

Venture Out at Mesa, Inc.



Comprehensive Long Range Plan



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For:

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Preface

At the beginning of 2000 the residents of Venture Out began to notice a subtle shift in their community. It seemed that more units were for sale than before. Concern turned to action and the Condominium Board with Earl Herring as President appointed an Ad Hoc Marketing group in January of 2001.

This group posed questions at the time:

1. Is competition increasing?
2. Are people going to other places to retire?
3. What percentage of our units are rentals?
4. Where are our people from?
5. What are the ages of the residents?
6. How many residents are living at VO year round?
7. What is the Long Range Plan for the development of VO?

In the February report of 2001 it was stated that Venture Out was experiencing “80 -90 units for sale” in addition the park had a total of 265 rentals both park and individual owners. In the spring of the 2003 season this number had increased to 154 listings for sale and 358 rental units at the peak of the season. Clearly a change was occurring at Venture Out.

The Ad Hoc Marketing committee further stated “ VO is 30 years old and needs structural, administrative improvements... it has potential to become a leading Condominium (R.V.) recreational park for future generations. VO has a large facility and variety of activities but needs to examine these to set short and long range goals for the future residents due to its aging population. What group is VO targeting for the future? Who will buy our units?”

In the Spring of 2002, Venture Out began the next important step in this evaluation process. Dr. Wendy Hultsman, Associate Professor, from the Department of Recreation and Tourism Management at ASU West was contracted by Venture Out to conduct a survey and develop a Long Range Plan for the community. Through the process of the Long Range Planning , these questions and more have been answered.

The following chapters are based on surveys, focus groups, workshop sessions and one on one interviews. In addition, outside data were collected regarding retirement trends of the next generation.

Acknowledgements

Completion of plans, such as this, would not be possible without a cooperative effort. In this case, the first thank you needs to go to the residents of Venture Out. When I initially began working on this plan in January 2002, I presented my ideas to a group of 100 residents who had gathered in the OASIS. While there were some who had concerns about Venture Out even needing to plan for the future, the vast majority of those in the audience were excited about embarking on a project that would benefit both themselves and those in generations to come. It was at this meeting when I first had the pleasure of working closely with John Ingebrand, 2002-2003 President of the Condo Board, Tommy Thompson, 2001-2002 President of the Planning Committee, and Doug Gale, 2002-2003 President of the Planning Committee. These gentlemen were the impetus for getting this much needed project off the ground. Throughout the survey development stage they worked wonderfully with their respective boards as we went through many iterations of the document. To all of you on the 2001-2003 Condo Boards and Planning Committees, who took part in the shaping of the survey, I offer my thanks. Your contributions were greatly appreciated. At other stages along the way Bob Cole spent time offering advice and coming up with needed documents, sometimes at a moments notice. He also deserves a thank you. And now, Merv Houghton and Doug Gale are poised to move the Plan forward for 2003-2004 as Presidents of the Condo Board and Planning Committee. I have no doubt that their board/committee will work just as hard. So, a thank you in advance goes out to all of you.

Often, it is the assistance behind the scenes that gets overlooked. In this case, I want to make sure that the front office staff, Marge, PJ, Deborah, and Coreen receive recognition, too. Throughout the 27 focus groups they were there to direct residents to the proper location, get supplies, and shuttle in quick messages.

My final thank you, and she will deny it should be written in this document, but I feel strongly that it should, goes to Mary Schmit, the VO General Manager. In order for any project or plan to move in a positive direction, there must be support from the top down. Mary has shown that she cares a great deal about Venture Out and truly wants to see it remain a wonderful place for all of the residents, both current and future. I have thoroughly enjoyed working with her over the past 15 months. We have logged “many” hours together working at VO and via email exchanges over the Internet.

Venture Out's Long Range Planning Process

VO's Long Range Plan: How It Came About

In 2001, stakeholders described many positive things about VO. They felt pride of ownership because they had established a highly active adult community with a variety of recreational opportunities. Many of them had acquired new recreational interests and had learned sports such as Paddle Tennis and Bocce Ball. They had increased their knowledge of computers, and had taken up a variety of new hobbies such as stained glass, silver smithing, and woodworking. They regularly took advantage of the Valley's sports, entertainment, cultural, and shopping opportunities. They viewed themselves as friendly, eager to help, and caring about others' welfare. And although many residents spoke of "going back home" when the season ended, they seemed to view it as a "necessary" activity and couldn't wait to return to VO the following winter.

However, these residents also had a growing list of concerns. Although most felt safe at VO and felt comfortable walking and swimming at hours that would not be possible elsewhere, they also felt there were lapses in security. They felt some units were not "kept up," and they saw signs of Venture Out's general aging. They feared that if too many houses went on the market and did not sell, changes would be made to VO that they would not like. And though they realized upgrades and additions were necessary, they had a difficult time agreeing to pay for charges that they may not be able to enjoy.

In order to strengthen the positive aspects of VO and address the things that concerned residents, it was decided that a long-range plan would be developed for the community. It was agreed that the process would have five stages:

Stage 1 -- Gather Data

Stage 2 -- Present Results

Stage 3 -- Plan Workshop

Stage 4 -- Gather Additional Data

Stage 5 -- Present Final Report

The following pages describe each stage of the process in detail.

Planning Process: Five Stages

Stage 1 Data Gathering

Survey Development

January-March 2002: Questions to be used in the resident survey were developed in concert with Dr. Wendy Hultsman, Mary Schmit, the Planning Board and the Condo Board. The survey went through a number of transformations in its development stages as each group refined the items to be asked. The intent of the survey was to gather baseline data about the residents, their interests, activity involvement and concerns, likes and dislikes, plans for the future, and demographic characteristics.

Focus Groups

February 2002. An additional means of gathering input from residents was through focus groups. Six questions were identified. They were:

1. Why would people want to move to Venture Out?
2. What excites you most about Venture Out?
3. What are the benefits you receive by living at Venture Out?
4. Are there any activities or facilities that you would like to see built/added to Venture Out?
5. Why do you think people do not like Venture Out?
6. If you could have one minute to speak to the Condo Board, what issues would you address?

The focus groups were held at the VO Administration Building conference room during March and April. Ninety minutes were scheduled for each focus group, with no more than three focus groups taking place on any day. Each resident who was listed in the VO Phone Directory for 2002 was sent an invitation to take part. Approximately 400 residents responded, resulting in 27 focus groups being held. Participants were fairly homogeneous in their characteristics for each group. Groups were divided based on the number of years of ownership (<5, 5-15, over 15 years), renters, country of citizenship (U.S. or Canada), and full time residency. When scheduling conflicts occurred, participants were placed with a group that met their schedule. There was very little need to reschedule participants, but sometimes illness or appointments conflicted with a participant's scheduled time. It was felt that segmenting the residents would allow them

to feel more comfortable discussing issues that had relevance to their particular circumstances. This was particularly true with year round residents.

Each focus group had between 8-14 residents participating. Introductions were made and the purpose of the Long Range Plan, and subsequently, the focus groups, was described. Sessions lasted from 45-90 minutes, depending on the liveliness of the discussions. At the end of the session the participants were told about the prioritization process that would follow.

Survey Distribution

May 2002. Approximately 2600, ninety-five question surveys were mailed out to VO residents (owners and renters) who were listed in the 2002 VO telephone directory, or who had indicated they wanted to complete a survey. Approximately 1200 surveys were returned, representing around 45% of the resident population. An additional 100 residents indicated that they wanted to complete the survey over the Internet. Eighty-two of these individuals did so. Only 400 surveys were needed to be able to statistically generalize about the population. A copy of the survey and discussion of the findings is in the next section. The surveys were developed with a software program (SNAP) that would scan the results directly into a database, combining it with data captured through completion of the survey over the Internet. SPSS was used to statistically analyze the data.

Employee Focus Groups

May-June 2002. Employees in each department took part in focus groups, separate from the managers of their department. The Employees were asked the following six questions:

1. What do you find most rewarding working at VO?
2. What would be the ideal working conditions for you to perform your job effectively?
3. What do you wish you had more authority to do as part of your job?
4. Given your working situation, is there anything you have a hard time doing?
5. What would excite you if you saw it happen at VO?
6. What is your understanding of VO's purpose?

Managers of each department were interviewed individually. They were asked the same six questions as their employees plus the following two questions:

1. Where would you like to see your department heading over the next five years?
2. What changes, if any, do you see having to be made to accommodate the Baby Boomer generation?

Prioritization of Focus Groups Responses

August-September, 2002. Each of the focus group participants was sent a list of the summarized items that were collected as responses to each of the six focus group questions. They were asked to prioritize the top 6-8 items of importance for each question. This process is called a nominalization process and is commonly used to interpret data, particularly when the same information was gathered from groups of people.

Summarized results of the focus group prioritization are presented the survey overview section of this report.

Stage 2 – Presentation of Results

December 12, 2002. A formal presentation of the results of the survey and focus group prioritization was made at a Town Hall held in the Recreation Building. Approximately 300 residents were in attendance. The presentation took 90 minutes.

Stage 3 – Planning Workshop

January 8, 2003. As a result of the survey and focus group data, eight items became key issues warranting further discussion and input. They were: Recreation Hall, activities, land use, services, overnight area, baby boomer trends, housing, and security. A three hour planning workshop was held in the OASIS. One hundred residents volunteered to participate for all three hours. During this meeting residents sat, eight to a table, and discussed viable alternatives and strategies for their chosen topic. Each table was given a copy of comments specific to their issue that came from open-ended survey questions, and/or the focus groups. At the end of the planning session each group presented their suggestions. The information from this workshop helped direct selection of future

strategies and alternatives for Venture Out. The discussions around each table were lively and intense. Residents discussed the issues at hand and valued the opportunity to voice their opinions as well as offer their expertise in reaching potential solutions. While some of the options presented were not always feasible, the process did point out the positive energy that flows when people focus on an issue that is relevant to their future. Their input played a vital role in the ultimate writing of this document.

Stage 4 – Additional Data Gathering

After the resident data gathering stages were completed, data was collected from additional sources, including literature, previous studies, government and private agencies. The focus of this research was to explore VO's current status vs. the trends for future retirement.

Stage 5 – Presentation of the Long Range Plan – Final Report

March 24, 2003. A presentation was given at Venture Out summarizing the data collection stages and presenting options for the future.

History

Venture Out at Mesa is an RV resort condominium community consisting of 1749 homes built on Main Street, between Higley on the east and 48th Street on the west. Broadway defines the southern boundary. It totals approximately 160 acres with one small northwest corner sold off early in the development. In 1968, VO was conceived as a park for “travel trailer devotees.” Venture Out was one of six similar resorts developed around the country. VO was built on the concept of lot ownership as opposed to leased land. The amenities that were key at that time for the travel trailer enthusiast included: attractive landscaping and recreational facilities (e.g., swimming pools, sports courts and large recreational buildings). Originally VO was designed with families in mind. In later years, the owners opted to convert to an Active Adult community.

Some of the first Venture Out Mesa homeowners described it as “ A luxury travel trailer resort, an oasis in the Valley of the Sun, with the best of two worlds: the resort condominium home and the recreational vehicle campground.” (Helen Evans, 1985)

In December of 1969, Venture Out at Mesa was incorporated as a condominium community. Lots were platted on average 30 x 60 feet, situated over 160 acres. The first lots were sold in January 1970. Today there are 1749 lots with 33 additional spaces for overnight recreational motor vehicles.

The original homeowners created a partnership with Gulf Oil Corporation to develop properties similar to VO across the U.S. In 1971, however, due to financial difficulties, Gulf Oil Corporation assumed control of VO from the original developers. In 1980, the lot owners purchased the common elements from Gulf Oil and assumed full control.

The original architects on the project were Busby Associates, Limited. The development was designed in a wheel pattern around a center core of recreational facilities that included two swimming pools, two tennis courts, and a two-story recreation center. Construction was completed by Dec Construction of Tucson AZ. Venture Out was developed in four phases. It took nine years to complete the initial development.

The first lots were ready for occupancy in 1970. The recreational building and administration building were completed in the same year. The original design for the

twelve-sided Recreation Hall included 13,000-sq. ft. on the lower level, along with a post office, kitchen, billiards room, library lounge, activity director's office and storage space. This floor plan has remained virtually unchanged since that time. The upper floor was laid with 9000 sq. ft. of parquet dance floor as well as a stage with sound system, dressing/storage area, a small kitchen staging area and currently a worship room. Again, all spaces have remained virtually unchanged since the inception of the park. This center core, according to park history, was to have cost three million (\$3,000,000.00) dollars.

The Administration Building is 2760-sq. ft. and, in 2002, the floor plan remained virtually unchanged. In 200, the conference room was converted into a realty office, allowing for a separate outside entrance and a more professional and private office space.

A third central corridor building, the Laundry and Craft Building, sits between Tennis courts 1 & 2 and the overnight RV area. It is 2640-sq. ft. and is one of the structures built in the early phases.

In 1980, a two-story "annex" was constructed south of the principal structure. It contains four activity rooms plus bathrooms to accommodate classes and exercise space. The cost of this facility was \$150,000. At the time of construction these facilities were not included within the city limits of Mesa.

Current park facilities include: two Olympic-size swimming pools, four spas, three saunas, 20 lighted shuffleboard courts, eight tennis courts, four paddle ball courts, horseshoes, putting green, golf driving cages, four Bocce ball courts, two lawn bowling courts and multiple out buildings housing a number of crafts and clubs throughout the 160 acres of development.

Today, Venture Out is an "Active Adult Community" with approximately 3000 peak season residents from virtually every state in the nation as well as all Canadian provinces. A *Wall Street Journal* article noted at one time that, Venture Out and a Sun City Florida park were two outstanding examples of recreational facilities.

Originally, all sites were to be "Recreational Campsites for Travel Trailers". No permanent living quarters of any kind were allowed. The intent was to exclude mobile homes. Over the years, the CC & R's architectural guidelines were modified to allow Park Model homes. These were followed by the addition of enclosed "Arizona Rooms" followed by raised "Arizona Rooms" (to the same level as the Park Model). The

continual evolution of the construction of units at VO has moved from an entirely mobile community to one of semi-permanent homes. Some of these homes have been greatly altered. The latest trend now includes frame houses built on the original Park Model chassis. Many are affixed to the property and termed Real Property by the county. The Maricopa County Tax Assessor plans to affix all properties to the land and eliminate the two tax bills in the next year. None can exceed 920 square feet of livable space. The prospect of future changes in home design will be addressed further in the Long Range Plan.

There are two distinct management periods at Venture Out. The “Season” lasts from October 1st – May 30th and the “Summer Program” runs from June 1st – September 30th. Currently, around 10% of the residents live at Venture Out on a full time basis.

Dr. Hultsman's Slide Show Presentation
12/12/02
Venture Out Mesa, Inc.

*"The completion of a Long Range Plan
for Venture Out involves several stages..."*

STAGE ONE

Needs Assessment:

Two thousand seven hundred (2700) VO residents with registered phone numbers were sent a 95-question Needs Assessment Survey.

Gathering Information for Profile of VO Residents:

- Surveys sent April/May of 2002.
- Paper or Internet format.

Surveys and Focus Groups:

- One thousand one hundred eighty two (1182) returned surveys without follow-up reminders.

In Summary: Around three times as many surveys were returned as were needed to be able to make generalizations about VO residents.

In addition to the surveys, approximately 400 residents took part in one of the 27 different focus groups during March and April, 2002.

STAGE TWO

Where We Are Now:

The purpose of the Survey was to Profile current VO residents.

Reporting the Survey and Focus Group Results:

- Interests.
- Activity-related behaviors.
- Attitudes relative to Venture Out programs, activities, services, policies, and future plans.

Demographic Profile of VO Residents:

- 63% are female.
- 75% are 60-79 years old.
- 75% live with partner or spouse.

MAKING RENTING A VERY IMPORTANT OPTION!

- 50% have lived at VO for 10 years or less.
- 04% have lived at VO for 26 years or more.
- 80% own their homes.
- 58% rented before owning.

**Residential referral and word or mouth/reputation
is how 89% of residents first heard about Venture Out.**

- 58% rented before purchasing and of those,
- 70 % rented a park model.

- 25% stayed in an overnight pull-thru space.
- 05% put their RV on a vacant lot.
- 98% indicated their income covered their VO expenses.
 - 1/3 had incomes from \$25,000 - \$44,999.
 - 1/3 had incomes from \$45,000 - \$74,999.

Regarding Length of Stay and Employment:

- Over 50% live at VO 5-6 months a year.
- Only around 5% are employed;
 - 75% of those work fewer than 10 hours per week.

On Health and Education:

- 85% rate their health good or better.
- Over half are college educated.

Activity Involvement:

Almost 75% have started at least one new activity since moving to Venture Out.

THIS IS WHY MANY OF YOU ARE HERE!

Most Popular New Activities Begun Since Moving to VO:

- Computers 25%
- Tennis 15%

Between 8-10% have begun these activities since moving to VO:

Paddle Tennis	Woodworking	Hiking
Water Exercise	Bocce Ball	Dancing
Shuffleboard	Stained Glass	

- 80% participate in activities with a spouse or partner.
- The number of days per week that they do activities together is evenly distributed.
- These couples felt it was important to have activities to share.
- Half of the couples belong to 1-2 clubs together.
- Almost 1/3 do not belong to any joint clubs.
- Couples appear to spend more days per week together at VO than when they were away.

Club Involvement:

- Of all respondents, over 1/2 are active in at least one club.
- 25% are active in 3-4 clubs.

Use of VO Facilities:

- The most often used facilities are:

Library	76%
Video Checkout	70%
Spa	60%
Putting Green	49%

- 60% use VO facilities for private parties.

Top 10 Activities in Which VO Residents Participate:

Walking	91%
Sitting by Pool	57%
Water Walking	41%
Weight Training	36%
Shuffleboard	25%
Billiards	24%
Tennis	24%
Lap Swimming	19%
Bocci Ball	19%
Woodworking	18%

Participation in PROGRAMS:

The following are participated in by 33-50% of the respondents:

- Bus Trips
- Computer Classes
- Cards/Games
- Exercise Classes

Participation in EVENTS:

The following are attended by at least 75% of the respondents:

- Special Events
- Private Parties
- Vendor Sales
- Craft Sales

And those that 60% attend... VO Fundraising Dinners

- Flea Markets
- Ice Cream Socials
- Town Halls
- State Parties

And attended by 50%...

- Weekend Church Service
- Worship Services
- Educational Seminars
- Potlucks

In fact, WALKING is the only activity that is participated in by almost all of the VO residents. Thus, there is a **NEED FOR VARIETY** in the types of activities, programs, and services offered at Venture Out.

What Inhibits VO Residents from Participation?

- 60% deal with constraints including...
 - Limited Time 26%
 - Scheduling Conflicts 22%
 - Health/Physical Cond. 17%

Residents Like to Engage in Activities Outside VO, too.

- 96% go to restaurants
- 90% shop at malls/outlets
- 53% go to movies
- 50% go to theaters, plays

Many travel to tour areas (43%) and visit families (43%).

Computer Usage:

- Over 50% have personal computers. Used mostly for email and Internet access (93%).
- 50% have taken computer classes.
- 41% have taken VO electronics classes.
- More consider themselves computer literate than have their own computers.

Opinions and Attitudes About Technological Options:

Respondents felt it was important to have:

- A main gate access card for residents (63%).
- Computerized registration for VO Classes (51%).
- Use of photo ID's (50%).

**Front Gate Security is a Concern
But Only for Around 1/2 of the Respondents**

Top Four Comments About Security:

- Document (license & name) visitors entering.
- Call residents for verification of guests.
- Guards are too lenient.
- Front gate is too accessible.

Other...

- There is a very strong (80%) support for recycling Programs
- Children's access to activities is considered adequate by 83% of the respondents.

Attitudes About Policies:

The current VO park model/lot renter policies are considered fair by 84% of the respondents.

VO's Attention to Programs/Facilities/Services:

Highest marks went to:

- Services by Administrative Staff
- Recreation Office
- Variety of Classes/Activities/Programs
- Cleanliness
- Quality of Bathhouses
- Quality of Pools/Spas
- Courteousness of Volunteers
- Quality of Classes/Activities/Programs
- Info. Provision About Activities/Programs

And Those Areas that Need Attention...

- Real Estate
- Security
- Code Compliance

Highest Satisfaction with VO Policies is With:

- Retaining Quality of Life
- Quiet Hours
- Garbage Collection

Most Dissatisfaction is With:

- Enforcing Speed Limits
- Cable T.V.

Look at the Handout to See Respondents' Ratings for Each Item:

Overall, there was a strong approval for VO's attention to programs, facilities, and services, as well as support for VO policies.

Volunteerism:

- 48% volunteer at VO
- 25% volunteer at VO
- Volunteers spend 2-4 hours/week volunteering, mostly in...
 - Special Events 57%
 - Club/Committee Officers 34%
 - Hobby Shop 28%

- They volunteer because they enjoy the work and want to help others.
- Respondents would rather volunteer than pay for services.

Support of VO Actions:

- Excellent support (91%) for VO Common Areas.
- 41% support increases in MRR funds.
- 57% support endowment fund for capital facilities.

Plans for One's Home...

- Most (86%) do not plan to sell their house soon.
- Failing health and old are the primary reasons for selling.
- 19% see themselves eventually residing full time at VO.
- In recent years, the number of homes for sale has increased because of the aging of the residents at VO who were long-time home owners.

Regarding RV's:

- 86% think it is at least somewhat important to keep the RV area.
- 90% do not want it moved to another part of the park.
- 46% said it should be equipped with Internet/phone lines.

TRENDS in the RV Industry:

- The RV industry is forecasting strong growth for the next 10+ years.
- Investments are strong because of the change in attitudes toward more freedom in travel and less reliance on airlines.
- The GoRVing Campaign enters into Phase III. The RV Industry plans on spending \$13 million in 2003 for advertising and marketing.
- Canadians now have their own GoRVing Campaign in conjunction with the United States.
- Boomers are the primary target for this growth.
- Orders/sales are up 17% for 2003.
- RV owning households are projected to rise by 15% by 2010, outpacing the U.S. household growth of 10%.

RV Storage Areas:

- 91% feel the RV storage area should be continued.
- 79% felt the land should remain as RV storage usage.

Regarding Bathhouses:

- 90% felt the bathhouses were at least somewhat important. Of these, 43% felt they were very important.

Potential Facility and Service Additions:

- The two areas receiving the most support were:
 - Modifying security gate at main entrance/using a card entry system (56%).
 - Employing a shuttle service (51%).

Other Areas with Moderate Support:

Restaurant/coffee shop.
Expanded kitchen in Rec. Hall.
Expanded fitness facilities.
Enhanced landscaping in common/court areas.

Information Outlets:

Varied relative to how much they were used...

Out-Lines	99%
VO Voices	80%
Board Meeting Minutes	73%
Bulletin	62%
Channel 11	39%
Web Site	07%

Top Reasons for Purchasing at VO:

Activities
Friends
Land Ownership

Top Reasons for Renting:

Friendliness
Activities
Weather

Strongest Reasons for Continued Residence at VO:

- Promotes good health
- Activity offerings
- Well maintained facilities
- Friendliness of the residents
- Makes you happy

Reasons Why People May Not Return to VO:

- Costs are no longer affordable.
- Codes are not enforced.
- Pollution.

Biggest Issues Regarding Continued Residence By Canadians
(Why They Might Not Return):

- Low dollar exchange rate.
- Medical insurance costs.
- Health concerns.
- Condo costs.

Top Six Issues VO Should Focus On:

- Maintenance and appearance of VO.
- Streets and repairs.
- Security.
- Upgrading Rec. Hall.
- Advertising.
- Keeping costs under control.

**Summary of significant differences in responses between
those who are 65 & younger and those who are 66 & older:**

Those under 66 are more likely to...

- Do lap swimming.
- Use the spas.
- Sit by the pool.
- Strength train/weight train.
- Play tennis.
- Play paddle tennis.
- Go on hiking trips.

Those 66 and over are more likely to...

- Play bridge.
- Attend weekend church services.
- Attend Town Hall meetings.
- Go to state parties.
- Go to VO fundraising dinners.
- Attend worship services.

Those under 66 are more in favor of...

- Computer accessible/centralized ticket outlets.
- Credit card payment of condo fees.
- Interactive VO website.

BOOMER TRENDS:

- Boomers consider themselves better off than their parents in health and wealth/finances.
- They plan to retire but still work part-time to stay busy.
- Boomers hope to see greatest improvements in two life areas in which they have fallen behind: leisure and finance (AARP's *Boomers at Midlife Study*).
- They hope to see major improvements to their lives in the next 5 years.
- According to a recent Morrison Institute for Public Policy Study, by 2020, nearly 1 in 3 Americans will be 55 or older. Many will not want to live in traditional retirement communities. They will want to live in places with convenient access to trails for hiking & biking, have on-site classrooms for learning & computer usage, and extra living space for home offices.

In the past, golf drove many people into decisions to retire in Arizona. This is shifting to an interest in hiking, computers, photography, recreation centers with fitness equipment & spas, and arts & entertainment.

**The second part of STAGE TWO examined
Prioritization of Focus Group responses...**

- The same six questions were asked during each focus group held in March & April.
- The responses from all the focus groups were placed into "like categories".

- The categories for each of the six questions were then sent back to each of the focus group participants so that they could indicate which items they felt were priorities.

The results of the prioritization follow. Each question is listed on a different side with the top 6-8 categories that resulted from the prioritization process:

Why do People move to VO?

- Because of the activity opportunities available in the park.
- Due to previous ownership by others.
- It is considered a safe environment.
- Because of the people and their qualities.
- It is managed well (opportunity to own our lot).
- Because of the comfortable atmosphere created.

What would excite you about VO?

- Planning/keeping VO as a resort, owning property.
- Financial accountability in management decisions.
- Renovation and upgrade of areas of the park.
- Security changes.
- Recreation/facilities/area changes.
- Better rule enforcement.
- Marketing efforts on behalf of the park.

What benefits do you receive from living at VO?

- Increased quality of life.
- Security.
- Living in a comfortable climate.
- Better health.
- Access to programs and activities.
- Our own homes (we own them).

What additional recreation activity/facility-related ideas would you like to see at VO?

- Dealing with issues (e.g., focus on next generation, equitable rules).
- Upgraded facilities.
- Increasing educational opportunities.
- Addressing exercise-related demands.
- Golf-related activities.
- Analyze current activity facility usage before making changes.

What are some of the reasons people are UNHAPPY with living at VO?

- Declining appearance of vacant and unused lots.
- Cable related issues.
- VO finance related decisions.
- Personal economics.
- Post office related decisions.
- Attention to speed enforcement.
- Community changes outside VO.

What issues would you like to address before the Condo Board?

- Resident finances (e.g., condo fee decisions).
- Property development.
- Park finance decisions.
- Energy related ideas/decisions.
- Security related actions.
- Pull-thru area decisions.
- Real estate actions.
- Cleanliness of park.

STAGE THREE

Analysis of the Data
Evaluation of Summary by the Boards
Prioritization of Projects Based on the Results of the Summary
Gather and Analyze Outside Data

as well as...

Looking at Marketing Trends, Snowbird Studies,
and RV Trends

STAGE FOUR

Drawing Conclusions
Incorporating these into a Final Report which focuses on...

Infrastructure
Open Space Usage
Recreation Facilities
Parking
Streets & Circulation
Security
Land Use
Marketing

as well as...

Finances, Including Evaluation of Revenue Sources
Incorporation of Reserve Monies
Prioritization of Expenditures
Current Priorities
Proposed Time Lines for Implementation

Venture Out Needs Assessment Survey Results (n=1182)

A series of questions related to activity interests were asked of the residents to assess their involvement and preferences in what Venture Out had to offer. Because people entering retirement often decide that it is a good time to either begin new activities or resume activities in which one was once involved, the residents were asked about their decisions.

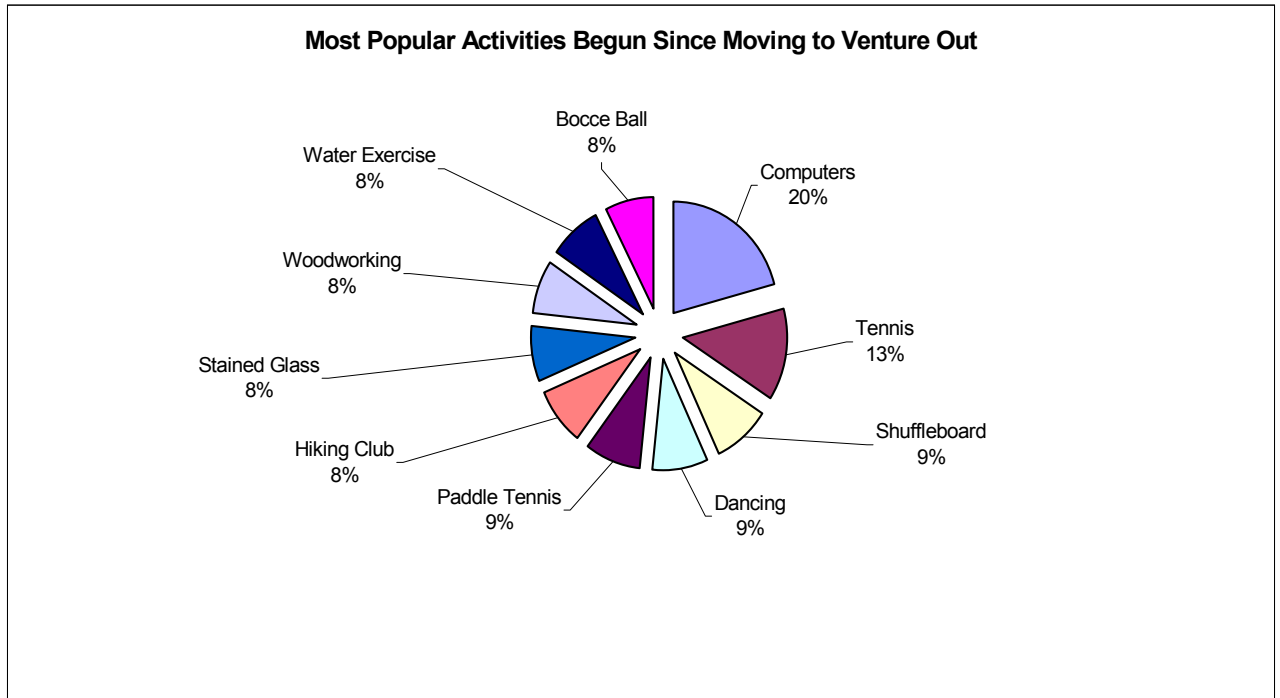
Since moving to Venture Out, are there any new activities that you have begun? (n=1131)

Yes 72.3% No 27.7%

This percentage speaks very well for the wide variety of activity offerings available at Venture Out. With almost three quarters of the residents beginning at least one new activity since moving to VO, it becomes obvious why the number of members in many of the clubs is so high. Discussion in the focus groups reflects this strong interest in activity involvement. It is one of Venture Out's major selling points.

What activities/clubs/recreation have you started since moving to VO? (groupings are based on similarity in numbers)

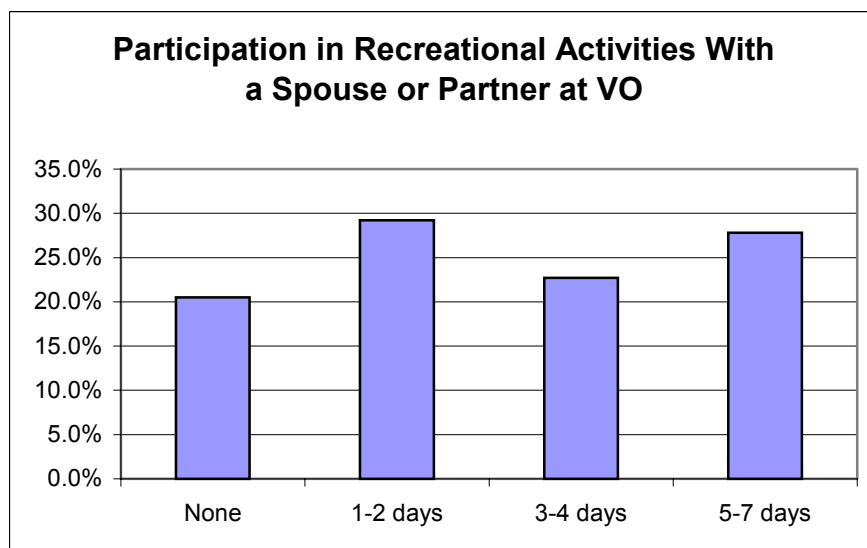
The data presented in the pie chart below represents the most popular activities (by percentage of involvement) residents started once they moved to Venture Out.



In addition to those depicted in the chart, the following activities also captured the interest of new residents:

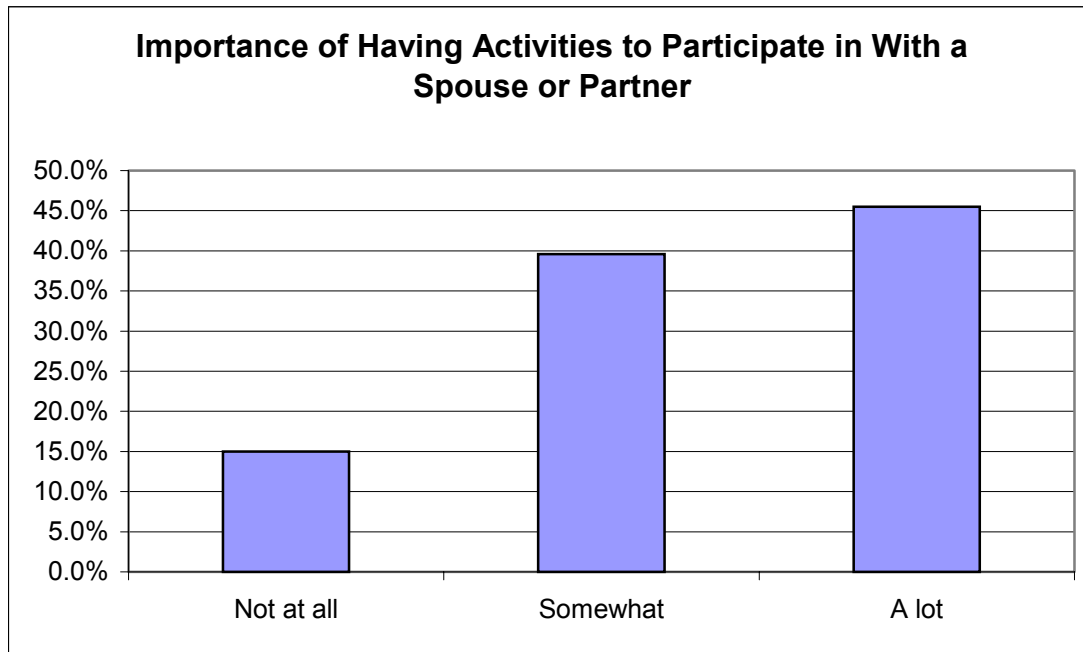
Silversmith (7.6%), Ceramics (7.6%), Swimming (7.2%), Lawn Bowling (7.2%), Card playing (7.0%), Exercise room (7.0%).

How many days per week do you participate in a recreational activity with a spouse or partner at VO? (n=1036)



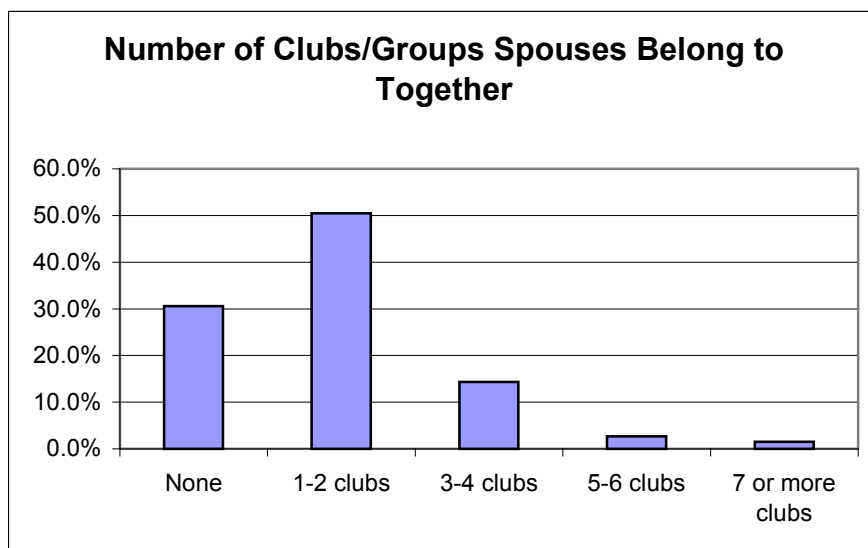
The distribution of days per week of involvement is fairly equally divided.

How important is it to you to have activities that you can participate in with a spouse or partner at VO? (n=1134)



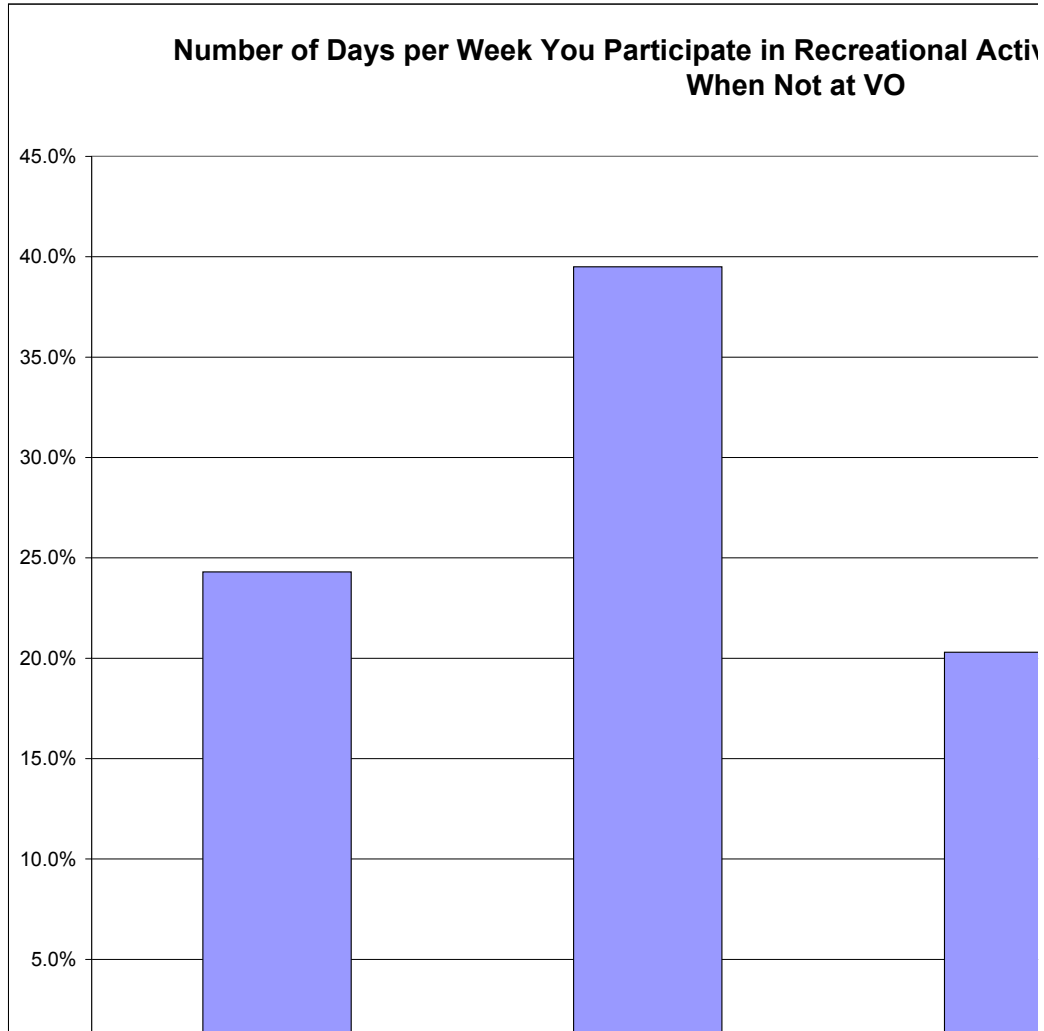
Slightly less than half of the respondents indicated that it was very important to be able to do something with their spouse. Only 15% of those with spouses/partners were not interested in this opportunity.

How many clubs/groups do you and a spouse belong to together? (n=997, \bar{x} =1.49)



While the number of days that spouses/partners participate in activities together is high, most only belong to 1-2 clubs together. Almost one third do not belong to any clubs together.

During the time of the year when you are not at VO, how many days/week do you do recreational activities with a spouse/partner? (n=962, x=2.21)



This distribution of days is more specific than joint activity participation when at Venture Out. When away, spouses/partners appear to limit their participation together to 1-2 days per week.

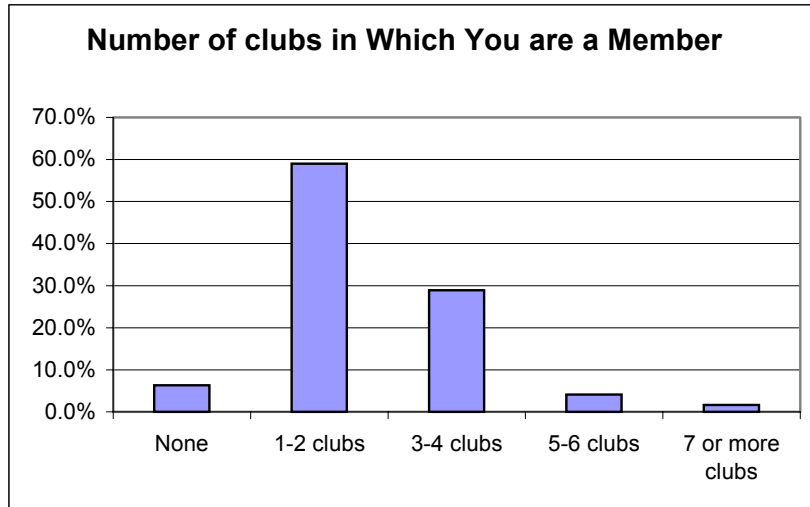
Are you a member of a VO Club/group? (n=1157)

Yes 73.9% No 24.5%

Almost three quarters of all respondents are club members in at least one club.

To how many clubs do you actively belong? (n=979)

Sixty percent show membership in 1-2 clubs. Slightly less than 30% are active in 3-4 clubs. This speaks well for resident support of VO clubs.



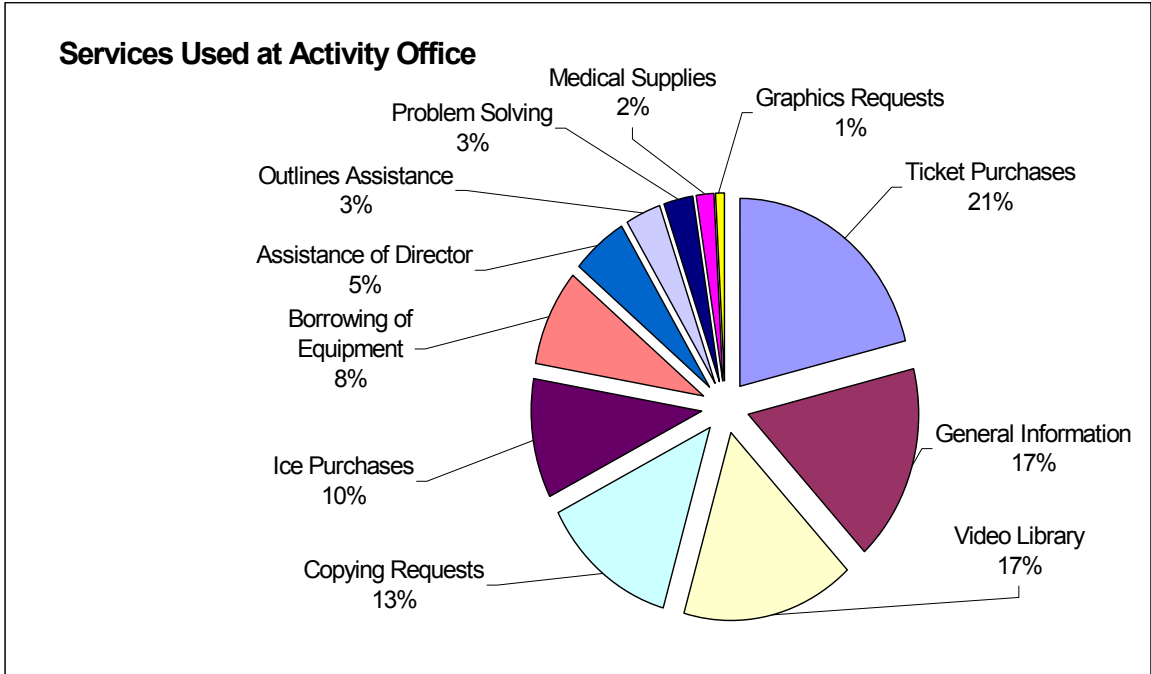
If you are not a club member, do you feel welcome and comfortable at the VO facilities? (n=923)

Yes 86.3% No 13.7%

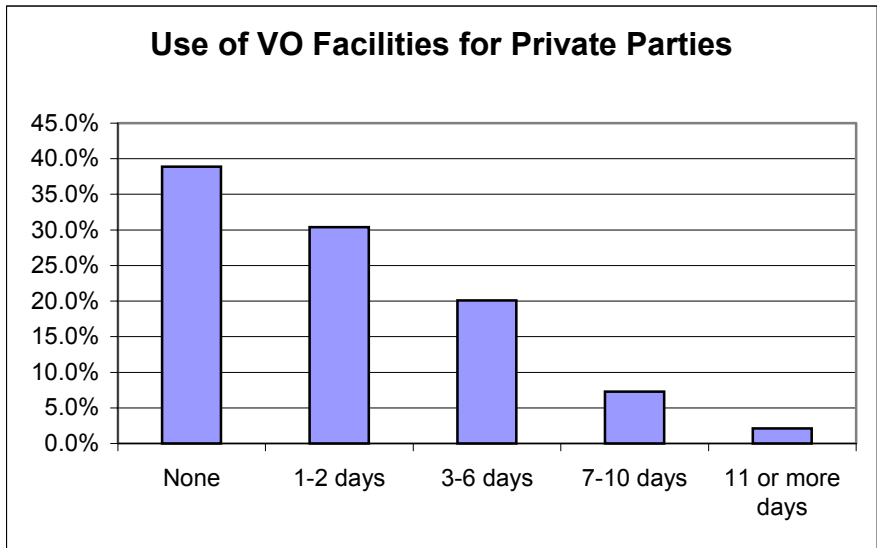
There is overwhelming agreement that even if one is not a club member, they do not feel discriminated against when they want to use a specific facility.

Do you use the services of the activity office for: (n=111)

Ticket purchases, copying requests, and assistance of the Director was the primary uses of residents when they approach the activity office.



How often do you use VO facilities for private parties (n=935)?



Clearly, Venture Out residents enjoy using facilities for private parties. This extensive use can put a strain on scheduling the limited number of facilities available.

How many days/week do you use the following areas and facilities at VO?

	N=	x=	Overall %	1-2	3-5	6-7
Sauna	928	1.31	21.9	14.4	5.4	2.0
Putting Green	959	1.55	49.4	44.4	4.0	1.0
Driving Cage	912	1.33	28.5	25.1	2.7	.7
Spas	948	2.05	60.4	26.8	23.0	10.7
Batting cages	857	1.11	7.8	5.1	2.1	.6
Library	1003	1.46	76.7	60.3	13.4	3.0
Miniature Golf	850	1.38	32.0	26.7	4.1	1.2
Video checkout	982	1.80	70.5	61.5	8.5	.5

The importance of the Library and Video Check Out cannot be understated. With around three quarters of the residents using each there is a definite need to keep each area up to date. The spa is also heavily used. This facility is by residents several days a week.

How many days a week do you engage in the following activities at VO?

	N=	x=	Overall %	1-2	3-5	6-7
Lap Swimming	977	1.32	19.4	9.9	6.9	2.7
Water walking	986	1.65	40.8	21.5	14.6	4.7
Sitting by pool	994	1.82	56.7	35.1	17.7	3.9
Weight training	973	1.53	35.7	21.1	12.2	2.4
Shuffleboard	935	1.31	24.5	18.8	4.6	1.1
Tennis	957	1.46	24.1	7.8	10.2	6.1
Lawn Bowling	944	1.17	10.3	4.9	4.1	1.3
Horseshoes	937	1.06	4.3	3.1	1.0	.2
Bocce ball	949	1.26	19.3	13.2	5.1	1.1
Walking	1086	2.77	90.9	29.2	37.6	24.1
Woodworking	934	1.25	18.1	11.7	5.6	.9
Billiards	952	1.36	24.3	15.3	5.7	3.3
Paddle tennis	929	1.24	15.6	9.7	3.8	2.2
Ping Pong	929	1.06	5.2	4.2	1.0	
Lapidary	937	1.13	8.0	3.7	3.6	.6
Silver smithing	935	1.13	8.6	5.0	2.8	.7
Ceramics	939	1.16	11.4	7.8	3.1	.5
Stained glass	936	1.18	12.8	9.0	2.8	1.1
Sewing	950	1.23	16.5	10.8	4.6	1.1
Audio/visual	923	1.19	15.8	13.4	1.8	.5
Fine art	923	1.10	8.0	6.6	1.2	.2
Wood carving	929	1.06	4.3	2.9	1.1	.3
Darts	926	1.05	4.3	3.9	.3	.1
Ham radio	926	1.06	3.7	1.4	1.7	.5

Walking is, by far, the most popular activity at Venture Out, with 91% of the respondents indicating they walk at least once a week. Over half walk at least three times a week. Thus, the importance of keeping the VO roadways maintained, lit, and safe is paramount. The pool areas appear to be another strong draw, with water walking, sitting by the pool, and weight training considered regular activities by many. One third to one half of the respondents participate in these. The third group of activities that are popular with Venture Out residents are shuffleboard, billiards, and tennis, each attracting around one quarter of the residents.

How many days per week do you participate in the following programs at VO?

	N=	x=	Overall %	1-2	3-5	6-7
Exercise classes	973	1.58	33.8	12.0	19.2	2.6
Water aerobics	972	1.49	28.1	11.5	12.2	4.3
Softball league	922	1.11	6.3	2.4	3.5	.4
Motorcycle outings	921	1.03	1.5	.7	.7	.2
CW dancing	921	1.09	8.5	7.9	.3	.2
Round dancing	927	1.085	7.1	6.1	.6	.4
Creative writing	919	1.08	6.0	4.8	.7	.5
Bridge	964	1.28	20.7	14.8	5.0	.9
Bible studies	939	1.27	22.9	19.2	3.2	.5
Cards/games	983	1.55	40.0	27.8	9.7	2.5
Bingo	937	1.22	20.0	18.6	.9	.5
Drama activities	910	1.11	8.5	6.2	1.6	.7
Bus trips	924	1.43	40.3	38.6	1.0	.6
Computer classes	948	1.45	36.6	30.1	5.1	1.5
Hiking trips	943	1.26	24.1	22.7	1.2	.2
Biking trips	916	1.10	8.1	6.6	1.2	.3
Casino trips	934	1.24	22.9	22.2	.4	.3
Solo outings	923	1.08	6.8	5.4	1.2	.2
Square dancing	915	1.04	3.5	3.0	.4	.1
Choir	922	1.09	9.5	6.6	.7	.2

Scheduled programs are very popular at Venture Out. The programs attracting the most participants are bus trips, cards and games, computer classes, exercise classes, and water aerobics. While bus trips and computer classes are primarily taken only 1-2 times per week, exercise classes and water aerobics see more participation over several week days.

A second group of programs that receive a fair amount of participation include casino trips, hiking trips, bridge, bible studies, and bingo. Most of the participation comes 1-2 times a week.

How many days per month do you participate in the following events at VO?

	N=	x=	Overall %	1-2	3-5	6-7
Potlucks	1015	1.61	51.7	42.7	8.4	.7
Private parties	1035	2.16	83.4	57.7	19.1	6.6
Vendor sales	1035	1.89	77.6	67.0	9.9	.8
Craft sales	1017	1.85	75.0	65.8	8.7	.6
Wknd.Church Services	1034	2.00	56.8	17.8	34.6	4.4
Movies	900	1.40	31.4	24.6	5.6	1.3
Special Events	997	2.14	87.8	64.3	21.2	2.3
Club activities	968	2.33	78.7	39.8	24.1	14.9
Ice cream socials	1012	1.79	64.3	50.9	12.1	1.4
Happy hour	996	1.60	48.0	36.9	9.6	1.4
Educational seminars	954	1.57	52.3	47.5	4.6	.2
Town Hall meetings	996	1.68	63.3	59.0	3.3	.9
State parties	963	1.64	61.7	60.2	1.0	.4
VO dinners	1012	1.93	74.1	57.1	12.1	1.9
Weekly dances	942	1.41	29.0	17.9	9.8	1.3
Worship services	981	1.91	52.5	17.9	30.2	4.4
Flea markets	1035	1.83	73.5	65.1	7.1	1.3

All of the activities listed, with the exception of weekly dances and movies, receive a high level of participation on a monthly basis. While special events and private parties were mentioned most often, participation in club activities is by far the event that attracts participation the most days per month (6-7).

What type of dancing would you like to see more of? (n=595)

Big Band	27.0%	Polka	5.8%
Ballroom	23.8%	Lindy/swing	4.9%
50's/60's	19.5%	Square	4.7%
CW	14.6%	Round	4.1%
Line	6.4%	Other	3.0%

Big Band and Ballroom dancing were popular with around one quarter of the respondents, but only around half of those completing the survey were interested in any kind of dances.

Have you wanted to take part in VO activities over the past year but did not do so? (n=1085)

Yes 59.0% No 41.0%

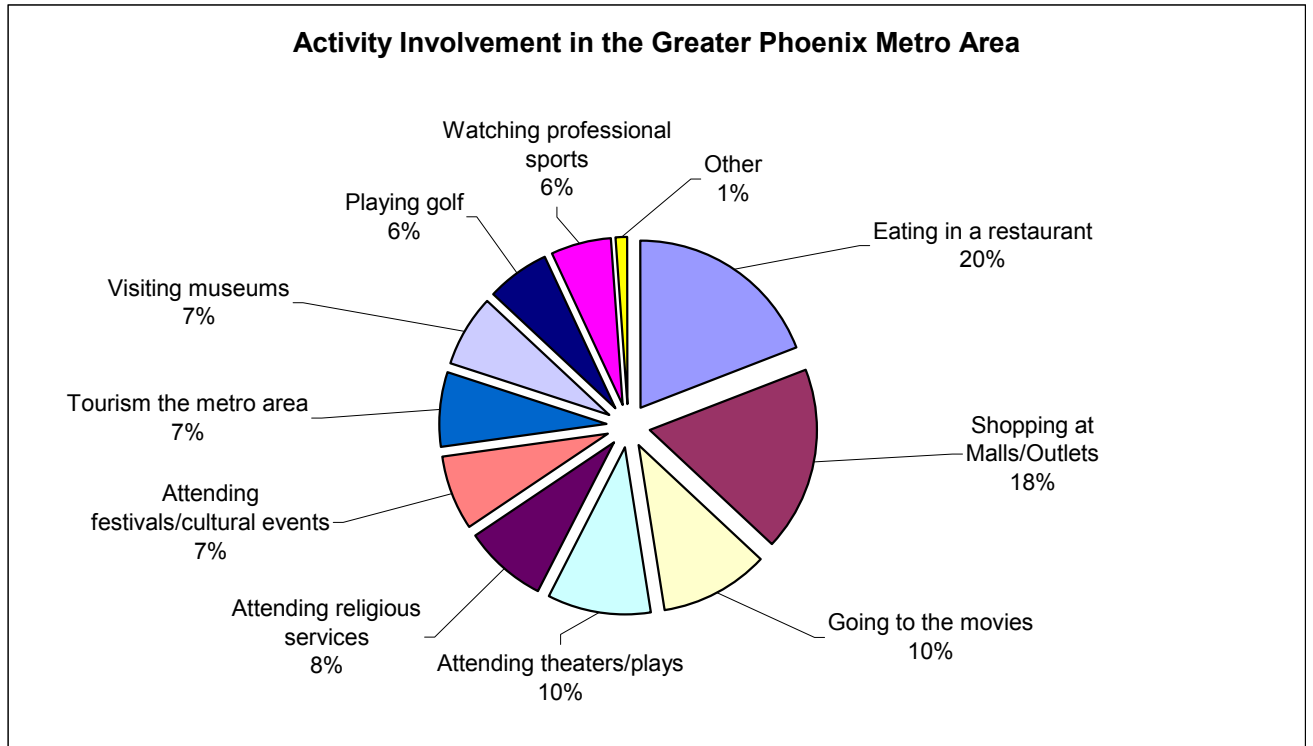
What reasons have impacted your participation? (n=714)

I do not have time	26.4%	Do not know what's offered	3.9%
The hours do not fit my schedule	21.5%	Other	3.1%
My health/physical condition	17.1%	Activities are too crowded	3.0%
I participate outside VO	10.7%	What I like to do is not available	2.8%
No one with whom to participate	8.2%	I can not go out at night	1.2%
My spouse is in poor health	6.4%	I have no way to get there	.8%
It costs too much	4.8%	I do not feel safe	.4%

Lack of time and full schedules appear to be primary reasons constraining residents' participation in Venture Out activities. Thus, there may be more people interested in some of the activities than actually participate. At this time, with a steadily aging population, you would expect to see one's health and physical condition increase as a primary constraint to participation in the future.

There are many activities that take place in the greater Phoenix metro area. Which have you participated in during the past year? (n=1129)

Residents do a wonderful job of absorbing themselves in the community outside Venture Out. Many of them take advantage of the many restaurants, shopping centers, and entertainment of all kinds available in the Greater Phoenix metro area.



Did you travel to: (n=911)

Visit family 42.8% Visit friends 26.5% Tour areas 55.1%

Traveling is an important part of the lives of Venture Out residents. Many will use VO as a home base and branch out to tour surrounding areas and/or visit friends and family.

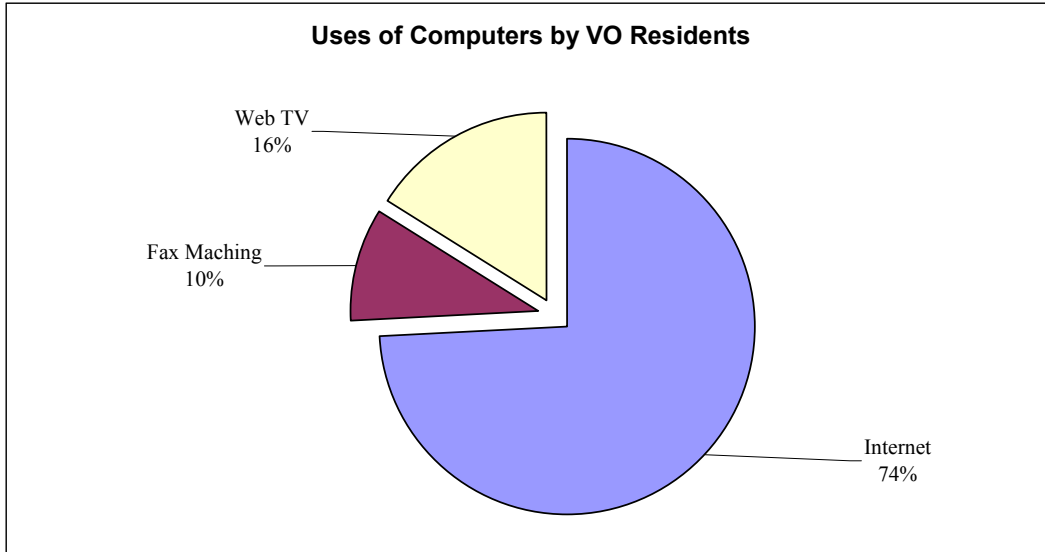
COMPUTER USAGE

During your stay at VO, do you own or use a home personal computer? (n=1143)

Yes 55.6% No 44.4%

If yes, do you use your computer for any of the following (n=626)?

Computer use is very popular and is expected to rise each year. The Internet remains the most prominent use by far. For many residents, the ability to email friends and family members in other parts of the country is very important.



What are your primary uses of the Internet?

Top uses in priority order:

- Email (at least three times more popular than any other use)
- Information
- Travel, Research
- Online newspapers, Shopping, Weather, Financial Reports

TECHNOLOGICAL OPTIONS

There are several technological options that could be used to improve your experience at VO. What importance would you give to each of the following?

	N=	Very Important	Important	Somewhat Important	Not Important
Computer registration for VO classes	934	4.5	19.7	26.8	49.0
Computer accessible /centralized ticket outlet	874	2.5	9.0	21.4	67.0
Credit card payment of condo fees	920	7.7	9.3	11.0	72.0

Bank automatic payment plan	930	14.0	16.9	11.3	57.8
Interactive VO website	836	3.1	14.4	25.8	56.7
Use of Photo ID	899	7.3	7.3	26.3	49.8
Main gate card access for residents	992	20.5	20.5	22.2	33.0

Main gate access cards and an automatic bank payment plan would receive strong support from VO residents. The access card relates to residents' interest in tightening front gate security efforts.

Have you taken computer classes? (n=1146)

Yes 52.4% No 47.6%

Do you consider yourself somewhat computer literate? (n=1118)

Yes 58.1% No 41.9%

Have you taken classes offered by the VO electronics club? (n=1140)

Yes 41.2% No 58.8%

Considering that the average age of residents at VO is in the mid-70's, the fact that over half of the residents consider themselves computer literate speaks well to the level of their education. As younger residents move in, and older residents leave VO, the percentage of those who are computer literate will rise significantly. This should also impact the interest in computerized services, especially those related to the web.

Do you feel the level of security at the front gate for visitors is adequate? (n=1152)

Yes 49.0% No 51.0%

Do you feel the level of screening at the front gate is adequate? (n=1133)

Yes 43.2% No 56.8%

If no, is the screening (n=703)

Too much 5.3% Too little 94.7%

Comments on the front entrance/security

The top 5 categories for comments were:

- Document visitors entering the resort
- Call residents for verification of guests
- The guards are too lenient on who they let in
- They should take license number and name
- The front entrance is too open, anyone can walk in

Resident opinions about the level of front gate security are definitely mixed. However, there are more residents that would like to see a higher degree of attention paid to screening those who do come in.

Do you park an RV in:

Northeast RV Storage (n=69) 5.8%
Southeast RV Storage (n=110) 9.3%
Storage outside VO (n=18) 1.5%

Would you support an expanded recycling program (n=1132)?

Yes 80.4% No 19.6%

A vast majority of VO residents would like to see more attention placed on recycling. Currently, residents who are interested in recycling can take various items (newspapers and metals) to large collection dumpsters located in two different corners of the park.

How do you feel about children's accessibility to facilities (n=1143)?

Want more 9.8% Want fewer 7.4% Adequate 82.8%

Do you believe the current VO park model/lot renter policies are adequate and fair? (n=1092)

Yes 84.2% No 15.8%

Residents appear to be very satisfied with the policies for those renting park models. This percentage remained similar when just renter's responses were analyzed, too. Because

such a high percentage of owners (58%) rented prior to making a decision to purchase, it is vitally important that renters feel the policies that impact their stay at VO are fair.

VO offers a wide variety of programs, facilities and services. How would you rate VO's attention to each area below?

	N=	x*=	Excellent	Good	Average	Fair	Poor
Overall responsiveness	1096	3.80	12.4	60.6	22.2	4.0	.8
Info. Provided about activities/programs	1122	4.07	25.4	58.4	13.8	2.2	.2
Service by staff at Administration	1133	4.29	39.9	50.8	8.1	1.1	.2
Rec. Office	1127	4.25	37.8	52.0	8.5	.8	.9
Maintenance	1123	3.74	15.5	53.3	22.7	6.1	2.3
Real Estate	977	2.90	3.7	31.2	30.9	19.9	14.3
Security	1130	3.25	7.6	41.9	26.7	15.7	8.1
Code compliance	918	3.19	5.6	38.8	33.2	13.7	8.7
Courteous volunteers and monitors	1117	4.10	27.8	56.6	14.1	1.5	.1
Info. provided about the Board policy/actions	1123	3.77	17.1	53.6	21.3	5.1	2.9
Quality of classes/activities/programs	1094	4.08	25.7	58.7	14.1	1.2	.4
Cost of classes/programs/activities	1085	3.78	18.5	50.2	23.4	6.4	1.5
Variety of classes/activities/programs	1092	4.10	28.8	54.6	14.9	1.5	.2
Time programs meet	1053	3.77	10.1	61.9	23.9	3.4	.7
Proper set up of facilities	1081	3.95	15.9	65.4	16.6	2.1	
Landscaping of commons areas	1126	3.88	20.2	56.3	16.7	5.0	1.8
Quality of building maintenance	1121	3.92	18.9	58.8	17.9	3.9	.4
Quality of bathhouses	1121	4.06	30.2	50.2	15.7	3.2	.6
Quality of	1106	4.07	28.2	54.2	14.6	2.4	.7

pools/spas						
Quality of exercise facilities	1038 3.90	20.8	55.9	17.1	4.7	1.5
Cleanliness of facilities	1127 4.09	28.7	55.8	11.7	3.1	.6
Design and function of buildings	1112 3.86	15.6	58.9	21.6	3.3	.5
Replacement of program facilities	962 3.65	8.4	55.5	29.6	5.5	.9
Timeliness of maintenance	1091 3.65	10.0	54.8	28.6	5.8	1.8

* Note: For Means, 1=low 5=high

Venture Out residents gave high marks to almost all of the programs, facilities, and services offered, the exception being the real estate office. However, real estate personnel have changed since the survey was implemented, and satisfaction appears to be much higher. There are two independent realtors who work at Venture Out listing and selling residents' properties. There is also a full time person who works exclusively with rentals. She is seeing increasing numbers of people interested in renting park models than in previous years. Whether the interest will turn into sales remains to be seen.

How do you feel about the current VO policies for each of the following areas?

With the exception of three policies, VO residents appear to be pleased with policies established for living at the park. Dissatisfaction with the cable TV contract (~ 5 years remain on the contract) has been expressed in a variety of venues (surveys, focus groups, working sessions). If services do not change, this will continue to be an issue for many years.

Lack of speed limit enforcement was also voiced in multiple venues. There are many who would like to see the speed limit raised to 15 mph, but more important, residents would like to see violations enforced, and not overlooked.

	N=	Very	Satisfied	Neutral	Dis-	Very
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	x*=	satisfied			Satisfied	Dis-Satisfied
Parking availability around VO centers/buildings	1136 3.54	5.5	54.0	31.8	6.7	2.0
Check in at Administration	1124 4.07	23.2	61.8	13.5	1.2	.2
Annual dues per household	1107 3.67	8.3	60.1	23.6	6.7	1.4
Facilities provided	1114 4.08	20.1	68.9	10.0	.7	.4
Wearing name badges	1138 3.93	116.3	65.9	13.8	3.1	1.0
Vehicle security passes	1123 3.96	16.7	67.5	12.0	2.7	1.2
Posted speed limits	1136 3.78	13.3	63.4	13.7	6.9	2.7
Enforcement of speed limits	1132 3.20	5.2	43.6	24.6	19.3	7.3
Ability to have my opinions heard	1106 3.76	9.4	61.4	26.0	2.1	1.1
Opportunity to be a Board member	1069 3.78	12.0	55.6	31.1	.9	.5
Opportunity to chair a club or committee	1067 3.80	12.1	57.1	29.8	.7	.3
My quality of life as a VO resident	1137 4.48	52.5	44.1	3.0	.2	.3
Quiet hours	1118 4.26	33.5	60.1	5.6	.6	.1
Cable TV services	1065 3.29	10.3	41.3	24.3	14.9	9.1
Sewer connections	1093 3.78	11.8	58.9	25.4	3.5	.4
Appearance of lots/landscaping	1125 3.80	12.4	63.8	15.7	7.2	.8
Storage of personal property	1078 3.68	8.4	59.6	24.8	6.1	1.0
Outdoor clothes drying lines	1079 3.39	12.5	38.3	32.7	9.1	7.4
Garbage collection	1137 4.20	27.5	66.1	5.8	.5	.1
RV washing facility	1017 3.98	19.9	59.3	19.8	1.0	.1
Car washing	1118	21.2	21.3	11.7	.5	.2

Comments regarding dissatisfaction with VO policies

(Items in bold were mentioned by quite a number of the respondents)

Cable

Inadequacy of channel choices
No option of choice of carrier
No cable directory
Cost too high for time spent at VO

Condo Fees

No Board enforcement of codes until problem arises
Fee increases should be examined more carefully – rising too often
More research should be conducted before spending money on projects
Full-time residents should pay more

Maintenance/Landscaping

The appearance of VO is slipping
Appearance of some lots is decreasing
Attitudes of maintenance personnel are poor, shows to residents

Parking

More of all kinds are needed (guest, resident)
Need two car parking on lots
Overnight parking policy needs attention
Parking should be available near tennis 1 & 2 instead of putting mini-golf there
One car on lot not being enforced

Security

Concern over earnestness of security efforts
Security lacking in some areas
Vendors being admitted
Emergency vehicles should be lead to where they are needed
RV storage area not guarded well

Speed Limit

Speed limit is too low
Speed limit is not enforced

Clothes drying

Want to dry clothes outside
Do not want clothes drying lines outside

Renters should be able to have pets (as of 2003, this is now allowed)
Take address off of nametags
Get rid of the sewer gas smell

VOLUNTEERING

Volunteering is popular with this generation, as almost one half indicated they volunteer. Residents primarily offer their time for special events and club leadership. They do so most often because they enjoy the work and want to help others. These types of volunteer efforts will most likely decline with the Boomer generation. However, residents' volunteerism outside of Venture Out, especially for human services related causes, will most likely rise significantly.

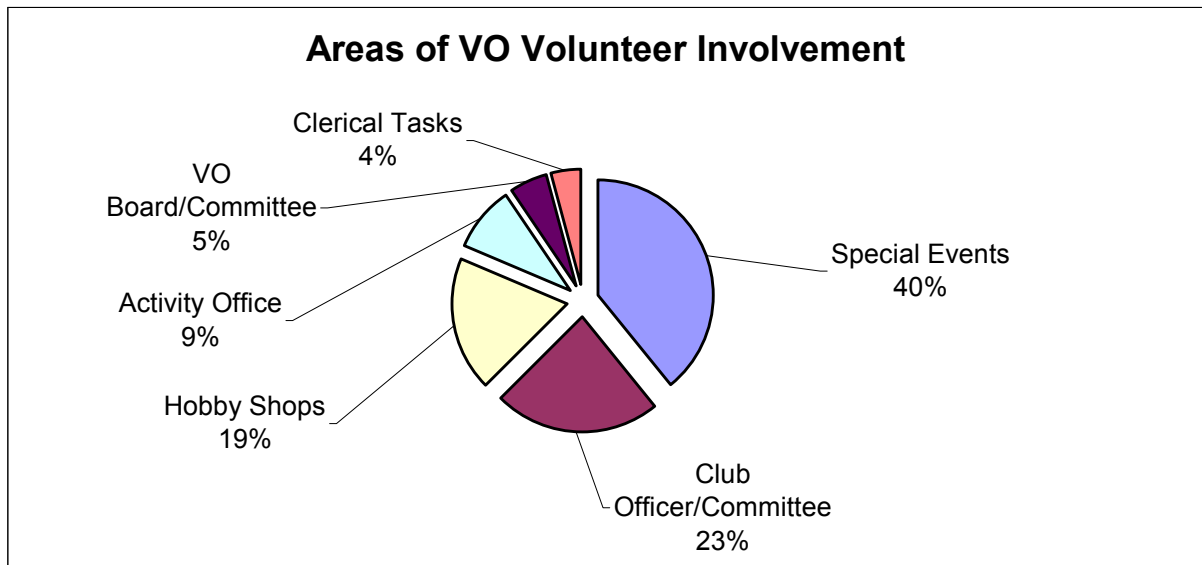
Are you a current VO volunteer? (n=1129)

Yes 47.6% No 52.4%

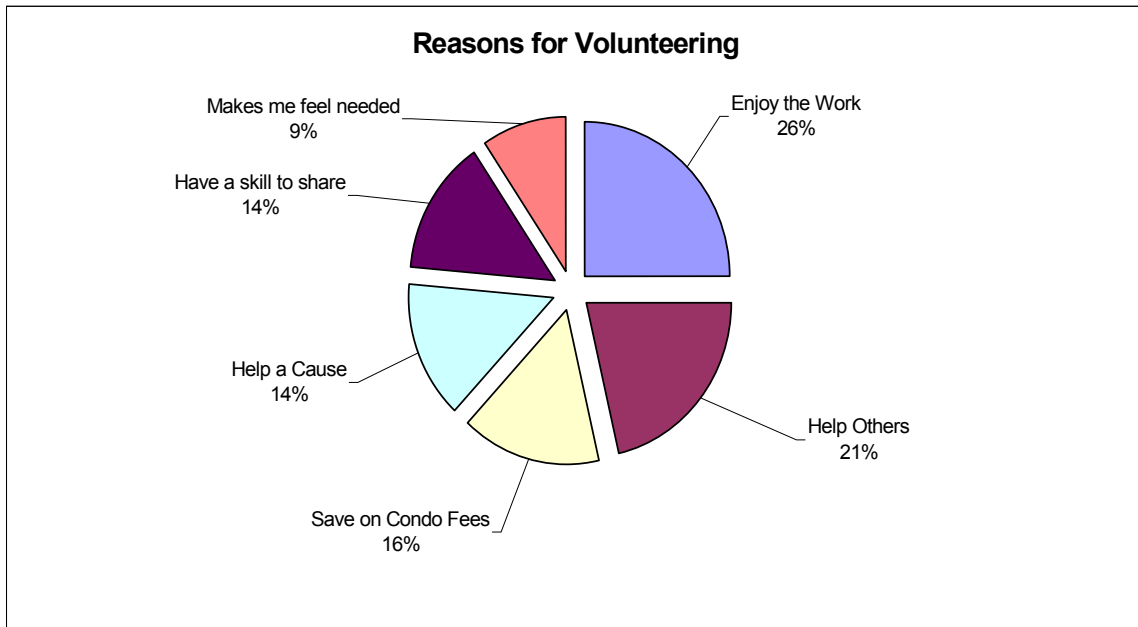
If yes, what is the average number of hours you volunteer per week? (n=483)

0-1=11.2% 2-4=51.0% 5-8=24.7% 9-15=9.0% 16+=3.3%

For which activities do you volunteer? (n=556)



What are your reasons for being a volunteer at VO? (n=612)



Are you a volunteer outside VO? (n=1032)

Yes 25.4% No 74.6%

VO residents volunteer most often at their church, outside of VO, followed by volunteering at hospitals in a variety of capacities.

Would you rather pay for services than volunteer? (n=1035)

Yes 12.1% No 87.9%

This is one issue that is likely to reverse itself within the next 5-10 years. As Boomers move in, they will be much more likely to advocate paying for others to perform some of the volunteer roles (e.g., cooking/serving meals at events) that are being performed now.

Would you use the services of a volunteer health care giver? (n=1074)

Yes 50% No 50%

I like VO's current common area use. (n=1095)

Yes 90.8% No 9.2%

FINANCIAL DECISIONS

There is mixed support of Venture Out's efforts to attain funding for future improvements and development. While increasing the Manager's reserve and replacement fund is only supported by 41% of the residents, over half would support a capital endowment fund. Considering the upgrading and additions that will be necessary at Venture Out, funding will quickly become an important topic.

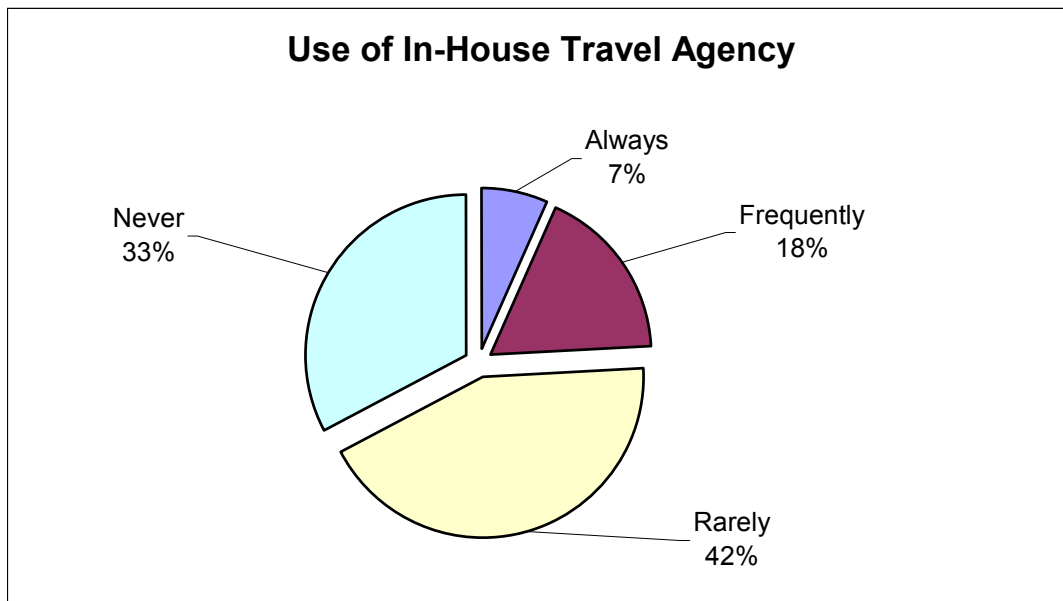
Would you support VO increasing the MRR reserve fund? (n=928)

Yes	41.5%	No	58.5%
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Would you support creation of an endowment fund for capital facilities at VO by corporate, private, or foundation sponsors? (n=933)

Yes	56.6%	No	43.5%
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Do you use the in-house travel agency at VO? (n=1139)



Do you prefer an outside travel agency? (n=1007)

Yes	26.6%	No	73.4%
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The survey data very clearly portrayed that there is limited interest in VO pursuing a travel agent is housed on-site. Venture Out residents appear to get their travel information from sources other than agencies.

PLANS FOR ONE’S HOME

Do you anticipate selling your VO residence in the near future? (n=1120)

Yes	14.1%	No	85.9%
-----	-------	----	-------

Primary reasons given were failing health and old age

Other reasons

Exchanging for a larger unit
Units too small now that I am making Arizona my primary residence
Value of the Canadian dollar

Do you see yourself eventually residing year round at VO? (n=1129)

Yes	18.5%	No	81.5%
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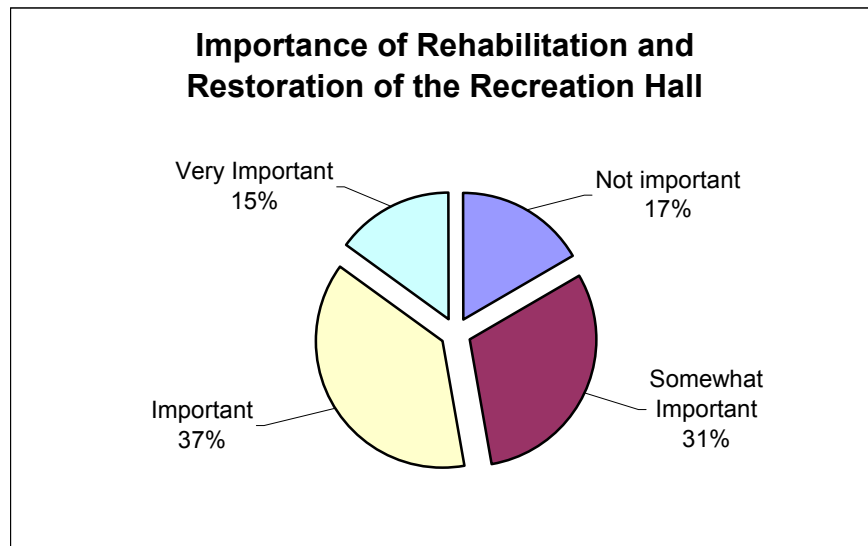
The percentage of individuals who indicated they would be selling their residence in the near future is somewhat misleading. With the average age of residents in the mid-70’s and the average age of sellers around 77 years, one of three things is likely to occur in the next 5-7 years: a) there will be many more residents who list their properties for sale each year; b) current residents will not return to Venture Out, but their property will turn over ownership to their heirs; and/or c) current residents will rent their property. Regardless of the reason, there “will” be a higher turnover of residents at Venture Out in the next 5-7 years.

POTENTIAL PROJECTS AND QUESTIONS

How important is the rehabilitation and restoration of the Recreation Hall? (n=1136)

There is solid support for improving the Recreation Hall. Work on this has already begun, and plans will be in place to upgrade electricity capacity and safety standards at the request of the Maricopa County Health Department. Plans for reconfiguration and

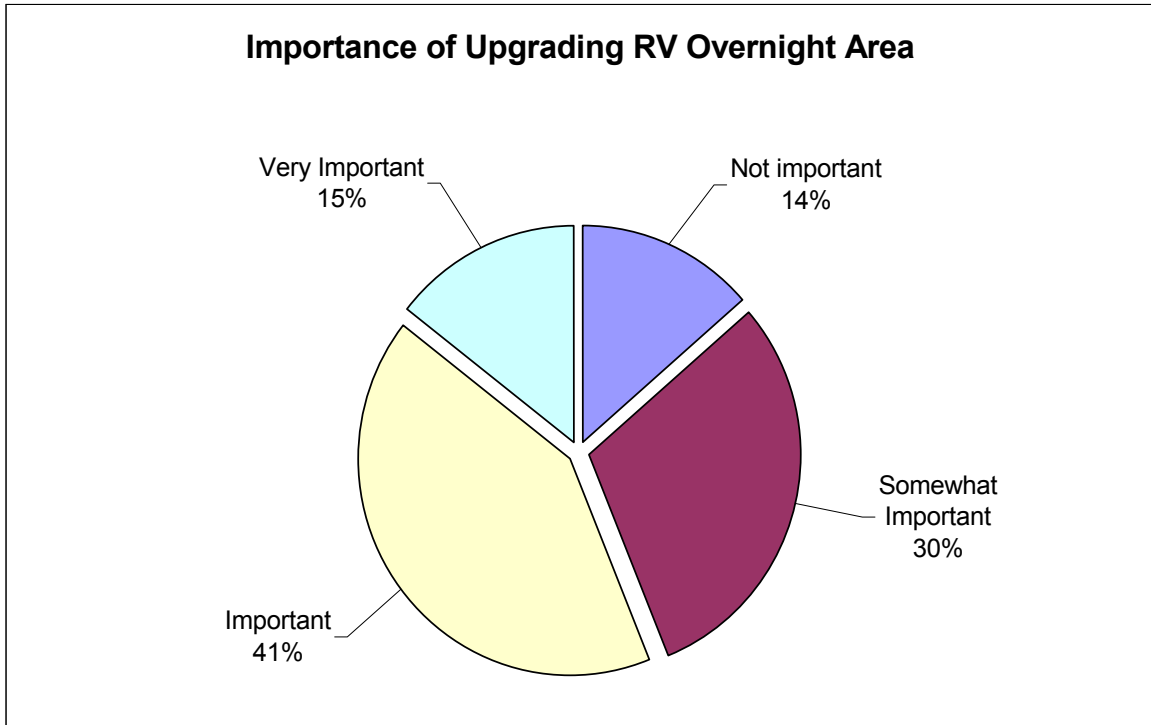
additions of some of the useable spaces are being pursued through architectural design bids.



OVERNIGHT AREA

There is definite support for renovation/upgrade of the overnight area, but not by adding Internet/phone service capability. This lack of interest in offering these services could greatly impact the capabilities of VO to attract future RV users who have come to expect hook-ups. Because new RV's are being built cable and Internet ready, and increasing numbers of people are dependent on the Internet for e-mail contact with family and friends while they travel, residents should seriously reconsider the importance of adding these services to sites. It can be done fairly easily through wireless connections.

Knowing that the RV Overnight area generates as much as \$65,000 per year in income, how important is it to upgrade these facilities? (n=1141)



Should the RV overnight area have Internet/phone line service capability? (n=1060)

Yes	46.2%	No	53.8%
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Should the RV Overnight facilities be moved to another area of the park? (n=1058)

Yes	9.7%	No	90.3%
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RV STORAGE AREAS

Responses to this item were somewhat surprising considering the relatively small percentage of residents who actually store RV's at Venture Out. while the number of future residents who arrive in RV's could increase with the Boomer population, VO needs to take a serious look as to whether this is truly the best use of two very valuable pieces of property. There are many areas available in the east valley for RV storage. If new facilities are going to be added, based on resident and potential resident interests, pieces of land that currently receive lower usage may need to be chosen.

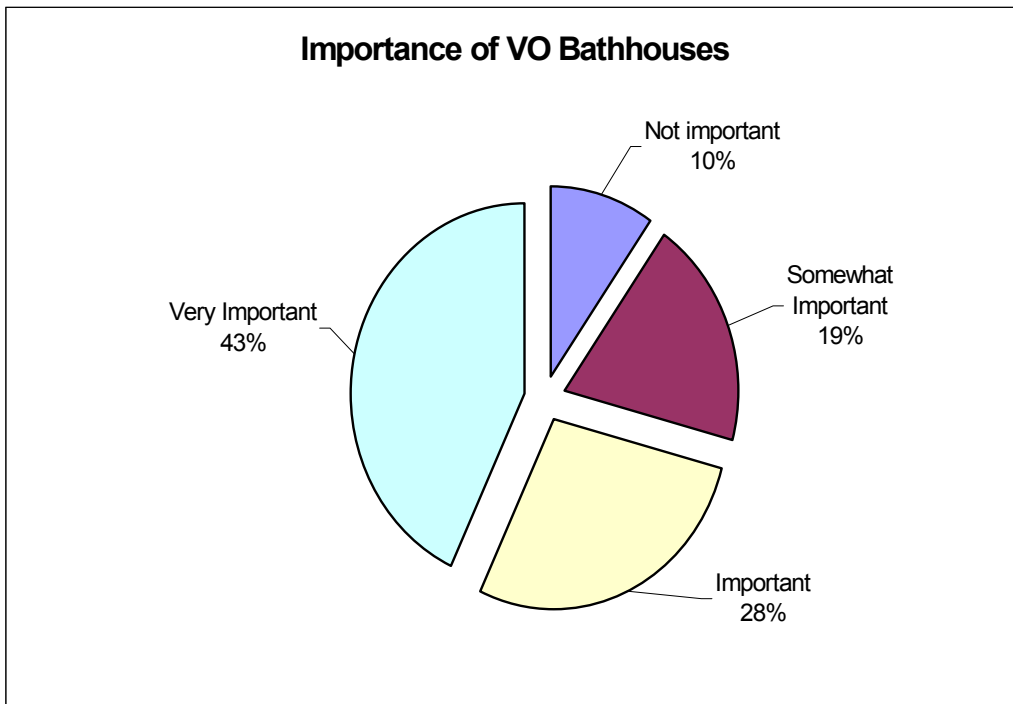
Knowing that the RV storage area generates \$45,000 per year in income, should these areas be continued? (n=1112)

Yes 90.4% No 9.6%

Should the RV Storage land be utilized for other VO purposes/activities? (n=1022)

Yes 21.1% No 78.9%

How important are the VO bathhouses to you? (n=1150)



There is clear support for the bathhouses at Venture Out. This is unlikely to change with future generations. The most important consideration needs to be installing a means of monitoring and metering water usage, especially in the showers.

Are there any clubs/areas that you feel are underutilized?

Horseshoe pits and mini-golf (when available) were the two most often listed

FUTURE FACILITY OPTIONS

Should VO consider the addition of these future facilities?

	N=	Yes	No
Expanded fitness facility	1032	38.3%	61.7%
Restaurant/coffee shop	1059	42.2%	57.8%
Clubhouse style lounge	1014	24.8%	75.2%
Vending areas	1016	22.8%	77.2%
Expanded media/library facility	1015	33.0%	67.0%
Central facility for club activities	970	21.9%	78.1%
Expanded kitchen in Rec Hall	1017	39.8%	60.2%
Lap pool	1008	12.7%	87.3%
Softball facility	985	16.0%	84.0%
Climbing wall	1014	3.3%	96.7%
Basketball court	999	13.2%	86.6%
Racquet ball court	989	12.8%	87.2%
Squash court	977	6.7%	93.3%
Shuttle service	1017	51.2%	48.8%
Retail sales shop	1023	9.9%	90.1%
Theater for movies	1019	15.8%	84.2%
New recreation/administration office	993	21.1%	78.9%
Modified security gate main entrance/card entry system	1028	55.9%	44.1%
Enhanced landscaping in commons/court areas	1014	38.3%	61.7%
Storage locker facility	1005	15.5%	84.5%

A number of potential future facilities received support. Most notably a means of enhancing security efforts at the front gate and providing a shuttle system (van and/or mini-bus) that would take residents to various places outside VO. Shuttles are popular in many retirement communities and schedules can easily be developed and advertised within Venture Out so residents could adjust their plans accordingly. This service can be administered in-house, through purchasing a vehicle and subsequently licensing of a driver (s), or through an outside service.

Several other items received a lot of support, including adding a restaurant/coffee shop, expanding the kitchen in the Recreation Hall, and an expanded fitness facility and library. These items are also of interest to the Boomer generation and will be key in being able to successfully market Venture Out.

How satisfied are you with weekend service for each of the following?

	N= x*=	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Administration	1093 3.69	8.4%	56.9%	30.6%	3.0%	1.1%
Recreation	1089 3.76	9.7%	60.0%	27.2%	2.5%	.6%
Maintenance	1095 3.65	7.5%	56.7%	30.5%	4.3%	1.0%
Security	1103 3.54	8.4%	54.5%	23.1%	11.0%	3.0%
Pool Service	1080 3.76	9.0%	61.0%	27.2%	2.2%	.6%
Bathhouse	1077 3.79	11.1%	61.2%	24.0%	3.3%	.4%

• Note: On Means, 1=low 5=high
Weekend services across the board appear to be well received.

INFORMATION DISTRIBUTION

Do you read the VO Out-Lines? (n=1138)			
Always	92.4%	Rarely	.8%
Frequently	6.5%	Never	.4%
Do you read the VO Voices? (n=1055)			
Always	63.6%	Rarely	9.7%
Frequently	16.7%	Never	10.0%
Do you watch Channel 11? (n=1121)			
Everyday	4.5%	Rarely	33.8%
Couple of times per week	34.2%	Never	27.5%
Do you use the VO Website? (n=1105)			
Everyday	.5%	Rarely	30.0%
Couple of times per week	6.9%	Never	62.5%
Do you read the bulletin board? (n=1134)			
Everyday	8.6%	Rarely	34.8%
Couple of times per week	53.9%	Never	2.6%

Do you read the minutes of the board meetings? (n=1130)

Always	38.2%	Rarely	22.7%
Frequently	34.6%	Never	4.5%

The Out-Lines is, by far, the primary means of information distribution at Venture Out. It is well read on a regular basis. The website appears to be the only means of communication not used much by current residents, however, it will be vital to marketing to the Boomer generation. Thus, unless administrative services become interactive, the website will serve more as an external source of information rather than in internal one.

AREAS OF CONCERN

Year round residents' primary concerns

Security is the number one issue, followed by maintenance of facilities

Top Six (6) Issues VO should focus on (in priority order)

- Maintenance and appearance of VO
- Streets and repair
- Security
- Upgrading Recreation Hall
- Advertising
- Keeping costs under control

Other issues that received mention a number of times (not in priority order)

- Better cable
- Allow 2 cars to park on lots
- Improve real estate agents
- Improve real estate value
- Upgrade facilities
- Upgrade pull-through area
- Attract younger people
- Expand Administration staff
- Have higher condo fees for year round residents
- Upgrade the kitchen in the Recreation Hall

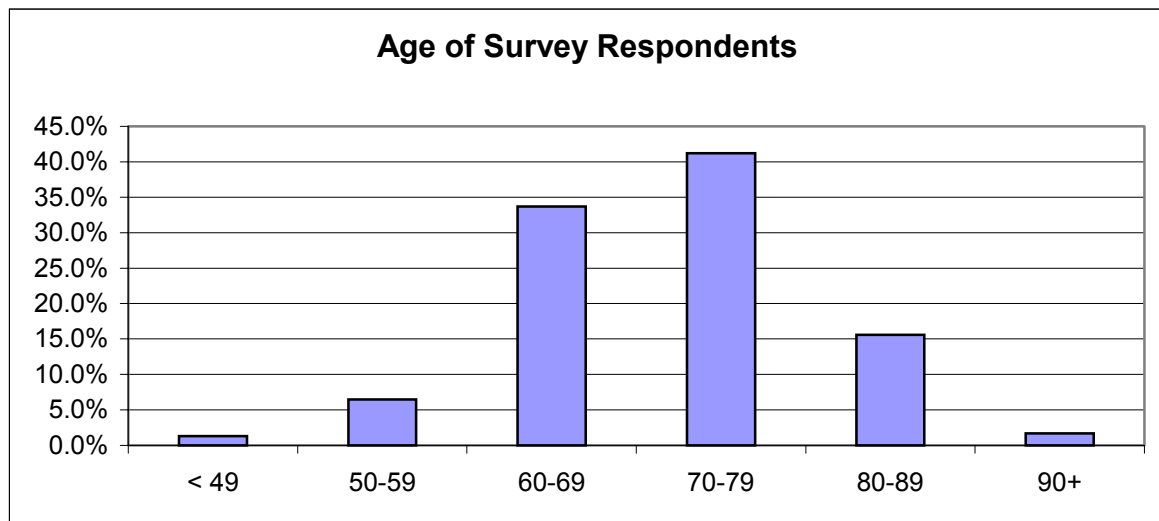
Many of the issues raised through these questions were addressed during the focus group working sessions held in January 2003. Outcomes from that meeting are presented later in this document.

DEMOGRAPHIC INFORMATION

Males 36.5% Females 63.5%

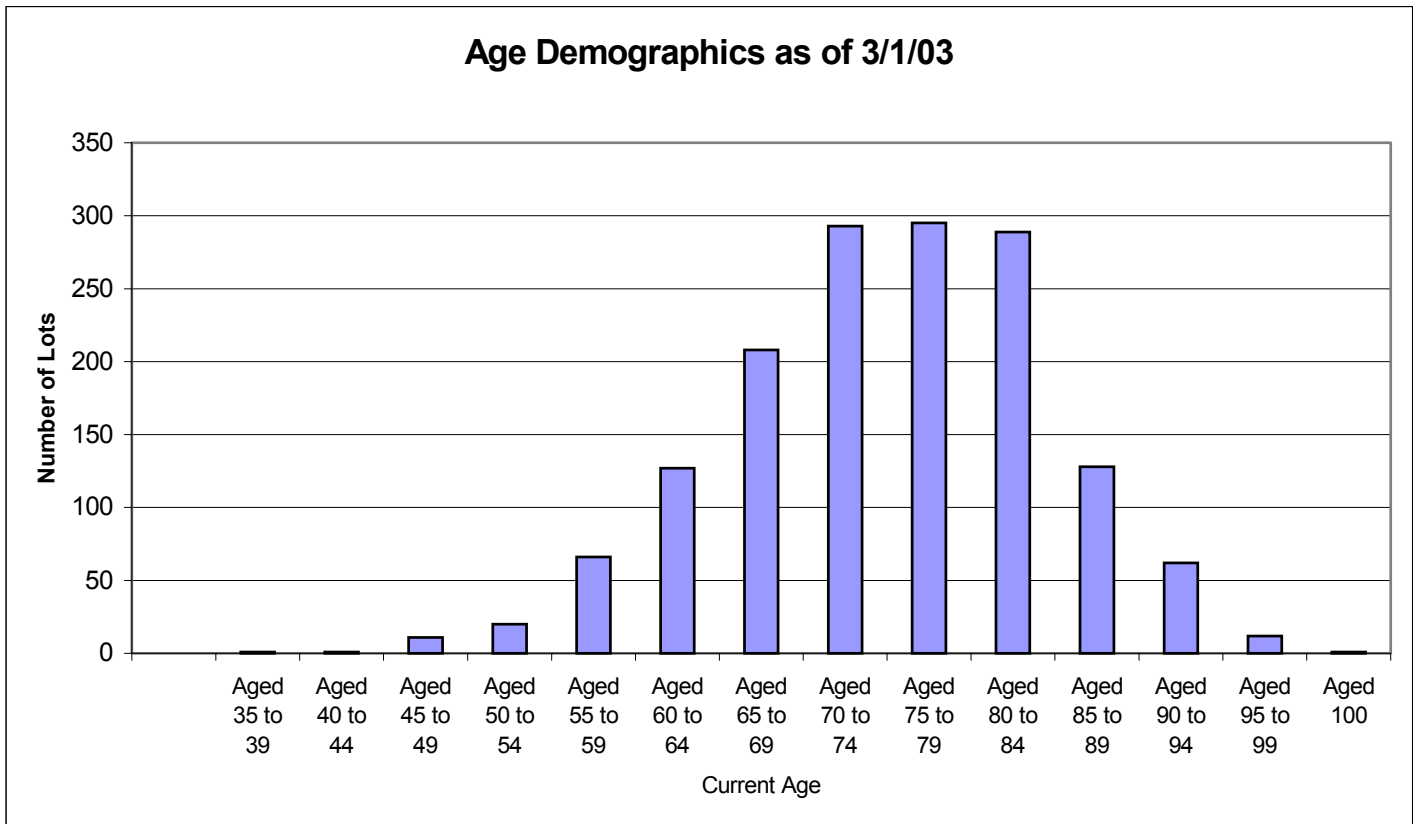
It is not surprising to see that a greater number of females completed the surveys than males. Research tells us that females tend to send surveys back more frequently than males. However, in retirement communities, as people age, the number of females regularly outnumbers the males, as a result of mortality rates. Currently, around one quarter of the survey respondents live alone. This is likely to increase with the next generation as a much higher percentage has never married.

Age of respondent (n=1112)



Below is a chart depicting the age of all residents at Venture Out. The information in both charts shows, quite clearly, that the majority of the residents are between 65-80 years old. While this is not surprising, considering that most individuals in this generation retire

when they are between 65-70 years old, what is of concern, is the fact that the average age of those selling their homes is around 77 years old.



Do you live with a spouse or partner? (n=1141)

Yes	73.4%	No	26.6%
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Age of spouse/partner (n=951)

<49	1.0%	70-79%	42.6%
50-59	7.5%	80-89	13.2%
60-69	34.9%	90+	.8%

How many years have you lived at VO? (n=1111)

1-5	26.3%	20-25	11.7%
6-10	28.9%	26-29	3.6%
11-15	15.7%	30+	.7%
16-19	13.1%		

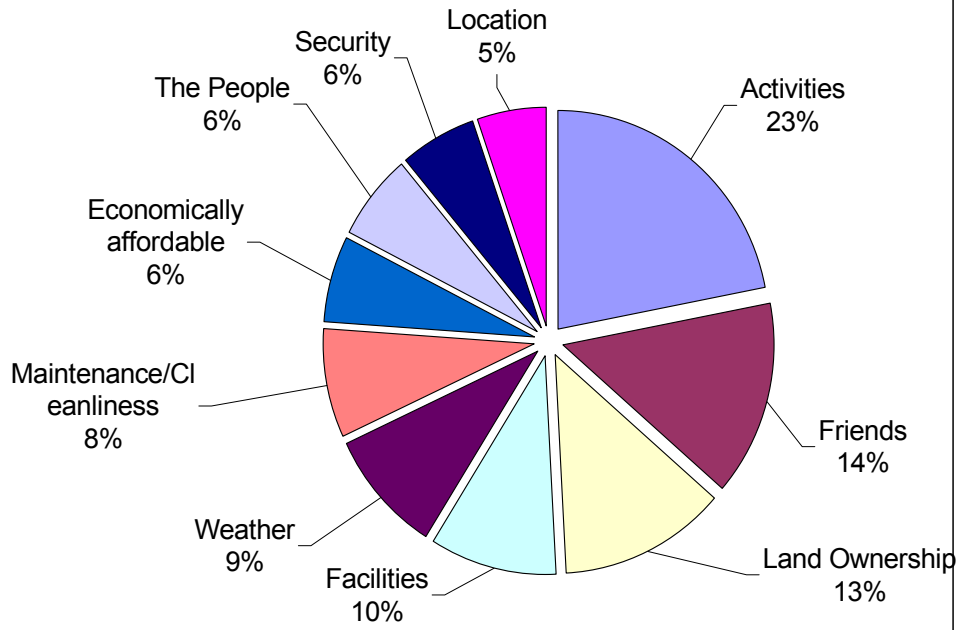
Over half of the survey respondents have lived at Venture Out for fewer than 11 years. Considering the average age of residents is in their mid-70's, and people tend to sell their home in their late 70's and early 80's, one would expect the percentage of newer residents to increase substantially as the original VO residents reach the age of needing alternative housing arrangements.

Do you rent or own your VO residence? (n=1145)

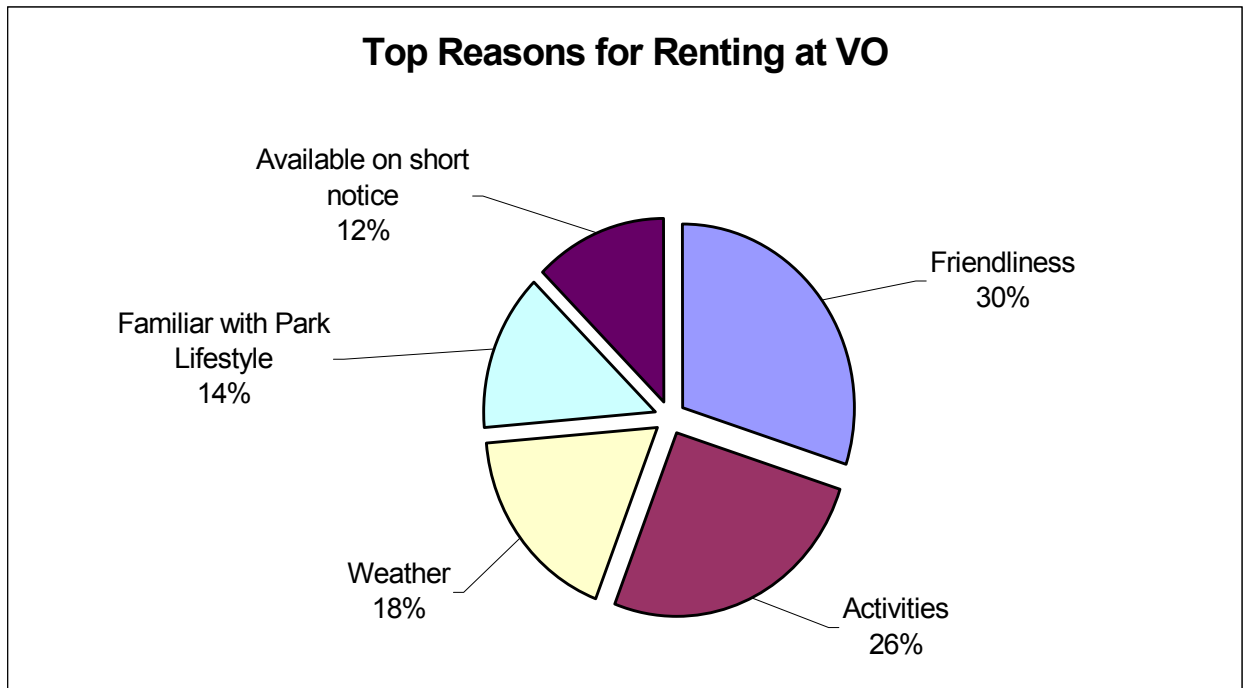
Own	80.7%	Rent	19.3%
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Top reasons for purchasing at VO

Top Reasons for Purchasing at VO



Top reasons for renting at VO



Citizenship (n=1142)

U.S.	70.2%	Canadian	15.4%
Other	14.4%		

Biggest issues regarding continued residence at VO by US Residents

Positive

- Promotes good health (overwhelming top choice)
- Well-maintained facilities
- The weather
- Activity offerings
- Friendliness of the residents
- I'm happy

Negative (why they might not return)

- Keeping costs affordable
- Codes are not enforced
- Pollution

Biggest issues regarding continued residence at VO by Canadian residents

Negative (why they might not return – in priority order)

Low dollar exchange rate (overwhelming top reason)

Medical insurance

Health concerns

Condo costs

How did you first hear about VO? (n=1094)

Residential Referral	45.6%	Advertising	2.1%
Reputation/word of mouth	43.6%	Phone Book	.7%
Drive by sign	8.0%		

While residents would like Venture Out to “advertise” more, the fact is, homes have been sold by referrals and word of mouth. Advertising has had little to do with previous buyers’ choice to purchase.

Did you rent at VO before purchasing? (n=1114)

Yes	58.3%	No	41.7%
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The simple message here is, if you host renters well, they are more likely to rent!

If yes, what type of site did you rent? (n=688)

Pull through	24.6%	Park model	70.5%
Empty lot	4.9%		

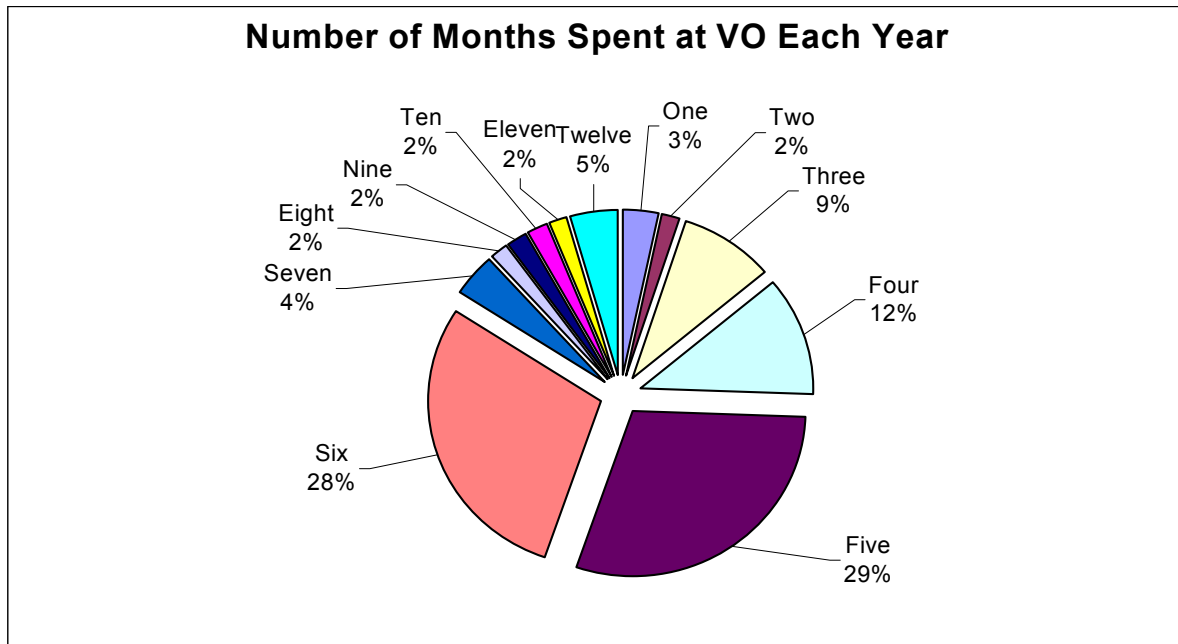
What is your annual household income? (n=930)

Under \$15,000	3.7%	\$45,000-\$74,999	31.4%
\$15,000-\$24,999	10.3%	\$75,000 or more	20.5%
\$25,000-\$44,999	34.1%		

Does your income cover your VO expenses? (n=1113)

Yes	97.8%	No	2.2%
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In an average year how many months do you spend at Venture Out? (n=1118)



Are you currently employed while living at VO? (n=1128)

Yes 4.4% No 95.6%

These percentages very accurately reflect the patterns of the current generation of retirees. However, Boomers have made it clear that retirement. To them, does not mean they will stop working entirely. If VO is going to look at attracting Boomers as buyers, then policies “and” resident attitudes need to be such that those individuals who chose to work (full or part time) will be welcome.

If yes, how many hours per week do you work? (n=74)

1-5 32.5% 6-10 17.7% 11-20 13.6% 21-30 8.2%
 31-40 24.5% 41-50 4.2%

In general, how is your health? (n=1148)

Excellent 21.3% Fair 10.0%
 Very Good 36.8% Poor 1.7%
 Good 30.2%

What category best describes your educational background? (n=1086)

High School graduate 29.6% College graduate 22.4%
 Some college 33.2% Post graduate degree 14.8%

Baby Boomer Trends

Before any discussion can take place about what trends Baby Boomers might bring with them into retirement, it is important to understand that this 20-year difference in age does not make for a homogeneous group. Thus, attributes, characteristics, and motivations that highlight those who are just emerging into retirement are different than those who will be experiencing retirement in two decades.

Boomers at Midlife: The AARP Life Stage Study (November 2002) is, perhaps, one of the most complete analyses made of this generation that covers those born between 1946 and 1964. The survey asked boomers to discuss seven broad life areas:

- Relationships with Family and Friends
- Personal Finances
- Religious and Spiritual Life
- Work or Career
- Physical Health
- Mental Health
- Leisure Attitudes

The 2217 Boomers surveyed, were asked to indicate how well they were doing in each category, where they hoped to be in 2007, how likely they were to achieve their goals, and what the barriers were to achieving the goals. In short summary, Boomers were satisfied in many aspects of their lives and with what lies ahead. They do expect to see improvement in their lives in the future.

Boomers more closely resembled those who are younger than they are, both psychologically and in their outlook for the future, than those who are older than they are. They would like to see the most improvement in their leisure activities and their finances, but feel that they are likely to fall behind in both. Boomers tend to use upbeat words when describing their outlook for the next five years.

The greatest satisfaction from Boomers comes in their relationship with family and friends. Both are highly important to this generation. Fifty percent are raising children. In a number of instances, family obligations detract from personal time spent in leisure pursuits.

Boomers indicate moderate satisfaction with their spiritual life. This area, along with physical health and relationships with family and friends, ranks as the most important in their lives. Examining this issue from a negative perspective, personal finances, work/career, and leisure activities are perceived with much less satisfaction. Personal finances appear to be the areas where Boomers feel they are lacking. They did not realize that they would be this way at this point in their lives and they want this area to improve significantly.

Boomers rated satisfaction with current leisure activities at the bottom for both satisfaction and importance, with the caveat that they would like to improve greatly in the future. This generation feels that they are the ones to blame for not achieving their goals, using phrases such as “lack of confidence,” “laziness,” “lack of imagination and will.” Also used was, “Just me...I’m in charge of my own life.” Financial status was also a big concern. A majority of the Boomers feel that what happens in the future is a result of their own actions.

The Baby Boomer Cohort

FACTS:

- 81 million strong (one in every three Canadians is a Boomer)
- Represented by a wide variety of life stages, life experiences, and life values
- Generalization about cohort not advised
- It is quite a diverse cohort

In 1998, AARP, along with Roper Starch Worldwide, Inc. studied the diversity of the cohort. Their results are in *Baby Boomers Envision Retirement: An AARP segmentation analysis*.

They came up with five key attitudinal and behavioral groups.

Strugglers (9%)

- Lowest income group
- Majority are female (64%)
- No money saved for retirement because they have none to save
- Little thought about retirement
- Very little optimism about their retirement years

Anxious (23%)

- Apprehensive about year ahead
- Below average Boomer household income level, but trying to put money aside
- Do not expect to be financially comfortable in retirement
- Expect to be working well into retirement years
- Very concerned about health coverage during retirement

Enthusiasts (13%)

- Optimistic and eager about later years
- Do not plan to work during retirement
- Expect to have money and time for recreation

Self-Reliants (30%)

- Highest income and educational level of all groups
- Saves a lot of money for retirement
- Invests aggressively
- Want to work at least part-time in retirement
- Will work because in interests them and they enjoy it

Today's Traditionalists (25%)

- Strong confidence in the social security system and medical welfare
- Plan to work and rely on social security and Medicare

The findings from that study include:

- 80% say they plan to work at least part time during their retirement, 16% say they will not work
- 35% say they will be working part time mainly for the sake of interest and enjoyment
- 23% say they will work part-time mainly for the income it provides
- 17% envision starting their own business
- 5% will work full time at a new job/career
- 21% expect to move to a new geographic area
- 23% expect to receive an inheritance that will affect their retirement planning
- 35% expect that they will have to scale back their lifestyle during retirement
- 23% think they will have to struggle to make ends meet

- 49% will devote more time to community service or volunteer activities
- 73% expect to have a hobby or special interest that they will dedicate a lot of time to
- 57% expect to live near at least one of their children
- 60% feel confident in their ability to adequately prepare for the future
- 84% say their generation needs more money than their parents' generation to live comfortably
- 39% said they cannot imagine themselves retired, while 44% said they can

There are some key generational differences between Boomers and their parents. Boomers consider themselves more self-indulgent, feel they will live longer, and be healthier during retirement than their parents. Almost 70% do not want to depend on their children during retirement. The same percentage are optimistic about retirement. The Boomers who think most about retirement are also the most optimistic about it. In their description of retirement, almost 75% see it as a time to spend with family and to pursue interests and hobbies.

In an open-ended question, Boomers' first response was "having enough money/financial security" when asked to think about retirement. Around three-quarters said it was important to sacrifice and save, but almost half indicated that they found it hard to do so.

Within the generation, there are some gaps among the different segments. Those at the high end of the income scale (\$70,000+ for household income) are twice as likely as those at the low end (\$30,000) to be optimistic about retirement. Those with more income are also twice as likely to think about retirement and feel confident in their ability to prepare for retirement.

The major difference in views across the 20-year generation relates to income levels, not gender, geographic location, or life stage events. The Strugglers, (also characterized as the “Have-Nots,”) do not show self-reliance, obvious in all other Boomer groups. This segment of society portrays two sizeable groups that are not prepared for retirement.

Enthusiasts are very excited about what lies ahead. They approach retirement with tremendous optimism, do not plan to work, and expect to have sufficient time for hobbies and leisure pursuits. Their greatest challenge will be looking realistically at retirement to ensure their optimism can remain high.

The most serious retirement planners are those termed “self-reliants.” Their income and education levels are higher than all other groups, resulting in solid resources to fall back on. They are seeking a lot of information now that they hope to use in the future.

The final category, “Today’s Traditionalists” (1/4 of the generation’s population), intend to work as well as to rely on Social Security and Medicare. Their reasons for continuing to work into retirement vary.

The great diversity in the way Baby Boomers will be approaching retirement sends a distinct message. One means of marketing and addressing retirement needs will not be appropriate for all. A variety of approaches will be necessary, yet at the same time, it will be possible to target market to just one or two segments of the generation, if your product, service, or experience fits their visions and lifestyles.

In sheer numbers alone, the American and Canadian Baby Boomer generations will be an economically powerful force in retirement. They will gain over \$300 billion in disposable income by 2005 (American Demographics). This generation is more likely to have employer-based pensions than were their parents. And, also unlike their parents, many come from dual income families. The amount of discretionary money their generation has to spend makes them a choice market for retailers. They spend considerably more on recreational lessons, power tools, and sports, recreation, and exercise equipment than the average consumer.

Leisure Awareness

Most middle aged Americans grew up during an era when organized Parks and Recreation departments were growing and making a significant impact on communities. Schools, during the 50's, 60's, and 70's, also offered a wide variety of options for learning new skills and hobbies. As adults, they still can seek out recreational choices. Such education about leisure should carry into the retirement years when choices need to be made about spending time and money. The fact that Boomers, were made to think of creative ways to "play" during childhood and were offered many different environments to do so, should translate into less boredom and frustration during adulthood and later life. However, having experience in making many choices has also led some, into a very full life, where finding time for leisure became an issue. "Leisure" tends to mean "control over one's life", rather than activity, per say.

Boomers and Outlooks on Retirement

Marc Freedman's definitive book *Prime Time*, relates to how the Baby Boomers will revolutionize retirement trends. "Today all signs indicate that the old conditions that helped support the leisure ideal are coming apart" and further stated the new retirees "are not likely to be content with thirty years of shuffleboard and a tract house in the sunshine"

Del Webb was the fastest-growing homebuilder in America from 1956 until 1995. The research machine employed by this company puts most to shame. Through a vast in-house network that does nothing else but research the boomer market as well as receive input from 25,000 - 30,000 older American's, the Del Webb Corporation has forged the new retirement communities that will attract this new market. What does this new retirement sector want? Now the company builds state of the art fitness centers, all developments are wired for the Internet, shuffleboard courts are no longer being built. In addition the Boomer market has a strong interest in continuing education. Retirement communities are now often being located next to a university center such as the \$70

million dollar development “Academy Village” in Tucson. Life long learning has proven to be a desire of the next generation.

The Del Webb Corporation conducted a survey of Boomers recently and learned the following about their retirement outlook:

- 18% plan to move to another state (compared to 10% of current retirees)
- 40% plan to move to a favorable climate
- 8% want to live in active adult communities, 45% favoring communities open to all ages

Other statistics about retirement home purchases come from the National Association of Realtors.

- Since 1995, “second home” sales have risen 27.5%
- Impact from Boomer purchases will add 100,000 – 150,000 housing starts each year for 10 more years

Boomers are now looking for the same kind of amenities that they enjoy at home . Tax reforms have allowed empty-nesters to transfer assets set aside for a second home. Perhaps equally important, the Boomer group that is looking to purchase second homes is looking for adventure outside their primary residence.

Perhaps some of the most telling data about the future Boomer retirees is captured in these characteristics describing what type of life they are looking for:

- Less hectic pace
- Affordable lifestyle
- Opportunity to acquire new skills and information
- Engage in “lifetime” education
- Enjoy cultural activities
- Spend time doing something useful and/or productive
- Little interest in the desire to move to retirement communities
- Interest in playing golf is not predicted for Boomer retirees. Declining interest has caused a number of newly developed courses to go bankrupt.

The Bureau of Labor Statistics says that the number of workers aged 55+ will jump 48% by 2008. This is primarily due to Boomers finding career opportunities.

Boomers and the RV Lifestyle

The Go RVing campaign, launched by the Recreation Vehicle Industry Association in 1997, has resulted in tremendous growth in RV sales. The campaign was designed to interest Boomers in purchasing RV's as a means of satisfying their interest in travel. This marketing strategy was wildly successful. Now, nearly 1 in 12 US Vehicle-owned households owns an RV. The Boomer market has been the fastest growing segment. Growth is predicted to reach 8 million by 2010.

Currently, the average RV owner is married, owns a home and has an annual income of \$56,000. The median age of all RV owners is 49 years. Almost 2/3 has some college education and work full time. Nearly one third are empty nesters.

The Go RVing campaign for 2003-2006 will use proven cable outlets, such as Discovery Channel, Lifetime, The Learning Channel, Home and Garden Television, the Weather Channel, and ABC Family.

What does this mean for Venture Out?

Venture Out, as it exists now, is unlikely to be an attractive place to purchase a *primary* Retirement home for the next generation. Its original intent however, of being a *seasonal Vacation* home is still a viable option. What is critical for VO owners to realize is that the coming generation will expect their seasonal home to be upscale with all the amenities they can expect in resort style living. This coming generation has spent most of their lives traveling and experiencing the world. They have vacationed overseas and tropical beaches around the world. They are seasoned travelers and have higher expectations.

The opportunity to own their own home in Arizona, should be viewed much the same as purchasing a condo on the beach or a cabin in the woods. It is not a permanent lifestyle but it must be a satisfying lifestyle.

Research by two of the primary agencies and businesses that focus on retirement, AARP and Del Web, indicated that Boomers are looking at retirement locations as:

- Places near family.
- A variety of age groups as residents.
- Opportunities for life long learning, adventure, skill and hobby development
- Not necessarily a long-term stay in one location
- A home with at least 1000 – 1500 sq. ft. for family and friends to visit.
- Room for storage, but also hobby space.

Reaching this market will require a variety of media outlets. The Internet is one primary means for “information searching” for the next generation. Those with discretionary funds like to gather information and the quickest comparisons can be made on-line. Thus a website needs to be eye-catching, up-to-date, informative, realistic and interactive.

In addition the critical expanding RV market must become a primary target to draw this new mobile sector to Venture Out.

Housing

When the first residents came to Venture Out in the early 1970's, they moved their RV onto an open lot. It was not until the mid-70's that park models became available and the need to bring in their own vehicle no longer existed. Park models became attractive purchases because they can easily be added on to and/or modified. While they are built on a chassis similar to RV's, their appearance and floor plan is much more like a house, making additions, (such as Arizona Rooms and storage areas), much easier to accommodate.

Classifications and Zoning

VO is considered an RV Subdivision under Mesa City Code. The definition states:

“A residential subdivision as shown in the records of the Maricopa County Records Office, designed and approved in accordance with planned area development and subdivision regulations, in which individual ownership of a lot is permitted for the placement of an RV for temporary portable housing purposes (code 2658)”

Permitted Uses in RV Subdivisions include:

One RV on each approved lot or space. No manufactured homes or dwelling units of conventional construction shall be permitted on a lot or space for living purposes, except as specified below (code 2658).

RV Accessory structures, as defined in Section 11-17-2 with the following additional requirements applying to patio enclosures:

- A maximum area of 400 square feet, excluding storage room.
- Parking spaces shall not be enclosed.
- All roof materials shall be lightweight aluminum or other noncombustible material. A smoke alarm may be used to accommodate laundry, bath, and toilet facilities.
- Convenience electrical outlets and air conditioning equipment may be installed.
- Removal of sliding doors, windows, or other modification of the existing recreational vehicle enclosed by the patio enclosure is prohibited.
- Walls may consist of conventional wood framing or modular (prefabricated) construction.

- Glass located within twenty-four inches of a doorway or eighteen inches of a floor must be tempered.
- At least sixty-five percent of the surface area of the front wall shall be open below a height of six feet, eight inches from floor grade.
- Openings may be covered with screen mesh, plastic panels, or mineral glass.
- The front wall may contain a solid knee wall not more than thirty-two inches above a finished floor.
- An open area located within the front wall shall be a minimum of forty-eight inches in height.

Storage buildings, attached or detached, are subject to:

- a) A maximum area of one hundred twenty square feet.
- b) A maximum height of ten feet above grade when detached or ten feet above finished floor when attached.
- c) Location within the buildable area unless placed in the rear quarter of the space or lot and separated from the recreational vehicle by at least six feet.

Specifications and Set Back requirements

For RV subdivisions, the following apply:

- Required Zoning R-4-Pad
- Minimum Area 10 acres
- Maximum Density 15 lots/net acre
- Area Square Feet 1750 (2000 average)
- Width 35'
- Depth 50'

Required Yard Setbacks

- Front 7'
- Side Min/Total 5'/10'
- Rear 5'
- From Exterior Boundary of Development 10'

Minimum recreational area (not including private/public streets, RV storage areas, exterior boundary landscaping) - 150 sq. feet per RV lot.

Minimum paved parking (9' x 18' minimum) - 1 per RV lot.

Minimum visitor parking - 1 per 10 RV lots.

Definition of a 55+ community

Senior communities can be established under State and Federal law (Housing for Older Persons Act 1995) if at least 80 percent of its households have a member 55 years or older and it advertises itself as a neighborhood for seniors.

Current Situation

Of the 1749 sites at VO, 1687 contain park models and 62 have RV's or sit as empty lots. The number of lots for sale fluctuates between 9-11%. "For Sale" listings have been increasing in the past 3-5 years. Until recent demographics were completed, it was unclear as to the reason for this. VO Realtors have listed 150 homes during the 2002-03 season, with an additional 20-30 being for sale by owner, for a total of approximately 180 listings. This number is expected to rise annually for the next 5 years as those who were original owners, reach an age when they must find other more suitable housing.

There are two independent Realtors on site at VO. Residents may use their services or other Realtors outside the park. All homes for sale have the option to be on the Multiple Listing Service (MLS).

While VO codes have changed throughout the years, current residents are allowed to enclose their Arizona rooms and storage areas (thus increasing the livable space from 400-sq. ft. to 920-sq. ft.). Changes such as allowing raised floor levels on the AZ room so it is level with the park model making it more user friendly. These VO regulations have been both the object of criticism and support in the past. Many of the older residents feel that once the homeowners were allowed to enclose an Arizona room, the opportunities for socialization decreased tremendously. People no longer sat outside conversing with those who passed by, but instead, congregated inside in small groups. Supporters of the enclosures lauded the increase in living space and opportunities to configure their homes as best suited their needs. Concern still remains over the installation of a second bathroom within the Arizona room. The easiest plumbing connection is into the next door neighbor's sewer line, which is not allowed. By doing so,

neighbors would need (for example) to determine who would pay for fixing a blockage if one should arise.

Small units – less housework

One characteristic of park models that has been attractive is the compactness of the unit. While living in 400-920 square feet can be confining, residents were quick to point out in the surveys and focus groups that less room meant less time spent cleaning and more time available for recreational and social activities.

There have been other areas of debate, too. While residents may have downsized their houses, there appears to be an increasing number of residents who have, or want to have, two vehicles. VO allows no more than one vehicle parked on each lot, with the exemption of corner lots. If residents own multiple vehicles, then one vehicle must be parked at one of the designated guest parking areas within the park or they can rent a space in the RV storage area.

A second area of concern related to housing deals with the desire for temporary covered parking in the summer. Currently, around 10% of residents remain at VO during the summer months. Temperatures in AZ become extreme and entering a hot vehicle can be dangerous, especially for older individuals who have difficulty with heat tolerance. Many of the year round residents are “senior seniors” who now call VO their permanent home, often because they are widowed and feel safer and at home in this close community. Year round residents, as well as those who stay through May and June, would like to erect temporary covered carports for their vehicles. Consideration might be given toward summer covering only (May through September).

The final area of concern is in regards to the appearance of lots and older units. Currently, not all homes and yards are kept up to the same degree. Of particular concern to VO residents, as expressed through the survey and focus group discussions, is the lack of upkeep displayed by those who own lots but do not live on site. This includes investment owners as well as those who have their properties for sale. A number of these are older units that will eventually be removed and replaced by newer models by new owners, but in the meantime present visual problems. This is what many residents feel is

lessening the appeal of purchasing and causing existing residents to leave. Residents would like action taken to require owners to purchase landscaping services if they do not live on site.

Potential Solutions

There are a number of actions VO can take to address issues related to housing. Each will be addressed below.

Resort Retirement Communities

Venture Out's very existence as a RV retirement resort depends on it remaining classified as an Active Adult Community. Currently, the average age of residents is 75, the average age of a seller is 77 and 68% of the residents are between 66 and 84 years old. Effective now through the next 5-7 years, it can be anticipated that 70% of the VO population will turn over. With an average of 180 units coming up for sale in 2003, it is likely that there will be 200 in 2004, and perhaps 250 or higher by 2005. While some will be passed on to children of the current owners, unless changes are made in the rules and regulations and the facilities are improved to appear more "upscale", it is unlikely that "Baby Boomers" will move into VO as willingly as their parents did.

Housing needs for the next generation, as they reach retirement age, will differ significantly. Many Boomers will continue to work past age 65. Many will likely find part-time positions to keep them active. Some will be much better off financially than their parents and, as the result, have higher expectations and a more affluent lifestyle. This generation has spent more money on "toys", including multiple vehicles, entertainment systems and motorized sport vehicles (e.g. ATV's, motorcycles, and boats). Computers are a part of their everyday life, and they expect to be able to access the Internet through high-speed connections and have multiple phone lines. A separate area for a home office is often a primary concern. As hotel suites are often now set up with mini office/desks/Internet capability, the next generation will expect the same amenities when traveling or on vacation.

One area of concern that is relative to VO's future residents is the determination of how likely the children of VO residents will be to move to VO in the future. A short survey pertaining to this issue was developed and printed in the Outlines. Residents were asked to send the survey to their children, who would in turn send it back into Dr. Wendy Hultsman at ASU West for compilation and analysis of the data. Following, is a summary of the results of the survey. The data were broken down by age groups so that perspectives of Baby Boomers could be obtained. The five items considered most important by each age group are listed in order of importance.

Overall characteristics of a retirement community that are important

1. Appearance of the Community
2. Security/Security Features/24 hour Gated Community
3. Location/ Convenience Factor
4. Organized Activities/Entertainment/Clubs
5. Reduced Maintenance

Preferred characteristics by age group < 49 years old

1. Appearance of the Community
2. Location/Convenience Factor
3. Security/Security Features/24 hour Gated Community
4. Home Office
5. Land Ownership

Preferred characteristics by age group 50-55 years old

1. Appearance of the Community
2. Organized Activities/entertainment/Clubs
3. Convenience Factor/Location
4. Safety/Security Features/24-Hour Gated Community
5. Land Ownership

Preferred characteristics by age group 55-59 years old

1. Appearance of the Community
2. Convenience Factor/Location
3. Safety/Security Features/24 hour Gated Community
4. Land Ownership
5. Organized Activities/Entertainment/clubs

Preferred characteristics by age group 60+ years old

1. Safety/Security/24 hour Gated Community
2. Appearance of the Community
3. Convenience Factor/Location
4. Retirement Community/Age restrictions
5. Land Ownership

Preferred characteristics by those planning to purchase at Venture Out

1. Appearance of the Community
2. Convenience Factor/Location
3. Land Ownership
4. Organized Activities/Entertainment/Clubs
5. Safety/Security Features/24 hour Gated Community

With the exception of those who are 60+, **“appearance of the community”** is the most important aspect in regards to their retirement purchase decisions. Thus, the importance of updating and renovating the Recreation Hall, landscaping the front entrance and perimeter walls, and restructuring and landscaping the Overnight RV area cannot be understated. **These three areas were all pinpointed by residents as primary areas of concern and they are supported by trends in retirement.**

Those planning to purchase prefer the following factors in their retirement home:

Size: 1000-1500 sq. ft
Stories: One story
Number of bedrooms: Two
Number of parking spaces: Two
Size of Lot: Split between <2000 sq. ft and 2,100-5000 sq. ft.

Summary of comments regarding what amenities/activities/organized clubs are critical to determining retirement needs of those less than 60 years old

Active, Outdoor Activities (e.g., hiking, biking)
Exercise Facilities
Opportunities for Lifelong Learning
Social Places (e.g., lounges, clubs) and Social Events
Travel Discounts/ Travel Programs
Active sports
Healthy mix of ages (youth, young couples, our age peers)
Cultural Events
Close to shopping and entertainment
Space for grandchildren to play and stay
Library with daily newspapers and magazines

While the current retirement generation spent much of their adult life married and raising families, the future retirees (during the next 10-15 years) have had a different experience. Many will enter retirement either single, with significant others, or co-habituating. This may imply the need for multiple bedrooms and space for multiple vehicles.

The appeal of the aluminum park model, as it exists now, is likely to decline significantly to Baby Boomer retirees. The subtle earth tones that are seen throughout RV subdivisions now, will be a reminder to new retirees of their parents' generation. CAVCO, a leading producer of park models, realizes this and has begun developing park models units with more appeal to newer generation retirees. Some have more vibrant colors, lofts (for guests and storage), porches and a wide selection of floor plans. Others have simulated wood lap siding, which is popular with the next generation. This siding tends to make the unit look more like a miniature home and less like a moveable vehicle. Many are equipped with satellite and Internet connections.

Currently, in the Valley and elsewhere, long established retirement communities are seeing the number of units/homes for sale increasing as homeowners age and need to seek alternate forms of residence. Competition among new age restricted communities has become fierce. The newer communities built by Pulte (the former Del Webb) and the Robsen communities for example have poured many thousands of dollars into research to determine the wants and needs of the next generation. To help increase sales, some older established communities are considering lowering the minimum age for home ownership,

while others, who've counted on golf courses to draw residents, are now questioning the future of exclusive memberships. As the populations have aged at these communities, the memberships have dropped and the clubs are no longer self-supporting, causing a drain to the community. Some have even faced bankruptcy.

There are some immediate 'No Cost/Low Cost' changes that VO can make to accommodate current and future residents' needs.

- Consideration of alternate side of the street parking 24 hours per day, would allow residents with multiple vehicles and/or guests' vehicles to be parked closer to their units while maintaining the "one car per lot rule".
- Wireless phone/Internet service should be made available, thus eliminating dependence on an outside utility to improve their product.
- VO must remain cognizant of Mesa and County laws that effect RV subdivisions. The most probable changes would relate to the amount of space between units and meeting fire standards in the structures.
- VO needs to make much better use of its website as a means of marketing units for sale. Boomers, and even those in their 60's, rely quite heavily on the Internet for information and purchasing. The web site needs to be attractive, interactive, and updated regularly. Work has already begun on this and the website has proven effective for sales.

However, the most meaningful action that homeowners can take is to make sure that renters and RV Overnight guests are treated as equals and hosted well. With the majority of the current owners coming through the ranks as renters, this extremely important aspect of marketing cannot be overlooked.

Longer term solutions - Rezoning

Several of the RV communities in the State have already realized that their continued existence as an active adult community relies on them having a variety of housing options available for their active retirees. VO needs to remain a place where people come to recreate, socialize, and live comfortably. However, with the potential for a large number of units for sale in the next 5 years, it would be prudent for VO to carefully examine the possibility of rezoning a portion of the park for an alternative type of housing, possibly small condos or patio homes. The impact of doing so must be carefully considered in relationship to the current tax structure and the number of residents that the community requires to support the many activities and clubs.

Land Use

The survey and focus groups surfaced a number of issues related to land use. The many suggestions that came out of this process are highlighted in this chapter. This section explores those issues and suggests several methods of addressing them.

Facility Maintenance and Upgrades

Any facility that has existed for over 30 years will need cosmetic and structural upgrades. It requires revitalization and re-investment. This is the case with VO. A variety of structures have been built over the last three decades to accommodate recreational, service, and administrative use. However, in the past 30 years, little has been done to the original facility developments beyond normal maintenance. As a result, there is an immediate need to upgrade the Recreation Hall so that it meets codes and is an attractive Community Center once again.

When new buildings were added in the past, they were sometimes designed to blend-in with those surrounding them. In other cases, there was less thought to the building's appearance. Because this plan discusses both new and renovated structures, it would be best to decide on an "appearance theme" that would represent VO and use it consistently, on all of VO's main structures. This includes texture (e.g., stucco), color (e.g., white, or earth tones), and labeling (signage). It is most critical to have a cohesive theme down the "Golden Corridor" which was defined in this plan as the Front Entrance down to the Central Core/Recreation Facility. An architectural team should eventually address the design and appearance of all buildings and areas along this corridor.

The City of Mesa Code Title 11, Chapter 17, Section 3, Code 2658 states the following facilities are permitted uses in RV subdivisions:

- Manager's office and residence, which may be of conventional construction
- Recreation and social centers, which may be used for dancing, crafts, hobbies, games, childcare, meetings, banquets, theatrical performances, movie viewing, and similar entertainment uses that are intended and used primarily as a resident amenity. Such facility may be of conventional construction.
- Outdoor recreation facilities such as parks, swimming pools, ramadas, playground equipment, shuffleboard and tennis courts, putting greens, and similar recreational uses intended for use by residents of the subdivision.

- Common-use laundry facilities, maintenance buildings, and security guard houses, which may be of conventional construction.
- Designated areas for boat and recreational vehicle storage which are used solely by the residents of the subdivision.
- Recreation center parking lots and guest parking areas.

In other portions of this document, descriptions are provided for new/reconfigured structures. This includes a proposed two-story Activity Center that can house the fitness center and indoor gymnasium along with additional club space. This center was first conceived in 1984 and some preliminary plans were developed for this building located at the current site of tennis courts 1 & 2. Also discussed were the Community Center rehabilitation; front entrance redesign, small outdoor amphitheater/social area and a possible lounge at the east pool that would be similar to resort hotels. The survey respondents and focus group participants were split on replacing the miniature golf area. This needs to be resolved.

Visual/Landscaping Considerations

The retention basin is currently used for a dog walking area. While this piece of the property does occasionally get filled with water (only after heavy rains), the vast majority of the time it remains dry. In most new developments today, the retention basins also double as green spaces and are used quite effectively as parks. Adding some much-needed green space would accomplish several goals. It would remove the dust from an area that is close to homes, (there has been some concern over the rise of



Valley Fever, which is brought about by spores in dust). There is a need for picnic areas as well as areas for suitable for outdoor activities. Outdoor music venues could be held in an area that was wide and level. Several clubs have expressed an interest in the basin, such as the softball club where they might be able to have a practice throwing area.

At the east side of the park, a smaller retention basin next to the Oasis has been used over the years as an area for the annual hot dog roast. Other than this function, this area has largely gone unnoticed. With the recent completion of the additional Bocce Ball courts this area is slated for some landscaping and could become a very attractive mini park that would create more leisure space for both the clubs as well as a spill over from the Oasis party gatherings.



Green spaces and parks have always played an important part in the American way of life, and they are particularly important to the next generation. Facilities for the new retiree are most often built around parks and/or a system of walking trails. Currently VO has NO green spaces designated for general use by the entire community.

The beauty and cleanliness of the park is what attracted many residents to VO. These items remain a high priority. Continued attention must be given to maintaining floral areas and consideration given to installing more planting beds.

In addition to flowers, residents felt it was very important that palm trees remain a part of VO's signature look. There was equal concern for their upkeep.

Residents expressed concern that some palms are in areas that are difficult to



maintain, so consequently do not receive the upkeep they need. There has been a loss of approximately 200 trees since the development of the park. Consideration must be given to replacing the trees removed.

While median strips provide a means of separating traffic that flows in two directions, careful examination of the functionality and safety of the current median strips needs to be assessed. The strip on Aztec has been a concern of residents in both the

surveys and focus groups. Residents appear to be split on this issue as many enjoy the beauty of the Aztec median and prefer not to lose any more grass in the park.

Last, the visual appeal of the central recreation corridor has decreased with the addition of concrete around several of the facilities. Recent architectural interviews had all five firms focus on this corridor. They expressed the need to greatly enhance its appeal and reduce the overall feeling of asphalt upon entering. This will become a primary goal in the future as “Appearance of the Community” is the number one issue for all new buyers and this corridor is the first impression.

RV Storage Area

Survey respondents (90%) acknowledged that the RV storage areas should remain. This thought might change with the recent offer of \$1,000,000 for the southeast corner. Suddenly the issue of “highest and best use” of the land comes to the forefront. As VO is a land locked community there is no desire to sell this land, however, much thought should be given to its future use.

Concerns were raised about how often these areas actually get used. For the most part, once residents arrive at VO, their RV’s remain parked in storage. In addition to RV’s, spaces are used for storing boats, cars and trailers. Approximately 9% of the survey respondent’s use the SE lot, 6% use the NE lot, and 1.5-% park their vehicles outside the park. It may be that with the increase in RV sales by Baby Boomers, the spaces may be more in demand. Consideration should be given to the possibility of developing more overnight RV spots in either area to meet the coming demand for first class RV Overnight accommodations. Another concept was to develop additional homeowner lots, or additional park and recreational activities.

Regardless of what is done, these areas represent the most valuable land per square foot due to the location. An architectural firm with land use expertise should be employed to present concepts for these areas that will preserve and enhance the value of VO for years to come.

ADA /Accessibility Concerns

The critical area that must be addressed under Land Use relates to accessibility. At some point in time, almost everyone becomes temporarily disabled and a number of older adults become permanently disabled. However, this does not stop these individuals from wanting to continue enjoying active lifestyles. While access to the park in general is good, there are some areas that require attention. The Recreation Hall might be fitted with automatic doors at all entries. The pool gates are difficult to open for anyone with crutches, walkers, or canes. A card access gate opening system should be explored here, to allow handicapped accessibility but prevent small children from gaining entrance. Bathrooms at both the Annex and the Recreation facility are not handicapped accessible. A general survey of the community to ensure that it meets current ADA guidelines is highly recommended.

Maintenance, Disaster, Evacuation, And Financial Risk Plans

Currently, there are limited written maintenance, disaster and evacuation plans. The Safety and Security committee began this process in the 2002-03 season.

A Disaster and Evacuation Plan must be developed for the entire VO community in case either fire or contaminants force evacuation of the area. There should be visible evacuation routes marked in each community structure. Staff and volunteer monitors must be trained in what should be done in the event of an evacuation.

Finally, a financial risk management plan must be developed to address how VO would operate if there were damage to the Recreation Building or other major structures. As stated by one resident, “a loss of the Recreation Facility would be a severe blow to the community, one that it might not recover from”.

Recreation Center

The Recreation Building was completed in December 1970 and is one of the original structures. At the time of completion there were 622 lots ready for occupancy.



The structure has 13,000 sq. ft. on the lower level, and 9000 sq. ft. of parquet flooring on the upper level. The lower level contains the recreation staff offices, a post office, billiards room, Ch. 11 facilities, library/lounge, full commercial kitchen, storage and maintenance space, bulletin boards,

restrooms, and a large meeting and event area.

Current Situation

This building is no doubt the hub of Venture Out, as it was originally intended to be. A vast majority of the special events and functions take place there as do many of the residents' transactions, such as mail delivery, video checkout, and activity sign-up. The Recreation Hall also provides many opportunities for socialization. Eighty-two percent of the survey respondents felt upgrading the Recreation Hall was at least somewhat important. There are three basic concerns with the Recreation Hall. They relate to space, safety, and décor.

Space

Several areas fall under the category of needing additional space. The first is the Recreation staff office space. Currently, the Activity Director, receptionists, Program Assistants, the printing office, and accountant are all crammed into a very small space that affords absolutely no privacy. Residents that need copying done or wish to check out a video



are constantly seeking attention of the staff. The Outlines volunteers, who produce a paper weekly, must fit into a tiny room in order to meet production deadlines. The Activity Director's office is in full view of all who come to the



reception area, making it extremely difficult to hold conversations or even get work done to meet deadlines.



Storage area and maintenance is another area in need of attention. Currently, due to lack of space, some of the recreation storage areas are also used for maintenance storage. Keeping chemicals and other cleaning solutions in places that are easily accessible to everyone should not occur. If, even by

accident, chemicals and cleaning agents get into the wrong hands, unfortunate situations could occur. An additional critical concern relates to storage of tables and chairs. Due to lack of space, the Activity Department is forced to store stacked chairs in the vestibule next to the Annex. This is very unsightly and creates congested passageways around the annex.



The post office is another congested area. While it is a central hub of activity for all residents and a source of their daily socialization, it also takes up room that might better be used for activity space or create a more inviting lower dining facility.

The billiards room is a final concern. While this area does receive a lot of use, those entering and exiting the area must do so through the central activity area. This can be very disruptive, visually and auditorially, when programs and/or events are going on in this area.



Safety

Old facilities are often faced with the need to upgrade to new codes. The Recreation Hall is no different. The sprinkler system and inadequate electrical circuitry which frequently causes problems, must to be upgraded to meet codes. Equally important, additional means of egress and access need to be configured to meet the capacity of the building and meet code. To meet ADA (American Disability Act) requirements all doors need to be checked to make sure that access and egress from the building is possible by those using ambulatory aids. All bathrooms would have to be rehabilitated to meet ADA requirements. Lastly, ventilation throughout the building, but primarily in the restrooms, kitchen, and office areas needs to be addressed.

Décor

The third area that needs to be addressed is the general décor of the Recreation Hall. What once was a very attractive facility in the 70's and 80's is now an aging structure that offers little internal visual appeal. As one child of a resident stated in her survey, "the lower level resembles a military mess hall more than an activity complex."



At the minimum, it requires new surfaces (paint/paper), improved lighting and furniture upgrades. The ballroom will require new ceiling tiles after installation of a sprinkler system, and a more efficient lighting system could greatly enhance the room while also saving energy costs. A more absorbing sound material should be applied to the

rear wall under the sound booth. This would significantly reduce bounce back often encountered by entertainers.

The library area also requires a facelift. For this area to be attractive to future retirees it needs to resemble the type of atmosphere that has made bookstores so appealing in recent years. Large, comfortable chairs, in small clusters, should be brought

in, so that people can enjoy the atmosphere. Internet connections should be located in this facility. Video checkout in the library would reduce the congestion in the main office and be a similar function. In addition, the opportunity to purchase beverages and drink them while reading is recommended. This would require a rule change, as VO policy currently does not allow beverages in the library. The popularity of bookstores today with coffee shops inside is a possible option for this area. As this is a space used by 76% of the residents, it should receive a great deal of attention in any future plans.



Areas of Concern and Action Items

The suggestions that follow came from comments made on the surveys and in the focus groups (residents and employees) and observations made by Dr. Wendy Hultsman. These are by no means the only directions that VO can take. It is strongly recommended that VO engage an architect who can offer professional insight into these critical elements that need attention in order to attract the next generation of residents. The next generation, “Boomers” expect more upscale facilities. This coming market has resulted in many new developments across the Valley that are designed for this market and cater to this new retiree. This is the competition.

The first item that needs upgrading is the name of the building. In truth, it is much more of a Community Center than a Recreation Hall. This building, the hub of all activity at Venture Out, needs to be a place where people come to meet, greet, and relax.

The kitchen area poses some problems due to County Health requirements. This results in moving the food storage areas as they cannot



be separated from the ducting system. One option is to expand the area into the existing Activity Office section. All areas of the kitchen would be required to meet code by the Spring of 2005. All appliances should be checked for both efficiency (of power) and maintenance needs. An emergency access/egress route must be available from the kitchen. A firewall separation from the dining area (assembly area) will be required. Outside food events require better methods of transporting food to the grills while keeping it cold, as well as the need for handwashing facilities. A direct back boor to transport foodstuffs into the kitchen is preferred as opposed to coming through the lobby and assembly area. These accommodations will serve the current population and those in a few years down the line.

The current residents at VO are still very much into attending food-related functions where everything is cooked on site by volunteers. As the shift is made to the Baby Boomer retirees (in 5-10 years), there will come a shift in the way food is incorporated into events. New retirees are not as volunteer oriented and there has been a steady decline in volunteers in recent years at VO. Therefore, it is more likely that a move will be made to rely more on catering/brining in specialty meals, rather than spending hours preparing food on site. When this occurs, the need for a large commercial kitchen will switch to a need for adequate warming and serving areas.

One item on the survey which received moderate support is for a café/restaurant facility. One of the primary questions being asked by first time visitors to the park is “Do you have a restaurant/coffee shop on site?” This is a very important item that must be taken into consideration if Boomers are going to be attracted to Venture Out. Unlike their parents (in some instances), both males and females have worked full time in careers. Now that they are reaching retirement, women are less likely to volunteer to cook. In fact many retiring boomers don’t even know how to cook. Boomers eat out quite often and will chose to do so in the future. Cooking is more of a hobby and a social occasion for the new retiree. A restaurant and/or coffee shop in the Community Center should remain a strong consideration. Also a strong consideration will be outdoor dining. As many functions are outdoors at VO, consideration should be given to creating an enhanced outdoor café eating area, which will serve the dual purpose of fund raisers and easily blend into the boomer concept of dining.

One suggestion option to alleviate the congestion and cramped quarters experienced with the Post Office is to build a satellite building near the Recreation Hall. Those picking up their mail can easily take part in activities and/or socialization, yet they will no longer be packed into a tight area. In addition, some large locked boxes should be made available for delivery of large parcels for pickup after the Post Office closes.

At its current location the Billiards room requires additional exits to meet code. This would also allow Billiards players to enter their area from outside without disturbing those inside taking part in a different program in the Central part of the building. New developments in the Valley have incorporated a sports bar into the Billiards room area. Again, this is the type of facility that boomers have come to expect. A separation might also allow space for a TV lounge which residents can enjoy while watching sporting events together.

Once it has been decided which areas from the current Recreation Hall configuration will be relocated, then a new floor plan needs to be examined with an architect to more effectively use the remaining spaces. For this building to act as a Community Center, and draw residents to it, it needs to have “spaces” and “places” in it that “look out” and let residents see the community’s beauty and activity. Lounges, with eating/drinking options, on each floor, plus patios and decks serving the same purpose will welcome residents and provide them with environments that foster socialization and relaxation.

Use of the second floor dance hall also needs examination. While dancing was a popular activity of those who are now in their 70-s and 80’s, the “Beatles Revolution” changed society in general. The coming generation no longer attended dances but rather became concert goers. Even today, only 29% attend the dances regularly at VO. The coming generation is not comprised of people who seek opportunities to dance. Instead they chose to listen to music in a variety of venues. The addition of an outdoor amphitheater at VO should be considered for the future. The ballroom will continue to function as a large assembly room, however, its configuration may be altered. Thought should be put into the use of moveable dividers in this area, as they once were, so that multiple events could occur at the same time. VO is always in need of additional meeting and classroom areas. Regardless of the plans, all building and renovation should take

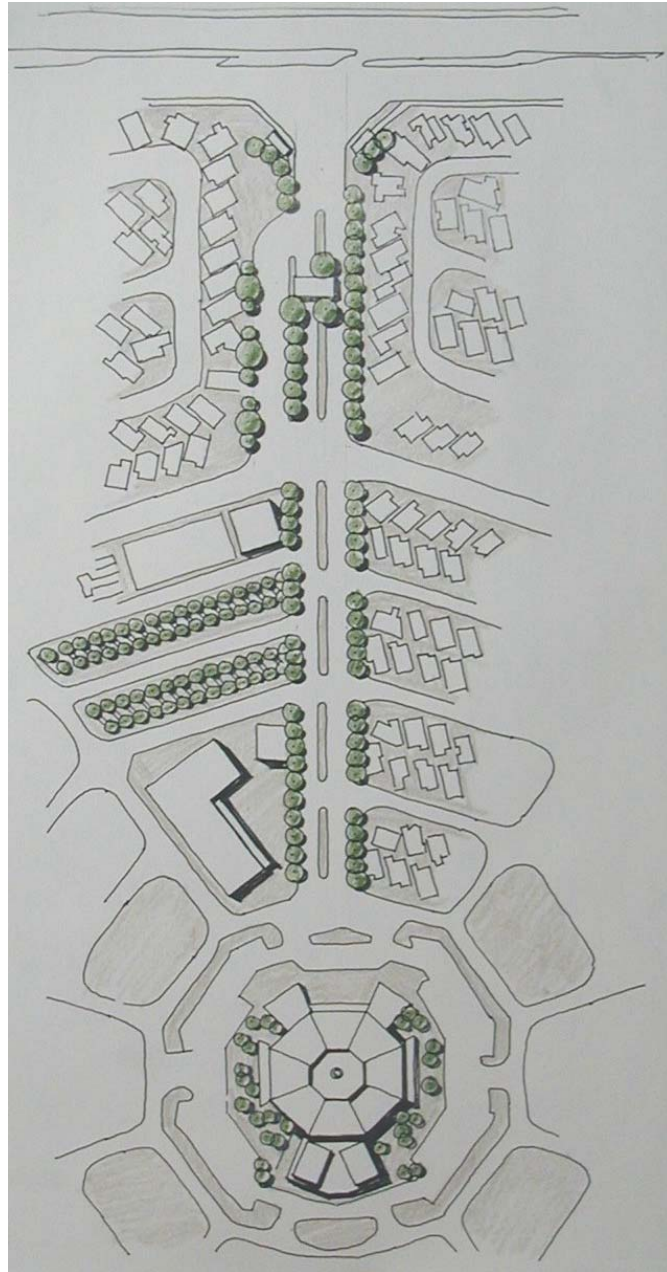
place during the summer months, if possible, so as not to interrupt the activities of the residents during the winter season.

When an architect is hired, he/she should examine the following issues as well:

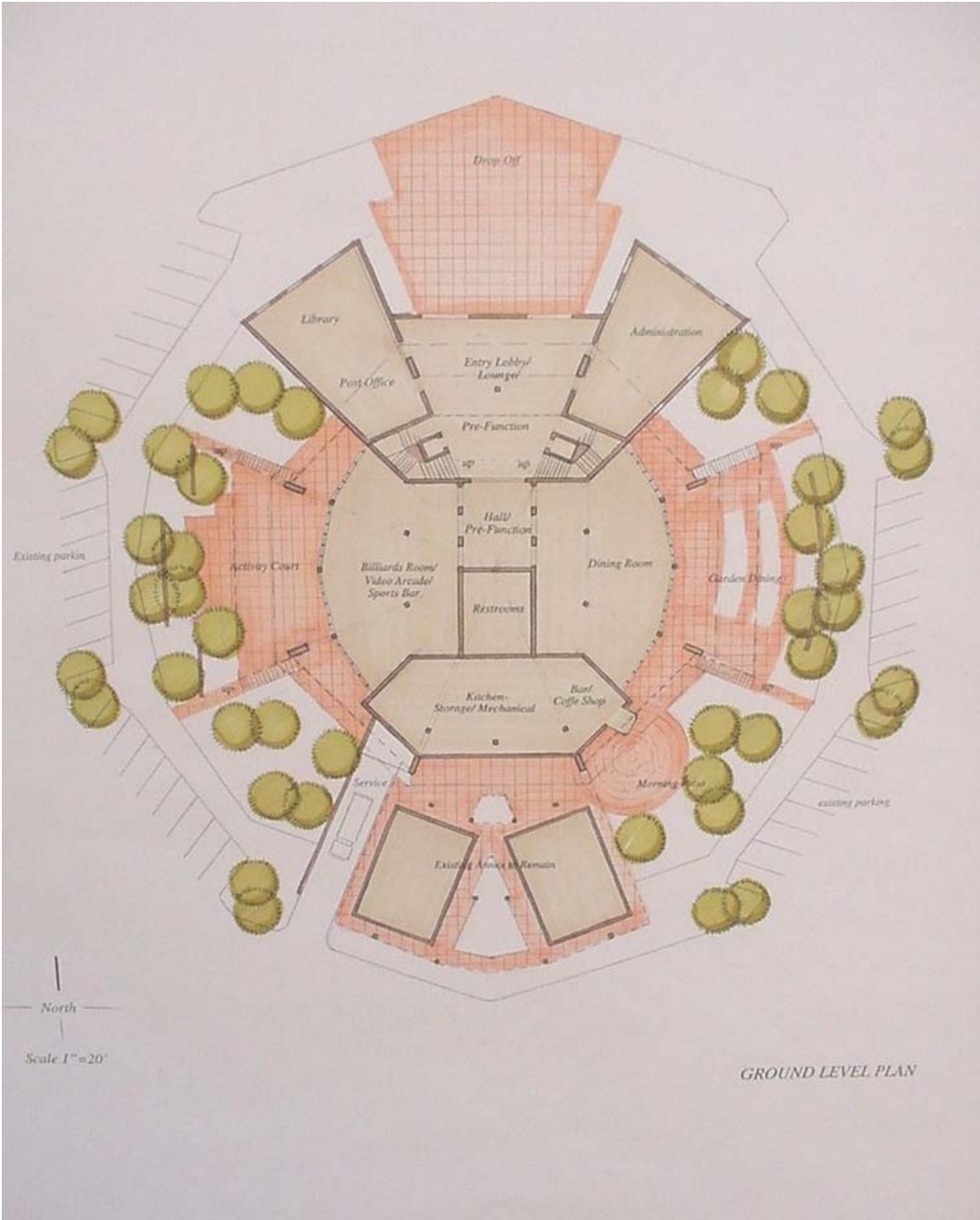
- What are the requirements to meet current ADA guidelines and building codes in Arizona
- What updates/improvements will be necessary to the current HVAC, electrical, and plumbing systems.
What is the remaining life on the ballroom floor?
- Is the current roof watertight?
- What type of lighting is now available that may be more cost effective and provide better lighting?
- Are there new ceiling treatments that can be applied to replace the old tiles in the ballroom?
- How can we accommodate 2000-2400 sq. feet for the Activity Director's offices?
- Can an outdoor kitchen/café facility be created with the existing structure?
- Is it possible to build a second kitchen for the second floor so that opportunities exist beyond just warming food?
- Where would the best location be for the house cable TV office?
- How can the exterior landscaping be improved to modernize the facility?
- How can we increase storage space so that it is not combined with HVAC equipment?

At this time CCBG Architects has been employed as the Architect for Venture Out through the schematic design phase of the Community Center. They will develop this summer, some concepts based on design charettes in which residents, as well as board members, voiced their input. The following are design concepts ONLY, that were presented by CCBG during the interview process. They are nothing more than concepts at this time.

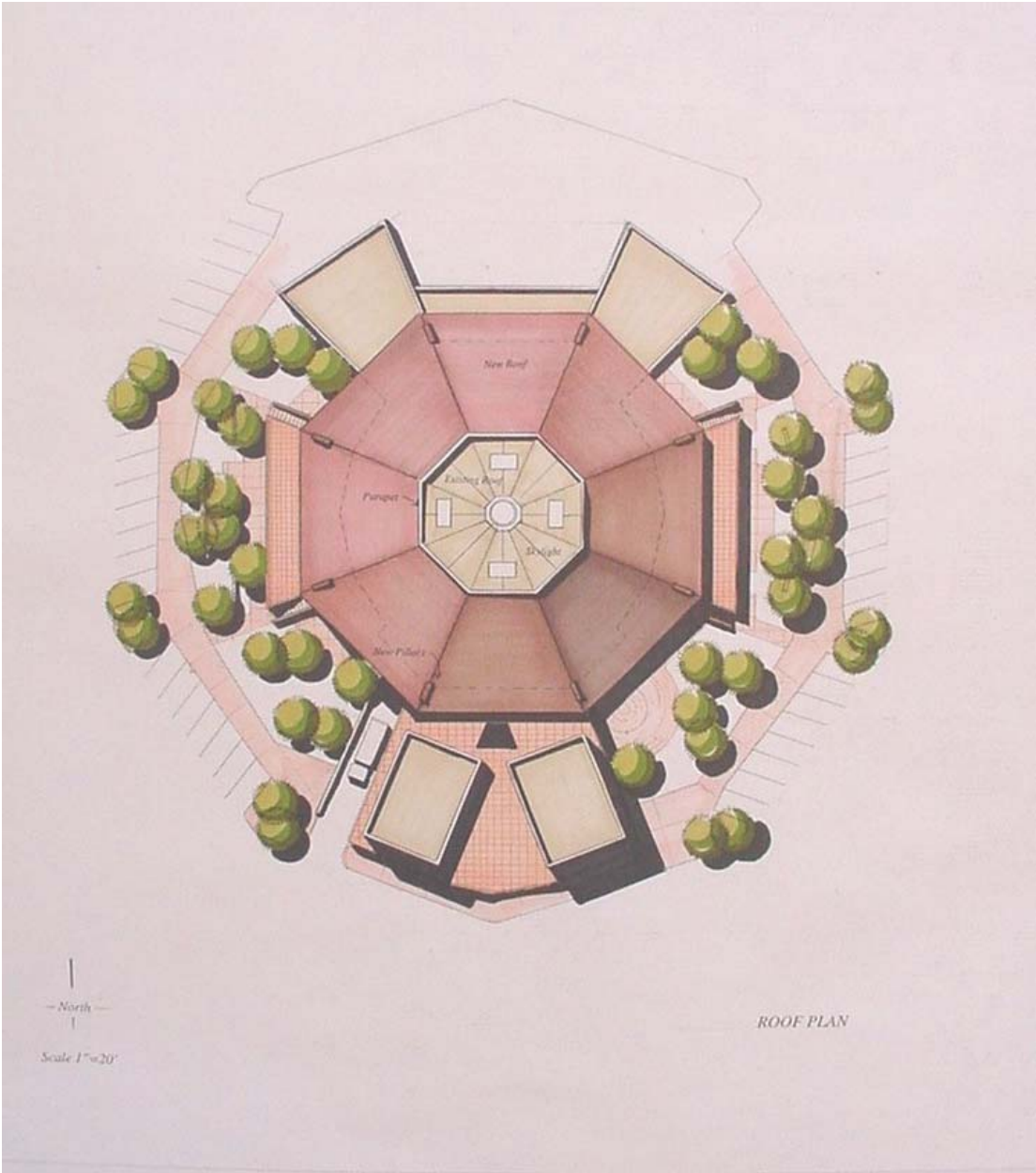
CCBG Architects : Schematic Design of Front Entry



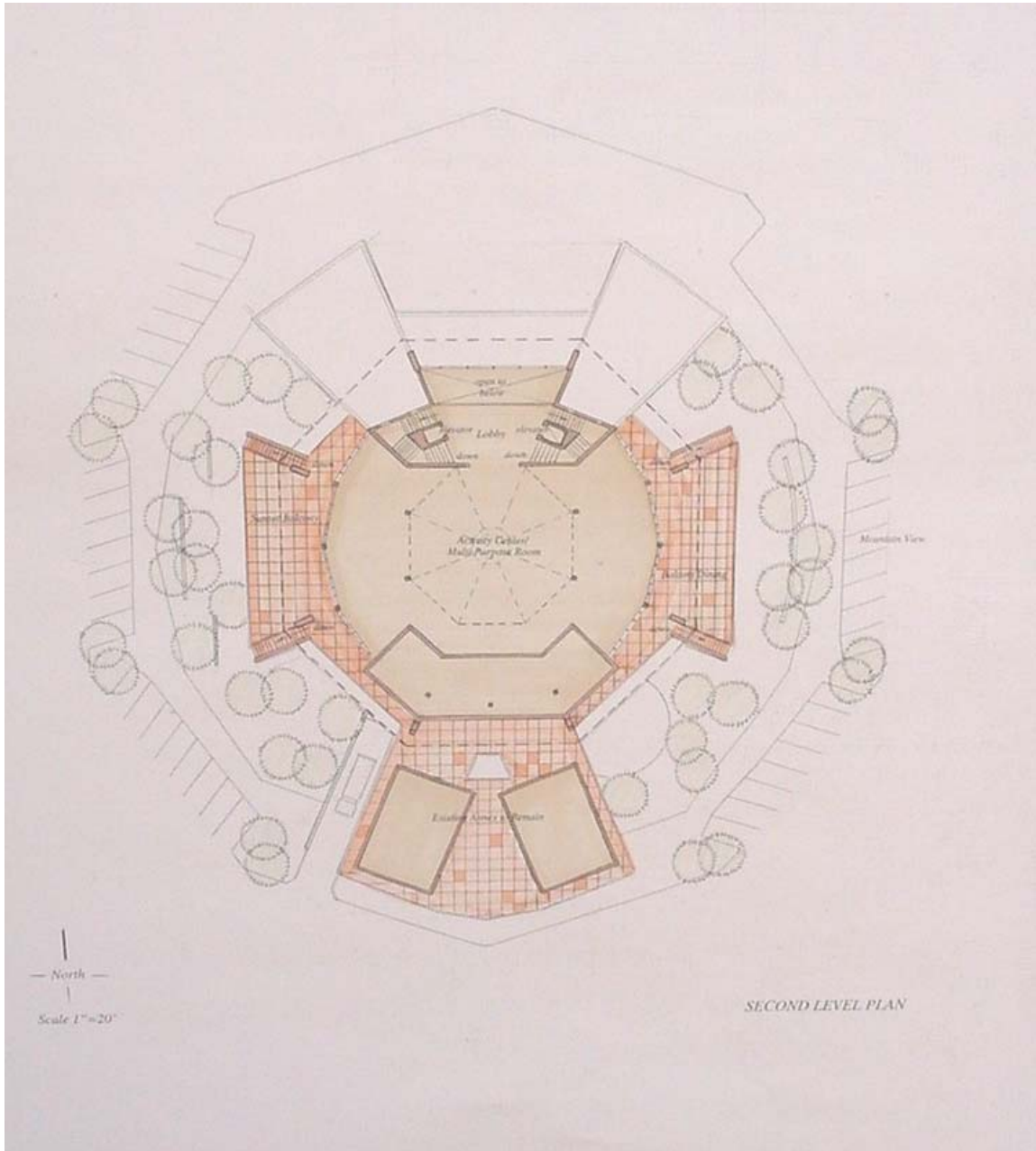
CCBG Architects : Schematic Design of Main Level



CCBG Architects : Schematic Design of Roof Plan



CCBG Architects : Schematic Design of Upper Level



Future Activities at Venture Out

Venture Out residents are highly motivated to participate in activities with seventy-two percent beginning new activities upon residency. Most often mentioned were computer (23%) and tennis (15%). Eighty percent participated in activities with a spouse or partner. That number speaks well to the resident's attitudes about staying healthy and young. Looking at the long list of club offerings and special events, it is easy to see why those living at VO are so active. Almost three-quarters of those individuals belong to at least one club. Slightly less than 30% are active in 3 to 4 clubs. The most used facilities appear to be the library, video checkout, pools, spas, and putting green. The most popular activity by far is walking (90%). Water walking and weight training were indicated by at least 35%.

The recreation department is the one area where the most significant change may take place to attract and accommodate future retirees. Maintaining the recreation facilities should be a top priority. One of VO's strongest selling points is the vibrant recreation core. The very nature of VO is recreation based resort retirement living. Park model living units encourage residents to move outside their homes for socialization and recreation.

Much like other adult communities, VO has a large number of clubs that function in part, as organized bodies for special events. While it is not necessary to join a club to use all the facilities, VO culture seems to indicate that club members have "priority" in using specialized areas and facilities. Eighty –six percent of the survey respondents indicated that even if they were not a club member, they did feel welcome and comfortable.

The dues for joining clubs are quite reasonable, making it affordable even to those on fixed incomes. There were instances brought up in the focus groups where residents would have liked to have used a particular area/facility for a short period of time, on a non-regular basis but were discouraged from doing so.

Social Board Function

The Social Board, an elected body of residents, oversees the financial ventures of the clubs. Club fund-raiser proceeds are collected and redistributed to various clubs to meet budget needs. The clubs are responsible for the monitoring and upkeep of their areas; if club uses specific areas/facilities exclusively.

Recreation Director

There is a full time Recreation Director who is responsible for the planning and organization of all recreation programs at Ventue Out This includes entertainment, special events and an inclusive recreation programs. The Recreation Director also acts as liaison and resource person for clubs.

Out-Lines/Communication

The VO Out-Lines is a weekly publication produced by the Activity Office. It informs residents of general interest items and those related to recreation. It is the primary communication of both Boards and 92% of the survey respondents indicated that they always read it.

Future Trends

When examining the future of recreation, it is necessary to look at current activities/interests and future offerings to meet the needs of a different generation. The challenge exists in timing. While current residents may not use all facilities that new retirees will, phasing in of facilities activities must be considered so that they are in place for marketing ventures.

Expanded Exercise Facilities

Exercise is a definite interest of present and future retirees. It has been an integral part of their lifestyle. It bears mentioning again that Boomers will expect there to be fitness-related facilities and programs available. They are accustomed to doing aerobics, stretch and tone, water exercises, Yoga, Tai Chi, Kick Boxing, Pilates and walking. When the next generation was growing up, physical education was a prominent class within the school system.

What is also encouraging is the way many of those in their 60's and early 70's have also jumped on the fitness bandwagon and actually are in better shape than their peers. Thirty-six percent of the residents indicated that they used the exercise facility. Bringing a well-equipped fitness center to Venture Out will prove to be a valuable addition for many current residents as well as an excellent marketing tool for future.

Indoor Gym/Track

Walking will remain a popular activity regardless of the generation. For the boomers It has become a regular source of serious exercise. In many cities around the country indoor walking/running tracks have become very popular.

Lap Pool/Exercise pool

Swimming for exercise is a popular activity for current and future retirees. While some enjoy lounging around the pool, more will be interested in active pool use. With 41% of the residents indicating they are active water walkers and lap swimming a popular activity a uniform depth pool (4-5') can accommodate all.

Electronics/Education Facility

A Likely change will occur with the Electronics Building. The facility has served a significant function for education in the computer world. New residents will be better educated in computer dynamics but will need continuing education.

Entertainment

The survey comments and focus groups each indicated that changes need to be made to the type of entertainment offered. Even though there is still a large group of residents who grew up with the Big Band sound their numbers are not as great as in the past with attendance for dances (29%). Music from the 50's, 60's, 70's Jazz and Country Western will be popular.

Volunteerism

VO clubs and many events exist in part, by the efforts of volunteers. Over 45% of the survey respondents indicated they currently volunteer at VO. Fifty-seven percent of these individuals offer time for special events and 27% at hobby shops. The primary

reason VO residents volunteer is because they “want” to contribute. It has not been uncommon over the years to see thousands of volunteer hours logged toward preparing and serving meals for fundraisers, running craft shows and flea markets and sponsoring ice cream socials. In recent years the number of volunteers has begun to decline. In part, this can be attributed to the increasing age of those who were once avid volunteers and are no longer able to continue. It is also partially due to a changing interest in volunteerism. The Boomer generation volunteers are much more likely to seek out volunteer involvement that is related to human service. They are active in their community, but prefer not to be tied down to one type of volunteer project. This outlook on volunteering will likely have a major impact on the way that clubs function and activities are offered several years down the road. The next generation will be more willing to pay for services.

Newcomers Orientation

Another area that bears mentioning relative to activities is the orientation of newcomers. Many of those individuals may be future owners and the importance of hosting them in activities is critical. Over eighty-five percent of the residents felt welcomed and comfortable at Venture Out. Renters most likely will be tomorrow’s owners and the importance of them feeling “included” in activities is paramount. Some come initially for just a short period of time. Yet the impression they get relative to feeling welcomed in activities and at facilities can have a major impact on their decision to purchase. Over 85% of the residents felt welcomed and comfortable at VO facilities, even if they are not a member. But that means 15% do not!

VO has a great deal to offer its current residents and the potential to provide an attractive selection of activities for future residents. Both current (60%) and future residents will most likely depend heavily on using all the social spaces that are available at VO for private parties and get together. With the addition of lounges and outdoor park-like settings, plus a well equipped fitness facility and well maintained sports facilities, Venture Out should be well on its way to satisfying the needs and interests of many.

Security/Front and Back Gates

Through both the surveys and focus groups, residents indicated concerns about security and access to Venture Out. This area received the most comment, as it is used almost daily by all residents and greatly impacts everyone's life. Fifty-six percent of the survey respondents supported modifying the security options at the front gate, and 63% felt a main gate access card for residents was important.

Front Gate

Current Situation

Access to VO from Main Street is provided at the Main Entrance. Upon entry,



vehicles must immediately make a decision whether to drive to the left side of the Guard Building (if they are a resident) or the right side (if they are a visitor, contractor, or employee). The guard building has doors on both sides, allowing them to greet cars from either lane. At busy times, the guard must check-in people from both sides,

usually causing someone to wait. If the guard had to relate information to a resident, they are required to bend down to see through the passenger's side, over to the driver. Most often, due to the busy nature of the gate, a guard will frequently wave residents through on the owner's side, causing the resident to question if they are really checking to make certain that only VO residents enter. Other residents expressed discontent at being checked at all. The sentiment on security measures at the front gate was split 50/50.



Non-residents entering the park have their name, destination, and license recorded upon entry. There is currently no tracking of when the non-residents leave. This is one of the primary concerns of residents and the issue that most impacts their feelings of security. In addition to vehicular entry at the front gate, foot traffic and bicycle traffic is not regulated, allowing anyone to pass through for any reason.



Potential solutions

The working session focus groups held in January 2003 produced viable alternatives for reconfiguring the front entrance. The primary emphasis is to assist the guards to efficiently track non-resident traffic while allowing smooth entry/exit for residents with fewer constraints. To accommodate the variety of users at the front gate, several lanes serving different functions would be needed. The following options were suggested:

Residents: All residents would pass through a card-activated gate using the same system/card as the Broadway gate.

Walkers and Bikers: Install a bi-directional card activated gate for walkers and bikers, as residents should be the only ones entering and exiting through this portal.

Visitors and Contractors: Reconfigure the control point for all visitors and workers. Relocate the guard building closer to Aztec, allowing more vehicles to line up at the check-point without blocking entry from Main Street. All visitors and workers would check in and have their license and destination written down as they do now, but would also be issued a card to be displayed on the windshield (using a different color for each

day of the week. Upon exiting, they would again pass through a gate first leaving their card with the guard. A simple inventory would reveal who is still in the park.

Guard Building

There are several basic amenities that should be supplied to those working in this building. They include:

- Restroom
- Refrigerator
- Desk with 2 chairs
- Telephone
- Laminated map on outside of building at entrance to point out directions
- Installation of a security camera is optional at this time, depending on funds available

Additional consideration for front gate

Emergency vehicles are frequently backed up behind contractors and visitors vehicles. It is not unusual for a visitor to be rattled by an emergency vehicle entering and be not aware of how to move quickly to get out of the way. A separate emergency entry should be located at the front gate and activated by the guard when the units enter the park, allowing them to completely circumvent all traffic and get quickly to their destination.

Residents indicated through both the survey and focus groups that there were times when unwanted visitors showed up at their door unannounced, creating difficult and sometime dangerous situations. This practice can be changed easily by all residents opting to call the front gate to authorize visitors. Unless a visitor/contractor is on the guest list they would not gain entrance. This is a practice at many gated communities. It is not practical for the guards to call on each and every visitor, as the traffic would quickly back up to the main street and beyond. In this case, owners would have to be proactive in their own security.

Back Gate

Current Situation

Residents use gate cards that allow the gate to open from Broadway. On numerous occasions, it has been observed that once a resident has opened a gate, it is easy for another vehicle to get through before it closes. Also, cards appear to be made available by residents to some guests and contractors, as they have been observed entering and exiting the back gate.

An additional concern relates to unsafe conditions. When turning into VO from Broadway, it is necessary to wait on Broadway, a very busy street, until the gate opens. This has the potential to cause an accident.

Potential Solutions

Once again, the residents need to be proactive in their own security. By not handing out cards to non-residents and waiting for the gate to close behind them, a number of the complaints would be eliminated.

If problems persist, the following options were suggested by residents: Limit back gate use solely to exiting right turns. This would require all individuals entering VO to go through the front gate where they can be monitored (it would also put more pressure on the front gate entry). It would also eliminate the potential for accidents from those waiting on Broadway for a gate to open. The same card that allows residents to enter through the front gate would allow them to exit through the back gate.

Front Gate Beautification

Current Situation

While there are some planted flowers and palm trees near the entrance to VO, it is not as attractive and inviting as it could be. The VO sign (replaced in the past 3 years) is small, and the address hidden on the bottom of the sign and on a block wall, noticeable only when driving from the west. Recently a sign was installed to announce that RV overnight spaces were available. Additional signage advertises special events, such as dances.

The perimeter walls also need a major facelift. The razor wire that tops the walls

in a number of locations sends the message that others should “keep out!” While it is fine to want to deter vandals from entering the park, the wire makes VO look more like a detention center than a resort. It does not present the upscale community that the next generation expects. It flies in the face of the number one hot button for buyers “Appearance of the Community”.

Potential Solutions

With the redesigning of the entry lanes, signage may have to be modified to make way for any changes to the entry. If so, the monument sign might be re-addressed.

A landscape architect should be hired to design a striking, inviting front entryway that mimics the landscaping within VO. This would include effective use of palm trees, flower planters, and desert ground cover. An archway over all entry and exit lanes would help focus one’s attention on VO as a destination resort and soften the effect of multiple lanes of access/egress. The guardhouse should be re-designed within this archway to look resort-like and less like the “shack” it is referred to.

The starkness of the perimeter walls needs to be softened with plantings and/or additional graphic designs. This is the first area that visitors and perspective owners see as they drive past on any street. It should invite them in and create a sense of curiosity, and welcome. Resorts around the valley commonly put a large portion of the construction budget into perimeter landscaping, as it is as important as any sign to lead visitors to the community. The right type of landscaping materials can also serve as an effective barrier to outside parties, without appearing fortress like.

Security within the park

Current situations

Residents have voiced numerous concerns about the lack of speed limit enforcement. Part of the concern stems from the fact that there is no real penalty at VO if you receive a citation. While the individual's name and license may be recorded, there are rarely punitive measures taken beyond that.

A number of residents expressed interest in raising the speed limit to 15 mph, while others indicated that speed bumps, placed at specific locations would help slow traffic down.

In addition to speed enforcement, residents feel that there is little need for security personnel to drive throughout the park, as few things appear to be observed. They would rather see security spend their time screening non-residents at the front gate.

Potential Solutions

VO has taken steps to enforce speed limits. A security guard sits at different parts of the park daily with a radar gun, tracking down speeders during peak season only. While this may not be the most popular action taken it appears to be working. People have slowed down and the practice will continue next year.

If tighter security measures are enforced at the front entrance, then the need for regular security patrols around the park is decreased. However, the residents are often unaware of the many duties that the guards perform on their regular rounds. Education by management of those tasks performed would likely reduce this criticism.

It is equally important that all security personnel be trained (and updated) in the use of first responder medical devices available at VO.

RV Overnight Area

The pull through area has been an important part of VO since its inception. Survey results indicated that 25% of the residents that rented before purchasing did so in a pull through space. The RV overnight area generates as much as \$55,000 per year in income. Of the survey respondents, 86% indicated it was at least somewhat important to upgrade these facilities. RV sales are increasing in the United States and some surveys suggest that 70% of all Americans will travel in an RV in the future, either renting or owning. With the current world situation, Americans have turned to “rubber tire markets” and are re-discovering America.

Current Situation

There are currently 33 spaces available for RV rentals. They are 12’ wide by 40’ long. At every space there is a hook up for electricity, water, cable, and sewer. There is no landscaping or shade available.

Because the spaces are only a few feet from each other, it is not possible for

RV’s with double slideouts to use this area conveniently. Fourteen of the sites are pull-throughs, fourteen are back-ins, and five are pull-ins. The electrical service is not adequate for the larger sized rigs and frequent power outages occur.

This facility is a long distance from the Pet Walk area and a separate area for the RV Overnights should be considered as it has caused unfortunate comments made to the guests while they walk their dogs to that facility. Hosting guests well remains a major concern.

Users must register at the Administration Building. They pay \$25 + tax per night for their space and are allowed access to all of the VO



facilities. There is a satellite bathhouse nearby for shower and toilet use. The majority of those who use the overnight area reflect the age demographics of current VO residents.

Potential Solutions

There has been tremendous growth and change in the RV industry since this area was designed. With the inception of the Go RVing campaign in 1999, this growth has come from the Baby Boomer market. RV sales have seen greater than a 20% growth in this age category alone. This trend in sales is expected to continue and increase, as evidenced by the recent (2002) development of the Canadian Go RVing campaign, which is experiencing the same success as its U.S. predecessor. Along with strong market purchases has come a redesign in the product mirroring the lifestyles of Boomers.

Class A Motor Coaches are being built 45' long, and have 2-3 slide outs. They are fully equipped to handle phone, Internet, and cable connections. These longer and wider vehicles require larger sites than what is currently available at VO. Those who own these rigs will also be financially able to purchase lots within VO.

Fifth wheelers and travel trailers are also being redesigned. Some are longer, but many are also wider with multiple slideouts. The vehicles that individuals are using to pull their RV's are also larger. In some cases, up to 60' may be necessary to accommodate a vehicle and an RV.

The current services available for RV's have become inadequate. If VO wants to attract the new retiree, there must be Internet, phone, and cable access. Power must be upgraded to a minimum of 50 amps. Some newer parks have installed 100 amps. Larger lots so that would allow vehicles to be parked side by side are preferable.

The starkness of the area has become a serious detriment. Lack of landscaping makes this area look like nothing more than a parking lot. It detracts from the overall look of the park as well as being less hospitable for the visitor.

A landscape architect should be employed to redesign this area. Because



the sites will need to increase in width and length, there will ultimately be a slight decrease in the number of sites. A vegetation plan (Xeriscape) must be designed to include ground level planting and some understory screening.

VO must keep in mind that within the next 10 years, as the Baby boomer generation reaches retirement age in force, around 70 % of the population is expected to own a recreational vehicle of some type. Because Arizona is likely to remain an attractive destination for many, serious consideration should be made to increase the size of the overnight area. Having the opportunity to introduce more people to Venture Out through overnight stays will undoubtedly prove to be an excellent marketing tool as well as



becoming a source of additional income.

Because a significant number of those who visit and use overnight sites eventually do purchase or rent a park model at VO, it is vitally important that the area be marketed well. While park model purchases are most often made as a result of

residential referral (45.6%) or reputation/word of mouth (43%), those driving RV's, and looking for a place to stay overnight (or for a number of days) often rely on guidebooks, specialized maps, and directories. VO needs to continue to advertise in *Woodall's*, *Trailer Life*, *AZ Travel Parks*, *AZ RV Map*, and *Southeast Valley Map*. The website can be linked to many of these publications and increase the market share that VO will see.

Finally, the rate structure needs to be examined. Currently, VO is charging less than many other parks. Because the RV facility lacks the beauty of many other parks, this price is probably justified. With the redesigned sites, and possible expansion of the area, fees will need to be reexamined. Woodall's marketing representatives reported recently that many parks that have upgraded now have "executive" or "supersites" and command \$45-\$75/nightly for these spaces. If the spaces were reduced but greatly enhanced, it is possible that the gross income could actually be increased instead of decreased.

Services

A variety of services were identified in both the surveys and focus groups as requiring attention. These include irrigation, water usage, cable services, Internet, weed removal and recycling.

Irrigation

Under the current system, all irrigation, domestic, and pool water are piped together and billed accordingly, with sewer rates charged for every gallon of water received. In 2003-2004 VO is planning to take a hard look at separating pool and irrigation water from domestic water. It is currently estimated that VO is billed an extra \$80-\$100,000 annually in sewage costs for pool and irrigation waters which evaporate instead. Over the last 30+ years, VO has paid well over one million dollars in excess sewer fees. Repiping would also allow all common area irrigation to be placed on timers with watering to take place during early morning hours or evening hours and eliminating manual operation. This move alone should save VO thousands of dollars in labor costs and evaporation loss.

Water Usage

There were many comments from residents on the surveys and in focus groups about wasted water. Primary areas of concern were the showers in the bathhouses and individuals washing driveways daily. In the bathhouses, comments centered on long showers as well as showers left running without anyone using them. The solution suggested was the installation of timers on all showers.

It is much more difficult to regulate individual's water usage at their home. Education is the first step that can be taken. By informing the residents of the average usage per drive as well as the damage done to the streets by continual water seeping through the cracks, it is hoped that the majority of residents will convert to sweeping their drives and hosing less.

Another area of concern was the car wash area. Again hoses are often left running and nozzles are removed consistently. It was determined however that this is a



preferred problem to having resident's wash cars in their drives. In the future if a park is developed in the basin the water might be best diverted to serve as irrigation for this area and thus serve a dual purpose.

Cable Services

This is an area that has received considerable attention by residents completing the survey and participating in the focus groups. Cable options have changed dramatically since the original contract was signed. Currently there is slightly over four years remaining before this contract will expire. Many residents have already installed satellite TV dishes and report greater satisfaction with the choice provided. Currently the cost for cable services provided is well below the marketplace. Cox Cable when contacted would not even consider wiring the community due to the seasonality of the residents. It appears that for now, this cable operation is one of the least expensive options available to the homeowner. Prior to the expiration of the contract VO will explore its options, however with the fast pace of technology today it would be recommended that any contract entertained be for a shorter time period.

Internet/Phone Service

RV parks around the country are moving to Wireless Internet and Phone services for their residents. These plans allow individuals to keep their same phone system even when they are traveling. Wireless capability is the technology of tomorrow but here today. Many parks have already begun to install this to accommodate their seasonal residents. Wireless Internet services are generally available to a customer in the same manner as a cell phone is today.

With the eventuality of a computer literate Boomer market moving in, it will be imperative that homes have easily accessible high speed Internet hook-ups and multiple phone lines, if desired.

Recycling

There was overwhelming (80%) support for VO continuing recycling efforts. Not only will this help the environment, but it will also decrease significantly, the amount of trash that must be picked up. Most cities around the Valley that have instituted recycling have reduced their trash pick-up to once a week.

Recycling can be done in a couple of ways

- VO can continue to have two recycling dumpsters and have residents take recyclable items to these
- Recycling bins/cartons can be issued to each household and on a specific day each week, residents would place their bin on their driveway and a VO employee would collect the contents and take it to the recycling dumpster, or
- VO could contract with a recycling company that would come once a week to collect the recycled items from the small bins at each house.

Regardless of the method used, a form of recycling should continue to receive great support from VO residents, many of who are familiar with recycling programs in their hometowns.



Trash Removal

It has already been mentioned how recycling can decrease the number of times that trash needs to be picked up from residences. One of the primary concerns in the focus groups related to how trash removal trucks have a major impact on the VO streets during the summer months when the street surface is softer. As a result of concerns about trash removal, VO will begin picking up its own trash September 1, 2003 and will also pick up recycling.

Again, there are alternatives that can be explored.

- If residents are not in their homes, a flag or identifying symbol can be placed on their can signaling the truck driver that they need not stop at that location. This is already done in the summer months when many of the residents leave.
- During the months of May – October, the number of time trash is pick-up can be decreased, or
- During the summer months residents can bring their trash to several centralized dumpsters and trucks would make pick-ups only at those locations. This would have a significant effect on the wear and tear on streets during those months.

Weed Control and Lot Appearance

Appearance of lots was also mentioned as a concern of residents. Most noted was the lack of attention to weed control when residents were not living in their units or units were unoccupied because of resale or rental. Unchecked weeds are easily spread to adjacent yards through wind, rain, and insects. They are also very unsightly, and detract from the overall appearance of VO. Year round but in particular during summer months, VO staff spend a great deal of time serving notice, contracting for removal and sending bills for weed control to owners who have not addressed this on their own. Due to the time frame that it takes to first serve notice and receive a response, weeds often grow unsightly.

There was strong concern voiced by residents that VO should insist property owners contract with a landscaping company, either through an arrangement VO initiates to cover all park residents, or through individual arrangements. Because appearance has such a strong impact on sales and due to the higher number of for sale units, this is an item that must receive attention.

Shuttle Service

Over half of the survey respondents expressed interest/support for a shuttle service that would take residents to shopping areas and medical facilities. Currently, VO management is exploring the possibility of working with other owner-owned parks to determine whether this is would be a viable cooperative venture to explore.

Real Estate & Marketing

When rating overall satisfaction with services and programs at Venture Out, the Real Estate Department scored the overall lowest level of satisfaction with a 66% majority stating that they were at least average to excellent but a disappointing 34% rating this department as “fair to poor”.

Dissatisfaction with the Real Estate Department has been tied to the increasing number of “for sale” homes. Until recent demographic studies revealed the reason for this, it was often more comfortable to assume the problem lies with the personnel.

After the first year of a marketing campaign however Real Estate sales have increased in 2002-03 by 22% year to date over the prior year, with several months remaining to improve this number substantially. Sales are year to date 33% higher than the 2000-01 season, which is significant, as this was prior to September 11. With continued marketing efforts, this department has every reason to remain optimistic about sales.

The oft-repeated concern in focus groups that the older units in the park were the reason for higher “for sales” is also not the detriment that it is believed to be. It is often, in fact these older units, in the range between \$40,000 - \$45,000 with an Arizona room which sell the best. Most often the new buyer is looking to “try out” the community to see if they like it, before investing more money. Often these older units are purchased and within the next two years are changed out to newer models. Gradually the older units in the park will be turned over by incoming buyers who see value.

The Realtors, during interviews related that when selling the lifestyle of Venture Out, the active, energetic programs taking place most often around the pools and the perimeter at the courts and clubs, is in direct contrast to the experience of showing the Recreational Facility. Considering the dated look of this facility, it is not a positive marketing tool and places them at a disadvantage. Only upon getting out into the community, does the first time buyer see the vibrancy and beauty of Venture Out.

The Real Estate Department now receives many more “drive-by” buyers than before with addition of signage around the property; however, Renters remain the number one source of new buyers.

The Rental Department also expanded in the 2002-03 season writing 20% more property management agreements over the prior season and 34% more than 2000-01 season. Overall park rentals including those by owner increased 26% since the 2000-01 season. These statistics tie directly to the demographics of the community as owners have opted to rent their unit, due to failing health and are unable to return to the community.

Realtors reported that when selling during the summer months, a buyer who wishes to leave their unit on the market during this time period, will stand a much better chance of selling if the unit is marketable. By not closing up the windows, leaving the electricity on and not packed full of boxes etc., the unit can be more easily shown to prospective buyers. Sales do continue throughout the summer and the owner who wishes to make an impact with his/her property will make it marketable year round.

Marketing for re-sales must continue at this time to rely on strong resident referral as well as the marketing brochure and the revised Website that now lists all “for sale” units with a picture. In addition, all sales are placed on the Multiple Listing Service and are advertised, as such to every Realtor in the valley. The multiple listing service is also regularly “swept” by such services as Realtor.com. It is therefore entirely possible for a prospective buyer to access through several areas on the net all “for sale” listings.

RV Overnight visitors continue to be a source of future buyers as well. Continued advertising in media that is aimed at this market segment is a must.

Marketing must be aimed at the Seasonal Vacationer who is looking for a few months respite from the winter months. The community cannot be marketed in similar fashion to the many retirement communities now built in the Valley as they sell to both year round as well as the seasonal buyer. The competition that VO should focus on are the other Seasonal RV resorts which are rentals, as well as an alternative to an expensive Condo or Hotel vacation. The focus of all marketing should be “Resort Living”.

Any future upgrades or improvements to the Recreation Facility or Overnight RV’s would prove to be a huge marketing boon to this department and greatly help the re-sale market.

What Venture Out needs to do to return to 5-Star status

Rehabilitation and renovation of a building can be costly and a time consuming endeavor. When these initiatives involve an entire community, the task at hand can be overwhelming. For Venture Out to return to the resort status that it held back in the seventies and early eighties, there are some major undertakings that must receive both attention and action. This section of the report discusses potential initiatives.

The following were identified as most important and requiring attention: Recreation Hall -83%, RV Overnight Area - 86%, Security/Front Entrance 56%, Gate Card system 63%, Exercise facilities, Café/coffee shop, and a shuttle system all received higher percentages than most other activities/facilities. Finally the #1 “Hot Button” issue for new buyers was “The Appearance of the Community”. With these exceptions, residents reported an overwhelming satisfaction with most other activities and clubs provided. The most common response was to maintain and enhance the existing facilities.

Infrastructure

Inclusive in this category are topics such as electricity and water usage. The following questions must be examined by VO:

- How to separate common area water use from current domestic use and eliminate excessive sewer fees?
- Is electricity up to commercial code/standards for all common area facilities? Residential facilities?
- Examine metering options for reducing unnecessary water use in satellite bathhouses.
- Is there a means of using gray water/reclaimed water for irrigation in common areas?
- Are current water lines of appropriate size if a new pool is added?
- Consider eliminating the median strips on Aztec to create a safer and more efficient traffic flow.

- Allow alternate side of the street parking to accommodate a second vehicle per household.
- Are current water lines sufficient to add sprinkler systems, which may be required in common area buildings?

Buildings

Activity-based buildings

The Recreation Center must be brought up to code for electricity and safety (fire, access/egress). The following are additional suggestions based on surveys, focus groups and research.

- Change name to Community Center
- Move main entrance to front of building that faces Main St. Make it “grand in appearance!”
- Expand library to include video check out. Add oversized chairs in clusters. Allow drinks to be brought into library
- Add lounges to give a resort appearance and feel.
- Include common-area computers in library with high speed Internet access.
- Move post office out of main building and into its own building nearby.
- Enlarge billiards room and add sports bar to one end.
- Upgrade sound and lighting system on second floor.
- Add moveable dividers to second floor so that it becomes a multi-use space.
- Enlarge kitchen area behind current space by building out.
- Add an outdoor café/grill area.
- Separate maintenance storage from activity office space by adding a storage unit outside the building.
- Add café and/or coffee shop.
- Add outdoor seating (tables, chairs, umbrellas) to second floor decking for social gatherings.
- Give facelift to interior, including walls and furniture upgrades. Make it look more like a resort.

There are other club/hobby buildings in the park. Those located in the southwestern portion of the park need external facelifts. To compete with newer resorts, they should look inviting, not the current pre-fab look. The interiors are quite functional. The laundry/sewing building is also showing age. Prior to adding on to this building, as

has been suggested, an overall plan for the space should be considered.

Activity Center

The area currently used by Tennis Courts 1 & 2 was originally designated for an Activity Center in 1984. The original concept laid out created a club/activity center in the heart of the community. It is clear that the original developers laid out the park with this future development in mind.

This central location would still be ideal to house a Fitness Center, with track and gymnasium, plus additional club rooms. Attractive, clean, and well equipped fitness and sports facilities will be essential to attract the Baby Boomer market, as well as those in their early 60's. A larger exercise facility was frequently noted throughout this process and will be a requirement to attract the next generation, which is more health-oriented than any prior generation.

Social spaces and lounges

An increased number of social spaces (for private parties as well as informal lounging) will be necessary. Consideration might be given to also the east pool area, to create a small lounge where residents can sit and share beverages as is common around pools in resort communities.

Play pool/Lap pool

Along with indoor space for fitness and sports, Boomers will be seeking exercise from swimming. Currently those wishing to swim laps appear to conflict with water walkers and those who just want to hang out in the pool and socialize. The pressure on these facilities as competing uses increase, has caused conflict. Adding a play pool/lap pool will help alleviate some of this pressure. Specific hours can be designated for lap swimming while other hours would be designated for water volleyball, which is best played in uniform depth water. The pools are facilities that receive the most use in the community and their continued usage should be closely monitored.

Continuing Education

The next generation expects to continue learning. At some point, VO might consider becoming a leader in the East Valley by beginning a program similar to Sun City Grand, in conjunction with ASU. Creating a learning center in the community will tie in to future expectations and become another strong selling point for VO. As technology changes and more residents are computer literate, fewer will require training in that field. A modified use for the Electronics Building might be a Learning Center, somewhat along the lines it has been previously used to educate the current residents in technology.

Pet walk redesign and park

The existing pet walk appears to be a widely used area. Unfortunately, it surrounds an unsightly retention basin. This area needs a significant upgrade, which can easily be accomplished. This concept of creating a green space/park was discussed in a prior chapter.

Adjacent to the pet area is the car wash. Currently, the run off is allowed to drain from the parking lot directly into the basin, unchecked. Erosion of the hillside is evident and soap and other chemicals/oils flow directly into the basin. A filter strip is needed along the edge to catch these substances and then a river rock channel can direct excess water into the basin.

Park/Concert Pavilion

The next generation will seek out a wider variety of entertainment and social venues than are currently available at Venture Out. One option is to construct a park-like atmosphere in conjunction with a small outdoor concert pavilion. When performances occurred, there would be ample lawn chair/blanket seating on the grassed area. At other times, the park would provide open green space for informal gatherings. Picnic tables with umbrellas could also be placed along the perimeter. Outdoor concerts are a favorite of all generations, so creating an inviting space for this function should be in the future plans.

RV Overnight Area

Significant upgrades are necessary here. They have been previously described in this report. The primary aspects for renovation are:

- Increase size of at least 50% of the spaces to accommodate larger rigs on the market.
- Add landscaping, making it look less like a parking lot and more like a camping area.
- Install wireless Internet/phone access.

One in four Baby Boomers is expected to own RVs. Therefore VO would be wise to consider expanding the overnight area to accommodate more vehicles. Executive sites (charging between \$45-\$75) have become popular in some resort parks. These sites have many amenities, however, because overnigheters do have access to the VO facilities, it would not be necessary to offer these as extras. What would be necessary is an expanded site with more privacy and full hook-ups plus Internet, phone, DSL/Ethernet. Since a limited number of the higher-end RV resorts offer overnight camping, this is something that should be marketed and made much more visible, but only after the area is improved considerably.

Appearance

Appearance of the park was rated the most important or second most important item by every age category in the non-resident survey. It was also considered a top concern in the resident survey and focus groups. There are several projects that must be undertaken in order for VO to return to its high status among parks.

Front Entrance

This aspect of the park has been discussed in detail elsewhere in the report. It is imperative the VO entrance and perimeter walls have “curb appeal” and make an impact on first impressions. The entrance should invite people in and make them wonder what is behind the walls.

Common Areas

The addition of flowers and desert landscaping around all the buildings is a must. Whenever possible, crushed stone should be laid down, as opposed to concrete surfacing. Native vegetation, which requires limited watering, can be added for visual variety. Caution should be taken not to plant trees that drop a lot of seedpods, as these create additional maintenance.

The addition of paving stones through the park should be done with caution as it creates less of a lush, tropical feel and also changes dramatically the drainage patterns in the park. Consideration might be given as to having requirements for a certain percentage of each lot to have open landscaping.

A Critical Issue: New Consumers Have New Requirements

Research overwhelmingly indicates that what was good for yesterday's retirees will not suffice for the next generation. That's the fact, plain and simple. Del Webb/Pulte studies have shown it, as have the Morrison Institute studies, the ASU Center for Business' Snowbird studies, and the non-resident ("Kids") Venture Out surveys. All of this research agrees: *"the interests, wants, and needs of tomorrow's generation of retirees are vastly different from yesterday's."* This means that unless residents think about the future and make plans *now*, they will almost certainly see their community suffer.

The Condo Board and management have to face this challenge with their homeowners. Unfortunately, it is not easy to convince relatively happy groups of current residents that unless they initiate changes now, there will be fewer buyers for their homes in 3-5 years. There are those who do not intend to sell but, instead, plan to leave their home to their children. The children of VO owners are part of the "next generation" referred to above; they *are* the new consumers. It is their needs that are so different from current residents. As a result, not only may children not want the home they've inherited, they might also be left with the financial burden of selling an unmarketable item.

Many retirement communities are already struggling with these differences. For example, to maintain income and increase re-sales during 2002-2003, some communities attempted to lower their age requirements from 55 to 45 years of age for 20% of the community. Others have had to deal with the financial loss of maintaining golf courses in communities where new residents did not want to play golf and long-term owners no longer had the health to play. Still other communities have had to open their resident-only facilities to the general public in order to maintain a profit and pay for the upkeep of the facility.

In considering how they will address this situation, VO owners must answer numerous questions. Some of these include:

1. Does the community *want* to attract a new generation whose lifestyle is significantly different from that of current retirees? The demands on facility redevelopment could be high, and these changes must be made simultaneously, or prior, to launching a marketing campaign.
2. The AARP survey shows that only a small percentage of new retirees (8%) wish to live in an age restricted community. Will VO be forced in the near future to reconsider the age restrictions currently in place in order to attract more buyers. The new retiree may be in favor of a more age diverse community that will in turn if accepted cause a change in amenities and activities.
3. Close to 35% of VO residents are Canadian. Will this figure be dramatically reduced if the exchange rate increases or health insurance costs continue to negatively impact this population.
4. Will winter visitors continue to find the community attractive if they experience longer traffic congestion and additional waiting time at medical facilities due to increased urban sprawl in the Valley? Will the City of Mesa's current financial problems negatively impact the surrounding community.
5. How can this community balance the needs and interests of active, healthy current residents who will reside for another 10-15 years, with the demands of the younger generation that are often very different.
6. Will newer developments with upscale amenities draw off the lion's share of new buyers?

When considering these questions, it is important to realize that the life cycle of a

community is the same as the life cycle of any product. In the 1970's and early 1980's, VO went through a growth stage. In the mid 1980's through mid-1990's, VO was in its maturity. In the late 1990's, VO began to see re-sales increase as it reached 30 years of operation.

VO is currently at a critical crossroads. Without restructuring and a new solid direction, VO will almost certainly continue to have a large number of homes for sale, and re-sale time on these homes will become longer and longer.

If VO residents choose to listen to their own good instincts and act on the areas they have identified in the survey, they will begin to restore and enhance their aging facilities. By doing so *now*, they will be positioned to attract a market that is looking for an active, sporting environment resort with manageable housing units. They will continue to market to the Seasonal Resident and not attempt to compete with the new generation of year round communities. The RV Overnight Traveler will become more important than in years past. They will embrace the coming generation and welcome them into their close-knit community. Residents will improve their current lifestyle and enjoy the benefits of their changes for many more years to come, while they also attract the next generation. Finally by beginning to look towards this next generation, the "Kids of Venture Out Owners" are more likely to want to continue their parents' and grandparents' lifestyle in the beautiful *Valley of the Sun*.

Finance

A project the size of the Recreation facility has never been considered before, in large part due to lack of direction. Prior to the completion of the Long Range Plan the board was privy to the survey numbers and the mandate (83%) received to look into this matter. This project then took on a new level of importance and expediency with the County Health Department sweep of the East Valley RV Parks and the requirements for kitchen facilities as well as personnel to come up to code.

We now have a two year temporary permit to operate the kitchen which will expire in the middle of the 2005 season. This requires VO to begin work no later than the summer of 2004, in order to have a facility during the following 2004-05 season.

To that end the Condo Board has begun to look at ways with which to finance this construction. The first priority is to have a design and to know what this is likely to cost. We have no costs at this point, only speculation.

The second issue at hand is how should this cost be spread out? The survey and focus groups told us, that while the population in general agreed this work needed to be done, they could not quite come to consensus on how to pay for such a large expenditure.

Fortunately for us, we are in a period of some of the lowest interest rates in the last thirty years. While it is still in its infancy, we are beginning to put out inquiries as to the possibility of securing a note that would be paid over a period of ten to fifteen years. This would allow us to do the project right, get it done and spread the cost over to the new owners as well as the current population with the least financial impact. Allowing everyone to enjoy the benefits of a new and improved facility.

By the July 2003 newsletter we will have some possible options for you to think about.