



Strategic Plan 2017 – 2020

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Introduction

In an effort to provide members and green fee players with the best possible facilities and services and to attract the next generation of members, the Board of Governors and senior Administration have developed a three year Strategic Plan for the Turner Valley Golf and Country Club. The plan identifies the long-term values, mission and vision for the future of the Club. Additionally, it lays out five strategic goals as well as potential solutions and recommended action items for each goal. The selection of a three year planning horizon, 2017- 2020, was determined considering several factors. Volatility in economic and industry conditions; pending Board membership changes; and recognition that 2020 marks the Turner Valley Golf Clubs 90th year.

The Strategic Plan is intended to serve as a framework to guide current and future Boards, Committees and Management as they carry out their governance and operational responsibilities. It is intended to be a living document, and will be updated in the future as conditions change within the Club or within the market in which we compete.

This work guides the development of the Annual Business Plan and Budgets that are subsequently prepared by management and approved by the Board. The organization must choose each year what actions it will take to achieve progress to plan; and the timing, the resources (people, money, capacity) required. Monitoring is critical to ensure we stay on track. In order to monitor we established strategic goals to guide the work of the organization. The Annual Business Plan will reflect these goals and identify a set of corresponding objectives and key measures that support the goals.

Administration will present their next Annual Business Plan and Budgets to the Board for approval on January 25, 2018. Once approved, the annual Business Plan has many uses. Most importantly, it provides our members and the organization with direction and sets the expectations and accountability. It also provides management with the means to say “no” or to reprioritize when other ideas and extra work items surface as they usually do.

The two-day strategic planning workshop process included:

- Participation of all members of the Board of Governors and the General Manager, Superintendent and Food & Beverage Manager
- A four-step process to discuss “*Where are we today? Where do we want to be? How do we get there? How do we measure progress?*”
- Reviewing 2014 planning materials and outputs

- Incorporating feedback from members and results from the 2017 Board and employee interview process
- Conducting a comprehensive assessment of the strengths and weaknesses of the Club and identification of the opportunities and threats the Club is confronting in our market
- Identification of areas of member and customer satisfaction and dissatisfaction with all aspects of the Club
- Discussion of trends in the golf industry and how similar and competing clubs are addressing these trends

Throughout this process, session attendees identified strategic issues we are facing or may face over the next three years. To address these issues, we focused on how we would utilize our strengths to capitalize on the opportunities available to the Club, correct our key deficiencies, and better collaborate with our members, employees and local community. We believe that by accomplishing the goals we have established; by focusing on implementation of the potential solutions; and by demonstrating our commitment to transparency and accountability, we can successfully realize the long-term Vision and Mission for the Turner Valley Golf Club.



Background

Alberta's economy is on the path to recovery. Amid cautious forecasts that signs of a turnaround are accumulating in many corners of the economy, the economic fallout from the oil price plunge continues to reverberate through the province and consumer confidence is slow to recover. Throughout 2016/2017, many golf courses felt the effects one way or another. Facing rising fuel and maintenance costs and increases in minimum wage (from \$12.20/hr to \$13.60/hr in 2017 and \$15/hr in 2018), some courses saw a drop in the number of rounds played while others saw decreases in memberships and their corporate tournaments dry up. Economists predict it will take several years to climb out of the recession with expectations that modest recovery continues with a forecast Real GDP growth provincially of 3.4% * in 2018.

* Source: RBC, TD Economist and GOA Provincial Outlook

During this period the Turner Valley Golf Club saw 26,449 rounds played in 2016 and 28,410 rounds played to date in 2017, reflecting a year over year increase of 7%. However in order to remain competitive, price per round margin decreased by 19%. Year to date Club membership is at 343. The Club maintained 51 of its corporate tournaments and in the latter part of the year implemented organizational changes to better align revenues with cost. Overall financial performance is estimated at \$110,000 income over expenses for year-end 2017.

Despite these challenges, significant accomplishments were realized during the 2017 golf season as follows:

- Initiated land discussions with the Town of Turner Valley
- Completed the road removal and fairway sodding of the 14th hole
- Completed resurfacing of the 2nd Green
- Saved \$10,000 in turf rolls which was applied to gain further savings on sod for hole #14
- Saved \$30,000 in grounds supplies for winterization
- Introduced additional green fee tee times
- Maintained corporate tournaments
- Demonstrated fiscal responsibility through commitment to capital and course improvement funds
- Continued progress on Master Plan
- Established committees to explore fund development and heritage opportunities
- Ramped up junior golf program

- Fixed # 10 and # 5 tee boxes
- Succeeded in grant application valued at \$47,385 – awarded to us for the first time in ten years

Turner Valley Golf Club is a Semi-Private golf club owned by the TVGC Members. All voting members have a share in the golf club and have a say in the direction that the club is taking. The semi-private club landscape has been changing nationally and on a local level, and it is expected to further change in the next three to five years. The Board determined that the Club needs to demonstrate more adaptability and flexibility in response to change as well as continue to re-evaluate and assess its position relative to its competitors. One of the most important reasons for developing a strategic plan is to prepare for increased competition for new members and green fee players. As a modestly-priced, rural destination club, Turner Valleys' membership turnover has been and will likely continue to be relatively higher than that of the higher priced, city centric clubs. Thus, we are highly dependent on attracting both a stream of new members to replace those who elect to leave as well as cultivating green fee players. New members bring new ideas and fresh faces to the Club along with predictable revenue to continue to maintain and improve the Club in line with member and customer expectations. Additional green fee players bring needed incremental revenue and help maximize overall course and staff efficiency. We expect to be engaged in a battle for market share for both green fee players and prospective members for many years to come.

Vision, Mission and Values

Participants reviewed the current materials, revising the Vision and Mission statements and creating a Values statement. Core competencies were reviewed and endorsed unchanged as **CLASS**. **C**ustomer Focus; **L**eadership; **A**ccountability; **S**ustainability; **S**afety.

Turner Valley Golf Club Vision Statement

A vision statement is about....

- What you want to become
- Focus is on the future
- Identifies what the organization aspires to

“To provide an outstanding golf and social experience now and in the future”

Turner Valley Golf Club Mission Statement

A mission statement is about...

- What we do – describes purpose of the organization
- Focus is on today
- Provides employees with a sense of the organizational priorities

“To provide an excellent customer experience by exceeding their expectations of quality and friendly service.”

Turner Valley Golf Club Values Statement

A values statement is about...

- Defining the core priorities in the organizations culture
- Considers and includes the values of customers, employees and the community

“Turner Valley Golf Club is committed to customer focus through honouring our history, contributing to our present community and embedding our place in the future.”

Club Identity

It was important to discuss and clarify the identity of the Club.

A clear identity is vital for Club Administration in the development of their marketing plans and in determining how the Club responds to issues within its general operating environment. The Club identity was discussed and agreed to as:

- Best small, rural, golf club in southern Alberta
- Delivers quality service in a welcoming environment
- Fosters inclusiveness and sustainability
- Contributes to and collaborates with the local community
- Aims to be “the best at what we can be”...the small but mighty TVGCC



Turner Valley Golf Club S.W.O.T Analysis

Strengths were defined as assets, practices, or situations that create a competitive advantage for the Club. **Weaknesses** were defined as deficiencies of the Club that create a potential competitive disadvantage. **Opportunities** were defined as areas where the Club has the opportunity to improve satisfaction or its competitive position. **Threats** were defined as situations where a failure to respond may lead to a diminishment in performance or loss of competitive presence.

The following strengths, weaknesses, opportunities and threats were identified for the Club.

FINANCE AND BUSINESS DEVELOPMENT

STRENGTHS <ul style="list-style-type: none"> • Marketable golf course • Board and Management financial experience and oversight • Engaged management team • Maintained accounting skills on Board • Transparency • Diversity of Member skills • Reputation in the community • Reputation and relationships in golf industry 	WEAKNESSES <ul style="list-style-type: none"> • Lack of marketing strategies and plans • Attracting skilled staff • On-course communication and direction • Outstanding debt and financial past practice
OPPORTUNITIES <ul style="list-style-type: none"> • Create strategic partnerships and alliances • Build local relationships with Town and Community • Foster relationships with Schools and First Nations • Develop plans to transition from green fee player to full membership • Sponsorship and local business community • Coordinate approaches across committees 	THREATS <ul style="list-style-type: none"> • Financial instability • Financial reporting is slow which can lead to reactionary measures • Water license dependency and threat to same • Ever increasing competition and new courses coming on stream

MEMBERSHIP, EMPLOYEES AND BOARD

STRENGTHS <ul style="list-style-type: none">• Dedicated membership base• Volunteer mindset and diversely skilled members• Loyal and returning employees• Local employees• Engaged and results-focused Board• Cross-section of experience on Board	WEAKNESSES <ul style="list-style-type: none">• Membership demographics create differing needs and wants from the Club• Decline in member participation at Club events• Employee succession planning• Board succession planning• Interest in serving on Board
OPPORTUNITIES <ul style="list-style-type: none">• Members rebuilding Junior Program• 55+ golf club• Employee development through cross training• Board recognition of member and employee contributions and milestones	THREATS <ul style="list-style-type: none">• Member value/price expectations• Age and general apathy in some• Employee retention• Board burn-out /apathy

FOOD SERVICES AND CLUBHOUSE

STRENGTHS <ul style="list-style-type: none">• Food quality and price point• Staff• External deck and views• Space for large meal functions	WEAKNESSES <ul style="list-style-type: none">• Number of available staff• Kitchen size and capacity• Facility age, parking, disabled access
OPPORTUNITIES <ul style="list-style-type: none">• Community seniors• Health Smart choices• Historical Grants• Winter use for community functions	THREATS <ul style="list-style-type: none">• Wage increases and expectations• Aging infrastructure – foundation; plumbing; appliances

PRO SHOP

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Revenue producer • Location within clubhouse • General support from core membership • Golf knowledge and expertise • Administration of select league programs 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Marketing and sales experience • Consistency in customer relationship skills and service • Physical shop layout and organization • Sales revenue can be weather-dependant • Lack of sales targets and incentives for staff • Marshalling absent • Consistency of communication from staff to members and customers • Ability to facilitate positive member involvement in league and tournament planning
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Promote locally • Cross train staff for knowledge and overall awareness of Club operations • Develop on-line sales and marketing channels • Re-invent Pro Shop • Leverage partners and other relationships for staff training; supplier support; course reciprocals etc. • Decrease inventory • Develop facilitation and membership liaison skills 	<p>THREATS</p> <ul style="list-style-type: none"> • No funds for pro shop facility upgrades • Competition for merchandise from city centric courses and/or other retailers • Declining local support for merchandise • Member price expectations

COURSE AND GROUNDS

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Location has exceptional scenic views • Course caters to all levels of ability • Maintenance program • Knowledgeable and enthusiastic staff • Audubon program and certification • Agility and adaptability to respond within constrained timelines • Responsive to member needs • Support from membership • Grounds knowledge and expertise • Volunteer engagement • Speed of play • Water management and conservation plans • Local relationships • Industry expertise and partnerships 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • On course signage • Aging infrastructure • Equipment life-cycle • Reliance on seasonal staff / labour market • Lack of storage facilities • Budget constraints • Drainage issues
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Land assets and development potential • Membership commitment to Master Plan • Cross trained staff for overall efficiency and awareness of Club operations 	<p>THREATS</p> <ul style="list-style-type: none"> • Water license • Wages/ Seasonal labour costs • Environmental and regulatory requirements, restrictions and corresponding costs • Lack of capital funding

STRATEGIC GOALS

Workshop participants discussed and condensed the S.W.O.T. input, clarifying the barriers standing between where we are today and our vision for the Club. Key strategies were identified to break through these barriers. Strategy has many definitions, but generally involves setting goals, determining actions to achieve the goals, and monitoring resources to execute the actions.

The Board and Administration identified five strategic goals.

1. Preserve the Les Furber design and architectural features of the golf course and commit the financial resources necessary to maintain the course at a level of good playing quality.
2. Maintain conservative management of finances and preserve the Club's sustainability and viability.
3. Make the recruitment of new members and retention of existing members top priorities.
4. Develop and implement a comprehensive, detailed marketing plan to help reach our market and profit goals.
5. Retain and develop capable employees.

Goal One:

Preserve the Les Furber design of the golf course and commit the financial resources necessary to maintain the course at a level of good playing quality.

Potential Solutions and Recommended Action Items:

- Continue processes and procedures to preserve and protect the Les Furber design and architectural features of the golf course
- Establish a program of well-planned, prioritized improvements to the course that are consistent with the Master Plan. Develop strategies to fund the program, including assessments, grants and operational savings
- Explore predictable funding via member assessment. Assume \$200 per share over a five year period
- Maintain current project plan. Hole #2 on track and funded. Likely Hole #1 in fall of 2018
- Prioritize adequate budget for course development above other non-course and grounds related items
- Improve Spring course playability. Goal is that the course is in Summer condition by June 1st every year
- Lease high-use/high-impact equipment (i.e. mowers, utility vehicles) and replace at regular intervals. Fix annual budget for Equipment Replacement at \$50K per year long term. Eliminate Visage system.
- Deliver a “strong” level of maintenance as a minimum standard of quality (as defined in TVGCC Golf Course Maintenance Operations Handbook)
- Identify and prioritize incremental improvement to the club house as maintenance issues are addressed and discretionary funds are available

Goal Two:

Maintain conservative management of finances and preserve the Club's sustainability and viability.

Potential Solutions and Recommended Action Items:

- Continue to employ financial and management controls to ensure that the Club is operating in an efficient and effective manner
- Maintain financial reviews with departments. Improve financial reporting to provide by 5th working day
- Conduct retail sales review and provide options for consideration
- Identify and action new funding opportunities
- Continue to increase revenue from green fee players
- Manage lifecycle. Develop overall capital replacement financial plan (In conjunction with C&G and F&B)

Goal Three:

Make the recruitment of new members and retention of existing members top priorities.

Potential Solutions and Recommended Action Items:

- Provide members and customers with a casual, friendly and inviting rural setting to enjoy golf-oriented social interaction
- Continue to develop and prioritize an active tournaments program. Refresh golf committees. Explore opening more events to public and focus on target markets. Manage tee sheet strategically to promote membership (intentional pairing of members with green fee players). Consider new tournament formats (for example Historical; Member/Guest; First Nations; 911;)
- Expand commitment to Junior golf. Develop plans to encourage migration from Junior program to full membership.
- Explore ways to encourage local family golf
- Create opportunities for member involvement. Consider Marshalling; Starter; on-course volunteers; fund-raising; committee participation
- Build on the member's knowledge and pride in the Club's rich history and current well-being.
- Recognize member contributions of time, talent, and financial resources to support and improve the Club
- Communicate Club needs to members. Identify volunteer jobs; technology support needs (phone/Wi-Fi/Tv/systems); publicize "job jar" of member businesses
- Implement reliable process to recognize new Members and celebrate Member Milestones

Goal Four:

Develop and implement a comprehensive, detailed marketing plan to help reach our market and profit goals.

Potential Solutions and Recommended Action Items:

- Present the Marketing Plan for approval at the January 25th, 2018 Annual Business Plan and Budgets meeting of the Board
- Marketing plan is to include an annual marketing budget that is appropriately funded and provides a measureable return on investment
- Develop and implement a Marketing plan with an emphasis on achieving growth from within the local market. Target to achieve 3% growth annually from within the local market
- Develop creative approaches to source skilled people to do the work. Consider shared resources with strategic partners (Town; Schools; affiliate golf courses; etc.). Apply for funding to employ students and/or apprentices and seek access to internship programs
- Promote and enhance the Clubs' reputation and contributions to Turner Valley and surrounding area. Communicate and strengthen community presence
- Foster strategic alliances and build relationships to create opportunities for synergy. Engage Board members in external meetings and support roles.

Goal Five:

Retain and develop capable employees.

Potential Solutions and Recommended Action Items:

- Recognize and reward employee contributions. Standardize an approach that is fair and equitable overall while still allowing for creativity within each department
- Identify quality staff (high performers). Nurture and provide opportunities to take on additional responsibility. Consider billeting and scholarship opportunities
- Encourage staff to use facilities. Create opportunities for Board, staff and member engagement
- Implement quality customer service performance standards across the organization. Ensure participation by all staff and management
- Implement employee development opportunities
- Create employee succession plans
- Seek employees from appropriate trade schools
- Provide course grants to potential greens keepers
- Explore one day course closure to combine departmental maintenance with staff BBQ and Golf event.

APPENDIX: The Board of Governors would like to thank members and employees for their comments and feedback. Your input was valuable and considered in this Strategic Plan. We would also like to thank J.D Scheller, General Manager; Gary McGonigle, Superintendent; and Kelly Nobert, Food and Beverage Manager, for the time and effort they invested in the development of the Turner Valley Golf Club 2017 – 2020 Strategic Plan.

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