CITY OF MARSHALL
Work Session
A g e n d a
Tuesday, May 23, 2023 at 7:00 PM
344 W. Main St., City Hall

APPROVAL OF AGENDA

NEW BUSINESS

1. Review Final Indoor Recreation Study

ADJOURN

Disclaimer: These agendas have been prepared to provide information regarding an upcoming meeting of the Common Council of the City of Marshall. This document does not claim to be complete and is subject to change.

CITY OF MARSHALL
AGENDA ITEM REPORT

Presenter:	Sharon Hanson and Consultants
Meeting Date:	Tuesday, May 23, 2023
Category:	INFORMATION ONLY
Type:	INFO
Subject:	Review Final Indoor Recreation Study
Background Information:	The City of Marshall MN and the Marshall Area YMCA hired JLG and Ballard King consulting firm to conduct a feasibility of an indoor recreation facility and conduct a feasibility study evaluating future operation options for the existing Marshall Area YMCA, currently owned by the Marshall Area YMCA. The study includes a comprehensive needs assessment of current and future indoor recreation needs of our residents, and an analysis of the feasibility of constructing and operating an indoor recreation facility and maintaining the Marshall Area YMCA as a viable facility for future years. The City of Marshall in January of 2022 approved a resolution requesting sales tax authorization for an aquatic center and an indoor recreation facility. Since that time, current proposed legislation does not include an indoor recreation facility due the sentiment that additional information would be needed to garner legislature and public support. The city had received requests from the Marshall Area YMCA to study financial viability and future recreation needs as a community and YMCA. In MN and nationwide, YMCAs and the communities in which they are located have explored or have existing arrangements with cities. The Marshall YMCA had also initiated a capital campaign to raise $5 million for renovations to the existing multipurpose and fitness spaces. Due to COVID pandemic membership numbers have declined, and interest in pursuing a capital campaign has waned. The declining membership numbers also have meant declining revenues for the Marshall Area YMCA. In late 2020 and again in early 2022, the Marshall Area YMCA Board has approached the City of Marshall and formally requested that the city study the feasibility of the city of Marshall cooperating with the Marshall Area YMCA in the areas of recreation and other related programming as well as capital needs.
Fiscal Impact:	To be determined
Alternative/ Variations:	
Recommendations:	Review Indoor Recreation Study, discuss long-range planning related to the topic.

City of Marshall Indoor Recreation Study

Prepared by

JLG Architects

Ballard King and Associates

Bolton & Menk

Contents

Executive Summary

The City of Marshall and the Marshall Area YMCA partnered to retain JLG Architects and Ballard King and Associates to examine the current state of indoor health, wellness, and recreation opportunities in the city and to make recommendations on how the city and the YMCA can better serve the community in the future. This study is presenting the partners with three potential options to review. The JLG/BK team hopes this provides the city and YMCA with a better understanding of the recreation and wellness needs of the community and a path for providing these needs well into the future.

The three recommendations are as follows:

Option One

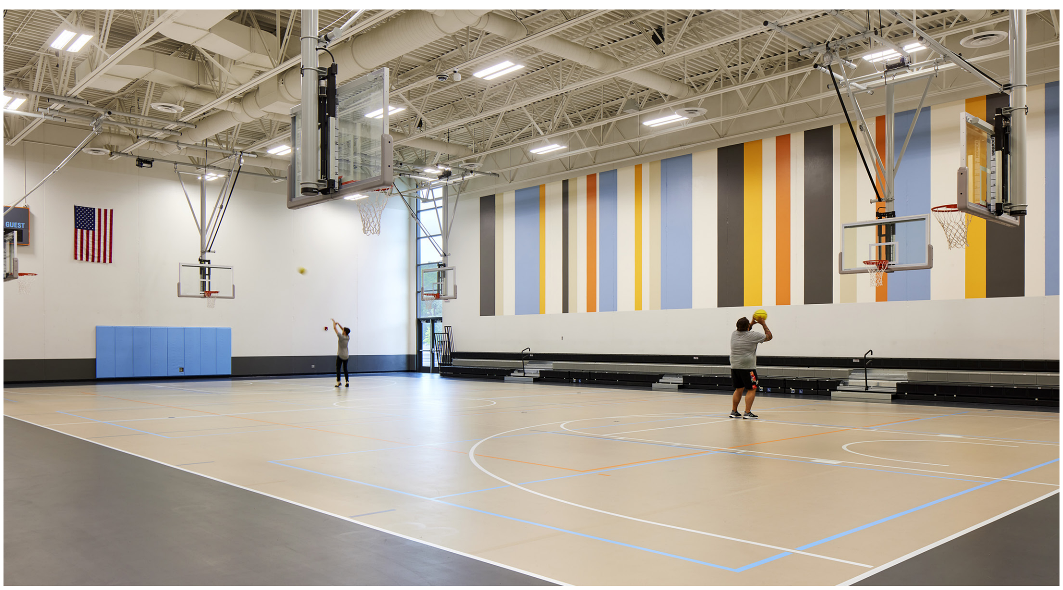
The city joins in partnership with the YMCA to operate their facility. This would include resolving some of the debt issues the Y is carrying and the city likely taking over ownership of the building. This option suggests the city would make improvements to the Y building and construct a new multi-court gymnasium and other activity spaces. The new gymnasium would help alleviate the current underserved need for indoor gym space for volleyball, basketball, pickle ball and other activities and sports. This option requires a new agreement to be negotiated between the City of Marshall and the YMCA. We understand this will take extensive discussion between the YMCA and the city and a new vision on how the health, wellness and recreation programs are provided for in the city.

Option Two

Construct a new multi court gymnasium addition to the Red Baron Arena. This would add additional space needed for gymnasium sports – basketball, volleyball, pickle ball and others – in the city. Additionally, this would provide additional space in the arena for non-sport activities such as trade shows, exhibits and conferences and other community events. This addition would also add some additional space for existing program operations in the arena. The study also prepared an option for a free-standing Gymnasium on a site to be selected should the city decide that is a better option than attaching to Red Baron.

Option Three

Construct a new indoor recreation facility with artificial turf. This would provide indoor sports and recreation in the winter months and the two shoulder seasons in the fall and spring for outdoor sports to begin their season when the weather conditions don't allow for activities to be outdoors. This would be a rigid steel framed structure sized for three quarters of a regulation soccer field. We heard significant support from youth sports organizations for such a facility, but it may not be as essential as additional gymnasium space in the community.



Process

Tasked by the City of Marshall and the Marshall YMCA, the JLG/B*K study team used a variety of methods to ascertain the health, wellness, and recreational needs of the Marshall Community. Working with representatives of the City of Marshall and the Marshall Area YMCA, the study team interviewed numerous stakeholders, recreational organizations, Southwest Minnesota State University, Marshall School District, and city and YMCA staff. Their input was invaluable for the study team to understand the current context of health, wellness, and recreational opportunities in the community. In addition, the study team toured existing city and Y facilities and evaluated their condition and capacity to provide high quality health, wellness, recreational services to the community.

A Market Analysis was prepared to assess the demographic characteristics within the City of Marshall and the school district service area. In addition to demographic data, the analysis also provides data on housing, recreation, entertainment spending, and adult participation in health, wellness and recreation activities. This data provides insight into the needs of the community compared to state and national trends in recreation and wellness participation.

Marshall currently has an independent YMCA providing many of these services to the community. Coming out of the Pandemic, the Y is currently underutilized – although membership and participation rates are improving. The YMCA building is now 20+years old and has several deficiencies that need to be rectified. The costs of correcting these puts the Y in a challenging financial situation. The Study Team was tasked with the responsibility to consider possible remedies to the current and long term financial condition of the YMCA.

Working with the information the Study Team gathered and discussed with leadership in the city and YMCA the study team has prepared a series of options for consideration. Each of the options provides increased health, wellness, and recreational opportunities for the residents. Each has an estimated cost of developing these options, for the decision makers in the City and YMCA to consider.

The study team has also provided the city with the costs of operating these programs. Although the study team feels confident in predicting the future operating costs for these programs, preparing long range projections for the YMCA is more difficult. The Y is currently running an annual deficit that requires them to use some of their reserve funds. Much of this is due to the pandemic and how people have changed their fitness and recreation activities. The Y is seeing membership improve, but it is uncertain as to whether this will return to pre-pandemic levels.

The issue of the long-term future of the Y remains an open question for the City and Y to discuss. The study team considers three possible outcomes for it future.

1. The YMCA continues as it is today as an independent non-profit entity providing health wellness and recreational programs. It will no doubt struggle financially but may be able through donor support, and increased membership remain open. The study team believes this will be difficult to achieve.

2. The City and the YMCA develop a new partnership with the city and Y sharing in the operations of the existing Y after making substantial improvements to the facility. The recommended improvements will expand the opportunity for more members of the community to participate in activities at the Y and make it a more widely based community asset. This will require a financial commitment from the city. With this commitment a new operating partnership must be devised where the city plays a major role in the facility operations.

3. The city takes ownership of the YMCA facility and its operation. The facility becomes a city owned and operated community center. The YMCA could maintain a minor role operating some programs in the facility. This would require the Y to surrender the building to the city which it may be very reluctant to do.

We realize these three options require some difficult decision to be made. This reports hope to help start the discussion to help the Y and the city to make those decisions.

Option 1

The City of Marshall and the Marshall YMCA have some difficult decisions to make concerning the long term viability of the Y. Coming out of the difficult Covid pandemic period, the YMCA seems to be operating close to pre-pandemic levels. The difficulty the Y has is long term debt and building upkeep. The Y has been forced over the past few years to correct deficiencies in the construction of the building which has placed a financial burden on the annual operations of the Y. Things that should have lasted for a extensive period of time need replacement or improvement. These costs and the ongoing maintenance of the building have put the Y in a tenuous financial condition. With the current decline in membership dues this has become even more severe.

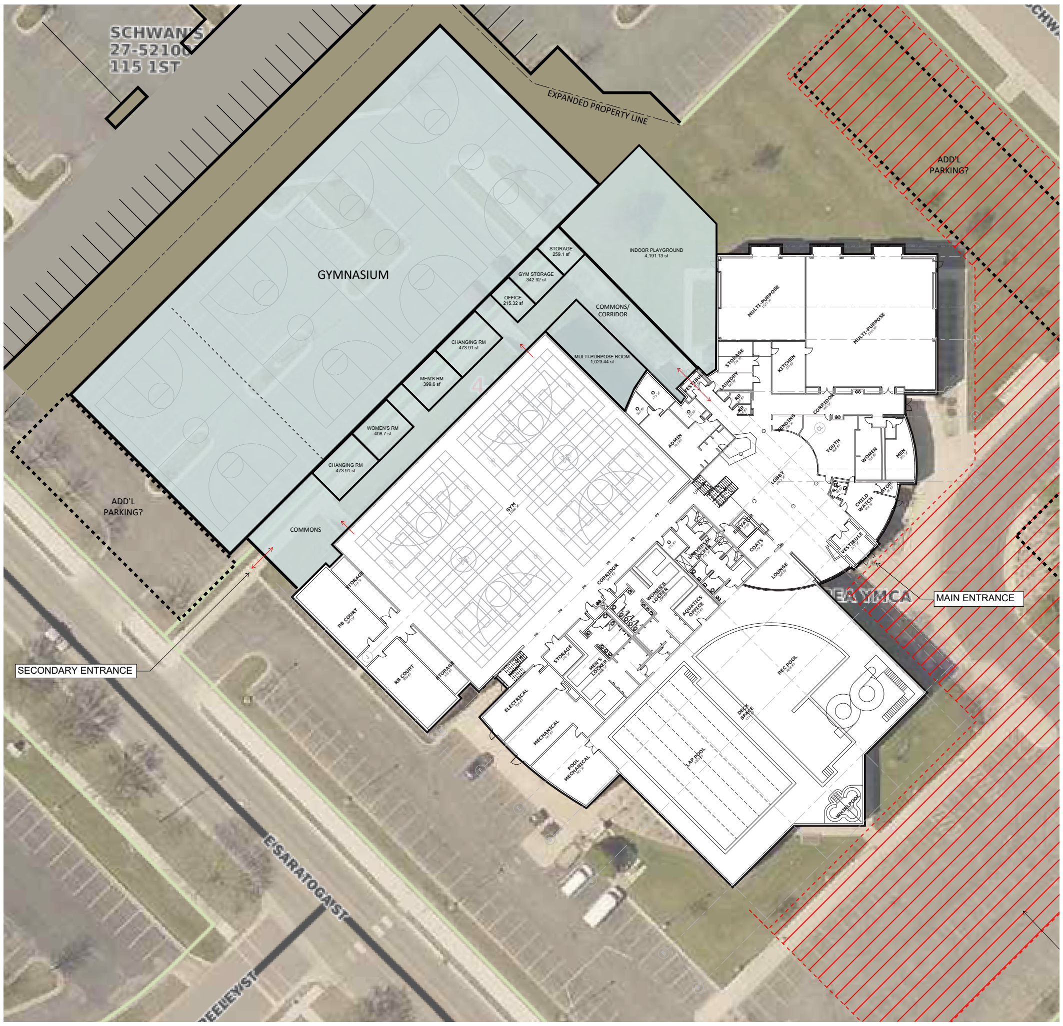
The city is not obligated to rescue the YMCA. However the YMCA seems to be an important asset for the residents of the city. This presents the city with some difficult decisions. Should the city of Marshall consider taking over the YMCA debt and take ownership of the building, or create some sort of shared framework. A lot of work needs to be undertaken as to how this new combined entity is to provide improved health wellness and recreation opportunities to the residents of Marshall and the surrounding area. Certainly, it must become an asset that serves all the residents of the city. The city must decide whether ongoing support of the taxpayers of the city is warranted by the value it is placed on the programs it can provide to the area residents.

As part of this Option for the city and the Y to consider, the study team is recommending that an addition to the Y be constructed. This gymnasium would provide enhanced opportunities for indoor recreation including basketball, volleyball, pickleball and other court related sports. It would provide a place for community events and other activities such as summer camps for school-age children, indoor pre-season sports activities such as batting cages. This plan also includes space for more fitness, and wellness programing and children's play space.

Also included in our recommendation is a study on the operations of the Y and how it can be revised to operate more efficiently and decrease areas of conflict between the wide range of users of the building.

By updating the existing Y, constructing the addition and creating a new operating partnership, we believe the residents of Marshall can have a facility that provides a wide range of health, wellness and recreation for everyone in the community.
This option does require a financial investment by the City of Marshall, both in initial cost and annual operating costs. These are things the city council and the YMCA board will have to consider.

Option 1



OPTION ONE

SITE PLAN

NTS

Option 1 Project Cost

Project cost includes the cost of construction as well as related costs such as design fees, survey, special inspections, testing etc.

Project Costs for Option One vary depending on the extent of updating the YMCA.

Project Costs for Option One

Construction Cost for the proposed addition.	$15,000,000
Soft Cost	$3,000,000
Total Project Cost	$18,000,000

Minimum Investment Cost to update the YMCA, correct deferred maintenance deficiencies and needed updates to the facility.	$5,000,000
Maximum Investment Cost to update the YMCA, correct deferred maintenance and additional Modernization of the Y for long term viability.	$8,000,000

Option 2

Option two is designed to lessen the demand for indoor court space for a variety of sports and recreation activities The study team heard from area sports associations about the difficulty of getting playing time for a variety of sports including basketball, volleyball, pickleball and others.

The study team recommends a four court gymnasium addition to Red Baron Arena. In addition to the new gymnasium, the plan includes a lobby with a connection to the arena lobby, restrooms and changing rooms, a multipurpose room and office and support spaces. It also proposes some additional support spaces for the arena and dry floor workout space for the ice sports.

This location allows for quick access for users from the adjacent high school and makes a complimentary addition to the arena This new space should make dry floor activities, at the arena, such as trade shows, conventions and other non-ice activities more successful with the added space.

OPTION TWO

SITE PLAN

NTS

Option 2 Project Costs

Project costs include cost of construction and related other costs such as design fees, survey, special inspections, testing etc.

Project Costs for Option Two

Construction Cost	$14,200,000
Soft Costs	$2,800,000
Total Project Cost	$17,000,000

Expense / Revenue Comparison for Option Two

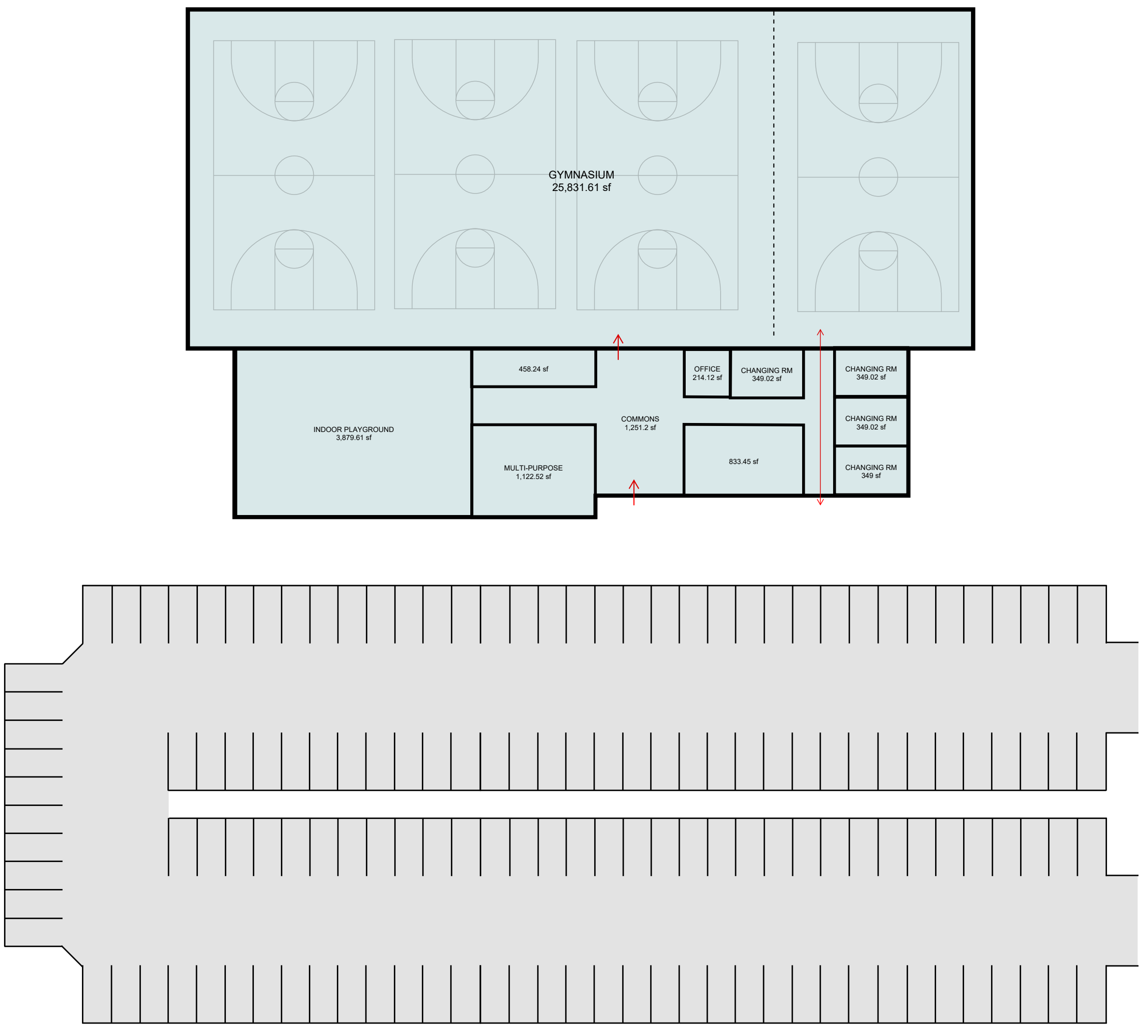
Expense	$962,010
Revenue	$696,175
Difference	($265,835)
Cost Recovery level	72%

Option 2a

If an addition to Red Baron is not a preferred option, Option Two A proposes a free standing gymnasium to lessen the demand for indoor court space for a variety of sports and recreation activities.

In addition to the new gymnasium, the plan includes a lobby, restrooms and changing rooms, a multipurpose room and office and support spaces.

This new building should also provide space for other non-sports activities such as trade shows and conventions. The costs would be similar to the addition to Red Baron Arena.



OPTION TWO A

FLOOR PLAN

NTS

Option 2a Project Cost

Project costs include cost of construction and related other costs such as design fees, survey, special inspections, testing etc.

Project Costs for Option Two A

Construction Cost	$14,200,000
Soft Costs	$2,800,000
Total Project Cost	$17,000,000

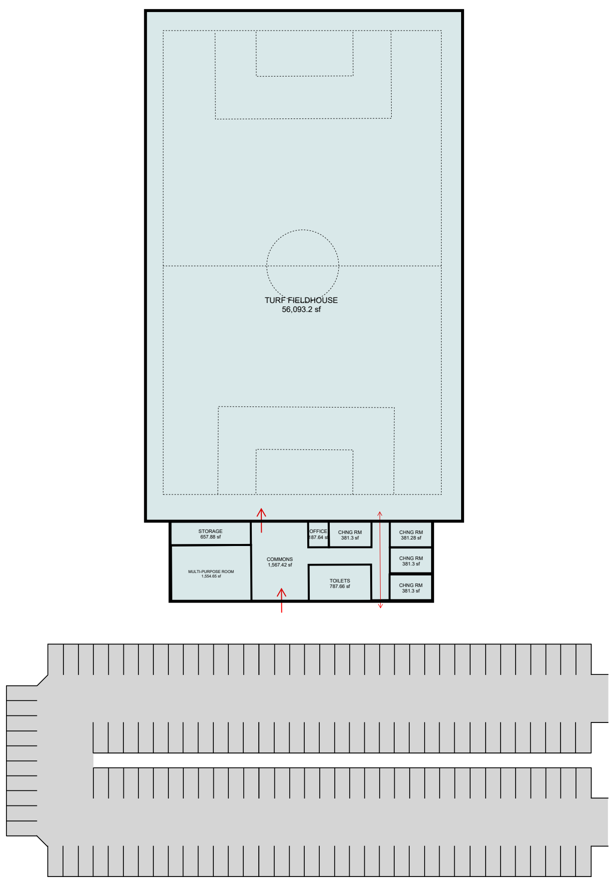
Expense / Revenue Comparison for Option Two A

Expense	$962,010
Revenue	$696,175
Difference	($265,835)
Cost Recovery Level	72%

Option 3

Option Three is designed to eliminate the demand for indoor field space when the weather doesn't permit outdoor field activities. The study team heard from area sports associations about the difficulty of conducting outdoor sports activities in the spring and fall. And the desire for indoor field space during the winter for a variety of sports activities.

The study team recommends a rigid hard frame structure fieldhouse sized at three-quarters of a regulation soccer field. This will allow for most outdoor sports to practice prior to the start of the season and will accommodate most younger age teams to conduct games. In addition to the large field area, the plan includes a generous lobby, restrooms and changing rooms, a multipurpose room and office and support spaces. The study group suggests locating the field house on open land located adjacent to the Red Baron Arena. This location allows for quick access for users from the nearby high school and makes a complimentary addition to the Red Baron Arena Campus which should create improved convenience for trade show, conventions or other combined activities with the Red Baron Arena. Should this site be committed to other uses another site should be selected.



OPTION THREE

SITE PLAN
NTS

Option 3 Project Cost

Project cost includes the cost of construction and other related costs such as design fees, survey, special inspections, testing etc.

Project Cost for Option Three

Construction Cost	$25,600,000
Soft Costs	$5,100,000
Total Project Cost	$30,700,000

Expense / Revenue Comparison for Option Three

Expense	$1,118,618
Revenue	$573,690
Difference	($544,928)
Cost Recovery Level	51%

Section I – Market Assessment

As part of the City of Marshall and the Marshall YMCA Community Recreation study, Ballard*King & Associates (B*K) has undertaken complete a market assessment for Marshall, MN. The first step to complete this scope of work is to determine service areas for analysis of recreation/leisure activities.

The following is a summary of the demographic characteristics within areas identified as the Primary and Secondary Service Areas. The Primary Service Area is the City of Marshall, Minnesota. The Secondary Service Area is an approximate 30-minute drive time from Marshall.

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2020 Census data and their demographers for 2022-2027 projections. In addition to demographics, ESRI also provides data on housings, recreation, and entertainment spending and adult participation in activities. B*K also uses information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in various activities.

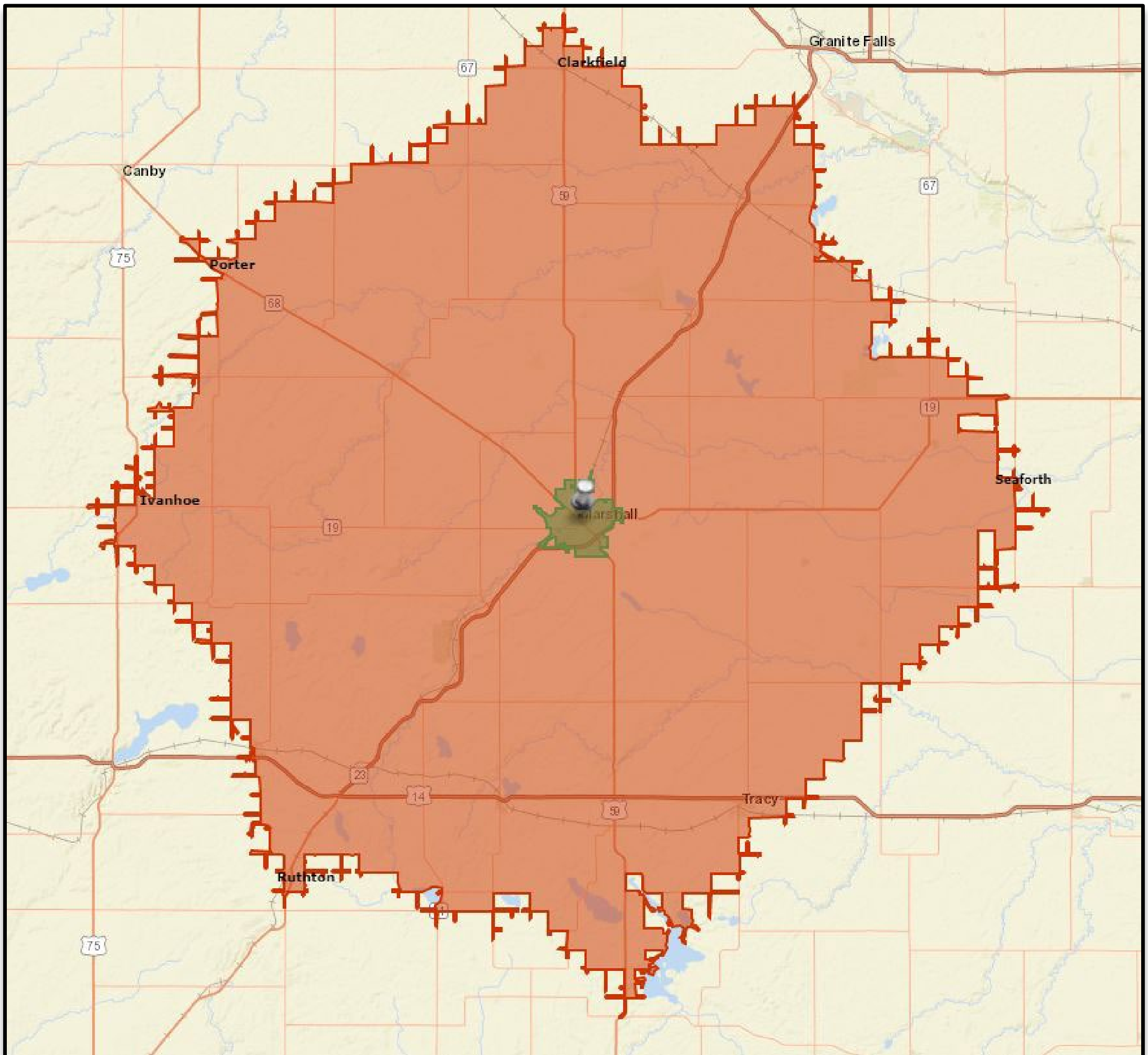
Service Areas:
The information provided includes the basic demographics and data for the Primary and Secondary Service Area with comparison data for the State of Minnesota and the United States.

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

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

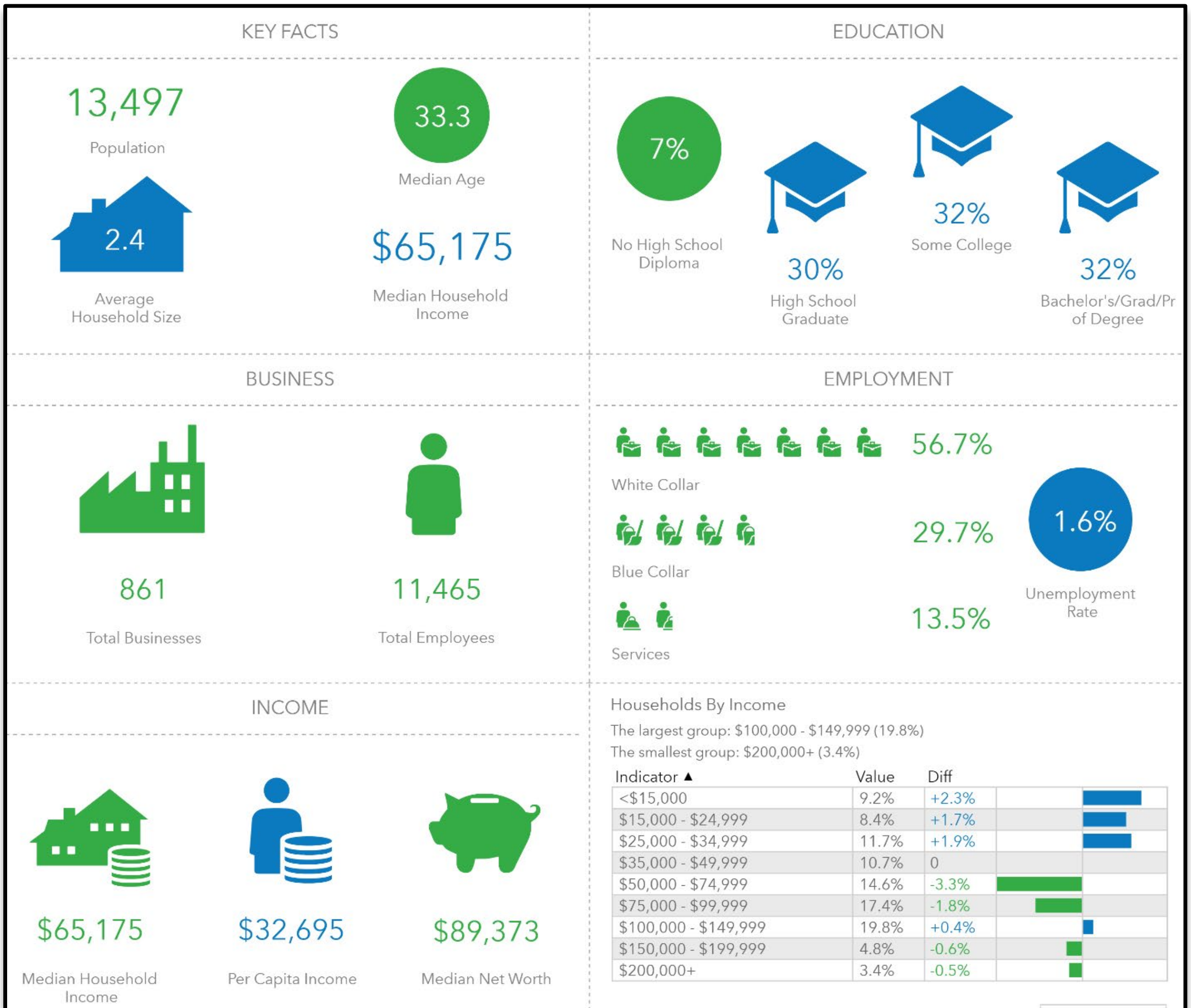
Service areas can vary in size with the types of components in the facility.

Map A – Service Area Maps



- Green Boundary – Primary Service Area (Marshall City limits)
- Red Boundary – Secondary Service Area (30-minute drive time)

Infographic



Indicator ▲	Value	Diff
<$15,000	9.2%	+2.3%
$15,000 - $24,999	8.4%	+1.7%
$25,000 - $34,999	11.7%	+1.9%
$35,000 - $49,999	10.7%	0
$50,000 - $74,999	14.6%	-3.3%
$75,000 - $99,999	17.4%	-1.8%
$100,000 - $149,999	19.8%	+0.4%
$150,000 - $199,999	4.8%	-0.6%
$200,000+	3.4%	-0.5%

- Household by Income comparison uses the Primary Service Area and compares it to Lyon County.

Demographic Summary

	Primary Service Area	Secondary Service Area
Population:		
2020 Census	13,628[1]	32,904[2]
2022 Estimate	13,497	32,674
2027 Estimate	13,456	32,423
Households:		
2020 Census	5,473	13,354
2022 Estimate	5,434	13,234
2027 Estimate	5,415	13,140
Families:		
2020 Census	3,132	8,672
2022 Estimate	2,982	8,235
2027 Estimate	2,974	8,174
Average Household Size:		
2020 Census	2.39	2.41
2022 Estimate	2.39	2.41
2027 Estimate	2.39	2.41
Ethnicity (2022 Estimate):		
Hispanic	9.5%	6.2%
White	75.1%	84.8%
Black	6.4%	3.0%
American Indian	0.7%	0.6%
Asian	7.3%	4.3%
Pacific Islander	0.0%	0.0%
Other	4.5%	2.9%
Multiple	6.0%	4.5%
Median Age:		
2020 Census	31.8	36.3
2022 Estimate	33.3	38.4
2027 Estimate	34.3	39.4
Median Income:		
2022 Estimate	$65,175	$69,470
2027 Estimate	$75,933	$78,479

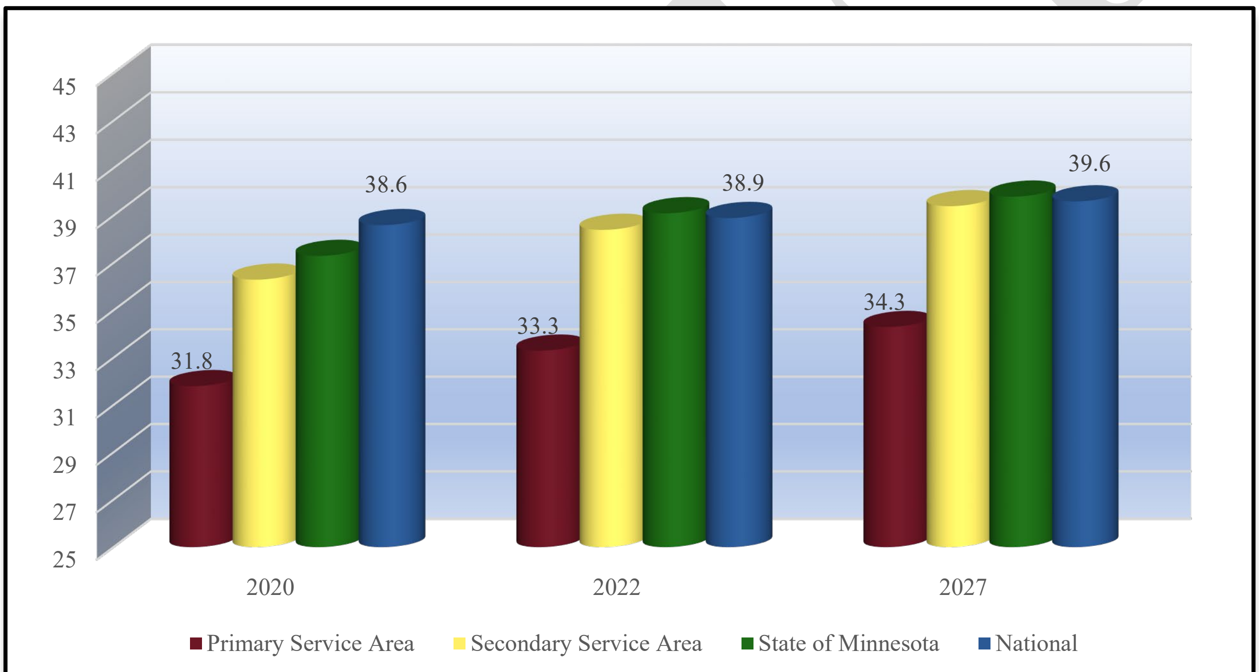
[1] From the 2010-2020 Census, the Primary Service Area experienced a 0.4% decrease in population.
[2] From the 2010-2020 Census, the Secondary Service Area experienced a 3.4% decrease in population.

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

Table A – Median Age:

	2020 Census	2022 Projection	2027 Projection
Primary Service Area	31.8	33.3	34.3
Secondary Service Area	36.3	38.4	39.4
State of Minnesota	37.3	39.1	39.8
Nationally	38.6	38.9	39.6

Chart A – Median Age:



The median age in the Primary Service Area is lower than the Secondary Service Area, State of Minnesota and the National number. A lower median age typically points to the presence of families with children. Parks and recreation activities, programs and events draw a large demographic but tend to be most popular with youth and their parents. Grandparents are becoming an increasing part of the household though as they care for and are involved with their grandchildren.

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

Table B – Households w/ Children

	Number of Households w/ Children	Percentage of Households w/ Children
Primary Service Area	1,597	29.9%
Secondary Service Area	4,157	31.1%
State of Minnesota	--	30.0%

The information contained in Table-B helps further outline the presence of families with children. As a point of comparison in the 2020 Census, 30.7% of households nationally had children present.

Map B – Median Age by Census Tract

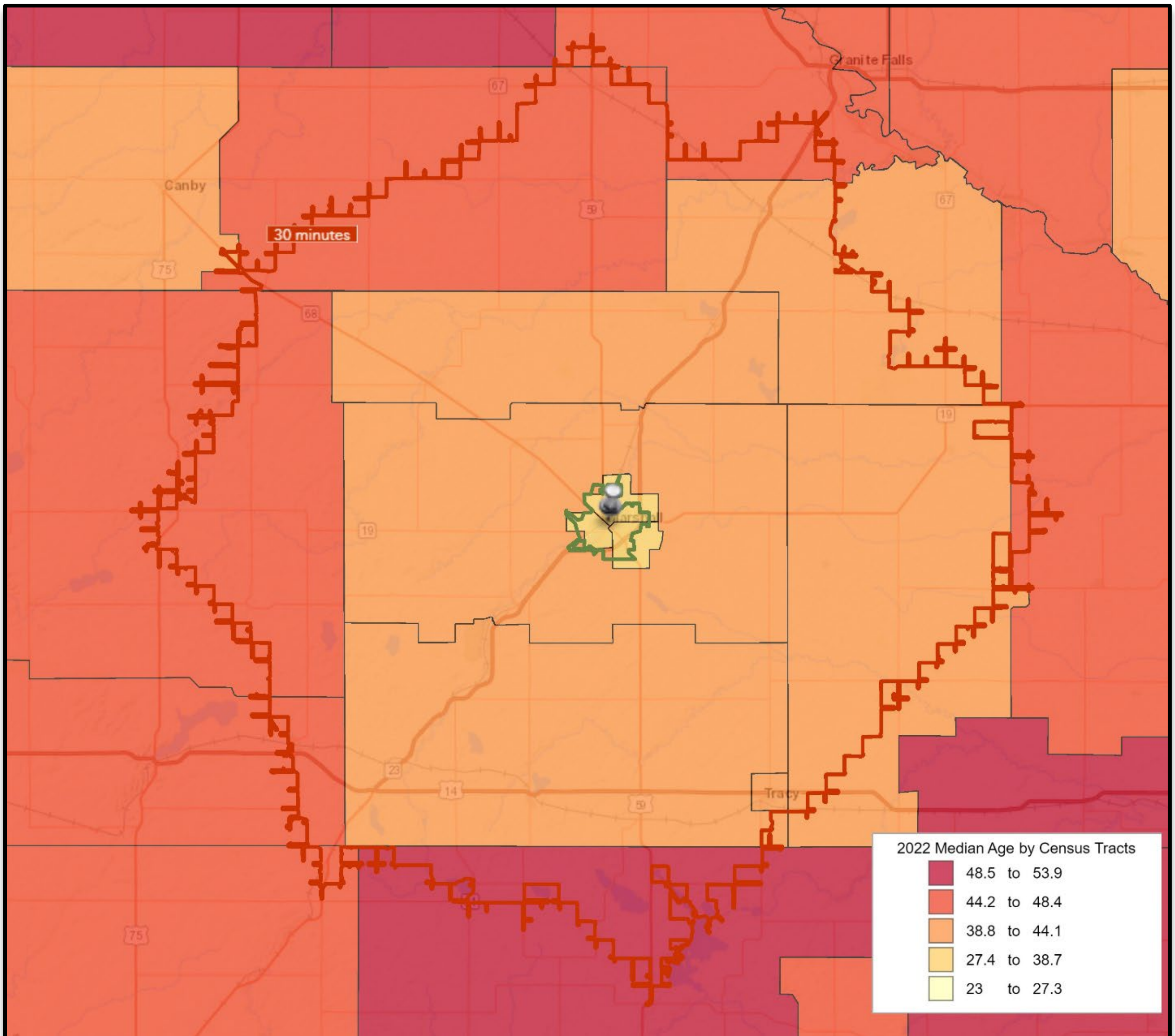
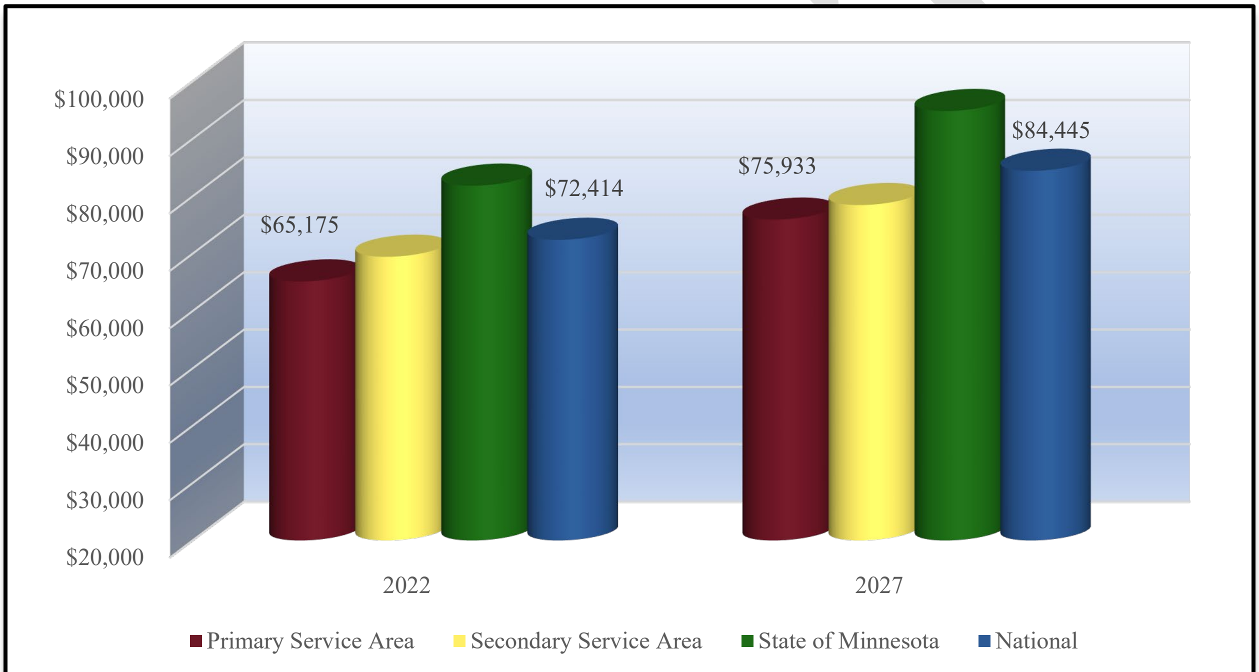


Table C – Median Household Income:

	2022 Projection	2027 Projection
Primary Service Area	$65,175	$75,933
Secondary Service Area	$69,470	$78,479
State of Minnesota	$81,851	$94,855
Nationally	$72,414	$84,445

Chart B – Median Household Income:



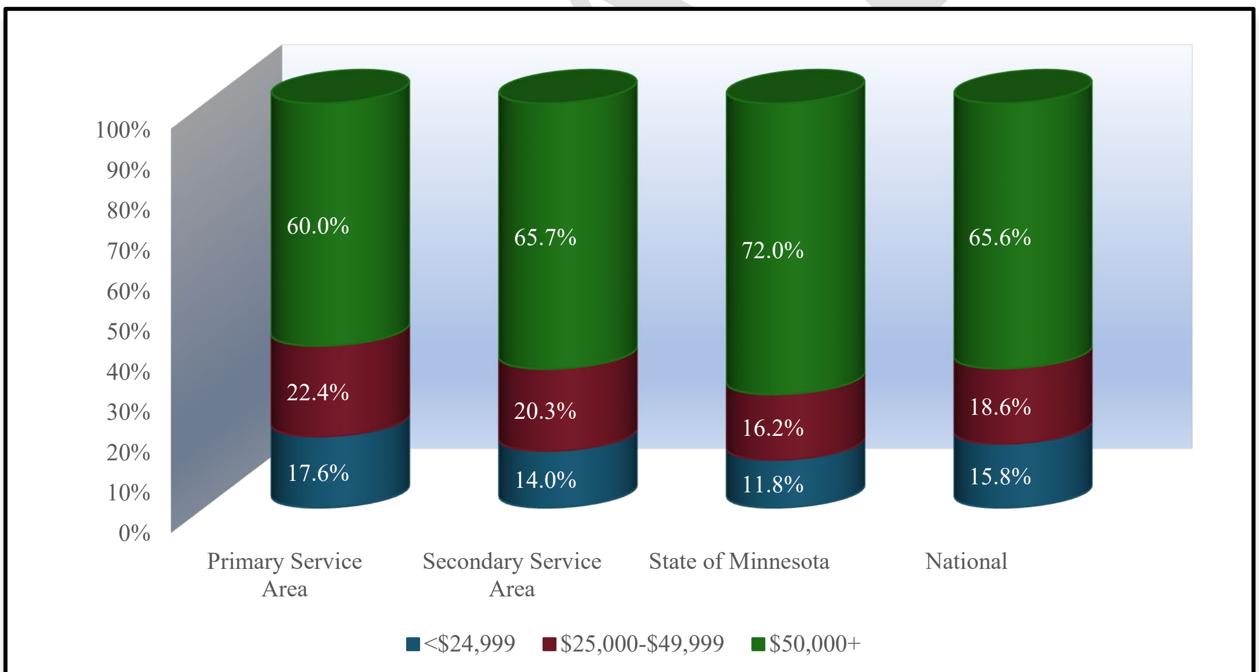
Based on 2022 projections for median household income the following narrative describes the service areas:

In the Primary Service Area, the percentage of households with median income over $50,000 per year is 60.0% compared to 61.6% on a national level. Furthermore, the percentage of the households in the service area with median income less than $25,000 per year is 17.6% compared to a level of 18.0% nationally.

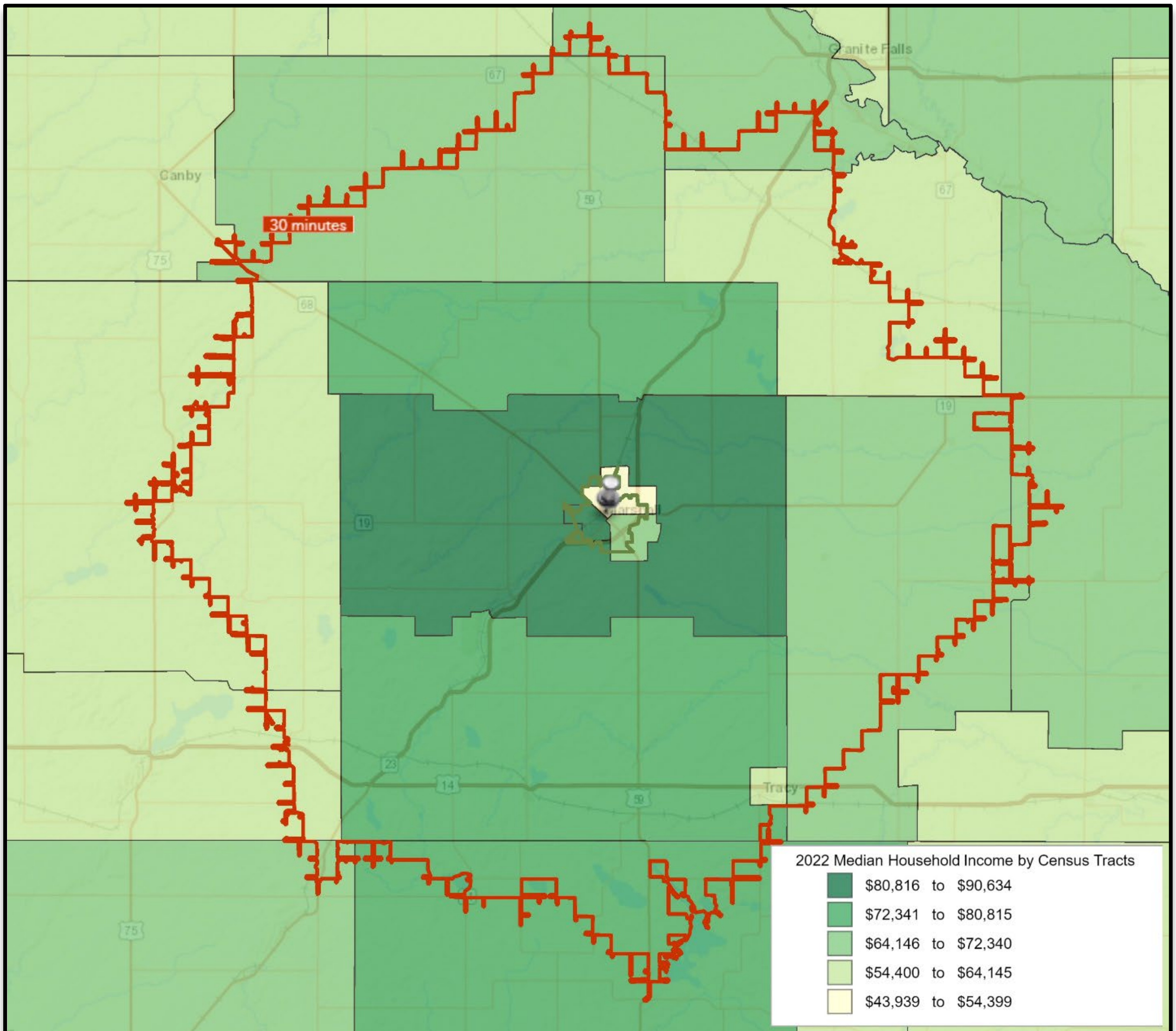
In the Secondary Service Area, the percentage of households with median income over $50,000 per year is 65.7% compared to 61.6% on a national level. Furthermore, the percentage of the households in the service area with median income less than $25,000 per year is 14.0% compared to a level of 18.0% nationally.

While there is no perfect indicator of use of an aquatic facility, the percentage of households with more than $50,000 median income is a key indicator. Therefore, those numbers are significant and balanced with the overall cost of living.

Chart C – Median Household Income Distribution



Map C – Household Income by Census Tract



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

Table D – Household Budget Expenditures[3]:

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	78	$22,305.73	31.9%
Shelter	*78*	*$17,885.14*	*25.6%*
Utilities, Fuel, Public Service	*78*	*$4,420.60*	*6.3%*
Entertainment & Recreation	78	$2,849.72	4.1%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	80	$22,750.02	30.0%
Shelter	*77*	*$17,642.83*	*23.3%*
Utilities, Fuel, Public Service	*90*	*$5,107.19*	*6.7%*
Entertainment & Recreation	94	$3,464.28	4.6%

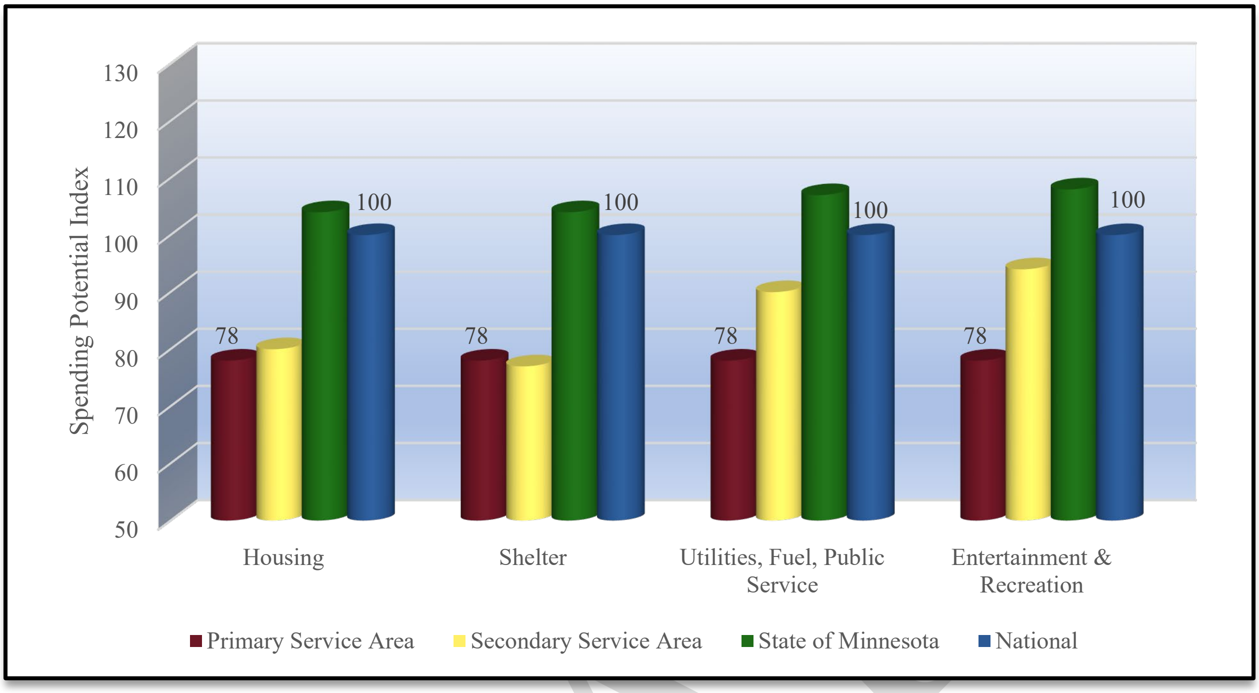
State of Minnesota	SPI	Average Amount Spent	Percent
Housing	104	$29,834.56	31.4%
Shelter	*104*	*$23,803.28*	*25.1%*
Utilities, Fuel, Public Service	*107*	*$6,031.28*	*6.4%*
Entertainment & Recreation	108	$3,962.31	4.2%

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

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

[3] Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2022 and 2027.

Chart D – Household Budget Expenditures Spending Potential Index:



The consistency between the median household income and the household budget expenditures is important. It also points to the fact that compared to a National level the dollars available, the money being spent in the Primary Service Area is significantly lower. This could point to the ability to pay for programs and services offered at a recreation facility of any variety.

The total number of housing units in the Primary Service Area is 5,986 and 91.4% are occupied, or 5,473 housing units. The total vacancy rate for the service area is 8.6%. As a comparison, the vacancy rate nationally was 11.6%. Of the available units:

- For Rent 4.8%
- Rented, not Occupied 0.0%
- For Sale 0.5%
- Sold, not Occupied 1.8%
- For Seasonal Use 0.2%
- Other Vacant 2.6%

The total number of housing units in the Secondary Service Area is 15,075 and 88.6% are occupied, or 13,354 housing units. The total vacancy rate for the service area is 11.4%. As a comparison, the vacancy rate nationally was 11.6%. Of the available units:

- For Rent 3.1%
- Rented, not Occupied 0.1%
- For Sale 0.8%
- Sold, not Occupied 1.5%
- For Seasonal Use 2.6%
- Other Vacant 6.0%

A further review of housing reveals the number of people living in group quarters. Group quarters are places where people live or stay, in a group living arrangement, that is owned or managed by an entity or organization providing housing, services, or both for the residents. Group quarters population is divided into two general categories: institutional group quarters and noninstitutional group quarters. Institutional group quarters include adult correctional facilities; juvenile facilities; skilled-nursing facilities; and other institutional facilities, such as mental (psychiatric) hospitals and in-patient hospice facilities. Noninstitutional group quarters include facilities such as college and university student housing; military quarters; and other noninstitutional group quarters, such as emergency and transitional shelters for people experiencing homelessness and group homes.

The Primary Service Area has 2.3% of the population living in Group Quarters, or 769.

Institutionalized Population	Primary Service Area
Adult Correctional	39
Juvenile Facilities	3
Nursing Facilities	276

Noninstitutionalized Population	Primary Service Area
College Student Housing	233
Military	0
Other	194

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

Table E – Recreation Expenditures Spending Potential Index[4]:

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	78	4102.41
Fees for Recreational Lessons	71	$113.43
Social, Recreation, Club Membership	78	$220.85
Exercise Equipment/Game Tables	78	$49.02
Other Sports Equipment	80	$6.46

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	66	$86.85
Fees for Recreational Lessons	64	$101.84
Social, Recreation, Club Membership	73	$205.55
Exercise Equipment/Game Tables	100	$62.65
Other Sports Equipment	72	5.80

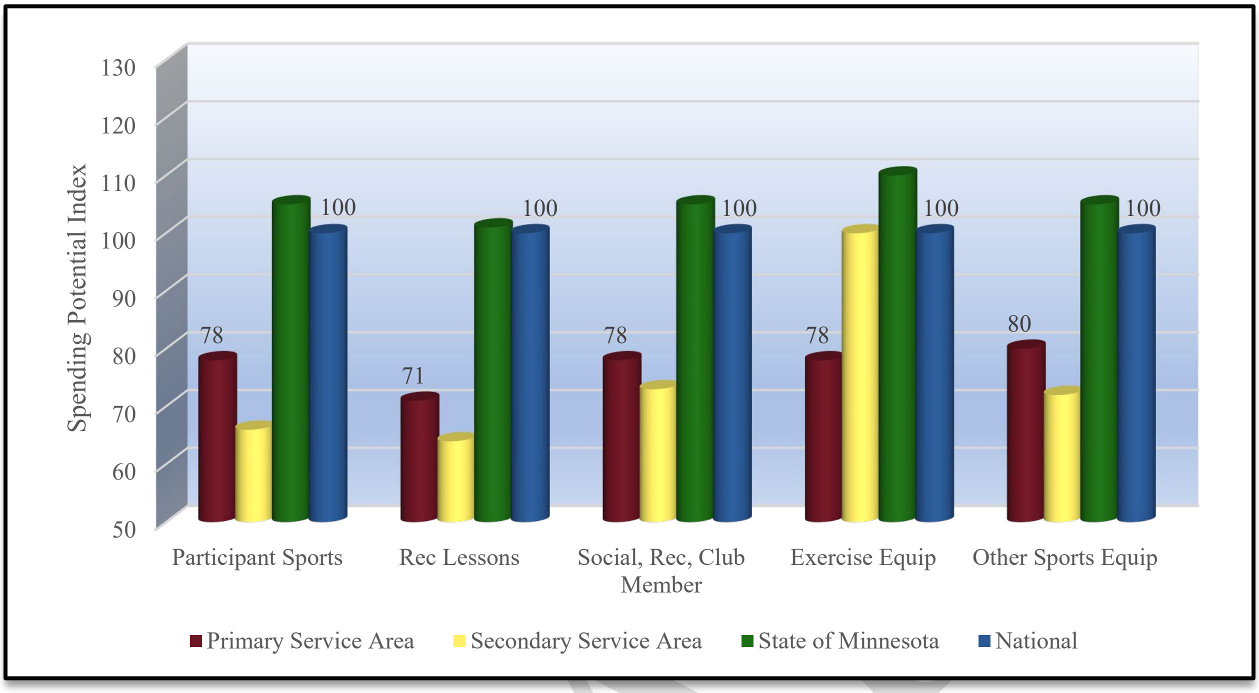
State of Minnesota	SPI	Average Spent
Fees for Participant Sports	105	$137.04
Fees for Recreational Lessons	101	$162.24
Social, Recreation, Club Membership	105	$296.04
Exercise Equipment/Game Tables	110	$68.76
Other Sports Equipment	105	$8.52

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

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

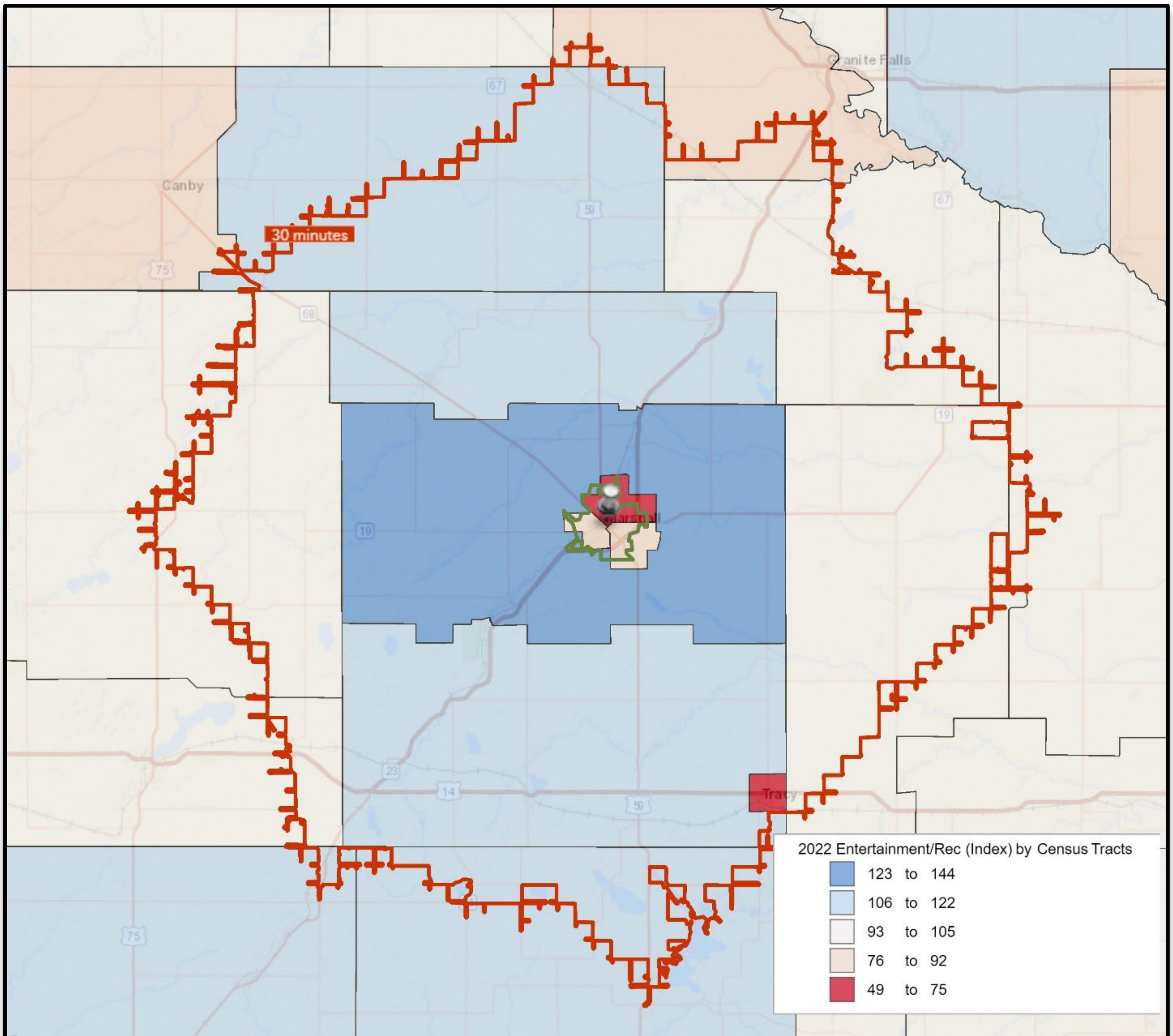
[4] Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Chart E – Recreation Spending Potential Index:



Again, there is a great deal on consistency between median household income, household budget expenditures and now recreation and spending potential.

Map D – Recreation Spending Potential Index by Census Tract



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

Table F – 2022 Primary Service Area Age Distribution
(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	939	7.0%	5.8%	+1.2%
5-17	2,150	15.9%	15.9%	0.0%
18-24	1,766	13.1%	9.2%	+3.9%
25-44	3,934	29.2%	26.8%	+2.4%
45-54	1,305	9.7%	12.0%	-2.3%
55-64	1,446	10.7%	12.8%	-2.1%
65-74	1,002	7.4%	10.2%	-2.8%
75+	965	7.1%	7.2%	-0.1%

Population: 2022 census estimates in the different age groups in the Primary Service Area.

% of Total: Percentage of the Primary Service Area population in the age group.

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

Difference: Percentage difference between the Primary Service Area population and the national population.

Chart F – 2022 Primary Service Area Age Group Distribution

The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a smaller population in the older age groups, 45-54, 55-64, 75-74 and 75+. The greatest positive variance is in the 18-24 age group with +3.9%, while the greatest negative variance is in the 65-74 age group with -2.8%.

Table G – 2022 Secondary Service Area Age Distribution
(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	2,131	6.5%	5.8%	+0.7%
5-17	5,317	16.3%	15.9%	+0.4%
18-24	2,987	9.2%	9.2%	+0.0%
25-44	8,358	25.6%	26.8%	-1.2%
45-54	3,557	10.9%	12.0%	-1.1%
55-64	4,274	13.1%	12.8%	+0.3%
65-74	3,257	10.0%	10.2%	-0.2%
75+	2,792	8.5%	7.2%	+1.3%

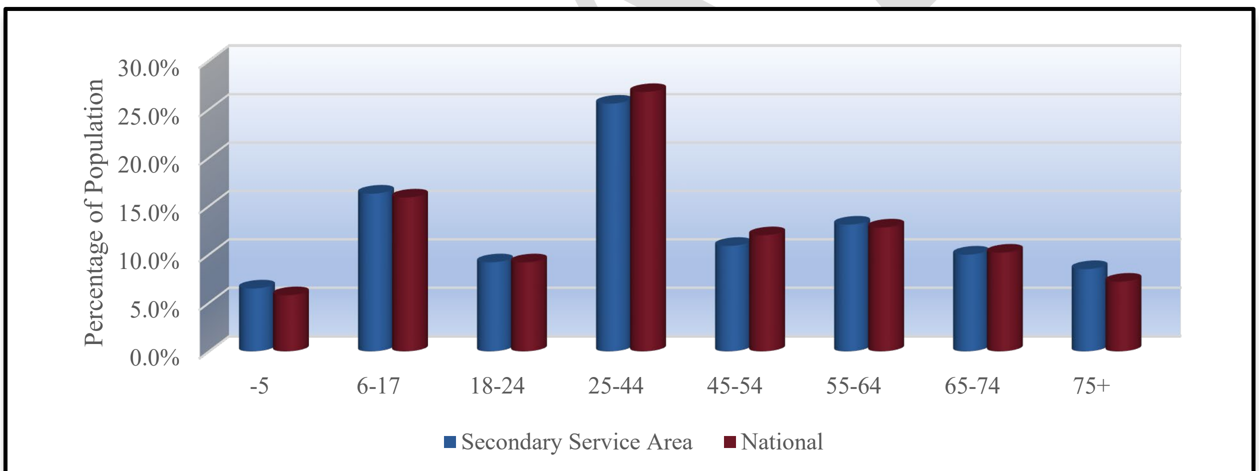
Population: 2022 census estimates in the different age groups in the Secondary Service Area.

% of Total: Percentage of the Secondary Service Area population in the age group.

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

Difference: Percentage difference between the Secondary Service Area population and the national population.

Chart G – 2022 Secondary Service Area Age Group Distribution



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the 0-5, 5-17, 55-64 and 75% age groups. A smaller population exists in the 25-44, 45-54 and 65-74 groups. The greatest positive variance is in the 75+ age group with +1.3%, while the greatest negative variance is in the 25-44 age group with -1.2%.

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

Table H – 2022 Primary Service Area Population Estimates
(U.S. Census Information and ESRI)

Ages	2020 Census	2022 Projection	2027 Projection	Percent Change	Percent Change Nat'l
-5	1,003	939	953	-5.0%	-8.3%
5-17	2,076	2,150	2,143	+3.2%	-8.5%
18-24	2,655	1,766	1,779	-33.0%	-8.9%
25-44	3,396	3,934	3,898	+14.8%	+3.3%
45-54	1,675	1,305	1,303	-22.2%	-17.8%
55-64	1,259	1,446	1,267	+0.6%	+2.5%
65-74	668	1,002	1,109	+66.0%	+58.2%
75+	906	965	1,015	+12.0%	+46.3%

Chart H – Primary Service Area Population Growth

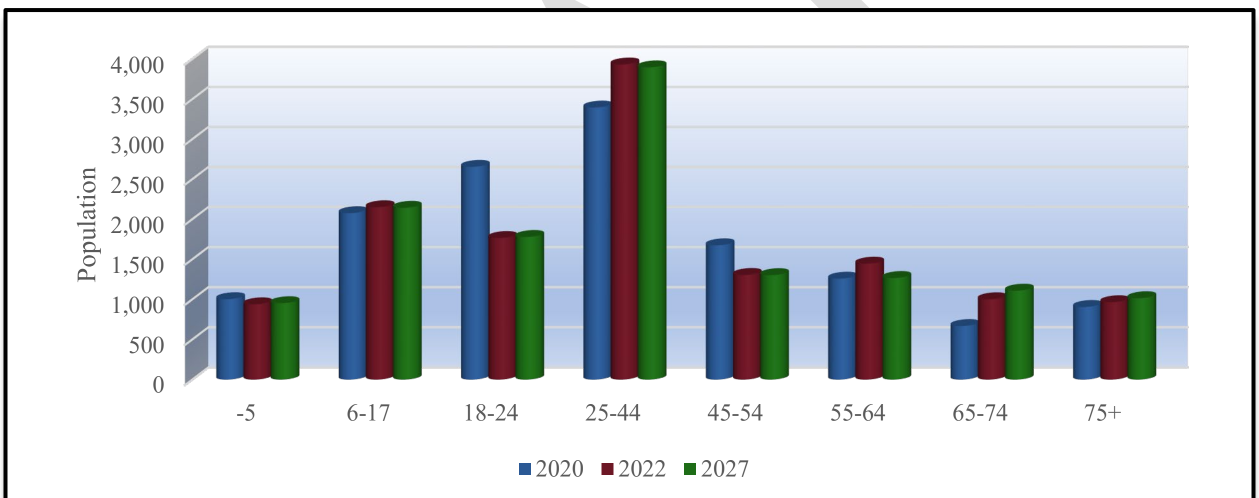


Table-H illustrates the growth or decline in age group numbers from the 2020 census until the year 2027. It is projected age categories 5-17, 25-44, 55-64, 65-74 and 75+ will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Table I – 2022 Secondary Service Area Population Estimates
(U.S. Census Information and ESRI)

Ages	2020 Census	2022 Projection	2027 Projection	Percent Change	Percent Change Nat'l
-5	2,347	2,131	2,097	-10.7%	-8.3%
5-17	5,693	5,317	5,405	-5.1%	-8.5%
18-24	3,819	2,987	2,851	-25.3%	-8.9%
25-44	7,765	8,358	8,107	+4.4%	+3.3%
45-54	4,669	3,557	3,437	-26.4%	-17.8%
55-64	3,731	4,274	3,772	+1.1%	+2.5%
65-74	2,258	3,257	3,647	+61.5%	+58.2%
75+	2,620	2,792	3,107	+18.6%	+46.3%

Chart I – Secondary Service Area Population Growth

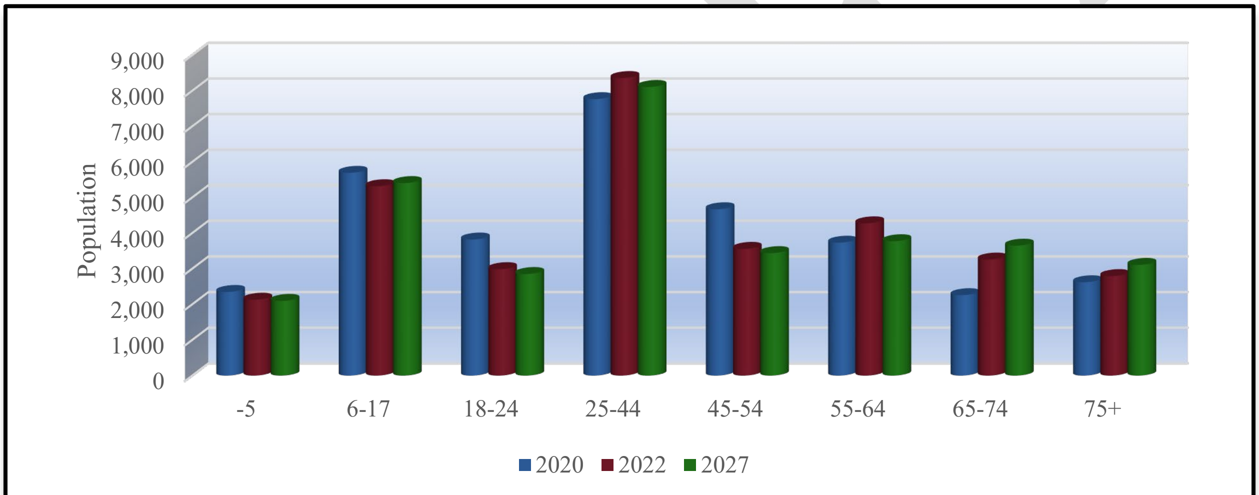


Table-I illustrates the growth or decline in age group numbers from the 2020 census until the year 2027. It is projected age categories 25-44, 55-64, 65-74 and 75+ will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Below is listed the distribution of the population by race and ethnicity for the Primary and Secondary Service Area for 2022 population projections. Those numbers were developed from 2020 Census Data.

Table J – Primary Service Area Ethnic Population and Median Age 2022
(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of MN Population
Hispanic	1,288	25.8	9.5%	6.1%

Table K – Primary Service Area by Race and Median Age 2022
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of MN Population
White	10,132	37.6	75.1%	77.0%
Black	868	25.6	6.4%	7.1%
American Indian	96	32.3	0.7%	1.2%
Asian	988	29.2	7.3%	5.4%
Pacific Islander	3	28.8	0.0%	0.1%
Other	605	26.8	4.5%	3.0%
Multiple	805	15.8	6.0%	6.3%

2022 Primary Service Area Total Population: 13,497 Residents

Chart J – 2022 Primary Service Area Population by Non-White Race

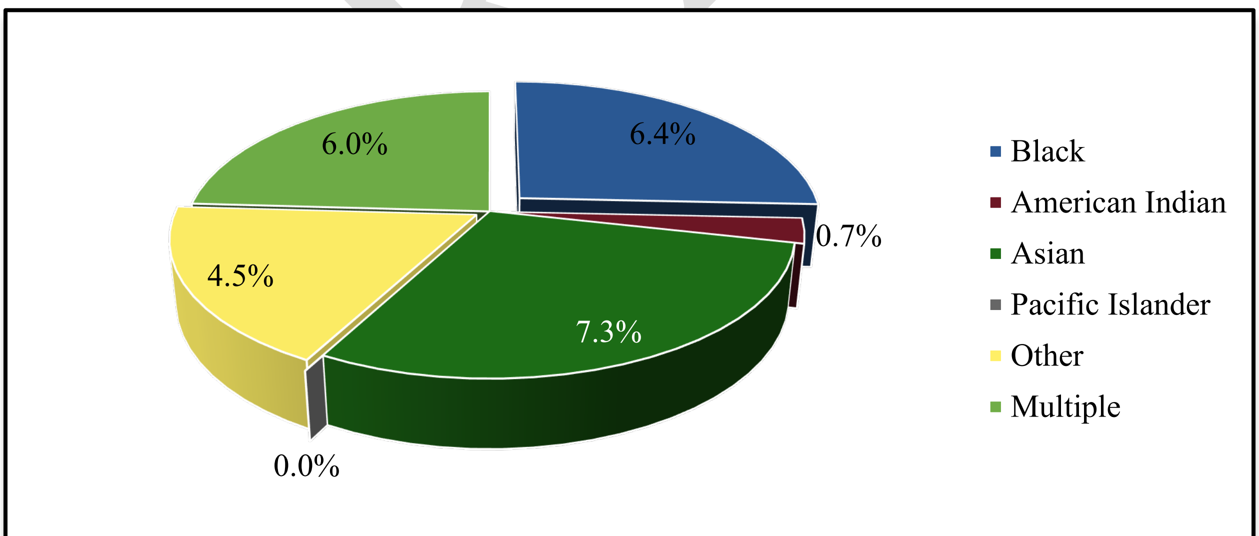


Table L – Secondary Service Area Ethnic Population and Median Age 2022
(Source – U.S. Census Bureau and ESRI)

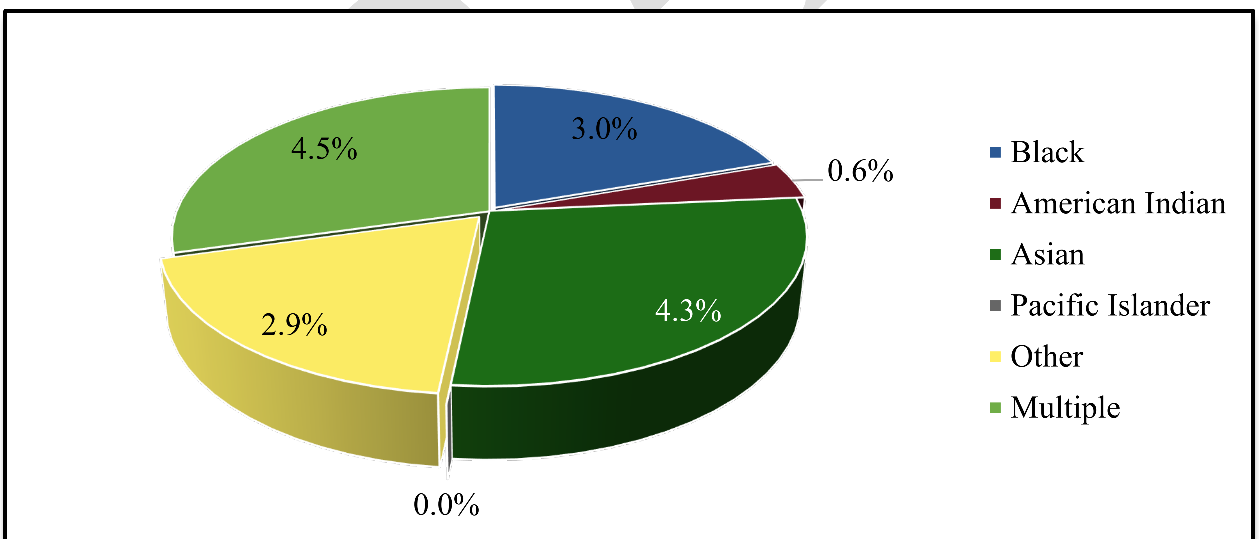
Ethnicity	Total Population	Median Age	% of Population	% of MN Population
Hispanic	2,027	24.1	6.2%	6.1%

Table M – Secondary Service Area by Race and Median Age 2022
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of MN Population
White	27,695	42.2	84.8%	77.0%
Black	966	25.5	3.0%	7.1%
American Indian	190	33.5	0.6%	1.2%
Asian	1,397	27.2	4.3%	5.4%
Pacific Islander	4	27.5	0.0%	0.1%
Other	954	26.6	2.9%	3.0%
Multiple	1,468	17.2	4.5%	6.3%

2022 Secondary Service Area Total Population: 32,674 Residents

Chart K – 2022 Secondary Service Area Population by Non-White Race



Tapestry Segmentation

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

There is value including this information for Marshall, MN. The data assists the organization in understanding the consumers/constituents in their service area and supply them with the right products and services.

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

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

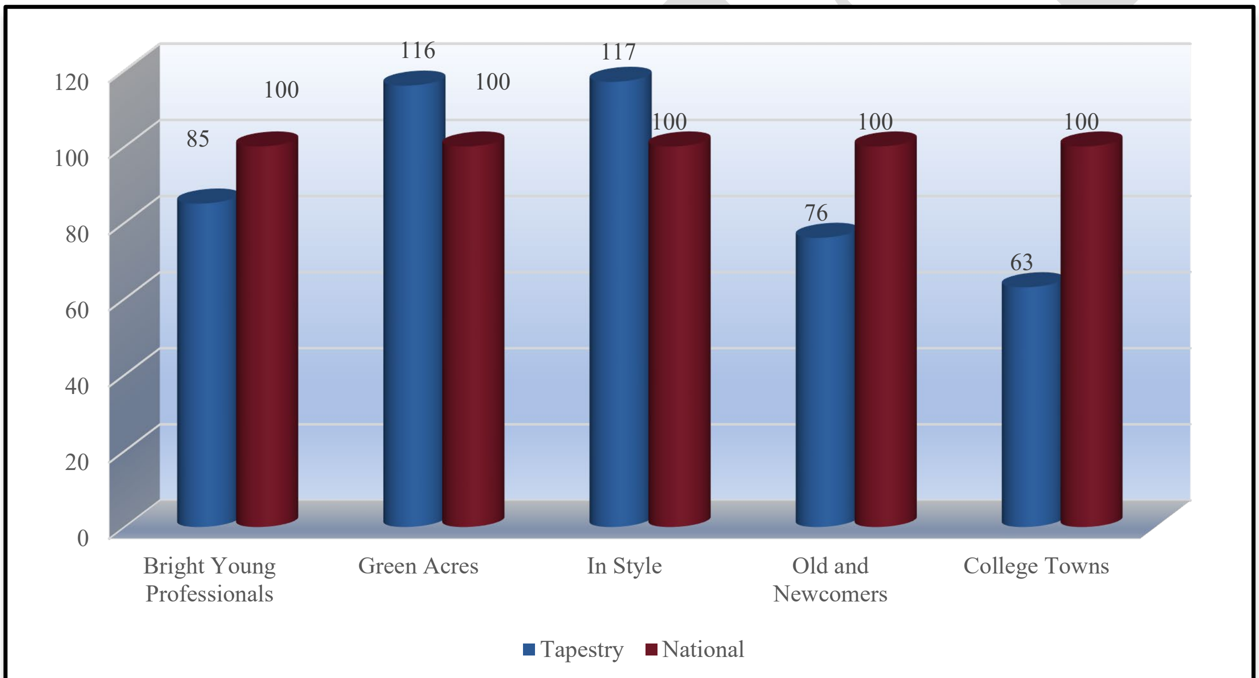
For comparison purposes the following are the top 10 Tapestry segments, along with percentage in the United States:

1. Green Acres (6A)	3.2%
2. Southern Satellites (10A)	3.1%
3. Savvy Suburbanites (1D)	3.0%
4. Soccer Moms (4A)	2.9%
5. Middleburg (4C)	2.9%
	15.1%
6. Salt of the Earth (6B)	2.9%
7. Up and Coming Families (7A)	2.5%
8. Midlife Constants (5E)	2.5%
9. Comfortable Empty Nesters (5A)	2.4%
10. Old and Newcomers (8F)	2.3%
	12.6%

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

	Secondary Service Area		*Demographics*	
	Percent	Cumulative Percent	Median Age	Median HH Income
Bright Young Professionals (8C)	28.4%	28.4%	33.0	$54,000
Green Acres (6A)	12.1%	40.5%	43.9	$76,800
In Style (5B)	12.1%	52.6%	42.0	$73,000
Old and Newcomers (8F)	10.9%	63.5%	39.4	$44,900
College Towns (14B)	10.2%	73.7%	24.5	$32,200

Chart L – Primary Service Area Tapestry Segment Entertainment Spending:



Bright Young Professionals (8C) – This is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. One out of three householders are under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. Household type is primarily couples, married, with above average concentrations of both single-parent and single-person households. There is a significant Hispanic (16.6%) and Black (16.0%) population in this segment. They participate in a variety of sports, including backpacking, basketball, football, bowling, Pilates, weight lifting, and yoga.

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

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

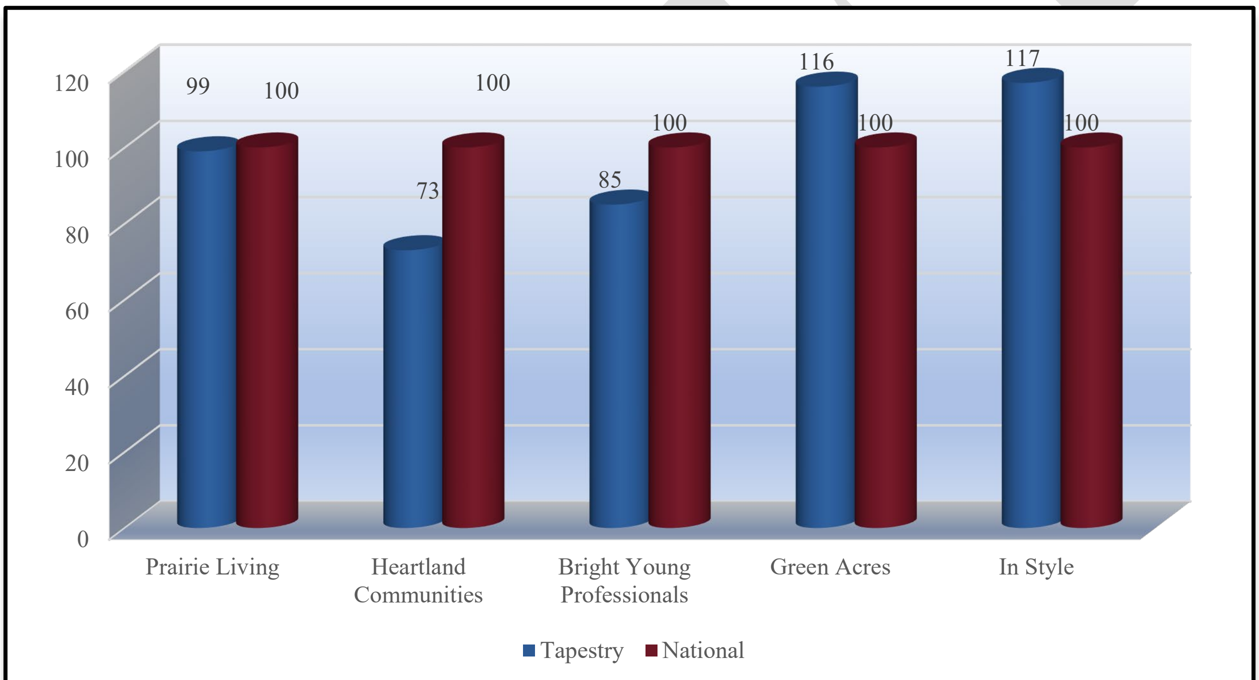
Old and Newcomers (8F) – Singles living on a budget. Just beginning careers or taking college/adult education classes. Strong supporters of environmental organizations.

College Towns (14B) – Half of this demographic is enrolled in college. Although they have busy schedules, they still schedule time for socializing and sports. Buy impulsively and all about new experiences.

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

	Secondary Service Area		*Demographics*	
	Percent	Cumulative Percent	Median Age	Median HH Income
Prairie Living (6D)	39.2%	39.2%	44.4	$54,300
Heartland Communities (6F)	12.4%	51.6%	42.3	$42,400
Bright Young Professionals (8C)	11.7%	63.3%	33.0	$54,000
Green Acres (6A)	8.9%	72.2%	43.9	$76,800
In Style (5B)	4.9%	77.1%	42.0	$73,000

Chart M – Secondary Service Area Tapestry Segment Entertainment Spending:



Prairie Living (6D) – The most rural market, predominantly self-employed farmers. Faith is important to these married-couple families. Choose outdoor activities when they find time to relax.

Heartland Communities (6F) – This group embraces a slow pace of life. Actively participate in outdoor activities and the community. Buy American and are traditional. Stick to brands they trust.

Bright Young Professionals (8C) – This is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. One out of three householders are under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. Household type is primarily couples, married, with above average concentrations of both single-parent and single-person households. There is a significant Hispanic (16.6%) and Black (16.0%) population in this segment. They participate in a variety of sports, including backpacking, basketball, football, bowling, Pilates, weight lifting, and yoga.

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

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

Demographic Summary

The following summarizes the demographic characteristics of the service areas.

- The population within the City of Marshall is not such that they would support an indoor aquatic and recreation center without an extended service area. B*K typically looks for a population of greater than 50,000 within the primary service area as a key indicator. The Secondary Service Area is 32,674 leading to a challenge to operate a facility.

- The median age is significantly less than the State and National numbers. A lower median age points to young families with children, which are significant participants in recreation and aquatic programs. As such the median age is a benefit to the project, however the lower median age is primarily due to the presence of the university.

- Although the Primary Service Area has a smaller percentage of households with children (29.9%) than the state and national average, this is most likely due to the number of university students. The Secondary Service Area has a higher percentage (31.1%).

- The Primary Service Area has a lower median household income. Income level is important when it comes to price point for programs and services, subsequently the cost recovery level of a facility. The income level suggests that the service areas may not be able to support a facility.

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

- The age distribution in Pella is such that 22.9% is under the age of 18 and 25.2% is over the age of 55. These are two age groups will be significant users of programs and services. Additionally, it is projected that 5-17 and 55+ age categories are projected to increase through 2027.

- The top 3 Tapestry segments in the City account for 52.6% of the population in Marshall. Both the In Style and Green Acres segments exceed the national level of recreation activity.

- The Market Potential Index f in the Primary Service Area is greater than the national number of 100 in 15 of the 19 activities listed.

Market Potential Index for Adult Participation: In addition to examining the participation numbers for various outdoor activities through the National Sporting Goods Association, 2020 Survey and the Spending Potential Index for Entertainment & Recreation, B*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in outdoor activities.

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

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	915	8.8%	105
Baseball	292	2.8%	96
Basketball	784	7.5%	112
Bicycle (Road)	1,231	11.8%	105
Exercise Walking	3,241	31.1%	100
Football	338	3.2%	105
Golf	892	8.6%	108
Ice Skating	286	2.7%	117
Running/Jogging	1,321	12.7%	114
Pilates	394	3.8%	121
Ping Pong	347	3.3%	95
Soccer	372	3.6%	91
Softball	184	1.8%	93
Swimming	1,802	17.3%	110
Tennis	461	4.4%	117
Volleyball	321	3.1%	117
Weight Lifting	1,383	13.3%	105
Yoga	1,289	12.4%	119
Zumba	323	3.1%	95

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

This table indicates that the overall propensity for adults to participate in activities is greater than the national number of 100. In many cases when a participation number is lower than the National number, primary factors include a lack of facilities or an inability to pay for services and programs.

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

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	2,013	8.0%	95
Baseball	581	2.3%	79
Basketball	1,466	5.8%	86
Bicycle (Road)	2,827	11.2%	99
Exercise Walking	8,553	33.9%	109
Football	932	3.7%	119
Golf	1,975	7.8%	99
Running/Jogging	2,662	10.6%	95
Pilates	720	2.9%	91
Ping Pong	959	3.8%	109
Soccer	731	2.9%	74
Softball	538	2.1%	112
Swimming	4,357	17.3%	110
Tennis	774	3.1%	81
Volleyball	760	3.0%	115
Weight Lifting	3,102	12.3%	97
Yoga	2,328	9.2%	89
Zumba	594	2.4%	72

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

This table indicates that the overall propensity for adults to participate in activities is greater than the national number of 100. In many cases when a participation number is lower than the National number, primary factors include a lack of facilities or an inability to pay for services and programs.

Table R – Physical Activity in Primary Service Area

Activity	Somewhat Agree	Completely Agree
Exercise Regularly	38.4%	30.0%
More Fit and Active Than Others My Age	39.1%	18.7%
Seek New Exercise Routines	39.5%	10.2%
Seek New Ways to be More Healthy	47.9%	27.9%

ESRI measures the likely demand for service in the area. Exercise is defined by the user in the survey.

Hours of Exercise Per Week	Percent of Population	MPI
1-3 hours	23.4%	97
4-6 hours	21.8%	100
7+ hours	23.8%	102

Exercise Location 2+ Times Per Week	Percent of Population	MPI
Home	40.8%	101
Club	14.8%	108
Other Facility (Not Club)	9.0%	113

Fitness Club/Gym Membership	Percent of Population	MPI
LA Fitness	1.9%	97
Planet Fitness	5.1%	106
YMCA	3.4%	115

Self Care	Percent of Population	MPI
Visited Physical Therapist	5.3%	93
Professional Massage	7.1%	106

Survey Data is derived from ESRI and MRI-Simmons and provides the expected percentage of population and the Market Potential Index.

Table S – Physical Activity in Secondary Service Area

Activity	Somewhat Agree	Completely Agree
Exercise Regularly	37.7%	28.3%
More Fit and Active Than Others My Age	38.6%	18.6%
Seek New Exercise Routines	36.9%	10.7%
Seek New Ways to be More Healthy	48.0%	26.2%

ESRI measures the likely demand for service in the area. Exercise is defined by the user in the survey.

Hours of Exercise Per Week	Percent of Population	MPI
1-3 hours	25.4%	106
4-6 hours	20.3%	93
7+ hours	20.5%	88

Exercise Location 2+ Times Per Week	Percent of Population	MPI
Home	38.6%	95
Club	11.2%	82
Other Facility (Not Club)	7.3%	92

Fitness Club/Gym Membership	Percent of Population	MPI
LA Fitness	1.1%	57
Planet Fitness	4.3%	88
YMCA	3.1%	105

Self Care	Percent of Population	MPI
Visited Physical Therapist	7.0%	123
Professional Massage	7.5%	112

Survey Data is derived from ESRI and MRI-Simmons and provides the expected percentage of population and the Market Potential Index.

Section II –Participation, Trends & Providers

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

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

The information contained in this section of the report, utilizes the NSGA's 2019 & 2021 data. The COVID-19 Pandemic had a significant impact on participation on sports and activities. Many indoor facilities were closed for a substantial part of the year, team sports and leagues did not operate and individuals sought different ways to fill their time. As a result participation from 2020 to 2021 varied widely in nearly all activities tracked. Many of the activities bounced back from the 2020 participation, however not all have. Some of this may be a trend while some of it is still a reflection on reduced offerings by departments.

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

Table A –Participation Rates in the Primary Service Area

	Age	Income	Region	Nation	Average
Aerobic	15.1%	18.4%	20.6%	15.8%	17.5%
Baseball	4.0%	5.0%	2.6%	3.7%	3.8%
Basketball	8.1%	8.6%	6.6%	7.5%	7.7%
Bicycle Riding	13.7%	14.5%	17.6%	14.2%	15.0%
Cheerleading	1.1%	1.0%	0.7%	1.0%	0.9%
Exercise Walking	39.1%	44.1%	42.7%	41.4%	41.8%
Exercise w/ Equipment	18.7%	21.8%	22.4%	18.9%	20.5%
Football (flag)	2.0%	1.2%	1.9%	1.8%	1.7%
Football (tackle)	2.5%	2.3%	2.5%	2.2%	2.4%
Football (touch)	3.0%	3.3%	3.7%	2.7%	3.2%
Golf	6.2%	5.8%	7.7%	6.3%	6.5%
Hockey (Ice)	1.2%	1.5%	2.6%	1.1%	1.6%
Ice/Figure Skating	3.8%	2.1%	4.1%	2.7%	3.2%
Martial Arts/MMA	1.8%	1.6%	2.2%	1.7%	1.8%
Pickleball	1.2%	0.8%	2.3%	1.2%	1.4%
Pilates	1.9%	1.5%	2.2%	1.9%	1.9%
Running/Jogging	15.4%	16.8%	14.7%	14.9%	15.5%
Soccer	5.2%	4.6%	6.1%	4.7%	5.1%
Softball	3.1%	3.7%	3.1%	3.1%	3.3%
Swimming	15.3%	15.5%	20.6%	15.6%	16.7%
Table Tennis/Ping Pong	4.0%	4.0%	4.1%	3.8%	4.0%
Tennis	4.7%	4.2%	7.2%	4.6%	5.2%
Volleyball	3.8%	3.6%	5.7%	3.6%	4.2%
Weight Lifting	12.7%	13.1%	15.9%	12.4%	13.5%
Workout @ Clubs	8.4%	9.3%	9.0%	8.1%	8.7%
Wrestling	1.1%	0.9%	1.8%	1.0%	1.2%
Yoga	10.3%	10.2%	10.5%	10.2%	10.3%
Did Not Participate	20.7%	20.4%	21.5%	20.6%	20.8%

Age: Participation based on individuals ages 7 & Up of the Primary Service Area.
Income: Participation based on the 2022 estimated median household income in the Primary Service Area.
Region: Participation based on regional statistics (West North Central).
National: Participation based on national statistics.
Average: Average of the four columns.

Table B –Participation Rates in the Secondary Service Area

	Age	Income	Region	Nation	Average
Aerobic	15.6%	18.4%	20.6%	15.8%	17.6%
Baseball	3.7%	5.0%	2.6%	3.7%	3.7%
Basketball	7.3%	8.6%	6.6%	7.5%	7.5%
Bicycle Riding	13.9%	14.5%	17.6%	14.2%	15.1%
Cheerleading	1.0%	1.0%	0.7%	1.0%	0.9%
Exercise Walking	41.2%	44.1%	42.7%	41.4%	42.3%
Exercise w/ Equipment	18.8%	21.8%	22.4%	18.9%	20.5%
Football (flag)	1.8%	1.2%	1.9%	1.8%	1.7%
Football (tackle)	2.2%	2.3%	2.5%	2.2%	2.3%
Football (touch)	2.7%	3.3%	3.7%	2.7%	3.1%
Golf	6.3%	5.8%	7.7%	6.3%	6.5%
Hockey (Ice)	1.1%	1.5%	2.6%	1.1%	1.6%
Ice/Figure Skating	3.7%	2.1%	4.1%	2.7%	3.2%
Martial Arts/MMA	1.7%	1.6%	2.2%	1.7%	1.8%
Pickleball	1.2%	0.8%	2.3%	1.2%	1.4%
Pilates	1.8%	1.5%	2.2%	1.9%	1.9%
Running/Jogging	14.5%	16.8%	14.7%	14.9%	15.2%
Soccer	4.7%	4.6%	6.1%	4.7%	5.0%
Softball	3.0%	3.7%	3.1%	3.1%	3.2%
Swimming	15.5%	15.5%	20.6%	15.6%	16.8%
Table Tennis/Ping Pong	3.7%	4.0%	4.1%	3.8%	3.9%
Tennis	4.5%	4.2%	7.2%	4.6%	5.1%
Volleyball	3.5%	3.6%	5.7%	3.6%	4.1%
Weight Lifting	12.2%	13.1%	15.9%	12.4%	13.4%
Workout @ Clubs	8.0%	9.3%	9.0%	8.1%	8.6%
Wrestling	1.0%	0.9%	1.8%	1.0%	1.2%
Yoga	9.9%	10.2%	10.5%	10.2%	10.2%
Did Not Participate	20.8%	20.4%	21.5%	20.6%	20.8%

Age: Participation based on individuals ages 7 & Up of the Secondary Service Area.
Income: Participation based on the 2022 estimated median household income in the Secondary Service Area.
Region: Participation based on regional statistics (West North Central).
National: Participation based on national statistics.
Average: Average of the four columns.

Anticipated Participation Number: Utilizing the average percentage from Table-A and B above plus the 2020 census information and census estimates for 2022 and 2027 (over age 7) the following comparisons are available.

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

	Average	2020 Population	2022 Population	2027 Population	Difference
Aerobic	17.5%	2,146	2,131	2,123	-23
Baseball	3.8%	469	466	464	-5
Basketball	7.7%	946	940	936	-10
Bicycle Riding	15.0%	1,841	1,829	1,822	-20
Cheerleading	0.9%	116	116	115	-1
Exercise Walking	41.8%	5,136	5,101	5,081	-55
Exercise w/ Equipment	20.5%	2,511	2,494	2,485	-27
Football (flag)	1.7%	212	210	210	-2
Football (tackle)	2.4%	290	288	287	-3
Football (touch)	3.2%	389	386	385	-4
Golf	6.5%	797	792	789	-9
Hockey (Ice)	1.6%	196	194	194	-2
Ice/Figure Skating	3.2%	389	386	384	-4
Martial Arts/MMA	1.8%	225	223	222	-2
Pickleball	1.4%	168	167	166	-2
Pilates	1.9%	230	228	227	-2
Running/Jogging	15.5%	1,899	1,886	1,878	-20
Soccer	5.1%	631	627	624	-7
Softball	3.3%	400	397	396	-4
Swimming	16.7%	2,056	2,041	2,034	-22
Table Tennis/Ping Pong	4.0%	487	483	481	-5
Tennis	5.2%	635	631	629	-7
Volleyball	4.2%	513	510	508	-5
Weight Lifting	13.5%	1,660	1,648	1,642	-18
Workout @ Clubs	8.7%	1,068	1,061	1,057	-11
Wrestling	1.2%	148	147	147	-2
Yoga	10.3%	1,266	1,257	1,253	-14
Did Not Participate	20.8%	2,554	2,536	2,527	-27

Note: These figures do not necessarily translate into attendance figures for various activities or programs. The "Did Not Participate" statistics refers to all 58 activities outlined in the NSGA 2021 Survey Instrument.

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

	Average	2020 Population	2022 Population	2027 Population	Difference
Aerobic	17.6%	5,219	5,218	5,184	-36
Baseball	3.7%	1,111	1,110	1,103	-8
Basketball	7.5%	2,226	2,226	2,211	-15
Bicycle Riding	15.1%	4,470	4,469	4,439	-30
Cheerleading	0.9%	273	273	271	-2
Exercise Walking	42.3%	12,565	12,563	12,480	-86
Exercise w/ Equipment	20.5%	6,079	6,078	6,038	-41
Football (flag)	1.7%	496	496	492	-3
Football (tackle)	2.3%	683	683	678	-5
Football (touch)	3.1%	917	917	911	-6
Golf	6.5%	1,933	1,932	1,920	-13
Hockey (Ice)	1.6%	464	464	461	-3
Ice/Figure Skating	3.2%	935	935	929	-6
Martial Arts/MMA	1.8%	532	532	528	-4
Pickleball	1.4%	405	405	403	-3
Pilates	1.9%	552	552	548	-4
Running/Jogging	15.2%	4,518	4,517	4,487	-31
Soccer	5.0%	1,495	1,495	1,485	-10
Softball	3.2%	956	956	950	-7
Swimming	16.8%	4,983	4,982	4,949	-34
Table Tennis/Ping Pong	3.9%	1,159	1,159	1,151	-8
Tennis	5.1%	1,521	1,521	1,511	-10
Volleyball	4.1%	1,216	1,216	1,208	-8
Weight Lifting	13.4%	3,975	3,974	3,948	-27
Workout @ Clubs	8.6%	2,554	2,553	2,536	-17
Wrestling	1.2%	349	349	347	-2
Yoga	10.2%	3,026	3,025	3,005	-21
Did Not Participate	20.8%	6,183	6,182	6,141	-42

Note: These figures do not necessarily translate into attendance figures for various activities or programs. The "Did Not Participate" statistics refers to all 58 activities outlined in the NSGA 2021 Survey Instrument.

Participation by Ethnicity and Race: The table below compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing information provided by the National Sporting Goods Association's 2021 survey, the following comparisons are possible.

Table H – Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobic	17.5%	15.8%	13.1%	17.8%
Baseball	3.8%	3.7%	3.8%	4.2%
Basketball	7.7%	7.5%	13.9%	8.1%
Bicycle Riding	15.0%	14.2%	9.8%	10.7%
Cheerleading	0.9%	1.0%	2.2%	3.5%
Exercise Walking	41.8%	41.4%	24.1%	30.5%
Exercise w/ Equipment	20.5%	18.9%	12.9%	13.5%
Football (flag)	1.7%	1.8%	3.9%	1.9%
Football (tackle)	2.4%	2.2%	4.8%	2.4%
Football (touch)	3.2%	2.7%	5.6%	2.5%
Golf	6.5%	6.3%	2.3%	3.5%
Hockey (Ice)	1.6%	1.1%	0.6%	1.1%
Ice/Figure Skating	3.2%	2.7%	2.2%	2.2%
Martial Arts/MMA	1.8%	1.7%	1.8%	2.2%
Pickleball	1.4%	1.2%	0.7%	1.0%
Pilates	1.9%	1.9%	1.2%	1.9%
Running/Jogging	15.5%	14.9%	10.8%	15.6%
Soccer	5.1%	4.7%	3.8%	7.5%
Softball	3.3%	3.1%	2.7%	3.5%
Swimming	16.7%	15.6%	6.8%	13.3%
Table Tennis/Ping Pong	4.0%	3.8%	3.9%	2.8%
Tennis	5.2%	4.6%	2.9%	4.0%
Volleyball	4.2%	3.6%	3.2%	3.4%
Weight Lifting	13.5%	12.4%	9.7%	10.6%
Workout @ Clubs	8.7%	8.1%	4.7%	9.0%
Wrestling	1.2%	1.0%	1.0%	1.9%
Yoga	10.3%	10.2%	8.2%	10.4%
Did Not Participate	20.8%	20.6%	21.6%	24.4%

There is a not a significant Black population (6.4%) or a Hispanic population (9.5%) in the Primary Service Area. As such these numbers may not play a factor with regards to overall participation.

Table I – Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Secondary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobic	17.6%	15.8%	13.1%	17.8%
Baseball	3.7%	3.7%	3.8%	4.2%
Basketball	7.5%	7.5%	13.9%	8.1%
Bicycle Riding	15.1%	14.2%	9.8%	10.7%
Cheerleading	0.9%	1.0%	2.2%	3.5%
Exercise Walking	42.3%	41.4%	24.1%	30.5%
Exercise w/ Equipment	20.5%	18.9%	12.9%	13.5%
Football (flag)	1.7%	1.8%	3.9%	1.9%
Football (tackle)	2.3%	2.2%	4.8%	2.4%
Football (touch)	3.1%	2.7%	5.6%	2.5%
Golf	6.5%	6.3%	2.3%	3.5%
Hockey (Ice)	1.6%	1.1%	0.6%	1.1%
Ice/Figure Skating	3.2%	2.7%	2.2%	2.2%
Martial Arts/MMA	1.8%	1.7%	1.8%	2.2%
Pickleball	1.4%	1.2%	0.7%	1.0%
Pilates	1.9%	1.9%	1.2%	1.9%
Running/Jogging	15.2%	14.9%	10.8%	15.6%
Soccer	5.0%	4.7%	3.8%	7.5%
Softball	3.2%	3.1%	2.7%	3.5%
Swimming	16.8%	15.6%	6.8%	13.3%
Table Tennis/Ping Pong	3.9%	3.8%	3.9%	2.8%
Tennis	5.1%	4.6%	2.9%	4.0%
Volleyball	4.1%	3.6%	3.2%	3.4%
Weight Lifting	13.4%	12.4%	9.7%	10.6%
Workout @ Clubs	8.6%	8.1%	4.7%	9.0%
Wrestling	1.2%	1.0%	1.0%	1.9%
Yoga	10.2%	10.2%	8.2%	10.4%
Did Not Participate	20.8%	20.6%	21.6%	24.4%

There is a not a significant Black population (2.9%) or a Hispanic population (9.3%) in the Secondary Service Area. As such these numbers may not play a factor with regards to overall participation.

National Summary of Sports Participation: The following chart summarizes participation for indoor activities utilizing information from the 2021 National Sporting Goods Association survey.

Table J – Sports Participation Summary

Sport	Nat'l Rank	Nat'l Participation (in millions)
Exercise Walking	1	125.0
Cardio Fitness	2	86.1
Strength Training	3	68.9
Exercising w/ Equipment	4	57.2
Hiking	5	48.8
Swimming	6	47.2
Running/Jogging	7	45.0
Bicycle Riding	8	42.8
Weight Lifting	9	37.5
Yoga	10	30.7
Fishing (fresh water)	11	29.5
Workout @ Club	13	24.6
Basketball	14	22.5
Golf	16	19.0
Target Shooting (live ammunition)	17	18.8
Hunting w/ Firearms	18	16.4
Boating (motor/power)	19	14.6
Soccer	20	14.5
Tennis	22	13.8
Kayaking	24	11.5
Baseball	26	11.3
Volleyball	27	10.8
Fishing (salt water)	29	9.6
Softball	30	9.3
Football (touch)	32	8.2
Canoeing	33	7.8
Hunting w/ Bow & Arrow	34	6.9
Football (tackle)	35	6.7
Mountain Biking (off road)	38	6.0
Football (flag)	41	5.4
Target Shooting (airgun)	43	5.1
Water Skiing	49	3.8
Pickleball	50	3.6

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

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

Chart K – Participation by Age Group:

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

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

National Sports Participation Trends: Below are listed several sports activities and the percentage of growth or decline that each has experienced nationally over the last ten years (2012-2021).

Table L – National Activity Trend (in millions)

	2012 Participation	2021 Participation	Percent Change
Kayaking	7.2	11.5	+59.7%
Hunting w/ Bow & Arrow	5.1	6.9	+35.3%
Yoga	22.9	30.7	+34.1%
Skateboarding	5.4	6.7	+24.1%
Exercise Walking	102.1	125	+22.4%
Weight Lifting	31.1	37.5	+20.6%
Hiking	42.2	48.8	+15.6%
Running/Jogging	40	45	+12.5%
Wrestling	2.8	3.1	+10.7%
Mountain Biking (off road)	5.5	6	+9.1%
Bicycle Riding	39.3	42.8	+8.9%
Backpack/Wilderness Camping	11.7	12.4	+6.0%
Soccer	13.7	14.5	+5.8%
Water Skiing	3.6	3.8	+5.6%
Volleyball	10.3	10.8	+4.9%
Target Shooting (airgun)	4.9	5.1	+4.1%
Tennis	13.6	13.8	1.5%
Exercising w/ Equipment	57.7	57.2	-0.9%
Swimming	48.6	47.1	-3.1%
Fishing (fresh water)	30.8	29.5	-4.2%
Baseball	12.1	11.3	-6.6%
Golf	21.1	19	-10.0%
Fishing (salt water)	10.7	9.6	-10.3%
Softball	10.5	9.3	-11.4%
Football (touch)	9.3	8.2	-11.8%
Basketball	25.6	22.5	-12.1%
Target Shooting (live ammunition)	21.7	18.8	-13.4%
Boating (motor/power)	17	14.6	-14.1%
Football (tackle)	7.9	6.7	-15.2%
Hunting w/ Firearms	19.4	16.4	-15.5%
Football (flag)	6.7	5.4	-19.4%
Workout @ Club	35.2	24.6	-30.1%

2012 Participation: The number of participants per year in the activity (in millions) in the United States.
2021 Participation: The number of participants per year in the activity (in millions) in the United States.
Percent Change: The percent change in the level of participation from 2012 to 2021.

Section III – Stakeholder Meetings

Over the course of the site visit on Oct The City of Marshall hosted several stakeholder meetings to gather input from the end users and organizations that use facilities in Marshall

Marshall School District –

Attendees: Mitch (Activity Director), Jill (Facilities), Preston, Kathy, Amy, Scott (City), Cam (City) and Deion, Terry

The City has an informal IGA for shared usage. The school, activities come first before space is available to the public. The reciprocal nature of the agreement does not require payment for space other than for ice time. Grey lines regarding what programs fall within the community education program. Community Education competes with City programs.

High School has an agreement with SMSU for access to the football field, soccer and track. Additionally, the school also use the SMSU swimming pool (Girl's season). The School District has two gyms at the High school, 1 large gym at the middle school and 1 gym at each elementary (2 total). The school district has a dedicated gymnastics center (new) that used to be the old pool. Also have a dedicated wrestling and auxiliary space in the high school. Indoor spaces at the schools meet their sport and curriculum needs and the school district indicated that the community needs for indoor gymnasium space is currently being met but not during prime-time usage hours.

Winter use from community. Boys/girls basketball and volleyball. Community usually gets the space at 6:30pm and pay $15/hour to rent the space. Community use typically is scheduled Oct-March. Strong relationship between School District and community groups. The School District offers an intermural program for basketball and volleyball that gets worked into the schedule. There are two different basketball groups – one which is a AAU program. There is one volleyball program and the City is getting ready to start pickleball but there are no dedicated pickleball courts at this time.

The School District has a theatre on campus that seats 750 people that is occasionally used by the community. The rental rate is in the range of $365-$450 per event. Rehearsal rooms cost $15.00 per room.

The only pool available to the public is the YMCA pool and it is not layout to support swim meets. The City reported that they have explored the preliminary cost of building a pool and the estimated costs is $14M.There are eleven tennis courts between the School District and City. The City offers tennis lessons for the K-6 grades with spring, summer and fall programs that attracts about 100 participants. School has small weight room – all weights. The YMCA and Anytime Fitness offer personal training. The YMCA has one small sport specific training but is expensive for participants. Sport specific needs are not being met.

The School District reported a need for an indoor turf area, especially during the "mud" season. The program needs for baseball, softball, soccer, golf, and track are difficult with the existing facilities. The outdoor fields are overused and showing signs of stress.

The School District feels that there is a sufficient inventory of spaces to meet the School District needs and community demands for programming. However, community needs occur in the evenings and can go as late as 10opm. The group felt that there is a need for another double court gymnasium space. There are two dance studios in Marshall plus a local church being used.

SMSU

The President reported that the YMCA offered to operate the student fitness center on campus for $55,000 annually (management contract)- $55,000 from student fees to operate and lend the YMCA brand to the fitness center. The YMCA also offered to be the provider of student recreation through a $3 per credit for provide student membership of the YMCA.

The Student Government has the authority for making improvements less than $.50 for student. Anything beyond this amount requires Board of Government support and approval. Currently SMSU has 2,400 students with 550 on campus.

It was reported that the State has $9.1B in reserve. Tuition is set by the trustee's but the State of Minnesota dictates salary levels. Shift in demographics with more people attending on-line. The State is pushing for downsizing footprint of SMSU by demolishing the science building. SMSU is looking at about $150M in deferred maintenance on campus. Potential for a humans and performance center. Locker rooms, pool project and Bellows building are the three projects SMSU is trying to leverage the State for funding. The Exercise science degree program is strong at SMSU.

SMSU has an agreement with the School District for use of the football field. High school football, soccer, VB (tournament) and swimming pool all have access to SMSU facilities. The rental agreement is $10% for maintenance cost. No fee to use the gym because SMSU uses the high school tennis courts and the City baseball softball field. SMSU will use middle school during the mud season.

SMSU is interested in renting space for indoor turf if available. Each sport has its own budget allocation.

Stakeholder Meetings #1

Attendees: MOPS – Breanna, Diana, Loren and Jamie. Mile with Youth Hockey, Greg with the CVB, Ryan with Basketball, Volleyball and Gymnastics, and Dave with soccer

Youth Hockey has 185 players. Looking for off-ice training that is about 60x80 size. Offering third party sport specific training but would like to have a training space closer to the facility. Pandemic numbers dropped but are starting to build back up and the high-water mark for registration is 196.

CVB represents 600 local businesses. There is a lack of batting cages. More swimming access is needed. YMCA is busy. Basketball needs more courts. No bowling alley. Golf is big and there is an indoor golf center with golf simulators. Family indoor playground.

Baseball fields are the best in a 2-hour distance. There are 240 baseball players and 50 players that train year around. The Basketball program has 125 players. The existing gym spaces in the community is shared with other programs so youth basketball does not get enough gym time. Gymnastics moving into the old pool site at the middle school will boost participation. Girls' softball is in the same boat as baseball. The group feels the community needs four additional gymnasiums.

Soccer has 175 players but no winter programming for training. The Club is looking for an indoor box soccer space in the area. Baseball is looking for more batting cages. Some parents are paying $250-$350 for sport specific training and access outside the community.

There was some interest expressed about having an indoor play structure. There is a strong MOPS (Mother s of Pre Schooler) group in Marshall. There was an example cited in Sioux Falls and people reported paying $15-$30 for admission to indoor play facilities. Some recommendations are a building sized similar to a Shopko/Target with a large climbing structure, creative area – legos, science, farms interaction, themed play, and rotating exhibits.

Marshall is unique in that there are a number of youth organizations that are giving money back to the City to put back into facilities. One idea expressed was to charge a registration fee of $10 per registration fee to help generate revenue for the City. The City conducted a survey and a high percentage of respondents want more indoor recreation space. The Pickleball community is starting to ask about pickleball courts.

Hockey pays $70/hr for ice time and indicated that there is not enough hotels for tournaments – the existing inventory is at 84% occupancy. CVB would like to see multi-day tournaments beyond the 2VB/2BB events held at SMSU as part of the school agreement.

Stakeholder Meeting #2

Attendees Chris with youth hockey, Jacob with the Sports Commission and Dave with soccer.

The City reported some interest in pursuing some legislative support for the project. The YMCA has approached the City with a growing deferred maintenance issue. The YMCA has declining membership numbers and financing the deferred maintenance will create a fiscal hardship for the YMCA.

Youth hockey pointed out the need for off-ice training. Plyo area, strength training, foot work, with 5-6 shooting nets. Large enough for taking the entire team. Management of the space and user groups scheduling needs to be determined.

Soccer is looking for a space for an indoor soccer box (200x85) that could also be used for other sports. It was pointed out that soccer is serving more of the minority populations. Looking for a 200X85 field for soccer. Soccer is growing and not looking for athletic training at this time.

School District facilities are not adequate for Marshall. Marshall is a big volleyball town with age groups teams, high school and the college. There is an immediate need for more Volleyball space to support the two competitive programs in the City.

Marshall is hub of southwestern MN. Big Stone and Avera facilities along with One Journey Fit, and Restored Strength, Hockey reported that Restored Strength charged $20,000 for off-ice training. Hockey is moving on from Restore Strength because they can't handle the numbers.

The community needs other resources to support events including a higher end retail, more hotels and adequate spaces to host multi-day events and things for visitors to do while in Marshall. .

Stakeholder meeting #3

Attendees: Ryan, Dave, and Mike were repeat participants. Ethan with Wrestling, Chase with baseball and football.

The wrestling coach runs the high school and jr high program along with the youth team. The 7-12 grades wrestle for varsity practice with about mid 40's athletes. K-6 has about 100 kids on the youth team and the high-water mark was 120 participants. The youth team practices at the wrestling room at the high school from 5:30-8pm. The program has adequate space for two wrestling mats. Lucky to have two full spaces but it doesn't meet their entire needs. The wrestling room doubles as batting gages for baseball practices and get the space back in the summer until fall. The high school has a nice weight room and school teams use most of the time available. The wrestlers get some use at SMSU. The youth camp)2-4 graders) meet three days but can't have the camp at the new school because of dance has the time. As a result, wrestlers have to use the stage for 35 participants in the younger group and 28 middle school participants.

The baseball program for high school and youth program in the summertime. Baseball has three different teams representing about 50 kids. The Jr high has 48 players in 7 and 8 grade. Football practices at the middle school. Flag football team at Freedom Park on Saturday 9am-noon. There are some parking issues but adequate fields. There are 12 teams playing flag representing about 60 football players (7^{th}) and 70 players (8^{th}). Finding indoor batting cages with a consistent schedule is a challenge. The time is difficult because of shared use. Having a dedicated batting cages at the end of a 200-foot soccer space/ extra 25 feet at the end would be perfect for the baseball program.

Baseball reported that there are no places for sports specific training for individual lessons and space large enough for team training in Marshall. The question was asked if it is possibility to put turf on the existing facility (Red Barron) for summer use.

If a new facility is built the groups mentioned their concerns about who would operate the facility and how fair access would be. There consensus was that a municipality-controlled structure is the best way to proceed.

Section IV – Alternative Service Providers

There are several alternative service providers that are providing fitness, leisure and recreation activities and facilities in Marshall. The following is a brief review of each major provider in the area.

Public

Marshall School District – The School District offers recreation programs through their community education department. The schools provide access and support of area youth sport organization after the school curriculum needs are met. The School District facilities are first, and foremost scheduled for school curriculum and sport teams. Any gymnasium time that is not scheduled becomes available for community use. The fees for organizations to use school facilities is $15 per hour. The existing inventory of indoor space in the schools is adequate to meet all their programming and curriculum needs.

SMSU – The university has a number of indoor facilities including a large cardio area and separate weight room, competitive swimming pool, a large performance gym with a 200-meter indoor track and an auxiliary gymnasium space. SMSC outdoor facilities include a football stadium with turf, baseball field, soccer field, practice football field. With the exception of the use as part of a reciprocating agreement with the School District the general public does not have access to the SMSU facilities.

Private

There are several private service providers in the area. Most of the private service providers are independent owners that have small to medium sized clubs. There are no full-service clubs in the market place in the area, but the alternative service providers seem to be targeting the adult fitness market.

Anytime Fitness – a relatively small fitness center that has a code access to provide 24/7 use by membership. They have a variety of cardio equipment, weight machines and limited free weights designed to provide a self-directed individual fitness workout. Anytime Fitness is considered a low-cost, entry-level fitness center.

Restored Strength – An independent facility that specializes in group classes and personal training around their SMART model (Strength, Mobility, Adaptive, Resistance and Training). Fees range from $15-$30 per month depending on the frequency.

Barberry Health – A small independent studio that specializes in personalized programming that includes fitness, nutrition and coaching. This wholistic approach offers small group, individual and virtual coaching options.

1Journey Fit – An independent club that offers functional and athletic training through group fitness, personal training, team training and sports performance.

WMMC – A rehab center that provides on-site and home health services.

Curves – Curves provides on-site and virtual training for women and is a national chain. ry point for fitness. Its facility and business model is similar to Anytime Fitness in that basic fitness equipment is provided with 24/7 access for members. This type of club typically attracts about 300-500 members.

Non-Profit

YMCA – centrally located, the YMCA is a full-service club with a lap pool and leisure pool, gymnasium, racquetball courts, meeting room, multipurpose room Pre-school classrooms, individual fitness training space, group exercise room, cardio area, weight training and a walking track. The YMCA, by virtue of its components, is the closest example of a recreation center in the community. However, the YMCA has a declining membership and is facing a significant deferred capital needs. YMCA fees range from $25-$72 monthly plus a $35 joining fee.

Summary: After analyzing the existing inventory of alternative providers in the Marshall area, there are a number of conclusions that can be made.

- There is no indoor pool available to the public in Marshall. However, the YMCA and SMSU both have indoor pools. SMSU is not available to the public and access to the YMCA pool requires membership. There was not a significant need for an indoor pool expressed in the stakeholder meetings.
- There are several private fitness centers in the market. The City of Marshall can expect major push back and opposition from the private operators if a fitness component is part of the Marshall project. The exception might be a multipurpose space for group exercise.
- Statistics suggest that the fitness and exercise market has not reached a saturation point in the community. Additionally, fitness is one component that will drive membership and revenue for the Marshall project. Of note there is no drop-in fitness opportunities for the general public.
- There is a shortage of multi-purpose space for classes, activities and meeting requests for the Recreation and Park Department.
- There are no indoor play structures in Marshall. The harsh Minnesota winters and potential to generate revenue have led to several Minnesota \communities building an indoor play structure. During the stakeholder meetings there were several people that mentioned the need for indoor play and routinely travel to Sioux Falls to access indoor play for their children/grandchildren.
- There are not indoor turf fields in the community. The school district, SMSU and the many of the stakeholders indicated a need for indoor access during the winter months. An indoor turf fieldhouse also provides program support during the mud season for spring sports.
- There is not a enough inventory of gymnasium space in the service area to meet the growing interest and demand for recreation and sport programming. Although the School District has made school facilities available for Marshall groups and programming, the demand and interest in access for indoor gym access has exceeded the supply of space.

Section V – Partnerships

While partnership projects can be beneficial to a community, taxpayers are among those that positively view a partnership involving more than one public provider or agency. There are several important conditions where partnering projects make sense. There were some potential partners identified during preliminary stakeholder meetings conducted in Marshall. The potential partnership between the multiple partners has merit and makes economic and political sense. The combining of resources and the cooperative nature of such a venture are commendable. Developing a clear operational philosophy and definite priority of use are critical to laying a foundation for any partnership agreement.

The particulars of such an agreement with any of the potential partners need to be outlined and clearly addressed in an operations contract. The length of the agreement, parameters of the agreement, method of dealing with future capital improvements, facility scheduling, grounds maintenance, operations responsibility and insurance coverage should be covered by such an agreement. A number of points to consider as part of a contractual agreement and pitfalls to avoid are outlined in the following below.

Benefits of Partnering

As the demand for public recreation increases, public organizations are increasingly considering new cost-effective methods for financing capital and operating costs. While all partnership projects can be beneficial, there are several important conditions where partnering projects make sense including.

1. Partners have shared/complimentary program needs. Partnering is sound public policy when two or more organizations have similar/complimentary programming needs. These needs are reflected both in facilities that are developed and also in activities that take place in the facilities. This is the case with the School District, SMSU and the YMCA.

2. Partners have resources that benefit each other. Partnering is sound public policy when two or more organizations have resources that can jointly be leveraged in the development and/or operations of the partnership. Resources which can be beneficial for partnering, include land, existing staff expertise, financial capabilities, existing marketing tools, etc. Based on declining membership and limited fund-raising capacity the YMCA does not have resources to advance a partnership with the city. The School District and SMSU have limited or no capital resources but do have the capacity to contribute to operational costs.

3. Partners serve complimentary customer bases. Partnering is sound public policy when two or more organizations have similar customer bases that can benefit from the partnership. This is the case with all the potential partners for a regional center.

4. Partners want to accelerate the pace of facility development. Partnering is an extremely valuable mechanism to assist partners in accelerating the pace of facility development. The leverage of resources, particular financial assets, provides an opportunity for funding facilities and/or the enlargement of facilities that may not have been otherwise possible. Partnering with SMSU or

the School District will be looked upon as favorable in the eyes of state legislators and could help leverage funding from the State of Minnesota.

5. Partners have a common tax base. Partnering is viewed as particularly valuable to the citizens when the organizations have a common tax base. Partnering projects help reduce unnecessary duplication of facilities and programs, allowing tax dollars to be invested in a very cost-effective manner. Although there is a common tax base, there are different tax generating methods for some of the potential partners.

6. Customers use facilities at largely complimentary times. Partnership projects are particularly beneficial in cases where similar customers' uses are largely at different times. For this reason, partnerships between cities and school districts are widely used. While each partner has the need for many of the same facilities, their prime-time usage needs are generally different. This enables such partnership projects to make maximum use of built projects for service delivery. It also enables the customer experience to be more enjoyable by spreading the user base over a longer time period.

7. Partners desire increased opportunities for earning non-tax revenue – Partnerships present increased opportunities to leverage resources in building facilities that better address citizen and customer needs, and therefore for the facility to serve larger customer markets. Such facilities afford opportunities to substantially increase revenues from fees and charges. It seems that both the school district and SMSU could increase opportunities.

Potential Challenges and Pitfalls of Partnering

A successful partnership requires commitment on behalf of all partner organizations. As with any funding program, there are potential risk in partnering that need to be carefully avoided. Some of the major potential challenges and pitfalls to successful partnering projects are as follows:

1. Partnerships require a higher level of coordination – Partnerships require managers and management agreements and policies that can meet the needs of multiple organizations. Partnering means sharing and this is accomplished through a high degree of carefully planned cooperation. The management of multiple program spaces is always a scheduling challenge. The need to serve two or more organizations that require on-going service makes the task even more challenging. Partnership agreements need to adequately address coordination and management issues and methods for resolving potential conflicts. The YMCA is going to want to control the operations and scheduling. The school district's community education and SMSU will require significant coordination.

2. Partners can reduce each partner's ability to react to changing market conditions – Similarity to what occurs with other customer markets, the usage of program spaces being planned may substantially change over the useful life of these spaces. Partnerships that are rigid in their language can negatively impact the ability of each partner to react to these changing customer

needs. Additionally, and equally important, partnership agreements need to contain language that allows for accurate measurement of costs for providing partnership services. Cost will change and methods of joint funding of these changing costs (based on benefits received) need to be built into the contract agreement. Even the best partnership agreements will not cover everything. Language needs to be built into the agreement that provides on-going evaluation of the partnerships performance in addressing citizen needs and provides opportunities to adapt positively to change.

3. Partners may not live up to their resource commitment – For a partnership to be successful, each party must deliver on their commitment. Partners need to have the short term and long-term ability to deliver what they have identified in the contract. There also needs to be a fall-back provision should some costs occur (capital or operations) prove to be larger than originally estimated. This can particularly occur in facility operations, with the demand for increasing levels of customer services. Last, fee policies and revenue should relate to actual program costs and be increased as costs increase. Should that not occur, the partners will have increased pressure on their limited resources.

4. Partners inability to deliver high quality services – Partners will be measured by the degree of customer satisfaction enjoyed by visitors to the facility, regardless of who is providing the service. The contract agreement needs to contain language that adequately addresses service delivery and methods for the timely correction of service quality issues.

5. Partnerships negatively impact on developing other positive relationships – Partnerships should always be entered into with the most important partner first. At the same time, partnership agreements should not unfairly restrict either party's ability to enter into an agreement that can save taxpayers money and provide increased levels of service delivery. Language needs to be contained in the contract document that allows for consideration of additional partners and the factors under which such potential partners will be evaluated.

6. Partnerships reduce revenue – While partnership projects effectively leverage resources, they do need resources. Therefore, the benefits of the partnership and the use of resources have to be weighed as relates to other projects/initiatives that may not occur. Simply stated, the project still needs to be viewed by citizens as a wise use of those resources that are allocated.

7. Partnerships can result in lengthy and costly legal entanglement – The worst problem in partnerships can land in court or wrapped up in legal entanglements. To prevent legal entanglements, agreements need to contain clear language for addressing disputes that all parties agree and abide by. Exit clauses should be contained in the agreement, in the extreme cases where a partner wants to get out of all parts of the partnership. This is particularly important as it relates to issues involving the useful life and costs of maintaining capital assets.

Partnership summary of preliminary findings

- There are many of the positive elements listed above that exist with the potential partnership for a center in Marshall, especially for indoor turf. These include partners having shared and complementary program needs and partners have some resources that benefit each other. Additionally, the potential partners serve a complimentary customer base and have a common tax base.

- On the surface it seems that installing a seasonal dome over the practice football field on SMSU campus provides a legitimate partnering opportunity between the SMSU, the City and perhaps the school district. A dome will provide indoor training spaces for youth organizations, school teams and expand SMSU training facilities. It is much less expensive to install a dome over an existing field than to build a facility from scratch. This type of facility will expand training opportunities and will enhance the quality of life in the area, making Marshall a more attractive place to live and work. SMSU does not have the capital dollars to develop the project, but they do have an existing field and some infrastructure to contribute to the project. SMSU could also provide operating revenue through sport team rentals and perhaps student access while the City could leverage the opportunity for community access (at predetermined times) for the pool and fitness center. The school district's value to the partnership could be in the form of an annual rental and maintenance support. Involving the school district could also leverage more community use of existing school facilities.

- The location of the practice field at SMSU is centrally located and is a very visible site. There appears to be other land on the SMSU campus that is adequate to locate a large recreation/sports facility on.

- The potential partnership with the YMCA has benefits to the community because without some level of City support the YMCA is not financially sustainable long-term. The swimming pool, fitness area, after-school program and gymnasiums at the YMCA are spaces that have community interest and adding an indoor playground and additional gymnasium space will enhance community appeal.

  The YMCA partnership also presents some challenges. Understanding and justifying the use of taxpayer's money to help address deferred maintenance issues is a challenge and how the investment in the YMCA will benefit the city and its residents. In addition to infrastructure needs the YMCA business model is showing signs of declining revenue fueled by declining membership, slow recovery from the pandemic and lower donation support. The YMCA has not reached their pre-pandemic membership numbers. Additionally, the existing endowment is generating about $300,000 annually for the YMCA to balance the budget. However, increasing operating costs has put a stress on the overall YMCA operation model. These problems facing the YMCA will not disappear by the City paying for roof repairs, pool repairs or other capital needs of the YMCA. Clearly the YMCA is facing some potential financial challenges and their reserve fund can sustain the operation for only so long. Any operational support from the City must have tangible benefit to the residents in some capacity.

- Governance is another critical issue facing the project. The ability to create a governance model that can be embraced by the partners could be a challenge. The governance model must work for all the parties and will undoubtedly require compromise by the partners to reach a solution.

- The City leadership team needs to provide the vision and commitment to lead the partners to a consensus on who will operate the center and lay the foundation for the partnership. One of the significant challenges centers around the partner's ability put their individual agendas aside to accomplish something for the greater good of the community.

- The overall cost for the project and the public's appetite for funding could prove to be a project constraint. Existing resources that the partners identified are not large enough to accomplish all the needs expressed during the stakeholder meetings and are not consistent with a typical regional-sized facility. It is not uncommon to see regional center cost exceeding $40M.

- In discussions with the YMCA, they are interested in sharing some programming. Specifically, they feel that the YMCA has the band width and staff experience to manage the T-Ball, Flag Football and Tackle Football programs. However, what the YMCA is most interested in is being included as part of the facility use schedule between the City, School District and SMSU. The YMCA is also interested in managing and new indoor field house facility that is being considered.

  The YMCA has about $700,000 in debt and appears willing to explore the possibility of the YMCA signing ownership of the YMCA building over to the City. The YMCA would lease space for traditional YMCA programming along with operating the senior center. It should be noted that the YMCA currently has 630 senior members of which about 400 also belong to the Senior Center. Having the YMCA operate the Senior Center will eliminate the need for facility programming staff and operations staff while expanding the programs and services. The YMCA expressed that programming for non-members is available and claimed about 2/3rds of program participants non-members.

  From the City perspective, turning the T-Ball (90 participants), Flag Football (46 players) and Tackle Football (245 players). Without question, the Y is looking to incorporate City rum programs that have significant participation.

Section VI – Program Considerations

The focus of the overall project is on meeting the community's recreational, sport and wellness needs of Marshall. Based on the statistical analysis, feedback collected from community stakeholders, and analysis of alternative service providers the following recommendations for a regional center are possible and the following represents the program recommendation.

Top Priorities

Gymnasium – A space that is approximately 18,000 sq. ft. and divisible into 3 regulation-sized basketball courts. smaller gym spaces by a drop curtain. The gymnasium space should be set up for a variety of activities including youth/adult basketball, youth/adult volleyball, dance and potentially event/trade show space. Portable seating should be included (tip and roll type bleachers).

Although there is a significant inventory of gymnasium space in the school district the demand and need for the local sport organizations access exceeds the available space. A three-court facility could host a tournament event on its own while also adding to the size of larger tournaments that require school facilities that are held in Marshall.

Indoor Playground - A themed area designed for children ages 2-10 featuring a fun land with creative and interactive play equipment including a complex matrix of tubes, spiral slides, climbing apparatus, interactive music, hollow logs, and multi-level play structure. This space could help differentiate the proposed community center from other centers in the area. This space should be approximately 5,000 sq. ft.

Field House – There was significant interest for an indoor field house through this process. Recognizing the importance of competitive sport needs the consulting team believes that an indoor turf field would provide the training space required to support the local sport organization. Covering the SMSU practice field will require a dome of about 65,000 SF. This space will enable multiple users and programming to occur at the same time. The alternative is to build this space as part of the regional center. In this case, a facility of about 40,000 SF will satisfy the community sport needs.

Next Level Priority

Aerobic/Fitness/Dance Area - An area approximately 2,000 sf that features a mirrored wall, dance bars mounted on the wall, free-floating impact floor, sound system, storage area and storage cubbies. This space would be used for aerobics, dance, and martial arts programs along with sport specific training that could take place.

In addition, two smaller studios dedicated for Yoga, Pilates and Spinning. Interest and participation in fitness classes are on the rise nationally, recording a 23% increase in participation over the past 10 years and 34% increase for Yoga. Group fitness space has proved to be a popular amenity in centers around the country and it is not uncommon to have between 25-40 classes per week in these spaces.

The yoga studios concept presents the opportunity to rent space to existing yoga businesses or start-up yoga businesses.

Athletic Training Space – Without question a fitness center drives membership. However, any fitness component included with the regional center will compete with the private operators in the area and especially the YMCA. However, there is a possible market niche in providing weight and cardio space to support the youth sport organizations they will be using the center.

A space of about 3,500 sf for weight and cardio equipment. Cardio and weight areas have become the cornerstone for most community recreation centers because they tend to drive membership and revenue. There is evidence that the fitness needs in the community are not totally being met by the number of private fitness centers and YMCA in the community. An athletic training fitness space typically includes free weights, selectorized machines and some cardiovascular equipment. In addition, a small space dedicated to health screenings and personal training client space.

Although the need for additional athletic training and exercise equipment can be justified statistically and through the public engagement process, winning public and political support for the element could present a challenge. The private fitness and YMCA operators will vigorously challenge and oppose the project that will be viewed as unfair competition.

Multi-Purpose Room – One of the most frequently heard comments through the stakeholder meetings was the need for multipurpose meeting room space and this type of space helps to distinguish the proposed community center from other facilities in the area. As a result, one larger meeting room of about 3,500 SF that could be divided into thirds will provide the City of Marshall with the maximum flexibility and potentially banquets. There were several different opinions as to what size this multi-purpose space should be. Additionally, there should be a catering type kitchen connected to the or in close proximity to the meeting room.

Resource Center – A space of about 300 sq. ft. for a community resource center. In addition to providing information and educational material this space could also serve as a satellite office for multiple social service support organizations in the community.

Support Spaces – There must be sufficient space and resources allocated for the following:

Lobby/lounge space
Front desk area, office space
Restrooms/Locker Rooms
Concession/vending
Storage, storage, storage

Facility Program Summary

Component	Sq. Ft. Size
Gymnasium	18,000
Indoor Turf	50,000
Indoor Playground	5,000
Athletic Training Space	3,500
Group Exercise	2,000
Yoga Studio	2,000
Multi-Purpose Room	3,500
Resource Center	300
Support Spaces	10,500
Sub-Total	94,800
Circulation (15%)	14,220
Total	109,020

Note: This is a preliminary facility program only and is pending approval of the City of Marshall. Validation of the square footage, and circulation percentage needs to be verified by JLG Architects.

Section VII – Program Considerations

Operations
The operations analysis represents a conservative approach to estimating expenses and revenues and was completed based on the best information available and a basic understanding of the project. Fees and charges utilized for this study reflect a philosophy designed to meet a reasonable cost recovery rate and future operations cost and are subject to review, change, and approval by the City of Marshall. There is no guarantee that the expense and revenue projections outlined in the operations analysis will be met as there are many variables that affect such estimates that either cannot be accurately measured or are subject to change during the actual budgetary process or partnership.

Expenditures
Expenditures have been formulated on the costs that were designated by Ballard*King and Associates to be included in the operating budget for the facility. The figures are based on the size of the center, the specific components of the facility, and the hours of operation. All expenses were calculated to the high side and the actual cost may be less based on the final design, operational philosophy, and programming considerations adopted by the facility. The operation plan explore two different options, one facility attached to the Red Barron and one model that is a stand-alone facility.

Marshall Community Center – A center with a multi-court gymnasium attached to the Red Barron Center or a stand-alone indoor turf field.

Full-Time Staffing Levels

Attached to RB	
Facility Manager	$ -
Admin Assist	$ 45,000
Program Coordinator	$ 55,000
Maintenance Support	$ 45,000
	$ 145,000
Benefits (35%)	$ 50,750
	$ 195,750

Stand Alone	
Facility Manager	$ 65,000
Admin Assist	$ 45,000
Program Coordinator	$ 55,000
Maintenance Support	$ 45,000
	$ 210,000
Benefits (35%)	$ 73,500
	$ 283,500

Part-Time Staffing Levels

Attached to RB - Gym	Rate	Hours	Weeks	Total
Welcome Desk	$17.00	79	51	$68,493
Fitness/Sports Attendant	$17.00	56	51	$48,552
Building Attendant	$17.00	58	51	$50,286
Indoor Play Attendant	$15.00	32	51	$24,480
General				$53,648
Adult Leagues				$8,400
Youth Leagues				$9,528
Sports Camps				$4,000
Adult Tournament				$3,645
Youth Tournament				$5,535
Fitness				$94,224
Sub-Total				$370,791
Benefits				$55,619
Total Part-Time				$426,410

Stand Alone - Turf	Rate	Hours	Weeks	Total
Welcome Desk	$17.00	79	51	$68,493
Building Attendant	$17.00	58	51	$50,286
Indoor Play Attendant	$15.00	32	51	$24,480
Turf Attendant	$17.00	48	36	$29,376
General				$53,648
Adult Leagues				$14,400
Youth Leagues				$14,400
Sports Camps				$4,000
Adult Tournament				$2,700
Youth Tournament				$5,400
Fitness				$94,224
Sub-Total				$361,407
Benefits				$54,211
Total Part-Time				$415,618

Expense Summary

Attached to RB - Gym

Category	**Budget**
Personnel (includes benefits)	
Full-time	195,750
Part-time	426,410
Sub-Total	$ 622,160
Utilities (Gas/Elect.-$3.50 SF)	112,000
Water/Sanitary	4,000
Communications (Phone/Radios/Internet)	3,600
Dues and Subscriptions	750
Uniforms	1,500
Bank Charges (charge cards/EFT fees/software fees)	18,000
Insurance-General Liability	35,000
Custodial Supplies	12,000
Supplies-Office	5,000
Contract Services (Elevator/HVAC/Control System)	15,000
Fire Alarm/Office Equipment/Software)	
Maint/Repair Supplies	7,500
Printing	5,000
Trash	1,500
Program Equipment and Supplies	14,500
Food Supplies	1,500
Postage	2,000
Advertising and Promotion	10,000
Items for Resale	3,500
Misc	2,500
Sub-Total	$ 254,850
Capital	
Replacement Fund	$ 60,000
Grand Total	**$ 937,010**

Stand Alone - Turf

Category	Budget
Personnel (includes benefits)	
Full-time	283,500
Part-time	415,618
Sub-Total	$ 699,118
Utilities (Gas/Elect.-$3.50 SF)	175,000
Water/Sanitary	8,500
Communications (Phone/Radios/Internet)	12,000
Dues and Subscriptions	1,500
Uniforms	2,000
Bank Charges (charge cards/EFT fees/software fees)	18,000
Insurance-General Liability	35,000
Custodial Supplies	12,000
Supplies-Office	5,000
Contract Services (Elevator/HVAC/Control System)	24,500
Fire Alarm/Office Equipment/Software)	
Maint/Repair Supplies	7,500
Printing	5,000
Trash	4,000
Program Equipment and Supplies	14,500
Food Supplies	1,500
Postage	2,000
Advertising and Promotion	10,000
Items for Resale	3,500
Misc	2,500
Sub-Total	$ 344,000
Capital	
Replacement Fund	$ 60,000
Grand Total	**$ 1,103,118**

Revenues

The following revenue projections were formulated from information on the specifics of the project and the demographics of the service area as well as comparing them to national statistics, other similar facilities and the competition for recreation services in the area. Actual figures will vary based on the size and make-up of the components selected during final design, market stratification, philosophy of operation, fees and charges policy, and priority of use. All revenues were calculated conservatively as a result.

Revenue Summary

Attached to RB - Gym

Category	**Facility**
Fees	
Daily Admissions	$ 269,535
Punch Pass	$ 33,920
Annuals	$ -
General Rentals	$ 115,200
Aquatic Rentals	$ -
Total	$ 418,655
Programs	
Youth Sports	$ 20,800
Adult Sports	$ 22,000
Youth Tournaments	$ 40,400
Adult Tournaments	$ 31,200
General	$ 114,120
Camps	$ 18,000
Total	$ 246,520
Other	
Resale Items	$ 5,000
Special Events	$ 3,000
Vending	$ 5,000
Total	$ 13,000
Grand Total	**$ 678,175**

Stand Alone - Turf

Category	**Facility**
Fees	
Daily Admissions	$ 150,670
Punch Pass	$ 19,600
Annuals	$ -
General Rentals	$ 97,200
Aquatic Rentals	$ -
Total	$ 267,470
Programs	
Youth Sports	$ 28,800
Adult Sports	$ 36,000
Youth Tournaments	$ 48,000
Adult Tournaments	$ 24,000
General	$ 114,120
Camps	$ 24,300
Total	$ 275,220
Other	
Resale Items	$ 5,000
Special Events	$ 3,000
Vending	$ 5,000
Total	$ 13,000
Grand Total	**$ 555,690**

Expense-Revenue Comparison

Category	Attached to RB	Stand Alone
Expense	$ 937,010	$ 1,103,118
Revenue	$ 678,175	$ 555,690
Difference	$ (258,835)	$ (547,428)
Cost Recovery	72%	50%

This operational pro-forma was completed based on the best information available and a basic understanding of the project. However, there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.

Future years: Expenditures – Revenue Comparison: Operation expenditures are expected to increase by approximately 3% a year through the first 3 to 5 years of operation. Revenue growth is expected to increase by 4% to 8% a year through the first three years and then level off with only a slight growth (3% or less) the next two years. Expenses for the first year of operation should be slightly lower than projected with the facility being under warranty and new. Revenue growth in the first three years is attributed to increased market penetration and in the remaining years to continued population growth. In most recreation facilities, the first three years show tremendous growth from increasing the market share of patrons who use such facilities, but at the end of this time revenue growth begins to flatten out. It is not uncommon to see the amount of tax support to balance the center budget increase as the facility ages.

Admissions and fees

Attached to RB - Gym

Daily Fees	Fees	Weekly Number	Revenue
Adult	$7.00	185	$1,295
Youth	$6.00	615	$3,690
Senior	$6.00	50	$300
Total		850	$5,285
			x 14 weeks/year
Grand Total			**$269,535**

Punch Passes	Fees	Number	Revenue
Adult	$56.00	250	$14,000
Youth	$48.00	375	$18,000
Senior	$48.00	40	$1,920
Total		665	**$33,920**

Stand Alone - Turf

Daily Fees	Fees	Weekly Number	Revenue
Adult	$7.00	125	$875
Youth	$6.00	475	$2,850
Senior	$6.00	40	$240
Total		640	$3,965
			x 38 weeks/year
Grand Total			**$150,670**

Section X – Appendix

Part-Time Worksheets

Welcome Desk Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	8am-8pm	12	1	5	60
	Saturday	9am-8pm	11	1	1	11
	Sunday	Noon-8pm	8	1	1	8
Total						79
Fitness/Sports Attendant	**Days**	**Time**	**Total Hours**	**Employees**	**Days**	**Total Hrs. Week**
	Mon-Fri	8am-Noon	4	1	5	20
		4pm-8pm	4	1	5	20
	Saturday	10am-8pm	10	1	1	10
	Sunday	1pm-7pm	6	1	1	6
Total						56
Building Attendant	**Days**	**Time**	**Total Hours**	**Employees**	**Days**	**Total Hrs. Week**
51 weeks	Mon-Sun	5pm-11pm	6	1	7	42
	Saturday	10am-8pm	10	1	1	10
	Sunday	1pm-7pm	6	1	1	6
Total						58
Play Attendant	**Days**	**Time**	**Total Hours**	**Employees**	**Days**	**Total Hrs. Week**
	Mon-Fri	8am-Noon	0	1	5	0
		4pm-7:30pm	3.5	1	5	17.5
	Saturday	10am-6:30pm	8.5	1	1	8.5
	Sunday	Noon-6pm	6	1	1	6
Total						32
Turf Attendant	**Days**	**Time**	**Total Hours**	**Employees**	**Days**	**Total Hrs. Week**

	Mon-Fri	3-9pm	6	1	5	30
	Saturday	9am-9pm	12	1	1	12
	Sunday	Noon-6pm	6	1	1	6
Total						48

Program Staff Worksheets

Adult Leagues	Position	Staff	Rate per Game	Games per wk	Weeks	Total
Basketball	Official	2	$30.00	4	20	$ 4,800
	Scorer	1	$15.00	4	20	$ 1,200
Volleyball	Official	1	$20.00	6	20	$ 2,400
Indoor Soccer	Official	2	$25.00	12	24	$ 14,400
Total						$ 22,800

Youth Leagues	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Official	2	$25.00	6	20	$ 6,000
	Scorer	1	$15.00	6	20	$ 1,800
Volleyball	Official	1	$18.00	4	24	$ 1,728
Indoor Soccer	Official	2	$20.00	12	30	$ 14,400
Total						$ 23,928

Youth Sports Camps	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	$25.00	2	20	$ 2,000
Volleyball	Coaches	2	$25.00	2	20	$ 2,000
Soccer	Coaches	2	$25.00	2	20	$ 2,000
Other	Coaches	2	$25.00	2	20	$ 2,000
Total						$ 8,000

Adult Tournaments	Position	Staff	Rate/Game	Games	Tourn.	Total
Basketball	Official	2	$30.00	27	1	$ 1,620
	Scorer	1	$15.00	27	1	$ 405
Volleyball	Official	1	$20.00	27	3	$ 1,620
Indoor Soccer	Official	2	$25.00	27	2	$ 2,700
Total						$ 6,345

Youth Tournaments	Position	Staff	Rate/Game	Games	Tourn.	Total
Basketball	Official	2	$20.00	27	3	$ 3,240
	Scorer	1	$15.00	27	3	$ 1,215
Volleyball	Official	1	$20.00	27	2	$ 1,080
Indoor Soccer	Official	2	$20.00	27	3	$ 3,240
LAX	Official	2	$20.00	27	2	$ 2,160
Total						$ 10,935

Fitness	Rate/Class	Classes per wk	Number of Staff	Weeks	Total
Group Fitness Classes	$ 36.00	32	1	52	$ 59,904
Personal Training	$ 45.00	12	1	52	$ 28,080
Small Group Training	$ 30.00	4	1	52	$ 6,240
Total					$ 94,224

General Recreation Classes	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Adult Classes	$ 15.00	4	1	36	$ 2,160
Youth/Teen Classes	$ 15.00	4	1	36	$ 2,160
Summer/Break Day Camp					
Supervisor	$ 15.00	40	1	10	$ 6,000
Leader	$ 13.00	40	8	10	$ 41,600
Misc. Classes	$ 12.00	4	1	36	$ 1,728
Total					$ 53,648

Revenue Worksheets

General Classes - both	Rate/Class	Classes/Week	Participants	Weeks per Sessions	Total
Adult Classes	$ 48.00	6	10	6	$ 17,280
Youth/Teen Classes	$ 45.00	6	12	6	$ 19,440
Summer Camp	$ 225.00		40	8	$ 72,000
Pre/Post Care	$ 45.00		15	8	$ 5,400
Total					$114,120

Rentals - gym	Rate per Hour	Number of hours	Weeks or Events	Total
Meeting rooms	$ 50	3	48	$ 7,200
Gym space	$ 75	32	36	$86,400
Tournament	$ 3,600		6	$21,600
Total				$115,200

Sports	Team Fee	Number of Teams	Sessions	Total
Soccer	$ 600	14	4	$33,600
Basketball	$ 600	12	4	$28,800
LAX	$ 600	8	4	$19,200
Volleyball	$ 350	16	4	$22,400
Total				$104,000

Camps	Rate/Class	Classes/Week	Participants	Weeks per Sessions	Total
Basketball	$ 225.00	1	40	2	$ 18,000
Soccer	$ 225.00	1	30	2	$ 13,500
LAX	$ 225.00	1	24	2	$ 10,800
Total					$ 42,300