NORTHEAST REGIONAL WELLNESS CENTER

GRAFTON, NORTH DAKOTA

BUSINESS PLAN

JUNE 2025

PRESENTED BY

IBIS Enterprises

Table of Contents

SECTION 1: EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

GENERAL PROJECT OBJECTIVES

The purpose of this Business Plan is to determine the viability and feasibility of developing a community health & wellness center that will provide wellness, fitness and recreation services to the Northeast Region of North Dakota. The overall objective for the proposed wellness center is to develop a collaborative multi-generational community model. The focus of the proposed Center is to provide the community with a multi-generational approach to wellness and recreational services for the community, corporate fitness programs and services for all ages including programs to keep people independent and healthy as they actively age.

The Northeast Region of North Dakota offers various live, work and leisure amenities for its residents. The Red River Regional Council (RRRC) is a non-profit, quasi-governmental organization that serves as the federally-designated economic development district leader for the Northeast Region, Region 4, which includes 42 communities and the counties of Pembina, Walsh, Nelson, and Grand Forks in northeastern North Dakota. The RRRC brings together public and private partners to support business growth, revitalize main streets, and develop vibrant communities where people can live, work, play and prosper. The RRRC works collaboratively with public and private partners to create transformative change for rural areas.

Some of the benefits of living in the Northeast Region include: a rewarding work/life balance; a diverse business community; clean and safe neighborhoods; excellent schools; local health care systems and various recreation and entertainment resources.

IBIS DELIVERABLES

This Business Plan provides the key information needed for sound decision making regarding the potential development of a new multi-generational community wellness center. The potential site for the Northeast Regional Wellness Center would be located on the Life Skills and Transition Center campus. A specific site on the campus would be determined based upon site development costs, accessibility and final selection of amenities and features.

The Business Plan provides a comprehensive review of prospective service offerings and a variety of programs, with a financial analysis for associated capital and operating costs as well as any potential revenue streams.

To adequately assess the associated feasibility of the proposed facility, IBIS has completed a thorough investigation as to the market need, potential costs, viable options and overall operational practicality. The Executive Summary Section of this Report will address each Section of the Business Plan and provide a cursory overview of the findings and projections with detail following within each respective section.

SECTION OVERVIEWS

Section 2: Market Analysis

Potential Project Site:

For the purposes of completing this market analysis and needs assessment, the intersection of Highway 17 and Highway 81, Grafton, North Dakota was used.

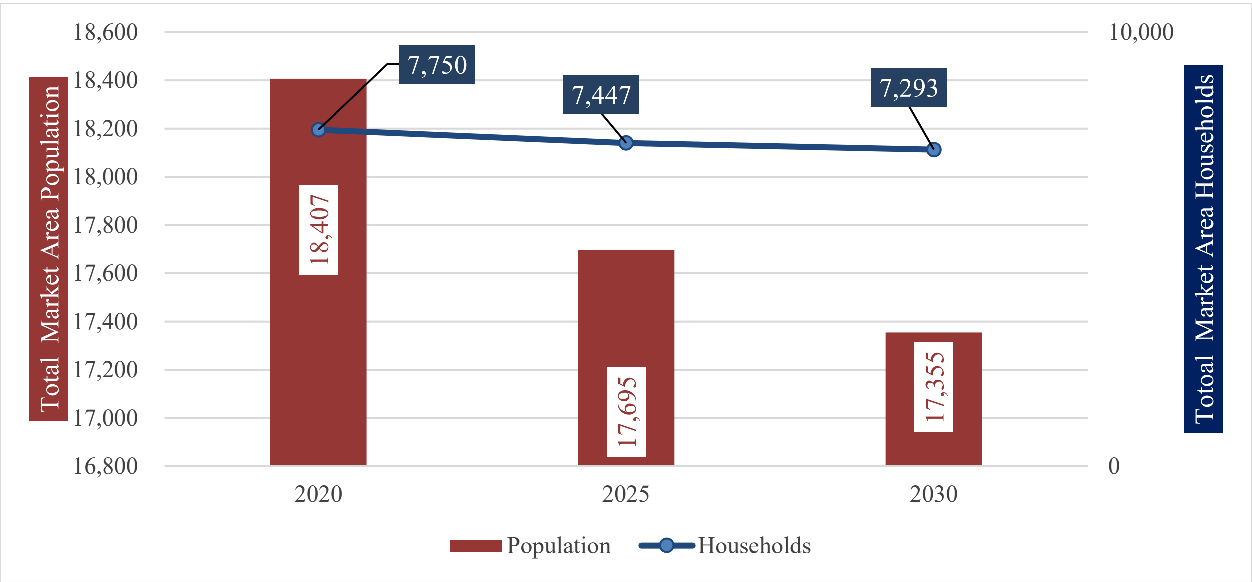
The Center would require approximately 7 acres for indoor and outdoor facilities and parking. The potential site for the Northeast Regional Wellness Center would be located on the Life Skills and Transition Center campus. A specific site on the campus would be determined based upon site development costs, accessibility and final selection of amenities and features. Site One includes the Collette Fitness Center and 7.71 acreage and site two is 9.74 acreage on the LSTC campus.

Demographic Trends and Data

While there have been significant efforts to attract more people to move to the Grafton area, to date this continues to be a work in progress. According to the Region 4 Economic Development Strategy, Nelson, Walsh, and Pembina counties have experienced a decrease in population of 25% since 1990. Conversely, the entire region is up 9.4% and Grand Forks has increased 3.5%. Based on the Grafton Housing Study, Grafton alone has decreased in population by 16%.

As efforts continue to entice growth, the inclusion of a full-service, comprehensive wellness center will be an attractive amenity and will assist with these efforts. Numerous studies have shown that quality of life entities attract a vibrant and growing population. The first step, however, is to determine the initial feasibility of such a facility, as well as its long-term business sustainability.

Market Area Population and Household Growth



Source: Claritas, 2025.

The Grafton market area population growth projections through 2030 are less than North Dakota or U.S.

- ***Grafton Projected Annual Population Growth: -0.38%***
- ***North Dakota Project Annual Population Growth: 1.1%***
- ***U.S. Projected Annual Population Growth: 0.62%***

Market Area Age Cohort Growth to 2030

Age Cohorts	2025		2030		Projected
	Population	% of Total	Population	% of Total	% Growth '25-'30
0-17	4,051	22.9%	3,906	22.5%	-3.6%
18-20	616	3.5%	664	3.8%	7.8%
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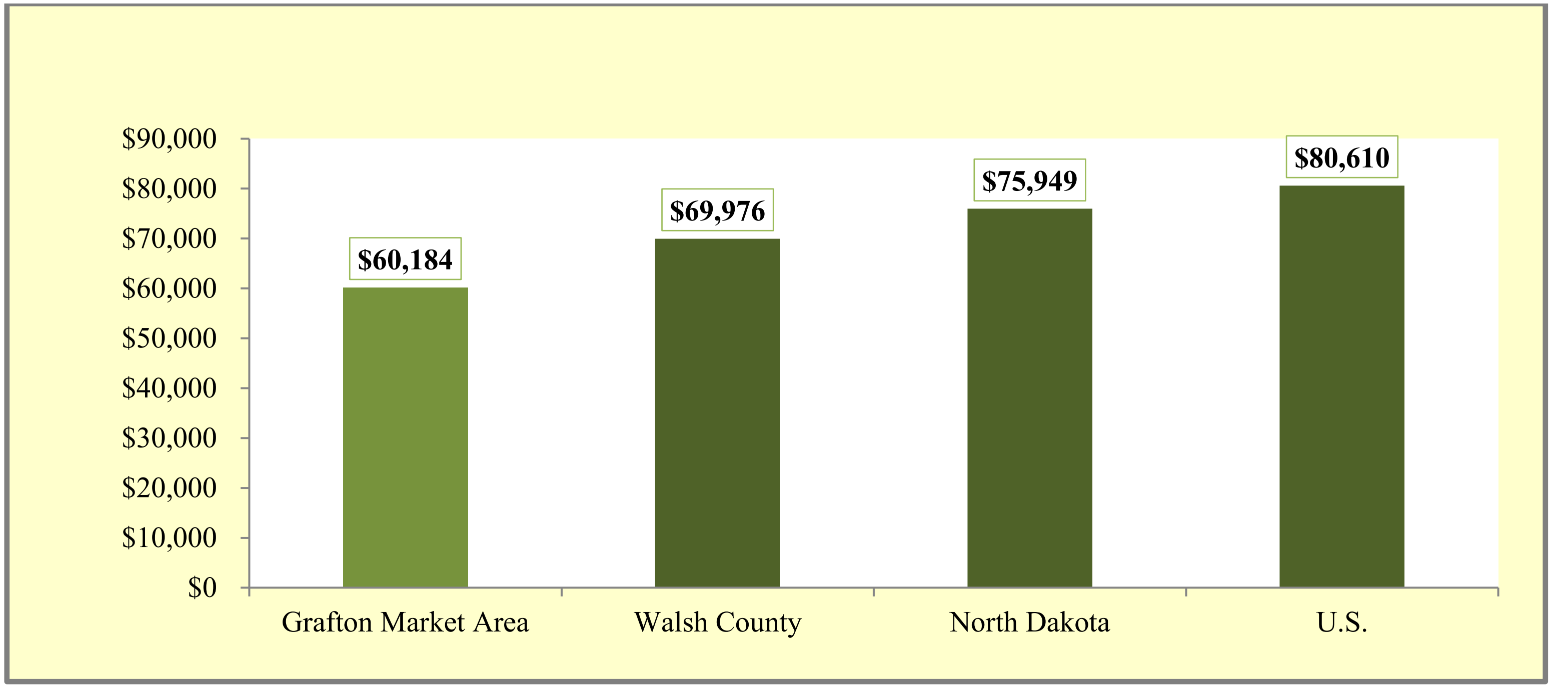
65+	4,196	23.7%	4,534	26.1%	8.1%
Totals	**17,695**	**100.0%**	**17,354**	**100.0%**	**-1.9%**
35+ age	**10,519**	**59.4%**	**10,239**	**59.0%**	**-2.7%**

Source: Claritas, 2025

Specific age cohorts are key to the success of a wellness center. A significant portion of membership and revenue comes from those 35 years and up. From 2025 through 2030 total population is expected to decrease 1.9%, while those over 35 will decrease 2.7%.

Median Household Income Comparisons



Sources:

[1] Nielsen Claritas Demographic Reports, February 2025

[2] U.S. Census at Quickfacts.census.gov

[3] Census Reporter, 2025

Market Area Household Income Facts:

- ***71% of market area households indicated an income of $50,000 or more in 2025.***
- ***Market area median household income 15% lower than county and 25% lower than state.***

Proposed Facility Volume Projections

The following table outlines the two volume projection methodologies employed in this business plan. Each methodology is based on several factors that enable an overall conservative estimate to be developed.

Proposed Facility Volume Projections Summary by Methodology

Methodology	Membership Projection	Member Projection
Lifestyle Assessment	614	1,167
Fitness Activity Supply & Demand	352	669
Average	**483**	**918**
Post Economic and Demographic Filters (98.8%)	**477**	**907**

During the facility's pre-opening phase, it is projected that membership sales will reach 100% of projections. The pre-opening membership sales efforts incorporated into this business plan include at least three full months prior to grand opening.

Corporate Memberships

Key stakeholders have indicated that approximately 150 additional memberships will be added due to the significant employers in the area. These employers include:

- Marvin Windows & Doors
- Life Skills and Transition Center
- Grafton School District
- Unity Medical Center
- American Crystal Sugar

To account for corporate members, the projected member/membership numbers will include corporate members as well.

Total Members: 627

Total Memberships: 1,057

Section 3: Programming & Design

The conceptual plan has been developed as a market-driven, self-sustaining plan based on the feasibility study, market area factors and thirty-six one-on-one personal interviews that were conducted in the community, in-person and via telephone, with key thought leaders.

The proposed facility responds to the needs of the community as identified by the predominant themes developed from the community interviews. The proposed facility will house multiple programming opportunities and fitness related equipment that will allow for improved health, along with enhanced life quality for the participants.

To accommodate these programs and equipment plan, a concept space program has been created by Ohlson Lavoie Collaborative (OLC) and is highlighted in Section 3 of this plan. The facility's initial plan includes an aquatics area with a 25 meter, three lane salt water lap pool, indoor leisure pool, water slide, kiddie pool and splash pad and walking water resistance lanes; state-of-the-art fitness equipment; 3 lane, 11m lap indoor track; men and women locker rooms; universal/assisted changing locker rooms; open fitness areas; multi-purpose sports court area; party room, group exercise and group cycling studios; drop-in childcare; conference area with teaching/demonstration kitchen; Grab N' Go café, sports performance/physical therapy space and all the necessary support areas. Outdoors there is a patio that opens from the aquatics area for use in warm weather and a children's play area.

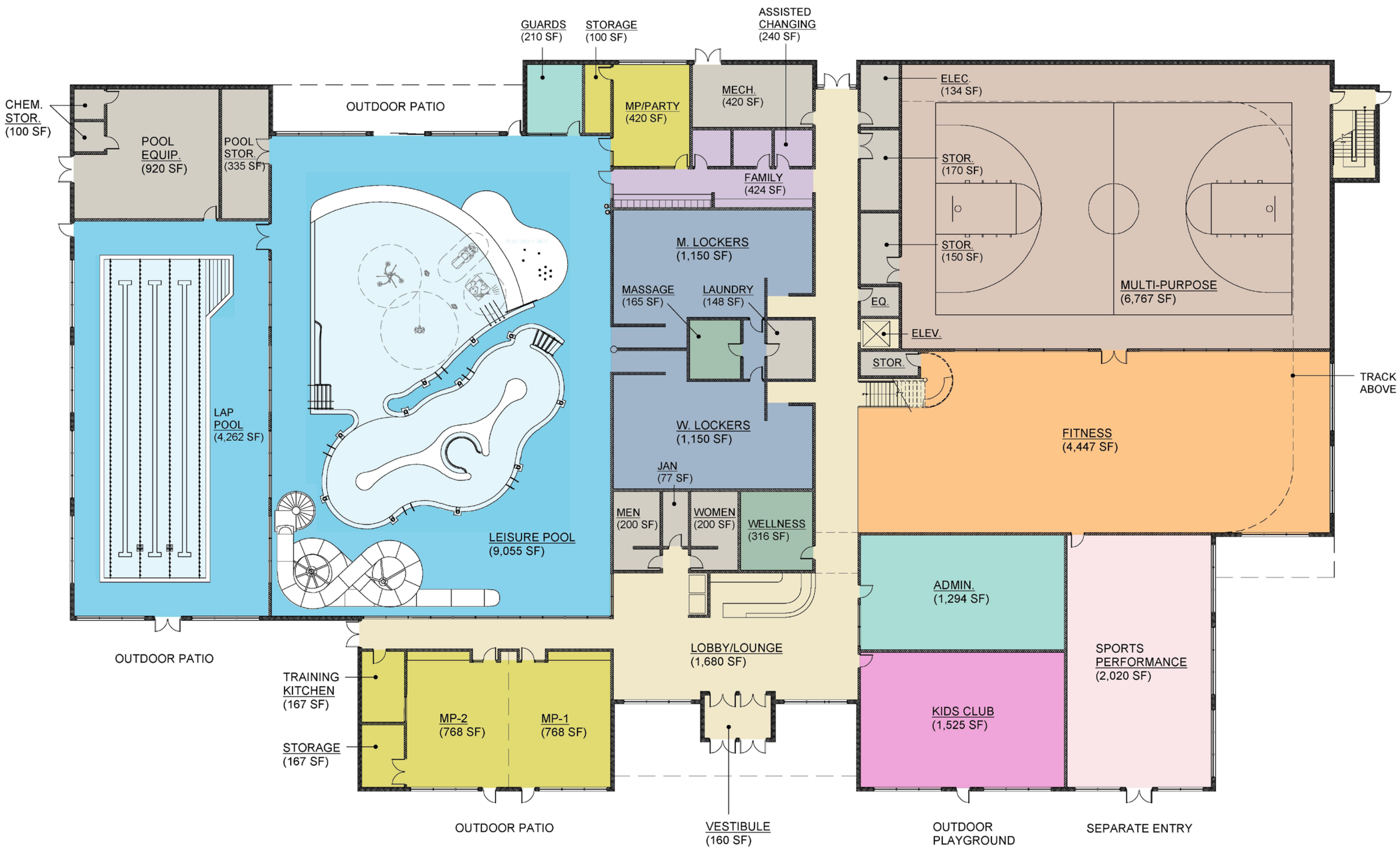
Below are the space summary and concept plans for the two-story wellness center.

Conceptual Floor Plan – First Floor

- ***Lobby/Reception/Lounge***
- ***Drop-In Childcare***
- ***Conference Area & Teaching Kitchen***
- ***Party Room***
- ***Aquatics Area***
- ***Men & Women Locker Rooma***
- ***Universal/Family Locker Area***
- ***Open Fitness***
- ***Multi-Purpose Sports Court Room***
- ***Sports Performance/Physical Therapy***

Conceptual Floor Plan – Second Floor

- ***3 lane, 11 lap/mile indoor track***
- ***Three group exercise rooms***
- ***Group Cycling Studio***
- ***Open Fitness Areas***



First Floor Area = 44,865 sf
Total Building Area = 59,584 sf

Concept First Floor Plan

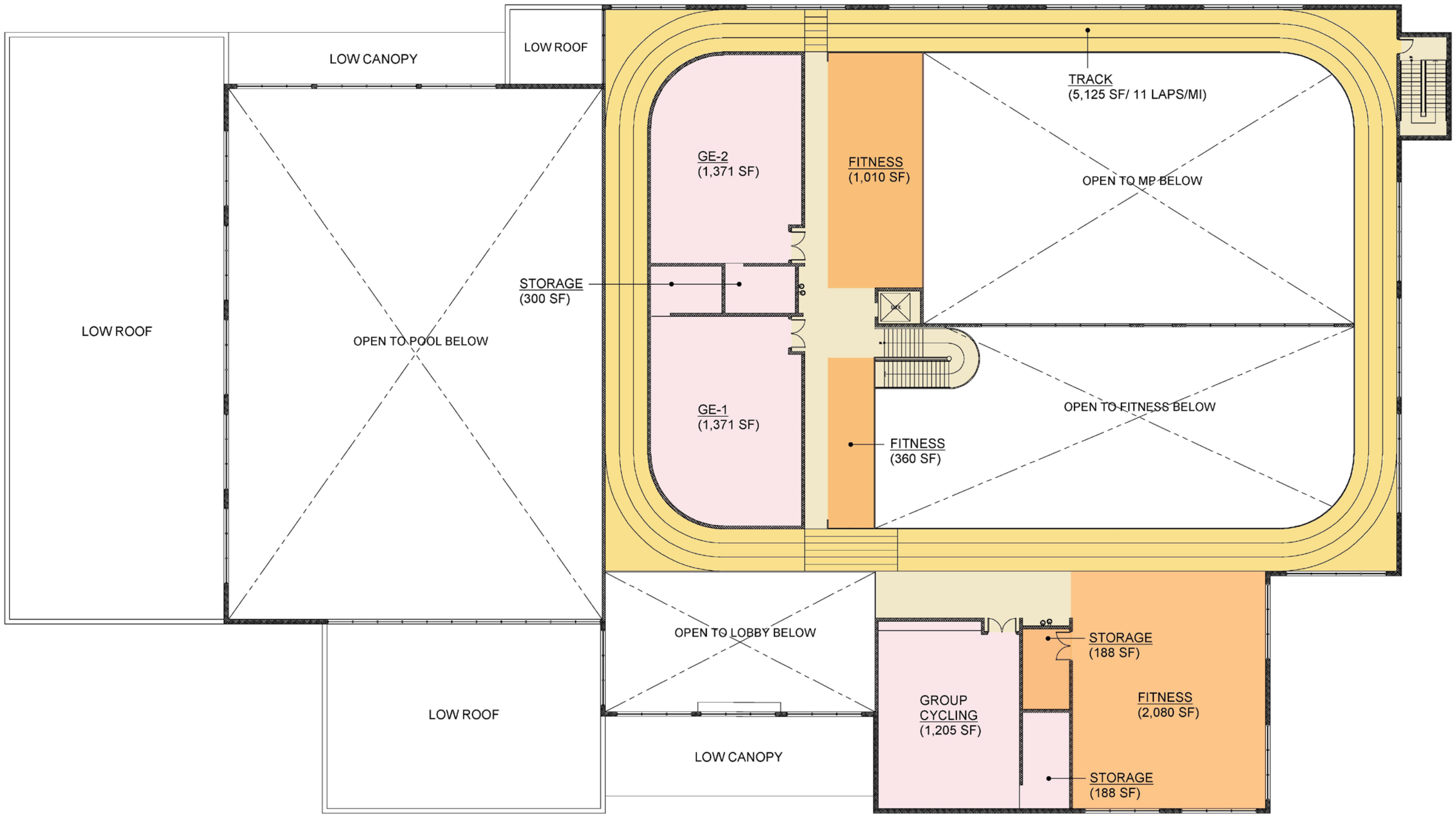
NORTHEAST REGIONAL WELLNESS CENTER

Grafton, North Dakota

OLC

A1

SHEET: Concept First Floor Plan
DATE: March 25, 2025
SCALE: 1" = 40'
OLC #: TBD



Second Floor Area = 14,719 sf

Concept Second Floor Plan

OLC

NORTHEAST REGIONAL WELLNESS CENTER

Grafton, North Dakota

SHEET:	Concept Second Floor Plan
DATE:	March 25, 2025
SCALE:	1" = 40'
OLC #:	TBD

A2

Section 4: Marketing & Sales

It has been IBIS' experience that developing and fully implementing a comprehensive marketing and sales plan focused on the retail aspect of the business has the potential to reduce business risk and concurrently enhance the probability of achieving predefined revenue, participation and membership goals. This plan would include specific strategies to educate and inform market area consumers about the mission, objectives and services associated with the new wellness facility. Most importantly, this plan would be implemented during the pre-opening development phase to build momentum for a successful grand-opening and first year of operations.

Objectives

The overarching objectives of the marketing and sales plan for the facility would be to:

- Achieve established goals for facility participation and memberships as determined by market demand and financial projections.
- Support the positive image and reputation of the Northeast Regional Wellness Center and position the new operation as the predominant wellness center in the region.

Based on the specific demographics and the predominant lifestyle segments in the market, various marketing mediums would be utilized. These mediums would be utilized to reach the desired target markets, generate awareness and educate the consumer, and achieve the projected membership goals.

Marketing Budget

Pre-Open	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
$202,000	**$111,500**	**$117,075**	**$122,929**	**$129,075**	**$135,529**

Section 5: Ownership & Operations

Ownership Models

Land Ownership

It is understood by IBIS that the land would be wholly owned by the Grafton Parks and Recreation. For completing this report, the following financing assumptions were included and can be found in detail in Section 6.

The following financial assumptions have been included in the financial analysis:

- Project costs including construction and site development to be funded by the building ownership entity.
- The Center costs, including financing, business development fees, FF&E and start-up would be funded by the Center ownership entity.

Building Ownership

The Graton Parks and Recreation would hold ownership of the building. This building ownership entity may lease portions of the building to other parties via lease agreements. Specific lease terms and conditions for the Northeast Regional Wellness Center spaces would be developed during the pre-project development phase.

Recreational and Wellness Center Business Ownership

An ownership entity to hold the business for the recreational and wellness center may be developed.

The furniture, fixtures and equipment for the Center would be owned by this ownership entity. The Health & Wellness Center may lease portions of the facility to other organizations/affiliates/businesses via lease agreements. Specific lease terms and conditions for the health & wellness center spaces would be developed during the pre-project development phase.

Building and Business Ownership

Based on the Grafton Parks and Recreation's interests, there may be the desire to create one entity to hold both the physical building and the Center business.

Recreation and Wellness Center Business – Management & Operations

Managing the operations for the Center business requires strategic planning, financial oversight and overall day-to-day operations expertise and experience. The Center is a consumer-oriented, customer-friendly, market-driven retail business. Many factors need to work in harmony to achieve a successful Center business.

There are two options to consider for managing and operating the health & wellness center business: self/internal management and outsourced management services.

Internal Management

The Center business ownership entity would employ the management team and the staff members to operate the Center on a day-to-day basis. All staff members would be Center employees or independent contractors for various programs and services. The management team would report to the Center business ownership entity.

Some of the key operational responsibilities include talent recruitment, hiring and training; programs and services; information technology; financial accounting; health & safety; customer service & member satisfaction; marketing and sales; maintenance & housekeeping; medical integration; business systems; medical advisory committee and policies and procedures.

Outsourced Consulting Management Services

The Center business ownership entity would execute a consulting management services agreement with an outside firm to assist with the management and operations of the Center business on an as needed basis. This consulting management services agreement would define specific tasks and responsibilities, performance outcomes and benchmarks based on the Business Plan market analysis, financials and revenue projections.

Some of the key operational responsibilities that may require assistance from an outside firm include talent recruitment, hiring and training; programs and services; information technology; financial accounting; health & safety; customer service & member satisfaction; marketing and sales; maintenance & housekeeping; medical integration; business systems; medical advisory committee and policies and procedures.

Providing consistent service assistance and leadership for the Center business by an outsourced management consulting company would assist the business ownership entity on an as-needed basis if additional internal resources are unavailable to contribute to the success of the Northeast Regional Wellness Center.

Section 6: Financial Projections

Building		
Square Footage	59,584	
Project Costs	$30,077,000	
FFE	$880,000	
Start-up Working Capital	$500,000	
Membership Volume	**Yrs 1 - 5**	
Memberships (Revenue Generating)	627	
Members (Utilization Generating)	1,057	
Membership Pricing	**Year 1**	**Year 5**
Single Monthly Fees*	$50	$58
Single +1 Monthly Fees*	$90	$98
Family Monthly Fees*	$120	$128
Membership Revenue Ratio	73.8%	71.8%

**Membership pricing increases 2.5% to 5.0% annually through Year 5.*

Profit & Loss Projections

	Start-Up	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Gross Revenue	**$11,600**	**$697,208**	**$718,339**	**$739,732**	**$759,134**	**$777,559**
Expenses						
Salaries & Benefits	27,420	420,447	496,306	504,580	513,026	521,648
Supplies	8,005	44,433	44,668	45,094	45,529	45,973
Maintenance & Repairs	0	107,385	109,487	111,651	113,859	116,110
Utilities	29,721	300,848	306,865	313,002	319,262	325,648
Management Fee	0	17,430	17,958	18,493	18,978	19,439
Marketing, Sales & Advertising	202,000	111,500	117,075	122,929	129,075	135,529
Legal Fees/Bank Fees/Software Fees	0	17,786	17,777	18,149	18,427	18,752
Bad Debt/Insurance/Other	12,000	27,926	28,255	28,988	29,569	30,218
Total Operating Expenses	**279,146**	**1,047,755**	**1,138,391**	**1,162,887**	**1,187,726**	**1,213,316**
Operating Income	**($267,546)**	**($350,547)**	**($420,051)**	**($423,155)**	**($428,592)**	**($435,757)**

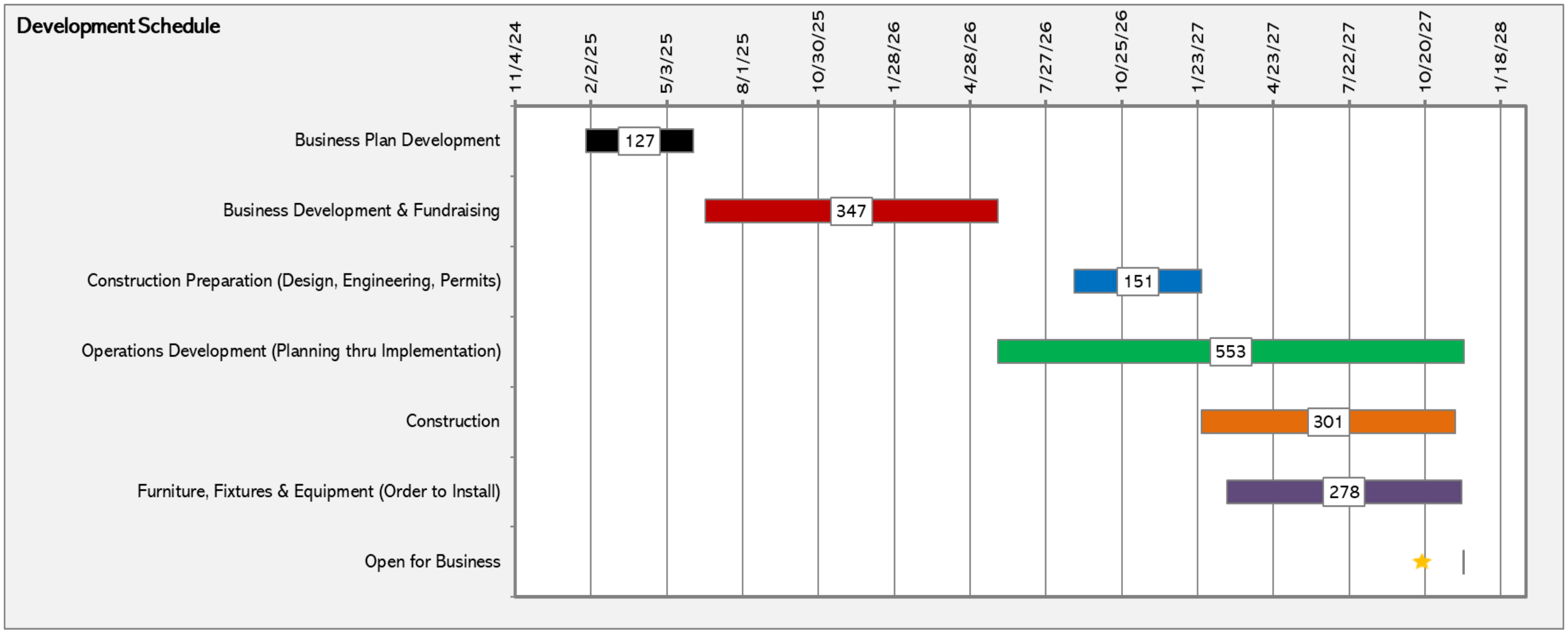
Estimated Labor Expenses

Position	FTE
Director **	0.00
Fitness Manager **	0.00
EVS & Maint. Manager	0.50
Administrative Assist.	0.50
Business Office Manager **	0.00
Env. Svcs. Associate	1.00
Group Ex Instructors	1.00
Exercise Physiologist	1.00
Fitness Associate	1.00
Personal Trainers	0.17
Child Sitting Coordinator	1.00
Child Sitting Associate	1.00
Total Labor Expenses	**7.17**

**** Indicates positions to be funded by the General Fund.**

Section 7: Project Development Schedule

	Start	End
Business Plan Development	1/27/2025	6/3/2025
Business Development & Fundraising	6/18/2025	5/31/2026
Construction Preparation (Design, Engineering, Permits)	8/30/2026	1/28/2027
Operations Development (Planning thru Implementation)	5/31/2026	12/5/2027
Construction	1/28/2027	11/25/2027
Furniture, Fixtures & Equipment (Order to Install)	2/27/2027	12/2/2027
Open for Business	12/4/2027	12/5/2027



Section 8: Summary & Next Steps

Key Findings:

- Community partnerships offer the opportunity to develop a multi-generational community recreation and wellness center.
- Positive community support.
- Interested membership potential in the market area.
- Integration of recreational. fitness and wellness programs yields additional members.
- Health and wellness programs and services for active aging adults add value.
- Center contributes to the area's economic development goals.
- Corporate resource for local and regional employers.

Recommended Next Steps

The recommended next steps would involve further discussions with interested community and funding sources and to commence concurrent planning by proceeding with the pre-development phase which would include the following:

- Present the Business Plan to key community leaders and other interested general community members.
- Continue discussions with potential community partners to obtain specific commitments to the project.
- Determine potential community partners' financial abilities to commit to project investment/development.
- Develop a fundraising strategy and plan.
- Develop and implement a strategy and plan to work with the state of North Dakota and the Life Skills and Transition Center to obtain the acreage needed for the Wellness Center.

- Work with the state of North Dakota to complete a physical assessment of the Collette Fitness Center to determine its viability to be integrated into the new Wellness Center project and/or other LSTC acreage.
- Revise the Business Plan to incorporate the proposed site after the state/LSTC agrees to a specific location.
- Determine and obtain commitment for healthcare on-site services, such as physical therapy and/or sports performance.
- Revise the Business Plan conceptual plans and financials as needed.
- Present revised Business Plan to major benefactors, foundations, donors and other funding sources.
- Formalize funding sources financial commitments.
- When capital funding is finalized, proceed with implementing the project development schedule.
- Continue fundraising campaign to fund ongoing Wellness Center operations.

[END SECTION 1: EXECUTIVE SUMMARY]

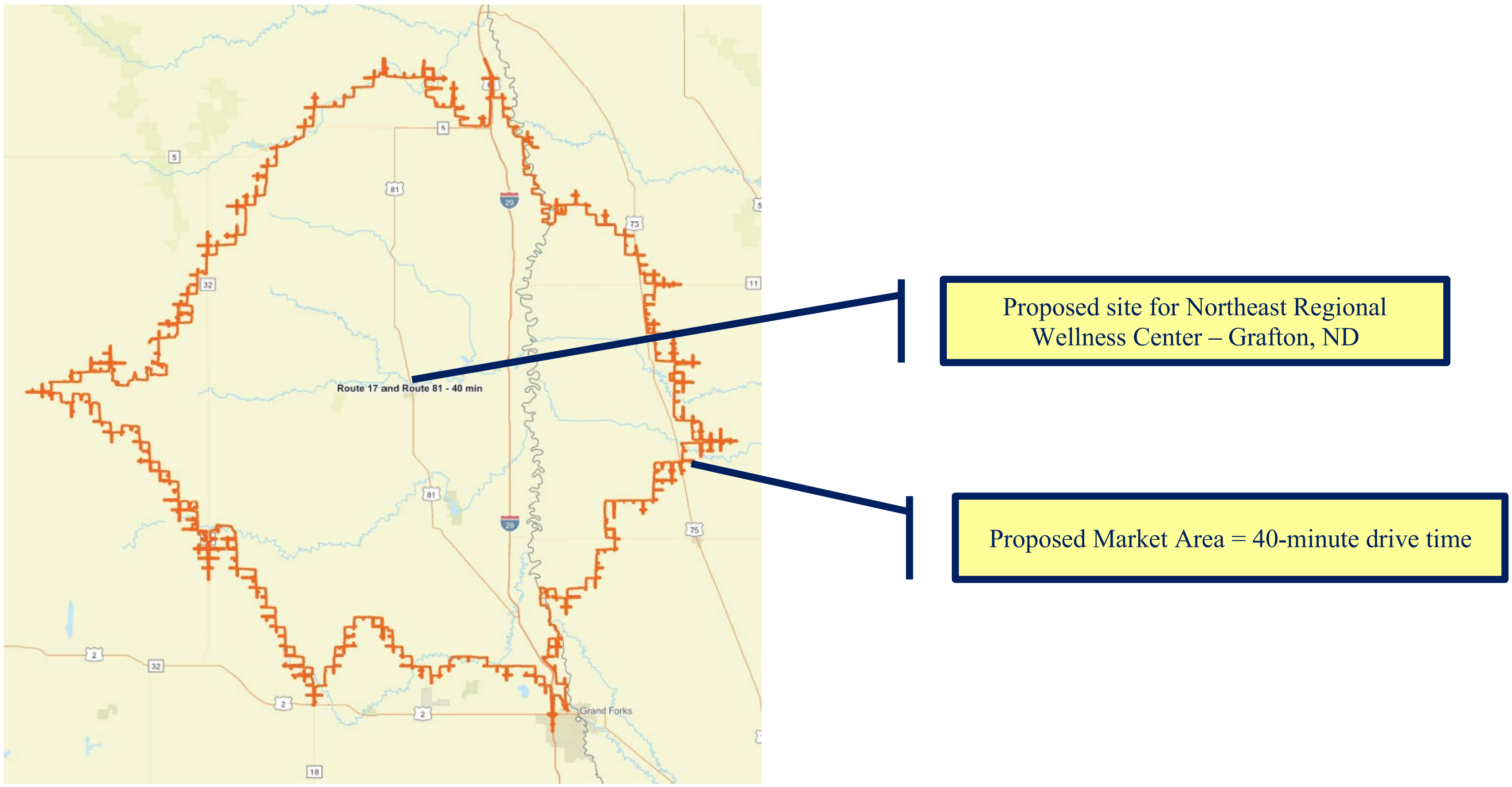
Section 2: Market Analysis

MARKET ANALYSIS

BUSINESS PLAN PROJECT SITE

For the purposes of completing this market analysis and needs assessment, the highway intersection of Route 17 and Route 81, Grafton, North Dakota was used.

Map 2-1: Project Site



Market Area Definition

To assess the market potential for a health and fitness center, the geographical boundaries of the Primary Market Area must first be established. Per research conducted by the International Health Racquet and Sportsclub Association and substantiated by IBIS' facility management experience, most members and potential users of a health and fitness center in a highly populated suburban market prefer to drive less than 20 minutes from their home or workplace to their facility of choice. In more rural communities potential members will drive 20 minutes or more. Also, geographic barriers, traffic patterns, population density and demographic variances impact a specific market area.

Walsh County, the county in which Grafton is located, has a total population of 10,563 according to the U.S. Census Bureau, 2020. Further, the county population is extremely spread out, 8 people per square mile. By comparison, note the following:

- New York City 26,403
- Minneapolis 7,862
- Grand Forks 2,027

The highways and roadways throughout Northeast North Dakota are excellent, making travel across the area fairly easy. Based on this, and the low-density population, a drive time of 40 minutes was applied to this business plan.

Market Assessment

Resources

IBIS has routinely utilized several sources in order to develop the most realistic yet conservative projections. Sources routinely used in developing membership projections include the following:

- Claritas
- U.S. Bureau of Labor Statistics
- Census.gov

- National Sporting Goods Association
- U.S. Office of Management and Budget
- Usa.com
- RealtyTrac
- International Health Racquet and Sportsclub Association

Additional sources were provided for this business plan by various local and regional North Dakota organizations, they included the following:

- Grafton Housing Study, December 23, 2024
- Grafton Parks & Recreation Quasi-Feasibility Report Pool Project – Summary Assessment Narrative
- Red River Regional Council, Region 4 Economic Development Strategy, 2024 – 2028 Summary, September 2024
- North Dakota Region 4 Workforce Study, January 23, 2025
- Building Rural Prosperity: A Look At Current and Future Housing Needs in North Dakota's Region 4, August 2024
- Northeast North Dakota UAS and Manufacturing Talent Attraction Study and Action Plan, January 21, 2024

Demographic Trends and Data

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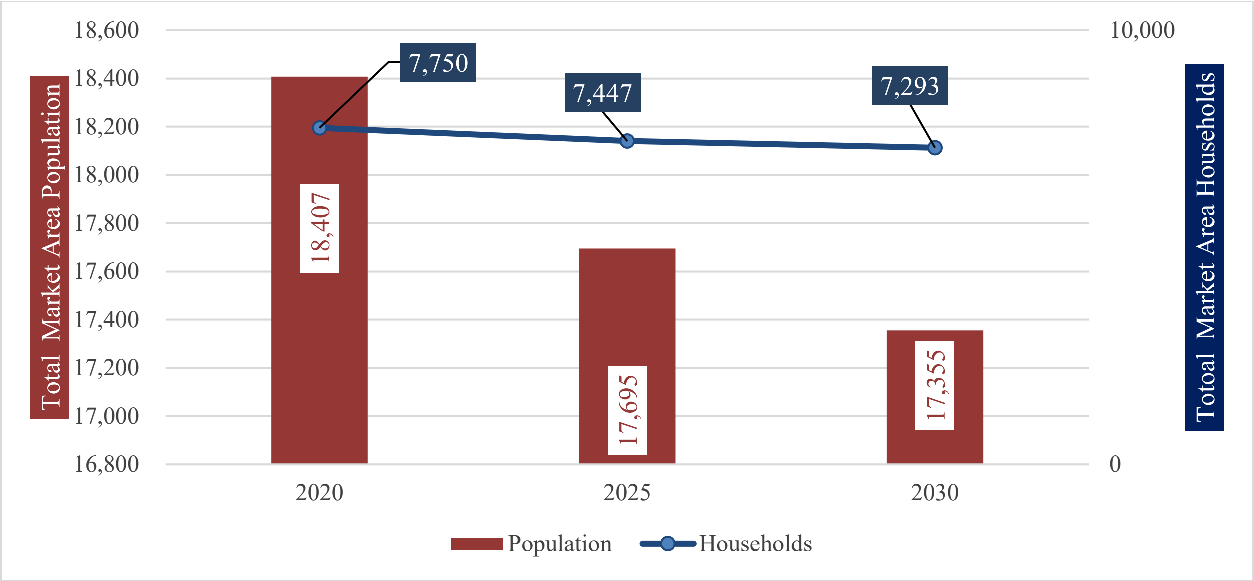

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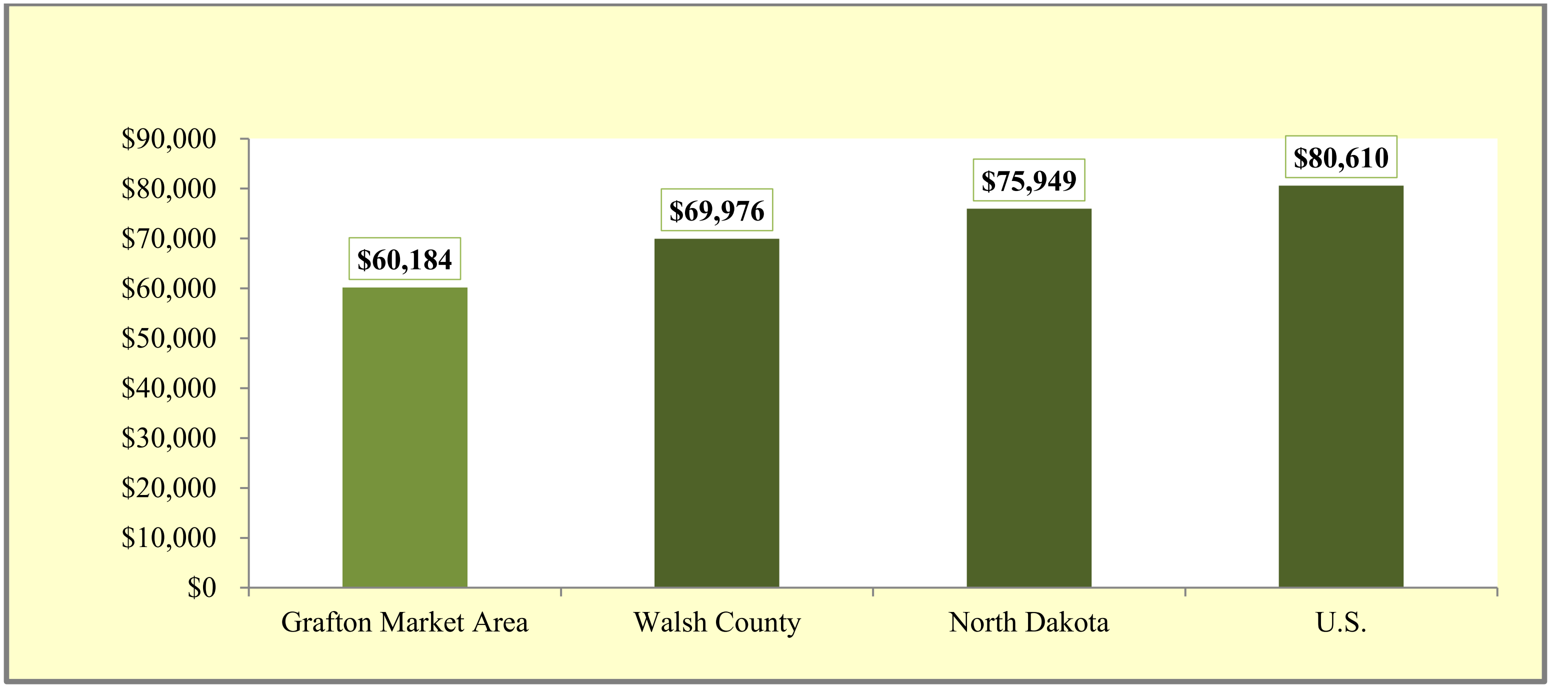
Source: Claritas, 2025

Specific age cohorts are key to the success of a wellness center. A significant portion of membership and revenue comes from those 35 years and up. From 2025 through 2030 total population is expected to decrease 1.9%, while those over 35 will decrease 2.7%.

Chart 2-2: Median Household Income Comparisons



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HEALTH & FITNESS CENTER VOLUME PROJECTIONS

Membership Projection Methodology 1: Lifestyle Group Assessment

Beyond general demographic statistics, the Primary Market Area was analyzed using "PRIZM Household Distribution" - a consumer categorizing system developed by Nielsen Solution Center. Every household is identified and categorized into one of 66 different "Lifestyle Groups". These groups reflect the household's size, age, levels of education, incomes, media preferences, spending habits, and usage of financial services.

The PRIZM Household Distribution reports only current statistics and does not project future trends. Both the total number of households and the number of key households in the Primary Market Area reflect 2025 assessed data. Therefore, the demand projected by this method will be somewhat less than expected which will add another level of conservatism to the final demand projection.

Of the 68 different groups, in IBIS' experience 31 lifestyle groups have been identified as being specifically receptive to obtaining memberships to a recreation, health and fitness facility with comprehensive and integrated programming.

The tables on the following pages briefly describe each of the groups and the total number of households per group within the Primary Market Area. From a total of **7,566** households in the Primary Market Area, as defined by the PRIZM Report from Claritas, **3,571** (**47.2%**) are of a characteristic conducive to purchasing a membership at a wellness facility.

Based on household income of at least $50,000, an appropriate level to consider the purchase of a membership, roughly **2,521 (3,571 x 70.6%)** could be considered potential market participants.

As per the International Physical Fitness Association, only about 32.5% of people in this country use a fitness facility during a year. This leaves a potential market of **614 (2,521 x 32.5%).**

Therefore, using these high-level market area data points and industry averages, there is a potential market of **614** possible memberships and **1,167** members. Typically, in this type of comprehensive facility where many memberships include multiple family members there is an average of 1.8 to 2.1 members per membership. Conservatively, IBIS has incorporated 1.9 into the projections.

Chart 2-4 shows a summary of the Lifestyle Group Assessment analysis. The detailed market area household breakdown within the Lifestyle segments is shown in Table 2-2.

Lifestyle Group Assessment Method shows a potential for

1,167 members and 614 memberships

Chart 2-3: Lifestyle Group Assessment Method Summary

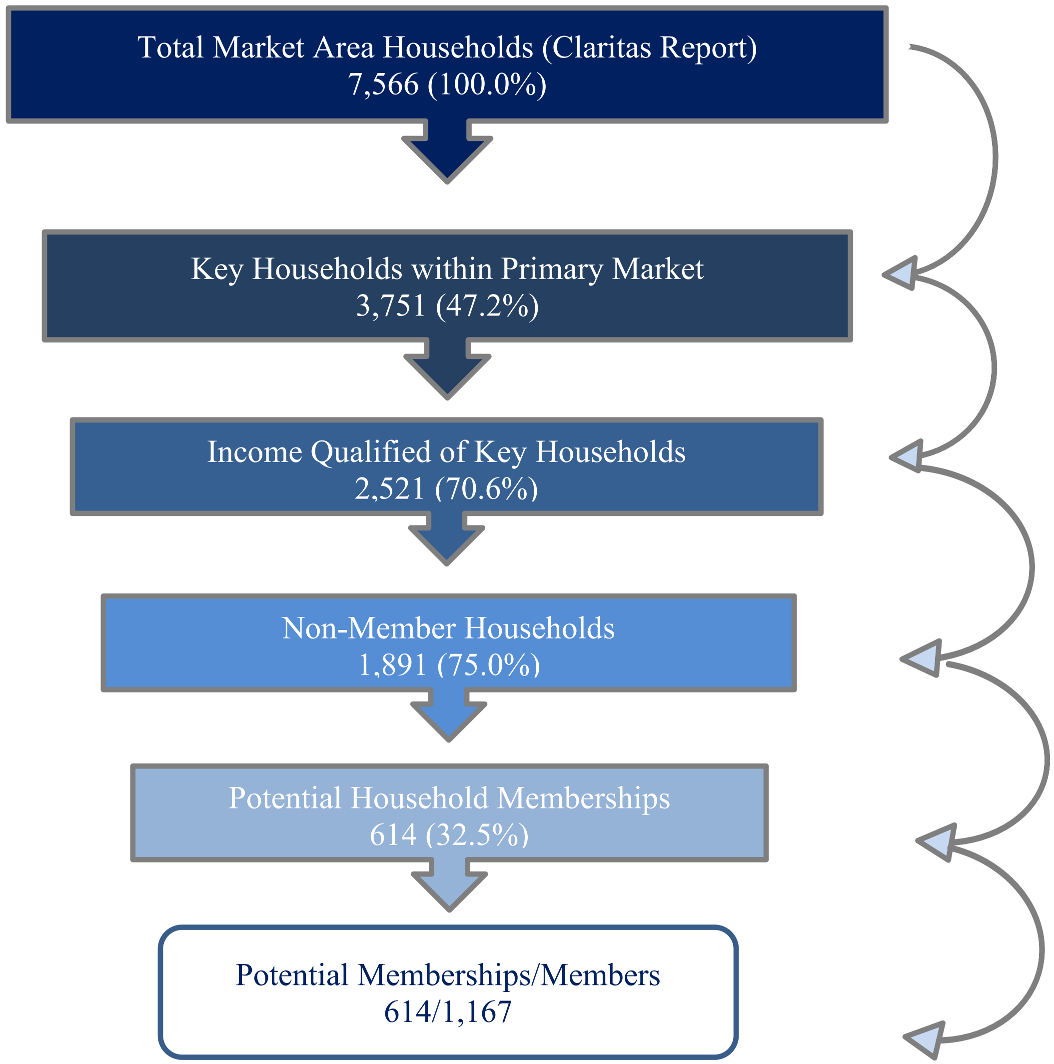


Table 2-2: Lifestyle Group Assessment Category Breakdown

Lifestyle Group Descriptions	Market Area HH/Group	Included in Projections
01-Upper Crust **-** The nation's most exclusive address, Upper Crust is the wealthiest lifestyle in America—a haven for wealthy empty-nesting couples over 65 years old. This segment has a high concentration of residents earning over $100,000 per year and many possess a postgraduate degree.	**0**	☒
02-Networked Neighbors – This segment is a family portrait of suburban wealth, a place of million dollar homes and manicured lawns, high-end cars and exclusive private clubs. This lifestyle is characterized by married couples with children, high technology use, graduate degrees and six-figure incomes earned by business executives, managers and professionals.	**0**	☒
03-Movers & Shakers - Movers & Shakers is home to America's business class. A wealthy suburban world of dual-income couples who are highly educated, typically between the ages of 45 and 64. Given its high percentage of executives and white-collar professionals, there's a decided business bent to this segment as they enjoy reading business publications and visits to business-oriented websites.	**0**	☒
04-Young Digerati - Young Digerati are tech-savvy and live in fashionable neighborhoods on the urban fringe. Affluent and highly educated, Young Digerati communities are typically filled with trendy apartments and condos, fitness clubs and clothing boutiques, casual restaurants and all types of bars from juice to coffee to microbrew.	**0**	☒
05-Country Squires - The wealthiest residents in exurban America live in Country Squires, an oasis for affluent Baby Boomers who've fled the city for the charms of small-town living. In their bucolic communities noted for their recently built homes on sprawling properties, the families of executives live in six-figure comfort.	**0**	☒
06-Winner's Circle - Among the wealthy suburban lifestyles, Winner's Circle is the youngest, a collection of mostly 35- to 54-year-old couples with large families in new money subdivisions. Surrounding their homes are the signs of upscale living: Recreational parks, golf courses and upscale malls. With a median income over $100,000, Winner's Circle residents are big spenders who like to travel, ski, go out to eat, shop at clothing boutiques and take in a show.	**0**	☒
07-Money & Brains **-** The residents of Money & Brains seem to have it all: high incomes, advanced degrees and sophisticated tastes to match their credentials. Many of these city dwellers are married couples with few children who live in fashionable homes on small, manicured lots and expensive cars.	**0**	☒
08-Gray Power: Gray Power consists of upscale older couples typically living just beyond the nation's beltways. This segment is a haven for white-collar professionals drawn to comfortable homes and apartments with in a manageable commute to downtown jobs, restaurants and entertainment. They enjoy travelling and watching golf on television.	**0**	☒
09-Big Fish, Small Pond - Older, upper-class, college-educated professionals, the members of Big Fish, Small Pond are often among the leading citizens of their small-town communities. These upscale, empty-nesting couples enjoy the trappings of success, belonging to country clubs, maintaining large investment portfolios and spending freely on computer technology.	**0**	☒

Lifestyle Group Descriptions	Market Area HH/Group	Included in Projections
19-American Dreams – This segment is found in upper-middle class multi-lingual neighborhoods in urban areas. They are heavy grocery and convenience store shoppers, opting to prepare meals at home more than their urban counterparts in other segments.	**0**	☒
20-Empty Nests - With their grown-up children out of the house, Empty nests is composed of upper-middle income older Americans who pursue active and activist lifestyles. Most residents are over 65 years old, but they show no interest in a rest home retirement. They travel frequently, enjoy golf and many are active in their country clubs or fraternal groups.	**0**	☒
21-The Cosmopolitans – Educated and upscale, this segment is urbane couples in America's fastest growing cities. Concentrated in major metro areas, these households feature older homeowners. A vibrant social scene surrounds their older homes and apartments. Residents love the nightlife and enjoy leisure-intensive lifestyles.	**0**	☒
22-Middleburg Managers – This segment tends to be middle class with solid white-collar jobs and good educations. In their older homes, they enjoy reading while time outside the home is spent at club activities and hiking. They are thriftier with their spending, despite an upscale income, likely saving for future retirement.	**0**	☒
23- Township Travelers – Homeowners in Township Travelers exhibit a blend of behaviors representative of their upscale incomes and small town environment. They enjoy outdoor activities like fishing and off-toad biking but also enjoy the creature comforts of reading, watching college basketball and shopping at wholesale clubs and gourmet groceries.	**0**	☒
24-Pickup Patriarchs – This is an upscale segment found in exurban areas and are country chic. They live in areas that are somewhat rural but they may have more suburban tastes. They are frequent golfers and boaters, heavy shoppers and savvy investors.	**0**	☒
25 - *Up and Comers –* This segment is comprised of younger families, some with children and some beginning to get married. Found in suburban areas and second cities, these mobile adults, mostly age 25-44, are college graduates who are into athletic activities and the latest technology. Many are continuing their education in the hopes of owning a home, increasing their savings and achieving greater success in later years.	**0**	☒
26- Home Sweet Home – Widely scattered across the nation's suburbs and second cities, the residents of Home Sweet Home tend to be younger, midscale families living in mid-sized homes. The adults in the segment, mostly under 55, have gone to college and hold professional and white-collar jobs. These folks stay busy remodeling and improving their homes, enjoy the occasional night out singing karaoke and follow professional sports.	**0**	☒
27-Big Sky Families – Scattered in placid towns across the American heartland, Big Sky families is a segment of middle-aged rural families who have turned high school educations and blue-collar jobs into busy, upper-middle class lifestyles. Residents enjoy country music and all types of team sports and outdoor activities, especially hunting. To entertain their families, they buy virtually every piece of sporting equipment on the market.	**1,507**	☒

Lifestyle Group Descriptions	Market Area HH/Group	Included in Projections	Not Included in Projections
28 – Country Casuals – There is a laid-back atmosphere in Country Casuals, a collection of older, midscale empty nest households. Today, these baby Boom Couples enjoy outdoor activities, like hunting and going out to eat, but are not likely to be up-to-date on technology.	**2,011**	☒	
29 – White Picket Fences – Residents in White Picket Fences look a lot like the stereotypical American household of a generation ago: upper-middle class with children. But the current version reflects changing patterns with some parents just beginning to start families while others approach the empty nest stage as their children age. They enjoy reading, following sports and DIY projects and crafts	**0**		☒
30 - Pools and Patios - This segment consists of middle-age suburban families. In these stable neighborhoods with backyard pools and patios, residents work as white-collar managers and professionals and are now at the top of their careers. They are above average technology users, often researching and shopping online.	**0**	☒	
31 - Connected Bohemians*:* A collection of mobile urbanites this segment represents the nation's most liberal lifestyles. Its residents are a progressive mix of tech savvy, young singles, couples and families ranging from students to professionals. They are the early adopters who are quick to check out the latest movie, nightclub, laptop and microbrew.	**0**		☒
32-Traditional Times – This segment represents the kind of lifestyle where small town couples nearing retirement are beginning to enjoy their first empty nest years. Typically 65 and older, theses midscale Americans pursue an active lifestyle. They belong to country clubs and civic organizations and spend their vacation time traveling by motor home.	**0**	☒	
33 - *Second City Startups* - In Second City Startups, young to middle-class families have settled in neighborhoods within smaller cities and metro areas. These families are ethnically diverse and are more likely to have a military affiliation of some kind and have average technology use.	**0**		☒
34-Young & Influential – Young and Influential is a segment of younger, lower middle class households that might not have high incomes but are nonetheless influential in their communities and social networks and are very tech savvy. The segment is a common address for middle-class singles and couples who are more preoccupied with balancing work and leisure pursuits and who live in apartment complexes by ball fields, health clubs and casual dining restaurants.	**0**	☒	
35 – Urban Achievers: Urban Achievers are midscale, middle-aged, ethnically diverse homeowners in urban neighborhoods with established careers and college degrees. They are active participants in their communities and strong supporters of the local professional sports teams.	**0**		☒
36 - *Toolbelt Traditionalists* – Like many other older segments, Toolbelt Traditionalists have empty nest. If something needs to be fixed, they are likely to do the work themselves with their own power tools or paint. They enjoy the benefits of AARP and are frequent QVC and HSN shoppers.	**0**		☒
37 - *Brite Lights, L'il City* - Not all of America's aspiring socialites live in major metro areas. This segment is a group of well-off, college-educated, younger couples settled in the nation's satellite cities and suburbs. Despite living further out from the urban downtowns, they still like to go out on the town with frequent meals out and karaoke evenings.	**0**		☒

Lifestyle Group Descriptions	Market Area HH/Group	Included in Projections	Not Included in Projections
38 – *Hometown Retired* – This segment consists of older, mid-scale couples with no kids at home. Somewhat set in their ways, they are slow to adopt and below average in their use of technology. They watch the news on television and enjoy reading and eat out occasionally at places that they deem to offer a good value.	**0**		☒
***39 – Kid Country, USA* –** Widely scattered throughout the nation's heartland, Kid Country, USA is a segment dominated by families living in small towns. These working class households enjoy outdoor activities and are more likely to own boats and ATVs.	**0**		☒
40 - *Aspiring A-Listers*: Typically urban renters, Aspiring A-Listers are focused on their social lives. They are out and about often and spend heavily on status brands and dining out. They are all about convenience, shopping most often at drug stores and convenience stores and have above average technology use.	**0**		☒
41 - *Domestic Duos* - This segment represents a downscale mix of mainly over-65 singles and married couples living in older suburban and second city homes. With their fixed incomes, segment residents maintain an easy-going predictable lifestyle. Residents like to socialize by playing bingo, meeting with the local civic club or going out to eat.	**0**		☒
42 - *Multi-Culti Mosaic*: An immigrant gateway community, this segment is the urban home for a mixed populace of Hispanic, Asian and African-American singles and families. They are characterized by many first-generation Americans who are striving to improve their economic status.	**0**		☒
43 - *City Roots*: Found in urban neighborhoods, City Roots is a segment of middle class mainly white collar workers, typically living in older homes they've owned for years. In these ethnically diverse neighborhoods residents are working hard, avid soccer fans and enjoy travelling to Central and South America.	**0**		☒
44 - *Country Strong* - Country Strong are lower middle class families in rural areas that embrace their day-to-day lives. They are focused on their families and prefer hunting and country music to keeping up with the latest technology.	**1,121**		☒
45 - *Urban Modern Mix*: In this segment, middle class singles and couples reside in ethnically diverse neighborhoods in or near the city center. Despite only average overall technology use, they are frequent online shoppers for everything from jeans to groceries.	**0**		☒
46 - *Heartlanders* - America was once a land of small middle-class towns, which can still be found today among Heartlanders. This widespread segment consists of mostly retired older couples living in sturdy, unpretentious homes. In these communities of small families and empty-nesting couples, Heartlanders residents pursue a rustic lifestyle where hunting and fishing remain prime leisure activities along with cooking, sewing, camping and boating.	**696**		☒
47 - *Striving Selfies* - This segment is comprised of younger singles and couples that show signs of great potential. They are among the most tech savvy segments with some college credits under their belt. More often than not, they are renters who have not yet been able to purchase their first home.	**0**		☒

Lifestyle Group Descriptions	Market Area HH/Group	Included in Projections	Not Included in Projections
48 - *Generation Web* – Having grown up in the age of the internet, Generation Web are younger families with above average technology use. They are more often renters, living in suburban neighborhoods and second cities and frequent videogame and accessory stores.	**0**		☒
49 - *American Classics:* They may be older and retired, but the residents of American Classics are still living the American Dream of home ownership. Homeowners living a comfortable lifestyle, these couples are below average in their technology use, preferring to find their entertainment outside of the home.	**0**		☒
50 - *Metro Grads* – This segment represents middle age singles and couples still establishing themselves in their careers and their lives. They are settled in suburban areas and second cities but are often out and about, attending everything from soccer and hockey games to operas.	**0**		☒
51 – *Campers & Camo* – Primarily found in more rural areas, Campers & Camo families enjoy the outdoors. A top segment for ownership of an RV, they also enjoy hunting and fishing. Despite their age, they are below average in their use of technology, but are big fans of country music and prefer a value when shopping, traveling and eating out.	**0**		☒
52 – *Simple Pleasures* – With many of its residents over 65 years old, Simple Pleasures is mostly a retirement lifestyle: a neighborhood of lower-middle class singles and couples living in modestly priced homes. Many are high school educated seniors who had blue-collar jobs before retirement.	**698**		☒
53 - *Lo-Tech Singles* – This segment is older households centered mainly in the nation's second cities. Residents are below average in their technology use, choosing instead a night out at a restaurant as their evening entertainment.	**0**		☒
54 - *Struggling Singles* – Ethnically diverse households found mostly in second cities, Struggling Singles are middle-aged and mid-career. They enjoy a wide variety of sports and entertainment activities that fill their social calendars.	**0**		☒
55 – *Red, White & Blue* – The residents of Red, White & Blue typically live in rural areas. Middle-aged with high school educations and lower incomes, many of these folks are transitioning from blue-collar jobs to the service industry. In their spare time, they are active members of their local community organizations.	**799**		☒
56 - *Multi-Culti Families*: This segment is middle age, urban households with moderate means. Often bilingual, they enjoy a wide variety of media and are average in their overall use of technology.	**0**		☒
57 – *Back Country Folks* – Strewn among remote farm communities across the nation, Back Country Folks are a long way away from economic paradise. The residents have below average incomes and live in older, modest-sized homes and manufactured housing. Typically, life in this segment is a throwback to an earlier era when farming dominated the American landscape.	**376**		☒
58 - *Golden Ponds* – Golden Ponds is mostly a retirement lifestyle, dominated by downscale singles and couples over 50 years old. Found in small bucolic towns around the country, these high school-educated seniors live in small apartments on less than $30,000 per year. Daily life is often a succession of sedentary activities such as reading, watching TV, playing bingo and doing craft projects.	**0**		☒

Lifestyle Group Descriptions	Market Area HH/Group	Included in Projections	Not Included in Projections
59 – *New Melting Pot* – New melting Pot neighborhoods are populated by a blend of ethnically diverse, young families and singles in the nation's second cities. They are mainly high school graduates that rent and work in a mix of service jobs. They are big fans of gospel music, wrestling and monster trucks.	**0**		☒
60 – *Small Town Collegiates* - The residents of Small Town Collegiates are younger families and singles who are just starting out. They are often students, full or part-time, focused on building a better life for themselves and their growing families.	**0**		☒
61 – *Second City Generations* – Second City Generations are often multi-generational households with middle-aged parents or grandparents and new babies and young children all under one roof. Also, often bilingual, they are entertained by a wide variety of media channels and programs.	**0**		☒
62 – *Crossroads Villagers* – With a population of retired seniors, this segment has a classic small town lifestyle. Residents are high school-educated, with downscale incomes and modest housing. They enjoy the occasional dinner out and are frequent cruise vacationers.	**0**		☒
63 - *Low-Rise Living* – The most economically challenged urban segment, Low-Rise Living is home to mostly middle-aged, ethnically diverse singles and single parents. Unlike their low income peers, they rank above average in their use of technology, perhaps influenced by their urban, fast-paced environment.	**0**		☒
64 – *Family Thrifts* – The small town cousins of inner-city dwellers, Family Thrifts contain middle-age, ethnically diverse families that work entry-level jobs. In these apartment-filled neighborhoods, residents rely on public transportation and seldom have the chance to get away on vacation.	**0**		☒
65 – *Young & Rustic* – This segment is composed of restless singles and young families in the nation's rural areas. They enjoy the outdoors in their ATVs, but are also big video gamers and follow NASCAR and monster trucks.	**303**		☒
66 – *New Beginnings* – Filled with younger, mostly single adults, New Beginnings is a magnet for adults in transition. Many of its residents are singles and couples just starting out on their career paths in service jobs, or starting over after recent divorces or company transfers. New Beginnings households tend to have the modest living standards typical of transient apartment dwellers.	**2**		☒
67 – *Park Bench Seniors* – Park Bench Seniors are typically retired singles living in the racially-diverse neighborhoods of the nation's satellite cities. With modest educations and incomes, these residents maintain low-key, sedentary lifestyles. They spend a lot of time watching TV, especially talk shows and game shows.	**0**		☒
68 – *Bedrock America* – Bedrock America consists of economically challenged families in small, isolated towns located throughout the nation's heartland. With modest educations, sprawling families and service jobs, many of these residents struggle to make ends meet, but finds enjoyment in following motocross and listening to rock and inspirational music.	**0**		☒
Total Households in Market	**7,566**	**100.0%**	
Total Households included in Projections	**3,571**	**47.2%**	
Total Households NOT included in Projections	**3,995**	**52.8%**	

Membership Projection Methodology 2: Fitness Activity Supply and Demand

This method of analyzing the Area's fitness market potential compares statistical fitness activity usage data with the Market Area's current inventory of fitness amenities (supply). As it pertains to usage (demand), national statistics are updated and reported by the National Sporting Goods Association. Their statistical report analyzes the percentage of each age category's participation in each fitness related sport or activity. With the demographic information previously discussed, this method gives a stratified view of the Market Area's potential for additional fitness components.

Table 2-3: Fitness Activity Participation

Market Area Pop. Breakdown		Swimming		Basketball		Weightlifting		Aerobic Exercise		Running/Jogging		Total Active Participants	
Age	**Pop**	**rate**	**total**	**rate**	**total**	**rate**	**total**	**rate**	**total**	**rate**	**total**	**total**	**rate**
15-17	**628**	8.5%	172	14.8%	145	4.4%	80	2.8%	65	7.1%	152	614	6.6%
18-24	**1,394**	11.1%	224	21.3%	209	16.3%	298	12.4%	290	19.6%	420	1,440	15.5%
25-34	**1,731**	17.8%	360	25.7%	252	22.2%	407	22.6%	526	24.8%	531	2,076	22.3%
35-44	**2,044**	16.6%	336	20.6%	202	18.1%	332	18.7%	436	22.6%	483	1,789	19.2%
45-54	**1,870**	16.5%	334	11.2%	110	17.2%	315	15.7%	367	14.7%	315	1,440	15.5%
55-64	**2,409**	15.6%	315	5.0%	49	11.1%	204	12.8%	298	7.6%	163	1,028	11.0%
65+	**4,196**	14.0%	284	1.4%	13	10.7%	197	15.0%	351	3.5%	76	921	9.9%
Totals	**14,272**	**14.2%**	**2,025**	**6.9%**	**979**	**12.8%**	**1,832**	**16.3%**	**2,333**	**15.0%**	**2,139**	**9,308**	**100.0%**

Source: National Sporting Goods Association Annual Sports Participation Report, 2016

1. Market Area Population

Table 2-3, Fitness Activity Participation shows the total market area population for participants within the age groups key to health, fitness and wellness memberships, **14,272.**

2. Determine Number of Area Participants

Table 2-3, Fitness Activity Participation shows the Statistical Demand Calculations and indicates the total market area adult population in each applicable adult age category, along with the percentage of participation in each of those fitness activities. This result comprises most of a fitness center's potential demand. The total of **9,308** represents the sum of all participants of all the primary fitness activities within this market.

3. Reduce for Duplicative Sport Participation

Typically, many participants who participate in sport and health related recreation, do so in more than one sport. In order to compensate for this multi-sport participation, the projection is decreased. This percentage is used to reduce the total market area participants and yields a net demand of **9,308 (2,792 x .30).**

4. Calculate Net Demand – Eliminate those participants utilizing facilities outside of primary market.

On average, 10% of the area's population will utilize a fitness facility outside of the primary market area. This percentage is used to reduce the total market area participants to give us a net demand of **2,513 (2,792 x .90).**

5. Reduce to Account for Private Participation – Eliminate those participants within primary market using other private facilities.

Many people utilize private exercise facilities and equipment, essentially other health clubs or fitness facilities. Whether they are working out at home, using the "company gym," a market area health club or recreation center, these fitness participants must be extracted from the total number projected to use a center. This leaves a potential market of **1,885 (2,513 x 75.0%).**

6. Non-Members Captured

There are currently three facilities in the market, two of which will likely continue on even with this newly proposed wellness center. We need to incorporate this potential exclusion. Again, this facility's intent is not to "steal" existing facility members, but to attract new members. This filters the results further to **948 (1,885x 50.3%)**.

Table 2-4: Current Market Area Fitness Inventory Summary by Predominant Activity

	Swimming	Basketball	Weightlifting	Group Ex	Running	Total
Total Facilities (incl Site)	2.00	2.00	4.00	4.00	1.00	
# of Potential Users and Non-Current Members	410	198	371	472	433	1,885
Site Capture Rate	50%	50%	25%	25%	100%	50.3%
Net Potential members	**205**	**99**	**93**	**118**	**433**	**948**

7. Income Adjustment – Account for those within the market area with the potential discretionary income for fitness spending.

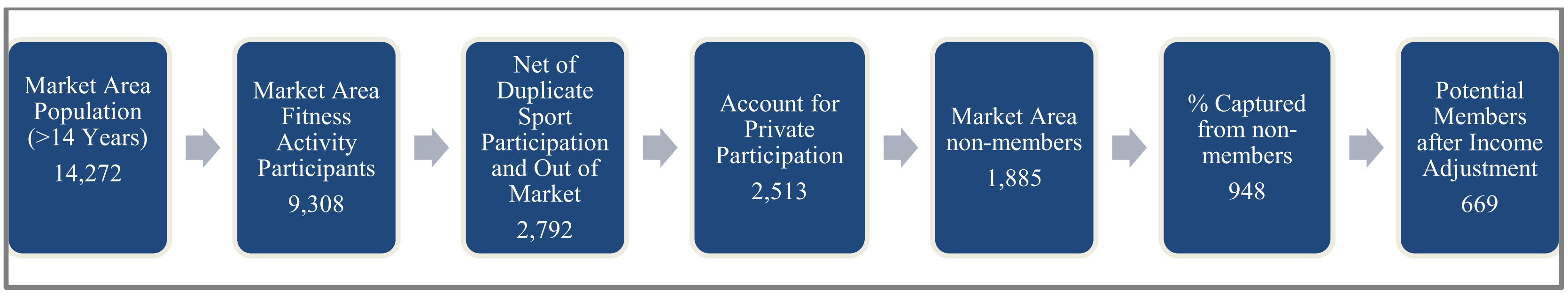
We must now take into consideration the ability of the market area's population to purchase a membership to a new facility. As previously presented, approximately **71%** of all households in the market area have combined incomes of at least $50,000 per year. This reduction decreases the previous total to **669** potential members in the market area.

8. Members to Membership Conversion

Finally, the number of members must be converted into memberships (i.e. single, single+, family, senior, etc.). Based industry averages and other like facilities, a membership mix of 20% single, 20% single+1, 35% family and 25% senior a member to membership ratio of 1.60 is applied to the projected 7,228 members. Therefore, the number of memberships and members based on the Fitness Activity Supply & Demand Assessment Method would be **4,517** and a potential **7,228** respectively.

Fitness Activity Supply & Demand Method shows a potential for
669 members and **352** memberships

Chart 2-4: Fitness Activity Supply & Demand Assessment Method Summary



Market Area Economic and Demographic Filters

To remain conservative with the approach to projecting membership volume, both economic and demographic filters were applied. Each filter is compared to a national average. Should the market area compare favorably, no reduction or a nominal 10% increase was applied to the already calculated volume projections. Conversely, if the market area does not compare well to the national average a reduction may be applied. Each filter applied was weighted equally.

The filters were as follows:

1. *Market Area Unemployment Rate compared to U.S. Averages*
2. *Market Area Residential Foreclosure Rate compared to U.S. Averages*
3. *Market Area Median Household Income – Most Recent Calendar Year*
4. *Market Area Five Year Projected Population Growth*

Table 2-5: Market Area Economic and Demographic Filters

Filter	Grafton Market Area	U.S. Average (Benchmark)	Comparison	Projection + or -
Unemployment	2.5%	4.1%	Favorable	↑ 10% (110.0%)
Home Foreclosures	1 in 4004	1 in 2713	Significantly Favorable	↑ 20% (120.0%)
Median HH Income	$60,184	$80,020	Unfavorable	↓ 10% (90%)
Population Growth	-1.92%/yr.	0.52%/yr.	Significantly Unfavorable	↓ 25.0% (75%)
				Average 98.8%

Sources: Bureau of Labor Statistics, March 2025; U.S. Census, March 2025; RealtyTrac, March 2025 and Claritas, 2025.

With an overarching objective to maintain a conservative projection, the four filters are compared between market area baseline data to national benchmark averages. Using a range with a purposefully skewed factor, the comparison may yield any of the following:

- Significantly Favorable Comparison = (Projection * > 1.20)
- Slightly Favorable or Comparisons are equal = (Projection * 1.0 to 1.20)
- Slightly Unfavorable = (Projection * 0.90 to 0.99)
- Significantly Unfavorable = (Projection * < 0.90)

Proposed Facility Volume Projections

Table 2-6 outlines the three volume projection methodologies employed in this business plan. Each methodology is based on several factors that enable an overall conservative estimate to be developed. Table 2-7 shows the membership and member projections after applying both the member to membership mix ratio and the economic and demographic filters.

Table 2-6: Proposed Facility Volume Projections Summary by Methodology

Methodology	Membership Projection	Member Projection
Lifestyle Assessment	614	1,167
Fitness Activity Supply & Demand	352	669
Average	**483**	**918**
Post Economic and Demographic Filters (98.8%)	**477**	**907**

During the facility's pre-opening phase, it is projected that membership sales will reach 100% of projections. The pre-opening membership sales efforts incorporated into this business plan include at least three full months prior to grand opening.

Corporate Memberships

Key stakeholders have indicated that approximately 150 additional memberships will be added due to the significant employers in the area. These employers include:

- Marvin Windows & Doors
- Life Skills and Transition Center
- Grafton School District
- Unity Medical Center
- American Crystal Sugar

To account for corporate members, the projected member/membership numbers will include corporate members as well.

Business Plan Membership Projections
1,050 to 1,060 Members/People
620 to 630 Memberships/Agreements

COMPETITIVE ANALYSIS

Competitive Analysis

Throughout this market analysis, reference is made to a range of factors affecting the Area's fitness demand including the availability of similar services and amenities. The term "competition" may be somewhat overstated due to the unique and exclusive nature of the level and types of services offered by a wellness center. Nevertheless, the market area's inventory of fitness facilities was reviewed from a competitive perspective and to understand the local resident perception (expectation) of fitness facilities/services.

Market Area Fitness Inventory Service Breakdown

Table 2-7: Primary Competitors

	Est. SF	Single Mthly $	Fitness Equip	Aquatics	Indoor Track	Group Ex	Gym	Café	Child Care	24/7
Collette Fitness Center	27,000	$60.00	**YES**	**YES**	**NO**	**YES**	**YES**	**NO**	**NO**	**NO**
Xperience Fitness	10,000	$36.00	**YES**	**NO**	**NO**	**YES**	**NO**	**NO**	**NO**	**YES**
Ultimate Gym	10,000	$37.00	**YES**	**NO**	**NO**	**YES**	**NO**	**NO**	**NO**	**YES**

Key Market Takeaways:

- *There are 3 competitive facilities within the Grafton market.*
- *Average monthly fees for a single membership is $45 with a range of $34 to $60.*
- *The closest comprehensive health & wellness center is Choice Health & Fitness in Grand Forks, ND.*

Market Area Fitness Inventory

Facility: Xperience Health & Fitness

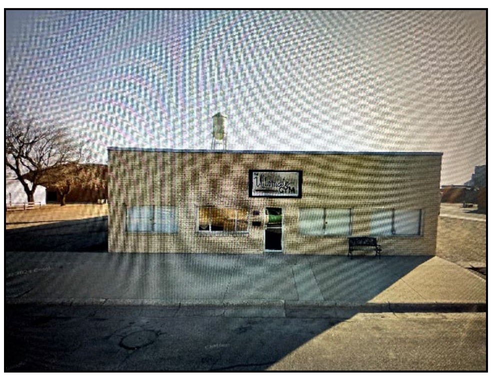
Address: 1004 Hill Avenue, Grafton, North Dakota

Estimated Square Footage: 10,000 SF

Monthly Membership Fee: $36.00 single membership per month

Summary:

After a complete renovation Xperience Health & Fitness opened in February 2025 in the former MTI building. The new gym has two sides separated by a gathering/commons area. 24-hour access to the fitness facility is available for use of the cardio, strength training and free weights equipment. One-time $25 key fob purchase for access.
Extra space in the building is available for lease.



Facility: Ultimate Gym

Address: 336 Griggs Avenue, Grafton, North Dakota

Estimated Square Footage: 10,000 SF

Monthly Membership Fee: $37, single membership per month

Summary:

Ultimate Fitness offers sports training and Tae Kwan Do/martial arts instruction. The membership fees include 24-hour access to the fitness equipment. Membership is limited to 100 members. Additional fees are required for personal training and martial arts classes.

Facility: Collette Community Fitness Center

Address: 740 West Midway Drive, Grafton, North Dakota

Estimated Square Footage: 27,000 SF

Monthly Membership Fee: $60 single

Summary:

Collette Community Fitness is equipped with a pool, sauna, massage, weight room, cardio room, gymnasium, group exercise room, walking tunnels and racquetball. The Center opened in 1990 to the community. It was originally exclusively for the HHS Development Center residents and was remodeled in 1979 and 1987. Other minor improvements have been made in the past several years. The Center is staffed by 2 full-time and 6 part-time staff members. There are currently 300 members.

Single session ($10); and package of ten memberships, ($80) are also available. First time visitors are free. The Center offers seasonal swimming lessons for various ages.

Competitive Analysis – General Observations

The Grafton market area has several fitness options. Despite the level of competition already present, this market is conducive to future fitness growth. The key to creating a successful facility will be to provide a facility that offers something unique and is of high value to the market. Two of the facilities in the area offer 24-hour memberships. The new wellness center operated by the Grafton Parks and Recreation must offer more comprehensive programs and services to differentiate itself in the community by offering high quality expertise and amenities.

[END SECTION 2: MARKET ANALYSIS]

SECTION 3: PROGRAMMING & DESIGN

PLANNING CONSIDERATIONS

A myriad of issues and parameters must be considered in the preliminary planning of the Northeast Regional Wellness Center as a community wellness destination. This section will review many of the major determinants used in the programming of this facility.

The overall theme of wellness and recreation describes the project vision for the Northeast Regional Wellness Center. With the growth being projected to be seniors, over 55 and over, programs for “successful aging” and “aging in place” which is the ability for individuals to remain in their homes independently, safely and comfortably as long as possible, regardless of age or ability have been incorporated in the planning process.

This new Center would continue to improve the health status of the community and provide expanded multi-generational recreational and wellness programs and services programs for the community. The proposed Center would embody this philosophy while serving corporate and community residents. The Center will serve as an educational and community resource for the Northeast region.

The analysis of local and regional issues enabled the development of conceptual floor plans to determine the financial viability and size and scope of the project. A major objective is to determine the size, features and amenities and cost of the facility as part of a high-level comprehensive budget as described in the Financials section.

PROGRAMMING

The successful and proper programming of the facility requires several considerations to be made. These include the analysis and evaluation of some of the standard programs generally included in a recreational and wellness center. Also, the results of the market analysis reveal some information about some specific issues that affect the overall programming of the facility.

Specifics

- Enhancing your life with a yoga class, living a higher quality of life by eliminating stress through consistent exercise, saving a life by learning CPR, or jump starting your exercise routine by participating in a group cycling class represent some program examples.

- Preventive and wellness programs should be designed to influence lifestyle decisions and to promote the mind, body & spirit philosophy. Promoting lifestyle changes involves an educational and "hands-on" approach to modifying behavior resulting in a healthier lifestyle. Improving the health status of the community occurs by influencing each individual and by providing a positive, healthy environment for support groups and other community groups to meet and flourish.

Programs which may contribute to positive, healthier lifestyle behaviors include specialized wellness programs designed to meet the needs of the community. Programming should introduce new activities, promote wellness programs, increase recreational options, target specific behavior modifications and improve fitness levels.

There should be a variety of multi-generational programs to interest all the members of various physical abilities and various fitness levels. It is also important to implement programs that meet the needs of the above 55 age group to address successful aging on place, as well as those progressing from physical therapy, cardiac rehabilitation or medical memberships. Some Centers may maintain a membership population that is older than the competitive commercial health club environment and will cater to those who need a slow progression to a consistent exercise program due to an illness or medical condition. Some specific examples are listed in Table 3-1.

Table 3-1: Programming Options

Aquatic Programs	Specialty Classes / Programs	Exercise Programs	Wellness/Education Programs	Value-Added
• Water aerobics • Prenatal water aquatics • Postnatal aquatics • Older Adult aquatic exercise • Arthritis aquatics exercise • Aquatic body sculpting class • Aqua/Cardiovascular exercise • Water stretching	• Pre & Postnatal land exercise • Youth obesity programs • Disease management programs: oncology, diabetes, asthma, etc. • Sports conditioning clinics • Running gait & swim stroke analysis • Resting metabolic rate testing • Personal training • VO2 testing • Mindful Meditation & yoga • Nutritional counseling • Tai Chi	• Low impact aerobics • Step aerobics • Step circuit • Aerobic circuit • Body sculpting • Beginner aerobics • Total body conditioning • Circuit training • Weight training techniques • Group Cycling • Active Aging exercise class • Active Aging walking club • Active Aging circuit training	• Heart Healthy cooking • Stress management • CPR • Eating disorder counseling • Health screenings: osteoporosis, oncology, diabetes, heart disease, etc. • Smoking cessation classes • Weight management • Nutrition counseling • Mind, Body & Spirit • Parenting classes • Community support groups • Women's health issues • Corporate Wellness • Active Aging Programs	• Therapeutic Horticulture • Drive- through window • Dry cleaning service • Fitness clothing laundering • Healthy packaged meals • Infrared sauna • Golf Simulation • Outdoor trails • Full-service childcare • Specialty clinics -diabetes, pain management, etc.

Potential recreational & wellness center members usually have program and services preferences that would influence their decision to join the Center. Table 3-2 illustrates some historical preferences: prevention of health problems, physical conditioning, weight loss and rehabilitation in order of importance.

Table 3-2: Top Reasons Consumers Join a Proposed Center

CONSUMERS' MOST IMPORTANT REASONS IN DECISION TO JOIN THE CENTER (1 = NOT IMPORTANT / 10 = VERY IMPORTANT)	Ranking	Mean Importance Score
Prevention of future health problems	**1**	**8.61**
Physical Conditioning	**2**	**8.21**
Weight loss	**3**	**7.93**
Rehabilitation after an illness	**4**	**7.91**

Complementary medicine working with traditional medicine includes programs such as acupuncture, herbal therapies, massage therapy, yoga and screening programs for cancer, carpal tunnel & tendonitis, heart disease, diabetes and other chronic diseases could be offered to the community in collaboration with a local healthcare provider.

In reviewing programming possibilities, some programs and services which may target the specific needs of the community would include:

- Weight management
- Nutritional counseling
- Healthy cooking classes
- Family obesity programs
- Active Aging programs
- Corporate Wellness
- Health Coaching
- Pre & postnatal land and water programs
- Complementary Medicine
- Wellness classes for smoking cessation, stress management, etc.
- Mind, Body Spirit programs

According to the North Dakota Health Improvement Plan, 2024-2029 (SHIP), major chronic diseases include cardiovascular disease, obesity, diabetes, chronic pain, arthritis, lower respiratory diseases and pain from injuries. The major causes of death in ages 45-64 are heart disease; stroke; cancer and Alzheimer's/dementia. It sets forth a vision for enhancing the health and well-being of all North Dakotans by identifying health priorities that will inform the development of associated goals, objectives and activities.

These programs would need further research and development prior to implementation, but they should be seriously considered during the final program development stage.

Programs and Services

The proposed Center would include fitness, wellness and recreation services. This pedestrian traffic from community events, physical therapy and potentially sports acceleration provides high visibility for all of the services located in the Center.

Healthcare Providers

Interviews were conducted with the area healthcare providers to explore their interest and commitment to providing various healthcare services at the new Center. These discussions have been preliminary, and more research and further discussions needs to occur to develop specific plans.

Rehabilitation Services

Depending upon the healthcare provider discussions with the four major healthcare providers, Unity Medical Center, First Care Health Services, Altru Health and Sanford Health, various healthcare services could be provided. At a minimum, physical therapy services could be provided with the opportunity to utilize areas of the fitness floor and fitness equipment as necessary for patient care.

Other areas of the Center such as the lap pool, multipurpose fitness areas and track could be utilized for sport specific training, aqua therapy and other specialty programs.

Also being discussed is providing services such as sports acceleration in the new Center. This location would bring these services to a new building with a more convenient progression to Center membership.

The physical therapy patients could easily use the cardiovascular machines on the fitness floor and would be integrated with the other Center members. Additionally, they could also use the group exercise areas within the center to accommodate patient needs.

Additional research and discussions should be conducted to address specific details if the Business Plan is approved, and the project moves forward.

CONCEPTUAL SPACE PLAN

Facility Description

Reception Facilities

- Lobby/Reception/Lounge
- Grab & Go Café/Food & Beverage
- Conference Facilities
- Demonstration Teaching Kitchen

Children's Programming

- Drop-In Childcare
- Reception & Control Desks
- Drop-In with Crib & Toddler Areas
- Kids Fitness Area
- Outdoor Play Area

Administration

- Administration Offices
- Membership Sales Area
- Staff Lounge/Break Area
- Program Staff Offices

Personal Service Facilities

- Men's Locker Room
- Women's Locker Room
- Universal/Family Locker Room
- Massage Room

Aquatic Facilities

- 3 Lane 25 Yard Saltwater Lap Pool
- Indoor Zero-depth Leisure Pool
- Water Resistance Walking Area
- Water Slide
- Splash Pad
- Kiddie Pool
- Party Room

Fitness Facilities

- Fitness/Cardio Areas/ Free Weights/Circuit Weights/Stretching Areas
- Group Cycling
- Multi-purpose Room - Basketball/Volleyball/Pickleball Court – full-size high school size
- Three Group Exercise Studios
- Indoor three lane track, 11 laps per mile

Outdoor Facilities

- Outdoor Patio with Seating from pool area
- Kids outdoor play area

Clinical Area

- Physical Therapy/Sports Performance

Support Facilities

- Laundry
- Maintenance/Housekeeping
- MIS/Technology

Project Description

As you approach the Northeast Regional Wellness Center you will notice a two-story building with a canopied entrance and a drop-off circle. The concept floor plans for this multi-generational facility include a main entrance and an outdoor access from the aquatics area during warm weather.

The main entrance can easily access the public areas and the reception services. The centrally located elevator can be utilized for access to the second-floor spaces.

The main entrance opens to the community areas such as the conveniently located **Grab N' Go Café,** where members and visitors can purchase food , and the **Conference Facilities** with a **Teaching/Demonstration Kitchen** for healthy cooking and wellness education classes and community events.

For ease of children drop-in care, the **Kids Area** is located near the front entrance with indoor and outdoor activity spaces. The **Physical Therapy/Sports Performance** area is located on this level.

Beyond the vestibule is the **Reception Desk,** the "hub" of the Center. On the first floor, members can proceed to the **Locker Rooms** (men, women and universal) with lockers and wet areas. All locker rooms access the **Aquatics** area that includes a 25-yard, three lane **Lap Pool** which is sloped side to side for swimming and aquatics classes, a **Leisure Pool** with zero-depth entry, a **Splash Pad, Kiddie Pool** and **Water Slide**. A **Multi-purpose Room**, the size of a full-court high school basketball gym with storage and the **Fitness Area** are also located on the first floor.

Taking the stairs or elevator to the second floor, members have the option of proceeding to **three Group Exercise** areas for specialized group exercise classes, **Group Cycling** room, **Open Fitness Are**as or **Indoor Track**. The track is 3 lanes and cushioned with 11 laps per mile on the second level. The three lane **Indoor Track** offers open-air views of the facility and outdoors.

The **Outdoor Area** includes a children's outdoor play area and an Outdoor Patio that opens to the aquatics area during warm weather.

Quality of Space

A sense of openness and drama is the key focus of this design and layout. Opening spaces with natural light contributes to the excitement of exercising, while also making a major contribution to the economics of the overall facility. Furthermore, by eliminating "walls" where they are not required, guests feel more inspired to exercise and socialize.

Materials with rich color and deep textures would be used to create a warm and inviting space where guests feel welcome and inspired to maintain a healthy active lifestyle. A consistent palate of colors will be executed throughout the Center components of the facility, integrating the overall positive consumer experience of the building.

Efficiency

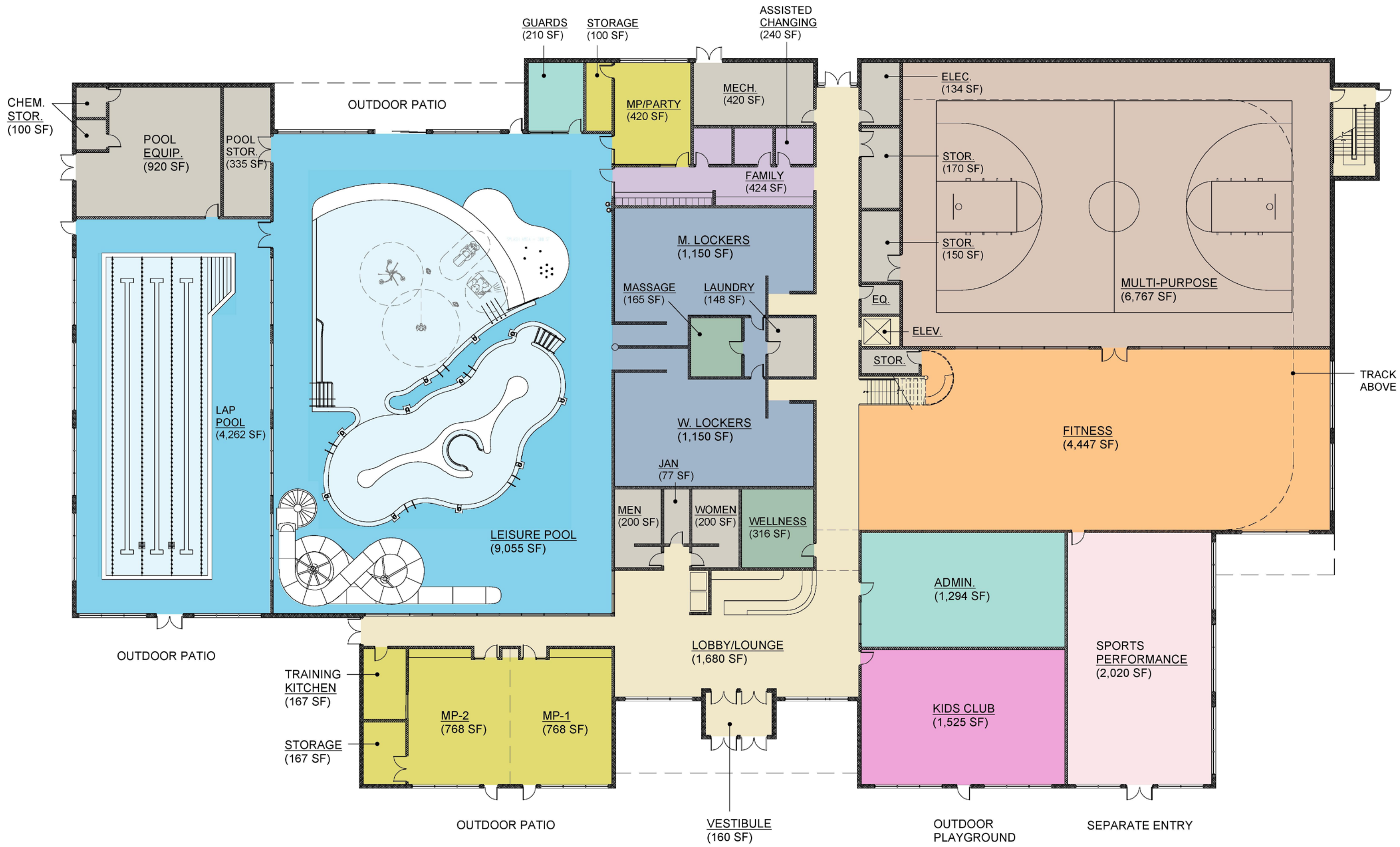
Simplicity of construction provides the parameters for the design of certain elements. Extra effort was made to ensure an economical modularity to the plan. The costs of the dramatic spaces over the pool and other areas are mitigated by efficient and logical spacing of the structural grid. This process, which is carried on throughout the individual aspects of the overall design, provides for the realization of a highly effective finished product in terms of both cost and function.

CONCEPTUAL PLANS

The conceptual plan has been developed by Ohlson Lavoie Collaborative with IBIS as a market-driven, sustaining plan based on the feasibility study and market area factors.

Site

The potential site for the Northeast Regional Wellness Center would be located on the Life Skills and Transition Center campus. A specific site on the campus would be determined based upon site development costs, accessibility and final selection of amenities and features. The Center would require approximately 7 acres for indoor and outdoor facilities and parking. Some site options are depicted below. Site One includes the Collette Fitness Center and 7.71 acreage and site two is 9.74 acreage on the LSTC campus.



First Floor Area = 44,865 sf
Total Building Area = 59,584 sf

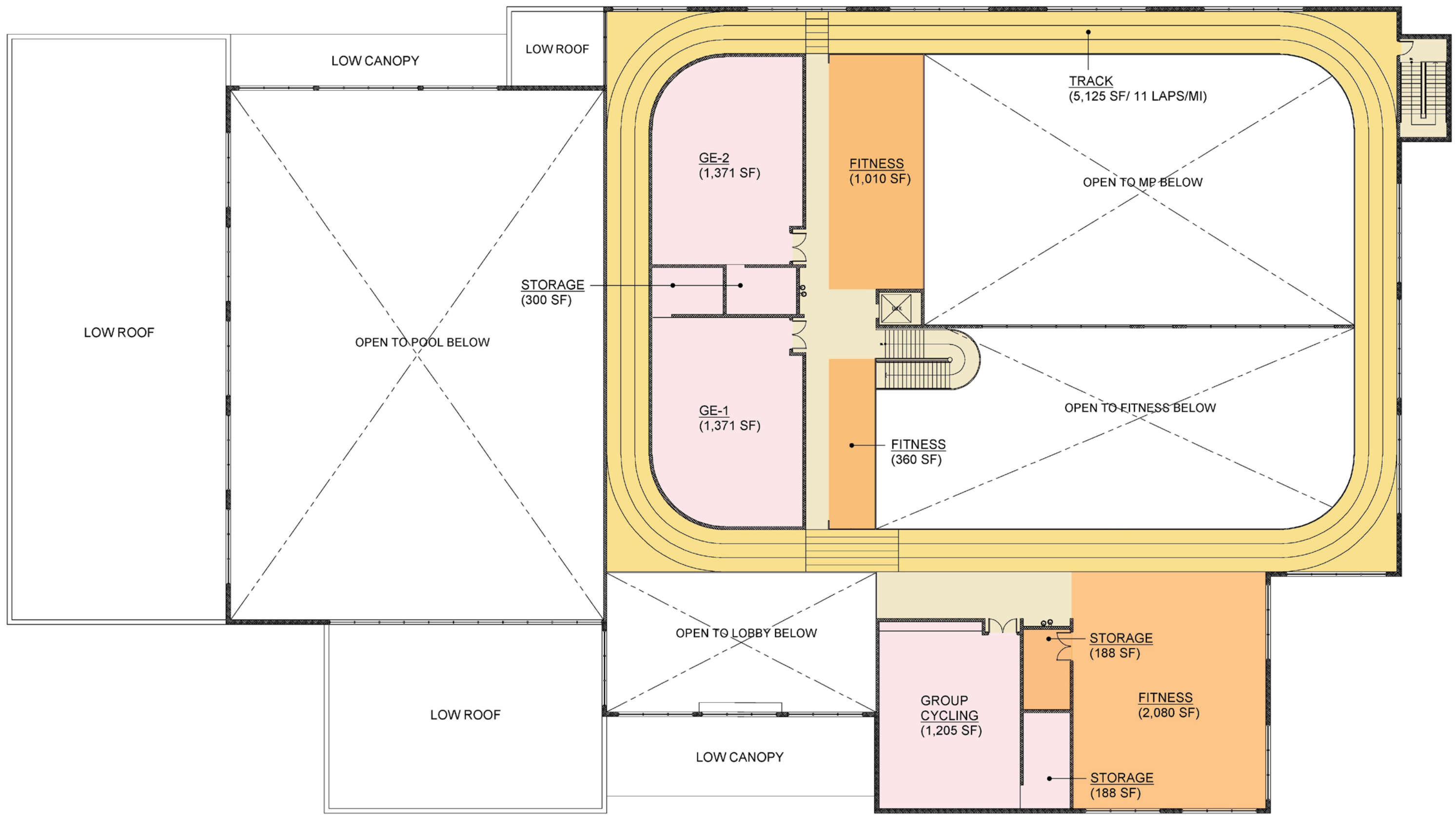
Concept First Floor Plan

NORTHEAST REGIONAL WELLNESS CENTER

Grafton, North Dakota

SHEET:	Concept First Floor Plan
DATE:	March 25, 2025
SCALE:	1" = 40'
OLC #:	TBD

A1



Second Floor Area = 14,719 sf

Concept Second Floor Plan

OLC

NORTHEAST REGIONAL WELLNESS CENTER

Grafton, North Dakota

SHEET:	Concept Second Floor Plan	A2
DATE:	March 25, 2025	
SCALE:	1" = 40'	
OLC #:	TBD	

SPACE SUMMARY NORTHEAST REGIONAL WELLNESS CENTER

	Qty.	Size	Subtotal	Subtotal	Total
I. PUBLIC AMENITIES					9,321
A. Entrance / Lobby				3,815	
1 Vestibule	1	160	160		
2 Lobby / Lounge	1	1,680	1,680		
3 Vending / Grab and Go	1	50	50		
4 Kids Club	1	1,525	1,525		
5 Public Toilets	2	200	400		
B. Admin. / Management				1,300	
1 Reception / Desk	1	160	160		
2 Offices:					
Programmers	3	80	240		
Staff Offices	2	120	240		
Facility Manager Office	1	160	160		
3 Copy / Office Machines	1	150	150		
4 Staff Toilet (Unisex)	1	50	50		
5 Circulation	1	300	300		
C. Conference				1,870	
1 Community Room	2	768	1,536		
2 Teaching Kitchen	1	167	167		
3 Storage	1	167	167		
D. Wellness				2,336	
1 Fitness Assessment / Education	1	316	316		
2 Sports Performance	1	2,020	2,020		

II. LOCKER FACILITIES					3,129
A. Women's Changing Room					1,150
1	Day Lockers	1	1,150	1,150	
B. Men's Changing Room				1,150	
1	Day Lockers	1	1,150	1,150	
C. Family Changing				664	
1	Day Lockers	1	424	424	
2	Assisted Changing Room	3	80	240	
D. Massage				165	
1	Massage Room		1	165	
III. FITNESS, CONDITIONING, RECREATION					24,639
A. Multi-Purpose Rooms					4,435
1	Group Exercise Room #1	1	1,371	1,371	
2	Group Exercise #1 Storage	1	150	150	
3	Group Exercise Room #2	1	1,371	1,371	
4	Group Exercise #2 Storage	1	150	150	
5	Group Cycling Room	1	1,205	1,205	
6	Group Cycling Storage	1	188	188	
B. Fitness Facilities				8,162	
1	Cardio / Weights / Stretching	1	7,897	7,897	
2	Storage	1	265	265	
C. Sports				12,042	

	1	Walk / Jog Track (11 laps/mi.)	1	5,125	5,125	
	2	Multi-Purpose (HS court, 50'x84')	1	6,767	6,767	
	3	Multi-Purpose Storage	1	150	150	
IV. AQUATIC FACILITIES						13,317
A. Lap / Exercise Pool						1,860
	1	(3) lanes x 25 yds.	1	1,860	1,860	
B. Leisure Pool					3,150	
	1	Zero-Depth Entry, walking resistance	1	2,850	2,850	
	2	Splash Pad	1	300	300	
C. Pool Support					8,307	
	1	Leisure Pool Deck	1	5,905	5,905	
	2	Lap Pool Deck	1	2,402	2,402	
V. SUPPORT FACILITIES						3,247
A. Building Support						1,152
	1	Building Mechanical Room	1	420	420	
	2	Electrical / Data Room	1	134	134	
	3	Janitorial Room	2	70	140	
	4	Elevator / Equipment Room	2	70	140	
	5	Laundry Room	1	148	148	
	6	General Storage	1	170	170	
B. Pool Support						2,095
	1	Lifeguards / First-Aid	1	210	210	
	2	Multi-Purpose / Party Room	1	430	430	
	3	Multi-Purpose Storage	1	100	100	
	4	Pool Storage	1	335	335	
	5	Pool Mechanical Room	1	920	920	

6 Chemical Storage Rooms	2	50	100	
NET S.F. OF FLOOR AREA				53,653
GROSS S.F. FACTOR	11%			5,931
GROSS FLOOR AREA				59,584

INTERVIEW SUMMARY

Goals and Objectives

The purpose of conducting these interviews was to gather qualitative information to assist in the determination of the feasibility and viability of developing the proposed Northeast Regional Wellness Center. This information was analyzed with the quantitative data being compiled and analyzed as part of the market assessment and comprehensive business plan.

The three goals for the proposed Northeast Regional Wellness Center include the development of the following:

1. A recreation and wellness destination for improving the health status of the community through a membership-based community facility offering recreational, fitness and wellness programs and services to the communities in the Northeast region of North Dakota
2. A recreation and wellness center to serve the unmet needs of a multi-generational community with a variety of health concerns and aging in place
3. A community destination incorporating healthy lifestyle amenities with a focus on integrating wellness, fitness and recreation services

The Process

Twenty two community and organization leaders were contacted as part of this qualitative research. A detailed list of the organizations is included in the Appendix. At the onset of each interview, a general overview of the proposed Northeast Regional Wellness Center including some typical general physical amenities was provided. The remainder of the interview was allocated to ideas, thoughts, suggested programs and services for the proposed Center as it related to the area's various needs and interests.

Interview Findings

Based on the interviews that were conducted, the following observations have been made regarding the thoughts, opinions and ideas for the proposed Northeast Regional Wellness Center and the needs that were expressed as being of importance to their organizations and to the community.

Interview Themes

Some of the common themes from the interviewees included:

- Improve the health status of the area.
- Replace the existing outdated facilities.
- Provide year-round recreational and fitness destination for regional residents.
- Offer interested major employers corporate memberships for their staffs.
- Provide additional program space for area student athletes.
- Provide an opportunity for employers to reduce medical costs for their staff members.
- Offer additional recreational, fitness and wellness services for "aging in place".
- Provide a wellness center that would be a great recruitment tool for attracting new residents and businesses.
- Offer space for school activities/programs in addition to athletics/sports

- Offer a multi-generational center, something for everyone

Healthcare Providers Findings

Unity Medical Center, Grafton, ND; First Care Health Center, Park River, ND and Altru Health, Grand Forks, ND were interviewed to assess their interest in participating in the Wellness Center as a community partner.

As the local healthcare provider, Unity Medical Center submitted a letter of support stating:

- We appreciate the effort and leadership of all those involved in moving this project forward.
- We believe this is a rare and exciting opportunity to develop a foundational project that would stimulate economic growth throughout the community and region.
- We think the opportunity for the State of ND, for this community, and for this region, to put real meaning into a message of a healthier community is timely and will create a shift in the wellness culture.
- We are excited to be a part of the planning discussion and pledge our support to sit at the table as representatives of the business community, the healthcare community and as individuals interested in the overall development of the region.
- We see the project as a vital part of workforce development for all of us who rely on a stable workforce to accomplish our organizational mission. Keeping good people here and attracting new talent into the area is vital to ongoing success.
- We are willing to discuss a possible financial contribution to the project from a couple of different perspectives:
    - A named space contribution in support of a designated room or area of the building. As we discussed during the meeting, we have some significant limitations given the uncertainty of the healthcare climate. However, our interest in some level of participation is genuine and something we would discuss with our Board at the appropriate time.

- We are willing to consider a possible leased space that could jointly support our program goals as well as the ongoing cash flow needs of the project. There are many steps for us to evaluate a new possibility of this nature, but we are willing to consider how this could benefit our operations and this project.

First Care Health Center, Park River, ND was supportive of the proposed wellness center. However, they have currently committed financial support for the proposed Park River recreation project.

Altru Health System, Grand Forks, ND has committed $10 million to the development of the Altru Sports Complex currently under construction. However, since the Altru Health System is a major referral provider for high acuity and specialty care for Unity Medical Center patients, they would support whatever involvement Unity Medical Center would be providing to the project. They may also consider some minor financial support if the project moves forward.

[END SECTION 3: PROGRAMMING & DESIGN]

Section 4: Marketing & Sales

MARKETING & SALES

It has been IBIS' experience that developing and fully implementing a comprehensive marketing and sales plan focused on the retail aspect of the business has the potential to reduce business risk and concurrently enhance the probability of achieving predefined revenue, participation and membership goals. This plan would include specific strategies to educate and inform market area consumers about the mission, objectives and services associated with the new wellness center. Most importantly, this plan would be implemented during the pre-opening development phase to build momentum for a successful grand-opening and first year of operations.

OBJECTIVES

The overarching objectives of the marketing and sales plan for the facility would be to:

- Achieve established goals for facility participation and memberships as determined by market demand and financial projections.
- Support the positive image and reputation of the Northeast Regional Wellness Center and position the new operation as the predominant health and wellness facility in the region.

Based on specific demographics and the lifestyle segments in the market, various marketing mediums would be utilized. These mediums would be utilized to reach the desired target markets, generate awareness and educate the consumer, and achieve the projected membership goals.

POSITIONING AND CORPORATE IDENTITY

- To successfully penetrate the market, the marketing and sales plan would include a positioning strategy and a corporate identity strategy.
- **Positioning the Facility for Success**:
    - The positioning strategy would be developed to inform and educate consumers regarding the various programs, services and amenities to be offered.

- This positioning strategy would differentiate this facility from the existing offerings in the area, forming its identity as a major resource to enhance specific sports' skillsets, and improve the health status and life quality of the community.

- **Developing a Brand Identity**:
  - The brand identity program would be developed to support the positioning strategy. The new name and identity/logo would identify the DeWitt Health & Fitness Center while establishing its own presence as a new community health, fitness and wellness resource.

MARKETING COMMUNICATIONS VEHICLES

Some examples of the marketing communications vehicles used to implement the marketing and membership sales strategy would include:

- Direct Mail
- Advertising
- Special Events/Promotions
- Targeted collateral marketing and sales materials
- Signage/visual merchandising display
- Premium Items
- Public Relations/Media Relations
- Photography
- Pre-opening Membership Sales Office
- Internal & External Communications Plans
- Social Media

Table 4-1: Marketing & Sales Budget

Marketing Expenses	*Months to Opening* 6	5	4	3	2	1	Pre-Open	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Advertising												
Signage	*5,000*	*0*	*0*	*0*	*0*	*5,000*	**10,000**	0	0	0	0	0
Renderings & Video	*0*	*10,000*	*0*	*0*	*0*	*0*	**10,000**	0	0	0	0	0
Photography	*0*	*0*	*1,000*	*0*	*0*	*1,000*	**2,000**	5,000	5,250	5,513	5,788	6,078
Grand Opening Promo	*0*	*0*	*0*	*0*	*0*	*15,000*	**15,000**	0	0	0	0	0
Social Media	*10,000*	*10,000*	*10,000*	*10,000*	*10,000*	*10,000*	**60,000**	10,000	10,500	11,025	11,576	12,155
Print Advertising	*5,000*	*5,000*	*5,000*	*5,000*	*5,000*	*5,000*	**30,000**	10,000	10,500	11,025	11,576	12,155
Media Placements	*0*	*2,000*	*0*	*0*	*0*	*0*	**2,000**	5,000	5,250	5,513	5,788	6,078
Premium Items	*1,000*	*1,000*	*1,000*	*1,000*	*1,000*	*1,000*	**6,000**	1,000	1,050	1,103	1,158	1,216
Outdoor Advertising	*0*	*0*	*2,000*	*2,000*	*2,000*	*2,000*	**8,000**	0	0	0	0	0
Coming Soon Sign	*0*	*0*	*3,500*	*0*	*0*	*0*	**3,500**	0	0	0	0	0
Advertising	***$21,000***	***$28,000***	***$22,500***	***$18,000***	***$18,000***	***$39,000***	**$146,500**	**$31,000**	**$32,550**	**$34,178**	**$35,886**	**$37,681**
Print												
Member Newsletters	*0*	*0*	*0*	*0*	*0*	*2,000*	**2,000**	12,000	12,600	13,230	13,892	14,586
Direct Mail	*0*	*2,500*	*0*	*2,500*	*0*	*2,500*	**7,500**	30,000	31,500	33,075	34,729	36,465
Postage for Mailers	*0*	*1,000*	*0*	*0*	*0*	*0*	**1,000**	2,500	2,625	2,756	2,894	3,039
Print	***$0***	***$3,500***	***$0***	***$2,500***	***$0***	***$4,500***	**$10,500**	**$44,500**	**$46,725**	**$49,061**	**$51,514**	**$54,090**
Special Events												
Groundbreaking Event	*5,000*	*0*	*0*	*0*	*0*	*0*	**5,000**	0	0	0	0	0
Grand Opening Event	*0*	*0*	*0*	*0*	*0*	*5,000*	**5,000**	0	0	0	0	0
Membership Appreciation	*0*	*0*	*0*	*0*	*0*	*0*	**0**	12,000	12,600	13,230	13,892	14,586
Special Events	***$5,000***	***$0***	***$0***	***$0***	***$0***	***$5,000***	**$10,000**	**$12,000**	**$12,600**	**$13,230**	**$13,892**	**$14,586**
Other Marketing												
Corporate Identity	*5,000*	*0*	*0*	*0*	*0*	*0*	**5,000**	0	0	0	0	0
Strategic Development	*2,500*	*0*	*0*	*0*	*0*	*0*	**2,500**	0	0	0	0	0
Concept Presentation	*0*	*0*	*0*	*0*	*0*	*0*	**0**	0	0	0	0	0
Copywriting	*2,500*	*0*	*0*	*0*	*0*	*0*	**2,500**	0	0	0	0	0
Concept Design	*5,000*	*0*	*0*	*0*	*0*	*0*	**5,000**	0	0	0	0	0
Sales Package	*0*	*10,000*	*0*	*0*	*0*	*10,000*	**20,000**	24,000	25,200	26,460	27,783	29,172
Other Marketing	***$15,000***	***$10,000***	***$0***	***$0***	***$0***	***$10,000***	**$35,000**	**$24,000**	**$25,200**	**$26,460**	**$27,783**	**$29,172**
Marketing Expenses	***$41,000***	***$41,500***	***$22,500***	***$20,500***	***$18,000***	***$58,500***	**$202,000**	**$111,500**	**$117,075**	**$122,929**	**$129,075**	**$135,529**

[END SECTION 4: MARKETING & SALES]

SECTION 5: OWNERSHIP & OPERATIONS

OWNERSHIP & OPERATIONS

OBJECTIVES

- Develop a consumer-friendly welcoming recreational and wellness center for the community.
- Create the most efficient building ownership entity.
- Create the most efficient business ownership entity.
- Establish ownership and operations entities to obtain the maximum funding capability for short and long-term recreational and wellness center business.
- Develop business operations ownership entity to achieve the financial and value-driven goals for the recreational and wellness business.

OWNERSHIP MODELS

Land Ownership

It is understood by IBIS that the land would be wholly owned by Grafton Parks and Recreation. For completing this report, the following financing assumptions were included and can be found in detail in Section 6.

The following financial assumptions have been included in the financial analysis:

- Project costs including construction and site development to be funded by the building ownership entity.
- The Center costs, including financing, business development fees, FF&E and start-up would be funded by the Center ownership entity.

Building Ownership

The Graton Parks and Recreation would hold ownership of the building. This building ownership entity may lease portions of the building to other parties via lease agreements. Specific lease terms and conditions for the Northeast Regional Wellness Center spaces would be developed during the pre-project development phase.

Recreational and Wellness Center Business Ownership

An ownership entity to hold the business for the recreational and wellness center may be developed.

The furniture, fixtures and equipment for the Center would be owned by this ownership entity. The Health & Wellness Center may lease portions of the facility to other organizations/affiliates/businesses via lease agreements. Specific lease terms and conditions for the health & wellness center spaces would be developed during the pre-project development phase.

Building and Business Ownership

Based on the Grafton Parks and Recreation's interests, there may be the desire to create one entity to hold both the physical building and the Center business.

Recreation and Wellness Center Business – Management & Operations

Managing the operations for the Center business requires strategic planning, financial oversight and overall day-to-day operations expertise and experience. The Center is a consumer-oriented, customer-friendly, market-driven retail business. Many factors need to work in harmony to achieve a successful Center business.

There are two options to consider for managing and operating the health & wellness center business: self/internal management and outsourced management services.

Internal Management

The Center business ownership entity would employ the management team and the staff members to operate the Center on a day-to-day basis. All staff members would be Center employees or independent contractors for various programs and services. The management team would report to the Center business ownership entity.

Some of the key operational responsibilities include talent recruitment, hiring and training; programs and services; information technology; financial accounting; health & safety; customer service & member satisfaction; marketing and sales; maintenance & housekeeping; medical integration; business systems; medical advisory committee and policies and procedures.

Outsourced Consulting Management Services

The Center business ownership entity would execute a consulting management services agreement with an outside firm to assist with the management and operations of the Center business on an as needed basis. This consulting management services agreement would define specific tasks and responsibilities, performance outcomes and benchmarks based on the Business Plan market analysis, financial and revenue projections.

Some of the key operational responsibilities that may require assistance from an outside firm include talent recruitment, hiring and training; programs and services; information technology; financial accounting; health & safety; customer service & member satisfaction; marketing and sales; maintenance & housekeeping; medical integration; business systems; medical advisory committee and policies and procedures.

Providing consistent service assistance and leadership for the Center business by an outsourced management consulting company would assist the business ownership entity on an as-needed basis if additional internal resources are unavailable to contribute to the success of the Northeast Regional Wellness Center.

If outsourcing consulting management services is the chosen path for the management and operations for the Northeast Regional Wellness Center, IBIS Enterprises would be interested in being considered to enter into a consulting management services agreement with the business ownership entity.

[END SECTION 5: OWNERSHIP & OPERATIONS]

Section 6: Financial Projections

FINANCIAL PROJECTIONS

OVERVIEW

This section of the Northeast Regional Wellness Center Business Plan will provide the project's estimated costs and demonstrate its initial feasibility based on the results of the market analysis and assessment presented in Section 2. It is the intent of this section to provide both capital and operational cost and revenue projections. A summary breakdown of the project's predominant programming areas is shown in Table 6-1. It is the intent of this Business Plan to provide a comprehensive concept or square footage layout, along with associated capital costs and operating projections.

Capital Budget

- Construction costs for the proposed Health & Fitness Center are estimated at **$24 million**. Total square footage for this plan is 59,584. Total Project costs are estimated at **$30.1 million**.
- Additional fees including site development, design and engineering, permits, legal, financing, business development and start up operating expenses are estimated at **$5.2 million**.
- Approximately **$882,000** has been projected for Furniture, Fixture and Equipment and have been included in the financing. A predominant part of the FFE inventory is fitness equipment, estimated at nearly $377,000. The fitness equipment inventory includes all cardiovascular training equipment, strength training equipment and select health assessment equipment.

It should be noted that while extensive effort was put forth to derive accurate cost estimation, at this point in the business planning process the costs provided are only estimations. The concept plans are general concepts and not exact square footages and the associated costs are more aligned with "cost opinions" versus specific budgets. Therefore, the programming square footages and costs presented in this plan should be used as an initial guide and starting point to further exploration of programming needs, square footage allocations and capital budget development.

Table 6-1: Square Footage Breakdown

Programming Areas	Sq Ft
3 lane track – on 2nd floor	5,125
Administrative	1,294
Circulation	6,015
Courts	6,767
Fitness/Exercise Equipment Areas	7,897
Group Ex. Rooms	3,947
Kid's Club	1,525
Laundry/Mechanical/Storage/Elevator	1,692
Lobby	1,840
Locker Areas	2,977
Multi-Purpose	2,290
Pool Equipment and Storage	1,355
Pool Lap	4,262
Pool Leisure	9,055
Pool Office	730
Public Restrooms	477
Sports Performance	2,020
Wellness Office	316
Square Footage Total	**59,584**

Table 6-2: Project Construction Cost Summary

Building Square Footage	**59,584**
Property	
Land	$0
Site Development	$675,000
Subtotal Property	**$675,000**
Construction	
Building Construction	$22,851,950
General Contractor Fees (5.0%)	$1,142,598
Subtotal Construction	**$23,994,548**
Property and Construction Contingency	
Contingency Rate Applied	5.0%
Contingency	$1,233,477
Subtotal Construction	**$1,233,477**
Other Fees	
Design and Engineering	$1,882,156
Permits and Fees	$89,376
Legal Fees	$25,000
Financing Fees	$360,000
Business Development Fees	$935,025
Subtotal Other Fees	**$3,291,557**
Furniture, Fixtures and Equipment	**$882,306**
Total Estimated Project Costs	**$30,076,888**

Total Project Costs ~ $504.78 psf

At this point in the business planning process, total project costs are estimated at $30.1 million.

Table 6-3: Furniture, Fixtures & Equipment Breakdown

Area	Cost Estimate
Fitness Equipment	$376,290
Office Areas/Common Areas	$59,584
Kids Club & Playgrounds	$59,540
IT/AV/Security/Telephone System	$238,336
Food & Beverage	$25,000
Maintenance & Housekeeping/Laundry	$42,000
Conference Rooms	$20,000
Contingency-7.5%	$61,556
Total	**$882,306**

Operations

As determined by the market analysis (Section 2) conducted by IBIS of the Grafton area, and as represented in the financial analysis, it is projected that the proposed facility should expect approximately 475 memberships/contracts and 900 members/people, plus 150 corporate memberships. A ratio of approximately 1.7 members to memberships is expected.

Membership and Member capacity projections are expected to be reached during the pre-opening phase. Membership drop-out rates, or attrition rates, anticipated for this facility are 10% in Year 1 and 15% in Years 2 through 5. These attrition rates are better than health and fitness industry benchmarks, but deemed reasonable given the size of the facility, the market area, and anticipated programming.

Key Points Associated with Facility Operations and Financial Projections:

- Labor costs:
    - Director, Fitness Manager, and Business Office Manager will be entirely funded by the General Fund and not of the Wellness Center.
    - Labor cost increases of 2.0% were applied in years 2 through 5.

  - Payroll taxes and employee benefits of 30% were included in the projections.

- Nominal membership price increases of $2 per month for years 2 through 5.
- Membership revenues account for approximately 72% of Total Revenues.
- Facility utilization, which drives supply costs, is estimated at 15% of total members.
- It is assumed that this business will operate as a 501(c)3 non-profit and will not pay a Corporate Income Tax.
- Start-up Expenses are full amortized in Year 1, but not included in the estimated Profit & Loss statement. Start-up Expenses are estimated at $280,000.
- Utilities are another significant component of operating expenses. Gas and Electric expenses have been assessed $2.50/SF and $2.00/SF respectively. Water expense was applied based on facility utilization rates.
- Supply expense items include janitorial, locker room amenities, fitness equipment supplies, office supplies, maintenance and other nominal miscellaneous supply items such as technology and uniforms.
- Software license fees represent another significant operating expense. The proposed facility will need a member management software program to assist with budgeting, cost control and membership tracking. This expense has been included in the operating expenses as well.
- The annual inflation rate used in the attached financials is 2.0% unless otherwise noted.

Table 6-4: Profit & Loss Projections

	Start-Up	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Revenues:						
Membership Revenue	11,600	514,663	516,285	533,622	544,617	558,092
Daily Visits	0	65,408	64,395	64,395	64,395	64,395
Non-Membership Revenues	0	117,137	137,660	141,716	150,122	155,072
Gross Revenue	**$11,600**	**$697,208**	**$718,339**	**$739,732**	**$759,134**	**$777,559**
Expenses:						
Salaries & Benefits	27,420	420,447	496,306	504,580	513,026	521,648
Supplies	8,005	44,433	44,668	45,094	45,529	45,973
Maintenance & Repairs	0	107,385	109,487	111,651	113,859	116,110
Utilities	29,721	300,848	306,865	313,002	319,262	325,648
Management Fee	0	17,430	17,958	18,493	18,978	19,439
Marketing, Sales & Advertising	202,000	111,500	117,075	122,929	129,075	135,529
Legal Fees/Bank Fees/Software Fees	0	17,786	17,777	18,149	18,427	18,752
Bad Debt/Insurance/Other	12,000	27,926	28,255	28,988	29,569	30,218
Total Operating Expenses	**279,146**	**1,047,755**	**1,138,391**	**1,162,887**	**1,187,726**	**1,213,316**
Operating Income	**($267,546)**	**($350,547)**	**($420,051)**	**($423,155)**	**($428,592)**	**($435,757)**

Table 6-5: Interest and Depreciation Expenses

	Start-Up	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Interest on Debt	0	930,016	890,252	847,824	802,555	754,254
Depreciation	0	909,744	909,744	909,744	909,744	909,744
Start-Up Amortization	0	279,146	0	0	0	0

Table 6-6: Membership Volume Projections

Membership Volume Projections	Pre-Open	Year 1	Year 2	Year 3	Year 4	Year 5
New Memberships						
Single	63	6	8	8	8	8
Single + 1	94	9	13	13	13	13
Family	157	14	21	21	21	21
Senior	157	14	21	21	21	21
Corporate	157	14	21	21	21	21
New Memberships End of Period	627	57	84	84	84	84
Cancelled Memberships	0.00%	10.00%	15.00%	15.00%	15.00%	15.00%
Single	0	10	12	12	12	12
Single + 1	0	12	12	12	12	12
Family	0	12	24	24	24	24
Senior	0	12	24	24	24	24
Corporate	0	12	24	24	24	24
Memberships Xld End of Period	0	58	96	96	96	96
Net Memberships						
Single	63	60	60	60	60	60
Single + 1	94	91	91	91	91	91
Family	157	159	159	159	159	159
Senior	157	159	159	159	159	159
Corporate	157	159	159	159	159	159
Memberships End of Period	628	628	628	628	628	628
END Number of Members						
Single	63	59	60	60	60	60
Single + 1	141	137	137	137	137	137
Family	538	545	545	545	545	545
Senior	157	159	159	159	159	159
Corporate	157	159	159	159	159	159
Total Members End of Period	1,056	1,059	1,060	1,060	1,060	1,060
Member to Membership Ratio	1.68	1.69	1.69	1.69	1.69	1.69

Table 6-7: Membership Revenue Projections

Membership Pricing	Pre-Open	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Enrollment Revenue						
Single	$50	$50	$50	$87	$88	$89
Single + 1	$90	$90	$90	$127	$127	$127
Family	$120	$120	$120	$157	$157	$157
Senior	$40	$40	$40	$77	$77	$77
Corporate	$35	$35	$35	$35	$35	$35
Monthly Dues						
Single	n/a	$50	$52	$54	$56	$58
Single + 1	n/a	$90	$92	$94	$96	$98
Family	n/a	$120	$122	$124	$126	$128
Senior	n/a	$40	$42	$44	$46	$48
Corporate	n/a	$35	$35	$37	$37	$38

Membership Revenues	Pre-Open	Year 1	Year 2	Year 3	Year 4	Year 5
Enrollment Revenue						
Single	$875	$246	$367	$652	$645	$712
Single + 1	$2,340	$664	$1,073	$1,580	$1,513	$1,651
Family	$5,160	$1,378	$2,310	$3,182	$3,022	$3,297
Senior	$1,720	$510	$770	$1,502	$1,617	$1,617
Corporate	$1,505	$446	$674	$735	$735	$735
Enrollment Revenue	**$11,600**	**$3,243**	**$5,193**	**$7,650**	**$7,533**	**$8,012**
Monthly Dues Revenue						
Single	$0	$36,400	$36,816	$38,232	$39,648	$41,064
Single + 1	$0	$100,620	$99,360	$101,520	$103,680	$105,840
Family	$0	$230,400	$229,848	$233,616	$237,384	$241,152
Senior	$0	$76,800	$79,128	$82,896	$86,664	$90,432
Corporate	$0	$67,200	$65,940	$69,708	$69,708	$71,592
Monthly Dues Revenue	**$0**	**$511,420**	**$511,092**	**$525,972**	**$537,084**	**$550,080**
Total Membership Revenue	**$11,600**	**$514,663**	**$516,285**	**$533,622**	**$544,617**	**$558,092**

Table 6-8: Estimated Labor Expenses

Position	Start-Up	FTE	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Director **	$0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Fitness Manager **	$0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00
EVS & Maint. Manager	$14,155.66	0.50	$41,749.59	$45,554.53	$46,341.30	$47,143.81	$47,962.36
Administrative Assist.	$9,120.80	0.50	$24,353.93	$29,163.48	$29,622.43	$30,090.55	$30,568.05
Business Office Manager **	$0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Env. Svcs. Associate	$0.00	1.00	$41,749.59	$51,770.53	$52,557.30	$53,359.81	$54,178.36
Group Ex Instructors	$0.00	1.00	$69,582.65	$77,996.22	$79,307.50	$80,645.01	$82,009.27
Special Program Instructors	$0.00	0.00	$59,172.01	$65,686.12	$67,134.16	$68,617.46	$70,136.88
Exercise Physiologist	$4,144.00	1.00	$76,540.91	$84,552.64	$85,995.05	$87,466.31	$88,967.00
Fitness Associate	$0.00	1.00	$41,749.59	$51,770.53	$52,557.30	$53,359.81	$54,178.36
Personal Trainers	$0.00	0.17	$13,082.98	$15,512.16	$15,776.78	$16,046.70	$16,322.02
Child Sitting Coordinator	$0.00	1.00	$27,833.06	$38,657.69	$39,182.20	$39,717.21	$40,262.91
Child Sitting Associate	$0.00	1.00	$24,632.26	$35,641.73	$36,105.93	$36,579.41	$37,062.35
Total Labor Expenses	**$27,420.46**	**7.17**	**$420,446.55**	**$496,305.62**	**$504,579.96**	**$513,026.08**	**$521,647.58**

**** Indicates positions to be funded by the General Fund.**

Table 6-9: Estimated Marketing Expenses

Marketing Expenses	*Months to Opening* 6	5	4	3	2	1	Pre-Open	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Advertising												
Signage	*5,000*	*0*	*0*	*0*	*0*	*5,000*	**10,000**	0	0	0	0	0
Renderings & Video	*0*	*10,000*	*0*	*0*	*0*	*0*	**10,000**	0	0	0	0	0
Photography	*0*	*0*	*1,000*	*0*	*0*	*1,000*	**2,000**	5,000	5,250	5,513	5,788	6,078
Grand Opening Promo	*0*	*0*	*0*	*0*	*0*	*15,000*	**15,000**	0	0	0	0	0
Social Media	*10,000*	*10,000*	*10,000*	*10,000*	*10,000*	*10,000*	**60,000**	10,000	10,500	11,025	11,576	12,155
Print Advertising	*5,000*	*5,000*	*5,000*	*5,000*	*5,000*	*5,000*	**30,000**	10,000	10,500	11,025	11,576	12,155
Media Placements	*0*	*2,000*	*0*	*0*	*0*	*0*	**2,000**	5,000	5,250	5,513	5,788	6,078
Premium Items	*1,000*	*1,000*	*1,000*	*1,000*	*1,000*	*1,000*	**6,000**	1,000	1,050	1,103	1,158	1,216
Outdoor Advertising	*0*	*0*	*2,000*	*2,000*	*2,000*	*2,000*	**8,000**	0	0	0	0	0
Coming Soon Sign	*0*	*0*	*3,500*	*0*	*0*	*0*	**3,500**	0	0	0	0	0
Advertising	***$21,000***	***$28,000***	***$22,500***	***$18,000***	***$18,000***	***$39,000***	**$146,500**	**$31,000**	**$32,550**	**$34,178**	**$35,886**	**$37,681**
Print												
Member Newsletters	*0*	*0*	*0*	*0*	*0*	*2,000*	**2,000**	12,000	12,600	13,230	13,892	14,586
Direct Mail	*0*	*2,500*	*0*	*2,500*	*0*	*2,500*	**7,500**	30,000	31,500	33,075	34,729	36,465
Postage for Mailers	*0*	*1,000*	*0*	*0*	*0*	*0*	**1,000**	2,500	2,625	2,756	2,894	3,039
Print	***$0***	***$3,500***	***$0***	***$2,500***	***$0***	***$4,500***	**$10,500**	**$44,500**	**$46,725**	**$49,061**	**$51,514**	**$54,090**
Special Events												
Groundbreaking Event	*5,000*	*0*	*0*	*0*	*0*	*0*	**5,000**	0	0	0	0	0
Grand Opening Event	*0*	*0*	*0*	*0*	*0*	*5,000*	**5,000**	0	0	0	0	0
Membership Appreciation	*0*	*0*	*0*	*0*	*0*	*0*	**0**	12,000	12,600	13,230	13,892	14,586
Special Events	***$5,000***	***$0***	***$0***	***$0***	***$0***	***$5,000***	**$10,000**	**$12,000**	**$12,600**	**$13,230**	**$13,892**	**$14,586**
Other Marketing												
Corporate Identity	*5,000*	*0*	*0*	*0*	*0*	*0*	**5,000**	0	0	0	0	0
Strategic Development	*2,500*	*0*	*0*	*0*	*0*	*0*	**2,500**	0	0	0	0	0
Concept Presentation	*0*	*0*	*0*	*0*	*0*	*0*	**0**	0	0	0	0	0
Copywriting	*2,500*	*0*	*0*	*0*	*0*	*0*	**2,500**	0	0	0	0	0
Concept Design	*5,000*	*0*	*0*	*0*	*0*	*0*	**5,000**	0	0	0	0	0
Sales Package	*0*	*10,000*	*0*	*0*	*0*	*10,000*	**20,000**	24,000	25,200	26,460	27,783	29,172
Other Marketing	***$15,000***	***$10,000***	***$0***	***$0***	***$0***	***$10,000***	**$35,000**	**$24,000**	**$25,200**	**$26,460**	**$27,783**	**$29,172**
Marketing Expenses	***$41,000***	***$41,500***	***$22,500***	***$20,500***	***$18,000***	***$58,500***	**$202,000**	**$111,500**	**$117,075**	**$122,929**	**$129,075**	**$135,529**

Fitness Equipment

A significant portion of the furniture, fixtures and equipment costs include fitness equipment. It is imperative that careful planning take place regarding the amount and type of equipment to be procured for this project. The equipment needs to fit into the space provided in the facility layout and be appropriate for the target market. Lastly, vendor selection is key in order to procure quality equipment with reasonable pricing.

Table 6-10: Fitness Equipment Detail

Equipment Category	Estimated Costs	Notes
Aquatics Group Ex	$12,972	Aquatics Supplies for Group Classes
Cardiovascular Training	$170,676	Treadmills, Ellipticals, Bikes, etc.
Free Weights	$55,726	Weights, Barbells, Dumbbells, Benches
Group Exercise	$54,823	Group Exercise Supplies
Miscellaneous Fitness	$7,200	AED, Blood Pressure Station
Plate Loaded	$21,780	Plate Loaded Benches
Selectorized Machines	$53,112	Pin Select Weight Resistance Machines
Total Fitness Equipment	**$376,290**	

Table 6-11: Financial Outcomes Summary

Building		
Square Footage	59,584	
Project Costs	$30,077,000	
FFE	$880,000	
Start-up Working Capital	$500,000	

Membership Volume	Year 1	Year 5
Memberships (Revenue Generating)	628	628
Members (Utilization Generating)	1,059	1,060

Membership Revenues	Year 1	Year 5
Membership Revenue (Year 1; Year 5)	$514,663	$558,092
Single Monthly Fees	$50	$58
Single +1 Monthly Fees	$90	$98
Family Monthly Fees	$120	$128
Membership Revenue Ratio	73.8%	71.8%
Avg. Membership Rev/Member/Month	$68.29	$74.06
Avg. Membership Rev/Membership/Month	$40.50	$43.88

Key Operating Projections	Year 1	Year 5
Gross Revenue	$697,208	$777,559
Labor Expense	$420,447	$521,648
Operating Income	($350,547)	($435,757)

[END SECTION 6: FINANCIAL PROJECTIONS]

Section 7: Development Schedule

DEVELOPMENT SCHEDULE

This section outlines the potential timeline for the anticipated project. All dates are estimates at this point and would be refined as the business planning process moves forward toward finalization. The purpose of providing the following schedule is simply to illustrate potential timeframe associated with a project of this magnitude.

Table 7-1 provides anticipated start and end dates respective to each predominant project phase. Duration in days and months has also been provided as baseline potential timelines per phase. Chart 7-1 illustrates the potential timeline by using a Gantt Chart format.

Table 7-2 provides more detail within each predominant project phase. Again, there are overriding assumptions associated with each phase and milestone and will be refined as business planning refinement and project development ensues. Chart 7-2 illustrates the added detail, also by using a Gantt Chart format.

Table 7-1: High Level Project Schedule

	Start	End
Business Plan Development	1/27/2025	6/3/2025
Business Development & Fundraising	6/18/2025	5/31/2026
Construction Preparation (Design, Engineering, Permits)	8/30/2026	1/28/2027
Operations Development (Planning thru Implementation)	5/31/2026	12/5/2027
Construction	1/28/2027	11/25/2027
Furniture, Fixtures & Equipment (Order to Install)	2/27/2027	12/2/2027
Open for Business	12/4/2027	12/5/2027

Chart 7-1: High Level Timeline

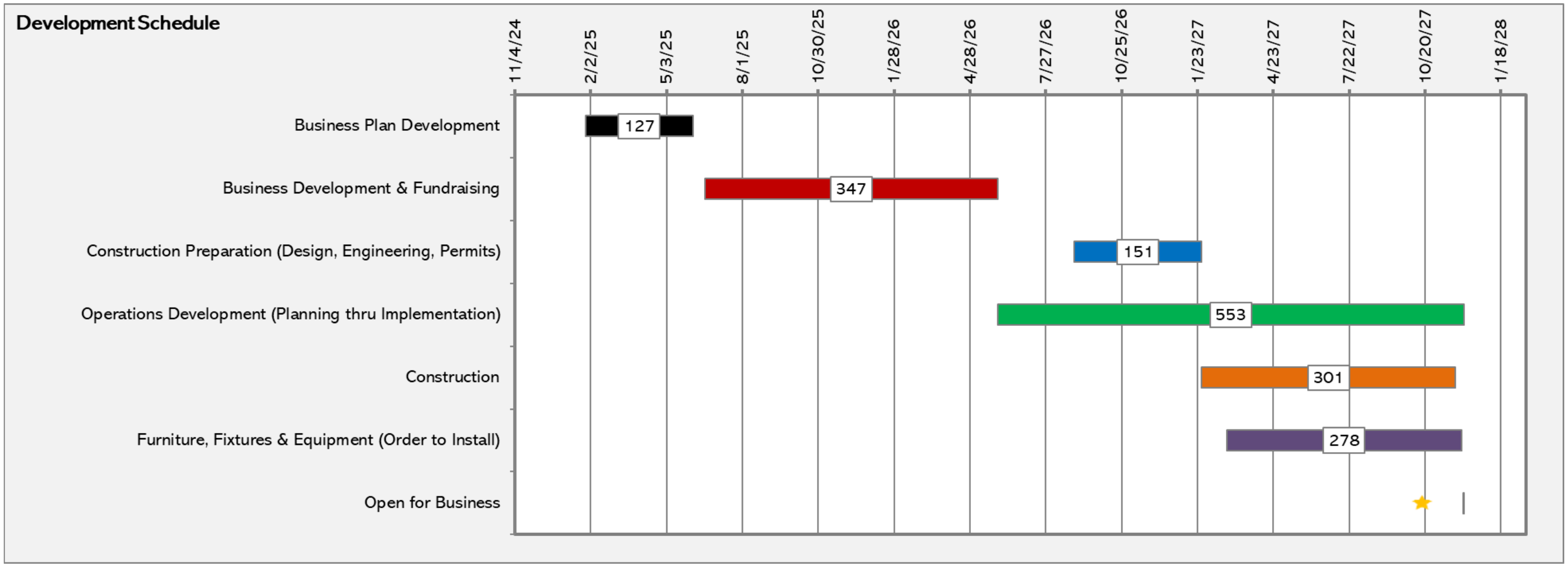
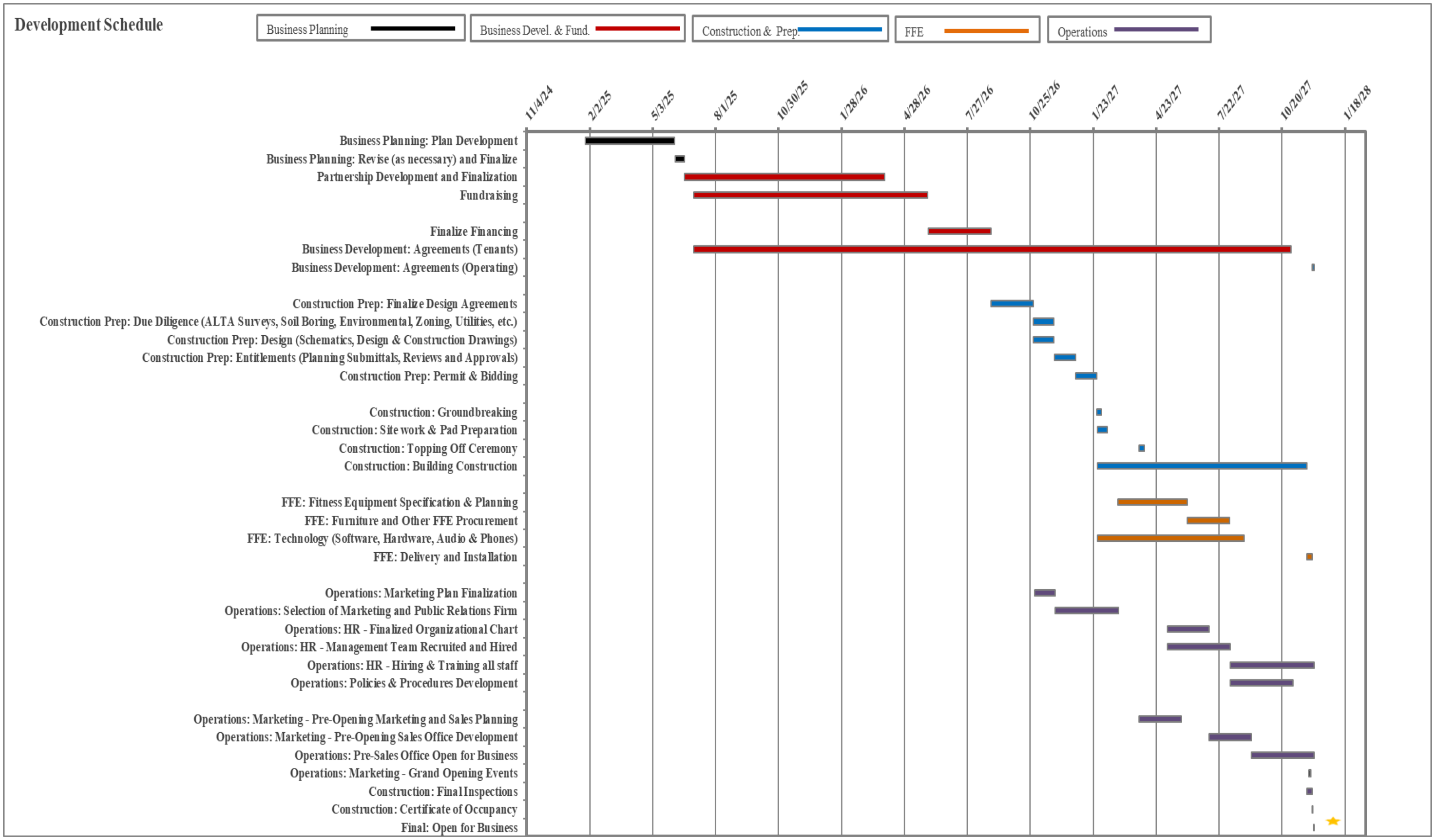


Table 7-2: Detailed Project Schedule

	Milestone/Deliverable	Start	End	Duration (Days)
	BUSINESS PLAN DEVELOPMENT			
1	Business Planning: Plan Development	1/27/2025	6/3/2025	127
2	Business Planning: Revise (as necessary) and Finalize	6/4/2025	6/18/2025	14
3	Partnership Development and Finalization	6/18/2025	3/31/2026	286
4	Fundraising	7/1/2025	5/31/2026	334
	BUSINESS DEVELOPMENT, FUNDRAISING (AS NECESSARY) & FINANCING			
5	Finalize Financing	6/1/2026	8/30/2026	90
6	Business Development: Agreements (Tenants)	7/1/2025	11/2/2027	854
7	Business Development: Agreements (Operating)	12/2/2027	12/5/2027	3
	DESIGN & CONSTRUCTION PREP			
8	Construction Prep: Finalize Design Agreements	8/30/2026	10/29/2026	60
9	Construction Prep: Due Diligence (ALTA Surveys, Soil Boring, Environmental, Zoning, Utilities, etc.)	10/29/2026	11/28/2026	30
10	Construction Prep: Design (Schematics, Design & Construction Drawings)	10/29/2026	11/28/2026	30
11	Construction Prep: Entitlements (Planning Submittals, Reviews and Approvals)	11/29/2026	12/29/2026	30
12	Construction Prep: Permit & Bidding	12/29/2026	1/28/2027	30
	CONSTRUCTION			
13	Construction: Groundbreaking	1/28/2027	2/4/2027	7
14	Construction: Site work & Pad Preparation	1/29/2027	2/12/2027	14
15	Construction: Topping Off Ceremony	3/30/2027	4/6/2027	7
16	Construction: Building Construction	1/29/2027	11/25/2027	300
	FURNITURE, FIXTURES AND EQUIPMENT			
17	FFE: Fitness Equipment Specification & Planning	2/27/2027	6/7/2027	100
18	FFE: Furniture and Other FFE Procurement	6/7/2027	8/6/2027	60
19	FFE: Technology (Software, Hardware, Audio & Phones)	1/29/2027	8/27/2027	210
20	FFE: Delivery and Installation	11/25/2027	12/2/2027	7
	OPERATIONAL DEVELOPMENT			
21	Operations: Marketing Plan Finalization	10/31/2026	11/30/2026	30
22	Operations: Selection of Marketing and Public Relations Firm	11/30/2026	2/28/2027	90
23	Operations: HR - Finalized Organizational Chart	5/9/2027	7/8/2027	60
24	Operations: HR - Management Team Recruited and Hired	5/9/2027	8/7/2027	90
25	Operations: HR - Hiring & Training all staff	8/7/2027	12/5/2027	120
26	Operations: Policies & Procedures Development	8/7/2027	11/5/2027	90
	PRE-OPENING DELIVERABLES & FINAL STEPS			
27	Operations: Marketing - Pre-Opening Marketing and Sales Planning	3/30/2027	5/29/2027	60
28	Operations: Marketing - Pre-Opening Sales Office Development	7/8/2027	9/6/2027	60
29	Operations: Pre-Sales Office Open for Business	9/6/2027	12/5/2027	90
30	Operations: Marketing - Grand Opening Events	11/27/2027	11/30/2027	3
31	Construction: Final Inspections	11/25/2027	12/2/2027	7
32	Construction: Certificate of Occupancy	12/2/2027	12/3/2027	1
33	**Final: Open for Business**	**12/4/2027**	**12/5/2027**	**1**

Chart 7-2: Detailed Project Schedule



[END SECTION 7: DEVELOPMENT SCHEDULE]

Section 8: Summary & Next Steps

Summary & Next Steps

Summary

The purpose of this comprehensive Business Plan is to determine the market viability for the development of a community multi-generational wellness center that will provide wellness, recreation, fitness and rehabilitation services to the Northeast Region of North Dakota market area.

This Plan provides the information for sound decision making regarding taking the next steps toward the development of a community wellness center in Grafton, North Dakota. The information presented allows for a comprehensive review of prospective service offerings and a variety of programs, along with associated capital costs and projected pro forma statements.

To accomplish this objective, comprehensive projections were developed that include potential members and memberships, programs and services, ancillary/supplementary programming opportunities, associated revenue and expense projections (including labor and non-labor) and the necessary capital investment to take the next recommended step.

Wellness Center Memberships

To maximize the utilization of the proposed wellness center, an analysis of center membership participation was completed. Based on this methodology, membership category projections were developed for the first five years of operations, along with the associated expenses and revenues.

The following monthly membership and one-time enrollment fees were incorporated into the financial projections:

- Single, $50 per month
- Single +1, $90 per month
- Family, $120 per month

Ancillary/supplementary revenue would include personal training, food & beverage, conference and party room rentals, fee-based programs such as dance classes and specialty group exercise classes. Additional fee-based programs included in the pro forma projections are specialty senior programs, pre and post-natal classes, and specialty aquatics (i.e. master swimming and lessons). Peak days usually include Mondays, Tuesdays and Wednesdays with lower utilization days on Fridays, Saturday and Sundays.

Summary of Key Findings

The following reflects the key findings of the Business Plan:

Community partnerships offer the opportunity to develop a multi-generational community recreation and wellness center. Through collaborative community partnerships, the wellness center will offer opportunities for all community members to access the programs and services offered by the Wellness Center. Community partnerships provide a vehicle to pool resources and work collaboratively to achieve specific goals for the overall benefit of the community. Community organizations, healthcare providers and major employers would participate through programming, financial support and/or the purchase of corporate memberships as part of the community partnership.

To improve and encourage positive healthy lifestyles for the Northeast Region and the surrounding communities, the proposed Center would provide valuable community asset and amenities for people of all ages, interests and abilities. Providing "something for everyone" through wellness, recreational, fitness and health programs/services for youth, students, adults, athletes, active aging adults, people with disabilities and local and regional employers would be the goal of the proposed Center.

Positive Community Support. Based on the community interviews that were conducted in the market area, there is a positive community interest and support for the proposed Wellness Center. Many community members acknowledged that the current outdoor pool is showing its age and the concept of a comprehensive indoor aquatics facility is much more appealing. The addition of an indoor walk/jog track was considered a valuable asset given the North Dakota climate.

Membership potential in the market area. The market analysis indicates that approximately 900 members could potentially join this facility. Including the potential corporate membership, a total of 1,050 to 1,060 members were used in this business plan. To remain conservative regarding projections, this business plan has included membership revenue associated with 575 members/1,100 memberships. Membership revenue is projected at approximately 74% of total revenues.

Integration of recreational, fitness and wellness yields additional members. Integrating healthcare services such as physical therapy and other programs and services at the Northeast Region Wellness Center with the recreation and fitness offerings could yield additional members. For purposes of this report, the cross-referrals from physical therapy and other healthcare programs and the reverse cross-referrals from the memberships to physical therapy were not included in this initial analysis. Final decisions regarding physical therapy and other healthcare programs and leased healthcare spaces are yet to be determined for the Center. However, a physical therapy/specialty clinic space is included in the conceptual floor plans. The integration of these services should significantly differentiate the wellness center from other area fitness offerings.

Health & wellness programs for active aging adults add value. In addition to the various wellness programs that would be offered, specific active aging programs addressing the social, physical and mental needs of adults who wish to remain independent and healthy would be developed. These programs would be created with the assistance of the healthcare providers and senior services providers. A wellness center with its comprehensive offering of active aging adult programs would provide the vehicles for older adults to remain independent and the opportunity to successfully “age in place.” The proposed Center conceptual floor plans would provide convenience and accessibility for older adults and/or people with disabilities.

<u>Center contributes to area's economic development goals.</u> A comprehensive wellness center would contribute to the area's economic development by attracting additional residents, businesses and major employers and creating additional jobs for residents. By integrating the wellness, medical, clinical, rehabilitation, recreation, fitness and recreational programs and services, there are greater opportunities to provide additional services for the community.

<u>Corporate resource for local and regional employers.</u> Local businesses and major national corporations in the area would support a comprehensive wellness center. Some of the community interviewees expressed concern regarding the ongoing challenge to recruit and retain employees to the area. Most employers are interested in keeping their employees healthy and to live healthier lifestyles through wellness programs offered at the new Center. Healthier employees have higher rates of productivity, fewer sick days and assist the businesses in reducing their medical costs.

Recommended Next Steps

The recommended next steps would involve further discussions with interested community and funding sources and to commence concurrent planning by proceeding with the pre-development phase which would include the following:

- Present the Business Plan to key community leaders and other interested general community members.
- Continue discussions with potential community partners to obtain specific commitments to the project.
- Determine potential community partners' financial abilities to commit to project investment/development.
- Develop a fundraising strategy and plan.
- Develop and implement a strategy and plan to work with the state of North Dakota and the Life Skills and Transition Center to obtain the acreage needed for the Wellness Center.
- Work with the state of North Dakota to complete a physical assessment of the Collette Fitness Center to determine its viability to be integrated into the new Wellness Center project and/or other LSTC acreage.

- Revise the Business Plan to incorporate the proposed site after the state/LSTC agrees to a specific location.
- Determine and obtain commitment for healthcare on-site services, such as physical therapy and/or sports performance.
- Revise the Business Plan conceptual plans and financials as needed.
- Present revised Business Plan to major benefactors, foundations, donors and other funding sources.
- Formalize funding sources financial commitments.
- When capital funding is finalized, proceed with implementing the project development schedule.
- Continue fundraising campaign to fund ongoing Wellness Center operations.

IBIS would be interested in entering into a pre-project development agreement to implement the Next Steps in preparation for full project development.

[END SECTION 8: SUMMARY & NEXT STEPS]

SECTION 9: APPENDIX

Northeast Regional Wellness Center - Interview List

Name	Position	Organization
Alan O'Neil	Chief Executive Officer	Unity Medical Center
Anthony Morando	Sports Acceleration	Altru Health System
Bill Dahl	Executive Director	Grafton Parks & Recreation
Chad Ruzicka	Facilities Director	Grafton School District
Darren Albrecht	Superintendent	Grafton School District
Dave Hills	Blue Line Club	
Dawn Mandt	Executive Director	Red River Regional Council
Heather Jenkins	Superintendent	Life Skills & Transition Center Campus
Jennifer Dusek	Economic Development Coordinator	City of Grafton
Jessica Thomasson	Executive Director, Human Servision Divisio	ND Health & Human Services
Kristi Wilfahrt	Consultant	
Marcus Lewis	President & Chief Executive Officer	First Care Health Center
Mark Bertilrud	Chief Operating Officer	Unity Medical Center
Matt Olson	North Star Youth Hockey	
Matt Oppegard	Business Manager	Grafton Parks & Recreation
Meghan Compton	Chief Legal Counsel	Altru Health System
Molly Zahradka	Community Member	North Valley Career Center
Nick Ziegelmann	City Administrator	City of Grafton
Nina Hollingsworth	Chief Financial Officer	First Care Health Center
Todd Forkel	Chief Executive Officer	Altru Health System
Trevor Thompkins	Chief Executive Officer	Lutheran Sunset Home
Vonda Collette	Collette Family Farm	

Unity MEDICAL CENTER
For Your Health

164 WEST 13 STREET
GRAFTON, ND 58237

MEMORANDUM

TO:	Kristi Wilfahrt
FROM:	Alan O'Neil, CEO
	Mark Bertilrud, COO
RE:	Northeast Regional Wellness Center
DATE:	May 1, 2025

Thanks for looping us into this discussion. Based on today's conversation, we wanted to share a few thoughts in follow-up:

- We appreciate the effort and leadership of all those involved in moving this project forward.
- We believe this is a rare and exciting opportunity to develop a foundational project that would stimulate economic growth throughout the community and region.
- We think the opportunity for the State of ND, for this community, and for this region, to put real meaning into a message of a healthier community is timely and will create a shift in the wellness culture.
- We are excited to be a part of the planning discussion and pledge our support to sit at the table as representatives of the business community, the healthcare community and as individuals interested in the overall development of the region.
- We see the project as a vital part of workforce development for all of us who rely on a stable workforce to accomplish our organizational mission. Keeping good people here and attracting new talent into the area is vital to ongoing success.
- We are willing to discuss a possible financial contribution to the project from a couple of different perspectives:
    - A named space contribution in support of a designated room or area of the building. As we discussed during the meeting, we have some significant limitations given the uncertainty of the healthcare climate. However, our interest in some level of participation is genuine and something we would discuss with our Board at the appropriate time.
    - We are willing to consider a possible leased space that could jointly support our program goals as well as the ongoing cash flow needs of the project. There are many steps for us to evaluate a new possibility of this nature, but we are willing to consider how this could benefit our operations and this project.

Thanks again for your time today and we are excited to be a part of the imagineering process.
Best wishes.

Pop-Facts® Demographic Trend | Summary

Trade Area: Route 17 and Route 81 - 20 min

	2020 Census	2025 Estimate	2030 Projection
Population	8,051	7,772	7,587
Households	3,368	3,249	3,166
Families	2,033	1,960	1,907
Housing Units	3,833	3,765	3,680
Group Quarters Population	272	257	262

Benchmark: USA

Pop-Facts® Demographic Trend | Percent Change

Trade Area: Route 17 and Route 81 - 20 min

2020 Census	%
Population Count Change (%)	-4.34
Household Count Change (%)	-4.86
Family Count Change (%)	-9.85
Housing Unit Count Change (%)	-5.29
Group Quarters Population Change (%)	-12.26

2025 Estimate	%
Population Count Change (%)	-3.46
Household Count Change (%)	-3.53
Family Count Change (%)	-3.59
Housing Unit Count Change (%)	-1.77
Group Quarters Population Change (%)	-5.51

2030 Projection	%
Population Count Change (%)	-2.38
Household Count Change (%)	-2.56
Family Count Change (%)	-2.70
Housing Unit Count Change (%)	-2.26
Group Quarters Population Change (%)	1.95

Benchmark: USA

Pop-Facts® Demographic Trend | Population & Household

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Trade Area: Route 17 and Route 81 - 20 min

	2020 Census	%	2025 Estimate	%	2030 Projection	%
Population by Age						
Age 0 - 4	488	6.06	461	5.93	462	6.09
Age 5 - 9	581	7.22	506	6.51	449	5.92
Age 10 - 14	546	6.78	539	6.93	488	6.43
Age 15 - 17	272	3.38	302	3.89	317	4.18
Age 18 - 20	226	2.81	290	3.73	316	4.17
Age 21 - 24	338	4.20	357	4.59	388	5.11
Age 25 - 34	851	10.57	803	10.33	809	10.66
Age 35 - 44	881	10.94	845	10.87	777	10.24
Age 45 - 54	906	11.25	854	10.99	797	10.51
Age 55 - 64	1,251	15.54	1,041	13.39	880	11.60
Age 65 - 74	929	11.54	953	12.26	977	12.88
Age 75 - 84	493	6.12	528	6.79	626	8.25
Age 85 and over	289	3.59	291	3.74	302	3.98
Age 15 and over	6,436	79.94	5,964	76.74	6,188	81.56
Age 16 and over	6,356	78.95	6,266	80.62	6,082	80.16
Age 18 and over	6,164	76.56	6,164	79.31	5,871	77.38
Age 21 and over	5,939	73.77	5,673	72.99	5,555	73.22
Age 25 and over	5,601	69.57	5,316	68.40	5,167	68.10
Age 65 and over	1,712	21.26	1,772	22.80	1,905	25.11
Median Age	--	43.23	--	42.44	--	42.27
Population by Sex						
Male	4,072	50.58	3,982	51.23	3,880	51.14
Female	3,979	49.42	3,790	48.77	3,707	48.86
Households by Householder Age						
Householder Under 25 Years	139	4.13	157	4.83	171	5.40
Householder Age 25 - 34	395	11.73	377	11.60	378	11.94
Householder Age 35 - 44	469	13.93	459	14.13	425	13.42
Householder Age 45 - 54	514	15.26	495	15.23	459	14.50
Householder Age 55 - 64	782	23.22	658	20.25	553	17.47
Householder Age 65 - 74	582	17.28	603	18.56	613	19.36
Householder Age 75 - 84	304	9.03	330	10.16	388	12.26
Householder Age 85 Years and Over	182	5.40	171	5.26	177	5.59
Median Age of Householder	--	57.27	--	57.21	--	57.85
Pop. by Single-Class. Race by Hispanic/Latino						
Hispanic/Latino	1,240	15.40	1,357	17.46	1,487	19.60
White Alone	391	4.86	428	5.51	470	6.20
Black/African American Alone	2	0.03	3	0.04	1	0.01
American Indian/Alaskan Native Alone	8	0.10	9	0.12	9	0.12
Asian Alone	2	0.03	2	0.03	2	0.03
Native Hawaiian/Pacific Islander Alone	0	0.00	0	0.00	0	0.00
Some Other Race Alone	357	4.43	387	4.98	424	5.59
Two or More Races	480	5.96	528	6.79	581	7.66
Not Hispanic/Latino	6,811	84.60	6,415	82.54	6,099	80.39
White Alone	6,323	78.54	5,891	75.80	5,532	72.91
Black/African American Alone	63	0.78	67	0.86	74	0.97
American Indian/Alaskan Native Alone	113	1.40	146	1.88	178	2.35
Asian Alone	37	0.46	46	0.59	56	0.74
Native Hawaiian/Pacific Islander Alone	0	0.00	7	0.09	13	0.17
Some Other Race Alone	28	0.35	27	0.35	26	0.34
Two or More Races	247	3.07	233	3.00	221	2.91

Benchmark: USA

Pop-Facts® Demographic Trend | Income

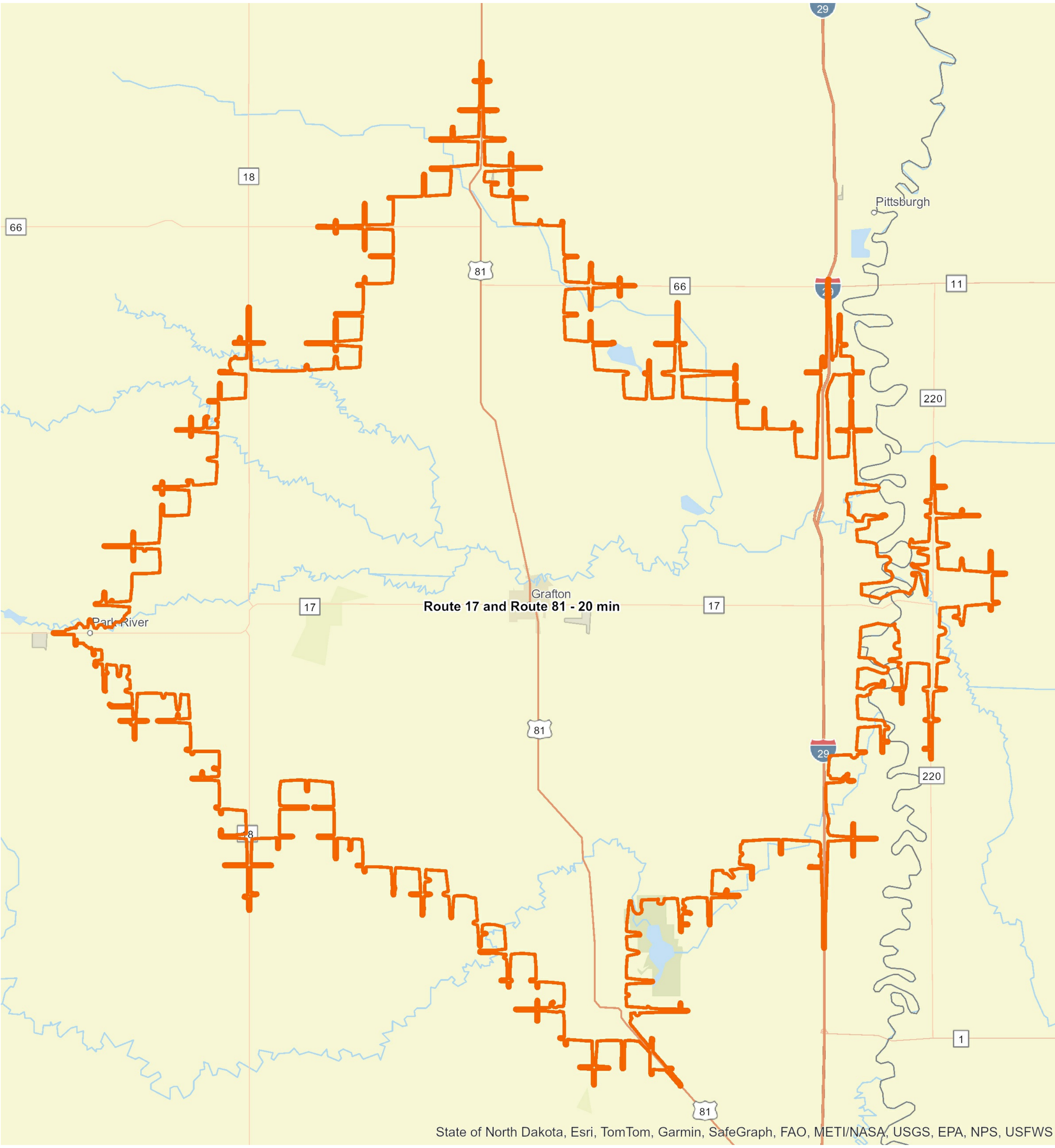
Trade Area: Route 17 and Route 81 - 20 min

	2025 Estimate	%	2030 Projection	%
Households by Household Income				
Income Less Than $15,000	255	7.85	219	6.92
Income $15,000 - $24,999	174	5.36	166	5.24
Income $25,000 - $34,999	248	7.63	185	5.84
Income $35,000 - $49,999	335	10.31	291	9.19
Income $50,000 - $74,999	615	18.93	574	18.13
Income $75,000 - $99,999	474	14.59	441	13.93
Income $100,000 - $124,999	345	10.62	352	11.12
Income $125,000 - $149,999	250	7.70	263	8.31
Income $150,000 - $199,999	278	8.56	305	9.63
Income $200,000 - $249,999	144	4.43	178	5.62
Income $250,000 - $499,999	95	2.92	139	4.39
Income $500,000 or more	35	1.08	52	1.64
Median Household Income	--	74,868.28	--	82,664.53
Average Household Income	--	96,603.00	--	108,562.00
Median HH Inc. by Single-Classification Race				
White Alone	--	79,221.65	--	87,988.02
Black/African American Alone	--	78,394.36	--	81,188.81
American Indian/Alaskan Native Alone	--	10,370.32	--	13,579.83
Asian Alone	--	45,224.62	--	38,325.15
Native Hawaiian/Pacific Islander Alone	--	--	--	30,783.48
Some Other Race Alone	--	58,424.86	--	69,850.22
Two or More Races	--	65,725.10	--	72,865.70
Hispanic/Latino	--	70,717.41	--	81,309.22
Not Hispanic/Latino	--	75,753.29	--	82,984.26

Benchmark: USA

Pop-Facts® Demographic Trend | Map

Trade Area: Route 17 and Route 81 - 20 min



Benchmark: USA

Pop-Facts® Demographic Household Trend | Summary

Trade Area: Route 17 and Route 81 - 20 min

	2020	2025	% Change 2020-2025	2030	% Change 2025-2030
Population	8,051	7,772	-3.46	7,587	-2.38
Households	3,368	3,249	-3.53	3,166	-2.56
Families	2,033	1,960	-3.59	1,907	-2.70
Housing Units	3,833	3,765	-1.77	3,680	-2.26
Group Quarters Population	272	257	-5.51	262	1.95

Benchmark: USA

Pop-Facts® Demographic Household Trend | Trends

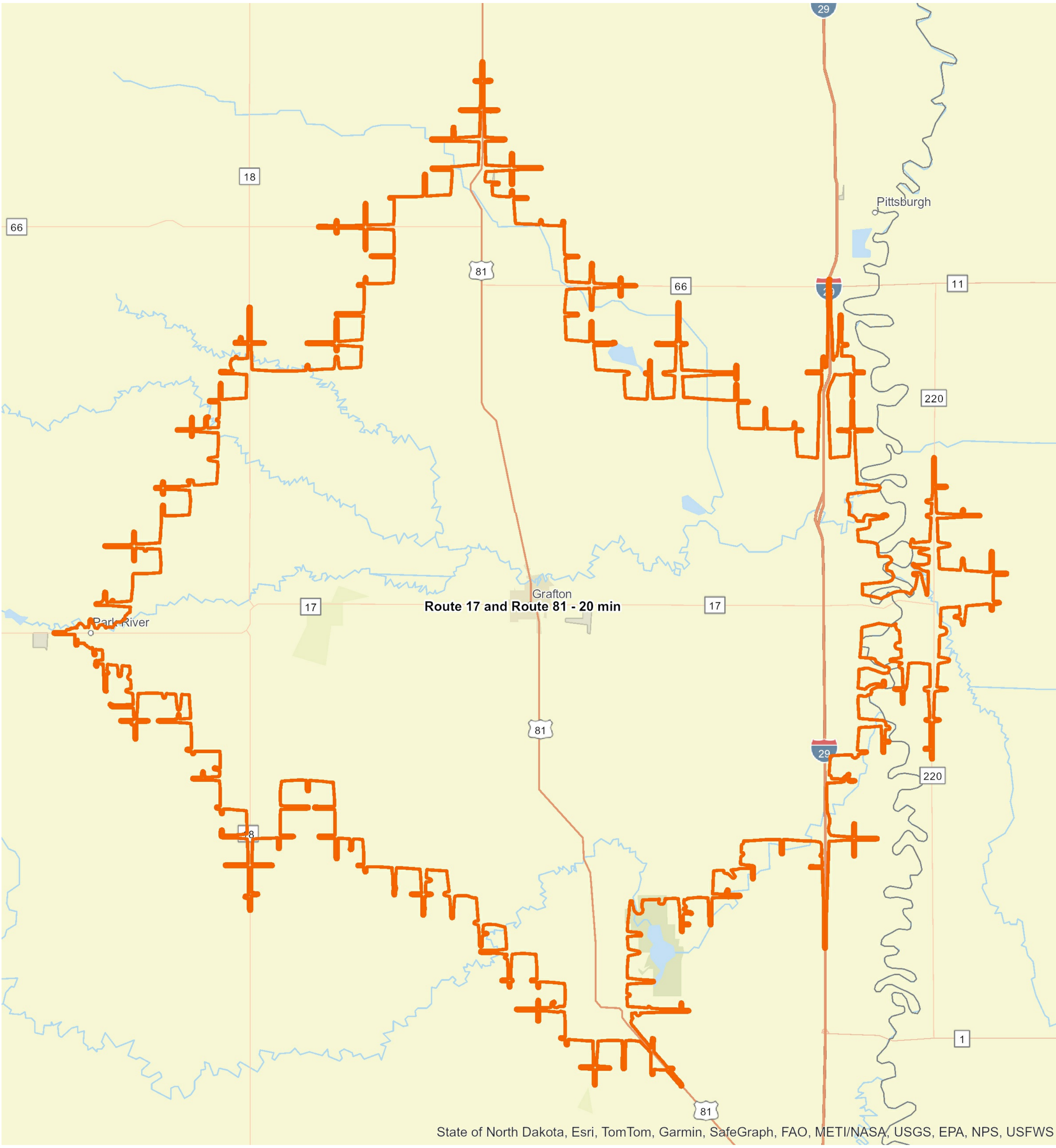
Trade Area: Route 17 and Route 81 - 20 min

	2025 Estimate	%	2030 Projection	%
Total Households by Income				
Income Less Than $15,000	255	7.85	219	6.92
Income $15,000 - $24,999	174	5.36	166	5.24
Income $25,000 - $34,999	248	7.63	185	5.84
Income $35,000 - $49,999	335	10.31	291	9.19
Income $50,000 - $74,999	615	18.93	574	18.13
Income $75,000 - $99,999	474	14.59	441	13.93
Income $100,000 - $124,999	345	10.62	352	11.12
Income $125,000 - $149,999	250	7.70	263	8.31
Income $150,000 - $199,999	278	8.56	305	9.63
Income $200,000 - $249,999	144	4.43	178	5.62
Income $250,000 - $499,999	95	2.92	139	4.39
Income $500,000+	35	1.08	52	1.64
Average Household Income	--	96,603.00	--	108,562.00
Median Household Income	--	74,868.28	--	82,664.53
Median HH Income by Single-Class. Race				
White Alone	--	79,221.65	--	87,988.02
Black or African American Alone	--	78,394.36	--	81,188.81
American Indian or Alaskan Native Alone	--	10,370.32	--	13,579.83
Asian Alone	--	45,224.62	--	38,325.15
Native Hawaiian or Pacific Islander Alone	--	--	--	30,783.48
Some Other Race Alone	--	58,424.86	--	69,850.22
Two or More Races	--	65,725.10	--	72,865.70
Hispanic or Latino	--	70,717.41	--	81,309.22
Not Hispanic or Latino	--	75,753.29	--	82,984.26
Households by Number of People in Household				
1-Person Household	1,003	30.87	966	30.51
2-Person Household	1,278	39.34	1,256	39.67
3-Person Household	375	11.54	366	11.56
4-Person Household	273	8.40	267	8.43
5-Person Household	197	6.06	192	6.06
6-Person Household	78	2.40	77	2.43
7+ Person Household	44	1.35	42	1.33
Family Households	1,960	60.33	--	--

Benchmark: USA

Pop-Facts® Demographic Household Trend | Map

Trade Area: Route 17 and Route 81 - 20 min



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Benchmark: USA

Pop-Facts® Demographic Trend | Summary

Trade Area: Route 17 and Route 81 - 30 min

	2020 Census	2025 Estimate	2030 Projection
Population	11,570	11,153	10,898
Households	4,859	4,682	4,569
Families	2,992	2,882	2,810
Housing Units	5,583	5,482	5,354
Group Quarters Population	319	303	308

Benchmark: USA

Pop-Facts® Demographic Trend | Percent Change

Trade Area: Route 17 and Route 81 - 30 min

2020 Census	%
Population Count Change (%)	-4.99
Household Count Change (%)	-5.82
Family Count Change (%)	-9.63
Housing Unit Count Change (%)	-6.12
Group Quarters Population Change (%)	-9.89

2025 Estimate	%
Population Count Change (%)	-3.60
Household Count Change (%)	-3.64
Family Count Change (%)	-3.68
Housing Unit Count Change (%)	-1.81
Group Quarters Population Change (%)	-5.02

2030 Projection	%
Population Count Change (%)	-2.29
Household Count Change (%)	-2.41
Family Count Change (%)	-2.50
Housing Unit Count Change (%)	-2.33
Group Quarters Population Change (%)	1.65

Benchmark: USA

Pop-Facts® Demographic Trend | Population & Household

Trade Area: Route 17 and Route 81 - 30 min

	2020 Census	%	2025 Estimate	%	2030 Projection	%
Population by Age						
Age 0 - 4	732	6.33	677	6.07	670	6.15
Age 5 - 9	805	6.96	727	6.52	656	6.02
Age 10 - 14	783	6.77	761	6.82	698	6.41
Age 15 - 17	382	3.30	422	3.78	443	4.07
Age 18 - 20	305	2.64	403	3.61	437	4.01
Age 21 - 24	439	3.79	489	4.38	546	5.01
Age 25 - 34	1,221	10.55	1,125	10.09	1,103	10.12
Age 35 - 44	1,282	11.08	1,234	11.06	1,130	10.37
Age 45 - 54	1,300	11.24	1,216	10.90	1,162	10.66
Age 55 - 64	1,846	15.96	1,519	13.62	1,267	11.63
Age 65 - 74	1,382	11.95	1,413	12.67	1,460	13.40
Age 75 - 84	717	6.20	776	6.96	919	8.43
Age 85 and over	375	3.24	391	3.51	406	3.73
Age 15 and over	9,250	79.95	8,566	76.80	8,874	81.43
Age 16 and over	9,135	78.95	8,988	80.59	8,725	80.06
Age 18 and over	8,868	76.65	8,846	79.31	8,431	77.36
Age 21 and over	8,562	74.00	8,163	73.19	7,993	73.34
Age 25 and over	8,123	70.21	7,673	68.80	7,447	68.33
Age 65 and over	2,473	21.37	2,580	23.13	2,786	25.56
Median Age	--	43.73	--	42.90	--	42.95
Population by Sex						
Male	5,921	51.18	5,774	51.77	5,633	51.69
Female	5,649	48.83	5,379	48.23	5,266	48.32
Households by Householder Age						
Householder Under 25 Years	179	3.68	207	4.42	227	4.97
Householder Age 25 - 34	572	11.77	535	11.43	521	11.40
Householder Age 35 - 44	677	13.93	664	14.18	613	13.42
Householder Age 45 - 54	749	15.41	715	15.27	683	14.95
Householder Age 55 - 64	1,128	23.21	941	20.10	783	17.14
Householder Age 65 - 74	868	17.86	899	19.20	926	20.27
Householder Age 75 - 84	442	9.10	487	10.40	574	12.56
Householder Age 85 Years and Over	244	5.02	232	4.96	240	5.25
Median Age of Householder	--	57.38	--	57.47	--	58.22
Pop. by Single-Class. Race by Hispanic/Latino						
Hispanic/Latino	1,434	12.39	1,574	14.11	1,729	15.87
White Alone	449	3.88	492	4.41	541	4.96
Black/African American Alone	4	0.04	4	0.04	4	0.04
American Indian/Alaskan Native Alone	9	0.08	10	0.09	10	0.09
Asian Alone	2	0.02	2	0.02	2	0.02
Native Hawaiian/Pacific Islander Alone	0	0.00	0	0.00	0	0.00
Some Other Race Alone	402	3.48	437	3.92	479	4.39
Two or More Races	568	4.91	628	5.63	694	6.37
Not Hispanic/Latino	10,135	87.60	9,579	85.89	9,169	84.14
White Alone	9,489	82.01	8,865	79.48	8,375	76.85
Black/African American Alone	71	0.61	79	0.71	90	0.83
American Indian/Alaskan Native Alone	140	1.21	181	1.62	223	2.05
Asian Alone	43	0.37	54	0.48	65	0.60
Native Hawaiian/Pacific Islander Alone	0	0.00	8	0.07	17	0.16
Some Other Race Alone	40	0.35	37	0.33	36	0.33
Two or More Races	352	3.04	355	3.18	362	3.32

Benchmark: USA

Pop-Facts® Demographic Trend | Income

claritas

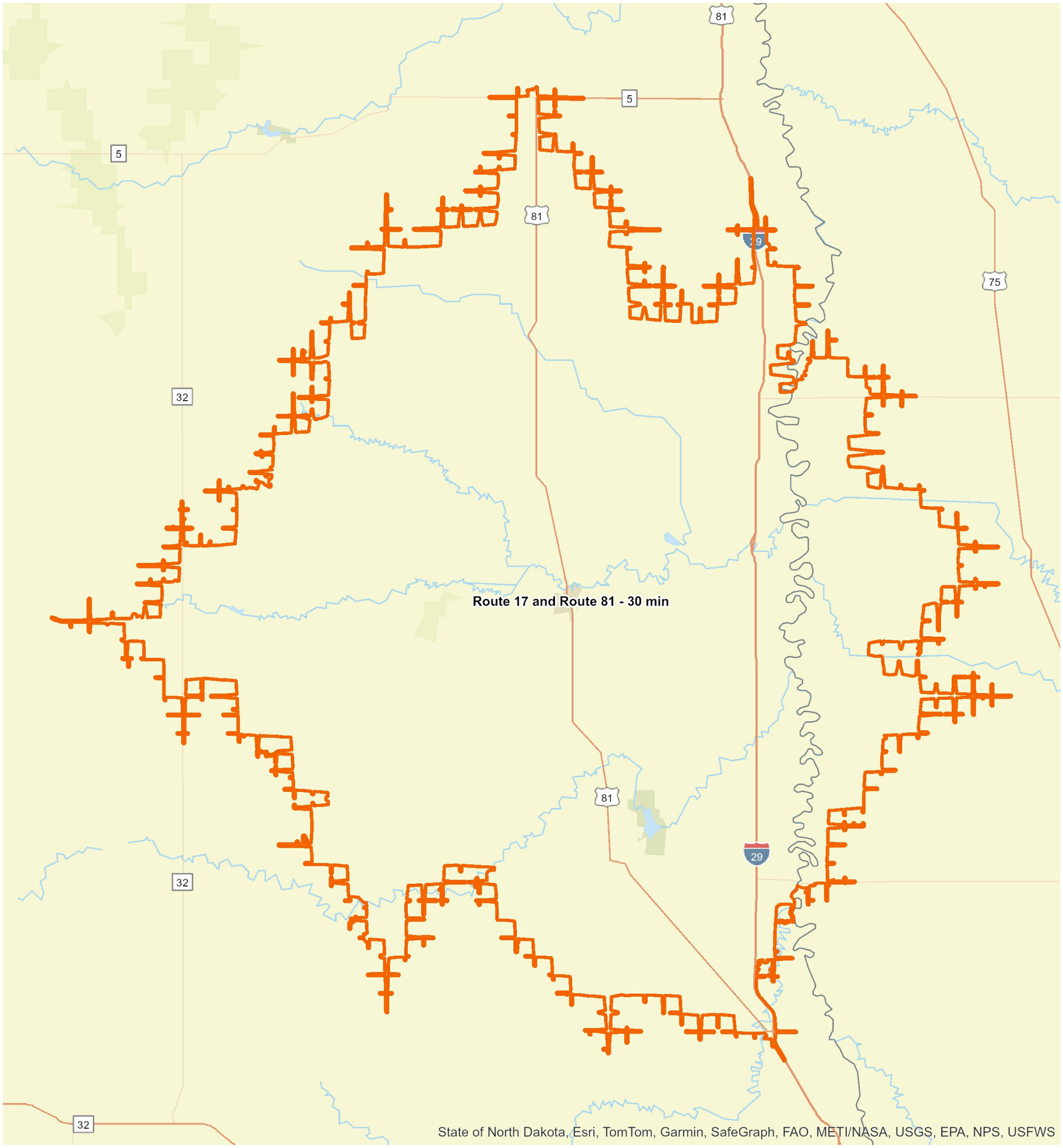
Trade Area: Route 17 and Route 81 - 30 min

	2025 Estimate	%	2030 Projection	%
Households by Household Income				
Income Less Than $15,000	320	6.83	272	5.95
Income $15,000 - $24,999	262	5.60	241	5.28
Income $25,000 - $34,999	334	7.13	265	5.80
Income $35,000 - $49,999	444	9.48	385	8.43
Income $50,000 - $74,999	889	18.99	800	17.51
Income $75,000 - $99,999	728	15.55	672	14.71
Income $100,000 - $124,999	514	10.98	535	11.71
Income $125,000 - $149,999	363	7.75	393	8.60
Income $150,000 - $199,999	408	8.71	448	9.80
Income $200,000 - $249,999	215	4.59	263	5.76
Income $250,000 - $499,999	150	3.20	215	4.71
Income $500,000 or more	55	1.18	81	1.77
Median Household Income	--	77,851.26	--	86,368.75
Average Household Income	--	99,490.00	--	111,879.00
Median HH Inc. by Single-Classification Race				
White Alone	--	81,795.32	--	91,241.25
Black/African American Alone	--	80,875.45	--	88,632.75
American Indian/Alaskan Native Alone	--	12,745.12	--	16,014.84
Asian Alone	--	48,125.00	--	47,604.11
Native Hawaiian/Pacific Islander Alone	--	--	--	30,461.17
Some Other Race Alone	--	56,951.45	--	67,792.35
Two or More Races	--	65,482.00	--	71,843.01
Hispanic/Latino	--	69,543.25	--	79,561.07
Not Hispanic/Latino	--	79,019.45	--	87,441.89

Benchmark: USA

Pop-Facts® Demographic Trend | Map

Trade Area: Route 17 and Route 81 - 30 min



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Benchmark: USA

Pop-Facts® Demographic Household Trend | Summary

Trade Area: Route 17 and Route 81 - 30 min

	2020	2025	% Change 2020-2025	2030	% Change 2025-2030
Population	11,570	11,153	-3.60	10,898	-2.29
Households	4,859	4,682	-3.64	4,569	-2.41
Families	2,992	2,882	-3.68	2,810	-2.50
Housing Units	5,583	5,482	-1.81	5,354	-2.33
Group Quarters Population	319	303	-5.02	308	1.65

Benchmark: USA

Pop-Facts® Demographic Household Trend | Trends

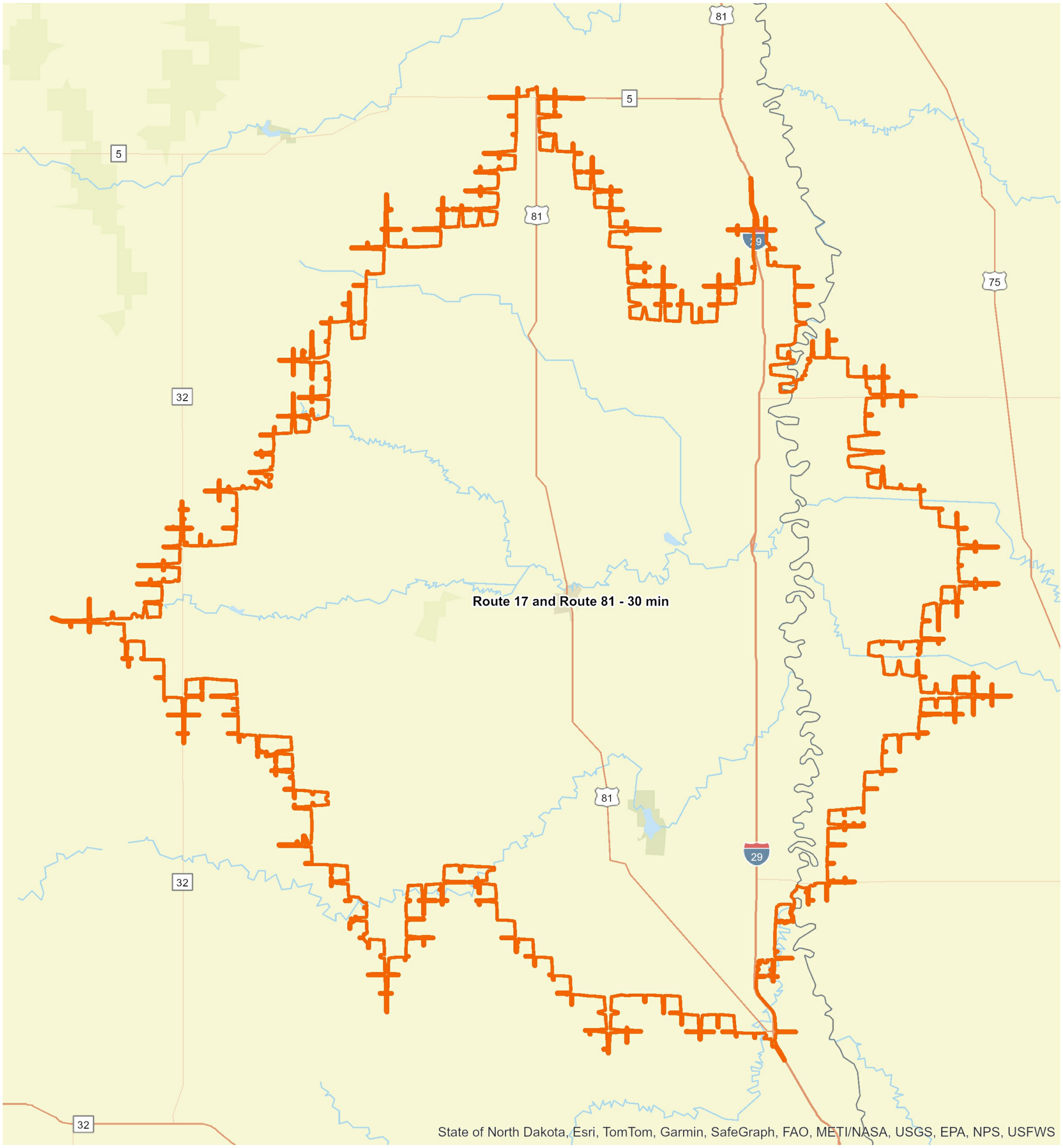
Trade Area: Route 17 and Route 81 - 30 min

	2025 Estimate	%	2030 Projection	%
Total Households by Income				
Income Less Than $15,000	320	6.83	272	5.95
Income $15,000 - $24,999	262	5.60	241	5.28
Income $25,000 - $34,999	334	7.13	265	5.80
Income $35,000 - $49,999	444	9.48	385	8.43
Income $50,000 - $74,999	889	18.99	800	17.51
Income $75,000 - $99,999	728	15.55	672	14.71
Income $100,000 - $124,999	514	10.98	535	11.71
Income $125,000 - $149,999	363	7.75	393	8.60
Income $150,000 - $199,999	408	8.71	448	9.80
Income $200,000 - $249,999	215	4.59	263	5.76
Income $250,000 - $499,999	150	3.20	215	4.71
Income $500,000+	55	1.18	81	1.77
Average Household Income	--	99,490.00	--	111,879.00
Median Household Income	--	77,851.26	--	86,368.75
Median HH Income by Single-Class. Race				
White Alone	--	81,795.32	--	91,241.25
Black or African American Alone	--	80,875.45	--	88,632.75
American Indian or Alaskan Native Alone	--	12,745.12	--	16,014.84
Asian Alone	--	48,125.00	--	47,604.11
Native Hawaiian or Pacific Islander Alone	--	--	--	30,461.17
Some Other Race Alone	--	56,951.45	--	67,792.35
Two or More Races	--	65,482.00	--	71,843.01
Hispanic or Latino	--	69,543.25	--	79,561.07
Not Hispanic or Latino	--	79,019.45	--	87,441.89
Households by Number of People in Household				
1-Person Household	1,457	31.12	1,408	30.82
2-Person Household	1,822	38.91	1,791	39.20
3-Person Household	542	11.58	531	11.62
4-Person Household	411	8.78	402	8.80
5-Person Household	273	5.83	266	5.82
6-Person Household	112	2.39	110	2.41
7+ Person Household	64	1.37	62	1.36
Family Households	2,882	61.55	--	--

Benchmark: USA

Pop-Facts® Demographic Household Trend | Map

Trade Area: Route 17 and Route 81 - 30 min



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Benchmark: USA

Pop-Facts® Demographic Trend | Summary

Trade Area: Route 17 and Route 81 - 40 min

	2020 Census	2025 Estimate	2030 Projection
Population	18,407	17,695	17,355
Households	7,750	7,447	7,293
Families	4,827	4,637	4,543
Housing Units	8,943	8,769	8,574
Group Quarters Population	534	517	527

Benchmark: USA

Pop-Facts® Demographic Trend | Percent Change

Trade Area: Route 17 and Route 81 - 40 min

	%
2020 Census	
Population Count Change (%)	-5.27
Household Count Change (%)	-6.46
Family Count Change (%)	-9.74
Housing Unit Count Change (%)	-7.00
Group Quarters Population Change (%)	10.56

	%
2025 Estimate	
Population Count Change (%)	-3.87
Household Count Change (%)	-3.91
Family Count Change (%)	-3.94
Housing Unit Count Change (%)	-1.95
Group Quarters Population Change (%)	-3.18

	%
2030 Projection	
Population Count Change (%)	-1.92
Household Count Change (%)	-2.07
Family Count Change (%)	-2.03
Housing Unit Count Change (%)	-2.22
Group Quarters Population Change (%)	1.93

Benchmark: USA

Pop-Facts® Demographic Trend | Population & Household

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Trade Area: Route 17 and Route 81 - 40 min

	2020 Census	%	2025 Estimate	%	2030 Projection	%
Population by Age						
Age 0 - 4	1,191	6.47	1,089	6.15	1,075	6.19
Age 5 - 9	1,247	6.78	1,143	6.46	1,055	6.08
Age 10 - 14	1,201	6.53	1,191	6.73	1,101	6.34
Age 15 - 17	622	3.38	628	3.55	675	3.89
Age 18 - 20	478	2.60	616	3.48	664	3.83
Age 21 - 24	635	3.45	778	4.40	840	4.84
Age 25 - 34	1,997	10.85	1,731	9.78	1,705	9.82
Age 35 - 44	2,071	11.25	2,044	11.55	1,868	10.76
Age 45 - 54	1,997	10.85	1,870	10.57	1,868	10.76
Age 55 - 64	2,978	16.18	2,409	13.61	1,969	11.35
Age 65 - 74	2,253	12.24	2,300	13.00	2,378	13.70
Age 75 - 84	1,174	6.38	1,284	7.26	1,518	8.75
Age 85 and over	564	3.06	612	3.46	638	3.68
Age 15 and over	14,767	80.22	13,645	77.11	14,124	81.38
Age 16 and over	14,575	79.18	14,273	80.66	13,898	80.08
Age 18 and over	14,146	76.85	14,062	79.47	13,449	77.49
Age 21 and over	13,668	74.25	13,029	73.63	12,785	73.67
Age 25 and over	13,033	70.81	12,251	69.23	11,945	68.83
Age 65 and over	3,991	21.68	4,197	23.72	4,534	26.13
Median Age	--	43.84	--	43.17	--	43.38
Population by Sex						
Male	9,482	51.51	9,203	52.01	9,014	51.94
Female	8,925	48.49	8,492	47.99	8,342	48.07
Households by Householder Age						
Householder Under 25 Years	256	3.30	299	4.01	324	4.44
Householder Age 25 - 34	926	11.95	815	10.94	799	10.96
Householder Age 35 - 44	1,087	14.03	1,098	14.74	1,008	13.82
Householder Age 45 - 54	1,165	15.03	1,112	14.93	1,110	15.22
Householder Age 55 - 64	1,802	23.25	1,474	19.79	1,202	16.48
Householder Age 65 - 74	1,413	18.23	1,458	19.58	1,501	20.58
Householder Age 75 - 84	735	9.48	816	10.96	959	13.15
Householder Age 85 Years and Over	366	4.72	375	5.04	390	5.35
Median Age of Householder	--	57.61	--	57.88	--	58.53
Pop. by Single-Class. Race by Hispanic/Latino						
Hispanic/Latino	1,729	9.39	1,905	10.77	2,113	12.18
White Alone	565	3.07	624	3.53	692	3.99
Black/African American Alone	5	0.03	6	0.03	6	0.04
American Indian/Alaskan Native Alone	10	0.05	11	0.06	13	0.07
Asian Alone	2	0.01	2	0.01	2	0.01
Native Hawaiian/Pacific Islander Alone	0	0.00	0	0.00	0	0.00
Some Other Race Alone	465	2.53	505	2.85	554	3.19
Two or More Races	681	3.70	757	4.28	845	4.87
Not Hispanic/Latino	16,678	90.61	15,790	89.23	15,242	87.83
White Alone	15,693	85.26	14,676	82.94	13,979	80.55
Black/African American Alone	89	0.48	109	0.62	132	0.76
American Indian/Alaskan Native Alone	187	1.02	232	1.31	277	1.60
Asian Alone	64	0.35	81	0.46	98	0.56
Native Hawaiian/Pacific Islander Alone	0	0.00	10	0.06	21	0.12
Some Other Race Alone	53	0.29	50	0.28	49	0.28
Two or More Races	592	3.22	632	3.57	687	3.96

Benchmark: USA

Pop-Facts® Demographic Trend | Income

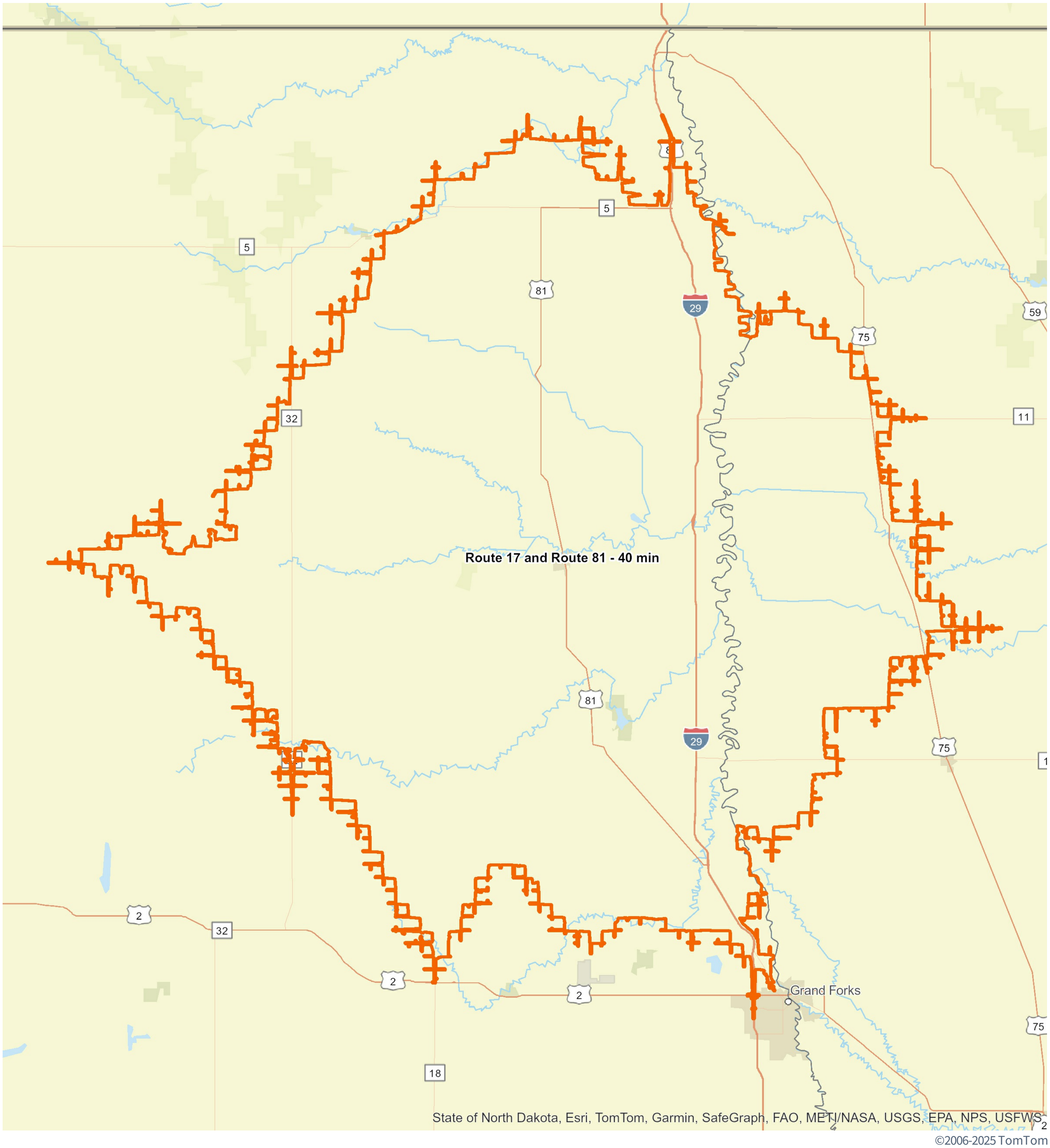
Trade Area: Route 17 and Route 81 - 40 min

	2025 Estimate	%	2030 Projection	%
Households by Household Income				
Income Less Than $15,000	472	6.34	398	5.46
Income $15,000 - $24,999	476	6.39	427	5.86
Income $25,000 - $34,999	530	7.12	433	5.94
Income $35,000 - $49,999	712	9.56	634	8.69
Income $50,000 - $74,999	1,386	18.61	1,244	17.06
Income $75,000 - $99,999	1,107	14.87	1,031	14.14
Income $100,000 - $124,999	821	11.03	836	11.46
Income $125,000 - $149,999	592	7.95	634	8.69
Income $150,000 - $199,999	679	9.12	744	10.20
Income $200,000 - $249,999	340	4.57	433	5.94
Income $250,000 - $499,999	243	3.26	347	4.76
Income $500,000 or more	89	1.20	132	1.81
Median Household Income	--	77,996.13	--	86,762.41
Average Household Income	--	100,050.00	--	112,664.00
Median HH Inc. by Single-Classification Race				
White Alone	--	81,220.61	--	90,949.17
Black/African American Alone	--	82,400.41	--	91,187.00
American Indian/Alaskan Native Alone	--	17,870.72	--	19,836.43
Asian Alone	--	56,512.31	--	54,957.25
Native Hawaiian/Pacific Islander Alone	--	--	--	32,656.60
Some Other Race Alone	--	57,369.82	--	66,387.65
Two or More Races	--	62,458.46	--	68,501.78
Hispanic/Latino	--	65,128.62	--	72,341.54
Not Hispanic/Latino	--	79,365.99	--	88,358.25

Benchmark: USA

Pop-Facts® Demographic Trend | Map

Trade Area: Route 17 and Route 81 - 40 min



Benchmark: USA

Pop-Facts® Demographic Household Trend | Summary

Trade Area: Route 17 and Route 81 - 40 min

	2020	2025	% Change 2020-2025	2030	% Change 2025-2030
Population	18,407	17,695	-3.87	17,355	-1.92
Households	7,750	7,447	-3.91	7,293	-2.07
Families	4,827	4,637	-3.94	4,543	-2.03
Housing Units	8,943	8,769	-1.95	8,574	-2.22
Group Quarters Population	534	517	-3.18	527	1.93

Benchmark: USA

Pop-Facts® Demographic Household Trend | Trends

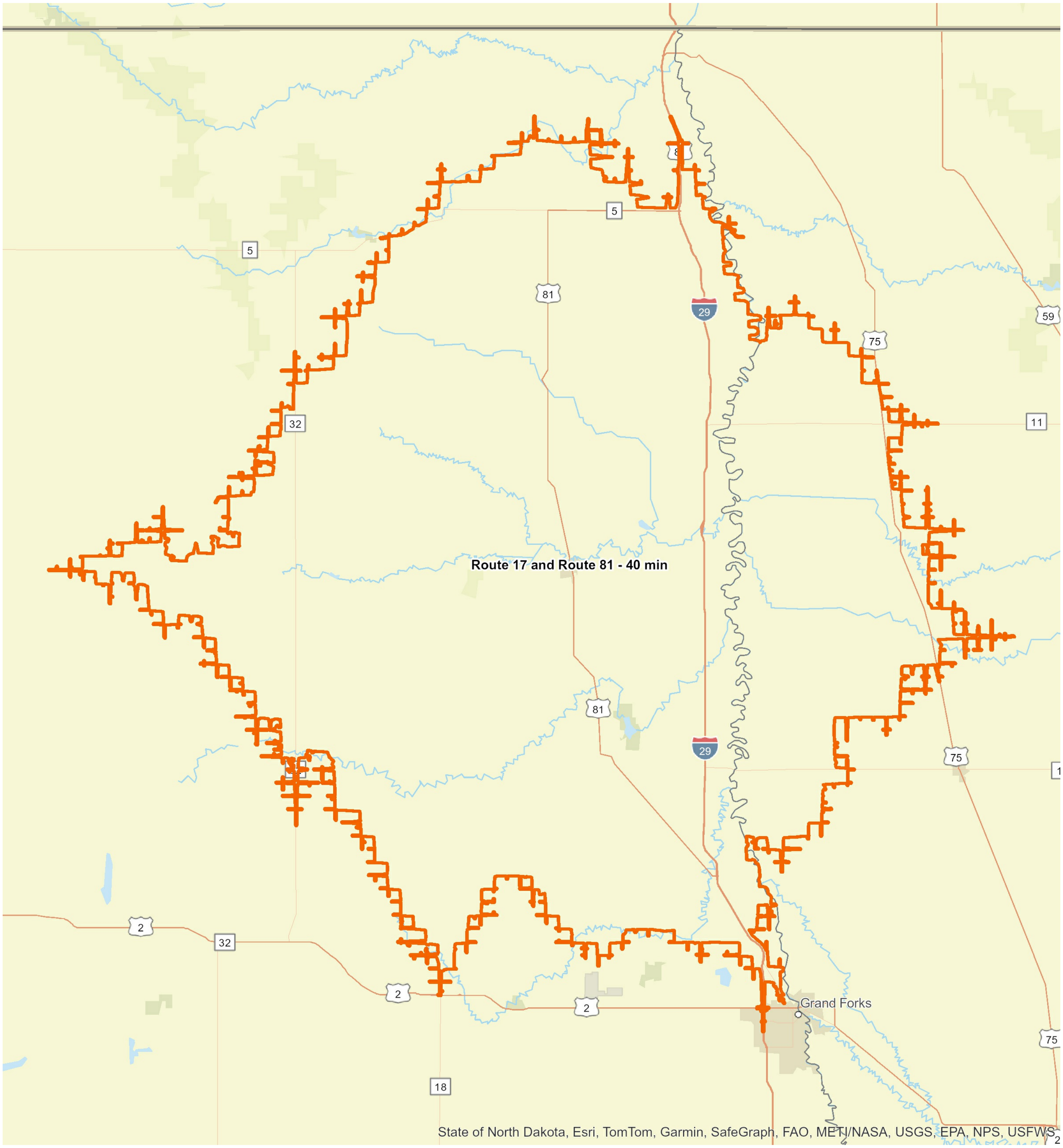
Trade Area: Route 17 and Route 81 - 40 min

	2025 Estimate	%	2030 Projection	%
Total Households by Income				
Income Less Than $15,000	472	6.34	398	5.46
Income $15,000 - $24,999	476	6.39	427	5.86
Income $25,000 - $34,999	530	7.12	433	5.94
Income $35,000 - $49,999	712	9.56	634	8.69
Income $50,000 - $74,999	1,386	18.61	1,244	17.06
Income $75,000 - $99,999	1,107	14.87	1,031	14.14
Income $100,000 - $124,999	821	11.03	836	11.46
Income $125,000 - $149,999	592	7.95	634	8.69
Income $150,000 - $199,999	679	9.12	744	10.20
Income $200,000 - $249,999	340	4.57	433	5.94
Income $250,000 - $499,999	243	3.26	347	4.76
Income $500,000+	89	1.20	132	1.81
Average Household Income	--	100,050.00	--	112,664.00
Median Household Income	--	77,996.13	--	86,762.41
Median HH Income by Single-Class. Race				
White Alone	--	81,220.61	--	90,949.17
Black or African American Alone	--	82,400.41	--	91,187.00
American Indian or Alaskan Native Alone	--	17,870.72	--	19,836.43
Asian Alone	--	56,512.31	--	54,957.25
Native Hawaiian or Pacific Islander Alone	--	--	--	32,656.60
Some Other Race Alone	--	57,369.82	--	66,387.65
Two or More Races	--	62,458.46	--	68,501.78
Hispanic or Latino	--	65,128.62	--	72,341.54
Not Hispanic or Latino	--	79,365.99	--	88,358.25
Households by Number of People in Household				
1-Person Household	2,379	31.95	2,315	31.74
2-Person Household	2,829	37.99	2,783	38.16
3-Person Household	845	11.35	831	11.39
4-Person Household	698	9.37	683	9.37
5-Person Household	431	5.79	422	5.79
6-Person Household	169	2.27	168	2.30
7+ Person Household	95	1.28	91	1.25
Family Households	4,637	62.27	--	--

Benchmark: USA

Pop-Facts® Demographic Household Trend | Map

Trade Area: Route 17 and Route 81 - 40 min



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Report Details

Name: Executive Dashboard
Date / Time: 1/15/2025 10:03:14 AM
Workspace Vintage: 2025

Trade Area

Name	Level	Geographies
Route 17 and Route 81 - 20 min		N/A
Route 17 and Route 81 - 30 min		N/A
Route 17 and Route 81 - 40 min		N/A

Benchmark

Name	Level	Geographies
USA	Entire US	United States

DataSource

Product	Provider	Copyright
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SPOTLIGHT Pop-Facts® Premier 2025, including 2010 US Census, 2025 estimates and 2030 projections	Claritas	©Claritas, LLC 2025 (https://claritas.easpotlight.com/Spotlight/About

Pop-Facts® Executive Summary | Population & Household

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Trade Area: Route 17 and Route 81 - 20 min

POPULATION

The population in this area is estimated to change from 8,051 to 7,772, resulting in a growth of -3.5% between 2020 and the current year. Over the next five years, the population is projected to grow by -2.4%.

The population in the base area is estimated to change from 331,449,281 to 337,643,652, resulting in a growth of 1.9% between 2020 and the current year. Over the next five years, the population is projected to grow by 2.4%.

The current year median age for this area is 42.4, while the average age is 42.2. Five years from now, the median age is projected to be 42.3.

The current year median age for the base area is 39.6, while the average age is 40.6. Five years from now, the median age is projected to be 40.9.

Of this area's current year estimated population:
81.3% are White Alone, 0.9% are Black or African American Alone, 2.0% are American Indian and Alaska Nat. Alone, 0.6% are Asian Alone, 0.1% are Nat. Hawaiian and Other Pacific Isl. Alone, 5.3% are Some Other Race, and 9.8% are Two or More Races.

Of the base area's current year estimated population:
59.6% are White Alone, 12.5% are Black or African American Alone, 1.2% are American Indian and Alaska Nat. Alone, 6.4% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 9.0% are Some Other Race, and 11.2% are Two or More Races.

This area's current estimated Hispanic or Latino population is 17.5%, while the base area's current estimated Hispanic or Latino population is 20.3%.

HOUSEHOLD

The number of households in this area is estimated to change from 3,368 to 3,249, resulting in an increase of -3.5% between 2020 and the current year. Over the next five years, the number of households is projected to increase by -2.6%.

The number of households in the base area is estimated to change from 126,817,580 to 129,687,464, resulting in an increase of 2.3% between 2020 and the current year. Over the next five years, the number of households is projected to increase by 2.7%.

Benchmark: USA

Pop-Facts® Executive Summary | Education, Income & Housing

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Trade Area: Route 17 and Route 81 - 20 min

EDUCATION

Currently, it is estimated that 4.5% of the population age 25 and over in this area had earned a Master's Degree, 0.3% had earned a Professional School Degree, 0.5% had earned a Doctorate Degree and 11.9% had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, 9.9% had earned a Master's Degree, 2.3% had earned a Professional School Degree, 1.6% had earned a Doctorate Degree and 21.3% had earned a Bachelor's Degree.

INCOME

The average household income is estimated to be $96,603 for the current year, while the average household income for the base area is estimated to be $113,181 for the same time frame.

The average household income in this area is projected to change over the next five years, from $96,603 to $108,562.

The average household income in the base area is projected to change over the next five years, from $113,181 to $122,965.

HOUSING

Most of the dwellings in this area (71.8%) are estimated to be Owner-Occupied for the current year. For the base area the majority of the housing units are Owner-Occupied (63.4%).

The majority of dwellings in this area (72.6%) are estimated to be structures of 1 Unit Detached for the current year. The majority of the dwellings in the base area (61.5%) are estimated to be structure of 1 Unit Detached for the same year.

The majority of housing units in this area (25.7%) are estimated to have been Built 1970 to 1979 for the current year.

The majority of housing units in the base area (14.1%) are estimated to have been Built 1970 to 1979 for the current year.

LABOR

For this area, Route 17 and Route 81 - 20 min, 97.5% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:
0.6% are in the Armed Forces, 62.6% are employed civilians, 1.6% are unemployed civilians, and 35.2% are not in the labor force.

The occupational classification for this area are as follows:
27.4% hold blue collar occupations, 50.4% hold white collar occupations, and 22.2% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:
0.9% are in Architecture and Engineering, 0.5% are in Arts, Entertainment and Sports, 1.8% are in Business and Financial Operations, 0.1% are in Computers and Mathematics, 6.7% are in Education, Training and Libraries, 5.5% are in Healthcare Practitioners and Technicians, 9.4% are in Healthcare Support, 1.5% are in Life, Physical and Social Sciences, 15.1% are in Management, 8.6% are in Office and Administrative Support.

2.6% are in Community and Social Services, 2.4% are in Food Preparation and Serving, 0.2% are in Legal Services, 0.7% are in Protective Services, 6.9% are in Sales and Related Services, 1.7% are in Personal Care Services.

2.6% are in Building and Grounds Maintenance, 8.6% are in Construction and Extraction, 5.5% are in Farming, Fishing and Forestry, 2.0% are in Maintenance and Repair, 8.7% are in Production, 8.1% are in Transportation and Moving.

For the base area, USA, 95.4% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:
0.5% are in the Armed Forces, 60.0% are employed civilians, 2.9% are unemployed civilians, and 36.6% are not in the labor force.

The occupational classification for the base area are as follows:
21.1% hold blue collar occupations, 62.0% hold white collar occupations, and 17.0% are occupied as service & farm workers.

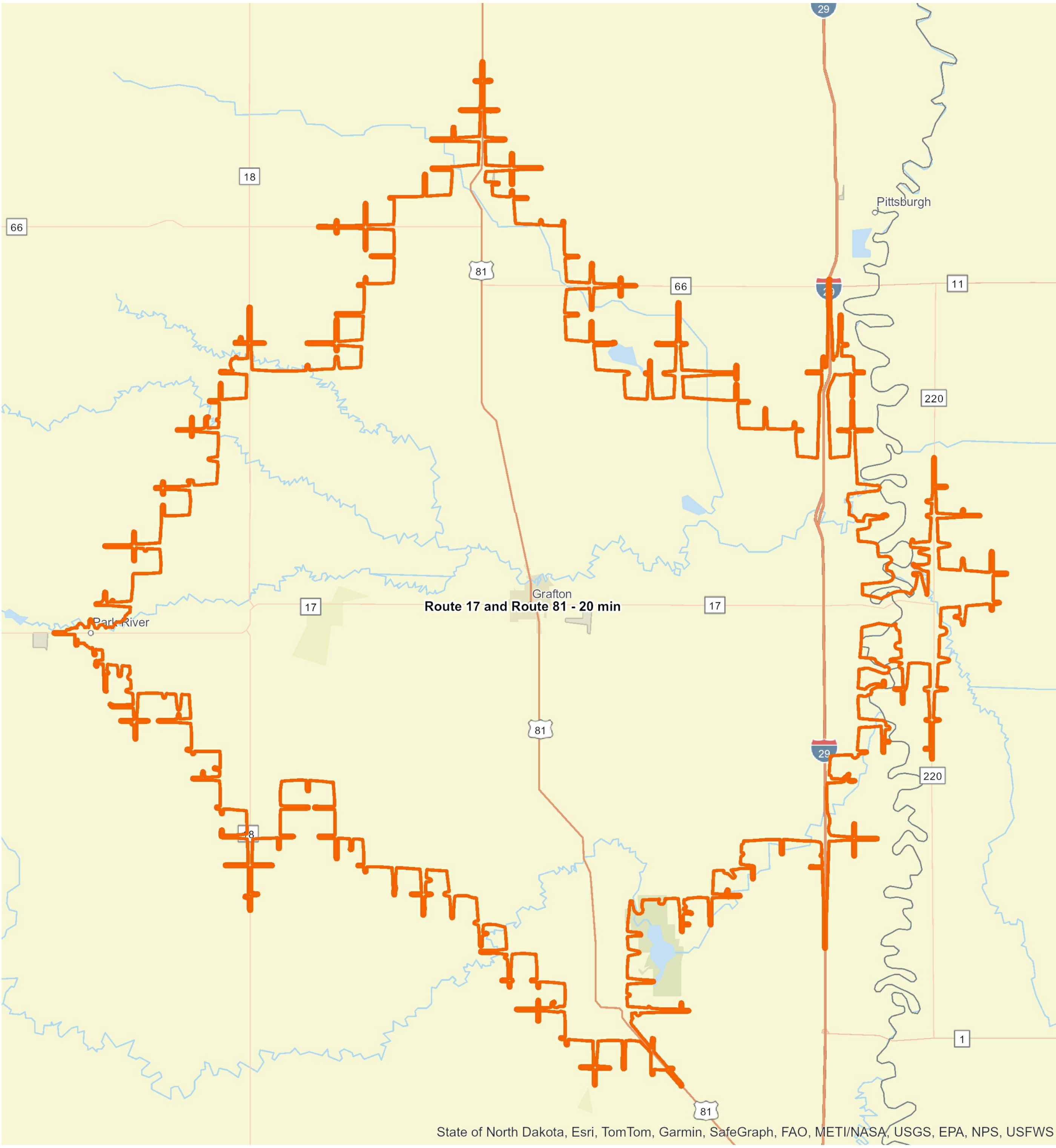
For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories:
2.2% are in Architecture and Engineering, 2.1% are in Arts, Entertainment and Sports, 5.9% are in Business and Financial Operations, 3.7% are in Computers and Mathematics, 6.2% are in Education, Training and Libraries, 6.3% are in Healthcare Practitioners and Technicians, 3.3% are in Healthcare Support, 1.1% are in Life, Physical and Social Sciences, 11.4% are in Management, 10.6% are in Office and Administrative Support.

1.8% are in Community and Social Services, 5.2% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.1% are in Protective Services, 9.4% are in Sales and Related Services, 2.5% are in Personal Care Services.

3.4% are in Building and Grounds Maintenance, 4.9% are in Construction and Extraction, 0.6% are in Farming, Fishing and Forestry, 3.0% are in Maintenance and Repair, 5.4% are in Production, 7.7% are in Transportation and Moving.

Pop-Facts® Executive Summary | Map

Trade Area: Route 17 and Route 81 - 20 min



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Pop-Facts® Executive Summary | Population & Household

Trade Area: Route 17 and Route 81 - 30 min

POPULATION

The population in this area is estimated to change from 11,570 to 11,153, resulting in a growth of -3.6% between 2020 and the current year. Over the next five years, the population is projected to grow by -2.3%.

The population in the base area is estimated to change from 331,449,281 to 337,643,652, resulting in a growth of 1.9% between 2020 and the current year. Over the next five years, the population is projected to grow by 2.4%.

The current year median age for this area is 42.9, while the average age is 42.4. Five years from now, the median age is projected to be 42.9.

The current year median age for the base area is 39.6, while the average age is 40.6. Five years from now, the median age is projected to be 40.9.

Of this area's current year estimated population:
83.9% are White Alone, 0.7% are Black or African American Alone, 1.7% are American Indian and Alaska Nat. Alone, 0.5% are Asian Alone, 0.1% are Nat. Hawaiian and Other Pacific Isl. Alone, 4.3% are Some Other Race, and 8.8% are Two or More Races.

Of the base area's current year estimated population:
59.6% are White Alone, 12.5% are Black or African American Alone, 1.2% are American Indian and Alaska Nat. Alone, 6.4% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 9.0% are Some Other Race, and 11.2% are Two or More Races.

This area's current estimated Hispanic or Latino population is 14.1%, while the base area's current estimated Hispanic or Latino population is 20.3%.

HOUSEHOLD

The number of households in this area is estimated to change from 4,859 to 4,682, resulting in an increase of -3.6% between 2020 and the current year. Over the next five years, the number of households is projected to increase by -2.4%.

The number of households in the base area is estimated to change from 126,817,580 to 129,687,464, resulting in an increase of 2.3% between 2020 and the current year. Over the next five years, the number of households is projected to increase by 2.7%.

Benchmark: USA

Pop-Facts® Executive Summary | Education, Income & Housing

Trade Area: Route 17 and Route 81 - 30 min

EDUCATION

Currently, it is estimated that 4.1% of the population age 25 and over in this area had earned a Master's Degree, 0.4% had earned a Professional School Degree, 0.5% had earned a Doctorate Degree and 13.2% had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, 9.9% had earned a Master's Degree, 2.3% had earned a Professional School Degree, 1.6% had earned a Doctorate Degree and 21.3% had earned a Bachelor's Degree.

INCOME

The average household income is estimated to be $99,490 for the current year, while the average household income for the base area is estimated to be $113,181 for the same time frame.

The average household income in this area is projected to change over the next five years, from $99,490 to $111,879.

The average household income in the base area is projected to change over the next five years, from $113,181 to $122,965.

HOUSING

Most of the dwellings in this area (74.9%) are estimated to be Owner-Occupied for the current year. For the base area the majority of the housing units are Owner-Occupied (63.4%).

The majority of dwellings in this area (75.4%) are estimated to be structures of 1 Unit Detached for the current year. The majority of the dwellings in the base area (61.5%) are estimated to be structure of 1 Unit Detached for the same year.

The majority of housing units in this area (24.4%) are estimated to have been Built 1970 to 1979 for the current year.

The majority of housing units in the base area (14.1%) are estimated to have been Built 1970 to 1979 for the current year.

Benchmark: USA

Trade Area: Route 17 and Route 81 - 30 min

LABOR

For this area, Route 17 and Route 81 - 30 min, 97.7% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:
0.5% are in the Armed Forces, 62.3% are employed civilians, 1.5% are unemployed civilians, and 35.8% are not in the labor force.

The occupational classification for this area are as follows:
27.6% hold blue collar occupations, 52.3% hold white collar occupations, and 20.1% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:
0.9% are in Architecture and Engineering, 0.5% are in Arts, Entertainment and Sports, 2.2% are in Business and Financial Operations, 0.2% are in Computers and Mathematics, 6.5% are in Education, Training and Libraries, 5.4% are in Healthcare Practitioners and Technicians, 7.5% are in Healthcare Support, 1.5% are in Life, Physical and Social Sciences, 15.9% are in Management, 9.3% are in Office and Administrative Support.

2.3% are in Community and Social Services, 2.3% are in Food Preparation and Serving, 0.2% are in Legal Services, 0.9% are in Protective Services, 7.5% are in Sales and Related Services, 1.8% are in Personal Care Services.

2.3% are in Building and Grounds Maintenance, 8.6% are in Construction and Extraction, 5.2% are in Farming, Fishing and Forestry, 2.6% are in Maintenance and Repair, 8.1% are in Production, 8.3% are in Transportation and Moving.

For the base area, USA, 95.4% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:
0.5% are in the Armed Forces, 60.0% are employed civilians, 2.9% are unemployed civilians, and 36.6% are not in the labor force.

The occupational classification for the base area are as follows:
21.1% hold blue collar occupations, 62.0% hold white collar occupations, and 17.0% are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories:
2.2% are in Architecture and Engineering, 2.1% are in Arts, Entertainment and Sports, 5.9% are in Business and Financial Operations, 3.7% are in Computers and Mathematics, 6.2% are in Education, Training and Libraries, 6.3% are in Healthcare Practitioners and Technicians, 3.3% are in Healthcare Support, 1.1% are in Life, Physical and Social Sciences, 11.4% are in Management, 10.6% are in Office and Administrative Support.

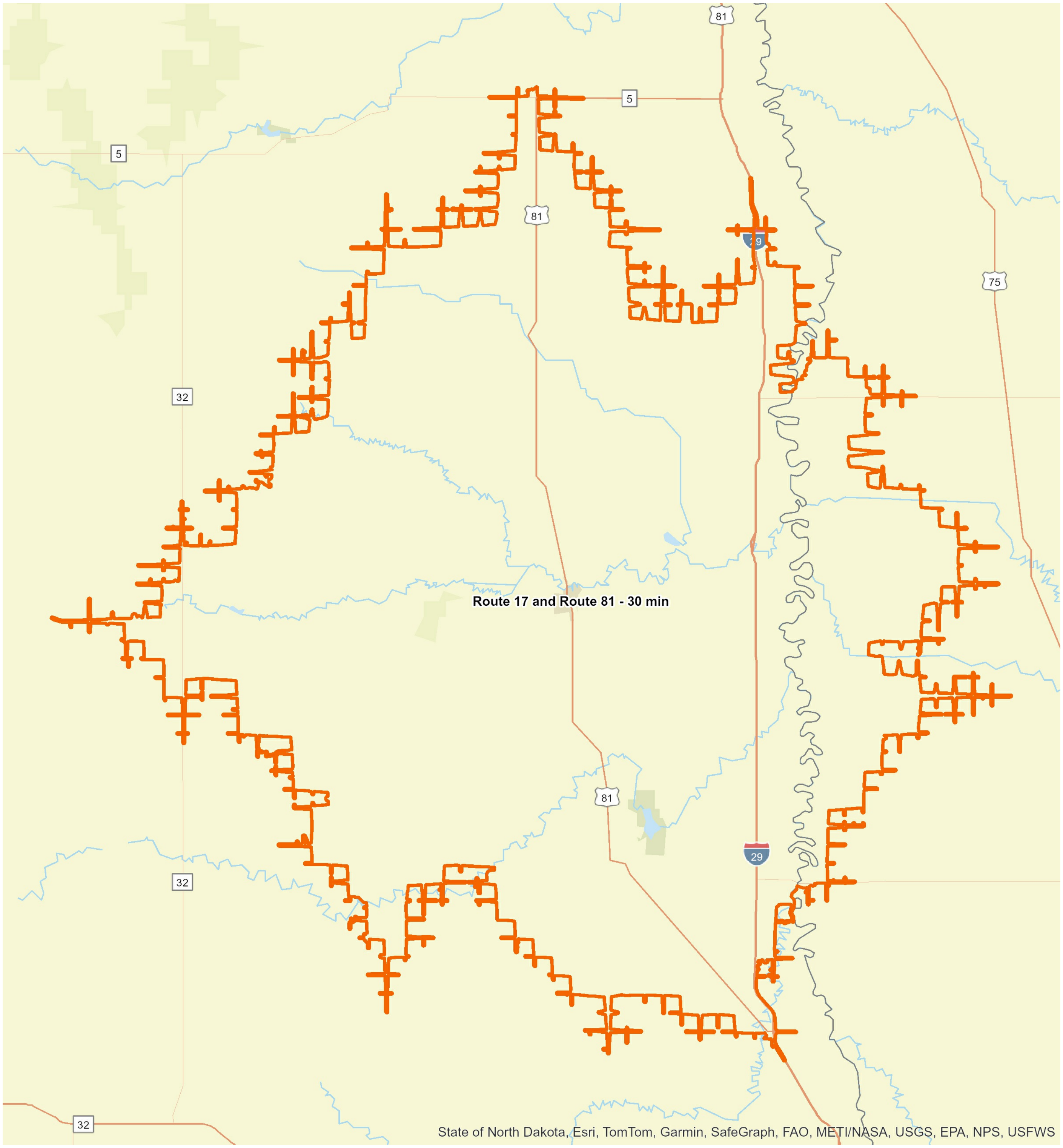
1.8% are in Community and Social Services, 5.2% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.1% are in Protective Services, 9.4% are in Sales and Related Services, 2.5% are in Personal Care Services.

3.4% are in Building and Grounds Maintenance, 4.9% are in Construction and Extraction, 0.6% are in Farming, Fishing and Forestry, 3.0% are in Maintenance and Repair, 5.4% are in Production, 7.7% are in Transportation and Moving.

Benchmark: USA

Pop-Facts® Executive Summary | Map

Trade Area: Route 17 and Route 81 - 30 min



Pop-Facts® Executive Summary | Population & Household

claritas

Trade Area: Route 17 and Route 81 - 40 min

POPULATION

The population in this area is estimated to change from 18,407 to 17,695, resulting in a growth of -3.9% between 2020 and the current year. Over the next five years, the population is projected to grow by -1.9%.

The population in the base area is estimated to change from 331,449,281 to 337,643,652, resulting in a growth of 1.9% between 2020 and the current year. Over the next five years, the population is projected to grow by 2.4%.

The current year median age for this area is 43.2, while the average age is 42.7. Five years from now, the median age is projected to be 43.4.

The current year median age for the base area is 39.6, while the average age is 40.6. Five years from now, the median age is projected to be 40.9.

Of this area's current year estimated population:
86.5% are White Alone, 0.6% are Black or African American Alone, 1.4% are American Indian and Alaska Nat. Alone, 0.5% are Asian Alone, 0.1% are Nat. Hawaiian and Other Pacific Isl. Alone, 3.1% are Some Other Race, and 7.8% are Two or More Races.

Of the base area's current year estimated population:
59.6% are White Alone, 12.5% are Black or African American Alone, 1.2% are American Indian and Alaska Nat. Alone, 6.4% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 9.0% are Some Other Race, and 11.2% are Two or More Races.

This area's current estimated Hispanic or Latino population is 10.8%, while the base area's current estimated Hispanic or Latino population is 20.3%.

HOUSEHOLD

The number of households in this area is estimated to change from 7,750 to 7,447, resulting in an increase of -3.9% between 2020 and the current year. Over the next five years, the number of households is projected to increase by -2.1%.

The number of households in the base area is estimated to change from 126,817,580 to 129,687,464, resulting in an increase of 2.3% between 2020 and the current year. Over the next five years, the number of households is projected to increase by 2.7%.

Benchmark: USA

Pop-Facts® Executive Summary | Education, Income & Housing

claritas

Trade Area: Route 17 and Route 81 - 40 min

EDUCATION

Currently, it is estimated that 4.1% of the population age 25 and over in this area had earned a Master's Degree, 0.7% had earned a Professional School Degree, 0.7% had earned a Doctorate Degree and 15.0% had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, 9.9% had earned a Master's Degree, 2.3% had earned a Professional School Degree, 1.6% had earned a Doctorate Degree and 21.3% had earned a Bachelor's Degree.

INCOME

The average household income is estimated to be $100,050 for the current year, while the average household income for the base area is estimated to be $113,181 for the same time frame.

The average household income in this area is projected to change over the next five years, from $100,050 to $112,664.

The average household income in the base area is projected to change over the next five years, from $113,181 to $122,965.

HOUSING

Most of the dwellings in this area (78.0%) are estimated to be Owner-Occupied for the current year. For the base area the majority of the housing units are Owner-Occupied (63.4%).

The majority of dwellings in this area (77.5%) are estimated to be structures of 1 Unit Detached for the current year. The majority of the dwellings in the base area (61.5%) are estimated to be structure of 1 Unit Detached for the same year.

The majority of housing units in this area (22.2%) are estimated to have been Built 1970 to 1979 for the current year.

The majority of housing units in the base area (14.1%) are estimated to have been Built 1970 to 1979 for the current year.

Benchmark: USA

Trade Area: Route 17 and Route 81 - 40 min

LABOR

For this area, Route 17 and Route 81 - 40 min, 97.6% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:
0.4% are in the Armed Forces, 62.0% are employed civilians, 1.6% are unemployed civilians, and 36.0% are not in the labor force.

The occupational classification for this area are as follows:
25.4% hold blue collar occupations, 54.9% hold white collar occupations, and 19.7% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:
0.8% are in Architecture and Engineering, 0.6% are in Arts, Entertainment and Sports, 2.7% are in Business and Financial Operations, 0.5% are in Computers and Mathematics, 6.5% are in Education, Training and Libraries, 5.6% are in Healthcare Practitioners and Technicians, 6.6% are in Healthcare Support, 1.3% are in Life, Physical and Social Sciences, 17.1% are in Management, 10.0% are in Office and Administrative Support.

2.1% are in Community and Social Services, 2.2% are in Food Preparation and Serving, 0.2% are in Legal Services, 1.4% are in Protective Services, 7.5% are in Sales and Related Services, 2.1% are in Personal Care Services.

2.3% are in Building and Grounds Maintenance, 7.6% are in Construction and Extraction, 5.1% are in Farming, Fishing and Forestry, 2.7% are in Maintenance and Repair, 7.4% are in Production, 7.7% are in Transportation and Moving.

For the base area, USA, 95.4% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:
0.5% are in the Armed Forces, 60.0% are employed civilians, 2.9% are unemployed civilians, and 36.6% are not in the labor force.

The occupational classification for the base area are as follows:
21.1% hold blue collar occupations, 62.0% hold white collar occupations, and 17.0% are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories:
2.2% are in Architecture and Engineering, 2.1% are in Arts, Entertainment and Sports, 5.9% are in Business and Financial Operations, 3.7% are in Computers and Mathematics, 6.2% are in Education, Training and Libraries, 6.3% are in Healthcare Practitioners and Technicians, 3.3% are in Healthcare Support, 1.1% are in Life, Physical and Social Sciences, 11.4% are in Management, 10.6% are in Office and Administrative Support.

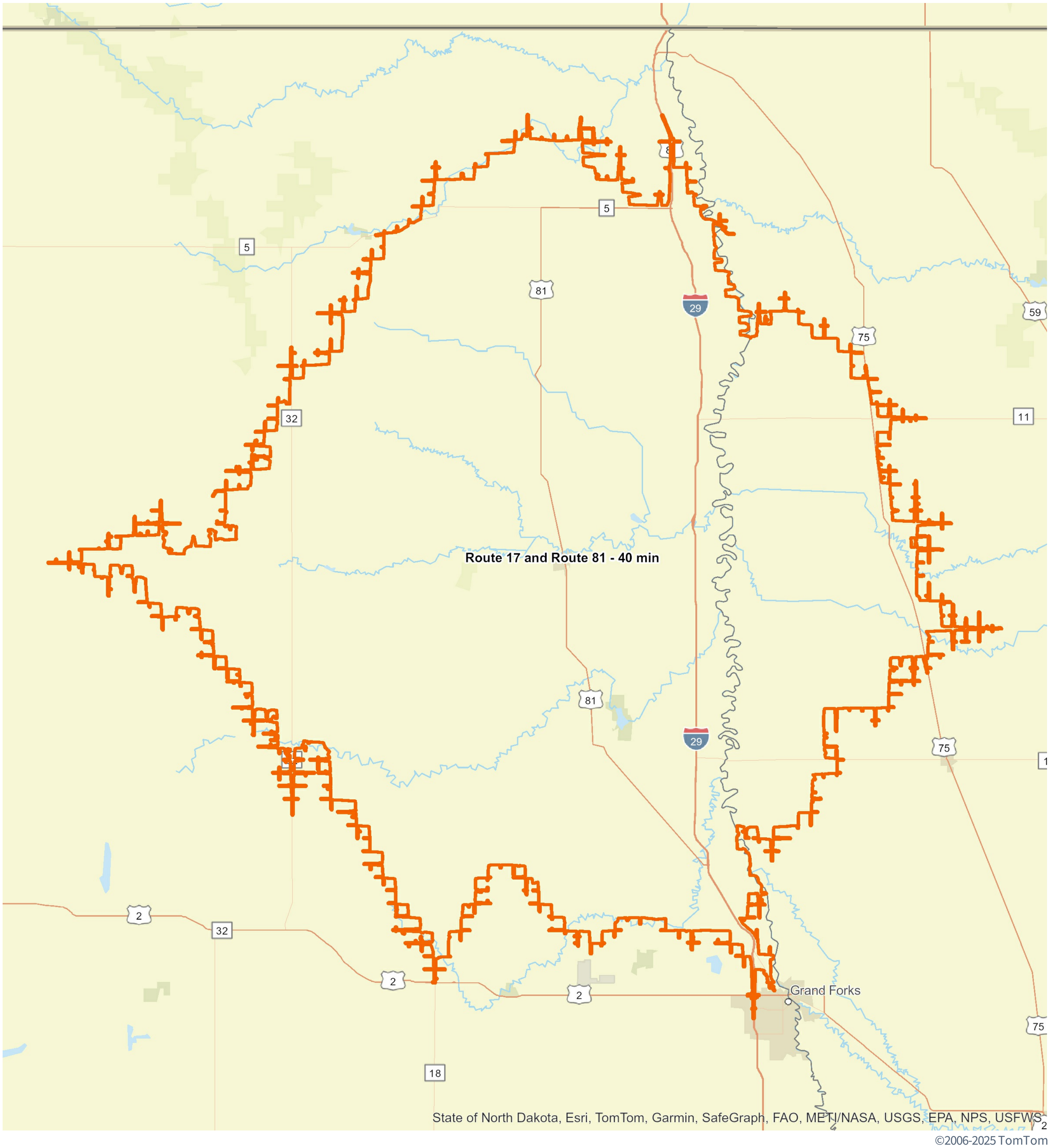
1.8% are in Community and Social Services, 5.2% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.1% are in Protective Services, 9.4% are in Sales and Related Services, 2.5% are in Personal Care Services.

3.4% are in Building and Grounds Maintenance, 4.9% are in Construction and Extraction, 0.6% are in Farming, Fishing and Forestry, 3.0% are in Maintenance and Repair, 5.4% are in Production, 7.7% are in Transportation and Moving.

Benchmark: USA

Pop-Facts® Executive Summary | Map

Trade Area: Route 17 and Route 81 - 40 min



Report Details

Name: Pop-Facts® Demographic Executive Summary 2025
Date / Time: 1/15/2025 10:05:09 AM
Workspace Vintage: 2025

Trade Area

Name	Level	Geographies
Route 17 and Route 81 - 20 min		N/A
Route 17 and Route 81 - 30 min		N/A
Route 17 and Route 81 - 40 min		N/A

Benchmark

Name	Level	Geographies
USA	Entire US	United States

DataSource

Product	Provider	Copyright
Claritas Pop-Facts® Premier 2025	Claritas	©Claritas, LLC 2025 (https://claritas.easpotlight.com/Spotlight/About
SPOTLIGHT Pop-Facts® Premier 2025, including 2010 US Census, 2025 estimates and 2030 projections	Claritas	©Claritas, LLC 2025 (https://claritas.easpotlight.com/Spotlight/About

PRIZM® Premier | Household Segment Distribution

Trade Area: Route 17 and Route 81 - 20 min **Households:** 3,327

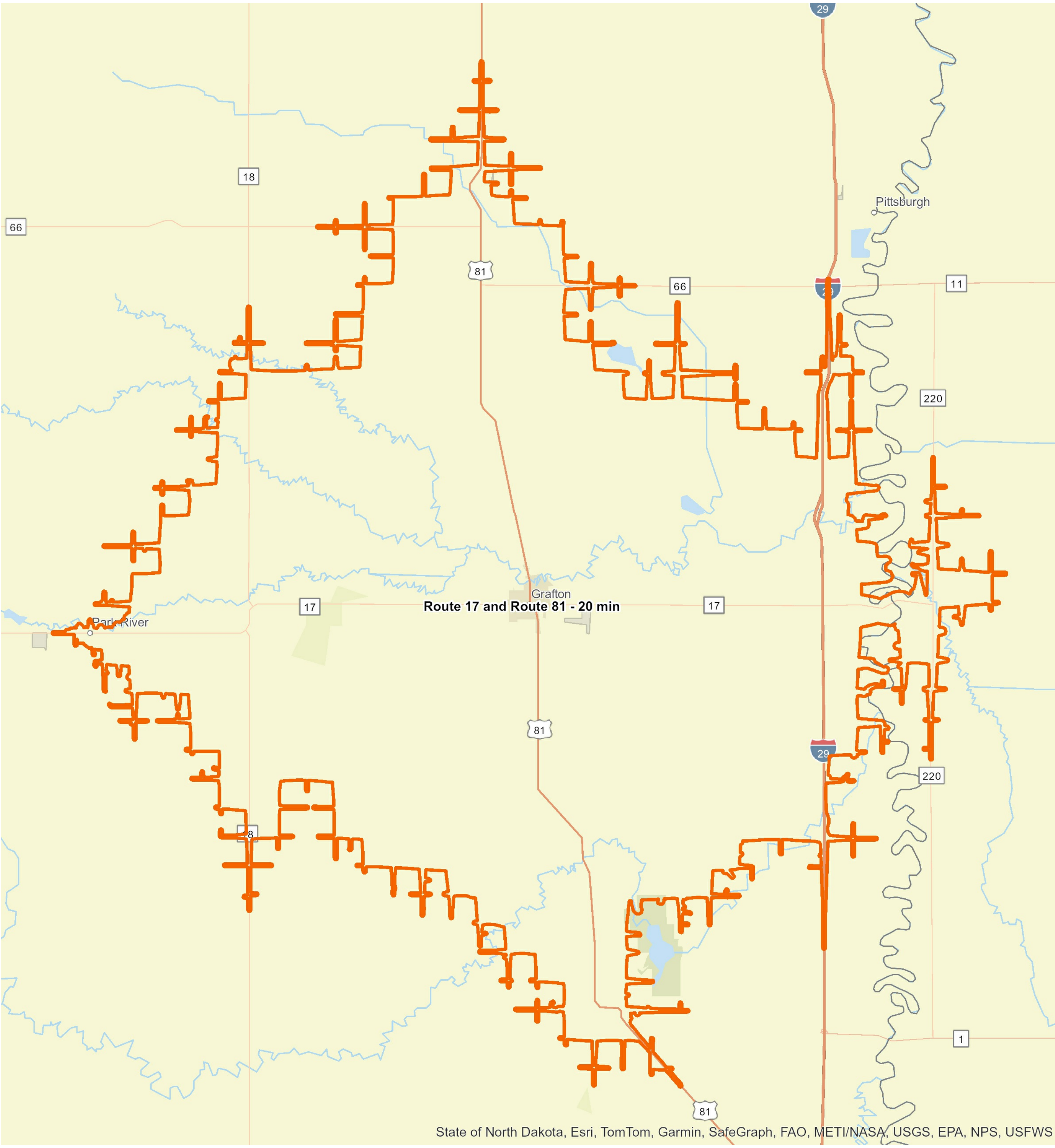
Segment Code	Segment Name	Base Count	% Comp	Count	% Comp	Index
01	Upper Crust	1,315,275	1.02	0	0.00	0
02	Networked Neighbors	1,265,415	0.98	0	0.00	0
03	Movers & Shakers	1,793,224	1.39	0	0.00	0
04	Young Digerati	1,824,261	1.41	0	0.00	0
05	Country Squires	3,125,738	2.42	0	0.00	0
06	Winner's Circle	1,761,069	1.36	0	0.00	0
07	Money & Brains	1,748,169	1.35	0	0.00	0
08	Gray Power	1,461,262	1.13	0	0.00	0
09	Big Fish, Small Pond	2,170,283	1.68	0	0.00	0
10	Executive Suites	1,669,642	1.29	0	0.00	0
11	Fast-Track Families	2,420,617	1.88	0	0.00	0
12	Cruisin' to Retirement	3,062,448	2.37	0	0.00	0
13	Upward Bound	1,368,812	1.06	0	0.00	0
14	Kids & Cul-de-Sacs	1,749,580	1.35	0	0.00	0
15	New Homesteaders	1,392,790	1.08	0	0.00	0
16	Beltway Boomers	1,430,306	1.11	0	0.00	0
17	Urban Elders	1,447,795	1.12	0	0.00	0
18	Mayberry-ville	2,111,162	1.64	0	0.00	0
19	American Dreams	1,400,768	1.08	0	0.00	0
20	Empty Nests	2,015,127	1.56	0	0.00	0
21	The Cosmopolitans	1,392,079	1.08	0	0.00	0
22	Middleburg Managers	3,125,014	2.42	0	0.00	0
23	Township Travelers	1,469,223	1.14	0	0.00	0
24	Pickup Patriarchs	1,359,130	1.05	0	0.00	0
25	Up-and-Comers	1,925,903	1.49	0	0.00	0
26	Home Sweet Home	1,650,105	1.28	0	0.00	0
27	Big Sky Families	3,209,043	2.49	581	17.46	702
28	Country Casuals	2,383,243	1.85	753	22.63	1,226
29	White Picket Fences	2,115,892	1.64	0	0.00	0
30	Pools & Patios	1,851,217	1.43	0	0.00	0
31	Connected Bohemians	1,939,321	1.50	0	0.00	0
32	Traditional Times	1,869,174	1.45	0	0.00	0
33	Second City Startups	1,267,914	0.98	0	0.00	0
34	Young & Influential	1,207,722	0.94	0	0.00	0
35	Urban Achievers	1,626,471	1.26	0	0.00	0
36	Toolbelt Traditionalists	3,116,151	2.41	0	0.00	0
37	Bright Lights, Li'l City	1,789,131	1.39	0	0.00	0
38	Hometown Retired	1,854,709	1.44	0	0.00	0
39	Kid Country, USA	1,525,425	1.18	0	0.00	0
40	Aspiring A-Listers	1,400,491	1.08	0	0.00	0
41	Domestic Duos	1,226,967	0.95	0	0.00	0
42	Multi-Culti Mosaic	2,085,451	1.62	0	0.00	0
43	City Roots	1,439,627	1.11	0	0.00	0
44	Country Strong	4,232,145	3.28	542	16.29	497
45	Urban Modern Mix	2,607,061	2.02	0	0.00	0
46	Heartlanders	1,636,359	1.27	305	9.17	723
47	Striving Selfies	1,875,451	1.45	0	0.00	0
48	Generation Web	2,214,958	1.72	0	0.00	0
49	American Classics	2,151,466	1.67	0	0.00	0
50	Metro Grads	1,839,483	1.43	0	0.00	0
51	Campers & Camo	2,468,285	1.91	0	0.00	0
52	Simple Pleasures	1,657,675	1.28	202	6.07	473
53	Lo-Tech Singles	1,808,452	1.40	0	0.00	0
54	Struggling Singles	1,689,880	1.31	0	0.00	0
55	Red, White & Blue	1,824,692	1.41	485	14.58	1,031
56	Multi-Culti Families	1,458,909	1.13	0	0.00	0
57	Back Country Folks	3,320,007	2.57	250	7.51	292
58	Golden Ponds	2,569,038	1.99	0	0.00	0
59	New Melting Pot	1,877,922	1.46	0	0.00	0
60	Small-Town Collegiates	1,341,195	1.04	0	0.00	0
61	Second City Generations	1,381,770	1.07	0	0.00	0
62	Crossroad Villagers	1,411,874	1.09	0	0.00	0
63	Low-Rise Living	2,619,669	2.03	0	0.00	0
64	Family Thrifts	1,224,027	0.95	0	0.00	0
65	Young & Rustic	2,663,097	2.06	209	6.28	304
66	New Beginnings	1,308,931	1.01	0	0.00	0
67	Park Bench Seniors	1,201,258	0.93	0	0.00	0
68	Bedrock America	1,332,292	1.03	0	0.00	0
	Total	**129,079,042**	**100.00**	**3,327**	**100.00**	**100**

Benchmark: USA

PRIZM® Premier | Map

Trade Area: Route 17 and Route 81 - 20 min

Households: 3,327



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Benchmark: USA

PRIZM® Premier | Household Segment Distribution

Trade Area: Route 17 and Route 81 - 30 min

Households: 4,779

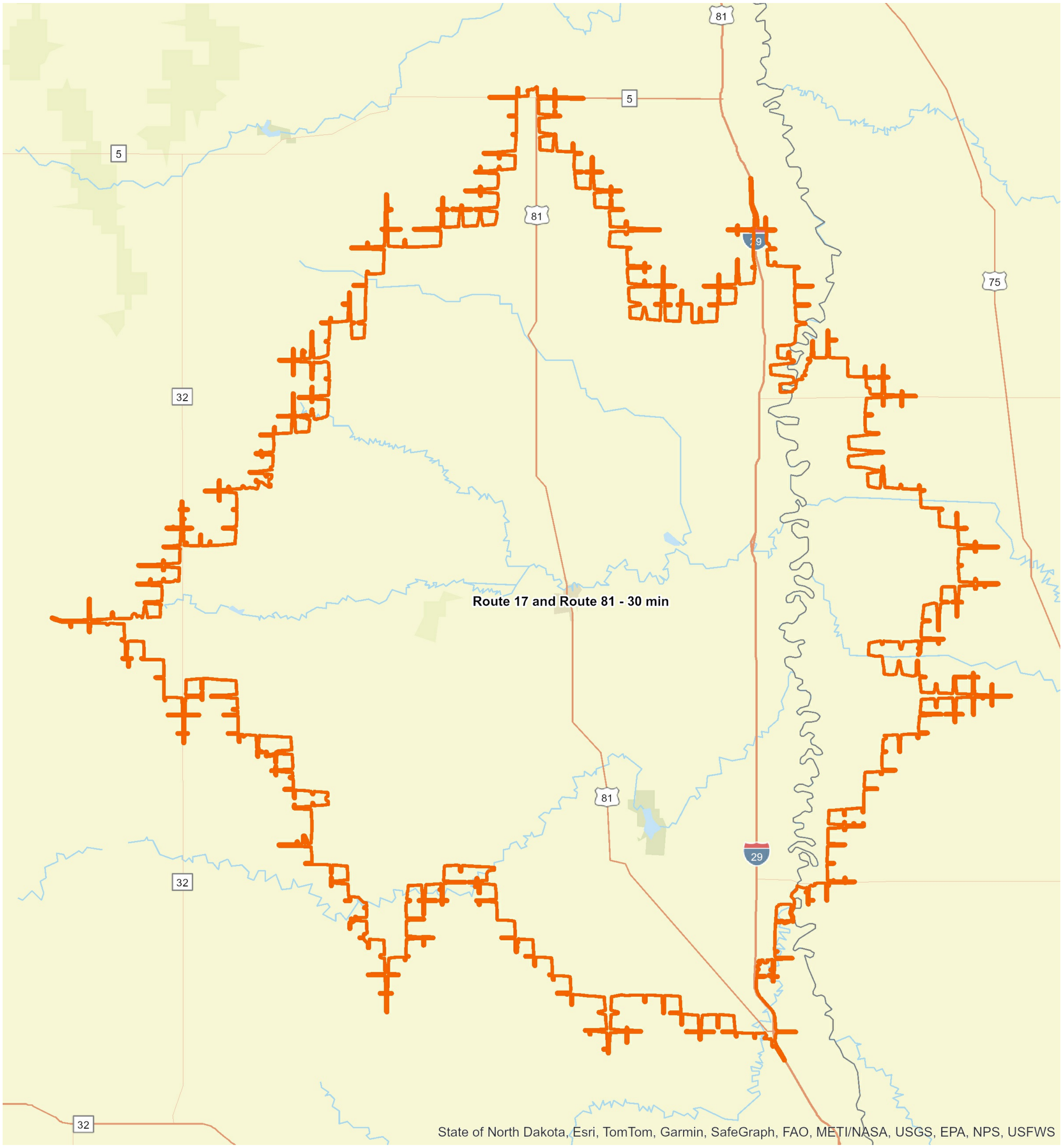
Segment Code	Segment Name	Base Count	% Comp	Count	% Comp	Index
01	Upper Crust	1,315,275	1.02	0	0.00	0
02	Networked Neighbors	1,265,415	0.98	0	0.00	0
03	Movers & Shakers	1,793,224	1.39	0	0.00	0
04	Young Digerati	1,824,261	1.41	0	0.00	0
05	Country Squires	3,125,738	2.42	0	0.00	0
06	Winner's Circle	1,761,069	1.36	0	0.00	0
07	Money & Brains	1,748,169	1.35	0	0.00	0
08	Gray Power	1,461,262	1.13	0	0.00	0
09	Big Fish, Small Pond	2,170,283	1.68	0	0.00	0
10	Executive Suites	1,669,642	1.29	0	0.00	0
11	Fast-Track Families	2,420,617	1.88	3	0.06	3
12	Cruisin' to Retirement	3,062,448	2.37	0	0.00	0
13	Upward Bound	1,368,812	1.06	0	0.00	0
14	Kids & Cul-de-Sacs	1,749,580	1.35	0	0.00	0
15	New Homesteaders	1,392,790	1.08	0	0.00	0
16	Beltway Boomers	1,430,306	1.11	0	0.00	0
17	Urban Elders	1,447,795	1.12	0	0.00	0
18	Mayberry-ville	2,111,162	1.64	2	0.04	3
19	American Dreams	1,400,768	1.08	0	0.00	0
20	Empty Nests	2,015,127	1.56	0	0.00	0
21	The Cosmopolitans	1,392,079	1.08	0	0.00	0
22	Middleburg Managers	3,125,014	2.42	0	0.00	0
23	Township Travelers	1,469,223	1.14	0	0.00	0
24	Pickup Patriarchs	1,359,130	1.05	0	0.00	0
25	Up-and-Comers	1,925,903	1.49	0	0.00	0
26	Home Sweet Home	1,650,105	1.28	0	0.00	0
27	Big Sky Families	3,209,043	2.49	904	18.92	761
28	Country Casuals	2,383,243	1.85	1,241	25.97	1,406
29	White Picket Fences	2,115,892	1.64	0	0.00	0
30	Pools & Patios	1,851,217	1.43	0	0.00	0
31	Connected Bohemians	1,939,321	1.50	0	0.00	0
32	Traditional Times	1,869,174	1.45	0	0.00	0
33	Second City Startups	1,267,914	0.98	0	0.00	0
34	Young & Influential	1,207,722	0.94	0	0.00	0
35	Urban Achievers	1,626,471	1.26	0	0.00	0
36	Toolbelt Traditionalists	3,116,151	2.41	0	0.00	0
37	Bright Lights, Li'l City	1,789,131	1.39	0	0.00	0
38	Hometown Retired	1,854,709	1.44	0	0.00	0
39	Kid Country, USA	1,525,425	1.18	0	0.00	0
40	Aspiring A-Listers	1,400,491	1.08	0	0.00	0
41	Domestic Duos	1,226,967	0.95	0	0.00	0
42	Multi-Culti Mosaic	2,085,451	1.62	0	0.00	0
43	City Roots	1,439,627	1.11	0	0.00	0
44	Country Strong	4,232,145	3.28	741	15.51	473
45	Urban Modern Mix	2,607,061	2.02	0	0.00	0
46	Heartlanders	1,636,359	1.27	432	9.04	713
47	Striving Selfies	1,875,451	1.45	0	0.00	0
48	Generation Web	2,214,958	1.72	0	0.00	0
49	American Classics	2,151,466	1.67	0	0.00	0
50	Metro Grads	1,839,483	1.43	0	0.00	0
51	Campers & Camo	2,468,285	1.91	0	0.00	0
52	Simple Pleasures	1,657,675	1.28	339	7.09	552
53	Lo-Tech Singles	1,808,452	1.40	0	0.00	0
54	Struggling Singles	1,689,880	1.31	0	0.00	0
55	Red, White & Blue	1,824,692	1.41	577	12.07	854
56	Multi-Culti Families	1,458,909	1.13	0	0.00	0
57	Back Country Folks	3,320,007	2.57	300	6.28	244
58	Golden Ponds	2,569,038	1.99	0	0.00	0
59	New Melting Pot	1,877,922	1.46	0	0.00	0
60	Small-Town Collegiates	1,341,195	1.04	0	0.00	0
61	Second City Generations	1,381,770	1.07	0	0.00	0
62	Crossroad Villagers	1,411,874	1.09	0	0.00	0
63	Low-Rise Living	2,619,669	2.03	0	0.00	0
64	Family Thrifts	1,224,027	0.95	0	0.00	0
65	Young & Rustic	2,663,097	2.06	240	5.02	243
66	New Beginnings	1,308,931	1.01	0	0.00	0
67	Park Bench Seniors	1,201,258	0.93	0	0.00	0
68	Bedrock America	1,332,292	1.03	0	0.00	0
	Total	**129,079,042**	**100.00**	**4,779**	**100.00**	**100**

Benchmark: USA

PRIZM® Premier | Map

Trade Area: Route 17 and Route 81 - 30 min

Households: 4,779



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Benchmark: USA

PRIZM® Premier | Household Segment Distribution

claritas

Trade Area: Route 17 and Route 81 - 40 min

Households: 7,566

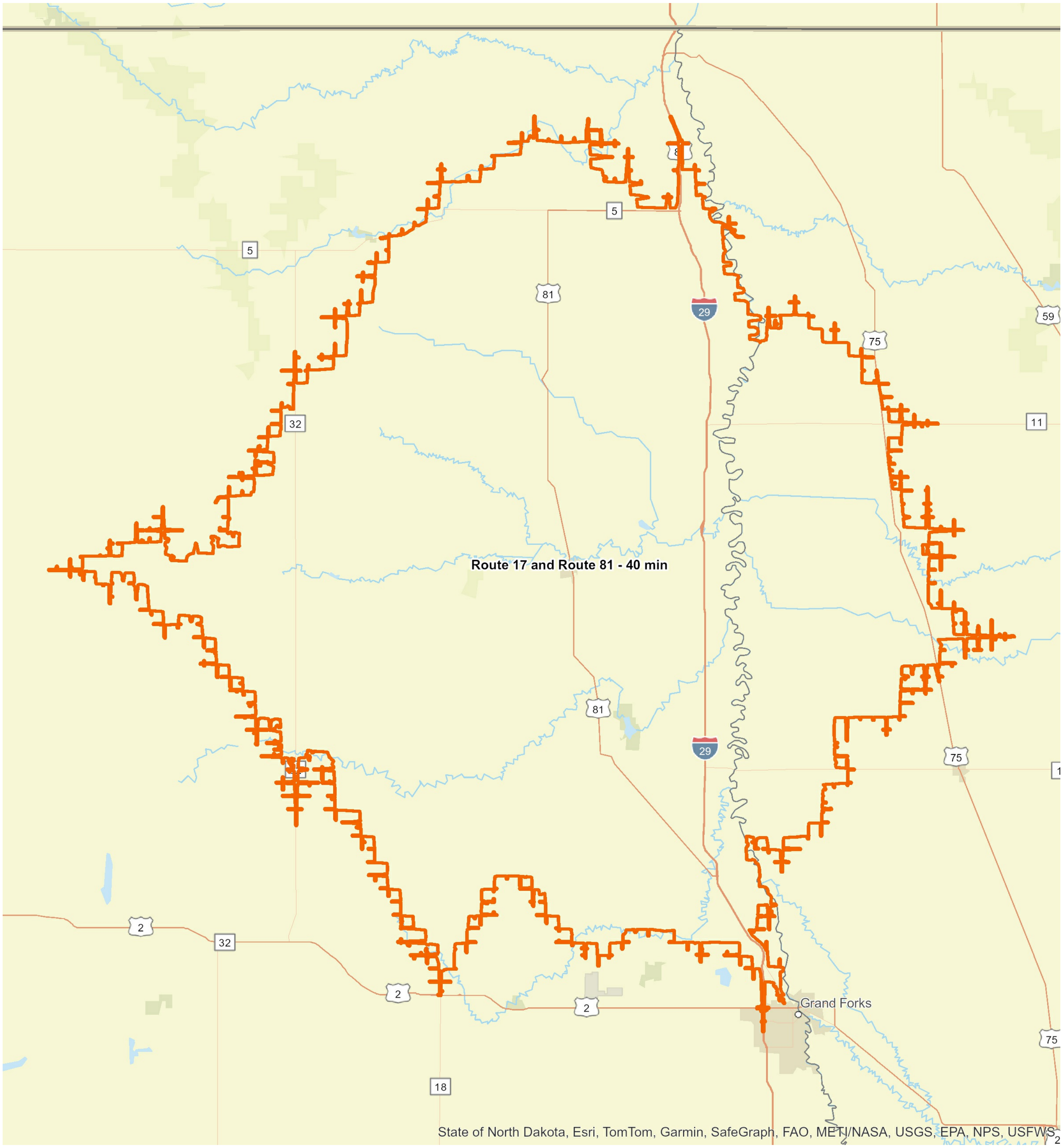
Segment Code	Segment Name	Base Count	% Comp	Count	% Comp	Index
01	Upper Crust	1,315,275	1.02	0	0.00	0
02	Networked Neighbors	1,265,415	0.98	0	0.00	0
03	Movers & Shakers	1,793,224	1.39	0	0.00	0
04	Young Digerati	1,824,261	1.41	0	0.00	0
05	Country Squires	3,125,738	2.42	0	0.00	0
06	Winner's Circle	1,761,069	1.36	0	0.00	0
07	Money & Brains	1,748,169	1.35	0	0.00	0
08	Gray Power	1,461,262	1.13	0	0.00	0
09	Big Fish, Small Pond	2,170,283	1.68	0	0.00	0
10	Executive Suites	1,669,642	1.29	0	0.00	0
11	Fast-Track Families	2,420,617	1.88	25	0.33	18
12	Cruisin' to Retirement	3,062,448	2.37	0	0.00	0
13	Upward Bound	1,368,812	1.06	0	0.00	0
14	Kids & Cul-de-Sacs	1,749,580	1.35	0	0.00	0
15	New Homesteaders	1,392,790	1.08	0	0.00	0
16	Beltway Boomers	1,430,306	1.11	0	0.00	0
17	Urban Elders	1,447,795	1.12	0	0.00	0
18	Mayberry-ville	2,111,162	1.64	28	0.37	23
19	American Dreams	1,400,768	1.08	0	0.00	0
20	Empty Nests	2,015,127	1.56	0	0.00	0
21	The Cosmopolitans	1,392,079	1.08	0	0.00	0
22	Middleburg Managers	3,125,014	2.42	0	0.00	0
23	Township Travelers	1,469,223	1.14	0	0.00	0
24	Pickup Patriarchs	1,359,130	1.05	0	0.00	0
25	Up-and-Comers	1,925,903	1.49	0	0.00	0
26	Home Sweet Home	1,650,105	1.28	0	0.00	0
27	Big Sky Families	3,209,043	2.49	1,507	19.92	801
28	Country Casuals	2,383,243	1.85	2,011	26.58	1,440
29	White Picket Fences	2,115,892	1.64	0	0.00	0
30	Pools & Patios	1,851,217	1.43	0	0.00	0
31	Connected Bohemians	1,939,321	1.50	0	0.00	0
32	Traditional Times	1,869,174	1.45	0	0.00	0
33	Second City Startups	1,267,914	0.98	0	0.00	0
34	Young & Influential	1,207,722	0.94	0	0.00	0
35	Urban Achievers	1,626,471	1.26	0	0.00	0
36	Toolbelt Traditionalists	3,116,151	2.41	0	0.00	0
37	Bright Lights, Li'l City	1,789,131	1.39	0	0.00	0
38	Hometown Retired	1,854,709	1.44	0	0.00	0
39	Kid Country, USA	1,525,425	1.18	0	0.00	0
40	Aspiring A-Listers	1,400,491	1.08	0	0.00	0
41	Domestic Duos	1,226,967	0.95	0	0.00	0
42	Multi-Culti Mosaic	2,085,451	1.62	0	0.00	0
43	City Roots	1,439,627	1.11	0	0.00	0
44	Country Strong	4,232,145	3.28	1,121	14.82	452
45	Urban Modern Mix	2,607,061	2.02	0	0.00	0
46	Heartlanders	1,636,359	1.27	696	9.20	726
47	Striving Selfies	1,875,451	1.45	0	0.00	0
48	Generation Web	2,214,958	1.72	0	0.00	0
49	American Classics	2,151,466	1.67	0	0.00	0
50	Metro Grads	1,839,483	1.43	0	0.00	0
51	Campers & Camo	2,468,285	1.91	0	0.00	0
52	Simple Pleasures	1,657,675	1.28	698	9.22	718
53	Lo-Tech Singles	1,808,452	1.40	0	0.00	0
54	Struggling Singles	1,689,880	1.31	0	0.00	0
55	Red, White & Blue	1,824,692	1.41	799	10.56	747
56	Multi-Culti Families	1,458,909	1.13	0	0.00	0
57	Back Country Folks	3,320,007	2.57	376	4.97	193
58	Golden Ponds	2,569,038	1.99	0	0.00	0
59	New Melting Pot	1,877,922	1.46	0	0.00	0
60	Small-Town Collegiates	1,341,195	1.04	0	0.00	0
61	Second City Generations	1,381,770	1.07	0	0.00	0
62	Crossroad Villagers	1,411,874	1.09	0	0.00	0
63	Low-Rise Living	2,619,669	2.03	0	0.00	0
64	Family Thrifts	1,224,027	0.95	0	0.00	0
65	Young & Rustic	2,663,097	2.06	303	4.00	194
66	New Beginnings	1,308,931	1.01	2	0.03	3
67	Park Bench Seniors	1,201,258	0.93	0	0.00	0
68	Bedrock America	1,332,292	1.03	0	0.00	0
	Total	**129,079,042**	**100.00**	**7,566**	**100.00**	**100**

Benchmark: USA

PRIZM® Premier | Map

Trade Area: Route 17 and Route 81 - 40 min

Households: 7,566



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Benchmark: USA

Report Details

Name: PRIZM® Premier Household Segment Distribution 2024
Date / Time: 1/15/2025 10:06:09 AM
Workspace Vintage: 2024

Trade Area

Name	Level	Geographies
Route 17 and Route 81 - 20 min		N/A
Route 17 and Route 81 - 30 min		N/A
Route 17 and Route 81 - 40 min		N/A

Benchmark

Name	Level	Geographies
USA	Entire US	United States

DataSource

Product	Provider	Copyright
Claritas PRIZM® Premier - 2024 Distributions and 2029 Projections	Claritas	

Segmentation System

Product	Provider	Copyright
Claritas PRIZM® Premier	Claritas	

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