



Golf Course Advisory Committee

Meeting Presentation

August 23, 2012

Agenda

1. Introductions
2. Review of Purpose and Scope of Work
3. Strategic Positioning of the Golf Course
 - History and Vision
 - Current Operating Strategies
4. Member Duties and Work Plan
5. Committee Structure
6. Next Steps
7. Next Meeting / Meeting Schedule



Review of Purpose and Scope of Work

Section 5. Purpose: The Committee shall serve in an advisory capacity to the Green Mountain National Golf Course General Manager (GM) and the Town of Killington Town Manager and Board of Selectmen. The Committee shall advise the aforementioned in the areas of capital planning, long term strategic planning, financial reporting, membership development and “Stay and Play” development. The committee shall assist the GM and Town Manager in the creation of a long term five (5) to fifteen (15) year comprehensive capital plan and update the capital plan on an annual basis. The Committee’s role is intended to be “high level” and limited to the above mentioned areas and does not include advice on general day to day operations or course maintenance.



Strategic Positioning of the Golf Course

History and Vision

Economic Recovery Fund was created by voters at Town Meeting in 1991

“The Board of Selectmen has included in the Warning a Special Article requesting approval of an appropriation of 2 cents on the Tax Tate to establish an Economic Recovery Fund. This Fund would be administered by the Selectmen and serve as a catalyst for many types of activities to help foster new economic growth or boost existing events or programs in Sherburne”. The creation of Green Mountain National Golf Course grew out of this fund

- 1991 Town of Sherburne Report



Strategic Positioning of the Golf Course

History and Vision

Purpose for Golf Course Construction in 1994

“Main Purpose for its construction is to foster summer visitations to Killington from beyond commuting range. The principal benefit to the Town of Sherburne will be the inflow of tourist dollars to the Killington lodging, retail and restaurant businesses. A delicate balance between Killington resident expectations, region-wide golfer hopes and tourism usage will have to be struck while recognizing pricing of all golf course usage fees will have to be sufficient to generate more revenues to pay operational expenses and debt without asking property taxes to subsidize the golf course.”

- 1994 Town of Sherburne Annual Report; Green Mountain National Golf Course



Current Operating Climate and Strategies

Climate and Environment

- Highly competitive industry
- Over-built nationally by 30%
- Regionally nearly 1,000 courses in New England
- Locally 9 golf courses within 25 miles
- Declining market of golfers
- No population to draw from = inability to generate high volume rounds = need to maximize revenue from each visit
- To remain relevant, GMN seeks to maintain unique experience to attract golfers from out of town and out of state
- Current Customer Base-20-25%% local – 20-25% in state -50-55% out of state



Current Operating Climate and Strategies

Strategies

- Maximize Revenue per Round
- Maintain course conditions to provide a Unique Destination Experience worth driving 2+ hours to play.
- Strong tournament schedule
- Use membership and internet specials to fill open tee times
- Design Marketing plan to attract target customers (Out of State Trade Shows etc.)
- Active social media campaign



Current Operating Vision

Discussion:

- The reasons for how the course have operated have not changed significantly since it opened. The original vision is still fairly in-tact.
- Except the golf course revenues have not covered the debt as originally intended:
“golf course usage fees will have to be sufficient to generate more revenues to pay operational expenses and debt without asking property taxes to subsidize the golf course.”
- By assuming the debt, ensuring it is decreasing each year, the Town is allowing the golf course to evolve into the self-sustaining, profitable asset it was intended to be. Not distracted by unrealistic debt payments, the course needs to look longer term, and not year to year.
 - Board intends to have operating profits fund capital expenses rather than relying on annual appropriations. Revenues beyond the needs for capital improvements will go to further off-set debt



Current Operating Vision

Discussion:

- Should the strategic operating principals change?
- How can they be improved or how should they evolve?
- What are our communities goals for this course and how do we plan to achieve them?

These are the questions we believe this committee should focus on. Developing a Long Term Business Plan can help answer them....



Member Duties

Develop a Long Term Business Plan

- I. Articulate the Vision and Operating Strategy
 - i. Goals
 - ii. Strategies
 - iii. Specific Actions
 - i. Customer Experience
 - ii. Facilities Management
 - iii. Capital Planning
 - iv. Marketing
 - i. Membership Development
 - ii. Stay and Play Development
 - iii. Stakeholder Development
 - v. Pricing
- II. Outline Key Performance Indicators
 - ii. Review Financial Reporting to Support Course and Town Goals
 - iii. Establish a mechanism to report on the Economic Impact of the course (Original Intent)
 - iv. Other Benefits to the Community



Committee Structure

- Elect a Chair
- Member Expectations
- Staffing and/Committees



Next Steps

- Assignments
- Next meeting
- Meeting Schedule

