



# **Strategic Plan 2021 – 2024**

**Adopted: December 8, 2020**



700 Imperial Drive, Turner Valley, Alberta T0L 2A0

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## Introduction

To continue to provide members and green fee players with the best possible experience and to attract the next generation of members, the Board of Governors and senior Administration reviewed and refreshed its three-year Strategic Plan for the Turner Valley Golf and Country Club. The plan identifies the long-term Vision, Mission, and Values for the Club. It lays out five strategic goals and potential strategies and action items for each goal. The selection of a three-year planning horizon, 2021- 2024, was determined considering several factors. Alberta's recovery plans to relaunch the economy; continued volatility in economic and industry conditions; uncertainty regarding the impacts of the pandemic on the Club.

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 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, along with the timing and the resources (people, money, and capacity) required. We reaffirmed the Strategic Goals that guide the work of the organization and established Key Performance Indicators (KPI's) to monitor our progress to plan. The Annual Business Plan and Budgets will continue to reflect these goals and identify a set of corresponding objectives and performance measures that support the goals.

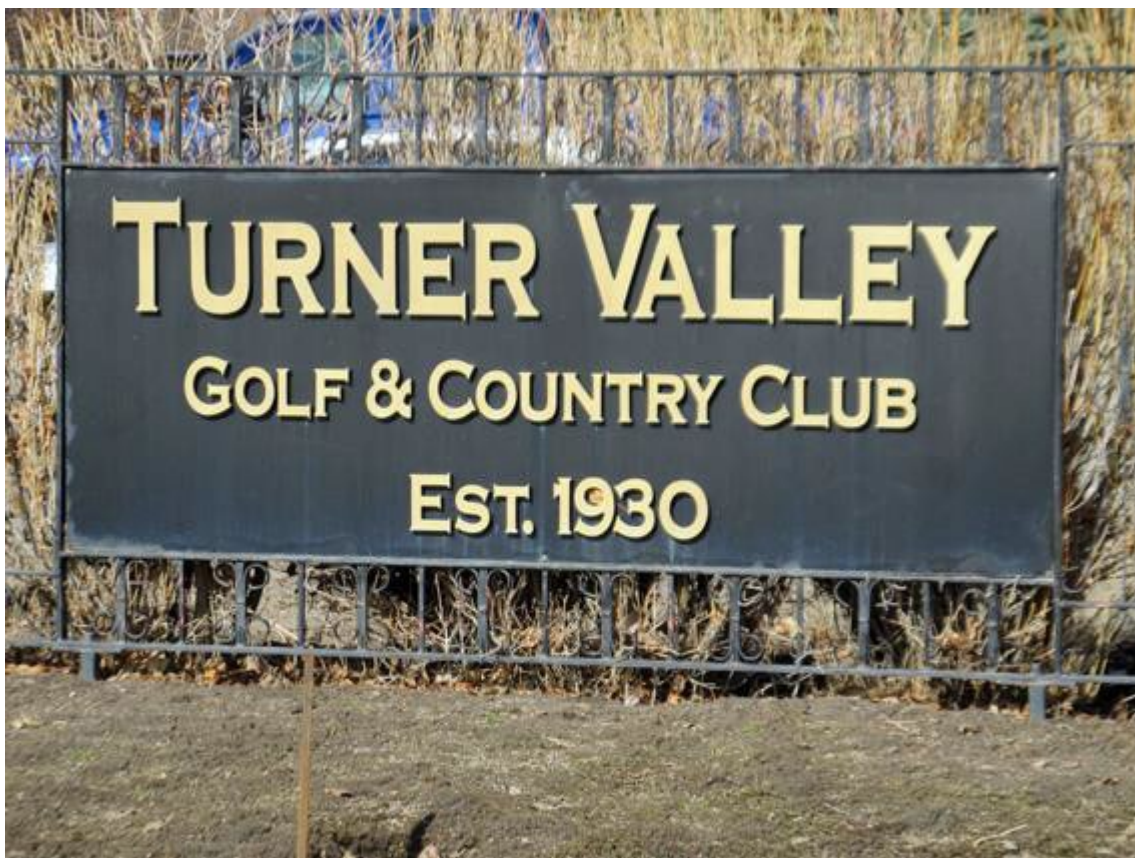
Administration will present their next Annual Business Plan and Budgets to the Board for approval in January 2023. Once approved, the annual Business Plan has many uses. Most importantly, it provides our members and the organization with direction and sets the expectations and accountability. It also provides management with the means to say "no" or to reprioritize when other ideas and extra work items surface.

The strategic planning workshop process included:

- Participation of all members of the Board of Governors and the General Manager, Superintendent, Pro Shop and Food & Beverage Managers
- 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 the 2017 – 2020 planning materials and outputs

- Incorporating feedback from members and staff
- 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

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 use our strengths to capitalize on the opportunities, correct our key deficiencies, and better collaborate with our members, employees, and community. We believe that by accomplishing the goals we have established; by focusing on implementation of potential solutions; and by demonstrating our commitment to transparency and accountability; we will successfully realize the Vision and Mission for the Turner Valley Golf Club.



## Background

The world has changed dramatically. Prior to March 2020, there were encouraging signs of an economic turnaround in Alberta. In February 2020, global economic growth was expected to pick up and Alberta's economy was beginning to expand. This changed abruptly when the dual impacts of the COVID-19 pandemic and a collapse in oil prices began to affect Alberta directly.

COVID-19 and the severe decline in oil prices dealt a serious blow to the provincial economy in March and April, resulting in historic job losses and a sharp drop in business activity and consumer spending. As a result, Alberta's economy (measured by real Gross Domestic Product, or GDP), is expected to contract by 8.8% in 2020. Government expects this decline to be followed by a partial rebound of 4.6% in 2021 however Alberta's economy is not expected to fully recover until after 2021. \* Source: RBC, TD Economist and GOA Provincial Outlook

Although substantial government support helped mitigate the impact of the pandemic, golf courses felt the effects one way or another.

Maintenance, fuel, and labor costs continued to rise, while many courses saw decreases in memberships and corporate tournaments dry up. On the optimistic side, industry opinion appears to be shifting on whether golf's pandemic popularity is a short-term blip on the radar screen or more of a long-term trend.

The Turner Valley Golf Club saw 26,473 rounds played in 2019 and 32,175 rounds played in 2020, reflecting a year over year increase of 22%. The Club remained competitive and the price per round margin increased by 19%. For the first time since 2011, Club membership for 2020 was overall positive, with a net gain of 17 new shareholders. The Club did not host corporate tournaments and implemented organizational changes to better align revenues with cost.

Significant accomplishments were realized during the 2020 golf season as follows:

- Finalized road discussions with the Town of Turner Valley
- Repaired winter damage to the putting green
- Repaired and resurfaced the #2 Green
- Introduced additional 2771 green fee tee times
- Implemented new cart fleet and terminated Visage system
- Refinanced mortgage and line of credit

- Continued progress on golf course Master Plan
- Launched Volunteer program
- Increased Junior golf program by 38 junior members
- Started work on the #12 white tee box
- Received Canada Emergency Wage Subsidy (CEWS) and Canada Summer Jobs grants

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 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 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 with an older demographic, Turner Valleys' membership turnover has been and will likely continue to be relatively higher than that of the higher priced, city centric clubs. 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 Vision and Mission statements and refreshed our Values statement. Core values 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 outstanding experience by exceeding 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 providing a sense of community through honoring our history, demonstrating our values and embedding our place in the future.”***



## Club Identity

The Club identity remained unchanged as:

- Best rural golf club in southern Alberta
- Delivers quality service in a welcoming environment
- Fosters Diversity, Equity, Inclusion and Sustainability
- Contributes to and collaborates with the local community
- Aims to be “the best at what we can be”...a championship course





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

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

### FINANCE AND BUSINESS DEVELOPMENT

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Marketable golf course</li> <li>• Board and Management financial experience and oversight</li> <li>• Engaged management team</li> <li>• Maintained accounting skills on Board</li> <li>• Transparency</li> <li>• Diversity of member skills</li> <li>• Reputation in the community</li> <li>• Reputation and relationships in golf industry</li> <li>• Renewed interest in golf in short term</li> <li>• Growth in membership and junior program</li> <li>• Grant usage for improvements and HR</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Perceived lack of marketing strategies and plans</li> <li>• Attracting skilled staff</li> <li>• Outstanding debt and financial past practice</li> <li>• Reputation in the community eroded during road negotiations</li> <li>• Cost allocations among departments</li> <li>• No tournaments or corporate \$</li> <li>• In depth knowledge of financial software in one person</li> <li>• Time commitment and skills needed for grant applications</li> <li>• Lack of structured LR capital plan and budget that applies to all depts</li> <li>• Lack of support for admin and system redundancy</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Create strategic partnerships and alliances</li> <li>• Build local relationships with Town and Community</li> <li>• Foster relationships with Schools and First Nations</li> <li>• Develop plans to transition from green fee player to full membership</li> <li>• Sponsorship and local business community</li> <li>• Coordinate approaches across committees</li> <li>• Renewed interest in golf as a safe recreational activity</li> <li>• Create Grant Application Committee</li> <li>• CERB financial support</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Financial instability due to less disposable income (layoffs)</li> <li>• Weather dependent</li> <li>• Financial reporting is slow which can lead to reactionary measures</li> <li>• Water license dependency</li> <li>• Competition and new courses coming on stream</li> <li>• Reduced revenues for Pro Shop and Food &amp; Beverage due to pandemic</li> <li>• Aging irrigation system and cost of repairs</li> <li>• Post-pandemic momentum</li> <li>• CERB financial dependency</li> </ul>

## MEMBERSHIP, EMPLOYEES AND BOARD

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Dedicated membership base</li> <li>• Volunteer mindset and diversely skilled members</li> <li>• Loyal and returning employees</li> <li>• Local employees</li> <li>• Engaged and results-focused Board</li> <li>• Cross-section of experience on Board</li> <li>• Junior Sunday afternoon promotion</li> <li>• Growth in Junior program</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Membership demographics create differing needs and wants from the Club</li> <li>• Aging membership</li> <li>• Decline in member participation at Club events</li> <li>• Employee succession planning</li> <li>• Board succession planning</li> <li>• Interest in serving on Board</li> <li>• TPP not leading to memberships</li> <li>• Wear &amp; tear on carts not captured in TPP (Twilight Player) pricing</li> <li>• TPP playing time parameters resulting in overuse of course</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Members rebuilding Junior Program</li> <li>• 55+ golf club</li> <li>• Employee development through cross training</li> <li>• Recognition of member and employee contributions and milestones</li> <li>• Develop paths from TPP to membership; Jr to Intermediate to Associate; Associate to member</li> <li>• Mentor new members</li> <li>• Cultivate Board interest</li> <li>• Interest of associate members</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Member value and price expectations</li> <li>• Age and general apathy in some</li> <li>• Employee retention</li> <li>• Less tournaments =less revenue</li> <li>• Board retention, burn-out /apathy</li> <li>• Generations not represented in membership</li> <li>• Impacts of pandemic</li> </ul>

## FOOD SERVICES AND CLUBHOUSE

<b>STRENGTHS</b> <ul style="list-style-type: none"><li>• Food quality and price point</li><li>• Trained Staff</li><li>• External deck and views</li><li>• Space for large meal functions</li></ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"><li>• Number of available staff</li><li>• Kitchen size and capacity</li><li>• Facility age, parking, disabled access</li></ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"><li>• Community seniors and general public</li><li>• Health Smart choices</li><li>• Leverage Historical facility</li><li>• Winter use for community functions</li><li>• Grants for improvements</li></ul>	<b>THREATS</b> <ul style="list-style-type: none"><li>• Wage increases and expectations</li><li>• Aging infrastructure – foundation; plumbing; appliances</li><li>• Pandemic impact on F&amp; B revenues</li></ul>

## PRO SHOP

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

## COURSE AND GROUNDS

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

## **STRATEGIC GOALS**

Workshop participants discussed and prioritized the S.W.O.T. input, clarifying the barriers standing between where we are today and our vision for the Club. Current and new strategies were examined and identified to break through these barriers.

The Board and Administration reviewed and refreshed our 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 responsible management of finances to preserve the Club's sustainability and viability.
3. Retain existing members and strategically recruit new members.
4. Develop and implement a comprehensive, detailed marketing plan to help reach our market and profit goals.
5. Retain and develop capable employees and volunteers.



## **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.

### **Strategies 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
- 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 1<sup>st</sup> 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.
- Deliver a “strong” level of maintenance as a minimum standard of quality (as defined in TVGCC Golf Course Maintenance Operations Handbook)
- Identify and prioritize clubhouse maintenance issues. Complete incremental improvements as discretionary funds become available
- Manage volunteer contributions and maximize use of skilled volunteers
- Continue work on land, assets, and development potential
- Board to explore alternatives for east property and driving range

## **Goal Two:**

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

### **Strategies 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 15<sup>th</sup> working day
- Continue review of retail operations. Develop online sales and marketing channels
- Identify and action new funding opportunities
- Continue to offer competitive pricing and promotions to increase revenue and rounds played from green fee players
- Review Board Committees and co-ordinate approach across Committees
- Board to provide direction and assist management in the completion of a written, structured Long Range Capital Plan for the Club

### **Goal Three:**

Retain existing members and strategically recruit new members.

#### **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 the 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 (ie: Member/Guest)
- Expand commitment to Junior golf program. Develop plans to encourage migration from Junior to Intermediate to Associate to full membership.
- Foster diversity, equity, and inclusion to better engage with under-represented groups in our sport and in our organization. Promote 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
- 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 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 measurable return on investment
- Develop and implement a Marketing plan with an emphasis on achieving strategic growth. Target to achieve 3% growth annually
- Develop creative approaches to find 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 the golf course locally and regionally. Explore seasonal (ie: Christmas) and family-oriented programs and promotions
- Communicate the Clubs' contributions to Turner Valley and surrounding areas. Support local fundraising initiatives with donations (ie: Golf Pass) to gain community support
- Strengthen our community presence where feasible, foster strategic alliances and build relationships to create opportunities. Engage Board members in external meetings and support roles

## **Goal Five:**

Retain and develop capable employees and volunteers.

### **Potential Solutions and Recommended Action Items:**

- Continue to recognize and reward employee contributions. Standardize an approach that is fair and equitable overall while still allowing for creativity within each department
- Recognize staff and departmental contributions through existing communication channels ( ie: Niblick; Friday Night News)
- Identify quality staff (high performers). Provide opportunities to cross train and /or 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
- Explore ways to hire and fund employees from appropriate trade schools and/or to fill key roles (ie: turfgrass management; administration and systems support)
- Continue one day course closure to combine departmental maintenance with staff recognition and golf event
- Continue to develop and implement an overall Volunteer Program
- Develop HR succession plan and corresponding financial requirement

## **APPENDIX:**

The Board of Governors would like to thank members and employees for providing valuable feedback and input to the 2021 – 2024 Strategic Plan.

### **2022 Board of Directors**

*Tracy Bertsch - President*

*Darryl Bibeau - Director*

*John Burke - Secretary Treasurer*

*Barry Cousins - Director*

*Kevin Farr-Jones - Director*

*Kathy Jessop - Director*

*Roberta MacKenzie - Vice-President*

*Doug Short - Director*

*Tom Smith - Director*