

Strategic Alternatives Committee

June 9, 2023

Our Charter

Develop and Present Strategic Alternatives to our Members by our Members for the currently suspended PIF budgeted project at Mountain View

Meeting Rules REMINDER

1. Mutual respect in all matters (otherwise John plays the harmonica)
2. Meeting time Friday at 2:00 at Oakmont B (Members can send/bring delegates) -
Seating is limited to fire code
3. Meeting length not to exceed 2 hours
4. Raise hand to be recognized
5. Side conversations to be allowed so long as not disruptive (If it becomes disruptive John will start playing his harmonica)
6. Meeting starts with short review of last meeting and then continuation of where we left off
7. Transparency and sharing the information obtained with all - There are no secrets in the SAC Lab.

Rules for Guests

- The gallery is for members to have an opportunity to see the workings of the committee, and not to make personal comments, or express their personal views about what the committee should decide.
- Committee members, representing a wide range of members, are the primary participants in the process. Guests should rely on the committee members to properly represent them.



Data-driven Decision-Making

A Framework for Ranking Alternatives

Key Decision Criteria

Member Use

Space

Cost

Data-driven Decision-Making

- Data-driven decision making is important because it helps you make decisions based on facts instead of biases.
- Start with the best data available
- If you're in a leadership position, making objective decisions is the best way to remain fair and balanced.

Measurements for Decision-Making

1. Whether the amenity helps fulfill Long Range Planning Committee's proposed Mission, Vision and Values
2. Historical and projected utilization of any new facility
3. Estimated capital cost involved
4. Estimated operating cost involved
5. Qualitative factors that add to the quality of life of members (Meeting guest suggestion)
6. Attractiveness of the amenity to members and prospective members
7. Redundancy of facility and amenities - Is the same amenity available nearby
8. Disruption/Displacement caused by construction of the amenity

Measures may be added, deleted or modified if the SAC believes they are not appropriate

May 5, 2023

SAC COMMITTEE

AMENITY COMPARISON BETWEEN OPTIONS

Existing Option 2 Option X Option Y Option Z

Cost	NA	40,000,000			
-------------	----	------------	--	--	--

PAC

Location	MV	MV			
Auditorium	11,200	37,934			
Seating fixed sloped floor		400			
Seating retractable	NA	NA			
Seating Folding Chairs	300				

Fitness/Gym

3,800	17,318			
-------	--------	--	--	--

Pools

Sports	no	2,800			
Lap	MP	1,600			
Resort (Existing MP)	5,000	5,900			
Spa	No	330			
Walking	No	None			
Pool area		29,504			

Other Sports

Pickleball	7	Future/Interim			
Tennis	2	None			
Lawn Bowling	1	New			
Mini Golf	1	Future			

Other

Picnic grounds	1				
----------------	---	--	--	--	--

Interim Lakeview Courts	No	?			
-------------------------	----	---	--	--	--

SAC SCORE CARD

Rank - Your opinion of how well the proposed alternative satisfies the measurement

High - Equals or exceeds the measurement

Medium - Meets measurement or is just slightly below measurement

Low - Falls below measurement

Rank

1. Does the plan help fulfill LRPC proposed Mission, Vision, Value Statement?

Comments	

Draft

2. Is there a good probability the planned amenities will be highly utilized by the community?

Comments	

3. Will the capital costs deliver a commensurate value to the community?

Comments	

4. Will the estimated operating costs be covered by current fees?

Comments	

SAC SCORE CARD (CONTINUED)

5. Do the described amenities add significantly to the quality of life of the members?	
Comments	

6. Will the described amenities attract existing and prospective members to the participate?	
Comments	

7. Are the same or similar amenities available close by?	
Comments	

8 . How disruptive is the plan for construction of the amenities?	
Comments	



A Recap of Member Usage Data

Let's Explore What the Data is Telling US

Phase 2 Data Analysis Recap

Date	Topic
5/4/2023	Performing Arts Center Tours
5/12/2023	2015-2019 Utilization of Facilities
5/19/2022	2022 Member Use Data & The Players Club Activity
6/2/2023	Pickleball Courts Usage PAC Site Analysis

2015-2019 Data Analysis

Capacity Analysis and Capacity Utilization Summary

- Billiards
- Bowling
- Golf
- Spa
- Tennis
- *Fitness – LRP Project 2022*
- Mini Golf
- Shuffleboard
- Pickleball
- Lawn Bowling

May 12, 2023

2022 Member Use by Activity

	2022	% of Total	Accumulative %	Trend
Golf	353,257	21%	21%	↑
Swimming	343,988	20%	41%	
Fitness	330,670	19%	61%	
Bowling	304,122	18%	78%	↓
Pickleball	69,858	4%	83%	↑
Tennis	11,668	1%	83%	↓
Basketball	334	0%	83%	
All the Activities	284,996	17%	100%	
Total	1,698,893	100%		

The Top Three Activities - Golf, Swimming, & Fitness

2023 Member Use by Center

	JAN	FEB	MAR	APR	YTD	% of Total
BELL	24,330	26,489	31,511	33,249	115,579	29%
FAIRWAY	17,453	16,269	18,498	19,527	71,747	18%
MARINETTE	16,634	15,423	18,309	16,573	66,939	17%
SUNDIAL	18,048	15,591	17,938	12,257	63,834	16%
LAKEVIEW	6,822	7,990	11,030	10,781	36,623	9%
MOUNTAIN VIEW	4,379	4,962	6,455	6,452	22,248	6%
OAKMONT	3,431	3,165	4,256	4,834	15,686	4%
TOTAL CENTER USAGE	91,097	89,889	107,997	103,673	392,656	100%

Oldest Centers Show Lowest Member Use

2022 Use of Pools & Fitness

	Swimming	Fitness	Pickball
Bell	73,152	110,382	-
Sundial	74,822	38,595	-
Fairway	54,260	92,309	-
Marinette	29,975	57,054	57,728
Lakeview	27,375	9,846	-
Mountain View	24,896	9,352	12,130
Oakmont	22,165	13,132	-

Oldest Centers have Lower Member Use



MOUNTAIN VIEW RECREATION CENTER

2022 Auditorium Utilization

Mountain View Center

Row Labels	Hours	% of Use
CONCERT BAND CLUB	6.5	0.4%
DANCE FOR FITNESS CLUB	43.5	2.6%
INDIVIDUAL RESERVATION	7.5	0.4%
LINE DANCE CLUB	5.0	0.3%
MOVIES	436.0	26.1%
OUTSIDE RESERVATION	8.0	0.5%
PICKLEBALL CLUB	2.0	0.1%
PLAYERS CLUB	1,144.0	68.4%
SENIOR SOFTBALL CLUB	9.5	0.6%
VINTAGE VEHICLES CLUB	7.0	0.4%
WOMENS CHORUS CLUB	3.0	0.2%
Hours	1,672.0	100.0%
Available Center Hours	5,401.0	
Percentage of Center Hours Used	31.0%	

The Players Club

High Auditorium Utilization

	1985	2020	2023	
Membership Estimate	500	175	125	
	2022 Shows			
USAGE IN WEEKS	Don't Talk	Savage	Old Hams	Total
Rehearsal	6	6	6	
Shows (6-7 nights)	1	1	1	
Total Weeks	7	7	7	21
Peak Season Availability				28
Usage Rate				75%
Total Year Availability				52
Usage Rate				40%

Source: Bill Loslo Worksheet

The Players Club

Year	Attendance	Performances	Average Per Performance
2015/2016	4,226	21	201
2016/2017	3,947	21	188
2017/2018	5,409	21	258
2018/2019	5,444	21	259
2019/2020	3,415	21	163
2020/2021	season cancellation		
2021/2022	2,167	12	181
2022/2023	3,237	18	180

Pre-COVID Attendance 4,700

Source: The Players Club

Performing Arts Center, Option 2

Likely Attendance

		Pre-Covid
Attendance	2022	Average
The Players Club Shows	3,237	4,757
Movies	Actual	Projection
Weeks	40	40
Times per Week	2	2
Total Shows	80	80
Attendance per Show	69	100
Total Attendance	5,520	8,000
Likely Attendance		12,757
Percent of Sun City Use		0.8%

Performing Arts Center Estimated Capital Cost \$12.0 million

Our Auditoriums

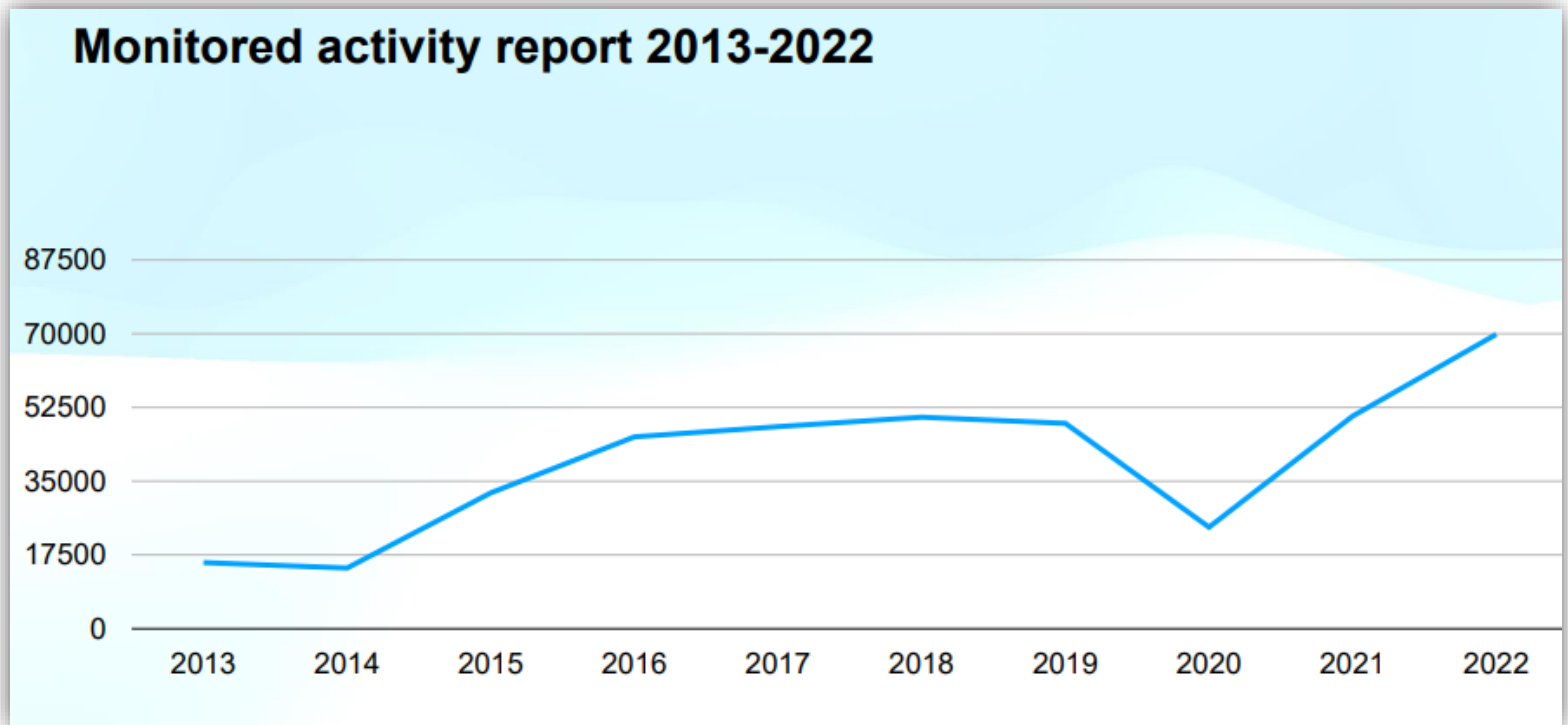
Center	Use	SF	Occupancy	Kitchen	Stage	AV	Floor
Marinette Center	1,646.50 35.8%	3,198	198/90	Y	N	Y	Wood
Mountain View Center	1,672.0 36.3%	6,984	800/550	Y	Y	Y	VCT
Oakmont Center	2,511.5 54.6%	2,065	150/100	Y	N	Y	LVP
Sundial Center	2,391.50 42.0%	9,632	900/750	N	Y	Y	Wood

Low Utilization Creates Opportunity
for Alternatives for The Players Club ??

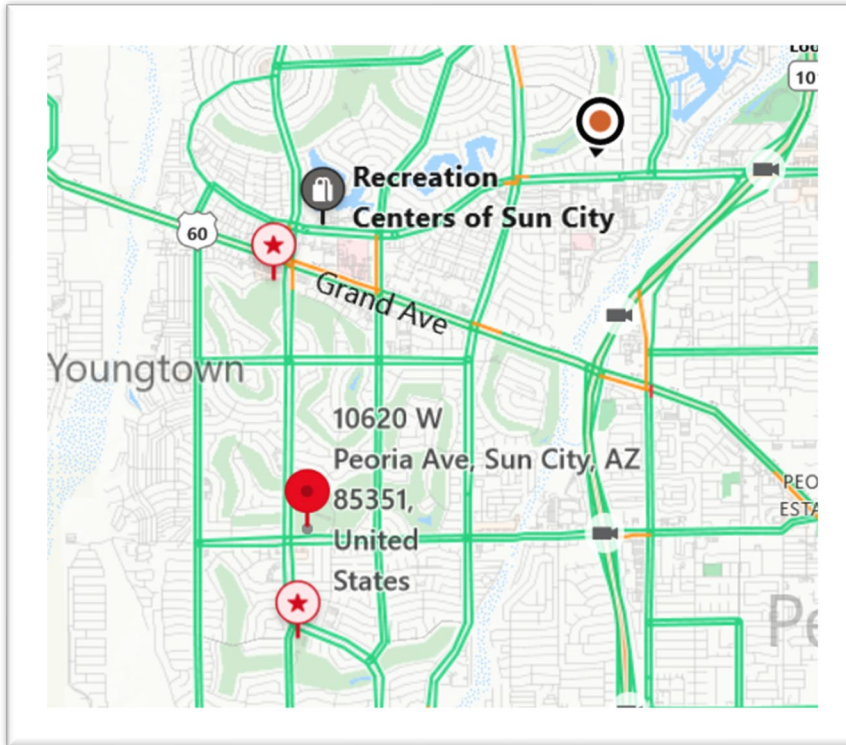
2022 Pickleball Club

- 27 lighted courts at two sites: Marinette (12 outdoor and 8 under roof) and Mountainview (7 outdoor)
- Club chartered in 2003, now 20 years old
- Ca. 1150 members
- Events: Ladders, Round Robins, Drop-in play, Social play, Modified play, 80+ group, Friday night social, Fun days, Reciprocal play (SCW), tournaments
- Marinette built 2015/16 (35,000 sq. Ft.); Mountainview 2014 (\$288,000)

Pickleball Member Use



Centers are Near Each Other



From Mountain View	Distance	Time
Fairway	1.0	3 minutes
Oakmont	2.1	6 minutes
Lakeview	3.1	9 minutes

How do we take advantage of the many Recreation Centers?



WHAT HAVE WE LEARNED?