



Green Valley Recreation, Inc. Environmental Scan Report for FY 2027-2031 Strategic Planning

Environmental scanning from April – July 2026. Report as of July 21, 2026.

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Introduction.

This summary report will help guide GVR's future strategy

Purpose of the report

For effective future planning, GVR needs a clear understanding of where the organization stands today and what future opportunities and challenges are on the horizon for this strategic planning project, Zelos conducted an **Environmental Scan** as Phase 2. This report summarizes the data collected during the Environmental Scan and is intended to **serve as a source of input for the Board of Directors as it develops GVR's next strategic plan**. In Phases 3 and 4 of the project, the Board will review and consider the information in this report as it develops GVR's next strategic plan.

Structure of the report

All graphs and data in this report show the results from the randomly selected sample of members, unless otherwise specified. It is organized as follows:

- **Section 1. Environmental Scan purpose and methodology**—explains how Zelos and GVR collected information and data and how Zelos analyzed that information and data.
- **Section 2. GVR mission and vision**—summarizes member and staff perspectives about the current mission and vision to help GVR determine how to update it.
- **Section 3. GVR strengths**—includes member and staff perspectives about GVR's strengths and accomplishments.
- **Section 4. GVR opportunities**—highlights member and staff perspectives about opportunities to improve GVR's programs, services, facilities, and operations in the future.
- **Section 5. GVR challenges**—identifies member and staff perspectives on trends and emerging challenges GVR may face over the next five years.
- **Appendix 1. Charts**—includes response graphs to each closed-ended question from the randomly selected sample of members.
- **Appendix 2. 2026 Strategic Planning Survey for Members** is the full text of the survey.



Section 1. Environmental Scan purpose and methodology

Purpose of the Environmental Scan

An important component of planning for the future is to have a good sense of where an organization is now in terms of what its strengths, weaknesses, opportunities, and challenges are, and how well it is meeting its current mission.

In alignment with GVR's request for proposal requirements and the Zelos strategic planning process, Zelos—in collaboration with the GVR staff project team—collected information and data from multiple sources and using different methods as part of the Environmental Scan phase. This information and data, in combination with the Board and staff's knowledge and judgment as well as other available data—will help understand GVR's current reality (where GVR is now) to support strategic planning for the future (where GVR wants to go).

**This report is not the end of GVR's strategic planning work;
it is the beginning.**

Overview of the data sources

Zelos reviewed and captured the following information and data as a part of this project.

Data source	Data collected
Document review (<i>Internal documents provided by GVR for Zelos review; External sources collected by Zelos</i>)	Internal organizational documents (e.g., GVR organizational chart, the Board credo, budget summaries, previous GVR strategic plan, GVR Now newsletters, recreation catalogs, GVR year in reviews) and external sources (e.g., AARP; National Recreation and Park Association (NRPA); Mather Institute; International Council on Active Aging (ICAA); National Institute on Aging; Arizona Department of Water Resources (ADWR))
Member survey (<i>Collected by Zelos</i>)	Randomly selected sample response rate = 21% Survey period: June 15 th through 26 th , 2026 Questions included review of GVR's current mission and vision; member participation and experience; future needs, demands, and trends; strengths and opportunities for the future; and GVR membership.



Data source	Data collected
	Zelos emailed an invitation to the survey to a randomly selected sample of GVR members and provided an open-response URL for any GVR member to complete. Zelos maintained the randomly selected sample and open-response data in two separate datasets.
Focus groups (Facilitated by Zelos)	Total = 32 participants GVR hosted four focus groups on June 22 and 23, 2026, for the following groups: (1) staff, (2) attendees to classes and events, (3) club leadership, and (4) active pools and sports court users. GVR staff invited participants to these focus groups based on internal data. Questions included a review of GVR's current mission and vision; current services and offerings; internal operations (staff only); and recommended priorities.

The member survey

Developing the survey

Zelos reviewed several background documents to understand what has changed at GVR during its current strategic plan period to determine the appropriate and timely questions for this strategic planning cycle. Zelos also identified questions from GVR's 2018 and 2022 member surveys and GVR's 2021 strategic planning survey that could be asked again so that GVR could understand trends over time. Based on that review and initial discussions with GVR leadership, Zelos designed the survey to achieve two distinct purposes:

1. **For strategic planning:** To inform development of the 2027-2031 GVR Strategic Plan with Zelos support by identifying member priorities, emerging trends, future needs, and perspectives regarding facilities, services, technology, and long-term sustainability.
2. **For GVR to understand and report on trends over time in member perspectives:** To allow GVR to assess member perspectives, track trends over time, and evaluate progress related to the current 2022–2026 GVR Strategic Plan. Questions cross-referenced and retained from prior member surveys to allow GVR to conduct comparisons over time and to measure performance on current goals and initiatives. *This report does not include the trend analysis; GVR will conduct that analysis independently.*



Zelos drafted the survey and then facilitated two meetings to review the survey: one with GVR staff and one with the Board. Zelos incorporated feedback from both groups to develop the final survey and ensured alignment with survey best practices for both collection and analysis. See **Appendix 2** for the full survey.

Selecting the appropriately sized random sample of GVR members

GVR provided the current membership list, which excluded duplicate listings, mobile home park members, retirement home members, LLCs, and estates. The member list contained 21,695 members. Based on the size of the membership and a conservative estimated response rate of 10%,¹ Zelos **randomly selected 5,585 members** to receive a survey invitation. This sample size was designed to provide a 95% confidence level (industry standard) with an approximate $\pm 4\%$ margin of error, assuming the estimated response rate.

Each member on the list was assigned a random number, and the list was sorted accordingly. The first 5,585 members were selected for the sample. We checked for duplicate email addresses, removed the member with the higher randomly assigned number, then added the next randomly selected member. We repeated this process until the list included 5,585 members with unique email addresses.

Inviting and opening the survey to GVR members

Zelos emailed the personal invitations to the randomly selected sample of members from its survey platform (Qualtrics) on **Monday, June 15, 2026**. Zelos also provided an open-response URL for any GVR member to complete. Zelos maintained the randomly selected sample and open-response data in two separate datasets.

GVR shared the open survey link through a variety of communication channels the month of June, including regular e-blasts and special bulletins, the GVR Now! newsletter, the GVR website (home and strategic planning pages), bulletin board posters, electronic displays at major centers, center computers, and social media.

The survey was active for two weeks, closing at the end of the day on **Friday, June 26, 2026**.

¹ GVR's 2021 strategic plan survey achieved a 12% response rate (2,814 responses) and its 2022 Member Survey (887 responses in the sample) achieved an 18% response rate from the randomly selected sample of members.



Supporting members and monitoring during the survey period

GVR provided support to members during the survey via its hotline email account. Also, GVR staff were available in-person for members requiring assistance completing the survey. To be sure GVR staff had a straightforward process for supporting members, Zelos created a *survey assistance resource document* that included a clear process and technical support guidance.

At the same time, Zelos provided regular support to GVR staff and to members directly via email. Zelos responded to more than 70 members, helping them access their survey links, resolve technical issues, remove them from future reminders if they requested, and answer questions about eligibility and survey participation.

During the survey period, more than 400 member emails were undeliverable and some members informed us that they would not respond. As a result, Zelos continued to monitor the randomly selected sample size to ensure we had an adequate sample to meet the desired response rate. Zelos did not need to add random members to the sample during the survey period.

The final survey response rate

For the randomly selected sample

Once Zelos closed the survey, Zelos reviewed all responses and removed responses where someone only opened the survey, as well as duplicate responses associated with the same Member ID. Ultimately, we received a total of **1,183** usable responses from the randomly selected sample. Because not every person answered every question, the number of responses declines slightly over the course of the survey.

The **response rate for the randomly selected sample was 21%**, calculated as 1,183 divided by 5,585 invited members. With this number of responses, we can expect the reported results to reflect the views of the overall member population, at a 95% confidence level and within ± 3 percentage points. For example, if 90% of respondents report that GVR provides excellent facilities, we would expect between approximately 87% and 93% of the total member population to report the same.

These results provide a reliable picture of overall member views, while also showing where members have different experiences, priorities, and opinions. Those differences will be important to consider during the strategic planning process.

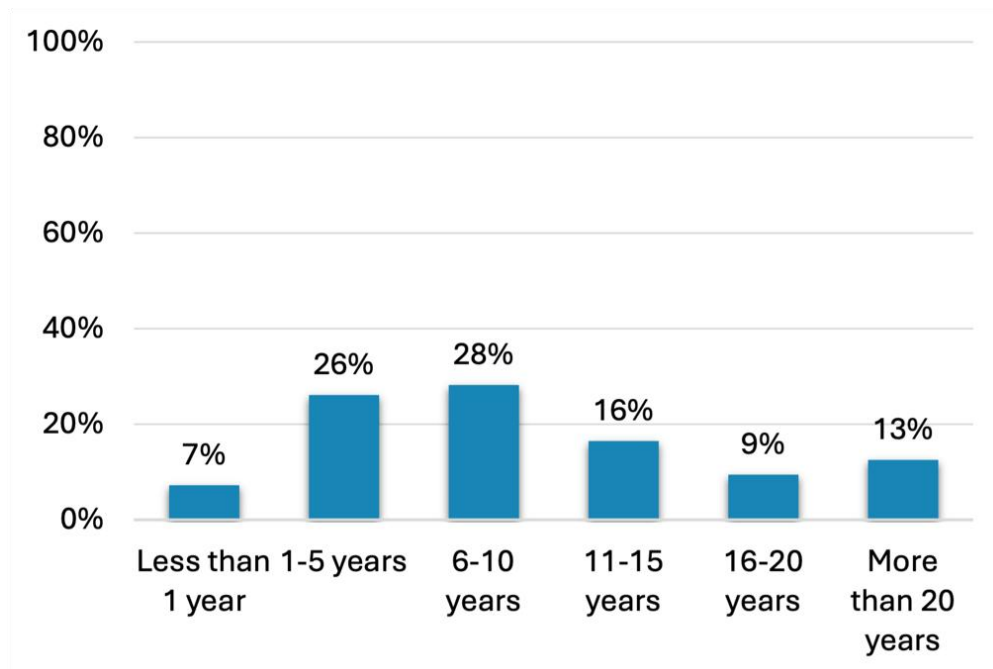


Additional responses to the open-response survey

We also received 1,075 usable responses from members who participated through the open survey link. Those responses were maintained as a separate dataset and compared with the responses from the randomly selected sample.

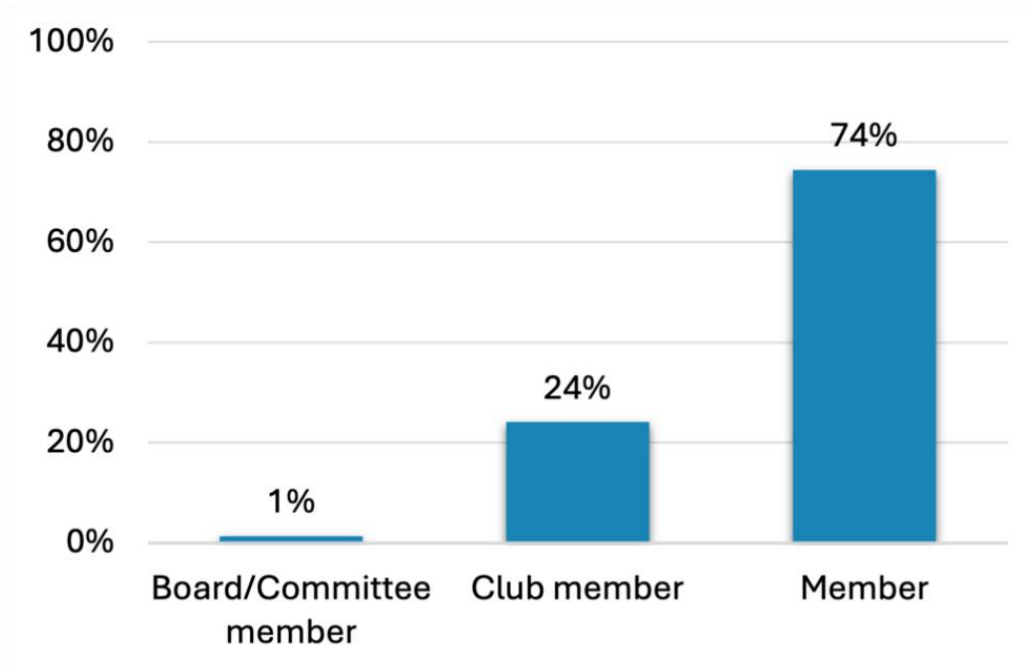
Demographics of the respondents in the randomly selected sample

Over 60% of respondents have been a GVR member for 10 years or less.

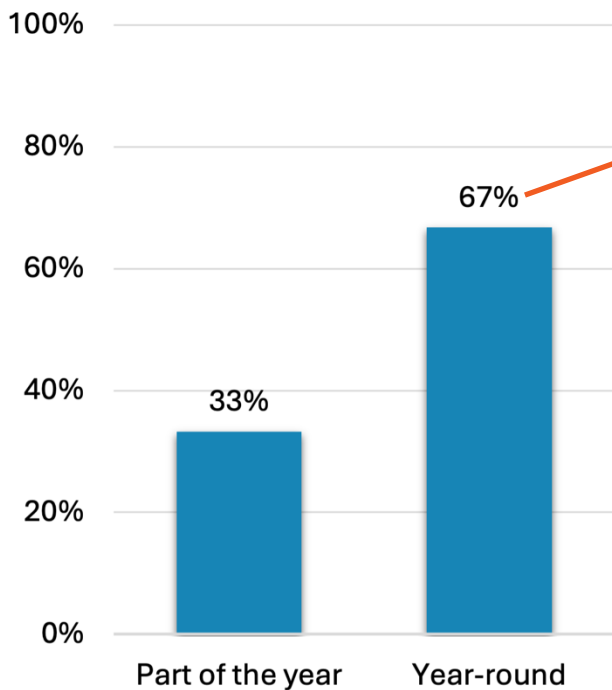




The majority of respondents indicated their primary role in GVR was as a member.



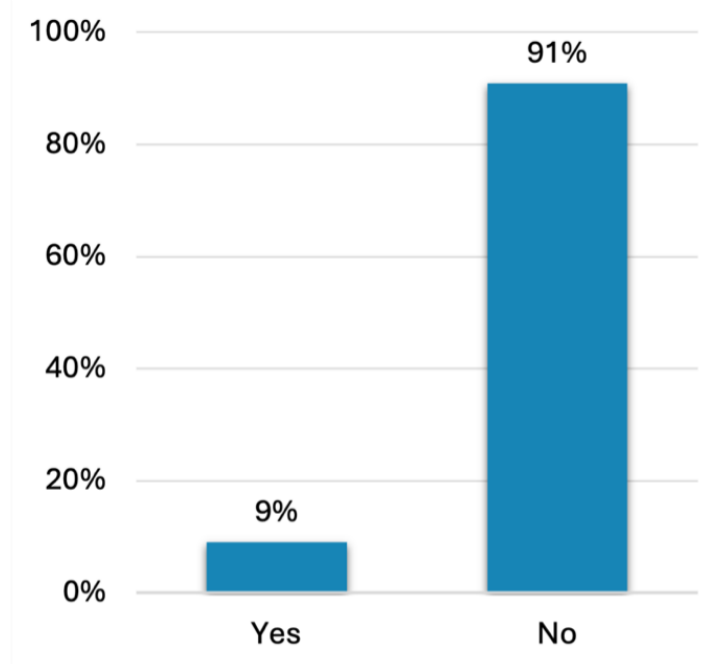
About two-thirds of respondents live in GVR year-round.



30% of members who reported living in GVR year-round indicated that they **travel during the summer months.**



Most respondents reported that they do not own more than one GVR property.



Comparing the randomly selected sample to the open-response group:

There were no statistically significant differences in the demographic characteristics of members who responded to the randomly selected sample invitation and those who responded through the open survey link.

Focus groups with members and staff

Zelos conducted four (4) focus groups to gather input from GVR staff and members. In the focus groups, we asked them to describe the current environment at GVR, weigh in on GVR's current mission and vision, and identify strengths and opportunities in current services and offerings and internal operations (staff only). We also asked them to recommend priorities for the future.

The GVR strategic planning team identified groups to invite because these groups have a unique perspective given their participation in GVR services and roles in GVR. GVR recruited participants for the focus groups.



The focus group participant categories were:

1. **Staff** (13 participants)
2. **Attendees to classes and events** (8 participants)
3. **Club leadership** (7 participants)
4. **Active pools and sports court users** (4 participants)

Data analysis approach

Zelos reviewed all information and data collected through the document review, member surveys, and focus groups together to identify common themes, perspectives, and priorities. Prior to analysis, Zelos conducted an extensive data cleaning process. Because many members who were invited to participate in the randomly selected sample survey also completed the open survey, responses were cross-referenced to create two distinct datasets: the randomly selected sample and the open-response group.

Zelos compiled and reviewed the results in both datasets, using Qualtrics and Excel for all quantitative data and ChatGPT Workspace (-5.6 Sol) to support analysis and categorization of the more than 2,000 open-ended survey responses.

Zelos then synthesized the quantitative and qualitative results by examining where results were consistent across data sources, where perspectives differed, and where one source provided additional context or explanation for another. This integrated approach allowed the survey results, focus groups, and document review to collectively inform the findings presented in this report and provide a comprehensive understanding of current perspectives and future considerations to support the strategic planning process.

Finally, Zelos conducted targeted external research to find specific insights related to the strengths, challenges, and trends identified through this Environmental Scan. These insights are included in relevant sections of this report.

Comparing the randomly selected sample to the open-response group

Zelos compared both the closed-ended and open-ended question responses from the **randomly selected sample of members** to the responses provided by the **members in the open-response group**. We conducted this comparison to determine whether members who responded through the open-response link had meaningfully different characteristics or views from those in the randomly selected sample.



We gave particular attention to the differences that were both statistically significant and practically meaningful.

Results from the open-response group were highly consistent with results from the randomly selected sample. In fact, we found only minor differences that do not substantially diverge from the reported results based on the randomly selected sample. Those minor differences were:

- In one question, *“How important is it to you for GVR to maintain all 13 pools it currently operates?”* most respondents in both groups supported maintaining all 13 pools. Members in the open-response group expressed stronger support, with substantially more rating it as extremely important (36% vs. 22%).
- In eight of the statements about Board governance and organizational effectiveness we found that the open-response group members were less likely to select “I don’t know” and, when they did answer, their responses skewed slightly more negative than the randomly selected sample of members. Still, the overall distribution of responses as well as the response average were consistent between the two groups.

We also compared open-ended responses between the two groups to see if there were different themes that emerged; both response groups were consistent.

- For two questions in Section 2 below, we included the specific ideas that the open-response group shared about specific changes that could be made to the GVR mission and vision. For clarity, we reported them separately from the randomly selected sample ideas.



Section 2. GVR mission and vision

This section summarizes how members and staff perceive GVR's current mission and vision statements. It also highlights suggestions offered by the small percentage of respondents who recommended changes.

GVR's current mission

To provide excellent facilities and services that create opportunities for recreation, social activities, and leisure education to enhance the quality of our members' lives.

Overall, both members and staff agreed that the current mission statement accurately reflects GVR's purpose.

- **In the survey, almost all members (96%)** reported that the current mission communicates GVR's purpose at least moderately well.
 - **The remaining 4%** indicated it communicates GVR's purpose slightly well or not well at all.
- There was strong consensus among focus group participants that the mission accurately explains why GVR exists.

Suggestions from those who recommended changes to the mission

We asked the small percentage of members who reported that the mission communicates GVR's purpose only slightly well or not well at all what changes they would make. Most suggestions focused not on revising the mission itself, but on strengthening GVR's ability to consistently deliver on it.²

² This information is included in the applicable section of the report.



The comments below reflect the relatively few proposed changes to the mission statement.

- “To provide, at a financial cost substantially below the rest of the active adult community industry in the U.S., excellent facilities...”
- “I think that is too vague. Needs to be more specific.”
- “Define clearly the mission contents.”
- “To provide and maintain functioning excellent facilities and services...”
- Focus group participants suggested terms such as well-being, opportunities to learn, contribute, thrive, community, member-centered, engaged.

What the open-response group said

Responses from the open-response group were highly consistent with those from the randomly selected sample. Most comments focused on how GVR delivers on its mission³ rather than on changing the mission statement itself. Several respondents also noted that they were unfamiliar with the mission and suggested communicating it more broadly to members.

Additional wording suggestions included:

- “GVR’s mission needs to indicate that they strive to provide “the best “F&S within their limited budget. GVR’s limited budget precludes excellence.”
- “Affordability is not mentioned.”
- “To provide AT THE LOWEST POSSIBLE COST excellent facilities . . . “
- “*that creates opportunities*. If every resident must be a member and we pay the amount we have to pay then it should read more positive. This sounds like “we do the best we can” and since we are forced into this program then they have to create opportunities for everyone not just some.”

³ This information is included in the applicable section of the report.



GVR's current vision

To be a friendly, vibrant community of choice for adults desiring lifelong opportunities for physical, mental, and social engagement.

Members and staff similarly agreed that the current vision statement reflects the future GVR is working toward.

- In the survey, **95% of members** reported that the current vision reflects the future desired by the community at least moderately well.
 - **The remaining 5%** indicated that it reflects the future desired by the community slightly well or not well at all.
- There was also agreement among focus group participants that the vision works, but staff offered a few suggestions for consideration (see below).

Suggestions from those who recommended changes to the vision

Similar to the mission, we also asked the small percentage of members who reported that the vision reflects the future desired by the community only slightly well or not well at all what changes they would make. Below are their comments:

- "...for COST-CONSCIOUS adults desiring..."
- "I think it could reflect a financial element, such as sustainable yet low cost..."
- "To build, maintain and adapt an infrastructure to meet the evolving needs of an adult community for an active engagement in life."
- "It is a grand statement that communicates very little and says nothing."
- "lifelong" is deceiving considering the adults-only, 55 and over, population"
 - **Staff who participated in the focus group also mentioned not liking the term "lifelong".**
- "GVR has no control over the community, nor is the desire of residents identified anywhere. The vision should relate to the facilities and services that GVR controls."



- **Staff who participated in the focus group also noted being careful defining the community as GVR.**
- Staff suggested the vision could be more aspirational and future-oriented by emphasizing the desired impact on members (e.g., community, belonging, and well-being) rather than repeating elements already reflected in the mission.
 - They also suggested considering terms such as excellent, quality, high-value, healthy, well-connected, memory making, member value.

What the open-response group said

Responses from the open-response group were highly consistent with those from the randomly selected sample. The few additional wording suggestions included:

- “. . . choice for FRUGAL adults . . .”
 - “Cost effective should be part of GVR vision”
-



Section 3. GVR strengths

To understand GVR's greatest strengths, Zelos examined member responses to relevant survey questions, including more than 600 open-ended survey comments to the open-ended question, *"What would you say GVR does extremely well?"* Zelos also considered feedback from the focus groups.

The themes that follow represent areas of broad agreement among members and staff.

1. GVR maintains clean, attractive, and well-maintained facilities
2. GVR offers many high-quality activities, clubs, classes, and amenities
3. GVR creates and supports a welcoming, active, social, and healthy lifestyle
4. GVR staff are helpful, responsive, and member focused

For each theme, we summarize the key findings, highlight supporting survey results, and include representative comments where appropriate.

Strength #1: GVR maintains clean, attractive, and well-maintained facilities

Survey findings

- There was overwhelming agreement that GVR provides **excellent facilities (90%)** and **clean facilities (93%)**.
- While slightly lower, but still high agreement, **87% members** reported agreeing that **spaces are well equipped for the activities being offered in them**.
- For the open-ended responses, by far the most common theme that emerged was about praise for the cleanliness, upkeep, and maintenance of recreation centers, pools, fitness centers, specialized hobby spaces (e.g., woodshop, clay studio), and grounds.

Representative comments:

"The facilities are all kept clean, (thank you to the maintenance crew)..."

"Cleanliness of workout facilities and locker rooms. The equipment is always in great working condition."



“Maintains facilities in a safe and clean manner. I am very proud of the GVR facilities and find them to be a fantastic value for our dues paid.”

“The level of attention, upkeep and responsiveness is truly impressive.”

Focus group findings

In addition to noting the well-maintained facilities, focus group participants also praised **GVR's preventive maintenance approach**, mentioning that temporary closures are viewed as worthwhile because they keep facilities in good condition. Focus group participants also recognized **facilities staff** for responding quickly to maintenance issues.

Strength #2: GVR offers many high-quality activities, clubs, classes, and amenities

Survey findings

- **92% members** indicated that in the past 3 years, they have participated in an activity at GVR.
- **74% members** reported they were **satisfied with GVR programs**, and **78%** of report being **satisfied with GVR services**.
- **All activities, clubs, and classes** received an **average rating of ≥ 4.0 out of 5.0**, indicating that members thought they **were good to excellent**.
- In the open-ended responses, members frequently noted that GVR provides something for nearly everyone, highlighting the breadth of recreational, educational, fitness, hobby, and social opportunities and how responsive GVR is to member needs and willingness to adapt programming over time.

Representative comments:

“Having a variety of events that appeal to most interests. There are many indoor and outdoor activities. Some are challenging, some offer ways to improve health, some are silly fun, some offer seated activities, and a lot of options for learning something new.”

“The number of classes, programs, activities is tremendous.”



Focus group findings

Focus group participants expanded on their appreciation for the various activities and amenities adding the following:

- They appreciated the ability to explore new interests without making a long-term commitment, whether through short classes, introductory workshops, concerts, athletic programs, hobby studios, or clubs.
- Many participants commented that even after living in Green Valley for years, they continue discovering new activities, clubs, and learning opportunities through the catalog.
- **Club leaders** described clubs as a defining strength of GVR, emphasizing that they are member-led, volunteer-driven, and create opportunities for learning, leadership, creativity, and community service.
 - Several club leaders also shared that their clubs have significantly grown, illustrating how GVR enables members to build thriving communities around shared interests.

Strength #3: GVR creates and supports a welcoming, active, social, and healthy lifestyle

Survey findings

- There was strong agreement that **GVR's recreational opportunities enhance members' quality of life (80%)**.
- Similarly, members agreed that **GVR makes it possible for members to participate in a variety of social opportunities (80%)**.
 - A majority of members also agreed that **GVR's social opportunities (61%)** enhance their quality of life.
- While slightly lower, but still reflecting majority agreement, members also reported that **GVR's leisure education opportunities (59%)** enhance their quality of life.
- In the open-ended responses, members commonly noted an appreciation for GVR providing opportunities to stay physically active, learn new skills, volunteer, and connect with others.



Representative comments:

“Provide great facilities activities and clubs to keep our community active.”

“Great workout facilities across the city - very important to improve quality of life for members in the long run.”

“Giving residents access to the lifestyle they desire without an outrageous price.”

“GVR does an outstanding job of getting members involved as volunteers. The pickleball club is especially successful in this area, with strong volunteer participation and community involvement.”

Focus group findings

Focus group participants reinforced that rather than simply serving residents, GVR is a defining feature of the community and an important contributor to residents' quality of life. Additionally, they highlighted:

- GVR is much more than a collection of facilities, it provides opportunities to stay physically active, continue learning, maintain independence, and engage socially throughout retirement.

One participant summarized it as: “Green Valley gives us a great life. GVR gives us a great lifestyle.”

- GVR welcomes newcomers and the clubs, classes, and volunteer-led activities help people build friendships, find community, and develop a sense of belonging.
- Several participants noted that this welcoming culture was a major reason they chose to move to Green Valley.

Insights: What does external research say about lifestyle trends?

Research consistently shows that communities supporting physical activity, continuous learning, volunteerism, and social connection contribute to healthier aging and higher quality of life. National studies have found these opportunities are associated with greater physical well-being, stronger social networks, increased purpose, and higher life satisfaction among older adults, **reinforcing many of the strengths members described about GVR.** Sources: *Mather Institute (Age Well Study); International Council on Active Aging (ICAA); National Institute on Aging.*



Strength #4: GVR staff are helpful, responsive, and member focused

Survey findings

- **81% of members reported being satisfied** with GVR staff (with over half reporting being extremely satisfied).
- When asked to rate **GVR's effectiveness at mission elements**, effectiveness average ratings are very high, with **all being higher than effective** (i.e., ≥ 3.2 out of 5.0).
 - The **highest rating was 4.2** for the agreement with the statement: Provides opportunities for members to maintain and improve their physical health.
- In the open-ended responses, staff members (including front desk, maintenance, customer service, and center employees) were frequently recognized for being courteous, knowledgeable, and responsive.

Representative comments:

"When I stop by the GVR office the staff is very helpful and knowledgeable."

"Professional, cordial and effective staff behind the desks, driving around and maintaining facilities, answering phone calls, emails. Thanks you and kudos!"

"I have consistently appreciated the helpfulness, friendliness and competency of GVR's staff. I do not believe they receive enough credit for the work they do, sometimes under stressful circumstances."

- Members' responses also commonly included praised email updates, newsletters, catalogs, the website, and other communications that keep them informed about programs, events, and facility updates.

Representative comments:

"Communication to members is timely and excellent; I appreciate the GVR now and email updates."

"Digital presence and access to information is excellent."

"GVR's online communication to its members is done extremely well."



Focus group findings

Several members and club leaders specifically praised staff who support clubs and scheduling, while also noting that demand often exceeds available staffing resources.



Section 4. GVR opportunities

To understand GVR's opportunities, Zelos examined member responses to relevant survey questions, including more than 600 open-ended survey comments to the open-ended question, “*What would you say are GVR’s opportunities for improvement?*” Zelos also considered feedback from the focus groups.

We identified four themes that represent broad agreement among the groups.

1. Strengthen communication, transparency, and member engagement
2. Continue investing in facilities while planning strategically for the future
3. Adapt programs and services to meet changing member needs
4. Preserve GVR's value while maintaining affordability

For each theme, we summarize the key findings, highlight supporting findings across data sources, and common suggestions offered by members in their open-ended responses.

Opportunity #1: Strengthen communication, transparency, and member engagement

Survey findings

- When asked to rate **GVR’s effectiveness at mission elements**, while still high and effective, the lowest effectiveness average rating was **3.2** for ‘**Makes timely and important decisions**’.
- When looking at **trustworthiness of communication and information**, half of members (**50%**) agreed that communication and information from **the Board is trustworthy**, while 24% reported “I don't know,”.
- When asked to rate how confident members are in the Board’s ability on four areas, **about a quarter to a third of members** reported ‘**I don’t know**’.
 - Among members who expressed an opinion, **a majority reported** being at least **somewhat confident** in the Board's ability to advance GVR's interests, make timely decisions, plan for the future, and work collaboratively.



- In the open-ended responses, the most common opportunity mentioned by members was a desire for more proactive, timely, and transparent communication about decisions, projects, and facility updates.
 - **Common suggestions included:**
 - **Communicate proactively and consistently** by providing timely updates about projects, facility improvements, closures, and Board decisions before members hear about them through other sources.
 - **Increase transparency around decision-making** by clearly explaining the rationale behind major decisions, how member feedback was considered, and how dues and other financial resources are being invested.
 - **Create more opportunities for two-way communication** by actively seeking member input, listening to concerns, and demonstrating how feedback influences future decisions.
 - **Expand communication methods to reach all members**, including seasonal residents and those who prefer different communication channels, so members feel informed and connected regardless of when or how they engage with GVR.

Focus group findings

While not explicitly mentioned as an opportunity in the focus groups, participants emphasized the importance of transparency, context, consistency, and two-way engagement. Specifically, they noted that:

- Members appreciate when GVR explains the “why” behind decisions.
- Club leaders value being treated as partners in planning, decision-making, and communication.
- Better communication could reduce rumors and build trust.

Staff also shared suggestions about improving **internal GVR operations**:

- Strengthen communication and alignment between the Board and staff by continuing to educate the Board on operational realities and incorporating staff expertise into strategic decision-making.



Opportunity #2: Continue investing in facilities while planning for the future

Survey findings

- **61% of members support some level of dues increase**, including 43% who support moderate increases to maintain current facilities and services and 18% who support increases to improve and modernize facilities over time.
- Nearly two-thirds of members (**62%**) indicated that maintaining all 13 pools is at least moderately important. Of the 62%, 22% rated it **extremely important**.

Comparing the responses from the randomly selected sample to the open-response group:

While the overall pattern was similar, the open-response group was more likely than randomly selected sample respondents to rate maintaining all 13 pools as at least moderately important (**71%**). Of the 71%, **36%** rated it extremely important, indicating stronger support for maintaining all 13 pools among the open-response group.

- In the open-ended responses, members strongly supported maintaining GVR's facilities while planning strategically for future investments.
 - **Common suggestions included:**
 - **Prioritize maintenance** before pursuing new construction or expansion, ensuring current recreation centers, pools, and amenities remain in good condition.
 - **Develop and communicate a long-term facilities strategy** that outlines priorities for maintaining, modernizing, and replacing aging facilities (**particularly neighborhood pools**) as infrastructure continues to age.
 - **Continue investing in preventive maintenance** and timely repairs to extend the life of facilities, minimize disruptions, and reduce the need for more costly repairs in the future.



- **Modernize aging facilities and equipment** by updating pools, locker rooms, fitness centers, specialty spaces, and other high-use amenities to meet current and future member needs.
- **Hold contractors accountable** for quality for both construction and renovation projects.

Focus group findings

Focus group participants reinforced the importance of protecting GVR's physical assets while planning for future needs.

- Members praised preventative maintenance overall but also highlighted specific aging facilities (particularly the pools).
- Several participants emphasized the importance of long-range planning rather than reacting to problems.

Insights: What does external research say about trends in facilities maintenance and management?

Leading recreation organizations increasingly emphasize lifecycle asset management rather than reactive maintenance. Best practices include investing in preventive maintenance, planning for the full lifecycle of facilities, and using multi-year capital planning to prioritize renovations and replacements before infrastructure reaches the point of failure. These approaches help preserve assets, improve the user experience, and reduce long-term costs. *Sources: National Recreation and Park Association (NRPA), Capital Improvement Planning Resources.*

Opportunity #3: Adapt programs and services to meet changing member needs

Survey findings

- Thirty (30%) of members selected *“Members are aging in place and may need different services or facilities”* as one of the trends that most concerns them.
- The technology or online service improvement that members said would be most valuable to them was **easier online registration and reservations for GVR facilities, programs, classes, and activities.**



- In the open-ended responses, members encouraged GVR to continue evolving its programs as demographics and interests change.
 - **Common suggestions included:**
 - **Provide greater flexibility in programming** by expanding evening, weekend, and drop-in opportunities to better serve working adults, seasonal residents, and members with varying schedules.
 - **Continue diversifying recreational, educational, and social offerings** to reflect the interests of both current members and future generations of retirees, including fitness, continuous learning, and opportunities for social connection beyond traditional activities.
 - **Support accessibility** by offering transportation services and supporting members with changing physical abilities.
 - **Regularly evaluate and seek member input** to make sure activities remain welcoming and relevant for both current and future members.

Focus group findings

Focus group participants similarly emphasized preparing for the next generation of retirees while continuing to foster an active, connected community. There was a specific emphasis on the following:

- The importance of continuing to evolve programs and services to meet the needs and interests of future retirees (e.g., a mechanics shop, bringing back the Senior Games).
- Consideration of how programs, facilities, and services can help members remain active, independent, healthy, and socially connected as they age in place.

Insights: What does external research say about changing member needs?

Research suggests future retirees increasingly value flexibility, continuous learning, technology-enabled services, wellness, and opportunities to build purpose and social connection. Successful active adult communities regularly evaluate and adapt their programs and services to reflect changing member interests, lifestyles, and expectations while supporting healthy aging and aging in place. Sources: Mather Institute (The Gen Xperience; NEXT: Insights & Emerging Trends); International Council on Active Aging (ICAA); AARP).



Opportunity #4: Preserve GVR's value while maintaining affordability

Survey findings

- More than two-thirds of members (**68%**) indicated that **both cost and quality are equally important** when evaluating GVR's value for money.
 - **Most members believe GVR provides good value**, with **74%** rating GVR's overall value for money as good (38%) or excellent (36%).
- In the open-ended responses, members frequently emphasized keeping dues, classes, and activities affordable while maintaining the quality of facilities and services.
 - **Common suggestions included:**
 - **Keep dues and fees affordable**, particularly for members on fixed incomes and who are physically unable to participate in many of GVR's services and programs.
 - **Prioritize spending on maintaining existing facilities** before pursuing new amenities or expansion.
 - **Consider the financial impact of future decisions** to ensure GVR remains accessible and provides strong value over the long term.

Focus group findings

Many participants felt GVR delivers excellent value considering the number of facilities, programs, and amenities available. Additionally, participants who were new residents were particularly impressed by the quality and number of facilities available for the cost, with several saying they initially questioned the dues but quickly concluded GVR was a bargain after experiencing everything it offers.



Section 5. GVR challenges

To help the Board look ahead at the strategic challenges GVR should consider, Zelos examined member responses to relevant survey questions, including more than 580 open-ended survey comments to the open-ended question, *“Thinking about what might be changing in the environment over the next 5 years, what changes would you like to see GVR make?”* Zelos also considered feedback from the focus groups.

Four themes emerged with broad agreement among members and staff:

1. Maintaining affordability while strengthening GVR’s long-term financial position
2. Preparing for changing environmental conditions
3. Preserving and modernizing GVR’s facilities
4. Evolving to meet changing member needs

Together, these themes point to the need for GVR to address current pressures while preparing thoughtfully for the future. Rising costs, aging facilities, changing environmental conditions, shifting demographics, and evolving member expectations are interconnected and will require coordinated planning across GVR’s finances, facilities, programs, and services. For each theme, we summarize the key findings and highlight supporting evidence across the data sources where available.

Challenge #1: Maintaining affordability while strengthening GVR’s long-term financial position

As operating costs continue to rise, members emphasized the need for GVR to manage resources carefully so it can remain affordable, maintain quality, and make thoughtful investments in its future. Responses suggest that members are more willing to support those investments when the value is clear and GVR demonstrates responsible stewardship of member resources.

Survey findings

- When members were asked to select the two or three trends they believe will have the greatest impact on GVR’s facilities, services, and long-term sustainability, increasing **cost of living due to inflation and broader economic conditions** was the **most frequently selected trend (50%)**.



- **25%** of members selected the **changing affordability of living in Green Valley** as an emerging trend.
- In the open-ended responses, this was the most frequently raised theme. Members anticipated continued inflation and rising operating costs and emphasized the need to strengthen GVR's long-term financial sustainability while keeping costs manageable for members.
 - **Common suggestions included:**
 - **Keep dues and fees affordable**, particularly for members on fixed incomes.
 - **Explore alternative membership or pricing models**, such as tiered or usage-based options that better align costs with member needs.
 - **Expand low-cost and free programs and activities** to ensure members can continue participating regardless of financial circumstances.
 - **Clearly communicate how dues are used** and prioritizing investments that provide the greatest value.
 - **Prioritize maintaining existing facilities** before pursuing new amenities or expansion projects.
 - **Improve operational efficiency** and explore additional revenue opportunities to help maintain services while minimizing the need for future dues increases.

Focus group findings

Staff were asked what external changes would matter most to their work in the next one to two years. They mentioned economic pressures including inflation, the broader economy, supply chain challenges, home sales, employee compensation, and rising health insurance costs as factors likely to affect GVR's finances and operations.



Challenge #2: Preparing for changing environmental conditions

Members recognized that changing environmental conditions in southern Arizona will affect GVR's facilities and operations over time. They emphasized the importance of planning now for water availability, energy use, extreme heat, and other conditions that may require future investment or changes in how GVR manages its facilities.

Survey findings

- When members were asked to select the two or three trends they believe will have the greatest impact on GVR's facilities, services, and long-term sustainability, **increasing concerns about water availability and water quality** was the **third most frequently selected trend (40%)**.
 - **15%** of members selected **increasing temperatures and more frequent extreme weather events**.
- In the open-ended responses, members offered specific suggestions to address this challenge:
 - **Water conservation** through drought-tolerant landscaping, irrigation improvements, rainwater capture, and responsible management of water resources.
 - **Plan now for future water availability** and ensure GVR has a long-term strategy to address water shortages and protect facilities that rely heavily on water.
 - **Expand the use of solar energy and renewable energy** to reduce operating costs and improve long-term sustainability.
 - **Add more shade structures** to mitigate heat at pools, tennis and pickleball courts, walking areas, and other outdoor gathering spaces to improve comfort and usability during hotter months.
 - **Consider climate-resilient design features** when renovating or constructing facilities.
 - **Increase indoor recreation opportunities** to provide comfortable options during periods of extreme heat and inclement weather.



Insights: What does external research say about changing environmental conditions?

Communities across the Southwest are increasingly planning for heat, water availability, and long-term environmental resilience. Recreation organizations are incorporating water conservation and climate-resilient facility design into long-range planning to help maintain services while reducing operating costs and protecting community assets. Specific ideas include water-efficient landscaping, improved irrigation systems, stormwater capture, and share trees. *Sources: Arizona Department of Water Resources (ADWR); National Recreation and Park Association (NRPA).*

Challenge #3: Preserving and modernizing GVR's facilities

Members consistently viewed GVR's facilities as one of its greatest strengths and recognized that preserving this strength will require continued investment. Responses emphasized the need for a coordinated approach to ongoing maintenance, thoughtful modernization, and long-term capital planning so GVR's facilities remain reliable, useful, and responsive to future member needs.

Survey findings

- When members were asked to select the two or three trends they believe will have the greatest impact on GVR's facilities, services, and long-term sustainability, the second most frequently selected trend was **aging facilities and increasing repair or replacement costs (49%)**.
- In the open-ended responses, members offered suggestions for maintaining and planning for the future of GVR facilities.
 - **Common suggestions included:**
 - **Develop long-term plans for pool maintenance** and replacement to ensure facilities remain available and reliable as they age.
 - **Continue investing in preventive maintenance** to protect existing assets and reduce the need for more costly repairs in the future.
 - **Modernize older recreation centers and facilities** by updating aging infrastructure, equipment, and amenities.



- **Develop a long-term capital investment strategy** that helps members understand future facility needs, priorities, and planned improvements.
- **Evaluate future expansion in the context of GVR's existing maintenance, replacement, and capital investment needs**, ensuring new investments do not come at the expense of preserving GVR's current assets.

Challenge #4: Evolving to meet changing member needs

Members anticipated that future retirees would have different interests, lifestyles, schedules, and expectations than today's membership. They encouraged GVR to continue adapting its programs, facilities, and services to support healthy aging, continuous learning, and meaningful community connections across an increasingly diverse membership.

Survey findings

- Members were asked to select the two or three trends they believe will have the greatest impact on GVR's facilities, services, and long-term sustainability. Although only 13% of members selected changing member demographics as a major trend, their other responses suggest that member **needs** are evolving. For example, **30% selected aging in place**, and **23% anticipated increasing demand for social, wellness, and health-related services**.
- In the open-ended responses, members encouraged GVR to continue seeking input from members and consider the following:
 - **Offer more activities for working adults and younger retirees** whose interests, schedules, and lifestyles may differ from previous generations.
 - **Support aging in place** by considering programs and services that help members remain active, independent, and socially connected (including health and wellness offerings).
 - **Explore transportation options** to improve access for members with mobility limitations or who no longer drive.
 - **Use technology** to improve the member experience, including easier access to information, registration, and participation.



Focus group findings

Members emphasized preparing for the next generation of retirees while continuing to support members aging in place. Discussions focused on adapting programs, facilities, and services to help members remain active, independent, healthy, and socially connected throughout retirement.

Also, staff recognized that member interests and needs will continue to evolve. They saw the importance of regularly evaluating programs, services, and facilities to ensure GVR remains relevant for current and future members.

Insights: What does external research say about trends related to evolving community needs?

Research increasingly emphasizes supporting **healthy longevity**, not simply active aging. National organizations report that today's older adults are looking for communities that promote continuous learning, physical and mental well-being, purpose, volunteerism, and meaningful social connection. Recreation organizations that continually adapt programs and services to support these goals are better positioned to meet the needs of future generations of older adults. *Sources: Mather Institute (Age Well Study); International Council on Active Aging (ICAA); AARP.*

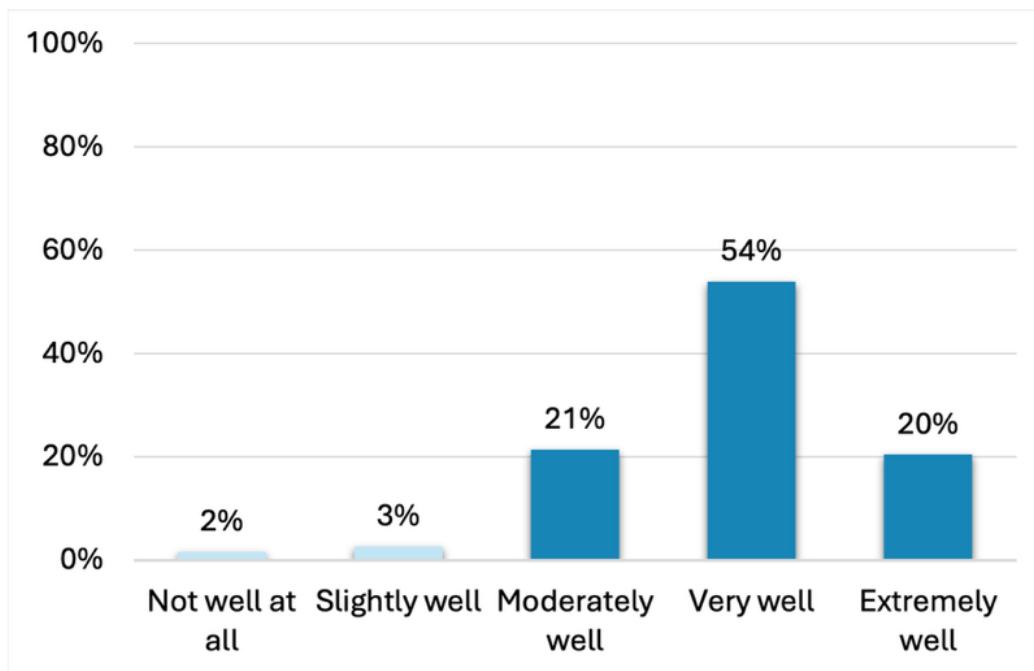


Appendix 1. Charts of the survey results from the randomly selected sample

This appendix provides charts of the survey results from the randomly selected sample for all closed-ended survey questions. Results are organized by survey section and provide additional details beyond the summary findings presented in the report.

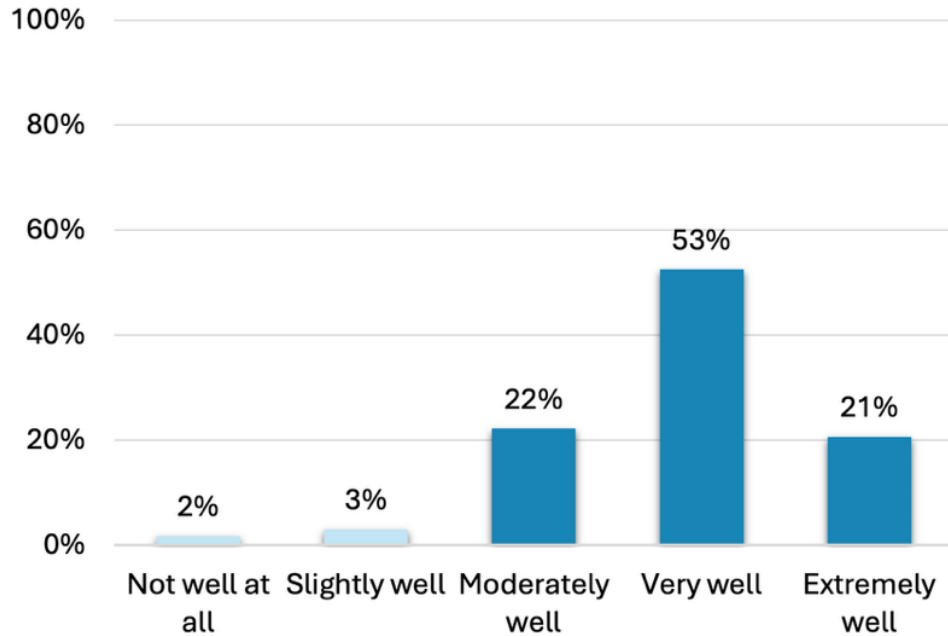
Section 1. GVR mission and vision

How well does GVR's current mission communicate that purpose?





How well does GVR's current vision reflect the future desired by the community?

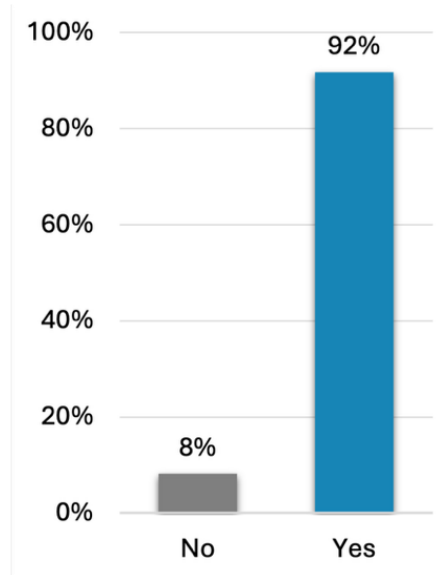




Section 2. Member participation and experience

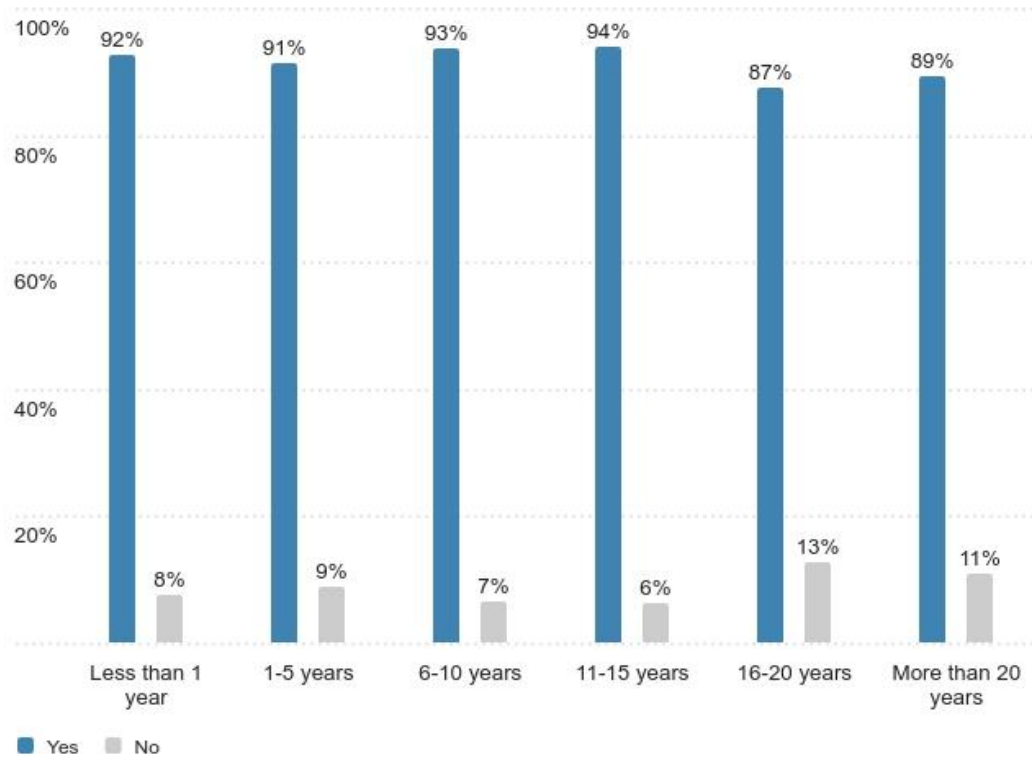
Programs and activities

In the past 3 years, have you participated in any activity at GVR (used the facilities or pools, attended a class or an event, or participated in a club)?





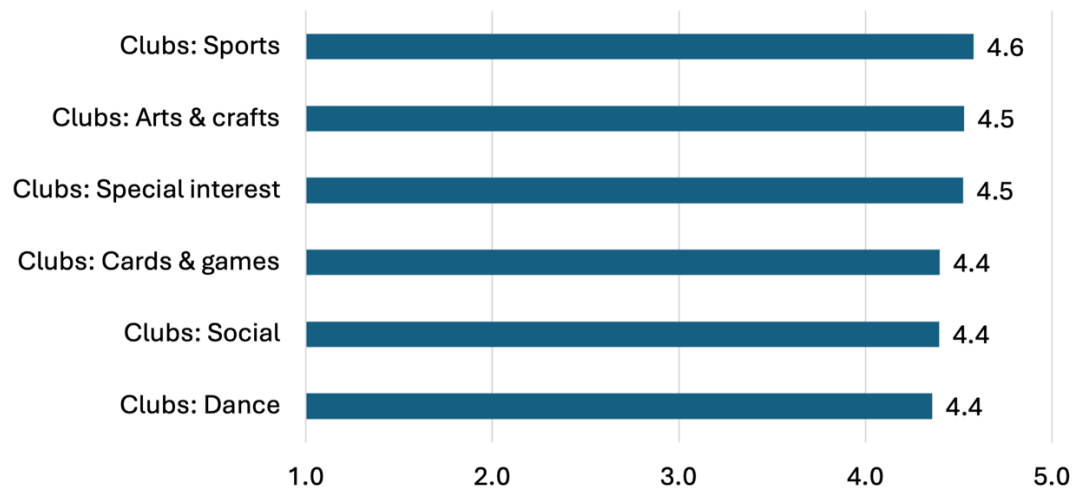
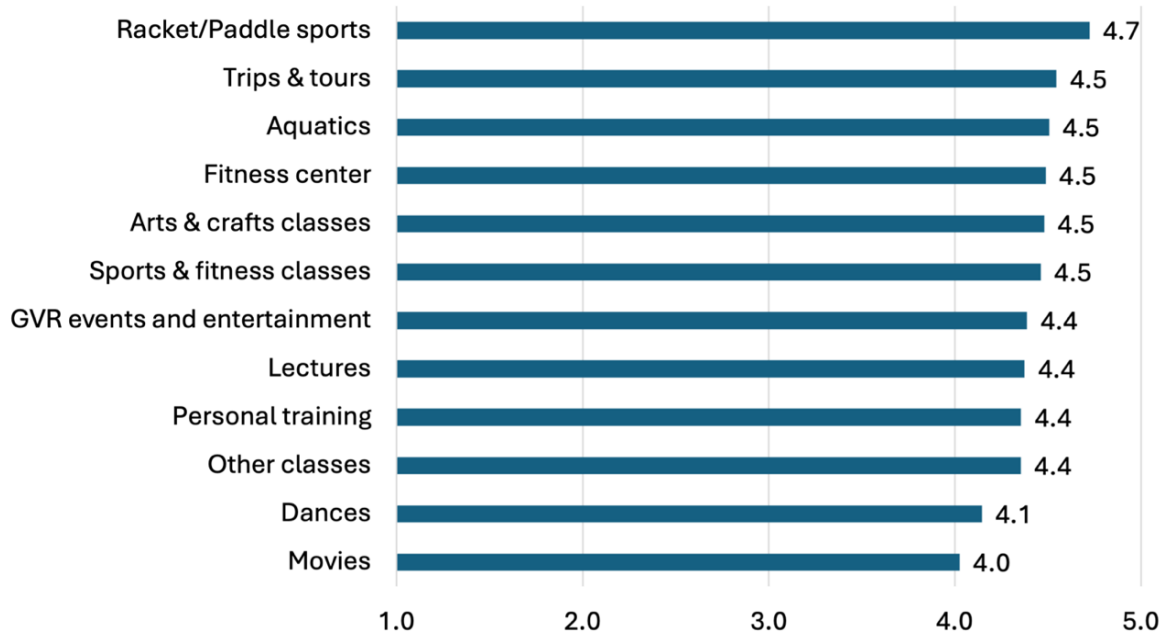
Participation by GVR tenure





Thinking about the most recent times you've participated in the following activities, rate your overall experience with each activity.

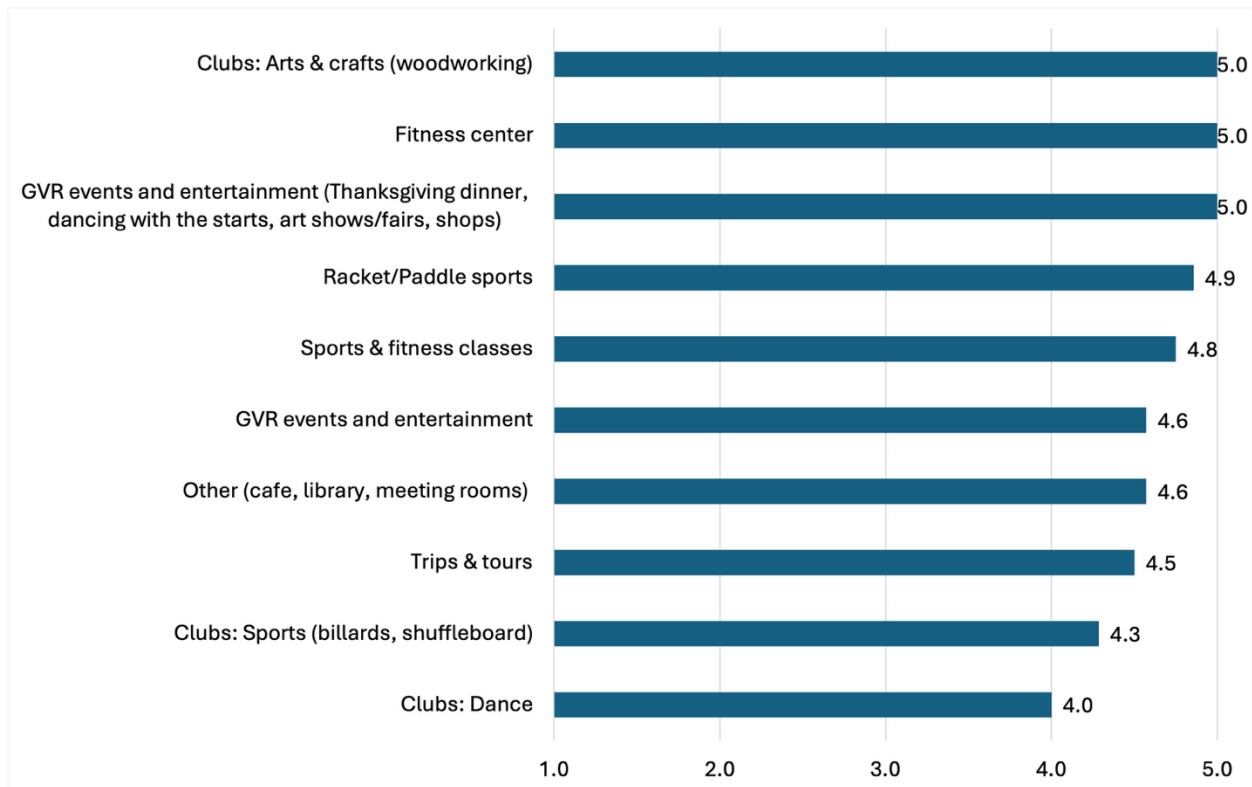
(Chart shows the average of the responses where 1 = very poor, 2 = poor, 3 = average, 4 = good, 5 = excellent)





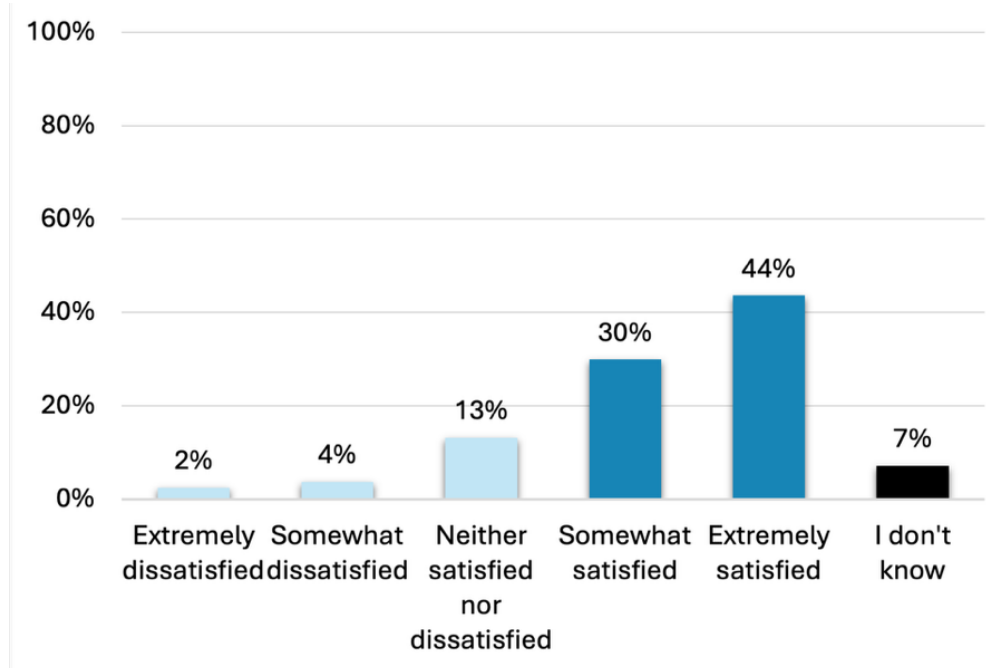
***Members had the option to type in and rate an 'Other' activity option.**

(Chart shows the average of the responses where 1 = very poor, 2 = poor, 3 = average, 4 = good, 5 = excellent)

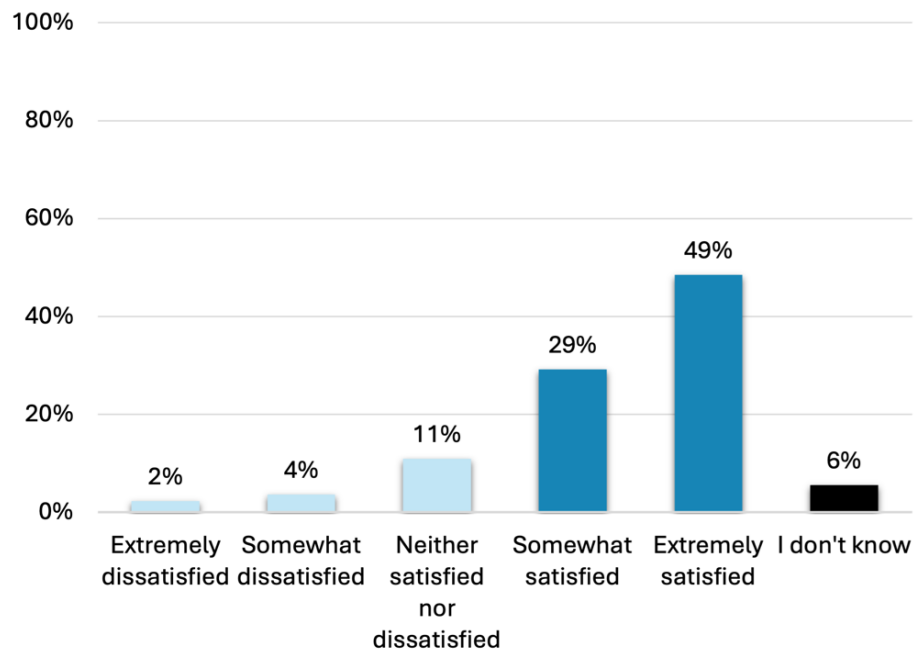




Overall, how satisfied are you with the programs offered at GVR?



Overall, how satisfied are you with the services offered at GVR?

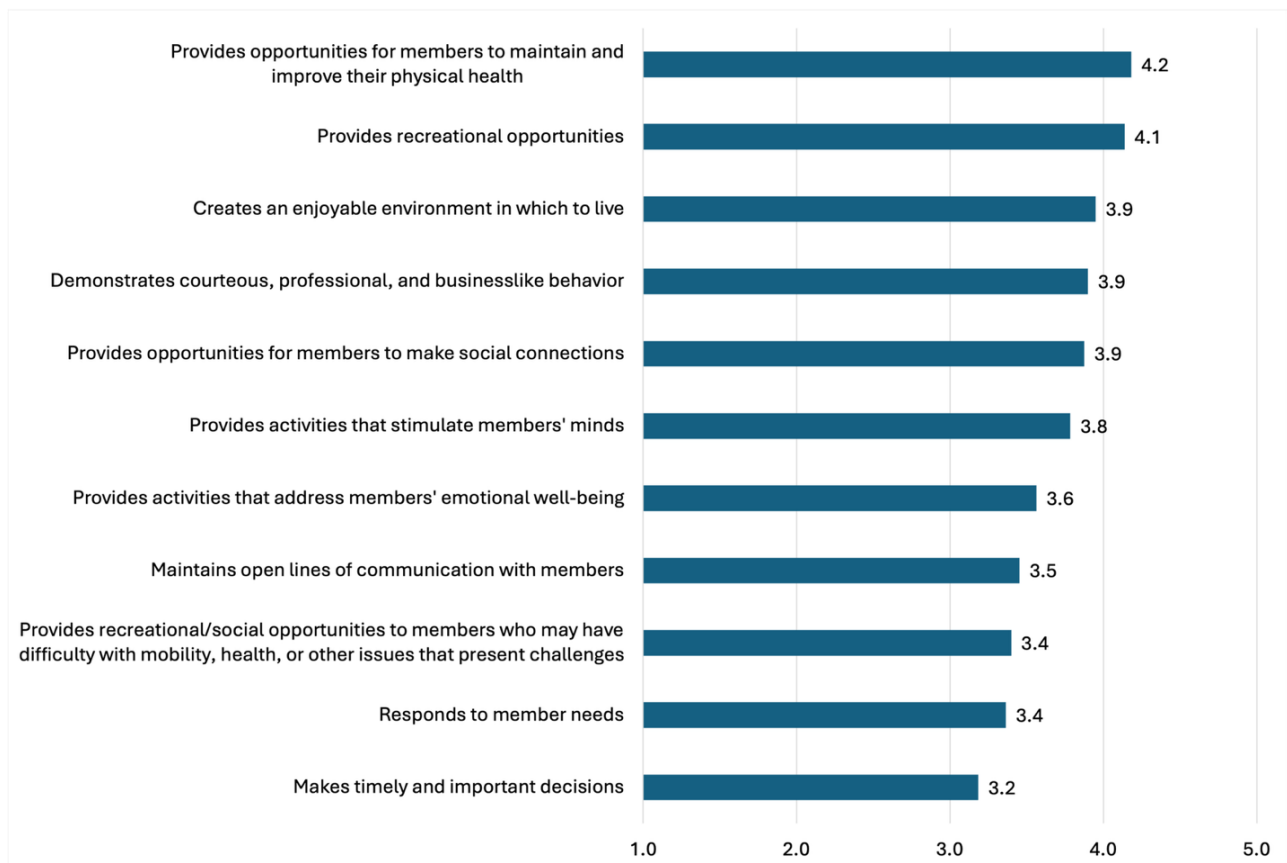




Section 2. GVR organization effectiveness

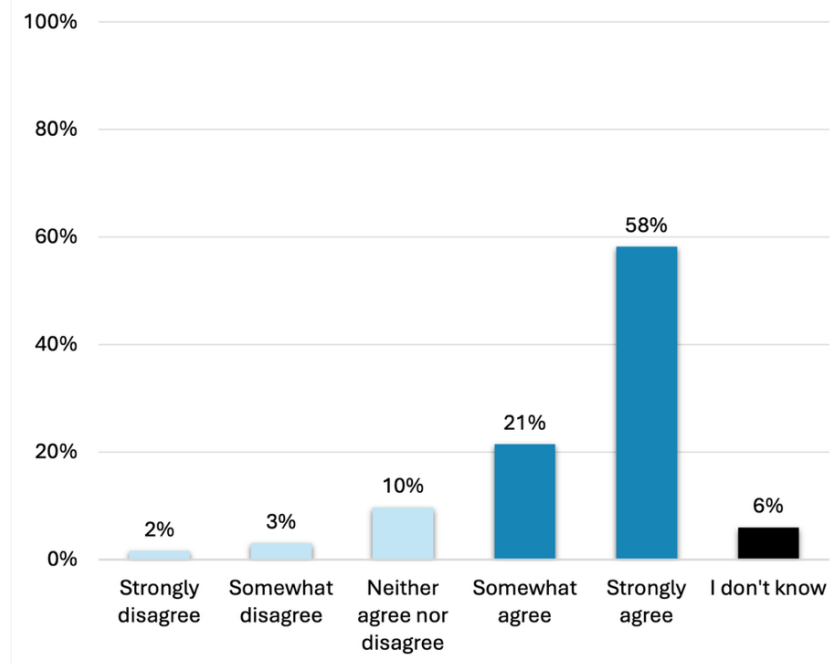
Please indicate how effective you think GVR is at doing each of the following items.

(Chart shows the average of the responses, where 1 = extremely dissatisfied, 2 = somewhat dissatisfied, 3 = neither dissatisfied nor satisfied, 4 = somewhat satisfied, 5 = extremely satisfied)

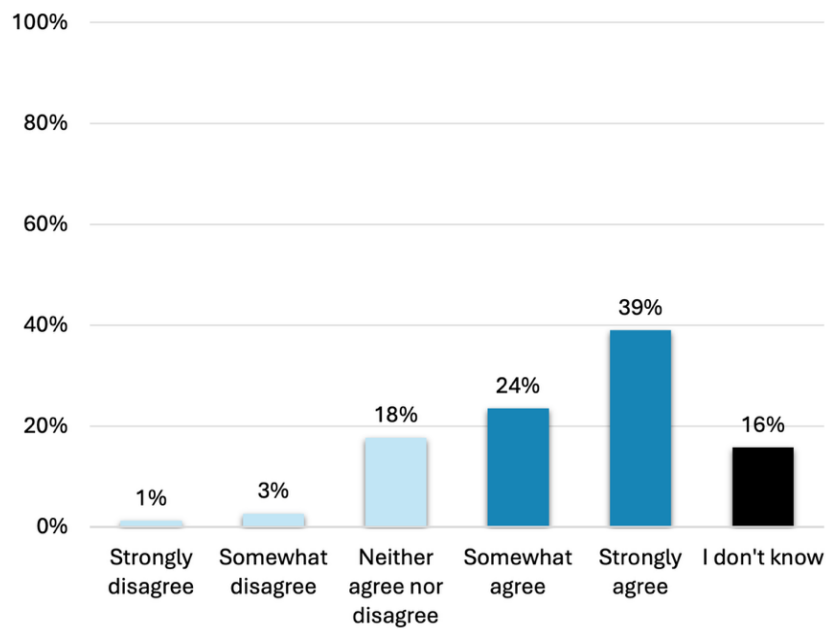




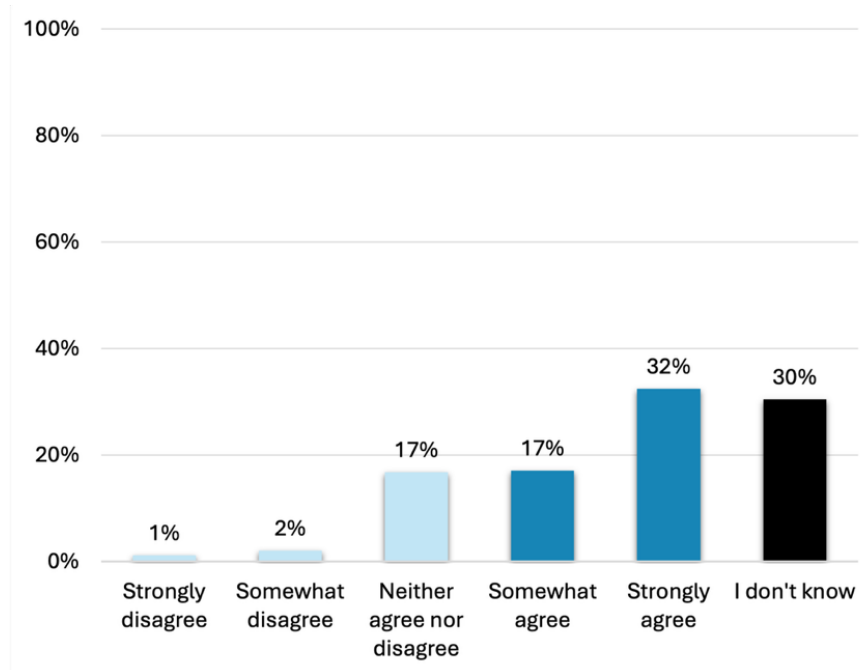
GVR makes it possible for me to participate in a variety of social opportunities.



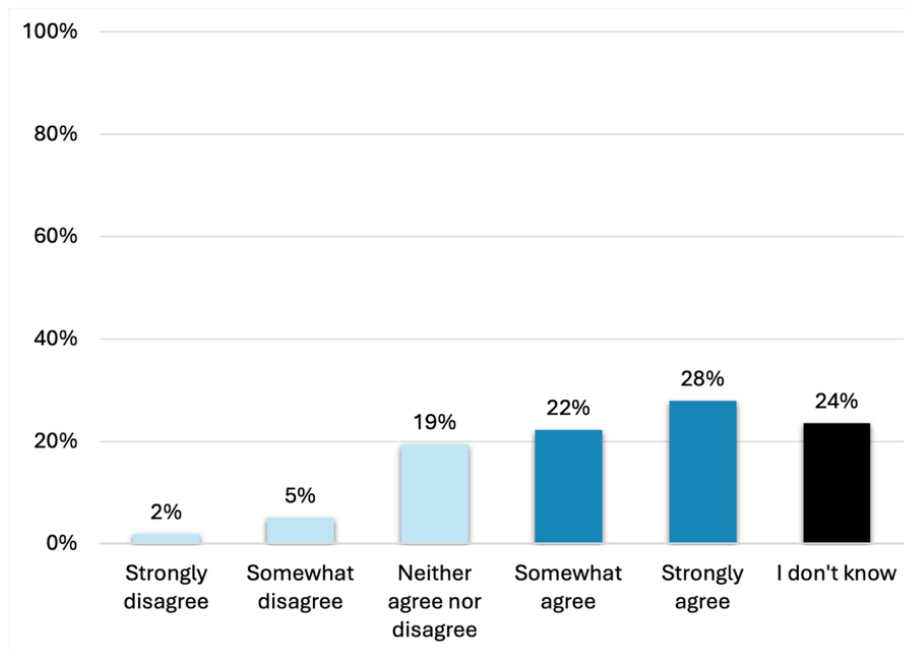
Communication and information from GVR staff is trustworthy.



I can attend Board and Board committee meetings in the way that I want to attend.

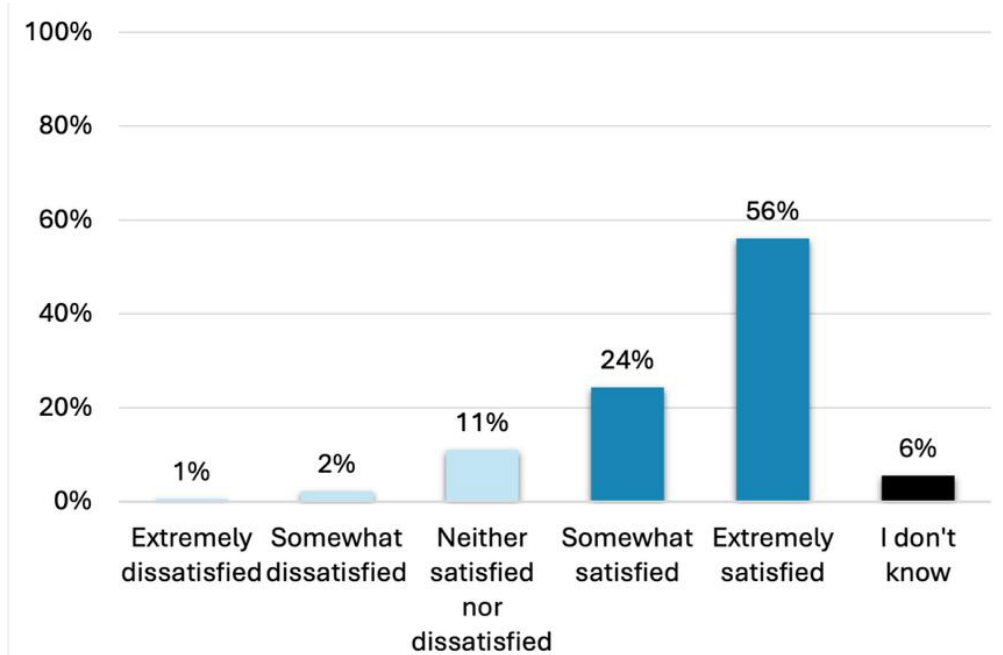


Communication and information from the GVR Board is trustworthy.

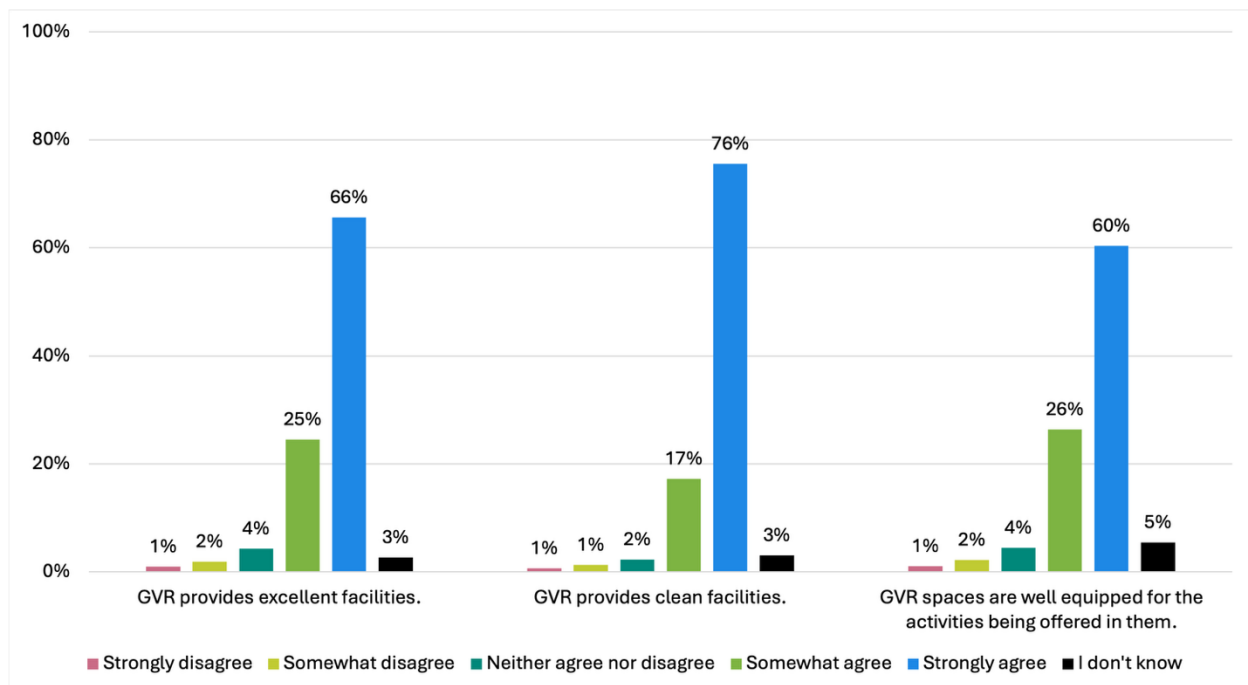




Overall, how satisfied are you with your experience(s) with GVR staff?

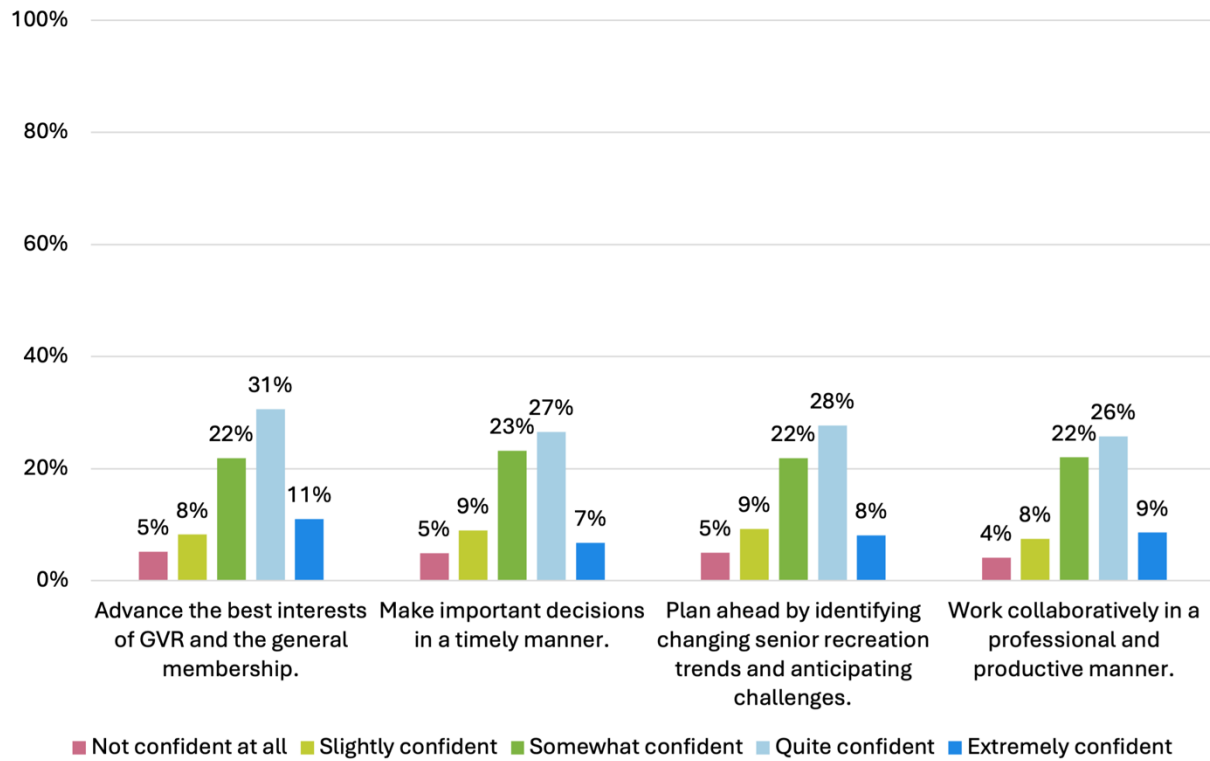


Please rate your agreement with each of the following statements:





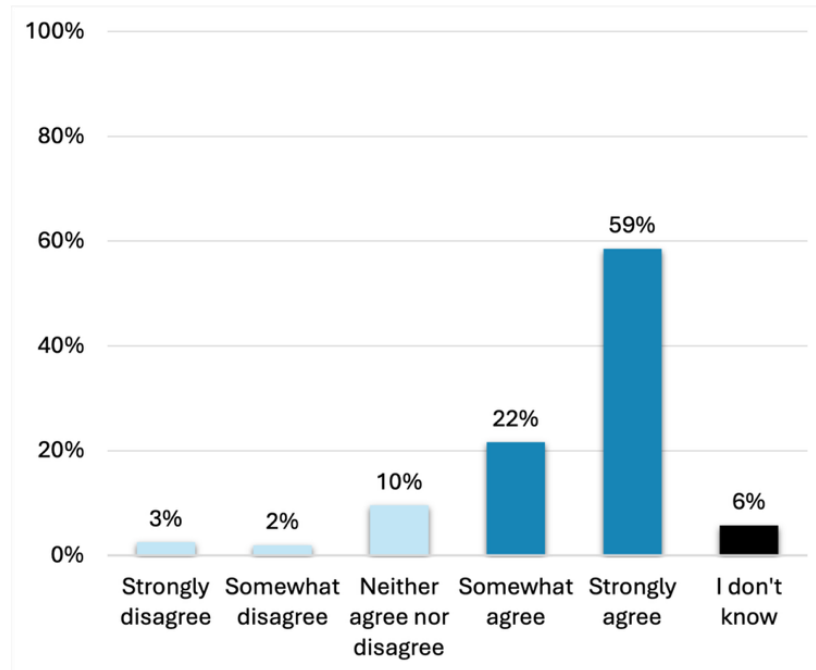
Please rate your confidence in the GVR Board's ability to...



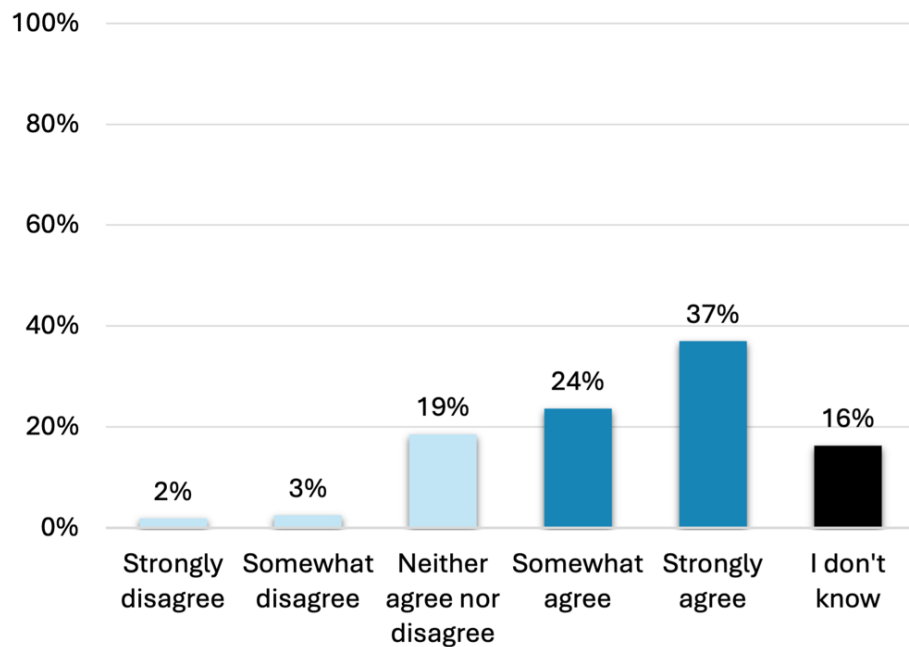


Section 2. GVR Outcomes - Quality of Life

GVR recreational opportunities enhance my quality of life.

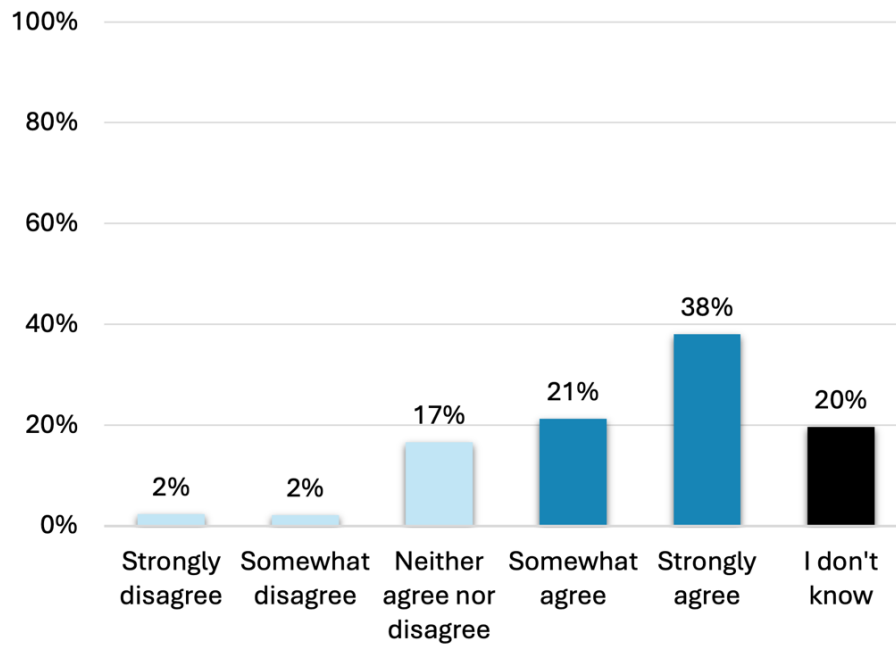


GVR social opportunities enhance my quality of life.





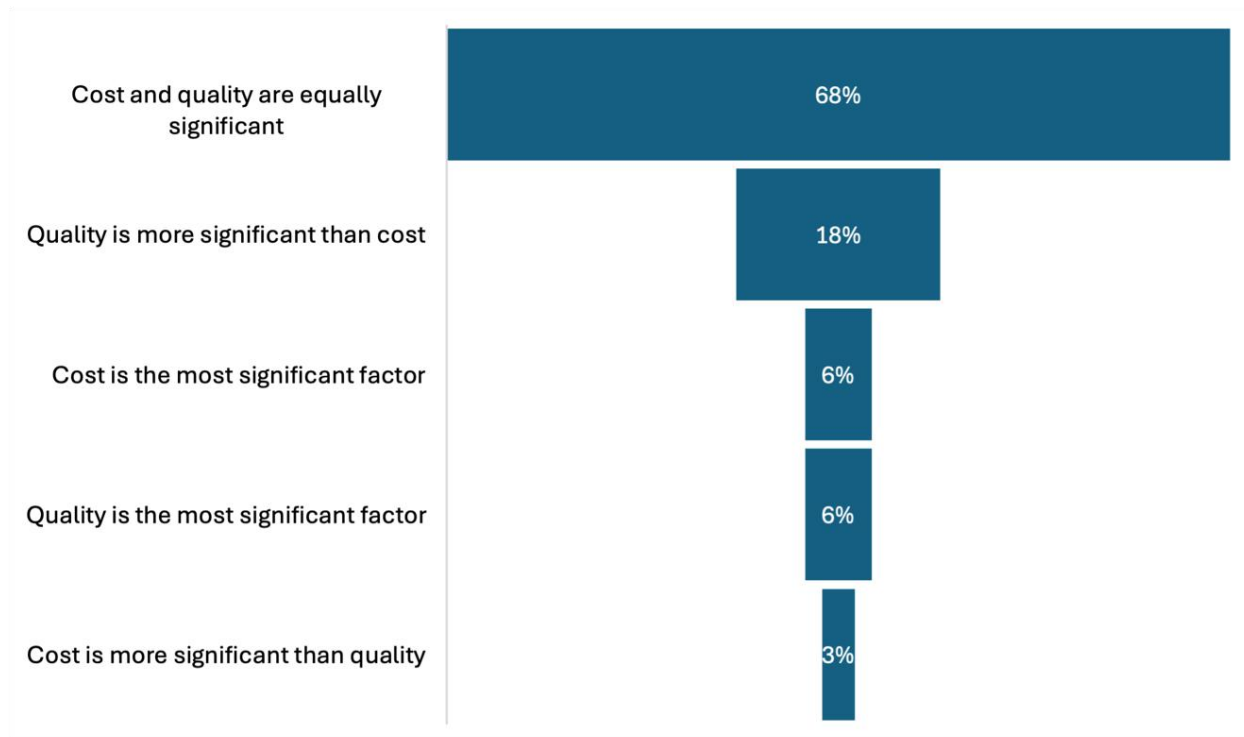
GVR leisure education opportunities enhance my quality of life.





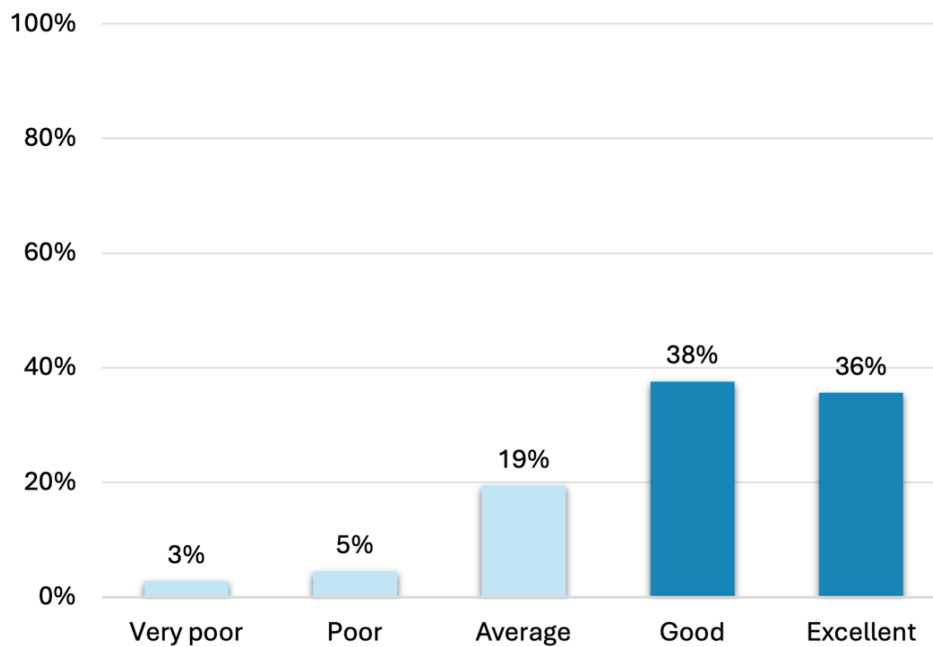
Section 2. GVR Value

“Value for money” could be viewed in terms of cost, quality, or a combination of both. Which one of the following best describes how you see “value for money”?





How would you rate the “value for money” of GVR?

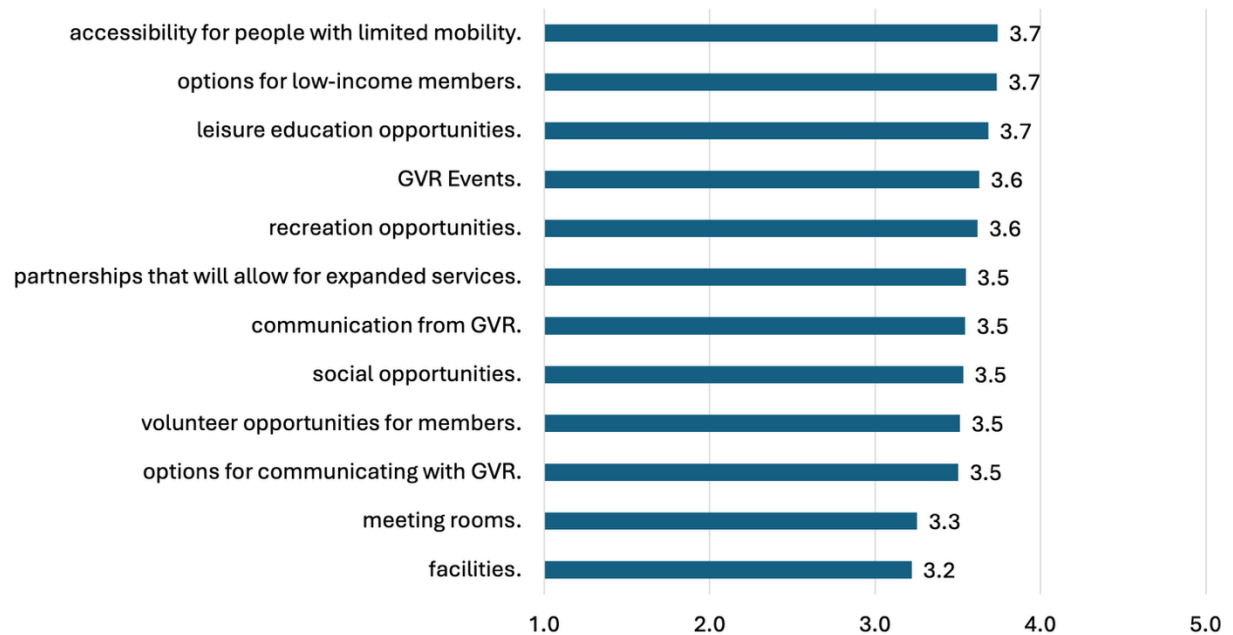




Section 3. Future needs, demands, and trends

**Please indicate your agreement with each of the following endings to this sentence:
I would like to see more...**

(Chart shows the average of the responses, where 1 = strongly disagree, 2 = somewhat disagree, 3 = neither agree nor disagree, 4 = somewhat agree, 5 = strongly agree)





Below are several trends or changes that may affect GVR over the next several years.

What 2 or 3 trends or changes concern you most in terms of their impact on GVR's facilities, services and its long-term sustainability? (Select up to 3)

Trend	Number of people	Percent selected
Cost of living is increasing due to inflation and broader economic conditions.	553	50%
Facilities are aging and the cost of repairs or replacements are increasing.	538	49%
Concerns about water availability and water quality are increasing.	446	40%
Members are aging in place and may need different services or facilities.	331	30%
The affordability of living in the community is changing.	272	25%
Demand for social, wellness, and health-related services is increasing.	255	23%
Temperatures are increasing and extreme weather events are becoming more frequent.	166	15%
The age mix and demographics of members are changing.	144	13%
*Other (please specify)	64	6%
More members are working remotely or spending more time at home.	43	4%
None of the above	41	4%



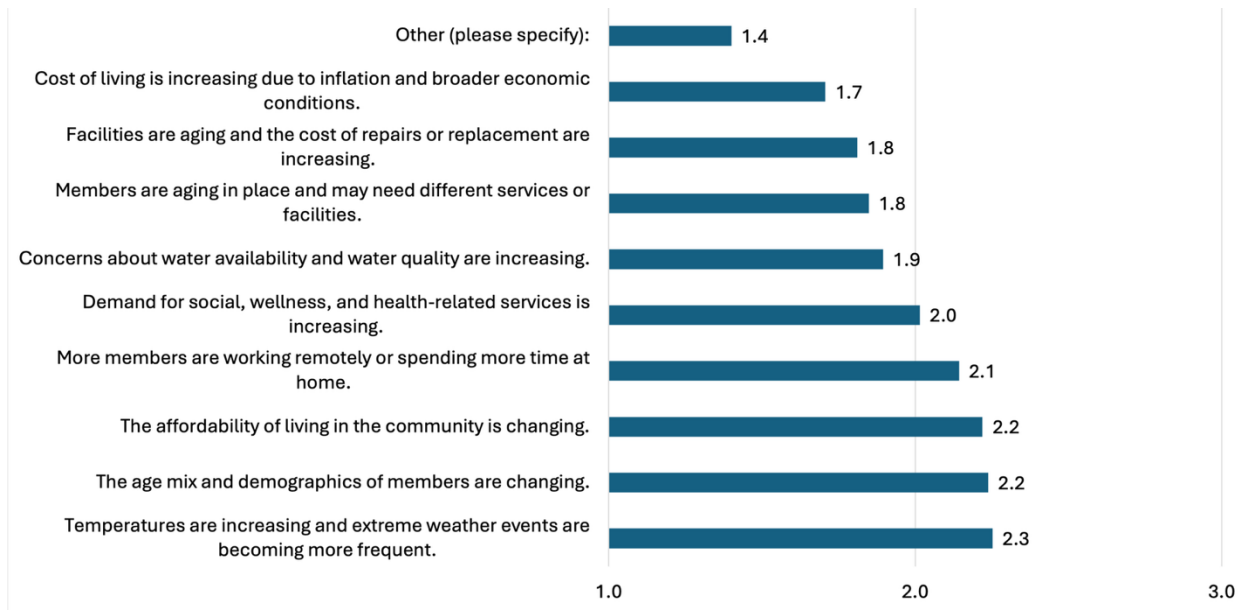
*Members could type in an 'Other' trend option. The results shown below are a subset of the responses to the previous question, categorized by Zelos into themes.

'Other' trends (Bolded trends indicate a theme that was not included in the original list of response options)	Number of people	Percent of "other" selections in this theme
Concerns about the membership model/dues structure; dues and activities/class costs.	19	33%
Expectations for transparent governance and effective Board decision-making are increasing.	10	17%
Facilities are aging and the cost of repairs or replacements are increasing.	9	16%
The age mix and demographics of members are changing.	6	10%
Concerns about declining property values and slowing home sales are increasing.	4	7%
More members are working remotely or spending more time at home.	4	7%
Members are aging in place and may need different services or facilities.	3	5%
Concerns about water availability and water quality are increasing.	1	2%
Ability to hire and retain qualified personnel.	1	2%
Poor personal behavior at facilities.	1	2%



Please rank the trends you selected in the prior question with 1 being the highest priority.

(Chart shows the average ranking; the lowest number is the highest priority)



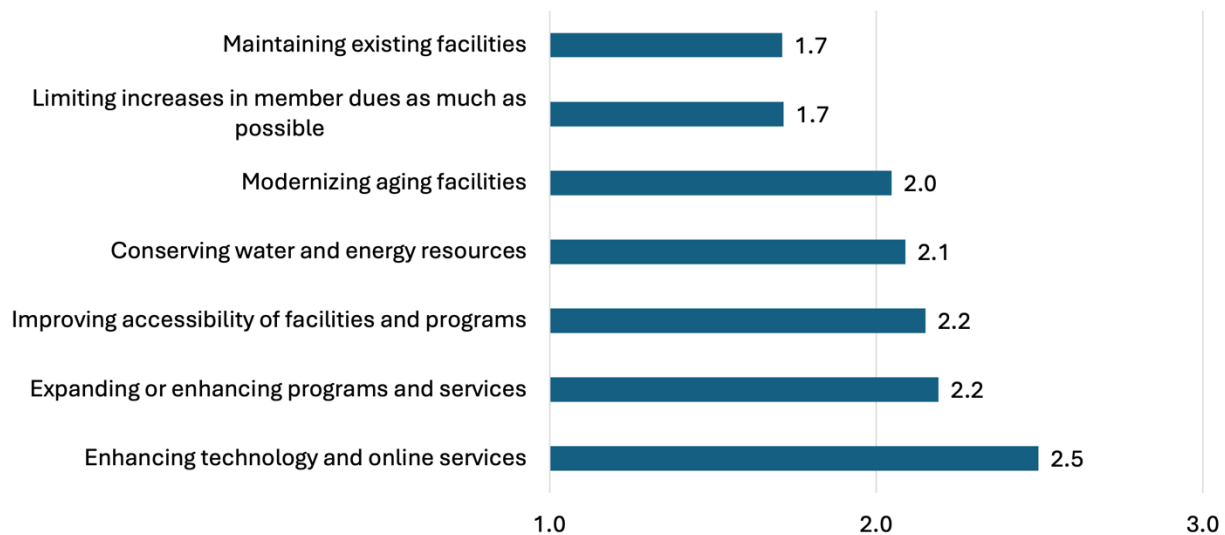


When considering GVR's future investments, which of the following should be the highest priorities? (Select up to 3)

Future investment	Number of people	Percent selected
Maintaining existing facilities	791	72%
Limiting increases in member dues as much as possible	689	63%
Modernizing aging facilities	491	45%
Conserving water and energy resources	402	37%
Expanding or enhancing programs and services	246	22%
Enhancing technology and online services	145	13%
Improving accessibility of facilities and programs	133	12%

Please rank the future investment you selected in the prior question with 1 being the highest priority.

(Chart shows the average ranking; the lowest number is the highest priority)





Which statement best reflects your perspective regarding GVR dues and facilities?

I support moderate dues increases if needed to maintain current facilities and services.

43%

I prefer keeping dues as low as possible, even if that means some facilities are updated more slowly.

28%

I support dues increases to improve and modernize facilities over time.

18%

I am unsure or need more information.

11%



**Which technology or online service improvements would be most valuable to you?
(Select up to 3)**

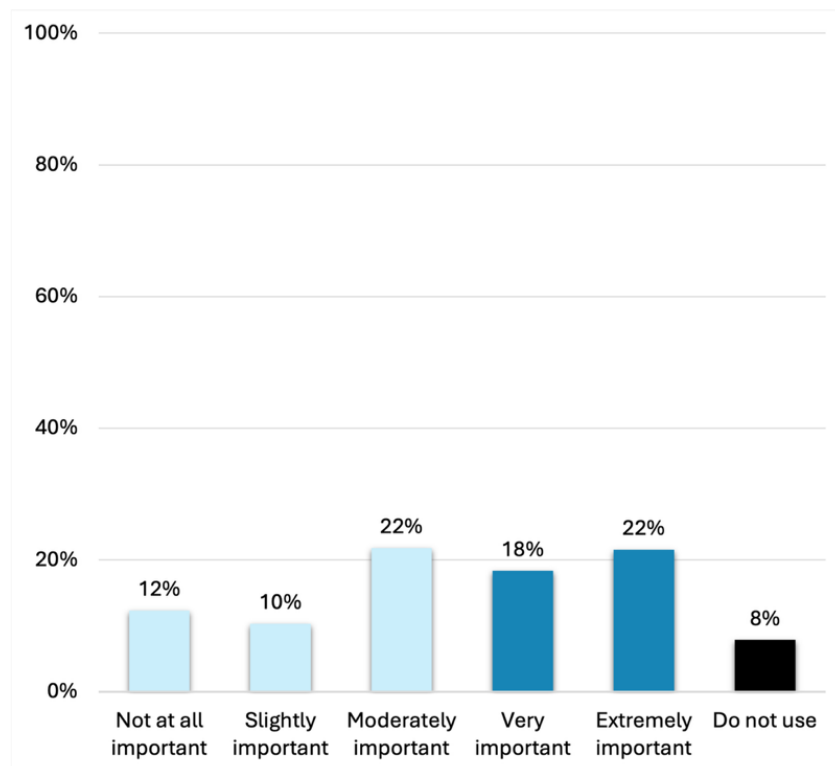
Technology or service improvement	Number of people	Percent selected
Easier online registration, reservations, and booking of GVR facilities, programs, classes, and activities	367	34%
None of the above	286	27%
Better access to information about facilities, programs, and events	246	23%
Online payment options	242	22%
Improved website navigation and usability	197	18%
Virtual or hybrid classes and programs	192	18%
Mobile-friendly online services	157	15%
Expanded technical support or assistance for members	144	13%
Improved digital communication and updates from GVR	137	13%
*Other (please specify): [text response]	40	4%

***Members could type in an ‘Other’ technology or service improvement option. The results shown below are a subset of the responses to the previous question, categorized by Zelos into themes.**

‘Other’ technology or service improvement (Bolded improvements were not included in the original list of response options)	Number of people	Percent of “other” selections in this theme
Improve technology infrastructure in GVR facilities	7	27%
Online payment options (without additional processing fee)	5	19%
Better access to information about facilities, programs, and events	4	15%
Expanded technical support or assistance for members	4	15%
Improved digital communication and updates from GVR	3	12%
Improved website navigation and usability	1	4%
Virtual or hybrid classes and programs	1	4%

‘Other’ technology or service improvement (Bolded improvements were not included in the original list of response options)	Number of people	Percent of “other” selections in this theme
Easier online registration, reservations, and booking of GVR facilities, programs, classes, and activities	1	4%

How important is it to you for GVR to maintain all 13 pools it currently operates?

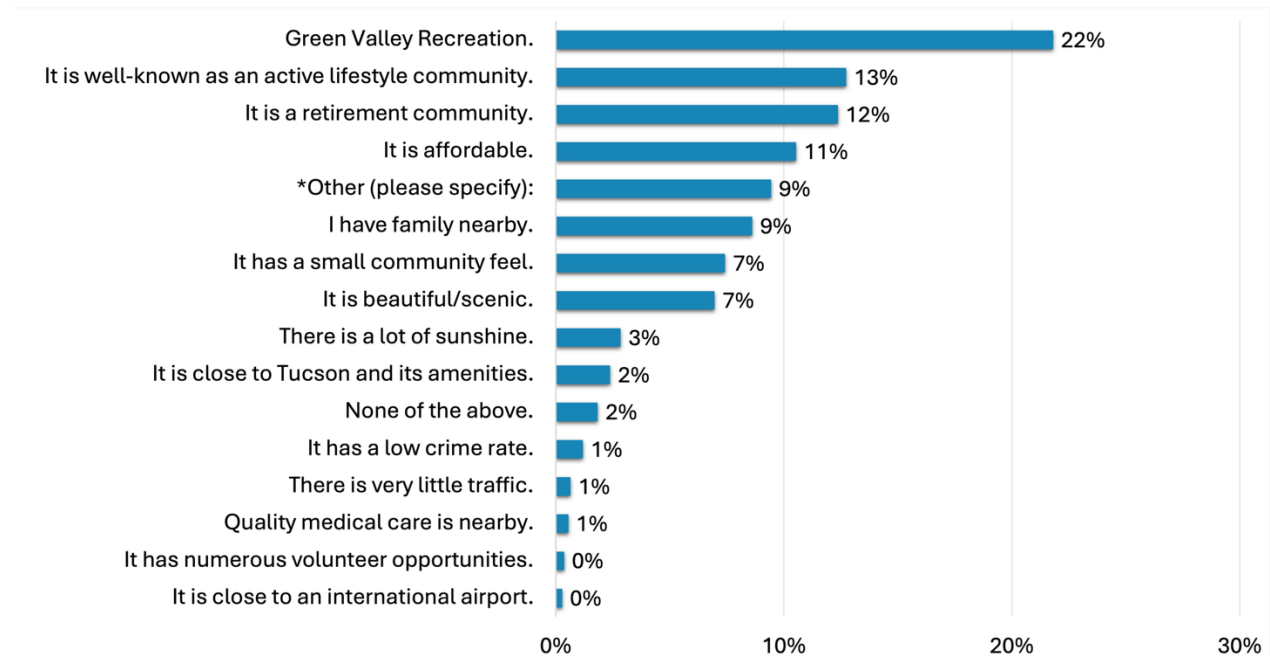


Note: Section 4 of the survey only included open-ended questions.



Section 5. GVR membership

The primary reason that I chose to buy GVR property is...



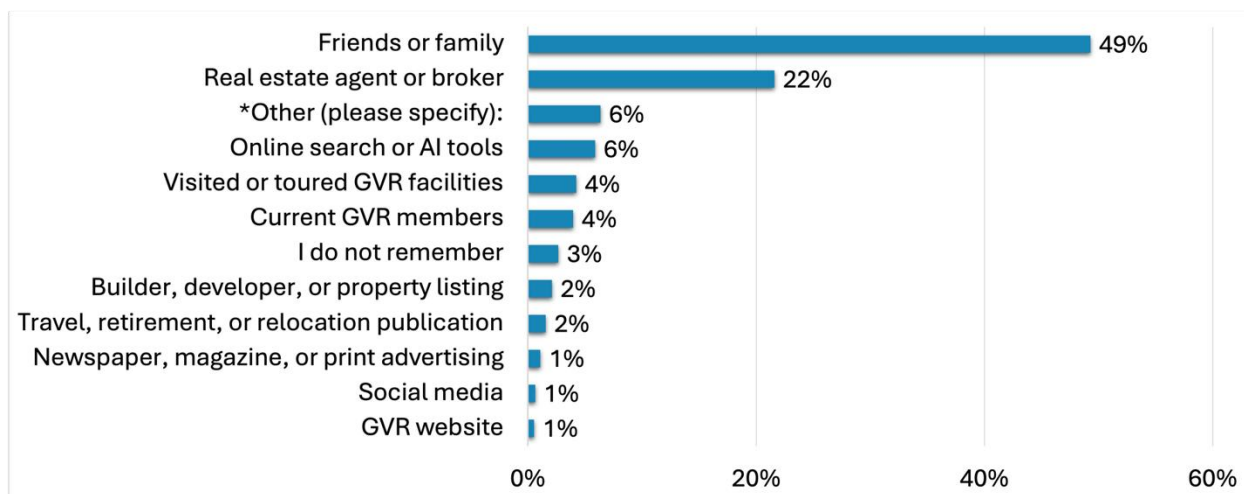
*Members could type in an 'Other' primary reason that they chose to buy GVR property. The results shown below are a subset of the responses to the previous question, categorized by Zelos into themes.

'Other' primary reasons people chose to buy GVR property (Bolded reasons were not included in the original list of response options)	Number of people	Percent of "other" selections in this theme
Friends nearby	14	18%
Green Valley Recreation	9	11%
All of the above	7	9%
Specific home/property	6	8%
It is affordable.	5	6%
Never informed about GVR membership	4	5%
Well-known active lifestyle community	4	5%
I have family nearby	4	5%
It is beautiful/scenic	4	5%



‘Other’ primary reasons people chose to buy GVR property (Bolded reasons were not included in the original list of response options)	Number of people	Percent of “other” selections in this theme
It is a retirement community	3	4%
Investment opportunity	3	4%
Multiple reasons	3	4%
Inherited property	2	3%
There is a lot of sunshine	2	3%
Outdoor recreation opportunities	2	3%
Employment/location	2	3%
None	2	3%
Tax advantages	1	1%
Geographic location	1	1%
Faith community	1	1%
It is close to an international airport.	1	1%

How did you first learn about GVR? (Please select the primary source.)





*Members could type in an 'Other' option for how they first learned about GVR. The results shown below are a subset of the responses to the previous question, categorized by Zelos into themes.

'Others' written in for how members first learned about GVR (Bolded sources were not included in the original list of response options)	Number of people	Percent of "other" selections in this theme
Familiarity with the area / relocation	27	52%
After purchasing home	10	19%
Visited or toured GVR facilities	6	12%
Friends or family	3	6%
Online search or AI tools	2	4%
Current GVR members	1	2%
TV	1	2%
Real estate agent or broker	1	2%
Newspaper, magazine, or print advertising	1	2%



Appendix 2. 2026 Strategic Planning Survey for Members

GVR 2026 Strategic Planning Survey for Members

GVR 2026 Strategic Planning Survey for Members

Green Valley Recreation has partnered with Zelos, LLC to conduct this survey to help inform GVR's strategic plan and guide future planning for programs, services, and facilities. Zelos, LLC facilitated GVR's 2021 Strategic Planning project and conducted the 2022 Member Survey.

We anticipate that this survey will take you approximately 20 minutes. Your responses will only be reported in aggregate; individual responses will not be attributed to any member.

For technical questions regarding the survey, please contact Elisa Torres at Zelos (elisa.torres@zelosllc.com). For any additional questions, please contact the GVR hotline by emailing hotline@gvrec.org. We appreciate your participation and thoughtful feedback!

Enter your GVR member ID. Please enter it carefully; we will validate it and will not be able to use your responses if we cannot validate. *Note: Your individual responses will not be associated with your GVR member number.*



Section 1. GVR mission and vision

GVR's current mission is: To provide excellent facilities and services that create opportunities for recreation, social activities, and leisure education to enhance the quality of our members' lives. *A mission is the fundamental reason an organization exists.*

How well does GVR's current mission communicate that purpose?

- ☐ Not well at all
- ☐ Slightly well
- ☐ Moderately well
- ☐ Very well
- ☐ Extremely well

You indicated that the current mission is not describing the fundamental reason that GVR exists. What would you change? **GVR's current mission is:** To provide excellent facilities and services that create opportunities for recreation, social activities, and leisure education to enhance the quality of our members' lives.

GVR's current vision is: To be a friendly, vibrant community of choice for adults desiring lifelong opportunities for physical, mental, and social engagement.

How well does GVR's current vision reflect the future desired by the community?

- ☐ Not well at all
- ☐ Slightly well
- ☐ Moderately well
- ☐ Very well
- ☐ Extremely well



You indicated that the current vision does not reflect the future desired by the GVR community. What would you change? **GVR's current vision is:** To be a friendly, vibrant community of choice for adults desiring lifelong opportunities for physical, mental, and social engagement.

Section 2. Member participation and experience

2.1. Programs and activities

In the past 3 years, have you participated in any activity at GVR (used the facilities or pools, attended a class or an event, or participated in a club)?

☐ Yes

☐ No



Thinking about the most recent times you've participated in the following activities, rate your overall experience with each activity. If you have not participated in an activity, please select "I did not use".

	Very poor	Poor	Average	Good	Excellent	I don't know	I did not use
Aquatics	☐	☐	☐	☐	☐	☐	☐
Arts & crafts classes	☐	☐	☐	☐	☐	☐	☐
Clubs: Dance	☐	☐	☐	☐	☐	☐	☐
Clubs: Sports	☐	☐	☐	☐	☐	☐	☐
Fitness center	☐	☐	☐	☐	☐	☐	☐
Other classes	☐	☐	☐	☐	☐	☐	☐
Personal training	☐	☐	☐	☐	☐	☐	☐
Racket/Paddle sports	☐	☐	☐	☐	☐	☐	☐
Sports & fitness classes	☐	☐	☐	☐	☐	☐	☐



Thinking about the most recent times you've participated in the following activities, rate your overall experience with each activity. If you have not participated in an activity, please select "I did not use".

	Very poor	Poor	Average	Good	Excellent	I don't know	I did not use
Clubs: Arts & crafts	☐	☐	☐	☐	☐	☐	☐
Clubs: Cards & games	☐	☐	☐	☐	☐	☐	☐
Clubs: Social	☐	☐	☐	☐	☐	☐	☐
Clubs: Special interest	☐	☐	☐	☐	☐	☐	☐
Dances	☐	☐	☐	☐	☐	☐	☐
GVR events and entertainment	☐	☐	☐	☐	☐	☐	☐
Lectures	☐	☐	☐	☐	☐	☐	☐
Movies	☐	☐	☐	☐	☐	☐	☐
Trips & tours	☐	☐	☐	☐	☐	☐	☐
Other (please specify):	☐	☐	☐	☐	☐	☐	☐



Overall, how satisfied are you with the **programs** offered at GVR?

- ☐ Extremely dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat satisfied
- ☐ Extremely satisfied
- ☐ I don't know

Overall, how satisfied are you with the **services** offered at GVR?

- ☐ Extremely dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat satisfied
- ☐ Extremely satisfied
- ☐ I don't know



2.2 GVR organization effectiveness

Please indicate how effective you think GVR is at doing each of the following items.

	Not effective	Somewhat effective	Effective	Very effective	Extremely effective	I don't know
Provides opportunities for members to maintain and improve their physical health	☐	☐	☐	☐	☐	☐
Provides recreational opportunities	☐	☐	☐	☐	☐	☐
Provides opportunities for members to make social connections	☐	☐	☐	☐	☐	☐
Provides activities that address members' emotional well-being	☐	☐	☐	☐	☐	☐
Provides activities that stimulate members' minds	☐	☐	☐	☐	☐	☐
Creates an enjoyable environment in which to live	☐	☐	☐	☐	☐	☐
Responds to member needs	☐	☐	☐	☐	☐	☐
Maintains open lines of communication with members	☐	☐	☐	☐	☐	☐
Makes timely and important decisions	☐	☐	☐	☐	☐	☐
Demonstrates courteous, professional, and businesslike behavior	☐	☐	☐	☐	☐	☐
Provides recreational/social opportunities to members who may have difficulty with mobility, health, or other issues that present challenges	☐	☐	☐	☐	☐	☐



Please rate your agreement with each of the following statements.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	I don't know
GVR makes it possible for me to participate in a variety of social opportunities.	☐	☐	☐	☐	☐	☐
Communication and information from GVR staff is trustworthy.	☐	☐	☐	☐	☐	☐
I can attend Board and Board committee meetings in the way that I want to attend.	☐	☐	☐	☐	☐	☐
Communication and information from the GVR Board is trustworthy.	☐	☐	☐	☐	☐	☐



Overall, how satisfied are you with your experience(s) with **GVR staff**?

- ☐ Extremely dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat satisfied
- ☐ Extremely satisfied
- ☐ I don't know

2.3. GVR facilities

Please rate your agreement with each of the following statements.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	I don't know
GVR provides excellent facilities.	☐	☐	☐	☐	☐	☐
GVR provides clean facilities.	☐	☐	☐	☐	☐	☐
GVR spaces are well-equipped for the activities being offered in them.	☐	☐	☐	☐	☐	☐



2.4. GVR Board

Please rate your confidence in the **GVR Board's** ability to...

	Not confident at all	Slightly confident	Somewhat confident	Quite confident	Extremely confident	I don't know
Advance the best interests of GVR and the general membership.	☐	☐	☐	☐	☐	☐
Make important decisions in a timely manner.	☐	☐	☐	☐	☐	☐
Plan ahead by identifying changing senior recreation trends and anticipating challenges.	☐	☐	☐	☐	☐	☐
Work collaboratively in a professional and productive manner.	☐	☐	☐	☐	☐	☐

2.5 GVR outcomes



Please rate your agreement with each of the following statements.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	I don't know
GVR recreational opportunities enhance my quality of life.	☐	☐	☐	☐	☐	☐
GVR social opportunities enhance my quality of life.	☐	☐	☐	☐	☐	☐
GVR leisure education opportunities enhance my quality of life.	☐	☐	☐	☐	☐	☐



2.6 GVR value

“Value for money” could be viewed in terms of cost, quality, or a combination of both. Which one of the following best describes how you see “**value for money**”?

- ☐ Cost is the most significant factor
- ☐ Cost is more significant than quality
- ☐ Cost and quality are equally significant
- ☐ Quality is more significant than cost
- ☐ Quality is the most significant factor

How would you rate the value for money of **GVR**?

- ☐ Very poor
- ☐ Poor
- ☐ Average
- ☐ Good
- ☐ Excellent



Section 3. Future needs, demands, and trends

Please indicate your agreement with each of the following endings to this sentence:

I would like to see more...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	I don't know
communication from GVR.	☐	☐	☐	☐	☐	☐
facilities.	☐	☐	☐	☐	☐	☐
accessibility for people with limited mobility.	☐	☐	☐	☐	☐	☐
GVR Events.	☐	☐	☐	☐	☐	☐
leisure education opportunities.	☐	☐	☐	☐	☐	☐
meeting rooms.	☐	☐	☐	☐	☐	☐
options for communicating with GVR.	☐	☐	☐	☐	☐	☐
options for low-income members.	☐	☐	☐	☐	☐	☐
partnerships that will allow for expanded services.	☐	☐	☐	☐	☐	☐
recreation opportunities.	☐	☐	☐	☐	☐	☐
social opportunities.	☐	☐	☐	☐	☐	☐
volunteer opportunities for members.	☐	☐	☐	☐	☐	☐



Below are several trends or changes that may affect GVR over the next several years. What **2 or 3 trends** or changes concern you most in terms of their impact on GVR's facilities, services and its long-term sustainability? (Select up to 3)

- ☐ Members are aging in place and may need different services or facilities.
- ☐ More members are working remotely or spending more time at home.
- ☐ Demand for social, wellness, and health-related services is increasing.
- ☐ Cost of living is increasing due to inflation and broader economic conditions.
- ☐ Concerns about water availability and water quality are increasing.
- ☐ Temperatures are increasing and extreme weather events are becoming more frequent.
- ☐ Facilities are aging and the cost of repairs or replacement are increasing.
- ☐ The affordability of living in the community is changing.
- ☐ The age mix and demographics of members are changing.
- ☐ Other (please specify): _____
- ☐ None of the above



Please rank the trends you selected in the prior question with 1 being the highest priority. To rank the items, click and hold an item, then drag and drop it into your preferred order.

- _____ Members are aging in place and may need different services or facilities.
- _____ More members are working remotely or spending more time at home.
- _____ Demand for social, wellness, and health-related services is increasing.
- _____ Cost of living is increasing due to inflation and broader economic conditions.
- _____ Concerns about water availability and water quality are increasing.
- _____ Temperatures are increasing and extreme weather events are becoming more frequent.
- _____ Facilities are aging and the cost of repairs or replacement are increasing.
- _____ The affordability of living in the community is changing.
- _____ The age mix and demographics of members are changing.
- _____ Other (please specify):
- _____ None of the above

Thinking about what might be changing **in the environment over the next 5 years**, what changes would you like to see GVR make?



When considering GVR's future investments, which of the following should be the highest priorities? (Select up to 3)

- ☐ Maintaining existing facilities
- ☐ Modernizing aging facilities
- ☐ Expanding or enhancing programs and services
- ☐ Improving accessibility of facilities and programs
- ☐ Enhancing technology and online services
- ☐ Conserving water and energy resources
- ☐ Limiting increases in member dues as much as possible

Please rank the priorities you selected in the prior question with 1 being the highest priority. To rank the items, click and hold an item, then drag and drop it into your preferred order.

- _____ Maintaining existing facilities
- _____ Modernizing aging facilities
- _____ Expanding or enhancing programs and services
- _____ Improving accessibility of facilities and programs
- _____ Enhancing technology and online services
- _____ Conserving water and energy resources
- _____ Limiting increases in member dues as much as possible



Which statement best reflects your perspective regarding GVR dues and facilities?

- ☐ I prefer keeping dues as low as possible, even if that means some facilities are updated more slowly.
- ☐ I support moderate dues increases if needed to maintain current facilities and services.
- ☐ I support dues increases to improve and modernize facilities over time.
- ☐ I am unsure or need more information.

Which technology or online service improvements would be most valuable to you? (Select up to 3)

- ☐ Easier online registration, reservations, and booking of GVR facilities, programs, classes, and activities
- ☐ Improved website navigation and usability
- ☐ Better access to information about facilities, programs, and events
- ☐ Improved digital communication and updates from GVR
- ☐ Mobile-friendly online services
- ☐ Virtual or hybrid classes and programs
- ☐ Online payment options
- ☐ Expanded technical support or assistance for members
- ☐ Other (please specify): _____
- ☐ None of the above



How important is it to you for GVR to maintain all 13 pools it currently operates?

- ☐ Not at all important
- ☐ Slightly important
- ☐ Moderately important
- ☐ Very important
- ☐ Extremely important
- ☐ I do not use these amenities



Section 4. Strengths and opportunities for the future

What would you say GVR does **extremely well**? Please be specific.

What would you say are GVR's **opportunities for improvement**?

Section 5. GVR membership

How long have you been a GVR member?

- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ More than 20 years



Which of the following best describes your primary role with GVR?

- ☐ Member
- ☐ Club member
- ☐ Board/Committee member

Which best describes your residency in Green Valley?

- ☐ I live in Green Valley year-round
- ☐ I live in Green Valley part of the year

I live in GVR year-around, but I travel during the summer months.

- ☐ Yes
- ☐ No

Do you own more than one GVR property?

- ☐ Yes
- ☐ No



The **primary reason** that I chose to buy GVR property is...

- ☐ Green Valley Recreation.
- ☐ It is affordable.
- ☐ I have family nearby.
- ☐ It has a low crime rate.
- ☐ It is a retirement community.
- ☐ It is beautiful/scenic.
- ☐ It is well-known as an active lifestyle community.
- ☐ It is close to an international airport.
- ☐ There is very little traffic.
- ☐ There is a lot of sunshine.
- ☐ Quality medical care is nearby.
- ☐ It has numerous volunteer opportunities.
- ☐ It is close to Tucson and its amenities.
- ☐ It has a small community feel.
- ☐ Other (please specify): _____
- ☐ None of the above.



How did you first learn about GVR? (Please select the primary source)

- ☐ Friends or family
- ☐ Current GVR members
- ☐ Real estate agent or broker
- ☐ Builder, developer, or property listing
- ☐ Online search or AI tools
- ☐ GVR website
- ☐ Social media
- ☐ Newspaper, magazine, or print advertising
- ☐ Travel, retirement, or relocation publication
- ☐ Visited or toured GVR facilities
- ☐ Other (please specify): _____
- ☐ I do not remember

Thank you for providing your input! It will help us understand what our strengths, weaknesses, opportunities, and challenges are and will help guide our future planning. If you have additional input to share with us, send an email to hotline@gvrec.org. Staff will be happy to receive and review any additional input you have. When you click the right arrow on this page, you will submit your survey. If you want to review your responses, please use the left arrow button to do so before you move forward.