

CGYC Strategic Plan 2021 - 2026

Strategic Plan 2021-2026

Carleton Golf and Yacht Club

Introduction

This Strategic Plan will be used to guide the work and decisions of the Board of the Carleton Golf and Yacht Club for the next five years. It is based on input from members and takes into account environmental and social assumptions relating to the golf sector, pre-COVID-19. The process to develop the plan began in 2019 and reflects discussions with Club members who participated on Board committees.

Upon approval of the Plan, the Board will develop detailed action plans for each goal to establish annual objectives, in consultation with the relevant Club committees. The Board will undertake an annual year-end review, report back to members and adjust as required.

Vision:

Carleton Golf and Yacht Club strives to be Ottawa's leading private golf club for golfers who are seeking rewarding golf and fun social experiences and who value community, and want to create lasting memories and friendships.

Mission:

We offer a welcoming golf experience for all abilities and ages. Our member-owners and staff guarantee good value for a private club with excellent course conditions, integrated social and golf events, fully-stocked pro shop, lessons, unique river access, fabulous food and a friendly atmosphere.

Core Values:

Carleton is committed to the following core values:

- **Golf Experience**
providing an exceptional golf experience ranging from fun, social rounds to competitive play on a course featuring premier golf conditions, a predictable pace of play and online tee booking.
- **Value for Money**
providing its members and guests with the most affordable private golf experience in the area, through sound business practices and efficient management by its member/owners and staff.
- **Social Atmosphere**
creating a fun, friendly and inclusive atmosphere on the course and in the club, offering social activities, exceptional dining and the opportunity to make new friends.
- **Community Engagement**
staying connected with the local community and the broader golf community.
- **Respect**
fostering an atmosphere of respect for all its members and guests as well as for its management and staff.

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Key Considerations/Assumptions

In developing the Strategic Goals, the Board examined the current trends in golf, the population demographics in the south end of Ottawa (the key target market for new members), member views on future directions, priorities and current activities and financial realities.

Golf trends

There is a particular segment of the population that enjoys playing golf. The Canadian golfer is predominantly male, over the age of 50, is well educated, owns their own home and has over \$93,000 in household income. At the same time, golf is the fastest growing sport among women - which provides Carleton with an opportunity to grow the number of female golfers in the club. It is also important to note that 40% of female golfers hold management or professional positions at work.

The Club faces a number of challenges that are shared with all private golf courses:

- Leisure time continues to decline due to growth of two income families
- Only 27% of Canadians play golf
- Only 25% of golfers play 25 rounds or more per year
- 90% of golf courses are public courses and 33% of courses are 9 hole courses
- 84% of golfers play on public courses

In addition to these challenges, the golf sector is changing. The changes or possible closures of nearby golf courses (Stonebridge and Kanata Lakes) provide an opportunity for Carleton to attract new members. In addition, while the majority of golf courses are enjoying a boom year due to the pandemic, others are struggling and we are seeing a few closures in Eastern Ontario.

The COVID-19 pandemic of 2020 has provided an opportunity for Carleton to attract many new members and to introduce others to the sport as people search for safe outdoor activities. This will help us in achieving our goal to increase membership in the coming years.

South Ottawa demographics

South Ottawa is one of the primary growth areas in the City. It is expected to increase its population by 100% by 2021 and Manotick is expected to increase by 70% over the next five years.

The highest percentage of middle aged Ottawa residents (45 – 64) live in South Ottawa and annual incomes in the south end are on average between \$87,000 and \$104,000.

Unfortunately, Carleton Golf and Yacht Club lacks visibility in the surrounding communities. For example, some Ottawa residents believe it is located in Carleton Place. Any efforts to attract new members must be done within the context of increasing Club visibility in this region of Ottawa.

Member feedback

The member survey, conducted in 2017, identified a number of priorities for improvements to the Club. Progress has been made on a number of fronts (clubhouse refresh, improvements to the course and installation of a dock) but there are still many items that need to be addressed.

The highlights include:

- 87.2% of members agree that the Club should continue to have both casual and fine dining options along with the capability to host large outside/inside events, such as weddings and tournaments.

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- 80% supported the creation of a full-service balcony or deck, provided funding was available
- 77% felt that the locker rooms should be upgraded
- 68% of respondents supported the creation of a members' Pub
- 53% thought consideration should be given to switching the location of the pro shop with the administrative offices
- Only 36% felt the creation of a full-service deck facing the river would be a good option
- 35% disagreed with the creation of a "fine dining" area with 33% supporting the idea

More recent feedback has been support for a backyard patio as result of the pandemic requirement to eat outdoors. Many members have come to appreciate the scenic aspect of the backyard and see it is an opportunity to bring a unique feature to the forefront at the Club.

The member survey also noted that majority of respondents felt the following options should be used to generate funds to make improvements:

- Establish a line item in the budget earmarked for capital projects
- Conduct revenue generating initiatives for specific projects (ie 50/50 draws)
- Sell non-golfing memberships for use of the dining and fitness areas
- Create a fundraising committee

In order to determine what would help to retain existing members, the Board also looked at why members have decided to leave Carleton. Departing members have cited a variety of reasons including poor health, moving away, financial constraints, time constraints or going to a Club closer to their home.

Diversity and inclusion

Given the changing demographics of Canada, it's important from both a social justice perspective and a business perspective that golf in Canada be representative of all Canadians. Diversity and inclusion provide access to new networks to grow membership and increase customer base. Carleton Golf and Yacht Club prides itself on being a welcoming club and we can build on that positive environment by ensuring that we reach out to diverse communities based on culture, gender, or visible minorities. For example, approximately 30% of the population in the south end of Ottawa is a visible minority.

Financial realities

Improved financial management has resulted in a balanced budget. Future budgets will be designed to achieve a net positive contribution. The attraction of new members (net 10 Gold each year) and an increase in social activities will be the main sources of additional revenue.

The Club will establish a Capital plan that is based on renewing existing assets as they reach the end of their useful life and enhancing the Club facilities in accordance with member priorities.

Goals

1. *Increase membership to 280 total Gold members in 5 years through new memberships and retention of existing members*
 - *Develop a retention plan that includes improved member services and an increase in member participation in club committees, Board activities, playing events and club activities by 30% by end of 2021*

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- *Develop a five year marketing plan in 2021 that will encourage diverse communities , professional groups and local golfers to join through new incentives and promotion of signature holes*
- *Increase visibility of the Club through implementation of a social media strategy and participation in key promotional events*
- *Identify the appropriate mix of memberships that the course can support (in non-COVID times); review the mix annually and adjust our membership goals appropriately*

2. Achieve financial stability through revenue generation, effective expense management and meeting debt obligations by 2025

- *establish reserves for operating and capital of \$250,000 in five years (\$50,000 a year)*
- *reduce loan to under \$1 million in 5 years*
- *double the net revenue from social activities (weddings, parties) by 2026 with annual revenue target, using 2019 as base*
- *enhance on-line shopping capability*

3. Develop five year Capital Plan to maximize golf and social activities and continue to implement the Master Plan to improve the golfing experience

- *Establish a major capital project to be completed by 2021 from the member survey list (ie outdoor dining) and confirmed with members*
- *Establish costing and identify funding sources for major capital expenditures*
- *Continue to modernize the clubhouse*
- *Continue to implement the Course Master Plan for course upgrades*
- *Establish a comprehensive plan for equipment, equipment storage and building needs in 2020;*

Measurement:

The Board will track progress on a quarterly basis, linking annual plans to the three Strategic Goals and reporting to the members through the minutes. It will also provide an annual report at the Annual General Meeting.

The Board will undertake the following measurements at year-end in order to assess progress on the Strategic Goals and to identify any adjustments required:

- The number of gold memberships, the mix of members and recommendations for adjustment
- Number of memberships generated through promotional activities
- Increase in number of members participating in club committees, events, etc.
- Social media metrics (number of followers, reposting of Carleton posts)
- Annual financial report to reflect increase in revenue from social events, outstanding loan amounts and the amount of capital reserves.
- Volumes of on-line shopping and percentage of overall pro shop revenue
- Report on capital projects and impact on Club's revenue stream
- Report on progress on implementation of Course Master Plan
- Status of equipment plan and implementation of same

In addition, the Board will undertake a member survey in 2025 to assess member satisfaction and identify any future Club improvements.