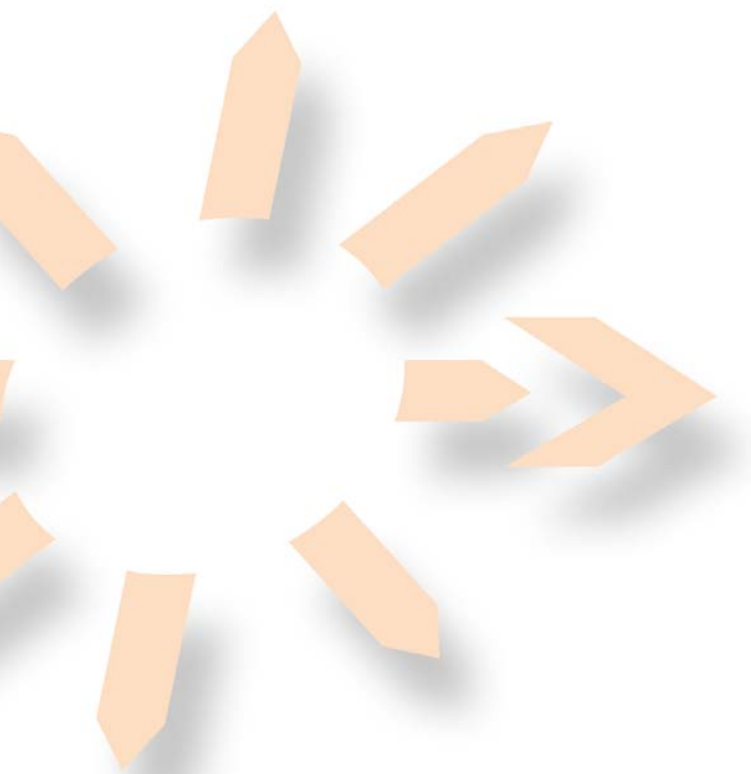


# Urbana Park District

## Crystal Lake Pool – *Market Analysis* Report



Prepared by:



February, 2007

## Table of Contents

<b>Section 1 – Introduction .....</b>	<b>2</b>
1.1 Report Organization .....	3
<b>Section 2 – Stakeholder Input/Needs Assessment .....</b>	<b>4</b>
2.1 Stakeholder and Community Input .....	4
2.2 Household Survey .....	5
2.3 Community and Stakeholder Input Summary .....	8
<b>Section 3 – Demographics and Trends .....</b>	<b>9</b>
3.1 Demographics .....	9
3.2 Participation Trends.....	10
3.3 Demographic and Trends Summary.....	13
<b>Section 4 – Competition Assessment .....</b>	<b>14</b>
4.1 Major Competitor .....	15
4.2 Competition Summary .....	15
<b>Section 5 – Core Market/Demand Analysis .....</b>	<b>16</b>
5.1 Summary of Findings.....	16
5.1.1 Rehabilitate Existing Pool (Repair).....	16
5.1.2 Renewal and Enhancement .....	16
5.1.3 Remove Pool (Eliminate Facility).....	17
5.2 Summary and Recommendations .....	17
<b>Section 6 – Financial Analysis.....</b>	<b>18</b>
6.1 Financial Analysis.....	18

## Section 1 – Introduction

The Urbana Park District retained the team of JJR and PROS Consulting to develop a Strategic Plan. As a key element of the Urbana Park District Strategic Plan, PROS Consulting, LLC is responsible for conducting a market analysis and financial feasibility study. This analysis will identify opportunities and guide decision-making for the future of Crystal Lake Pool (Pool). This process was organized into two and included the following activities:

### Phase 1 – Market Analysis

- **Stakeholder Input/Needs Assessment** – PROS summarize the findings from the stakeholder input conducted earlier in the strategic plan process to identify key issues, needs and vision for the future of Crystal Lake Pool. The household survey was utilized to quantify unmet needs and demand for aquatics. Priorities, needs and participation rates were established from this information.
- **Demographics and Trends** – PROS applied the findings from the demographics and trends assessment in order to determine the size of the activity market by age segment and frequency rates that can be applied to this facility related to programs, services and features. In addition, trends in aquatics were documented to provide a snapshot into current and future features that should be considered as part of the overall vision for the Crystal Lake Pool.
- **Competition and Other Service Providers Assessment** – PROS identified competitive facilities and other service providers within the market area. This included both public and private facilities and attractions. General services offerings, operational characteristics, and target market were documented and compared to current service and facility offerings in Urbana.
- **Core Market/Demand Analysis**- PROS will identify the recommended core program for the pool based on the input and analysis performed during this task. This will include any key activities and programs, the size of the core program market, and market positioning. This information will be reviewed and discussed in a work session. The outcome of this task will be used to establish a refined concept design and development plan including financial performance and partnership/management alternatives.

### Phase 2 – Financial Feasibility

- **Concept Development and Operational Standards** – Upon consensus on the core market and concept, the PROS Team will translate the core program market and demand analysis into a financial and market feasibility. PROS will establish operational standards and costs for the proposed concept plan. This will include hours of operation, maintenance standards, staffing levels needed, technology requirements and customer service requirements based on established and agreed upon outcomes. This task will require a workshop with the District and the Project team. Operational costs for the facility will be finalized.
- **Pricing Strategy and Pro Forma** - Based on the operational plan for the facility and debt service, PROS will develop a pricing strategy for membership, daily fees, and program services matched to the desired outcome of the facility (full-cost recovery or amount of subsidy required). Pricing strategies will also include program fees, rental space, and concession pricing for both prime time and non-prime time use. This will be converted into a five year pro forma and operating budget. Funding options will be identified and evaluated against their potential support and success. These options will include a combination of options partnerships/sponsorships, revenue generation and other available resources.

- **Feasibility Report** – A Feasibility Study report will be written with analysis of findings, priorities, timeframes, and recommendations. Briefings on the plan will be made and any revisions required to produce the final report.

### **1.1 Report Organization**

This report presents the findings and analysis from Market Analysis and the Financial Feasibility.

## Section 2 – Stakeholder Input/Needs Assessment

PROS Consulting reviewed the stakeholder interviews and a community survey conducted during the strategic planning process to document the key issues, needs and concerns for the Crystal Lake Pool. Following is a summary of the findings from the interviews and the surveys that are related to the Crystal Lake Pool.

### 2.1 Stakeholder and Community Input

More than 20 separate interviews, focus groups and public meetings, representing 140+ residents and stakeholders, were conducted as part of the Strategic Plan. PROS assessed the input to identify and prioritize key issues, needs and concerns related to the future of the Pool. Following is a summary of findings from this input:

- The vast majority of stakeholder groups mentioned the existing Pool's condition and the need to upgrade as priority
- From this majority, most felt that there is a need to add water features to the pool such as zero depth area for children and/or moving water features
- Virtually everyone commented as to the bathhouse conditions and its need for improvements or replacement
- Many stakeholders and community members expressed the need for concession stand improvements
- Some leaders expressed concern over the costs to provide an outdoor pool compared to the number of users of the Pool
- Concern was expressed about the number of pools in the market place and how the development of new outdoor aquatic centers would impact the future use of the Pool



Overall, the consensus among all groups was that the Pool serves an important role in the facilities provided by the Urbana Park District. General needs expressed were related to improving and expanding the existing facility to make it more appealing with wider age and interest appeal through updating features offered. Concerns were primarily focused on the ability of the Park District to fund improvements to the Pool in relation to other priorities in the community.

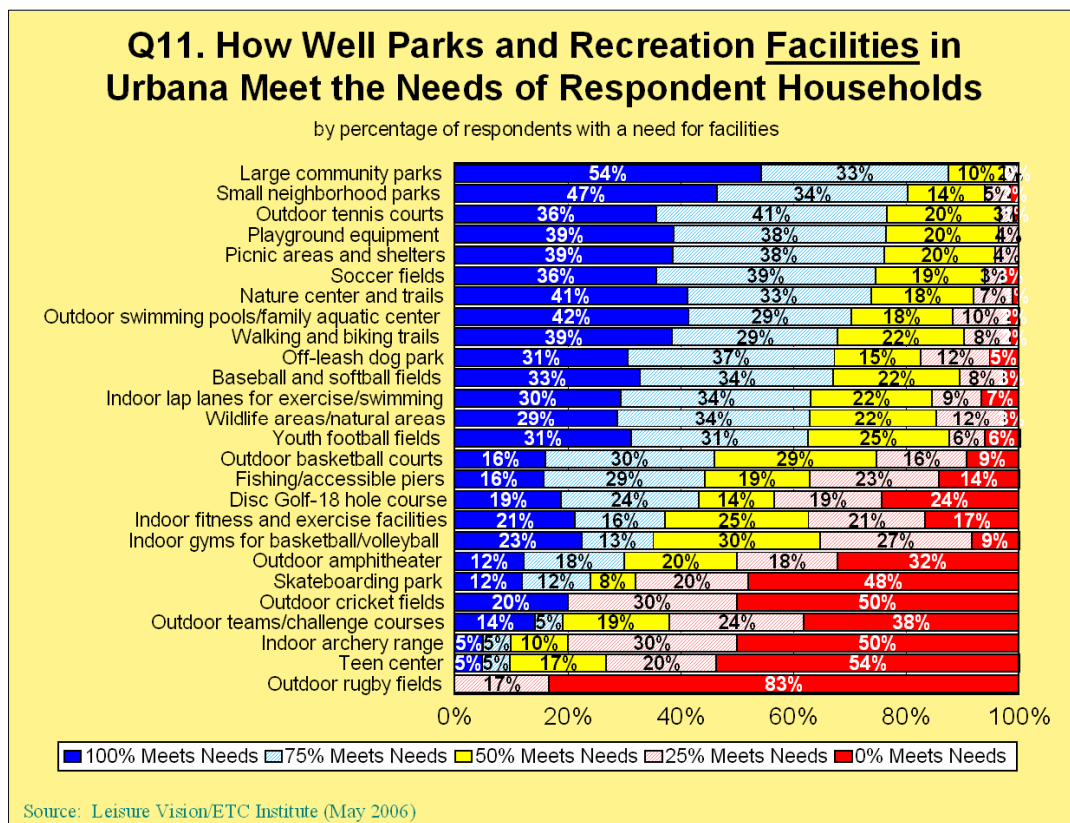
The primary market for the Pool focuses on lap swimmers, water fitness, and recreational use. The market analysis indicates that the users would like to see an updated pool that is appealing and functional for a wider age and interest segment.

## 2.2 Household Survey

The household survey performed as part of the overall strategic plan was analyzed to identify needs for UPD facilities and programs. The survey includes the results of 625 participant households of the estimated total of 14,327 households. Key findings from the survey include:

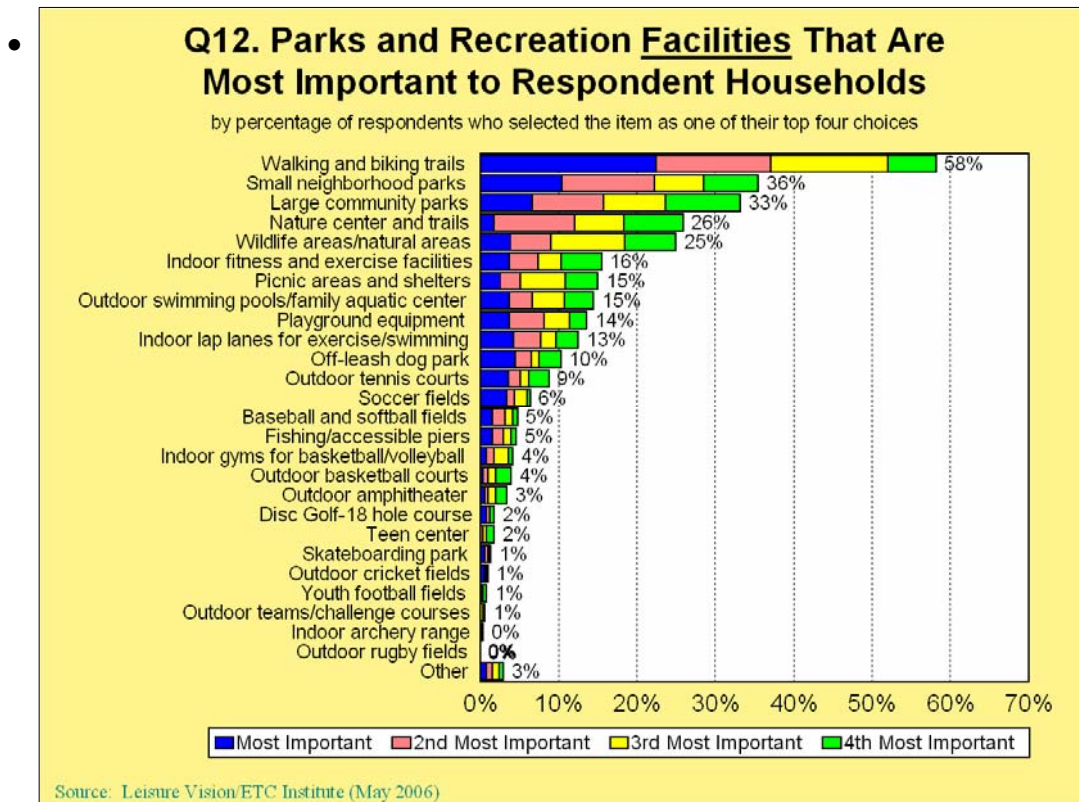
- Nineteen percent (19%) of the households have used the Crystal Lake Pool in the past year.
- Of the households surveyed, 45% (6,461 households) expressed a need for outdoor swimming pools and a family aquatic center.
  - When asked if their needs for outdoor swimming facilities are being met, 71% of the households said that their needs are met by a margin of 75% or more. (Figure1)
  - Approximately 1,925 households (25% of the population) state that their needs are met 50% or less.

Figure 1 – Level of Needs met by Facilities



- Fifteen percent (15%) of the households surveyed feel that outdoor swimming is important to the community.

Figure 2 – Facilities that are Most Important



- Water fitness programs was among the highest ranked needs for recreation programming with 31% of respondents representing 4,470 households
  - Water fitness programs had 2,423 households rank it as currently meeting their needs less than 50%, the second highest unmet need for recreation programs
  - Instructional swimming lessons had 1,303 households rank it as currently meeting their needs less than 50%
  - Both water fitness and instruction swimming were among the top 5 ranked most important programs with 18% to 19% responding accordingly
- When survey participants were asked to rank potential improvements to Crystal Lake Park, fifty-six percent (56%) were very supportive or somewhat supportive of renovating or upgrading the Pool
  - Forty-one percent (41%) were not supportive of replacing the Pool with a spray park / playground
  - Twenty-one percent (21%) of the respondents stated that they would use the Pool most if improvements were made
- Twenty-six percent (26%) of the survey participants said they were most willing to fund with their tax dollars the renovation and improvements to Crystal Lake Park
- Respondents indicated they would allocate \$16 to improvements at Crystal Lake Park out of every \$100. This is compared to \$29 out of \$100 allocated to the improvements/ maintenance of existing parks, playgrounds, and recreation facilities.

The facility needs assessment provides a priority of facility and amenity needs of residents for its park and recreation system. A weighted scoring system was used to determine the priorities for park and recreation facilities and amenities. This scoring system considers the following

- Household Survey
- Unmet needs for facilities and programs
- Importance ranking for facilities and programs
- Consulting Team Evaluation
  - Stakeholder Interviews
  - Public Forum Comments
  - Facility Assessments
  - Trends Analysis

These weighted scores were then summed to provide an overall score and priority ranking. The results of the priority ranking were tabulated into three categories: High Priority, Medium Priority, and Low Priority. **Figure 3** presents the priority ranking by facility/amenity. These rankings do not represent a guarantee to schedule or fund these projects in the District’s capital improvement plan.

Outdoor Pool and Aquatic Facilities ranked as a high priority at number 8 in the overall assessment. (*Figure 3*)

**Figure 3 – Prioritized Facility Needs Assessment**

Facility	Overall Ranking	High	Medium	Low
Walking & biking trails	1	Green		
Small neighborhood parks	2	Green		
Wildlife areas/natural areas	3	Green		
Indoor fitness & exercise facilities	4	Green		
Nature center & trails	5	Green		
Large community parks	6	Green		
Picnic areas & shelters	7	Green		
Outdoor swimming pools	8	Green		
Indoor lap lanes	9	Green		
Outdoor amphitheater	10		Yellow	
Playground equipment	11		Yellow	
Indoor gyms	12		Yellow	
Outdoor basketball courts	13		Yellow	
Off-leash dog park	14		Yellow	
Fishing/accessible piers	15		Yellow	
Outdoor tennis courts	16		Yellow	
Teen center	17		Yellow	
Baseball & softball fields	18		Yellow	
Soccer fields	19			Blue
Disc golf	20			Blue
Skateboarding park	21			Blue
Indoor archery range	22			Blue
Outdoor teams/challenge courses	23			Blue
Outdoor cricket fields	24			Blue
Youth football fields	25			Blue
Outdoor rugby fields	26			Blue

### **2.3 Community and Stakeholder Input Summary**

Overall, outdoor swimming is a priority to Urbana Park District residents. It is consistently identified as a need both qualitatively and quantitatively. While not the highest ranked need as a facility, there is apparent demand and unmet needs for water fitness and instructional swimming. There appears to be a need as well for general recreation swimming and water activities.

The total aquatics participants for 2005 May-August season was 2,850. The community input survey indicated that 22.2% of the households would use a renovated Crystal Lake Pool. Based on the number of households in the District, the potential usage of a renovated pool is 3,180 households. The potential participants could range from 4,500 to 6,000.

## Section 3 – Demographics and Trends

### 3.1 Demographics

Demographics analysis demonstrates the overall size by total population and number of households. It also illustrates the number of residents by age, race, and ethnicity. The overall economic status and spending power of the District’s residents is demonstrated through household income statistics. The findings of this analysis assist in the development and marketing of facilities, programs and services in the community.

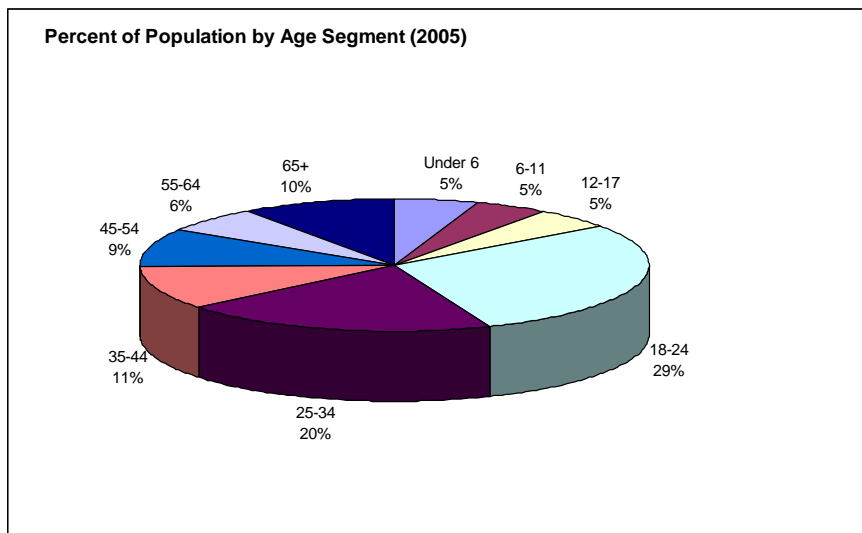
Demographic data used in this report was obtained from Claritas, Inc. and the U.S. Census Bureau. The most current demographic information available was utilized for this analysis. While Crystal Lake Park Pool draws strong participation from St. Joseph, Philo, Mahomet, Thomasboro, and other outlying communities, this market analysis focuses on the City of Urbana with an estimated 2005 population of 38,991 as shown in Figure 4.

Figure 4 - Population by Age Segment

Population by Age Segment					
Age Segments	2000 Census	2005 Estimate	2010 Projection	2015 Projection	2020 Projection
Under 6	1,905	2,023	2,120	2,231	2,339
6-11	1,910	1,910	2,079	2,135	2,219
12-17	1,896	1,904	1,985	2,017	2,062
18-24	13,020	11,312	10,086	8,539	7,072
25-34	5,878	7,810	7,931	9,259	10,286
35-44	3,872	4,153	5,453	6,074	6,864
45-54	3,343	3,637	3,696	3,912	4,088
55-64	1,997	2,495	3,242	3,823	4,446
65+	3,586	3,748	4,079	4,297	4,544
Totals	37,407	38,991	40,671	42,287	43,919

The three largest population age segments for 2005 are the 18 to 24 year olds (29%), 25 to 34 year olds (20%), and the 35 to 44 year olds (11%) which represent 60% of the population as shown in Figure 5.

Figure 5 - 2005 Percentage of Population by Age Segment



As of 2005, the median household income in the City of Urbana is \$31,119. This represents the earnings of all persons age 15 years or older living together in a housing unit. In 2005, approximately 29% of all households in the County make \$50,000 or more, while approximately 42% of all households are projected to earn less than \$25,000 per year. (*Figure 6*)

Figure 6 - 2005 Percentage of Population by Age Segment

Households by Household Income	2000	%	2005	%	2010	%
	Census		Estimate		Projection	
<b>Number of Households</b>	14,247		15,174		16,055	
Less than \$15,000	4,050	28.43%	3,847	25.35%	3,694	23.01%
\$15,000 to \$24,999	2,440	17.13%	2,523	16.63%	2,498	15.56%
\$25,000 to \$34,999	2,071	14.54%	1,989	13.11%	2,010	12.52%
\$35,000 to \$49,999	2,119	14.87%	2,405	15.85%	2,515	15.66%
\$50,000 to \$74,999	1,827	12.82%	2,124	14.00%	2,473	15.40%
\$75,000 to \$99,999	782	5.49%	954	6.29%	1,128	7.03%
\$100,000 to \$149,999	626	4.39%	794	5.23%	978	6.09%
\$150,000 to \$249,999	256	1.80%	417	2.75%	573	3.57%
\$250,000 to \$499,999	49	0.34%	77	0.51%	122	0.76%
\$500,000 or more	27	0.19%	44	0.29%	64	0.40%
<b>Average Household Income</b>	\$38,587		\$44,963		\$49,941	
<b>Median Household Income</b>	\$28,059		\$31,119		\$34,132	
<b>Per Capita Income</b>	\$15,882		\$18,836		\$21,170	

Source: © 2005, Claritas Inc. All Rights Reserved

### 3.2 Participation Trends

The Market Definition is used to determine who are likely to be the users of the pool. This analysis provides a clear understanding of the size of each age segment that is represented in the target Market area. The market area is Urbana Park District and the target market is recreational swimming. The Pool's recreational swimming activities include:

- Outdoor Swimming Instruction
- Outdoor Swim Fitness
- Outdoor Swim Competition
- Outdoor Party Rentals

This analysis demonstrates the overall size of the primary market area by total population and age segments. PROS Consulting used **THE SUPERSTUDY OF SPORTS PARTICIPATION®** by American Sports Data, Inc. (2005) to estimate the total recreation swimming market. The participation by age segment is shown in *Figure 7*. The National participation capture rates reflect the percentages of each age segment that participated in a recreational swimming activity at least once in the last 12 months.

Figure 7 - National Participation Capture Rates

Age Segments	Percent of Participation
0 to 5 years	2.54%
6-11	16.17%
12-17	17.64%
18-24	13.00%
25-34	15.39%
35-44	15.83%
45-54	10.46%
55-64	5.14%
65+	3.84%
<b>Total</b>	<b>100.00%</b>

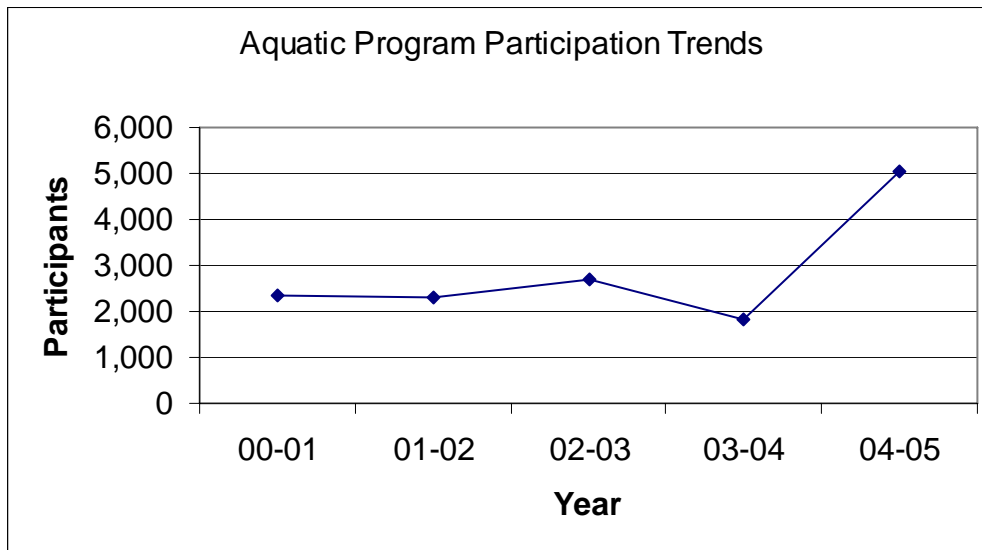
The total number of individuals that participate at least once per year is estimated to be 4,626 from the total population of 38,991. **Figure 8** shows the total participation by age segment based on participation data from American Sports Data, Inc. (2005.) Participants in the less than 6 years old age group are not tracked by American Sports Data, Inc.

**Figure 8 - Total participation**

Participation by Age Segment					
Age Segments	2000 Census	2005 Estimate	2010 Projection	2015 Projection	2020 Projection
6-11	309	309	336	345	359
12-17	334	336	350	356	364
18-24	1,692	1,470	1,311	1,110	919
25-34	904	1,202	1,220	1,425	1,583
35-44	613	658	863	962	1,087
45-54	350	380	387	409	428
55-64	103	128	167	197	229
65+	138	144	156	165	174
<b>Totals</b>	<b>4,443</b>	<b>4,626</b>	<b>4,790</b>	<b>4,967</b>	<b>5,141</b>

The estimated annual total participation is projected to continue to increase in all age segments except the 18 to 24 year old age segment. While national market shows strong and increasing use of aquatics facilities overall, recent trends indicate the use by 18 to 24 year old age segment is decreasing. The increase in recreational swimming is consistent with general trends in exercise and fitness activities.

The community input and stakeholder participants identified recreation swimming as important to the community. The stakeholders mentioned desired improvements in the Crystal Lake Pool facility; such as, active water feature, spray area, and bathhouse and concession improvements. The historic aquatic program participation within the District is shown in *Figure 9*.



**Figure 9 - Urbana Park District Aquatic Program**

Participation



### **3.3 Demographic and Trends Summary**

The overall market for aquatics in the Urbana Park District appears to be stable with slight growth in projected participation. The age segments that appear to be the strongest base are 6 to 17 years old and 25 to 44 years old. This supports the traditional market for outdoor swimming of youth and families. Secondary market is age segments of 45+.

The actual participation trends for District Aquatics indicate that use dramatically increased when a new and updated facility was built and made available. The bottom line is that the base market is growing slightly in the target age segments for outdoor swimming.

## Section 4 – Competition Assessment

PROS Consulting conducted an analysis of the major competitors that compete for the time and dollars of the target market. Recreation swimming is provided by seven facilities within 13 miles of the Crystal Lake Pool as shown in *Figure 10*. Five public facilities are within 6 miles of the Pool. The Sholem Aquatics Center and the Spaulding Pool, both publicly owned and operated, are the competitors for recreational swimming with regard to services and hours of operation.



Figure 10 - Primary Competition

Primary Competition				
Name	Location	Operator	General Description	Distance
Windsor Swim Club	704 E. Windsor Urbana IL 61801 217-367-2173	Private club	Swim team lap pool for private use	3.12
Rantoul Family Aquatic Center	108 Flessner Rantoul IL 217-893-0464	Rantoul Parks and Recreation Dept.	Family Aquatic Center, Swim Lessons and Water Fitness	12.86
Sholem Aquatics Center	2200 Sangamon Dr. Champaign IL 217-398-2581	Champaign Park District	Family Aquatic Center, Swim Lessons, Swim Team and Water Fitness	5.6
Spaulding Pool	910 Harris Ave. Champaign IL 217-398-2577	Champaign Park District	Public hours, lap Swim, and Water Fitness	4.69
WIMPE	1102 w.Gregory Dr Uof I Urbana 217-333-1000	Campus Recreation U of I	Public hours, Lap Swim, Swim Lessons and Water Fitness	2.43
IMPE	201 East Peabody U of I Urbana 217-333-1000	Campus Recreation U of I	Public hours, Lap Swim, Swim Lessons and Water Fitness	3.18

The following is a breakdown of the major competitors and notable findings:

- Public Facilities:
  - Champaign Park District
  - University of Illinois
- Private: Windsor Swim Club
- Five facilities within 5 miles of Crystal Lake Pool
- Sholem Aquatics Center is a new facility with up-to-date features

### 4.1 Major Competitor

The major competitor for outdoor recreational swimming is new Sholem Aquatic Center in the Champaign Park District. A comparison for the Pool and Sholem Aquatic Center is shown in **Figure 11**.

Figure 11 - Major Competitor Comparison

Facility	Operating Hours	Features
Crystal Lake Pool	Monday through Friday, 7 a.m. to 8 p.m.; Saturday, 10 a.m. to 8 p.m.; Sunday, 11 a.m. to 7 p.m.	25 meter pool with 10 swimming lanes, 1 and 3 meter diving boards, fenced children's pool area, sunning areas and shaded locations, picnic areas, bathhouse, concessions
Sholem Aquatic Center	Weekdays, 11:30 a.m. to 8 p.m.; weekends/holidays, 10 a.m. to 8 p.m.	Two zero-depth entry pools with spray features, 8,000-square-foot activity pool and 1,500-square-foot kiddie pool, three water rides: 660-foot lazy river raft ride; 197-foot body flume slide ride; 170-foot tube slide ride into river, eight 25-yard lap lanes, family restrooms, bathhouse

The recreational swimming market includes the UPD indoor and outdoor swim facilities. The indoor swim market includes the following programming and services:

- Swimming Instruction
- Swim Fitness
- Swim Competition
- Party Rentals
- Inclement weather facility during peak summer season

The indoor swim market is year-round and essential for swim activities during inclement weather.

The outdoor swim market includes the following programs and services:

- Seasonal
- Recreational swimming
- Swimming Instruction
- Party Rentals

### 4.2 Competition Summary

Competition in the aquatic market is very strong. There appears to be adequate capacity to meet a variety of needs, from competition to fitness to recreation. However, participation in recreational swimming in an outdoor setting is strongly influenced by proximity. This is due to the age segments that generally participate and the length of stay. There appears to be a continued market opportunities in outdoor recreational swimming in the immediate Urbana market. However, the facility and amenity requirements should most likely be focused on the local users with limited means to travel to Champaign, desiring a less than 4 hour stay and families with wide age and interests appeal.

## Section 5 – Core Market/Demand Analysis

### 5.1 Summary of Findings

Based on the Urbana Park District community input, market needs, and competition identified; PROS recommends three development scenarios for consideration with respect to the Crystal Lake Pool. The three scenarios are:

- Rehabilitate Existing Pool (Repair)
- Renewal and Enhancement
- Remove

#### 5.1.1 Rehabilitate Existing Pool (Repair)

The rehabilitation scenario only provides for repairs to systems. The Pool has several features that are in need of repair; the major need is the outdated and deteriorating infrastructure and the bathhouse. Pool rehabilitation could be accomplished with a cap or patch. The bathhouse would likely require extensive renovation to keep the existing structure intact.

##### Advantages

- Moderate capital investment
- Short-term project completion

##### Disadvantages

- Minimal improvement in operating costs from savings in improved system functions
- Additional investment with minimal increase in cost recovery or market demand
- Stated community needs not being met

#### 5.1.2 Renewal and Enhancement

The renewal and enhancement scenario provides for updating and adding features to the Crystal Lake Pool facility. This scenario fulfills the stated community needs and improves the market placement of the pool. The elements of this scenario include:

- Main pool rehabilitation including a cap and plumbing rehabilitation
- Redesign and replace the bathhouse
- Move the concession area to the pool deck area
- Add two drop slides to the main pool
- Create a "Kid Zone" - splash pad area, with an in-water play feature. This could include creating a nature theme to support the pools proximity to the Nature Center.
- Create a moving water feature such as a vortex pool
- Create a picnic area with pleasant shelters to accommodate up to three private parties
- Add colorful umbrellas
- Add updated lawn chairs and tables
- Create a program theme for the pool and update the name
- Change the price to reflect the "value of the experience"
- Implement a higher level of cleaning standards
- Improve customer service training

##### Advantages

The renewal and enhancement elements will accomplish the following elements:

- Facility renewals to meet community needs

- Series of activities by age group will provide wide age appeal
- Improved facilities will support special events
- Facilitate enhanced programmed activities and events
- Facility theme can provide a program bridge between the urban park and nature center area and celebrate natural areas of the park
- Improve market share and facility usage
- Potential improvement in cost recovery rates and potential decrease in operating subsidy

#### Disadvantages

- Capital investment required to meet community needs

#### 5.1.3 Remove Pool (Eliminate Facility)

The remove pool scenario eliminates the pool facility completely. The facility would be redeveloped as a part of the Crystal Lake Park.

#### Advantages

- Minimal capital investment
- Eliminate operating subsidy

#### Disadvantages

- Stated community needs not met
- Eliminates a recreation element of the UPD

### 5.2 Summary and Recommendations

Based on the information collected and analyzed, the PROS Team believes that there is demand in the local market place to keep an outdoor pool at Crystal Lake Park. It is also recognized that the needs of the users is focused primarily on recreational and fitness related activities. While attendance at the Crystal Lake Pool has decreased over the last decade, it appears to have stabilized. The trend in the market place for updating facilities with new and exciting features and amenities is being addressed in the Urbana-Champaign area. This trend appears to identify with the local users and is desired at the Crystal Lake Pool.

The key issues associated with any improvements at Crystal Lake Pool is how to balance the large capital and operational funding needs against the per capita costs in relation to other funding priorities in the District. It is fully recognized that improvements to the pool are needed to address immediate issues. It is also recognized that the users desire these improvements to go beyond basic maintenance to include functionality and improved service levels. Therefore, when balancing the needs against constraints, it is evident that the pool will need to increase its volume of usage while generating additional revenue to offset operational costs.

This can be achieved through the Renewal and Enhancement scenario. It is the experience of PROS Consulting that attendance and revenue increases at outdoor pools when they are updated with new and exciting features and associated with added features to widen age appeal and length of stay. The ability to create a themed pool facility that meets the needs of the general lap and fitness swimmers but also addresses the needs for recreational swimming, combined with the ability to host parties in a rental pavilion and provide improved concession services appears to be the strongest scenario.

It is recommended that the District advance the financial feasibility elements of this study to determine the overall costs and revenue potential for the Renewal and Enhancement scenario for Crystal Lake Pool.

## Section 6 – Financial Analysis

### 6.1 Financial Analysis

The Financial Analysis includes a detailed pro forma model presented in the schedules found in the *Appendix* of this report. PROS established pro-forma assumptions with District management for pricing, attendance, and operating expenses that are the basis for the pro-forma results. These assumptions outline operation and staffing levels and pricing to cover each proposed Zone. The Financial Analysis is based on the **Renewal and Enhancement** alternative presented in *Section 5.1.2* of this report. The Five year pro-forma and cash flow statement follows. A complete presentation of all supporting schedules and statements are located in *Appendix* and include:

- Pool Staffing Expenses
- Operating Expenses
- Growth Assumptions
- Pricing Assumptions
- Five-Year Pro-forma without Debt Service
- Five-Year Pro-forma with Debt Service

The pro forma presents the results of the assumptions and facilitate changes and updates to the assumptions to consider various scenarios. The model provides inputs for:

- Attendance assumptions
- Revenue assumptions
- Historical costs
- Growth projections

The Financial Analysis is based on assumptions for projected attendance and usage figures developed from historical performances at CLP, participation trends and frequency factors, initial pricing strategies, and historical fund raising initiatives. Based on the presented assumptions, CLP has the opportunity to create a sustainable operation with a net cost recovery of more than 100% excluded debt service. This analysis assumes that the renewal and enhancement project tasks are completed, and growth trends and market conditions continue to be favorable to support attendance factors.

The pro-forma located shown in **Figure 12** summarizes this potential financial performance.

A brief description of each line item, as it corresponds with the unique item number found on the pro-forma which is located on the following page, may be found below.

**Total Operating Expenses** is shows the total operating and maintenance expenditures for each of project years.

**Total Revenues** shows the projected total revenues from operations for each year.

**Total Capital Maintenance Fund** shows an annual estimated amount to be reserved for renewal and major maintenance. For this analysis, the annual amount is equal to 2% of the capital investment.

**Annual Debt Service** amounts are the cash requirements for debt payments related to funding the renewals and enhancements. The model assumes interest only in the first year. The second year is a

full payment. The third through the fifth years are higher due to a second modeled debt issuance to complete the proposed renewals and enhancements.

Figure 12 - Five-Year Pro Forma

<b>Five Year Pro-Forma</b>	Operating	Operating	Operating	Operating	Operating
Recreation and Aquatic Center	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Operating and Maintenance Expenses</b>					
Facilities and Operations Staffing	22,362	23,033	23,724	24,436	25,169
Maintenance Staffing	35,019	36,069	37,152	38,266	39,414
Concessions Staffing	12,913	13,300	13,699	14,110	14,534
Aquatics Staffing	97,608	100,536	103,552	106,659	109,859
Contractual Services - Operations	9,064	9,608	9,896	10,193	10,499
Utilities	30,531	32,363	33,334	34,334	35,364
Supplies - Operations	9,064	9,336	9,616	9,904	10,202
Miscellaneous - Operations	1,300	1,339	1,379	1,421	1,463
Supplies - Maintenance	16,295	16,865	17,455	18,241	19,061
Contractual Services - Maintenance	3,570	3,713	3,861	3,977	4,096
Contractual Services - Concessions	198	204	210	216	223
Supplies - Concessions	6,859	7,064	7,276	7,494	7,719
Other	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 244,782</b>	<b>\$ 253,431</b>	<b>\$ 261,155</b>	<b>\$ 269,252</b>	<b>\$ 277,603</b>
<b>Revenues</b>					
Total Admissions and Pass Revenues	134,891	136,832	139,568	140,964	142,374
Program Revenues	18,474	19,213	19,405	19,405	19,599
Non-Program Revenues	38,355	39,506	39,901	40,300	40,703
<b>Total Revenues Available for Total Expenditures</b>	<b>\$ 191,721</b>	<b>\$ 195,551</b>	<b>\$ 198,875</b>	<b>\$ 200,670</b>	<b>\$ 202,676</b>
<b>Revenues Less Total Operating Expenses</b>	<b>\$ (53,061)</b>	<b>\$ (57,880)</b>	<b>\$ (62,280)</b>	<b>\$ (68,582)</b>	<b>\$ (74,926)</b>
<i>Percentage of Operating Costs Recovered</i>	<i>78.3%</i>	<i>77.2%</i>	<i>76.2%</i>	<i>74.5%</i>	<i>73.0%</i>
<b>Total Annual Capital Maintenance Fund</b>	<b>\$ 89,517</b>	<b>\$ 89,517</b>	<b>\$ 89,517</b>	<b>\$ 89,517</b>	<b>\$ 89,517</b>
<b>NET REVENUES before Debt Service</b>	<b>\$ (142,578)</b>	<b>\$ (147,397)</b>	<b>\$ (151,797)</b>	<b>\$ (158,099)</b>	<b>\$ (164,443)</b>
<b>Annual Debt Service</b>	<b>\$ 162,494</b>	<b>\$ 329,989</b>	<b>\$ 373,636</b>	<b>\$ 373,636</b>	<b>\$ 373,636</b>
<b>NET REVENUES</b>	<b>\$ (305,072)</b>	<b>\$ (477,385)</b>	<b>\$ (525,433)</b>	<b>\$ (531,735)</b>	<b>\$ (538,079)</b>
<i>Percentage of Total Costs Recovered</i>	<i>57.35%</i>	<i>57.02%</i>	<i>56.71%</i>	<i>55.93%</i>	<i>55.21%</i>

The renewed and enhancement pool is anticipated to generate significantly higher attendance based on national experience with new and renewed facilities. Figure 13 shows the 2006 season and the anticipated attendance for the renewed facility.

Figure 13 - Attendance Projection

Pass/Member/Attendance Type	2006		Attendance for Pro Forma Years				
	Actual Passes/ Paid	Attendance	Year 1	Year 2	Year 3	Year 4	Year 5
	Youth - Daily - Weekday	2,412	2,412	3,093	3,138	3,200	3,232
Youth - Daily - Weekend	1,967	1,967	2,522	2,559	2,610	2,636	2,662
Adult - Daily - Weekday	5,053	5,053	6,480	6,573	6,705	6,772	6,839
Adult - Daily - Weekend	3,630	3,630	4,655	4,722	4,816	4,865	4,913
Youth Season Pass	116						
Adult Season Pass	89						
Family Season Pass	194						
Total Season Pass		11,387	14,603	14,813	15,109	15,260	15,413
Programs/Camps	5,397	5,397	7,154	7,079	7,150	7,150	7,221
Other	5,507	5,507	6,691	6,558	6,623	6,690	6,756
<b>Total</b>	<b>24,365</b>	<b>35,353</b>	<b>45,198</b>	<b>45,442</b>	<b>46,213</b>	<b>46,605</b>	<b>47,069</b>

Based on the Renewal and Enhancement alternative for CLP, the pool capacity is shown in Figure 14 which serves as a basis for the financial assumptions.

Figure 14 - Pool Capacity

Pool	Length		Width	=	Area	Standard	=	Capacity
Pool	118	X	81	=	9,558 Sq. Ft.	15 Sq. Ft./Person	=	637
Diving	42	X	38	=	1,596 Sq. Ft.	25 Sq. Ft./Person	=	64
Spray Area	54	Squared	3.142	=	9,161 Sq. Ft.	15 Sq. Ft./Person	=	611
						Total	=	1,312

The staffing is based on the historical staffing and projected staffing increases based on the growth and capacity assumptions. The base staffing is shown in Figure 15. The Phase I columns represent the current operations and the Phase II hours and personnel represent the staffing after the renewal and enhancement projects are complete.

Figure 15 - Base Staffing

Facility Operations	Personnel Information			Phase 1 Annual Amounts			Phase 2 Annual Amounts		
	Benefits (Yes/No)	Hourly Rate	Benefit %	Hours Per Week	Weeks Per Year, Fiscal Year	Total Salary and Benefits, Fiscal Year	Hours Per Week	Weeks Per Year, Fiscal Year	Total Salary and Benefits, Fiscal Year
<b>Program Administration &amp; Special Events (75-72-720)</b>									
Superintendent	Yes	\$ 31.25	34%	1.00	14.00	\$ 586	2.00	14.00	\$ 1,173
Aquatics/ATHI Manager	Yes	\$ 22.60	34%	20.00	14.00	\$ 8,480	25.00	14.00	\$ 10,599
Aquatics Coordinator	Yes	\$ 12.02	34%	30.00	14.00	\$ 6,765	35.00	14.00	\$ 7,892
INSERT POSITION	No	\$ -	0%	20.00	-	\$ -	-	-	\$ -
INSERT POSITION	No	\$ -	0%	20.00	-	\$ -	-	-	\$ -
<b>Total</b>						15,830.63			19,664.23
<b>Pool Maintenance</b>									
Grounds Mntn Workers/Supervisors	Yes	\$ 15.00	34%	3.00	26.00	\$ 1,568	4.00	4.00	\$ 322
Facility Mntn Workers/Supervisory	Yes	\$ 15.00	34%	24.00	30.00	\$ 14,472	27.00	30.00	\$ 16,281
Aquatics Mntn Supervisor	Yes	\$ 16.00	34%	20.00	14.00	\$ 6,003	22.00	14.00	\$ 6,604
Aquatics Mntn Custodian	Yes	\$ 13.50	34%	20.00	14.00	\$ 5,065	22.00	14.00	\$ 5,572
Grounds/Facility Mntn Seasonal	No	\$ 8.00	0%	12.00	18.00	\$ 1,728	14.00	18.00	\$ 2,016
<b>Total</b>						28,836.20			30,793.84
<b>Pool Concessions</b>									
Full-Time	Yes	\$ -	34%	-	-	\$ -	-	-	\$ -
Head Concession Worker	No	\$ 8.50	0%	30.00	16.00	\$ 4,080	30.00	16.00	\$ 4,080
Concession Worker	No	\$ 7.50	0%	30.00	16.00	\$ 3,600	30.00	16.00	\$ 3,600
Concession Worker	No	\$ 7.50	0%	15.00	16.00	\$ 1,800	35.00	14.00	\$ 3,675
INSERT POSITION	No	\$ -	0%	-	-	\$ -	-	-	\$ -
<b>Total</b>						9,480.00			11,355.00
<b>Aquatics (75-72-722)</b>									
<b>Summer Season</b>									
Aquatic Program Supervisor	Yes	\$ -	34%	-	-	\$ -	-	-	\$ -
Head Guards	No	\$ 9.10	0%	140.00	14.00	\$ 17,836	140.00	14.00	\$ 17,836
Guards	No	\$ 7.95	0%	315.00	14.00	\$ 35,060	469.00	14.00	\$ 52,200
Cashiers	No	\$ 7.50	0%	66.00	14.00	\$ 6,930	66.00	14.00	\$ 6,930
Attendants/Bagcheck	No	\$ 7.50	0%	34.00	14.00	\$ 3,570	46.00	14.00	\$ 4,830
Shoulder Season Attendant	No	\$ 8.50	0%	-	-	\$ -	20.00	8.00	\$ 1,360
Shoulder Season "Guard"	No	\$ 9.50	0%	-	-	\$ -	20.00	8.00	\$ 1,520
Shoulder Season Maintenance	No	\$ 12.00	34%	-	-	\$ -	6.00	8.00	\$ 772
Shoulder Season Cleaning	No	\$ 8.00	0%	-	-	\$ -	6.00	8.00	\$ 384
Water Safety Instructor #6	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Water Safety Instructor #7	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Water Safety Instructor #8	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Water Safety Instructor #9	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Water Safety Instructor #10	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Life Guard #1	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Life Guard #2	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Life Guard #3	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Life Guard #4	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Life Guard #5	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Life Guard #6	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Life Guard #7	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Life Guard #8	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Life Guard #9	No	\$ -	0%	-	-	\$ -	-	-	\$ -
Life Guard #10	No	\$ -	0%	-	-	\$ -	-	-	\$ -
<b>Total</b>						\$ 63,396			\$ 85,832
<b>Total Salary Costs</b>						\$ 117,542			\$ 147,645

The expenditure increases are modeled for each budget line item and the input area is shown in Figure 16.

Figure 16 - Growth Inputs for Expenditures

EXPENDITURES PROJECTED INPUTS PERCENTAGES - Choose the Appropriate Rate of Growth, + or -, for Each Projected Year.

Expenditure Classification Inputs/Growth Rates	Annual % Increase, Expenditures Before Rehabilitation	Annual % Increase, Expenditures Year 1	Annual % Increase, Expenditures Year 2	Annual % Increase, Expenditures Year 3	Annual % Increase, Expenditures Year 4	Annual % Increase, Expenditures Year 5
	<b>COMPENSATION</b>					
Staffing - All	2.0%	3.0%	3.0%	3.0%	3.0%	3.0%
<b>OPERATING &amp; MAINTENANCE COSTS</b>						
Contractual Services - Operations	3.0%	3.0%	6.0%	3.0%	3.0%	3.0%
Utilities	3.0%	25.0%	6.0%	3.0%	3.0%	3.0%
Supplies - Operations	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Fund Transfers - Operations	0.0%	0.0%	3.0%	3.0%	6.0%	6.0%
Miscellaneous - Operations	0.0%	0.0%	3.0%	3.0%	3.0%	3.0%
Supplies - Maintenance	3.0%	3.0%	3.5%	3.5%	4.5%	4.5%
Contractual Services - Maintenance	3.0%	5.0%	4.0%	4.0%	3.0%	3.0%
Fund Transfers - Concessions	0.0%	0.0%	3.0%	3.0%	3.0%	3.0%
Contractual Services - Concessions	3.0%	10.0%	3.0%	3.0%	3.0%	3.0%
Supplies - Concessions	5.0%	10.0%	3.0%	3.0%	3.0%	3.0%
Miscellaneous - Concessions	3.0%	10.0%	3.0%	3.0%	3.0%	3.0%
Miscellaneous - Other	0.0%	0.0%	3.0%	3.0%	3.0%	3.0%
<b>OTHER</b>						
Other	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Other	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Other	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Other	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Other	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Other	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

The revenue increase inputs are shown in Figure 17. The revenue growth input areas are separated for growth inputs and fee increase inputs.

Figure 17 - Growth Inputs for Revenues

**REVENUE PROJECTED INPUTS PERCENTAGES - Choose the Appropriate Rate of Growth, + or -, for Each Projected Year.**

Rate Increases Classification Inputs/Growth Rates	Annual	Annual	Annual	Annual	Annual	Annual
	% Increase, Rates Before Rehabilitation	% Increase, Rates Year 1	% Increase, Rates Year 2	% Increase, Rates Year 3	% Increase, Rates Year 4	% Increase, Rates Year 5

Daily Admissions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Season Pass Admissions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Program Revenues	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rental Revenues	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Concessions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Vending	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Revenues/Sponsorship/Partnership	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Revenues/Miscellaneous	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**ATTENDANCE PROJECTED INPUTS PERCENTAGES - Choose the Appropriate Rate of Growth, + or -, for Each Projected Year.**

Attendance/Sales Increases Classification Inputs/Growth Rates	Annual	Annual	Annual	Annual	Annual	Annual
	% Increase, Rates Before Rehabilitation	% Increase, Attendance Year 1	% Increase, Attendance Year 2	% Increase, Attendance Year 3	% Increase, Attendance Year 4	% Increase, Attendance Year 5

Daily Admissions	0.5%	22.0%	4.0%	2.0%	1.0%	1.0%
Season Pass Admissions	0.5%	22.0%	4.0%	2.0%	1.0%	1.0%

**Program Revenues**

Programs/Camps	1.0%	20.0%	4.0%	1.0%	0.0%	1.0%
Rentals - Birthday Parties	1.0%	20.0%	4.0%	1.0%	0.0%	1.0%
Rentals - Other Rentals	1.0%	20.0%	4.0%	1.0%	0.0%	1.0%

**Non-Program Revenues**

Concession Revenue	1.0%	50.0%	3.0%	1.0%	1.0%	1.0%
Vending Machines	1.0%	15.0%	3.0%	1.0%	1.0%	1.0%
Other Revenues/Sponsorship/Partnership	1.0%	10.0%	3.0%	1.0%	1.0%	1.0%
Other Revenues/Miscellaneous	1.0%	10.0%	3.0%	1.0%	1.0%	1.0%

Figure 18 shows a summary of the expenditures and provides inputs for base year expenditures and for the projected years before the enhanced facilities will be operational.

Figure 18 - Expenditure Summary

Urbana Park District  
Crystal Lake Pool  
Expenditure Summary

Operating Year	Number of Years Before		Phase II	Phase II	Phase II	Phase II	Phase II
	Base	Rehabilitation					
Operating Year	2006	5	Operating Year 1	Operating Year 2	Operating Year 3	Operating Year 4	Operating Year 5
<b>Expenditure Summary, DRAFT</b>							
Recreation and Aquatic Center	Operating Base Year		Operating Year 1	Operating Year 2	Operating Year 3	Operating Year 4	Operating Year 5
<b>Operating and Maintenance Expenses</b>							
Compensation Expense							
Facilities and Operations Staffing	19,664		22,362	23,033	23,724	24,436	25,169
Maintenance Staffing	30,794		35,019	36,069	37,152	38,266	39,414
Concessions Staffing	11,355		12,913	13,300	13,699	14,110	14,534
Aquatics Staffing	85,832		97,608	100,536	103,552	106,659	109,859
Total Compensation Expense	\$ 147,645		\$ 167,902	\$ 172,939	\$ 178,127	\$ 183,471	\$ 188,975
Contractual Services - Operations	8,800		9,064	9,608	9,896	10,193	10,499
Utilities	24,425		30,531	32,363	33,334	34,334	35,364
Supplies - Operations	8,800		9,064	9,336	9,616	9,904	10,202
Fund Transfers - Operations	-		-	-	-	-	-
Miscellaneous - Operations	1,300		1,300	1,339	1,379	1,421	1,463
Supplies - Maintenance	15,820		16,295	16,865	17,455	18,241	19,061
Contractual Services - Maintenance	3,400		3,570	3,713	3,861	3,977	4,096
Fund Transfers - Concessions	-		-	-	-	-	-
Contractual Services - Concessions	180		198	204	210	216	223
Supplies - Concessions	6,235		6,859	7,064	7,276	7,494	7,719
Miscellaneous - Concessions	-		-	-	-	-	-
Total Contractual Services - Operations	\$ 68,960		\$ 76,880	\$ 80,492	\$ 83,028	\$ 85,781	\$ 88,628
Other	-		-	-	-	-	-
Total Other	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Operating and Maintenance Expenses</b>	<b>\$ 216,605</b>		<b>\$ 244,782</b>	<b>\$ 253,431</b>	<b>\$ 261,155</b>	<b>\$ 269,252</b>	<b>\$ 277,603</b>
Total Annual Capital Maintenance Fund	% of CIP 2%	\$ -	\$ 89,517	\$ 89,517	\$ 89,517	\$ 89,517	\$ 89,517
Total Annual Debt Service	\$ -		\$ 162,494	\$ 329,989	\$ 373,636	\$ 373,636	\$ 373,636
<b>Total Expenditures</b>	<b>\$ 216,605</b>		<b>\$ 496,793</b>	<b>\$ 672,936</b>	<b>\$ 724,308</b>	<b>\$ 732,405</b>	<b>\$ 740,756</b>
<b>Non-Program Revenues</b>							
Concession Revenue	-		(35,001)	(36,051)	(36,412)	(36,776)	(37,144)
Vending Machines	-		(3,354)	(3,455)	(3,489)	(3,524)	(3,560)
Other Revenues/Miscellaneous	-		-	-	-	-	-
Total Non-Program Revenues	\$ -		\$ (38,355)	\$ (39,506)	\$ (39,901)	\$ (40,300)	\$ (40,703)
<b>Program/Usage Revenue Requirements for OPERATING EXPENSES</b>	<b>\$ 216,605</b>		<b>\$ 206,427</b>	<b>\$ 213,925</b>	<b>\$ 221,254</b>	<b>\$ 228,951</b>	<b>\$ 236,900</b>
<b>Program/Usage Revenue Requirements for TOTAL EXPENDITURES</b>	<b>\$ 216,605</b>		<b>\$ 458,437</b>	<b>\$ 633,430</b>	<b>\$ 684,407</b>	<b>\$ 692,104</b>	<b>\$ 700,053</b>

Fees structures and attendance data is input in the Pricing Summary worksheet of the model. The worksheet is shown in Figure 19.

Figure 19 - Pricing Summary

CLP Pool Pricing Summary Daily Admission and Passes	Resident Fee	Non-Resident Surcharge	Percent of Non-Residents	Other Surcharge
Youth - Daily - Weekday	\$ 4.50	\$ -	0%	\$ -
Youth - Daily - Weekend	\$ 4.50	\$ -	0%	\$ -
Adult - Daily - Weekday	\$ 4.50	\$ -	0%	\$ -
Adult - Daily - Weekend	\$ 4.50	\$ -	0%	\$ -
Youth Season Pass	\$ 79.00	\$ -	0%	\$ -
Adult Season Pass	\$ 79.00	\$ -	0%	\$ -
Family Season Pass	\$ 99.00	\$ -	0%	\$ -
Other Attendance	\$ 2.00	\$ -	0%	\$ -
Programs	\$ -	\$ -	0%	\$ -
Programs	\$ -	\$ -	0%	\$ -

Average Across-the-Board Fee Increase, Daily Pass  
Average Across-the-Board Fee Increase, Season Pass

Pass/Member/Attendance Type	Actual Passes/ Paid Attendance
Youth - Daily - Weekday	2,412
Youth - Daily - Weekend	1,967
Adult - Daily - Weekday	5,053
Adult - Daily - Weekend	3,630
Youth Season Pass	116
Adult Season Pass	89
Family Season Pass	194
Other Attendance	5,507

Program Revenues	Participants	Fee Per Participant	Revenues
Programs/Camps	4,607	\$ 2.00	9,214
Rentals - Birthday Parties	1,967	\$ 2.00	3,934
Rentals - Other Rentals	300	\$ 5.00	1,500

Non-Program Revenues	Visitor	Average Revenue Per Participant Per Hour	Average Length of Stay (Hours)	Revenues
Concession Revenue	27,752	\$ 0.40	2	22,202
Vending Machines	27,752	\$ 0.05	2	2,775
Other Revenues/Sponsorship/Partnership	27,752	\$ -	2	-
Other Revenues/Miscellaneous	27,752	\$ -	2	-

The results of the revenue inputs and assumptions are shown in Figure 20.

Figure 20 - Revenue Summary

<b>Revenue Summary</b> Recreation and Aquatic Center	Operating Year 1	Operating Year 2	Operating Year 3	Operating Year 4	Operating Year 5
<b>Admissions and Pass Revenues</b>					
Youth - Daily - Weekday	13,919	14,119	14,402	14,546	14,691
Youth - Daily - Weekend	11,351	11,514	11,745	11,862	11,981
Adult - Daily - Weekday	29,160	29,579	30,171	30,472	30,777
Adult - Daily - Weekend	20,948	21,249	21,674	21,891	22,110
Youth Season Pass	11,773	11,943	12,182	12,303	12,426
Adult Season Pass	9,026	9,156	9,339	9,433	9,527
Family Season Pass	24,590	24,944	25,442	25,697	25,954
Other Attendance	14,124	14,327	14,614	14,760	14,908
<b>Total Admissions and Pass Revenues</b>	<b>\$ 134,891</b>	<b>\$ 136,832</b>	<b>\$ 139,568</b>	<b>\$ 140,964</b>	<b>\$ 142,374</b>
<b>Program Revenues</b>					
Programs/Camps	11,621	12,086	12,206	12,206	12,329
Rentals - Birthday Parties	4,962	5,160	5,212	5,212	5,264
Rentals - Other Rentals	1,892	1,967	1,987	1,987	2,007
<b>Total Program Revenues</b>	<b>\$ 18,474</b>	<b>\$ 19,213</b>	<b>\$ 19,405</b>	<b>\$ 19,405</b>	<b>\$ 19,599</b>
<b>Non-Program Revenues</b>					
Concession Revenue	35,001	36,051	36,412	36,776	37,144
Vending Machines	3,354	3,455	3,489	3,524	3,560
Other Revenues/Sponsorship/Partnership	-	-	-	-	-
Other Revenues/Miscellaneous	-	-	-	-	-
<b>Total Non-Program Revenues</b>	<b>\$ 38,355</b>	<b>\$ 39,506</b>	<b>\$ 39,901</b>	<b>\$ 40,300</b>	<b>\$ 40,703</b>
<b>Total Revenues</b>	<b>\$ 191,721</b>	<b>\$ 195,551</b>	<b>\$ 198,875</b>	<b>\$ 200,670</b>	<b>\$ 202,676</b>