



Lake Oswego School District Aquatic Center Feasibility Study

**Final Report
April 3, 2019**



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

Aquatic Center Feasibility Study Forward

Lake Oswego School District *Superintendent's Task Force: Pool Operations and Design* Summary and Overview of the Task Force

Introduction: The Lake Oswego School Board committed \$7 million in the 2017 bond approved by voters to either build a new pool or to repair the existing pool. Since that time, the School Board identified Lakeridge Jr. High School as the site for a new pool. General design parameters and adequate funding still need to be determined and secured as \$7 million is significantly short of the funds needed to build a new pool that significantly improves public swimming opportunities in the Lake Oswego School District. The goal is to design and build a pool that meets the needs of the school district and the community.

To that end, Superintendent Dr. Mike Musick established the Superintendent's Pool Task Force and tasked them with providing information, perspective and recommendations to inform the best path forward and support efforts to establish partners with clear costs for construction and operations. A significant aspect of the Task Force's work will be recommendations based on considerations of district needs, the aquatic community's needs, and general needs of the Lake Oswego community.

1. Summary of the charge to the Task Force from the Superintendent:
 - a. Make recommendations to design a pool facility that will:
 - i. Meet the needs of our high school athletic programs
 - ii. Support the need of our community partners
 - iii. Ensure an adequate design to allow break-even operations while keeping the priority focused on the district's high school programming needs.
 - b. Create an operational business model that will:
 - i. Make recommendations for possible partnerships and efficiencies that will reduce or offset costs.
 - ii. Make recommendations for possible new or alternative funding models.
2. The pool facility serves the following groups and is a valuable community asset.
 - a. Under our current model, LOSD programming serves the following school district programs:
 - i. High school Water Polo for boys and girls
 - ii. High school Swimming for boys and girls
 - iii. LOWPO (Youth Water Polo)
 - iv. Private vendors for swim lesson programming
 - v. Lifeguard training programs

- b. Outside of the school district programs and community groups include the following:
 - i. LO Swim Club
 - ii. Senior and lap swimmers
 - iii. Cascadia Swim Club
- 3. Operational and background information:
 - a. The LOSD pool condition was assessed at a Critical Condition Index Level based on our 2015 Facility Assessment Report. This facility has garnered the second lowest score of the 19 buildings in the district.
 - b. While relying heavily on our community partners, the district and the LOSC have made over \$100,000 in needed repairs to the facility in the past four years.
 - c. The district incurs operational losses of approximately \$100,000 per year which comes primarily from transfers from the District General Fund.
 - d. The current pool was constructed in 1971 and is comprised of eight swim lanes with a capacity of 195,000 gallons. The dimensions of the pool are 25 yards by 18.67 yards. The depth of the pool ranges from 3.5 feet to 5 feet for three lanes; the remaining five lanes boasts a diving well with depth ranging from 3.5 feet to 11 feet. The approximate consistent water temperature is 84 degrees with air temperature +/- two degrees difference from the water temperature.

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Note: Developing capital cost estimates for the different aquatic center development options was not part of the scope of work for this study. It is anticipated that this task will be part of a next phase of study for the aquatic center.



Section I – Market Assessment

Ballard*King & Associates (B*K) has been hired by the Lake Oswego School District to perform a feasibility study for the planned new Lake Oswego Aquatic Center.

Demographics

The following is a summary of the demographic characteristics within Lake Oswego School District (Primary Service Area) and an area identified as the Secondary Service Area. The Secondary Service Area includes Lake Oswego, West Linn, Milwaukie, Gladstone, and portions of Portland, Clackamas, Oregon City, Tualatin, and Tigard. It extends beyond Metzger to the northwest, King City to the west, Oregon City to the southeast and Milwaukie to the northeast. It is recognized that it will be difficult to pull pool users from this market area on a consistent basis.

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2010 Census data and their demographers for 2018-2023 projections. In addition to demographics, ESRI also provides data on housing, recreation, and entertainment spending and adult participation in activities. B*K also uses information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in swimming activities.

Service Areas: The information provided includes the basic demographics and data for the Lake Oswego School District with comparison data for the Secondary Service Area as well as the State of Oregon and the United States.

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

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

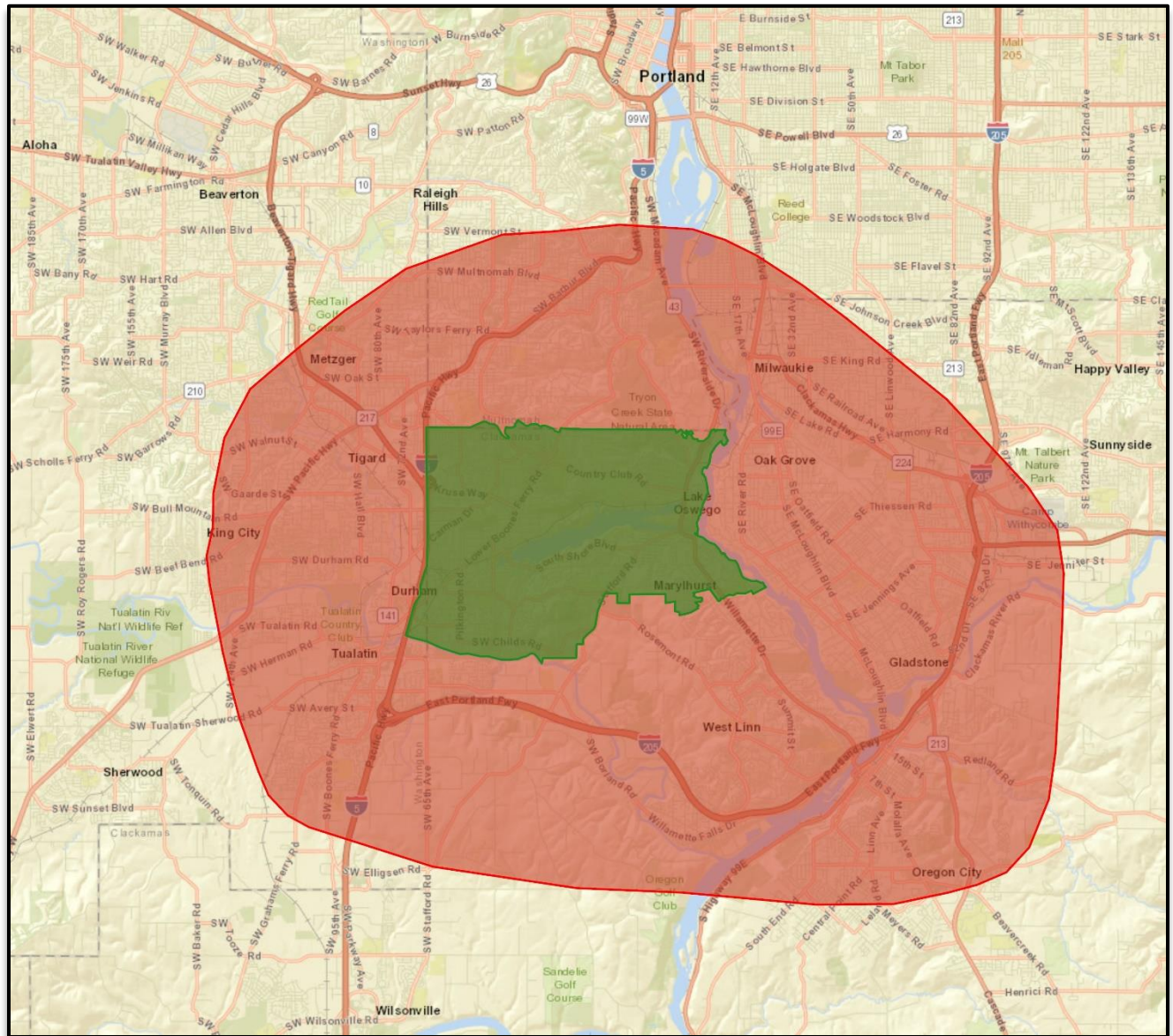
Service areas can vary in size with the types of components in the facility.

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Map A - Service Area Maps



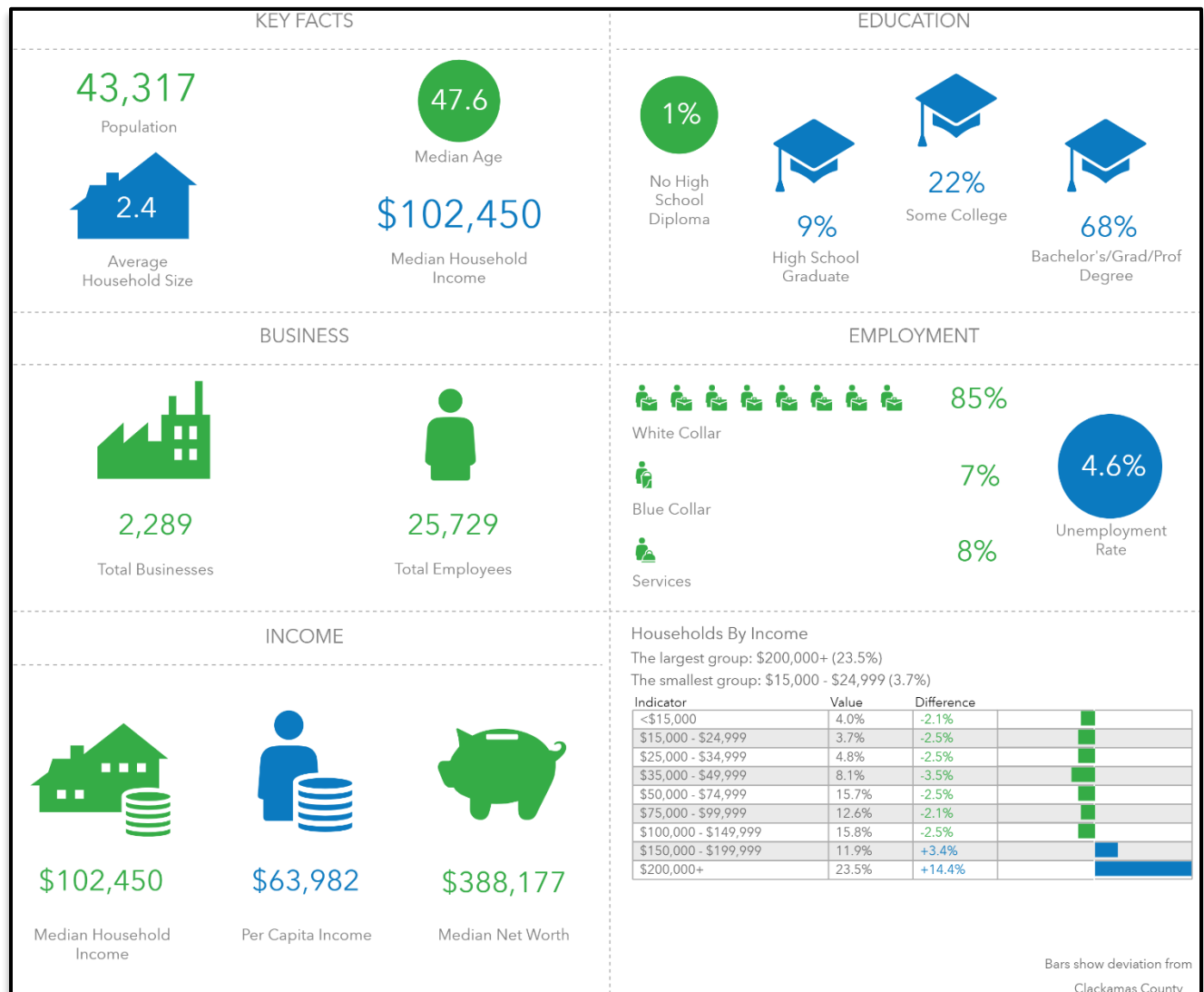
- Green Boundary – Primary Service Area (Lake Oswego School District)
- Red Boundary – Secondary Service Area

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Lake Oswego School District Infographic (Primary Service Area)



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Demographic Summary

	Primary Service Area	Secondary Service Area
Population:		
2010 Census	40,758 ¹	294,203 ²
2018 Estimate	43,317	317,925
2023 Estimate	45,725	336,646
Households:		
2010 Census	17,288	120,818
2018 Estimate	18,268	129,018
2023 Estimate	19,259	136,136
Families:		
2010 Census	11,279	76,572
2018 Estimate	11,778	80,783
2023 Estimate	12,347	84,885
Average Household Size:		
2010 Census	2.35	2.40
2018 Estimate	2.36	2.43
2023 Estimate	2.36	2.44
Ethnicity (2018 Estimate):		
Hispanic	4.6%	9.2%
White	87.4%	84.8%
Black	0.9%	1.5%
American Indian	0.4%	0.7%
Asian	6.3%	4.5%
Pacific Islander	0.2%	0.5%
Other	1.0%	3.7%
Multiple	3.8%	4.4%
Median Age:		
2010 Census	45.2	40.2
2018 Estimate	47.6	41.9
2023 Estimate	48.5	42.5
Median Income:		
2018 Estimate	\$102,450	\$77,005
2023 Estimate	\$108,678	\$83,154

¹ From the 2000-2010 Census, the Primary Service Area experienced a 0.2% decrease in population.

² From the 2000-2010 Census, the Secondary Service Area experienced a 6.6% increase in population.

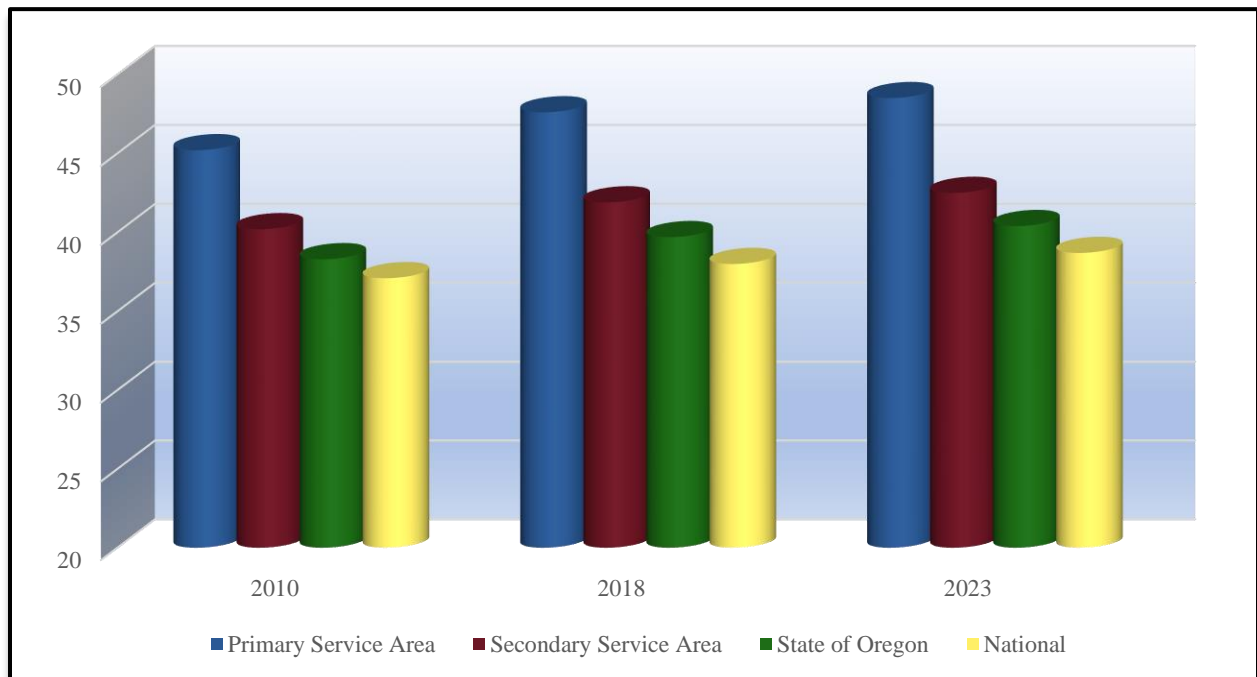


Age and Income: The median age and household income levels are compared with the national number as both of these factors are primary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation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

Table A – Median Age:

	2010 Census	2018 Projection	2023 Projection
Primary Service Area	45.2	47.6	48.5
Secondary Service Area	40.2	41.9	42.5
State of Oregon	38.3	39.7	40.4
Nationally	37.1	38.3	39.0

Chart A – Median Age:



The median age in the Primary Service Area is older than the Secondary Service Area, the State of Oregon and the National number. A lower median age typically points to the presence of families with children.



Households with Children: The following chart provides the number of households and percentage of households in the Primary and Secondary Service Area with children.

Table B – Households w/ Children

	Number of Households w/ Children	Percentage of Households w/ Children
Primary Service Area	5,207	30.1%
Secondary Service Area	36,538	30.2%
State of Oregon	456,775	30.1%

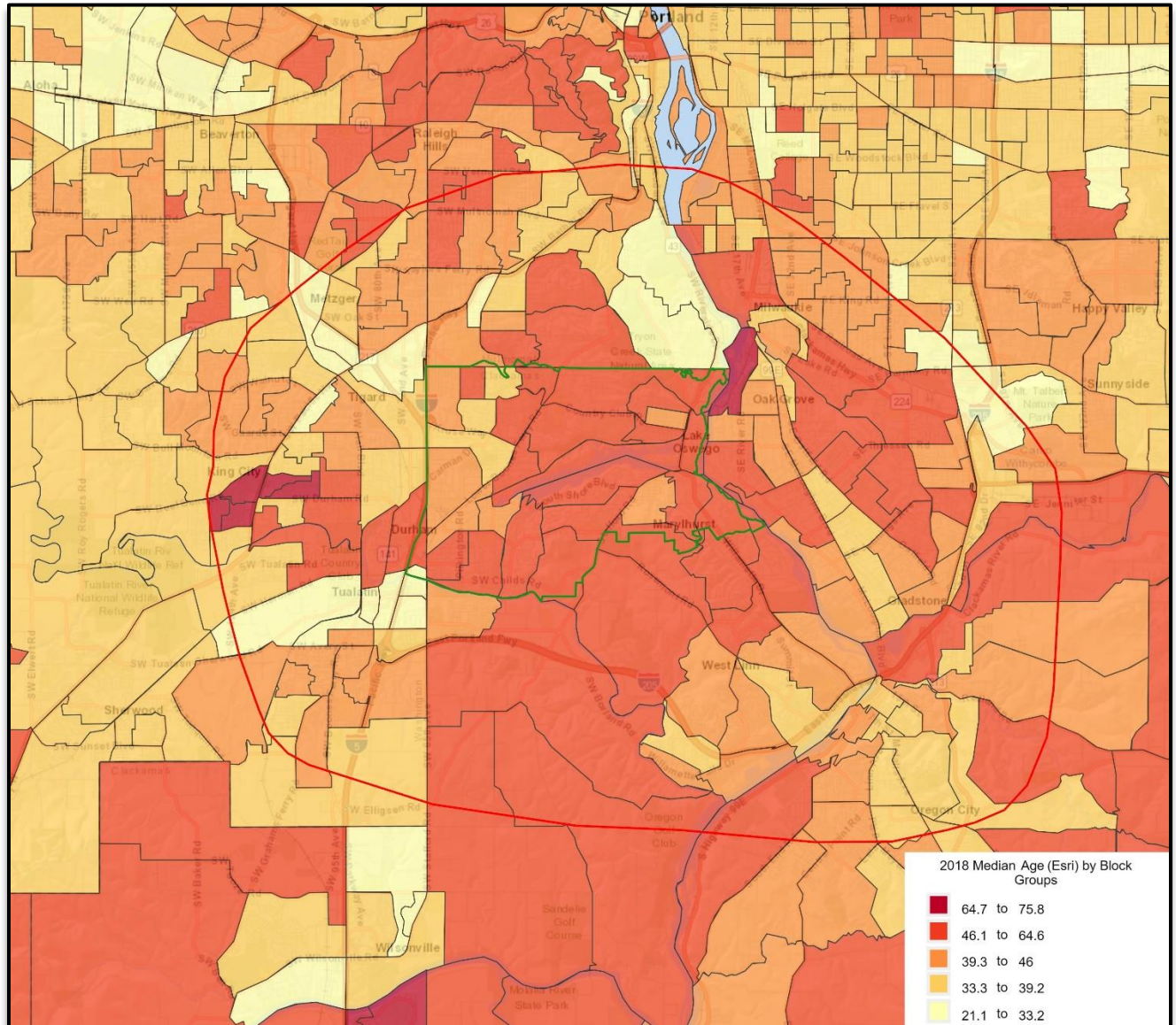
The information contained in Table-B helps further outline the presence of families with children. As a point of comparison in the 2010 Census, 33.4% of households nationally had children present.

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Map B – Median Age by Block Group



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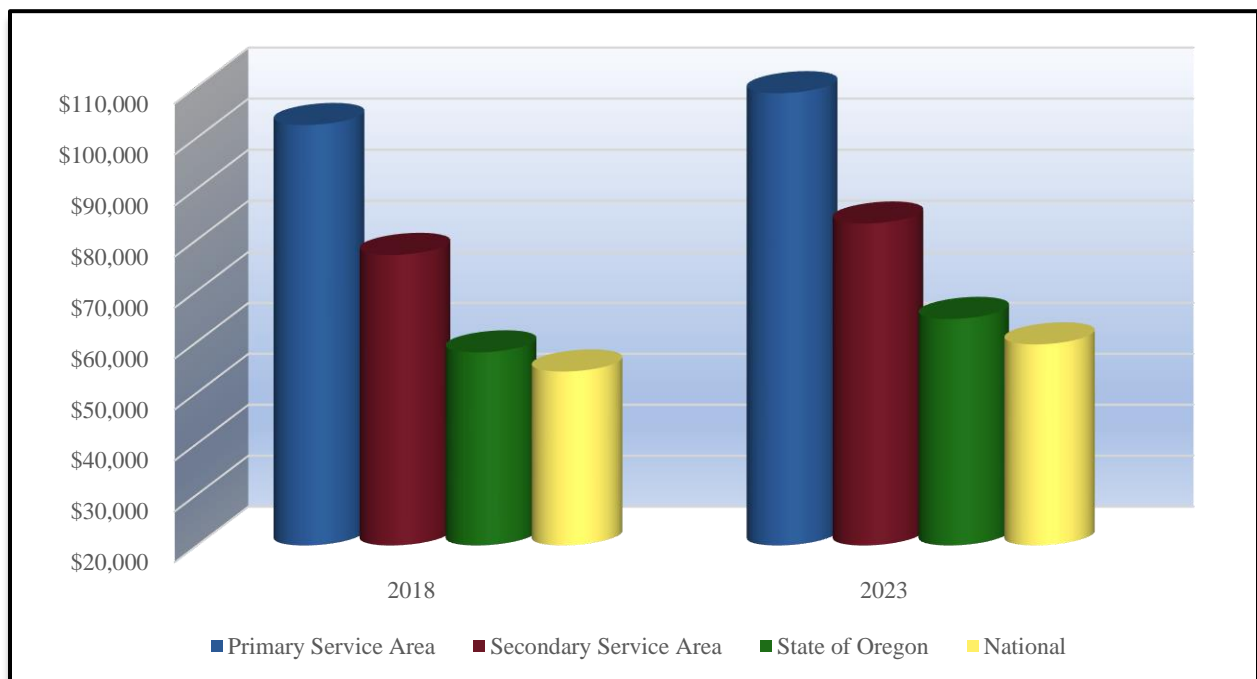
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Table C – Median Household Income:

	2018 Projection	2023 Projection
Primary Service Area	\$102,450	\$108,678
Secondary Service Area	\$77,005	\$83,154
State of Oregon	\$57,902	\$64,471
Nationally	\$58,100	\$65,727

Chart B – Median Household Income:



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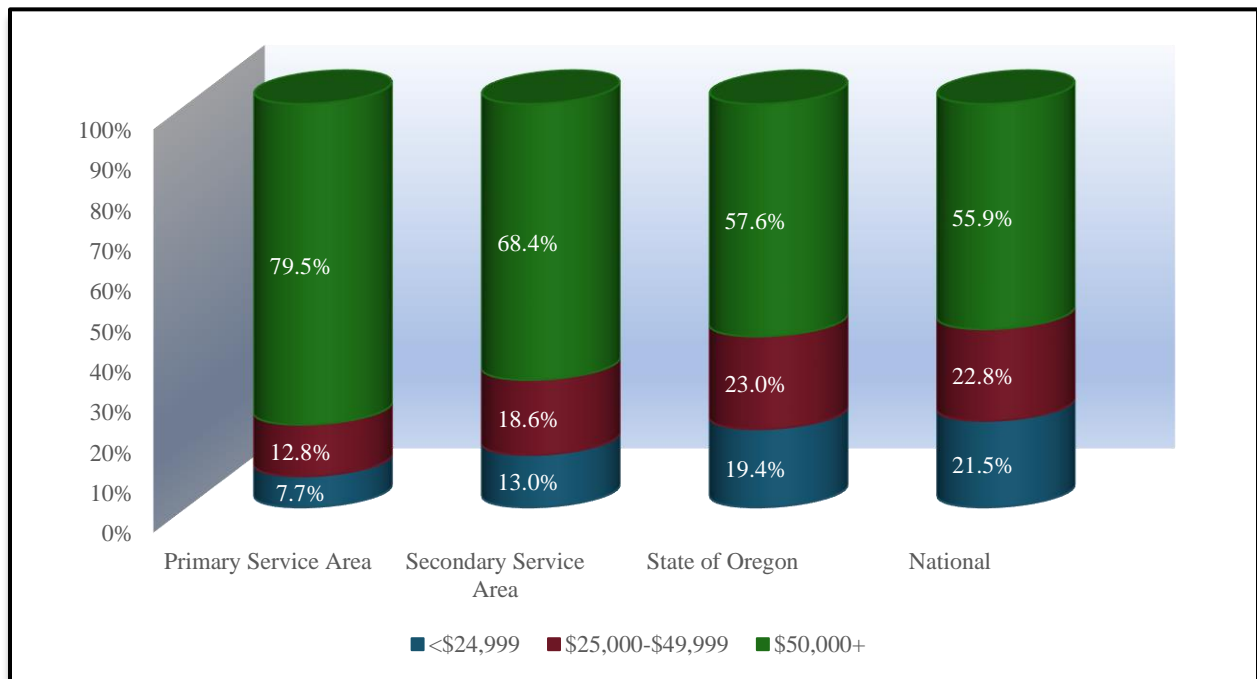
Based on 2018 projections for median household income the following narrative describes the service areas:

In the Primary Service Area, the percentage of households with median income over \$50,000 per year is 79.5% compared to 55.9% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 7.7% compared to a level of 21.5% nationally.

In the Secondary Service Area, the percentage of households with median income over \$50,000 per year is 68.4% compared to 55.9% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 13.0% compared to a level of 21.5% nationally.

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

Chart C – Median Household Income Distribution

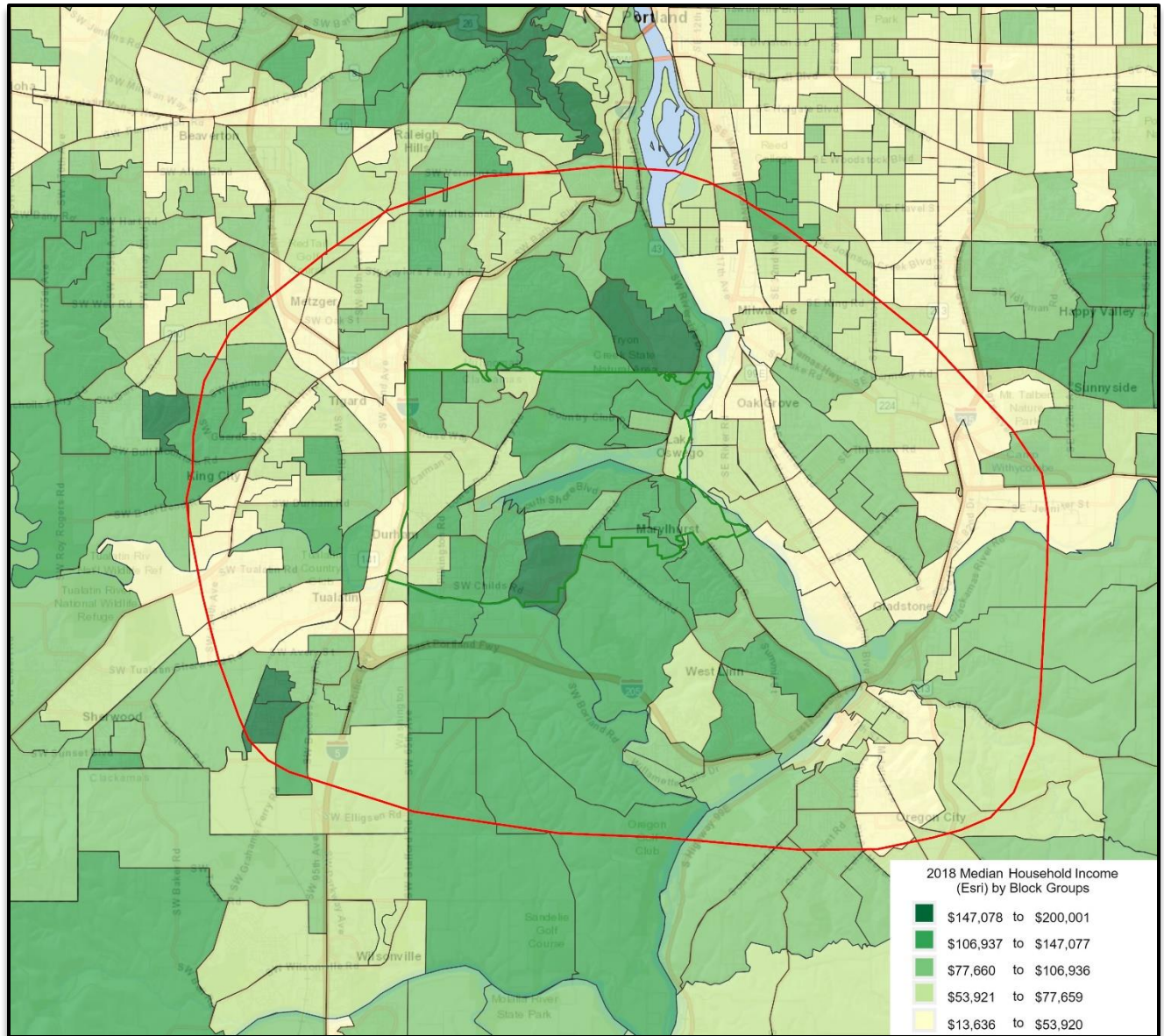


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Map C – Household Income by Block Group





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

Table D – Household Budget Expenditures³:

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	175	\$38,098.37	30.3%
<i>Shelter</i>	178	\$29,911.16	23.8%
<i>Utilities, Fuel, Public Service</i>	165	\$8,187.21	6.5%
Entertainment & Recreation	176	\$5,668.42	4.5%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	126	\$27,496.08	30.6%
<i>Shelter</i>	128	\$21,408.69	23.8%
<i>Utilities, Fuel, Public Service</i>	123	\$6,087.39	6.8%
Entertainment & Recreation	126	\$4,042.37	4.5%

State of Oregon	SPI	Average Amount Spent	Percent
Housing	96	\$20,908.09	30.5%
<i>Shelter</i>	96	\$16,111.59	23.5%
<i>Utilities, Fuel, Public Service</i>	97	\$4,796.50	7.0%
Entertainment & Recreation	96	\$3,104.91	4.5%

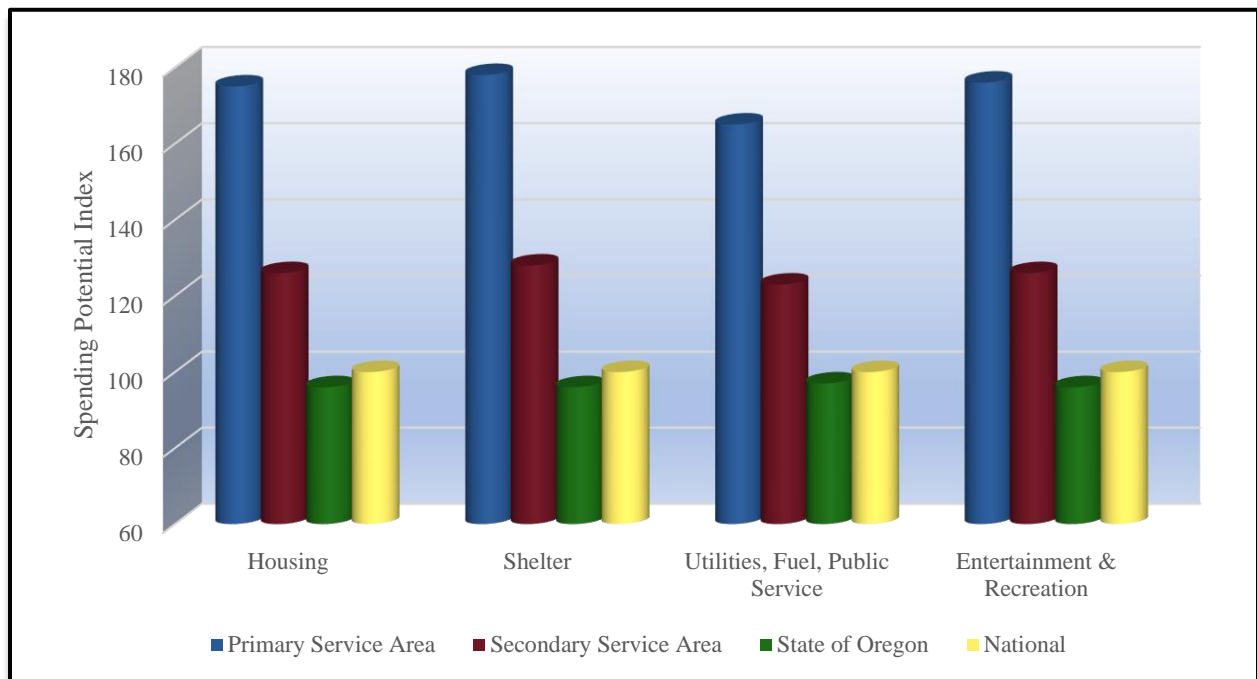
SPI: Spending Potential Index as compared to the National number of 100.
Average Amount Spent: The average amount spent per household.
Percent: Percent of the total 100% of household expenditures.

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

³ Consumer Spending data are derived from the 2014 and 2015 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2018 and 2023.



Chart D – Household Budget Expenditures Spending Potential Index:



The total number of housing units in the Primary Service Area is 18,413 and 93.9% are occupied, or 17,288 housing units. The total vacancy rate for the service area is 6.1%. Of the available units:

- For Rent 1.8%
- Rented, not Occupied 0.1%
- For Sale 1.4%
- Sold, not Occupied 0.3%
- For Seasonal Use 1.0%
- Other Vacant 1.5%

The total number of housing units in the Secondary Service Area is 127,8310 and 94.5% are occupied, or 120,818 housing units. The total vacancy rate for the service area is 5.5%. Of the available units:

- For Rent 2.0%
- Rented, not Occupied 0.1%
- For Sale 1.2%
- Sold, not Occupied 0.3%
- For Seasonal Use 0.6%
- Other Vacant 1.3%

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

Table E – Recreation Expenditures Spending Potential Index⁴:

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	190	\$215.12
Fees for Recreational Lessons	200	\$276.49
Social, Recreation, Club Membership	203	\$458.94
Exercise Equipment/Game Tables	187	\$107.47
Other Sports Equipment	176	\$13.52

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	130	\$77.15
Fees for Recreational Lessons	130	\$180.14
Social, Recreation, Club Membership	132	\$298.67
Exercise Equipment/Game Tables	130	\$74.84
Other Sports Equipment	125	\$9.62

State of Oregon	SPI	Average Spent
Fees for Participant Sports	95	\$107.43
Fees for Recreational Lessons	91	\$125.74
Social, Recreation, Club Membership	94	\$211.80
Exercise Equipment/Game Tables	94	\$54.08
Other Sports Equipment	97	\$7.49

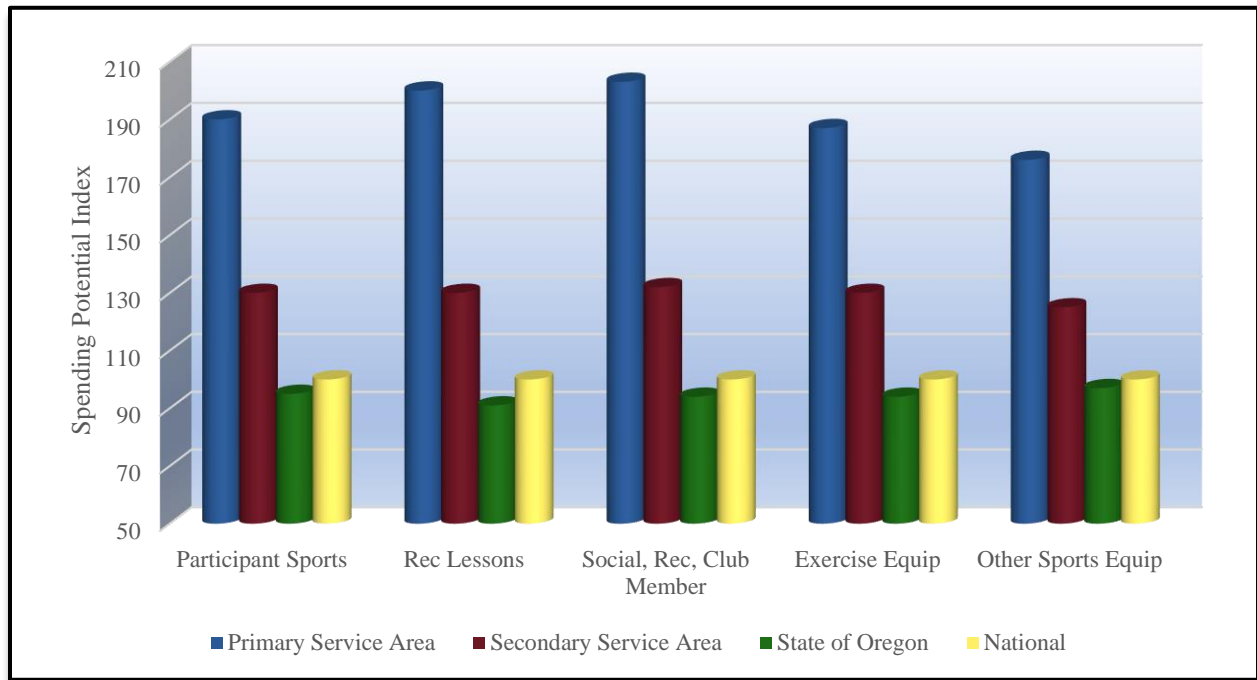
Average Amount Spent: The average amount spent for the service or item in a year.

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

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



Chart E – Recreation Spending Potential Index:

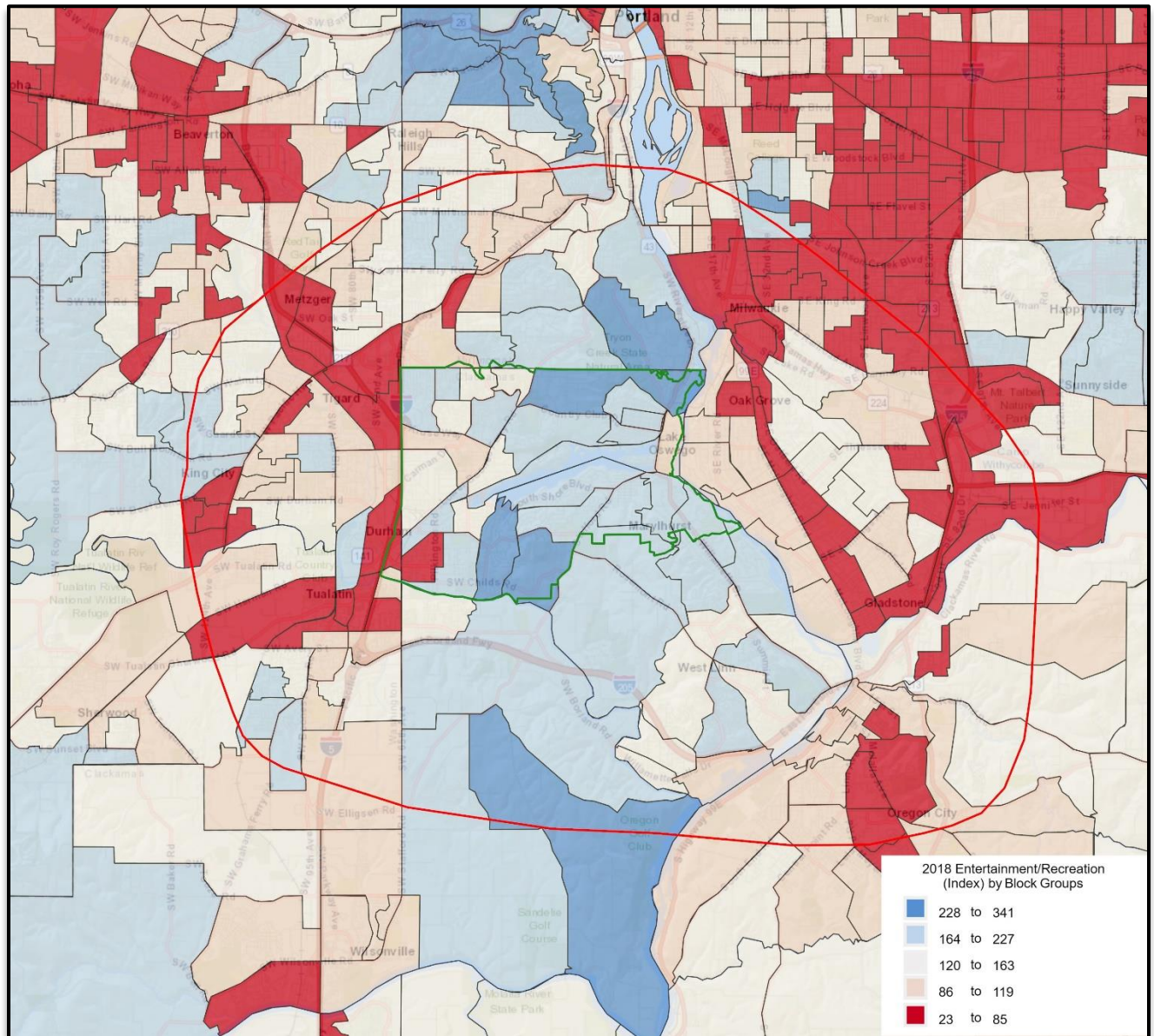


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Map D – Entertainment and Recreation Spending by Block Group





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

Table F – 2018 Primary Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	1,679	3.9%	6.0%	-2.1%
5-17	6,851	15.9%	16.3%	-0.4%
18-24	2,873	6.7%	9.7%	-3.0%
25-44	8,730	20.1%	26.4%	-6.3%
45-54	6,452	14.9%	13.0%	+1.9%
55-64	7,954	18.4%	12.9%	+5.5%
65-74	5,262	12.1%	9.2%	+2.9%
75+	3,517	8.2%	6.4%	+1.8%

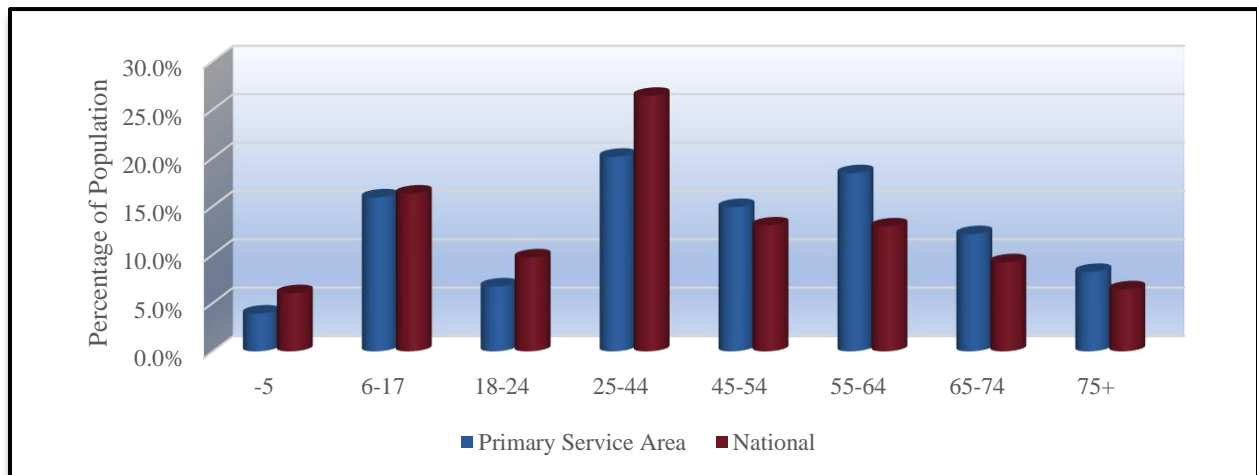
Population: 2018 census estimates in the different age groups in Primary Service Area.

% of Total: Percentage of the Primary Service Area population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between Primary Service Area population and the national population.

Chart F – 2018 Primary Service Area Age Group Distribution



The demographic makeup of Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the older age groups, 45+. A smaller population in the younger age groups under 5, 5-17, 18-24, and 25-44. The greatest positive variance is in the 55-64 age group with +5.5%, while the greatest negative variance is in the 25-44 age group with -6.3%.



Table G – 2018 Secondary Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	16,616	5.2%	6.0%	-0.8%
5-17	48,410	15.2%	16.3%	-1.1%
18-24	25,802	8.1%	9.7%	-1.6%
25-44	80,651	25.3%	26.4%	-1.1%
45-54	42,887	13.5%	13.0%	+0.5%
55-64	47,002	14.8%	12.9%	+1.9%
65-74	33,870	10.7%	9.2%	+1.5%
75+	22,685	7.2%	6.4%	+0.8%

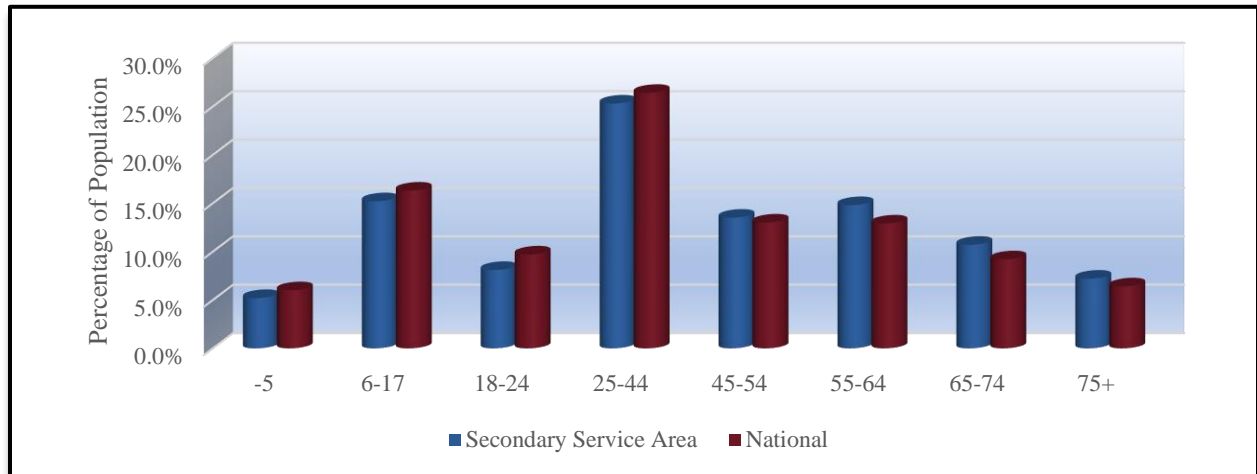
Population: 2018 census estimates in the different age groups in the Secondary Service Area.

% of Total: Percentage of the Secondary Service Area population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between Secondary Service Area population and the national population.

Chart G – 2018 Secondary Service Area Age Group Distribution



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the age groups Under 5, 5-17, 18-24 and 25-44. There is a smaller population in the 45-54, 55-64, 65-74 and 75+ age groups. The greatest positive variance is in the 55-64 age group with +1.9%, while the greatest negative variance is in the 18-24 age group with -1.6%.



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

Table H – 2018 Primary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2018 Projection	2023 Projection	Percent Change	Percent Change Nat'l
-5	1,744	1,679	1,788	+2.5%	+2.5%
5-17	7,462	6,851	6,606	-11.5%	+0.9%
18-24	2,404	2,873	2,817	+17.2%	+0.7%
25-44	8,663	8,730	9,731	+12.3%	+12.5%
45-54	7,356	6,452	6,106	-17.0%	-9.5%
55-64	6,872	7,954	7,709	+12.2%	+17.2%
65-74	3,422	5,262	6,485	+89.5%	+65.8%
75+	2,832	3,517	4,484	+58.3%	+40.2%

Chart H – Primary Service Area Population Growth

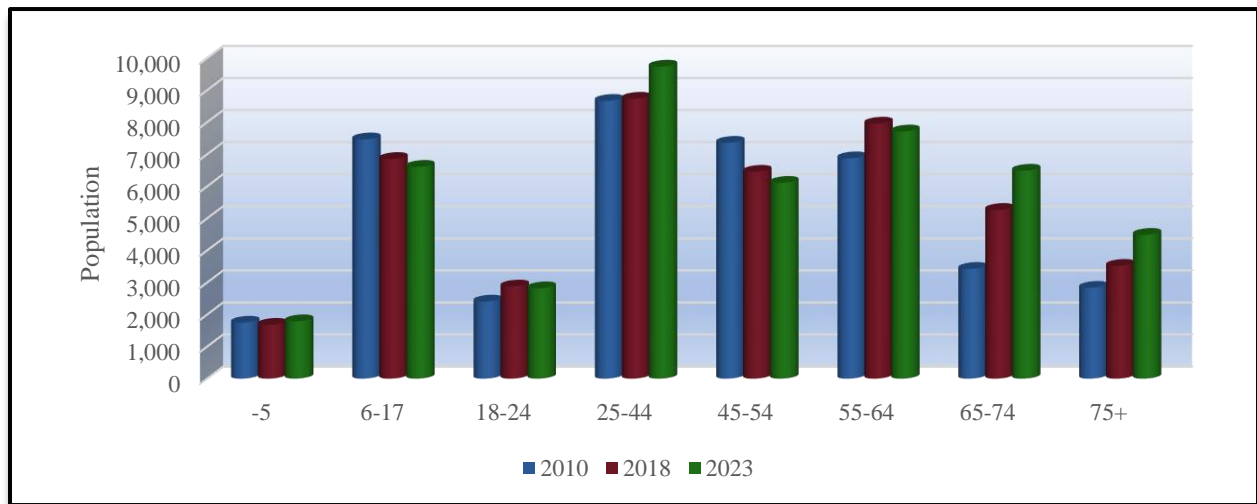


Table-H illustrates the growth or decline in age group numbers from the 2010 census until the year 2023. It is projected all age categories, except 5-17 and 45-54, will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

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Table I – 2018 Secondary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2018 Projection	2023 Projection	Percent Change	Percent Change Nat'l
-5	16,922	16,616	17,601	+4.0%	+2.5%
5-17	48,676	48,410	49,025	+0.7%	+0.9%
18-24	22,989	25,802	25,674	+11.7%	+0.7%
25-44	78,479	80,651	86,892	+10.7%	+12.5%
45-54	45,639	42,887	42,475	+6.9%	-9.5%
55-64	42,228	47,002	45,942	+8.8%	+17.2%
65-74	20,684	33,870	40,316	+94.9%	+65.8%
75+	18,584	22,685	28,722	+54.6%	+40.2%

Chart I – Secondary Service Area Population Growth

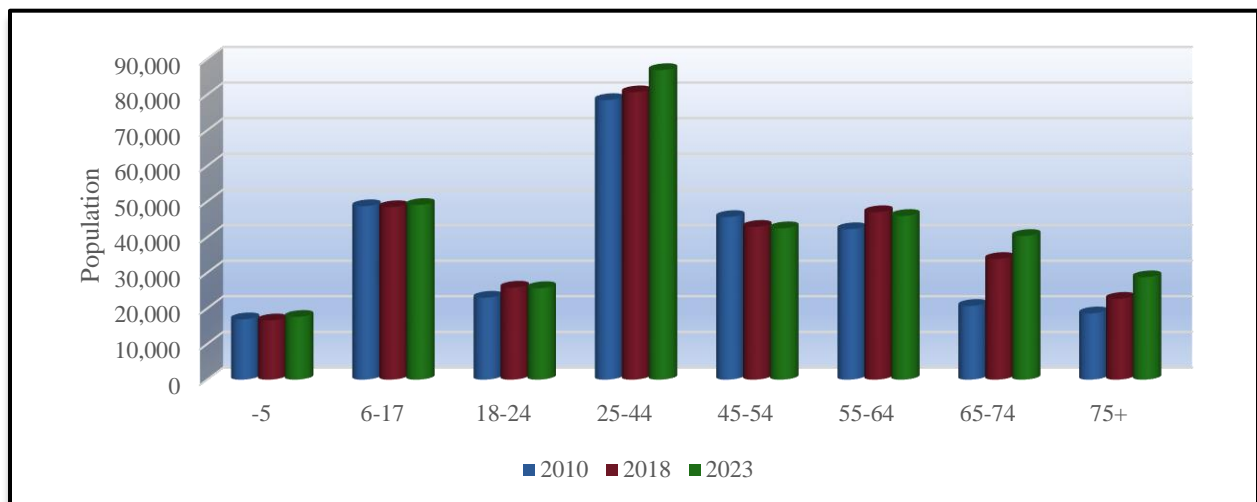


Table-I illustrates the growth or decline in age group numbers from the 2010 census until the year 2023. It is projected that all age categories will see an increase. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

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Ethnicity and Race: Below is listed the distribution of the population by ethnicity and race for the Primary Service Area and Secondary Service Area for 2018 population projections. Those numbers were developed from 2010 Census Data.

Table J – Primary Service Area Ethnic Population and Median Age 2018

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

Ethnicity	Total Population	Median Age	% of Population	% of OR Population
Hispanic	1,992	30.6	4.6%	13.2%

Table K – Primary Service Area by Race and Median Age 2018

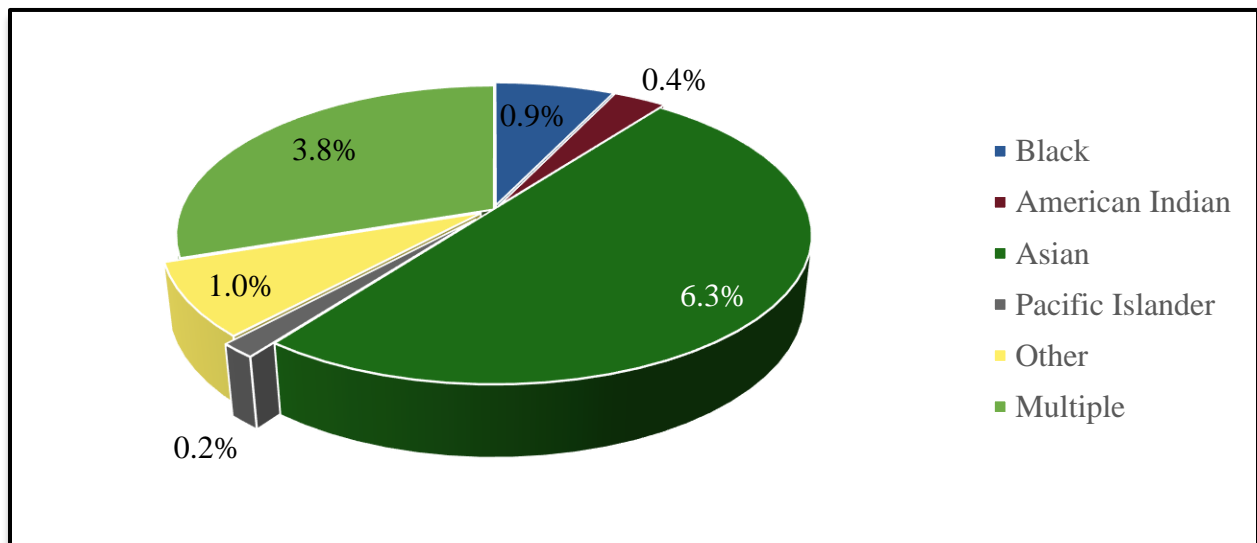
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of OR Population
White	37,870	49.8	87.4%	81.2%
Black	375	34.3	0.9%	2.0%
American Indian	182	39.6	0.4%	1.4%
Asian	2,730	40.7	6.3%	4.6%
Pacific Islander	93	30.2	0.2%	0.4%
Other	421	35.2	1.0%	6.0%
Multiple	1,644	19.3	3.8%	4.4%

2018 Primary Service Area Total Population:

43,317 Residents

Chart J – 2018 Primary Service Area Population by Non-White Race



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Table L – Secondary Service Area Ethnic Population and Median Age 2018

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

Ethnicity	Total Population	Median Age	% of Population	% of OR Population
Hispanic	29,362	25.8	9.2%	13.2%

Table M – Secondary Service Area by Race and Median Age 2018

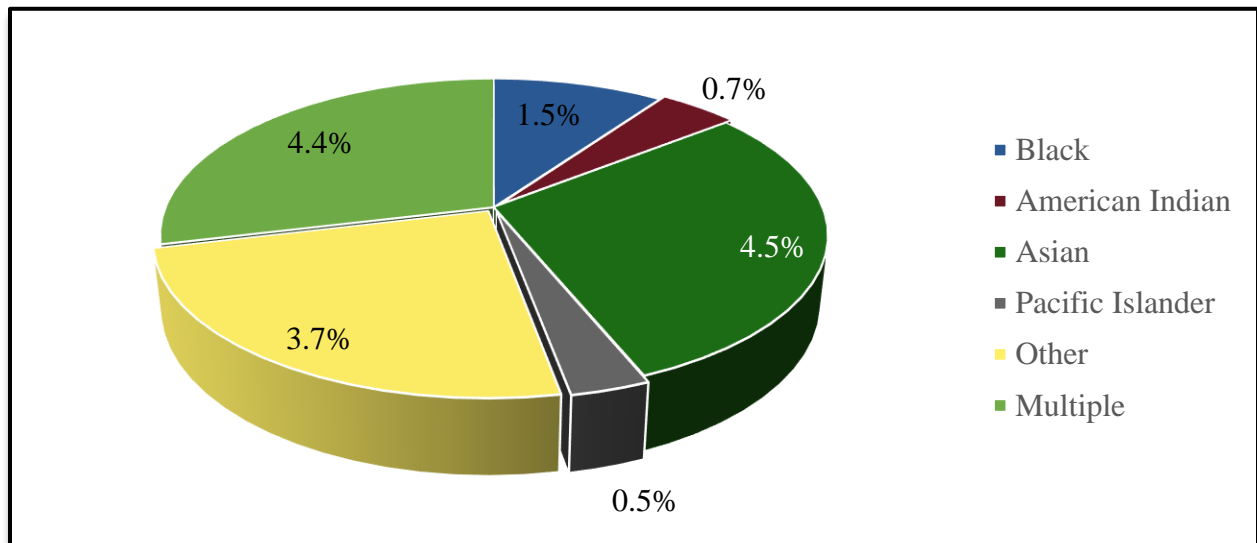
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of OR Population
White	269,643	44.7	84.8%	81.2%
Black	4,801	32.5	1.5%	2.0%
American Indian	2,275	36.3	0.7%	1.4%
Asian	14,165	39.6	4.5%	4.6%
Pacific Islander	1,486	28.9	0.5%	0.4%
Other	11,725	26.2	3.7%	6.0%
Multiple	13,830	20.0	4.4%	4.4%

2018 Secondary Service Area Total Population:

317,925 Residents

Chart K – 2018 Secondary Service Area Population by Non-White Race





Tapestry Segmentation

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

There is value including this information for the Lake Oswego School District. The data assists the organization in understanding the consumers/constituents in their service area.

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

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

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

1. Green Acres (6A)	3.2%
2. Southern Satellites (10A)	3.2%
3. Savvy Suburbanites (1D)	3.0%
4. Salt of the Earth (6B)	2.9%
5. Soccer Moms (4A)	<u>2.8%</u>
	15.1%
6. Middleburg (4C)	2.8%
7. Midlife Constants (5E)	2.5%
8. Comfortable Empty Nesters (5A)	2.5%
9. Heartland Communities (6F)	2.4%
10. Old and Newcomers (8F)	<u>2.3%</u>
	12.5%



Table N – Primary Service Area Tapestry Segment Comparison

(ESRI estimates)

	Primary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Exurbanites (1E)	22.8%	22.8%	49.6	\$98,000
Golden Years (9B)	16.4%	39.2%	51.0	\$61,000
Urban Chic (2A)	12.8%	52.0%	42.6	\$98,000
Top Tier (1A)	11.8%	63.8%	46.2	\$157,000
Emerald City (8B)	7.9%	71.7%	36.6	\$52,000

Exurbanites (1E) – Although approaching retirement, this group shows no sign of slowing down. Live an affluent lifestyle, active in the community and give to charities.

Golden Years (9B) – Independent and active seniors. Some still working to allow them to pursue leisure interests such as travel, sports, dining out, museums and concerts. Involved and physically fit.

Urban Chic (2A) – Professionals living an exclusive lifestyle. Environmentally aware and like to live “green.” Embrace city life with museums, arts, culture and sports.

Top Tier (1A) – With significant purchasing power, group indulges on themselves. Visit spas and fitness centers as well as high-end retailers. Vacation often and fill time with charity events and arts.

Emerald City (8B) – Young, mobile and well educated, this group is highly connected. They make environmentally friendly purchases. Embrace food and culture, balanced with time at the gym.

Chart L – Primary Service Area Tapestry Segment Representation by Percentage:

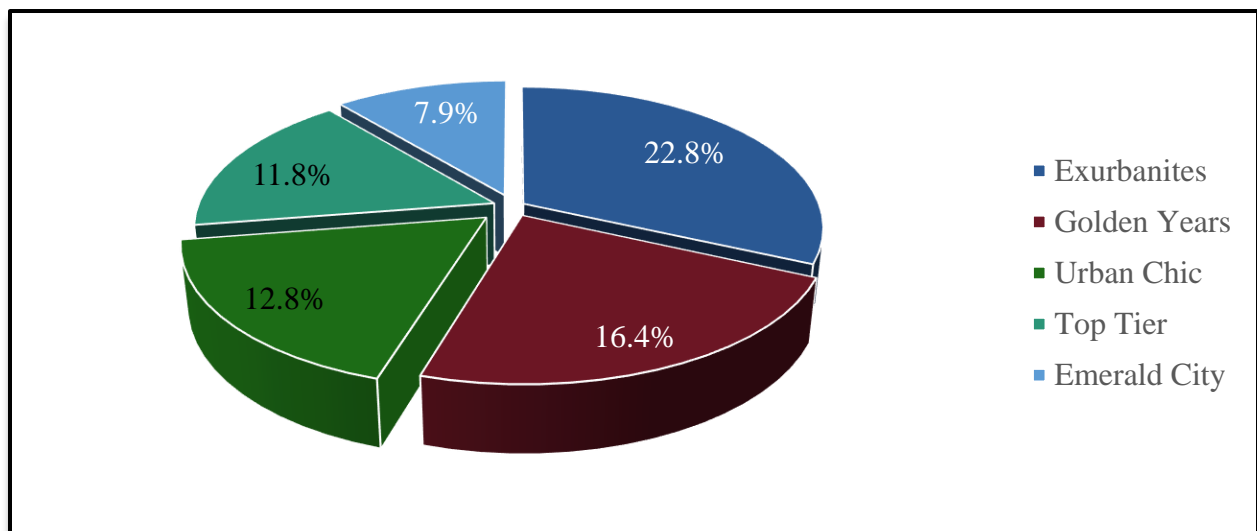




Chart M – Primary Service Area Tapestry Segment Entertainment Spending:

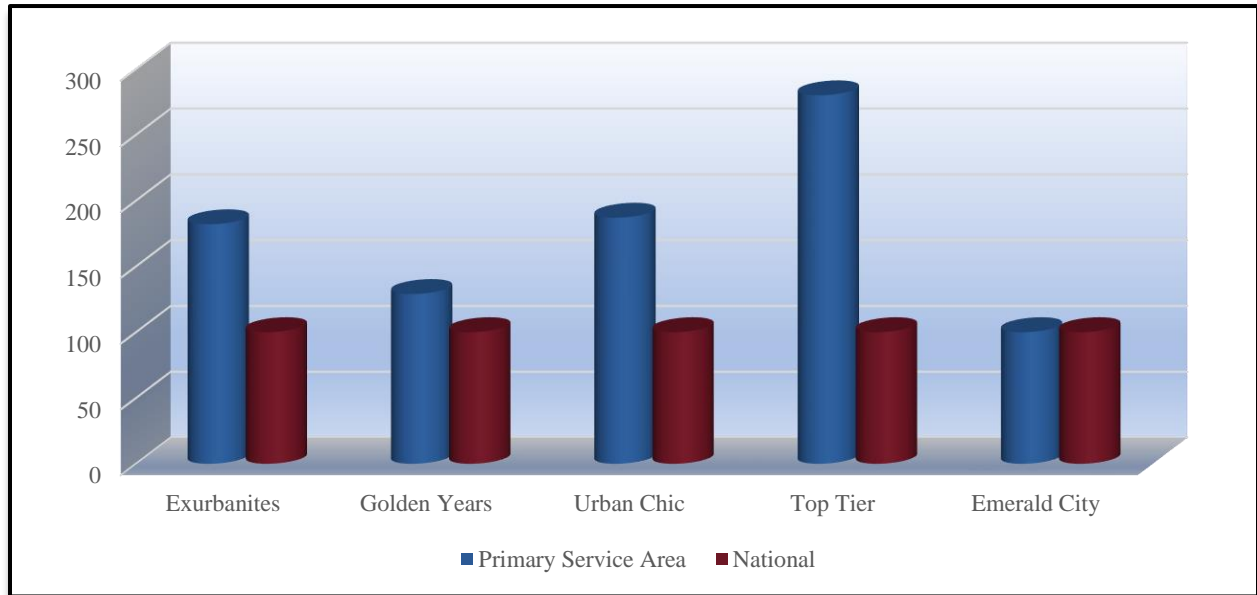




Table O – Secondary Service Area Tapestry Segment Comparison

(ESRI estimates)

	Secondary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Emerald City (8B)	10.0%	10.0%	36.6	\$52,000
In Style (5B)	8.7%	18.7%	41.1	\$66,000
Savvy Suburbanites (1D)	8.6%	27.3%	44.1	\$104,000
Urban Chic (2A)	6.9%	34.2%	42.6	\$98,000
Parks and Rec (5C)	5.7%	39.9%	40.3	\$55,000

Emerald City (8B) – Young, mobile and well educated, this group is highly connected. They make environmentally friendly purchases. Embrace food and culture, balanced with time at the gym.

Savvy Suburbanites (1D) – Families include empty nesters and those with adult children still at home. Well-educated that enjoy cultural and sporting events and being physically active.

In Style (5B) – This group embraces the urban lifestyle. They are fully connected to digital devices and support the arts and charities/causes. Most do not have children. Meticulous planners.

Urban Chic (2A) – Professionals living an exclusive lifestyle. Environmentally aware and like to live “green.” Embrace city life with museums, arts, culture and sports.

Parks and Rec (5C) – Well-established neighborhoods with dual income married couples. They are careful consumers. Take full advantage of the local parks, trails and recreation programs.

Chart N – Secondary Service Area Tapestry Segment Representation by Percentage:

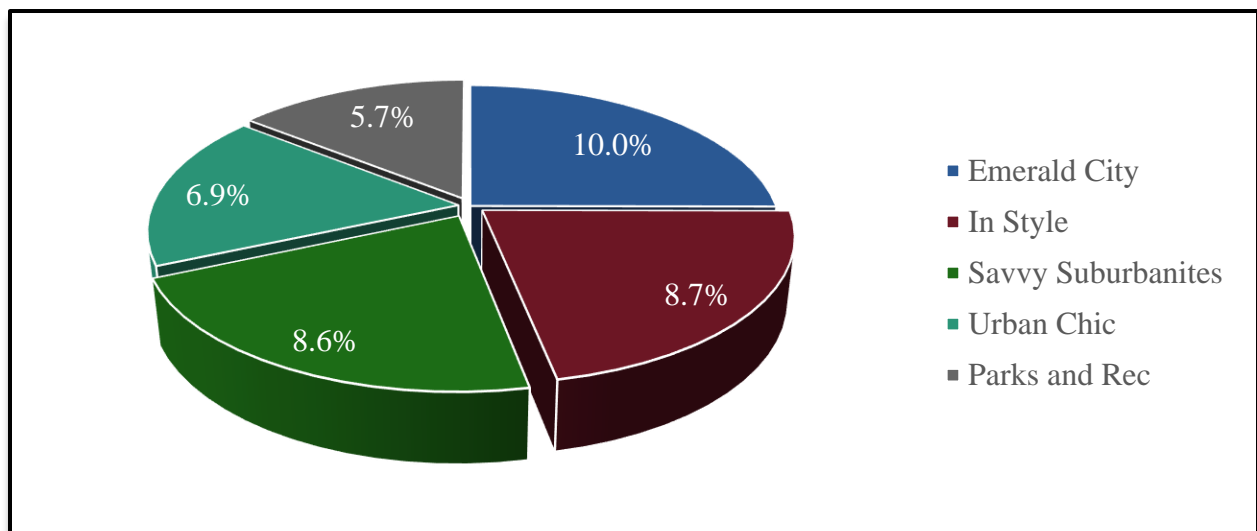
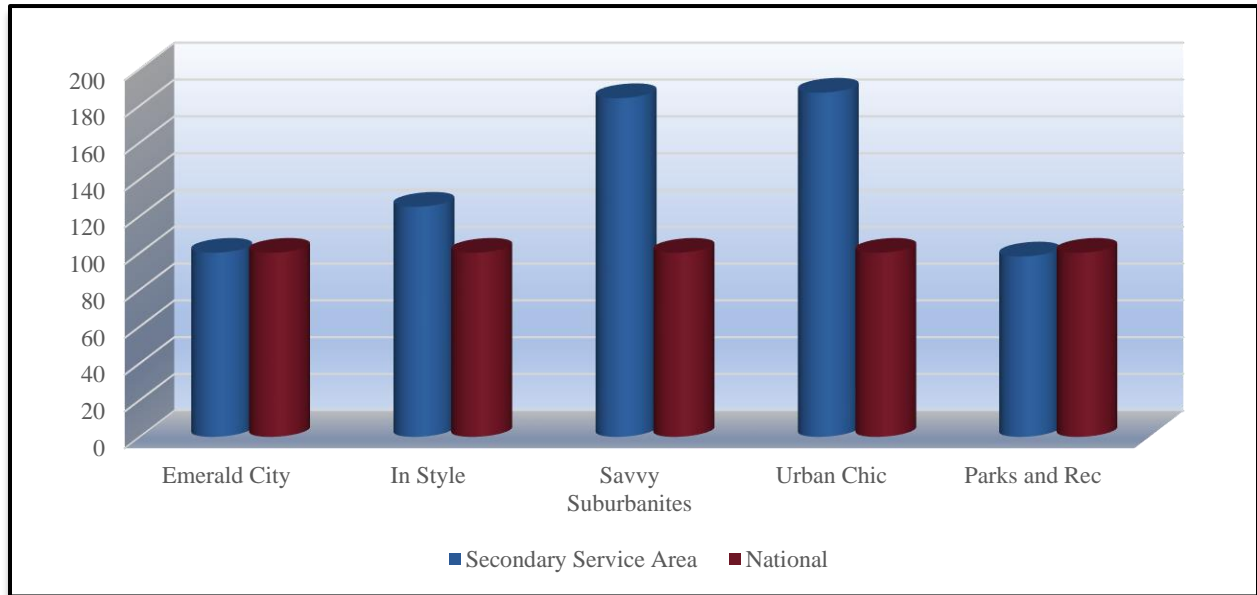




Chart O – Secondary Service Area Tapestry Segment Entertainment Spending:





Demographic Summary

The following summarizes the demographic characteristics of the service areas.

- The Primary Service Area (Lake Oswego School District) has a large enough population base at almost 43,500 to support a significant new public aquatic center. The Secondary Service Area adds another 275,000 people that could possibly also use the center.
- The two market areas have very similar demographic characteristics.
- The median age is older than the state and the national numbers. There are a large number of seniors in the service areas and an average number of youth.
- The median household income level is much higher than the state of Oregon and the national numbers. The Primary Service Area has a much higher income level than the Secondary Service Area.
- There are very high spending levels for recreation equipment and activities.
- There will be strong growth in most all age groups but especially in the senior age categories.
- There is very little diversity in the area.
- The tapestry segments indicate an active lifestyle with a strong interest in a variety of recreation activities.



Section II –Participation, Trends & Providers

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

Participation Numbers: On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay rate of participation onto the Primary Service Area (Lake Oswego School District) and the Secondary 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 2017 and the report was issued in June of 2018.

B*K takes the national average and combines that with participation percentages of the Primary and Secondary Service Areas based upon age distribution, median income, region and national number. Those four percentages are then averaged together to create a unique participation percentage for the service areas.

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Table A –Participation Rates for the Primary Service Area

	Age	Income	Region	Nation	Average
Swimming	16.0%	21.4%	15.2%	16.2%	17.2%
Did Not Participate	23.6%	18.1%	20.8%	22.8%	21.3%

Age: Participation based on individuals ages 7 & Up of the Primary Service Area.
Income: Participation based on the 2018 estimated median household income in the Primary Service Area.
Region: Participation based on regional statistics (Pacific).
National: Participation based on national statistics.
Average: Average of the four columns.

Table B –Participation Rates for the Secondary Service Area

	Age	Income	Region	Nation	Average
Swimming	15.9%	18.2%	15.2%	16.2%	16.4%
Did Not Participate	23.1%	17.6%	20.8%	22.8%	21.1%

Age: Participation based on individuals ages 7 & Up of the Secondary Service Area.
Income: Participation based on the 2018 estimated median household income in the Secondary Service Area.
Region: Participation based on regional statistics (Pacific).
National: Participation based on national statistics.
Average: Average of the four columns.

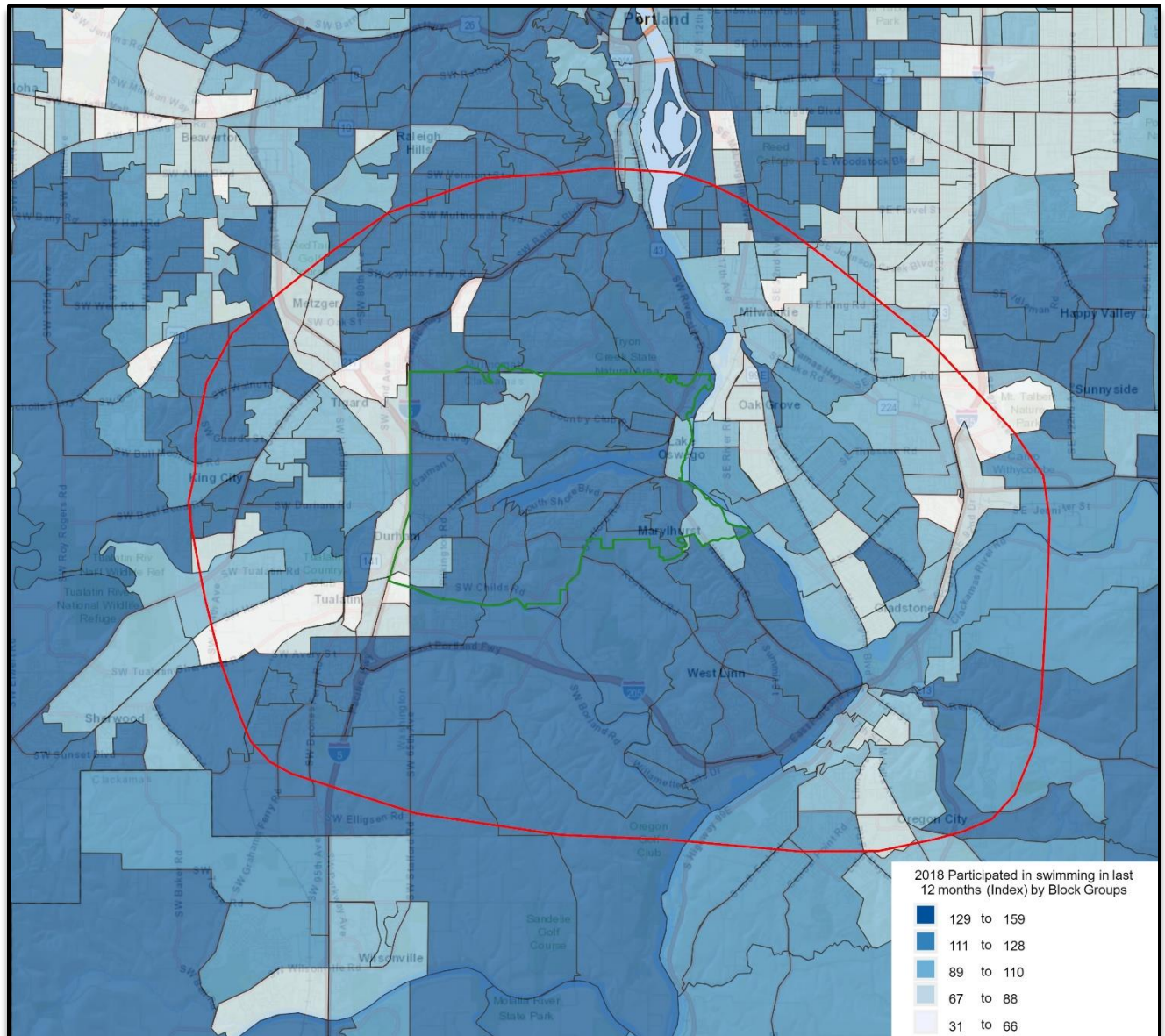
Note: “Did Not Participate” refers to all 55 activities tracked by the NSGA.

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Lake Oswego School District



Map A – Swimming Participation



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Anticipated Participation Number: Utilizing the average percentage from Table-A above plus the 2010 census information and census estimates for 2018 and 2023 (over age 7) the following comparisons are available.

Table C –Participation Growth or Decline in the Primary Service Area

	Average	2010 Population	2018 Population	2023 Population	Difference
Swimming	17.2%	6,550	7,019	7,413	862
Did Not Participate	21.3%	8,123	8,704	9,193	1,069

Table D –Participation Growth or Decline in the Secondary Service Area

	Average	2010 Population	2018 Population	2023 Population	Difference
Swimming	16.4%	44,261	48,207	51,079	6,818
Did Not Participate	21.1%	56,985	62,065	65,763	8,778

Note: These figures do not necessarily translate into attendance figures at a new aquatic center. The “Did Not Participate” statistics refers to all 55 activities outlined in the NSGA 2017 Survey Instrument.



Anticipated Annual Swimmer Days: Utilizing NSGA survey information B*K can determine the average number of times each of the groups listed below participated in swimming. Once that average has been determined it can be applied the participation numbers from Table C and D to provide an anticipated number of swimmer days within the service area. Anticipated number of swimmer days can be defined as the number of times all of the individuals within the Primary or Secondary Service Area will swim during a year, regardless of duration.

Table E – Anticipated Annual Swimmer Days in the Primary Service Area

National	Male	Female	Region	Income	Average
39.95	39.77	40.12	41.13	38.62	39.92

Average	2010 Part.	2018 Part.	2023 Part.
39.92	261,476	280,198	195,927

Table F – Anticipated Annual Swimmer Days in the Secondary Service Area

National	Male	Female	Region	Income	Average
39.95	39.77	40.12	41.13	38.62	39.92

Average	2010 Part.	2018 Part.	2023 Part.
39.92	1,766,899	2,477,634	2,625,259

It is important to note that these days are currently being spent at existing facilities in the area which may extend beyond the Secondary Service Area.



In addition to developing a unique participation percentage, B*K also examines the frequency of participation in swimming.

Table G – Participation Frequency

	Frequent	Occasional	Infrequent
Swimming Frequency	110+	25-109	6-24
Swimming Percentage of Population	6.8%	40.5%	52.7%

In the chart above one can look at swimming and how it is defined with respect to visits being Frequent, Occasional or Infrequent.

Table H – Participation Numbers in the Primary Service Area

	Frequent	Occasional	Infrequent	Total
Swimming	112	67	15	
Population	477	2,843	3,699	
Visits	53,457	190,462	55,486	299,405

Table I – Participation Numbers in the Secondary Service Area

	Frequent	Occasional	Infrequent	Total
Swimming	112	67	15	
Population	3,278	19,524	25,405	
Visits	367,144	1,308,095	381,076	2,056,315

Note: The rate for calculation of visits is different than for the determination of the number of swimmer days which results in a difference in the total for swimmer days and projected visits.

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Participation by Ethnicity and Race: The table below compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing information provided by the National Sporting Goods Association's 2017 survey, the following comparisons are possible.

Table J – Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Lake Oswego School District	National Participation	African American Participation	Hispanic Participation
Swimming	17.2%	16.2%	10.2%	12.9%
Did Not Participate	21.3%	22.8%	26.6%	26.6%

Secondary Service Part: The unique participation percentage developed for Lake Oswego School District.
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.

There is an African American population of 0.9% and Hispanic population of 4.6% in Lake Oswego School District. As such these numbers don't play a factor with regards to overall participation.

Table K – Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Secondary Service Area	National Participation	African American Participation	Hispanic Participation
Swimming	16.4%	16.2%	10.2%	12.9%
Did Not Participate	21.1%	22.8%	26.6%	26.6%

Secondary Service Part: The unique participation percentage developed for the Secondary Service Area.
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.

There is an African American population of 1.5% and Hispanic population of 9.2% in the Secondary Service Area. As such these numbers may play a factor with regards to overall participation.

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Summary of Sports Participation: The following chart summarizes participation for activities utilizing information from the 2017 National Sporting Goods Association survey.

Table L – Sports Participation Summary

Sport	Nat'l Rank ⁵	Nat'l Participation (in millions)
Exercise Walking	1	105.7
Exercising w/ Equipment	2	57.1
Swimming	3	45.6
Aerobic Exercising	4	45.6
Running/Jogging	5	44.9
Hiking	6	42.9
Camping	7	40.4
Workout @ Club	8	37.8
Bicycle Riding	9	36.2
Weight Lifting	10	35.6
Bowling	11	34.0
Fishing (fresh water)	12	29.7
Yoga	13	29.6
Basketball	14	24.6
Billiards/Pool	15	21.0
Target Shooting (live ammunition)	16	20.1
Golf	17	17.9
Hunting w/ Firearms	18	17.7
Boating (motor/power)	19	14.9
Soccer	20	14.3
Backpack/Wilderness Camping	21	12.4
Tennis	22	12.3
Baseball	23	12.1
Volleyball	24	10.5
Table Tennis/Ping Pong	25	10.2
Kayaking	26	10.0
Softball	27	9.8
Football (touch)	28	9.5
Fishing (salt water)	29	9.2
Dart Throwing	30	9.0

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

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

⁵ This rank is based upon the 55 activities reported on by NSGA in their 2017 survey instrument.

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

Chart M – Participation by Age Group:

Activity	Largest	Second Largest	Third Largest
Exercise Walking	55-64	45-54	65-74
Exercising w/ Equipment	45-54	35-44	25-34/55-64
Swimming	35-44	45-54	12-17
Aerobic Exercise	35-44	25-34	45-54
Running/Jogging	25-34	35-44	18-24
Workout @ Club	25-34	35-44	45-54
Weight Lifting	25-34	35-44	45-54
Bicycle Riding	7-11	45-54	55-64/35-44
Soccer	7-11	12-17	25-34
Baseball	12-17	7-11	25-34
Yoga	25-34	35-44	45-54
Basketball	12-17	25-34	18-24
Volleyball	12-17	25-34	18-24
Softball	12-17	25-34	7-11
Football (tackle)	12-17	25-34	18-24
Football (flag)	7-11	12-17	25-34
Martial Arts/MMA	7-11	25-34	18-24/35-44
Pilates	25-34	35-44	45-54
Lacrosse	12-17	7-11	25-34

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



Market Potential Index for Adult Participation: In addition to examining the participation numbers for various indoor activities through the NSGA 2017 Survey and the Spending Potential Index for Entertainment & Recreation, B*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in swimming.

Table N – Market Potential Index for Adult Participation in Activities in Primary Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Swimming	7,373	21.2%	131

Table O – Market Potential Index for Adult Participation in Activities in Secondary Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Swimming	48,502	19.2%	118

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

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.

These table indicates that the overall propensity for adults to participate in the activities listed is greater than the national number of 100 in all instances.



Sports Participation Trends: Below are listed several sports activities and the percentage of growth or decline that each has experienced nationally over the last ten years (2008-2017).

Table P – National Activity Trend (in millions)

Increasing in Popularity

	2008 Participation	2017 Participation	Percent Change
Yoga	13.0	29.6	127.7%
Kayaking	4.9	10.0	104.1%
Hockey (ice)	1.9	3.3	73.7%
Gymnastics	3.9	6.0	53.8%
Skiing (cross country)	1.6	2.3	43.8%
Running/Jogging	30.9	43.8	41.7%
Aerobic Exercising	32.2	44.9	39.4%
Hiking	33.1	43.9	32.6%
Cheerleading	2.9	3.5	20.7%
Archery (Target)	7.1	8.0	12.7%
Lacrosse	2.6	2.9	11.5%
Exercise Walking	96.6	104.5	8.2%
Weight Lifting	33.9	36.5	7.7%
Ice/Figure Skating	8.2	8.8	7.3%
Wrestling	3.0	3.2	6.7%
Soccer	13.5	14.3	5.9%
Pilates	5.5	5.7	3.6%
Football (touch)	9.3	9.5	2.2%
Exercising w/ Equipment	55.0	55.5	0.9%
Scuba Diving (open water)	2.5	2.5	0.0%

2017 Participation: The number of participants per year in the activity (in millions) in the United States.

2008 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 2005 to 2014.

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Decreasing in Popularity

	2008 Participation	2017 Participation	Percent Change
Target Shooting (live ammunition)	20.3	20.1	-1.0%
Fishing (salt water)	9.4	9.2	-2.1%
Tennis	12.6	12.3	-2.4%
Boxing	3.8	3.7	-2.6%
Football (flag)	6.7	6.5	-3.0%
Target Shooting (airgun)	5.0	4.8	-4.0%
Basketball	25.7	24.6	-4.3%
Backpack/Wilderness Camping	13.0	12.4	-4.6%
Workout @ Club	39.3	37.4	-4.8%
Hunting w/ Bow & Arrow	6.2	5.9	-4.8%
Hunting w/ Firearms	18.8	17.7	-5.9%
Bicycle Riding	38.7	36.4	-5.9%
Martial Arts / MMA	6.4	6.0	-6.3%
Baseball	13.3	12.1	-9.0%
Skiing (alpine)	6.5	5.9	-9.2%
Swimming	53.5	47.9	-10.5%
Volleyball	12.2	10.5	-13.9%
Camping (Vacation/Overnight)	49.4	42.1	-14.8%
Muzzleloading	3.4	2.7	-20.6%
Paintball Games	6.7	5.3	-20.9%
Football (tackle)	9.5	7.5	-21.1%
Fishing (fresh water)	37.8	29.7	-21.4%
Golf	23.2	17.9	-22.8%
Canoeing	10.3	7.9	-23.3%
Table Tennis/Ping Pong	13.3	10.2	-23.3%
Softball	12.8	9.8	-23.4%
Bowling	44.7	34.0	-23.9%
Dart Throwing	12.2	9.0	-26.2%
Snowboarding	5.9	4.1	-30.5%
Water Skiing	5.6	3.8	-32.1%
Billiards/Pool	31.7	21.0	-33.8%
Skateboarding	9.8	5.5	-43.9%
Mountain Biking (off road)	10.2	5.6	-45.1%
Boating (motor/power)	27.8	14.9	-46.4%
In-Line Roller Skating	9.3	4.5	-51.6%

2017 Participation: The number of participants per year in the activity (in millions) in the United States.

2008 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 2005 to 2014.



Aquatic Participation Trends: Swimming is one of the most popular sports and leisure activities, meaning that there is a significant market for aquatic pursuits. Approximately 15.2% of the population in the Pacific region of the country participates in aquatic activities. This is a significant segment of the population.

Despite the recent emphasis on recreational swimming the more traditional aspects of aquatics (including swim teams, water polo, instruction and aqua fitness) remain as an important part of most aquatic centers. The life safety issues associated with teaching children how to swim is a critical concern in most communities and competitive swim team programs through USA Swimming, high schools, masters, and other community based organizations continue to be important. Aqua fitness, from aqua exercise to lap swimming, has enjoyed strong growth during the last ten years with the realization of the benefits of water-based exercise.

A competitive pool allows for a variety of aquatic activities to take place simultaneously and can handle aqua exercise classes, learn to swim programs as well as competitive swim training and meets (short course and possibly long course). In communities where there are a number of competitive swim programs, utilizing a pool with 8 lanes or more is usually important. A competitive pool that is designed for hosting meets will allow a community to build a more regional or even national identity as a site for competitive swimming. However, it should be realized that regional and national swim meets are difficult to obtain on a regular basis, take a considerable amount of time, effort and money to run; can be disruptive to the regular user groups and can be financial losers for the facility itself. On the other side, such events can provide a strong economic stimulus to the overall community.

Competitive diving is an activity that is often found in connection with competitive swimming. Most high school and regional diving competition centers on the 1-meter board with some 3-meter events (non-high school). The competitive diving market, unlike swimming, is usually very small (usually 10% to 20% the size of the competitive swim market) and has been decreasing steadily over the last ten years or more. Thus, many states have or are considering the elimination of diving as a part of high school swimming. Diving programs have been more viable in markets with larger populations and where there are coaches with strong diving reputations. Moving from springboard diving to platform (5-meter and 10-meter, and sometimes 3 and 7.5-meters), the market for divers drops even more while the cost of construction with deeper pool depths and higher dive towers becomes significantly larger. Platform diving is usually only a competitive event in regional and national diving competitions. As a result, the need for inclusion of diving platforms in a competitive aquatic facility needs to be carefully studied to determine the true economic feasibility of such an amenity.

There are a couple of other aquatic sports that are often competing for pool time at competitive aquatic centers. However, their competition base and number of participants is somewhat smaller. Water polo is a sport that continues to be very popular on the west coast and uses a space of 25 yards or meters by 45-66 feet wide (the basic size of an 8 lane, 25-yard pool). However, a minimum depth of 6 feet is required which is often difficult to find in more community based facilities. Synchronized swimming also utilizes aquatic facilities for their sport and they also require deeper water of 7-8 feet. This also makes the use of some community pools difficult.



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

Another trend that is growing more popular in the aquatic's field is the development of a raised temperature therapy pool for relaxation, socialization, and rehabilitation. This has been effective in bringing in swimmers who are looking for a different experience and non-swimmers who want the advantages of warm water in a different setting. The development of natural landscapes has enhanced this type of amenity and created a pleasant atmosphere for adult socialization.

Also changing is the orientation of aquatic centers from stand-alone facilities that only have aquatic features to more of a full-service recreation center that has fitness, sports and community based amenities. This change has allowed for a better rate of cost recovery and stronger rates of use of the aquatic portion of the facility as well as the other "dry side" amenities.

Aquatic Center Market Orientation: Based on the market information, the existing pools, and typical aquatic needs within a community, there are specific market areas that need to be addressed with any aquatic facility. These include:

- 1. Leisure/recreation aquatic activities** - This includes a variety of activities found at leisure pools with zero depth entry, warm water, play apparatus, slides, seating areas and deck space. These are often combined with other non-aquatic areas such as concessions and birthday party or other group event areas.
- 2. Instructional programming** - The primary emphasis is on teaching swimming and lifesaving skills to many different age groups. These activities have traditionally taken place in more conventional pool configurations but should not be confined to just these spaces. Reasonably warm water, shallow depth with deeper water (4 ft. or more), and open expanses of water are necessary for instructional activities. Easy pool access, a viewing area for parents, and deck space for instructors is also crucial.
- 3. Fitness programming** - These types of activities continue to grow in popularity among a large segment of the population. From aqua exercise classes, to lap swimming times, these programs take place in more traditional settings that have lap lanes and large open expanses of water available at a 3 1/2 to 5 ft. depth.



4. **Therapy** – A growing market segment for many aquatic centers is the use of warm, shallow water for therapy and rehabilitation purposes. Many of these services are offered by medically based organizations that partner with the center for this purpose.
5. **Competitive swimming/diving** - Swim team competition and training for youth, adults and seniors requires a traditional 6 to 10 lane pool with a 1 and/or 3-meter diving boards at a length of 25 yards or 50 meters. Ideally, the pool depth should be no less than 4 ft. deep at the turn end and 6 feet for starts (7 is preferred). Spectator seating and deck space for staging meets is necessary. This market usually has strong demands for competitive pool space and time during prime times of center use.
6. **Specialized uses** – Activities such as water polo and synchronized swimming can also take place in competitive pool areas as long as the pool is deep enough (7 ft. minimum) and the pool area is large enough.
7. **Social/relaxation** - The appeal of using an aquatics area for relaxation has become a primary focus of many aquatic facilities. This concept has been very effective in drawing non-swimmers to aquatic facilities and expanding the market beyond the traditional swimming boundaries. The use of natural landscapes and creative pool designs that integrate the social elements with swimming activities has been most effective in reaching this market segment.
8. **Special events/rentals** - There is a market for special events including kid's birthday parties, corporate events, community organization functions, and general rentals to outside groups. The development of this market will aid in the generation of additional revenues and these events/rentals can often be planned for after or before regular hours or during slow use times. It is important that special events or rentals not adversely affect daily operations or overall center use.

Specific market segments include:

1. **Families** - Within this market, an orientation towards family activities is essential. The ability to have family members of different ages participate in a fun and vibrant facility is essential.
2. **Pre-school children** - The needs of pre-school age children need to be met with very shallow or zero depth water which is warm and has play apparatus designed for their use. Interactive programming involving parents and toddlers can also be conducted in more traditional aquatic areas as well.
3. **School age youth** - A major focus of most pools is to meet the needs of this age group from recreational swimming to competitive aquatics. The leisure components such as slides, fountains, lazy rivers and zero depth will help to bring these individuals to the pool on a regular basis for drop-in recreational swimming. The lap lanes provide the opportunity and space necessary for instructional programs and aquatic team use.



4. **Teens** - Another aspect of many pools is meeting the needs of the teenage population. Serving the needs of this age group will require leisure pool amenities that will keep their interest (slides) as well as the designation of certain “teen” times of use.
5. **Adults** – This age group has a variety of needs from aquatic exercise classes to lap swimming, triathlon training and competitive swimming through the master’s program.
6. **Seniors** - As the population of the United States and the service areas continues to age, meeting the needs of an older senior population will be essential. A more active and physically oriented senior is now demanding services to ensure their continued health. Aqua exercise, lap swimming, therapeutic conditioning and even learn to swim classes have proven to be popular with this age group.
7. **Special needs population** - This is a secondary market, but with the A.D.A. requirements and the existence of shallow warm water and other components, the amenities are present to develop programs for this population segment. Association with a hospital and other therapeutic and social service agencies will be necessary to reach this market.
8. **Special interest groups** - These include swim teams (and other aquatic teams), school district teams, day care centers and social service organizations. While the needs of these groups can be great, their demands on an aquatics center can often be incompatible with the overall mission of the facility. Care must be taken to ensure that special interest groups are not allowed to dictate use patterns for the center.

With the proper pools, the ability for different water temperatures, and strong utilization of the aquatics area, it is possible to meet most of the varied market orientations as outlined above.

Lake Oswego Area Aquatic Facilities Assessment: Within the greater Lake Oswego area there are a number of indoor pools to serve the population base.

Public Aquatic Centers

There are a substantial number of public swimming pools in the area.

The Tualatin Hills Park and Recreation District serves the greater Beaverton area and the District has a number of facilities that have aquatic amenities. The aquatic facilities that have the greatest impact on the Lake Oswego market area include:

Tualatin Hills Aquatic Center – This 50 meter pool is on the far north end of the Secondary Service Area. It is a stand-a-lone aquatic center located at the Terpenning Recreation Complex. It was renovated in 2018. It is the only indoor 50 meter pool located on the west side of the Portland metro area.

Harman Swim Center – This is a 6 lane by 25 yard pool that has a water temperature of 89 degrees and serves more therapeutic type programming.



Conestoga Recreation & Aquatic Center – The facility features two pools, one a 6 lane by 25 yard and the other a recreation oriented pool with shallow entry and a slide. The pools are part of a larger indoor center that features a variety of recreation needs.

Beyond these pools there are a large number of other public facilities. These include:

Tigard Public Pool – This is a 6 lane by 25 yard pool that is operated by the Tigard-Tualatin Aquatic District. It is located on the Tigard High School campus and serves their aquatics needs as well.

Tualatin Public Pool – This pool is also operated by the Tigard-Tualatin Aquatic District and it is an 8 lane by 25 yard pool. It is located on the Tualatin High School campus and serves their aquatic needs as well.

Southwest Community Center – The center features two pools, one is a 6 lane by 25 yard pool and the other is a recreation focused pool with a slide and interactive water features. The pools are part of a larger, full service, recreation center that is operated by the City of Portland.

Portland Community College-Sylvania Campus – The campus has a 6 lane by 25 yard pool and a separate 40 by 44 ft. diving pool with 1 and 3 meter boards. Used extensively by competitive swim groups in the area, there is also a full complement of learn to swim programs that are conducted by the Community Education program.

North Clackamas Aquatic Park – This is a large indoor aquatic center that is primarily known for its elaborate recreation pool that has a wave feature, slide and other amenities. The center also has a 6 lane by 25 yard pool that is utilized for more traditional aquatic activities. This facility is located in Milwaukie and is operated by the North Clackamas Parks & Recreation District.

Oregon City Pool – Operated by the City of Oregon City, this pool is a 6 lane by 25 meter pool with a slide. The water temperature is kept at 86 degrees.

There are also two other pools that are located significantly to the south of the Lake Oswego market area. They are:

Canby Swim Center – This an older pool that is a 6 lane by 25 yard tank with a diving board. It is operated by the City of Canby.

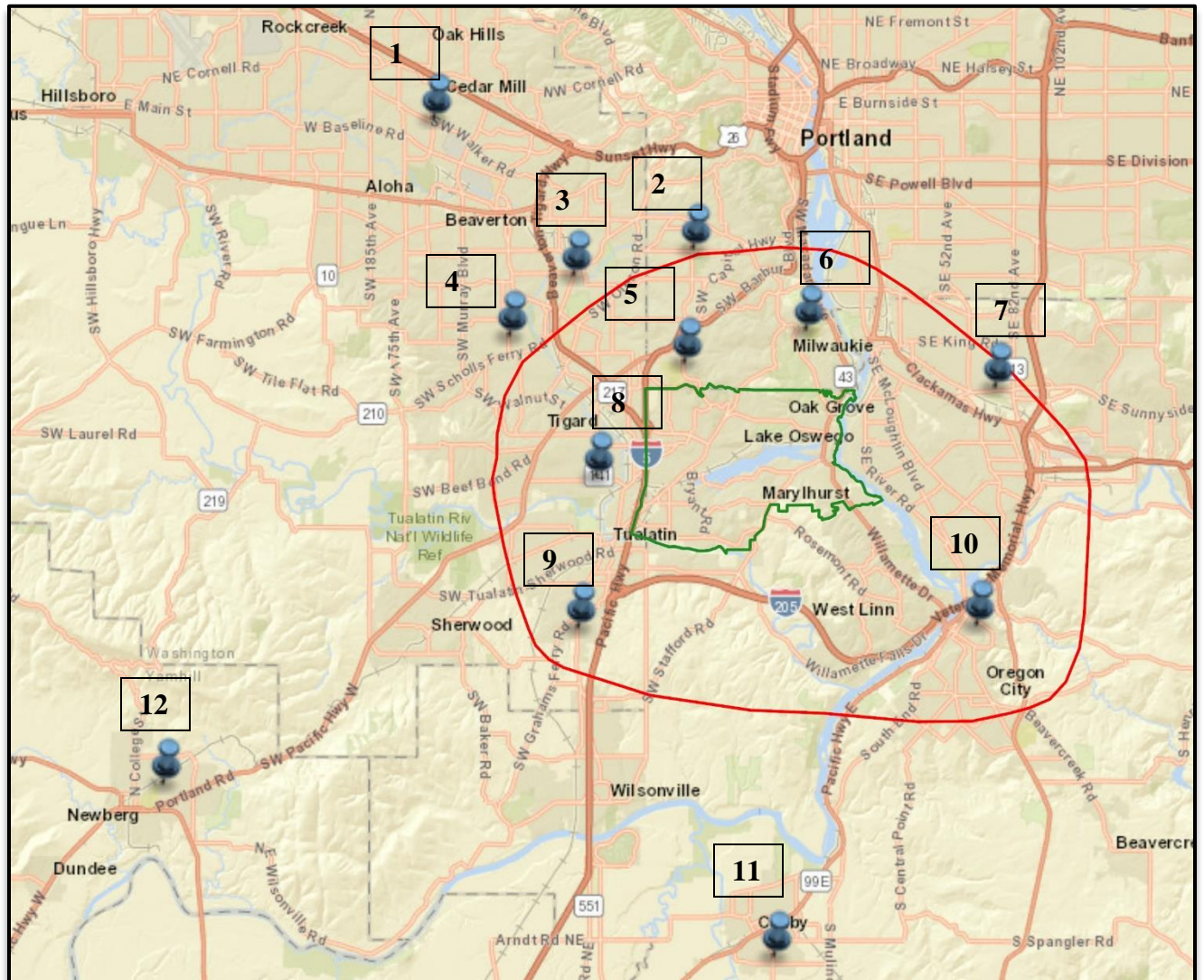
Chehalem Aquatic & Fitness Center – Although this facility is located far outside of the market area, it is the newest public pool in the area. The center features a large recreational pool with zero depth entry, interactive features, vortex, lazy river, lap lanes, deep water area and a slide. In a separate room is an 8 lane 25 yard pool that can be modified by a bulkhead to a 25 meter distance. On the other side of the bulkhead is a 5 lane by 20 yard warm up area. The center also has a fitness center attached. This facility is operated by the Chehalem Park & Recreation District.

Aquatic Center Feasibility Study

Lake Oswego School District



Map B – Alternate Indoor Aquatic Service Providers



- | | |
|--|---------------------------------------|
| 1. Tualatin Hills Aquatic Center | 7. North Clackamas Aquatic Park |
| 2. Southwest Community Center | 8. Tigard Public Pool |
| 3. Harman Swim Center | 9. Tualatin Public Pool |
| 4. Conestoga Recreation & Aquatic Center | 10. Oregon City Pool |
| 5. Portland Community College | 11. Canby Swim Center |
| 6. Lewis & Clark College | 12. Chehalem Aquatic & Fitness Center |



Private Aquatic Facilities

There are a limited number of private aquatic facilities that serve the greater Lake Oswego market. The primary provider is Lewis & Clark College.

Lewis & Clark College – There is an 8 lane by 25 yard pool with 1 and 3 meter diving boards. Besides serving the needs of the college, other swim teams in the area utilize this facility as well.

Beyond this college facility a number of private health clubs in the area have relatively small lap pools that primarily serve the aquatic needs of their members.

This is not meant to be a total accounting of all the possible aquatic facilities in the area. There may be other aquatic facilities in the Lake Oswego region that have an impact on the market for a new indoor aquatic center as well.

Other Providers Summary: The following is a summary of the other indoor aquatic providers that are in the Lake Oswego area.

- There are a significant number of other public aquatic centers in the area but with a population of over 300,000 this is to be expected and is necessary to serve the market.
- Other than the existing Lake Oswego Pool, there are no other public indoor pools within the District boundaries.
- The vast majority of these facilities have a focus on lap/competitive pools that can support more traditional aquatic services.
- Many of these aquatic facilities are stand alone centers with only a few being connected to other indoor recreation amenities.
- While the vast majority of public pools are operated by recreation districts or cities, several pools are part of a college campus.
- There is only one 50 meter pool in the area, with the next closest being the Mt. Hood Community College pool.
- There are not many other full-service indoor aquatic facilities outside of the public sector.
- Most all of the centers offer a full complement of aquatic activities from lap and recreational swimming to competitive swimming and water polo and also lesson and aqua fitness programs.

Market Opportunities - Based on the other aquatic facilities located in the Lake Oswego area, the following are market opportunities for a new Lake Oswego Aquatic Center that will be focused on serving the competitive swimming needs of the community.



- The existing Lake Oswego pool cannot meet all of the existing user demands for pool time. It is also the only indoor public pool within the District boundaries.
- Despite the presence of other pools, the large (and growing) population base has additional aquatic demands beyond the capacity of these providers.
- With a population of almost 43,500 in the Primary Service Area, the market is large enough to support a significant indoor public aquatic center. The Secondary Service Area population adds another 275,000 people and is so large that a significant new indoor aquatic center cannot serve the full demands of the market. The population is expected to continue to grow at a strong rate in the next five years.
- Both service areas have high income levels and a high rate of expenditures for recreation purposes.

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

- There are many other pool options in the area including the 50 meter Tualatin Hills Aquatic Center.
- The service area population is older and future growth is expected to concentrate in the senior age categories. This results in a general lower use of aquatic facilities, especially for more traditional competitive uses.
- Despite the excellent market for a new Lake Oswego Aquatic Center, the reality is that the facility will continue to not be able to cover its cost of operation by revenues generated from the facility. The extent of the operational loss will be dependent on the size of the pool and amenities that are ultimately included in the facility.

Even with the presence of a number of existing pools, there is still an outstanding market for a significant, publicly owned, competitive focused indoor aquatic center in Lake Oswego.



Section II – Aquatic Center Needs Assessment

A number of tools from user surveys to focus group interviews and a project task force were utilized to gather needs assessment information regarding the size and configuration of the proposed new Lake Oswego Aquatic Center.

User Group Survey: A user survey was sent to all the identified user groups to determine needs that might impact the size of the pool and the amenities that would be included in the new Lake Oswego Aquatic Center

The following groups and organizations responded to the survey:

Lake Oswego High School Swim Team
Lake Oswego High School Water Polo
Lakeridge High School Swim Team
Lakeridge High School Water Polo
Lake Oswego Water Polo Organization
Lake Oswego Swim Club
Swim for Fun
Lap Swimming

Aquatic Center Feasibility Study

Lake Oswego School District



User Group Survey Findings: The following table represents the number of participants in the primary user groups over the last four years and projections for future growth.

Table A – User Group Organization Numbers

	2015		2016		2017		2018		Future Growth	
Activity	Teams	Part.	Teams	Part.	Teams	Part.	Teams	Part.	Teams	Part.
<i>Lake Oswego High School</i>										
Swimming	4	65	4	61	4	38	4	47	0	3-18
Water Polo	3	35	3	36	3	31	3	41	0	8-10 (girls)
<i>Lakeridge High School</i>										
Swimming	1	42	1	55	1	64	1	90	1	10
Water Polo	3	31	3	36	3	30	3	41	0	6-8
<i>Swim for Fun</i>										
Cascadia Swim Team	1	50-55	1	50-55	1	55-60	1	75-80	0	18-20
Swim Lessons Privates Clinics		2,511		2,437		2,321		2,598		600+
<i>Lake Oswego Swim Club</i>										
Youth Compt. Swimming	1	174-207	1	196-221	1	209-215	1	217-258	1	100+
Masters Swimming	1	14-18	1	14-18	1	14-18	1	14-18	0	0
Pre-Swim Team (summer)	1	50	1	50	1	50	1	50	0	0
<i>Lake Oswego Water Polo Org.</i>										
LOWPO	4	65-80	4	75-90	4	75-90	4	75-105	5	53
<i>Other Uses</i>										
Lap Swimming (average per day)		15		15		15		15		0

Summary Notes:

- Virtually all programs are anticipating future growth or would like to grow, however the ability to add more participants is constricted by the lack of additional pool time.
- All of the sports/users that are utilizing the Lake Oswego Pool have both boys and girls' teams or are coed.



- Swim for Fun swim lessons are run two sessions per season except for summer where there are four sessions. There are no evening times available for lessons during the school year which limits lesson numbers.
- There is no additional time/space for more boys on the Lake Oswego High School water polo teams.
- There is no additional pool time available to add any additional high school water polo teams (separate boys and girls JV teams).
- The masters swim team has seen reduced hours over the last several years which has kept the team from growing.
- The Lake Oswego Pre-Swim Team does not have the pool time to have anymore than 50 participants.
- There are no evening lap swim times available which impacts the number of lap swimmers.
- The pool is not currently utilized for school curriculum use.

Aquatic Center Feasibility Study

Lake Oswego School District



Sports Seasons: The table below indicates the basic parameters of the programs that are currently offered at the pool to give a sense of the timing and magnitude of the sport and season.

Table C – Sports/Uses by Season

Sport	Start date (first practice)	End date (last game)	# of weeks	# of games or meets	Tournaments/ other events
Lake Oswego High School Swimming					
Winter	Mid November	Mid February	14	7-9	3 meets
Lake Oswego High School Water Polo					
Fall	Mid August	End October	10-12	10	
Lakeridge High School Swimming					
Winter	Mid November	Mid February	14	10	5 meets
Lakeridge High School Water Polo					
Fall	Mid August	Mid November	13	10	
Swim for Fun-Cascadia Swim Team					
Year Round	Jan.	Dec.	52	25	
Swim for Fun-Swim Lessons					
Year Round	Jan.	Dec.	52	N/A	
Lake Oswego Swim Club-Youth Competitive Swimming					
Summer	Jan.	Dec.	52	0	5
Lake Oswego Swim Club-Masters Competitive Swimming					
Year Round	Jan.	Dec.	52	0	
Lake Oswego Swim Club-Pre-Swim Team					
Summer	Late June	Late Sept.	10	0	
Lake Oswego Water Polo Organization					
Year Round	Jan.	Dec.	52	0	
Lap Swimming					
Year Round	N/A	N/A	52	N/A	N/A



Summary Notes:

- Due to the shallow nature of the existing pool, it is virtually impossible for the water polo teams (high school and LOWPO) to host any tournaments.

Compilation of Sports Seasons: The following table summarizes the months of use for sports and activities that utilize the Lake Oswego Pool.

Table D – Compilation of Sports Seasons

Sport	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	July
High School Swimming												
High School Water Polo												
Swim for Fun Swim Team												
Swim for Fun Swim Lessons												
Lake Oswego Swim Club												
Lake Oswego Water Polo Org.												
Lap Swimming												

Summary Notes:

- All but high school swimming and water polo utilize the pool year-round.
- There are a number of meets and games that occur at the pool but most use is for practice.
- The greatest use of the pool is on weekdays from mid-afternoon until late evening followed by early morning. There is considerable weekend usage as well.
- Pool demand is highest from mid-August until the end of February when high school swimming and water polo are in season.
- The lowest time of use is in the spring, but the overall rate of utilization is still very high during this time as well.



Pool Use by Time: To help determine the demand for pool time it is critical to understand the current pool use characteristics of the various sports and user groups.

Table E - Pool Use by Time

Season	Days of the Week	Time
Lake Oswego High School Swimming		
Winter	M-F	4pm-5:30pm or 5:30pm-7pm
Lake Oswego High School Water Polo		
Fall	M-F	4pm-6pm or 6pm-8pm
Lakeridge High School Swimming		
Winter	M-F	4pm-5:30pm or 5:30pm-7pm
Lakeridge High School Water Polo		
Fall	M-F	4pm-6pm or 6pm-8pm
Swim for Fun-Cascadia Swim Team		
Winter/Fall	M, F, Sat., Sun	M/W-8-9:30pm Sat.-4-6pm Sun.-12-2pm
Spring	Sat. & Sun	Sat.- 4-6pm Sun. 12-2pm
Summer	T, Th, F, Sat. Sun.	T/Th-8-9:30am Fri-9-11:30am Sat.-4-6pm Sun.-12-2pm
Swim for Fun-Swim Lessons		
Fall/Winter Spring	M-Sun.	M/W/F-9-3pm T/Th-9-4pm Sat.-12-6:15pm Sun.-9-3pm
Summer	M.-Sun.	M-Th.-9-4pm Fri.-9-3pm Sat.-12-4:30pm Sun.-9-2pm
Lake Oswego Swim Club- Youth Compt. Swim		
Year Round	M-Fri. Sat.	5:30-6:15am/3:15- 6:30pm 8-11:30am (4-lanes)
Lake Oswego Swim Club-Masters Swimming		
Year Round	M-W-F	5:30am-6:30am 4 lanes



Season	Days of the Week	Time
Lake Oswego Swim Club-Pre-Swim team		
Summer	M-W-F	1-2 lanes for 1.5 hrs. late morning/early afternoon
Lake Oswego Water Polo Organization		
Year Round	M-Th Sat	6-9pm 3-7pm
Lap Swimming		
Year Round	M-Th Fri Sat. Sun.	5-6:30am-8-3pm 5-5:30am-7:30-3pm 6:30-8am-12:45-4pm 9am-12pm

Summary Notes:

- The Lakeridge High School Water Polo team has to practice as a coed team due to lack of pool time.
- There is no time for lap swimming after 3pm on weekdays.
- There is no time designated at all for open swim and no aqua exercise classes being offered.
- There are no amenities that would attract the recreational swimmer.
- In addition to these organizational uses there are also private swim lessons being offered by other instructors.
- The West Linn High School swim team also utilizes the pool for several “home” swim meets a year.
- Due to a lack of pool time, most of the swim teams using the pool have up to 10 swimmers per lane instead of the more standard 6 to 8.
- The demand for weekend swim lessons and other public programs is growing.

Aquatic Center Feasibility Study

Lake Oswego School District



Pool Schedule: The following are sample schedules for one week. The first represents a typical week in January 2019 and the second a week in July 2018.

Table F - Pool Use Schedule for Winter

Sample Schedule during High School Swimming/Water Polo Season (2019)

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
5:00am							
5:30am							
6:00am							
6:30am							
7:00am							
7:30am							
8:00am							
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7:00pm							
7:30pm							
8:00pm							
8:30pm							
9:00pm							
9:30pm							
10:00pm							

	H.S. Swimming or Water Polo
	Swim for Fun
	Lake Oswego Swim Club
	Lake Oswego Water Polo Org.
	Lap Swimming
	Pool Closed

Aquatic Center Feasibility Study

Lake Oswego School District



Table G - Pool Use for Summer

Sample Schedule during Summer Season (2018)

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
5:00am							
5:30am							
6:00am							
6:30am							
7:00am							
7:30am							
8:00am							
8:30am							
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8:30pm							
9:00pm							
9:30pm							
10:00pm							

	H.S. Swimming or Water Polo
	Swim for Fun
	Lake Oswego Swim Club
	Lake Oswego Water Polo Org.
	Lap Swimming
	Pool Closed

Note: These are representative schedules only, for a one-week time span.



Summary Notes:

- The greatest demand for pool time is during the fall and winter months when high school swimming and water polo are in season.
- From a time perspective the greatest demand for pool time is from 3pm until 8:30pm on weekdays. The second greatest demand is for early morning from 5am until 8am during the week.
- The day time hours from 8am until 3pm have the least amount of use and is the primary time for lap swimming and swim lessons.
- The summer schedule is slower than the winter, but still carries a great deal of demand for early morning and late afternoon to early evening time slots.
- This demand cycle is similar to most aquatic centers nationally but is more acute in Lake Oswego due in part to the strong water polo programs that are in place and the smaller size of the pool itself.



Future Pool Needs: Each of the Lake Oswego Pool user groups were asked to identify future pool needs based on current unmet needs as well as projections for growth in their programs.

It should be noted that each of the Lake Oswego user groups were asked to identify pool needs **based on their assessment** of current unmet needs as well as **their projections** for growth in their programs.

Lake Oswego High School

Swim Team – There is a need for more pool time. In an effort to allow time for the LOSC to have adequate pool time (and serve as a feeder program), the high school teams have reduced their time from two hours to one and a half hours and now to one hour and fifteen minutes. They would like to go back to having two hours per practice.

Water Polo – Would also like to have additional pool time for practice and possibly serve additional teams. The lack of deep water is a big limitation.

Lakeridge High School

Swim Team – There is a need for more pool time (2 hours for practices), and more pool space. The air quality in the pool needs to be improved. There is also a need for more deck space for dryland training. Additional spectator space is needed as well.

Water Polo – Needs a pool that is 25 meters by 25 yards and 6 feet deep (an 8 lane x 25 yard pool is the smallest pool size that will work). They would like to have enough pool time to split boys and girls' practices or JV and Varsity.

Ideally a 50 meter pool would allow for two courses to be set up for practices. There also needs to be adequate deck space to store equipment and provide space for team benches.

Lake Oswego Swim Club

The club currently needs 57.5 lane hours per day and they only receive 43 lane hours. To meet anticipated growth, they will need 87.5 hours per day but might be able to work with 66. They would also like to be able to host regional and sectional level meets in both 25 yard and 50 meter configurations.

The pool temperature also needs to be 79-81 degrees and there needs to be pool access immediately before and after school in continuous blocks of time.

Swim for Fun

There is not enough pool time for after school swim lessons. There is a need for earlier pool time for the swim team, so they do not have to use other pools as well. Having some office space would also help. In a new pool spectator seating should be separated from the pool deck. The water needs to be at least 84 degrees.



Lake Oswego Water Polo Organization

They need a pool that is at least 25 yards by 20 yards and at a depth of 6 feet. They also need more pool time to grow their program and provide practice time for the specific age groups.

Having a space to accommodate dryland training and also space for video review would be beneficial.

Lap Swimming

More time for lap swimming, especially early morning and after 4pm. The pool is often too cold for lap swimmers. There is a general lack of parking.

Summary Notes:

- There is a demand for more pool time for virtually every user group.
- High school swimming has reduced their pool use times from two hours to one hour and 15 minutes to support other community based organizations swim programs.
- Due to the lack of pool time as well as poor pool size, many organizations use other pools in the area for their programs as well.
- Pool temperature is an issue and will continue to be if there is only one tank of water.
- The size and depth of the pool is a major issue for water polo.
- There is a desire for dryland training space.
- The lack of parking can be an issue.

Other Survey Information: Other key information that was gathered from the user surveys included:

- The Lake Oswego Swim Club also utilizes the pool at Portland Community College-Sylvania Campus and the pool at Lewis & Clark University.
- The Lakeridge Water Polo teams also use Tualatin Hills Aquatic Center and Mt. Hood Community College at times.
- The Cascadia swim team utilizes the pools at Portland Community College, North Clackamas Aquatic Park and Skyline Ridge (outdoor) for additional practice time.
- Lake Oswego Water Polo Organization also utilizes the Tualatin and Tigard pools as well as the Portland Community College pool occasionally.



- Lap and other types of aquatic activities have to either use other public pools (North Clackamas Aquatic Park) or private fitness centers.

Measuring Pool Demand: Utilizing the information that was gathered from the individual user groups regarding the need for pool time and space (both now and in the future), the following table measures the demand for pool time during the prime times of use on an annual basis. Prime time has been identified as the following:

Monday-Friday – 5am-8am and 3pm-9pm

Saturday – 6:30am-6pm

Sunday – 9am-6pm

A reasonably conservative approach has been taken to identifying pool demand and it is represented in lane hours per year. Demand has been sorted by the current tiering of programs that has been adopted by the School District. Ultimately the Lake Oswego School District will need to determine if it wants to continue to try and meet the needs of the different user groups in all of the tiers.



Table H – Lake Oswego Pool Demand

User Group	Hrs/Day	# Lanes	Days/WK	Weeks	Total Ln Hrs/Yr
Tier 1					
Lake Oswego HS Swimming	2	8	5	14	1,120
Lakeridge HS Swimming	2	8	5	14	1,120
Lake Oswego HS Water Polo	2	8	5	14	1,120
Lakeridge HS Water Polo	2	8	5	14	1,120
Total					4,480
Tier 2					
LOWPO M-F	3	8	5	52	6,240
Sun	4	8	1	52	1,664
Total					7,904
Tier 3					
LOSC - Youth Swimming M-F	5	12	5	52	15,600
Sat	4	12	1	52	2,496
LOSC - Masters	1	6	3	52	936
LOSC - Pre-Swim Team	2	6	3	10	360
Total					19,392
Tier 4					
Swim for Fun - Swim Lessons	2	4	6	46	2,208
Swim for Fun - Cascadia Swim Tm	2	8	7	52	5,824
Other Private Lessons	1	2	6	46	552
Total					8,584
Tier 5					
Lap Swimming	3	6	7	52	6,552
Grand Total					46,912

Summary Notes:

- The table identifies that there is nearly 47,000 lane hours per year needed during prime time to satisfy the basic needs of the organizations (and uses) currently utilizing the existing pool. It should be recognized that in the future the demand for lane hours should increase. This is also a conservative estimate of lane hours and this number could be higher.
- The existing Lake Oswego Pool has approximately 27,248 lane hours available during prime time which results in a shortfall of nearly 20,000 lane hours a year.



Section IV – Aquatic Center Development Options

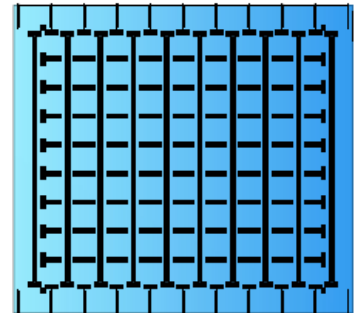
In an attempt to identify possible development options for a new indoor pool for the Lake Oswego School District, the information in the Needs Assessment section was used as a baseline for four possible options.

Development Options:

Option 1 – School District Program Focus

25 meter by 25 yard pool

- 10 lanes in yards/meters
- 1 water polo course
- 6-7 foot depth throughout (will require a variance)
- Water temperature of 80-82 degrees
- Seating for up to 300
- Lane capacity of 80
- Diving is an option



Pros:

- Adds 2 lanes from the current pool configuration
- Provides for a true water polo course
- Deep water
- Lower capital and operations costs (compared to other options)
- Can meet School District needs
- Supports swim and water polo meets

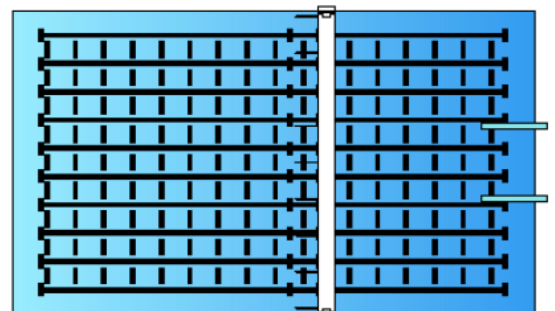
Cons:

- Small increase in pool size
- Supports one water polo course
- One water depth and temperature
- Allows for only a small increase in use by other organizations (Tiers 3-5)
- Limited general community appeal (swim lessons, aqua exercise, recreational swimming)

Option 2 – School District and Support Programs Focus

Stretch 25 yard pool (35-40 meters in length)

- 14-16 lanes in yards/meters
- 1 water polo course/2 smaller courses
- 6-7 foot depth, could be some shallower water
- Bulkhead
- Water temperature of 80-82 degrees
- Seating for up to 500
- Lane capacity of 112-128
- Diving is an option





Pros:

- Adds 6-8 lanes from the current pool configuration
- Provides one full-sized water polo course or two smaller
- Supports water polo and swimming at the same time
- Deep water with some shallower water
- Can meet School District needs as well as other organizations (Tiers 3-5)
- Supports more swim and water polo meets

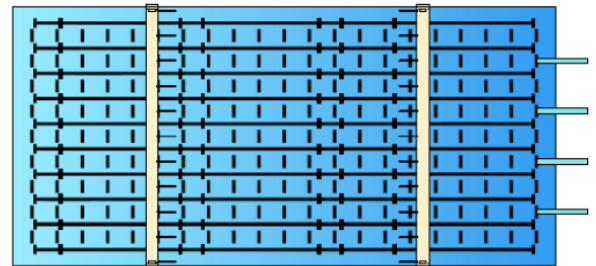
Cons:

- Supports one full-sized water polo course
- No 50 meter long course length
- One water temperature
- Higher capital and operations costs (compared to Option 1)
- Limited general community appeal

Option 3 – School District, Support and Community Groups Program Focus

50 meter by 25 yard pool

- 20-22 lanes in yards/8 in 50 meters
- 2 full-sized water polo courses
- 6-7 foot depth, could be some shallower water
- Bulkhead (1-2)
- Water temperature of 80-82 degrees
- Seating for up to 750
- Lane capacity of 160-176
- Diving is an option



Pros:

- Adds 14-16 lanes from the current pool configuration
- Allows for 50 meter swim distance (long course)
- Provides 2 full-sized water polo courses or 3 smaller courses
- Supports water polo and swimming at the same time
- Deep water with some shallower water
- Can meet School District needs as well as other organizations and community groups
- Supports a wide range of swim and water polo meets

Cons:

- One water temperature
- Much higher capital and operations costs (compared to other options)
- Limited general community appeal (swim lessons, aqua exercise, recreational swimming)
- Requires a large building with significant parking



Option 4 – General Community Use

Adds a warm water program pool to one of the other options

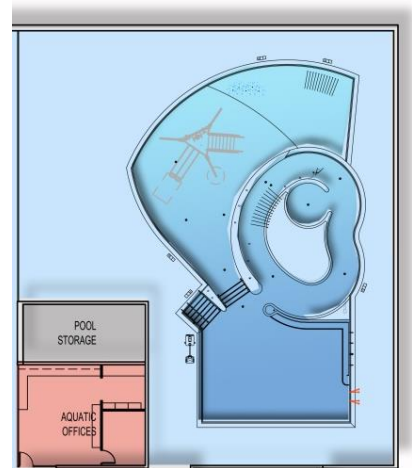
- Likely requires a partnership with the City of Lake Oswego
- Provides for community use functions to occur
- 0-5 foot depth
- Water temperature of 86-88 degrees
- May or may not have lap lanes

Pros:

- Supports swim lessons and aquatic fitness
- Has a recreational swimming appeal
- Attracts more and a broader base of users
- Higher revenue potential
- Will allow for two water temperatures in the center
- Allows for multiple depths

Cons:

- Requires more guard staff
- Adds capital costs
- Still has an operating subsidy
- Results in a larger building and more parking



Example concept plan only

Aquatic Center Full Facility Program: In order for the different pool options to operate effectively and efficiently, there are other spaces that need to be included in the facility. These include:

- Lobby/Front desk area
- Office/Guard space
- Dryland training room
- Meet management room
- Locker rooms/Universal change rooms
- Storage
- Mechanical space
- Other support space

As a result, the following preliminary building program listings with approximate square footage of space for the four program options has been developed.

Aquatic Center Feasibility Study

Lake Oswego School District



Table I – Lake Oswego Aquatic Center Program Options

	Option 1	Option 2	Option 3	Option 4
Pool				
25 x 25 - 6,000 pool/3,240 Deck	9,200			
Seating 300 x 6= 1,800	1,800			
Stretch 25 x 25 10,000pool/5,400 Deck		15,400		
Seating 500 x 6 = 3,000		3,000		
50 x 25 13,000 pool/7,000 Deck			20,000	
Seating 750 x 6=3,750			4,500	
Program Pool 2,800 pool/3,000 Deck				5,800
Support				
Lobby	1,000	1,500	2,000	
Facility Offices (2-3)	500	500	500	
Guard Room	300	300	300	
First-Aid Room	300	300	300	
Aquatic Offices (2)	400	400	400	
Coaches Offices (2-3)	240	240	360	
Meet Management	500	750	1,000	
Dryland Training	1,500	1,500	1,500	
Meeting/Party Rooms (1)	500	500	500	500
Locker Rooms (2)	2,000	3,000	4,000	1,000
Universal Change (6)	600	600	800	400
Team Locker Rooms (2)	1,500	1,500	1,500	
Spectator Locker Rooms (2)	800	1,200	1,400	
Concessions	0	800	1,000	
Storage	1,000	1,250	1,500	
Mechanical	2,000	2,500	3,000	1,300
Maintenance Office	400	400	500	
Custodial	200	200	400	
Sub-Total	24,740	35,840	45,460	9,000
Circulation 25%	6,185	8,960	11,365	2,250
Total	30,925	44,800	56,825	11,250

It should be noted that these are preliminary program spaces and the size and square footage of the areas will need to be confirmed by an architect.



Determining Preferred Aquatic Center Options: With the information that was developed for the four options, determining the preferred options to move forward with has been determined. This was based in part on the ability of the options to meet the needs for additional pool space and time.

The table below identifies the prime time annual lane hours that are available for the existing center as well as the three competitive pool options noted above. It is important to remember that the demand analysis identified approximately 47,000 annual lane hours that is needed to meet the needs (conservative estimate) of the current users of the Lake Oswego pool.

Table J – Aquatic Center Program Option Available Lane Hours

Lanes	Existing 8	Option 1 10	Option 2 16	Option 3 22
Prime Time Hours				
<i>Weekdays</i>				
AM - 5am-8am - 3 hrs x 5 Days	15			
PM - 3pm-9pm - 6 hrs x 5 days	30			
<i>Weekends</i>				
Sat. - 6:30am-6pm - 11.5 hrs	11.5			
Sun. - 9am-6pm - 9 hrs	9			
Hours a Week	65.5			
Weeks	52			
Total Lane Hours Available	27,248	34,060	54,496	74,932

It is important to note that no lane hours are anticipated for Option 4 which is the Community Use pool.

From a demand perspective, the only options that meet the anticipated 47,000 annual lane hours are options 2 and 3. As a result these two options were determined by the user groups and the project task force as being the optimal options to consider for a new Lake Oswego Aquatic Center with the possibility of adding Option 4 (Community Use) to either of these scenarios.

This recommendation is based on the premise that the Lake Oswego School District will want to continue to meet the basic aquatic needs of each of the different user groups in all the current tiers of use.



Section V – Operations Analysis for the Preferred Options

A preliminary operations analysis has been completed for the two preferred options for the planned new Lake Oswego Aquatic Center. The following are the basic parameters for the operations plan.

- A basic, preliminary operations analysis has been completed for two center options plus the development of a program pool that could be added to either option.

Option 2 – A stretch 25 yard by 25 meter pool with up to 16 lanes. Approximately 45,000 SF.

Option 3 – A 50 meter by 25 yard pool with up to 22 lanes. Approximately 57,000 SF.

Option 4 – A program pool added to one of the options above. Approximately 11,000 SF.

- A reasonably conservative approach to estimating expenses (to the high side) and revenues (to the low side) as been undertaken for the operations plan with the knowledge that the aquatic center could out perform these preliminary estimates.
- The first year of operation will be late 2022 or later.
- The Oregon minimum wage (Portland UGB) will be \$14.75 an hour in 2022.
- This operational budget represents the full anticipated expenses and revenues for the center (including existing expenses and revenues).
- The presence of other aquatic providers in the market will remain the same.
- The center will be operated by the Lake Oswego School District and the pool will be guarded at all times with the appropriate number of lifeguards that will be employed by the School District. This is a very important liability issue.
- This operations estimate is based on a basic program plan for the facility options only. This operations plan will need to be updated once a final concept design has been developed. A more exacting plan will be possible at this point with more information on the types of partnerships that might be possible as well as the commitment from user groups for pool time and fees for use.
- Most of the programming will continue to be provided by the existing user groups.
- The center will draw well from the Secondary Service Area.
- No new partnerships with other organizations have been shown in this operations plan.
- The operational numbers do not include non-aquatic uses. It also does not include any site maintenance.

Aquatic Center Feasibility Study

Lake Oswego School District



- For user groups where revenues are being split between the group and the school district, the district should receive a minimum of 35% of all revenue collected. For this type of revenue sharing the school district should collect all the registration revenue (Swim for Fun lessons and any private lessons).
- All other user groups that are not Tier 1 or 2 should pay per lane hour with no exceptions. Revenues from lane rental of the pool are aggressive.
- For new programs that are not currently offered by the other organizations (water aerobics, lifeguard training, etc.) it is assumed that they will be offered by School District personnel.
- Pool mechanical maintenance will be covered by pool personnel, but all other building maintenance and custodial services will be handled by School District personnel and have not been shown in this budget.

Projected Hours of Operation:

The projected hours of operation are similar to the existing hours at the pool.

Days	Hours
Monday – Friday	5:00am – 9:00pm
Saturday	6:30am – 6:00pm
Sunday	9:00am - 6:00pm
Total Hours Per Week	100.5

Projected Fee Schedule:

The existing fee structure for general use of the pool has been increased for all options.

	Daily		4 Month Pass		Annual		30 Day	
	Res	NRes	Res	NRes	Res	NRes	Res.	NRes
Adult (18-60)	\$9	\$11	\$275	\$345	\$550	\$685	\$105	\$130
Student (K-12)	\$8	\$10	\$200	\$250	\$400	\$500	\$75	\$95
Preschool	\$4	\$5	N/A	N/A	N/A	N/A	N/A	N/A
Senior (60+)	\$7	\$9	\$150	\$185	\$300	\$375	\$55	\$70
Family	N/A	N/A	\$425	\$530	\$850	\$1,063	\$160	\$200

Fees cover lap/open swimming and water exercise classes only.

Non-Resident rates are 25% higher than resident rates.

Aquatic Center Feasibility Study

Lake Oswego School District



Lane Use Rates:

Use of the aquatic center for Tier 3 & 4 user groups will be based on a cost per lane hour.

Lane Hour	City/District	Non-City/District
	\$12.00 (25 yard)	\$15.00 (25 yard)
	\$24.00 (50 meter)	\$30.00 (50 meter)

Stretch 25 yard (35-40 meters) Budget Summary

Category	Stretch 25 Meter	With Program Pool
Expenses		
Personnel	\$ 737,664	\$ 1,139,007
Commodities	\$ 98,000	\$ 145,500
Contractual	\$ 208,163	\$ 272,862
Capital Replacement	\$ 40,000	\$ 55,000
Total	\$ 1,083,826	\$ 1,612,369
Revenues		
Admissions	\$ 476,270	\$ 640,058
Programs	\$ 116,402	\$ 250,191
Other	\$ 153,375	\$ 247,625
Total	\$ 746,047	\$ 1,137,874
Difference	\$ (337,779)	\$ (474,495)
Recovery %	69%	71%



50 meter by 25 yard Budget Summary

Category	50 Meter	With Program Pool
Expenses		
Personnel	\$ 831,441	\$ 1,232,784
Commodities	\$ 112,000	\$ 159,500
Contractual	\$ 273,062	\$ 337,779
Capital Replacement	\$ 50,000	\$ 65,000
Total	\$ 1,266,503	\$ 1,795,063
Revenues		
Admissions	\$ 533,073	\$ 694,620
Programs	\$ 116,402	\$ 250,191
Other	\$ 160,500	\$ 259,750
Total	\$ 809,975	\$ 1,204,561
Difference	\$ (456,528)	\$ (590,502)
Recovery %	64%	67%

Note: The existing pool operates at a loss of approximately \$100,000 a year with lower wage rates than what are projected for 2022, a lower staffing model, and a lower commitment to lifeguard hours. Applying these same operational standards to the existing pool would increase the loss to at least \$200,000 per year.

It is also important to realize that a cost recovery rate for a competitive focused pool that is above 60% is a strong rate of financial performance for this type of facility.

Budget Category Definitions:

Expenses

- *Personnel* – all full-time and part-time positions including benefits
- *Commodities* – operating supplies including office supplies, pool chemicals, maintenance and janitorial supplies, and concession supplies
- *Contractual* – utilities, contract maintenance and other services
- *Capital Replacement* – equipment replacement

Revenues

- *Admissions* – daily, 30 day, 4 month, annual and rentals of pool time by user groups
- *Programs* – revenue from programs offered by other organizations as well as the center itself
- *Other* – concessions and vending



Section VI – Aquatic Center Partnership and Funding Analysis

Partnership Analysis

A significant number of new public aquatic facilities now involve some form of partnership with other community organizations and aquatic service providers. For partnerships to be effective the following must occur.

- Must actively pursue and sell the benefits of the partnership.
- Weigh the benefits vs. the cost of the partnership.
- Don't compromise on the original vision and mission of the project.
- Establish a shared partnership vision.
- Expect compromises to meet different needs and expectations.
- Clearly define development and operations requirements.

An important step in determining the feasibility of developing a new aquatic center for the Lake Oswego School District is to assess the partnership opportunities that exist with organizations that might have a possible interest in pursuing such a project.

Through the feasibility and stakeholder meetings portion of the study, a number of organizations and entities were identified as possible partners for the aquatic center. These include:

- City of Lake Oswego
- Other School Districts
- YMCA of Columbia/Willamette
- Health Care Providers
- Aquatic Organizations
- Senior Service Organizations
- Retail Sales
- Other Aquatic Service Providers
- Private Schools
- Clackamas County
- Community Organizations
- Business and Corporate Community

The following is a general summary of the partnership assessment and recommendations for how to proceed with partnering on an aquatic center.



Specific Project Roles – After reviewing the partnering assessment for each organization the partnerships can be categorized into three possible levels.

Primary or Equity Project Partners – These would be the main partners in a project who have the most interest, the ability to fund, and a willingness to be a part of the development and operation of a facility.

- *City of Lake Oswego* – The City and the School District have discussed a possible equity partnership to assist with the development and operation of a new aquatic center. The interest of the City is primarily in the program pool and to a lesser extent the competitive pool. The City may be able to use some of its upcoming bond money to pay for the program pool portion of the facility and might be able to contribute to other aspects of the center as well. In addition to capital funding, the City should also be expected to contribute to the anticipated operating subsidy on an annual basis. This would primarily be for the program pool. Having a well written partnership agreement that deals with capital and operational funding along with operations and management roles, and long-term capital replacement will be essential. It is highly likely that residents of the City of Lake Oswego will be strong users of a new School District aquatic center regardless if a partnership is established.
- *Other School Districts* – Other school districts in the area (most notably the West Linn School District) may be interested in some form of an equity partnership to ensure that their swim and water polo team have a place to practice and host meets. This could include a small capital contribution but is most likely to be a long-term commitment to buying pool time.
- *YMCA of Columbia/Willamette* – The YMCA has been active in partnering with other communities in the greater Portland area to develop and operate community aquatic and recreation facilities. They could be approached about possible interest in being the actual operator of the aquatic center if the facility has the right elements (program pool). If this type of partnership is pursued, the YMCA should be a contributor to the capital financing of the center as well.
- *Health Care Providers* – There are a significant number of hospital systems and physical therapy providers serving the greater Lake Oswego area. It is conceivable that a healthcare provider could provide assistance with capital funding for a portion of the facility, lease space, or possibly provide programs and services for the center. Partnerships between public entities and medical providers can be very beneficial for both parties. However, health care providers will be interested in the program pool and could even desire to have a true therapy pool. Without these elements it is doubtful that an equity partnership can be formed.

While there are several opportunities to have an equity partner for the aquatic center, only the City of Lake Oswego has expressed strong interest at this time.

Secondary Project Partners – These organizations could have a direct interest in a Lake Oswego Aquatic Center project but not to the same level as a primary partner. Capital funding for the project is unlikely but there could be some assistance with program and service delivery.



- *Aquatic Organizations* – The Lake Oswego Pool has long term relationships with a number of aquatic groups (LOSC, Swim for Fun and others) and these organizations will be primary users of a new aquatic center. Having signed agreements for the purchase of pool time (per lane hour at market rates) for a three-year period will need to be strongly pursued and should be in place prior to beginning construction of the center. This will ensure a strong revenue stream for offsetting the cost of operating the facility.
- *Other Aquatic Service Providers* – In an effort to offer a wide variety of programs and services, partnering with select outside aquatic service providers is encouraged. This is particularly important for the 50 meter pool option as there will likely be more pool time available than current demand requires. This could include other swim teams, water polo programs, scuba providers and specialty users (kayaking, etc.). These providers would be expected to purchase pool time on a per lane hour basis at market rates.
- *Private Schools* – Contracting with local private schools for pool time for student or aquatic team use may be possible if the needs of existing user groups can be met. This could also include home school groups. They should be expected to pay market rates for all use.
- *Senior Services* – Local senior service providers could be strong users of a new aquatic center if it has the program pool space. While there is little expectation for financial assistance in developing or operating the facility, they could provide a strong user group during the school day when there is less demand on the center from other users.
- *Retail Sales* – It may be possible to integrate some local retail services into the aquatic center. This could come in the area of a small drink/food service operation and/or a small area to sell aquatic goods. The center should either lease space in the building for these purposes or take a percentage of any goods that are sold. The location of the center will ultimately determine the value and demand for these types of services. A site that is located in the core area of the community will have a stronger market for these types of services.

The key factor with the secondary partners is to determine what programs and services are most appropriate for this delivery method realizing that there is the potential for overlapping services.

Support Partners – These organizations should support the development of a new aquatic center but would see limited to no direct involvement in the development or operation of the facility.

- *Clackamas County* – The role of Clackamas County (or Multnomah, or Washington Counties) in an aquatic center project is limited and would most likely not involve any capital or operations funding. However, this type of facility will improve the quality of life for not only the School District and City but also people that live in the County. It would be helpful if Clackamas County would endorse the project and publicly support its development.
- *Community Organizations* – Developing working relationships with community organizations and service clubs could provide much needed support for the project as well as generate possible users of the facility.



- *Business and Corporate Community* – It is important to approach the business corporate community with a variety of sponsorship opportunities to enhance the revenue prospects of the center.

Support partners would have a limited impact on the development and operation of a Lake Oswego Aquatic Center, but their involvement in the process is still important to build overall awareness of the project and help promote its use. As possible on-going users of the facility they could provide a solid revenue stream for the amenities.

As the new aquatic center becomes closer to reality, the opportunities for partnering are likely to increase. A well written partnership agreement will need to be drafted between any organizations involved in the project. The agreement should clearly outline the capital funding requirements, project ownership, priorities of use/pricing, operating structure, facility maintenance and long-term capital funding plan. These agreements should be approved prior to committing to begin design or construction of the center.

Operations Responsibility: If a true partnership is formed for the Lake Oswego Aquatic Center with an equity partner, then a number of operations options may need to be explored. Regardless of the operating agency an oversight committee made up of representatives of all equity partner organizations may need to be established to guide operations.

Lake Oswego School District- If the School District is the primary project funding agency then it should be expected that they will continue to be the primary operator of the center. However, with a possibly much larger and more diverse aquatic center, the School District may want to examine other options.

City of Lake Oswego- If the City is a full equity partner in the aquatic center with the School District, they could also be a possible operator of the facility. The City has an established parks and recreation department which would make this option more viable.

YMCA of Columbia/Willamette – As has been noted above, the YMCA could be the operator of the center and they have the knowledge and capability to effectively manage an aquatic center. If the Y is the operator, they will almost certainly need financial assistance from the School District.

Contract Operator – There are a limited number of private companies that could be contracted to operate an aquatic center. This would likely mean issuing an RFP for services but there should only be an expectation that one or two companies will respond. Private contract operators, while having the experience of operating similar facilities, do not always have the best interests of the school district or community in mind and the actual company could be located in another area of the country. There is also the possibility of having an existing public agency such as the Tualatin Hills Park & Recreation District be the contract operator.

Foundation- Under this format the partners would place the responsibility for operations and management of the center under the control of a non-profit foundation established for the project. The center would operate as a public facility and be under the direct control of the partners through an



executive board made up of representatives of each organization. Board membership numbers for each partner would be determined based on the level of contribution to the project. This arrangement would allow the center to enjoy the benefits of public operation without the limits of some mandated personnel requirements and other issues. It also ensures that each of the partner's interests is represented and their issues are heard. This option does complicate operations and requires the establishment of an additional organization.

Funding Analysis

One of the possible challenges for this project is determining a method for funding the full capital development costs as well as the anticipated annual operating subsidy of the new Lake Oswego Aquatic Center. This may require that a number of different funding sources be utilized for the center to become a reality. As a result, several possible funding sources were investigated. Although this is not meant to be an exhaustive list it does indicate a number of possible funding options. These include:

Capital Funding:

Partnerships – The possibility of including equity partners in the project beyond the City of Lake Oswego is relatively small. There will be limits on the number of these type of partners that can be established for the project due to possible competing interests. Partnership dollars received from other organizations is expected to be limited and probably will not be above 20% of the total cost of the project.

Fundraising – A possible source of capital funding could come from a comprehensive fundraising campaign in the School District and the greater Lake Oswego area. Contributions from local businesses, private individuals and social service organizations should be targeted. To maximize this form of funding a private fundraising consultant may be necessary. A goal of fundraising could be to fund between 10% and 15% of the capital cost of the project.

Grants/endowments – There are a number of grants and/or endowments that are available for aquatic projects but many of these may need to be directed through the City of Lake Oswego. This could include state and federal grants as well as private grants. It is more difficult to fund indoor aquatic facilities than parks, trails and open space from these sources, but an effort should still be made to acquire some funding if possible. Key aspects of the facility that should be targeted for grants are serving youth, teens, seniors, and sustainable construction. Major funding from this source is unlikely but it never the less could provide assistance to the project for approximately 3% and 5% of the total project cost.

Naming Rights and Sponsorships – Although not nearly as lucrative as for large stadiums and other similar facilities, the sale of naming rights and long-term sponsorships could be a source of some capital funding as well. It may be necessary to hire a specialist in selling naming rights and sponsorships if this revenue source is to be maximized to its fullest potential. No lifetime naming rights should be sold only 20 year maximum rights should be possible. Determining the level of financial contribution necessary to gain a naming right will be crucial. This could mean a contribution for up to 25% of the



total cost of the entire project for overall facility naming rights or 50% to 100% for individual spaces (specific spaces) within the center itself.

Even when all of the potential funding sources noted above are combined, they will at best generate a funding level of 50% for the project. It is clear that the primary source of funding will have to come from tax dollars.

Lake Oswego School District – The primary source of funding is anticipated to come from the previous bond levy passed by the District which included \$7 million for a new pool or to repair the existing one.

City of Lake Oswego – If the City's bond measure passes in May 2019, this is a possible source of funding for at least a portion of the aquatic center. The allocation of any funding will be at the discretion of the City Council.

Operations Funding: Funding the operations of the center comes primarily from one source.

User Fees – It should be expected that user fees will pay for at least 60% of the total cost of operating the center. However, it is nearly impossible to expect that fees could ever pay for 100% of the cost.

With the anticipation that there will be an operations subsidy that will need to be funded each year, a funding plan for the required subsidy will be necessary.

Lake Oswego School District – It should be expected that the School District will be the primary funder of the balance of the yearly operations obligation after user fees. The School District is currently allocating approximately \$100,000 annually to the existing pool and this would be moved over to the new center. However, a considerable increase in the funding level will be needed.

City of Lake Oswego – If the City is a partner in the project, there is the expectation that they could also provide some level of operations funding support for the facility as well.

Partnerships - If there are other equity partners in the project there may need to be a contractual requirement with these partners to help with funding the annual subsidy as well.

Inter-local Agreements – Establishing agreements with other school districts (West Linn School District) and community organizations to fund the on-going operation of the center is possible but will most likely result in a very low level funding obligation (probably less than 10% of the total subsidy).

Sponsorships – The establishment of sponsorships for different programs and services as well as funding for different aspects of a facility's operation is possible. But in most cases, this provides a relatively low revenue stream for funding day to day operating costs for a center.

Grants – There are grants that are available for programs and services that serve youth, teens and seniors. In addition, ongoing energy conservation efforts, public health initiatives and other social service oriented programs may be funded as well. However, it is usually difficult to rely on grant funding for long term operations obligations.



Endowment Fund – This would require additional fundraising to establish an operational endowment fund that would be designed to fund capital replacement and improvements at the center. It is often difficult to raise funds for operational endowments and the level of initial principal funding that is required is very high.

Possible Funding Scenario: The following tables show possible sources of center funding.

Capital

Source	Percent of Total
Partnerships	10%-20%
Fundraising	10%-15%
Grants/Endowments	3%-5%
Naming Rights	5%-25%
Lake Oswego School District	50%-100%
City of Lake Oswego	TBD

Operations (subsidy)

Source	Percent of Total
Lake Oswego School District	50%-100%
City of Lake Oswego	TBD
Partnerships	5%-10%
Inter-local Agreements	0%-5%
Sponsorships	2%-5%
Grants	2%-5%
Endowment Fund	0%

Foundation: It is highly recommended that a 501(c)3 foundation be established for the project (or an existing foundation utilized). This will provide a way to collect a variety of fundraising dollars as well as equity partner payments for the project. This may also make the project eligible for a broader range of grant dollars as well.