres. The design teams assumed the site dimensions to be approximately 395 feet (north-south direction, on the arterial) by 500 feet (east-west direction, on the non-arterial). 420 feet (east-west direction) by 470 feet (north-south direction).
- The site is a corner lot with a principle arterial along the north-south dimension and non-arterial street along one of its east-west dimensions.
- The remaining edges of the site are bordered by other properties.
- The site is relatively flat.
- There are no other distinguishing features on the site.
- Utilities are readily available.

### Development of Concept Diagram Options

Utilizing the preferred program as a basis for design, initial plan concept diagrams were developed on the generic site. These diagrams were developed to evaluate critical design ideas including:

- Program space adjacencies
- Circulation patterns
- Testing the area of individual spaces of the program
- Testing overall center square footage needs
- Visualizing potential interior spaces
- Visualizing potential exterior architecture

**Concept A**

Concept A was initially developed with spaces organized along a central circulation path. The larger volumes of the gym and aquatic spaces were located south of this circulation path and smaller volume spaces were stacked in two levels to the north.

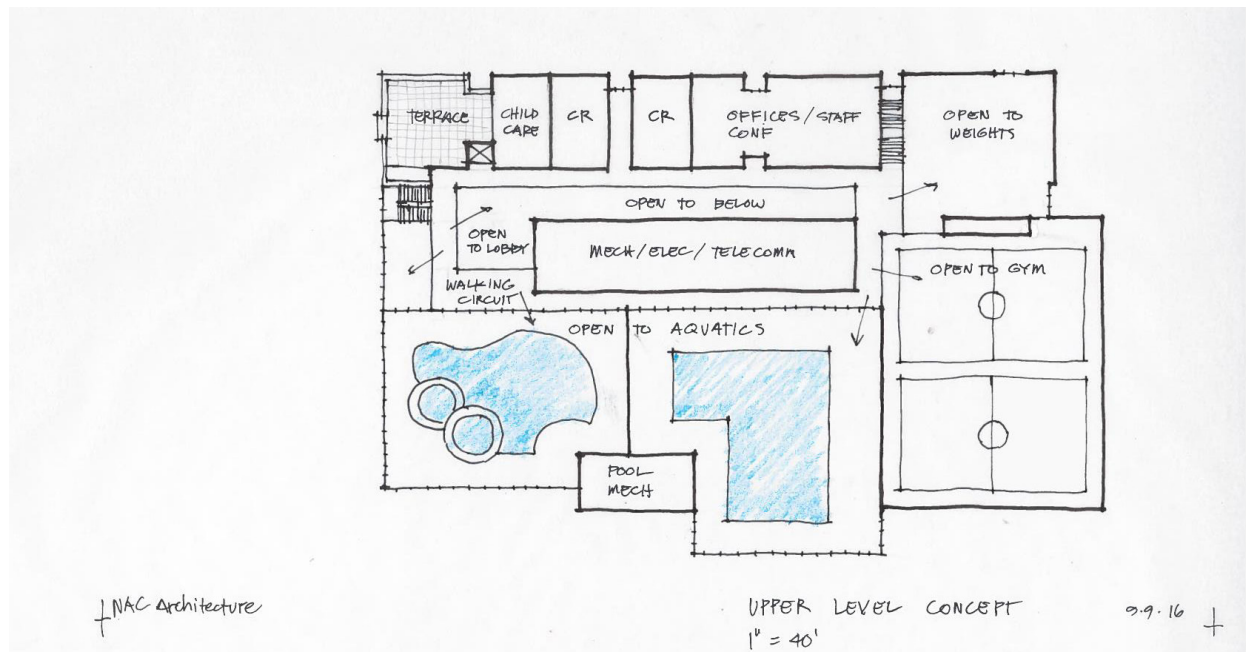
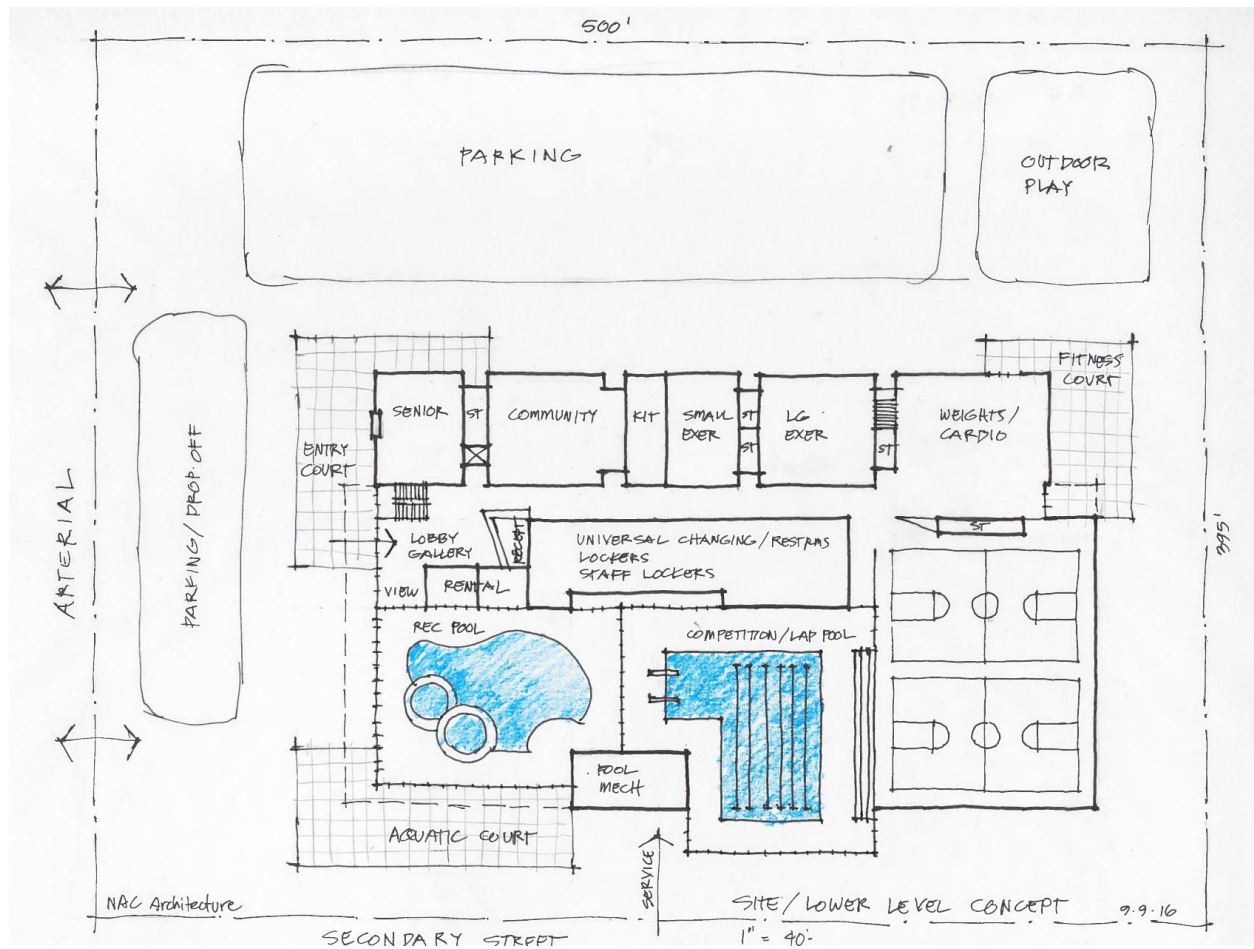


Figure 4: Option A main floor (above) and upper level (below)

**Concept B**

Concept B was developed with the lobby as a centerpiece of the center with recreation spaces to the north and community use spaces and offices to the south. The gym, recreation pool and community room are located with direct visibility or access from the lobby. This organization allows the lobby to be a central social gathering space for the center and simplifies control of access to the recreation spaces where payment of a fee will be required for use. The entire plan is oriented to create several outdoor courtyard spaces and outdoor areas with optimum sun exposure.

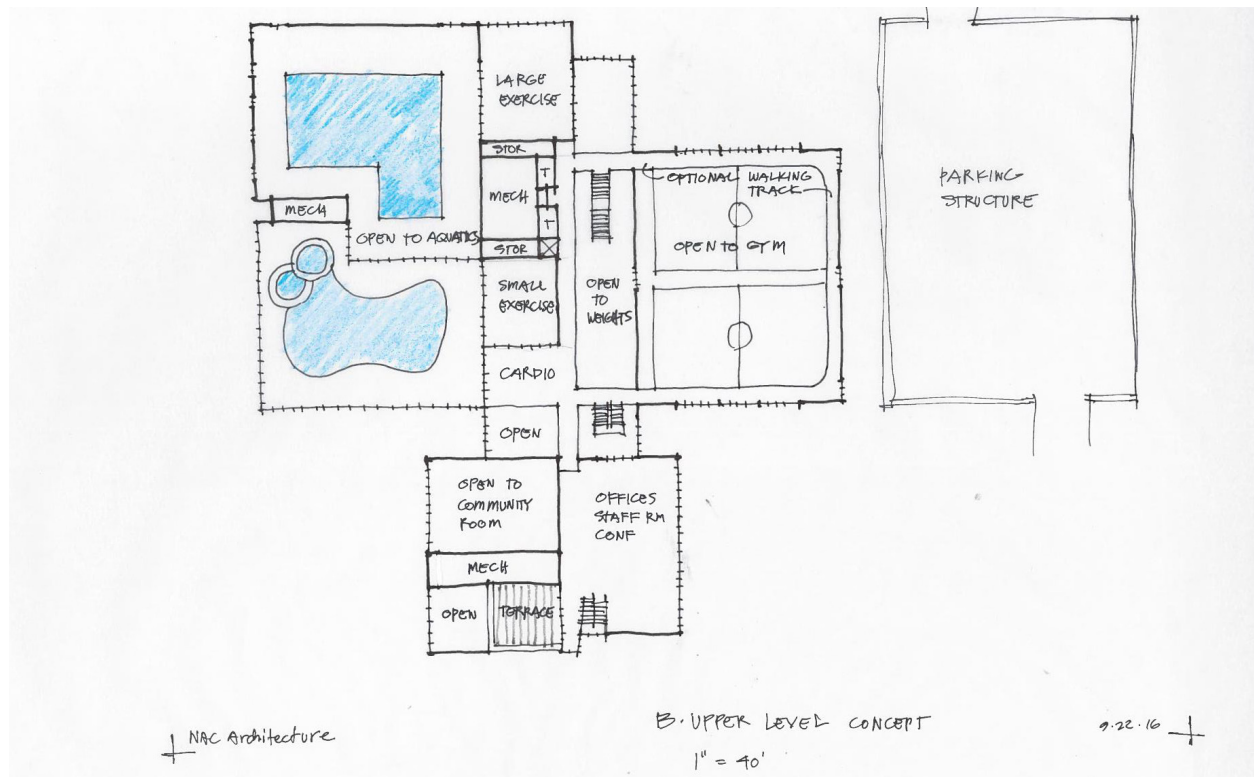
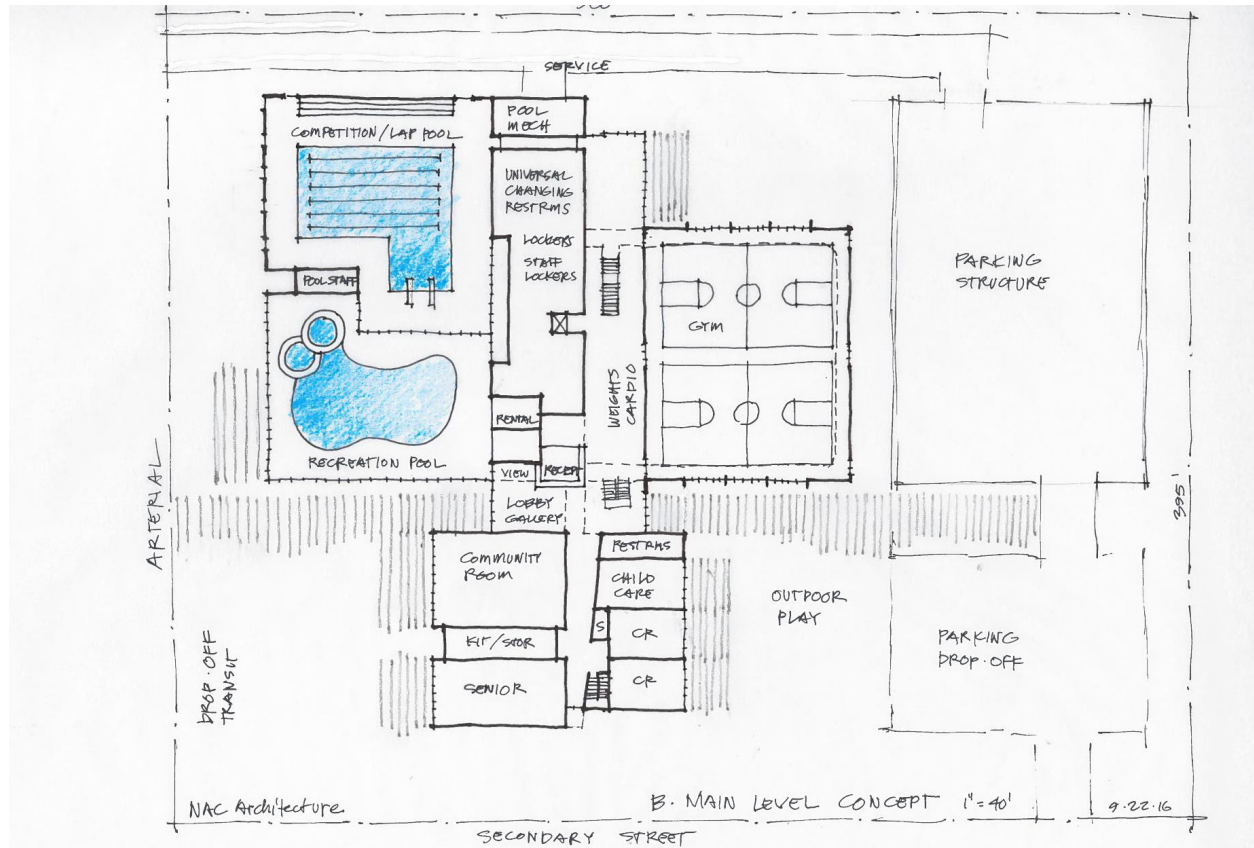


Figure 5: Option B main floor (above) and upper level (below)

## Design Priorities

Several priorities and other assumptions were established through the review and evaluation of the two plan concepts by staff and the PRCS Board. With these priorities established, there was a clear preference for Option B.

### Priorities:

- Create the lobby as a Third Place for informal community gathering. Organize spaces relative to the lobby and reception area. The reception area should be positioned to send a welcoming message to those entering the center. However, the counter will also function as the control point for access to areas of the center that require payment or membership. Access can be monitored without feeling like it is a barrier.
- The lobby will serve as a welcoming space for the center, a foyer for activities in the community room, as a waiting area, as a gallery space for local art, and with ample space to just hang-out.
- The gymnasium must be directly adjacent to the lobby. This relationship will allow access to the gym during extended hours of operation when other areas of the center are closed. It also allows those at the reception desk to monitor activities within the gym to help avoid any conflicts between gym users.
- Views to the recreation pool from the lobby are desirable, not only for parents watching their children at play or during swim lessons, but also for the aquatic recreation component to have a strong presence and visibility within the center.
- The child care space is best located on the ground level. This position allows easy access for drop-off and pick-up of children, more flexibility in compliance with child care regulations and the ability to have child care activities spill outside. Classrooms are also preferred on the main level, simplifying access and allowing outdoor activities. Weights, cardio and exercise rooms could be located on either level, but acoustic transmission to spaces below will be a challenge if weights spaces in particular are located on an upper level.
- Outdoor spaces can make adjacent indoor spaces feel larger, can expand the potential programming of recreation and other activities within a space and provide opportunities for activities to spill outside. With this in mind, outdoor courts and outdoor spaces are desirable adjacent to the community room, the senior spaces, child care, classrooms, the recreation pool and fitness spaces.
- Due to limited land area of the generic site, structured parking would be required. Based on the City of Shoreline Zoning Code requirement of one stall for every 300 square feet of building area, approximately 275 parking stalls would be necessary.

## Preferred Concept Diagram

Option B diagram was further refined after developing a three-dimensional massing model creating the Preferred Concept Diagram. Figure 6 is the Preferred Concept Diagram Main and Upper Level plan views. As a result of the massing exploration, the proportions of the weights/cardio area and the community center spaces to the south changed so they are a little more linear and not so bulky...an aesthetic improvement to the overall building mass. The alignment of these spaces on either side of the lobby was also shifted slightly to accommodate a raised clerestory. The clerestory serves as an organization/orientation element within the building and allows daylight into its central spaces. The results are illustrated on the following pages with the Preferred Concept Diagram and several views of a 3-dimensional model.

### The Building's Exterior

Figures 7 and 8 are birds-eye views of the 3-dimensional model where the roof has been removed to shown the interior spaces. The building's exterior can be seen on the exterior walls of the birds-eye views. Figure 9 is a perspective view of the exterior building. The conceptual design includes numerous windows of various sizes and shapes to allow daylight into the building and allows visitors to look out out, promoting a connection between the interior and the outdoors. In several locations, the exterior walls are stepped or angled to reduce the apparent mass or height of the center. The steps and angles and the variety of windows are especially important on the west side to create visual interest where the building is closer to the major arterial.

To accommodate the required number of parking spaces, the structured parking shown is four levels (about 35 feet, similar to the overall height of the adjacent gym). If parking is spread out over a greater area of the site, the number of levels and therefore the height of the structured parking would be reduced. With entry to the center from both the parking structure and a main arterial, development of the entry sequence from both directions will be important. This is illustrated in the proposed design with the different window sizes and shapes on the adjacent exterior façade, the outdoor planters, the landscaping and the hardscape patterns of the entry courts.

### The Building's Interior

Figure 10 is a perspective view of the interior lobby. It was developed with primarily neutral color and warmer colors/materials on the floor and select walls. The neutral color in the lobby is more timeless and can serve as an appropriate backdrop for art, furniture and community members who use the center. The volume of the space is dynamic with a combination of single and 2-story spaces, overlooks and bridges filled with daylight from windows and the clerestory that bisects the lobby space. Overall the space is intended to be warm and welcoming to those who are just passing through on to other activities in the center or others who will pause to wait for friend or event or just take a break.

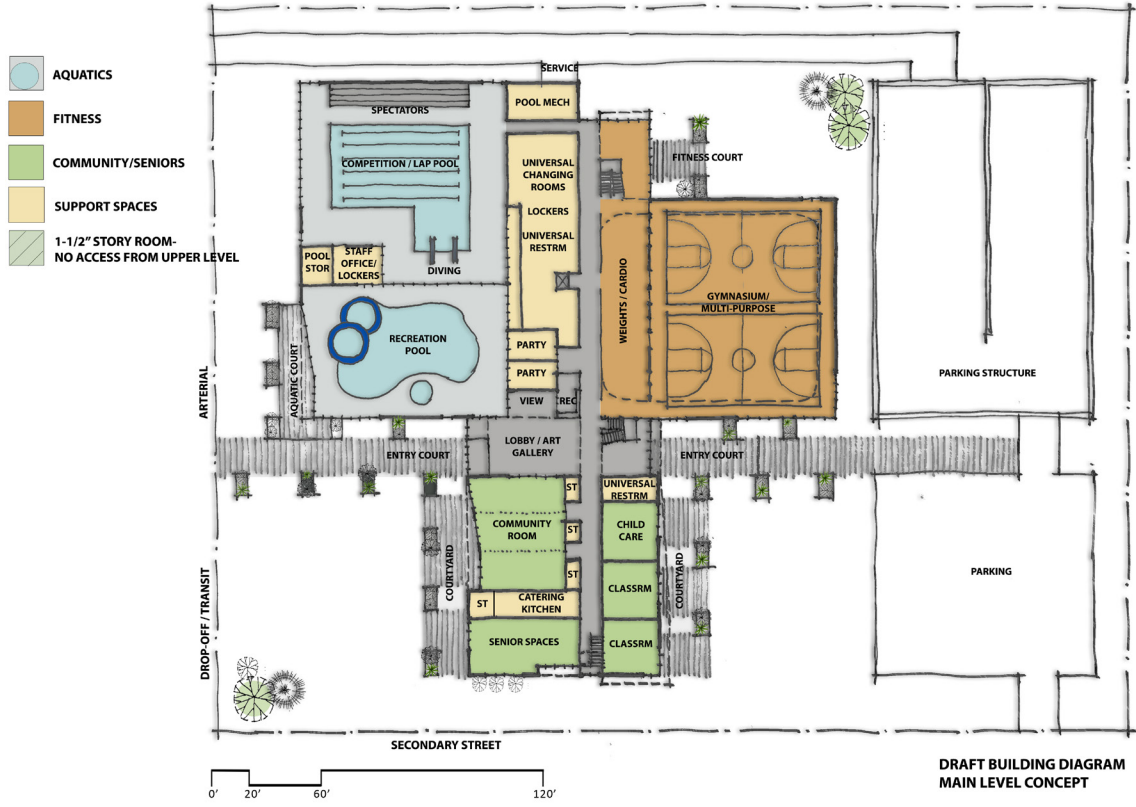
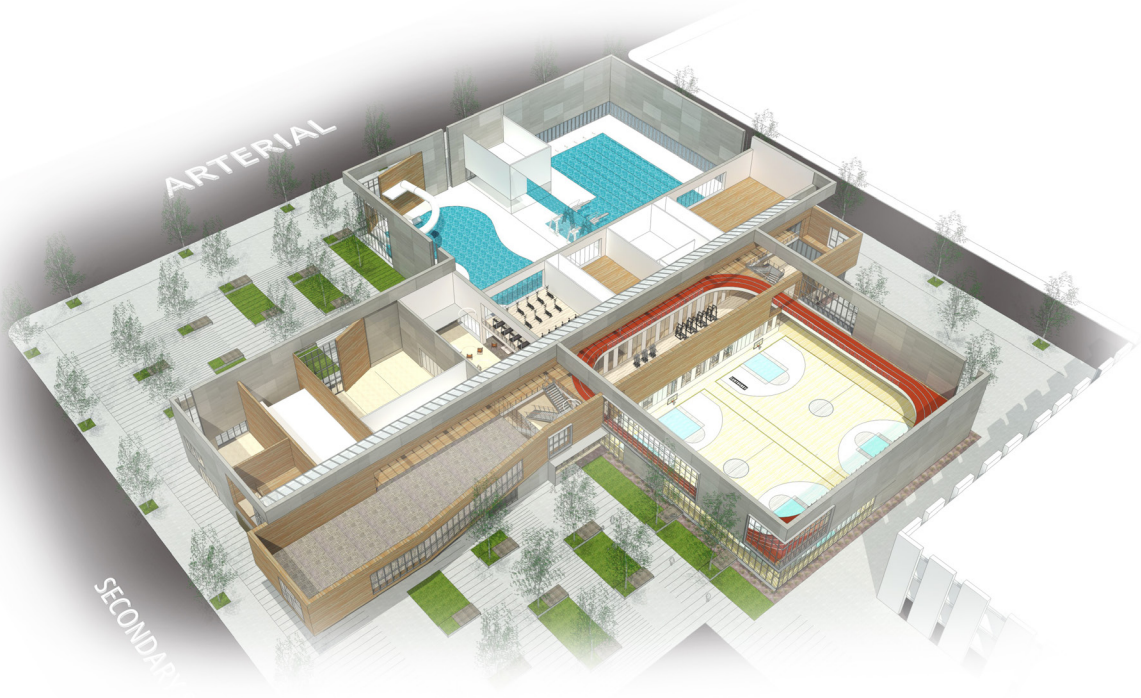
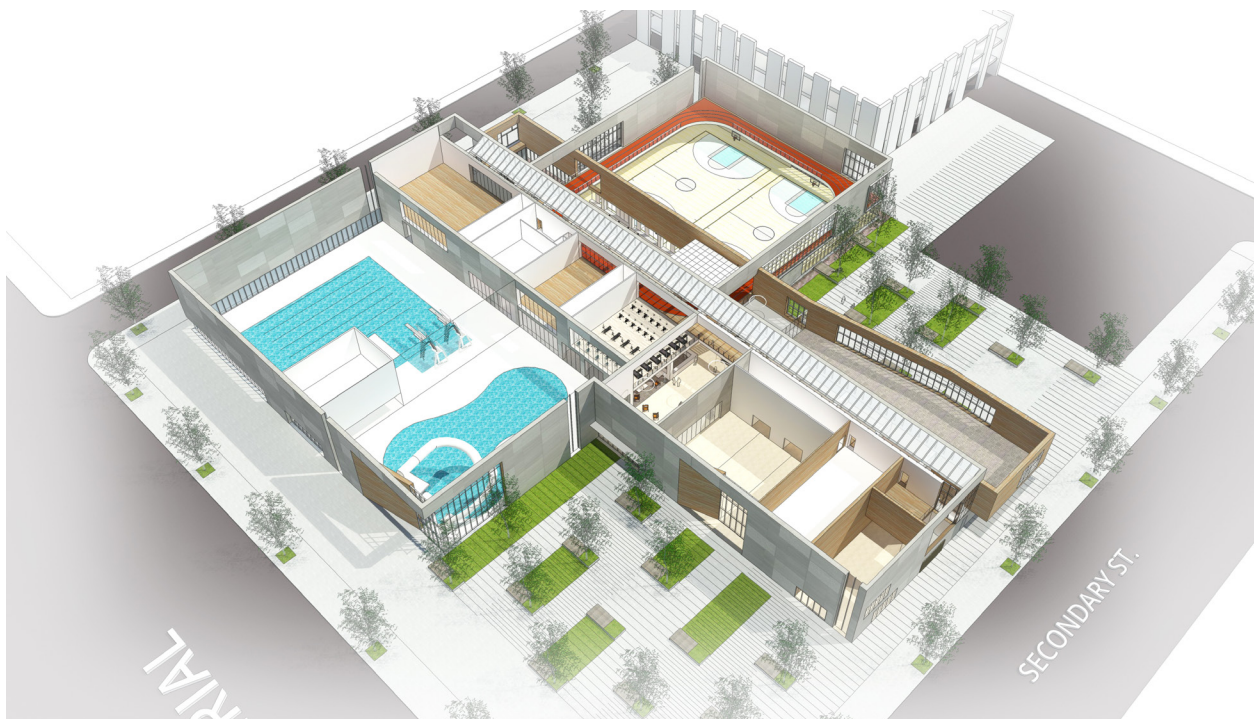


Figure 6: Preferred Concept Diagram main floor (above) and upper level (below) plan views





*Figure 7: Bird's Eye View of the Aquatics/Community Center Study Site without the roof*



*Figure 8: Bird's Eye View of the Aquatics/Community Center Study Site without the roof*



*Figure 9: Exterior view of the Aquatics/Community Center's east entry*



*Figure 10: Interior view of the Aquatics/Community Center's lobby*

## TOTAL PROJECT BUDGET

An Aquatic/Community Center for the City of Shoreline needs to serve the entire community. Therefore, it must be designed with a comprehensive program of spaces to meet the needs of all ages and backgrounds. As the only Aquatic/Community Center in Shoreline it needs to be sized to accommodate Shoreline's entire population. It is not a smaller neighborhood facility, but rather one that is intended to serve all of Shoreline's residents as the city continues to grow and diversify.

Establishing a budget in the study phase of a project is a balancing act. At this early stage, establishing a budget that is too low can burden the project forever. Fighting with a budget that is too low is difficult and frustrating during the design phases; always looking for ways to cut costs and making compromises that affect function, maintainability and community perception is difficult. During construction, the budget needs to be adequate to cover unforeseen construction issues, value-added change orders that may be necessary and funds for necessary furniture and equipment. The study phase is not the time to be "the low bidder" on a project. On the other hand, a budget that is too conservative may be seen as excessive, frivolous or just too expensive. The budget proposed for the Shoreline Aquatic/Community Center attempts to find that balance point.

The estimated budget utilizes cost per square foot numbers. The unit cost was established considering bid results on recent similar projects in the Puget Sound region. In addition to this cost per square foot total, a premium to account for the added cost of the pools is included. The "new construction" cost line item covers the cost of the natatorium that houses the pools; the "premium" covers the added costs for pool accessories, the pool tank construction, required pool piping and pool mechanical systems (sanitation, filters, pumps, boilers, etc.). Pool premium costs were provided by an aquatic design specialist with current experience in the Puget Sound area.

It should be noted that the unit cost for new construction does include the cost for typical site development. No site mitigation costs or allowances for unusual site development is included since a specific site for the center has not yet been identified. Cost for both structured parking and surface parking is presented in the budget. The per-stall unit cost for structured parking was established based on input from a contractor and a structural engineer.

The cost for site acquisition is not included in the project budget. Costs associated with repurposing or demolishing the existing Shoreline Pool is also not included.

The proposed budget for the Shoreline Aquatic/Community Center as described is \$50.3 million (refer to Table 3 on the following page). This proposed budget includes 10% contingency and estimated soft costs of 38%. Soft costs include sales tax, design fees, FFE (furniture, fixtures and equipment), costs for site surveys, site geotechnical investigation, printing costs, required testing and inspection during construction, etc. Construction cost escalation is not included in the budget. All estimated budget amounts are in 2017 dollars.

**TOTAL PROJECT COST BUDGET for AQUATIC-COMMUNITY CENTER**

Aquatic-Community Center Study  
**City of Shoreline**

March 2017

**site acquisition not  
included**

<b>TOTAL PROJECT COST BUDGET</b>	Quantity	Unit Cost	Cost	Notes
<b>Construction Cost</b>				
New construction	82,500	320	26,400,000	incl. typ. site dev. costs
Competition pool premium	4,100	250	1,025,000	water area incl. diving well
Recreation pool premium	3,500	280	980,000	water area
<b>SUBTOTAL</b>			<b>28,405,000</b>	
<b>Additional Site Development</b>				
Structured parking	255	20,000	5,100,000	1 stall/300SF per City Zoning
Surface parking	20	2,400	48,000	cost/stall
Site development premium	0	0	0	cost/stall
Site mitigation	0	0	0	
<b>SUBTOTAL</b>			<b>5,148,000</b>	
<b>Subtotal</b>			<b>33,553,000</b>	
<b>Other Costs</b>				
Contingency	1	10%	3,355,300	
Escalation <b>(not included)</b>	0	9%	0	2020 construction start
Soft costs	1	38%	13,387,647	
<b>TOTAL</b>			<b>50,295,947</b>	

Table 5: Proposed budget for the Shoreline Aquatics/Community Center

## PRELIMINARY OPERATIONS PLAN

### Operational Cost Estimates and Projected Fee Structure

The consultants and staff worked together to develop the following assumptions for the operation of the Aquatic/Community Center.

#### Operational Plan Assumptions

- This is a preliminary operations analysis based on a basic program and massing diagram for the Aquatic/Community Center described in previously.
- This operations analysis includes full anticipated expenses and revenues for the center. Budget categories are based on current actual budget line item accounts and include only items that are currently accounted for in either the Aquatics or General Programs' budgets.

The existing Administration, Facilities/Rentals, Specialized Recreation Programs, Off-site day camps, Teen & Youth Development, and Cultural Services budgets have not been included in the new center budget.

- A conservative approach to estimating expenses and revenues has been undertaken.
- Since the planned development of the center is projected to be 5 years or more away, **operating expenses and revenues are based on 2017 numbers.**
- Revenues are based on a fee structure different from what is currently used at the Shoreline Pool and Spartan recreation Center (see below).
- There will not be any staffed food service operation.
- This plan is based on the second year of operation and the first true benchmark year will be the third year.
- Operating a larger, more expensive facility is estimated to result in an additional overhead costs to the General Fund of \$80,000 (e.g., internal services costs, such as payroll, accounts payable, purchasing, etc. shared by certain funds).

- The projected operating hours of the center will be:

Day(s)	Time
Monday-Friday	5:00am-9:00pm
Saturday	7:00am-7:00pm
Sunday	Noon-7:00pm
Total Hours per week	99

- The fee structure is presented in a range noting that the center will not be developed for at least 5 years:

Category	Daily		3 Month		Annual Pass – single payment		Annual Pass – monthly payment <sup>1</sup>	
	Fee Range		Fee Range		Fee Range		Fee Range	
Adults	\$7.00	\$9.00	\$178	\$222	\$475	\$595	\$516	\$636
Youth (3-17)	\$6.00	\$8.00	\$112	\$140	\$300	\$375	\$336	\$408
Senior (60+)	\$6.00	\$8.00	\$112	\$140	\$300	\$375	\$336	\$408
Family <sup>2</sup>	N/A	N/A	\$337	\$421	\$900	\$1,125	\$936	\$1,164

Fitness Drop In: \$8-\$9/class

Note: Non-resident fees have not been shown but the rates are expected to be approximately 25% higher than the resident rates. Rates include use of all open areas of the center on a drop-in basis and participation in basic land and water based fitness classes.

<sup>1</sup> Does not represent a separate form of payment but the cost of an annual pass on a month to month contract with electronic funds transfer. \$3 has been added to each monthly calculation.

<sup>2</sup> Includes 2 adults and all youth under 21 living in the same home.

## **Operational Plan Findings**

Based upon the assumptions presented above, the operational plan for the Aquatic/Community Center projects \$3,594,828 in expenses and \$2,634,065 in revenues. This provides 73% cost recovery for operating the facility, with a \$960,763 annual operating deficit. See the following tables for the summary budget and a presentation of the expenses and revenues for the aquatics/community center. The complete operating plan can be found in Appendix B.

<b>Shoreline Aquatic/Community Center - 82,500 SF</b>				
<b>Operational Budget Summary (Based on 2017 dollars)</b>				
<b>Category</b>	<b>New Center</b>			
Expenses	\$	3,594,828		
Revenues	\$	2,634,065		
Difference		(960,763)		
Recovery %		73%		
<b>2017 Existing Budget</b>	<b>Aquatics</b>		<b>General Recreation</b>	<b>Total</b>
Expenses	\$	988,161	\$ 1,235,275	\$ 2,223,436
Revenues	\$	377,750	\$ 588,764	\$ 966,514
Difference	\$	(610,411)	\$ (646,511)	\$ 1,256,922)
<b>Budget Comparisons</b>	<b>New Center</b>		<b>Existing Total</b>	<b>Difference</b>
Expenses	\$	3,594,828	\$ 2,223,436	\$ 1,371,392
Revenues	\$	2,634,065	\$ 966,514	\$ 1,667,551
Difference	\$	(960,763)	\$ (1,256,922)	\$ 296,159
<p>Note: General Recreation does not include Specialized Recreation and Offsite Day Camps expenses (\$127,000) or revenues (\$209,000).</p> <p>Operating a larger, more expensive facility is estimated to result in a net loss to the General Fund of \$80,000 due to the shift in the burden of covering General Fund overhead - this is included in the operating expense estimates. (e.g., internal services costs, such as payroll, accounts payable, purchasing, etc. shared by certain funds)</p>				

*Table 6: Aquatics/Community Center Budget Summary: Note all dollars are based on 2017 numbers.*



<b>Shoreline Aquatic/Community Center - Operating Expenses (Based on 2017 dollars)</b>	
<b>Category</b>	<b>Facility</b>
<u>Personnel (Includes Benefits)</u>	
Regular (Benefited)	1,488,200
Extra Help (Non-Benefited)	917,570
<b>Total</b>	<b>\$ 2,405,770</b>
<u>Supplies</u>	
Office supplies	10,000
Operating Supplies (pool chemicals included)	60,000
Program Supplies	50,000
Supplies for Resale	10,000
Small Tools/Minor Equipment	12,000
Software/Upgrades/Licenses	4,000
<b>Total</b>	<b>\$ 146,000</b>
<u>Other Services &amp; Charges</u>	
Professional Services (contract Instructors/center only)	107,808
Janitorial Service (70,000 SF x \$4.325 SF)	303,000
Credit Card Fees	45,000
Advertising (program & facility promotion)	20,000
Telephone	500
Postage/Courier	500
Travel	5,000
Mileage Reimbursement	1,000
Taxes & Operating Assessment	20,000
Operating Rentals & Lease	2,000
Utility-Electricity (\$1.75 a SF)	144,375
Utility-Water	45,000
Utility-Gas (\$1.75 a SF)	144,375
Utility-Sewer	55,000
Garbage/Solid Waste	-
Repairs & Maintenance	5,000
Dues Subscriptions	2,000
Printing & Binding	2,000
Registration/Training/Admission	4,500
Misc. Expenses	3,000
<b>Total</b>	<b>\$ 910,058</b>

<u>Intergovernmental Interfund Services</u>	
Intergovernmental Professional Services	83,000
<b>Total</b>	<b>\$ 83,000</b>
<u>Capital Outlay</u>	
Machinery & Equipment (fitness equip/etc.)	50,000
<b>Total</b>	<b>\$ 50,000</b>
<b>Grand Total</b>	<b>\$ 3,594,828</b>
Expenses that are not included are property and liability insurance	

*Table 7: Shoreline Aquatic/Community Center - Operating Expenses (Based on 2017 dollars)*

<b>Shoreline Aquatic/Community Center - Operating Revenues (Based on 2017 dollars)</b>	
<b>Category</b>	<b>Facility</b>
<u>Fees</u>	
Daily Admissions	172,125
3 Month	175,020
Month to Month	890,415
Annuals	461,912
Corporate/Group	30,000
Aquatic Rentals	71,326
General Rentals	110,553
<b>Total</b>	<b>\$ 1,911,351</b>
<u>Programs</u>	
Aquatics	276,468
General	401,247
<b>Total</b>	<b>\$ 677,715</b>
<u>Other</u>	
Resale items	15,000
Concessions	-
Special events	-
Vending	20,000
Babysitting	10,000
<b>Total</b>	<b>\$ 45,000</b>
<b>Grand Total</b>	<b>\$ 2,634,065</b>

Table 8: Shoreline Aquatic/Community Center - Operating Revenues (Based on 2017 dollars)

## **APPENDIX A- MARKET ANALYSIS**

**SECURING OUR FOUNDATION**  
**SHAPING OUR FUTURE**

SHORELINE'S PARKS, RECREATION & CULTURAL SERVICES

# Shoreline Market Analysis

**August 2016**



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## 1. INTRODUCTION

In the winter of 2016, the City of Shoreline began a two-year process to develop its Plan for Parks, Recreation & Cultural Services. The plan is forward thinking, looking into the next six years and beyond, and multi-faceted, planning for the comprehensive system of parks, recreation and cultural services. Public involvement is a primary and ongoing part of this planning effort and residents of Shoreline will shape the ideas and outcomes of the final plan.

### Purpose

Two important components of this project are the Recreation Demand Study and the Recreation and Aquatic Center Feasibility Study. This Market Analysis provides important background information for both studies on demographic, recreation and leisure characteristics of Shoreline residents, as well as recreation trends as they relate to the market for recreation and cultural services. This study also evaluates the market for a new Recreation and Aquatic Center in Shoreline, in light of existing facilities and other providers.

The Market Study is organized as follows:

- Summary Findings, which serves as an executive summary of the Market Analysis conclusions;
- Current and Future Shoreline Population;
- Market Service Areas, which defines Shoreline's primary and secondary market service areas;
- Demographic Characteristics today and projected into the future for the market areas, including Tapestry™ segmentation;
- Recreation Center Market Overview, which identifies the current providers of recreation center and recreation center facilities in and near Shoreline;
- National Sports and Arts/Culture Participation Trends; and
- Market Conclusions for a New Recreation and Aquatic Center.

Data sources are listed at the end of the document.

## 2. SUMMARY OF FINDINGS

### Demographics

The main focus of parks and recreation facilities and programs in the City of Shoreline are the residents of the community, and as a result, the primary market service area has been identified by the city limits. A Secondary Market Service Area has been designated as the region that currently is served by Shoreline Parks and Recreation Department parks, programs, and facilities. This region includes Lake Forest Park, major portions of Mountlake Terrace, Edmonds and the far northern section of the City of Seattle.

The following summarizes the demographic characteristics of the service areas.

- The City of Shoreline has a significant population at over 55,000. Household size is smaller than the state and national numbers, indicating households with fewer children and as a result the median age is older as well. There will be reasonably strong growth in the population in the coming years.
- The planned light rail stations will have an impact on demographics and will significantly increase the population. However, this will not occur until 2023 or later, after the stations open.
- The City of Shoreline has a median household income level that is high and as a result has a higher Recreation Spending Potential Index.
- However, there are variances across the city.
- The portions of Shoreline next to Puget Sound and Lake Washington have significantly different characteristics from the rest of the community with higher incomes, older residents, and less diversity.
- There is a large Asian population, but also a significant Hispanic and African American market segment as well.
- The Secondary Market Service Area has a much larger population (three times higher than the Primary Service Area) but similar demographic characteristics.

### Recreation Center Market Conclusions

B\*K concludes there is a solid market for a new recreation/aquatic center in Shoreline, particularly one that replaces Spartan Recreation Center and Shoreline Pool.

- The City of Shoreline's existing Spartan Recreation Center was not designed as a community recreation center and the building is not owned by the City. It also lacks an overall identity due to its location
- The Shoreline Pool is an older facility and is a standalone aquatic center with a strong focus on competitive focus but lacks a recreational appeal.
- The Shoreline Lake Forest Park Senior Center is in an old school building. It has a focus on the more sedentary senior market and suffers from a lack of active recreation elements that appeal to the more active senior.
- It is likely that Spartan Recreation Center, Shoreline Pool and the Senior Center will need to be replaced in the next ten years with the vision to develop the Shoreline Center site as part of the

185th Street light rail station. This would allow the three facilities to be consolidated into a single community recreation center.

- The YMCA has a significant facility in the community and is the primary provider that matches up with the City in the types of amenities and services that could be provided to the community.
- The private sector has a presence in the greater Shoreline service area but its impact is relatively small on the market for a public recreation center as they serve different market segments.
- Since the primary goal of a new recreation center would be to replace the existing Spartan Recreation Center and the Shoreline Pool (and possibly the Shoreline Lake Forest Park Senior Center), the primary market for the facilities has already been established.

### Market-Based Considerations for the Recreation Center Building Program

B\*K concludes there is a solid market for a new City of Shoreline recreation and aquatic center, particularly so with the assumption that Spartan Recreation Center and Shoreline Pool will be phased out. The building program for a new center should meet the following objectives:

- Provide a comprehensive community recreation center with multigenerational appeal that includes recreation, aquatic, and senior elements.
- Replicate the indoor recreation amenities that currently exist at Spartan Recreation Center, Shoreline Pool, and the Shoreline Lake Forest Park Senior Center.
- Provide more emphasis on fitness and wellness, but design for the flexibility to serve other recreational pursuits.
- Include an aquatic center that can meet competitive and recreational swimming needs in two bodies of water with different temperatures and depths.
- Appeal to the more active senior population, while retaining the interest of the market currently served by the Shoreline Lake Forest Park Senior Center.
- Include social spaces that encourage social interaction.
- Support arts and culture by providing flexible spaces that can be used for photography, drawing, painting and other types of classes. Specialized arts-specific spaces are not anticipated, though gallery space may be incorporated into hallways or social spaces.

### 3. CURRENT AND FUTURE SHORELINE POPULATION

There are various sources of demographic data, all using different methods of projecting and estimating. Shoreline's Economic Development Manager tracks demographics as part of economic development activities. Population growth between 2000 and 2010 was very slow, with the growth rate between 2011 and 2015 increasing back to the level seen between 1990 and 2000. This information and other demographic analysis is available as part of a series of reports on the Shoreline website Stats and Demographics page.

The State of Washington estimated Shoreline's population to be 54,500 in 2015. The Puget Sound Regional Council projects population for the region, using their Land Use Vision technique. As Table 1 shows, Shoreline is expected to have a slow but steady rate of growth through 2040.

*Table 1: City of Shoreline Future Population Estimates*

	2010	2025	2030	2035	2040
Shoreline	53,007	59,801	60,633	61,082	61,952

By the year 2023 it is anticipated that the Lynnwood Link Extension of the light rail system will be completed through Shoreline. There are two light rail stations planned for Shoreline, one at 145th and I-5 and the other at 185th and I-5. An Environmental Impact Statement has been developed for the subareas around the two stations that provides some insight into the planned development of the area.

It is anticipated that there will be significant changes to these sub areas with higher density and different types of housing being available. However, the full impact of the light rail stations on the demographics may not be known until well after the 2023. For the 145th Street station, it is anticipated that the population will increase by 2,886 to as many as 5,317 individuals. At the 185th Street station, the population increase could be between 17,510 and 37,315. Not much is known about the demographic characteristics of these new residents, but based on other similar light rail stations, there tends to a younger professional population that gravitates to these locations.

*Table 2: Light Rail Station Area Population*

	Low Estimate	High Estimate
145th Station Area	2,886	5,317
185th Station Area	17,510	37,315
Total	20,396	42,632

What these figures indicate is that, in addition to the 59,801 people in 2025 projected by PSRC based on current population trends, Shoreline's population could jump to more than 80,000 (assuming buildout of the light rail areas by 2030). The low population estimate represents an increase of 34% above the PSRC projection and the high estimate would be a 41% increase. Either scenario will result in a significant increase in market size for Shoreline. The speed and intensity of residential development will depend on real estate market conditions and the overall health of the economy.

In addition to the increase in the permanent population, there will also be a large jump in the commuter population who drives to the light rail station from other areas of Shoreline or surrounding communities to board the line. There is anticipated to be a significant gain in the number of jobs that are necessary

to support the retail and other businesses that would locate in the subareas. Much of the impact of the light rail stations on demographics will not be evident until after 2023, concurrent with the next planned update to the Parks, Recreation and Cultural Services Plan.

The separate Light Rail Station Area Parks and Open Space Plan and Report will provide more information on the station areas.

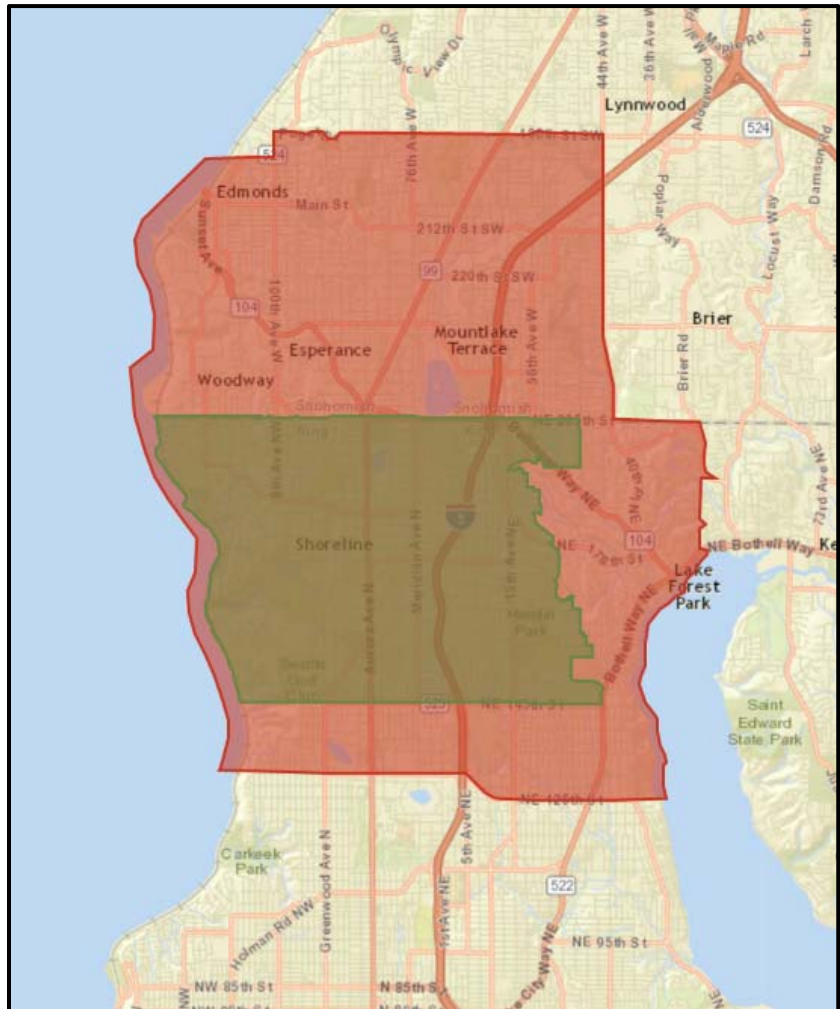
## 4. MARKET SERVICE AREAS

The City of Shoreline has a market area for its parks, recreation and cultural services. For the purposes of evaluating the market, B\*K defined a primary market service area and a secondary market service area in consultation with city staff.

Map 1 illustrates the market service areas.

- The Primary Market Service Area, shown in green, coincides with Shoreline city limits, reflecting the jurisdictional boundary and Shoreline's taxing district.
- The Secondary Market Service Area, in red, reflects the market area from which Shoreline draws recreation participants to its facilities and programs. The secondary service area includes Lake Forest Park, major portions of Mountlake Terrace and Edmonds and the far northern section of Seattle. Not all programs or facilities will draw from the entire secondary service area.

Map 1: Service Area Map:



## 5. DEMOGRAPHIC CHARACTERISTICS

Demographic characteristics are a key market factor. In this section, B\*K reviews demographic data, including current and projected population figures as well as the number of households and families to determine the overall size of the market. B\*K also evaluates household size (presence of children), ethnicity, median age and median income as these factors have a direct relationship to the rate of participation in recreation activities.

For the purposes of assessing the recreation and cultural services market, this section uses census data, demographic and market information and projections from Environmental Systems Research Institute (ESRI), and demographic information from the State of Washington and the Puget Sound Regional Council, as it relates to population projections beyond 2020. Using these sources, B\*K projected ESRI demographic statistics out to 2025.

Table 3 summarizes the demographic characteristics of the two market service areas. As this table shows, the secondary market service area has approximately three times the population of the primary market service area.

Despite the difference in size, the population profiles of the areas are generally similar, except that the median income within the secondary service area is almost 11% lower than in the primary service area. This income gap is projected to decrease over time, dropping to 3% in 2025.

*Table 3: Demographics by Market Service Area*

	Primary Market Service Area	Secondary Market Service Area
Population:		
2010 Census	53,007 <sup>1</sup>	151,445 <sup>2</sup>
2015 Estimate	55,574	157,527
2020 Estimate	59,299	167,110
2025 Estimate	59,801	168,530
Number of Households:		
2010 Census	21,561	64,732
2015 Estimate	22,638	67,815
2020 Estimate	24,168	72,185
2025 Estimate	24,409	72,957
Number of Families:		
2010 Census	13,168	37,377
2015 Estimate	13,858	38,909
2020 Estimate	14,805	41,276
2025 Estimate	14,950	42,133
Average Household Size:		
2010 Census	2.39	2.30
2015 Estimate	2.39	2.29
2020 Estimate	2.40	2.28
2025 Estimate	2.41	2.27
Ethnicity (2015 Estimate):		
Hispanic	7.1%	8.7%
White	68.6%	70.0%
Black	5.3%	5.6%

<sup>1</sup> Between 2000 and 2010, the City of Shoreline experienced a 0.4% increase in population based on census data.  
<sup>2</sup> Between 2000 and 2010, the Secondary Market Service Area experienced a 1.4% increase in population based on the census.

American Indian	0.8%	0.9%
Asian	17.0%	14.0%
Pacific Islander	0.4%	0.5%
Other	2.4%	3.5%
Multiple	5.5%	5.5%
Median Age:		
2010 Census	42.2	41.4
2015 Estimate	43.6	42.4
2020 Estimate	44.2	42.8
2025 Estimate	44.8	43.2
Median Income:		
2015 Estimate	\$69,553	\$62,014
2020 Estimate	\$79,757	\$74,015
2025 Estimate	\$91,481	\$88,374

### Age

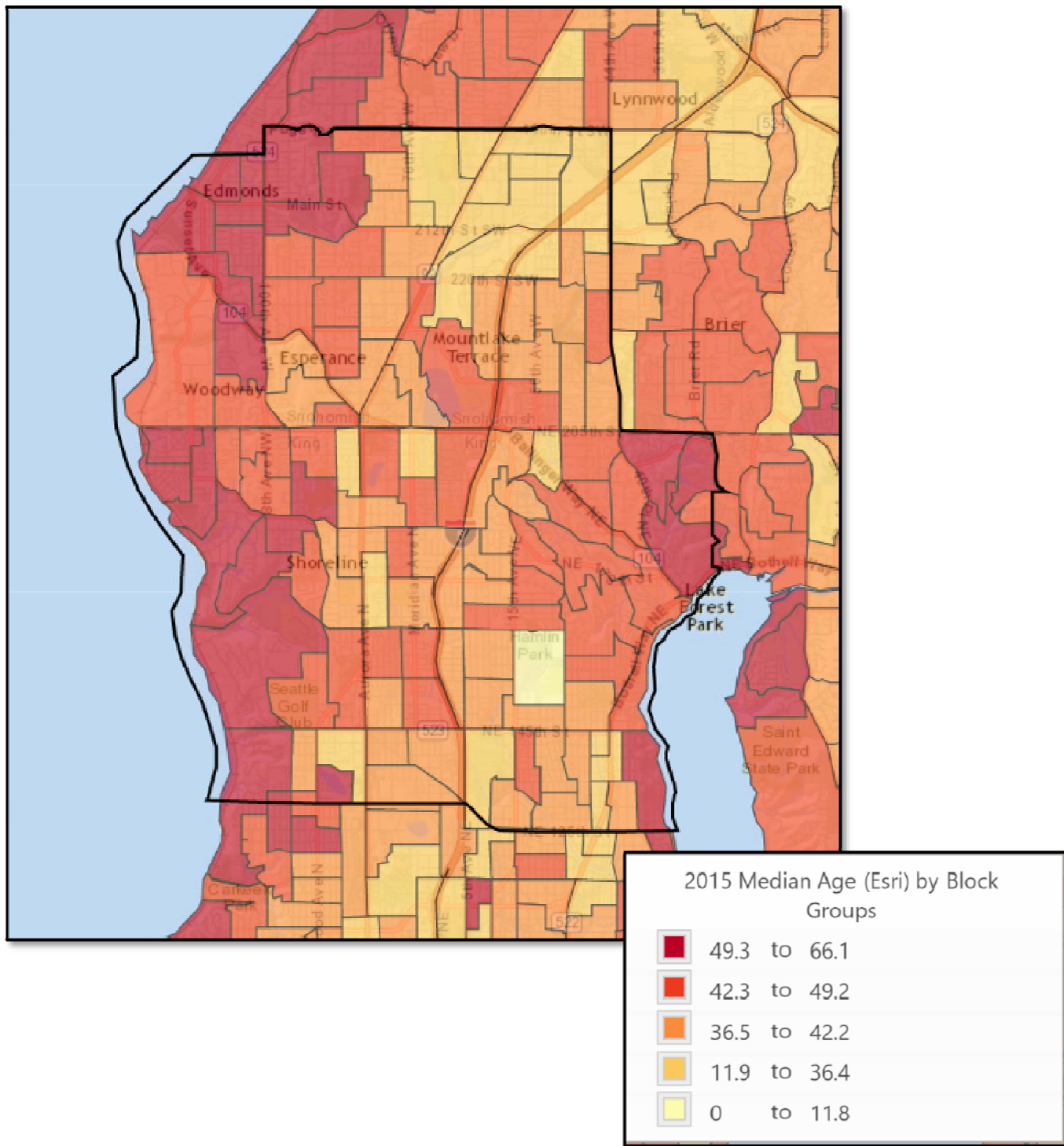
The lower the median age, the higher the participation rates are for most recreation activities. As Table 4 shows, compared to the State of Washington and nationally, both the primary and secondary market service areas have a significantly higher median age. However, when age is evaluated at the census block group level, it is clear that the older population is clustered in areas with water views (along Puget Sound and Lake Washington) with younger populations grouped in the central core of the community along I-5 and Highway 99, as Map 2 shows.

Table 4: Median Age

	2010 Census	2015 Projection	2020 Projection	2025 Projection
Primary Market Service Area	42.2	43.6	44.2	44.8
Secondary Market Service Area	41.4	42.4	42.8	43.2
State of Washington	37.2	38.0	38.5	39.0
Nationally	37.1	37.9	38.6	39.3



Map 2: Median Age by Census Block Group



### Households with Children

Just over a quarter of households in both market service areas have children. Children and youth have higher levels of participation, especially in organized sports and swimming.

Table 5: Households w/ Children

	Number of Households w/ Children (2015)	Percentage of Households w/ Children (2015)
Primary Market Service Area	6,015	27.9%
Secondary Market Service Area	17,084	26.4%

The Shoreline School District serves both Shoreline and Lake Forest Park. As part of their regular school planning, the District prepares demographic projections. As Table 5 shows, the District is anticipating steady but slow growth in school age children through 2025. Note that these projections do not take into consideration the potential impact of light rail station area development.

Table 6: Shoreline School District Future School Age Children Estimate

	2010	2015	2020	2025
Shoreline K-12	8,808	9,352	9,992	10,441

Note: The numbers shown are an average of five different methods of estimating school age children. Figures are from William L. (Les) Kendrick Ph.D., consultant.

These data points indicate that percentage of households with children and youth will continue at about a similar percentage as currently.

### Age Distribution

Tables 7 and 8 show the population distributions for each market service area and the projected percent change.

Table 7: 2015 Primary Market Service Area Population Distribution (U.S. Census Information and ESRI)

Ages	2010 Census	2015 Projection	2020 Projection	2025 Projection	Percent Change
-5	2,597	2,571	2,728	2,751	+5.9%
5-17	7,537	7,436	7,610	7,654	+1.0%
18-24	4,299	4,482	3,855	3,887	-9.6%
25-44	14,159	14,339	16,040	16,206	+14.5%
45-54	8,660	8,132	7,905	7,953	-8.2%
55-64	7,722	8,788	8,791	8,851	+14.6%
65-74	3,773	5,249	6,929	6,997	+85.4%
75+	4,260	4,579	5,427	5,502	+29.2%

*Table 8: 2015 Secondary Market Service Area Population Distribution (U.S. Census Information and ESRI)*

Ages	2010 Census	2015 Projection	2020 Projection	2025 Projection	Percent Change
-5	7,967	7,810	8,220	8,258	+3.7%
5-17	21,166	21,001	21,562	21,740	+2.7%
18-24	12,856	13,630	12,425	12,471	-3.0%
25-44	41,449	41,652	45,961	46,346	+11.8%
45-54	23,845	22,472	21,493	21,740	-8.8%
55-64	21,335	23,580	23,847	24,100	+12.9%
65-74	11,098	15,082	19,295	19,381	+74.6%
75+	11,729	12,301	14,310	14,494	+23.6%

These tables indicate that there will be modest growth in the youth age groups and moderate growth in the 25-44 age group. Following national trends, the largest growth will be in the older adult and senior age categories. This means that while services for other age groups will continue to be important, the market for senior-focused facilities and programs will increase significantly.

**Income**

The level of recreation participation goes up as median household income rises. Table X shows median income levels in the two market areas, compared to the State and nationally.

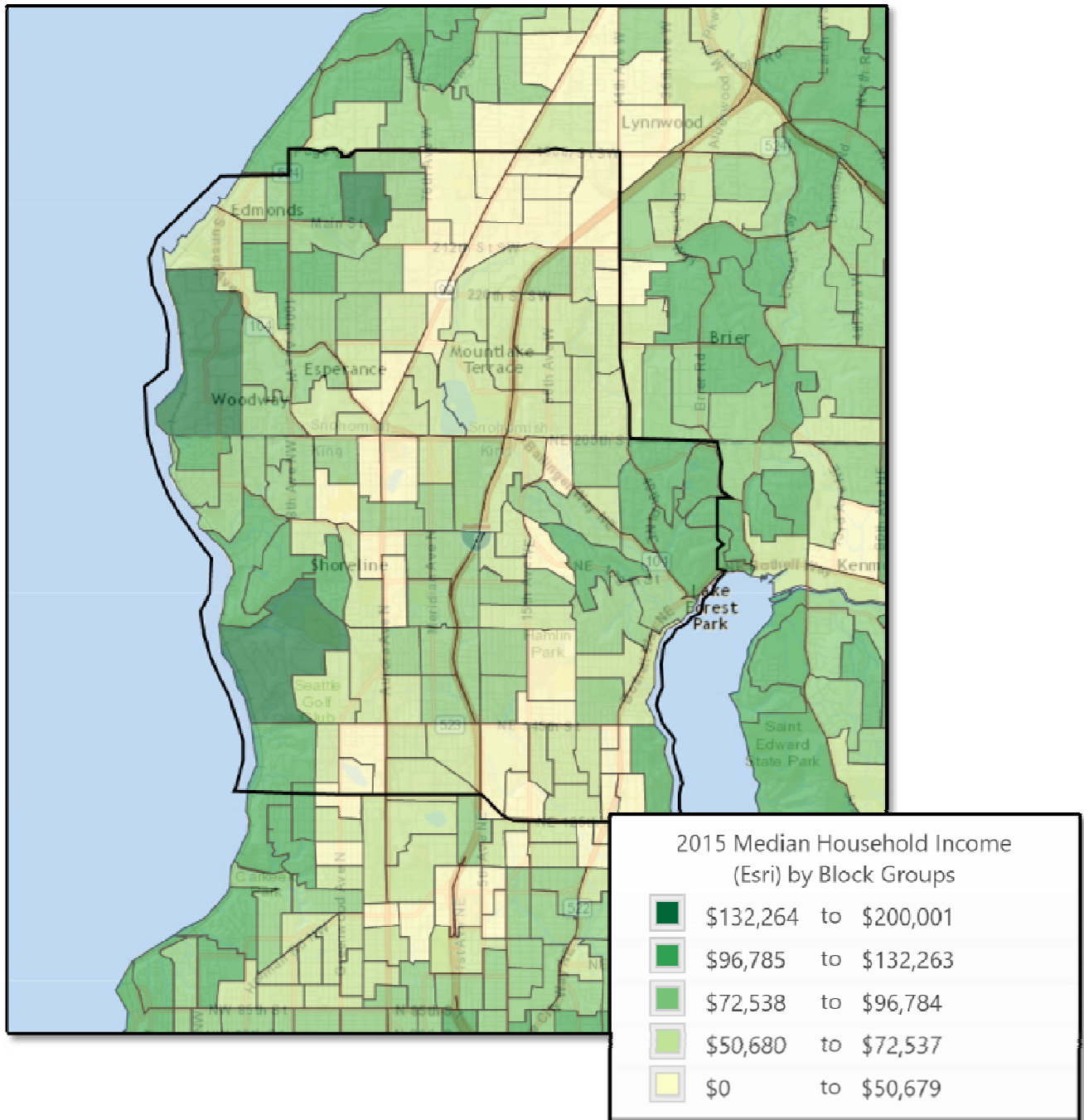
*Table 9: Median Household Income*

	2015 Projection	2020 Projection	2025 Projection
Primary Market Service Area	\$69,553	\$79,757	\$91,481
Secondary Market Service Area	\$62,014	\$74,015	\$88,374
State of Washington	\$59,229	\$69,388	\$81,323
Nationally	\$53,217	\$60,683	\$69,179

In the primary market service area, median income is high, and the percentage of households with median income less than \$25,000 per year is 16.7% compared to a level of 23.1% nationally. In secondary market service area, median income is also high, but less than in the primary market service area, and the percentage of households with median income less than \$25,000 per year is 19.2%.

With a relatively high median household income level in both service areas, there will generally be a higher rate of participation in recreation activities and greater ability to pay for services. Though the percentage of the population with lower incomes is less, income levels vary across the market service areas, as Map X shows. Higher incomes generally correlate with higher median age, located along Puget Sound and near Lake Washington.

Map 3: Median Household Income by Census Block Group



*Household Budget Expenditures*

Looking at housing information; shelter, utilities, fuel and public services along with entertainment and recreation provides a snapshot into the cost of living and spending patterns in the two market service areas. The table below looks at that information and compares the service areas.

*Table 10: Household Budget Expenditures<sup>3</sup>*

Primary Market Service Area	SPI	Average Amount Spent	Percent
Housing	124	\$26,623.18	30.9%
Shelter	127	\$20,895.07	24.3%
Utilities, Fuel, Public Service	113	\$5,728.11	6.7%
Entertainment & Recreation	119	\$3,943.74	4.6%

Secondary Market Service Area	SPI	Average Amount Spent	Percent
Housing	116	\$24,896.95	30.9%
Shelter	118	\$19,467.53	24.1%
Utilities, Fuel, Public Service	107	\$5,429.42	6.7%
Entertainment & Recreation	111	\$3,670.53	4.6%

State of Washington	SPI	Average Amount Spent	Percent
Housing	107	\$23,101.47	30.1%
Shelter	108	\$17,799.79	23.2%
Utilities, Fuel, Public Service	105	\$5,301.68	6.9%
Entertainment & Recreation	106	\$3,518.57	4.6%

*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, Utilities, Fuel, Public Service are a portion of the Housing percentage.*

This analysis shows that though the cost of living in both market service areas is higher than in the State of Washington, the expenditures for entertainment and recreation purposes are higher as well. This indicates there is still discretionary money for recreation and will allow for a more aggressive fee structure.

*Recreation Expenditures Spending Potential Index*

B\*K used an ESRI tool to examine the overall propensity for households to spend dollars on recreation activities, the results of which are included in Table 11 and Map 4.

<sup>3</sup> Consumer Spending data are derived from the 2004 and 2005 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2015 and 2020.

Table 11: Recreation Expenditures Spending Potential Index<sup>4</sup>

Primary Market Service Area	SPI	Average Spent
Fees for Participant Sports	129	\$155.57
Fees for Recreational Lessons	144	\$177.43
Social, Recreation, Club Membership	131	\$223.99
Exercise Equipment/Game Tables	111	\$85.32
Other Sports Equipment	111	\$8.85

Secondary Market Service Area	SPI	Average Spent
Fees for Participant Sports	118	\$142.31
Fees for Recreational Lessons	125	\$153.50
Social, Recreation, Club Membership	119	\$204.39
Exercise Equipment/Game Tables	104	\$79.84
Other Sports Equipment	103	\$8.22

State of Washington	SPI	Average Spent
Fees for Participant Sports	109	\$131.29
Fees for Recreational Lessons	108	\$132.74
Social, Recreation, Club Membership	108	\$185.60
Exercise Equipment/Game Tables	106	\$81.64
Other Sports Equipment	103	\$8.24

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

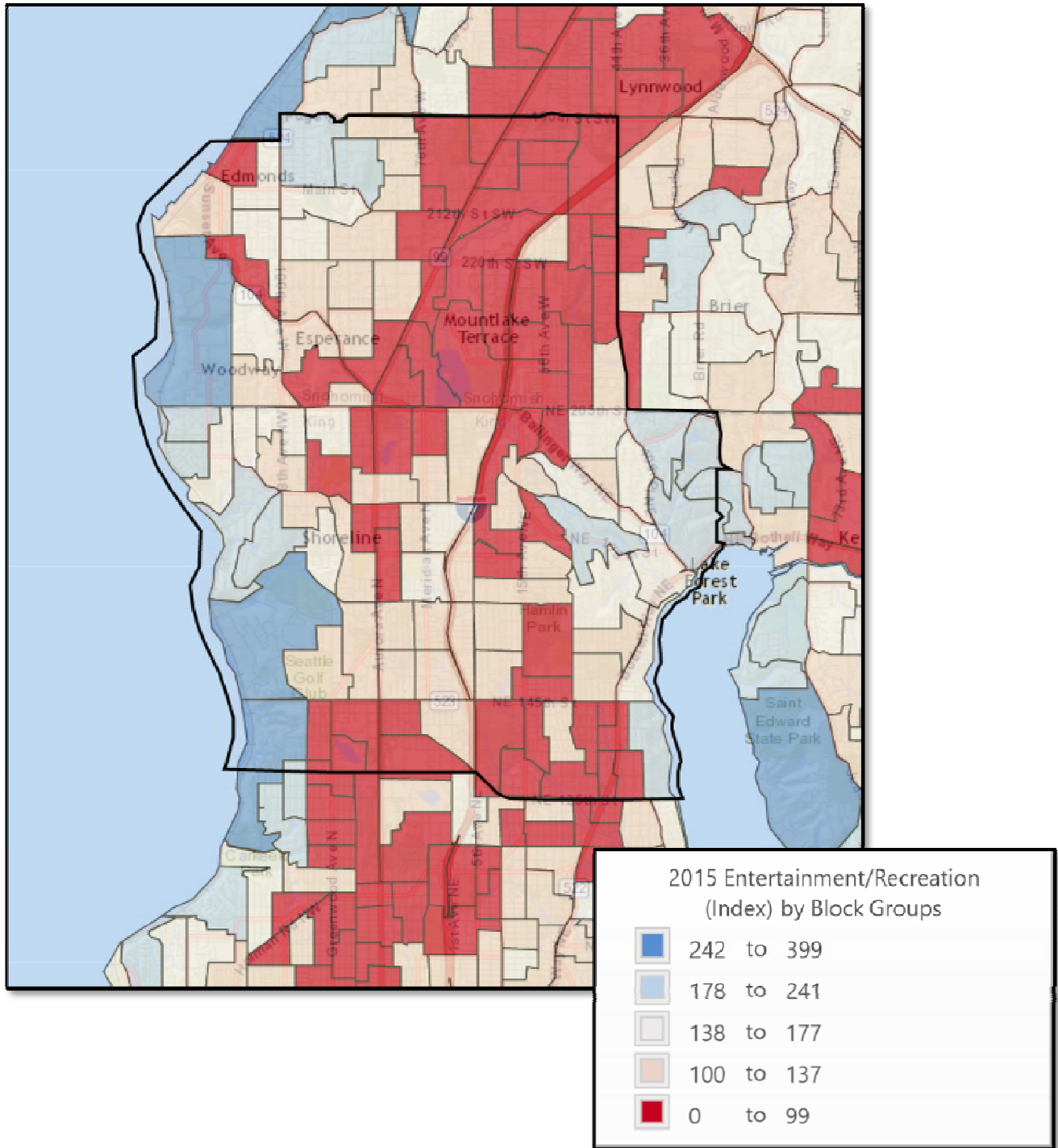
*Average Amount Spent: The average amount spent for the service or item in a year.*

As this analysis indicates, the rate of expenditures for recreation purposes is high in both market service areas. This reinforces the level of discretionary income that is being used for recreation, and provides support for a more aggressive fee structure.

However, the disparity of spending potential shown in Map 4 also indicates a need for services that respond to lower income levels, through pricing structures, scholarship programs, or other methods.

<sup>4</sup> Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Map 4: Recreation & Entertainment Spending Potential Index by Census Block Group



### Ethnicity, Race and Diversity

Shoreline and the surrounding area are more diverse than the region, and significantly more diverse than the State of Washington, even though the Hispanic/Latino population is much less than the State of Washington as a whole. Shoreline on its own is more diverse than the secondary market service area, though the secondary market service area has a higher Hispanic/Latino population. The tables below present the breakdown by census category, including the median age for each.

*Table 12: Primary Market Service Area Population by Race and Median Age 2015  
(Source – U.S. Census Bureau and ESRI)*

Race	Total Population	Median Age	% of Population	% of WA Population
White	38,145	48.0	68.6%	75.0%
Black	2,954	34.3	5.3%	3.9%
American Indian	456	39.1	0.8%	1.5%
Asian	9,427	40.4	17.0%	8.0%
Pacific Islander	196	32.3	0.4%	0.7%
Other	1,330	30.2	2.4%	5.7%
Multiple	3,065	20.3	5.5%	5.1%

*Table 13: Primary Market Service Area Hispanic/Latino Population and Median Age 2015  
(Source – U.S. Census Bureau and ESRI)*

Ethnicity	Total Population	Median Age	% of Population	% of WA Population
Hispanic/Latino	3,972	29.0	7.1%	12.5%

*Table 14: Secondary Market Service Area Population by Race and Median Age 2015  
(Source – U.S. Census Bureau and ESRI)*

Race	Total Population	Median Age	% of Population	% of WA Population
White	110,282	47.2	70.0%	75.0%
Black	8,819	33.0	5.6%	3.9%
American Indian	1,374	37.8	0.9%	1.5%
Asian	22,081	39.0	14.0%	8.0%
Pacific Islander	735	33.3	0.5%	0.7%
Other	5,504	28.3	3.5%	5.7%
Multiple	8,733	20.3	5.5%	5.1%

*Table 15: Secondary Market Service Area Hispanic/Latino Population and Median Age 2015  
(Source – U.S. Census Bureau and ESRI)*

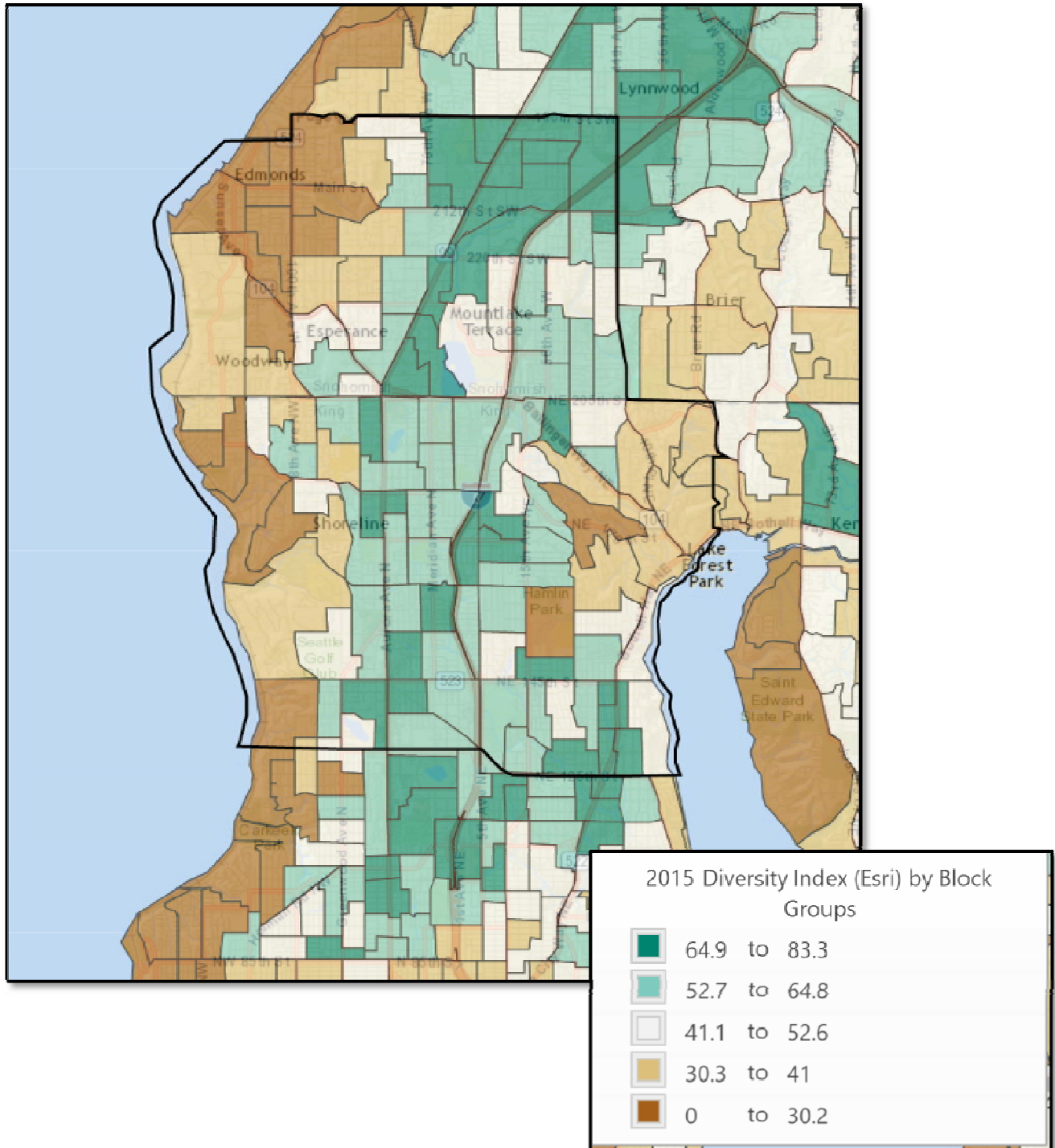
Ethnicity	Total Population	Median Age	% of Population	% of WA Population
Hispanic	13,658	27.6	8.7%	12.5%



In addition, Shoreline residents speak many languages, reflective of the diversity. The Weis report indicates that almost 25 percent of Shoreline's residents speak a language in addition to English at home, with the largest share being Asian/Pacific Islander languages. This report notes that the Asian population is predominantly Chinese, with large segments of Filipino and Korean, and a sizeable group of Asian Indian residents, and the languages spoken reflect that.

The map on the next page visualizes the diversity of Shoreline and the surrounding area. It presents the Diversity Index, available through ESRI. ESRI defines the Diversity Index as depicting "the likelihood that two persons chosen at random from the same area, belong to different race or ethnic groups" in a range from 0 (no diversity) to 100 (complete diversity).

Map 5: Diversity Index by Census Block Group



## Tapestry Segmentation

Tapestry™ segmentation, provided through ESRI, evaluates demographic composition of American geographies and assigns one of 67 distinctive segments to each geography. The 67 segments are grouped into 14 subgroups based on similarities. The purpose of this is to better understand market segments. See ESRI’s white paper on methodology, located at [http://downloads.esri.com/esri\\_content\\_doc/dbl/us/J9941Tapestry\\_Segmentation\\_Methodology.pdf](http://downloads.esri.com/esri_content_doc/dbl/us/J9941Tapestry_Segmentation_Methodology.pdf)

The Tapestry segmentation system looks at more than 60 attributes including; income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior are used to identify neighborhoods.

*Table 16: Primary Market Service Area Tapestry Segmentation (ESRI estimates)*

	Market Service Area		Demographics	
	%	Cumulative %	Median Age	Median HH Income
<b>City Lights (8A)</b> <ul style="list-style-type: none"> <li>• Densely populated urban market</li> <li>• Epitome of equality</li> <li>• Varied household types</li> <li>• Many with some college or a degree</li> <li>• Good income in professional and service occupations</li> <li>• Diverse, with significant Hispanic/Latino, Asian/Pacific Island, and African-American populations</li> <li>• Health conscious in purchases</li> </ul>	27.3%	27.3%	38.8	\$60,000
<b>Pleasantville (2B)</b> <ul style="list-style-type: none"> <li>• Older housing in suburban settings.</li> <li>• Slightly older couples move less than any other market segment</li> <li>• Empty nesters or home to adult children</li> <li>• Higher incomes, home values and much higher net worth</li> <li>• Significant Hispanic/Latino population</li> </ul>	21.7%	49.0%	41.9	\$85,000
<b>Exurbanites (1E)</b> <ul style="list-style-type: none"> <li>• Approaching retirement but not slowing down</li> <li>• Active in communities, generous in donations, seasoned travelers</li> <li>• Cultivated a lifestyle that is both affluent and urbane</li> <li>• Larger market of empty nesters, married couple with no children</li> </ul>	11.0%	60.0%	49.6	\$98,000

<ul style="list-style-type: none"> <li>Primarily white population</li> </ul>				
<b>Golden Years (9B)</b> <ul style="list-style-type: none"> <li>Independent, active seniors retired or nearing the end of career</li> <li>Primarily singles living alone or empty nesters</li> <li>Actively pursuing leisure – travel, sports, dining out, museums, concerts</li> <li>Involved, focused on physical fitness and enjoying life</li> <li>Leisure time spent on sports (tennis, golf, boating, fishing) and simple activities like walking</li> <li>Primarily white population</li> </ul>	9.0%	69.0%	51.0	\$61,000
<b>In Style (5B)</b> <ul style="list-style-type: none"> <li>Embrace an urban lifestyle</li> <li>Support of the arts, travel and extensive reading</li> <li>Professional couples, singles with no children</li> <li>Focus on home and interests</li> <li>Slightly older population, already planning for retirement</li> <li>Primarily white population</li> </ul>	5.9%	74.9%	41.1	\$66,000

*Table 17: Secondary Market Service Area Tapestry Segmentation (ESRI estimates)*

	Market Service Area		Demographics	
	%	Cumulative %	Median Age	Median HH Income
<b>City Lights (8A)</b> <ul style="list-style-type: none"> <li>See previous table</li> </ul>	15.4%	15.4%	38.8	\$60,000
<b>Pleasantville (2B)</b> <ul style="list-style-type: none"> <li>See previous table</li> </ul>	12.5%	27.9%	41.9	\$85,000
<b>Exurbanites (1E)</b> <ul style="list-style-type: none"> <li>See previous table</li> </ul>	9.6%	37.5%	49.6	\$98,000
<b>Bright Young Professionals (8C)</b> <ul style="list-style-type: none"> <li>Large market in outskirts of large metropolitan areas</li> <li>1 of 3 householders is under age 35</li> <li>Slightly more diverse couples</li> <li>More renters than homeowners</li> <li>Physically active, up on the latest technology</li> <li>Significant Hispanic/Latino and African-American populations</li> </ul>	8.0%	45.5%	32.2	\$50,000

<ul style="list-style-type: none"> <li>Participation in sports like football, basketball, bowling, Pilates, weightlifting, yoga</li> </ul>				
In Style (5B) <ul style="list-style-type: none"> <li>See previous table</li> </ul>	7.6%	53.1%	41.1	\$66,000

The five top segments in Shoreline (the primary market service area) account for 75% of the population. Four of the five segments found in the primary market service area are the same as the segments in the secondary market service area. However, the top five segments in the secondary market service area account for just over half of the population, which means that the market is more diverse.

The market segments predominant in Shoreline and the surrounding area provide insight into how Shoreline could tailor its parks, recreation and cultural services and its facilities to respond to the market.

- Focus on health and health-related programming and/or the health benefits of existing programs (City Lights, Golden Years, Bright Young Professionals)
- Sports/fitness programming focused on adults and seniors
- Arts and culture programs (Golden Years) that include literary arts (In Style)
- Programming and facilities that encourage social interaction for older adults, especially single householders (In Style, Golden Years, Exurbanites, Pleasantville)

The tables above present the current Tapestry segmentation. In the coming years, there are likely to be increases in City Lights and Bright Young Professionals as a result of infill/redevelopment. There will likely be continued strength in the In Style, Golden Years, Exurbanites and Pleasantville segments, based on the projected future population profile and Shoreline’s existing housing stock.

## 6. RECREATION CENTER MARKET OVERVIEW

One of the more critical aspects of determining the market demand for a possible new Shoreline Recreation and Aquatic Center is understanding the role of other similar providers that are currently in the same market. This section summarizes the facilities and providers available to the primary and secondary market service areas.

### City of Shoreline Facilities

The City currently has three indoor recreation facilities, described briefly below with the building program summarized in Table 18.

- Spartan Recreation Center:** This facility is part of the Shoreline Center (the old Shoreline High School campus) and the center is leased from the school district for no fee. The space has been adapted and functions well for public recreation services. The facility is somewhat hidden by other buildings on the campus and therefore lacks a true identity in Shoreline. Parking is shared, and can also be constrained when other activities are taking place on the campus. The building also serves as an emergency shelter.
- Richmond Highlands Recreation Center:** This small center has a programming emphasis on teens and special populations. It is an older building but it is in reasonably good condition and is located close to Shoreline High School.
- Shoreline Pool:** One of the Forward Thrust pools, this facility is located on the Shoreline Center campus with Spartan Recreation Center. This is a 6-lane, 40-yard pool with a bulkhead and a raised spectator seating area. The pool has just recently been renovated but is a standalone aquatic center without recreational swimming. It has similar parking constraints to Spartan Recreation Center, due to its location on the larger campus.

Table 18: Existing City of Shoreline Indoor Recreation Facilities

Facility	Wt./Cardio Space	Dance Room	Gymnasium	Gymnastics	Multi-Purpose Room	Classroom	Game Room	Compt. Lap Pool	Locker Rooms	Office Space	Kitchen
Spartan Recreation Center	X	X	X	X		X			X	X	
Richmond Highlands Recreation Center			X		X		X			X	X
Shoreline Pool						X		X	X	X	

## Other Public Facilities

In addition to the City of Shoreline indoor recreation facilities, there are also a number of other public recreation centers in the greater market area. Each of these public recreation centers has a multigenerational market appeal as well as one for the family. They are generally more affordable than the non-profit or private sector.

*Table 19: Existing Public Indoor Recreation Facilities*

Facility	Wt./Cardio Space	Group Exec. Room	Gymnasium	Gymnastics	Multi-Purpose Rm.	Classroom	Recreational Pool	Compt. Lap Pool	Racquetball Courts	Theater	Indoor Playground
Lynnwood Recreation Center	X	X			X		X	X	X		
Francis Anderson Rec. Center	X	X	X	X	X	X					
The Recreation Pavilion	X	X			X	X	X	X	X		X
Madison Pool								X			
Shoreline School District School Sites			X		X					X	
Shoreline Community College	X		X							X	
Fircrest Activity Center			X		X						

- **Lynnwood Recreation Center:** Located at the far north end of the secondary market service area, the Lynnwood Recreation Center is arguably the top active recreation center in the region. It is heavily utilized, which results in limited access to the leisure pool at certain times.
- **Francis Anderson Center:** This facility is a converted school building with a large number of classrooms that are utilized for a variety of recreation programs. This City of Edmonds facility also has a gymnastics room, dance studio, fitness room, small weight/cardio room, gymnasium and an art gallery. The center functions more of as community center than a recreation center because of its lack of fitness and sports facilities. In addition, many of the spaces in the facility are rented out to other organizations.
- **The Recreation Pavilion:** This City of Mountlake Terrace facility was one of the first major public indoor recreation centers in the area. The facility includes a 25-yard lap pool, an extensive leisure pool, therapy pool, fitness room, racquetball courts, dance studio, preschool room, indoor playground (created in a converted racquetball court) and multipurpose rooms. While the center is well maintained, it is now an older facility that is undersized for the demand.
- **Madison Pool:** Owned and operated by the City of Seattle, this Forward Thrust pool is very similar to the Shoreline Pool except the facility is all on one level. The center is in relatively good condition but, like the Shoreline Pool, is limited in its ability to meet more comprehensive aquatic needs. The facility also lacks parking.
- **Shoreline School District School Sites:** The school district has a number of schools with facilities that can be used for recreation purposes, including gyms, multi-purpose space and theaters at the two high schools. However, the first priority is serving the needs of the schools themselves which limits the time that is available for community use. The district also has meeting, conference and performance space available at the Shoreline Center for community use. Rates for use are high.
- **Shoreline Community College:** The college has a gymnasium, small fitness center and a theater for its students. The theater has some community use. Rates for use are high.
- **Fircrest School:** The state operates a school for people with developmental disabilities in a large campus setting. On the campus is an activity center that serves the recreational needs of the residents. This facility has no public use.

The recreation facilities in Lynnwood, Mountlake Terrace and Edmonds and Madison Pool all are oriented to the general public and a multi-generational audience. The school-based facilities each have a specific and more limited market orientation. The schools focus on youth, the community college is oriented toward its college students and Fircrest only serves its own population.



## Non-Profit Facilities

Another provider of indoor recreation facilities is the non-profit sector. There are currently a limited number of these facilities in the market service area.

*Table 20: Existing Non-Profit Indoor Recreation Facilities*

Facility	Wt./Cardio Space	Group Exec. Room	Gymnasium	Gymnastics	Multi-Purpose Rm.	Classroom	Recreational Pool	Compt. Lap Pool	Climbing Wall	Child Care	Indoor Playground
Dale Turner YMCA	X	X	X		X		X	X	X	X	X
Shoreline Senior Center					X	X					

- Dale Turner YMCA:** Located off Aurora Avenue in Shoreline, this is a relatively new YMCA. Due to its location as well as the amenities it offers, the Y is a major factor in the market. The YMCA is focused on the family and serves multiple generations with an emphasis on youth. Fees are more aggressive for programs and facility use requires a membership.
- Shoreline Lake Forest Park Senior Center:** The facility is located in the Shoreline Center (along with Spartan Recreation Center and Shoreline Pool) and is owned by the school district. It is run by a non-profit agency but is funded in part by the City of Shoreline. The center has a very passive orientation targeting the less active senior population.

## Private Facilities

In addition to the public and non-profit indoor recreation facilities, there are a number of private providers. The vast majority of these are private health clubs. It should be noted that this is a snapshot listing of indoor recreation, aquatic, sports and fitness facilities in the Shoreline market area and is not meant to be a total accounting of all service providers. The inventory of smaller private clubs and centers is very volatile – new businesses can open or close very quickly.

### Full Service Health Clubs

- LA Fitness:** There is an LA Fitness on Aurora Avenue just south of the City, in Seattle. The club has not only a full offering of fitness amenities, but also a lap pool, gymnasium, drop-in child care, racquetball courts and a cafe.
- 24 Hour Fitness:** There is one full service location in Northgate that serves the south side of the market service area. This club has a full range of fitness facilities as well as a gymnasium, lap pool, and drop-in child care.

## 7. NATIONAL RECREATION AND ARTS/CULTURAL PARTICIPATION MARKET TRENDS

This section discusses participation trends and market potential for various recreation and cultural activities to help define a potential building program for a new recreation center.

### Market Potential of Recreation Activities

B\*K generated the following Market Potential Index using ESRI's Market Potential database. This measures the likely demand for a product or service in an area, and the compares the demand for a specific product or service in the Shoreline area with the national demand. As defined by ESRI, the MPI values at the US level are 100, representing overall demand. A value of more than 100 represents higher demand. This ESRI data looks at only adult participation.

Those activities highlighted in red have lower demand in Shoreline's primary market service area. Those activities highlighted in light green have higher than typical demand.

Table 21: Market Potential Index for Adult Participation in Activities

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	4,657	10.2%	114
Baseball	1,900	4.2%	93
Basketball	3,350	7.4%	89
Bicycling (mountain)	2,032	4.5%	111
Bicycling (road)	5,249	11.5%	117
Canoeing/Kayaking	2,612	5.7%	107
Football	2,021	4.4%	89
Frisbee	2,166	4.8%	103
Golf	4,166	9.1%	97
Hiking	5,829	12.8%	128
Ice Skating	1,362	3.0%	116
Jogging/Running	6,899	15.1%	119
Pilates	1,481	3.3%	116
Soccer	1,928	4.2%	112
Softball	1,615	3.5%	104
Swimming	7,977	17.5%	111
Tennis	2,192	4.8%	113
Volleyball	1,488	3.3%	92
Walking for Exercise	14,203	31.2%	111
Weight Lifting	5,740	12.6%	119
Yoga	4,170	9.2%	128

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

## Sports Participation Trends

This section discusses those sports activities that are trending upward and those that are trending downward, based on national data. These tables show that fitness-related activities continue to gain in popularity, there a significant surge of participation in non-traditional or adventure sports activities, and that team sports have generally been declining in popularity while individual sports have been increasing.

Table 22: National Adult Activity Trends (in millions)

Increasing in Popularity	2006 Participation	2015 Participation	Percent Change
Yoga <sup>5</sup>	10.7	30.7	186.9%
Lacrosse <sup>6</sup>	1.2	2.9	141.7%
Kayaking <sup>7</sup>	5.9	9.2	55.9%
Running/Jogging	28.8	44.5	54.5%
Gymnastics <sup>8</sup>	3.9	5.8	48.7%
Hiking	34.0	42.0	35.5%
Aerobic Exercising	33.7	45.1	33.8%
Hockey (ice)	2.6	3.3	26.9%
Tennis	12.3	12.8	23.1%
Exercise Walking	87.5	106.3	21.5%
Exercising w/ Equipment	52.4	56.3	7.4%
Weight Lifting	32.9	34.8	5.8%
Canoeing	7.1	7.4	4.2%
Martial Arts/MMA <sup>9</sup>	6.7	6.6	3.1%
Pilates <sup>10</sup>	6.4	5.6	1.8%
Soccer	12.8	14.1	0.7%
Decreasing in Popularity	2006 Participation	2015 Participation	Percent Change
Workout @ Club	37.0	36.6	-1.1%
Cheerleading	3.8	3.7	-2.6%
Volleyball	11.1	10.7	-3.6%
Boxing <sup>11</sup>	3.8	3.6	-5.3%
Basketball	26.7	24.8	-7.1%
Ice/Figure Skating <sup>12</sup>	8.2	7.6	-7.3%
Swimming	56.5	46.3	-18.1%

<sup>5</sup> Growth Since 2007.

<sup>6</sup> Growth Since 2007.

<sup>7</sup> Growth Since 2007.

<sup>8</sup> Growth Since 2009.

<sup>9</sup> Growth Since 2013.

<sup>10</sup> Growth Since 2014.

<sup>11</sup> Decrease since 2013.

<sup>12</sup> Decrease since 2012

Baseball	14.6	11.8	-19.2%
Softball	12.4	9.8	-21.0%
Wrestling	3.8	3.0	-21.1%
Table Tennis/Ping Pong <sup>13</sup>	13.3	10.5	-21.1%
Football (tackle)	10.1	7.8	-22.8%
Golf	24.4	18.6	-23.8%
Billiards/Pool	31.8	21.5	-32.4%
Mtn. Biking (off-road)	8.5	5.6	-34.21%

2015 Participation: The number of participants per year in the activity (in millions) in the United States.

2006 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 2006 to 2015.

### Recreation Participation by Ages 7 and Up

The ESRI data on participation reflects adults only. On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time, which includes participation by those ages 7 and up. Using this data, B\*K processes and projects the data to develop participation rates calibrated for Shoreline that include children and youth. The summary results of this analysis is contained in Table 23, for those activities likely to occur in a recreation center. The NSGA data is provided in the Appendix, along with B\*K's analysis and projections.

Table 23: Recreation Participation in Shoreline

Indoor Activities	Shoreline Participation
Billiards/Pool	7.1%
Boxing	1.2%
Exercise w/ Equipment	19.9%
Gymnastics	2.0%
Hockey (ice)	1.1%
Ice/Figure Skating	2.8%
Martial Arts/MMA	2.4%
Pilates	1.6%
Table Tennis/Ping Pong	3.6%
Weight Lifting	11.9%
Workout @ Clubs	13.1%
Wrestling	1.1%
Yoga	11.1%
Indoor/Outdoor Activities	Shoreline Participation
Aerobic	16.0%
Basketball	8.6%
Cheerleading	1.3%
Exercise Walking	37.3%

<sup>13</sup> Decrease since 2009.

Running/Jogging	15.5%
Swimming	16.0%
Volleyball	3.8%

### National Data on Arts and Culture Participation

The National Endowment for the Art’s Survey of Public Participation in the Arts remains the largest periodic study of arts participation in the United States, and it is conducted in partnership with the U.S. Census Bureau. The large number of survey respondents – similar in make-up to the total U.S. adult population – permits a statistical snapshot of American’s engagement with the arts by frequency and activity type. The survey has taken place five times since 1982, allowing researchers to compare the trends not only for the total adult population but also for demographic subgroups.<sup>14</sup> These results can be analyzed to help identify market potential for Shoreline, related to cultural services. The participation numbers for these activities are national numbers.

*Table 24: Percentage of U.S. Adult Population Attending Arts Performances: 1982-2008*

					Rate of Change	
	1982	1992	2002	2008	2002-2008	1982-2008
Jazz	9.6%	10.6%	10.8%	7.8%	-28%	-19%
Classical Music	13.0%	12.5%	11.6%	9.3%	-20%	-29%
Opera	3.0%	3.3%	3.2%	2.1%	-34%	-30%
Musical Plays	18.6%	17.4%	17.1%	16.7%	-2%	-10%
Non-Musical Plays	11.9%	13.5%	12.3%	9.4%	-24%	-21%
Ballet	4.2%	4.7%	3.9%	2.9%	-26%	-31%

- Smaller percentages of adults attended performing arts events than in previous years.
- Opera and jazz participation significantly decreased for the first time, with attendance rates falling below what they were in 1982.
- Classical music attendance continued to decline – at a 29% rate since 1982 – with the steepest drop occurring from 2002 to 2008
- Only musical plays saw no statistically significant change in attendance since 2002. These remain highly popular, with almost 17% of the U.S. adult population attending musical plays. This is a similar rate of participation to the national participation rate for aerobics (15.5%)

*Table 25: Percentage of U.S. Adult Population Attending Art Museums, Parks, and Festivals: 1982-2008*

					Rate of Change	
	1982	1992	2002	2008	2002-2008	1982-2008
Art Museums/Galleries	22.1%	26.7%	26.5%	22.7%	-14%	+3%
Parks/Historical Buildings	37.0%	34.5%	31.6%	24.9%	-21%	-33%
Craft/Visual Arts	39.0%	40.7%	33.4%	24.5%	-27%	-37%

<sup>14</sup> National Endowment for the Arts, *Arts Participation 2008 Highlights from a National Survey*.

Festivals						
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- Attendance for the most popular types of arts events – such as museums and craft fairs – also declined.
- A quarter of the U.S. adult population visits historical buildings and parks or attends craft/visual arts festivals. More than a quarter visits museums and art galleries. This is higher than the national participation rate for exercising with equipment (19.3%), though lower than the highest participation recreation activity (exercise walking at 36.6%).
- After topping 26% in 1992 and 2002, the art museum attendance rate returned to a level similar to 1982. Over time, art museum/gallery attendance has varied but the long term trend is stable.
- In contrast, the proportion of the U.S. adults touring parks or historical buildings has diminished by one-third since 1982 and the attendance at craft/visual areas festivals has also declined. Nonetheless, the overall participation rate for these two activities is slightly higher than for museum/gallery visiting.

*Table 26: Median Age of Arts Attendees: 1982-2008*

					Rate of Change	
	1982	1992	2002	2008	2002-2008	1982-2008
U.S. Adults, Average	39	41	43	45	+2	+6
Jazz	29	37	43	46	+4	+17
Classical Music	40	44	47	49	+2	+9
Opera	43	44	47	48	+1	+5
Musicals	39	42	44	45	+1	+6
Non-Musical Plays	39	42	44	47	+3	+8
Ballet	37	40	44	46	+2	+9
Art Museums	36	39	44	43	-1	+7

- Long-term trends suggest fundamental shifts in the relationship between age and arts attendance.
- Performing arts attendees are increasingly older than the average U.S. adult.
- Jazz concert-goers are no longer the youngest group of arts participants.
- Since 1982, young adult (18-24-year-old) attendance rates have declined significantly for jazz, classical music, ballet, and non-musical plays.
- From 2002 to 2008, however, 45-54-year-olds – historically a significant component of arts audiences – showed the steepest declines in attendance for most arts events.

*Table 27: Percentage of U.S. Adult Population Performing or Creating Art: 1992-2008*

				Rate of Change	
	1992	2002	2008	2002-2008	1982-2008
<b>Performing:</b>					
Jazz	1.7%	1.3%	1.3%	+0.0%	-0.4%
Classical Music	4.2%	1.8%	3.0%	+1.2%	-1.2%
Opera	1.1%	0.7%	0.4%	-0.3%	-0.7%
Choir/Chorus	6.3%	4.8%	5.2%	+0.4%	-1.1%

Musical Plays	3.8%	2.4%	0.9%	-1.5%	-2.9%
Non-Musical Plays	1.6%	1.4%	0.8%	-0.6%	-0.8%
Dance	8.1%	4.3%	2.1%	-2.2%	-6.0%
Making:					
Painting/Drawing	9.6%	8.6%	9.0%	+0.4%	-0.6%
Pottery/Ceramics	8.4%	6.9%	6.0%	-0.9%	-2.4%
Weaving/Sewing	24.8%	16.0%	13.1%	-2.9%	-11.7%
Photography	11.6%	11.5%	14.7%	+3.2%	+3.1%
Creative Writing	7.4%	7.0%	6.9%	-0.1%	-0.5%

- “Performing” activities have lower participation rates than “making” activities. Each “performing” activity represents a very small niche of the population. The “making” activities have participation rates more comparable with many sports activities. For example, the U.S. participation rate for yoga is 10% and for basketball is 8%, comparable to 9% participating in painting/drawing and 13% participating in weaving/sewing.
- The rate of participation over time for several activities has been stable (performing jazz, painting/drawing and creative writing).
- Of all the activities, only photography increased from 1992 to 2008 – reflecting, perhaps, greater access through digital media.
- The proportion of U.S. adults doing creative writing has hovered around 7.0 percent.
- The rate of classical music performance slipped from 1992 to 2002 then grew over the next six years.
- The adult participation rate for weaving or sewing was almost twice as great in 1992 as in 2008. Nonetheless, this activity remains one of the most popular forms of art creation.

*Table 28: Percentage of U.S. Adult Population Viewing or Listening to Art Broadcasts or Recordings, 2008 (online media included)*

	Percentage	Millions of Adults
Jazz	14.2%	31.9
Classical Music	17.8%	40.0
Latin or Salsa Music	14.9%	33.5
Opera	4.9%	11.0
Musical Plays	7.9%	17.8
Non-Musical Plays	6.8%	15.3
Dance	8.0%	18.0
Programs about the visual arts	15.0%	33.7
Programs about books/writers	15.0%	33.7

- As in previous years, more Americans view or listen to broadcasts and recordings of arts events than attend them live.
- The sole exception is live theater, which still attracts more adults than broadcasts or recordings of plays or musicals (online media included).
- Classical music broadcasts or recordings attract the greatest number of adult listeners, followed by Latin or salsa music.
- 33.7 million Americans listened to or watched programs or recordings about books.

## 8. MARKET CONCLUSIONS

Based on the data and evaluations conducted as part of the Market Analysis, we make the following conclusions.

### Demographic Conclusions

- Shoreline's household size is lower and median age and income are higher than the State of Washington, the same pattern as in the secondary market service area.
- The Recreation Spending Potential Index is high.
- However, there are variances across the city. Younger, more diverse populations reside along the center of Shoreline. Discretionary income and spending potential is less in these areas.
- Shoreline is very diverse, and its Asian/Pacific Islander population is large compared to the region.
- The planned light rail stations will have an impact on demographics, and will significantly increase the population. This will not occur until 2023 or later, after the stations open.
- Tapestry segmentation of the primary and secondary market service areas indicates several potential programming and facility considerations for Shoreline
  - Focus on health and health-related programming and/or the health benefits of existing programs, of particular appeal to the City Lights, Golden Years, Bright Young Professionals segments
  - Continued focus on sports/fitness programming for on adults and seniors
  - Arts and culture programming to respond to the older adult segments, especially Golden Years. This should include literary arts to appeal to the In Style segment.
  - Programming and facilities that encourage social interaction for older adults and seniors, especially single householders (In Style, Golden Years, Exurbanites, Pleasantville)
  - More active older adult programming to respond to the segments.

### Recreation and Aquatic Center Market Considerations

- The private sector hopes to capture between 10% and 15% of a market area (generally in a 3 to 5-mile radius of the club) while the public sector facilities target a market of 20% to 30% of an area within a 10 to 15-minute driving distance. Non-profits will have a market draw that is somewhere between the two. These differences are directly related to the business practices of the three types of entities.
- Private facilities are generally a membership based operation where revenues are almost exclusively derived from membership revenues and from program and service expenditures generated from these same individuals. As such, it is relatively easy to project market dynamics (distance, eligible households, etc.) for this type of facility.
- The non-profit sector (YMCAs) takes the market a bit further. While still being largely membership based, they often have some limited daily admissions and actively pursue program only members. Program and service options also extend well beyond the sports and fitness area



to include child care and even cultural arts and social programs. This expands the market for recreation services to the 15% to 20% range.

- Public facilities on the other hand generally have readily accessible daily admissions, some form of extended passes and annual passes. In addition, there are usually a large number of programs (again in areas beyond sports and fitness) that can be accessed without an annual pass and also a number of community functions and activities where no fee may be collected at all.
- Most community recreation centers operate on an ala carte system which greatly expands the market to a broader spectrum of users based on age, income and travel time. As a result, the 20% to 30% market penetration rate is obtainable and the geographic area served is generally much larger. It is not inconceivable that over the course of a year's time over 50% of a community's population will have come to a community recreation center for some use, function or activity. However, due to the variety of program and service options offered by the public sector, fewer annual passes are generally sold than private or non-profit facilities. On the other side, it is relatively common to have individuals and families who have memberships at private or non-profit facilities to access public centers for certain services that are either not offered by the others or are not providing them in a manner that meets their needs.
- The market realities put public and private facilities at the opposite end of the market spectrum with the non-profits in the middle but closer to the public market.
- The ability of a fitness, sports or recreation facility to capture a market share is based in large part on the amenities that are included in a center, the variety of amenities available, the size of the facility and the fees that are going to be charged.

### Effect on Existing Shoreline Facilities

- The Spartan Recreation Center and the Shoreline Pool each have a multigenerational focus as well as an emphasis on serving families. This multigenerational focus is the right direction for Shoreline, given its demographics and market segments.
- Spartan Recreation Center and the Shoreline Pool will both need to be replaced in the coming years due not only to age and relevance, but also because they are part of the Shoreline Center which will likely be redeveloped as part of the light rail station at 185th Street. Since each of these facilities has existed for some time in the market, their market position has already been well established.
- A new recreation and aquatic center should replace both the Shoreline Pool and the Spartan Recreation Center. The two facilities should be phased out/closed once a new facility is operational.
- Both the Shoreline Pool and Spartan Recreation Center perform well. The market each of these facilities serves will be transferred to the new recreation and aquatic center. Therefore, the new center should also be sized and designed to accommodate more than what is currently supported at the existing facilities to serve market demand that exists or is projected to exist in the future.
- The Richmond Highlands Recreation Center should be retained, and should continue to be focused on the niche populations of teens and special populations to meet their specific needs.

## Other Public and Non-Profit Providers

- The major providers that match up with a comprehensive public recreation center from an operational philosophy and amenities standpoint are the YMCA and the other public recreation centers. These facilities are the greatest “competition” for any new recreation center in Shoreline.
- The Lynnwood Recreation Center, which is the flagship of these facilities and most similar to what Shoreline would likely build, is the furthest distance from Shoreline and is often overcrowded. This indicates market potential for a similar facility.
- The Dale Turner YMCA is full-service and new, with a membership model. As noted, the YMCA has a more aggressive fee structure. Shoreline should structure its recreation center building program to support a greater range of activities than the Y's family/youth health and fitness focus. Shoreline should also set its pricing and business model to allow for broader community attendance.

## Potential Effect on Private Providers

- While there are a number of private health clubs in the area that provide fitness and sports amenities, these facilities serve very different market needs than a public center.
- Of the private providers, two are full-service health clubs and the rest are niche-focused. Private clubs typically serve a very different market from public recreation centers and typically do not compete for the same users. Based on B\*K's experience, it is conservatively estimated that well over 50% of the users of a public facility will have never been to a private club and would have no interest in joining such a facility.
- The large number of dance studios, gymnastics clubs, and yoga/Pilates studios in the area provide specialized programs. There is a strong trend nationally in the development of small boutique or specialty type fitness studios. These facilities have eroded some of the market for the larger more comprehensive private fitness centers in many communities but have had less impact on public centers. This is due to the differences in the market segments that are served by these types of facilities.
- For the population in the area, there is a relatively small number of private facilities compared to typical communities. As a result, their impact on the market is much less.

## Market-Based Considerations for the Recreation Center Building Program

B\*K concludes there is a solid market for a new City of Shoreline recreation and aquatic center, particularly so with the assumption that Spartan Recreation Center and Shoreline Pool will be phased out. The building program for a new center should meet the following objectives:

- Provide a comprehensive community recreation center with multigenerational appeal that includes recreation, aquatic, and senior elements.
- Replicate the indoor recreation amenities that currently exist at Spartan Recreation Center, Shoreline Pool, and the Shoreline Lake Forest Park Senior Center.
- Provide more emphasis on fitness and wellness, but design for the flexibility to serve other recreational pursuits.

- Include an aquatic center that can meet competitive and recreational swimming needs in two bodies of water with different temperatures and depths.
- Appeal to the more active senior population, while retaining the interest of the market currently served by the Shoreline Lake Forest Park Senior Center.
- Include social spaces that encourage social interaction.
- Support arts and culture by providing flexible spaces that can be used for photography, drawing, painting and other types of classes. Specialized arts-specific spaces are not anticipated, though gallery space may be incorporated into hallways or social spaces.

## Sources of Information:

- Environmental Systems Research Institute (ESRI) demographic data and Tapestry™ segmentation
- State of Washington – Populations of Cities, Towns and Counties: April 1, 2010 to April 1, 2015
- Puget Sound Regional Council – 2015 Land Use Vision 2040
- Shoreline School District - 2015 Enrollment Projections Study, William L. (Les) Kendrick Ph.D.
- 145th St. Station Subarea Plan – 2015, Otak
- 185th St. Station Subarea Plan – 2014, Otak
- National Sporting Goods Association (NSGA) – Sports Participation in 2015
- National Endowment for the Arts (NEA) – Survey of Participation in the Arts in 2008
- Comprehensive Profile of Shoreline – 2011, Weis

## APPENDIX: NSGA SPORTS PARTICIPATION DATA

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 Market 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 2015 and the report was issued in May of 2016. Because the sample size is large, the NSGA data allows B\*K to process the data and explore participation rates by population subgroups, and apply the findings to Shoreline’s demographic profile.

The methodology B\*K uses is as follows:

- B\*K identifies four figures: participation rate by age (based on Shoreline’s age profile), participation rate by Income (based on Shoreline’s income level), regional participation rate, and national participation rate.
- Those four percentages are then averaged together to create a unique participation percentage for the Shoreline market area.
- This participation percentage is then applied to the population of the City of Shoreline to gauge the market potential for various activities within the primary market service area.

*Table A.1 – Indoor Recreation Activity Participation Rates for the City of Shoreline*

	Age	Income	Region	Nation	Average
Billiards/Pool	7.1%	8.3%	5.5%	7.4%	7.1%
Boxing	1.1%	1.3%	1.3%	1.2%	1.2%
Exercise w/ Equipment	19.2%	21.5%	19.6%	19.3%	19.9%
Gymnastics	1.7%	2.4%	2.1%	2.0%	2.0%
Hockey (ice)	1.0%	1.3%	0.9%	1.1%	1.1%
Ice/Figure Skating	2.3%	2.9%	3.3%	2.6%	2.8%
Martial Arts/MMA	2.0%	2.8%	2.4%	2.3%	2.4%
Pilates	0.3%	1.9%	2.2%	1.9%	1.6%
Table Tennis/Ping Pong	3.3%	3.7%	3.6%	3.6%	3.6%
Weight Lifting	10.4%	12.8%	12.5%	12.0%	11.9%
Workout @ Clubs	12.3%	13.0%	14.4%	12.6%	13.1%
Wrestling	0.9%	1.1%	1.5%	1.0%	1.1%
Yoga	10.1%	10.9%	12.7%	10.6%	11.1%

*Age: Participation based on individuals ages 7 & Up of the City of Shoreline.*

*Income: Participation based on the 2013 estimated median household income in the City of Shoreline.*

*Region: Participation based on regional statistics (Pacific).*

*National: Participation based on national statistics.*

*Average: Average of the four columns.*

Table A.2: Outdoor Recreation Activity Participation Rates for the City of Shoreline

	Age	Income	Region	Nation	Average
Baseball	3.5%	4.5%	4.2%	4.1%	4.1%
Bicycle Riding	11.6%	14.3%	12.9%	12.4%	12.8%
Canoeing	2.4%	2.6%	1.6%	2.5%	2.3%
Football (tackle)	2.2%	3.3%	2.5%	2.7%	2.7%
Golf	6.4%	7.2%	5.5%	6.4%	6.4%
Hiking	14.0%	15.4%	19.7%	14.4%	15.9%
Kayaking	3.1%	3.0%	3.2%	3.2%	3.1%
Lacrosse	0.8%	0.7%	0.9%	1.0%	0.9%
Mtn-Biking (off-road)	1.8%	1.8%	2.8%	1.9%	2.1%
Soccer	4.0%	5.5%	5.8%	4.9%	5.0%
Softball	3.0%	4.7%	3.0%	3.4%	3.5%
Tennis	4.1%	4.7%	5.4%	4.4%	4.7%

Age: Participation based on individuals ages 7 & Up of the City of Shoreline.

Income: Participation based on the 2013 estimated median household income in the City of Shoreline.

Region: Participation based on regional statistics (Pacific).

National: Participation based on national statistics.

Average: Average of the four columns.

Table A.3: Indoor/Outdoor Recreation Activity Participation Rates for the City of Shoreline

	Age	Income	Region	Nation	Average
Aerobic	15.2%	16.6%	16.8%	15.5%	16.0%
Basketball	7.5%	10.1%	8.5%	8.5%	8.6%
Cheerleading	1.0%	1.8%	0.9%	1.3%	1.3%
Exercise Walking	37.7%	38.8%	36.1%	36.6%	37.3%
Running/Jogging	14.2%	16.7%	16.0%	15.3%	15.5%
Swimming	15.1%	17.6%	15.6%	15.9%	16.0%
Volleyball	3.2%	4.7%	3.7%	3.7%	3.8%

Age: Participation based on individuals ages 7 & Up of the City of Shoreline.

Income: Participation based on the 2013 estimated median household income in the City of Shoreline.

Region: Participation based on regional statistics (Pacific).

National: Participation based on national statistics.

Average: Average of the four columns.

Table A.4:

	Age	Income	Region	Nation	Average
Did Not Participate	22.8%	21.6%	18.1%	22.1%	21.1%

Note: "Did Not Participate" refers to all 55 activities tracked by the NSGA.

### Anticipated Participation Numbers by Activity

Utilizing the average percentage from Tables A.1-A.4 and the 2010 census information and census estimates for 2015 and 2020 (over age 7), B\*K projected participation rates in recreation activities specifically for Shoreline.

*Table A.5: Recreation Activity Participation Rates for the City of Shoreline*

Indoor	Shoreline Participation	2010 Population	2015 Population	2020 Population	Difference
Billiards/Pool	7.1%	3,493	3,674	3,925	432
Boxing	1.2%	606	638	681	75
Exercise w/ Equipment	19.9%	9,817	10,326	11,032	1,215
Gymnastics	2.0%	1,005	1,057	1,130	124
Hockey (ice)	1.1%	534	562	600	66
Ice/Figure Skating	2.8%	1,363	1,434	1,532	169
Martial Arts/MMA	2.4%	1,171	1,231	1,316	145
Pilates	1.6%	779	819	875	96
Table Tennis/Ping Pong	3.6%	1,752	1,843	1,969	217
Weight Lifting	11.9%	5,877	6,182	6,605	728
Workout @ Clubs	13.1%	6,453	6,788	7,252	799
Wrestling	1.1%	556	585	625	69
Yoga	11.1%	5,467	5,750	6,143	677

Outdoor	Shoreline Participation	2010 Population	2015 Population	2020 Population	Difference
Baseball	4.1%	2,011	2,115	2,260	249
Bicycle Riding	12.8%	6,316	6,644	7,098	782
Canoeing	2.3%	1,123	1,181	1,262	139
Football (tackle)	2.7%	1,323	1,392	1,487	164
Golf	6.4%	3,149	3,312	3,539	390
Hiking	15.9%	7,822	8,228	8,791	968
Kayaking	3.1%	1,538	1,618	1,728	190
Lacrosse	0.9%	425	447	477	53
Mtn-Biking (off-road)	2.1%	1,029	1,082	1,156	127
Soccer	5.0%	2,487	2,616	2,795	308
Softball	3.5%	1,738	1,828	1,953	215
Tennis	4.7%	2,295	2,414	2,579	284

Indoor/Outdoor	Shoreline	2010	2015	2020	Difference
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	Participation	Population	Population	Population	
Aerobic	16.0%	7,905	8,315	8,884	979
Basketball	8.6%	4,262	4,483	4,790	528
Cheerleading	1.3%	621	653	698	77
Exercise Walking	37.3%	18,398	19,351	20,676	2,278
Running/Jogging	15.5%	7,664	8,062	8,613	949
Swimming	16.0%	7,912	8,322	8,892	980
Volleyball	3.8%	1,887	1,985	2,121	234

	Shoreline Participation	2010 Population	2015 Population	2020 Population	Difference
Did Not Participate	21.1%	10,425	10,966	11,716	1,291

*Note: These figures do not necessarily translate into attendance figures for various activities or programs. The “Did Not Participate” statistics refers to all 55 activities outlined in the NSGA 2015 Survey Instrument.*



## Participation by Ethnicity and Race

The table below compares the overall rate of participation nationally with the rate for Hispanic/Latino and African American populations. Data was not collected on participation by Asian Americans to allow comparisons.

*Table A.6: Comparison of National, African American and Hispanic Participation Rates*

Indoor Activity	City of Shoreline	National Participation	African American Participation	Hispanic/Latino Participation
Aerobic	16.0%	15.5%	12.0%	15.4%
Baseball	4.1%	4.1%	2.3%	4.8%
Basketball	8.6%	8.5%	11.9%	7.2%
Bicycle Riding	12.8%	12.4%	6.7%	12.6%
Billiards/Pool	7.1%	7.4%	4.9%	7.6%
Boxing	1.2%	1.2%	1.7%	2.7%
Canoeing	2.3%	2.5%	0.8%	1.8%
Cheerleading	1.3%	1.3%	1.4%	1.2%
Exercise Walking	37.3%	36.6%	23.6%	30.3%
Exercise w/ Equipment	19.9%	19.3%	12.2%	16.1%
Football (tackle)	2.7%	2.7%	4.0%	3.5%
Golf	6.4%	6.4%	1.2%	5.0%
Gymnastics	2.0%	2.0%	3.4%	2.4%
Hiking	15.9%	14.4%	2.8%	15.3%
Hockey (ice)	1.1%	1.1%	0.6%	0.8%
Ice/Figure Skating	2.8%	2.6%	1.4%	3.1%
Kayaking	3.1%	3.2%	0.6%	2.4%
Lacrosse	0.9%	1.0%	1.1%	1.1%
Martial Arts/MMA	2.4%	2.3%	1.7%	2.2%
Mtn. Biking (off-road)	2.1%	1.9%	0.9%	2.4%
Pilates	1.6%	1.9%	2.0%	2.5%
Running/Jogging	15.5%	15.3%	10.3%	16.9%
Soccer	5.0%	4.9%	2.4%	6.3%
Softball	3.5%	3.4%	2.8%	3.4%
Swimming	16.0%	15.9%	5.9%	12.0%
Table Tennis/Ping Pong	3.6%	3.6%	2.2%	3.1%
Tennis	4.7%	4.4%	3.1%	4.1%
Volleyball	3.8%	3.7%	3.3%	3.4%
Weight Lifting	11.9%	12.0%	8.2%	12.3%
Workout @ Club	13.1%	12.6%	9.0%	12.0%
Wrestling	1.1%	1.0%	1.0%	1.9%
Yoga	11.1%	10.6%	6.5%	10.3%
Did Not Participate	21.1%	22.1%	28.0%	24.3%

*Primary Service Part: The unique participation percentage developed for the City of Shoreline.*

*National Rate: The national percentage of individuals who participate in the given activity.*

*African American Rate: The percentage of African-Americans who participate in the given activity.*

*Hispanic Rate: The percentage of Hispanics who participate in the given activity.*

## Participation by Age Group

Within the NSGA survey, participation is broken down by age groups. B\*K analyzed the data to identify the top three age groups participating in the activities. "Largest" denotes the age group with the highest rate of participation for an activity, and the second and third largest are the age groups with the second and third highest participation rates.

*Table A.7: Participation by Age Group*

Activity	Largest	Second Largest	Third Largest
Exercise Walking	55-64	65-74	45-54
Exercise w/ Equipment	18-24	25-34	35-44
Swimming	7-11	12-18	35-44
Aerobic Exercising	25-34	35-44	18-24
Running/Jogging	18-24	12-17	25-34
Hiking	25-34	35-44	45-54
Workout @ Club	18-24	25-34	35-44
Bicycle Riding	7-11	12-17	45-54
Weight Lifting	18-24	25-34	35-44
Yoga	25-34	18-24	35-44
Basketball	7-11	12-17	18-24
Billiards/Pool	35-44	25-34	18-24
Golf	65-75	55-64	45-54
Soccer	7-11	12-17	18-24
Tennis	12-17	25-34	7-11
Baseball	7-11	12-17	25-34
Volleyball	12-17	7-11	18-24
Table Tennis/Ping Pong	7-11	18-24	12-17
Softball	12-17	7-11	35-44
Kayaking	25-34	35-44	18-24
Football (tackle)	12-17	7-11	18-24
Ice/Figure Skating	7-11	12-17	18-24
Canoeing	7-11	12-17	25-34
Martial Arts/MMA	7-11	12-17	25-34
Gymnastics	7-11	12-17	25-34
Mtn. Biking (off-road)	25-34	35-44	12-17
Pilates	25-34	35-44	18-24
Cheerleading	7-11	12-17	18-24
Boxing	25-34	18-24	12-17
Hockey (ice)	12-17	7-11	18-24
Wrestling	12-17	7-11	18-24
Lacrosse	12-17	7-11	18-24

Did Not Participate	75+	55-64	65-74
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## APPENDIX B- OPERATIONAL ANALYSIS

### Operational Plan Assumptions:

- This is a preliminary operations analysis based on a basic program and massing diagram for the Aquatic-Community Center.
- This operations analysis includes full anticipated expenses and revenues for the center. Budget categories are based on current actual budget line item accounts and include only items that are currently accounted for in either the Aquatics or General Programs budgets.

The existing Administration, Facilities/Rentals, Teen & Youth Development, and Cultural Services budgets have not been included in the new center budget.

- A conservative approach to estimating expenses and revenues has been undertaken.
- Since the planned development of the center is projected to be 5 years or more away, **operating expenses and revenues are based on 2017 numbers.**
- Revenues are based on a new fee structure (see below).
- There will not be any manned food service operation.
- Senior services will be provided by the existing senior center staff and have not been included in this budget as a result.
- This plan is based on the 2<sup>nd</sup> year of operation and the first true benchmark year will be year 3.
- Operating a larger, more expensive facility is estimated to result in a net loss to the General Fund of \$80,000 due to the shift in the burden of covering General Fund overhead (e.g., internal services costs, such as payroll, accounts payable, purchasing, etc. shared by certain funds).
- The projected operating hours of the center will be:

Day(s)	Time
Monday-Friday	5:00am-9:00pm

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Saturday	7:00am-7:00pm
Sunday	Noon-7:00pm
Total Hours	99

- The fee structure is presented in a range noting that the center will not be developed for at least 5 years:

Category	Daily		3 Month		Annual Pass – single payment		Annual Pass – monthly payment <sup>3</sup>	
	Fee Range		Fee Range		Fee Range		Fee Range	
Adults	\$7.00	\$9.00	\$178	\$222	\$475	\$595	\$516	\$636
Youth (3-17)	\$6.00	\$8.00	\$112	\$140	\$300	\$375	\$336	\$408
Senior (60+)	\$6.00	\$8.00	\$112	\$140	\$300	\$375	\$336	\$408
Family <sup>4</sup>	N/A	N/A	\$337	\$421	\$900	\$1,125	\$936	\$1,164

Note: Non-resident fees have not been shown but the rates are expected to be approximately 25% higher than the resident rates. Rates include use of all open areas of the center on a drop-in basis and participation in basic land and water based fitness classes.

Fitness: \$8-\$9/class

<sup>3</sup> Does not represent a separate form of payment but the cost of an annual pass on a month to month contract with electronic funds transfer. \$3 has been added to each monthly calculation.

<sup>4</sup> Includes 2 adults and all youth under 21 living in the same home.

## Shoreline Aquatic/Community Center - 82,500 SF

### Operational Budget Summary (Based on 2017 dollars)

Category	New Center	
Expenses	\$	3,594,828
Revenues	\$	2,634,065
Difference		(960,763)
Recovery %		75%

2017 Existing Budget	Aquatics		General Recreation		Total
Expenses	\$	988,161	\$	1,235,275	\$ 2,223,436
Revenues	\$	377,750	\$	588,764	\$ 966,514
Difference	\$	(610,411)	\$	(646,511)	\$ (1,256,922)

Budget Comparisons	New Center		Existing Total		Difference
Expenses	\$	3,594,828	\$	2,223,436	\$ 1,371,392
Revenues	\$	2,634,065	\$	966,514	\$ 1,667,551
Difference	\$	(960,763)	\$	(1,256,922)	\$ 296,159

Note: General Recreation does not include Specialized Recreation and Offsite Day Camps expenses (\$127,000) or revenues (\$209,000).

Operating a larger, more expensive facility is estimated to result in a net loss to the General Fund of \$80,000 due to the shift in the burden of covering General Fund overhead – those costs are included in the estimated expenses.

(e.g., internal services costs, such as payroll, accounts payable, purchasing, etc. shared by certain funds)

## Shoreline Aquatic/Community Center - Operating Expenses (Based on 2017 dollars)

<u>Category</u>	<u>Facility</u>
<u>Personnel (Includes Benefits)</u>	
Regular (Benefited)	1,488,200
Extra Help (Non-Benefited)	917,570
Total	\$ 2,405,770
 <u>Supplies</u>	
Office supplies	10,000
Operating Supplies (pool chemicals included)	60,000
Program Supplies	50,000
Supplies for Resale	10,000
Small Tools/Minor Equipment	12,000
Software/Upgrades/Licenses	4,000
Total	\$ 146,000
 <u>Other Services &amp; Charges</u>	
Professional Services (contract Instructors/center only)	107,808
Janitorial Service (70,000 SF x \$4.325 SF)	303,000
Credit Card Fees	45,000
Advertising (program & facility promotion)	20,000
Telephone	500
Postage/Courier	500
Travel	5,000
Mileage Reimbursement	1,000
Taxes & Operating Assessment	20,000
Operating Rentals & Lease	2,000
Utility-Electricity (\$1.75 a SF)	144,375

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Utility-Water	45,000
Utility-Gas (\$1.75 a SF)	144,375
Utility-Sewer	55,000
Garbage/Solid Waste	-
Repairs & Maintenance	5,000
Dues Subscriptions	2,000
Printing & Binding	2,000
Registration/Training/Admission	4,500
Misc. Expenses	3,000
Total	<u>\$ 910,058</u>
 <u>Intergovernmental Interfund Services</u>	
Intergovernmental Professional Services	83,000
Total	<u>\$ 83,000.00</u>
 <u>Capital Outlay</u>	
Machinery & Equipment (fitness equip/etc.)	50,000
Total	<u>\$ 50,000</u>
 <b>Grand Total</b>	 <b>\$ 3,594,828</b>

Expenses that are not included are property and liability insurance



### Shoreline Aquatic/Community Center - Operating Revenues (Based on 2017 dollars)

<b>Category</b>	<b>Facility</b>
<u>Fees</u>	
Daily Admissions	172,125
3 Month	175,020
Month to Month	890,415
Annuals	461,912
Corporate/Group	30,000
Aquatic Rentals	71,326
General Rentals	110,553
Total	\$ 1,911,351
<u>Programs</u>	
Aquatics	276,468
General	401,247
Total	\$ 677,715
<u>Other</u>	
Resale items	15,000
Concessions	-
Special events	-
Vending	20,000
Babysitting	10,000
Total	\$ 45,000
<b><u>Grand Total</u></b>	<b>\$ 2,634,065</b>

## Shoreline Aquatic/Community Center - Full-Time Staff

Full Time Staff	Salary	Positions	Total
<b>Recreation</b>			
Facility Manager	\$84,000	1	\$84,000
PRCS Supervisor II - Recreation	\$80,000	1	\$80,000
PRCS Supervisor I - Recreation	\$72,500	1	\$72,500
PRCS Rental & Systems Coord.	\$65,500	1	\$65,500
Recreation Specialist II	\$59,500	3	\$178,500
Administrative Assistant II	\$55,000	1	\$55,000
Administrative Assistant I	\$50,000	2.7	\$135,000
<b>Aquatics</b>			
PRCS Supervisor II - Aquatics	\$80,000	1	\$80,000
Recreation Specialist III	\$65,500	1	\$65,500
Senior Lifeguard	\$46,500	4	\$186,000
<b>Facilities Division</b>			
Facilities Maintenance Worker II	\$61,000	1	\$61,000
Positions		17.7	
Salaries			\$1,063,000
Benefits	40.00%		\$425,200
Total Full-Time Staff			\$1,488,200

Note: Does not contain Youth, Cultural Services, and Teen Development Staff

**Shoreline Aquatic/Community Center - Extra Help Staff**

<b>Extra Help</b>	<b>Rate</b>	<b>Hours</b>	<b>Weeks</b>	<b>Total</b>
Front Desk Attend	\$ 14.34	113.0	52	\$ 84,261.84
Gymnasium Attendant	\$ 11.50	14.0	26	\$ 4,186.00
Weight Room Attendant	\$ 14.34	99.0	52	\$ 73,822.32
Building Monitor	\$ 11.50	59.0	52	\$ 35,282.00
Child Care Attendant	\$ 11.50	123.0	52	\$ 73,554.00
Indoor Playground Attend	\$ 11.50	15.0	26	\$ 4,485.00
<i>Aquatics</i>				
Lifeguard	\$ 14.34	556	52	\$ 414,454.68
Total				\$ 690,046
Aquatics				\$ 74,365.00
General				\$ 69,744.00
Total				\$ 834,155
Benefits	10.0%			\$ 83,415
Total				\$ 917,570

Note: It is expected that the minimum wage in Washington will be \$15 an hr by 2020.

**Shoreline Aquatic/Community Center - Admission Revenue Worksheet**

Daily Fees	Fees	Number	Revenue
Adult	\$7	30	\$210
Youth	\$6	20	\$120
Senior	\$6	20	\$120
Family			\$0
Total		70	\$450
			x 360 days/year
Grand Total			\$162,000
	% of users	% of fee increase	
Non. Res.	25%	25%	\$10,125
Adjusted Total			\$172,125

3 Month	Fees	Number	Revenue
Adult	\$178	200	\$35,600
Youth	\$112	50	\$5,600
Senior	\$112	125	\$14,000
Family	\$337	325	\$109,525
Total		700	\$164,725
	% of users	% of fee increase	
Non. Res.	25%	25%	\$10,295
Adjusted Total			\$175,020

Month to Month	Fees	Number	Revenue	Months	Total Revenue
Adult	\$43	388	\$16,683	12	\$200,198
Youth	\$28	13	\$362	12	\$4,345
Senior	\$28	181	\$5,070	12	\$60,835
Household	\$78	711	\$55,481	12	\$665,774
		1,293			
Total		1293	\$77,596		\$931,153
	% of users	% of fee increase			
Non. Res.	25%	25%			\$ 58,197
Sub-Total					\$ 989,350
Loss	10%		\$0		\$98,935
Adjusted Total					\$890,415

Shoreline’s Plan for Parks, Recreation & Cultural Services 2017-2022

Annual Passes	Fees	Number	Revenue
Adult	\$475	191	\$90,770
Youth	\$300	6	\$1,911
Senior	\$300	89	\$26,753
Family	\$900	350	\$315,306
		637	
Total		637	\$434,741
	% of users	% of fee increase	
Non. Res.	25%	25%	\$27,171
Adjusted Total			\$461,912

Other	Fees	Number	Days/wk	Weeks	Revenue
Indoor Playground	\$4.00	50	3	30	\$18,000
Pickleball	\$4.00	30	5	30	\$18,000
Total					\$36,000
	% of users	% of fee increase			
Non. Res.	20%	25%			\$1,800
Adjusted Total					\$37,800.00

Revenue Summary	
Daily	\$172,125
3 Month	\$175,020
Month to Month	\$890,415
Annual Passes	\$461,912
Other	\$37,800
Total	\$1,737,272

Passes
1293
637
1930

Annual Passes equal 6% of the households (2020) in Shoreline (24,168) 1,450  
 Plus 1% of the households in the Secondary Service Area (48,017) 480

The annual passes have been divided with 2/3 being month to month and 1/3 pre-paid annual passes

**Shoreline Aquatic/Community Center - Representative General Programs**

**Program Calculations - Expenses**

<b>Birthday Parties</b>	<b>Rate/Class</b>	<b>Classes/Week</b>	<b>Number of Hours</b>	<b>Weeks</b>	<b>Total</b>
Parties	\$ 10.50	12	2	52	\$ 13,104
<b>Total</b>					<b>\$ 13,104</b>

<b>General Recreation Classes</b>	<b>Rate/Class</b>	<b>Classes/Week</b>	<b>Number of Staff</b>	<b>Weeks</b>	<b>Total</b>
Arts & Crafts Classes	\$ 15.00	6	1	36	\$ 3,240
Adult Classes	\$ 15.00	12	1	36	\$ 6,480
Pre-school/Youth Classes	\$ 15.00	18	1	36	\$ 9,720
Summer/Break Day Camp					
Supervisor	\$ 14.00	40	1	12	\$ 6,720
Leader	\$ 12.50	40	4	12	\$ 24,000
Misc. Classes	\$ 15.00	12	1	36	\$ 6,480
<b>Total</b>					<b>\$ 56,640</b>

<b>Grand Total</b>					<b>\$ 69,744</b>
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**Contract Programs**

<b>Adult Leagues</b>	<b>Position</b>	<b>Staff</b>	<b>Rate/Game</b>	<b>Game/Wk</b>	<b>Weeks</b>	<b>Total</b>
Basketball	Official	2	\$20.00	6	16	\$ 3,840
-	Scorer	1	\$10.50	6	16	\$ 1,008
Volleyball	Official	1	\$15.00	6	16	\$ 1,440
-						

## Attachment A

### Shoreline's Plan for Parks, Recreation & Cultural Services 2017-2022

Total	\$ 6,288
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Youth Sports Camps	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	\$20.00	3	16	\$ 1,920
Volleyball	Coaches	2	\$20.00	3	16	\$ 1,920
Other	Coaches	2	\$20.00	3	16	\$ 1,920
-						\$ -
<b>Total</b>						<b>\$ 5,760</b>

Youth Sports Clinics	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	3	\$20.00	3	4	\$ 720
Volleyball	Coaches	3	\$20.00	3	4	\$ 720
Other	Coaches	3	\$20.00	3	4	\$ 720
-						\$ -
<b>Total</b>						<b>\$ 2,160</b>

Fitness	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Group Fitness Classes	\$ 25.00	46	1	52	\$ 59,800
Personal Training	\$ 25.00	20	1	52	\$ 26,000
Small Group Training	\$ 25.00	6	1	52	\$ 7,800
<b>Total</b>					<b>\$ 93,600</b>

<b>Grand Total</b>	<b>\$ 107,808</b>
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## Program Calculations - Revenues

<b>Adult Leagues</b>	<b>Teams</b>	<b>Fee</b>	<b>Seasons</b>	<b>Total</b>
Basketball	12	\$ 500	2	\$ 12,000
Volleyball	12	\$ 300	2	\$ 7,200
<b>Total</b>				<b>\$ 19,200</b>

<b>Youth Sports Camps</b>	<b>Participants</b>	<b>Fee</b>	<b>Seasons</b>	<b>Total</b>
Basketball	20	\$ 115	3	\$ 6,900
Volleyball	20	\$ 115	3	\$ 6,900
Other	20	\$ 115	3	\$ 6,900
<b>Total</b>				<b>\$ 20,700</b>

<b>Youth Sports Clinics</b>	<b>Participants</b>	<b>Fee</b>	<b>Number</b>	<b>Total</b>
Basketball	30	\$ 30	3	\$ 2,700
Volleyball	30	\$ 30	3	\$ 2,700
Other	30	\$ 30	3	\$ 2,700
<b>Total</b>				<b>\$ 8,100</b>

<b>Fitness</b>	<b>Rate/Class</b>	<b>Classes/Week</b>	<b>Participants</b>	<b>Weeks/sessions</b>	<b>Total</b>
Group Fitness Classes	\$ 9.00	46	3	52	\$ 64,584
Personal Training	\$ 45.00	20	1	52	\$ 46,800
Small Group	\$ 20.00	6	3	52	\$ 18,720
<b>Total</b>					<b>\$ 130,104</b>

<b>Birthday Parties</b>	<b>Rate</b>	<b>Number</b>	<b>Weeks</b>	<b>Total</b>
Parties	\$ 150.00	12	52	\$ 93,600
<b>Total</b>				<b>\$ 93,600</b>



Shoreline’s Plan for Parks, Recreation & Cultural Services 2017-2022

<b>General Recreation Classes</b>	<b>Rate/Class</b>	<b>Classes/Week</b>	<b>Participants</b>	<b>Weeks/sessions</b>	<b>Total</b>
Arts & Crafts Classes	\$ 35.00	3	8	8	\$ 6,720
Adult Classes	\$ 35.00	6	8	8	\$ 13,440
Pre-school/Youth Classes	\$ 35.00	9	8	8	\$ 20,160
Summer/Break Camp	\$ 145.00	1	40	12	\$ 69,600
Misc. Classes	\$ 35.00	6	8	4	\$ 6,720
<b>Total</b>					<b>\$ 116,640</b>
Contract/Other					\$ 10,000
<b>Total</b>					<b>\$ 377,644</b>
<b>Non Resident (25% of revenue x 25%)</b>					<b>\$23,602.75</b>
<b>Grand Total</b>					<b>\$ 401,247</b>

**Rentals**

<b>Revenues</b>	<b>Rate/Hr.</b>	<b>Number of Hrs.</b>	<b>Weeks</b>	<b>Total</b>
Classroom/Arts & Crafts	\$ 35	2	52	\$ 3,640
Senior Activity Room	\$ 30	2	52	\$ 3,120
Senior Lounge/Living	\$ 35	1	52	\$ 1,820
Community Rm. (per section)	\$ 35	6	52	\$ 10,920
Community Rm. (all/6hrs)	\$ 500	1	30	\$ 15,000

Shoreline’s Plan for Parks, Recreation & Cultural Services 2017-2022

Catering Kitchen	\$	25	2	52	\$	2,600
Party Room	\$	20	2	52	\$	2,080
Gym (per court)	\$	35	60	26	\$	54,600
Group Exercise (Large)	\$	70	1	52	\$	3,640
Group Exercise (Medium)	\$	50	1	52	\$	2,600
Conference Room	\$	20	3	52	\$	3,120
Child Care Room	\$	35	0.5	52	\$	910
Total					\$	104,050
Non. Res. Fee (25% x 25%)						\$6,503.13
Grand Total					\$	110,553

**Shoreline Aquatic/Community Center - Representative Aquatic Programs**

**Program Calculations - Expenses**

<b>Learn to Swim Classes</b>	<b>Rate/Classes</b>	<b>Classes/Day</b>	<b>Days</b>	<b>Weeks</b>	<b>Total</b>
Summer	\$ 6.25	32	5	10	\$ 10,000
Spring/Fall	\$ 6.25	24	2	30	\$ 9,000
Winter	\$ 6.25	24	2	15	\$ 4,500
<b>Total</b>					<b>\$ 23,500</b>

<b>Water Exercise</b>	<b>Rate/Classes</b>	<b>Classes/Wk</b>	<b>Weeks</b>	<b>Total</b>
Summer	\$ 20.00	21	14	\$ 5,880
Spring/Fall	\$ 20.00	21	26	\$ 10,920
Winter	\$ 20.00	21	12	\$ 5,040
<b>Total</b>				<b>\$ 21,840</b>

<b>Other</b>	<b>Rate/Classes</b>	<b>Classes/Wk</b>	<b>Weeks</b>	<b>Total</b>
Semi-Private Lessons	\$ 12.50	5	45	\$ 2,812.50
Private Lessons	\$ 12.50	5	45	\$ 2,812.50
Lifeguard Training	\$ 25.00	33	2	\$ 1,650.00
Therapy	\$ 25.00	12	40	\$ 12,000.00
Swim Team	\$ 12.50	36	7	\$ 3,150.00
Misc.	\$ 12.00	6	50	\$ 3,600.00
<b>Total</b>				<b>\$ 26,025.00</b>

Contract/Other \$ 3,000

<b>Grand Total</b>	<b>\$ 74,365</b>
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**Program Calculations - Revenues**

<b>Learn to Swim</b>	<b>Classes/Week</b>	<b>Fee</b>	<b>Participants</b>	<b>Sessions</b>	<b>Total</b>
Summer	32	\$45	4	10	\$ 57,600
Spring/Fall	24	\$60	4	6	\$ 34,560
Winter	24	\$60	4	3	\$ 17,280

Shoreline’s Plan for Parks, Recreation & Cultural Services 2017-2022

Semi-Private	5	\$15	3	45	\$ 10,125
Private Lessons	5	\$20	1	45	\$ 4,500
Total					\$124,065

<b>Water Aerobics</b>	<b>Classes/Week</b>	<b>Fee</b>	<b>Participants</b>	<b>Sessions</b>	<b>Total</b>
Summer	21	\$9	5	14	\$ 13,230
Spring/Fall	21	\$9	5	26	\$ 24,570
Winter	21	\$9	5	12	\$ 11,340
Total					\$ 49,140

<b>Other</b>	<b>Classes/Week</b>	<b>Fee</b>	<b>Participants</b>	<b>Sessions</b>	<b>Total</b>
Lifeguard Training	1	\$150	10	2	\$ 3,000
Therapy	12	\$10	5	40	\$ 24,000
Swim Team	1	\$175	200	1	\$ 35,000
Misc.	6	\$10	5	50	\$ 15,000
Total					\$ 77,000

Contract/Other \$ 10,000

**Total \$260,205**

**Non-Resident (25% of revenue x 25%) \$ 16,263**

<b>Grand Total</b>	<b>\$276,468</b>
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**Rentals**

<b>Revenues</b>	<b>Rate/Hr.</b>	<b>Number of Hrs.</b>	<b>Weeks</b>	<b>Total</b>
Leisure Pool	\$250	0.5	50	\$ 6,250.00
Lap Pool	\$65	4	50	\$ 13,000.00
Lap Pool (per Ln./Hr.)	\$11	60	50	\$ 33,000.00
Meets	\$90	4	8	\$ 2,880.00
Diving Well	\$30	8	50	\$ 12,000.00
Total				\$ 67,130.00
Non. Res. Fee (25% x 25%)				\$ 4,195.63
Grand Total				\$ 71,325.63

## Shoreline Aquatic/Community Center - General Staff Extra Hours

<b>Front Desk Attendant</b>	<b>Days</b>	<b>Time</b>	<b>Total Hours</b>	<b>Employees</b>	<b>Days</b>	<b>Total Hrs. Week</b>
	Mon-Fri	5am-Noon	7	1	5	35
		Noon-5pm	5	0	5	0
		5pm-9pm	4	2	5	40
	Saturday	7am-1pm	6	2	1	12
		1pm-7pm	6	2	1	12
	Sunday	Noon-7pm	7	2	1	14
Total						113

<b>Weight Room Attend</b>	<b>Days</b>	<b>Time</b>	<b>Total Hours</b>	<b>Employees</b>	<b>Days</b>	<b>Total Hrs. Week</b>
	Mon-Fri	5am-Noon	7	1	5	35
		Noon-5pm	5	1	5	25
		5pm-9pm	4	1	5	20
	Saturday	7am-1pm	6	1	1	6
		1pm-7pm	6	1	1	6
	Sunday	Noon-7pm	7	1	1	7
Total						99

<b>Building Monitor</b>	<b>Days</b>	<b>Time</b>	<b>Total Hours</b>	<b>Employees</b>	<b>Days</b>	<b>Total Hrs. Week</b>
	Mon-Fri	5am-1pm	8	0	5	0
		1pm-9pm	8	1	5	40
	Saturday	7am-1pm	6	1	1	6
		1pm-7pm	6	1	1	6
	Sunday	Noon-7pm	7	1	1	7
Total						59

<b>Child Care Attendant</b>	<b>Days</b>	<b>Time</b>	<b>Total Hours</b>	<b>Employees</b>	<b>Days</b>	<b>Total Hrs. Week</b>
	Mon-Fri	8am-11am	3	3	5	45
		4pm-8pm	4	3	5	60
	Saturday	10am-4pm	6	3	1	18
Total						123

<b>Indoor Playground Attend</b>	<b>Days</b>	<b>Time</b>	<b>Total Hours</b>	<b>Employees</b>	<b>Days</b>	<b>Total Hrs. Week</b>
	Mon-Fri	9am-Noon	3	1	5	15
Total						15

<b>Gym Attendant</b>	<b>Days</b>	<b>Time</b>	<b>Total Hours</b>	<b>Employees</b>	<b>Days</b>	<b>Total Hrs. Week</b>
	Mon-Fri	3pm-6pm	3	0	5	0
		6pm-9pm	3	0	5	0
	Saturday	Noon-7pm	7	1	1	7
	Sunday	Noon-7pm	7	1	1	7
Total						14