

# Potential Economic Impacts of Redeveloping the Hot Wells Site

Hot Wells Bath House, San Antonio, Texas.



## A Preliminary Economic Impact Analysis

prepared by  
The Harbinger Consulting Group  
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for

South San Antonio Chamber of Commerce Foundation  
and James Lifshutz

October 2011

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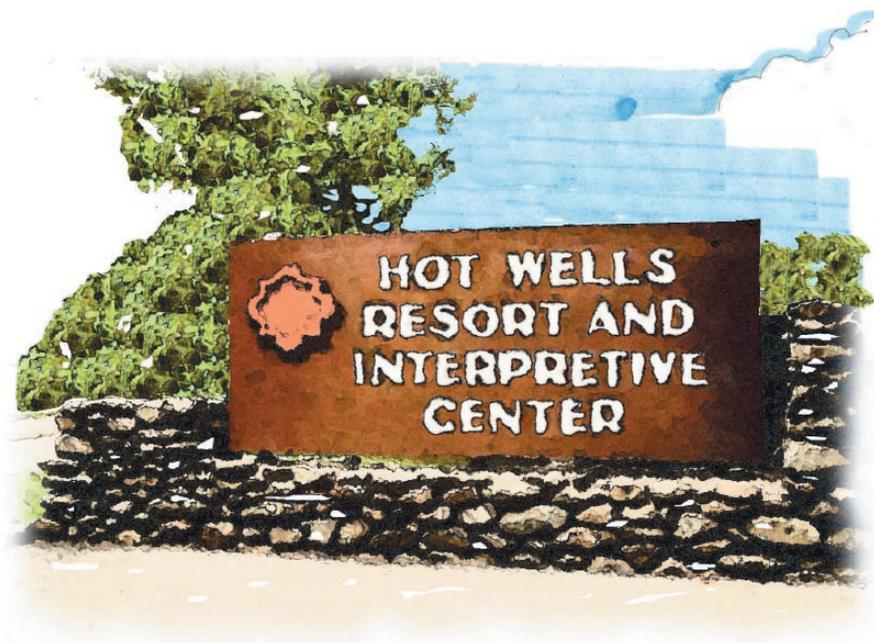
# Redeveloping Hot Wells Promises Jobs and Economic Benefit for South San Antonio

Between the 1880s and the 1920s, the Hot Wells resort was home to one of the country's premier hot springs destinations. The resort distinguished itself from others by its tranquil setting, rich variety of recreational activities, and the famous people (Rudolph Valentino, Will Rogers, Gloria Swanson, Charlie Chaplin, Teddy Roosevelt, E.H. Harriman, and others), local luminaries, and area residents who flocked there. Since the 1970s, the property has been in ruin. The question of how to conserve this precious local historical resource in a way that is sustainable and that delivers value to the public has confounded investors, developers, and historic preservationists.

The South San Antonio Chamber of Commerce Foundation, in partnership with the property owner, James Lifshutz, has answered that question with a proposal to conserve the bath house ruin as a public anchor for a private lodging/day spa/entertainment resort surrounding it. This preliminary economic impact analysis is intended to provide an order-of-magnitude understanding of the economic impact of this conceptual development plan.

The timing for this initiative could not be better. It leverages the \$200+ million dollar San Antonio River Improvements Project (SARIP) currently underway, the companion projects at the Mission Drive-in site and Mission County Park, and the ambitious slate of new programs and facilities in the works at the San Antonio Missions National Historical Park (NHP). As the river trails and mission portals are completed, and projects such as the demonstration farm at Mission San Juan come online in the next few years, visitor activity is projected to steadily increase. Though not formally affiliated with the park, the new facilities at Hot Wells would help the park accommodate increased visitation anticipated with the new initiatives, and meet its goals of encouraging more multi-day park visits.

This study builds upon the data, assumptions, and conclusions of the *San Antonio Missions National Historical Park: Impact and Opportunity* study completed in 2011 by the Harbinger Consulting Group



The design of the Hot Wells Resort and Interpretive Center will be inspired by the grand architecture of the Hot Wells bath house and hotel, the widely recognized style of Civilian Conservation Corps construction from the heyday of national park design, and 21st-century environmental sustainability.

for the National Parks Conservation Association (NPCA). As noted in that study, the park's current level of 1.3 million annual visitors is expected to swell to above 2.5 million over the next several years, due to park initiatives such as the demonstration farm at Mission San Juan and hands-on cultural programming at Mission San José.

If current visitation patterns hold, 2 million of these 2.5 million visitors will be coming from out of town. Without attractive lodging options, only about 500,000 of them will stay the night in San Antonio. This represents significant squandered potential, as many more than one in five park visitors would stay if there were lodging options nearby that cater specifically to them.

The Hot Wells Resort will provide activities and accommodations likely to appeal to the nearly two-thirds of park visitors that arrive in family groups, as well as the more adult, “geotourist”<sup>\*</sup> crowd that also frequents historical sites such as the park. Lodging within or near the park will provide accommodations for park visitors that, in keeping with park goals cited in the NPCA study, could increase the number of days that visitors stay, and their economic impact.

Moreover, the uniqueness of the Hot Wells vision will itself draw new visitors to San Antonio. By joining the SARIP, new Mission Branch Library, and San Antonio Missions NHP in a cultural, educational, and historic “cluster,” Hot Wells could help to turn the southern sector into a destination in its own right.

The redevelopment of Hot Wells could also help catalyze further appropriate-scale, commercial development in the area and provide jobs for San Antonians.

“The vision for the new Hot Wells resort would be the kind of high-quality, historically and ecologically sensitive development that could really appeal to park visitors. This proposal respects the integrity of the historic district and is a tremendous example of a development that is mindful of protecting our precious park resources.”

- Suzanne Dixon  
National Parks Conservation  
Association

*\* Geotourists are travelers who enjoy experiencing the character of a place—environment, heritage, aesthetics, culture—and want to help sustain that character.*

## Summary of Findings

This document reports the findings of a preliminary economic impact analysis conducted for the South San Antonio Chamber of Commerce Foundation and James Lifshutz. The report finds that restoring the Hot Wells site to operation as a combined historic and recreation site with hot pools; lodging, eating and drinking, and spa facilities; and a variety of historic and recreational activities could provide a series of economic and community benefits.

Based on out-of-town visitor spending alone, the revitalized Hot Wells site is projected to support the following local economic activity *each year*:

- 175 local jobs
- \$3.0 million in payroll
- \$7.9 million in local economic activity (sales)

“The great improvements to the San Antonio River South, reconnecting the Alamo to its sister missions, will entice even more of the city’s 25 million yearly visitors to extend their stays in San Antonio.

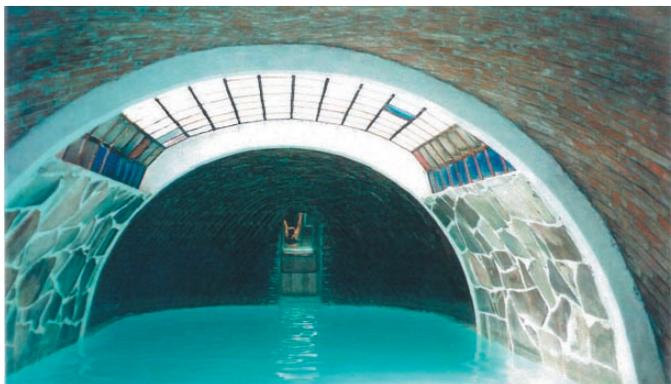
“A redeveloped Hot Wells will not just provide a lodging option, but by way of its appeal to visitors’ historic and cultural interests, will become a uniquely compatible visitor attraction in and of itself—encouraging stays even longer.”

- Milton Guess  
San Antonio Tourism Council

In addition, construction associated with redeveloping the site would have a further one-time impact over the course of an estimated year-long construction period, supporting:

- 300 local jobs
- \$9.3 million in payroll
- \$19.6 million in local economic activity

These economic impacts would derive largely from the Hot Wells facilities’ role in augmenting national park visitors’ stays in San Antonio, as well as the site’s own appeal for day visitors and overnight lodgers from outside the San Antonio metropolitan area.



Restoring Hot Wells to operation as a combined historical and recreation site would provide a series of economic and community benefits.  
(Photo: Spa in San Miguel de Allende, Mexico)

# A Public/Private Vision for Hot Wells: Modern Facilities with Historical Roots

This economic analysis is built around a preliminary site development plan. Under this plan, the South San Antonio Chamber of Commerce Foundation will own and conserve the historic bath house ruin as a museum and interpretive center. Separately, James Lifshutz will develop lodging, a spa, food and entertainment venues, trails, and other facilities for outdoor recreation. (A preliminary site plan and conceptual drawings appear on pages 6 and 7.)

## Hot Wells Interpretive Center

The South San Antonio Chamber of Commerce Foundation will attract public investment and private donations to conserve the historical resource. The Foundation will preserve the bath house ruin, plug and redrill the historical well, and construct and manage the Hot Wells Interpretive Center.

The interpretive center will be housed in the restored north wing of the ruin, and include a small museum with photos, artifacts, and exhibits; a gift shop; public restrooms; and offices. The remainder of the bath house ruin will be stabilized but unrestored. Grounds will feature gardens, historical markers, and a historically-inspired pavilion and fountain inviting visitors to soak their feet in the restorative waters. The Foundation will also attract significant volunteer effort to help run the site. Ongoing operations and mainte-

nance costs will be covered through private fundraising, charging for admittance, and/or establishing an endowment.

## Hot Wells Resort

Lifshutz will retain ownership of the land on either side of the Hot Wells Interpretive Center. It will be developed to include lodging, a spa, and a restaurant/bar. The resort's design will harken back to the historical Civilian Conservation Corps (CCC) era of national park design and construction, with a 21st-century emphasis on environmental sustainability.

Resort lodging will be in a combination of inn rooms, cabins, RV sites, and tent sites. The spa will offer opportunities to bathe in the healing waters and receive treatments. A restaurant and bar will serve resort guests, interpretive center visitors, and river trail users, as well as larger, catered events. Other services onsite could focus on entertainment, events, and outdoor recreation (e.g., bicycle and canoe rentals).

Hot Wells is immediately adjacent to the San Juan *acequia* trailhead. Views of Mission San José across the river, proximity to Missions San Juan and San José, and easy access to the river hike/bike trails



Visitors explore the ruins at Casa Santo Domingo hotel in Antigua, Guatemala. The hotel, built from the ruins of a colonial-era convent, integrates unrestored ruins and colonial artifacts into guests' lodging experience.

connect Hot Wells physically and visually to the San Antonio Missions National Historical Park and river corridor. Water-based recreation is a future possibility, and on-site birding and river access will be a sure attraction for locals and out-of-town visitors alike.

In the heart of the southern sector cultural corridor, Hot Wells will be an anchor. It will fill a gap by offering lodging option for visitors to the national park, the improved river, the renovated Mission County Park, the Rancho de Charros, the Mission Branch Library, and the Mitchell Lake Audubon Center. All of these attractions appeal to cultural travelers and geotourists looking to combine nature, culture, history, and recreation. Hot Wells will be an oasis destination just a short bike ride or drive away from downtown San Antonio.



The nonprofit South San Antonio Chamber of Commerce Foundation will focus public investment and private donations to preserve the bath house ruins and well, and operate an interpretive center befitting the site's historical significance.



“The South San Antonio Chamber of Commerce Foundation has identified the Hot Wells Resort and Interpretive Center as a critical project to leverage public and private resources for the education and benefit of the community.

“This development will bring long-term economic activity and awareness to south San Antonio. We are honored to be a partner in this endeavor.”

- Jane Thomas  
President, South San Antonio  
Chamber of Commerce  
Foundation

# Hot Wells Resort



AERIAL SITE PLAN  
0' 150' 300' 600'

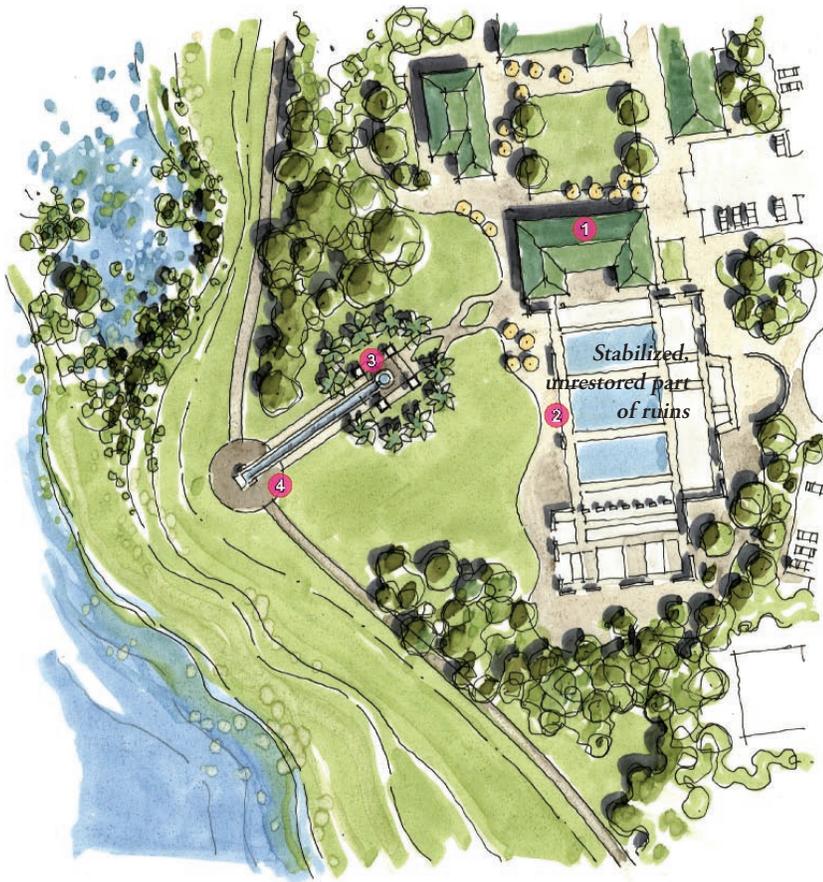
## HOT WELLS RESORT

OCTOBER 2011  
ALVO  
ARCHITECTS

### Key

1. Reception, spa, restaurant, 30 room inn and up to 30,000 square feet of commercial space
2. Courtyard
3. Hot Wells interpretive center (see next page)
4. Cabins, camping sites, and picnic areas
5. 10 RV spaces

# Hot Wells Interpretive Center



## Key

1. Restored north wing of ruin (museum, gift shop, public restrooms, offices)
2. Gardens, historical pools, interpretive displays
3. Well and soaking pavilion
4. River overlook and hike/bike trails connector

AERIAL SITE PLAN

HOT WELLS INTERPRETIVE CENTER

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VIEW OF HOT WELLS BATHHOUSE AND INTERPRETIVE CENTER FROM THE RIVER

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## Hot Wells in Context: Critical Links with the Park and Restored River

Since opening in 1984, San Antonio Missions NHP has seen visitation increase more than eightfold. Visitation topped 1.3 million in 2010, and projections call for 2.2 million visitors in 2016, *without* increased visitation due to new park programs and facilities

As reported in the 2011 report, *San Antonio Missions National Historical Park: Impact and Opportunity*, the park and its partners are working on a slate of new programs, venues, and funding changes that could double the park's economic impact by 2016 and push visitation up over 2.5 million. Two of these projects, both in the immediate vicinity of Hot Wells, are expected to draw the most visitors:

Mission San Juan Demonstration Farm—  
Expected to be operational in 2013, the farm could attract more than 240,000 visitors with hands-on programming focused on Spanish colonial farming practices.

Mission San José “A Day in the Life of the Missions”—Renovated rooms at the mission are ready to house hands-on cultural programs focused on mission life and Spanish colonial-era skills such as fresco painting and food preparation.

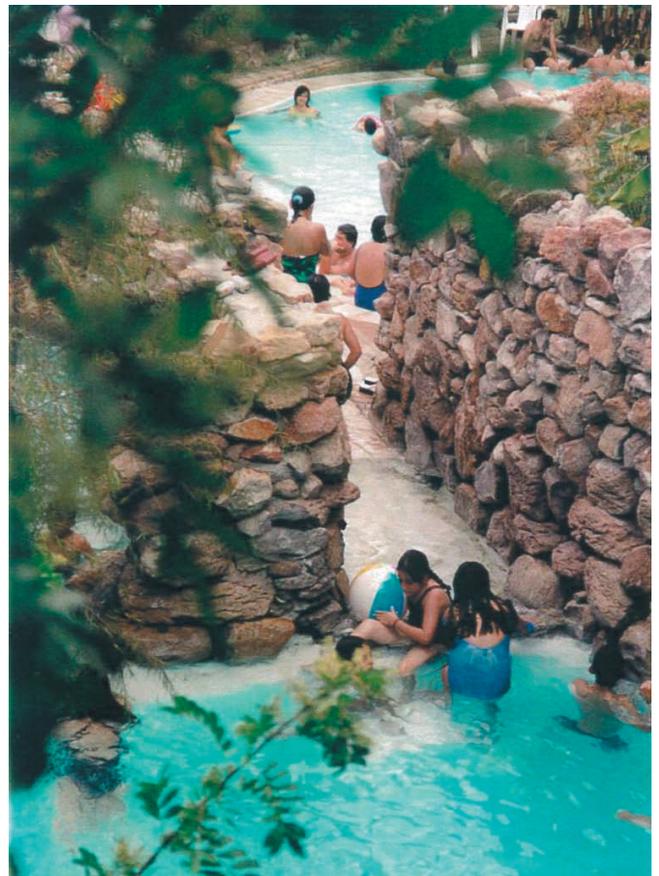
### Encouraging Visitors to Stay Longer

San Antonio Missions NHP has established itself as an attraction primarily for day visitors, especially for nonlocal tourists. According to a 1994 park visitor survey (the most recent such survey conducted) four out of five park visitors were from outside the San Antonio area, but only one of five stayed overnight in San Antonio. Two-thirds of park visitors stayed two to four hours, a length of visit that park staff say has remained relatively constant.

One goal of the park's new hands-on programming is to encourage visitors to stay at the park and in the area longer. Additional activities will prompt more visitors to stay overnight, and encourage overnight visitors to stay longer and return to the park for multiple days.

Visitor accommodations in south San Antonio are limited, so providing high-quality lodging and other services within easy access to the missions would help encourage park visitors to spend more time in the park. Additional activities—such as hot pools, spa treatments, bicycle rentals, and bird watching—along with eating and drinking options would also encourage visitors to stay in the immediate vicinity of the park longer.

Park visitation tends to drop off during the cooler, winter months. During these months, the attractiveness of the Hot Wells pool and spa should be at their peak, likely encouraging increased visitation to nearby historical park attractions.



Hot Wells will provide activities and accommodations that appeal to the nearly two-thirds of park visitors arriving in family groups, as well as the more adult, “geotourist” crowd that also frequents historical sites.  
(Photo: Spa in San Miguel de Allende, Mexico.)

## A National Park Experience

Trail connections to Mission San Juan via the *acequia* trail, a view of Mission San José across the river, and easy access to the hike/bike trails that lead to the river, downtown, and the portals to the four missions in the park, will all emphasize the connection of Hot Wells with San Antonio Missions NHP.

The primary focus of the National Park Service is historic preservation and interpretation of the four missions. The park is urban, and comprised of isolated sites that have, in the past, felt disconnected from each other. This is changing with the ecological restoration of the San Antonio River and the trail and surface road connections that are part of the SARIP and other public southside redevelopment efforts, such as the Mission Historic District.

Protecting San Antonio's missions has long been a collaborative effort. Now, looking across the map, south San Antonio is marked by a large green swath with the park and the river at its core. This green space and associated recreation opportunities are enhancing the "national park" feel of San Antonio Missions NHP, augmenting the park's historical focus with a national-park-quality natural setting and recreation opportunities.

Hot Wells is ideally located to both benefit from the broadened attractions of the park, and augment the park's attractiveness for visitors. The CCC-reminiscent design will cue visitors into the national park connection. So, too, will a focus on historical interpretation and preservation and outdoor recreation. An overlook trail will connect the Hot Wells site with the river hike/bike trails, and a direct connection to the San Juan *acequia* trail is welcomed by the park.

## Partnering with the Park

Opportunities to partner with the park to provide lodging and services for extended park programs are likely to evolve along with the new park initiatives.

Park staff are eager to offer interpretive programming onsite. Some of this programming could be provided by RV-based volunteers in exchange for donated or reduced-rate parking. Seasonal RV volunteers are the backbone of the park's volunteer program. These volunteers typically spend three months at the park in the fall and spring seasons, and work three or four days per week. The park routinely turns away volunteers because it lacks its own RV hookups, and has a limited budget to pay

## Attracting High-Value Travelers

As mentioned above, like the San Antonio Missions National Historical Park, Hot Wells is likely to attract a high proportion of cultural heritage travelers and "geotourists." These visitors are among the more lucrative in the tourist market, spending more and traveling farther than other leisure travelers. They also respect and value the historic, cultural, and natural integrity of the places they visit.

- Texas routinely ranks among the top 10 states for cultural and heritage tourism.
- A 2009 report found that the 78% of all tourists who are classified as cultural and heritage travelers account 90% of the economic impact from domestic tourism. Cultural tourists spent 50% more during their travels, and traveled one-third farther than other leisure travelers.
- About one in ten American travelers shows a very strong preference for both visiting historic and cultural sites and participating in outdoor recreation and nature-based activities.
- Nearly two-thirds of American travelers surveyed agreed that "their travel experience is better when the destination preserves its natural, historic, and cultural sites and attractions."
- Cultural and heritage travelers tend to be interested in educational experiences during their trips, and prefer lodging that reflects the local culture.

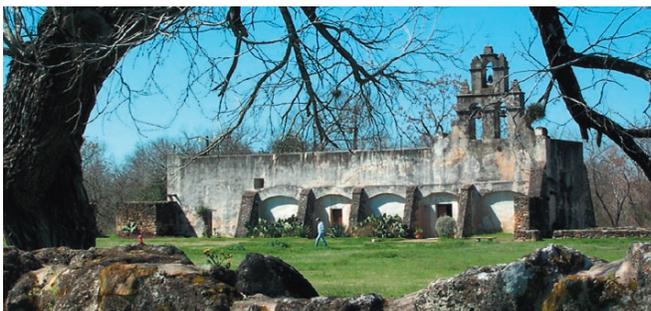
for accommodations. Providing low-or-no-cost RV facilities to volunteers could create an onsite connection between Hot Wells and the park, and provide volunteer interpretive programming at Hot Wells.

Through its website and onsite visitor information, Hot Wells could become an additional source of information about the park, programs, and activities. The website could suggest park-based itineraries of varying lengths, appealing to visitors such as retirees, international travelers, families, and others.

### Cultural Connections

With 260,000 overnight visitors in 2010, the park provides a significant, ready-made market for the proposed Hot Wells lodging and other facilities.

But the Hot Wells site is itself a link to a different era in San Antonio's history. It will independently attract visitors, and connect with other natural and cultural attractions. By packaging information about local cultural events and attractions on its website, Hot Wells could be an important node of activity in a south San Antonio cultural corridor.



Proximity to the missions, especially Missions San José and San Juan (pictured above), makes Hot Wells a natural partner for the San Antonio Missions NHP. (NPS photos)

When the Mission San Juan demonstration farm opens, the Hot Wells restaurant could feature local produce from the farm. Hot Wells could partner with small local farmers to grow produce for the restaurant on leased farm lands at the Mission.

### Fostering Local Business Development

The Hot Wells facilities could provide year-round and seasonal jobs for 35-45 individuals, many from neighborhoods near the missions. More importantly for economic development, redeveloping the site is likely to create new business opportunities, ideas, and customers in the southern sector.

Investments in the San Antonio River improvements are intended, in part, as catalysts for economic development. Hot Wells, with its historical resources, proximity to the river and the park, and ready-made market, is ideally situated to be one of the first private developments that extend the benefits of the river improvements into the adjacent neighborhoods. Located roughly midway along the river's Mission Reach, Hot Wells will serve as a catalyst for new business development on both the north and south ends of the Mission Reach.

“In my experience in managing National Parks, I have seen firsthand how important it is to have quality lodging in or near National Parks to service park visitors' lodging needs. Having an Interpretive Center that provides additional information greatly enhances the quality of the visitor experience and ultimately leads to repeat business and generates more interest by word-of-mouth from satisfied visitors.”

- John V. Lujan  
Superintendent, San Antonio Missions National Historical Park

# Projected Economic Impact of Redeveloping Hot Wells

This preliminary impact analysis estimates economic benefits of restoring the Hot Wells site to operation as a historic and recreation site, with hot pools; lodging, eating and drinking, and spa facilities; and a variety of historic and recreational activities.

These economic impacts would derive largely from the Hot Wells facilities' role in augmenting national park visitors' stays in San Antonio, as well as the site's own appeal for day visitors and overnight lodgers from outside the San Antonio metropolitan area.

Below is a summary of findings, with additional detail reviewed in the technical appendix (see p. 10).

## Summary of Estimated Annual Economic Impacts from Hot Wells Visitor Spending

Based on out-of-town visitor spending, the revitalized Hot Wells site is projected to support the following local economic activity *each year*:

- 175 local jobs
- \$3.0 million in payroll
- \$7.9 million in local economic activity (sales)

Two main components will contribute to these economic impacts: the bath house complex—including historical site and pools/spa—and lodging and retail

facilities. Restaurant expenditures are assumed to be included in these other categories.

Bath house complex (historic ruin and grounds, interpretive center, pools, spa treatments):

- 37 jobs
- \$0.5 million payroll
- \$1.1 million economic activity

Lodging and retail facilities

- 138 jobs
- \$2.5 million payroll
- \$6.8 million economic activity

## Summary of Estimated Economic Impacts from Hot Wells Construction

Construction associated with redeveloping the site would have a further *one-time* impact over the course of an estimated year-long construction period, supporting:

- 300 local jobs
- \$9.3 million in payroll
- \$19.6 million in local economic activity



San Antonio has long expressed community interest and support for renewing the Hot Wells site. During this 2004 event, community members took advantage of a rare opportunity to take a dip in the Hot Wells pools. This study anticipates that nearly 80,000 local and out-of-town visitors per year might visit the Hot Wells historical bath house and pools.

# Technical Appendix: Understanding the Economic Impact Study

## About the Economic Impact Model

This economic impact analysis uses an “input-output” model. This model assumes that money spent locally—for example, by visitors paying for meals, lodging, fuel, and gifts—supports further economic activity. Businesses spend these dollars on payroll, goods, rent, fuel, taxes, and other expenses. Some of these expenditures are made locally, where the money can then be spent “again” by the businesses and persons who receive it, and so on.

“Direct impacts” are calculated as the amount of spending for an activity or by an organization or group—such as the South San Antonio Chamber of Commerce Foundation or non-local visitors—and the jobs this spending immediately supports. “Total impacts” reflect the “multiplier effect” of portions of those direct expenditures being circulated through the local economy, as described above.

Impacts of visitor spending are estimated for non-local visitor spending only. Their expenditures are clearly “new” dollars that originated outside the study area and can be clearly linked to the presence of the anticipated facilities at the Hot Wells site.

Spending by local visitors does have an economic effect, but it is difficult to determine how much of that money would *not* have been spent locally if the Hot Wells facilities did not exist. Given these difficulties, and the relatively small contribution of local visitor spending, this study takes a conservative approach to calculating the economic impact of visitor spending, based solely on the expenditures of out-of-area visitors.

## Estimating Visitation and Attributing Economic Impact

In this analysis, economic impacts were estimated separately for three aspects of the proposed Hot Wells facilities:

- Bath house/interpretive center/spa pools complex;
- Spa treatments (other than soaking in pools);
- Lodging (inn, cabins, RV sites, campsites).

The impact of restaurant spending for out-of-town visitors is included in the economic impact estimates for visitor spending in the above categories.

In each category, the impact of visitor spending attributed to the Hot Wells facilities is adjusted to reflect the role that Hot Wells will likely play in attracting those visitors. For example, many lodgers at the Hot Wells Resort are likely to come to the area primarily to visit San Antonio Missions NHP. Taking that into consideration, we “credit” only part of the impact of their spending to the Hot Wells facilities. The attributions were calculated as follows.

**Bath house interpretive center/spa pool complex**  
79,800 estimated annual visitors, 80% of which are projected to be non-local (same percentage as San Antonio Missions NHP):

- 32% visitors to the historic site alone (25,000 visitors, estimated at 2.5% of 1 million+ visitors to Missions San Juan and San José)
- 22% lodgers at Hot Wells resort (17,600 visitors)
- 46% other out-of-town visitors (37,200 visitors)

Proportion of visitor spending attributed to the Hot Wells facilities:

- 15% day spending for visitors to historic site
- 0% spending for Hot Wells resort lodgers (impacts captured in lodging impacts)
- 40% weighted average of spending for other out-of-town visitors (50% for day visitors, 10% for overnight visitors)

## Spa Treatments

6,000 estimated customers per year (average 20 treatments per day for 300 days)

80% out-of-town customers at an average expenditure of \$75

100% of out-of-town visitor spending for spa treatments attributed to the Hot Wells facilities.

## Lodging (inn, cabins, RV sites)

64,000 estimated annual visitor nights, based on projected recruitment of two percent of current San Antonio Missions NHP visitation, plus the independent draw of the Hot Wells lodging, historical site, and pools/spa.

Because the Hot Wells resort would tap a pent-up demand for quality lodging catering to park visitors, the lodging occupancy rate is estimated at 67%, which is above the San Antonio metro average 57% occupancy (2010 Texas Hotel Performance report). All lodgers are assumed to be out-of-town guests.

50% primary park visitors (32,000)

25% primary bath house visitors (16,000)

25% primary visitors to other San Antonio sites (16,000)

Proportion of guest spending attributed to the Hot Wells facilities:

65% by primary park visitors (reflecting the difference between San Antonio day visitor spending and overnight visitor spending)

100% by primary bath house/spa visitors

25% by primary visitors to other sites

## Visitor Spending Model

Visitor party size and per-party spending figures based on *Texas Destinations 2008-2009* prepared by D.K. Shifflet & Associates, Ltd. Average party size is estimated at 2.23 visitors. Daily spending figures for out-of-town day visitors and out-of-town overnight visitors follow.

	Non-local day	Non-local overnight
Lodging	\$0.00	\$93.77
Restaurants/bars	\$14.37	\$44.13
Groceries/take-out	\$4.72	\$9.25
Gas/oil	\$35.24	\$22.91
Other vehicle exp.	\$1.22	\$0.74
Local transportation	\$0.40	\$18.17
Admissions/fees	\$2.17	\$20.50
Clothing	\$0.87	\$1.98
Sporting goods	\$1.35	\$0.57
Entertainment	\$15.00	\$25.83
Souvenirs/other	\$15.99	\$25.48
<i>Total</i>	<i>\$91.33</i>	<i>\$263.32</i>

## Construction Estimates

Estimated construction budgets for the Hot Wells bath house complex and the lodging and retail facilities were used to project their economic impact. Construction is estimated to take one year, and 100% of the projected impacts are attributed to the Hot Wells project.

Construction costs for the bath house historical complex are estimated at \$3.8 million, including stabilizing the historic bath house ruin, constructing a fountain and a small interpretive center, and landscaping public park areas.

Construction costs for the lodging, spa, and retail facilities are estimated at \$12.2 million. (See preliminary site plan on p. 6 for included facilities.)

## Total and Attributed Economic Impact Estimates

Economic impacts estimated for the San Antonio metropolitan area.

*Construction impacts (one-time, year-long impact): 100% of construction impacts are attributed to the Hot Wells facilities*

### Bath house historical site

68 jobs

\$2.1 million payroll

\$4.4 million economic activity (sales)

### Lodging, pools, spa, and retail facilities

232 jobs

\$7.2 million payroll

\$15.2 million economic activity (sales)

*Visitor spending impacts (annual impact): First number indicates total impact, second number indicates impact attributed to the Hot Wells facilities*

### Bath house complex (historical site, pools, spa treatments)

96/37 jobs

\$1.7/\$0.5 million payroll

\$4.6/\$1.1 million economic activity (sales)

### Lodging and retail facilities

217/138 jobs

\$4.0/\$2.5 million payroll

\$10.6/\$6.8 million economic activity (sales)



Harkening back to the heyday of national park design and the welcoming rustic cabins of parks across the country, cabins scattered among the trees will feel familiar to park visitors.

## Comparable Sites: Potential Models for Building, Operations, and Programming

Each of the sites described below is comparable to the proposed Hot Wells development in specific ways. While none are exact “comps,” and background research for the economic impact analysis yielded little useful data from these sites, they may provide ideas and models for further development of facilities and programs at Hot Wells.

Vichy Springs Mineral Springs Resort and Country Inn (California), 707-462-9515, [www.vichysprings.com](http://www.vichysprings.com)

26 rooms in lodge & cottages, 700-acre ranch with hiking trails, soaking and swimming pools, private tubs, massage, events and meetings.

Ojo Caliente Mineral Springs Resort and Spa (New Mexico), 505-583-2233, [www.ojospa.com](http://www.ojospa.com)

Cottages, suites, historic lodge rooms, RV park, spa, pools, yoga, hiking trails, mountain biking, wine bar, restaurant. Four types of mineral waters, mud pool, private pools.

The Springs Resort and Spa, Pagosa Springs (Colorado) 970-264-4168, [www.pagosahotsprings.com](http://www.pagosahotsprings.com)

23 hot mineral pools, saltwater swimming pool, Healing Waters Spa & Salon. 79 room boutique hotel, organic café, conference room, in-town location.

Boulder Chautauqua National Historic Landmark (Colorado), 303-442-3282, [www.chautauqua.com](http://www.chautauqua.com)

Urban retreat site with 67 historic buildings including cottages and dining hall, famed auditorium, hiking trails. Conference and retreat facility for small groups.

Sycamore Mineral Springs Resort (California) 805-595-7302, [www.sycamoresprings.com](http://www.sycamoresprings.com)

Guest rooms and suites, meeting rooms, 100 acre historic resort with walking and hiking trails, meditation gardens, mineral springs tubs, spa services.

Drakesbad Guest Ranch (California), 866-999-0914 [www.drakesbad.com](http://www.drakesbad.com)

Historic dude ranch in Lassen Volcanic National Park. Hot springs pool, horseback riding, hiking, fishing, wildlife viewing. Rustic lodge rooms and cottages, mostly without electricity.

Paso Robles Inn (California), 805-238-2660 [www.pasoroblesinn.com](http://www.pasoroblesinn.com)

Downtown historic hotel with mineral springs water piped in to rooms. Historic Grand Ballroom.

Balmorhea State Park (Texas), 432-375-2370 [www.window.state.tx.us/specialrpt/parks/Balmorhea.html](http://www.window.state.tx.us/specialrpt/parks/Balmorhea.html)

Natural springs pool, scuba diving, motel, camping.

Agua Caliente County Park (California), 760-765-1188 [www.sdcounty.ca.gov/parks/Camping/agua\\_caliente.html](http://www.sdcounty.ca.gov/parks/Camping/agua_caliente.html)

Camping, trails, two mineral pools.

