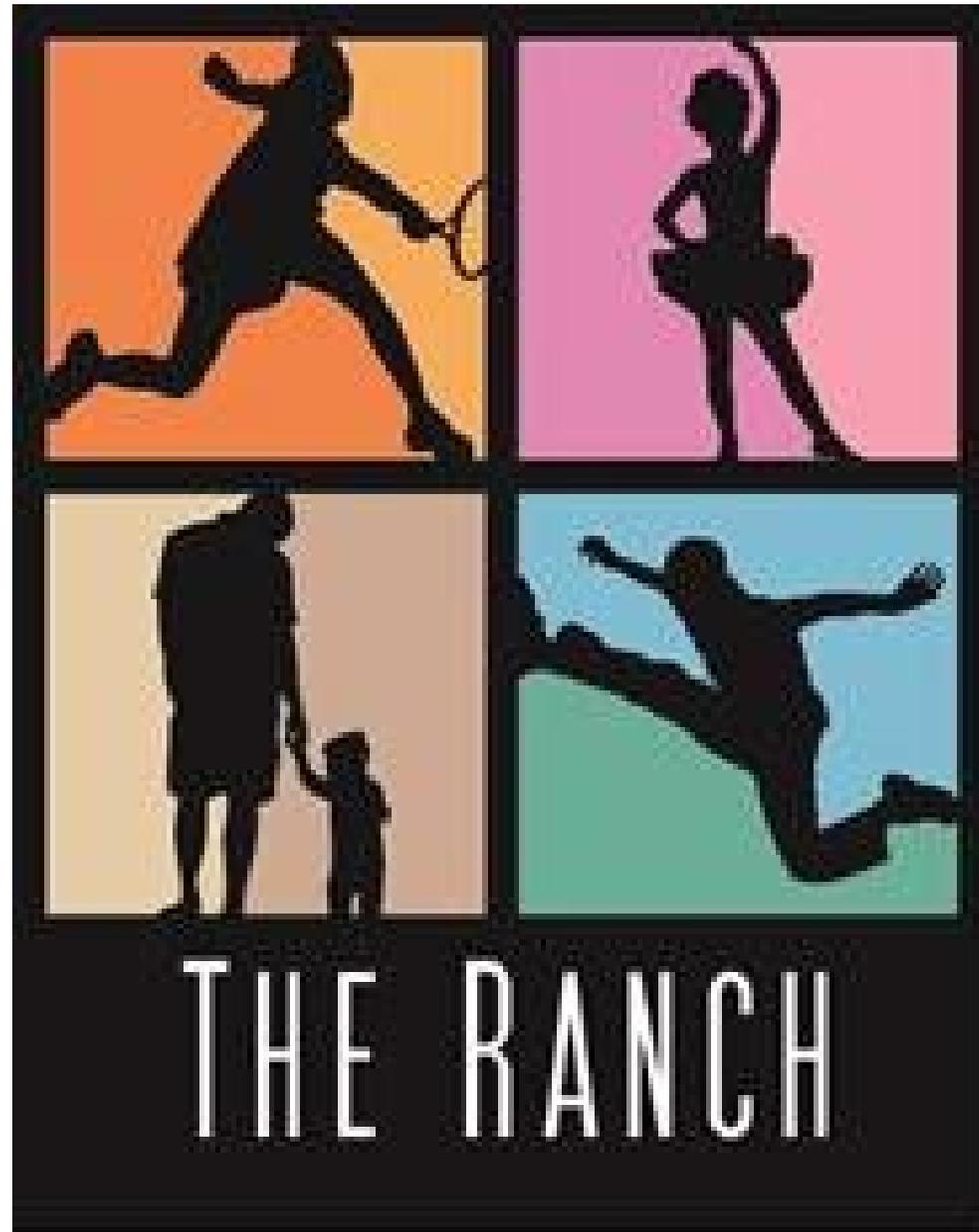


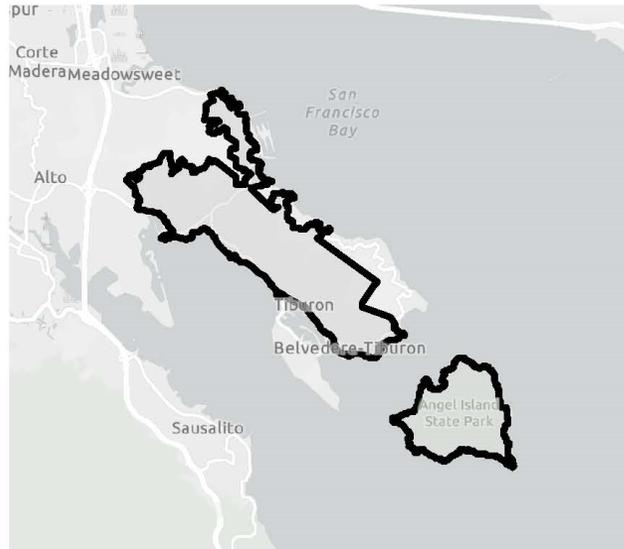
DEMOGRAPHICS



# Demographics

## POPULATION TRENDS AND KEY INDICATORS

Tiburon Town, CA  
Geography: Place

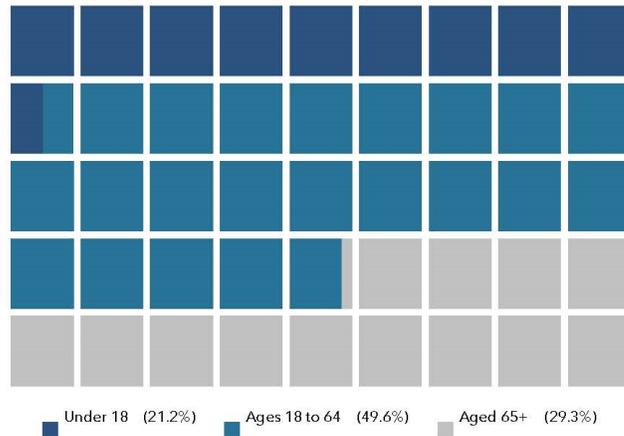


<b>9,120</b>	<b>3,726</b>	<b>2.44</b>	<b>51.6</b>	<b>\$194,446</b>	<b>\$2,000,001</b>	<b>324</b>	<b>42</b>	<b>45</b>
Population	Households	Avg Size Household	Median Age	Median Household Income	Median Home Value	Wealth Index	Housing Affordability	Diversity Index

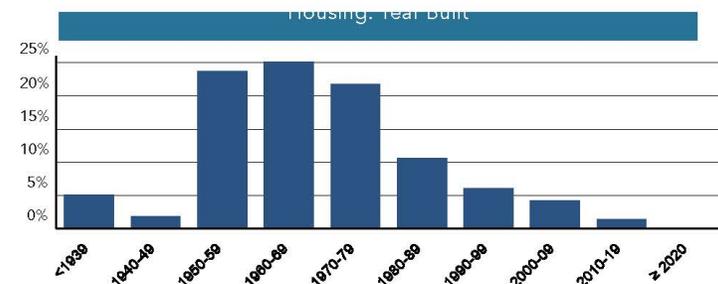
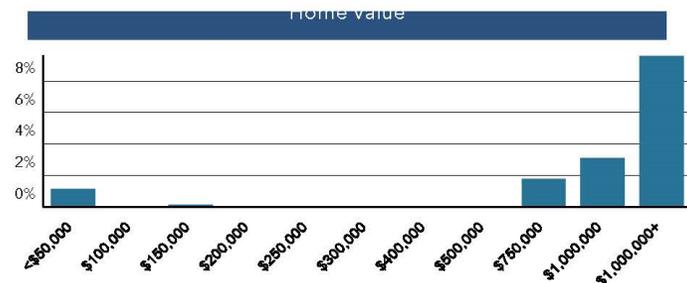
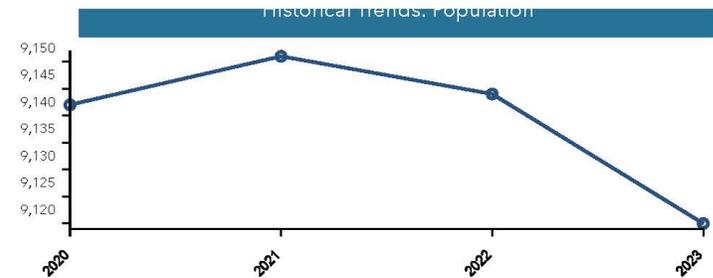
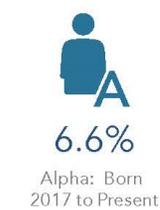
### MORTGAGE INDICATORS



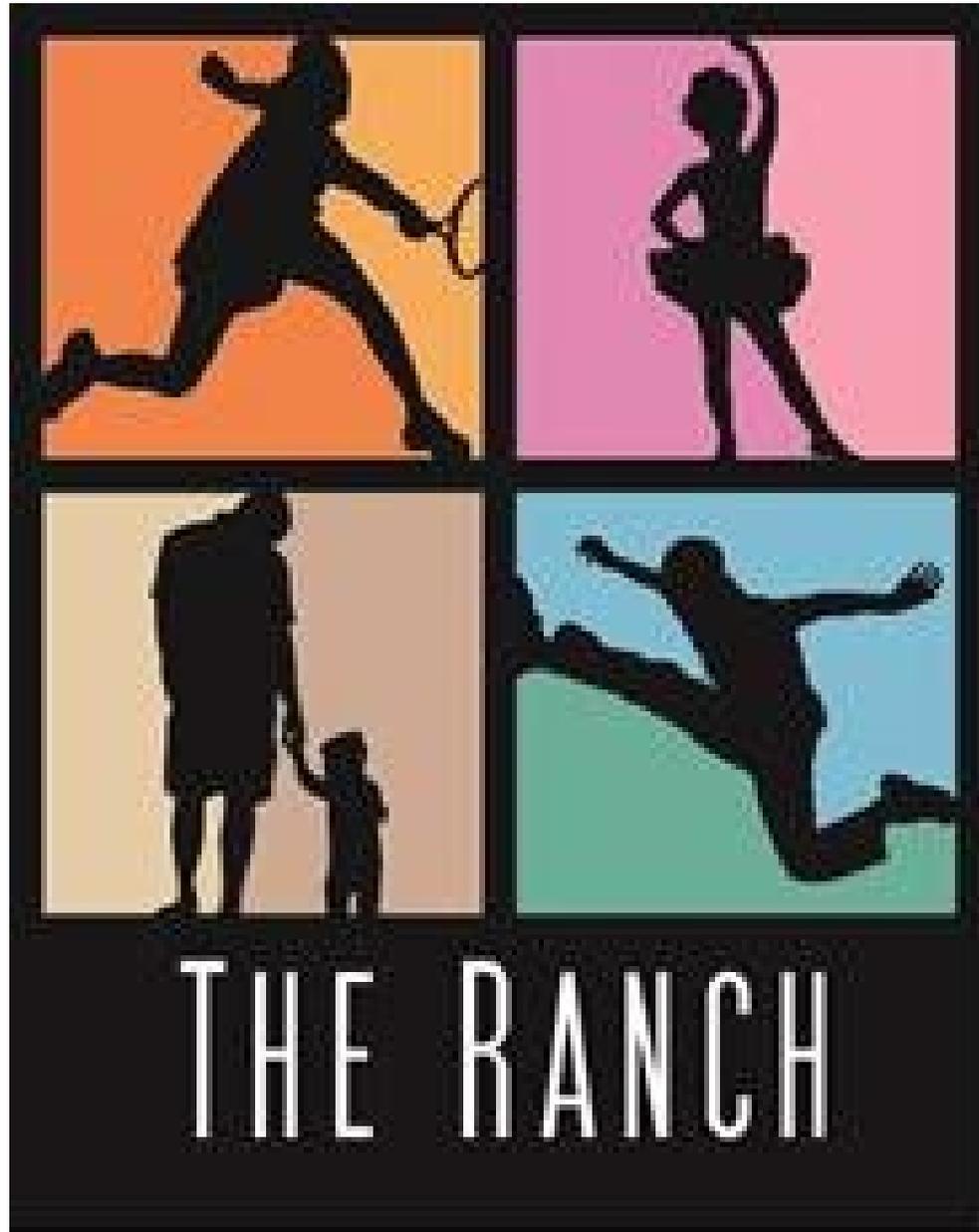
### POPULATION BY AGE



### POPULATION BY GENERATION



MARKET  
POTENTIAL  
INDEX





**BASKETBALL**

28.1 MILLION



**GOLF**

25.6 MILLION



**TENNIS**

23.6 MILLION



**GOLF VENUE**

15.5 MILLION



**BASEBALL**

15.5 MILLION

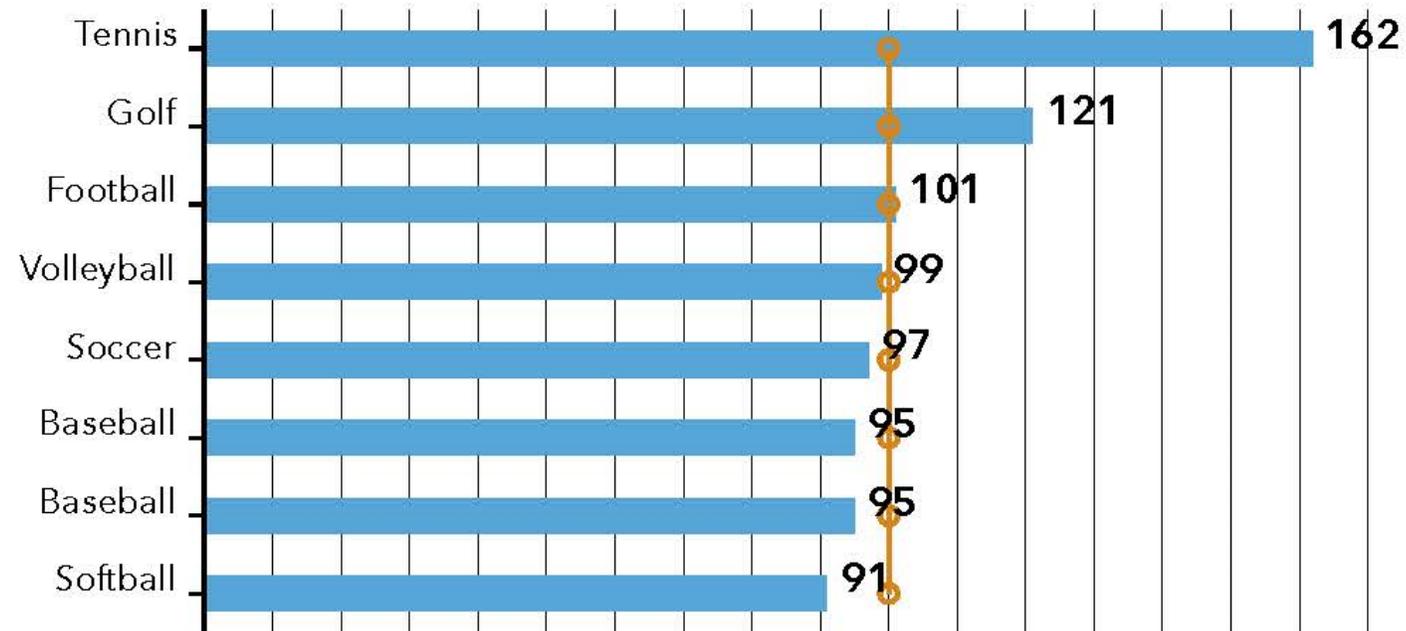
*Source: Sport & Fitness Industry  
Association (SFIA)*

**General Sports - Nationwide**

**pros**  
consulting  
INC.

# Market Potential Index

## General Sports MPI



The largest group:

2023 Participated in  
Tennis/12 Mo: Index

The smallest group:

2023 Participated in  
Softball/12 Mo: Index

Dots show comparison to **United States**



WALKING FOR  
FITNESS

114.8 MILLION



TREADMILL

53.6 MILLION



FREE WEIGHTS

53.1 MILLION



RUNNING/  
JOGGING

47.8 MILLION



YOGA

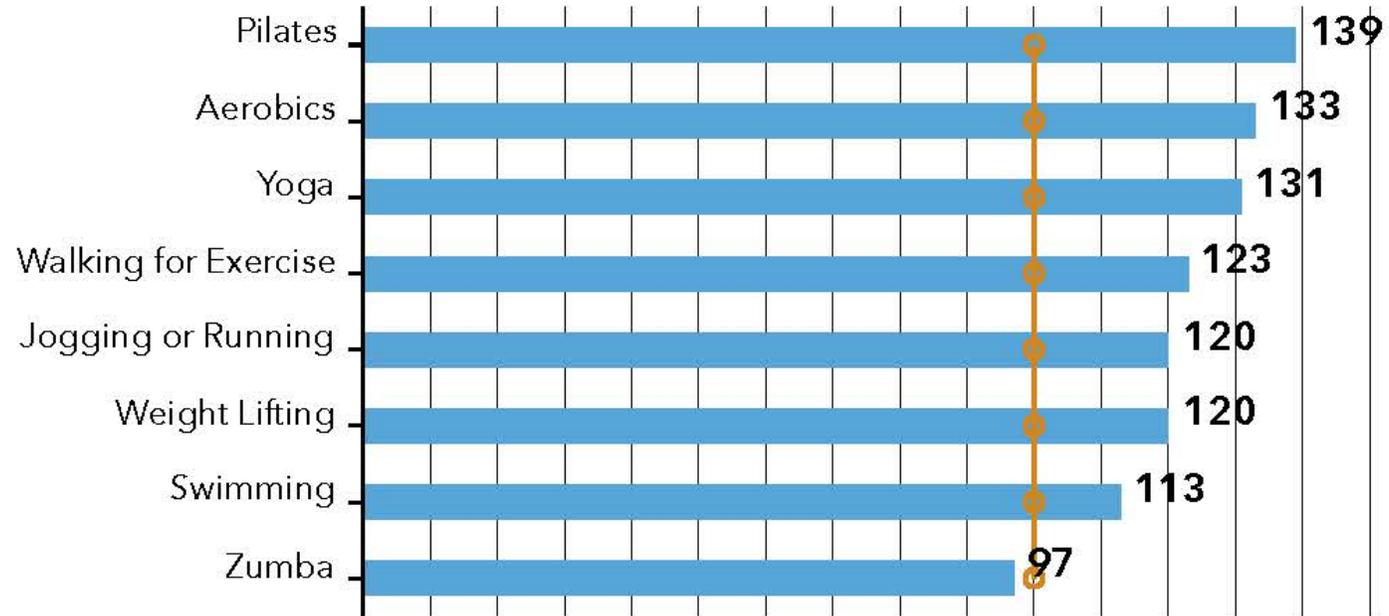
33.6 MILLION

Source: Sport & Fitness Industry  
Association (SFIA)

**Fitness - Nationwide**

# Market Potential Index

## Fitness MPI



The largest group:

2023 Participated in  
Pilates/12 Mo: Index

The smallest group:

2023 Participated in  
Zumba/12 Mo: Index

Dots show comparison to **United States**



DAY HIKING

59.6 MILLION



ROAD  
BICYCLING

43.6 MILLION



FRESHWATER  
FISHING

41.8 MILLION



CAMPING

37.4 MILLION



WILDLIFE  
VIEWING

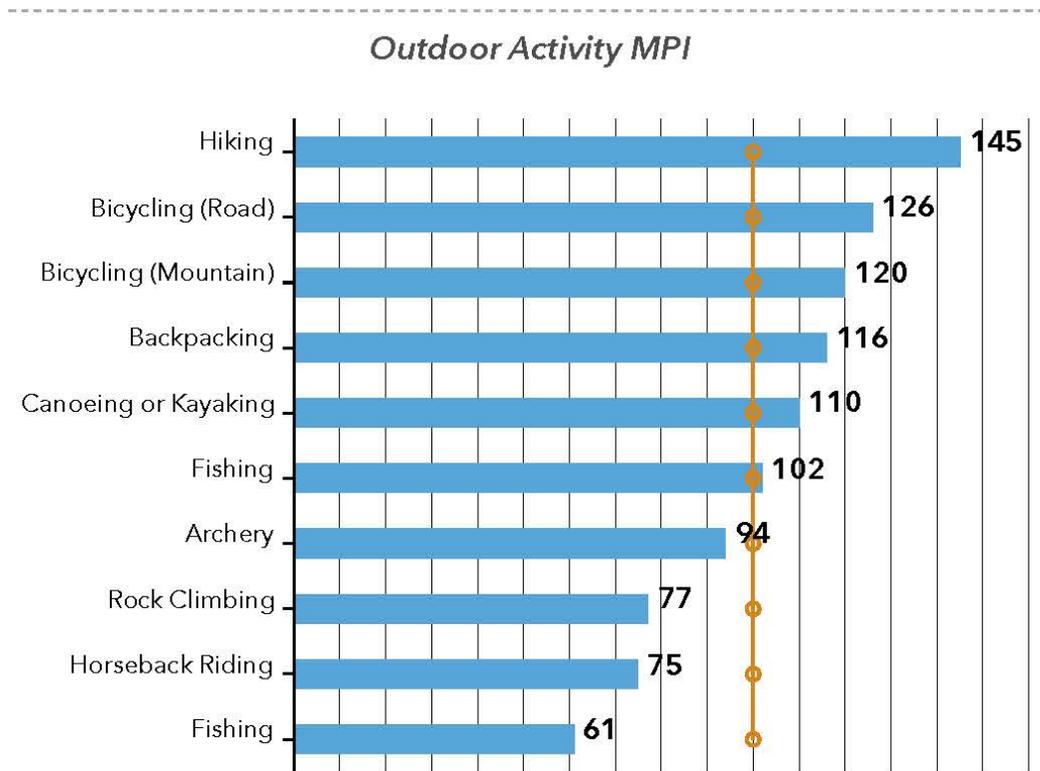
20.6 MILLION

Source: Sport & Fitness Industry  
Association (SFIA)

Outdoor Recreation -  
Nationwide

pros  
consulting  
INC.

# Market Potential Index



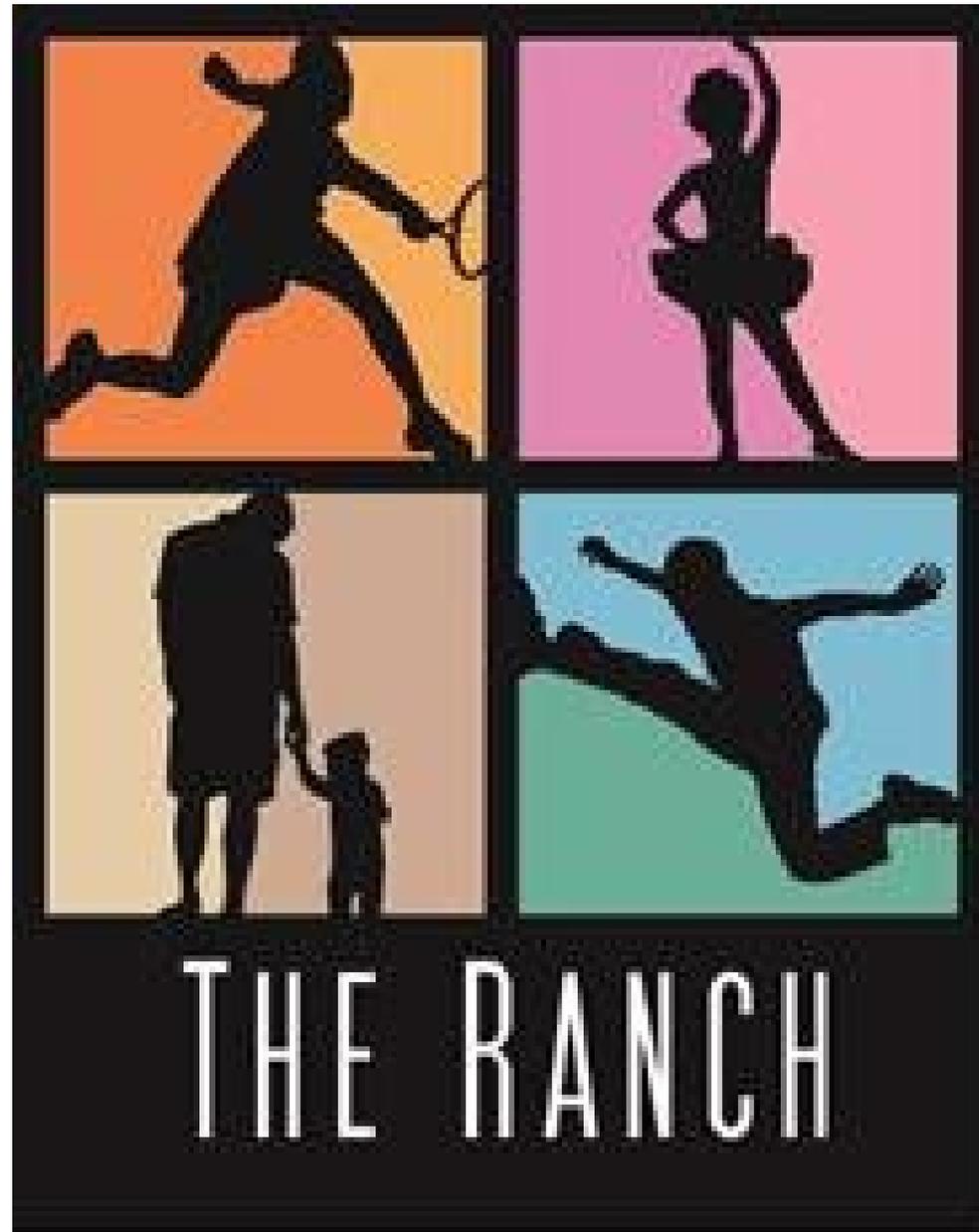
The largest group:  
2023 Participated in  
Hiking/12 Mo: Index

The smallest group:  
2023 Participated in Fishing  
(Fresh Water)/12 Mo: Index

Dots show comparison to **United States**

PROGRAM  
ASSESSMENT

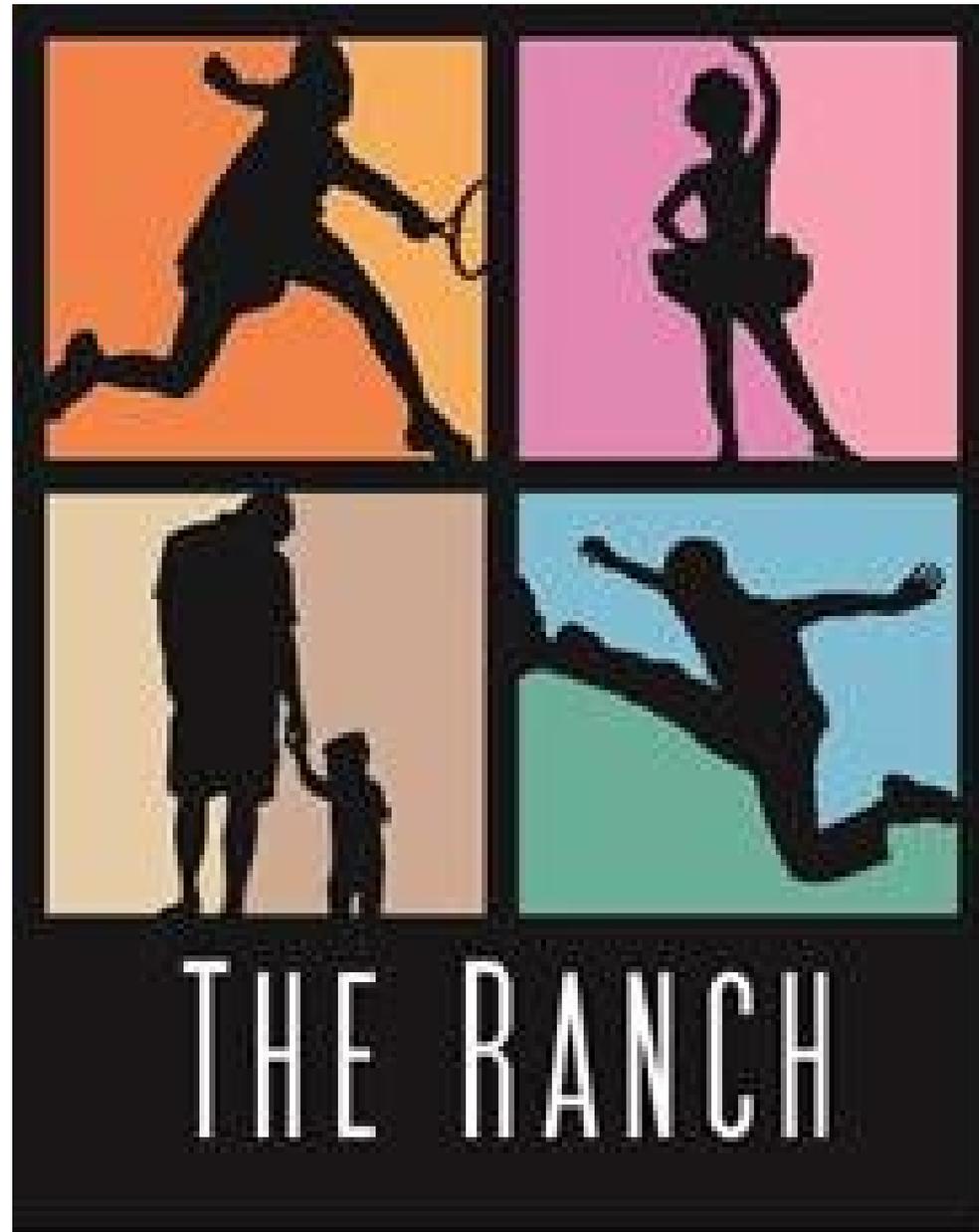
CORE  
PROGRAM  
AREAS



# Core Program Areas

<b><u>PROGRAM DESCRIPTION</u></b>		
<b>Core Program Area</b>	<b>Brief Description</b>	<b>Internal Goals and/or Desired Outcomes</b>
Summer Camp Programs	Wide variety of summer camps for children ages 4-15	Increase attendance at independent contract programs and maintain strong attendance at our in house camps
Adult Programs (classes to sport leagues)	Fitness, Art, Language, and Game programs along with Adult Sport Leagues.	To increase adult attendance and offerings in a post pandemic world
After School Programs	Sport, Enrichment, and childcare programs for children ages 4-13	Meet current high demand
Tennis Programs	Classes for tots to seniors	Offer consistent services at market rates
Special Events (community events)	Community events to bring the community together	Keep coming up with new and exciting creative events and reenergize old ones

PROGRAM  
ASSESSMENT  
LOCATION

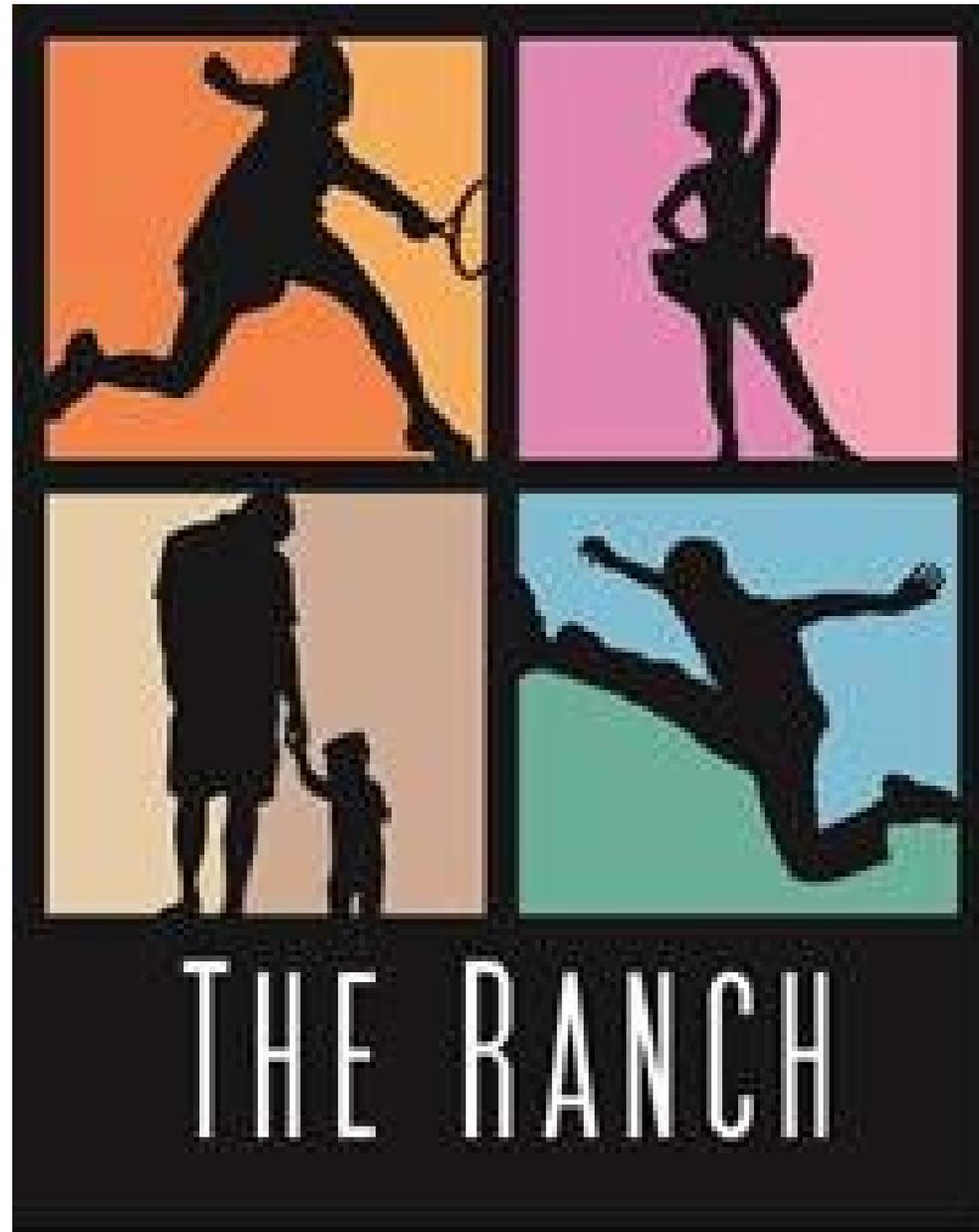


# Location

## LOCATION WHERE PROGRAM OFFERED

	Tiburon	Tiburon	Tiburon	Tiburon	Tiburon	Tiburon	Tiburon	Belvedere	Belvedere
Core Program Area	Schools	Dairy Knoll Center	Paradise Beach Park	Shoreline Park	Town Hall Community Room	Other-Historical Site	Teather Park Tennis Courts	Community Center	Lagoon Rd Tennis Courts
Summer Camp Programs	x	x	x			x		x	
Adult Programs (classes to sport leagues)	x	x			x			x	x
After School Programs	x	x						x	x
Tennis Programs	x								x
Special Events (community events)				x					x

PROGRAM  
ASSESSMENT  
AGES SERVED

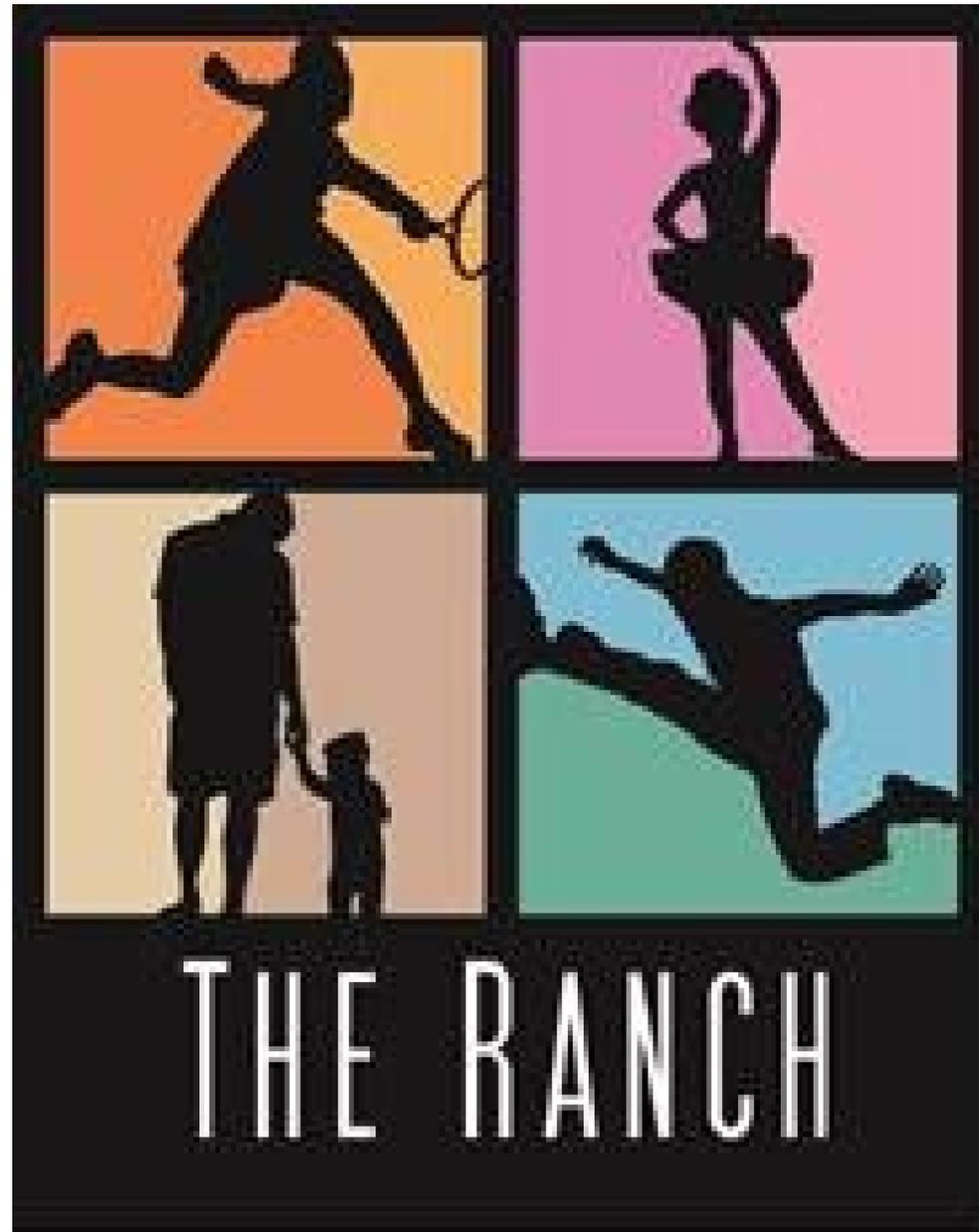


# Ages Served

AGES SERVED							
Primary Market (P) or Secondary Market (S)							
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Young Adult (18-34)	Adult (35-54)	Active Adult (55-64)	Senior (65+)
Summer Camp Programs	Primary	Primary	Secondary				
Adult Programs (classes to sport leagues)				Secondary	Primary	Primary	Primary
After School Programs	Primary	Primary	Secondary				
Tennis Programs	Primary	Primary	Primary	Primary	Primary	Primary	Secondary
Special Events (community events)	Primary	Primary	Secondary	Secondary	Primary	Primary	Secondary
	<b>4</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>1</b>

PROGRAM  
ASSESSMENT

PROGRAM  
LIFE CYLES

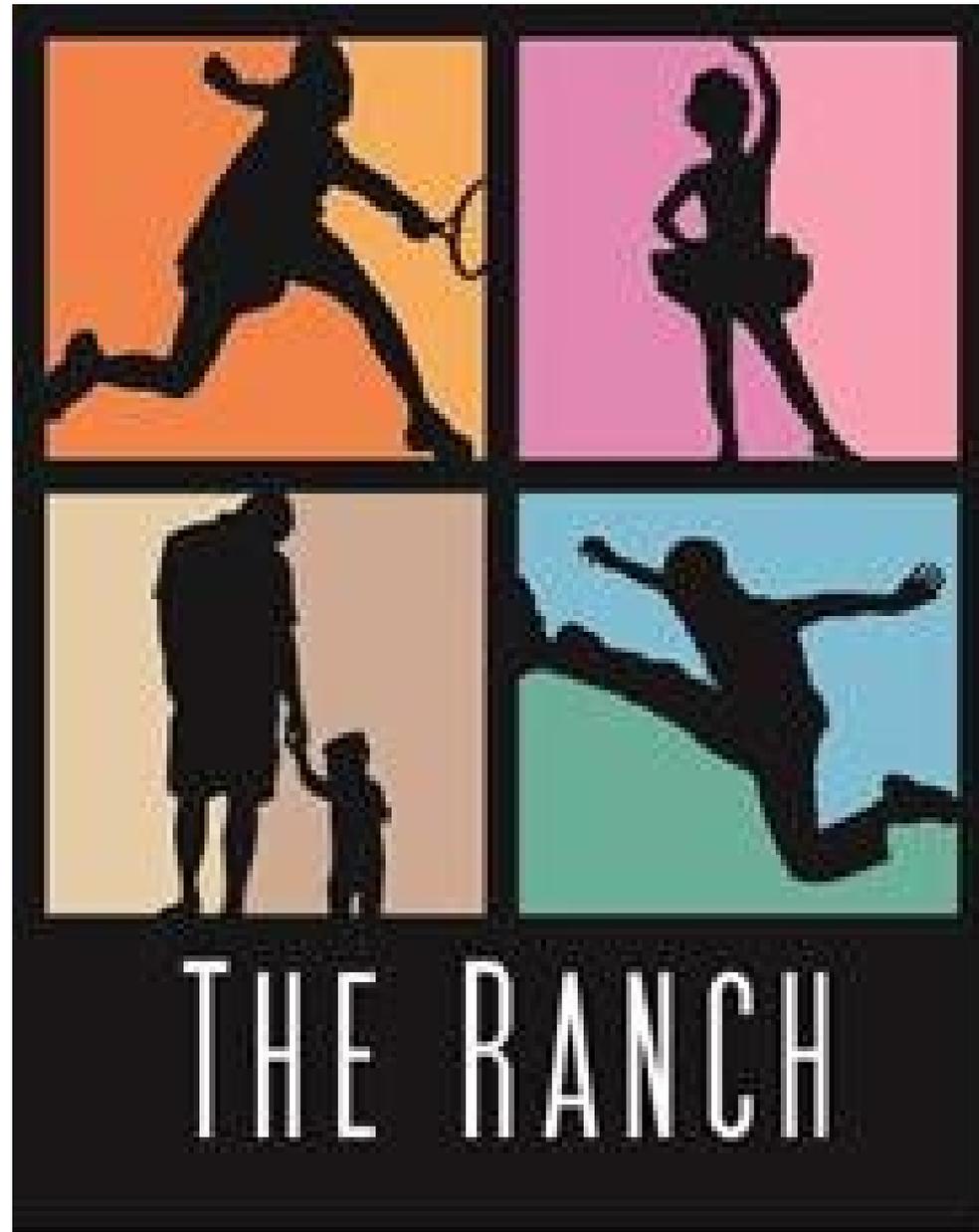


# Overall Analysis

All Programs: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	4%	1	46.4%	50-60%
Take-Off	18%	5		
Growth	25%	7		
Mature	25%	7	25.0%	40%
Saturated	11%	3	28.6%	0-10%
Decline	18%	5		
<b>Total</b>	<b>100%</b>	<b>28</b>		

PROGRAM  
ASSESSMENT

PRICING  
STRATEGIES



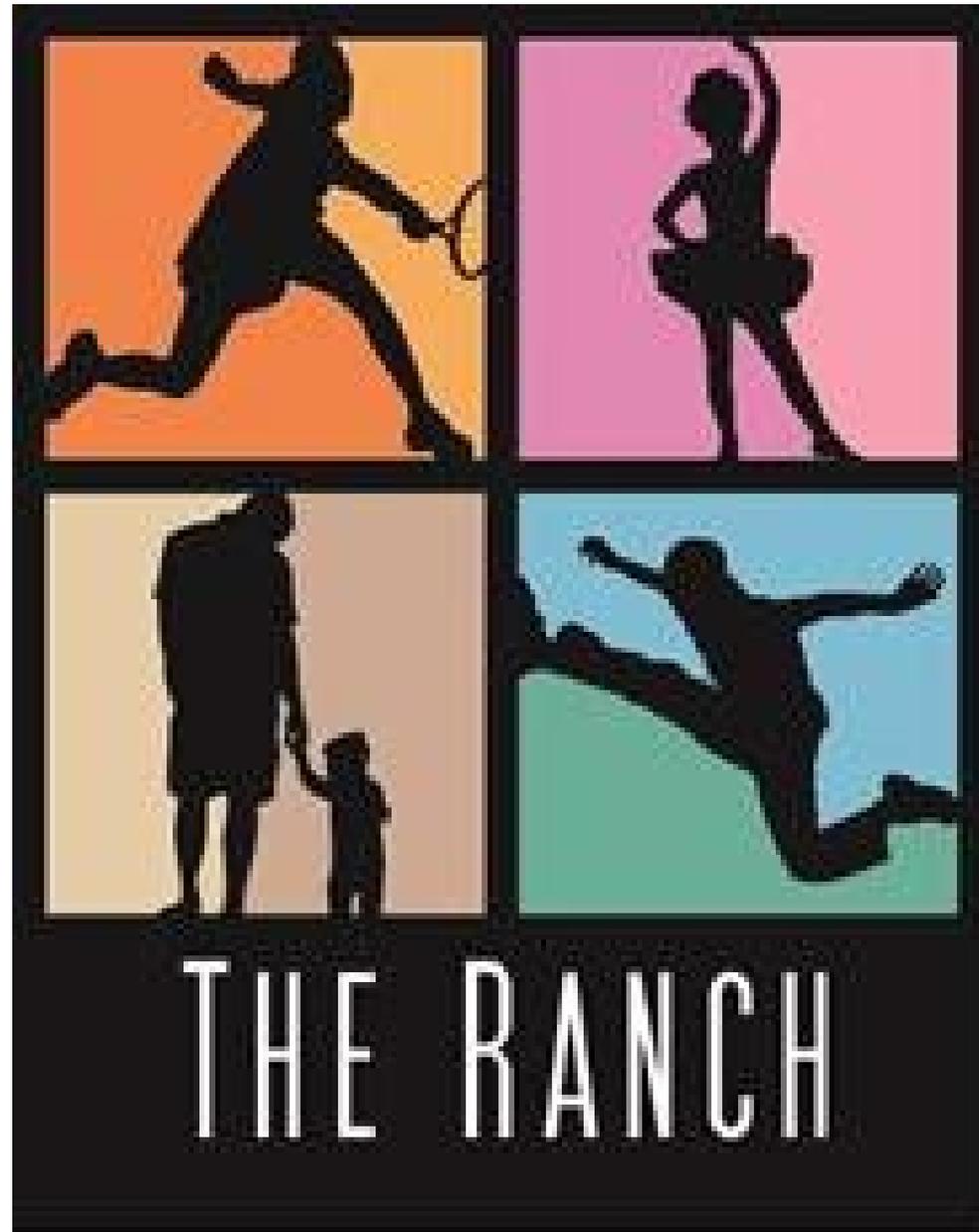
# Pricing Strategies

## PRICING STRATEGIES

For each Core Program Area, please place an 'X' to identify which pricing strategies are utilized. You may leave the row blank if all programs within the Sub-Type are offered free of charge to everyone.

	Residency	By Cost Recovery Goals	By Customer's Ability to Pay	Age Segment	By Competition (Market Rate)	Family / Household Status	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location
Core Program Area	Different prices for resident vs non-resident	Dept. cost recovery goals influence your price	Scholarships, subsidies, discounted rates offered for low-income	Different prices offered for different ages	Competitors' prices influence your price	Different prices offered for family / household groups	Different prices for different days of the week	Different prices for different times of the day	Different prices for groups	Different prices at different locations
Summer Camp Programs	x	x	x		x					
Adult Programs (classes to sport leagues)	x	x	x	x	x					
After School Programs	x	x	x	x						
Tennis Programs	x	x	x	x	x					
Special Events (community events)	x	x	x							

PROGRAM  
ASSESSMENT  
MANAGEMENT  
PRACTICES



# Participation

Question	<u>Yes</u>	<u>No</u>	<u>Comments</u>
<b>Does the Department currently track any of the following program and/or facility performance measurements for recreation programs?</b>	<b>Yes</b>	<b>No</b>	
Total participants	x		
Participant to staff ratio	x		
Program cancellation rate (% describing number of programs cancelled due to insufficient numbers)		x	
Customer satisfaction level	x		we survey when needed as to not oversaturate on surveying
Customer retention rate			we have no way to track this statistic

# Staff Management

Does the Department currently use any of the following HR practices or standards for recreation programs?	Yes	No
Regularly and consistently update policies & procedures	X	
Instructor quality check	X	
Lesson plans		X
Evaluation system		X
Customer service training	X	
Basic life safety training (ex. CPR, First Aid)	X	
Enhanced life safety training		X
Specialty skill training	X	
Marketing training		X
Training on calculating/tracking total cost of facility operations		X
Training on calculating/tracking cost of service		X
Continuing education		X
Diversity training		X
Performance reviews; full-time	X	
Performance reviews; part-time	X	
Performance reviews; seasonal	X	

# Marketing

Does the Department currently use any of the following methods of marketing and promotion for recreation programs?	Yes	No
Program guides (print)		x
Program guides (online)	x	
Website	x	
Smart/mobile phone enabled site		x
Apps		x
Flyers and/or brochures	x	
Direct mail	x	
Email blasts and/or listserv	x	
Public Service Announcements (PSAs)		x
Roadsign marquees	x	
Paid advertisements	x	
Radio (paid or free)		x
TV (paid or free)		x
On-hold pre-programmed phone messages		x
SMS/MMS/Text Message marketing		x
Newsletters (print)		x
Newsletters (online)		x
In-facility signage	x	
Facebook	x	
Instagram	x	
Twitter		x
Flickr		x
YouTube channel		x
Blogs / vlogs		x
Webinars		x
QR Codes	x	
Other	x	

# Community Engagement

Does the Department currently use any of the following methods for gathering public input or feedback regarding recreation programs?	Yes	No
Pre-program surveys		X
Post-program surveys	X	
Regular/recurring user surveys	X	
Lost customer/user surveys		X
Non-customer/non-user surveys		X
Focus groups		X
Statistically valid surveys		X
In-facility, in-park, or on-site surveys	X	
Crowdsourcing tools (e.g., Peak Democracy, Chaordix, Mind Mixer, etc.)		X
Other		

# Volunteer Management

Regarding volunteers for recreation programs, does the Department currently...	Yes	No
Track the number of individual volunteers used annually?		X
Track the number of volunteer hours donated annually?		X
Have a formal/adopted volunteer policy?	X	

# Partnerships & Competition

Regarding recreation-related partnerships, does the Department currently...	Yes	No
Maintain a list or database of all partner organizations?		X
Have a formal/adopted partnership policy?	X	
Require a written agreement for all partnerships?	X	
Identify measureable outcomes for each partnership?		X
Regarding market competitors and similar providers of recreation programs, does the Department currently...	Yes	No
Maintain a list or database of major competitors/similar providers?		X
Regularly (e.g., annually) conduct an environmental scan of competitors' offerings, pricing, and marketing?	X	

**QUESTIONS?**