



Craig Sports Center Feasibility Study

January 22, 2026



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1 – EXECUTIVE SUMMARY

In May 2025, the City of Craig engaged Ohlson Lavoie Corporation (OLC), in partnership with Ballard King & Associates, to complete a comprehensive feasibility study evaluating the potential development of a new year-round indoor sports center serving the City of Craig and Moffat County, Colorado. This study was undertaken in close collaboration with City leadership, staff, and stakeholders, reflecting the long-standing and trusted working relationship between the City and the consultant team.

The study was completed over an eight-month period and structured in three primary phases. The first phase focused on a Market Analysis and Needs Assessment, including definition of the service area; engagement with key stakeholders; public outreach; market and demographic analysis; and administration of a community-wide online survey. Upon confirmation of need and authorization to proceed, the second phase evaluated the proposed site at Woodbury Park and developed a preliminary facility program informed by both community input and market findings. The third phase translated the recommended program into a conceptual design, established an opinion of probable construction costs, and prepared an operational pro forma to assess long-term financial performance.

Based on this process, several key conclusions were reached:

- There is a clear and demonstrated need for a year-round indoor sports center within the City of Craig/Moffat County service area.
- Multiple planning options were identified, offering varying combinations of indoor sports and aquatics amenities, support spaces, shared parking strategies, and opportunities for future expansion in response to diverse community needs.
- The proposed site at the southeast corner of Woodbury Park (1st Street and Mack Lane) is appropriately sized and well-located to support development of an indoor sports facility.
- Community and stakeholder input received via the online survey, and both small group and public meetings consistently identified priority needs, including gymnasium space, indoor aquatics, a walk/jog track, and associated support spaces.
- Consistent with comparable facilities in similar markets, the Sports Center is anticipated to require an ongoing operational subsidy.

The following pages include an Executive Summary prepared by Ballard King & Associates addressing market and operational findings specific to their scope of expertise. The remainder of the report provides detailed support for the study's conclusions, including the Market Analysis and Needs Assessment, site evaluation, survey results, recommended program elements, conceptual design, opinion of probable costs, and a long-term operations pro-forma.

2 – NEEDS ASSESSMENT

Market Report
City of Craig
January 27, 2026

INTRODUCTION

Ballard*King & Associates (B*K) has been retained by Ohlson Lavoie Corporation (OLC) to conduct a demographic analysis for the City of Craig, Colorado, in support of the development of a feasibility study for a sports / recreational facility. The first phase of this project focuses on identifying the primary and secondary service areas.

The primary service area is defined as the City of Craig. The Secondary service area is an approximate 1,900 square mile area surrounding the city but, specifically excluding Steamboat Springs and Meeker, as there is little likelihood residents of these communities would utilize a Craig facility to any reasonable degree. The following Market Report is derived from an evaluation of patterns related to recreation and leisure within the service areas.

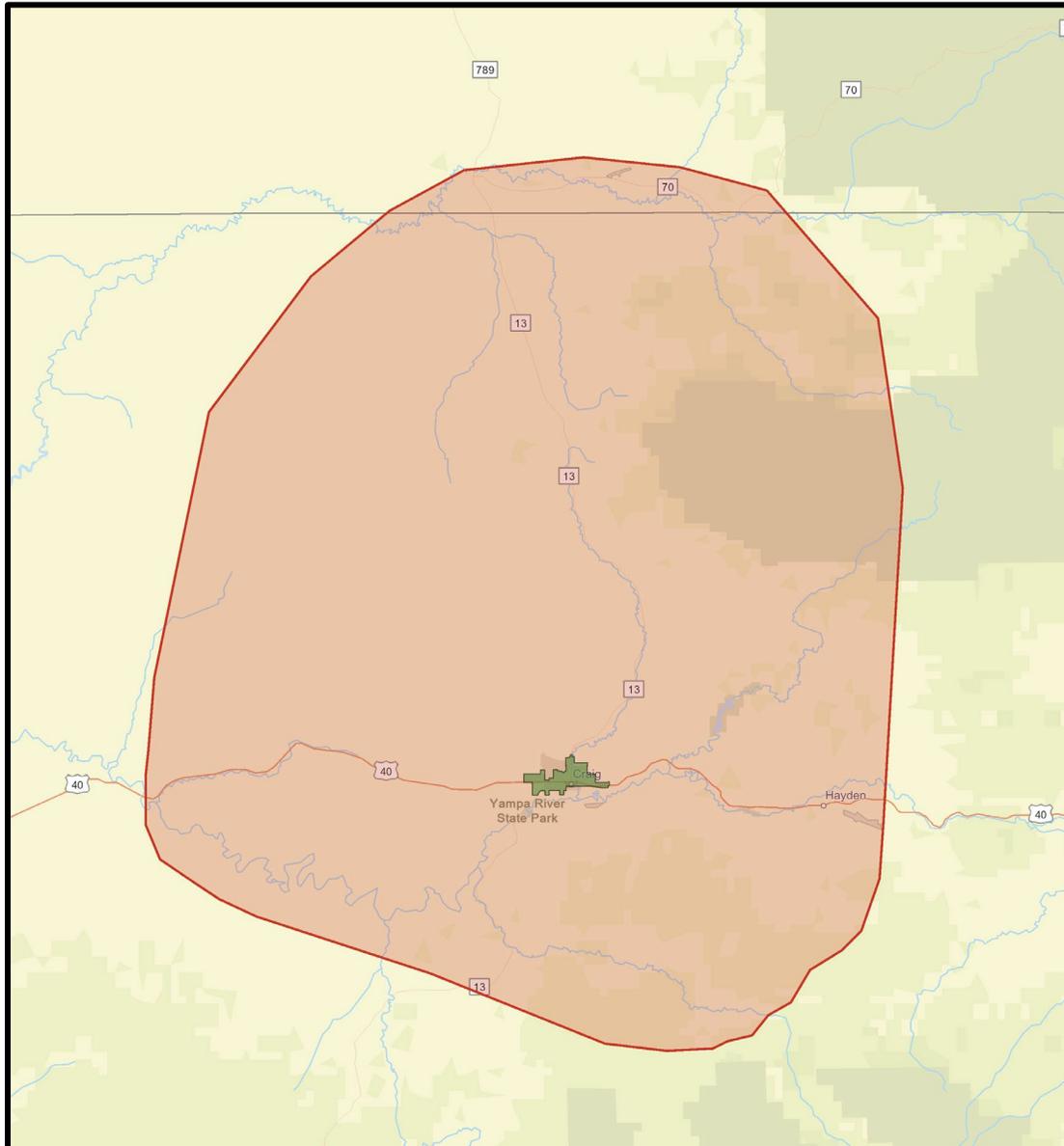
This analysis is based on data provided by the Environmental Systems Research Institute (ESRI), which compiles information from the 2020 U.S. Census, the Bureau of Labor Statistics, the Consumer Price Index, and MRI-Simmons. In addition, ESRI includes projections for 2025–2030 developed by its team of demographers. Beyond basic demographic indicators, the dataset offers insights into household characteristics, housing trends, recreation and entertainment spending, and adult participation in various leisure activities.

This comprehensive data provides a well-rounded understanding of the district's needs and supports the development of effective, data-driven recommendations for recreation programs, services, and facilities in the City of Craig.

Section I – City of Craig

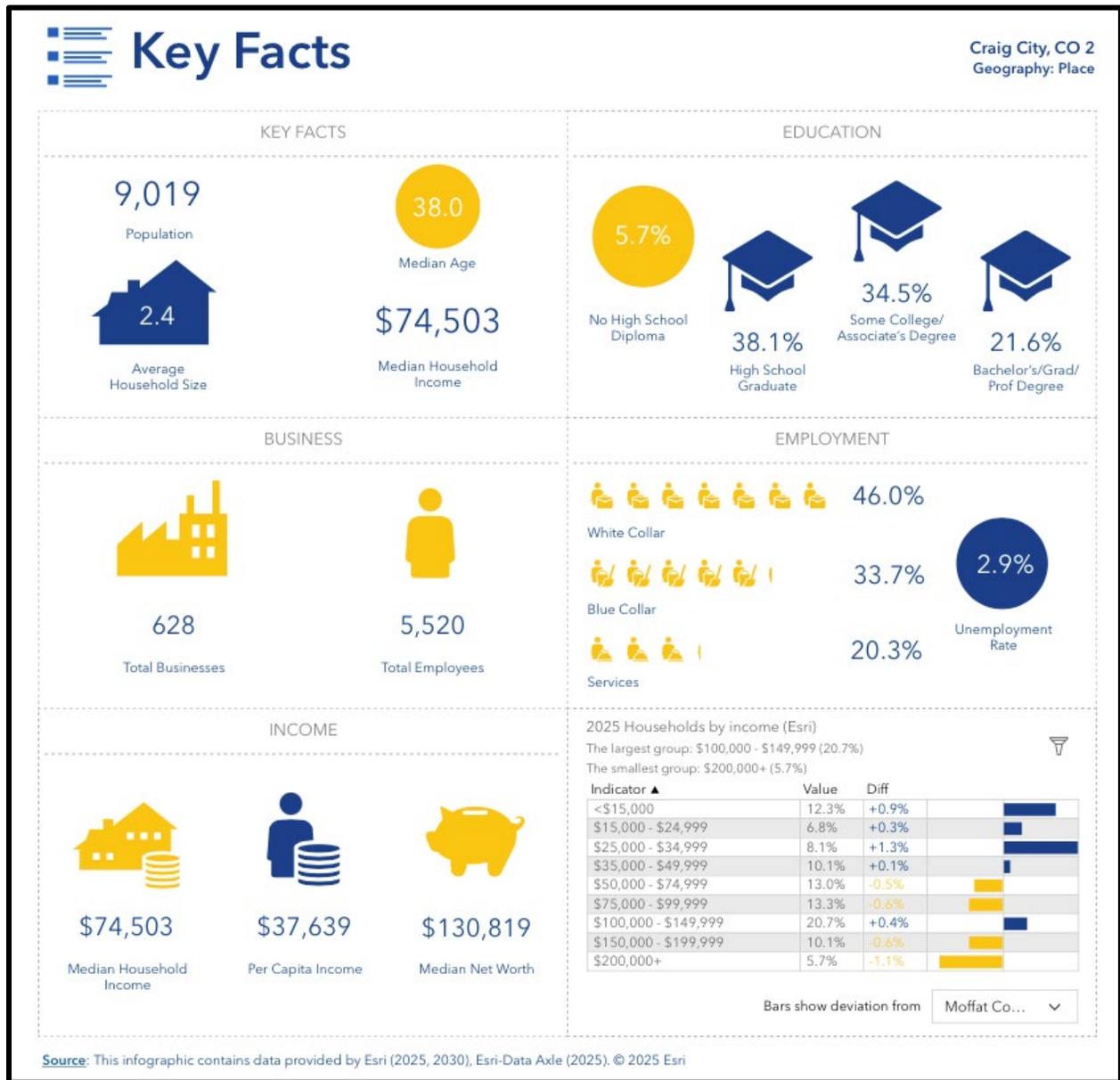
SERVICE AREAS:

The information provided includes the basic demographics and data for the City of Craig and the Secondary Service Area as well as comparison data for the State of Colorado and the United States.



- Primary Service Area (City of Craig) - Green Shaded Area
- Secondary Service Area – Red shaded area

City of Craig – Infographic



SECTION II: DEMOGRAPHIC SUMMARY

KEY CHARACTERISTICS

Ballard*King analyzes seven key demographic characteristics that serve as primary indicators of future recreation trends and participation. The table below summarizes these characteristics for the City of Craig.

Population: The population of the City of Craig reflects diversity across age groups, demographics, and available resources. Hispanic residents make up 20.6% of the population. There are significant senior and youth populations.

Median Age: The median age in the City of Craig 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, facilities and services.

Households with Children: The City of Craig has a slightly lower percentage of households with children (26.3%) than both the state (32.9%) and national average of about 29.9%. At 30.4%, the secondary service area is slightly higher. Families with children are typically primary users of recreation programs, facilities and services.

Median Household Income: The City of Craig has a lower median household income (\$74,503) than the State of Colorado (\$98,625) and the National median of \$81,624. At \$81,539, median income level in the Secondary Service area is consistent with the state. Income level is important when it comes to fees for recreation programs, facilities, and services, and cost recovery philosophies.

Household Budget Expenditures: The Household Budget Expenditures and the Recreation Spending Potential are consistent with the median household income. The spending levels are significantly lower than the state and national average, which suggests that households in the area may have few financial resources for entertainment and recreation.

Age Distribution: The age distribution is such that 23.7% are under the age of 18, and 28.7% are over the age of 55 in the City of Craig. These are two age groups that are typically significant users of recreation programs, facilities, and services. All age groups other than 5-17 and 55-64 are expected to grow through 2030. In general, this indicates a relatively stable population amongst likely recreation facility users.

Tapestry: The Tapestry segments represent population groups that are generally middle income. These residents tend to be value-conscious consumers, prioritizing regular exercise that could be provided by the amenities and services typically offered at parks & recreation facilities. Households in these segments tend to be made up a of single person or married couple without children.

SECTION III: DEMOGRAPHIC DATA

DEMOGRAPHIC HIGHLIGHTS TABLE

	City of Craig	Secondary Service Area
Population:		
2020 Census ^{1,2}	<u>9,060</u>	<u>15,701</u>
2025 Estimate	9,019	15,669
2030 Estimate	8,979	15,855
Households:		
2020 Census	3,703	6,344
2025 Estimate	3,712	6,385
2030 Estimate	3,707	6,514
Families:		
2020 Census	2,324	4,176
2025 Estimate	2,259	4,069
2030 Estimate	2,261	4,118
Average Household Size:		
2020 Census	2.41	2.41
2025 Estimate	2.40	2.39
2030 Estimate	2.39	2.37
Ethnicity (2025 Estimate):		
Hispanic	19.1%	15.3%
White	79.0%	82.3%
Black	0.8%	0.7%
American Indian	1.1%	1.2%
Asian	0.4%	0.4%
Pacific Islander	0.0%	0.1%
Other	7.2%	5.7%
Multiple	11.4%	9.7%
Median Age:		
2020 Census	36.1	38.0
2025 Estimate	38.0	39.1
2030 Estimate	39.5	40.5
Median Income:		
2025 Estimate	\$74,503	\$81,539
2030 Estimate	\$82,833	\$92,310

1. From the 2010-2020 Census, the City of Craig experienced an annual decrease in population of -0.43%
2. From the 2010-2020 Census, the Secondary Service Area experienced an annual decrease in population of -0.21%

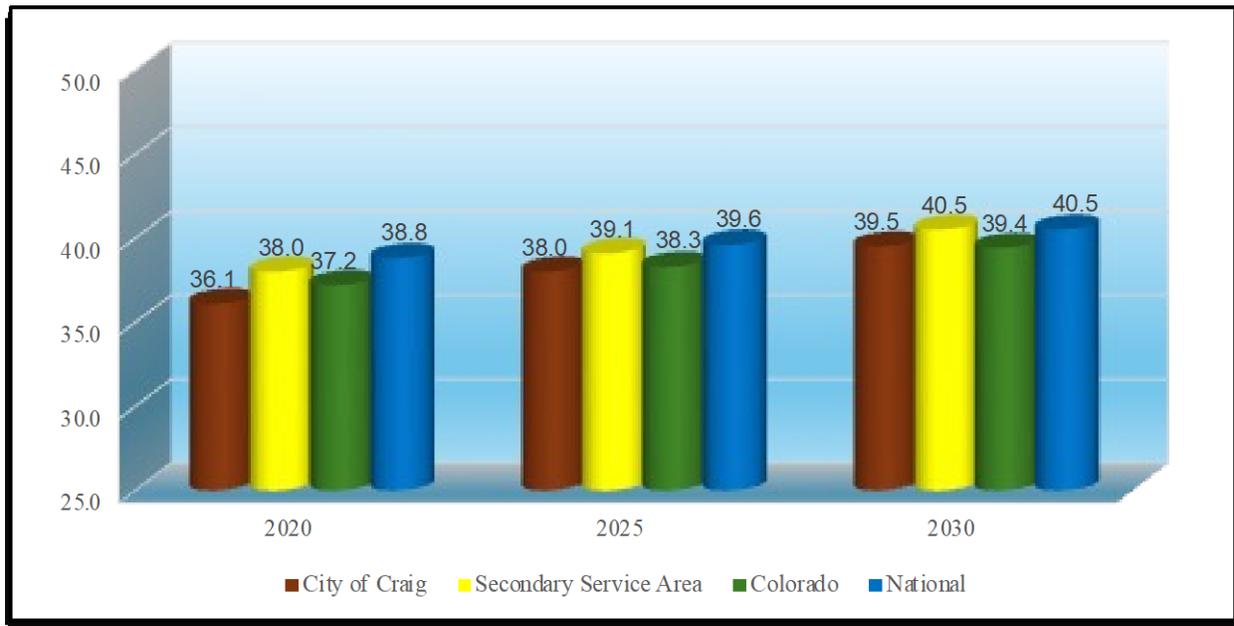
AGE

The median age and household income levels are compared with the national number as both factors are significant determinants 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	2025 Projection	2030 Projection
City of Craig	36.1	38.0	39.5
Secondary Service Area	38.0	39.1	40.5
Colorado	37.2	38.3	39.4
National	38.8	39.6	40.5

Chart A – Median Age:



The median age in the City of Craig is lower than the State of Colorado and the National number.

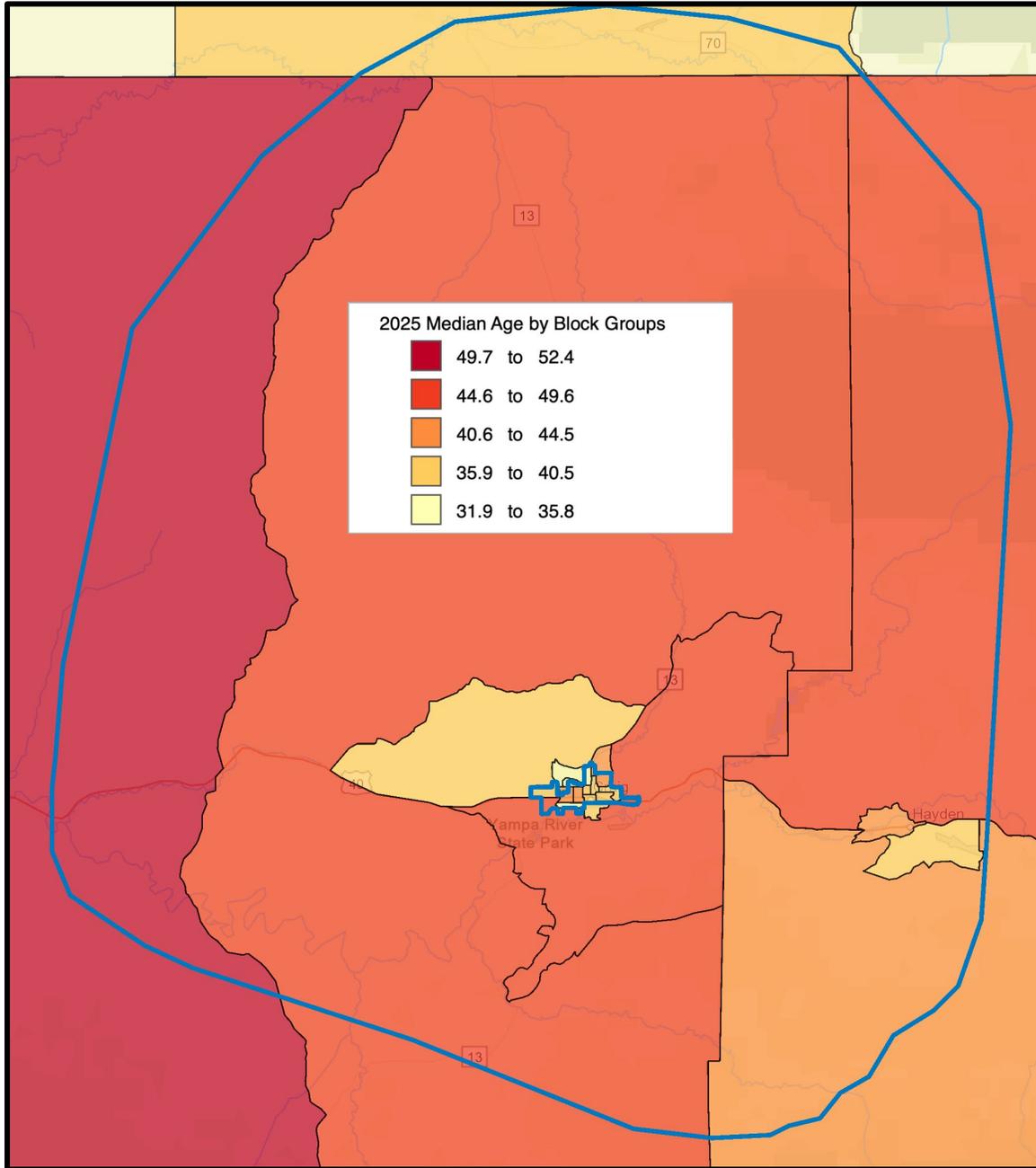
Households with Children: The following chart provides the number of households and percentage of households in the City of Craig with children.

Table B – Households w/ Children

	Number of Households w/ Children	Percentage of Households w/ Children
City of Craig	1,006	26.3%
Secondary Service Area	1,908	30.4%
Colorado	672,594	28.9%
National	-	29.9%

The information contained in Table-B helps further outline the relatively high presence of families with children.

Median Age by Census Block Group Map

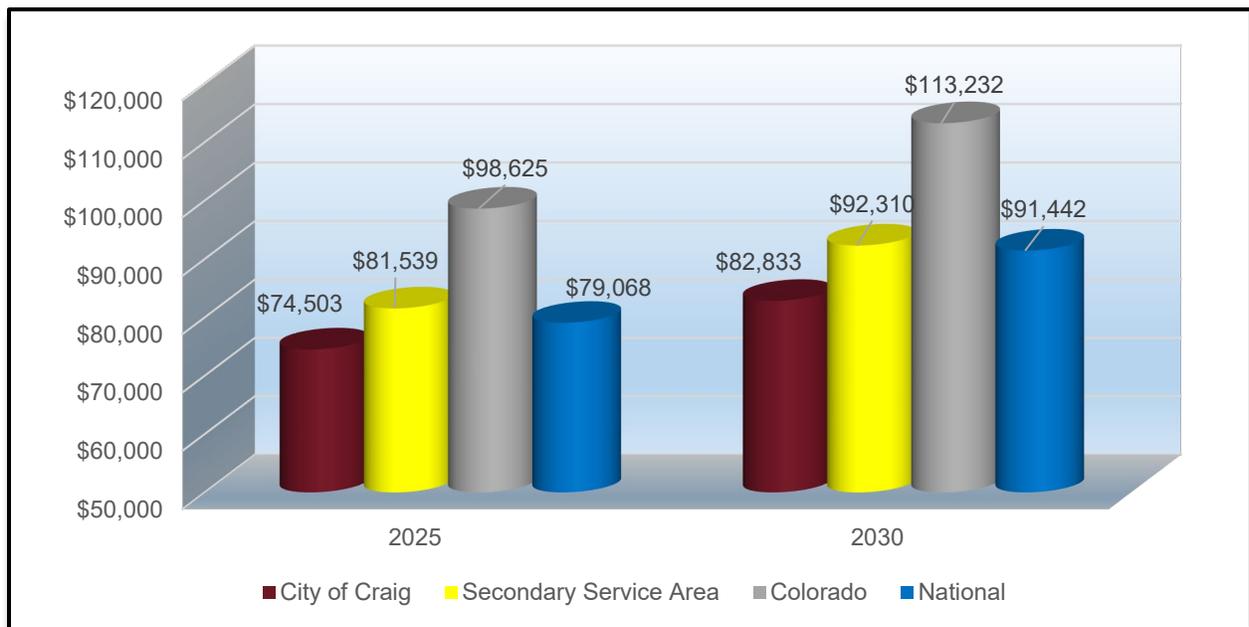


INCOME

Table C – Median Household Income:

	2025 Projection	2030 Projection
City of Craig	\$74,503	\$82,833
Secondary Service Area	\$81,539	\$92,310
Colorado	\$98,625	\$113,232
National	\$81,624	\$92,476

Chart C (1) – Median Household Income:



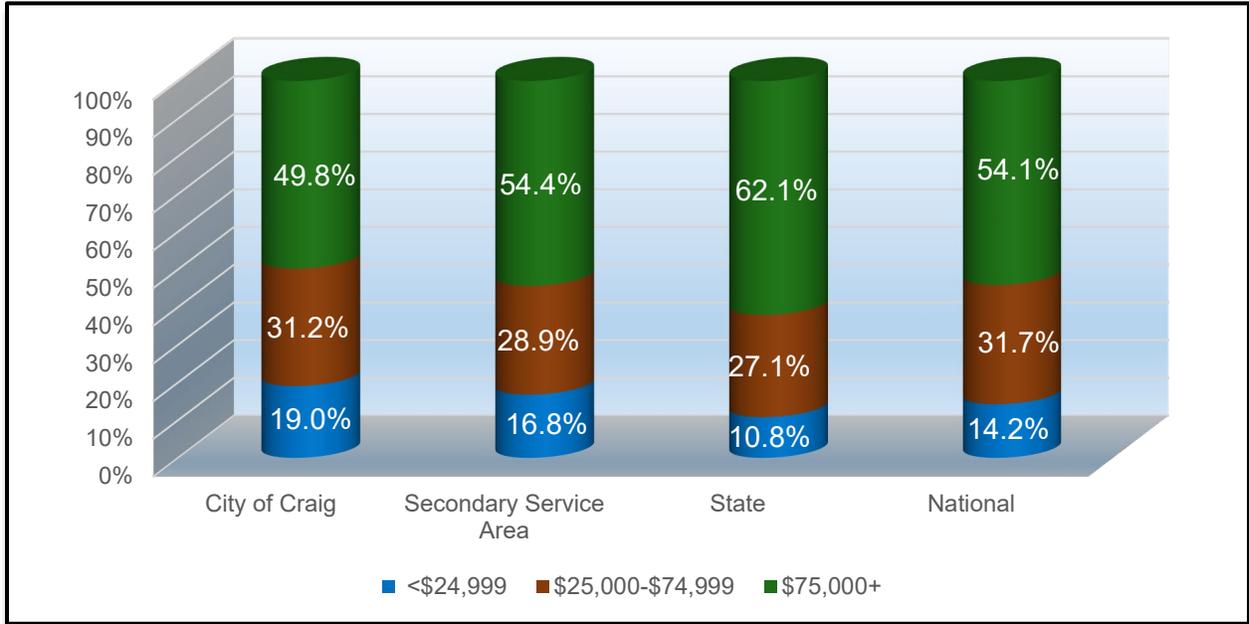
Based on 2025 projections for median household income, the following narrative describes the service area:

In the City of Craig, the percentage of households with median income over \$75,000 per year is 49.8% compared to 54.1% on a national level. Furthermore, the percentage of households in the service area with median income less than \$25,000 per year is 19.0% compared to a level of 14.2% nationally.

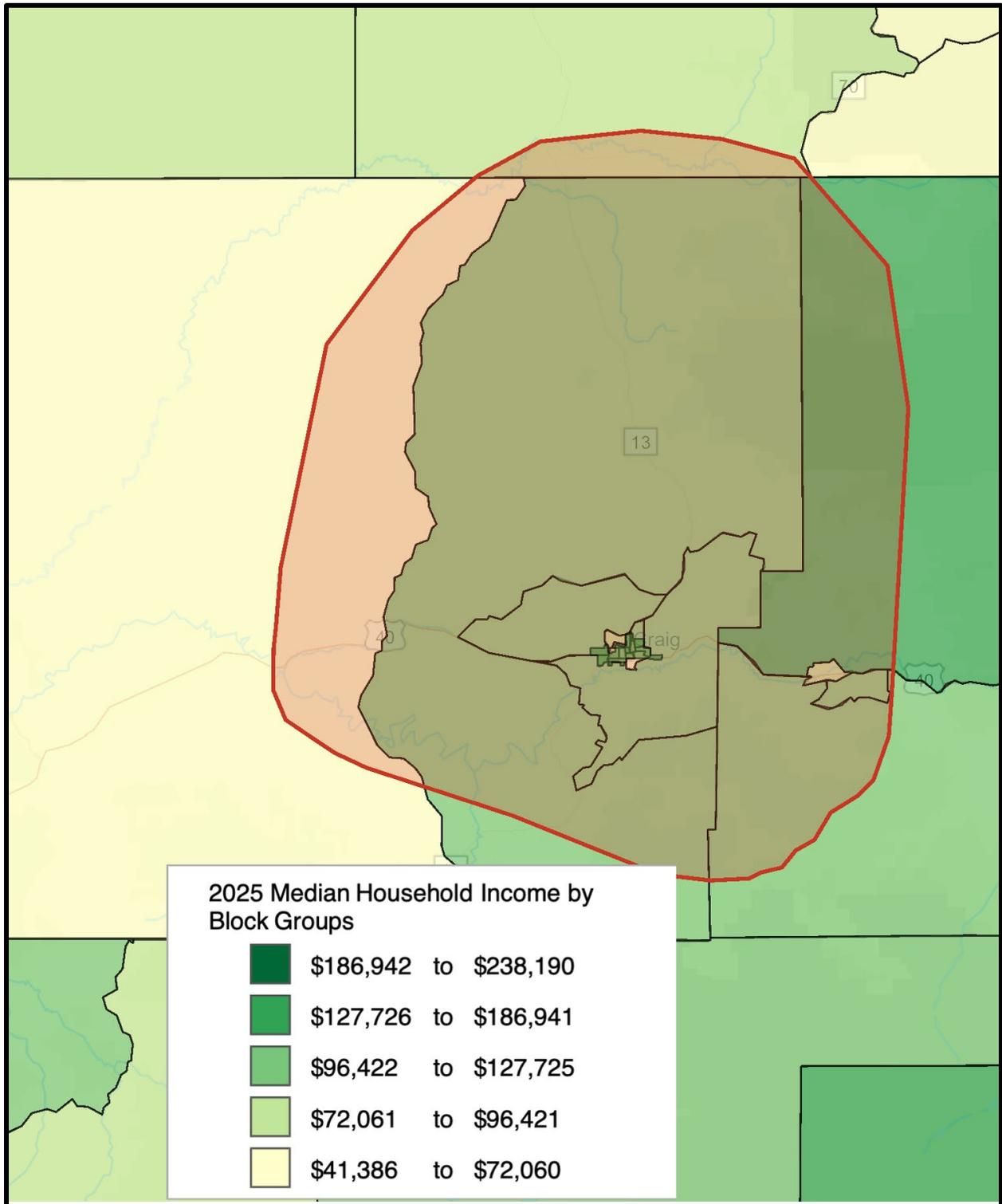
In the Secondary Service Area, the percentage of households with median income over \$75,000 per year is 54.4% compared to 54.1% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 16.8% compared to a level of 14.2% nationally.

While there is no perfect indicator of use of recreation programs, facilities and services, the percentage of households with more than \$75,000 median income is a key indicator. Therefore, those numbers are significant and balanced with the overall cost of living.

Chart C (2) – Median Household Income Distribution



Household Income by Census Block Group Map



HOUSING

Table D: City of Craig Housing Inventory: The total number of housing units in the City of Craig is 4,037 and 91.7% are occupied, or 3,703 housing units. The total vacancy rate for the service area is 10.8%. As a comparison, the vacancy rate nationally was 10.4%. Of the available units:

City of Craig	
For Rent	3.0%
Rented, Not Occupied	0.0%
For Sale	0.0%
Sold, Not Occupied	0.0%
For Seasonal Use	1.9%
Other vacant	6.6%

Secondary Service Area Housing Inventory: The total number of housing units in the Secondary Service Area is 7,122 and 89.0% are occupied, or 6,340 housing units. The total vacancy rate for the service area is 12.9%. As a comparison, the vacancy rate nationally was 10.4%. Of the available units:

Secondary Service Area	
For Rent	2.3%
Rented, Not Occupied	0.0%
For Sale	0.2%
Sold, Not Occupied	0.1%
For Seasonal Use	4.1%
Other vacant	6.1%

In most U.S. cities, a total housing vacancy rate of approximately **5% to 8%** is considered indicative of a stable and balanced housing market. This range allows for normal turnover, maintenance, and mobility without exerting excessive pressure on housing availability or pricing.

In contrast, City of Craig and Secondary Service Area exhibit higher vacancy rates. This may be indicative of the seasonal residency in the area as well as a changing employment sector. It should be noted that current data indicates that price increases are slowing and there is the potential for significant volatility in the housing sector across the state of Colorado.

EXPENDITURES - HOUSEHOLD

Household Budget Expenditures: In addition to analyzing median age and median household income, it is important to consider household budget expenditures to gain a more complete understanding of the service area. Examining spending on categories such as housing, shelter, utilities, fuel, public services, and entertainment and recreation offers valuable insight into local cost of living and consumer behavior. The table below presents a comparison of these expenditure categories within the defined service area.

Table E – Household Budget Expenditures¹:

City of Craig	SPI	Average Amount Spent	Percent
Housing	78	\$25,451	31.9%
<i>Shelter</i>	77	\$20,444	25.6%
<i>Utilities, Fuel, Public Service</i>	84	\$5,007	6.3%
Entertainment & Recreation	81	\$3,336	4.2%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	84	\$27,301	31.7%
<i>Shelter</i>	82	\$21,904	25.4%
<i>Utilities, Fuel, Public Service</i>	91	\$5,397	6.3%
Entertainment & Recreation	88	\$3,598	4.2%

Colorado	SPI	Average Amount Spent	Percent
Housing	114	\$37,084	32.9%
<i>Shelter</i>	115	\$30,568	27.1%
<i>Utilities, Fuel, Public Service</i>	110	\$6,515	5.8%
Entertainment & Recreation	112	\$4,616	4.1%

SPI: Spending Potential Index as compared to the National number of 100.

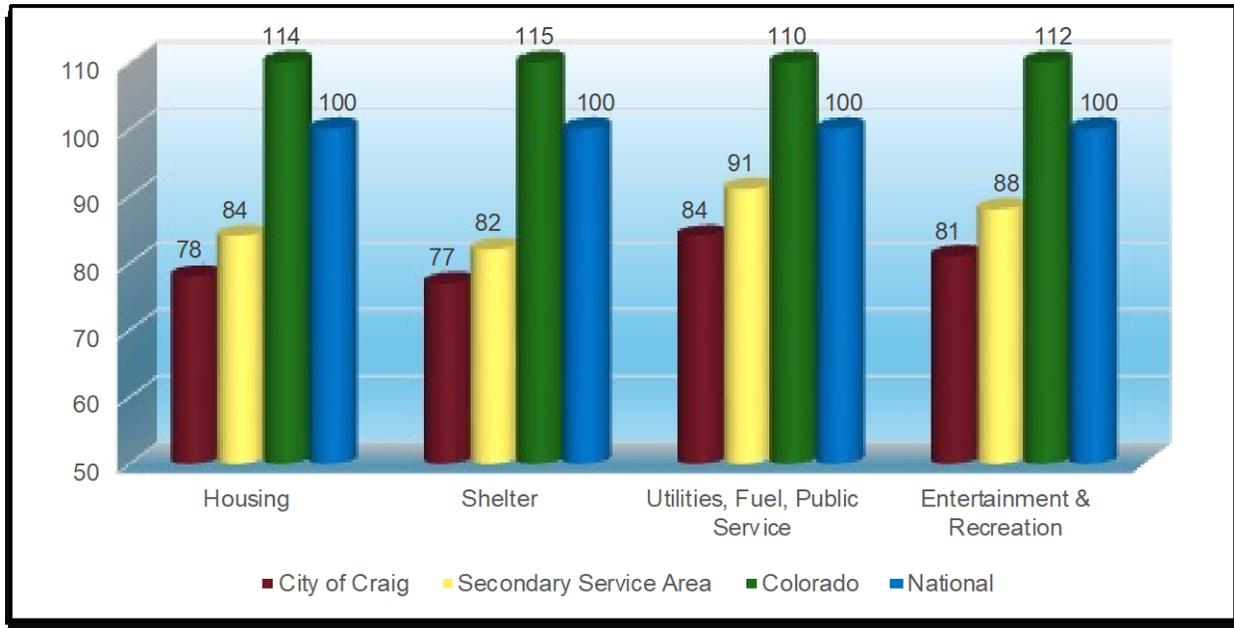
Average Amount Spent: The average amount spent per household.

Percent: Percent of the total 100% of household expenditures.

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

¹ Source: Esri forecasts for 2025 and 2030; Consumer Spending data are derived from the 2022 and 2023 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Chart E – Household Budget Expenditures Spending Potential Index:



The relationship between median household income and household spending is important because it shows whether local spending habits match the financial resources available. In the City of Craig, spending levels are noticeably lower than the state and national average. Coupling this data with the median income data demonstrates that there may be constraints on the financial capacity of residents to fund recreational activities in City of Craig.

EXPENDITURES - RECREATION

Recreation Expenditures Spending Potential Index: Finally, through ESRI, it is possible to examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

Table F – Recreation Expenditures Spending Potential Index²:

City of Craig	SPI	Average Spent
Fees for Participant Sports	79	\$130.85
Fees for Recreational Lessons	69	\$115.81
Social, Recreation, Club Membership	74	\$235.78
Exercise Equipment/Game Tables	83	\$66.41
Other Sports Equipment	77	\$6.09

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	87	\$144.63
Fees for Recreational Lessons	75	\$126.22
Social, Recreation, Club Membership	81	\$257.44
Exercise Equipment/Game Tables	90	\$72.15
Other Sports Equipment	84	\$6.62

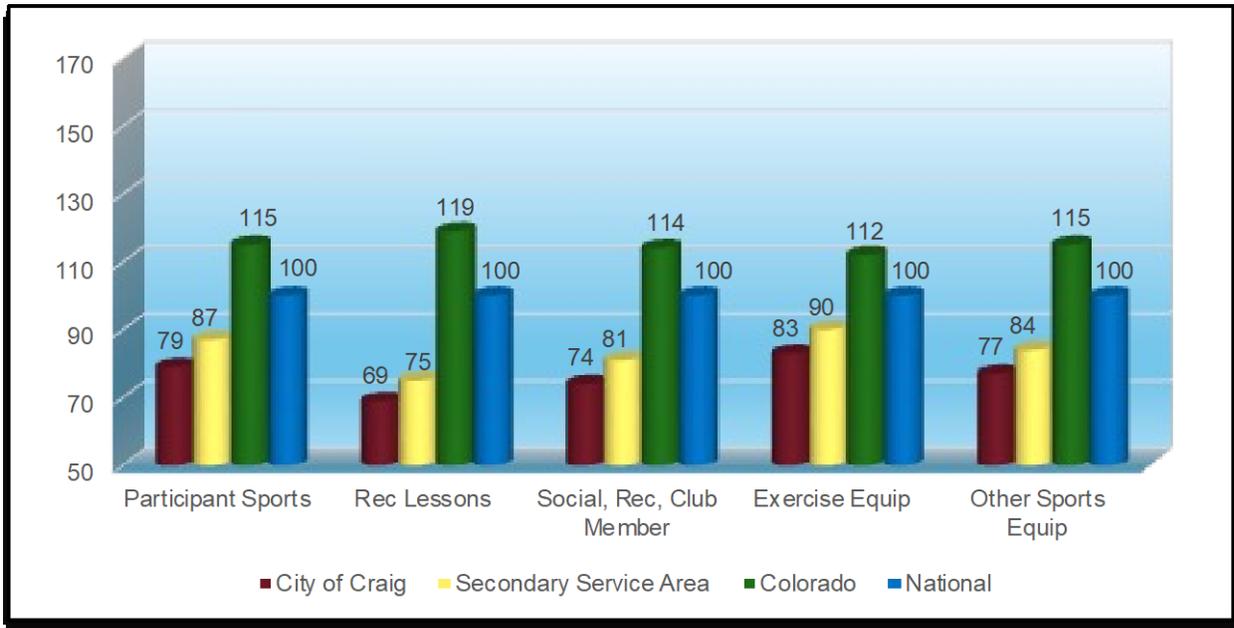
Colorado	SPI	Average Spent
Fees for Participant Sports	115	\$191.54
Fees for Recreational Lessons	119	\$198.17
Social, Recreation, Club Membership	114	\$361.22
Exercise Equipment/Game Tables	112	\$89.84
Other Sports Equipment	115	\$9.08

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

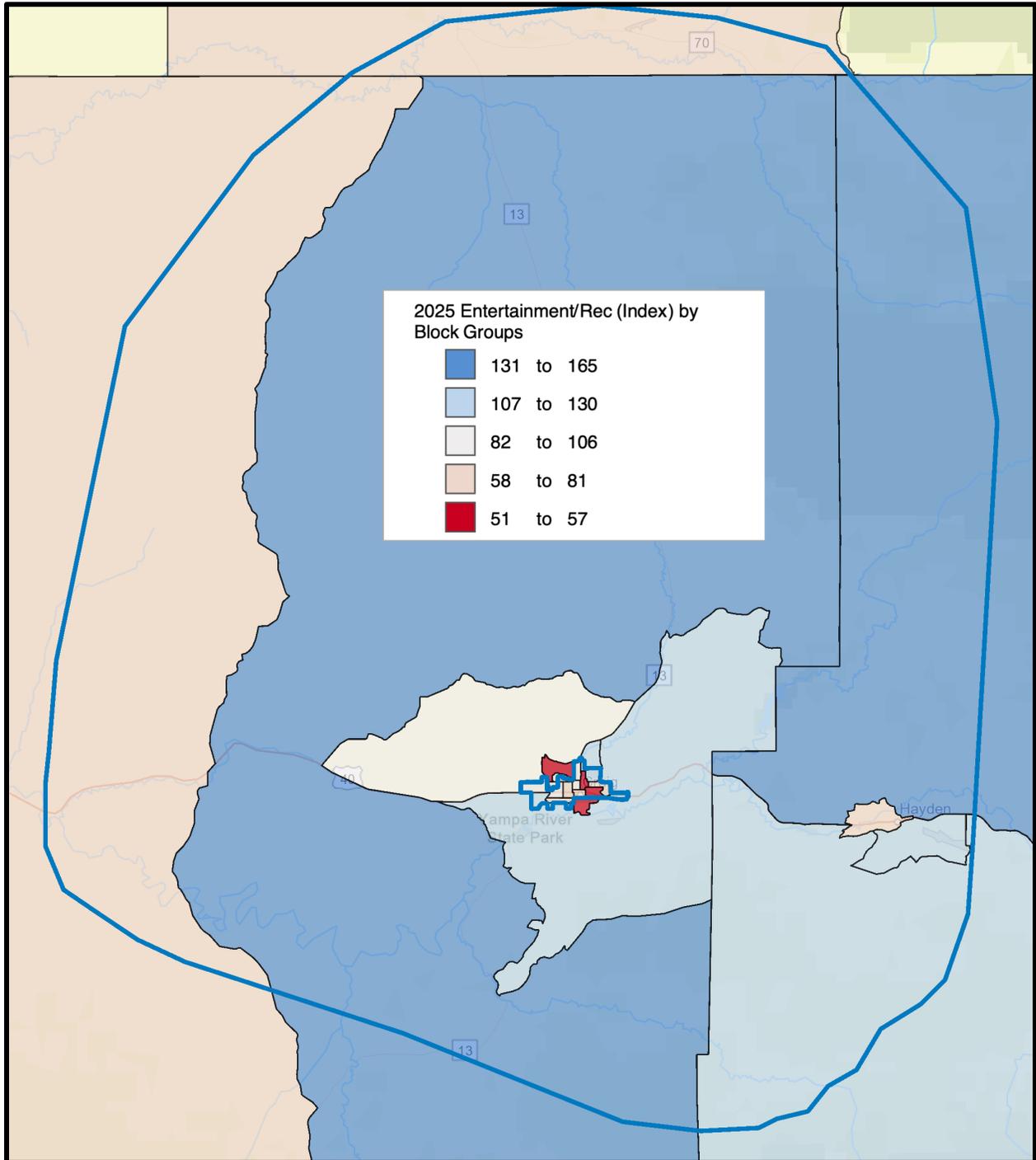
SPI: Spending potential index as compared to the national number of 100.

² Source: Esri forecasts for 2025 and 2030; Consumer Spending data are derived from the 2022 and 2023 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Chart F – Recreation Spending Potential Index:



Entertainment/Recreation Spending Potential Index by Census Block Group Map



POPULATION - CURRENT AND PROJECTED

Population Distribution by Age: Utilizing census information for the City of Craig, the following comparisons are possible.

Table G – 2025 CITY OF CRAIG Age Distribution (ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
<5	544	6.0%	5.4%	0.6%
5-17	1,594	17.7%	15.4%	2.3%
18-24	822	9.1%	9.4%	-0.3%
25-44	2,449	27.2%	26.9%	0.3%
45-54	1,016	11.3%	12.0%	-0.7%
55-64	986	10.9%	12.1%	-1.2%
65-74	1,006	11.2%	10.7%	0.5%
75+	602	6.7%	8.0%	-1.3%

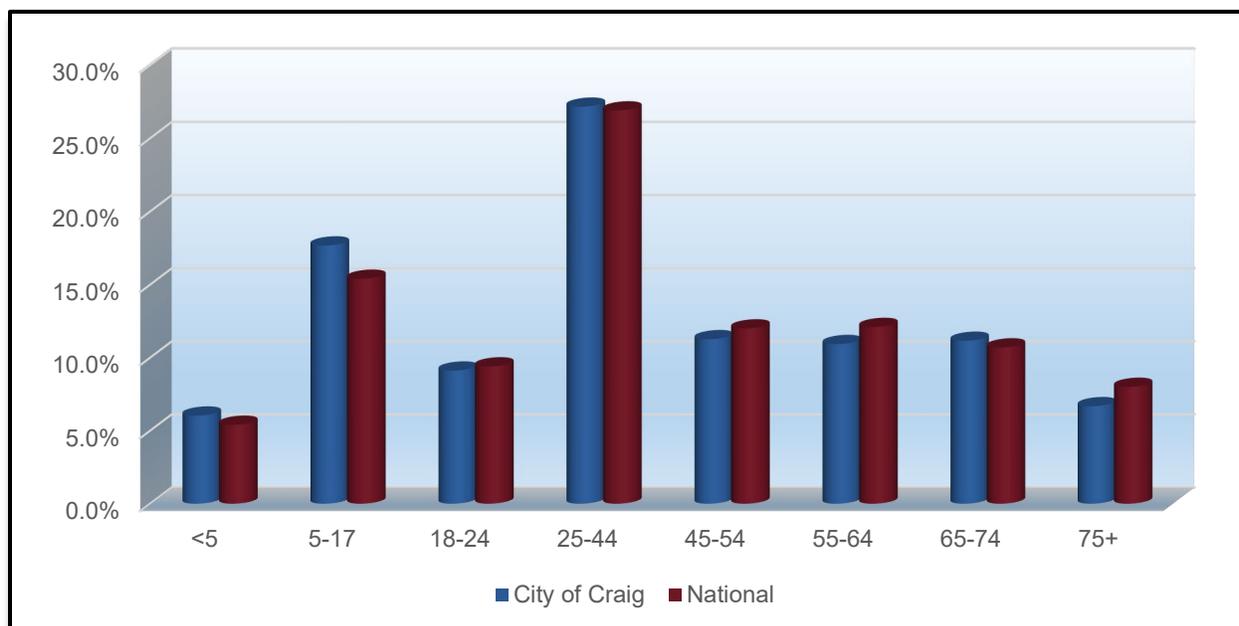
Population: 2025 census estimates in the different age groups in the City of Craig.

% of Total: Percentage of the City of Craig population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between the City of Craig and national populations.

Chart G – 2025 City of Craig Age Group Distribution

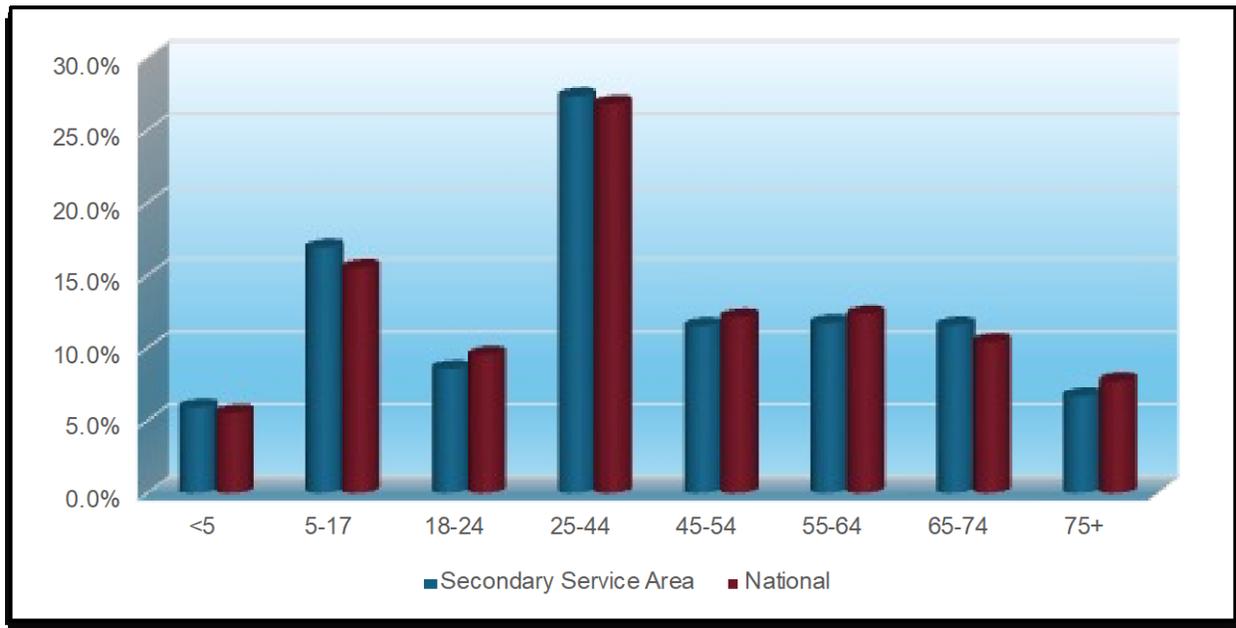


The demographic makeup of the City of Craig, when compared to the national population, indicates some differences with a larger population percentage in the <5, 5-17, 25-44, and 65-74 age groups. The greatest negative variance is in the 75+ age group with -1.3%, while the greatest positive variance is in the 5-17 age group with +2.3%.

Table H – 2025 Secondary Service Area Age Distribution (ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
<5	924	5.9%	5.4%	0.5%
5-17	2,647	16.9%	15.4%	1.5%
18-24	1,339	8.5%	9.4%	-0.9%
25-44	4,280	27.3%	26.9%	0.4%
45-54	1,799	11.5%	12.0%	-0.5%
55-64	1,829	11.7%	12.1%	-0.4%
65-74	1,806	11.5%	10.7%	0.8%
75+	1,044	6.7%	8.0%	-1.3%

Chart H – 2025 Secondary Service Area Age Group Distribution



The demographic makeup of the Secondary Service Area, when compared to the national population, indicates some differences with a larger population percentage in the <5, 5-17, 25-44, and 65-74 age groups. The greatest negative variance is in the 75+ age group with -1.3%, while the greatest positive variance is in the 5-17 age group with +1.5%.

Population Distribution by Age Over Time: Utilizing census information from the City of Craig, the following comparisons are possible.

Table I – 2024 City of Craig Population Estimates (U.S. Census and ESRI)

Ages	2020 Census	2025 Projection	2030 Projection	Percent Change	Percent Change Nat'l
<5	581	544	545	-6.2%	0.3%
5-17	1,754	1,594	1,432	-18.4%	-8.0%
18-24	740	822	797	7.7%	2.4%
25-44	2,502	2,449	2,428	-3.0%	7.2%
45-54	968	1,016	1,133	17.0%	4.0%
55-64	1,157	986	894	-22.7%	-9.6%
65-74	842	1,006	982	16.6%	15.3%
75+	516	602	768	48.8%	46.0%

Chart I – CITY OF CRAIG Population Growth

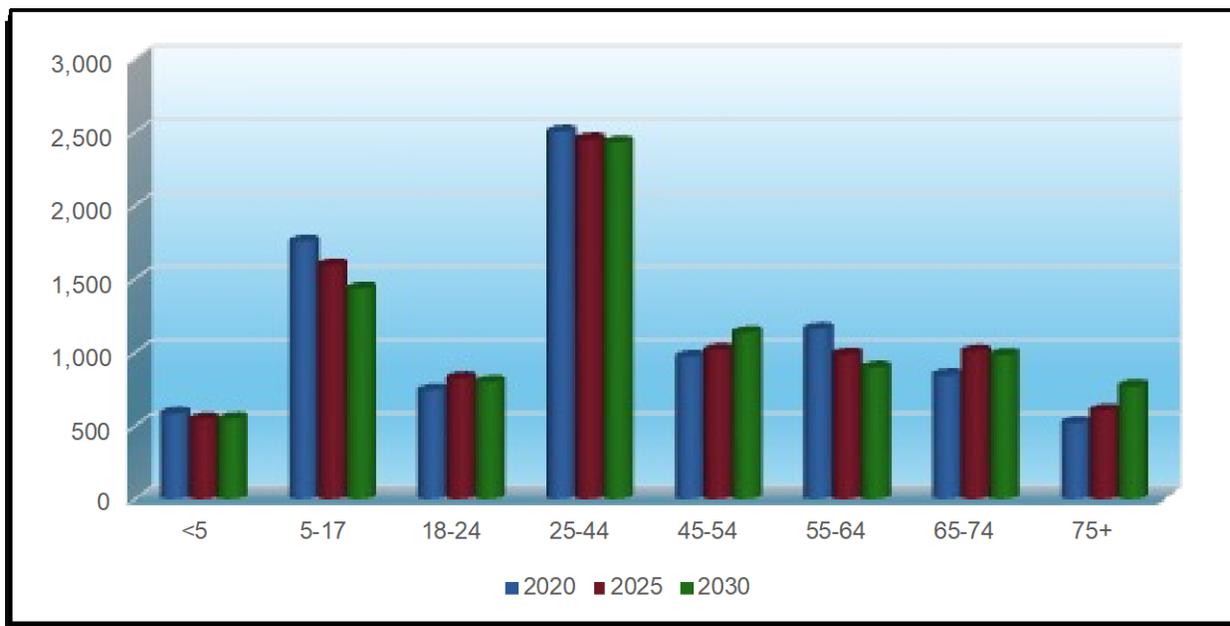


Table-I illustrates the growth or decline in age group numbers from the 2020 census until the year 2030. It is projected that age categories 18-24, 45-54, 65-74, and 65+ will see an increase in population with all other age categories showing a decrease. The population of the United States is aging, 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.

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

Ages	2020 Census	2025 Projection	2030 Projection	Percent Change	Percent Change Nat'l
<5	948	924	919	-3.1%	0.3%
5-17	2,879	2,647	2,495	-13.3%	-8.0%
18-24	1,175	1,339	1,299	10.6%	2.4%
25-44	4,296	4,280	4,313	0.4%	7.2%
45-54	1,748	1,799	2,014	15.2%	4.0%
55-64	2,223	1,829	1,640	-26.2%	-9.6%
65-74	1,536	1,806	1,861	21.2%	15.3%
75+	898	1,044	1,312	46.1%	46.0%

Chart J – Secondary Service Area Population Growth

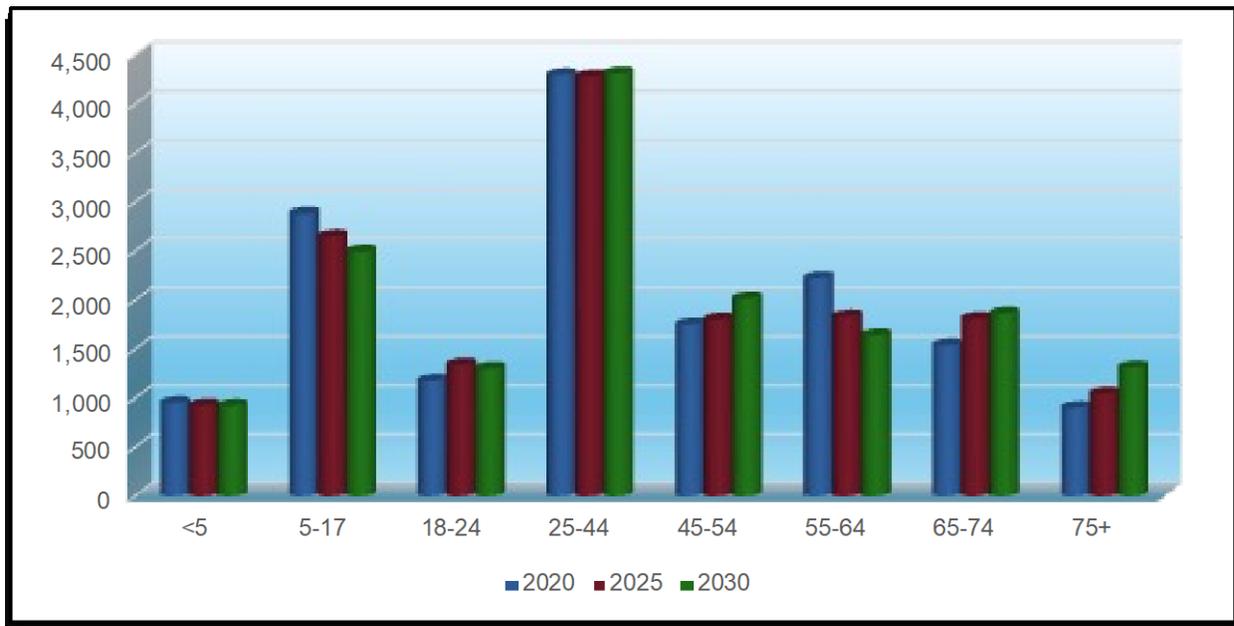


Table-J illustrates the growth or decline in age group numbers from the 2020 census until the year 2030. It is projected that all age categories except <5, 5-17, and 55-64 will see a decrease in population. The population of the United States is aging, and it is not unusual to find negative growth numbers 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.

ETHNICITY AND RACE

As of 2025, the estimated population of the City of Craig is 9,019 residents. The table below shows the projected racial and ethnic breakdown for the City of Craig, based on data from the 2020 U.S. Census.

Table K – City of Craig Ethnic Population and Median Age 2025

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of State Population
Hispanic	1,860	28.3	20.6%	23.0%

Table K (continued) – City of Craig by Race and Median Age 2025

(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of State Population
White	7,014	40.1	77.8%	69.0%
Multiple	710	30.9	7.9%	8.5%
American Indian	1,041	29.0	11.5%	13.0%
Other	102	41.8	1.1%	4.3%
Asian	36	37.5	0.4%	3.8%
Black	113	38.6	1.3%	1.3%
Pacific Islander	3	37.5	0.0%	0.2%

Chart K – 2025 City of Craig Population by Non-White Race

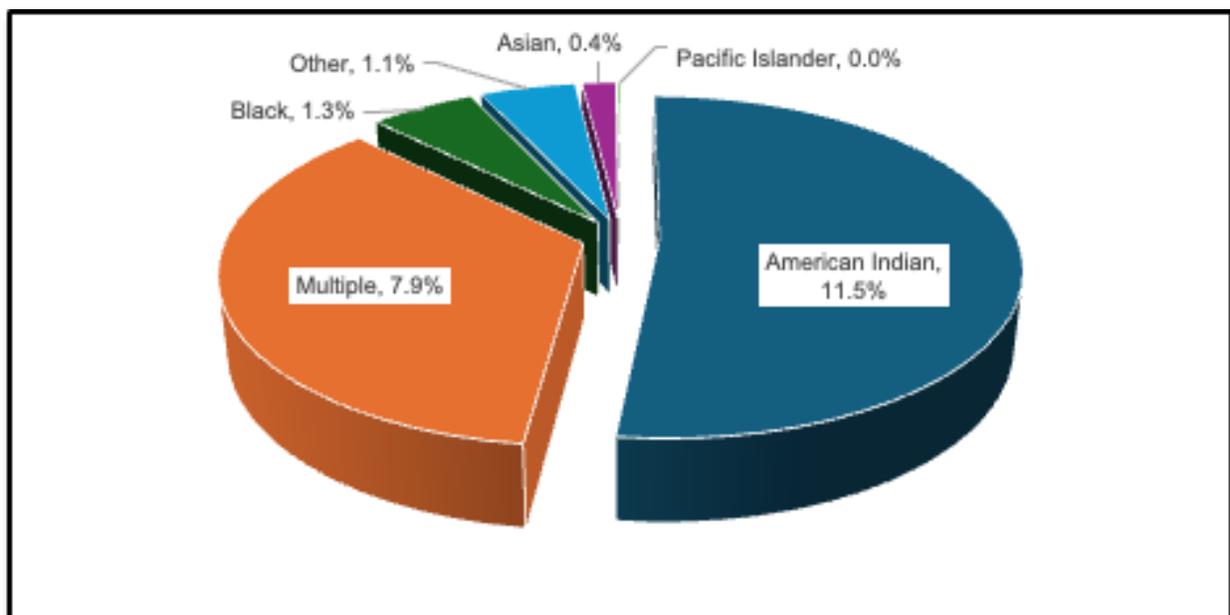


Table L – Secondary Service Area Ethnic Population and Median Age 2025

(Source – U.S. Census Bureau and ESRI)

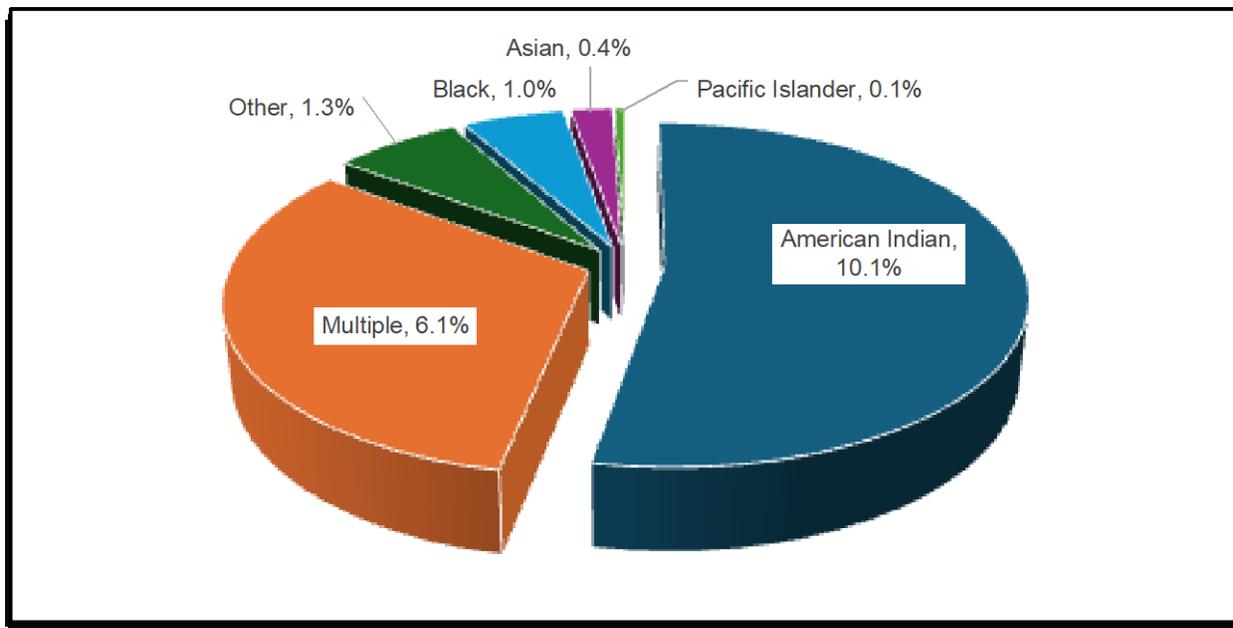
Ethnicity	Total Population	Median Age	% of Population	% of State Population
Hispanic	2,611	28.4	16.7%	23.0%

Table L (continued) – Secondary Service Area by Race and Median Age 2025

(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of State Population
White	12,678	40.9	80.9%	69.0%
Multiple	960	31.8	6.1%	8.5%
American Indian	1,587	29.8	10.1%	13.0%
Other	202	38.4	1.3%	4.3%
Asian	66	35.8	0.4%	3.8%
Black	161	40.5	1.0%	1.3%
Pacific Islander	15	36.9	0.1%	0.2%

Chart L – 2025 Secondary Service Area Population by Non-White Race



TAPESTRY SEGMENTATION

Tapestry Segmentation, developed by ESRI, is a market classification system that groups U.S. neighborhoods into 67 distinct segments based on demographic and lifestyle characteristics. Now in its fourth generation, this system has been refined over the past 30 years to reflect changing population trends while maintaining consistency in how neighborhoods are analyzed.

Each neighborhood is categorized using more than 60 data points—including income, employment, education, housing type, home value, household composition, and age—to better understand the behaviors, preferences, and needs of residents.

To further organize the segments, ESRI groups them into two overarching frameworks:

- 14 Life Mode categories, which reflect lifestyle choices and stages of life, and
- 6 Urbanization categories, which consider geographic and physical traits such as population density and proximity to urban centers.

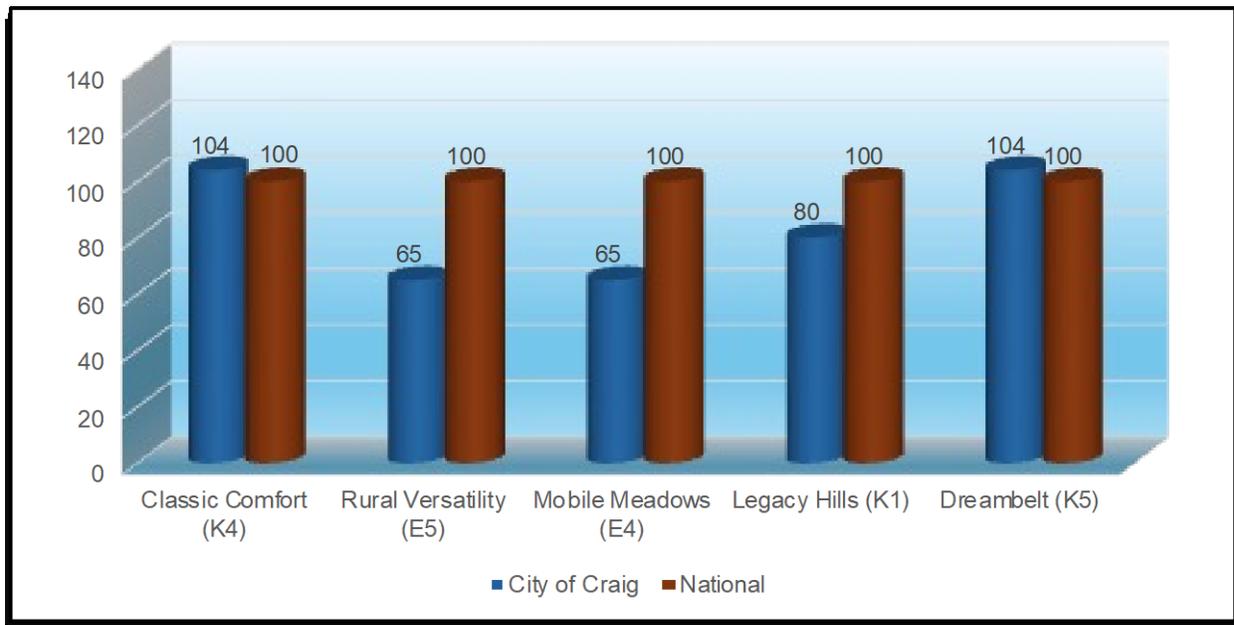
Including Tapestry Segmentation data is especially valuable for the CITY OF CRAIG, as it helps identify the lifestyle and consumer patterns of residents. This understanding supports more informed decisions when planning recreational programs, facilities, and services that align with the community's needs and interests.

The following pages provide an overview of the top five Tapestry segments within each service area, along with brief descriptions. When combined with key demographic indicators, this segmentation gives a more complete picture of the populations the City aims to serve through programs, special events, and facility planning.

Table M – City of Craig Tapestry Segment Comparison (ESRI estimates)

	Secondary Service Area		Demographics		Entertainment Spending Index
	Percent	Cumulative Percent	Median Age	Median HH Income	
Classic Comfort (K4)	17.20%	17.20%	40.2	\$88,893	104
Room to Roam (K7)	16.60%	33.80%	46.2	\$99,689	65
Rural Versatility (E5)	16.50%	50.30%	38.9	\$58,911	65
Mobile Meadows (E4)	13.20%	63.50%	35.1	\$54,988	80
Legacy Hills (K1)	7.00%	70.50%	45.6	\$55,927	104

Chart M – City of Craig Tapestry Segment Entertainment Spending:



Dreambelt (K5) – These suburban neighborhoods are predominantly located in the West, Classic Comfort (K4) - The median age is slightly above that of the U.S. Most households earn middle-tier incomes, and labor force participation is high; most work full-time jobs, and many families are supported by multiple earners. Short, solo commutes are common, with households typically owning several vehicles. These residents have a strong enthusiasm for professional, college, and high school sports.

Rural Versatility (E5) - These neighborhoods are predominantly found in rural and non-metro areas. About a quarter of the population in this segment is under 18, and around a third of households consist of seniors supported by social security and retirement income. More than half of households are occupied by either a single person or a married couple without children. Public transportation is often not an option, and most workers commute by driving alone.

Mobile Meadows (E4) - These neighborhoods are predominantly found in metropolitan and micropolitan areas. A steady influx of immigration contributes to cultural diversity in these communities. Married and cohabiting couples outnumber single-individual households, and around a third of households have children. Incomes predominantly fall within the low to middle tiers, with some households supported by social security and other forms of public assistance. Homes in these neighborhoods are primarily mobile homes. Vehicles are a necessary part of everyday life, and abundant open space often surrounds these communities.

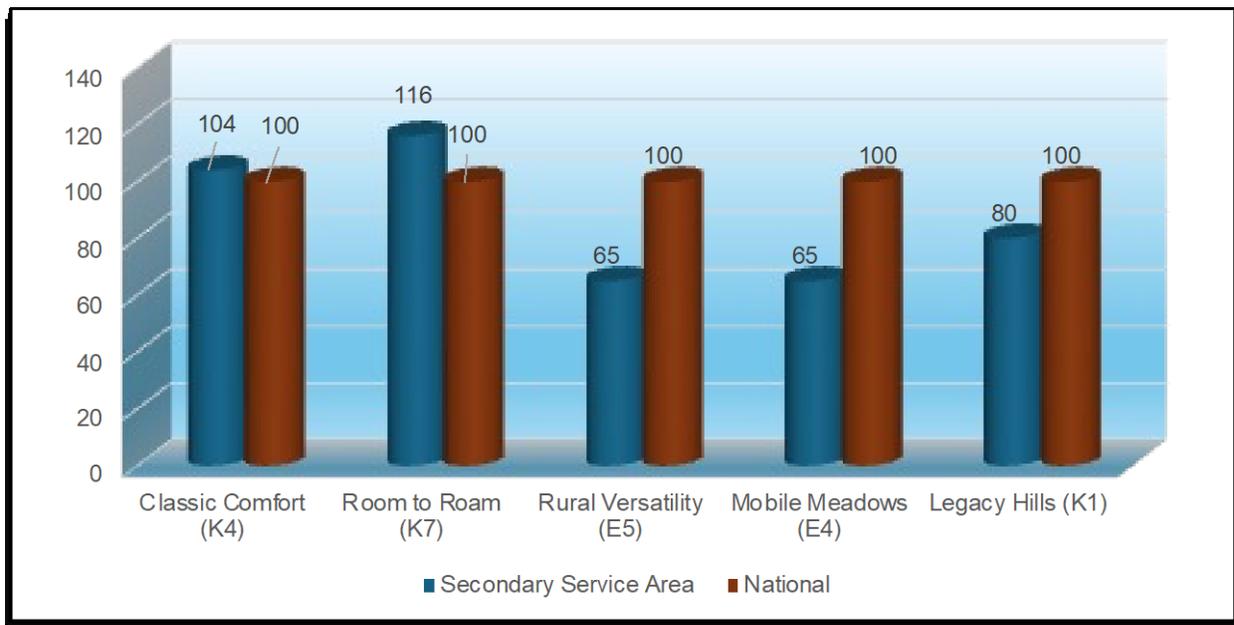
Legacy Hills (K1) - Residents live in suburbs near metro areas with populations of 500,000 or more. Most residents are aged 45 and above, and a notable portion are either widowed or divorced, contributing to a high number of single-person households and smaller average household sizes. There is also a notable presence of this segment in small and remote towns and micropolitan areas. Residents listen to the radio and read magazines. Popular TV subjects include travel, bowling, and golf. While cell phone use is common, many have a landline.

Dreambelt (K5) - These suburban neighborhoods are predominantly located in the West, often outside the principal cities of major metropolitan areas. About half of the population is between 35 and 74, and most households consist of married or cohabiting couples. Most households earn middle-tier incomes, and labor force participation is high. Neighborhoods consist mainly of single-family homes built between 1950 and 1990, offering ample parking space, often for three or more vehicles. Regular exercise and medical checkups are integral to their routine.

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

	Secondary Service Area		Demographics		Entertainment Spending Index
	Percent	Cumulative Percent	Median Age	Median HH Income	
Classic Comfort (K4)	17.20%	17.20%	40.2	\$88,893	104
Room to Roam (K7)	16.60%	33.80%	46.2	\$99,689	116
Rural Versatility (E5)	16.50%	50.30%	38.9	\$58,911	65
Mobile Meadows (E4)	13.20%	63.50%	35.1	\$54,988	65
Legacy Hills (K1)	7.00%	70.50%	45.6	\$55,927	80

Chart N – Secondary Service Area Tapestry Segment Entertainment Spending:



Classic Comfort (K4) - The median age is slightly above that of the U.S. Most households earn middle-tier incomes, and labor force participation is high; most work full-time jobs, and many families are supported by multiple earners. Short, solo commutes are common, with households typically owning several vehicles. These residents have a strong enthusiasm for professional, college, and high school sports.

Room to Roam (K7) - These communities are mainly found within metropolitan areas but tend not to be in the mega metropolises. More than half of household heads are aged 55 and older, and one in five individuals are aged 65 and above. Married couples, often without children, form most households, while nonfamily households represent a quarter of the total households. Owning multiple vehicles is typical, with driving alone as the primary means of commuting. When traveling, domestic trips are common. Residents cook, bake, read, and walk their dogs. Residents tend to vote, and recycling is a routine practice.

Rural Versatility (E5) - These neighborhoods are predominantly found in rural and non-metro areas. About a quarter of the population in this segment is under 18, and around a third of households consist of seniors supported by social security and retirement income. More than half of households are occupied by either a single person or a married couple without children. Public transportation is often not an option, and most workers commute by driving alone.

Mobile Meadows (E4) - These neighborhoods are predominantly found in metropolitan and micropolitan areas. A steady influx of immigration contributes to cultural diversity in these communities. Married and cohabiting couples outnumber single-individual households, and around a third of households have children. Incomes predominantly fall within the low to middle tiers, with some households supported by social security and other forms of public assistance. Homes in these neighborhoods are primarily mobile homes. Vehicles are a necessary part of everyday life, and abundant open space often surrounds these communities.

Legacy Hills (K1) - Residents live in suburbs near metro areas with populations of 500,000 or more. Most residents are aged 45 and above, and a notable portion are either widowed or divorced, contributing to a high number of single-person households and smaller average household sizes. There is also a notable presence of this segment in small and remote towns and micropolitan areas. Residents listen to the radio and read magazines. Popular TV subjects include travel, bowling, and golf. While cell phone use is common, many have a landline.

Section IV – Projected Participation Data

Market Potential Index for Adult Participation: Using ESRI data regarding adult participation in a variety of activities that could take place at a multi-sport facility. The following table illustrates the Market Potential Index (MPI) in the primary service area.

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.

The following tables indicate that the overall propensity for **adults** to participate in activities is generally more than the national number of 100. Participation numbers higher than 100 may indicate demand for facilities and the ability to pay for programs at the facilities.

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 O – City of Craig Market Potential Index (MPI) for Participation in Activities.

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics/12 Mo	448	6.5%	87
Backpacking/12 Mo	245	3.6%	105
Baseball/12 Mo	245	3.6%	119
Basketball/12 Mo	365	5.3%	93
Boxing/12 Mo	156	2.3%	126
Cornhole/12 Mo	723	10.5%	111
CrossFit/12 Mo	124	1.8%	105
Football/12 Mo	211	3.1%	111
Frisbee/12 Mo	228	3.3%	115
Jogging or Running/12 Mo	630	9.2%	89
Kickboxing/12 Mo	95	1.4%	98
Martial Arts/12 Mo	117	1.7%	129
Pickleball/12 Mo	228	3.3%	91
Pilates/12 Mo	194	2.8%	87
Ping Pong/12 Mo	229	3.3%	83
Soccer/12 Mo	236	3.4%	92
Softball/12 Mo	126	1.8%	102
Spinning/12 Mo	94	1.4%	82
Swimming/12 Mo	1,125	16.4%	100
Tennis/12 Mo	211	3.1%	86
Volleyball/12 Mo	175	2.5%	96
Walking for Exercise/12 Mo	2,179	31.7%	98
Yoga/12 Mo	606	8.8%	92
Zumba/12 Mo	158	2.3%	84
Attended Adult Education Course/12 Mo	741	10.8%	95
Played Darts/12 Mo	303	4.4%	113
Did Painting/Drawing/Sculpting/12 Mo	727	10.6%	100
Did Photo Album or Scrapbooking/12 Mo	381	5.5%	110
Did Photography/12 Mo	773	11.2%	100

Expected # of Adults: Number of adults, 18 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.

Table P – Secondary Service Area Market Potential Index (MPI) for Participation in Activities

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics/12 Mo	812	6.7%	90
Backpacking/12 Mo	420	3.5%	103
Baseball/12 Mo	413	3.4%	114
Basketball/12 Mo	632	5.2%	91
Boxing/12 Mo	248	2.1%	114
Cornhole/12 Mo	1,314	10.9%	115
CrossFit/12 Mo	208	1.7%	100
Football/12 Mo	359	3.0%	107
Frisbee/12 Mo	395	3.3%	113
Jogging or Running/12 Mo	1,136	9.4%	91
Kickboxing/12 Mo	159	1.3%	93
Martial Arts/12 Mo	187	1.6%	117
Pickleball/12 Mo	414	3.4%	94
Pilates/12 Mo	341	2.8%	87
Ping Pong/12 Mo	433	3.6%	89
Soccer/12 Mo	399	3.3%	88
Softball/12 Mo	217	1.8%	100
Spinning/12 Mo	170	1.4%	85
Swimming/12 Mo	2,038	16.9%	104
Tennis/12 Mo	380	3.1%	88
Volleyball/12 Mo	307	2.5%	96
Walking for Exercise/12 Mo	3,943	32.6%	101
Yoga/12 Mo	1,066	8.8%	92
Zumba/12 Mo	261	2.2%	79
Attended Adult Education Course/12 Mo	1,292	10.7%	94
Played Darts/12 Mo	513	4.2%	109
Did Painting/Drawing/Sculpting/12 Mo	1,280	10.6%	100
Did Photo Album or Scrapbooking/12 Mo	684	5.7%	112

Expected # of Adults: Number of adults, 18 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.

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

Participation Numbers: 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 Q –City of Craig Participation Rates for Recreational Activities

Activities	Age	Income	Region	Nation	Average
Aerobic	15.6%	10.6%	16.8%	15.8%	14.7%
Baseball	3.5%	2.1%	3.7%	3.5%	3.2%
Basketball	7.8%	5.3%	7.0%	7.7%	6.9%
Boxing	1.9%	2.2%	1.2%	1.9%	1.8%
Exercise Walking	34.0%	28.0%	34.1%	34.0%	32.5%
Exercise w/ Equipment	16.4%	10.1%	15.8%	16.4%	14.7%
Football (flag)	2.2%	1.8%	2.2%	2.2%	2.1%
Football (tackle)	2.1%	2.5%	1.5%	2.1%	2.1%
Football (touch)	2.2%	1.9%	1.6%	2.2%	2.0%
Lacrosse	0.9%	0.5%	0.2%	0.9%	0.6%
Martial Arts/MMA	2.1%	1.2%	2.4%	2.0%	1.9%
Pickleball	5.0%	1.8%	6.5%	5.0%	4.6%
Pilates	2.6%	1.3%	2.6%	2.6%	2.3%
Running/jogging	13.1%	10.0%	11.2%	13.1%	11.9%
Soccer	5.2%	3.2%	5.1%	5.1%	4.6%
Softball	2.6%	1.7%	2.7%	2.5%	2.4%
Swimming	15.3%	9.9%	15.8%	15.2%	14.0%
Table Tennis/Ping Pong	4.6%	2.9%	4.8%	4.6%	4.2%
Tennis	4.9%	3.0%	2.9%	4.8%	3.9%
Volleyball	3.6%	2.4%	3.3%	3.5%	3.2%
Weight Lifting	12.2%	6.7%	13.5%	12.2%	11.1%
Workout @ Clubs	9.9%	5.9%	9.7%	9.9%	8.9%
Wrestling	1.2%	1.6%	0.6%	1.2%	1.1%
Yoga	9.3%	6.0%	8.8%	9.3%	8.3%

Age: Participation based on individuals ages 7 & Up of the Service Area.

Income: Participation based on the 2025 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.

Table R – Secondary Service Area Participation Rates for Recreational Activities

Indoor Activities	Age	Income	Region	Nation	Average
Aerobic	15.6%	16.5%	16.8%	15.8%	16.2%
Baseball	3.5%	4.5%	3.7%	3.5%	3.8%
Basketball	7.8%	10.6%	7.0%	7.7%	8.3%
Boxing	1.9%	2.9%	1.2%	1.9%	2.0%
Exercise Walking	34.0%	32.8%	34.1%	34.0%	33.7%
Exercise w/ Equipment	16.4%	16.6%	15.8%	16.4%	16.3%
Football (flag)	2.2%	2.9%	2.2%	2.2%	2.4%
Football (tackle)	2.1%	2.4%	1.5%	2.1%	2.0%
Football (touch)	2.2%	3.0%	1.6%	2.2%	2.3%
Lacrosse	0.9%	1.4%	0.2%	0.9%	0.8%
Martial Arts/MMA	2.1%	3.2%	2.4%	2.0%	2.4%
Pickleball	5.0%	5.0%	6.5%	5.0%	5.4%
Pilates	2.6%	2.6%	2.6%	2.6%	2.6%
Running/jogging	13.1%	16.0%	11.2%	13.1%	13.4%
Soccer	5.2%	7.5%	5.1%	5.1%	5.7%
Softball	2.6%	3.6%	2.7%	2.5%	2.8%
Swimming	15.3%	16.2%	15.8%	15.2%	15.6%
Table Tennis/Ping Pong	4.6%	5.9%	4.8%	4.6%	5.0%
Tennis	4.9%	6.9%	2.9%	4.8%	4.9%
Volleyball	3.6%	4.7%	3.3%	3.5%	3.8%
Weight Lifting	12.2%	11.0%	13.5%	12.2%	12.2%
Workout @ Clubs	9.9%	10.3%	9.7%	9.9%	10.0%
Wrestling	1.2%	1.6%	0.6%	1.2%	1.1%
Yoga	9.3%	11.1%	8.8%	9.3%	9.6%

Age: Participation based on individuals ages 7 & Up of the Service Area.

Income: Participation based on the 2025 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 2025 and 2030 (over age 7) the following comparisons are available.

Table S – City of Craig Participation Growth or Decline for Recreational Activities

Indoor Activities	Average	2020 Population	2025 Population	2030 Population	Difference
Aerobic	14.7%	2,102	2,108	2,139	37
Baseball	3.2%	457	458	465	8
Basketball	6.9%	992	995	1,010	18
Boxing	1.8%	259	260	263	5
Exercise Walking	32.5%	4,650	4,664	4,732	82
Exercise w/ Equipment	14.7%	2,099	2,105	2,136	37
Football (flag)	2.1%	300	301	306	5
Football (tackle)	2.1%	294	295	299	5
Football (touch)	2.0%	283	284	288	5
Lacrosse	0.6%	88	88	89	2
Martial Arts/MMA	1.9%	274	275	279	5
Pickleball	4.6%	653	655	665	12
Pilates	2.3%	325	326	330	6
Running/jogging	11.9%	1,695	1,700	1,725	30
Soccer	4.6%	664	666	676	12
Softball	2.4%	338	339	344	6
Swimming	14.0%	2,008	2,014	2,044	36
Table Tennis/Ping Pong	4.2%	604	606	615	11
Tennis	3.9%	557	558	566	10
Volleyball	3.2%	456	457	464	8
Weight Lifting	11.1%	1,594	1,599	1,623	28
Workout @ Clubs	8.9%	1,266	1,270	1,289	22
Wrestling	1.1%	164	165	167	3
Yoga	8.3%	1,193	1,197	1,214	21

Anticipated Participation Number: Utilizing the average percentage from Table C and D above plus the 2020 census information and census estimates for 2025 and 2030 (over age 7) the following comparisons are available.

Table T –Participation Growth for Secondary Service Area Activities

Activities	Average	2020 Population	2025 Population	2030 Population	Difference
Aerobic	16.2%	2,313	2,320	2,353	41
Baseball	3.8%	543	544	552	10
Basketball	8.3%	1,182	1,185	1,203	21
Boxing	2.0%	284	285	289	5
Exercise Walking	33.7%	4,821	4,836	4,907	85
Exercise w/ Equipment	16.3%	2,331	2,338	2,373	41
Football (flag)	2.4%	340	341	346	6
Football (tackle)	2.0%	291	292	296	5
Football (touch)	2.3%	323	323	328	6
Lacrosse	0.8%	120	120	122	2
Martial Arts/MMA	2.4%	345	346	351	6
Pickleball	5.4%	768	770	781	14
Pilates	2.6%	371	372	378	7
Running/jogging	13.4%	1,909	1,915	1,943	34
Soccer	5.7%	818	820	832	14
Softball	2.8%	406	407	413	7
Swimming	15.6%	2,234	2,240	2,273	40
Table Tennis/Ping Pong	5.0%	712	714	724	13
Tennis	4.9%	696	698	708	12
Volleyball	3.8%	538	540	548	10
Weight Lifting	12.2%	1,748	1,753	1,779	31
Workout @ Clubs	10.0%	1,424	1,428	1,449	25
Wrestling	1.1%	164	165	167	3
Yoga	9.6%	1,376	1,380	1,400	24

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

Participation by Ethnicity and Race: The table below compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing information provided by the National Sporting Goods Association's 2024 survey, the following comparisons are possible.

Table U – City of Craig Activities Comparison of National, African American and Hispanic Participation Rates

Activity	City of Craig	National Participation	African American Participation	Hispanic Participation
Aerobic	14.7%	15.8%	13.1%	17.8%
Baseball	3.2%	3.5%	2.4%	4.1%
Basketball	6.9%	7.7%	13.9%	8.0%
Boxing	1.8%	1.9%	3.6%	2.8%
Exercise Walking	32.5%	34.0%	28.5%	27.9%
Exercise w/ Equipment	14.7%	16.4%	15.6%	15.2%
Football (flag)	2.1%	2.2%	2.7%	2.6%
Football (tackle)	2.1%	2.1%	3.4%	2.1%
Football (touch)	2.0%	2.2%	3.3%	2.2%
Lacrosse	0.6%	0.9%	1.0%	0.5%
Martial Arts/MMA	1.9%	2.0%	2.3%	2.7%
Pickleball	4.6%	5.0%	2.4%	4.1%
Pilates	2.3%	2.6%	2.5%	2.5%
Running/jogging	11.9%	13.1%	15.6%	15.6%
Soccer	4.6%	5.1%	4.2%	6.5%
Softball	2.4%	2.5%	1.6%	3.4%
Swimming	14.0%	15.2%	8.5%	12.4%
Table Tennis/Ping Pong	4.2%	4.6%	3.1%	3.2%
Tennis	3.9%	4.8%	3.7%	3.9%
Volleyball	3.2%	3.5%	2.5%	3.6%
Weight Lifting	11.1%	12.2%	12.8%	12.8%
Workout @ Clubs	8.9%	9.9%	8.9%	9.5%
Wrestling	1.1%	1.2%	1.9%	1.3%
Yoga	8.3%	9.3%	7.5%	8.8%

Note: There is a significant Hispanic population (20.6%) in the City of Craig. This is a factor in overall participation.

Table V – Secondary Service Area Activities Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Secondary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobic	16.2%	15.8%	13.1%	17.8%
Baseball	3.8%	3.5%	2.4%	4.1%
Basketball	8.3%	7.7%	13.9%	8.0%
Boxing	2.0%	1.9%	3.6%	2.8%
Exercise Walking	33.7%	34.0%	28.5%	27.9%
Exercise w/ Equipment	16.3%	16.4%	15.6%	15.2%
Football (flag)	2.4%	2.2%	2.7%	2.6%
Football (tackle)	2.0%	2.1%	3.4%	2.1%
Football (touch)	2.3%	2.2%	3.3%	2.2%
Lacrosse	0.8%	0.9%	1.0%	0.5%
Martial Arts/MMA	2.4%	2.0%	2.3%	2.7%
Pickleball	5.4%	5.0%	2.4%	4.1%
Pilates	2.6%	2.6%	2.5%	2.5%
Running/jogging	13.4%	13.1%	15.6%	15.6%
Soccer	5.7%	5.1%	4.2%	6.5%
Softball	2.8%	2.5%	1.6%	3.4%
Swimming	15.6%	15.2%	8.5%	12.4%
Table Tennis/Ping Pong	5.0%	4.6%	3.1%	3.2%
Tennis	4.9%	4.8%	3.7%	3.9%
Volleyball	3.8%	3.5%	2.5%	3.6%
Weight Lifting	12.2%	12.2%	12.8%	12.8%
Workout @ Clubs	10.0%	9.9%	8.9%	9.5%
Wrestling	1.1%	1.2%	1.9%	1.3%
Yoga	9.6%	9.3%	7.5%	8.8%

Note: There is a significant Hispanic population (23.0%) in the City of Craig. This is a factor in overall participation.

National Summary of Sports Participation: The following chart summarizes participation for activities utilizing information from the 2024 National Sporting Goods Association survey.

Table W – Nat’l Sports Participation Summary for Potential City of Craig Activities

National Rank	Activity	Nat'l Participation (millions)
1	Exercise Walking	105.1
3	Exercising w/ Equipment	50.7
4	Swimming	46.9
6	Running/Jogging	40.4
8	Weight Lifting	37.6
9	Workout @ Club	30.7
12	Yoga	28.6
13	Basketball	23.9
14	Billiards/Pool	22.5
18	Soccer	15.8
19	Pickleball	15.4
20	Tennis	15.0
21	Table Tennis/Ping Pong	14.2
24	Dart Throwing	11.7
26	Volleyball	10.8
27	Baseball	10.7
30	Pilates	8.0
31	Softball	7.9
33	Skateboarding	7.2
35	Football (touch)	6.8
37	Football (flag)	6.7
39	Football (tackle)	6.6
40	Gymnastics	6.5
41	Martial Arts / MMA	6.3
45	Boxing	6.0
46	In-Line Roller Skating	5.5
50	Cheerleading	3.7
51	Wrestling	3.7
56	Lacrosse	2.6

Nat’l Rank: Popularity of sport based on national survey.

Nat’l Participation: Population that participate in this sport on national survey.

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 X – National Participation by Age Group for City of Craig Activities:

Activity	Largest	Second Largest	Third Largest
Aerobic	45-54	55-64	65-74
Baseball	7-11	12-17	35-44
Basketball	12-17	7-11	18-24
Billiards/Pool	25-34	35-44	45-54
Boxing	18-24	25-34	12-17
Cheerleading	12-17	7-11	18-24
Dart Throwing	35-44	45-54	25-34
Exercise Walking	65-74	55-64	45-54
Exercise w/ Equipment	25-34	65-74	75 plus
Football (flag)	7-11	12-17	25-34
Football (tackle)	12-17	7-11	18-24
Football (touch)	7-11	18-24	25-34
Gymnastics	7-11	12-17	18-24
Lacrosse	12-17	7-11	18-24
Martial Arts/MMA	7-11	12-17	18-24
Pickleball	12-17	18-24	55-64
Pilates	25-34	35-44	18-24
Running/Jogging	12-17	25-34	35-44
Skateboarding	12-17	7-11	18-24
Soccer	7-11	12-17	25-34
Softball	7-11	12-17	18-24
Swimming	7-11	12-17	35-44
Table Tennis/Ping Pong	7-11	12-17	18-24
Tennis	12-17	17-11	35-44
Volleyball	12-17	7-11	18-24
Weight Lifting	25-34	18-24	35-44
Workout @ Clubs	25-34	18-24	35-44
Wrestling	12-17	7-11	18-24
Yoga	25-34	35-44	45-54

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 (2015-2024).

Table Y – National Activity Trend (millions) for City of Craig Activities

Increase in Participation	2015 Participation	2024 Participation	Percent Increase
Pickleball	1.7	15.4	805.9%
Boxing	3.6	6.0	66.7%
Pilates	5.6	8.0	42.9%
Strength Training	0.0	81.2	35.8%
Table Tennis/Ping Pong	10.5	14.2	35.2%
Cardio Fitness	78.1	105.5	35.1%
Skateboarding	5.7	7.2	26.3%
Wrestling	3.0	3.7	23.3%
Tennis	12.8	15.0	17.2%
Dart Throwing	10.2	11.7	14.7%
Gymnastics	5.8	6.5	12.1%
Soccer	14.1	15.8	12.1%
Weight Lifting	34.8	37.6	8.0%
Cheerleading	3.7	3.9	5.4%
Billiards/Pool	21.5	22.5	4.7%
Football (flag)	6.6	6.7	1.5%
Swimming	46.3	46.9	1.3%
Volleyball	10.7	10.8	0.9%

Decrease in Participation	2015 Participation	2024 Participation	Percent Decrease
Exercise Walking	106.3	105.1	-1.1%
Basketball	24.8	23.9	-3.6%
Martial Arts / MMA	6.6	6.3	-4.5%
Yoga	30.7	28.6	-6.8%
Running/Jogging	44.5	40.4	-9.2%
Exercising w/ Equipment	56.3	50.7	-9.9%
Baseball	11.8	10.6	-10.2%
Lacrosse	2.9	2.6	-10.3%
Football (tackle)	7.8	6.6	-15.4%
Workout @ Club	36.6	30.7	-16.1%
Softball	9.8	7.9	-19.4%
Football (touch)	9.2	6.8	-26.1%

2015 Participation: The number of participants per year in the activity (in millions) in the United States.

2024 Participation: The number of participants per year in the activity (in millions) in the United States.

Percent Change: The percent change in the level of participation from 2015 to 2024.

Section V – Non-Sport Participation Data

Non-Sport Participation Statistics: It is important to note that participation rates in non-sport activities. While there is not an abundance of information available for participation in these types of activities as compared to sport activities, there are statistics that can be utilized to help determine the market for cultural arts activities and events.

There are many ways to measure a nation's cultural vitality. One way is to chart the public's involvement with arts events and other activities over time. The NEA's Survey of Public Participation in the Arts remains the largest periodic study of arts participation in the United States. It tracks various arts activities that Americans (aged 18 and over) report having done in a year. It also asks questions about adults' preferences for different kinds of music, and it seeks to understand participation in non-arts leisure events such as sports and exercise, outdoor activities, and civic and social affairs.

The participation numbers for these activities are national numbers and the information falls into the following categories:

- Attending Arts Activities
- Reading Books and Literature
- Consuming Art through Electronic Media
- Making and Sharing Art
- Participating in Arts Learning
- Perceptions of Arts Availability

Table A – Percentage of U.S. Adult Attending a Performing Arts Activity at Least Once in the Past 12-Months

Music	2008	2012	2017	Rate of Change	
				2008-2012	2012-2017
Jazz	7.8%	8.1%	8.6%	+0.3%	+0.5%
Classical Music	9.3%	8.8%	8.6%	-0.5%	-0.2%
Opera	2.1%	2.1%	2.2%	+0.0%	+0.1%
Latin Music	4.9%	5.1%	5.9%	+0.2%	+0.8%
Outdoor Performing Arts Festival	20.8%	20.8%	24.2%	+0.0%	+3.4%

Plays	2008	2012	2017	Rate of Change	
				2008-2012	2012-2017
Musical Plays	16.7%	15.2%	16.5%	-1.5%	+1.3%
Non-Musical Plays	9.4%	8.3%	9.4%	-1.1%	+1.1%

Dance	2008	2012	2017	Rate of Change	
				2008-2012	2012-2017
Ballet	2.9%	2.7%	3.1%	-0.2%	+0.4%
Other Dance	5.2%	5.6%	6.3%	+0.4%	+0.7%

- Following a sharp decline in overall arts attendance that occurred from 2002-2008, participation rates held steady from 2008-2012 and have increased into 2017.
- Changes in the U.S. demographic composition appear to have contributed to attendance in performing arts attendance. Still, various subgroups of Americans have maintained or increased attendance rates for individual art forms.

Table B – Percentage of U.S. Adults Attending Visual Arts Activities and Events

				Rate of Change	
	2008	2012	2017	2008-2012	2012-2017
Art Museums/Galleries	22.7%	21.0%	23.7%	-1.7%	+2.7%
Parks/Historical Buildings	24.5%	22.4%	28.3%	-2.1%	+5.9%
Craft/Visual Arts Festivals	24.9%	23.9%	23.8%	-1.0%	-0.1%

- Visual arts attendance has declined significantly from 2002 to 2012 although has rebounded in 2017.

Reading Books and Literature

Table C – Reading Activity

				Rate of Change	
	2008	2012	2017	2008-2012	2012-2017
Read any Book, non-required	54.3%	54.6%	52.7%	+0.3%	-1.9%
Literature	50.2%	47.0%	44.2%	-3.2%	-2.8%
Novels and Short Stories	47.0%	45.2%	41.8%	-1.8%	-3.4%
Plays	2.6%	2.9%	3.7%	+0.3%	+0.8%
Poetry	8.3%	6.7%	11.7%	-1.6%	+5.0%

Consuming Art Through Electronic Media

Table D – Percentage of U.S. Adults Who Used Electronic Media to Consume Books or other Artistic, Arts-Related, and Literary Content Arts: 2017

	Percentage
Used Electronic Media to Consume Artistic or Arts Related Content	74%
Read Any Books Using Electronic Media	23%
Listen to Any Audiobooks	16%

Table E – Percentage of Adults Who Used Electronic Media to Consume Art in the past 12 months

	Percentage
Other Music ³	65%
Classical Music or Opera	21%
Jazz	20%
Programs Info. About Book Writers	19%
Latin, Spanish, or Salsa	19%
Theater Productions (musical or stage play) ⁴	16%
Paintings, Sculpture, Pottery or Other Visual Art	16%
Dance Performances or programs	14%
Programs and Info. About Visual Arts	14%

Making and Sharing Art

Table F – Percentage of American Adults Who Made Art in the Last 12 Months: 2017

	Percentage
Any Art	54%
Performing Arts	40%
Visual Arts	33%
Creative Writing	7%

Performing Arts include singing, playing any musical instrument, dancing, or acting. Visual Arts include painting, drawing, sculpting, or making prints, taking photographs, creating films, creating animations, digital arts, making pottery, ceramics or jewelry, doing leatherwork, metalwork or woodwork, weaving, crocheting, quilting, knitting or sewing, scrapbooking, etc. Creative Writing includes fiction, nonfiction, poetry or plays.

Table G – Percentage of American Adults Who Did Performing Arts

	Percentage
Singing	25%
Dancing	24%
Playing Musical Instrument	11%
Creating or Performing Music in Other Ways	3%
Acting	2%
Using Electronic Media to Edit or Remix Music	2%

³ Rock, pop, country, folk, rap or hip-hop

⁴ Musicals, plays or information about theatre.

Table H – Percentage of American Adults Who Did Visual Arts

	Percentage
Taking Photographs	14%
Painting, Drawing, Sculpting, or Making Prints	13%
Weaving, Crocheting, Quilting, Needleworking, Knitting or Sewing	12%
Editing Photographs	10%
Doing Scrapbooking, Origami, or Other Paper-Based Art	7%
Doing Leatherwork, Metalwork, or Woodwork	7%
Creating Films or Videos	5%
Making Pottery, Ceramics, or Jewelry	4%
Designing or Creating Animations, Digital Art, Computer Graphics or Video Games	3%

Table I – Among Adults Who Made Art, Percentage Who Did So At Least Once a Week

	Percentage
Sing	70.2%
Use Electronic Media to Edit or Remix Music	48.5%
Play Any Musical Instrument	46.6%
Take Photographs	45.2%
Edit Photographs	38.5%
Create or Perform Any Music In Other Ways	37.5%
Creating Writing	34.3%
Design or Create Animations, Digital Art, Computer Graphics or Video Games	32.2%
Weave, Crochet, Quilt, Needlework, Knot or Sew	26.2%
Create Films or Videos	22.9%
Dance	22.6%
Paint, Draw, Sculpt or Make Prints	22.5%
Act	20.8%
Do Leatherwork, Metalwork, or Woodwork	20.6%
Do Scrapbooking, Origami, or Other Paper-Based Art	14.0%
Make Pottery, Ceramics or Jewelry	9.8%

Table J – Percentage of Adults Who Took Formal Art Lessons or Classes in Past 12 Months

	Percentage
Any Type of Art	9.5%
Visual Arts ⁵	3.6%
Music	2.7%
Art History or Appreciation	2.1%
Dance	1.9%
Creative Writing	1.7%
Computer Animation or Digital Art	1.8%
Photography or Filmmaking	1.6%
Acting or Theatre	0.6%

Table K – Percentage of Adults Who Took Informal Art Lessons or Classes in Past 12 Months

	Percentage
Any Type of Art	17.2%
Music	10.3%
Visual Arts	6.3%
Photography or Filmmaking	5.3%
Art History or Appreciation	4.9%
Dance	3.5%
Creative Writing	3.1%
Acting or Theatre	1.8%
Computer Animation or Digital Art	N/A

⁵ Drawing, Painting, Pottery, Weaving or Graphic Design

Section V - Regional and National Trends for Recreation

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

Program Statement

The following document has been developed by Ballard*King & Associates (B*K), a facility planning and operations firm based out of Denver, CO. The document is a program statement for the City of Craig and the feasibility study that B*K is a sub-consultant to OLC.

The program statement is based on the following data points:

- Engagement with City Staff
- Public Input – both in person and online survey.
- Demographic Assessment
- Participation Data and Trends
- Facility Trends

The next steps will be for OLC to verify square footage calculations and develop a construction and total project cost. B*K will use the information to develop an operational plan.

Program:

Administrative Spaces	#	Option #1 (minimum)	#	Option #2 (enhanced)
Lobby @ 1,500 / 2,500	1	1,500	1	2,500
Control Desk @ 250	1	250	1	250
Director Office @ 150	1	150	1	150
Private Office @ 120	3	360	3	360
Open Office @ 50	6	300	6	300
Conference Room @ 550	1	550	1	550
Break Room @ 280	1	280	1	280
Sub-Total		3,390		4,390

Kids Spaces	#	Option #1 (minimum)	#	Option #2 (enhanced)
Lobby @ 2,000	0	-	-	2,000
Dry Classroom @ 500	0	-	-	500
Sub-Total		-		2,500

Multi-Purpose	#	Option #1 (minimum)	#	Option #2 (enhanced)
Community Room (100 ind.) @ 1,500	0	-	-	1,500
Storage @ 300	0	-	-	300
Sub-Total		-		1,800

Fitness	#	Option #1 (minimum)	#	Option #2 (enhanced)
Weights/Cardio @ 3,000	0	-	1	3,000
Restroom @ 75	0	-	1	75
Storage @ 125	1	125	1	125
Multi-Purpose Studio @ 1,750	1	1,750	1	1,750
Storage @ 500	1	500	1	500
Sub-Total		2,375		5,450

Gymnasium	#	Option #1 (minimum)	#	Option #2 (enhanced)
Gymnasium @ 5,282 / 7280	2	11,656	2	14,560
Run/Jog Track @ 3,000 / 4,000	1	3,000	1	4,000
Storage	1	500	1	500
Sub-Total		15,156		19,060

Locker Rooms + Restrooms	#	Option #1 (minimum)	#	Option #2 (enhanced)
Public Restrooms @ 250	2	500	2	500
Public Universal @ 80	1	80	1	80
Men's Locker @ 900	1	900	1	900
Women's Locker @ 1,000	1	1,000	1	1,000
Wet Changing Room @ 100	4	400	4	400
Dry Changing Room @ 50	2	100	2	100
Sub-Total		2,980		2,980

Natatorium	#	Option #1 (minimum)	#	Option #2 (enhanced)
6-Lane Lap Pool @ 3,150	0	-	1	3,150
Leisure Pool	1	7,500	1	6,500
Natatorium	1	15,000	1	19,300
Manager Office @ 150	1	150	1	150
Lifeguard Office @ 250	1	250	1	250
Lifeguard Dry Change @ 50	1	50	1	50
First Aid @ 100	1	100	1	100
Pool Mechanical @ 500 / 750	1	500	1	750
Chemical Room @ 100	2	200	2	200
Storage @ 500	1	500	1	500
Wet Classroom @ 500	1	500	1	500
Sub-Total		17,250 ⁶		21,800 ⁷

⁶ Does not include the water surface area of the pool.

⁷ Does not include the water surface area of the pool.

Building Total	Option #1 (minimum)	Option #2 (enhanced)
Administrative Spaces	3,390	3,410
Kid Spaces	-	2,500
Multi-Purpose	-	1,800
Fitness	2,375	5,450
Gymnasium	15,156	18,060
Locker Room + Restrooms	2,980	2,980
Natatorium	17,250	21,800
Sub-Total	41,151	57,980
Gross-Up Factor (15%)	6,173	8,697
Total Square Footage	47,324	66,677

Future Phase:

Artificial Turf	#	Option #1 (minimum)	#	Option #2 (enhanced)
Infield @ 10,000	1	10,000	0	-
Full @ 30,000	0	-	1	30,000
Storage	1	1,000	1	500
Sub-Total		11,000		31,000

Commentary:

- Kids Space: B*K recommends the inclusion of an indoor playground that could be used all year. This provides indoor opportunities during the winter months. This is a space that could adopt a theme. It is also important to note that this could be a revenue generating components through daily admission and birthday party rentals.
- Multi-Purpose: B*K recommends the inclusion of one (1) multi-purpose room that could accommodate up to 100 people. This space could be used for meetings, part of full facility rentals, and host a variety of programs.
- Fitness: B*K recommends a fitness space that can accommodate both weight and cardio equipment. The weight equipment should be focused on pin-select equipment, other weight machines, and limited free weights. Such a configuration would welcome all participants and create a gateway to the private providers in the community. B*K would recommend the City investigate the possibility of 24-hour availability, as this could be a differentiator and drive membership sales. If 24-hour availability is a reality, it will impact the design and placement within the facility.
- Gymnasium: B*K recommends two (2) full-size basketball courts, that can accommodate two (2) cross-court volleyball courts per basketball court. If the court spaces are going to be used only for traditional activities, the City should consider a hardwood finish. If the City were to use the space for traditional activities and things like trade shows, home and garden shows, craft fairs, etc. they should consider more of a sport court. In either case, the City should consider an overhead door entry from the exterior of the building directly to the courts.
- Locker Rooms + Restrooms: B*K recommends, in addition to the group locker rooms for men and women, that there be four (4) individual wet changing rooms and two (2) dry changing rooms. These can accommodate individuals with disabilities, those with body image challenges, and parents or caregivers with young children.

- Natatorium:
 - Option #1 – This would be a leisure pool with 4, 25Y lap lanes incorporated.
 - Option #2 – The first body of water would be a 6-lane, 25Y pool with a deep end. This would have a suspended obstacle course system, and an inflatable slide. The second body of water be a leisure pool like that of option #1, minus the lap lanes.

Key Findings from the City of Craig Community Survey

As part of the feasibility study commissioned by the City of Craig and issued to OLC Designs and Ballard*King & Associates, a survey was conducted regarding the development of an indoor, year-round sports/activity center for improving health and wellness in the community. Including is demographic data and community opinions on the importance and desired amenities. Residents of the City of Craig and immediately surrounding areas responded to the survey from July 29 – September 3, 2025.

The survey collected demographic information from a diverse group of residents. The 853 contributors equate to approximately 9.5% of the population City of Craig. It should be noted that, while on-line survey responses were limited to one per URL, it is possible that some people may have contributed more than once. The Demographics of survey participants are shown below.

- Total contributors: 853
- Age distribution: 770 responses, with a significant number of participants aged 25-44 (456 responses).
- Gender breakdown: 70.93% female, 27.32% male, and 1.64% preferred not to answer.
- 97.54% of respondents live in Craig.

It is important to note that the survey findings should not be considered statistically significant. However, they do represent a reasonably accurate portrayal of City of Craig residents' perspectives of a year-round sports/activity center.

Executive Summary

Results of the survey indicate a strong desire for an indoor, year-round sports/activity center for improving health and wellness in the City of Craig and surrounding communities. Particularly strong is the interest in an aquatics facility, as two of the top five activities/amenities involve swimming.

Along with the interest in improving themselves, respondents overwhelmingly believe that a sports/activity center would bring significant social, economic, and quality of life benefits to the community as a whole.

The key barriers to participation are the lack of quality facilities and programs in the area. Despite these challenges, nearly all households participated in one or more recreation programs in the last year. Further, respondents indicated a strong willingness to travel to a new facility, with about 25% willing to travel more than 45 minutes.

Overall, there is a demonstrable level of interest in, and support for an indoor, year-round sports/activity center for improving health and wellness in the community of Craig.

Following is a summary of the survey findings:

1. Importance of an indoor, year-round sports/activity center

The community strongly believes in the necessity of an indoor, year-round sports/activity center for health and wellness.

- 83.04% rated it as "Very Important."
- 9.19% considered it "Important."
- Only 5.77% found it "Not Important."

2. Preferred Activities and Amenities

Participants expressed their preferences for activities and amenities in the proposed facility. The survey allowed ranking of four most important activities, with a focus on community and fitness programs. The top five desired activities and amenities are:

1. Indoor Leisure Pool
2. Drop-In Play
3. Youth Leagues
4. Drop-in Walking/Jogging
5. Indoor Swim Lessons

3. Participation in Recreation Programs

The survey assessed household participation in recreation programs over the past year.

- 77.86% participated in 1 to 3 programs.
- 19.71% engaged in 4 to 6 programs.
- Only 1.43% participated in 10 or more programs.

4. Willingness to Travel for Activities

Respondents indicated their willingness to travel for recreation and sports activities.

- 32.79% are willing to travel 5-15 minutes.
- 24.62% are open to traveling over 45 minutes.
- 16.21% would travel 25-45 minutes.

5. Benefits of a Sports Center

The survey highlights various perceived benefits of a sports center among residents, emphasizing its positive impact on health, community, and local economy. The primary perceived benefits are:

- **Attracting New Residents and Reducing Crime**
 - 62.47% believe it helps attract new residents.
 - 62.10% feel it reduces crime and keeps kids out of trouble.
- **Mental and Physical Health Improvements**
 - 83.33% report improvements in mental health and stress reduction.
 - 90.00% indicate enhancements in physical health and fitness.
- **Enhancing Property Value and Community Appeal**
 - 33.33% believe it increases property value.
 - 82.72% think it makes Craig a more desirable place to live.
- **Economic and Business Development Impact**
 - 65.31% feel it positively impacts economic and business development.
 - 68.52% believe it provides jobs and professional development for youth.
- **Social Interaction and Community Engagement**
 - 71.73% report positive social interactions for their households.
 - 47.90% see it as a source of volunteer opportunities for the community.
- **Additional Recreation and Quality of Life**
 - 82.10% appreciate the additional recreation activities available.
 - 87.90% believe it improves the overall quality of life in Craig.

6. Barriers to Participation in Recreation Programs

- 51.31% cited a lack of quality facilities as a barrier.
- 37.01% mentioned a lack of quality programs.
- 25.59% felt that facilities were too far from their residence.
- 33.33% were not aware of what was offered.

CITY OF CRAIG SPORTS CENTER FEASIBILITY STUDY

Form Results Summary

Jul 29, 2025 - Sep 03, 2025

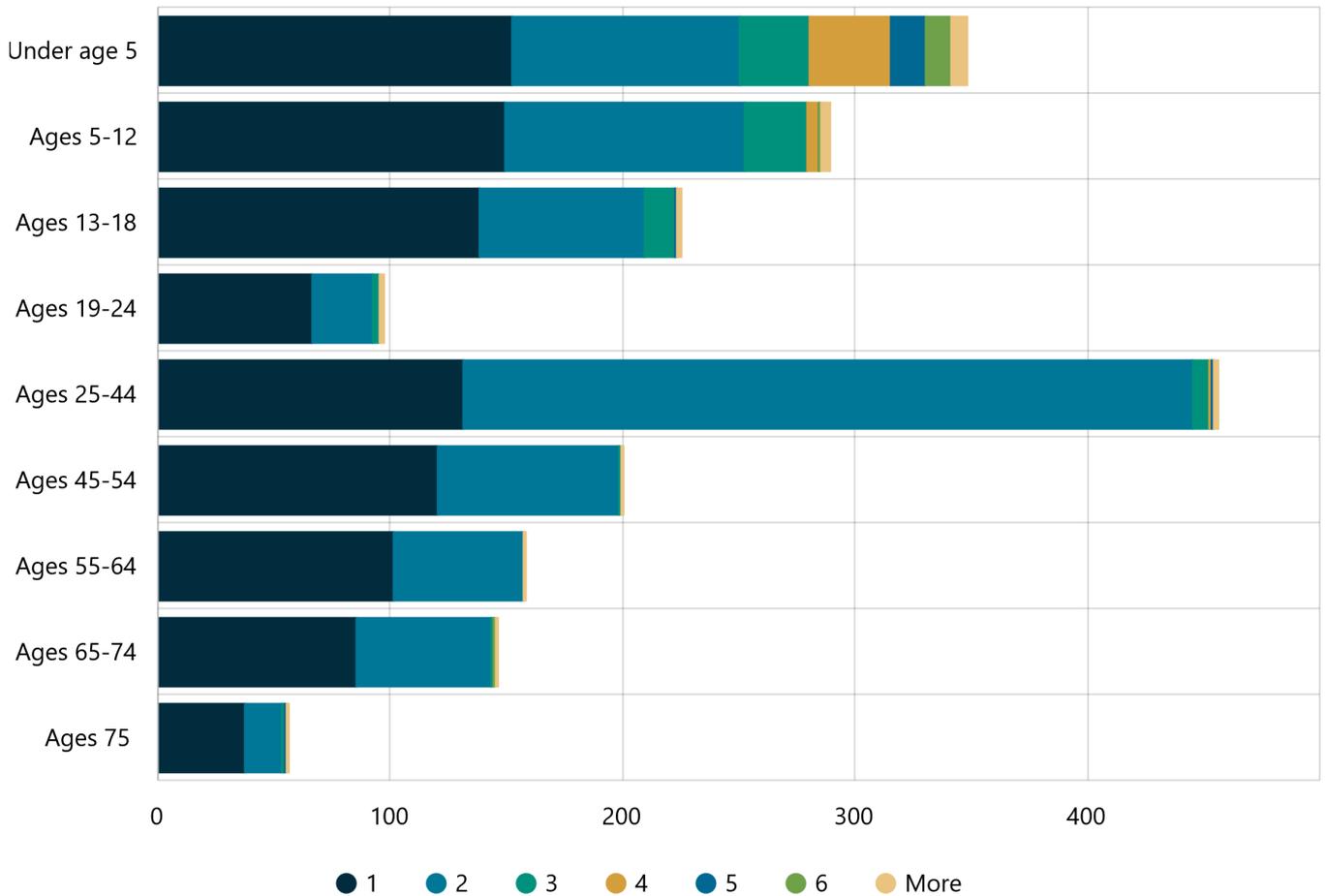
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Filter By: No filters applied.

2. Counting yourself, how many people in your household are...

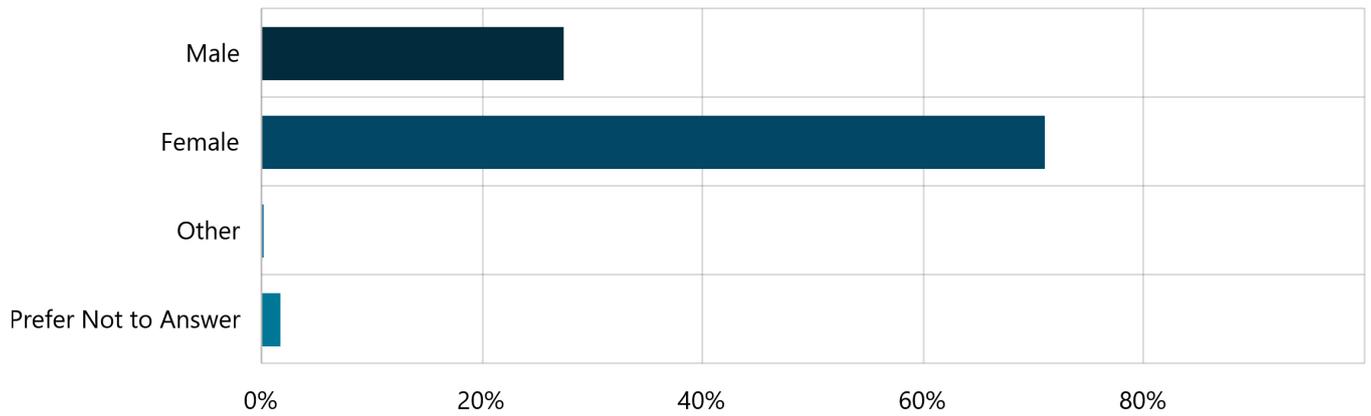
Matrix | Skipped: 6 | Answered: 847 (99.3%)



	1	2	3	4	5	6	More	Count	Score
Under age 5	43.68%	28.16%	8.62%	10.06%	4.31%	3.16%	2.01%	348	2.21
Ages 5-12	51.56%	35.64%	9.34%	1.73%	0%	0.35%	1.38%	289	1.70
Ages 13-18	61.33%	31.56%	5.78%	0%	0.44%	0%	0.89%	225	1.50
Ages 19-24	68.04%	26.80%	3.09%	0%	0%	0%	2.06%	97	1.45
Ages 25-44	28.73%	68.86%	1.54%	0.22%	0.22%	0%	0.44%	456	1.76
Ages 45-54	60.00%	39.00%	0.50%	0%	0%	0%	0.50%	200	1.43
Ages 55-64	63.92%	35.44%	0%	0%	0%	0%	0.63%	158	1.39
Ages 65-74	58.22%	39.73%	0.68%	0%	0%	0.68%	0.68%	146	1.49
Ages 75	66.07%	28.57%	1.79%	0%	1.79%	0%	1.79%	56	1.50

3. What is your gender? Required

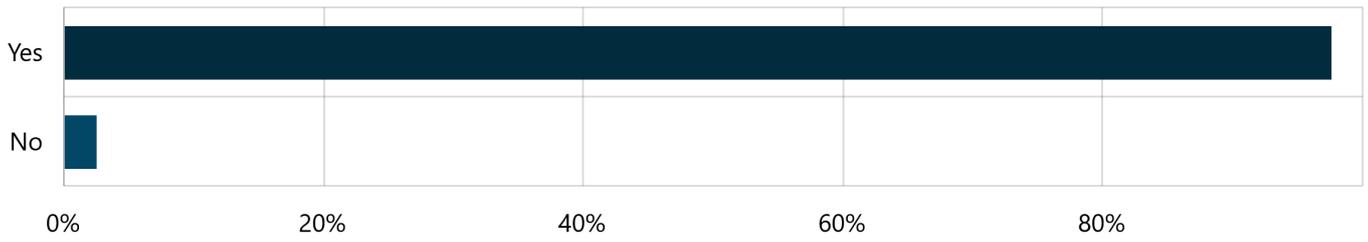
Select Box | Skipped: 0 | Answered: 853 (100%)



Answer choices	Percent	Count
Male	27.32%	233
Female	70.93%	605
Other	0.12%	1
Prefer Not to Answer	1.64%	14
Total	100.00%	853

4. Do you live in Craig Required

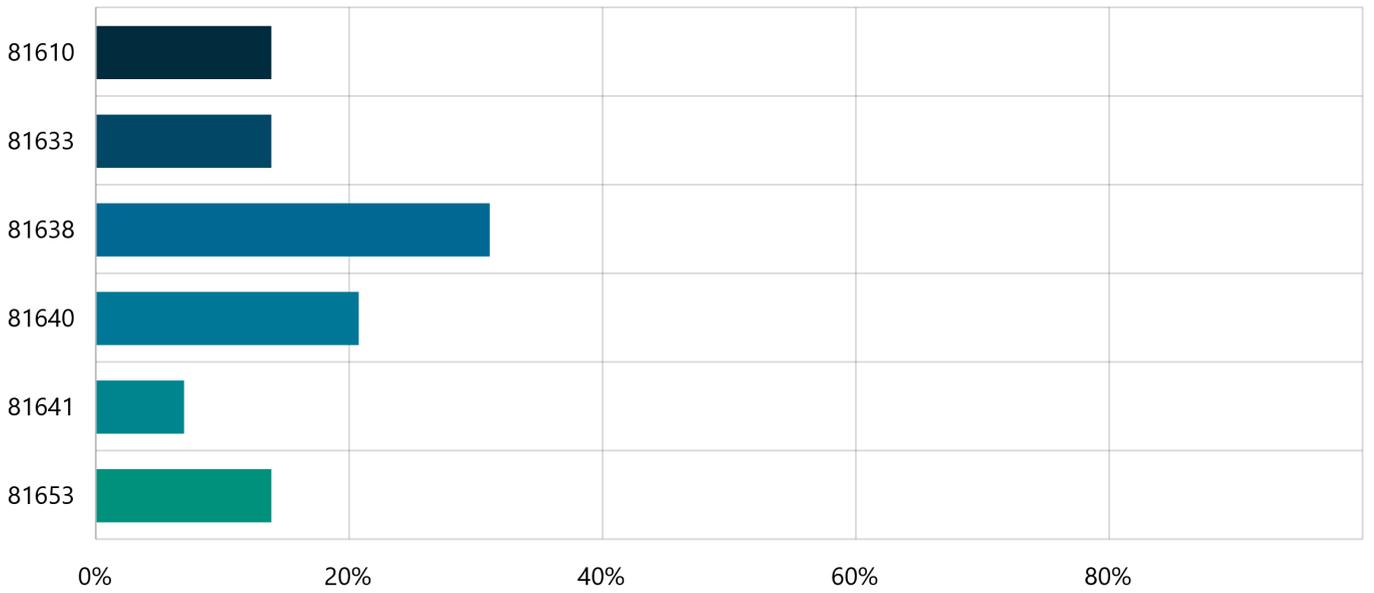
Select Box | Skipped: 0 | Answered: 853 (100%)



Answer choices	Percent	Count
Yes	97.54%	832
No	2.46%	21
Total	100.00%	853

5. If no, what is your Zip code?

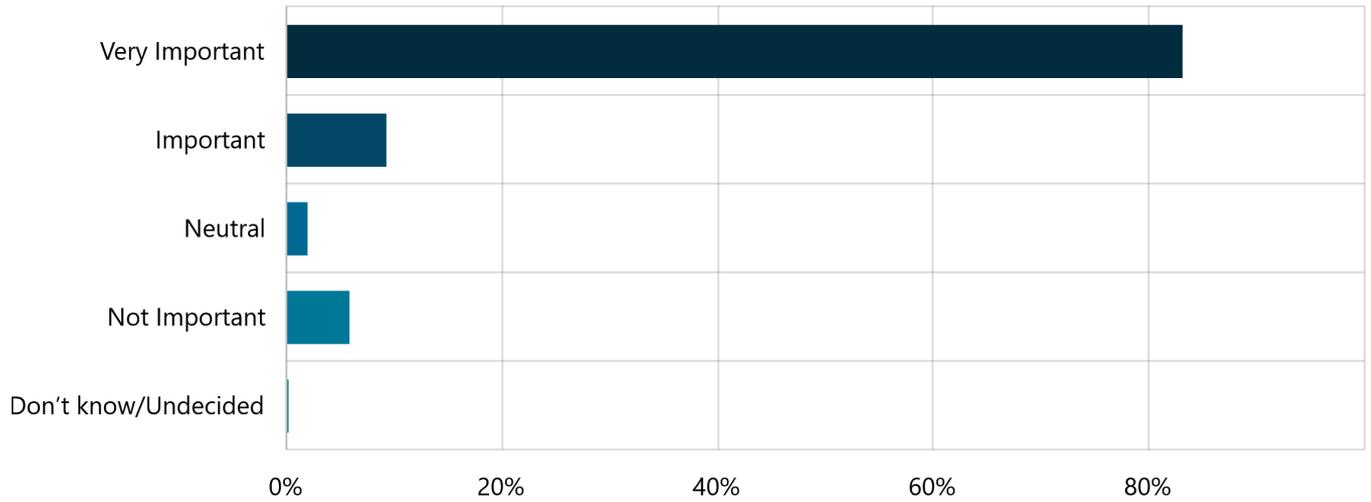
Select Box | Skipped: 824 | Answered: 29 (3.4%)



Answer choices	Percent	Count
81610	13.79%	4
81633	13.79%	4
81638	31.03%	9
81640	20.69%	6
81641	6.90%	2
81653	13.79%	4
Total	100.00%	29

6. How important do you believe it is for the city of Craig to provide an indoor, year-round sports/activity center for improving health and wellness in the community?

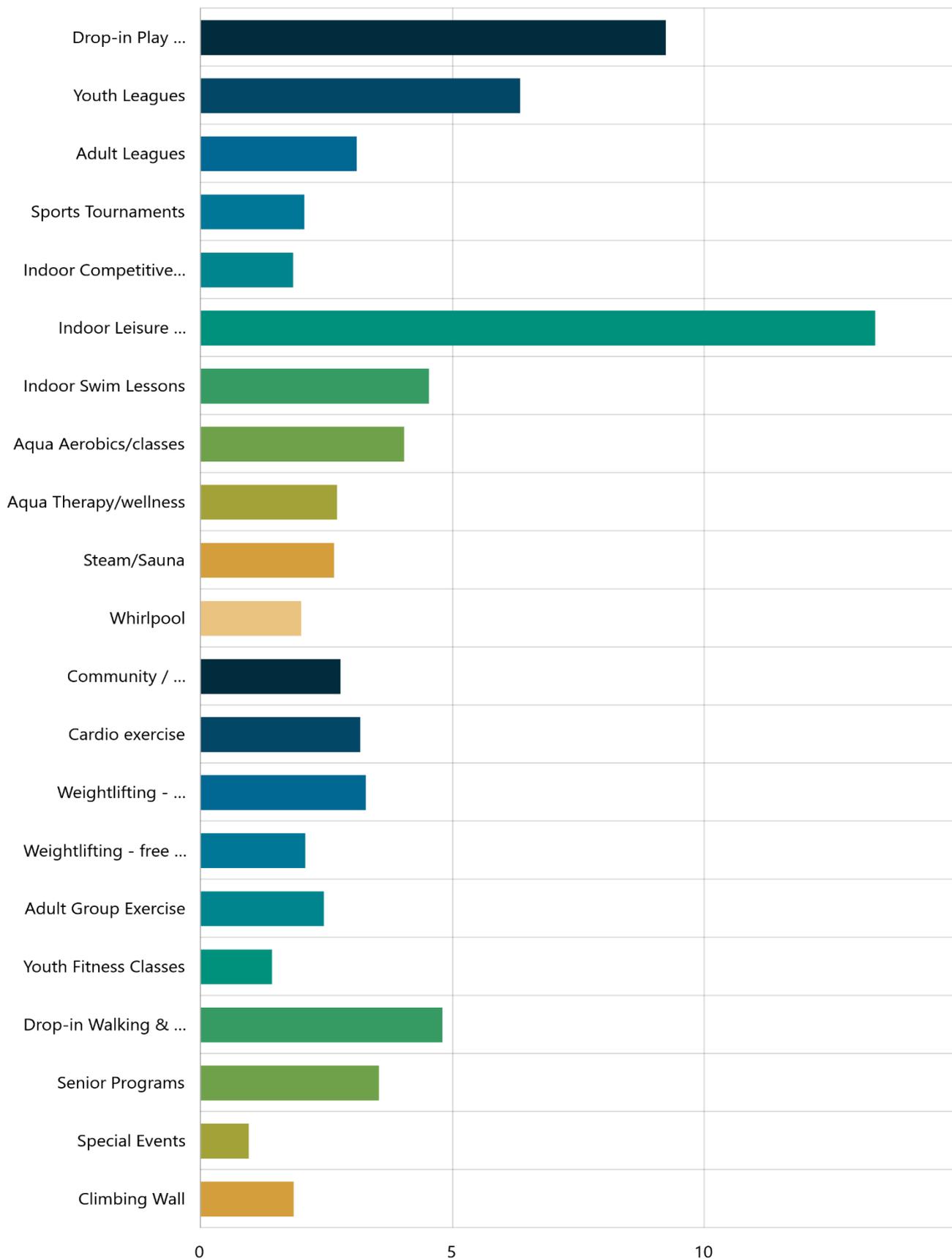
Multi Choice | Skipped: 4 | Answered: 849 (99.5%)



Answer choices	Percent	Count
Very Important	83.04%	705
Important	9.19%	78
Neutral	1.88%	16
Not Important	5.77%	49
Don't know/Undecided	0.12%	1
Total	100.00%	849

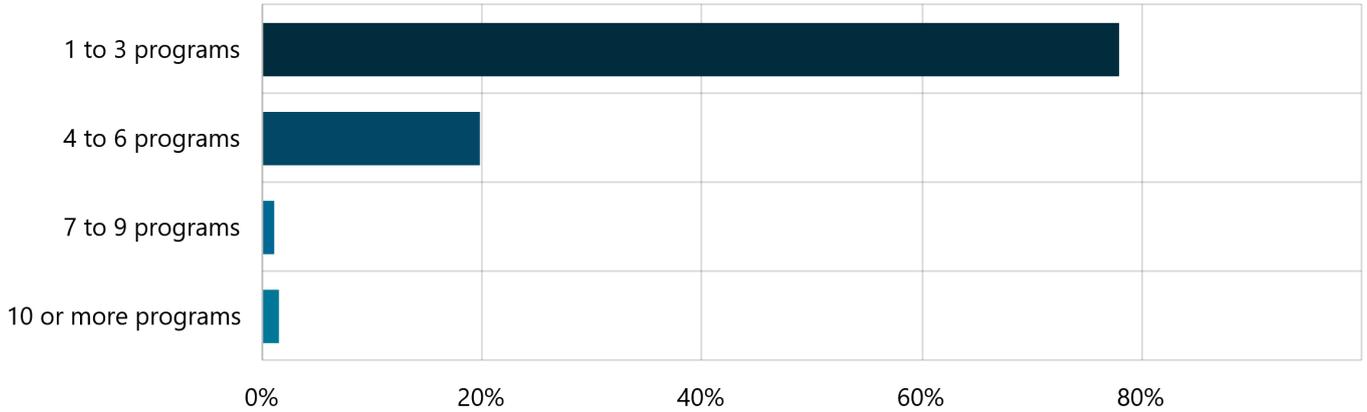
7. Which FOUR of the activities and amenities listed in the table below do you think are MOST IMPORTANT to include in any potential sports center developed by the City?

Ranking | Skipped: 47 | Answered: 806 (94.5%)



8. Approximately how many different recreation programs offered by the City of Craig have you or members of your household participated in over the past 12 months?

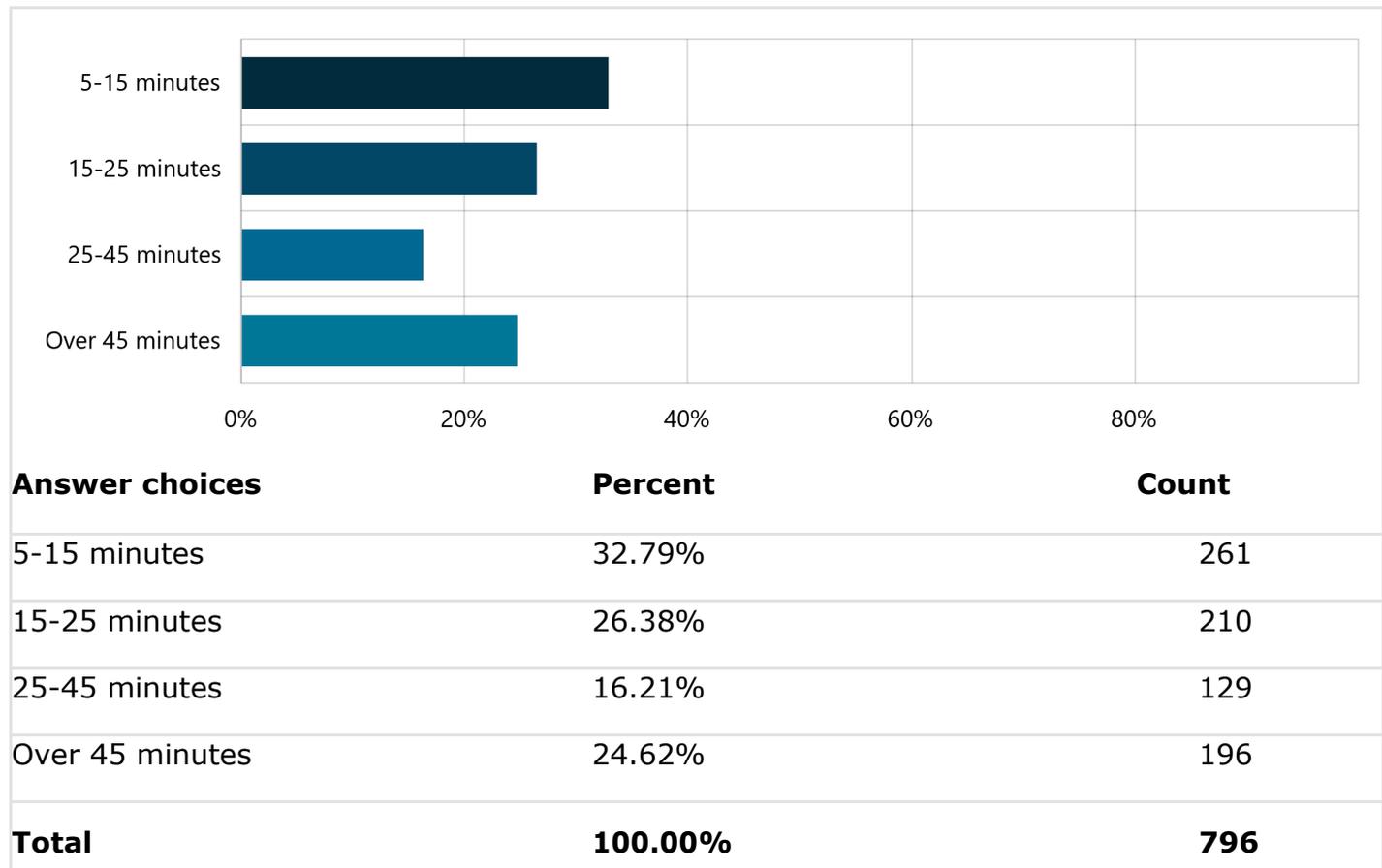
Select Box | Skipped: 153 | Answered: 700 (82.1%)



Answer choices	Percent	Count
1 to 3 programs	77.86%	545
4 to 6 programs	19.71%	138
7 to 9 programs	1.00%	7
10 or more programs	1.43%	10
Total	100.00 %	700

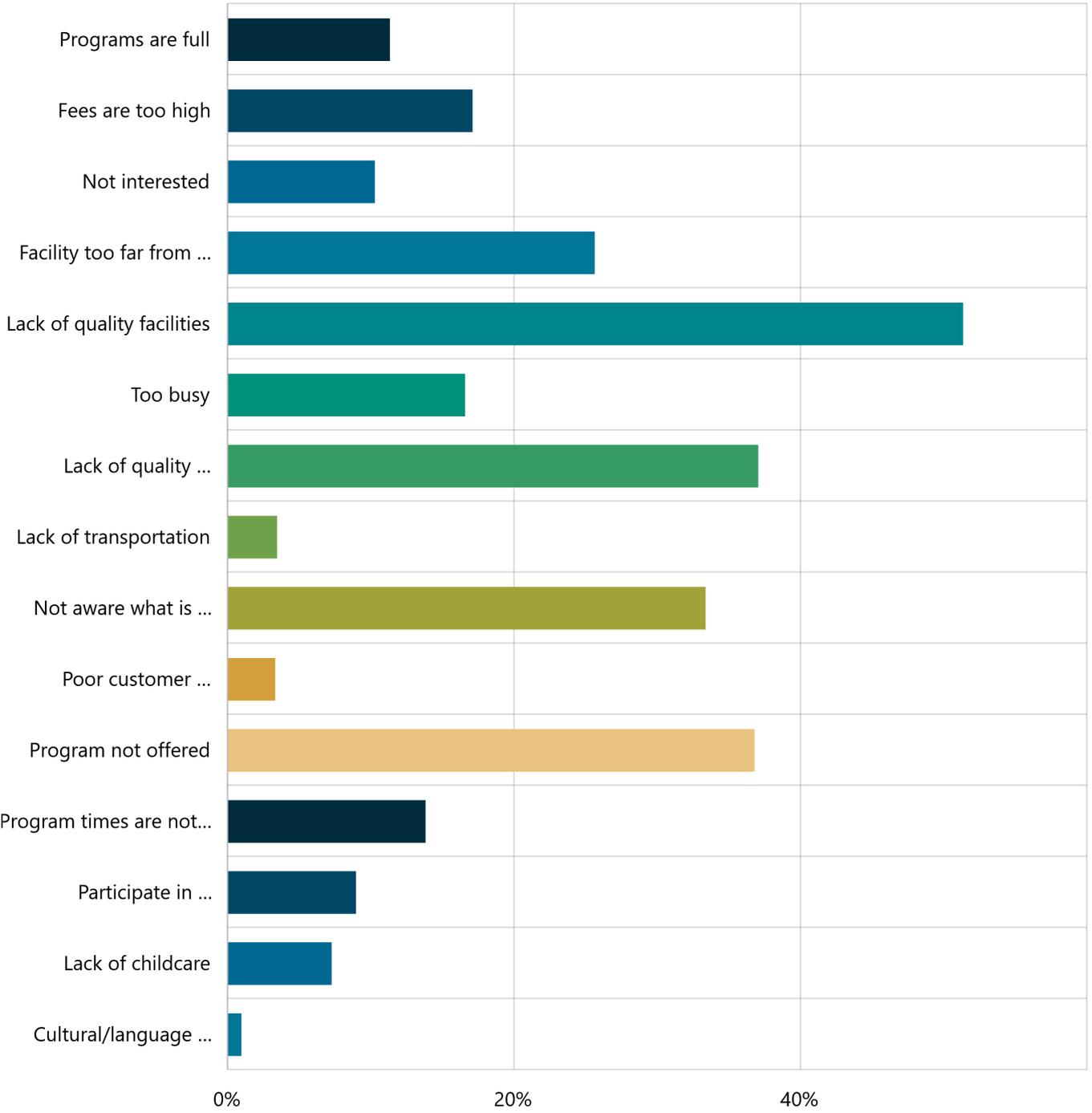
9. On average, how far are you willing to travel to participate in recreation, sports, fitness and aquatic activities and services such as the ones that could be included in a new center?

Select Box | Skipped: 57 | Answered: 796 (93.3%)



10. Please check ALL the reasons why your household does not participate in recreation programs or does not participate more often. (Check ALL that apply.)

Multi Choice | Skipped: 91 | Answered: 762 (89.3%)

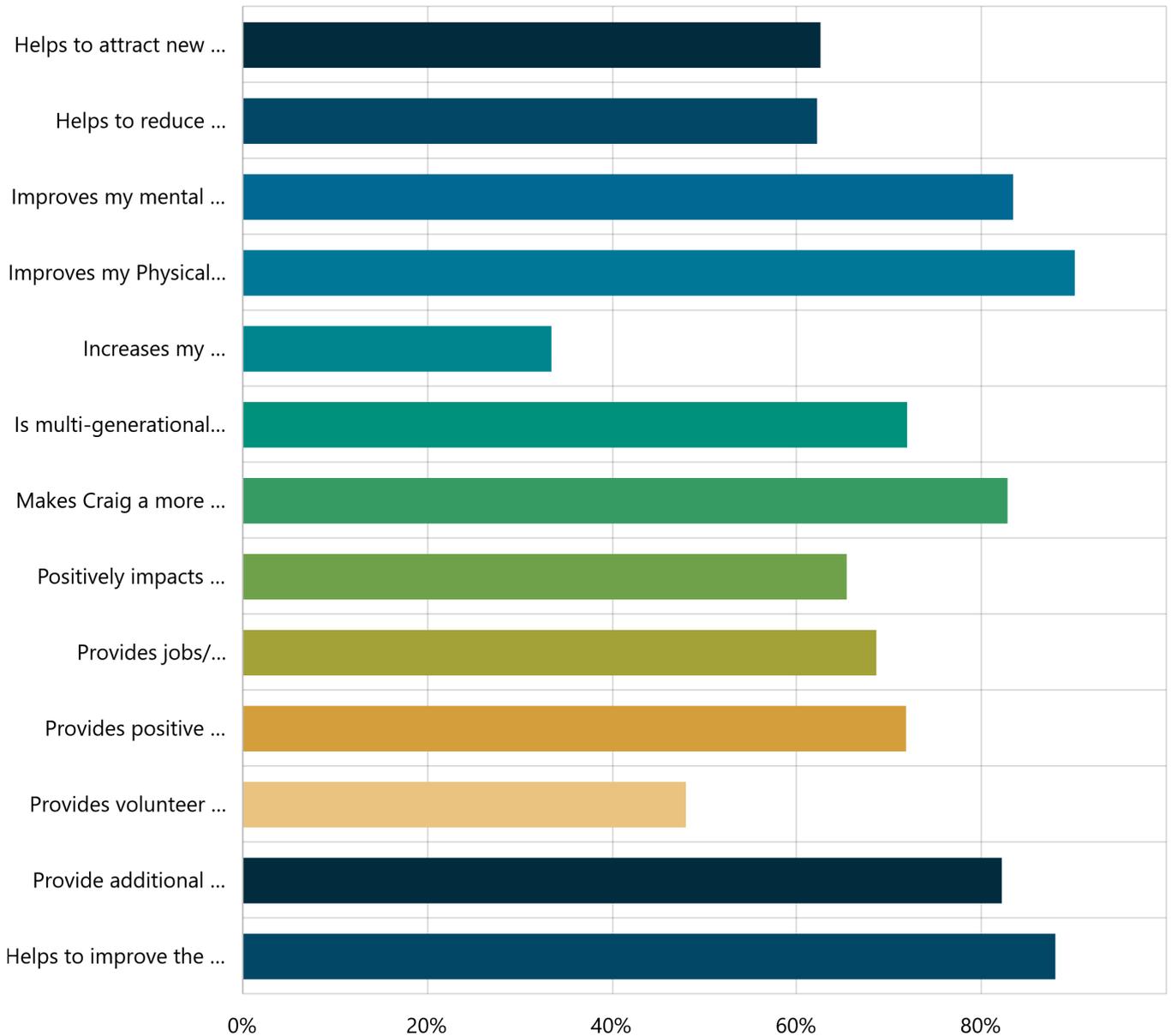


Answer choices	Percent	Count
Programs are full	11.29%	86
Fees are too high	17.06%	130
Not interested	10.24%	78

Facility too far from residence	25.59%	195
Lack of quality facilities	51.31%	391
Too busy	16.54%	126
Lack of quality programs	37.01%	282
Lack of transportation	3.41%	26
Not aware what is offered	33.33%	254
Poor customer service from staff	3.28%	25
Program not offered	36.75%	280
Program times are not convenient Registration is difficult	13.78%	105
Participate in programs from other providers	8.92%	68
Lack of childcare	7.22%	55
Cultural/language barriers	0.92%	7

11. Please check ALL the items below that you would consider to be benefits of a sports center.

Multi Choice | Skipped: 43 | Answered: 810 (95%)



Answer choices	Percent	Count
Helps to attract new residents	62.47%	506
Helps to reduce crime in my neighborhood and keep kids out of trouble	62.10%	503
Improves my mental health and reduces stress	83.33%	675
Improves my Physical health and Fitness	90.00%	729
Increases my property value	33.33%	270
Is multi-generational and accessible to all groups	71.85%	582
Makes Craig a more desirable place to live	82.72%	670

Positively impacts economic/business development	65.31%	529
Provides jobs/professional development for youth	68.52%	555
Provides positive social interactions for me (my household/family)	71.73%	581
Provides volunteer opportunities for the community	47.90%	388
Provide additional recreation activities for me (my household/family)	82.10%	665
Helps to improve the overall quality of life in Craig	87.90%	712

3 – OPERATIONS PLAN

Craig Sports Center Operations Plan

As part of the City of Craig Sports Complex project, B*K has been tasked with the development of an operational plan. The operational plan, based on the schematic design package developed by OLC Architecture, is meant to inform the City of Craig of the expenses and revenues associated with operating the facility once construction is completed. When B*K develops operation plans we use information from the market at the time of the study, feedback from the client, our experience managing similar facilities, and industry standards. These data points inform our recommendations and the plan.

All the information contained in this version of the operational plan is for the full facility operating on a year-round basis.

Assumptions & Recommendations:

- It is assumed that the City of Craig will staff and operate the facility.
- Given that catering will be outsourced and concessions will not likely generate net revenue, operational plan illustrates zero revenue for expense for concessions. In any event, the net fiscal impact will be de minimus
- In developing the full-time staffing model, B*K used rates of compensation provided by the City of Craig Parks & Recreation Department. To calculate full-time benefits, B*K used a multiplier of 30% of total salaries.
- In developing the part-time staffing model, B*K used rates of compensation provided by the City of Craig. B*K used a multiplier of 7.65% to determine FICA for part-time staff.
- It is assumed that custodial services will be handled be provided by the City of Craig.
- When determining utility costs for the facility (electric and gas), B*K used a multiplier of \$5.00 per square foot for the facility. This is consistent with a facility that has a plethora of activities taking place simultaneously.
- It is assumed that the City of Craig would use some specialty contract services for things like, but not limited to, UV calibration, HVAC, and elevator work.
- B*K used a factor of 3% for bank charges and credit card fees. Some clients have participants absorb those fees within the cost of programs.

- B*K included software fee charges based on 2% of gross revenue.
- B*K recommended that the City of Craig begin allocating dollars to a sinking fund in year 1 of the operation. In the 5-year projections, those dollars are included in the total cost of operation and called out so the client can see the accrual of dollars over the 5 years of operation.
- B*K did not include any City of Craig charge backs for the project apart from the utilities. Some clients will charge back 10-20% of the total operational expenses to account for things like HR, IT, Legal Services, Building & Grounds, etc.

It is important to note that as B*K develops these operational plans, a conservative approach is used. We align the expenses with industry standards and best practices and ensure a facility can be operated properly. It also means that revenues are not maximized, so that there is the opportunity for the City of Craig to exceed revenue projections included in this report.

In developing the operational plan, B*K used the following recommendations.

- Hours of Operation
 - 5:30AM - 9:00PM Monday-Friday
 - 7:00AM - 7:00PM Saturday
 - 11:00AM - 7:00PM Sunday
 - 97.5 Total hours per Week
- B*K used a 50-week season when determining programs and part-time staffing. This accounts for holidays and an annual closure of the facility, where staff would be cleaning the facility, but it would not be open to the public.

Following are the sections of the Report:

Funding analysis

1. Membership, Admission and Rental Fee Schedules
2. Consolidated Five-Year Pro Forma
3. Full-Time Staffing
4. Part-Time Staffing
5. Program Revenue and Expense
6. Membership, Punch Card, and Daily Admission Revenues
7. Rental Revenue & Expense

Recommendations & Appendices:

8. Activity & Program Recommendations
- Addendum I: Full Budget Pro Forma

1. MEMBERSHIP, ADMISSION, RENTAL, AND PROGRAM FEE SCHEDULES

MEMBERSHIP TYPE	Resident	Non-Resident
MONTHLY		
Children (2 and under)	\$0	\$0
Children (3-12)	\$20	\$24
Youth (13-17)	\$30	\$36
Adults (18-61)	\$45	\$54
Active Adults (62+)	\$35	\$42
Family (two adults and up to four children)	\$75	\$90
Memberships for additional children	\$7	\$8
Dual (any two persons regardless of age)	\$65	\$78
ANNUAL		
Children (2 and under)	\$0	\$0
Children (3-12)	\$240	\$288
Youth (13-17)	\$360	\$432
Adults (18-61)	\$540	\$648
Active Adults (62+)	\$420	\$504
Family (two adults and up to four children)	\$900	\$1,080
Memberships for additional children	\$84	\$101
Dual (any two persons regardless of age)	\$780	\$936

DAILY ADMISSION	Resident	Non-Resident
Preschool	Free (with paying adult)	
Student (4-17)	\$6	\$7
Adult (18-59)	\$8	\$7

PUNCH PASS		
Punch Pass (5 visits)	Resident	Non-Resident
Preschool	Free (with paying adult)	
Student (4-17)	\$25	\$30.00
Punch Pass (10 visits)	Resident	Non-Resident
Preschool	Free (with paying adult)	
Student (4-17)	\$45	\$54.00
Adult (18-59)	\$65	\$78.00

RENTAL FEES	Resident	Non-Resident
Competition Pool		
Lane Rental	\$15	\$18
Entire Pool Rental	\$90	\$108
Gymnasium		
Individual Court Rental	\$25	\$30
Full Gymnasium Rental	\$75	\$90
Birthday Parties		
Half Room Rental - <i>Inc. Admission for up to 10</i>	\$160	\$192
Full Room Rental - <i>Inc. Admission for up to 20</i>	\$320	\$384
Multi-Purpose Room Rental		
Full Room Rental	\$50	\$60

Program Name	Resident	Non-Resident
AQUATICS		
Toddler Swim Lesson - Beginner	\$50	\$60
Youth Swim Lesson - Beginner	\$50	\$60
Adult Swim Lesson - Beginner	\$50	\$60
Toddler Swim Lesson - Intermediate	\$50	\$60
Youth Swim Lesson - Intermediate	\$50	\$60
Adult Swim Lesson - Intermediate	\$50	\$60
Toddler Swim Lesson - Advanced	\$50	\$60
Youth Swim Lesson - Advanced	\$50	\$60
Adult Swim Lesson - Advanced	\$50	\$60
Adult Triathlon Training (2 8-wk sessions)	\$100	\$120
FITNESS		
Advanced Specialty Classes	\$69	\$72
Personal Training	\$50	\$72
YOUTH PROGRAMS		
Youth Sports Instruction	\$25	\$30
Youth Fitness (Ninja Kids, agility, etc.)	\$25	\$30
YOUTH LEAGUES		
Youth Basketball	\$45	\$54
Youth Volleyball	\$45	\$54
Adult Pickleball	\$45	\$54
ADULT PROGRAMS		
Adult Enrichment (Comps, games, skills)	\$20	\$24
Adult Passive Fitness	\$20	\$24
ADULT LEAGUES		
Adult Basketball	\$50	\$60
Youth Volleyball	\$50	\$60

2. CONSOLIDATED 5-YEAR PRO FORMA

CONSOLIDATED PRO FORMA					
Project Name: Craig Sports Center			Bldng Sq Ft:	70,747	
	Year 1	Year 2	Year 3	Year 4	Year 5
Operating Revenue					
Membership	793,797	849,362	891,831	918,585	946,143
Punch Cards & Daily Admissions	57,869	61,920	65,016	66,967	68,976
Program - Classes, Leagues, etc.	107,747	115,290	121,054	124,686	128,426
Rentals - Pool, Gym, & MPR	182,296	195,057	204,810	210,954	217,282
Other - Fundraising, Vending, etc.					
Total Operating Revenue	1,141,709	1,221,629	1,282,710	1,321,192	1,360,827
Operating Expense					
Personnel	2,123,438	2,144,673	2,187,566	2,253,193	2,320,789
Commodities	136,742	138,109	140,871	145,098	149,451
Contractual	507,500	511,875	520,712	536,334	550,261
Total Operating Expense	2,767,680	2,794,657	2,849,150	2,934,624	3,020,500
Operating Surplus/Deficit	(\$1,625,971)	(\$1,573,028)	(\$1,566,440)	(\$1,613,433)	(\$1,659,673)
Total Current Payroll	\$663,897	\$670,536	\$683,947	\$704,465	\$725,599
Deficit Less Current Payroll	(\$962,074)	(\$902,492)	(\$882,493)	(\$908,968)	(\$934,074)

**Full Pro Forma is provided in Addendum I.*

3. FULL-TIME STAFFING

Total Facility Full-Time Staff						
Position	Position Base Salary	Position s	Ind Position W/Benefits	Total Base Salaries	Total Benefits	Total (w/Benefits)
Parks & Recreation Director	\$128,335	1	\$185,428	\$128,335	\$57,093	\$185,428
Facilities Manager	\$75,000	1	\$97,500	\$75,000	\$22,500	\$97,500
Recreation Manager	\$73,357	1	\$117,814	\$73,357	\$44,457	\$117,814
Aquatics Manager	\$70,689	1	\$114,533	\$70,689	\$43,844	\$114,533
Enrichment Program Coordinator	\$70,000	1	\$91,000	\$70,000	\$21,000	\$91,000
Administrative Tech	\$64,908	1	\$107,422	\$64,908	\$42,514	\$107,422
Facilities Assistant	\$60,000	1	\$78,000	\$60,000	\$18,000	\$78,000
Guest Services Coordinator	\$60,000	1	\$78,000	\$60,000	\$18,000	\$78,000
Head Lifeguard/Building Ass't	\$60,000	4	\$78,000	\$240,000	\$72,000	\$312,000
Total(s)		12		\$842,289	\$339,408	\$1,181,697
Benefits % for New Positions: 30.00%				Total Benefits Paid: \$339,408		

Current & New FT Position Breakdown						
Position	Current Staff Transitioning to New Facility			New Positions		
	Positions	Base Salary	W/Benefits	New Positions	New Base Salaries	New Salaries w/Benefits
Parks & Recreation Director	1	\$128,335	\$185,428			
Facilities Manager				1	\$75,000	\$97,500
Recreation Manager	1	\$73,357	\$117,814			
Aquatics Manager	1	\$70,689	\$114,533			
Enrichment Program Coordinator				1	\$70,000	\$91,000
Administrative Tech	1	\$64,908	\$107,422			
Facilities Assistant				1	\$60,000	\$78,000
Guest Services Coordinator				1	\$60,000	\$78,000
Head Lifeguard/Building Ass't				1	\$60,000	\$312,000
Total(s)	4	\$422,982	\$663,897	6	\$425,000	\$656,500
		Total Benefits Paid: \$240,915			Total Benefits Paid: \$231,500	

4. PART-TIME STAFFING

Craig Sports Center					
PART TIME STAFF TOTALS					
PROJECT NAME:		Craig Sports Center			
Part-Time	Grade	Rate	Hours	Weeks	Total
Shift Supervisor- Winter	0	\$22.50	109.25	38	\$93,409
Shift Supervisor - Summer	0	\$22.50	109.25	10	\$24,581
Shift Supervisor - Holidays	0	\$22.50	109.25	4	\$9,833
Front Desk Lead - Winter	0	\$18.00	103.25	38	\$70,623
Front Desk Lead Summer	0	\$18.00	103.25	10	\$18,585
Front Desk Lead - Holidays	0	\$25.00	103.25	4	\$10,325
Front Desk Attendant - Winter	0	\$16.00	26.00	38	\$15,808
Front Desk Attendant - Summer	0	\$16.00	61.25	10	\$9,800
Front Desk Attendant - Holiday	0	\$25.00	61.25	4	\$6,125
Fitness Attendant - Winter	0	\$15.00	107.00	38	\$60,990
Fitness Attendant - Summer	0	\$15.00	107.00	10	\$16,050
Fitness Attendant - Holidays	0	\$25.00	107.00	4	\$10,700
Gym Attendant - Winter	0	\$15.00	75.75	38	\$43,178
Gym Attendant - Summer	0	\$15.00	107.00	10	\$16,050
Gym Attendant - Holidays	0	\$25.00	107.00	4	\$10,700
Lifeguards School year	0	\$17.25	417.00	38	\$273,344
Lifeguards - Summer	0	\$17.25	523.75	10	\$90,347
Lifeguards - Holiday	0	\$25.00	0.00	4	\$0
Total					\$780,446
Program Staff					\$101,591
Total					\$882,037
		PT Benefits %	<u>7.65%</u>		
Total Part time Labor Expense					<u>\$941,741</u>

5. PROGRAM REVENUE & EXPENSE

PROGRAM REVENUE AND EXPENSE			
Program Name	Revenue	Expense	Surplus/Deficit
Aquatics Classes	\$35,495	\$11,808	\$23,687
Fitness Classes	\$16,832	\$63,146	-\$46,314
Youth Programs	\$11,550	\$5,699	\$5,852
Youth Leagues	\$19,710	\$2,868	\$16,843
Adult Programs - (classes, etc.)	\$8,760	\$4,318	\$4,443
Adult Leagues	\$15,400	\$3,400	\$12,000

6. MEMBERSHIP, PUNCH CARDS, AND DAILY ADMISSION REVENUES

MEMBERSHIP SUMMARY	% of total Pop	Number	Monthly Revenue	Annual Revenue
Total Resident Membership Sales	15.00%	1,359	\$34,253	\$587,197
Total Non-Resident Membership Sales	6.00%	398	\$12,052	\$206,600
Total Membership Sales	10.50%	1,757	\$46,305	\$793,797

PUNCH PASS REVENUE - RESIDENT			Non-Resident	
Punch Pass (5 visits)	Monthly Revenue	Annual Revenue	Monthly Revenue	Revenue
Preschool				
Student (4-17)	\$38	\$453	\$13	\$159
Adult (18-59)	\$10	\$119	\$3	\$42
Total 5 punch Pass Sales	\$48	572	\$17	\$201
Punch Pass (10 visits)	Monthly Revenue	Annual Revenue	Monthly Revenue	Revenue
Preschool	Free (with paying adult)		Free (with paying adult)	
Student (4-17)	\$272	\$3,262	\$1,148	\$1,148
Adult (18-59)	\$74	\$883	\$311	\$311
Total 10 punch Pass Sales	\$345	\$4,145	\$1,458	\$1,458
Total 5 and 10 Punch Pass Sales	\$393	\$5,028	\$1,475	\$1,660

DAILY ADMISSION REVENUE - RESIDENT			Non-Resident	
	Monthly Revenue	Annual Revenue	Monthly Revenue	Annual Revenue
Preschool				
Student (4-17)	\$1,903	\$22,831	\$1,116	\$13,388
Adult (18-59)	\$317	\$3,805	\$930	\$11,157
Total Resident Daily Admission Sales	\$2,220	\$26,636	\$2,045	\$24,545

7. RENTAL REVENUE & EXPENSE

Summary RENTAL REVENUE DATA	
Total Rentals By Unit Revenue	\$45,632
Total Entire Rentals Revenue	\$136,664
	\$182,296

RENTAL REVENUE BY AMENITY

Competition Pool	
RENTALS BY LANE	Total Revenue
RESIDENT	\$5,520
NON RESIDENT	\$1,656
Lane Rentals	\$7,176
ENTIRE POOL RENTALS	Total Revenue
RESIDENT	\$33,120
NON RESIDENT	\$2,592
Entire Pool Rentals	\$35,712
Total Comp Pool Rentals	\$42,888

Gymnasium	
RENTALS BY UNIT COURT	Total Revenue
RESIDENT	\$13,800
NON RESIDENT	\$5,520
Individual Court Rentals	\$19,320
ENTIRE GYM RENTALS	Total Revenue
RESIDENT	\$21,600
NON RESIDENT	\$2,160
Entire Gym Rentals	\$23,760
	\$43,080

7. RENTAL REVENUE & EXPENSE (continued)

Birthday Parties	
1/2 ROOM RENTALS	Total Revenue
RESIDENT	\$14,720
NON RESIDENT	\$4,416
Half Room Birthday Parties	\$19,136
FULL ROOM RENTALS	Total Revenue
RESIDENT	\$44,160
NON RESIDENT	\$8,832
Full Room Birthday Parties	\$52,992
	\$72,128

FULL ROOM RENTALS	Total Revenue
RESIDENT	\$23,000
NON RESIDENT	\$1,200
Total Multi-Purpose Room Rentals	\$24,200

8. ACTIVITY & PROGRAM RECOMMENDATIONS

Program Management & POS Software

Critical in maintaining financial sustainability will be ongoing management and financial analysis of all activities at the center. Doing so will require the use of a quality Programming and Point-Of-Sale Management system capable of generating the reports needed.

Based on this imperative, it is recommended that appropriate software be licensed prior to the opening of the facility. The Pro Forma includes a typical cost of 2% of operating revenue (exclusive of any subsidies) generated by the center.

Inclusion

Inclusion is becoming an increasing challenge for sports and recreation facilities. This is particularly true for day camps and other group activities. It's important to provide opportunities to people of all abilities. Navigating this in a way that fairly balances these challenges with the operational needs of the facility can be difficult a good resource for information (and potentially funding) is available at: [National Inclusion Project](#)

Multi-Purpose Room Rentals and Catering

In addition to providing quality spaces to the community, Multi-Purpose Room events and rentals will likely be the highest net revenue opportunity available to the Craig Sports Complex. As such, there is greater latitude for negotiating on pricing as the cost to host events and rentals is typically negligible, Any price negotiation must be consistent and non-discriminatory, as well as consistent with state and local regulations.

Particularly in the early stages, large Multi-purpose room rentals and catering will be inconsistent, which mitigates against providing such service "in-house". For this, and other reasons, it is recommended that catering be outsourced. In addition to serving the community, the net Revenues generated can be used to offset subsidies and ensure sustainability for The Craig Sports Complex.

Personal training – Independent Contractors

Offering personal training will boost membership and provide for a more complete Fitness experience for members. In most cases, having personal trainers operate as Independent Contractors serves all parties well. However, it is highly recommended that the City of Craig seek with HR/Legal counsel to determine if this is an option for The Craig Sports Complex.

Whether the Personal Trainers are Independent Contractors or employees, they can serve as fitness attendants at a lower hourly rate while serving as a fitness attendant. This will provide them with opportunities to generate Personal Training clients.

An added value to personal training is that it is a variable expense activity which assures that The Craig Sports Complex will always generate positive net revenue on this offering .

Rentals

All rentals should be a variable expense; breaking even or returning positive net revenue. For the purposes of developing Pro Forma, rentals are divided into two categories:

- Entire Venue - all courts in the gym are rented
- Rentals by Unit – single court or half Multi-purpose room rentals

Birthday Parties

Birthday Parties serve three significant functions within the center:

- Provide a safe, fun, and healthy space for area families
- Introduce new residents to all that the facility has to offer
- Generate positive revenue

Most parties will likely consist of time in a room (1-2 hours) for food and gifts, as well as access to amenities suitable for children, Clearly, the pools and gym will be the significant drivers for birthday parties. All party attendees should receive an activity guide (or other suitable promotional collateral) and a day pass.

Depending on gym availability and the number of parties at a given time, open gym access may be all that is available. When possible, there could be a half or full court designated for the exclusive use of the Birthday Party(s).

Most similar facilities have only one party package and price point. However, consideration should be given to having multiple tiers and/or add-ons. Offerings could include the exclusive use of a given room or facility, and/or a dedicated party organizer for a period of time.

While it makes sense for a variety reasons to allow parties to supply their own cakes. Assuming catering is being outsourced, it MAY make sense to supply all other Birthday party Food and Beverage in-house, as the catering vendor may wish to provide this service. The Pro Forma is based on the assumption that Food & Beverage will not be provided by the Craig Sports Complex Center.

Birthday Parties should be treated as valuable offerings that can take place any day of the week. Parties should be delivered with intentionality and consist of more than more than "here's your table." A great resource for optimizing Birthday Parties is [Birthday University](#).

Addendum I: FULL BUDGET PRO FORMA

Operating Expense

Project Name: Craig Sports Center		Bldng Sq Ft: 70,747			
Operating Revenue/Sq Foot per Year:	\$16.43	Operating Expense per Sq Foot per Year:	\$39.15		
Cost Recovery %:	41.98%	Net Surplus/Deficit Per Square Foot:	\$22.71		
Expense Multipliers					
Utilities cost/sq foot x sq. ft:	\$5.00	Insurance (Cost/Sq Ft):	\$1.38		
Bank Charged (% of Revenue):	3.00%	Misc. Supplies Cost % of Revenue	2.00%		
Recreation Software (% of revenue):	2.00%				
Operating Expense					
	Year 2	Year 3	Year 4	Year 5	
Annual Expense Multiplier	---	1.0%	2.0%	3.0%	3.0%
Personnel					
Full time	842,289	850,712	867,726	893,758	920,571
Part Time - Operations (fixed)	780,446	788,251	804,016	828,136	852,980
Part time - Program (variable)	101,591	102,607	104,659	107,799	111,033
Benefits	399,112	403,103	411,165	423,500	436,205
Total Personnel	\$2,123,438	\$2,144,673	\$2,187,566	\$2,253,193	\$2,320,789
Commodities					
Supplies: Operations - Office, Fitness Mat's	23,252	23,484	23,954	24,673	25,413
Supplies: Chemicals (inc pool)	50,000	50,500	51,510	53,055	54,647
Supplies: Janitorial	15,000	15,150	15,453	15,917	16,394
Supplies Program	1,408	1,422	1,450	1,494	1,539
Supplies: Safety	3,500	3,535	3,606	3,714	3,825
Maintenance/repair/materials (specific to Re	20,000	20,200	20,604	21,222	21,859
Uniforms	10,000	10,100	10,302	10,611	10,929
Printing/postage	2,500	2,525	2,576	2,653	2,732
Other Misc. expenses	10,000	10,100	10,302	10,611	10,929
Fuel/Mileage	1,500	1,515	1,545	1,592	1,639
Total Commodities	\$137,159	\$138,531	\$141,302	\$145,541	\$149,907
Contractual					
Utilities (gas, electric) ¹	—	—	—	—	—
Water/Sewer	20,000	20,200	20,604	21,222	21,859
Trash	9,000	9,090	9,272	9,550	9,836
Insurance (property & liability)	97,830	98,808	100,785	103,808	106,922
Communications (phone)	12,500	12,625	12,878	13,264	13,662
Contract services (Elevator, HVAC, Music Li	5,000	5,050	5,151	5,306	5,465
Custodial Services - City	48,000	48,480	49,450	50,933	52,461
Fitness Lease	70,000	70,000	70,000	72,100	72,100
Equipment Maintenance	20,000	20,200	20,604	21,222	21,859
Alarm/Security Systems	5,000	5,050	5,151	5,306	5,465
Minor Equipment (inc Rentlas)	10,000	10,100	10,302	10,611	10,929
Advertising	15,000	15,150	15,453	15,917	16,394
Travel & Training	10,000	10,100	10,302	10,611	10,929
Background Checks (50 ee)	750	758	773	796	820
Employee Relations	2,500	2,525	2,576	2,653	2,732
Membership Dues/Subscriptions	2,000	2,020	2,060	2,122	2,186
Bank charges & Credit Card Fees	34,878	35,226	35,931	37,009	38,119
IT Support (licenses & charges; software)	23,252	23,484	23,954	24,673	25,413
Recreation Software	23,252	23,484	23,954	24,673	25,413
Capital Replacement/Improvement Funding	100,000	101,000	103,020	106,111	109,294
Total Contractual	\$508,961	\$513,351	\$522,218	\$537,884	\$551,858
Total Operating Expense	2,769,559	2,796,554	2,851,086	2,936,618	3,022,554

Operating Revenue & Surplus Deficit

Project Name: Craig Sports Center		Bldng Sq Ft: 70,747			
Operating Revenue/Sq Foot per Year:	\$16.43	Operating Expense per Sq Foot per Year:	\$39.15		
Cost Recovery %:	41.98%	Net Surplus/Deficit Per Square Foot:	\$22.71		
Expense Multipliers					
Utilities cost/sq foot x sq. ft:	\$5.00	Insurance (Cost/Sq Ft):	\$1.38		
Bank Charged (% of Revenue):	3.00%	Misc. Supplies Cost % of Revenue	2.00%		
Recreation Software (% of revenue):	2.00%				
Operating Revenue					
	Year 2	Year 3	Year 4	Year 5	
Annual Revenue Multiplier	---	7.0%	5.0%	3.0%	
Description					
Membership	\$793,797	849,362	\$891,831	\$918,585	\$946,143
Punch Cards	6,688	7,156	7,514	7,739	7,971
Daily Admissions	52,018	55,660	58,443	60,196	62,002
Program (Leagues, Classes, etc.)	107,747	115,290	121,054	124,686	128,426
Rentals: Gym	51,360	54,955	57,703	59,434	61,217
Rentals: Pool	42,888	45,890	48,185	49,630	51,119
Rentals: MPR - Birthday Parties	84,088	89,974	94,473	97,307	100,226
Rentals: MPR - Other (Meetings, etc.)	24,000	25,680	26,964	27,773	28,606
Total Operating Revenue	\$1,162,586	\$1,243,967	\$1,306,165	\$1,345,350	\$1,385,711
Total Operating Expense	2,769,559	2,796,554	2,851,086	2,936,618	3,022,554
Operating Surplus/Deficit	(\$1,606,973)	(\$1,552,587)	(\$1,544,920)	(\$1,591,268)	(\$1,636,843)
Total Current Payroll	\$663,897	670,536	683,947	704,465	725,599
Sur/Def Less Current Payroll	(\$943,076)	(\$882,051)	(\$860,973)	(\$886,803)	(\$911,244)

4 – CONCEPT DESIGN & COST

Craig Sports Center Design Narrative

The Craig Sports Center is designed to reflect the natural beauty and strong western character of the Craig community while providing a welcoming, modern place for people to gather, move, and stay healthy. The building blends clean, contemporary forms with warm, familiar materials to create a facility that feels fresh, comfortable, and harmonious within its surroundings.

Large windows and open interior spaces introduce abundant natural light and create strong connections between indoor and outdoor environments. This approach enhances the building's openness and vitality while reducing energy use and supporting a more sustainable design. Visitors are welcomed into spaces that feel active, inviting, and closely connected to the surrounding landscape.

A thoughtful mix of materials—including metal panels, glass, stone, masonry, and wood accents—adds texture and visual interest to the building. These elements are carefully balanced to achieve a modern aesthetic that feels durable and approachable rather than cold or institutional. Strategic lighting highlights architectural features and enhances safety and visual interest throughout the day and evening.

Above all, the Craig Sports Center is designed for people and for the community. The layout is intuitive and easy to navigate, the spaces are flexible and multi-functional, and the overall experience is intended to feel positive and energizing. As a place that supports sports, recreation, aquatics, and community connection, the facility is envisioned as a lasting asset that brings people together and promotes healthy, active lifestyles.

Site

The Craig Sports Center is located on an undeveloped 5.77-acre site in the southeast corner of Woodbury Park. The concept layout is thoughtfully organized to provide clear access, strong visibility, and flexibility for future growth. Primary access points are strategically located on the north and south sides of the site to optimize traffic flow and minimize congestion. The building is positioned to establish a strong civic presence while ensuring safe and efficient circulation for both vehicles and pedestrians. Monument signage, a clearly defined drop-off zone, and an open entry plaza allow visitors to easily identify the main entrance upon arrival.

Parking is designed to be flexible and efficient, with shared use between the Sports Center and the adjacent ballfield parking area. This shared strategy supports peak event demand while reducing the overall paved footprint of the site. Emergency vehicle access has been carefully considered to ensure unobstructed routes throughout the site. Outdoor patios are strategically located to extend program spaces to the exterior, providing opportunities for gathering, relaxation, and seasonal activities.

Future expansion and additional parking areas are planned to allow the facility to grow alongside the community without disrupting current operations. Service and maintenance access, along with trash enclosures, are screened and separated from public areas to maintain a clean and welcoming environment. Site drainage is designed to flow toward a detention pond in the southwest corner of the site, responsibly managing stormwater runoff while integrating seamlessly into the overall landscape design.

Utilities

Careful consideration has been given to the planning and coordination of all utility systems serving the Craig Sports Center, including domestic water, stormwater, sanitary sewer, natural gas, and electrical service. Each system is strategically routed to provide reliable and efficient service while minimizing impacts to the site and accommodating future development.

All utilities connect to existing municipal systems at designated locations, ensuring adequate capacity, pressure, and long-term performance. These connections are coordinated to meet local standards and support the facility's operational needs over time.

First Floor Plan

The first floor plan is designed as the heart of the Craig Sports Center, welcoming the community into a bright, energetic, and intuitive environment that supports a wide range of recreational activities. The main lobby and lounge serve as a clear orientation point, offering visual connections throughout the facility and helping visitors quickly understand the organization of the building.

An open, centralized circulation spine provides efficient and intuitive access to key program areas, including administrative offices, multipurpose rooms, the gymnasium, family changing and locker rooms, the aquatic center, and supporting spaces, as well as direct access to the upper level. Spaces are strategically arranged to enhance visibility, operational control, and flexibility while maximizing overall functionality.

Administrative offices and staff areas are located near the main entry to provide convenient access and strong operational oversight. Mechanical, storage, and service spaces are thoughtfully distributed throughout the building to support efficient operations while remaining discreet and separated from public areas. Overall, the design emphasizes clarity, accessibility, and energy, creating an inviting experience that supports both daily use and community engagement.

Community support for indoor aquatics played a key role in shaping the design of the Craig Sports Center. The multi-generational aquatic program includes a zero-depth entry leisure pool featuring an interactive play structure, lazy river, sport zone, water slides, and a variety of engaging water features designed for all ages and abilities.

The facility also includes a six-lane, 25-yard lap and competition pool with diving and a climbing wall, supporting learn-to-swim programs, exercise, training, and competitive events. Supporting spaces, including locker rooms, family changing areas, lifeguard stations, a dedicated first-aid room, and pool mechanical rooms—are

efficiently integrated to support daily operations while remaining convenient and accessible for all users.

In terms of sustainable design considerations, today's aquatic facilities are significantly more energy- and water-efficient than in the past. A variety of proven technologies can be incorporated to support sustainable, long-term operation. Many of the most energy-efficient components are housed within the pool mechanical room and remain out of sight of users. Behind the scenes, systems such as variable frequency drives for recirculation pumps, high-efficiency motors, automated water chemistry controllers, and regenerative media filtration systems work together to reduce energy consumption and water use while maintaining optimal performance.

The three-court gymnasium is prominently located and designed to support a wide range of activities, including open recreation, organized sports, and community events. The gymnasium features a resilient wood floor suitable for basketball, volleyball, and indoor pickleball, along with automatic divider curtains, scoreboards for each court, scorekeeper tables, storage, and space for spectator bleacher seating. Adjacent multipurpose rooms provide flexible space for classes, meetings, rentals, and programs, allowing the facility to serve a broad range of users and interests.

Including all program, mechanical, and storage areas, the Craig Sports Center encompasses approximately 71,606 square feet of indoor space. Additional details regarding the facility layout and design are illustrated in the accompanying Concept Design drawings.

Second Floor Plan

The second floor plan is designed to support movement, wellness, and connection while maintaining strong visual engagement with the active spaces below. A centrally located fitness area dedicated to strength and conditioning, training, cardio, and open-floor exercise serves as the anchor of the plan and reinforces the upper level's role as a hub for physical activity.

A flexible group exercise and multi-purpose room, supported by internal storage, provides an adaptable space capable of accommodating a wide range of programs and activities for both individuals and groups, including aerobics, Zumba, dance, Tai Chi, yoga, spinning, and more.

An elevated indoor walking and jogging track (approximately 9.5 laps per mile) wraps around the gymnasium, allowing users to remain visually connected to the energy of the building while enjoying panoramic views outdoors and down into the gymnasium, pool, and lobby below. This visual openness strengthens the sense of community and reinforces continuous movement throughout the facility. Support spaces—including storage, restrooms, and a data room—are efficiently integrated to ensure the upper level remains functional, organized, and uncluttered.

From the walk/jog track, direct access to an outdoor patio extends the fitness and wellness experience beyond the building envelope, offering fresh air, expansive views, and opportunities for programming, gathering, relaxation, and seasonal events. Overlooking Woodbury Park, the patio provides panoramic vistas while reinforcing the facility's connection to its surrounding landscape.

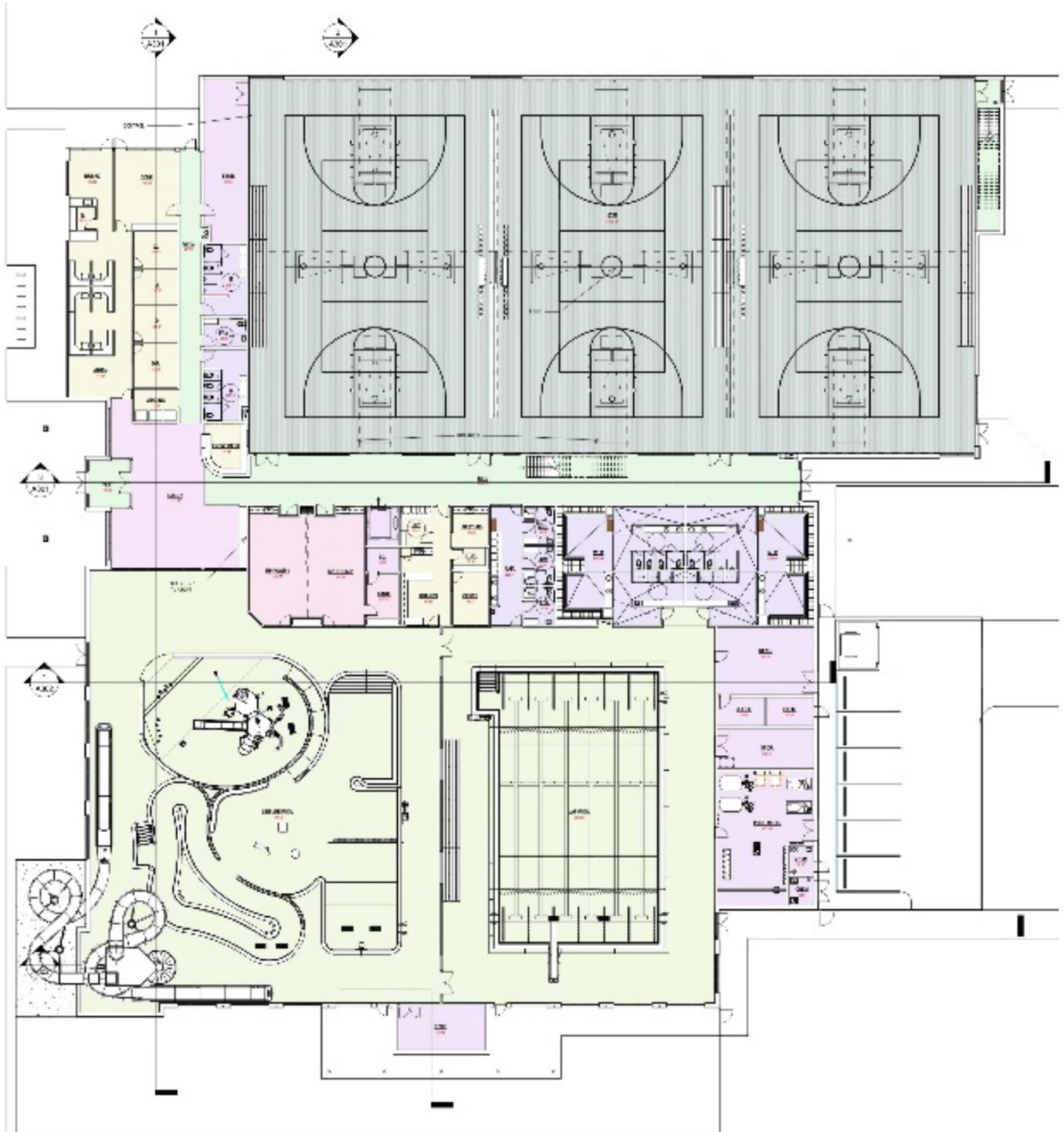
SITE PLAN



① SITE PLAN
1" = 30'-0"



FIRST FLOOR PLAN

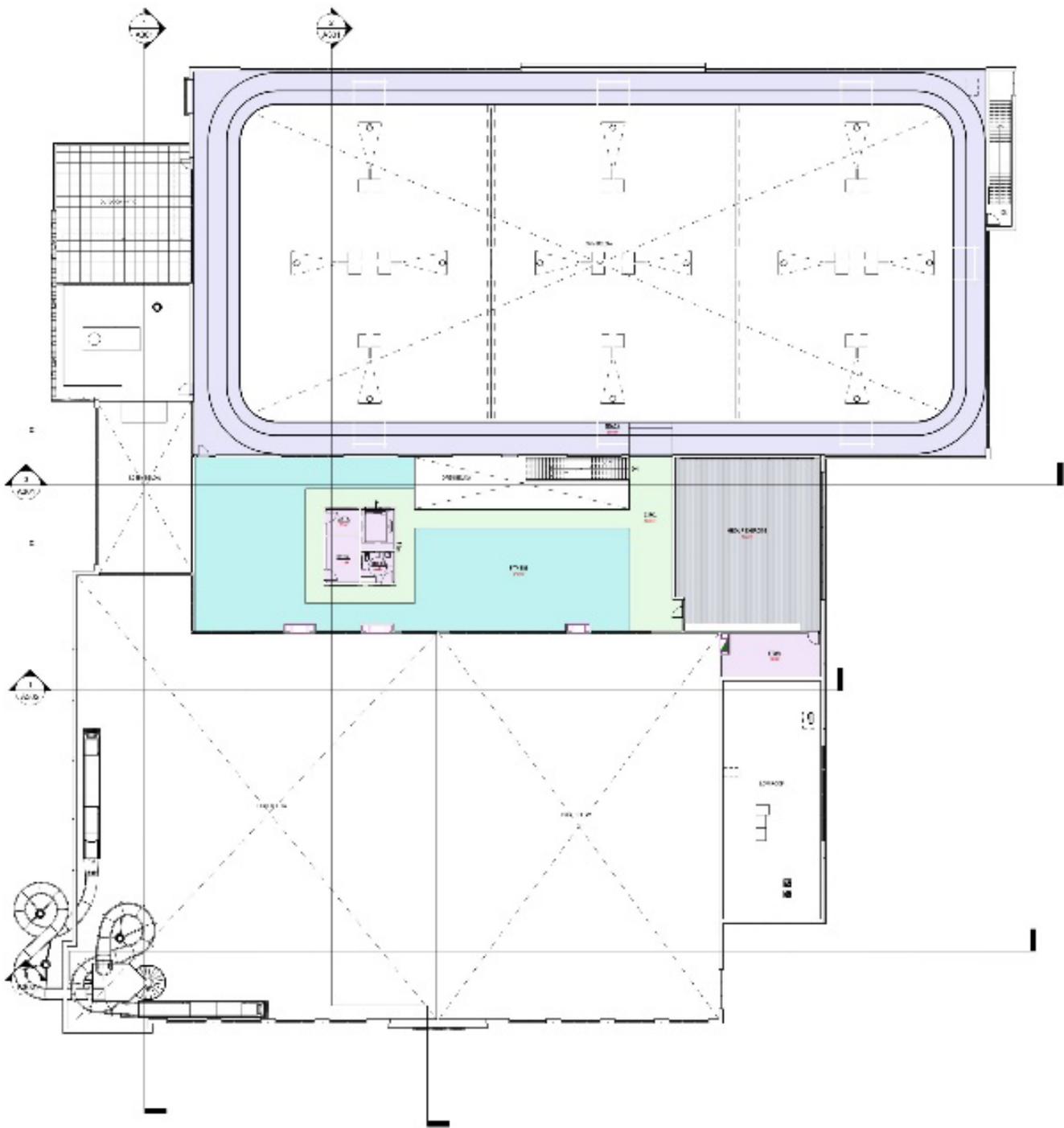


① FIRST FLOOR
1/16" = 1/4"



FIRST FLOOR AREA = 47,233 SF
SECOND FLOOR AREA = 4,348 SF
TOTAL FLOOR AREA = 71,581 SF

SECOND FLOOR PLAN



① SECOND FLOOR
1/16" = 1' 0"



BUILDING ELEVATIONS



1 NORTH ELEVATION
17'-0" x 100'-0"



2 EAST ELEVATION
17'-0" x 100'-0"



3 WEST ELEVATION
17'-0" x 100'-0"



4 SOUTH ELEVATION
17'-0" x 100'-0"



VIEW FROM SOUTHWEST CORNER



VIEW FROM SOUTHEAST CORNER



VIEW FROM NORTHWEST CORNER



VIEW FROM NORTHEAST CORNER

Craig Sports Center

Draft: Rough Order of Magnitude Construction Cost Estimate
November 15, 2025

DESCRIPTION	AREA	UoM	COST/SF	COST
Architectural (Membrane Roof, Exterior Veneer & Metal Stud Walls): (Roof, Walls, Openings, Finishes, Specialties & Equip)	70,450	SF	\$182.75	\$12,870,000
Structural (Steel Structure & Metal Deck / Floor & Roof): (Foundations, Framing, Floor, Walls, Columns)	70,450	SF	\$176.50	\$12,430,000
Equipment / Furnishings (Gym Equipment, Rough-In, Pool / Building Equipment)	19,000	SF	\$365.00	\$6,935,000
Mechanical: (Fire Sprinkling, Plumbing, HVAC)	70,450	SF	\$75.50	\$5,325,000
Electrical: (Power Distribution, Lighting, Electrical Devices, Fire Alarm, Electrical Special Systems)	70,450	SF	\$82.00	\$5,770,000
Site Improvements (Building Related): (Dock, Trash, Vehicular / Pedestrian Paving, Walls / Curb)	210,000	SF	\$17.00	\$3,550,000
Site Improvements (Landscaping & Utilities):				
Landscaping & Minimal Irrigation	110,000	SF	\$3.50	\$385,000
Utilities (Building / Site / Detention Pond)	1	LS	\$250,000	\$250,000
Site Lighting / Protect Existing EV Charging Stations	28	EA	\$6,500	\$180,000
TOTAL (Construction)	70,450	SF	\$678.00	\$47,695,000

NOTES: Costs are for Construction Only. Costs are an Opinion of Probable Cost.
 Costs are Based on a Traditional Open Competitive Bid Basis among 4-5 Contractors.
 Costs include Material, Labor, Equipment, Installation & Contractor Mark-ups.
 Costs Do Not Include Additional Provisions for Future Tariff Impacts.
 Costs are Based on a Construction Start of Summer 2026.
 Costs include Sales & Use Tax.

5 – APPENDIX

COMMUNITY MEETING #1

Stakeholder Meeting Notes – June 24, 2025

Location: Prodigal Sons Coffee & The Center of Craig - Craig, Colorado

Community Meeting #1 consisted of a full day of outreach invitation sessions held on June 24, 2025. Meetings were conducted sequentially with different stakeholder groups. The notes below preserve detailed feedback by time block and participant group. Comments are intentionally not consolidated or reduced in order to reflect the breadth and repetition of concerns raised.

8:00–9:30 AM | COMMUNITY FOCUS GROUP (PRODIGAL SONS COFFEE)

General Observations

- Participants expressed strong interest in seeing progress on a community recreation facility.
- Several attendees referenced Meeker as a comparison, stating that Craig should be able to support similar amenities.
- Long-term operational sustainability was repeatedly cited as a concern.

Aquatics

- Strong interest in an indoor pool with warm water.
- Discussion included wave pool versus lazy river features.
- Zero-depth entry and multiple water temperatures were emphasized.
- Participants noted outdoor pool water temperatures are often too cold.

Gym / Recreation

- Significant demand for additional gym space beyond what currently exists.
- Walking and jogging track frequently mentioned as a desired amenity.
- Multi-use spaces preferred over single-purpose rooms.

Cost & Affordability

- Daily admission of \$6–\$15 was discussed as acceptable.
- \$20 per visit was generally viewed as too expensive.
- Support expressed for memberships, punch cards, and family pricing.

Families & Seniors

- Seniors identified as a major user group.
- Interest in childcare or kids-watch services during workouts.
- Need for spaces that feel welcoming to all ages.

10:00–10:45 AM | MOFFAT COUNTY SCHOOL DISTRICT & YOUTH BASKETBALL

School Facilities

- School gyms are heavily utilized Monday through Thursday.
- Practices often begin as early as 4:30–4:45 PM.
- Schools prefer events to conclude by 10:00 PM.

Gymnasium Needs

- One gym court was widely viewed as insufficient.
- Participants recommended a minimum of two gym courts.
- Wrestling and basketball require dedicated, consistent space.

Aquatics

- School District does not anticipate operating or insuring aquatics.
- Concerns cited included liability, staffing, and insurance.
- Swim team programming has been reduced or eliminated.

Youth Gaps

- Lack of programming and space for ages 11–14 identified.
- Interest in supervised after-school and evening spaces.
- Transportation identified as an ongoing challenge.

11:00–11:45 AM | SENIOR SOCIAL CENTER & CHAMBER OF COMMERCE

Seniors

- Warm-water aquatics identified as the top priority.
- Hot tub and lap lanes frequently requested.
- Daytime access and dedicated senior hours emphasized.
- Strong preference for no stairs and easy navigation.

Fitness & Programming

- Interest in walking track and group exercise classes.
- Water aerobics and low-impact fitness options emphasized.
- Pickleball and adult recreational sports discussed.

Community Space

- Need for large gathering space accommodating 150–200+ people.
- Uses include weddings, graduations, fundraisers, and community events.

Economic & Business Perspective

- Facility viewed as a quality-of-life improvement.
- Seen as a tool to attract and retain residents and workers.
- Affordability viewed as essential for community buy-in.

1:00–1:45 PM | MEMORIAL REGIONAL HEALTH & MOFFAT COUNTY PUBLIC HEALTH

Health & Wellness

- Indoor pool and walking track strongly supported.
- Fitness amenities viewed as critical during winter months.
- Interest in rehabilitation and therapy programming.

Workforce Considerations

- Recreation amenities influence healthcare staff recruitment.
- Facilities could support staff wellness and retention.

Operations

- Staffing identified as a major challenge, especially lifeguards.
- Operational costs and long-term funding discussed.

Affordability

- \$10 per visit referenced as reasonable.
- Meeker pricing used as a comparison benchmark.

2:00–2:45 PM | CITY COUNCIL, COUNTY COMMISSIONERS & PARKS ADVISORY BOARD

Funding

- Strong sensitivity to new taxes.
- Past efforts cited as failing due to project size and cost.
- Desire to avoid overbuilding.

Facility Priorities

- Aquatics emphasized including lap pool, therapy, and toddler areas.
- Gym courts for basketball and pickleball highlighted.
- Walking track identified as a high-value amenity.

Coordination & Partnerships

- Consensus that City, County, and School District must collaborate.
- Shared governance and shared funding discussed.
- Interest in phased development and future expansion.

What to Avoid

- Avoid duplicating Meeker's facilities.
- Avoid competing directly with private fitness businesses.

COMMUNITY MEETINGS #2

Stakeholder Meeting Notes– November 19–20, 2025

Community Meetings consisted of multiple stakeholder meetings held over two days. Meetings were conducted by stakeholder group and time block. Notes below are organized to match the confirmed meeting schedule and preserve detailed discussion by group. Comments are intentionally not consolidated across meetings.

NOVEMBER 19, 2025 | 1:00–1:45 PM | PARKS & RECREATION ADVISORY BOARD AND MOFFAT COUNTY

- Presentation of overall facility program including three-court gymnasium, six-lane competition lap pool, and leisure pool with lazy river.
- Discussion of demographic service area of approximately 15,000 people.
- Participants asked questions regarding parking capacity, site access, and adjacency to Woodbury Park.
- Concerns raised about sound transfer between gymnasium and lobby/lounge areas.
- Discussion of family changing room placement relative to the leisure pool.
- Interest in pickleball courts and balance between gym and pickleball use.
- Estimated construction cost discussed, ranging from approximately \$640–\$695 per square foot.
- General support expressed for a multi-generational, legacy facility.

NOVEMBER 19, 2025 | 2:00–2:45 PM | MOFFAT COUNTY SCHOOL DISTRICT

- Review of proposed aquatics, gymnasium, and fitness amenities.
- School District reiterated concerns regarding liability and insurance related to aquatics.
- Discussion of scheduling conflicts with existing school gym usage.
- Acknowledgment that school facilities are heavily booked and additional gym space is needed community-wide.
- Questions raised regarding youth programming, drop-in play, and after-school use.
- Interest in coordination but uncertainty regarding operational role.

NOVEMBER 20, 2025 | 10:00–10:45 AM | SENIOR SOCIAL CENTER AND CHAMBER OF COMMERCE

- Strong support expressed for warm-water aquatics and year-round indoor pool access.
- Discussion of leisure pool, zero-depth entry, and hot tub as priority amenities.
- Interest in walking track and low-impact fitness options.
- Concerns raised about accessibility, stairs, and ease of navigation for seniors.
- Discussion of large multipurpose rooms for events, meetings, and rentals.

- Chamber representatives emphasized quality-of-life benefits and economic development impacts.
- Affordability and senior-friendly pricing discussed.

NOVEMBER 20, 2025 | 11:00–11:45 AM | MEMORIAL REGIONAL HEALTH AND MOFFAT COUNTY PUBLIC HEALTH

- Facility viewed as an important investment in community health and wellness.
- Strong support for indoor aquatics, fitness center, and walking/jogging track.
- Discussion of rehabilitation, therapy, and preventive health programming.
- Recruitment and retention of healthcare staff linked to availability of recreation amenities.
- Questions raised regarding water management and high water table conditions.
- Interest in energy-efficient systems including solar and geothermal options.

NOVEMBER 20, 2025 | 1:00–1:45 PM | LOCAL SPORTS GROUPS (PICKLEBALL, YOUTH BASKETBALL, YOUTH WRESTLING)

- Detailed discussion of gym court layouts and striping for multiple sports.
- Strong interest in synthetic flooring for flexibility and maintenance considerations.
- Discussion of three-court gymnasium and divider curtain functionality.
- Interest in additional adult and youth programming space.
- Discussion of outdoor pickleball courts and potential future expansion.
- Support expressed for drop-in play and tournament capability.

NOVEMBER 20, 2025 | 5:00–6:00 PM | CITY COUNCIL WORKSHOP

- Review of overall facility program, site layout, and estimated project cost of approximately \$47 million.
- Discussion of funding sensitivity and community concerns regarding new taxes.
- Interest in phased development and future expansion options.
- Discussion of potential partnerships among City, County, and School District.
- Council emphasized need for right-sizing and long-term operational sustainability.
- General acknowledgment of strong community interest but need for careful financial planning.