



Osoyoos Golf Club

Strategic Plan – 2021-2023



VISION STATEMENT

TO CREATE AN ENJOYABLE AND INCLUSIVE GOLF AND SOCIAL EXPERIENCE FOR MEMBERS, VISITORS AND COMMUNITY

MISSION STATEMENT

The mission of the Osoyoos Golf Club is to:

- MANAGE THE CLUB EFFECTIVELY AND EFFICIENTLY, THUS PROVIDING A SOUND FINANCIAL FOUNDATION;
- DELIVER A WELL MAINTAINED GOLF COURSE THAT IS ENJOYABLE TO GOLFERS OF ALL ABILITIES; AND
- PROVIDE HIGH QUALITY VALUE ADDED AMENITIES, SERVICES AND HOSPITALITY TO ATTRACT CUSTOMERS AND CREATE LOYALTY.

We will achieve our mission by:

- Having a high-quality golf course that is continually improving and is maintained to the highest possible standards within available resources.
- Professionally and efficiently managing the Club's golf operations;
- Offering a consistently high standard of food and beverages with exceptional service in congenial surroundings;
- Ensuring our staff have a positive work environment and strive to exceed the expectations of our members and visitors;
- Ensuring the long-term financial strength and viability of the Club;
- Governing and managing the Club in an efficient, responsible and transparent manner; and
- Promoting fellowship and a sense of fun amongst our Members.

OUR CORE VALUES

Friendly and Welcoming

- We will enhance our reputation as one of the friendliest golf clubs around

Fellowship & Camaraderie

- We encourage fellowship and camaraderie amongst our members and welcome family participation

Respect

- We respect others, the game of golf and our golf course

Culture of excellence

- We strive for excellence in everything we do

Innovation

- We embrace innovation and progress while respecting tradition

Transparent

- We are honest and open in our communications and promote accountability and collaboration

Fun

- We come to the Club to have fun!

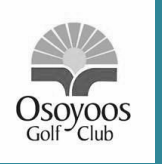
STRATEGIC PILLARS

1. **LEADERSHIP and GOVERNANCE** - Build a strong and effective governance structure.
2. **PARTICIPATION and GROWTH** – Build membership numbers and loyalty while increasing the numbers of people playing golf.
3. **VOLUNTEER MANAGEMENT** – Recognize and reward the work of volunteers at the club.
4. **FINANCIAL MANAGEMENT**– Ensure the club is sustainable well into the future.
5. **PLAYER DEVELOPMENT AND COMPETITION** – Increase the variety of competitions so that more players can participate and offer opportunities for members to improve their golf.
6. **MARKETING, PROMOTION, COMMUNICATION** – Continue to develop new marketing initiatives and increase the profile of the club while communicating clearly with club members about all planned changes.
7. **COURSE AND FACILITY UPGRADES** – Plan for realistic course and facility improvements.
8. **MANAGEMENT STAFF DEVELOPMENT** – Create a management staff development plan.

WHAT SUCCESS LOOKS LIKE

- Net Income exceeding \$3m per annum and reducing debt with annual operating surpluses to facilitate ongoing improvement to the golf course and clubhouse facilities;
- A golf course that has excellent playing surfaces and is continually improving;
- Well run competitions that meet Members' needs and financial goals without significantly impacting Member access to the course;
- High satisfaction rating amongst the Membership and reaching capacity for Full Playing membership and increasing Playing membership by 6% per annum;
- High member satisfaction with functions, food and beverages leading to higher revenue;
- Recruiting and retaining high quality staff;
- Governing the Club effectively with openness and transparency with strong, efficient and effective day-to-day management of the Club's business; and
- Well maintained and improved (where required) club facilities for members and visitors.

PILLAR 1 – LEADERSHIP and GOVERNANCE



2021 - 2023 STRATEGIC OBJECTIVES	KEY ACTIONS
BUILD A STRONG AND EFFECTIVE GOVERNANCE STRUCTURE	<ul style="list-style-type: none">• Ongoing update of Board Committee structure• Continue to implement the Strategic Plan• Oversight of Board and Management succession plan• Assess Board effectiveness annually• Oversee regulatory compliance• Annual/quarterly review of action items.• Oversee a Business Continuity Plan• Oversee a Risk Management Policy• Continue bylaw and policy review• Director Orientation – continue with ongoing training and development for all Board members.

PILLAR 2 – PARTICIPATION and GROWTH

2021 - 2023 STRATEGIC OBJECTIVES	KEY ACTIONS
BUILD MEMBERSHIP NUMBERS AND LOYALTY WHILE INCREASING THE NUMBERS OF PEOPLE PLAYING GOLF	<ul style="list-style-type: none">▪ Review scheduling of events / leagues / tournaments to increase green fee players, in balance with member play▪ Promote and communicate membership incentives (perceived value, member loyalty and satisfaction, sense of belonging)▪ Review member leagues: format, process, satisfaction▪ Plan more social events for members▪ Recognize long term members

PILLAR 3 – VOLUNTEER MANAGEMENT

2021 - 2023 STRATEGIC OBJECTIVES	KEY ACTIONS
RECOGNIZE AND REWARD THE WORK OF VOLUNTEERS AT THE CLUB	<ul style="list-style-type: none">■ Develop a volunteer recognition program<ul style="list-style-type: none">○ Would involve developing a standardized quality management process (when, how, what, who and the standard of quality)

PILLAR 4 – FINANCIAL MANAGEMENT

2021 - 2023 STRATEGIC OBJECTIVES	KEY ACTIONS
ENSURE THE CLUB IS FINANCIALLY SUSTAINABLE WELL INTO THE FUTURE	<ul style="list-style-type: none">▪ Continue developing a five year capital plan▪ Continue developing a short term operating plan along with operating strategies▪ Pursue alternative revenue sources<ul style="list-style-type: none">○ Grants○ Sponsorships○ Partnerships○ Bequeath program

PILLAR 5 – PLAYER DEVELOPMENT and COMPETITION

2021 - 2023 STRATEGIC OBJECTIVES	KEY ACTIONS
<p>PROVIDE OPPORTUNITIES FOR PLAYERS TO IMPROVE THEIR GOLF ABILITIES AND TO ENCOURAGE PARTICIPATION IN CLUB EVENTS AND LEAGUES</p>	<ul style="list-style-type: none"> ▪ Develop a practice facility improvement plan ▪ Develop a Golf Academy business plan ▪ Make members aware of ‘little linker’ practice area ▪ Develop a new member welcome event / process <ul style="list-style-type: none"> ○ Letter, golf groups ○ Facilities tour ○ Assisting singles/new members to join or form groups ▪ Continue to encourage Pro-Shop / member-guest relationship building program ▪ Continue to communicate rules and etiquette to members

PILLAR 6 – MARKETING, PROMOTION, COMMUNICATION

2021 - 2023 STRATEGIC OBJECTIVES	KEY ACTIONS
<p>CONTINUE TO DEVELOP MARKETING INITIATIVES AND INCREASE THE PROFILE OF THE CLUB WHILE COMMUNICATING CLEARLY WITH CLUB MEMBERS ABOUT ALL PLANNED INITIATIVES AND CHANGES.</p>	<ul style="list-style-type: none"> ▪ Continue to attend trade shows where effective ▪ Continue to advertise mainly through electronic and other various channels (radio, newspaper, social media) ▪ Continue to communicate with members through weekly emailed newsletters

PILLAR 7 – COURSE AND FACILITY UPGRADES

2021 - 2023 STRATEGIC OBJECTIVES	KEY ACTIONS
PLAN FOR REALISTIC COURSE AND FACILITY IMPROVEMENTS	<ul style="list-style-type: none"><li data-bbox="1103 472 2038 629">▪ Develop a course improvement master plan for Park Meadows (first priority) with external expertise<li data-bbox="1103 658 2038 758">▪ Decide on the future of the old clubhouse building<li data-bbox="1103 786 2038 829">▪ Develop a building component lifecycle plan

PILLAR 8 – MANAGEMENT STAFF DEVELOPMENT

2021 - 2023 STRATEGIC OBJECTIVES	KEY ACTIONS
CREATE A MANAGEMENT STAFF DEVELOPMENT PLAN	<ul style="list-style-type: none"><li data-bbox="1103 472 1905 625">■ Conduct a skills assessment to identify gaps/areas of development needed for continual improvement<li data-bbox="1103 639 1880 739">■ Identify and implement development opportunities