



RCSC Town Hall Meeting

Hosted by the Long-Range Planning Committee,
supported by RCSC management for the Members of RCSC

Welcome

Moderators:

Cheri Marchio

Steve Oaks

1. Long Range Planning Committee creating member-to-member opportunities to collect community ideas and input.
2. Today is a recap on current projects and planning. Following the ~30-minute presentation the floor will be open for comments.
3. Capture comments for later feedback

Agenda



1. Changes are in Process



2. ASU/RCSC Work Study Summary



3. Strategic Pyramid



4. Mission, Vision, Values



5. Budget and Finance



6. Five Year Strategic Plan



7. Strategic Alternatives Committee

Changes Are In Process



Transparency – foremost operating guideline



Proactive data driven approach: Highest and Best Use of Funds



Renewed focus on maintaining all facilities to high quality standards (see Mission/Values)



Pragmatic approach to helping members who are truly in need.



Employee retention and satisfaction



A sense of urgency

ASU Work Summary

First survey in 20 years

Member Survey received 6,000 responses (~30%)

Focus groups included 140 residents

Three hour working group to offer suggestions

Amount of data is great

ASU Work Summary

Most Frequent Weekly Activities

1. Walking for pleasure: 73%
2. Cardio fitness: 51%
3. Water walking: 48%
4. Weight training: 43%
5. Mini golf: 40%
6. Golf: 39%
7. Sitting by pool: 34%
8. Pickleball/Lap Swim: 20%

Line of Sight Alignment



Strategic Pyramid:

*New concept to
planning*

Mission, Vision, Values

Built by members for members

Public statement we are proud to share

Who we are, Where we are going and
What we value

Proposed Mission

To maintain a financially sustainable corporation which provides our Members with a wide range of high-quality amenities, recreational opportunities, and social activities to enhance each Member's sense of well-being and purpose.

Proposed Vision

To be a national leader in 55+ socially active lifestyle communities.

Proposed Values

- We are committed to making Members our highest priority and giving them high quality service.
- We value our friendly and welcoming community and want to pass that along to future generations.
- We value teamwork and each person's contribution to the community.

Proposed Values - continued

- We maintain and improve amenities, operations, and infrastructure to modern, attractive, and environmentally friendly standards.
- We believe data and technology should be harnessed to support health, safety, efficiency, and maintain the integrity of our decision-making processes.
- We plan for the future and operate with a sense of urgency.

Budget 2024

Facing economic realities

New Process: From Management Driven to be member Inclusive – Committee met bi-weekly all summer

- Expanded Capital Project list to begin catch-up on \$20+ million in deferred maintenance and equipment
- Increase spending on Repair and Maintenance to improve condition of facilities and amenities
- Increase wages to approach market rates and reduce employee turnover

Five Year Strategic Plan

New initiative for General Manager

- Achieve balance of needs with resources using data-based decision making
- Transparent and realistic asset preservation and improvement planning
- Identify and appropriately fund deferred, current and future priorities

RCSC – Some Data at a Glance

- Over 1,000 acres of golf courses
- 350,000 rounds of golf played per year
- 246,000 square feet of center buildings
- Over 70 acres of land for centers
- 1,000,000+ member visits to centers each year

Data on Centers

CENTER	BUILT	ACRES	SQ FT	USE
MT. VIEW	1967	6.5	16,800	52,544
LAKEVIEW	1970	15.6	44,600	102,067
SUNDIAL	1973	10.6	85,100	215,797
BELL	1976	27.2	81,800	319,632
MARINETTE	1979	8.48	17,700	161,643
GRAND	2019			
FAIRWAY	2011	6.5	89,000	131,889
OAKMONT	1960	2.5	14,283	63,785
TOTALS		68	246,000	851,683

Strategic Alternatives Committee

- COMMITTEE ORGANIZATION

16 members represented activities impacted, community at large and other committee representatives

SAC held (16) two-hour meetings from May-October

Open meetings attended by over 150 Sun City members

Strategic Alternatives Committee

- DATA AND TREND ANALYSIS

Field trips, individual and small group research, online and competitor research, and expert input

Extensive idea sharing by various clubs and interests

*Approximately **450 Volunteer Hours** plus individual research studying various areas of importance*

Strategic Alternatives Committee

- COMPLEXITY OF THE DECISION

Location site for Performing Arts Center (PAC)

Renovation vs new building

Space needed for: water volleyball, dance, pickleball, etc.

How much money, space, and effort should be allotted and where?

Balancing existing member wants and future needs

Strategic Alternatives Committee

RESOURCES

Meeting videos, presentations and handouts are available for review on the RCSC website

Strategic Alternatives Committee

- Recommendations

20+ alternative proposals were presented

Plan 'M'

- 1. PAC would remain at Mt. View*
- 2. All existing activities would remain at Mt. View; except tennis*
- 3. Fitness increased in size, Swim activities increased and PAC increased*
- 4. Pickle Ball increased approx. 30%*

Strategic Alternatives Committee

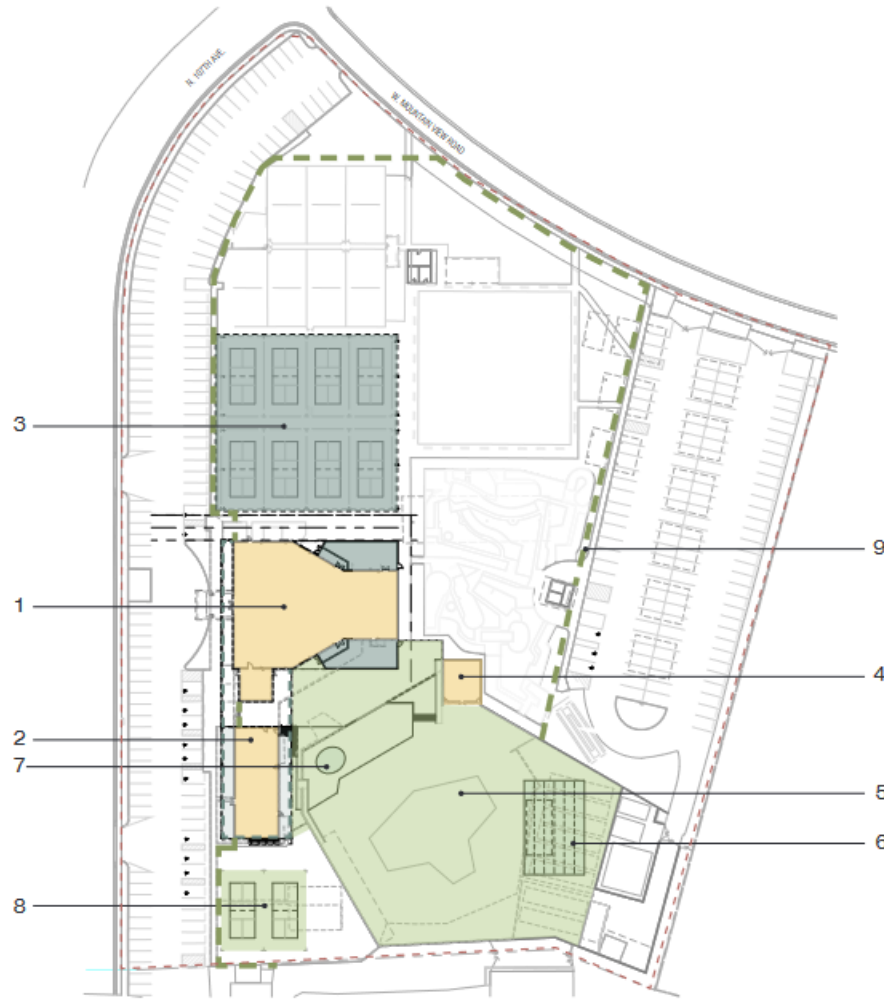
- Recommendations - continues

Plan 'B'

- 1. PAC would remain at Mt.View with undetermined improvements and seating – no new cost estimates*
- 2. 12 new indoor Pickle Ball courts – 21,000 s.f., estimated cost for 8 courts is \$10M*
- 3. Fitness Center increased in size – 15,000 s.f. estimated cost is \$7.5M*

Plan M

Architect supplied



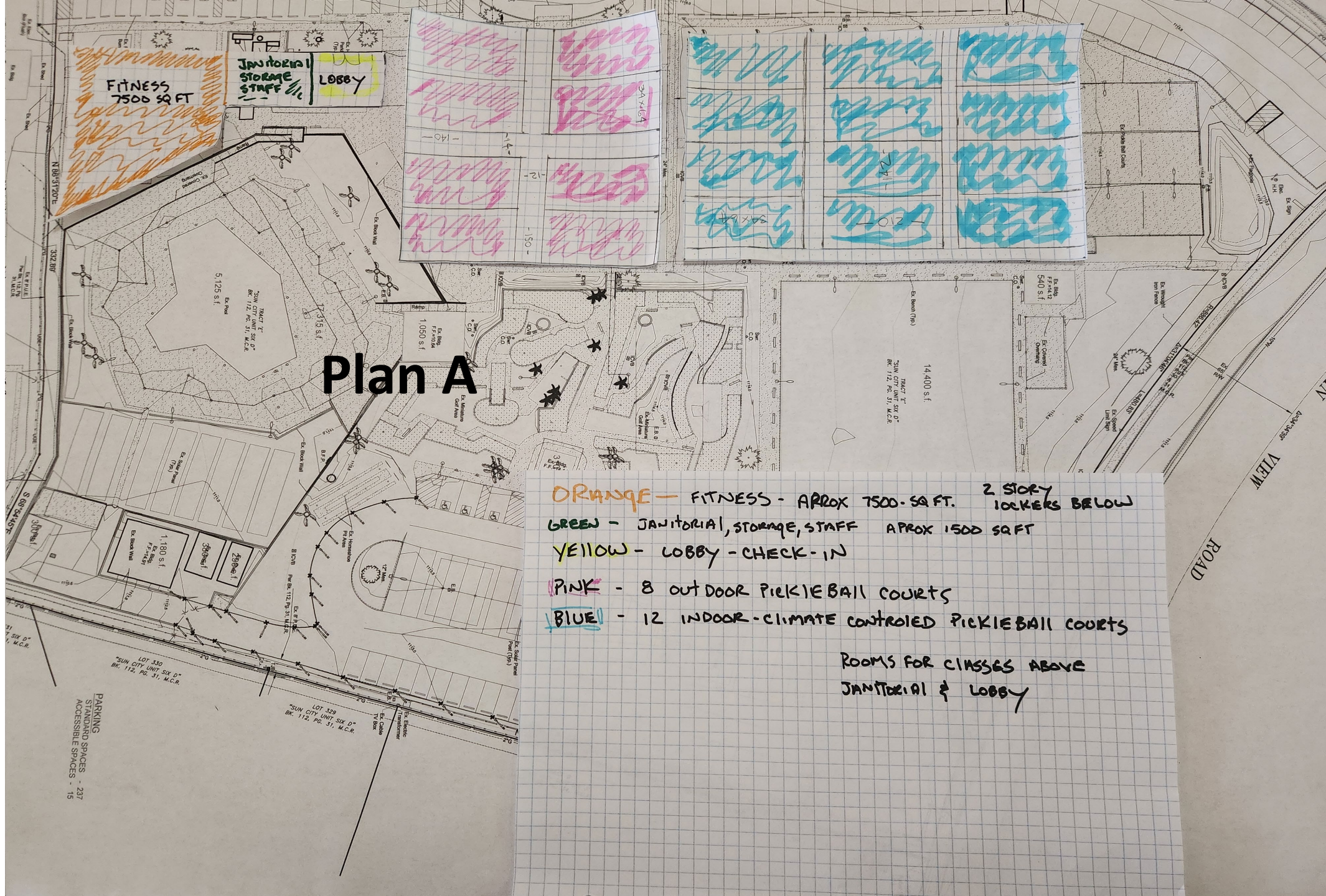
MOUNTAIN VIEW RECREATION CENTER		
COST ESTIMATE SUMMARY		
Overall Construction Cost		\$22,342,000
Total Overall Project Cost		\$25,232,000
1 Auditorium Renovation and Addition		
Construction Cost	\$11,609,000	
Total Project Cost	\$13,111,000	
2 Shower and Fitness Renovation and Addition		
Construction Cost	\$4,451,000	
Total Project Cost	\$4,974,000	
3 New Shaded Pickleball Courts		
Construction Cost	\$2,921,000	
Total Project Cost	\$3,270,000	
4 Renovated Showers and Restrooms		
Construction Cost	\$475,000	
Total Project Cost	\$540,000	
5 Refinished Resort Pool		
Construction Cost	\$1,143,000	
Total Project Cost	\$1,297,000	
6 New Lap / Sport Pool		
Construction Cost	\$1,080,000	
Total Project Cost	\$1,237,000	
7 New Outdoor Spa		
Construction Cost	\$188,000	
Total Project Cost	\$230,000	
8 New Exterior Pickleball Courts		
Construction Cost	\$197,000	
Total Project Cost	\$242,000	
9 New Perimeter Fencing		
Construction Cost	\$278,000	
Total Project Cost	\$331,000	

- ## Highlights:
- 1. Renovated PAC
 - 2. Add 8 Soft Covered PB courts
 - 3. Fitness/Shower Renovation/addition
 - 4. Spa/hot tub outdoor
 - 5. Refinish large pool
 - 6. Sport/lap pool
 - 7. 2 new south PB courts

Plan A

Highlights:

1. PAC moved to other property (Lakeview, Bell, etc.)
2. Blue area: 12 indoor HVAC PB courts
3. Pink: 8 outdoor PB courts
4. Orange is two story Fitness/Shower like Fairway
5. Pool, mini-golf, lawn bowling stays
6. No sports pool



Plan B

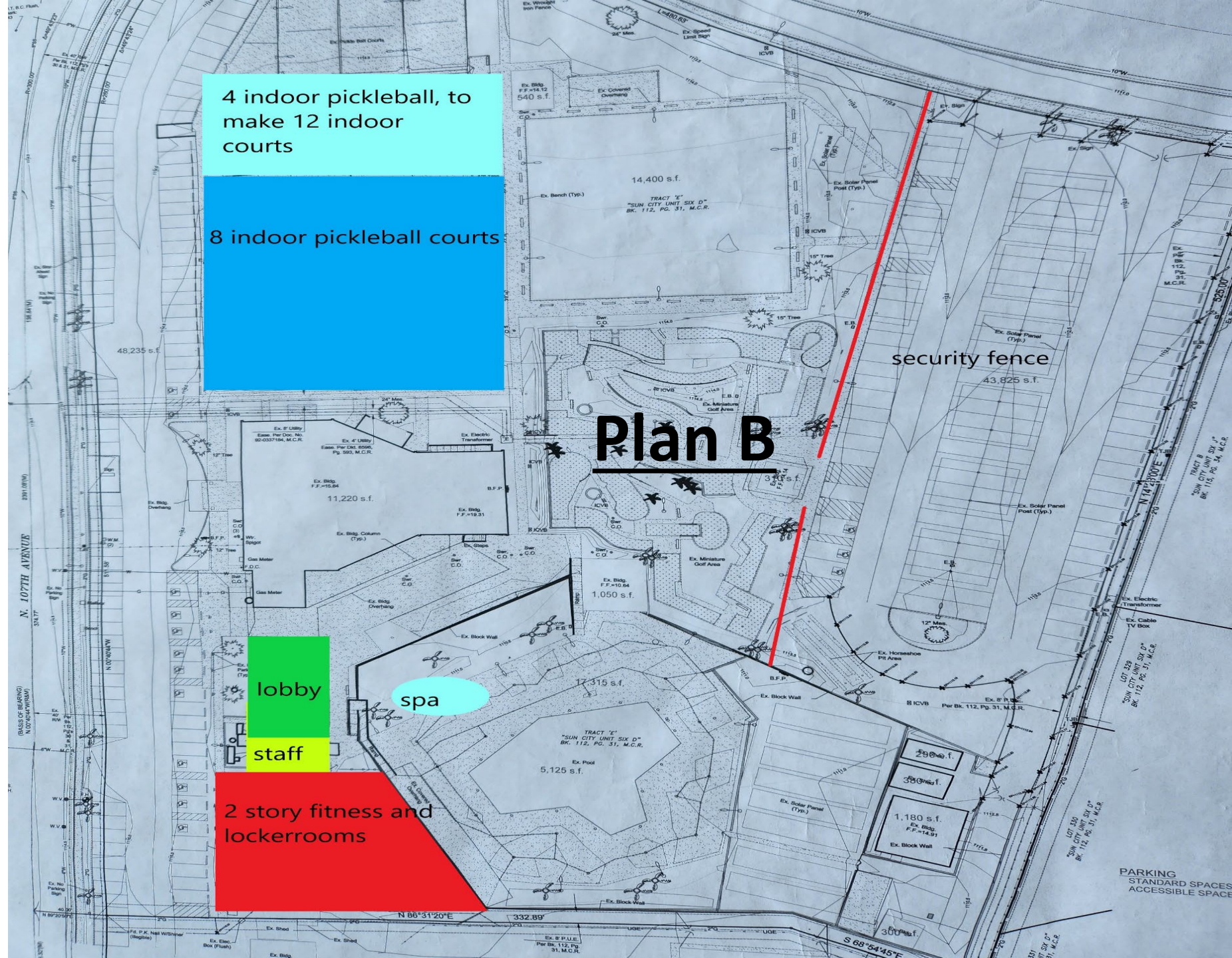
Highlights:

1. Pickleball: possible 12 courts by making 4 of the current outside courts indoor and making 8 indoor courts where the tennis courts are, but expand the usable area to the east and south

2. Fitness Center:

Expanded to south
unused area, two story

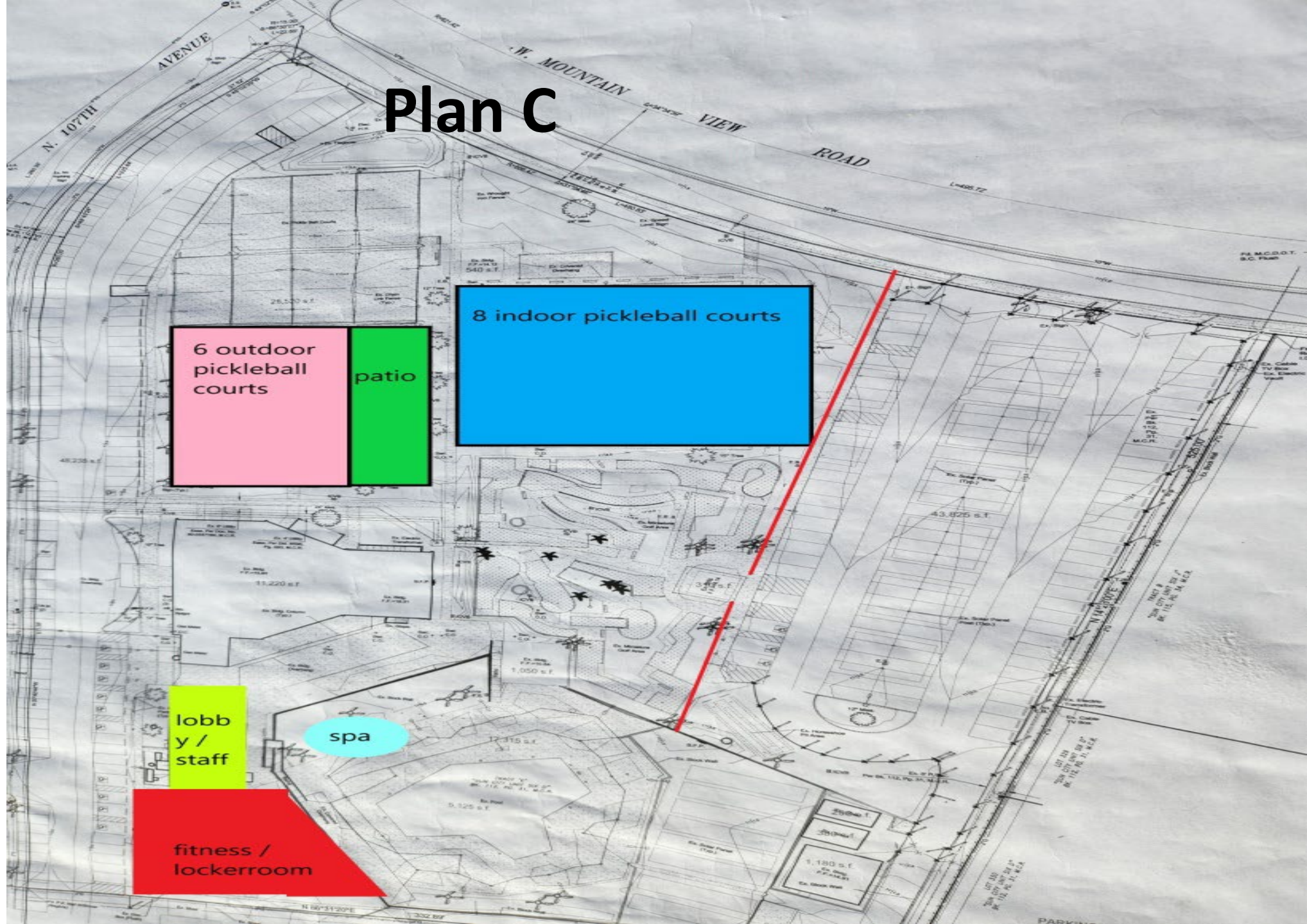
3. Lobby and outdoor spa added



Plan C

Highlights:

1. Convert tennis courts to 6 outdoor pickleball courts with patio/waiting area
2. Replace lawn bowling with 8 indoor PB courts (change Fairway lawn bowl to natural turf)
3. Fitness, spa, lobby stay same as Plans A and B



Guidelines for Open Comments

- 1. State your name and recreation card number*
- 2. Make your comments brief so that others will have time to speak*
- 3. Raise your hand to be recognized*
- 4. We have microphones for your use so that comments will be heard*
- 5. Be polite and respectful*
- 6. Please speak once, second question/comments after all have spoken*

Next Up:

- Town Halls

Wednesday, November 8th, 7-9pm at Fairway

Monday, November 13th, 10am-Noon at Sundial

Tuesday, November 14th, 6-8pm at Mountain View

Monday, November 20th, 1-3pm at Sundial

- Annual Membership Meeting

Wednesday, November 29th, 6-9pm at Sundial

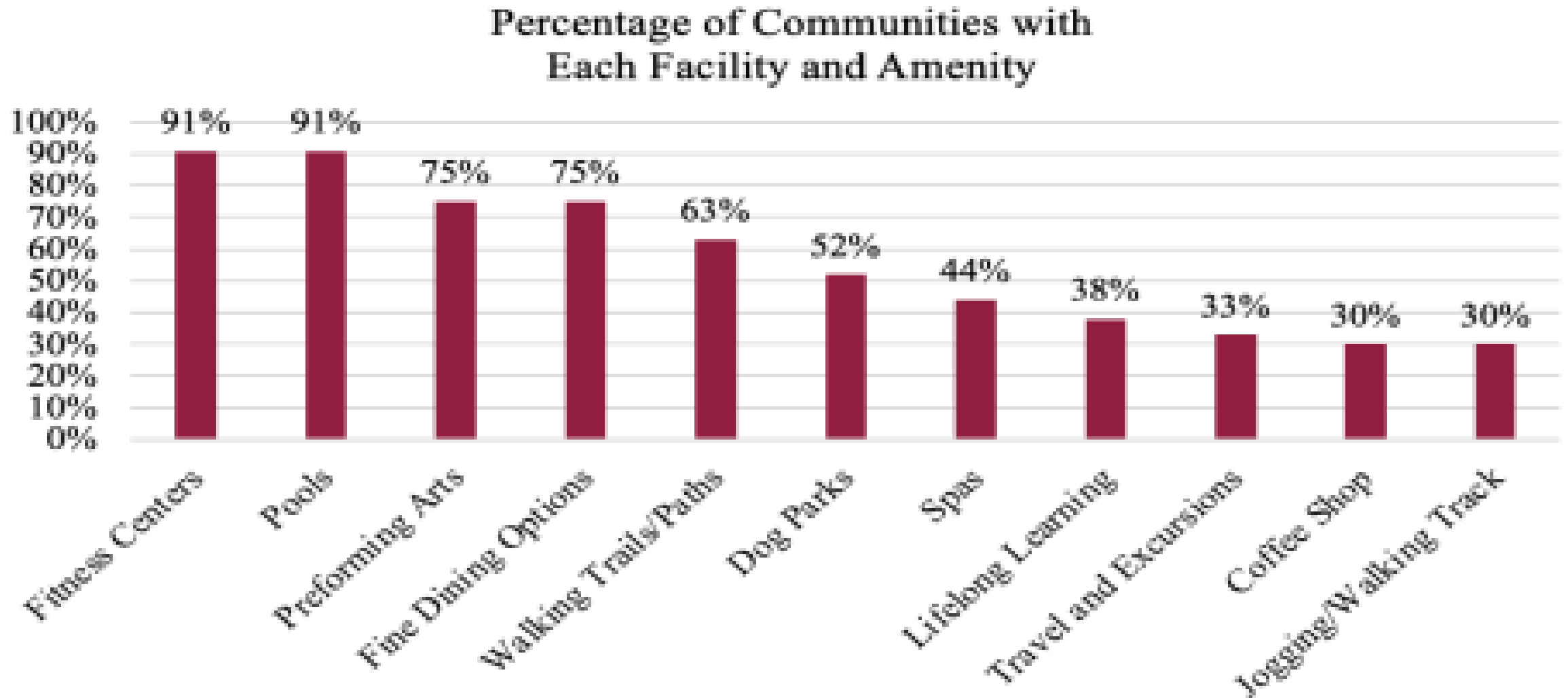
Appendix information

SAC Plan Recommendations Comparison

<u>Amenities</u>	<u>Plan M</u>	<u>Plan A</u>	<u>Plan B</u>	<u>Plan C</u>
	These are Architect estimates			
Theater	\$13.1M renovation	move to Lakeview \$13-15M	?????	?????
Pickleball	15 total add 8 shaded \$3.2M	23 courts total, 12 indoor 11 outdoor \$17M	15 total either 8 or 12 indoor. \$10.5 or \$15.75	21 total add 8 indoor@ lawnbowl and 6 outdoor w/pa
Fitness and locker room	2 story7000 sqft \$4.97M (<3,000sq.ft. for work	2 story up to 15000sqft \$7.5M (approx. 7,000 sq. ft.	2 story up to 15000sqft \$7.5M (approx. 7,000	2 story up to 15000sqft \$7.5M (approx. 7,000 sq.ft. w
	Reference: Fairway is approx. 5,000 sq. ft for w	Reference: Fairway is approx. 5,000 sq. ft for workout	Reference: Fairway is approx. 5,000 sq. ft for w	Reference: Fairway is approx. 5,000 sq. ft for workout
Lobby and staff	??? (no room planned for staff/entrance)	3000 sqft \$1.5M	3000 sqft \$1,5M	3000 sqft \$1.5M
Outdoor spa	\$230k	\$230k	\$230k	\$230k
Pool	refinished \$1.297M	repair deck and aerators (cost unknown)	repair deck and aerators (cost unknown)	repair deck and aerators (cost unknown)
		(use operating expense budget, not PIF)	use operating expense budget, not PIF)	use operating expense budget, not PIF)
Lawnbowl	stays	stays	stays	removed for indoor pickleball
Minigolf	stays	stays	stays	stays
Tennis	removed	removed	removed	removed
Sports pool	\$1.237M	none	none	none
Estimated Total Cost	25.2M	\$39-41.2M (Two properties)	\$19.5-24.98M	20.73M

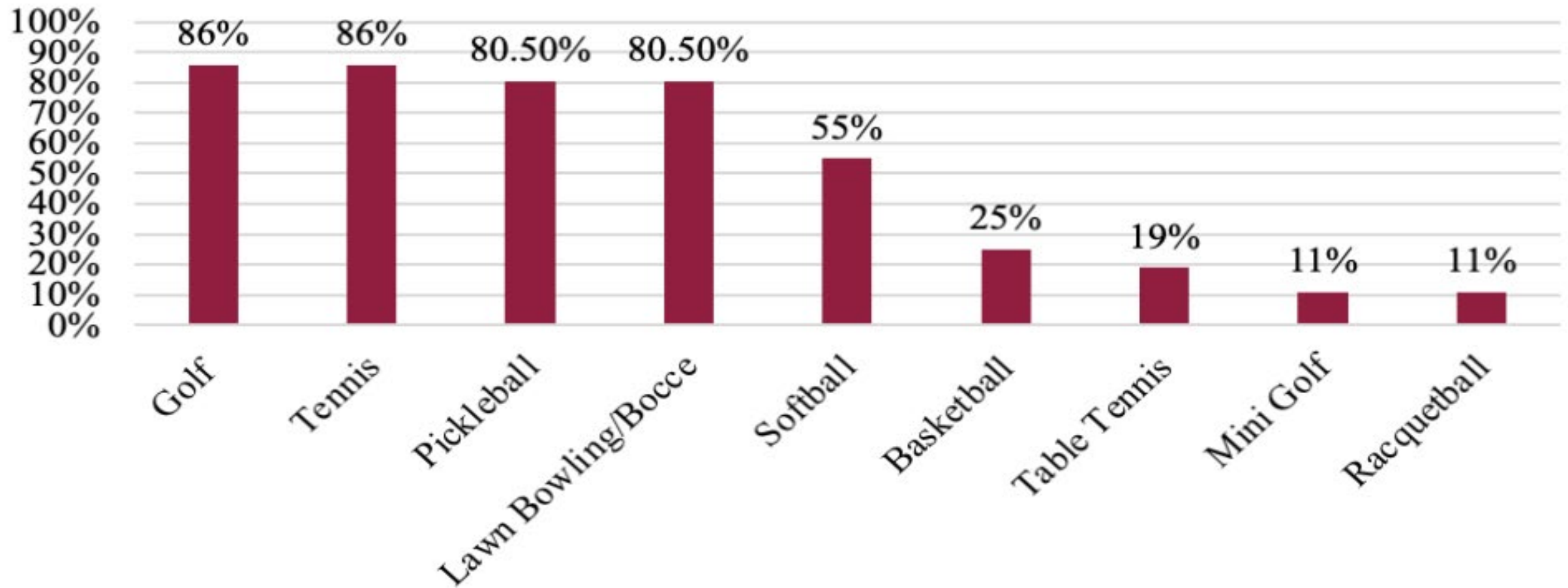
Notes: Mt. View assigned budget: \$27.3M, architect has stated these are estimates and real costs come after details are determined in the program phase, costs of retractable/rollout cushioned seats is estimated at <\$1M, estimated PIF income: approx.\$7M/year

ASU 55+ Community Comparison Study



ASU Community Comparison Study

Percentage of Communities
with Each Sport Activity



SAC Plan B: What Stays at Mt. View

- 1. Theatre:** Improved seats, dressing rooms and performer amenities
- 2. Pool** stays mostly as is, but add outdoor hot tub/spa
- 3. Mini-golf** (18 hole) stays mostly as is; consider expansion 9 of the 18 to be ADA compliant
- 4. Lawn Bowling** stays as is

Strategic Alternatives Committee: Plan B Changes

Pickleball

- Indoor climate controlled pickleball courts: 8 courts, maybe 12
- This is our competitive advantage! Or Wow Factor.
- Pickleball has grown substantially and is trending up
- Approx. square ft.: 21,000
- Approx. cost \$10.5M (8 courts)

Fitness Center

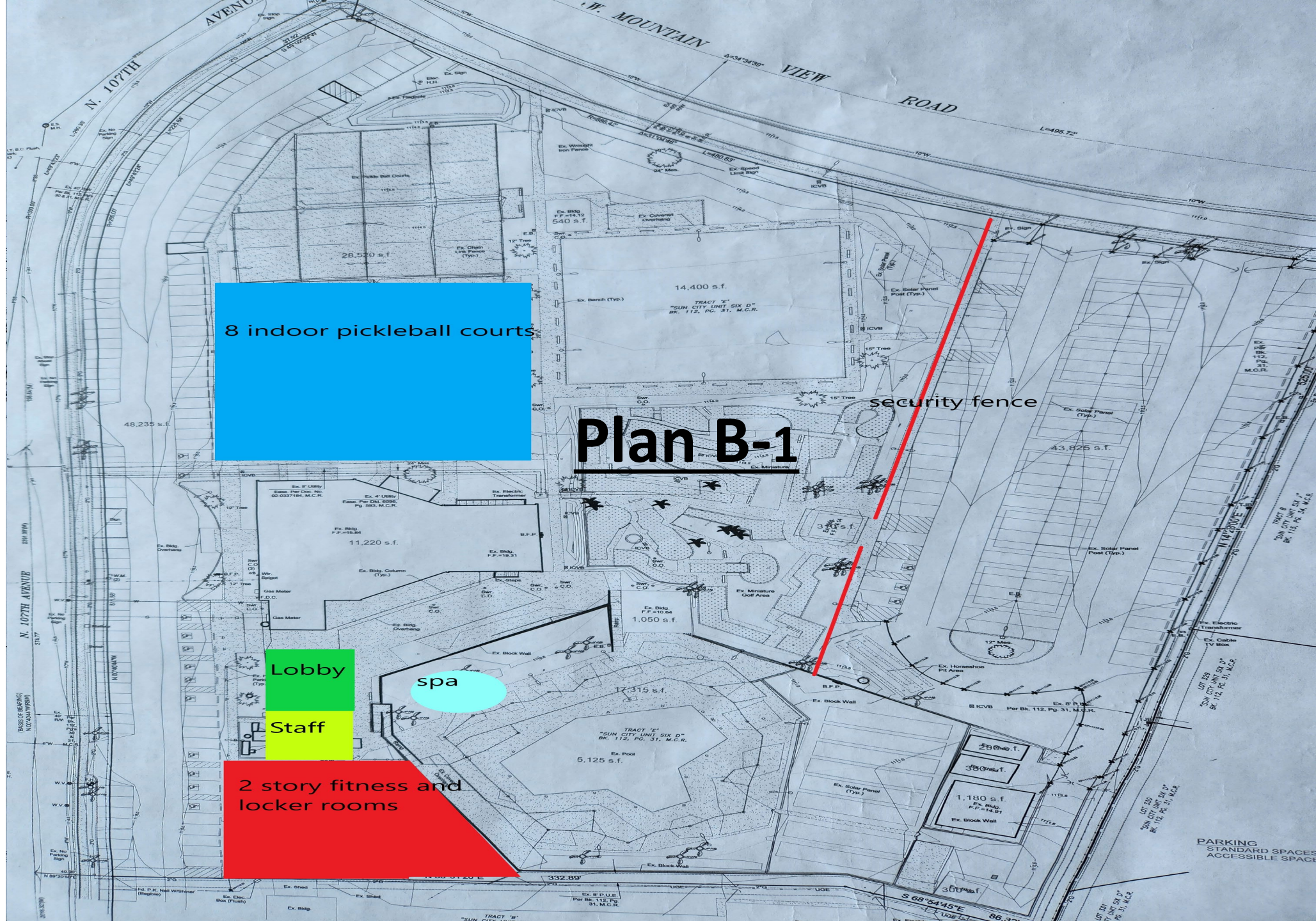
- Two stories – up to 7500 square ft each level
- Cardio, strength, and open space on top: window views
- Lockers, showers and restrooms below
- ASU survey ranks top 5 activities at RCSC
- Approx. Square ft, up to 15,000
- Approx. Cost \$7.5M

Additional Mt. View Changes

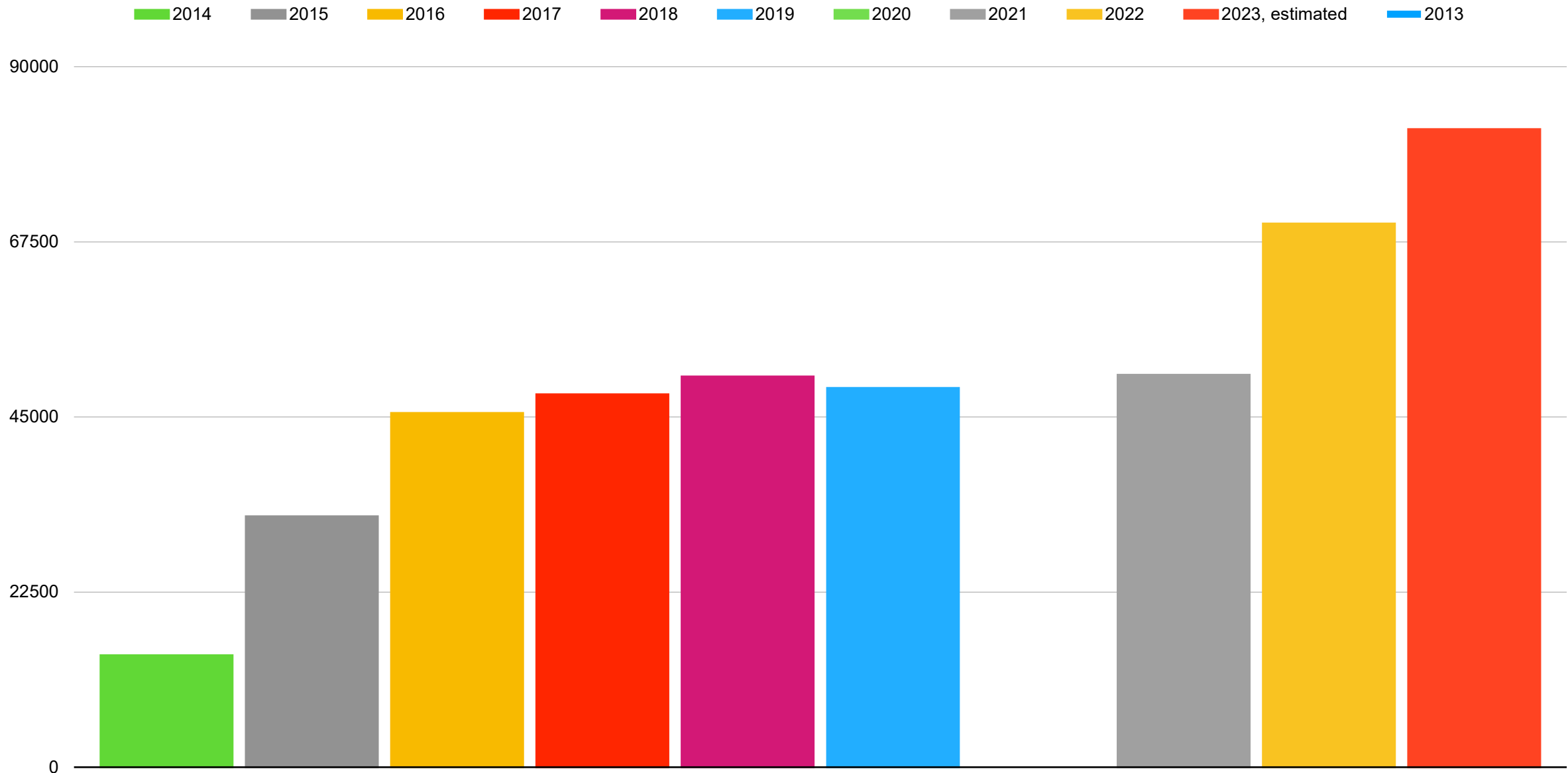
- Theatre: Improved, raised seating, stage adjusted, dressing rooms increased, etc. Est. Cost: \$5M
- Lobby, custodial, storage: Approx. 3,000 square feet. Cost: \$1.5M
- Added spa pool: \$230k
- Mini-Golf restored or expanded: \$0 from PIF. Do under normal maintenance budget
- Lawn bowling: \$0 from PIF
- **Total Est. Costs for Mt. View: \$25M**

Highlights:

Pickleball: 8
indoor court
version by
leaving current
outside courts
and converting
current tennis
courts to
indoor PB
courts



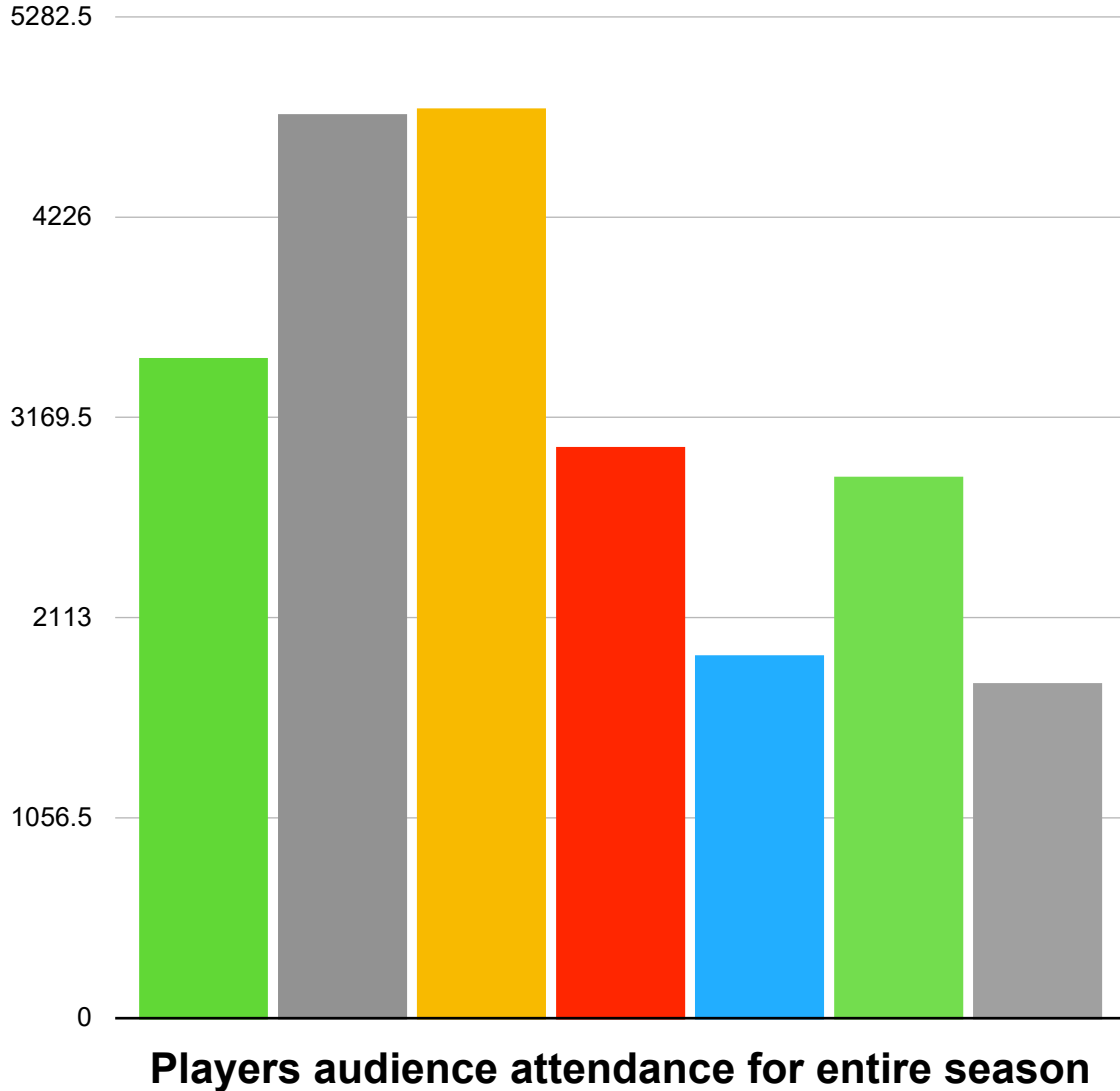
Pickleball Activity



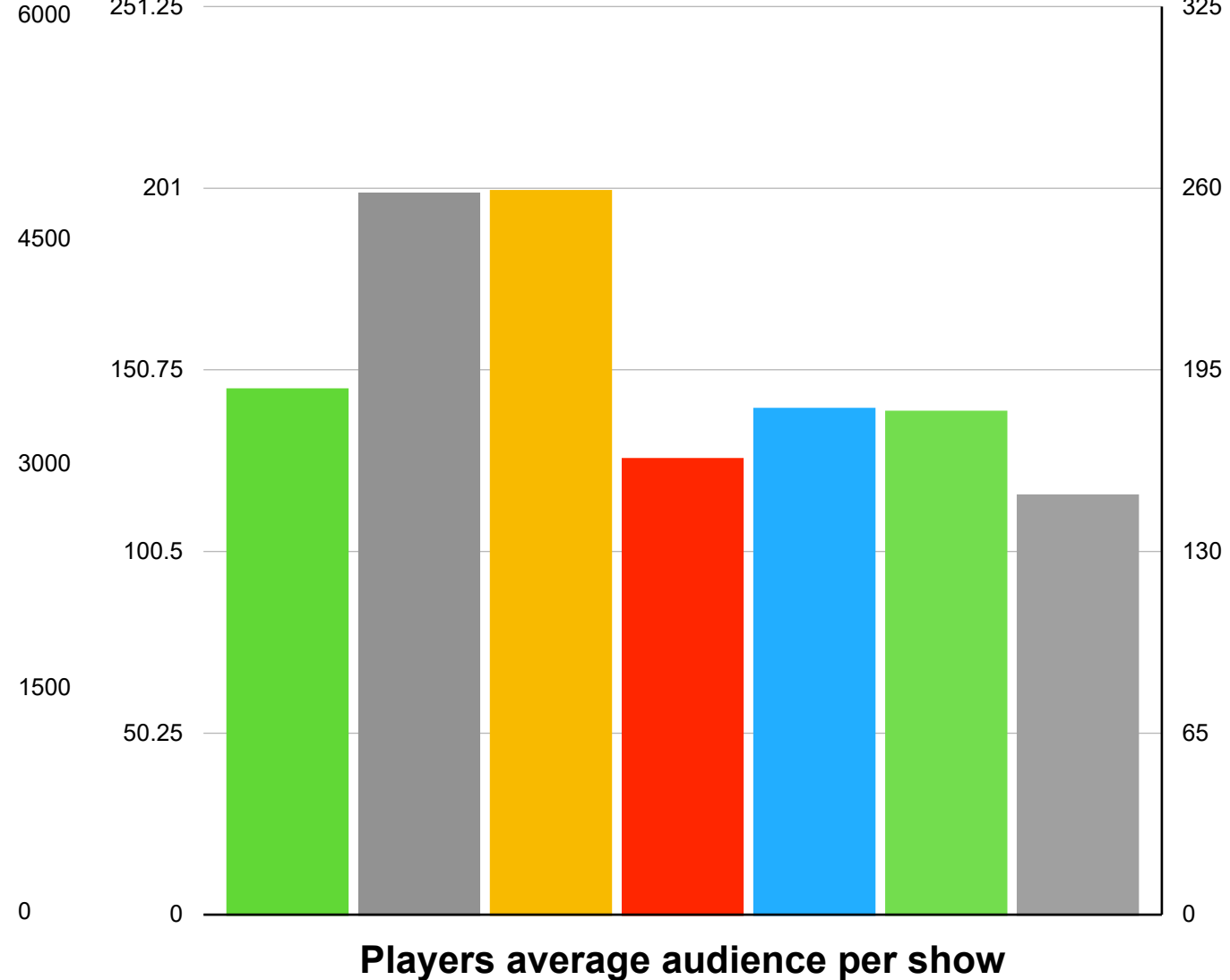
Activity report Pickleball. all locations. 2013-2022

Theatre/Play Performance Activity

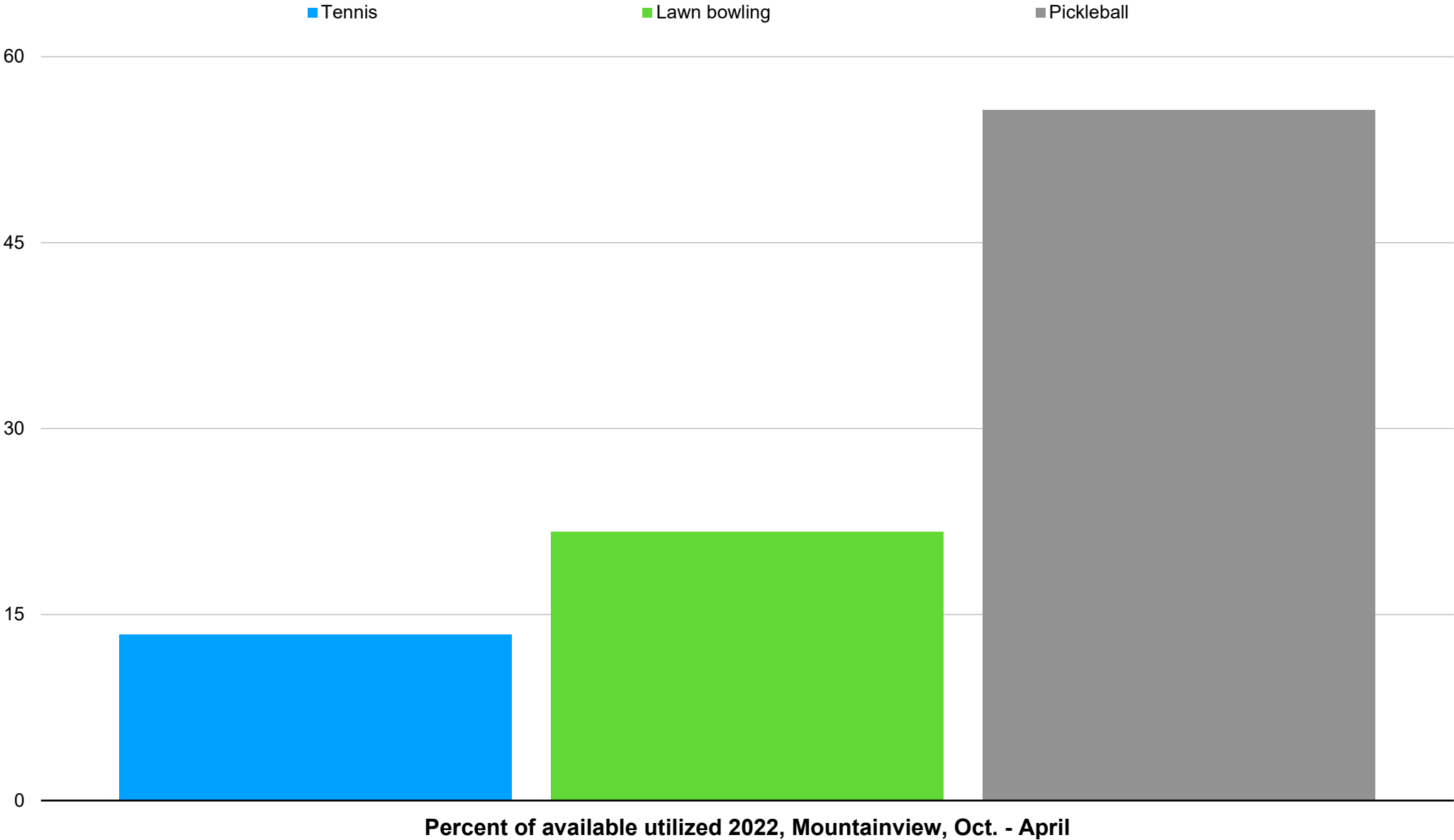
2016/2017 2017/2018 2018/2019
2019/2020 2021/2022 2022/2023
2023/2024, estimated 2015/2016

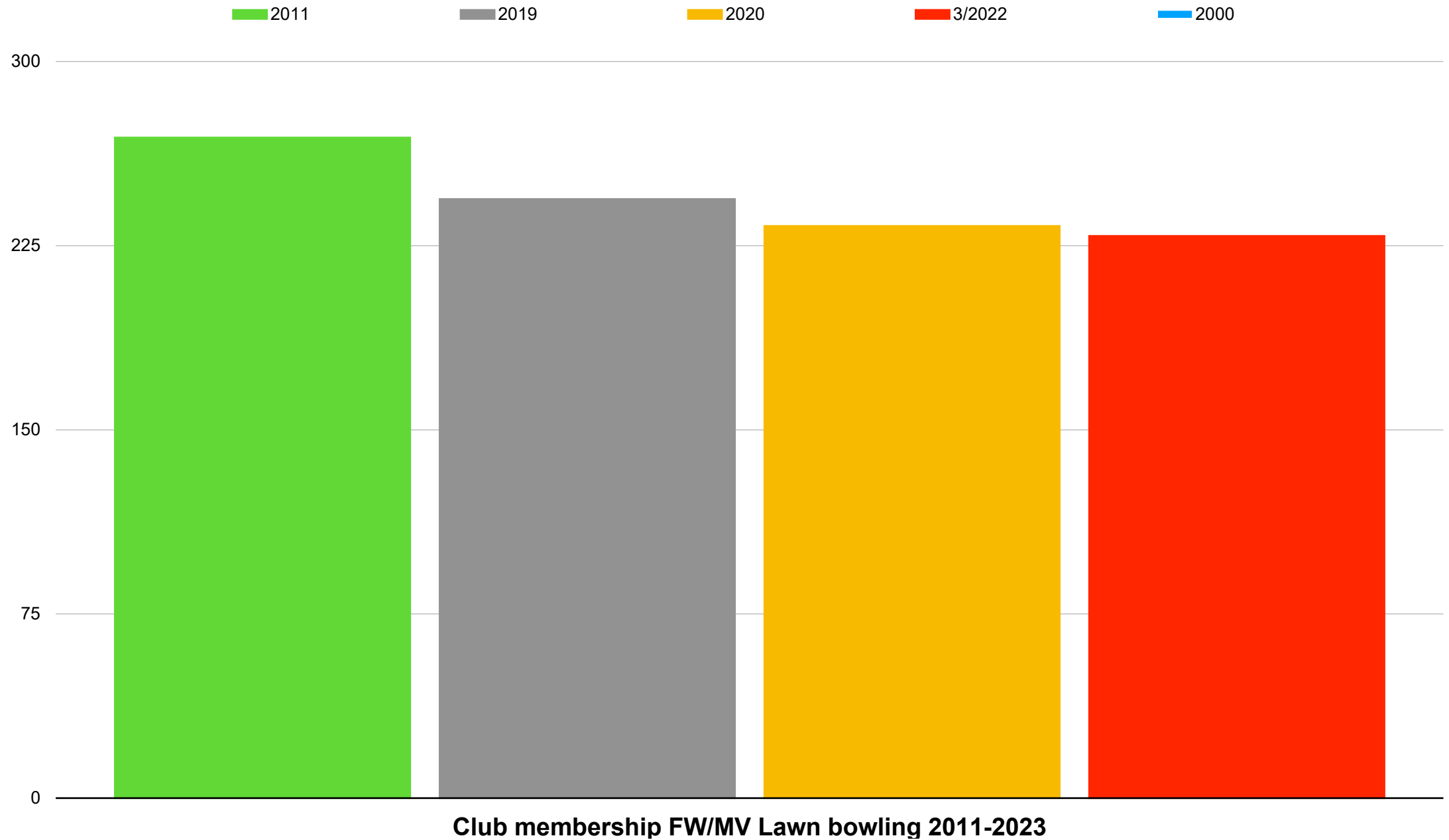


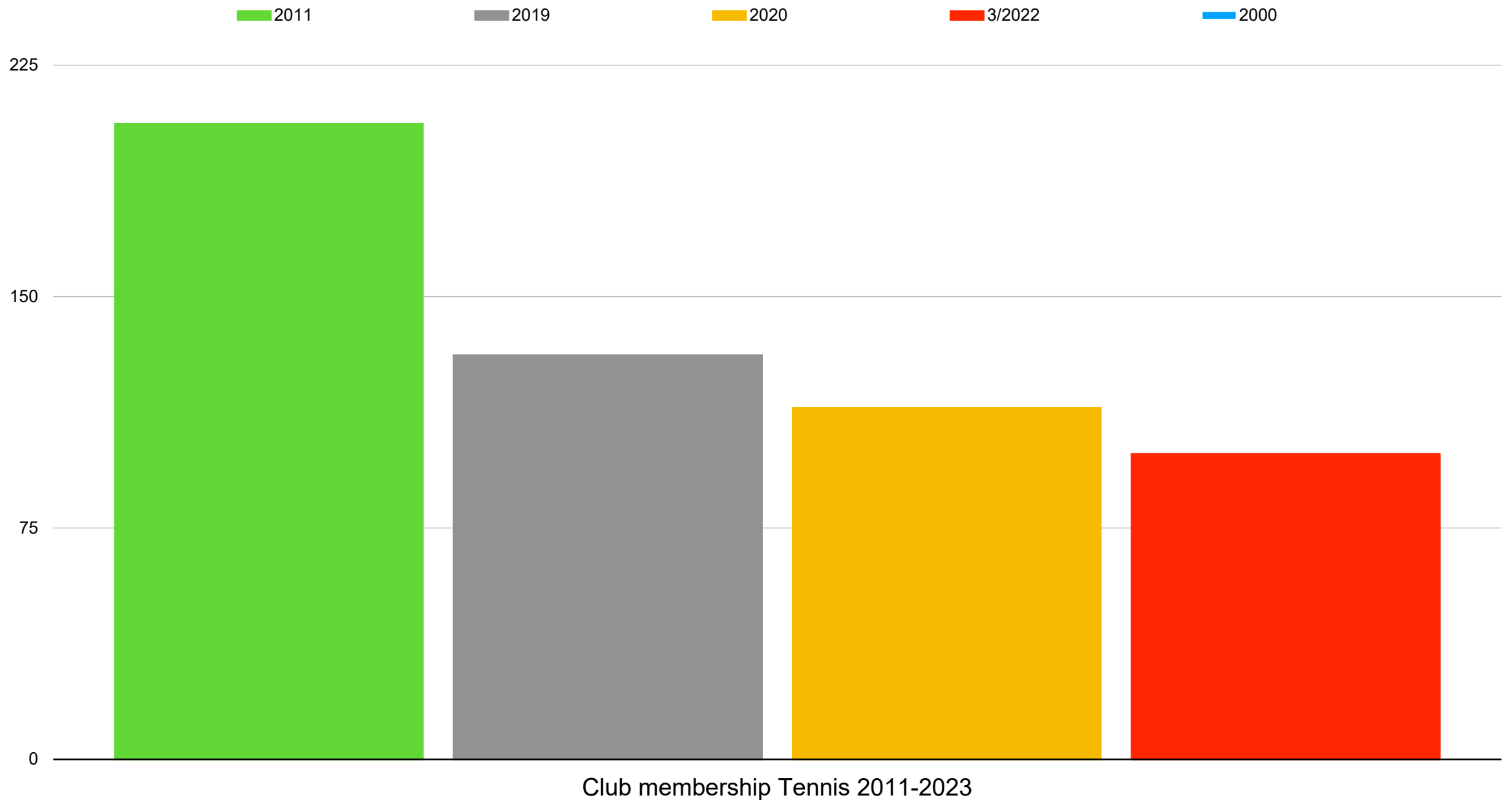
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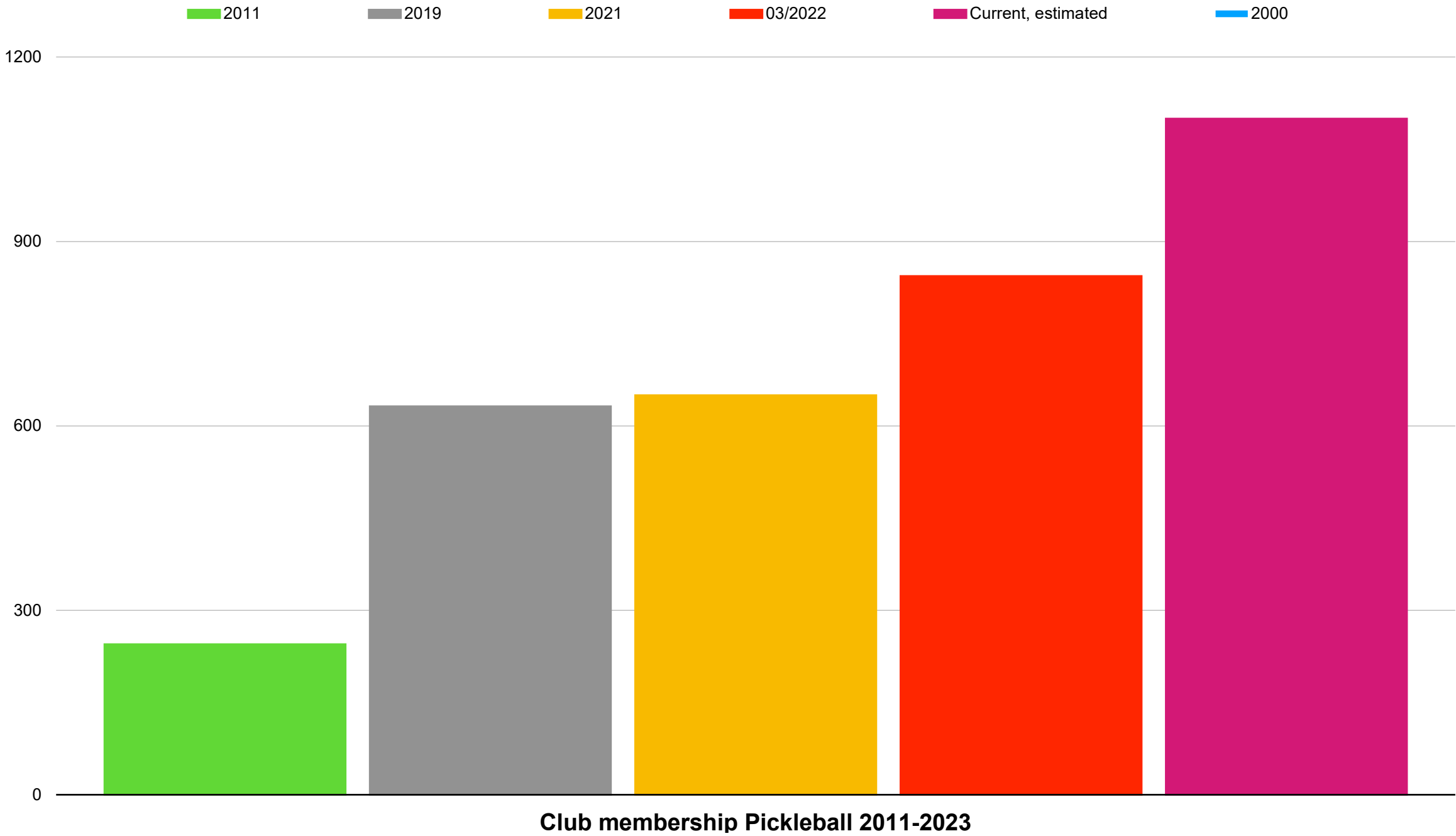


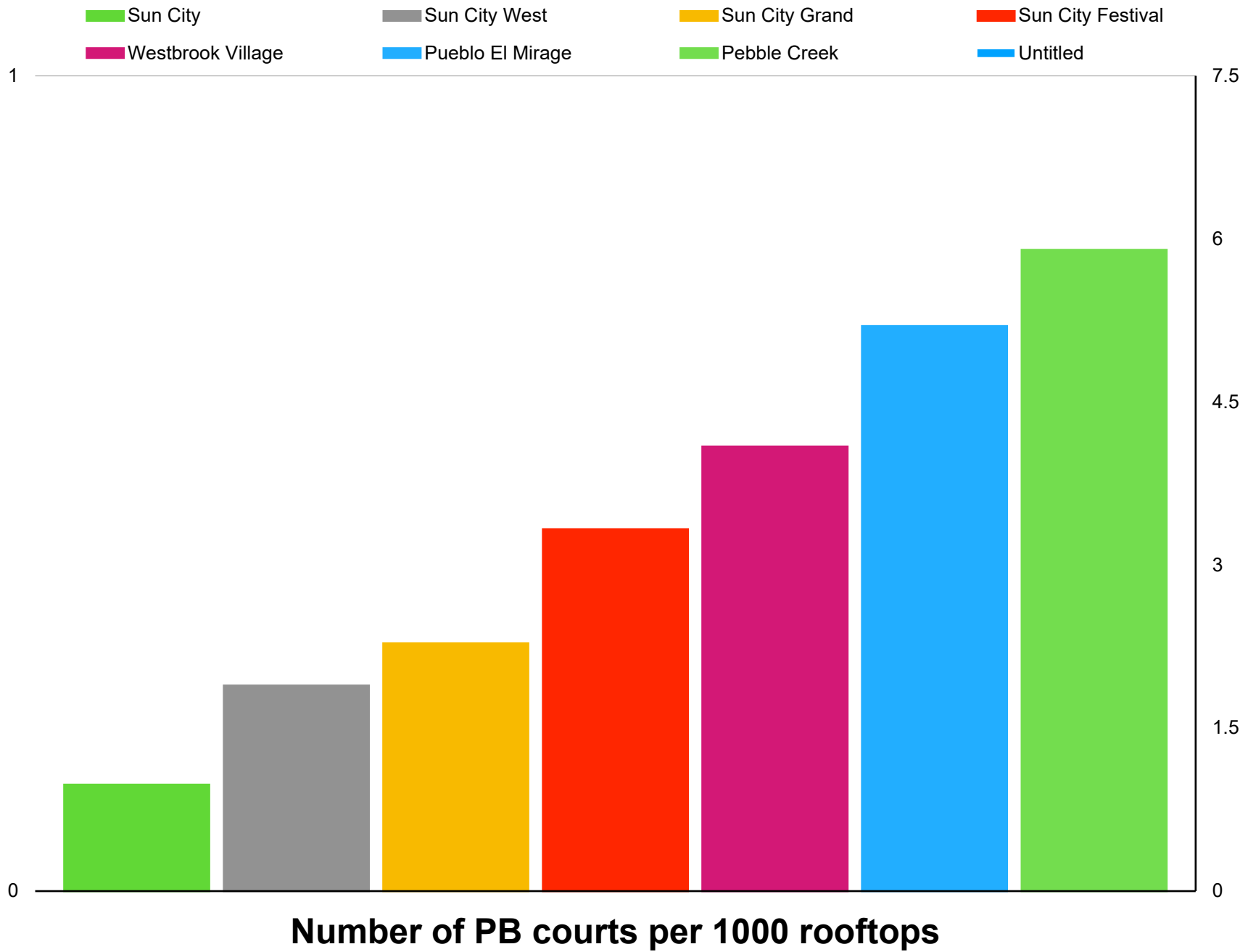
Percent of available utilized Mt. View Oct.-April 2022

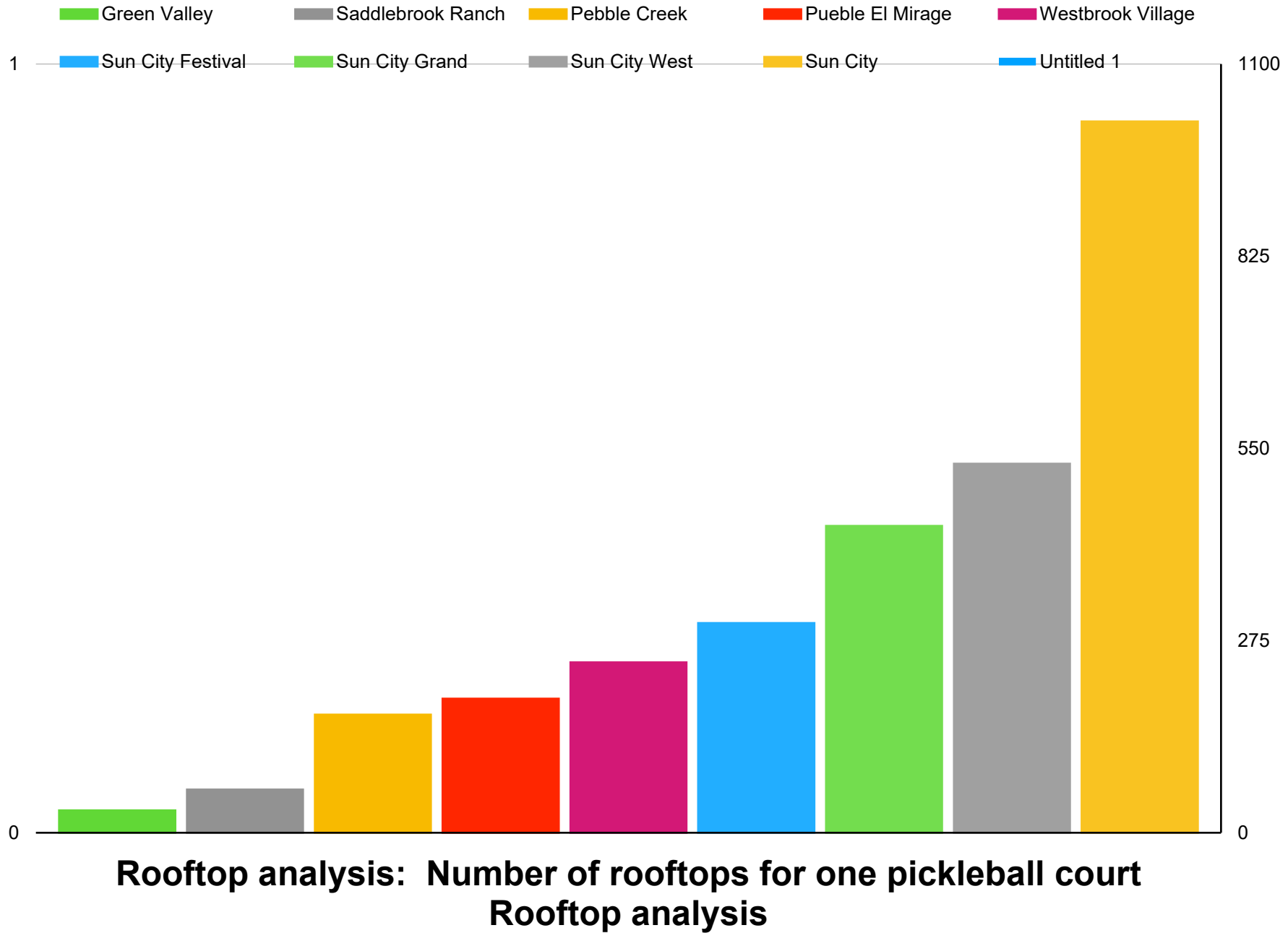


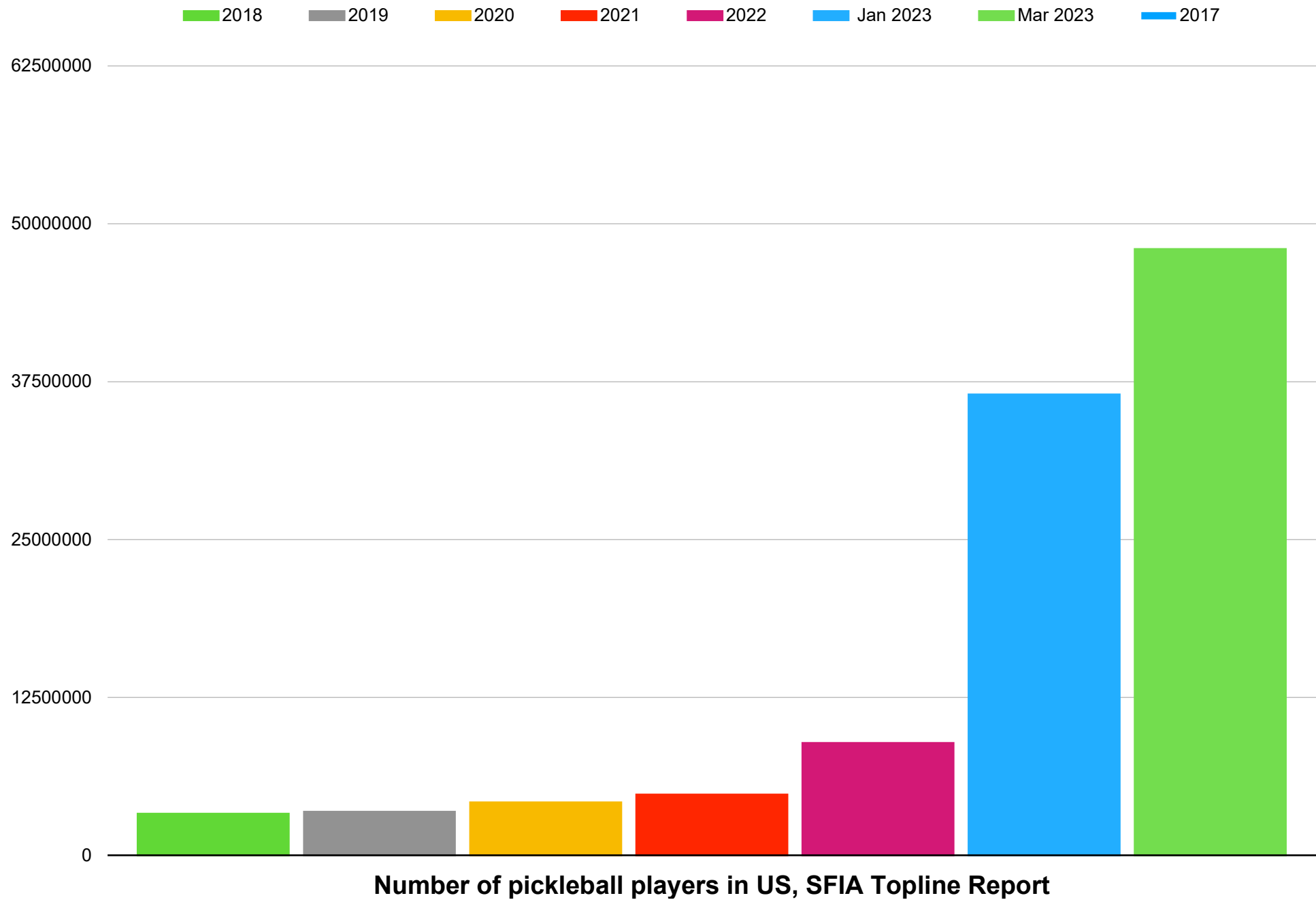


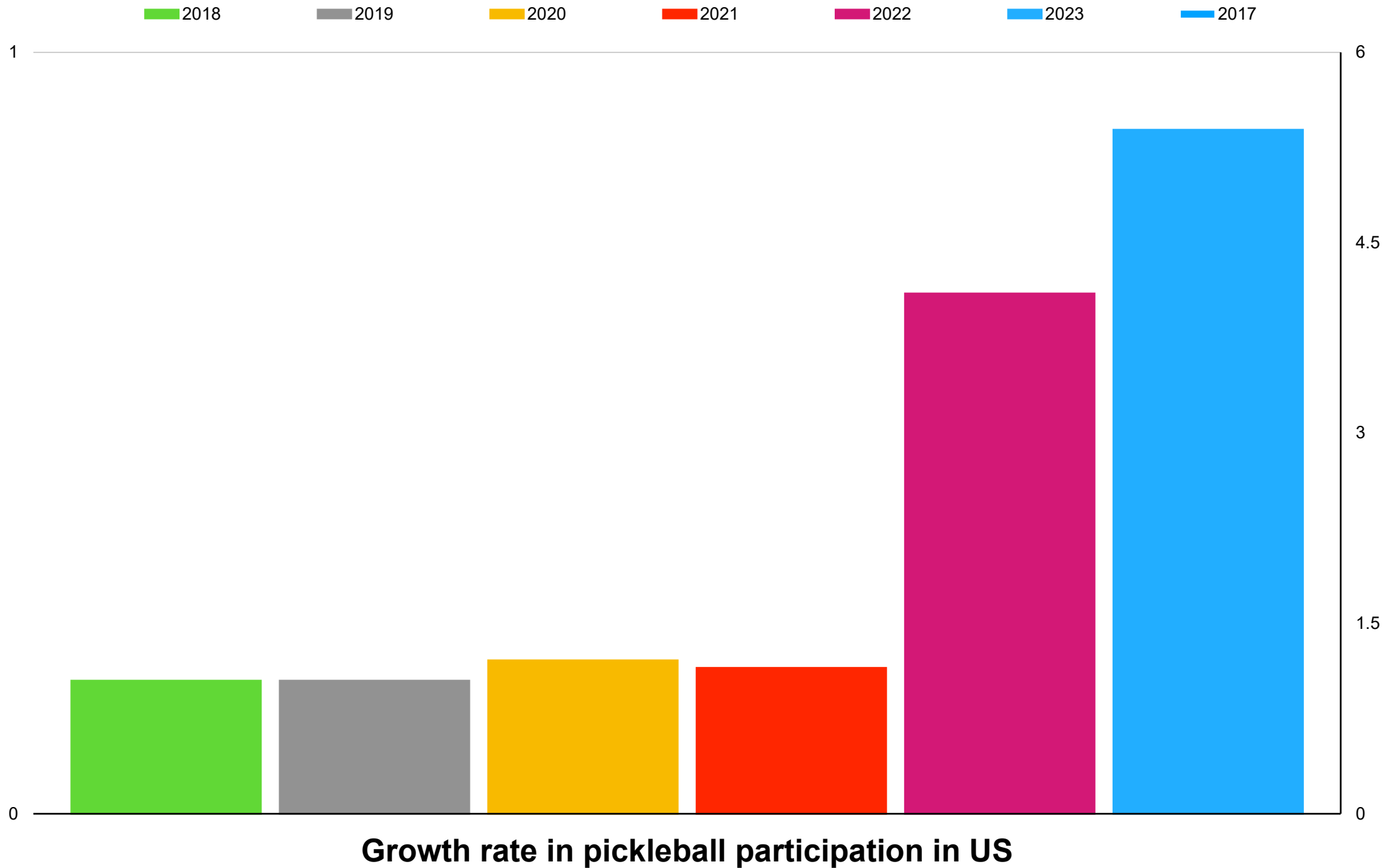












APPENDIX F

Pickleball Utilization Consolidated

[illegible]

Additional Information	Count	Check-Ins	Average	C/H %	Visit %
Total Cardholder Count	2881	69,858	24		
Total Cardholder Count > 12 visits	927	63,727	69	32.2%	91.2%

Total Cardholder Count > 24 visits	674	59,141	88	23.4%	84.7%
Club Member Counts	930	57,363	62	32.3%	82.1%
Not Club Member Counts	1951	12,495	6	67.7%	17.9%

APPENDIX D

Pickleball Utilization Marinette

Marinette	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Total Center Daily Hours	15	15	15	15	15	15	15	15	15	15	15	15	
Seasonal Hours Lost (Temps)	(6)	(6)	0	0	(3)	(3)	(3)	(3)	(3)	0	0	(6)	
Total Daily Available Play Hours	9	9	15	15	6	6	6	6	6	15	15	9	
Total Monthly Play Hours	279	252	465	450	186	180	186	186	180	465	450	279	
Monthly Court Washing Time	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	
Tournaments	0	0	(45)	0	0	0	0	0	0	(45)	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	
Rain Hours Lost/Month (AVG)	(18)	(18)	(30)	(30)	(12)	(12)	(12)	(12)	(12)	(30)	(30)	(18)	
Monthly Total Hours Available	251	224	380	420	164	158	164	164	158	380	420	251	
Number of Courts	20	20	20	20	20	20	20	20	20	20	20	20	
Net Center Court Hours Available	5,020	4,480	7,600	8,200	3,280	3,160	3,280	3,280	3,160	7,600	8,200	5,020	62,280
Average Player Time (Hours)	3	3	3	3	3	3	3	3	3	3	3	3	
Player Positions Available	1,673	1,493	2,533	2,733	1,093	1,053	1,093	1,093	1,053	2,533	2,733	1,673	
Total Supported Players	6,693	5,973	10,133	10,933	4,373	4,213	4,373	4,373	4,213	10,133	10,933	6,693	83,040
Reported Attendance	6,690	6,955	7,178	5,675	3,916	2,933	2,425	2,642	2,972	4,698	5,931	5,715	57,728
Percent of Available Utilized	100.0%	116.4%	75.8%	51.9%	89.5%	69.6%	55.4%	60.4%	70.5%	46.4%	54.2%	85.4%	69.5%
Combined Availability (Oct-Apr)	61,498												
Combined Usage (Oct-Apr)	42,843												
	69.7%												

Additional Information	Count	Check-ins	Average	C/M %	Visit %
Total Cardholder Count	2367	57,728	24		
Total Cardholder Count > 12 visits	804	52,106	65	34.0%	90.3%
Total Cardholder Count > 24 visits	568	47,859	84	24.0%	82.9%
Club Member Counts	894	48,027	54	37.8%	83.2%

Not Club member Counts 1473 9701 7 62.2% 16.8%