

UPDATE– STAKEHOLDER AND
COMMUNITY

MARCH 23RD 2022

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CDJ



-DEPUIS 1926-

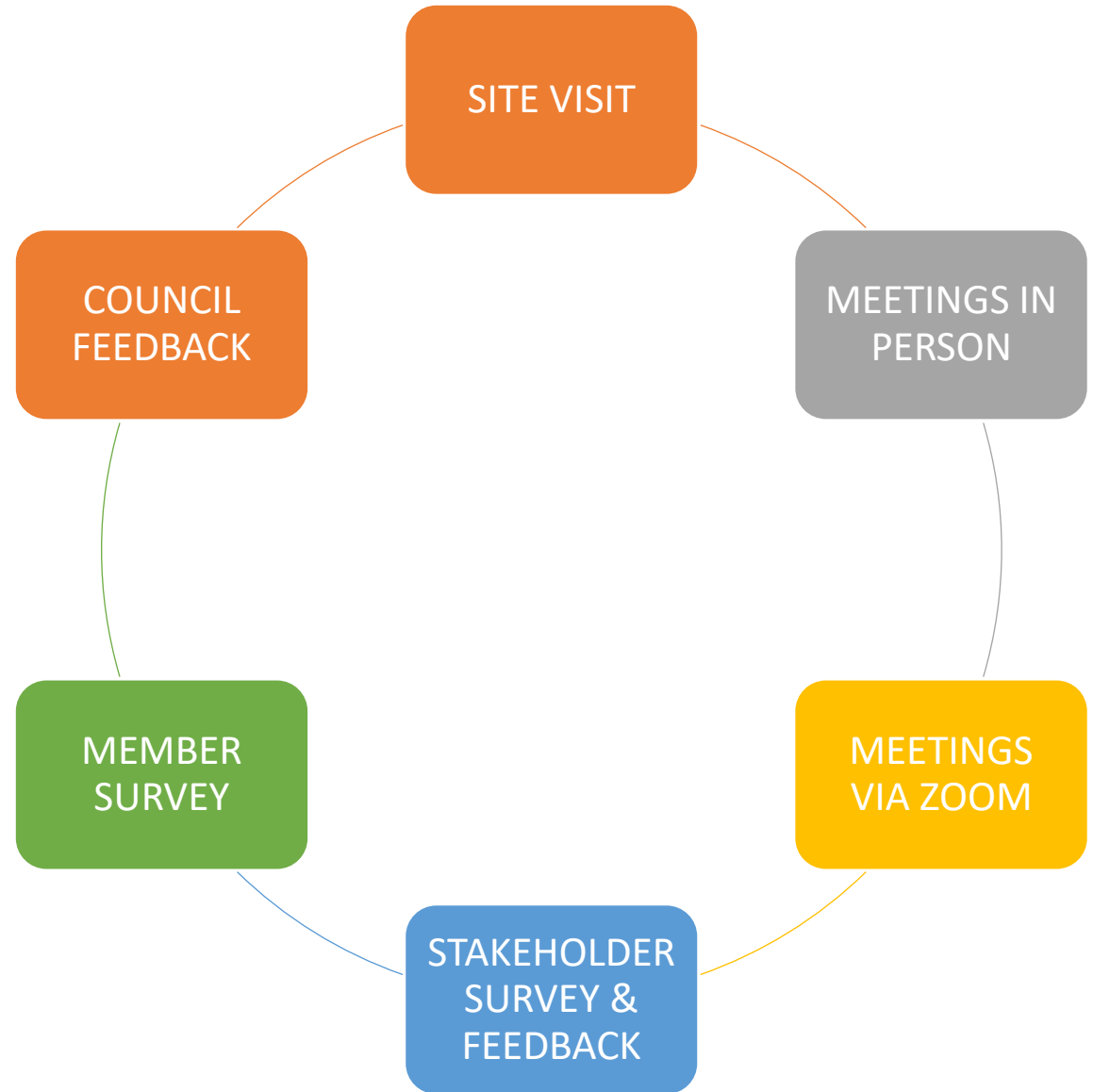


CLUB DE GOLF FRASER
EDMUNDSTON
GOLF CLUB

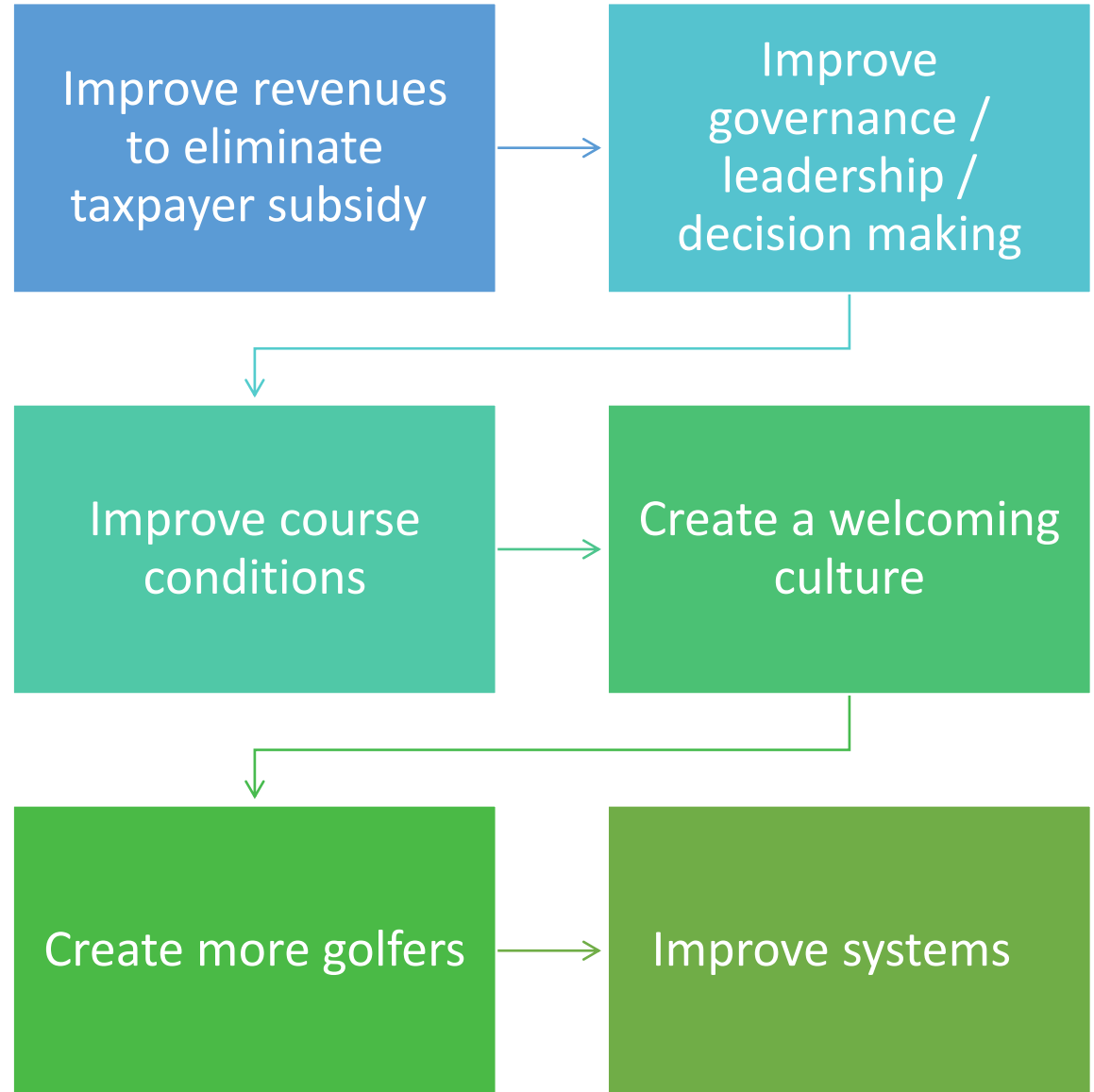
ONE GUY'S OPINION



PROCESS



KEY OBJECTIVES



STATE OF THE CANADIAN GOLF INDUSTRY

In Canada in 2021, rounds have increased 9% over 2020

In New Brunswick, rounds of golf increased 11% over 2020

In Canada (and New Brunswick) rounds have increased 30-35% since pre-covid

STATE OF FRASER EDMUNDSTON GG

REVENUES CAN'T SUPPORT COSTS

RECENT MEMBERSHIP GROWTH DUE TO \$299/\$399
SPECIAL RATE INCENTIVES

NEW PARTNERSHIPS WITH BREWERY AND SPORTS
EXPERTS

DEPARTURE OF LUC AND DANIELLE

YEAR-ROUND ROLE OF JULIE AS ED

LONG-TERM CAPITAL CHALLENGES SUCH AS
IRRIGATION, ETC

STRENGTHS

Location

Golf Course Lay-out

Staff

City engagement

Government support (grants)

Member engagement/volunteers

Tourist traffic thru Edmundston

Lack of local competition

Short course

Junior membership growth

WEAKNESSES

Net Fee Per Round

Total Revenues versus costs

Age/Use of Clubhouse

Limited F&B

Access to the tee

Non-welcoming to outsiders

Governance & Expertise

Operational Systems & Controls

No Instruction

Limited Marketing

OPPORTUNITIES

Increase Fees

First tee management

Access for Tourists

5-Hole course

Corporate Sales

Improve conditions

Increase non-GF Revenues

Improve culture

New Partnerships

Juniors

THREATS

Covid

Limited tourist traffic

Member Revolt to any price increases

Support for a new governance model

Cash flow

Decline in golf

Decline in population

Irrigation and other challenges

Rising Costs

SWOT SUMMARY

- Financially unsustainable long-term
- All fees must increase (gradually)
- Full time empowered and qualified leadership is required
- Club needs to be more inclusive
- Course conditions need to be improved to attract rack rate golfer
- First tee needs to be managed better
- More revenue means ultimately improved conditions
- Marketing strategy for tourists is the number one opportunity for revenue growth
- Short course is a valuable asset that should be used to grow the game and benefit the taxpayers
- Golf instructor needs to be added

KEY FINDINGS

The most preferred outcome would be for the city to find an interested third-party to lease the golf course

The Club's current operations are financially unsustainable.

The Club's Governance Model does not work.

The Club's culture needs to transition from 'private' to 'public'.

The City should financially support the golf club 'in some way'.

The Club is moving in the right direction.

The Club's turnaround will be gradual and will take patience and dedication by all involved.

Raising membership prices isn't the ONLY solution.

RECOMMENDATIONS

VISION, MISSION, VALUES

Vision

We are the number one choice for the residents of Edmundston, and those travelling through Edmundston, to play golf, learn the game of golf and to participate in fun events.

Mission

To provide our Members, our Customers and the entire Edmundston community with a welcoming golf club that provides friendly service and a well-maintained golf course.

Values

Welcoming

Growing the Game

Member Value

Engagement

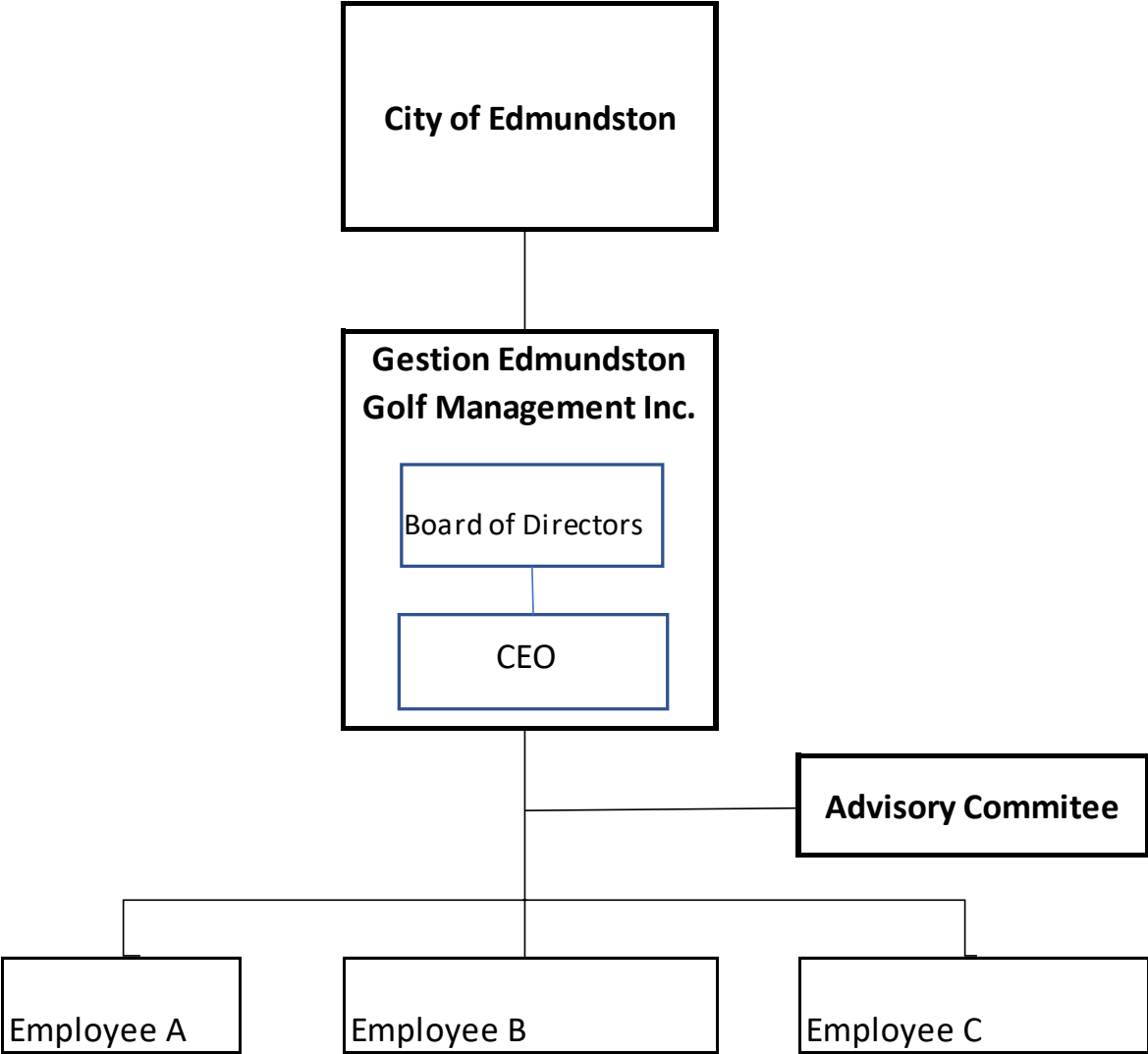
Community

OWNERSHIP

The City has three options to explore;

1. Sell to Members
2. Lease to an Operator
3. **Assume more control**

GOVERNANCE



MEMBERS
ADVISORY
COMMITTEE

Board Liaison

Volunteers

Men's Events

Ladies Events

Juniors/Short Course

OPERATIONS



Create an operational plan with SMART goals



Improve Controls & First Tee Access



Hire/engage golf instructor



Create short course programs and increase opportunities for the community



Focus spending on course conditioning and not on course changes



INCREASE REVENUES

- Net Rate Per Member
- Net Rate Per Paid Round
- Tournaments
- Sponsorships
- Stay & Play
- Improved Marketing
- Tour Operators
- Other

NET RATE PER MEMBER ROUND

AVERAGE POSTED PUBLIC GREEN FEE RATE is \$38.66.

359 Members

\$223,411 Revenue

15,932 Rounds played

Average of 44 rounds per member

AVERAGE NET GREEN FEE RATE PER MEMBER - \$14.02

36% of the average green fee rate

Industry average would be 75-80% or \$30

Fyi.. Full Play Membership in 2005 was \$825 and it's been \$885 for the past decade or so.



NET RATE PER PAID ROUND

**AVERAGE POSTED PUBLIC GREEN FEE RATE is
\$38.66.**

Last Year....

2,214 18 HOLE ROUNDS

823 9-HOLE ROUNDS

**AVERAGE NET GREEN FEE RATE PER PAID ROUND –
\$30.71**



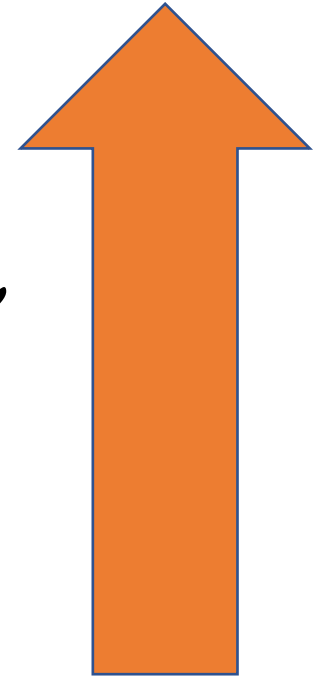
2022 PRICING



ONE GUY'S OPINION



25%



REGULAR GREEN FEE PRICING, ETC

Increase rack rate from \$45 to \$60 and other green fee rates 15-25%

Offer local saver card for \$60, includes first round and all additional rounds are 20% off and one extra hour of twilight

Reduce twilight window to 5 hours before dusk

Add Super-twilight rate 2 hours before dusk

Promote Corporate Game Passes program

Promote tournaments & group bookings

For all other non-green fee rates (carts, range balls, etc) add HST to listed prices (instead of being included)

MEMBERSHIP PRICING, ETC

Eliminate \$10 / \$100 off season fee

Increase all membership rates by roughly 13% in 2022 and roughly 12 % in 2023

Eliminate \$499 new membership option

Some categories such as Juniors stays the same

MEMBERSHIP PRICING, ETC

For most, equals a 15% increase over two years

Small annual increases should be expected after that

$\$14 \times 25\% = \17.50 PER AVG ROUND

Improved revenues = improved conditions

SUCCESS IN 2022....



HAPPY MEMBERS...
HAPPY CITY...
HAPPY STAFF



IMPROVED
CONDITIONS



INCREASED
REVENUES IN ALL
AREAS



SUCCESSFUL
BREWERY



IMPROVED
SYSTEMS



THANK YOU

