

The background features a dark blue gradient with faint, light blue concentric circles and degree markings (40, 150, 160, 170, 180, 190, 200, 210, 220, 230, 240, 250, 260) overlaid on the left side. The main title is centered in a large, yellow, serif font.

# UNIVERSITY PARK<sup>®</sup>

## STRATEGIC MISSION & PLANNING FRAMEWORK

MARCH 2020

A VIEW FROM THE OUTSIDE

## University Park...

*“...the award-winning, master planned neighborhood features beautiful landscaping, gas street lanterns and stylish homes.”*

*“Premier golf and country club community exudes elegance, natural beauty and luxury.”*

*Sarasota Herald-Tribune - February 8, 2020*



# UNIVERSITY PARK – 3 MAJOR PHASES

- 1980-99** Neal/Pasold vision & entrepreneurial development
- 2000-19** Continued expansion, owned & managed by developer
- 2020- >** Community ownership & long-term planning

# PLANNING FRAMEWORK

FOCUS OF THIS  
PRESENTATION

**Strategic**  
(Stakeholder Value)

Vision, mission,  
strategy & direction

**Tactical**  
(Goals, Master Plans & Policies)

Specific goals & strategies,  
master plans, & Board policies  
to achieve the broad strategy

**Operational**  
(Operations, Budgets & Projects)

Budgets, projects &  
operations to achieve  
the tactical objectives



# WHY A STRATEGIC MISSION?

## So that...

- We can all communicate with a consistent message what University Park is about, its identity & its direction.
- Everything we plan and invest-in has a clear purpose, rationale, focus & pay-back.
- We can be pro-active, efficient & ensure long-term durability of University Park.
- We can achieve sustainable competitive advantage over time.

# WHAT IS “STAKEHOLDER VALUE”?

Stakeholders are primarily our homeowners, residents & members

- Also, in a wider context: potential future owners/members; non-resident club members; public/tourist users of our facilities; management & staff; key service suppliers & the wider community.

Value can be seen in different ways, for example:

- Real-estate values - measured in a variety of ways.
- Lifestyle appreciation - surveys can gauge or rank this.
- Value proposition - to live, play or work here as compared to alternatives.
- Member experience – exceptional moments, events or services.



# MISSION:

Maintain and grow stakeholder value through:

## STRATEGIC GOALS

### 1. A premier gated residential development & semi-private club

- Exceptional location near to “everything” in a bustling, fast-developing area.
- Exceeding other local communities in perceived quality and excellence.
- Master-planned golf course, club & thirty-two harmonized neighborhoods.
- Widely recognized value proposition in the local market.

# MISSION:

Maintain and grow stakeholder value through:

## STRATEGIC GOALS

### 2. A residential haven:

- Natural beauty with outstanding, sustainable Florida landscaping.
- Exclusive, safe and tranquil residential environment.
- Outstanding golf, tennis, dining & other leisure activities - in a Club setting.
- Caring community culture, where one can make and keep friends.



# MISSION:

Maintain and grow stakeholder value through:

## STRATEGIC GOALS

### 3. A **well-managed** Community Association and District/Club:

- **Open** participation by residents, attention to their views & fairness for all.
- **Stable** assessments, “no surprises” management and a profitable Club.
- **Pro-active** action on big, longer-term issues & sound reserve funds.
- **Exemplary** employment practices that recognize high performance & memorable member experiences.

# MISSION & BRAND

Mission: drive stakeholder value through a unique combination of:

- Premier development & club
- Residential haven
- Well-managed

+

A clear & strong brand



# BRAND STRATEGY

Use our mission & strategic goals to:

- Define our brand **ambition**, core values & **positioning**.
- Identify our core essence or ethos to give **focus** to interaction with markets.
- Recognize & target **different markets**.
- Emphasize & draw attention, through selected marketing & advertising.

Develop strong relationships with **key constituents** to carry our brand messages.

1. Homeowners, residents & club members.
2. Real estate brokers & agents.
3. Local press & publications.
4. Non-member golfers & guests.

# BRAND IDENTITY

Main name: UNIVERSITY PARK®

- Owned & registered by the Community (UPCAI).
- Future name on main front entrance.
- Could be licensed to RD to identify that they are part of the main brand.

Club name & logo: UNIVERSITY PARK COUNTRY CLUB<sup>SM</sup>

- RD Board will determine how it will register, use & leverage these in the market place.

Business names:

- University Park Community Association Inc.
- University Park Recreation District.
- Park Boulevard Management LLC.

**Note:** the logos here are for example ONLY.





# “IN PARK” COMMUNICATIONS

As noted, our internal University Park market is vital.

- Homeowners, residents, club members/guests/public users & our staff.
- As influencers in a wider market including family, friends & acquaintances.

On-going communication & reinforcement of our direction, mission & brand to this internal market will be key to our success.

- Nurturing our brand equity, with our biggest supporters.
- Persistent, consistent, discrete & thoughtful messaging.
- Leverage this brand equity in the wider market.

# WE/OUR = ALL UNIVERSITY PARK

This Strategic Mission & Brand is intended for all University Park:

- UP Community Association
- UP Recreation District
- UP Country Club
- Park Boulevard Management LLC

It has been adopted by the UPCA & UPRD Boards, who will:

- Cooperate closely on related brand strategy & marketing plans.
- Implement plans geared to achieve this mission, over a reasonable period of time.



# PLANNING FRAMEWORK



# ANTICIPATE CHANGE

## Market-driven change

- Demographics of buyers in our real estate market will change.
- Lifestyle & property expectations will evolve.
- Market for our present offering - *golf & country club* - will change.
- Many of our homes are aging - in a market with much new construction.
- Growth of downtown Sarasota, UTC and local tourist market bring new Club opportunities.

## We need to listen, and...

- Appreciate the impact of these changes & embrace them.
- Be attuned to the speed & direction of these changes.
- Pay particular attention to interests of new owners & visitors, and a future they may indicate.



# RECOGNIZE *RISKS*

Like every market, there are risks of major disruption in ours...

- Sarasota & Lakewood Ranch real estate, tourism & business markets

These risks could include, for example:

- *Economic downturn*
  - 2006/7 FI property speculation, housing bubble & financial crisis
  - Fast fall, but very slow recovery
- *Climate crises* & changing weather patterns
  - Sea level rise; intensifying hurricanes; disruptive storm surge; harmful red tide.
- *Pandemic* & major local health crisis

Build *resilience* into our planning, *hedge* our position

# TACTICAL - PLANS, GOALS & POLICIES

Setting priorities & listening to the needs & expectations of stakeholders.

Linking the strategic mission to the operational activities through:

- Master plans - pulling together numerous key elements, reserves/capital funding.
- Specific strategies - expanding strategic mission for specific areas or markets
- Specific goals - measurable, relevant & time bound.
- Policies - providing key definitions or linkage to the strategic mission.

Action:

- Board leadership – UPCA, UPRD or jointly
- Could be through committees or task forces, with appropriate governance
- Involvement of General Manager & PBM team



# OPERATIONAL - SERVICE DELIVERY

Day-to-day tasks, processes and specific project plans.

- Geared to achieve the tactical objectives & operational imperatives.
- **Responsive** to the on-going needs & requests of stakeholders.

Management of PBM LLC, its staff resources & performance.

Action:

- Managed by the **General Manager** & PBM team.
- Controlled through detailed annual **operating budgets**.
- Emergency management protocols.
- Reporting to the Board(s) or nominees.



# Thank You