

Spring Run Golf Club

2022-27 Strategic Plan

OUR VISION STATEMENT

Constantly striving to enhance the value of our vibrant, welcoming, and progressive community.

OUR MISSION STATEMENT

Spring Run is an active bundled golf community providing superior value to its members and is desirably located close to all that Southwest Florida has to offer. We provide outstanding golf, tennis, and bocce facilities with excellent recreational, social, and dining experiences. We also offer an iLife program that enhances us mentally and physically. We promote volunteerism and our residents engage in many charitable events to help our community. Our well-managed and dedicated professional staff supports members' desires within an active, cohesive, friendly environment.

OUR GUIDING PRINCIPLES

The SR Strategic Planning Committee is guided by Spring Run's Mission Statement and adopts the following principles:

We operate on a model that values friendliness, caring, and respect for others and a sincere appreciation of staff and volunteers.

We are primarily a golf community. Although our golf course is one of our greatest assets, we are so much more. We offer a broad range of sports-related activities, an iLife enrichment program that is not only educational but social, and numerous other activities designed to meet the current needs and interests of our residents.

We encourage owner involvement and participation in our community. We view volunteerism as a part of our culture. We provide opportunities for interested residents to share their expertise with others.

We dedicate financial resources to maintain and enhance the three jewels of our community: the golf course, the clubhouse, and the common facilities. Preparing for the future, we target capital improvements that enhance our facilities, attract new owners, and protect investment value. We maintain adequate financial reserves to provide stability, and to address unplanned threats and opportunities.

We conduct our business in a transparent manner. We believe that all members are entitled to information about their community, and an open sharing of information creates trust and confidence in the Administration and Board. Members are encouraged to proactively learn of and participate in current Spring Run activities.

We believe it is vital that our club provides an outstanding culinary experience for our members and guests. We strive through creative initiatives to provide the highest quality dining experience at a good value.

We believe in being active participants in the larger community. We demonstrate this belief by taking an active role in supporting the development of Estero and Southwest Florida.

We welcome transfer members and value their participation in our community activities. Our transfer members contribute to the financial stability of Spring Run. Based on their experiences here, they often become owners.

INTRODUCTION

During the past two years the Spring Run Strategic Planning Committee has reviewed previous Strategic Plans, trends in Southwest Florida Bundled Communities, Spring Run Season End Resident Surveys, and the resident Focus Groups. These included participants from all of Spring Run's Communities. The committee used this information to construct this plan for review and approval by the Spring Run Board of Directors.

This plan was created with the residents' quality of life at the forefront. During the Focus Group sessions, residents were asked what they wanted Spring Run to look and feel like, and what amenities they wanted to see in the next 5 years.

Currently Spring Run is undergoing two major capital improvement projects - renovation of the clubhouse and outside dining area, and re-grassing of the golf course. Many of the residents' concerns were linked to these projects. They emphasized that Spring Run should plan and complete projects in a first-class manner the first time. Although this large expenditure will bring many needed improvements to our community, it will limit our capital reserves for the next few years. The committee has taken this under consideration as we propose this Strategic Plan.

STRATEGIC GOALS

Food and Beverage:

Residents' wants and needs for the Food and Beverage experience proved to be difficult to determine. Requests ranged from expanding fine dining to providing more comfort food. The creation of an outside dining experience scored very high with residents.

The Plan and Timeline: 2022-2024

- When the club house expansion is complete and operational, an extensive survey of the residents' experience should be conducted.

Golf Course:

A well-kept "Country Club" style golf course ranked first on the residents' list. Residents noted that the golf course is our main asset and greatest amenity and must be a priority.

The Plan and Timeline: 2022-2023

- When the re-grassing is complete and the course is operational, an extensive survey of the residents should be conducted.

Communication:

Problems with communication were brought up at every resident Focus Group. Although communication with Spring Run Administration and the Board of Directors ranked satisfactorily in the season end surveys, many other questions and shortcomings were discovered. Residents felt that the website was difficult to navigate and information was sometimes complicated to understand. The committee found that the website has much of the information residents want, but it needs to be more user-friendly. Residents spoke of the need for frequent updates on current projects as well as ready access to information about club activities, organizations, and schedules.

The Plan and Timeline: 2022-2024

- Complete an in-depth survey detailing the wants and needs of our residents in terms of communication.
- Research and explore improved website designs and provide funding as required.

Walking Paths:

Many Spring Run residents walk or run for health and exercise. Without walking paths or sidewalks, people walk in the streets, which raises obvious concerns about safety. Owner feedback throughout the Focus Groups indicated residents are dissatisfied with the walking conditions.

In the extensive study of 2017, the Spring Run Walking Path Committee identified options. Due to limited available open space for a continuous path, and a high estimated cost for a partial path, the proposals were not approved by the Board.

The Plan and Timeline: 2022-2023

- Establish a committee to identify the possibilities of enhancing walking in and around Spring Run. The committee has identified two possibilities that should be explored.
 - 1) Walking on the golf course: The largest open area in Spring Run is dedicated to playing golf, as it should be. But this does not automatically preclude using this asset for other healthful and safe purposes. Until a few years ago, walking the golf course paths was permitted after 7:00PM and before sunset. The committee should identify the benefits and potential impact on scheduling, revenue, course management, and safety.
 - 2) Additional exit gates: This issue was discussed in the 2017 committee but was abandoned due to security concerns and the right-of-way through some of Spring Run's associations. Adding a walking gate like the ones at the entranceway at different locations could alleviate some of the pedestrian traffic around the club house.

Exercise Room, Meeting Rooms, and Office Space:

The 2016-2021 Strategic Plan addressed the need for a “club hub” master plan. The current renovation does not address expansion of the fitness facility, office, and meeting spaces. Surveys and Focus Groups showed that these are still needed. The 2022 expansion of the clubhouse exposed many physical and financial obstacles to these additions. As Spring Run reaches its expansion limits, an extensive study should be conducted to determine possible locations. Additionally, Estero’s ordinances will require more parking with additional floor space.

The Plan and Timeline: 2023-2027

- Form an exploratory committee to determine the feasibility, cost, funding source, and timing of this project.

Land Use:

The 2013 Spring Run Land Use Report identified property still available for use. The largest parcel of unused land lies directly opposite the clubhouse on Spring Run Blvd. The 2017-2021 Strategic Plan also identified this area, as this appears to be one of the few areas possibly suited for expansion.

Owner feedback from the 2022 End of the Season Survey, as in all previous surveys, indicated the need for additional parking at the club house. Alternatives to parking at the clubhouse have included walking, biking, and car-pooling. These have helped but not eliminated the problem. The clubhouse expansion will create additional parking spots. It is not clear if this will be enough to alleviate the problem.

The Plan and Timeline: 2023-2025

- Create a committee to research the possible uses of the property, such as additional parking, or a facility for exercise rooms, meeting rooms, and office space. If needed, provide funding for an engineering study.

Financing:

Spring Run manages finances very well and has a solid balance sheet. It has established replacement reserves to provide funding for restoration of long-term assets. These reserves have been stressed due to the acceleration of the golf course re-grassing and the clubhouse roof replacement. In the Focus Groups, many residents raised concerns regarding the financial security and funding of the reserves. Many of these concerns appeared to stem from a lack of understanding regarding Spring Run's long-term financial plan.

Another part of the financial plan that needs to be communicated is risk management. The administration is aware of the need for insurance, cybersecurity, internal accounting, and financial controls. The safety and health of the employees and members must always be a priority.

The Plan and Timeline: 2022-2026

- Fund an independent reserve study in 2023 to make projections for the timing and cost of asset replacement. Once the study is complete, systematically build the reserves to the level suggested.
- Communicate the financial plan to the residents so that they understand how annual reserve levels are designed and funded.
- Conduct a risk assessment and communicate to the residents how Spring Run manages those risks.
- Work on timing for funding of an exercise, meeting, and office space addition in conjunction with the committee formed to study this project.

Additional Considerations and Concerns

This plan was created with the intent that it be reviewed and updated annually. In addition to the above individual strategic goals, the committee has identified other areas which will need the Board's attention and may be raised to future strategic goals:

Pickleball:

Although this scored low with focus groups and surveys, the committee took note of the increasing popularity of the sport. It is recommended that the Board closely monitor and work with the CDD regarding the expansion of courts across Coconut Rd.

Electric Vehicles:

With the ability of most residents to charge vehicles at their home or access nearby charging stations, immediate action is not needed. As the use of these vehicles increases, additional charging stations within the community may warrant analysis.

Focus Groups:

The committee found these groups to be very informative and a good form of communication. They provided a clear understanding of residents' opinions, thoughts, and wishes. The focus groups also provided a forum for residents to bring daily suggestions and complaints forward. Many issues were solved within weeks. Our recommendation is that Focus Groups be conducted on an ongoing basis.

Name Change:

With Spring Run's additions and growth throughout the past years, a change in the name may be warranted. The committee is suggesting that the board considers changing the name to **"Spring Run Golf and Country Club"**

The Strategic Planning Committee

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