



**Green Valley Recreation, Inc.—
Strategic Planning:
Gathering Information to Help Inform Strategy**

April – June 2021

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Purpose and Methodology

An important component of planning for the future is to have a good sense of where an organization is now in terms of what its strengths, weaknesses, opportunities, and challenges are, and how well its meeting its current mission. Based on the requirements in the GVR request for proposals and our experience, Zelos mapped out a plan to gather this information during both Steps 1 and 2 in the strategic planning process. In collaboration with the GVR staff strategic planning team, we gathered targeted information to present to the Board and internal staff strategic planning team so that they can take it into account – when appropriate – during the strategic planning process. This report is not the end of GVR’s strategic planning work; it is the beginning.

Gathering information via live, virtual focus groups

We conducted six (6) focus groups to gather insights from GVR stakeholders who could help describe the current environment at GVR, GVR’s strengths, and opportunities for the future. This information—in concert with the member survey responses and Board input and ideas¹—will help inform the strategic planning process. The GVR strategic planning team identified groups to invite because each respective group may have a unique perspective given their connection to GVR and its services. The structured focus group categories are listed below. The individuals in these groups often participated in many GVR activities and could speak broadly about GVR.

Group	Date and Time	Number of Participants
Staff <ul style="list-style-type: none">• GVR invited all staff (113) to participate.	5/14, 1:00-2:00pm	17
Club Leadership <ul style="list-style-type: none">• GVR invited all club presidents (64) to participate.	5/19, 9:00-10:00am	13
Classes/Performances <ul style="list-style-type: none">• GVR generated a report of active participants between March 2019-2020. From the lists of thousands, 200	5/19, 11:00am-12:00pm	8

¹ We asked questions about the current GVR environment during the Strategic Plan kick-off meeting/orientation to the project on 4/27, and, of course, the Board’s ideas will be integral to the strategic plan as they develop the high-level directional components of the plan.



Group	Date and Time	Number of Participants
people were randomly selected and invited by email. Due to initial low response, a second group was invited days prior to the session.		
Active Facility Users <ul style="list-style-type: none"> • GVR generated a report of active participants between March 2019-2020. From the lists of thousands, 200 people were randomly selected and invited by email. 	5/21, 2:00-3:00pm	8
Former Board or Committee Members <ul style="list-style-type: none"> • GVR invited 66 former Board or Committee members to one of two sessions. 	6/2, 9:00-10:00am 6/2, 11:00am-12:00pm	10 8
TOTAL		64

Gathering information through member survey available to all members

Background information helped inform the member survey questions

Zelos reviewed the following documents to help it create the questions for the GVR member survey:

1. GVR 2021 Workplan dated January 31, 2021
2. GVR current mission statement: To provide recreational, social and leisure education opportunities that enhance the quality of our members' lives
3. GVR Member Survey conducted by NRC in 2018, Presentation and Survey Report
4. GVR Strategic Plan dated 2013
5. GVR website and select Board meeting documents

Zelos also held two kick-off meetings, one with the Board and one with the staff strategic planning team, both of which helped inform the content of the survey. Zelos



drafted the survey for GVR review, and then created and tested the 14-question survey in SurveyMonkey with multiple users and devices. See Appendix 1 for the full survey.

The survey was open for 17 days

GVR invited **all** GVR members to respond to the online survey, rather than selecting a random sample of emails for invitations. We invited everyone to maximize the inclusion of member voices, which was a priority expressed by the Board in the strategic plan kick-off meeting.

GVR distributed the survey link to GVR members by email on Friday, May 21, 2021 so that the email would arrive from a known source (as opposed to an external contractor). Additionally, for those who did not have emails on file with the GVR office, GVR mailed paper copies to their homes and manually entered the returned surveys. GVR also made the survey link available on its website and on kiosks in the community.

The survey was open from Friday, May 21, 2021 through Sunday, June 6, 2021. GVR provided regular updates and technical support during the survey period and offered alternatives to the electronic survey if people could not complete the survey at home, including offering paper versions and making the survey available on kiosks. Zelos made one technical adjustment in SurveyMonkey during the survey period to help with a specific technical difficulty: on three matrix questions (with multiple rows), we allowed for people to skip one or more rows and still be able to advance to the next question.

We received 2,814 usable survey responses

Zelos reviewed all responses and removed a small number of surveys where someone left the survey before answering non-demographic questions or where someone started multiple surveys with the same Member ID and IP address but only completed one instance. Ultimately, we received a total of 2,814 usable survey responses. Not every person answered every question so the number of people who responded to each question declines slightly through the survey; the last question (Q14) had a total of 2,678 responses.

GVR reports that it has 24,000 members; the response rate then is calculated as 2,814 divided by 24,000, or 11.7%. With this number of responses, statistically speaking, we can expect that our survey results reflect the views of the overall population (at a 99% confidence level) within a 2% margin of error. For example, when 39% of these respondents report that *they are aware of MAP but do not know how it works*, we would expect that the 37-41% of the total population would report the same. Even so, as will be evident in a review of the results, there are divergent views here, and as we take **all** these views into account during the strategic planning process, it's balancing those views that becomes important.

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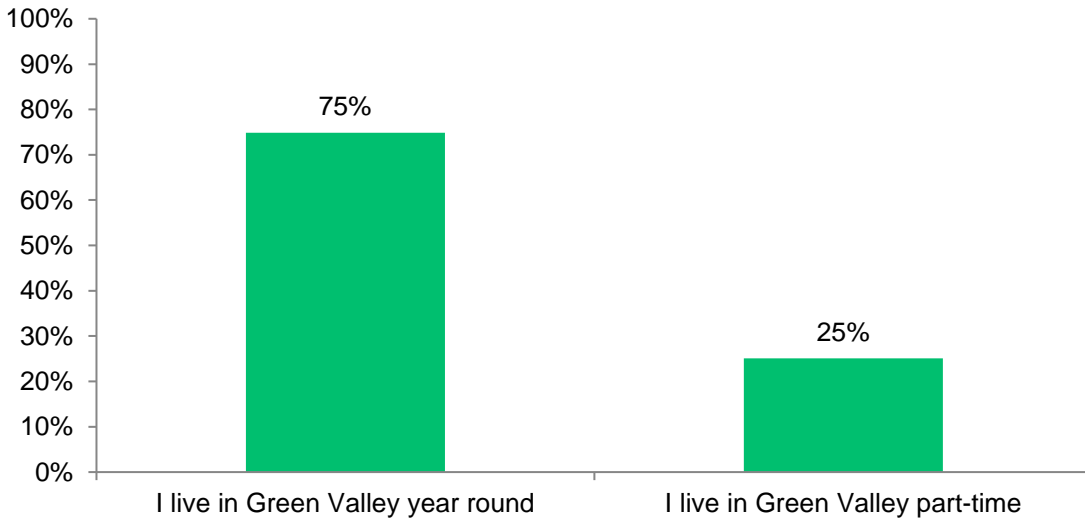
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Demographics

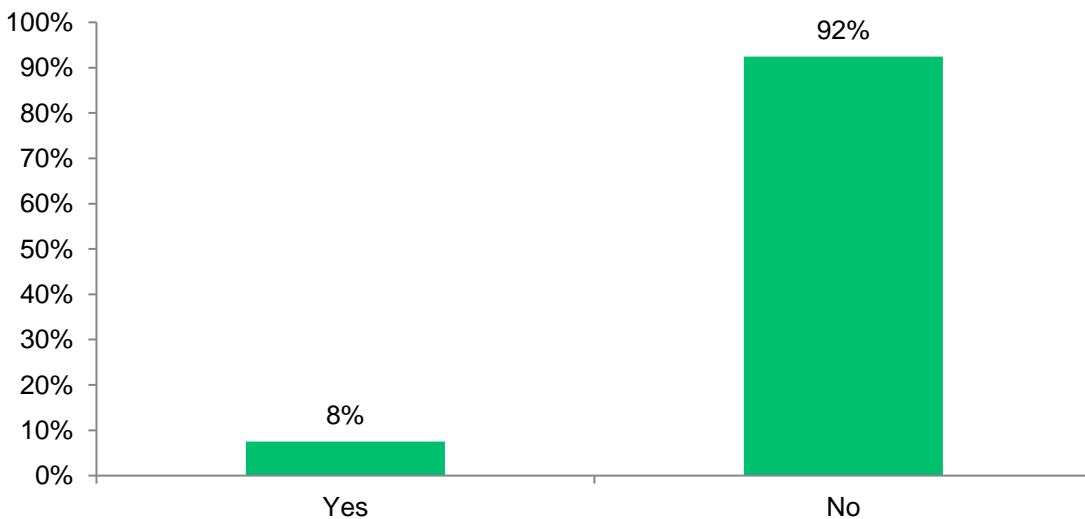
—Residency

Select which of the following best describes you.



—Ownership of GVR property

Do you own more than one GVR property?



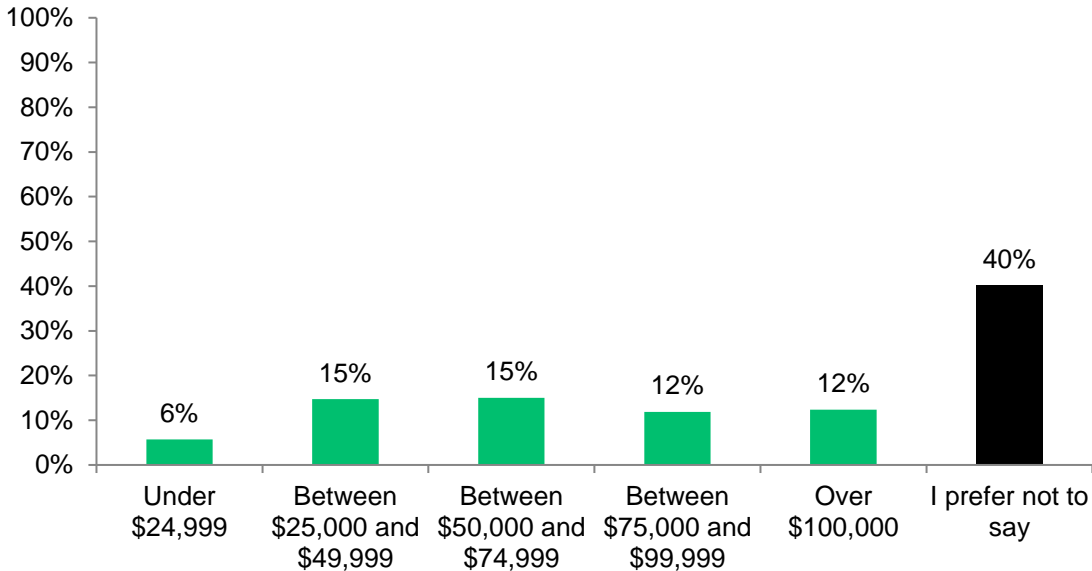
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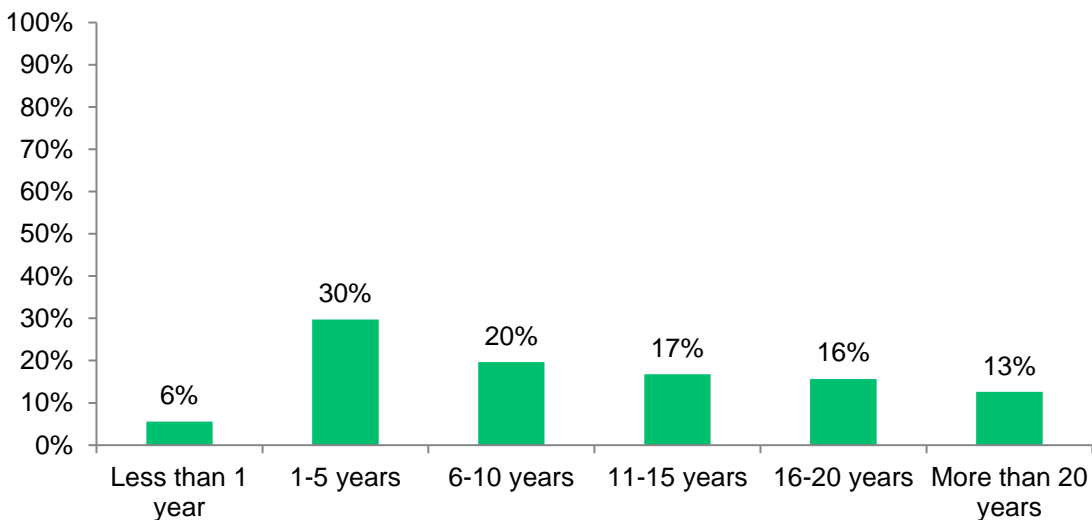
—Annual household income

What is your annual household income?



—Length of membership

How long have you been a GVR member?



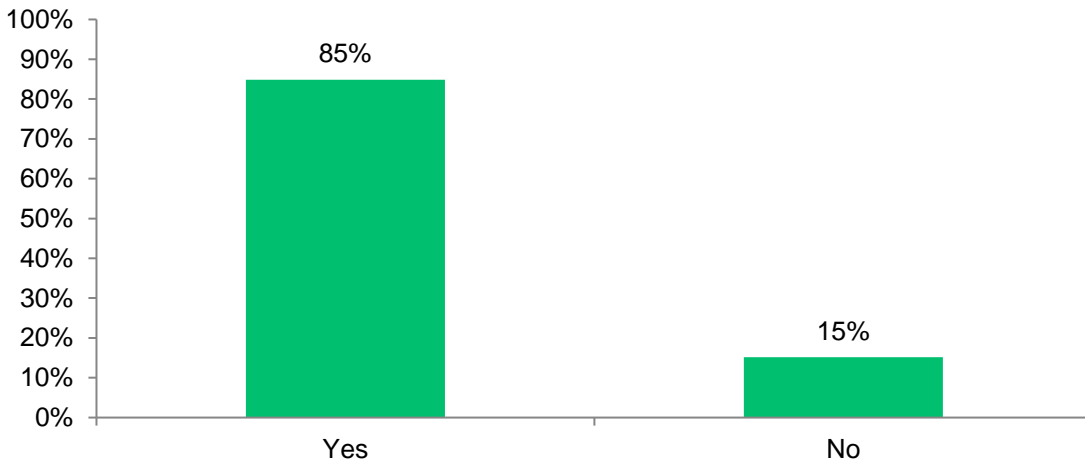
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—Participation in any opportunity at GVR (used the facilities or attended a class or event)

In the past 3 years, have you participated in any opportunity at GVR (used the facilities or attended a class or an event)?





Section 1. GVR Strengths

Focus group responses

What do you think GVR does really well? What do you think differentiates it from other active adult communities?

What GVR does well	Number of focus groups that expressed this
Affordable	1
Amenities	1
Cleanliness, Upkeep	4
Clubs can be started by members	1
Communication with members	1
Convenient hours	1
Cost/Value	4
Customer service	2
Desirable place	1
Different activities for different age groups	1
Different activities for differing interests	6
Diversity of membership	1
Ensuring members are involved	2
Entertainment	1
Equal balance between cards, arts, physical recreation	1
Equipment	2
Facilities	6
Focus on members	1
Free offerings	1
Future focus	1
Glue that holds our communities together	2
Instructors	1
Landscaping	2
Lapidary	1



What GVR does well	Number of focus groups that expressed this
Listen to members	3
Quality of offerings/activities	2
Quantity of amenities	1
Quantity of facilities	2
Quantity of offerings/activities	6
Responsive when needs arise	2
Rooms available for personal use	1
Solar panels	1
Staff	6
Tennis facilities	1
Variety	6

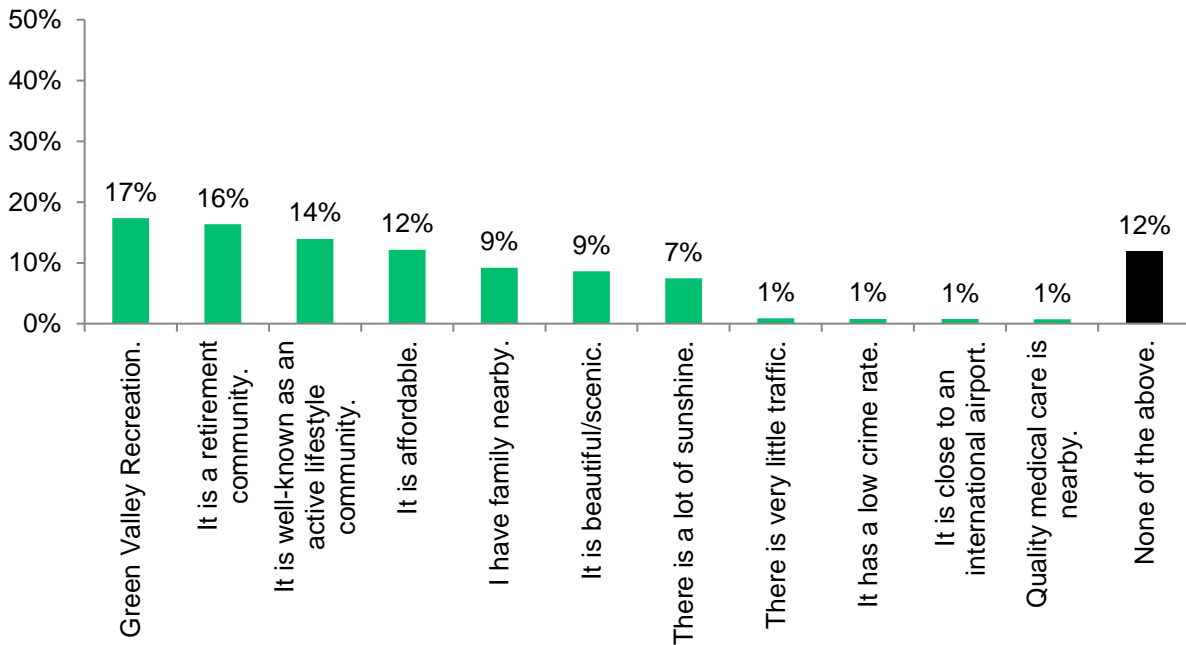


Member survey responses

Why members chose to buy GVR property

- 17% of respondents report that the primary reason they chose to buy GVR property is Green Valley Recreation, and an additional 14% report that they chose to buy because it's well known as an active lifestyle community. Both of those responses point to the strength of GVR.

The primary reason that I chose to buy GVR property is:

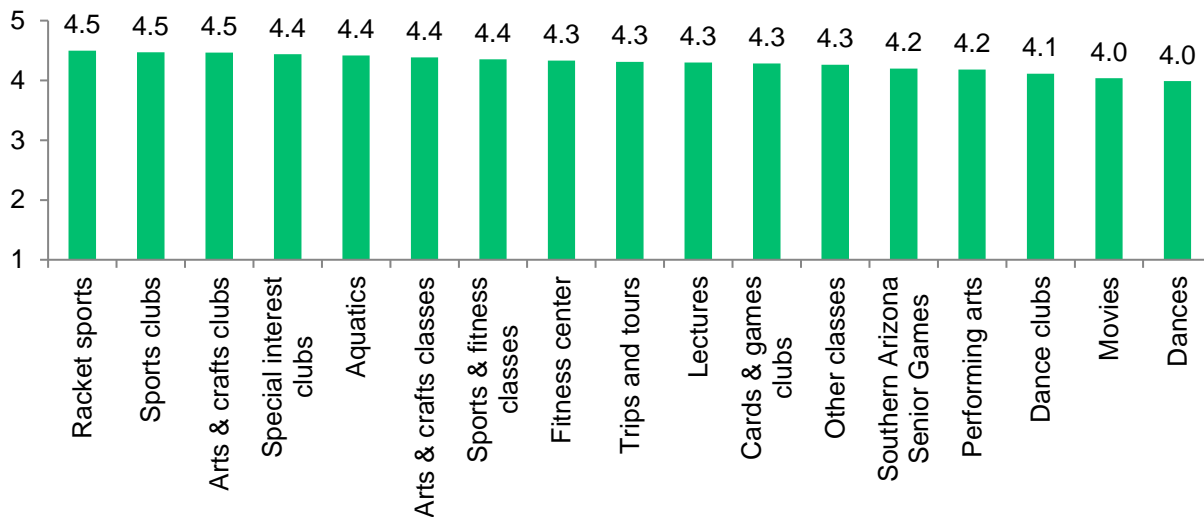




GVR activities: ratings of overall experience

- This chart shows the weighted average for respondents who participated (and remembered) their most recent experiences in these activities. **These experience ratings are very high, indicating GVR strengths.**
- Calculation of a weighted average works like this: $[(\# \text{ who said "excellent"} \times 5) + (\# \text{ who said "good"} \times 4) + (\# \text{ who said "average"} \times 3) + (\# \text{ who said "poor"} \times 2) + (\# \text{ who said "very poor"} \times 1)] / \# \text{ of respondents for each activity}$. A higher weighted average means the experience is closer to excellent; the minimum weighted average is 1.

Thinking about the most recent times you've participated in the following activities (we know it may have been before COVID), how would you rate your overall experience?

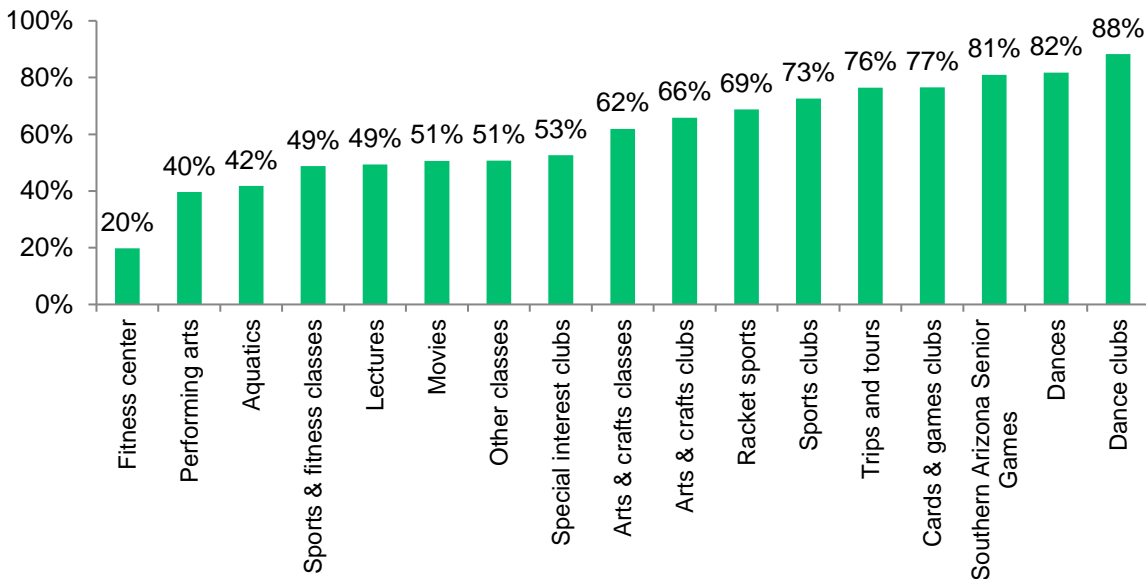




Percent who report that they have never participated in these specific opportunities

- This chart shows what activities are most to least popular among respondents (the chart is sorted by low % on the left, which are the most popular activities, to the high % on the right, which are the least popular activities).
- Just 20% of respondents report that they've **never** used a fitness center, while over 80% report that they have **never** participated in the Southern Arizona Senior Games, Dances, or Dance clubs.

When asked to think about the most recent time they've participated in the following activities, these respondents said they'd never participated.

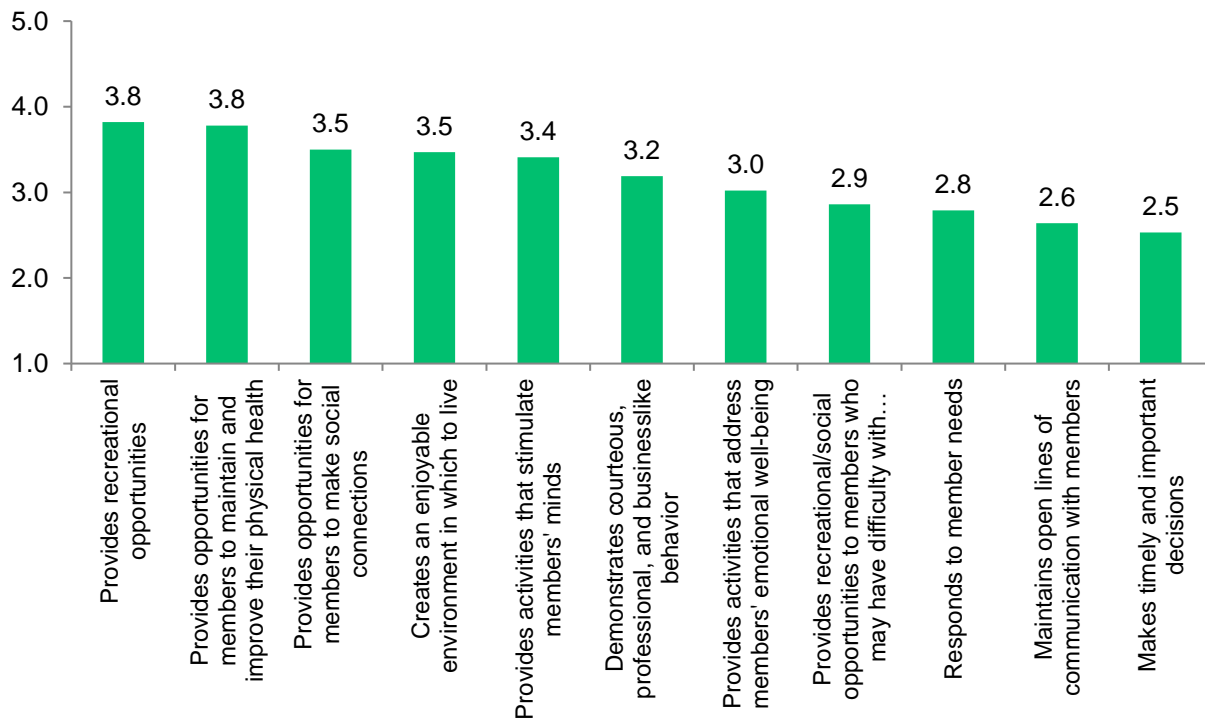




How effective is GVR at ...

- This chart shows the weighted averages for how effective respondents think GVR is at components of its core mission and services.
- The weighted averages are 2.5 or above; in other words, GVR is being rated as at least “somewhat effective” in these areas.
- Calculation of a weighted average on this question works like this: $[(\# \text{ who said “extremely effective”} \times 5) + (\# \text{ who said “very effective”} \times 4) + (\# \text{ who said “effective”} \times 3) + (\# \text{ who said “somewhat effective”} \times 2) + (\# \text{ who said “not effective”} \times 1)] / \# \text{ of respondents for each option}$. A higher weighted average means it is closer to extremely effective; the minimum weighted average is 1.
- We note that, for two of these areas, over one-third of respondents said that they did not know:
 - Provides activities that address members' emotional well-being (39%)
 - Provides recreational/social opportunities to members who may have difficulty with mobility, health, or other issues that present challenges (46%)

How effective do you think GVR is at doing each of the following?



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Section 2. GVR Opportunities

Focus group responses

What could GVR do better? What do you wish GVR offered that it does not currently offer?

What GVR could do better or differently

Aquabelles in winter

Art room renovation

Assigned seating at West Center events

Better biking access – advocate with Pima County

Better Board – less bickering (multiple focus groups expressed this)

Better class space

Better communication – we don't know progress on items, we have to go through a conduit to raise issues

Better communication from Board to members

Better communication from staff – different answers from different people

Better communication of data to inform members

Better data via card readers – move them to more convenient locations, use readers for more activities to track usage and participation

Better governance and committee continuity

Better maintenance in some pool areas to prevent replacement

Better place for cultural events

Better process of asking for expansion of space – artisan shop trying to get bigger for years. We fill out a form each year and hear nothing, get nothing. Needs of our shop have never been addressed properly

Board decision making needs to be improved – For example, salt water pool without the right filtering system

Business model that enables us to adapt to the changing environment

Club leadership coordinated, get to know each other

Club membership open to non-GVR members

Clubs ensuring they are responding to member needs – some are rather exclusive in their approach)

Collaborate with County at Canoa Hills parking lost for gathering

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What GVR could do better or differently

Cost for members and nonmembers (events and classes) is too close (multiple focus groups expressed this)

Dance floors open later

Dances – more

Data to track unduplicated count of people participating and how far they travel to access their activities

Deep pool dedicated for deep water exercise, snorkeling, scuba

Demographic data on who lives here and who is moving in

DISC golf course (park that Pima runs)

Dog park (multiple focus groups expressed this)

East Center gym too crowded in winter

Educational classes to stretch our minds

Electronic access to online calendar

Electronic communication from GVR is out of date

Evening activities (multiple focus groups expressed this)

Expand fitness areas at Canoa Hills and Desert Hills

Facilities refreshed – For example West Center pool

Find middle ground between maintaining high quality on what we have and expansion for the future

Fitness center consistency – size and equipment available

Fitness studio

Fixed stage seating at a performing arts center

Focus on future needs

Free weight room

Golf (multiple focus groups expressed this)

Indoor track

Keep connected to future needs of members

Lap pool – designate a pool a lap pool

Lazy river

Maintain community/family feel (vs. the country club feel)

Major decisions decided by membership rather than small groups



What GVR could do better or differently

More appropriate rooms for classes – For example, art rooms should have non-carpeted floors, 50 classes and 2 rooms designated for art

More attention to detail when there is new construction

More connection and collaboration

More nature things, For example geology club

Multi-purpose event center

New building for several clubs

Open mic cafes

Outdoor exercise equipment (multiple focus groups expressed this)

Pool at East Center – rework

Pro shop for sports

Programs for the entire membership

Programs specifically for the 80+ members (multiple focus groups expressed this)

Public bathrooms – more of them

Refurbished pools (both East Center and West Center) (multiple focus groups expressed this)

Restroom/shower for person who has opposite gender caregiver helping them

Reverse the direction of the fans so they are sucking air up instead of blowing it down

Social gathering places (multiple focus groups expressed this)

Spinning classes (multiple focus groups expressed this)

Storage space for clubs

Swim meet facility, master swimming, regulation pool (multiple focus groups expressed this)

Take entertainment out to elderly folks at assisted living

Technology help for older folks

Therapeutic pool

Transportation (multiple focus groups expressed this)

Use data more for decision making and analysis of needs/shifts in programming

Utilize unused facilities and space, better data on utilization

Vending machines

Walking and biking trails needs repair or paving



What GVR could do better or differently

Website presence for clubs – help us do these

Weekend activities (multiple focus groups expressed this)

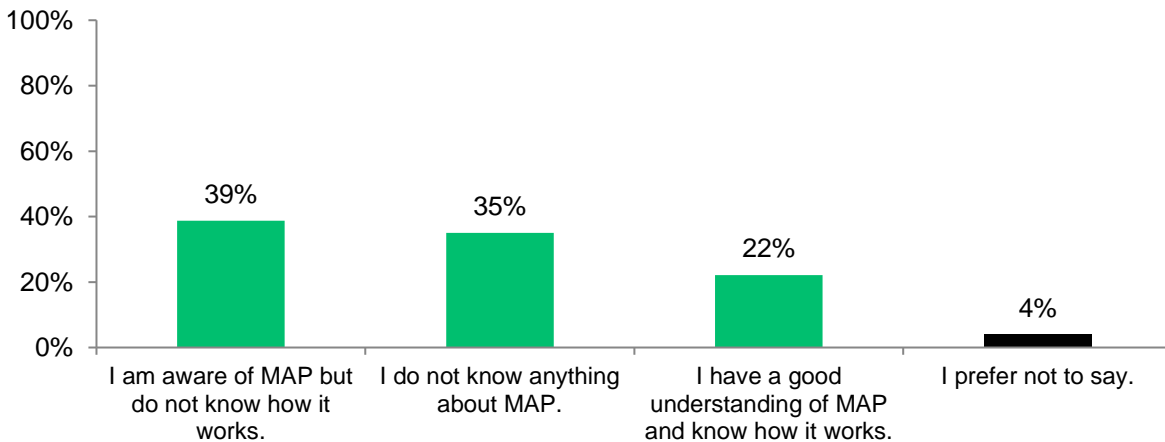
Wine/beer at concerts

WSM Architects Master Plan – move this plan forward for sake of clubs and facilities

Member survey responses

Knowledge of GVR’s Member Assistance Program (MAP)

Which of the following statements best describes what you know about GVR’s Member Assistance Program (MAP)?
Please choose one.





Focus group responses

What's changing in our environment? What 2-3 trends or changes are you seeing that are most likely to have a significant impact on GVR over the next 5 years?

Future trends

Balancing post-COVID personal safety and individual freedoms in gatherings; post COVID "normal" will be different

Change is at a faster pace

Cleaner energy, solar

Cleaner energy – wider use of solar (centers could have solar covered parking)

Demise of some sports – For example, shuffleboard (can we re-purpose these spaces)

Demographic changes – more people living here who are still working

Demographic changes – multiple generations of people living here – those 55 and those 80-90 – how can we foster wellbeing for all?

Demographic changes – people living longer, physical abilities diminished, aging in place

Demographic changes – people retiring earlier and are more active

Demographic changes – younger folks coming; do away with some of the older things

Demographic changes – younger people living here and working from home; their needs will be different

Demographic changes – younger people will be coming, with different interests

Digital world – gaming, online activities and competitions

Digital world – more services can be offered in a different way

Digital world – need a computer bank and someone to help with technology

Digital world – need internet availability at all centers

Digital world – need our fitness experience more technologically up-to-date – TV screens in fitness rooms, electronic workout schedules, electronic connection to a professional fitness person

Digital world – you can exercise using a smart mirror, fitness more tech driven

Digital world vs. print world – some people may still want paper

Diminishing volunteers

Growth – impact on trail use, golf courses



Future trends

Growth - increase building – going north to Tucson

Growth – increase in land prices, increased traffic

Growth – more people coming to Green Valley

Growth in population - we like the current small town feeling and need to preserve that; don't expand too much more, things are crowded as it is

Facilities at GVR are sometimes crowded

Higher demand for meeting spaces for small groups – For example, cafes

Higher expectations of retirees

Housing bubble will burst, hurting GVR financially

Housing prices going up – keep GVR fees low so that diversity continues to be possible

Housing will become more expensive – will that make Green Valley a place where moderate income families cannot access

Increasing economic span – different levels of income

Inflation possible

Keep fees at a level that allows GVR to maintain the stellar reputation we have – don't skimp on our funding sources

Limited land space available – plan ahead (get it) now

Limited land space available - Spaces for new facilities – few sites are going to be convenient

More people living here year-round

New retirees might want different things – can we find out?

People want to be more physically active than in the past

Potential future pandemic processes – we need to plan for these to occur, even this winter

Snack bars, coffee bars, etc.

Temperatures increasing – need more indoor physical activities as this happens

Water situation – Pima is talking about a surcharge on water use that will affect GVR; need to develop ways to conserve water

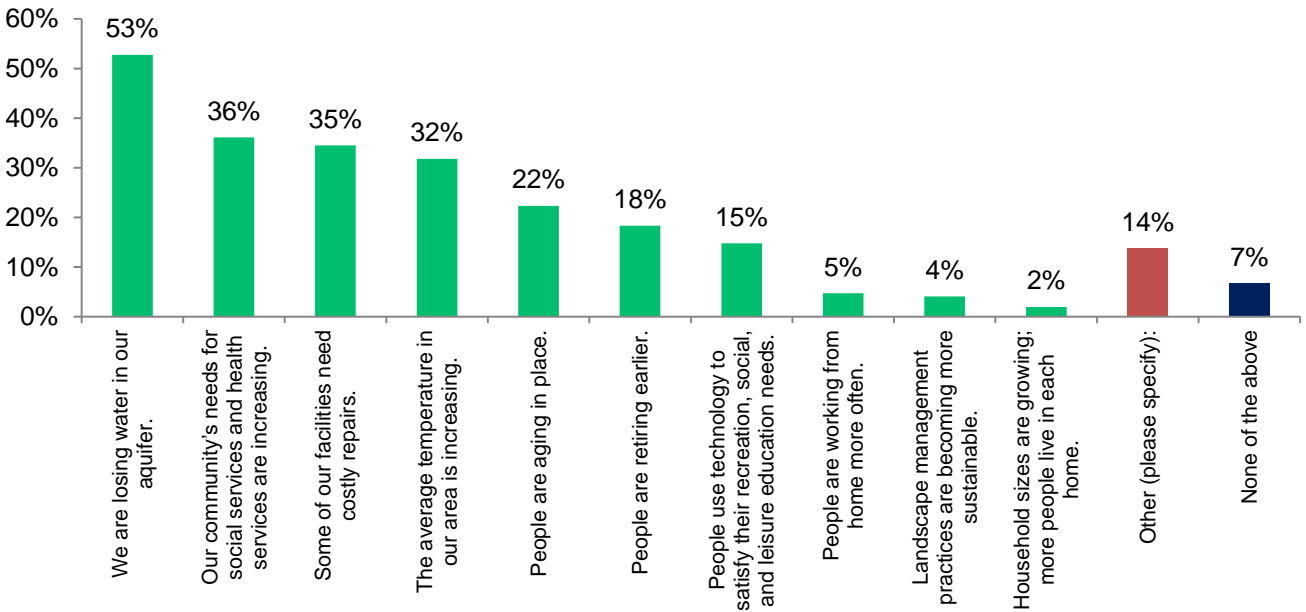


Member survey responses

What's changing in our environment?

- To get a sense of what members think what might impact GVR in the future so that it can be considered during planning, we asked this question about trends in both the focus groups and the written survey.
- We offered an “other” choice option where people could type in “other” trends. As is shown in the chart, 14% of people chose “other”; 374 people provided an array of comments. See Appendix 2 for more detailed information.

What's changing in our environment? What 2-3 trends listed below are you most concerned about in terms of the impact on GVR and the facilities and services it offers? (Select up to 3.)

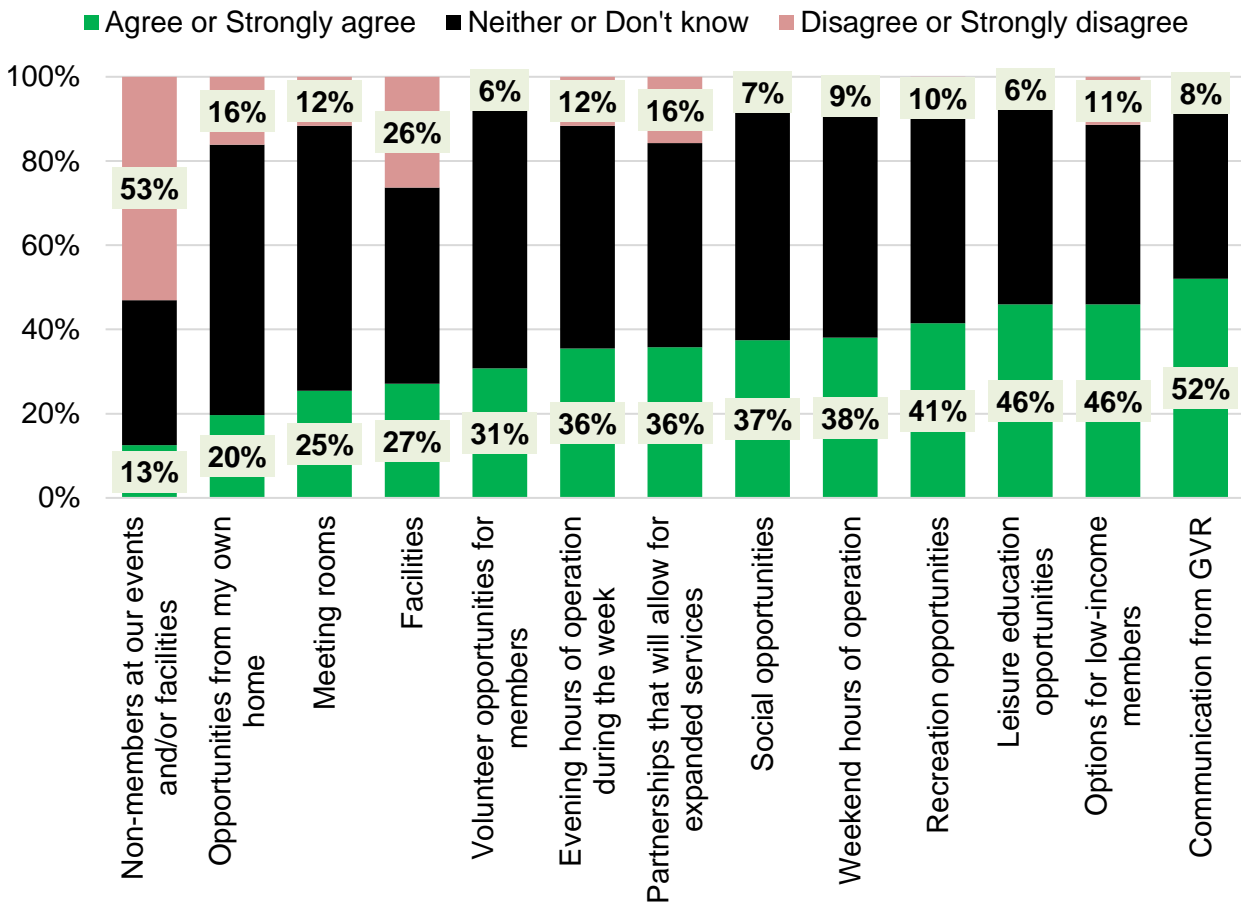




Opportunities and activities that members would like to see more of

- This chart shows the opportunities and activities that members would like to see more (or less) of; it is sorted in ascending order by the green bars (the % who agree or strongly agree that they want to see more of these items). The black bars show the percent who neither agree nor disagree, or who don't know. The pink bars show the percent who disagree or strongly disagree.
- 52% of respondents would like to see more communication from GVR; 8% would not.
- 13% of respondents would like to see more non-members at events and/or facilities; 53% would not.

I would like to see more:





Focus group responses

What do think is the “next big thing” in recreation, social, and leisure education that might appeal to your community? In other words, what is the next Pickleball?

The next big thing

Aquatics – we could use an aquatics center

Aging in place (actively)

Biking – we need better bike trails as cycling gets more popular

Biking in our area for our younger retirees

DISC golf

Hiking in our areas for younger retirees

Martial arts – surprising number of people do this now outside of GVR

Multi-generational activities

Skate park for the grandkids

Teaching people how to use the technology that is on their wrists

Technology-driven access – growth of participation using a virtual option; classes may need to be hybrid

Technology-driven activities

US Masters Swimming – more older people are swimming longer into their lives

Comments related to gathering more data to answer the question

Don't know – consider doing a focus group with new retirees to find out

Use data on national trends to figure this out

Poll new people coming into the community to understand what new things are needed

Historic Canoa Ranch is creating a social gathering place – we can learn from their experience



Board facilitation: What opportunities are there for GVR? What should we seize on?²

Opportunities to seize on

Add additional meeting rooms

Bring in new things for future members

Expand activities to evening hours

Expand activities to evenings and weekends

Expanding facilities to expand options

Future GVR residents' wants and needs

Give members recreation they want and space they need

Involvement in national organization that are tracking future recreation trends

Keeping current with recreation needs

Other agencies that we can collaborate with to expand offerings without increasing GVR cost

Plan for demographic changes

Raising member satisfaction

Reduce cost for members

Resolve pool issue

Sponsorships

Those who have aged out of active opportunities

Comments related to gathering more data to answer the question

Bring in GVR members who feel they aren't having their needs met

Identify how many underutilizers there are

What differentiates GVR and how we can attract people who appreciate what we offer

² We asked this question of the Board during the Strategic Plan kick-off meeting/orientation to the project and are including their responses in this report as input.



Section 3. GVR Challenges

Board facilitation: What challenges are there for GVR to overcome?³

Challenges for GVR to overcome

35% of our members are here only 6 months/year

35% of our members have incomes under \$50,000

Avoid preoccupation with members with minimal incomes – others do not want to be short-changed with updated services and facilities

Financing facility needs

Improving the image of GVR to members

Making “growth” not a negative

Members still believe they can opt out of deed requirements

Members want to see a unified Board that is productive and positive

Reaching internal members through communication channels

Things move slowly here – it takes a long time to make things happen that we talk about

Water challenges – we are losing 2 feet in the aquifer each year. We need to figure out water conservation

We have disengaged members

³ We asked this question of the Board during the Strategic Plan kick-off meeting/orientation to the project and are including their responses in this report as input.



Section 4. Mission and Vision for the Future

Focus group responses

What's your hope for the future? A vision statement provides a picture of the future. What are a few words or phrases you would use to describe what you hope GVR is like 10 years from now?

Hope for the future

3-5 year plan for clubs – expansion, room etc. and stick to it

Active

Active adult community

Affordable for average retiree

Air conditioned buildings for metal shop

Artisan destination – bringing in potters, ceramics, etc.

Attracts more members

Balanced approach to meeting all members' needs – active and less active

Broad spectrum of physical activities easily accessible and appealing to a range of physically active people

Capital plan renewed and used

Clear direction

Community that meets the needs of a culturally, socially and physically diverse community

Current with what people want to do

Desirable destination for retirement

Destination for people in our hobby (silver smithing)

Diverse

Environmentally conscious – better ways to handle trash, more recycling, more solar power

Everyone working together to ensure the wellbeing and active engagement of all members

Fluid

Growth – not trying to grow too fast

GVR staff continue to actively assist in club set ups



Hope for the future

Increased space – more buildings

Lifelong learning and social engagement

New, consistent brand look to our centers

Not significantly different from today – don't want to turn into Saddlebrook

Place devoted to members' wellness

Position ourselves to take advantage of people coming to Tucson for silver smithing

Proactively manages its future to meet its mission

Progressive

Rehabilitative

Reflective of society and people's needs

Resilient place where people can come to thrive

Retain our value proposition

Serve its membership, in touch with what members are thinking

Small, clean, organized

Stable

Stays GVR

Strategic plan used and kept current

Streamlined – not cumbersome or full of red tape

Still available

Support and maintain what we have

Technology smart – linked to fits bits, for example. Incorporating fitness technology

Therapeutic

Thriving

Vibrant

Vital

Welcoming



If you could make one “ask” of the Board, or give the Board a one-sentence piece of advice, what would that “ask” or advice be? (We only asked this question of Members, not Staff.)

Advice for the Board

Activities have a life cycle – we don’t need to carry on everything forever

Address the status quo and the cutting edge – find the balance

Address capital financing. The needs are great and we don’t have enough money to be even close to funding them. We need a funding source for capital projects.

Advertising was discontinued because it was not “member oriented.” That doesn’t make sense.

Are there metrics that could inform us about activities and structures that would help us make decisions? Communicate that to the membership. (For example, how much should the ceramics club donate to expand its space?)

Be more professional

Behavior on the Board needs to be improved

Board did a number of things last year without member input – they need to find out what the membership as a whole wants not just special interest groups

Board does not do nearly as well as staff in communicating with members

Board has a fiduciary obligation to do what is in the best interest of the corporation moving forward

Board has to let the CEO do his job – stop changing direction every time the Board changes

Board sets goals and parameters – give that to the staff and allow them to move forward

Buy some land so that we can expand. Land is scarce.

Canoe purchase made no sense – how could that happen?

CEO needs to be leading GVR into the future

CEO Scott take a more front and center role

CEO unite the Board

Certain committees need to be under the CEO and not the Board, chaired by a staff person and filled with people who have talents for the task rather than “political appointees” (For example, Planning and Evaluation Committee)

Change the structure if it is needed and make the case effectively to the membership

Communicate budget information, be transparent

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Advice for the Board

Communicate better to members (multiple focus groups expressed this)

Communicate more with us so that we are not finding out things in the newspaper or from other groups

Coordinated approach to how we need with Green Valley news – the nasty letters to the editor are not responded to very well

Consider different ways of communicating (multiple focus groups expressed this)

Do a cost analysis of anything we want to add. Close the communication loop on these items by communicating to the members about the analysis.

Don't spend money to make GVR a national destination or larger

Eliminate silos and listen twice as much as you speak

Financial planning needed for when the housing bubble bursts

Financing the future – there are already enough major projects to fill up 5 years of planning. The most important thing about this plan is setting priorities and coming up with a true estimate of the total cost and know how it will be financed. Look for other sources of income and revenue – we cannot pay for all of it

Find a way to hear from the 15,000 who never vote – work together to reach them

Fix relationship with the local newspaper – Scott needs to sit down and work out a better relationship

Governance and continuity need to be improved – it is dysfunctional to have everything change when a new party “comes into power”

Grow – spend money for the members

Growth - as Green Valley grows, GVR needs to grow

Growth – we don't want to get huge and price ourselves out, but we cannot stay the same; we need more space and have to make improvements

Growth brings opportunities

Hire a PR specialist to help the Board with its public responses

Hold staff accountable

Increasing dues when all the facilities were closed didn't make sense

Incumbent on the Board and CEO to get good input on this strategic plan and use it

Is our role to serve current members or attract future members. I believe it is the former since Green Valley attracts our future residents

Less arguing and beating each other up – get along (multiple focus groups expressed this)

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Advice for the Board

Less politics (multiple focus groups expressed this)

Less politics – we don't need to separate coalitions on the Board, it is offensive. It needs to be one Board with different points of view

Less politics– when new Board members come on, they should be non-partisan

Less self-focus

Let the CEO and staff advise the Board based on data analysis

Let the CEO be the CEO – let him lead and do his job. The Board is not the CEO

Listen to members more – in meetings and emails

Make sure staff are paid well enough – staff are professional and should be commended and well paid, commensurate with what they have to deal with

Pilot things when we want to do new things – small things that we can accomplish and change quickly

Publish objective data to help inform the membership – make it clear how much we are getting for our money

Reach out to others – we need to be more than middle class whites, become more diverse

Refund guest passes from 2020 if we cannot use them now either

Reinstate the use of the Welcome Packet given to new residents. It contained a lot of good information about Green Valley. People need to know what supports are here for them.

Sell GVR – brag more

Send things out multiple times so that more members see the communication

Separate newsletters – the one we have is on too many topics; maybe have newsletters based on categories (fitness, entertainment, etc.) and let people select areas they want to be informed about

Stop the high school behavior (those emails)

Strategic planning is great

Tell our story so people don't forget what we have here

Total transparency in decision making – some things are not discussed publicly, and people get surprised; allow free discussion

Understand your role is to set policy, leave staff manage the organization, stay out of the weeds, let the CEO run the organization (multiple focus groups expressed this)

Use data more and better

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Advice for the Board

Voting opportunities needed around big changes

We are reactive sometimes rather than proactive in our communication

We need a professionally run organization given our budget and the size of the corporation – this protects our investment

What is the role of GVR within the entire Green Valley community? To what degree do we collaborate with other organizations? We don't have to do everything for everyone.

Work together for the members

Work together with the members

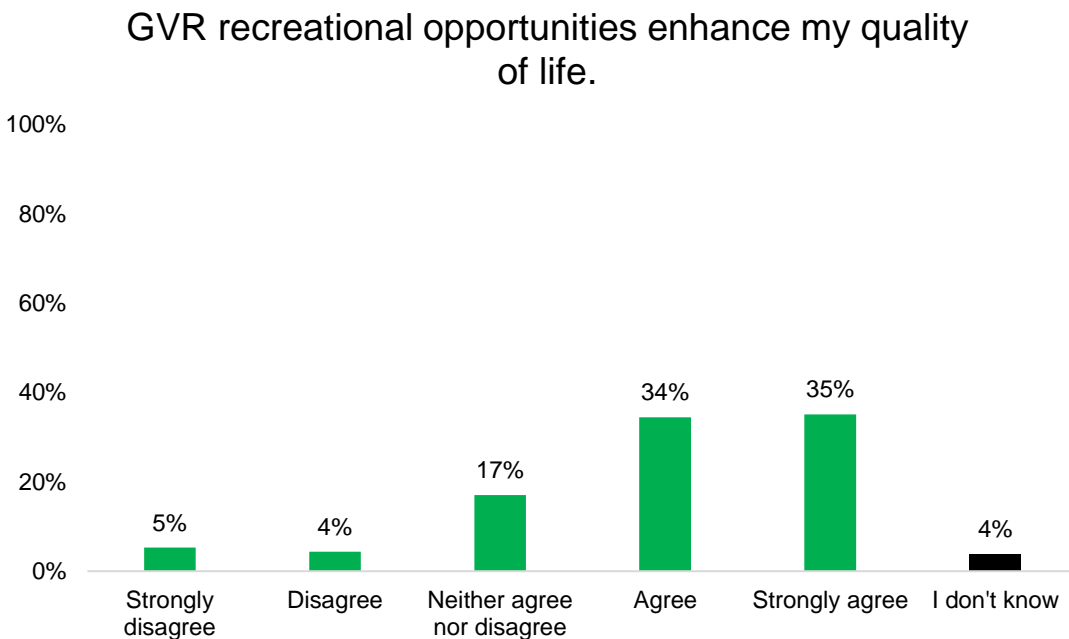
YMCA has good models for future activities that people may be interested in



Member survey responses

GVR recreational opportunities enhance my quality of life.

- 69% of respondents report that GVR **recreational** opportunities enhance their quality of life.

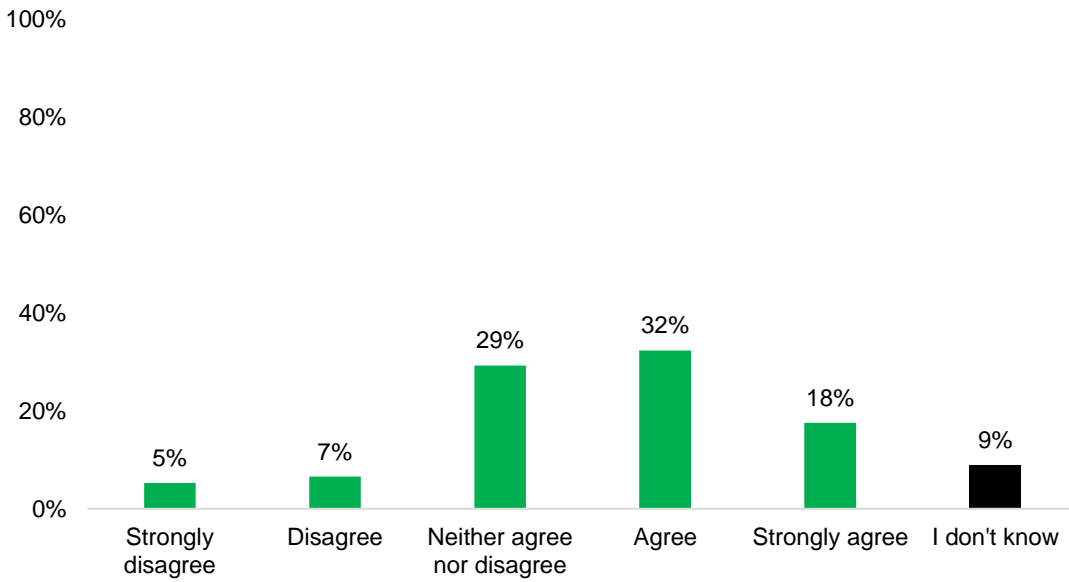


GVR social opportunities enhance my quality of life.

- 50% of respondents report that GVR **social** opportunities enhance their quality of life.



GVR social opportunities enhance my quality of life.

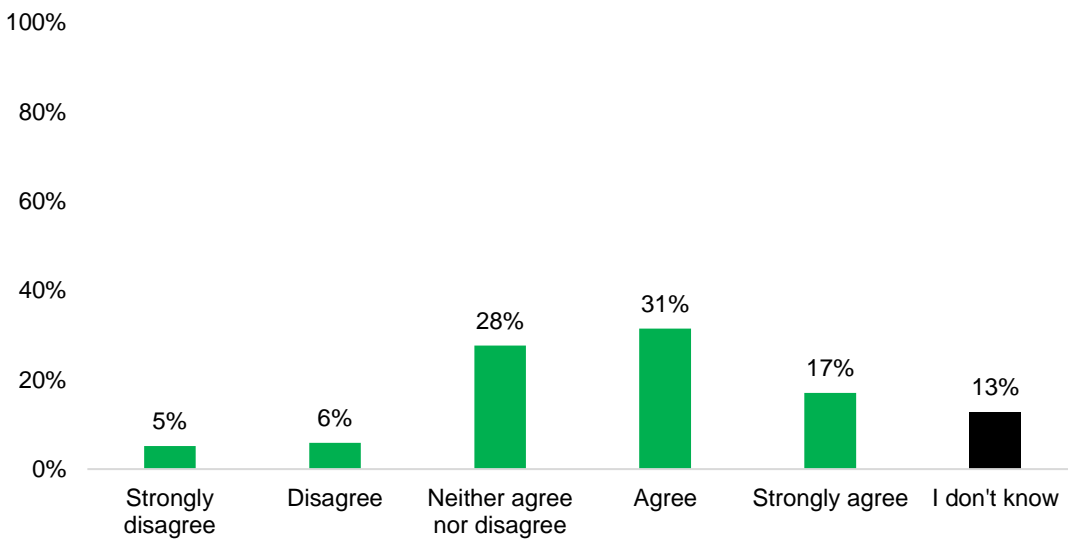




GVR leisure education opportunities enhance my quality of life.

- 48% of respondents report that GVR **leisure education** opportunities enhance their quality of life.
- 13% of respondents report that they don't know if the leisure education opportunities enhance their quality of life.

GVR leisure education opportunities enhance my quality of life.





Appendix 1. Survey questions




Green Valley Recreation - Member input for strategic planning project

Thank you for providing your thoughtful input to the GVR Strategic Planning project. Your input will help us understand what our current strengths, weaknesses, opportunities, and challenges are, which will help guide our planning and vision for the future at GVR.

This survey is designed for members; if you are not a member of GVR, please do not proceed.

We anticipate that this survey will take you approximately 8 minutes. Once you start the survey, please be sure to click the "Done" button; if you close the survey, you will not be able to get back into it to do it later. Once again, thank you!




Green Valley Recreation - Member input for strategic planning project

*** 1. Select which of the following best describes you. I am a:**

- Member
- Club Member
- Board / Committee Member

*** 2. Please enter your Member ID.**

*** 3. Select which of the following best describes you.**

- I live in Green Valley year round
- I live in Green Valley part-time



Green Valley Recreation - Member input for strategic planning project

* 4. What is your annual household income?

- Under \$24,999
- Between \$25,000 and \$49,999
- Between \$50,000 and \$74,999
- Between \$75,000 and \$99,999
- Over \$100,000
- I prefer not to say

* 5. Do you own more than one GVR property?

- Yes
- No



Green Valley Recreation - Member input for strategic planning project

* 6. How long have you been a GVR member?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- More than 20 years



* 7. The **primary** reason that I chose to buy GVR property is:

- Green Valley Recreation.
- It is affordable.
- I have family nearby.
- It has a low crime rate.
- It is a retirement community.
- It is beautiful/scenic.
- It is well-known as an active lifestyle community.
- It is close to an international airport.
- There is very little traffic.
- There is a lot of sunshine.
- Quality medical care is nearby.
- None of the above.



Green Valley Recreation - Member input for strategic planning project

* 8. In the past 3 years, have you participated in any opportunity at GVR (used the facilities or attended a class or an event)?


Yes

No



*** 9. Thinking about the most recent times you've participated in the following activities (we know it may have been before COVID), how would you rate your overall experience?**

	Very poor	Poor	Average	Good	Excellent	I don't remember	I've never done this
Performing arts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Movies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lectures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trips and tours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sports & fitness classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arts & crafts classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Southern Arizona Senior Games	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fitness center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aquatics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Racket sports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arts & crafts clubs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cards & games clubs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dance clubs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special interest clubs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sports clubs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Green Valley Recreation - Member input for strategic planning project

* 10. How effective do you think GVR is at doing each of the following?

	Not effective	Somewhat effective	Effective	Very effective	Extremely effective	I don't know
Provides opportunities for members to maintain and improve their physical health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides recreational opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides opportunities for members to make social connections	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides activities that address members' emotional well-being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides activities that stimulate members' minds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates an enjoyable environment in which to live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responds to member needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	Not effective	Somewhat effective	Effective	Very effective	Extremely effective	I don't know
Maintains open lines of communication with members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes timely and important decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates courteous, professional, and businesslike behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides recreational/social opportunities to members who may have difficulty with mobility, health, or other issues that present challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Green Valley Recreation - Member input for strategic planning project

* 11. Which of the following statements best describes what you know about GVR's Member Assistance Program (MAP)? Please choose one.


- I have a good understanding of MAP and know how it works.
- I am aware of MAP but do not know how it works.
- I do not know anything about MAP.
- I prefer not to say.



Green Valley Recreation - Member input for strategic planning project

* 12. What's changing in our environment? What 2-3 trends listed below are you most concerned about in terms of the impact on GVR and the facilities and services it offers? (Select up to 3.)

- People are aging in place.
- People are retiring earlier.
- People are working from home more often.
- Household sizes are growing; more people live in each home.
- Our community's needs for social services and health services are increasing.
- We are losing water in our aquifer.
- People use technology to satisfy their recreation, social, and leisure education needs.
- The average temperature in our area is increasing.
- Landscape management practices are becoming more sustainable.
- Some of our facilities need costly repairs.
- Other (please specify):
- None of the above



Green Valley Recreation - Member input for strategic planning project

* 13. Please rate your agreement with the following statements:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	I don't know
GVR recreational opportunities enhance my quality of life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
GVR social opportunities enhance my quality of life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
GVR leisure education opportunities enhance my quality of life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



* 14. I would like to see **more**:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	I don't know
Recreation opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leisure education opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication from GVR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partnerships that will allow for expanded services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Options for low-income members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-members at our events and/or facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities from my own home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteer opportunities for members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evening hours of operation during the week	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Weekend hours of operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting rooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Green Valley Recreation - Member input for strategic planning project

Thank you so much for your input. It will help us understand what our strengths, weaknesses, opportunities, and challenges are and will help guide our future planning. If you have additional input to share with us, please put your comments in the suggestion boxes placed around GVR Centers or send an email to hotline@gvrec.org. Staff will be happy to receive and review any additional input you have. Once again, thank you for your input.



Appendix 2. “Other” responses to Question 12 about future trends (with responses about many topics beyond future trends)

Overview

374 provided text comments in response to the member survey question asking for future trends (Question 12). We are providing *all* member responses below for consideration of the Board and the internal staff planning team during this planning process, even when they are not directly related to the question asked in Question 12. We made minor grammatical or punctuation edits for clarity, and we redacted proper names or other information that might be personally identifying. Otherwise, we retained the member’s words as they were written.

Because there are so many comments, we organized them into broad categories to help GVR see new ideas, and also the themes and divergent views in many areas. We placed these comments—even when they were difficult to interpret—in the category we thought best fit, but some comments may fit in other or multiple categories as well. During our facilitated sessions with the staff planning team and with the Board, we will dig deeper into these comments and how they might factor into the strategic planning process.

Trends: Demographic changes and evolving needs for members

- More families moving to the area. I would like to see GVR more family friendly as a GVR member and someone who was raised here.
- Lack of recreational classes for younger residents still working on weekends or early evening.
- More younger people (under 65) moving here, need more current programs
- More people are working full time and need to have access to classes and activities later in the day or on weekends.
- Not planning for younger, tech-savvy retirees (55-65) to want to settle in Green Valley.
- More people are making GV their primary residence. Can GVR provide enough year round classes and activities for this?
- I like that GVR provides opportunities for leisure, non stressful events. I worry that new people coming in try to push the envelope and make GV an upscale Robson like flashy place. I like it casual and friendly.
- A good number of the activities at GVR are more focused on the needs of seniors in the 1960s than those of the current generation.
- We must meet the needs of activities for ALL paying GVR members/residents. The working demographic continues to grow as people are coming here before full retirement. We are paying a fee with no opportunity to participate in activities



as 99% of them are day-time centric. In addition, I feel we need to have membership only for those who use the facilities and or participate in the many offerings from GVR. I have met many a couple whereby only person chooses to use the facilities and or a household member may not be physically able. Hence, the deeded fee is not fair in these cases. It's not that they can't afford it. They simply don't use it and or can't.

- Appears that more people are becoming year-round residents-perhaps replacing "snowbirds".
- People are moving to Green Valley while still employed. GVR needs to adapt to working members.
- Importance of programs for full time residents during summer months.
- Younger retirees are still social and very active.
- Estimate is that 10% of GVR member households have an annual income of less than \$25,000.
- We are ignoring our low-income members' needs and finances.
- This is an old age community with an overall entitled mentality. A country club atmosphere for 75+ and above.
- GVR ignores advanced aging and handicapped members and their caregivers.
- I can tell you it is not the wonderful GVR that we had for the first few years we lived there. It appears the GVR has become very money hungry. I certainly don't mind paying for entertainment, classes, and special events but to have to pay for an out of town visitor to play bridge or go to the pool is terrible when we already pay a year dues. We are homeowners; we are not renters. The major things that sold us on Green Valley was when we went to the visitor center to find out what GV was like, and we were told of all the activities which were numerous and that many of them were free for living there but of course the classes and entertainment there would most of the time be a charge. *[Identifying information redacted]* belonged to the *[identifying information redacted]* club for several years until his health would not allow him to do that anymore and he paid dues for that. Now most of our activities are the pool for both of us and cards for myself. We live miles from the East Center pool but we tried 3 other pools in our area and found that those pools really didn't fit our needs and the people using them acted like it was their own property. We finally found the east center pool and loved it as it provide the water activities we could do at different depth and found the people there to be so friendly and welcoming. It was a delightful experience every time we went and now to find out that pool may never be built again and to find out if it is it won't be the kind of pool that was what we needed and have used since 2005 when we were told about it. Many of us have been retired a long time and so the big bucks that all of the new residents receive are pushing many of the older residents out of enjoying all of the activities especially if they have a couple guests during the year. I feel like some of the activities like cards, swimming, billiards and etc. guest that are visiting in a home of a GVR member

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should not have to pay for those activities. Now for lectures, entertainment and other activities that cost to put on I see no problem with purchasing tickets. We may only be there for 4 months but our dues is for the year and over the last 5+ years I have seen the attitude of the new and existing Green Valley residents who have become full time residents change and act like snowbirds are a big problem. All I can say is GV has changed so much and the snowbirds that own homes in GV are not treated like they should be. All I hear is I will be glad when the snowbirds go home.

- Younger minded residents that can't relate to most groups and clubs-dated mindset of most groups.
- You are STUCK serving my parents' generation--and missing the coming invasion of baby boomers! This is my only chance in this survey to speak...so...I can say 9000%, that Aquabelles and Canasta are soooo 1950s! What are you doing for MY generation? We want more activity, more intellectual interaction, more technological interaction, more fun for us baby boomers. You are completely missing the point here. We are at the tip of the iceberg and the boomers are just starting to invade and we joke--what the hell do we do with Aquabelles?
- GVR seems more interested/spending \$ in enticing 55-60 age group and forgetting long term resident (older) needs for more user friendly athletics.
- Not addressing your aging population.
- There's a lot of talk about making GVR more accessible to people with "Challenges." My concern is whether they have been contacted to know whether they actually want to participate and what they need/want in order to do so.
- People are staying more active into ever increasing later years.
- Demographics might be changing: different "kinds" of people are retiring to GV; not traditional retirees?
- We seem to be meeting needs of younger people first then maybe deal with current issues if enough finances.
- People are less healthy-example is obesity. People are becoming more reclusive the older they get.
- Demographics are changing.
- People are active later in life.
- People on map DON'T belong on it.
- Do not expand the area that provides GVR. We have more than enough people using the facilities as it is.

Population growth

- Increase in population
- Population growing, little space for GVR to build new facilities. This is a Major concern.

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- Population is growing putting additional pressure on existing programs and facilities.
- Too many new homes being built.
- There seems to be an influx of population in the area.
- Population growth continues to impact the community and its resources.
- A lot more people and cars in recent years.
- The bloody population density has nearly doubled in the past 20 years. Too crowded now.

Trends: External forces

Water and environmental concerns

- Too much new housing is being built, which exacerbates our increasing water shortage.
- Uncertain how GVR can affect environmental issues like water and average temperature?
- Concerned about extended power outages. Cooling centers? Generators?
- Visual and potential air quality implications of mining in the area.
- Drought
- Drought
- I don't know if our aquifer is losing water, but if it was, I would be concerned.
- Increasing temps and loss of aquifer are GV issues, and of great concern. However, they are not GVR issues. GVR needs to stick to its mission.
- Damage, destruction & use of wash and riparian habitat areas.
- Wind is increasing.
- Increased mining draining water from aquifers, polluting ground water, dust and particulates, environment, views.

Other external factors that may impact GVR

- Area needs more physicians.
- Safeway continental plaza is very dangerous, and there's a great need for more shopping south of hospital.
- The year-long plus isolation has caused tension and GVR's reaction to the situation has caused animosity among members.
- Opening of the border.
- Safety/border concerns.
- Illegal [border] crossing.
- Illegal immigrants walking around, cost of classes, identity theft.
- Covid
- Copper mine expansion in the Santa Rita's!

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- Traffic, law enforcement, roads.
- Cost of lower employees starting wages so we can compete.

Trends: Types of services

- Bringing new activities in and phasing outdated activities out as national trends change.
- GVR has ignored the need for more virtual learning.
- Small clubs get less attention than larger clubs.
- More social activities for widows and widowers!
- Need for more physical opportunities for new younger retirees.
- People working want more evening classes.
- Would like to see GVR sponsor classes, drop in type exercise programs that are a part of our membership, water aerobics is an example. Some people still have busy schedules and may not want to pay for a class that they may not be able to attend. The current classes are also overpriced.
- We haven't been here long enough to know.

Compliments of GVR

- I [have] only lived in Green Valley for 2 years and not that familiar with the area, but am very happy here.
- I believe that GVR has adapted well to changing times.
- GVR is hiring good, quality young people who bring a needed skill set to GVR (i.e. *[name redacted]*)

Mission (purpose) and vision for the future

- What is the GVR Mission?
- GVR DOES NOT HAVE A VISION - A 5YR STRATEGIC PLAN IS NOT A VISION.
- GVR is trying to be the government for Green Valley - - - not your job! Do not neglect the 30% of members that do not use facilities but must the big spenders share! NOT FAIR!
- Continue to grow GVR as a premier social and active retirement community. Do not let mistruths and negative behavior toward the Board, CEO and Staff prevail.
- Too many GVR members don't recognize we must grow and not be stagnant.
- I don't understand why someone would come here and not see GVR thrive and grow. I feel we should strive for excellence and not cheap.
- Too much emphasis on growth and expansion. Just need to manage what we have.
- Too many people are moving here. Too many homes built.

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- I am concerned that we are going to be a "resort" area when in fact we are a "retirement" community ONLY.
- Vision for GVR not shared by many members, financial irresponsibility.
- The attempt to make GVR into something [it is] not will leave behind those on a FIXED income. Govt retirees get a COLA adjustment.
- Future generations may want a different focus, and to remain competitive and relevant we may need to make big changes (more technology based interests, more social spaces, more opportunities for those who do not want to join clubs, etc.)
- Lack of a GVR stated strategy relating recreation services to the environment.
- There's a need to develop strategies & stimulate the members post-Covid to reunite, build relationships, and bring back the community.
- GVR boards need to be more budget oriented and less expansion oriented. Maintain what you have.

Customer service

- Lack of customer service.
- Not listening to members. No one listens to anything.
- You do not listen to the membership.
- Less volunteers.
- The volunteers who have helped GVR grow are not being replaced by the younger retirees.
- There is a lack of communication TO the paying members!!
- GVR not responsive to members and getting too expensive.
- I have felt that office workers at GVR are not agreeable to work with.
- Unfriendliness of staff.
- This past year with Covid 19, the crew at GVR did the worst job of communication and did many days of hiding behind closed doors.
- GVR Board and employees are non-responsive to member communications with them.
- GVR used to be a wonderful "CLUB"...it now tries to be a "corporation" with many employees and little participation from members in important decisions.
- I played Quiddler with a CLUB the person who was supposed to respond to our space needs at The Springshad to contacted over and over, Custodian would try to move us out BEFORE our 2X monthly 3 hour slot. Now WHAT!

Finances/ fiscal responsibility

- There should be no acquisitions of more property without fully maintaining what we have. For example, your fitness centers are dated.

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- The reserve fund for repairs is underfunded; should be 100-110% of reserve study amount, before using funds for initiatives or raising dues, or hiring more GVR staff.
- Capital spending needs to be controlled, limit to 300K\$ without membership approval.
- Misuse of GVR funds.
- A lot of money seems to go to pickleball that could be spent elsewhere, like facilities.
- I am concerned that GVR thinks that there is a bottomless pit of funds to whatever they want to do. The way the pickleball courts were handled blew my mind. The way the purchase of the building in Canoa also blew my mind. How about being fiscally responsible? I personally could live with just pools and an exercise room, especially since the people who teach classes are not vetted.
- Facilities should be self-sustaining for members who use the GVR. No use - no charge.
- Affordability? Management over-spending!
- Cost of big PB courts
- Use of block chain technology & crypto currency are becoming mainstream and need to become incorporated into offerings. (Education)
- Wise budget management, no dues increases.
- Pressure from GVR clubs to fund their facilities from the general membership dues.
- Waste [too] much money on buildings never use and pickleball courts.
- Expansion is expensive and maintaining such expansion is never figured in the equation, yet increase membership is a cause not the answer.
- Overhead costs are getting out of hand.
- GVR payroll costs are rising too fast.
- GVR needs less employees and less benefits.
- Also needs to reduce Cars-Trucks-Vans in use.
- Too much money goes to special interest groups.
- Wasting too much time and money on 1 club - pickleball!
- Spending on unneeded facilities.
- GVR over spending and over building.
- Need to investigate a way to make the MAP program [can be] self-sustaining. Possibly with low risk investments like bonds.

Facilities

Outdoor spaces and landscaping

- Landscapers are just butchering the foliage here. Cut, cut, cut, even when inappropriate.

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- Landscaping LESS sustainable.
- The need for social gathering space outdoors.
- Need a dog park.
- Toxic weed spraying that occurs while I'm playing tennis or biking by.
- No concern for unstructured outdoor green spaces especially with our pets.
- Adding facilities to GVR.
- Roads need repair.
- Continued need to provide readily accessible sports and physical activity areas.
- Why wasn't land purchased for RV storage? Good cash flow.

Buildings

- Lack of adequate facilities.
- There is a tendency to favor expansion rather than improving the quality of existing facilities.
- The GVR facilities are showing their age and need a lot of updating.
- Updating or expanding of facilities.
- The facilities are not keeping pace with the needs of new and active retirees.
- Facilities need renovations.
- More effort is needed to ensure a barrier free accessible environment on all GVR properties.
- Disability problems in buildings.
- We are lacking an acoustically decent and attractive performing facility.
- West center women's bathroom has one sink where the water doesn't work. Also West center needs better locks on the bathroom doors.
- Need to expand East and Las Companas fitness centers.
- I would like to see an updated fitness center and locker room in GVR's Springs location.
- The poor maintenance of the facilities becoming alarming, and unsafe. I could also hear it from other members. Facilities are deteriorating, and don't [seem] to get any better. The craftsmanship on the improvements are done by people that not doing a professional job.
- Maintain facilities that we have.
- Overspending on new facilities.
- Stop buying more properties that are not needed.
- GVR has too many old facilities ... give some back to the HOA's such as Casa Paloma I & II.
- Mobility access outdated at older facilities.
- Fitness centers have insufficient air conditioning, I see it is very hot and stuffy inside.

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- New homes are being built and GVR is not keeping up with the demands of these new neighborhoods, i.e. no building new pools and rec centers close to these new members.
- Every wish of every member cannot be granted. Some closures vs costly repairs could be warranted.
- We need to address the changing needs of membership in a timely fashion. At the moment, new/expanded facilities take far [too] long build.
- Facility needs for large-group gatherings in our greater community are needed.
- There is preference to some group facilities such as pickleball, woodshed, and not others such as Lapidary and Silversmithing and Artisan shop.

Equipment and indoor space

- Community coffee shop for those who need social aspect.
- Update workout machines - need repairs.
- The gyms are small. Younger members want better gyms.
- NO ACTUAL FITNESS STUDIO PROPERLY EQUIPED AND DEDICATED FOR STUDENTS TO PARTICIPATE IN EXERCISE CLASSES.
- Lack of indoor walking facilities.
- Steam room.
- GVR space for Groups to meet are dwindling.
- West Center is not a good venue for performing arts.
- The need for bigger spaces and updated equipment for several clubs.
- Difference in workout areas.
- Need additional space for club activities.

Pools

- East Center Pool
- Shared access to lap swimming needs improvement. Lap lanes should be circle swimming so more than two people can a lane at a time.
- Two pools I have seen are not at all inviting. Went to look and never went back.
- Swimming pools need more shade and misters.
- Low use-inappropriate number of swimming pools & not one is therapeutically warm.
- East Center Pool needs to be replaced NOW!
- Swimming pool @ East Center
- East Center pool needs to reopen.
- Too many swimming pools, waste our water, costly to operate, evaporation and except for a small group of aquatic enthusiasts, the pool are not used except for walking and socializing. Water aerobics is very important but can be accomplished in several pools. Don't rebuild the East Center pool!!

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- Westside Swimming pool facilities and need to be updated instead of hijacking reserve funds for the pickle ball consortium.
- I am a lap swimmer and regularly use the facility. I also walk the Canoa Trail in the winter months. So, these two activities make the GVR worthwhile for me.
- The one class that I really needed--arthritis swim--was discontinued. And you can't seem to provide warm water in the pools for it or to use even without the class. The one warm water pool that we had is now gone. I moved here because of my arthritis and fibromyalgia and all of the pools to exercise in--I did not realize that an organization that is for older adults would not think that any of them have joint or muscle problems!
- Pools need covering / shade to protect from skin cancer.
- East center pool needs rebuilt.
- Keep all pools open.

Users

- Overcrowding of facilities as more retirees move into area.
- Facilities are [too] crowded.
- Gym goes careless about wiping down equip.
- Demand on our facilities and amenities around us is increasing.
- Not enough capacity to accommodate all GVR members in aquatics, fitness centers, and popular classes.

Services

Rules and regulations

- The newer rule that a group must have 35 participants to use GVR room for the activity. We had been able to meet in a small room with 2 tables of mah-jongg, etc. or even 12 people for a group meeting.
- Rules are getting more restrictive.
- Facility hours are only open while I'm working.

Transportation

- Need public transportation to airports.
- Transportation to events.
- No evening shuttle services to Tucson.
- Transportation for single non-[drivers].
- Transportation to all things [seniors] do; better Medical people.
- Need Friends in Deed to resume driving. Many GV people don't drive anymore.

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Pickleball

- Expansion of some activities (e.g.: pickleball) serves select members and has long term impact on higher cost
- I feel that too much has been given to the pickleball members.
- Too much money is being spent on pickleball and should take care of more important issues.
- Seems to be mainly focused on pickleball.
- Really tired of the pickleball minority running the GVR and wasting funding.
- Pickleball needs more courts for reservations.
- Also, performing arts used to be a fantastic program now I use CPAC instead. Too much emphasis on pickleball and group sports and other areas of enjoyable activities take a back seat.

Membership: comments about use, fees, cost, and benefits

- Cost of classes continue to increase.
- Increasing cost of mandatory fees/membership.
- Local costs of living are increasing steadily while our mostly fixed incomes are not.
- Fees continue to rise with no extra benefits.
- GV residents are thinking less about community and more about their personal outcomes. GVR is an extraordinary and low cost community resource. Even though an individual may not personally utilize it, they should recognize and support the overall value it brings to the community.
- GVR cost to operate/ impact on membership fees.
- Closing down exercise facilities when exercise is extremely important to older people. We are paying for your services that you are not providing. My positive opinion of GVR is now gone.
- Cost.
- Given how little we use your facilities, we are paying a great deal of money for the limited services we receive.
- Membership in GVR is too costly and for the most part is not needed by a vast majority of our residents.
- Not well and can't use facilities.
- It seems that the range of income difference has increased greatly since the formation of GVR. The flat annual fee plus the large fee when you buy the house and the large fee when you relocate doesn't seem fair any more.
- GVR is buying in [sweaty] real estate causing a financial burden for the membership. Some potential purchasers are appalled at the fees for entry. It is putting a burden on the market.
- The cost of GVR is becoming overwhelming.

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- Do not understand why dues went up when most facilities were closed during Covid.
- Cost of forced membership.
- Many members no longer desire to use GVR facilities.
- Rising dues; GVR has been an economic possibility for many different various households; will it stay that way?
- Aging residents use GVR facilities less.
- Rampant anxiety exists over member yearly fees rising - hard on fixed income folks. Sr. Property Protection ceilings should be instated.
- It is shameful that GVR raised rates yet again especially during pandemic.
- increase in residents 90+ (& well over 100). These residents should have reduced or no dues.
- Dues increases and lack of programs available to shut-ins or those unable to engage in physical activities are two.
- The dues need to be capped!! Most of members live on limited income.
- Dues should not have gone up this year!
- The yearly large increase in dues.
- Not finding a way to compensate older people who don't use any facilities after they have lived here over 20 yrs.
- Activities are getting too expensive for those of us on a fixed income.
- Constant cost increases to members.
- People, who at one point bought in Green Valley for its recreation center system, have aged and no longer appreciate what it offers, thus creating a problem for those who do.
- It seems to me there are more signs around about losing member privileges' or being dropped from membership. Who has oversight on that type of activity and do members have to continue paying dues?
- The cost of participating in GVR offerings beyond what our annual fees.
- Annual fee keeps increasing.
- Dues should have been reduced due to no services for past year due to covid lockdown.
- Green Valley is becoming more expensive.
- Fees going up.
- GVR does not listen to members; I'm paying for something (other people's germs) that I do not use.
- GVR taking our dues and giving them to MAP.
- Getting older and using the facilities less and less, but increasing dues.
- Increasing GVR membership fee.
- With increase in dues year after year. There is a need for a graduated fee schedule.

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- I also feel that when we own a home, and we have a guest come once in a while that we should not have to pay for them to participate in the activities I usually participate in which is mostly swimming and playing cards. Those are two activities that do not cost the GVR anything.
- Cost of classes are high compared to continuing education classes we were used to.
- “TALK” about opening our GVR facilities to the general public for a fee. That is wrong... members need to own a home and pay their GVR \$\$ when the home is purchased and pay their DUES.
- Participation in physical fitness and exercise classes are only available at additional cost, should be included in membership fee.
- Homebound members need GVR services and some kind of member benefits for their dues payments.
- The cost of moving within GVR properties is outrageous.
- GVR is irrelevant to me.
- The lack of using facilities because of medical problems.

Membership: comments about opting out of GVR membership

- Real threat or not, there are more rumors that there is a desire to discontinue GVR, which would have a negative and dramatic impact on the desirability of Green Valley as a retirement community. We need to continue to improve and enhanced the GVR recreation facilities and offerings to sustain the existing retirement community. People who no longer want to be members and there is no way out.
- GVR members who are aging in place need an option to get out of GVR!
- People moving here who don't want to participate in retirement activities and therefore want to opt out of GVR membership.
- No way to exit home from membership.
- Opt out of membership when no longer using facilities.
- People that want to opt out of GVR.
- The number of members who don't use GVR and can't do anything about it.
- Some members don't and can't utilize GVR facilities.
- Would like to OPT out of GVR.
- Every GVR home must pay their dues or move out. They knew that dues are attached to the property. No getting out of GVR.
- Still must pay full GVR fees in our 80s when we can no longer participate - when will someone help us out of this dilemma?
- A growing # want to opt out of GVR.
- Some of the elderly cannot use the eligible recreational offers, they should opt not to pay GVR dues. Please offer them a choice. Why pay for something you

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cannot use. We all are getting old. Think about your parents. Would you want them to pay?

- A large number of members feel GVR should be closed down.
- Do not care for forced membership - Join if you want to.
- People who can't use the facilities should NOT have to pay for it!!
- Due to age and illness and income reduction, not being able to opt out of services that we pay for.
- I don't like when people think they can stop paying dues just because they don't use GVR. Everybody needs to pay dues.
- GVR should be a choice not a requirement.
- Ability to opt out of GVR entirely! Did not know about it when we bought.
- Allow us to leave GVR as we age, please.
- Costs for facilities continue to increase member costs. We are held hostage with no recourse. Not worth the money.
- Most people age 70 and above don't need or use GVR.
- I am paying for things I don't use, and my realtor did not let me know GVR was part of my deed. No one should be forced to pay for your services. And if I have guests pay additional amounts? Very disappointing, and you want more after a year of shutdown.
- If you REALLY want to know what residents think of GVR, give us a one-time opportunity to terminate membership, and you will see a true picture of how important GVR is.
- increasing membership cost. Some of us who would like to unjoin, but can't. We pay for what we don't use. Doesn't mean we are shut-ins or sick - my interests, life style, retirement don't require pools or pickle ball or clubs. Those who want to be members should be and those who don't shouldn't have to be, have the encumbrance on their property.
- Option to cancel membership.
- Not making GVR membership optional.
- Need to have a choice to join GVR if not using facilities.
- A lot of recent retirees or people in their late 50s that are still working are not interested in GVR memberships. It adds to the costs of buying a home in GV.
- GVR's financial control over Green Valley residents who have no use for GVR.
- I regret belonging to GVR as I [am] no longer able to use the facilities and resent paying dues!
- Movement to opt out of GVR.
- People should not be forced to pay dues for something that they will never use!!!
- GVR dues are excessive and likely to be even more costly. Most people who live in GV are stuck with GVR. We are not allowed to resign.
- GVR is a scam I would opt out given the chance. GVR not recommended.

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- There are no activities that I am interested in and FORCED to pay a membership for no reason gives me a super bad attitude about the forced membership and GVR.

Membership: comments about polarization

Internally and/or externally

- Diminished civility in residents and management alike, and bad press.
- The attitude and political motivations of the anti-GVR people. This is my top concern.
- Also, significantly, there is a growing political divide in the community which has spilled over into the inappropriate politization of GVR governance processes and policies.
- Disagreement between member factions is an issue.
- Collaboration, cooperation and friendliness seem to becoming things of the past in favor of terminal grouchiness and "everything has to revolve around ME ME ME!!!"
- Some outspoken (angry - but why?) members have a hurtful impact on GVR - I hope to hear more from interested, supportive and positive members.
- There are more people who are venting their anger about life towards GVR!
- Given recent elections, people are increasingly becoming more and more divided and unwilling to accept differences of opinion.
- The member split for GVR direction..... mean spirited older vs new younger members. We want out of the fees we don't use! The GVR4US group encourages this which I don't think is helpful with our membership. Really misguided! All GVR membership understood there was a rooftop fee with their home purchase. This was not a surprise. Realtor and Title Companies are careful to disclose. Now GV4US supported members want out of their home ownership obligation. Really hard for me to understand GVR members now trying to weasel out of their known obligation. Very unpleasant for those of us that understood our home purchase included this fee and willingly pay the GVR the annual fee with our home purchase. Really lack of character for those that are creating this mess. Gosh, move to a location that better suits your lifestyle if GVR does not.
- No Director representation of HOA; two party not representing all HOAs.
- People are becoming more polarized and less cooperative.
- The community is becoming more divisive and political.
- GVR doesn't feel like a part of me. Sometimes I feel as if it is a "them vs us."
- Negative criticism of GVR without suggestions for improvement.
- GVR SUX!
- People are getting polarized and mean.
- Political polarization divides us.

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- Too many "woke" and liberal socialists escaping the coastal USA want to impose their values on me.
- Gun violence, false news, and how contentious factions in our society have become.
- Biden administration bent on destroying the country and opening our nearby border to every terrorist, criminal and covid carrier that would like to come in.
- People have become more political and hateful.
- Our country is being overtaken by Marxist/Socialists in power.
- Political separation.
- As a [redacted identifying information] concerned about your politics and how it is affecting people. Very sad to watch.

Governance/ the Board: all comments

- The Board is becoming increasingly contentious.
- Communication/attitude vis a vis GVR and membership. Decision making transparency.
- The board needs to be more transparent.
- GVR Board factions always at odds.
- Unproductive oppositional division between GVR 4 Us and Friends of GVR on Board.
- The GVR Board is dysfunctional, wrought with special interest, is essentially controlled by the pickleball club, and is a haven for ego driven petty autocrats.
- Competing interests of the board.
- Continuing ineffective and unstable GVR board of directors that results in bad decisions and inability to get things done for members.
- The boneheads that get elected to the board to fulfill their need to be important and mess it up for everyone else.
- The constant negative in-fighting among board members and the Board with the community.
- Management/board members seem to all be fighting all the time.
- Board members lack tact when dealing with each other. They set a poor example.
- GVR needs to improve communications to the members; a unified board!!!
- Our board members.
- The GVR Board is too busy fighting to work together.
- Divisiveness between groups of board members and the foundation.
- We should not have a foundation.
- GVR is becoming increasingly political and acting more like a government and less like the service org it should be.
- Bickering on Board.

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- Board dysfunction.
- The contentious, childlike behavior of the board is very concerning. Maybe they need training in non-violent communication.
- Divided governing board.
- I am shocked by some of the things the board is doing – *[Name redacted]* bought the old clubhouse and now we are paying more for the parking lot. Board is not performing well.
- GVR is less transparent about important decisions than in previous years resulting in a loss of confidence amongst members. This is bad when the country is experiencing a high level of general distrust.
- The GVR Board's inability to make logical financial decisions, e.g. approving the EC pool replacement.
- The lack of communication from the board regarding the E Center pool.
- Transparency on all issues, decision making.
- A minority of members are influencing the direction of GVR.
- I feel the GVR Board is not doing a good job of listening to the membership. I and many people I talk with have a major concern that this is run now like a dictatorship. Get on board or get out.... Major concern that this board has a very hidden agenda and only listens to a few and are not open to any suggestions that do not agree with what [their] hidden agenda is about; what has happened to free choice and free speech?
- Priorities for members are not taking a priority; board members seem to think the decision making is all their personal feeling not necessarily members' needs.
- Board conflict and questionable election procedures.
- Animosity within our community, specifically as it relates to GVR board members, is increasing. The community is becoming polarized, and the staff must be demoralized.
- I'm very concerned about the leadership of GVR board, its lack of transparency, and it's not being judicious in handling our dues money and the budget.
- Lack of cooperation among board members.
- Lack of communication from and with the board.
- Special interest group packing the Board of Directors.
- The present majority of the board appears to be clueless on budgets and surpluses. Raising the dues was unnecessary and counterproductive.
- Politics among the board. GVR 4 US is an unnecessary annoyance.
- There seems to be a disconnect between GVR members and the form & function of the Board. Dissention between board members has caused many GVR members to mistrust the Board. Both new & longtime members are weary.
- Board conflicts and member uncertainty about issues.
- Board meetings not open to members; decisions made behind closed doors.

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- Too many Board members from Friends of GVR sway the decisions; dues are too high; heavy handed control and lack of transparency of the Board; lack of fiscal responsibility.
- Poor management of GVR for the last 15 months.
- Infighting within GVR.
- Our governing board has become "tribal" and not working for the benefit of GVR members, but apparently their own agenda.
- Board Management could use some training and behavior modification.
- Seems to be a lot of "infighting" on the GVR Board. Used to be very peaceful!
- I used to love GVR but am tired of the board politics. This is a happy place, and I don't like the controversy.
- Infighting on the board. Board members not cooperating with each other!!!
- BOD dissention; lack of action; lack of transparency.
- Constant bickering between GVR Board Members and GVR Members is demoralizing and [im]mature.
- Fracturing of the political process in the United States that has spread to our own Board. The in-fighting is counter-productive. Misinformation has become the new norm.
- We need a Board and CEO that are "OPEN and LISTEN to the MEMBERS". Transparency on all things that effect the membership. You seem to forget that we are the people that support GVR!
- Board dissenting.
- A political GVR Board.
- I don't think the board is thinking of all members, just select groups, for example pickleball. GVR is becoming dysfunctional like D.C.
- The toxic way GVR politics has evolved.
- Board has not been financially responsible.
- The board is creating a hostile environment.
- In fighting of board. I don't have a dog in this fight, but I see Friends of GVR send out letters saying the other side needs to get along and in the next sentence it is THEY (Friends) calling people names and in one recent incident threatening to pull their membership privileges. Stop throwing your weight around, you have a majority, you don't need to threaten people who honestly disagree.
- Last few GVR Boards have done a very poor job of getting input from members before major decisions are made.
- What concerns us the most is the board's unprofessional, unaccountable behavior.
- The Board needs to follow AZ Open Meeting Law for Non-Profits & update Bylaws to Non-Profit status,
- Board conflicts and lack of involvement of members.

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- There is too much fighting among the board members that are supposed to help. I think maybe the board needs to go back and look at the reason GV was established in the first place, and it was not to be another Sun City, Quail Creek or etc. I hope that the new board, new CEO, and others can understand the real reason that Green Valley was established and go back to some of those common sense reasons that Green Valley was built.
- I think GVR needs to remember one thing which they do not. IT'S NOT THEIR MONEY.
- The desire of GVR to rule the universe in a dictatorial fashion. DISBAND AND SELL OFF THE ASSETS.

Survey considerations

- This sounds like a left wing biased opinion survey.
- Survey doesn't allow for additional comments.
- I don't understand the question.
- Very ambiguous. Choose not to respond to this question.
- This question is extremely poorly worded.