



Leisure World of Maryland Master Plan for Trust Properties

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Acknowledgments

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LEISURE WORLD OF MARYLAND

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Executive Summary

INTRODUCTION AND PURPOSE

Vision

The vision for Leisure World is to be a premier active adult community that promotes strong friendships, health, and recreational opportunities for a diverse community, while ensuring a solid economic foundation for the future.

The Master Plan for Trust Properties reflects the desires of the community for improvements that will increase livability and promote an improved quality of life for both existing and future residents. It is designed to clearly identify future possibilities, assist in defining priorities, and facilitate a cohesive approach to maintaining and growing a thriving community.

As Leisure World approaches 60 years of operation, the Master Plan is intended to help navigate the next 60 years and beyond. The options and recommendations strike a balance between preserving what is important, meeting current needs, and planning for the future.

Goals

The goals of the Master Plan are:

- Improve Quality-of-Life
- Promote Social Wellbeing
- Maintain and Improve Resident Health
- Improve Safety and Mobility
- Improve Desirability and Market Position
- Secure a Strong Financial Future
- Guide Decision-Making for Future Projects

The vision and these goals are the foundation for the recommendations made for Leisure World. Each recommendation serves to achieve the stated goals.

Process

The consultant team toured the site, analyzed the context and existing conditions, studied competitive active adult communities in the region, met with stakeholders, received feedback from residents at “town hall” events, and received feedback from the Board of Directors.

The initial town hall event, management stakeholder meeting, and work session with the Board of Directors served to outline the desires and needs of the community. This further informed the development of the vision and goals.

Specifically, the Leisure World Master Plan was created to study and make recommendations in the following topic areas:

- Clubhouses and indoor facilities and amenities
- Outdoor facilities and amenities
- Streets, sidewalks, mobility, and safety
- Residential development opportunities and accompanying revenue enhancement
- Prioritization of potential projects (including those in the Facilities Enhancement Plan Phase II)

The consultant team developed draft recommendations and presented them to the community and Board of Directors, whose feedback helped focus and guide development of the final plan.

EXISTING CONDITIONS

Market Position

To understand Leisure World's place within the regional active adult community market, we compared Leisure World to 11 other communities within the Washington D.C. area to compare:

- **Amenity Quantity.** Leisure World has the greatest array of amenities across the competitive set.
- **Amenity Quality (Age).** Leisure World is much older than most of the competitive set, and as such the quality of amenities is not directly comparable to newer communities in the competitive set.
- **Diversity of Housing Choices.** Leisure World has a wide range of housing types, ranging from single-family detached, single-family attached, low-rise, mid-rise, and high-rise condominiums. This mix of housing provides the greatest selection of housing products across the competitive set.
- **Unit Finishes.** Unit finishes are severely lacking compared to its competitors, as many units are several decades outdated in terms of unit finishes and design.
- **Median Age.** Leisure World's residents are older, on average, than residents in other competitive active adult communities. This older average age has led to the perception that the community is more like a "retirement community," rather than a vibrant, amenity-rich active adult community.

Campus Design and Buildings

Leisure World is a unique community offering significant amenities, a bucolic character, and a powerful sense of community for active seniors. Although a successful and beloved community, some of the earliest buildings have started to show their age and need maintenance, renovation, or replacement.

The Clubhouses are important centers of social interaction, but the interiors and materials feel dated and out-of-step with contemporary market demand. In addition, some of the rooms and uses are not to code, or do not meet the current technological needs of today's residents.



Clubhouses function as centers of social interaction, but could be improved and modernized.

Open Space

Leisure World is proud of the diverse range of amenities, but it does lack some offerings available at comparable communities that are in high demand. While it is unmatched in the size and provision of open space, there is an opportunity to diversify offerings and fill in gaps to increase competitiveness in the market.

The primary recreational space in Leisure World is the golf course, equally beloved as an open space, as it is a golfing amenity. As the needs and desires of residents change, particular care must be taken to ensure the preservation of necessary open space and the provision of amenities that meet the needs of both current residents and future residents.

Given the population size of Leisure World, there is a clear need for additional active recreational amenities, like pickleball. To support the physical, social, and mental health of residents, additional investments in walking trails, bicycle lanes, and multipurpose outdoor recreation should be considered.

Transportation

Based on a transportation assessment and feedback from residents, a list of concerns and opportunities for improvements have been identified. They include, but are not limited to, the following:

- Traffic speed on Leisure World Blvd
- More reliable on-site transportation options
- More walking trails
- Safer sidewalks and street crossings
- Dedicated bike lanes



Adding sidewalks and bike lanes along Leisure World Blvd would improve safety and encourage healthy behavior.

RECOMMENDATIONS

Clubhouses and Indoor Amenities

The clubhouses are important gathering places for the community and are where many of the social activities take place.

Clubhouse I plays a particularly important role as the first impression of Leisure World when entering via the main gate, but it appears dated. Exterior and interior redesigns are needed to create a grand and welcoming entrance. Updates should include modernizing the interior design, creating an addition to the front facade and drop-off, replacing the aging pool, and expanding the Lanai.

Clubhouse II is newer and is generally in good condition, however some improvements can be made. Minor improvements, such as updating interior design and finishes, should be considered. Additionally, maintenance issues with the indoor pool and locker rooms should

be evaluated. The biggest project in Clubhouse II is renovating the Auditorium to bring it up to code, increase wheelchair seating, create an accessible route to the stage, and improve the audiovisual systems.

Open Space and Outdoor Amenities

Recommendations for open space and outdoor amenities address both resident desires and competitiveness in the marketplace while maintaining open space.

There is an opportunity to create new amenities and provide open space that meets the needs of all residents through resizing the golf course. The overall amount of open space would be maintained, but it can better serve a wider group of Leisure World residents. Potential new outdoor amenities include expanded walking trails, a pickleball facility, a playground, a dog park, and more.



The outdoor pool should be replaced to provide more seating and socializing space in addition to a more desirable “resort-like” design

Residential Development

Leisure World has zoning approval for up to 440 more units, but there are limited opportunities for new housing as the community is mostly built out. Additional housing units are beneficial both to enhance opportunities for new and existing residents of Leisure World and to increase potential operating revenue.

Tasked with evaluating where more housing can be built in the community, our preliminary study identified four potential strategies and locations. Of these initial strategies and locations, we have identified two as the best opportunities: 1) the acquisition and redevelopment of existing mutuals, and 2) the redevelopment of land currently used for storage and community gardens. Both sites present opportunities and challenges, and we recommend further study by Leisure World and development partners on their feasibility.

Revenue Enhancement

The financial structure of Leisure World means that enhancements to revenue are most likely to come from new housing development, or increases to resale transfer fees. Resale revenue is based on sales prices, so strategies to increase existing home values should be implemented. This can be achieved through incentivizing existing homeowners to make improvements to their property or by incentivizing third-party intermediaries to buy homes, improve them, and then resell to new long-term residents. This could be achieved by waiving transfer fees on the first, lower-priced sale and charging a percentage on the second, higher-priced sale.

Transportation

To promote safe, convenient, comfortable, enjoyable, and health-promoting modes of transportation across Leisure World, the proposed transportation improvements plan includes enhancing safety at busy intersections, increasing visibility at crosswalks, ensuring ADA compliance at intersections, and adding multimodal infrastructure, such as additional side paths, trails and bike lanes.

It is also recommended that Leisure World pursue improving the on-site bus service by introducing a fixed-route circulator in addition to on-demand. This would improve efficiency and reliability, encouraging more people to use the shuttle for traveling between major destinations and attractions in the community.

PRIORITIZATION AND PHASING

We developed a framework to prioritize the recommendations based on expected impact (e.g., meet demands of current residents, competitiveness in the market), expected cost (e.g., replacement, maintenance) and health benefits (e.g., active lifestyle, promote socialization). The rankings must be coordinated with the possibility of reconfiguring the golf course to provide additional space and be considered in the context of no change to the green space.

The list of projects include those that were put forward as part of the Facilities Enhancement Plan (e.g., outdoor pool, pickleball courts), those that emerged from the community forum (e.g., playground, bike lanes), those that were highlighted in the Strategic Plan, (e.g., additional housing), and considerations that are typical of master planning (e.g., updating facilities, sidewalks, and traffic safety).

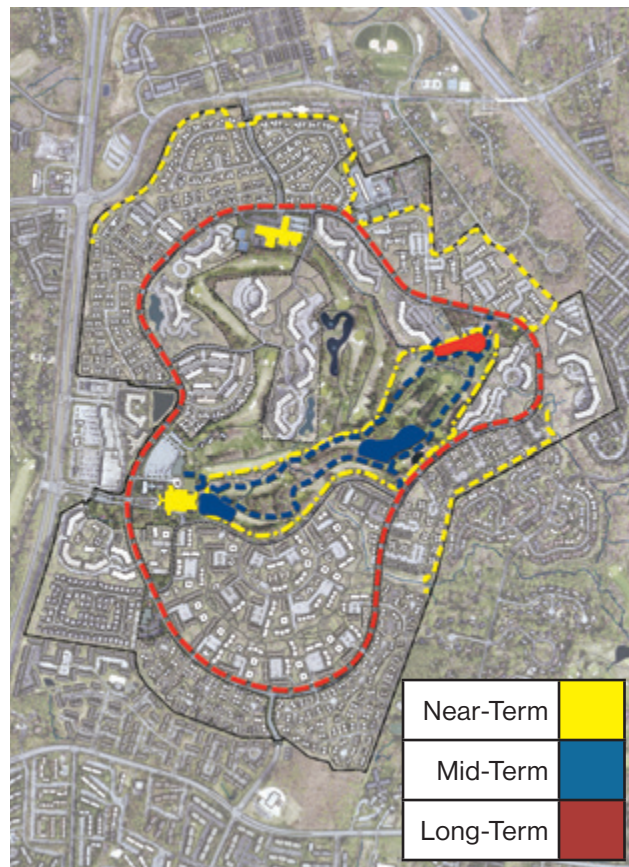
Projects have been sorted into those that can be implemented prior to golf course resizing and those that happen after course resizing. Some projects can be implemented if golf course resizing never occurs. Some projects can be implemented on a reduced scale, and some cannot be accommodated without additional space. Projects that can be undertaken independent of a community decision on the golf course resizing are:

- Clubhouse I Front Addition and Drop-off
- Clubhouse I Outdoor Pool and Lanai
- Clubhouse II Auditorium
- Bike Lanes and Transportation
- Potential Perimeter Trail
- Sidewalk and Traffic Safety

Projects that require resizing of the golf course in order to free up green space include:

- Children's Playground
- Dog Park
- Pickleball Courts
- Additional Housing

Should resizing of the golf course never occur, some projects can be implemented in a reduced scale, such as using a current small park area for a small playground. One project, the perimeter trail, requires an agreement on land use between the Trust property and the individual Mutuels.



Projects identified for Near-term, Mid-term, and Long-term Implementation. Additional information on proposed phasing begins on page 70.





Process and Background

PROCESS

What is a Master Plan?

A master plan is a blueprint for the future that provides guidance for the physical development of a community. Rather than making decisions in isolation, a master plan looks at a community comprehensively to make balanced decisions and to understand the trade-offs of specific proposals. Plans are unique to the community they are created for, but typically include sections relating to buildings, open space, streets, transportation, housing, development, and implementation. Importantly, plans are informed by an overarching vision created in support of a specific set of goals.

A Master Plan does not simply lay out a set of recommendations and decisions. It is a decision-guiding document, intended to help the community and decision makers consider scenarios, weigh options, and understand the potential impacts of current and future decisions.

Leisure World Master Plan

The Leisure World Master Plan process provided the community an opportunity to voice their desires on topics and recommendations in the following areas:

- Clubhouses and indoor facilities and amenities
- Outdoor facilities and amenities
- Streets, sidewalks, mobility, and safety
- Residential development opportunities and accompanying revenue enhancement
- Prioritization of master plan projects (including those found in the Facilities Enhancement Plan II)

Intake

The consultant team toured the site, analyzed the context and existing conditions, studied competitive active adult communities in the region, met with stakeholders, and received feedback from residents at “town hall” events.

A brief overview of analysis, findings, intake, and feedback follows.

Town Hall

The consultant team started the project with a Town Hall meeting to introduce residents to the master plan process and gather feedback. Approximately 150 people met in the Crystal Ballroom of Clubhouse I. Following a brief presentation, residents engaged in facilitated small-group discussions to provide their opinions on the successes and challenges of Leisure World today, any missing or desired elements, and what they hope Leisure World will be in the future.

Summary of Feedback

Outdoor amenities are some of the most beloved and highly valued assets in the community. There is a high diversity of outdoor amenities possible, given the size of Leisure World, and this is at the top of the list of what residents love about their community. Nevertheless, residents noted additional desired amenities and identified others as needing improvements. They include:

- More walking paths and trails
- Improved safety on sidewalks and street crossings
- More pickleball courts
- A playground for visiting grandchildren

- A dog park
- And outdoor gathering space/amphitheater

There is a significant variety of indoor amenities that are highly valued. Most comments related to the improvement or use of existing facilities versus new facilities. Specific and most-mentioned items follow:

- Desire for more multipurpose rooms in Clubhouses to accommodate clubs and events.
- Need updated technology in multipurpose rooms, i.e. host hybrid/video meetings
- Clubhouse interiors feel dated
- Auditorium needs improvement

Safety concerns were primarily focused on entry gates and pedestrian safety.

- Traffic at Norbeck gate backs up and can be dangerous.
- Traffic patterns at the main gate and shopping center create conflict.
- Need improved ADA accessibility through the community and specifically at crosswalks
- Inadequate outdoor lighting

Over 80% of attendees supported more housing, although specific types varied.

- A hotel or guest housing was highly desired.
- About one-third of attendees preferred more single-family homes, while the rest preferred other types of multifamily housing.

Management Stakeholders

The consultant team met with the senior management of Leisure World to hear their insights and top concerns relating to maintenance, amenities, security, social services, and personnel. The discussion also included general thoughts on Leisure World's strengths, weaknesses, and opportunities.

Summary of Feedback

- Leisure World's strength is its singularity. It is the combination of amenities, social activities, security, and services together.
- Dedicated employees are another strength, although finding personnel in building trades and property management can be a challenge.
- The residents of Leisure World are one of its greatest strengths; they are engaged, social, and civic-minded.
- As the current population ages, it is putting a strain on services.
- The perception of Leisure World is shifting from "active adult" to "retirement" community. There is a need to refocus the brand and attract more younger residents.
- Buildings are getting older, and deferring maintenance will make future work more expensive.
- Priorities for Clubhouses include maintenance on the indoor pool mechanical systems and a potential replacement of the outdoor pool.
- There is a need for a new sports complex, but there isn't any available space.
- Leisure World needs more sport courts to be competitive.
- Not enough pickleball courts. Conflict

between tennis players and pickleball players for limited court space and dual-striped courts.

- Golf is a major differentiator of Leisure World, but there is a conflict between golfers and walkers who want to use open space.
- Priorities for outdoor amenities should be pickleball and outdoor gathering spaces.

Board of Directors

We met with the Leisure World Board in a special work session to gather input and refine goals for the master plan. Specifically, board members were asked to provide input on Leisure World's strengths, vulnerabilities, opportunities, and challenges.

Common Themes and Takeaways

As we have heard in many conversations, people in Leisure World value the community, layout, and green space. There is a distinct desire to protect and improve the quality of the open space and increase access to it with expanded active recreation facilities.

The facilities and buildings themselves are also valuable, but they need to be maintained, updated, and modernized as needed to continue to meet the needs of residents.

In addition to the physical design, social cohesion and civic involvement is also hailed as both a hallmark characteristic of Leisure World and one of its greatest strengths. This suggests a need to ensure there is continued adequate space for social gatherings and clubs, and to build the technological infrastructure necessary to enable better communication and organization.

Sustainability ran through many different discussions as a unifying theme, including protecting the green space, caring for Bel Pre Creek, ensuring the electrical system is prepared to handle electric cars, and studying individual metering to support the above and encourage conservation.

Another common thread that connects multiple conversations is how Leisure World is perceived and marketed to the surrounding community and potential residents. Whether or not they are fair – or even true – perceptions are real and should be taken seriously. Marketing, amenities offered, services, and decisions about priorities should all reinforce the underlying goals.

The last major takeaway is a need for further discussion and evaluation of governance, management, and the financial direction of the Trust and Mutuals.

Recommendations

Projects for consideration come from: the Strategic Plan; Facilities Enhancement Plan Phase II (FEP II); interactions with residents, staff, and directors; on-site observations; typical professional practices; and market-based comparison to other active adult communities.

Following development of draft recommendations, the team met again with residents and the Leisure World board of directors to present concepts. The feedback was mostly positive about recommendations for the clubhouses, transportation improvements, and the potential to add housing. Potential changes to open space and the golf course generated the most discussion, with split opinions.

Considering feedback from residents and the board of directors, we revisited the recommendations and studied three high-level scenarios:

1. Projects that can be implemented prior to a decision on the golf course,
2. Projects that can be implemented after a decision on the golf course, and
3. Which projects can be implemented if the golf course remains in its current form.

GOALS AND METHODOLOGY

Goals

Following meetings with the board, management, residents, and reviewing earlier plans and studies, the consultant team developed a set of goals for the Leisure World master plan. They are:

- Improve Quality-of-Life
- Promote Social Wellbeing
- Maintain and Improve Resident Health
- Improve Safety and Mobility
- Improve Desirability and Market Position
- Secure a Strong Financial Future
- Guide Decision-Making for Future Projects

These provide the framework for developing recommendations and each suggested project in the plan supports the implementation of these goals.

Methodology

Taking into consideration the 30-year planning horizon, projects were evaluated on the extent to which they benefit Leisure World overall – including current and potential future residents – along with Leisure World’s stated goals and aspirations. Several potential projects were provided by the management group at Leisure World, and others have been identified through collaboration with the consulting group and Leisure World management. Initial ideas were

further informed by research, national trends, and professional expertise of the consultant team.

Potential projects and recommendations were further evaluated against the following key criteria:

- Will this project help to make Leisure World more competitive, from a market perspective, for future residents in the context of best-in-class comparable active adult communities?
- Does this project align with national amenity preferences and trends seen in the development of other active adult communities?
- Will this project help rejuvenate the lifestyle offered at Leisure World, and support its population over the planning horizon including current and future residents?
- Will this project help Leisure World be more sustainable over the planning horizon?
- If a project does not directly generate revenue, do its advantages support the cost of development in terms of elevating Leisure World’s status in the regional active adult market?
- What aspect of Leisure World does this project benefit (subset of owners/individual clubs vs. community at large)?

EXISTING CONDITIONS AND ANALYSIS

Market Position and Competition

To understand Leisure World's place within the regional active adult community market, we compared Leisure World to eleven competitive communities within the Washington D.C. area. The set of 12 active adult communities — including Leisure World — are:

1. Leisure World
2. Trilogy at Lake Frederick
3. Regency at Dominion Valley
4. Carter's Mill
5. Landsdowne Woods of Virginia
6. Birchwood at Brambleton
7. Potomac Green
8. Heritage Hunt
9. The Woodlands of Urbana
10. Four Seasons at Historic Virginia
11. Two Rivers
12. Four Seasons at Kent Island

The consultant team compared Leisure World to the competitive set across a variety of factors, including amenities, housing, cost, and demographics. An overview of the findings follows.

Amenities

Leisure World offers an impressive array of amenities in comparison to other active adult communities in the region. The amenity package is one of its biggest competitive advantages as it offers a wide range of activities and social opportunities for residents. There are still opportunities, however, to improve overall competitiveness in the market and to make Leisure World more attractive to residents.

Housing

Leisure World has many types of housing, ranging from single-family detached and townhomes to low-rise, mid-rise, and high-rise buildings.

Compared to the competitive set of regional active adult communities, home sales at Leisure World have the lowest average price per square foot. There are many possible reasons, but two major contributing factors are the types of units and the age of units. Leisure World has a larger percentage of smaller, high-rise condominium units than competitive active adult communities and smaller units cost less than larger units. The second factor is the age and finish quality of units at Leisure World. Units are, on average, older than the competition and have outdated interior finishes compared to the other active adult communities, making them less competitive in the market.

While affordable housing is attractive, and important, it limits the revenue (used for capital improvement projects) that is raised through resale fees in the community.

Median Age

Residents in Leisure World are older, on average, than other competitive active adult communities. This older average age has led to the perception in the market that it is more like a "retirement community", rather than a true "active adult community" with the accompanying lifestyle.

Costs and Fee Structures

Leisure World has a modest Community Facilities Fee, but high mutual fees, on average. This makes internal monthly expenses (excluding taxes, insurance, etc.) quite high in comparison to other communities. However, because average home values at Leisure World are lower overall, residents pay less on expenses like property taxes, insurance, and mortgage costs. Leisure World has the highest capital contribution costs at time of sale but still has the lowest entry price due to its lower home values.

When analyzing a ten-year total cost of ownership, Leisure World is the most affordable community in terms of total expense to owners. To be in line with the median total ownership costs of the competitive set, fees and/or home values would need to increase almost two-and-a-half times the current amount.

Summary

A summary chart of the community comparison is found on the facing page. Each element is ranked on a scale of one to five (one being low and five being high), and a cumulative “score” for each community is calculated. When comparing all twelve communities across these categories, Leisure World is in-line, though generally lower, than the competitive set. A more detailed analysis of Leisure World and the competitive set is found in the appendix.

Strengths

- Leisure World benefits from its strong amenity package, with two clubhouses, multiple meeting/gathering rooms, golf, pools, green spaces, Chapel, and MedStar Health Center on site.
- There is a wide variety of retail and entertainment options within a 10-minute drive time of the site. The site is located within an hour’s drive of downtown Washington D.C., and close to multiple airports.

Challenges

- Residential units on site, on average, have outdated unit finishes and design as many units are several decades old.
- Leisure World’s median age is 76, well above the competitive set average age of 68.5. This contributes to the perception of the site as a retirement community rather than a true active adult community.

Opportunities

- Leisure World is the most affordable community of the competitive set in terms of total expenses to owners. There is an opportunity to diversify the housing stock with newer, more expensive units to meet a missing market segment.
- Organically updating housing and increasing home values could be achieved by allowing “flippers” to purchase units in Leisure World and then sell renovated units. This could be facilitated through eliminating the initial resale fee (on the first sale) and only collecting on the “second” resale, after renovations have occurred.
- Rebranding efforts through a name change could also help change the reputation/perception of the community, shifting it to that of a true active adult community, rather than a retirement community.
- Building new housing within the community could also help revitalize the standard of housing and perception within the market.

SUMMARY CHART OF ACTIVE ADULT COMMUNITIES COMPARISON

Community	Amenity Quantity	Amenity Quality (Age)	Diversity of Housing Choices	Unit Finishes	Median Age	Total Score
Four Seasons at Kent Island	4	5	4.5	4	4	21.5
Potomac Green	2.5	5	4.5	4	4	20
Trilogy at Lake Frederick	4	5	3	3.5	4	19.5
Carter's Mill	3	5	4	3.5	4	19.5
Birchwood at Brambleton	3	5	4.5	3	4	19.5
Regency at Dominion Valley	4.5	4	4.5	3	3	19
Heritage Hunt	4.5	4	4.5	3	2	18
The Woodlands of Urbana	3	5	2	4	4	18
Four Seasons at Historic Virginia	3	4	2	3.5	5	17.5
Two Rivers	2	5	2	4	4	17
Leisure World	5	3	5	1	1	15
Lansdowne Woods of Virginia	4	5	1	3.5	1	14.5

Community Characteristic Comparison, Leisure World and Competitive Set (higher number is better)

Campus Design and Buildings

The Leisure World campus is pleasant and well maintained, with good access to the surrounding areas. It is served by three gates, with connections to surrounding major roads.

Shorter buildings are located around the perimeter of the community, with high-rise buildings located to the inside of Leisure World Blvd, adjacent to the golf course.

The golf course is the central amenity and represents about 90% of all the park space in Leisure World. It is well maintained and centrally located. Except for the golf course, most of the other amenities are located on the west side of the community with limited amenities on the east side. While the golf course is centrally located, it can also block easy access from mutuels on the east and north sides of the community to Clubhouse I.

As a long-established community, many of Leisure World's earliest homes are less competitive in the market. Additionally, Leisure World has the smallest average unit sizes among the competitive set. While smaller and older units contribute to affordability, it has a negative effect on revenue at Leisure World as it reflects smaller resale contribution fees.

Amenity Buildings

The amenity buildings are loved by residents but have started to show their age. Interior design and materials are not up to date and some functional issues are starting to present themselves.

Clubhouse I is located at the end of Rossmoor Blvd and is the first thing you see when arriving at Leisure World. In addition to its social and functional importance, Clubhouse I is an important first impression and marketing tool for the community. Particular care is required for the design and upkeep of Clubhouse I.

Clubhouse II is newer and generally in good condition. It is the site of Leisure World's auditorium which hosts a variety of programs and events. Initial impressions of the auditorium reveal it does not provide adequate seating for wheelchair users, does not provide an accessible means of egress, and could use some updating to the audiovisual systems. The interior color and materials would also benefit from an update.

Open Space and Outdoor Amenities

Leisure World has a robust range of amenities but does lack some offerings available at competitive communities. In comparing Leisure World to other regional communities, there appears to be an opportunity for bocce ball courts, firepits, dog parks, and children's playgrounds. While these may not be "headline" amenities, they can typically be developed with a more limited budget and produce an outsized return in terms of overall value for residents and the community.

Leisure World's current sports court program of three tennis courts and four pickleball courts is comparable, in absolute terms, to the offerings of the competitive set. However, Leisure World is by far the largest active adult community in the competitive set – with 5,660 units – so the ratio of courts per resident is much lower. Three-to-four times the number of tennis courts and four-to-six times the number of pickleball courts are needed to reach the average and median number of courts per household.

The National Golf Foundation estimates in 2024 that an average of 34,000 rounds of golf were played per course in the US, including both public and private courses. Private courses vary significantly, from as few as 10,000 to as high as 50,000 rounds. Course viability and rounds of golf played are highly dependent on revenue sources such as greens fees, membership fees, cart rentals, restaurant and merchandise sales, facility rentals, tournament fees, etc. We understand Leisure World is currently hosting approximately 24,000 rounds annually but is operating at a financial deficit. To cover

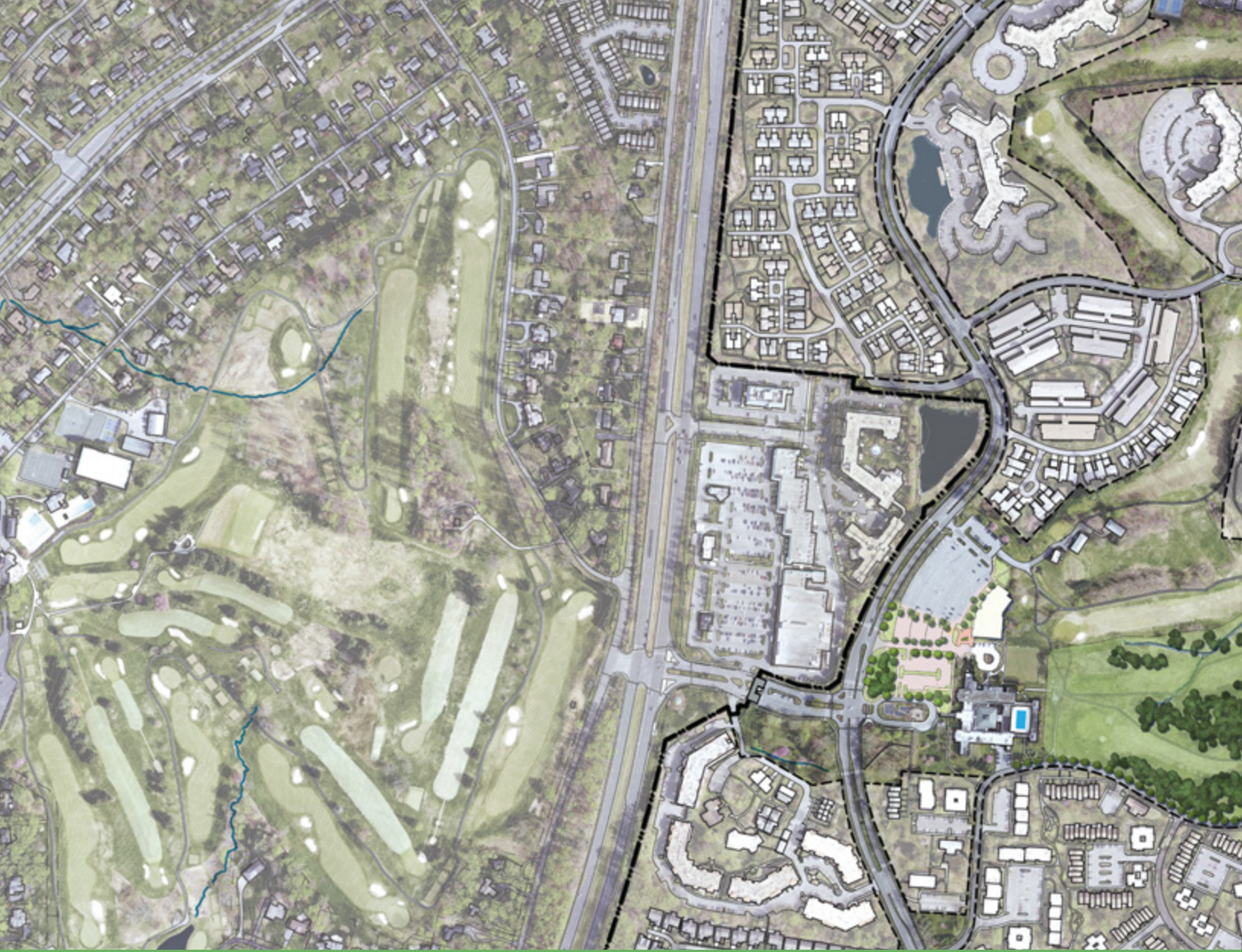
expenses, it would need to host more rounds or have additional sources of revenue. We also understand the number of playable rounds is reduced due to restricting golf hours in the morning and evening to accommodate recreational walkers.

Only two regional active adult communities offer golf, and many communities across the country have found success in offering a more limited golf amenity, including 9-hole or executive courses, while preserving open space and walking trails within their communities.

Transportation

Based on a transportation assessment and feedback from residents at town hall events, the following items were identified by residents as primary transportation-related concerns.

- Slower or more managed vehicle speeds
- More reliable transit options to sites within Leisure World, including improved routes and longer service hours
- More reliable transit to off-site locations
- More, and wider, active-use pathways
- Complete sidewalk network
- Dedicated bike lanes
- Improved parking lot safety for pedestrians
- Combination of recreation and transportation/commute focused facilities
- More marked and highly visible crosswalk locations
- Improved ADA compliance (curb ramps, walkway slopes, clear widths/access for mobility devices)
- Improved connectivity to the greater Montgomery County walking, biking, and transit networks





Recommendations

BUILDINGS, CLUBHOUSES, AND INDOOR AMENITIES

Many of the buildings at Leisure World have a dated appearance. Simple things can be done to increase the aesthetic quality and unity of the campus. Communal buildings should be designed in ways that reinforce their role and importance while allowing for variation and creativity in design.

Unifying elements, such as signage, wayfinding, and shared architectural elements can create connections between buildings.

The clubhouses are some of the most visible physical amenities at Leisure World, particularly Clubhouse I, which is the first thing many people see upon arrival. They serve as visual ambassadors for the community and set expectations for residents, future residents, and visitors alike.

Along with their architectural importance, the clubhouses offer opportunities for social interaction and community cohesion. From hosting various clubs and dedicated events, to providing space for casual spontaneous interaction, to offering amenities that support and promote health and recreation, investments in Clubhouse design and renovations directly support the people and community of Leisure World.

Finally, but no less important, other competitive active adult communities have entered the market and feature more modern clubhouses. To be competitive with this growing market, Leisure World should reflect these more modern preferences.

Clubhouse I

Clubhouse I is the front door of Leisure World, and it is the first, best opportunity to make a statement about what kind of community Leisure World is and wants to be.

Recommendations, strategies, and design ideas are listed below and illustrated on the following pages.

Interior Design

The interior design of Clubhouse I is dated and lacks the updated design and finishes found in competitive active adult communities.

Interior finishes and design should be updated to current design and finish standards, including items such as flooring, color palette and materials, common area furniture, and other seating and gathering areas.



Existing front door to Clubhouse I appear diminutive and opaque.

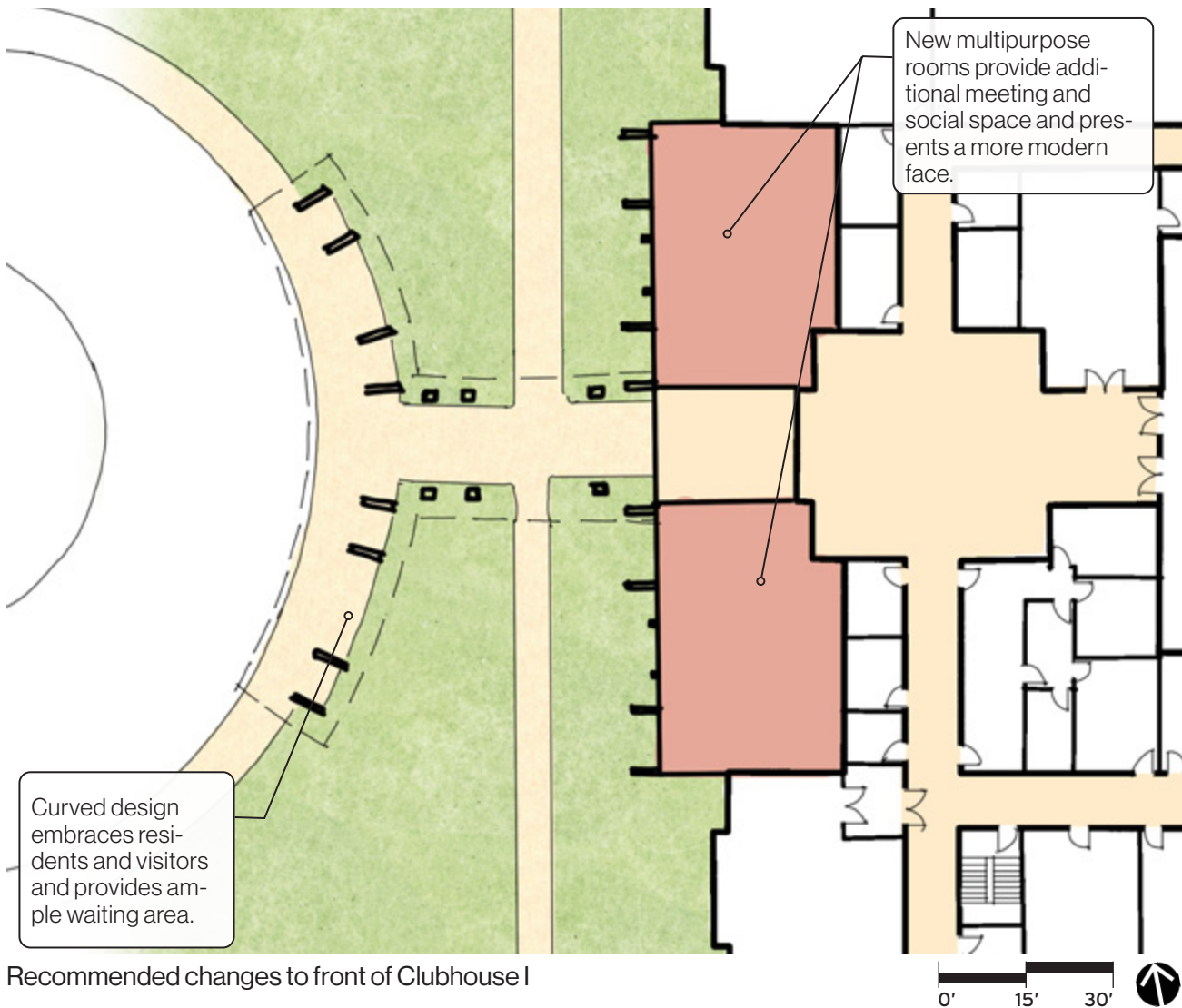
Front Facade and Drop-off

The existing main facade of the clubhouse is primarily windowless and does not present a welcoming appearance for residents and guests. It appears diminutive, in contrast to its importance in the community, and the main entry is flanked by blank walls. Further, the two areas of front facade that do feature expansive windows are hidden behind walls and trees. The drop-off and walkway do not provide sufficient space for people waiting for transportation or cars.

We recommend redesigning the front of the building to create a grand, open, and welcoming experience. This includes redesigning the waiting area and walkway, expanded and designed to match the style and importance of the new facade.

Rather than trying to change the existing facade, we recommend building an addition to the front of the clubhouse. This addition creates height and transparency in the front facade and meets the stated desire for additional meeting space and rooms for social activities.

CLUBHOUSE I: FRONT FACADE PROPOSED CHANGES

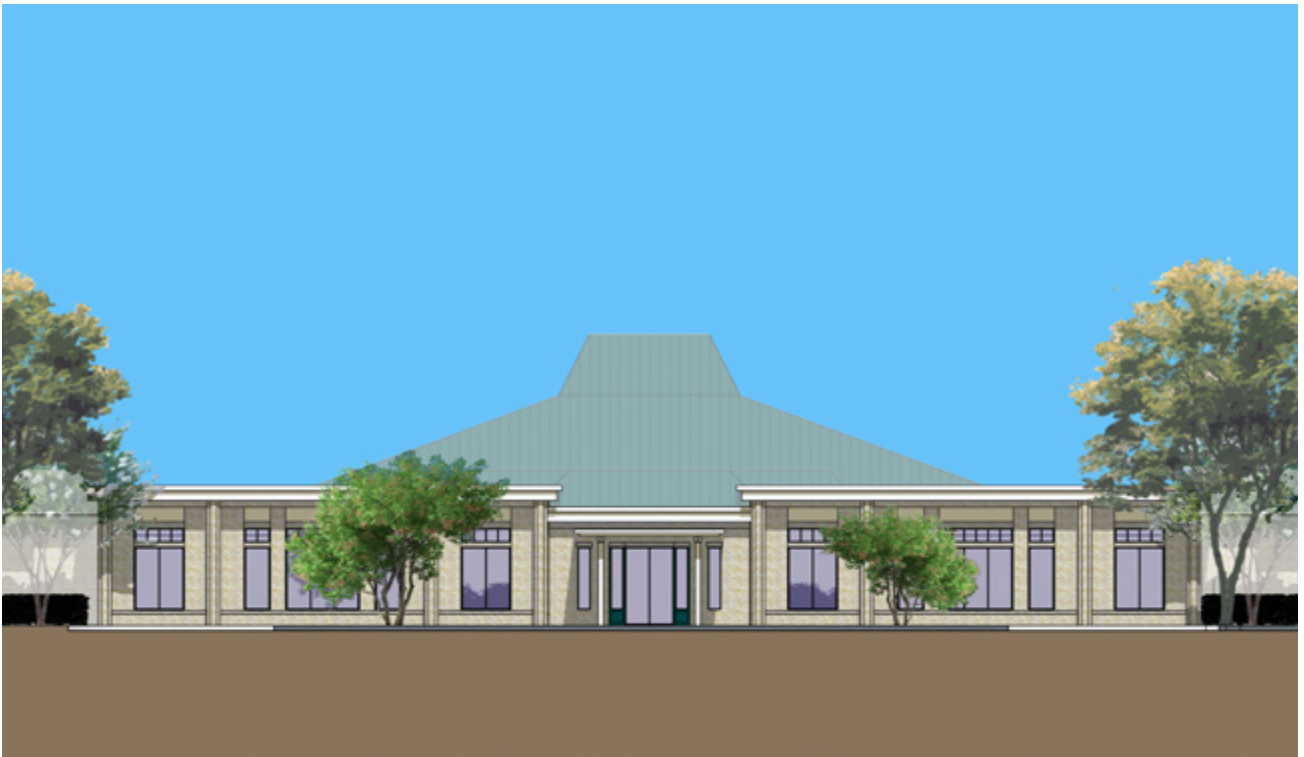


Recommended changes to front of Clubhouse I

CLUBHOUSE I: FRONT FACADE PROPOSED CHANGES



Existing Building



Recommended Addition, covered drop-off not illustrated

CLUBHOUSE I: FRONT FACADE PROPOSED CHANGES



Existing Building



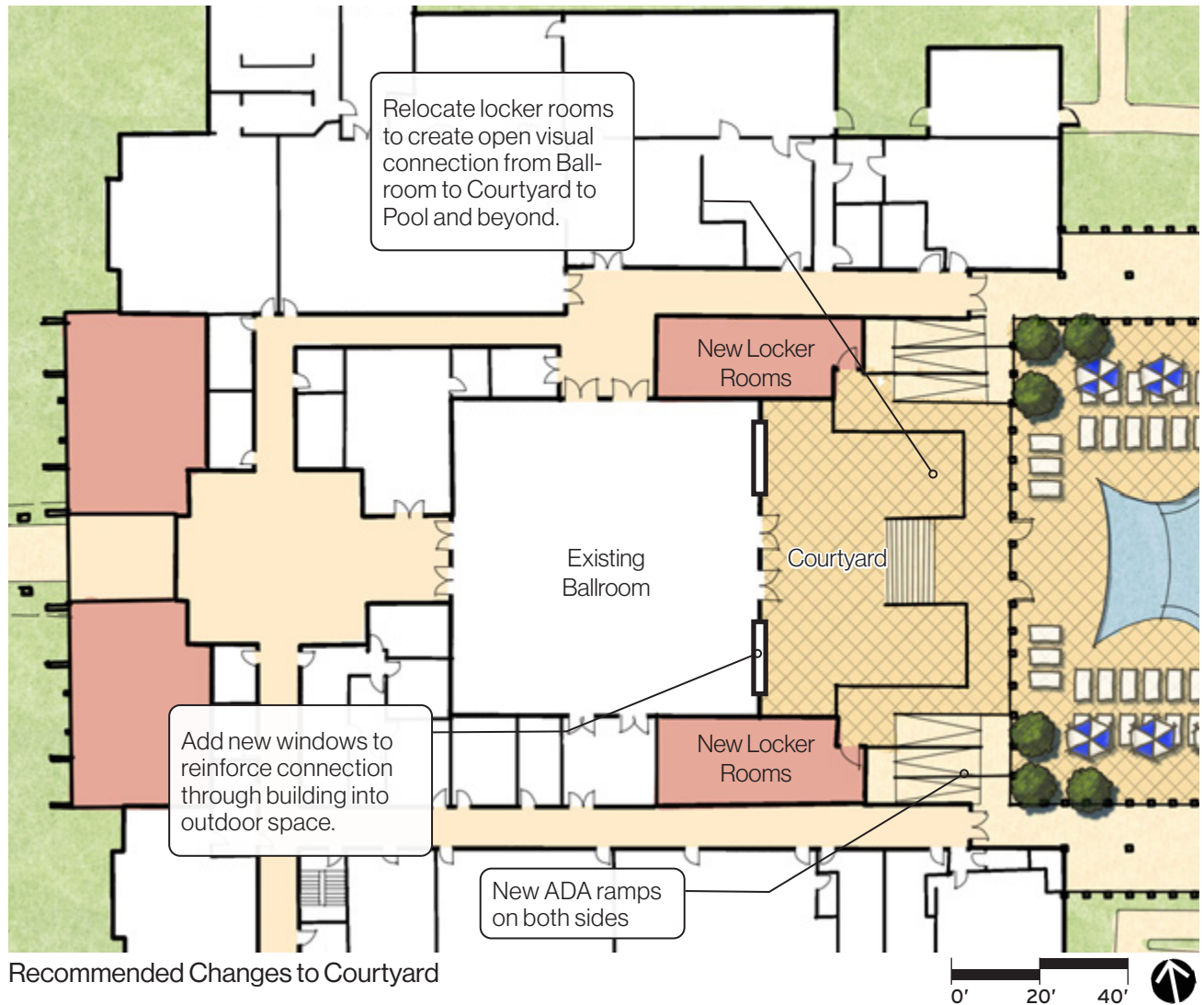
Recommended Improvements

Ballroom and Courtyard

The small courtyard between the ballroom and pool is currently underutilized and feels disconnected from the circulation and use patterns of the Clubhouse. We recommend the following changes to create meaningful connections between the ballroom, courtyard, and pool beyond.

Remodel the east wall of the ballroom to create more openings (glass doors and/or windows) into the courtyard and pool deck beyond. Demolish and rebuild the locker rooms that currently create a visual separation between the ballroom and outdoor pool. This new configuration creates more usable outdoor space and allows people and activity to feel connected to the open space beyond.

CLUBHOUSE | RENOVATIONS – DIAGRAMMATIC FLOOR PLAN



Recommended Changes to Courtyard

Outdoor Pool and Lanai

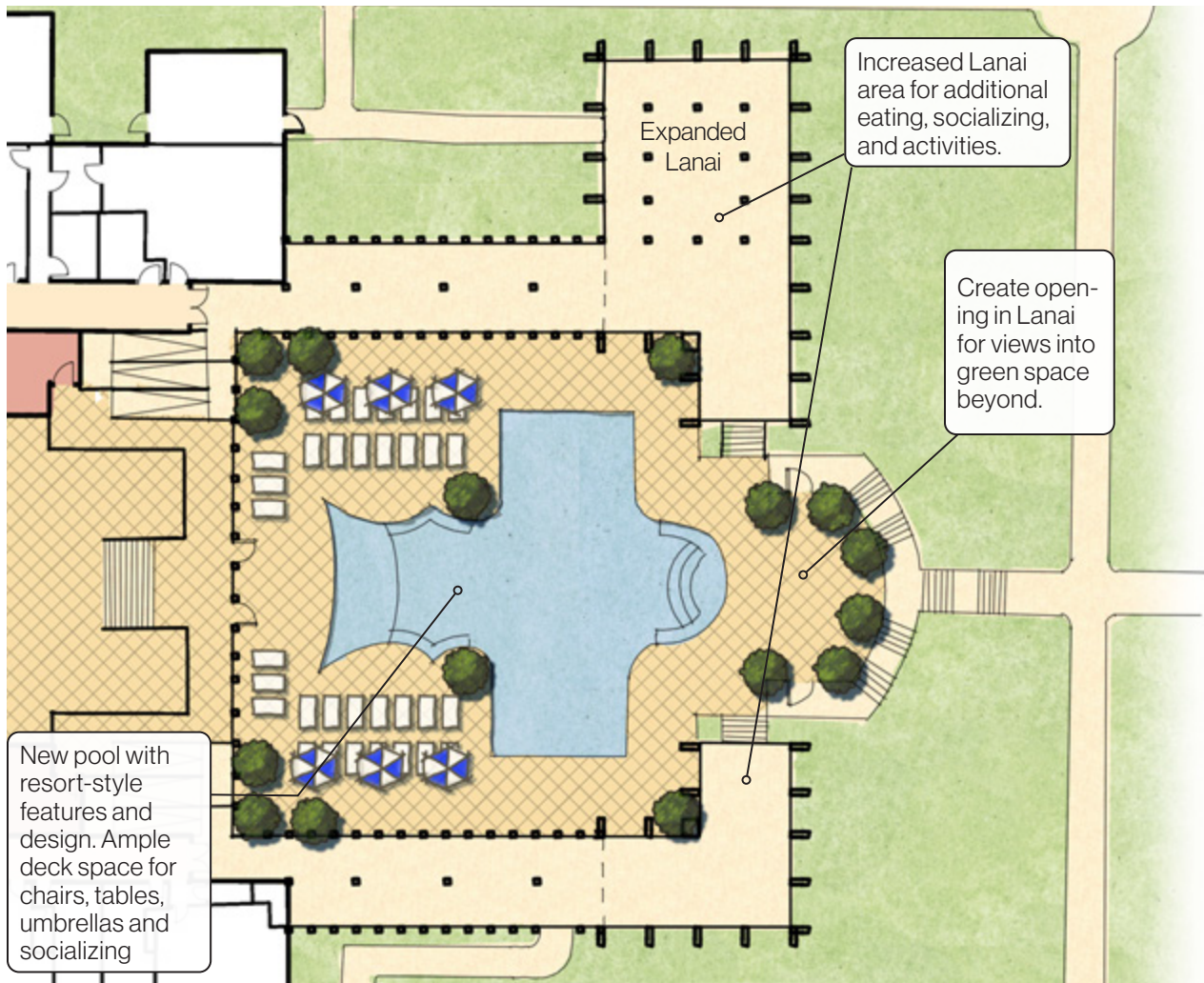
The outdoor pool is reaching the end of its life-span and needs to be replaced. In addition, the current arrangement does not meet accessibility standards, has insufficient bathrooms and locker space, and does not meet current design and finish standards for competing communities.

A redesign of the outdoor pool, deck, and lanai is necessary to meet current codes and lifestyle standards. The image below is a conceptual plan illustrating important design features that

the pool should include. This includes resort-style design features and landscaping.

The lanai is one of the most popular and beloved spaces in Leisure World. We recommend expanding the lanai in concert with the outdoor pool redesign, providing added covered seating and dining areas adjacent to the restaurant. While keeping the overall usable area, it is important to create an opening in the lanai on axis with the pool and clubhouse to create a visual connection into the green space beyond.

CLUBHOUSE | RENOVATIONS – DIAGRAMMATIC FLOOR PLAN



Recommended Changes to Pool and Lanai



Clubhouse II

Clubhouse II is newer, and the interior is generally in good condition. There are a variety of specialized spaces and rooms that meet residents' needs. However, there are some areas for improvement that will make a significant difference in the lives of residents.

Recommendations, strategies, and design ideas are listed below and illustrated on the following pages.

Interior Design

In general, interior materials, colors, and furniture should be updated to be more modern and competitive with other communities.

The locker rooms in Clubhouse II were recently renovated with deficiencies in construction and finish. When undertaking maintenance and renovation of facilities, Leisure World should ensure contractors have the necessary experience and expertise to work on high-use public or commercial projects.



Clubhouse II Interior

Auditorium

Residents identified the auditorium as one of the more popular indoor amenities. It functions as an important center of entertainment and educational activity and generates revenue with ticketed events. However, the current design has several shortcomings that need to be addressed to increase its usefulness, improve the experience for attendees, and make the backstage area more functional and comfortable for performers.

We recommend updates to the auditorium versus a complete rebuild to be in line with the expected return on investment.

Interior Finishes

Reupholstering and changing paint colors could help modernize and freshen the interior of the auditorium. Leisure World should consult with appropriate interior designers and acoustical designers on the final design and material choices.

Audiovisual System

Updates to the audiovisual system should be studied further, considering the requirements of different types of events and their needs. Events could include musical groups, lectures or dialogue, digital projection, and live theater. Consult with a specialist to determine the appropriate equipment.



Existing auditorium

Stage and Auditorium Layout

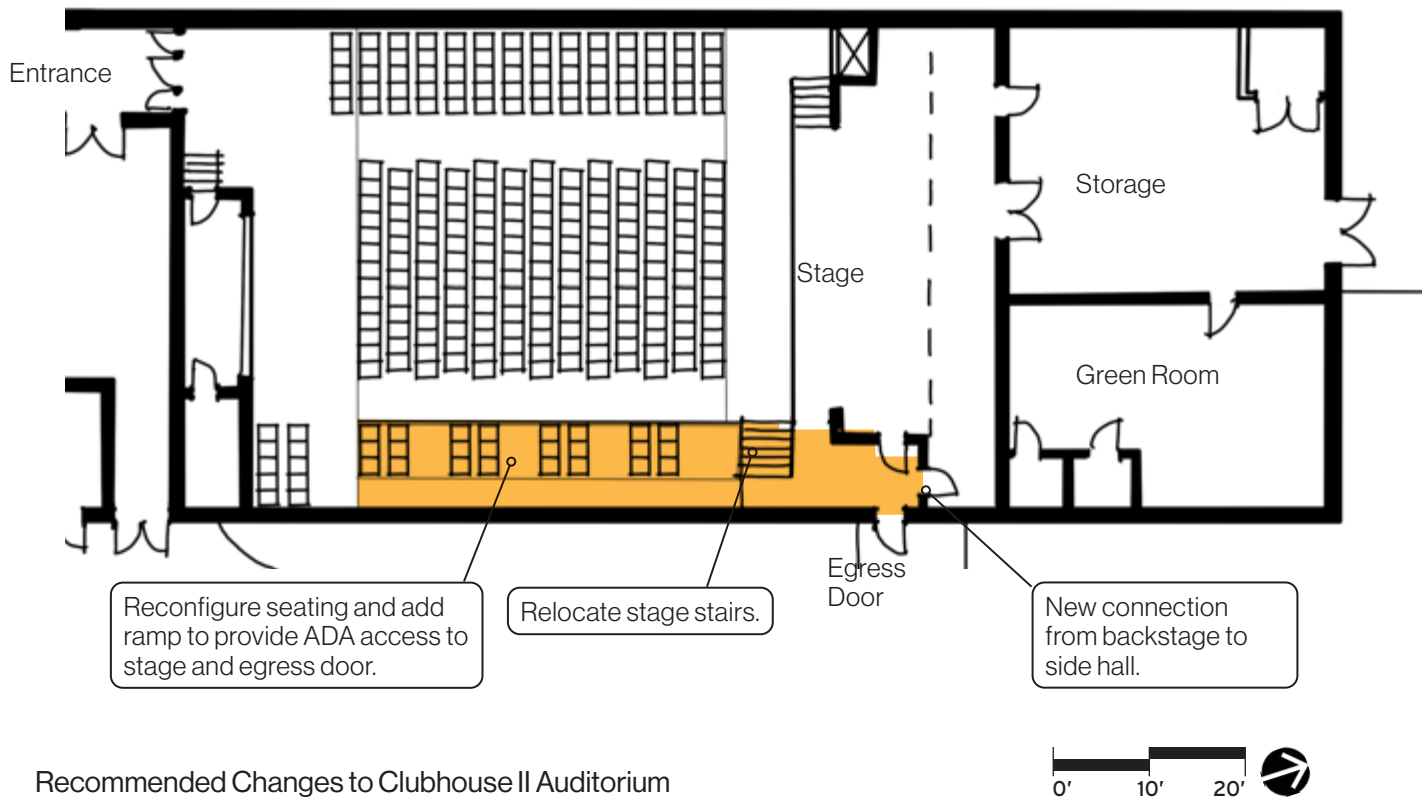
There are several concerns related to accessibility and the experience of wheelchair users. The layout does not provide an accessible route to the stage, all wheelchair accessible seating is in the back of the room, and there is only one accessible means of egress.

In addition to fixing code-related concerns, renovation of the auditorium presents an opportunity to improve the quality of life and experience of wheelchair users attending events.

We recommend a new ramp and loge seating area be constructed on the side of the auditorium to provide access to the stage, the exit door, and additional wheelchair seating closer to the stage.

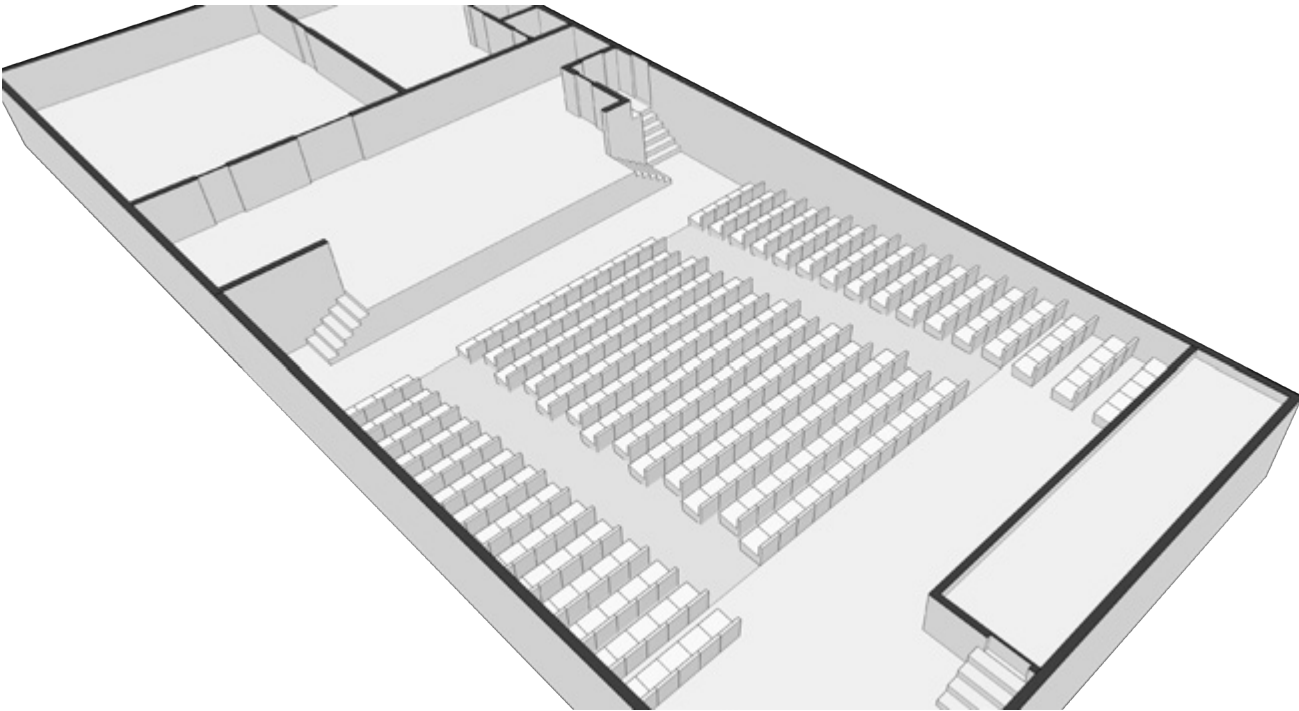
Backstage, minor improvements should be made to the green room to increase comfort and usability for performers. An additional doorway should be added between backstage and the side hall to allow performers to move from backstage to the auditorium without needing to go outside or travel across the front of the stage.

AUDITORIUM RENOVATION: DIAGRAMMATIC FLOOR PLAN

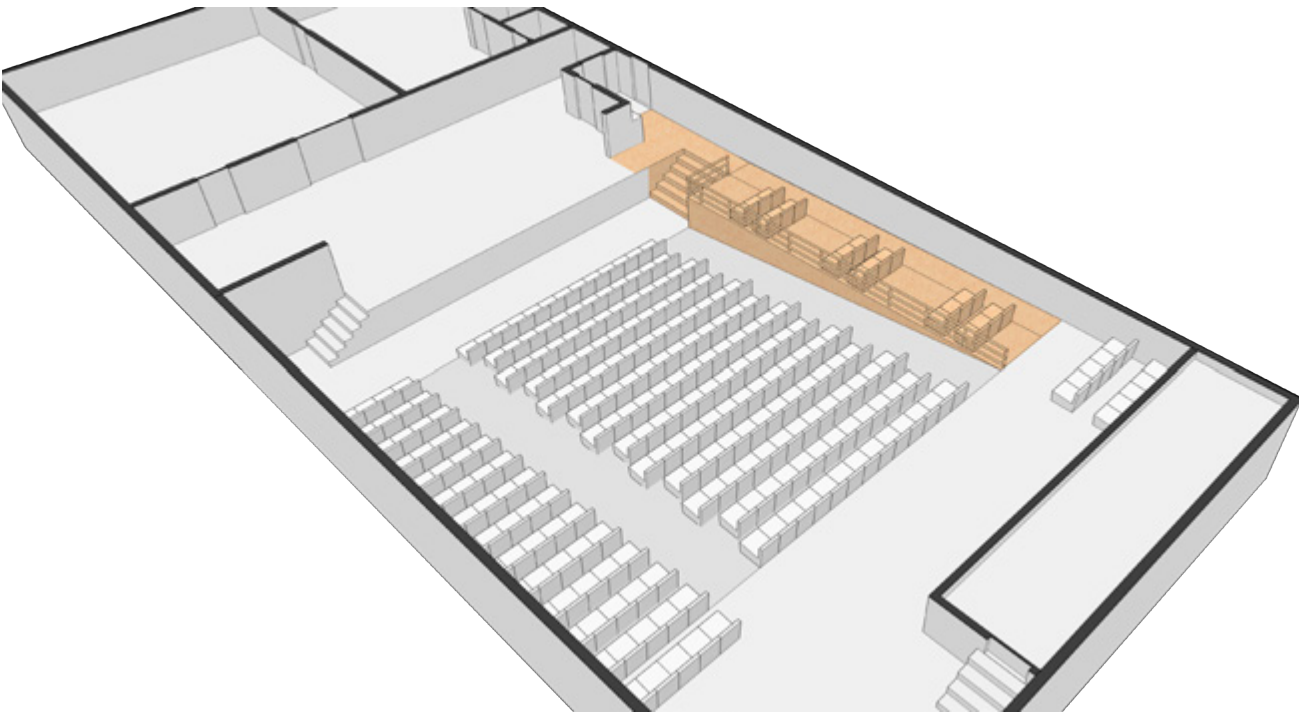


Recommended Changes to Clubhouse II Auditorium

AUDITORIUM RENOVATION: 3D CUTAWAY SECTIONS



Existing Clubhouse II Auditorium – 3D Cutaway Section



Recommended Changes to Clubhouse II Auditorium – 3D Cutaway Section

Gatehouses

Even though the gatehouses are small buildings, they are the first contact people have with Leisure World. They also represent a major reason many people choose to live in Leisure World: safety and security. As such, reconfiguration of the gatehouses should consider the importance of aesthetics, architectural style, signage, and landscape along with functionality and traffic flow.

We understand there is an existing proposal from the FEPII to reconfigure the building and traffic flow at the Norbeck gate, which is already in process. While the functionality of the reconfigured access and gatehouse should continue the implementation, the importance of the architectural style of the gatehouse should not be overlooked.

Reconfiguration of other gatehouses to streamline access and reduce traffic delays should be studied, if the need arises.

OPEN SPACE AND OUTDOOR AMENITIES

Overall Concept

Leisure World has more open space than other competitive active adult communities in the region. Open space provides immense value to residents as a visual amenity, a recreational amenity, and as an economic driver.

At the same time, in comparison with other competitive active adult communities, Leisure World is underserved by other popular outdoor amenities. These “missing” amenities were also expressed by residents during town hall events. Residents expressed strong desires for additional walking trails, pickleball courts, a dog park, and even a small playground for visiting family members.

The challenge is finding a way to accommodate competing needs and desires within a limited physical area.

There is an opportunity to meet the desires of the Leisure World community, to remain competitive with the amenities offered by other communities, and to provide open space and recreation that can be used and enjoyed by all residents of Leisure World.

Resizing the golf course to 9-holes would not reduce the green space in Leisure World, but would redistribute the usability of that green space, giving all residents equal access to a dedicated natural area with walking trails, landscapes, and other desired amenities. While a notable change, resizing would open up significant acres of land for all residents to enjoy as green space at any given time and allow the addition of desired community amenities. Since the open space will remain and amenities added, real estate values are unlikely to be impacted.

OPEN SPACE NETWORK CONCEPT DIAGRAM



The central green space in Leisure World presents an opportunity to reimagine and repurpose a portion of the golf course to create a central green amenity open and available to all residents of Leisure World

Walking Trails

More walking trails were the number one amenity desired in a Leisure World resident survey and is continually one of the highest-rated amenities in national consumer surveys.

This will immediately benefit the entire community upon completion. Cart paths can be reused, although some may need to be updated or repaired to accommodate more walkers.

Other considerations include the provision and installation of emergency call boxes, benches, trash cans, outdoor fitness stations, and additional lighting. The repurposed open space and walking trails also offer an opportunity to create peaceful, contemplative spaces such as a walking labyrinth.

Walking trails are expected to support resident health, socialization, and market competition with other active adult communities.

Additional Trails

Walking trails connecting through the repurposed section of the golf course add significant walking trails at all times of the day. In addition, a walking trail around the perimeter of Leisure World could be added. There is no contiguous network of Trust-owned land at the perimeter, so a perimeter walking trail would require cooperation between individual Mutuals and the Trust. This could include access and maintenance easements, and potentially the acquisition/transfer of ownership.

POTENTIAL WALKING TRAILS LOCATION DIAGRAM



Existing, Proposed, and Potential New Trails



Existing Trails	
Proposed Trail Network	
Potential Perimeter Trail	

Pickleball

Pickleball is a fast-growing sport and one of the most requested amenities by residents. It is also a particularly important amenity to remain competitive with other comparable communities. Compared to the competitive set, Leisure World has similar facilities but could have four-to-six times the number of sport courts adjusted for population.

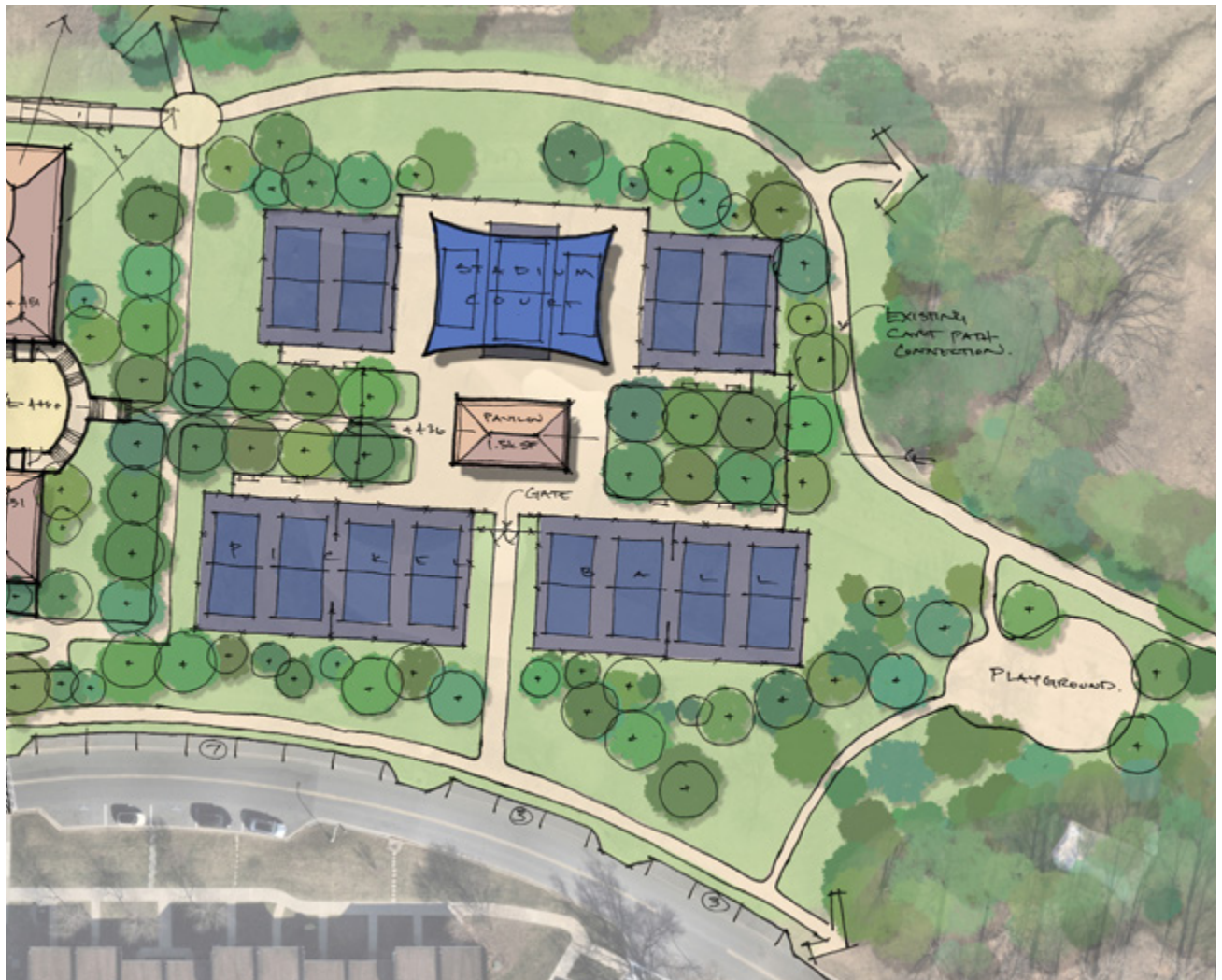
As a temporary solution, some courts have been dual striped for both tennis and

pickleball, however this is not ideal and conflicts between pickleball players and tennis players have been reported.

A new pickleball facility is recommended with at least 12 courts. Leisure World should also consider having at least one court with lighting and seating to host tournaments.

Additional restrooms and water fountains/ bottle filling stations should be included. More parking is proposed on the north side of Gleneagles Dr.

PICKLEBALL AND PLAYGROUND CONCEPT SITE PLAN



Recommendations for new pickleball complex and playground.



Playground

A dedicated playground for visiting grandchildren within Leisure World's gates will improve the overall quality for residents by allowing family visits to stay within the community for recreational activities. This will also make Leisure World more competitive with other active adult communities that offer playgrounds as an amenity. A playground was also one of the top requested "missing" amenities as reported during the first town hall meeting.

While this project is not as highly needed as others, it is relatively low cost and quickly implementable.



A multigenerational playground provides activities for visiting families and is an amenity found in competing active adult communities.

Dog Park

Having a dedicated dog park with pet waste station, benches, water fountains, and sections for small and large breeds will better serve residents who own dogs, and market a more active lifestyle for potential residents.

The addition of a dog park has been previously suggested and remains a highly requested amenity. Previous studies concluded there was not a suitable site with sufficient space and distance from existing housing units. The

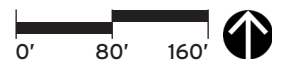
repurposed section of the golf course offers an opportunity for adequate land, screening, and distance for a dog park.

Providing a dog park would help achieve the goals of supporting an active lifestyle, resident socialization, and be a competitive amenity with other active adult communities. While a dog park mainly benefits dog owners, it is a relatively low-cost project that will improve the marketability of the whole community.

DOG PARK CONCEPT SITE PLAN



Recommended location and layout of dog park



Community Gardens

The community gardens could be moved from their current location to a new location in the new open space network.

Relocating the gardens to the center of the community makes them more accessible and frees up land on their former location for potential housing at the perimeter of the community. While the cost and benefit of moving the gardens is relatively low, it is in the service of providing more housing and revenue for Leisure World on the now-vacated land.

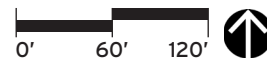
Whether or not they are moved, Leisure World should consider providing additional storage, utilities, and bathroom facilities collocated with the gardens.

The health benefits of the community gardens include access to fresh food, physical activity, and social interaction in the gardens.

COMMUNITY GARDENS CONCEPT SITE PLAN



Recommended location and layout of relocated community gardens



RESIDENTIAL DEVELOPMENT

New Housing Opportunities

Leisure World's approved plan allows up to 440 more residential units. Our team was tasked with studying options and suggesting sites where these additional units could be built. Leisure World is mostly built out, so there are limited opportunities for new housing, but some promising sites remain. Increasing the total number of units and residents at Leisure World has the potential to fill gaps in the range of existing types. For example, larger and more expensive units can contribute to the financial health of Leisure World as a whole.

Potential Locations

The four strategies and sites identified are:

- A. Convert existing surface parking lots into housing sites.
- B. Buy and redevelop land in existing Mutuals.
- C. Repurpose existing open space for new housing.
- D. Relocate and repurpose existing uses for new housing development.

Each of the above options has their own trade-offs which must be weighed against each other. Hypothetical sites were chosen to study each of the options, and the general comparison is included below.



Potential for new housing to be built within Leisure World

POTENTIAL DEVELOPMENT SITES



Site A

This site is the largest undeveloped parcel owned by the Trust — the surface parking lot adjacent to the Administration building at Clubhouse I. This site is by the main entrance to Leisure World and Clubhouse I, allowing it to function as a new “face” and create a strong first impression of the community.

Redevelopment of the parking lot would require replacing the existing parking lot in a new shared garage for residents, Clubhouse I, and the administration buildings. The cost of replacing the existing parking lot within the new garage would likely make the project too expensive for a housing developer.

Not recommended for further study.

Site B

Mutual 7 was chosen for study because it is one of the smallest, oldest, and least expensive mutuals in Leisure World. Acquiring and redeveloping older mutuals would allow new housing to be built that reflects current market demand and expectations.

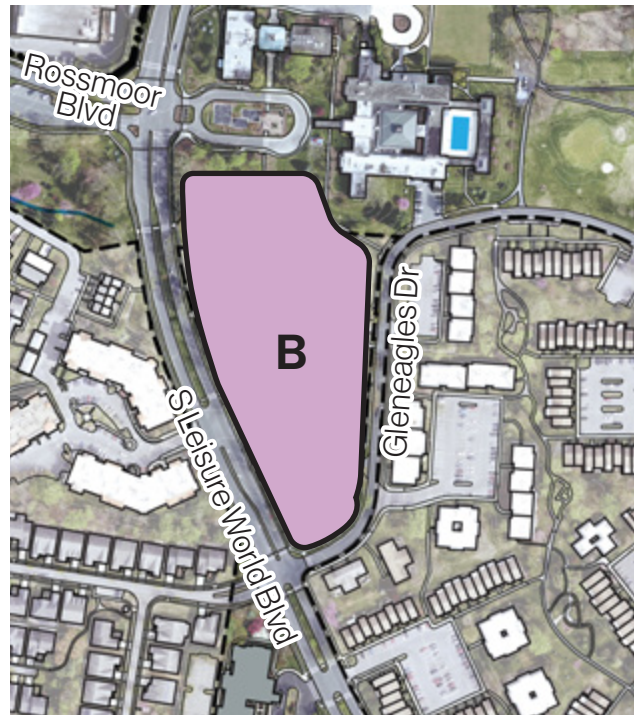
This site was also chosen due to its location adjacent Clubhouse I. This presents an opportunity for new housing to function as a new “face” of Leisure World, having an immediate impact on the perception and marketing of the community to residents, potential residents, and guests.

Please note, this plan does not propose homes being taken or owners being forced to sell. Acquisition is expected to be an ongoing process as homes come on the market. A developer could offer financial incentives for residents, or priority status in a new building.

LOCATION PLAN: SITE A



LOCATION PLAN: SITE B



Site C

As part of the previously mentioned reallocation of the golf course, a small portion of the land could be allocated for housing development. While new housing developed on Site C could be desirable for new residents and produce even higher increases in revenue, it is expected that reallocating communal open space for private development would be an unpopular choice and poor use of a shared resource.

Not recommended for further study.

Site D

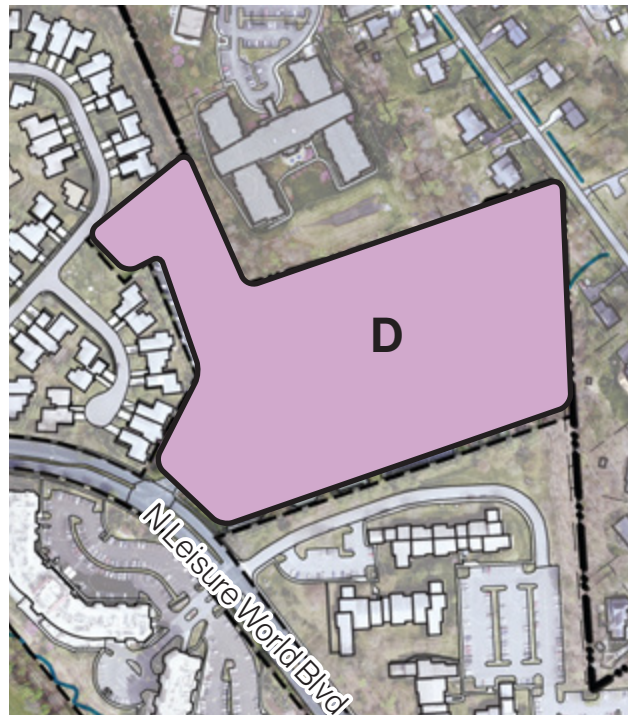
Site D is the largest of the four potential opportunity sites and offers the most capacity for building more housing. Unlocking the development potential requires multiple prerequisite steps, including the relocation or reconfiguration of existing uses and buildings on site. Elements of plan development can be phased, allowing relocation to occur in sequence rather than simultaneously.

The plan recommends that the community gardens move to a reconfigured central green space. The Medical Center would move to the site of the old Administration Building.

LOCATION PLAN: SITE C



LOCATION PLAN: SITE D



Preferred Locations

We identified sites B and D as the best suited for development and most likely to occur. While these are reasonable and achievable, Leisure World will need to partner with a developer for a more detailed feasibility assessment if the community decides to pursue additional housing.

Concept development plans for the two preferred development sites are on the following pages.

Site B

This site has the potential to provide ±255 new units next to Clubhouse I and the main entrance to Leisure World. Units could be built in a mix of high-rise and mid-rise buildings, with parking provided in an above-grade parking garage.

Located by Clubhouse I at the main entrance, new housing would create a new “first impression” and could function as a marketing tool for Leisure World, announcing new and updated housing and development.

Development of Site B also presents the opportunity to combine multiple existing small open spaces into a large, combined park, providing more useful and impactful green space for the neighborhood.

Please note, this plan does not propose homes being taken or owners being forced to sell. Acquisition is expected to be an ongoing process as homes come on the market. A developer could offer financial incentives for residents, or priority status in a new building. This incremental acquisition does make this scenario more challenging and less attractive to a developer.

PROGRAM AND PARKING		
Housing		
10 Story	± 209,000 GSF	120 DU
5 Story	± 235,000 GSF	135 DU
Total	± 444,000 GSF	255 DU
Parking Provided		
Garage		438 Spaces 1.7 / DU

CONCEPT SITE PLAN: SITE B



Concept development plan of Site B

Site D

Site D is the largest of the four potential opportunity sites and offers the most capacity for building added housing, up to ±375 homes, and is also on land already owned by the Trust.

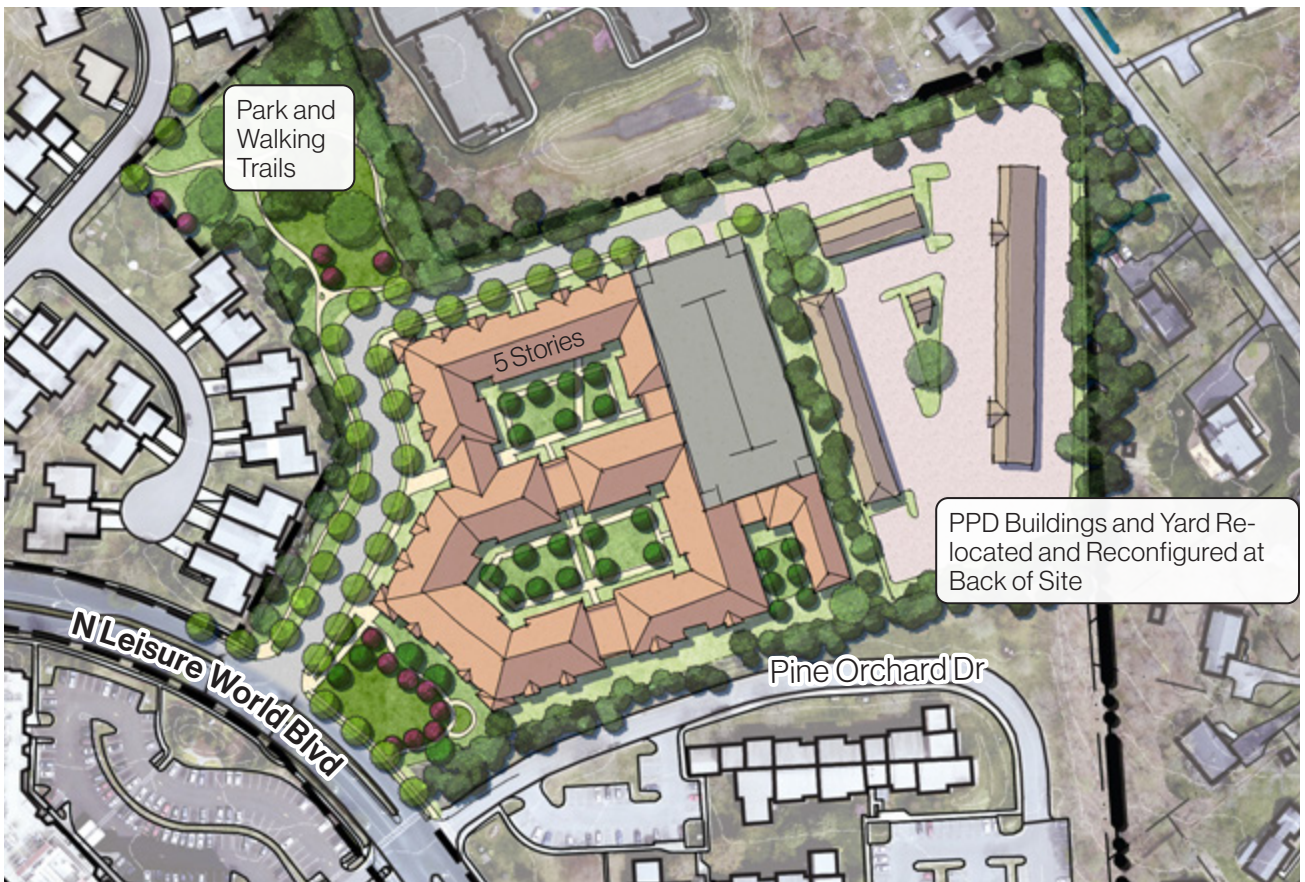
Development would require relocating and/or reconfiguring existing uses and buildings. Elements of plan development can be phased, allowing relocation to occur in sequence rather than simultaneously. The community gardens could be moved to reconfigured central green space. The Medical Center could be moved to a new building on the site of the old Administration Building.

Alternative 1

This plan envisions a new mid-rise building with internal courtyards and new parks. Parking is provided in an above-grade parking garage. The parking garage also creates a screen between the housing and a relocated PPD complex and storage areas.

PROGRAM AND PARKING		
Housing		
5 Story	±400,500 GSF	230 DU
Parking Provided		
Garage		384 Spaces 1.66 / DU

CONCEPT SITE PLAN: SITE D – ALTERNATIVE 1



Concept development plan of Site D, Alternative 1

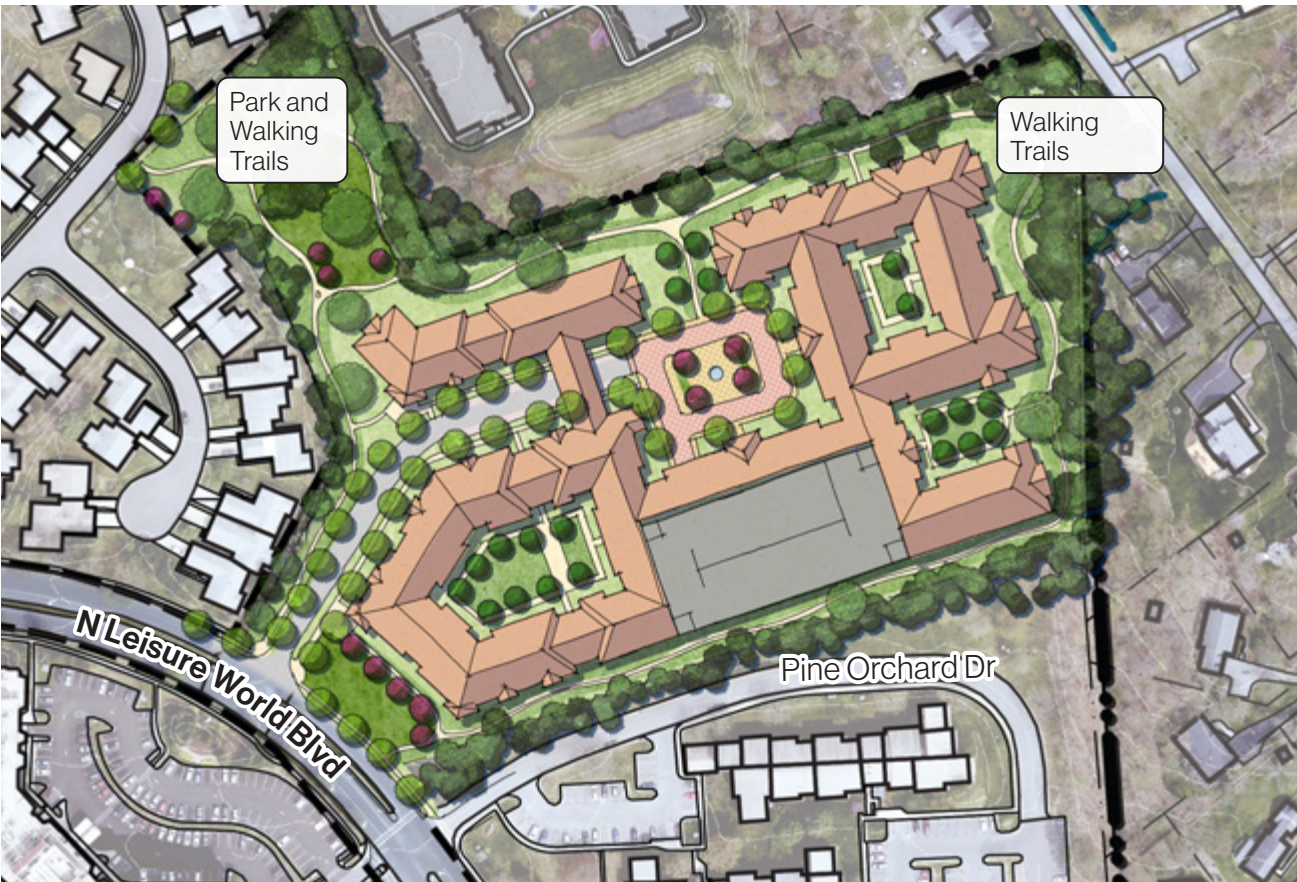
Alternative 2

Alternative 2 envisions utilizing the entire parcel for new housing development. The mid-rise building creates a series of private courtyards and cloisters, allowing for more amenity space, parks, and walking trails to connect with neighboring mutuals.

Alternative 2 assumes PPD moving storage and warehousing to an off-campus location. This was identified as an opportunity in discussion with Leisure World management but requires further investigation into the feasibility of doing so.

PROGRAM AND PARKING		
Housing		
5 Story	±652,500 GSF	375 DU
Parking Provided		
Garage		576 Spaces 1.5 / DU

CONCEPT SITE PLAN: SITE D – ALTERNATIVE 2



Concept development plan of Site D, Alternative 2

REVENUE ENHANCEMENT

Opportunities for significant revenue enhancement are likely to come primarily from new housing or efforts to bolster existing home values. While strategies for revenue enhancement opportunities are more limited outside of real estate considerations, there are cost mitigation options which could be considered.

Additional discussion on the rationale for various revenue enhancement recommendations is found on page 76.

New Housing

Per existing zoning approvals, Leisure World can build 440 more units on the campus. We recommend Leisure World build these approved units. In addition to providing housing for new friends and neighbors, new housing also serves to increase ongoing revenue and future resales fees.

New housing at Leisure World could help to revitalize the housing standards in the community, increasing its perception within the regional active adult community market, and bolstering overall home values. Additional housing also introduces a new source of revenue for trust and mutual fees, in addition to revenue generated from resales fees on the sale of these units.

Strategies to Improve Existing Home Values

As the existing housing stock ages, maintenance and upkeep become a larger concern. Individual Mutuals will bear the greatest responsibility for maintaining their communal areas and buildings. However, as the perception of individual units, buildings, and Mutuals affect the overall marketability and desirability of the community as a whole, it is in the interest of Leisure World to encourage proper maintenance and aesthetic improvements.

In addition to improving the overall image and desirability, increases to existing home values will also increase future revenues on each resale. Examples of strategies to improve existing home values follow.

Incentivize Investment in Existing Homes

Incentivizing owners or investors to invest in upgrading their housing units could help to boost values and improve resales fee revenue over the long-term.

For owner-occupants who wish to update interior design and finishes, we recommend that Leisure World work with designers and contractors to create easy and affordable renovation packages for high-impact rooms (e.g., bathrooms and/or kitchens). Given the large number of units and residents, Leisure World could negotiate favorable pricing for renovations on behalf of residents.

To attract investors, we recommend the elimination of resales fees on the “first sale” for those intending to improve and re-sell units within a designated time. The resales fee would then be charged on the sale of the upgraded unit.

Rebranding Strategy

In addition to directly upgrading existing units, home values could indirectly be improved by elevating the perception or existing reputation of the community. We recommend studying a more comprehensive rebranding effort to help restore and ensure the ongoing perception of Leisure World as a premier active adult community.

Cost Mitigation

In addition to revenue enhancement, we recommend studying a variety of ways to reduce operating costs within the community. Examples of cost mitigation strategies could include:

Resizing Golf

Reducing the current footprint of the golf course could allow for multiple revenue enhancement opportunities. Most of the repurposed land would remain as green space or additional amenity programming, which would further improve the attractiveness of the community and its perception within the regional active adult market. In addition, a reconfigured and resized golf course would significantly reduce the operating costs associated with maintaining a larger golf course.

Reducing Other Services

Many of the services offered at Leisure World more commonly align with what might be found in a retirement community, rather than an active adult community. Reducing other services currently offered at Leisure World could be considered as a strategy for reducing costs and changing the perception of Leisure World, attracting a diversity of household types, including younger households above the age of 55.

Increase or Add Fees

Finally, Leisure World may wish to study raising the Community Facilities Fee and/or adding amenity fees to increase revenue. For example, switching to a membership model for specific amenities, similar to the current golf membership. In this scenario Leisure World might offer individual (or bundled) memberships for the pools, gym, tennis, or pickleball. While none of the other active-adult communities in the comparison set charge individual amenity fees (with the exception of golf), Leisure World is a unique community and may need to function differently.

Before making any decisions, Leisure World would need to better understand amenity usage and the cost-benefit analysis on the potential increased revenue.

TRANSPORTATION

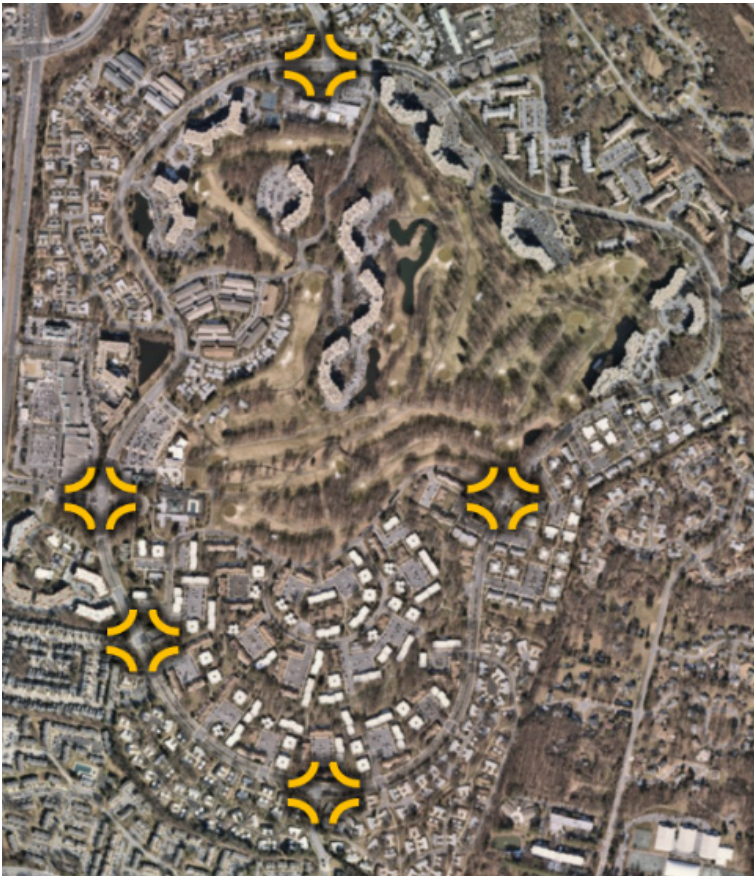
The following recommendations are intended to meet the needs and desires of residents, promote health and physical activity, and improve safety for residents who wish to walk and/or bike more often.

Intersection Improvements

Improve gateway and other major intersections with traffic calming elements such as raised intersection or curb extensions.

The intersection of Rossmoor Blvd and Leisure World Blvd should be reconfigured. This includes removing the right-turn slip lanes and extending existing curbs. This increases safety by making all vehicles stop at the intersection and shortening the crossing distance for pedestrians. This will require an additional traffic study to confirm the removal.

POTENTIAL INTERSECTION IMPROVEMENTS



Potential locations for intersection improvements



Illustration of intersection improvements at Rossmoor and Leisure World Blvd.

Sidewalks, Crosswalks, and Paths

Fill gaps in the existing sidewalk and walking path network to increase resident safety and encourage walking and other healthy behaviors.

- Add marked crosswalks across Leisure World Blvd.
- Complete the sidewalk or sidepath network along the north side of Gleneagles Dr and west side of Leisure World Blvd between Gleneagles Dr and Westholm Ct.

- As part of the open space redesign, integrate walking and rolling paths through the central open space to create more direct connections from residents on the north and east side of Leisure World to Clubhouse I.

DIAGRAM OF POTENTIAL NEW SIDEWALK AND TRAIL SEGMENTS



Filling in missing sidewalk segments and adding pedestrian and bike paths through the central green space can improve connectivity and access for residents

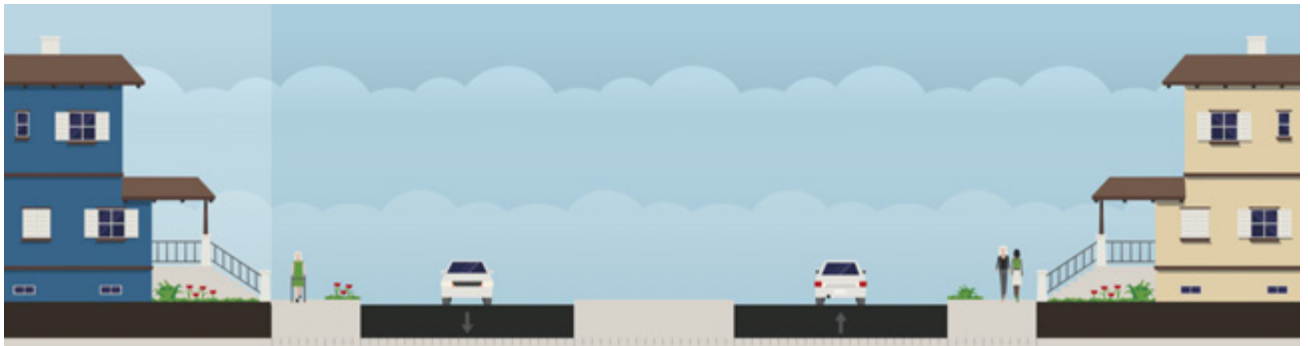
Bike Lanes

The existing travel lanes on Leisure World Blvd are very wide, encouraging high-speed travel. Introducing separated bike lanes on Leisure World Blvd can encourage more cycling, increase safety, and support resident health. Bike lanes also reinforce the perception of Leisure World as an active community.

The proposed design reallocates excess space from vehicles to people. This design reduces the width of travel lanes, creates new separated bike lanes adjacent to the curb, and maintains on-street parking.

A comparison of the existing and proposed Leisure World Blvd design follows.

EXISTING STREET SECTION OF LEISURE WORLD BLVD



Section of existing Leisure World Blvd showing overly-wide travel lanes and no bike facilities

PROPOSED STREET SECTION OF LEISURE WORLD BLVD



Street section of recommended street design maintaining existing curbs. New bike lanes are introduced adjacent to curb and are protected by parked cars. On-street parking is maintained.

Leisure World Bus Services

Consider circulator shuttle service to supplement the existing service. This would provide a continuous shuttle service running in both directions along the full loop of Leisure World Boulevard to bring residents to key destinations (Clubhouse I/II, Gleneagles Dr, Connecticut Ave, and Norbeck Blvd). This circulator shuttle would only stop on Leisure World Boulevard to increase efficient, direct, and faster service to residents. Providing a circulator will provide residents with additional transportation options to get them to their destinations quickly and reliably, and will provide them with additional freedom and flexibility of choice. Circulator shuttles should be integrated with higher capacity, covered stops with seating and additional amenities.

Consider improving the responsiveness of on-demand “point-to-point” transit. A four-hour advance notice, as is the current practice for a wheelchair/scooter accessible van, is too long and not conducive for short, impromptu trips. An integrated mobility strategy should be able to provide travel options within 30 minutes or less. If it is not financially viable for Leisure World to manage or subsidize, additional partnerships and strategies should be explored to encourage and support private rideshare and mobility.

OTHER

Stormwater Management

The adequate management of stormwater is necessary to reduce stream channel erosion, pollution, siltation and sedimentation, and to address localized flooding. There are various strategies that could be implemented into the design of the potential development sites identified, as well as the outdoor amenity areas and open spaces. Structural and non-structural facilities known as Best Management Practices (BMPs) can be incorporated into the design. These BMP facilities will need to be designed in accordance with the Maryland Department of Environment (MDE) and Montgomery County standards. Individual projects that generate land disturbance equal to or larger than 5,000 square feet will need to obtain approval of a stormwater management plan through Montgomery County Department of Permitting Services (DPS). The stormwater management strategies for new development or open space projects should focus on the following:

- **Reduce Impervious Surface.** Maximize green space and pervious surfaces.
- **Promote Stormwater Infiltration.** Install BMPs that allow for stormwater infiltration that recharge ground water if soils allow.
- **Reduce Runoff Leaving the Site.** Install BMPs that reduce the runoff generated by the site by allowing for evaporation or transpiration. These can include green roofs, bio-retention areas, bio-swales, and rain gardens.
- **Treat Runoff Leaving the Site.** If soils are not adequate for infiltration, install BMPs that filter runoff prior to discharging into natural water ways. These can include sand filters or biofiltration.

- **Control Rate of Runoff.** Install BMPs that temporarily detain runoff and release it at a controlled rate. This prevents downstream erosion of natural water ways and helps mitigate downstream flooding. These can include underground detention facilities or ponds.
- **Incorporate Stormwater BMPs into Building and Open Space Design.** Use environmental site design elements as part of the design of the building and/or open spaces. These can include green roofs, bio-retention planters, rain gardens, and permeable pavers.

During the master plan process, the consultant team learned about stormwater and flooding concerns in the open space. Reconfiguring a portion of the golf course into multi-use, general open space also presents the opportunity to construct additional stormwater management facilities and landscape designs that can help mitigate increasing rain and potential for flooding events.

Utilities

As Leisure World prepares for the future, the resiliency of the local electrical grid and increased demand for electrification should be considered.

The increasing popularity and availability of electric vehicles will require providing charging stations by communal buildings and amenities. Leisure World should coordinate with individual mutuals to make necessary community-wide utility changes.

Some mutuals do not have individual metering for units which presents additional challenges. To the extent practical, mutuals and buildings should pursue individual metering and improvements to their electrical systems.



Photos provided by Leisure World residents demonstrate occasional flooding during heavy rain





Rationale and Phasing

RATIONALE

Projects and Rationale

The list of projects includes those put forward as part of the Facilities Enhancement Plan, suggestions from community forums, the Strategic Plan, and those that are typically considered during a master plan process.

Some of the Facilities Enhancement Plan projects were not recommended (or are recommended in a different form). They are:

- **Clubhouse I Wood Shop Expansion.** The Wood Shop is already above and beyond what other competitive active adult communities offer and the consultant team does not believe the costs of expansion justify marginal benefits.
- **Clubhouse II Auditorium Rebuild.** Rather than demolishing and rebuilding the Auditorium, we have recommended renovations and interior updates to modernize and improve functions.

Some flooding issues were identified during the master plan process. Additional engineering and analysis would need to be performed in order to identify specific projects. For this reason, stormwater management improvements have been omitted from rankings.

This plan also makes recommendations on the potential for new residential development in Leisure World. New residential units are important for the long-term success of Leisure World as they offer additional residents, increased market perception, greater diversity

of housing types, and ongoing revenue to help fund the development, management, and maintenance of the Leisure World and other recommended projects. However, the conceptual site plans are recommendations on where housing could go, but do not represent a specific development plan, they are not included in the rankings below.

Recommendations

Each project was evaluated on several criteria related to competitiveness in the active adult community market, impact on Leisure World's lifestyle offerings, magnitude of financial impact on Leisure World, and other key factors.

To provide guidance on the implementation of future projects at Leisure World, the consultant team developed a framework to rank each project relative to each other in terms of their expected impact to Leisure World, expected costs, and expected health benefits. The key projects evaluated include the following:

1. Trails
2. Clubhouse I: Pool and Lanai
3. Pickleball
4. Clubhouse I: Renovations and Entry
5. Clubhouse II: Auditorium
6. Bike Lanes
7. Dog Park
8. Playground
9. Community Gardens

Detailed descriptions for each project are provided on the following pages.

TRAILS	
Description	More dedicated trails and open space to be established on the east portion of the existing golf course (preserving 9-holes for golf). This will include a ~1.6-mile loop along the existing cart path and connect to existing neighborhood paths.
Expected Impact	This will immediately benefit the entire community upon completion which has repeatedly expressed interest in more trails.
Expected Cost	Cart path may need to be updated or repaired in certain sections to accommodate more walkers. Will likely also need a contingency of budget for installing benches, fitness stations, trash cans, lights, etc.
Expected Health Benefit	Walking trails will contribute to a healthier population by allowing residents to more easily access dedicated walking paths.
Considerations	Relatively modest expected costs with high expected return make this project the most appealing.
Rationale	With a moderate expected cost basis and the highest expected return and benefit to residents' health, this project should be pursued. This will immediately benefit existing residents and further allow Leisure World to market its active lifestyle to prospective residents.

CLUBHOUSE I: POOL AND LANAI	
Description	Extended lanai to increase pool deck size with more prominent pavilions to emphasize ends, and build a new ADA compliant ramp to connect to Clubhouse I.
Expected Impact	This will provide an elevated experience at Leisure World's outdoor pool, and increases competitiveness with other active adult communities. This will also allow Leisure World to accommodate more residents at one time with an expanded pool deck.
Expected Cost	Cost is expected to be relatively high due to the major redesign needed of the pool deck and to meet ADA compliance.
Expected Health Benefit	The pool serves as a way for residents to both exercise and socialize for several months of the year, providing a positive benefit to the community.
Considerations	A high expected return on investment for the community but relatively high costs give this amenity achieve just an average score. Priority may be further influenced by the life stage of the pool itself.
Rationale	This project is needed as the current outdoor pool is reaching the end of its viability. A complete redesign is recommended as pool renovations alone would still be costly and may not considerably prolong the pool's usability. .

PICKLEBALL	
Description	A new pickleball complex with 12 new courts, 1 lighted championship court with ±300 seats, a pavilion with restrooms, and 39 parking spaces will expand Leisure World's total to 16 pickleball courts.
Expected Impact	This will allow Leisure World to offer top-of-market pickleball facilities among competitors and attract more active demographics.
Expected Cost	Costs for hard surface paving, court equipment, pavilion, restrooms, seating, etc.
Expected Health Benefit	Additional courts will allow residents to be more active.
Considerations	Above average return to the community and health benefits make this amenity highly rated, though costs are above average.
Rationale	This project will immediately benefit Leisure World's racket sports players and allow it to market to a more active demographic and contribute to an overall more active and health community. Though costs are above average, this project should likely be a bigger priority than most other projects.

CLUBHOUSE I: RENOVATIONS AND ENTRY	
Description	Renovations and updates to Clubhouse I including a new covered pickup/drop-off and entryway, two new rooms to the front facade enhancing the main entrance and removing an existing room to connect visually to the pool.
Expected Impact	This will impact the desirability of Leisure World by providing a modern and updated main gathering space for its residents and will provide a better first impression for visitors and prospective residents.
Expected Cost	Cost is expected to be relatively high due to the additions and renovations outlined.
Expected Health Benefit	Additional space and accessibility to the clubhouse will encourage residents to be more social but will have little direct impact on residents' health beyond that.
Considerations	A high expected return on investment for the community but relatively high costs score this amenity as average. While this will provide exceptional value to the community it will also likely require significant funding.
Rationale	This project is much needed despite its likely higher than average cost as this will breathe new life into the main gathering spot for Leisure World's residents and allow it to advertise its new and modern amenities to prospective residents.

CLUBHOUSE II: AUDITORIUM	
Description	Reconfigure seating and add ramp to provide ADA access to stage and egress doors and relocate stage stairs.
Expected Impact	Updates could provide a needed lift to the auditorium allowing for a better experience.
Expected Cost	Cost is expected to be average for renovations, but even higher for a complete redesign.
Expected Health Benefit	Auditorium renovations will have an average impact on the community's overall health, providing a better experience for one of the residents' main gathering space.
Considerations	A relatively moderate cost, impact, and health benefit make auditorium updates a relatively favorable project to pursue.
Rationale	Updates to the auditorium are recommended over a complete renovations. These updates could provide new life and usability to this amenity, which serves as a major gathering spot for residents. Additionally, the auditorium has the potential to produce revenue for the community, though would likely need more costly renovations (green rooms, audio/visual, etc.) to attract larger, ticketed events.

BIKE LANES	
Description	Add bike lanes to Leisure World connecting the roads, including Leisure World Boulevard, to the community's walking paths.
Expected Impact	The impact is expected to be relatively lower compared to other projects as this will impact only the portion of residents who bike.
Expected Cost	Cost is expected to be average due to the planning work and hard costs of lines, protections, and other safety necessities needed.
Expected Health Benefit	This will have an impact on residents' health by allowing more accessible and safe exercise options for residents.
Considerations	Bike lanes will have a measurable impact on the community's overall health supported by an average cost basis, though the overall value to the community may be lower than other projects.
Rationale	Bike lanes will improve Leisure World's livability and active lifestyle offered to residents and prospective residents. This will also improve safety for bikers as there are no dedicated bike lanes along Leisure World's roads.

DOG PARK	
Description	A three-acre dog park with two separate fenced play areas for small and large breeds complete with drinking fountains, pet waste areas, and 12 parking spaces.
Expected Impact	This will be a highly beneficial for dog owners in Leisure World, though dog owners only make up a portion of residents at Leisure World
Expected Cost	Relatively low costs as only hard costs are fencing/gating, drinking stations, benches, etc..
Expected Health Benefit	This will allow residents to be more active and more social, though will only benefit a subset of the community.
Considerations	Relatively low cost and land needed make this project attractive despite a below average return on value to the community overall. Highly valuable to the subset of owners that will use this amenity though does not benefit every resident.
Rationale	This project has a low expected cost and minimal impact on just three acres with an average expected return and health benefits scoring this amenity favorably.

PLAYGROUND	
Description	A playground area for visiting grandchildren along the trail network.
Expected Impact	The overall value of a new playground area is lower compared to other amenities, but this will serve as the only dedicated facility for visiting grandchildren inside Leisure World's gates.
Expected Cost	Low expected cost as only hard costs are playground equipment and benches, trash cans, etc.
Expected Health Benefit	A playground will be beneficial for visiting families but will have little direct impact on residents' overall health.
Considerations	A low-cost amenity that will provide marginal benefit to the community.
Rationale	This project will provide immediate benefit to residents with visiting families at a relatively low cost. Additionally, this may encourage families to visit more frequently improving the quality of life for residents. This will also be the only dedicated amenity for visiting grandchildren, an amenity that several competitors offer.

COMMUNITY GARDENS	
Description	Relocate the community gardens from the existing plots to a new section near the Magnolia Park. Maintain approximate number of plots (±262), include 33 dedicated parking spaces and storage buildings.
Expected Impact	Relocating the gardens alone is expected to provide a low value for Leisure World's residents.
Expected Cost	Cost is expected to be relatively low as only hard costs are the surface parking, storage areas, and garden plots.
Expected Health Benefit	Gardens allow participating residents to eat healthier with fresh ingredients and encourage a more active lifestyle through gardening.
Considerations	While this is a low-cost amenity, the overall value of the gardens to the community is low, but the current location could accommodate higher and better land uses such as new residential housing that can generate more revenue for Leisure World.
Rationale	The current gardens could be reutilized for other projects such as new housing. The resizing of nine holes of the golf course could allow the gardens to move locations, freeing up this land and potentially generating more revenue with new housing on the current garden land. The relocation of the community gardens should not be the driving factor behind this decision, but it they should be relocated and maintained if the decision is made to pursue housing on the current location.

Relative Cost Comparison

This chart compares the relative cost of each recommended project compared to each other. The concepts and ideas in the master plan will required more detailed feasibility studies and cost estimates as part of the final determination made by Leisure World residents and directors.

RELATIVE COSTS TO EACH OTHER	
Trails	\$\$\$
Clubhouse I: Pool and Lanai	\$\$\$\$
Pickleball	\$\$\$
Clubhouse I: Renovations and Entry	\$\$\$
Clubhouse II: Auditorium	\$\$
Bike Lanes	\$\$
Dog Park	\$
Playground	\$
Community Gardens	\$\$

Ranking and Prioritization

Expected Impact

The Expected Impact score is a relative ranking based on the expected impact each amenity would have on the overall lifestyle quality at Leisure World. Specifically, we evaluated projects against the following criteria:

- meeting the demands of current residents,
- the ability to attract new residents,
- the likely contribution to home valuations, and
- competitiveness within the regional active adult market.

Expected Cost

In addition to the expected impact per project, we evaluated the potential prioritization of projects inclusive of their potential costs. “Expected Cost” is based on an estimated order of magnitude cost impact for improvements.

Expected Health Benefits

Potential health benefits were also evaluated as a factor for prioritizing projects. They are factored into the prioritization framework accounting for the expected benefit to the overall health of residents. Research has shown that increased physical activity, access to open spaces, and increased social interaction increases population health.

Prioritization

Using all three factors (impact, cost, and health), a final prioritization score was derived to rank the projects in relation to each other and provide guidance for the possible implementation of projects.

Projects that may be better prioritized include an update to Leisure World’s trail system, a new outdoor pool, and new entry to Clubhouse I. Renovation of the Clubhouse II auditorium and Bike lanes achieved an average prioritization score indicating these projects would be beneficial but may not be as immediate a need for Leisure World.

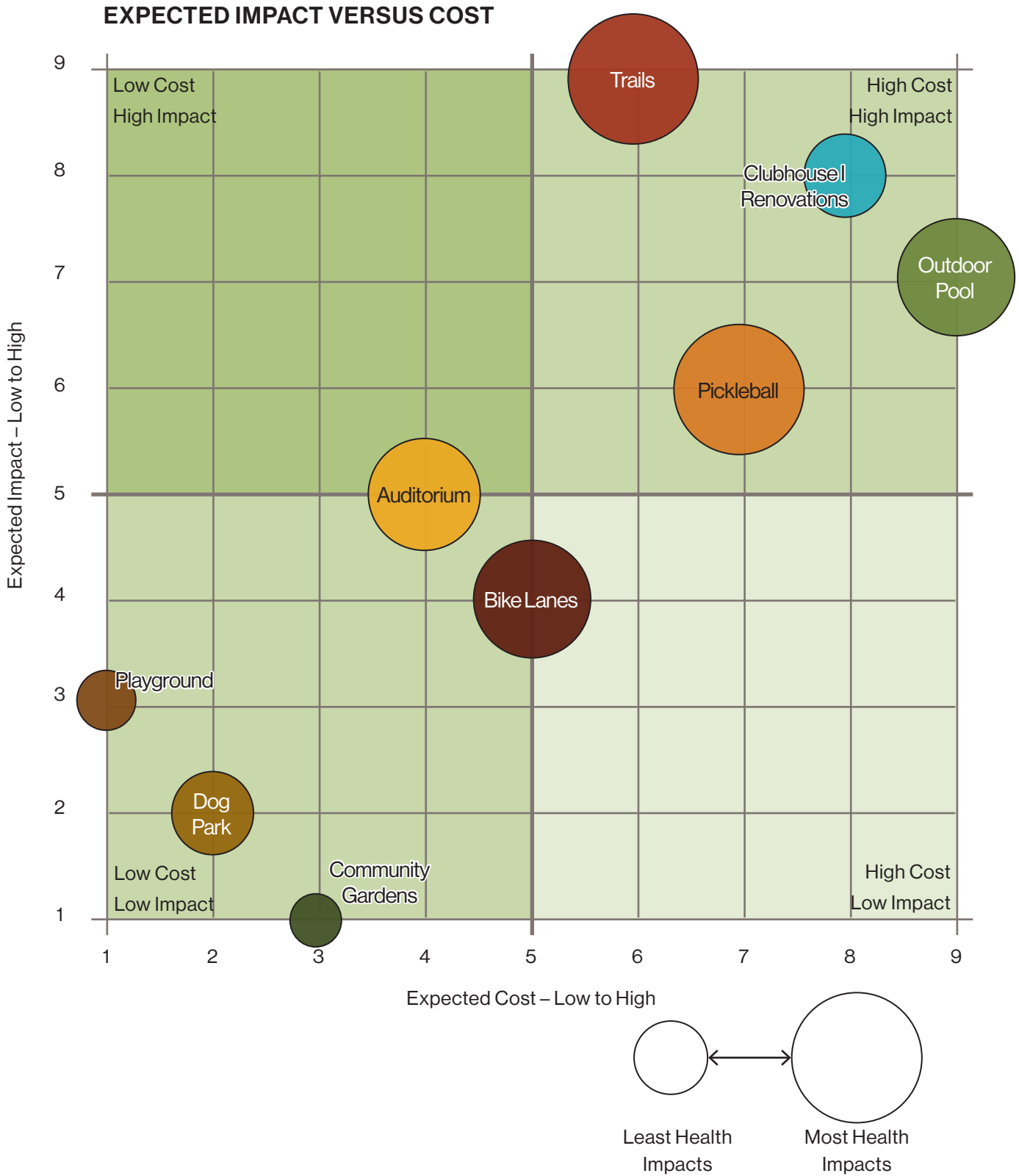
A summary chart of rankings in each category and prioritization score is shown on the facing page.

EXPECTED IMPACT, COST, AND HEALTH BENEFITS				
Sorted by Prioritization Score				
Project	Expected Impact (1-9; Least to Most Impact)	Expected Cost (1-9; Low to High Cost)	Expected Health Benefit (1-9; Least to Most Benefits)	Prioritization Score (1-9; Higher = Better)
Trails	9	6	9	8.0
Clubhouse I Pool	7	9	7	7.7
Pickleball	6	7	8	7.0
Clubhouse I Renovations & Entry	8	8	3	6.3
Clubhouse II Auditorium	5	4	6	5.0
Bike Lanes	4	5	5	4.7
Dog Park	2	2	4	2.7
Playground	3	1	2	2
Community Gardens	1	3	1	1.7

Note: Score reflects average of Impact, Cost, and Health ranks. Impact is ranked 1-9 (9 is most Impact, 1 is least Impact). Costs are ranked 1-9 (1 is least expensive, 10 is most expensive). Health Benefits are ranked 1-9 (1 is least beneficial, 9 is most beneficial).

Prioritization (cont.)

The chart on the facing page plots the expected impact and cost in a quadrant chart. The expected cost (1-9, least to most expensive) is plotted on the X axis and expected impact (1-9, least to most impact) is plotted on the Y axis. The size of each plot point is scaled to the expected health benefits (smaller to larger circle, least to most benefits).



PHASING

The golf course takes up significant land and several future projects have been identified for location on existing golf property. Before this is done, there may be projects to target for immediate consideration. We have also considered, at a conceptual level, what may be accomplished if the decision to resize the golf course is not made.

Rationale for Implementation of Projects prior to Golf Course Resizing

Outdoor Pool

This project is needed as the current outdoor pool is reaching the end of its viability. Despite the high cost, it is likely worth a complete redesign rather than a renovation. A pool renovation alone would still be costly and may not considerably prolong the pool's usability. This project will provide a high return on investment and has positive impacts on residents' health and lifestyle, despite the high costs. The impact on the golf course will be minimal, if any, as the pool overlooks the 18th green. This project could likely be done in tandem with the Clubhouse renovations.

Clubhouse I Renovations and Entry

This project is much needed despite its higher-than-average cost, given the importance of Clubhouse I as the heart of the community, and the primary gathering location for existing residents, and the "front door" that welcomes new residents.

Clubhouse II Auditorium

Upgrades to the auditorium are recommended over a complete redesign. As a minor revenue generator, additional costs to this amenity

should be kept relatively low. It may be prudent to consider minor updates that bring the auditorium up to code, and provide for its usability, while minimizing the overall costs required given the higher returns associated with delivering new amenities, or renovating the pool and clubhouse as noted above. It may also be prudent to delay significant renovations to the auditorium, given the previously discussed opportunities that could better utilize near-term capital.

Bike Lanes

Bike lanes will improve Leisure World's livability and active lifestyle offered to current and future residents. This will also improve safety for bikers given the current lack of dedicated bike lanes along Leisure World's roads. This project can be pursued immediately, and with a moderate cost expected can likely be undertaken alongside other projects.

Sidewalk and Intersection Improvements

Improvements to crosswalks, busy intersections, and filling in gaps in the sidewalk network will improve safety and promote activity. Improvements to sidewalks can be started immediately or may be phased in conjunction with bike lanes or other ongoing road maintenance projects.

Trails (Perimeter)

Leisure World can start the process of a more detailed study to identify options, land, and any required access agreements with individual mutuals to create a perimeter trail network.

PROJECT PHASING

Rationale and Phasing



1	Potential Perimeter Trail	4	Auditorium	7	Pickleball	10	Bike Lanes	Near-Term	
2	Pool	5	Golf Resize	8	Playground	11	Community Gardens	Mid-Term	
3	Facade & Renovations	6	Trails & Open Space	9	Dog Park			Long-Term	

Project phasing prior to golf course resizing and after golf course resizing

Rationale for Implementation of Projects after Golf Course Resizing

Following the golf course resizing, land is unlocked for additional projects which are likely to have an outsized impact on the competitiveness and attractiveness of the lifestyle offered at Leisure World.

Trails (Open Space)

With a moderate expected cost and the highest expected return and benefit to residents' health, this project should be prioritized. This will immediately benefit existing residents and further allow Leisure World to market its active lifestyle to prospective residents. Once the golf course is repurposed, trails could become an immediate priority in the new unlocked open space through the creation of a new and updated network of trails.

Pickleball

This project will immediately benefit Leisure World's racket sports players and allow it to market itself to a more active demographic and become a healthier and more active community overall. Though costs are above average, this project should likely be a bigger priority than most other projects and should be pursued as capital allows.

Playground

This project would provide immediate benefits for residents with visiting families at a relatively low cost. This would also be the only dedicated amenity for visiting grandchildren, which is an amenity that several competitors offer. Given the low cost associated with developing this project, it should be pursued immediately when land allocation allows.

Dog Park

This project has a low expected cost and minimal impact on just three acres with an average expected return and health benefits scoring this amenity favorably. Given the low cost associated with developing this amenity, it should be pursued as soon as possible when land allocation allows.

Community Gardens

The current gardens could be reutilized for other projects such as new housing. The resizing of nine holes of the golf course could allow the gardens to move locations, freeing up this land and potentially generating more revenue with new housing on the current garden land. The existing community gardens are a popular amenity, and relocating the community gardens is a priority if the current site is chosen for future housing development. The relocation of community gardens is not required or a priority if the current site is not chosen for a more economically productive use.

POTENTIAL PHASING STRATEGY				
Project	Near-Term	Mid-Term	Long-Term	Rationale
Trails	X (Perimeter Trails)	X (Open Space Network)		High benefit to Leisure World, should be started as soon as possible
Clubhouse I Pool	X			High benefits to Leisure World likely make the high costs worth undertaking project, if capital allows
Clubhouse I Renovations and Entry	X			High benefits to Leisure World likely make the high costs worth undertaking project, if capital allows
Clubhouse II Auditorium	X			Moderate cost and impact , can likely be pursued before major renovations
Pickleball	Golf Resize	X		High benefit to Leisure World, should be started as soon as possible
Playground	Golf Resize	X		Low-cost project, can likely be started once land is available
Dog Park	Golf Resize	X		Low-cost project, can likely be started once land is available
Bike Lanes			X	Moderate cost and impact, funds likely better used elsewhere in earlier years
Community Gardens	Golf Resize / New Housing		X	Low cost but low return, not a high priority. Should be relocated if decision is made on new housing.

Rationale for Implementation of Projects if Golf Course Resizing is Omitted

If the decision is made to not pursue golf course resizing, it is important to understand which recommendations can still be implemented.

Projects that Can be Implemented

The following projects are expected to be unaffected by a decision on resizing the golf course.

- **Pool.** The recommended expansion to the pool and lanai extends slightly to the east, but there is sufficient space between the 18th green and the existing clubhouse such that no conflicts are expected.
- **Clubhouse I Renovations and Entry.** No conflicts expected with existing golf operations.
- **Clubhouse II Auditorium.** No conflict expected with existing golf operations.
- **Bike Lanes.** No conflict expected with existing golf operations.
- **Sidewalk and Intersection Improvements.** No conflict expected with existing golf operations.
- **Trails (Perimeter).** No conflict expected with existing golf operations.

Projects that Can be Adjusted

The following projects can be implemented at a reduced size and impact:

- **Pickleball.** A reduced pickleball facility could be located on the bowling lawn between Clubhouse I and the Administration Building. This location could accommodate 4-6 courts, however there is not expected to be space for a championship court. While 4-6 additional courts would be welcomed, it is not expected to fully meet demand and have the same competitive impact as a larger pickleball facility. While this location is adjacent to the existing parking lot, there does not appear to be room to add additional parking. This location would also preclude events and activities that use the current lawn.
- **Playground.** Suitable space for a playground could be found by repurposing many of the existing small parks around Leisure World.

Projects that must be Put on Hold

The following projects are incompatible with a decision to maintain the current golf course and open space allocation at Leisure World.

- **Open Space and Trail Network.** If current golf course operations remain, the largest and most impactful recreational amenity to be lost is a network of trails and open spaces connecting the community. Walkers may continue to use the golf course during specified hours, but existing conflicts may remain.
- **Dog Park.** There does not exist a location within Leisure World which has sufficient area and adequate screening/distance from existing houses to locate a dog park.

PROJECT IMPLEMENTATION WITHOUT GOLF COURSE RESIZING



1	Potential Perimeter Trail	3	Facade & Renovations	5	Reduced Pickleball	7	Bike Lanes
2	Pool	4	Auditorium	6	Playground		

Projects achievable without golf course resizing

FINANCING STRATEGIES

Opportunities for Revenue Enhancement

Increase Property Values by Incentivizing Investment in Existing Homes

Homes sold in Leisure World can be quite dated in terms of their features, finishes, and functionality. Incentivizing owners or investors to upgrade their housing units can help boost values and thereby improve Resales Fee revenue to support additions and improvements of desired amenities.

Leisure World could work with designers and contractors to create easy and affordable renovation packages for high-impact rooms (e.g., bathrooms and/or kitchens). Leisure World could then negotiate favorable pricing for upgrades, given the number of units.

To attract investors, resales fees could be deferred for those intending to improve and re-sell renovated units within a designated timeframe, with fees charged on the sale of the upgraded units.

Increasing Revenue to Implement Desired Improvements by Increasing Trust Fees

Leisure World is the most affordable community in terms of total expenses to owners. Fees would need to increase by 2.3 times to reach the median ownership costs of the competitive set over a 10-year horizon, or home values would need to increase by 2.4 times. While mutual fees can be high in Leisure World, the overall Community Facilities Fee is modest in comparison to its competitive set of active adult competitors, especially in relation to the amenities and services offered. Increasing the Community Facilities Fee could result in more revenue while remaining competitive among similar communities.

Increase Revenue and Disperse Costs for Capital Improvements by Increasing the Number of Residents

New housing at Leisure World could help to provide modern and competitive housing standards in the community, boosting its perception within the regional active-adult community market and help bolster overall home values. New housing units would increase revenue from Trust and Mutual fees, as well as generate new resales fees to implement the master plan through the sale of these units.

Opportunities for Cost Reduction

Increase Land Available for Desired Amenities by Resizing the Golf Course

Golf Course maintenance is much more expensive than other recreational spaces. Reducing the current footprint of the golf course would allow for new amenities accessible to the entire community, as well as reduce operating expenses. Most of the re-purposed land would remain as green space for more amenity programming, which would further improve the attractiveness of the community and its perception within the regional active adult market. In addition, a resized golf course (from 18-holes to 9-holes) would significantly reduce the operating costs associated with maintaining a larger golf course.

Matching Golf Fees to Cover Expenses

If the golf course footprint is not resized, Leisure World should consider exploring ways to increase revenue from golf operations, such as raising green fees, cart fees, or opening additional play to the public to more fully cover the costs associated with maintenance and capital improvements. We understand that tee times have been restricted during certain times of day to allow non-golfing residents to walk the course. Allowing more play on the course could raise revenue (but could create additional conflict with residents who want to enjoy use of the open space).

Align Services to be Consistent with Active Adult Communities

Leisure World, in comparison to other active adult communities in the region, offers a significantly more comprehensive suite of services included within the community's fee structure. These services include, but are not limited to, shuttle services for residents, and social work services. These types of services are typically more prevalent within Continuing Care Retirement Communities (CCRCs), which typically attract a much older segment of the market. By comparison, active adult communities typically market to younger households that are above the age of 55. Reducing the number of services to only those focused on active adults would reduce costs and, as a result, provide increased funds to complete the projects necessary to remain competitive as an active adult community.

It may be prudent to consider adjustments to the cost structure of services offered by the community. While this could include a reduction in services, it could also shift the funding of such services to those that wish to use them, rather than being offered for use by all residents through community fees.

