



Heritage Springs Community Association Strategic Plan

April 2025

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A strategic plan is a document that communicates an organization's goals, the actions needed to achieve them, and other important elements developed during the planning process. It's a long-range plan that's part of the strategic planning management process, which is used to create an ideal end - state or vision.

A strategic plan outlines your business goals and highlights what short -term steps to take to achieve those goals. A strategic budget, on the other hand, looks at the money needed to support the organization in achieving those goals over the long term .

An operational plan, or operations plan, is a detailed document that outlines the short -term activities and processes of a department or organization. It's a roadmap for achieving the goals and objectives set out in high - level plans, such as a strategic plan. Operational plans typically cover a time period of up to a year.

II. Future Vision What do we want the Association to Be

Heritage Springs Community Association

A Preferred Community in this region, catering to existing members while also appealing to those relocating for retirement or downsizing. The Community will feature amenities that cater to the housing, social, and entertainment needs of various demographics. The Association will ensure that the community's aesthetics are well-maintained and contemporary, alongside modern architectural enhancements and strict adherence to architectural guidelines.

The Association will manage and develop resources to support the annual operational model and capital projects while fostering aspirational capital for community growth.

III. Situational Overview

Insights into Pasco County and our Current HOA Environment

Location

HSCA is a 25 year old community that was built in a rural area of Pasco County. The southwest section of Pasco County has grown into a bedroom community for Tampa Bay and projected to continue to grow over the next 10 years. Pasco County has invested in infrastructure to support the population growth along with new housing and business developments. While at one time HSCA felt isolated to other urban areas it is now in the middle of a vibrant urban area ..

Housing/Member Age

Initial housing sales were to members 55-65 leaving HSCA with a stable membership. The large group of initial buyers has aged with the community. Currently 44% of the members are between the ages of 75 – 85 with only about 11 percent of the membership between the ages for 55-65. The good news is moving to this area of Florida is still desirable. The current home sales indicate a turnover similar to other surrounding Florida counties

Reserves

With a majority of the membership aging with the community, many of the members remember the first 12+ years of the community where minimal repair or replacement was not needed or funded. As the community aged, the reserve study plotted replacement and repair of the aging community. Unfortunately to keep the capital contribution low the leadership increased reserve for only just in time capital expenses. This left a path to a large lump sum of payments at the 25 year mark and did not include any aspirational goals. There was no funding for any unexpected expense. As we enter of 26th year this needs to be corrected.

Community Uniqueness

HSCA has a unique position of being one of a few communities that have a full range of amenities including a private golf course. The full complement of amenities does create opportunity for HSCA to drive revenue to correct the underfunded reserves.

Growing the Community

In order to keep and attract new members the goal must be to modernize the ascetics of the common grounds and neighborhoods but also improve the communication and engagement of residents.

The following pages provide some detail on the current situation and the gap analysis. This will drive the strategic goals and tactics.

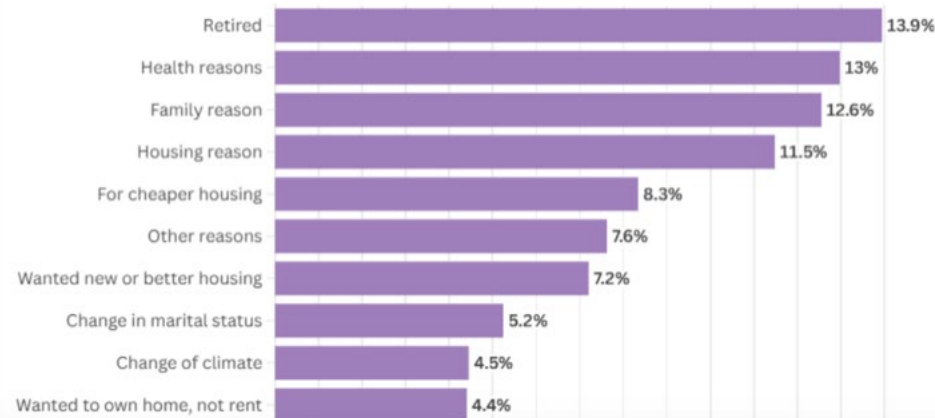
Florida continues to be the most popular retirement location. When retiring and relocating - health and family are major considerations

Baby Boomers continue to retire. They are likely to consider downsizing their living arrangement to accommodate their new lifestyles. While they have the largest portion of wealth among all generations, they may no longer need to pay to be close to work. Oftentimes they are seeking out a familiar community, warm weather and other amenities, baby boomers also may be looking for the best bang for their buck. Florida continue a strong

While retirement continues to drive migration, it appears not as many retirees are relocating. Unlike 2023, less than 260,000 Americans moved when retiring. This is over 20% less when compared to the highest level recorded in 2023. Rising mortgage rates and higher prices most likely played a big role in the reduction in moving. (Smart Asset 2024 Retirement Study)

When Baby Boomers did retire and relocate the **top two reasons** were **health** and **family**. The chart below shows the top ten relocation reasons

Top Reasons Retirees Moved in 2024



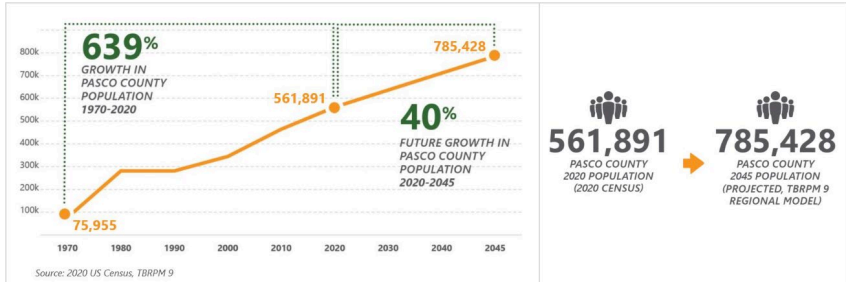
Source: Axios

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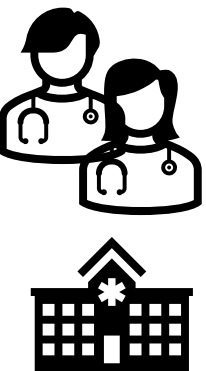
Florida continues to be the most popular place for retiree relocation with 20 % of retiree relocators . St Petersburg and Clearwater gained the most net retiree population in 2024 . The favorable state income tax environment, the ~~best~~ ^{strong} health care resources and the warm climate are attractive .

Pasco county population growth is demanding infrastructure. Trinity one of the top places to live with affordable housing and taxes.



Pasco County, especially southwest and central Pasco County has been one of the fastest-growing counties in Florida in the recent years.

With a population of 632,996 Pasco County ranks as the 11th most populous county in Florida out of a total 67 counties.



- The medical provider community is growing with population:
- BayCare Opened a new hospital
 - Johns Hopkins® children's campus in Land O'Lakes with 140 buildings and 14,000 primary care providers
 - Premier Community HealthCare grew to more than 36,000 patients at multiple locations in Pasco and Hernando Counties
 - Moffitt Cancer Research Center
 - Bravado Pharmaceuticals

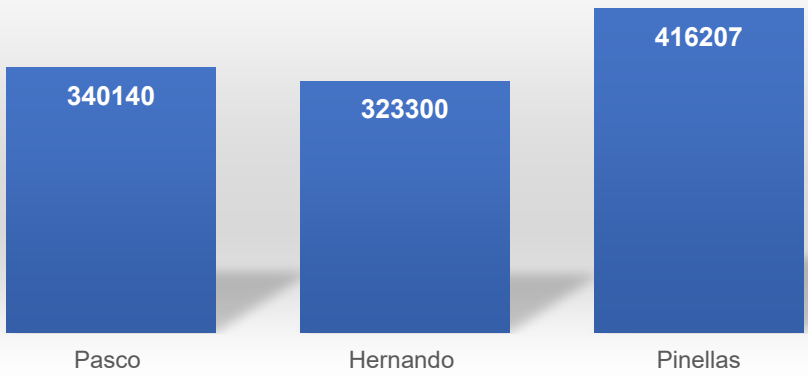
Expected 2025 growth 3.9% or 682,574

Top Towns to live in:
Westley Chapel
Odessa
Trinity
Quail Ridge

Source: Axios

Property Tax Rate in Pasco County 0.78%

2025 Average Home Sale Prices



In the four zip codes of Trinity and New Port Richey 23 new restaurants obtained licenses to operate in the last year

Source: FLDBR

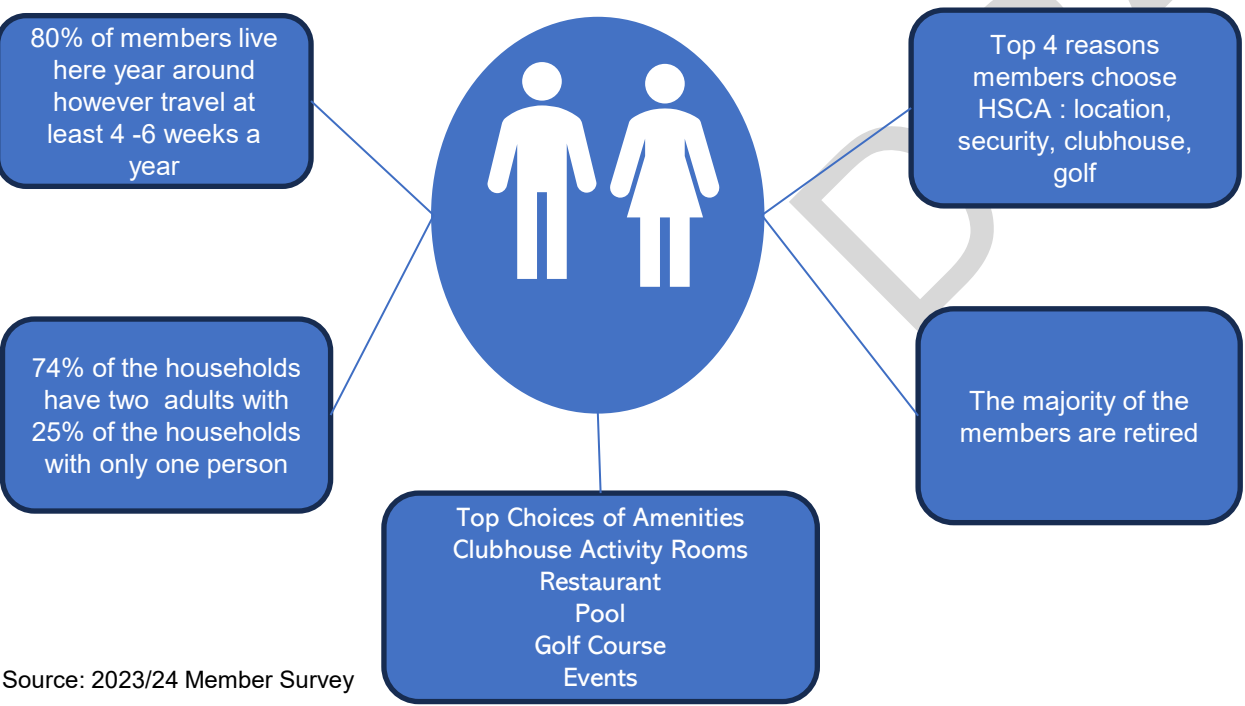


3 new and expanding road projects in next four years – Trinity Blvd, SR54, New Spur to Veterans Expressway

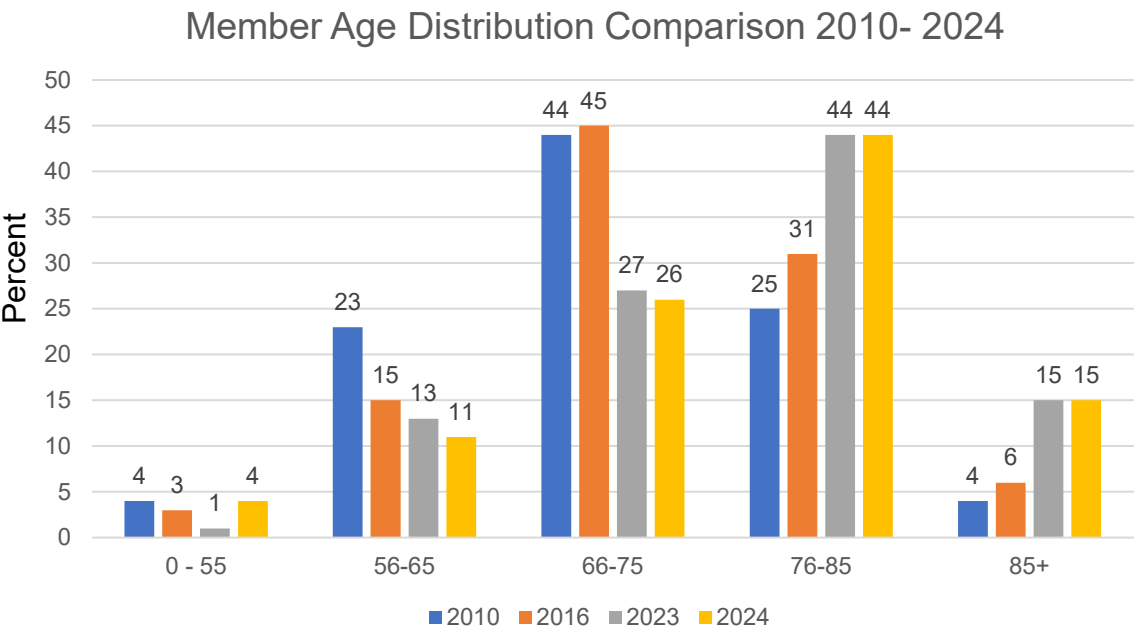
Residents who joined the community at its inception have remained and grown older while making use of the available amenities.

The community is designed to support retirement with multiple types of amenities such as a golf course, swimming pool, tennis/bocce courts, social clubs, events and a member only restaurant. The majority of or members are Baby Boomers, with the **largest age segment (44%) 76 to 85** years old. All indication are that **members are aging in place**.

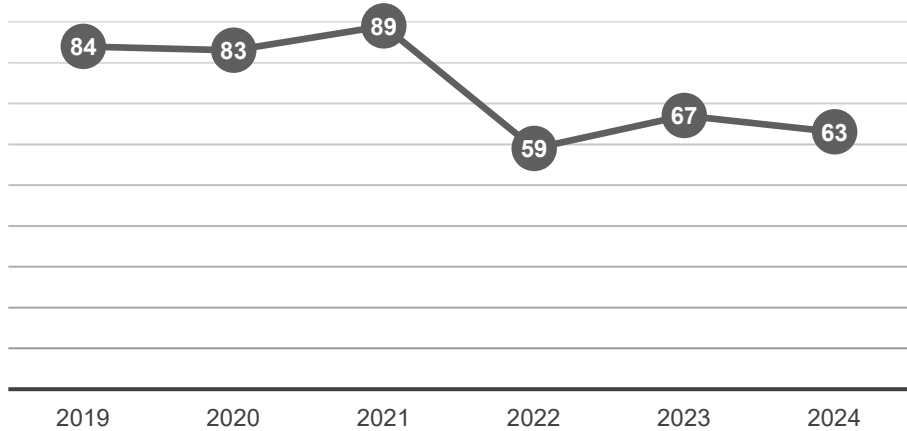
According to the early 2024 Member Survey, members continue to be attracted to HSCA because of our **location, the security, and amenities** like the clubhouse, restaurant and golf course. The community membership continues to primarily consists of members who are retired. Most homes have two adults. Members communicated that multiple options for activities and socialization are key to their buying and move-in decisions.



Source: 2023/24 Member Survey



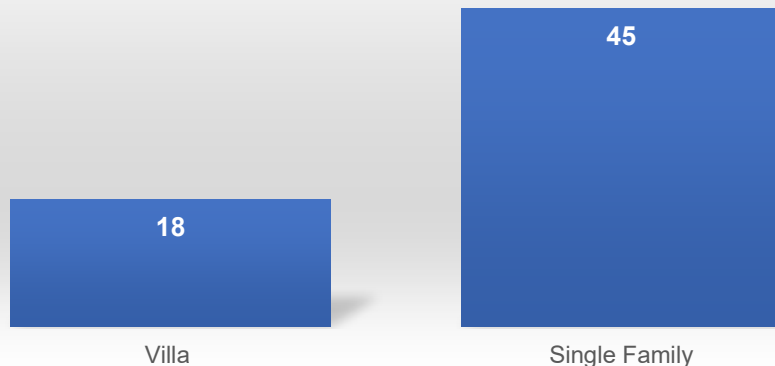
New Resident Home Sales



Homes selling at slightly lower price, but most buyers pay cash. Long time residents are downsizing inside the community.

- Turnover rate 4.7% - Considered Stable
- 76% of Buyers pay cash (Nationally 32%)
- 2025 Home sales prices have decreased by 8.3 and sold for less then 1.2% as compared to 2024 years trends 2% from 2023 -24
- Median days on the market better than surrounding areas
- 44% of Villas and 40% of Single-Family homes had a price reduction
- Eight additional homes were sold to existing members eliminating any capital contribution to the Association

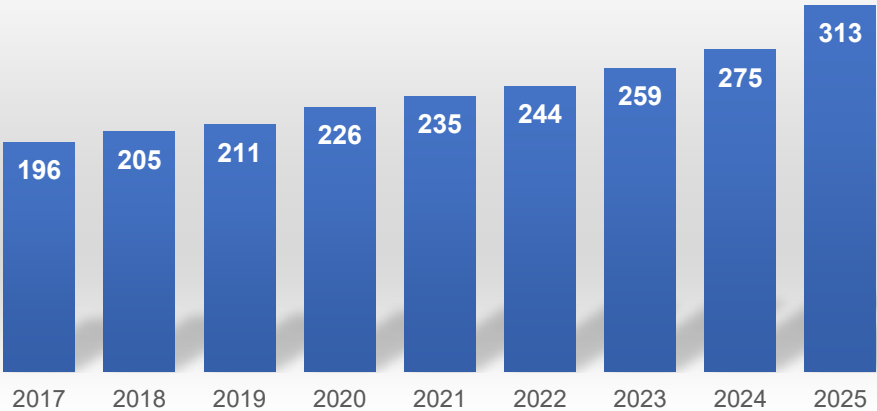
2024 Heritage Springs Home Sales



The primary source of home sales are through Real Estate agents.

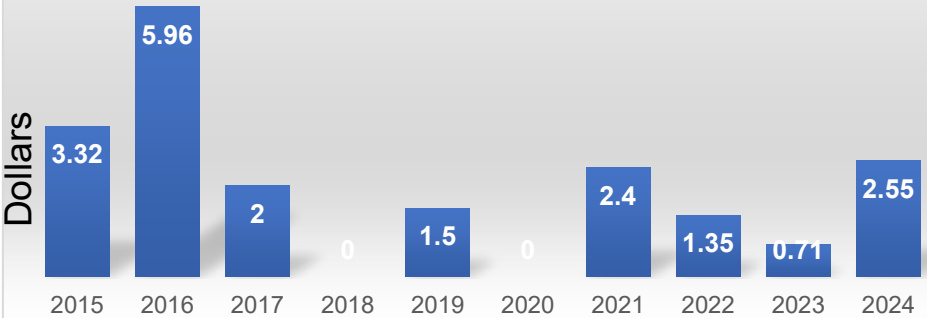
- New home buyers pay a \$2,315 capital contribution. Existing homeowners who sell and repurchase within
- 12 months do not have to pay additional fee.
- Antidote: More expensive Home Pricing
- Members from Champions Club and Cypress Run Association and Golf Club buy in Heritage Springs to downsize.

Heritage Springs HOA Fees

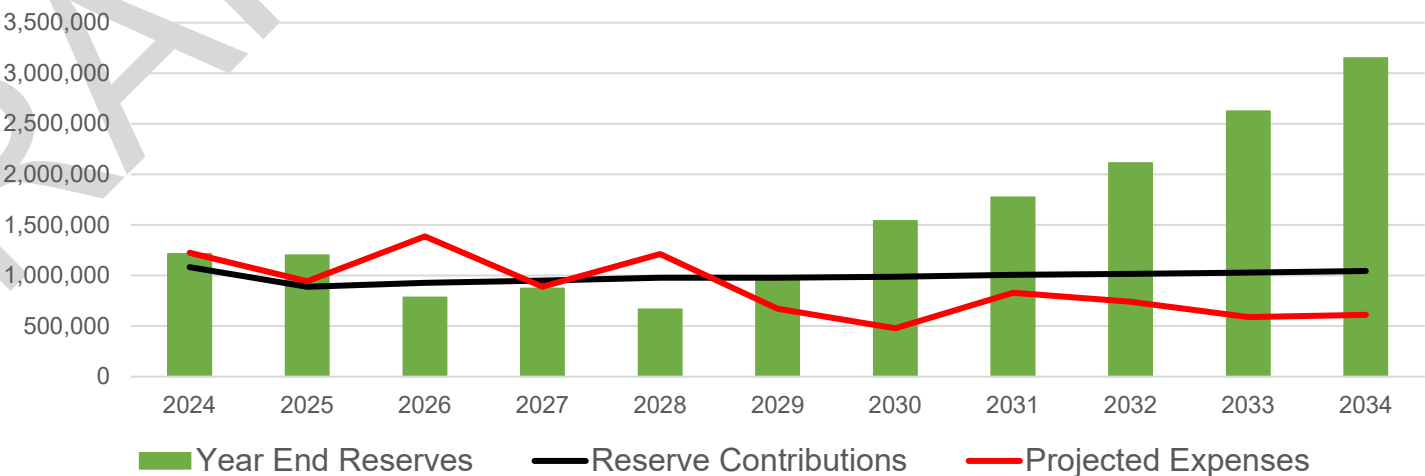


HSCA has planned its reserves based on a minimal budget for the year, rather than establishing a robust reserve. This approach has resulted in a lack of funds for unforeseen needs and has hindered the ability to pursue ambitious projects. Consequently, the community is left with depleted resources and must manage capital expenses on a monthly basis.

Capital Reserves
Monthly Dues Increases
From 2016 -2024



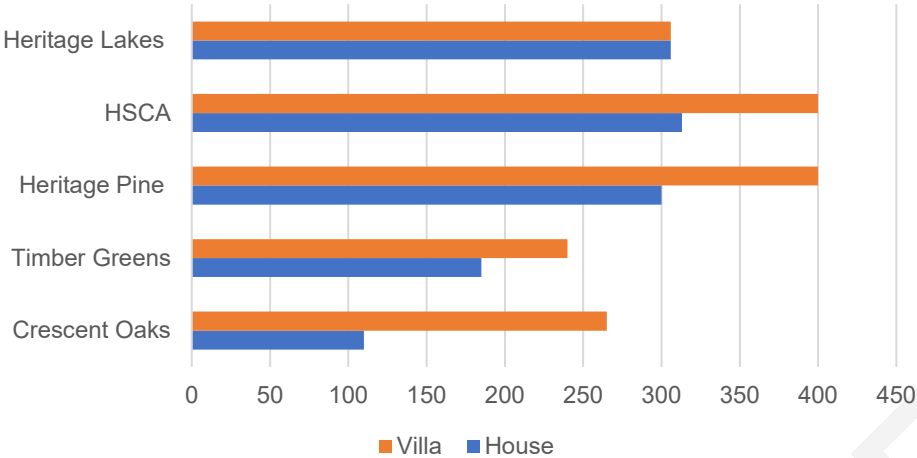
Projected Reserve Activity and Balances to 2034



The Capital Reserve Fund for the last 10 years and the next 5 years target from \$1M to \$1.5M.

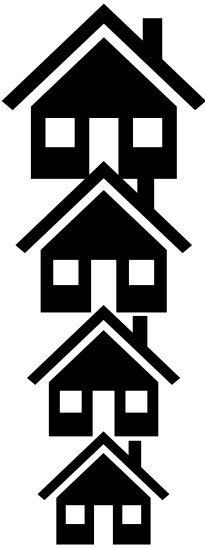
Except for the 2025, the HOA fees have increased by 4% or 5% each year. The 2025 fees increased by 13.8%

2025 HOA Fee Comparison



HSCA stands out as one of three private communities offering a comprehensive range of amenities. This situation is quite distinctive. **Other associations either haven't invested in features such as golf courses or have been compelled to sell or share their private assets with external entities.**

Three Levels of Services and Amenities in Communities











- Heritage Pines 1407 homes (Built 1999) Level 1
- HSCA 1337 homes (Built 1999) Level 3
- Heritage Lakes 932 homes (Built 1981-94)
- Timber Green 783 homes (Built 1994-2004) Level 3

- 1 HOA fees cover common ground maintenance, lawn and irrigation, security gates, roadways and sidewalks
- 2 Includes Level 1 plus **clubhouse, snack bar, pool, tennis/pickleball social clubs.**
- 3 Includes levels 1 and 2 plus **restaurant and private golf course.**

Amenity Investments and Updates – Not keeping Up with Trends and Community Age

We are a **25 year old community**. While a 2017 reserve study and plan is in place, it primarily addresses repair and replace. There is **no plan** in place **to update the look and feel** of the community to a more contemporary style, making the community appear fresher and appealing to new buyers and current members.

Infrastructure			Amenities		
	Roads	✓ ✓ 30% complete		Clubhouse	✓ ✓ ✓ ✓ ✓
	Landscaping	⊘		Golf Course	✓ ✓ ✓
	Monuments	⊘		Tennis /Bocce	✓ ✓
	Lights, mailboxes,	⊘		Pool/Spa	✓ ✓ ✓
Current State		⊘ = Original	✓ = Improvements/Updates		
Why are these important? Decision triggers for new home buyers and maintain current members					

Details of improvements in appendix.

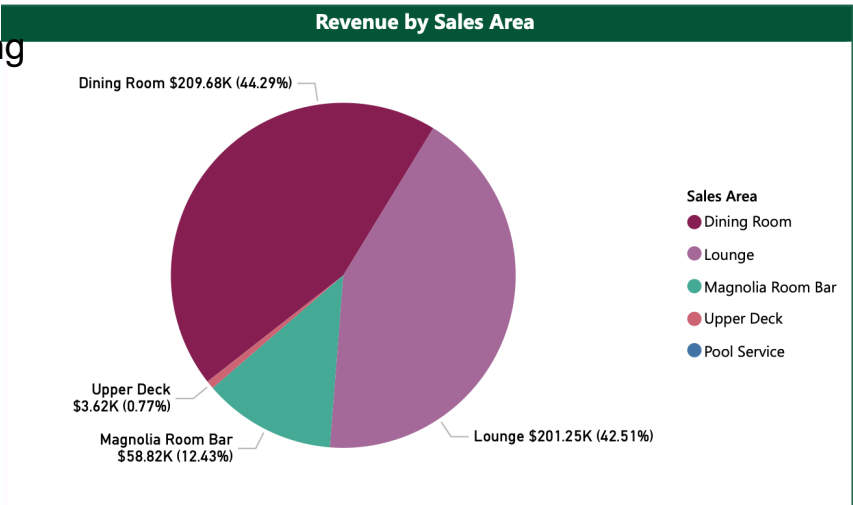
Food and Beverage Amenity- Maximization?

The HSCA restaurant that used to be the sole option now faces competition from numerous others. The Dining Room and Lounge are among the most favored places for dining and drinks. However, fewer than half of our members actually utilize the restaurant. Could there be potential revenue generated in the less frequented areas, such as the upper deck and pool service?

Average Check is
\$20.12

September 2024 to March 10,
2025 average number of chits
per month = 2778

New and existing
restaurants



Concert Events

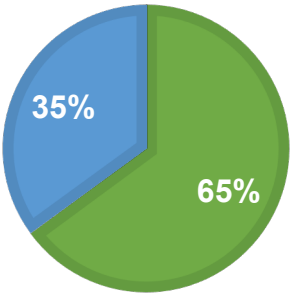
14 Concert Events
in 2023
and 18 Concert
Events in
2024

2,247 participants
in 2023 and 1505
participants in 2024

\$11,000 profit
in 2023 and
negative \$2,280
in 2024

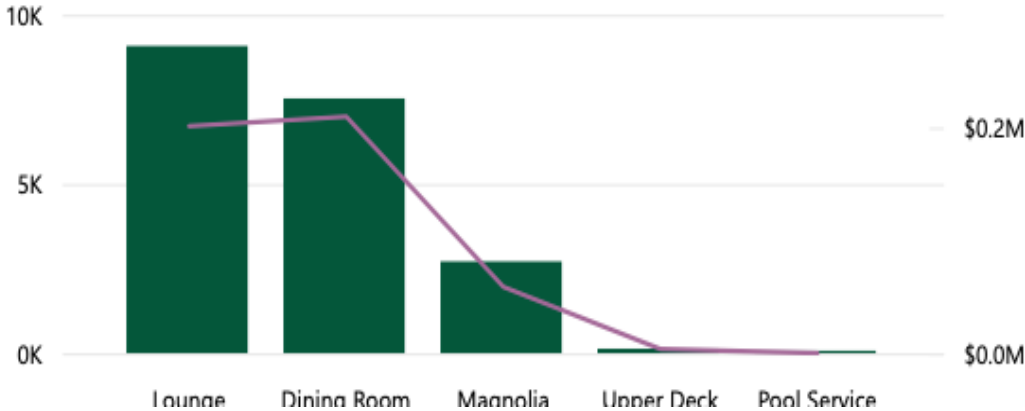
F&B REVENUE SOURCE SEPT. 2024 -
MARCH 10, 2025

Food Revenue Beverage Revenue



Chit Covers & Revenue by Sales Area

Chit Covers Chit Net



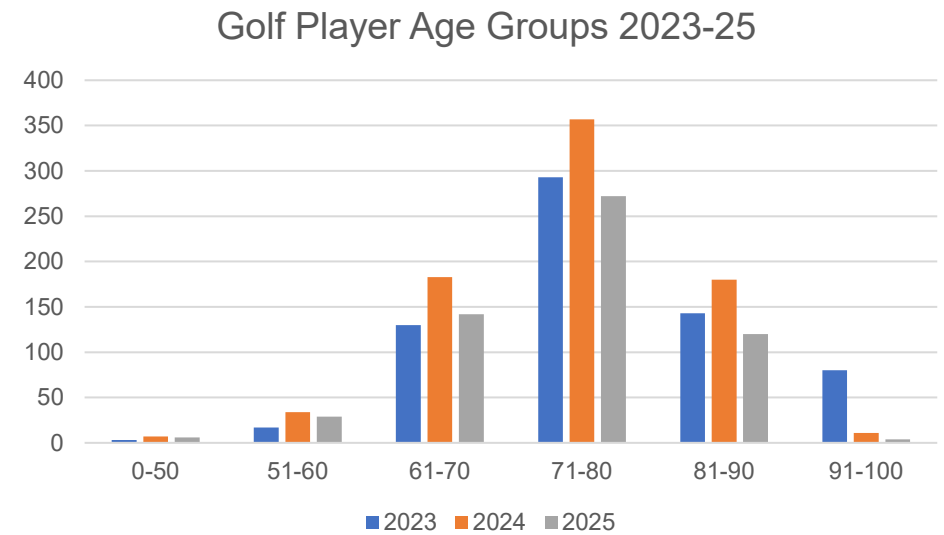
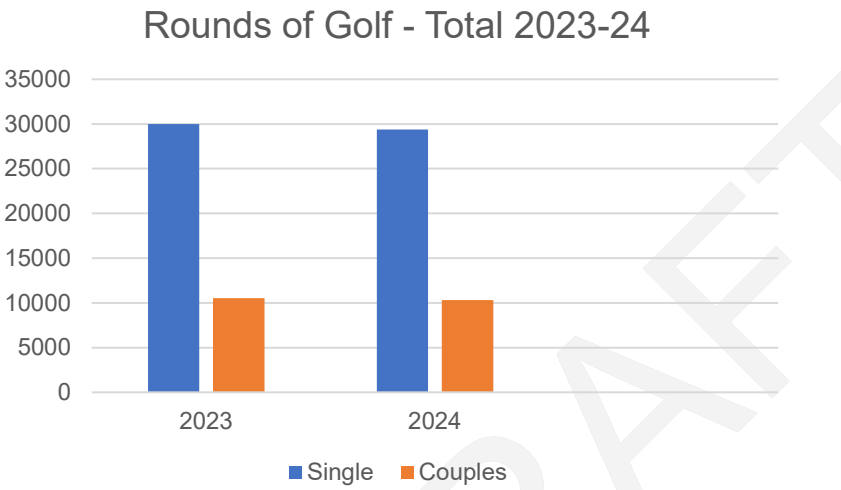
Golf Amenity - Golf use is steady – Is the opportunity for more play and revenue?

In 2025 the golf fees were adjusted to reflect a more traditional fee schedule.

- The trail fees were altered to include both a single and couple rate.
- Fee increases for both prepaid and daily green fees.
- Guest fees increased for a larger gap between member and guest.

Significant improvements and repairs to the golf course bunkers, water purification.

Comment needed on daily play



Need # of rounds played per day

IV. Gap Identification

SWOT and Gaps in Meeting Desired State

SWOT Analysis

Strengths Internal

- Staff/Model
- Member Activities
- Golf Course
- Club House
- Restaurant
- Security- Gated Community
- Steady Membership
- Deed Restriction

Weaknesses Internal

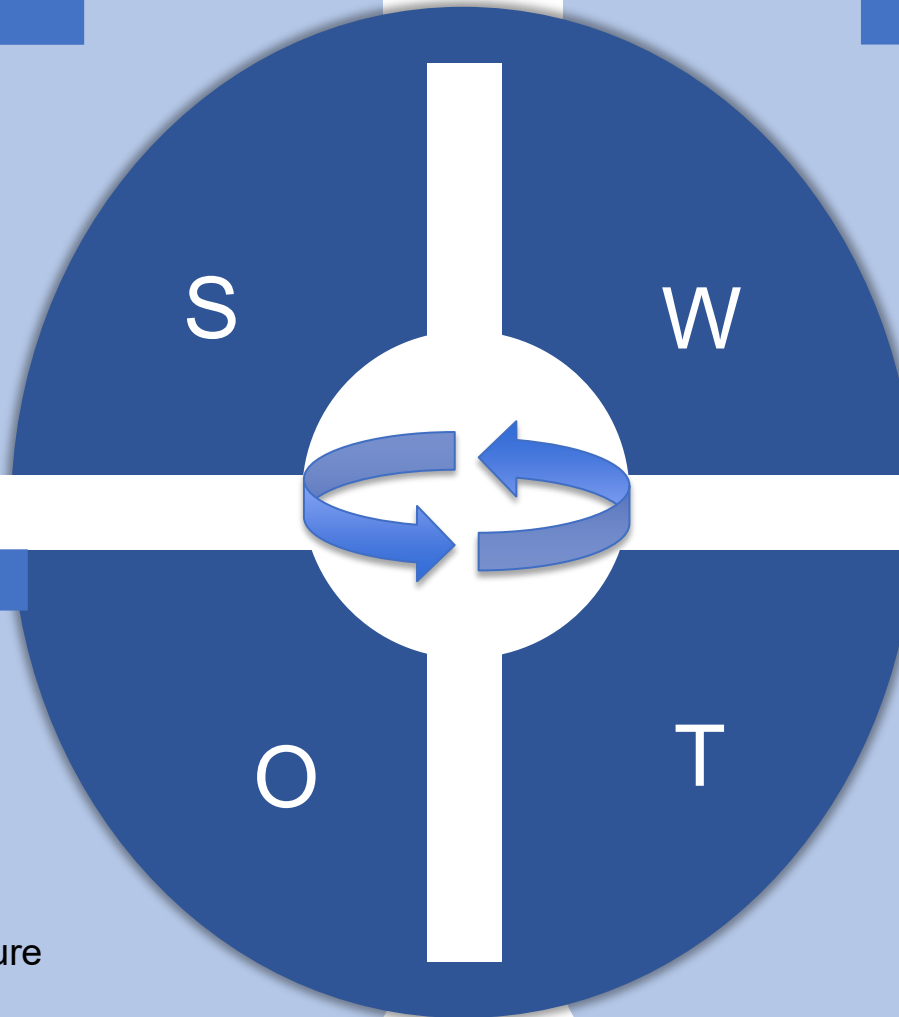
- Limited future planning – vision
- Reactive Vs. Proactive in process
- Demographics – age
- Member Activities
- Village ARC standards weak adherence
- F&B Utilization
- PPT Times/Golf
- Facility/ common grounds, physical age
- Member Communication
- Lack of standardization of common grounds
- Lack of member engagement – in amenities
- Financial infrastructure
- Financial Reserves

Opportunity – External

- Communication – Website,
- Marketing/Brand – External , other communities target
- Cosmetic Improvements - signage
- Employer of choice
- Outside revenue from amenities
- Heritage One
- Pasco county growth and infrastructure

Threats - External

- Inflation/Economy/Housing Market
- Aging community vs. newer communities,
- Deed Restriction
- Land Locked
- Pasco county growth and infrastructure



GAP ANALYSIS

These are the differences, or "gaps," between the HSCA current state and our desired future state. This helps HSCA understand areas where we fall short of our goal and identify opportunities for improvement.

Finance



- Capital Reserves have not included any aspirational elements leaving a lack of development
- Capital Reserves have only been developed to cover repair, replace and maintenance needs to hold down capital contributions increases from Members – leaving a lack of modernization of assets and savings for unplanned incidents.
- Fragmented village governance and services have caused different levels of housing maintenance and Village fees.
- Reserve contributions were targeted at zero some years instead of at least an inflation target

Membership



- Members are requesting more “high touch” customer service but struggle with paying for it.
- Lopsided demographics make it difficult to maintain existing events and amenities and identify new options
- Demographic segments desire different communications, administration resulting in challenges
- Little or no outside marketing of community, lack of brand
- Amenities have not grown and may not match membership desires

Facilities/Grounds



- The common area landscape and architectural elements are old and in need of repair and updating
- Lack of uniform ARC standards for all Villages presents an old and tired community
- Two of our largest assets may be underutilized – Golf Course and Dining

V. Strategic Opportunities and Goals

Six pillars are the framework for the HSCA Strategic Plan.
They include.....



**Management
Staff**



**Facilities &
Campus**



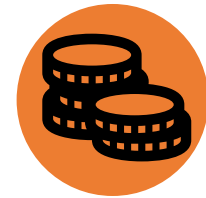
Programs



Governance



Membership



Finance

STRATEGIC OPPORTUNITY GOAL – Management and Staff - To continue to build on the GM Model, which promotes clear lines of responsibility, for the organization’s operations. By continuing to build on this model, the GM and Team are responsible for overseeing and directing the organization. Strong operations will facilitate operational and financial continuity from Board to Board, and subsequent management. This will only provide stronger operational outcomes.

Strategies	Deliverables	Responsible Party/ Date
Evaluate and organize departments to maximize their output and performance .	<ul style="list-style-type: none"> Comparison of current structure to desired state Staffing Model for 2026 budget Training 	GM - Staff 7-1-2025 Budget Model 7-15-2025 Training – 3 modules 9-1-2025
Identify and evaluate services that are currently outsourced for internal fulfillment and staffing model	<ul style="list-style-type: none"> Identify one service currently outsourced as a target for 2026. Create the criteria and value for 2026 budget and implementation framework 	GM Target August 2025 Framework October
Transition operational work currently completed by committees to department staff	<ul style="list-style-type: none"> Identification of any operational roles/responsibilities in committees Plan to transition work to operational owner and train ops person 	GM - Completed 12/2025
Enhance the current operational reports for different levels of consumption	<ul style="list-style-type: none"> Board Monthly Reports GM/Management Team Reports 	Board Feedback 5/2025 GM package completion 7/2025
Identify the desired member experience	<ul style="list-style-type: none"> Member Experience Survey Member Experience Mapping /Ambassador Program Plan and resources to meet the needs 	GM Survey 10-2025 Ambassador Program - 09-2025
Increase the financial responsibility and signing authority of the General Manager	<ul style="list-style-type: none"> Increase the dollar threshold the GM can purchase Contract signing authority 	Board - Documentation – Policy Committee -10-2025

STRATEGIC OPPORTUNITY GOAL- Facilities and Campus – The focus is on improving ARC standards across the community by investing in the maintenance of shared spaces to create a contemporary appearance, as well as enhancing community amenities to promote an attractive living environment. This is essential to uphold property values and ensure safety. This involves revitalizing current buildings and prolonging the longevity of structures that have been repaired and upgraded, which include s roadways, sidewalks, and bridges.

Strategies	Deliverables	Responsible Party/ Date
Review services for bundling explore and implement a vendor offered service to the community Example: Trash	<ul style="list-style-type: none"> Facilities Committee Leads - Identify feasibility of consolidating trash services Scope and transition plan 	GM/ Suggestions by July 30, Facilities Committee - plan for trash 12/25
Heritage One (2025-26 tactic) Explore and develop a road map to provide property management services to maintained villages and estates (one look and feel)	<ul style="list-style-type: none"> Investments and infrastructure needed Create and Deliver Vision and Framework 	Adhoc Cross Function Committee President 11/25
Renovations and Updates. Research and identify current architectural trends for existing homes and buildings to modernize them and approve their appeal. current architectural trends, (materials, styles, and technologies). Provide a broad perspective on what is popular and effective in today's the updated Architectural Standards including timeline, budget, and specific steps for implementing across the HOA.	<ul style="list-style-type: none"> Detailed report outlining updates for monuments , mailboxes, yard lights . Perform a cost-benefit analysis of updating the identified items. Develop a detailed plan for implementing 	Adhoc Committee from ARC and Marketing.. for monuments, mailboxes etc. - 8/31/2025 Cost benefit ready to include in reserve budget for 2026 -)October 2025 HOA fees or funds available in 2025.

FACILITIES AND CAMPUS

STRATEGIC OPPORTUNITY GOAL- Facilities and Campus – The focus is on improving ARC standards across the community by investing in the maintenance of shared spaces to create a contemporary appearance, as well as enhancing community amenities to promote an attractive living environment. This is essential to uphold property values and ensure safety. This involves revitalizing current buildings and prolonging the longevity of structures that have been repaired and upgraded, which include s roadways, sidewalks, and bridges.

Strategies	Deliverables	Responsible Party/ Date
Reconcile Maintained Village ARC standards with Master Association.	<ul style="list-style-type: none"> <u>Enforcement</u> Maintained Village standards, procedures Role and Responsibilities 	GM, MS, CD ARC
<u>Green Building Practices</u> Evaluate potential renewable energy applications and develop a strategy through an Adhoc Committee 2026	<ul style="list-style-type: none"> Develop a strategy for encouraging paperless transaction and communication for members and administrative staff Identify recycling opportunities and develop a strategy Review solar panels for renewable energy - feedback to Board 	Marketing Staff - TBD Part of Heritage One Strategy Facilities- 12-2025
Ponds Preserve ponds from erosion and improve the ascetics. should be road mapped on how to stop the erosion and improve the ascetics.	<ul style="list-style-type: none"> Identify all ponds and owners schedule and map erosion improvements for both CDD and HSCA I identify any non-HSCA ponds and their responsible party and schedule for repairs and upkeep (CDDD) Identify headwater flow prohibitions, and develop any mitigation plans in concert with CDD Master Schedule 	GM - August 30 2025 GM – August 30 2025 GM - September 2025 Ed R. – CDD Liaison
<u>Community Beautification:</u> Implement initiatives to improve the overall	<ul style="list-style-type: none"> Develop community wide common ground landscaping master plan Outline plan to have utility boxes either cleaned, fenced, repair of sinking 	GM. / ARC Dan Rooney - October 2025

STRATEGIC OPPORTUNITY GOALS : Programs – Events Amenities Design new and existing community amenities and events, ensuring they are practical and accessible, and considering the long -term impact on the community's lifestyle and finances. Key steps include conducting thorough research, prioritizing accessibility, and thinking about the long -term usability and maintenance costs.

Strategy	Deliverable	Responsible Party/Date
Update-and expand the amenities based on research of members’ desires	<ul style="list-style-type: none">• Determine the extent of current amenity usage• Develop an approach to determining community members’/residents’ activity needs through surveys, focus groups, and similar forums.• Gather data from industry – such as convenience amenities• Strategic planning workshops, track and compare trends from industry .• Explore trends and possibility of adding Pickle ball, Croquet, indoor activities center	Marketing Committee- Tom September 30,2025 Asst GM AdHoc Committee - September 2025
Enhance the new member involvement and participation amenities, socially interactions and formal clubs, sports and events. - Ambassador programs	<ul style="list-style-type: none">• Integration of current amenities• Current Clubs open house events• Identify new interests• Follow-up on activities with new members• New Member Survey• Spotlight on new members through newsletter	Lifestyles/Marketing Team Plan September 30

STRATEGIC OPPORTUNITY GOAL: Governance/Governing HSCA is committed to the GM operating model and strategic management process as the approach to achieve our Vision and Mission. This model should strive to improve communications, trust and continuity, and create an environment where management and Members will desire to serve. The Governance model clearly differentiates the role of the General Manager from that of the Board. The Board will focus on the strategy to deliver our Vision and Mission. The GM and his/her staff will develop and execute the annual operating Plans that are consistent with the Strategic Plan Objective.

Tactics	Deliverable	Responsible Party/Date
Board Policy Manual	<ul style="list-style-type: none"> Create Board Member Manual criteria, roles, responsibilities and policies 	GM/Policy Committee- Sept 2025
Board Calendar	<ul style="list-style-type: none"> Develop calendar of topics for each Board meeting 	GM/President – July 2025
Evaluation and vote on Transition to Director 3 -year term	<ul style="list-style-type: none"> Education and feedback from Members 	Marketing Committee Recruitment Nominating – leader Plan Outline – June 20 Communication Vote - November
Declaration Updates - clean up after 25 years.	<ul style="list-style-type: none"> Consolidate the multiple amendments and the outdated language in the Declaration into a single document Update the HSCA By-Laws 	Policy Committee – 12- 2025
Continue expanding the governance and administrative policies	<ul style="list-style-type: none"> Addition of procedures to Policies 	Policy Committee- Ongoing

STRATEGIC OPPORTUNITY GOAL – **Membership-** Increase Member participation in amenities , social clubs and governance.

Strategies	Deliverables	Responsible Party Date
Create and implement a member engagement programs – this is part of Programs and Events tactics	<ul style="list-style-type: none">• Member incentive/loyalty program	Marketing Team Aug 2025
Update the "brand" of HSCA	Identify steps to update brand <ul style="list-style-type: none">• Mission Statement• Logo• Etc.	Marketing and Communication Committee December 2025
Marketing Plan including Departments	<ul style="list-style-type: none">• Outreach to relators and outside channels to promote HSCA• Communication to Members including all issues	Marketing Team Aug. 2025

STRATEGIC OPPORTUNITY GOAL – Finance –Transition from a maintenance and replace reserve model to one that also includes unplanned and aspirational assets .

Tactics	Deliverables	Responsible Party Date
Validate reserve study	<ul style="list-style-type: none"> Review and make adjustments/deferrals 	GM and Treasurer June 2025
An increase in the Capital Contributions fee to improve the capital reserve management	<ul style="list-style-type: none"> Determine the appropriate amount , and gain community approval 	Board – President Outline Plan by June 2025 GM/ Marketing Vote – October
Develop Plan for Aspirational Projects	<ul style="list-style-type: none"> List of possible projects – how do I identify information from Committees and member survey, timeframes Develop ideas for income - 	Anthony- Ad hoc committee from all Committee? October 2025
Should we bundle for amenities and one HOA fee for all members - 2026	<ul style="list-style-type: none"> Feasibility to including golf, fitness center and other amenities into HOA fee 	GM and Board - Ready for 2026 Budget Discussion
Evaluative possibility of purchasing additional land for expansion (Build a 2 or 3 unit villa/pickleball)	<ul style="list-style-type: none"> Identify possible footprint expansion advantages and disadvantages Steps or Process for footprint expansion 	GM Board – Outline – August 2025

STRATEGIC OPPORTUNITY GOAL – Finance – Transition from a maintenance and replace reserves model to one that also includes unplanned and aspirational assets .

Tactics	Deliverables	Responsible Party Date
Quarterly review to members	<ul style="list-style-type: none"> Communication Plan 	Treasurer – Quarterly
<p>Identify alternate funding resources to HOA dues</p> <p>Is there another way to fund this ?</p>	<p>Adhoc communities to determine feasibility of the following:</p> <ul style="list-style-type: none"> Outside Golf Course Memberships – Opa Sponsored golf tournaments- Os Common Areas use for revenue- weddings – Ops Government Grants: Federal, state, and local governments often provide grants for community development, environmental projects, and safety improvements. Finance Nonprofit Grants: Various nonprofit organizations offer grants for specific projects such as community gardens, green initiatives, or historical preservation. Finance Resident Contribution: Possibility of voluntary contributions from residents for specific projects or improvements, e.g. Benches, Bricks.... GM Energy Efficiency Rebates: Apply for rebates and incentives from utility companies or government programs for implementing energy-efficient systems. Finance Environmental Grants: Seek grants specifically aimed at sustainability projects like solar panel installations or water conservation systems.- Finance 	Board – Review and determine if feasible to move forward – through 2025.

Putting the Plan Into Action.

- ✓ 2025 Initiatives have been assigned and integrated into staff responsibilities and goals
- ✓ Monthly report to membership

VI. Appendix

1



20% of relocators

Florida continues to be the most popular place for retiree relocation. St Petersburg and Clearwater gained the most net retiree population in 2024. The State continues to have 20% of the annual relocating retirees. The favorable state income tax environment, the vast health care resources and the warm climate are attractive.

2



6.7% of relocators

Minnesota has top ranked healthcare system including the Mayo Clinic in Rochester MN. It includes lots of outdoor activities and recreational areas. MN is constantly ranked as one of the most happiest and healthiest and most prosperous states in the US. It has a vibrant arts and culture scene with many senior center, art galleries book clubs and theater.

3

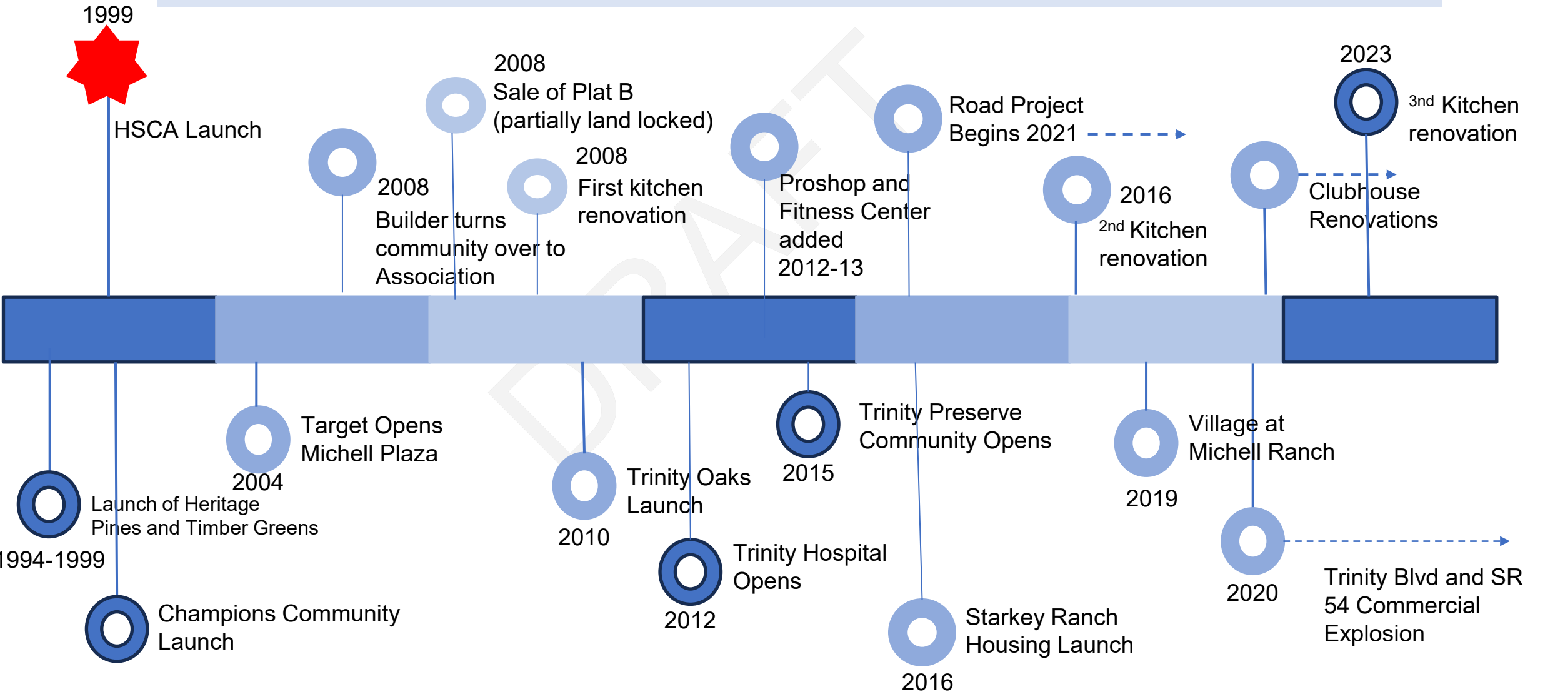


5.7% of relocators











North Carolina is a good place to retire because of its climate, cost of living and tax benefits. There is not income tax on Social Security, inheritance and estate taxes. Does however tax 401K, pensions, and IRAs. It has affordable housing with median home cost of \$335,61-. Property taxes are especially affordable to 65+ retirees with limits on property taxes with lower incomes.

Source: Smart Assets/US Census

We are 25 years old community, with building boom around us.....



Has it been repaired or replaced in the last 20 years, is it outdated,

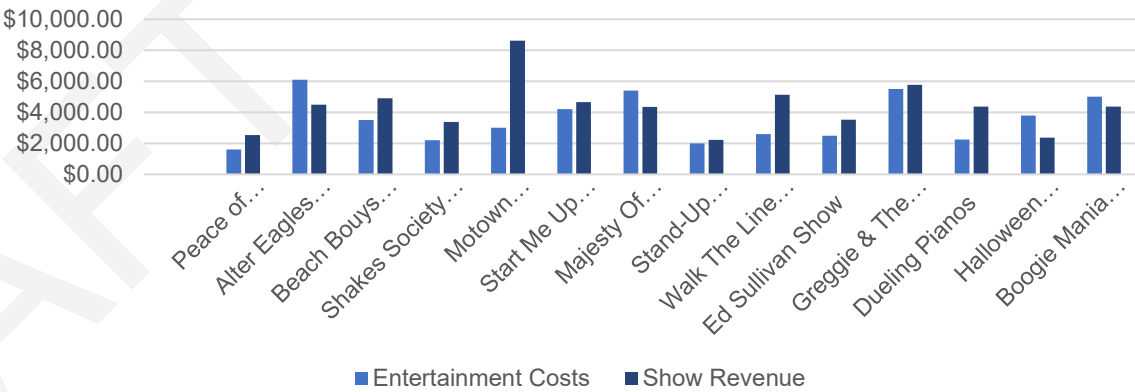
Infrastructure		Amenities	
	Roads Roads schedule in its 4 th year, project target until 2028		Clubhouse Wood rot and outside painting completed, Interior painting, new lobby furniture, craft room, upper deck, vinyl planking, ceiling tiles, PAC chairs, curtains, carpet, dance floor, kitchen, AC
	Landscaping Original landscape in place with only a few exceptions at front gate, community wide plan is needed in reserve study		Golf Course Bunkers, greens irrigations, 4 th fairway, bridges, 12, 16, golf carts
	Monuments Monuments outdated style, painted 7 years ago.		Tennis /Bocce Resurface, fencing
	Lights, mailboxes, lights, mailboxes also original outdated.		Pool/Spa Coping beam, pumps
Current State		 = Original  = Improvements/Updates	

Details of improvements in appendix.

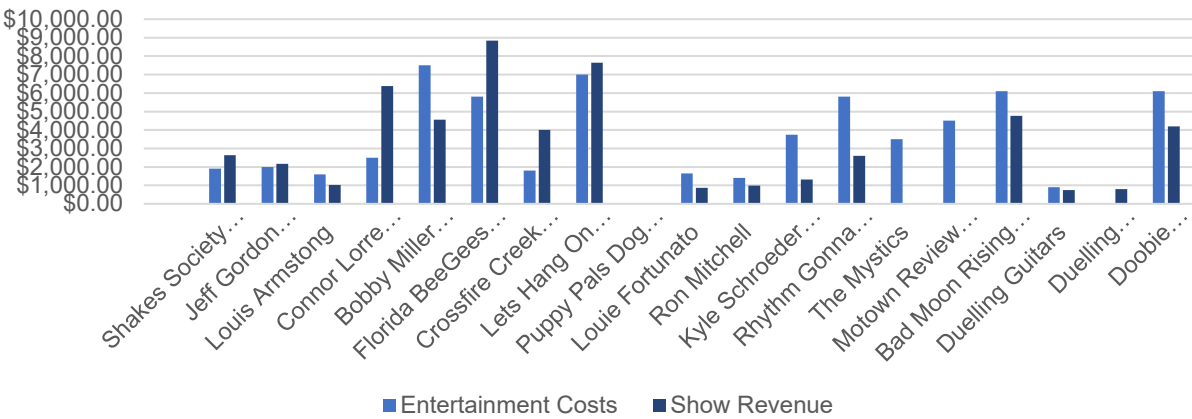
Why are these important? Decision triggers for new home buyers and maintain current members

There was an effort to try different types of concerts and events in 2024.

2023 Entertainment Revenue & Cost



2024 Entertainment Revenue & Cost



Shows/Tributes/Concerts Attendance

