



# **CARBONDALE AQUATIC FACILITY**

December | 2020  
**DESIGNWORKSHOP**

# ACKNOWLEDGMENTS

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Thank you to the Carbondale community for participating in the Carbondale Aquatics Facility planning project and providing input.



DESIGNWORKSHOP



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*This project was made possible through the generous support of Great Outdoors Colorado (GOCO). Funded by a portion of Colorado Lottery proceeds, GOCO grants help communities across the state build, preserve, and enhance parks, trails, wildlife, rivers, and open spaces.*

*Great Outdoors Colorado (GOCO) invests a portion of Colorado Lottery proceeds to help preserve and enhance the state's parks, trails, wildlife, rivers, and open spaces, GOCO's independent board awards competitive grants to local governments and land trusts and makes investment through Colorado Parks and Wildlife. Created when voters approved a Constitutional Amendment in 1992, GOCO has since funded more than 4,800 projects in urban and rural areas in all 64 counties without any tax dollar support. Visit [GOCO.org](http://GOCO.org) for more information.*



# INTRODUCTION

The John M Fleet Pool has served the Carbondale community for over 40 years. It is a place where kids learn to swim, teenagers pass the time in the summer, and community members engage in fitness activities. Located on a prime corner downtown, it acts as one of the community's entry points. While it has served Carbondale well, it is an aging facility that needs an update and redesign to meet Carbondale's needs today and into the future.

This process is intended to identify opportunities for improvement to the aquatic facility. The planning effort documents the existing conditions of the pool and identifies areas where efficiencies could be realized. Through interviews with Town staff and key stakeholders, the process identifies constraints and opportunities for operations, programming and the built perspectives. The process is informed by a Working Group comprised of representatives from pool user groups, town staff, and interested residents. The community was asked to provide their feedback on needs and desires for the Carbondale Pool, building off the engagement completed in 2019 by the Parks and Recreation Commission.

This planning effort sought to provide efficient, fun, and inclusive ways for the community to participate in imagining what this facility could be going forward. The community's input offers the framework for the plan document, identifying the key infrastructure and amenities that should be included in an updated aquatics facility.

There were discussions of "trade-offs" throughout the process to help the community understand the financial, operational and physical constraints that need to be accounted for in the project.

Two important aspects that were addressed regarding the aquatic facility plan were location and seasonality. Residents were asked for their thoughts on these aspects in the survey. Their responses, combined with additional research information, were evaluated and discussed at length with the Working Group and other consulting groups.

The final adopted Aquatic Facility Plan is a municipally adopted document that provides guidance to Carbondale about:

1. The amenities, improvements and programs most supported by the community.
2. The best approach for long-term funding, maintenance, operations and management.
3. The ideal location and seasonality for the pool facility.

This Master Plan recommends the continued use of the current Main Street location and a refinement and expansion of programming opportunities to utilize the pool's features and connections to Sopris Park. The document focuses on flexibility in built features, programming and seasonality so the new Aquatics Facility can respond to changing needs over time.





# CONTEXT ASSESSMENT

# CONTEXT ASSESSMENT

## IMPROVEMENTS OVER TIME

Between 1978 and 1979, the Carbondale Pool was constructed. Named after Carbondale's former mayor, the John M. Fleet Pool is a six-lane, 25-meter pool with a diving board and slide. In 1986, the wading pool was added, and the building received its last major renovation. Over time, necessary updates or repairs have been made. Updates have included a PVC liner, automated chemical system, feed tank, a pool heater and re-plastering of the wading pool.

## CAPACITY

When the pool was built in the late 1970s, Carbondale's town had about 2,000 people. While Carbondale's population has more than tripled since then, the pool's capacity has increased by only 20. The pool can accommodate approximately 200 people, with the main pool's total at 180 and 20 in the wading pool. As a result, people have been turned away from the pool several times during the season due to the maximum capacity limits or scheduled programming that did not allow for open swim. This issue has only been exacerbated by the global COVID-19 pandemic, in which safety regulations limiting the number of people based on the square footage have been put into place.

## SEASON

The pool has historically operated from Memorial Day to Labor Day. In its high season, Memorial Day to mid-August, the pool is open 69 hours a week. During the low part of the season, mid-August to Labor Day, the pool is open for 47 hours per week. In 2019, the pool had 8,394 patrons for its pool season. Open swim, lap swimming, water aerobics, and swim lessons are scheduled at various times. A diving board and a slide provide additional recreational programming. These elements are used one at a time to prevent injury.

## OPERATIONS

Like the pool industry as a whole, the John M. Fleet pool has staffing difficulties. Currently, the pool uses 14 lifeguards to keep it operational and five swim instructors. In a typical year, the pool is usually able to find 11 lifeguards to hire. Positions not filled during a season are supplemented with help from the Recreation Department's employees. Compounding this issue is the pool's program scheduling, which limits flexibility in hours and days for staff members.

## FACILITY

The bathhouse has a front desk that doubles as an office space, a mechanical room, a chemical room, separate all-in-one male and female rooms for changing, showering and locker storage. These rooms are basic but functional. However, over time, like the pool, they too have become

undersized. In response to this issue, the town has built a guard shack and storage. This additional space cannot address all of the facility's issues, especially those relating to the mechanical room. As a result, repairs to mechanical equipment is significantly more costly.

## TRENDS OF PAST SURVEYS FROM 2004, 2015 & 2018

The Town has completed community surveys over the last 15 years, which provided the basis for beginning this Master Plan. Key trends from these past outreach efforts include:

- Strong support for updating and renovating the pool and facilities.
- Having a variety of amenities that meet the needs of kids to adults is essential. A lap pool and a splash pad have strong support.
- Requests to extend the seasonality of the pool and amenities.
- Respondents have been split on whether a pool should be indoor or outdoor.

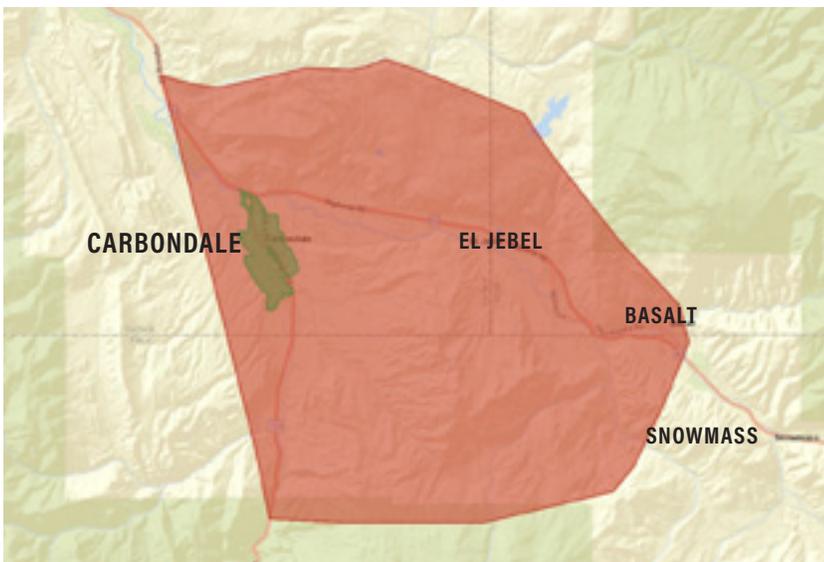
## DEMOGRAPHIC SUMMARY

The Master Plan reviewed the service area for the Carbondale Pool. The services area includes the Town itself, as well as immediate surrounding areas. Some of the key findings from this analysis include:

- The population level of 7,081 people within the immediate service is large enough to support an outdoor swimming pool operation when overlaying National Sporting Goods Association (NSGA) participation statistics on to the demographic profile of the community.
- The population in the immediate service area is projected to grow at a steady level of almost 5% over the next five years to a population level of 7,435 and 5.8% to a population of 22,053 in the primary service area.
- There is a higher percent of people in the 0-5, 5-17, 18-24 and 45-54 age groups than the national age group distribution. This suggests more young adults and families in the immediate service area than the national level. The percent of households with children in the immediate service area is 37.4% compared to the national level of 33.4%. Age is one determining factor that drives participation in recreation and sport activities.
- The median household income of \$77,644 within the immediate service area is higher (28%) than the national level. Comparatively, the percent of households with income over \$50,000 is 73.8% compared to a national level of 59%. Household income is another one of the primary determining factors that drives participation in recreation and sports.
- The Spending Potential Index for housing in the primary service area is 12% higher than the national level.
- The Tapestry segments<sup>1</sup> identified in the Primary Service Area point to an active community.
- The median age of Primary Service is 3.1 years younger than the national number.
- The age-group population growth is estimated to be higher across the spectrum of age groups except in the 0-5 age group. While the immediate service area has a younger median age and higher concentrations of families it should be noted the age groups with the largest percent of estimated increase since the 2010 census include the age groups of 45-54 (155% growth), 55-64 (23% growth) and 65-74 (134% growth). This is significant in that swimming has universal interest across all ages and is a popular activity of older adults.

<sup>1</sup> Tapestry segmentation is a system composed of 67 distinct segments that accurately define and describe America's neighborhoods based on socioeconomic, demographic composition, LifeMode, and Urbanization group information.

## SERVICE MAP AREA



### LEGEND

- Immediate Service Area for pool  
[ Town Limits of Carbondale ]
- Primary service area for pool

# REGIONAL CONTEXT ANALYSIS



## DISTANCE FROM PROJECT SITE

Within the Roaring Fork Valley, there are a number of aquatics facilities. These were reviewed to ensure the recommendations in the Master Plan fit within this overall context.

- 1 River Valley Ranch Aquatics Center [ #7 ]
- 4.1 Aspen Glen Club [ #5 ]
- 6.9 Ironbridge Recreation Center [ #4 ]
- 11.3 Avalanche Ranch Cabins and Hot Springs [ #11 ]
- 12.6 Basalt Swimming Pool [ #8 ]
- 13.5 Glenwood Springs Resort Pool [ #2 ]
- 13.9 Iron Mountain Hot Springs [ #3 ]
- 13.9 Glenwood Springs Community Center Pool [ #1 ]
- 26.6 Snowmass Recreation Center [ #9 ]
- 29.1 Aspen Recreation Center [ #10 ]

## COMPARING VALLEY POOL AMENITIES

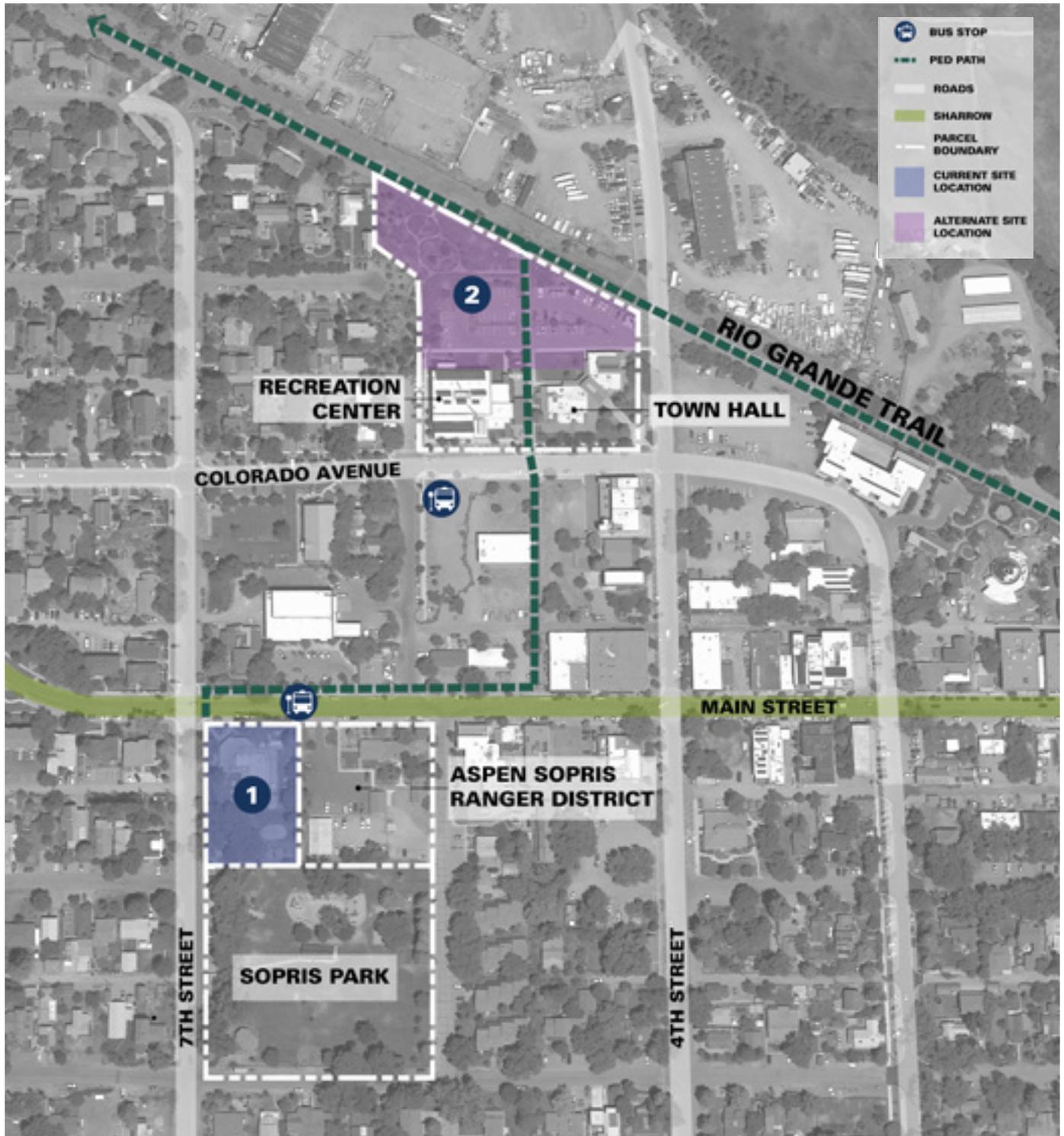
	Glenwood Springs				Carbondale			Basalt	Snowmass Village	Aspen	Redstone
	Glenwood Springs Community Center	Glenwood Springs Resort Pool*	Iron Mountain Hot Springs*	Ironbridge Recreation Center	Aspen Glen*	Carbondale John M. Fleet Pool	River Valley Ranch Aquatics Center*	Basalt Swimming Pool	Recreation Center Aquatics	Aspen Recreation Center	Avalanche Ranch Cabins & Hot Springs*
<b>Amenities:</b>											
Family Fun Pool	■				■					■	
Kid's Pool / Area		■		■			■				
Toddlers' Pool / Area		■				■		■			
Therapy Pool		■									
Hot Tub	■		■		■		■			■	■
Lazy River										■	
White Water River		■									
Water Slide	■	■		■		■	■			■	
Splash Pad / Fountain		■					■				
Waterfall			■				■		■		■
Water Play Features	■	■							■	■	
Lap Lanes	■	■			■	■	■	■	■	■	
Diving Boards	■	■				■		■		■	
Sauna / Steam Room							■			■	
Zero Entry	■	■		■			■		■	■	

\*Private Pools

# LOCAL CONTEXT ANALYSIS

As a long term planning process, it was important to ensure the overall plan considered the best location for the new Aquatics Facility. The project focused on assets that are owned by the Town and would not require additional property acquisition. An additional factor that was considered was proximity to existing facilities and the potential for some

alignment in programming and staffing. This resulted in an analysis of the area behind the Recreation Center and Town Hall, as well as the current location. While there are strengths and weaknesses to each location, the process ultimately resulted in a recommendation to maintain the current location.



# CURRENT LOCATION | SITE ANALYSIS



## OPPORTUNITIES AND CONSTRAINTS | CURRENT SITE LOCATION

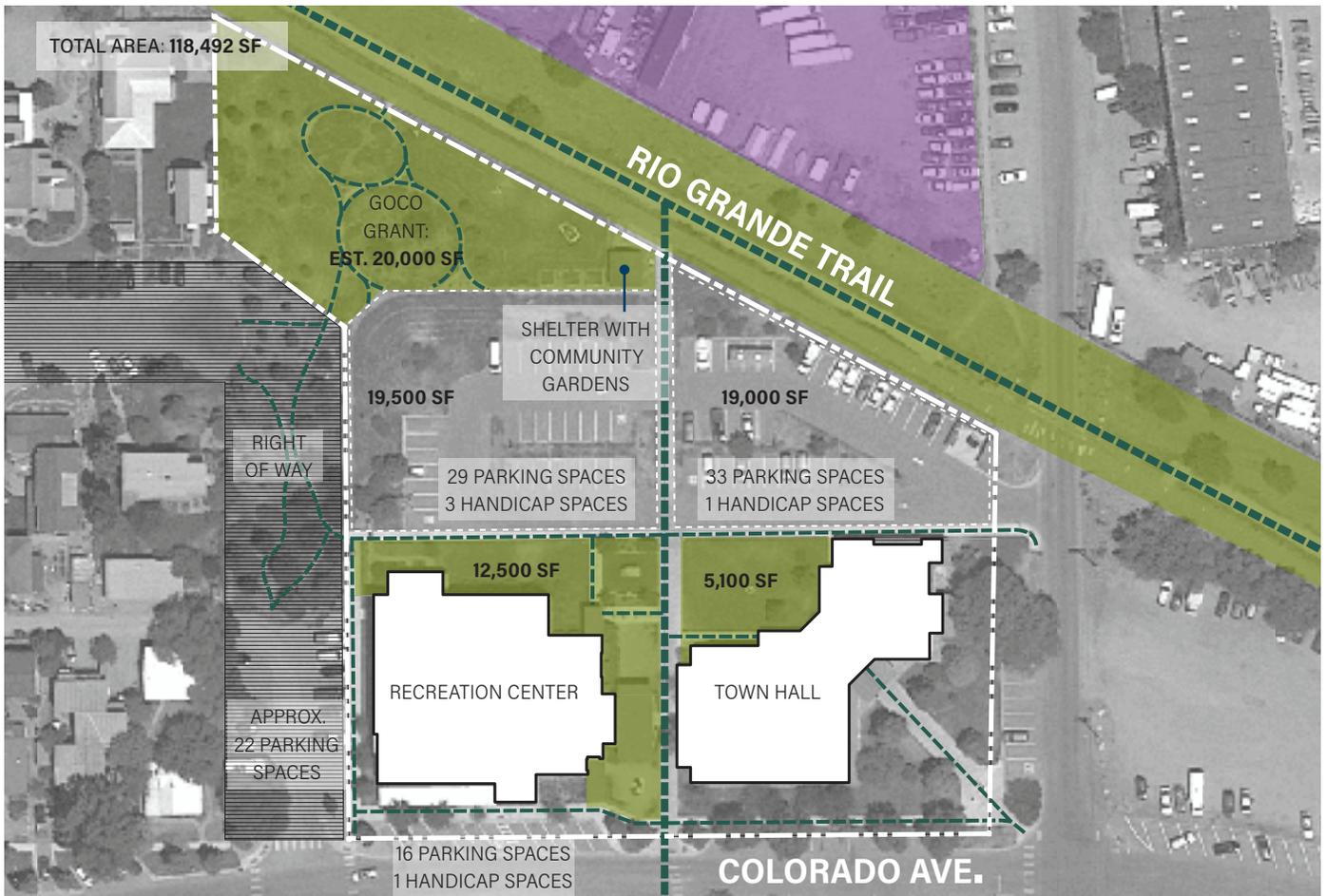
### OPPORTUNITIES

- Central location on Main Street next to Sopris Park
- Streetscape improvements
- Improvements to building to engage with Main Street
- Improved connections with Sopris Park
- Easy walking and biking access to neighborhoods
- On bus route
- Land available to accommodate a larger facility
- Mature trees
- Connections to Sopris Park
- The character of the ditch

### CONSTRAINTS

- Limited Parking
- The pool and building need significant improvements
- Proximity to USFS "industrial" operations and fleet parking
- Potential Mountain Fair impacts
- Proximity to Main Street traffic
- Prime corner in downtown that may be more appropriate for other land use
- Lack of connection to Rec Center
- Tree removal

# ALTERNATE LOCATION | SITE ANALYSIS



## OPPORTUNITIES AND CONSTRAINTS | REC CENTER SITE LOCATION

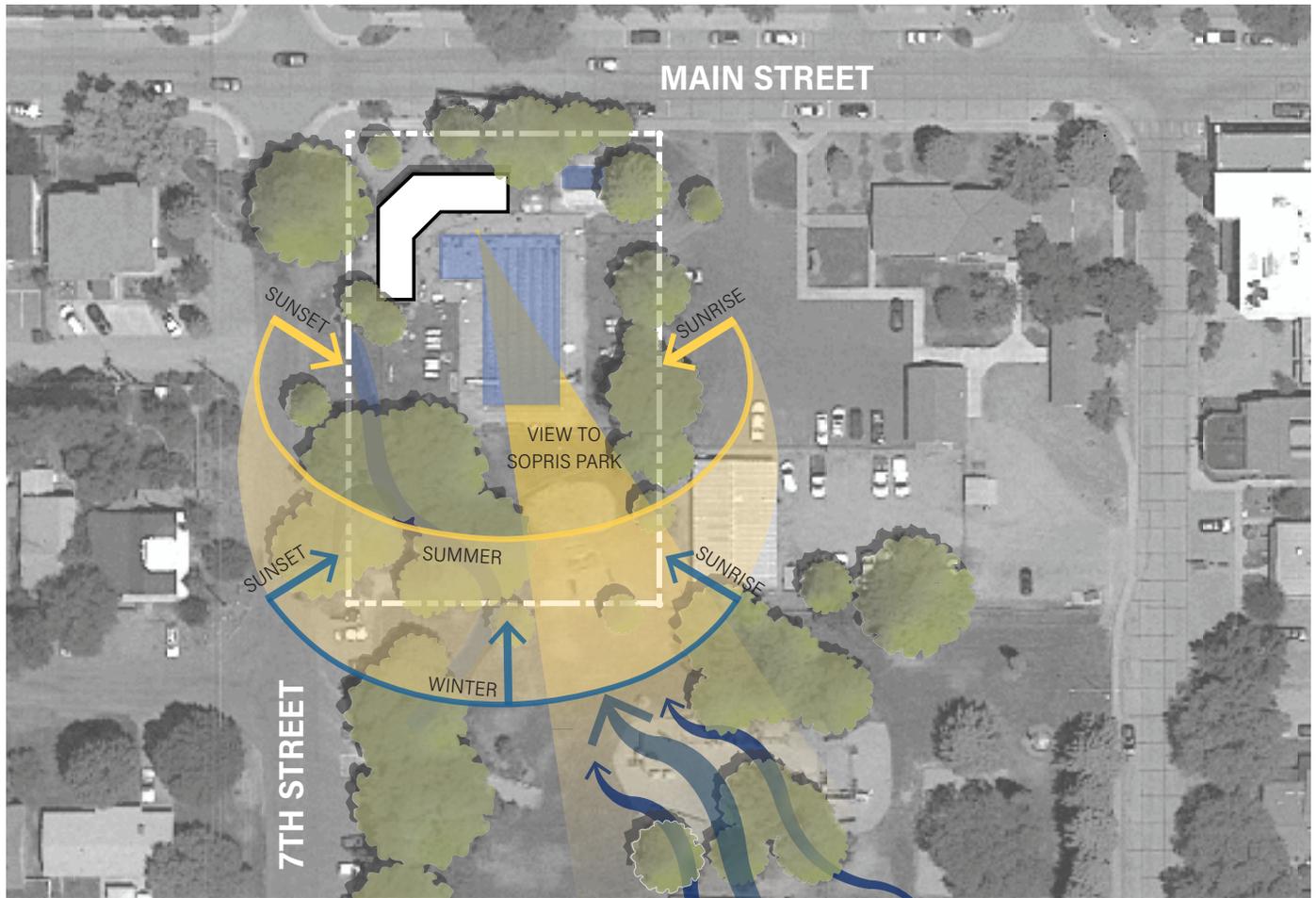
### OPPORTUNITIES

- Adjacencies to Rec center, municipal building, Rio Grande Trail
- Easy access by multiple modes
- Synergy with Rec Center programming and operations
- No impact on current pool during construction
- Could Open Main Street location for other community need

### CONSTRAINTS

- Limits future expansion options for the Recreation Center and/or Town Hall
- Removes existing parking
- Directly adjacent to industrial site (views, noise, dust impacts)
- Requires modification to GOCO grant area
- Proximity to residential neighbors
- Consolidating operations does not result in the need for less staff

# CURRENT LOCATION | ENVIRONMENTAL ANALYSIS



## OPPORTUNITIES AND CONSTRAINTS | CURRENT SITE LOCATION

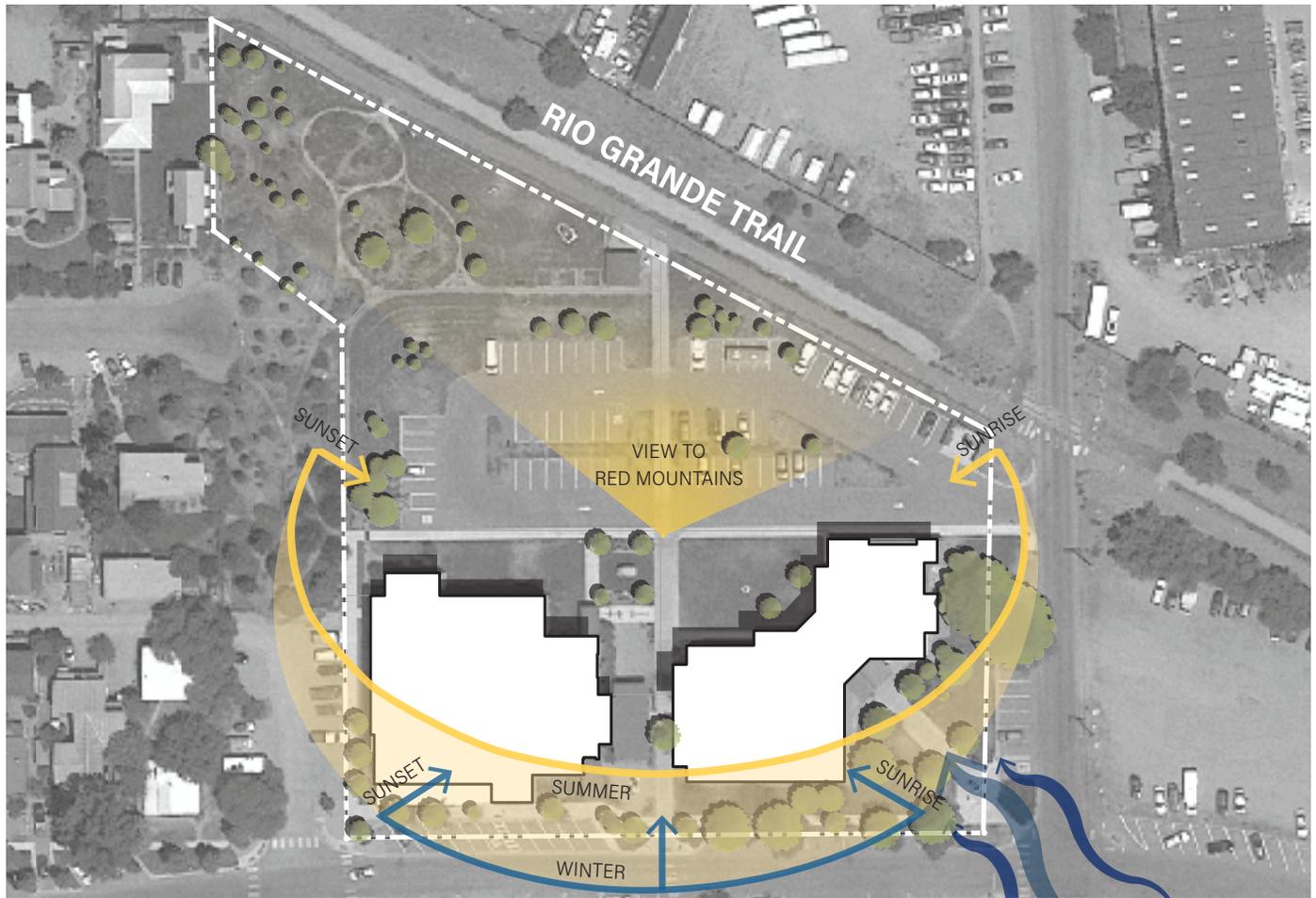
### OPPORTUNITIES

- There are a number of mature trees that provide shade along the edges of the site
- Views to Sopris Park and Mt. Sopris
- Balance of solar exposure
- The site is protected from the wind, which helps create a better microclimate

### CONSTRAINTS

- With the current pool alignment, it is difficult for the guards to see when lifeguarding
- Separation of wading pool is an operational challenge
- Hardscape seating is limited

# ALTERNATE LOCATION | ENVIRONMENTAL ANALYSIS



## OPPORTUNITIES AND CONSTRAINTS | REC CENTER SITE LOCATION

### OPPORTUNITIES

- Maximum sun exposure throughout the whole day
- Views towards Red Mountain
- The buildings help to protect the pool from the predominate wind direction experienced in the area

### CONSTRAINTS

- Exposed northern edge
- No mature trees
- Views, noise, dust impacts



# PLAN DEVELOPMENT AND PUBLIC INPUT

# PLAN DEVELOPMENT PROCESS AND PUBLIC INPUT

## SUMMARY

The Master Plan was developed over the course of 2020, and included a series of engagement activities to ensure the plan was based on robust data and broad community input. Engagement included coordination with a Working Group of community members, interviews with key stakeholders, meetings with the Parks and Recreation Commission and Board of Trustees, and an extensive community survey. Activities to support the plan development were completed in four phases:

1. Project Launch: Foundation of Understanding
2. Project Discovery: Imagining the Programming Possibilities
3. Project Focus: Evaluating Alternatives
4. Project Finale: Draft and Final Master Plan

## PROJECT LAUNCH

To begin the project, the Working Group was convened to provide guidance for the overall effort. A call for volunteers for the group was put out by the Town and resulted in a group of 12 members representing diverse demographics and backgrounds. This group met twice during this phase to assist in the SWOT Analysis and identify key items to be addressed in the master plan. The group discussed location and seasonality options, including a high level review of other aquatics facilities in the Roaring Fork Valley. These inputs helped the team imagine different program potentials and amenities for the pool that would be tested in the community survey. The design team and town staff also reviewed project goals and community engagement plans with the Parks and Recreation Commission.

A key aspect of this phase of engagement were interviews with key Town staff stakeholders. Interviews were completed with the Town Manager, Finance Director, Parks and Recreation Director, and Pool Manager. These interviews helped the design team understand key considerations for the master plan, including:

- A likely overall budget of \$4M - \$6M, and likely funding mechanisms, such as the existing Recreation Sales and Use Tax, and General Obligation Bonds. The interviews indicated that additional taxes or funding from the General Fund are unlikely.
- Grants will be sought out as a source of additional project funding.
- Support for user fees to be based on benchmarks and industry best practices.

- Importance of providing a pool and building that is safe, accessible, and inclusive.
- Possibilities for a two-story building in the current location.
- Interest in exploring the current pool location and a relocation behind the Recreation Center.
- Importance to consider the connection to Sopris Park, including during Mountain Fair.

## PROJECT DISCOVERY

The focus of this engagement phase was on gathering input for the community at large. A community open house was planned for the April First Friday Event. Due to stay at home orders from the COVID-19 pandemic, the team had to pivot from the in-person event to reliance on an online survey. Additional coordination with the Working Group in April yielded a detailed Community Survey that provided robust input from the community (see next section for details). The survey was promoted through direct mailing to every address in Carbondale, an online social media campaign, and advertisements. Hard copies of the survey were printed in the Sopris Sun. These efforts focused on gathering input on program preferences and visions for pool improvements or areas to preserve that guided the design of conceptual alternative plans.

## PROJECT FOCUS

Based on the data analysis and engagement in the first phases of engagement, a "kit of parts" was developed for the pool and resulted in conceptual alternatives for the master plan. This kit of parts was reviewed with town staff and the Working Group to refine the alternatives and move toward a draft master plan. The kit of parts and the review of alternatives are outlined in more detail later in this final Master Plan.

## PROJECT FINALE

The design team met with the Parks and Recreation Commission and the Board of Trustees to present the draft master plan, including the kit of parts. Based on these conversations, there was an additional focus on energy usage, the inclusion of art, and a more detailed review of the location behind the Recreation Center. These ideas are explored in more detail in this final Master Plan. The Working Group and Board of Trustees met in mid-November 2020 to review and finalize the Master Plan.



# COMMUNITY INPUT | SURVEY

## INTRODUCTION

From May through mid-June, the town solicited community feedback related to the Carbondale Pool improvements through a survey. The survey was provided in English and Spanish and available in hard copies, including a printed insert in The Sopris Sun. Over 1,200 people participated in the survey, providing a diverse cross-section of the community and exceeding the target of 800 survey responses.

As part of the Carbondale Aquatic Facility Plan, the town and consultant team established goals for participation from youth and the Latinx community, who have been harder to engage in town projects in the past. As part of seeking participation, a Spanish translation of the survey was provided. Despite these efforts, a smaller percentage of individual survey respondents identified as Latinx or Hispanic than reflect the community demographics. The team used the community demographic report to weigh the survey to ensure the responses accurately reflect the community's demographics.

One of the Aquatic Facility Plan's key aspects is understanding what improvements the community desires for the pool, including physical amenities, programs, building features, and general operations.

## KID SURVEY SUMMARY

In general, it is clear from the responses to the children's survey that the pool is a valued amenity for them. It is a place for them to cool off in the summer heat, play, and visit with friends and family. Multiple times with write-in comments, they said the pool was an inclusive place where everyone can come and have fun. This was something they enjoy about the pool currently and is essential in a future pool.

When asked about what they liked most about the current pool, common write-in responses included: the deep-end of the pool, grassy area, open swimming, diving board, accessibility of the current location (they can walk or ride their bikes to the pool), the slide, and lap swimming. The top three pool features that children respondents were most interested in for a new pool included (in order) water slide, agility course, and diving board, with lazy river and waves being top write-in comments. Children responded that lawn and shade areas, created either by trees or permanent shade structures, were essential for outdoor features. In regards to pool programming, open swim, swimming

lessons and lap swim were the top three responses. Lastly, children were asked what excited them about a new pool. Their common responses included extended hours/season, agility course, a larger kid zone and pool, a diving board, water slide, a hot tub, and a grand opening BBQ event.

## ADULT SURVEY SUMMARY

The pool is seen as a community amenity that serves several functions. Respondents identified its role in maintaining health and well-being (80%), fitness (64%), and swim lessons and skill development (70%) was identified as important. For the people who visit the pool at least once per season, they are most often at the pool to cool off in the hot weather (24%), exercise (19%) and participate in kids activities or classes (18%).

From a programming perspective, there was significant support for swim lessons (90%), open swim (78%), lap swimming (74%), and fitness classes (66%). Additionally, several write-in comments supported the addition of "adult-only" hours at the pool. Programs that ranked lower included swimming leagues (34%) and kayak instruction (34%). Several write-in comments supported an improved space that can accommodate multiple groups and programming simultaneously, particularly for open swim and lap lanes.

Without asking to prioritize or consider costs, the survey showed the most support for lap lanes (75%), kiddie pool (70%), hot tub (58%), and diving board (57%), and less support for an agility course (30%), sports (volleyball, basketball, Etc.) (26%), or climbing wall (24%).

## 5 SURVEY TAKEAWAYS

1. The pool is viewed as a community amenity that plays a vital role in maintaining health and well-being, fitness, swim lessons and skills development.
2. There is a clear desire for diversified programming and features to meet children's and adults' desires and needs.
3. An updated building with showers, lockers, and changing rooms is both desired and needed.
4. There is both a desire and a need for additional shade and outdoor amenities to better accommodate families and small groups.
5. The majority want an outdoor pool with extended hours/season.

Help the Town of Carbondale create a vision for the renovation or replacement of the existing John M Fleet Pool, which is more than 40 years old.

Take the Survey starting in May & visit the website for updates for in-person opportunities to participate!

[carbondalerec.com/aquatics](http://carbondalerec.com/aquatics)



**Participate & receive a free Day Pass to the Pool or Recreation Center!**

## TAKE AN ONLINE SURVEY

<http://bit.ly/CdalePool>

Survey will be available  
May 6-June 7, 2020



Planning for the pool has been funded by Great Outdoors Colorado (GOCO)



# DESIGN CHARRETTE: DAY 1

## IDENTIFYING A KIT OF PARTS

### OVERVIEW OF THE DESIGN CHARRETTE

As part of the engagement process, a two-day Design Charrette was held with the Working Group. Beginning with the public survey input, a series of sketch plans were generated to test program ideas within the site. The result was a "Kit of Parts" that could make up the new Carbondale pool. These included different pools, seating, shade, a splash pad, building, among others, that served as the basis for the different types of elements and amenities desired at the pool. The flexibility to apply these features through different design interpretations or site locations, and establish the project program for the future, proved to be an essential basis for discussion in the charrette.

The charrette's first day focused on the kit of parts and reviewed the most important elements to bring forward. The second day focused on thematic principles, where the Working Group identified key themes that the updated pool facilities needed to address.

### KIT OF PART FEATURES

The Kit of Parts is divided into three main design elements: aquatic features, the building, and the site. This section summarizes the Working Group feedback related to these elements on the first day of the charrette.

#### AQUATIC FEATURES

- Given the interest in increased programming and some separation between youth and family swimming and adult swimming, the group identified a desire for two separate pools - an entertainment pool and a lap pool.
- With interest in lap swimming from the community input, the Working Group identified a full-length lap pool as an essential element to include.
- Because different programming requires different pool temperatures, the staff and Working Group highlighted the importance of water temperature control based on use. This is more easily accommodated in two separate bodies of water.
- The ability to provide swim lessons and water safety courses came up in the feedback and was considered an essential element to accommodate in the entertainment pool.
- The Aquatics Manager discussed the importance of lifeguards having eyes on the different pool areas at all times. This led to a discussion about solar exposure

and guided the group to an east-west alignment for the pools, flipping them from the current north-south alignment.

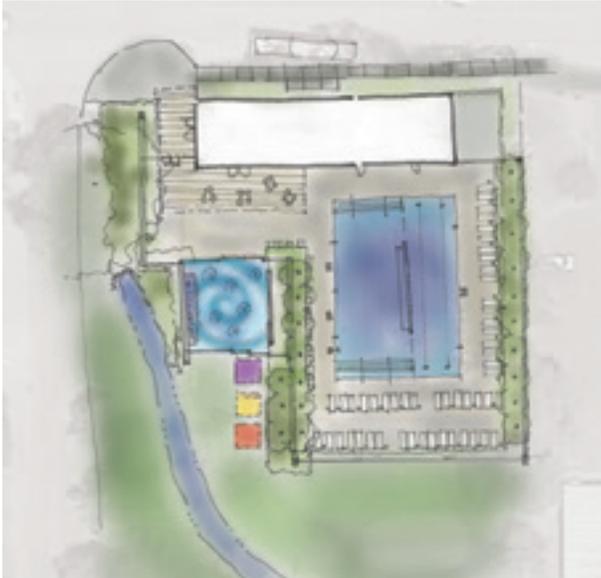
- While there was interest in a curvilinear design, these are less cost-effective than rectilinear pools. For this reason, the Working Group supported moving forward with rectangular pool shapes.
- With support from the community survey, a hot tub feature was included as a potential element that could be phased over time.
- Throughout the feedback, a splash pad element was identified as an important element to include that could be phased over time.

#### BUILDING

- The building was identified as the number one feature at the pool to upgrade. For this reason, the Working Group focused on ensuring basic pool infrastructure and amenities, such as showers, family and gender-neutral changing rooms, lockers, and check-in space, can be accommodated in an updated building.
- The majority of the Working Group supported designing a building that maximizes the land area available by serving some other community need. With the possibility of having a two-story building, the opportunity to create housing, space for a yoga or dance studio, etc. could be accommodated in the building.

#### SITE

- Both the Working Group and the survey supported either extended hours or an extended season. Two ways to address this desire are a splash pad, which doesn't require lifeguards and could open before the pool does, and a lap pool.
- The idea of strengthening and improving the connection to Sopris Park on the south side of the site was a key theme from the survey and supported by the Working Group. This was born of a desire to have these two public amenities better support each other and build off of each other.
- Food service was highlighted in the survey and raised by the Working Group. A space for outside vendors to provide periodic food services was supported and can be accommodated on the site.



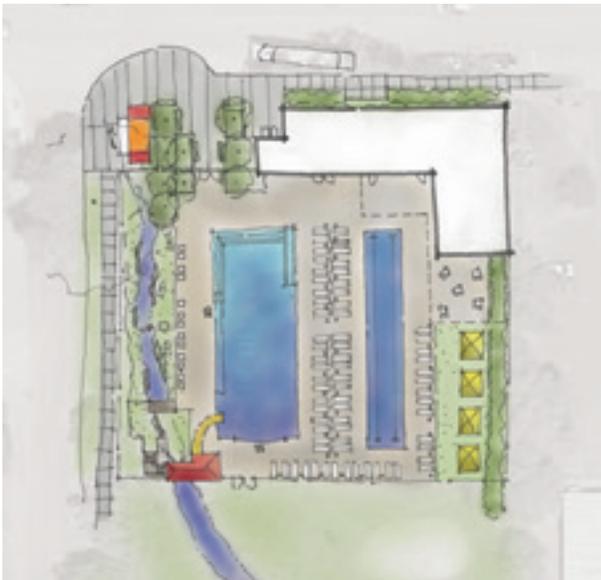
### SKETCH PLAN #1

#### PROS

- Sliding gates allow for the splash pad to be accessible to the public even when the pool is not open
- Splash pad does not require extra lifeguards
- Allows for both open swim and lap swim
- Building is large enough to accommodate current needs

#### CONS

- Design of the pool does not solve the issues facing the pool today
- There is no separate pool for open swim and lap swimming, which makes it challenging to control varied pool temperatures for different uses
- Building could be bigger to meet future needs
- Doesn't integrate as well into the park as it could



### SKETCH PLAN #2

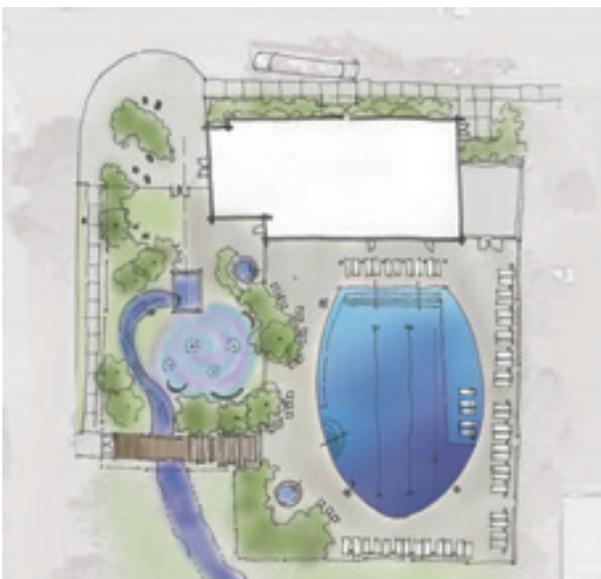
#### PROS

- There are permanent shade structures
- Building is large enough to accommodate current and future needs
- Space for 3rd party food vendor that provides concessions for pool
- Transition from the family area with high energy (play area/entertainment pool) to lower energy/quieter area at the lap swim area

- Secondary access to the pool
- Lap pool closer to the building which would be suitable for either extended season or year-round usage
- Sidewalk connection on the western side

#### CONS

- Pools are aligned north-south instead of east-west, so the sun is in lifeguards' eyes majority of the day, making it challenging to do their job



### SKETCH PLAN #3

#### PROS

- There are a play area and splash pad area that don't require additional lifeguards
- There are hot tubs
- Zero-entry into the pool
- The building is large and has a secondary entry to it for possible future uses on the second floor

#### CONS

- Design of the pool does not solve any of the issues facing the pool today
- There isn't a separation between lap swimming and open swim areas

# DESIGN CHARRETTE: DAY 2

## ESTABLISHING THEMATIC PRINCIPLES

### INTEGRATED ART

Carbondale has a visible and robust art community thanks to groups like the Carbondale Arts. A new pool presents an opportunity for design collaboration and to further integrate art into the public landscape.



### INCREASED CAPACITY

The current pool has a maximum capacity of approximately 200 people (180 in the main pool + 20 in the wading pool). To meet current market and demographic trends, the aquatic facility capacity should be increased.



### DOWNTOWN ORIENTATION

The pool is situated in the heart of downtown Carbondale. Its location and orientation along Main Street are vital. A proposed building design should be oriented towards Main Street with scale, mass and form similar to other buildings along the right-of-way.



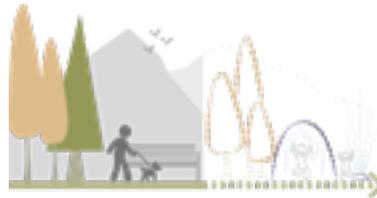
### MULTI-USE BUILDING

As real estate demand continues to increase in Carbondale, town-owned land can be thoughtfully considered to address the programming of multiple community needs. A new building should include standard bathhouse amenities right-sized for the aquatics programming and consider other community uses.



### EXTENSION OF SOPRIS PARK

The John M Fleet Pool abuts Sopris Park in Carbondale. Despite being next to each other, the pool's current setup is cut off from the park. From the design charrette and survey, it became clear there was a desire for the pool and park to be better integrated. The proposed design should explore opportunities to integrate programming and landscaping with the park edge.



### PHASING

The proposed design should consider opportunities for phasing over a period of time as funding is available.



### GENERATIONAL AND PROGRAMMING DIVERSITY

There is a wide age range of people coming to the pool, from young children to seniors. The proposed programming, operations and aquatic features should appeal to a broad range of user groups.



### SHADE OPPORTUNITIES

The proposed design should provide increased opportunities for permanent shade – whether from landscaping or permanent shade structures.



### IMPROVED CONNECTIONS

Redevelopment of the site is an opportunity to widen the Main St. sidewalk, improve flow to the bus stop and add missing connections to Sopris Park.



### SUSTAINABILITY

Operating an aquatics facility is often a community's largest municipal use of energy. The proposed design and operations should consider technology strategies to reduce energy and water use while integrating renewable energy sources.



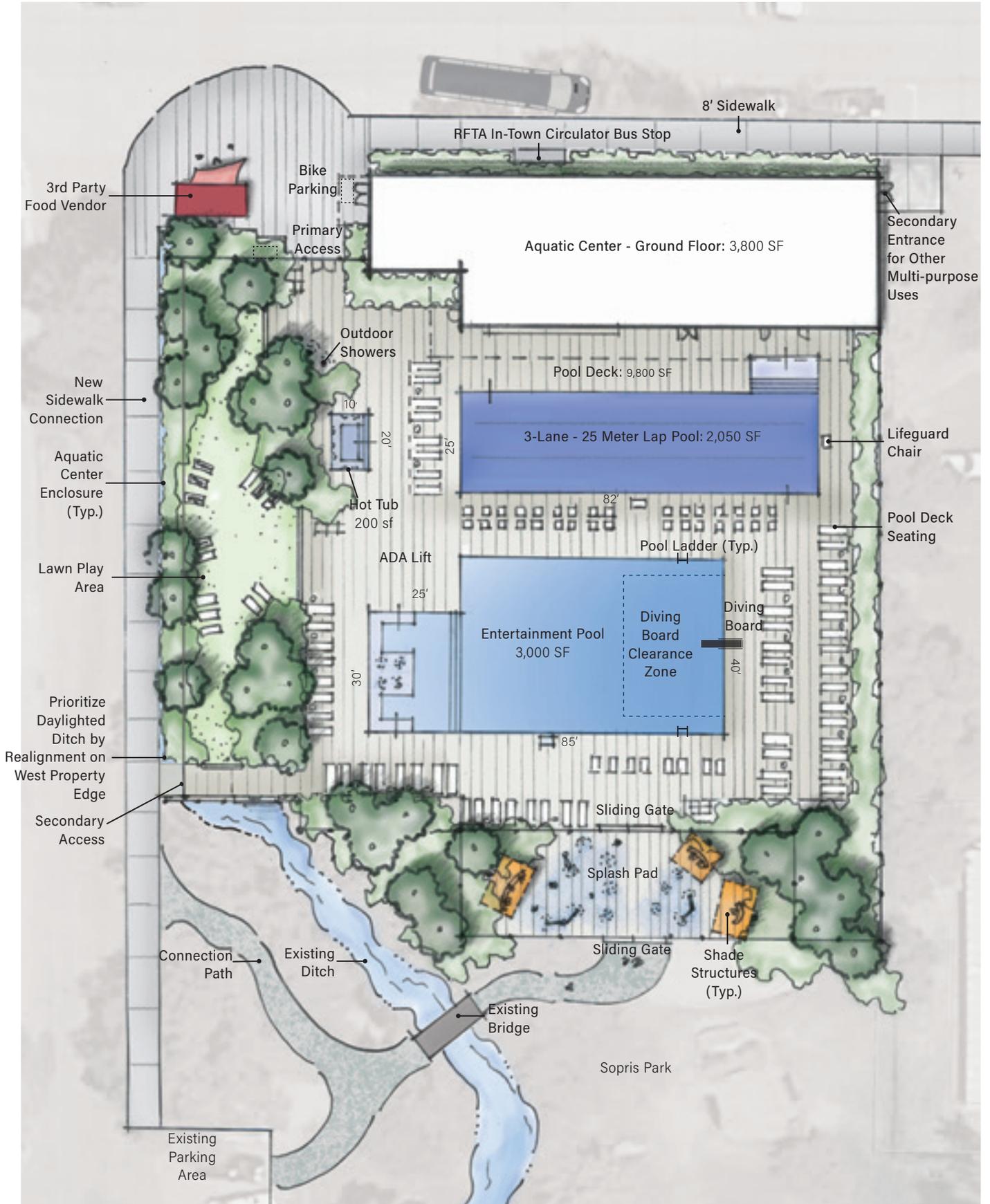
# CHARRETTE SKETCH IDEAS





# REFINED CONCEPTUAL PLAN

# REFINED CONCEPTUAL PLAN



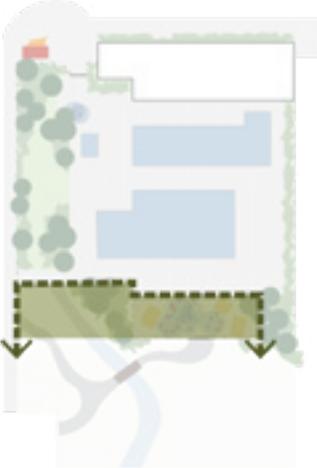
# THEMATIC PRINCIPLES IN ACTION



**INTEGRATED ART**



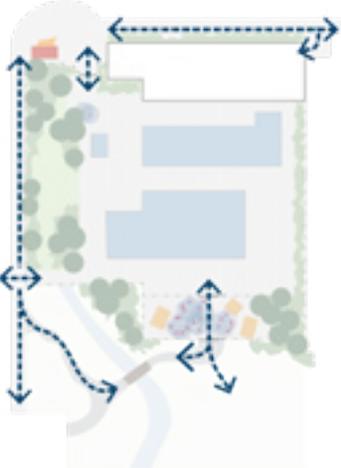
**DOWNTOWN ORIENTATION**



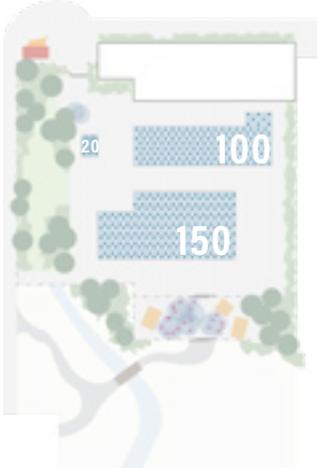
**EXTENSION OF SOPRIS PARK**



**GENERATIONAL AND PROGRAMING DIVERSITY**



**IMPROVED CONNECTIONS**



**INCREASE CAPACITY**



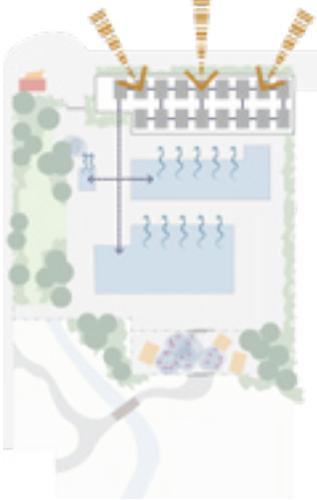
**MULTI-USE BUILDING**



**PHASING**



**SHADE OPPORTUNITIES**



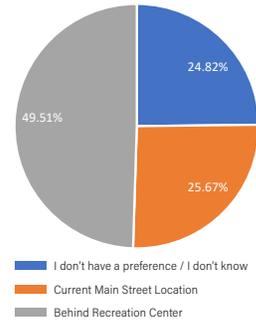
**SUSTAINABILITY**

# EVALUATING LAND AREA AT THE REC. CENTER SITE

## TESTING THE KIT-OF-PARTS

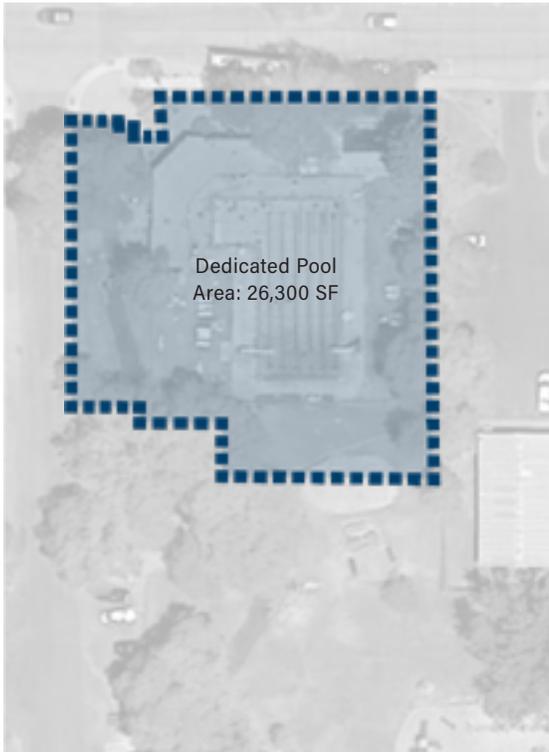
Approximately half of survey respondents considered land behind the Recreation Center to be the best long-term location for the pool. The kit-of-parts were tested in the northern section of the parcel with parallel goals of maintaining room for future Police, Town Hall and Rec Center expansion. Discussions with the working group, adjacent neighbors and Board of Trustees considered opportunities and constraints with the conclusion the Sopris site was the best long-term location for the pool.

Q3. Based on land currently available to the Town, the pool could remain in its current Main Street location or could be relocated behind the Recreation Center. In your opinion, which is the best long-term location for the Carbondale Pool?

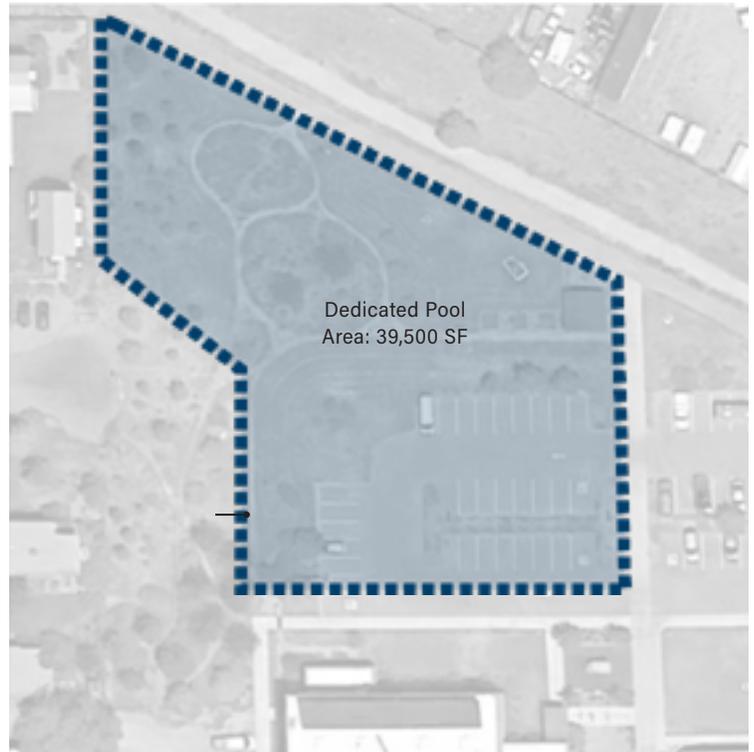


## LAND AREA COMPARISON

### SOPRIS SITE LOCATION



### REC. CENTER SITE LOCATION



## TESTING KIT OF PARTS | OPPORTUNITIES AND CONSTRAINTS

Listed below are the Opportunities and Constraints for kit-of-part for the Northern portion of the Rec Center site.

### OPPORTUNITIES

- Synergies with the Recreation Center Programming
- Still allows for future expansion of the Recreation Center, of the pool, and Town Hall
- Site easily accessible via walking or biking
- Next to Rio Grande Trail

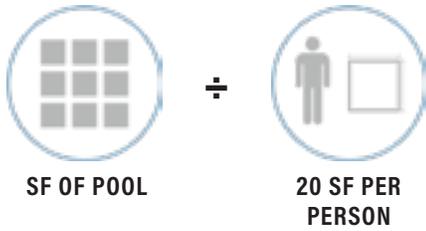
### CONSTRAINTS

- Reduces pedestrian circulation to Rio Grande Trail.
- Reduces parking for existing site uses.
- Recreation Center would need remodel to function as a front desk for the pool and recreation center.
- Synergies with the Rec. Center don't result in significant cost savings.
- Reduction in Carbondale's inventory of open space.
- Noise and privacy concerns due to proximity of programmed activities adjacent to residential living areas.
- Limits future expansion for Rec Center, the pool, and Town Hall.

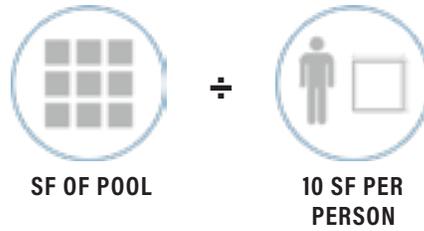
# POOL CAPACITY

## STANDARDS FOR DETERMINING CAPACITIES

### FOR POOLS

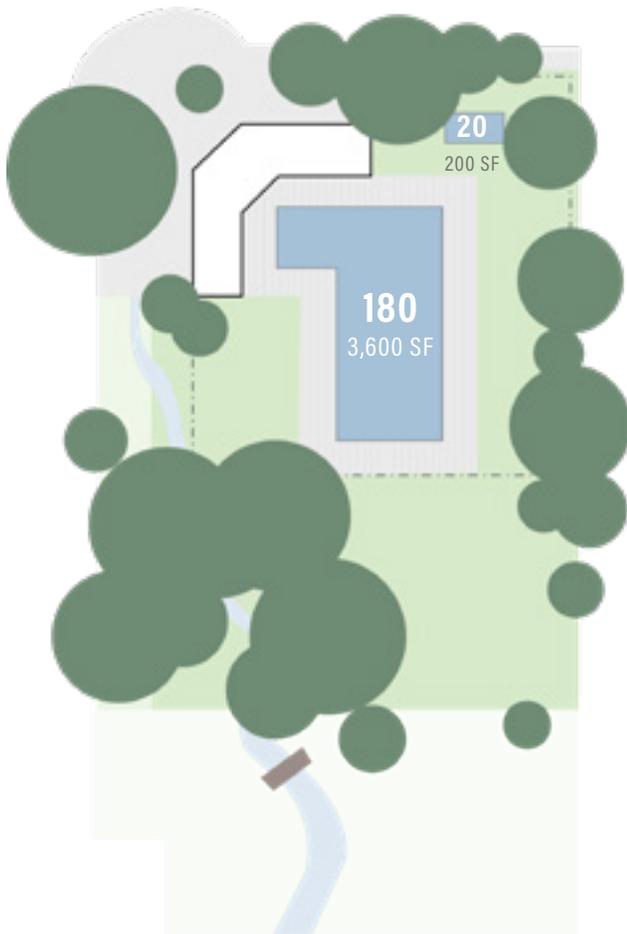


### FOR HOT TUBS OR WITH DEPTH LESS THAN 5'

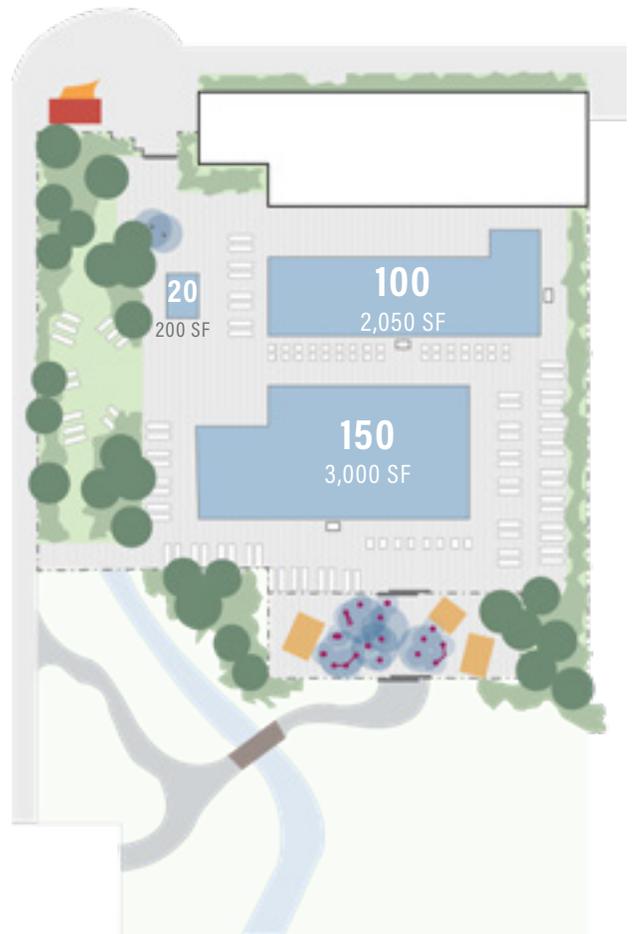


## COMPARING EXISTING TO PROPOSED POOL CAPACITY

### EXISTING CAPACITY: 190 PEOPLE



### PROPOSED CAPACITY: 270 PEOPLE



# EVALUATING POOL ORGANIZATION AND LIFEGUARD SCENARIOS

## STANDARDS

Aquatics Facility Operator manual and the Colorado Department of Public Health and Environment Water Quality Control Division for Swimming Pools and Mineral Baths. To perform their duty, a lifeguard must be able to do the following:

- Identify and make initial contact with a victim within 30 seconds
- Have an unobstructed view of their zone
- Be able to scan their zone every five seconds
- See the main drains at the bottom of a pool

## STAFFING

Regulations do not exist that specifically specify a ratio for the number of lifeguards to swimmers. Determining the number of lifeguards needed depend on the ability of a lifeguard to reach a victim with the 30 second time frame, the shape of the pool, and the programming. Most of the season the pool will be able to be staffed by 3 lifeguards. However, during busier times, such as the 4th of July, an additional temporary lifeguard may be needed.

During a work shift, lifeguards are rotated between the pools in 20 minute intervals currently. So long as a lifeguard is able to see the full bottom of a pool, they may stand or sit on the lifeguard chair platform, or walk up and down the edge of their zone.

## POOL ORGANIZATION

The configuration of water bodies on the site determines the minimum number of lifeguards needed to staff a pool. The following diagram present the existing and two alternate lifeguard scenarios for the proposed conceptual design. Note: The hot tub's location is flexible. Moving the location of the hot tub can increase or decrease the minimum number of lifeguards needed to staff the pool.

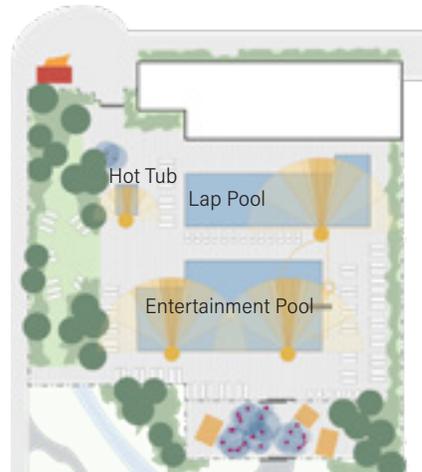
### EXISTING LIFEGUARD SCENARIO



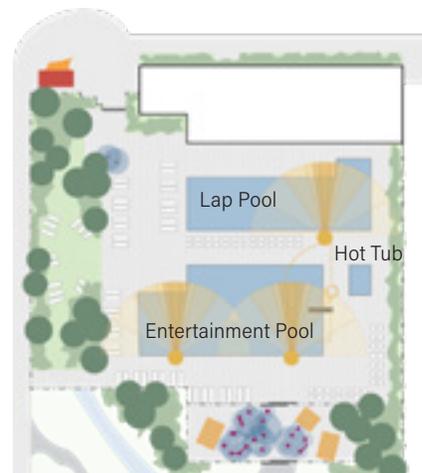
#### LEGEND



### REFINED CONCEPTUAL DESIGN LIFEGUARD SCENARIOS



#### LEGEND

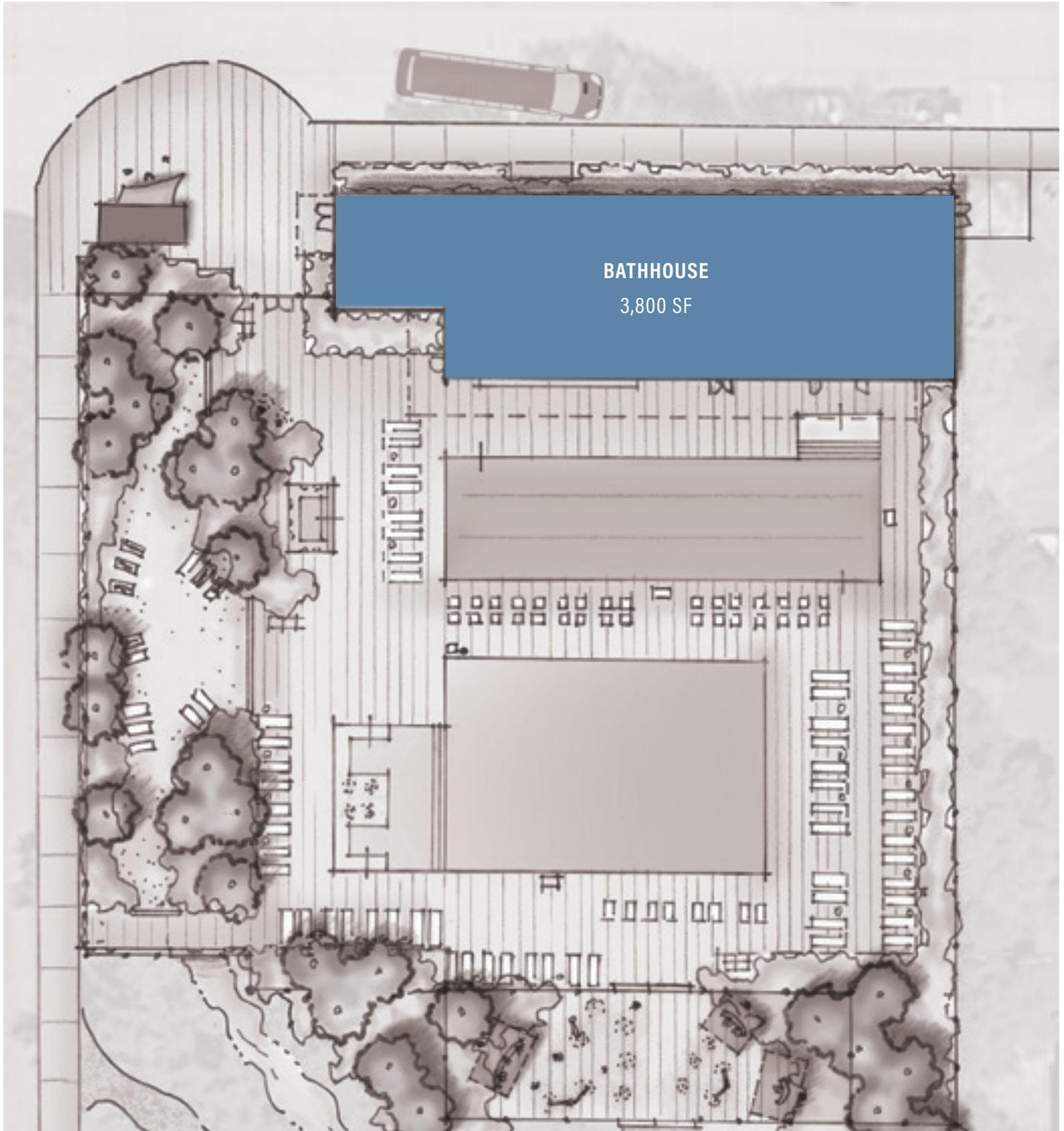


# BATHHOUSE PROGRAMMING

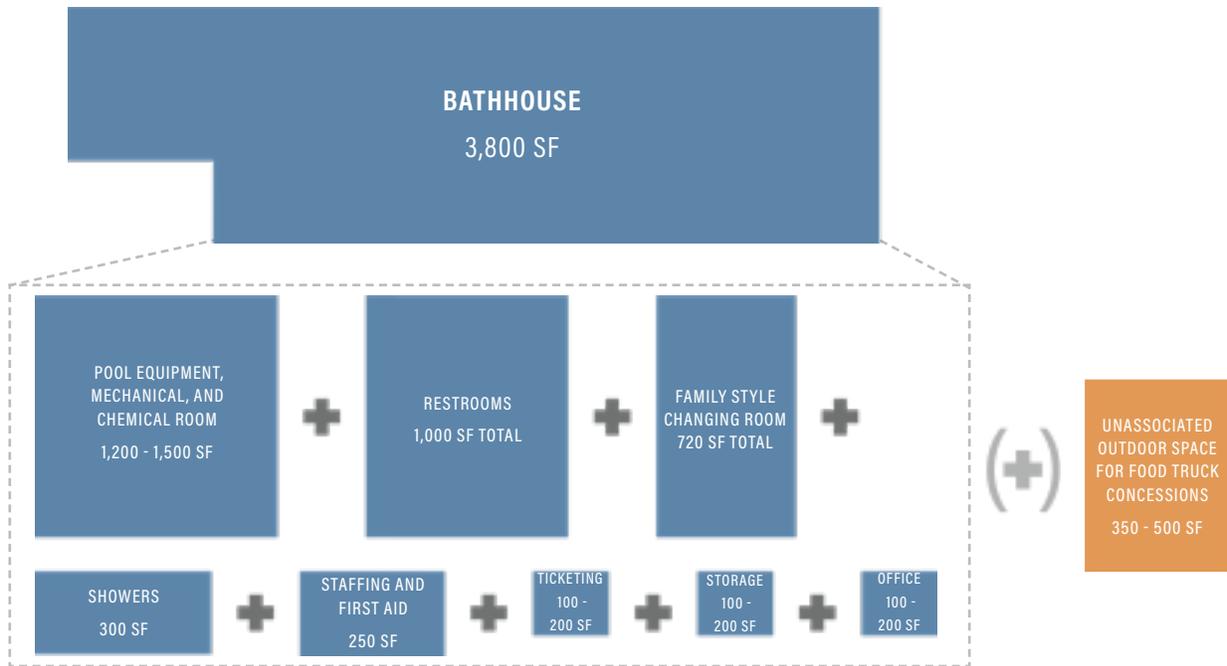
## TYPICAL SPACE NEEDS

After evaluating the survey results and consulting the Working Group, it was determined a new pool facility should accommodate the space needs of a typical bath house.

These facilities typically include; ticketing area, office space, staffing area, storage space, family changing rooms, restrooms, showers, pool equipment, and chemical room storage.



## BREAKING OUT THE COMPONENTS OF A TYPICAL BATHHOUSE



## EXAMINING COSTS ASSOCIATED WITH A TYPICAL BATHHOUSE

	Small SF Estimate	Cost Estimate	High SF Estimate	Cost Estimate	Average SF Estimate	Cost Estimate
Pool Equipment, Mechanical, and Chemical Room	1,200	\$635,000	1,500	\$794,000	1,350	\$715,000
Restrooms	1,000	\$529,000	1,000	\$529,000	1,000	\$529,000
Family Style Changing Rooms	720	\$381,000	720	\$381,000	720	\$381,000
Showers	300	\$159,000	300	\$159,000	300	\$159,000
Staffing and First Aid	250	\$133,000	250	\$133,000	250	\$133,000
Office	100	\$53,000	200	\$106,000	150	\$80,000
Storage	100	\$53,000	200	\$106,000	150	\$80,000
Ticketing	100	\$53,000	200	\$106,000	150	\$80,000
<b>Totals</b>	<b>3,770</b>	<b>\$1,996,000</b>	<b>4,370</b>	<b>\$2,314,000</b>	<b>4,070</b>	<b>\$2,157,000</b>

# HOURS AND SEASONALITY

It is clear from previous surveys, the current survey and the Working Group that an extended hours and season is desired by the community. Extending the time the pool is open requires adjustments to programming and staffing. The proposed plan provides flexibility in how the Town addresses extended hours and season. Important considerations include the number of visitors, staffing requirements, and overall costs.

With these considerations in mind, a splash pad was added and the possibility of having a year-round lap pool was incorporated into the plan. The splash pad provides an option for water play that does not require a lifeguard, and can be open for more weeks in the year. Lap pools are typically kept cooler than family pools, and lap swimmers can be more comfortable swimming in cooler weather. The inclusion of a separate lap pool could provide an option for either longer hours or a longer season.

A number of survey comments supported extended hours. While the design can influence this, staffing and programming are the key drivers for extended hours. By providing some key programming - for instance adult swim on the first Saturday of the month, or teen swim on Wednesday nights, there is predictability in programming that can increase visitors to provide justification for the expanded staff. This can also influence overall cost recovery for the extended hours.

As the Town is considering how to program the new pool, it is important to keep in mind that expanded programming can be accommodated in the design through the use of different water bodies that can be programmed simultaneously. The charts included in this section outline the full hour and season potential with the design, but would need to be balanced with staffing availability and overall programming each season.

## COMPARING EXISTING SEASON TO POTENTIAL EXPANDED SEASON

	April	May	June	July	August	September	October
Existing		Memorial Day				Labor Day	
Proposed	Mid-April						Early October

## COMPARING EXISTING HOURS TO POTENTIAL HOURS

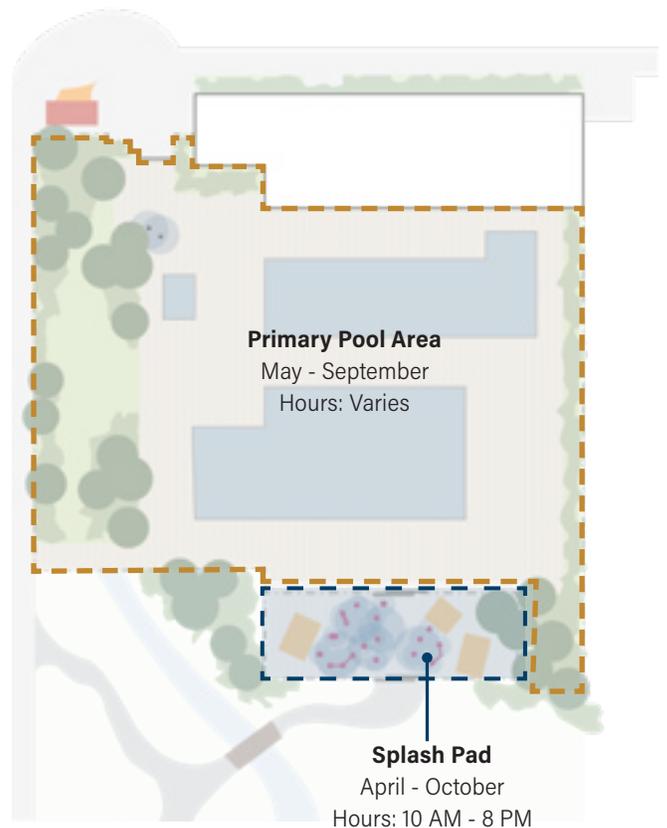
Time	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
6:00 AM							
6:30 AM							
7:00 AM							
8:00 AM							
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
4:30 PM							
5:00 PM							
5:30 PM							
6:00 PM							

### LEGEND

- Existing Hours of Operation During High Season
- Potential Hours of Operation During High Season

Lap Pool: 6:00 am - 6:00 pm  
 Entertainment Pool: 10:00 am - 6:00 pm

## EXPLORING EXTENDED SEASON ON PROPOSED SITE



# SUSTAINABILITY AND EFFICIENCY

## DEFINING SUSTAINABILITY

Building sustainability is essential to the Town of Carbondale. Because there are no established standards for defining sustainability for water bodies like a pool, the Master Plan proposes that the building and pool be reviewed separately in terms of sustainability metrics. For the building, established LEED standards should be referred to for defining sustainability. For the pool, sustainability should be defined as a reduction of energy and water usage.

## SETTING GOALS

### THE BUILDING

Due to the rating system of LEED and the site itself, it is improbable that the building will be able to qualify for any level of LEED certification. However, this should not prohibit the building from following LEED Platinum guidelines in its design and development.

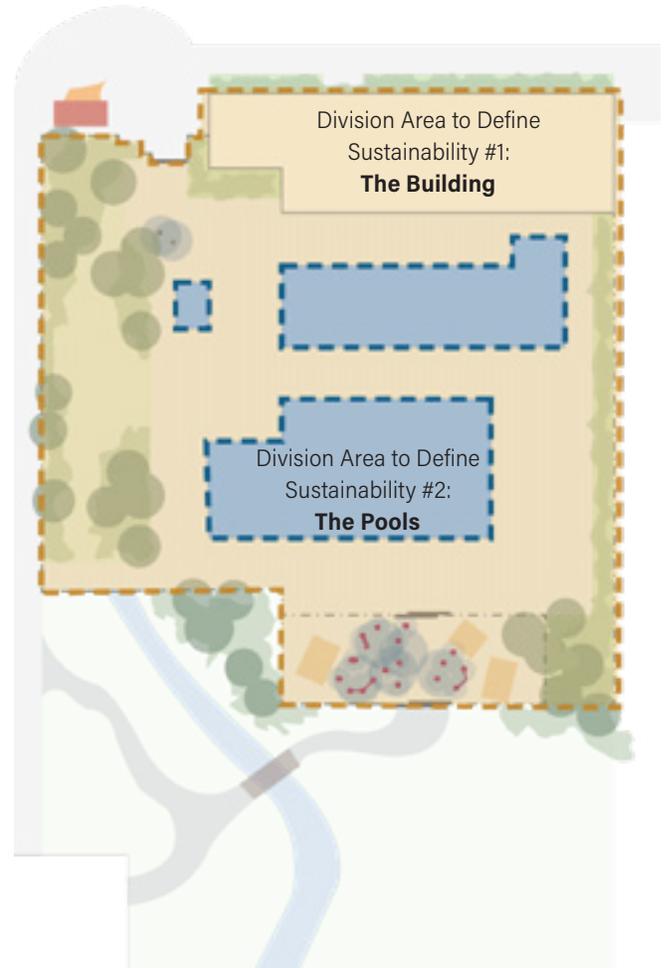
### THE POOLS

Using a variety of available technology and best operational practices, the future design phases should strive for a 40% reduction in energy and water use.

## TECHNOLOGY

There is a toolkit of technology that can be explored to reduce water and energy consumption at the Carbondale Aquatic Facility. The following is a list of some of the current available technology.

- Buy/lease solar power
- Buy/lease wind energy
- Ground source heat pumps
- Geothermal (site space is limited for this)
- Provide PV panels
- Solar hot water panels
- Defender pool filters
- UV water filtration
- High performance glass/windows on the building
- Low-water use plumbing fixtures
- Capture rain water for plantings
- Change from natural gas equipment to electrical and buying sustainable energy



# MULTI-USE BUILDING

## FOUR DIFFERENT LOOKS AT A MULTI-USE BUILDING

The Master Plan includes an option to expand the building at the pool site. This building expansion could provide a home for a number of different uses on the second level. As a design for the Aquatics Facility progresses to detailed design, these uses should be considered and incorporated.

### 1. RENTABLE COMMUNITY MEETING ROOM

- Generates revenue
- Fulfills community need for a space to hold trainings or host gatherings
- Space would be flexible to accommodate a variety of needs for the community
- Would require someone to work the schedule of the space

### 2. AQUA FITNESS / FITNESS STUDIO

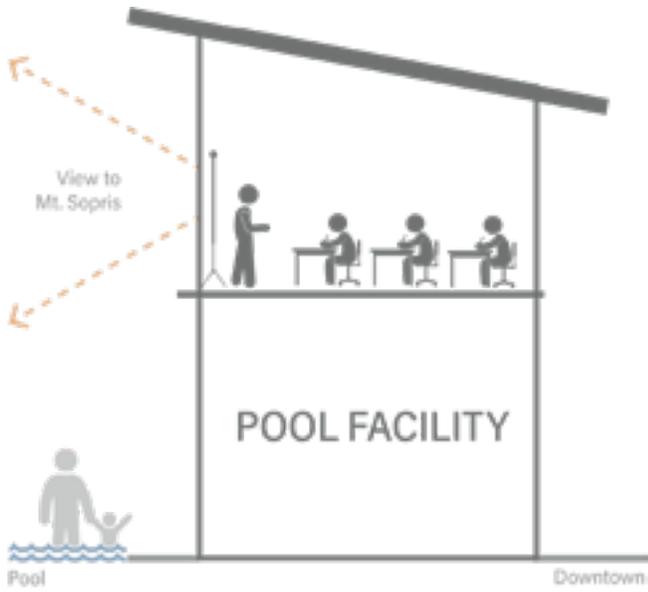
- Place with yoga, dance, or other type of group training
- Classes could be in collaboration with the pool facilities
- Fulfills an area the Recreation Center doesn't have
- Could be third party or part of the Recreation Center
- Would require someone to work the schedule of the space

### 3. MEDICAL OFFICE

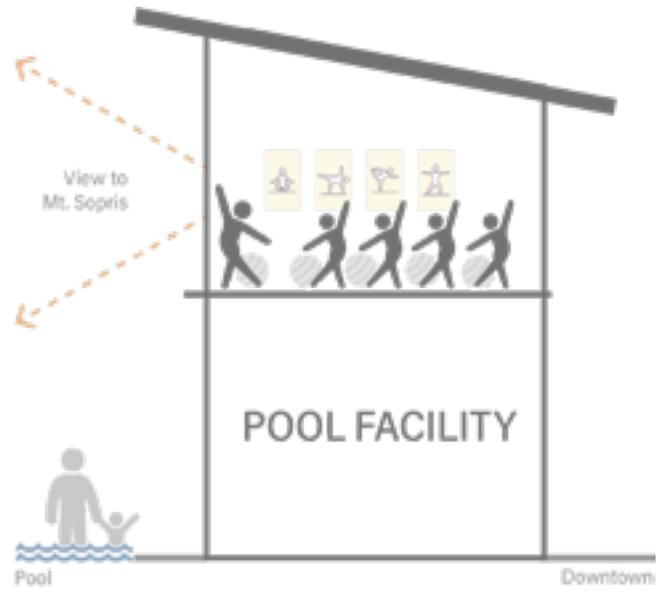
- Likely a private operator
- Could be physical therapy, or physical training
- Could work in collaboration pool and use pool facilities
- Potential need for therapy pool
- Has the potential to bring in additional revenue for the aquatics facility

### 4. EMPLOYEE AFFORDABLE HOUSING

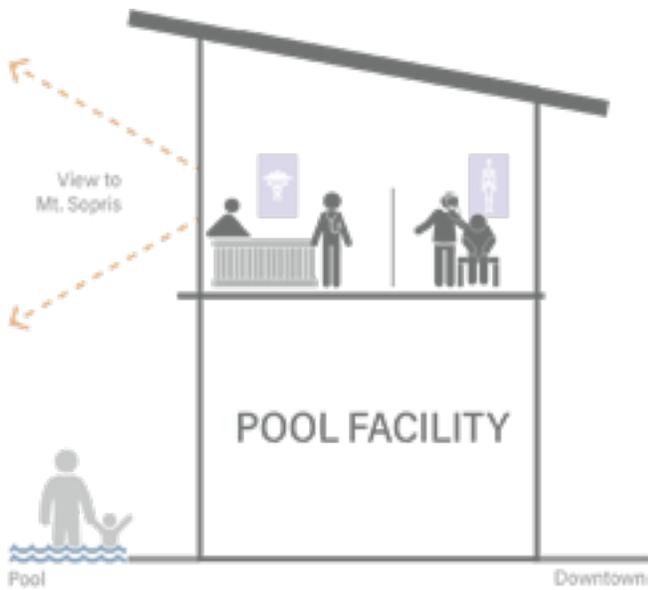
- Rental apartments
- Help fulfills a community need
- Great location for apartment housing



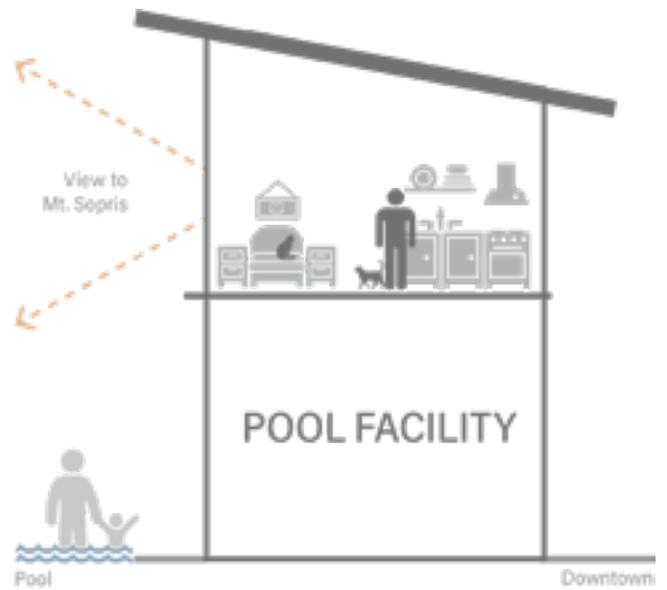
**RENTABLE COMMUNITY MEETING ROOM**



**AQUA FITNESS / FITNESS STUDIO**



**MEDICAL OFFICE**



**EMPLOYEE AFFORDABLE HOUSING**



# OPERATIONS, COST AND FUNDING

# OPERATIONS ANALYSIS

The operations plan developed numerous options for consideration including a traditional swim season (about 13 weeks) and an expanded season (additional 13 weeks). The technology and operating systems of a new pool will allow for expanding the season should the Town want to extend their aquatic program. In addition to the traditional and expanded models, the consultants also included a range of high, medium and low for each option. A typical cost recovery for a municipal pool is between 30% and 50%. While the Town should consider these as the standard recovery for the new pool, the analysis revealed the potential for higher recovery rates with an expanded season and hours. The significant upgrades to the pool itself and associated site improvements will likely bring more interest and visitors to the pool over the course of time.

## OPERATIONS

The operations analysis represents a conservative approach to estimating expenses and revenues and was completed based on the best information available and a basic understanding of the project. Fees and charges utilized for this study reflect a philosophy designed to meet a reasonable cost recovery rate and future operations cost and are subject to review, change, and approval by the Town of Carbondale. There is no guarantee that the expense and revenue projections outlined in the operations analysis will be met as there are many variables that affect such estimates that either cannot be accurately measured or are subject to change during the actual budgetary process.

## EXPENDITURES

Expenditures have been formulated on the costs that were designated by Ballard\*King and Associates to be included in the operating budget for an outdoor aquatic center. The figures are based on the size of the facility, the specific components of the facility, and the hours of operation. All expenses were calculated to the high side and the actual cost may be less based on the final design, operational philosophy, and programming considerations adopted by the Town of Carbondale.

## SCHEDULING

Welcome Desk	Days	Time	Total Hours	Staff	Days	Total Hours Week
	Mon - Fri	8 am - 4 pm	8	1	5	40
	Sat - Sun	10 am - 4 pm	6	1	2	12
<b>Total</b>						<b>52</b>

Welcome Desk Expanded	Days	Time	Total Hours	Staff	Days	Total Hours Week
	Mon - Sun	9 am - 4 pm	7	1	5	35
<b>Total</b>						<b>35</b>

Head Guard	Days	Time	Total Hours	Staff	Days	Total Hours Week
Assistant Manager	Mon - Fri	7 am - 3 pm	7	1	5	40
Head Guards (2)	Mon - Sun	10 am - 6 pm	8	2	5	80
<b>Total</b>						<b>120</b>

Lifeguards	Days	Time	Total Hours	Staff	Days	Total Hours Week
	Mon - Sun	7 am - 1 pm	6	2	7	84
	Mon - Sun	12 pm - 7:30 pm	7.5	3	7	157.5
<b>Total</b>						<b>241.5</b>

Lifeguards Expanded	Days	Time	Total Hours	Staff	Days	Total Hours Week
	Mon - Sun	9 am - 1 pm	4	2	7	56
	Mon - Sun	varies	varies	varies	7	115.5
<b>Total</b>						<b>171.5</b>

# REVENUE AND EXPENSES ANALYSIS

This operational analysis was completed based on the best information available and a basic understanding of the project. However, there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.

Operation expenditures are expected to increase by approximately 3% a year through the first 3 to 5 years of operation. Revenue growth is expected to increase by 4% to 8% a year through the first three years and then level off with only a slight growth (3% or less) the next two years. Expenses for the first year of operation should be slightly lower than projected with the facility being under warranty and new. Revenue growth in the first five years is attributed to increased market penetration.

## EXPENSE SUMMARY

Category	New Facility	Expanded Season
Full Time Staff	\$37,328	\$37,328
Part-time Staff	\$133,750	\$178,274
<b>Sub-Total</b>	<b>\$171,078</b>	<b>\$215,602</b>
Utilities Gas/Electric	\$14,250	\$18,500
Software Expense	\$500	\$750
Computer Maintenance	\$500	\$500
Special Events	\$1,500	\$1,500
Chemicals	\$12,500	\$15,000
Travel & Conference	\$500	\$1,000
Training	\$4,000	\$4,000
Advertising	\$5,000	\$7,500
Bank charges	\$3,000	\$4,500
Printing	\$500	\$750
Dues/License/Red Cross	\$1,250	\$2,500
Contract Services	\$5,000	\$7,500
Red Cross Certifications	\$1,000	\$1,000
Office Supplies	\$500	\$1,000
Program Supplies	\$3,500	\$3,500
Uniforms	\$3,000	\$3,000
Building Maintenance & Grounds	\$5,000	\$6,500
General Maintenance & Repair	\$4,000	\$5,000
General Supplies	\$4,000	\$4,500
Misc.	\$1,500	\$1,500
<b>Sub-Total</b>	<b>\$71,000</b>	<b>\$90,000</b>
Capital Replacement	\$25,000	\$25,000
<b>Grand Budget</b>	<b>\$267,078</b>	<b>\$330,602</b>

## REVENUE SUMMARY

### EXPANDED SEASON\*

Category	High	Medium	Low
Daily Admissions	\$55,520	\$41,960	\$26,480
Annuals	\$91,060	\$81,263	\$72,425
Punch Passes	\$ 20,310	\$16,248	\$12,317
Add on	\$31,400	\$25,152	\$19,592
Sub-Total	\$198,290	\$164,623	\$130,814
<b>Programs</b>	<b>Fees</b>		
Aquatics	\$28,210	\$28,210	\$28,210
Sub-Total	\$28,210	\$28,210	\$28,210
<b>Other</b>	<b>Fees</b>		
Signage	\$5,000	\$4,000	\$3,000
Concessions	\$7,500	\$5,000	\$2,500
Private Rentals	\$3,000	\$3,000	\$2,500
Sub-Total	\$15,500	\$12,000	\$8,500
<b>Grand Total</b>	<b>\$242,000</b>	<b>\$204,833</b>	<b>\$167,524</b>

### TRADITIONAL SEASON\*

High	Medium	Low
\$41,080	\$29,880	\$16,280
\$77,400	\$69,000	\$61,500
\$20,310	\$16,248	\$12,317
\$31,400	\$25,152	\$19,592
\$170,190	\$140,280	\$109,592
\$31,480	\$31,480	\$31,480
\$31,480	\$31,480	\$31,480
\$5,000	\$4,000	\$3,500
\$7,500	\$5,000	\$2,500
\$3,000	\$3,000	\$2,500
\$15,500	\$12,000	\$8,500
<b>\$217,170</b>	<b>\$180,490</b>	<b>\$146,399</b>

\*Note: *Traditional Season* refers to a 15-week long season. This is the current length of the pool season at the John M. Fleet Pool. *Expanded Season* refers to a 24-week long pool season.

## EXPENSE AND REVENUE COMPARISON

### EXPANDED SEASON

Category	High	Medium	Low
Expenses	\$330,065	\$330,065	\$330,065
Revenue	\$242,000	\$204,833	\$167,524
Difference	\$88,065	\$125,232	\$162,541
<b>Recovery Rate</b>	<b>73%</b>	<b>62%</b>	<b>51%</b>

### TRADITIONAL SEASON

High	Medium	Low
\$267,078	\$267,078	\$267,078
\$217,170	\$180,490	\$146,399
\$49,908	\$86,588	\$120,679
<b>81%</b>	<b>68%</b>	<b>55%</b>

# CAPITAL COSTS

Based on the program elements of the Master Plan, an opinion of order of magnitude cost was developed using cost data from similar project types. More rigorous cost

analysis is recommended as the project moves through each phase of the design process.

## CONCEPTUAL DESIGN: ORDER OF MAGNITUDE PROJECT COSTS

Costs	Assumptions	
General Costs		\$800,000 - \$1,000,000
Lap Pool (2,050 SF)	\$385/SF - \$400/SF	\$789,250 - \$820,000
Entertainment Pool (3,000 SF)	\$385/SF - \$400/SF	\$1,115,000 - \$1,200,000
Spa (200 SF)	\$500/SF	\$100,000
Splash Pad		\$200,000
Bathhouse (3,800 SF)	\$550/SF - \$600/SF	\$2,090,000 - \$2,280,000
<b>Rounded Sub Total</b>		<b>\$5,100,000 - \$5,600,000</b>
<b>Contractor General Conditions</b>	5%	<b>\$255,000 - \$280,000</b>
<b>Contingency</b>	20% for conceptual design	<b>\$1,020,000 - \$1,120,000</b>
<b>Total</b>		<b>\$6,375,000 - \$7,000,000</b>

\* Soft costs not included.

Based on the information above, the following projections are based on a \$8M project budget to allow for construction costs unknown at this Master Plan phase, soft costs, permitting fees and other contingencies. Some of the funding options are one-time donations that help reduce the project budget costs. Subtracting this estimated amount of these one-time donations from the project budget results in a \$7M bond. A 30-year bond at a 3.5% interest rate will result in yearly bond payments of about \$380,000.

Some assumptions, including the following, were required to make these estimates.

- The current Recreation Fund tax level generates about \$815,000 per year in funding
- Current amount of Recreation Fund dedicated to debt service (Recreation Center) \$200,000.

- Creation of a local Foundation with a goal of developing a \$1.5M endowment for funding and capital support.
- Active marketing and sale of naming rights and sponsorship dedicated to project funding estimated to generate \$20,000 annually.
- Assumes that \$1M of the total project cost of \$8M will be offset by one-time contributions from the Garfield County Federal Mineral Lease (\$250,000), GOCO Grant (\$100,000), and Recreation Fund Reserve (\$700,000).
- Annual bond cost for the project of \$7M will be about \$380,000 per year. (3.50% interest rate for 30 years).

Methods	Possible Amount	Percentage of Annual Bond Payment
Recreation Fund Tax (existing)	\$200,000 per year	53%
Recreation Fund Tax Increase (.50% to .60%)	\$81,500 per year	21%
Garfield County Federal Mineral Lease	\$250,000 one-time donation	
Create Local Foundation (Goal of \$1.5M Endowment)	\$75,000 annually	20%
GoCO Grant	\$100,000 one-time donation	
Recreation Fund Reserve	\$700,000 one-time contribution	
Naming Rights and Sponsorship	\$20,000 per year	5%

## CAPITAL COST SUMMARY

Based on this analysis, some form of tax increase is likely needed to fund the total project of \$8M or the size of the

project must be reduced to a total project cost of about \$6M.

# FUNDING SOURCES

A number of potential funding sources were discussed with the Town Manager and Finance Department during a scheduled stakeholder meeting. The purpose of this meeting was to determine some realistic funding options for the Aquatic project.

## GOCO GRANTS

This funding source provides matching funding from the State of Colorado. However, most of the projects receiving funding are outdoor facilities and trails. However, the State has provided funding for recreation facility projects in the past. This source should be explored by the Town but typically these grants are less than \$200,000.

## SALES TAX

There is a possibility of utilizing the existing sales tax revenues to help fund the Aquatic Center project depending on the debt retirement schedule for previous projects funding through this method.

A new sales tax of approximately 1% could potentially fund \$3M to \$4M. This outlined as a potential option, but not built into the suggested approach above.

## MUNICIPAL BOND

Municipal bonding is an important mechanism to fund this project. Municipal bonding can take the form of general obligation bonds, which are funded through overall municipal taxing authorities, or revenue bonds, which are repaid from specific revenue streams. The Town should explore both bond types for this project, but the debt payment on a GO Bond likely exceeds the limitations of the Recreation Fund. The success of the Recreation Center bonding, which was a Revenue Bond, should be used as a model for this project.

## GARFIELD COUNTY FEDERAL MINERAL LEASE

There is a possibility that the Town of Carbondale could qualify for funding sources. The Rifle Pool received somewhere in the neighborhood of \$200,000-\$300,000 for their project through this funding source. This is a funding source that should be explored by the Town.

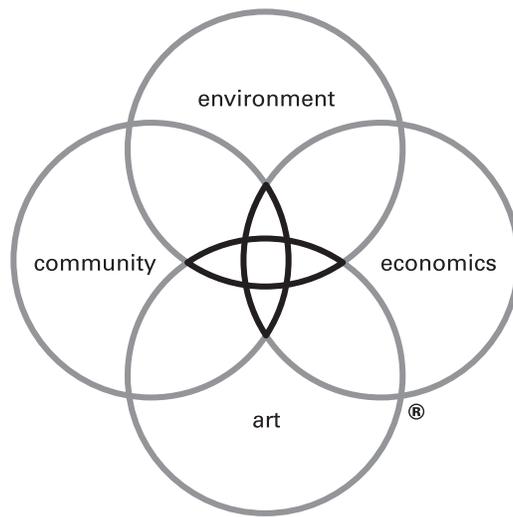
## FOUNDATION

These dollars are raised from tax-exempt, non-profit organizations through private donation to promote specific causes. They offer the potential to assist with funding capital projects, gift catalogs and endowments through fundraising. This is a potential funding source the Town should explore in greater detail to inventory what foundations exist in the area.

## NAMING RIGHTS AND SPONSORSHIPS

It has become common to see municipalities turn to selling naming rights for a new building or renovation of an existing building. This can include naming rights for a room, aquatic water feature, brick pavers, shade structures or pavilion. The Town should explore these local opportunities to expand its funding resources, but these sources are not likely to generate significant capital funding.

*There were several other funding sources explored during this process that were eliminated or not deemed as practical for generating capital revenue including: hotel tax, special improvement district, recreation district, revenue bond or entertainment tax.*



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