

Memorandum

Memorandum No: 23-158

Date: September 21, 2023

To: Honorable Mayor and City Council
Parks Advisory Board (Task Force)

From: Ryan Henderson, Interim City Manager

Re: Community Recreation Center Next Steps



A joint meeting of the City Council and Parks Advisory Board is scheduled for Tuesday, September 26 to determine the next steps in the planning and design of the Community Recreation Center. This memorandum is to provide information regarding the background of the project, the work of the Community Recreation Center Task Force, and staff's recommendation for next steps.

Timeline

In May of 2020, the Anna Strategic Plan called for the following related to the Community/Recreation Center:

- Principle 7: Fun Community for All; 5. Community/Recreation Center with programming and classroom spaces.
- Goal 2: Anna – Great Place to Live; 3. Develop a major Community/Recreation Center.
- Short-Term Challenges and Opportunities including Funding for the operations and maintenance of recreational facilities and parks.
- Long-Term Challenges and Opportunities including competition between recreational and competitive sports for fields and practice space and staffing and funding for recreational programs and activities.
- Policy Actions for 2020-2021; Indoor Community/Recreation Center: Direction and Next Steps (High Priority).

The November 10, 2020, regular City Council meeting included a presentation to Council regarding the then proposed 2021 Bond Program. The proposed item for the Recreation/Community Center estimated \$24 million for a 30,000 square foot facility with an annual operating expense based on amenities and programming. The estimated timeline was 3-5 years for design and construction with a market study needed for more specific scope as well as potential cost recovery. Additional proposed projects included design and construction of a sports complex, park land acquisition of approximately 75 acres, and the skate park. At the time, the projected cost for these park projects was \$49 million.

On May 1, 2021, Anna neighbors approved Proposition C – Parks, Trails, Recreation, and Sports bond that included \$28 million in funding to implement the recommendations from the City of Anna Parks, Trails, and Open Space Master Plan. The following actions were included as a sample of some of the capital improvements included in the master plan recommendations:

- Planning, design, and property acquisition for an indoor recreation facility;
- Planning and design for outdoor fields to support neighbors who want to play sports closer to home;
- Planning and design for additional trail connections to make important linkages to destinations throughout the City;
- Amenities for currently undeveloped parks to provide neighbors access to recreation close to home;
- Planning, design, and construction of a new community skate park; and
- Enhancements to existing facilities and sports fields.

Project Task Force Established

Earlier this year, the City Council established the City of Anna Parks Advisory Board as the task force charged with working with city staff and Project Advocates, a third-party consultant, to identify the project goals and develop a project scope. As part of their duties, the task force was to create a project charter for the project which would identify the key elements of the project, including size, function, use, cost, timeline, and project goals. As part of developing the project charter, the task force has conducted the following:

- Review of the Parks, Trails, and Open Space Master Plan;
- Selection of firm to gather data, evaluate program space requirements, and draft an operational pro forma;
- Field trip to nearby recreation centers;
- Public input processes (Exhibit 1);
- Amenity/use review; and
- Scoping sessions.

Next Steps

The task force has developed a rough draft of a project charter based on the initial bond project language for designing a 25,000 square foot community recreation center. Staff has reviewed the draft charter and estimates the total project cost for this scope to be approximately \$25 million.

The 2021 Bond Funds will contain approximately \$16 million of available funding for future projects after the completion of projects at Slayter Creek Park. There will not be sufficient bond money to construct a community recreation facility meeting the goals of the draft charter. In addition, staff has reviewed the maintenance and operation costs associated with a 25,000 square foot facility and have estimated the annual taxpayer subsidy required for the facility to be approximately \$750,000 to \$1,000,000 per year.

As such, staff will be making the following recommendations at Tuesday night's joint meeting:

- Utilize approximately \$8 million in available bond funds to complete Phase I of the Community Recreation Center (12,000 – 15,000 square feet) at Geer Park. This will be a design-build project which will function as the community recreation center until Phase II is built. When Phase II is constructed in the future, Phase I will become the community center component of the overall facility (Exhibit 2).
- Finalize the task force findings and recommendations for a 25,000 square foot recreation facility into a project charter for a future Phase II of what will become a combination community,

recreation, and aquatic facility at Geer Park. This project charter will be utilized in the future when the City is ready to fund the facility with a future bond election and can fund the maintenance and operation costs associated with the facility.

- Use the remaining \$8 million for additional park or trail projects identified in the Parks, Trails, and Open Space Master Plan.

By starting Phase I now, staff believes that we can bring an appropriately staffed Community Recreation Center to our neighbors in 2025. Phase I would include items such as a full-size basketball court, exercise room, kitchen, community meeting space, and indoor track. Upon completion, Geer Park becomes instantly activated and allows the organization to build capacity and resources for future phases.

We look forward to receiving feedback from both the City Council and the Parks Advisory Board on Tuesday in addition to recognizing the task force's work on the project.

Attachments:

Exhibit 1 – Community Recreation Center Feasibility Study

Exhibit 2 – Community Recreation Center Concept

c: Marc Marchand, Neighborhood Services Director
Greg Peters, Interim Assistant City Manager
Taylor Lough, Assistant City Manager
Carrie Land, City Secretary
Clark McCoy, City Attorney
Management Team

Exhibit 1

THE CITY OF
Anna

**Community Recreation Center
Feasibility Study**

August 2023



Acknowledgements

Organizing and facilitating a robust process that results in a creative, forward-looking and inclusive strategic plan is significant endeavor. The Consultant Team would like to thank the numerous members of the community, partner organizations, and organizational leadership and staff that generously contributed to the development of this study. This includes but is not limited to those listed below.

Anna Parks Advisory Board

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Table of Contents

Executive Summary	3
Public Outreach and Community Engagement	7
Community Engagement Findings	7
Summary of Community Engagement Findings.....	14
Market Analysis	15
Demographic Analysis.....	15
Methodology.....	16
Service Area Populace.....	18
Recreation Trends Analysis	25
Benchmarking and Similar Facility Analysis	40
Facility Tours	40
Comparative Facility Analysis.....	41
Design Considerations	44
Indoor Facility Design Recommendations	45
Outdoor Site Design Considerations	46
Operational and Financial Analysis	47
Program / Usage Area Scheduling Recommendations	47
Staffing Strategy and Plan.....	49
Operations and Maintenance Standards	51
Revenue Strategies	58
Financial Pro Forma	59

Executive Summary

Introduction

The City of Anna, Texas, Department of Neighborhood Services (“Department”) provides many opportunities for delivery of parks, recreation facilities, and program services to local residents of Anna that greatly contribute to the quality of life in the City. For the Department to continue to be that integral asset to the residents of Anna, it must have a solid plan to guide the City’s recreation expansions and provide the best experiences to the community as outlined in the *Anna 2050 Parks, Open Space, and Trails Master Plan*.



The *Anna Community and Recreation Center Feasibility Study* began in spring of 2023 and included a strong community input process, evaluation of existing and emerging recreational needs, and a survey of similar facilities and providers in the region. These assessments provide a framework to respond to community needs and expectations, as well as identify priorities for the staff to work toward successful development of Anna’s first major indoor recreation facility.

Purpose of the Feasibility Study

This study investigated the feasibility of a community recreation center that provides affordable opportunities for all residents of Anna. The feasibility study for a community recreation center in Anna began in March 2023 following this facility being identified as a major community need in the *Anna 2050 Parks, Open Space, and Trails Master Plan* adopted by Anna City Council in April 2021. The study evaluated different space allocations and design considerations, programs and services, and an operational model to provide informed recommendations to advance the City’s ability to make this facility a reality.

The concept for an intergenerational and multi-functional community space required a data analysis, a focus on the area’s market for such a facility including potential users, market rates and the level of capacity suitable for Anna’s residents. This study identified the amenities the community desired and the site requirements to create the best user experience for the community.

Project Process

The process of the feasibility study included:

- Community engagement
 - Public forums
 - Community survey
 - Visitor intercept surveys at community events
- Market analysis and community profile
 - Community demographics and growth expectations
 - Local recreational trends
 - Similar facility evaluation / benchmarking
- Programs and services recommendations
 - Core programs
 - Important / support programs
 - Value-added programs

- Operational model and financial pro forma
 - Operational standards
 - Staffing plan
 - Facility use plan
 - Financial plan

Process Overview



Key Findings

The key findings from the public input process and the survey demonstrate strong support for the future Community Recreation Center expansion. Overall highlights combining all public input processes indicate the following:

The top three highest priorities identified by public responses of all kinds are:

- ❖ Fitness area/weights
- ❖ Gym space
- ❖ Indoor sports courts

The areas with moderate public support by the community are:

- ❖ Indoor walking track
- ❖ Indoor game room
- ❖ Multi-Use room
- ❖ Child care Center

The top three program areas identified as most important to participants are:

- ❖ Group fitness programs
- ❖ Youth sports programs
- ❖ Senior programs

The most important considerations for the Department in designing and implementing the recreation center are:

- ❖ Fees and cost of programs and use
- ❖ Programs and classes offered
- ❖ Fun features and amenities
- ❖ Available space to grow/expand the rec center in the future
- ❖ Location fits with/enhances economic development in the surrounding area
- ❖ Proximity to your residence

The list below reflects that goals that have been identified by the Department for the new Community Recreation Center.

Community Recreation Center Goals:

Facility Goals:

- Appropriately sized facility to meet budget and community needs
- Complimentary to the neighborhood while being site specific
- Flexibility in the design allowing for future expansion
- Friendly, active, engaging, energetic, inviting facility
- Natural lighting and bright colors
- The facility should be accessible to all, embracing inclusivity including special needs

Program Goals:

- Gym space to accommodate basketball, badminton, pickleball, and multiple indoor sports
- Prep kitchen
- Consideration will be given to provide an indoor, multilane wide track to accommodate wheelchairs and strollers
- Consideration will be given to provide child care services – with strict policy approved by City Council
- Fitness space for dance, yoga, Zumba, and other classes
- Cardio and weight area
- Lockers and shower rooms, with family facilities
- Amenities such as sports field access
- Consideration will be given to providing a sauna, dependent on financial constraints
- Age specific programs
- Healthy vending machines
- Senior activities

These goals are clearly reflective of the needs identified by residents in the public outreach opportunities provided during the planning process. There is strong alignment on what the community needs that should be incorporated in the future design and development of programming for Anna.

Key Recommendations

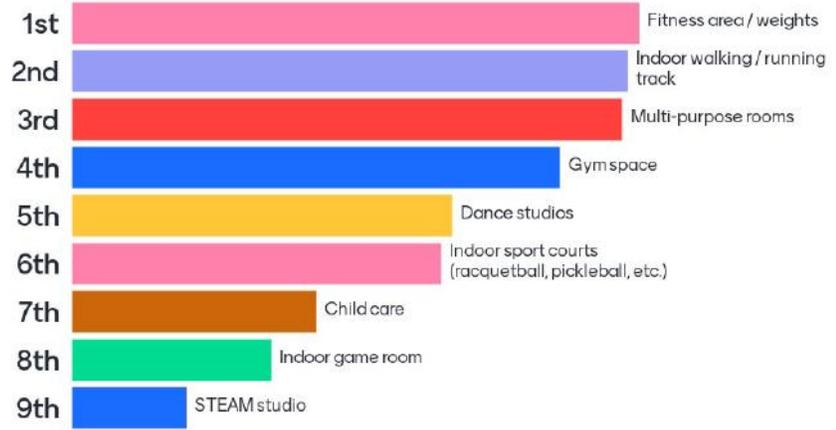
Key recommendations for the development of new indoor recreation facilities in Anna should include the development of spaces to accommodate the highest and greatest needs of the community. The following chart consolidates the information gleaned from the surveys and meetings in Anna and provides guidance regarding these spaces.

Amenity and Program Prioritization	
High Priority	
Program and Service	Indoor Facility / Amenity
Group fitness programs	Indoor running/walking track
Open gymnasium/court time	Gymnasium/Gym space
Arts programs and activities	Cardio equipment/free weights
Youth sports leagues	Indoor sports courts
Environmental education/nature programs	Multipurpose exercise room
Moderate Priority	
Program and Service	Indoor Facility / Amenity
Special interest classes	Childcare Room
Youth programming	Event space
Special events	Indoor game room
Dance lessons/programs	Senior Center
Senior programs	Dance Studio
Music classes and programs	Teen Space
Kitchen Facilities	
Low Priority	
Program and Service	Indoor Facility / Amenity
Adult sports leagues	STEAM studio
Teen programs	Public Lounge
Special needs programs	Performing Arts Space
Healthy eating/dieting programs	Indoor turf areas
Drop-in babysitting	

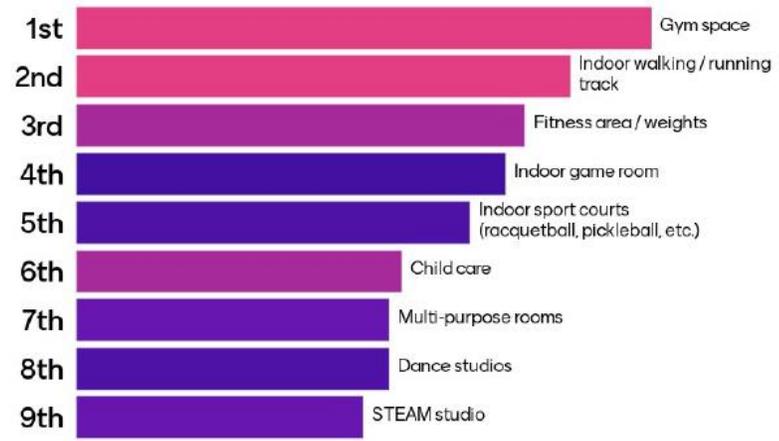
May 20th Event



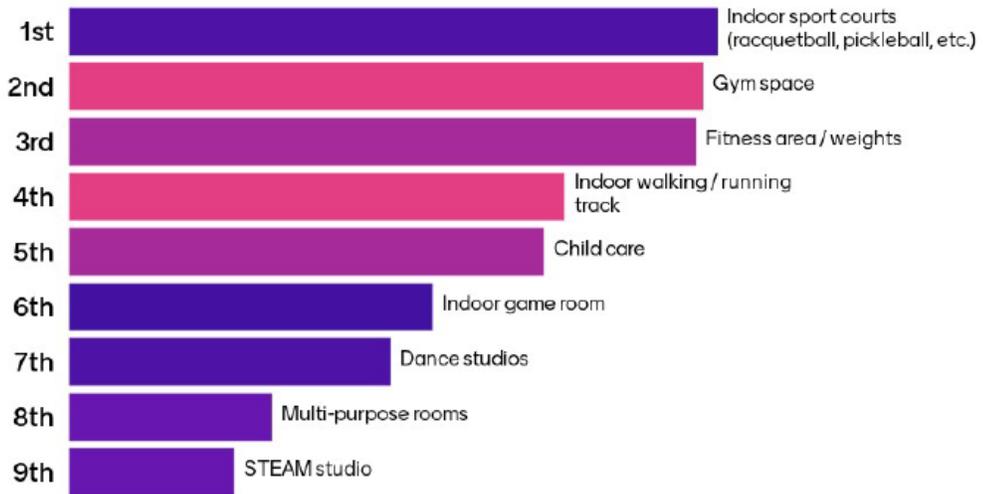
Public Meeting



April 1st Event



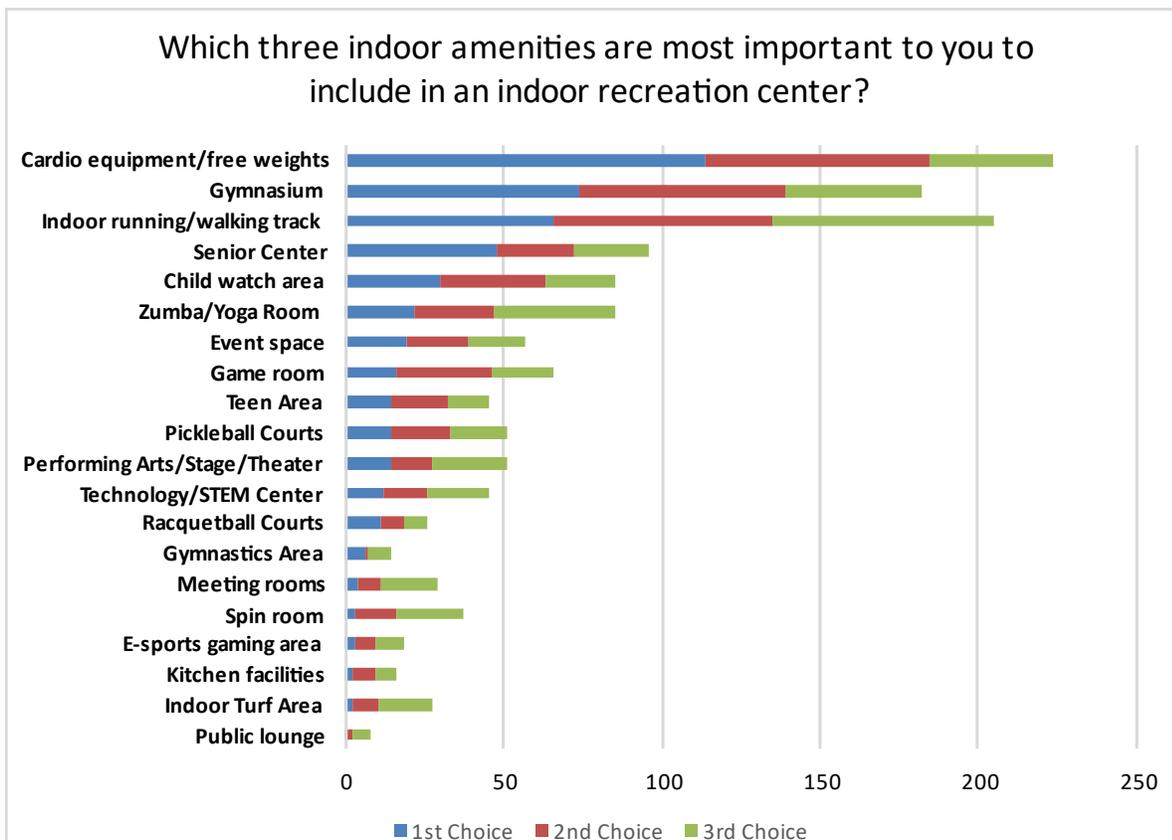
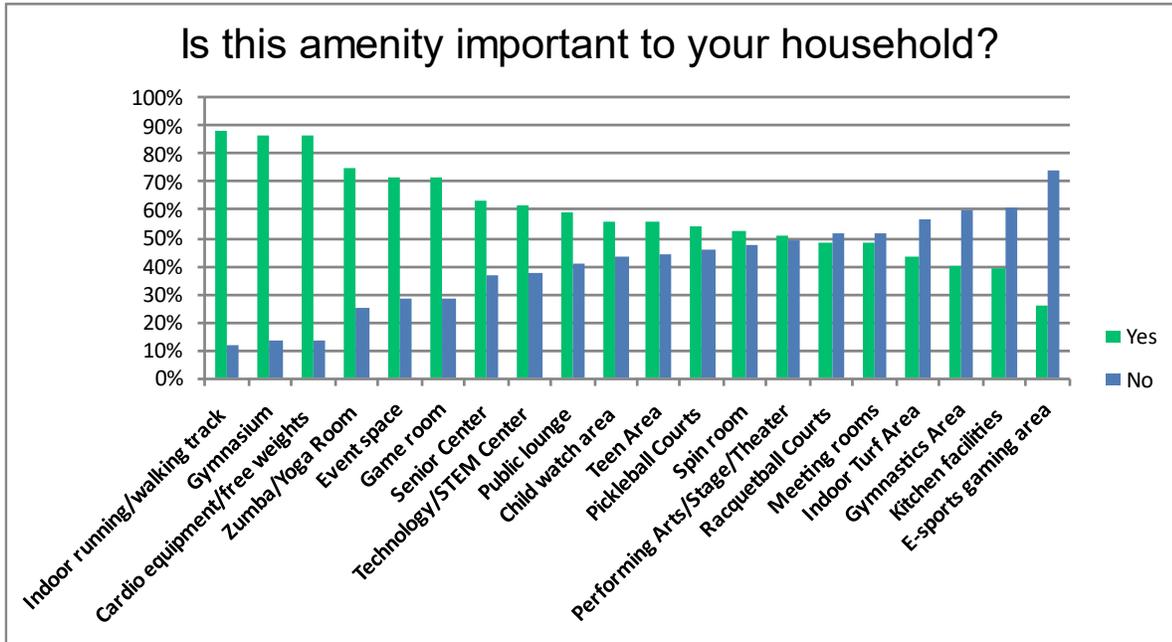
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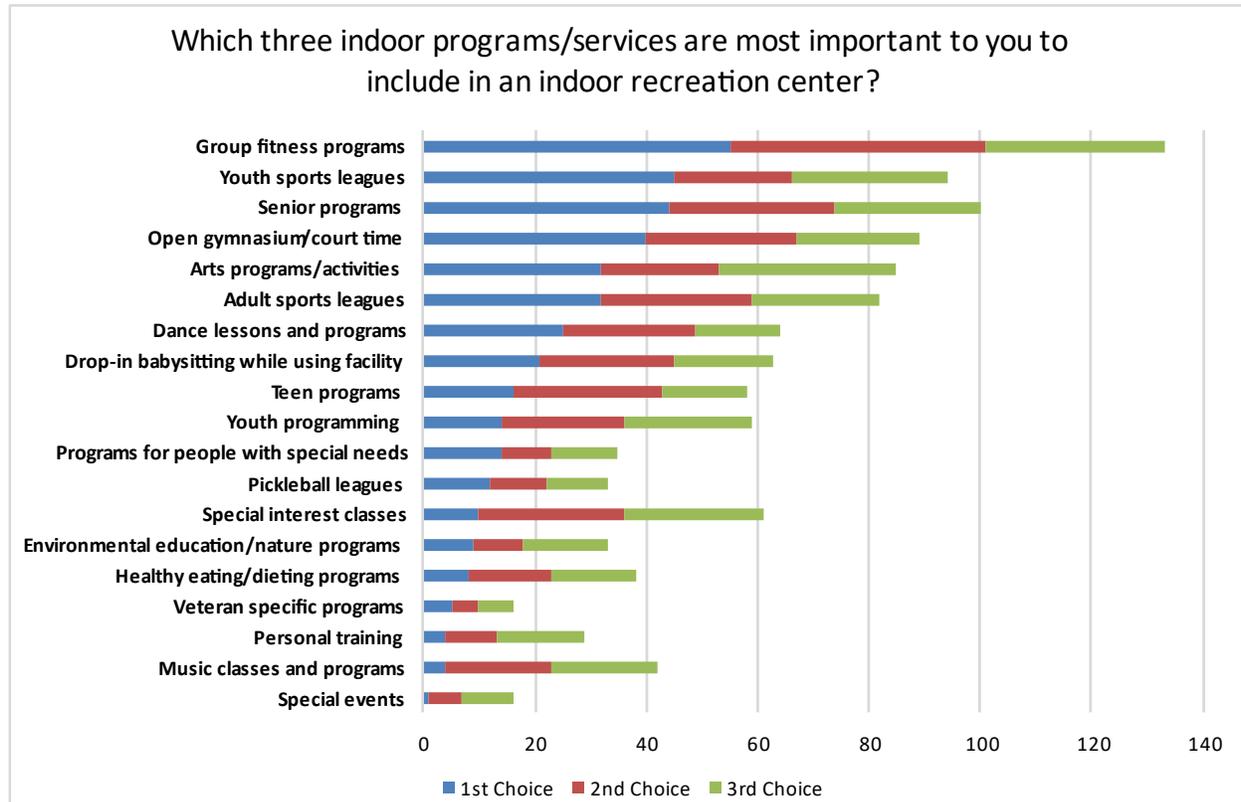
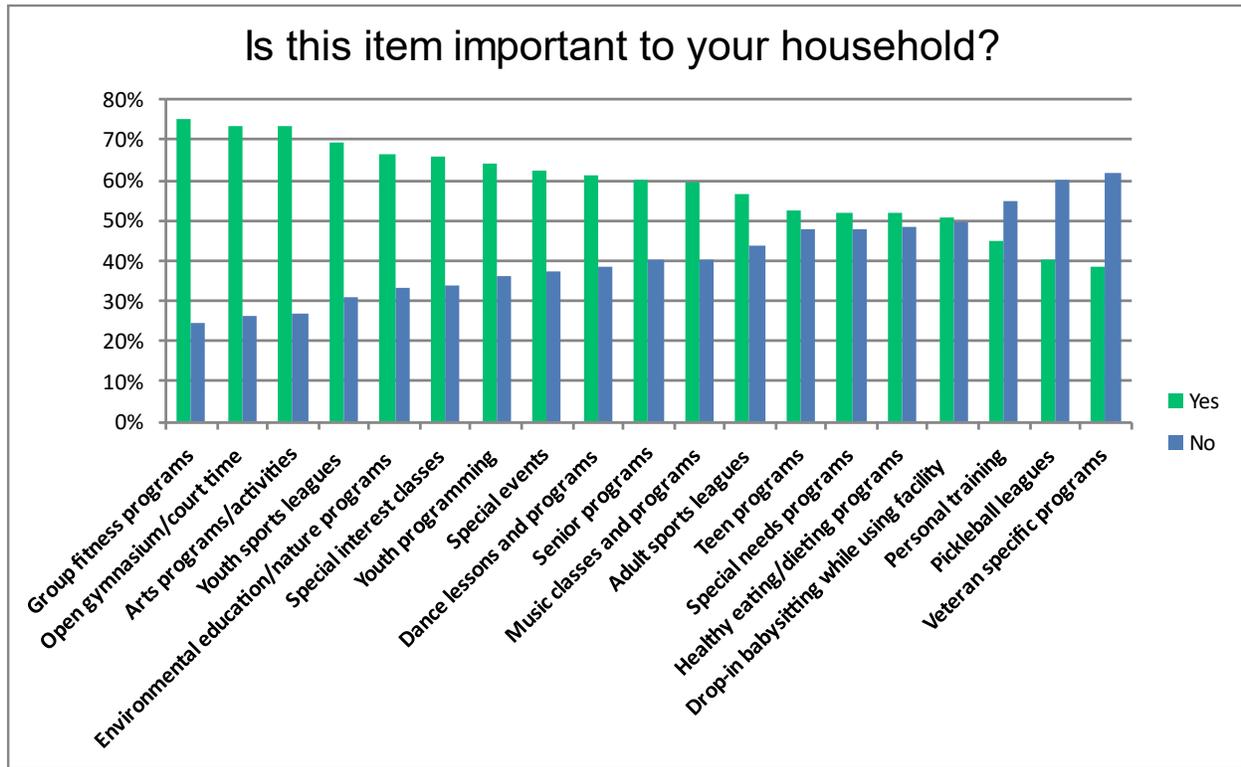
Community Survey Highlights

The following are highlights from the community survey that was prepared for Anna Recreation and Parks regarding the programs, facilities, and amenities used and desired by the community. The survey was open from April 1, 2023 to June 1, 2023, and had a total of 492 responses. The results of the survey

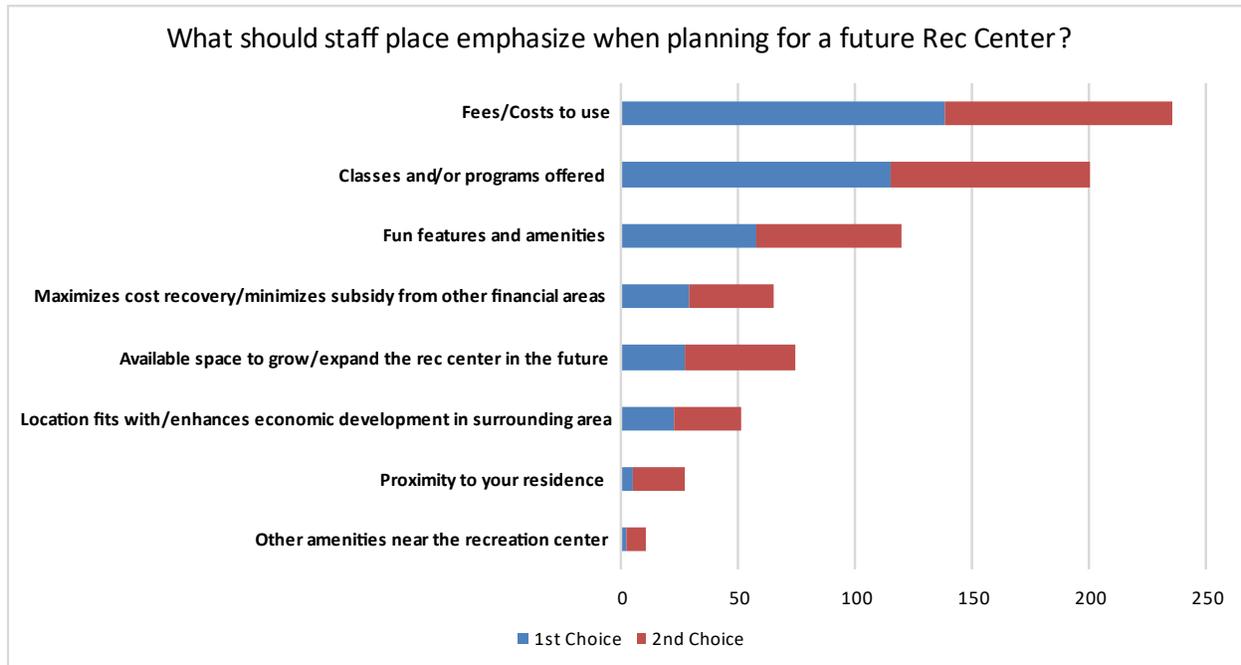
Amenity Importance



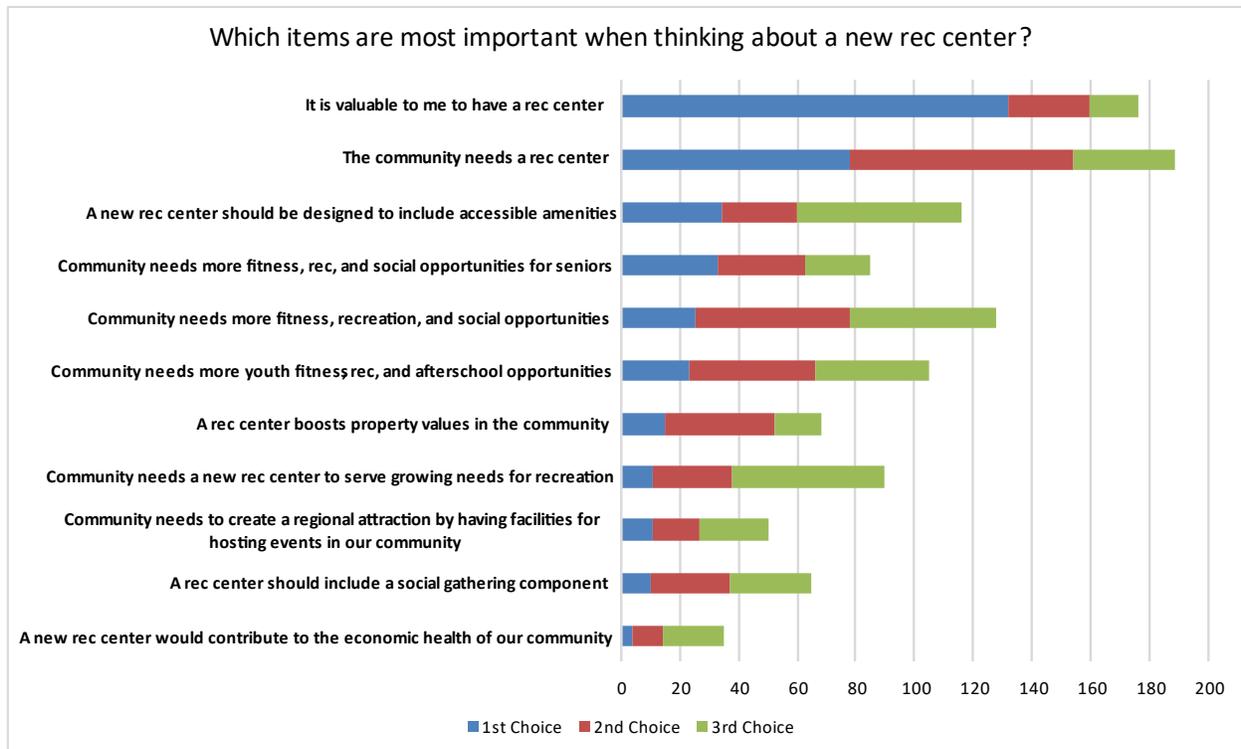
Program Importance



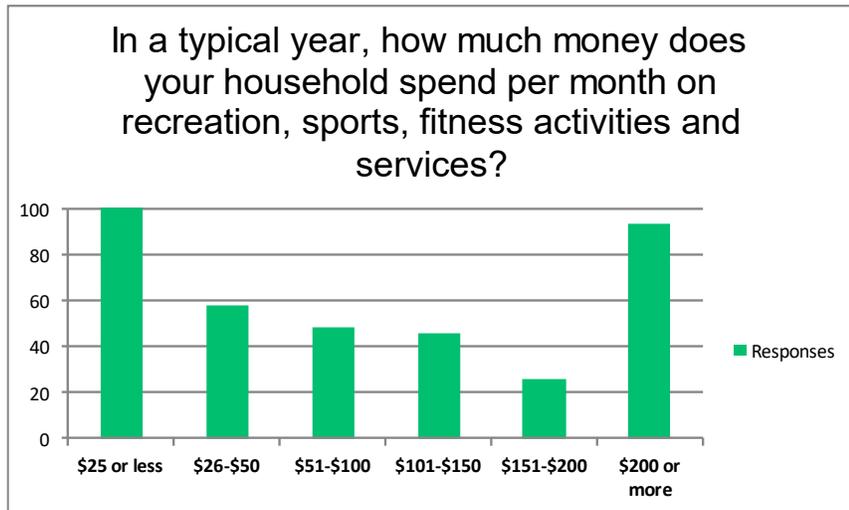
Important Considerations



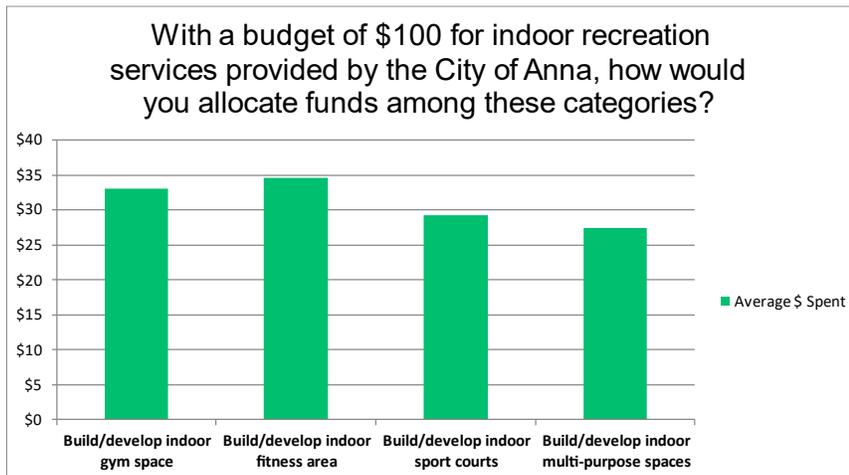
Perceived Value



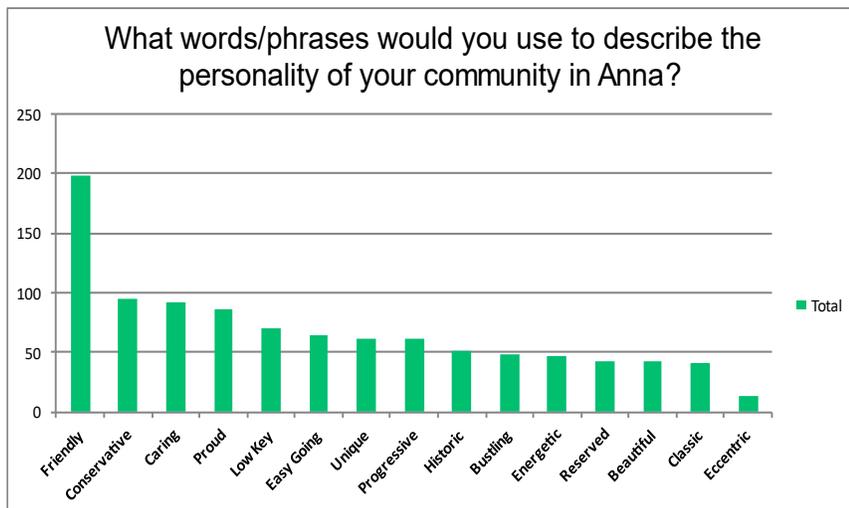
Household Spending



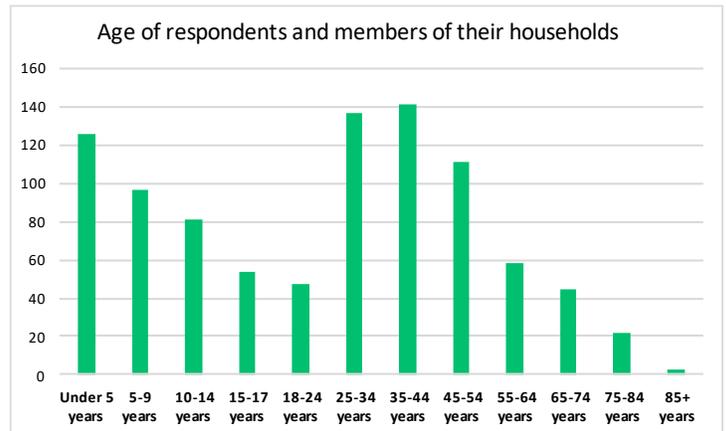
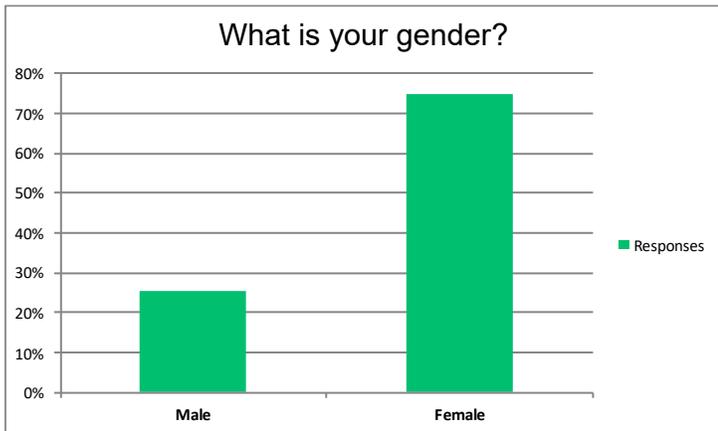
Funding Priorities



Community Culture



Demographics of Respondents



Summary of Community Engagement Findings

Throughout the community engagement process, it became clear there were shared priorities and needs that community desires to see addressed in the design and operations of a community recreation center in Anna. This include the following key highlights:

- The center should feature a variety of activity spaces to support diverse usage.
- Gym space, fitness / wellness areas, and multi-purpose spaces were consistently among the most favored aspects of a center.
- Child care was very important to many members of the community that provided input as there is a lack of health club facilities in Anna currently that provide this level of service.
- While it is important that the center be affordable and relatively low-cost to utilize, most community members who provided input acknowledged that the center must be able to recoup some or most of its operating costs through fees and charges.
- Aquatic facilities remain a priority for the community but it is generally understood that the first indoor recreation facility will not include those amenities do to high capital and operational costs associated with them.
- There is a strong desire to see the facility sited and designed in a way that it can be expanded in the future as the community grows.
- Generally, Anna is a very active and engaged community that desires to have a facility of this nature located in the city.

Market Analysis

A key component of the Community Recreation Center Needs Assessment and Feasibility Study is a Demographics and Recreation Trends Analysis. The purpose of this analysis is to provide the Department insight into the makeup of the population they serve and identify market trends in recreation. The report also helps to quantify the market in and around the City of Anna, Texas (“City”) and assists in providing a better understanding of the types of facilities and services used to satisfy the needs of residents.

Demographic Analysis

The Demographic Analysis describes the population in the primary service area (the City of Anna, TX), as well as the population of the secondary service area (population within a 20-minute drive from the center of the City of Anna). This assessment is reflective of the City and region’s total population and its key characteristics such as age, race, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of projected figures. **Figure 1** provides an overview of Anna’s populace based on current estimates of the 2023 population.

2023 Statistics	City of Anna	20-Minute Drive from Anna
Total Population 	24,055	159,539
Total Households 	7,638	54,376
Median Age 	33.1 Years	36.3 Years
Median Income 	Per Capita: \$89,181 Household: \$110,960	Per Capita: \$43,028 Household: \$92,177
Race 	63% White 13% Black or African American 13% Two or more races 2% Asian 24% Hispanic Origin	62% White 12% Black or African American 13% Two or more races 4% Asian 22% Hispanic Origin

Figure 1: Demographic Overview of Service Areas

Methodology

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in June 2023 and reflects actual numbers as reported in the 2020 Census. ESRI then estimates the current population (2023) as well as a 5-year projection (2028). PROS then utilized straight line linear regression to forecast demographic characteristics for 10 and 15-year projections (2033 and 2038). ***Please note: Some data has yet to be released from the 2020 Census, resulting in certain analyses utilizing 2010 Census data instead (e.g., age segmentation).***

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The Census 2020 data on race are not directly comparable with data from the 2010 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2020) definitions and nomenclature are used within this analysis:

- **American Indian or Alaska Native:** A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- **Asian:** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black or African American:** A person having origins in any of the black racial groups of Africa.
- **Hispanic or Latino:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- **Native Hawaiian or Other Pacific Islander:** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White:** A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Census states that “the race and ethnicity categories generally reflect social definitions in the U.S. and are not an attempt to define race and ethnicity biologically, anthropologically, or genetically. We recognize that the race and ethnicity categories include racial, ethnic, and national origins and sociocultural groups.”

Please note: The Census Bureau states that the race and ethnicity categories generally reflect social definitions in the U.S. and are not an attempt to define race and ethnicity biologically, anthropologically, or genetically. We recognize that the race and ethnicity categories include racial, ethnic, and national origins and sociocultural groups. They define Race as a person’s self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian, and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic/Latino ethnicity is viewed separate from race throughout this demographic analysis.

DEMOGRAPHIC ANALYSIS BOUNDARY

The Primary Service Area (the City of Anna) boundaries shown below were utilized for the demographic analysis (**Figure 2**).

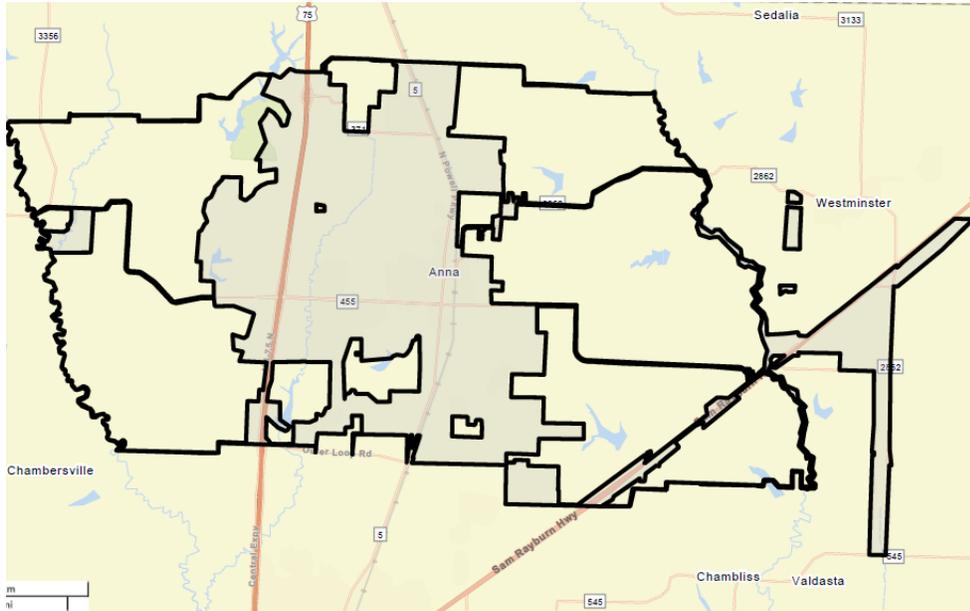


Figure 2: Anna Service Area Boundaries

The boundaries shown below were utilized for the demographic analysis of the 20-minute drive time from the City of Anna (**Figure 3**).

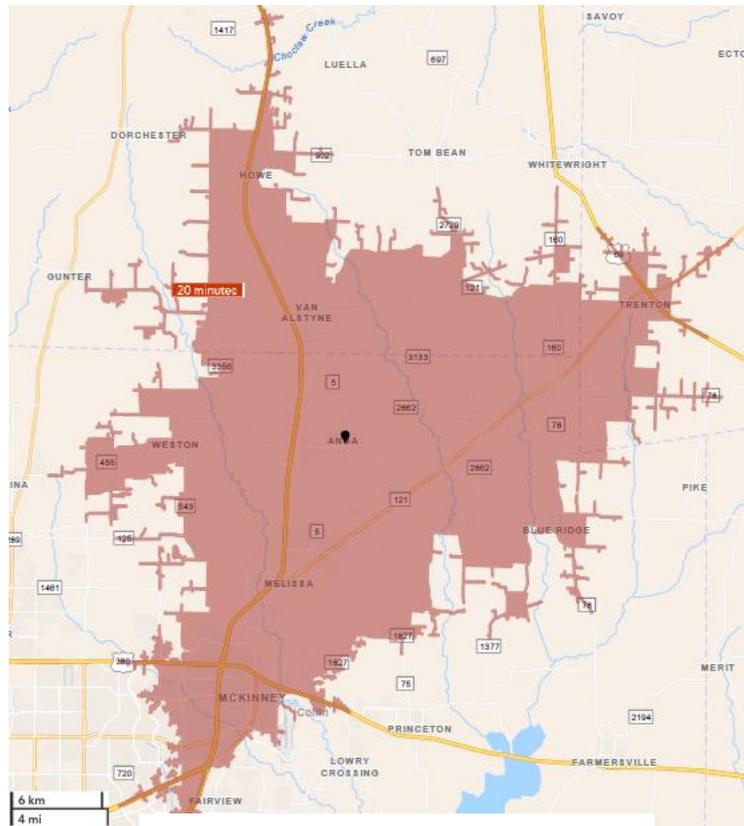


Figure 3: 20-Minute Drive Time Service Area Boundaries

Service Area Populace

POPULATION AND HOUSEHOLDS

Anna has a rapidly growing population that has begun to see heavy yearly increases in the past decade; in fact, the population has increased from 16,986 in 2020 to an estimated **24,055 in 2023**. Anna's population is expected to continue to steadily grow in the following 15 years, where it is projected to reach **38,972 residents by 2038**. The total number of households has grown at an even higher rate, increasing from 5,335 in 2020 to an estimated **7,638 in 2023**. By 2038, it is expected that there will be **9,184 total households** within Anna, which is likely to continue growing (**Figure 4**).

The total 2023 population of the combined service areas (i.e., Anna and the 20-Minute Drive Time from Anna wholly) is estimated to be **159,539 people** comprising **54,376 total households**. The population within Anna accounts for just 15% of the secondary service area's population. A table summarizing the combined population of all service areas is provided below (**Figure 4**). These illustrate the population as accounted in the 2010 U.S. Census, and updated estimates and projections for 2023 and 2028.

	Estimated Anna Population	Estimated Anna Households	Estimated 20-Minute Drive Time Population	Estimated 20-Minute Drive Time Households
2020	16,986	5,335	133,244	45,427
2023	24,055	7,638	159,539	54,376
2028 Projection	28,332	9,184	198,678	68,142
Growth from 2020 to 2023	7,069	2,303	26,295	8,949
% Change from 2020 to 2023	41.6%	43.2%	19.7%	19.7%
Annual Growth Rate (2020-2023)	20.81%	21.58%	9.87%	9.85%

Figure 4: Service Areas' Total Population and Annual Growth Rate

KEY TOTAL POPULATION AND HOUSEHOLD FINDINGS

The key findings of the total population and household analysis are detailed as follows:

1. The population of Anna has **increased rapidly** in the last 3 years (20.81 % annual growth rate) when compared with the national annual growth rate of 0.86%, while the second service area (20-Minute Drive Time from Anna) has a similarly strong population annual growth rate (9.87%) from the last three years.
2. The total population of Anna is a small portion of the secondary service area, indicating the **potential for Anna's attractions (i.e. an indoor recreation center) to be utilized by other nearby residents**, not just those that live in Anna.
3. The **growth in number of households is slightly larger than the total population growth rate** in Anna, and on par with the total population growth rate in the secondary service area. This may be attributable to the growth in the number of young families in the region.

AGE SEGMENTATION

The largest age segments of Anna’s population are **0-12** (23%), **18-34** (23%), and **35-54** (29%), comprising a relatively young population. Similarly, the secondary service area has majority age segments of **0-12** (19%), **18-34** (22%), and **35-54** (28%). There is a slight aging trend with people over the age of 55, increasing from making up 15% of Anna’s population in 2010 to making up **17% of the population by 2038**, and increasing from **18% to 26% in the secondary service area**; as the population projects to slightly age over time, younger populations will decrease in exchange for middle age and elderly populations increasing. The median age in Anna has also risen from 31.1 in 2010 to **33.1 in 2023**; **similarly**, median age has increased in the secondary service area from 33.4 in 2010 to **36.3 in 2023**. Therefore, the amenities updated and developed for Anna should likely be designed to be accessible for the slow growing elderly population, while also remaining oriented for families with both old and young children (**Figure 5**).

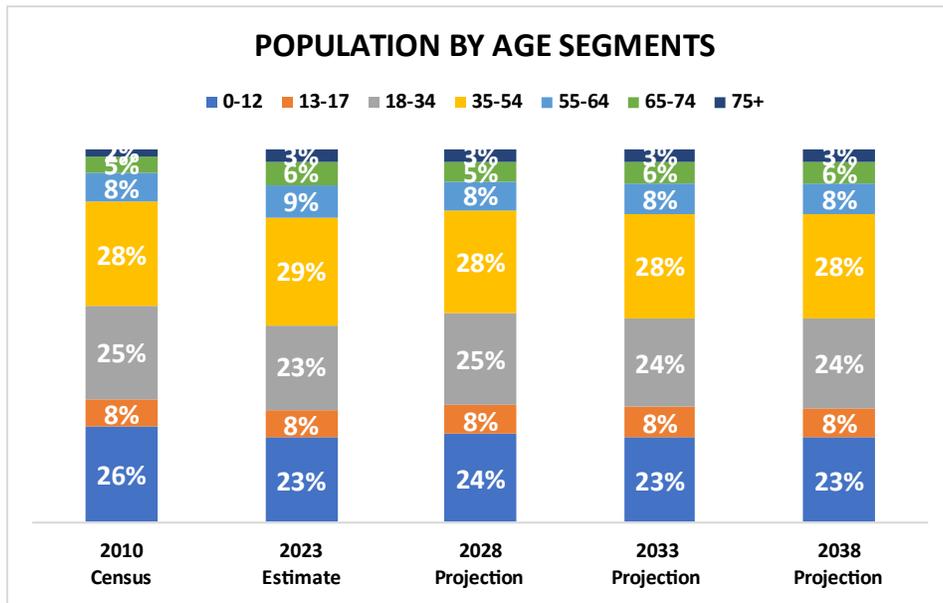


Figure 5a: Anna’s Population by Age Segments

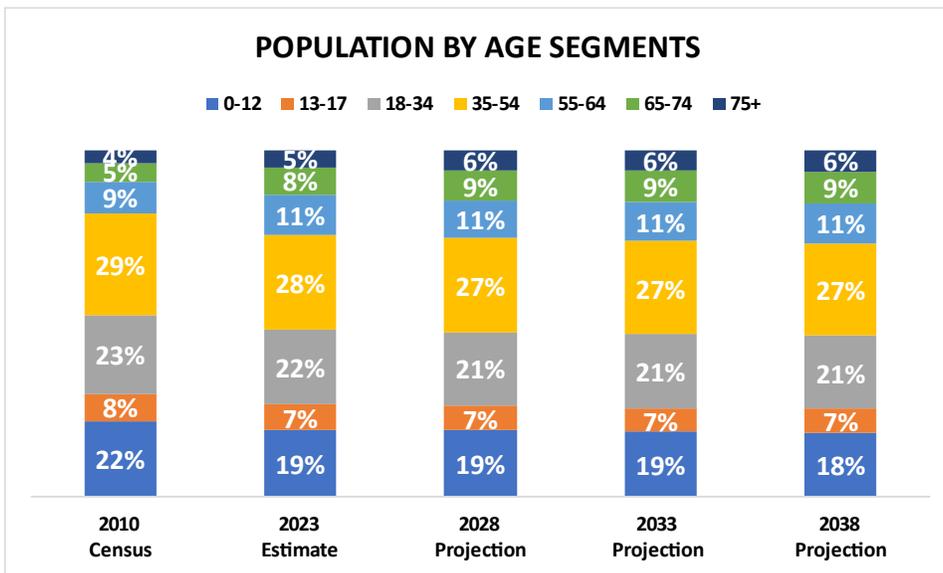


Figure 5b: Secondary Service Area’s Population by Age

RACE

Analyzing race, Anna’s current population makeup is **mostly White Alone**, with the 2023 estimate showing 64% of the population falling into the White Alone category, along with **Two or More Races** (14%) and **Black or African American Alone** (11%) representing the second and third largest categories (**Figure 6a**). The secondary service area had mostly similar statistics, with the leading demographics categories being **White Alone** (62%), **Two or More Races** (13%), and **Black or African American Alone** (11%) (**Figure 6b**). Predictions for 2028 and beyond expect both population groups to steadily diversify, with a decrease in the White Alone population, and minor increases to all other race categories.

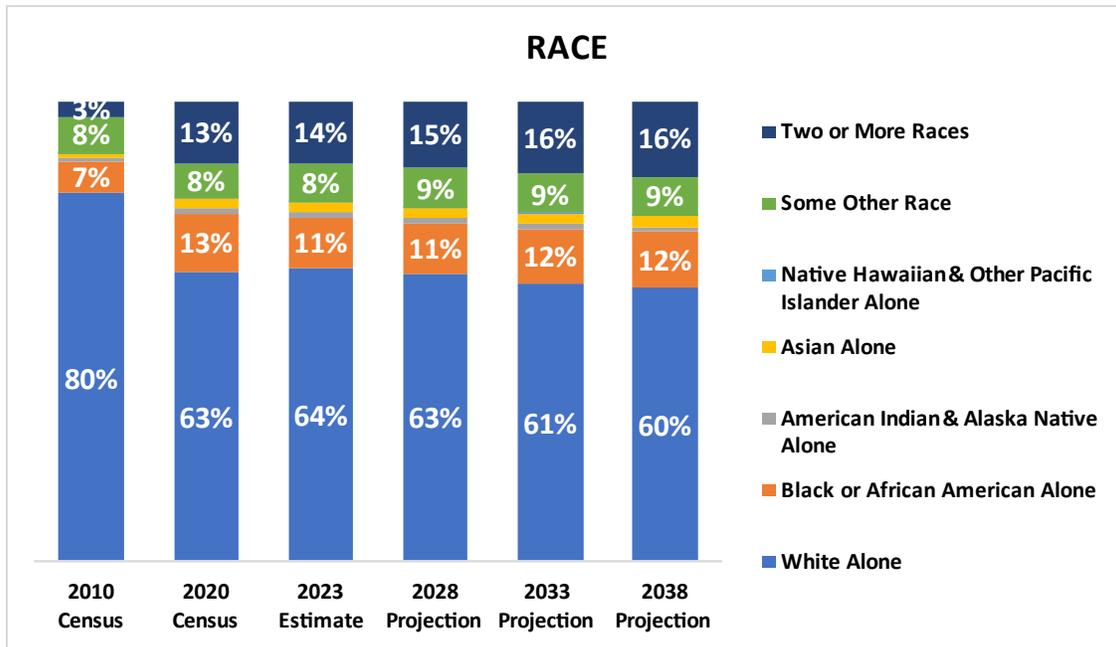


Figure 6a: Anna's Population by Race

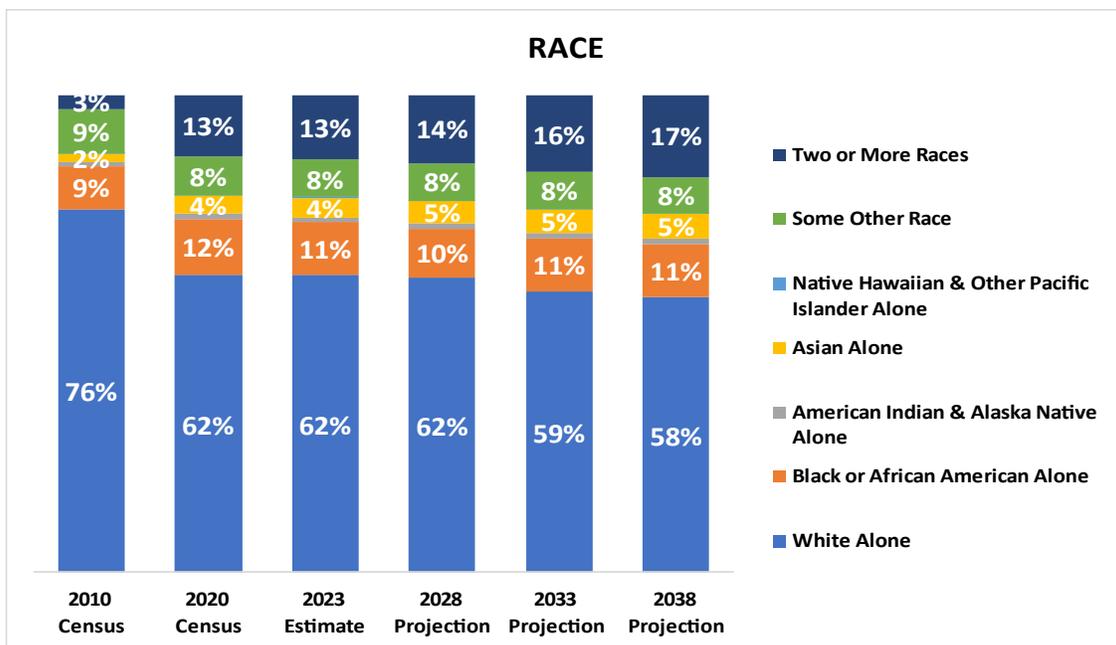


Figure 6b: Secondary Service Area's Population by Race

ETHNICITY

Anna’s population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. **It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories identified above.**

Based on the current 2023 estimate, people of Hispanic/Latino origin represent **24% of Anna’s population**, which is above the national average (19% Hispanic/Latino) but below the state of Texas average (40.2% Hispanic/Latino). Anna’s Hispanic/Latino population has experienced a minor increase over time and is expected to continue growing slightly to **25% of Anna’s total population by 2038 (Figure 7a)**. Similarly, the Secondary Service Area has a growing hispanic population; as of 2023, 24% of people in a 20-minute drive from Anna are Hispanic/Lation origin, which is expected to grow over time **(Figure 7b)**.

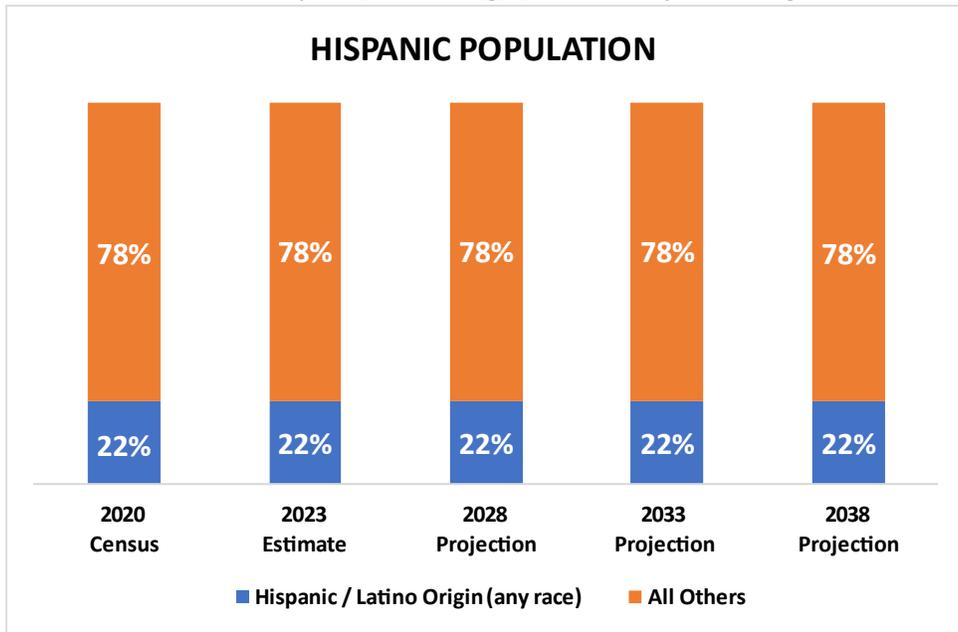


Figure 7a: Anna’s Hispanic Population

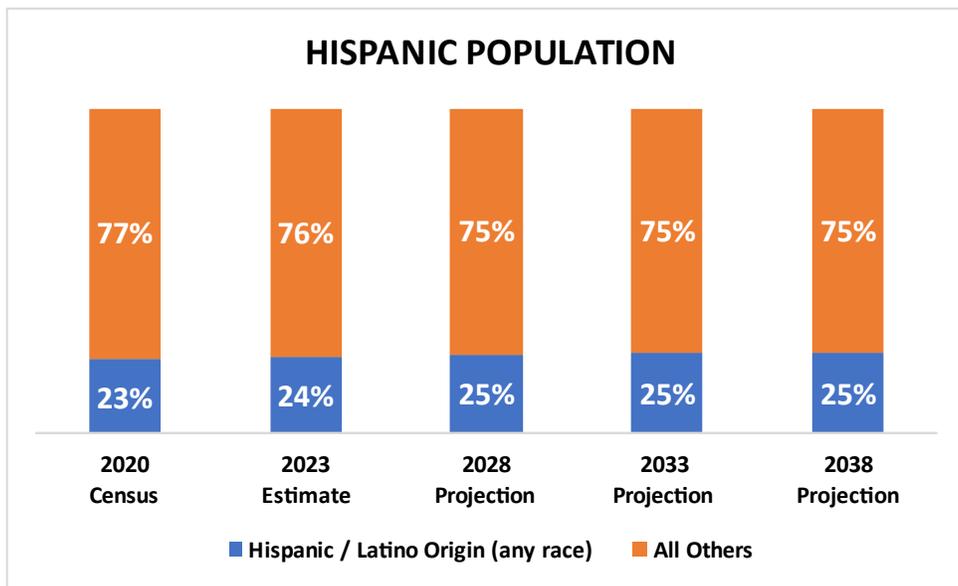


Figure 7b: Secondary Service Area’s Hispanic Population

PROGRESSIVE INCOME CHARACTERISTICS

When analyzing income, the per capita income is that earned by an individual while the median household income is based on the total income of everyone over the age of sixteen living within the same household. Anna projects to grow in both median household and per capita income, where those statistics are expected to increase to **\$54,114 and \$127,740 respectively by 2038 (Figure 8a)**. The secondary service area will see a similar growth over time, as the respective per capita and median household incomes will increase from **\$43,028 and \$92,177 in 2023 to \$61,307 and \$128,777 by 2038 (Figure 8b)**. These relatively above average income characteristics should be taken into consideration when the Department is pricing out programs and calculating cost recovery goals.

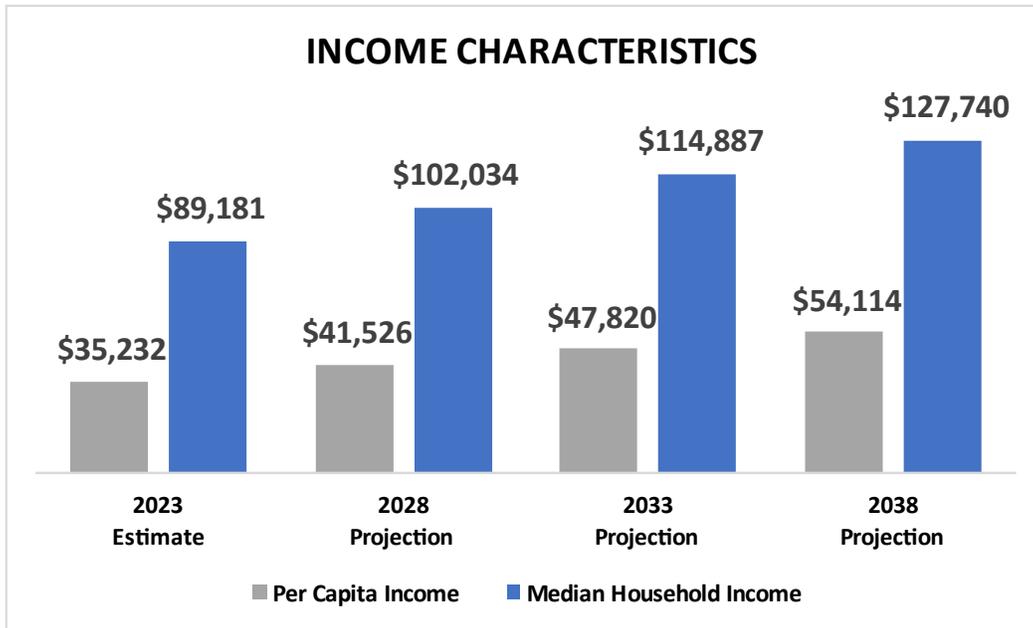


Figure 8a: Comparative Income Characteristics of Anna

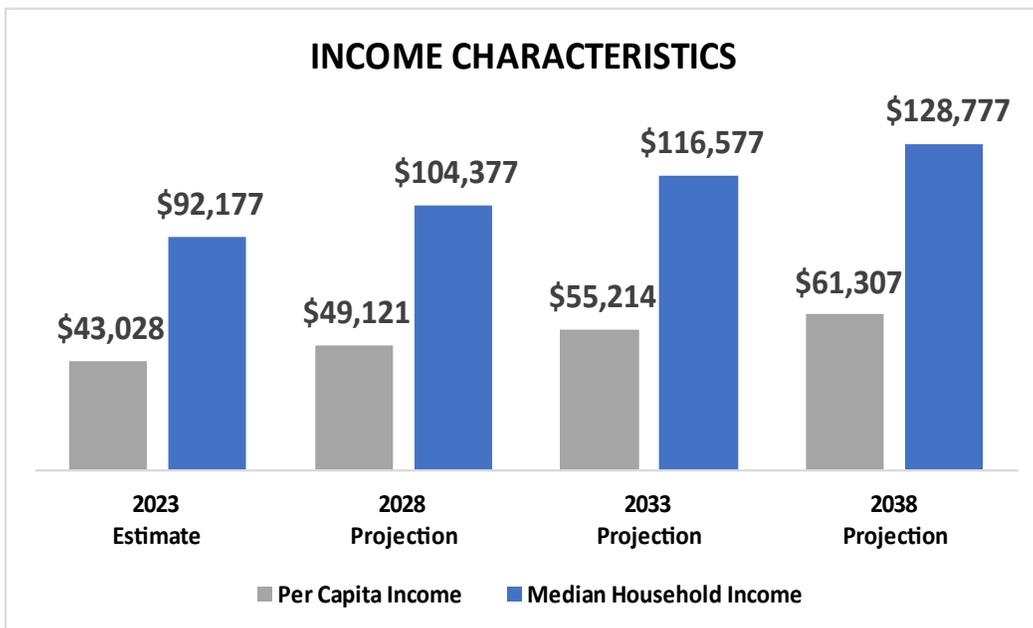


Figure 8b: Progressive Income Characteristics of Secondary Service Area

COMPARATIVE INCOME CHARACTERISTICS

Comparatively, Anna’s **per capita income** (\$35,232) is nearly the same as the Texas and U.S. averages (\$34,255 and \$35,672 respectively), while its **median household income** (\$89,181) is well above both the Texas average (\$67,321) and the U.S. average (\$65,712). The secondary service area boasts higher statistics, with a **per capita income of \$43,028** and a **median household income of \$92,177**. These statistics should be kept in mind when pricing out amenities, as the residents of the secondary service area may provide an economic boost to a potential Recreation Center in Anna (**Figure 9a**).

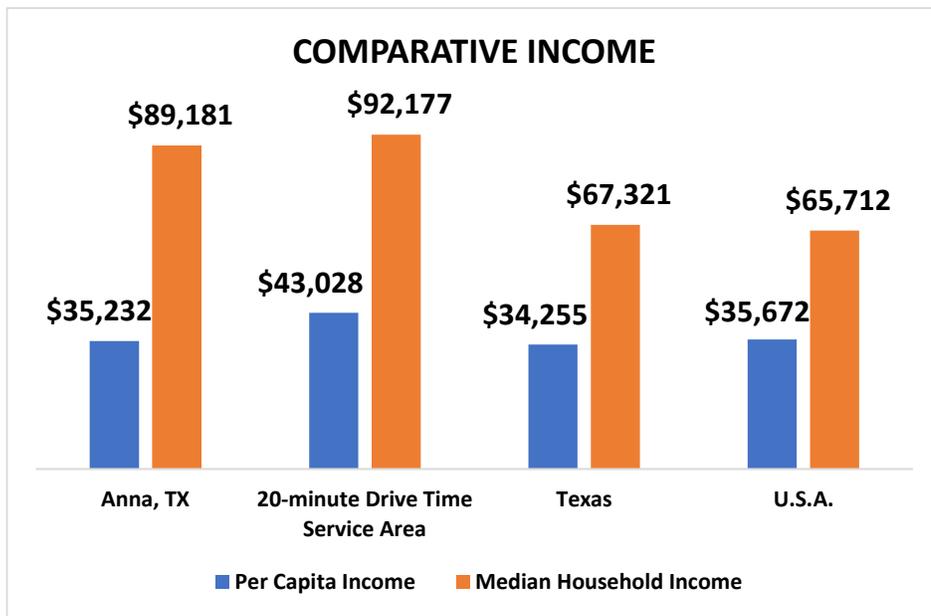


Figure 9a: Comparative Income Characteristics of Anna, TX and Secondary Service Area

Lastly, a visualization of Anna and the secondary service area’s income can be found in **Figure 9b** in an income heatmap. The City of Anna boundaries are marked by a blue line, while the 20-Minute Drive Time from Anna is shaded in accordance with the 2023 Median Household Income of each ZIP Code.

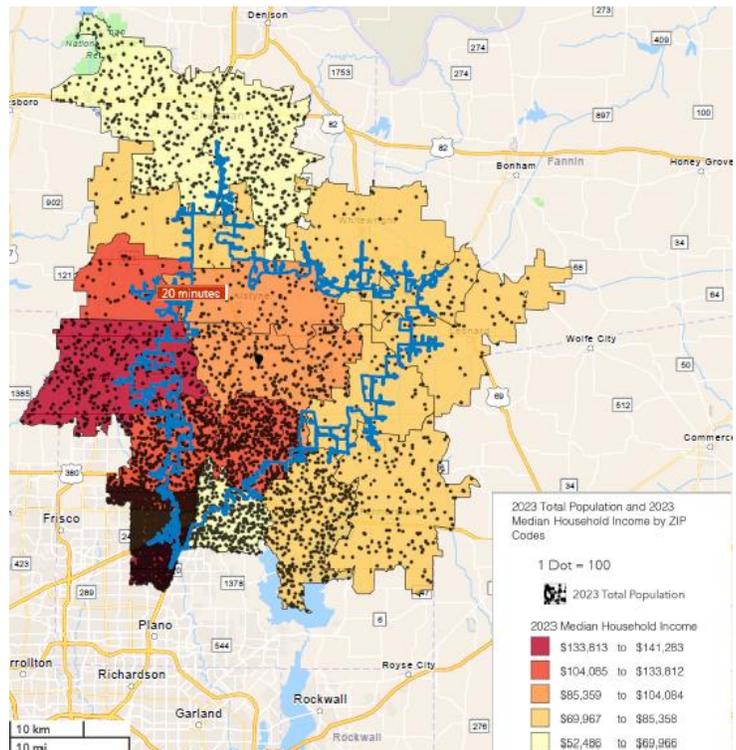


Figure 9b: Income Heatmap of Anna, TX and Secondary Service Area

DEMOGRAPHIC IMPLICATIONS

While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for Anna, Texas and the 20-Minute Drive Time from Anna:

- Both Anna and the Secondary Service Area's slowly ageing population may indicate a need to identify and understand the interests of the City's **elderly population**. Adding more recreational activities for elderly populations, such as exercise classes or elderly recreational leagues, may prove to be beneficial in keeping that population active.
- Anna's relatively high household income characteristics (\$89,181 median household income compared to \$67,321 for Texas and \$65,712 nationally) suggest **potential disposable income at the individual and family level**. The Department should be mindful of this when pricing out programs and events and considering amenities, while staying aware of the potential interaction that they can expect from a populace that has a slightly higher-than-average income level. Of note is that the Secondary Service Area has even higher income characteristics, marking potential disposable income from that group of people as well.
- In comparison to the United States average (0.74%), Anna had an **impressively high annual growth rate from 2020 to 2023** (20.81%). Although the annual growth rate is projected to drop to 4.13% from 2023 to 2038, this booming population growth should be considered when planning new amenities and offerings for the community, as well as the maintenance and upkeep of current offerings; what may serve the population now may not be apt for new residents in the coming years.
- Finally, Anna should ensure its **diversifying population is reflected in its offerings, marketing/communications, and public outreach**. With increasing diversity in both race and age, as well as an uncommonly high population growth, Anna should remain prepared to change its offerings over time.

These demographic findings remained aligned with the recommendations of the Parks Master Plan completed and adopted in 2021 regarding the appropriateness of an indoor community recreation center in Anna.

Recreation Trends Analysis

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well recreational interest by age segments. Trends data used for this analysis was obtained from Sports & Fitness Industry Association’s (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Park Metrics.

NATIONAL TRENDS IN RECREATION

Methodology

The Sports & Fitness Industry Association’s (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2023* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends



The study is based on findings from surveys conducted in 2022 by the Sports Marketing Surveys USA (SMS), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 305,439,858 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 120 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

OVERALL PARTICIPATION

Approximately 236.9 million people ages six and over reported being active in 2022, which is a 1.9% increase from 2021 and the greatest number of active Americans in the last 6 years. This is an indicator that Americans are continuing to make physical activity more of a priority in their lives. Outdoor activities continue to thrive, recreation facilities reopened. fitness at home maintains popularity, and team sports are slowly reaching pre-pandemic participation levels. The chart below depicts participation levels for active and inactive (those who engage in no physical activity) Americans over the past 6 years.

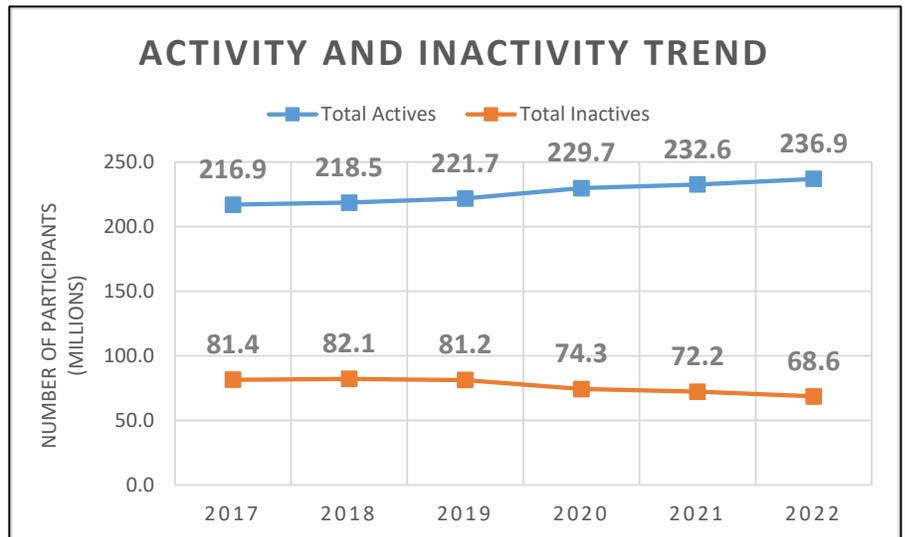


Figure 10: Active vs. Nonactive Trend

Core vs. Casual Participation

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than fifty times per year, while for sports, the threshold for core participation is typically 13 times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants. Increasing for the fifth straight year, 158.1 million people were considered CORE participants in 2022.

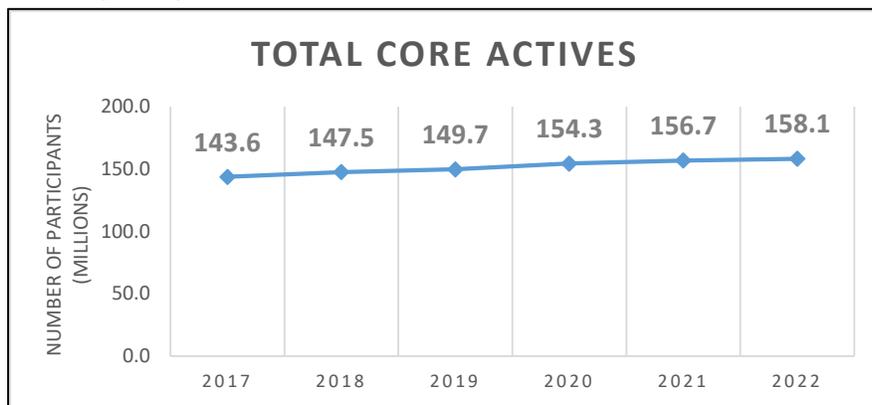


Figure 11: Total Core Actives

Participation By generation

The following chart shows 2022 participation rates by generation. Fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of the Gen X, Millennials, and Gen Z generation participated in one type of outdoor activity. Team sports were heavily dominated by generation Gen Z and nearly a third of Gen X also participated in individual sports such as golf, trail running, triathlons, and bowling.

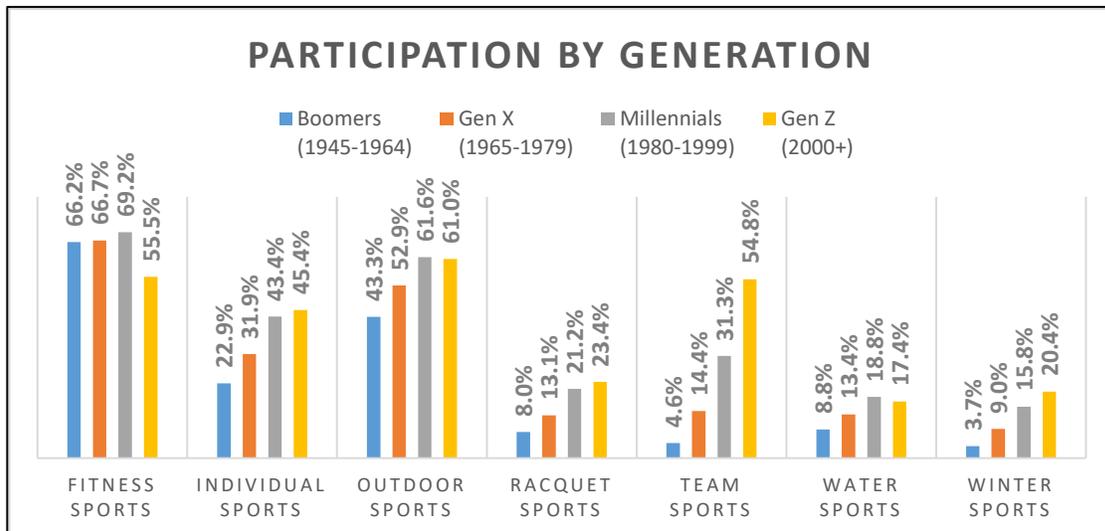


Figure 12: Participation by Generation

Highlights

Team sports are continuing to recover from shutdowns during the pandemic. Team sports participation rate increased to 23.2% which is near 2019 participation levels. Pickleball continues to be the fastest growing sport in America by doubling its participation in 2022. Following the popularity of pickleball, every racquet sport also increased in total participation in 2022.

Americans continued to practice yoga, attend Pilates training, workout with kettlebells, started indoor climbing, and while others took to the hiking trail. The waterways traffic had an increase of stand-up paddlers, kayaks, and jet skis. Gymnastics, swimming on a team, court volleyball, and fast-pitch softball benefited from the participation boom created from the Olympics.

Water sports had the largest gain in participation rates. Activities such as jet skiing, scuba diving, and boardsailing/windsurfing all contributed to the 7% increase. Outdoor sports continued to grow with 55% percent of the U.S. population participating. This rate remains higher than pre-pandemic levels with a 51% participation rate in 2019. The largest contributor to this gain was trail running, having a 45% increase over the last five years.

NATIONAL TRENDS IN GENERAL SPORTS

Participation Levels

The top sports most heavily participated in the United States were basketball (28.1 million), golf (25.6 million), and tennis (23.6 million) which have participation figures well above the other activities within the general sports category. Baseball (15.5 million), and outdoor soccer (13.0 million) round out the top five.

The popularity of basketball, golf, and tennis can be attributed to the ability to compete with a small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball’s overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at most American dwellings as a driveway pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or golf entertainment venues have increased drastically (86.2%) as a 5-year trend, using golf entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.



BASKETBALL
28.1 MILLION



GOLF
25.6 MILLION



TENNIS
23.6 MILLION



GOLF VENUE
15.5 MILLION



BASEBALL
15.5 MILLION

Five-Year Trend

Since 2017, pickleball (185.7%), golf - entertainment venues (86.2%), and tennis (33.4%) have shown the largest increase in participation. Similarly, basketball (20.3%) and outdoor soccer (9.2%) have also experienced significant growth. Based on the five-year trend from 2017-2022, the sports that are most rapidly declining in participation include ultimate frisbee (-31.5%), rugby (-28.1%), and roller hockey (-25.4%).

One-Year Trend

The most recent year shares some similarities with the five-year trends; with pickleball (85.7%) and golf - entertainment venues (25.7%) experiencing some of the greatest increases in participation this past year. Other top one-year increases include racquetball (8.0%), badminton (7.1%), and gymnastics (7.1%).

Sports that have seen moderate 1-year increases, but 5-year decreases are racquetball (8.0%), gymnastics (7.1%), and court volleyball (4.2%). This could be a result of coming out of the COVID-19 pandemic and team program participation on the rise. Similar to their 5-year trend, rugby (-5.8%), roller hockey (-4.0%), and ultimate frisbee (-2.2%) have seen decreases in participation over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

General sport activities, basketball, court volleyball, and slow pitch softball have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). Due to the COVID-19 pandemic, most activities showed a decrease in their percentage of core participants. However, there were significant increases in the percentage of casual participation for basketball, baseball, pickleball, outdoor soccer, flag football, badminton, and indoor soccer in the past year. *Please see Appendix A for the full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Basketball	23,401	27,135	28,149	20.3%	3.7%
Golf (9 or 18-Hole Course)	23,829	25,111	25,566	7.3%	1.8%
Tennis	17,683	22,617	23,595	33.4%	4.3%
Golf (Entertainment Venue)	8,345	12,362	15,540	86.2%	25.7%
Baseball	15,642	15,587	15,478	-1.0%	-0.7%
Soccer (Outdoor)	11,924	12,556	13,018	9.2%	3.7%
Pickleball	3,132	4,819	8,949	185.7%	85.7%
Football (Flag)	6,551	6,889	7,104	8.4%	3.1%
Badminton	6,430	6,061	6,490	0.9%	7.1%
Volleyball (Court)	6,317	5,849	6,092	-3.6%	4.2%
Softball (Slow Pitch)	7,283	6,008	6,036	-17.1%	0.5%
Soccer (Indoor)	5,399	5,408	5,495	1.8%	1.6%
Football (Tackle)	5,224	5,228	5,436	4.1%	4.0%
Football (Touch)	5,629	4,884	4,843	-14.0%	-0.8%
Gymnastics	4,805	4,268	4,569	-4.9%	7.1%
Volleyball (Sand/Beach)	4,947	4,184	4,128	-16.6%	-1.3%
Track and Field	4,161	3,587	3,690	-11.3%	2.9%
Racquetball	3,526	3,260	3,521	-0.1%	8.0%
Cheerleading	3,816	3,465	3,507	-8.1%	1.2%
Ice Hockey	2,544	2,306	2,278	-10.5%	-1.2%
Softball (Fast Pitch)	2,309	2,088	2,146	-7.1%	2.8%
Ultimate Frisbee	3,126	2,190	2,142	-31.5%	-2.2%
Wrestling	1,896	1,937	2,036	7.4%	5.1%
Lacrosse	2,171	1,892	1,875	-13.6%	-0.9%
Roller Hockey	1,834	1,425	1,368	-25.4%	-4.0%
Squash	1,492	1,185	1,228	-17.7%	3.6%
Rugby	1,621	1,238	1,166	-28.1%	-5.8%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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NATIONAL TRENDS IN GENERAL FITNESS

Participation Levels

Overall, national participatory trends in fitness have experienced growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2022 also were those that could be done at home or in a virtual class environment. The activities with the most participation was walking for fitness (114.8 million), treadmill (53.6 million), free weights (53.1 million), running/jogging (47.8 million), and yoga (33.6 million).



Five-Year Trend

Over the last five years (2017-2022), the activities growing at the highest rate were trail running (44.9%), yoga (23.0%), Pilates training (14.0%) and dance, step & choreographed exercise. Over the same period, the activities that have undergone the biggest decline in participation include group stationary cycling (-33.4%), cross-training style workout (-32.1%) and non-traditional/off road triathlons (-28.1%).

One-year trend

In the last year, fitness activities with the largest gains in participation were group-related activities, cardio kickboxing (8.5%), Pilates training (5.8%), and group stationary cycling (5.5%). This 1-year trend is another indicator that participants feel safe returning to group-related activities. Trail running (5.9%) also saw a moderate increase indicating trail connectivity to continue to be important for communities to provide. In the same span, fitness activities that had the largest decline in participation were cross-training style workout (-5.3%), bodyweight exercise (-2.6%) and running/jogging (-2.4%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

Participants of walking for fitness are mostly core users (participating 50+ times) and have seen a 1.5% growth in the last five years. *Please see **Appendix A** for the full core vs. casual participation breakdown.*

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Walking for Fitness	110,805	115,814	114,759	3.6%	-0.9%
Treadmill	52,966	53,627	53,589	1.2%	-0.1%
Free Weights (Dumbbells/Hand Weights)	52,217	52,636	53,140	1.8%	1.0%
Running/Jogging	50,770	48,977	47,816	-5.8%	-2.4%
Yoga	27,354	34,347	33,636	23.0%	-2.1%
Stationary Cycling (Recumbent/Upright)	36,035	32,453	32,102	-10.9%	-1.1%
Weight/Resistant Machines	36,291	30,577	30,010	-17.3%	-1.9%
Free Weights (Barbells)	27,444	28,243	28,678	4.5%	1.5%
Elliptical Motion/Cross-Trainer	32,283	27,618	27,051	-16.2%	-2.1%
Dance, Step, & Choreographed Exercise	22,616	24,752	25,163	11.3%	1.7%
Bodyweight Exercise	24,454	22,629	22,034	-9.9%	-2.6%
High Impact/Intensity Training	21,476	21,973	21,821	1.6%	-0.7%
Trail Running	9,149	12,520	13,253	44.9%	5.9%
Rowing Machine	11,707	11,586	11,893	1.6%	2.6%
Stair Climbing Machine	14,948	11,786	11,677	-21.9%	-0.9%
Pilates Training	9,047	9,745	10,311	14.0%	5.8%
Cross-Training Style Workout	13,622	9,764	9,248	-32.1%	-5.3%
Martial Arts	5,838	6,186	6,355	8.9%	2.7%
Stationary Cycling (Group)	9,409	5,939	6,268	-33.4%	5.5%
Cardio Kickboxing	6,693	5,099	5,531	-17.4%	8.5%
Boxing for Fitness	5,157	5,237	5,472	6.1%	4.5%
Boot Camp Style Cross-Training	6,651	5,169	5,192	-21.9%	0.4%
Barre	3,436	3,659	3,803	10.7%	3.9%
Tai Chi	3,787	3,393	3,394	-10.4%	0.0%
Triathlon (Traditional/Road)	2,162	1,748	1,780	-17.7%	1.8%
Triathlon (Non-Traditional/Off Road)	1,878	1,304	1,350	-28.1%	3.5%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 14: General Fitness National Participatory Trends

NATIONAL TRENDS IN OUTDOOR/ADVENTURE RECREATION

Participation Levels

Results from the SFIA report demonstrate rapid growth in participation regarding outdoor/adventure recreation activities. Much like general fitness activities, these activities encourage an active lifestyle, can be performed individually, and are not as limited by time constraints. In 2022, the most popular activities, in terms of total participants include day hiking (59.5 million), road bicycling (43.6 million), freshwater fishing (41.8 million), camping (37.4 million), and wildlife viewing (20.6 million).



DAY HIKING

59.6 MILLION



ROAD BICYCLING

43.6 MILLION



FRESHWATER FISHING

41.8 MILLION



CAMPING

37.4 MILLION



WILDLIFE VIEWING

20.6 MILLION

Five-year Trend

From 2017-2022, sport/bouldering (174.8%), camping (42.5%), skateboarding (41.3%), day hiking (32.7%), birdwatching (28.6%) has undergone large increases in participation. The five-year trend also shows activities such as indoor climbing (-51.4%), adventure racing (-32.2%) to be the only activities with double-digit decreases in participation.

One-year Trend

The one-year trend shows most activities growing in participation from the previous year. The most rapid growth being in sport/boulder climbing (151.1%), BMX bicycling (8.3%), birdwatching (6.8%), and in-line roller skating (4.7%). Over the last year, the only activities that underwent decreases in participation were indoor climbing (-56.9%), adventure racing (-6.1%), and overnight backpacking (-0.9%).

CORE VS. CASUAL TRENDS IN OUTDOOR / ADVENTURE RECREATION

Most outdoor activities have experienced participation growth in the last five-years. Although this is a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. *Please see Appendix A for the full core vs. casual participation breakdown.*

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Hiking (Day)	44,900	58,697	59,578	32.7%	1.5%
Bicycling (Road)	38,866	42,775	43,554	12.1%	1.8%
Fishing (Freshwater)	38,346	40,853	41,821	9.1%	2.4%
Camping	26,262	35,985	37,431	42.5%	4.0%
Wildlife Viewing (>1/4 mile of Vehicle/Home)	20,351	20,452	20,615	1.3%	0.8%
Camping (Recreational Vehicle)	16,159	16,371	16,840	4.2%	2.9%
Birdwatching (>1/4 mile of Vehicle/Home)	12,296	14,815	15,818	28.6%	6.8%
Fishing (Saltwater)	13,062	13,790	14,344	9.8%	4.0%
Backpacking Overnight	10,975	10,306	10,217	-6.9%	-0.9%
Skateboarding	6,382	8,747	9,019	41.3%	3.1%
Bicycling (Mountain)	8,609	8,693	8,916	3.6%	2.6%
Fishing (Fly)	6,791	7,458	7,631	12.4%	2.3%
Archery	7,769	7,342	7,428	-4.4%	1.2%
Climbing (Sport/Boulder)	2,103	2,301	5,778	174.8%	151.1%
Roller Skating, In-Line	5,268	4,940	5,173	-1.8%	4.7%
Bicycling (BMX)	3,413	3,861	4,181	22.5%	8.3%
Climbing (Indoor)	5,045	5,684	2,452	-51.4%	-56.9%
Climbing (Traditional/Ice/Mountaineering)	2,527	2,374	2,452	-3.0%	3.3%
Adventure Racing	2,529	1,826	1,714	-32.2%	-6.1%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 15: Outdoor/Adventure Participatory Trends

NATIONAL TRENDS IN AQUATICS

Participation Levels

Swimming is deemed a lifetime activity, which is why it continues to have such strong participation. In 2022, fitness swimming remained the overall leader in participation (26.3 million) amongst aquatic activities.



Five-year Trend

Assessing the five-year trend, fitness swimming (-3.2%) and swimming on a team (-3.4%) experienced moderate decreases due to the accessibility of facilities during COVID-19. While aquatic exercise (2.1%) saw a slight increase in participation during this same time period.

One-year Trend

In 2022, all aquatic activities saw moderate increases in participation which can be asserted to facilities and programs returning to pre-COVID-19 pandemic levels. Swimming on a team (2.8%), aquatic exercise (2.7%) and fitness swimming (2.5%) saw moderate increases in participation.

CORE VS. CASUAL TRENDS IN AQUATICS

All activities in aquatic trends have undergone an increase in casual participation (1-49 times per year) over the last five years. *Please see Appendix A for full the core vs. casual participation breakdown.*

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Swimming (Fitness)	27,135	25,620	26,272	-3.2%	2.5%
Aquatic Exercise	10,459	10,400	10,676	2.1%	2.7%
Swimming on a Team	3,007	2,824	2,904	-3.4%	2.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 16: Aquatics Participatory Trends

NATIONAL TRENDS IN WATER SPORTS/ACTIVITIES

Participation Levels

The most popular water sports / activities based on total participants in 2022 were recreational kayaking (13.6 million), canoeing (9.5 million), and snorkeling (7.4 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can influence water activity participation.



RECREATIONAL
KAYAKING

13.6 MILLION



CANOEING

9.5 MILLION



SNORKELING

7.4 MILLION



JET SKIING

5.4 MILLION



STAND-UP
PADDLING

3.8 MILLION

Five-year Trend

Over the last five years, surfing (37.8%), recreational kayaking (28.7%), stand-up paddling (13.6%) and white-water kayaking (9.0%) were the fastest growing water activities. From 2017-2022, activities declining in participation were water skiing (-14.9%), snorkeling (-12.0%), boardsailing/windsurfing (-11.6%), and sea/touring kayaking (10.6%).

One-year Trend

In 2022, water skiing (-0.6%) was the only water activity to see a decrease in participation. Activities which experienced the largest increases in participation in the most recent year include jet skiing (7.6%), scuba diving (7.4%), boardsailing/windsurfing (7.2%), and surfing (6.6%).

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. *Please see **Appendix A** for the full core vs. casual participation breakdown.*

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Kayaking (Recreational)	10,533	13,351	13,561	28.7%	1.6%
Canoeing	9,220	9,199	9,521	3.3%	3.5%
Snorkeling	8,384	7,316	7,376	-12.0%	0.8%
Jet Skiing	5,418	5,062	5,445	0.5%	7.6%
Stand-Up Paddling	3,325	3,739	3,777	13.6%	1.0%
Surfing	2,680	3,463	3,692	37.8%	6.6%
Sailing	3,974	3,463	3,632	-8.6%	4.9%
Rafting	3,479	3,383	3,595	3.3%	6.3%
Water Skiing	3,572	3,058	3,040	-14.9%	-0.6%
Wakeboarding	3,005	2,674	2,754	-8.4%	3.0%
Kayaking (White Water)	2,500	2,587	2,726	9.0%	5.4%
Scuba Diving	2,874	2,476	2,658	-7.5%	7.4%
Kayaking (Sea/Touring)	2,955	2,587	2,642	-10.6%	2.1%
Boardsailing/Windsurfing	1,573	1,297	1,391	-11.6%	7.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 17: Water Sports/Activities National Participatory Trends

LOCAL SPORT AND LEISURE MARKET POTENTIAL

The following charts show sport and leisure market potential data for residents within Anna and the Secondary Service Area, as provided by ESRI. Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. Both service areas are compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation. **It should be noted that MPI metrics are only one data point used to help determine community trends; thus, programmatic decisions should not be based solely on MPI metrics. They are helpful, however, in understanding current participation rates by activity type locally compared to the national average. Additional considerations for determining programmatic decision include public input, market conditions, and other service providers in the area.**

Overall, when analyzing the MPIs of both service areas, the data demonstrates mostly above average market potential index (MPI) numbers in all assessed areas, with high potential in several more specific activities. In Anna, for example, Soccer and Rock Climbing both scored well above the national average, while also outperforming most of their other General Sports or Outdoor Activities counterparts according to the analysis. In the Secondary Service Area, many of the same sports and activities ranked as the highest. Something to note about Anna’s MPI scores is that there are very few activities below the national average, with only 10 of the measured 44 activities scoring less than 100; in the Secondary Service Area, only 4 of 44 activities scored below 100. This becomes significant when the Department considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

The following charts compare MPI scores for 44 sport and leisure activities that are prevalent for residents within both Anna and the Secondary Service Area. The activities are categorized by activity type and listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because

they demonstrate that there is a greater likelihood that residents within the service area will actively participate in those offerings provided by the Department.

General Sports Market Potential

The following chart shows that almost all of Anna’s recorded General Sports are **above the national average** regarding MPI, with the three highest scores belonging to Soccer (138), Football (137), and Basketball (122). Despite one major outlier (Softball, which scored at 76), Anna’s General Sports scores are s
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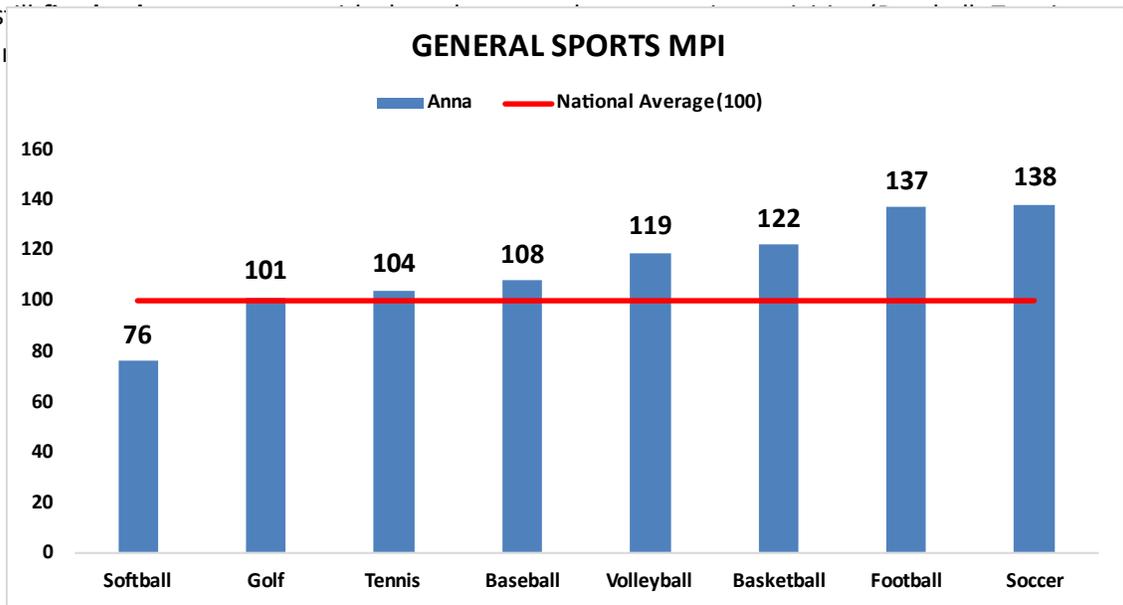


Figure 18a: General Sports MPI for Anna

At the same time, the Secondary Service Area contains even higher MPI scores: with only 1 activity falling below the national average (Softball at 92), the 20-Minute Drive Time from Anna seems to be full of residents that are willing to spend and engage in General Sports such as Volleyball, Golf, and Basketball (Figure 18b).

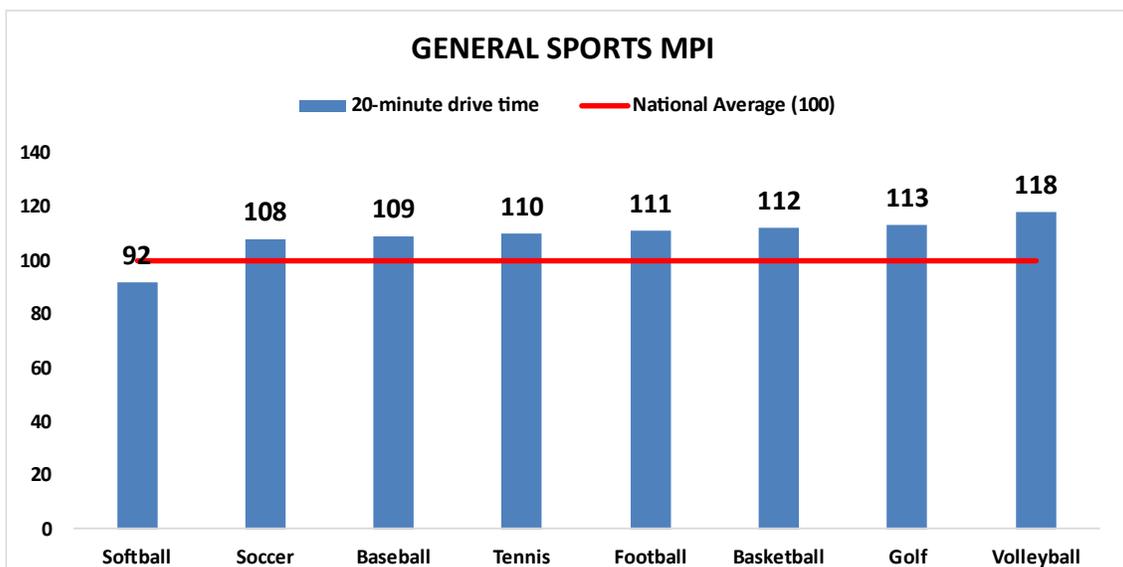


Figure 18b: General Sports MPI for Secondary Service Area

Fitness Market Potential

Assessing MPI scores for the Fitness Activity category reveals that Anna’s fitness activities are **nearly all above the national average**. Of these activities, Jogging/Running (120), Weight Lifting (119), and Zumba (117) scored the highest. Alternatively, the lowest scored activities were Swimming (107), Pilates (105), and Walking for Exercise (94), with only the latter scoring below the national average (**Figure 19a**).

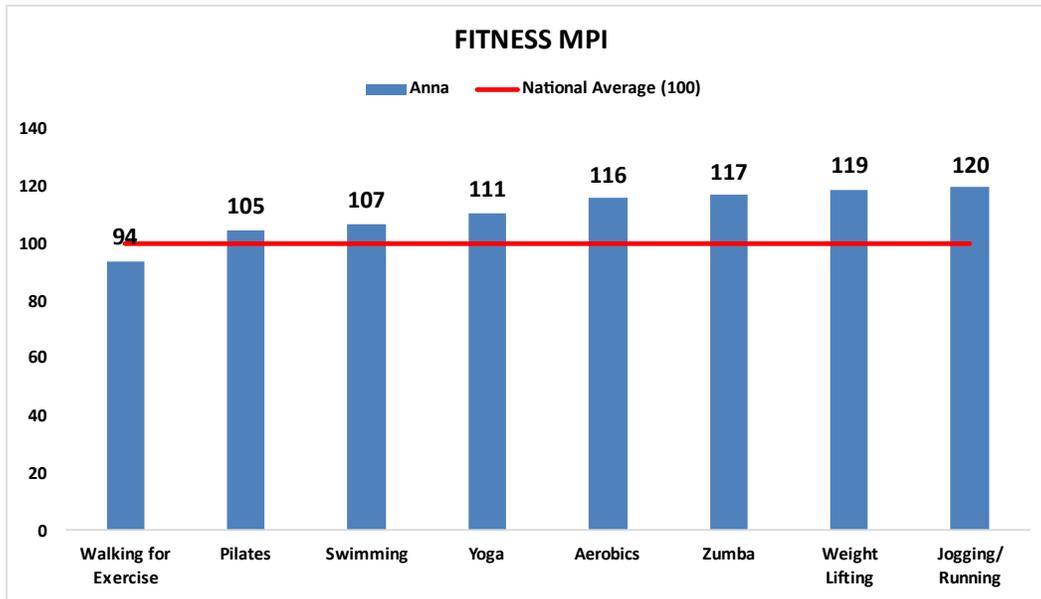


Figure 19a: Fitness MPI for Anna

The Secondary Service Area had similarly strong scores, with **no categories scoring below the national average**. Most categories within the Secondary Service Area scored around the same as Anna, apart from Zumba, which is significantly less popular in comparison to Anna (**Figure 19b**).

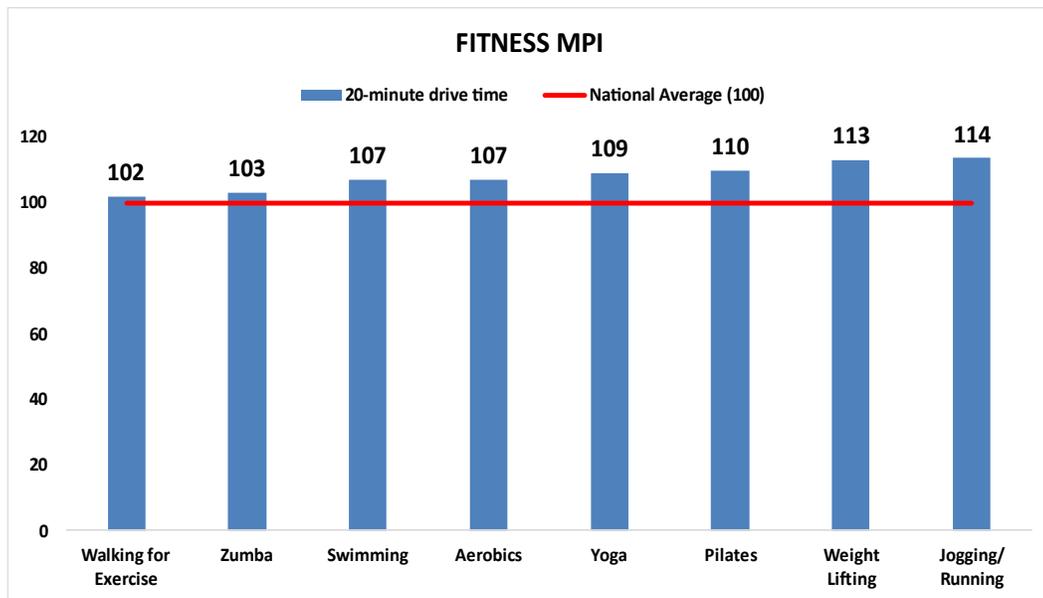


Figure 19b: Fitness MPI for Secondary Service Area

Outdoor Activity Market Potential

Anna’s Outdoor Activity MPI chart reflected some similarly strong scores to that of its Fitness MPI; the City is mostly **above the national average**, with the most popular activities being Rock Climbing (139), Mountain Biking (122), and Backpacking (122). Alternatively, the lowest scores within the Outdoor Activity Market MPI were Road Biking (98), Hiking (98), and Canoeing/Kayaking (90) (**Figure 20a**).

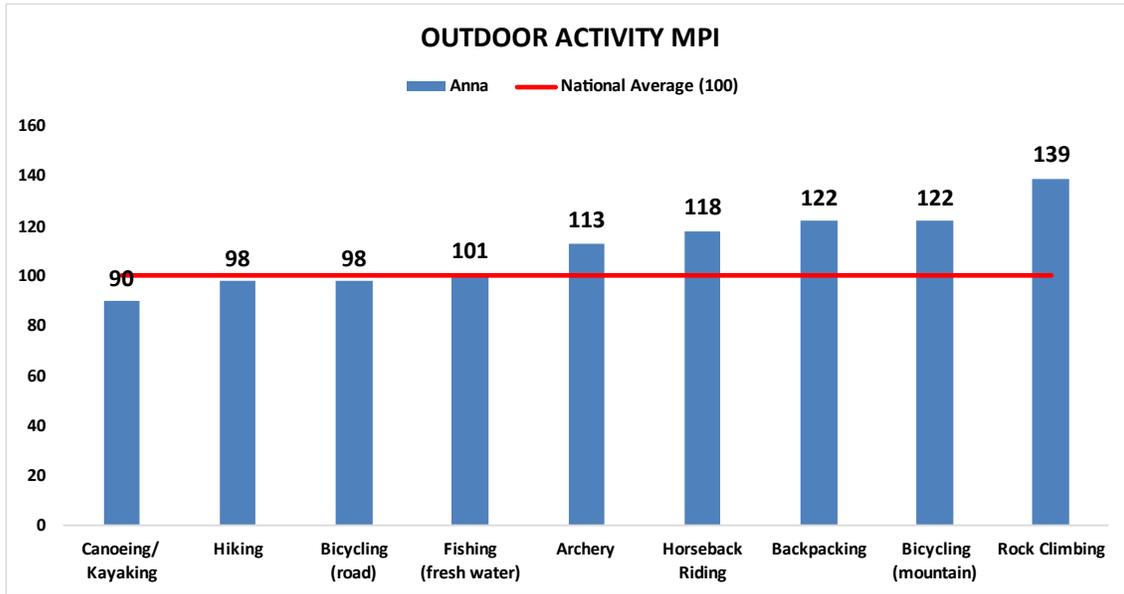


Figure 20a: Outdoor Activity MPI for Anna

The Outdoor Activity MPI for the Secondary Service Area, by comparison, is higher by average but lower in some specific categories. With no activities under the national average, Outdoor Activities like Canoeing/Kayaking and Road Biking are much more popular in the 20-Minute Drive Time from Anna. Rock Climbing, however, is much less popular than in Anna, as it scored nearly 20 points lower (**Figure 20b**).

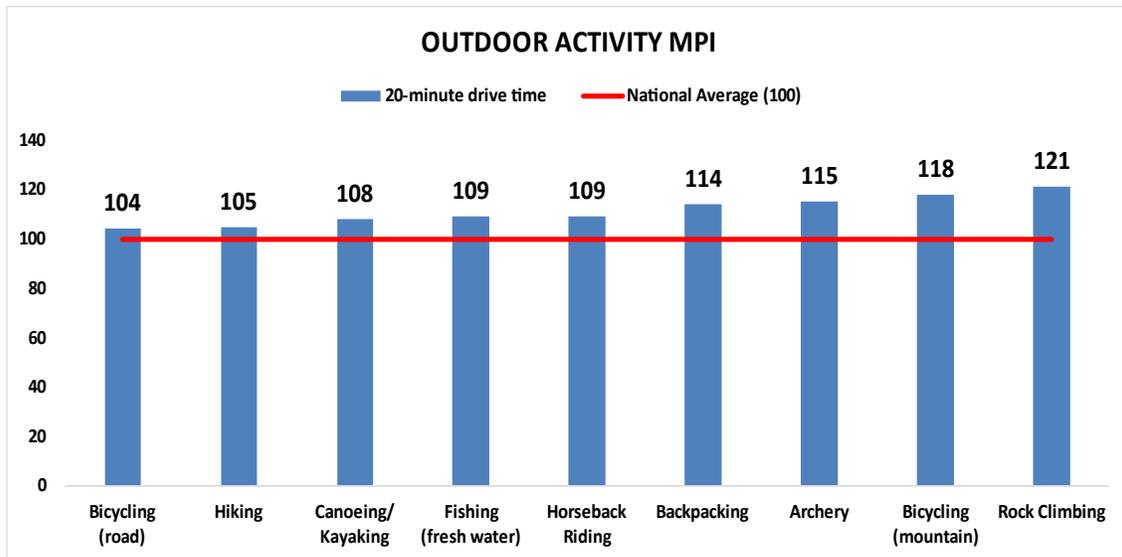


Figure 20b: Outdoor Activity MPI for Secondary Service Area

Commercial Recreation Market Potential

The Commercial Recreation category reveals that most of the recorded Commercial Recreation activities are also **above the national average**, with a couple exceptions. The most popular activity in the service area was ‘Visited a zoo (124), while ‘Played video/electronic game (portable)’ (117), ‘Attended adult education course’ (116), and ‘Visited a theme park’ (116) also had relatively high scores. The types of activities that are popular in Anna are diverse; artistic activities and sports activities alike have similarly **high ratings across the board**. One thing to note is the relatively high willingness to spend money on sports or recreational equipment, as the ‘Spent \$1-\$99’ category scored at 122, the ‘Spent \$100-249’ category scored at 101, and the ‘Spent \$250+ category’ scored at 107. (Figure 21a).

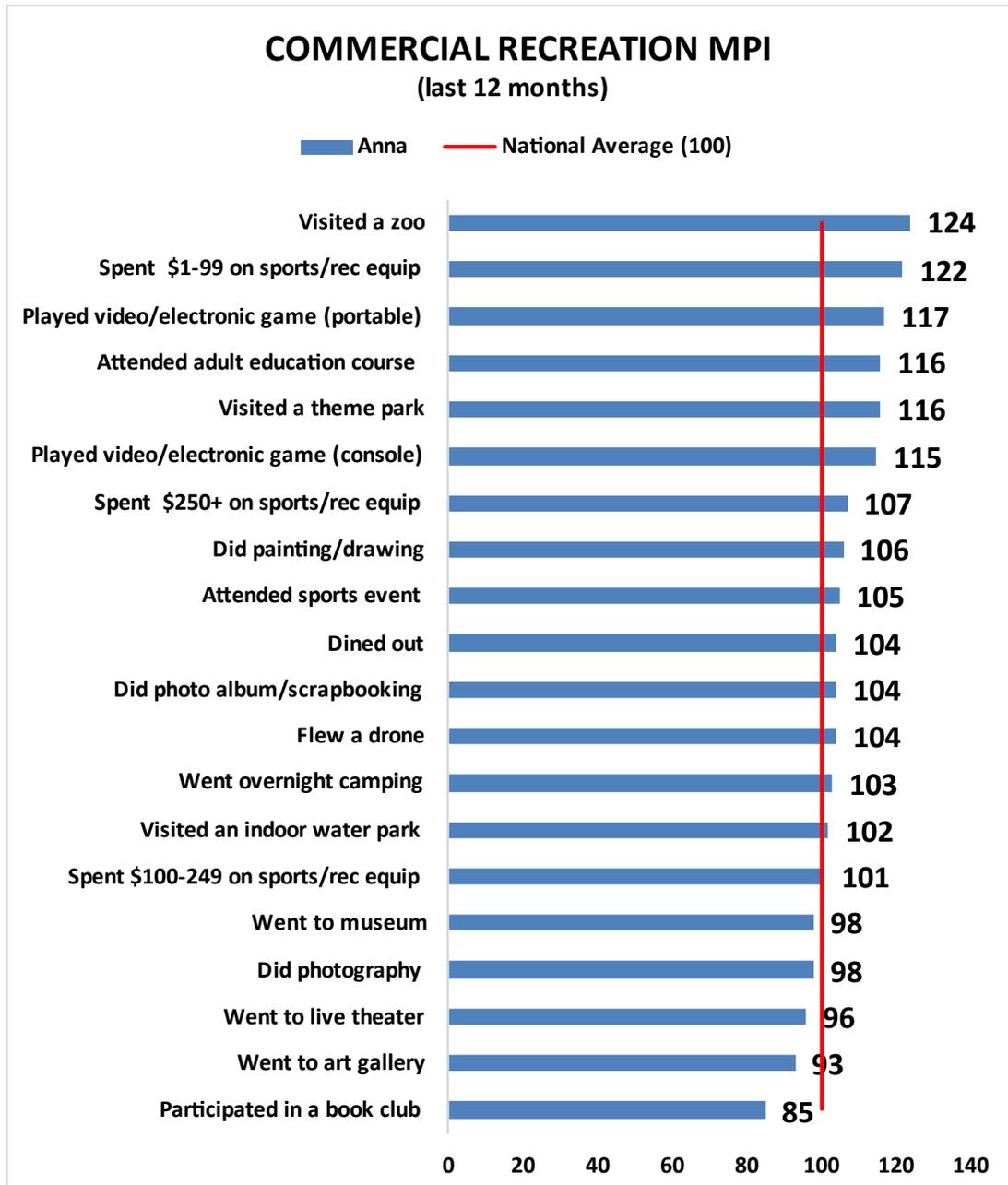


Figure 21a: Commercial Recreation MPI for Anna

The Commercial Recreation MPI is also mostly higher in the Secondary Service Area, with only three categories below the national average. Like Anna, the Secondary Service Area has a high amount of willingness to spend for equipment, meaning that money may be less of an object for these residents (**Figure 21b**). Paired with the other MPI ratings (General Sports, Fitness, and Outdoor Activity), these activities could signal potential target areas for new facilities, funding, or programs for the Department.

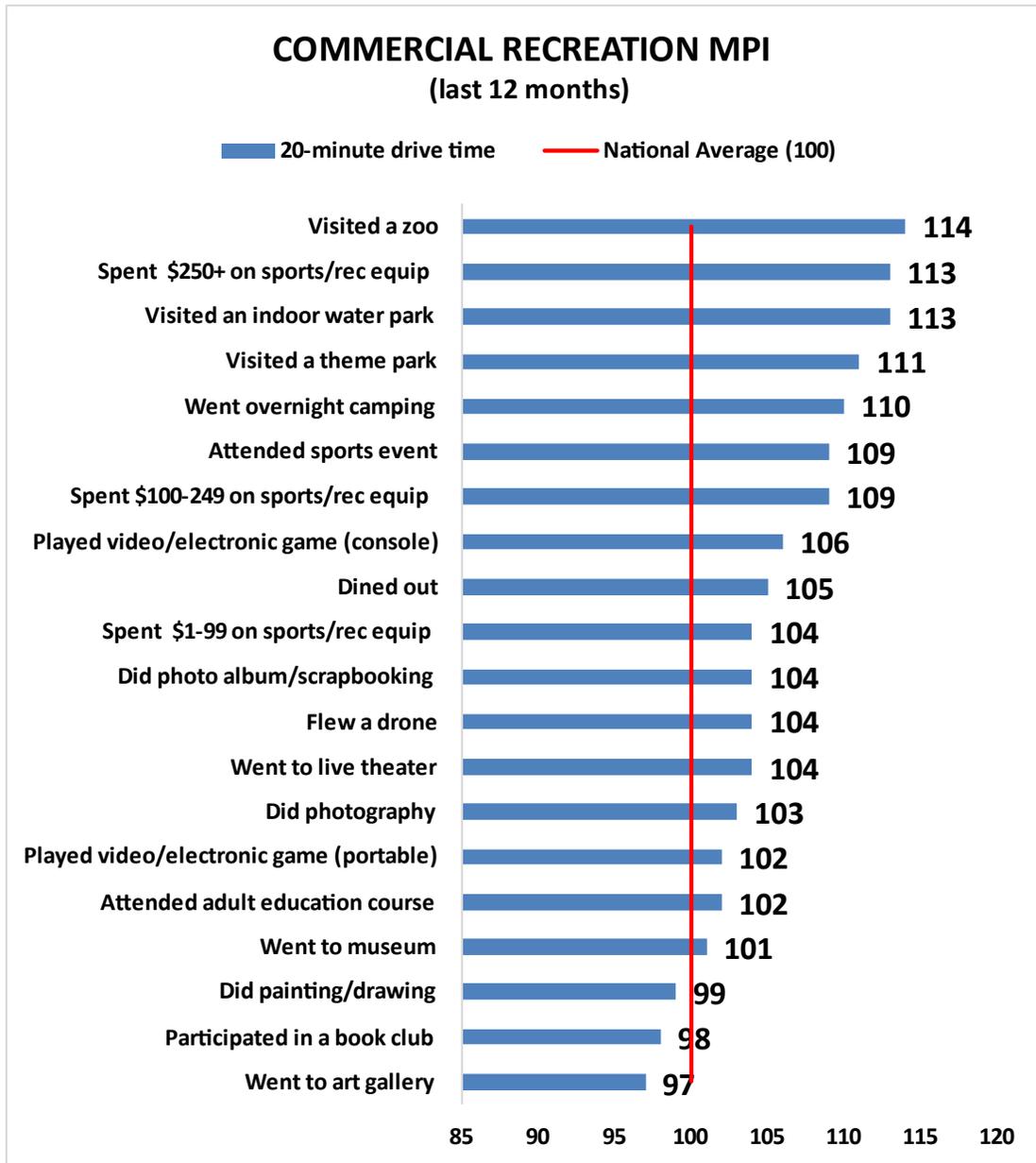


Figure 21b: Commercial Recreation MPI for Secondary Service Area

Benchmarking and Similar Facility Analysis

A key analytical component of this feasibility study is a comparison or benchmarking analysis with existing facilities both in the region and beyond that are of a similar size and feature similar amenities as that which is envisioned as an appropriate facility in Anna. This was a two-part analysis that involved both facility tours of like facilities in the region, and a deeper comparative analysis with selected facilities.

Facility Tours

A tour of like facilities of that envisioned for Anna was conducted with City staff and members of the Parks Board on March 18, 2023, that included the following sites:

- Heights Recreation Center – Richardson, Texas
- Joe Farmer Recreation Center – Allen, Texas
- Apex Centre – McKinney, Texas
- Recreation Center at Towne Lake – McKinney, Texas

From these tours come a series of learning of what was most appropriate for Anna in current times and what was not advisable. These findings are summarized below.

ADVISABLE FOR AN ANNA COMMUNITY RECREATION CENTER

- Approximately 25,000 total square feet was most advisable for the size of the facility.
- Appropriate balance of square footage dedicated to gym space, weight room/fitness area space, studio space, multi-purpose rooms, administrative and storage space, catering kitchen, and common areas.
- Community gathering space is important.
- Phase-ability was critical – the ability to add facilities, amenities and services as the community grows.
- Operational demands should be considered as the facility is developed and grows.
- Design that is easily accessible by all and efficient to operate.

NOT ADVISABLE FOR AN ANNA COMMUNITY RECREATION CENTER

- Separated facilities for indoor recreation and/or multi-purpose spaces across a “campus” are not advisable.
- Both the initial capital development investments and the ongoing operational requirements of indoor and outdoor aquatic facilities is not financially advisable at this time for Anna, but space but should be allotted for this potential expansion in the future.
- Limited administrative space and storage can lead to constrained operational capacity in the future.
- Design features that are expensive to maintain should be avoided.

Overall, the potential siting of an Anna Community Recreation Center should take into account the current site opportunities and limitations to develop a facility with both community and regional appeal. Additionally, this site should allow for phased development of additional facilities and amenities as the community is able to invest in those assets.

Comparative Facility Analysis

Several facilities were identified and discussed with City leadership, with the following facilities selected for evaluation:

- Heights Recreation Center – Richardson, Texas
- Huffines Recreation Center – Richardson, Texas
- Victory Forest Recreation Center – Fort Worth, Texas
- Gustavo “Gus” Garcia Recreation Center – Austin, Texas

Data was collected from these facilities regarding the following attributes and operational considerations:

1. Total square footage and square footage allotments to different program areas
2. Service and space considerations
3. Staffing requirements
4. Operational expenses and revenues
5. Visitation and membership numbers
6. Membership and admission prices
7. Additional considerations

SPACE AND SQUARE FOOTAGE ALLOTTMENTS

Facility	Total Indoor Sq. Ft.	Total Gym Space Sq. Ft.	Total Fitness / Weight Area Sq. Ft.	Total Dance/ Studio Space Area Sq. Ft.	Total Multi-Purpose Space Area Sq. Ft.	Total Community Gathering Space Area Sq. Ft.	Total Administrative / Storage Space Area Sq. Ft.
Heights Recreation Center	25,000	7,252	3,000	3,690	1,938	3,500	3,500
Huffines Recreation Center	25,000	7,637	1,515	882	3,949	3,500	3,500
Victory Forest Recreation Center	20,006	6,108	1,980	1,892	927	1,062	1,700
Gustavo “Gus” Garcia Recreation Center	12,899	5,040	676	952	616	2,958	496

SPACE CONSIDERATIONS AND SERVICE ANALYSIS

Facility	Childcare Facility (YES/NO)	STEM / STEAM Space (YES/NO)	Catering Kitchen (YES/NO)	Other Areas Not Specified in the Form	Areas Needed More or Less Of
Heights Recreation Center	No	No	No	Kitchen – not catering, sauna, locker rooms, game room	More storage, larger fitness area, larger multi purpose room, larger office space – more privacy vs cubicles.
Huffines Recreation Center	Yes	No	No	Kitchen non-catering, game room, lockers, sauna, preschool room	More fitness, more gym, larger kitchen
Victory Forest Recreation Center	Yes	No	Yes	Outdoor patio	More storage, larger or another multi-purpose room
Gustavo “Gus” Garcia Recreation Center	Yes	Yes	No	Arts and Craft ROOM/Tiny Tots room, senior room	More space for storage. A large kitchen, need additional rooms.

STAFFING AND OPERATING BUDGET / REVENUES

Facility	Total FTEs Dedicated to the Facility	Total Part-time / Seasonal Staff	Total Annual Operating Expense Budget	Total Annual Revenues	% Operational Cost Recovery
Heights Recreation Center	4	10 / 28	\$794,522	\$606,907	76%
Huffines Recreation Center	3	10 / 25	\$564,706	\$450,500	80%
Victory Forest Recreation Center	7	4 / 5	\$502,912	\$123,000	24%
Gustavo “Gus” Garcia Recreation Center	6	23	\$1,224,537	\$61,535	5%

VISITORS AND MEMBERSHIP

Facility	Total Annual Visitors	Total Membership	Resident Membership Rate	Non-resident Membership Rate
Heights Recreation Center	71,453	6,232*	Youth: \$35 Adults: \$60 Seniors: \$35	Youth: \$70 Adults: \$120 Seniors: \$70
Huffines Recreation Center	59,224	6,232*	Youth: \$35 Adults: \$60 Seniors: \$35	Youth: \$70 Adults: \$120 Seniors: \$70
Victory Forest Recreation Center	25,000	957	Adult regular: \$40/year Adult fitness: \$190/year	Adult regular: \$60/year Adult fitness: \$380/year
Gustavo “Gus” Garcia Recreation Center	12,348	Free to the Public	N/A	N/A

*Note: The City of Richardson only sells a “dual” membership that provides access to both centers.

PROGRAMS

Facility	Most Popular Programs	Least Popular Programs	Additional Insights
Heights Recreation Center	Dance, fitness, camps, martial arts, fitness	Special interest classes often don’t make and we cancel. Preschool programs – based on non licensed program	Would like ability to expand gym space or add a dedicated pickleball/badminton space
Huffines Recreation Center	Dance, fitness, martial arts, mini camps	Special interest hit or miss, preschool challenging but making work (based on non-licensed requirements)	Would like ability to expand gym space or add a dedicated pickleball/badminton space
Victory Forest Recreation Center	Fitness area, Latin Dance, best Years Club, Pickleball, After-School, Summer Day Camp	Martial arts	Heavily requested for rentals, open 7 days a week for a total of 80 hours.
Gustavo “Gus” Garcia Recreation Center	Youth camps, teen programs, senior programs	N/A	N/A



Tom Muehlenbeck Recreation Center Gymnasium and Indoor Walking/Running Track (Plano, Texas)

Design Considerations

As a result of public and community engagement, as well as the assessment of similar and like facilities, the Consultant Team has developed recommendations for design and space allocations of the Anna community recreation center. These are generally estimated design considerations that can be utilized to inform and guide the technical design process, and not to be received as technical specifications.

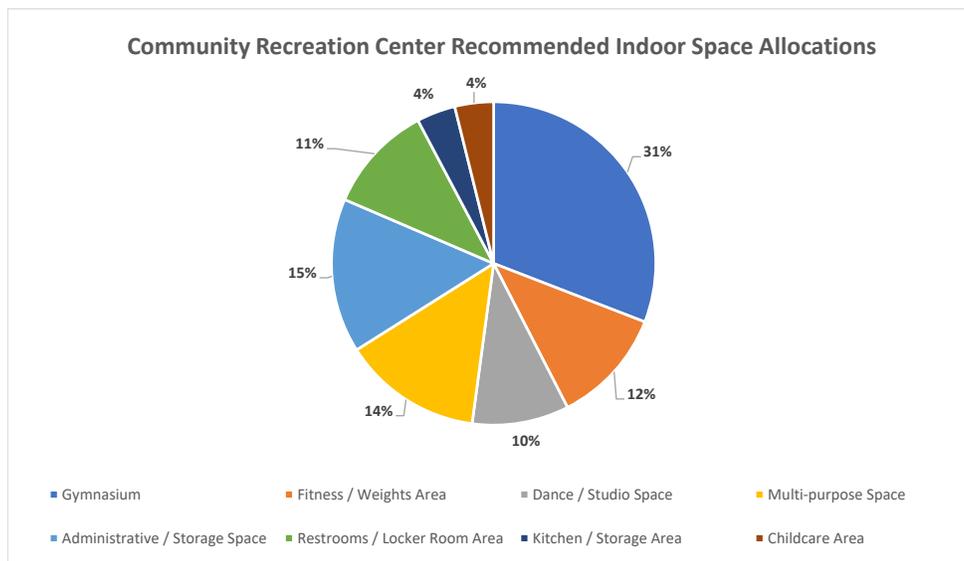
Indoor Facility Design Recommendations

Based on a thorough review of similar facilities that were evaluated and analyzed, as well as the current financial capacity of the City of Anna to develop and operate an indoor community recreation center, it is recommended that the total size of the facility be approximately **25,000 square feet**. It is also recommended the facility be **two-story** to maximize the potential usable space within smaller footprint, as well as to potentially incorporate an indoor walking/running track on the second floor. The recommended allocation of specific program/use areas within that total facility footprint is detailed in the table and illustration below. A grossing factor for common areas is not included.

Program / Use Area	Recommended Size	% of Total Space	Priority Level
Gymnasium	8,000 sq. ft.*	31%	High
Fitness / Weights Area	3,000 sq. ft.	12%	High
Studio / Dance Space	2,500 sq. ft.	10%	High
Multi-purpose Space	3,600 sq. ft.	14%	High
Administrative / Storage Space	4,000 sq. ft.	15%	High
Restrooms / Locker Room Area	2,800 sq. ft.	11%	High
Walking / Running Track	Included in footprint**	N/A	High
Kitchen / Storage Area	1,000 sq. ft.	4%	Moderate
Childcare Area	1,000 sq. ft.	4%	Moderate
TOTAL	25,900 sq. ft.	100%	

*Note: A regulation size basketball court is 4,700 sq. ft.

**Note: It is not recommended to develop an indoor walking/running track unless it is incorporated into the existing footprint of the building such as on a second floor because of the space requirements (approximately 12,000 sq. ft.).



Outdoor Site Design Considerations

There is a small subset of recommended outdoor site design recommendations provided within this study that include three primary purposes:

1. Parking
2. Community gathering space / multi-purpose area
3. Playground

Program / Use Area	Recommended Size	Priority Level
Parking	32,000 sq. ft.	High
Community gathering space / multi-purpose area	5,200 sq. ft.	High
Playground	1,500 sq. ft.	Moderate
TOTAL	38,700 sq. ft.	

The current site selected for the location of the Anna Community Recreation Center is Geer Park, which is detailed in the aerial image below. This site is approximately 925,000 square feet total in size, or 21.25 acres, which could accommodate both the indoor and outdoor space recommendations and should leave space for future phased expansion of the recreation center.



Operational and Financial Analysis

Within this operational and financial analysis component of the *Community Recreation Center Feasibility Study* are five major components:

1. Program / usage area scheduling recommendations
2. Staffing strategy and plan
3. Operations and maintenance standards
4. Revenue strategies
5. Financial pro forma

Program / Usage Area Scheduling Recommendations

One of the most pivotal aspects of a successfully operated community recreation center is the optimal activation of spaces through a combination of facilitated programs and services, and open use. While not all spaces can be strategically programmed in a feasibility study such as this, certain major spaces within the proposed recreation center can be forecasted for us under a recommended schedule. The sections that follow detail these recommendations solely as a guide for an operational strategy for the facility.

Recommended Operating Hours:

Sept – May (Non-summer)		June – August (Summer)	
Monday - Friday	6:00 am – 10:00 pm	Monday - Friday	6:00 am – 10:00 pm
Saturday	8:00 am – 10:00 pm	Saturday	8:00 am – 10:00 pm
Sunday	11:00 am – 10:00 pm	Sunday	8:00 am – 10:00 pm

RECOMMENDED GYMNASIUM USAGE

The gymnasium space of the proposed community recreation center in Anna is the largest of the program spaces and can potentially have significant and diverse uses over the course of the year on a weekly basis. The recommended program schedule for the gymnasium space is provided on a seasonal basis – summer and non-summer seasons.

Gym Schedule - Non Summer									Key	Hours/Week
Time	AM/PM	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday		
5:00	AM								Open Gym	11
5:30	AM								Pickleball Open Gym	24
6:00	AM								Basketball Open Gym	18
6:30	AM								Family Open Gym	16
7:00	AM								Youth Sports Leagues	23.5
7:30	AM								Adult Sports Leagues	8
8:00	AM								Youth Clinics/Skill Classes	2
8:30	AM								Rentals	9
9:00	AM									
9:30	AM									
10:00	AM									
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Rentals: Allocated rental time slots that are not reserved two weeks in advance, can be used for any open drop in that seems to be popular for specific night and time
 Youth Leagues: Times can switch between sports type, specific clinics/skills or Instruction based on the need and season
 Open gym: Set up as first come first serve (Basketball, Volleyball, Pickleball etc...) however can be identified with a specific sport if you notice a trend for that time of day

Gym - Summer Schedule										Key	Hours/Week
Time	AM/PM	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday			
5:00	AM									Open Gym	16.5
5:30	AM									Pickleball Open Gym	10
6:00	AM									Basketball Open Gym	15
6:30	AM									Family Open Gym	6
7:00	AM									Youth Sports Leagues	13
7:30	AM									Adult Sports Leagues	14
8:00	AM									CAMP	32.5
8:30	AM									Rentals	15
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Rentals: Allocated rental time slots that are not reserved two weeks in advance, can be used for any open drop in that seems to be popular for specific night and time
 Youth Leagues: Times can switch between sports type, specific clinics/skills or instruction based on the need and season, many sports will be outside in the summer
 Open gym: Set up as first come first serve (Basketball, Volleyball, Pickleball etc...) however can be identified with a specific sport if you notice a trend for that time of day
 Pickleball: Many individual may want to play more outdoors in the summer, you may see a reduce participation level when the weather is nice

RECOMMENDED STUDIO / DANCE SPACE USAGE

Studio / Dance Space Schedule										Key	Hours/Week
Time	AM/PM	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday			
5:00	AM									Group X, Dance, Martial Arts	34
5:30	AM									Suggested Class Times	58
6:00	AM									Senior Fitness	14
6:30	AM										
7:00	AM										
7:30	AM										
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Space 1st Priority: Dance, Aerobics, Martial Arts (Programs that need space for lots of movement)
 Dark Blue is a great starting point for class schedule
 Extend Group X classes if community supports earlier mornings and late evening classes

Staffing Strategy and Plan

The staffing strategy of the proposed Anna Community Recreation Center is one that predominantly utilizes City of Anna staff for primary operational and programmatic needs of the center augmented by contracted services of instructors for specific programs and services. Based on the evaluation of other similar and like facilities for communities similar to Anna, it recommended that the staffing plan for the community recreation center follow that detailed in the tables below.

Position	No. of Positions	Hourly Rate	Fringe Rate	Annual Hours	Total Annual Cost
Facility Director	1	\$40.00	35%	2,080	\$112,320.00
Facility Coordinator	2	\$25.00	35%	2,080	\$140,400.00
Administrative Coordinator	1	\$20.00	35%	2,080	\$56,160.00
Seasonal Program Coordinator*	6	\$18.00	0%	600	\$64,800.00
TOTAL	10				\$373,680.00

*Summer seasonal positions

Suggested Staff Scheduling

Position	Hours / Week	Weekly Schedule
Facility Director	40	T, W, Th, F, Sa
Facility Coordinator 1	40	W, Th, F, Sa, Su
Facility Coordinator 2	40	W, Th, F, Sa, Su
Administrative Coordinator	40	M, T, W, Th, Fr
Seasonal Program Coordinators	40 (summer)	Varies

It is anticipated that current recreational programming staff will also work to program spaces within the community recreation center, and possibly assist with facility coverage during high peak visitation periods and to assist the overall staff rotation. Additionally, it is anticipated that current maintenance staff will provide maintenance support for the facilities and its grounds. Janitorial services either be contracted separately for this facility, or added to any existing contract current held by the City of Anna for City facilities.



CORE PROGRAMS AND SERVICES

The following recommended core programs and services reflect the priorities and feedback ascertained from community engagement associated with this study.

- Basketball, Volleyball, Pickleball, Futsal
- Indoor walking track
- Seasonal / Annual pass
- Youth and Adult Leagues
 - Adults –weekday late evenings and Pickleball will also play weekdays during the workday
 - Youth – primarily weekends with early weekday practices
- Court use / rentals
- Instructional programs / skills training / clinics / camps
- Personal training
- Drop-in exercise – cardio machines / ellipticals, treadmills / free weights
- Group exercise and wellness Area
- Wellness and nutrition coaching
- Group fitness / dance programs
 - Aerobics
 - Yoga
 - Zumba
 - Martial arts
 - Dance classes
- Youth Programs
 - Before / After School
 - Arts and Crafts
 - Life Skills / Enrichment
 - Camps – 10 weeks
 - Teens
- Adult Programs
 - Life skills / Enrichment
 - Dance and Performing Arts
 - Active Adults
 - Senior Fitness
- Rentals –
 - Single room rates for residents and non-residents
 - Meetings and Events
 - Banquets and Gatherings
 - Birthday Parties / Private Rentals
- Child Watch
 - \$8.00 per hour for Child Watch
 - Party Rentals
- Warming Kitchen
 - Add-on for Private Rentals
 - Find preferred caterers (to be used in other facility as well)
 - Food prep for program activities and events

Operations and Maintenance Standards

The following operational and Maintenance Standards are recommended for the Anna Community Recreation Center (ACR):

- The proposed community center expects to be a program-driven facility that includes a modified membership structure. While it will be heavily programmed, there will also be drop-in opportunities and seasonal / annual passes available for the lap pool and wellness area.
- Revenues stem from memberships, daily drop-in fees, seasonal passes, rentals and permits, child watch services, program fees and vending services.
- Pricing and participation for programs is based on rates from existing area providers in the local market for programs to be provided in the ACR as defined by the community's demographics and a Similar Provider Analysis. In some cases, pricing for the facility will be higher than the existing rates due to the fact the facility will be new and high-quality.
- Pricing for daily entry, passes and rentals will include differential rates for residents and non-residents, as well as variable pass rates for individuals, youth / seniors and families.
- Financial pro forma are provided in this feasibility study for 50%, 75% and 100% cost recovery. These will serve to inform the varying levels of service/performance metrics required to hit those targets.
- Only annual memberships will be issued.
- Annual memberships are assumed to be at varying levels for each pro forma: 50% cost recovery = 3% of the market; 75% cost recovery = 5% of the market; 100% cost recovery = 10% of the market (city population over 18 years of age). Annual pass holders also receive a 3-day priority on program registrations. National average of market capture is 15-20%; city of Richardson capture rate for annual memberships is approximately 6% of the city's population.
- Daily entry is assumed to capture approximately 3-10% of the market over the course of one year
 - Drop-in and Punch Pass (10 punches)
- Facility rental rates are as follows:
 - Gymnasium (2 hours) - \$200 resident / \$250 non-resident
 - Multi-purpose rooms
 - 1 room (1 hour) - \$75 resident / \$100 non-resident
 - 2 rooms (1 hour) - \$125 resident / \$175 non-resident
 - All three rooms – includes kitchen (1 hour) - \$200 resident / \$250 non-resident
- The ACR also expects to partner with the future Anna Public Library on programming

PROGRAMS AND SERVICES MANAGEMENT

Programs and services should be developed and managed within a classification system of **intended purpose** and **what benefits they provide**. Funding source expectations can then be assigned and this data used in future cost analyses. The results of this process is a summary of definitions and criteria, classification of programs and services within the park, and recommended cost recovery targets for each service based on these assumptions. The classification of services protocol identifies:

- the most important park operations and processes
- the support functions performed
- the value-added programs that enrich both the visitor's experience and generate earned revenues in mission-aligned ways to help support operating costs

It is imperative to classify the services based on the users' perspective and who is benefiting from consuming the service. Although some services may seem "core" to a park, they may really be an important service. For example, camping is a service that benefits the people camping, not the general public. Although it generates money and is considered a high priority service, it does not mean it translates into a "core" service.

Specific details on recommended classification of programs and services are provided in subsequent sections of this plan.

PRICING OF SERVICES

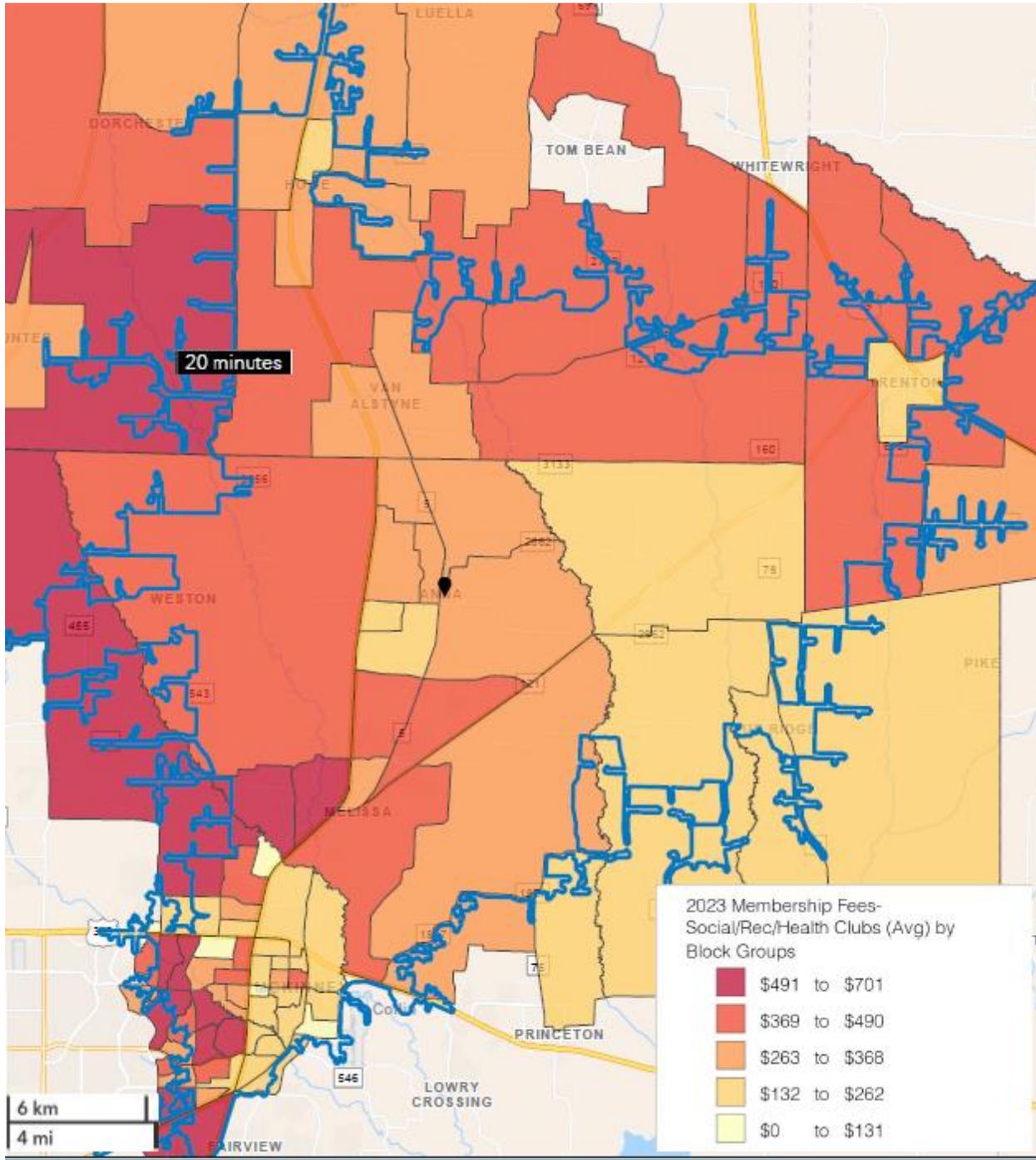
All services should be evaluated yearly for their performance and relevancy to the operational and management objectives of the park. At times it may be advisable for services to be reduced, eliminated, or transferred. Classifying programs and services is an important process for a facility to follow in order to remain aligned with the visitor's interests and needs, the facility's mission, and to sustainably operate within the bounds of the financial resources that support it. It is a best practice is providing public programs that they be regularly evaluated on the criteria of type, who benefits from it, and who bears the cost of the program.

The approach taken in this analysis expands classifying services in the following ways:

- For whom the program is targeted
- For what purpose
- For what benefits
- For what cost
- For what outcome

Based on the data evaluated in the market analysis associated with this study, as well as the data obtained from ESRI regarding the spending index of membership fees for fitness centers in Anna and the surrounding region, the recommended pricing for membership fees are well within the threshold of what the market will bear and what are current spending patterns. This is detailed in the maps that follow.

Average amount spent by households *within* the 20-minute drive time by block groups.



PERFORMANCE MEASURES

Site standards have been developed and are recommended to support the core amenities and services of ACR. The standards focus on establishing what constitutes a quality experience, pricing and cost, marketing and communication standards for users to access the amenity or service, and performance measures to track desired outcomes of the park and that hold staff accountable to those standards.

ACR should consider developing the following performance measures to track desired outcomes and to demonstrate to key leadership the value of the investment being made in its programs, services, and amenities.

- All special events will generate at least 100% cost recovery for offering the service
- Reinvest 10% of all generated revenue into facility operations and maintenance
- Capital improvements meet 95% of target revenues predicted
- Visitor satisfaction levels met at 90% or greater in all services
- Volunteer hours make up 15% of the total work force hours at the facility

Standards of High-Quality Community Recreation Center Experience

For all amenities and services, the following standards should be in place to promote a high-quality community recreation center experience:

- All staff qualifications are consistent with in-the-field experience.
- Any facilitated programs should have a instructor/volunteer-to-participant ratios that is appropriate for participants to feel safe and attended to.
- Minimum and maximum numbers of participants are set for programs that will allow for a high-quality experience.
- The length of programs must commensurate with the attention capability of the participants to respond effectively in order to enjoy themselves in the activity.
- Staff , contract instructors, and volunteers are trained in customer service and diversity training to make all visitors feel welcome and appreciated.
- Customer feedback methods are in place to seek input from visitors on their expectations of facility services and the results of their experience. This should include open access customer satisfaction surveys, pre- and/or post-evaluations from focus groups or trailer calls.
- Pricing of services is explained to participants on the level of investment they are making in the service and the level that ACR is investing in their experience.
- All facility policies and usage regulations are available and accessible to visitors.
- New temporary and seasonal staff volunteers, and contract employees working with children will have certified background checks.
- Staff and volunteers that have regular visitor contact will be dressed in the appropriate uniform that includes a nametag.
- Performance measures tracked will be shared with staff and volunteers.

- Exit interviews will be conducted with temporary and seasonal staff before they leave each season and noted in their file as to re-hire or not.
- All regulatory requirements for programs and services are complied with.

Maintenance Standards

- Utilize a maintenance management system to strategically prioritize and allocate staff resources to necessary maintenance tasks, as well as track capital asset lifecycle.
- Regularly inspect built infrastructure and equipment to identify maintenance priorities.
- Utilize volunteers where appropriate and possible to improve maintenance staff efficiency.
- Track the asset value of the facility and try to budget for 3%-5% of total asset value as an annual reinvestment in capital infrastructure.

Financial Standards

- Pricing of all services including concessions will be established commensurate with the prices of other available facility amenities and consistent with system standards.
- Monthly results of programs and services will be posted and shared with staff on those services that are underperforming, meeting, or exceeding financial goals.
- Annual competitor and other service providers will be benchmarked, shopped, and evaluated, for changes they are making and how they compare to the services of the ACR.
- Partnerships with service or program providers will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner or transferred to other service providers, thus reducing the impact on staff time.

CLASSIFICATION OF SERVICES

As noted previously in this plan, the classification of services is an important framework for how programs and services can be developed, organized, managed, and refined. The service classification process consists of the following steps:

1. A definition for each program or service classification was developed that fits any policy or mandated intent and expectations, the ability to meet public needs within the appropriate areas of service, and the mission and core values of ACR (and the Anna parks and recreation system).
2. Criteria were developed that evaluated each area and function within the program and service to determine the classification that best fit.

The classification matrix on the following page was developed as a guide for Anna Parks and Recreation staff to follow when classifying programs and services and how that program or service needs to be managed with regard to cost recovery. Establishing clarification of what constitutes a “**Core Public Service**”, “**Important Public Service**”, and “**Value Added Service**” will provide the staff and its stakeholders a better understanding of why and how to manage each program or service area as it applies to public value and private value. Differing management strategies for services in different program classifications are noted in the matrix that follows based on each identified management criteria to consider.

City of Anna Parks and Recreation Service Classifications			
CRITERIA TO CONSIDER	CORE PUBLIC SERVICES	IMPORTANT PUBLIC SERVICES	VALUE ADDED SERVICES
Public interest or developmental importance as well as mandated by law and is mission aligned	High Public Expectation	High Public Expectation	High Individual and Interest Group Expectation
Financial sustainability	Free, Nominal or Fee Tailored to Public Needs — Requires Public Funding	Fees Cover Some Direct Costs — Requires a Balance of Public Funding and a Cost Recovery Target	Fees Cover Most Direct and Indirect Costs — Some Public Funding as Appropriate
Benefits – i.e. health, safety, and protection of a valuable asset.	Substantial Public Benefit (negative consequence if not provided)	Public and Individual Benefit	Primarily Individual Benefit
Competition in the market	Limited or No Alternative Providers	Alternative Providers Unable to Meet Demand or Need	Alternative Providers Readily Available
Access	Open Access by All	Open Access / Limited Access to Specific Users	Limited Access to Specific Users

Revenue Strategies

The revenue strategies identified in this feasibility analysis focused on the activities and services detailed below and the tables that follow along with projected volume of sales for the first year of operation. In the cases passes and facility rentals, there a resident and non-resident rates.

- Memberships / Passes (Resident and Non-resident Pricing)
 - Annual Pass
 - Punch Pass (10 visits)
 - Daily Pass
- Fitness / Wellness Classes
 - Aerobics / Zumba
 - Pilates
 - Yoga
 - Senior Fitness
 - Drop-in / Other
- Other Recreation Programs
 - Arts and Crafts
 - Dance
 - Martial Arts
 - Youth Summer Camps
 - Teen Program
 - Senior Program
- Rentals
 - Gym rental
 - Multi-purpose room rental
- Additional Services
 - Child Care
 - Parties
 - Vending

Financial Pro Forma

As requested, the Consultant Team prepared three different scenarios of financial pro forma:

- 25% cost recovery
- 50% cost recovery
- 75% cost recovery

Each of these pro forma are accompanied by operational assumptions directly related to volume of sales of membership and key program participation levels. All operating costs remain the same as it assumed the cost to operate the facility will remain fairly consistent within each of the operational scenarios. The primary difference between the scenarios is based on the estimated market capture for the sale of memberships and day passes at the center. The scenarios utilized the following different projections:

- 25% cost recovery
 - Annual memberships = 0.9% of Anna market over 18 years of age (16,760)
 - Family memberships = 0.8% of total number of families (6,055)
 - Youth/senior memberships = 0.4% of total youth and senior population (11,646)
 - Day passes = 0.9% of Anna market over 18 years of age (16,760)
- 50% cost recovery
 - Annual memberships = 3% of Anna market over 18 years of age (16,760)
 - Family memberships = 1.24% of total number of families (6,055)
 - Youth/senior memberships = 0.6% of total youth and senior population (11,646)
 - Day passes = 3% of Anna market over 18 years of age (16,760)
- 75% cost recovery
 - Annual memberships = 5% of Anna market over 18 years of age (16,760)
 - Family memberships = 2.48% of total number of families (6,055)
 - Youth/senior memberships = 1.1% of total youth and senior population (11,646)
 - Day passes = 5% of Anna market over 18 years of age (16,760)

As a point of reference, the national average of market capture for health club / recreation center memberships is 15-20% according to the *2022 Health Club Consumer Report* of the International Health Racquet and Sportsclub Association. In order to prepare operational and financial projections that were considerably more conservative than the national average, this feasibility study establishes an operational model that is based on three different levels of market capture for much lower than the national average as detailed above. These market capture assumptions are based on the operational model of the target cost recovery scenarios at the assumed price points for services. Lower price points would require higher market capture rates than these assumptions in order to attain that cost recovery level.

These operational targets or projections for the future operations of the community recreation center in Anna. These are not predictions of exactly what will happen with future operations, but estimated projections based on national standards and statistics, and local market conditions. In other words, in order to attain the desired cost recovery outcome with operations, these are three models that can be utilized as a guide. These estimations and projections for both revenues (including subsequent sales volumes) and operational expenses are based on local market conditions, industry best practices, and national standards.



25% COST RECOVERY – PRICING AND USAGE ASSUMPTION

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
			Passes		
Passes	Annual Pass - Family (up to four persons)	\$250.00	50.0	\$12,500.00	
Passes	Annual Pass - Individuals	\$75.00	150.0	\$11,250.00	
Passes	Annual Pass - Youth / Senior	\$60.00	50.0	\$3,000.00	
Passes	Annual Pass NR - Family	\$500.00	10.0	\$5,000.00	
Passes	Annual Pass NR - Individuals	\$150.00	50.0	\$7,500.00	
Passes	Annual Pass NR - Youth / Senior	\$120.00	10.0	\$1,200.00	
Passes	Punch Passes - 10 visits	\$40.00	150.0	\$6,000.00	
Passes	Punch Passes - 10 visits NR	\$80.00	25.0	\$2,000.00	
Passes	Daily Passes	\$5.00	150.0	\$750.00	
Passes	Daily Passes NR	\$10.00	50.0	\$500.00	

TOTAL PASS REVENUES \$49,700.00

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
			Sessions Participants		
Wellness	Aerobics / Zumba	\$80.00	16 4	\$5,120.00	4 seasons, 4 sessions, 4 week session, 4 people
Wellness	Pilates	\$80.00	16 4	\$5,120.00	4 seasons, 4 sessions, 4 week session, 4 people
Wellness	Yoga	\$80.00	16 4	\$5,120.00	4 seasons, 4 sessions, 4 week session, 4 people
Wellness	Senior Fitness Classes	\$80.00	16 4	\$5,120.00	4 seasons, 4 sessions, 4 week session, 4 people
Wellness	Drop-In Fitness (other)	\$15.00	50	\$750.00	
Wellness	Fitness Class Punch Pass - 10 visit	\$130.00	10	\$1,300.00	

TOTAL WELLNESS REVENUES \$22,530.00

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
			Sessions Participants/Teams		
Athletics	Gym Rental	\$200.00	6	\$1,200.00	Two hour period
Athletics	Gym Rental NR	\$250.00	1	\$250.00	Two hour period

TOTAL ATHLETICS REVENUES \$1,450.00

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
			sessions participants		
Recreation	Youth Arts & Crafts	\$50.00	8 6	\$2,400.00	4 seasons, 2 sessions, 4 week classes, 6 kids
Recreation	Adult Arts & Crafts	\$65.00	8 6	\$3,120.00	4 seasons, 2 sessions, 4 week classes, 6 adults
Recreation	Dance	\$65.00	8 6	\$3,120.00	4 seasons, 2 sessions, 8 week classes, 6 people
Recreation	Martial Arts	\$75.00	8 6	\$3,600.00	4 seasons, 2 sessions, 8 week classes, 6 people
Recreation	Youth Summer Camps - weekly	\$175.00	10 6	\$10,500.00	10-weeks of camp, M-F 7:30a-4p, 6 kids
Recreation	Youth Summer Camps - additional 2 hours	\$50.00	10 6	\$3,000.00	10-weeks of camp, plus 2 hours daily, 6 kids
Recreation	Teen Program	\$6.00	25 6	\$900.00	2 hour drop-in, once per week
Recreation	Senior Programs	\$4.00	75 6	\$1,800.00	Daily drop-in program M-F, 3 hours per day
Recreation	Rentals - Single Room	\$75.00	12 2	\$1,800.00	2 hours of rentals per month
Recreation	Rentals - Single Room NR	\$100.00	12 1	\$1,200.00	1 hour of rental per month
Recreation	Rentals - Double Room	\$125.00	12 1	\$1,500.00	1 hours of rentals per month
Recreation	Rentals - Double Room NR	\$175.00	12 1	\$2,100.00	1 hour of rentals per month
Recreation	Rentals - Banquet Room	\$200.00	12 2	\$4,800.00	2 hours of rentals per month
Recreation	Rentals - Banquet Room NR	\$250.00	12 1	\$3,000.00	1 hour of rental per month

TOTAL RECREATION REVENUES \$42,840.00

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Child Care / Party	Child Care Service	\$8.00	325	\$2,600.00	\$8 per hour
Child Care / Party	Parties	\$250.00	12	\$3,000.00	2 hours, 15 people, 1 party per month
Child Care / Party	Parties NR	\$375.00	4	\$1,500.00	2 hours, 15 people, 1 party every three months

TOTAL CHILD CARE / PARTY ROOM REVENUES \$7,100.00

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Vending	Vending	\$1.50	3,500	\$5,250.00	

TOTAL CONCESSIONS REVENUES \$5,250.00

- Annual memberships = 0.9% of Anna market over 18 years of age (16,760)
- Family memberships = 0.8% of total number of families (6,055)
- Youth/senior memberships = 0.4% of total youth and senior population (11,646)
- Day passes = 0.9% of Anna market over 18 years of age (16,760)

25% COST RECOVERY – PRO FORMA

Based on financial projection best practices and expected inflationary influences, this pro forma includes annual growth in revenues each year by 3% and annual growth of expenses by 5%. This, of course, assumes no change in operational priorities, offerings, and expense management from year to year.

Pro Forma Revenues & Expenditures - 25% Cost Recovery

ANNA COMMUNITY CENTER

BASELINE: REVENUES AND EXPENDITURES

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$49,700.00	\$51,191.00	\$52,726.73	\$54,308.53	\$55,937.79	\$57,615.92
Wellness	\$22,530.00	\$23,205.90	\$23,902.08	\$24,619.14	\$25,357.71	\$26,118.44
Athletics (Gym Rental)	\$3,150.00	\$3,244.50	\$3,341.84	\$3,442.09	\$3,545.35	\$3,651.71
Recreation	\$28,440.00	\$29,293.20	\$30,172.00	\$31,077.16	\$32,009.47	\$32,969.75
Rentals	\$14,400.00	\$14,832.00	\$15,276.96	\$15,735.27	\$16,207.33	\$16,693.55
Child Care / Party Room	\$7,100.00	\$7,313.00	\$7,532.39	\$7,758.36	\$7,991.11	\$8,230.85
Vending	\$5,250.00	\$5,407.50	\$5,569.73	\$5,736.82	\$5,908.92	\$6,086.19
Total	\$130,570.00	\$134,487.10	\$138,521.71	\$142,677.36	\$146,957.69	\$151,366.42

Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Labor	\$373,680.00	\$392,364.00	\$411,982.20	\$432,581.31	\$454,210.38	\$476,920.89
Materials and Supplies	\$15,000.00	\$15,750.00	\$16,537.50	\$17,364.38	\$18,232.59	\$19,144.22
Contracted Services	\$20,000.00	\$21,000.00	\$22,050.00	\$23,152.50	\$24,310.13	\$25,525.63
Utilities	\$36,000.00	\$37,800.00	\$39,690.00	\$41,674.50	\$43,758.23	\$45,946.14
Equipment and Minor Maintenance	\$10,000.00	\$10,500.00	\$11,025.00	\$11,576.25	\$12,155.06	\$12,762.82
Marketing and Promotion	\$10,000.00	\$10,500.00	\$11,025.00	\$11,576.25	\$12,155.06	\$12,762.82
Cost of Goods Sold	\$3,000.00	\$3,150.00	\$3,307.50	\$3,472.88	\$3,646.52	\$3,828.84
Miscellaneous	\$15,000.00	\$15,750.00	\$16,537.50	\$17,364.38	\$18,232.59	\$19,144.22
Total	\$482,680.00	\$506,814.00	\$532,154.70	\$558,762.44	\$586,700.56	\$616,035.58

Total Gain / Loss	(\$352,110.00)	(\$372,326.90)	(\$393,632.99)	(\$416,085.07)	(\$439,742.87)	(\$464,669.17)
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Total Cost Recovery	27%	27%	26%	26%	25%	25%
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50% COST RECOVERY – PRICING AND USAGE ASSUMPTIONS

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
			Passes		
Passes	Annual Pass - Family (up to four persons)	\$250.00	75.0	\$18,750.00	
Passes	Annual Pass - Individuals	\$75.00	502.0	\$37,650.00	
Passes	Annual Pass - Youth / Senior	\$60.00	75.0	\$4,500.00	
Passes	Annual Pass NR - Family	\$500.00	15.0	\$7,500.00	
Passes	Annual Pass NR - Individuals	\$150.00	100.0	\$15,000.00	
Passes	Annual Pass NR - Youth / Senior	\$120.00	15.0	\$1,800.00	
Passes	Punch Passes - 10 visits	\$40.00	200.0	\$8,000.00	
Passes	Punch Passes - 10 visits NR	\$80.00	50.0	\$4,000.00	
Passes	Daily Passes	\$5.00	500.0	\$2,500.00	
Passes	Daily Passes NR	\$10.00	100.0	\$1,000.00	
TOTAL PASS REVENUES				\$100,700.00	
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
			Sessions Participants		
Wellness	Aerobics / Zumba	\$80.00	16	8	\$10,240.00 4 seasons, 4 sessions, 4 week session, 8 people
Wellness	Pilates	\$80.00	16	8	\$10,240.00 4 seasons, 4 sessions, 4 week session, 8 people
Wellness	Yoga	\$80.00	16	8	\$10,240.00 4 seasons, 4 sessions, 4 week session, 8 people
Wellness	Senior Fitness Classes	\$80.00	16	8	\$10,240.00 4 seasons, 4 sessions, 4 week session, 8 people
Wellness	Drop-In Fitness (other)	\$15.00		75	\$1,125.00
Wellness	Fitness Class Punch Pass - 10 visit	\$130.00		15	\$1,950.00
TOTAL WELLNESS REVENUES				\$44,035.00	
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
			Sessions Courts/Teams		
Athletics	Gym Rental	\$200.00		12	\$2,400.00 Two hour period
Athletics	Gym Rental NR	\$250.00		3	\$750.00 Two hour period
TOTAL ATHLETICS REVENUES				\$3,150.00	
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
			sessions participants		
Recreation	Youth Arts & Crafts	\$50.00	8	8	\$3,200.00 4 seasons, 2 sessions, 4 week classes, 8 kids
Recreation	Adult Arts & Crafts	\$65.00	8	8	\$4,160.00 4 seasons, 2 sessions, 4 week classes, 8 adults
Recreation	Dance	\$65.00	8	8	\$4,160.00 4 seasons, 2 sessions, 8 week classes, 8 people
Recreation	Martial Arts	\$75.00	8	8	\$4,800.00 4 seasons, 2 sessions, 8 week classes, 8 people
Recreation	Youth Summer Camps - weekly	\$175.00	10	10	\$17,500.00 10-weeks of camp, M-F 7:30a-4p, 10 kids
Recreation	Youth Summer Camps - additional 2 hours	\$50.00	10	10	\$5,000.00 10-weeks of camp, plus 2 hours daily, 10 kids
Recreation	Teen Program	\$6.00	25	10	\$1,500.00 2 hour drop-in, once per week
Recreation	Senior Programs	\$4.00	75	10	\$3,000.00 Daily drop-in program M-F, 3 hours per day
Recreation	Rentals - Single Room	\$75.00	12	4	\$3,600.00 4 hours of rentals per month
Recreation	Rentals - Single Room NR	\$100.00	12	1	\$1,200.00 1 hour of rental per month
Recreation	Rentals - Double Room	\$125.00	12	2	\$3,000.00 2 hours of rentals per month
Recreation	Rentals - Double Room NR	\$175.00	12	1	\$2,100.00 1 hour of rentals per month
Recreation	Rentals - Banquet Room	\$200.00	12	8	\$19,200.00 8 hours of rentals per month
Recreation	Rentals - Banquet Room NR	\$250.00	12	1	\$3,000.00 1 hour of rental per month
TOTAL RECREATION REVENUES				\$75,420.00	
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Child Care / Party	Child Care Service	\$8.00		750	\$6,000.00 \$8 per hour
Child Care / Party	Parties	\$250.00		24	\$6,000.00 2 hours, 15 people, 2 parties per month
Child Care / Party	Parties NR	\$375.00		6	\$2,250.00 2 hours, 15 people, 1 party every other month
TOTAL CHILD CARE / PARTY ROOM REVENUES				\$14,250.00	
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Vending	Vending	\$1.50		7,500	\$11,250.00
TOTAL CONCESSIONS REVENUES				\$11,250.00	

- Annual memberships = 3% of Anna market over 18 years of age (16,760)
- Family memberships = 1.24% of total number of families (6,055)
- Youth/senior memberships = 0.6% of total youth and senior population (11,646)
- Day passes = 3% of Anna market over 18 years of age (16,760)

75% COST RECOVERY – PRICING AND USAGE ASSUMPTIONS

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
			Passes		
Passes	Annual Pass - Family (up to four persons)	\$250.00	150.0	\$37,500.00	
Passes	Annual Pass - Individuals	\$75.00	838.0	\$62,850.00	
Passes	Annual Pass - Youth / Senior	\$60.00	125.0	\$7,500.00	
Passes	Annual Pass NR - Family	\$500.00	25.0	\$12,500.00	
Passes	Annual Pass NR - Individuals	\$150.00	150.0	\$22,500.00	
Passes	Annual Pass NR - Youth / Senior	\$120.00	25.0	\$3,000.00	
Passes	Punch Passes - 10 visits	\$40.00	400.0	\$16,000.00	
Passes	Punch Passes - 10 visits NR	\$80.00	100.0	\$8,000.00	
Passes	Daily Passes	\$5.00	838.0	\$4,190.00	
Passes	Daily Passes NR	\$10.00	150.0	\$1,500.00	
TOTAL PASS REVENUES				\$175,540.00	
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
			Sessions	Participants	
Wellness	Aerobics / Zumba	\$80.00	16	10	\$12,800.00 4 seasons, 4 sessions, 4 week session, 10 people
Wellness	Pilates	\$80.00	16	10	\$12,800.00 4 seasons, 4 sessions, 4 week session, 10 people
Wellness	Yoga	\$80.00	16	10	\$12,800.00 4 seasons, 4 sessions, 4 week session, 10 people
Wellness	Senior Fitness Classes	\$80.00	16	10	\$12,800.00 4 seasons, 4 sessions, 4 week session, 10 people
Wellness	Drop-In Fitness (other)	\$15.00		150	\$2,250.00
Wellness	Fitness Class Punch Pass - 10 visit	\$130.00		25	\$3,250.00
TOTAL WELLNESS REVENUES				\$56,700.00	
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
			Sessions	ants/Teams	
Athletics	Gym Rental	\$200.00		24	\$4,800.00 Two hour period
Athletics	Gym Rental NR	\$250.00		6	\$1,500.00 Two hour period
TOTAL ATHLETICS REVENUES				\$6,300.00	
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
			sessions	participants	
Recreation	Youth Arts & Crafts	\$50.00	8	12	\$4,800.00 4 seasons, 2 sessions, 4 week classes, 12 kids
Recreation	Adult Arts & Crafts	\$65.00	8	12	\$6,240.00 4 seasons, 2 sessions, 4 week classes, 12 adults
Recreation	Dance	\$65.00	8	12	\$6,240.00 4 seasons, 2 sessions, 8 week classes, 12 people
Recreation	Martial Arts	\$75.00	8	12	\$7,200.00 4 seasons, 2sessions, 8 week classes, 12 people
Recreation	Youth Summer Camps - weekly	\$175.00	10	15	\$26,250.00 10-weeks of camp, M-F 7:30a-4p, 15 kids
Recreation	Youth Summer Camps - additional 2 hours	\$50.00	10	15	\$7,500.00 10-weeks of camp, plus 2 hours daily, 15 kids
Recreation	Teen Program	\$6.00	25	15	\$2,250.00 2 hour drop-in, once per week
Recreation	Senior Programs	\$4.00	75	15	\$4,500.00 Daily drop-in program M-F, 3 hours per day
Recreation	Rentals - Single Room	\$75.00	12	4	\$3,600.00 4 hours of rentals per month
Recreation	Rentals - Single Room NR	\$100.00	12	1	\$1,200.00 1 hour of rental per month
Recreation	Rentals - Double Room	\$125.00	12	2	\$3,000.00 2 hours of rentals per month
Recreation	Rentals - Double Room NR	\$175.00	12	1	\$2,100.00 1 hour of rentals per month
Recreation	Rentals - Banquet Room	\$200.00	12	8	\$19,200.00 8 hours of rentals per month
Recreation	Rentals - Banquet Room NR	\$250.00	12	1	\$3,000.00 1 hour of rental per month
TOTAL RECREATION REVENUES				\$97,080.00	
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Child Care / Party	Child Care Service	\$8.00		1,500	\$12,000.00 \$8 per hour
Child Care / Party	Parties	\$250.00		24	\$6,000.00 2 hours, 15 people, 2 parties per month
Child Care / Party	Parties NR	\$375.00		6	\$2,250.00 2 hours, 15 people, 1 party every other month
TOTAL CHILD CARE / PARTY ROOM REVENUES				\$20,250.00	
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Vending	Vending	\$1.50		10,000	\$15,000.00
TOTAL CONCESSIONS REVENUES				\$15,000.00	

- Annual memberships = 5% of Anna market over 18 years of age (16,760)
- Family memberships = 2.48% of total number of families (6,055)
- Youth/senior memberships = 1.1% of total youth and senior population (11,646)
- Day passes = 5% of Anna market over 18 years of age (16,760)

75% COST RECOVERY – PRO FORMA

Based on financial projection best practices and expected inflationary influences, this pro forma includes annual growth in revenues each year by 3% and annual growth of expenses by 5%. This, of course, assumes no change in operational priorities, offerings, and expense management from year to year.

Pro Forma Revenues & Expenditures - 75% Cost Recovery

ANNA COMMUNITY CENTER

BASELINE: REVENUES AND EXPENDITURES

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$175,540.00	\$180,806.20	\$186,230.39	\$191,817.30	\$197,571.82	\$203,498.97
Wellness	\$56,700.00	\$58,401.00	\$60,153.03	\$61,957.62	\$63,816.35	\$65,730.84
Athletics (Gym Rental)	\$6,300.00	\$6,489.00	\$6,683.67	\$6,884.18	\$7,090.71	\$7,303.43
Recreation	\$64,980.00	\$66,929.40	\$68,937.28	\$71,005.40	\$73,135.56	\$75,329.63
Rentals	\$32,100.00	\$33,063.00	\$34,054.89	\$35,076.54	\$36,128.83	\$37,212.70
Child Care / Party Room	\$20,250.00	\$20,857.50	\$21,483.23	\$22,127.72	\$22,791.55	\$23,475.30
Vending	\$15,000.00	\$15,450.00	\$15,913.50	\$16,390.91	\$16,882.63	\$17,389.11
Total	\$370,870.00	\$381,996.10	\$393,455.98	\$405,259.66	\$417,417.45	\$429,939.98

Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Labor	\$373,680.00	\$392,364.00	\$411,982.20	\$432,581.31	\$454,210.38	\$476,920.89
Materials and Supplies	\$15,000.00	\$15,750.00	\$16,537.50	\$17,364.38	\$18,232.59	\$19,144.22
Contracted Services	\$20,000.00	\$21,000.00	\$22,050.00	\$23,152.50	\$24,310.13	\$25,525.63
Utilities	\$36,000.00	\$37,800.00	\$39,690.00	\$41,674.50	\$43,758.23	\$45,946.14
Equipment and Minor Maintenance	\$10,000.00	\$10,500.00	\$11,025.00	\$11,576.25	\$12,155.06	\$12,762.82
Marketing and Promotion	\$10,000.00	\$10,500.00	\$11,025.00	\$11,576.25	\$12,155.06	\$12,762.82
Cost of Goods Sold	\$8,000.00	\$8,400.00	\$8,820.00	\$9,261.00	\$9,724.05	\$10,210.25
Miscellaneous	\$15,000.00	\$15,750.00	\$16,537.50	\$17,364.38	\$18,232.59	\$19,144.22
Total	\$487,680.00	\$512,064.00	\$537,667.20	\$564,550.56	\$592,778.09	\$622,416.99

Total Gain / Loss	(\$116,810.00)	(\$130,067.90)	(\$144,211.22)	(\$159,290.90)	(\$175,360.64)	(\$192,477.02)
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Total Cost Recovery	76%	75%	73%	72%	70%	69%
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Appendix A – Core vs. Casual Participation Trends

General Sports

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2017		2021		2022		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Basketball	23,401	100%	27,135	100%	28,149	100%	20.3%	3.7%
<i>Casual (1-12 times)</i>	8,546	37%	11,019	41%	13,000	46%	52.1%	18.0%
<i>Core(13+ times)</i>	14,856	63%	16,019	59%	15,149	54%	2.0%	-5.4%
Golf (9 or 18-Hole Course)	23,829	100%	25,111	100%	25,566	100%	7.3%	1.8%
Tennis	17,683	100%	22,617	100%	23,595	100%	33.4%	4.3%
Golf (Entertainment Venue)	8,345	100%	12,362	100%	15,540	100%	86.2%	25.7%
Baseball	15,642	100%	15,587	100%	15,478	100%	-1.0%	-0.7%
<i>Casual (1-12 times)</i>	6,405	41%	7,392	47%	7,908	51%	23.5%	7.0%
<i>Core (13+ times)</i>	9,238	59%	8,195	53%	7,570	49%	-18.1%	-7.6%
Soccer (Outdoor)	11,924	100%	12,556	100%	13,018	100%	9.2%	3.7%
<i>Casual (1-25 times)</i>	6,665	56%	7,586	60%	7,666	59%	15.0%	1.1%
<i>Core (26+ times)</i>	5,259	44%	4,970	40%	5,352	41%	1.8%	7.7%
Pickleball	3,132	100%	4,819	100%	8,949	100%	185.7%	85.7%
<i>Casual (1-12 times)</i>	1,923	61%	3,454	72%	6,647	74%	245.7%	92.4%
<i>Core(13+ times)</i>	1,210	39%	1,365	28%	2,302	26%	90.2%	68.6%
Football (Flag)	6,551	100%	6,889	100%	7,104	100%	8.4%	3.1%
<i>Casual (1-12 times)</i>	3,572	55%	4,137	60%	4,573	64%	28.0%	10.5%
<i>Core(13+ times)</i>	2,979	45%	2,752	40%	2,531	36%	-15.0%	-8.0%
<i>Core Age 6 to 17 (13+ times)</i>	1,565	24%	1,574	23%	1,552	22%	-0.8%	-1.4%
Badminton	6,430	100%	6,061	100%	6,490	100%	0.9%	7.1%
<i>Casual (1-12 times)</i>	4,564	71%	4,251	70%	4,636	71%	1.6%	9.1%
<i>Core(13+ times)</i>	1,867	29%	1,810	30%	1,855	29%	-0.6%	2.5%
Volleyball (Court)	6,317	100%	5,849	100%	6,092	100%	-3.6%	4.2%
<i>Casual (1-12 times)</i>	2,939	47%	2,465	42%	2,798	46%	-4.8%	13.5%
<i>Core(13+ times)</i>	3,378	53%	3,384	58%	3,293	54%	-2.5%	-2.7%
Softball (Slow Pitch)	7,283	100%	6,008	100%	6,036	100%	-17.1%	0.5%
<i>Casual (1-12 times)</i>	3,060	42%	2,729	45%	2,666	44%	-12.9%	-2.3%
<i>Core(13+ times)</i>	4,223	58%	3,279	55%	3,370	56%	-20.2%	2.8%
Soccer (Indoor)	5,399	100%	5,408	100%	5,495	100%	1.8%	1.6%
<i>Casual (1-12 times)</i>	2,657	49%	3,054	56%	3,144	57%	18.3%	2.9%
<i>Core(13+ times)</i>	2,742	51%	2,354	44%	2,351	43%	-14.3%	-0.1%
Football (Tackle)	5,224	100%	5,228	100%	5,436	100%	4.1%	4.0%
<i>Casual (1-25 times)</i>	2,145	41%	2,642	51%	3,120	57%	45.5%	18.1%
<i>Core(26+ times)</i>	3,078	59%	2,586	49%	2,316	43%	-24.8%	-10.4%
<i>Core Age 6 to 17 (26+ times)</i>	2,427	46%	2,110	40%	2,088	38%	-14.0%	-1.0%
Football (Touch)	5,629	100%	4,884	100%	4,843	100%	-14.0%	-0.8%
<i>Casual (1-12 times)</i>	3,332	59%	3,171	65%	3,201	66%	-3.9%	0.9%
<i>Core(13+ times)</i>	2,297	41%	1,713	35%	1,642	34%	-28.5%	-4.1%
Gymnastics	4,805	100%	4,268	100%	4,569	100%	-4.9%	7.1%
<i>Casual (1-49 times)</i>	3,139	65%	2,787	65%	3,095	68%	-1.4%	11.1%
<i>Core(50+ times)</i>	1,666	35%	1,482	35%	1,473	32%	-11.6%	-0.6%
Volleyball (Sand/Beach)	4,947	100%	4,184	100%	4,128	100%	-16.6%	-1.3%
<i>Casual (1-12 times)</i>	3,544	72%	2,918	70%	2,977	72%	-16.0%	2.0%
<i>Core(13+ times)</i>	1,403	28%	1,265	30%	1,152	28%	-17.9%	-8.9%
Track and Field	4,161	100%	3,587	100%	3,690	100%	-11.3%	2.9%
<i>Casual (1-25 times)</i>	2,040	49%	1,712	48%	1,896	51%	-7.1%	10.7%
<i>Core(26+ times)</i>	2,121	51%	1,875	52%	1,794	49%	-15.4%	-4.3%
Racquetball	3,526	100%	3,260	100%	3,521	100%	-0.1%	8.0%
<i>Casual (1-12 times)</i>	2,451	70%	2,270	70%	2,583	73%	5.4%	13.8%
<i>Core(13+ times)</i>	1,075	30%	990	30%	938	27%	-12.7%	-5.3%

General Sports(Continued)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2017		2021		2022		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Cheerleading	3,816	100%	3,465	100%	3,507	100%	-8.1%	1.2%
<i>Casual (1-25 times)</i>	2,164	57%	2,030	59%	2,092	60%	-3.3%	3.1%
<i>Core(26+ times)</i>	1,653	43%	1,435	41%	1,415	40%	-14.4%	-1.4%
Ice Hockey	2,544	100%	2,306	100%	2,278	100%	-10.5%	-1.2%
<i>Casual (1-12 times)</i>	1,227	48%	1,206	52%	1,209	53%	-1.5%	0.2%
<i>Core(13+ times)</i>	1,317	52%	1,101	48%	1,068	47%	-18.9%	-3.0%
Softball (Fast Pitch)	2,309	100%	2,088	100%	2,146	100%	-7.1%	2.8%
<i>Casual (1-25 times)</i>	1,077	47%	934	45%	1,002	47%	-7.0%	7.3%
<i>Core(26+ times)</i>	1,232	53%	1,154	55%	1,144	53%	-7.1%	-0.9%
Ultimate Frisbee	3,126	100%	2,190	100%	2,142	100%	-31.5%	-2.2%
<i>Casual (1-12 times)</i>	2,270	73%	1,441	66%	1,438	67%	-36.7%	-0.2%
<i>Core(13+ times)</i>	856	27%	749	34%	703	33%	-17.9%	-6.1%
Wrestling	1,896	100%	1,937	100%	2,036	100%	7.4%	5.1%
<i>Casual (1-25 times)</i>	1,179	62%	1,290	67%	1,452	71%	23.2%	12.6%
<i>Core(26+ times)</i>	717	38%	647	33%	585	29%	-18.4%	-9.6%
Lacrosse	2,171	100%	1,892	100%	1,875	100%	-13.6%	-0.9%
<i>Casual (1-12 times)</i>	1,142	53%	1,009	53%	999	53%	-12.5%	-1.0%
<i>Core(13+ times)</i>	1,030	47%	883	47%	876	47%	-15.0%	-0.8%
Roller Hockey	1,834	100%	1,425	100%	1,368	100%	-25.4%	-4.0%
<i>Casual (1-12 times)</i>	1,419	77%	1,088	76%	1,065	78%	-24.9%	-2.1%
<i>Core(13+ times)</i>	415	23%	337	24%	303	22%	-27.0%	-10.1%
Squash	1,492	100%	1,185	100%	1,228	100%	-17.7%	3.6%
<i>Casual (1-7 times)</i>	1,044	70%	720	61%	816	66%	-21.8%	13.3%
<i>Core(8+ times)</i>	447	30%	466	39%	413	34%	-7.6%	-11.4%
Rugby	1,621	100%	1,238	100%	1,166	100%	-28.1%	-5.8%
<i>Casual (1-7 times)</i>	1,097	68%	778	63%	758	65%	-30.9%	-2.6%
<i>Core(8+ times)</i>	524	32%	460	37%	408	35%	-22.1%	-11.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

General Fitness

National Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2017		2021		2022		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Walking for Fitness	110,805	100%	115,814	100%	114,759	100%	3.6%	-0.9%
<i>Casual (1-49 times)</i>	35,326	32%	39,036	34%	38,115	33%	7.9%	-2.4%
<i>Core(50+ times)</i>	75,479	68%	76,778	66%	76,644	67%	1.5%	-0.2%
Treadmill	52,966	100%	53,627	100%	53,589	100%	1.2%	-0.1%
<i>Casual (1-49 times)</i>	24,444	46%	25,353	47%	26,401	49%	8.0%	4.1%
<i>Core(50+ times)</i>	28,523	54%	28,274	53%	27,189	51%	-4.7%	-3.8%
Free Weights (Dumbbells/Hand Weights)	52,217	100%	52,636	100%	53,140	100%	1.8%	1.0%
<i>Casual (1-49 times)</i>	18,866	36%	21,560	41%	22,428	42%	18.9%	4.0%
<i>Core(50+ times)</i>	33,351	64%	31,076	59%	30,712	58%	-7.9%	-1.2%
Running/Jogging	50,770	100%	48,977	100%	47,816	100%	-5.8%	-2.4%
<i>Casual (1-49 times)</i>	24,004	47%	23,441	48%	23,776	50%	-0.9%	1.4%
<i>Core(50+ times)</i>	26,766	53%	25,537	52%	24,040	50%	-10.2%	-5.9%
Yoga	27,354	100%	34,347	100%	33,636	100%	23.0%	-2.1%
<i>Casual (1-49 times)</i>	16,454	60%	20,110	59%	20,409	61%	24.0%	1.5%
<i>Core(50+ times)</i>	10,900	40%	14,237	41%	13,228	39%	21.4%	-7.1%
Stationary Cycling (Recumbent/Upright)	36,035	100%	32,453	100%	32,102	100%	-10.9%	-1.1%
<i>Casual (1-49 times)</i>	18,447	51%	15,124	47%	15,424	48%	-16.4%	2.0%
<i>Core(50+ times)</i>	17,588	49%	17,330	53%	16,678	52%	-5.2%	-3.8%
Weight/Resistant Machines	36,291	100%	30,577	100%	30,010	100%	-17.3%	-1.9%
<i>Casual (1-49 times)</i>	14,496	40%	11,953	39%	12,387	41%	-14.5%	3.6%
<i>Core(50+ times)</i>	21,795	60%	18,624	61%	17,623	59%	-19.1%	-5.4%
Free Weights (Barbells)	27,444	100%	28,243	100%	28,678	100%	4.5%	1.5%
<i>Casual (1-49 times)</i>	10,868	40%	12,649	45%	13,576	47%	24.9%	7.3%
<i>Core(50+ times)</i>	16,576	60%	15,595	55%	15,103	53%	-8.9%	-3.2%
Elliptical Motion/Cross-Trainer	32,283	100%	27,618	100%	27,051	100%	-16.2%	-2.1%
<i>Casual (1-49 times)</i>	15,854	49%	14,156	51%	14,968	55%	-5.6%	5.7%
<i>Core(50+ times)</i>	16,430	51%	13,461	49%	12,083	45%	-26.5%	-10.2%
Dance, Step, & Choreographed Exercise	22,616	100%	24,752	100%	25,163	100%	11.3%	1.7%
<i>Casual (1-49 times)</i>	14,867	66%	16,622	67%	17,096	68%	15.0%	2.9%
<i>Core(50+ times)</i>	7,748	34%	8,130	33%	8,067	32%	4.1%	-0.8%
Bodyweight Exercise	24,454	100%	22,629	100%	22,034	100%	-9.9%	-2.6%
<i>Casual (1-49 times)</i>	10,095	41%	9,915	44%	9,514	43%	-5.8%	-4.0%
<i>Core(50+ times)</i>	14,359	59%	12,714	56%	12,520	57%	-12.8%	-1.5%
High Impact/Intensity Training	21,476	100%	21,973	100%	21,821	100%	1.6%	-0.7%
<i>Casual (1-49 times)</i>	12,105	56%	12,490	57%	12,593	58%	4.0%	0.8%
<i>Core(50+ times)</i>	9,370	44%	9,483	43%	9,228	42%	-1.5%	-2.7%
Trail Running	9,149	100%	12,520	100%	13,253	100%	44.9%	5.9%
<i>Casual (1-25 times)</i>	7,085	77%	10,052	80%	10,792	81%	52.3%	7.4%
<i>Core(26+ times)</i>	2,064	23%	2,468	20%	2,461	19%	19.2%	-0.3%
Rowing Machine	11,707	100%	11,586	100%	11,893	100%	1.6%	2.6%
<i>Casual (1-49 times)</i>	7,276	62%	7,111	61%	7,875	66%	8.2%	10.7%
<i>Core(50+ times)</i>	4,431	38%	4,475	39%	4,017	34%	-9.3%	-10.2%
Stair Climbing Machine	14,948	100%	11,786	100%	11,677	100%	-21.9%	-0.9%
<i>Casual (1-49 times)</i>	9,501	64%	7,332	62%	7,569	65%	-20.3%	3.2%
<i>Core(50+ times)</i>	5,447	36%	4,453	38%	4,108	35%	-24.6%	-7.7%
Pilates Training	9,047	100%	9,745	100%	10,311	100%	14.0%	5.8%
<i>Casual (1-49 times)</i>	5,698	63%	6,611	68%	7,377	72%	29.5%	11.6%
<i>Core(50+ times)</i>	3,348	37%	3,133	32%	2,935	28%	-12.3%	-6.3%

General Fitness (Continued)

National Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2017		2021		2022		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Cross-Training Style Workout	13,622	100%	9,764	100%	9,248	100%	-32.1%	-5.3%
<i>Casual (1-49 times)</i>	6,890	51%	4,179	43%	4,281	46%	-37.9%	2.4%
<i>Core(50+ times)</i>	6,732	49%	5,585	57%	4,968	54%	-26.2%	-11.0%
Martial Arts	5,838	100%	6,186	100%	6,355	100%	8.9%	2.7%
<i>Casual (1-12 times)</i>	2,021	35%	2,728	44%	3,114	49%	54.1%	14.1%
<i>Core(13+ times)</i>	3,816	65%	3,458	56%	3,241	51%	-15.1%	-6.3%
Stationary Cycling (Group)	9,409	100%	5,939	100%	6,268	100%	-33.4%	5.5%
<i>Casual (1-49 times)</i>	6,023	64%	3,134	53%	3,925	63%	-34.8%	25.2%
<i>Core(50+ times)</i>	3,386	36%	2,805	47%	2,344	37%	-30.8%	-16.4%
Cardio Kickboxing	6,693	100%	5,099	100%	5,531	100%	-17.4%	8.5%
<i>Casual (1-49 times)</i>	4,671	70%	3,328	65%	3,958	72%	-15.3%	18.9%
<i>Core(50+ times)</i>	2,022	30%	1,771	35%	1,573	28%	-22.2%	-11.2%
Boxing for Fitness	5,157	100%	5,237	100%	5,472	100%	6.1%	4.5%
<i>Casual (1-12 times)</i>	2,738	53%	2,985	57%	3,383	62%	23.6%	13.3%
<i>Core(13+ times)</i>	2,419	47%	2,252	43%	2,089	38%	-13.6%	-7.2%
Boot Camp Style Cross-Training	6,651	100%	5,169	100%	5,192	100%	-21.9%	0.4%
<i>Casual (1-49 times)</i>	4,637	70%	3,461	67%	3,691	71%	-20.4%	6.6%
<i>Core(50+ times)</i>	2,014	30%	1,709	33%	1,500	29%	-25.5%	-12.2%
Barre	3,436	100%	3,659	100%	3,803	100%	10.7%	3.9%
<i>Casual (1-49 times)</i>	2,701	79%	2,822	77%	3,022	79%	11.9%	7.1%
<i>Core(50+ times)</i>	735	21%	837	23%	781	21%	6.3%	-6.7%
Tai Chi	3,787	100%	3,393	100%	3,394	100%	-10.4%	0.0%
<i>Casual (1-49 times)</i>	2,329	61%	2,001	59%	2,139	63%	-8.2%	6.9%
<i>Core(50+ times)</i>	1,458	39%	1,393	41%	1,255	37%	-13.9%	-9.9%
Triathlon (Traditional/Road)	2,162	100%	1,748	100%	1,780	100%	-17.7%	1.8%
Triathlon (Non-Traditional/Off Road)	1,878	100%	1,304	100%	1,350	100%	-28.1%	3.5%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)	Moderate Amount of Participants (56-74%)	Majority Amount of Participants (75% or greater)	

Outdoor/Adventure Recreation

National Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2017		2021		2022		5-Year Trend	1-Year Trend
#	%	#	%	#	%			
Hiking (Day)	44,900	100%	58,697	100%	59,578	100%	32.7%	1.5%
<i>Casual (1-7 times)</i>	35,068	78%	44,183	75%	44,154	74%	25.9%	-0.1%
<i>Core(8+ times)</i>	9,832	22%	14,514	25%	15,424	26%	56.9%	6.3%
Bicycling (Road)	38,866	100%	42,775	100%	43,554	100%	12.1%	1.8%
<i>Casual (1-25 times)</i>	20,212	52%	22,280	52%	23,278	53%	15.2%	4.5%
<i>Core(26+ times)</i>	18,654	48%	20,495	48%	20,276	47%	8.7%	-1.1%
Fishing (Freshwater)	38,346	100%	40,853	100%	41,821	100%	9.1%	2.4%
<i>Casual (1-7 times)</i>	19,977	52%	22,451	55%	23,430	56%	17.3%	4.4%
<i>Core(8+ times)</i>	18,369	48%	18,403	45%	18,391	44%	0.1%	-0.1%
Camping	26,262	100%	35,985	100%	37,431	100%	42.5%	4.0%
<i>Casual (1-7 times)</i>	19,854	76%	27,590	77%	28,459	76%	43.3%	3.1%
<i>Core(8+ times)</i>	6,409	24%	8,394	23%	8,972	24%	40.0%	6.9%
Wildlife Viewing (>1/4 mile of Vehicle/Home)	20,351	100%	20,452	100%	20,615	100%	1.3%	0.8%
Camping (Recreational Vehicle)	16,159	100%	16,371	100%	16,840	100%	4.2%	2.9%
<i>Casual (1-7 times)</i>	9,332	58%	9,688	59%	10,286	61%	10.2%	6.2%
<i>Core(8+ times)</i>	6,826	42%	6,683	41%	6,553	39%	-4.0%	-1.9%
Birdwatching (>1/4 mile of Vehicle/Home)	12,296	100%	14,815	100%	15,818	100%	28.6%	6.8%
Fishing (Saltwater)	13,062	100%	13,790	100%	14,344	100%	9.8%	4.0%
<i>Casual (1-7 times)</i>	7,625	58%	8,543	62%	9,151	64%	20.0%	7.1%
<i>Core(8+ times)</i>	5,437	42%	5,246	38%	5,192	36%	-4.5%	-1.0%
Backpacking Overnight	10,975	100%	10,306	100%	10,217	100%	-6.9%	-0.9%
Skateboarding	6,382	100%	8,747	100%	9,019	100%	41.3%	3.1%
<i>Casual (1-25 times)</i>	3,970	62%	6,181	71%	6,469	72%	62.9%	4.7%
<i>Core(26+ times)</i>	2,411	38%	2,566	29%	2,559	28%	6.1%	-0.3%
Bicycling (Mountain)	8,609	100%	8,693	100%	8,916	100%	3.6%	2.6%
<i>Casual (1-12 times)</i>	4,389	51%	4,517	52%	4,896	55%	11.6%	8.4%
<i>Core(13+ times)</i>	4,220	49%	4,176	48%	4,020	45%	-4.7%	-3.7%
Fishing (Fly)	6,791	100%	7,458	100%	7,631	100%	12.4%	2.3%
<i>Casual (1-7 times)</i>	4,448	65%	4,762	64%	4,993	65%	12.3%	4.9%
<i>Core(8+ times)</i>	2,344	35%	2,696	36%	2,638	35%	12.5%	-2.2%
Archery	7,769	100%	7,342	100%	7,428	100%	-4.4%	1.2%
<i>Casual (1-25 times)</i>	6,602	85%	6,054	82%	6,202	83%	-6.1%	2.4%
<i>Core(26+ times)</i>	1,167	15%	1,288	18%	1,227	17%	5.1%	-4.7%
Climbing (Sport/Boulder)	2,103	100%	2,301	100%	5,778	100%	174.8%	151.1%
Roller Skating, In-Line	5,268	100%	4,940	100%	5,173	100%	-1.8%	4.7%
<i>Casual (1-12 times)</i>	3,853	73%	3,525	71%	3,763	73%	-2.3%	6.8%
<i>Core(13+ times)</i>	1,415	27%	1,415	29%	1,410	27%	-0.4%	-0.4%
Bicycling (BMX)	3,413	100%	3,861	100%	4,181	100%	22.5%	8.3%
<i>Casual (1-12 times)</i>	2,039	60%	2,466	64%	2,792	67%	36.9%	13.2%
<i>Core(13+ times)</i>	1,374	40%	1,396	36%	1,389	33%	1.1%	-0.5%
Climbing (Indoor)	5,045	100%	5,684	100%	2,452	100%	-51.4%	-56.9%
Climbing (Traditional/Ice/Mountaineering)	2,527	100%	2,374	100%	2,452	100%	-3.0%	3.3%
Adventure Racing	2,529	100%	1,826	100%	1,714	100%	-32.2%	-6.1%
<i>Casual (1 time)</i>	899	36%	312	17%	236	14%	-73.7%	-24.4%
<i>Core(2+ times)</i>	1,630	64%	1,514	83%	1,478	86%	-9.3%	-2.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)	Moderate Amount of Participants (56-74%)	Majority Amount of Participants (75% or greater)	

Aquatics

National Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2017		2021		2022		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	27,135	100%	25,620	100%	26,272	100%	-3.2%	2.5%
<i>Casual (1-49 times)</i>	18,319	68%	17,598	69%	18,827	72%	2.8%	7.0%
<i>Core(50+ times)</i>	8,815	32%	8,022	31%	7,445	28%	-15.5%	-7.2%
Aquatic Exercise	10,459	100%	10,400	100%	10,676	100%	2.1%	2.7%
<i>Casual (1-49 times)</i>	7,222	69%	8,347	80%	8,626	81%	19.4%	3.3%
<i>Core(50+ times)</i>	3,237	31%	2,053	20%	2,050	19%	-36.7%	-0.1%
Swimming on a Team	3,007	100%	2,824	100%	2,904	100%	-3.4%	2.8%
<i>Casual (1-49 times)</i>	1,664	55%	1,708	60%	1,916	66%	15.1%	12.2%
<i>Core(50+ times)</i>	1,343	45%	1,116	40%	988	34%	-26.4%	-11.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

Water Sports/Activities

National Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2017		2021		2022		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Kayaking (Recreational)	10,533	100%	13,351	100%	13,561	100%	28.7%	1.6%
Canoeing	9,220	100%	9,199	100%	9,521	100%	3.3%	3.5%
Snorkeling	8,384	100%	7,316	100%	7,376	100%	-12.0%	0.8%
<i>Casual (1-7 times)</i>	6,721	80%	5,989	82%	6,005	81%	-10.7%	0.3%
<i>Core(8+ times)</i>	1,663	20%	1,326	18%	1,371	19%	-17.6%	3.4%
Jet Skiing	5,418	100%	5,062	100%	5,445	100%	0.5%	7.6%
<i>Casual (1-7 times)</i>	3,928	72%	3,780	75%	4,151	76%	5.7%	9.8%
<i>Core(8+ times)</i>	1,490	28%	1,281	25%	1,294	24%	-13.2%	1.0%
Stand-Up Paddling	3,325	100%	3,739	100%	3,777	100%	13.6%	1.0%
Surfing	2,680	100%	3,463	100%	3,692	100%	37.8%	6.6%
<i>Casual (1-7 times)</i>	1,705	64%	2,158	62%	2,444	66%	43.3%	13.3%
<i>Core(8+ times)</i>	975	36%	1,305	38%	1,248	34%	28.0%	-4.4%
Sailing	3,974	100%	3,463	100%	3,632	100%	-8.6%	4.9%
<i>Casual (1-7 times)</i>	2,720	68%	2,418	70%	2,633	72%	-3.2%	8.9%
<i>Core(8+ times)</i>	1,254	32%	1,045	30%	999	28%	-20.3%	-4.4%
Rafting	3,479	100%	3,383	100%	3,595	100%	3.3%	6.3%
Water Skiing	3,572	100%	3,058	100%	3,040	100%	-14.9%	-0.6%
<i>Casual (1-7 times)</i>	2,575	72%	2,209	72%	2,185	72%	-15.1%	-1.1%
<i>Core(8+ times)</i>	997	28%	849	28%	855	28%	-14.2%	0.7%
Wakeboarding	3,005	100%	2,674	100%	2,754	100%	-8.4%	3.0%
<i>Casual (1-7 times)</i>	2,101	70%	1,902	71%	2,075	75%	-1.2%	9.1%
<i>Core(8+ times)</i>	903	30%	772	29%	679	25%	-24.8%	-12.0%
Kayaking (White Water)	2,500	100%	2,587	100%	2,726	100%	9.0%	5.4%
Scuba Diving	2,874	100%	2,476	100%	2,658	100%	-7.5%	7.4%
<i>Casual (1-7 times)</i>	2,113	74%	1,795	72%	2,012	76%	-4.8%	12.1%
<i>Core(8+ times)</i>	761	26%	680	27%	646	24%	-15.1%	-5.0%
Kayaking (Sea/Touring)	2,955	100%	2,587	100%	2,642	100%	-10.6%	2.1%
Boardsailing/Windsurfing	1,573	100%	1,297	100%	1,391	100%	-11.6%	7.2%
<i>Casual (1-7 times)</i>	1,289	82%	1,002	77%	1,103	79%	-14.4%	10.1%
<i>Core(8+ times)</i>	284	18%	295	23%	288	21%	1.4%	-2.4%

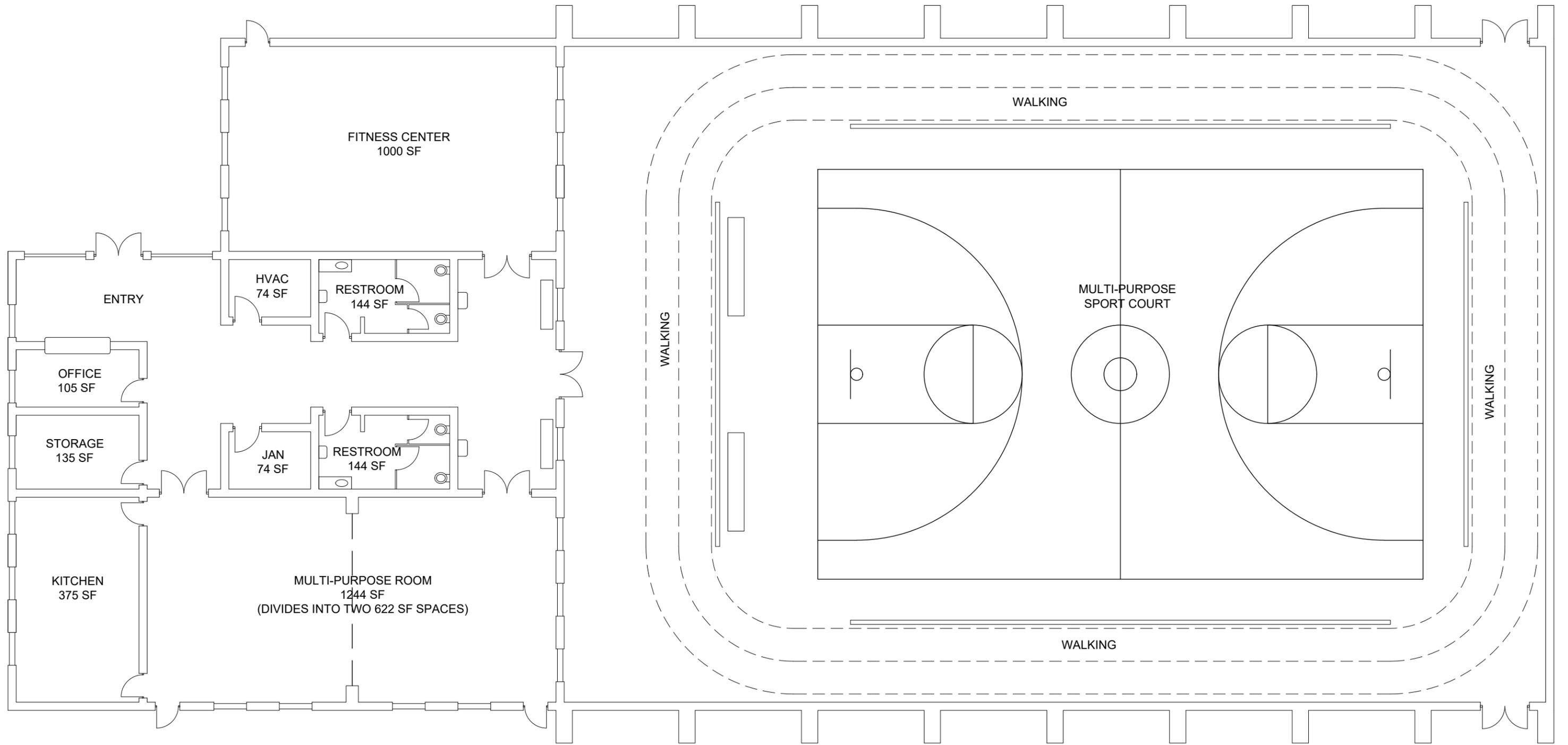
NOTE: Participation figures are in 000's for the US population ages 6 and over

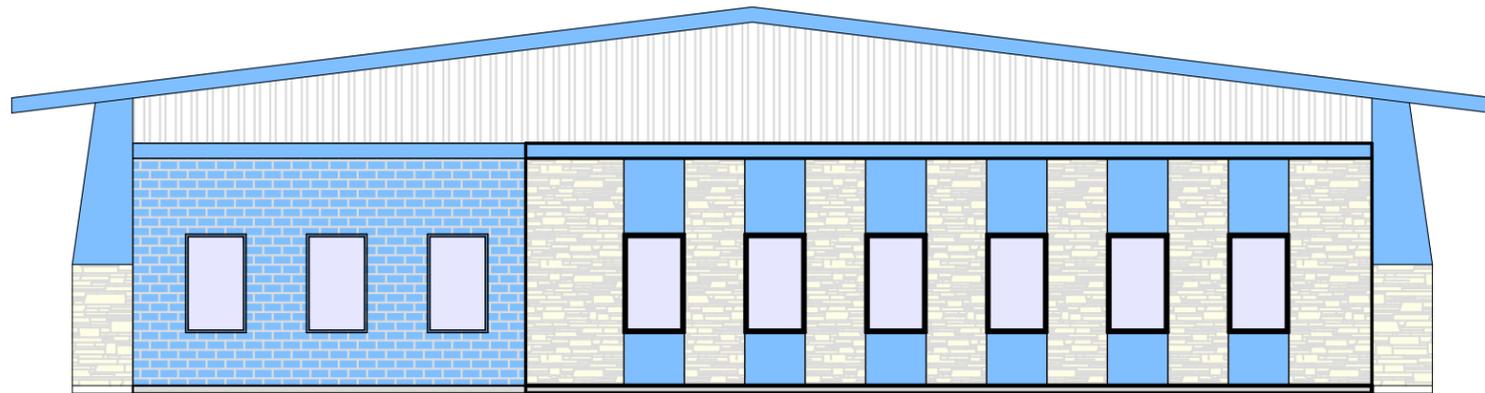
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)	Moderate Amount of Participants (56-74%)	Majority Amount of Participants (75% or greater)	

Exhibit 2

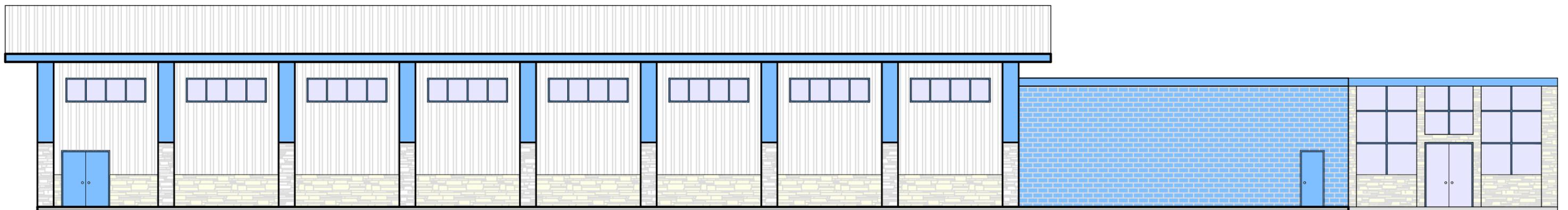


COMMUNITY RECREATION CENTER
CONCEPT SITE PLAN
9/21/2023





EAST ELEVATION



SOUTH ELEVATION