6

APPENDIX A
EXISTING CONDITIONS

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DESIGNWORKSHOP

MEMO: EXISTING INVENTORY AND CLASSIFICATIONS

To: City of Cheyenne: Jeanie Anderson-Shrednik
From: Design Workshop: Anna Laybourn, Ashley Hejtmanek, Jennifer Pintar
Date: December 16, 2024
Project Name: Cheyenne Parks and Recreation Master Plan
Project #: 7172
Subject: Parkland Inventory and Classifications

The following information details the parks and recreation inventory, acres, park categories and parkland classification standards managed/owned by the City of Cheyenne's Parks Division.

The parkland inventory is grouped into seven categories: Community, Neighborhood, Mini, Sports Complex, Open Space, Greenway Corridor, and Undeveloped (Table 1). The categories are based on the existing 2015 Parks and Recreation Master Plan and characteristics of the park, such as size, amenities offered, access, and intended duration of use. Additional inventory not included in the park acres or level of service include cemeteries, storm detention areas, and visual resources, as they do not offer recreational opportunities or provide public access. Golf courses are also excluded since they are of a very niche specialized use.

Cheyenne's total park acreage is approximately 1,087 acres, with 633 acres of developed parkland and 412 acres of natural land (Table 1). The city also has an extensive greenway network of 47 miles and an additional 12 miles of shared-use trails (Table 2).

Table 1 Park System Totals

PARK SYSTEM TOTALS		
Park Category	**Acres**	**Number of Properties**
Community	355.69	5
Neighborhood	99.52	11
Mini	8.48	7
Sports Complex	168.98	8
Open Space	266.40	6
Greenway Corridor	145.46	21
Undeveloped	42.88	3
Total	**1,087 Acres**	**61**
Properties with no recreational opportunities or public access		
Cemetery	60.04	5
Golf Course	204.13	2
Storm Detention Area	11.1	5
Visual Resource	50.2	55

Table 2 Trail System Totals

TRAIL SYSTEM TOTALS		
Trail Category	**Miles (Length)**	**Number of Trails**
Greenway	46.92	150
Shared Use Trail	11.50	40
Total	**58 Miles**	**190**

CITY OF CHEYENNE PARK CLASSIFICATIONS AND STANDARDS

The following table was developed based on the City of Cheyenne's 2006 Parks and Recreation Master Plan Classifications and Standards and incorporates recommendations from the Design Workshop team.

Table 3 Parkland Classifications and Standards

SIZE	PURPOSE AND FUNCTION	SITE CHARACTERISTICS	SERVICE AREA	ACCESS
Community Park				
30+ acres (Previous Plan: 25-100)	Larger parks that serve the entire community are distributed throughout urban areas. Includes community-wide activities that serve a broad purpose, self-directed and programmed activities. It may include sports fields, courts, multipurpose playground equipment, large play structures, fitness trails, and picnic shelters. May include waterbodies, natural features, and gardens.	The site should have minimal topography, 50% flat or level areas with a slope of 5% or less to support passive and active recreational activities, active sports fields and events like festivals and performances. Might have a mixture of maintained and natural areas.	Serve homes within 1 mile walk of the park.	In Urban areas that typically have access from an arterial street and are easily accessible by car, bicycle, or foot. Access to the greenway trail system and public transit is desirable. Off-street parking should be provided but may be supported by on-street parking.
Neighborhood Park				
2-30 acres (Previous Plan: 5 and 20)	Intended to serve residential neighborhoods in developed areas. Should provide active and passive recreation for short daily leisure periods for neighbors of all ages to gather, socialize, and play. May include leisure activities, small gathering spaces, shade pavilion, playground, looped trails, court/field games, skating, and sports play.	Typically, manicured landscaping with walking surfaces can withstand the impacts of heavy foot traffic. Portions of the site should have gentle topography to accommodate play equipment, creative play areas, and paved areas for team sports.	Serve homes within ½ mile walk of the park.	Are centrally located within residential areas. Accessible to the neighborhood population with safe walking and bicycle access and free of major highways and railroads. Access to pathways, sidewalks, and trails is ideal. On-street parking is typically adequate.
Mini Park				
2 acres or less	Smaller parks intended to serve a limited area or neighborhood. Often provide visual relief within the urban landscape for the homes. Typically, has limited amenities but may include playground equipment, a small shade pavilion, park benches, and open turf areas for informal play. If space allows, mini parks may include a sports court.	Mini parks might have active or passive opportunities and addresses a specific neighborhood need.	Serve homes within ¼ mile walk of the park.	Centrally located within neighborhoods, along collector streets, along trails or drainage corridors, or in urban centers. Connected via sidewalks and pathways to residences. On street parking is adequate.

Appendix A.1 | EXISTING INVENTORY AND CLASSIFICATIONS

Sports Complex				
Varies	Provides specialized active recreation opportunities for the entire community. Offers programmed or self-directed sports including baseball, softball, soccer, tennis, hockey, and skateboarding. Sports complexes often fill service gaps for specialized sports facilities. Might offer additional amenities like play equipment, benches, greenway access, and concessions.	Varies based on the requirements of the park's purpose. The location of sports complex properties should be carefully planned to ensure access, traffic control, and lighting and noise issues do not negatively impact neighborhoods.	Entire Community	Typically have access from an arterial or collector street. Access to the greenway trail system and public transit is desirable. Parking should be provided off-street.
Open Space				
Varies	Open space sites protect significant natural areas and resources. These areas are typically maintained naturally and help preserve views, provide wildlife sanctuaries, and preserve lands. May support opportunities for passive recreation through recreational trails, educational signage, nature art, and nature play elements. Depending on site conditions, public access may be limited.	Natural land areas are designated to protect natural resources or environmentally sensitive areas. These areas are typically unsuitable for development but provide other potential benefits.	City or regional draw	Varies. May include access to the greenway and trail system. May support off-street parking.
Greenway Corridor				
Varies	Greenway corridors are areas with direct access to the greenway trail system. May provide space for park-like recreation and place-making such as public art, and interpretive signage.	Greenways corridors are typically maintained as open space.	Not Applicable	Located adjacent to the greenway trail system that provides multi-modal recreational opportunities for commuters and recreational users.
Undeveloped				
Varies	Dedicated park space that will be reclassified as planning evolves.	Varies. Properties may include natural or maintained areas. Undeveloped properties will be reclassified as their planning evolves.	Community Wide	

CITY OF CHEYENNE PARK INVENTORY ORGANIZED BY CATEGORY

The following table includes the full list of Cheyenne's parkland inventory. Park Categories include Community, Neighborhood, Mini, Sports Complex, Open Space, Cemetery, Golf Course, Undeveloped, Greenway Corridor, Storm Detention Area, and Visual Resource.

Table 4 Park Inventory

CHEYENNE PARK INVENTORY		
Park Name	**Park Category**	**Acres**
Cahill Park	Community	32.82
David R. Romero South Cheyenne Community Park	Community	37.04
Holliday Park	Community	39.53
Lions Park	Community	129.17
North Cheyenne Community Park	Community	117.13
Highlands Park	Neighborhood	2.80
Jaycee Park	Neighborhood	2.16
Lincoln Park	Neighborhood	1.94
Martin Luther King Jr. Park	Neighborhood	10.25
Mylar Park	Neighborhood	26.03
Optimist Park	Neighborhood	2.67
Pointe Park	Neighborhood	16.27
Saddle Ridge Park	Neighborhood	13.59
Smalley Park	Neighborhood	4.82
Sun Valley Park	Neighborhood	16.14
United Nations Park	Neighborhood	2.85
Abbott Park	Mini Park	0.40
Bar X Park	Mini Park	2.29
Depot Plaza	Mini Park	1.57
Leo Pando Park	Mini Park	2.22
Moore Park	Mini Park	0.80
Western Hills Park	Mini Park	0.84
Windmill/Cactus Park	Mini Park	0.37
Brimmer Park	Sports Complex	33.64
Converse Softball Complex	Sports Complex	18.97
Dutcher Field	Sports Complex	30.06
Ice & Events Center	Sports Complex	13.19
Junior League Complex	Sports Complex	30.28
Pioneer Park	Sports Complex	12.67
Powers Field	Sports Complex	23.03
VFW Pride Park	Sports Complex	7.14
Cahill Park Open Space Area	Open Space	45.29
Centennial Park	Open Space	8.20
Dry Creek Parkway	Open Space	40.51
Kiwanis Park	Open Space	104.23
Lake Absarraca Recreation Area	Open Space	19.38
Sun Valley Open Space	Open Space	48.79
Bethel Cemetery	Cemetery	12.72
Loof Cemetery	Cemetery	1.17
Jewish Cemetery	Cemetery	2.20
Lakeview Cemetery	Cemetery	25.50
Olivet Cemetery	Cemetery	18.46
Airport Golf Course	Golf Course	119.74
Prairie View Golf Course	Golf Course	84.39
Future Greenway Parcels	Undeveloped	22.20
Rotary Park	Undeveloped	9.93
Waterford Park	Undeveloped	10.83
Converse Ave North	Greenway Corridor	5.76
Converse Ave South	Greenway Corridor	1.29
Crow Creek 1	Greenway Corridor	4.06
Crow Creek 2	Greenway Corridor	3.35

Appendix A.1 | EXISTING INVENTORY AND CLASSIFICATIONS

Crow Creek 3	Greenway Corridor	0.76
Crow Creek 4	Greenway Corridor	11.14
Dakota Crossing Connector	Greenway Corridor	0.09
Dell Range Blvd	Greenway Corridor	2.29
Dry Creek 1	Greenway Corridor	7.06
Dry Creek 2	Greenway Corridor	17.95
Dry Creek 3	Greenway Corridor	6.84
Education & Manewal	Greenway Corridor	0.62
Evans Ave	Greenway Corridor	0.51
Hr Ranch Rd 1	Greenway Corridor	2.42
Hr Ranch Rd 2	Greenway Corridor	7.99
Masonway	Greenway Corridor	0.39
Pointe	Greenway Corridor	2.50
Powderhouse	Greenway Corridor	0.45
Saddle Ridge 1	Greenway Corridor	1.52
Sheridan St Connector	Greenway Corridor	0.16
South Link	Greenway Corridor	4.57
South Park	Greenway Corridor	0.96
Storey Blvd	Greenway Corridor	12.39
Sun Valley 1	Greenway Corridor	4.88
Sun Valley 2	Greenway Corridor	13.68
Sun Valley 3	Greenway Corridor	6.26
Sun Valley 4	Greenway Corridor	2.40
Sun Valley 5	Greenway Corridor	0.85
Us 30	Greenway Corridor	2.54
US 30 - Hayes to Whitney	Greenway Corridor	2.55
Wapa Corridor	Greenway Corridor	13.75
Whitney Rd	Greenway Corridor	1.89
Windmill Rd	Greenway Corridor	1.57
Chukker Ridge	Storm Detention Area	1.08
Civic Commons	Storm Detention Area	1.69
Council Bluffs	Storm Detention Area	1.86
Porcupine Park	Storm Detention Area	0.70
Western Hills Detention Pond	Storm Detention Area	5.78
12th St & Sun Valley	Visual Resource	0.23
12th St.	Visual Resource	0.30
19th & Albany	Visual Resource	0.03
19th St Parkway	Visual Resource	1.46
20th/21st/Rayor Triangle	Visual Resource	0.18
5th & Reed Triangle	Visual Resource	0.06
8th Ave Median	Visual Resource	0.10
Airport Fountain Park	Visual Resource	0.09
Alexander & Dunn Triangle	Visual Resource	0.18
Ames & 27th Triangle	Visual Resource	0.24
Big Sky Park	Visual Resource	1.84

Bill Dubois Memorial Park	Visual Resource	0.23
Buck Rhone Park	Visual Resource	0.09
Carey Ave Triangles - Yankee	Visual Resource	0.07
Carey Ave Triangles 1	Visual Resource	0.08
Carey Ave Triangles 2	Visual Resource	0.25
Carey Ave Triangles 3	Visual Resource	0.09
Carey Ave Triangles 4	Visual Resource	0.12
Central Ave Median	Visual Resource	0.22
Converse Ave	Visual Resource	1.20
Converse Ave	Visual Resource	1.25
Converse Roundabout	Visual Resource	3.48
Crestridge	Visual Resource	0.39
Cribbon & Country Club Triangle	Visual Resource	0.05
Crow Creek Park	Visual Resource	0.72
Dennis Shuck Memorial Park	Visual Resource	0.67
Essex Dr Island	Visual Resource	0.06
Henderson & Pershing	Visual Resource	0.05
Holly Ct Island	Visual Resource	0.25
Hynds Blvd	Visual Resource	1.87
Laurel & Spruce Triangle	Visual Resource	0.06
Logan & Nationway Triangles	Visual Resource	2.89
Missile & Lincolnway	Visual Resource	0.13
Norris Park	Visual Resource	2.70
Newton Dr Island	Visual Resource	0.11
O'neil & 31st St Triangle	Visual Resource	0.06
Pershing & Hugur Triangle	Visual Resource	0.03
Randall Triangles	Visual Resource	0.54
Randall Triangles -- Gilchrist Lamp	Visual Resource	0.03
Randall Triangles - Buffalo Soldier	Visual Resource	0.80
Randall Triangles - Burns	Visual Resource	0.40
Randall Triangles - Gateway	Visual Resource	0.82
Rodeo Ave	Visual Resource	0.68
Rue Terre	Visual Resource	0.71
Snyder & 30th St Triangle	Visual Resource	0.04
Snyder & Foyer Triangle	Visual Resource	0.11
Storey Blvd	Visual Resource	9.46
Teton Ct	Visual Resource	0.40
Timberline Park	Visual Resource	0.88
Vandehei Ave	Visual Resource	1.07
Vandehei Roundabouts	Visual Resource	0.80
W. Lincolnway	Visual Resource	3.92
W. Lincolnway Medians	Visual Resource	0.59
W. Lincolnway Streetscape	Visual Resource	4.32
Windmill South	Visual Resource	2.82

Figure 1 Park Inventory Map

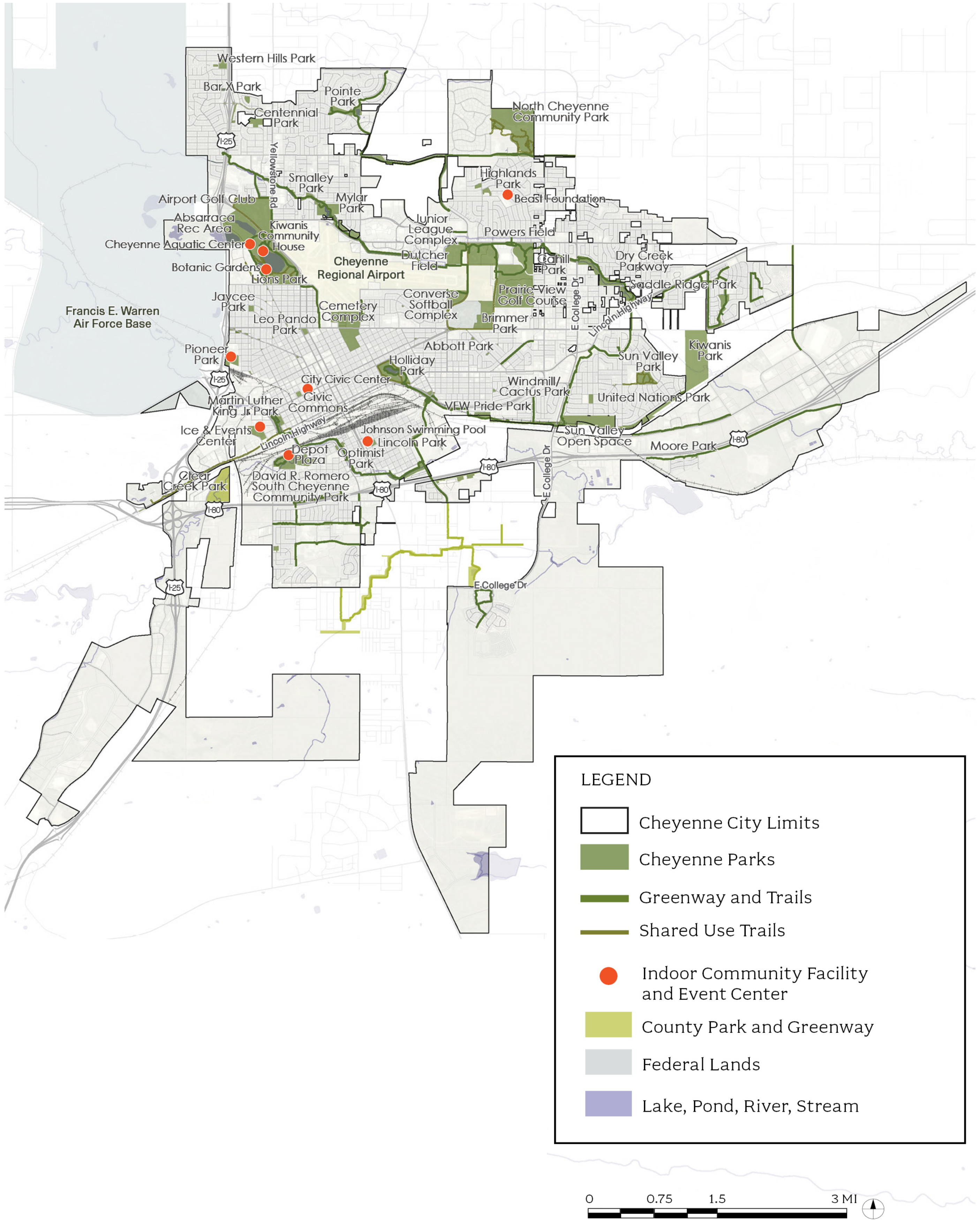
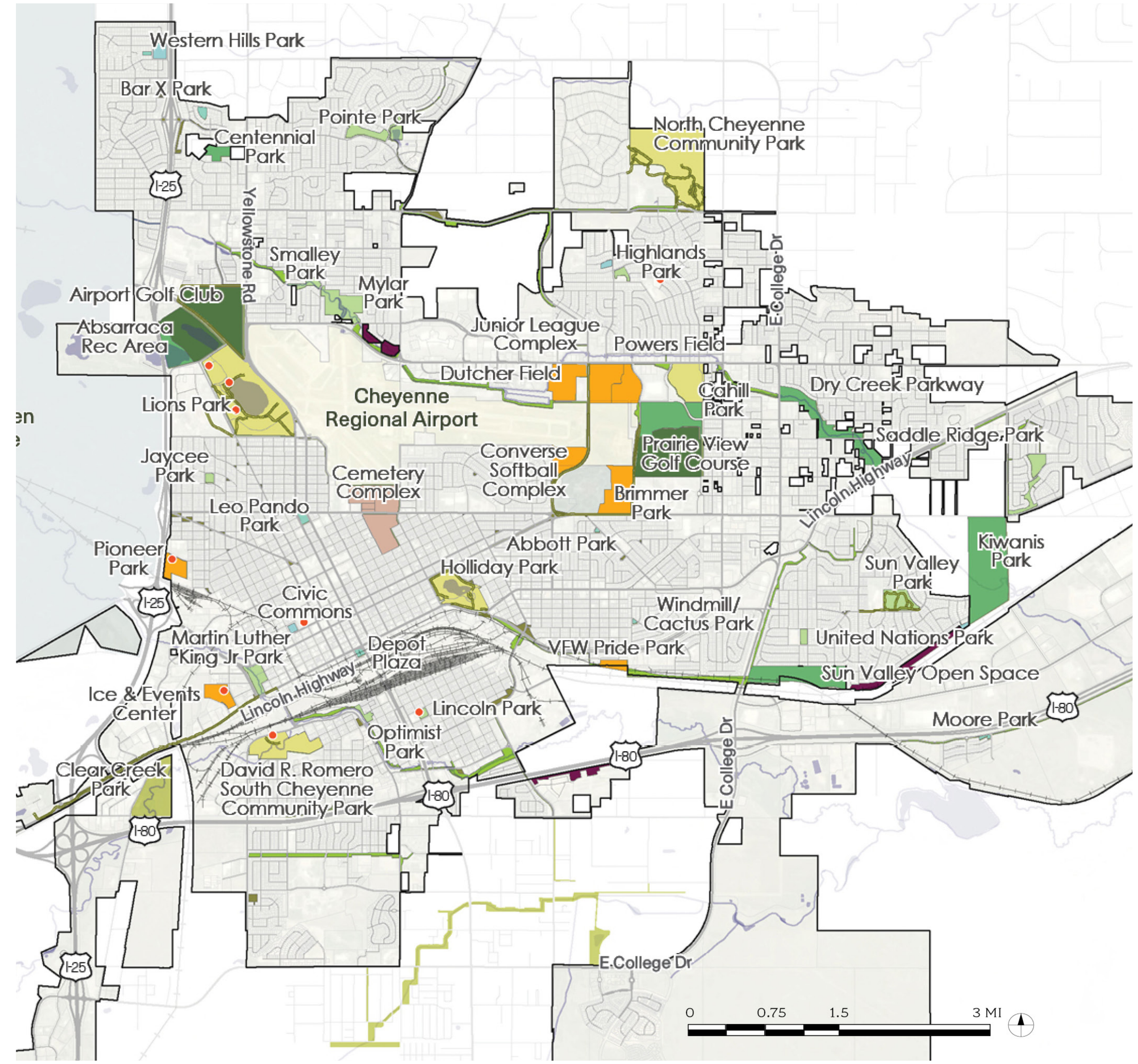


Figure 2 Park Classification Map



CHEYENNE PARK BY CLASSIFICATION

- Community Park
- Neighborhood Park
- Mini Park
- Sports Complex
- Cemetery
- Golf Course
- Open Space
- Greenway Corridor
- Undeveloped Park Lands
- Storm Detention Area
- Visual Resources
- Indoor Community Facility and Event Center

OTHER PARKS BY CLASSIFICATION

- County Park and Greenway
- Federal Lands

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MEMO: COMMUNITY PROFILE SUMMARY

To: City of Cheyenne: Jeanie Anderson-Shrednik
From: Design Workshop: Anna Laybourn, Ashley Hejtmanek, Jennifer Pintar
Date: March 8, 2024
Project Name: Cheyenne Parks and Recreation Master Plan
Project #: 7172
Subject: Community Profile Summary

2023 Cheyenne Service Area Key 2023 Cheyenne Service Area Key Facts

- **Population (2023): 90,405**
- **Median Age: 38.7**
- **Median Household Income: $59,994**
- **Household Income Less than $35,000: 28%**
- **Unemployment Rate: 2.0%**
- **Median Household Size: 2.33**
- **Percentage Renter Occupied: 29.5**

The following community profile summary provides a baseline assessment of currently available demographic, economic, and housing conditions for the Cheyenne Parks and Recreation Master Plan. It examines the demographic composition of the City of Cheyenne and surrounding areas using assessments from the Cheyenne Metropolitan Planning Organization (MPO) Boundary. The MPO Boundary helps assess demographics for communities outside the city boundary that might utilize Cheyenne's parklands and recreational amenities. This report will refer to the MPO boundary as the Cheyenne service area. Several sources were used for the assessments, including the Economic Analysis Division, ESRI Business Analyst and the US Census.

POPULATION AND GROWTH PROJECTIONS

Cheyenne is the largest city in Laramie County and is within the state of Wyoming. The Cheyenne service area (also referred to as the MPO Boundary) population in 2023 is 90,405 (88% of Laramie County), which is a slight increase (11%) since 2010 (Figure 1). The city experienced relatively high growth from 2010-2020 (0.84%) and is expected to slow over the next five years with an expected annual growth rate of 0.28%[1].

Most of the population density is centered within the Cheyenne city limits, with the highest density east of downtown and north of Cheyenne Regional Airport, with over 4059 people per square mile (Figure 2). Much of the city has between 1027 and 4059 people per square mile. Other density areas outside the city limits include South Greeley and Francis E Warren Air Force Base. Except for South Greely, the southern portions of the city limits and the service area are less than 12 people per square mile.

	TOTAL POPULATION (2010)	TOTAL POPULATION (2023)	PERCENT CHANGE (2010-2023)	POPULATION DENSITY 2023 (PER SQ MI)
Cheyenne Service Area	81,489	90,405	11%	425.1
Laramie County	91,738	102,453	12%	38.1
Wyoming	563,626	578,766	3%	6.0

Figure 1 Population Trends, 2010-2028. Source: ESRI, Business Analyst

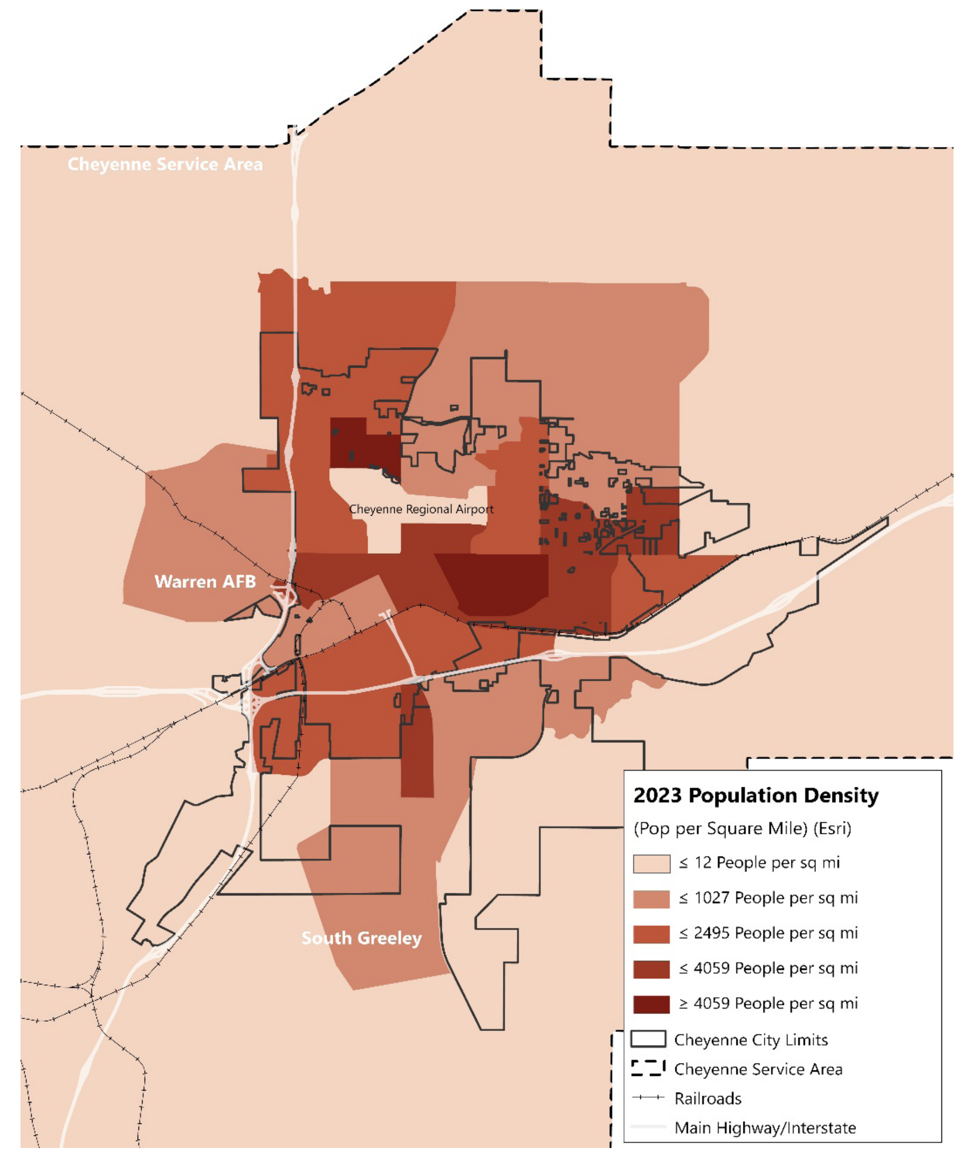


Figure 2 2023 Population Density Map. Source: ESRI Demographics

1-1 Esri Demographics data is updated in July of each year.

Appendix A.2 | COMMUNITY PROFILE SUMMARY

Figure 3 illustrates the population growth projections for the City of Cheyenne, Laramie County, and Wyoming. The data used for the growth projections are from the Wyoming Department of Administration and Information, Economic Analysis Division. Therefore, the growth projections represent set geographic boundaries and do not include the Cheyenne Service Area (MPO boundary). According to the data retrieved from the Economic Analysis Division, the City of Cheyenne's 2023 estimated population is 66,380[2]. Between 2010 and 2023, Cheyenne experienced slow growth from 59,466 to 66,380, with less than one percent (0.89%) annual growth rate. Growth is expected to increase slightly over the next seven years, reaching a population of 70,258 by 2030. From 2023 to 2040, the population is predicted to see growth patterns similar to those in 2030, with a 0.58% annual growth rate.

The annual growth rate estimated for Laramie County is similar to the City of Cheyenne forecasts, with only a 0.90% increase from 2010-2023 and a 0.58% change from 2023 to 2040. The population projections closely align with the City of Cheyenne as most of the county's population resides within the city. Wyoming's estimated growth projections are significantly lower than those for the city and county. The state is only predicted to have a 0.32% annual growth rate from 2023 to 2024.

Discussions have occurred regarding the annexation of denser development within the urbanized unincorporated area surrounding the City of Cheyenne. This includes Francis E. Warren Air Force Base and the South Cheyenne Water and Sewer District. In the event these lands are annexed in whole or in part, growth rates could be skewed. However, the regional population growth rate would remain constant as population numbers shift from the incorporated county to the city. Francis E. Warren Air Force Base represents approximately 2,863 persons in 2020[3] and approximately 2,907 persons projected for 2023[4]. Using the South Cheyenne Water and Sewer District as a boundary, this area represents approximately 10,465 persons in 2023[5]. It is important to note that the population data for the Air Force Base and South Cheyenne Water and Sewer District are estimates, as ESRI Demographics calculates the population using custom boundaries.

COMMUNITY	2010 POPULATION	2023 POPULATION FORECAST	2010-2023 POPULATION: ANNUAL GROWTH RATE	2030 POPULATION FORECAST	2040 POPULATION FORECAST	2023-2040 POPULATION: ANNUAL GROWTH RATE
City of Cheyenne	59,466	66,380	0.89%	70,258	72,900	0.58%
Laramie County	91,738	102,510	0.90%	108,500	112,580	0.58%
Wyoming	563,626	583,290	0.27%	597,260	614,820	0.32%

Figure 3 Population Forecasts, 2010-2040. Source: Economic Analysis Division

AGE DISTRIBUTION

The median age in the service area for 2023 is 38.7, which is consistent with Laramie County (38.1) and Wyoming (37.6) (Figure 4). Populations aged 25-44 and 55-54 contain the largest age distribution percentage. These groups account for almost 40% of the population. Alternatively, the Cheyenne service area has a relatively low concentration of younger residents under 15 and older residents over 75. However, with almost 24% of the population over 55, the number of older residents will increase.

Figure 5 shows the over-65 dependency ratio, estimated by dividing senior populations (65 and older) by the working population (18-64). Alternatively, under-18 dependency is calculated by dividing populations under 18 by the working population. Higher ratios indicate higher levels of dependency. These ratios help understand the city's age structure. The Cheyenne service area is consistent with the county and state's dependency ratios.

1-2 Economic Analysis Division. Population Forecasts for Wyoming, Counties, Cities, and Towns for 2019-2040. http://eadiv.state.wy.us/pop/wyc&sc40.htm
1-3 U.S. Census Bureau, 2020
1-4 Esri Demographics, U.S. Census Bureau
1-5 Ibid

	MEDIAN AGE (YEARS)	OVER 65 DEPENDENCY RATIO	UNDER 18 DEPENDENCY RATIO
Cheyenne Service Area	38.7	30.6	38.3
Laramie County	39.4	31.1	38.1
Wyoming	39.0	31	37.6

Figure 4 Age Trends, 2023. Source ESRI, Business Analyst

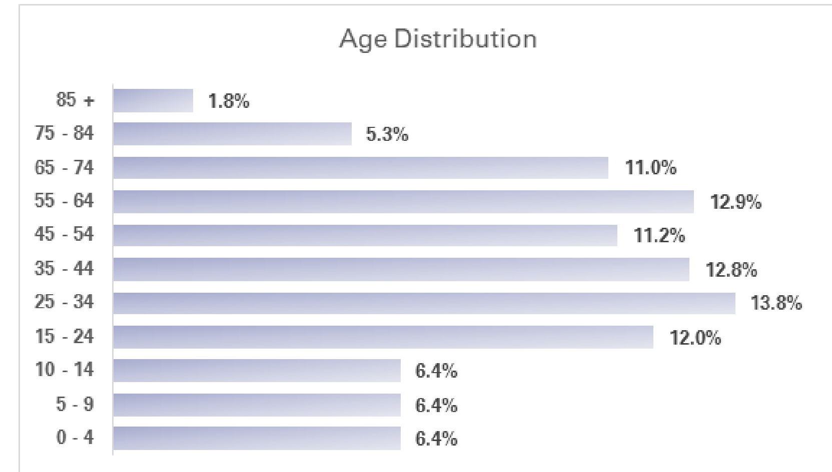


Figure 5 Percent Age Distribution, 2023. Source: ESRI, Business Analyst

RACIAL DISTRIBUTION

The Cheyenne service area in 2023 is predominantly white, with 78.7% of residents identifying as such (Figure 6). Other races and ethnicities make up a small portion of the population. Seventeen percent (17%) of residents identify as Hispanic origin, followed by Black or African American (2.6%), Asian (1.4%), American Indian/Alaskan Native (1.2%), and Native Hawaiian/Other Pacific Islander below 1%. Other residents identify as multi-racial/multi-ethnic (11.1%) or identify as some other racial/ethnic groups (4.9%).

The ESRI Diversity Index measures the diversity, including race and ethnicity – from 0 (no diversity) to 100 (complete diversity). When the population of an area is closer to 100, it indicates a more balanced distribution of races and ethnicities. The Cheyenne service area for 2023 is 54.4 on the Diversity Index scale, with the state rating lower at 41.8 (Figure 7). ESRI projects that the diversity index for the service area will slightly increase to 55.9 by 2028.

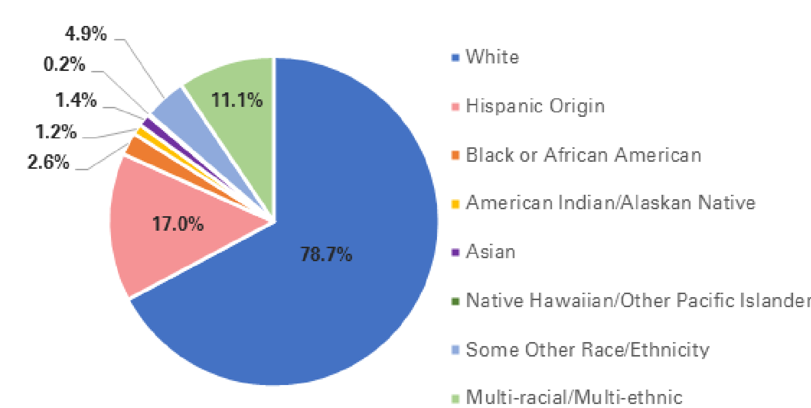


Figure 6 Racial Distribution, 2023. Source: Esri, Business Analyst

Appendix A.2 | COMMUNITY PROFILE SUMMARY

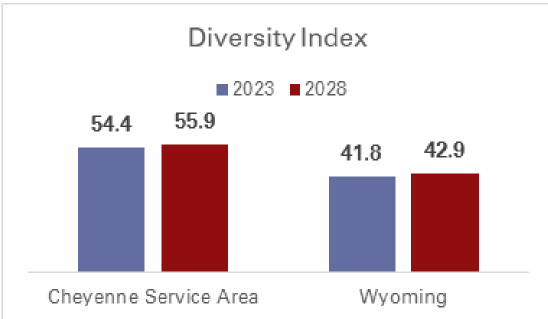


Figure 7 Diversity Index, 2023. Source: ESRI, Business Analyst

EDUCATION

Most residents within the Cheyenne service area over the age of 25 have a high school education or higher, with 31.4% having a Bachelor's or Graduate/Professional degree. This is slightly higher than the state (29.8%)[6]. Figure 8 displays the percentage of the level of education for residents over 25 in 2023.

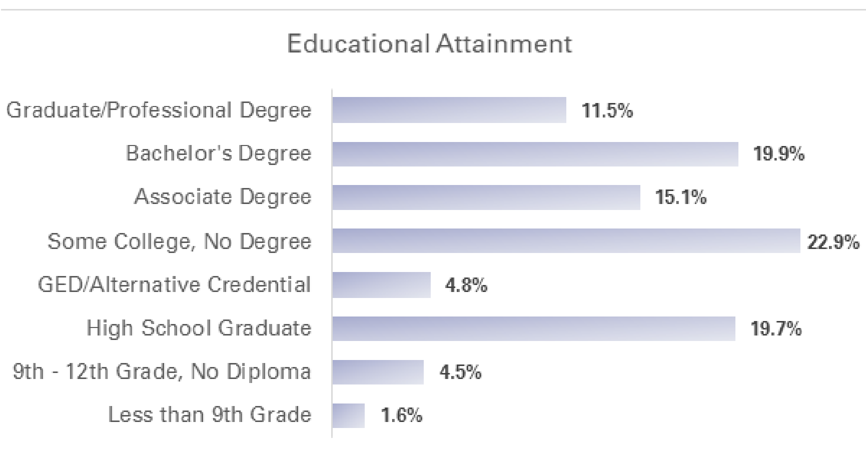


Figure 8 Education Attainment, 2023. Source: ESRI, Business Analyst

EMPLOYMENT AND WORKFORCE PROFILE

Cheyenne Service Area has a low unemployment rate (2.0%), similar to Wyoming's 2.7% (Figure 9). This is consistent with the percentage of people with education levels and the percentage of the population that is youth and seniors. Almost half of the residents employed in the Cheyenne Service Area (43.2%) work in the services industry (Figure 10). Other sectors with a considerable number of workers include retail trade (16.1%), public administration (12.4%), transportation/ utilities (8.2%) and construction (7.2%). Other sectors like finance/insurance/real estate, manufacturing, information, and agriculture/mining are also concentrated within the service area, although the percentages are below 5%. Additionally, the ESRI data might not consider employment for residents on the Francis E Warren Air Force Base. Notably, 57.5% of the employee population are Professional Office Workers, which includes Management/ Business/Financial, Professional, Sales, and Administrative Support (Figure 11). Additionally, 27.3% of residents work in manufacturing, construction, farming, forestry, fishing, extraction, installation, and other labor occupations.

1-6 Esri Demographics

UNEMPLOYMENT RATE (2023)		
	Cheyenne Service Area	Wyoming
Unemployment Rate Population 16+	2.0%	2.7%

Figure 9 Unemployment Rates, 2023. Source: ESRI, Business Analyst

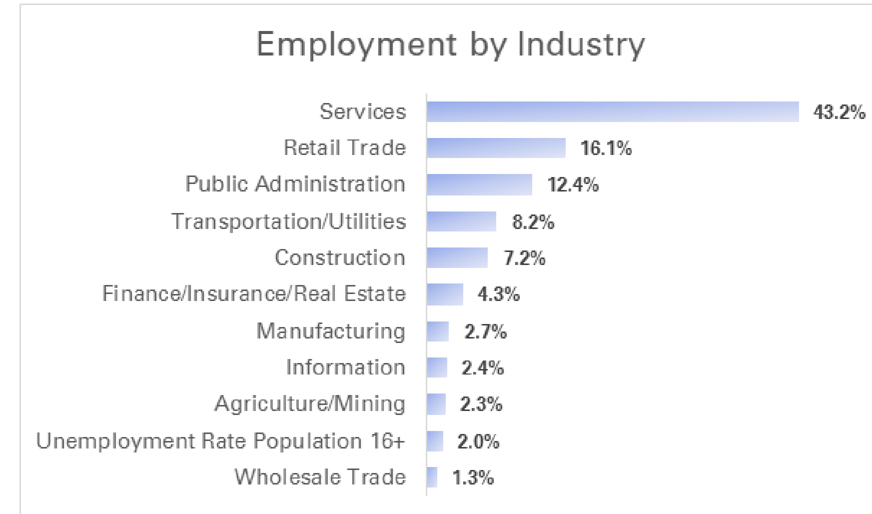


Figure 10 Employment by Industry, 2023. Source: ESRI, Business Analyst

EMPLOYMENT BY OCCUPATION (POPULATION 16+)	
	Cheyenne Service Area
Professional Office Worker	57.5%
Physical Labor, Industrial, Farming, Manufacturing Worker	27.3%
Professional	22.6%
Services	15.3%
Management/Business/Financial	14.9%
Administrative Support	13.0%
Transportation/Material Moving	12.3%
Sales	6.9%
Construction/Extraction	5.9%
Installation/Maintenance/Repair	5.4%
Production	3.2%
Farming/Forestry/Fishing	0.4%

Figure 11 Employment by Occupation, 2023. Source: ESRI, Business Analyst

Appendix A.2 | COMMUNITY PROFILE SUMMARY

HOUSEHOLD INCOME

The Cheyenne service area's median household income (MHI) is currently $59,994, which is slightly lower than the county's ($61,858) and state's median ($65,783) (Figure 12). The household income is estimated to increase over the next five years, bringing the MHI to $65,745 by 2028. The growth percentage is slightly lower than Wyoming's household income growth at 9.59%. Looking at the distribution of household income, 72% of residents in the service area make less than $100,000, and 28% make less than $35,000 (Figure 13).

INCOME

		Cheyenne Service Area	Laramie County	Wyoming
Median Household Income (MHI)	2023	$59,994	$61,858	$65,783
	2028	$65,745	$68,495	$72,813
	% Change	**9.59%**	**10.73%**	**10.69%**
Per Capita Income	2023	$34,389	$34,818	$37,527
	2028	$38,851	$39,478	$42,451
	% Change	**12.98%**	**13.38%**	**13.12%**

Figure 12 Median and Per Capita Income, 2023 & 2028. Source: ESRI, Business Analyst

2023 HOUSEHOLD INCOME DISTRIBUTION

	Cheyenne Service Area	Wyoming
Less than $15,000	8.9%	9.60%
$15,000 - $24,999	8.8%	7.90%
$25,000 - $34,999	10.3%	8.70%
$35,000 - $49,999	13.1%	10.80%
$50,000 - $74,999	17.8%	18.20%
$75,000 - $99,999	13.1%	14.70%
$100,000 - $149,999	18.4%	16.50%
$150,000 - $199,999	5.9%	7.40%
$200,000 or greater	3.6%	6.20%
Average Household Income	$81,183	$90,928

Figure 13 Income Distribution, 2023. Source: ESRI, Business Analyst

Figure 14 looks at the median households by income for the Cheyenne service area. Areas with a median household income over $100,000 are the northern section of the map within the Cheyenne city limits and the eastern portion of the MPO Boundary. Most areas outside the city limits have a median household income between $70,000 and $100,000. Most of the central parts of the city limits have a median household income between $30,000 and $70,000. Areas with a median household income under $30,000 include the Cheyenne Regional Airport and the southwestern portion of the city just north of Union Pacific railroad station, including parts of the expanded downtown area. This area also includes Martin Luther King Jr. Park, which was highlighted in the initial focus group meetings as part of the city experiencing homelessness.

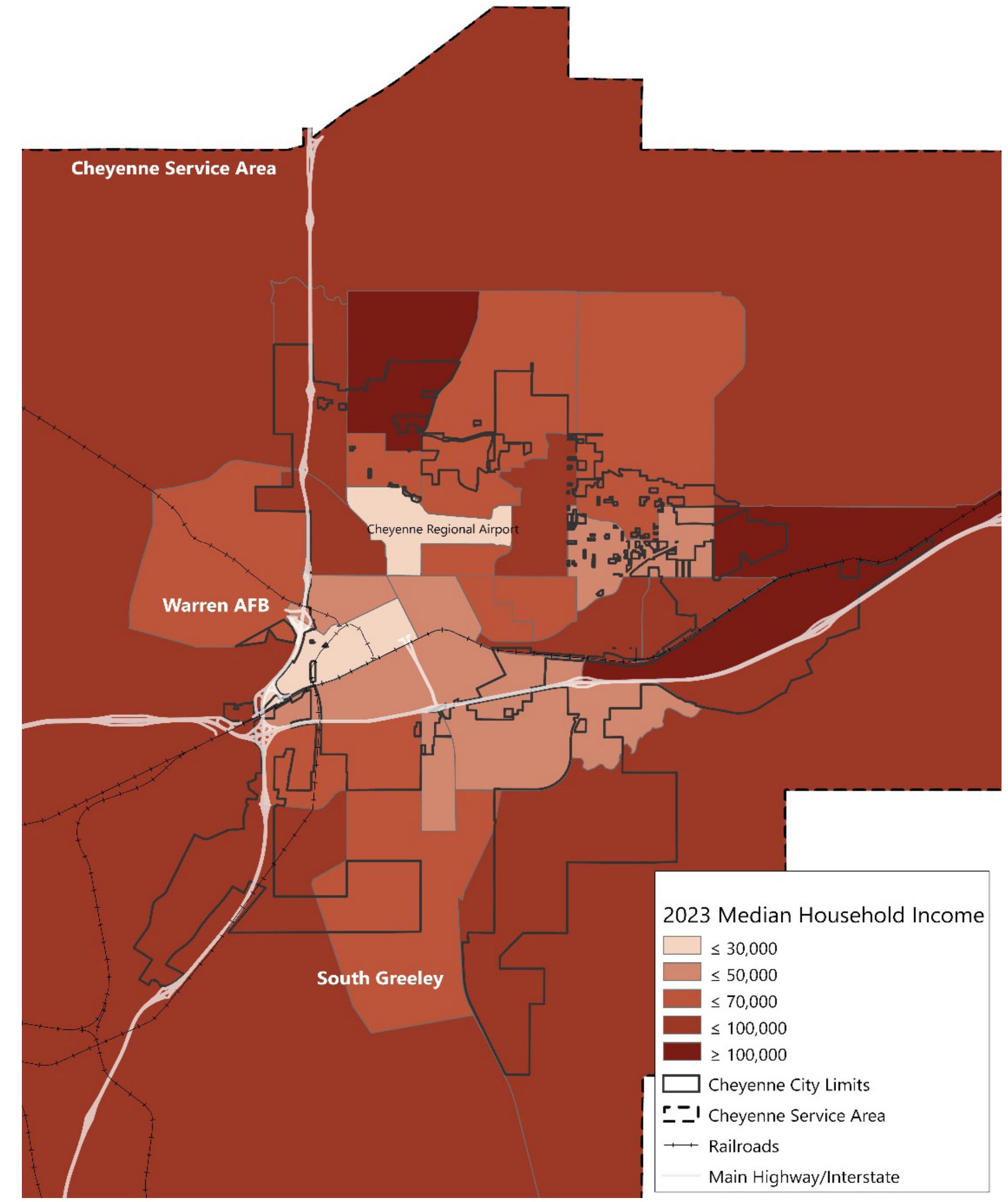


Figure 14 Median Households by Income. Source: ESRI, Business Analyst

HOUSEHOLDS & GROWTH PROJECTIONS

The Cheyenne service area serves around 38,172 households today (2023), up from 33,681 in 2010 (Figure 15). The service area's projected annual household growth rate between 2023 and 2028 is less than one percent (0.64%), consistent with Wyoming (0.33%) (Figure 16). This is not unexpected, given the estimated increase in population over the next five years. The 2023 average household size in the Cheyenne service area is 2.33 individuals (Figure 15). This is in line with the population being primarily composed of adults, with a median age of 38.7.

A large portion of the population owns their own home. Of the occupied homes in the Cheyenne service area, 64.3% are owner-occupied, 29.5% are renter-occupied, and the remaining 6.2% are vacant housing (Figure 17). Homeownership within the service area has steadily increased from 2010 to 2023 and is projected to increase slightly by 2028 (56.4%). This is important to long-term housing within the study area as residents might be more likely to remain a part of the community and contribute to its growth. When residents are able to purchase a home, they are less likely to be affected by variable rental rates or other market forces.

Appendix A.2 | COMMUNITY PROFILE SUMMARY

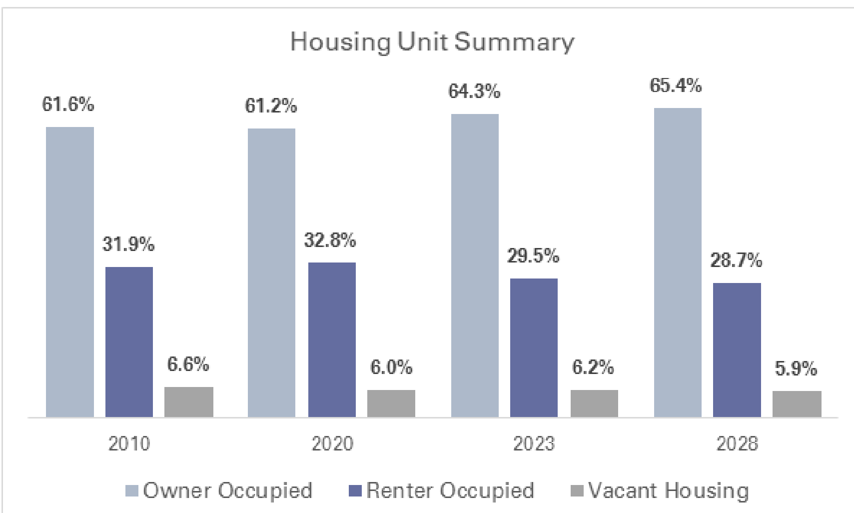
CHEYENNE SERVICE AREA HOUSEHOLD SUMMARY		
Total Households		Average Household Size
2010	33,681	2.37
2020	36,973	2.36
2023	38,172	2.33
2028	39,406	2.29

Figure 15 Households Trends, 2010-2028. Source: ESRI, Business Analyst

ANNUAL HOUSEHOLD GROWTH RATE		
	Cheyenne Service Area	Wyoming
2023-2028	0.64%	0.33%

Figure 16 2023-2028 Annual Household Growth Rate. Source: ESRI, Business Analyst

Figure 17 Total Housing Units, Owner and Renter Occupied. Source: ESRI, Business Analyst



SOURCES:

Economic Analysis Division, Wyoming Department of Administration & Information. Population Forecasts for Wyoming, Counties, Cities, and Towns for 2019-2040 Estimates and Projections (state.wy.us)

ESRI. Community Profile 2023, Retrieved from ESRI Business Analyst. Source Data

ESRI. Demographic and Income Profile. Retrieved from ESRI Business Analyst. Source Data

ESRI forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by ESRI into 2020 geography.

U.S. Census TIGER 2021 (Census Tract, Laramie County, Wyoming).

U.S. Census Bureau, 2020. Population Totals, Census Tract, Laramie County, Wyoming.

Appendix A.3 | BALLARD*KING CHEYENNE MARKET REPORT

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Section I – Demographic Analysis

Ballard*King & Associates (B*K) has been contracted by Design Workshop to complete a market assessment for Cheyenne, Wyoming for a Parks and Recreation Master Plan. The first step to complete this scope of work is to determine service areas for analysis and 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 limits of Cheyenne. The Secondary Service Area is the Metropolitan Planning Organization boundary.

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2020 Census data and their demographers for 2023-2028 projections. In addition to demographics, ESRI also provides data on housing, recreation, and entertainment spending and adult participation in activities. B*K also uses information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in various activities.

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

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

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

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

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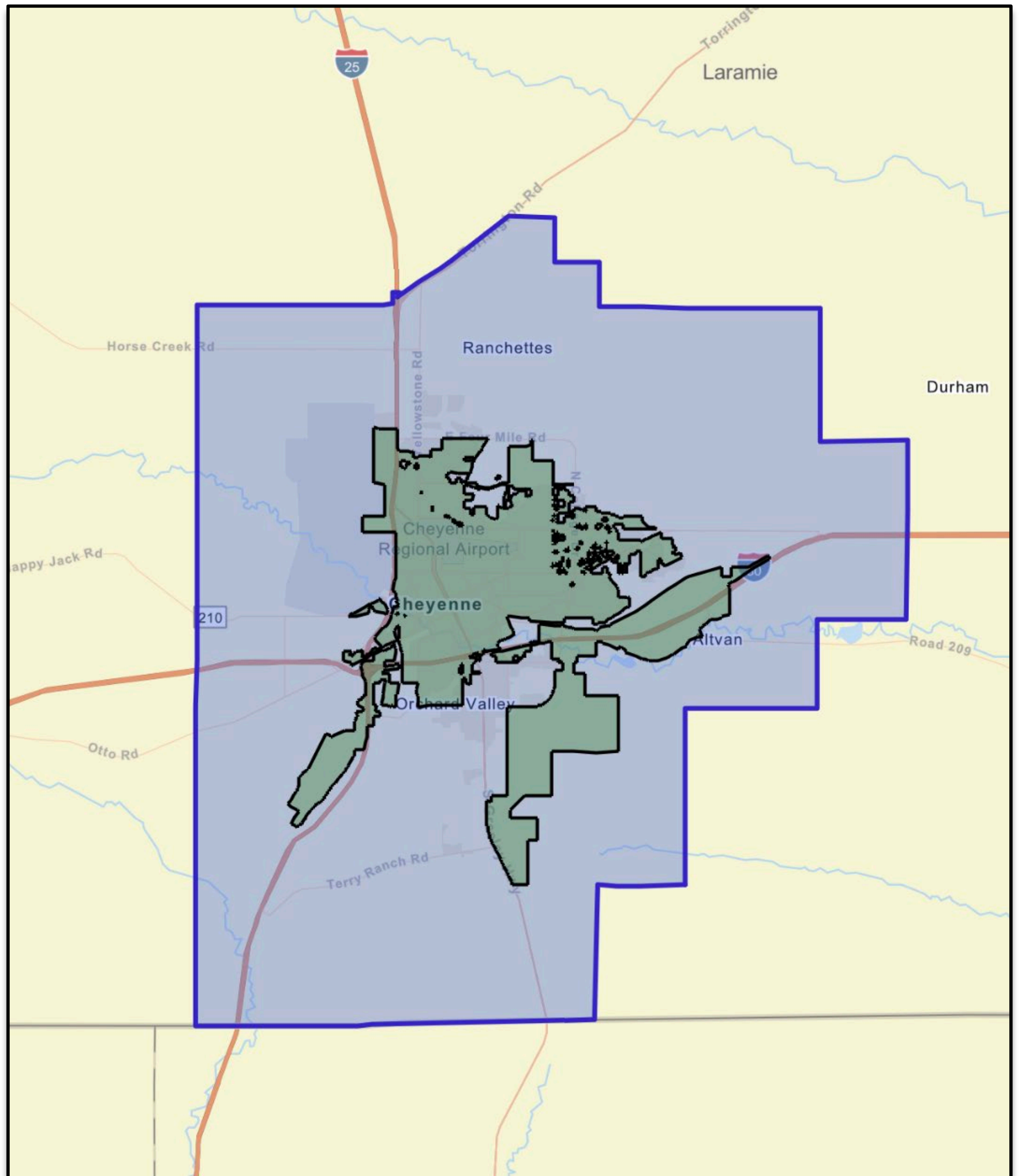
Service Area Map



- Green Boundary – City of Cheyenne - Primary Service Area
- Blue Boundary – Secondary Service Area

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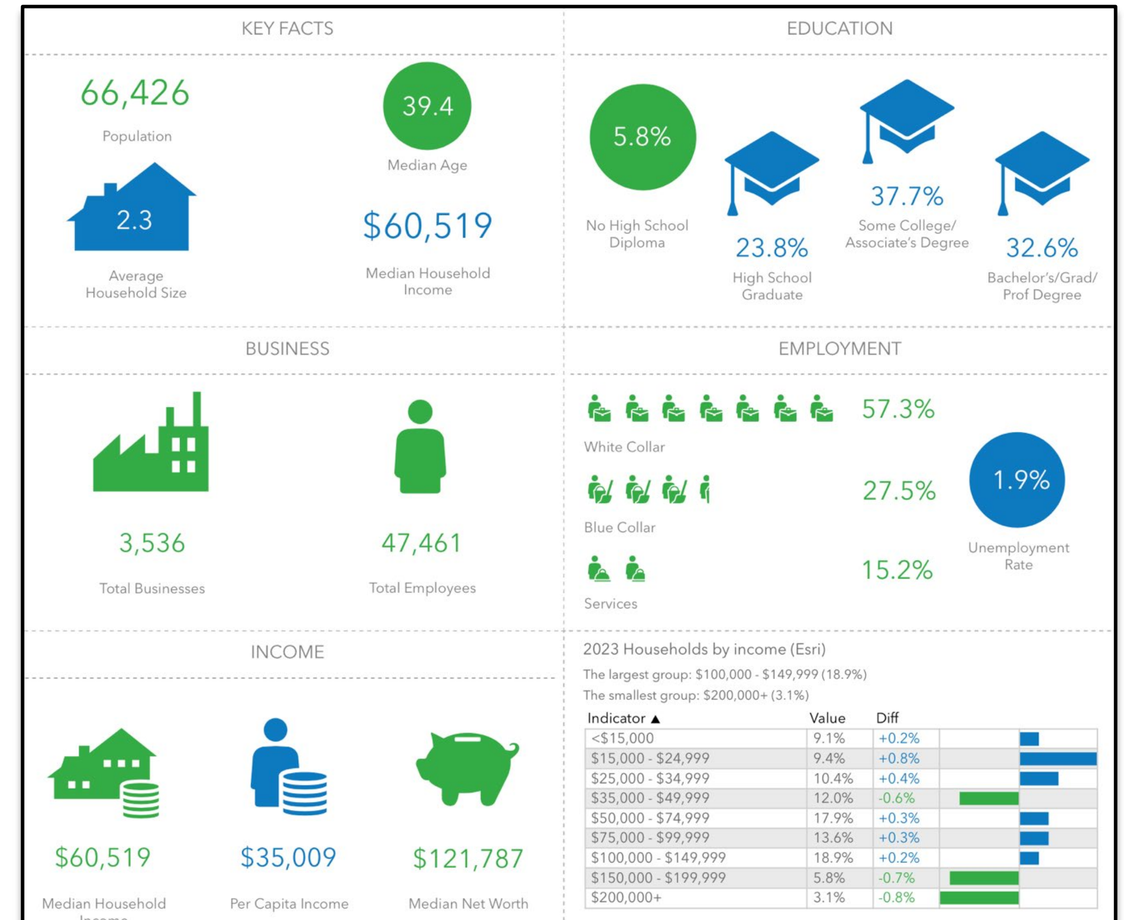
Infographic



Households by Income comparison uses the Primary Service Area and compares it to Larimer County.

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Demographic Summary

	Primary Service Area	Secondary Service Area
Population:		
2020 Census	65,171[1]	88,633[2]
2023 Estimate	66,426	90,405
2028 Estimate	67,149	91,675
Households:		
2020 Census	28,198	36,973
2023 Estimate	29,080	38,172
2028 Estimate	29,927	39,406
Families:		
2020 Census	16,288	22,558
2023 Estimate	16,719	23,075
2028 Estimate	17,115	23,709
Average Household Size:		
2020 Census		
2023 Estimate	2.26	2.33
2028 Estimate	2.22	2.29
Ethnicity (2023 Estimate):		
Hispanic	16.8%	17.0%
White	79.2%	78.7%
Black	2.6%	2.6%
American Indian	1.2%	1.2%
Asian	1.4%	1.4%
Pacific Islander	0.2%	0.2%
Other	4.6%	4.9%
Multiple	10.9%	11.1%
Median Age:		
2020 Census	37.0	36.2
2023 Estimate	39.4	38.7
2028 Estimate	40.0	39.4
Median Income:		
2023 Estimate	$60,519	$59,994
2028 Estimate	$66,420	$65,745

[1] From the 2010-2020 Census, the Primary Service Area experienced a 0.8% increase in population.
[2] From the 2010-2020 Census, the Secondary Service Area experienced a 0.8% increase in population.

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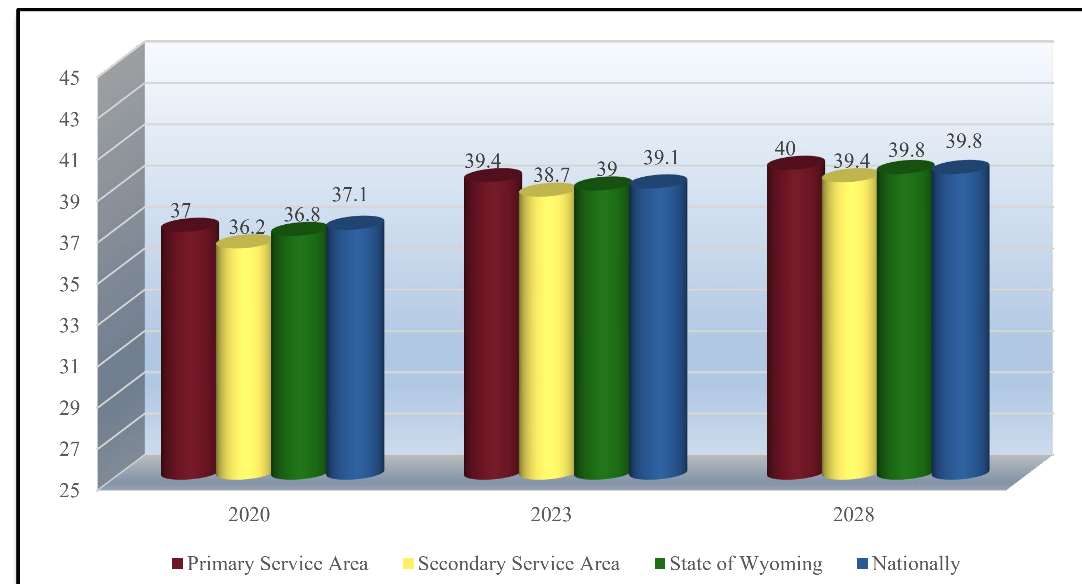
Age and Income: The median age and household income levels are compared with the national number as both of these factors are secondary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation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

Table A – Median Age:

	2020 Census	2023 Projection	2028 Projection
Primary Service Area	37.0	39.4	40.0
Secondary Service Area	36.2	38.7	39.4
State of Wyoming	36.8	39.0	39.8
National	37.1	39.1	39.8

Chart A – Median Age:



The median age in the Primary and Secondary Service Area is similar to the State of Wyoming 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.

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

Table B – Households w/ Children

	Number of Households w/ Children	Percentage of Households w/ Children
Primary Service Area	7,643	27.6%
Secondary Service Area	10,770	29.6%
State of Wyoming	-	29.1%

The information contained in Table-B helps further outline the presence of families with children. As a point of comparison in the 2023 USA Projection, 30.6% of households nationally had children present.

Median Age by Census Block Group Map

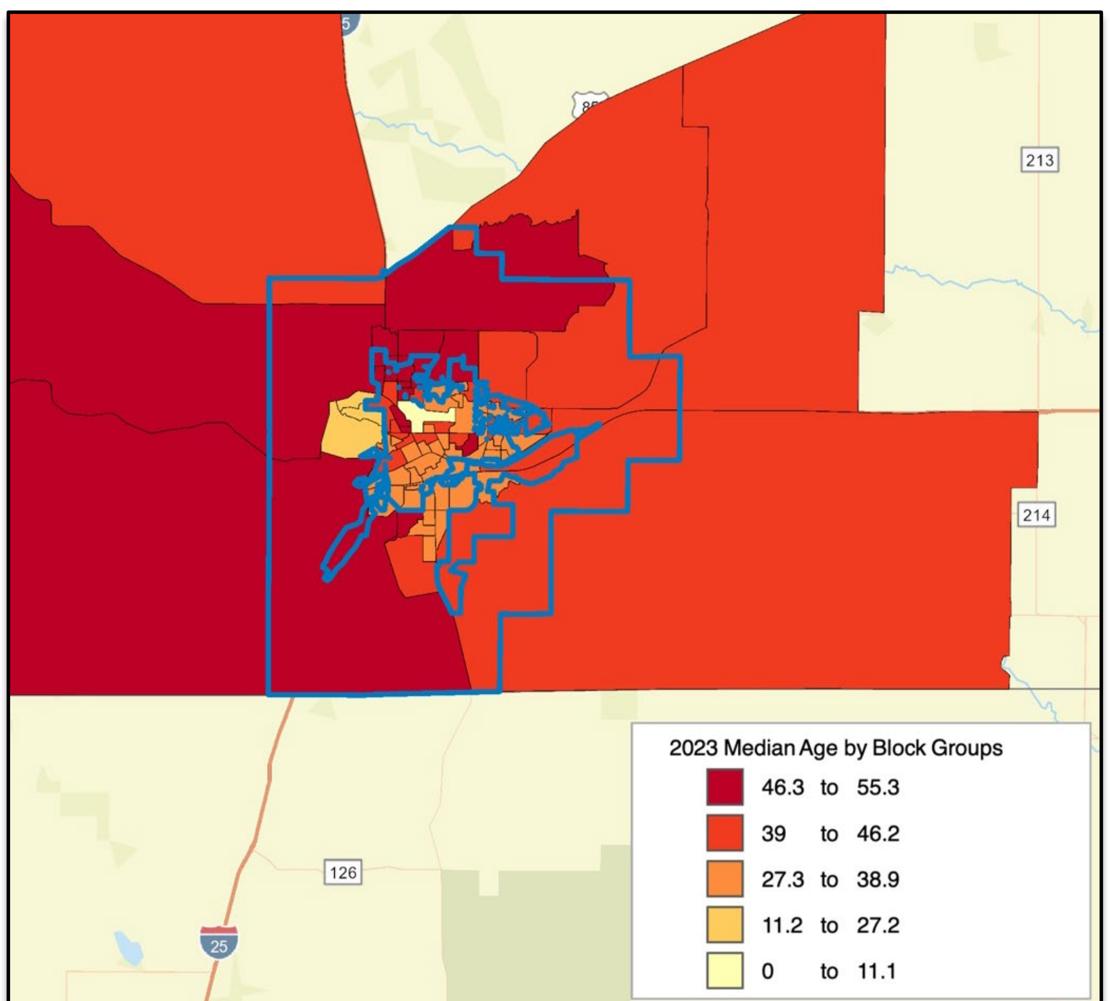

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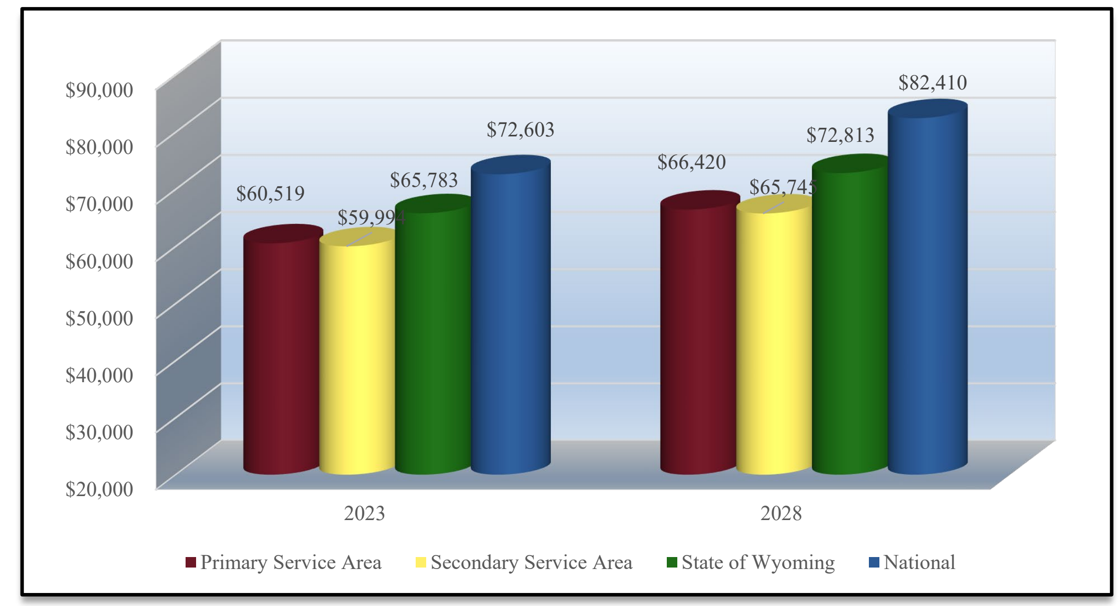
Table C – Median Household Income:

	2023 Projection	2028 Projection
Primary Service Area	$60,519	$66,420
Secondary Service Area	$59,994	$65,745
State of Wyoming	$65,783	$72,813
National	$72,603	$82,410

Chart C (1) – Median Household Income:



Based on 2023 projections for median household income the following narrative describes the service area:

In the Primary Service Area, the percentage of households with median income over $50,000 per year is 59.2% 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 18.4% 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 58.8% 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 17.8% compared to a level of 18.0% nationally.

While there is no perfect indicator of use of parks and recreation facilities and programs, 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.

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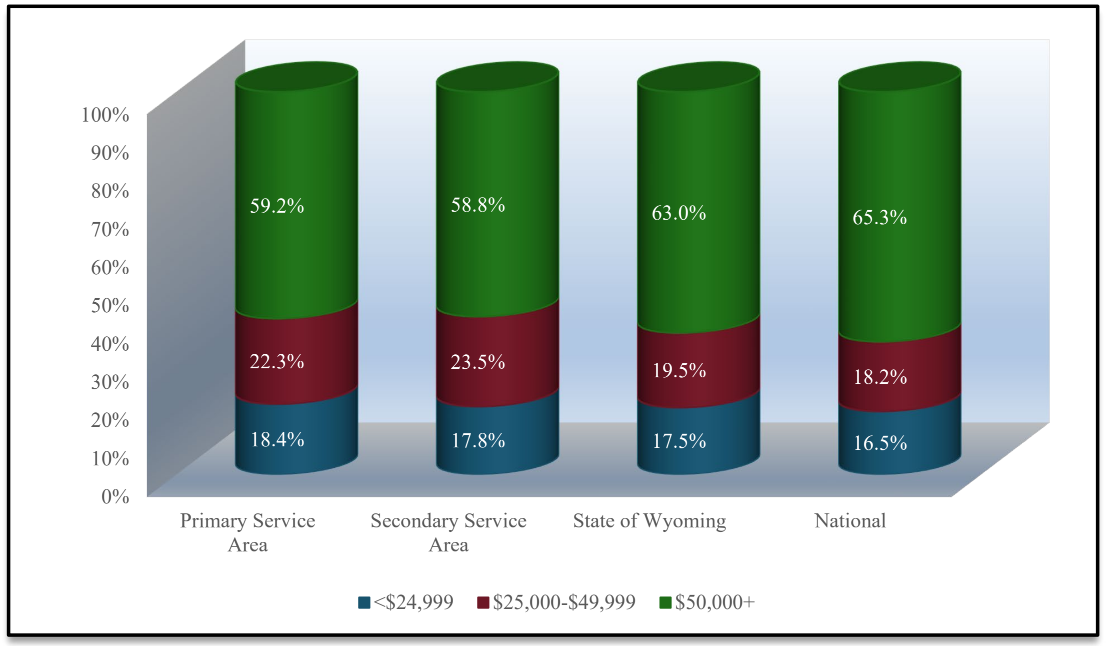
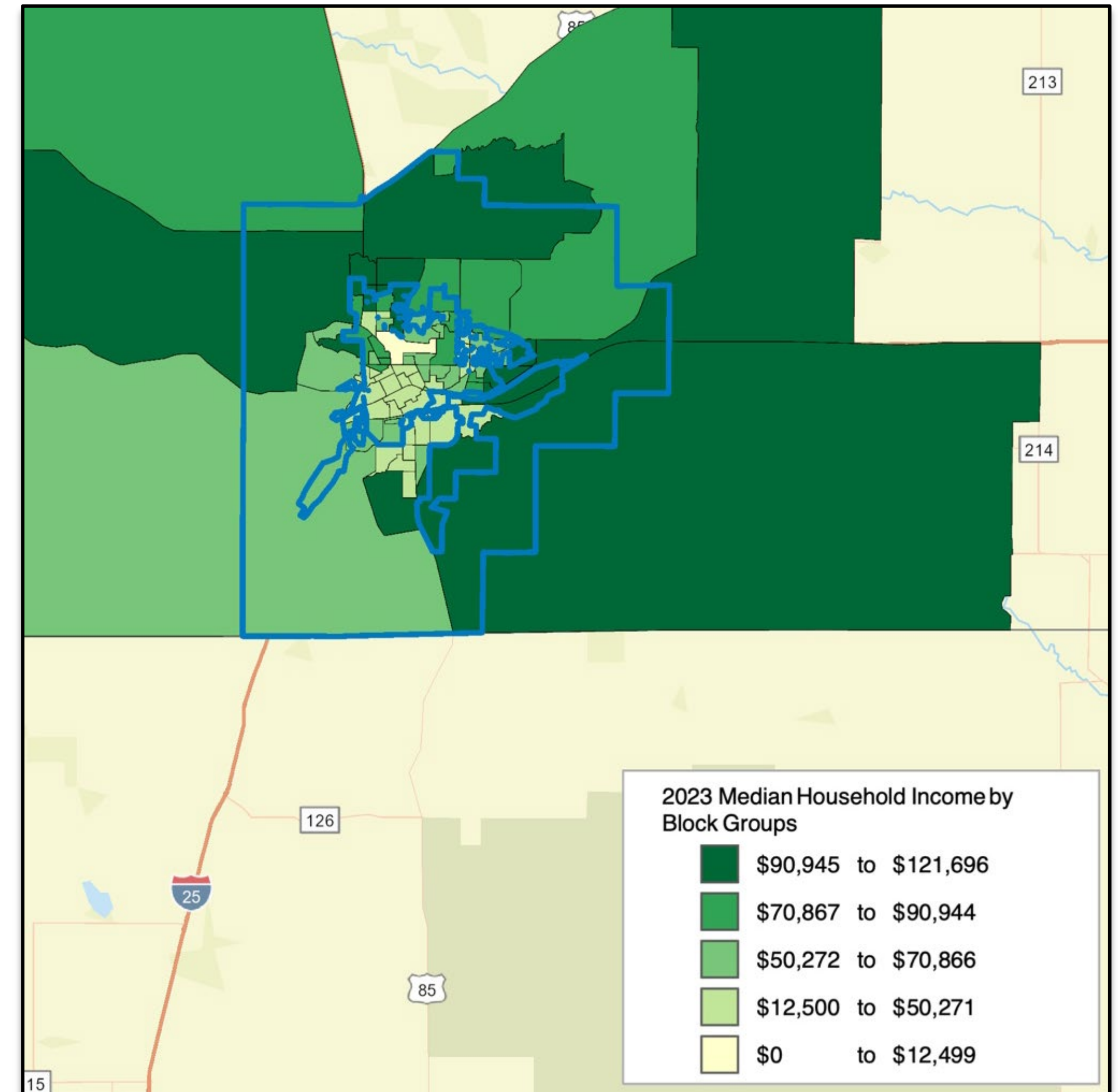
Chart C (2) – Median Household Income Distribution



Household Income by Census Block Group Map



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

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Table D – Household Budget Expenditures[3]:

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	75	$22,974.67	33.3%
Shelter	*75*	*$18,631.79*	*27.0%*
Utilities, Fuel, Public Service	*75*	*$4,342.87*	*6.3%*
Entertainment & Recreation	75	$2,825.01	4.1%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	76	$23,281.48	33.2%
Shelter	*76*	*$18,862.30*	*26.9%*
Utilities, Fuel, Public Service	*76*	*$4,419.18*	*6.3%*
Entertainment & Recreation	76	$2,870.39	4.1%

State of Wyoming	SPI	Average Amount Spent	Percent
Housing	84	$25,788.59	32.7%
Shelter	*84*	*$20,728.32*	*26.3%*
Utilities, Fuel, Public Service	*87*	*$5,060.27*	*6.4%*
Entertainment & Recreation	89	$3,356.14	4.3%

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 2019 and 2021 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2023 and 2028.

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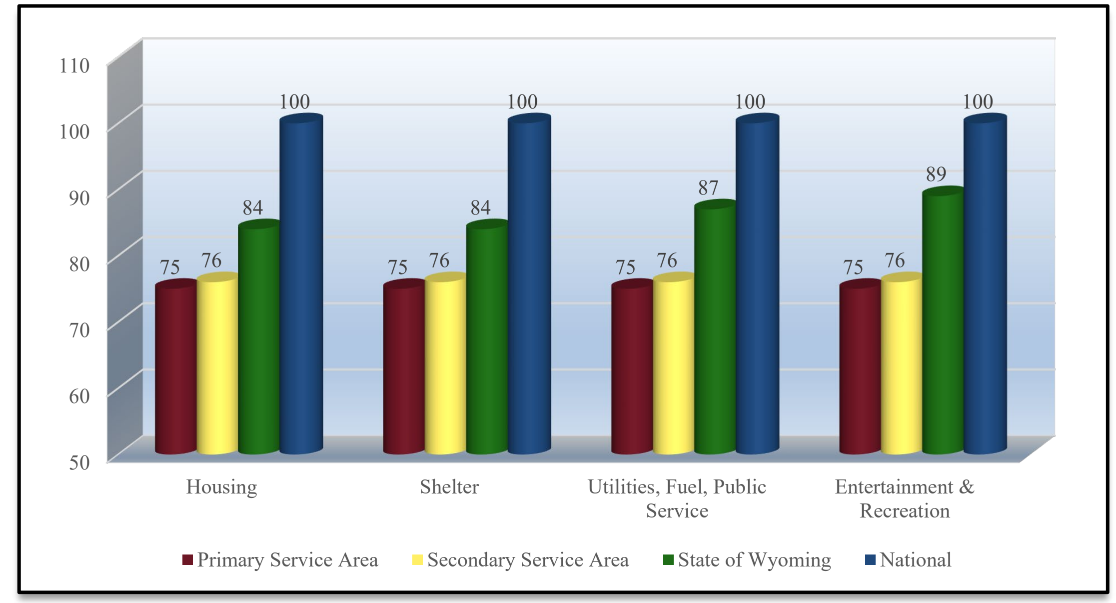
Chart D – Household Budget Expenditures Spending Potential Index:



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 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 30,000 and 94.0% are occupied, or 28,198 housing units. The total vacancy rate for the service area is 7.0%. As a comparison, the vacancy rate nationally was 11.6%. Of the available units:

- For Rent 1.1%
- Rented, not Occupied 0.2%
- For Sale 0.7%
- Sold, not Occupied 0.1%
- For Seasonal Use 0.9%
- Other Vacant 4.1%

The total number of housing units in the Secondary Service Area is 39,323 and 94.0% are occupied, or 36,959 housing units. The total vacancy rate for the service area is 7.0%. As a comparison, the vacancy rate nationally was 11.6%. Of the available units:

- For Rent 0.9%
- Rented, not Occupied 0.2%
- For Sale 0.8%
- Sold, not Occupied 0.1%
- For Seasonal Use 0.8%
- Other Vacant 4.0%

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	77	$91.92
Fees for Recreational Lessons	73	$105.14
Social, Recreation, Club Membership	76	$210.24
Exercise Equipment/Game Tables	79	$77.17
Other Sports Equipment	70	$7.77

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	79	$93.98
Fees for Recreational Lessons	74	$107.62
Social, Recreation, Club Membership	77	$212.92
Exercise Equipment/Game Tables	81	$79.15
Other Sports Equipment	74	$8.19

State of Wyoming	SPI	Average Spent
Fees for Participant Sports	84	$101.00
Fees for Recreational Lessons	79	$114.37
Social, Recreation, Club Membership	84	$232.59
Exercise Equipment/Game Tables	85	$82.65
Other Sports Equipment	89	$9.96

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 2019 and 2021 Consumer Expenditure Surveys, Bureau of Labor Statistics.

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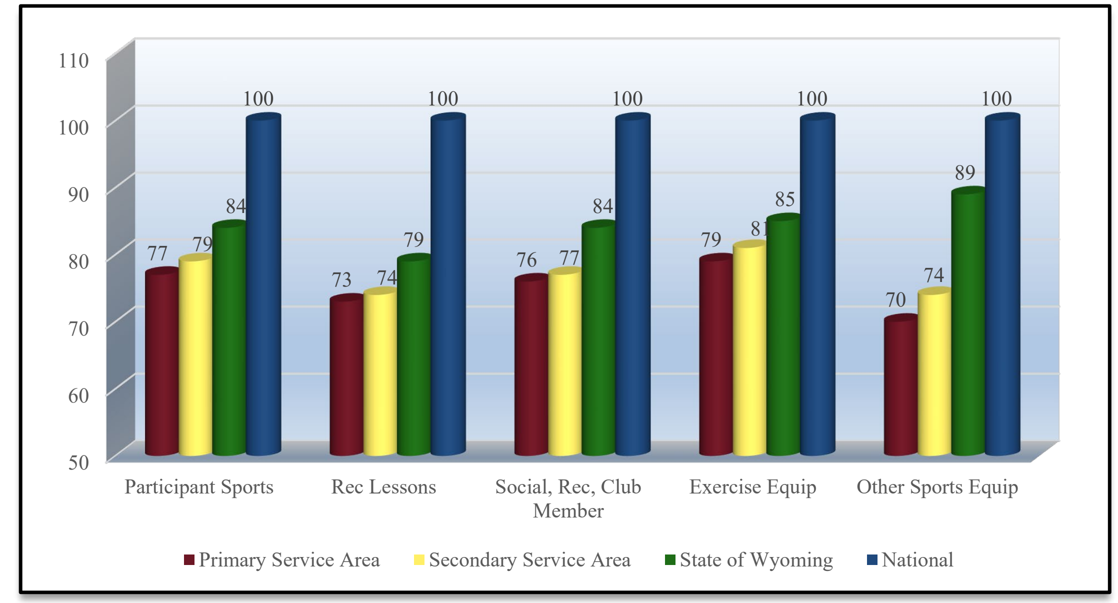
Chart E – Recreation Spending Potential Index:



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

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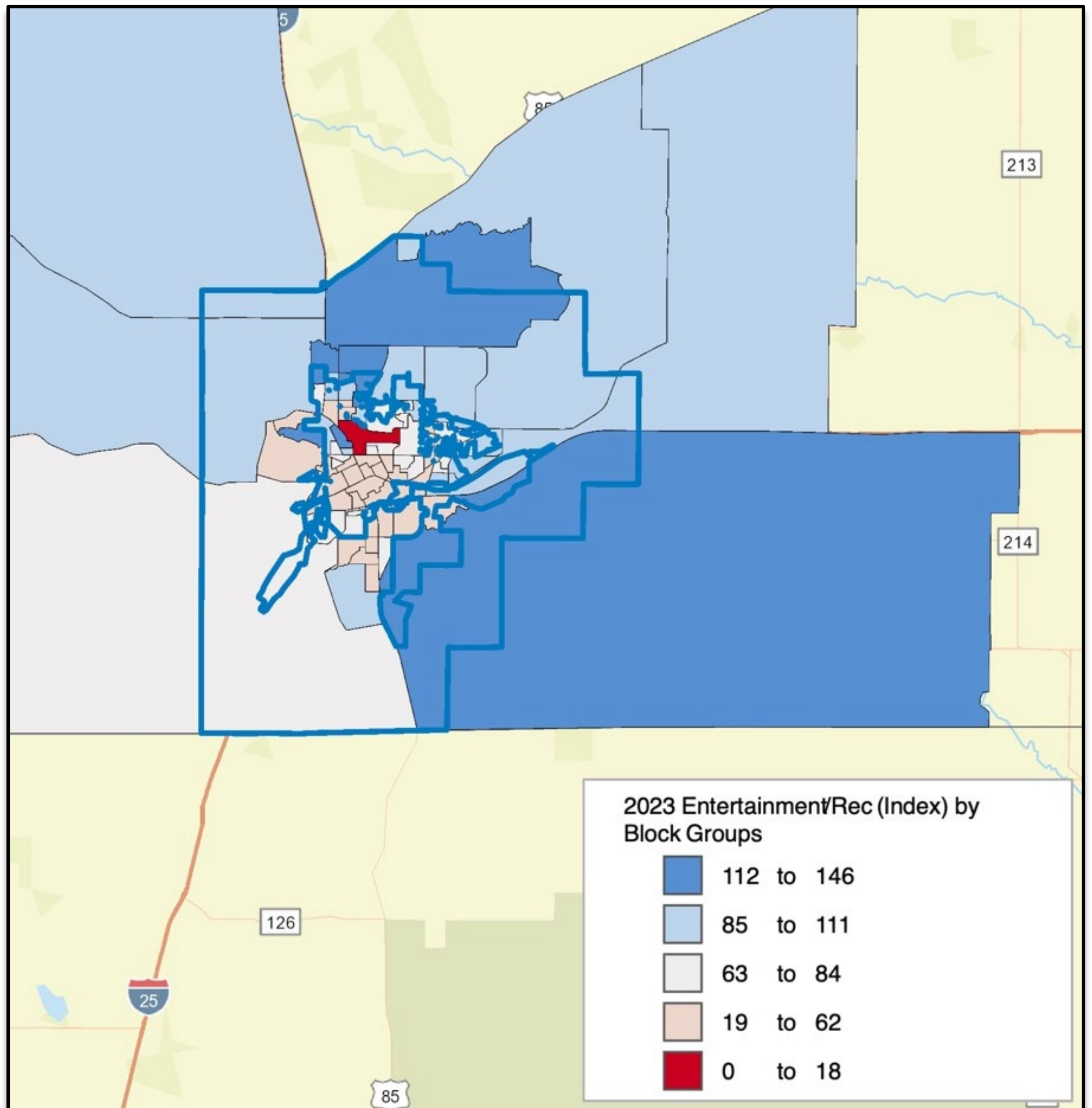
Recreation Spending Potential Index by Census Block Group Map



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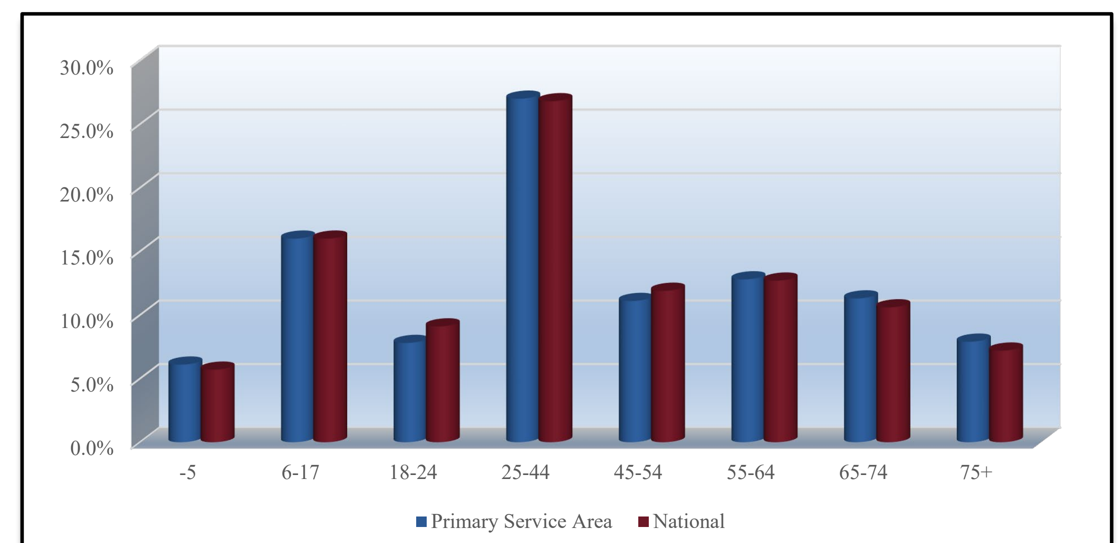
Population Distribution by Age: Utilizing census information for the Primary and Secondary Service Area, the following comparisons are possible.

Table F – 2023 Primary Service Area Age Distribution (ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	4,070	6.1%	5.7%	+0.4%
5-17	10,608	16.0%	16.0%	+0.0%
18-24	5,207	7.8%	9.1%	-1.3%
25-44	17,935	27.0%	26.8%	+0.2%
45-54	7,342	11.1%	11.9%	-0.9%
55-64	8,521	12.8%	12.7%	+0.1%
65-74	7,484	11.3%	10.6%	+0.7%
75+	5,259	7.9%	7.2%	+0.7%

Population: 2023 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 – 2023 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 age groups under 18-24 and 45-54 age groups. The greatest positive variance is in the 65-74 and 75+ age groups with +0.7%, while the greatest negative variance is in the 18-24 age group with -1.3%.

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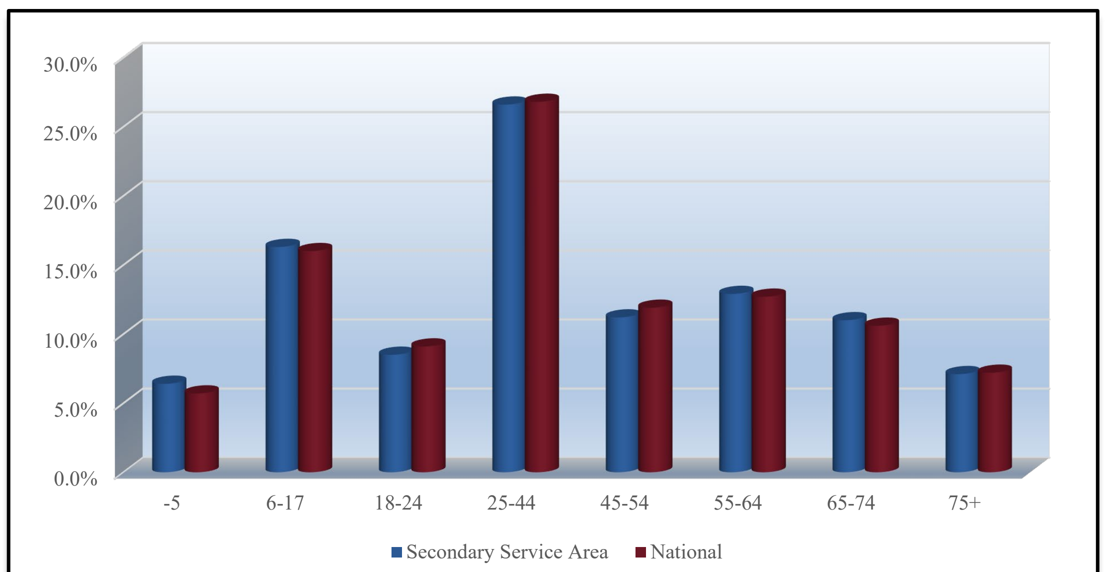
Table G – 2023 Secondary Service Area Age Distribution (ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	5,780	6.4%	5.7%	+0.7%
5-17	14,726	16.3%	16.0%	+0.3%
18-24	7,697	8.5%	9.1%	-0.6%
25-44	24,067	26.6%	26.8%	-0.2%
45-54	10,089	11.2%	11.9%	-0.7%
55-64	11,680	12.9%	12.7%	+0.2%
65-74	9,967	11.0%	10.6%	+0.4%
75+	6,403	7.1%	7.2%	-0.1%

Population: 2023 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 – 2023 Secondary Service Area Age Group Distribution



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a smaller population in the age groups under 18-24, 25-44, 45-54, and 75+ age groups. The greatest positive variance is in the 0-5 age group with +0.7%, while the greatest negative variance is in the 45-54 age group with -0.7%.

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

Table H – 2023 Primary Service Area Population Estimates (U.S. Census Information and ESRI)

Ages	2020 Census	2023 Projection	2028 Projection	Percent Change	Percent Change Nat'l
-5	4,713	4,070	4,165	-11.6%	-9.1%
5-17	10,688	10,608	10,695	+0.1%	-8.2%
18-24	6,133	5,207	5,475	-10.7%	-7.7%
25-44	17,316	17,935	17,580	+1.5%	+3.6%
45-54	9,260	7,342	7,593	-18.0%	-16.5%
55-64	8,094	8,521	7,570	-6.5%	+1.7%
65-74	4,653	7,484	7,715	+65.8%	+61.3%
75+	4,308	5,259	6,356	+47.5%	+51.1%

Chart H – Primary Service Area Population Growth

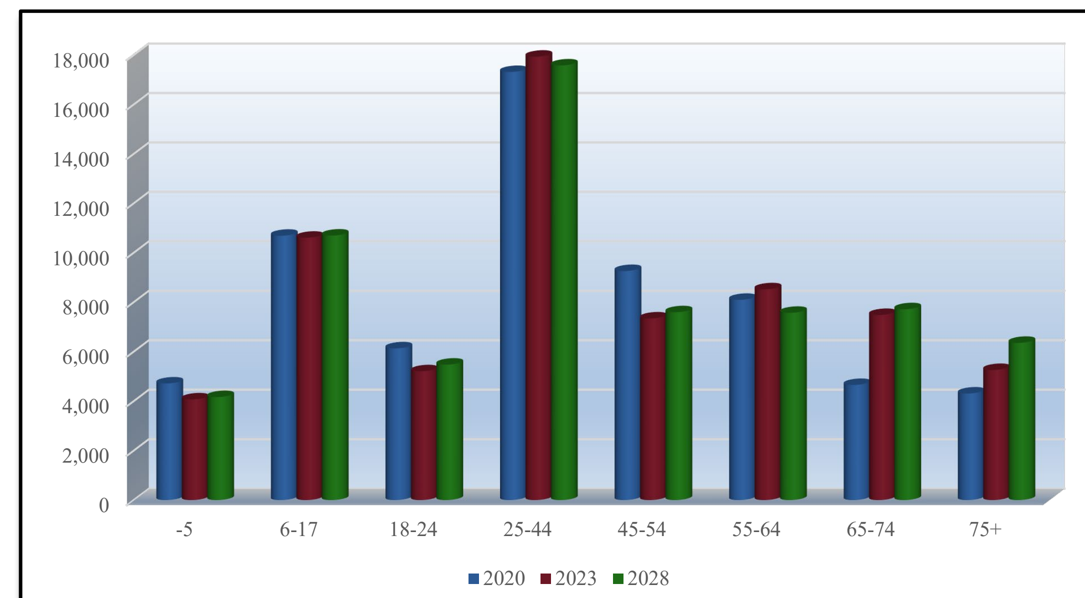

Table-H illustrates the growth or decline in age group numbers from the 2020 census until the year 2028. It is projected that age categories 5-17, 25-44, 65-74 and 75+ will see an increase in population. The population of the United States is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

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Table I – 2023 Secondary Service Area Population Estimates (U.S. Census Information and ESRI)

Ages	2020 Census	2023 Projection	2028 Projection	Percent Change	Percent Change Nat'l
-5	6,638	5,780	5,928	-10.7%	-9.1%
5-17	14,953	14,726	14,818	-0.9%	-8.2%
18-24	9,031	7,697	7,998	-11.4%	-7.7%
25-44	23,275	24,067	23,733	+2.0%	+3.6%
45-54	12,684	10,089	10,377	-18.2%	-16.5%
55-64	10,893	11,680	10,470	-3.9%	+1.7%
65-74	6,124	9,967	10,469	+71.0%	+61.3%
75+	5,034	6,403	7,882	+56.6%	+51.1%

Chart I – Secondary Service Area Population Growth

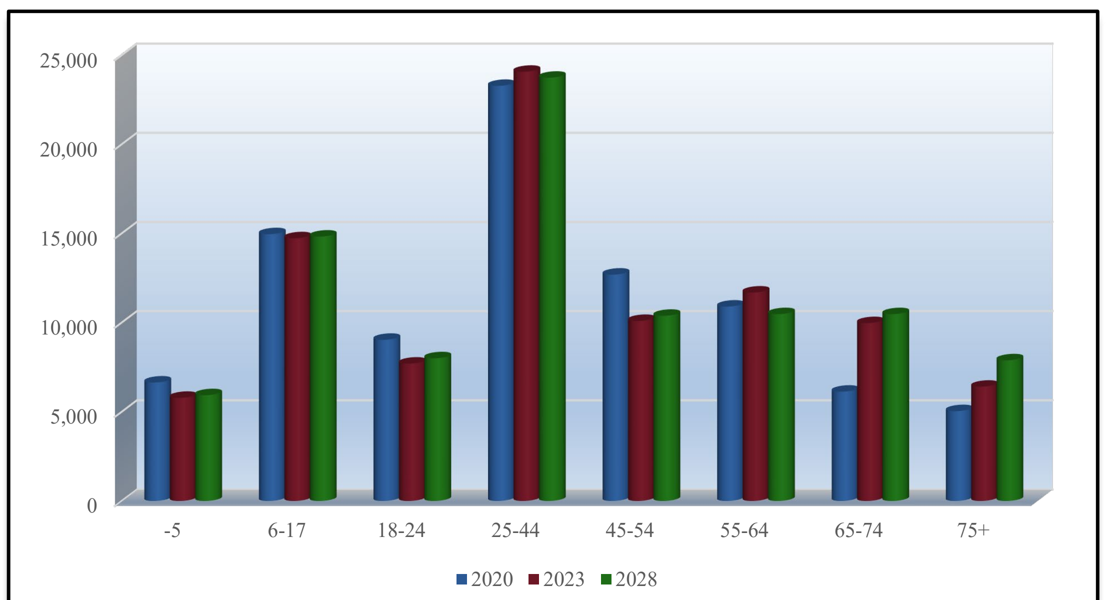

Table-I illustrates the growth or decline in age group numbers from the 2020 census until the year 2028. It is projected that age categories 25-44, 55-64, 65-74 and 75+ will see an increase in population. The population of the United States is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

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Below is listed the distribution of the population by race and ethnicity for the Primary and Secondary Service Area for 2023 population projections. Those numbers were developed from 2020 Census Data.

Table J – Primary Service Area Ethnic Population and Median Age 2023
(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of WY Population
Hispanic	11,145	30.0	16.8%	10.6%

Table K – Primary Service Area by Race and Median Age 2023
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of WY Population
White	52,629	42.6	79.2%	84.3%
Black	1,695	33.4	2.6%	0.9%
American Indian	772	37.9	1.2%	2.4%
Asian	958	41.3	1.4%	0.9%
Pacific Islander	124	39.2	0.2%	0.1%
Other	3,032	32.7	4.6%	3.6%
Multiple	7,216	21.1	10.9%	7.9%

2023 Primary Service Area Total Population: 66,426 Residents

Chart K – 2023 Primary Service Area Population by Non-White Race

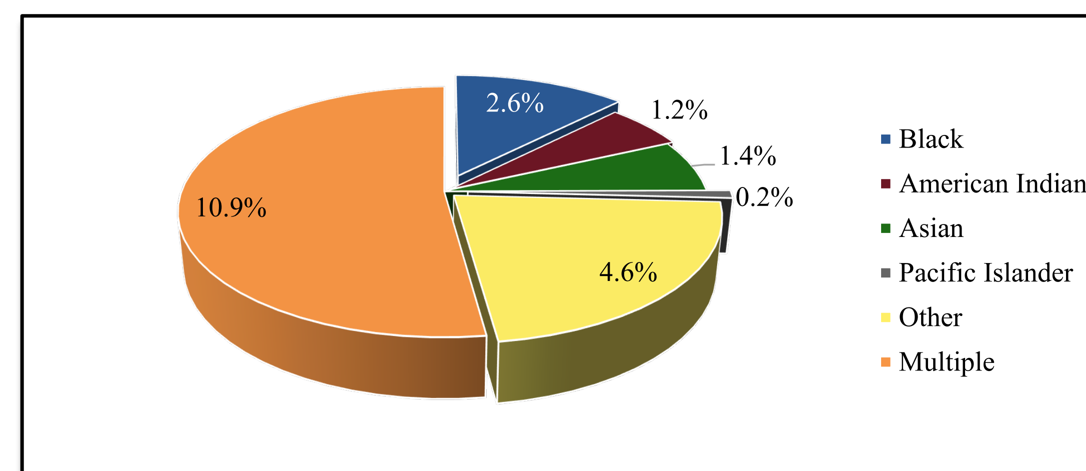

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Table L – Secondary Service Area Ethnic Population and Median Age 2023
(Source – U.S. Census Bureau and ESRI)

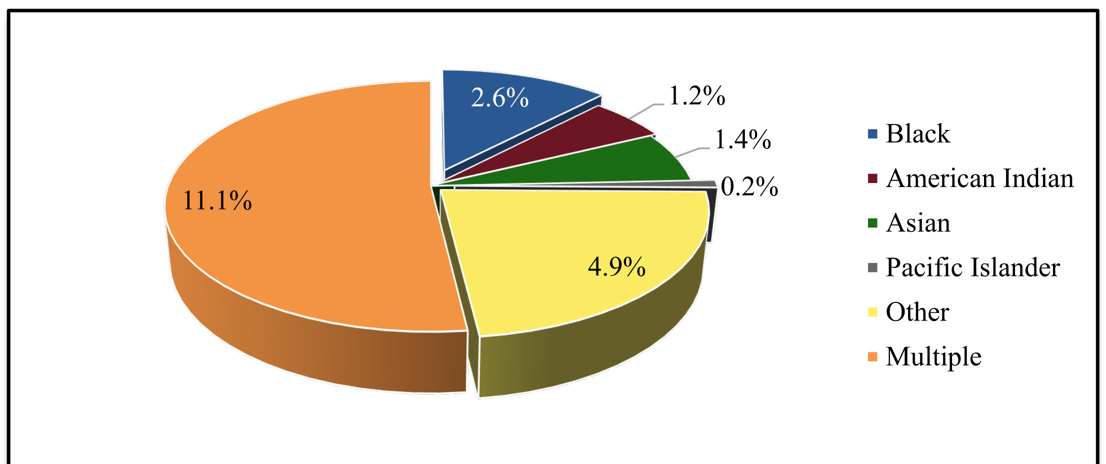
Ethnicity	Total Population	Median Age	% of Population	% of WY Population
Hispanic	15,396	28.7	17.0%	10.6%

Table M – Secondary Service Area by Race and Median Age 2023
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of WY Population
White	71,172	42.0	78.7%	84.3%
Black	2,374	31.1	2.6%	0.9%
American Indian	1,064	37.8	1.2%	2.4%
Asian	1,221	41.5	1.4%	0.9%
Pacific Islander	153	35.9	0.2%	0.1%
Other	4,430	31.0	4.9%	3.6%
Multiple	9,991	21.3	11.1%	7.9%

2023 Secondary Service Area Total Population: 90,405 Residents

Chart M – 2023 Secondary Service Area Population by Non-White Race



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Tapestry Segmentation

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 67-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

There is value including this information for Cheyenne, WY. 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 Areas look to serve with programs, services, and special events.

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

	Primary Service Area		*Demographics*	
	Percent	Cumulative Percent	Median Age	Median HH Income
Old and Newcomers (8F)	27.3%	27.3%	39.4	$44,900
Bright Young Professionals (8C)	11.4%	38.7%	33.0	$54,000
Exurbanites (1E)	7.8%	46.5%	51.0	$103,400
In Style (5B)	5.9%	52.4%	42.0	$73,000
Comfortable Empty Nesters (5A)	5.8%	58.2%	48.0	$75,000

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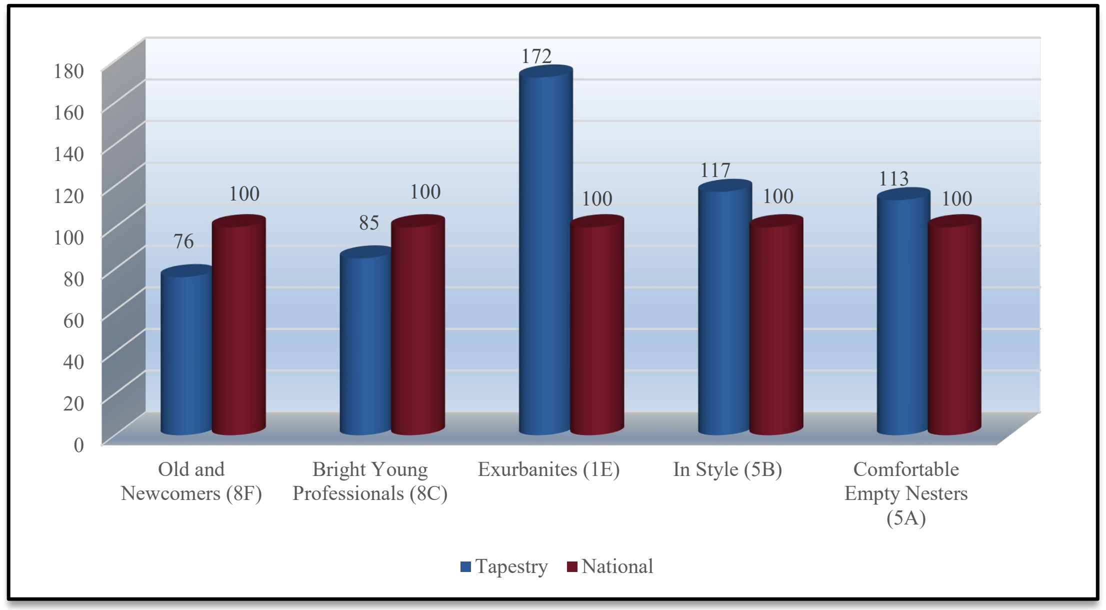
Chart N – Primary Service Area Tapestry Segment Entertainment Spending:



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

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.

Exurbanites (1E) – Although approaching retirement, this group shows no sign of slowing down. Live an affluent lifestyle, active in the community and give to charities. Stay fit and enjoy being social and hard working. Favorite activities include lifting weights, jogging, hiking, kayaking and golf. This is the top market for watching college basketball and professional football.

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.

Comfortable Empty Nesters (5A) – Residents in this large, growing segment are older, with more than half of all households aged 55 or older; many still live in the suburbs where they grew up. Most are professionals working in government, health care, or manufacturing. Many are enjoying the transition from child rearing to retirement. Physically active, they play golf, ski, ride bicycles, and work out regularly.

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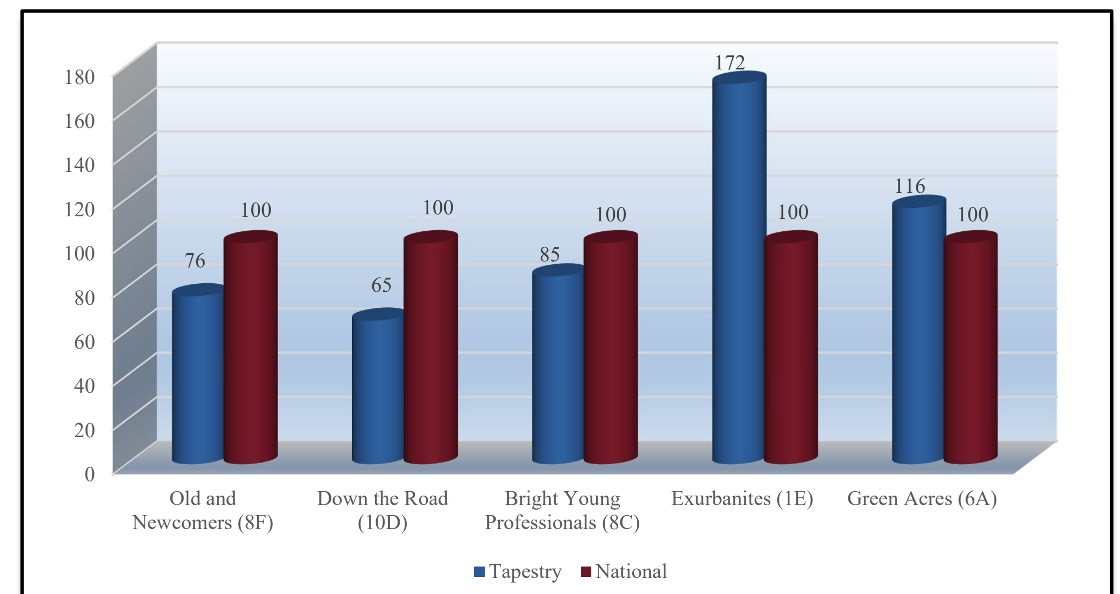
Table O – Secondary Service Area Tapestry Segment Comparison (ESRI estimates)

	Primary Service Area		***Demographics***	
	Percent	**Cumulative Percent**	**Median Age**	**Median HH Income**
Old and Newcomers (8F)	21.5%	21.5%	39.4	$44,900
Down the Road (10D)	11.9%	33.4%	35.0	$38,700
Bright Young Professionals (8C)	8.8%	42.2%	33.0	$54,000
Exurbanites (1E)	7.8%	50.0%	51.0	$103,400
Green Acres (6A)	7.5%	57.5%	43.9	$76,800

Chart O – Secondary Service Area Tapestry Segment Entertainment Spending:



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

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

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.

Exurbanites (1E) – Although approaching retirement, this group shows no sign of slowing down. Live an affluent lifestyle, active in the community and give to charities. Stay fit and enjoy being social and hard working. Favorite activities include lifting weights, jogging, hiking, kayaking and golf. This is the top market for watching college basketball and professional football.

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.

Market Potential Index for Adult Participation: In addition to examining the participation numbers for various outdoor activities through the National Sporting Goods Association, the 2023 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 indoor and outdoor activities.

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

Indoor Sports Adults Participated In:	Expected Number of Adults	Percent of Population	MPI
Aerobics	4,333	8.4%	100
Basketball	2,802	5.4%	95
Bowling	3,570	6.9%	103
Ice Skating	1,137	2.2%	99
Pilates	1,412	2.7%	97
Ping Pong	2,017	3.9%	113
Volleyball	1,218	2.4%	100
Weight Lifting	7,218	13.9%	99
Yoga	5,980	11.6%	106
Zumba	1,512	2.9%	94

Outdoor Sports Adults Participated In:	Expected Number of Adults	Percent of Population	MPI
Baseball	1,260	2.4%	95
Bicycle Riding	6,155	11.9%	99
Exercise Walking	18,095	35.0%	103
Fishing (fresh water)	5,729	11.1%	105
Football	1,171	2.3%	95
Golf	4,502	8.7%	110
Hiking	10,075	19.5%	103
Mtn-Biking (off-road)	2,023	3.9%	109
Running/Jogging	6,022	11.6%	103
Soccer	1,419	2.7%	87
Softball	725	1.4%	86
Swimming	8,182	15.8%	105
Tennis	2,018	3.9%	102

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, this is due to a lack of facilities or an inability to pay for services and programs.

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

Indoor Sports Adults Participated In:	Expected Number of Adults	Percent of Population	MPI
Aerobics	5,807	8.3%	100
Basketball	3,914	5.6%	98
Bowling	4,886	7.0%	104
Ice Skating	1,564	2.2%	101
Pilates	1,920	2.7%	98
Ping Pong	2,850	4.1%	118
Volleyball	1,703	2.4%	104
Weight Lifting	9,979	14.3%	101
Yoga	8,099	11.6%	106
Zumba	1,999	2.9%	92

Outdoor Sports Adults Participated In:	Expected Number of Adults	Percent of Population	MPI
Baseball	1,778	2.5%	99
Bicycle Riding	8,257	11.8%	98
Exercise Walking	24,129	34.5%	102
Fishing (fresh water)	8,025	11.5%	109
Football	1,574	2.3%	95
Golf	6,034	8.6%	109
Hiking	13,755	19.7%	104
Mtn-Biking (off-road)	8,257	11.8%	98
Running/Jogging	8,358	12.0%	106
Soccer	2,042	2.9%	93
Softball	1,069	1.5%	94
Swimming	10,974	15.7%	104
Tennis	2,805	4.0%	105

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, this is due to a lack of facilities or an inability to pay for services and programs.

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Demographic Summary

The following summarizes the demographic characteristics of the service areas.

- The population within either or both Service Areas is such that it would support comprehensive parks and recreation services.

- The median age in both Service Areas is similar to the State and National numbers. A lower median age points to young families with children, which are significant participants in recreation and aquatic programs.

- The Primary Service Area has a slightly lower percentage of households with children (27.6%) than both the state and national average of about 30%.

- The Primary and Secondary Service Areas have a slightly higher median household income ($60,000) than the state of Wyoming ($65,783) and a lower median household income than the national average ($72,603). Income level is important when it comes to price point for programs and services.

- The Household Budget Expenditures and the Recreation Spending Potential are consistent with the median household income. The consistency is important for further understanding the potential amount of discretionary income. 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 the Primary and Secondary Service areas is such that approximately 22% are under the age of 18 and 31-32% are over the age of 55 in both Service Areas. These are two age groups that will be significant users of recreation, fitness and sports facilities and programs. Additionally, it is projected that the 65+ age categories are projected to increase substantially through 2028.

- The tapestries show a diverse mixture of lifestyles, demographics and interests. While nearly 40% of the population is younger, they have strong family connections, limited income and interested in community. The tapestries following these are older with conservative values and financial stability enjoying healthy lifestyles and activities.

- The Recreation Spending Index is lower than the national average for youth team sports (basketball, football, soccer), but higher for adult individual activities (golf, running, swimming, tennis).

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Section II – Participation Figures

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

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

Table A –Participation Rates in the Primary Service Area

Indoor Activities	Age	Income	Region	Nation	Average
Aerobics	15.7%	18.4%	16.8%	15.8%	16.7%
Basketball	7.3%	7.7%	7.7%	7.6%	7.6%
Billiards/Pool	7.2%	7.8%	8.5%	7.3%	7.7%
Bowling	9.4%	9.9%	11.5%	9.6%	10.1%
Boxing	1.5%	1.8%	1.6%	1.5%	1.6%
Cheerleading	2.2%	1.0%	0.9%	1.0%	1.3%
Dart Throwing	3.6%	4.4%	4.9%	3.7%	4.1%
Exercise w/ Equipment	19.0%	21.7%	23.8%	19.1%	20.9%
Gymnastics	1.7%	1.8%	2.7%	1.8%	2.0%
Hockey (ice)	1.0%	1.2%	1.8%	1.0%	1.3%
Ice/Figure Skating	2.6%	2.3%	3.3%	2.7%	2.7%
Martial Arts/MMA	1.7%	1.9%	2.1%	1.7%	1.8%
Pilates	2.0%	2.1%	2.0%	2.0%	2.0%
Table Tennis/Ping Pong	4.0%	4.2%	4.7%	4.1%	4.3%
Volleyball	3.7%	4.2%	5.5%	3.8%	4.3%
Weight Lifting	12.5%	12.8%	15.1%	12.7%	13.3%
Workout @ Clubs	9.6%	11.4%	12.8%	9.7%	10.9%
Wrestling	1.0%	1.0%	0.6%	1.0%	0.9%
Yoga	10.2%	11.4%	12.6%	10.4%	11.2%

Age: Participation based on individuals ages 7 & Up of the Service Area.
Income: Participation based on the 2023 estimated median household income in the Service Area.
Region: Participation based on regional statistics (Mountain)
National: Participation based on national statistics.
Average: Average of the four columns.

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Outdoor Activities	Age	Income	Region	Nation	Average
Archery	1.7%	2.3%	2.0%	1.8%	2.0%
Baseball	3.6%	4.1%	2.7%	3.7%	3.5%
Bicycle Riding	14.4%	15.7%	13.5%	14.6%	14.6%
Exercise Walking	37.8%	40.9%	36.4%	37.3%	38.1%
Fishing (fresh)	9.9%	11.3%	11.9%	9.9%	10.7%
Football (flag)	1.8%	1.4%	1.7%	1.9%	1.7%
Football (tackle)	2.1%	2.3%	2.6%	2.2%	2.3%
Football (touch)	2.6%	3.3%	1.9%	2.7%	2.6%
Golf	6.6%	5.9%	6.9%	6.5%	6.5%
Hiking	17.6%	19.3%	25.8%	17.8%	20.1%
Lacrosse	0.8%	1.1%	0.5%	0.8%	0.8%
Mtn-Biking (off-road)	2.0%	1.9%	3.3%	2.1%	2.3%
Pickleball	2.1%	2.6%	3.0%	2.1%	2.4%
Running/Jogging	14.4%	17.4%	14.2%	14.8%	15.2%
Skateboarding	2.0%	2.2%	3.6%	2.1%	2.5%
Soccer	4.5%	4.7%	4.3%	4.6%	4.5%
Softball	3.0%	3.2%	2.6%	3.1%	3.0%
Swimming	16.2%	18.1%	17.1%	16.4%	16.9%
Tennis	4.5%	4.2%	4.5%	4.7%	4.5%

	Age	Income	Region	Nation	Average
Did Not Participate	20.8%	19.8%	18.3%	20.6%	19.9%

Age: Participation based on individuals ages 7 & Up of the Service Area.
Income: Participation based on the 2023 estimated median household income in the Service Area.
Region: Participation based on regional statistics (Mountain)
National: Participation based on national statistics.
Average: Average of the four columns.

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Table B –Participation Rates in the Secondary Service Area

Indoor Activities	Age	Income	Region	Nation	Average
Aerobics	15.7%	18.4%	16.8%	15.8%	16.7%
Basketball	7.5%	7.7%	7.7%	7.6%	7.6%
Billiards/Pool	7.2%	7.8%	8.5%	7.3%	7.7%
Bowling	9.5%	9.9%	11.5%	9.6%	10.1%
Boxing	1.5%	1.8%	1.6%	1.5%	1.6%
Cheerleading	2.2%	1.0%	0.9%	1.0%	1.3%
Dart Throwing	3.6%	4.4%	4.9%	3.7%	4.1%
Exercise w/ Equipment	19.0%	21.7%	23.8%	19.1%	20.9%
Gymnastics	1.7%	1.8%	2.7%	1.8%	2.0%
Hockey (ice)	1.0%	1.2%	1.8%	1.0%	1.3%
Ice/Figure Skating	2.7%	2.3%	3.3%	2.7%	2.7%
Martial Arts/MMA	1.7%	1.9%	2.1%	1.7%	1.9%
Pilates	2.0%	2.1%	2.0%	2.0%	2.0%
Table Tennis/Ping Pong	4.1%	4.2%	4.7%	4.1%	4.3%
Volleyball	3.7%	4.2%	5.5%	3.8%	4.3%
Weight Lifting	12.5%	12.8%	15.1%	12.7%	13.3%
Workout @ Clubs	9.7%	11.4%	12.8%	9.7%	10.9%
Wrestling	1.0%	1.0%	0.6%	1.0%	0.9%
Yoga	10.3%	11.4%	12.6%	10.4%	11.2%

Age: Participation based on individuals ages 7 & Up of the Service Area.
Income: Participation based on the 2023 estimated median household income in the Service Area.
Region: Participation based on regional statistics (Mountain)
National: Participation based on national statistics.
Average: Average of the four columns.

Outdoor Activities	Age	Income	Region	Nation	Average
Archery	1.8%	2.3%	2.0%	1.8%	2.0%
Baseball	3.6%	4.1%	2.7%	3.7%	3.5%
Bicycle Riding	14.5%	15.7%	13.5%	14.6%	14.6%
Exercise Walking	37.5%	40.9%	36.4%	37.3%	38.0%
Fishing (fresh)	9.9%	11.3%	11.9%	9.9%	10.7%
Football (flag)	1.9%	1.4%	1.7%	1.9%	1.7%
Football (tackle)	2.1%	2.3%	2.6%	2.2%	2.3%
Football (touch)	2.6%	3.3%	1.9%	2.7%	2.6%
Golf	6.5%	5.9%	6.9%	6.5%	6.5%
Hiking	17.6%	19.3%	25.8%	17.8%	20.1%
Lacrosse	0.8%	1.1%	0.5%	0.8%	0.8%
Mtn-Biking (off-road)	2.0%	1.9%	3.3%	2.1%	2.3%
Pickleball	2.1%	2.6%	3.0%	2.1%	2.4%
Running/Jogging	14.5%	17.4%	14.2%	14.8%	15.2%
Skateboarding	2.1%	2.2%	3.6%	2.1%	2.5%
Soccer	4.6%	4.7%	4.3%	4.6%	4.5%
Softball	3.0%	3.2%	2.6%	3.1%	3.0%
Swimming	16.3%	18.1%	17.1%	16.4%	17.0%
Tennis	4.6%	4.2%	4.5%	4.7%	4.5%

	Age	Income	Region	Nation	Average
Did Not Participate	20.8%	19.8%	18.3%	20.6%	19.9%

Age: Participation based on individuals ages 7 & Up of the Service Area.
Income: Participation based on the 2023 estimated median household income in the Service Area.
Region: Participation based on regional statistics (Mountain)
National: Participation based on national statistics.
Average: Average of the four columns.

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Anticipated Participation Number: Utilizing the average percentage from Table A and B above plus the 2020 census information and census estimates for 2023 and 2028 (over age 7) the following comparisons are available.

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

Indoor Activities	Average	2020 Population	2023 Population	2028 Population	Difference
Aerobics	16.7%	9,778	10,112	10,218	439
Basketball	7.6%	4,448	4,599	4,647	200
Billiards/Pool	7.7%	4,512	4,666	4,715	203
Bowling	10.1%	5,919	6,121	6,185	266
Boxing	1.6%	935	967	977	42
Cheerleading	1.3%	742	768	776	33
Dart Throwing	4.1%	2,429	2,512	2,538	109
Exercise w/ Equipment	20.9%	12,255	12,672	12,805	550
Gymnastics	2.0%	1,174	1,214	1,226	53
Hockey (ice)	1.3%	736	761	769	33
Ice/Figure Skating	2.7%	1,602	1,656	1,673	72
Martial Arts/MMA	1.8%	1,081	1,118	1,130	49
Pilates	2.0%	1,192	1,232	1,245	54
Table Tennis/Ping Pong	4.3%	2,495	2,580	2,607	112
Volleyball	4.3%	2,517	2,603	2,630	113
Weight Lifting	13.3%	7,779	8,044	8,128	349
Workout @ Clubs	10.9%	6,382	6,600	6,669	287
Wrestling	0.9%	523	541	547	24
Yoga	11.2%	6,544	6,767	6,837	294

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 2022 Survey Instrument.

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Outdoor Activities	Average	2020 Population	2023 Population	2028 Population	Difference
Archery	2.0%	1,148	1,187	1,200	52
Baseball	3.5%	2,062	2,132	2,154	93
Bicycle Riding	14.6%	8,535	8,826	8,918	383
Exercise Walking	38.1%	22,329	23,090	23,332	1,003
Fishing (fresh)	10.7%	6,296	6,511	6,579	283
Football (flag)	1.7%	1,001	1,035	1,046	45
Football (tackle)	2.3%	1,343	1,389	1,403	60
Football (touch)	2.6%	1,535	1,588	1,604	69
Golf	6.5%	3,789	3,918	3,959	170
Hiking	20.1%	11,793	12,195	12,323	530
Lacrosse	0.8%	466	481	487	21
Mtn-Biking (off-road)	2.3%	1,365	1,412	1,426	61
Pickleball	2.4%	1,433	1,482	1,497	64
Running/Jogging	15.2%	8,906	9,209	9,306	400
Skateboarding	2.5%	1,454	1,504	1,520	65
Soccer	4.5%	2,649	2,740	2,768	119
Softball	3.0%	1,741	1,800	1,819	78
Swimming	16.9%	9,929	10,268	10,375	446
Tennis	4.5%	2,629	2,719	2,747	118

	Average	2020 Population	2023 Population	2028 Population	Difference
Did Not Participate	19.9%	11,658	12,055	12,181	524

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 2022 Survey Instrument.

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

Indoor Activities	Average	2020 Population	2023 Population	2028 Population	Difference
Aerobics	16.7%	13,238	13,701	13,892	654
Basketball	7.6%	6,051	6,263	6,350	299
Billiards/Pool	7.7%	6,121	6,335	6,423	302
Bowling	10.1%	8,041	8,322	8,438	397
Boxing	1.6%	1,272	1,316	1,334	63
Cheerleading	1.3%	1,014	1,050	1,065	50
Dart Throwing	4.1%	3,296	3,412	3,459	163
Exercise w/ Equipment	20.9%	16,601	17,183	17,422	820
Gymnastics	2.0%	1,598	1,654	1,677	79
Hockey (ice)	1.3%	1,001	1,036	1,050	49
Ice/Figure Skating	2.7%	2,180	2,257	2,288	108
Martial Arts/MMA	1.9%	1,471	1,522	1,543	73
Pilates	2.0%	1,614	1,670	1,693	80
Table Tennis/Ping Pong	4.3%	3,389	3,508	3,556	167
Volleyball	4.3%	3,425	3,545	3,594	169
Weight Lifting	13.3%	10,555	10,925	11,077	521
Workout @ Clubs	10.9%	8,652	8,955	9,079	427
Wrestling	0.9%	714	739	749	35
Yoga	11.2%	8,874	9,184	9,312	438

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 2022 Survey Instrument.

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Outdoor Activities	Average	2020 Population	2023 Population	2028 Population	Difference
Archery	2.0%	1,561	1,615	1,638	77
Baseball	3.5%	2,806	2,905	2,945	139
Bicycle Riding	14.6%	11,582	11,988	12,154	572
Exercise Walking	38.0%	30,209	31,266	31,701	1,493
Fishing (fresh)	10.7%	8,535	8,834	8,956	422
Football (flag)	1.7%	1,362	1,409	1,429	67
Football (tackle)	2.3%	1,829	1,893	1,920	90
Football (touch)	2.6%	2,089	2,162	2,193	103
Golf	6.5%	5,125	5,305	5,379	253
Hiking	20.1%	15,996	16,556	16,786	790
Lacrosse	0.8%	635	657	666	31
Mtn-Biking (off-road)	2.3%	1,854	1,919	1,946	92
Pickleball	2.4%	1,943	2,011	2,039	96
Running/Jogging	15.2%	12,098	12,521	12,695	598
Skateboarding	2.5%	1,983	2,052	2,081	98
Soccer	4.5%	3,609	3,735	3,787	178
Softball	3.0%	2,366	2,449	2,483	117
Swimming	17.0%	13,480	13,952	14,146	666
Tennis	4.5%	3,571	3,696	3,747	176

	Average	2020 Population	2023 Population	2028 Population	Difference
Did Not Participate	19.9%	15,787	16,340	16,567	780

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 2022 Survey Instrument.

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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 E – Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobics	16.7%	15.8%	13.1%	17.8%
Basketball	7.6%	7.6%	12.0%	9.4%
Billiards/Pool	7.7%	7.3%	4.7%	8.2%
Bowling	10.1%	9.6%	11.7%	10.9%
Boxing	1.6%	1.5%	3.7%	2.3%
Cheerleading	1.3%	1.0%	1.5%	1.1%
Dart Throwing	4.1%	3.7%	2.1%	4.2%
Exercise w/ Equipment	20.9%	19.1%	13.6%	17.2%
Gymnastics	2.0%	1.8%	1.8%	2.3%
Hockey (ice)	1.3%	1.0%	0.1%	1.0%
Ice/Figure Skating	2.7%	2.7%	1.2%	2.7%
Martial Arts/MMA	1.8%	1.7%	2.6%	2.1%
Pilates	2.0%	2.0%	1.7%	2.3%
Table Tennis/Ping Pong	4.3%	4.1%	2.5%	3.6%
Volleyball	4.3%	3.8%	3.7%	4.6%
Weight Lifting	13.3%	12.7%	10.7%	13.2%
Workout @ Clubs	10.9%	9.7%	7.0%	9.9%
Wrestling	0.9%	1.0%	1.6%	1.5%
Yoga	11.2%	10.4%	7.5%	10.3%

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Outdoor Activity	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Archery	2.0%	1.8%	0.4%	1.6%
Baseball	3.5%	3.7%	2.4%	4.8%
Bicycle Riding	14.6%	14.6%	11.8%	13.3%
Exercise Walking	38.1%	37.3%	24.4%	32.1%
Fishing (fresh)	10.7%	9.9%	5.2%	17.2%
Football (flag)	1.7%	1.9%	3.4%	1.7%
Football (tackle)	2.3%	2.2%	4.5%	2.0%
Football (touch)	2.6%	2.7%	5.4%	2.8%
Golf	6.5%	6.5%	2.2%	4.4%
Hiking	20.1%	17.8%	6.8%	16.9%
Lacrosse	0.8%	0.8%	0.5%	0.5%
Mtn-Biking (off-road)	2.3%	2.1%	2.6%	2.3%
Pickleball	2.4%	2.1%	1.0%	1.7%
Running/Jogging	15.2%	14.8%	12.9%	16.8%
Skateboarding	2.5%	2.1%	2.8%	3.1%
Soccer	4.5%	4.6%	4.0%	7.2%
Softball	3.0%	3.1%	2.0%	2.9%
Swimming	16.9%	16.4%	8.6%	18.2%
Tennis	4.5%	4.7%	3.3%	4.7%

	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Did Not Participate	19.9%	20.6%	22.7%	19.8%

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

Indoor Activity	Secondary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobics	16.7%	15.8%	13.1%	17.8%
Basketball	7.6%	7.6%	12.0%	9.4%
Billiards/Pool	7.7%	7.3%	4.7%	8.2%
Bowling	10.1%	9.6%	11.7%	10.9%
Boxing	1.6%	1.5%	3.7%	2.3%
Cheerleading	1.3%	1.0%	1.5%	1.1%
Dart Throwing	4.1%	3.7%	2.1%	4.2%
Exercise w/ Equipment	20.9%	19.1%	13.6%	17.2%
Gymnastics	2.0%	1.8%	1.8%	2.3%
Hockey (ice)	1.3%	1.0%	0.1%	1.0%
Ice/Figure Skating	2.7%	2.7%	1.2%	2.7%
Martial Arts/MMA	1.9%	1.7%	2.6%	2.1%
Pilates	2.0%	2.0%	1.7%	2.3%
Table Tennis/Ping Pong	4.3%	4.1%	2.5%	3.6%
Volleyball	4.3%	3.8%	3.7%	4.6%
Weight Lifting	13.3%	12.7%	10.7%	13.2%
Workout @ Clubs	10.9%	9.7%	7.0%	9.9%
Wrestling	0.9%	1.0%	1.6%	1.5%
Yoga	11.2%	10.4%	7.5%	10.3%

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Outdoor Activity	Secondary Service Area	National Participation	African American Participation	Hispanic Participation
Archery	2.0%	1.8%	0.4%	1.6%
Baseball	3.5%	3.7%	2.4%	4.8%
Bicycle Riding	14.6%	14.6%	11.8%	13.3%
Exercise Walking	38.0%	37.3%	24.4%	32.1%
Fishing (fresh)	10.7%	9.9%	5.2%	17.2%
Football (flag)	1.7%	1.9%	3.4%	1.7%
Football (tackle)	2.3%	2.2%	4.5%	2.0%
Football (touch)	2.6%	2.7%	5.4%	2.8%
Golf	6.5%	6.5%	2.2%	4.4%
Hiking	20.1%	17.8%	6.8%	16.9%
Lacrosse	0.8%	0.8%	0.5%	0.5%
Mtn-Biking (off-road)	2.3%	2.1%	2.6%	2.3%
Pickleball	2.4%	2.1%	1.0%	1.7%
Running/Jogging	15.2%	14.8%	12.9%	16.8%
Skateboarding	2.5%	2.1%	2.8%	3.1%
Soccer	4.5%	4.6%	4.0%	7.2%
Softball	3.0%	3.1%	2.0%	2.9%
Swimming	17.0%	16.4%	8.6%	18.2%
Tennis	4.5%	4.7%	3.3%	4.7%

	Secondary Service Area	National Participation	African American Participation	Hispanic Participation
Did Not Participate	19.9%	20.6%	22.7%	19.8%

There is a not significant Black population in either service area (2.6%); there is a Hispanic population of about 17% in both service areas.

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National Summary of Sports Participation: The following chart summarizes participation for indoor activities utilizing information from the 2023 National Sporting Goods Association survey.

Table G – Sports Participation Summary

Sport	Nat'l Rank[5]	Nat'l Participation (in millions)
Exercise Walking	1	113.9
Cardio Fitness	2	92.9
Strength Training	3	73.4
Exercising w/ Equipment	4	58.2
Swimming	6	50.2
Running/Jogging	7	45.0
Bicycle Riding	8	44.6
Weightlifting	10	38.8
Yoga	11	31.7
Workout @ Club	13	29.6
Basketball	15	23.2
Billiards/Pool	16	22.3
Table Tennis/Ping Pong	23	12.5
Volleyball	26	11.7
Pickleball	38	6.4
Pilates	39	6.2
Gymnastics	43	5.3
Martial Arts/MMA	44	5.3
Boxing	48	4.6
Wrestling	52	3.1
Cheerleading	53	3.1

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

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

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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 H – Participation by Age Group:

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

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

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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 (2013-2022).

Table I – National Activity Trend (in millions)

Increase in Participation	2013 Participation	2022 Participation	Percent Increase
Pickleball	1.7	6.4	276.5
Table Tennis/Ping Pong	9.8	12.5	27.6
Bicycle Riding	35.6	44.6	25.3
Weightlifting	31.3	38.8	24.0
Yoga	25.9	31.7	22.4
Boxing	3.8	4.6	21.1
Exercise Walking	96.3	113.9	18.3
Volleyball	10.1	11.7	15.8
Billiards/Pool	19.5	22.3	14.4
Pilates	5.5	6.2	12.7
Swimming	45.5	50.2	10.3
Exercise w/ Equipment	53.1	58.2	9.6
Running/Jogging	42.0	45.0	7.1
Gymnastics	5.1	5.3	3.9
Wrestling	3.1	3.1	0.0

Decrease in Participation	2013 Participation	2022 Participation	Percent Decrease
Basketball	25.5	23.2	-9.0%
Cheerleading	3.5	3.1	-11.4%
Workout @ Club	34.1	29.6	-13.2%
Martial Arts/MMA	6.4	5.3	-17.2%

2013 Participation: The number of participants per year in the activity (in millions) in the United States.
2022 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 2013 to 2022.

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

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

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

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

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Attending Arts Activities

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

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

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

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

- Following a sharp decline in overall arts attendance that occurred from 2002-2008, participation rates held steady from 2008-2012, and have increased into 2017.

- Changes in the U.S. demographic composition appear to have contributed to attendance in performing arts attendance. Still, various subgroups of Americans have maintained or increased attendance rates for individual art forms.

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

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

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

Reading Books and Literature

Table C– Reading Activity

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

Consuming Art Through Electronic Media

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

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

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

	Percentage
Other Music 6	65%
Classical Music or Opera	21%
Jazz	20%
Programs Info. About Book Writers	19%
Lain, Spanish, or Salsa	19%
Theater Productions (musical or stage play) 7	16%
Paintings, Sculpture, Pottery or Other Visual Art	16%
Dance Performances or programs	14%
Programs and Info. About Visual Arts	14%

Making and Sharing Art

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

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

Performing Arts include singing, playing any musical instrument, dancing, or acting.

Visual Arts include painting, drawing, sculpting, or making prints, taking photographs, creating films, creating animations, digital arts, making potter, ceramics or jewelry, doing leatherwork, metalwork or woodwork, weaving, crocheting, quilting, knitting or sewing, scrapbooking, etc.

Creative Writing includes fiction, nonfiction, poetry or plays.

Table G – Percentage of American Adults Who Did Performing Arts

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

[6] Rock, pop, country, folk, rap or hip-hop
[7] Musicals, plays or information about theatre.

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Table H – Percentage of American Adults Who Did Visual Arts

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

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

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

Participating in Arts Learning

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

	Percentage
Any Type of Art	9.5%
Visual Arts[8]	3.6%
Music	2.7%
Art History or Appreciation	2.1%
Dance	1.9%
Creative Writing	1.7%
Computer Animation or Digital Art	1.8%
Photography or Filmmaking	1.6%
Acting or Theatre	0.6%

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

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

[8] Drawing, Painting, Pottery, Weaving or Graphic Design

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Memo: Recreation Trends

To:	City of Cheyenne: Jeanie Anderson-Shrednik; Jason Sanchez
From:	Ballard*King and Design Workshop
Date:	July 25, 2024
Project Name:	Cheyenne Parks and Recreation Master Plan
Project #:	7172
Subject:	Recreation Trends Memo

Understanding recreation trends is important to the current state of participation and demand. The following Recreation Trends memo provides insight into current national, state, and regional trends in recreation. This memo is intended to be a collection of all recreation data from local, state, and national sources. Select relevant information will be summarized within the Parks and Recreation Master Plan. The contents of this memo are organized as follows:

- National Trends
- Wyoming Trends
- Cheyenne Area Popular Activities and Recreation Spending
- Facilities and Programs Review of National and Regional Trends

National Trends

The recent pandemic resulted in a national shift in outdoor recreation trends, one being many people spending more time in parks and walking on trails. Walking for exercise and hiking on trails and pathways has long been the most popular recreation activity for adults. However, according to new studies from mobility data analytics firm Streetlight, walking activity has decreased by an average of 36% since 2019[1]. According to the National Parks and Recreation Association (NRPA), this data suggests walking is becoming primarily a form of recreation for health and less so a mode of transportation to destinations. This is an opportunity for staff and recreation programmers to incorporate more interactive and engaging activities into outdoor walking as a fitness activity. Other outdoor recreation activities have increased national participation growth (around 80%) since the pandemic, like camping and fishing, climbing, and skateboarding[2].

Overall, national participation in sports and fitness has increased in 2022, with 77.6% of people participating in at least one physical activity (which continues to grow from previous years)[3]. Interestingly, the largest growth in participation in 2022 was racquet sports, with pickleball as the primary contributor. Additionally, team sports are seeing slow increases (23.2% in 2022) in participation, as participation heavily decreased during the pandemic, with water and outdoor sports showing similar growth patterns. Over the last ten years, sports and fitness have increased participation, with individual team sports as the exception. Individual sports have slightly declined from 2013 (43.3%) to 2023 (41.3%)[4].

[1] Industry Trends for 2024, NRPA (Jan 2024). Parks and Recreation.Org.
[2] 2023 Outdoor Participation Trends Report. Outdoor Industry Association. [2023 Outdoor Participation Trends - Outdoor Industry Association]
[3] Topline Participation Report, 2023 Sports & Fitness Industry Association
[4] Ibid

Wyoming Trends

The 2017-2023 & 2024-2028 Wyoming Statewide Comprehensive Outdoor Recreation Plans (SCORP)is currently used to understand current and future statewide trends. A yearly report by the Wyoming Outdoor Recreation, Tourism and Hospitality Initiative for Wyoming Outdoor Recreation also provides data. In Wyoming, a significant proportion of recreation activity occurs on public lands, especially State lands. Findings from the Recreation User Survey highlighted that 83% of participants had visited state parks within the past year. Moreover nearly 40% of those surveyed reported weekly participation in outdoor recreation. In 2022, outdoor recreation's contribution to Wyoming's GDP increased from 33% from $1.5 to $2 billion[5]. This is significant on a national scale as outdoor recreation contributes more to Wyoming's GDP (4.2%)[6] than any other state in the country except Hawaii, Vermont, and Montana. Comparatively, neighboring states such as Colorado and Utah saw 2.8% and 3.2% of their GDP coming from outdoor recreation, respectively[7]. After Alaska, Wyoming has the most acres per capita for open spaces, trails, and hunting land, with tourism as Wyoming's second-largest industry, with outdoor recreation being a crucial component[8]. The top financial contributors of select outdoor activities (see Figure 1) were snow activities, RVing, boating and fishing, followed by game areas (including golf and tennis). Other economic impacts on outdoor recreation include equestrian use on trails, hiking, rock climbing, hunting and fishing, bicycling, skiing and snowshoeing and wildlife viewing.

Figure 1 Outdoor Industries. Source: 2024 Wyoming Outdoor Recreation Report

In local communities, hiking and walking were the most favored activities. However, when considering activities in broader categories, water sports—including rafting, swimming, paddling, canoeing, and boating—emerged as more popular[9]. For visitors and travelers, hiking, backpacking, and trail running on trails and paths were notably prevalent, similar to local trends. Additionally, hunting, fishing, water sports, and camping also ranked highly in popularity. The key distinction lies in the preferences of full-time residents, who place higher importance on accessibility, bike trails, and water sports or access. Visitors showed a slightly greater preference for RV camping sites, though there was overall strong interest in this option from all groups.

In Laramie County, the leading activities were hiking/walking (81.8%), viewing natural scenery (77.9%), and driving for pleasure (75.5%). Residents expressed a desire to engage in horseback

[5] Bureau of Economic Analysis. Outdoor Recreation Satellite Account, U.S. and States, 2022. https://www.bea.gov/sites/default/files/2023-11/orsa1123-State.xlsx
[6] 2024-2028 Statewide Comprehensive Outdoor Recreation Plan (SCORP)
[7] Ibid
[8] 2019-2023 Statewide Comprehensive Outdoor Recreation Plan (SCORP)
[9] 2024-2028 Statewide Comprehensive Outdoor Recreation Plan (SCORP)

riding, ice skating, and snowmobiling. Across Wyoming, there is a growing interest in winter recreational activities such as ice skating, snowmobiling, cross-country skiing, and snowshoeing[10].

Full-time residents identified overcrowding and the difficulty of securing reservations at recreational facilities as major concerns. The survey also revealed that most residents have access to at least one recreational amenity—such as a local park, trail, open space, or recreation center—within a 10-minute walk from their home[11]. However, geographic disparities were evident, with Crook County, Big Horn County, and Laramie County showing the highest percentages of respondents who reported no nearby recreational facility within a 10-minute walking distance. To address these concerns, there is a strong call for improvements in park facilities, particularly focusing on restrooms, community gathering spaces, and family and youth activities. Additionally, the need for better cleanliness, educational resources, signage, and hiking/multi-use trails was highlighted as crucial for enhancing recreational experiences in Wyoming communities.

Wyoming is home to popular outdoor destinations such as Yellowstone National Park, Grand Teton National Park, Shoshone National Forest, Wind River Range, Medicine Bow National Forest, Jackson Hole, the Black Hills, and the Southern Rocky Mountains in Laramie County extending into northern Colorado[12]. These popular destinations, abundant natural resources and diverse geographic landscapes, including 10.5 million of acres of forests, vast prairies, high plains desert, mountains, and over 100,000 miles of rivers and streams, and 173 natural hot springs make Wyoming an important outdoor recreation hub[13]. 75% of respondents said that the outdoor recreation demand in Wyoming had increased a lot in the past 5 years, and 64% said that outdoor recreation demand from their organization had increased over the past five years.[14]

In 2016, a task force called the Wyoming Outdoor Recreation Office (OREC) was created to promote outdoor recreation on a statewide level[15]. Additionally, Wyoming holds partnerships with multiple federal, state, local and private agencies such as the National Park Service (NPS), Division of State Parks and Historic Sites and Trails (SPHST), Wyoming State Trails Advisory Council (Trails Council), United States Fish and Wildlife Service (USFWS), Land and Water Conservation Fund (LWCF), and many others.

Initiatives such as the Recreate Responsibly Coalition, which started during the pandemic, created a national movement to protect natural spaces when many outdoor spaces were overwhelmed with users. In partnership with the Wyoming Outdoor Recreation Office (OREC), the Wyoming Office of Tourism (WOT) has embraced the Recreate Responsibly using #WYresponsibly through social media. This campaign and others like Leave No Trace (LNT) and Tread Lightly! have significantly influenced outdoor recreation and public land use[16]. In 2022, Laramie County initiated its own campaign called the Cowboy Character Challenge to incentivize lesser-known recreation areas while following a "Cowboy Code of Ethics" incorporating Leave No Trace values to help

[10] 2017-2023 Statewide Comprehensive Outdoor Recreation Plan (SCORP)
[11] 2024-2028 Statewide Comprehensive Outdoor Recreation Plan (SCORP)
[12] Webster, G. Raymond and McNamee, Gregory Lewis (2024, January 12). *Wyoming. Encyclopedia Britannica.* https://www.britannica.com/place/Wyoming-state
[13] 2023 Wyoming Outdoor Recreation Report, Wyoming Office of Outdoor Recreation. WYOREC Report Spring 2023.pdf
[14] 2024-2028 Statewide Comprehensive Outdoor Recreation Plan (SCORP)
[15] 2023 Wyoming Outdoor Recreation Report, Wyoming Office of Outdoor Recreation. WYOREC Report Spring 2023.pdf
[16] ibid

preserve and protect the natural lands[17]. The Cowboy Character Challenge is a great opportunity for visitors and locals to do more outdoor recreation and explore Laramie County.

Off-road vehicle usage has grown in recent years, with 14,000 new users in Wyoming in 2021 and significant projects underway such the Southwest Wyoming Off-Road Trails state project connecting hundreds of miles of trails. The Pilot Hill Area protection of 7,100 acres in adjacent Albany County is another effort of statewide importance and will provide access to more than 32 miles of non-motorized trails. Another important note about statewide outdoor recreation projects is the Governor's March 2024 singing of an outdoor recreation funding bill into law (House Bill 67) creating a recurring biennial $6 million appropriation to the trust fund from the state's tourism reserve and projects account. This is expected to result in grants for outdoor recreation, public lands acquisition and infrastructure projects such as trails planning, design, construction, and maintenance. [18]

Cheyenne Area Popular Activities and Recreation Spending

Activities Data

This analysis uses the ESRI Business Analyst Sports and Leisure Market Potential Report 2023 to help identify the most popular outdoor activities within the Cheyenne area. The Sports and Leisure Market Potential Report is a point of reference for the most popular activities by the number of adults who have participated in them in the past 12 months. These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage and consumer attitudes data were collected by MRI-Simmons in a nationally representative survey of U.S. households.

The Market Potential Index (MPI) shows the likelihood that an adult resident will participate in the identified activities compared to the national average in the past 12 months. The national MPI average is 100; therefore, numbers below 100 represent a lower-than-average participation rate, and numbers above 100 represent a higher-than-average participation rate. MPI data also compares the estimated percentage of the U.S. populations and local populations participating in each activity. High index numbers (100+) are significant because they demonstrate greater potential for residents to participate in programs and a need for related facilities. The MPI and estimated participant numbers are helpful tools for estimating resident participation in identified activities and projecting the need for facilities in the future. However, the number of expected adults is not exact and excludes the youth demographic.

Table 1 compares outdoor activity-based trends and the likelihood that an adult resident within Cheyenne will participate in the identified activities compared to the national average. The Cheyenne activities are defined by four categories: General Sports, Fitness, Outdoor Activity and Money Spent on Recreation

- The top three MPI activities in General Sports are golf, basketball, and tennis.
- The top three MPI activities in Fitness are walking for exercise, weightlifting, and jogging/running.
- The top three MPI Outdoor Activities are barbequing, hiking, and swimming.

Overall, the most popular activities for adults in Cheyenne are walking for exercise (35% of the population), barbequing (33%), hiking (20%), swimming (16%), weightlifting (14%), and overnight camping (14%). The activities with significantly higher percentage participation than the U.S. population are golf, canoeing/kayaking, bicycling (mountain), backpacking, yoga, swimming, fishing and frisbee. These interests might be indicative of the access to recreation in nature available in the region. None of the participation in activities are radically lower than the U.S. averages, with only soccer (87 MPI), horseback riding (87 MPI) and softball (86 MPI) following below 95% MPI.

*MPI measures probable demand for the adult market compared to the national average.

Product/Consumer Behavior	Expected # of adults	Percent	MPI*
General Sports			
Golf	4,485	8.7%	110
Basketball	2,792	5.4%	95
Tennis	2,011	3.9%	102
Soccer	1,414	2.7%	87
Baseball	1,257	2.4%	95
Volleyball	1,214	2.4%	100
Football	1,167	2.3%	95
Softball	722	1.4%	86
Fitness Activities			
Walking for exercise	18,026	35%	103
Weightlifting	7,192	14%	99
Jogging/running	6,000	11.6%	103
Yoga	5,958	11.6%	106
Aerobics	4,317	8.4%	100
Pilates	1,406	2.7%	97
Outdoor Activities			
Barbecued	16,945	32.9%	103
Hiking	10,036	19.5%	103
Swimming	8,151	15.8%	105
Overnight camping	7,235	14%	104
Bicycling (road)	6,132	11.9%	99
Fishing (fresh water)	5,710	11.1%	105
Canoeing/kayaking	4,207	8.2%	109
Birdwatching	3,798	7.4%	101
Target Shooting	2,595	5%	101
Boating (power)	2,455	4.8%	99
Bicycling (mountain)	2,015	3.9%	109
Backpacking	1,945	3.8%	106
Frisbee	1,854	3.6%	105
Skiing (downhill)	1,311	2.5%	99
Archery	1,206	2.3%	96
Ice Skating	1,133	2.2%	99
Horseback Riding	859	1.7%	87
Roller Skating	800	1.6%	97
Archery	1,206	2.3%	96

[17] What It's Like to Do the Cowboy Character Challenge. Visit Laramie. The Cowboy Character Challenge and Why It Matters | Visit Laramie #CowboyCharacterChallenge

[18] 2024 Wyoming Outdoor Recreation Report, Wyoming Outdoor Recreation, Tourism and Hospitality Initiative

Cheyenne Parks and Recreation Master Plan

DESIGNWORKSHOP BALLARD*KING & ASSOCIATES LTD Recreation Planning and Operations Consultants

Table 1 Cheyenne Participatory Market Potential
Source: ESRI Business Analyst Sports + Leisure Market Potential Report and Recreation Expenditures Report 2023

Recreation Spending in Cheyenne Area

Table 2 outlines Cheyenne's consumer behavior regarding spending on sports and recreational equipment across different expenditure brackets. It shows that the $250+ spending category has the highest expected number of adults, with a moderate Market Potential Index (MPI) compared to the other categories, suggesting a slightly higher inclination to spend within this bracket than the U.S. average. The spending categories for $100-$249 and $1-99 both exhibit lower MPI values, with a slightly lesser inclination to spend within this bracket than the U.S. average.

Product/Consumer Behavior	Expected # of adults	Percent	MPI
$250+ on sports/rec equip	5,443	10.6%	103
$100-$249 on sports/rec equip	3,208	6.2%	99
$1-99 on sports/rec equip	3,403	6.6%	95

Table 2 Cheyenne Sports/Recreation Spending on Equipment
Source: ESRI Business Analyst Sports + Leisure Market Potential Report and Recreation Expenditures Report

The ESRI Business Analyst Recreation Expenditures Report looks at the annual spending potential for five categories: TV/Audio/Video, Entertainment/Recreation Fees and Admissions, Recreational Vehicles and Fees, Sports, Recreation and Exercise Equipment, and Photographic Equipment and Supplies (Table 3). Information about non recreation/outdoor interests are included for spending comparison to those highlighted in yellow. In 2023, Cheyenne residents spent a total of $29,642,655 on TV/Audio/Video, followed by $15,579,895 on Entertainment and Recreation Fees and Admissions[19]. $6,370,501 was spent on Sports, Recreation and Exercise in Cheyenne. Table 3 shows the different detailed expenditures falling under each of the five categories contributing to the total recreational expenditure by the residents of Cheyenne. Spending on membership fees for social/recreation/health clubs is considerable ($210.08 on average and $6.1 million total) and exercise equipment and gear, game tables ($77.11 on average and $2.2 million total) which is relevant in consideration of the opportunities that Cheyenne recreation facilities provide.

Activity	Spending Potential Index	Average Amount Spent	Total
TV/Video/Audio	**75**	**$1022.41**	**$29,642,655**
Entertainment/Recreation Fees and Admissions	**75**	**$537.37**	**$15,579,895**
Membership Fees for Social/Recreation/Health Clubs	76	$210.08	$6,090,988
Fees for Recreational Lessons	72	$105.05	$3,045,824
Fees for Participant Sports, excl.Trips	77	$91.84	$2,662,857
Admission to Sporting Events, excl.Trips	76	$44.51	$1,290,415
Tickets to Theatre/Operas/Concerts	76	$41.56	$1,205,015
Tickets to Parks or Museums	78	$21.80	$631,944
Tickets to Movies	79	$21.72	$629,752
Dating Services	75	$0.80	$23,101
Recreational Vehicles and Fees	**70**	**$105.67**	**$3,063,680**
Payments on Boats/Trailers/Campers/RVs	74	$49.63	$1,438,985
Camp Fees	63	$23.42	$678,944
Rental of Boats/Trailers/Campers/RVs	73	$21.96	$636,568
Docking and Landing Fees for Boats and Planes	70	$10.66	$309,182
Sports, Recreation and Exercise Equipment	**78**	**$219.73**	**$6,370,501**
Exercise Equipment and Gear, Game Tables	79	$77.11	$2,235,610
Hunting and Fishing Equipment	81	$54.54	$1,581,415
Bicycles	77	$43.78	$1,269,259
Camping Equipment	79	$15.58	$451,737
Water Sports Equipment	77	$10.98	$318,484
Other Sports Equipment	70	$7.76	$225,006
Winter Sports Equipment	72	$7.11	$206,173
Rental/Repair of Sports/Recreation/Exercise Equipment	76	$2.44	$70,879
Photographic Equipment and Supplies	**77**	**$35.84**	**$1,038,967**
Reading	**76**	**$96.76**	**$2,805,456**

[19] ESRI Business Analyst Sports + Leisure Market Potential Report and Recreation Expenditures Report

Table 3 Cheyenne 2023 Recreation Expenditures
Source: ESRI Business Analyst Recreation Expenditures

Facilities and Programs Review of National and Regional Trends

The following is a review of regional and national recreation facility and program trends within parks and recreation agencies.

General

Public parks and recreation agencies have been tested in the last 10 to 20 years to alter their approach to providing parks and recreation services. This has been based on the following:

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

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

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

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

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

- Parks and recreation agencies have a clear vision statement regarding their roles and responsibilities in providing services to their constituents.

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

Recreation Facilities

Developing and managing a variety of recreation facilities is the main focus of public agencies in larger communities. The types of facilities that are now being provided by parks and recreation departments have become more diverse, and expensive to acquire, develop and maintain. As a result, establishing a master plan is critical to determining facility development roles, timelines, and priorities.

National Recreation and Park Association (NRPA) – NRPA's 2023 Agency Performance Review document has specific information on recreation facilities that are provided by park and recreation agencies nationally.

Amenities	Percentage of Agencies	Median Number of Residents per Facility (50-99,999 pop)
Recreation Centers	63%	38,018
Community Centers	59%	53,331
Outdoor Swimming Pools	41%	67,139
Indoor Aquatic Centers	37%	60,495
Senior Centers	33%	71,360
Amphitheaters	28%	60,116
Nature Centers	20%	64,150
Stadiums	13%	58,174
Indoor Ice Rinks	12%	53,224
Teen Centers	8%	68,208
Arenas	63%	38,018

Cheyenne Parks and Recreation Master Plan

Responsibilities of Parks and Recreation Agencies Nationally

Responsibilities	Percentage of Agencies
Provide Recreation Programs and Services	94%
Operate and Maintain Indoor Facilities	91%
Operate and Maintain Trails, Greenways	84%
Conduct Community Wide Special Events	80%
Operate & Maintain Non-Park Sites	68%
Operate, Maintain, Contract Outdoor Swim Facilities	66%
Administer/Manage Outdoor Sports Complex	57%
Manage Outdoor Amphitheaters	38%
Operate, Maintain or Contract Golf Courses	35%
Operate, Maintain Contract Indoor Swim Facilities	31%
Maintain, Manage, Lease Indoor Performing Arts Ctr.	20%

Recreation/Community Centers – Recreation/Community centers are usually developed on three levels.

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

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

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

Senior Center – A center that has a focus on senior services from recreation to education and social services. These centers can be as small as 10,000 sq.ft. to over 50,000 sq.ft. depending on the amenities that are included. More traditional centers have a strong passive use orientation with a large multi-purpose room and a commercial kitchen that supports a daily lunch program and larger events and programs. There are also usually smaller classrooms, card rooms, game rooms, small libraries and other amenities. More cutting-edge centers have cafes, multi-purpose rooms and active use spaces including fitness areas, gyms and even swimming pools. There is also a movement away from developing standalone senior centers and integrating these into community recreation centers to provide greater opportunities for the more active senior. Most senior centers are also standalone facilities and not part of a larger community recreation center.

Specialized Facilities – This includes unique facilities such as aquatic centers, nature/interpretative center, amphitheater, tennis centers, and other amenities. The following is a breakdown of basic specialized facilities.

Aquatic Centers – Aquatic centers or swimming pools are usually developed on four levels.

Neighborhood – smaller pools that are designed to serve specific neighborhoods. The bather load is usually less than 500. These amenities are often built next to a neighborhood park.

Community – larger pools that serve a community. These vary in size and amenities (competitive to recreational) and can range from a bather load of 500 to over 1,000. They are developed as part of a community park.

Regional – these are large water parks or competitive pools that are designed to serve a significant geographic area. They usually contain an expansive recreational pool but can also have a strong competitive focus. Bather loads are 1,000 or more. These are often developed through a partnership with other organizations. They would be located in a regional park or as a standalone facility.

Splash pad – many communities are either replacing existing neighborhood pools with splash pads or adding them to the inventory of aquatic facilities.

The vast majority of aquatic centers in Wyoming are in the community category and there are an increasing number of splash pads being built.

Performing Arts Center – A performing arts center is a regional indoor facility with a large theater. Seating can vary from 300 to over 1,000. The center can be 30,000 to 70,000 sq.ft. and requires 8 acres or more. This type of center is normally developed by a number of organizations or large communities. They can be located as part of a larger civic campus, in conjunction with a comprehensive recreation center, or as an amenity in a regional park.

By their sheer size and cost, these types of facilities are not being built in significant numbers in most communities in Wyoming (or even nationally). Many communities do have smaller PAC's or utilize community center rooms (usually with flat floors) for these types of activities. In some communities that do have a PAC, they are at times managed and operated by other entities than parks and recreation.

Fieldhouse – Steadily gaining in popularity is an indoor sports facility that features hard court gym space and/or turf-based fields for sports such as soccer, lacrosse, football and even softball and baseball. These buildings support both youth and adult sports leagues, tournaments and camps. They tend to be most popular in colder climates but are also being built in very hot regions of the country. These facilities are either built as standalone amenities or may be included in recreation centers in a regional park. These facilities are not prevalent in Wyoming as public amenities.

Tennis/Pickleball Center – An 8-24 lighted court complex on 2-4 acres that has a stadium court, central restroom, concession, and pro-shop area. Tennis Centers are not prevalent in Wyoming. Many communities are converting tennis courts to pickleball or adding pickleball courts.

Amphitheater – An amphitheater can be either a community sized amenity (under 1,000 seats, some permanent and some lawn with a small stage and storage area) or a large regional facility (1,000 to 3,000 seats, some permanent and some lawn with a large, covered stage, restrooms and concessions). An amphitheater requires 2 to 4 acres of land with a community facility being located in a community park and a regional facility in a regional park.

Nature Center/Interpretive Center – A small indoor and outdoor space (usually under 10,000 sq.ft.) for viewing and observing nature as well as for classroom space and exhibits. A nature center is usually located in conjunction with a preserve or open space area. This type of indoor facility is not common in many Wyoming communities.

Other Recreation Facility Trends

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

Recreation Programs

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

Recreation Participation Numbers and Trends

The following are some general summaries of recreation participation statistics from a variety of sources.

National Sporting Goods Association (NSGA) – Their annual survey (2023) indicates the ranking of the top 10 sports activities nationally as well as the level of participation. This information is included in the Market Report.

Sports & Fitness Industry Association (SFIA) – Their 2023 Sports, Fitness and Leisure Activities Top-Line Participation Report indicated the rate of participation by major sports activity categories over the last 6 years.

Percentage of Participation Comparisons

Activity Category	2017 Percentage	2022 Percentage
1. Fitness Sports	65.5%	67.4%
2. Outdoor Sports	49.0%	55.0%
3. Individual Sports	46.2%	41.3%
4. Team Sports	22.6%	23.2%
5. Water Sports	13.8%	14.4%
6. Racquet Sports	13.3%	16.4%
7. Winter Sports	8.3%	8.0%

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

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

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

Top Activities with Intent to Participate by Age

Age 6-12	Age 13-17	Age 16-24	Age 25-34
Fishing	Fishing	Workout w/Weights	Fishing
Camping	Swimming for Fitness	Running/Jogging	Camping
Soccer	Basketball	Workout w/Machines	Workout w/Weights
Running/Jogging	Running/Jogging	Cardio Fitness	Running/Jogging
Swimming for Fitness	Martial Arts	Yoga	Cardio Fitness
Hunting	Workout w/Weights	Basketball	Yoga
Sledding	Camping	Hiking	Hiking
Shooting	Cardio Fitness	Shooting	Workout w/Machines
Baseball	Soccer	Camping	Basketball
7 on7 Football	Hunting	Volleyball	Shooting

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Age 35-44	Age 45-54	Age 55-64	Age 65+
Fishing	Fishing	Fishing	Fishing
Camping	Camping	Shooting	Camping
Workout w/Weights	Cardio Fitness	Camping	Cardio Fitness
Cardio Fitness	Workout w/Machines	Workout w/Weights	Swimming for Fitness
Workout w/Machines	Workout w/Weights	Swimming for Fitness	Workout w/Machines
Yoga	Hiking	Hunting	Workout w/Weights
Running/Jogging	Shooting	Workout w/Machines	Shooting
Swimming for Fitness	Swimming for Fitness	Hiking	Yoga
Shooting	Yoga	Cardio Fitness	Hunting
Hiking	Hunting	Running/Jogging	Hiking

The most popular activities that all age groups intend to participate in are generally fitness or outdoor recreation related.

National Recreation and Park Association (NRPA) – NRPA's 2023 Agency Performance Review document has specific information on programming that is offered by park and recreation agencies nationally.

Program	Percentage of Agencies
Themed Special Events	89%
Social Recreation Events	88%
Team Sports	86%
Fitness Enhancement Classes	81%
Health & Wellness Education	80%
Individual Sports	77%
Safety Training	71%
Racquet Sports	71%
Aquatics	69%
Performing Arts	63%
Visual Arts	62%
Natural and Cultural History Activities	62%
Cultural Crafts	61%
Trips and Tours	61%
Martial Arts	57%
Running/Cycling Races	52%
Golf	48%
eSports/eGaming	23%

Recreation Management Magazine – Annually the magazine prints their State of the Industry Report that examines trends in parks and recreation. Their 2023 report indicated the following as it relates to recreation programs and services.

Programming Most Commonly Offered in 2023

Activity Category	Percent of Agencies
1. Holiday and Other Special Events	57.2%
2. Day Camps/Summer Camps	54.3%

3. Fitness Programs	52.8%
4. Group Exercise Programs	52.8%
5. Educational Programs	51.2%
6. Youth Sports Teams	50.3%
7. Mind-Body Balance Programs (Yoga)	43.0%
8. Arts & Crafts Programs	41.3%
9. Sports Tournaments & Races	39.3%
10. Swimming Programs	38.4%

Most Commonly Planned Program Additions in 2023

Activity Category	Percent of Agencies
11. Mind-Body Balance Programs (Yoga)	29.9%
12. Fitness Programs	27.9%
13. Group Exercise Programs	27.9%
14. Educational Programs	25.9%
15. Arts & Crafts Programs	21.9%
16. Teen Programs	21.9%
17. Functional Fitness Programs	21.4%
18. Performing Arts Programs	21.4%
19. Environmental Education	20.9%
20. Holidays and Other Special Events	20.4%

There is a wide range of program areas that public parks and recreation agencies planned to add in 2023. *Outdoor Foundation* – The 2023 Outdoor Participation Report indicates the most popular outdoor activities by rate of participation.

Activity	National Participation (In millions)
1. Hiking	59.6
2. Running	58.9
3. Biking	54.7
4. Fishing	54.5
5. Camping	51.4

A record 168.1 million individuals participated in outdoor recreation (55% of the U.S. Population). The rate of participation in outdoor activities increased by 2.3% over the last year but the number of outings per participant decreased. Growth in participation was highest among adults who have children in their household.

Diversity is increasing significantly in participants. Black participation increased by 5%, although still lags other racial/ethnic groups.

Activity	Annual Growth Rate
1. Snowshoeing	21.0%
2. Camping	12.0%
3. Cross-Country Skiing	8.5%
4. BMX Bicycling	8.3%

Specific Recreation Program Trends

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Below are shown current recreation program trends by major program areas as developed by Ballard*King & Associates. However, it should be noted that each community is unique, and this has a strong bearing on individual trends and other operational factors.

Specific Recreation Program and Service Trends

Area	Specific Programs
Sports	Youth Lacrosse
	Adult Soccer
	Adult Cricket
	Youth & Adult Rugby
	Pickleball
	Youth Camps and Clinics
	Individual Sports (Fencing)
	Adventure/Non-Traditional (BMX, Mountain Biking, Disc Golf, Ultimate Frisbee)
	E-Sports Competitions and Tournaments
	Youth Sports Specific Training
Fitness/Wellness	Functional Training Classes
	Personal/Small Group Training
	Yoga
	Nutrition/Cooking
	Healthy Lifestyle Education
Cultural Arts	Music Production for Youth
	Digital Media
Youth	Before and After School Programs at Recreation Centers, Specialty Summer Camps
Education	Camps, STEAM
Outdoor	Eco-Tourism
	Environmental Education
Seniors	Fitness/Wellness
	Sports (pickleball)
	Baby Boomer Focused Activities
Aquatics	Therapy
	Triathlon Training
General Interest	Personal Finance
	Cooking
Special Events	Community Wide Events
	Health and Wellness
Social Services	Feeding Programs, Job Training, Educational Support, Childcare
Other	Virtual Programming

Other Programming Trends

- Recreation departments now often serve as a coordinating agency and a clearinghouse for multiple recreation organizations and providers, in an effort to bring a comprehensive scope of recreation programs to a community. This has also increased the number of partnerships that are in place to deliver a broader base of programs in a more cost-effective manner.

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

Organizational and Management Planning

In an effort to become more efficient and effective in the delivery of parks and recreation services, there is a greater emphasis on organizational and management planning.

Organizational Structure

- Organizational structures have become more streamlined with direct lines of responsibility established. There are now fewer mid-management positions.
- While most agencies still include both parks and recreation functions, there continues to be a trend of placing parks functions within public works. This is particularly true for smaller cities.
- A number of cities have preserves, open space and greenway divisions, some of which are separate departments within the organization.
- Facilities and recreation programming that can generate strong revenues are often placed outside the normal organizational structure as enterprise funds.
- Most organizational structures tend to be functionally based, but in larger communities there can also be a geographic structure as well. This can be based on areas or regions of a community where there are multiple facilities or parks that need to be managed or maintained.
- Hiring and retaining both full-time and part-time staff has become much more difficult and has resulted in significant increases in part-time pay rates as well as some increases in full-time salaries.
- There is a stronger focus on full-time staff to reduce the dependence on part-time staff. The level of movement to full-time staffing reflects the levels of service that have been established, any seasonal operations, and the budget requirements of the department.
- There is a formal communications protocol in place. Staff meetings for all segments of the organization are held on a regular basis and the minutes and actions are documented.
- It is greater emphasis on having strong leadership at the administrative level that is supported by an overall team concept. Mid-managers (or supervisors) have the primary responsibility for directly managing line staff and facilities.
- There are conduct standards in place for all staff as well as a strong DEI policy in place.
- There is a formal, annual, staff training program with adequate levels of funding.
- To minimize the reliance on paid staff, establishing a strong volunteer program is often in place. To effectively make use of volunteers there must be a staff person who is responsible for managing and recruiting volunteers. If the program becomes large enough, then a full-time volunteer coordinator position is often necessary.

Staffing Philosophy

- Agencies have a well-defined staffing philosophy that clearly defines the role and responsibilities for all staff.
- A determination of key positions that need to be full-time and those that are appropriate for part-time status is made to ensure a strong staffing plan.

- Job descriptions for all full-time and part-time staff are in place that accurately describe the job requirements and skills that are necessary for the position.

- There are basic staffing standards for common facilities such as community and recreation centers as well as aquatic centers and other facilities (senior centers, etc.).

- The role of contract positions is growing, especially for program instructors and specialized services.

- Union issues often dictate staffing plans, schedules and management practices.

- Staff is empowered and expected to make important management and supervisory decisions but are also held accountable for the performance of their areas. Supervisory staff have budget responsibilities as well.

- Levels of service are established based on number of FTE's per thousand of population, acreage maintained, and facilities operated.

- Full-time staff are cross trained to handle most operational or supervisory responsibilities for a variety of program areas and facilities.

- The staffing philosophy is backed up by a comprehensive staff manual that is updated regularly to guide staffing standards and regulations.

- Background checks are completed on all new hires, including volunteers, especially those that have direct contact with youth.

- Agencies have developed succession plans to ensure staffing knowledge is not compromised when they leave employment of retire.

Performance Evaluation

- Full-time staff have an annual performance review completed that clearly indicates areas of excellence, areas of compliance and where improvements should be made. Detailed and specific annual work plans are developed for each full-time and major part-time staff member, and these are monitored by their direct supervisor on a regular basis. The work plans cover issues such as budget development, financial transactions, programming, marketing, community outreach and staff interaction and communication. It is important to have measurable benchmarks and outputs for each plan. Staff is then held accountable to meet these goals.

- There is a strong staff training and education program in place to provide opportunities for staff growth and improvement. The staff training program focuses on financial transactions, customer service, program development, budgeting, revenue growth, and maintenance functions, emergency procedures, safety concerns, and facility operations. A specific training program for new hires, including part-time and seasonal staff, is also in place.

Maintenance of Parks and Recreation Facilities

Over the last 10 to 15 years there have been significant changes in how maintenance of parks and recreation facilities is accomplished. Some of the more significant trends include.

- The responsibility for maintenance and custodial services now varies considerably by agency. As has been noted, many municipalities have moved parks maintenance functions to public works departments and recreation facilities maintenance and custodial services to a separate facilities maintenance department or a division within public works.

  Specialized facility maintenance (athletic fields, aquatic centers, etc.) still often remain the responsibility of parks and recreation departments or even the recreation division.

  On the other side, functions such as right of way maintenance are now being moved from public works to parks operations.

- The development of a comprehensive maintenance management plan for parks, open space, trails and recreation facilities is now considered essential. This document must not only deal with an overall plan for the parks and recreation agency but also specific plans for each park or facility. This plan should include:
  - Classification of outdoor parks preserves and open space into 6 levels of maintenance standards (see below).
  - A listing of specific maintenance tasks that need to be performed, their frequency and the quality level that is expected.
  - A schedule of daily or weekly documented inspections of parks, facilities, and equipment.
  - A determination of manpower, equipment and operating supplies that are required to complete the tasks.
  - Tracking of maintenance tasks, overall performance, and costs by location.
  - The establishment of a preventative maintenance plan.

- The maintenance division develops specific levels of service for each facility that is under their responsibility utilizing the NRPA's maintenance standards (or other LOS standards that may have been developed) that divides outdoor park maintenance into 6 different levels. These include:
  - *Level 1* – High visibility areas that require the highest level of maintenance.
  - *Level 2* – Is the normal standard and what an individual expects to see on a regular basis.
  - *Level 3 & 4* – These two levels are just below the norm and include reductions in frequency of maintenance with a focus on safety. These levels are often utilized when there are budget and manpower reductions.
  - *Level 5* – This level is one step above allowing the land to return to its original state.
  - *Level 6* – This level allows the land to return to its original natural state or open space that is already in its natural condition.

Some agencies have reduced the levels to only 3 or 4 to make maintenance more streamlined and easier to understand.

- When assigning levels of maintenance to a park, it is acceptable to have varying levels within different areas of the same park. Highly developed areas often have a higher level assigned while less developed have a lower level.

  For indoor facilities there is usually a similar 3 level classification for building maintenance functions. Each existing indoor facility would then be classified in the same manner as parks.

- More and more parks maintenance functions are now being contracted. As a result, agencies are developing specific guidelines to determine which maintenance functions or activities could possibly be considered for contract service. A primary aspect of this plan is a cost/benefit assessment of providing a function in house vs. contracting for the service. General guidelines often include:

  - Basic maintenance functions that occur on a regular basis usually are not contracted if they occur in highly visible locations or for facilities where there is a very strong level of public use. However, other basic functions such as trash removal and mowing are often contracted regardless of the location.
  - Specialized functions that require special training or equipment, are inherently dangerous, or do not occur on a regular basis could be considered for contract service. This could include functions such as tree trimming, fertilization, and chemical applications.
  - Basic maintenance functions that occur in remote or low use areas could be considered for contract.
  - Very small parks (under 2 acres) that require the allocation of a high level of time and resources are often considered for contract.
  - Remote locations that take significant travel time to maintain could also be considered for contract.

- Many parks and recreation agencies are contracting for custodial services for indoor facilities as well as restrooms and other amenities in parks.

- Developing strong contracts that detail specific tasks to be completed, the frequency and expected quality of service is essential. Contracts must have specific performance standards to ensure that recreation facilities are adequately cleaned. Contract maintenance also must be supervised, managed, and evaluated on a regular basis.

- Parks maintenance (and even facilities maintenance) either have their own maintenance centers or yards or share with public works. For larger communities which cover significant geographic areas, there is often the need to develop smaller satellite maintenance yards to reduce travel time and the trailering of equipment.

- A maintenance cost assignment system is developed that tracks costs by major parks or recreation facilities so that the true costs of maintaining these facilities is known. This system is also valuable in estimating future costs for any new or renovated parks or

facilities. Cost assignment is also done by task (mowing, sweeping, fertilization, etc.) to develop costs per function or for determining a cost per acre or mile.

- Agencies are establishing lifecycle cost estimates (capital replacement) for major capital assets associated with parks and recreation facilities and equipment. An asset inventory is established for all major equipment as well.

- For each new proposed park or recreation facility, a detailed projection of the cost of maintaining the amenity on an annual basis is completed. This usually includes not only additional manpower requirements but also equipment, operating supplies and necessary contractual services. An on-going system with specific procedures is often in place to accomplish such estimates in a consistent and organized fashion.

- Maintenance supervisors and administrative staff are becoming more actively involved in the design review process for all new planned facilities. The review process often focuses on materials and surfaces/finishes being specified, maintenance equipment required to maintain the amenity, access for maintenance equipment, and brand of materials for continuity.

- Many parks and recreation agencies develop an energy management plan for all buildings and structures, which attempts to not only control energy costs but promotes energy conservation and also attempts to utilize alternative forms of energy. Agencies in the western area of the country are also developing water management plans to reduce water usage in parks and facilities.

- Most agencies have a risk management plan that deals with safety, security, and an emergency action plan. This responsibility is usually in parks or agency administration.

- Agencies have multiple Certified Playground Safety Inspectors (CPSI) on staff. For aquatic centers, in addition to the aquatic staff, at least one maintenance person is a Certified Pool Operator (CPO).

- Maintenance tasks, schedules and costs are managed by a maintenance management software system. This includes work order management and preventative maintenance tracking.

Aquatic Participation Trends: Swimming is one of the most popular sports and leisure activities, meaning that there is a significant market for aquatic pursuits. Approximately 17.1% of the population in the Mountain region of the country participates in aquatic activities. This is a significant segment of the population.

Despite the recent emphasis on recreational swimming the more traditional aspects of aquatics (including swim teams, instruction and aqua fitness) remain an important part of most aquatic centers. The life safety issues associated with teaching children how to swim is a critical concern in most communities and competitive swim team programs through USA Swimming, high schools, masters, and other community-based organizations continue to be important. Aqua fitness, from aqua exercise to lap swimming, has enjoyed strong growth during the last ten years with the realization of the benefits of water-based exercise.

A competitive pool allows for a variety of aquatic activities to take place simultaneously and can handle aqua exercise classes, learn to swim programs as well competitive swim training and meets (short course and possibly long course). In communities where there are several competitive swim programs, utilizing a pool with 8 lanes or more is usually important. A competitive pool that is designed for hosting meets will allow a community to build a more regional or even national identity as a site for competitive swimming. However, it should be realized that regional and national swim meets are difficult to obtain on a regular basis, take a considerable amount of time, effort and money to run; can be disruptive to the regular user groups and can be financial losers for the facility itself. On the other side, such events can provide a strong economic stimulus to the overall community.

Competitive diving is an activity that is often found in connection with competitive swimming. Most high school and regional diving competition centers on the 1-meter board with some 3 meter events (non-high school). The competitive diving market, unlike swimming, is usually very small (usually 10% to 20% the size of the competitive swim market) and has been decreasing steadily over the last ten years or more. Thus, many states have or are considering the elimination of diving as a part of high school swimming. Diving programs have been more viable in markets with larger populations and where there are coaches with strong diving reputations. Moving from springboard diving to platform (5 meter and 10 meter, and sometimes 3 and 7.5 meters), the market for divers drops even more while the cost of construction with deeper pool depths and higher dive towers becomes significantly larger. Platform diving is usually only a competitive event in regional and national diving competitions. As a result, the need for inclusion of diving platforms in a competitive aquatic facility needs to be carefully studied to determine the true economic feasibility of such an amenity.

There are a couple of other aquatic sports that are often competing for pool time at competitive aquatic centers nationwide. However, their competition base and number of participants is often smaller and face barriers of entry fighting for pool time including a more organized competitive swimming community and existing agreements for pool space at facilities with pools large enough and deep enough to host them. Water polo is a sport that continues to be extremely popular in pockets of the country and whose numbers and participation rates are in many school districts are higher than those of swimming in high school athletics. Water polo uses a space of 25 yards or meters by 45-66 feet wide (the basic size of an 8 lane, 25-yard pool). However, a minimum depth of 6 foot 6 inches is required which is often difficult to find in more community-based facilities. Artistic swimming also utilizes aquatic facilities for their sport and they also require deeper water of 7-8 feet. This also makes the use of some community pools difficult. As a result of the need for more deep water for aquatic sports many modern community aquatic centers are building multiple pools.

Without doubt the hottest trend in aquatics is the leisure pool concept. This idea of incorporating slides, lazy rivers (or current channels), fountains, zero depth entry and other water features into a pool's design has proved to be extremely popular for the recreational user. The age of the conventional pool in most recreational settings has greatly diminished. Leisure pools appeal to the younger kids (who are the largest segment of the population that swims) and to families. These types of facilities are able to attract and draw larger crowds and people tend to come from a further distance and stay longer to utilize such pools. This all translates into the potential to sell more admissions and increase revenues. It is estimated conservatively that a leisure pool can generate up to 30% more revenue than a comparable conventional pool and the cost of operation while being higher, has been offset through increased revenues. Of note is the fact that patrons seem willing to pay a higher user fee with this type of pool that is in a park like setting than a conventional aquatics facility.

Another trend that is growing more popular in the aquatic's field is the development of a raised temperature therapy pool for relaxation, socialization, and rehabilitation. This has been effective in bringing in swimmers who are looking for a different experience and non-swimmers who want

the advantages of warm water in a different setting. The development of natural landscapes has enhanced this type of amenity and created a pleasant atmosphere for adult socialization.

The multi-function indoor aquatic center concept of delivering aquatics services continues to grow in acceptance with the idea of providing for a variety of aquatics activities and programs in an open design setting that features a lot of natural light, interactive play features and access to an outdoor sun deck. The placing of traditional instructional/competitive pools, with shallow depth/interactive leisure pools and therapy water, in the same facility has been well received in the market. This idea has proven to be financially successful by centralizing pool operations for recreation service providers and through increased generation of revenues from patrons willing to pay for an aquatics experience that is new and exciting. Indoor aquatic centers have been instrumental in developing a true family appeal for community-based facilities. The keys to success for this type of center revolve around the concept of intergenerational use in a quality facility that has an exciting and vibrant feel in an outdoor like atmosphere.

Also changing is the orientation of aquatic centers from stand-alone facilities that only have aquatic features to more of a full-service recreation center that has fitness, sports and community based amenities. This change has allowed for a better rate of cost recovery and stronger rates of use of the aquatic portion of the facility as well as the other "dry side" amenities.
Aquatic Facilities Market Orientation: Based on the market information, the existing pools, and typical aquatic needs within a community, there are specific market areas that need to be addressed with any aquatic facility. These include:

1. **Leisure/recreation aquatic activities** - This includes a variety of activities found at leisure pools with zero depth entry, warm water, play apparatus, slides, seating areas and deck space. These are often combined with other non-aquatic areas such as concessions and birthday party or other group event areas.

2. **Instructional programming** – The primary emphasis is on teaching swimming and lifesaving skills to many different age groups. These activities have traditionally taken place in more conventional pool configurations but should not be confined to just these spaces. Reasonably warm water, shallow depth with deeper water (4 ft. or more), and open expanses of water are necessary for instructional activities. Easy pool access, a viewing area for parents, and deck space for instructors is also crucial.

3. **Fitness programming** – These types of activities continue to grow in popularity among a large segment of the population. From aqua exercise classes, to lap swimming times, these programs take place in more traditional settings that have lap lanes and large open expanses of water available at a 3 1/2 to 5 ft. depth.

4. **Therapy** – A growing market segment for many aquatic centers is the use of warm, shallow water for therapy and rehabilitation purposes. Many of these services are offered by medically based organizations that partner with the center for this purpose.

5. **Social/relaxation** - The appeal of using an aquatics area for relaxation has become a primary focus of many aquatic facilities. This concept has been very effective in drawing non-swimmers to aquatic facilities and expanding the market beyond the traditional swimming boundaries. The use of natural landscapes and creative pool designs that integrate the social elements with swimming activities has been most effective in reaching this market segment.

6. **Special events/rentals** - There is a market for special events including kid's birthday parties, corporate events, community organization functions, and general rentals to outside

groups. The development of this market will aid in the generation of additional revenues and these events/rentals can often be planned for after or before regular hours or during slow use times. It is important that special events or rentals not adversely affect daily operations or overall center use.

Specific market segments include:

1. **Families** – Within this market, an orientation towards family activities is essential. The ability to have family members of different ages participate in a fun and vibrant facility is essential.

2. **Pre-school children** – The needs of pre-school age children need to be met with very shallow or zero depth water which is warm and has play apparatus designed for their use. Interactive programming involving parents and toddlers can also be conducted in more traditional aquatic areas as well.

3. **School age youth** – A major focus of most pools is to meet the needs of this age group from recreational swimming to competitive aquatics. The leisure components such as slides, fountains, lazy rivers and zero depth will help to bring these individuals to the pool on a regular basis for drop-in recreational swimming. The lap lanes provide the opportunity and space necessary for instructional programs and aquatic team use.

4. **Teens** – Another aspect of many pools is meeting the needs of the teenage population. Serving the needs of this age group will require leisure pool amenities that will keep their interest (slides) as well as the designation of certain "teen" times of use.

5. **Adults** – This age group has a variety of needs from aquatic exercise classes to lap swimming, triathlon training and competitive swimming through the master's program.

6. **Seniors** – As the population of the United States and the service area continues to age, meeting the needs of an older senior population will be essential. A more active and physically oriented senior is now demanding services to ensure their continued health. Aqua exercise, lap swimming, therapeutic conditioning and even learn to swim classes have proven to be popular with this age group.

7. **Special needs population** – This is a secondary market, but with the A.D.A. requirements and the existence of shallow warm water and other components, the amenities are present to develop programs for this population segment. Association with a hospital and other therapeutic and social service agencies will be necessary to reach this market.

8. **Special interest groups** – These include swim teams (and other aquatic teams), school district teams, day care centers and social service organizations. While the needs of these groups can be great, their demands on an aquatics center can often be incompatible with the overall mission of the facility. Care must be taken to ensure that special interest groups are not allowed to dictate use patterns for the center.

With the proper pools and strong utilization of the aquatics area, it is possible to meet most of the varied market orientations as outlined above.

Sports Tourism Trends
Sports tourism can be defined as attendance and participation in events and tournaments for youth, collegiate age and adults. It is a significant part of local and national economies across the

US. In 2021, the sports tourism sector generated $39.7 billion in direct spending[20]. This amount accounts for money spent at the event/tournament as well as dollars spent during their stay such as food, lodging, shopping and entertainment.

Prior to COVID-19, sports tourism had an annual average growth rate of just over 1%. The total travelers in 2019 was 179 million. With the pandemic cancelling or delaying the majority of events in 2020, the industry slumped. The numbers rebounded well in 2021 to 175 million, with the expectation that 2022 would reach or exceed the previous high.

Although virtual participation is not an option for many traditional sports, technology has impacted the sports tourism industry. E-Sports and gaming have exploded over the past few years. It has broad appeal with a diverse audience. While competitions are hosted on-line, venues have been established bringing competitors and spectators together with large crowds. Livestreaming of these events as well as traditional sports has become more common place with many large tournaments requiring access to high-speed internet.

Youth Sports Trends
Participation in youth team sports reached an all-time low during COVID-19. Progress has been made, however still lags 2019, and significantly below the high in 2008. In addition to the participate rate falling, the pure numbers are as well due to the declining birthrate. Interesting though, the house spent playing sports has stayed steady.

1. Early Specialization vs. Multi-Sport Participation: There has been ongoing debate about whether young athletes should specialize in one sport at an early age or participate in multiple sports to develop a broad range of skills. Some experts have advocated for multi-sport participation to prevent burnout and overuse injuries. Early specialization has also led to a decrease in community programs. This leaves community programs with fewer resources, and a belief of the lack of quality, leading more parents/families to seek private club programs.

2. Emphasis on Long-Term Athletic Development (LTAD): Coaches and organizations have been focusing on LTAD models that consider age-appropriate training, skill development, and physical conditioning. This approach aims to ensure that young athletes progress in a healthy and sustainable manner.

3. Data-Driven Training: The use of technology, such as wearable devices and data analysis tools, has become more common in youth sports to monitor performance, track progress, and identify areas for improvement.

4. Mental Health and Well-Being: There's a growing awareness of the importance of mental health in young athletes. Organizations are focusing on creating supportive environments and resources to address stress, anxiety, and other mental health challenges.

5. Diversification and Inclusivity: Efforts have been made to diversify youth travel sports, making them more inclusive for athletes from various backgrounds, genders, and socioeconomic statuses.

6. Travel and Costs: The cost of participating in competitive travel sports has been a concern for many families. Some organizations have been working to provide more affordable options or financial assistance to ensure that talent isn't limited by financial constraints.

[20] 2022 State of the Industry Report by Sports ETA.

7. Virtual Training and Coaching: The COVID-19 pandemic accelerated the adoption of virtual training and coaching methods. Online platforms and remote coaching became essential tools for maintaining training and skill development during lockdowns and restrictions.

8. College Recruitment and Scholarships: The pursuit of college scholarships through competitive youth sports has remained a significant motivator for many athletes. Strategies for optimizing visibility to college scouts and coaches have evolved.

Golf Trends

COVID-19 had a positive impact on the golf industry as it was one of the few outdoor sports activities that met many of the recommendations for social distancing. Most courses saw substantial increases in play in 2021. Although most prognostications were for a decrease in 2022, data indicates that was not the case.

1. Addressing Increased Public Demand: The industry has options in meeting the demands for additional play. Some possible solutions include adding additional training and educational classes. In addition, implementing other 9-hole courses and practice facilities to assist new players may also prove helpful.

2. Staffing Challenges: Recruiting and retaining maintenance positions continues to be a challenge not only in the golf industry but in many employment sections. Industry experts note the national average wage of $10.60 per hour for golf course workers and the rigidity of working hours dampen recruitment.

3. Changing Membership Fees: Disposable and entertainment spending increased shortly after COVID-19. With direct payments and other benefits ending as well as the potential for a recession, courses may have to rethink membership fees and fees for rounds.

4. Quicker Events and Courses: One of the more noticeable trends in golf is a more significant push to move to short events, playing only nine holes instead of a full round. More people are drawn to shorter courses and the opportunity to play fewer holes because of work and family requirements. This allows golfers to get onto the system quicker, and shorter periods are increasing in popularity. Golfers can expect more six and 9-hole approaches to complement the traditional golf courses.

5. Younger and Female Golfers: Historically golf has had an older and male demographic. However, the latest participation data indicates nearly 1/3 of golfers are under 40. A younger presence will influence other aspects of the golfing experience from the food to technology. Female participation has increased, especially for beginners and juniors, to nearly 25% of all golfers. This will also impact the golfing experience, equipment and fashion.

6. Technology in Golf: Like many other sports, technology is reshaping golf and offering opportunities for golfers to improve their game. Analytics has become a larger part of sport providing better equipment and training. All this can be done off the course, correcting swings and technique while providing instant feedback.

7. Increasing Attention to Environmental Impact: Water resources are scarce in many parts of the country. In addition, particular attention has been placed on the chemicals in drinking water. The golfing community will need to address and provide a model in water management, conservation, and biodiversity.

Cheyenne Parks and Recreation Master Plan

According to the 2022 Golf business Pulse Report from the National Golf Course Operators Association:

- 68% of golf facilities need to focus more on providing alternatives to the 18-hole round
- 73% of golf courses need more forward tees
- 74% believe golf ranges will become a significant new revenue source over the next several years
- 87% agree that golf needs to do a better job of managing the customer journey of golfers once they complete their initial introduction to the game
- Nearly 70% agree that golf continues to be a more viable leisure option than other activities that have reopened after COVID

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Memo: Previous Plans Review

To:	City of Cheyenne: Jeanie Anderson-Shrednik
From:	Design Workshop: Anna Laybourn, Ashley Hejtmanek, Jennifer Pintar
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Project Name:	Cheyenne Parks and Recreation Master Plan
Project #:	7172
Subject:	Previous Plans Review
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MEMORANDUM PURPOSE

The Previous Plans Review assesses relevant plans completed in and around the City of Cheyenne. Below is a summary identifying plans, policies, visions, or other information that should be acknowledged and/or carried forward in the 2024 Cheyenne Parks and Recreation Master Plan. By reviewing and referencing these plans, this planning process can develop recommendations that align with and advance current efforts, potentially resulting in cross-organizational actions that utilize combined resources.

The following reports and documents have been reviewed:

1. Cheyenne Parks and Recreation Master Plan (2006)
2. Cheyenne Tourism Master Plan (2021)
3. PlanCheyenne
    a. Cheyenne Area Master Plan – Community Plan (2006, 2014)
    b. Cheyenne Area Master Plan – Transportation Plan (2006, 2014)
        i. Interim Cheyenne Area Master Plan – Transportation Plan (2019)
        ii. Connect 2045 Long-Range Transportation Plan (2020)
4. Cheyenne Unified Development Code (Amended 2023)
5. Cheyenne Greenway Plan (1992); Greater Cheyenne Greenway Audit Report (2019)
6. Market and Feasibility Study: Proposed Sports Complex (2023)
7. West Downtown Urban Renewal Plan (2023)
8. West Edge Visionary Blueprint (2014)

Other Related Plans:
1. Dry Creek Drainage Master Plan Update (2023)
2. Cheyenne Metropolitan Area Pedestrian Plan (2010)
3. The Belvoir Ranch and Big Hole Master Plan (2008)
4. Planning and Development Department Annual Reports

1. PlanCheyenne: Cheyenne Parks and Recreation Master Plan (2006)

Plan/Document Name:	Cheyenne Parks and Recreation Master Plan
Department Issuing:	City of Cheyenne Parks & Recreation
Publication Year:	2006
Summary:	The last Parks and Recreation (P&R) master plan completed for the City was done in 2006, as part of the PlanCheyenne process that included a Community Plan and Transportation Master Plan. Prior to the 2006 plan, the 1992 City of Cheyenne Parks and Recreation Facilities Master Plan provided a comprehensive plan for redevelopment and expansion of the park system. The P&R plan was developed to address projected city growth with a focus on inventorying parklands; applying classifications and level-of-service standards to the system; document future needs for the Parks and Recreation Department and its divisions; identify park and facility needs and specific projects; document developmental regulations, financial resources, and potential funding and acquisition strategies; and identify paths to implementation. The plan outlined six (6) types of organizational resources: parkland, visual green spaces, open space, cemeteries, golf courses and recreational facilities, further sub-defined as follows: Parkland • Neighborhood Park • Pocket Park • Community Park • Regional Park • Sports Complex • Special Purpose Park Visual Green Spaces Open Space • Natural Areas • Regional Open Space • Special Resource Area Cemeteries Golf Courses Recreation Facilities
Recommendations that impact this plan:	Creating a Legacy of Parks and Open Space - Increase service and access for Neighborhood and Community Parks - Extend and enhance the greenway - Conserve lands of community-wide significance - Develop an open lands system - Expand proposed and current parks and recreation facilities - Maintain proposed and current parks and recreation facilities - Develop adequate land acquisition tools and funding sources to realize the master plan vision

2. PlanCheyenne (2006, 2014, 2019)

Plan/Document Name:	PlanCheyenne
Department Issuing:	Cheyenne MPO, City of Cheyenne, Laramie County
Publication Year:	2006, 2014, 2019
Summary:	PlanCheyenne was an integrated community master plan that combined both the city and county to define the area's future. The planning process contained three major components: The Community Plan, the Parks and Recreation Master Plan, and the Transportation Plan. The planning area includes the MPO boundary. The Community Plan outlined seven foundations: - Growing as a community of choice - Creating livable 'Hometown' neighborhoods - Fostering vital employment and activity centers - Developing a connected and diverse transportation system - Celebrating character and varied heritages - Creating a legacy of parks, open spaces and trails - Development in a fiscally responsible way The Transportation Master Plan highlighted strategies for bicycling and pedestrian movement to include completion missing segments, addressing on-going maintenance for facilities, and adopting standards for new development. The 2014 plan represents a major update and reflection on the 2006 plans, focused on the Community Plan and Transportation Plan. A greater focus is defined as serving families and a diversity of people and providing opportunities to attract younger people to the city. The 2014 update updates the future land uses and transportation networks. In 2019, an interim amendment to the Transportation Plan was prepared according to a 5-year planning window to qualify for Federal and State implementation dollars. The 2020, "Connection 2045 Long-Range Transportation Plan" followed to provide a 25-year outlook defining the region's strategy for a future-looking regional transportation system.
Plan Vision	The community-defined *Vision2020* states: *The Greater Cheyenne Area has a proud past and a promising future. The future of the Cheyenne Area builds on the historic strengths of the West, and looks to the possibilities that new jobs and new people bring. It is poised to become the northern anchor for the booming Front Range economy, and a complete community that attracts people because of its quality of life.*

3. Cheyenne Tourism Master Plan (2021)

Plan/Document Name:	Cheyenne Tourism Master Plan
Department Issuing:	Visit Cheyenne
Publication Year:	2021
Summary:	The Cheyenne Tourism Master Plan works to manage and understand future tourism to the City. The plan is a 10-year vision for the travel industry and is reviewed and updated annually. The plan considers the following: Visitor Experiences - Events strategies, including promoting more winter events - Improved gateways into the City and downtown - Making railroad attractions and heritage part of the Cheyenne brand - Supporting Cheyenne Frontier Days and it's future evolution - Encourage sports facility development to host residents and visiting tournaments - Support development of additional attractions or amenities as they become feasible (Ex: Archer Complex additions, Cheyenne Children's Museum, Recreation Center, former Airport Terminal, High Plains Arboretum, etc. Downtown Experience and Development Outdoor Recreation - Develop the Cheyenne Greenway with connections into downtown and with activation along the corridor - Develop and promote existing outdoor recreation options such as Vedauwoo Recreation Area, Curt Gowdy State Park, Pine Bluffs Recreation Areas, etc. - Foster development of outdoor recreation industry - Develop and implement a Big Hole / Belvoir Ranch multi-year action plan to open the lands to recreation - Make modifications or significant enhancements to Crow Creek to create a waterway attraction and Greenway extension from FEW to downtown. Community Branding Travel Industry Framework
Plan Vision	Cheyenne is an authentic and dynamic destination, proud of its pioneering accomplishments and featuring year-round attractions and activities benefiting both visitors and residents.

4. Cheyenne Unified Development Code (Amended 2023)

Plan/Document Name:	Cheyenne Unified Development Code (UDC)
Department Issuing:	City of Cheyenne
Publication Year:	Adopted 2012, Amended 2023
Summary:	As related to this planning effort, the UDC provides intent and requirements for Open Spaces Systems throughout the City. The requirement for Open Space applies to plat applications, requiring they designate areas of lots or parcels of land as non-buildable to serve public or civic purposes. Exceptions include: 1. Existing Public Open Space Credit. Any proposed development lot within a ¼ mile buffer of any existing public open space used for parks and recreation purposes shall not be subject to the Open Space requirement provided the City determines that it is of sufficient capacity and design standard to serve the proposed development. 2. Existing Shared Common Open Space Credit. Any proposed development lot within defined service areas for any existing common open space may receive a credit for this open space provided the City determines that it is of sufficient capacity and design standard to serve the proposed development. 3. Residential Infill Development. Residential infill parcels of less than 10 acres which are not within a ¼ mile buffer of existing public open space used for parks and recreation purposes shall not be subject to the Open Space Requirement where the City finds opportunities to incorporate open space is limited or alternative sites or standards are proposed and acceptable. 4. Cash-in-Lieu of Open Space. At the discretion of the City, an applicant may satisfy the Open Space requirement by making a cash payment to the City. The required space to be provided varies from 750 SF per dwelling unity to 8% of the gross area of the development parcel. All Open Space shall require documentation that demonstrates the ongoing maintenance and management of the space, including the administrative and financial means to provide maintenance and management.

5. Cheyenne Greenway Plan (1992); Greater Cheyenne Greenway Audit Report (2019)

Plan/Document Name:	Cheyenne Greenway Plan
Department Issuing:	City of Cheyenne
Publication Year:	1992, 2019
Summary:	A vision for Crow Creek expanded into a community-wide greenway system, aligning citizen groups to create a recreational transportation system throughout the city. The plan knitted together four off-street corridors – Dry Creek, Crow Creek, Allison Draw and an abandoned railroad bed south of Nationway. In 1991, county voters passed a 1% tax to fund local projects, which included $2,800,000 for construction of the greenway path. The first Greenway plan took a comprehensive look at an entire path system and implementations strategies. A 2019 Audit Report serves as documentation of current conditions of the greenway with proposed improvements. Findings from this audit suggest: - The greenway is under-signed in regard to establishing continuity, orientation, and safety - Portions of the system require repair to concrete, barriers/railings etc. - Drainage issues exist - Unmarked at-grade crossings exist and create safety concerns - Additional access points should be considered - Safety, lighting and barrier railings can be improved upon - Better design practices should be considered/ incorporated (trees, landscaping, benches, rest stations, viewing areas, effective buffers)

6. Market and Feasibility Study: Proposed Sports Complex (2023)

Plan/Document Name:	Market and Feasibility Study: Proposed Sports Complex
Department Issuing:	Cheyenne LEADS
Publication Year:	
Summary:	Cheyenne LEADS engaged HVS Convention, Sports & Entertainment Facilities Consulting ("HVS") to conduct a Market and Feasibility Study for a potential sports complex in Cheyenne. The Proposed Sports Complex could enhance the demand potential for sports events and tournaments, while retaining some business lost from the Cheyenne area due to a lack of existing facilities. The study indoor practice space is a need (basketball, volleyball, and maybe futsal); soccer is popular but doesn't have space to grow an indoor season; track and field teams practice in school hallways during winter months; the Laramie School District has restricted the ability for use of school facilities; seniors lack a good place to walk and exercise; adult leagues lack space or time at existing facilities; and programs are unable to expand due to lack of space.

	The plan recommends an indoor sports facility that includes hardwood court space to support basketball, futsal, and other mat sports, and can offer up to twelve volleyball courts. These courts would support weekly programming and team practices and occasional tournament activity. Also recommended is an adjacent turf field which would support soccer and baseball, among other sports. The sports complex should include the following spaces: • Six equally sized courts with one regulation-size basketball court or two regulation-size volleyball courts each, • Indoor turf that could accommodate two indoor soccer fields (100 x 210) or an indoor baseball infield diamond, and • A mezzanine level overlooking the hard courts to be used for observation and as an indoor walking or jogging track. • Concessions, lobby, team rooms that can be used as locker rooms, and meeting rooms.

7. West Downtown Urban Renewal Plan (2023)

Plan/Document Name:	West Downtown Urban Renewal Plan
Department Issuing:	City of Cheyenne (Planning and Development)
Publication Year:	2023
Summary:	The West Downtown Urban Renewal Plan identifies areas of blight with proposed urban renewal activities. Redevelopment could include a mix of future uses, including a Children's Museum and Downtown Hotel. A large amount of the land is currently surface parking, but also encompasses deteriorated structures, inadequate street layout, unsanitary/ unsafe conditions and neglect. The activities allowed are: • Improve streets; including curb, gutter, and sidewalks; • relocate utilities as necessary; • restore and improve historic structures that have fallen into disrepair; • remediate environmental contamination; • facilitate economic development and site beautification.

8. Cheyenne's Historic West Edge Reimagined (2014)

Plan/Document Name:	Cheyenne's Historic West Edge Reimagined: City of Cheyenne West Edge Visionary Blueprint
Department Issuing:	City of Cheyenne Brownfield Coalition
Publication Year:	2014
Summary:	This plan provided a focus on achieving the vitality and vibrancy of an attractive, inviting and livable place in the Lower Capital Drainage Basin and the West Edge of Downtown Cheyenne. The West Edge area is located between the Downtown core, railroad tracks and existing residential neighborhoods. The vision for the district incorporates surface stormwater drainage features along with improved streetscape and Downtown park spaces. Outcomes of the plan anticipate new public amenities and parks; heightened public safety; enhanced community identity; stormwater control; improved environmental quality; improved tax base/new business on vacant land; increased housing and workplace options; enhanced pedestrian/bicycle connectivity; increased collaboration amongst partner agencies; and enhanced opportunities for recreation for all.
Plan Guiding Principles:	1. Stormwater should be handled through a connected series of features. 2. Ultimately the goal is to intercept much of the flow of the stormwater and take it to Crow Creek, not Downtown. 3. Stormwater quantity and quality should be addressed through combined effect of all of the system features. 4. System features should accomplish multiple goals whenever possible - public recreation / open space, stormwater handling, brownfield mitigation, aesthetic improvement. 5. Formal and natural features may be mixed to create a complete system. 6. Certain existing public properties should be leveraged to be part of the system. 7. Any new amenity should be well-connected to other amenities in and around the area.