



Feasibility Study and Market Analysis for the Management Options of the Carlson Center Study

December 2020



ACKNOWLEDGMENTS

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I PURPOSE OF THIS STUDY

The Fairbanks North Star Borough (FNSB) Parks and Recreation Department conducted a Feasibility Study for the management of the Carlson Center. The objectives for this plan include identification of community needs; evaluation of current facility operations and maintenance; assessment of FNSB Parks and Recreation; assessment of partnerships, engagement of community, staff, and stakeholders; and development of recommendations for the best method to manage the Carlson Center. The Fairbanks North Star Borough Parks and Recreation Department contracted with GreenPlay, LLC to conduct this Feasibility Study for the management of the Carlson Center.

The study looked at the communities' desires related to programming, activities, amenities, and future usage for the Carlson Center. The study assists the Borough in determining the future operations and management of the Carlson Center to best meet the needs identified in the public engagement phases of the study including the community needs assessment survey.

SCOPE OF WORK

1. Community and Stakeholder Engagement
2. Market Analysis
3. Existing Facility and Program Assessment
4. Feasibility. Analysis, and Staffing Structure for Parks and Recreation Departmental Management
5. Management Options

Background Information

The Carlson Center is the largest of its kind in the area, and serves Fairbanks and surrounding communities in the Interior of Alaska, hosting a variety of events, including the University of Alaska Fairbanks hockey games, other hockey teams, graduations, conferences, festivals, Alaska Federation of Native concerts, and much more. Surrounding the Carlson Center are Pioneer Park and the Alaska Centennial Center for the Arts, offering smaller event spaces at more reasonable prices. The Centennial Center is an older building that is undergoing structural renovations. The FNSB does not expect the Centennial Center to remain open in perpetuity, it is likely that the needs currently served by this building may need to be accommodated elsewhere. The Carlson Center is currently managed by SMG of Alaska. The management agreement expires on June 30, 2021.





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II THE PLANNING PROCESS

To complete this project, the project team of GreenPlay, RRC Associates, and staff from the Fairbanks North Star Borough Parks and Recreation Department worked together throughout the entirety of this study to engage the staff and residents of the Borough to confirm programming, activity, and service needs, along with desired facility elements and management scenarios for the future of the Carlson Center.

A. STRATEGIC KICK-OFF MEETING

A Zoom meeting was held with the GreenPlay Project Team and the Fairbanks North Star Borough Parks and Recreation Project Team to discuss the scope of the study, expectations, and desired deliverables.

Review of Information Gathered

GreenPlay collected and reviewed all information provided by the Fairbanks North Star Borough Parks and Recreation Project Team to help determine the comprehensive and inclusive needs in the community that could inform the development of the study. The following information listed below was reviewed:

- Current facility and site information
- Current facility usage statistics
- 2019 Metro Quest Survey Report
- Borough Capital Improvement Plans
- Parks and Recreation Department Budgets
- Parks and Recreation Department Organizational Chart
- Carlson Center Facility Use Guide

B. Meetings and Tasks Completed

- Regular Project Team Zoom meetings
- July 27, 2020 - 2 Focus Groups - 16 participants
- July 29, 2020 - 4 Stakeholder Interviews -14 participants
- July 30, 2020 Public Zoom Webinar – 118 participants
- August/September 2020 - 1,845 Completed Surveys
- October 29, 2020 Findings Webinar – 52 participants
- November 17, 2020 Final Report Webinar Presentation

C. Program Identification and Site Analysis

- Zoom virtual tour conducted of the Carlson Center with Project Team
- Ranking and prioritizing demand and opportunities
- Facility building criteria
- Site analysis
- Facility program plan



D. Demographics and Trends Analysis

- Detailed demographic study specific to the Fairbanks North Star Borough
- Detailed recreation trends study specific to the Fairbanks North Star Borough

E. Market Analysis

- Detailed market analysis of the of fitness centers, event centers, and ice arenas, within the Fairbanks North Star Borough's sphere of influence.

F. Findings Presentation

- October 29, 2020 Findings Webinar – 52 participants

G. Draft and Final Reports

Draft Report Presentation

- November 17, 2020 Final Report Webinar Presentation

Final Report

- Recommendations and Action Plan

III PUBLIC ENGAGEMENT

A. FOCUS GROUPS AND STAKEHOLDER SUMMARY

Public engagement in the form of focus groups, stakeholder meetings, and a public webinar where conducted between July 27 – 30, 2020.

Two(2) Focus Groups - 16 Participants

- Convention/Event users
- Key Stakeholders
- Hockey, Soccer, Basketball
- Military
- University
- Rotary Club
- Veterans
- Business Owners

Four (4) Stakeholder Interviews – 14 Participants

- Borough Leadership
- University Athletics
- ASM Global
- Borough Park and Recreation staff

Public Zoom Webinar – 118 participants

The following is a summary of the information collected during the initial public engagement (list of responses are in no specific order):

Length of residency in the Borough

- | | |
|---|--------------|
| • <5 years | 12.5 percent |
| • 5-9 years | 0 percent |
| • 10-19 years | 12.5 percent |
| • 20+years | 75 percent |
| • Not a resident, but use facilities and services | N/A |

Strengths of Fairbanks North Star Borough (FNSB) Parks and Recreation Department

- Easy to work with, positive, responsive, professional, customer driven*
- Wide reaching tasks. A lot of responsibilities. Public does not realize how much they do.
- Identifying outside organizations to assist with programming/operations
- Partnerships
- Ability to listen
- Represent Fairbanks very well
- Diversity of parks/opportunities
- Fantastic service
- Affordable



Areas of improvement for FNSB Parks and Recreation Department

- Over obligated
- Understaffed
- Confusion of who does what/who operates what
- Lack of gymnasiums
- No indoor soccer facilities
- Many different facilities/infrastructures but no centralized facility with all the amenities in one location

Strengths of the Carlson Center

- Centrally located
- Large open spaces/largest gathering spaces
- Flexible staff
- Overnight slips
- Trade shows
- Great sheet of ice/vital to hockey
- Only facility/venue in Fairbanks to hold large events/trade shows
- Good parking capacity
- Variety of types of events
- Flexibility of the facility
- Food and Beverage operations
- Large events space
- Tourism/Economic Impact opportunities
- Large event space – trade shows, conferences, events, concerts, etc.
- Ability to split up usage based on room configuration

Weaknesses of the Carlson Center

- Trying to be everything to everyone including hockey, trade shows, meetings, etc.
- Compared to the Big Dipper it is not maintained
- Deferred maintenance is nonexistent
- Bleachers incredibly old/parts not made anymore
- Poor finishes for meeting space
- Lack of funding to take care of everything
- Poor condition of aging building/very tired/old
- Empty many days of the year (mostly weekdays)
- Hockey can use the facility more days per year
- Last minute notice of cancellations for ice time
- No one wants to be “on the ice” when it is covered as it is cold
- New COVID-19 guidelines equal a 33% reduction in available time
- Taking ice out and putting back in
- Very expensive space to operate, high utility bills high
- Poor ice plant, cost of melting ice for other events is prohibitive
- Financial situation in Alaska
- Have many types of events but not great at any one
- Cost prohibitive using a management company operating it
- Lack of responsiveness of the management company – not community minded but profit driven
- Not ideal for concerts with the sound equipment
- Poor relationship with other service providers – collaboration versus competition
- Hockey limits ability to schedule other events during hockey season

- Bonding of facility could limit any new uses
- Lack of indoor recreational/program space
- Hockey is higher quality at the Big Dipper than Carlson Center
- UAF does not promote hockey very well at Carlson Center
- Pricing model does not match the community
- Disconnect between perceived price and perceived value of rental
- Lack of partnerships that can lower subsidy and add usage
- Relationship with operations vendor are not all positive, not working well
- Public confuses about “who is responsible for what”
- Cannot have any other activities when hockey or large events are scheduled/UAF Hockey has exclusive use of entire facility
- Management agreement needs to be improved – incentives need to be implemented
- Quality staffing (11 FT 150-175 PT) is not adequate due to budget
- Focused on revenue generation versus community needs
- Prices too high
- Lack of Cleanliness
- Not willingness to work with groups
- Facility should be operated locally and not by outside management group
- Relationship between FNSB/UAF/SMG somewhat contentious

Additional Activities desired for the Carlson Center

- Indoor soccer
- Fitness classes
- Daytime PE activities for homeschoolers (FYSA sublease of facility, fund arena turf surface) – clinics, classes, programs, etc.
- Physical activities for multiple groups during winter (like Big Dipper walking groups)
- Birthday parties
- Flag football
- Lacrosse
- Kickball

Additional Events desired for the Carlson Center

- Indoor soccer, baseball, softball, lacrosse, flag football, indoor football
- Youth hockey games/practices
- Large events – only facility in area that can host large events
- Smaller trade shows
- Conventions
- Community-wide festivals
- Art shows
- Artisan gatherings
- Wedding receptions
- Weekday activities
- Turf time for tots
- Food trucks
- Basketball/Volleyball
- “A day in the life of Fairbanks”
- Track meets



Additional opportunities for the Carlson Center

- Youth activities
- Preschool
- Partner with Pioneer Park – Program/Combined use
- Indoor Playground
- Teen Center/Teen activities
- Indoor Turf – Soccer, Baseball, Softball, etc.
- Gymnasiums – Basketball
- Block street for large events/Pedestrian
- Promote year-round activities
- FNSB operate facility more feasibly than private management company
- Business model needs to improve the value of the experience that will add participation
- Consolidating Parks and Recreation functions into the Carlson Center including maintenance
- Fort Wainwright/NWR Partnership for events/activities
- Fitness/Cardio/Weights
- WiFi
- Coffee Shop
- Walking Track
- Fitness classes/programs
- Outdoor events with indoor amenities such as catering kitchen during the summer along the river

Primary function for the Carlson Center

- Hire a competent management group that can market the facility as well
- Keep the Division I hockey program as a priority
- Competing interests now
- Indoor turf space during non-hockey times – system for inside the dasher boards as well as the entire space without the dasher boards
- Indoor community gathering
- Physical recreation/fitness space
- Reduced pricing for community groups
- Venue for large events (economic impact to community)
- Multipurpose uses/activities
- Be able to transition spaces for different activities

Additional Amenities for the Carlson Center

- Indoor turf
- Walking track
- Large event space/venue
- Covered outdoor event space
- Traffic controls (traffic lights, stop signs, roundabout, etc.) during large events
- Multipurpose space
- Storage
- Locker Rooms
- Cross Training/fitness amenities
- Flexible netting between turf fields, spectator seating, etc.
- Indoor ropes course/obstacle course/adventure course (attached to ceiling)
- Fitness/weights/cardio space
- Gymnasium space

- Food truck space
- Competitive track
- Indoor playground (can drop down from ceiling)
- Adventure track
- Filters for smoke (fires in community)
- Food options
- Kitchen expanded/Teaching kitchen
- Expansion of Pioneer Room
- Dome expansion
- Expand the Carlson Center to accommodate multipurpose activities

Underserved by the Carlson Center

- Indoor soccer participants
- Middle school and younger
- Seniors (Carlson Center)
- Small children/tots (and parents of)

Key partners and Stakeholders for the Carlson Center

- University of Alaska - Fairbanks
- Chamber of Commerce
- Alaska Universal Productions (AV)
- Love Inc. (Indoor inflatable park)
- User groups
- KO Productions
- Advisory Groups
- Explore Fairbanks
- Festival of Fairbanks

Key issues and values to consider

- Fairbanks Convention and Arts Center (would this project take that type of business from the Carlson Center)
- Too many competing demands that do not work well together
- Cost recovery goals for ongoing operations and maintenance
- Trying to meet all the different communities' needs
- No defined schedule (practice time) for the University hockey team as a priority*
- Youth hockey cannot schedule and count on the reservation of the ice arena
- Dedicate sports areas within a sports facility (ice arena, turf, etc.) could help alleviate constant competition for the same space
- New ice plant in the CIP plan (repair?)

Top Priorities for the Carlson Center

- Trade shows/events
- Sports
- Athletic and fitness needs for all ages
- Develop a mission/vision for the Carlson Center that the community supports and to put a plan together that will be funded along with a cost recovery plan to fulfill the mission
- Indoor turf
- Improved ice arena
- Hockey and Soccer



- User groups funding the indoor turf and the ice plant
- Need a new operator (FNSB or private/public partnership) of the Carlson Center
- Venue needs to be more affordable to rent
- Fiscal/Cost Recovery
- Decisions made by end of 2020
- Maintenance
- Energy upgrades
- Serving community
- Increased usage – daily
- Operated by FNSB versus private management company
- Lower fees and increase value to community
- Offer recreational programs to community
- Invite the community into the building for activities
- Large event space – trade shows, conferences, events, concerts, etc.

Vision for the Carlson Center

- Carlson Center should function as a Community/Visitor Center – more diverse than hockey
- Expand community use/community friendly – activities
- Needs to be community based for year-round activities for local participation
- Based on what the Borough/community wants it to be
- “Community Center”
- Ice less of a focus moving forward
- Concerts, events, etc. as a focus
- Balance what the community wants with a good business model of cost recovery
- Hockey venue for University and community

The information collected during the initial public engagement was used to develop the needs assessment survey discussed in the next section.

B. FAIRBANKS NORTH STAR BOROUGH PARKS AND RECREATION NEEDS ASSESSMENT SURVEY RESULTS

The following is a summary of the information collected from the needs assessment survey conducted that are relevant to the Feasibility Study for the management of the Carlson Center. The full needs assessment survey report was provided to the FNSB as a staff document.

The purpose of this study was to assess community needs and desires with focus on both management aspects and possible renovation of the Carlson Center. This survey research effort and subsequent analysis were designed to assist Fairbanks North Star Borough Parks and Recreation Department in developing a long-term plan to reflect the community’s needs and desires.

The survey consisted of two primary methods: a statistically valid (invitation survey) mailed survey with an option to complete online through password protected website, and an open link survey online survey made available to all residents in the Fairbanks North Star Borough area. A total of 1,845 completed surveys were received. **Figure 1** summarizes the number of surveys mailed as well as the number of responses for both the invitation survey and the open link survey.

Figure 1: Survey Response Summary

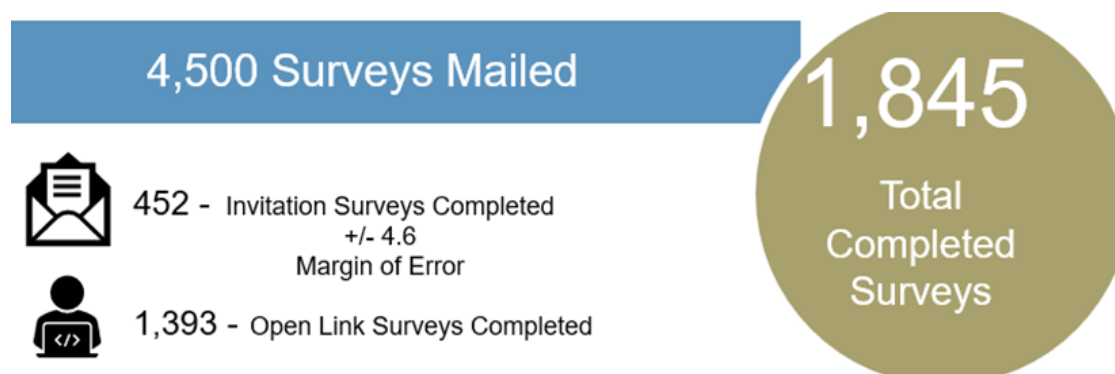


Figure 2 shows that the responses were received from seven identified areas of the Borough, that the average survey respondent has lived in the FNSB for 23.7 years, and that 79 percent own their residence.

Figure 2: Survey Demographic Profile (invitation Sample)

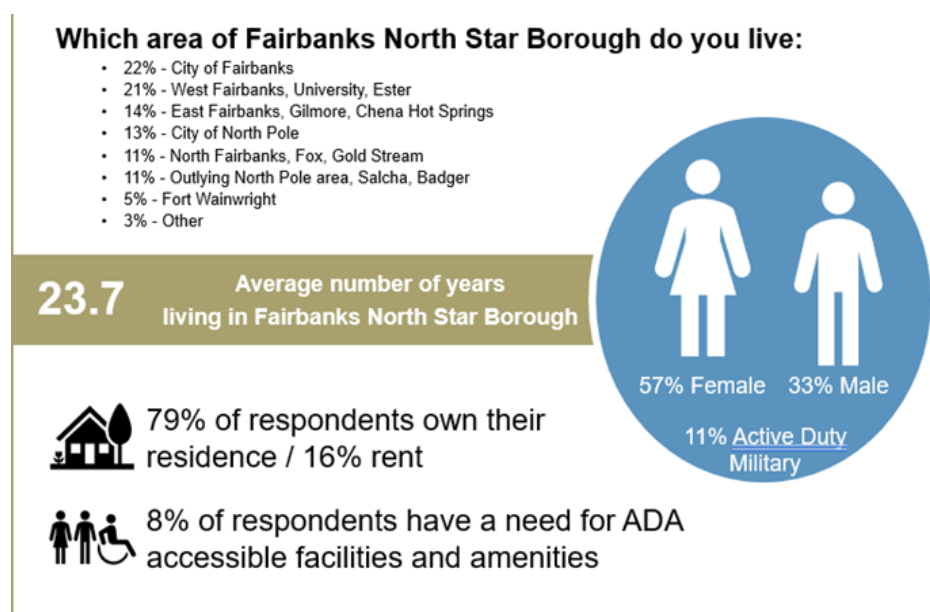


Figure 3 shows that 87 percent of respondents use programs or facilities at the Carlson Center, and 56 percent of respondents are very familiar with the Carlson Center. Twenty-nine percent (29%) are moderately familiar, and 15 percent are not familiar.

Figure 3: Survey Participation and Familiarity

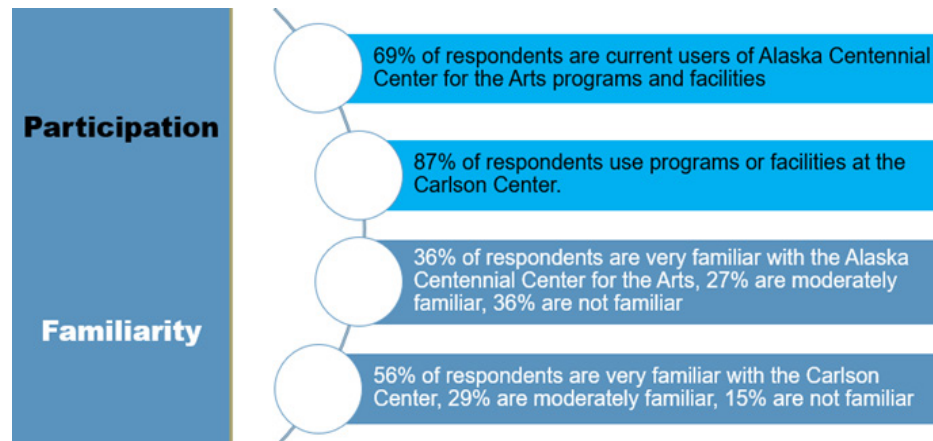
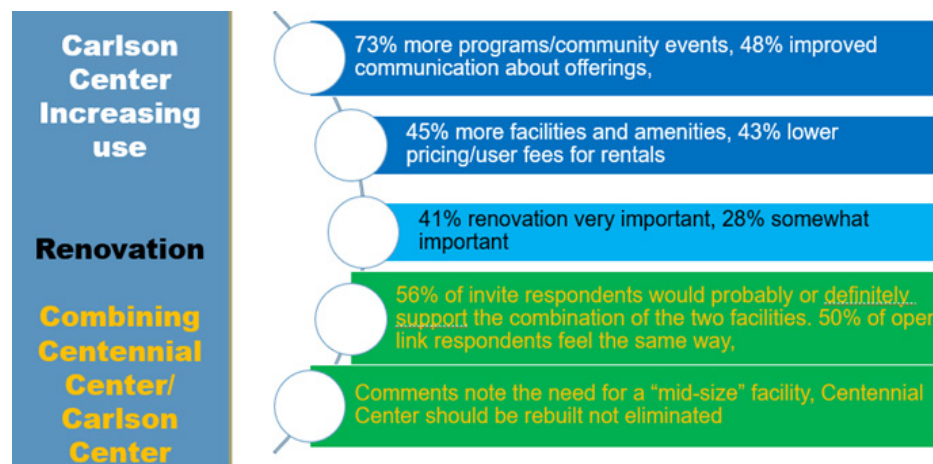


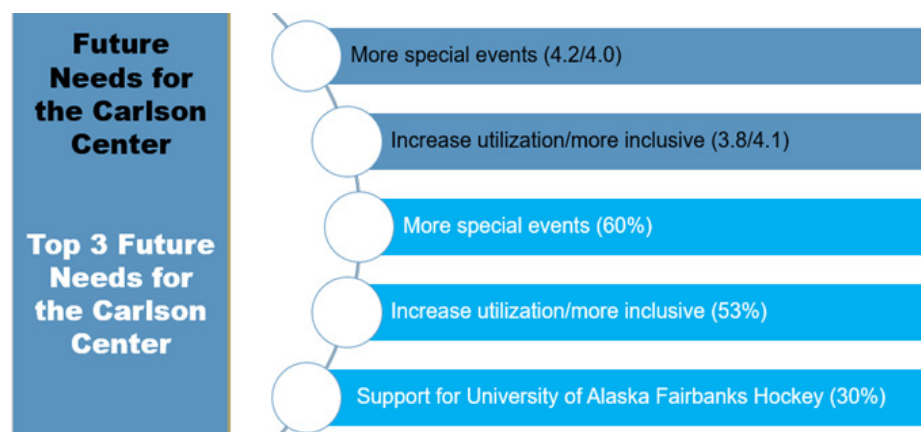
Figure 4 shows that 73 percent of respondents believe more programs/community events, 48 percent indicate the need for improved communication about offerings, 45 percent desire more facilities and amenities, and 43 percent think lower pricing/user fees for rentals would increase usage. Forty-one percent (41%) consider renovation very important, 28 percent somewhat important. Regarding combining the Centennial Center and the Carlson Center, 56 percent of invite respondents would probably or definitely support the combination of the two facilities, 50 percent of open link respondents feel the same way.

Figure 4: Increasing Usage, Renovation, Combining



Shown in Figure 5 is future needs indicated for the center on a scale of 1 -5, with 5 (invitation/open link) being most important the desire for more special events (4.2/4.0), increase utilization/more inclusive (3.8/4.1). The top 3 future needs for the Carlson Center are more special events (60%) of respondents, increase utilization/more inclusive (53%), support for University of Alaska Fairbanks Hockey (30%).

Figure 5: Future Need for the Carlson Center



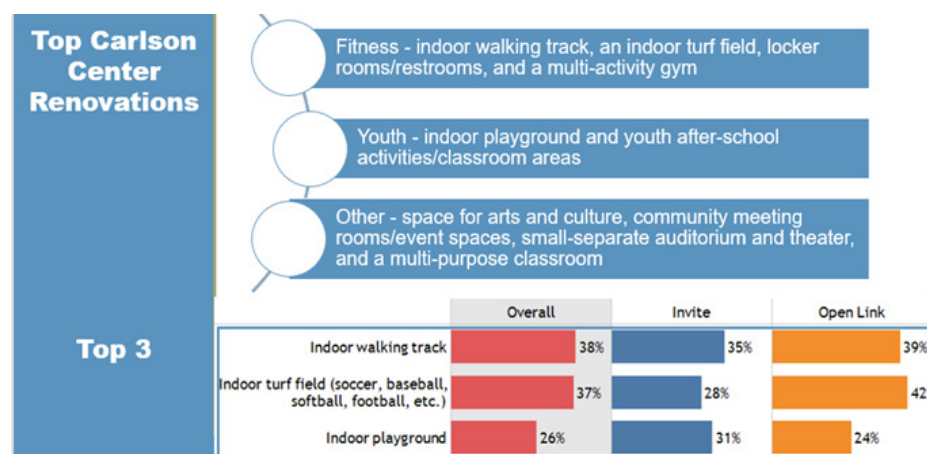
As shown in **Figure 6**, the top renovations were:

- Fitness - indoor walking track, an indoor turf field, locker rooms/restrooms, and a multi-activity gym
- Youth - indoor playground and youth after-school activities/classroom areas
- Other - space for arts and culture, community meeting rooms/event spaces, small-separate auditorium and theater, and a multi-purpose classroom

The Top 3 Carlson Center Renovations were:

1. Indoor turf
2. Indoor walking track
3. Indoor playground

Figure 6: Top Carlson Center Renovations



Approximately 72 percent of invite respondents would definitely or probably support more private/public partnerships and 67 percent would support sponsorship/naming rights as potential sources for funding recommendations from this survey. Over half (56%) show moderate support for a bond referendum for specific projects. Conversely, 60 percent would not support increased property taxes, and 51 percent would not support a new dedicated sales tax. Support for a new hospitality tax is more mixed.

In terms of management of the Carlson Center respondents indicate that they would like a hybrid scenario, where the Borough manages the facilities and hires contractors as needed (40%). Another 29 percent of the respondents do not know or are uncertain of which management option is best. Only 10 percent prefer the current scenario (contractor managed), while 16 percent prefer the Borough manages all operations. Both invite and open link samples were similar in responses.

At the conclusion of the survey, respondents were given the opportunity to provide any further comments regarding facilities and programs at the Carlson Center. A random selection of verbatim responses is shown below in **Figure 7**.

Figure 7: Community Comments



The follow is a summary of key survey findings:

Participation

- Eighty-three percent (83%) of invite respondents are current users of activities/programs/facilities at the Carlson Center.
- Open link respondents are more likely to be participants, with 88% being current users.
- Use of the Alaska Centennial Center for the Arts is somewhat less although still substantial at 68-69% for both samples.

Importance of Renovating the Carlson Center

- Renovating the Carlson Center is somewhat or very important to about two-thirds of invite respondents (64%)
- Open link respondents exhibit slightly stronger opinions on the importance of renovating the Carlson Center (71% somewhat or very important)

Increase Usage

- More programs/community events (73%)
- Improved communication about offerings (51%)
- More facilities/amenities (41%)
- Lower pricing/user fees for rentals (41%) were among the top items that would increase use of the Carlson Center

Combining Operations of the Centennial Center

- Fewer although a slight majority support moving or combining operations of the Centennial Center with the Carlson Center (56%)
- Comments note the need for a “mid-size” facility like the Centennial Center and that it should be rebuilt and not eliminated (financial support for this effort is also suggested)
- Carlson Center does not have the variety/capacity to accommodate everything

Future Needs

- More special events—including concerts, expos, festivals, non-profit events, educational seminars, parties, and wedding receptions—is the most important need for the future at the Carlson Center (70%)
- Utilizing the Carlson Center as more of an inclusive community center for all members of the public (47%)
- Support for UAF hockey along with new ice is more of a secondary consideration

New Spaces/Amenities

- An indoor walking track is the most important amenity that residents would like to see included in the renovation of the Carlson Center (35%)
- Indoor playground (31%) and indoor turf field (28%) are important as well
- The open link sample is especially enthusiastic about the indoor turf field (41%)
- The need for more opportunities for entertainment, activity, and to interact with others (given Fairbanks’ isolated location and long, dark winters) is expressed throughout the comments

Inclusive Community Center

- Many comments also call for and support the Carlson Center becoming more community oriented and focused towards a variety of sports/activities (in addition to hockey), large events, and education, while developing and maintaining the Centennial Center for arts, community, and smaller group events



Indoor Turf Field

- Many of the comments specifically focus on the need for an indoor turf field or field house, particularly for soccer and tennis, and that the focus should not be solely on hockey
- Fairbanks' competitive disadvantage (compared to other communities) is also noted

Values and Vision (Top 3)

- Providing affordable activities and facilities to all
- Continuing to focus on providing family-oriented activities
- Ensuring parks and recreation opportunities are accessible to all residents

Funding Sources

- More private/public partnerships and sponsorships/naming rights have strong support as potential funding sources
- There is also relatively strong support for a bond referendum for specific projects, but not for new property or sales taxes
- Support for a hospitality tax is more mixed

Management Scenarios

- The hybrid management scenario (Borough manages facilities and hires contractors as needed) is the most preferred by 40%
- Although a large number, 29%, don't know or are uninformed on the issue

Communication

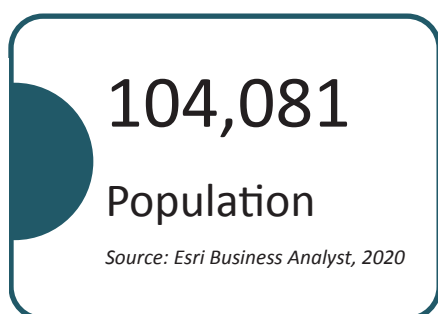
- The most preferred methods to receive information on facilities, services, and programs provided at the Carlson Center is through local media (63%)
- Followed by social media (56%)
- Then email (32%)
- Results demonstrate a need to maintain diversify in communication methods.

All the information gathering during public engagement has been analyzed and considered when making recommendations.

IV FAIRBANKS NORTH STAR BOROUGH DEMOGRAPHICS

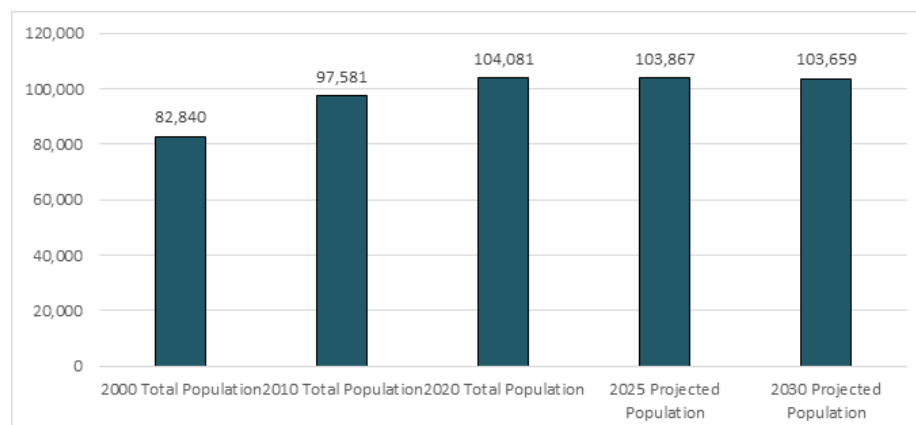
By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the Fairbanks North Star Borough. Data referenced throughout this report is sourced from Esri Business Analyst, which are point estimates for July of the current (2020) and forecast years (2025). Esri balances the Census 2010 against local data sources such as building permits, residential postal delivery counts, and county data from the Internal Revenue Service to generate estimates. Population projections are derived from a combination of models and data sources on both a local and national level. Data for this report was compiled in August 2020.

A. POPULATION



Twenty years ago, the population in Fairbanks North Star Borough was estimated at 82,840. By 2010, the population had reached 97,581 with an annual growth rate of 0.63 percent. By 2020, the estimated population reached 104,081. By 2025, the population is projected to reach 103,867 with a growth rate of -0.04 percent per year.

Figure 8: Population Trends in Fairbanks North Star Borough from 2000 to 2030



Source: 2020 Esri Business Analyst



B. AGE

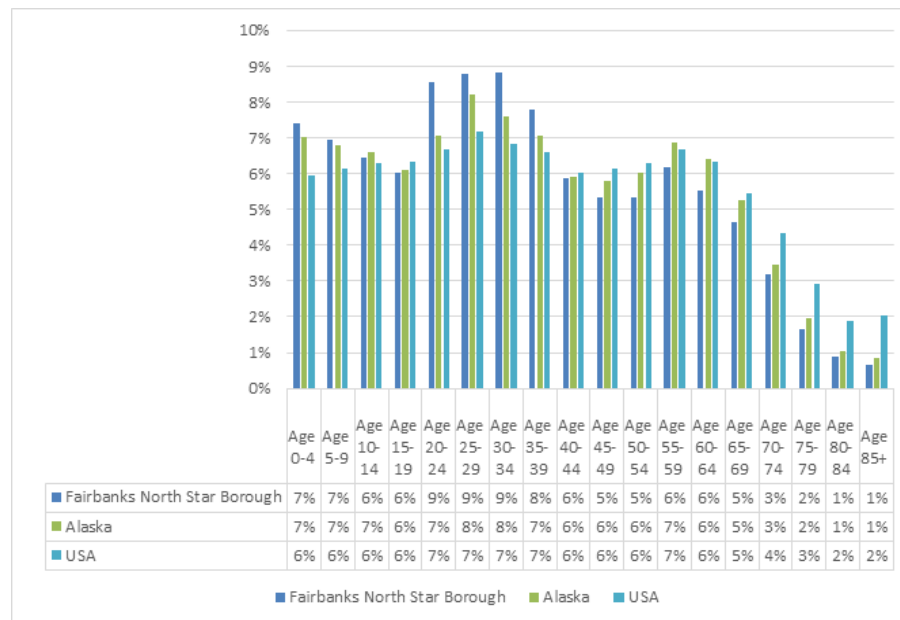
33.3

Median Age

Source: Esri Business Analyst, 2020

According to Esri Business Analyst, the median age in Fairbanks North Star Borough in 2020 was 33.3 years old, younger than the State of Alaska (35.4) and the United States (38.5) median ages. By 2025 the median age is expected to increase to 34.4 years old. According to age distribution data, the Borough has more families with young children than State or National data. Approximately 27 percent of the population were ages 20 to 34 years old.

Figure 9: 2020 Age Distribution in Fairbanks North Star Borough compared to Alaska



Source: 2020 Esri Business Analyst

C. RACE/ETHNIC CHARACTER

In 2020, approximately 73 percent of residents identified as White and eight percent identified as American Indian/Alaska Native in Fairbanks North Star Borough. The U.S. Census notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person's parents or ancestors before arrival in the United States. According to Esri Business Analyst, only 8.49 percent of Fairbanks North Star Borough residents identified as Hispanic in 2020, compared to the State of Alaska (7.22%) and the United States (18.77%).

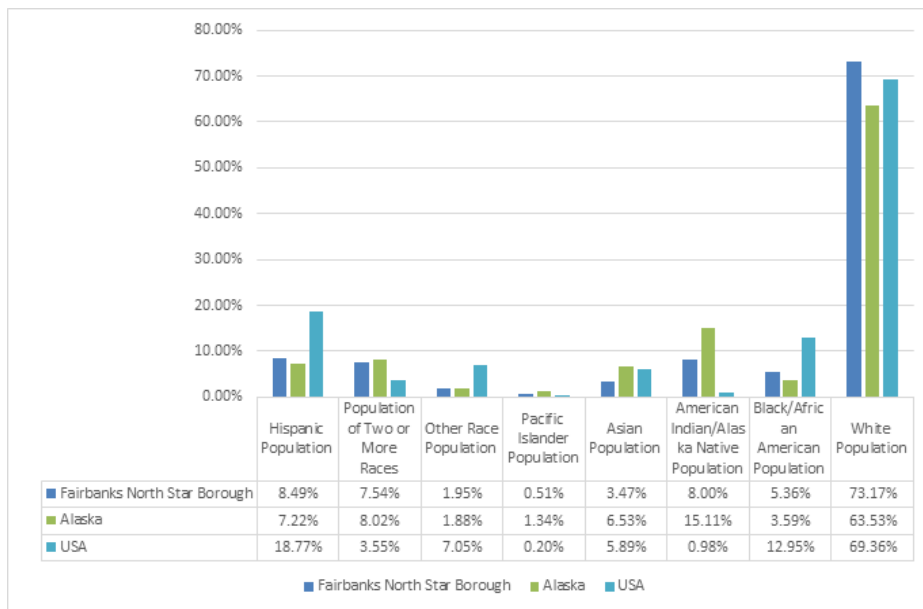


Figure 10: 2020 Racial/Ethnic Diversity of the Fairbanks North Star Borough
Source: 2020 Esri Business Analyst

D. EDUCATIONAL ATTAINMENT

The chart below (**Table 1**) shows the percentage of residents (25+) that obtained various levels of education. Approximately one-third of residents obtained a Bachelor Degree or Graduate/Professional Level Degree. Only 5 percent of the population did not receive a high school or equivalent diploma.

Table 1: 2020 Fairbanks North Star Borough Educational Attainment

Level of Education	Fairbanks North Star Borough	Alaska	USA
Less than 9th Grade	1.56%	2.34%	4.81%
9-12th Grade/No Diploma	3.24%	4.09%	6.53%
High School Diploma	17.33%	23.27%	22.79%
GED/Alternative Credential	5.33%	5.28%	3.92%
Some College/No Degree	29.51%	26.47%	20.13%
Associate Degree	8.87%	8.03%	8.69%
Bachelor's Degree	20.67%	18.52%	20.24%
Graduate/Professional Degree	13.50%	12.00%	12.89%

Source: 2020 Esri Business Analyst



E. HOUSEHOLD DATA

According to Esri Business Analyst, the median household income in Fairbanks North Star Borough in 2020 was \$75,334, compared to the State of Alaska (\$74,387) and the United States (\$58,803). The median home value in Fairbanks North Star Borough was \$249,314, lower than Alaska (\$276,974) and higher than the United States (\$235,127). The average household

size was 2.55 persons in Fairbanks North Star Borough in 2020, compared to household sizes of 2.65 in Alaska and 2.58 in the United States. An estimated 6.93% of households Fairbanks North Star Borough received food stamps, lower than the rate in Alaska at approximately 10.60 percent and the national average of 12.22 percent of households receiving food stamps.

\$75,334

Median Household Income

Source: Esri Business Analyst, 2020

Figure 11: Median Household Income Distribution in Fairbanks North Star Borough

Source: 2020 Esri Business Analyst

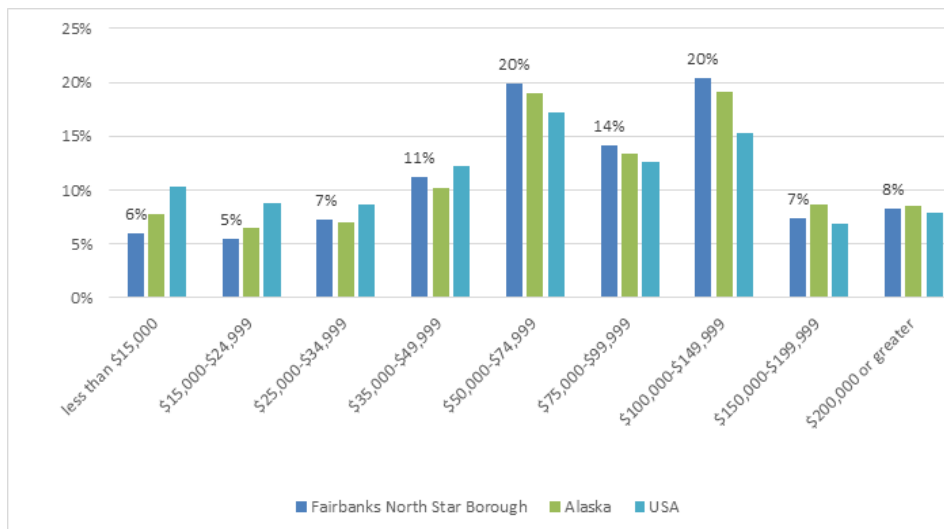
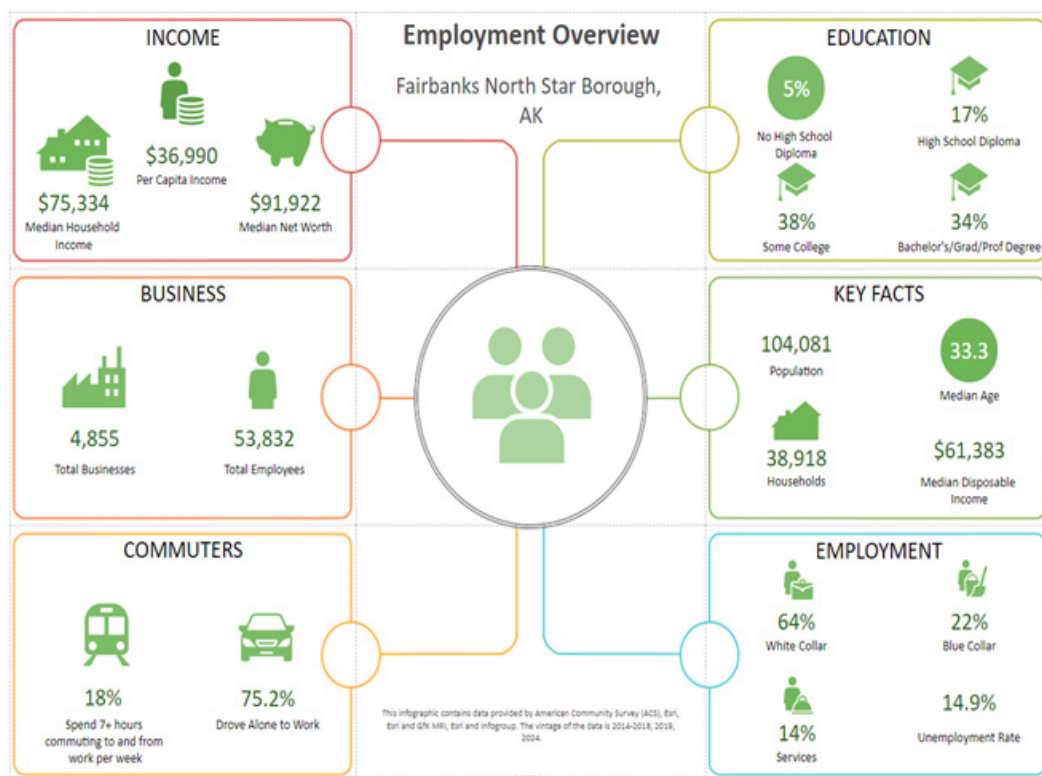


Figure 12: Employment Overview in Fairbanks North Star Borough



Source: Esri Business Analyst 2020

F. EMPLOYMENT

14.9%

Unemployment Rate

Source: Esri Business Analyst, 2020

In 2020, an estimated 15 percent of Fairbanks North Star Borough's population was unemployed, compared to the State of Alaska (15.6%) and the United States (13.39%). According to Esri Business Analyst, in 2020, approximately 64 percent of the population was employed in white collar positions, which encompass jobs where employees typically perform managerial, technical, administrative, and/or professional capacities.

Approximately 22 percent of Fairbanks North Star Borough's population were employed in blue collar positions, such as construction, maintenance, etc. About 14 percent of Fairbanks North Star Borough's residents were employed in the service industry.



G. HEALTH RANKINGS

Understanding the status of the community's health can help inform policies related to recreation and fitness. Robert Wood Johnson Foundation's County Health Rankings and Roadmaps provided annual insight on the general health of national, state, and county populations. Fairbanks North Star Borough ranked 6 out of 25 Alaska Counties for Health Outcomes. The health ranking for Fairbanks North Star Borough gauged the public health of the population based on "how long people live and how healthy people feel while alive," coupled with ranking factors including healthy behaviors, clinical care, social and economic, and physical environment factors.¹

According to Esri Business Analyst, 22.91 percent of Fairbanks North Star Borough households in 2020 had one or more resident living with some sort of hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and/or independent living difficulty. This is lower than the state (24.99%) and national average (25.49%). Inclusive programming and ADA transition plans continue to be important for parks and facilities.

¹ University of Wisconsin Population Health Institute and Robert Wood Johnson Foundation, County Health Rankings 2020, <http://www.Countyhealthrankings.org>

V INFLUENCING TRENDS RELEVANT TO FAIRBANKS NORTH STAR BOROUGH PARKS AND RECREATION AND THE CARLSON CENTER

A. RECREATION TRENDS

The changing pace of today's world requires analyzing recreation trends from both a local and national level. From a national perspective, organizations including the National Recreation and Park Association (NRPA), the American College of Sports Medicine (ACSM), and the Outdoor Industry Association (OIA), among many others, attempt to summarize and predict the most relevant trends impacting health, wellness, outdoor recreation, and parks for the current year. This broad level overview of 2020 trends can help prepare agencies to understand what the future of parks and recreation might look, and how agencies can be at the forefront of innovation in the field.

Local participation and expenditure data, sourced from Esri Business Analyst, as well as community input generated from the engagement process, determine the relevant trends directly related to the Fairbanks North Star Borough. This information is intended to provide a foundational context for potential recommendations discussed later in this report.

It should be noted that local participation data is gathered from Esri Business Analyst, and measures the Market Potential for leisure activities. Market Potential provides the estimated demand for a service or product by calculating the consumption rate from local and national datapoints.² These estimates in participation provide a snapshot of leisure activities throughout Fairbanks North Star Borough; participation estimates help frame activities that are uniquely preferred in Fairbanks North Star Borough compared to the State. Those activities that have the highest participation serve as a key perspective to understanding the community, and thus providing reference for the recommendations referenced throughout the report.

Table 2: Estimated Household Spending on Participation in Recreation

Variable	Average	Total
Entertainment/Recreation - Fees and Admissions	\$791.38	\$30,798,772
Membership Fees for Social/Recreation/Health Clubs	\$264.05	\$10,276,109
Entertainment/Recreation -Sports/Rec/Exercise Equipment	\$232.43	\$9,045,866
Fees for Recreational Lessons	\$157.45	\$6,127,518
Entertainment/Recreation - Toys/Games/Crafts/Hobbies	\$138.27	\$5,381,285
Camp Fees	\$51.71	\$2,012,360
Pet Services	\$82.88	\$3,225,438
Bicycles	\$34.82	\$1,355,162
Hunting and Fishing Equipment	\$74.43	\$2,896,764
Camping Equipment	\$26.34	\$1,025,179

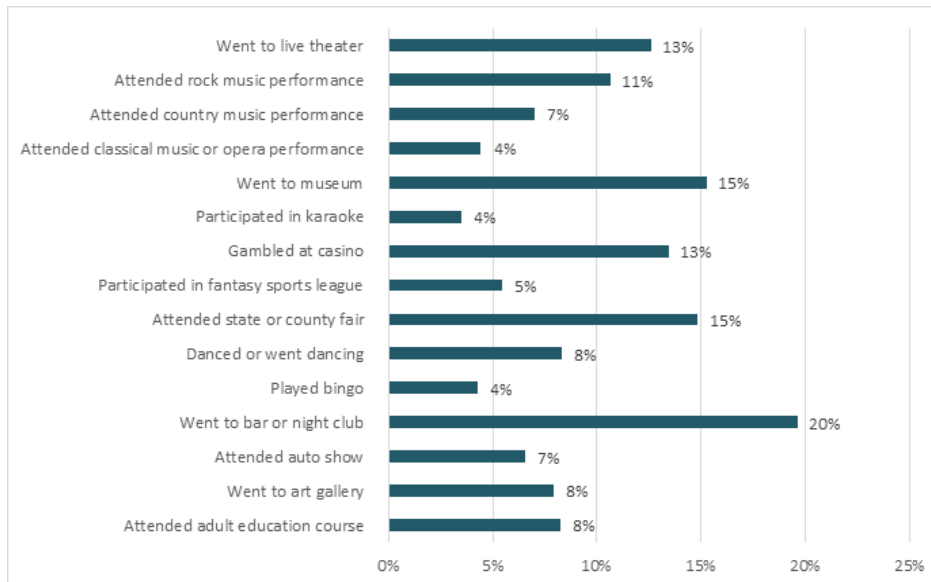
Source: Esri Business Analyst

² "Methodology Statement: 2019 Esri Market Potential" Esri. https://downloads.esri.com/esri_content_doc/dbl/us/J9672_Market_Potential_DB_Methodology_Statement_2019.pdf, Accessed March 2020



Local participation data from Esri Business Analyst suggests that residents participate in a number of leisure activities. It should be noted that this data is representative of 2019 and does not consider restrictions or participation from COVID-19. This type of data can be helpful in considering the type of programs at the Carlson Center. Approximately 20 percent of residents 25 and older went to a bar or night club in the last year, followed behind with attendance to state or county fair, and visiting a museum.

Figure 13: Leisure Activity Participation in the Fairbanks North Star Borough



Source: 2020 Esri Business Analyst

2020 NATIONAL HEALTH AND FITNESS TRENDS

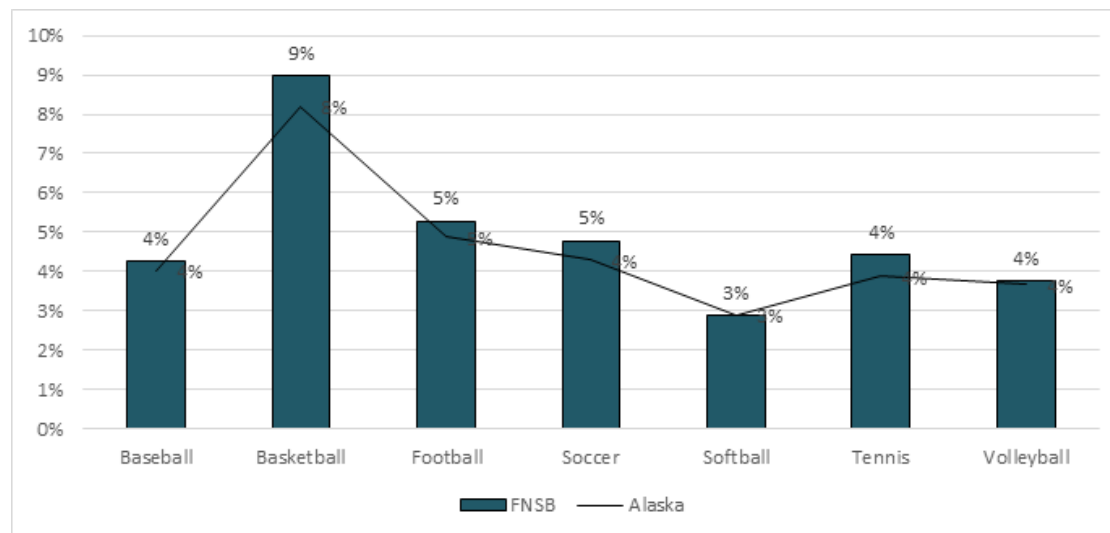
For the past 14 years, the American College of Sports Medicine (ACSM) Health and Fitness Journal has released its fitness trends survey, which collects survey data from 3,000 health and fitness professionals. The following items made up the top ten fitness trends from the study for 2020:

1. Wearable Technology
2. High Impact Interval Training (HIIT)
3. Group Training
4. Training with Free Weights
5. Personal Training
6. Exercise is Medicine
7. Body Weight Training
8. Fitness Programs for Older Adults
9. Health/Wellness coaching
10. Employing Certified Fitness Professionals

Source: American College of Sports Medicine

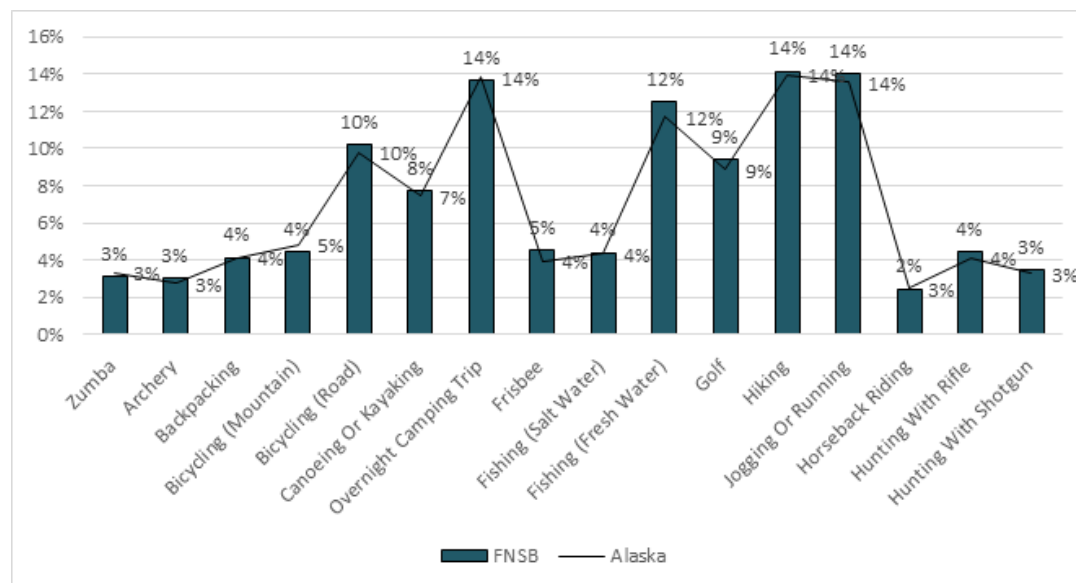
In regard to recreation activity, the following charts indicate the local participation data of those 25 and older who engaged in sports, fitness activities, and outdoor recreation. Top activities overall included basketball, camping, jogging, running, hiking, and walking for exercise.

Figure 14: Local Sport Participation of Adults 25 and Older



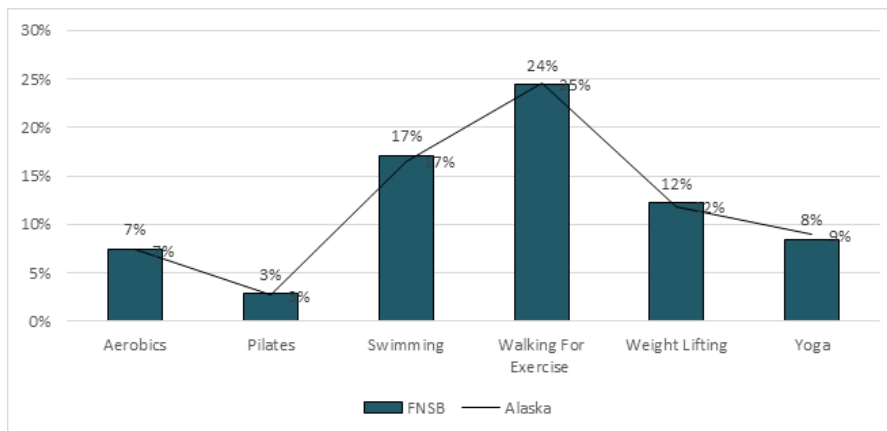
Source: Esri Business Analyst

Figure 15: Local Outdoor Participation of Adults 25 and Older



Source: Esri Business Analyst

Figure 16: Local Fitness Participation of Adults 25 and Older



Source: Esri Business Analyst

B. ADMINISTRATIVE TRENDS IN PARKS AND RECREATION

Municipal parks and recreation structures and delivery systems have changed and more alternative methods of delivering services are emerging. Certain services are being contracted out and cooperative agreements with non-profit groups and other public institutions are being developed. Newer partners include the health system, social services, justice system, education, the corporate sector, and community service agencies. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address community issues. The traditional relationship with education and the sharing of facilities through joint-use agreements is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.³

In addition, the role of parks and recreation management has shifted beyond traditional facility oversight and activity programming. The ability to evaluate and interpret data is a critical component of strategic decision making. In an article titled “The Digital Transformation of Parks and Rec,” by Brian Stapleton, published in the February 2019 issue of *Parks and Recreation* magazine, he listed several components that allow agencies to keep up with administrative trends and become an agent of change.⁴

1. Develop a digital transformation strategy – how will your agency innovate and adapt to technology?
2. Anticipate needs of the community through data – what information from your facilities, programs, and services can be collected and utilized for decision making?
3. Continuous education - How can you educate yourself and your team to have more knowledge and skills as technology evolves?
4. Focus on efficiency – in what ways can your operations be streamlined?
5. Embrace change as a leader – how can you help your staff to see the value in new systems and processes?
6. Reach out digitally – be sure that the public knows how to find you and ways that they can be involved.

³ Brian Stapleton, “The Digital Transformation of Parks and Rec” *Parks and Recreation*, February 2019; <https://www.nrpa.org/parks-recreation-magazine/2019/february/the-digital-transformation-of-parks-and-rec/>

⁴ *ibid.*

ADA COMPLIANCE

On July 26, 1990, the federal government officially recognized the needs of people with disabilities through the Americans with Disabilities Act (ADA). This civil right law expanded rights for activities and services offered by both state and local governmental entities (Title II) and non-profit/for-profit entities (Title III). Parks and Recreation agencies are expected to comply by the legal mandate; which means eliminating physical barriers to provide access to facilities, and providing reasonable accommodations in regard to recreational programs through inclusive policies and procedures. It is a requirement that agencies develop an ADA Transition Plan, which details how physical and structural barriers will be removed to facilitate access to programs and services. The Transition Plan also acts as a planning tool for budgeting and accountability.⁵

COMMUNITY EVENTS

Community-wide events and festivals can act as essential place-making activities for residents and can also serve as an economic driver through the utilization of convention centers such as the Carlson Center. According to the 2020 Event Trends Report by EventBrite, the following trends are expected to impact event planners and community builders in the coming years:

- Focus on sustainability: Zero-waste events are quickly becoming an expectation. Some of the primary ways of prioritizing environmental sustainability include e-tickets, reusable or biodegradable items, offering vegan/vegetarian options, encouraging public transport and carpooling, and working with venues that recycle.
- Diversity, Equity, and Inclusion (DEI): Ensuring that the venue is inclusive to not only all abilities by offering ADA facilities, but also welcoming to all races, ethnicities, and backgrounds through signage, messaging, and the lineup of speakers. Ways to incorporate a focus on inclusivity include planning for diversity through speakers, talent, and subject matter, enacting a code of conduct that promotes equity, and possibly providing scholarships to attendees.
- Engaging Experiences: Being able to customize and cater the facility to create immersive events that bring together culture, art, music, and elements of a company's brand will be critical in creating a more authentic experience.

CULTURAL TOURISM

In the Fairbanks North Star Borough, a number of quality attractions in the area draw visitors into the area year after year— including the colorful arts scene, natural amenities, and rich history. Hotel/motel tax collections, in addition to airport origin and destination numbers – have increased year after year in 2015, 2016, 2017, 2018, and 2019. The Fairbanks region is becoming a year-round tourism destination and provides a significant economic impact. In 2016, over \$5 million from hotel/motel tax collections was generated, and that number continues to increase each year. Fairbanks is above the national average in hotel occupancy, and airport arrivals and departures have grown 19 percent since 2015.

⁵ Mark Trieglaff and Larry Labiak, National Recreation and Park Association: "Recreation and the Americans with Disabilities Act," Accessed August 2019: <https://www.nrpa.org/parks-recreation-magazine/2016/august/recreation-and-the-americans-with-disabilities-act/>



The tourism industry allows Fairbanks to benefit, and quality of life also improves for local residents. According to a report by Explore Fairbanks in March 2020, a summary of benefits includes:

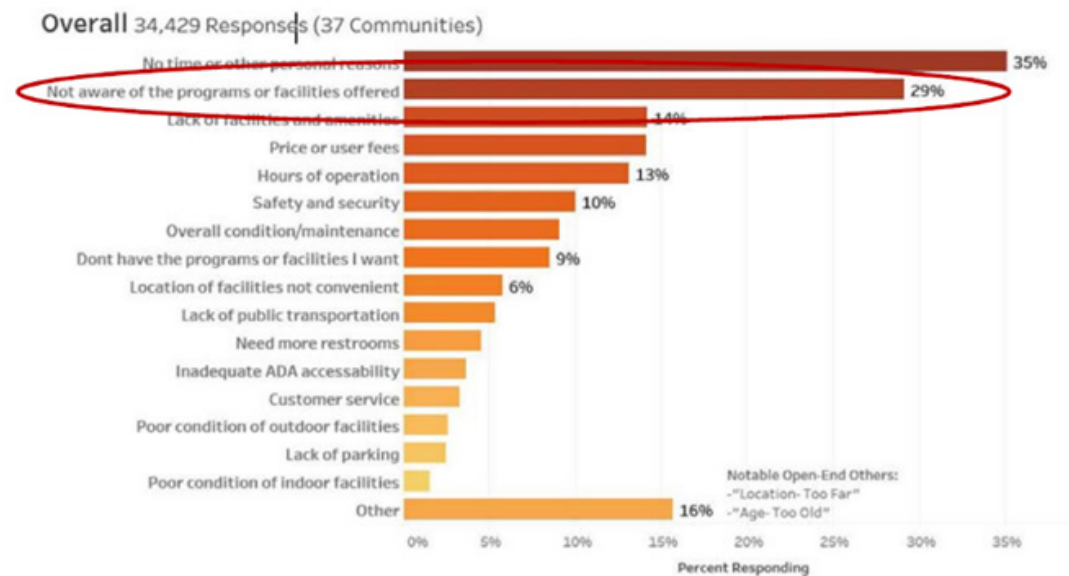
- Air service to and from Fairbanks using the local airport
- Most restaurants and meeting facilities are available year-round
- Residents enjoy museums, historic sites, hot springs, and more
- Landscaping and flower displays by visitor industry businesses

MARKETING AND SOCIAL MEDIA

The Fairbanks North Star Borough Parks and Recreation Department has a strong marketing and communications team. The department's social media following has over 5,000 followers on Facebook. Awareness of parks and recreation services is critical to the success of any agency and will continue to be important for the Borough. According to a study in collaboration with the National Recreation and Park Association and GP RED of approximately 35,000 responses, one of the primary reasons that patrons do not participate in programs and services is due to lack of awareness.

Figure 17: Example Awareness Results

If you or anyone else in your household DOES NOT use parks or recreation offerings, why not?



In today's modern world, there is ample opportunity to promote and market parks and recreation services. It begins with a needs assessment that details how the community prefers to receive information. Then, a marketing plan should be developed that is catered to the agency's resources, including staff, time, and budget. This should guide the agency for one to three years.

Technology has made it easier to reach a wide-reaching, location-dependent audience which can be segmented by demographics. However, it has also caused a gap in the way parks and recreation agencies are able to communicate. Agencies around the country have previously not dedicated substantial funding to marketing, however it is becoming a critical piece to receiving participants. Without dedicated staff and support, it is difficult to keep up with social media trends which seem to change daily. Furthermore, with an overarching desire to standardize a municipalities' brand, there may be limitations to the access and control that a parks and recreation agency has over their marketing. It is essential that professionals become advocates for additional resources, training, and education. Having a strong presence on social networks, through email marketing, and through traditional marketing will help enhance the perception from the community.



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VI FAIRBANKS NORTH STAR BOROUGH CARLSON CENTER MARKET ANALYSIS

A key component of determining the feasibility of the Carlson Center is to look at alternative providers who offer similar services through a market analysis. This inventory of like-service providers can assist with understanding the area's current facilities and how they may overlap with the potential services of the Carlson Center. During this study, the consultant team researched potential competitors and alternative providers to understand how the Borough can best serve the community by reducing duplication of amenities and offering services that are not available from a public entity.

In the Fairbanks North Star Borough, there are many other organizations – including private entities, universities, government, hospitality, non-profits, and related agencies – that offer programs and services to residents. There are approximately 25 alternative providers identified that, for the purposes of this study, were categorized as a fitness center, event center, or an ice arena.

FITNESS CENTER	EVENT CENTER	ICE ARENA
<p>Defined as having multi-function space for cardio and weight equipment.</p> <p>Some facilities offered group fitness classes, a leisure/lap pool, tanning, walking track and/or multi-use sports court.</p>	<p>Defined as having rental space for small and/or large functions, such as birthday parties, weddings, etc.</p> <p>Many of the facilities were hotel rooms, lodges, or resorts with some being basic community centers with rental space.</p>	<p>Defined as having one or more ice sheets generally available for public skate or private sport use.</p>
<p>The Alaska Club (South) Within 3 Miles</p> <p>Planet Fitness Within 3 Miles</p> <p>University of Alaska Student Recreation Center Within 3 Miles</p> <p>Moral Welfare and Recreation Physical Fitness Center (PFC) Within 5 Miles</p> <p>The Alaska Club (West) Within 5 Miles</p> <p>Eielson Air Force Base Baker Field House Fitness and Sports Center Within 50 Miles</p>	<p>Centennial Center for the Arts Within 1 Mile</p> <p>J P Jones Community Center Within 3 Miles</p> <p>Westmark Fairbanks Hotel and Conference Center Within 3 Miles</p> <p>Fairbanks Dog Mushers Assn. Hall Within 3 Miles</p> <p>Pike's Waterfront Lodge Within 3 Miles</p> <p>Fairbanks Princess Riverside Lodge Within 3 Miles</p> <p>Vivlamore Event Center and Lounge Within 3 Miles</p> <p>Wedgewood Resort Within 3 Miles</p> <p>U of Alaska Wood Center/Museum Within 3 Miles</p> <p>Birch Hill Recreation Area Within 3 Miles</p> <p>River's Edge Resort Within 5 Miles</p> <p>La Quinta Inn and Suites by Wyndham Fairbanks Airport Within 5 Miles</p> <p>Chena Hot Springs Resort Within 50 Miles</p>	<p>University of Alaska Fairbanks Patty Ice Arena Within 3 miles</p> <p>Fairbanks North Star Borough Big Dipper Ice Arena Within 3 miles</p> <p>Moral Welfare and Recreation Physical Fitness Center (PFC) Within 3 miles</p> <p>Polar Ice Arena Within 10 miles</p> <p>City of Delta Junction Liewer-Olmstead Ice Arena Within 100 miles</p> <p>University of Alaska Anchorage Seawolf Sports Complex Within 300 Miles</p> <p>Municipality of Anchorage Ben Boeke Ice Arena Within 300 Miles</p> <p>Municipality of Anchorage Sullivan Arena Within 300 Miles</p>



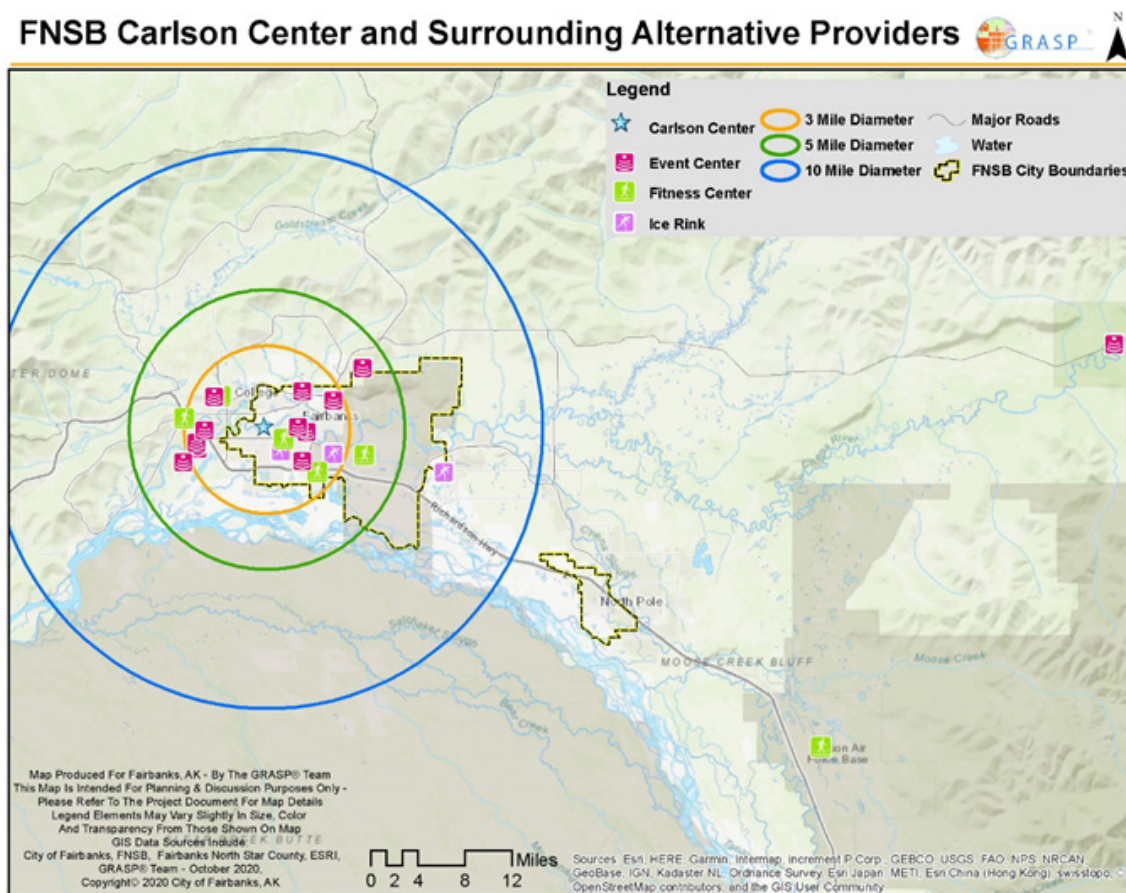
Data related to their programs and services offered in the area were researched and analyzed in the sections below. The following information was gathered to support the purpose of the analysis:

- Facility
 - Name of facility and managing organization
- Amenities
 - Facility Details, Primary Function, Available Amenities as applicable
- Location
 - Street Address, Business Website
- Type of Provider
 - Private, Public, Non-Profit, Government, University

A. KEY TAKEAWAYS

- **FITNESS CENTERS:** Analysis of the fitness centers identified in the study indicate that there may be opportunity for a community-wide recreation center to service the Borough. Within five miles of the Carlson Center, there are five fitness facilities, two of which are restricted in access – one is owned by the University of Alaska, and the other is owned by Morale Welfare Recreation (WFR). Of the remaining facilities, Planet Fitness offers basic cardio, aerobic, and weight-lifting equipment, and the Alaska Club (South and West) offer additional recreation amenities - all three of these facilities are privately-owned and require a membership. Membership prices range greatly, with Planet Fitness on the lower end of \$10 - \$23/month for basic fitness equipment, and the Alaska Club facilities on the higher end of \$85 - \$120/month for a full suite of recreation amenities. **The data suggests that there may be opportunity for a public recreation center with a moderate membership fee, with amenities such as a multi-purpose sports court, a walking track, and multi-purpose rooms for fitness programs and activities.**
- **EVENT CENTERS:** Many of the identified alternative providers within five miles of the Carlson Center are event facilities. These facilities primarily focus on providing rental space for special events, weddings, and other gatherings that require lodging and/or room rentals. **The data suggests that the market is saturated with facilities offering specialized rental space for smaller or personal gatherings. However, affordable rental space for meetings or birthday parties may be an opportunity for the Carlson Center since many of the other facilities are focused on specialty event rentals with a higher price tag. In addition, in the immediate area, there is a lack of convention centers that could offer space for larger events such as trade shows and concerts.**
- **ICE ARENAS:** There are three ice arenas within three miles of the Carlson Center, which offer opportunities for public skate and ice rentals for team sports. **The data suggests that the local market is saturated with ice arenas, and the addition of that amenity in the Carlson Center may be considered a duplication of these services.**

Figure 18: Alternative Service Provider Map within 3 miles, 5 miles, and 10 miles Radii, and Surrounding



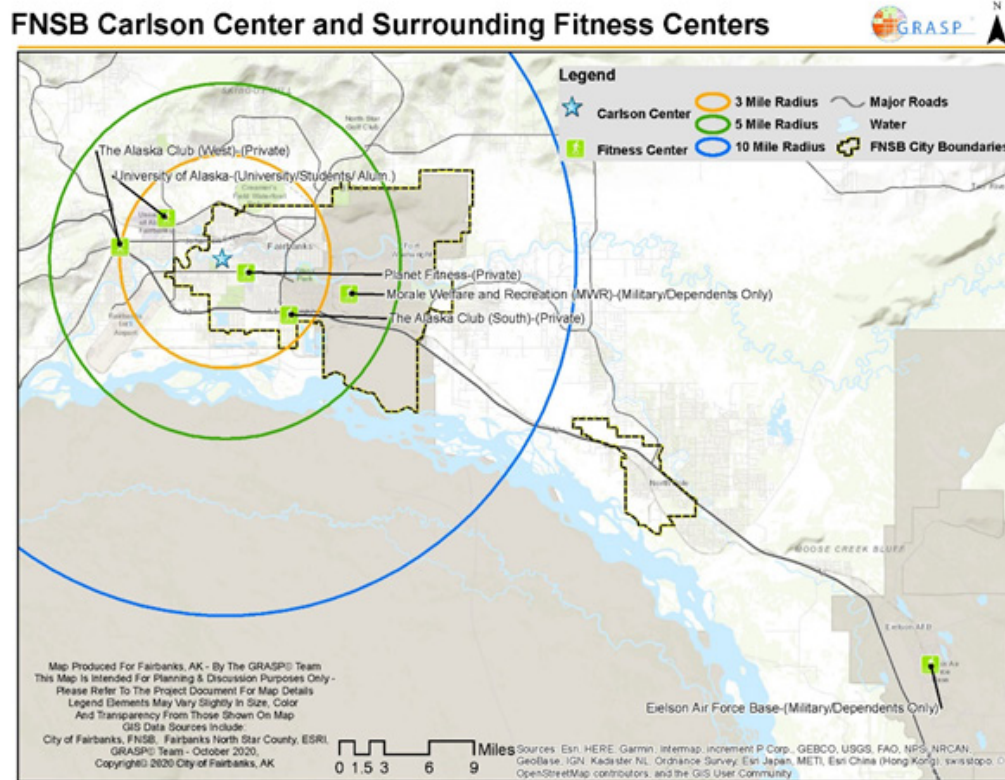
FITNESS CENTERS

There are approximately five fitness centers within five miles of the Carlson Center. Most of these facilities offer, at a minimum, a fitness facility with weights and cardio equipment. Some of the identified centers have the option of renting a multi-purpose room or multi-purpose sports court to the public, but the primary use is a daily, monthly, or annual membership to use the fitness center.

Two of these are restricted in access; one is owned and operated by the University of Alaska, which is only open to students and alumni; and one is owned and operated by Morale Welfare Recreation, which is only open to Military and their dependents. Of the remaining facilities, Planet Fitness offers basic cardio, aerobic, and weight-lifting equipment, and the Alaska Club (South and West) offer additional recreation amenities, such as a pool, party/rental space, childcare, and tanning – all three of these facilities are privately-owned and require a membership.

One other facility was identified within 50 miles – the Eielson Air Force Base Baker Field House Fitness and Sports Center –with a wide range of unique amenities, including a rock-climbing wall, indoor pool, indoor track, turfed football field, and many more. This facility is only available to military and their dependents.

Figure 19: Fitness Center Alternative Provider Map Within Three Mile, Five Mile Radii, and Beyond



FITNESS CENTERS			
Facility Name	Amenities	Street Address	Type of Provider
The Alaska Club (South) <i>Within 3 Miles</i>	FACILITY RENTAL Play Center, Party Room (1500 sq. ft), Pool Rental: \$140 - \$290 MONTHLY MEMBERSHIP \$85 - \$120/month AVAILABLE AMENITIES Tables, Chairs, Food and Beverage 6 Lane, 25 Yard Pool with Slide and Diving, Board, Poolside whirlpool, Fitness Center, Pro Shop, Group Fitness Classes, Child Care, Inflatable Obstacle Course, Massage and Tanning	747 Old Richardson Highway Fairbanks, AK 99701 https://www.thealaskaclub.com/	Private

The Alaska Club (West) <i>Within 5 Miles</i>	FACILITY RENTAL N/A MONTHLY MEMBERSHIP \$85 - \$120/month AVAILABLE AMENITIES Fitness Center, Group Fitness Classes, Massage, Tanning	575 Riverstone Way Unit 3 Fairbanks, AK 99709 https://www.thealaskaclub.com/west-fairbanks-gym	Private
Planet Fitness <i>Within 3 Miles</i>	FACILITY RENTAL N/A DAY PASS/MEMBERSHIPS \$10- \$23 per month AVAILABLE AMENITIES Wi-Fi, Group Fitness Classes, Tanning	1255 Airport Way, Fairbanks, AK 99701 https://www.planetfitness.com/gyms/fairbanks-ak	Private
Moral Welfare and Recreation Physical Fitness Center (PFC) <i>Within 5 Miles</i>	FACILITY RENTAL N/A DAY PASS/MEMBERSHIPS N/A AVAILABLE AMENITIES Wi-Fi, Fitness Center, Spin Bikes, Saunas, Group Fitness Classes, Team Sports, Seasonal Ice Rink, Personal Training	Meridian Road BLDG 3709 Ft. Wainwright, AK 99703 https://wainwright.armymwr.com/programs/physical-fitness-center	Military/ Dependents Only
University of Alaska Student Recreation Center 55,779 sq. ft <i>Within 3 Miles</i>	FACILITY RENTAL Multi-purpose Sports Court - \$45 - \$55/hr DAY PASS/MEMBERSHIPS N/A AVAILABLE AMENITIES Fitness Center, Climbing Wall, Multi- purpose sports court, outdoor adventures, gear rental, pool, sauna, running track, weight room, Group Fitness Classes, Team Sports, Seasonal Ice Rink, Personal Training	414 Tanana Loop, Fairbanks, AK 99775 https://www.uaf.edu/recreation/src/index.php	University/ students/ Alum.

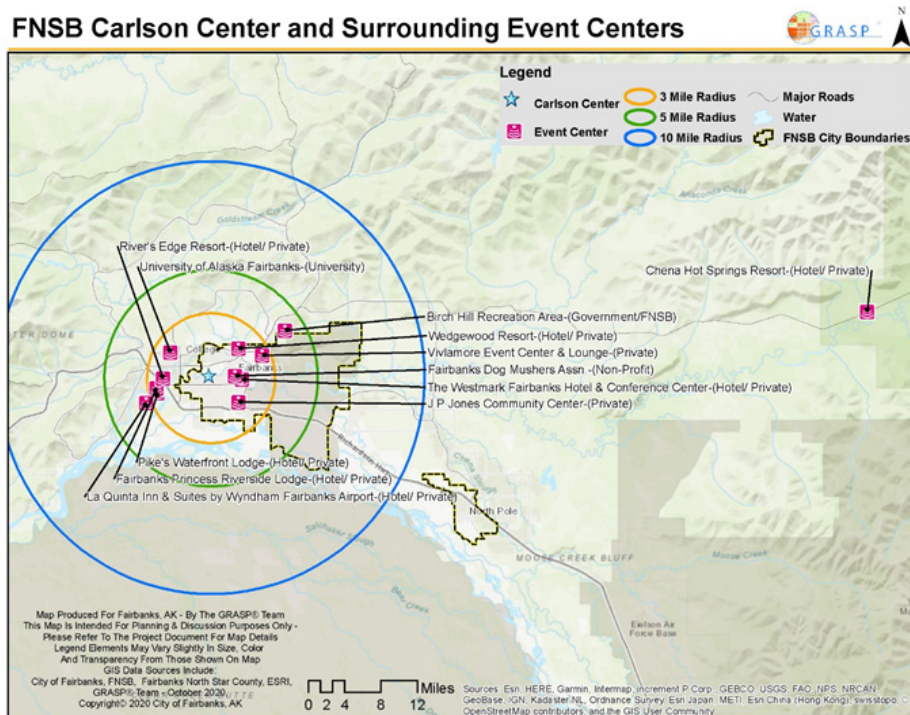
<p>Eielson Air Force Base Baker Field House Fitness and Sports Center</p> <p><i>Within 50 Miles</i></p>	<p>FACILITY RENTAL N/A</p> <p>DAY PASS/MEMBERSHIPS N/A</p> <p>AVAILABLE AMENITIES Fitness Center, Multi-purpose sports court, Indoor Track/Turfed Football Field, Batting Cages, Warrior Training Arena, Rock Climbing Wall, Sauna, Indoor Pool, Personal Training, Massage Therapy, Childcare, Food and Beverage</p>	<p>Broadway Ave, Eielson AFB, AK 99702</p> <p>https://eielsonforcesupport.com/recreation/fitness-center</p>	<p>Military/Dependents Only</p>
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EVENT CENTERS

Event centers are facilities that offer rental of facilities to patrons for special events. The majority of these facilities were hotels, resorts, or community centers with meeting rooms for rent. Within three miles of the Carlson Center, at least ten alternative providers were identified as event centers.

Many of the identified alternative providers within five miles of the Carlson Center are event facilities. These facilities primarily focus on providing rental space for special events, weddings, and other gatherings that require lodging and/or room rentals. The data suggests that the market is saturated with facilities offering specialized room space for smaller or personal gatherings.

Figure 20: Event Center Alternative Provider Map Within 3, 5 Mile, 10 Mile Radii, and Beyond



EVENT CENTERS			
Facility Name	Amenities	Street Address	Type of Provider
J P Jones Community Development Center <i>Within 3 Miles</i>	FACILITY RENTAL A family friendly, affordable and safe place with a mission to provide Fairbanks with equitable recreation and education activities: \$60 - \$300/ day AVAILABLE AMENITIES Wi-fi, Tables, chairs, piano, parking EVENT FEATURES Capacity: 350 Number of Event/Function Spaces: 8 Meeting Room Space: 4,000 square feet	2400 Rickert St Fairbanks, AK 99701 jppjonescenter.com	Private
The Westmark Fairbanks Hotel and Conference Center <i>Within 3 Miles</i>	FACILITY OVERVIEW Hotel/lodge offering multi-purpose ball-room w/ separate function rooms AVAILABLE AMENITIES Wi-fi, parking, A/V equipment, Hotel Rooms, Catering Services, Guest Computer Access, Laundry Facilities, Catering, Fitness Center, Indoor Pool, Food and Beverage EVENT FEATURES Capacity: 700 Number of Event/Function Spaces: 5+ Meeting Room Space: 10,056 square feet	813 Noble Street Fairbanks, AK, 99701 https://westmarkhotels.com/conferences-meetings/	Hotel/Private



<p>Chena Hot Springs Resort</p> <p><i>Within 50 Miles</i></p>	<p>FACILITY OVERVIEW Rustic Lodge housed in a building dating from 1906 with hot springs and 4 function rooms</p> <p>AVAILABLE AMENITIES Hot Springs, Hot Tub, Interior Pool, Shuttle Food and Beverage</p> <p>EVENT FEATURES Capacity: 250 Number of Event/Function Spaces: 3 Meeting Room Space: 3,000 square feet</p>	<p>56.5 Mile Chena Hot Springs Road, Fairbanks, AK 99711</p>	<p>Hotel/ Private</p>
<p>Pike's Waterfront Lodge</p> <p><i>Within 3 Miles</i></p>	<p>FACILITY RENTAL Set on the Chena River with steam room, sauna, restaurant and riverside deck; just minutes to the airport.</p> <p>AVAILABLE AMENITIES Parking, Catering, Food and Beverage, Dance Room</p> <p>EVENT FEATURES Capacity: 450 Number of Event/Function Spaces: 5 Meeting Room Space: 5,600 square feet</p>	<p>1850 Hoselton Drive, Fairbanks, AK, 99709</p> <p>https://pikeslodge.com/</p>	<p>Hotel/ Private</p>
<p>Fairbanks Princess Riverside Lodge</p> <p><i>Within 3 Miles</i></p>	<p>FACILITY DETAIL Hotel retreat on Chena River with meeting rooms</p> <p>AVAILABLE AMENITIES Wi-Fi, Parking, Guest Service Desk, Seasons Gift Shop and Coffee, Guest Laundry Facilities, Guest Computers, Hospitality Room</p> <p>EVENT FEATURES Capacity: 680 Number of Event/Function Spaces: 5 Meeting Room Space: 9,000 square feet</p>	<p>4477 Pikes Landing Road, Fairbanks, AK, 99709</p> <p>https://princesslodges.com/</p>	<p>Hotel/ Private</p>

<p>La Quinta Inn and Suites by Wyndham Fairbanks Airport</p> <p><i>Within 5 Miles</i></p>	<p>FACILITY RENTAL Hotel near local parks, museums, and outdoor amenities, available for meetings and events</p> <p>AVAILABLE AMENITIES Complimentary Breakfast, Fitness Center, Airport Shuttle, Wi-fi</p> <p>EVENT FEATURES Capacity: N/A Number of Event/Function Spaces: 1+ Meeting Room Space: 2,800+ square feet</p>	<p>4920 Dale Road, Fairbanks, AK 99709</p>	<p>Hotel/ Private</p>
<p>Fairbanks Dog Musher's Assn. Musher's Hall</p> <p><i>Within 3 Miles</i></p>	<p>FACILITY RENTAL Available for private functions year-round, including weddings, receptions, and fundraisers \$300 – 400/day</p> <p>AVAILABLE AMENITIES Catering Kitchen, Parking Kid Play Area, Dog Area, Picnic Area, Dog Sled Activities</p> <p>EVENT FEATURES Capacity: 200 Number of Event/Function Spaces: 1+ Meeting Room Space: N/A</p>	<p>Fairbanks, AK 99707</p> <p>alaskadogmushers.com/</p>	<p>Non-Profit</p>



<p>Wedgewood Resort</p> <p><i>Within 3 Miles</i></p>	<p>FACILITY RENTAL Conference facilities for meetings, seminars, conferences, banquets and receptions</p> <p>AVAILABLE AMENITIES Wi-Fi, Auto Museum, Catering Services, Wildlife Sanctuary, Waterfowl Refuge, Hotel Rooms, Nature Trails, Shopping, Laundry Facilities</p> <p>EVENT FEATURES Capacity: 225 Number of Event/Function Spaces: 6 Meeting Room Space: 6,700+ square feet</p>	<p>212 Wedgewood Drive, Fairbanks, AK 99701</p>	<p>Hotel/ Private</p>
<p>River's Edge Resort</p> <p><i>Within 5 Miles</i></p>	<p>FACILITY RENTAL A unique resort property offers a full range of accommodations, dining, and RV Park sites and campgrounds.</p> <p>INCLUDED AMENITIES Wi-fi, Cottages and Suites, Shuttle Service, Food and Beverage, RV Park, Nature/Interpretive Tours</p> <p>EVENT FEATURES Capacity: 300 Number of Event/Function Spaces: 4 Meeting Room Space: 4,000 square feet</p>	<p>4200 Boat Street Fairbanks, AK 99709</p> <p>riversedge.net/</p>	<p>Hotel/ Private</p>
<p>University of Alaska Wood Center/ Museum</p> <p><i>Within 3 Miles</i></p>	<p>FACILITY RENTAL Museum venue with award-winning exhibits and scenic views for receptions, dinners, presentations</p> <p>AVAILABLE AMENITIES Exhibit hall, Catering, A/V Equipment</p> <p>EVENT FEATURES Capacity: N/A Number of Event/Function Spaces: 3+ Meeting Room Space: 4,000+ square feet</p>	<p>732 Yukon Drive, Fairbanks, AK 99775</p> <p>https://www.uaf.edu/museum/</p>	<p>University</p>

<p>Birch Hill Recreation Area</p> <p><i>Within 3 Miles</i></p>	<p>FACILITY RENTAL Premiere ski resort with multi-purpose room, conference room, 385-seat theater and Trails, Recreation Area: \$700 - \$1,000/day</p> <p>AVAILABLE AMENITIES Parking, Cross Country Ski Center, Old Warming Hut, Timing Building, Equipment Shed, Food and Beverage</p> <p>EVENT FEATURES Capacity: 300 Number of Event/Function Spaces: 3+ Meeting Room Space: 15,000+ square feet</p>	<p>101 Wilderness Drive Fairbanks, AK</p> <p>www.nscfairbanks.org</p>	<p>Government/ FNSB</p>
<p>Vivlamore Event Center and Lounge</p> <p><i>Within 3 Miles</i></p>	<p>FACILITY RENTAL Event and meeting center restaurant, dance, and entertainment venue</p> <p>AVAILABLE AMENITIES Tables, chairs, outdoor seating area, sand volleyball court, horseshoe pit, parking, Catering Band/DJ Entertainment, Dance Floors, Food and Beverage,</p> <p>EVENT FEATURES Capacity: N/A Number of Event/Function Spaces: N/A Meeting Room Space: N/A</p>	<p>1288 Sadler Way Fairbanks, AK</p> <p>eventcenterfairbanks.com</p>	

ICE ARENAS

There are three ice arenas within a three-mile radius of the Carlson Center, one facility located within a ten-mile radius, one facility within 100 miles (Delta Junction), and three other facilities located within 300 miles (Anchorage). Ice sheets can be rented to groups for \$110 - \$350 per hour. These facilities range in function, but generally offer public skate, space for team sport rentals, and other similar functions. The Morale Welfare and Recreation Physical Fitness Center (PFC) is only available to Military and dependents.

Figure 21: Ice Arenas Identified Within 3 Mile, 5 Mile, and 10 Mile Radii

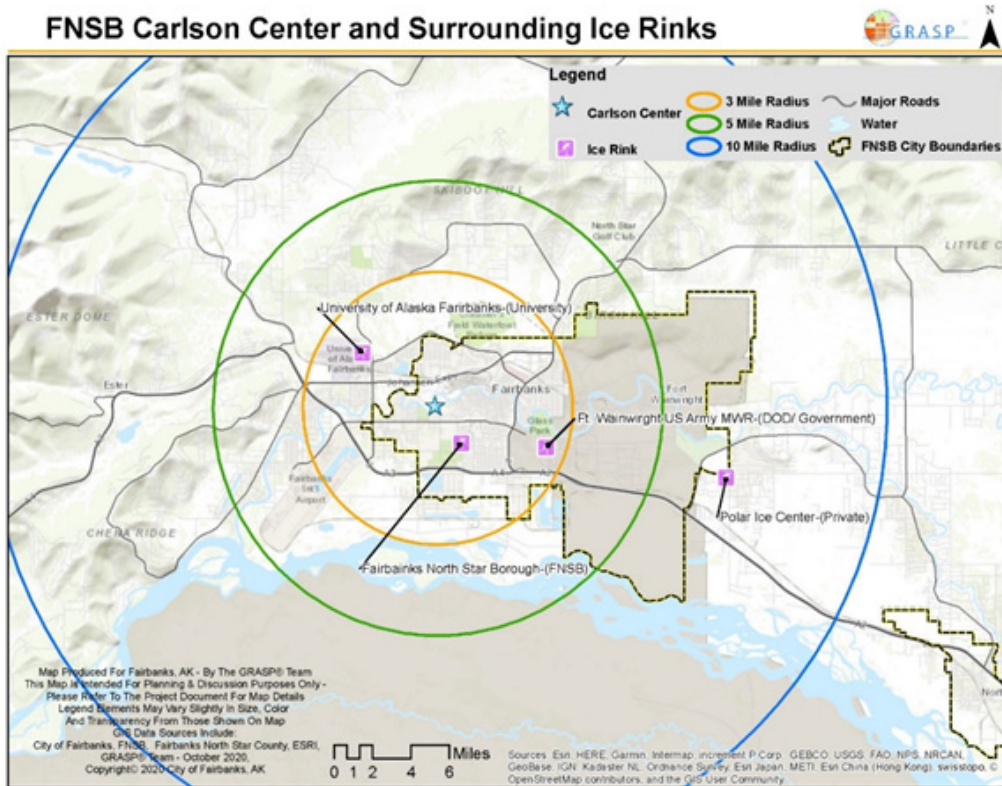
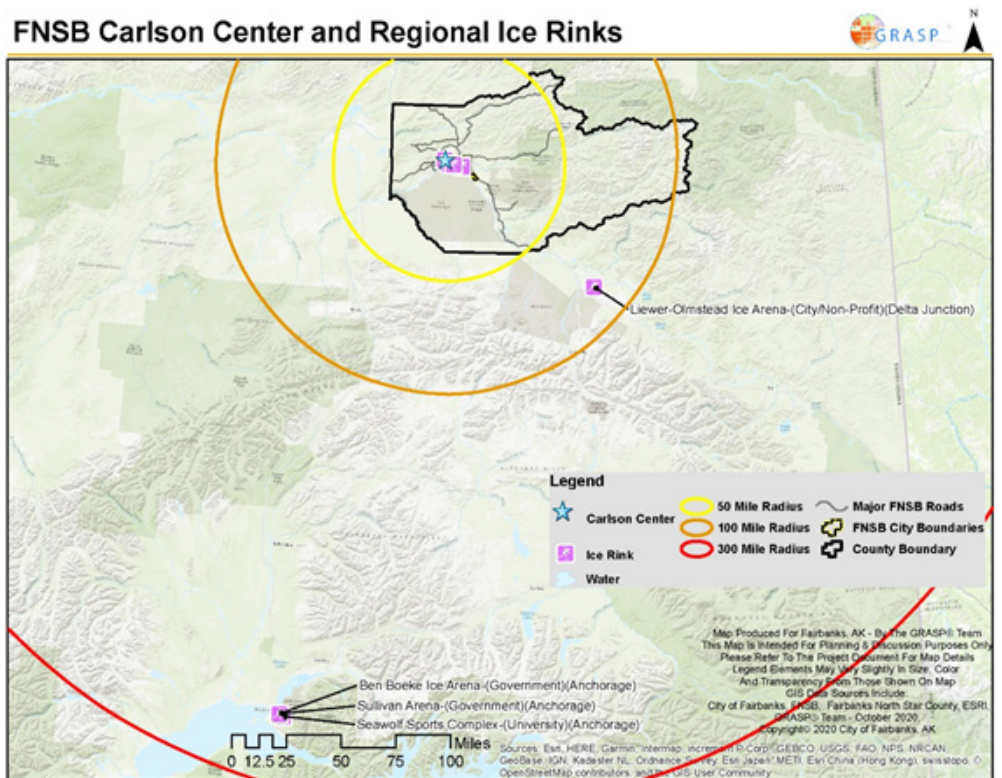


Figure 22: Ice Arenas Identified Within 50 Mile, 100 Mile 300 Mile Radii



ICE ARENAS			
Facility Name	Amenities	Location	Type of Provider
University of Alaska Fairbanks Patty Ice Arena <i>Within 3 miles</i>	FACILITY RENTAL \$140 - \$230/hour PRIMARY FUNCTION Public Skating, Youth and Adult Hockey AVAILABLE AMENITIES Walking and Jogging Track	414 Tanana Loop Fairbanks, AK 99775 uaf.edu/recreation/patty-ice/index.php	University
Fairbanks North Star Borough Big Dipper Ice Arena <i>Within 3 miles</i>	FACILITY RENTAL \$110 - \$210/hour PRIMARY FUNCTION Public Skating, Youth and Adult Hockey AVAILABLE AMENITIES Walking and Jogging Track	1920 Lathrop Street Fairbanks, AK 99701 fairbanksak.myrec.com/info/facilities/details.aspx?FacilityID=14696	FNSB
Moral Welfare and Recreation Physical Fitness Center (PFC) <i>Within 3 miles</i>	FACILITY RENTAL N/A PRIMARY FUNCTION Recreation for Military/Dependents Only AVAILABLE AMENITIES Wi-Fi, Fitness Center, Spin Bikes, Saunas, Group Fitness Classes, Team Sports, Seasonal Ice Rink, Personal Training	Meridian Road BLDG 3709 Ft. Wainwright, AK 99703 wainwright.armymwr.com/programs/physical-fitness-center	Military/Dependents Only
Polar Ice Arena <i>Within 10 miles</i>	FACILITY RENTAL N/A PRIMARY FUNCTION Hockey AVAILABLE AMENITIES Wi-Fi, Pro Shop	1087 Dennis Rd North Pole, AK 99705 https://www.alaska.net/~polarice/	Private
City of Delta Junction Liewer-Olmstead Ice Arena <i>Within 100 miles</i>	FACILITY RENTAL N/A PRIMARY FUNCTION Outdoor Skating Rink AVAILABLE AMENITIES N/A	Nistler Rd. at Clearwater Rd. Delta Junction, AK 9973	City/non-profit



Municipality of Anchorage Ben Boeke Ice Arena <i>Within 300 Miles</i>	FACILITY DETAIL \$350/hour Two 200' X 85" ice surfaces Seating Capacity 1000+ spectators PRIMARY FUNCTIONS Public Skate Skate Lessons Hockey Tournaments Figure Skating Competitions Food and Beverage	534 E. 16th Ave. Anchorage, AK 99501 http://www.benboeke.com/	Government
Municipality of Anchorage Sullivan Arena <i>Within 300 Miles</i>	FACILITY RENTAL N/A PRIMARY FUNCTIONS Concerts Sporting Events Family Shows Trade Shows AVAILABLE AMENITIES Food and Beverage	1600 Gambell Street, Anchorage AK 99501 https://www.sullivanarena.com/	Government

VII FINDINGS RECURRING THEMES

The following are the **recurring themes** for the future operations of the Carlson Center identified consistently throughout the study:

- Maximize usage of Carlson Center
- Serve entire community, increased usage-daily
- Provide an indoor recreation space during the long cold winter
- Recreation, sports, athletic and fitness programs for entire community
- Develop community supported Carlson Center mission/vision
- Indoor turf, playground, hockey, soccer, walking track/adventure course
- Large multi-purpose space - for recreation, trade shows, conferences, events, concerts, etc.
- Lower fees and increase value to community
- Fiscal/Cost Recovery
- Operated by FNSB versus private management company

The following are the **community needs** identified consistently throughout the study:

Desired Programs

- Fitness/wellness activities
- Indoor athletic and recreation activities
 - Field and court activities
- Bring the outside indoors during the winter

Desired Events

- Community-wide events
- Smaller trade shows
 - Indoor soccer, baseball, softball, lacrosse, flag football, indoor football, basketball, volleyball

Future Opportunities

- Maximize usage
- Daily usage for entire community
- Consolidating Parks and Recreation functions into Carlson Center

Additional Amenities

- Indoor turf, Indoor ropes course/obstacle / adventure course/indoor playground
- Walking track, adventure track, competitive track
- Multipurpose space
- Fitness/weights/cardio space,
- Gymnasium space
- Food options, Kitchen

Carlson Center Primary Function

- Maximize community access and participation
- Indoor community gathering
- Physical recreation/fitness space
- Venue for large events (economic impact to community)
- Multipurpose uses/activities

The following are the **recurring themes** for the Future Vision for The Carlson Center identified consistently throughout the study:

- Carlson Center should function as a Community Center
- FNSB should manage the day-to-day operations of the Carlson Center using contractors to assist with special events
- The Carlson Center should be renovated to be a Community Center to include:
- Large multiple purpose space consisting of:
 - Gymnasium space
 - Indoor turf
 - Adventure course that runs throughout the activity spaces
 - Fitness/wellness space
 - Multiple-purpose meeting rooms
 - Commercial kitchen

The following are photos of potential building elements:





The following are photos of potential future programs:



E-Sports area



Fitness center to include cardiovascular and weight training equipment.



Children's play area to include safe and challenging activities and equipment for multiple ages and levels of abilities.



Multipurpose space for group exercise and fitness classes.



Multipurpose space for meetings, banquets, and special functions.



Cafe to provide additional community gathering space.



Casual lounge/game room area for use by all ages and abilities.



Multipurpose space for additional activities.

A. RECOMMENDATIONS

The following recommendations are made based on the entirety of the Feasibility Study for the management of the Carlson Center, which was inclusive of members of the community, and FNSB Parks and Recreation staff.

1. The FSNB should begin managing the Carlson Center effective July 1, 2021 as a Community Recreation Center.
 - Begin using main center floor to provide basketball, volleyball, pickleball, walking, indoor playground, and other recreational activities
 - Host small special events for the community
 - Use the existing meeting spaces to host meetings, and programs
 - Use specialty contractors to assist with special events (catering, booking, security, ticket sales, etc.).
2. The current \$500,000 - \$650,000 subsidy used to assist in the management of the current Carlson Center should be transferred to the Recreation Department and be used for the management cost of the Carlson Community Recreation Center.
3. The FSNB should add the following staff to oversee the transition of the Carlson Center to a Community Center and to manage the facility going forward
 - General Manager Level III to assume the role of Carlson Center Manager to be responsible for the overall management of the Center and to lead the management transition, development of policies and procedures, renovations, and conversion of the Carlson Center to a Community Recreation Center - recommended salary range \$86,000 plus benefits (anticipated at 63%) \$141,000.
4. Conduct a Conceptual Design Study for the renovation of the Carlson Community Center to determine potential floorplans and square footage needs for each identified activity space, and to determine the overall capital cost estimates as well as a detailed annual Operation and Maintenance budget projections to include all potential costs and revenue.
 - GreenPlay, LLC can complete the study in four to six months
 - Anticipated cost \$50,000
 - GreenPlay - \$35,000
 - to develop building programs elements
 - to develop phased operational and renovation plan
 - to develop annual operation and maintenance budget projections for a phased approach to include all identified expenses (staffing, maintenance, utilities, supplies, contractual services, etc.)
 - to include revenue opportunities (user fees, memberships, rentals, admissions, concessions, etc.)
 - An Architectural firm to be determined in consultation with FNSB - \$15,000
 - to develop phased conceptual renderings of floor plans and elevations based on building programs elements supplied by GreenPlay
 - to develop phased construction estimates including all soft costs; Furniture, Fixtures, and Equipment (FFE); and contingencies.