



LONG RANGE PLANNING

AGM REPORT – AUGUST 25, 2021

LRP Committee Members: **Michael Webber (Chair), Andrew Mader, Lisa Welland, Kimberly Croft and Ron McDonald**

The LRP Committee made some suggestions regarding the annual fee assessment for the 2022 season, these items were tabled and discussed at the CGC Board meeting on July 28th, 2021.

The 2022 Membership and 2022 Green Fee Rates were tabled and discussed.

Results of the July Board Meeting:

2022 CGC Membership Fee Rates

- **2022 CGC Membership Fees – a 2% increase was passed for all levels of CGC Membership**

The rationale of the 2% increase, was continuing to maintain a competitive position with membership fees in line with other clubs. The increase of living costs and inflation were considered into the rate change. 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 2022 CGC Membership Fees

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

2022 CGC Senior Membership: Increased by 2% to **\$592.50** (current 2021 Senior Fee is \$580.88)

2022 CGC Intermediate Membership: Increased by 2% to **\$296.25** (current 2021 Intermediate Fee is \$290.44)

2022 CGC Junior Membership: Increased by 2% to **\$103.85** (current 2021 Junior Fee is \$101.81)

2022 CGC Novice Membership: Increased by 2% to **\$70.31** (current 2021 Novice Fee is \$68.93)

2022 CGC Social Membership: Increased by 2% to **\$51.00** (current 2021 Social Membership is \$50.00)

2022 Green Fee Rates

- **2022 CGC Green Fee Rates (18 Holes) – a \$3.00 increase was passed for Regular Rates (June 1st to September 30th), making the 2022 rate \$72.00 (current 2021 rate is \$69.00)**

The rationale of the \$3.00 (4.3%) increase, there is 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, with the tee sheet at full capacity, 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

2022 CGC Green Fee Rate (18 Holes): Increased of \$3.00 to **\$72.00** (2021 Green Fee – 18 Holes \$69.00)

2022 CGC Green Fee Rate (9 Holes): Increased of \$0.00 to **\$** (2021 Green Fee – 9 Holes \$40.50)



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.

Other LRP Committee Items - Future Considerations

- Member Survey – 2021: Roll-out of a member survey, 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. The survey will be conducted using SurveyMonkey, and will be issued sometime in early September.
- 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 continues to see an increase of members and guests, as golf is viewed currently has one of the safest activities to experience.

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.
- 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,

Michael Webber (Chair – LRP Committee)