



Calabasas Community Services Programming Needs Study 2023



Acknowledgements

Mayor

City Council

Community Services Department

City Manager's Office

Parks, Recreation, and Education Advisory Commission (PRE)

City of Calabasas Residents

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CHAPTER ONE - STUDY OVERVIEW

1.1 INTRODUCTION

The City of Calabasas Community Services Department provides many opportunities for delivery of parks, recreation facilities, and program services to the citizens of Calabasas that contribute to the quality of life for City residents. For the Department to continue to be an integral asset to residents, it must have a solid plan to guide the City’s Community Services efforts for recreation programming as well as the operations of the Calabasas Community Center, which is outlined in this study.

1.2 PURPOSE OF THE PLAN

The purpose of the Calabasas Programming Needs Study is to develop a comprehensive recreation/programming needs assessment for the reopening of the Calabasas Community Center (CCC) and maximizing programming use of all Community Services Department facilities (Senior Center, Calabasas Tennis and Swim Center, Creekside Park Klubhouse, and DeAnza Park). Findings and outcomes of the plan include community input, needs assessment survey, market analysis, programming assessment and the development of implementation strategies.

ELEMENTS OF THE PLAN

The plan consists of the following sections:

- Executive Summary
- Demographic and Trends
- Community Needs Assessment
- Market Analysis
- Programming Assessment
- Recommendations

1.3 PROJECT PROCESS

The foundation of the programming study was the use of a creative and comprehensive public participation process. It was important to engage community members who enjoy participating in the planning process and encourage participation among those members that typically do not contribute. The public input process engaged residents through a variety of community input processes that included stakeholder interviews, focus group meetings, public forums, and a City-wide citizen survey. The information received from these community input processes was applied to the overall planning process. This is critical when articulating accurately the true unmet needs, addressing key issues, providing recommendations for change, and strategizing to move the Department and City forward for optimum results. The process of developing the *Calabasas Programming Needs Study* followed a logical planning path as described below:





1.4 KEY FINDINGS

The key findings from the public input process and survey demonstrate strong support for Community Services facilities and program services. Overall highlights are as follows:

- The community values the high quality and diversity of recreation programming and facilities offered by the Community Services Department.
- There is a recognition that recreation facilities are provided on the east side of the City while parks are provided on the west side.
- The community desires a strong partnership with the Virgenes Unified School District.
- Special Events are valued and appreciated.
- The Community Services Department serves both residents and non-residents.
- The Senior Center is loved, but there is a perception that utilization needs to increase.
- Programming should evolve at De Anza Park.
- The Tennis and Swim Center will require continued reinvestment over the next ten years.

1.5 KEY RECOMMENDATIONS

GENERAL PROGRAM AND SERVICES - KEY RECOMMENDATIONS

- Expand programs and services in the areas of greatest need to meet customer demand.
- Expand the partnership/joint use agreement with Virgenes Unified School District to maximize the utilization of taxpayer funded public recreation spaces in Calabasas.
- Implement recreation program and operational standards found in the appendix of the study to ensure consistency service delivery.
- Develop a formal volunteer management policy as found in the appendix of the study.
- Develop a formal partnership policy as found in the appendix of the study.

CALABASAS TENNIS AND SWIM CENTER - KEY RECOMMENDATIONS

- Continue to evaluate the effectiveness of program, service and membership offerings and adjust in response to community needs, as necessary.
- Continue to implement the lifecycle replacement capital improvement program.
- Continually evaluate the impact that the growth of pickleball participation has on tennis participation in Calabasas.
 - PLEASE NOTE: Nationally, both sports have gained approximately six million participants since 2017.

CALABASAS SENIOR CENTER – PRIMARY RECOMMENDATIONS

- Track total annual visitation to the Senior Center regardless of the purpose of the visit.
- Utilize the needs assessment findings to develop programs that are of the highest priority for the active aging population.
- Seek to achieve 50% annual cost recovery goal.

CALABASAS SENIOR CENTER – OTHER RECOMMENDATION

- Achieve and maintain 450 active memberships annually.

CREEKSIDE PARK AND CALABASAS KLUBHOUSE PRESCHOOL - KEY RECOMMENDATION

- Re-master plan Creekside Park with the primary objective of providing Calabasas residents with greater accessibility to the recreational amenities in the park.

JUAN BAUTISTA DE ANZA PARK - KEY RECOMMENDATIONS

- Utilize the needs assessment findings to further refine program offerings that are of the highest priority for the community, focusing primarily on youth (ages 6-12) and special events.

CALABASAS COMMUNITY CENTER - KEY RECOMMENDATION

- Celebrate the success of the re-opening of the Calabasas Community Center.
- Using the guidelines provided in this study, operate the CCC as a first class, customer-friendly, business that strives to achieve the financial goals as shown in the chart below.

Pro Forma Revenues & Expenditures					
CALABASAS COMMUNITY CENTER					
BASELINE: REVENUES AND EXPENDITURES					
Revenues	1st Year July 1 2024	2nd Year	3rd Year	4th Year	5th Year
Revenue	\$1,250,555.00	\$1,288,071.65	\$1,326,713.80	\$1,366,515.21	\$1,407,510.67
Total	\$1,250,555.00	\$1,288,071.65	\$1,326,713.80	\$1,366,515.21	\$1,407,510.67
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year
Expenditures	\$1,397,724.25	\$1,439,655.98	\$1,482,845.66	\$1,527,331.03	\$1,573,150.96
Total	\$1,397,724.25	\$1,439,655.98	\$1,482,845.66	\$1,527,331.03	\$1,573,150.96
NET PROFIT/LOSS	(\$147,169.25)	(\$151,584.33)	(\$156,131.86)	(\$160,815.81)	(\$165,640.29)
Total Cost Recovery	89%	89%	89%	89%	89%





CHAPTER TWO - COMMUNITY PROFILE

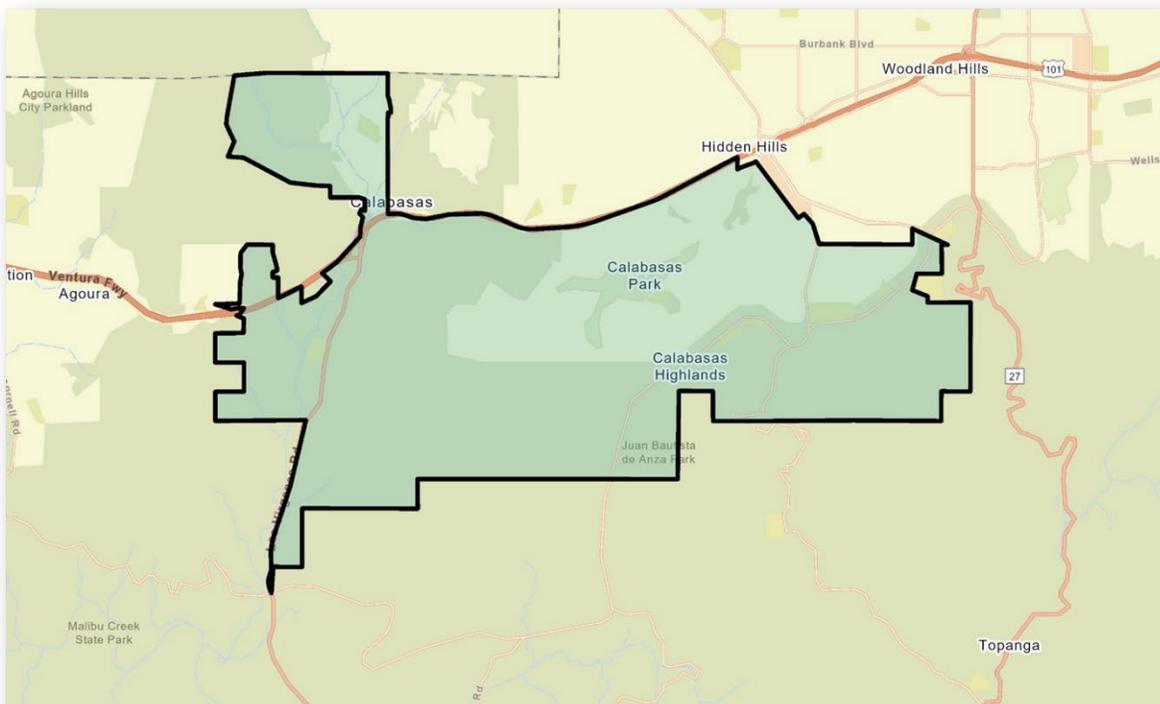
2.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population of Calabasas, California. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

METHODOLOGY

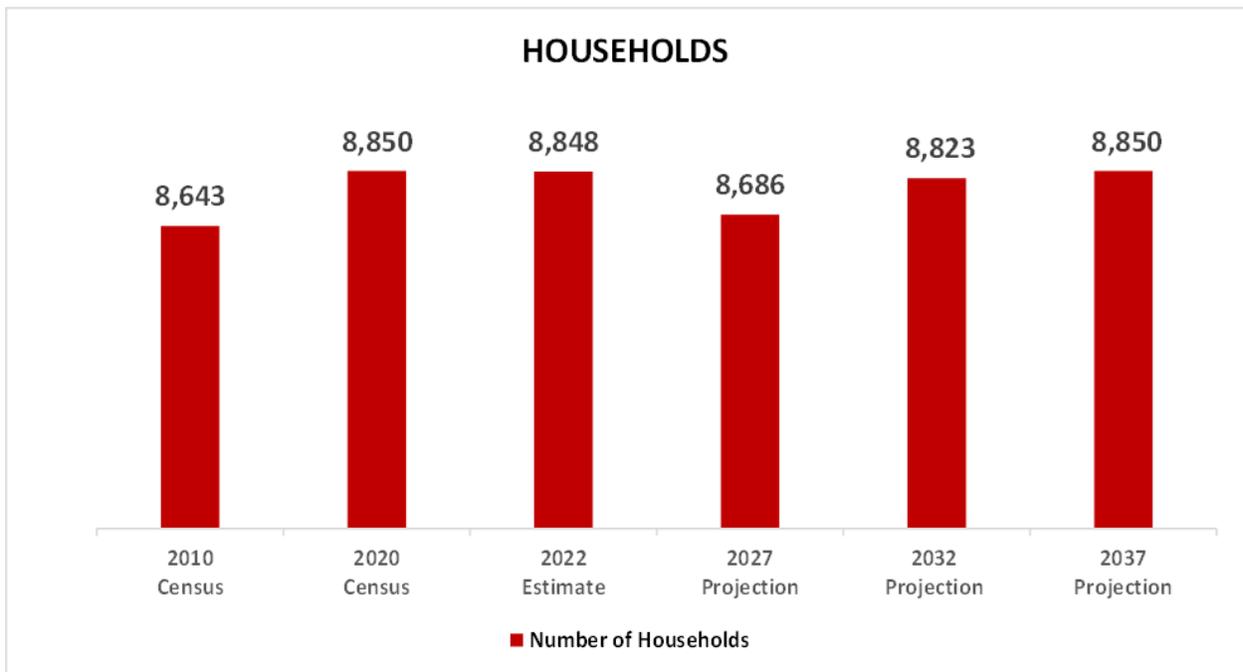
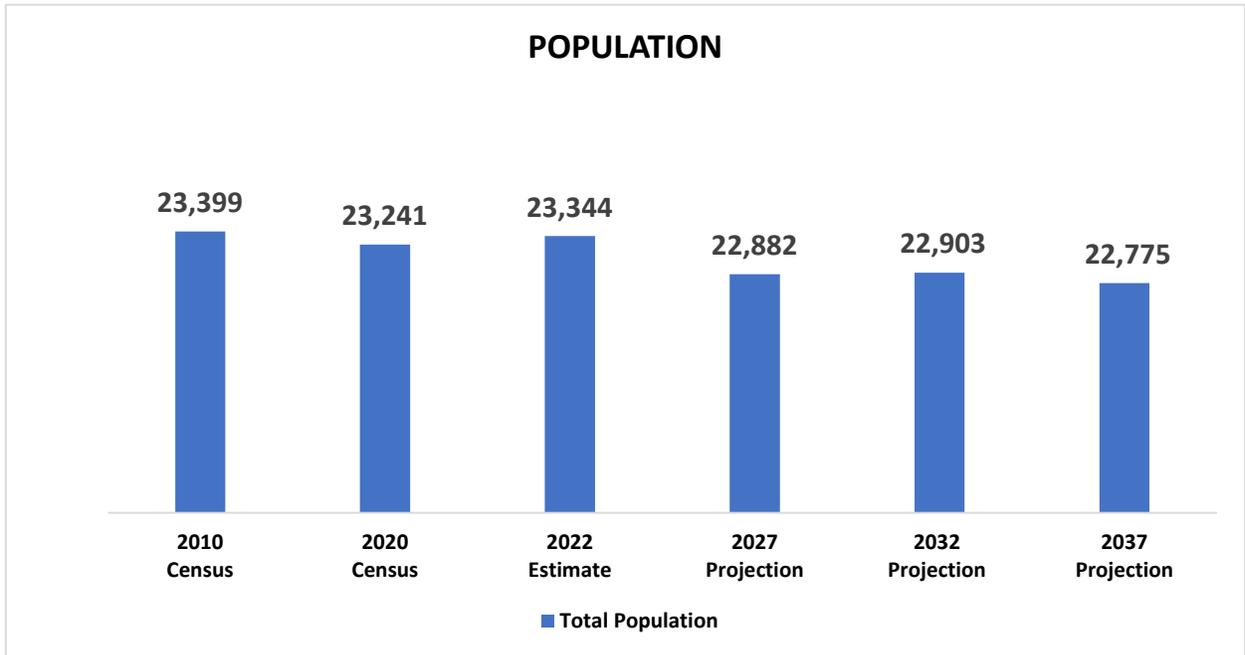
Demographic data used for the analysis was obtained from U.S. Census Bureau and from the *Environmental Research Institute (ESRI)*, the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in May 2023 and reflects actual numbers as reported in the 2010 and 2020 Censuses and estimates for 2022 and 2027 as obtained by ESRI. Straight line linear regression was utilized for projected 2032 and 2037 demographics. The City was utilized as the geographical boundaries for this analysis.



CALABASAS POPULACE

POPULATION

The City’s population has remained constant over the last 12 years and is currently estimated at 23,344 individuals. Projecting ahead, the total population is expected to continue to remain stable. Projections for 2037 show that the City is expected to have approximately 22,775 residents living within 8,850 households.

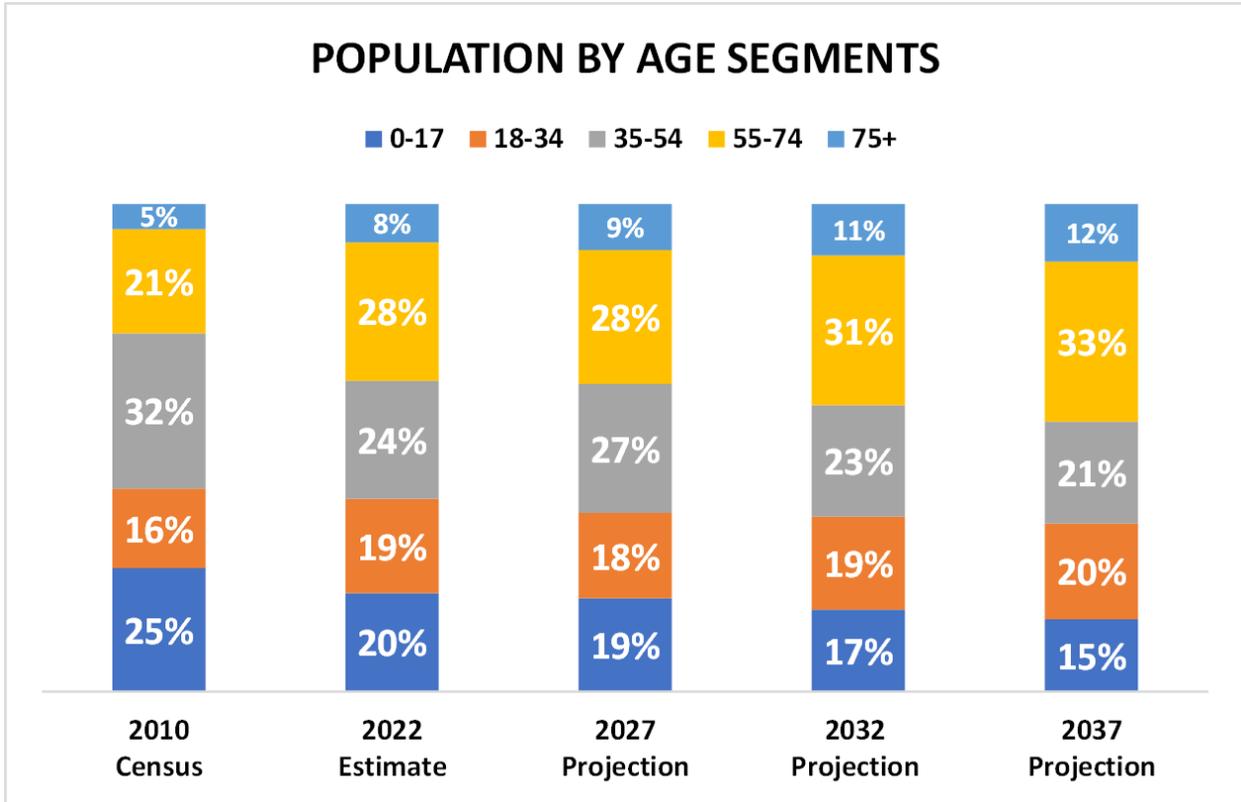




AGE SEGMENT

Evaluating the population by age segments, the City exhibits an unbalanced distribution among the major age segments. Currently, the largest age segment is the 55+ segment, making up 36% of the population (U.S. 55+ population = 30.5%.) One significant and unique finding of this analysis is that the total population of the 0-17 age segment is only 50% of the 55+ age segment.

The overall age composition of the population within the City is projected to continue to age over the next 15 years as the 55+ age segment will make up 45% of the City’s population.



RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The Census 2020 data on race is directly comparable with data from the 2010 Census. The latest (Census 2020) definitions and nomenclature are used within this analysis.

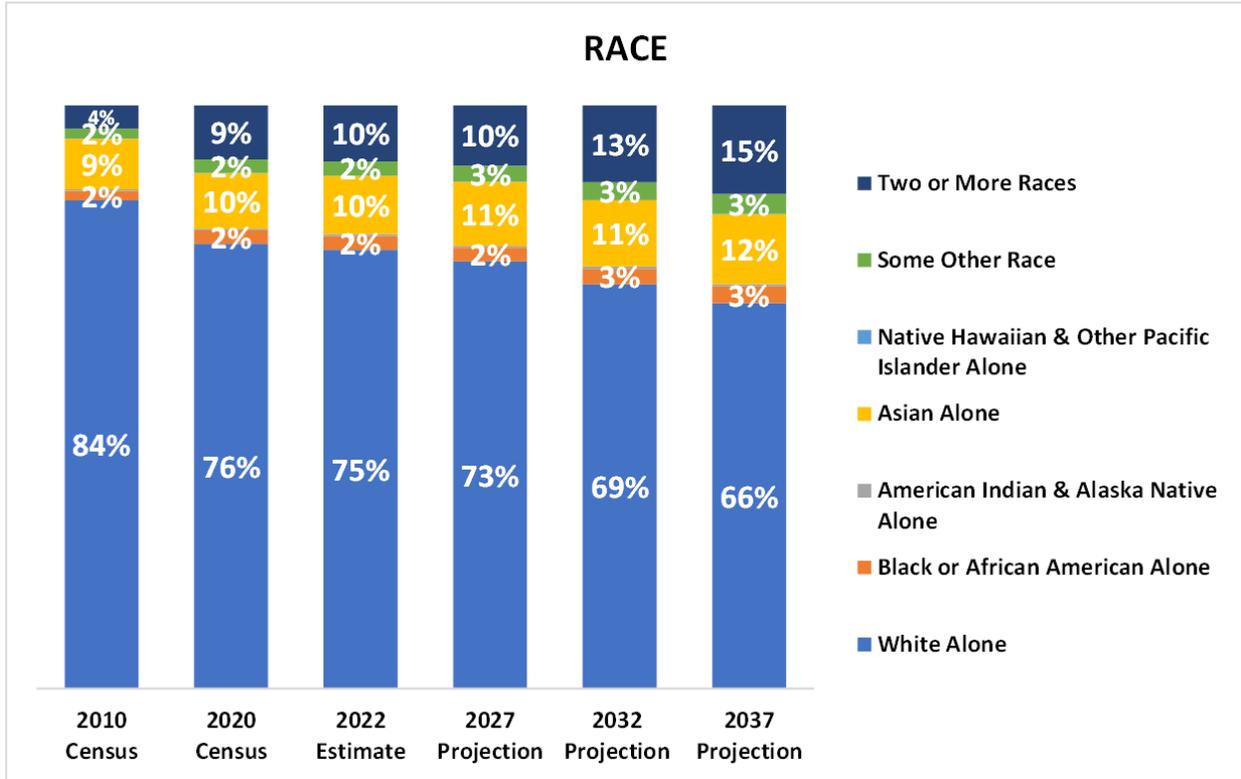
- **American Indian** - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- **Asian** - This includes a person having origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black Alone** - This includes a person having origins in any of the black racial groups of Africa.
- **Native Hawaiian or Other Pacific Islander** - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White Alone** - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- **Hispanic or Latino** - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South, or Central American, or other Spanish culture or origin, regardless of race.

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian, and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these, while Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.



RACE AND ETHNICITY

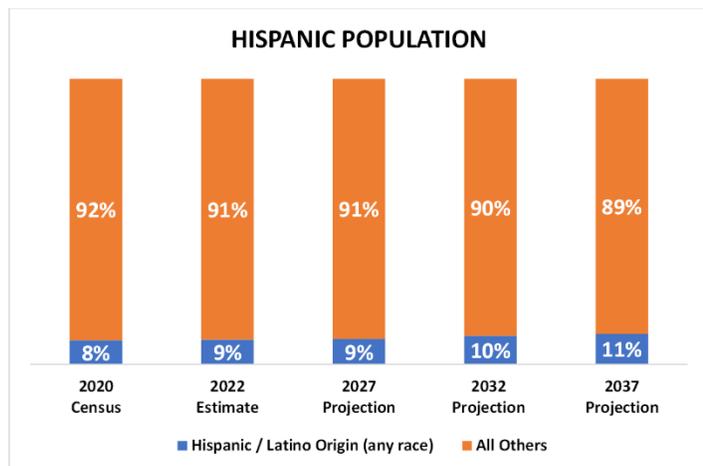
In analyzing race, the majority of the city’s current population is White Alone. The 2022 estimates show that 75% of the service area’s population falls into the White Alone category, while the Asian Alone and Two or More Race categories (10%) represent the largest minorities. The predictions for 2037 expect that the service area’s population by race will diversify with a decrease in the White Alone population of approximately 9% and slight increases in most every other category.



ETHNICITY

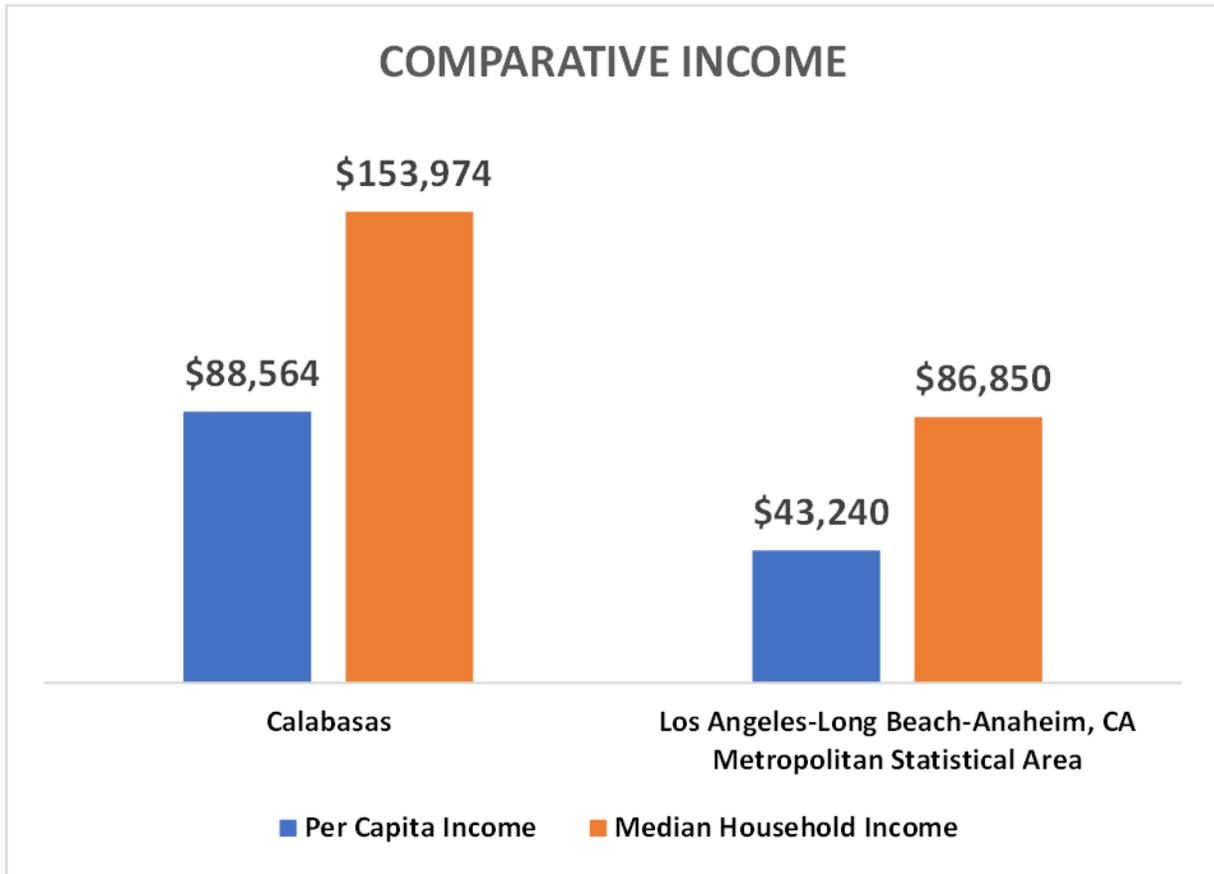
The City’s population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories identified above.

People of Hispanic/Latino origin has remained unchanged over the last 13 years and currently represents approximately 9% of the City’s population, which is well below the national average (19% Hispanic/Latino). The Hispanic/ Latino population is expected to grow slightly by 2% over the next 15 years.



HOUSEHOLDS AND INCOME

As seen below, the City's per capita income (\$88,564) and median household income (\$153,974) are both higher than the Metro Statistical Area of Los Angeles-Long Beach-Anaheim. The per capita income is that earned by an individual while the median household income is based on the total income of everyone over the age of sixteen living under the same roof. Though these above average income characteristics indicate that the average household may have more disposable income, residents are still likely to be price conscious and have a need to understand the value that correlates with quality-of-life indicators.





CALABASAS DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided. Each implication is organized by the outlined demographic information sections.

POPULATION

The population is increasing and is projected to remain stable over the next 15 years. With a stable population, park and recreation services will need to focus on strategically reinvesting, redeveloping, and maintaining facilities/community services.

AGE SEGMENTATION

Calabasas has an unbalanced age segmentation with the largest group being 55+ with the second largest group being 35-54. Over the next 15 years, the service area is projected to continue to age as the 55+ segment will be 45% in 2037. The City's aging trend is significant because programs and facilities focused on an active adult (55+ population) will assume an even greater importance as the population changes in the years to come. Age segments have different likings towards activities. For example, older adults (65+) may enjoy passive recreation activities while adults (35-64) are more likely to enjoy more active recreation activities.

RACE AND ETHNICITY

A slightly diversifying population will focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports that in some cases will be defined by cultural influences.

HOUSEHOLDS AND INCOME

With median and per capita household income averages above regional averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service while seeking opportunities to create revenue generation.



2.2 NATIONAL RECREATION TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well recreational interest by age segments. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Park Metrics.

NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2023* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends

The study is based on findings from surveys conducted in 2023 by the Sports Marketing Surveys USA (SMS), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 305,439,858 people (ages six and older).

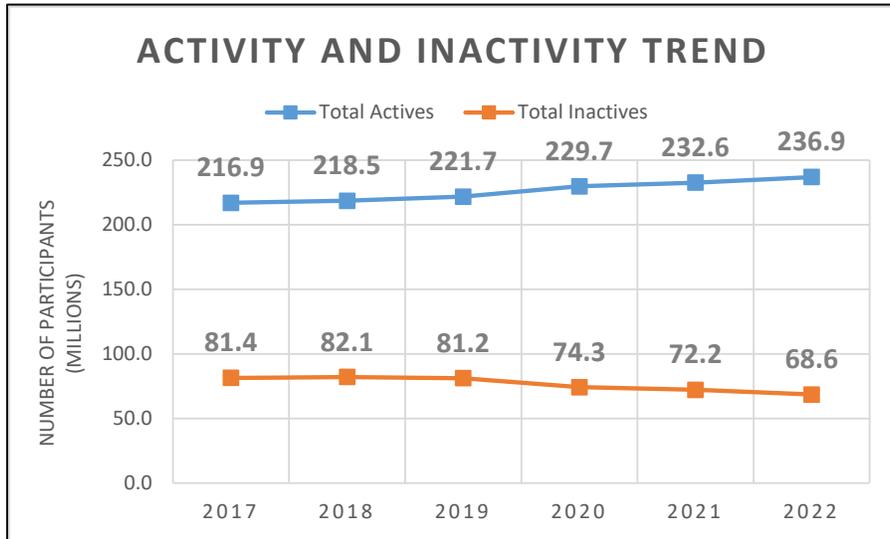
The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 120 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.





OVERALL PARTICIPATION

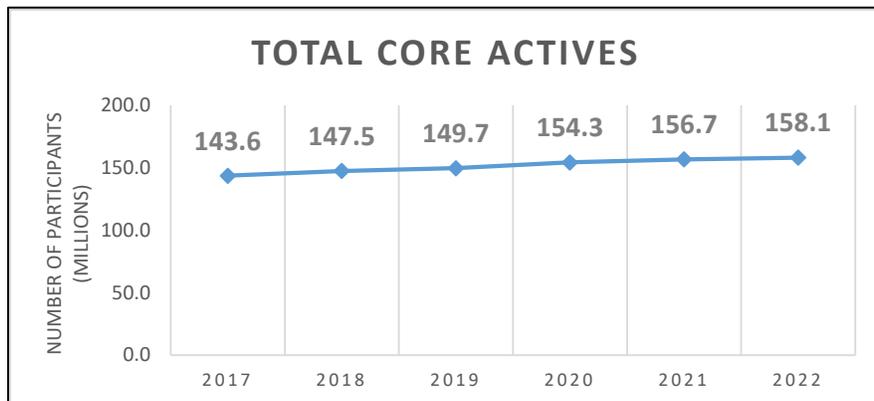
Approximately 236.9 million people ages six and over reported being active in 2023, which is a 1.9% increase from 2021 and the greatest number of active Americans in the last 6 years. This is an indicator that Americans are continuing to make physical activity more of a priority in their lives. Outdoor activities continue to thrive, recreation facilities reopened. fitness at home maintains popularity, and team sports are slowly reaching pre-pandemic participation levels. The chart below depicts participation levels for active and inactive (those who engage in no physical activity) Americans over the past 6 years.



CORE VS. CASUAL PARTICIPATION

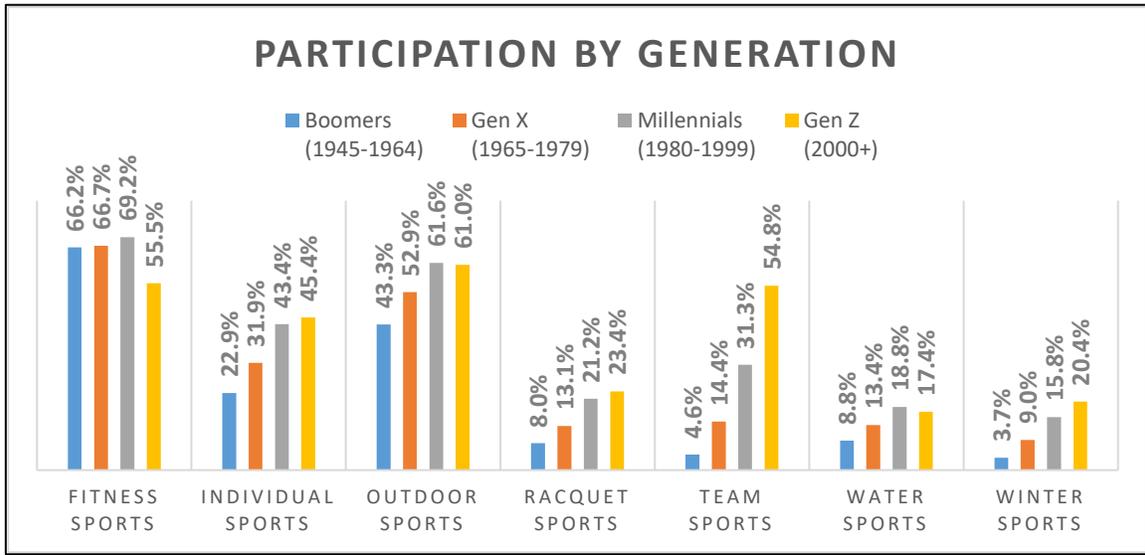
In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than fifty times per year, while for sports, the threshold for core participation is typically thirteen times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants. Increasing for the fifth straight year, 158.1 million people were considered CORE participants in 2023.



PARTICIPATION BY GENERATION

The following chart shows 2023 participation rates by generation. Fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of the Gen X, Millennials, and Gen Z generation participated in one type of outdoor activity. Team sports were heavily dominated by generation Gen Z and a third of Gen X also participated in individual sports such as golf, trail running, triathlons, and bowling.



HIGHLIGHTS

Team sports are continuing to recover due to shutdowns during the pandemic. Team sports participation rate increased to 23.2% which is near 2019 participation levels. Pickleball continues to be the fastest growing sport in America by doubling its participation in 2023. Following the popularity of pickleball, every racquet sport also increased in total participation in 2023.

Americans continued to practice yoga, attend Pilates training, and workout with kettlebells. Many started indoor climbing, while others took to the hiking trail. The waterways traffic had an increase of stand-up paddlers, kayaks, and jet skis. Gymnastics, swimming on a team, court volleyball, and fast-pitch softball benefited from the participation boom created from the Olympics.

Water sports had the largest gain in participation rates. Activities such as jet skiing, scuba diving, and boardsailing/windsurfing all contributed to the 7% increase. Outdoor sports continued to grow with 55% percent of the U.S. population participating. This rate remains higher than pre-pandemic levels with a 51% participation rate in 2019. The largest contributor to this gain was trail running, having a 45% increase over the last five years.



NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The top sports most heavily participated in the United States were basketball (28.1 million), golf (25.6 million), and tennis (23.6 million) which have participation figures well more than the other activities within the general sports category. Baseball (15.5 million), and outdoor soccer (13.0 million) round out the top five.

The popularity of basketball, golf, and tennis can be attributed to the ability to compete with small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball’s overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at most American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or golf entertainment venues have increased drastically (86.2%) as a 5-year trend, using golf entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.



BASKETBALL
28.1 MILLION



GOLF
25.6 MILLION



TENNIS
23.6 MILLION



GOLF VENUE
15.5 MILLION



BASEBALL
15.5 MILLION

FIVE-YEAR TREND

Since 2017, pickleball (185.7%), golf - entertainment venues (86.2%), and tennis (33.4%) have shown the largest increase in participation. Similarly, basketball (20.3%) and outdoor soccer (9.2%) have also experienced significant growth. Based on the five-year trend from 2017-2023, the sports that are most rapidly declining in participation include ultimate frisbee (-31.5%), rugby (-28.1%), and roller hockey (-25.4%).

ONE-YEAR TREND

The most recent year shares some similarities with the five-year trends; with pickleball (85.7%) and golf - entertainment venues (25.7%) experiencing some of the greatest increases in participation this past year. Other top one-year increases include racquetball (8.0%), badminton (7.1%), and gymnastics.

Sports that have seen moderate 1-year increases, but 5-year decreases are racquetball (8.0%), gymnastics (7.1%), and court volleyball (4.2%). This could be a result of coming out of the COVID-19 pandemic and team program participation on the rise. Like their 5-year trend, rugby (-5.8%), roller hockey (-4.0%), and ultimate frisbee (-2.2%) have seen decreases in participation over the last year.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Basketball	23,401	27,135	28,149	20.3%	3.7%
Golf (9 or 18-Hole Course)	23,829	25,111	25,566	7.3%	1.8%
Tennis	17,683	22,617	23,595	33.4%	4.3%
Golf (Entertainment Venue)	8,345	12,362	15,540	86.2%	25.7%
Baseball	15,642	15,587	15,478	-1.0%	-0.7%
Soccer (Outdoor)	11,924	12,556	13,018	9.2%	3.7%
Pickleball	3,132	4,819	8,949	185.7%	85.7%
Football (Flag)	6,551	6,889	7,104	8.4%	3.1%
Badminton	6,430	6,061	6,490	0.9%	7.1%
Volleyball (Court)	6,317	5,849	6,092	-3.6%	4.2%
Softball (Slow Pitch)	7,283	6,008	6,036	-17.1%	0.5%
Soccer (Indoor)	5,399	5,408	5,495	1.8%	1.6%
Boxing for Fitness	5,157	5,237	5,472	6.1%	4.5%
Football (Tackle)	5,224	5,228	5,436	4.1%	4.0%
Football (Touch)	5,629	4,884	4,843	-14.0%	-0.8%
Gymnastics	4,805	4,268	4,569	-4.9%	7.1%
Volleyball (Sand/Beach)	4,947	4,184	4,128	-16.6%	-1.3%
Track and Field	4,161	3,587	3,690	-11.3%	2.9%
Racquetball	3,526	3,260	3,521	-0.1%	8.0%
Cheerleading	3,816	3,465	3,507	-8.1%	1.2%
Ice Hockey	2,544	2,306	2,278	-10.5%	-1.2%
Softball (Fast Pitch)	2,309	2,088	2,146	-7.1%	2.8%
Ultimate Frisbee	3,126	2,190	2,142	-31.5%	-2.2%
Wrestling	1,896	1,937	2,036	7.4%	5.1%
Lacrosse	2,171	1,892	1,875	-13.6%	-0.9%
Roller Hockey	1,834	1,425	1,368	-25.4%	-4.0%
Squash	1,492	1,185	1,228	-17.7%	3.6%
Rugby	1,621	1,238	1,166	-28.1%	-5.8%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2023 also were those that could be done at home or in a virtual class environment. The activities with the most participation was walking for fitness (114.8 million), treadmill (53.6 million), free weights (53.1 million), running/jogging (47.8 million), and yoga (33.6 million).



FIVE-YEAR TREND

Over the last five years (2017-2023), the activities growing at the highest rate were trail running (44.9%), yoga (23.0%), Pilates training (14.0%) and dance, step & choreographed exercise. Over the same period, the activities that have undergone the biggest decline in participation include group stationary cycling (-33.4%), cross-training style workout (-32.1%) and non-traditional/off road triathlons (-28.1%).

ONE-YEAR TREND

In the last year, fitness activities with the largest gains in participation were group-related activities, cardio kickboxing (8.5%), Pilates training (5.8%), and group stationary cycling (5.5%). This 1-year trend is another indicator that participants feel safe returning to group-related activities. Trail running (5.9%) also saw a moderate increase indicating trail connectivity to continue to be important for communities to provide. In the same span, fitness activities that had the largest decline in participation were cross-training style workout (-5.3%), bodyweight exercise (-2.6%) and running/jogging (-2.4%).

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Walking for Fitness	110,805	115,814	114,759	3.6%	-0.9%
Treadmill	52,966	53,627	53,589	1.2%	-0.1%
Free Weights (Dumbbells/Hand Weights)	52,217	52,636	53,140	1.8%	1.0%
Running/Jogging	50,770	48,977	47,816	-5.8%	-2.4%
Yoga	27,354	34,347	33,636	23.0%	-2.1%
Stationary Cycling (Recumbent/Upright)	36,035	32,453	32,102	-10.9%	-1.1%
Weight/Resistant Machines	36,291	30,577	30,010	-17.3%	-1.9%
Free Weights (Barbells)	27,444	28,243	28,678	4.5%	1.5%
Elliptical Motion/Cross-Trainer	32,283	27,618	27,051	-16.2%	-2.1%
Dance, Step, & Choreographed Exercise	22,616	24,752	25,163	11.3%	1.7%
Bodyweight Exercise	24,454	22,629	22,034	-9.9%	-2.6%
High Impact/Intensity Training	21,476	21,973	21,821	1.6%	-0.7%
Trail Running	9,149	12,520	13,253	44.9%	5.9%
Rowing Machine	11,707	11,586	11,893	1.6%	2.6%
Stair Climbing Machine	14,948	11,786	11,677	-21.9%	-0.9%
Pilates Training	9,047	9,745	10,311	14.0%	5.8%
Cross-Training Style Workout	13,622	9,764	9,248	-32.1%	-5.3%
Martial Arts	5,838	6,186	6,355	8.9%	2.7%
Stationary Cycling (Group)	9,409	5,939	6,268	-33.4%	5.5%
Cardio Kickboxing	6,693	5,099	5,531	-17.4%	8.5%
Boxing for Fitness	5,157	5,237	5,472	6.1%	4.5%
Boot Camp Style Cross-Training	6,651	5,169	5,192	-21.9%	0.4%
Barre	3,436	3,659	3,803	10.7%	3.9%
Tai Chi	3,787	3,393	3,394	-10.4%	0.0%
Triathlon (Traditional/Road)	2,162	1,748	1,780	-17.7%	1.8%
Triathlon (Non-Traditional/Off Road)	1,878	1,304	1,350	-28.1%	3.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



NATIONAL TRENDS IN OUTDOOR/ADVENTURE RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate rapid growth in participation regarding outdoor/adventure recreation activities. Much like general fitness activities, these activities encourage an active lifestyle, can be performed individually, and are not as limited by time constraints. In 2023, the most popular activities, in terms of total participants include day hiking (59.5 million), road bicycling (43.6 million), freshwater fishing (41.8 million), camping (37.4 million), and wildlife viewing (20.6 million).



DAY HIKING

59.6 MILLION



ROAD BICYCLING

43.6 MILLION



FRESHWATER FISHING

41.8 MILLION



CAMPING

37.4 MILLION



WILDLIFE VIEWING

20.6 MILLION

FIVE-YEAR TREND

From 2017-2023, sport/bouldering (174.8%), camping (42.5%), skateboarding (41.3%), day hiking (32.7%), birdwatching (28.6%) has undergone large increases in participation. The five-year trend also shows activities such as indoor climbing (-51.4%), adventure racing (-32.2%) to be the only activities with double-digit decreases in participation.

ONE-YEAR TREND

The one-year trend shows most activities growing in participation from the previous year. The most rapid growth being in sport/boulder climbing (151.1%), BMX bicycling (8.3%), birdwatching (6.8%), and in-line roller skating (4.7%). Over the last year, the only activities that underwent decreases in participation were indoor climbing (-56.9%), adventure racing (-6.1%), and overnight backpacking (-0.9%). Core vs. Casual trends in Outdoor recreation

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Hiking (Day)	44,900	58,697	59,578	32.7%	1.5%
Bicycling (Road)	38,866	42,775	43,554	12.1%	1.8%
Fishing (Freshwater)	38,346	40,853	41,821	9.1%	2.4%
Camping	26,262	35,985	37,431	42.5%	4.0%
Wildlife Viewing (>1/4 mile of Vehicle/Home)	20,351	20,452	20,615	1.3%	0.8%
Camping (Recreational Vehicle)	16,159	16,371	16,840	4.2%	2.9%
Birdwatching (>1/4 mile of Vehicle/Home)	12,296	14,815	15,818	28.6%	6.8%
Fishing (Saltwater)	13,062	13,790	14,344	9.8%	4.0%
Backpacking Overnight	10,975	10,306	10,217	-6.9%	-0.9%
Skateboarding	6,382	8,747	9,019	41.3%	3.1%
Bicycling (Mountain)	8,609	8,693	8,916	3.6%	2.6%
Fishing (Fly)	6,791	7,458	7,631	12.4%	2.3%
Archery	7,769	7,342	7,428	-4.4%	1.2%
Climbing (Sport/Boulder)	2,103	2,301	5,778	174.8%	151.1%
Roller Skating, In-Line	5,268	4,940	5,173	-1.8%	4.7%
Bicycling (BMX)	3,413	3,861	4,181	22.5%	8.3%
Climbing (Indoor)	5,045	5,684	2,452	-51.4%	-56.9%
Climbing (Traditional/Ice/Mountaineering)	2,527	2,374	2,452	-3.0%	3.3%
Adventure Racing	2,529	1,826	1,714	-32.2%	-6.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed a lifetime activity, which is why it continues to have such strong participation. In 2023, fitness swimming remained the overall leader in participation (26.3 million) amongst aquatic activities.



FIVE-YEAR TREND

Assessing the five-year trend, fitness swimming (-3.2%) and swimming on a team (-3.4%) experienced moderate decreases due to the accessibility of facilities during COVID-19. While aquatic exercise (2.1%) saw a slight increase in participation during this same time.

ONE-YEAR TREND

In 2023, all aquatic activities saw moderate increases in participation which can be asserted to facilities and programs returning to pre-COVID-19 pandemic levels. Swimming on a team (2.8%), aquatic exercise (2.7%) andn fitness swimming (2.5%) saw moderate increases in participation.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Swimming (Fitness)	27,135	25,620	26,272	-3.2%	2.5%
Aquatic Exercise	10,459	10,400	10,676	2.1%	2.7%
Swimming on a Team	3,007	2,824	2,904	-3.4%	2.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVEL

The most popular water sports / activities based on total participants in 2023 were recreational kayaking (13.6 million), canoeing (9.5 million), and snorkeling (7.4 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can influence water activity participation.



FIVE-YEAR TREND

Over the last five years, surfing (37.8%), recreational kayaking (28.7%), stand-up paddling (13.6%) and white-water kayaking (9.0%) were the fastest growing water activities. From 2017-2023, activities declining in participation were water skiing (-14.9%), snorkeling (-12.0%), boardsailing/windsurfing (-11.6%), and sea/touring kayaking (10.6%).

ONE-YEAR TREND

In 2023, water skiing (-0.6%) was the only water activity to see a decrease in participation. Activities which experienced the largest increases in participation in the most recent year include **jet skiing (7.6%)**, **scuba diving (7.4%)**, **boardsailing/windsurfing (7.2%)**, and **surfing (6.6%)**.



National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Kayaking (Recreational)	10,533	13,351	13,561	28.7%	1.6%
Canoeing	9,220	9,199	9,521	3.3%	3.5%
Snorkeling	8,384	7,316	7,376	-12.0%	0.8%
Jet Skiing	5,418	5,062	5,445	0.5%	7.6%
Stand-Up Paddling	3,325	3,739	3,777	13.6%	1.0%
Surfing	2,680	3,463	3,692	37.8%	6.6%
Sailing	3,974	3,463	3,632	-8.6%	4.9%
Rafting	3,479	3,383	3,595	3.3%	6.3%
Water Skiing	3,572	3,058	3,040	-14.9%	-0.6%
Wakeboarding	3,005	2,674	2,754	-8.4%	3.0%
Kayaking (White Water)	2,500	2,587	2,726	9.0%	5.4%
Scuba Diving	2,874	2,476	2,658	-7.5%	7.4%
Kayaking (Sea/Touring)	2,955	2,587	2,642	-10.6%	2.1%
Boardsailing/Windsurfing	1,573	1,297	1,391	-11.6%	7.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

2.3 NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in if they were readily available.

Overall, the activities most age segments are interested in including Camping, Bicycling, Fishing, and Swimming for Fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.





2.4 RECREATION TRENDS FOR THE SENIOR POPULATION (55+)

Today, Calabasas is diverse with greater and contrasting needs and desires. The Community Services Department has evolved to ensure that all members of the community are able to benefit from their vast holdings of open space, recreation facilities and service offerings. One area of growing interest is serving the expanding population of older adults.

As mentioned previously, 45% of the population in Calabasas will be 55+ by 2037.

The findings in a research report produced by NRPA affirms that parks and recreation is a vital service provider to older adults, and yet there remains significant opportunity to do much more. Some of the key findings in the report indicate that more than nine in ten park and recreation agencies report that they offer facilities, activities and programming that cater to older adults. These activities vary, including providing older adults with chances to socialize with others, ways to stay healthy and active, and opportunities to serve others in their communities. Following is a list of activities that are among those most often geared to older adults:

- Exercise classes
- Field trips, tours, vacations
- Arts and crafts classes
- Opportunities to volunteer
- Special events and festivals targeted at older adults.
- Group walks
- Paid job opportunities to lead exercise classes, work in Community Centers or at parks.

As noted above, the list of activities varies from active to passive and everywhere in-between.

Where Calabasas can make a real, lasting difference is in providing evidence-based chronic disease prevention and/or management programs that keep older adults healthy and active for years to come. The trend to accomplish this is for the Department to offer these types of programs for older adults in Calabasas, including those focused on enhanced fitness, diabetes management, living with arthritis and improving balance.

The wide breadth of service offerings for older adults should reflect the broad population served including following a wide definition of “older adults” when designing and marketing offerings – in many cases starting with adults as young as 55 years old.

Furthermore, Calabasas may be unique in ensuring that the needs of underserved older adults are met. The Department can be a critical, lifesaving resource for lower and/or fixed income segments of the older adult population. This can include transportation to and from activities and facilities and low-cost or free fitness programs.

Calabasas could consider developing programming for older adults with key partners. To best serve this population, partnerships can include, but not limited to:

- Area agencies on aging
- Retirement communities
- Senior meals providers

- Hospitals and doctors' offices
- Local health departments
- Health insurance companies
- Community-based organizations (e.g., faith-based)

But even with these partners, Calabasas will have hurdles that must be overcome before providing more services to older adults. The most common challenges are the result of inadequate resources, including facility space shortages, insufficient funding, and staffing shortages. These resource constraints will become even more acute as the older adult population grows and the demand for these services increases.

2.5 LOCAL TRENDS – GENERAL SPORTS MARKET POTENTIAL

ESRI's 2023 Sports and Leisure Market Potential Data measures the demand for recreation activities as well as expected consumer attitudes towards these activities by City of Calabasas residents. The MPI shows the likelihood that a resident of the City of Calabasas will participate in certain activities when compared to the US National average. The City is compared to the national average in three (3) categories - general sports, fitness, and outdoor recreation. PLEASE NOTE: The participation by Calabasas residents in these activities is not restricted geographically to the City of Calabasas. For example, a Calabasas resident may participate in an activity offered by the City of Agoura Hills.

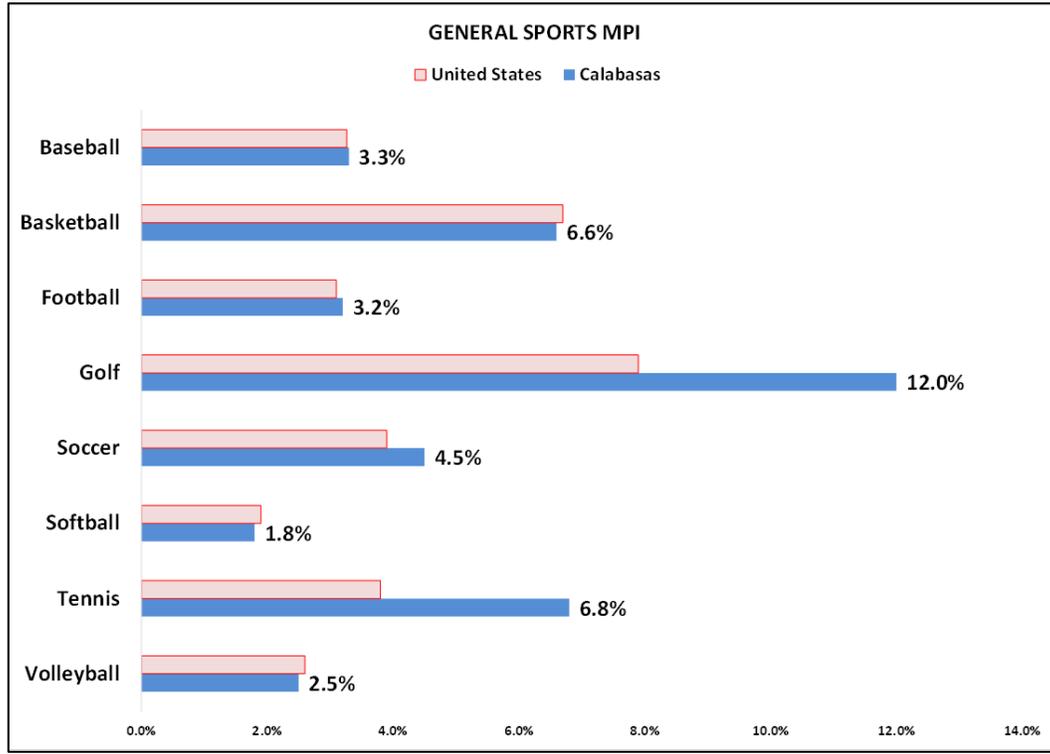
Overall, Calabasas demonstrates average to above average market potential index numbers. Looking at the three categories (general sports, fitness, and outdoor activity), Calabasas's MPI percentages show that Calabasas has strong participation rates when it comes to fitness activities; general sports and outdoor recreation activities range from above to below the national averages, depending upon the activity.

Activities with MPI numbers greater than the national average are significant because they demonstrate that there is a greater potential that Calabasas residents will actively participate in offerings if the City or surrounding communities provided these activities. Activities with MPI numbers lower than the national average are also significant because they demonstrate that there is either a lower potential that Calabasas residents will participate in these activities or the opportunity to participate in these activities is not available to them.

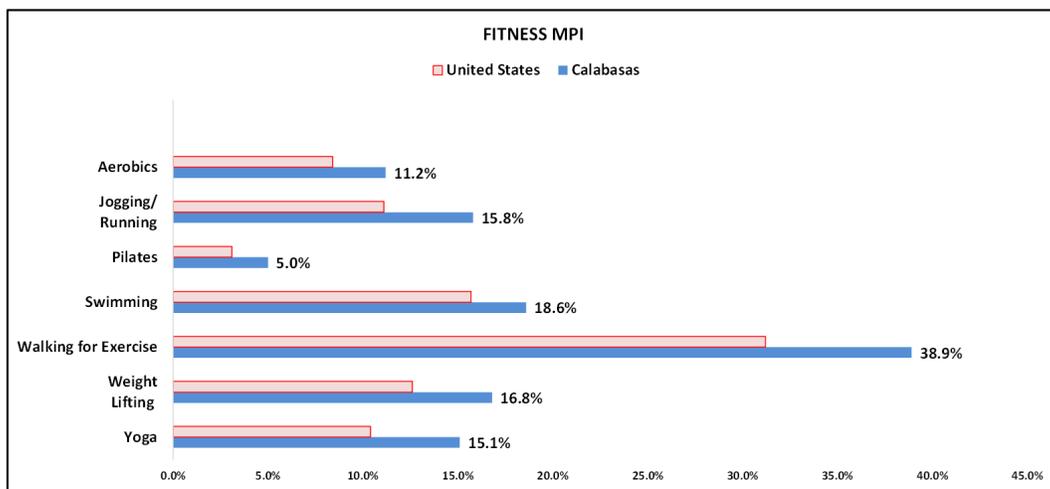
This data should be interfaced with other key findings derived during the master planning process to determine an appropriate level of service for park acreage and amenities for the City of Calabasas. Other key factors that determine level of service include, but are not limited to demographic projections, resident need as determined by the community engagement process, current level of service (existing park and amenity inventory), and access to existing parks and amenities.



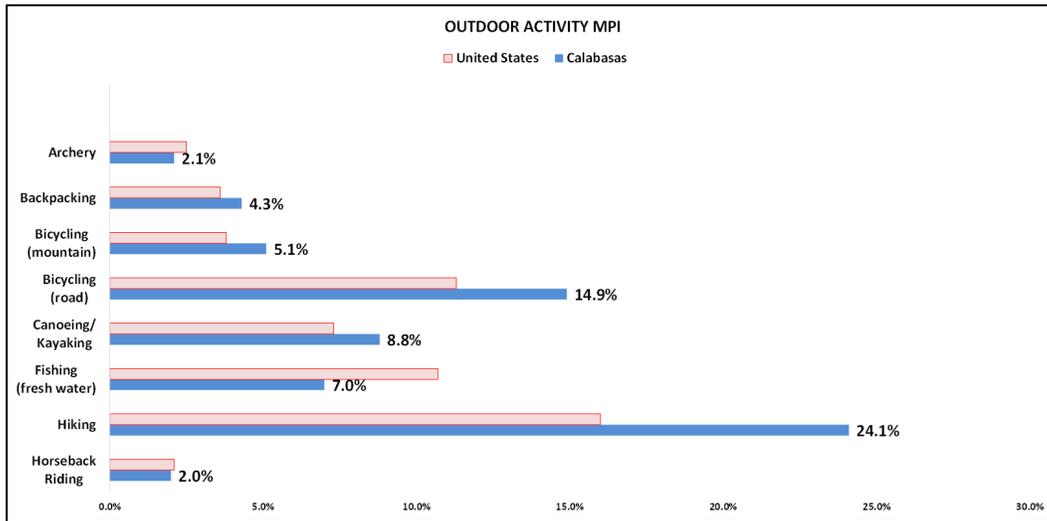
2023 GENERAL SPORTS MARKET POTENTIAL INDEX



2023 GENERAL FITNESS MARKET POTENTIAL INDEX



2023 OUTDOOR RECREATION MARKET POTENTIAL INDEX



2.6 RECREATION TRENDS SUMMARY

It is critically important for Calabasas Community Services to understand the local and national participation trends in recreation activities. In doing so, the Department can gain general insight into the lifecycle stage of recreation programs and activities (emerging, stable, and declining) and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Calabasas. Here are some major takeaways for local and national recreation trends:

- Fitness walking remained the most popular activity OVERALL nationally and this activity will continue to grow in popularity in Calabasas.
- All listed aquatic activities have experienced strong participation nationally and swimming is above the national average in Calabasas.
- Basketball is the most participated in sport nationally while golf is the most participated in sport locally.
- Tackle football has gained participants nationally over the last five years, but MPI numbers are well below the national average.
- Fast-pitch and slow-pitch softball saw slight increases in participation nationally over the last year, but the Calabasas MPI for softball is below national participation.
 - PLEASE NOTE: Individual MPI numbers are not available for fast-pitch and slow-pitch softball.
- Outdoor recreational activities are on the rise nationally and many of these activities are popular locally, including bicycling, hiking, and rock climbing.
- Based on national measurements, income level has a positive impact on activity rate. Higher income households tend to have higher activity rates.



2.7 COMPETITOR ASSESSMENT

A key component of the study is an assessment of similar service providers within a 20 minute drive time of the City of Calabasas. The purpose of a Similar Provider Assessment is to identify direct and indirect similar service providers which offer facilities and offerings like what the City offers or could offer in the future. Once similar providers are identified, each site is assessed based on amenities and programs. This information helps identify gaps / overlaps in services.

SIMILAR COMMUNITY CENTER/COMMUNITY CENTER PROVIDERS

This list below includes similar community center/public facility providers that were assessed in the study. The Similar Providers analyzed consist of the three (3) direct providers within the service area. This list includes a variety of public and non-profit operators that define the competitive market for the City.

Drive Distance	Drive Time	Recreation Centers	Address	Gymnasium	Kitchen Facilities	Game Room	Aquatic Programs	Camp Programs	Teen Programs	Facility Rentals
3.5 mi	9 min	Woodland Hills Recreation Center	5858 Shoup Ave, Woodland Hills, CA 91367	YES	NO	YES	YES	YES	YES	YES
8 mi	15 min	West Valley Family YMCA	18810 Vanowen St, Reseda, CA 91335	YES	NO	YES	YES	YES	YES	YES
9 mi	12 min	Agoura Hills Recreation and Event Center	29900 Ladyface Ct, Agoura Hills, CA 91301	NO	YES	YES	NO	NO	YES	YES

SUMMARY OF RECREATION/COMMUNITY CENTER SERVICE PROVIDER ASSESSMENT FINDINGS

Based on findings from the service provider assessment, overall, the community center/public facility market is weak as only three public/non-profit facilities exist within the service area.

FACILITY OFFERINGS

- Two of the facilities offer gymnasiums.
- One of the facilities offers kitchen facilities that support room rentals.
- Three of the facilities offer a game room for drop-in play.

PROGRAM OFFERINGS

- Each of the facilities offer facility rentals.
- Three of the facilities offer aquatic, camp, and teen programs.

SIMILAR FITNESS FACILITY PROVIDERS

This list below includes similar fitness facility providers that were assessed in the study. The Similar Providers analyzed consists of twenty-five direct providers within the service area. This list includes a variety of public and private operators that define the competitive market for the Calabasas Community Center and the Calabasas Tennis and Swim Center.

Drive Distance	Drive Time	Fitness Facility	Address	Group Exercise Classes	Fitness Center (self-directed fitness)	Indoor Walking Track	Personal Training
0.4 mi	2 min	The Perfect Workout	23945 Calabasas Rd #217, Calabasas, CA 91302	NO	NO	NO	YES
0.5 mi	3 min	F45 Training Calabasas	23693 Calabasas Rd, Calabasas, CA 91302	YES	NO	NO	YES
0.7 mi	3 min	THE BE KIND STUDIOS (Pilates)	23500 Park Sorrento Unit A1, Calabasas, CA 91302	YES	NO	NO	YES
0.9 mi	3 min	Ya Fit Pilates Studios	23607 Park Belmonte, Calabasas, CA 91302	YES	NO	NO	YES
0.9 mi	5 min	Calabasas Fitness Center	24151 Ventura Blvd, Calabasas, CA 91302	NO	NO	NO	YES
1.2 mi	5 min	Oxygen Yoga & Fitness	23317 Mulholland Dr, Woodland Hills, CA 91364	YES	NO	NO	NO
2.6 mi	7 min	X2U Fitness	22941 Ventura Blvd # E, Woodland Hills, CA 91364	YES	NO	NO	YES
3.2 mi	8 min	e-Motion Training	22420 Sentar Rd, Woodland Hills, CA 91364	NO	NO	NO	YES
3.5 mi	8 min	Orangetheory Fitness	21841 Ventura Blvd, Woodland Hills, CA 91364	YES	NO	NO	NO
3.8 mi	8 min	Pure Function Fitness Center	21408 Ventura Blvd, Woodland Hills, CA 91364	NO	NO	NO	YES
3.8 mi	8 min	Kika Stretch Studios	26500 Agoura Rd Suite 106, Calabasas, CA 91302	NO	NO	NO	YES
4.2 mi	8 min	DIG Cycle & Strength	5727 Las Virgenes Rd B, Calabasas, CA 91302	YES	NO	NO	YES
4.2 mi	8 min	Craft Boxing Club	26662 Agoura Rd, Calabasas, CA 91302	YES	NO	NO	YES
4.4 mi	11 min	Equinox Woodland Hills	21530 W Oxnard St, Woodland Hills, CA 91367	YES	NO	NO	YES
4.5 mi	9 min	BetterBody Fitness	5733 Las Virgenes Rd Ste B, Calabasas, CA 91302	YES	NO	NO	YES
4.7 mi	9 min	Vitality Personal Training, Inc	26791 Agoura Rd D2, Calabasas, CA 91302	NO	NO	NO	YES
5 mi	10 min	Flex Gym Woodland Hills, PMA	20971 Burbank Blvd, Woodland Hills, CA 91367	NO	YES	NO	YES
6 mi	12 min	The Camp Transformation Center	21028 Victory Blvd B, Woodland Hills, CA 91367	YES	NO	NO	YES
6 mi	12 min	Precision CrossFit	28710 Canwood St #105, Agoura Hills, CA 91301	YES	YES	NO	YES
6.8 mi	10 min	Hardcore Fitness Agoura Hills	28501 Canwood St #3c, Agoura Hills, CA 91301	YES	NO	NO	YES
7 mi	11 min	Agoura Fitness	28716 Roadside Dr, Agoura Hills, CA 91301	YES	YES	NO	YES
7.1 mi	12 min	The Training Grounds	5330 Derry Ave # M, Agoura Hills, CA 91301	NO	NO	NO	YES
8 mi	12 min	LA Fitness	5075 Roadside Dr., Agoura Hills, CA 91301	YES	YES	NO	YES
8 mi	13 min	Orangetheory Fitness	5741 Kanan Rd, Agoura Hills, CA 91301	YES	NO	NO	NO
8 mi	15 min	West Valley Family YMCA	18810 Vanowen St, Reseda, CA 91335	YES	YES	YES	YES



SUMMARY OF FITNESS SERVICE PROVIDER ASSESSMENT FINDINGS

Based on findings from the service provider assessment, the fitness market is diverse, ranging from small, specialized training studios to larger all-inclusive facilities.

FACILITY OFFERINGS

- Only five of the facilities offer a fitness center for self-directed fitness.
- Only five of the facilities offer an indoor walking track.

PROGRAM OFFERINGS

- Seventeen providers offer group exercise programs.
- Twenty-three providers offer personal training programs.

SIMILAR AQUATIC FACILITY PROVIDERS

This list below includes similar aquatic facility providers that were assessed in the study. The Similar Providers analyzed consist of the five (5) direct providers within the service area. This list includes a variety of public, non-profit, and private operators that define the competitive aquatic market for the City of Calabasas.

Drive Distance	Drive Time	Aquatic Facilities	Address	Water Exercise Classes	Open Swim	Swim Lessons	Private Swim Lessons	Birthday Parties	Competitive Swimming (Swim Teams)
2 mi	7 min	Calabasas High School Swim Center	22855 Mulholland Hwy, Calabasas, CA 91302	NO	NO	NO	NO	NO	YES
3.5 mi	9 min	Woodland Hills Pool	5858 Shoup Ave, Woodland Hills, CA 91367	YES	YES	YES	YES	YES	YES
8 mi	12 min	LA Fitness	5075 Roadside Dr, Agoura Hills, CA 91301	YES	YES	NO	NO	NO	NO
8 mi	15 min	West Valley Family YMCA	18810 Vanowen St, Reseda, CA 91335	YES	YES	YES	YES	YES	YES
9.6 mi	14 min	Water Wings Swim School	30135 Agoura Rd, Agoura Hills, CA 91301	NO	YES	YES	YES	YES	YES

SUMMARY OF AQUATIC SERVICE PROVIDER ASSESSMENT FINDINGS

Based on findings from the service provider assessment, overall, the aquatic market is strong and diverse; ranging from facilities that provide access for competitive swimming to full service facilities.

PROGRAM/SERVICE OFFERINGS

- Three of the facilities offer water exercise programs.
- Four of the facilities offer open swimming.
- Four of the facilities offer competitive swimming as well as swim lesson and private swim lesson programs.
- Three of the facilities offer birthday parties.

SIMILAR TENNIS CENTER PROVIDERS

This list below includes similar tennis center providers that were assessed in the study. The Similar Providers analyzed consist of thirteen (13) direct providers within the service area. This list includes a variety of public and private operators that define the competitive market for the City of Calabasas.

Tennis Centers									
Drive Distance	Drive Time	Tennis Center	Address	Type	Drop-In Play	Programming	Fees	Lights	Courts
2 mi	7 min	Calabasas High School	22855 Mulholland Highway Calabasas	School	Yes	No	No	No	8
3.5 mi	10 min	The Summit at Warner Center	22298 Summit Vue Ln San Fernando	Club	Yes	Yes	Yes	Yes	5
5.5 mi	13 min	Warner Center	6336 Canoga Ave, Woodland Hills	Private	Yes	Yes	Yes	Yes	13
3.5 mi	9 min	Agoura High School	28545 Driver Ave, Agoura Hills	School	Yes	No	No	Yes	9
8 mi	15 min	Pierce College	6201 Winnetka Ave, Woodland Hills	School	Yes	Yes	No	Yes (partial)	13
9.3 mi	15 min	Balboa Tennis Center	17015 Burbank Blvd, Encino	Public	Yes	Yes	Yes	Yes	16
9.3 mi	17 min	Braemar Country Club	4001 Reseda Blvd, Tarzana	Club	Yes	Yes	Yes	Yes	20
11.9 mi	17 min	Westlake Village Golf Course	Agoura Rd, Westlake Village, CA 91361	Club	Yes	Yes	Yes	Yes	10
12.7 mi	18 min	Westlake Tennis & Swim Club	32250 Triunfo Canyon Rd, Westlake Village	Club	Yes	Yes	Yes	Yes	13
14 mi	25 min	Ralphs-Straus Tennis Center	24255 Pacific Coast Hwy, Malib	Public	Yes	Yes	Yes	Yes	9
14.2 mi	24 min	Crest Tennis Park	24599 Pacific Coast Hwy, Malibu	Public	Yes	Yes	No	Yes	10
14.4 mi	25 min	Malibu Raquet Club	23847 Stuart Ranch Rd, Malibu	Club	Yes	Yes	Yes	Yes	8
15.3 mi	10 min	North Ranch Country Club	4761 Valley Spring Drive, Thousand Oaks	Club	Yes	Yes	Yes	Yes	12

SUMMARY OF TENNIS SERVICE PROVIDER ASSESSMENT FINDINGS

Based on findings from the service provider assessment, overall, the tennis market is strong and diverse, ranging from open public courts in parks to larger private tennis centers.

FACILITY OFFERINGS

- Each facility offers multiple tennis courts.
- All but one of the facilities has lighted courts.

PROGRAM OFFERINGS

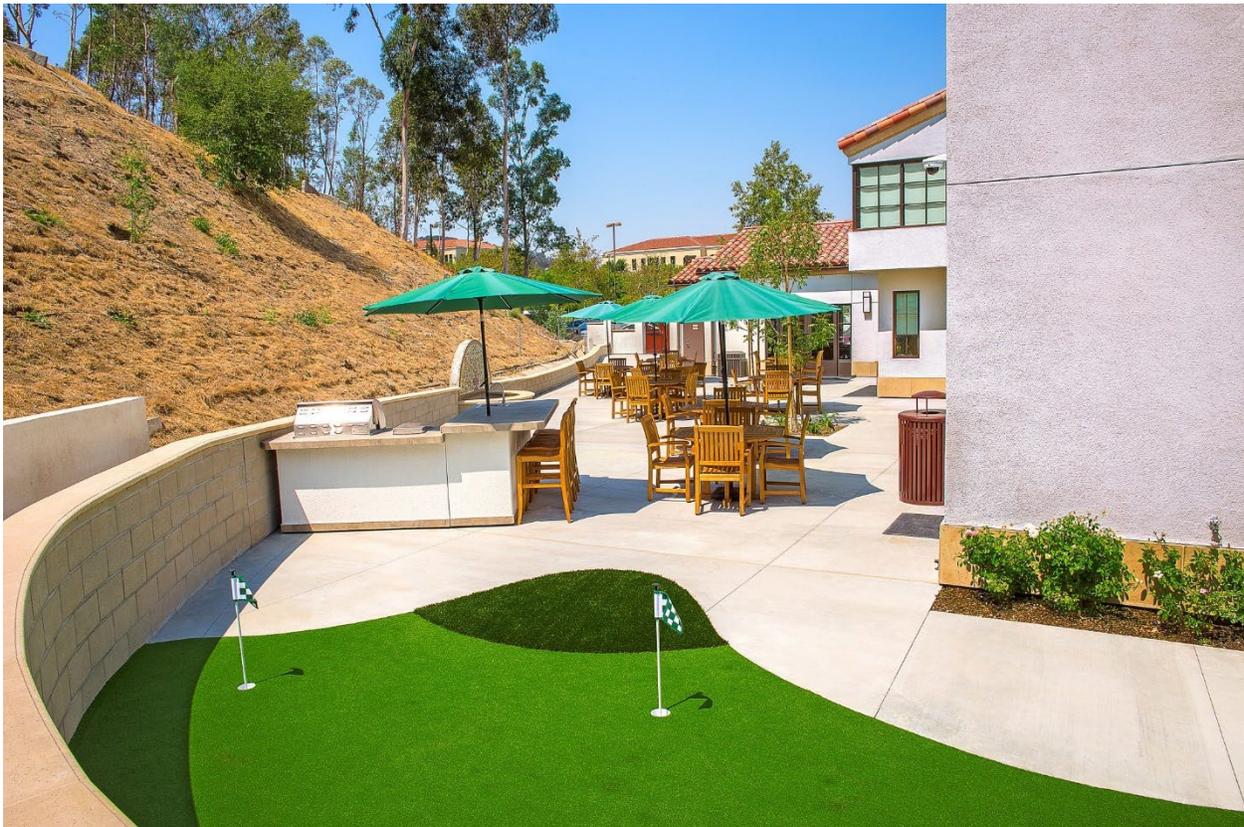
- Each of the facilities offer drop-in play.
- All but two of the facilities directly offer programming (leagues and lessons.)



CONCLUSION/ FINDINGS

Based on findings from the competitor analysis, there is an abundance of both fitness and tennis centers in the service area, though many of the fitness centers provide specialized, boutique offerings. On the other hand, looking at recreation and aquatic facilities, there are fewer choices for Calabasas residents. As it relates to the study for CCC, the emphasis at the center should be on fitness, recreational amenities, rental facilities, and community programming.

The scope of available amenities for the area may also correlate to the local trends previously identified in the report. Based on the local market potential index scores, it was determined that residents were more inclined to participate in sports and fitness activities than the national average. This is due in large part to the prevalence of facilities and programming that are primarily centered on recreational activities, tennis, fitness, and aquatics. An updated CCC that satisfies the recreational and general fitness needs of the community would have a strong competitive advantage.



CHAPTER THREE - COMMUNITY NEEDS ASSESSMENT

An integral part of the *Calabasas Programming Needs Study* was an extensive community input and participation plan. A total of nineteen (19) leadership interviews and stakeholder focus groups were conducted as the foundation of public participation. In addition to the leadership interviews, focus groups, and community meetings, the public input process included an on-line household survey of residents.

3.1 COMMUNITY INPUT SUMMARY

The qualitative data collected included multiple leadership interviews, focus groups, and community meetings. A summary of the public input opportunities to date is provided below:

- Twenty-nine (29) leadership interviews and focus groups, two (2) workshops with PRE and two (2) community meetings were conducted in May/June 2023 to be representative, but not exhaustive of interests affecting the programming and services offered by the Calabasas Community Services Department and the re-opening of the Calabasas Community Center. These sessions included:
 - Calabasas Mayor and City Council members
 - Agoura Hills City Council members
 - City of Calabasas City Manager's Office
 - Park, Recreation and Education Advisory Board Members
 - City of Calabasas Mayor's Youth Council
 - CCC Joint Powers Authority Board members
 - Parks and facility users and stakeholder groups
 - School officials
 - Senior Center Advisory Board
 - Art and Culture groups
 - Sports groups and leagues
 - Philanthropic organizations
 - Business and community leaders
 - Community as a whole

Input from the community confirmed that the community loves Calabasas' parks and facilities, but there are gaps in service and amenities and additional City investment is needed to maintain and reinvest in system. Participants see the system as one that is well-maintained with great staff. They also enjoy the numerous programs and amenities offered. Unmet needs exist as the demand for select services is currently outweighing the available facilities and/or existing amenities. The following summarizes the themes of community input:



ECONOMIC DEVELOPMENT THROUGH COMMUNITY SERVICES

- Opportunity exists for community service facilities to enhance and/or advance economic development. There is also an opportunity for economic development to enhance and support park and facility reinvestment.
- Community services can play a significant role in business attraction, residential development, and the overall quality of life attributes desired by the community.
- Investment in parks reflects the community's value set and the City's overall attitude of being an active player in the betterment of the community.

PROGRAMMING AND SERVICES

- The overall quality of programming and services was rated as good.
- Programs and services at De Anza Park need to evolve as recreational trends change.
- Redefining sustainable success for the Senior Center following COVID should be a priority.
- Community special events are appreciated and an increase in the frequency in which they are offered is desired.
- Continued reinvestment in the Tennis and Swim Center is required for long-term sustainable success.
- Re-establishing a strong partnership/joint use agreement with the Las Virgenes Unified School District is the key to maximizing the utilization of tax-supported facilities for community service programs.

RE-GRAND OPENING OF THE CALABASAS COMMUNITY CENTER (CCC)

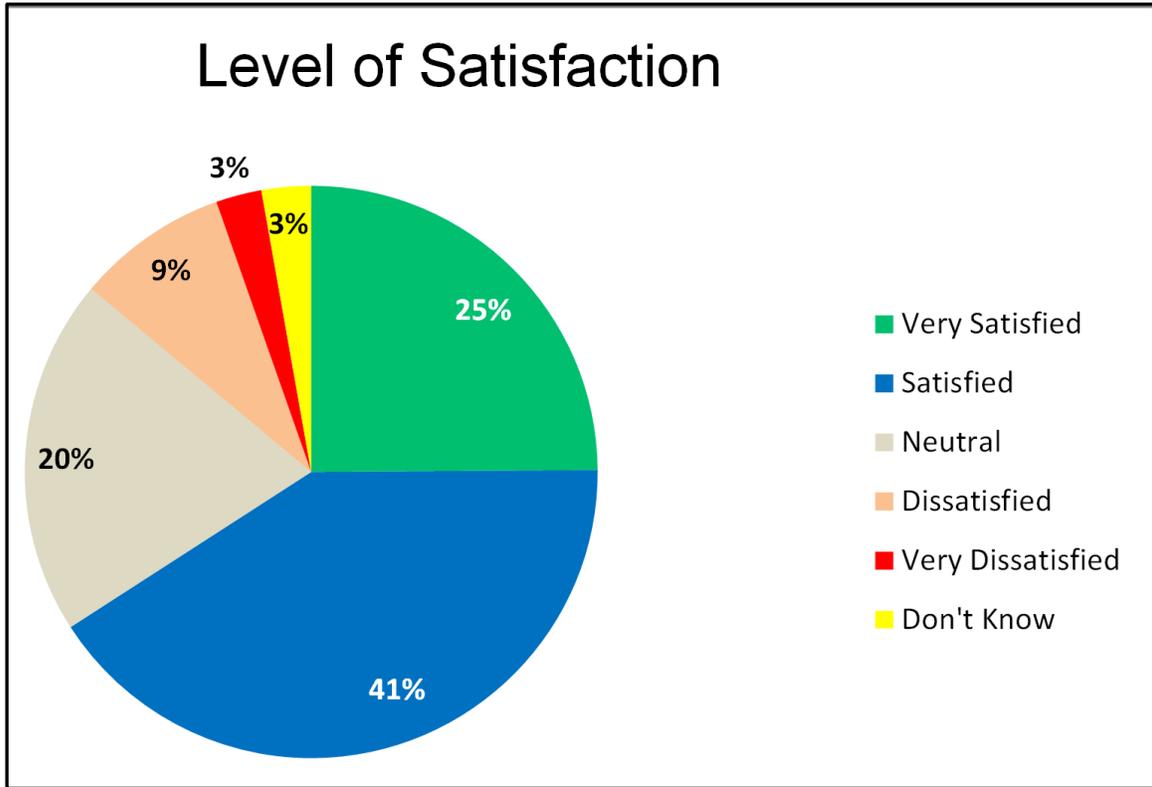
- The CCC is anticipated to primarily serve Calabasas residents that live on the west side of the City and, in turn, provide geographic equity for recreation facilities in the City.
- The gymnasium is exceptionally important to meet growing needs for basketball and pickleball.
- The demand for facility rental space is high but a longer term plan is needed to reinvest in the CCC kitchen to maximize utilization of the Event Center.
- The annual taxpayer operational subsidy should be no more than \$250K.

3.2 WEB-BASED SURVEY FINDINGS

As part of the community input process, the consultant team, in conjunction with the Community Services Department, conducted an online survey and intercept surveys in the summer of 2023 for a better understanding of the preferences and satisfaction levels of Calabasas residents in relation to parks, facilities and recreation activities. Results of the 448 completed surveys are as follows:



LEVEL OF SATISFACTION

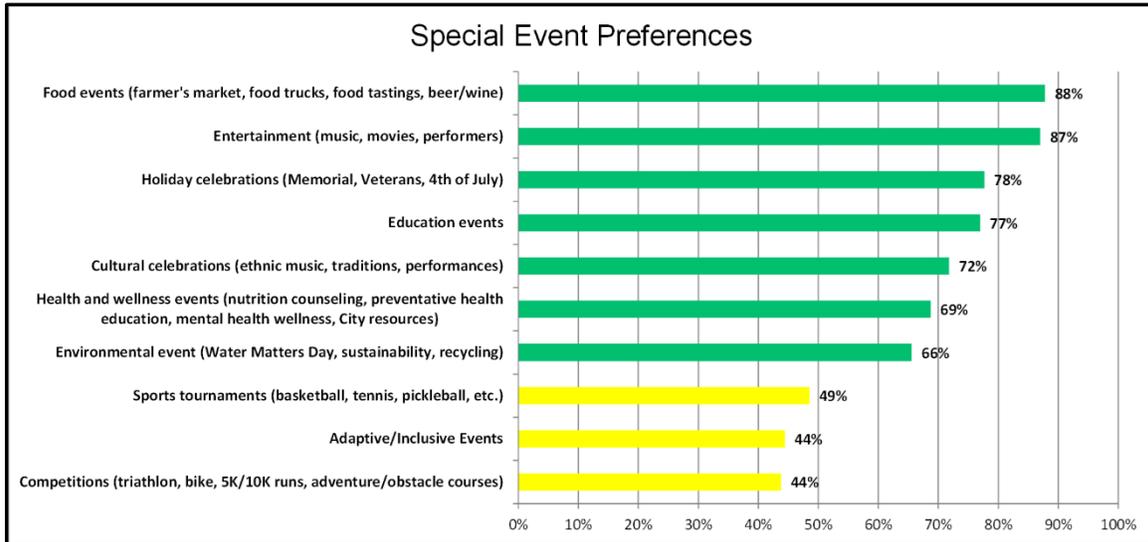


PRIORITIZED PROGRAM AND SERVICE NEED

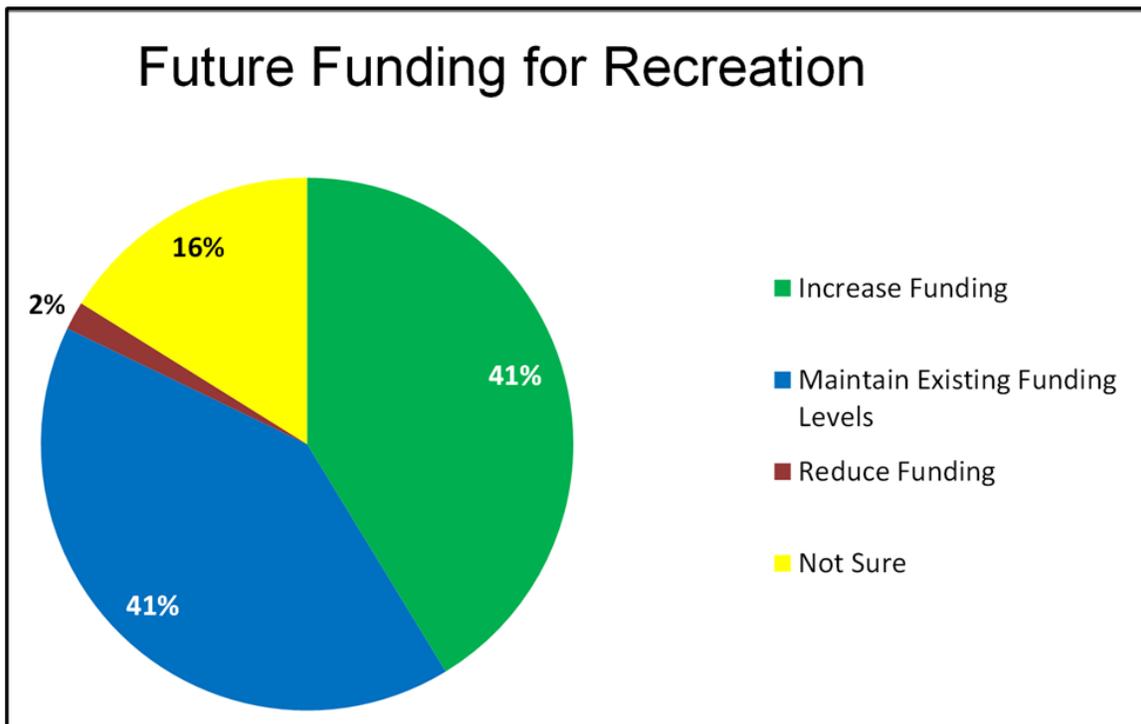
PROGRAMS AND SERVICES	COMMUNITY NEED
Fitness, Health and Wellness	High
Special Events	High
Performing Arts	High
Educational/Lifelong Learning	High
Enrichment (arts, crafts, etc.)	High
Outdoor Recreation	High
Environmental Programs	Medium
Senior (50+) Programs and Services	Medium
Tennis/Pickleball	Medium
Aquatic/Swimming	Medium
Facility Rentals (event centers, picnic shelters, community rooms)	Medium
Sports (basketball, volleyball, soccer, baseball, football)	Medium
E-Sports/Gaming	Low
Out of School (before/after school, camps)	Low
Therapeutic/Special Needs Programs/Services	Low



SPECIAL EVENT CONCEPTS PREFERRED



FUTURE FUNDING FOR COMMUNITY SERVICES



3.3 STASTICALLY VALID SURVEY

OVERVIEW

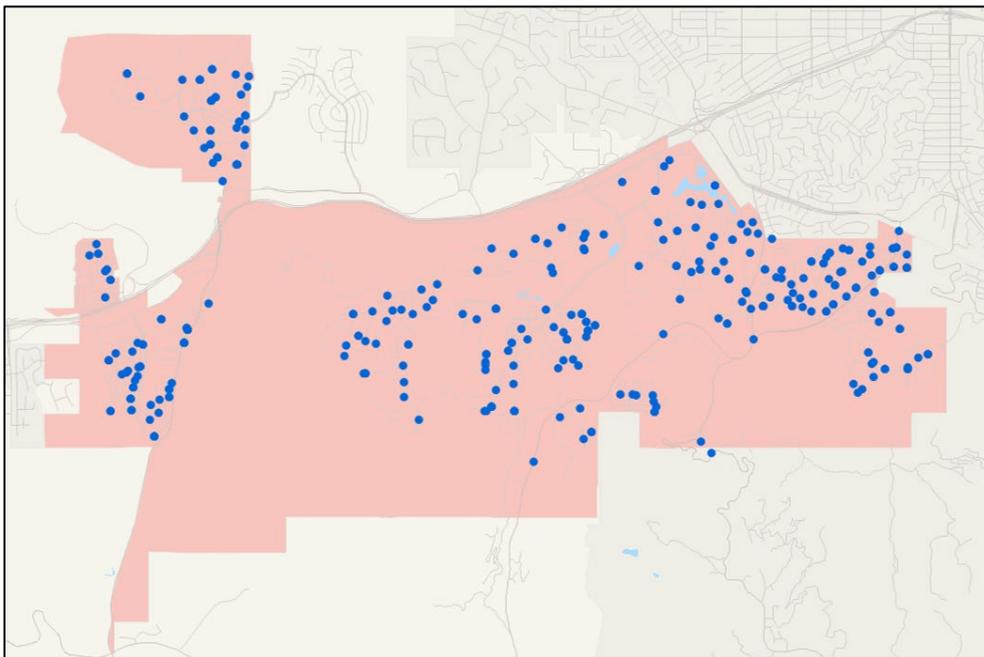
ETC Institute administered a needs assessment survey for Calabasas during the spring/summer of 2023. The survey was administered as part of the City's Programming Needs Study for their residents. The survey results will aid Calabasas in taking a resident-driven approach to making decisions that will enrich and positively affect the lives of residents.

METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in Calabasas. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line.

A few days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Calabasas from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 350 resident households. The goal was exceeded with a total of 361 residents completing the survey. The overall results for the sample of 361 households have a precision of at least $\pm 5.1\%$ at the 95% level of confidence. The following scatterplot graph indicates where completed surveys were received from residents in Calabasas.



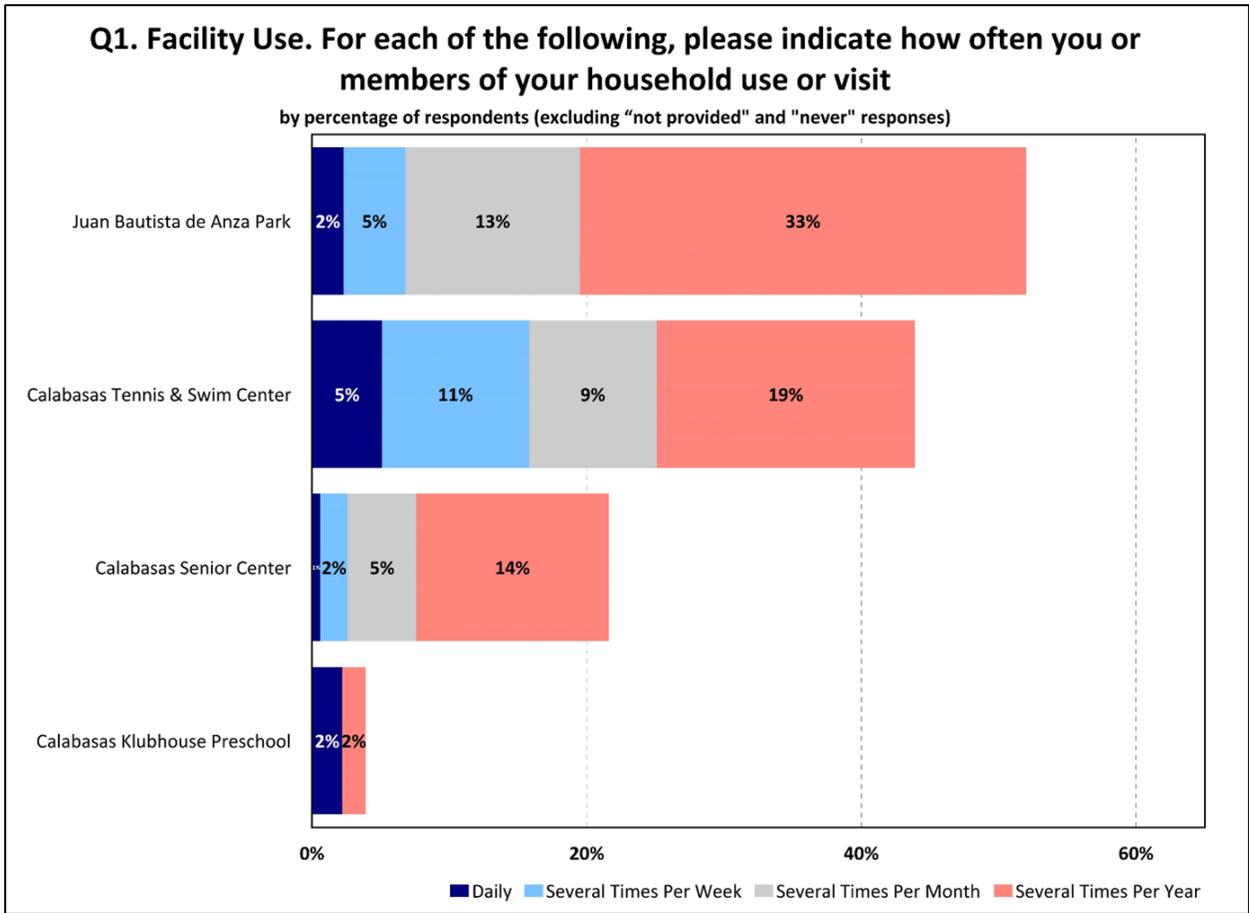
The major findings of the survey are summarized in the following pages. Complete survey results are provided as a separate document.



CURRENT PARK/FACILITY UTILIZATION AND BARRIERS

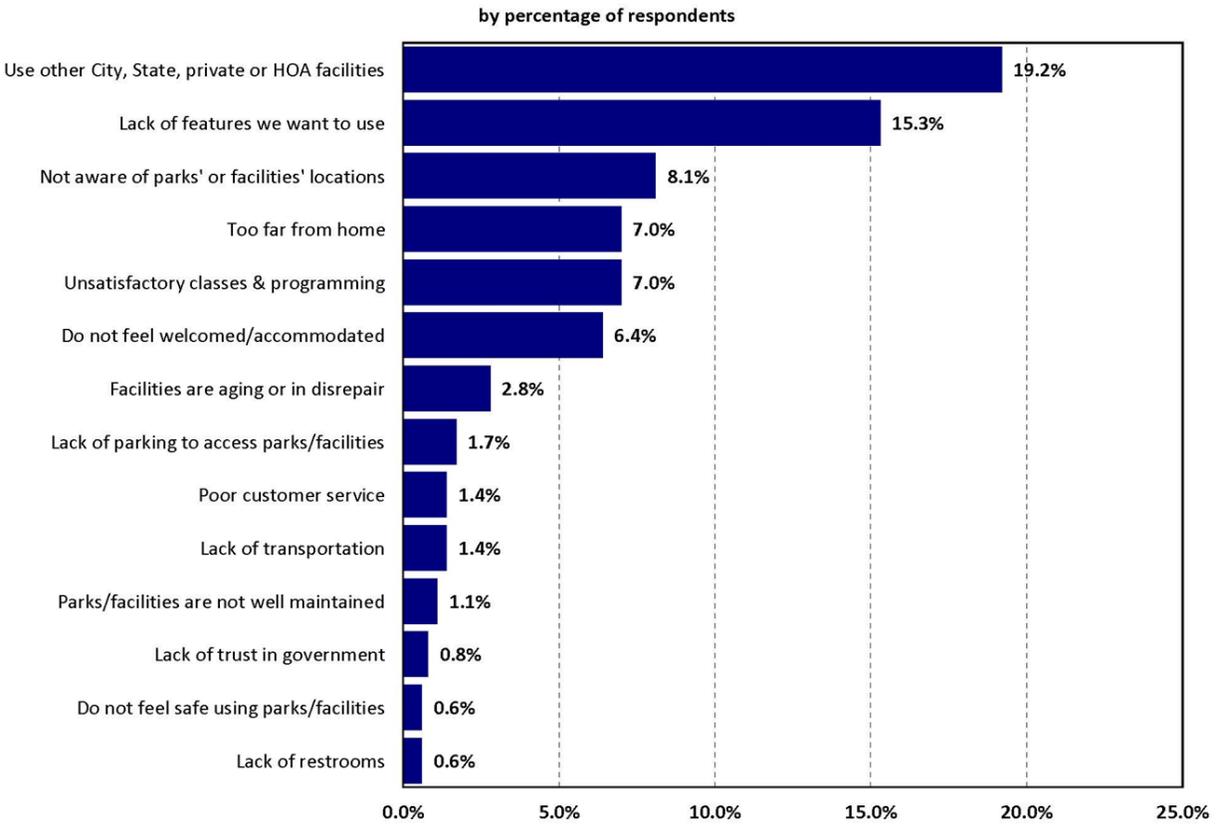
- **Utilization:**

- Fifty-three percent (53%) of households used Juan Bautista de Anza Park over the past 12 months.
- Forty-three percent (43%) of households used the Calabasas Tennis and Swim Center over the last 12 months.
- Twenty-two percent (22%) of households used the Calabasas Senior Center over the last 12 months.
- Four percent (4%) of households used the Calabasas Klubhouse Preschool over the last 12 months.



- **Barriers to Utilizing the Calabasas park and recreation facilities:**
 - Nineteen (19.2%) of households indicated that they use other City, State, private or HOA (Homeowners Association) facilities.
 - Fifteen percent (15.3%) of households indicated that “lack of features we want to use” was a barrier to the utilization of Calabasas park and recreation facilities.

Q1a. If your household has NOT visited any facilities during the past 12 months, please CHECK ALL of the following reasons why you have NOT visited.



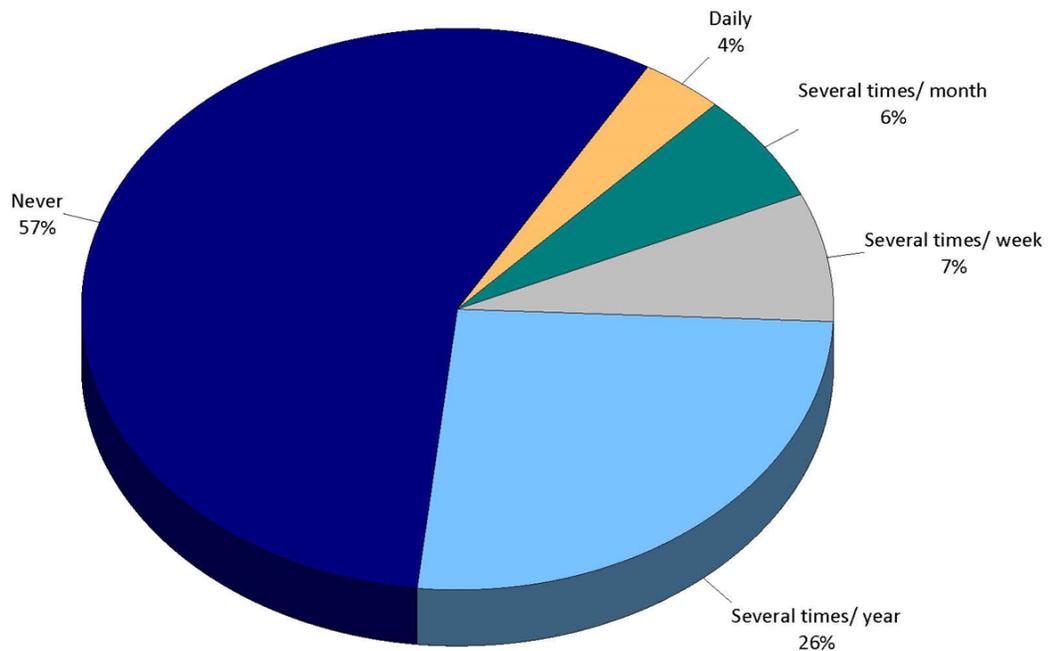


CALABASAS COMMUNITY CENTER (CCC) UTILIZATION AND BARRIERS

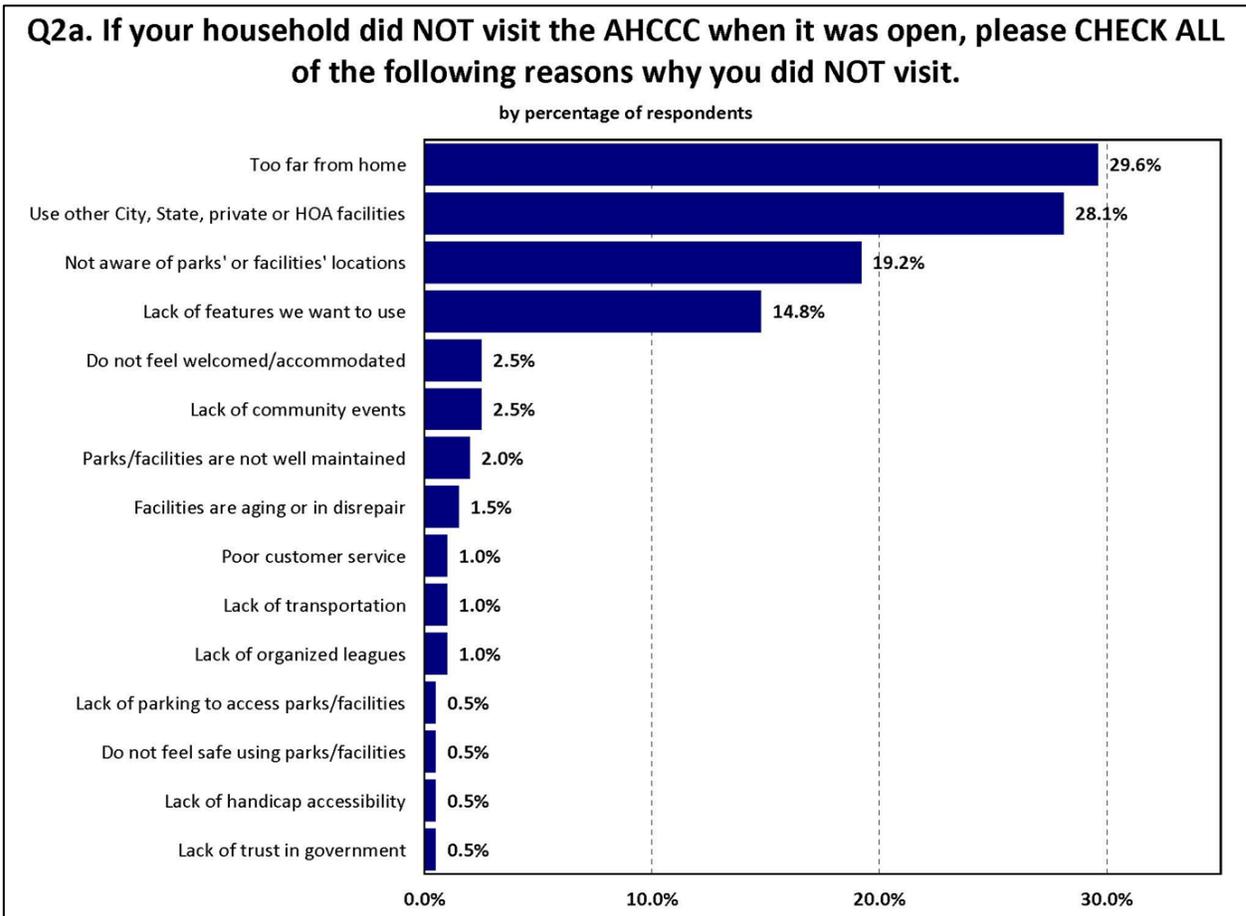
- **Prior to its closure in 2020 - Utilization**
 - Twenty-six percent (26%) of households used the CCC several times per year.
 - Seven percent (7%) of households used the CCC several times per week.
 - Six percent (6%) of households used the CCC several times per month.
 - Four percent (4%) of households used the CCC daily.
 - Fifty-seven percent (57%) of households never used the CCC.

Q2. Prior to its closure in 2020, please indicate how often you or the members of your household used or visited the Agoura Hills Calabasas Community Center?

by percentage of respondents (excluding "not provided")



- **Barriers to Utilizing the CCC:**
 - Thirty percent (29.6%) of households indicated that the CCC was too far from home.
 - Twenty-eight percent (28.1%) of households indicated that they use other City, State, private or HOA (Homeowners Association) facilities.
 - Nineteen percent (19.2%) of households indicated that they were not aware of the facility.
 - Fifteen percent (14.8%) of households indicated that the facility lacked features that they wanted to use.





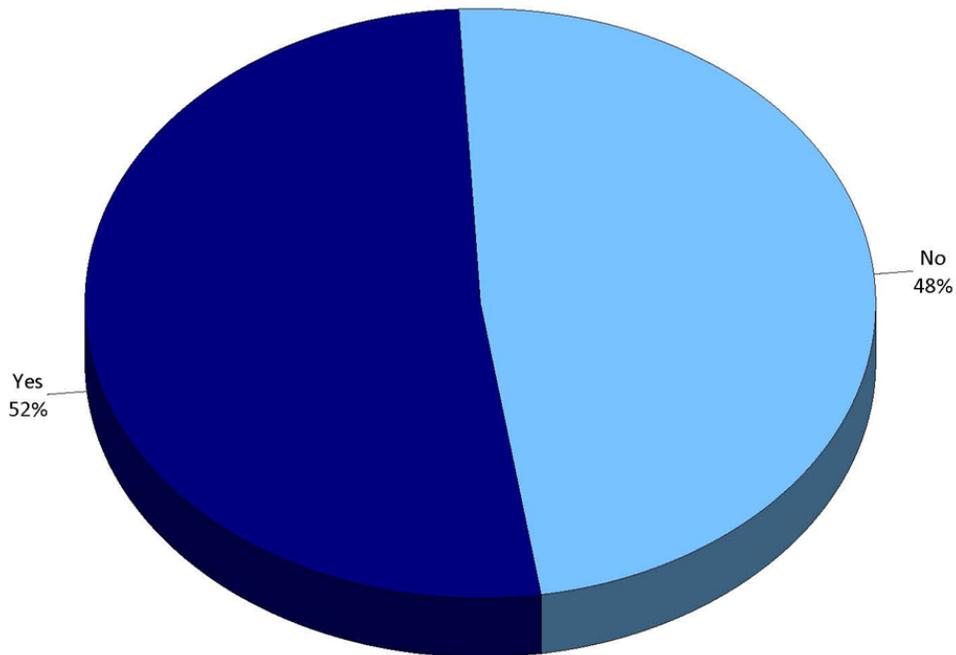
PROGRAM PARTICIPATION AND QUALITY RATINGS

- **Program Participation and Ratings:**
 - Fifty-two percent (52%) of households participated in Calabasas Community Services Department programs and services over the past 12 months.

ETC Statistically Valid Survey National Benchmark for program participation is 32%.

Q6. Has your household participated in any programs/events offered and/or hosted by the City of Calabasas during the past 12 months?

by percentage of respondents

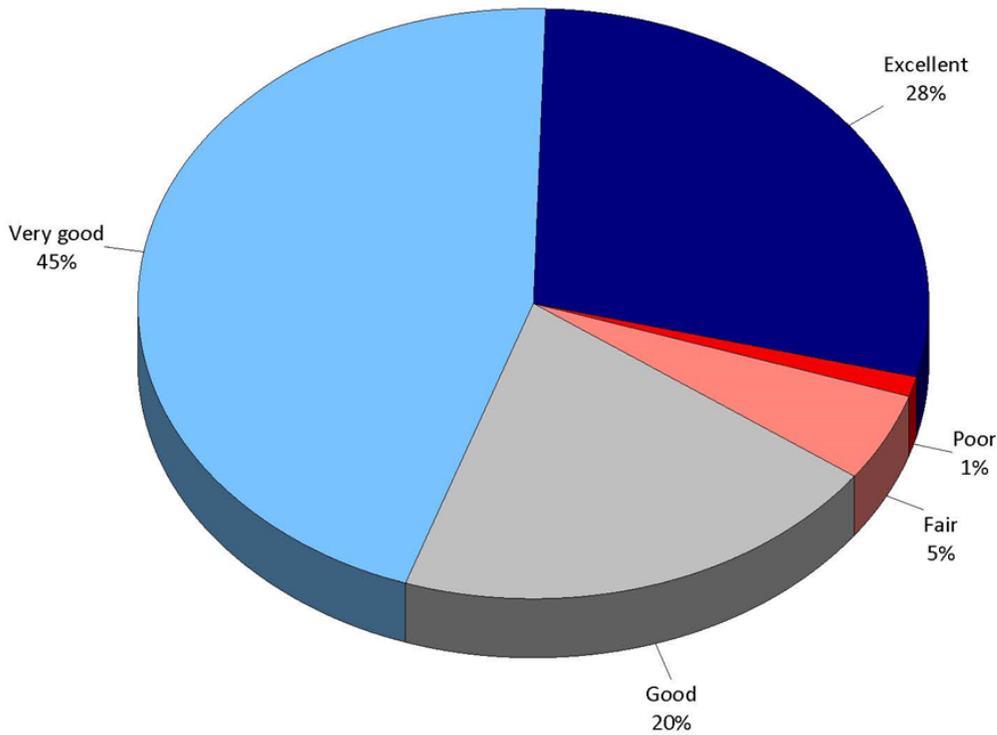


- Program Quality:
 - Of households that participated in programs, 28% rated the quality of programs as “excellent”.

ETC Statistically Valid Survey National Benchmark for excellent is 23%.

Q6b. How would you rate the overall quality of Community Services programs/events in which your household has participated?

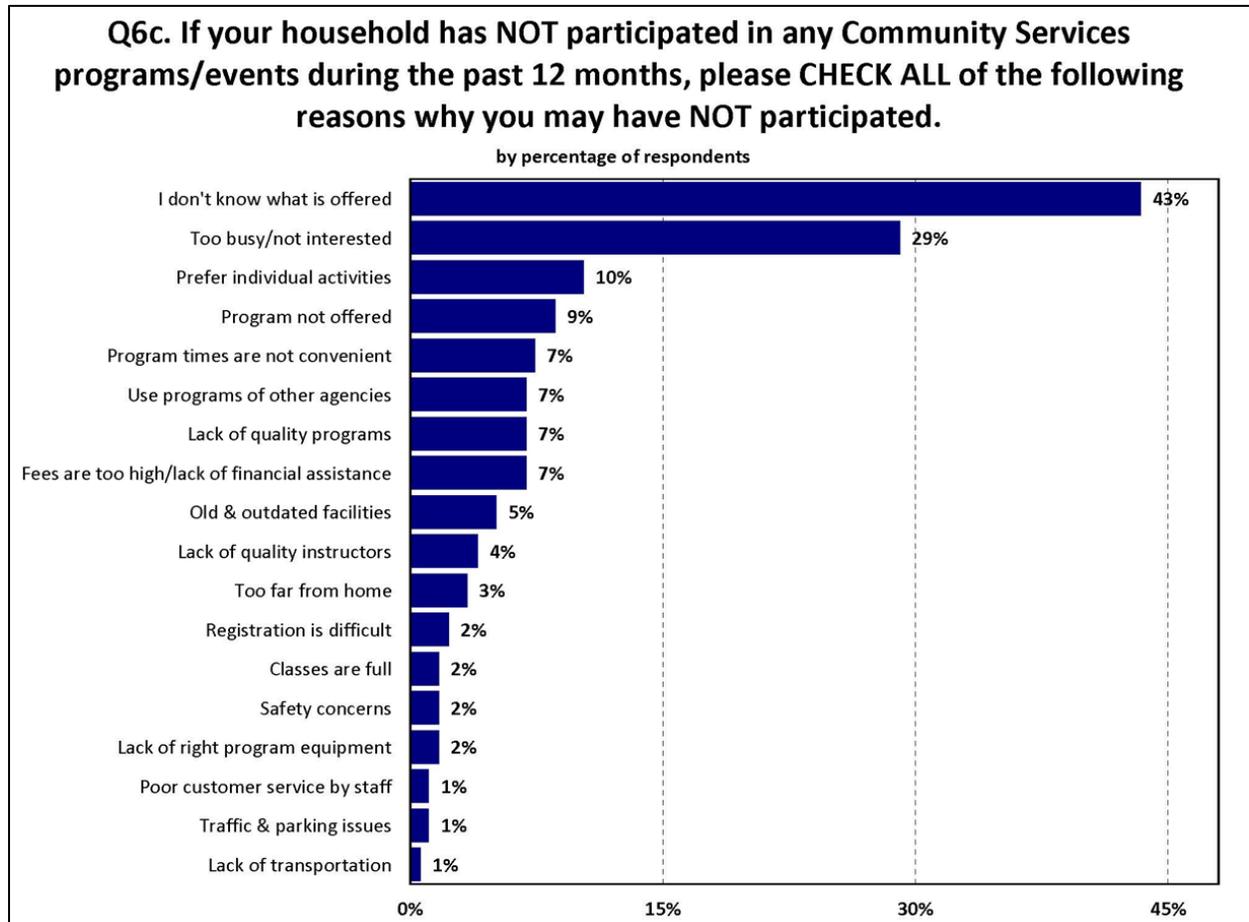
by percentage of respondents (excluding "not provided")





- **Barriers to Participating in Calabasas Community Service Department programs.**
 - Forty-three (43%) of households indicated that they do not know what is offered is a barrier to participating in Community Service programs/events.
 - Twenty-nine percent (29%) of households indicated that “too busy/not interested” was a barrier to participating in programs/events.

ETC Statistically Valid Survey National Benchmark for “I don’t know what is offered” is 33%.

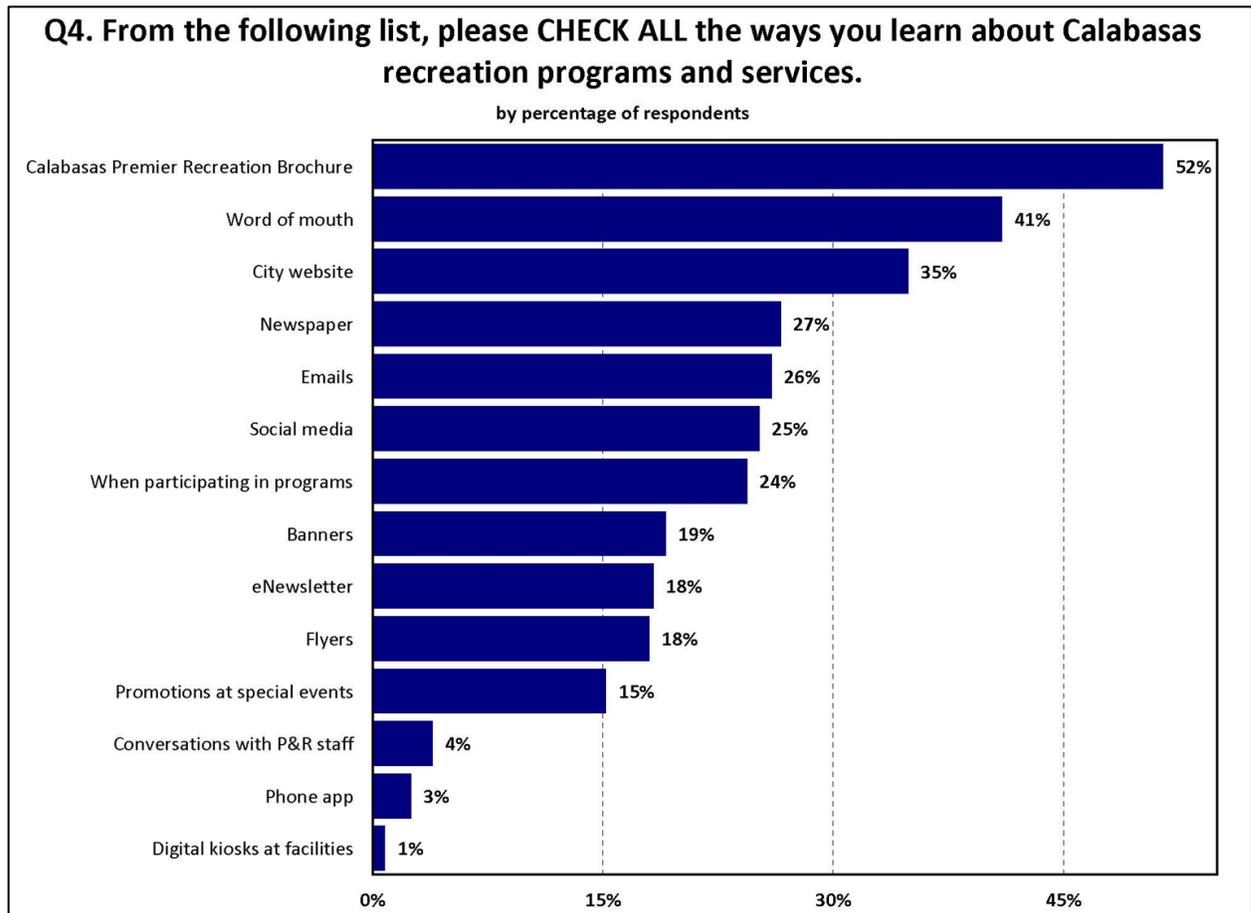


WAYS HOUSEHOLDS LEARN ABOUT PROGRAMS AND ACTIVITIES

- The Calabasas Premier Recreation Brochure Was the Most Utilized Source of Information When Learning About Program and Activity Offerings (52%).
 - Other most used sources include:
 - Word of Mouth (41%).
 - City Website (35%).
 - Newspaper (27%)
 - Emails (25%).

ETC Statistically Valid Survey National Benchmark for from Word of Mouth is 43%.

ETC Statistically Valid Survey National Benchmark for website is 31%.

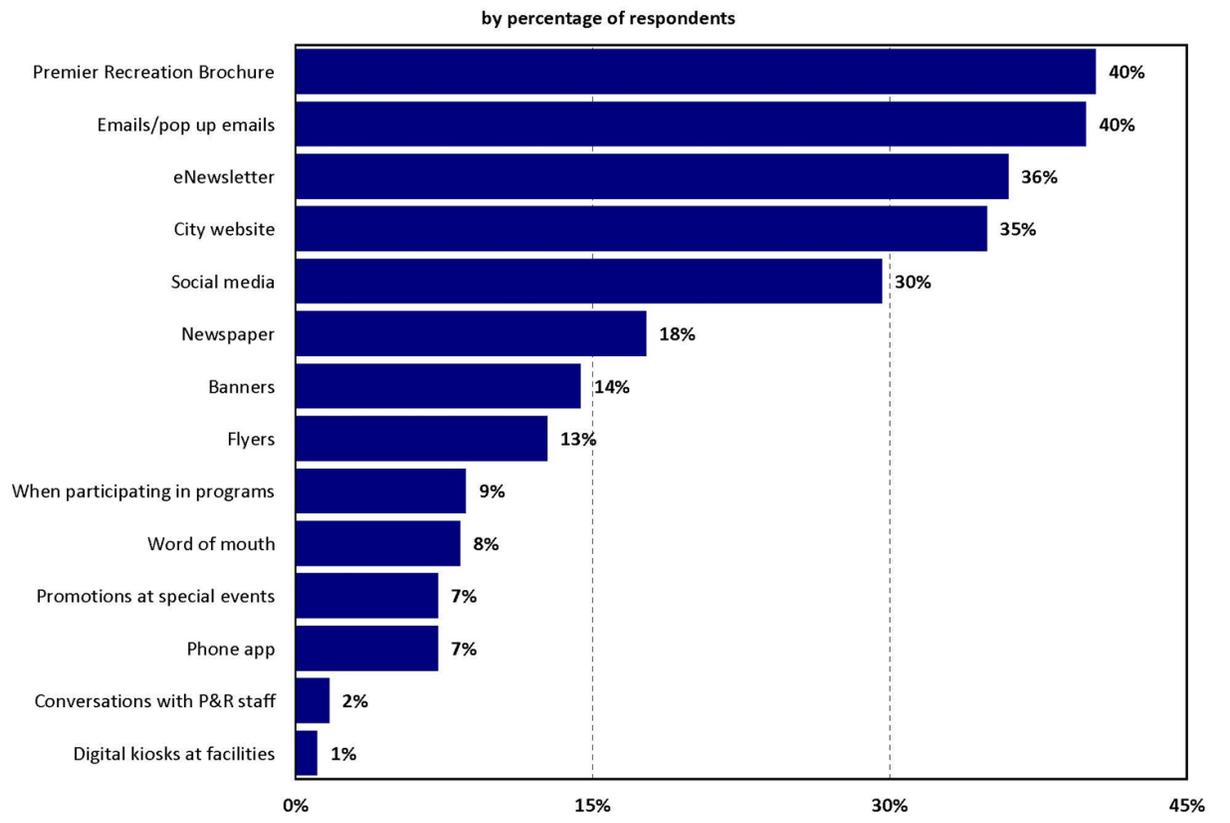




WAYS HOUSEHOLDS WOULD PREFER TO LEARN ABOUT PROGRAMS AND ACTIVITIES

- Calabasas Premier Recreation Brochure and Emails are the Most Preferred Sources of Information When Learning About Program and Activity Offerings (40%).
 - Other most preferred sources include:
 - E-Newsletters (36%).
 - City website (35%).
 - Social media (30%).

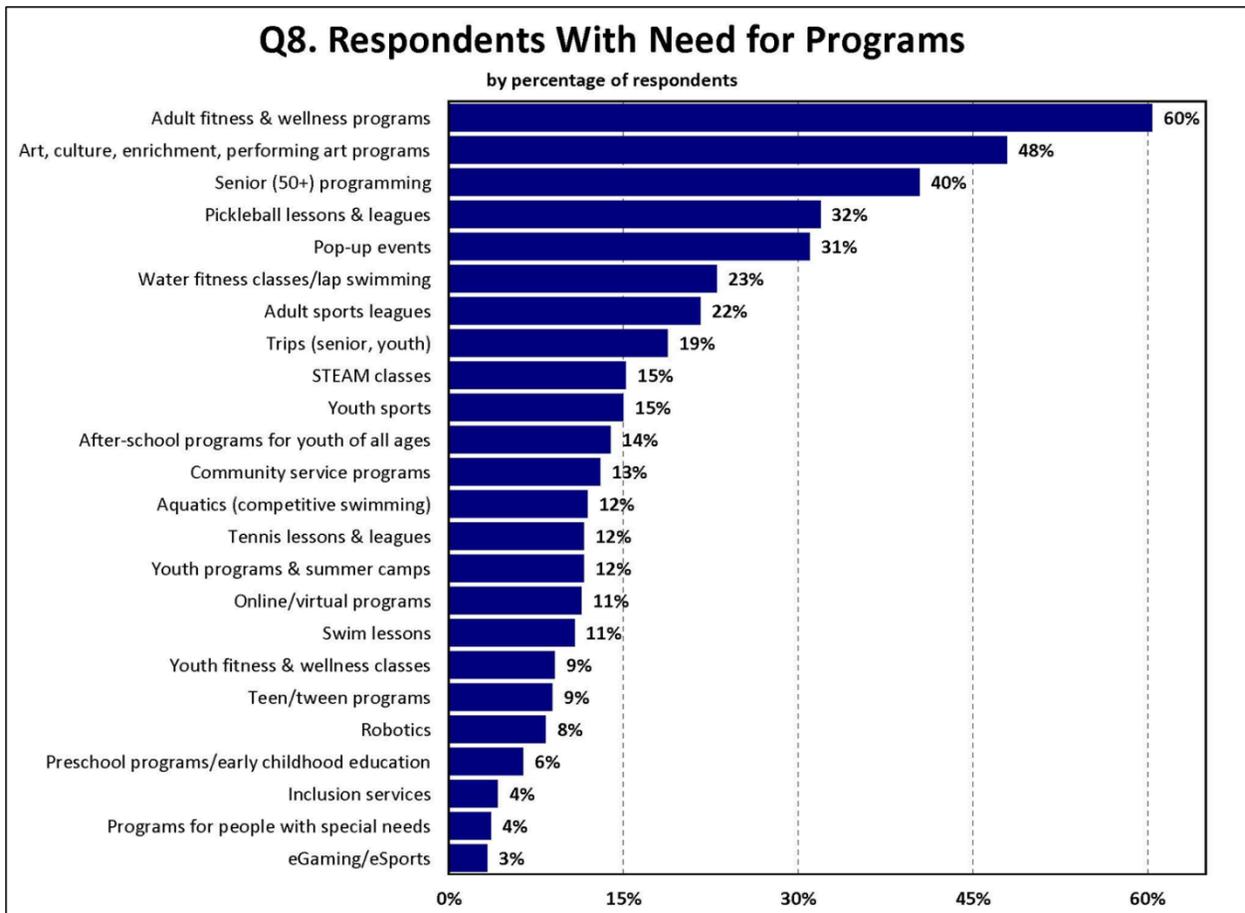
Q5. Which THREE methods of communication would you MOST PREFER the City use to communicate with you about recreation programs and services?



RECREATION PROGRAM NEEDS, UNMET NEEDS, AND IMPORTANCE

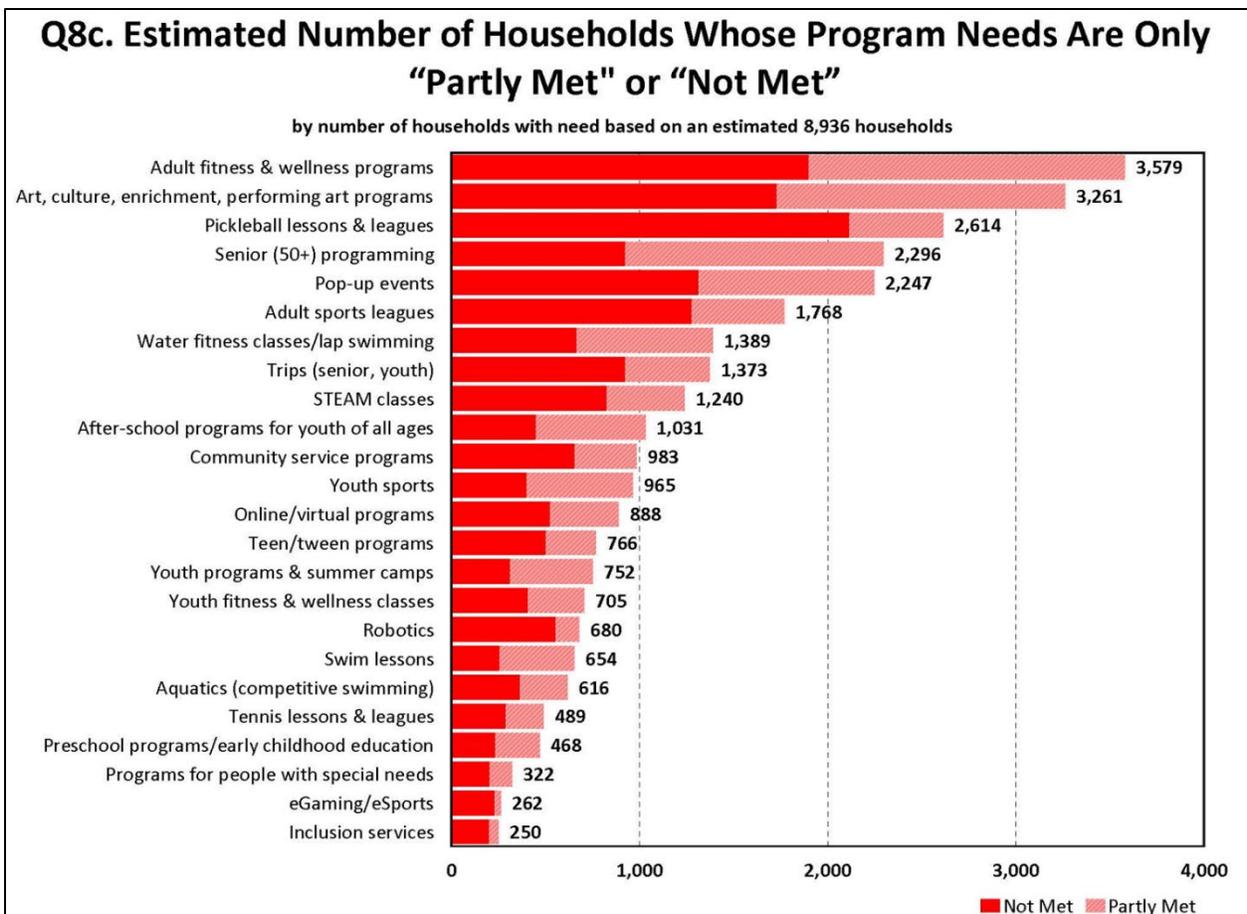
• **Recreation Program Needs:**

- Sixty percent (60%) of households indicated a need for adult fitness and wellness programs.
- Other most needed programs include:
 - Art, culture, enrichment, performing arts (48%).
 - Senior (50+) programming (40%).
 - Pickleball lessons and leagues (32%).
 - Pop-up events (22%).



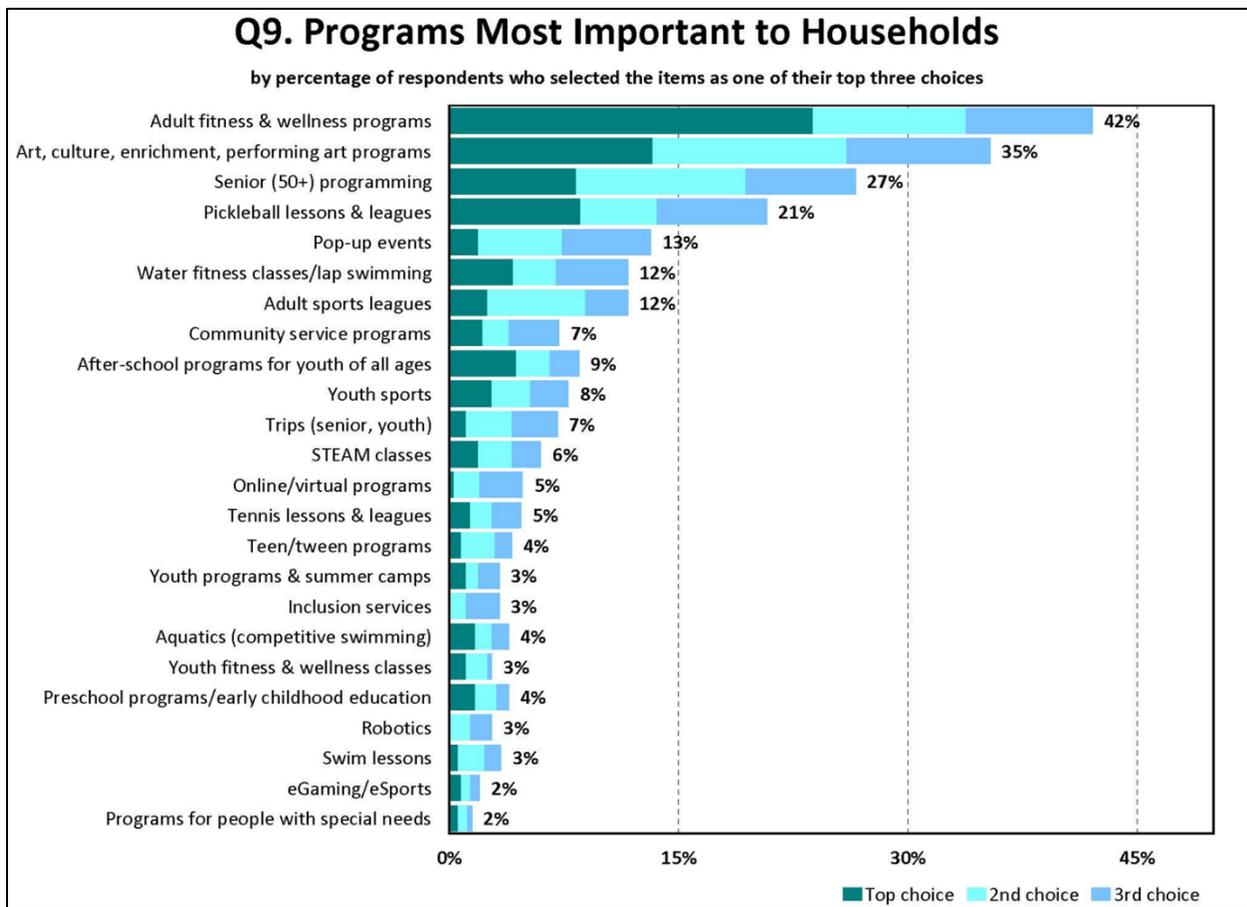


- **How Well Needs Are Being Met for Recreation Programs:**
 - Based on the number of households who indicated their needs were only being partly met or less, 3,579 households (or 30%) responded that adult fitness and wellness programs had the greatest level of unmet need.
 - Other unmet needs include:
 - Art, culture, enrichment, performing arts - 3,261 households (or 36%).
 - Pickleball lessons and leagues - 2,614 households (or 29%).
 - Senior (50+) programming - 2,296 households (or 26%).
 - Pop-up events - 2,247 households (or 25%).



• **Recreation Program Importance:**

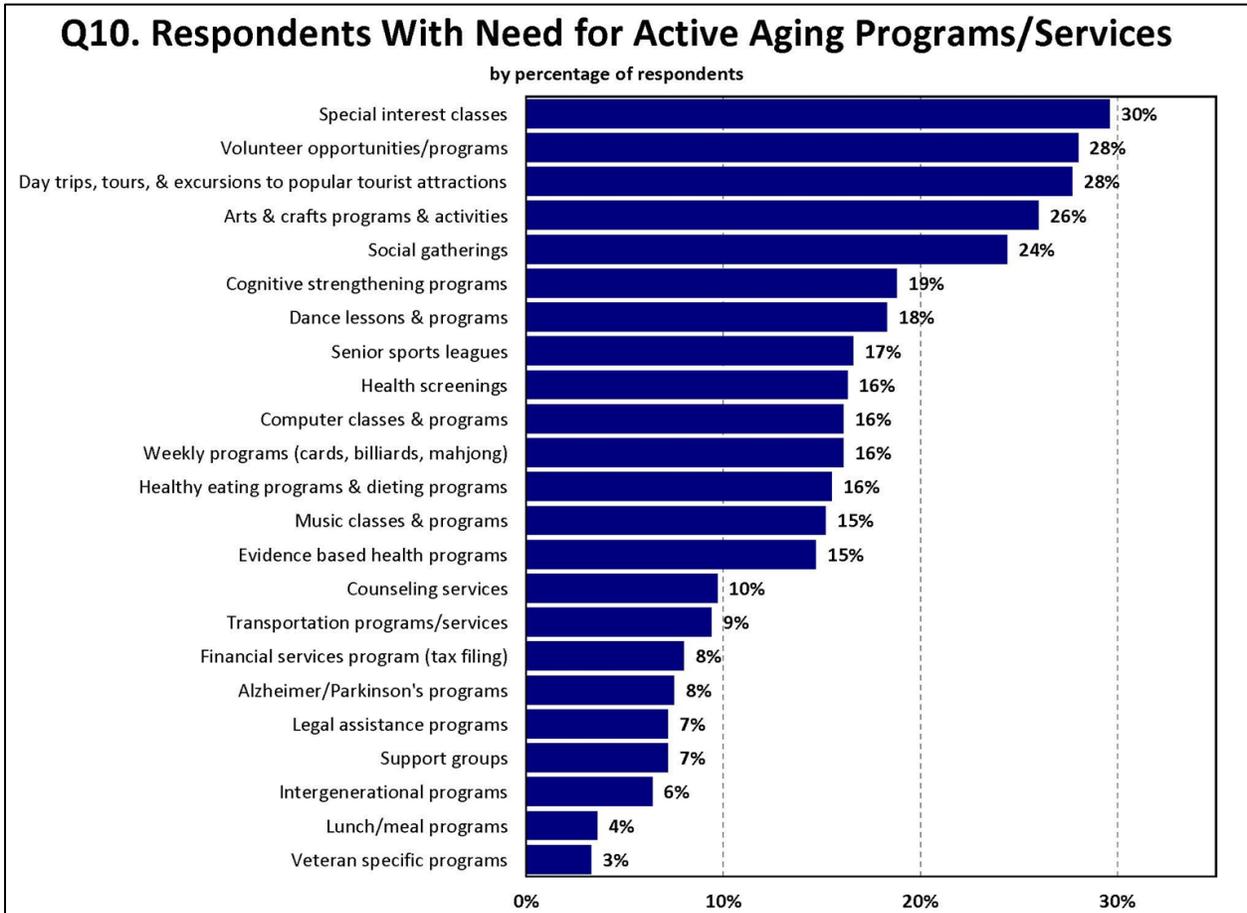
- Based on the percentage of households who indicated the program as one of their top four choices, 42% indicated adult fitness and wellness programs were the most important to their household.
- Other most important programs include:
 - Art, culture, enrichment, performing arts (35%).
 - Senior (50+) programming (27%).
 - Pickleball lessons and leagues (21%).
 - Pop-up events (13%).



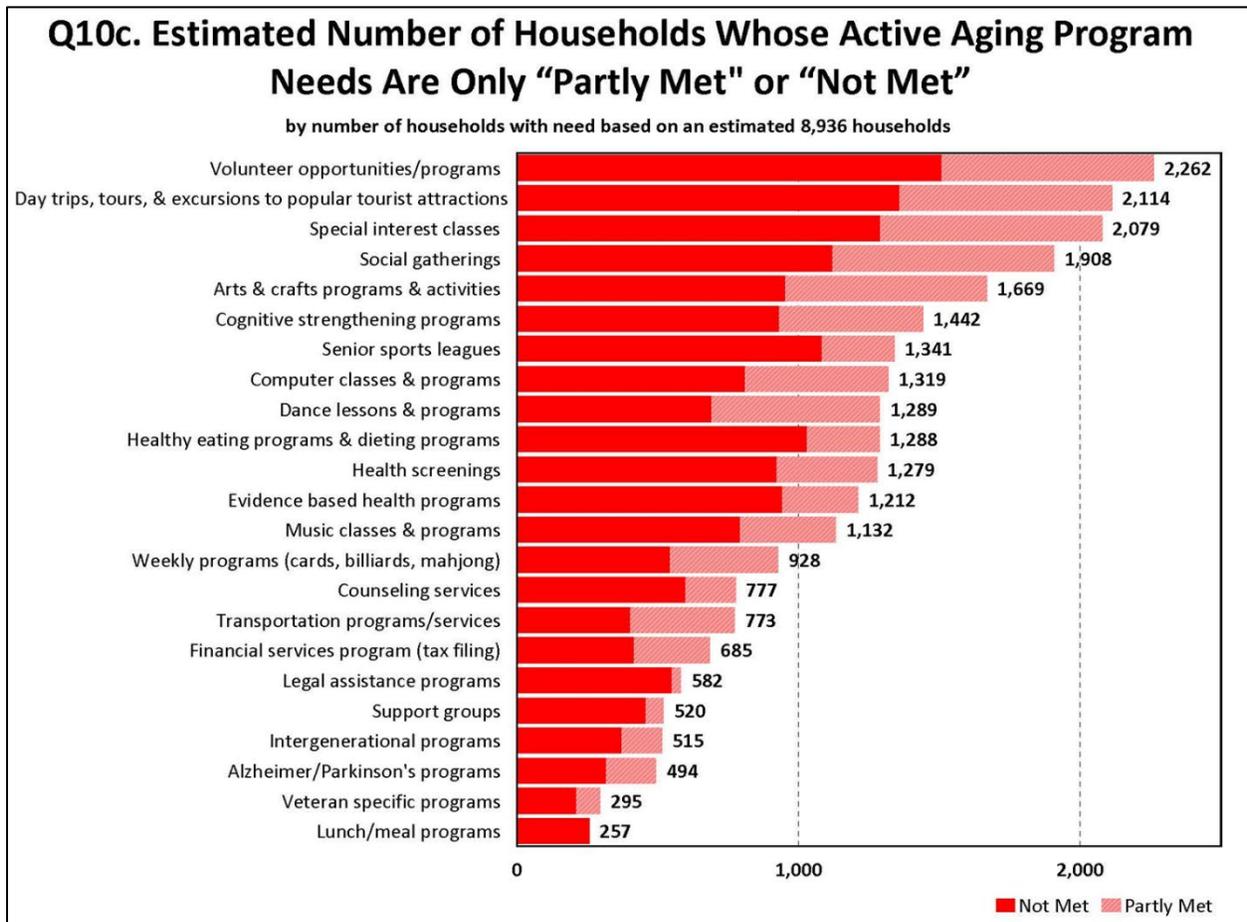


ACTIVE AGING PROGRAM NEEDS, UNMET NEEDS, AND IMPORTANCE

- **Active Aging Program Needs:**
 - Thirty percent (30%) of households indicated a need for special interest classes.
 - Other most needed programs include:
 - Volunteer opportunities/programs (28%).
 - Day trips, tours, and excursions (28%).
 - Arts and crafts programs (26%).
 - Social gatherings (24%).
 - Cognitive strengthening programs (19%).



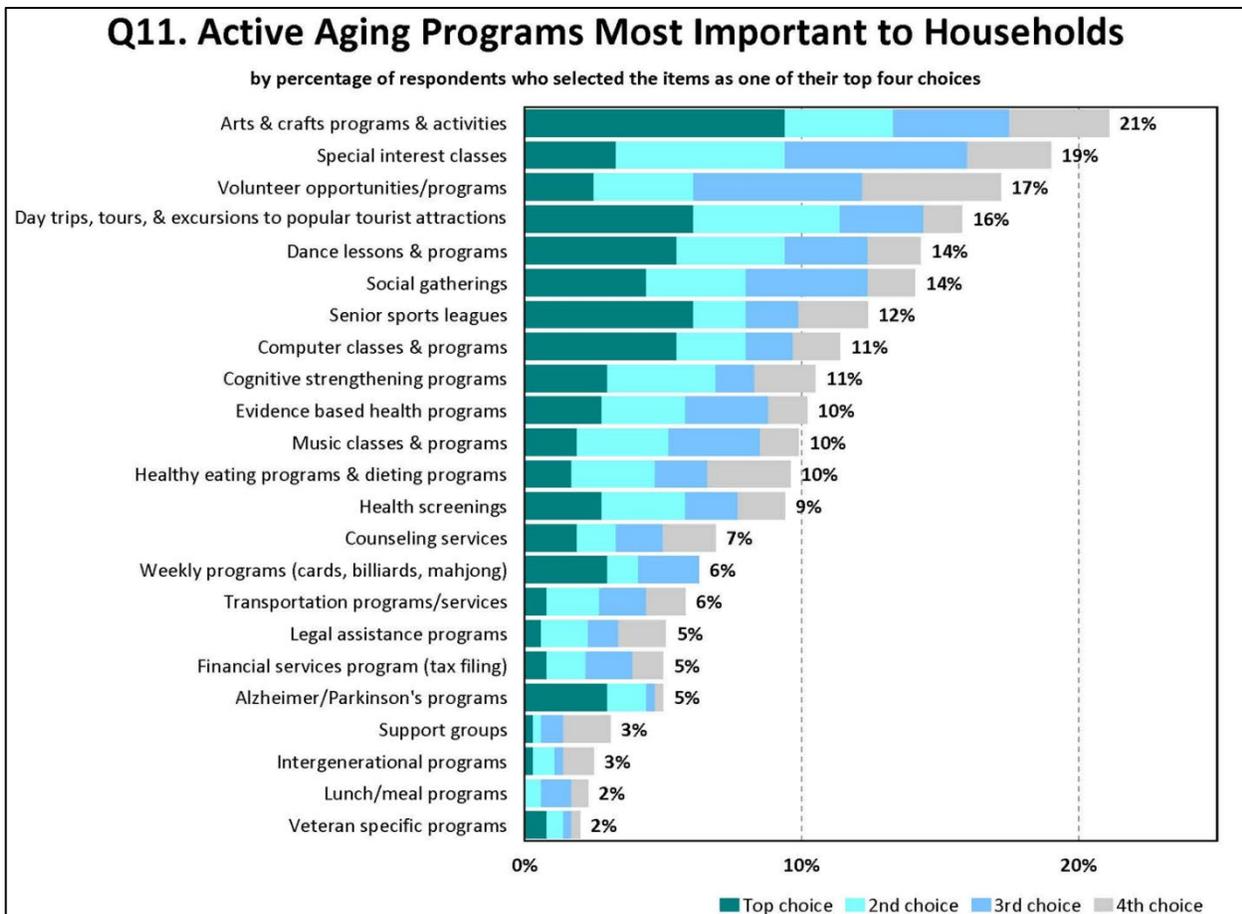
- **How Well Needs Are Being Met for Active Aging Programs:**
 - Based on the number of households who indicated their needs were only being met partly met or less, 2,262 households responded that volunteer opportunities/programs had the greatest level of unmet need.
 - Other unmet needs include:
 - Day trips, tours, and excursions - 2,114 households.
 - Special interest programs - 2,079 households.
 - Social gatherings - 1,908 households.
 - Arts and crafts programs - 1,669 households.
 - Cognitive strengthening programs - 1,442 households.





- **Active Aging Program Importance:**

- Based on the percentage of households who indicated the program as one of their top four choices, 21% indicated arts and crafts programs were the most important to their household.
- Other most important programs include:
 - Special interest classes (19%).
 - Volunteer opportunities (17%).
 - Day trips, tours, and excursions (16%).
 - Dance lessons and programs (14%).
 - Social gatherings (14%).
 - Senior sports leagues (12%).
 - Computer classes (11%).
 - Cognitive strengthening programs (11%).



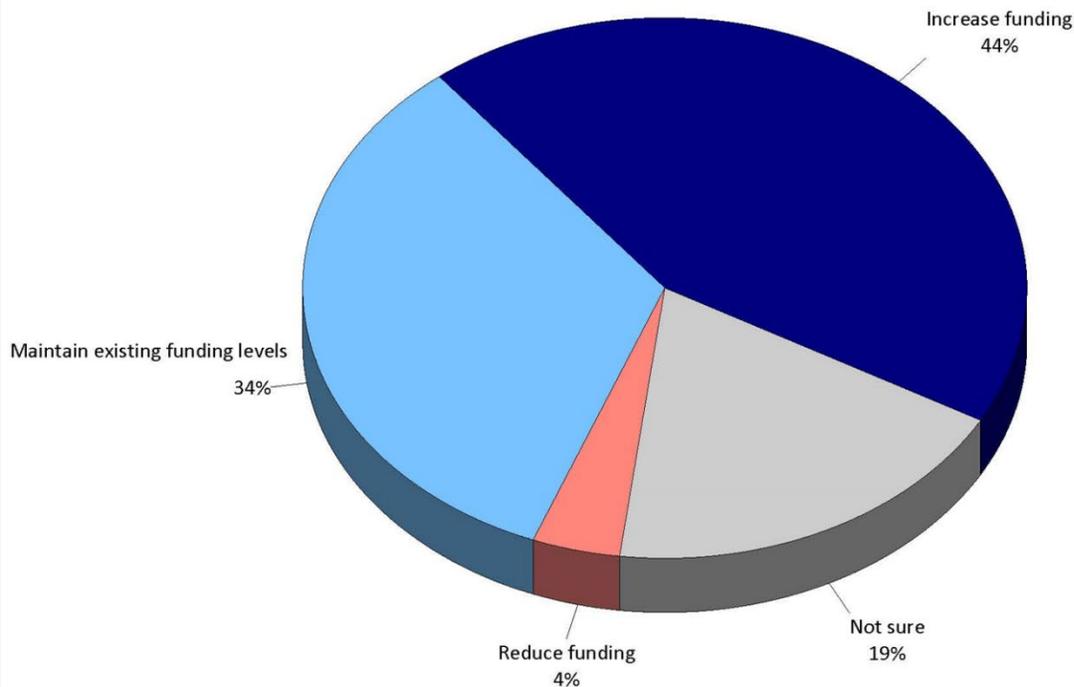
FUTURE FUNDING FOR CALABASAS COMMUNITY SERVICES PARKS, FACILITIES AND PROGRAMS

Respondents were asked to indicate their level of support for future funding of recreation needs in Calabasas based on their perception of value.

- Forty-four percent were supportive of increasing funding.
- Other levels of support include:
 - Maintain existing funding levels (34%).
 - Not sure (19%).
 - Reduce funding (4%).

Q16. Based on your perception of value, how would you want the City to fund future recreation needs?

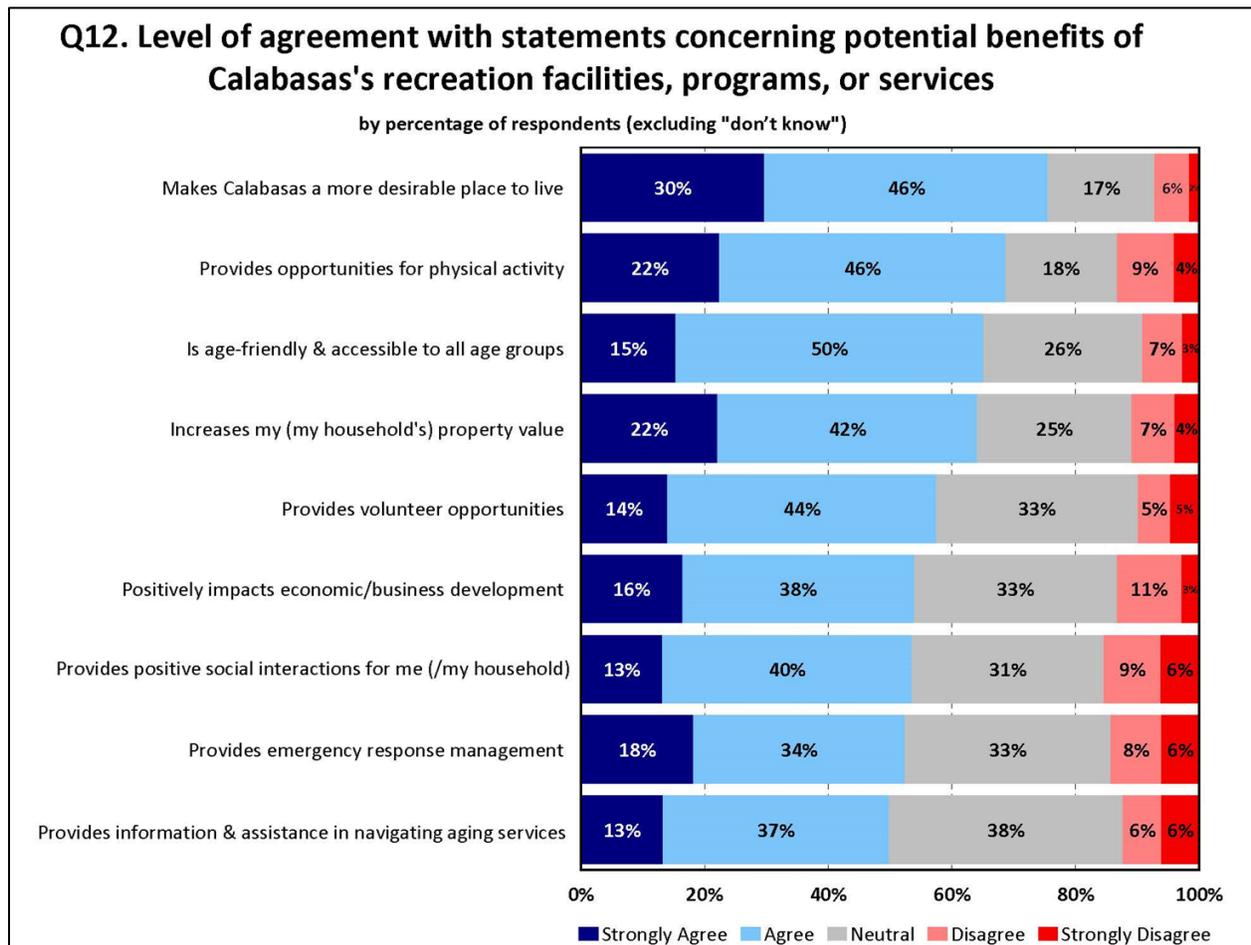
by percentage of respondents (excluding "not provided")





AGREEMENT WITH BENEFITS OF CALABASAS RECREATION FACILITIES AND PROGRAMS

- Seventy-six percent (76%) of households “strongly agree/agree” that Calabasas Community Services “Makes Calabasas a more desirable place to live.”
- Other significant levels of agreement with the benefits of Calabasas Community Services include:
 - Provides opportunities for physical activity (73%).
 - Is age-friendly to all people (65%).
 - Increases my property value (64%).
 - Provides volunteer opportunities (56%).
 - Positively impacts economic/business development (54%).
 - Provides positive social interactions (53%).



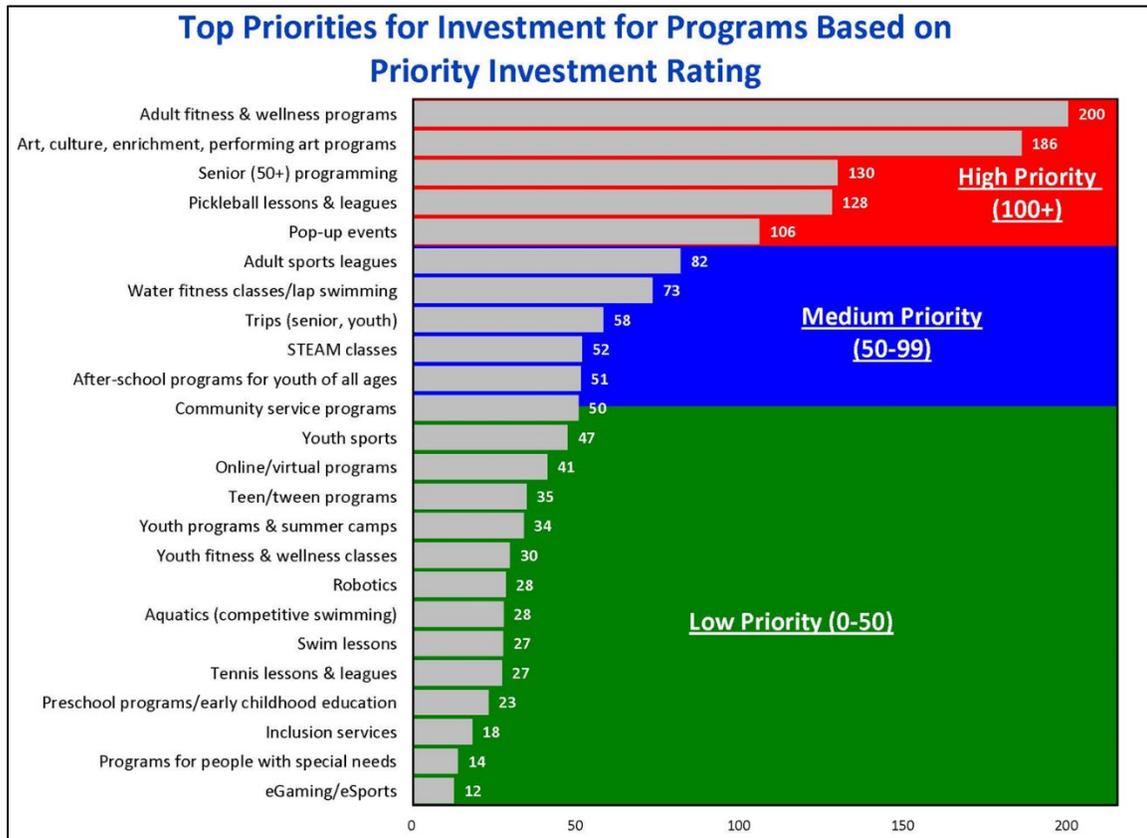
3.4 PRIORITY INVESTMENT RANKINGS

The purpose of the Program and Facility Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by Calabasas Community Services. This model evaluates both quantitative and qualitative data.

- Quantitative data includes the statistically valid survey and the electronic community survey, which asked residents to list unmet needs and rank their importance.
- Qualitative data includes resident feedback obtained in community input, stakeholder interviews, staff input, local demographics, recreation trends, and planning team observations.

The results of the priority ranking are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

RECREATION PROGRAM RANKINGS - OVERALL

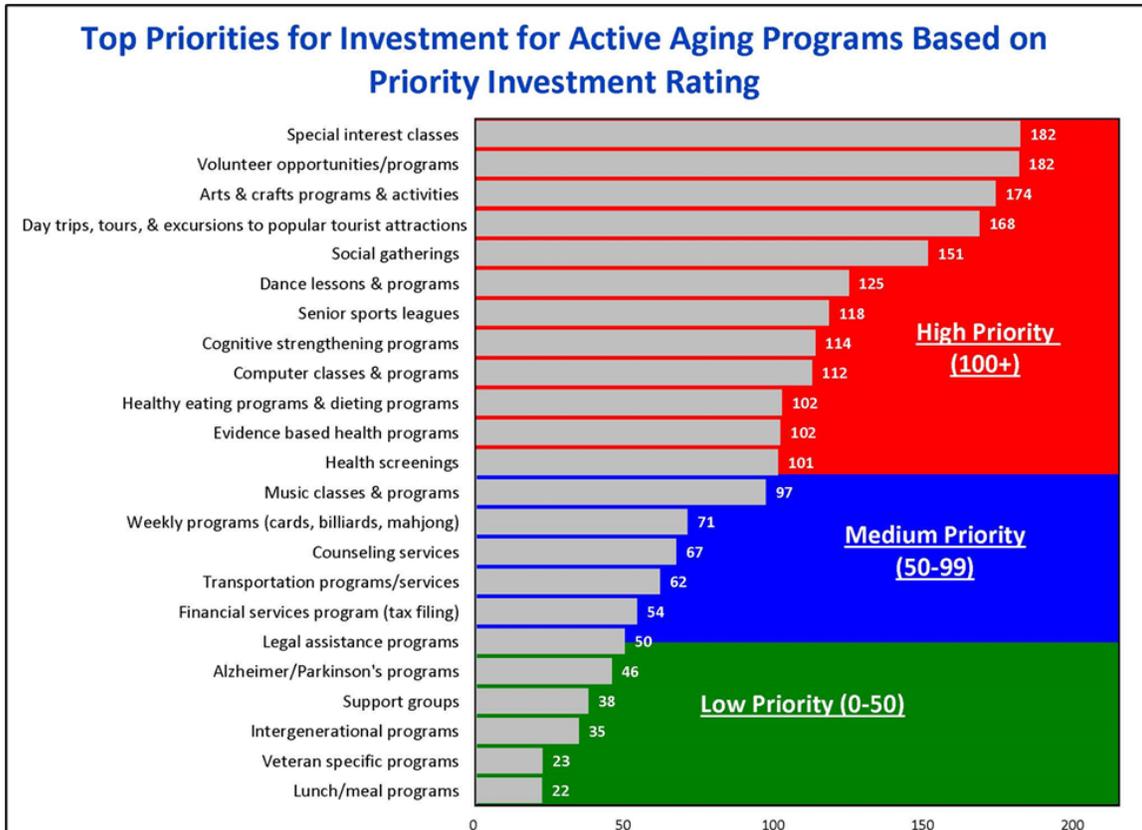




Further analysis of the highest Recreation program and service priorities revealed a high level of consistency by age/household type, with the expected age/household specific differences. The following chart identifies program priorities by age/household type.

Recreation Program and Service Prioritization by Household Type					
High Priority Programs and Services	City Wide	Households with Young Children Ages 0-9	Households with Teens/Young Adults Children Ages 10-19	Households with Young/Middle Age Adults Ages 20-54 NO Children	Households Ages 55+ NO Children
Adult fitness & wellness programs	●	●	●	●	●
Art, culture, enrichment, performing art programs	●	●	●	●	●
Senior (50+) programming	●		●	●	●
Pickleball lessons & leagues	●		●	●	●
Pop-up events	●	●	●	●	
After-school programs for youth of all		●			
Youth sports (leagues, classes, STEAM (science, technology, Youth summer camps		●			
Robotics		●			
Swim lessons		●			
Adult sports leagues			●	●	
Teen/tween programs			●		
Water fitness classes/lap swimming			●		

ACTIVE AGING PROGRAM RANKINGS - OVERALL



CHAPTER FOUR - PROGRAM AND SERVICES ASSESSMENT

4.1 OVERVIEW OF PRIORITIES AND CORE PROGRAM AREAS

The Calabasas Community Services Department has a professional staff that annually delivers a comprehensive parks and recreation program to Calabasas residents. Department staff are responsible for the management and implementation of a diverse array of recreation programs, special community-wide events, and the operation of multiple facilities. Employees are engaged year-round in planning, implementing, conducting, and evaluating programs and events. All functions within the Department combine to provide hundreds of offerings in the areas of youth camps, aquatics, sports, health, fitness, senior services, and special events. But in addition to the provision of services provided directly by the Department, partnerships with other organizations are utilized throughout the service area. Through formal and informal cooperative relationships, various nonprofit agencies and other community partners assist with delivering select programs and indoor space to provide access for programs.

CORE PROGRAM APPROACH

The vision of the Department is to be a premier provider of park, recreation and community service offerings in the region providing all residents access to high-quality programs and experiences. Part of realizing this vision involves identifying Core Program Areas to create a sense of focus around activities and outcomes of greatest importance to the community as informed by current and future needs. However, public recreation is challenged by the premise of being all things to all people, especially in a community such as Calabasas. The philosophy of the Core Program Area assists staff, policy makers, and the public to focus on what is most important. Program areas are considered as Core if they meet most of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.



CALABASAS RECREATION CORE PROGRAM AREAS

The Department currently offers programs in nine Core Program Areas. These core program areas are listed below:

Core Program Area	Brief Description
Aquatics	Provide swim lessons, youth swim team, lap swim, family recreational swim, aqua fit classes for all ages from 6 months and up. Also provide special events such as Splash Parties and Dive In Movie Nights.
Athletics	Provide basketball, roller hockey, tennis, and soccer for youth and adults.
Camps	Provide full-day and half-day recreational camps for child care and enrichment.
Enrichment	Provide classes for youth and adults for the purpose of learning new skills.
Health and Fitness	Provide free weights and weight machines for strength training, provide cardio equipment such as treadmills, ellipticals and spin bikes, provide a variety of fitness classes such as yoga, spin, zumba, pilates and dance.
Raquet Sports	Provide open play, lessons, clinics, camps and tournaments for tennis and pickleball players of all ages.
Rentals / Reservations	Provide reserved sections of city parks and facilities for patrons' personal parties, sports, and events.
Senior Services	Provide classes, programs, events, excursions, and clubs for patrons 50 & older.
Special Events	Provide annual community events such as Pumpkin Festival, SunSets Summer Concerts, Dive-in Movie Series, Fourth of July Spectacular, and Bunny Trail Junior Egg Hunt. Provide individual pop-up events throughout the year.

ENSURING THE RIGHT CORE PROGRAM MIX

The Core Program Areas provided by Calabasas currently appear to meet some of the community's major needs as identified in the survey results, but the program mix must be evaluated on a regular basis to ensure that the offerings within each Core Program Area - and the Core Program Areas themselves - align with changing leisure trends, demographics, and needs of residents. NRPA recommends that six determinants be used to inform what programs and services are provided by the Department. According to NRPA, those determinants are:

- **Conceptual foundations of play, recreation, and leisure** - Programs and services should encourage and promote a degree of freedom, choice, and voluntary engagement in their structure and design. Programs should reflect positive themes aimed at improving quality of life for both individuals and the overall community.
- **Organizational philosophy, mission, and vision** - Programs and services should support the City's and the Department's vision statements, values, goals, and objectives. These center on promoting personal health, community well-being, social equality, environmental awareness, and economic vitality.
- **Constituent interests and desired needs** - Departments should actively seek to understand the recreational needs and interests of their constituency. This not only ensures an effective (and ethical) use of taxpayer dollars, but also helps to make sure that programs perform well and are valued by residents.
- **Creation of a constituent-centered culture** - Programs and services reflect a Departmental culture where constituents' needs are the prime factor in creating and providing programs. This should be reflected not only in program design, but in terms of staff behaviors, architecture, furniture, technology, dress, forms of address, decision-making style, planning processes, and forms of communication.
- **Experiences desirable for clientele** - Programs and services should be designed to provide the experiences desirable to meet the needs of the participants/clients in a community and identified target markets. This involves not only identifying and understanding the diversity of needs in a community, but also applying recreation programming expertise and skills to design, implement, and evaluate a variety of desirable experiences for residents to meet those needs.
- **Community opportunities** - When planning programs and services, a department should consider the network of opportunities afforded by other organizations such as nonprofits, schools, other public agencies, and the private sector. Departments should also recognize where gaps in service provision occur and consider how unmet needs can be addressed.



4.2 AGE SEGMENT ANALYSIS

The table below depicts each program along with the age segments they serve. Recognizing that many programs serve multiple age segments, primary and secondary markets were identified.

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 (35-49)	Active Older Adult (50-64)	Senior (65-74)	"Super" Senior (75+)
Aquatics	S	S	P	P	P	P	P	S
Athletics	P	P		P	P	S		
Camps	P	P						
Enrichment	P	P	P	P	P	P	P	P
Health and Fitness			P	P	P	P	S	S
Raquet Sports	S	P	P	P	P	P	S	S
Rentals / Reservations				P	P	P	P	P
Senior Services						S	P	P
Special Events	P	P	P	P	P	P	P	P
	4	5	5	7	7	6	5	4

4.2.1 AGE SEGMENT ANALYSIS – CURRENT SEGMENTS SERVED

Findings from the analysis show that the Department provides a strong balance of programs across all age segments as all segments are targeted as a primary market for at least four core programs.

This balance should be maintained moving forward, and the Department should update this Age Segment Analysis every year to note changes or to refine age segment categories. Given the growing population trend for residents ages 55 and over and the growing demand for services in this age bracket, it is also recommended that the Department continue to segment this group into 65-74 and 75+. These three segments will have increasingly different needs and expectations for programs and services in coming years, and program planning will be needed to provide differing requirements.

Age Segment Analyses should ideally be done for every program offered by the Department. Program coordinators/managers should include this information when creating or updating program plans for individual programs.

4.3 LIFECYCLE ANALYSIS

A lifecycle analysis involves reviewing every program identified by City of Calabasas staff to determine the stage of growth or decline for each as a way of informing strategic decisions about the overall recreation program portfolio. The various stages of program lifecycles are as follows:

- Introduction - New program; modest participation.
- Take-Off - Rapid participation growth.
- Growth - Moderate, but consistent participation growth.
- Mature - Slow participation growth.
- Saturated - Minimal to no participation growth; extreme competition.
- Decline - Declining participation.

This analysis is not based on strict quantitative data, but rather is based on staff’s knowledge of their program areas. The table below shows the percentage distribution of the various lifecycle categories of the Department’s recreation programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff.

All Programs: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	9%	7	32%	50-60%
Take-Off	3%	2		
Growth	21%	16		
Mature	51%	39	51%	40%
Saturated	14%	11	17%	0-10%
Decline	3%	2		
Total	100%	77		

RECREATION PROGRAM LIFECYCLE ANALYSIS - CURRENT DISTRIBUTION AND RECOMMENDATIONS

Overall, the lifecycle analysis results indicate a slight unbalanced distribution of all programs across the lifecycle. A combined total of 32% of programs fall into the **Introduction**, **Take-off**, and **Growth** stages. It is recommended that this be 50-60% of the overall program portfolio to provide new programs to align with trends and help meet the evolving needs of the community,

In addition to the need to always introduce new programming to meet community needs, it is also important to have a stable core segment of programs that are in the **Mature** stage. Currently, the Department has 51% of their programs in this category. It is recommended that this be approximately 40% to provide stability to the overall program portfolio, but without dominating the portfolio with programs that are advancing to the later stages of the lifecycle. Programs in the **Mature** stage should be tracked for signs they are entering the **Saturation** or **Decline** stages. There should be an ongoing process to evaluate program participation and trends to ensure that program offerings continue to meet the community’s needs.

A total of 17% of programs are saturated or declining. It is recommended to keep as few programs as possible in these two stages, but it is understood that programs eventually evolve into saturation and decline. If programs never reach these stages, it is an indication that staff may be “over-tweaking” their offerings and abbreviating the natural evolution of programs. This prevents programs from reaching their maximum participation, efficiency, and effectiveness. For Departments challenged by doing the most they can with limited resources, this has the potential to be an area of concern.



As programs enter the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, it is recommended to modify these programs to begin a new lifecycle with the introductory stage or to add new programs based upon community needs and trends.

Staff should complete a lifecycle review on an annual basis and ensure that the percentage distribution closely aligns with desired performance.

PLEASE NOTE: It is likely that the re-opening of the Calabasas Community Center and the offering of new programs/services will naturally lead to a recalibrating and rebalancing of programs in alignment with best practices.

4.4 OTHER KEY FINDINGS

- **Program Evaluation:** Assessment and evaluation tools to measure the success of programs and services are in place.
- **Customer Satisfaction and Retention:** The Department does not consistently track customer satisfaction ratings or customer retention percentages.
- **Staff Training/Evaluation:** The Department has a staff training program and solid evaluation methods (full-time employees only) in place.
- **Public Input:** The Department does not utilize survey tools to continually gather feedback on needs and unmet needs for programming on a regular basis.
- **Marketing:** The Department utilizes several marketing strategies to inform City residents of the offerings of the community; however, it lacks a formalized Marketing Plan which can be utilized to create target marketing strategies.
- **Volunteers:** The Department has a strong volunteer program that focuses on teens and the active aging (ages 50+) population.
- **Partnerships:** The Department utilizes several partner providers to deliver programs to Calabasas residents but does not have a formal partnership policy.
- **Competition:** The Department has a general understanding of other service providers.

4.5 OTHER KEY RECOMMENDATIONS

- **Participation Data Analysis:** Through ongoing participation data analysis, refine recreation program offerings to reduce low enrollment or cancelled programs due to no enrollment.
- **Expand programs and services in the areas of greatest demand:** Ongoing analysis of the participation trends of programming and services in Calabasas is significant when delivering high quality programs and services.
- **Evaluation:** Implement the program assessment and evaluation tool as recommended.
- **Volunteers:** Formalize the department volunteer program. A template has been provided as an Appendix to this report.
- **Partnerships:** Formalize a partnership policy for the department. A template has been provided as an Appendix to this report.
 - **Partnership/joint use agreement:** Expand partnership with Virgenes Unified School District to maximize utilization of taxpayer funded public recreation spaces in Calabasas.

4.6 PROGRAM PLAN SUMMARY

The Department is delivering quality programs, services, and events to the community, *however, does have opportunity for improvement*. The charts below provide a summary of the recommended actions that the Department should implement in developing a program plan to meet the needs of residents.

RECREATION PROGRAMS

Recreation Programs and Services		Action
PROGRAMS AND SERVICES	COMMUNITY NEED	
Adult fitness & wellness programs	High	Expand
Art, culture, enrichment, performing art programs	High	Expand
Senior (50+) programming	High	Expand
Pickleball lessons & leagues	High	Expand
Pop-up events	High	Expand
Adult sports leagues	Medium	Expand
Water fitness classes/lap swimming	Medium	Continue
Trips (senior, youth)	Medium	Continue
STEAM classes	Medium	Continue
After-school programs for youth of all ages	Medium	Continue
Community service programs	Low	Consider as needed
Youth sports	Low	Continue and/or Partner
Online/virtual programs	Low	Consider as needed
Teen/tween programs	Low	Consider as an out of school service
Youth programs & summer camps	Low	Continue/Expand
Youth fitness & wellness classes	Low	Consider as needed
Robotics	Low	Consider as needed
Aquatics (competitive swimming)	Low	Continue
Swim lessons	Low	Continue
Tennis lessons & leagues	Low	Continue
Preschool programs/early childhood education	Low	Continue
Inclusion services	Low	Expand
Programs for people with special needs	Low	Expand
eGaming/eSports	Low	Consider as needed



ACTIVE AGING PROGRAMS

Active Aging Services		Action
PROGRAMS AND SERVICES	COMMUNITY NEED	
Special interest classes	High	Expand
Volunteer opportunities/programs	High	Expand
Arts & crafts programs & activities	High	Expand
Day trips, tours & excursions	High	Expand
Social gatherings	High	Expand
Dance lessons & programs	High	Expand
Senior sports leagues	High	Expand
Cognitive strengthening programs	High	Expand
Computer classes & programs	High	Expand
Healthy eating programs & dieting programs	High	Expand
Evidence based health programs	High	Expand
Health screenings	High	Expand
Music classes & programs	Medium	Continue
Weekly programs (cards, billiards, mahjong)	Medium	Continue
Counseling services	Medium	Continue
Transportation programs/services	Medium	Consider as needed
Financial services program (tax filing)	Medium	Consider as needed
Legal assistance programs	Medium	Consider as needed
Alzheimer/Parkinson's programs	Low	Consider as needed
Support groups	Low	Consider as needed
Intergenerational programs	Low	Consider as needed
Veteran specific programs	Low	Consider as needed
Lunch/meal programs	Low	Special Events Only

LOCATION CONSIDERATIONS FOR PROGRAMMING

PROGRAMS AND SERVICES HIGH MEDIUM NEED	Location to Offer Program							
	Community Center	Park System	Civic Center	De Anza	Founders Hall	Pre School	Senior Center	Tennis and Swim
Adult fitness & wellness programs	X	X		X	X			X
Art, culture, enrichment, performing art programs	X	X	X	X	X		X	X
Senior (50+) programming	X				X		X	
Rentals and reservations	X	X	X	X	X		X	X
Pickleball lessons & leagues (indoors)	X	X		X				X
Pop-up events	X	X	X	X	X		X	X
Adult sports leagues	X	X		X				X
Water fitness classes/lap swimming								X
Trips (senior, youth)	X			X			X	
STEAM Classes	X			X				
After-school programs for youth of all ages	X	X		X				





CHAPTER FIVE - FACILITY OPERATIONS ASSESSMENT

The following sections provide an overview and high level recommendations of the current operations of the following facilities:

- Calabasas Tennis and Swim Center
- Calabasas Senior Center
- Creekside Park and Calabasas Klubhouse Preschool
- Juan Bautista De Anza Park

5.1 CALABASAS TENNIS AND SWIM CENTER

The Calabasas Tennis and Swim Center (CTSC) has been referred to as the “crown jewel” of the City of Calabasas for the many programs and amenities it offers to the Calabasas community.

Built in 1969 as a private club, the Tennis & Swim Center was purchased in 1994 by the City of Calabasas. The Center functions under the Community Services Department.

The Center is comprised of sixteen lighted hard tennis courts, Top Seed Tennis Academy, a juniors tennis program, a staff of tennis professionals, an outdoor heated Junior Olympic pool, fitness center with cardio & strength training rooms, fitness classes, locker rooms, facility rentals and the seasonal cafe.

The CTSC has multitude of memberships for the Calabasas residents and non-residents. The center provides four types of memberships: Tennis, Health, Non-Prime Time, and Weekend Non-Prime Time. The memberships accommodate several family size dynamics including individual, couple and family memberships. Three of the four membership types offered currently have years long wait lists. The Weekend Non-Prime Time membership is currently the only membership that is available to the community.

Currently, the CTSC is undergoing a multitude of lifecycle replacement improvement projects including, but not limited to, tennis court resurfacing, pool upgrades and deck refinishing, furniture, fixture, equipment upgrades and HVAC replacement.

RECOMMENDATIONS

It is recommended that:

- Continue to evaluate the effectiveness of program, service and membership offerings and adjust in response to community needs, as necessary.
- Continue to implement the lifecycle replacement capital improvement program.
- Continually evaluate the impact that the growth of pickleball participation has on tennis participation in Calabasas.
 - PLEASE NOTE: Nationally, both sports have gained approximately six million participants since 2017.

5.2 CALABASAS SENIOR CENTER

The Calabasas Senior Center (CSC) provides a gathering place for senior men and women, 50 years and older, where they can enjoy activities that contribute to continued learning and enrichment, socialization with other seniors, and participation in recreational programs that promote healthy lifestyles. In this comfortable and inviting environment, seniors can enjoy special interest clubs, seasonal events, and gain valuable information from the popular and diverse classes and lectures provided by the Savvy Senior program.

The Center’s programming includes a variety of classes, lectures and excursions that are interesting and exciting for seniors who would like to continue practicing favorite skills and hobbies, stimulate thinking, or try something new.

Lectures, demonstrations, discussion groups and classes focus on entertainment, fitness, technology, music, fine arts, personal development, hobbies, and arts & crafts. Interesting and diverse excursions are offered all year long, including day trips to museums, gardens, missions, nature sites, and special seasonal events. Field trips include lunch and transportation, providing an opportunity to make new friends along the way.

The CSC activities include special interest clubs for members and non-members to enjoy. You might like to join the Book Club, Movie Club, Hiking, Chess, Ping Pong, Poker, Mexican Train, Scrabble, or Photography Club. If you are not part of a Mah Jongg, Canasta, or Poker group, there is a club already formed, for you to join. A new addition is the Caring Calabasas Club, a service club which provides charitable contributions in the form of collections of goods, crafting of needed items, and good works.

The Sports room is a good place to meet fellow seniors for a game of darts, billiards, or ping-pong. You might want to relax in front of the TV screen and cheer your favorite teams to victory.

A free Tech Help program is available for seniors. Local high school students provide one-on-one instruction, with appointments scheduled by senior center staff. Seniors can improve their skills for laptop computers, cell phones, Apple watches, iPads, Tablets, e-mail, manage photos and Apps, learn Facebook, Internet, and Twitter.

Membership to the CSC is limited to Calabasas residents only, however, non-residents can participate in the CSC via a daily guest fee or registering for a program.

PARTICIPATION ANALYSIS

The following charts provide a historical perspective of program participation, membership, and daily drop-in utilization for the CSC.

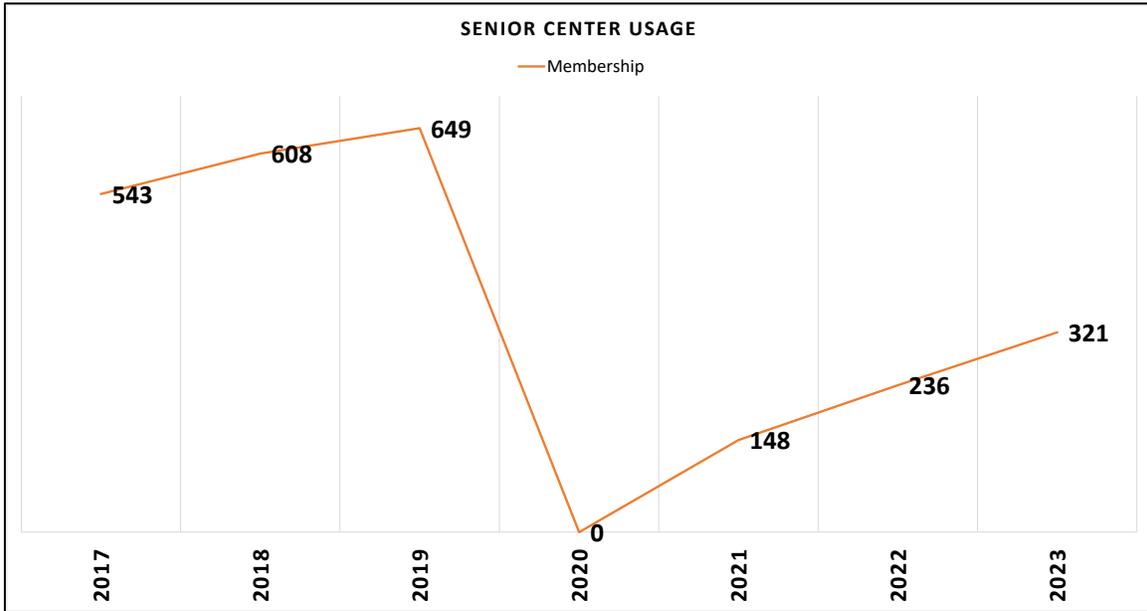
PLEASE NOTE: Years 2020 and 2021 numbers were significantly impacted by the COVID-19 pandemic.





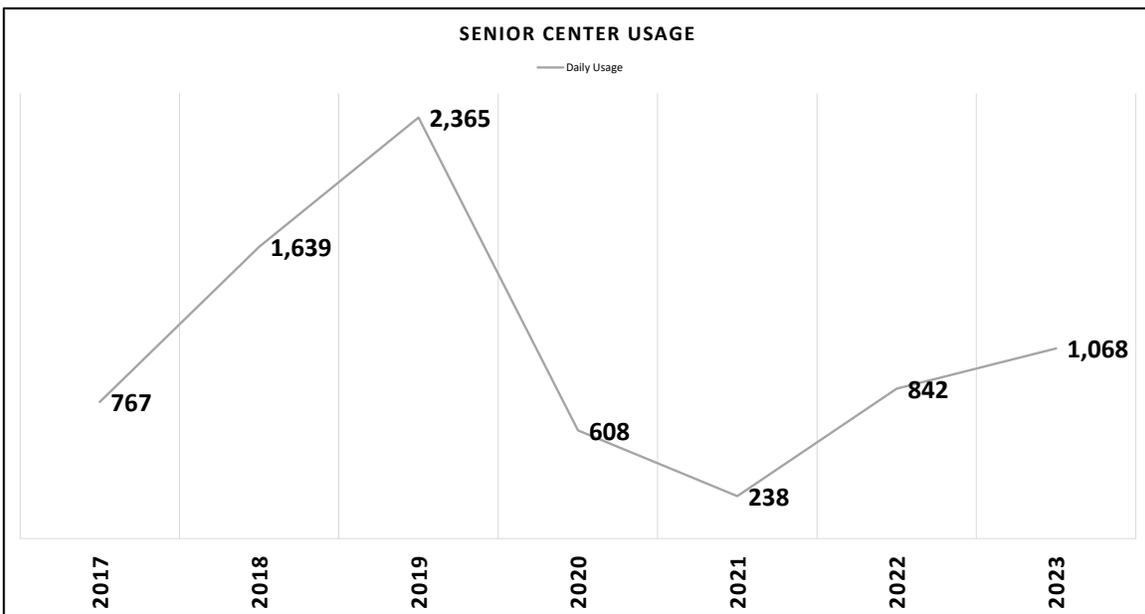
ACTIVE MEMBERSHIPS

As shown in the chart below, active CSC memberships held by Calabasas residents peaked in 2019, two years after the facility opened, declined significantly during the pandemic, and have rebounded to 321 active memberships in 2023 (or 13% of the 50+ population in Calabasas). Though there is not a benchmark for percentage of 50+ population that holds an active membership to a senior center, the benchmark for visitation to a senior center at least one time per year is 10-20% of the 50+ population.



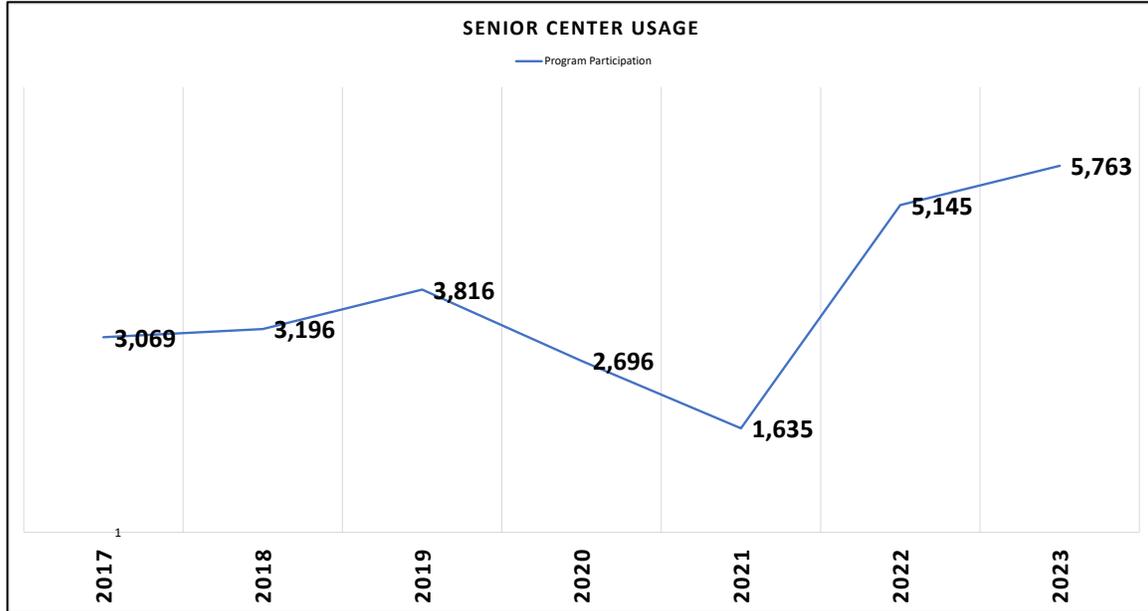
DAILY DROP-IN USAGE

As shown in the chart below, drop-in daily usage (visitation associated with participation in clubs, game rooms - not formal registered programs) peaked in 2019, two years after the facility opened, declined significantly during the pandemic, and have rebounded to 1,100 drop-in visits.



PROGRAM PARTICIPATION

As shown in the chart below, participation in programs offered by the Community Service Department at the CSC is currently at an all-time high with 5,800 program registrations taking place in 2023. This number is reflective of one individual registering for a program.



PARTICIPATION ANALYSIS SUMMARY

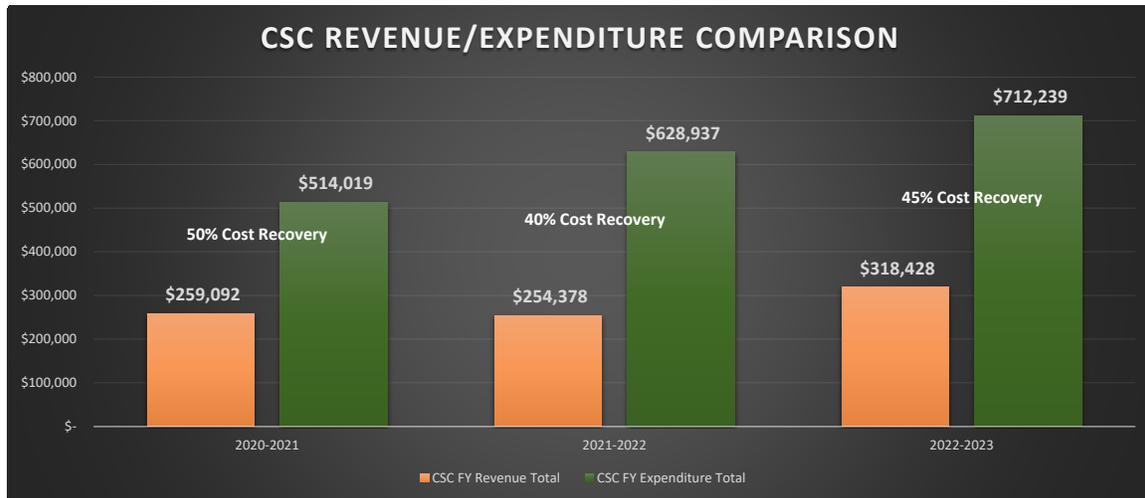
Since it opened in 2017, the Calabasas Senior Center has seen a pronounced change in how the 50+ population utilizes the facility. Initially, there was significant interest in being a member of the facility and drop-in visitation. Six years later, seniors are more likely to utilize the senior center for participation in registered programs. This shift is due to the Senior Center staff having a better understanding of the programs and services most desired by the 50+ population in Calabasas.





COST OF SERVICE ANALYSIS

The below chart provides a high level analysis of annual revenue and expenditure for the CSC. As seen in the chart below, the annual general fund subsidy to operate the CSC has grown over the last three years (from \$254,000 in FY 2021 to \$394,000 in FY 2023). This is due in part to the ramping up of staffing levels and costs following the pandemic, but also the increase in costs associated with offering more programs and services. It should be noted that revenue generated by the CSC increased by \$65,000 from FY 2022 to FY 2023.



RECOMMENDATIONS

It is recommended that the Senior Center should:

- Track total annual visitation to the Senior Center regardless of the purpose of the visit.
- Utilize the needs assessment findings to develop programs that are of the highest priority for the active aging population.
- Seek to achieve 50% annual cost recovery goal.
- Additionally, the CSC should seek to achieve and maintain 450 active memberships annually.

5.3 CREEKSIDE PARK AND CALABASAS KLUBHOUSE PRESCHOOL

Creekside Park is a community park that boasts open space recreational opportunities and serves as the home to the Little Learners - Calabasas Klubhouse Preschool. The Calabasas Klubhouse Preschool is operated by a third party contractor and is based on a developmental curriculum and an academic approach in preparation for Kindergarten. As early childhood educators, instructors recognize that each child develops cognitively, emotionally, physically, and socially at his/her own pace. The team is dedicated to meeting each child’s individual needs and adapting approaches to support this goal. Instructors also assist the child in building self-confidence, self-respect and caring for others. In addition to the daily curriculum, several enrichment programs are offered. The program is State Licensed for ages 18 months to 5 years and is located on 11.8 acres and is securely gated to maintain a protected environment.

Though some amenities (playground, ballfield, basketball court) in the park are accessible to residents, the primary utilization of those amenities is by Little Learners. This has created some tension as

Creekside Park is one of the few park offerings available to residents that live on the east side of Calabasas.

RECOMMENDATIONS

It is recommended that the Community Services Department:

- Re-master plan Creekside Park with the primary objective of providing Calabasas residents with greater accessibility to the recreational amenities in the park.

5.4 JUAN BAUTISTA DE ANZA PARK

The City of Calabasas' Juan Bautista de Anza Park at 3701 Lost Hills Road (corner of Lost Hills and Las Virgenes) is a signature park on the west side of Calabasas that offers a multitude of recreational experiences to residents and visitors and is home to many of the department's special events. The park has facilities and recreation space available for rent with the indoor rental space being ideal for small birthday parties, holiday gatherings, corporate picnics, or company retreats.

The park boasts three large picnic shelters (80 person occupancy for each), three separate age appropriate play areas, a small splashpad that is currently being upgraded as well as a large outdoor multi-purpose sport court on which basketball, pickleball and roller hockey are played.

Additionally, the Community Center at De Anza Park serves as an out of school programming hub for Calabasas residents as well as a customer service office for the Community Services Department.

The park also serves as a de facto trailhead for the Las Virgenes Trail system.

RECOMMENDATIONS

It is recommended that the Community Services Department:

- Utilize the needs assessment findings to further refine program offerings that are of the highest priority for the community, focusing primarily on youth (ages 6-12) and special events.





CHAPTER SIX - CALABASAS COMMUNITY CENTER OPERATIONAL PLAN

6.1 CALABASAS COMMUNITY CENTER OPERATING HOURS ASSUMPTIONS

- The CCC operating hours are one hundred hours per week and are assumed to be:
 - Monday - Friday: 6am - 10pm
 - Saturday - Sunday: 8am - 6pm

PLEASE NOTE: The Gymnasium will be utilized for both programming and open use. Schedules for Gymnasium will be posted and vary based on time of year.

6.2 FACILITY STAFFING ASSUMPTIONS

Staffing the facility with revenue from yearly and monthly passes requires a delicate balancing act of resource allocation to the core areas and the bottom line. This will necessitate that the facility staff have a keen understanding of all the operations and understand the value of programming the site versus maintaining the site. Staffing assumptions include:

- Facility staffing is a direct result of the requirement for the operating hours to be net revenue neutral.
- Facility staffing is based on “lean management” practices where all positions/human resources expended for any goal other than the creation of value for the customer base are nonessential.
- As the Multigenerational Community Center reaches operational and programmatic maturity, additional staff persons will be required.
- Staffing salary/wages based on current salaries and national averages found in the fitness and aquatic industry and in-line with current wages.
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are factored at a percentage of total seasonal staff salary and full-time staff overtime, excluding any general benefits.

Many large-scale multigenerational Community Center operations operate with staffing levels at 60% of the direct cost or more of the operational budget. The facility will require a combination of full and part-time staff to cover the following work functions associated with the management of the facility:

- Community Center Management and Administration
- Recreation Programs
- Customer Service
- Facility Rentals
- Fitness
- Facility Maintenance
- Custodial Services

A bevy of part-time staff including recreation program instructors, fitness personnel and front desk staff are included in the staffing projections as shown in the expenditure model found later in this chapter. It is projected that the facility employees - both full and part-time - will consume approximately 50% of the annual operational budget during the six-year study period.

Depending on facility’s success, the most important addition to the staff composition may be in the management of the front-line staff - the part-time and seasonal employees that are the face of the organization. As such, it is imperative to utilize a Community Center Customer Service Supervisor-like position to manage the staff that deals first with the public effectively for representing the CCC. Dedicated and enthusiastic full-time employees will successfully adapt to the ebbs and flow of a customer-centric operation daily. However, this could pose a problem for part-time and seasonal staff, many of whom are projected to work limited hours for the greatest operational flexibility. Accordingly, this balance of resources and customer service will make it critical that systems are in place to ensure that front line employees share a common and enthusiastic vision for service delivery.

Utilization of full-time, part-time, and independent contractors is typically chosen by management for the flexibility they provide - a benefit that allows market factors to determine the need of instructor utilization consequently boosting the goal of fiscal sustainability. Benefits of part-time and contract instructors are:

- Ability to offer quality, diverse and affordable programs with no startup costs to the facility.
- Specialized skill set or training at no cost to the facility.
- Typically, continuity and retention exist for instructors who like to teach.
- Work on demand - hiring an independent contractor or part-time staff person offers flexibility to programming which keeps programs “fresh” and increases the ability to take on added opportunities as they arise, and during slow periods have greater cost control.
 - Classes are discontinued when minimum participation levels are not met without incurring the cost of the instructor.
- Contractors do not require employers to withhold and pay federal, state and Social Security (FICA) taxes as they are required for employees.
- The Manager obtains the right to terminate Independent Contractor Agreements at any time by giving written notice.
- Contractors are not eligible for unemployment insurance benefits.
- Community Center staffing is a direct result of the requirement of the operating hours to achieve an 89%+ cost recovery rate. It is anticipated the operating hours will remain the same.
- As the Community Center reaches operational and programmatic maturity, additional staff persons may be required.
- Staffing salary/wages based on current salaries and national averages found in the fitness and aquatic industry.
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are determined by current benefit plan offered by the City.

6.3 MEMBERSHIPS AND ADMISSIONS

Memberships and admissions account for 33% or more of all revenue generation in a multigenerational Community Center of this type with the hope of recovering at least 75% of operational revenues. Due to the operational impact of memberships on sustainability, membership structure is vital. Based on the pro-forma, memberships and admissions are projected to cover approximately 35% of the total revenue from memberships. This is primarily due to a monthly pass rate for individuals that are at the mid-point



of other recreation facilities in the region. This requires the building to be programmed and rented at a rate of 50% to achieve the cost recovery goal desired. Please Note: This can limit the amount of open non-programmed activity to the gymnasium.

COMMUNITY CENTER

It is recommended that the Community Center fitness membership configuration consist of the following categories.

- Family Membership (up to age of 23)
- Youth/Teen Individual Membership (3-18 years of age)
- Adult Individual Membership (19-49 years of age)
- Senior Individual Membership (ages 50+)
- Daily Passes - Youth/Teen (3-18 years of age)
- Daily Passes - Adult (19-49 years of age)
- Daily Passes - Senior (50+ years of age)

Community Center membership will include:

- Each category provides access to all unprogrammed spaces within the facility including the fitness center, activity studio, cardio studio, and gymnasium.
- Access to open sport play including but not limited to basketball, volleyball, and pickleball.

6.4 REVENUE ASSUMPTIONS

The following provides a summary of the CCC revenue model assumptions.

1. Membership, daily pass, and facility/room rental pricing is reflective of the 2023 adopted fee schedule.
2. Membership, daily pass, and facility/room rental pricing will be evaluated annually and any changes to fees will be presented to City Council for their consideration and adoption.
3. Programming provided at the CCC will initially focus on the following high and medium priority needs as defined by the needs assessment conducted as part of this study.

PROGRAMS AND SERVICES	COMMUNITY NEED
Adult fitness & wellness programs	High
Adult sports leagues	High
After-school programs for youth of all ages	High
Art, culture, enrichment, performing art programs	High
Community service programs	High
Inclusion services	High
Pickleball lessons & leagues (indoors)	Medium
Pop-up events	Medium
Programs for people with special needs	Medium
Rentals and reservations	Medium
Senior (50+) programming	Medium

4. It is anticipated that programming fees will be determined by applying the department’s program pricing policy and cost recovery goals. Fees will range from \$0-\$250 per program.
5. It is expected that program and service needs of the community will change every 3-5 years and the department’s offerings will reflect these changes.

6.5 EXPENDITURE ASSUMPTIONS

GENERAL ASSUMPTIONS

The assumptions in this study assist in understanding how the financial plan was developed and the strategies with which the CCC will be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by understanding the impact that the changes will have on the operational budget or market capture. The assumptions for the site used for the development of the financial plan are as follows:

PRICING ASSUMPTIONS

- Pricing is outlined for each individual program within the electronic Excel model and summarized within this report document.
- Pricing is value based, meaning that pricing was determined based on typical market rates based on the assumed level of service received.
- Pricing comparisons to other fitness related facilities were used for guidelines for developing the pricing schedule, however, the goal of value provided was utilized for developing the pro forma.

GENERAL EXPENSE AND REVENUE ASSUMPTIONS

- Expenses are projected to be 100% of projected costs beginning in the model year “Operating Year 1”; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs.
- Revenues are projected to be 100% of projected revenue capacity beginning in the modeled year “Operating Year 1”; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs.
- Percentage of cost recovery is based on the assumed market participation and value/market-based pricing.
- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care (employee health insurance) and energy (utility) sectors, higher growth rates were utilized for employee benefits and utilities.
- If a higher percentage of cost recovery is needed, operating expenses and pricing will be analyzed for potential adjustments.
- All projections are based on assumptions and estimates made within the electronic Excel model.
- Pro forma assumptions beginning in “Operating Year 1” are based on management and staff performing extensive lead-in/pre-opening marketing, promotions, and programming tailored to the customer base.



- Pro forma program is based on an aggressive program and rental offering (50% of total available space) that will require detailed scheduling to allow for successive usages on a regular basis.

OPERATING/GROWTH ASSUMPTIONS

- Operating and growth assumptions are based on average increases per expenditure and revenue category as noted below:
 - Revenues are projected to increase annually by 3.0% through growth in users and fee adjustments.
 - The salary and benefit growth rates are calculated at 3.0% annual growth due to the potential volatility of the insurance/pension fund requirements.
 - Supply growth rate is calculated at 3% annual growth due to inflation.
 - Service growth rate is calculated at an average of 4.0% annual growth due to inflation and the potential volatility of the energy sector.
- Percentage growth rate by budget category is presented on the “Inputs” tab of the electronic Excel model.

SIX (6) YEAR PRO FORMA

Based on all operating assumptions set forth within this report, and excluding any unforeseen circumstances, the Calabasas Community Center is projected to have an average annual total operational cost recovery of 89% beginning with Fiscal Year 2024-25 (July 1, 2024-June 30, 2025). A summary of the six-year pro forma is presented below.

Pro Forma Revenues & Expenditures					
CALABASAS COMMUNITY CENTER					
BASELINE: REVENUES AND EXPENDITURES					
Revenues	1st Year July 1 2024	2nd Year	3rd Year	4th Year	5th Year
Revenue	\$1,250,555.00	\$1,288,071.65	\$1,326,713.80	\$1,366,515.21	\$1,407,510.67
Total	\$1,250,555.00	\$1,288,071.65	\$1,326,713.80	\$1,366,515.21	\$1,407,510.67
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year
Expenditures	\$1,397,724.25	\$1,439,655.98	\$1,482,845.66	\$1,527,331.03	\$1,573,150.96
Total	\$1,397,724.25	\$1,439,655.98	\$1,482,845.66	\$1,527,331.03	\$1,573,150.96
NET PROFIT/LOSS	(\$147,169.25)	(\$151,584.33)	(\$156,131.86)	(\$160,815.81)	(\$165,640.29)
Total Cost Recovery	89%	89%	89%	89%	89%

PLEASE NOTE: A detailed line item pro forma has been provided to the Community Services Department as a stand-alone EXCEL document. It is anticipated that the department will utilize this EXCEL document as part of their annual operating budget development process for the CCC.

REVENUE MODEL

Pro Forma Revenues & Expenditures		
CALABASAS COMMUNITY CENTER		
REVENUE MODEL		
ACCOUNT TITLE	PERCENT OF TOTAL REVENUE	REVENUES
TOTAL PASS REVENUES	35%	\$436,000.00
TOTAL PROGRAM REVENUES AND PASSES	5%	\$58,500.00
TOTAL FITNESS REVENUES	9%	\$109,220.00
TOTAL GYMNASIUM PROGRAM REVENUES	21%	\$264,440.00
TOTAL GYMNASIUM RENTAL REVENUES	1%	\$16,100.00
TOTAL RENTAL ROOM REVENUES	28%	\$356,295.00
TOTAL CONCESSIONS REVENUES	1%	\$10,000.00
TOTAL REVENUE		\$1,250,555.00

EXPENDITURE MODEL

Pro Forma Revenues & Expenditures		
CALABASAS COMMUNITY CENTER		
EXPENDITURE MODEL		
ACCOUNT TITLE	PERCENTAGE OF TOTAL COSTS	BUDGET
PERSONNEL SERVICES		
Total	50%	\$689,869.00
SUPPLIES		
Total	36%	\$501,576.25
OTHER SERVICES & CHARGES		
Total	14%	\$206,279.00
TOTAL EXPENSES		\$1,397,724.25



CHAPTER SEVEN – CONCLUSION

The overall vision and mission of the Calabasas Community Services Department has significantly evolved over the past five years. The COVID-19 Pandemic slowed the implementation of the action oriented improvements, but as restrictions associated with the pandemic were lifted, staff were very motivated to improve community service offerings. The department continues to experience a rapid evolution as a functioning City agency with the Calabasas Community Center coming on-line in early 2024, which requires the department to evolve its business processes and continue to aid in positioning Calabasas as a world-class destination.

The following represents a summary of the recommendations that will guide programming and service delivery over the next five years.

GENERAL PROGRAM AND SERVICES - KEY RECOMMENDATIONS

- Expand programs and services in the areas of greatest need to meet customer demand.
- **Expand the partnership/joint use agreement with Virgenes Unified School District to maximize the utilization of taxpayer funded public recreation spaces in Calabasas.**
- Implement recreation program and operational standards found in the appendix of the study to ensure consistency service delivery.
- Develop a formal volunteer management policy as found in the appendix of the study.
- Develop a formal partnership policy as found in the appendix of the study.

CALABASAS TENNIS AND SWIM CENTER - KEY RECOMMENDATIONS

- Continue to evaluate the effectiveness of program, service and membership offerings and adjust in response to community needs, as necessary.
- Continue to implement the lifecycle replacement capital improvement program.
- Continually evaluate the impact that the growth of pickleball participation has on tennis participation in Calabasas.
 - PLEASE NOTE: Nationally, both sports have gained approximately six million participants since 2017.

CALABASAS SENIOR CENTER – PRIMARY RECOMMENDATIONS

- Track total annual visitation to the Senior Center regardless of the purpose of the visit.
- Utilize the needs assessment findings to develop programs that are of the highest priority for the active aging population.
- Seek to achieve 50% annual cost recovery goal.

CALABASAS SENIOR CENTER – OTHER RECOMMENDATION

- Achieve and maintain 450 active memberships annually.

CREEKSIDE PARK AND CALABASAS KLUBHOUSE PRESCHOOL - KEY RECOMMENDATION

- Re-master plan Creekside Park with the primary objective of providing Calabasas residents with greater accessibility to the recreational amenities in the park.

JUAN BAUTISTA DE ANZA PARK - KEY RECOMMENDATIONS

- Utilize the needs assessment findings to further refine program offerings that are of the highest priority for the community, focusing primarily on youth (ages 6-12) and special events.

CALABASAS COMMUNITY CENTER - KEY RECOMMENDATION

- Celebrate the success of the re-opening of the Calabasas Community Center.
- Using the guidelines provided in this study, operate the CCC as a first class, customer-friendly, business that strives to achieve the financial goals as shown in the chart below.

Pro Forma Revenues & Expenditures					
CALABASAS COMMUNITY CENTER					
BASELINE: REVENUES AND EXPENDITURES					
Revenues	1st Year July 1 2024	2nd Year	3rd Year	4th Year	5th Year
Revenue	\$1,250,555.00	\$1,288,071.65	\$1,326,713.80	\$1,366,515.21	\$1,407,510.67
Total	\$1,250,555.00	\$1,288,071.65	\$1,326,713.80	\$1,366,515.21	\$1,407,510.67
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year
Expenditures	\$1,397,724.25	\$1,439,655.98	\$1,482,845.66	\$1,527,331.03	\$1,573,150.96
Total	\$1,397,724.25	\$1,439,655.98	\$1,482,845.66	\$1,527,331.03	\$1,573,150.96
NET PROFIT/LOSS	(\$147,169.25)	(\$151,584.33)	(\$156,131.86)	(\$160,815.81)	(\$165,640.29)
Total Cost Recovery	89%	89%	89%	89%	89%





APPENDIX A - STRATEGIC REVENUE ENHANCEMENT

Building creative and stronger revenue generating options is the most productive strategy for improving operational and financial sustainability of the park and recreation system. Operational sustainability is a blend of controlling costs and increasing revenues, and not just an exercise in expense reduction. Increasing revenues across the system requires:

1. Understanding the characteristics, constraints, and opportunities of markets served by each park or Community Center site.
2. Classifying and prioritizing services, programs, and functions.
3. Setting appropriate performance standards for each revenue generating service/function.
4. Monitoring performance regularly.
5. Being flexible and adjusting types and levels of services and pricing as needed.

Most importantly, staff must accept and understand that “Expected Public Services” and “Enhanced Visitor Services” are expected to produce revenue that partially or wholly support the costs of providing that service, experience, or amenity as being developed for the Calabasas Community Services Department. The failure to produce targeted revenues must result in adjustments that can include, but not be limited to 1) refinement of the service, 2) termination of the service, 3) reduction in staff, or 4) other operational changes to reduce the financial investment of the facility.

The Revenue Generation section of this study summarizes the revenue goals and recommended strategies for the Calabasas Community Services Department. These recommendations must be taken into context with the overall expectations for improved performance of the facility.

DEVELOPING MARKETING AND PROMOTIONAL STRATEGIES

The Community Services Department will work with the City’s communications team to effectively implement a marketing plan. The goals of marketing and sales are:

1. To increase visitation and use of the facility to support program revenues to offset facility costs.
2. To generate more revenue from rental facilities, recreation services, programs, special events, and private events in the facility.
3. To produce more participation in large signature events and programs that will also generate operation revenue for the site.

Monthly, quarterly, and annual goals for each of these areas must be identified, tracked, and evaluated over time. All marketing and promotional efforts must be monitored through sales goals for the facility; marketing without sales is just an awareness campaign that has little or no consequence on the financial performance of the facility.

MARKET POSITIONING AND MESSAGING

A critical component of marketing efforts is to hone the “right” messages to the right target markets to inspire and motivate purchasing behavior. The five-step process for developing strong messages is outlined on the next page:

1. Identify the target market.

Calabasas Community Services must identify the different target markets that can be served by the Calabasas Community Services Department and the benefits that should appeal to each, and the messaging that will help to communicate the benefits.

2. Identify the needs of the target market segments.

Each market segment to be targeted has unique needs. Appealing to those needs will help to make the facility a local or regional service provider of choice. Messages should not only address these needs, but also imply easy solutions to any constraints the targeted customers may have pursuing experiences at the Calabasas Community Services Department.

3. Present the solution to the target market needs.

Focus on selling benefits and experiences and not just features and amenities. Communicating experiences is much more compelling than selling specific services and programs.

4. Present the results you have delivered.

One of the more powerful ways to motivate customers to visit or purchase program services is by demonstrating how people just like them have had wonderful, meaningful, and unique experiences at the site.

5. Explain the points of difference.

There are many recreational, cultural, and education alternatives for the target markets and customers. Explaining the unique elements of the facility experience that cannot be gained anywhere else is important.

MARKETING AND PROMOTIONS STRATEGIES

PUBLICITY AND SOCIAL MEDIA

Publicity and social media are typically the least expensive and most effective forms of marketing for public park and recreation agencies. The challenge of great publicity that effectively produces results by motivating target markets is that it requires careful advance planning, constant monitoring, establishing meaningful relationships with media representatives and online customers, and strategic timing. It often takes much advance planning and many months to properly execute a publicity or social media campaign so that the timing of the campaign is aligned with the marketing season of specific programs, services, or opportunities that the agency is promoting. The Calabasas Community Services Department needs to approach marketing planning using the following guidelines and themes described below when the re-development and re-use of the facility is completed:

1. Event publicity at the Park or Multigenerational Community Center

Major events benefit from short stories in local, and regional newspapers and online social media hooks planted that run three to four weeks in advance of the event and up to the date of the event. Stories and media need to be cultivated with contacts and online sales channels several weeks in advance of the time the stories need to run. Special interest interviews on morning, noon, and evening television news programs, radio interviews on popular rush-hour programs, and blogs on known affinity online sites need to be included.



2. Program publicity

Special and unique programs should have feature stories in local magazines, local and regional weekly newspapers, which are aimed at placements as front-page or sectional front-page stories. These stories are most effective if they run shortly before the season that the featured program begins. This will require several weeks of advanced planning with media contacts. Similar coverage on television and radio should also be considered. If pre-publicity cannot be generated, post-publicity can help promote future programs.

3. Site publicity

Site publicity, focusing on a single site, requires more intense planning efforts to attract multiple writers and editors from target publications. The Calabasas Community Services Department site could host several seasonal media familiarization tours to familiarize them with the site and its benefits and amenities when improvements are begging to be made. Stories and features resulting from such tours typically take between two and six months to materialize so the tours need to focus on experiences, benefits, and programs that would be available when the stories are expected to run.

To produce consistent and recurring publicity for Calabasas Community Services Department and their programs, staff must understand and appreciate the benefits derived from publicity and actively plan programs, events, and experiences that are publicity worthy. A strategic approach to how programs is planned and developed, media contacts made, and publicity sought will help Calabasas Community Services Department avoid “saturating the press” with ideas and requests that eventually may turn off the media, which the facility depends upon to create the publicity needed to keep it financially viable. PROS Consulting recognizes that the staff is extremely limited in their time to make marketing a priority.

PARTNERSHIP DEVELOPMENT

These recommendations are an overview of existing partnership opportunities available to Calabasas Community Services, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed but can be used as a reference for the site to identify priorities for partnership development.

The following five classifications of partners are recommended for the site:

1. **Operational Partners.** Partners who help maintain facilities and assets, promote amenities and site usage, support site needs, provide programs and events, and/or maintain the integrity of the facility through labor, equipment, or materials. This could include school partners, contracted partners who provide recreation services in the building or a health-related partner who provides services within the facility.
2. **Vendor Partners.** Service providers and/or contractors who can gain brand association and notoriety as a preferred vendor or supporter in exchange for reduced rates, services, or some other agreed upon benefit. This could include a local recreation supplier of goods to the site.
3. **Service Partners.** Nonprofit organizations and/or friends’ groups that support efforts to provide programs and events, advocacy, and education, and/or collaboratively serve specific constituents in the community. This could include the senior assisted living groups, the library, a hospital, or a sports club.
4. **Co-branding Partners.** Private organizations that can gain brand association and notoriety as a supporter in exchange for sponsorship or co-branded programs, events, marketing, and



promotional campaigns, and/or advertising opportunities. This could include a hospital, local winery who supports environmental education, or a health and wellness agency who supports active lifestyles.

- 5. Fund Development Partners.** Private nonprofit organizations with the primary purpose to leverage private sector resources, grants, land and/or other public funding opportunities, and resources from individuals and groups within the community to support site goals and objectives for mutually agreed strategic initiatives. This could include a financial partner that can help with a maintenance endowment to help raise money for capital or operational costs.

The key to any partnership will be for the partner to bring value to the site in the form of either operational revenue or capital revenue to help build the site or improve the site or bring a good number of paying users to the site. The key to effective partnering is not to create an entitled partner dependent on the Community Services department to support their users' needs but contributes to the value of the Calabasas Community Services Department and park.

MARKETING AND COMMUNICATION STANDARDS

It is important for the facility to have a strong marketing approach to operate in a sustainable manner. To accomplish this, Calabasas Community Services Department must have a marketing plan and standards to go by in supporting the facility and park from the beginning. Marketing and communication standards need to be in place and include the following:

- Core programs, non-core programs, and facility related services to be evaluated yearly based on their lifecycle, position in the marketplace, and trend data with a strategy to make changes (keep the same or eliminate) that are provided in the community center or park.
- Core program priorities will receive the appropriate time and space in the community center and park to keep the service strong and viable.
- Cost-benefit criteria will be incorporated within the core services mini-study annually. PROS Consulting recommends updating the study pro-forma yearly.
- Program guides will dedicate space to core services as their primary target. Non-core services, which could become a core service, will have a marketing strategy created and evaluated annually.
- A marketing plan will be created and updated yearly for promotion of services held at the community center and park, pricing of services, communication and feedback from users, age segment management, lifecycle management, partnerships and sponsorships, competition assessment, facility, and program positioning, and tracking the accessibility to gain access to the system. Pricing strategies for revenue alternatives will be developed when needed to keep funding options viable.
- A cost of service assessment will be completed for each core service area within the community center and park and the result of participant impacts and cost recovery goals that were met or not met should be presented yearly by staff.
- Calabasas Community Services Department will develop a customer survey (mail, email, or phone) every three years to gauge how well the system is meeting the needs of residents and what program areas need stronger support.

APPENDIX B - OPERATIONAL STANDARDS

As part of the study, discussion with Calabasas Community Services Department staff was completed to decide on an operational plan for the and how to illustrate the relationship and requirements for management of the facility.

FACILITY STANDARDS

CORE COMMUNITY CENTER CRITERIA

- Community Center facilities are created to support core recreation programs (i.e., preschool programs, after school programs, senior services, life-skill programs, aquatics, camps, fitness, sports, and other activities). The facility is planned to be open 100+ hours a week.
- Partnerships can be created to maximize the experience for the users and control operational costs.
- The Calabasas Community Service Department facilities will be customer friendly based on the design to create a strong relationship and trust with users and families.
- Demand for the facilities will match availability based on community input and the facility is expected to be operated in a typical, traditional community center facility manner.
- The Calabasas Community Services Department will need to respond to the future demographic needs of the community as it applies to recreation program needs for the service area.

RECREATION PROGRAM STANDARDS

Recreation program standards are to be developed to support a high quality, efficient recreation program for the Calabasas Community Services Department and for any partners working in the recreation facilities. The program standards are developed to support the core recreation services in the building. The standards focus on establishing what constitutes a quality experience; operational and cost recovery goals; marketing and communication standards for users to access the program or service; and performance measures to track desired outcomes of the programs that hold the staff, any partners, and program contractors accountable to those standards.

The existing core recreation services that are to be provided at the facility need to include child watch services (available while parents work out, some before and after school care, and summer day camps), youth and teen services, special events that bring the Calabasas community together, senior services, cultural education, art services, community wellness and fitness, services to people with disabilities, and programs for youth and adult sports such as leagues, clinics, tournaments, and workshops.

STANDARDS OF A HIGH-QUALITY EXPERIENCE

From these core services, the following standards should be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with "in-the-field" experience of the specialty program they are responsible for at the facility.
- The instructor-to-participant ratios are appropriate for the participant to feel safe in each class.
- The program is provided in the appropriate recreation space it was designed for, and that program space is safe and clean.



- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.
- Recreation equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.
- The length of the program will be commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.
- The staff is trained in first aid and CPR. Volunteers are also trained in first aid and CPR when appropriate.
- A first-aid kit is readily available and accessible in less than a minute.
- The staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.
- Customer feedback methods are in place to seek input from participants about their expectations of the program and the results of their experience. This includes the completion of pre- and/or post-evaluations, focus groups, or phone calls.
- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program as well as the level that Calabasas Community Services is investing in their experience, or any other partner involved in the delivery of services in the building.
- Each instructor or program supervisor will be provided a “tool box” that includes their class or program roster with phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent recreation information, emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes and goals that Calabasas Community Services or the partners hope to achieve from each program delivered.
- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.
- New staff, volunteers, and contract employees working with children will have background checks and fingerprint ID verification by the Livescan vendor.
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.
- The instructor and program supervisor will prepare class, program curriculum, or work plans before the class or program begins and sign off by the appropriate program staff within the recreation division providing services in the building.
- The staff and partners will be dressed in the appropriate uniforms that include nametags.

- Drivers that transport participants must have the appropriate license, certifications, and authorizations to only do so in agency vehicles only and never personal vehicles.
- Equipment or program space will be inspected prior to the class or program, the condition noted by the instructor or program supervisor, and recorded daily, weekly, and monthly.
- Performance measures are tracked and shared with instructors or program staff at the end of each session.
- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file as to rehire or not to rehire.
- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies will be spent. Final budget results will be documented at the end of the program area and shared with the supervisor or manager.
- All regulatory requirements for programs are completed on time and filed according to guidelines.
- Appropriate required licenses and certifications set by law will be reviewed and filed before programs begin if necessary.

OPERATIONAL AND COST RECOVERY GOAL STANDARDS

- A pricing policy will be in place and the staff, and any partners, understand the philosophy behind it and how to communicate prices to users effectively.
- A full cost of accounting is created for each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place. Contract staff will be trained in this process.
- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. The contract staff will be trained on how prices for services are set.
- Quarterly results of programs will be posted and shared with the staff on those services that are underperforming, meeting, or exceeding the cost recovery goals.
- Mini studies will be created for each core program service on a yearly basis that evaluates the program. The plans will be based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies to be implemented. Cash collection standards and refund process standards should be incorporated. This will be the basis for budget development.
- Yearly competitors and other service providers will be benchmarked, shopped, and evaluated for changes they are making and how they compare with Calabasas Community Services efforts in the core services provided.
- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.
- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers, thus reducing the impact on staff time.



- Any partnership groups will be informed of the cost and services provided by the Calabasas Community Services Department and written partnership agreements will be established with measurable outcomes tracked annually.
- The maintenance and recreation staff will discuss standards for programs taking place at the facilities annually.

PERFORMANCE MEASURES

Calabasas Community Services Department should develop the following performance measures to track desired outcomes and to demonstrate to key leadership and partners the value of the investment being made in recreation programs and the facility:

- Program capacity levels were met based on total availability and enrollment numbers with a target goal of 85%.
- Programs offered versus programs held with a target goal of 80%.
- Retention of participants, monthly pass holders are targeted at 75% then tracked by the registration point of sale system.
- Cost recovery goals met at 50% for core recreation services.
- Customer satisfaction levels are met at 90% or greater in all services.
- Earned income goals are met at 95% for programs.
- Cost recovery goals for the facility are met at 95% of targeted levels.

GENERAL FACILITY MAINTENANCE STANDARDS

OFFICES

- Windows - Exterior cleaned (2) a year
- Inside as needed.
- Carpets vacuumed Daily.
- Trash emptied Daily.
- Desks wiped down.
- Lights cleaned monthly.
- Tables and Chairs cleaned daily or on a as needed basis.
- Storage closets cleaned once a year.
- Phones cleaned daily.
- HVAC cleaned quarterly.
- Doors Cleaned weekly.
- Offices painted every (7) years.

OFFICE WORK ROOM

- Light switches cleaned daily.

- Trash emptied daily.
- Recycling emptied daily.
- Counter wiped down daily.
- Lights cleaned monthly.
- Phone wiped down daily.
- Floor swept daily and mopped weekly.
- All equipment wiped down daily.
- Annually cleaning of cabinets

STORAGE AREA

- Annually clean.
- Sweep monthly.

ENTRY AREAS

- Cleaned daily.
- Tile cleaned daily.
- Pressure washes concrete monthly.
- Handrails cleaned daily.
- Glass cleaned daily.

JANITORS CLOSET

- Janitors closet cleaned out quarterly.
- Lights cleaned quarterly.

RESTROOMS

- Floors and toilets cleaned every shift.
- Mirrors cleaned every shift.
- Check levels of toilet paper and hand towels every shift and replenish as needed.

MULTIPURPOSE AND GROUP EXERCISE STUDIOS ROOM

- Floors cleaned daily.
- Doors and windows cleaned daily.
- Mirrors cleaned daily.
- Room painted every three years.
- Bars wiped down daily.
- Lights wiped down every week.



PROGRAM ROOMS

- Floors cleaned daily.
- Tables and counter cleaned daily.
- Windows cleaned (2) times a year.
- Blinds cleaned every month.
- Clean lights and air vent every month
- Wall repainted every year.

GYM

- Floors refinished annually.
- Floors stripped and refurbished every (5) year.
- Backboards cleaned monthly and wall mounts.
- Dust mops the floors during the day and scrubs the floors at night.
- Curtains wiped down quarterly.
- Storage room cleaned out annually.
- Scoreboards and sound system inspected quarterly.
- Emergency door inspected weekly.
- Bleachers cleaned weekly.
- Every (2) years deep clean
- Internal windows cleaned weekly.
- Electrical rooms are inspected weekly and cleaned quarterly.

LOCKER ROOMS

- Floor and restroom areas cleaned every shift.
- Floors scrubber used weekly.
- Painting is done every seven years.

FITNESS CENTER

- Wipe down equipment after every shift.
- Clean restrooms on every shift including showers, restrooms, and removal of trash.
- Clean carpets on every shift and deep clean nightly
- Clean glass inside once a week
- Remove trash daily.
- Inspect all equipment that is working daily.
- Inspect all TVs that are working daily.

APPENDIX C - PARTNERSHIP POLICY

Today's economic climate and political realities require the Calabasas Community Services Department to seek productive and meaningful partnerships to deliver high quality and seamless services to the needs of the community over the next 10 years. The following sections provide an overview of opportunities and strategies for developing partnerships within the community that position the Department as the hub of a network of related providers and partner organizations.

POLICY FRAMEWORK

The initial step in developing multiple partnerships in the community that expand upon existing relationships (e.g., agreements with schools for gymnasium, classroom, auditorium, and field usage, etc.) is to have an overall partnership philosophy that is supported by a policy framework for establishing and managing these relationships. The policies recommended below will promote fairness and equity within existing and future partnerships while helping staff members to avoid conflicts internally and externally. The recommended partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and evaluation on a regular basis. This should include reports to the Department on the performance of the partnership vis-à-vis the agreed-to goals and objectives.
- All partnerships should track costs associated with the partnership investment to demonstrate the appropriate shared level of equity.
- A partnership culture should emerge and be sustained that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance.

The following policies are recommended for implementation by the Calabasas Community Services Department staff over the next several years.

PARTNERSHIP POLICIES AND PRACTICES

Partnerships can be pursued and developed with other public entities, such as neighboring cities, schools, colleges, state, or federal agencies; private, non-profit organizations; and private, for-profit organizations.

ALL PARTNERSHIPS

- Each partner will meet with or report to the Calabasas Community Services Department staff on a regular basis to plan activities and share activity-based costs.
- Partners will establish measurable outcomes and work through key issues to meet the desired outcomes.
- Each partner will focus on meeting the balance of equity agreed to and will track investment costs accordingly.
- Measurable outcomes will be reviewed at least annually and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison for communications and planning purposes.
- If conflicts arise between partners, the Director of the Calabasas Community Services Department, or her designer, along with the other partner's highest-ranking officer assigned to



the agreement will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be based on the terms of the partnership agreement. Each partner will meet with the other partner's respective board or managing representatives annually to share updates and report the outcomes of the partnership agreement.

PARTNERSHIPS WITH PRIVATE, FOR-PROFIT ENTITIES

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from the use of City facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on City property, provides a service on City-owned property, or has a contract to provide a task or service on the City's behalf at Calabasas Community Services Department facilities. These partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association, or individual, the Calabasas Community Services Department staff and City leadership should recognize that the importance of allowing the private entity to meet its financial objectives within reasonable parameters that protect the mission, goals, and integrity of the City.
- As an outcome of the partnership, the Calabasas Community Services Department must receive a designated fee that may include a percentage of gross-revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the method of monitoring those outcomes. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the City, and overall coordination with the Division for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, one year, or multiple years.
- If applicable, the private contractor will provide a working management plan annually to ensure the outcomes desired by the Calabasas Community Services Department. The management plan will be negotiated if necessary. Monitoring the management plan will be the responsibility of both partners. The Department should allow the contractor to operate freely in its best interest, if the agreed-to outcomes are achieved, and the terms of the partnership agreement are adhered to.
- The private contractor should not lobby the Calabasas City Council for initial establishment or renewal of a contract. Any such action will cause termination of the contract. All negotiations must be with the Department Director or that person's designer.
- The Calabasas Community Services Department has the right to advertise for privately-contracted partnership services or to negotiate on an individual basis using a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before turning to litigation. If no resolution can be achieved, the partnership shall be dissolved.

PARTNERSHIP OPPORTUNITIES

The recommended partnership policies encourage four classifications of partner - public not-for-profit, public for-profit, private not-for-profit, and private for profit. This section of the partnership plan further organizes partners within these classifications as having an area of focus relevant to the type of service/benefits being received and shared. The five areas of focus are:

- Operational Partners - Other entities and organizations that can support the efforts of the Calabasas Community Services Department to maintain facilities and assets, promote amenity- and recreation-usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
- Vendor Partners - Service providers and/or contractors that can gain brand association and popularity as a preferred vendor or supporter of the Calabasas Community Services Department in exchange for reduced rates, services, or some other agreed-upon benefit.
- Service Partners - Organizations and/or friends-of-recreation groups that support the efforts of the Calabasas Community Services Department to provide programs and events, including serving specific constituents in the community collaboratively.
- Co-branding Partners - Organizations that can gain brand association and notoriety as a supporter of the Calabasas Community Services Department in exchange for sponsorship or co-branded programs, events, marketing, and promotional campaigns, and/or advertising opportunities.
- Resource Development Partner - Organizations with the primary purpose to leverage private-sector resources, grants, other public-funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the Calabasas Community Services Department in mutually-agreed-to strategic initiatives.



APPENDIX D - VOLUNTEER POLICY

PURPOSE AND GOAL

The purpose of the Volunteer Program is to offer opportunities for residents, organizations, and friends of the Calabasas Community Services Department to volunteer their skills and time in meaningful work that advances ongoing programs.

The purpose of the Calabasas Community Services Department's Volunteer Policies is to support the Volunteer Program with guidance, structure and direction for staff and volunteers in the areas of:

- Rights of and responsibilities of individual volunteers
- Staff planning and volunteer training for meaningful work.
- Personnel practices affecting volunteers.

The Calabasas Community Services Department may recommend guidelines and procedures that further support the Volunteer Program. Examples of guidelines and procedures are given at the end of this policy document. The Calabasas Community Services Department may also develop a Volunteer Manual or Handbook to be provided to each volunteer.

Volunteer recruitment and retention must be addressed through creative procedures, which are of the utmost importance. Such procedures will be developed by the Calabasas Community Services Department staff, based on consultation with experienced volunteer coordinators in other similar organizations.

ISSUES ADDRESSED

The adoption of volunteer policies will address these issues:

- Indicate the importance of the Volunteer Program and individual volunteers.
- Bring increased structure and predictability into the management of volunteers.
- Require improved planning for volunteer activities and training for volunteers, within the ongoing programs.
- Avoid misunderstandings and mistakes regarding volunteer personnel practices, especially with an increasing number of volunteers.
- Development of advocacy

EXPECTED BENEFITS AND OUTCOMES

- A commitment by the Calabasas Community Services Department to its Volunteer Program will yield increased volunteer accomplishments of necessary recreation projects for which funding is not available.
- A business-like approach to volunteer management will increase volunteer participation and satisfaction.
- Communication of adopted volunteer personnel policies will assure volunteers of fair treatment while performing tasks.
- Well-planned volunteer projects, combined with the necessary volunteer training, will generate increased motivation and greater contribution of time and skills.

- Advocacy among volunteers will increase as a natural outcome of the volunteer experience.
- Stewardship volunteers will gain understanding and experience useful in communicating and demonstrating the importance of land stewardship to others in the community.

VOLUNTEER PROGRAM POLICIES

These policies are organized within the following sections:

- Rights and Responsibilities of Individual Volunteers
- Volunteer Training and Safety
- Rights and Responsibilities of Individual Volunteers

DEFINITION OF "VOLUNTEER"

A "volunteer" is anyone who, without compensation, performs a task in the direction of, and on behalf of, the Calabasas Community Services Department.

ORIENTATION

Volunteers shall be given an orientation to that will include an introduction to the Division and its staff, the policies that guide the volunteer's relationship with the Calabasas Community Services Department, (the Volunteer Manual), and the programs and plans within which volunteers may work.

NON-DISCRIMINATION

Participation as a volunteer for Calabasas Community Services Department shall be open to any individual, and no individual shall be discriminated against or harassed based upon race, gender, sexual orientation, marital or parental status, national origin, age, or mental or physical handicap.

MINIMUM AGE

The minimum age for volunteers on non-hazardous assignments is 14 years. Volunteers under the age of eighteen must have the written consent of a parent or guardian before volunteering. The volunteer duties assigned to a minor will comply with all appropriate laws and regulations on child labor.

Special permission must be given to groups of individuals under the age of 14 (e.g., Cub Scouts) who wish to serve in a voluntary capacity for the Calabasas Community Services Department. Adult supervision will be required for all of those under 14 years of age.

VOLUNTEER RECOGNITION

The Calabasas Community Services Department has approved an annual Volunteer Recognition program which will be offered for each volunteer who has given a minimum of 10 hours in the preceding year.

DRESS CODE

Volunteers shall dress appropriately for the conditions and performance of their duties, and to present a good image to the community. Volunteers shall follow the current dress code adopted by the Calabasas Community Services Department.



VOLUNTEER TRAINING AND SAFETY

SUPERVISOR

Based on the volunteer's interests and strengths, as well as the needs of the Calabasas Community Services Department, each volunteer will be assigned to collaborate with a staff member or a trained and qualified adult volunteer, who will provide training, guidance, and supervision. The supervisor shall be available to the volunteer for consultation and assistance.

PLAN OF WORK

Each volunteer will be provided with a scope of work job description and assistance in understanding the expectations of her/his service.

TRAINING

The supervisor will provide the proper on-the-job training for each volunteer and provide information and tools to perform her/his duties. Other training opportunities may arise in the form of workshops and meetings. Some activities may require the volunteer to have specific qualifications.

WORKING ALONE PROHIBITED

At no time shall any volunteer work alone at a work site. The volunteer's supervisor or an adult volunteer leader shall always be present.

SAFETY

Volunteers are responsible for:

- Supporting efforts to promote safe working conditions and habits.
- Making full use of safety equipment and safeguards provided for assigned tasks.
- Reporting immediately all unsafe work conditions to their supervisor

RESPONSIBLE STAFF MEMBER

A Calabasas Community Services Department staff member or adult volunteer leader who is solely responsible for the project shall be on the premises or readily accessible in case of an emergency or unanticipated need.

WORK SITE

The work site shall be provided with the necessary equipment, facilities, and space to enable the volunteer to perform her/his duties effectively and comfortably. Volunteer work sites are subject to the same safety requirements as are all recreation work sites.

ACCESS TO PROPERTY AND MATERIALS

Volunteers shall have access to Calabasas Community Services Department property and materials necessary to fulfill their duties and shall receive training in the operation of any necessary equipment. Property and materials shall be used only when directly required for the volunteer's task.

ACCESS TO INFORMATION

Volunteers shall have access to information pertinent to the performance of their work assignments, except for information which Calabasas Community Services Department deems to be confidential.

APPENDIX E - SPONSORSHIP POLICY

PURPOSE AND GOAL

The goal of this sponsorship policy is to provide guidelines to gain support from external financial resources. It will establish procedures to coordinate efforts to seek sponsorships with the corporate community, business partners, and not for profit partners to enhance services of the Calabasas Community Services Department. It is designed to ensure that all marketing of sponsorships support the Calabasas Community Services Department's goals for services to the community and remain responsive to the public's needs and values. This Sponsorship Policy will recognize that corporate and business sponsorships provide an effective means of generating new revenues and alternative resources to support Calabasas Community Services Department Foundation's facilities and programs. The policy will ensure that the corporate, business or not for profit sponsorships will not result in any loss of Calabasas Community Services Department's authority.

GUIDING PRINCIPLES

- The institution of the Sponsorship Policy will establish guidelines and principles to maintain flexibility in developing mutually beneficial relationships between the Calabasas Community Services Department and corporate, business, and not for profit sectors.
- The recognition for sponsorships must be evaluated to ensure the Calabasas Community Services Department is not faced with undue commercialism and is consistent with the scale of each sponsor's contribution.
- There will be restrictions on sponsors whose industries and products do not support the goals of the Calabasas Community Services Department on the services provided to the community and to remain responsive to the public's needs and values.
- Funding will be directed to the Calabasas Community Foundation. [The Calabasas Community Foundation, Inc. | City of Calabasas, CA](#)

EXPECTED OUTCOMES AND BENEFITS

- Acquire revenue from sources to enhance the Calabasas Community Services Department programs and facilities.
- Sponsorship is a way of contributing to the community while promoting the sponsor's business and brand awareness.
- Several Calabasas Community Services Department events, programs and amenities may take place in the community because of the sponsor's financial contribution.
- Sponsors will get a "return on sponsorship." The sponsor looks forward to the community becoming familiar with the sponsor and/or its services and becomes a customer through the partnership with the Calabasas Community Services Department
- Sponsorships help to raise awareness of the Calabasas Community Services Department and build its image in the community.
- Events, programs, facilities, plus maintenance of properties and recreation areas will be affordable to the community because of the financial contributions that sponsors can provide to the Calabasas Community Services Department



GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

- The Calabasas Community Services Department will put out annually an ad in the local newspaper to advertise the opportunities for sponsorships for the coming year.
- Seek sponsors directly via a proposal request by staff.
- The Calabasas Community Services Department may put their sponsorships out for auction at an auction event. The following process will be required when Calabasas Community Services Department participates in sponsorship.

PROCESS SUBMIT FOR A SPONSORSHIP PROPOSAL

- All proposals for sponsorship must be submitted in writing on a Sponsorship Proposal form to the Calabasas Community Services Department.
- The Director or her designee will review the proposal and decide on the proposal.
- The Director or her designee will draft a sponsorship agreement. The agreement will include the contract relationship, the term and renewal opportunities; description of the program, facility, property, natural area, or event to be sponsored; description of fees and/or benefits provided to the Calabasas Community Services Department, the marketing rights and benefits provided to the sponsor, termination provisions, and performance measures.
- All sponsorships require payment in advance by the sponsors at the contract signing of the sponsorship agreement made out to the City of Calabasas Community Services Department.
- The Director may use, but is not limited to the following criteria when evaluating a sponsorship proposal; in all cases, the Director will have the prerogative to accept or reject a proposal:
 - Compatibility of the sponsor's products, customers, and promotional goals with the Calabasas Community Services Department's goals.
 - The sponsor's past record of involvement with the Calabasas Community Services Department and other community projects.
 - The timeliness or readiness of the sponsor to enter into an agreement.
 - The actual cash value, or in-kind goods or services of the proposal in relation to the benefit to the sponsor and the Calabasas Community Services Department.
 - Potential community support for or opposition to the proposal.
 - The operating and maintenance costs associated with the proposal on behalf of the Calabasas Community Services Department.
 - The sponsor's record of responsible environmental stewardship.
- All sponsorship activities once approved will be coordinated by the Director.
 - The Director will be responsible for collaborating with staff on making sure the terms of the agreement are followed as outlined and giving aid and advice to staff of the Calabasas Community Services Department and the sponsors.
 - Provide guidance to the sponsor regarding the application of this policy.
 - Review and assist in the development of the sponsorship agreement as requested.
 - Track and report the results and outcomes of the sponsorship agreement as outlined.

- All sponsors will have a responsible party and an executed agreement.
 - Each sponsor involved in the sponsorship will designate a person to be responsible for their portion of the contract and/or agreement.
 - The contract or agreement will outline appropriate terms and timeliness to be implemented by each party.

SPONSORSHIP PRICING POLICY PROCEDURES

Once the proposals have been submitted the staff will evaluate these proposals as outlined.

- Set objectives, baselines, and articulate measurable objectives to be achieved with the sponsorship dollars.
- Know the sponsorship costs both (direct/indirect) and level of cost recovery as it applies to the Calabasas Community Services Department.
- Create a measurement plan and determine what will be measured and what measures will be used to demonstrate the effectiveness of the sponsorship.
- Implement the measurement plan—visibility, communications, and visitor behavior.
- Calculate “return on sponsorship”—analyze, communicate, and revise as needed.
- Meet with the sponsor to review the final contract and expectations with timelines to be completed.
- All promotional pieces developed by the sponsor for their involvement with the Calabasas Community Services Department must be approved in advance before they go public.

EVALUATION OF THE SPONSORSHIP

Once the sponsorship effort has been completed, staff from the Calabasas Community Services Department will meet with the sponsor to review the results and discuss changes that need to occur if appropriate and decide about supporting the next sponsorship effort. The results of the meeting will be presented to the Calabasas Parks, Recreation, and Education Commission.