



FIVE-YEAR STRATEGIC PLAN

The Board of Directors is working towards developing a Five-Year Strategic Plan to address the future wants and needs of the membership. Prior to developing this Five-Year Strategic Plan, the Board wants to receive input from the membership through surveys and focus groups. Ultimately the goal is to shape the Five-Year Strategic Plan to reflect the wants and needs of the membership. If all goes as planned, the Five-Year Strategic Plan would be presented to the membership for their feedback in the third or fourth quarter of this year.

METHODOLOGY OF THE STUDY

Surveys

Members were given six weeks to respond to a survey. This survey was an effort to gain quantitative information from the community. The initial goal was to receive 5,000 surveys from the community. In total, 12,240 surveys were received, which compares to under 1,000 surveys received in the last study conducted in 2013.

E-Surveys: The POA sent out 23,337 e-surveys to members who had a valid email address connected to their account. Additionally, the member had to be in good standing. The e-survey was linked to the

member's email address to ensure the e-survey was not forwarded to another email address. This linkage to the member's email address ensured the survey was answered only once. The POA received 11,478 e-surveys from the membership.

Paper Surveys: For accounts in good standing that did not have a valid email address connected to their account, a paper survey was mailed. Of the 6,775 which were mailed, the POA received 762 paper surveys.

Focus Groups

Four Focus Group meetings were held to solicit qualitative feedback from the community. The four Focus Group meetings were held on the following dates: October 6th, October 12th, October 19th, and November 1st. In total, 117 members attended the meetings. While a higher level of attendance was initially anticipated, it appears concerns over Covid-19 may have limited the number of members willing to attend.

SURVEY QUESTIONS

Survey Question #1 – *Are you a Bella Vista property owner (improved or unimproved lot owner)?*

This was a filtering question to ensure only members answered the survey. If an individual taking the survey answered "no" to this question, the survey was immediately concluded. In total, 99.02% of all respondents indicated they were members. Only 120 respondents (.98%) indicated they were not members. There were an additional 6 respondents who skipped this question, all of which were paper surveys which were mailed to the individual's home.

Survey Question #2 – Define your members. Check all that apply.

60.92% - Your home in Bella Vista is your Primary residence. Primary Residence: Where you live most of the year, where you are registered to vote, have a driver’s license, etc.

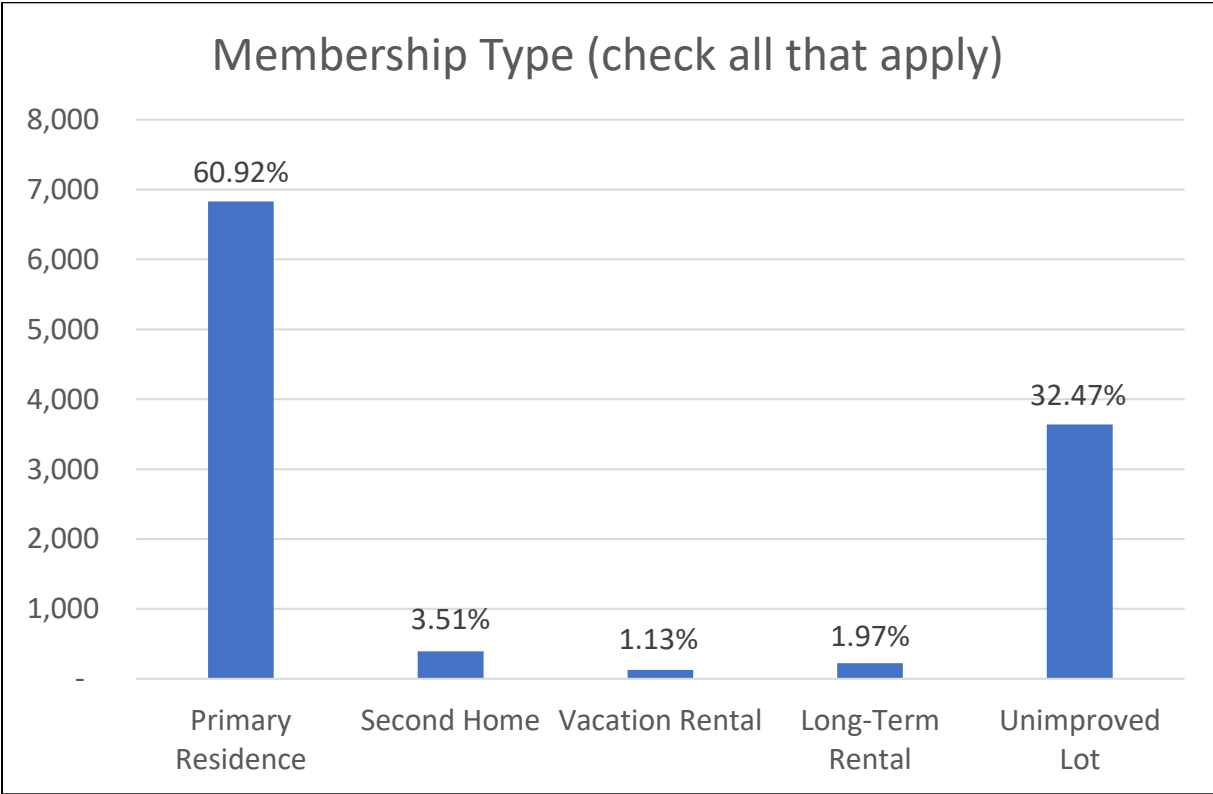
32.47% - You are the owner of an unimproved lot.

3.51% - Your home in BV is a Second home. Snowbird, “weekender”.

1.97% - Your home in BV is used for long-term rentals of 6 months or more.

1.13% - Your home in BV is used for vacation rentals (VRBO, Airbnb, etc.)

Based upon the survey results, most of the respondents consider Bella Vista to be their primary residence. Keep in mind a member can fit into multiple categories apply. For example, a respondent could consider BV their primary residence and own an unimproved lot.



Survey Questions #3 – Which of these categories best applies to your household?

36.30% - Couple, children no longer at home (empty nester)

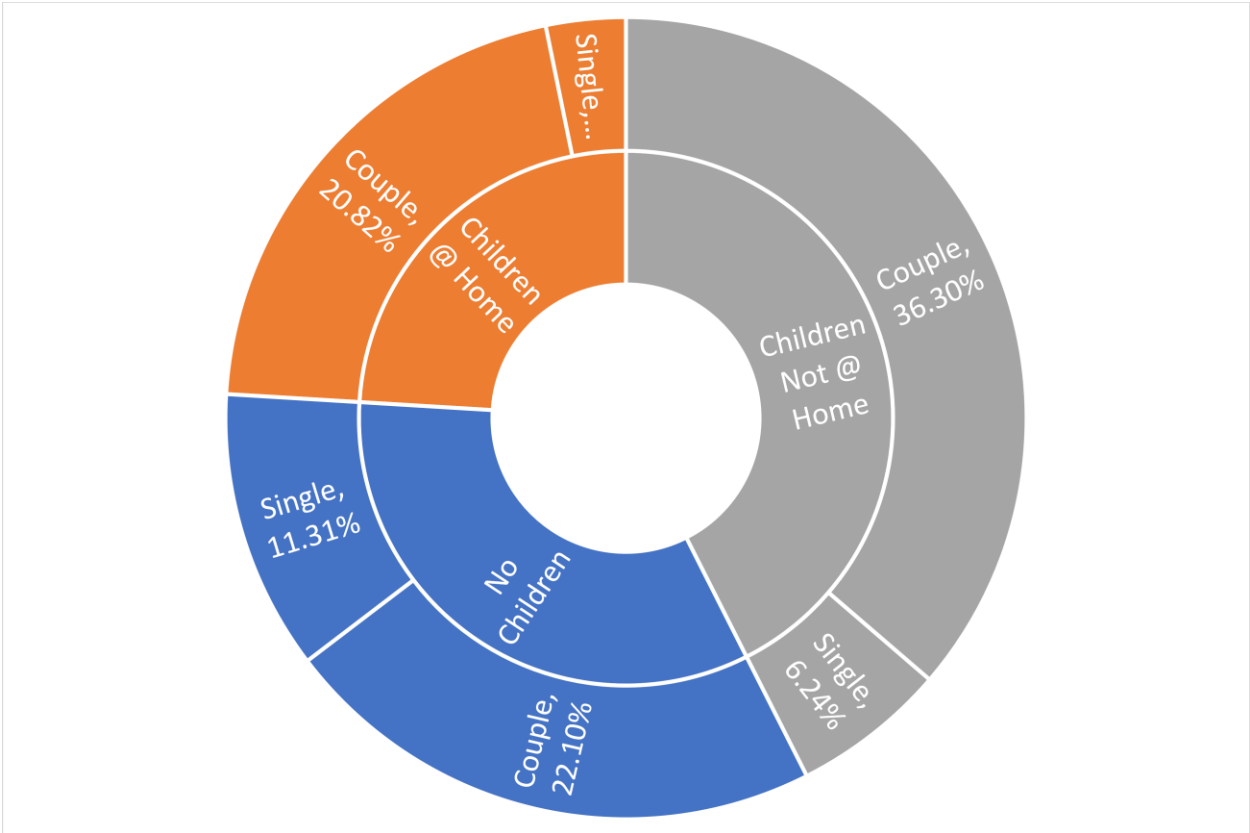
22.10% - Couple, no children

20.82% - Couple, with children at home

11.31% - Single, no children

6.24% - Single, children no longer at home (empty nester)

3.22% - Single, with children at home



Survey Question #4 - What is your age?

17.55% - 75 or older

28.70% - 65 to 74

22.27% - 55 to 64

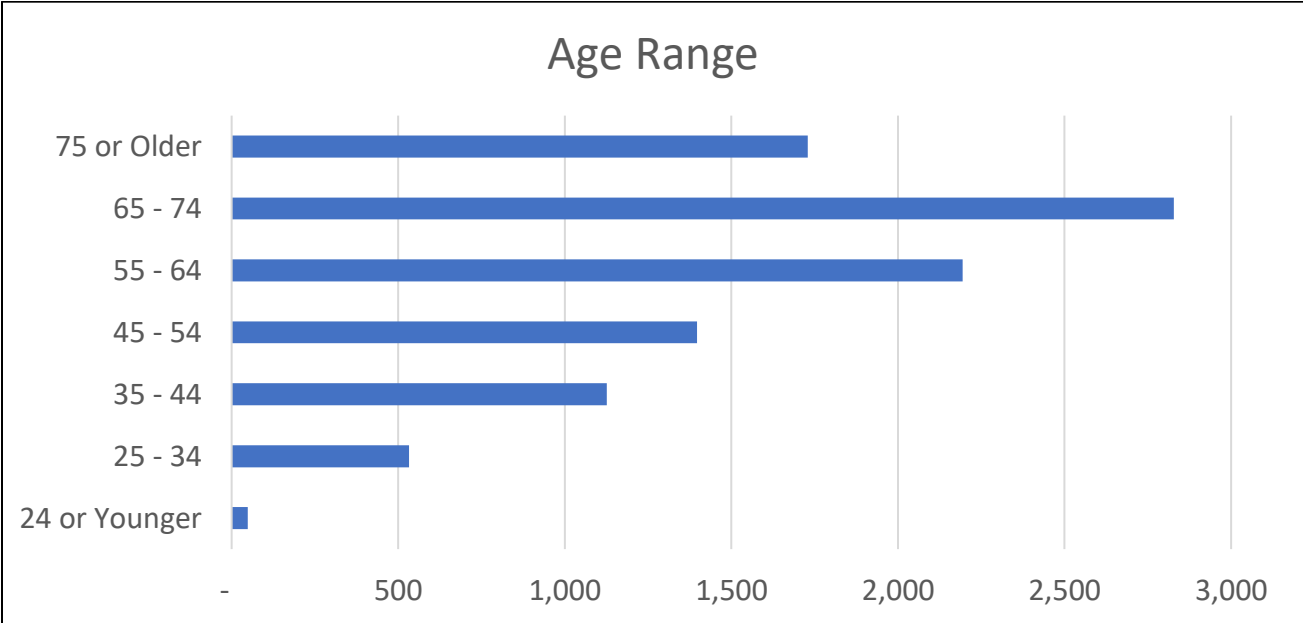
14.18% - 45 to 54

11.43% - 35 to 44

5.40% - 25 to 34

0.49% - 24 or younger

Of the respondents to the survey, 68.51% were 55 years of age or older. The largest segment of respondents (65 to 74) accounted for 28.70% of all surveys. As of 2019, the median age of residents of Bella Vista was 51.8 years of age (2020 census data was not available at the time of the writing of this report). The median age of the survey respondents is significantly older compared to the overall population of Bella Vista. While this survey can provide great insight into the feedback of our membership, we also need to keep in mind the requisite flaws that come with such a survey.



Survey Question #5 – Please rate your satisfaction with these facilities and services. Leave blank if you do not use these facilities.



87.24% - *Good to Excellent* – Customer service from Bella Vista POA Staff.

94.02% - *Good to Excellent* – Quality of the hiking/walking/biking trails and natural areas.

87.80% - *Good to Excellent* – Quality and maintenance of the POA facilities.

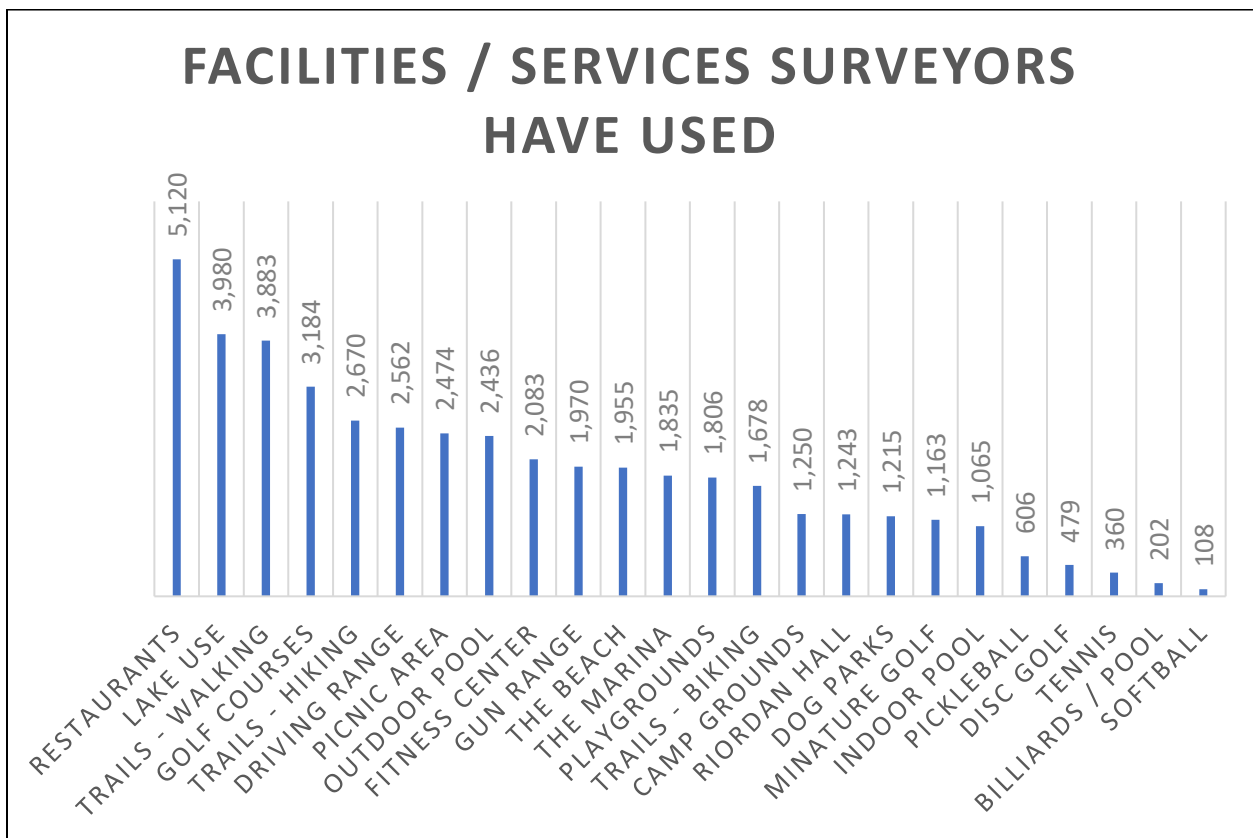
84.05% - *Good to Excellent* – Quality of the POA activities and programs offered (fitness classes, events, golf/tennis/swim lessons).

74.49% - *Good to Excellent* – Condition of Riordan Hall building.

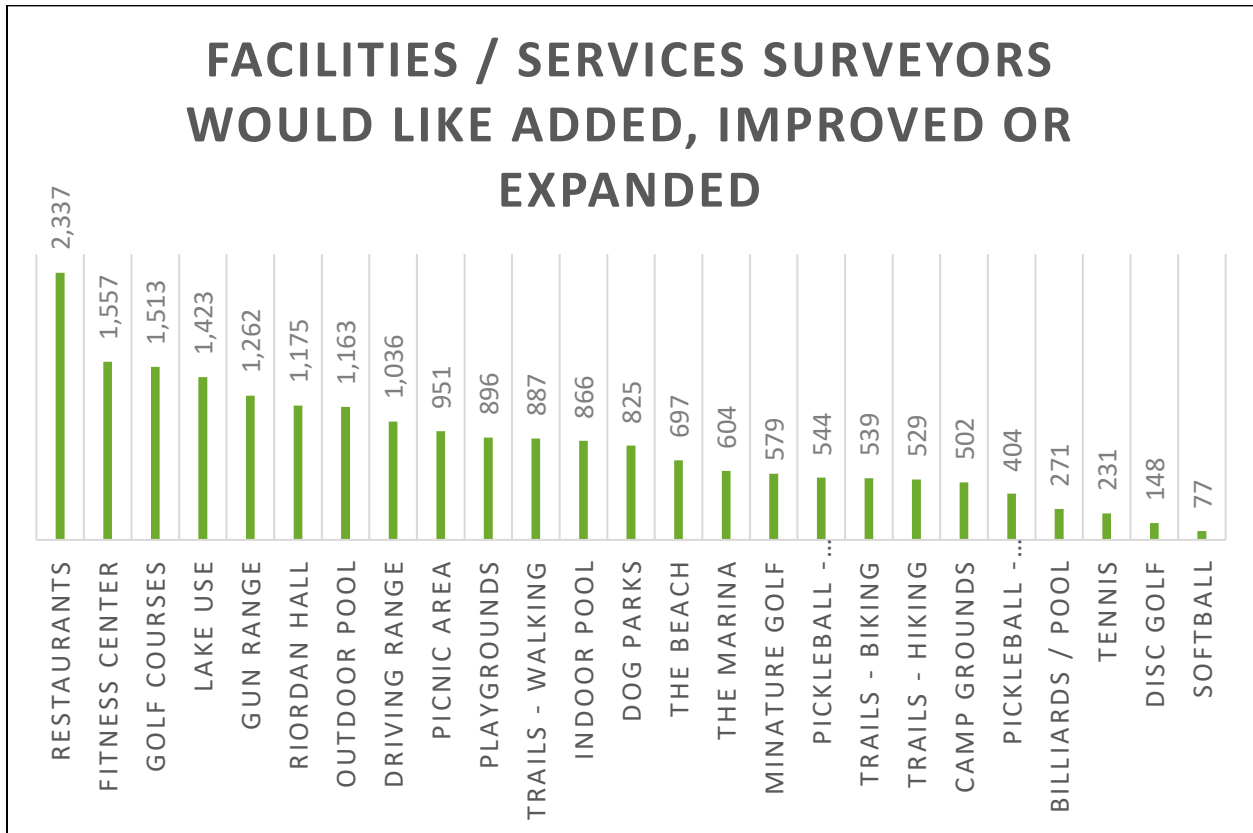
84.98% - *Good to Excellent* – Communication of programs and services (e-newsletter, water bill, magazine, social media, website).

Another good comparison is to look at the number of Excellent ratings compared to the number of Poor ratings. On average, 1,339 respondents gave a rating of Excellent, compared to an average of 234 respondents who gave a rating of Poor. These results are outstanding, except for Riordan Hall, which only had 411 rate the facility as Excellent.

Survey Question #6 – *Check all the facilities or services you have used in 2021.*



Survey Question #7 – *Check up to three facilities or services that need to be added, improved, or expanded.*



Survey Question #8 – *What facilities or services should the Bella Vista POA provide that are not currently offered? (We can't guarantee how many of your suggestions will be implemented).*

There were 3,923 comments shared by the membership, all of which are attached at the end of this report. There is a tremendous amount of valuable information in these comments, we encourage everyone to take the time to read through them. To the best of our ability, comments with a similar theme were grouped together and were ranked. Provided below are the fifteen top ranked comments, listed in order:

Indoor Pool (Specifically on the east side)
Additional Restaurants, Metfield restaurant, Highlands restaurant
More Paved Trails, More Hiking Trails, More Walking Trails
Metfield Mini Golf
More Playgrounds
Extended Pool Hours
24/7 Workout Access
Splashpads
Early or Late Fitness Classes
Indoor Gymnasium
Movies at Riordan
Golf Training / Practice Facility (Improvements to our current facilities)
Disc Golf
Coffee Bar at Blowing Springs
Archery

Survey Question #9 – *Starting in 2023, would you be willing to pay \$3 more per month for your assessments, if there was no increase in the 2020 Plan facility usage fees until year-end 2025? The assessment for improved lot owners would increase to \$40 per month. Facility usage fees (golf, boat registrations, Activity Card, etc.) would remain the same until year-end 2025.*

39.92% responded with a Yes to an increase.

60.08% responded with a No to an increase.

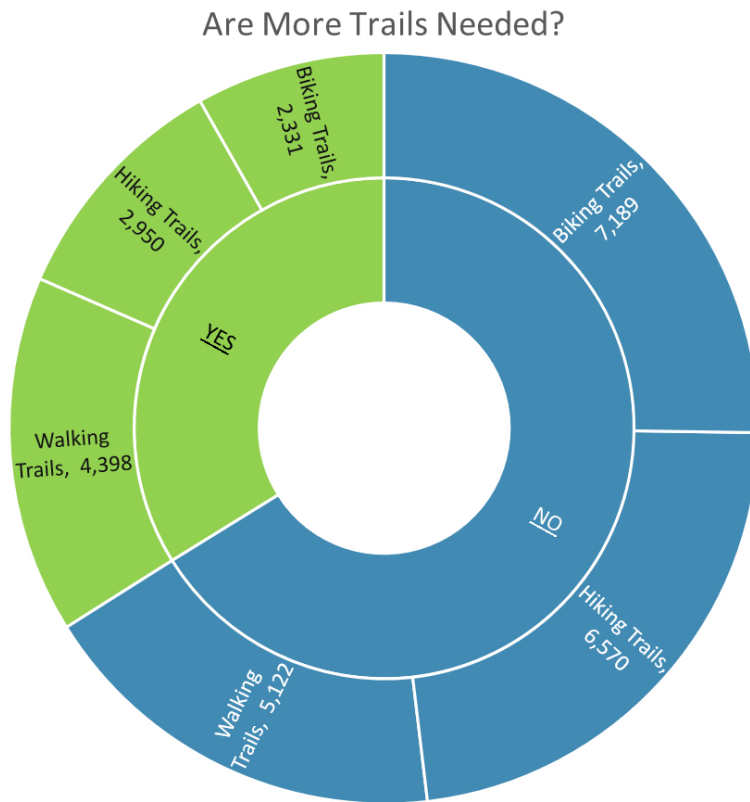
Survey Question #10 – *If we are unable to completely replace Riordan Hall and only able to renovate the existing building, what services and amenities are most important for the renovated building? Select the two most important.*

Of those that responded to this question, 32.73% indicated they either did not use Riordan Hall or did not know enough to state an opinion.

Responses which were “Unknown/Do not use” were excluded from the below calculations.

Fitness Center	32.64%
Clubs and group meeting space	11.08%
Fitness/Dance class space	8.81%
Auditorium	8.35%
Indoor pickleball	6.99%
Game room (billiard/pool space)	6.24%
Arts & Crafts studio (kiln space)	6.04%
Hot tub	6.03%
Locker rooms	4.86%
Catering/kitchen space	4.47%
Performance stage	4.47%

Survey Question #11 – Are more trails needed for our community?



Hiking Trails – 30.99% Yes / 69.01% No

Walking Trails – 46.20% Yes / 53.80% No

Biking Trails – 24.49% Yes / 75.51% No

FOCUS GROUP QUESTIONS

Comments from the Focus Groups were grouped based upon similarity.

Focus Group Question #1 – *Identify the strengths of the Bella Vista POA.*

Strengths	Mentions
Diverse amenities, activities, and clubs i.e., golf, restaurants, trails, lakes, etc./Social availability	17
Effectively manages assets, communication, and interests	16
Value for money	11
Cleanliness/Maintenance of amenities/Remodeled facilities	9
Good customer service/Professional staff	9
Future planning/Forward thinking	7
Community Voice/Support of community atmosphere	7
Revenue for improvements	6
Number of members and diverse ages	4
Safety/Lake enforcement	4
Diverse group representing diverse interests	3
Ease of payments to water/fees and cost of water	3
POA involvement in new resident meeting	2
Control of zoning	1
POA Common Property	1
Collaboration with city	1
"Pivoted" well for Covid	1
Committees for issues/groups/amenities/community government	1

Focus Group Question #2 – *Identify the weaknesses of the Bella Vista POA.*

Weaknesses	Mentions
Three-Legged stool confusing/fees/jurisdiction/lack of coordination between entities (Three-legged stool: City, POA, ACC)	14
Short on youth programs/offerings for children	4
Better communication with community overall/faster response to concerns	4

Negative reputation with some	4
Cash Flow	4
More restaurants/social events/card & game facilities	4
Limitations of what POA can/can't do	4
Cost of water is high/Water system	3
Need more lake patrol/lack of enforcement throughout BV	3
Perception of transparency/lack thereof	3
Need hybrid trails/indoor walking track/another indoor pool/larger workout facilities/develop Little Sugar	3
No discounts for multiple lot owners/Inequity of dues	2
Need better golf course play monitoring/easier way to get tee times/cart path repairs	2
Failure/Weakness of governing docs	2
Perceived perception of Board Member motives	2
Outdated/aging facilities/areas needing repair	2
Need fees for non-members	2
Not keeping up w/desires of BV residents as demographics change	1
Inability/difficulty raising assessments	1
Safety signs on trails	1
More opportunity for residents to give feedback	1
Lack of ability to keep employees	1
No hotel or coffee shop-need one	1
Can't float a bond	1

Focus Group Question #3 – *What improvements to existing BVPOA facilities or services does the group feel are important?*

Improvements	Mentions
Riordan Hall-aesthetic updates/overall improvements/walking track/upgrade & more mini-golf/Add playground	16
Branchwood- Upgrade facility/more varied equipment/more classes	8
Offer Pickleball at Metfield/Expand Metfield space/more programs	6
Golf courses-Weather tolerant fairways/Improve cart paths/more food at clubhouses/play monitors on courses	5
Hours of operation/variety on menu for restaurants/healthier options	4
Trails-paved/expanded/more signage/etiquette/designated use	4

Lakes- better-more lake rangers/Improve lakes/fishing	4
Splash Pads/Horseshoe pits	3
Complete Master Trail plan-Phase III and Greenway North/Hybrid trails	3
Re-Open Berksdale back 9/Improve /repurpose closed golf courses	3
Upgraded pool areas-changing rooms/bathroom/hours/bathing suit spinner	3
Sports leagues for kids/youth programs	2
Better equipment maintenance at all facilities	2
Re-Open Stump Dump	2
Entertainment/Bingo	2
Dog parks on Eastside	2
Hours of operation at workout facilities to accommodate working people	2
Update Kingsdale complex	1
Management of flood waters (ex. Sugar Creek)	1
Water System	1
Resurface Shuffleboards	1
Replace picnic tables (especially wooden ones)	1
Yearly fee for everything	1
More development at Lakepoint/Marina	1
Improve Dam Roads	1
Better signage to amenities	1
Sunshades for pickleball courts	1

Focus Group Question #4 – *What new facilities or services would you like to see the BVPOA consider?*

New Facilities/Services	Mentions
Recreation/Community facility with large indoor pool/walking track & steam room	15
Indoor play area for kids/climbing wall/more parks	8
Coffee Shop/Ice Cream Shop/Central Pub/More restaurants/Amphitheater	7
More paved/soft surface walking trails/multi-purpose	7

More camping facilities/hotel/motel/places to stay	6
Additional gun range/archery course/disc golf course	5
Bowling alley/movie theater/dance hall	5
Day Care for kids/seniors/dogs	4
Soccer field/basketball courts/indoor ice skating/indoor tennis	4
Indoor pickleball/more pickleball courts/Pickleball lessons	4
After work/school programs for adults/youth	3
Provide leaf/limb removal/disposal	3
Rental of bikes/kayaks/canoes at every lake/improve boat rental fleet	3
Additional trail parking	3
Kayak park/stream access	2
Indoor children's waterpark/another indoor pool	2
Multi-generational activities/facilities for kids/adults	1
Community Garden	1
Sell the wood from the trees Carroll Electric cuts down	1
Maker space/wood shop with tools	1
Enforcement of non-member amenity use	1
Handicapped kayak launch	1
Movies in the park at Blowing Springs	1
Internal Olympics of sports, other than golf	1
Partnerships for facilities	1
More venues like Tanyard Creek	1
Cab/Uber Service	1
Guided tours on our 100 miles of bike trails	1
Dog park with at least 10 acres	1
Able to ride bikes on paved golf paths	1

Focus Group Question #5 – *Are there any current programs or facilities which should be eliminated or repurposed?*

Eliminate/Repurpose	Mentions
Berkshire-Recreation/walking/disc golf/park/return golf course bridge/make walking or biking trails/wider trails/dog park/archery range/put in a lake or make build a sports complex in this area	9

Riordan Hall: ice cream/coffee/climbing wall/movies/utilize space better/Swim-up bar/lazy river/update/more meeting space/bigger gym/repurpose	8
Update Highlands for a dance hall/restaurant (many requests for restaurant at Highlands)	8
Metfield Clubhouse-Food/Drink/convert back to a restaurant/resurface courts for pickleball/assess for repurpose	4
Repurpose somewhere into a campground	4
Riordan Auditorium-use for basketball court/indoor pickleball court	2
Evaluate trails use for elimination or repurpose/repurpose to hybrid	2
Loch Lomond Park Space-Revenue generating amenities	1
Eliminate POA restaurants/lease to private corp.	1
Eliminate some golf courses	1
Repurpose pavilions	1
Eliminate Riordan Hall	1
Huntley offices to Riordan and repurpose Huntley	1
Convert Brittany to other assortment of amenities	1
POA offices out of BVCC and use space for other activities	1
Lighted driving ranges	1

Focus Group Question #6 – *If we are unable to completely replace Riordan Hall and only able to renovate the existing building, what services and facilities do you feel should “stay”, and which should “go”?*

STAYS	Mentions
Workout space/Fitness Area	9
Auditorium-Create rec space/volleyball, basketball, racquet ball	8
Stage/Dance Hall/Re-do	5
Meeting spaces	4
Kitchen	3
Hot tub/spa (remodel)	3
2 meeting rooms	2
Billiards Room (maybe add a bar)	2
Lobby	1
Most used rooms/areas/freshen up	1

Fitness Classes	1
Tennis Courts	1

GOES	Mentions
Stage	9
Whirlpool	7
Snooker/Billiard Room	5
Kitchen	3
Kiln	2
Gut the whole thing	1
4 meeting rooms	1
Things that cost extra to use	1
Least used rooms/areas	1
Locker room	1
All meeting rooms	1

Additional Comments	Mentions
Reconfigure workout/locker room area/expand workout area	6
Entertainment area w/partitions	4
Indoor Swimming pool	3
Large meeting space	1
Class/Craft Rooms	1
"Dome" over existing pool	1
Meeting spaces	1
No fee for smaller meeting rooms	1
Reconfigure existing rooms to allow for flexibility-add conference rooms	1
If the cost to renovate is too high=build new	1
Card rooms	1
Walking track	1
Build gym to South of existing Hall	1
Offer movies for families	1

Focus Group Question #7 – *Are more walking trails need in BV? Are more hiking/biking trails needed in BV?*

Walking Trails – Yes (83.76%) / No (14.53%) / Undecided (1.71%)

Hiking/Biking Trails – Yes (32.76%) / No (63.79%) / Undecided (3.45%)

Focus Group Question #8 – *Take a vote: Is a \$3 increase in improved assessments in 2023 reasonable?*

Yes – 65.81%

No – 32.48%

Undecided – 1.71%

ANALYSIS and COMMENTS

There were several large takeaways from the surveys and focus groups, which are encapsulated below.

Demographics

Respondents to the survey can be categorized in following general ways:

- 60.92% stated Bella Vista was their primary residence
- 68.51% of the respondents were 55 years old or older
- 36.3% are empty nesters

As was indicated previously, it appears the respondents for the survey appear to trend older than the actual median age of residents in Bella Vista. The respondents also tend to be empty nesters, even though our community is trending towards more families. While this survey can

provide great insight into the thoughts of our membership, we also need to keep an open mind to the needs of all members.

Facility / Service Rating

It appears most of our membership are pleased with the overall facilities and services they receive. Of the six categories which were measured, all of them combined had an outstanding average rating of 85.43% (service level of good to excellent). Of concern was the customer rating for Riordan Hall, which came in well below average. The membership clearly feels Riordan Hall is lagging the rest of facilities.

These facility and service ratings will be helpful to compare when we do future surveys. This information has the potential to allow us to pinpoint areas which need additional focus.

Facility Usage

It was interesting to get an understanding of the amenities which are used the most, compared to the amenities which are used the least.

Most Used

- Restaurants (5,120)
- Lakes (3,980)
- Walking Trails (3,883)
- Golf (3,184)
- Hiking Trails (2,670)

Least Used

- Billiards/Pool (202)
- Softball (108)

Information from this question will be particularly helpful in developing the Five-Year Strategic Plan. Unfortunately, this information may also lead to some difficult decisions.

Comments

The wealth of comments received from the membership provides a tremendous amount of valuable information. With that said, it proved to be a challenge to sort through the 3,923 comments. We did our best to manually sort the comments to rank the top fifteen. Focusing in on the top four comments:

Indoor Pool – This was the highest ranked comment and something that needs to be considered for the Five-Year Strategic Plan.

Additional Restaurants – Many who attended the focus group meetings were not aware of the pizza kitchen going into Highlands. While the pizza kitchen does not address the needs of the east side residents, it is possible this comment would not have ranked so high if the membership had known of the plans for Highlands.

More Trails – Interesting how there were so many comments about adding more trails. Based upon the voting results from the survey and focus groups, it appears there is support for the addition of future walking trails.

More Playgrounds – A consistent theme at the focus group meetings, and with many of the survey comments, was the need to have more amenities and services for our younger residents.

Assessment Increase

The results from the survey and the focus groups are starkly different. For the surveys, support for an increase was limited to 39.9%. This contrasts with the focus groups where the support was 65.8%. While the sample sizes are clearly disproportionate, the primary difference between the two results can be explained by the amount of information provided. For the survey, the information regarding the benefits of an assessment increase were limited to a one paragraph question. For the focus groups, much more time was spent explaining the benefits and addressing concerns,

which allowed the attendees time to get a fuller understanding of the proposed increase, hence the disparity in results. In retrospect, for the survey and focus groups, a five-point rating system (strongly support to strongly oppose) should have been used to get a more precise measure of support, instead of the far too restrictive yes or no method which was used.

The fact that 40% of the respondents are in favor of an increase, even with so little information, is a positive sign that an effort would prove to be successful. For an assessment increase effort to be successful, a comprehensive information campaign will be needed to educate the membership about the benefits of an assessment increase.

Having a smaller increase of \$3 per month, compared to the previous increase of \$13, was appealing to a majority of those who attended the focus group meetings. Additionally, there was clear support for the current amenities fee schedule, which was enacted with the 2020 Plan.

Riordan Hall

There appears to be strong support to renovate this aging building. In the development of plans to renovate this building, great care will need to be employed in determining how best to address the needs of the community. Addressing the needs of the community will not be an easy task since there is limited square footage in the building, so any changes will require a tradeoff. For example, if the size of the fitness area is increased, another area within the building will inherently need to be reduced in size.

The feedback received from the survey and the focus groups showed the top priority for both was the expansion of the fitness center. Following the expansion of the fitness area, the next areas of importance were meeting space for clubs and groups, fitness class space, and an auditorium. As for items that were either of least importance or needing to go, the stage was listed first, followed by the whirlpool, billiard/snooker room, kitchen, and kiln.

Great care will need to be taken in shaping Riordan Hall to meet the community's future needs, while not alienating the needs of select groups.

Additional Trails

The community feedback from the survey and from the focus groups was reasonably consistent with regards to trails. For additional walking trails, there was 83.76% support amongst the focus group and 46.20% support from the survey. As for the possibility of additional hiking and biking trails, 63.79% of focus group participants were against additional trails of this type and 72.26% (average) survey respondents were also against such trails.

While there remains a desire for additional walking trails, the community will need to reevaluate if or when additional hiking and biking trails will be added in the future. Of interest is the request for additional trails ranked third highest amongst the comments from our membership.

Conclusion

Information from the survey and focus groups will be used by the Board of Directors to develop a comprehensive Five-Year Strategic Plan. Ultimately the goal of the Board of Directors is to shape the Five-Year Strategic Plan to reflect the wants and needs of the membership. If all goes as planned, the Five-Year Strategic Plan would be presented to the membership for their feedback towards the end of this summer.