Transforming Our Clubhouse for the Future

BONITA BAY CLUB

THE PLAN






Conceptual only,
Final design TBD

Table of Contents

A Letter from the President....5

History of the Clubhouse....6

Planning Process....7

Options Considered....10

Renovate & Expand Option....11

New Build Option....15

Funding Economics....20

Plan for the Construction Period....24

Summary & Next Steps....28

Appendix I: Committees and Consultants....30

Appendix II: Clubhouse Needs & Opportunities....31

Appendix III: BBC Membership Over Time....34


Conceptual only,
Final design TBD

A Letter from the President

Dear Bonita Bay Club Member:

Over the past 15 years, our Club has undergone a magnificent transformation. Through a series of thoughtful and strategic investments we have renovated, expanded and improved numerous facilities and amenities throughout the Club. The results of these projects have dramatically enhanced the membership experience and positioned BBC as one of the premier clubs in Southwest Florida. These investments have created sustained demand for our club while improving the value of homes within the Bonita Bay Community. Finally, all projects were completed without a member assessment.

There remains one final important project for members to consider: the re-imagining of our main clubhouse.

Experts have told us that clubhouse improvements are often done last as they are the most complex in terms of financing and management. You may even be wondering do we really need to do this? In fact the value and need of several past projects were initially questioned by some members. Upon completion of those projects members went from early skepticism to "how did we ever do without this?". Examples include the 55th Hole, Pro Shop, Lifestyle Center, Golf Master Plan, Short Game Area, Sports Center complex, pickleball and most recently the Naples clubhouse. Most importantly, the Board wants our reimagined clubhouse project to be member-driven - it is, after all YOUR clubhouse.

The information in this booklet is the result of 12 months of study and planning. We assembled two ad-hoc Member teams to develop a plan for this project – a Facilities Planning Committee and a Special Finance Committee. The members of those teams are listed in Appendix I. There will be other teams needed for detailed planning and construction of the project. Members provided input through focus groups and a Member survey. Our teams visited other top clubs in this area for "behind the scenes" tours of their clubhouses. We engaged consultants, architects and construction advisors to develop preliminary plans and cost estimates. We explored financing alternatives and developed a comprehensive Phasing plan to minimize disruption during construction.

The enclosed proposal is preliminary. We will be conducting straw poll survey to get your input and reactions, and we will modify the project as necessary. ***A link to the survey is provided on the last page of this booklet.*** Our target is to be in a position to vote on the financing and scope of the project by early next year. That will be followed by detailed architectural planning, bids, engineering and permitting, so that construction is not planned to begin until spring of 2027.

Your input and support is vital as the decision to proceed will greatly impact the future of our club. A series of "town hall" style meetings were held to address questions about the project, proposed funding and transition plan approach. The November 12th meeting was broadcast live, and you can also access it (and other information) under "All Things Clubhouse" on the Club's website or click the button below. As a valuable Member of the Bonita Bay Club, your thoughtful consideration is appreciated. The Board thanks you for your input and strongly recommends your support of this proposal.

Sincerely,



Board President
Bonita Bay Club



Click "Watch Now" to view the Town Hall Meeting

History of the Clubhouse

At the time the club was built in 1985, BBC had one golf course and zero members. The clubhouse was a "Developer Clubhouse" meant to sell real estate, as opposed to a "Member Clubhouse" designed for Member needs and standards. During this project, you may hear us refer to a "purpose-built clubhouse." By that, we mean a design that specifically seeks to meet the current and future needs of Members and staff. Where possible, we begin by understanding, thinking carefully about, and quantifying, current and future Member and staff needs, and then incorporating those needs in the design of the Clubhouse.

The clubhouse has been modified several times, including a substantial expansion in 1991. The overall footprint has not changed significantly in the past 33 years. In 2014, the old Pro Shop was converted to the 55th Hole, and a new Pro Shop was built where two cart barns had formerly been, with cart storage moved underground. The kitchen and loading dock areas were expanded, and limited outside dining and fire pit areas were added.

Today, we have +/- 2,200 memberships (+/- 3,800 w/spouses), a full range of sports and social activities, many more women golfers, and evolved (and evolving) dining and social needs.

A renovation will trigger substantial code-required improvements:

- New hurricane and tornado wind load standards (windows, roof, etc.)
- Full roof replacement
- Vertical fire wall separation

Additionally, a renovation would require upgrading numerous outdated or under new capacity building systems.

- HVAC
- Fire suppression
- Electrical systems

Planning Process

The planning process began with the formation of an ad-hoc Facilities Planning Committee (FPC) to assess the state of the clubhouse, and develop an improvement plan. The Board also engaged the McMahon Group to conduct focus groups and survey of the Club's membership.

Survey Results

There were 1853 completed surveys, for an overall response rate of 49%, which is very good and provides a 95% level of confidence that the results represent the entire membership.

The Club received very high overall satisfaction ratings, with 91% reporting they are very satisfied (52%) or satisfied (39%). This is among the highest readings that McMahon has seen it its club surveys.

Members identified several areas of possible improvement:

Potential Improvements	% Rating Important	% Rating Unimportant
Add outdoor seating at 55th Hole	66%	15%
Expand Indoor seating at 55th Hole	59%	18%
Improve acoustics in Breezeway	56%	20%
Expand Main Clubhouse outdoor dining areas	55%	19%
Add car parking capacity at the Main Clubhouse	52%	20%
Expand Breezeway kitchen capability	52%	16%

FPC Research and Findings

The FPC toured all parts of the main clubhouse, including all back-of-the-house areas. They also met with key BBC department heads and management. They toured four competitor clubs that had made major recent improvements to their clubhouses (Mediterra, Quail West, Club Pelican Bay and Shadow Wood). These visits were in-depth, involving the General Managers, covering both member-facing and back-of-the-house areas, and including interviews with key managers.

FPC members were struck by what they saw and learned, and many felt their views changed significantly. They feel that many areas of our clubhouse facilities are deficient. In particular, "back of the house" areas (e.g., kitchens, storage, staff areas) are crowded and inadequate and the working conditions for our staff are not up to standard. At the same time, our member-facing areas are at or above capacity, and they have not kept pace with trends (e.g., outside dining). Several FPC members suggested that "all members should take the tour that we just took."



The Facilities Planning Team has developed a video summarizing their observations and taking us on a tour of the back-of-the house areas. Links to the video are available on the BBC website or by clicking "Watch Now" to see the video.

Planning Background

As a result of these inputs, the FPC developed a list of 15 clubhouse needs and opportunities.

1. **More casual dining capacity**
2. **Expanded/enhanced covered outside dining & bar**
3. **Specialty "a la carte" (ALC) dining, and better separation of dining concepts**
4. **Larger ballroom with dedicated pre-function space**
5. **More private dining room (PDR) capacity, for both large and small groups**
6. **Expanded and purpose-built kitchen capacity**
7. **More storage space**
8. **Better staff facilities**
9. **Improved locker room facilities**
10. **More card room space**
11. **Expanded engineering and new central laundry**
12. **More parking, preferably close to the Pro Shop**
13. **Improved "Sense of Arrival"**
14. **First impressions – "Wow effect"**
15. **Improved views from the Clubhouse**

Further explanation of these needs and opportunities is provided in Appendix II

Key Issue: Current Clubhouse is Undersized

Our clubhouse has about 30 sq ft per Membership, compared with an industry ratio of 50-100 sq ft per Membership. As Members, we feel this in many ways:

- 55th Hole is frequently at capacity, forcing Members to "hover" until a table becomes available
- There is a trend to outside dining – our outside dining area is small and well below the level desired by our members.
- Our ballroom seats 200, which is 5% of our membership; most clubs can seat 15% in their ballroom. We can't host large events in one room
- At Thanksgiving and Easter, we serve over 1,000 meals, but turn away another 500 Members; popular events sell out within hours of reservations opening
- We do not have enough Private Dining Room (PDR) capacity for large and small groups. The Fireside Room is fully booked with excess demand and there are not enough private rooms for smaller groups.
- Due to inadequate parking, we turn down requests for large groups at lunch, and some card groups have been moved to the Lifestyle Center.
- 55th Hole kitchen is only 200 sq ft, which limits service and menu options
- Main kitchen is crowded and inefficient, with poor working conditions
- We do not provide proper facilities for our staff (dining, break, shower, lockers, training)
- Storage spaces have been converted to Member use, leaving us without proper storage

Addressing these Issues will Require Expanding the Clubhouse

As the FPC considered needs and opportunities, it became clear that addressing them would require additional square footage. Working with the McMahon Group, the FPC developed a square foot "program"- a function-by-function comparison of existing clubhouse square footage with what is needed to address the needs and opportunities

For example, our current ballroom is 4,154 sq ft and seats 200. The team determined that an increase to 8,700 sq ft would be adequate for a ballroom that seats 400, with adjoining pre-function space. Similarly, we determined that inside dining needed to be expanded in the 55th Hole but could be reduced in the Club Room. Outside Covered Dining needed to be significantly expanded. The Locker Room space was about right, but the Kitchen space needed to be significantly expanded.

We also wanted to allow space for new functions that did not currently exist, such as a Specialty Restaurant, a Living Room/Lounge area, and a Centralized Laundry. In total, whereas the current clubhouse consists of 67,310 sq ft, we determined that an expansion to 98,300 sq ft would be needed to address the needs and opportunities we had identified. That would be an increase of 46% versus the current clubhouse and bring us to 44 sq ft per member versus the industry average of 50-100 sq ft per member.

	Current	Program
Ballroom/Pre-function	4,154	13,000
A la carte Inside Dining	6,904	8,300
55th Hole	2,704	4,000
Club Room	4,200	2,600
Specialty	0	1,700
Outside Covered Dining	2,980	8,200
Private Dining	3,537	6,000
Living Room/Lounge	0	2,000
Meeting/Card/Board	2,173	3,600
Kitchen	7,600	12,000
Locker Rooms	11,125	12,000
Admin Offices	5,740	6,500
Engineering/Laundry	4,000	6,500
Staff Facilities	1,000	3,500
Receiving	500	3,000
Storage/Mechanical	4,000	8,000
Other (lobby, hall, bathroom)	13,597	9,700
Total	**67,310**	**98,300**
		(+46%)

Some members have asked whether capacity issues are the result of adding too many members. In fact, the total number of BBC members has been stable over time, as explained in Appendix III. Crowded clubhouse conditions have existed for many years. Further, members may be utilizing the clubhouse more intensely than in the past. BBC's dining spend per member is low relative to peer clubs, and we expect that Members will use an expanded clubhouse even more than today.

We Considered Three Options

The FPC and Board evaluated three options:

- ***Minimal Renovation.*** For instance, push out the walls on the 55th Hole, expand covered outside dining, and add a new kitchen adjacent to the 55th Hole. The Board decided that this approach would not address enough of the needs and opportunities, and would likely lead to a series of future "minimal renovations" which would be disruptive. We engaged an architect to develop a Renovate & Expand option, and eventually also a Build New option.

- ***Renovate & Expand.*** We spent most of the summer considering several renovation designs that would preserve as much of the current clubhouse as possible, while accomplishing the identified issues. In the end, we found renovation/expand to be expensive (86% of the cost of Build New) while providing much less value than Build New.

- ***Build New.*** After due consideration, the Board believes the best way forward is to build a new Clubhouse.

	Minimal Renovation	Renovate & Expand	Build New
Increase Dining Capacity			
Addresses Kitchen Needs			
Event Capacity			
Additional Dining Concept			
Employee Areas			
Site Logistics			
Addresses Parking Issues			
Increased Facility Lifespan			

Renovate & Expand Option

As noted, we ultimately did not choose the Renovate & Expand Option, because it was too expensive and because it provided much less value than the New Build Option. However, we did want to share with you the details of the plan we evaluated so that you can appreciate its potential and limitations. Key features included:

- Locker rooms and 55th Hole largely preserved. 55th Hole enlarged and new layer of outdoor seating added. New kitchen adjacent to 55th Hole.
- Reduce size of Club Room and convert half to new Living Room/Lounge. Expand Covered Dining in front of Club Room, with new Outside Bar.
- Reconfigure lobby as high-ceiling octagon with direct paths to 55th Hole, Outside Bar and Locker Rooms. Expand Main Kitchen.
- New Signature restaurant in current Vista Room.
- New 2-story wing at north end of building. Double size of ballroom with new pre-function space. New Function Kitchen to serve Ballroom and Private Dining Room.
- In lower level of new wing, expanded staff areas, expanded storage, new central laundry and engineering.
- New Admin wing to relocate functions displaced from other areas.
- New 2-level garage in North lot to add 60 incremental spaces

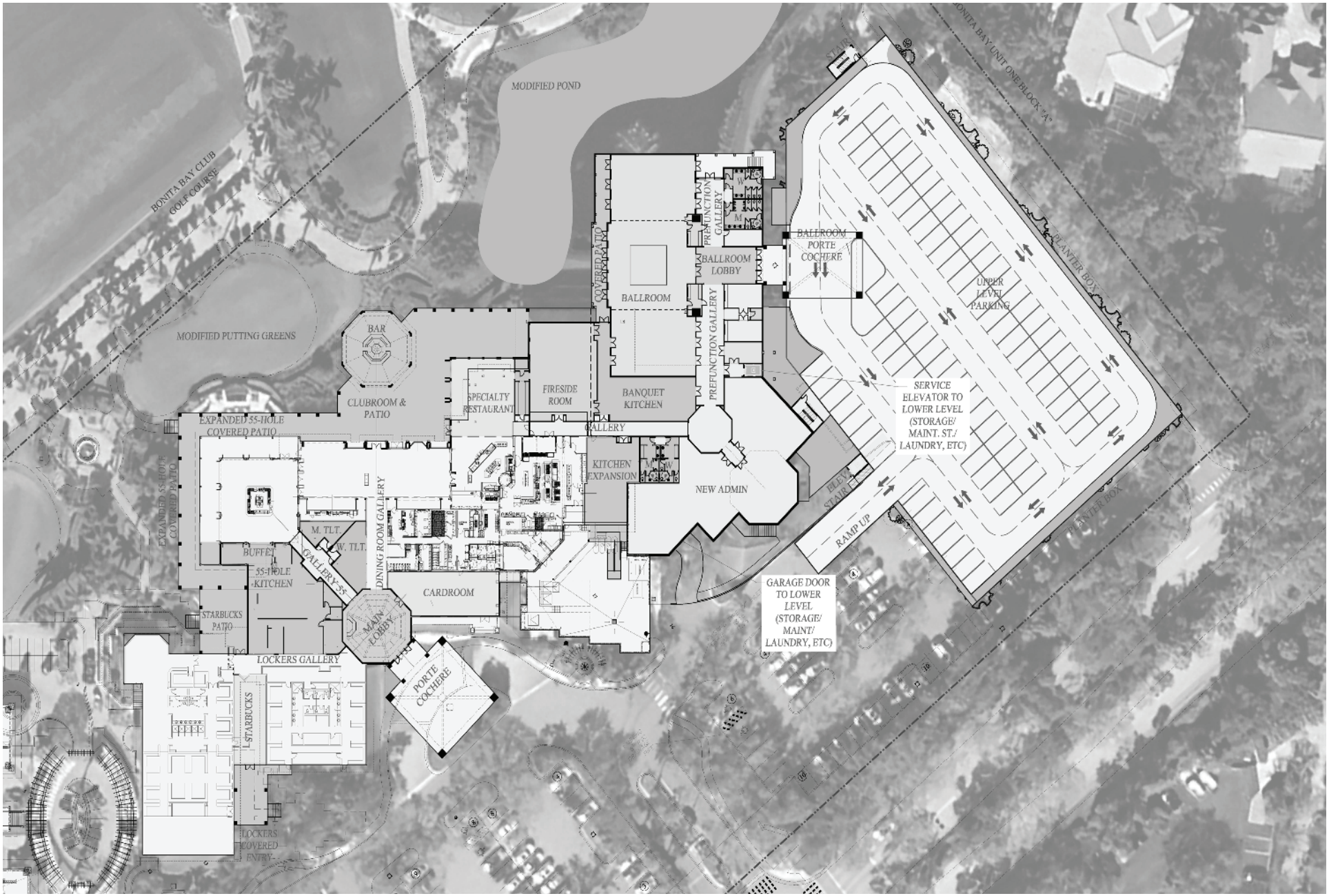
Our contractor estimated the Renovate & Expand option would cost $110M. Key factors were:

- Significant portions were new, with costs similar to new construction (2-story wing, parking garage, new kitchens, admin wing, etc.)
- Other renovations were substantial (e.g., main kitchen) with high costs per sq ft
- Extra costs to bring old building up to code
- Higher contingency with renovation than new due to more unknowns.

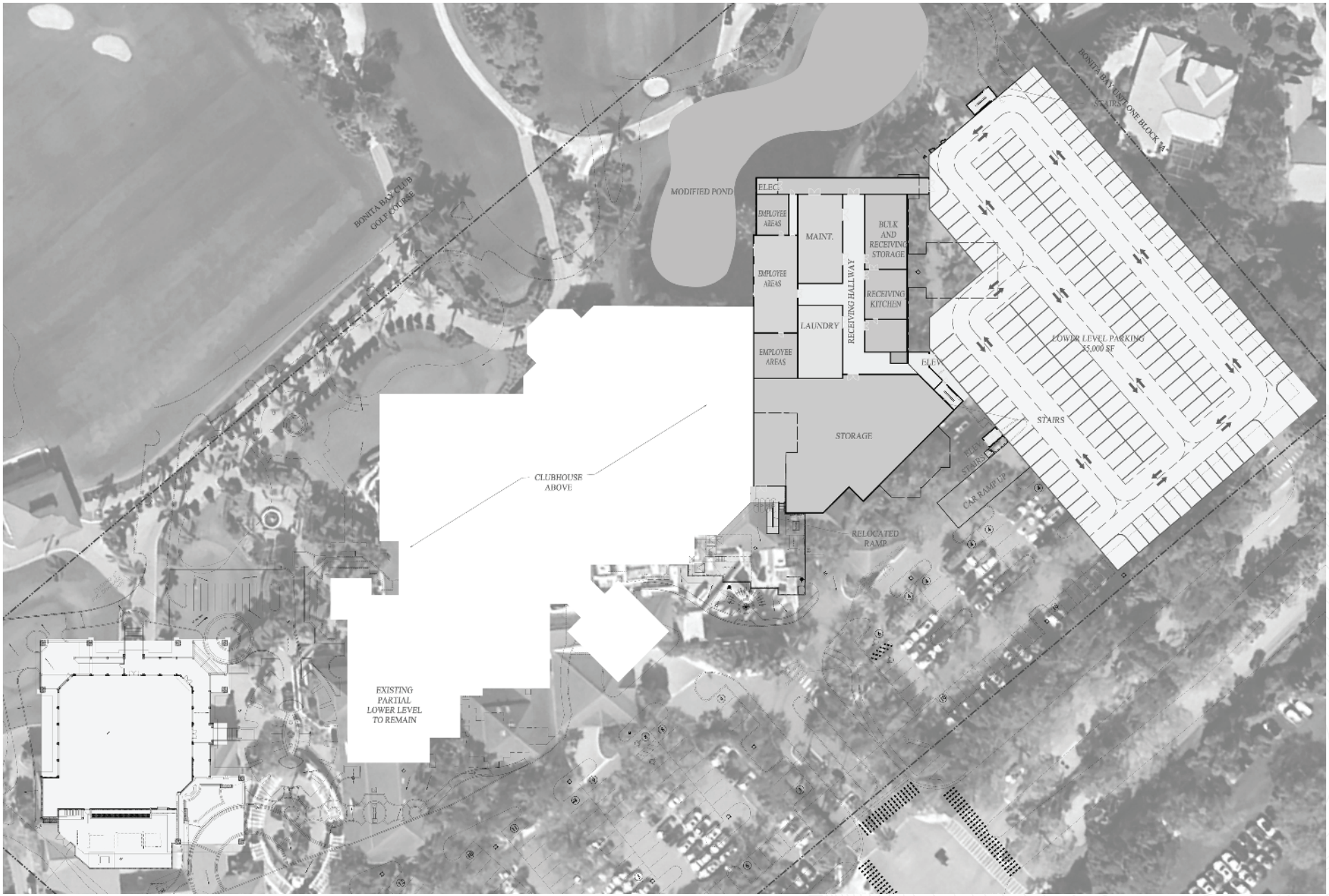
Cost to Renovate & Expand

Project Expense	Estimated Cost
Construction Costs (including parking structure)	$69M
Additional Hard Costs (including site work)	$2M
Soft Costs (design/permit fees, furniture, fixtures, equipment)	$21M
Escalation (10%) and Contingency (15%)	$18M
Total Estimated Cost	**$110M**

Renovate & Expand Option - Upper Level



Renovate & Expand Option - Lower Level




Conceptual only,
Final design TBD

New Build Option

The New Build Option – which the Board recommends – addresses the issues efficiently, effectively and elegantly. Key features include:

- Lobby centered on driveway. Building pushed west which lengthens driveway and creates more parking. New lawn/ water feature. Front of building wraps around entrance in a "warm embrace" to visitors.
- Service yard moved out of sight to side/back of building. Events entrance moved to side of building with direct entrance to functions reception area.
- Covered "loggia" hallway around front of building.
- Wide lobby with "see-through" to Club Bar, lounge and golf course. Open, airy feel to club.
- 55th Hole with outside dining and bar, as well as dedicated kitchen.
- New Specialty Dining in octagon with great views of Marsh 5 tee, Marsh 18 and Lake.
- Private Dining Room (PDR) with dedicated patio and views up Marsh 18.
- Kitchen to service Club Room and Specialty Restaurant.
- 400-person ballroom with dedicated dance floor and pre-function area (two bars). Can be divided for cards or multiple smaller Private Dining events.
- Functions kitchen for ballroom and PDRs.
- Parking on lower level for 94 cars with elevator access to building. Also ability to provision restaurants via the lower level and elevators.
- Staff areas on lower level (dining, break, conference, locker rooms) with natural light.
- Receiving, engineering, laundry, admin and storage on lower level.
- Reshape lake to provide classic vistas across the water to the golf course.

Note: this is NOT a final design. We believe we have the size/key functions about right, and that drives costs. Interior and exterior finishes are illustrative only. The actual final design will be developed with Member input once we have Member approval to proceed.

Overall Cost of New Clubhouse

Project Expense	Estimated Cost
Construction Cost (includes lower level parking)	$86M
Additional Hard Costs (Includes site work)	$3M
Soft Costs (design/permit fees, furniture, fixtures, equipment)	$26M
Escalation (10%) & Contingency (5%)	$13M
Total Estimated Cost	$128M

New Build Option - Upper Level



Blue Outline - existing building

New Build Option - Lower Level





Main lobby with “see-through” to club room and golf course



Club Room Bar



Covered outdoor dining with infrared heaters



55th Hole with outdoor bar and dining


Conceptual only,
Final design TBD
WATCH NOW
To help you visualize what the New Clubhouse might look like, the architect has created a flyover video tour. Log into the Club's website under "All things Clubhouse" or click on "Watch Now"

Funding and Economics

BBC is in excellent financial position. At FYE 2023, the club finished its third consecutive year with no debt and net cash of $16.3M. We ended FYE 2024 with a net cash position of $3.2M, after spending $29.6M on capital projects. BBC projects all debt to be paid off at FYE 2026 with cash then building until construction of the new clubhouse.

Source and use of funds – our 3 buckets

The economics of the club can be thought of as having three buckets:

- ***Operating dues.*** The annual operating budget is approximately $48 million. Revenue includes operating dues and user fee revenues (food and beverage revenue, golf fees, spa fees, etc.) Typically, operating dues are about 62% of operating revenues and user fee revenues are the remainder. The operating budget is planned to be roughly breakeven, and none of it is planned to be used for capital projects; i.e., none of your monthly operating dues would go to building the new clubhouse.

- ***Ongoing maintenance budget.*** This budget is approximately $7.5 million per year and is intended to break even. The revenues are your monthly capital dues, which are used to pay for capital leases and smaller capital projects, typically of a maintenance nature (e.g., roof replacement, HVAC replacement, etc.) although funds may also be used for smaller special capital projects (e.g., adding more rackets courts or bocce).

- ***Major capital projects budget.*** The revenues for this budget are new member Initiation Fees, which are currently approximately $12 million per year, and will increase to $14.8 million. We would use this budget to finance the project.

Funding Plan for the New Clubhouse

A variety of financing alternatives will be considered as the project progresses. While the ultimate selection will depend on financial markets at the time, for the purposes of this model, we have used the most common, traditional alternative of straight bank financing. The project model assumes new debt of $100 million*, 7% interest, with a straight 15-year amortization and term. The debt service payments are planned to be covered entirely by new member initiation fees with no member assessment or member personal liability. The $100 million debt is planned to be project financing for the construction of the clubhouse only, secured by the assets of the club, and once the debt has been repaid, the club will revert to the current debt limit as specified in our by-laws.

Why are we confident that this can be done? First, BBC has a solid track record. In the 14 years since turnover (2010), BBC has invested approximately $100 million in new major capital projects, including the Lifestyle Center, the rebuild of four golf courses, the Sports Complex, the Golf Short Game area, Pickleball expansion, Golf Performance Centers, and the Naples Clubhouse. We have used debt when needed, funded major capital projects, and serviced any debt with revenue from Initiation Fees without any member assessments. Further, the $100 million looking backward was during a period when our Initiation Fees were much lower than they are currently, or likely to be in the future.

Second, the Strategic Finance Committee has conducted detailed modeling of club financials, including this project, using conservative assumptions, and they confirm that the project can be comfortably financed with this approach. As described in the following pages, the debt service requirements would be roughly $10.5 million per year, while the club's initiation fees are projected at approximately $14.5 million per year, providing a debt service coverage ratio of 1.4x. Further, this is based on a conservative version of the model, which projects only 42 new golf members per year (versus 63 historically).

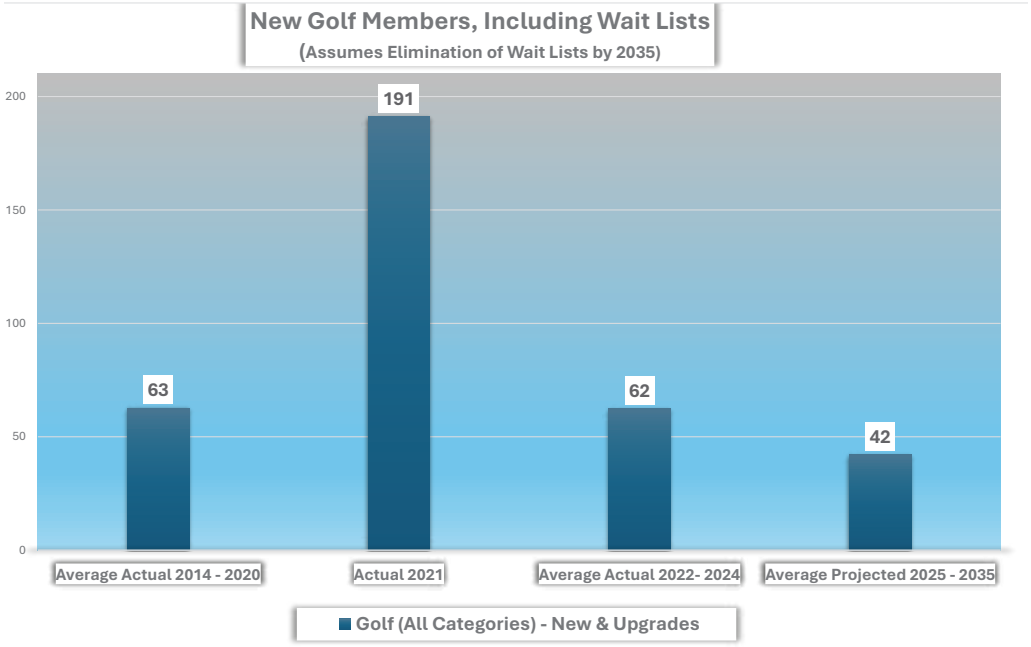
*Although total project costs are $130 million, maximum debt required would be less than $100 million due to the timing of construction and accumulation of cash prior to construction. (See spreadsheet for details)

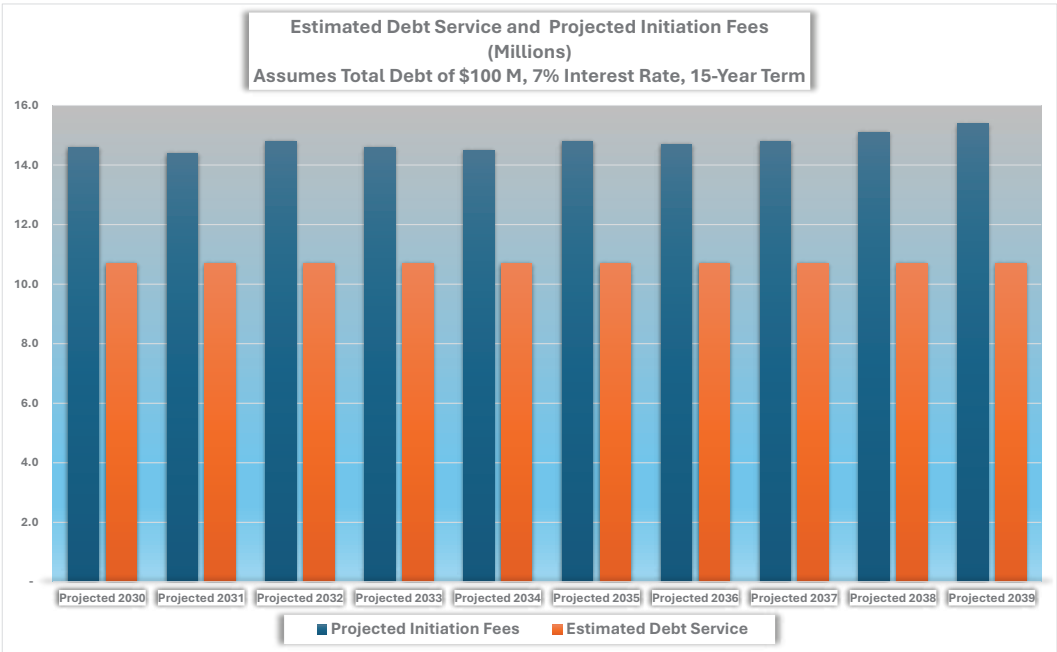
Funding Model Assumptions

The economic model assumes conventional bank financing of $100 million at 7% over 15 years. A detailed spreadsheet for the model is found on the next page.

Golf Initiation Fees are assumed to remain at $225k until the new clubhouse opens, when it would increase to $250k, followed by assumed increases of 2% per year. Note that Initiation Fees at most of our peer clubs are already at $250k.

Prior to Covid, BBC averaged 63 new full golf members per year. During Covid, interest in the club spiked and in 2021 the club accepted 191 new golf members, creating the current wait lists. Since 2021, the number of new members has returned to pre-Covid levels. Our model assumes only 42 new members during this project, or about 1/3 lower than historic averages. Even at that level, projected initiation fees will be over $14 million per year, providing a debt service coverage ratio of 1.4x.





Summary Financial Results and Projections

Summary Financial Results and Projections - Scenario B - West Clubhouse Project

Years ended June 30,	Actual 2019	2020	2021	2022	2023	2024	Budget 2025	Projected 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Number of Members - end of year																	
Full Golf	1252	1250	1250	1249	1249	1243	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250
Golf Waitlist	37	36	169	180	181	185	180	180	169	151	131	111	90	69	48	27	6
Sports waiting to join the Golf Waitlist		0	0	39	21	35	21	7	1	0	0	0	0	0	0	0	0
Naples + National Golf	69	67	78	82	79	76	74	72	70	68	66	64	62	60	58	56	54
Sports (excluding waiting for Golf)	237	253	254	298	312	307	311	310	310	310	310	310	310	310	310	310	310
House & Social	448	441	410	386	364	341	331	326	321	317	313	310	310	311	314	317	320
Total Members	2043	2047	2161	2234	2206	2187	2167	2145	2121	2096	2070	2045	2022	2000	1980	1960	1940
Operating Results (in $ millions)																	
Operating revenue	$ 32.7	$ 33.8	$ 35.3	$ 41.0	$ 43.5	$ 46.2	$ 48.6										
Operating expenses (excl interest & depreciation)	$ 31.6	$ 32.2	$ 32.4	$ 38.0	$ 42.3	$ 44.9	$ 48.1										
Cash operating income (EBITDA)	$ 1.0	$ 1.7	$ 2.9	$ 3.0	$ 1.2	$ 1.3	$ 0.5	$ 1.0	$ 1.1	$ 1.1	$ 1.1	$ 1.2	$ 1.2	$ 1.2	$ 1.3	$ 1.3	$ 1.3
Change in Cash																	
Cash operating income (EBITDA)	$ 1.0	$ 1.7	$ 2.9	$ 3.0	$ 1.2	$ 1.3	$ 0.5	$ 1.0	$ 1.1	$ 1.1	$ 1.1	$ 1.2	$ 1.2	$ 1.2	$ 1.3	$ 1.3	$ 1.3
Initiation fees received	$ 6.1	$ 5.3	$ 11.0	$ 11.9	$ 8.9	$ 11.1	$ 12.4	$ 13.4	$ 13.4	$ 13.7	$ 13.8	$ 14.3	$ 14.4	$ 14.8	$ 14.6	$ 14.5	$ 14.8
Capital dues received	$ 2.6	$ 3.6	$ 4.8	$ 6.0	$ 6.6	$ 7.1	$ 7.5	$ 8.0	$ 8.5	$ 8.9	$ 9.1	$ 9.3	$ 9.4	$ 9.6	$ 9.7	$ 9.9	$ 10.0
Other (Special assessments, insurance proceeds)	$ 2.4	$ 0.7	$ 0.3	$ 0.7	$ 4.9	$ (0.5)	$ 0.2	$ 0.4	$ 0.2	$ 0.2	$ 0.3	$ 0.3	$ 0.3	$ 0.3	$ 0.3	$ 0.3	$ 0.3
Cash in	$ 12.2	$ 11.1	$ 19.0	$ 21.6	$ 21.6	$ 19.0	$ 20.6	$ 22.8	$ 23.1	$ 23.9	$ 24.2	$ 25.0	$ 25.3	$ 25.9	$ 25.9	$ 25.9	$ 26.4
Capital expenditures (excluding West Clubhouse)	$ (10.3)	$ (9.0)	$ (5.7)	$ (16.4)	$ (7.1)	$ (29.6)	$ (25.1)	$ (12.6)	$ (6.1)	$ (6.5)	$ (6.9)	$ (7.3)	$ (9.6)	$ (9.9)	$ (10.2)	$ (10.5)	$ (10.8)
West Clubhouse project									$ (2.6)	$ (65.0)	$ (55.9)	$ (6.5)					
Interest on Debt and Finance leases	$ (0.3)	$ (0.5)	$ (0.3)	$ (0.1)	$ (0.2)	$ (0.1)	$ (0.3)	$ (0.3)	$ (0.1)	$ (1.4)	$ (4.9)	$ (6.6)	$ (6.3)	$ (6.0)	$ (5.6)	$ (5.2)	$ (4.8)
Change in debt principal outstanding	$ 1.1	$ 0.2	$ (7.3)	$ (0.0)	$ (0.0)	$ 2.5	$ 3.7	$ (6.2)	$ -	$ 52.9	$ 39.8	$ (2.2)	$ (4.5)	$ (4.8)	$ (5.2)	$ (5.5)	$ (5.9)
Other (Fin leases, hurricanes, convers. fee refunds)	$ (2.2)	$ (1.9)	$ (2.2)	$ (2.3)	$ (5.8)	$ (2.3)	$ (3.6)	$ (3.5)	$ (3.6)	$ (3.6)	$ (3.7)	$ (3.8)	$ (3.8)	$ (3.9)	$ (3.5)	$ (3.6)	$ (3.7)
Cash out	$ (11.9)	$ (11.2)	$ (15.6)	$ (18.9)	$ (13.0)	$ (29.5)	$ (25.2)	$ (22.7)	$ (12.4)	$ (23.6)	$ (31.5)	$ (26.3)	$ (24.3)	$ (24.7)	$ (24.5)	$ (24.9)	$ (25.4)
Cash beginning of year	$ 1.3	$ 1.6	$ 1.6	$ 5.0	$ 7.7	$ 16.3	$ 5.7	$ 1.2	$ 1.2	$ 12.0	$ 12.3	$ 5.0	$ 3.8	$ 4.7	$ 5.9	$ 7.3	$ 8.3
Change in cash	$ 0.3	$ -	$ 3.4	$ 2.7	$ 8.6	$ (10.5)	$ (4.6)	$ 0.1	$ 10.7	$ 0.3	$ (7.3)	$ (1.3)	$ 1.0	$ 1.2	$ 1.3	$ 1.0	$ 1.1
Cash end of year	$ 1.6	$ 1.6	$ 5.0	$ 7.7	$ 16.3	$ 5.7	$ 1.2	$ 1.2	$ 12.0	$ 12.3	$ 5.0	$ 3.8	$ 4.7	$ 5.9	$ 7.3	$ 8.3	$ 9.4
Debt beginning of year	$ 6.1	$ 7.2	$ 7.3	$ -	$ -	$ -	$ 2.5	$ 6.2	$ -	$ -	$ 52.9	$ 92.7	$ 90.5	$ 86.0	$ 81.2	$ 76.1	$ 70.5
Change in debt during year	$ 1.1	$ 0.2	$ (7.3)	$ -	$ -	$ 2.5	$ 3.7	$ (6.2)	$ -	$ 52.9	$ 39.8	$ (2.2)	$ (4.5)	$ (4.8)	$ (5.2)	$ (5.5)	$ (5.9)
Debt end of year	$ 7.2	$ 7.3	$ -	$ -	$ -	$ 2.5	$ 6.2	$ -	$ -	$ 52.9	$ 92.7	$ 90.5	$ 86.0	$ 81.2	$ 76.1	$ 70.5	$ 64.6
Deferred initiation fees	$ 1.8	$ 1.8	$ 9.1	$ 10.7	$ 11.4	$ 10.8	$ 11.4	$ 11.6	$ 10.4	$ 8.5	$ 6.3	$ 4.8	$ 3.6	$ 2.1	$ 1.2	$ 0.7	$ 0.1
Debt less deferred initiation fees	$ 5.4	$ 5.5	$ (9.1)	$ (10.7)	$ (11.4)	$ (8.3)	$ (5.2)	$ (11.6)	$ (10.4)	$ 44.4	$ 86.4	$ 85.7	$ 82.5	$ 79.1	$ 74.9	$ 69.9	$ 64.5

Key Assumptions:

Golf initiation fee $200,000 in FY 2025, $225,000 starting January 1, 2025, $250,000 in FY 2030, escalating at 2% per year thereafter. Sports initiation fees 40% of prevailing Golf initiation fees.

New Golf members: 42 per year. New Sports members: 25 per year.

Operating dues set to produce Operating Cash Income (EBITDA) of $1.0M in FY 2025, escalating by 3% per year thereafter. Capital dues increase $300 per year for golf members in FY 2025 to 2028, 3% per year thereafter.

Maintenance capital expenditures $4.0M in FY 2026, increasing by 3% per year thereafter. Other special capital projects $2.0-2.75M per year in FYs 2027 to 2030, $5M in FY 2031, escalated by 3% per year thereafter.

Plan for the Construction Period

"Construction Disruption" is an understandable concern. Construction will take approximately 28 months spanning two seasons (5/27- 9/29). Club management has developed a plan to minimize disruption to our amenities (golf, sports, etc.) while maximizing our ability to provide attractive dining and social options for Members during construction.

Some clubs who build new clubhouses rent large "PGA-style" tents for the construction period, with hard walls and full kitchens. We considered this option, but it is expensive and would require that we put tents in a location with adequate parking (e.g., Creekside Range), where it would likely require disruption of the range or other BBC amenities.

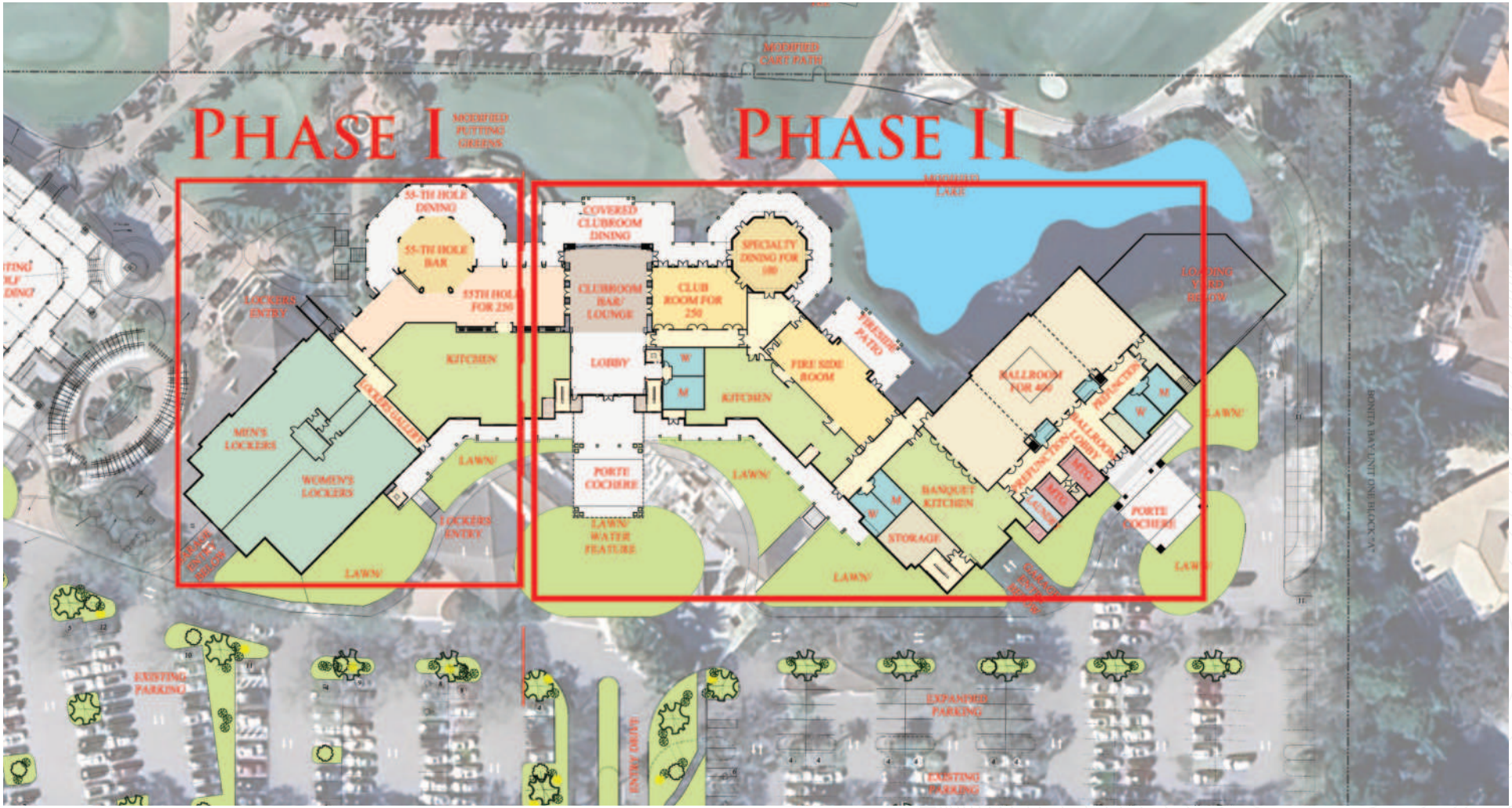
Instead, management has developed a plan that envisions:

- Shifting some activities to other BBC facilities (Breezeway, Naples clubhouse, Life Style Center, Pro Shop Area)
- Phasing construction of the new Clubhouse so that main clubhouse kitchen and dining facilities remain open throughout the entire period

Construction will be Accomplished in Two Phases

Our architecture and construction advisors report that construction can be accomplished in two phases.

- Phase 1: remove south end of the building (locker rooms, 55th Hole) while retaining the kitchen/ballroom/Fireside Room for Member use. Approx 60 parking spaces would be displaced.
- Phase 2: remove the north end of the building while enjoying the new 55th Hole/55th Kitchen and locker rooms. Approx 80 parking spaces would be displaced.



Phasing Plan and Temporary Facilities

Phase 1

- Existing kitchen
- Existing Ballroom and Fireside converted to temporary "Clubroom" and "55th Hole"
- Breezeway – addition of Sushi Bar
- Sports Center Patio – addition of quick casual dining option (cookout/buffet)
- Naples Clubhouse – additional a la carte and themed/special event opportunities
- Table games relocated to LSC
- Parking impact – 60 spaces – add valet parking, shuttles, off site staff parking
- Golf bag drop/shop logistics unaffected – temp restroom trailer
- Post golf hospitality in Golf Pro Shop area with food truck and bar

Phase 2

- New Casual Restaurant (55th Hole), Kitchen, and Bar
- Breezeway – addition of Sushi Bar
- Sports Center Patio – addition of quick casual dining option (cookout/buffet)
- Naples Clubhouse – additional a la carte and themed/special event opportunities
- New Locker Rooms open - Food Truck redeployed, where most appropriate
- Table games relocated to LSC
- Parking impact – 80 spaces – add valet parking, shuttles, off-site staff parking
- Golf bag drop/shop logistics unaffected

Capacity Check - Evening a la Carte Dining

To verify that we have enough capacity, we looked at evening a la carte dining seats, comparing current with each phase of construction. We chose evening dining because lunchtime is rarely an issue. We currently have 518 seats. During Phase 1, we lose the 55th Hole and Clubroom, but add Ballroom/Vista and Fireside Room for ALC dining. We also add 24 seats at the Breezeway Conference Room and 120 seats on the Sports Center Patio for a total of 544 seats—an increase of 26 seats. During Phase 2 we have a new 55th Hole dining/bar/kitchen and a total of 554 seats. The new clubhouse will have 600 seats and total ALC seating will be 784 seats, an increase of 51% versus today.

	Current	Phase I	Phase II	New Clubhouse
55th Hole	130		250	250
Clubroom	228			250
Specialty Restaurant				100
Ballroom/Vista		160		
Fireside/PDR		80		
Subtotal-Main Clubhouse	**358**	**240**	**250**	**600 (+67%)**
Breezeway	160	184	184	184
Sports Center Patio		120	120	
Total	**518**	**544**	**554**	**784 (+51%)**
Change vs Current Clubhouse		+26	+36	+256
Members	3800	3800	3800	3800
Members/Seats	13.6%	14.3%	14.6%	20.6%

How does this compare with peer clubs? One measure is ALC seats per member. Today, we can seat 13.6% of our members. With the New Clubhouse, we will be able to seat 20.6% of our members. This compares with peer clubs: Quail West 30.1%, Shadow Wood 25.9%, Grey Oaks 26.8%, Mediterra 18.9%. Another measure is Food & Beverage revenue per membership. The latest RSM numbers show BBC at $4215/member, versus the peer average of $6874/member, 63% higher.

Summary and Next Steps

The Board unanimously recommends a New Build replacement of the main clubhouse. Because of the size and importance of the investment, we will need a 60% affirmative vote from the Members to proceed.

Our rationale for this investment can be summarized as follows:

- **The existing clubhouse does not meet the needs of our members or staff. We identified 15 needs and opportunities, but the basic issue is that the current clubhouse is undersized**
- **A Minor Renovation does not address member demands, market trends or employee needs**
- **A major Renovation/Expand would cost 86% of Build New, and it would not address the issues as well**
- **The club can finance the project over 15 years from Initiation Fees, with no member assessment**
- **The project will be phased to minimize disruption and maintain partial clubhouse access**

A new clubhouse is an investment in the future that meets the evolving needs of our members and staff. It will "right-size" and modernize the clubhouse while creating flexibility for future growth changes as needed. It will create a members' environment that is competitive with top clubs in this area. It will allow us to continue to attract high-quality members, create a foundation for the future and enhance our real estate values. It will complete the final piece of the transformation of BBC and create a lasting legacy that we can all be proud of.

We intend this to be a member-driven project. Along with this booklet, we are sending a straw poll survey to collect your feedback on the project we have described. We ask that you complete the survey by December 20.

Next steps and time-table

We will summarize and communicate the straw poll survey results to Members by mid-January 2025. If needed, we will make changes in the project to reflect your input, and communicate any project revisions to you as well.

Assuming Member feedback is positive, we will present a final project proposal to the Members for voting in February/March 2025, or sooner if possible.

It is important to understand that the vote will not be to approve a specific design, or whether a certain feature should be larger or smaller, although we will invite your feedback on those elements as well. To proceed with the project, Members must vote to allow indebtedness greater than is permitted in the Club Bylaws. It must be approved by at least sixty percent (60%) of the votes cast. The specific design will continue to evolve during the next year and you will have opportunities to provide your input.

Assuming we receive Membership approval, the remainder of the schedule would be:

March/April 2025	Formation of ad hoc Construction and Design committees and selection of Project Architect, Interior Designer and General Contractor
May 2025-April 2027	Design Development, bid documents, construction documents and permitting.
May 2027-Sept 2029	Phased construction period
October 2029	New Clubhouse opens

We hope you share our enthusiasm for this exciting clubhouse project!


Conceptual only,
Final design TBD

Appendix I - Committees and Consultants

Facilities Planning Committee

- Frank Kinzie – Chair
- Judy Dove – Member since 2009
- Bill Farrall – Member since 2003
- Gary McManus – Member since 2020
- Peter Micioni – Member since 2000
- Julie Motes – Member since 2019
- Debra Ruskin – Member since 2020
- Lori Saxon – Member since 2016
- Jim Welch – Member since 2016
- Noreen Harrington – Board Member (Board President)
- Cindy White – Strategic Planning Committee (Past President)
- Dave Barry – Strategic Planning Committee (Past President)
- Michael Liesmann – (Past President)

Ad Hoc Long Range Strategic Finance Committee

- David Treadwell - Chair
- Arnie Schneider – Finance Committee
- Jay Bellwoar – Finance Committee
- Jocelyn Cunningham – Finance Committee
- Mark Mossing – Finance Committee
- Patrick Winters – Finance Committee
- Michael Liesmann – Past President
- David Weatherbie – Board Member
- Peter Jones – Past President
- Paul Nussbaum – Past President

External Consultants and Management

- McMahon Group- Club Survey & Strategic Facility Planners
- AM Design Group - Architect
- D. Garrett Construction - Construction and Cost Verification
- Fred Fung – General Manager & CEO
- Joseph Elwell – Assistant General Manager
- Burton Adams – Director of Engineering







Appendix II - More on Clubhouse Needs & Opportunities

More casual dining capacity. 55th Hole is often at capacity, leading to "hovering" while waiting for a table. When built, the 55th Hole was envisaged as a "cocktail before dinner in the Club Room", with limited seating capacity. Eating trends have changed, with a strong trend to casual dining. The proposed project will increase indoor 55th Hole seating from 130 to 250 seats to meet current and future demand.

More covered outside dining and bar. Outside dining is growing in popularity. Competitors have built beautiful outdoor dining and bars with the "feel of an inside dining room". These rooms are covered, with electric shades and wind-protection, chandeliers, regular dining tables, nice flooring, ceiling infrared heaters, etc. BBC current outside dining is narrow, not as nice and not "part of the action". The proposed project will change the ratio of indoor:outside seating mix from 2:1 to 1:1. Mediterra has gone further to 1:3.6.

Specialty "a la carte" (ALC) dining and dining concept separation. Members want greater menu variety and greater menu separation between ALC dining venues. The proposed project will create separate identities and menus for the 55th Hole and the Clubroom, and add a 100 seat specialty restaurant which will be "THE place to eat for a very special meal." It will provide a "Capital Grille"-type experience, with upgraded décor, white tablecloths, fine dining menu, extra staff service and attention, etc. This room will be located near a dedicated wine storage room.

Larger ballroom with dedicated pre-function space. Our current Ballroom seats 200, which is less than 5% of our membership. It cannot accommodate our largest events (e.g., Poets, the Classic) in one room. One in three Members wanting to eat at the club on Thanksgiving and Easter were turned away. The proposed Ballroom will seat 400, which is still smaller than competitor clubs on a "per member" basis. The ballroom will be divisible into three smaller rooms, giving us flexible capacity for cards, private dining or smaller events. The project will include two bars outside the ballroom to avoid congestion at large events, and a place where attendees gather for cocktails and conversation. The current clubhouse does not have such space.

More private dining room (PDR) capacity, for both large and small groups. The proposed plan retains a dedicated Fireside Room-type space, with a private outside patio. The Ballroom dividers will provide up to three additional large PDR spaces. Dining "alcoves" with doors off the 55th Hole and Club Room will provide smaller private dining spaces (10-30 people) for golf groups, neighborhood groups, lunch dining/discussions, etc.

Expanded and purpose-built kitchen capacity. The clubhouse currently has one central kitchen, serving all dining venues. The space is small, hot and requires that food and dishware be bussed long distances. Ideally, one wants kitchens located adjacent to dining rooms, and set up to serve the specific needs of the restaurant. The proposed plan has four separate kitchens, each matched to the function it serves (55th Hole, Club Room, Functions and a Bakery). Kitchen space has been increased to match dining capacity. The underground garage allows kitchens to be serviced without disruption to dining.

Appendix II - More on Clubhouse Needs & Opportunities

More storage space. The current clubhouse has inadequate storage space, in part because storage areas have been converted to other uses over time. The proposed project provides large storage areas close to where they are needed.

Better staff facilities. Current facilities for staff are inadequate, cramped and not very nice. The staff dining room seats 24, and we can only feed a small portion of our 600 staff, whereas many clubs feed 100% of their staff. We do not provide showers, lockers or meeting rooms for staff, which other top clubs provide. The proposed project includes competitive staff facilities.

Improved locker room facilities. Our locker rooms are OK, but they are not best-in-class. Other clubs have re-imagined their locker rooms with a shared bar/grill that services both ladies and men's locker rooms, light and airy card rooms, a living room/lounge feel, spa/sauna, etc. The plan includes upgraded locker rooms with both men's and ladies roughly equal in size.

More card room space. Some cards activities have been moved to the Lifestyle Center because we did not have enough space at the main clubhouse, and also due to parking limitations. If we address the parking needs, most of the card activity can be moved back. Additional card room space has been made available through changes in the locker rooms, and in a divisible ballroom space.

Expanded Engineering and Central Laundry. The Engineering Department handles most BBC maintenance and engineering. The department has moved 3 times in the past 10 years, and is currently located beneath the locker rooms in space that was formerly cart and bag storage. Their current space is undersized, not very nice, and they do not have space to permanently set up machinery. Instead, they set it up for a job and then pack it up for storage, which is inefficient. Additionally, there is a need for a central laundry for BBC. Currently, there are 17 residential sized washers and 23 dryers spread across the pool area, golf cart barn, locker room and spa, and linen service is sent out. A central laundry would allow the use of larger/more efficient/durable commercial laundry machines operated by dedicated laundry staff.

More parking, preferably close to the Pro Shop. Members highlighted the need for more parking. The clubhouse now has 355 parking spaces, with 169 near the Pro Shop and 186 in the North Lot. Golf demand is a primary factor, with 330 parking spaces needed for three West golf courses. As a result, the Pro Shop lot fills around 10am and shuttles are used by about half the golfers. The peak parking period is 10am to 2pm, when spaces start to free up. Since golfers use most of the spaces, BBC does not schedule large groups or events at lunchtime, and card groups have been moved to the Lifestyle Center. The proposed project increases parking at the main clubhouse by 24%, including 94 spaces of underground parking.

Appendix II - More on Clubhouse Needs & Opportunities

Sense of Arrival. As one approaches the current clubhouse, the "sense of arrival" is not as dramatic or welcoming as many other clubs. The driveway is relatively short and the clubhouse entrance is not centered on the driveway. The loading dock is adjacent to the main entrance, which is not desirable. The proposed project has a longer driveway, centered club entrance, "wrap-around" frontage and a water feature. The loading dock will not be visible from the front of the clubhouse.

First impressions – "Wow effect." There are different ways to achieve a "wow" effect upon entering the clubhouse. Some clubs do this via a dramatic lobby, artwork, or vistas through the building. The proposed project will include elements of each of these.

Views from the Clubhouse. There are some good views from the current clubhouse—notably the Fireside Room and Ballroom have good views over the lake to Marsh 18 green and fairway. But views from other areas are limited by low transom windows and trellises. The proposed project improves views by moving the clubhouse and the lake westward, orienting building facades to optimize views, and opening up the views via more floor-to-ceiling glass and expanded outdoor dining and bar.

Appendix III - BBC Membership over Time

The total number of BBC memberships has been relatively stable over time. In June 2024, BBC had 2187 Members, only slightly higher than pre-Covid 2019, which was similar to the total in 2006. There have, however, been changes in the mix of memberships. Sports memberships have grown, while Social and House memberships have declined. Golf waitlists increased significantly in 2021, but have remained relatively stable since then. All golf--including waitlists--is 1504 today, only slightly higher than 1473 in 2006.

The Board works hard to ensure an adequate number of new members, while avoiding facilities and amenity compaction. As golf waitlists have increased, the Board has discontinued new memberships in other golf categories – Non-residents, Naples, and National memberships. If in the future, waiting lists and new member demand were to decline, the Board could re-activate new memberships in these areas to keep club membership full.

	Dec	Dec	Dec	Mar	June	June	June	June	June	June	June	June	June	June	June	June	June	June
Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
BBC Member																			
Golf	1473	1378	1465	1359	1233	1231	1209	1186	1250	1254	1258	1250	1252	1252	1251	1253	1255	1255	1248
Golf Waitlist										45	32	37	13	37	36	169	180	179	185
Naples								4	15	58	60	60	58	60	63	74	75	73	71
Sports	163	169	160	183	186	190	180	184	167	190	190	205	222	237	253	254	337	336	342
Social	404	419	422	448	379	390	345	302	266	194	158	134	120	111	99	89	75	63	57
House					190	207	245	296	313	329	336	337	343	337	342	321	311	301	284
TOTAL	**2040**	**1966**	**2047**	**1990**	**1988**	**2018**	**1979**	**1972**	**2011**	**2070**	**2034**	**2023**	**2008**	**2034**	**2044**	**2160**	**2234**	**2207**	**2187**
All Golf Subtotal	1473	1378	1465	1359	1233	1231	1209	1190	1265	1357	1350	1347	1323	1349	1350	1496	1510	1507	1504
Sports	163	169	160	183	186	190	180	184	167	190	190	205	222	237	253	254	337	336	342
Social & House	404	419	422	448	569	597	590	598	579	523	494	471	463	448	441	410	386	364	341
TOTAL	**2040**	**1966**	**2047**	**1990**	**1988**	**2018**	**1979**	**1972**	**2011**	**2070**	**2034**	**2023**	**2008**	**2034**	**2044**	**2160**	**2233**	**2207**	**2187**


Conceptual only,
Final design TBD

Where applicable, we would like input from both adults in Member households; we provide two separate survey links below. *The deadline for the straw poll survey completion is Friday, December 20, 2024.*



If your Member number ends with a 0
click the “Survey” button above



If your Member number ends with a 1
click the “Survey” button above

BONITA BAY
CLUB

26660 Country Club Drive
Bonita Springs, FL 34134
bonitabayclub.net
239-495-0200