



LONG RANGE PLANNING

AGM REPORT – AUGUST 26, 2020

LRP Committee Members: **Andrew Mader (Interim Chair), Michael Dockrill, Lisa Welland, Kimberly Croft, Mike Richardson**

The LRP Committee made some suggestions regarding the annual fee assessment for the 2021 season, these items were tabled and discussed at the CGC Board meeting on July 29th.

The 2021 Membership and 2021 Green Fee Rates were tabled and discussed, as well appointing a potential candidate for Chair of the LRP committee.

Results of the July Board Meeting:

2021 CGC Membership Fee Rates

- **2021 CGC Membership Fees – a 1% increase was passed for all levels (minus the Social Membership).**

The rationale of the 1% increase, was keeping in mind the impact of COVID-19 and how it continues to effect the lives of current members and potential new members, while continuing to maintain a competitive position with membership fees in line with other clubs. The CGC continues to offer some of the lowest membership rates in comparison to other provincial clubs, given our physical location and quality of operations.

Here is a breakdown of the proposed 2021 CGC Membership Fees

* Please note the increase is calculated on the base fee before HST and NSGA annual fees (set each year)

2021 CGC Senior Membership: Increased by 1% to **\$580.88** (current 2020 Senior Fee is \$575.13)

2021 CGC Intermediate Membership: Increased by 1% to **\$290.44** (current 2020 Intermediate Fee is \$287.56)

2021 CGC Junior Membership: Increased by 1% to **\$101.81** (current 2020 Junior Fee is \$100.80)

2021 CGC Novice Membership: Increased by 1% to **\$68.93** (current 2020 Novice Fee is \$68.25)

2021 CGC Social Membership: \$50.00 (no change)

2021 Green Fee Rates

- **2021 CGC Green Fee Rates (18 Holes) – a \$4.00 increase was passed for Regular Rates (June 1st to September 30th), making the 2021 rate \$69.00 (2020 rate is \$65.00)**
- There was no discussion regarding the increase of 2021 CGC Green Rates (9 Holes) for Regular Rates (June 1st to September 30th), but the LRP committee suggest the same increase of \$4.00 making the 2021 rate \$40.50 for 9 Holes (2020 rate is 36.50).

The rationale of the \$4.00 increase, was the obvious fact that Green Fee Rates at CGC have not been increased for the past few years, therefore the need to maintain a competitive position with green fees in line with other clubs and making our course appealing to the current market.

It was also acknowledged that the CGC has a positive number of green fee players, and continue to be busy and approach capacity on the tee sheet at the present price, the general rule of supply and demand apply here.

By focusing and considering the factors that differentiate CGC in the marketplace from others, such as the physical location of being a coastal course, the overall value of the golf experience must remain competitive.



* Please note the increase is calculated on the base fee before HST

2021 CGC Green Fee Rate (18 Holes): Increased of \$4.00 to **\$69.00** (2020 Green Fee – 18 Holes \$65.00)
2021 CGC Green Fee Rate (9 Holes): Increased of \$4.00 to **\$40.50** (2020 Green Fee – 9 Holes \$36.50)

There was no discussion or suggestion to make changes to Junior Rates or Season Rates (i.e. Shoulder / Twilight) for the 2021 season.

It was also discussed whether the green fee rate should be higher for prime tee times (i.e. Fri-Sun and Holidays). No motion made, but felt it would be a good idea for LRP Committee to look at all aspects of green fees, time of day, packages, etc. for future rates. This will be an action item we will carry forward for future discussion.

LRP Committee Chair

Currently the LRP Committee Chair is being held by Interim Andrew Mader until position is officially filled. There have been a few members who have shown interested and other potential candidates for the Chair position, therefore additional thought and consideration will have to be discussed among the Executive / Officers. Once a Chair is appointed, the Chair of the LRP Committee ultimately is responsible for choosing committee members. Most likely the new elected CGC executive committee for 2021 will be making the decision.

Other LRP Committee Items - Future Considerations

- Continue to revise the current “draft” of the Terms of Reference for the LRP Committee. This document will ensure consistency and will clearly describe the LRP purpose, structure and operating rules, keeping in line with the CGC goals. Aiming to have this document completed and approved by the board by year end 2020.
- Review current golf market trends and complete market analysis. Currently with the recent COVID-19 pandemic, the forecast in golf interest has shifted (positive direction), the golf industry is seeing an increase of members and players, as golf is viewed currently has one of the safest activities to experience.
- Review / Evaluate how the new Chronogolf - cloud-based golf management system is functioning. What areas of the CGC can Chronogolf provide additional and useful information that would help support some of the LRP committee future initiatives to help support areas such as, the Clubhouse, Proshop, Tee Sheet, and a range of other services.
- Reviewing the CGC competitive position in its market. Where does CGC want to be in five years in terms of its membership and financial position? How it intends to get there through a set of prioritized actions.



- What happens when unforeseen circumstances create financial instability (i.e. Pandemic)? This was a recent question that has come up, and the LRP in collaboration with the board and other sub-committees, will help support in forming formal Business Continuity Plan for the CGC.
- Member Survey – 2021: Potential roll-out of a member survey in 2021, as it has been three years since the last one was conducted. The member survey offers great value towards CGC improvements, and provides valuable information to help form (short and long term) items.
- In summary, the LRP Committee will continue to review and understand the CGC competitive position, members' and guests' priorities / expectations and financial position. We will help define vision, objectives and the steps the CGC needs to take to reach its goals.

Thanks,

Andrew E. Mader (Interim Chair – LRP Committee)