MULTI-SPORT & ICE FEASIBILILTY STUDY

City of Riverton, Wyoming

JLG architects

BALLARD*KING & ASSOCIATES LTD
Recreation Planning and Operation Consultants

www.BallardKing.com

9457 S. University Blvd #335
Highlands Ranch, CO 80126
303-470-8661 (phone)

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INTRODUCTION

The City of Riverton engaged Ballard*King & Associates to conduct a feasibility study for a proposed multi-sport and ice facility. The study was funded through a grant from the U.S. Department of Agriculture Rural Development. Key components of the study included a market analysis of the Riverton area, stakeholder engagement to identify community recreation needs, development of a recommended facility program, conceptual floor plans, construction and site cost estimates, an operational pro forma, and an economic impact assessment.

The project team consisted of Ballard*King & Associates (B*K), JLG Architects (JLG), and staff from the City of Riverton. B*K is a recreation planning and operations firm based in Denver, CO. As a firm, B*K brings an independent, third-party perspective to data collection and analysis. B*K receives no financial benefit based on the direction that the City chooses to pursue regarding future indoor multi-sport or recreation amenities. From March 4–6, 2025, team members from B*K and JLG visited Riverton to meet with stakeholders and gather community input.

To evaluate local market conditions and demographics, B*K utilized data from the Environmental Systems Research Institute (ESRI). ESRI's analysis incorporates data from the 2020 U.S. Census, the Bureau of Labor Statistics, the Consumer Price Index, and MRI-Simmons, with projections extending through 2029. In addition to population data, ESRI provides insights into household characteristics, housing trends, recreation and entertainment spending, and adult participation in various activities. B*K also incorporated data from the National Sporting Goods Association (NSGA) to assess likely participation in a wide range of recreational activities, allowing for a more detailed understanding of community demand based on the area's demographic profile

EXECUTIVE SUMMARY

Market Analysis: The smaller population within the Primary Service Area (10,554) and Secondary Service Area (34,325) is such that some ongoing operational subsidy for a facility will almost certainly be necessary. This can be impacted by careful selection of program elements within a proposed facility. B*K typically looks for a population of greater than 50,000 as a key indicator for demand and financial success. However, due to the significant lack of publicly accessible indoor activity spaces available in the area as a whole, there is no doubt a facility is desired by the community. In addition, the numerous youth and adult sports organizations do not have spaces that meet current or future community needs.

Community Feedback: The public survey generated over 1,140 responses—an exceptionally high return rate for a community of Riverton's size. To ensure the integrity of the results, responses were limited to one per IP address. The survey revealed strong community support for indoor recreation and leisure facilities, recognizing their important role in promoting health and wellness. Common themes included the need for safe, accessible spaces for both youth and seniors, especially during Wyoming's long winter months. The high survey response rate, along with strong in-person participation from local sports organizations, underscores a clear demand for indoor activity space. However, some challenges were identified. For example, many local youth sports groups currently use school gyms at no cost, and the seasonal outdoor hockey rink is run entirely by association volunteers. Any new facility will require user fees to cover staffing and operational costs, in line with industry standards for safe and effective facility management. This will require a shift in how the community and local organizations approach funding for recreation programs.

Direct Construction Cost Estimates: To provide cost-effective options for the community, JLG Architects developed construction cost estimates based on their extensive experience. Two primary building options were considered: a pre-engineered fabric structure and a pre-engineered metal building. These were evaluated alongside the phased development approach discussed earlier. At the time of this study, estimated construction costs for the facility range from approximately $12 million to over $15 million, depending on the selected building type and scope.

Program Development: The project team held thoughtful and productive discussions with City staff about the importance of maximizing local resources. A key focus was ensuring that any new facility is designed to serve a broad cross-section of the community. This includes prioritizing flexible, multi-use spaces that can accommodate a wide range of activities rather than spaces limited to a single sport or purpose. While this approach may not fully meet the expectations of some specialized user groups, such as ice hockey, it reflects the study's commitment to supporting the broadest community benefit.

To address long-term needs and potential growth, the program planning process also considered phased development options. These would allow for additional amenities or activity-specific spaces to be added over time as funding or community priorities evolve.

Operational Pro-Forma: The operational pro forma outlines a lean and conservative model for managing an indoor activity center. It highlights that user and rental fees alone will not be sufficient to cover ongoing operating costs, and additional funding sources will be necessary. While some stakeholders voiced frustration over a previously unsuccessful economic impact tax initiative, it's worth noting that similar tax mechanisms—such as a visitor or hospitality tax—have been used effectively in many other communities to support recreation facilities. The project team also recommends exploring partnerships with local entities such as businesses, the school district, and the local college to identify opportunities for shared support. Additionally, grants, fundraising campaigns, and philanthropic contributions could serve as important tools in developing a sustainable funding strategy.

Economic Impact: Many residents may not fully recognize the economic benefits that a sports and recreation facility can bring to the community. Using a conservative approach, the project team estimated the potential economic impact based on a modest number of annual events, such as basketball, volleyball, and wrestling tournaments, as well as ice hockey games. These estimates used cautious per diem spending assumptions for visiting participants and spectators.

The direct annual economic impact was projected at approximately $328,459 in new revenue to the local economy. When factoring in indirect and induced effects, the total estimated annual economic impact exceeds $1 million.

MARKET ANALYSIS

Section I Methodology

The first step to perform a market analysis is to determine service areas for analysis and recreation/leisure activities.

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2020 Census data and their demographers for 2024-2029 projections. In addition to demographics, ESRI also provides data on housing, recreation, and entertainment spending and adult participation in activities. B*K also uses information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in various activities.

Service Areas:
The information provided includes the basic demographics and data for the Primary and Secondary Service Areas with comparison data for the State of Wyoming and the United States. The Primary Service Area has been identified as the City of Riverton, with the Secondary Service Area being a larger area including part of Fremont School District 25.

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

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

Section II - Demographic Summary – Six Key Characteristics

Ballard*King analyzes six key demographic characteristics as primary drivers in projecting future recreational facility usage. Below is a summary these six key characteristics for the service areas.

Population

The population within the Primary Service Area is such that it could be difficult to support an indoor multi-sport facility, meaning that some subsidy would likely be necessary. This can be impacted by careful selection of program elements within a proposed facility. While B*K typically looks for a population of greater than 50,000 within the Primary service area as a key indicator for demand and financial success, that is not the only indicator and other indicators such as unmet demand can positively impact the financial sustainability of a facility. In addition, the Secondary Service area population of about 35,000 still leaves the area well short of the population benchmark.

Median Age

The median age in the Primary Service Area is slightly lower than the State and National numbers. A lower median age points to young families with children, which are significant participants in recreational programs. As such, the median age is a modest benefit to the project.

Households with Children

The Primary Service Areas has a slightly lower percentage of households with children (27.1%) than both the state and national average of about 30%. The Secondary Service Area percentage of 31.0% is slightly higher than State and National numbers. Families with children are typically primary users of recreation facilities.

Median Household Income

The Primary and Secondary Service Areas have significantly lower median household income than the State of Wyoming and the national average, ranging from $12,000 to almost $18,000 below the state level. Income level is important when it comes to price point for programs and services, and subsequently the cost recovery level of a facility. The income level suggests that the pricing and fee structure will have to be carefully considered. Facility operational costs may need to be subsidized beyond fees paid by users.

Household Budget Expenditures

The Household Budget Expenditures and the Recreation Spending Potential are consistent with the median household income. The consistency is important for the financial performance of the future facility. It is also important to note, specific to recreation, that those dollars are currently being spent with other providers by City residents.

Age Distribution

The age distribution is such that 24.2% is under the age of 18 and 32.8% is over the age of 55 in the Primary Service Area and in the Secondary Service Area 24.6% is under the age of 18 and 32.3% are over the age of 55. These are two age groups that are typically significant users of recreation programs and services. While it is projected that the 55+ age population will increase substantially through 2028, facility usage by the over 55 age group will likely be dependent upon program elements of a potential multi-sport facility.

Tapestry

The Tapestry segments indicate some overlap between the Primary and Secondary Service Areas. Both Service Areas illustrate market segments that may be cautious shoppers that are price conscious. As such, pricing structures for recreation programs, services and facilities will need to be carefully developed. Some segments are more active than others, with some preferring passive leisure and recreation activities.

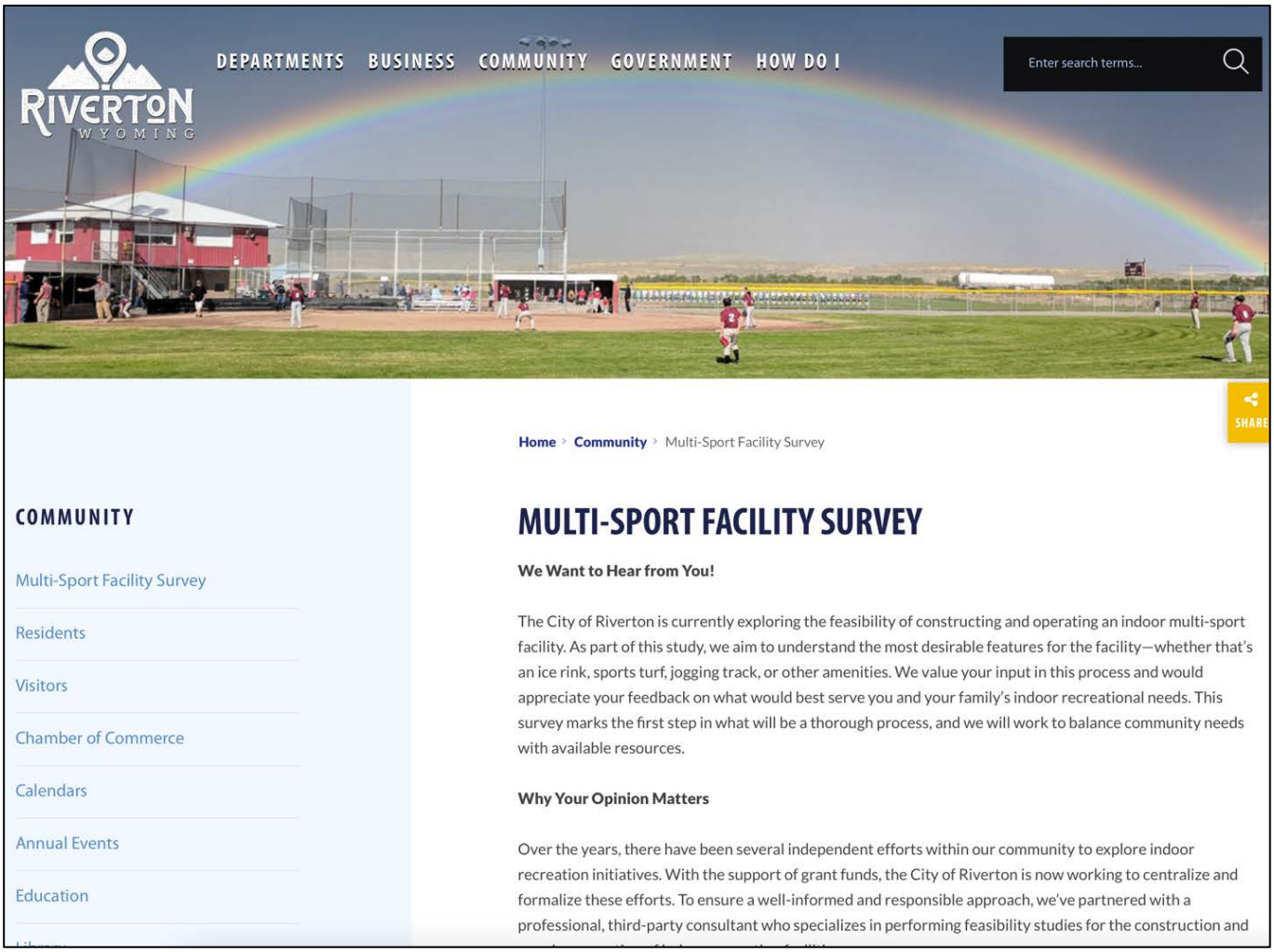
Demographic Table

	Primary Service Area	Secondary Service Area
Population:		
2020 Census[1.2.]	10,682	34,662
2024 Estimate	10,554	34,325
2029 Estimate	10,480	34,197
Households:		
2020 Census	4,233	13,134
2024 Estimate	4,213	13,159
2029 Estimate	4,224	13,224
Families:		
2020 Census	2,482	8,542
2024 Estimate	2,498	8,487
2029 Estimate	2,504	8,516
Average Household Size:		
2020 Census	2.32	2.55
2024 Estimate	2.30	2.51
2029 Estimate	2.27	2.49
Ethnicity (2024 Estimate):		
Hispanic	10.6%	7.5%
White	74.3%	67.7%
Black	0.6%	0.5%
American Indian	12.6%	21.3%
Asian	0.6%	0.6%
Pacific Islander	0.1%	0.1%
Other	3.2%	2.1%
Multiple	8.7%	7.7%
Median Age:		
2020 Census	37.6	38.7
2024 Estimate	38.8	39.1
2029 Estimate	39.5	40
Median Income:		
2024 Estimate	$52,946	$58,996
2029 Estimate	$56,184	$63,558

1. From the 2010-2020 Census, the Primary Service Area experienced a decrease in population of -0.10%
2. From the 2010-2020 Census, the Secondary Service Area experienced a decrease in population of -0.20%

COMMUNITY FEEDBACK

Online Public Survey



Within the Survey Monkey platform B*K was able to limit the number of responses per IP address to one, thus preventing an individual or group of individuals from skewing the data. Response totals vary, as not all respondents answered every question

This survey was distributed by the City throughout the community, via both the City's website and social media channels, along with other opportunities. The survey was administered via the Survey Monkey platform and responses were gathered from 1,140 individuals.

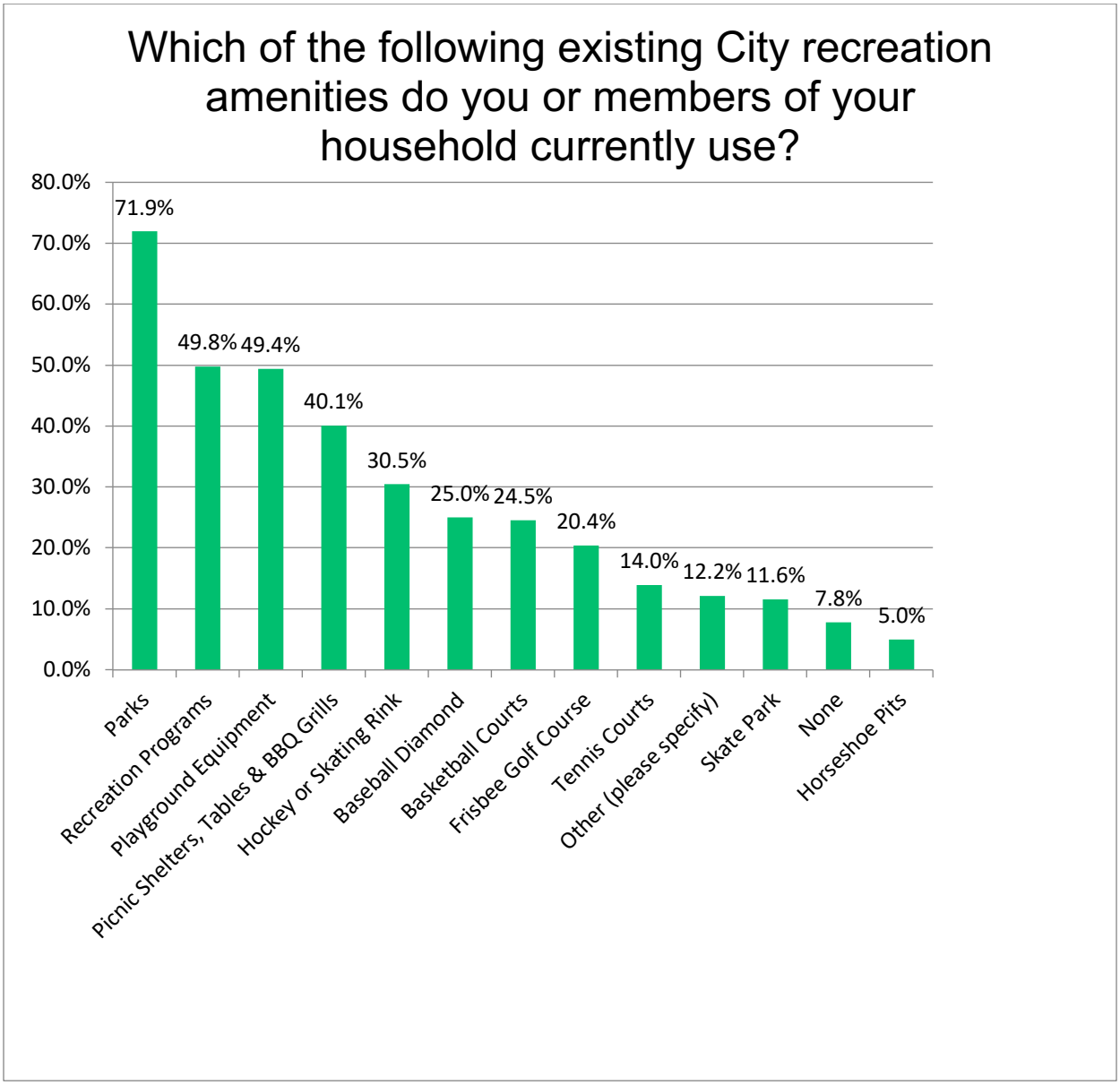
Key Take Aways from the Survey:

- The survey had a robust response with 1,140 individuals submitting responses. This is an above average response, as the population of Riverton is approximately 10,554.

- While not every respondent answered every question, there were about 900 - 1,100 answers to all questions that were not open-ended.
- Of 987 respondents, 87.6% were residents and 12.4% were non-residents.
- Respondents indicated the top five existing recreation amenities they use are Parks (71.9%), Recreation Programs (49.8%), Playground Equipment (49.4%), Picnic Shelters, Tables & BBQ Grills (40.1%) and Hockey or Skating Rink (30.5%)
- Almost 80% of respondents indicated they visit neighboring communities to utilize recreation facilities/amenities. Casper, Lander, Cody, Thermopolis, and Pinedale were frequently mentioned.
- Respondents were asked to pick from a list of which recreation programs and services were important or not important. The top 5 most important (with over 75% response) were: Teen Programs, Group Fitness Programs, Indoor Ice Skating, Healthy Living Programs and Basketball. The top 5 that were not important (with 35%-51%) were: Drop-In Child Watch, Dance Programs, Pickleball Leagues, Physical Therapy and Arts/Crafts Programs.
- If a new facility was developed, the top three amenities that respondents chose as important to be included would be a Multi-Purpose Gymnasium (92.4%), an Indoor Walk/Jog Track (92%) and Space for Teens (86%). The three least important elements to include were Meeting Rooms/Community Gathering Space (33%), an Indoor Playground (33%) and a Climbing Wall (32.4%).
- When required to choose to choose the top three most important to them and their households, rather than being able to select multiple areas of importance, the following amenities had the highest total when combining the 1st, 2nd, and 3rd most important amenities:
  - Multi-purpose Gymnasium: 537
  - Indoor Walk/Jog Track: 464
  - Ice Skating Rink: 365
  - Space for Teens: 272
  - Indoor Playground: 246
- 31.2% of respondents preferred to pay via a monthly admission fee. Another 46% of respondents were almost equally split between a preference for paying via a daily admission (23.7%) or an annual fee (23.5%). 19% preferred to only pay to participate in programs and 2.6% indicated they were not willing to pay to use a new facility.
- When asked about what they value, there was strong support that showed the community values having a facility, the enhanced quality of life it would bring, and believed it would contribute to the economic health of the community.

Question Answers:

Question 1: Respondents were asked "Which of the following existing City recreation amenities do you or members of your household currently use?" Respondents could select more than one answer and there were 1,133 responses. The top five answers, which represented 30% or more of responses were: Parks (71.9%), Recreation Programs (49.8%), Playground Equipment (49.4%), Picnic Shelters, Tables & BBQ Grills (40.1%) and Hockey or Skating Rink (30.5%)



Question 2: Respondents were asked if they went "to neighboring communities to utilize their recreation facilities or amenities". There were 1,135 respondents to this question, with 79.3% (900) indicating they did visit neighboring communities to utilize their recreation facilities/amenities and 20.7% (235) indicating they did not.

Question 3: Those that responded that they went to neighboring communities were then asked an open-ended question regarding **"Which communities and facilities do you visit?".** There were 771 responses to this question. The best way to easily visualize this many varying answers may be via a word cloud. A word cloud, generated by the survey software platform, utilizes size to indicate the number of times a word or phrase was mentioned. A full list of responses can be located in the Appendix.

Question 4: Respondents were asked to indicate "if the indoor recreation programs and services listed are important to you and the members of your household". There were 1,047 respondents. Respondents could pick all the programs and services that were important and all those that were not important to them, resulting in significant data. The following two charts summarize those amenities that had 70% or higher ratings for "Important" and also the amenities that had higher than 30% or higher ratings for responses indicating they were "Not Important". It is not unusual to see feedback from communities without existing indoor recreation facilities that a high percentage of respondents may indicate many or all amenities are important to them.

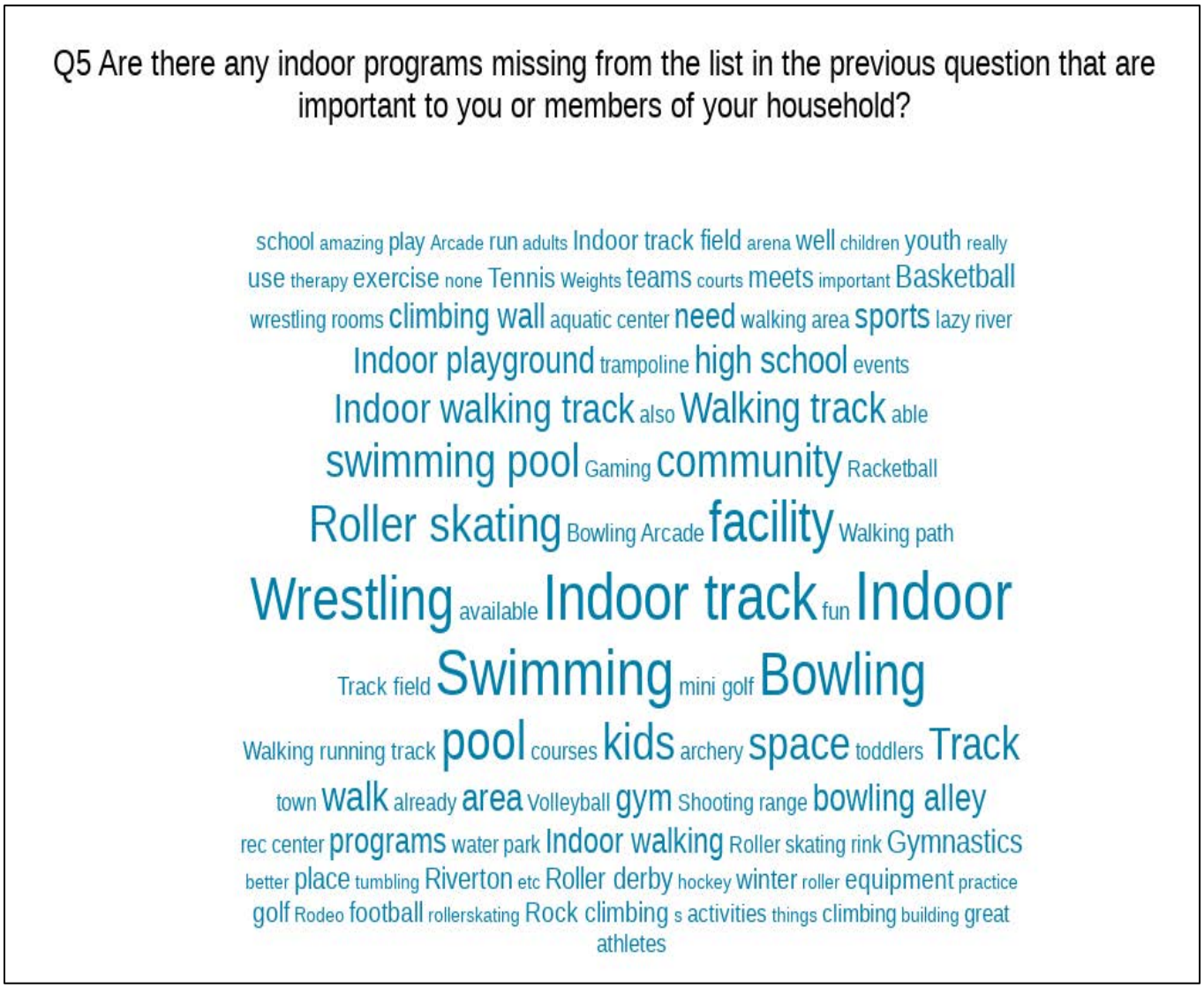
Important

	Percent	Yes, This is Important
Teen Programs	87.2%	827
Group Fitness Programs	79.3%	762
Indoor Ice Skating	77.3%	737
Healthy Living Programs (nutrition, wellness, etc.	77.4%	736
Basketball	77.5%	729
Before & After School Program	73.7%	707
Volleyball	76.2%	705
Senior Programs	75.2%	699
Soccer	71.6%	667
Community Meeting Spaces for Rental	70.2%	663
Ice Hockey	67.6%	624
Indoor Batting Cages	66.5%	605
Baseball	65.2%	603
Arts & Crafts Programs	63.3%	599
Softball	62.2%	556
Pickleball Leagues	61.0%	551
Physical Therapy	60.9%	547
Dance Programs	56.9%	514
Drop-In Child Watch	48.5%	420

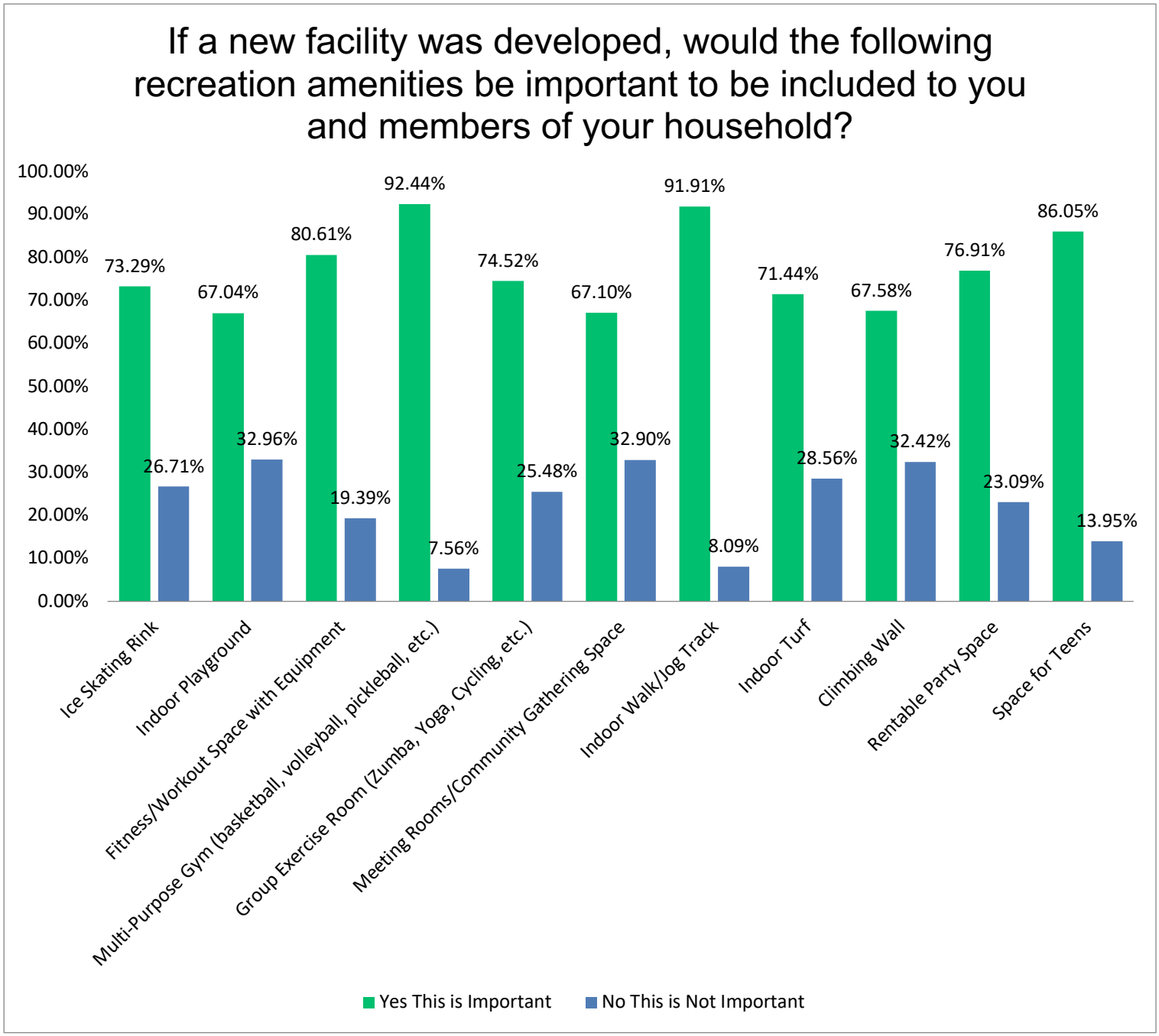
Not Important

	Percent	No, This is Not Important
Drop-In Child Watch	51.5%	446
Dance Programs	43.1%	390
Pickleball Leagues	39.0%	352
Physical Therapy	39.2%	352
Arts & Crafts Programs	36.8%	348
Softball	37.8%	338
Baseball	34.8%	322
Indoor Batting Cages	33.5%	305
Ice Hockey	32.4%	299
Community Meeting Spaces for Rental	29.8%	282
Soccer	28.4%	265
Before & After School Program	26.3%	252
Senior Programs	24.8%	230
Volleyball	23.8%	220
Indoor Ice Skating	22.7%	216
Healthy Living Programs (nutrition, wellness, etc.	22.6%	215
Basketball	22.5%	212
Group Fitness Programs	20.7%	199
Teen Programs	12.8%	121

Question 5: Respondents were asked if there "Are any indoor programs missing from the list in the previous question that are important to you or members of your household?". There were 455 responses of varying open-ended wording. The best way to easily visualize this many varying answers may be via a word cloud. A word cloud, generated by the survey software platform, utilizes size to indicate the number of times a word or phrase was mentioned. A full list of responses can be located in the Appendix.



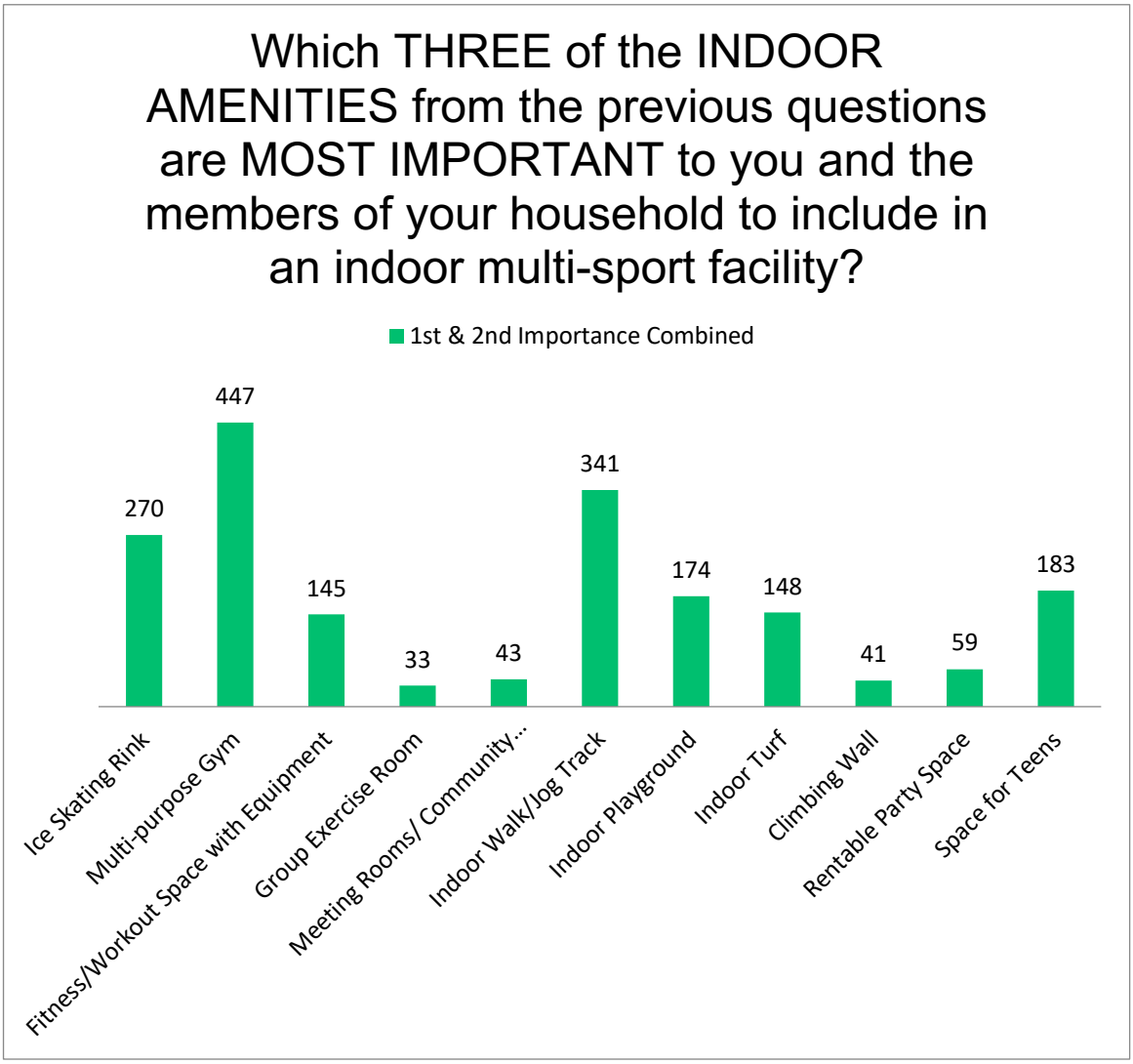
Question 6: "If a new facility was developed, would the following recreation amenities be important to be included to you and members of your household?". There were 1,108 responses to this question.



Question 7: "Are there any recreation amenities missing from the list in the previous question that are important to you or members of your household?" There were 237 responses of varying open-ended wording. The best way to easily visualize this many varying answers may be via a word cloud. A word cloud, generated by the survey software platform, utilizes size to indicate the number of times a word or phrase was mentioned. A full list of responses can be located in the Appendix.

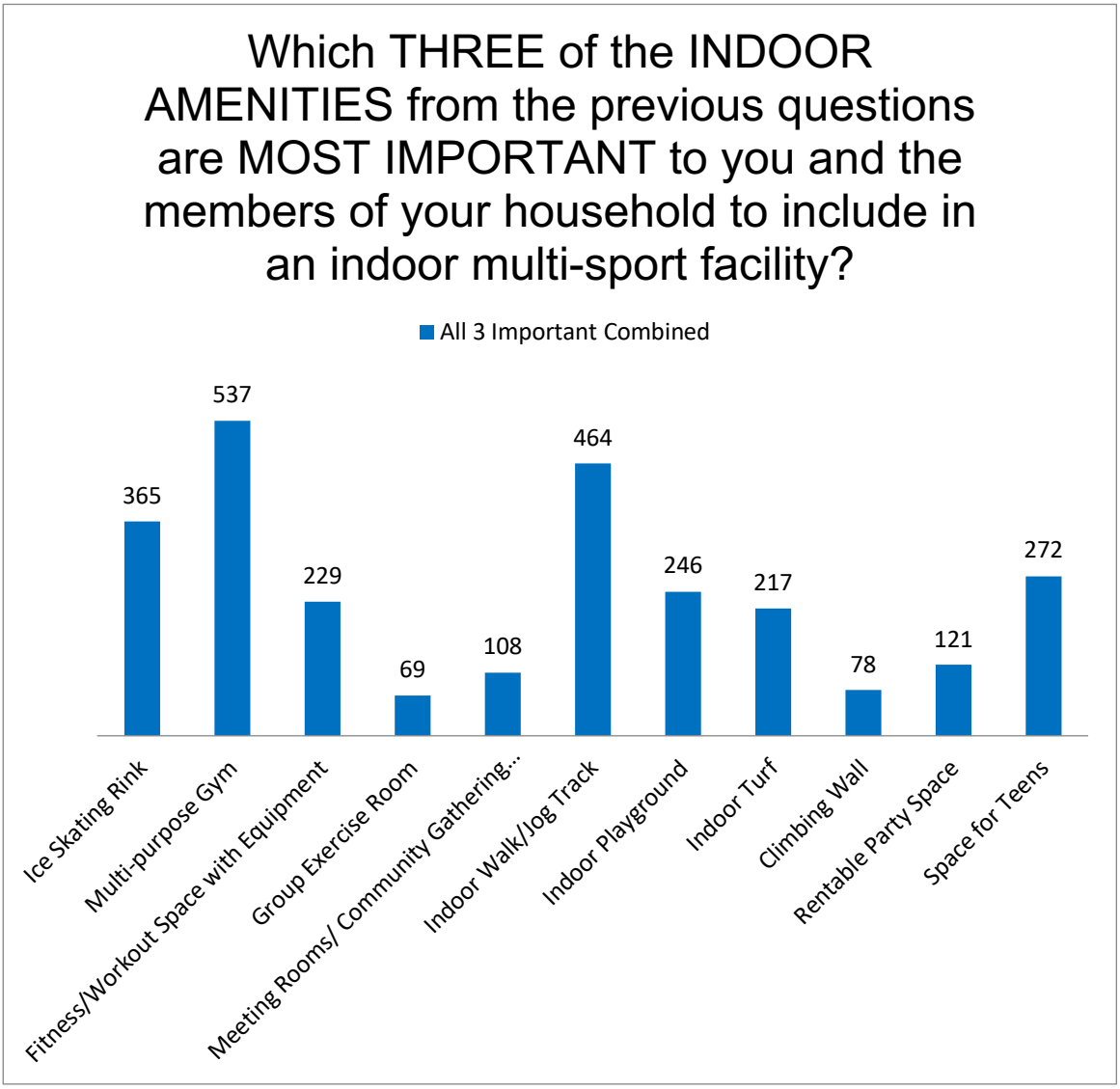
Q7 Are there any indoor recreation amenities missing from the list in the previous question that are important to you or members of your household?

Question 8: Respondents were asked to make forced choices of **"Which three of the indoor amenities from the previous questions are most important to you and members of your household to include in an indoor multi-sport facility?".** There were 999 responses. There are varying ways to interpret the data. Likely the most effective interpretation would be to combine the most and second-most important answers, which is illustrated on the chart below. In addition, a chart combining the first, second and third most important is included.



Top 5:

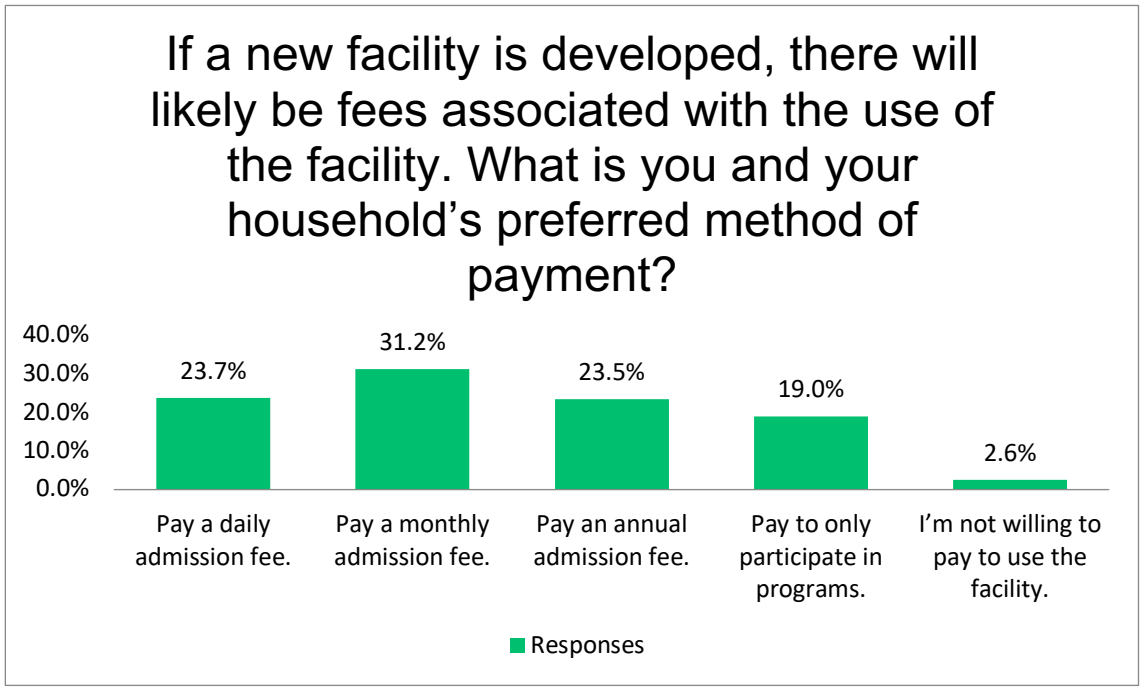
- Multi-purpose Gymnasium: 447
- Indoor Walk/Jog Track: 341
- Ice Skating Rink: 270
- Space for Teens: 183
- Indoor Playground: 174



Top 5:

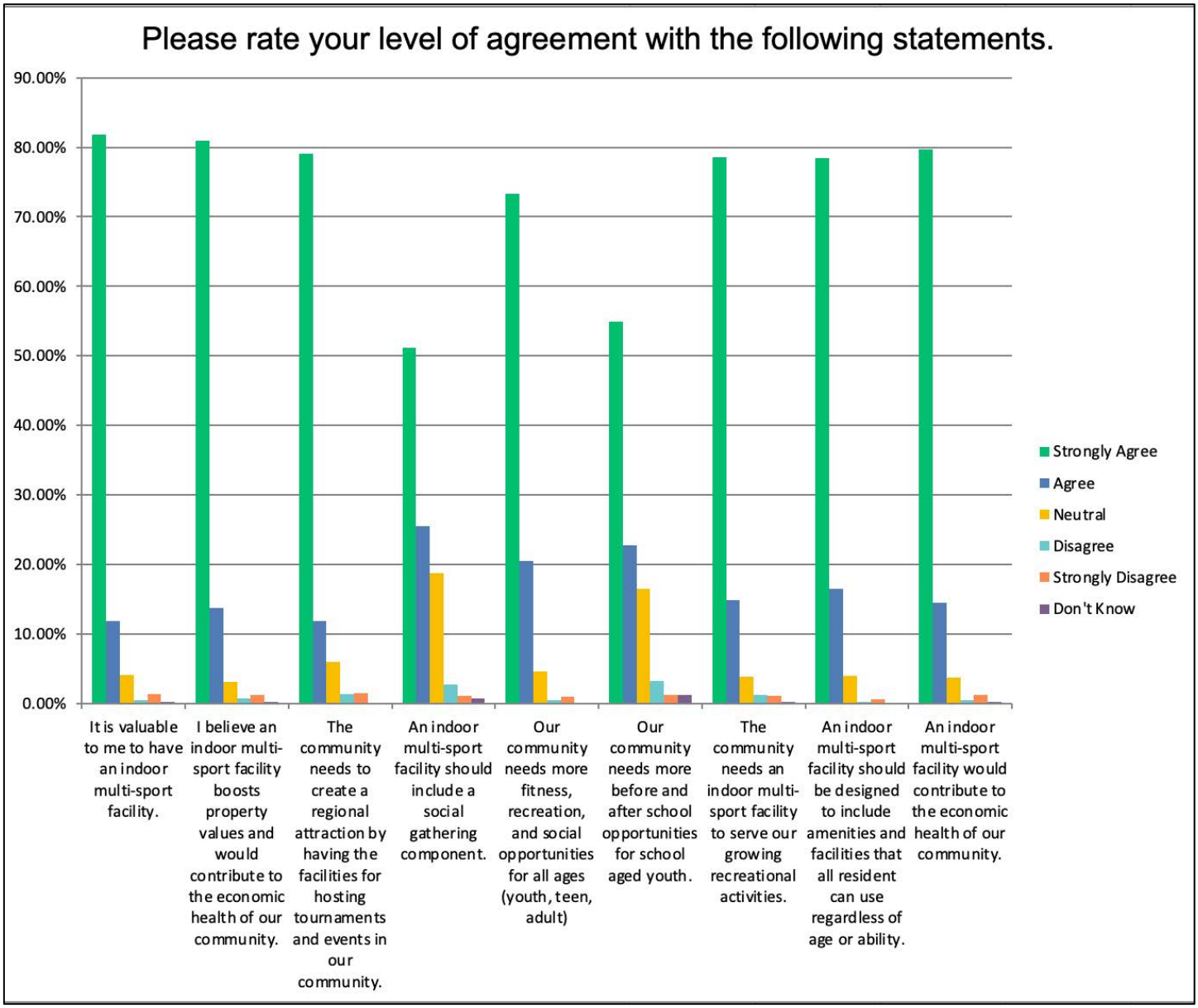
- Multi-purpose Gymnasium: 537
- Indoor Walk/Jog Track: 464
- Ice Skating Rink: 365
- Space for Teens: 272
- Indoor Playground: 246

Question 9: "If a new facility is developed, there will likely be fees associated with the use of the facility. What is you and your household's preferred method of payment?". There were 1,105 responses.



Question 10: "Please rate your level of agreement with the following statements." There were 998 responses. There was strong support for all values. The two with the lowest strong agreement were:

- An indoor multi-sport facility should include a social gathering component.
- Our community needs more before and after school opportunities for school aged youth.



Questions 11-15: These were demographic questions to understand the respondents.

- Question 11 asked if the respondent was a resident of the City of Riverton. There were 987 respondents. 87.6% were residents; 12.4% were not.

- Question 12 asked how many people were in their household.

- Question 13 asked to identify all the age categories represented in their household.

- Question 14 asked that they identify their race. There were 974 respondents. 77.3% were white, 16.9% preferred not to answer, 2.8% were Native American and other options had lower responses.

- Question 15 asked that they indicate the range of their annual household income. There were 976 respondents:

    - 35.9% were in the $50,000-$99,000 range
    - 33.3% were in the $100-$199,000 range
    - 14.5% were in the under $50,000 range.

Question 16 asked if they would like to receive updates on the project that they provide an email address. There were 426 responses to this that will be provided separately to the City of Riverton to continue to communicate the progress of the project.

Stakeholder Meetings

A. Background

As part of the feasibility study, representatives of Ballard*King & Associates and JLG Architects visited the City of Riverton to conduct stakeholder interviews from March 4-5, 2025.

B. Stakeholder Meetings

Stakeholder meetings were well attended. Nine meetings were held with participants representing stakeholders throughout the community. The stakeholder groups consisted of representatives from:

1. **Schools & Recreation Provider Representatives:** Freemont School District Recreation Board, Freemont County Recreation Board, R-Recreation, Boys & Girls Club, Riverton High School and Riverton Middle School.
2. **Local Sports Associations/Providers:** Jr. Basketball, Wrestling, Volleyball, Iron Works Gym, Jr. Football, Babe Ruth, Pickleball, Legion Baseball, Youth Soccer, Youth Hockey and Teton Athletic Club.
3. **Community Organizations:** Kiwanis, Rotary, Chamber of Commerce, Visitor Council, Elected Officials, City Staff.

These meetings provided Stakeholders with the opportunity to share their needs, participation levels, opportunities, and challenges.

C. Results

Consistent Themes:

There were consistent and overarching themes in what stakeholder groups said is needed for community recreational opportunities and facilities. The overarching themes are:

- The winters are long, and an indoor recreation facility is needed. All stakeholders agree that an indoor recreation facility of some sort is needed. However, opinions differ regarding what type of indoor facility is needed.
- The school district gymnasium facilities are not only well utilized, but they are also over requested, resulting in a lack of availability beyond school needs and some of the sports associations with long-standing usage arrangements. There are sports associations who would like more gymnasium time but are unable to obtain gymnasium space at the school.
- There are not enough activities or opportunities for youth (or seniors) within the community. Respondents mentioned that in order to keep youth within the community after graduation, and/or for them to return to raise families within the community, indoor recreation facilities are needed.

- There seemed to be consensus from all stakeholders that attended the meetings at City Hall that an indoor gymnasium with multi-purpose courts that could accommodate a variety of activities was the highest priority[1]. There is a strong desire for a multi-generational facility that could accommodate youth, adults and seniors.
- An indoor walking/jogging track was likely the second highest mentioned need. Stakeholders mentioned that in addition to providing a place for seniors to safely walk and get out of their homes during the winter months, that it could be used by parents while their children are involved in activities on the courts.

Concerns:

Concerns expressed during the stakeholder meetings were:

- Prior studies have been completed by individual sport associations. Stakeholders stated that after those processes, there were no tangible results.
- Concerns about safety and security were communicated. Consideration into staffing and/or security needs for an indoor recreation multi-sport facility should be a priority.
- The outdoor ice hockey rink is a testament to community-driven determination. It lacks refrigeration for the ice surface, resulting in only about a 6-week period that games can be played with visiting teams. It is covered, but not enclosed, has propane "patio" heaters for heating, lacks standard amenities such as restrooms, does not include typical ice rink amenities or meet community needs. The ice hockey association serves 83 participants annually, with approximately 63 in their travel team program and another 20 who participate in in-house programs.
- Seniors communicated that they currently pay taxes to support the school district. As such, it was communicated that seniors perceived being charged rental fees for school gymnasium space was being asked to pay twice which is not equitable, because the sports associations do not pay rental fees.
- There are concerns about how a new facility could be adequately funded to support operational costs and whether it would be affordable.

Challenges:

During the stakeholder meetings, some potential challenges were discovered:

- None of the sports associations currently pay any rental fees for usage of school gymnasiums. (A few associations do pay nominal fees monthly in the $35-$45 range for electricity.) Therefore, their membership and budget processes do not factor in rental fees into the cost of their programs. A new facility will have operating

[1] The hockey association had a separate meeting before the other stakeholders at the Hockey Rink. This was not discussed at that time.

costs that will need to be paid through a variety of mechanisms. Rental rates for usage could impact their ability to fund their programs. Some did communicate that they felt their members would be willing to pay for a safe and quality facility. Yet their current program costs are so low, the potential additional cost would need to be carefully considered.

- The outdoor ice hockey rink operates similarly, in that the rink is open and operates with the hockey association's volunteers and fundraising. There are no paid employees to operate the facility.
- There was a prior tax for economic development that some in the community thought would be used to fund an indoor multi-sport facility, as their interpretation was an indoor recreation facility would drive people to visit the area for sports tournaments resulting in a positive economic impact. Stakeholders expressed that the taxes were utilized differently and stated that the renewal of the tax subsequently failed. Stakeholders shared a fair amount of resistance for a future tax initiative to help support an indoor multi-sport facility due to this history. Many stakeholders expressed a loss of trust in a tax initiative. There is some support for a Riverton only (not County) tax if it had very specific wording for a recreation facility. The viability of a tax initiative would need further evaluation.

Opportunities:

Potential opportunities that warrant further exploration:

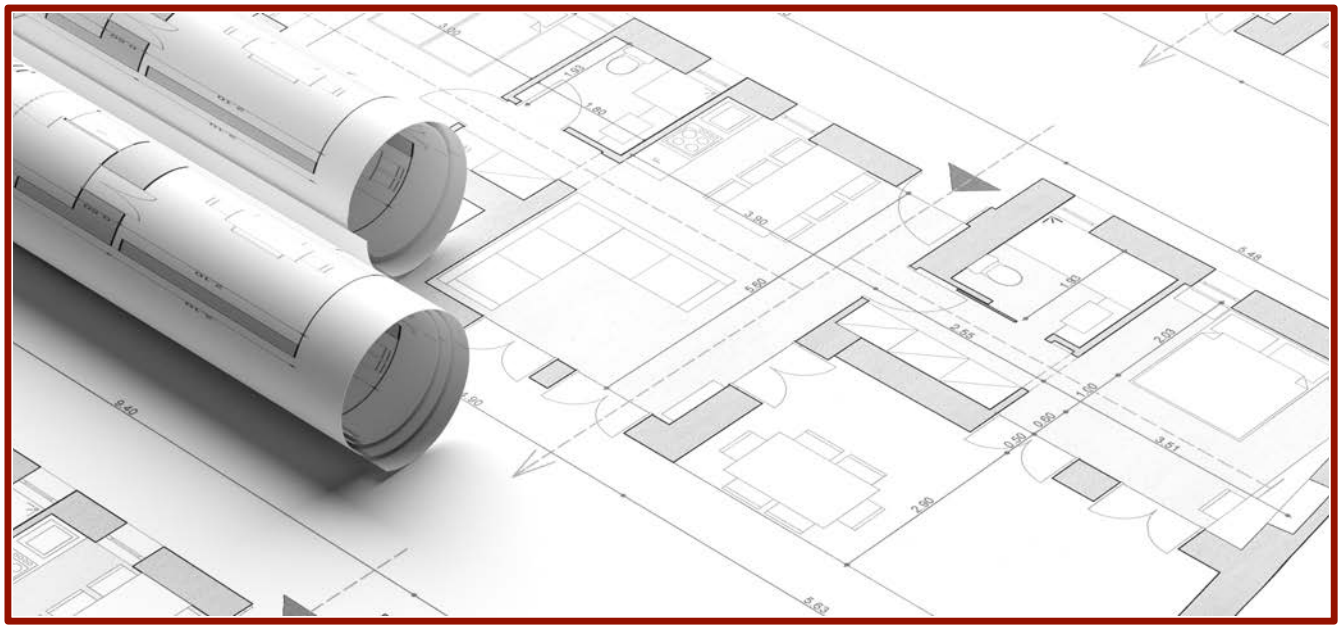
- Many communicated that Riverton is centrally located geographically within the State of Wyoming and could be a convenient location for state-wide sports activities.
- Questions were asked if there might be an opportunity to partner with Central Wyoming College (CWC) for a facility?
- An indoor facility could be a recruitment tool for businesses to attract and retain employees (i.e. the new hospital that is being built). Quality of life facilities help make the community a more attractive place to live, thus improving recruitment of doctors, nurses, teachers, and other professionals.
- Some stakeholders stated that there were a number of potential philanthropic funders in surrounding communities.
- Some stakeholders stated that a much larger regional-type facility could support an even higher level of economic development that could benefit hotels and restaurants.
- Some stakeholders suggested a location near the Walmart and hotels as a good potential location for a new facility.

Additional Feedback:

Some members of stakeholder groups had differing perspectives. These perspectives seemed to be in the minority; however, they are listed below:

- A need for an Indoor Climbing Wall
- A need for an Indoor Competitive Track
- A need for a Large Gathering Space – beyond what other local facilities can accommodate, which is about 300 people.

PROGRAM DEVELOPMENT FOR INDOOR ACTIVITY SPACES



As part of this feasibility study, the project team was responsible for developing a recommended program for proposed indoor activity spaces. This effort was a collaborative process involving the full project team and was informed by several key factors: input from the community, an understanding of current City operations and organizational structure, and guidance from the architect on how to best meet the identified needs.

In architectural terms, a *building program* is a planning document that outlines all the spaces required to support the City of Riverton's goals for facility use. This includes not only primary activity spaces but also essential support areas such as storage rooms, mechanical spaces, and hallways. The building program serves as a roadmap for future design phases and helps establish early cost estimates based on square footage and building size.

The program outlined in this report reflects input gathered through stakeholder discussions, user group interviews, and community survey results. It also incorporates the design team's experience with similar facilities. As with many early-stage planning efforts, this program is intended to be a flexible, working document that can evolve as project details—such as budget or operational priorities—are refined.

RIVERTON RECREATIONAL STUDY

PROJECT PROGRAM

	QUANTITY	UNITS	COMMENTS
Indoor Activity Center	**47,116**	**SF**	
Gymnasium/court space	26,620	sf	3 full-size basketball courts, 6 volleyball cross courts
Gym Storage	500	sf	
Multipurpose Mezzanine	3,000	sf	Located above main floor support spaces
Walking/Running Track	5,400	sf	On grade, perimeter of gymnasium space
Programmable Meeting Room	1,000	sf	
Active Multipurpose Room	1,000	sf	
Lobby/Admin Office	1,500	sf	Soft seating, building manager office
Public Bathrooms	750	sf	
Building Storage	500	sf	
Building Services	700	sf	Trash, water service, electrical/mechanical room space
Subtotal	40,970	sf	
Building Grossing Factor (15%)	6,146	sf	Walls, structure, chases, etc.
Building Subtotal	47,116	sf	
SITEWORK/PARKING			
New Surface Parking (1/200SF)	236	Parking Spaces	
Parking Area	82452	sf	350 SF/Parking Stall
Site Subtotal	129,568	sf	3-5 Acres

	QUANTITY	UNITS	COMMENTS
Ice Rink	**32,453**	**SF**	
Ice Rink	22,500	sf	85' X200' Ice Rink, Seating 200 people
Locker Rooms	1,870	sf	
Team Rooms	1,200	sf	Coaches room, Ref, Mtg
Concessions	500	sf	& Ticket Box
Ice Storage	350	sf	
Ice Servicing	1,100	sf	Ice Mechanical & Resurfacing Room
Building Services	700	sf	Trash, water service, electrical/mechanical room space
Subtotal	28,220	sf	
Building Grossing Factor (15%)	4,233	sf	Walls, structure, chases, etc.
	32,453		
SITEWORK/PARKING			
New Surface Parking (1/200SF)	100		1 stall per 3 seats
Parking Area	35000		350 SF/Parking Stall
Subtotal	67,453	sf	2-3 Acres

DIRECT CONSTRUCTION COST ESTIMATE

JLG sport architects

RIVERTON RECREATIONAL STUDY

PROJECT BUDGET OPTIONS

	QUANTITY	UNITS	COST/SF	DIRECT CONSTRUCTION	SITE COST ALLOWANCE	SOFT COSTS (15%)	ESCALATION (12 MOS/4%)	TOTAL PROJECT COST
RIVERTON INDOOR ACTIVITY CENTER (RIAC)		**SF**						
PEFS w/ masonry wainscot	45,000	sf	$220	$9,900,000	$1,995,000	$1,784,250	$475,800	**$14,155,050**
PEMB w/ masonry wainscot	45,000	sf	$250	$11,250,000	$1,995,000	$1,986,750	$529,800	**$15,761,550**
RIVERTON ICE CENTER (RIC)								
PEFS w/ masonry wainscot	32,000	sf	$300	$9,600,000	$1,150,000	$1,612,500	$430,000	**$12,792,500**
PEMB w/ masonry wainscot	32,000	sf	$330	$10,560,000	$1,150,000	$1,756,500	$468,400	**$13,934,900**
SITEWORK/PARKING (RIAC)				**$1,995,000**				
Hardscaping (per stall	230	stalls	$6,500	$1,495,000				
Utilities	1	ls	$300,000	$300,000				
Misc. Improvements	1	ls	$200,000	$200,000				
SITEWORK/PARKING (RIC)				**$1,150,000**				
Hardscaping (per stall)	100	stalls	$6,500	$650,000				
Utilities	1	ls	$300,000	$300,000				
Misc. Improvements	1	ls	$200,000	$200,000				

Building Budgetary Assumptions:

PEFS: Pre-engineered Fabric Structure includes rigid steel frame with tensile fabric roof, interior, and exterior wall finish

PEMB: Pre-engineered Metal building includes rigid steel frame with interior and exterior metal panel finish

RIAC:

- Interior CMU (concrete masonry unit) load bearing walls at main level interior program spaces, metal stud and sheetrock walls at mezzanine
- Rubberized synthetic multi-use court surface at gymnasium
- Packaged air handling roof top units (or ground mounted)

RIC:

- Single story only, no upper level viewing mezzanine
- Steel stud and sheet rock interior partitions with FRP (fiberglass reinforced panel) wainscot to protect walls
- Aluminum bleacher seating
- 4 dry team changing rooms (no "varsity" level locker rooms with toilets/showers included)

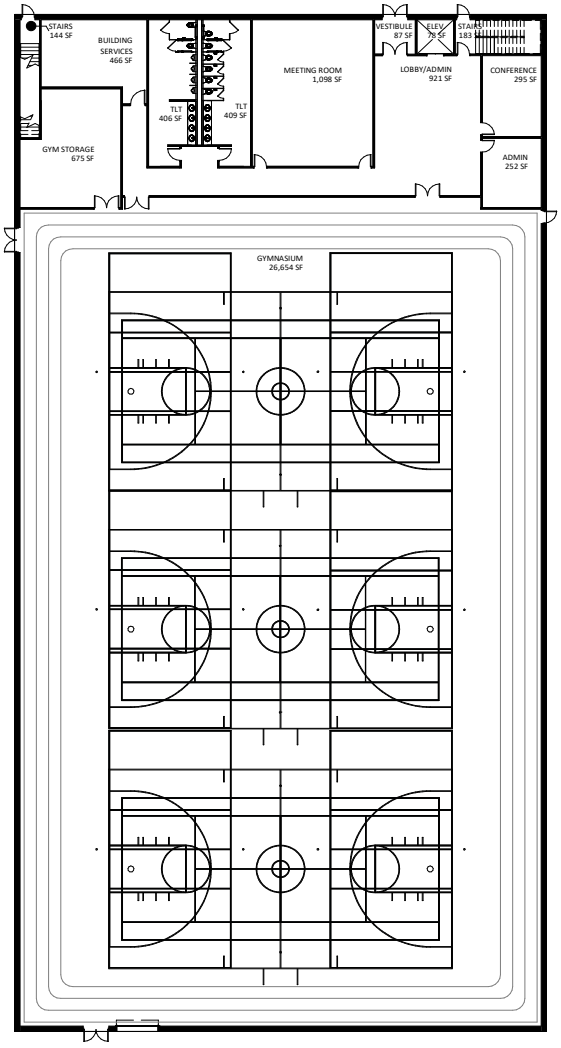
SITE:

- Site estimations are an allowance and will vary depending on the final project site chosen. Factors will include preparedness for new building construction (i.e. grading), access to utilities and infrastructure, and final parking requirements per the city of Riverton,WY.

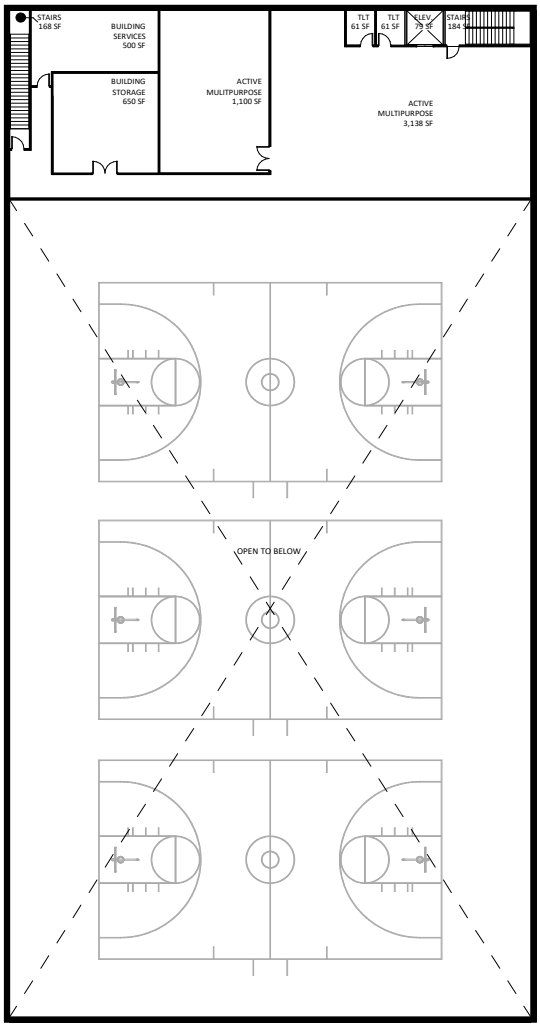
COMBINED FACILITY OPTION:

- There may be opportunity for project cost savings in constructing both facilities, attached, at the same time specifically with shared parking, bathrooms, or other combined efficiencies. Further development of the project beyond the conceptual level would be necessary in order to determine a potential savings value.

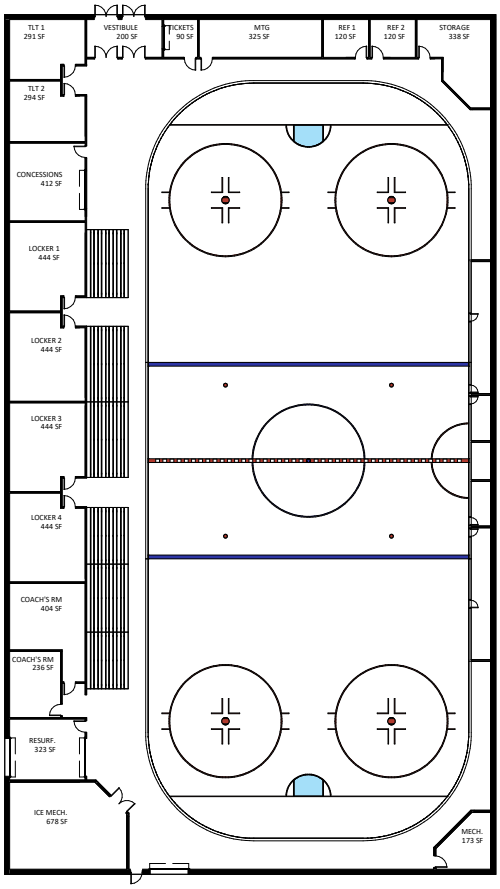
FLOOR PLANS



RIVERTON ACTIVITY CENTER LEVEL 01

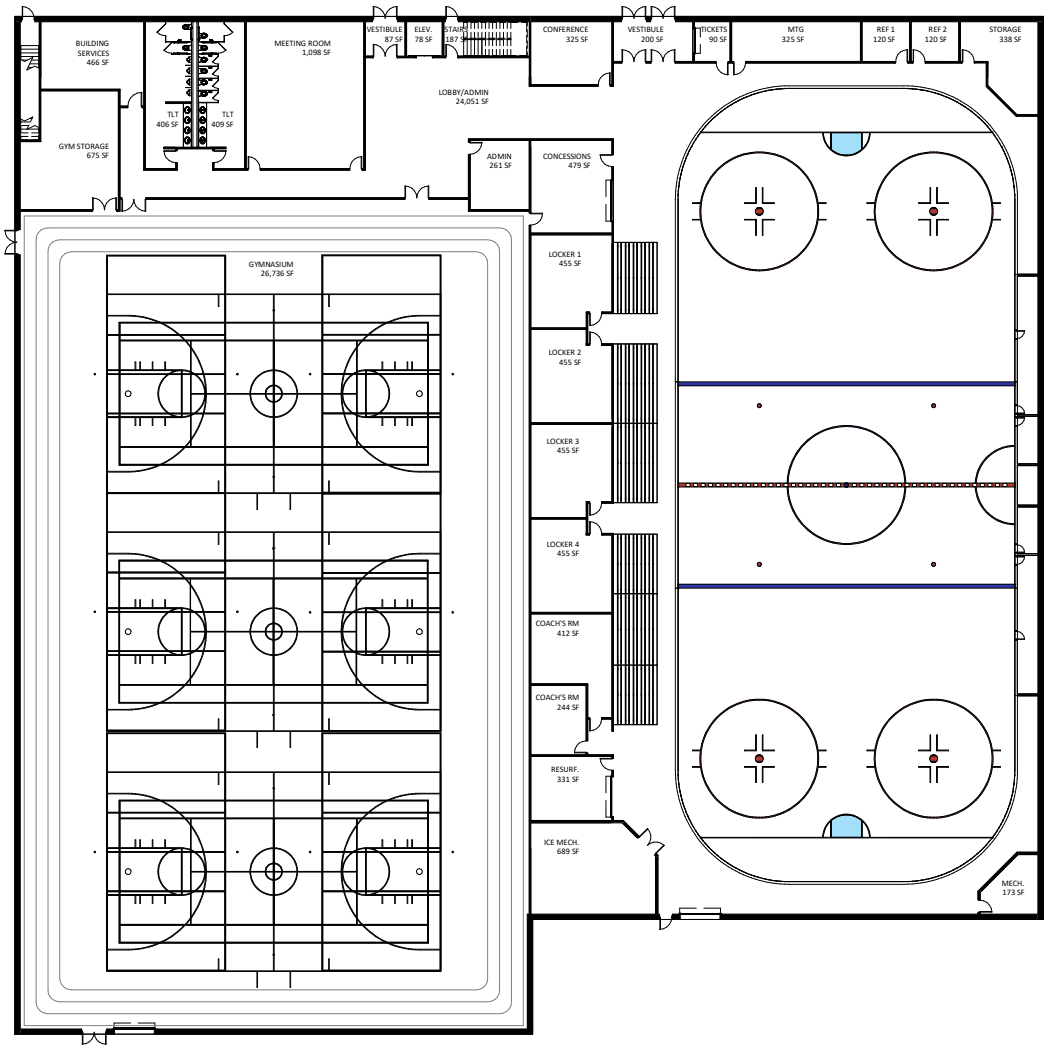


LEVEL 02



ICE RINK LEVEL 01

0 30 60 120

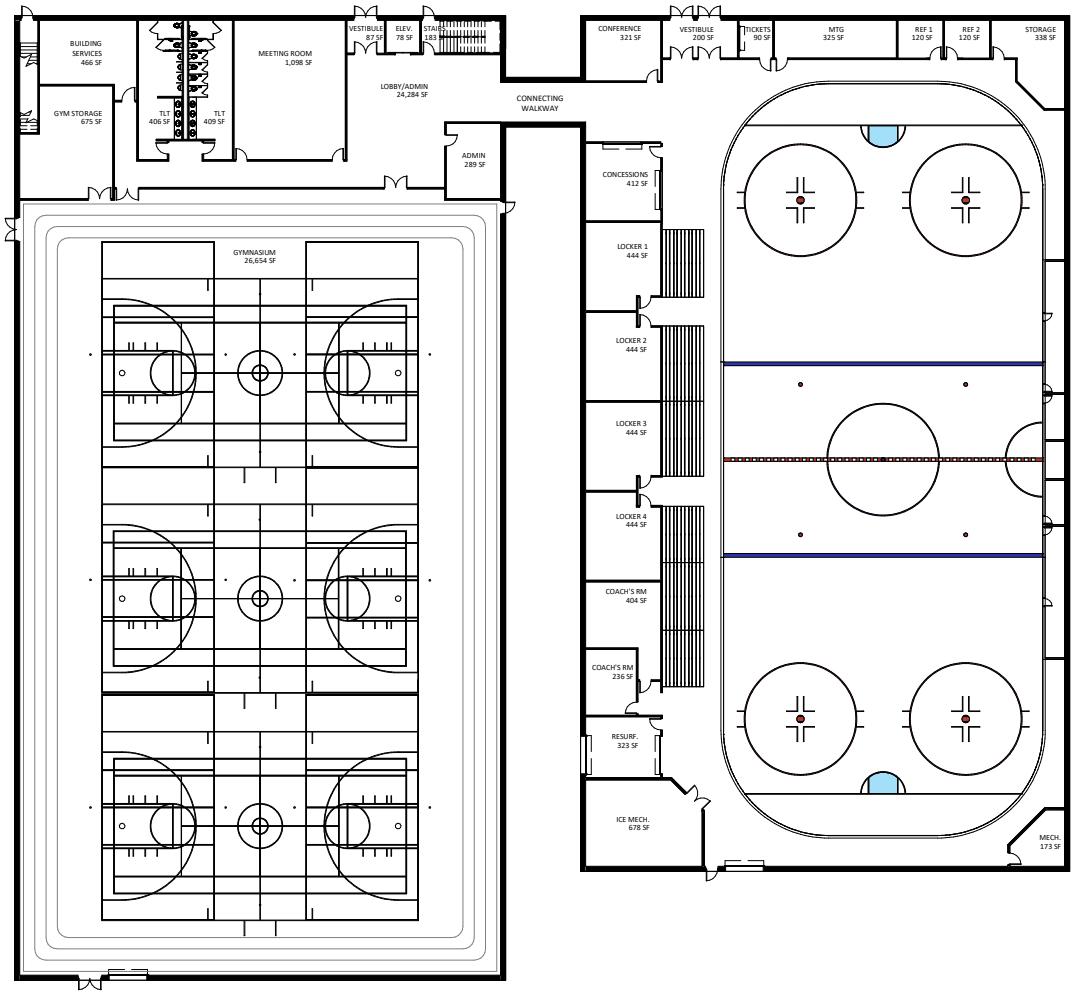


PEMB PHASED OR COMBINED BUILDING - LEVEL 01

SEE 'RIVERTON ACTIVITY CENTER' SHEET FOR 'LEVEL 02'

0 30 60 120

JLG architects

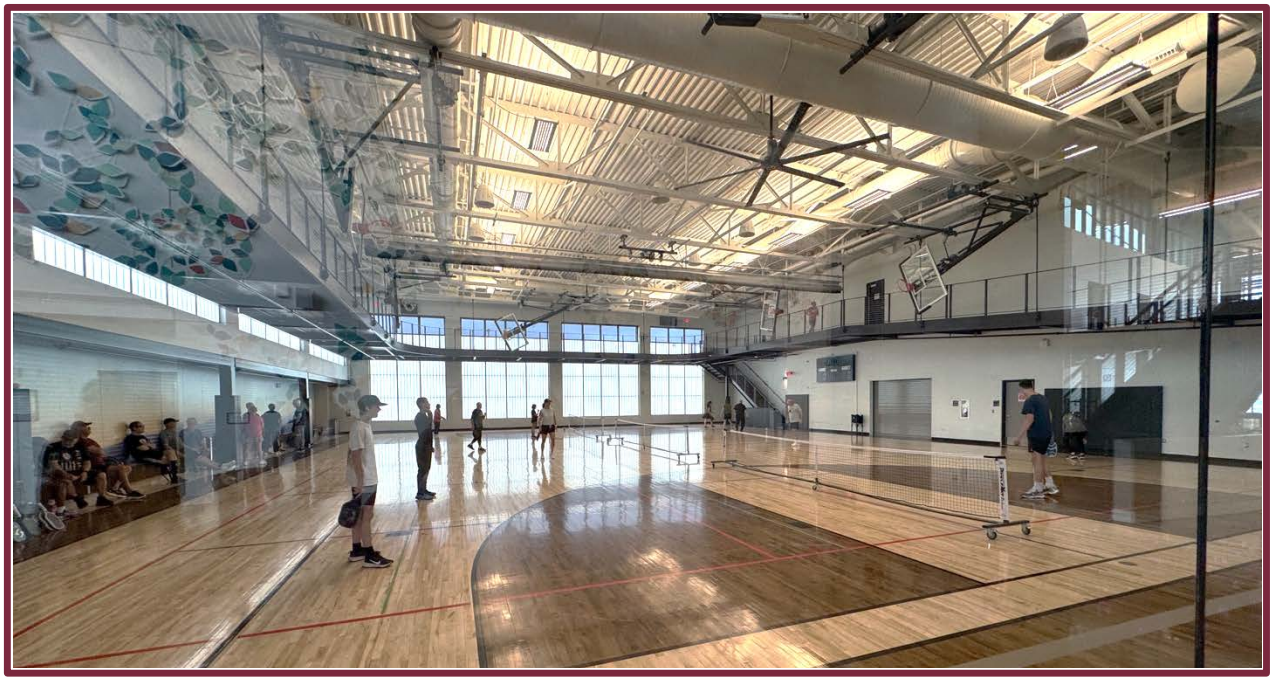


PEFS PHASED OR COMBINED BUILDING - LEVEL 01

SEE 'RIVERTON ACTIVITY CENTER' SHEET FOR 'LEVEL 02'

0 30 60 120

OPERATIONAL PRO-FORMA



As part of the feasibility study process, the project team developed an independent third-party operations plan for the proposed facilities. When developing these operational plans, they are based on the market, the project team's understanding of local recreational opportunities and operations, client resources, team members familiarity with operating similar facilities, and industry best practices. B*K takes a conservative approach to the development of operational plans. If significant changes were made to the facility program and/or design, The City of Riverton should strongly consider updating the operational figures.

The following assumptions have been made in the development of these plans.

General Assumptions:

- The City of Riverton will be the owner and operator of the facilities in this plan, which include options for the Riverton Activity Center (RAC), the Riverton Ice Center (RIC) or a combined/phased facility (RAC+RIC).

- The operational plan does not reflect 100% capacity regarding programming, admissions, or rentals. With dedicated staffing, planning and leadership, revenue generation should increase but will have limitations based upon the market. From an expense perspective, increases in expense line items would be directly offset by program revenue.

- It is assumed that maintenance and custodial services in the facilities would be in-house, with employee positions identified in the operations plan to be added to the City of Riverton organizational structure. The success of these facilities is tied to them being able to operate in a business-like fashion. The autonomy of in-house maintenance and custodial staff provides necessary control for operations. Some limited additional contracted cleaning support was included in the plan.

- Each option does have contract services built into the plan for specialty items such as Heating Ventilation Air Conditioning (HVAC) maintenance or specialized repairs.

- A capital improvement allocation has been recommended. B*K is strongly recommending that during the first full calendar year of operation, dollars are allocated to this fund. By doing this, the City would have access to substantial balances in years 3-5 to replace equipment and make small improvements to the facility.

- The expense and revenue statements assume the first full year of operation. They do not account for a mid-year start up or partial year operation which could be a reality.

- The plan is based upon an opening in 2025 or 2026. Any facility opening after that date would need to have projections adjusted for inflation. The inflation factors that have been used recently vary from 3-5%.

- Full-Time Employees (FTE) represent new staffing. For each full-time position, the City of Riverton recommended a benefit multiplier of 55%, with part-time employees having a benefit multiplier of 7.65%, reflecting FICA.

- In developing the program and rental model, the project team had concerns about the viability of using the ice slab during the non-ice season, roughly from March through October. This is due to stakeholder feedback, such as hearing local R-Recreation is not interested in running additional summer camps, local sports associations having free usage of local facilities (although availability is lacking), and the same groups apparently not desiring to take advantage of an opportunity to utilize a building that could be converted in the area.

Expense Computation Multiplying Factors:

- Utilities (gas, electricity). A factor of $3.00 per square foot was used to determine utilities at the RAC and the RIC (outside the ice season). A factor of $5.50 per square foot was utilized during the ice season, from November through February.

- Insurance (property & liability). A factor of $.50 per square foot. The City of Riverton would need to inquire with their insurance provider as to the accuracy of these figures. These can vary greatly depending on the organization, size of the facility, components, and geographic location.

Summary:

Facility Descriptions:

Option 1: Riverton Activity Center (RAC): Estimated at a building size of approximately 47,116 sq. feet, the indoor facility would include a multi-purpose gymnasium with 3 full-size basketball courts (accommodating 6 volleyball courts and other activities), a walking/running track, two activity/meeting rooms, a multipurpose mezzanine, restrooms, a lobby and administrative office area, storage and 236 parking spaces.

Option 2: Riverton Ice Center (RIC): Estimated at a building size of approximately 32,453 sq. feet, the indoor facility would include a NHL-sized refrigerated ice-skating rink (200' x 85'), 4 locker rooms, restrooms, a concession and lobby area, seating for 200 spectators and 100 parking spaces.

Option 3: Riverton Activity Center and Ice Rink (RAC+RIC): This option includes all of the facilities above and could be constructed at once or through a phased in approach.

Hours of Operation:

Recommended Hours of Operation – School Year:

	RAC	RIC	RAC+RIC
Monday-Friday	9:00AM- 10:00PM	5:00PM-9:00PM (opens earlier on Fridays)	9:00AM- 10:00PM
Saturday	8:00AM-7:00PM	10:00AM-7:00PM	8:00AM-7:00PM
Sunday	10:00AM-5:00PM	10:00AM-7:00PM	10:00AM-5:00PM

Recommended Hours of Operation – Summer:

	RAC	RIC	RAC+RIC
Monday-Friday	9:00AM- 9:00PM	10:00AM-7:00PM	9:00AM- 10:00PM
Saturday	10:00AM-5:00PM	10:00AM-2:00PM	8:00AM-7:00PM
Sunday	10:00AM-5:00PM	10:00AM-2:00PM	10:00AM-5:00PM

For the Riverton Ice Center (RIC), the hours shown for usage outside the ice season of November through February represent hours the concrete slab could be utilized for indoor pickleball, indoor drop-in for toddler and/or youth play (with parent or adult) on inflatables, indoor sports practices, or camps (run by non-profit organizations). Non-profit organizations are exempt from state licensing requirements for school aged camps. It is common for facilities to have different hours of operation based on the amenities that are available and/or the time of the year.

Rate & Fee Structure:

In recommending admission and membership fees, the project team recognized that the current amenities planned for the Riverton Activity Center (RAC) facility include three full-size basketball courts (which can also be used for other sports such as volleyball, pickleball, wrestling, etc.), two activity/meeting rooms (for rentals and programs) and an indoor walking/jogging track. As such, any membership or daily admission fee for that facility would need to be structured for a basketball court designated for drop-in usage (for varying activities) and/or usage of the indoor walking/jogging track.

Further, with the City of Riverton being the owner and operator of the facility and providing resources and funding, the fee philosophy should offer benefits to City of Riverton residents. As such, a resident and non-resident fee structure was developed.

Lastly, children ages three and under would be offered free admission, which includes complimentary access for their parent or another adult providing supervision.

Admission Fees:

RAC		
Daily Admission Fee		
	Resident	Non-Resident
3 & Under	Free	Free
Youth (4-17)/Senior (60+)	$2.00	$3.00
Adult	$4.00	$5.00
Monthly Memberships		
Youth (4-17)/Senior (60+)	$10.00	$15.00
Adult	$20.00	$24.00
Annual Memberships		
Youth (4-17)/Senior (60+)	$75.00	$95.00
Adult	$100.00	$125.00
RIC		
Daily Admission Fee – Weekdays		
	Resident	Non-Resident
3 & Under	Free	Free
Youth (4-17)/Senior (60+)	$6.00	$8.00
Adult	$8.00	$10.00
Skate Rental	$5.00	$5.00
Daily Admission Fee – Weekends		
	Resident	Non-Resident
3 & Under	Free	Free
Youth (4-17)/Senior (60+)	$8.00	$10.00
Adult	$10.00	$12.00
Skate Rental	$5.00	$5.00

Note: membership is not recommended for the Riverton Ice Center, as the facility does not have amenities that would drive membership sales and also due to the low cost recovery rate for the facility (and accompanying subsidy that will be needed) within this plan.

Rental Rates:

Gymnasium Court Rental (1 court)	$40/hr.
Activity/Meeting Room	$25/hr.
Ice Rink	$200/hr.

Programs & Rentals:

Riverton Activity Center (RAC):

- Programs:
  a. Programs will be held at the RAC utilizing contracted instructors.
  b. During the school year, 12 programs per week will be held, representing two per day on weekdays and one per day on weekends. Programs may be held in the activity room or on a court
  c. During the summer, one program per day will be held.
  d. Programs could include arts and craft classes, homework help, dance classes, senior exercise, senior activities, or other leisure and enrichment type programs.
  e. There are opportunities in both the school year and summer to greatly expand the programs offered at the facility. The programs reflected in the plan are reflective of "Year 1" operations and feedback from stakeholders that was received by the project team while on-site.
- Rentals:
  a. The indoor gymnasium courts and activity/meeting rooms will be rented out regularly. The fill rate was estimated between 50-70% depending upon both the day and season.
  b. Gymnasium Court(s) School Year:
     - Weekday rentals during the school year of the indoor courts represent an average of 2.5 courts being rented for 3 hours per court/per day during afterschool times, allowing for one court to remain open for drop in-play on a regular basis to serve the community.
     - Weekend rentals during the school year of the indoor courts represent 2 courts being rented for 6 hours per court/per day, allowing the other court to remain open for drop in-play on a regular basis to serve the community.
  c. Gymnasium Court(s) Summer:
     - Weekday rentals during the summer of the indoor courts represent an average of 2 courts being rented for 8 hours per court/per day, allowing for

one court to remain open for drop in-play on a regular basis to serve the community.

- Weekend rentals during the summer of the indoor courts represent 2 courts being rented for 5 hours per court/per day, allowing the other court to remain open for drop in-play on a regular basis to serve the community.

d. Activity/Meeting Room(s) School Year:

- Weekday rentals during the school year of the activity/meeting room(s) represent 2 rooms being rented for 4 hours per room/per day, allowing for rooms to remain open for other usage on a regular basis to serve the community.
- Weekday rentals during the school year of the activity/meeting room(s) represent 2 rooms being rented for 5 hours per room/per day, allowing for rooms to remain open for other usage on a regular basis to serve the community.

e. Activity/Meeting Room(s) Summer:

- Weekday rentals during the summer of the activity/meeting room(s) represent 2 rooms being rented for 8 hours per room/per day, allowing for rooms to remain open for other usage on a regular basis to serve the community.
- Weekday rentals during the summer of the activity/meeting room(s) represent 2 rooms being rented for 3 hours per room/per day, allowing for rooms to remain open for other usage on a regular basis to serve the community.

<u>Riverton Ice Center (RIC):</u>

- Programs:
  a. There are no programs currently included in the RIC operations plan for revenue and expense purposes. This is due to:
     - This plan is for financial and ongoing operations planning, and any ice programs that might be added, such as learn to skate classes, should make a positive impact on cost recovery, with more revenue than expense costs. Ice instruction is a fairly specialized skill set, and it was unclear if there would be contract instructors available in the local area with the appropriate skill set.
     - Because any lesson programming would be a positive impact on the overall budget, our team preferred to err on the side of being conservative.
     - The current plan has a high volume of hockey rentals, based upon the youth hockey association and stakeholder feedback.

- Rentals:
  - Rentals were included for 16 weeks of operation from approximately late October/early November and through the end of February.
  - Revenue for rentals was budgeted at a 65% fill rate. The project team is concerned whether the local youth hockey association will be able to rent as much ice time as they may desire. This concern is tied to the Youth Hockey Association's current operational model where there are no fees for ice time rentals charged to participants. This could present challenges to their membership, as either significant new fundraising would need to occur or membership costs for participants would need to increase to cover ice time rentals. This could decrease their membership, which currently only includes a total of 83 participants.
  - Within this operations plan, a $200/hr. ice rental fee was included. This was based upon reviewing other Wyoming ice rental rates of Casper ($250), Rock Springs ($155-$210), Laramie ($125-$250) and Cheyenne ($150-$375). One item of note is that many or all of these facilities may have more amenities than the modest rink included in this study.

Staffing:

The full-time employee positions below represent new staff positions that would be needed to operate the building within industry standards. For each full-time position, the City of Riverton recommended a benefit multiplier of 55% and for part-time employees a benefit multiplier of 7.65% was utilized. The position pay rate recommendations are based on a review of the City of Riverton's pay plan, without knowing the specifics of comparable positions utilized. Ultimately it would be the purview of the City's Human Resources Manager to review positions and responsibilities and to appropriately place each position within the City's compensation plan.

Full-Time Positions:

RAC			
Position	Salary	Positions Needed	Total
Indoor Activity Center Manager	$56,000	1	$56,000
Maintenance/Custodial Supervisor	$41,500	1	$41,500
Recreation Programs Coordinator	$52,000	1	$52,000
		Salaries Subtotal	$149,500
		Benefits (55%)	$82,225
		Full-Time Staff Total	$231,725
RIC			
	Salary	Positions Needed	Total
Ice Rink Manager	$56,000	1	$56,000
Maintenance/Custodial Supervisor	$38,500	1	$41,500
		Salaries Subtotal	$97,500
		Benefits (55%)	$53,625
		Full-Time Staff Total	$151,125

RAC+RIC			
	Salary	Positions Needed	Total
Recreation Manager	$56,000	1	$56,000
Maintenance/Custodial Supervisor	$41,500	1	$41,500
Recreation Programs Coordinator	$52,000	1	$52,000
Front Desk Supervisor	$48,000	1	$48,000
		Salaries Subtotal	$197,500
		Benefits (55%)	$108,625
		Full-Time Staff Total	$306,125

Part-Time Positions:

RAC				
Position	Hourly Wage	Hours	Weeks	Total
Front Desk (summer)	$16.40	69	13	$14,604
Front Desk (school yr.)	$16.40	75	39	$47,650
Building Supervisor (summer)	$18.50	57	13	$13,588
Building Supervisor (school yr.)	$18.50	53	39	$37,879
		Wages Subtotal		$113,721
		Benefits (7.65%)		$8,700
		Part-Time Staff Total		$122,421
RIC				
Position	Hourly Wage	Hours	Weeks	Total
Front Desk (summer)	$16.40	10	12	$1,968
Front Desk (non-ice season)	$16.40	26	18	$7,675
Front Desk (ice season)	$16.40	41	18	$12,103
Building Supervisor (summer)	$18.50	10	12	$2,220
Building Supervisor (non-ice season)	$18.50	26	18	$8,658
Building Supervisor (ice season)	$18.50	36	18	$11,822
		Salaries Subtotal		$44,446
		Benefits (7.65%)		$3,400
		Part-Time Staff Total		$47,846
RAC+RIC				
Position	Hourly Wage	Hours	Weeks	Total
Front Desk (summer)	$16.40			$16,572
Front Desk (school yr.)	$16.40			$67,429
Building Supervisor (summer)	$18.50			$15,808
Building Supervisor (school yr.)	$18.50			$58,358
Summer Attendants	$15.40	60	12	$11,088
		Salaries Subtotal		$197,500
		Benefits (7.65%)		$108,625
		Part-Time Staff Total		$306,125

Annual Financial Operating Pro Forma - Expenses

Expense Model: The following expense model is based on the best information available at the time of the study. Significant changes in the facility program or local market, or a delay in opening/implementation beyond 2026 would necessitate the information be revisited and updated.

Personnel (New Positions)	**RAC**	**RIC**	**RAC+RIC**
Full-time	231,725	151,125	306,125
Part-time	122,421	47,846	182,203
Sub-Total	*$ 354,146*	*$ 198,971*	*$ 488,328*
Commodities	**RAC**	**RIC**	**RAC+RIC**
Office supplies (forms, ID, paper,)	6,000	3,500	9,000
Chemicals	1,000	10,000	11,000
Maintenance/repair/materials	18,000	15,000	33,000
Cleaning supplies	6,000	3,600	9,600
Recreation supplies	7,000	5,000	12,000
Uniforms	1,500	1,500	3,000
Printing/postage	5,000	5,000	7,000
Other Misc. expenses	3,000	2,000	5,000
Fuel/Mileage	1,000	1,500	2,500
Sub-Total	*$ 48,500*	*$ 47,100*	*$ 92,100*
Contractual	**RAC**	**RIC**	**RAC+RIC**
Utilities (gas, electric)	141,348	129,812	271,160
Water/Sewar	-	-	-
Trash	-	-	-
Insurance (property & liability)	11,779	8,113	19,892
Communications (phone)	2,500	1,500	3,000
Contract services	36,000	40,000	70,000
Professional Services	11,280	-	11,280
Rental equipment	10,000	10,000	12,000
Advertising	12,000	8,000	20,000
Training	2,500	2,500	5,000
Conference	4,000	2,500	6,500
Dues/subscriptions	1,200	1,200	2,400
Bank charges	7,250	4,721	11,971
POS/Registration/Reservation Software	12,083	7,868	19,951
Misc.	1,500	1,500	3,000
Sub-Total	*$ 253,440*	*$ 217,714*	*471,154*
IT Charges	9,000	9,000	12,000
Grand Total w/out Replacement Fund	**$ 665,086**	**$ 472,785**	**$ 1,137,871**
Replacement fund (CIP)	75,000	150,000	225,000
Grand Total	**$ 740,086**	**$ 622,785**	**$ 1,362,871**

Revenues:

Revenue Model: The following revenue model has been based on the best information available at the time of the study. Significant changes in the facility program or local market, or a delay in opening/implementation beyond 2026 would necessitate the information be revisited and updated.

Fees	**RAC**	**RIC**	**RAC+RIC**
Daily Admission	$27,100	$29,520	$56,620
Membership	$68,890	$0	$68,890
Sub-Total	*$ 95,900*	*$ 29,250*	*$ 125,510*
Rentals & Programs	**RAC**	**RIC**	**RAC+RIC**
Rentals	$114,090	$93,600	$207,690
Programs	$31,584	$34,240	$65,824
Sub-Total	*$145,674*	*$127,840*	*$273,514*
Grand Total	**RAC**	**RIC**	**RAC+RIC**
	$241,664	**$157,360**	**$399,024**

Additional Revenue Opportunities (not included):

- Advertising/Sponsorship
- Naming Rights

Five Year Planning:

The following is a 5-Year Summary of the operating projection for the aforementioned facilities. The 5-year projection includes the capital improvement fund (CIF) and has annual escalators for years 2-5 factored into the projections.

RAC:

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	$740,086	$747,487	$769,912	$793,009	$816,799
Revenue	$241,664	$265,830	$279,122	$287,496	$296,120
	($498,422)	($481,657)	($490,790)	($505,513)	($520,679)
Cost Recovery % inc. CIF	32.7%	35.6%	36.3%	36.3%	36.3%
Capital (cumulative)	$75,000	$150,000	$225,000	$300,000	$375,000

RIC

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	$622,785	$629,013	$647,883	$667,320	$687,339
Revenue	$157,360	$173,096	$181,751	$187,203	$192,819
	($465,425)	($455,917)	($466,132)	($480,116)	($494,520)
Cost Recovery % inc. CIF	25.3%	27.5%	28.1%	28.1%	28.1%
Capital (cumulative)	$150,000	$300,000	$450,000	$600,000	$750,000

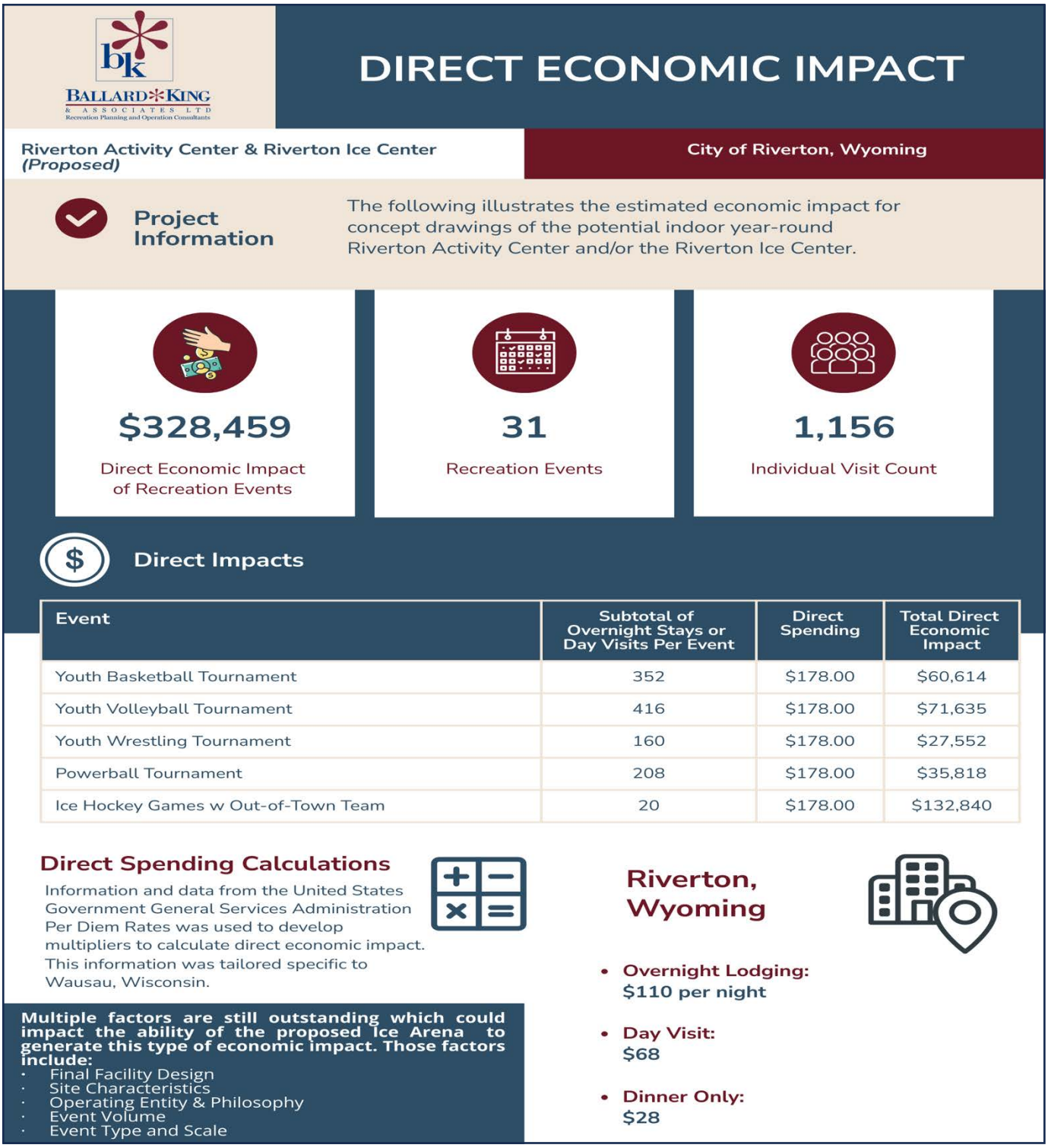
RAC+RIC:

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	$1,362,871	$1,376,500	$1,417,795	$1,460,329	$1,504,139
Revenue	$399,024	$426,956	$448,303	$461,753	$475,605
	($963,847)	($949,544)	($969,492)	($998,576)	($1,028,534)
Cost Recovery % inc. CIP	29.3%	31.0%	31.6%	31.6%	31.6%
Capital (cumulative)	$225,000	$450,000	$675,000	$900,000	$1,125,000

The capital improvement line is cumulative and illustrates the balance of that line item. It is called out in the chart but is factored in total expenses.

ECONOMIC IMPACT ANALYSIS

Infographics



TOTAL ECONOMIC IMPACT

Riverton Activity Center & Riverton Ice Center *(Proposed)*

Riverton, Wyoming

Total Economic Impact =

- Direct Impact
- Indirect Impact
- Induced Impact

$328,459
Direct Economic Impact of Recreation Events

$183,641
Indirect Impacts

$492,688
Induced Impacts

TOTAL ECONOMIC IMPACT SUMMARY

Direct Economic Impact	$ 328,459
Indirect Impact (Employee Disposable Wages)	$ 167,219
Indirect Impact (Sales Tax)	$ 16,422
Induced Economic Impact	$ 492,688
Total Economic Impact	**$ 1,004,788**

Types of Economic Impact

Direct, Indirect and Induced

DIRECT

The very first dollars spent by visitors or the facility itself.

INDIRECT

The extra business that local suppliers or other businesses get because of those direct purchases.

INDUCED

The everyday spending that workers make with the wages they earn from those direct and indirect activities.

Assessment

This assessment evaluates the potential economic impact of two proposed recreation facilities in Riverton, Wyoming: the Riverton Activity Center (RAC) and the Riverton Ice Center (RIC). The goal of this analysis is to quantify the financial return that the community could receive from investing in one or both facilities, particularly through increased visitor spending associated with recreational events.

Economic impact is estimated using a commonly accepted formula:

- Number of Visitors × Average Spending per Visitor × Economic Multiplier

This approach involves three key steps:

1. Estimating Visitor Attendance – Projecting the number of people who would travel to Riverton for events such as basketball, volleyball or hockey tournaments, games, and other recreation facility-related activities.
2. Measuring Average Visitor Spending – Calculating typical expenditures on lodging, food, fuel, shopping, and other categories during their stay.
3. Applying Economic Multipliers – Assessing how this new spending circulates through the local economy, generating additional rounds of economic activity.

While approximate, these carefully derived estimates provide a credible basis for assessing the anticipated return on public investment. Visitor spending influences the local economy in several ways, typically categorized as direct, indirect, and induced impacts:

- Direct Impacts occur from the initial influx of money into the community. For example, a visitor pays for a hotel stay, or a recreation facility hires staff.
- Indirect Impacts result from secondary business transactions triggered by that initial spending. For instance, a local restaurant may restock supplies in response to increased customer volume due to a local tournament.
- Induced Impacts stem from increased household income and spending by those who benefited directly or indirectly from the facility's operations—such as employees who work within a recreation facility spending their wages on groceries or local services.

Three Ways Money Flows Through a Community

Type of Impact	What It Means In Plain English	Example For A New Recreation Facility
Direct	The very first dollars spent by visitors or the facility itself.	A family travels to Riverton for a hockey tournament and pays for hotel rooms, meals, and rink admission.
Indirect	The extra business that local suppliers or other businesses get because of those direct purchases.	The hotel orders more laundry services and the restaurant buys extra food from a local distributor to serve the visiting teams.
Induced	The everyday spending that workers make with the wages they earn from those direct and indirect activities.	Hotel housekeepers, restaurant waiters, and rink staff use part of their paychecks to buy groceries, fill up their cars with gas, or dine out in town.

Why It Matters:

When you add up these three layers—direct, indirect, and induced—you get the total economic impact, showing how a single visitor dollar can ripple through many pockets in the community. To quantify these impacts, this report uses data from the Environmental Systems Research Institute (ESRI), which draws from the 2020 U.S. Census and 2024 projections. For example, ESRI data indicates that 67.7% of staff wages in this market are available for discretionary local spending after accounting for housing costs, a factor that helps estimate the scale of indirect and induced impacts.

Although the methodology involves some assumptions, the economic value of tourism and event-driven spending is widely recognized. In many communities, major recreation facilities serve as key attractions that bring in visitors and stimulate the local economy. Sports tournaments, festivals, and other events often represent the most significant drivers of tourism-related spending.

Despite this, many local residents may not yet recognize the economic role that these proposed recreation facilities could play. This report aims to help stakeholders understand how the RAC and RIC could contribute meaningfully to Riverton's economic growth through increased visitor activity and associated spending. With time and growth of events, the economic impact could be more than the conservative estimates of this study.

Background

This economic-impact analysis evaluates how the proposed Riverton Activity Center (RAC) and/or Riverton Ice Center (RIC) could strengthen the community's financial wellbeing. In addition to expanding recreation and promoting healthy lifestyles, the facilities are expected to:

- Enhance local quality of life
- Stimulate spending on nearby goods and services
- Create employment opportunities
- Support Riverton's tourism strategy by attracting out-of-town visitors.

Together, these contributions position the new centers as potential drivers or contributors to Riverton's economic vitality.

National reports[2] indicate that youth sports travel is one of the fastest-growing segments of the travel industry, outpacing leisure travel overall. Over two million children play club sports, and parents pay thousands of dollars for their children to be part of a club or traveling team in the United States[3] . Many of these traveling teams make multiple trips across the country to participate in club team tournaments, with several of them being sanctioned by national organizations and requiring membership dues. Since these are youth tournaments, most players are accompanied by at least one parent. The researchers[4] found that 66% of the athletes had two parents with them, 50% had one or more siblings, 16% had one or more grandparents, and 14% had additional relatives joining them. After event surveys revealed that each athlete competing in the tournaments brought 2.14 additional people with them.

Special events generate raw tourism dollars as a result of activities the recreation facilities could host (estimated). These tourism dollars are generated through lodging, meals, entertainment, transportation and other spending. This assessment represents a conservative approach to projecting economic impact. For the purposes of this analysis, activity participants coming ONLY from outside the local Riverton area are included in the tourism economic impact projection.

Several outstanding variables will ultimately determine whether the proposed recreation facilities can achieve the projected level of economic impact. Key considerations include:

[2] American Journal of Management Vol. 21(4) 2021
[3] Harrison, S. (2019, June 28). *Want your kid to play pro soccer? Sign her up for basketball*. Retrieved from https://www.wired.com/story/want-your-kid-to-play-pro-soccer-sign-her-up-for-basketball/
[4] American Journal of Management Vol. 21(4) 2021

Final Facility Design	Configuration, amenities, and capacity.
Site Characteristics	Visibility, access, and surrounding land uses.
Operating Entity & Philosophy	Management expertise, programming approach, and pricing strategy.
Event Volume	Total number of tournaments, meets, & other hosted activities.
Event Type and Scale	Sport or activity mix, participant counts, and duration.

Each of these elements will influence visitation, spending patterns, and, consequently, the overall economic return to the community.

I: Direct Impacts

The information provided in this first section is for direct impact, which is defined as sales created directly from spending by visitors to a destination that would not have occurred but for travel to an event.

Assumptions:

- Realistic estimate on the number of events hosted.
- The recreation facilities will be marketed and utilized by local sports associations.
- The focus will be on primarily small-scale or state wide tournaments rather than national events. With three basketball court-sized spaces in the RAC and only one ice sheet in the RIC, the facilities cannot accommodate larger tournaments/events.
- 70% of the participants will come from outside the City of Riverton area for non-ice sports tournaments, i.e. basketball, volleyball, etc.
- For ice hockey games, visiting team participants only (non-Riverton area) were included in estimates.

Visitor Spending:

B*K used information and data from the United States Government General Services Administration Per Diem Rates[5] to develop multipliers to calculate direct economic impact. This information was tailored specific to the City of Riverton, Wyoming. Local participants are not factored into the total dollars spent. Based on data from this source, the following estimates are made for spending by visitors:

Expenditures per Day:	Riverton	WY State Highest Per Diem for Comparison
- Day Visitor	$68.00	$93.00 (Teton/Sublette Counties)
- Overnight Visitor	$178.00	$304.00 (Teton/Sublette Counties)
- Dinner Only	$28.00	$38.00 (Teton/Sublette Counties)

[5] https://www.gsa.gov/travel/plan-book/per-diem-rates

Events:

Below are commonly used team-travel assumptions in U.S. economic-impact studies for youth tournaments. Counts represent people who typically stay overnight and spend as part of the traveling party (players + rostered coaches/staff). They do not include family, spectators, referees, or event staff.

Sport	Athletes per Team	Coaches / Staff per Team	Typical Total Travelers per Team
Basketball	8 – 10 (average ≈ 9)	2 (head + asst.)	**11**
Volleyball	10 – 12 (avg. ≈ 11)	2	**13**
Ice Hockey	15 – 18 (avg. ≈ 17)	3 (head, asst., manager)	**20**
Pickleball *(doubles or team format)*	4 – 6 (avg. ≈ 5)	1	**6**

How these numbers are derived:

- Rosters: Based on national governing-body roster limits and typical club or tournament entries.
- Coaches/staff: Minimum travel party that organizations report—usually one head coach plus an assistant, with hockey adding an equipment or another manager.
- Rounding: When economic-impact models need a single figure, planners often use the bolded totals.

Including Parents & Spectators:

Most economic impact models assume 1.2 – 1.6 spectators per athlete (higher for individual sports like wrestling or for younger age groups). ***To be conservative, B*K added 1 spectator per athlete, which is likely to be a parent or adult chaperone.***

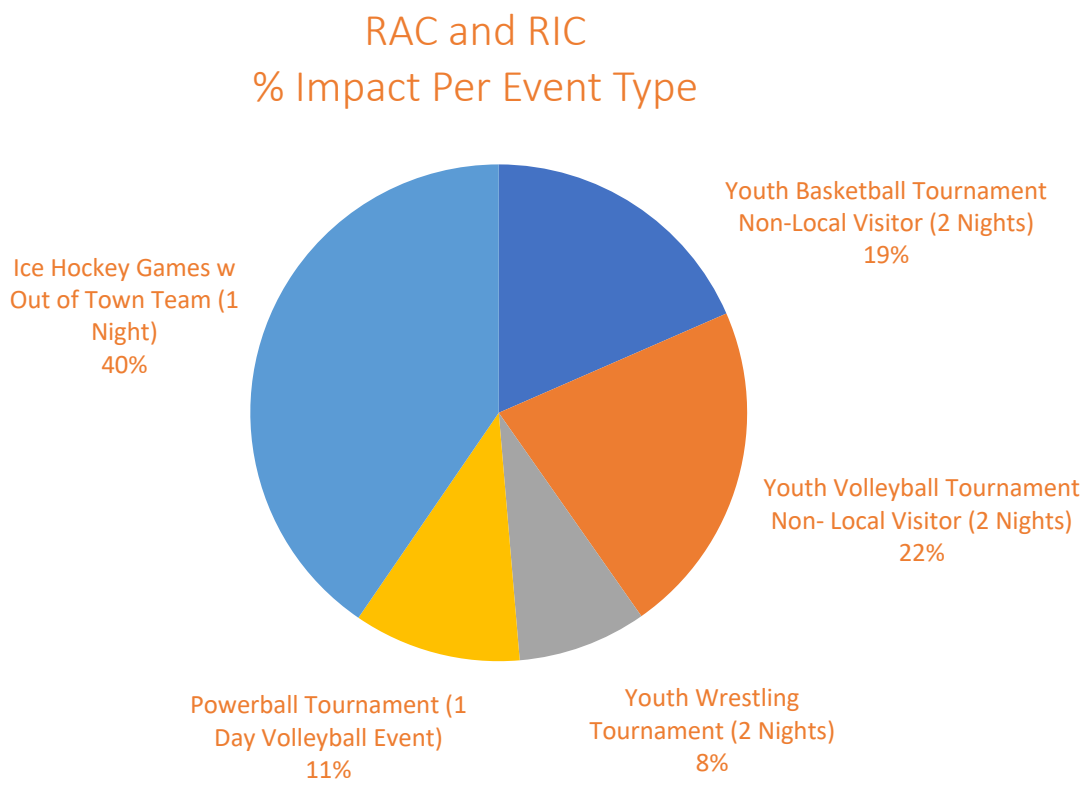
Visit Patterns:

B*K made the following assumptions when developing the economic impact analysis as it relates to total number of events.

Activity	Frequency	Participation
Basketball Tournament	1 Annually	16 teams - 70% participants not from Riverton
Volleyball Tournament	1 Annually	16 teams - 70% participants not from Riverton
Wrestling Meet	1 Annually	80 participants-70% participants not from Riverton
Pickleball Tournament	1 Annually	80 participants-70% participants not from Riverton
Powerball (Volleyball)	1 Annually	80 participants-70% participants not from Riverton
Ice Hockey Games – Overnight Visit	N/A	27 games (9 for 3 age groups) – Visiting Team Only - not from Riverton

Direct Economic Impact:

Event	# Teams (or 1 if Event Type)	Players & Support Staff Per Team or Event	Day Visits or Over Night Stays	SubTotal Day(s) or Night(s) Per Event	Nightly Lodging Cost	Daily Meals & Incidentals	SubTotal Direct Spending (Lodging + Meals)	Quantity of Events (How Many)	Participants Subtotal Economic Impact	Spectators (1 per Participant/No Additional Lodging)	Total Direct Economic Impact*	* Percentage of Participants Not in Riverton
Youth Basketball Tournament Non-Local Visitor (2 Nights)	16	11	2	352	$110.00	$68.00	$178.00	1	$62,656	$23,936	$60,614	70%
Youth Volleyball Tournament Non- Local Visitor (2 Nights)	16	13	2	416	$110.00	$68.00	$178.00	1	$74,048	28,288	$71,635	70%
Youth Wrestling Tournament (2 Nights)	1	80	2	160	$110.00	$68.00	$178.00	1	$28,480	10,880	$27,552	70%
Powerball Tournament (1 Day Volleyball Event)	16	13	1	208	$110.00	$68.00	$178.00	1	$37,024	14,144	$35,818	70%
Ice Hockey Games w Out of Town Team (1 Night)	1	20	1	20	$110.00	$68.00	$178.00	27	$96,120	36,720	$132,840	100%
										Total	$ 328,459	



II: Secondary Indirect Impacts and Induced Impacts

Indirect Impacts:
One indirect economic impact of the proposed recreation facilities would be the wages and subsequent spending of employees hired to work at the ice facility. B*K estimates annual employee wages as follows:

Annual RAC:	$149,500
Annual RIC :	$ 97,500
Total Annual Wages:	$247,000

After subtracting 32.3% of employee wages for the costs of essential housing needs, this would indicate an indirect impact of $167,219 from employee disposable income.
Another indirect impact would be the sales tax generated from tourism of the sports events. Utilizing the direct economic impact estimate of $328,459 and the local sales tax rate of 5.0%, inclusive of state, county and city tax rates, this represents $16,422.

Induced Impacts:
Induced impacts reflect subsequent round(s) of spending, sometimes referred to roll over spending. The multiplier used for calculating rollover (or induced) economic impact can vary widely depending on the specific context and geographic region. These multipliers are typically derived from economic models or studies and reflect how spending by households or businesses generates further economic activity.

Commonly Used Multipliers:

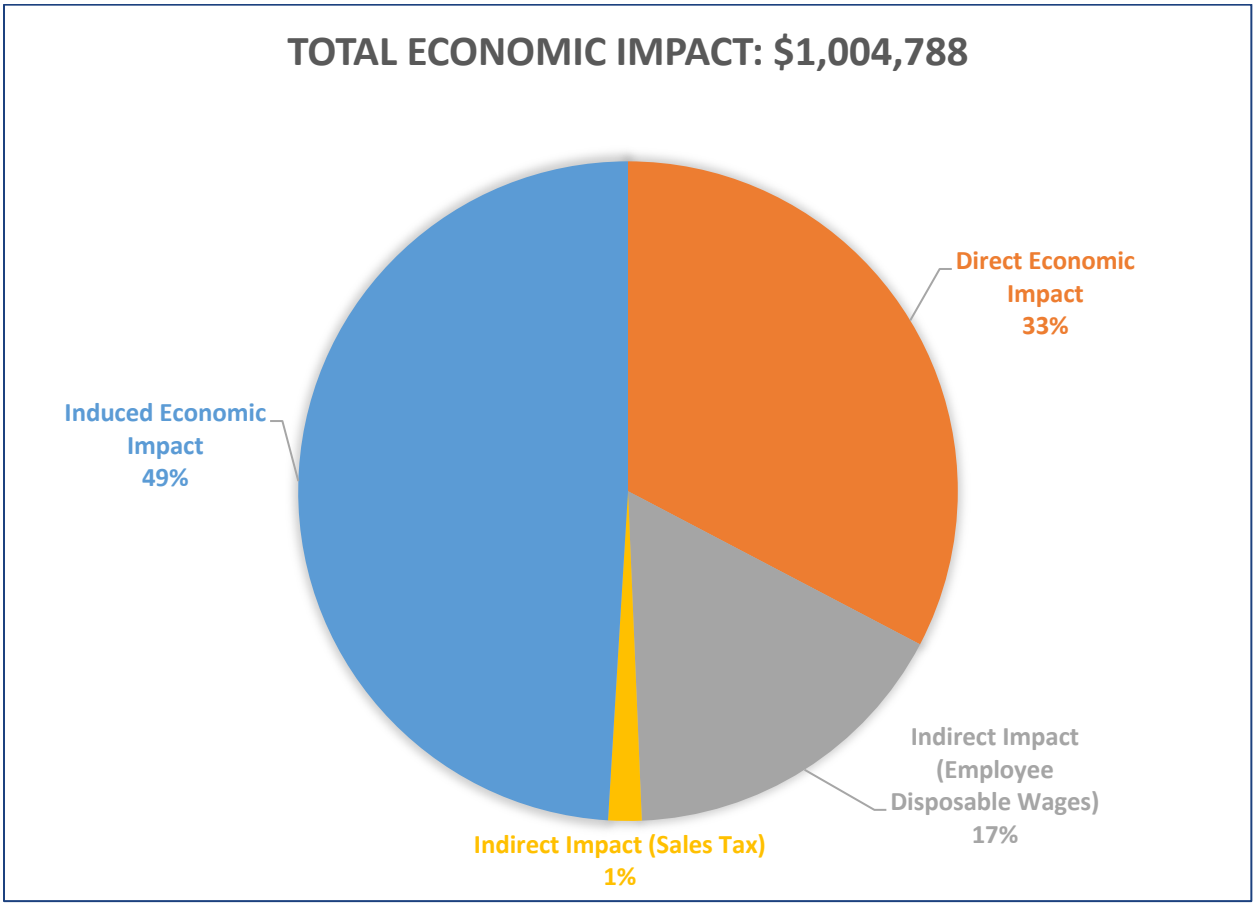
- Local Economic Multipliers:
  - General Range: For many local economies, multipliers might range from 1.2 to 2.0. This means that for every dollar of new income or spending, the total economic activity could increase by $1.20 to $2.00, considering the induced effects.
  - Sector-Specific Multipliers: Different sectors may have different multipliers. For instance, sectors like manufacturing or tourism often have higher multipliers compared to sectors like utilities.

B*K uses a roll-over rate of 1.5 to estimate induced economic impact. It should be noted the roll-over rate varies drastically within the tourism industry. Roll-over rates range from 1 to 7 times within the tourism industry and thus a conservative 1.5 rate was used to calculate the roll-over impact.

Utilizing the previously identified direct economic impact of $328,459 with a multiplier of 1.5, B*K estimates the induced economic impact at $492,688.

Total Economic Impact:

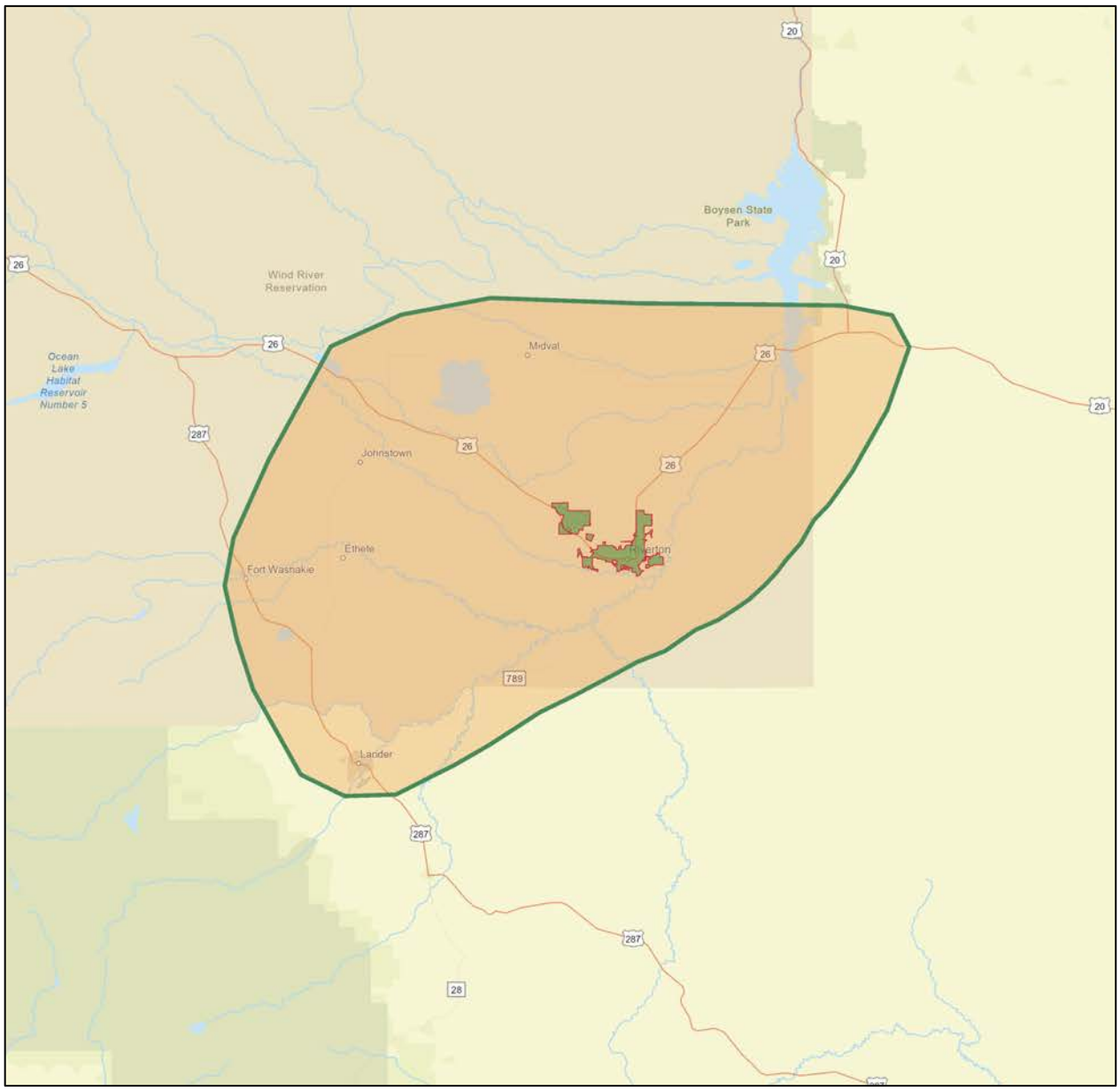
Summary of All Economic Impacts		
Direct Economic Impact	$	328,459
Indirect Impact (Employee Disposable Wages)	$	167,219
Indirect Impact (Sales Tax)	$	16,422
Induced Economic Impact	$	492,688
Total Economic Impact	**$**	**1,004,788**



APPENDIX A: MARKET ANALYSIS DETAIL

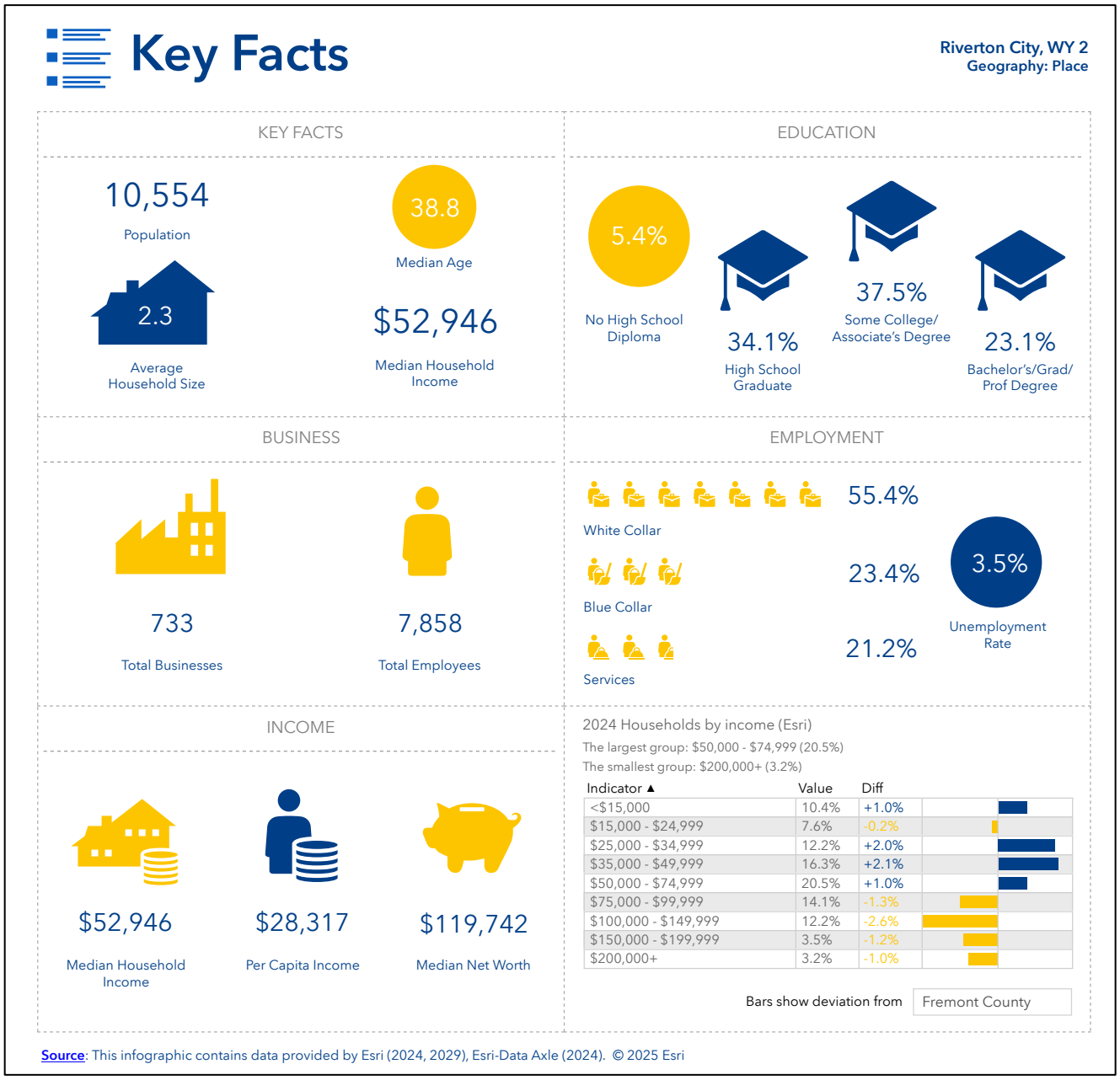
Section III – Service Area(s) Demographic Data

Service Area Map



- Primary Service Area (City of Riverton) - Green Shaded Area
- Secondary Service Area – Orange Shaded Area

Infographic



Households by Income comparison uses the Primary Service Area and compares it to Fremont County, Wyoming.

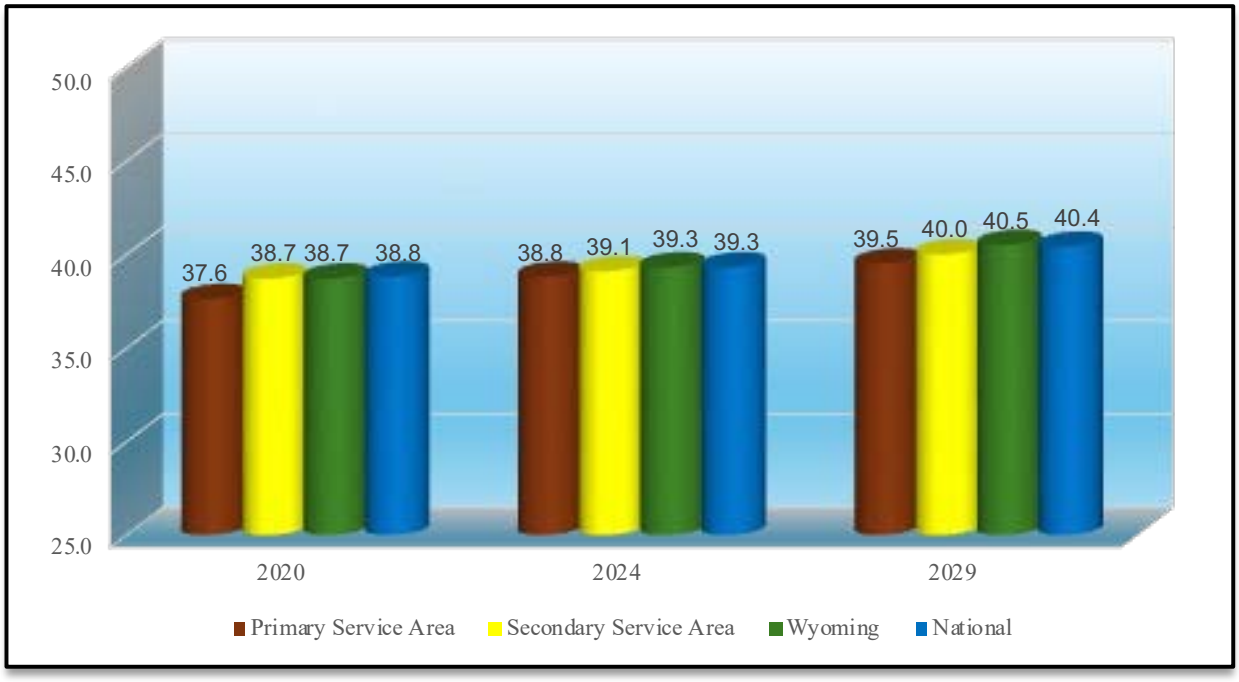
Age and Income:

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

Table A – Median Age:

	2020 Census	2024 Projection	2029 Projection
Primary Service Area	37.6	38.8	39.5
Secondary Service Area	38.7	39.1	40.0
Wyoming	38.7	39.3	40.5
National	38.8	39.3	40.4

Chart A – Median Age:



The median age in the Primary Service Area is slightly lower than the Secondary Service area, the State of Wyoming and the National number. For the development of an indoor recreation facility a lower median age is preferred, as it points to families with younger children, which are significant users of these types of facilities. However, depending on the components included in the facility, they can have a multi-generational approach with appeal to an older population. Grandparents are becoming an increasing part of the household though, as they care for and are involved with their grandchildren.

The following chart provides the number of households and percentage of households in the Primary and Secondary Service Areas with children.

Table B – Households w/ Children

	Number of Households w/ Children	Percentage of Households w/ Children
Primary Service Area	1,134	27.5%
Secondary Service Area	3,940	31.0%
Wyoming	67,590	28.9%
National	-	30.2%

The information contained in Table-B helps further outline the presence of families with children. As a point of comparison in the 2024 USA Projection, 30.2% of households nationally had children present.

Median Age by Census Block Group Map

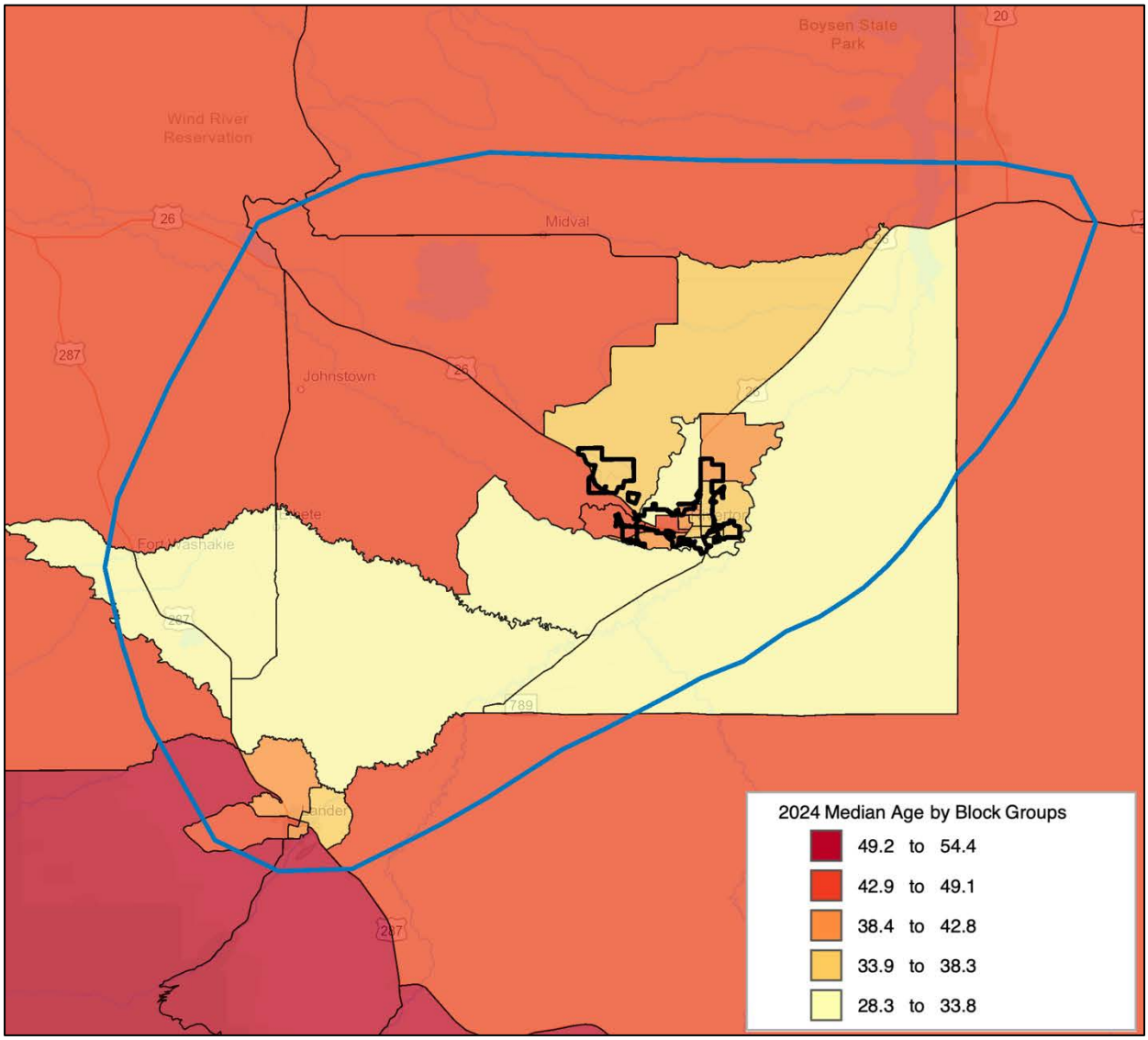
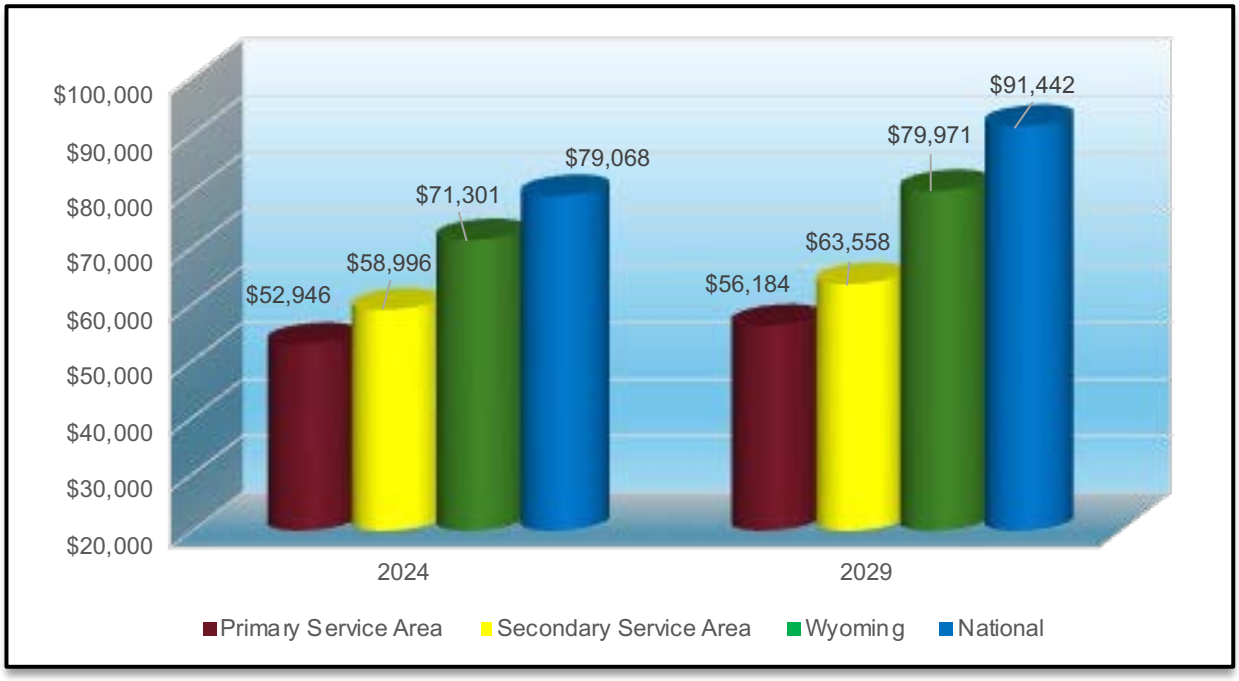


Table C – Median Household Income:

	2024 Projection	2029 Projection
Primary Service Area	$52,946	$56,184
Secondary Service Area	$58,996	$63,558
Wyoming	$71,301	$79,971
National	$79,068	$91,442

Chart C (1) – Median Household Income:



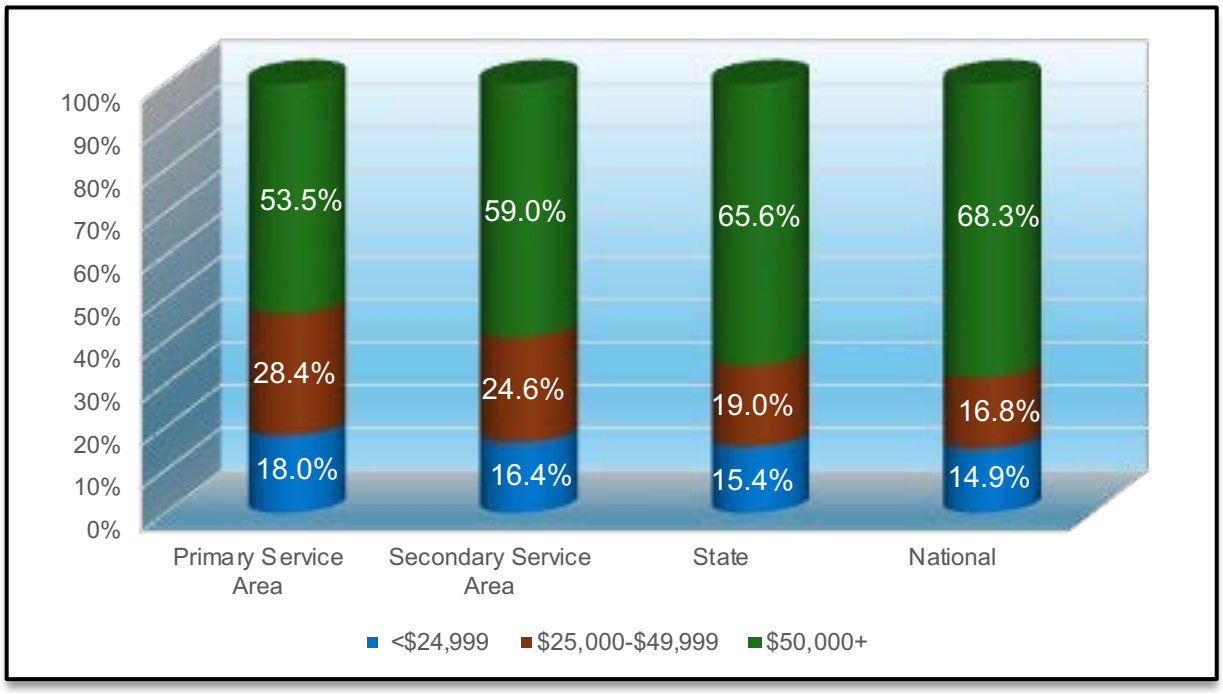
Based on 2024 projections for median household income, the following narrative describes the service area:

In the Primary Service Area, the percentage of households with median income over $50,000 per year is 53.5% compared to 68.3% on a national level. Furthermore, the percentage of the households in the service area with median income less than $25,000 per year is 18.0% compared to a level of 14.9% nationally.

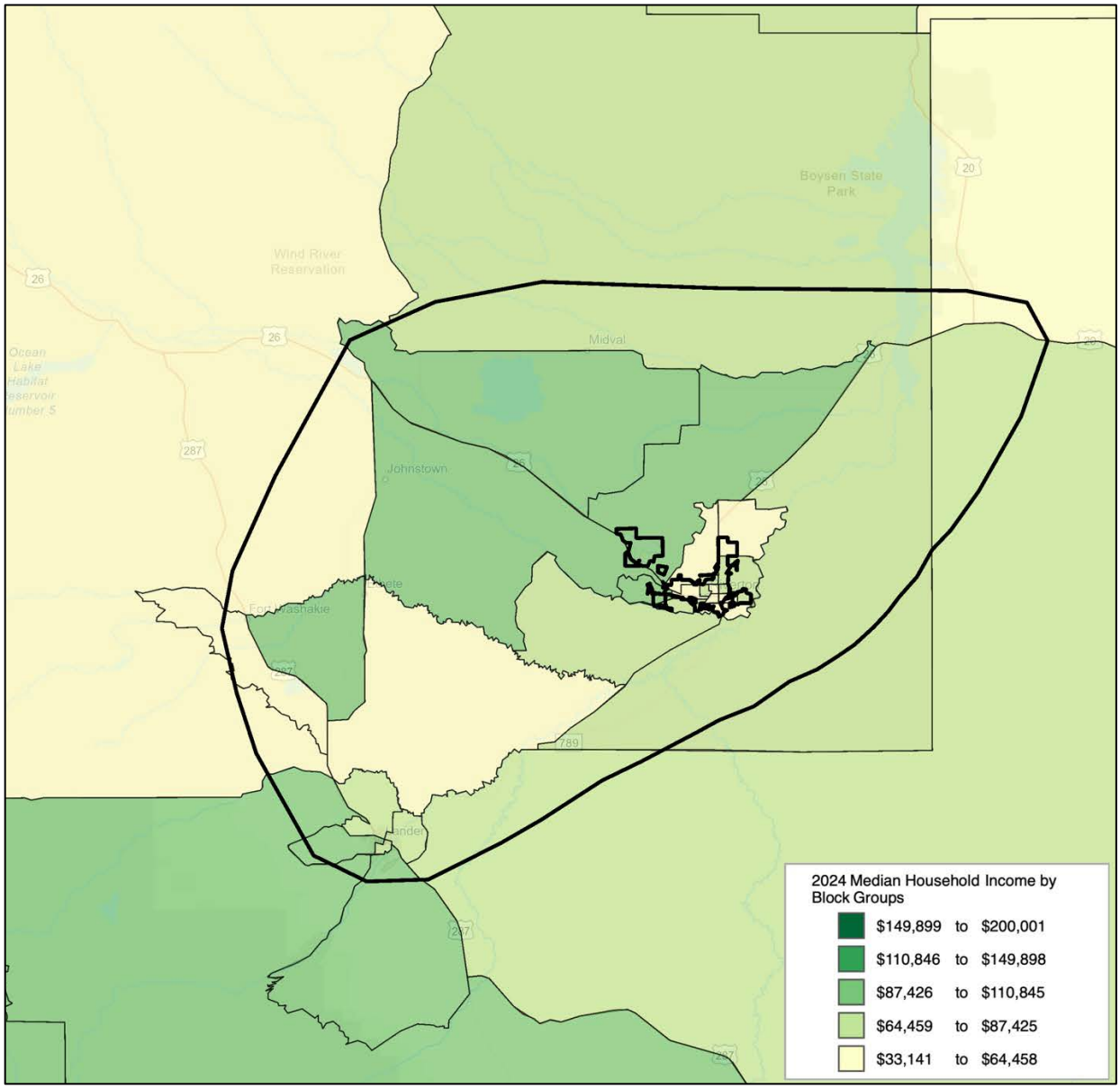
In the Secondary Service Area, the percentage of households with median income over $50,000 per year is 59.0% compared to 68.3% on a national level. Furthermore, the percentage of the households in the service area with median income less than $25,000 per year is 16.4% compared to a level of 14.9% nationally.

While there is no perfect indicator of use of an indoor recreation facility, the percentage of households with more than $50,000 median income is a key indicator. Therefore, these numbers reflect that both the Primary and Secondary Areas have a higher percentage of households making less than $25,000 and also have a higher percentage of households making $25,000-$50,000 than both the state and national levels. The Primary and Secondary Service Areas have a lower percentage of households making over $50,000 than the state and national levels. Based on this data there could be challenges associated with generating significant revenue and achieving a high-cost recovery rate with a new facility.

Chart C (2) – Median Household Income Distribution



Household Income by Census Block Group Map



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

Table D – Household Budget Expenditures[6]:

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	61	$20,043	32.3%
Shelter	60	$16,087	25.9%
Utilities, Fuel, Public Service	66	$3,957	6.4%
Entertainment & Recreation	63	$2,582	4.2%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	68	$22,184	31.9%
Shelter	66	$17,701	25.5%
Utilities, Fuel, Public Service	75	$4,483	6.5%
Entertainment & Recreation	71	$2,919	4.2%

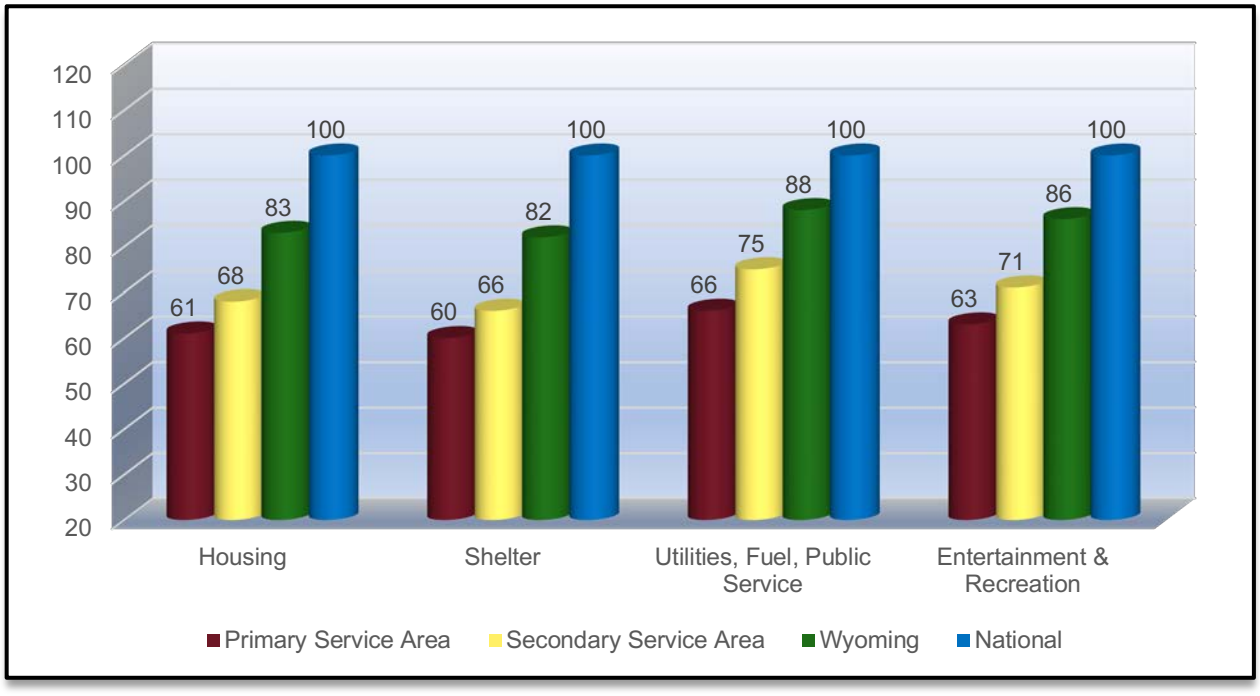
Wyoming	SPI	Average Amount Spent	Percent
Housing	83	$27,022	32.3%
Shelter	82	$21,800	26.1%
Utilities, Fuel, Public Service	88	$5,222	6.3%
Entertainment & Recreation	86	$3,509	4.2%

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

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

[6] Consumer Spending data are derived from the 2019 and 2021 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2024 and 2029.

Chart D – Household Budget Expenditures Spending Potential Index:



The consistency between the median household income and the household budget expenditures is important. It is important because it illustrates that the spending patterns of the service area are aligning with the resources available.

Housing:

Housing Inventory: The total number of housing units in the Primary Service Area is 4,675 and 90.5% are occupied, or 4,233 housing units. The total vacancy rate for the service area is 11.1%. As a comparison, the vacancy rate nationally was 10.8%. Of the available units:

Primary Service Area	
- For Rent	1.3%
- Rented, not Occupied	0.0%
- For Sale	0.3%
- Sold, Not Occupied	0.0%
- For Seasonal Use	2.0%
- Other vacant	7.4%

The total number of housing units in the Secondary Service Area is 14,556 and 89.7% are occupied, or 13,055 housing units. The total vacancy rate for the service area is 12.6%. As a comparison, the vacancy rate nationally was 10.8%. Of the available units:

Secondary Service Area	
- For Rent	1.1%
- Rented, not Occupied	0.0%
- For Sale	0.4%
- Sold, Not Occupied	0.0%
- For Seasonal Use	3.4%
- Other vacant	7.6%

These statistics point to a relatively stable housing market in both service areas

Recreation Expenditures Spending Potential Index:

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

Table E – Recreation Expenditures Spending Potential Index[7]:

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	62	$83.23
Fees for Recreational Lessons	52	$90.36
Social, Recreation, Club Membership	63	$189.14
Exercise Equipment/Game Tables	57	$60.81
Other Sports Equipment	62	$6.56

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	68	$91.17
Fees for Recreational Lessons	57	$98.39
Social, Recreation, Club Membership	67	$203.36
Exercise Equipment/Game Tables	63	$66.96
Other Sports Equipment	80	$8.47

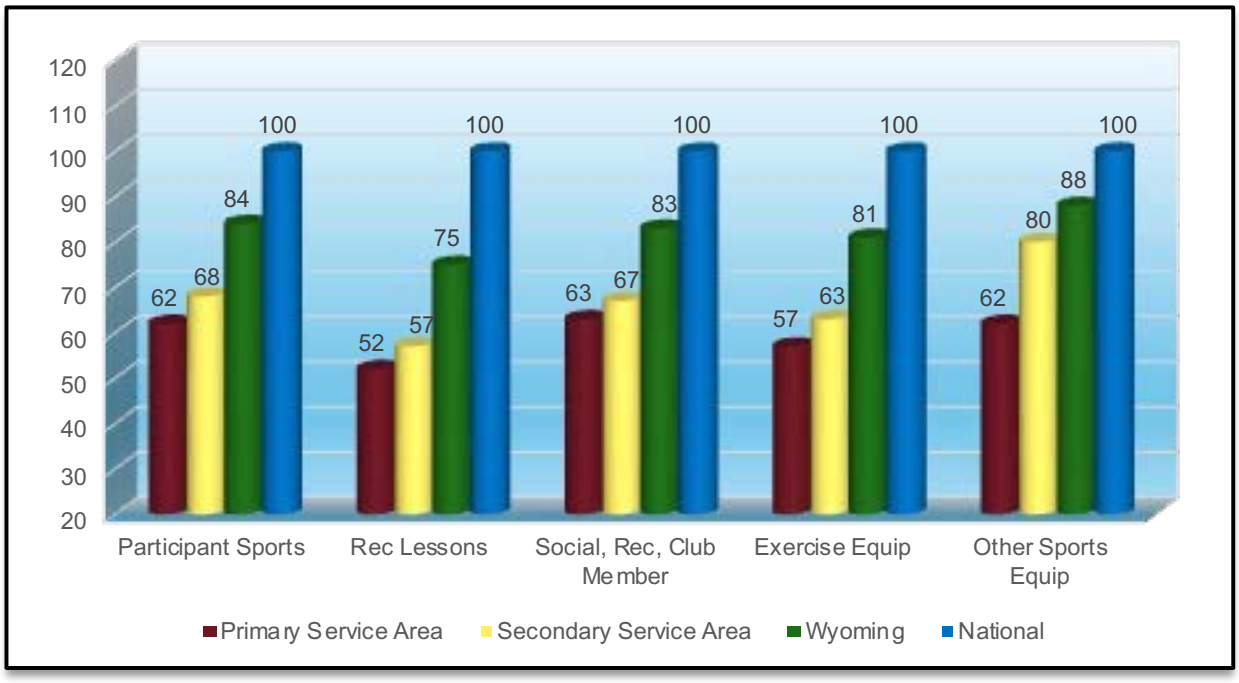
Wyoming	SPI	Average Spent
Fees for Participant Sports	84	$112.32
Fees for Recreational Lessons	75	$128.61
Social, Recreation, Club Membership	83	$251.30
Exercise Equipment/Game Tables	81	$86.38
Other Sports Equipment	88	$9.38

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

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

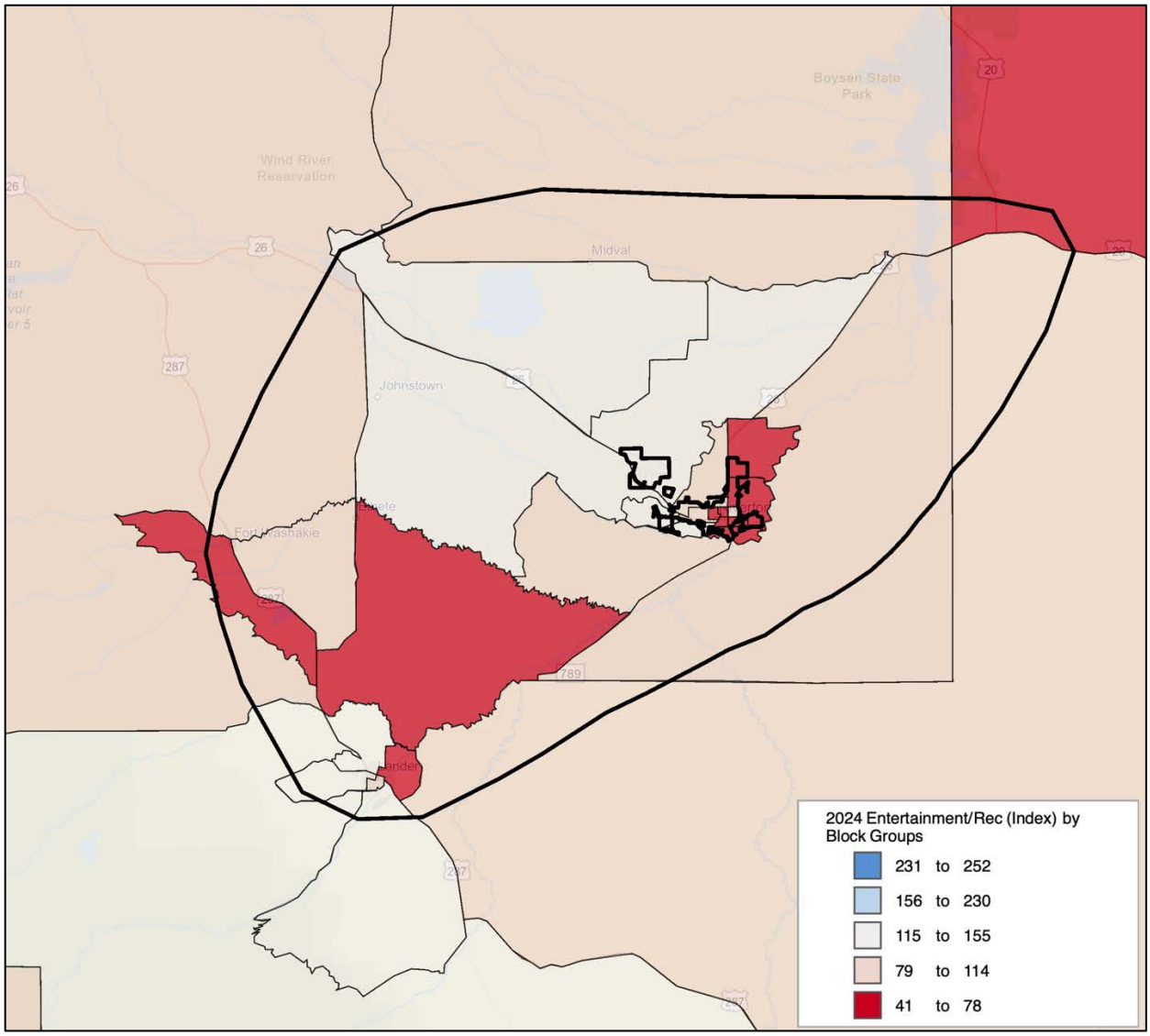
[7] Consumer Spending data are derived from the 2019 and 2021 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Chart E – Recreation Spending Potential Index:



There is a great deal of consistency between median household income, household budget expenditures and now recreation and spending potential. However, these are well below the national statistics' and could indicate a shortfall in necessary discretionary income. It is also important to note that any recreation dollars are already being spent in the service areas. As such, if a new facility were developed it would require that users either increase their spending in these categories or shift their spending patterns.

Recreation Spending Potential Index by Census Block Group Map



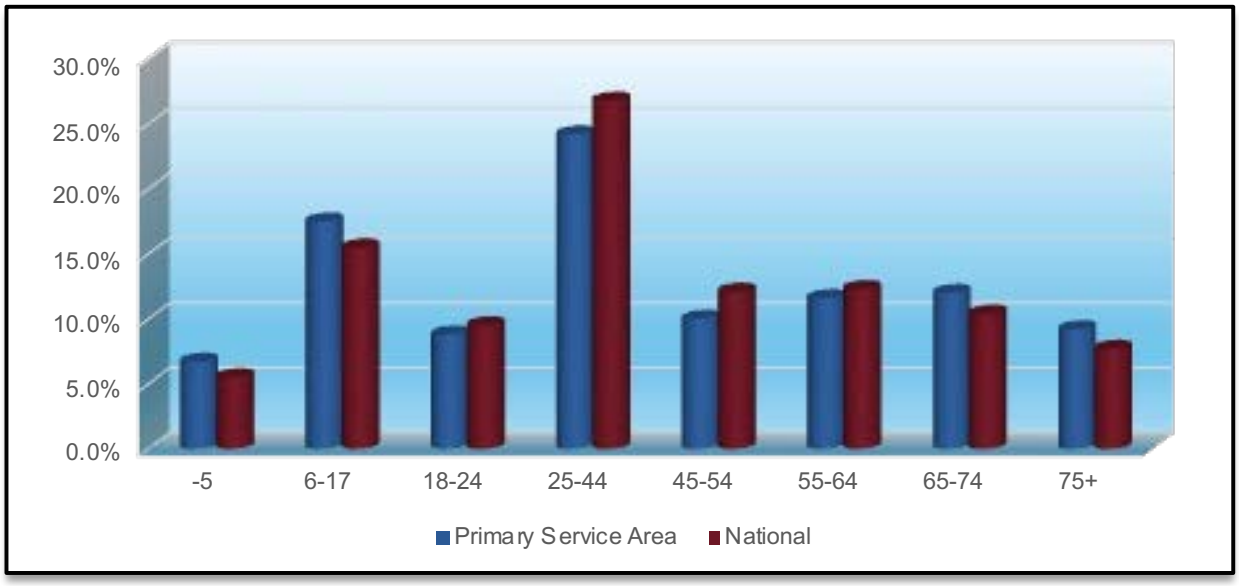
Population Distribution by Age: Utilizing census information for the Primary Service Area, the following comparisons are possible.

Table F – 2024 Primary Service Area Age Distribution (ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	710	6.7%	5.5%	1.2%
6-17	1,837	17.5%	15.5%	2.0%
18-24	937	8.8%	9.5%	-0.7%
25-44	2,563	24.2%	26.8%	-2.6%
45-54	1,058	10.0%	12.1%	-2.1%
55-64	1,215	11.6%	12.3%	-0.7%
65-74	1,260	12.0%	10.4%	1.6%
75+	974	9.2%	7.7%	1.5%

Population: 2024 census estimates in the different age groups in the Primary Service Area.
% of Total: Percentage of the Primary Service Area population in the age group.
National Population: Percentage of the national population in the age group.
Difference: Percentage difference between the Primary Service Area population and the national population.

Chart F – 2024 Primary Service Area Age Group Distribution



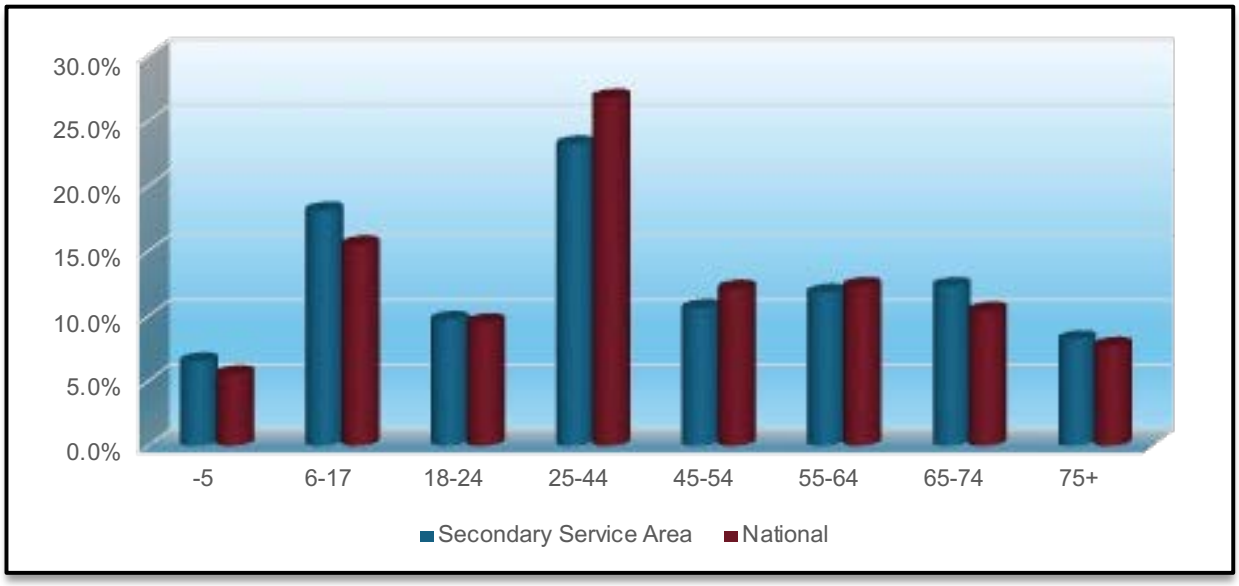
The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates some differences with a smaller population in the age groups 18-24, 25-44, 45-54, and 55-64. The greatest negative variance is in the 25-44 age group with -2.6%, while the greatest positive variance is in the 6-17 age group with +2.0%.

Table G – 2024 Secondary Service Area Age Distribution (ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	2,193	6.5%	5.5%	1.0%
6-17	6,142	18.1%	15.5%	2.6%
18-24	3,307	9.7%	9.5%	0.2%
25-44	7,994	23.2%	26.8%	-3.6%
45-54	3,626	10.6%	12.1%	-1.5%
55-64	4,046	11.8%	12.3%	-0.5%
65-74	4,203	12.3%	10.4%	1.9%
75+	2,813	8.2%	7.7%	0.5%

Population: 2024 census estimates in the different age groups in the Secondary Service Area.
% of Total: Percentage of the Secondary Service Area population in the age group.
National Population: Percentage of the national population in the age group.
Difference: Percentage difference between the Secondary Service Area population and the national population.

Chart G – 2024 Secondary Service Area Age Group Distribution



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a smaller population in the 25-44, 45-54, and 55-64 age groups. The greatest negative variance is in the 25-44 age group with -3.6%, while the greatest positive variance is in the 6-17 age group with +2.6%.

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

Table H – 2024 Primary Service Area Population Estimates (U.S. Census and ESRI)

Ages	2020 Census	2024 Projection	2029 Projection	Percent Change	Percent Change Nat'l
-5	695	710	710	2.2%	1.3%
6-17	1,855	1,837	1,721	-7.2%	-7.5%
18-24	1,111	937	964	-13.2%	0.7%
25-44	2,600	2,563	2,539	-2.3%	6.7%
45-54	1,050	1,058	1,073	2.2%	2.8%
55-64	1,314	1,215	1,036	-21.2%	-8.7%
65-74	1,152	1,260	1,274	10.6%	14.8%
75+	905	974	1,163	28.5%	39.7%

Chart H – Primary Service Area Population Growth

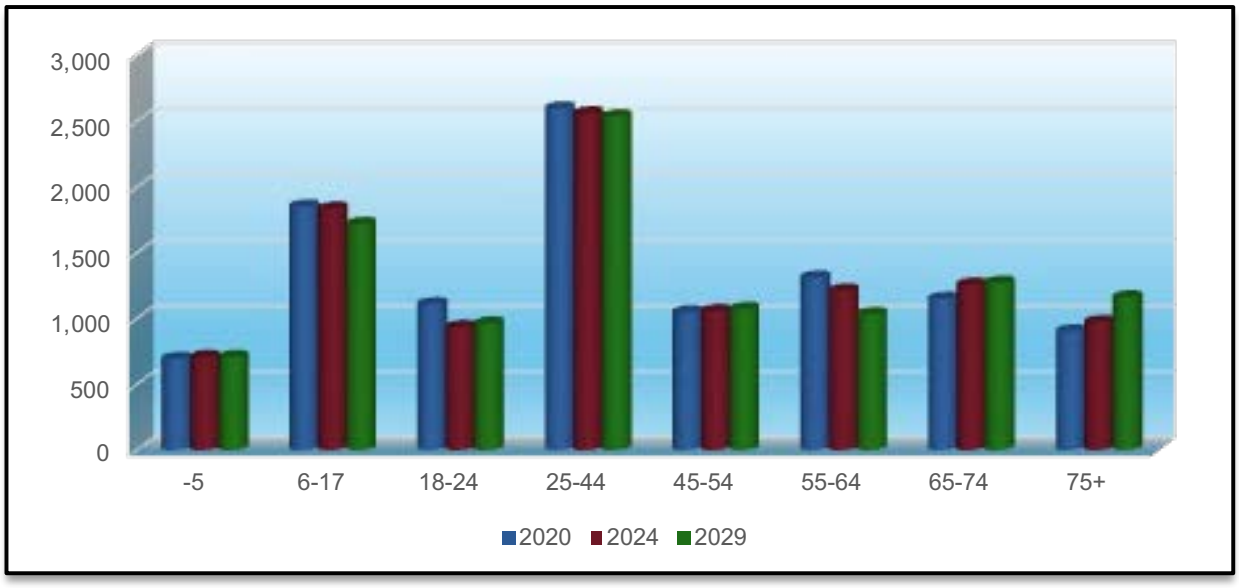


Table-H illustrates the growth or decline in age group numbers from the 2020 census until the year 2029. It is projected that age categories under 5, 45-54, 65-74 and 75+ will see an increase in population. The population of the United States is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Population Distribution by Age Over Time: Utilizing census information from the Secondary Service Area, the following comparisons are possible.

Table I – 2024 Secondary Service Area Population Estimates (U.S. Census and ESRI)

Ages	2020 Census	2024 Projection	2029 Projection	Percent Change	Percent Change Nat'l
-5	2,203	2,193	2,164	-1.8%	1.3%
6-17	6,572	6,142	5,648	-14.1%	-7.5%
18-24	2,972	3,307	3,303	11.1%	0.7%
25-44	8,053	7,994	8,019	-0.4%	6.7%
45-54	3,626	3,626	3,844	6.0%	2.8%
55-64	4,679	4,046	3,599	-23.1%	-8.7%
65-74	4,026	4,203	4,168	3.5%	14.8%
75+	2,532	2,813	3,454	36.4%	39.7%

Chart I – Secondary Service Area Population Growth

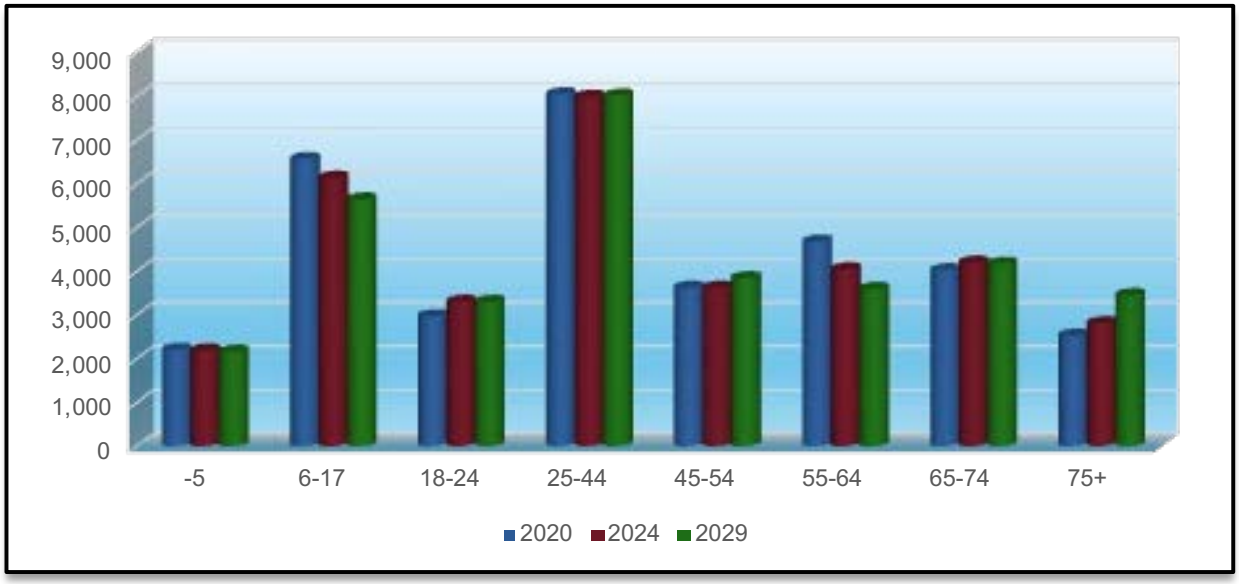


Table-I illustrates the growth or decline in age group numbers from the 2020 census until the year 2029. It is projected that age categories 18-24, 45-54, 65-74 and 75+ will see an increase in population. The population of the United States is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities with relatively stable populations.

Ethnicity and Race: Below is listed the distribution of the population by race and ethnicity for the Primary Service Area for 2024 population projections. Those numbers were developed from 2020 Census Data.

Table J – Primary Service Area Ethnic Population and Median Age 2024
(Source – U.S. Census Bureau and ESRI)

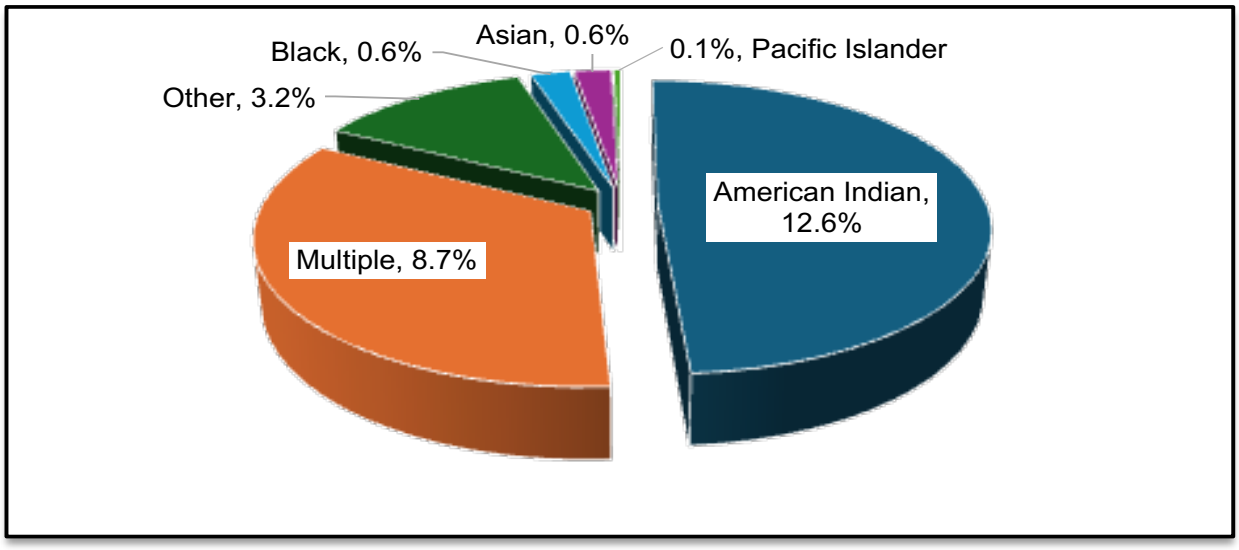
Ethnicity	Total Population	Median Age	% of Population	% of WY Population
Hispanic	1,122	26.7	10.6%	10.9%

Table K – Primary Service Area by Race and Median Age 2024
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of State Population
White	7,837	43.7	74.3%	83.9%
American Indian	1,330	24.3	12.6%	2.4%
Multiple	919	24.6	8.7%	8.0%
Other	336	36.3	3.2%	3.7%
Black	62	35.0	0.6%	0.9%
Asian	58	36.0	0.6%	1.0%
Pacific Islander	12	32.5	0.1%	0.1%

2024 Primary Service Area Total Population: 10,554 Residents

Chart K – 2024 Primary Service Area Population by Non-White Race



Ethnicity and Race: Below is the distribution of the population by ethnicity and race for the Secondary Service Area for 2024 population projections. Those numbers were developed from 2020 Census Data.

Table L – Secondary Service Area Ethnic Population and Median Age 2024
(Source – U.S. Census Bureau and ESRI)

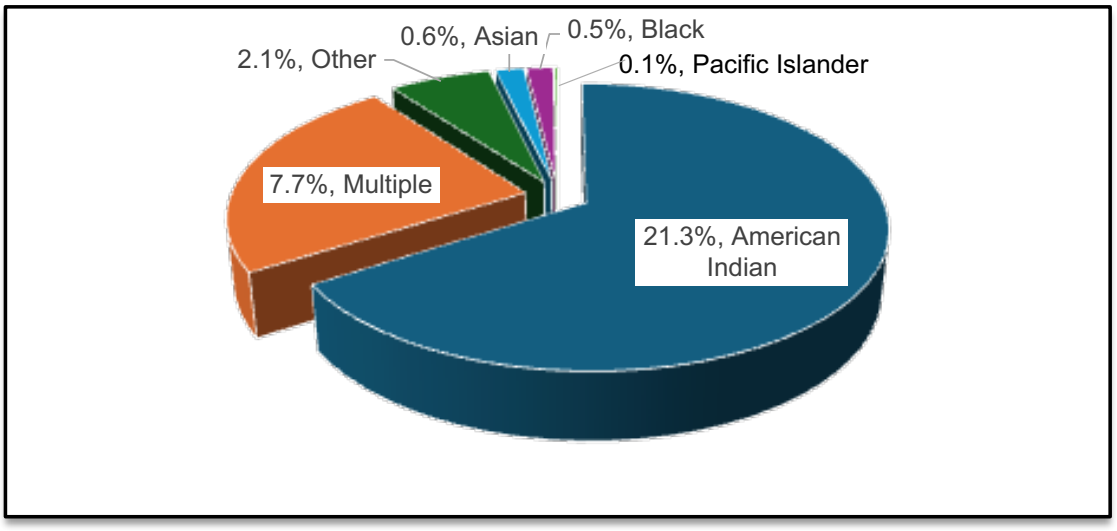
Ethnicity	Total Population	Median Age	% of Population	% of WY Population
Hispanic	2,583	25.1	7.5%	10.9%

Table M – Secondary Service Area by Race and Median Age 2024
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of WY Population
White	23,246	44.7	67.7%	83.9%
American Indian	7,316	26.7	21.3%	2.4%
Multiple	2,633	26.1	7.7%	8.0%
Other	723	34.8	2.1%	3.7%
Asian	200	36.5	0.6%	1.0%
Black	187	29.6	0.5%	0.9%
Pacific Islander	20	19.7	0.1%	0.1%

2024 Secondary Service Area Total Population: 34,325 Residents

Chart M– 2024 Secondary Service Area Population by Non-White Race



Tapestry Segmentation

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 67-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2020 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

There is value including this information for the City of Riverton. The data assists the City of Riverton in understanding the residents and consumers in their area to best meet and serve their population's recreation needs through programs, facilities and services.

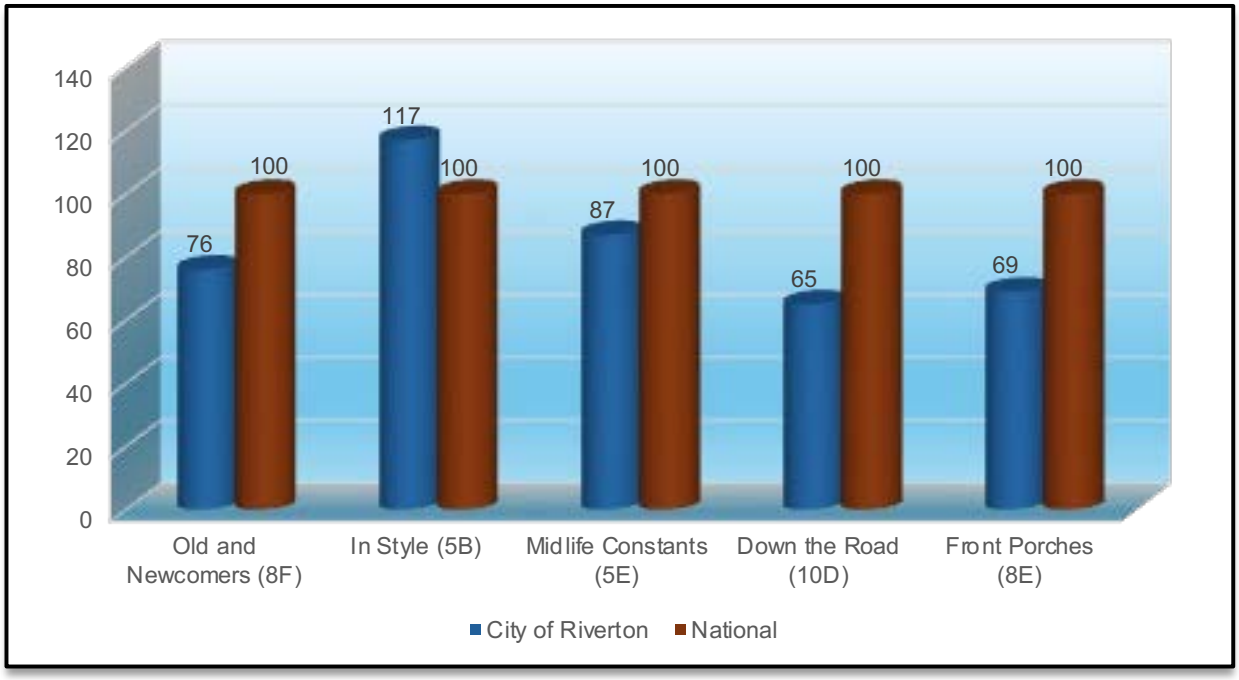
The Tapestry segmentation system classifies U.S. neighborhoods into 65 unique market segments. Neighborhoods are sorted by more than 60 attributes including income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior.

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

Table N – Primary Service Area Tapestry Segment Comparison (ESRI estimates)

	Primary Service Area		*Demographics*	
	Percent	**Cumulative Percent**	**Median Age**	**Median HH Income**
Old and Newcomers (8F)	37.3%	37.3%	39	$44,900
In Style (5B)	14.6%	51.9%	42	$73,000
Midlife Constants (5E)	14.1%	66.0%	47	$53,200
Down the Road (10D)	10.6%	76.6%	35	$38,700
Front Porches (8E)	8.6%	85.2%	35	$43,700

Chart N – Primary Service Area Tapestry Segment Entertainment Spending:



Old and Newcomers (8F) – Singles living on a budget. Just beginning careers or taking college/adult education classes. Strong supporters of environmental organizations. Price aware. Residents have a strong sense of community. They volunteer for charities, help fundraise, and recycle.

In Style (5B) – This group embraces the urban lifestyle. They are fully connected to digital devices and support the arts and charities/causes. Most do not have children. Meticulous planners. Residents stay fit by exercising, eating a healthy diet to control their weight, buying low-fat foods and taking vitamins.

Midlife Constants (5E) – These residents are seniors, at or approaching retirement, with below average labor force participation and above average net worth. Their lifestyle is more country than urban. They are generous, but not spendthrifts. Leisure activities including scrapbooking, movies at home, reading, fishing and golf.

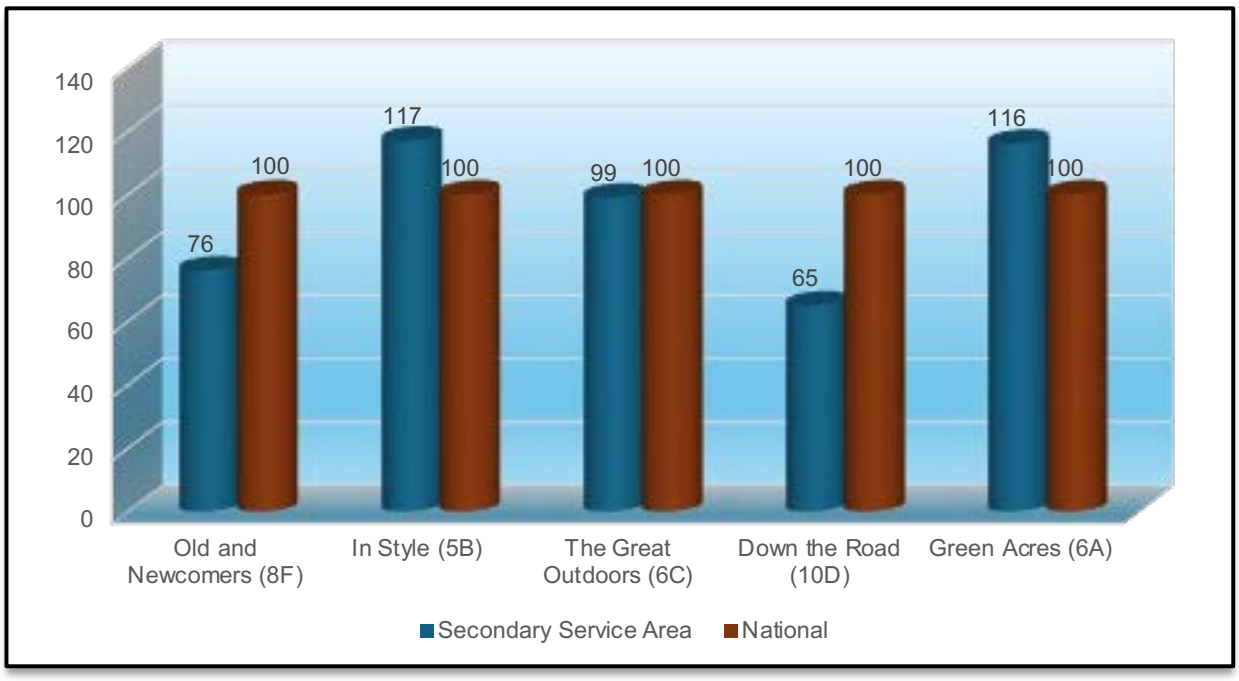
Down the Road (10D) – Sem-rural neighborhoods, mainly in the South and West. Young diverse communities with highest proportion of American Indians. Family-oriented consumers with traditional values. Prefer convenience. Participate in fishing and hunting.

Front Porches (8E) – A blended demographic with young families with children and single households. Limited incomes and not adventurous shoppers. More diverse than the rest of the U.S. Income and net worth well below U.S. average. Price is important. High unemployment (11%). Strive to have fun with sports.

Table O – Secondary Service Area Tapestry Segment Comparison (ESRI estimates)

	Secondary Service Area		*Demographics*	
	Percent	Cumulative Percent	Median Age	Median HH Income
Old and Newcomers (8F)	20.1%	20.1%	39.4	$44,900
In Style (5B)	17.0%	37.1%	42.0	$73,000
The Great Outdoors (6C)	12.6%	49.7%	47.4	$56,400
Down the Road (10D)	7.5%	57.2%	35.0	$38,700
Green Acres (6A)	7.3%	64.5%	43.9	$76,800

Chart O – Secondary Service Area Tapestry Segment Entertainment Spending:



Old and Newcomers (8F) – Singles living on a budget. Just beginning careers or taking college/adult education classes. Strong supporters of environmental organizations. Price aware. Residents have a strong sense of community. They volunteer for charities, help fundraise, and recycle.

In Style (5B) – This group embraces the urban lifestyle. They are fully connected to digital devices and support the arts and charities/causes. Most do not have children. Meticulous planners. Residents stay fit by exercising, eating a healthy diet to control their weight, buying low-fat foods and taking vitamins.

The Great Outdoors (6C) – Living a modest lifestyle, these empty nesters are very do-it-yourself oriented and cost conscious. Most residents work but are nearing retirement. Enjoy outdoor activities such as hiking and hunting. Many are members of AARP, veterans' clubs and/or support civic causes.

Down the Road (10D) – Sem-rural neighborhoods, mainly in the South and West. Young diverse communities with highest proportion of American Indians. Family-oriented consumers with traditional values. Prefer convenience. Participate in fishing and hunting.

Green Acres (6A) – Mainly married couples in neighborhoods. Educated, hard-working and blue-collar. Lifestyle that features self-reliance. Enjoy maintaining home/yard, being outside and playing sports. Most households no longer have children. Conservative and cautious. For exercise, they prefer the outdoors, biking, fishing, and hunting.

Section IV – Projected Participation Data

Market Potential Index for Adult Participation: Using ESRI, the project team accessed data regarding adult participation in a variety of activities that could take place at an indoor multi-sport facility. The following data illustrates the Market Potential Index (MPI) in the primary and secondary service areas.

MPI measures the relative likelihood of the adults or households in the specified service area to exhibit certain consumer behaviors or purchase patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Source: This data is based upon national propensities to use various products and services, applied to local demographic composition. Usage data was collected by MRI-Simmons in a national representative survey of U.S. households, with ESRI providing forecasting.

Table A - Market Potential Index (MPI) for Participation in Activities in Primary Service Area.

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Baseball	246	3.1%	106
Basketball	398	5.0%	90
Exercise Walking	2,547	31.8%	97
Football	202	2.5%	99
Ice/Figure Skating	163	2.0%	83
Pickleball	200	2.5%	100
Pilates	174	2.2%	79
Soccer	217	2.7%	86
Softball	128	1.6%	92
Volleyball	172	2.1%	86
Weight Lifting	1,091	13.6%	91
Yoga	683	8.5%	85
Zumba	197	2.5%	83

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Service Area.
Percent of Population: Percent of the service area that participates in the activity.
MPI: Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for ***adults*** to participate in activities is generally less than the national number of 100, with the exception of Baseball and Pickleball. In many cases, when a participation number is lower than the National number, this is due to a lack of facilities or an inability to pay for services and programs.

Table B - Market Potential Index (MPI) for Participation in Activities in Secondary Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Baseball	784	3.0%	104
Basketball	1,226	4.7%	86
Exercise Walking	8,631	33.2%	102
Football	671	2.6%	101
Ice/Figure Skating	497	1.9%	78
Pickleball	667	2.6%	103
Pilates	574	2.2%	81
Soccer	669	2.6%	82
Softball	481	1.9%	106
Volleyball	559	2.2%	86
Weight Lifting	3,591	13.8%	92
Yoga	2,187	8.4%	84
Zumba	598	2.3%	78

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Service Area.
Percent of Population: Percent of the service area that participates in the activity.
MPI: Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for ***adults*** to participate in activities is generally less than the national number of 100, with the exception of a few activities, such as Baseball, Exercise Walking, Football, Pickleball and Softball. In many cases, when a participation number is lower than the National number, this is due to a lack of facilities or an inability to pay for services and programs.

Participation Numbers:

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

On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. The data is collected in one year and the report is issued in May of the following year. This information provides the data necessary to overlay rate of participation onto the Primary and Secondary Service Areas to determine market potential.

B*K takes the national average and combines that with participation percentages of the Primary Service Area based upon age distribution, median income, region and National number. Those four percentages are then averaged together to create a unique participation percentage for the service area. This participation percentage, when applied to the population of the Primary and Secondary Service Areas then provides an idea of the market potential for an indoor recreation facility.

Table C –Participation Rates in the Primary Service Area

Indoor Activities	Age	Income	Region	Nation	Average
Baseball	3.6%	1.9%	3.7%	3.7%	3.2%
Basketball	7.7%	6.9%	8.9%	7.6%	7.8%
Exercise Walking	36.1%	28.6%	39.0%	37.3%	35.2%
Exercise w/ Equipment	17.1%	11.9%	19.0%	19.1%	16.8%
Football (flag)	2.0%	0.8%	2.3%	1.9%	1.8%
Football (tackle)	2.2%	2.1%	2.0%	2.2%	2.1%
Football (touch)	2.4%	2.1%	2.7%	2.7%	2.5%
Hockey (ice)	1.1%	0.8%	1.9%	1.0%	1.2%
Ice/Figure Skating	2.9%	1.7%	4.6%	2.7%	3.0%
Pickleball	3.1%	1.2%	3.5%	2.1%	2.5%
Pilates	2.1%	1.4%	1.7%	2.0%	1.8%
Soccer	4.9%	2.8%	5.5%	4.6%	4.5%
Softball	2.7%	1.7%	2.8%	3.1%	2.6%
Volleyball	3.3%	2.4%	5.0%	3.8%	3.6%
Weight Lifting	11.7%	7.9%	14.9%	12.7%	11.8%
Workout @ Clubs	9.3%	5.3%	11.7%	9.7%	9.0%
Wrestling	1.1%	0.9%	1.5%	1.0%	1.1%
Yoga	9.6%	6.5%	11.4%	10.4%	9.5%

Table D –Participation Rates in the Secondary Service Area

Indoor Activities	Age	Income	Region	Nation	Average
Baseball	3.6%	1.9%	3.7%	3.7%	3.2%
Basketball	7.8%	6.9%	8.9%	7.6%	7.8%
Exercise Walking	35.9%	28.6%	39.0%	37.3%	35.2%
Exercise w/ Equipment	17.1%	11.9%	19.0%	19.1%	16.8%
Football (flag)	2.0%	0.8%	2.3%	1.9%	1.8%
Football (tackle)	2.2%	2.1%	2.0%	2.2%	2.1%
Football (touch)	2.4%	2.1%	2.7%	2.7%	2.5%
Hockey (ice)	1.1%	0.8%	1.9%	1.0%	1.2%
Ice/Figure Skating	2.9%	1.7%	4.6%	2.7%	3.0%
Pickleball	3.2%	1.2%	3.5%	2.1%	2.5%
Pilates	2.1%	1.4%	1.7%	2.0%	1.8%
Soccer	5.0%	2.8%	5.5%	4.6%	4.5%
Softball	2.7%	1.7%	2.8%	3.1%	2.6%
Volleyball	3.3%	2.4%	5.0%	3.8%	3.6%
Weight Lifting	11.8%	7.9%	14.9%	12.7%	11.8%
Workout @ Clubs	9.3%	5.3%	11.7%	9.7%	9.0%
Wrestling	1.1%	0.9%	1.5%	1.0%	1.1%
Yoga	9.5%	6.5%	11.4%	10.4%	9.5%

Age: Participation based on individuals ages 7 & Up of the Service Area.
Income: Participation based on the 2024 estimated median household income in the Service Area.
Region: Participation based on regional statistics (Mountain).
National: Participation based on national statistics.
Average: Average of the four columns.

Anticipated Participation Number: Utilizing the average percentage from Table C and D above plus the 2020 census information and census estimates for 2024 and 2029 (over age 7) the following comparisons are available.

Table E –Participation Growth or Decline for Indoor Activities in Primary Service Area

Indoor Activities	Average	2020 Population	2024 Population	2029 Population	Difference
Baseball	3.2%	313	308	306	-7
Basketball	7.8%	755	743	739	-16
Cheerleading	1.2%	113	111	110	-2
Exercise Walking	35.2%	3,424	3,370	3,350	-74
Exercise w/ Equipment	16.8%	1,630	1,605	1,595	-35
Football (flag)	1.8%	170	167	166	-4
Football (tackle)	2.1%	206	203	202	-4
Football (touch)	2.5%	241	237	236	-5
Hockey (ice)	1.2%	117	115	114	-3
Ice/Figure Skating	3.0%	288	283	282	-6
Pickleball	2.5%	242	238	236	-5
Pilates	1.8%	175	172	171	-4
Soccer	4.5%	433	427	424	-9
Softball	2.6%	250	246	244	-5
Volleyball	3.6%	351	346	344	-8
Weight Lifting	11.8%	1,147	1,129	1,122	-25
Workout @ Clubs	9.0%	875	861	856	-19
Wrestling	1.1%	110	108	108	-2
Yoga	9.5%	920	905	900	-20

Note: These figures do not necessarily translate into attendance figures for various activities or programs.

Anticipated Participation Number: Utilizing the average percentage from Table C and D above plus the 2020 census information and census estimates for 2024 and 2029 (over age 7) the following comparisons are available.

Table F –Participation Growth or Decline for Indoor Activities in Secondary Service Area

Indoor Activities	Average	2020 Population	2024 Population	2029 Population	Difference
Baseball	3.2%	1,018	1,009	1,008	-10
Basketball	7.8%	2,456	2,435	2,432	-24
Cheerleading	1.2%	366	363	363	-4
Exercise Walking	35.2%	11,094	10,997	10,986	-108
Exercise w/ Equipment	16.8%	5,289	5,242	5,237	-51
Football (flag)	1.8%	553	548	548	-5
Football (tackle)	2.1%	671	665	664	-7
Football (touch)	2.5%	784	777	776	-8
Hockey (ice)	1.2%	379	376	375	-4
Ice/Figure Skating	3.0%	935	927	926	-9
Pickleball	2.5%	786	779	778	-8
Pilates	1.8%	566	561	561	-5
Soccer	4.5%	1,410	1,398	1,397	-14
Softball	2.6%	812	805	804	-8
Volleyball	3.6%	1,144	1,134	1,133	-11
Weight Lifting	11.8%	3,728	3,695	3,692	-36
Workout @ Clubs	9.0%	2,836	2,811	2,809	-28
Wrestling	1.1%	358	355	355	-3

Note: These figures do not necessarily translate into attendance figures for various activities or programs.

APPENDIX B: NATIONAL TRENDS FOR RECREATION

National Summary of Sports Participation

The following chart summarizes participation for indoor activities utilizing information from the 2023 National Sporting Goods Association (NSGA) survey.

Table G – Sports Participation Summary

Sport	Nat'l Rank[8]	Nat'l Participation (in millions)
Exercise Walking	1	113.9
Cardio Fitness	2	92.9
Strength Training	3	73.4
Exercising w/ Equipment	4	58.2
Swimming	6	50.2
Running/Jogging	7	45.0
Bicycle Riding	8	44.6
Weightlifting	10	38.8
Yoga	11	31.7
Workout @ Club	13	29.6
Basketball	15	23.2
Billiards/Pool	16	22.3
Table Tennis/Ping Pong	23	12.5
Volleyball	26	11.7
Pickleball	38	6.4
Pilates	39	6.2
Gymnastics	43	5.3
Martial Arts/MMA	44	5.3
Boxing	48	4.6
Wrestling	52	3.1
Cheerleading	53	3.1

Nat'l Rank: Popularity of sport based on national survey.
Nat'l Participation: Population that participate in this sport on national survey.

[8] This rank is based upon the 58 activities reported on by NSGA in their 2022 survey instrument.

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

Table H – Participation by Age Group:

Activity	Largest	Second Largest	Third Largest
Aerobics	35-44	25-34	45-54
Basketball	12-17	25-34	18-24
Bicycle Riding	55-64	45-54	12-17
Billiards/Pool	25-34	34-44	45-54
Bowling	25-34	35-44	18-24
Cheerleading	12-17	7-11	18-24
Exercise Walking	55-64	65-74	45-54
Exercise w/ Equipment	25-34	45-54	55-64
Gymnastics	7-11	12-17	25-34
Martial Arts MMA	7-11	25-34	12-17
Pickleball	12-17	65-74	18-24
Pilates	25-34	35-44	45-54
Running/Jogging	25-34	35-44	45-54
Swimming	55-64	12-17	7-11
Tables Tennis	25-34	18-24	12-17
Volleyball	12-17	25-34	18-24
Weight Lifting	25-34	45-54	35-44
Workout at Clubs	25-34	35-44	45-54
Wrestling	12-17	25-34	7-11
Yoga	25-34	35-44	45-54
Did Not Participate	45-54	55-64	65-74

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

National Sports Participation Trends: Below are listed several sports activities and the percentage of growth or decline that each has experienced nationally over the last ten years (2014-2023).

Table I – National Activity Trend (in millions)

Activities Increasing in Participation	2014 Participation	2023 Participation	Percent Change
Pickleball	1.7	9.9	482.4%
Boxing	3.4	5.3	55.9%
Surfing	2.2	3.2	45.5%
Skateboarding	5.4	7.2	33.3%
Kayaking	9.0	11.8	31.1%
Table Tennis/Ping Pong	9.9	12.9	30.3%
Mountain Biking (off road)	5.4	7	29.6%
Hiking	41.1	51.8	26.0%
Wrestling	2.9	3.6	24.1%
Ice/Figure Skating	7.3	9	23.3%
Pilates	5.5	6.7	21.8%
Tennis	12.4	15.1	21.8%
Skiing (cross country)	2.4	2.9	20.8%
Water Skiing	3.4	4.1	20.6%
Bicycle Riding	35.6	42.4	19.1%
Soccer	13.4	15.3	14.2%
Hunting w/ Bow & Arrow	5.9	6.7	13.6%
Skiing (alpine)	5.9	6.7	13.6%
Gymnastics	5.4	6.1	13.0%
Target Shooting (airgun)	5.1	5.7	11.8%
Golf	18.4	20.5	11.4%
Muzzleloading	2.7	3	11.1%
Paintball Games	4.8	5.3	10.4%
Boating (motor/power)	14.1	15.5	9.9%
Snowboarding	4.2	4.6	9.5%
Scuba Diving (open water)	2.4	2.6	8.3%
Weightlifting	34.0	36.8	8.2%
Dart Throwing	10.1	10.9	7.9%
Fishing (salt water)	9.4	10.1	7.4%
Volleyball	10.2	10.9	6.9%
Exercise Walking	104.3	110.2	5.7%
Yoga	29.2	30.7	5.1%
In-Line Roller Skating	4.7	4.9	4.3%
Canoeing	7.3	7.6	4.1%
Billiards/Pool	20.8	21.5	3.4%
Backpack/Wilderness Camping	12.0	12.4	3.3%

Hockey (ice)	3.4	3.5	2.9%
Camping (Vacation/Overnight)	39.5	40.4	2.3%
Basketball	23.7	24.2	2.1%
Fishing (fresh water)	29.4	29.9	1.7%
Running/Jogging	43.0	43.1	0.2%

Activities Decreasing in Participation	2014 Participation	2023 Participation	Percent Change
Target Shooting (live ammunition)	20.4	20.1	-1.5%
Football (flag)	6.3	6.2	-1.6%
Baseball	11.3	11.1	-1.8%
Swimming	45.9	44.9	-2.2%
Cheerleading	3.6	3.5	-2.8%
Lacrosse	2.8	2.7	-3.6%
Exercising w/ Equipment	55.1	52.9	-4.0%
Martial Arts / MMA	6.3	6	-4.8%
Football (tackle)	7.5	6.8	-9.3%
Softball	9.5	8.4	-11.6%
Hunting w/ Firearms	17.5	15.4	-12.0%
Football (touch)	8.9	7.5	-15.7%
Workout @ Club	35.9	29.1	-18.9%
Bowling	34.4	27.4	-20.3%
Archery (Target)	8.3	6.3	-24.1%

General Recreation Trends

Municipal, county, state, recreation districts and other public entities/organizations that offer recreation programs, facilities and services have been tested in the last 10 to 20 years to alter their approach to providing parks and recreation services. This has been based on the following:

Increasing Demands – Ever increasing facility, program, and service demands from the public.

Inclusiveness – The requirement that organizations provide access to facilities, programs, and services to an ever more diverse population. This includes meeting the needs of different ethnic groups, economic status, age, and ability.

Cost Effectiveness - A demand that parks and recreation organizations be more cost effective in their development and operations of services and facilities.

Measurable Outcomes – A strong need to be able to quantify the results and benefits of the programs and facilities that are provided. Establishing well-defined levels of service (LOS) is critical.

As a result of these factors, the following general parks and recreation best practices have been adopted in many areas.

- Parks and recreation organizations have a clear vision statement regarding their roles and responsibilities in providing services to their constituents.
- The vision statement is backed up by several pointed goals. These goals are updated on an annual basis.
- Utilizing the vision and goals, a professional and updated master plan is in place to guide future development and operations of parks and recreation facilities and programs.
- There are on-going, long range, planning efforts to position the organization for success in the future.
- There is a realization that an organization cannot effectively be all things to all people in the delivery of parks and recreation services and facilities. As a result, specific areas of focus are determined, and certain functions are left to other organizations and entities.
- Careful analysis is being done to determine which services should be provided in-house and which should be contracted to other providers.
- There is strong record keeping that allows for trends and directional analysis. This also results in the development of specific performance measures. For this to be effective there must be full computerization of all management records. This includes program registration, point of sale, rentals, facility scheduling, timecard management, maintenance, etc.
- There are well written and comprehensive policies and procedures in place that cover all aspects of an organization's management and operation. These are updated on a regular basis.
- Virtually every aspect of an organization's operation is evaluated, tracked, and measured on a regular basis.

Recreation Facilities

Recreation/Community Centers – Recreation/Community centers are usually categorized within three levels.

Clubhouse/Community Building – smaller buildings that are designed to serve as a community room(s) for individual neighborhoods. The size is usually less than 5,000 sq. ft. and requires less than 3 acres. These amenities are usually located next to a neighborhood pool or park.

Community Center – are larger community buildings with multiple, more passive use, spaces that serve an area of a community. These vary in size and amenities and can range from 5,000 to over 20,000 sq. ft. and require 3-5 acres. This level of center can also be combined with a comprehensive community recreation center or community aquatic center. These centers are usually part of a community park.

Comprehensive Community Recreation Center – this is a large center that contains both active (pool, gym, fitness, etc.) and passive use elements (community rooms) and is designed to serve a substantial geographic area (30,000 or more). The facility is usually over 40,000 sq. ft. to as much as 80,000 sq. ft. and requires 8 acres or more. These are often developed through partnerships with other organizations or other groups (YMCA, etc.). These centers are normally part of a community or regional park.

Other Recreation Facility Trends

- Many communities are now developing an indoor facility level of service (LOS) standard that is between 1SF to 2SF per person.
- The development of capital replacement budgets for key facility amenities with an established funding source.
- Outsourcing operations and management to other organizations. This is particularly true for specialty facilities.
- Much stronger emphasis on generating revenues to offset the cost of operations.
- Moving away from smaller community buildings and neighborhood pools to more comprehensive facilities that serve a larger population base.
- Comprehensive tracking of operations, utilization, and budget metrics to justify facilities.
- For new facilities it is common for the following to occur.
    - The completion of a feasibility study to determine need, site, amenities, capital and operations costs.
    - Identification of specific funding sources for capital and operations
    - Integration of the public into planning and development.

Recreation Programs

It is important to understand the trends that have been observed, tracked and reported nationally and regionally with recreation programming over the last 10 plus years.

1. **Sports & Fitness Industry Association (SFIA)** – Their 2024 Sports, Fitness and Leisure Activities Top-Line Participation Report indicated the rate of participation by major sports activity categories over the last 5 years.

Percentage of Participation Comparisons

Activity Category	2018 Percentage	2023 Percentage
1. Fitness Sports	66.0%	67.8%
2. Outdoor Sports	50.5%	57.3%
3. Individual Sports	45.3%	42.1%
4. Team Sports	22.8%	25.7%
5. Water Sports	13.7%	15.7%
6. Racquet Sports	13.2%	18.0%
7. Winter Sports	8.2%	9.8%

Fitness related sports continued to be the most popular activity category, but racquet sports have shown the greatest percentage increase over the last five years due in large part to pickleball. Team sports, water sports, and outdoor sports have all seen an increase as well. Individual sports and winter sports have seen a decrease in participation.

Much of the participation data was affected by COVID-19 during 2020. Key impacts included:

- Fitness activities that require amenities typically found in fitness clubs (group exercise, stationary cycling, cross-training, aqua exercise, etc.) decreased in numbers.
- Fitness activities that require limited equipment and do not require a fitness center (running/jogging, free weights, and yoga) showed the greatest increases.
- Outdoor activities that experienced large increases were road biking, skateboarding, and surfing.
- Team sports had a mixed impact with basketball and soccer having increases (mostly attributed to pick-up play) while volleyball, swimming on a team, gymnastics and cheerleading all had decreases.

2. **National Recreation and Park Association (NRPA) –** NRPA's 2024 Agency Performance Review document has specific information on programming that is offered by parks and recreation entities nationally.

Program	Percentage of Entities
Themed Special Events	89%
Social Recreation Events	88%
Team Sports	86%

Fitness Enhancement Classes	82%
Health & Wellness Education	80%
Individual Sports	76%
Safety Training	73%
Racquet Sports	70%
Aquatics	68%
Performing Arts	62%
Visual Arts	63%
Natural and Cultural History Activities	66%
Cultural Crafts	63%
Trips and Tours	62%
Martial Arts	56%
Running/Cycling Races	53%
Golf	49%
eSports/eGaming	26%

3. **Recreation Management Magazine** – Annually the magazine prints their State of the Industry Report that examines trends in parks and recreation. Their 2024 report indicated the following as it relates to recreation programs and services.

Programming Most Commonly Offered in 2024

Activity Category	Percent of Entities
1. Holiday and Other Special Events	78.3%
2. Group Exercise Programs	65.0%
3. Educational Programs	61.8%
4. Fitness Programs	61.5%
5. Day Camps/Summer Camps	60.2%
6. Youth Sports Teams	57.1%
7. Arts & Crafts Programs	55.5%
8. Mind-Body Balance Programs (Yoga)	54.1%
9. Active Older Adult Programs	52.4%
10. Sports Tournaments & Races	47.5%

Most Commonly Planned Program Additions in 2024

Activity Category	Percent of Entities
1. Environmental Education Programs	26.4%
2. Educational Programs	24.1%
3. Holiday Events and Other Special Events	23.8%
4. Fitness Programs	22.5%
5. Mind-Body Balance Programs	22.2%
6. Adult Sports Teams	22.2%
7. Teen Programming	22.2%
8. Programs for Active Older Adults	22.2%
9. Group Exercise Programs	20.6%
10. Special Needs Programs	19.6%

There is a wide range of program areas that public parks and recreation entities planned to add in 2024.

4. Other Recreation Programming Trends Compiled by B*K:

- Recreation departments now often serve as a coordinating entity and a clearinghouse for multiple recreation organizations and providers, to bring a comprehensive scope of recreation programs to a community. This has also increased the number of partnerships that are in place to deliver a broader base of programs in a more cost-effective manner.
- There is a greater emphasis on a fee for service concept, especially for more specialized programming. This is supported by a formal fee policy.
- Programming continues to emphasize the needs of youth and seniors but has also focused more on adults, and the family unit.
- Specific programming development trends include.
    - Virtual programming remains even after COVID.
    - Developing programs that are single day or no more than 4 sessions in length.
    - Developing programs for youth during non-school days, Christmas break, spring break and any other extended breaks.
    - Offering a variety of summer camps with different areas of interest.
    - More Saturday programs and the introduction of some Sunday programming (especially in adult sports leagues).
    - Senior programming that occurs in the evening or on the weekends to appeal to seniors who are still in the work force.
    - Introducing programs that are oriented toward specific ethnic groups.
    - Developing a baseline of programs that appeal to the family unit.
    - Staggering the days and times of similar programs that are offered at multiple locations.
    - Drop-in pay as you go fitness classes.
    - Expanded senior programming to include a greater focus on the Baby Boomer generation which often means programs and services that are available in the evenings and on weekends and those that have a more active orientation.
- There has been a concerted effort to integrate conventional recreation programming with community based social service programs and education. Most of the social service programs are offered by other community-based organizations and education is often coordinated with school districts.
- Program characteristics (performance measures) are tracked including:
    - Program registration comparisons by year for each season.
    - Rates of fill (especially for fee-based programming).
    - Participation numbers and comparisons to past years/seasons.
    - Rate of program cancellations (for fee-based programming).
    - Financial performance including cost per participant.
    - Evaluations from participants.
- A lifecycle analysis is completed for all programs offered by the agency. Programs are classified in three categories and organizations strive to have program offerings distributed equally among each category.

- *New* – programs in the start-up phase that are just starting to build in popularity.
- *Mature* – programs that have consistent high levels of registrations and are still growing in popularity.
- *Old* – programs that are seeing a decline in popularity

OUR MISSION:
Dedicated to serving and advancing the parks, recreation and leisure services industry since 1992.