

Youngstown Yacht Club Strategic Membership Planning

Compiled and Edited by
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YYC Club Secretary
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Acknowledgements

Some of the data herein was compiled by the YYC Strategic Planning Committee and some was extracted from the *Set Sail* PowerPoint presentation made by Rick Coyne, President Club Mark Corporation (CMC), to the Board of Directors on November 28, 2004 at Cannon Design

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1. Summary

“YYC is at a crossroads. It cannot sustain the continued net loss of members. Strategically, YYC must look forward to what it needs to become in order to meet the needs of its existing members, prospective members and guests, and create the financial and logistical roadmap to get the Club to that point.” (CMC¹)

CMC's reports that significant economic and cultural changes are impacting the Private Club Industry. The economic downturn nation-wide, uncertain business climate and dwindling leisure time are important factors (Section 3). Equally important are cultural changes whereby private clubs increasing are valued for the services they offer to an increasingly diverse membership. Traditional values of loyalty, privilege, and a strong work ethic are giving way to skeptical “me” and “Lost” generations expecting entitlement to personal services provided by others. Leisure time expectations are diverse and highly competitive (Section 4). YYC membership stability is challenged both by an aging traditional membership base and a dwindling number of young prospects with non-traditional needs and wants (Sections 4, 5).

CMC defines the geographic market as being within a 25-mile drive-time distance from Youngstown (Appendix B, C). The market is segmented into Needs Based (boat owners) and Not Need Based (social) member prospects. The criteria for Need Based is a boat of 26+ in length; the criteria for Not Need Based is an annually income of \$75,000. Based on CMC's data (Appendix C, Sections 2, 3) there are 190 new boat owning prospects annually and 2,187 prospective social members (for all types of private clubs) in Western New York. (Section 6)

Cost is a factor for not joining for all classes and types of members (Section 4.2). Comparing YYC to Other Boating Clubs (Section 8) is difficult because all other clubs surveyed provide slips.

YYC membership trends are downward. 31% is age 65 or older; 61% is age 55 or older; 32% is age 35-55; and only 5% less than age 35 (Section 9 and Appendix D).

YYC is challenged by a geographic area with a low number of boat owner prospects, “considerable” competition and “ample” opportunities for marina and dry storage services; a “dangerous” trend in regular membership attrition; and “higher future attrition” in membership age segmentation (Section 10).

Section 11 contains a SWOT analysis of YYC Strengths and Weaknesses, and a listing of Opportunities and Threats.

A discussion list for reviewing YYC's mission and outlining its plans for the future is provided in Section 3.

¹ CMC: Club Mark Corporation.

2. Club Mark Report

2.1. **Recommendations**

Reassess the Club's Mission Statement in light of current conditions and trends. *Suggestion:*

"To provide the best possible club and boating facilities and events for the enjoyment of members, their families and guests.

2.1.1. **Membership Director**

Review Current Categories
Dining Only Possibilities
Limited Access
Would Business Associate Membership be Attractive?
Create Theme – Set Sail

2.1.2. **External Programs**

Boat Shows
New Move-Ins
Slip Renters
Dry Storage

2.1.3. **Internal Programs**

Member Incentives
Exciting Activities to Showcase YCC
Ambassadors Program
VIP Program
Differentiating – Team Marketing

"In any moment of decision, the best thing you can do is the right thing. The worst thing you can do is nothing."

3. The Private Club Industry General Overview

(From CMC)

- Economy. Its Comeback May Offer Some Respite.
- Member Malaise. Members Not Recommending New Members in Pace With Attrition = Net Losses
- Lack of Leisure Time Keeps Members and Potential Members Away from the Club and It's Activities
- Aging Membership. Contributes to above normal attrition.

- Uncertain Business Climate - Members Are More Concerned About Maintaining Their Businesses Than Spending an Afternoon on the Golf Course [leisure time]
- Negative Press - Every National Publication We Read Seems to be Running an Obituary on the Private Club
- The Next Generation Seems to Have No Interest in the Social Aspects of the Private Club.
- Geopolitical Issues Deeply Affected the Private Club After 9/11. Boat Sales Declined Nationally in 2001 and 2002.

4. The Private Club Paradigm

(From CMC)

Membership is No Longer the Homogeneous Group it Once Was...

4.1. Today's Diverse Member Values

(From CMC)

4.1.1. Matures

This is Often the Group Most Affected by Changes

Characteristics:

- Tenured Players (experienced sailors)
- Traditional
- Loyal
- Work is a Privilege
- Education is a Privilege
- Strong Work Ethic



4.1.2. Boomers

This Generation Has Not Yet Fully Discovered the Benefits of the Club Lifestyle

Characteristics:

- The "me" Generation
- Forever Young
- Education a Birthright
- Upwardly Mobile
- Proud of Possessions
- Image Conscious

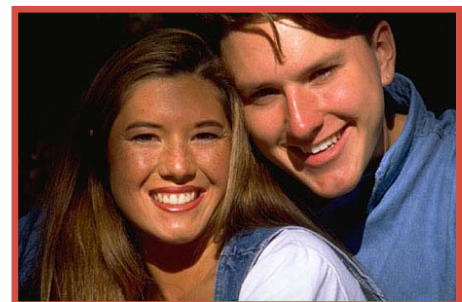


4.1.3. Xers

This Group, in Search of Economic Opportunity is Moving from the Birthplace to Larger Metropolitan Areas and Away from Private Clubs

Characteristics:

- Lost Generation
- Searching
- Seeks Diversity
- Clubs Not Terribly Important
- Education a Tool



4.2. Today’s Member Wants and Needs

(From CMC)

The importance of knowing about these differences is the strategic implication of what tomorrow’s club must look like.

	Xers	Boomers	Matures
Day Care	Important	Important	No Kids: Not Important
Junior Programs	Important	Very Important	Not Important
Social Events	Not Important	Somewhat Important	Extremely Important
Activities	Not Important	Somewhat Important	Extremely Important
Amenity Desires			
Fitness Facility	Yes	Yes	Yes
Business Center	Yes	Yes	No
Pool/Tennis	Yes	Yes	No
Reasons for Not Joining	Cost	Cost	Cost
Best Communication Vehicles	Email	Email, Fax, Newsletter	Newsletter, some web-enabled

5. Strategic Issues Effecting Membership Stability

(From CMC)

- Market Area Wealth Density and Boating Participation Rate (26’ & Above)
- Community Perception
- Competition
 - Pricing
 - Perception
- Membership Trends & Profiles
 - Historic Member Usage Patterns & Trends
 - Age Segmentation of Membership

6. YYC Market Analysis

(From CMC)

6.1. Market Characteristics

Primary Market: Need Based

- Boat Owners
- Potential Owners
- Friends of Owners
- Past Owners Still Socially Active

Secondary Market: Not Need Based

- Social & Dining
- Social Activities
- Luncheon Activity
- Business
- Junior Social

6.2. Market (Prospect) Assumptions

6.2.1. Registered Boat Owners

(See Appendix C, Section 3)

- 25 Minutes Covers travel time to North Buffalo
- Approximately 54,000 Boat Registrations – Lake Ontario and Niagara River
- NMMA National Study Concludes 4.7% of All Boats Over 26 Feet
- By Extension 4.7% of 94,000 Would Represent Approximately 2,538 Boats Over 26 Feet in the Market Area

6.2.2. Potential Boat Owners

- NMMA Indicates a 7.5% Increase in Boat Registrations 2001 to 2002 (Latest Survey)
- By Extension, 7.5% of 54,000 Registrations is an Increase of 4050 Registrations in the Market Area
- By Extension, 4.7% of the New Registrations Would Be Boats Over 26 Feet Resulting in the Potential of 190 New Prospective Boat Owners Annually

6.2.3. Social Members

The Only Qualifying Factor is Affordability

Note: Within the 10 minutes drive time area there are only 2,187 house holds with annual incomes over \$75,000

Recommendations

1. Determine Number of Non-Boating Members (Survey Them as Part of the Strategic Plan)
2. This Segment Represents a Significant Opportunity and Must be Thoroughly Analyzed as to Why They Joined and Why They Stay

7. Community Perception of Yacht Clubs

How Does the Community Perceive Youngstown Yacht Club?

- Not Open – Stuffy, Elitist.
- Membership Available Only to Boat Owners
- The Wealthy Segment
- Older Membership
- Open Only Seasonally

8. Competition (Other Boating Clubs)

Competitive Entity	Classifications & Initiation Fee	Dues	Summer Dockage / Mooring	Distance from YYC
Port Dalhousie YC	N/A	N/A	\$804 US \$22.30 L+W+GST Dock	12 Miles
Port Dalhousie Pier Marine	N/A	N/A	\$1825 30 ft Dock	12 Miles
St. Catherine's marine			\$1634 US 30ft Dock	8 Miles
Buffalo YC	Active \$2000	\$1320	\$978	12 Miles
	Social \$2000	\$600	30ft-City	
	Intern \$485	\$480	\$848	
	Junior \$50	\$50	\$26ft Abino	
Tuscorora Sailing & Canoe	Full/Regular \$500	\$250	\$1800	12 Miles
	Social \$250	\$125	\$60/linear Foot dock	
Wilson Boat House	N/A	N/A	\$2550 \$85/ft.	12 Miles
Olcott Yacht Club	N/A	N/A	Newfane: \$38/ft. Headly: \$55/ft.	18 Miles

9. Youngstown Yacht Club Trends

(See Appendix D)

9.1. **Membership**

Attrition Ranges from 3% in 2004 to 10% in 2005

- Net Lost 67 Regular Members Since 1994

- Significant Lost Revenues

Excessive Pressure on Replenishment

9.2. **Membership Age**

Nearly 30% of Members Over Age 65

10. Membership Stability Scorecard

10.1. Market Area Wealth Density/Boat Ownership - Low

10.2. Community Perception - Unknown

10.3. Competition

- Considerable Competition

- Marinas and Dry Storage Ample

10.4. Membership Trends & Profiles

10.4.1. Historic Member Usage Patterns & Trends – Unknown

10.4.2. Regular Member Attrition Increasing – Danger Sign

10.4.3. Age Segmentation of Membership – Higher Future Attrition

11. SWOT Analysis

Strengths

- Property on Waterfront - View
- Location Relative to Destination Sailing
- Racing Program
- Access to River/Lake Ontario
- History & Tradition
- Food & Beverage Arrangement
- RCR Relationship
- 70 Moorings

Weaknesses

- Lack of Slippage & Additional Moorings
- Lack of Parking – Stairs to Roadway
- Lack of Land to Expand Services
- Excessive Wake Due to Boat Traffic
- Not Powerboat Friendly
- No Family Amenities
- Lack of Volunteers
- Lack of Cash Flow & Capital
- Aging Membership
- Difficulty in Attracting New Members
- Shrinkage of Population & Sailors
- No Orchestrated Sustained Marketing Efforts
- Billing Cycle in January/February
- No Assimilation Process for New Members
- Insufficient Staff
- Seating Capacity
- No Management Staff Ratio
- Lack of Consistent Participation in Events
- Limited Market

11.1. Opportunities

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ Other Activities ▪ Family Amenities and Activities ▪ Reciprocals ▪ Planned Entertainment ▪ Appeal to Power Boaters ▪ Local Dining Only Membership ▪ Collegiate Sailing Program ▪ Merge & Partnerships ▪ Membership Director ▪ Tap Into New Boat Owners | <ul style="list-style-type: none"> ▪ Participate in Boat Shows ▪ Sustained Marketing Effort ▪ Events to Showcase the Club |
|---|--|

11.2. Threats

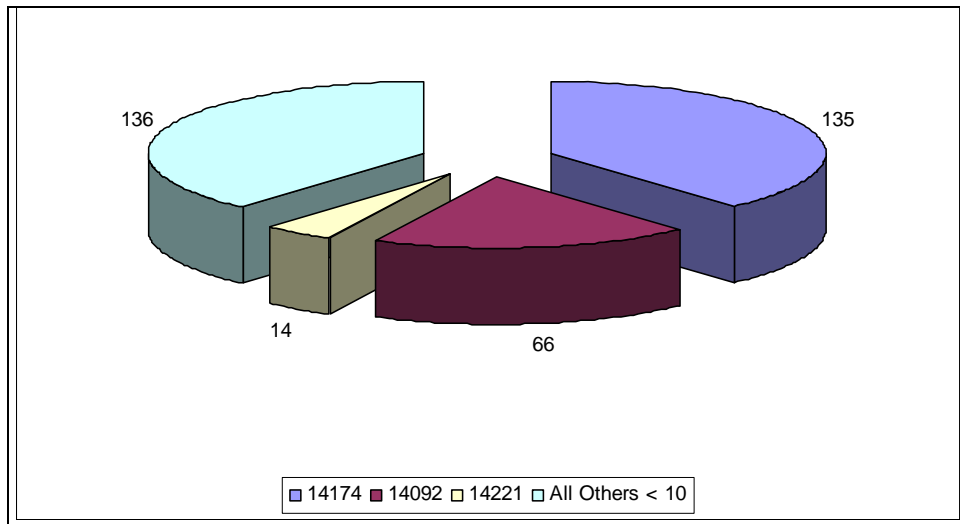
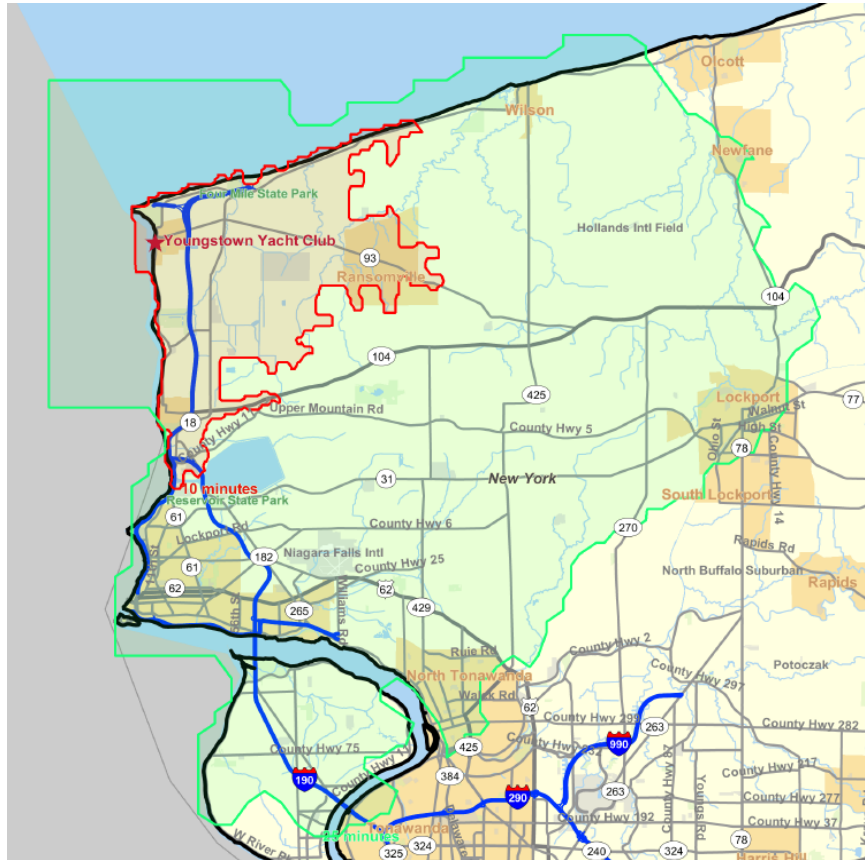
- Continued Membership Losses Unsustainable
- Lack of Reserves/Capital
- Lack of Vision
- Member Malaise

Appendix A: Club Mark Corporation Background

Rick Coyne, President Club Mark Corporation
Executive Director, Professional Club Marketing Association

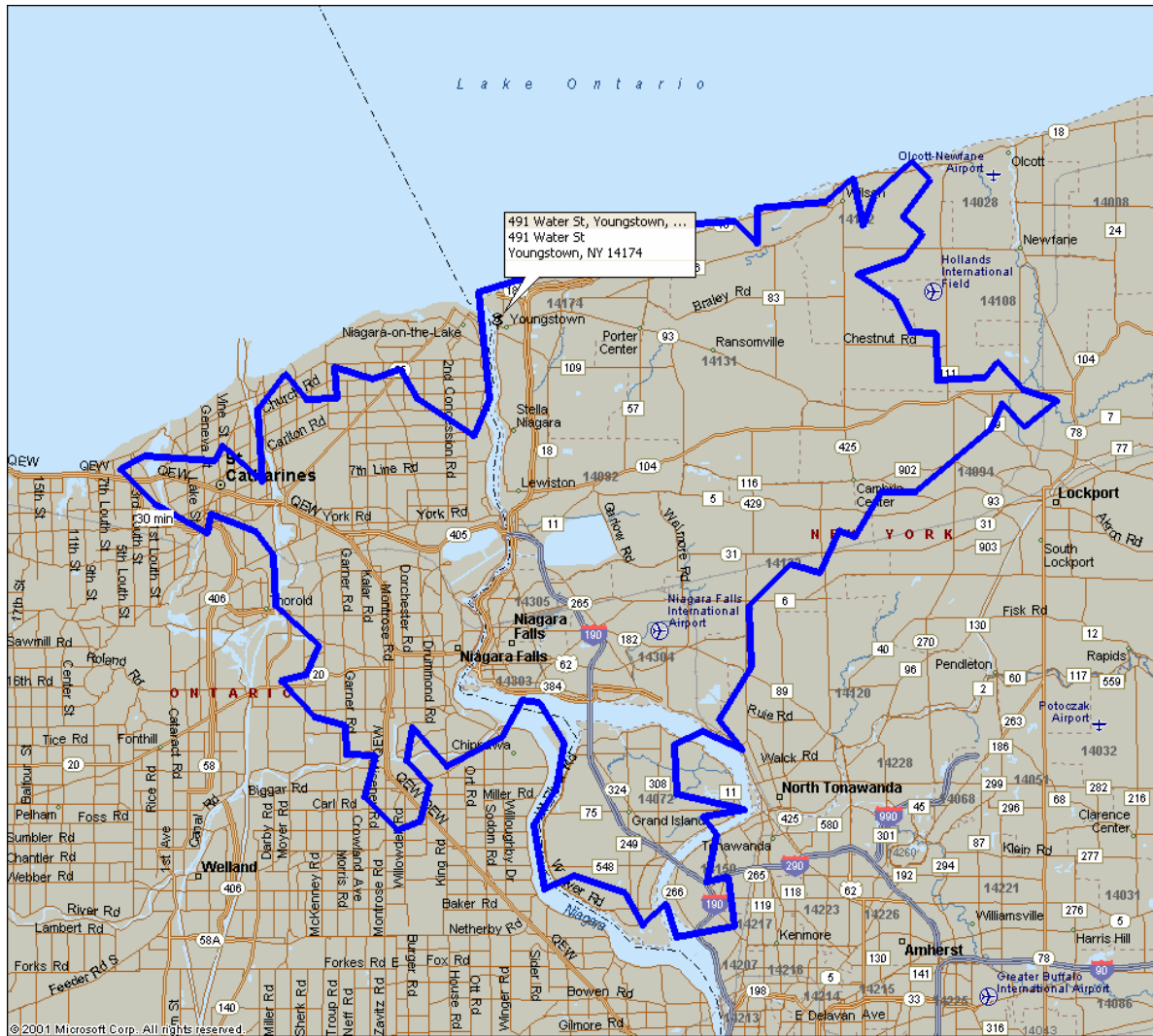
- 585 Past Clients Throughout the World Over the Past 25 Years
 - Strategic Long Range Planning Vs. Short Term
 - Comprehensive Study for Informed Decisions
 - Membership Initiative & Implementation Procedures
- Over 480 Workshops and Seminars for Club Managers, PGA, NGCOA and Boards
- Developed Educational Library, Hundreds of Articles and Founded Professional Club Marketing Association

Appendix B: YYC Households by Geographic Area



Appendix C: Prospective Members

1. Map: Households within 25 Mile Drive Area



2. Household Income Distributed by Age

2.1. 25 Mile Drive Area

Households within 25 Minute Drive with Incomes of \$100,000 Plus.

Total: 9,303

	<25	25-34	35-44	45-54	55-64	65-74	>75
\$100,000 - \$149,999	89	375	1347	2757	1522	460	270
\$150,000 - \$199,999	72	110	253	433	295	179	145
\$200,000 - \$249,999	39	46	99	109	131	34	76
\$250,000 - \$499,999	14	29	74	113	127	29	36
\$500,000 Plus	2	6	10	9	10	3	0
	216	566	1783	3421	2085	705	527

Table 1

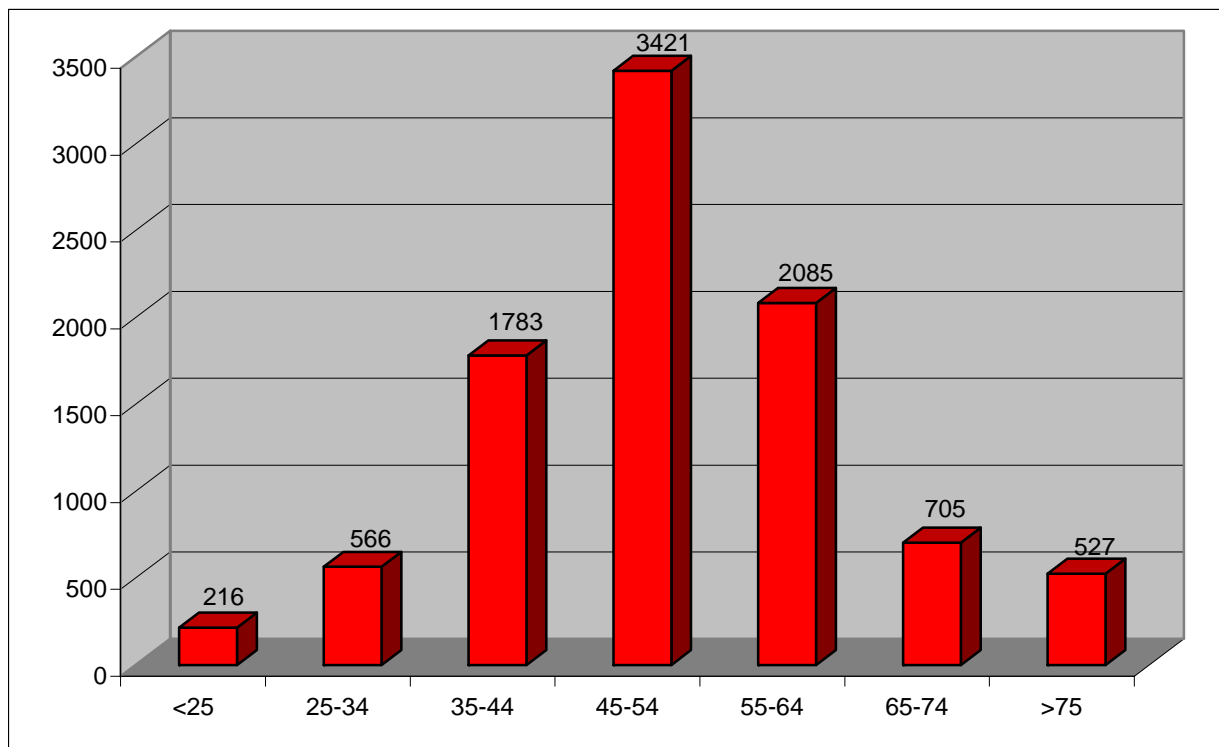


Chart 1

2.2. 10 Mile Drive Area

Households within 10 Minute Drive with Incomes of \$75,000 Plus.

Total: 2,187

	<25	25-34	35-44	45-54	55-64	65-74	>75
\$75,000 - \$99,999	9	53	214	286	181	97	59
\$100,000 - \$149,999	9	41	191	300	225	48	30
\$150,000 - \$199,999	7	7	26	46	62	32	43
\$200,000 - \$249,999	10	12	16	28	19	5	11
\$250,000 - \$499,999	3	11	25	28	28	2	10
\$500,000 Plus	1	2	4	2	3	0	1
Total	39	126	476	690	518	184	154

Table 2

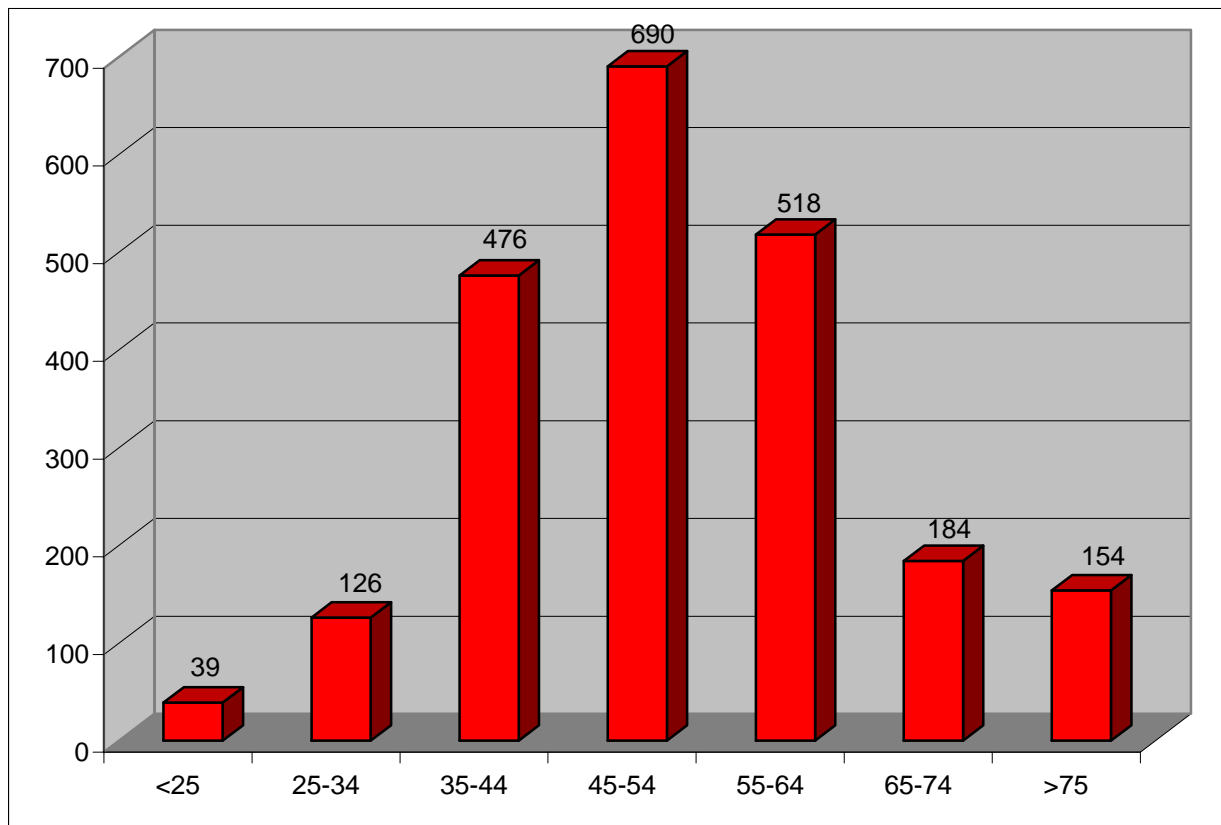


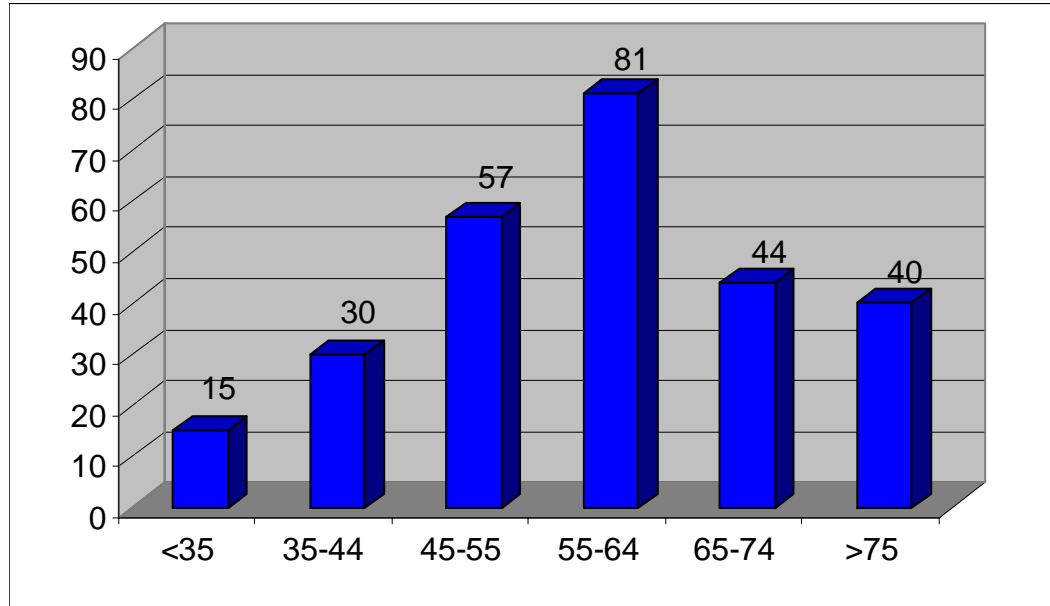
Chart 2

3. Area Boat Registrations

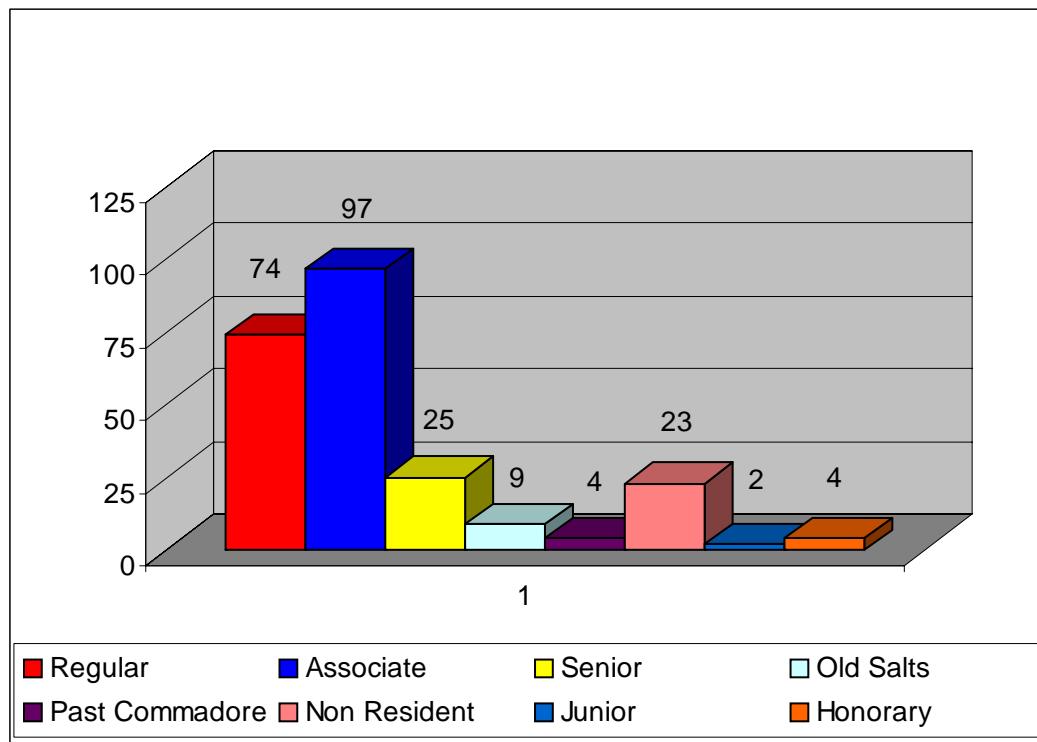
Waters	Registered Boaters	Shoreline Miles
Lake Champlain	Unknown	Unknown
St. Lawrence River	9,158	114
Lake Ontario	42,640	277
Lower Niagara River	1,755	7
Upper Niagara River	10,016	20
Lake Erie	131,128	356
Detroit River	28,193	27
Lake St. Clair	81,617	62
St. Clair River	8,903	43
Lake Huron	47,770	461
St. Marys River Area	2,347	110
Lake Superior	94,787	786
Waters Adjoining Canada	458,313	2,263
Lake Michigan	332,065	1,160
Total Great Lakes	790,378	3

Appendix D: YYC Membership Trends

1. Membership Age Breakdown

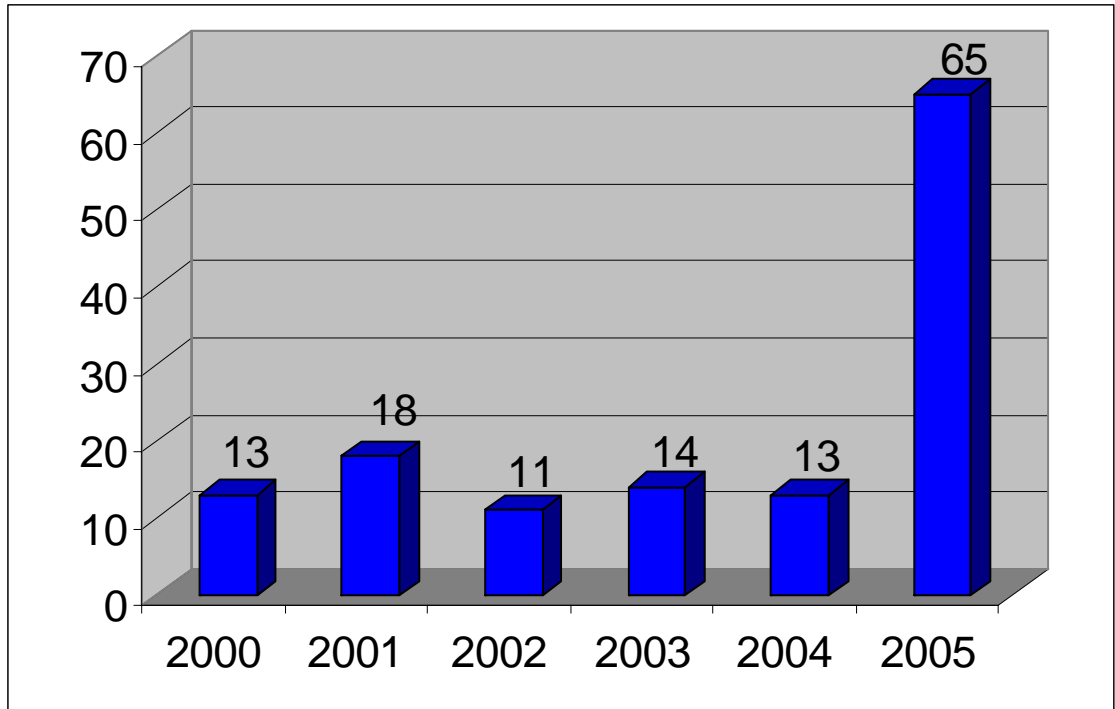


2. Totals Members By Classifications

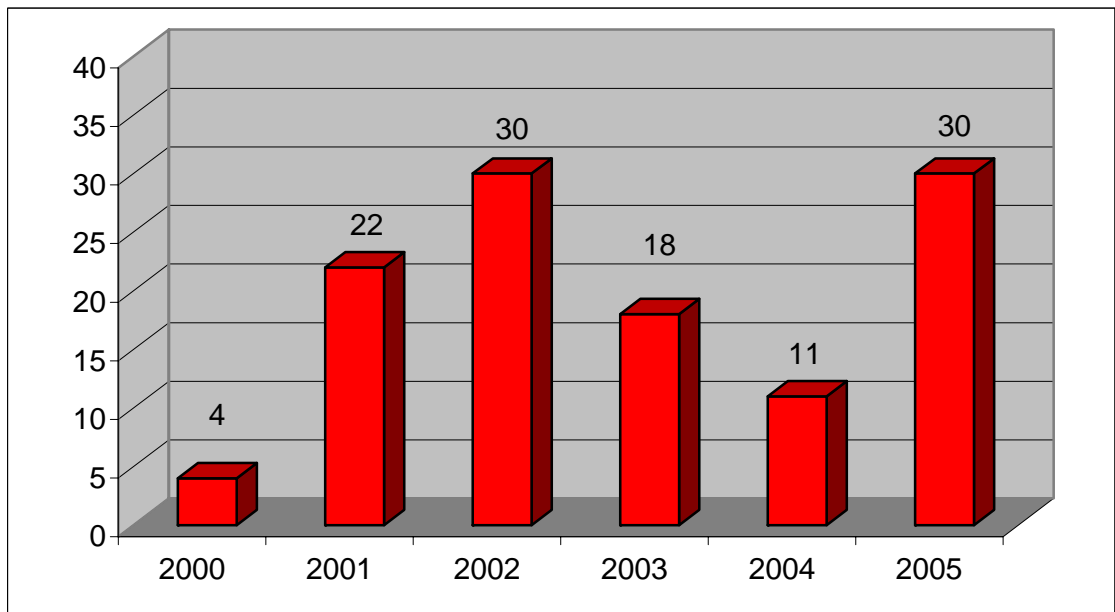


3. Total New Members 2005

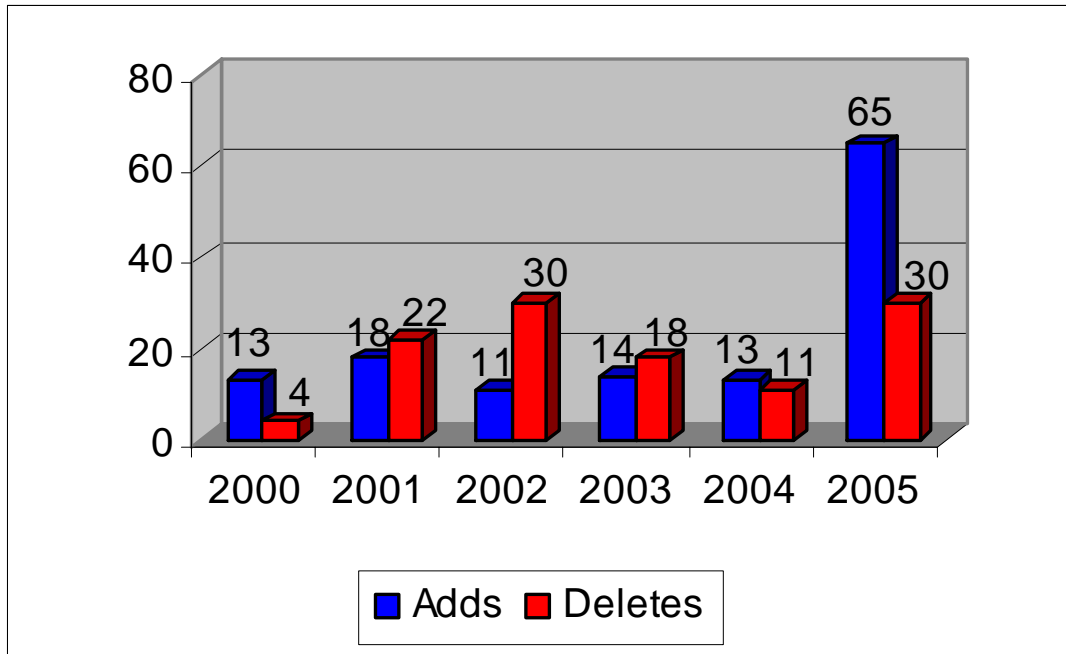
- No Initiation Fee campaign
- 40 of the 65 were new Social members



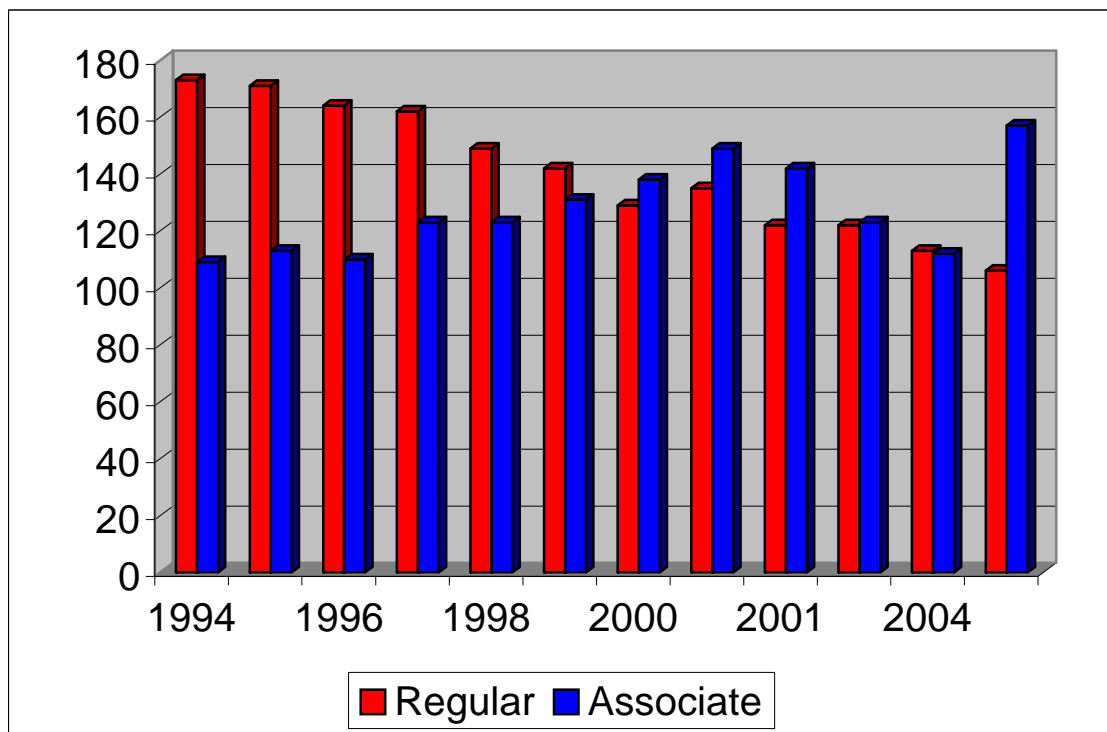
4. Total Annual Attrition



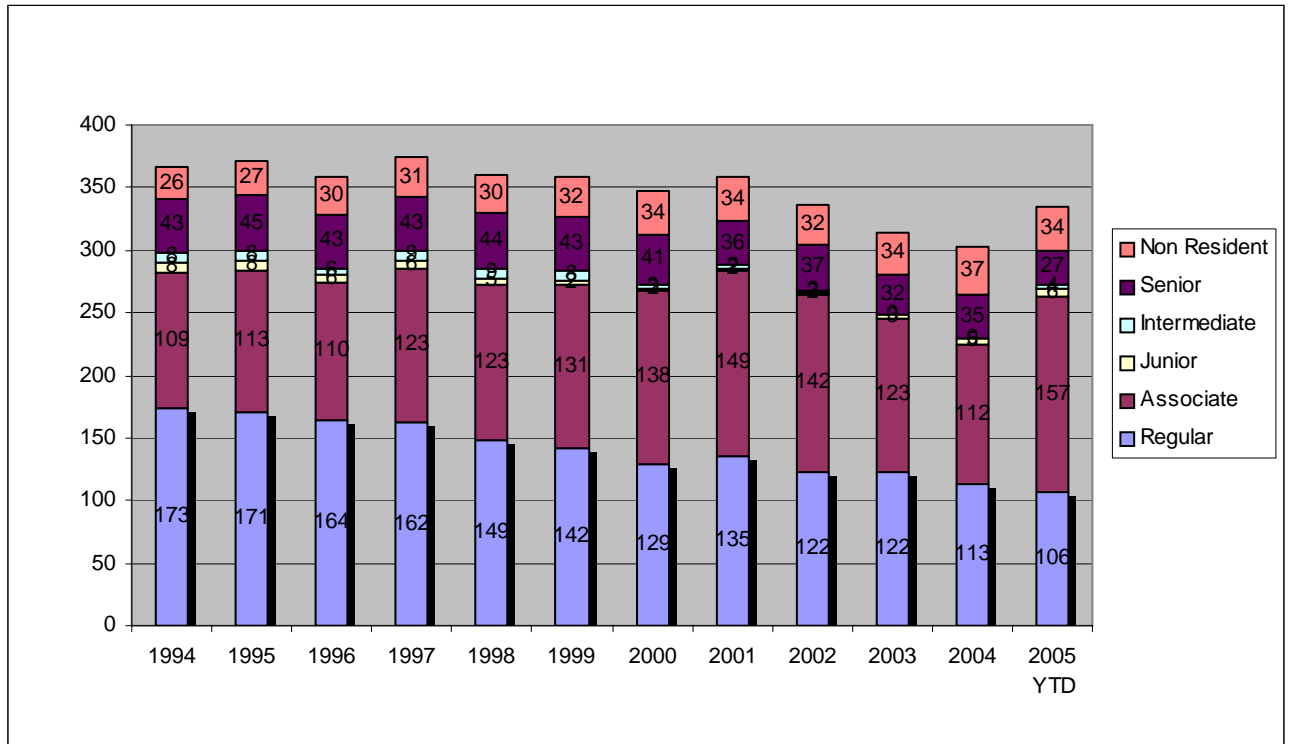
5. Total Adds/Deletes



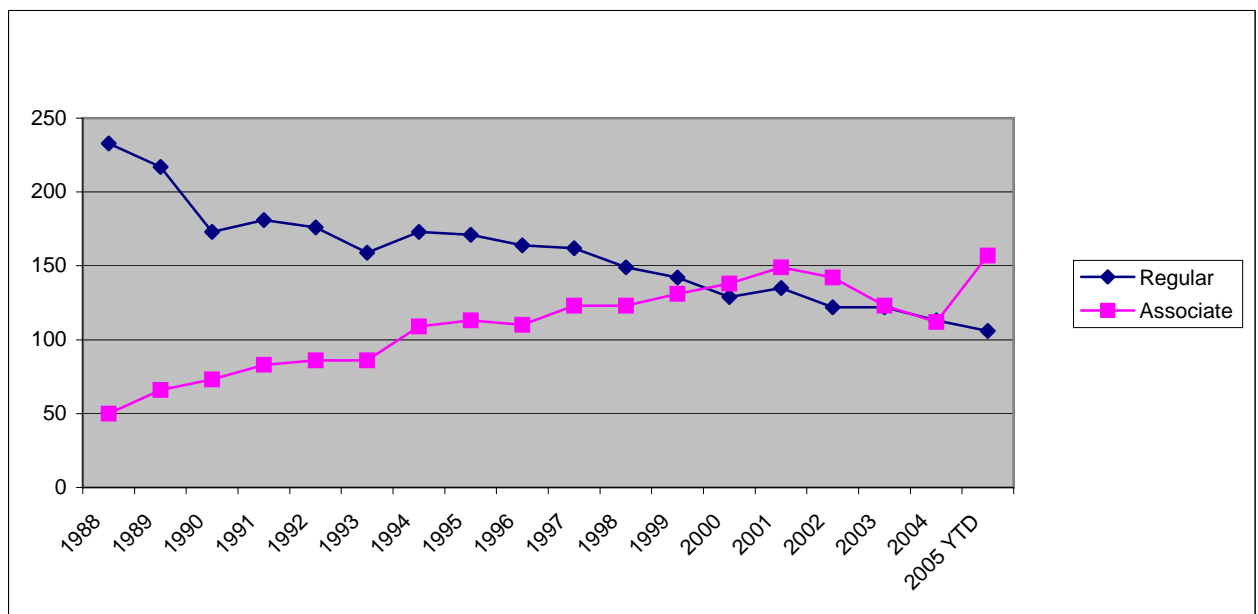
6. Membership Trending



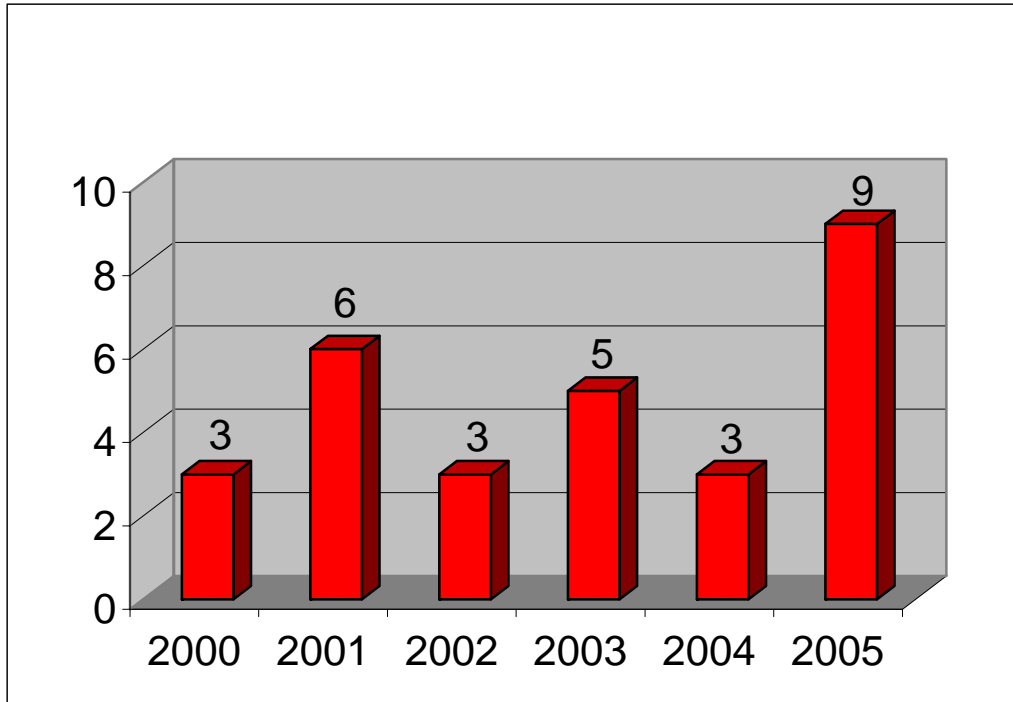
7. *YYC Membership Trends*



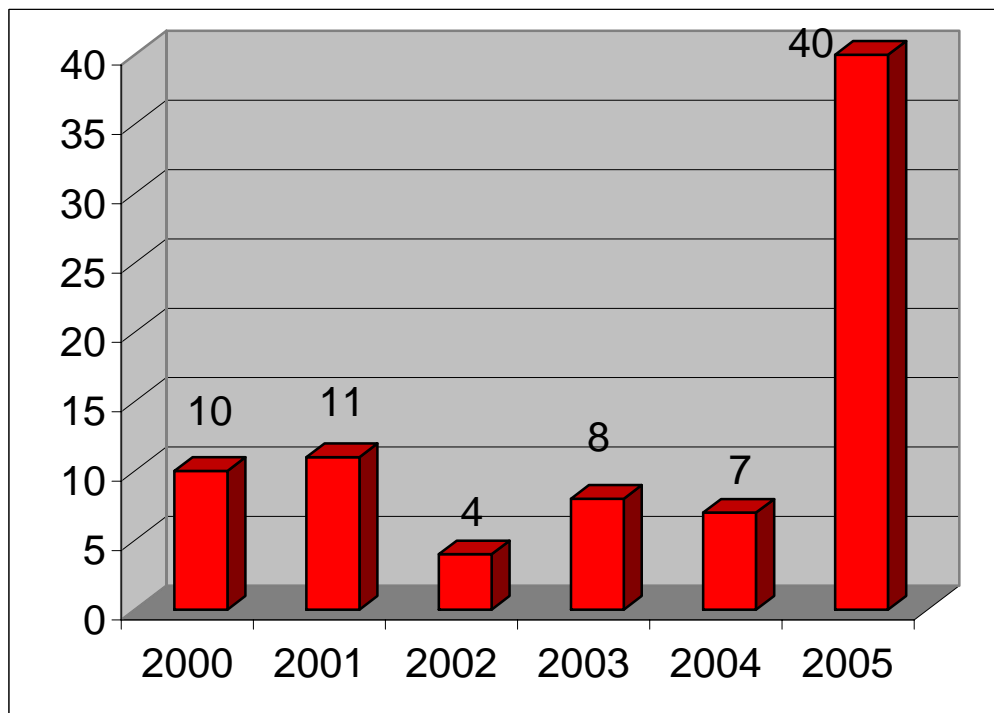
8. *Regular & Associate Member Trends*



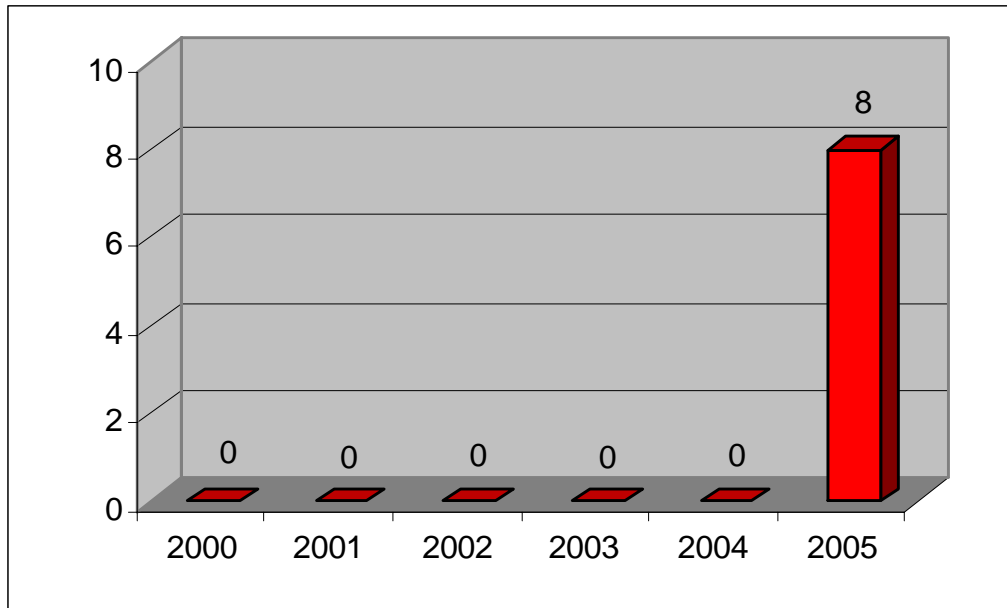
9. *Member Type – Regular*



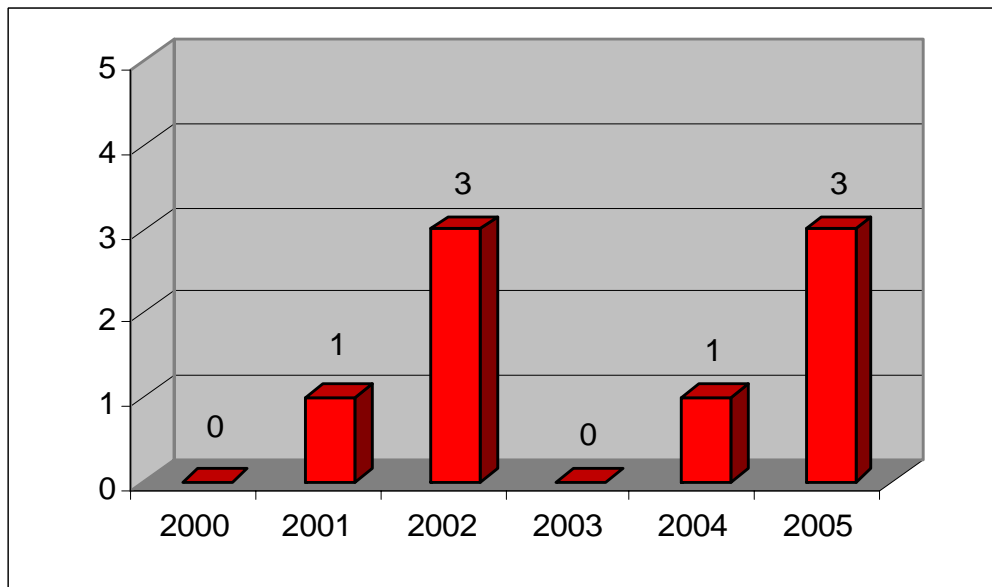
10. *Member Type – Associate*



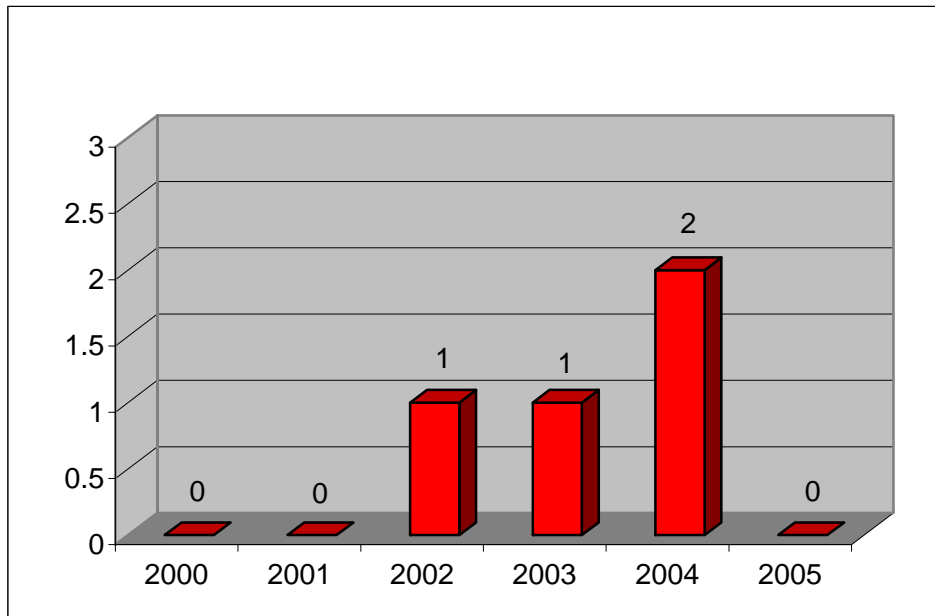
11. *Member Type – Jr. Assoc.*



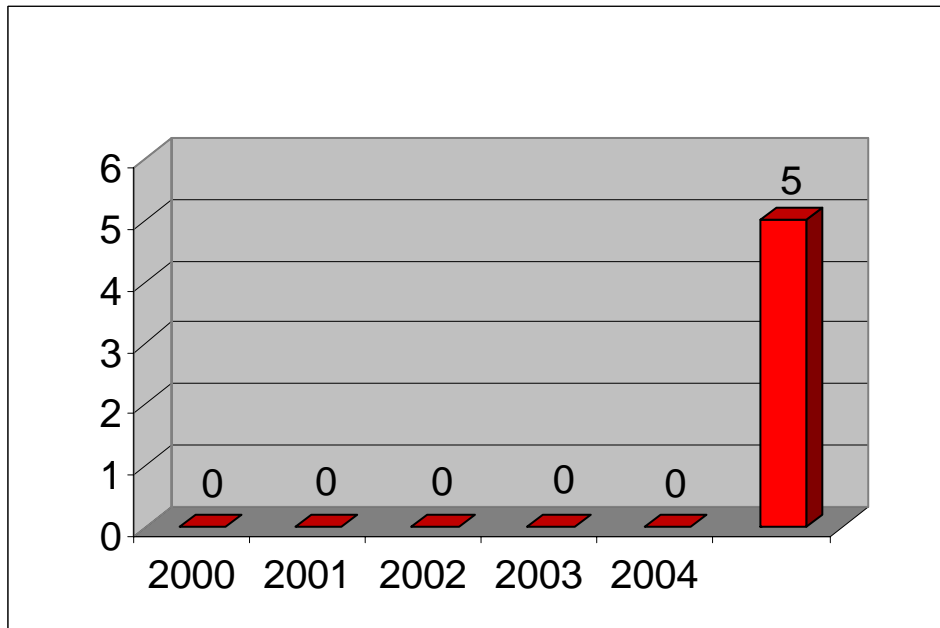
12. *Member Type – Non Resident*



13. Member Type – Junior



14. Member Type – Intermediate



15. Age by Income Profile: Drive Time 10 minutes, Year 2000

	Prepared By Census 2000	2005	2010	2005-2010 Change	2005-2010 Annual Rate
Population	14,990	15,024	15,084	60	0.08%
Households	5,866	5,984	6,067	83	0.28%
Median Age	42.1	44.4	46.1	1.7	0.75%

Census 2000 Households by Income and Age of Householder

	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
HH Income Base	137	467	1,345	1,324	1,045	754	771
<\$10,000	43	34	36	49	29	21	90
\$10,000 - \$14,999	17	16	45	13	28	41	135
\$15,000 - \$24,999	11	42	68	98	91	157	178
\$25,000 - \$34,999	43	67	123	100	111	103	100
\$35,000 - \$49,999	15	102	256	154	208	121	102
\$50,000 - \$74,999	8	128	343	359	216	204	78
\$75,000 - \$99,999	0	39	258	255	137	67	26
\$100,000 - \$149,999	0	26	153	224	156	30	19
\$150,000 - \$199,999	0	2	26	31	35	7	35
\$200,000+	0	11	37	41	34	3	8
Median HH Income	\$23,025	\$45,965	\$61,613	\$65,358	\$54,755	\$39,441	\$23,854
Average HH Income	\$22,553	\$53,429	\$69,230	\$77,108	\$75,288	\$47,155	\$39,645

Percent Distribution

	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
HH Income Base	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<\$10,000	31.4%	7.3%	2.7%	3.7%	2.8%	2.8%	11.7%
\$10,000 - \$14,999	12.4%	3.4%	3.3%	1.0%	2.7%	5.4%	17.5%
\$15,000 - \$24,999	8.0%	9.0%	5.1%	7.4%	8.7%	20.8%	23.1%
\$25,000 - \$34,999	31.4%	14.3%	9.1%	7.6%	10.6%	13.7%	13.0%
\$35,000 - \$49,999	10.9%	21.8%	19.0%	11.6%	19.9%	16.0%	13.2%
\$50,000 - \$74,999	5.8%	27.4%	25.5%	27.1%	20.7%	27.1%	10.1%
\$75,000 - \$99,999	0.0%	8.4%	19.2%	19.3%	13.1%	8.9%	3.4%
\$100,000 - \$149,999	0.0%	5.6%	11.4%	16.9%	14.9%	4.0%	2.5%
\$150,000 - \$199,999	0.0%	0.4%	1.9%	2.3%	3.3%	0.9%	4.5%
\$200,000+	0.0%	2.4%	2.8%	3.1%	3.3%	0.4%	1.0%

Data Note: Census 2000 income is expressed in current (1999) dollars

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2005 and 2010.

16. Age by Income Profile: Drive Time 10 minutes, Year 2005

2005 Households by Income and Age of Householder

	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
HH Income Base	164	486	1,068	1,361	1,158	814	939
<\$15,000	51	36	61	40	46	52	226
\$15,000 - \$24,999	8	43	46	70	82	136	195
\$25,000 - \$34,999	42	48	77	83	90	85	113
\$35,000 - \$49,999	17	95	169	146	190	127	137
\$50,000 - \$74,999	7	138	239	332	232	230	114
\$75,000 - \$99,999	9	53	214	286	181	97	59
\$100,000 - \$149,999	9	41	191	300	225	48	30
\$150,000 - \$199,999	7	7	26	46	62	32	43
\$200,000 - \$249,999	10	12	16	28	19	5	11
\$250,000 - \$499,999	3	11	25	28	28	2	10
\$500,000+	1	2	4	2	3	0	1
Median HH Income	\$29,422	\$52,324	\$66,880	\$75,561	\$66,388	\$50,428	\$28,597
Average HH Income	\$60,630	\$69,760	\$81,872	\$87,264	\$85,186	\$57,940	\$48,159

Percent Distribution

	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
HH Income Base	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<\$15,000	31.1%	7.4%	5.7%	2.9%	4.0%	6.4%	24.1%
\$15,000 - \$24,999	4.9%	8.8%	4.3%	5.1%	7.1%	16.7%	20.8%
\$25,000 - \$34,999	25.6%	9.9%	7.2%	6.1%	7.8%	10.4%	12.0%
\$35,000 - \$49,999	10.4%	19.5%	15.8%	10.7%	16.4%	15.6%	14.6%
\$50,000 - \$74,999	4.3%	28.4%	22.4%	24.4%	20.0%	28.3%	12.1%
\$75,000 - \$99,999	5.5%	10.9%	20.0%	21.0%	15.6%	11.9%	6.3%
\$100,000 - \$149,999	5.5%	8.4%	17.9%	22.0%	19.4%	5.9%	3.2%
\$150,000 - \$199,999	4.3%	1.4%	2.4%	3.4%	5.4%	3.9%	4.6%
\$200,000 - \$249,999	6.1%	2.5%	1.5%	2.1%	1.6%	0.6%	1.2%
\$250,000 - \$499,999	1.8%	2.3%	2.3%	2.1%	2.4%	0.2%	1.1%
\$500,000+	0.6%	0.4%	0.4%	0.1%	0.3%	0.0%	0.1%

Data Note: Income reported for July 1, 2005 represents annual income for the preceding year, expressed in current (2004) dollars, including an adjustment for inflation.

Source: ESRI forecasts for 2005

17. Age by Income Profile: Drive Time 10 minutes, Year 2010

2010 Households by Income and Age of Householder

	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
HH Income Base	155	548	903	1,375	1,300	865	916
<\$15,000	48	39	41	30	38	45	204
\$15,000 - \$24,999	5	37	29	57	72	110	172
\$25,000 - \$34,999	36	47	63	96	81	75	106
\$35,000 - \$49,999	14	90	113	113	185	120	132
\$50,000 - \$74,999	6	147	183	282	240	239	109
\$75,000 - \$99,999	12	72	185	296	199	112	64
\$100,000 - \$149,999	8	56	193	335	290	63	40
\$150,000 - \$199,999	10	27	45	78	82	81	56
\$200,000 - \$249,999	10	19	21	44	50	15	15
\$250,000 - \$499,999	5	13	26	34	45	5	16
\$500,000+	1	1	4	10	18	0	2
Median HH Income	\$30,914	\$57,576	\$77,151	\$82,193	\$78,269	\$56,009	\$32,216
Average HH Income	\$70,830	\$78,095	\$92,936	\$100,662	\$105,171	\$70,924	\$55,696

Percent Distribution

	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
HH Income Base	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<\$15,000	31.0%	7.1%	4.5%	2.2%	2.9%	5.2%	22.3%
\$15,000 - \$24,999	3.2%	6.8%	3.2%	4.1%	5.5%	12.7%	18.8%
\$25,000 - \$34,999	23.2%	8.6%	7.0%	7.0%	6.2%	8.7%	11.6%
\$35,000 - \$49,999	9.0%	16.4%	12.5%	8.2%	14.2%	13.9%	14.4%
\$50,000 - \$74,999	3.9%	26.8%	20.3%	20.5%	18.5%	27.6%	11.9%
\$75,000 - \$99,999	7.7%	13.1%	20.5%	21.5%	15.3%	12.9%	7.0%
\$100,000 - \$149,999	5.2%	10.2%	21.4%	24.4%	22.3%	7.3%	4.4%
\$150,000 - \$199,999	6.5%	4.9%	5.0%	5.7%	6.3%	9.4%	6.1%
\$200,000 - \$249,999	6.5%	3.5%	2.3%	3.2%	3.8%	1.7%	1.6%
\$250,000 - \$499,999	3.2%	2.4%	2.9%	2.5%	3.5%	0.6%	1.7%
\$500,000+	0.6%	0.2%	0.4%	0.7%	1.4%	0.0%	0.2%

Data Note: Income reported for July 1, 2010 represents annual income for the preceding year, expressed in current (2009) dollars, including an adjustment for inflation.
 Source: ESRI forecasts for 2010.

18. Age by Income Profile: Drive time 20 Minutes, Year 2000

	Census 2000	2005	2010	2005-2010 Change	2005-2010 Annual Rate
Population	177,823	177,973	178,846	873	0.1%
Households	71,321	72,345	73,293	948	0.26%
Median Age	38.1	39.9	41.3	1.4	0.69%

Census 2000 Households by Income and Age of Householder

	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
HH Income Base	2,843	9,816	16,162	14,173	9,706	9,211	9,484
<\$10,000	738	1,057	1,111	1,051	951	946	1,608
\$10,000 - \$14,999	540	722	769	531	578	897	1,628
\$15,000 - \$24,999	630	1,491	1,759	1,139	1,046	2,109	2,652
\$25,000 - \$34,999	407	1,617	2,235	1,245	1,077	1,772	1,462
\$35,000 - \$49,999	353	1,920	2,929	2,054	1,607	1,515	1,076
\$50,000 - \$74,999	132	1,992	3,846	3,563	2,057	1,232	569
\$75,000 - \$99,999	28	715	2,171	2,391	1,205	361	232
\$100,000 - \$149,999	15	232	1,065	1,792	865	296	116
\$150,000 - \$199,999	0	27	164	268	163	51	65
\$200,000+	0	43	113	139	157	32	76
Median HH Income	\$16,813	\$35,147	\$46,421	\$56,698	\$46,360	\$28,786	\$19,892
Average HH Income	\$21,441	\$41,030	\$52,528	\$62,959	\$56,551	\$36,153	\$30,497

Percent Distribution

	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
HH Income Base	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<\$10,000	26.0%	10.8%	6.9%	7.4%	9.8%	10.3%	17.0%
\$10,000 - \$14,999	19.0%	7.4%	4.8%	3.7%	6.0%	9.7%	17.2%
\$15,000 - \$24,999	22.2%	15.2%	10.9%	8.0%	10.8%	22.9%	28.0%
\$25,000 - \$34,999	14.3%	16.5%	13.8%	8.8%	11.1%	19.2%	15.4%
\$35,000 - \$49,999	12.4%	19.6%	18.1%	14.5%	16.6%	16.4%	11.3%
\$50,000 - \$74,999	4.6%	20.3%	23.8%	25.1%	21.2%	13.4%	6.0%
\$75,000 - \$99,999	1.0%	7.3%	13.4%	16.9%	12.4%	3.9%	2.4%
\$100,000 - \$149,999	0.5%	2.4%	6.6%	12.6%	8.9%	3.2%	1.2%
\$150,000 - \$199,999	0.0%	0.3%	1.0%	1.9%	1.7%	0.6%	0.7%
\$200,000+	0.0%	0.4%	0.7%	1.0%	1.6%	0.3%	0.8%

Data Note: Census 2000 income is expressed in current (1999) dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2005 and 2010.

19. Age by Income Profile: Drive time 20 Minutes, Year 2005

2005 Households by Income and Age of Householder

	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
HH Income Base	2,989	9,286	14,472	16,050	11,278	8,198	10,071
<\$15,000	1,098	1,453	1,436	1,498	1,433	1,333	2,888
\$15,000 - \$24,999	629	1,308	1,436	1,092	1,044	1,658	2,575
\$25,000 - \$34,999	401	1,315	1,645	1,278	1,094	1,399	1,586
\$35,000 - \$49,999	393	1,795	2,633	2,164	1,735	1,386	1,337
\$50,000 - \$74,999	156	1,974	3,397	3,872	2,313	1,200	737
\$75,000 - \$99,999	96	875	2,142	2,725	1,574	517	414
\$100,000 - \$149,999	89	375	1,347	2,757	1,522	460	270
\$150,000 - \$199,999	72	110	253	433	295	179	145
\$200,000 - \$249,999	39	46	99	109	131	34	76
\$250,000 - \$499,999	14	29	74	113	127	29	36
\$500,000+	2	6	10	9	10	3	7
Median HH Income	\$20,192	\$38,576	\$50,386	\$60,106	\$52,432	\$32,335	\$22,574
Average HH Income	\$35,484	\$47,438	\$59,628	\$70,317	\$65,585	\$45,219	\$34,947

Percent Distribution

	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
HH Income Base	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<\$15,000	36.7%	15.6%	9.9%	9.3%	12.7%	16.3%	28.7%
\$15,000 - \$24,999	21.0%	14.1%	9.9%	6.8%	9.3%	20.2%	25.6%
\$25,000 - \$34,999	13.4%	14.2%	11.4%	8.0%	9.7%	17.1%	15.7%
\$35,000 - \$49,999	13.1%	19.3%	18.2%	13.5%	15.4%	16.9%	13.3%
\$50,000 - \$74,999	5.2%	21.3%	23.5%	24.1%	20.5%	14.6%	7.3%
\$75,000 - \$99,999	3.2%	9.4%	14.8%	17.0%	14.0%	6.3%	4.1%
\$100,000 - \$149,999	3.0%	4.0%	9.3%	17.2%	13.5%	5.6%	2.7%
\$150,000 - \$199,999	2.4%	1.2%	1.7%	2.7%	2.6%	2.2%	1.4%
\$200,000 - \$249,999	1.3%	0.5%	0.7%	0.7%	1.2%	0.4%	0.8%
\$250,000 - \$499,999	0.5%	0.3%	0.5%	0.7%	1.1%	0.4%	0.4%
\$500,000+	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.1%

Data Note: Income reported for July 1, 2005 represents annual income for the preceding year, expressed in current (2004) dollars, including an adjustment for inflation.

Source: ESRI forecasts for 2005.

20. Age by Income Profile: Drive time 20 Minutes, Year 2010

2010 Households by Income and Age of Householder

	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
HH Income Base	2,938	9,523	12,203	16,562	13,649	8,488	9,929
<\$15,000	996	1,287	1,037	1,290	1,534	1,140	2,548
\$15,000 - \$24,999	592	1,199	1,126	1,009	1,131	1,516	2,230
\$25,000 - \$34,999	363	1,178	1,275	1,178	1,193	1,320	1,437
\$35,000 - \$49,999	387	1,715	1,977	1,990	1,914	1,340	1,268
\$50,000 - \$74,999	203	2,145	2,833	3,783	2,653	1,342	870
\$75,000 - \$99,999	129	1,052	1,873	2,706	1,929	625	609
\$100,000 - \$149,999	120	575	1,429	3,287	2,244	681	495
\$150,000 - \$199,999	95	223	361	842	473	346	271
\$200,000 - \$249,999	40	105	156	261	281	109	155
\$250,000 - \$499,999	11	41	118	169	231	64	42
\$500,000+	2	3	18	47	66	5	4
Median HH Income	\$22,202	\$43,335	\$54,166	\$66,452	\$57,606	\$37,238	\$25,967
Average HH Income	\$39,569	\$54,222	\$67,507	\$80,408	\$76,386	\$55,219	\$43,103

Percent Distribution

	< 25	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
HH Income Base	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<\$15,000	33.9%	13.5%	8.5%	7.8%	11.2%	13.4%	25.7%
\$15,000 - \$24,999	20.1%	12.6%	9.2%	6.1%	8.3%	17.9%	22.5%
\$25,000 - \$34,999	12.4%	12.4%	10.4%	7.1%	8.7%	15.6%	14.5%
\$35,000 - \$49,999	13.2%	18.0%	16.2%	12.0%	14.0%	15.8%	12.8%
\$50,000 - \$74,999	6.9%	22.5%	23.2%	22.8%	19.4%	15.8%	8.8%
\$75,000 - \$99,999	4.4%	11.0%	15.3%	16.3%	14.1%	7.4%	6.1%
\$100,000 - \$149,999	4.1%	6.0%	11.7%	19.8%	16.4%	8.0%	5.0%
\$150,000 - \$199,999	3.2%	2.3%	3.0%	5.1%	3.5%	4.1%	2.7%
\$200,000 - \$249,999	1.4%	1.1%	1.3%	1.6%	2.1%	1.3%	1.6%
\$250,000 - \$499,999	0.4%	0.4%	1.0%	1.0%	1.7%	0.8%	0.4%
\$500,000+	0.1%	0.0%	0.1%	0.3%	0.5%	0.1%	0.0%

Data Note: Income reported for July 1, 2010 represents annual income for the preceding year, expressed in current (2009) dollars, including an adjustment for inflation.

Source: ESRI forecasts for 2010.