Bonita Bay Club

RENOVATION PLAYBOOKS:

HOW CLUBS PLAN, PHASE, AND EXECUTE CAPITAL PROJECTS

CLUB + RESORT BUSINESS

JUNE 16, 2026



Bonita Bay Club

- Two campuses (Bonita Springs, Naples)
- Five golf courses (Tom Fazio/Arthur Hills)
- F&B Outlets:
  - ➢3 in 2010
  - ➢6 Current
  - ➢10 with New Clubhouse
- Average Tenure of Senior Staff is 20 years





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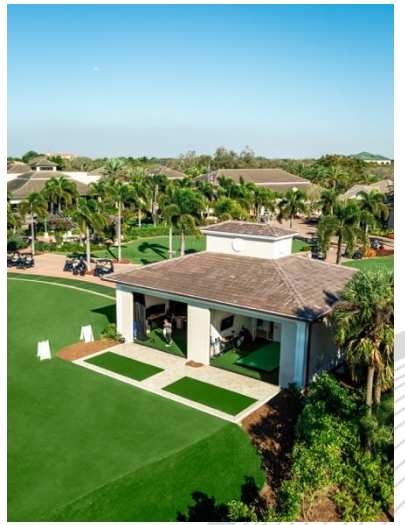
Turnover in 2010

- From developer to member-owned
- Replacement of every member amenity except main clubhouse
- Addition of amenities – teaching academy, club fitting studio, SGPA, employee housing
- No project assessments
- Use of short-term debt – currently no bank debt
- Change of bylaws – re: debt limit *critical*
  - Debt limit is not project cost
- The 800-pound Gorilla – why the clubhouse is last









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The Path to a New Clubhouse



Identify the Need



Develop the Plan



Test the Plan



Develop the Vote



Vote



Execute

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Identify the Need



Third party consultant

- Strategic Plan refresher
- SWOT analysis
- Member Focus Groups
- Member Survey – ask what's most important and how much they are willing to pay for it
- Form Facilities Planning Committee – tours, testimonials
- Renovate vs. Rebuild

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Develop "The Plan"

Architect and construction partners (preliminary)

Project booklet - emphasize "the why"

Leave room to cut

Price checks

- Start with overall price per sf
- Breakdown construction vs. soft costs – recent projects
- Importance of contingency and escalation

Solicit feedback and adjust



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Test the Plan (Straw Poll)

Understand the thresholds

- Quorum
- % approval required
- % of eligible votes or those who vote?
- Understand where you may have flexibility
  - Creation of additional membership categories

Solicit feedback and adjust

- From no assessment to assessment
- Creation of Super Senior Membership category
- Minimize disruption through phased project
- Reduction in scale and cost
- Refundable assessment

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Develop "The Vote"

Develop Project Vote Booklet

Selling the project

- Overcoming objections through education – leave no stone unturned
  - Town Hall Meetings
  - Small Group Meetings
  - Whitepapers
  - Podcasts
  - All Things Clubhouse microsite
  - MBWA – be present and available



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Vote ✓

- Use third party for vote
- Identify voting period based on quorum and threshold requirements
- Vocal minority – silent majority
- Identify your passionate advocates and use them
- What if the vote fails?
- Our results – 20 points higher from straw poll to actual vote

VTNW
Vote-Now.com

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Execute

Formalize selection of professional partners

- Architect
- Construction Manager/General Contractor
- Use of RFPs, selection committee, formal interviews
- Form Construction Committee
- Form Interiors Committee
- Project manager or GM?
- GANTT Charts, milestones, communications
- Under-promise, overdeliver – track-record

D. GARRETT CONSTRUCTION, INC.
GENERAL CONSTRUCTION - CONSTRUCTION MANAGEMENT
"Building Relationships for Over 40 Years"

DESIGN GROUP AM
AM DESIGN GROUP
ARCHITECTURE - PLANNING - INTERIOR DESIGN

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The Path – Major Capital Project



Identify the Need



Develop the Plan



Test the Plan



Develop the Vote



Vote



Execute

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