



RCSCW

January 8

# 2010

As Sun City West moves into its fourth decade, this Marketing Plan will ensure the Association's success – and the community's future well-being – by outlining an ambitious slate of new programs, activities and facility improvements to meet the demands of incoming and existing residents. The plan also dictates improved promotion of the many existing activities, events and amenities, allowing us to take better advantage of tools already in place.

**The Best Way  
to Predict the  
Future Is to  
Create It**

# Predicting a Bright Future for Sun City West Through Optimistic, Diverse Programs and Promotions

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Special thanks to the RCSCW Marketing Team

for their dedication and commitment to improving the Sun City West Lifestyle

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# Recreation Centers of Sun City West Inc.

## Marketing Plan

January 2010

### 1.0 Executive Summary

The Recreation Centers of Sun City West Inc. is a 501(c)4 non-profit company organized to provide recreational and social opportunities to some 29,000 Association owner-members in Sun City West. The Association offers a broad variety of opportunities to meet the needs of a 50-year span ranging from active-adult Baby Boomers to less active Greatest Generation members.

As the community's demographics change, there is an increasing need to ensure the amenities and recreational opportunities meet the needs and wants of the owner-members. The Association's goal is to find new and creative ways to involve new owner-members in existing activities, clubs and events; and where necessary, create new events and amenities to ensure the community grows as a vibrant, attractive destination for active-adults.

The Association values the community's membership requirement and aims to preserve it for the benefit of Association members, but also recognizes the need to supplement the fixed market base by attracting, through controlled and limited programs, outside players to participate in fee-based programs. Residents will always be given priority in using the amenities, and non-residents will be charged a premium rate for those amenities that are open on a limited basis.

The major challenge moving forward is balancing the needs of current Association owner-members while finding ways to attract newcomers. All of this must be done with an eye toward keeping our annual owner-member dues and fees reasonable in the face of many new competing age-restricted communities. To remain vital, we must commit enough capital funding to maintain and operate our amenities in a four-star manner.

We will enhance our marketing and public relations efforts, and put forth an increased emphasis on customer service and training. Getting the word out about our first-rate service and four-star amenities, combined with financially competitive rates, will make us an unparalleled active-adult community for future generations.

### 2.0 Situation Analysis

**2.1 The Market:** Externally, we will target our promotions to attract middle-income to upper-income active adults 55 and older looking to live in a four-star retirement community. They will be golfers, bowlers and socially and physically active individuals. Internally, we will create and market events and activities to our existing residents.

**2.2 Market Needs:** The age-restricted retirement community business is trending toward higher fees and fewer amenities. There is a need for affordable, amenity-rich communities. We fit that need, but need to better promote ourselves to attract those individuals defined above.

| Reasons for moving to SCW: Amenities that were available |               |                    |           |                |
|----------------------------------------------------------|---------------|--------------------|-----------|----------------|
|                                                          | Not Important | Somewhat Important | Important | Very Important |
| <b>Female Boomers</b>                                    | 4%            | 9%                 | 34%       | 53%            |
| <b>Male Boomers</b>                                      | 3%            | 7%                 | 28%       | 63%            |
| <b>Female Non-Boomers</b>                                | 5%            | 8%                 | 31%       | 56%            |
| <b>Male Non-Boomers</b>                                  | 4%            | 7%                 | 35%       | 54%            |
| <i>Data from Sun City West's 2008 Baby Boomer study.</i> |               |                    |           |                |
| <i>Chart 2.0</i>                                         |               |                    |           |                |

**2.3 Market Demographics:** The average age of existing residents is 74.4 and will continue to increase before the regentrification process begins lowering that average again. The income and education levels vary widely. Our target market is aged 55-65, active in golf and/or bowling, etc., socially inclined, with middle- to upper-level income. Our target audience is looking for an active, diverse lifestyle with modern, attractive, state-of-the-art amenities, and unique, quality entertainment and events.

**2.4 Market Growth:** Baby Boomers (those born between 1946 and 1960) began turning 55 in 2001, meaning a whole new market of potential homebuyers is now coming of age. There are an estimated 77.5 million Boomers, and they are among the wealthiest generations in American history.

**3.0 Market Trends:** Along with offering fewer amenities and charging higher fees, the new active-adult communities are high-tech, offer social gathering centers, lifelong learning programs, sports-themed atmospheres. The newer communities are smaller, more country club style, and the homes and lots are smaller. More 55-plus residents are working, are less involved in churches, are less inclined to volunteer but more inclined to donate to non-profit organizations. They are also more inclined to be involved in a variety of activities and hobbies, rather than just a few. Nationally, there are fewer golfers and they play fewer rounds.

| Baby Boomer Stats                             |                                                                                                                                                                                                                                |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>From Del Webb's 2005 Baby Boomer Study</i> | <ul style="list-style-type: none"> <li>About half of the Boomers surveyed expect to move to another state at retirement, with many seeking a better community lifestyle.</li> </ul>                                            |
|                                               | <ul style="list-style-type: none"> <li>59 percent of younger Boomers (41-49) and 50 percent of older Boomers (50-59) indicate they plan to buy a new home for their retirement.</li> </ul>                                     |
|                                               | <ul style="list-style-type: none"> <li>Of Boomers willing to move at retirement, 66 percent of older boomers indicate they would move for a better community lifestyle, and 54 percent would seek a warmer climate.</li> </ul> |
|                                               | <ul style="list-style-type: none"> <li>Nearly half (47%) of all respondents (ages 41-69) who will move say staying within 3 hours of family would be an important consideration.</li> </ul>                                    |
|                                               | <ul style="list-style-type: none"> <li>Among those willing to move, the most preferred states were Florida (14%), Arizona (12%), North Carolina (10%), California (8%) and Texas (5%).</li> </ul>                              |

|                  |                                                                                                                                                                                                                                                                                 |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | <ul style="list-style-type: none"> <li>Older Boomers (48%) say they will move to another state in retirement, and a higher cost of living would not deter them; yet 70 percent say moving for more affordable housing and location are their motivations for moving.</li> </ul> |
|                  | <ul style="list-style-type: none"> <li>Both younger and older Boomers plan to spend between \$100,000 and \$199,000 for a new home in retirement.</li> </ul>                                                                                                                    |
|                  | <ul style="list-style-type: none"> <li>Most Boomers say they are likely to downsize or remain in the same size home when they repurchase. Laundry rooms and Internet access are the most highly desired housing features.</li> </ul>                                            |
|                  | <ul style="list-style-type: none"> <li>Over 95 percent of Boomers use e-mail, and they enjoy Internet research, shopping and banking.</li> </ul>                                                                                                                                |
| <b>Chart 2.1</b> |                                                                                                                                                                                                                                                                                 |

| <b>50+ Internet Usage</b>                                                     |                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>From AARP's Profile of Older Americans 1999</i>                            | <ul style="list-style-type: none"> <li>Individuals 55+ are the fastest growing age segment on the Internet</li> <li>The age group with the highest concentration of online buyers is the 50-64 segment, at 24 percent.</li> <li>The fastest growing age segment of online buyers are those age 65 and older, at 16 percent.</li> <li>Altogether, over 68 percent of online buyers are over 40.</li> </ul> |
| <i>From SeniorJournal.com (12/17/04) survey by International Demographics</i> | <ul style="list-style-type: none"> <li>47 percent of those 50 and older use the Internet on a regular basis</li> <li>The fastest growth in internet use is driven by the older age group starting at 55 years old</li> </ul>                                                                                                                                                                              |
| <i>From SeniorJournal.com</i>                                                 | <ul style="list-style-type: none"> <li>More than two-thirds (70%) of those 50-64 years old have gone online.</li> </ul>                                                                                                                                                                                                                                                                                   |
| <i>From Charles Schwab Study 2004</i>                                         | <ul style="list-style-type: none"> <li>70 percent of U.S. seniors who own a home computer surf the web</li> <li>40 percent of all U.S. adults over age 50 have a computer at home, up from 29 percent in 1995. 59 percent use it to research an issue or topic of interest.</li> </ul>                                                                                                                    |
| <i>From Nielsen/NetRatings 2/10/05</i>                                        | Americans aged 65 and older jumped 25 percent in 2005 to more than 10 Million, while the 55 to 64 year-olds increased to almost 16 Million                                                                                                                                                                                                                                                                |
| <b>Chart 2.2</b>                                                              |                                                                                                                                                                                                                                                                                                                                                                                                           |

| <b>Baby Boomer Lifestyle</b>                  |                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>From Del Webb's 2005 Baby Boomer Study</i> | <ul style="list-style-type: none"> <li>Travel (62%) tops the list of desired retirement activities across all ages. Other popular interests are spending time with friends/loved ones (42%), exercising more (42%), volunteering (37%), taking up a hobby (33%), acquiring new skills (29%), and taking classes (25%).</li> </ul> |
|                                               | <ul style="list-style-type: none"> <li>64 percent of respondents still working outside the home said they will fully retire. Among those planning to continue working, 49% of younger Boomers and 37 of older Boomers plan to continue because they need the money.</li> </ul>                                                    |
| <b>Chart 2.3</b>                              |                                                                                                                                                                                                                                                                                                                                   |

| Golf Trends                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>From National Golf Foundation, May 13, 2009</i> | <ul style="list-style-type: none"> <li>• Though 4 million people either played golf for the first time in 2008 or returned to the game after a hiatus, the downward trend in the number of golfers in America continued, according to the National Golf Foundation's annual golf participation study. The number of core and occasional golfers fell 3%, from 29.5 million in 2007 to 28.6 million in '08. Core golfers are defined as people who play eight or more rounds annually; occasional golfers are defined as people who play one to seven rounds annually.</li> <li>• The study of 42,000 Americans was conducted by Synovate, a global market research firm in Chicago.</li> <li>• The number of core golfers dipped 4.5%, from 17.3 million to 16.6 million. The number of occasional slipped 1.5%, from 12.2 million to 12.0 million.</li> </ul> |
|                                                    | <ul style="list-style-type: none"> <li>• Trends in number of golfers (age 6+):</li> </ul> <p style="margin-left: 20px;">2000 - 28.8 million<br/>2005 - 30.0 million<br/>2008 - 28.6 million</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <i>Chart 2.4</i>                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

**4.0 The Association**

**4.1 Marketing Plan Goal:** The goal of this document is to develop a comprehensive Marketing Plan that defines this Association’s internal and external marketing goals and creates a realistic set of measurable objectives.

**4.2 Service Offering:** This Association offers unparalleled amenities and social opportunities for active adults. Specifically, this Plan addresses marketing objectives for promoting the Community as a whole, the Chartered Clubs, and the Bowling and Golf programs. To a lesser extent, it also outlines objectives for promoting networking opportunities, technological advancements, merchandising, special events, advertising revenue, and the Village Store.

**4.3 Positioning:** This Association and many of its amenities are 30 years old and are competing with newer communities offering more state-of-the-art facilities. We have, however, much more to offer with extremely competitive annual dues and fees. With some promotion, branding and public relations, along with a capital campaign that maintains our amenities at a four-star level, we are well positioned as one of America’s finest active-adult communities.



| Degree to Which SCW Residents' Expectations Were Met                                        |            |          |                     |                          |
|---------------------------------------------------------------------------------------------|------------|----------|---------------------|--------------------------|
|                                                                                             | Not at all | Somewhat | Met my expectations | Exceeded my expectations |
| <b>Female boomers</b>                                                                       | 1%         | 10%      | 60%                 | 29%                      |
| <b>Male boomers</b>                                                                         | 1%         | 8%       | 70%                 | 21%                      |
| <b>Female non boomers</b>                                                                   | 1%         | 7%       | 60%                 | 22%                      |
| <b>Male non boomers</b>                                                                     | 1%         | 9%       | 67%                 | 22%                      |
| Differences not significant.<br>Data from SCW's 2008 Baby Boomer Study.<br><i>Chart 2.5</i> |            |          |                     |                          |

#### 4.4 SWOT Summary

**4.4.1 Strengths:** We have among the nation's lowest annual fees; no debt; adequate reserves; proximity to medical facilities and high-end entertainment opportunities, casinos, Las Vegas, Palm Springs, California beaches, Mexico resort destinations, fine dining, Westgate, Arrowhead Towne Center, Spring Training Facilities, Arizona Cardinals stadium, Phoenix Suns, FBR Open, PIR Nascar racing track, Heard Museum, Phoenix Opera, Ballet, Symphony, etc. We are an all-inclusive community (with restaurants, shopping centers, etc.)

**4.4.1.1 Other amenities:** We offer Wi-Fi; private Library and Computer Center; copious entertainment opportunities; seven golf courses (9 total in community); 30-lane bowling center; softball field; 100+ chartered clubs; stand-alone Metal and Woodshop clubs; computer club facilities; Lawn Bowling; theater facilities; six pools; four state-of-the-art fitness centers; retail store; 16 pickleball courts; Wii gaming center; Social Hall; Ballroom; Lecture Hall; tennis courts; two mini golf courses; on-site restaurant; horseshoes; park with ramadas; performance pavilion; greenhouse; agricultural plots; indoor and outdoor walking track; bocce ball courts; lawn bowling; table tennis; racquetball; children's playground; billiards tables; volleyball; and two dog parks.

**4.4.2 Weaknesses:** We have a fixed base of golfers, and our courses are private. To attract new golfing homeowners, we need to invite them in to play our courses so they can experience the community. We are constrained by Articles of Incorporation; Covenants, Conditions and Restrictions; Bylaws and other Governing Documents that will need modification to further promote the community. We do not have the social gathering opportunities such as lounges, sports-themed facilities, restaurants, etc.

**4.4.3 Opportunities:** Expanded CNP, Open Play, and VIP program all offer new opportunities. We also have the opportunity to establish and market an image and branding for SCW. Boomers are reaching retirement age, and there are 1.5 million people 55 and older living in Metropolitan Phoenix. Women are the

fastest growing segment in golf. We have flexibility with our seven golf courses. There is an increased willingness by the Governing Board to explore marketing opportunities. The Northwest Valley attracts thousands of visitors a year for professional sporting events (Super Bowl, Spring Training, Nascar, etc.) and to visit families, etc., and we can market to them. There may be locations where we could create a lounge/sports-themed gathering place.

**4.4.4 Threats:** We have aging facilities. We're competing with new active adult communities with brand-new facilities and extensive marketing budgets. We have too many golf courses competing for limited golfers. The economy is hurting potential homebuyers and shrinking disposable incomes. Current residents are resistance to change, to fee increases and to outside participation. Investors are not active in the community; and there are an increased number of rental properties. We are also closely associated with Sun City.

## 4.5 Competition

*See chart below for details of Direct Competition.*

### 4.5.1 Direct Competition: Active Adult Community Summary

- **Age** – unless otherwise noted each is 55+. AA=Active Adult
- **Golf** – #'s include country club. P= Course open to public **32%** of those surveyed offer golf
- **Tennis** - # of courts. **71%** of those surveyed offer tennis
- **Bowling** – Only two on list are SCW & SC
- **Fitness** – Almost all have fitness facilities (**74%**)
- **Pool** – With several exceptions all have pools (**90%**)
- **Spa** – More have tennis than spas (**52%**)
- **Arts & Craft Centers** – In some cases includes only one room for all craft projects (**26%**)
- **Billiards** – **32%** offer billiards
- **Club Rooms** – Various types of rooms included similar to RHJ-SH (**35%**)
- **Dining** – wide variety including elegant, casual, snack bar at golf (**42%**)
- **Lounge** – **16%** (Assume many golf courses serve beer/wine)
- **Library** – **29%** have a library
- **Theater** – only 3 make mention of a theater with permanent seating.
- **Dues** – Numbers shown are per lot, assuming two residents per lot. Some may be outdated by time our plan is complete. Some #'s include HOA fees that cover all recreation facilities i.e., fitness room, etc. **Avg.= \$745/lot**



|                            | Age | Golf  | Tennis | Bowling | Fitness | Pool | Spa | Arts & Cr | Billiards | Club Rm | Dining | Lounge | Library | Theater  | Annual Fees | Population | Comments                   |
|----------------------------|-----|-------|--------|---------|---------|------|-----|-----------|-----------|---------|--------|--------|---------|----------|-------------|------------|----------------------------|
| Solera-Queen Creek         | *   | 72    |        |         | *       | *    |     |           | *         | *       |        |        | *       |          |             |            |                            |
| Trilogy Vistancia-Peoria   | *   | 18    | 4      |         | *       | *    | *   |           |           |         | 1      | 1      |         |          | \$1,808     | 2,400 H    |                            |
| Trilogy-Power Ranch        | *   | 18 P  | *      |         | *       | *    | *   |           | *         | *       | 2      | *      | *       | 28 seats | \$1,260     |            | Fitness extra \$s          |
| Sun Lakes-Chandler         | 40  | 45 P  | *      |         | *       | *    |     | *         |           |         |        |        | *       |          |             | 15,000 R   | Dues=\$736-\$1,600/yr.     |
| Sunbird-Chandler           | *   | *     | *      |         | *       | *    |     |           |           | *       |        |        | *       |          |             |            |                            |
| Springfield-Chandler       | *   | 18    | *      |         | 2       | *    |     | *         | *         | *       |        |        |         | *        |             | 742 H      |                            |
| Pebble Creek-Goodyear      | *   | 36    | 7      |         | *       | *    | *   | *         | *         | *       |        | *      | *       |          |             |            |                            |
| Solera-Chandler            | *   | 18 P  | *      |         | *       | *    | *   | *         | *         | *       | G      |        |         |          |             | 1150 H     |                            |
| Leisure World-Mesa         | *   | 36    | *      |         | *       | *    | *   | *         |           |         |        |        |         |          |             |            |                            |
| SC Festival-Bucheye        | 45  | 18    |        |         | *       | *    | *   |           |           |         |        |        |         |          | \$1,020     | 9,000 R    |                            |
| Sunland Village-Mesa       | *   | 18    | *      |         |         | 3    |     |           |           | *       |        |        |         |          | \$1,080     | 4,650 R    |                            |
| Sunland Village E.-Mesa    | *   | 18 P  | 6      |         | 2       | 2    | 2   |           |           |         |        |        |         |          | \$385.00    | 2,435 H    | APF \$500                  |
| Sunland Springs Vill.-Mesa | *   | 27 P  | *      |         | *       | *    | *   |           |           |         |        |        |         |          | \$395       | 5,000 R    | Upon completion            |
| Corte Bella-Surprise       | *   | 18    |        |         | *       | *    | *   | *         |           |         | *      | *      |         |          |             | 1,650 H    |                            |
| Sun City Grand             | 45  | 72 P  | *      |         | *       | *    | *   | *         |           |         | *      | *      |         |          | \$990       |            |                            |
| AZ Traditions-Surprise     | *   | 18 P  | *      |         | *       | *    |     |           | *         |         |        |        | *       |          |             |            |                            |
| Anthem CC-Anthem           | *   | *     | *      |         | *       | *    |     |           |           |         |        |        |         |          |             |            |                            |
| Coyote Lakes-Surprise      | *   | *     | *      |         |         |      |     |           |           |         |        |        |         |          |             |            |                            |
| Pueblo El Mirage           | *   | *     | *      |         |         | *    |     |           |           |         |        |        |         |          |             |            |                            |
| Sun City                   | *   | 243 P | *      | *       | *       | *    |     |           |           |         |        |        |         |          | \$420       |            |                            |
| SCW                        | *   | 162   | 27     | *       | 4       | 6    | *   | *         | 30        | *       | *      | *      | *       | *        | \$650       | 28000 R    | wi-fi, e-news, computer rm |
| Apache Wells-Mesa          | *   | 18 P  |        |         |         |      |     |           |           |         | G      |        |         |          |             |            | Public golf summer only    |
| Dreamland Vill.-Mesa       | *   | 9     |        |         |         | 3    | 2   |           |           |         |        |        |         |          | \$110 PP    | 3,000 H    |                            |
| Fountain of Sun-Mesa       | *   | 18    | *      |         | *       | *    | *   |           |           |         | G      | G      | *       |          | \$750       |            | \$240 food charge extra ?  |
| Mission Royale-Mesa        | *   | 18 P  | *      |         | *       | 2    | *   | *         | *         |         |        |        |         |          |             |            |                            |
| Rio/Tonto Verde-Rio Verde  | *   | 36    | 6      |         | *       | *    | *   | *         | 1         |         |        |        |         |          |             | 1,350 H    |                            |
| Sun Villiage-Surprise      | AA  | 18    | *      |         | *       | *    | *   | *         | *         | *       | *      | *      | *       |          |             | 2,500 R    | wifi, e-news               |
| Sunbird-Chandler           | *   | 18 P  | 4      |         | *       | 2    | *   |           | *         | *       |        |        |         |          |             | 1,600 H    |                            |
| Sundance-Buckeye           | *   | 18    | *      |         |         | 3    | *   |           | *         | *       | G      |        |         |          |             | 1,100 H    |                            |
| Ventana Lakes-Peoria       | AA  | SCW   |        |         |         | 4    | 2   |           | *         | *       |        |        | *       |          |             | 1,700 H    |                            |
| Westbrook Villiage-Peoria  | AA  | 36    |        |         | *       | *    | *   |           |           |         | G      |        |         |          | \$507       | 3,900 H    |                            |
| Chart 4.1                  |     |       |        |         |         |      |     |           |           |         |        |        |         |          |             |            |                            |

**Conclusions re: Direct Competition**

- The trend in golf (in Northwest Valley) is to open courses to public play. Sun City and Sun City Grand have done that.
- Bowling is cost intensive to build. There is no real competition for non-residents other than Sun City. This advantage could be promoted to our benefit.
- SCW has 6 indoor and outdoor pools; others, in most cases, don't have both.
- SCW has more tennis courts than anyone else.
- No one can claim as many clubs as Sun City West, nor do they have the arts and craft facilities.
- Dining/lounge facilities vary widely, and many are attached to the golf courses.
- Formal theaters are almost non-existent. Many do show movies in club rooms.
- Dues include HOA fees. Newer developments have higher dues/fees. Numbers listed should be used for comparison purposes only; may have changed by time this plan is published. Sun City West dues/fees are among the lowest. An aggressive campaign to educate SCW residents to inform them of our affordability, especially when compared to other communities, would be beneficial, and could help reduce future resistance to fee increases.
- Sun City West residents should be included in any marketing plan; we might want to start a referral program to reward those who bring in new golfing/bowling homeowners.
- No other community made any mention of technology i.e., Facebook, Twitter, wi-fi etc. Baby Boomers are interested in technology. We could promote this to our advantage.

## **4.5.2 Indirect Competition: Non-Age Restricted Communities and Golf Courses**

### **4.5.2.1 Residential**

Multi-age communities in Maricopa County are competing for Baby Boomers just as we are. Major new ones include Anthem, Tartesso, Estrella and Vistancia. All of these communities are multi-age but some have age restricted sections (Vistancia has Trilogy). Major age-restricted offerings outside the Northwest Valley that offer golf include Pebble Creek, Robson Ranch and Sun Lakes, which are all built by the same company.

The homes in the multi-age communities vary widely in price range. Most offer new construction from \$120,000 to \$450,000. Pebble Creek homes ranged from \$261,000 to \$504,000. Robson Ranch range is \$145,000 to \$264,000. Sun Lakes has older homes.

According to research into Boomer migration patterns, Boomers are not moving to the south as much as they did in the past. With Del Webb communities in such varied locations as Illinois, Colorado and Michigan, Boomers can live in an active adult community without moving thousands of miles from family, friends and social contacts they are comfortable with.

Boomers are looking to downsize in the home and forego yard work. Builders are creating homes with less square footage, high ceilings, screened porches, double sinks, and jacuzzi-style soaking tubs. Kitchens are not as important because Boomers dine out more than their predecessors. Laundry facilities are tucked away, out of site. Space utilization is key in a smaller house, with enough for hobbies. Hallways are wider, not for wheelchairs, but for walking bikes into the house.

New age-restricted communities offer high-quality fitness centers, hiking and biking trails. Swimming is important, as well as community clubhouses and public spaces.

“The most successful arrangements provide game and party rooms and lounges with space for private reservations and entertaining larger groups of guests. But again, this generation is not their father’s retirement set. They don’t want bingo and tea socials planned for them - but they want usable common space to host receptions or conduct group meetings,” one article states.

Another article explains, “Of Baby Boomers who are considering purchasing a home in an age-qualified active adult community, 30% prefer an urban location; 29% a community that maximizes local natural benefits; 22% like an active adult community located within a multi-generational development; 6% want a small

to mid-sized community with golf; 5% choose a country-club setting and **3% prefer a large community with golf.**

Boomers are more than twice as likely as those 59-70 to choose an active adult community that is part of a multi-aged community. Another statistic shows 40% of Boomers anticipate that their adult children will move back in with them, while 30% anticipate their parents will move in with them.

Some of the Del Webb communities offer interesting activities. Fitness activities of interest to Boomers include Tai Chi, Yoga and Pilates. More adventuresome activities include skydiving, white water rafting, hot air ballooning, sports flying, hang gliding and parachuting. Most of the fitness activities are being done in the early morning or afternoon as the Boomers are still working. As for passive recreation, media technology, ceramics, pottery, wood crafting, stained glass, painting and drawing and knitting are at the top of the list. In the media technology area, computer, photography, computer graphics, desktop publishing and television/cable programming are of interest.

**4.5.2.2 Golf**

Nationally, Del Webb still ranks golf very popular with 40% of residents in Del Webb communities playing seasonal golf at least one time per week and nearly 65% playing occasionally. 36% indicated they never play golf. This compares to 12.3% golfer participation for the same age groups in the general population. Golfers in Del Webb communities play an average of 103 rounds per year in the Sun Belt and 54 rounds per year in four-season climates. Of the nearly 80 Del Webb communities in existence, 19 have at least one golf course in the community and 27 offer a golf benefit program with local courses for discounted rates and fees for Del Webb residents.

The West Valley is a destination area for golfers, as evidenced by the number of courses here. We fall in the middle of the West Valley competition in terms of home prices and golf rates.

| Type of Course      | Number in AZ          |
|---------------------|-----------------------|
| Private             | 110                   |
| Public              | 217                   |
| Semi-Private        | 26                    |
| <b>TOTAL</b>        | <b>353</b>            |
|                     |                       |
| Type of Course      | Number in West Valley |
| Private             | 6                     |
| Public/Semi-Private | 51                    |
| <b>TOTAL</b>        | <b>57</b>             |
| <i>Chart 4.2</i>    |                       |

In Maricopa County, most of the new communities offer many recreational activities including golf. The rates for golf vary widely. Estrella Ranch ranges from \$50 in summer up to \$139 December through March. Sun Lakes' various courses ranged from \$40 to \$70 weekdays and weekends. Palm Valley in Goodyear is \$15 to \$69 depending on day and time. Eagle Mountain Golf Club in Fountain Hills is \$65 to \$195 for outside play depending on time of year and days. Our resident, CNP and Open Play rates are very competitive.

**4.5.2.3 Bowling**

There are relatively few bowling centers in the Valley, and really only one other (Sun City) that serves as our competition for outside play. Brunswick has lanes in Avondale, Glendale and Phoenix, but they appear to cater mostly to a younger crowd. AMF lists a Phoenix bowling center that includes a cocktail lounge.

**5.0 Marketing Strategy**

Our marketing strategy is two-pronged: those items that staff will tackle, such as specific programs and marketing efforts; and those items the Governing Board will pursue, such as setting rates, developing policies and changing Bylaws as necessary to accomplish goals.

**6.0 Advertising**

**6.1 Locally**, our advertising efforts do not have to be costly. The 2008 SCW Boomer Study shows most residents receive their information through word of mouth and either our own literature/ads, or the Visitors Center. Very few get their information from paid ads.

| Sources of Information                  |         |      |             |      |                             |
|-----------------------------------------|---------|------|-------------|------|-----------------------------|
| Sources of Information                  | Boomers |      | Non boomers |      | Are differences Significant |
|                                         | Female  | Male | Female      | Male |                             |
| Family                                  | 42%     | 33%  | 26%         | 32%  | Yes                         |
| Friends                                 | 36%     | 35%  | 42%         | 39%  | No                          |
| RCRSW website                           | 8%      | 12%  | 4%          | 3%   | Yes                         |
| SCW literature                          | 20%     | 11%  | 14%         | 17%  | No                          |
| Newspapers/magazines                    | 5%      | 3%   | 10%         | 10%  | Yes                         |
| Advertisements                          | 2%      | 1%   | 7%          | 9%   | Yes                         |
| Visitor Center                          | 21%     | 24%  | 20%         | 26%  | No                          |
| Visited SCW before decision             | 58%     | 66%  | 77%         | 68%  | Yes                         |
| Considered other retirement communities | 55%     | 64%  | 54%         | 63%  | No                          |
| <i>Chart 6.1</i>                        |         |      |             |      |                             |

**6.2 Nationally**, efforts to attract golfing, bowling residents to SCW will be costly, as advertising in national publications can run into the thousands of dollars. Still, this expense pays off not only through APF fees, but additional golf and bowling revenues from these future

residents. Advertising dollars should be directed at golfers and bowlers, not just any 55+ residents; we need to fill homes with residents who participate in revenue-generating activities.

**6.3 Direct Marketing:** High quality, visually appealing direct market pieces may be sent to potential residents who participate in golf and are middle- to upper-income. This kind of targeted marketing is readily available through various vendors. Pieces should be targeted to geographical areas that match Arizona migration patterns (ie, Maricopa County, California, northern states, etc.)

**6.4 Website Marketing:** The Association's websites are perhaps our most economical and most easily controlled marketing avenues. Vast improvements already have been made to make them visually appealing, information packed and easily searchable. Search Engine Optimization efforts will continue to bump up rcscw.com and related sights (scwaz.com, suncitywestgolf.com) in the rankings. More use of video material (including new promotional video) will attract potential resident golfers to the community.

**6.5 Plan Philosophy:** It's important to note that the programs offered through this plan were developed by a broad-based team comprised of staff and community members. More than a dozen individuals from all areas of the Association provided input and ideas through dynamic brainstorming sessions.

This plan offers a significant variety and number of programs in order to provide a slate of short- and long-term possibilities, as well as a spectrum of affordable to costlier options. Some depend on Governing Board approval, some on staff time. The key is variety, flexibility and taking measured chances to move this Association forward.

The philosophy motivating the Marketing Team, particularly as it relates to golf, centered on one key idea: *"Our population has aged and residents are playing less golf. That, combined with the decline in golf nationally, has produced a downward trend in our Association's golf revenue that we've not been able to counteract with existing marketing efforts. Continuing to do what we're doing is not working; we have to try something new."* In that vein, it's a given that some ideas may not generate significant revenue, but they will generate enthusiasm for the various programs and the Association as a whole, as well as promote resident pride in a vibrant, progressive community.

With those thoughts in mind, the Marketing Team offers the following thoughts for consideration, before delving into specific programs. Although not a traditional part of a marketing plan, we believe this kind of thinking will move us beyond repeating what's not working now, and moving us successfully into new opportunities:

**From Alvin Toffler, author of "Future Shock"**

- Future shock is the shattering stress and disorientation that we induce in individuals by subjecting them to too much change in too short a time.
- It is better to err on the side of daring than the side of caution.

- Knowledge is the most democratic source of power.
- Man has a limited biological capacity for change. When this capacity is overwhelmed, the capacity is in future shock.
- You can use all the quantitative data you can get, but you still have to distrust it and use your own intelligence and judgment.

**From Bob Parsons, GoDaddy Founder, from his 16 Rules of Business**

- **Get and stay out of your comfort zone.**
- **Never give up** - Almost nothing works the first time it's attempted. Just because what you're doing does not seem to be working, doesn't mean it won't work. It just means that it might not work the way you're doing it. If it was easy, everyone would be doing it, and you wouldn't have an opportunity.
- **Take things a day at a time.**
- **Always be moving forward**- Never stop investing. Never stop improving. Never stop doing something new. The moment you stop improving your organization, it starts to die. Make it your goal to be better each and every day, in some small way.
- **Measure everything of significance** - I swear this is true. Anything that is measured and watched, improves.
- **Pay attention to your competitors, but pay more attention to what you're doing** -
- **Don't take yourself too seriously** - Lighten up.

**6.6 Program Recommendations:**

**6.6.1 Golf**

**6.6.1.1 Internal:** 9 hole-play; reduce length of courses; turn 18-hole course into two 9-holes; forward tees; skills challenges; hole-in-one tournaments; holiday tournaments/events; Celebration of Golf; club events; summer series; leagues; social gathering places; pro shop improvements; barbecue areas/gathering opportunities; better golf carts; updated bathrooms; improve golf pages in Rec News; birthday special events

**6.6.1.1.1 Board task:** Write columns for Rec News explaining and showing support (unified front) for programs. Adopt capital budget allowing for new carts, bathroom and pro shop improvements, and construction of new gathering places.

**6.6.1.1.2 Staff tasks:** Select manageable number of programs to accomplish and shepherd them through the process from idea to reality. Set measureable goals for each program.

**6.6.1.2 External:** Outside Play; CNP; skills challenges; hole-in-one tournaments; holiday tournaments/events; Celebration of Golf; leagues; social gathering places; pro shop improvements; barbecue areas/gathering opportunities; better golf carts; updated bathrooms; birthday special events

**6.6.1.2.1 Board task:** Change Bylaws 4.16.17-19 and related policies to allow for permanent Outside Play program, expanded CNP opportunities, and participation in leagues by non-residents. Adopt capital budget allowing for new carts, bathroom and pro shop improvements, and construction of new gathering places. Adopt rates for Outside Play and CNP.

## **6.6.2 Bowling**

**6.6.2.1 Internal:** House leagues, market more to our own residents, bring in new bowlers. Increase BASCW membership; improve relationship with club.

Improve communications and educate all league officers to facilitate participation of members in special events. Expand current mentoring program. Coordinate special events and tournaments with Bowling on the Green Tournaments. Invite local motorcycle clubs and antique car/hot rod groups to host shows during special events.

Spring break/family bowling event. Actively promote year-round advertising on walls and overhead monitors. Develop a Sports Pavilion advertising piece/handout and make available at Visitors Center, etc.

Special events: Cosmic bowling, Military/Veteran tournaments/events, tie in with Memorial Day and Veterans Day to host two special tournaments a year open to veterans and their families. Bowl for Charity; pick a SCW charity to benefit from tournament. Celebrity event. More corporate sponsorships.

*Sports Lounge: Promotions for Sports Night - pro and college sports – baseball, hockey, basketball, football and golf (PGA, Masters, etc).* Many residents have indicated a desire for a sports lounge located within the confines of this community, where they could take friends and guests to watch sporting events on big-screen TVs without having to venture out into neighboring dining/sports lounge areas that cater primarily to younger patrons. Such a venue would strengthen our position in the market, putting us on a par with the new communities that offer these venues to their residents.

Billiards: Explore possibility of hosting billiards tournaments. Continue hosting Senior Olympics.

**6.6.2.2 External:** Market and advertise more to CNP market. Open leagues, make available to anyone 50+ from anywhere; already approved on a trial basis – make permanent.



House tournaments between 3 Sun City communities. House tournaments against all Valley bowling centers. Continue promoting Sports Pavilion through VIP program. More Sports Pavilion private events.

Special tournaments/events: Senior tour, national or regional, advertise it and bring in advertisers to pay sponsorship fee. Open Tour, Southwest Regional. USBC Tournaments, already host four a five a year; need to advertise them outside SCW to attract bowlers who are prospective homebuyers. Force Tournaments (youth)

**6.6.2.2.1 Board Task:** Change Bylaws 4.16.18-19 to make this a permanent league.

### **6.6.3 Recreation**

**6.6.3.1 Internal:** Develop comprehensive recreation program meeting the needs of the members. Plan special events, activities, socials, gatherings, opportunities that promote growth physically, mentally, and socially. Continue offering special events-Offer a wide variety of entertainment: Develop Fee Structure that is competitive, Promote attendance by residents through Rec Center News, e-newsletter, psa's.. Continue developing social dances-Change music as age ranges change, remain competitively priced, promote attendance by residents through local newspapers, website, and Rec Center News. Parties for Residents only-develop parties exclusively for residents only. Continue offering Free Concerts. New Resident Orientation-keep presentation fresh and current. Provide tours of all facilities. Maintain facilities in a four star manner. Follow recreation trends and adapt facilities accordingly; update restrooms and monitor areas to match current expectations, plan for capital improvements that keep the facilities current. Develop exciting tour opportunities for residents-look at trends in travel and market accordingly.

**6.6.3.1.1 Board Task:** development and implementation of Public Forums, Community Meetings, Budget Forums

The following chart shows activities desired by Boomers Club members.

| HOBBIES         |             |           |                |                         |                              |                        |           |                              |         |             |         |
|-----------------|-------------|-----------|----------------|-------------------------|------------------------------|------------------------|-----------|------------------------------|---------|-------------|---------|
| Golf            | Clay        | Bicycling | Roller Blading | Cooking/<br>New Recipes | Vintage Cars/<br>Restoration | Book Club              | Computers | Coins                        | Bowling | Photography | Writing |
| 11              | 2           | 4         | 2              | 17                      | 1                            | 15                     | 5         | 3                            | 3       | 5           | 2       |
| Camping / RVing | Motorcycles | Skiing    | Pickleball     | Quilting                | Theatre                      | Games, Cards, Dominoes | Painting  | Volleyball, Hunting, Fishing | Hiking  | Dancing     |         |
| 2               | 7           | 2         | 4              | 1                       | 22                           | 38                     | 1         | 3                            | 17      | 3           |         |

| NEW ADVENTURES           |                    |           |               |                 |                     |                  |             |                 |          |               |
|--------------------------|--------------------|-----------|---------------|-----------------|---------------------|------------------|-------------|-----------------|----------|---------------|
| Metal Detecting          | Hot Air Ballooning | Travel    | Casino Trips  | Yoga Classes    | Day Hikes           | Golf for Rookies | Bocce       | New Restaurants | Potlucks | Rock Hounding |
| 1                        | 2                  | 32        | 8             | 6               | 4                   | 3                | 4           | 8               | 6        | 1             |
| Horseback Riding, ATVing | Wine Club          | Day Trips | Dance Lessons | Antique Junkets | Comedy, Music Shows | Car Shows        | Craft Shows |                 |          |               |
| 3                        | 2                  | 15        | 1             | 2               | 2                   | 3                | 5           |                 |          |               |

| EVENTS OF INTEREST          |                  |                |              |              |         |                              |             |                       |         |              |                                 |  |
|-----------------------------|------------------|----------------|--------------|--------------|---------|------------------------------|-------------|-----------------------|---------|--------------|---------------------------------|--|
| Games/ Cards to meet people | RV Trips         | Ballet         | Flea Markets | Pool Parties | Dinners | Theatre, Lunch, Dinner shows | Game Nights | Spring Training Games | Picnics | Service Days | Wine, Cheese, Chocolate Tasting |  |
| 6                           | 3                | 3              | 5            | 8            | 17      | 28                           | 8           | 5                     | 5       | 1            | 13                              |  |
| Horse Races                 | Pro Sports Games | 50s/60s Dances | Casino Night |              |         |                              |             |                       |         |              |                                 |  |
| 4                           | 7                | 3              | 2            |              |         |                              |             |                       |         |              |                                 |  |

| MEN/WOMEN ONLY |                |      |                |
|----------------|----------------|------|----------------|
| Interested     | Not Interested | Golf | Ladies Lunches |
| 28             | 11             | 4    | 12             |

|        |                    |
|--------|--------------------|
| TOP 10 | 1. Games, cards    |
|        | 2. Travel          |
|        | 3. Theatre Shows   |
|        | 4. Theatre         |
|        | 5. Cooking/Recipes |
|        | 5. Dinners         |
|        | 5. Hiking          |
|        | 6. Day Trips       |
|        | 7. Tastings        |
|        | 8. Ladies Lunches  |

**Chart 6.2**

**6.6.3.2 External:** External-Provide opportunities for the prospective resident to sample our events and activities. "A day at Sun City West". Conduct tours of all facilities for prospective residents. Market selected events to non-residents through PSA's in local newspapers.

**6.6.3.2.1 Board Task:** development and implementation of Public Forums, Community Meetings, Budget Forums

**6.6.4 Chartered Clubs**

**6.6.4.1 Internal:** Promote the Charter Clubs through websites, PSA's, events, and Rec Center news. Work with residents on new clubs. Develop marketing programs for failing clubs. Maintain Charters, develop leadership through Charter Club Officer meetings. Promote usage of our facilities to charter clubs.

**6.6.4.2 External:** Promote lifestyle utilizing the enormous amount and variety of Charter Clubs.

**6.6.5 Community**

**6.6.5.1 Internal:** Create sports-themed lounge in the Sports Pavilion. Consider expanding hours of some activities/locations. Consider creating cybercafé/ coffee bar. Cross promote between activities (golf, bowling, recreation).

**6.6.5.2 External:** lowering age to 45? This idea was considered but the Marketing Team does not advocate it for a variety of legal and logistical reasons. Support PR Committee's efforts to create goodie bags to give away at special events (SCW water bottles, pens, literature, etc.)

**6.6.6 Real Estate**

**6.6.6.1 Internal:** Continue updating New Member Packet to keep members informed.

**6.6.6.2 External:** Offer open house or attend Realtor staff meetings to explain our amenities, etc. Place ads marketing SCW as an active-adult community.

**6.6.7 Technology**

**6.6.7.1 Internal:** Facebook, Twitter

**6.6.7.2 External:** Promote SCW online and through updated promotional video.

**6.6.8 Merchandising**

**6.6.8.1 Internal:** Create and sell SCW merchandise (T-shirts, mugs, mousepads, die-cut car stickers etc.) online and in Village Store.

**6.6.8.2 External:** Create and sell SCW merchandise through an online store that offers production on demand; no need to stock product.

**6.6.9 Advertising Revenue**

**6.6.9.1 Internal:** Advertising on scorecards. Community bulletin boards

**6.6.9.2 External:** Not applicable

**6.6.10 Village Store**

**6.6.10.1 Internal:** Place brochures or half-sheet flyers at the Admin office, bowling alley, library, during book sales, events, concerts, at golf pro shops, club rooms, rec centers, the Strike Zone Restaurant and any other Rec Centers property. Replace sign on RH Johnson; add small sign on the monument signs at Bell Road and Grand Avenue.

**6.6.10.2 External:** New, more visible location for the store. Brochures or half-page flyer at local stores (Safeway, Bashas', Bob's Variety), and banks, doctors offices, PORAs and Visitors Center. Fair flyers at the same locations. Fair signs throughout the community and at the entrances. Get advertising space on the urologist's new digital sign; yellow page ad, newspaper ad. Half-page flyers would have name, address, phone number, hours of operation and a basic description of what is in the store. Move Village Store to better frontage position. Add booth at fairs to promote SCW with video tour of SCW.

**7.0 Marketing Expense Budget:** \$50,000 set aside in FY 2009-10 for marketing/advertising.

**8.0 Expenses by Program:** See attached spreadsheet outlining specific programs.

**9.0 Implementation Schedule:** See attached spreadsheet outlining specific programs. Small committees can be assigned to investigate each program, then develop an appropriate implementation schedule.

#### **10.0 Controls**

**10.1 Continuity:** Staff Marketing Team will meet quarterly to ensure progress is being made on programs outlined in plan, and that plan is updated as needed.

**10.2 Staff Goals:** Staff members' annual goals will include projects that fall under their purview for that rating period to ensure follow-through and accountability.

**10.3 Champions:** A champion has been identified for each program; he, she or the team will assure the programs are brought to fruition, or that the reasons for not completing them are explained (budgeting, time constraints, not politically feasible, etc).

**10.4 Keys to Success:** Set long and short-term goals per project. Gather feedback from public and Governing Board, and revise as necessary. Track income on each project. Gather input from staff before launching individual programs and as they're moving forward.

**10.5 Contingency Planning:** If short-term goals show no progress, reevaluate program and make adjustments or kill the program and move on to another.

## 11.0 Closing Thoughts

In keeping with our non-traditional approach to this plan, the Marketing Team offers these final thoughts to ponder:

***"Jumping at several small opportunities may get us there more quickly than waiting for one big one to come along."***

- Hugh Allen

...

***"No great marketing decisions have ever been made on qualitative data."***

- John Scully 1939-, former president of Pepsi and CEO of Apple

...

***"The things we fear most in organizations - fluctuations, disturbances, imbalances – are the primary sources of creativity."***

- Margaret J. Wheatley

...

***"The best way to predict the future is to create it."***

- Peter Drucker