

EXECUTIVE SUMMARY

SPLASHForward (“SF”) is a nonprofit 501(c)3 community advocacy group, aquatics thought leader and private fundraising partner spearheading the effort to bring a public world class aquatic center and satellite facilities to the Eastside. Isaac Sports Group (“ISG”), a nationally recognized aquatics consultant, was hired by SPLASHForward (collectively “SF/ISG”) in January of 2019 to conduct the City and regional aquatics analysis (the “Study”) which is integrated into this Report and Executive Summary and to provide support to SPLASHForward’s efforts.

Identifying the importance of communicating the significant value and benefits of Health and Wellness and community aspects of the aquatic center project, SPLASHForward is using the following working branding of the potential facility to capture the breadth and inclusivity of the aquatic center:

“BELLEVUE HEALTH AND AQUATIC CENTER”

SPLASHForward ACTION TIMELINE

SPLASHForward and ISG have worked together to extensively engage aquatic stakeholders, outside program providers, user groups, potential project partners, sport governing bodies, community and senior groups, Regional Cities and King County to provide the input on needs, goals, and opportunities for the BHAC. SF/ISG have also worked closely with the City of Bellevue Parks Staff and the City Feasibility Study Team throughout their Study process.

EVALUATION OF THE EXISTING BELLEVUE AQUATIC CENTER (at ODLE Middle School)

A detailed analysis of the existing BAC/Odle facility was performed with the goal of looking comprehensively at the public and community aquatics ecosystem as a new public facility in envisioned. The existing BAC/Odle facility will be in need of pool mechanical system updates in the near future. These updates should include upgrades to regenerative media filters, UV systems, Variable Frequency Drives, and new control systems to provide better air and water quality and reduce annual operating costs through reduction in energy, chemical, and water consumption for 25% or more.

The programming of the facility can be repurposed by raising the temperature of the 25 yard main pool to 86° and installing a wheelchair/handicap accessible ramp. This change will significantly enhance community programming including lessons, fitness, special needs, senior and wellness programming; moving competitive training programs to the BHAC. These mechanical system and program changes will significantly improve the cost recovery of the BAC/Odle.

AQUATIC CENTER NEEDS, GOALS, AND OPPORTUNITIES

SF/ISG community engagement, research on area facilities and programs, and research into Best in Class facilities in the region and across the country has resulted in a comprehensive list of aquatic and community program and design needs, objectives, and opportunities. These are spelled out in detail in the Report.

LOCAL AND REGIONAL CONSIDERATIONS

The SF/ISG Study and Report has focused on Bellevue and Regional Needs. The Report discussed the Scope of a Regional Aquatic Center that can meet all of the needs and goals of the City of Bellevue. In meeting these needs, the aquatic facility would also include many features and amenities within its design and program scope that would provide aquatic facilities and programming not available in other Greater Eastside cities, especially within our primary service area of Kirkland or Redmond. These features and programming combined with event capabilities result in an aquatic center that meets local needs and provides significant benefits and opportunities to the Greater Eastside and even a broader region. The ownership, governance, and management of the aquatic facility become regional based on partnership commitments from regional cities and organizations.

PROGRAMMING AND SCHEDULE MODEL

Based on research and stakeholder engagement, SF/ISG has developed a comprehensive program model which includes programming meeting existing needs, enhanced and expanded programming to meet projected future needs, and the inclusion of new trends in aquatic fitness, recreation, and leisure that are not currently available in the Bellevue or primary Eastside market. Programming includes:

- Learn to Swim and Water Safety for all ages, levels, special needs, and economic status
- Aquatic Fitness for all ages, levels, intensities, and special needs
- Recreation and Leisure programs for the entire family, including both classes and open access time and recreation/leisure features in both the Leisure Pool and Main 50m Pool.
- Wellness/Therapy Programs
- Competitive Aquatic training and competition facilities
- Support mechanisms to support low income users and other underserved segments of the population
- Dry Side fitness facilities and programs
- Community meeting and function space for City programming and community group rental
- Program partnerships with the Bellevue School District, Boys and Girls Club of Bellevue, and other potential partners

A sample schedule matrix for all bodies of water by hour, days of the week and seasonality has been developed to illustrate how programs integrate into a fully utilized best practice aquatic center. These Schedule Matrices also provide input into the scope of design needed to support program and use objectives and support staffing needs and revenue projections. The Program Model also addresses Membership and facility support programs and amenities such as a Child Watch Program and Concessions.

DESIGN DEVELOPMENT

SPLASHForward Preferred Option

Based on Goals, Objectives, and Opportunities and the Program Model SF/ISG have developed a SPLASHForward Preferred Design Option. The SF Preferred Option includes the following elements:

Aquatic Elements

- Main Pool: 53.6m x 25 yard
 - Supports all stakeholder and user goals for training and competition
 - Provides Lap lanes and opportunity for recreational use
 - Seating for 900 spectators on second level and 720 competitors on deck to meet all event goals
- Deep Water Pool: 6 lane x 25 yard
 - Accommodates Diving: 2 x 1m and 2 x 3m boards with option for 3m and 5m platforms
- Program Pool: 6 lane x 25 yards
 - Warm shallow water for a comprehensive range of aquatic programming including swim lessons, aquatic fitness, special needs, warm-water lap swimming, senior programming, expanded recreation use.
 - Ramp and stair entry for maximum accessibility
- Leisure Pool: 7,000 square feet
 - Water slides, zero entry, current channel (lazy river) and more
 - Largest public/municipal indoor leisure pool in State of Washington
- Wellness/Therapy Pool: 2,000 sf
 - Assuming BAC/Odle remains and repurposed to an updated community program, Learn to Swim and Wellness/Therapy aquatic facility.
 - Slightly larger than the current BAC/Odle Therapy pool to significantly increase City of Bellevue and Eastside availability of wellness and therapy programs
 - Optimum accessibility with ramp, stairs and chair lift for all patient and user access needs.

Dry-side Fitness and Workout Spaces:

- Fitness Areas include cardio and strength spaces, exercise studios, and larger workout spaces plus supporting storage and staff workspace.

Locker Rooms Spaces

- Large locker room and changing spaces to be configured into male and female locker rooms, gender neutral, family, and handicap accessible changing areas as best practices in locker rooms and changing spaces evolve during the formal design phase.

Therapy & Wellness Spaces

- Includes support spaces for overall Wellness and Therapy programs including exam and treatment spaces, storage, and therapist work stations.

Lobby and Function Space

- Ample lobby space to support daily use as well as event functions, with the ability to separate daily and event circulation
- Function spaces for meetings, classes, event support, parties and functions
 - “Wet” meeting rooms adjacent to the pool
 - “Dry” meeting rooms and functions spaces
 - Flexible dividers to reconfigure sizes

Program and Management Office Space

- Ample management and program staff office space based on management and staff model in the Management and Financial analysis

Storage

- Generous storage spaces throughout the facility to support each function area and body of water

Mechanical and Operational Space

- Ample Mechanical Systems for pools and building plus maintenance and custodial workspaces and closets.

Outdoor Green Space

- Pending final site selection options include pool sun deck, outdoor greenspace, outdoor workout stations, connection to local walking, running, and bike trails.

Upgrade and Program Repurposing of the BAC/Odle Facility

- Add enhanced access to main 25 yard pool, including ramp and stairs
- Increase temperature of main pool to 86° to 87°
- Upgrade locker rooms and changing rooms to increase handicap access and family friendly, gender neutral spaces

Comparison with City/ARC 2020 Study Design Options

The SF Preferred Option is only a total of 53 square feet different from the City/ARC Design Option #2. The SF Preferred spaces are allocated in a slightly different design model to better balance the elements, create more flexibility, and right size spaces based on goals, objectives, and opportunities. The Next Steps in conjunction with the City will develop the single Recommended Option.

SITE CONSIDERATIONS

The City Council has chosen two of the original sites presented for further research. These are the Airfield Park site and Bellevue College. The City Council also requested the new alternate private sites be further researched. *SPLASHForward* will continue to explore additional site possibilities, including public and private sites and potential land swaps.

PROJECT COST ESTIMATES

Using the same costing assumptions, cost per square foot estimates, and soft cost percentages used in the City/ARC 2020 study the SF Preferred Option projects at \$88 Million. The City/ARC 2020 Study Option #2 projects at \$88 Million.

MANAGEMENT AND STAFFING

The SF/ISG Study and the City/ARC 2020 Study both have robust full time staff positions and part-time lifeguard, instructor, trainer, front desk and operational support staff to support the facility programs and goals and insure safety and optimum cleanliness and maintenance. The total staffing costs are at the very high end of comparable Best in Class facilities and SF/ISG anticipate some

savings during actual operations and some cost savings based on management, program, and operational efficiencies with the BAC/Odle and the South Bellevue Community Center.

FINANCIAL OPERATING ANALYSIS

Annual Operating Budget

The SF/ISG Financial Operating Analysis is in much deeper detail than the City/ARC 2020 Study projections, incorporating more detailed rental commitments from user groups and more refined event revenue analysis. The SF/ISG Report also identifies additional revenue streams and potential savings that are not identified in the City/ARC 2020 Study. The SF/Preferred Option annual operating deficit compared to the City/ARC Option #2:

<u>Without Long Term Capital Replacement Reserve</u>	<u>SF Option</u>	<u>ARC Option #2</u>
Annual Year Two Operating Deficit:	\$(426,713)	\$(811,656)
Cost Recovery	92.1%	85.4%
<u>With Long Term Capital Replacement Reserve</u>	<u>SF Option</u>	<u>ARC Option #2</u>
Annual Year Two Operating Deficit:	\$(642,713)	\$(1,011,656)
Cost Recovery	88.8%	82.4%

Long Term Capital Replacement Reserve Fund

Both the SF/ISG Study and the City/ARC 2020 Study set aside \$200,000 in Year One to begin to accrue the Long Term Capital Replacement Reserve Fund to support the BHAC. The SF/ISG increases this annual set aside for the Fund by 3%/year while the City/ARC projection stays flat at \$200,000. The total accrual in the Long Term Capital Replacement Fund after twenty years is as follows:

SF/ISG Preferred Design Financial Model	\$5,374,075
City/ARC 2020 Study Option #1	\$4,000,000

City of Bellevue Sales Tax Revenue

The SF/ISG Financial model calculates the following annual city sales tax generated in Year Two: \$149,738.

This sales tax is calculated on taxable daily membership, use, and program fees plus event generated sport tourism direct spending. The City/ARC 2020 Study only calculates event driven sales tax revenue and projects \$84,000 in Year Two.

ECONOMIC IMPACT ANALYSIS & HOTEL IMPACT

SF/ISG worked closely with Visit Bellevue and appropriate Sport Governing bodies to project the potential hotel room nights and revenue generated through event attendees, both the overnight and day attendees. SF/ISG used a spending level of 70% of the overall Visit Bellevue average to account for the lower hotel rates and spending habits of athletic teams.

SF Preferred Option projected Year Three (fully developed event calendar) Economic Impact:

- Hotel Room Nights: 12,385
- Total Direct Spend by attendees: \$10,638, 657

- Total overall Economic Impact: \$26,064,710
 - Based on a 2.45 multiplier used by Visit Bellevue to calculate projected total Economic Impact including Gross Domestic Product generated through circulation of direct spending money, taxes, wages, etc.
- 69% of Aquatic Center Event hotel room nights fall in months where Bellevue weekend occupancy is below 70%
- 78% of Aquatic Center hotel room nights fall on Friday and Saturday nights when Bellevue hotel occupancy rates are their lowest percentages (60% to 65%)

NEXT STEPS

SPLASH*Forward* and ISG have developed a detailed Next Steps model to share with the City Parks Staff and help facilitate ongoing collaborative efforts in the development of the BHAC. The Next Steps focus on the following priorities:

- Develop a Recommended Design
- Further site analysis and development, including exploration of new site opportunities
- Partnership opportunities and development
- Regional opportunities
- Program element refinement
 - Aquatic programming
 - Dry-Side and Community programming and spaces
- Development of Funding Sources and Opportunities
 - Both private and public funding sources
- Identify and quantify private fundraising potential (SPLASH*Forward*)
- Public engagement and awareness

FULL REPORT

The Full Report contains complete details and the backup documentation of the SF/ISG Study. The Report also analyzes the findings of the City/ARC 2020 Study and compares and analyzes the variances between the SF/ISG Study and the City/ARC 2020 Study. The Report also provides Next Step Details on each section of the Report.