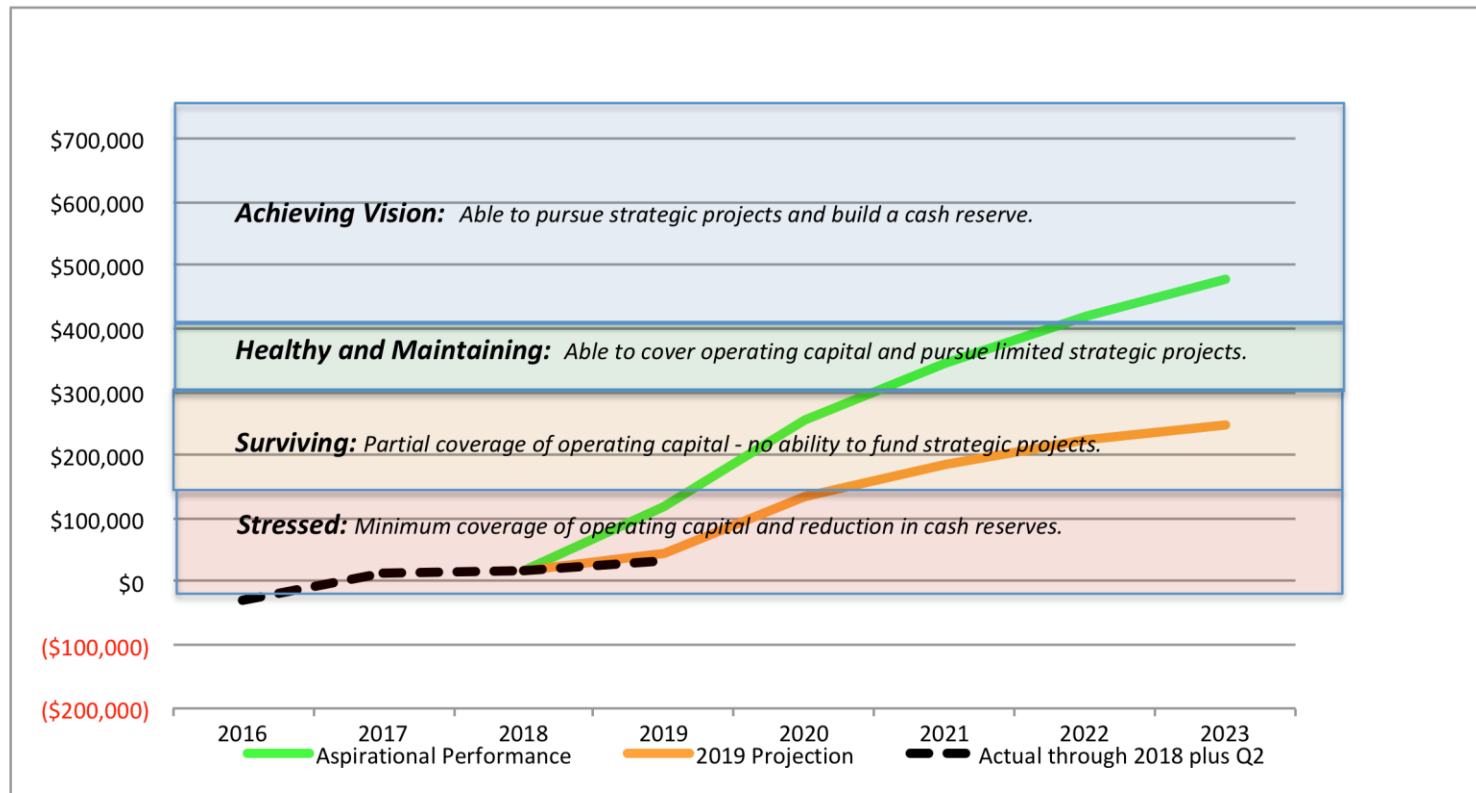


2019 Scorecard

Dundas Valley G&CC financial performance relative to Strategic Plan scenarios.



The 2019-2023 Strategic Plan has two financial scenarios --- "Projected" and "Aspirational". Projected scenario is an extrapolation of current expectations with some of the Strategic Plan targets being met. Aspirational scenario is predicated on most targets being achieved. The scenarios were mapped over four bands intending to describe the strength of our club's financial position if we operate within a particular band for an extended period.

Strategy	2019 Targets	Results	Rationale / Explanation
Financial Situation	<ul style="list-style-type: none"> Hold consistent with 2018 	<ul style="list-style-type: none"> Q1 2019 = On track excluding transition. Q2 = \$58K short of target driven primarily by golf membership fees plus transition cost. Partial recovery to budget is expected. Q3 = Q4 = Full Year = 	<ul style="list-style-type: none"> Transition costs associated with bringing F&B back in house. We expect partial recovery on membership in Q3-Q4 but will likely end up below target for year-end. F&B is slightly better than plan – a continued strong performance could bring our overall numbers very close to the projection scenario but we will remain in the Stressed Band. Moving into 2020 and 2021, as the event commission payments to Carmen's reduce/disappear, at Projection we will track into the Surviving Band.

Strategy	2019 Targets	Board Oversight	Results	Rationale / Explanation
Member Experience and Retention	Member Feedback Lead indicators (reporting monthly): <ul style="list-style-type: none"> Member event specific feedback focused on overall experience e.g. may include format, service, pace, F&B Dining, Golf and Curling experience via feedback cards Is overall theme above (+ve, Neutral, -ve) Lag indicators (annual) NPS: <ul style="list-style-type: none"> Curling score +/- 5 of 2018 result (+66) Golf Course +/- 5 of 2018 (+65) Golf Service – improve NPS score by 5% over 2018 (+40 to +45) Member F&B – improve NPS score by 30 for curling and 80 for golfing over 2018 (-50 Curler, -85 Golfer) 	Members	Lead indicators: <ul style="list-style-type: none"> Club feedback: 3 positive comments Member Event: Dining: <ul style="list-style-type: none"> Mar Averages and NPS Food: 9.0 Service: 9.4 Atmosphere: 9.1 NPS: +92 Apr Averages and NPS Food: 9.2 Service: 9.3 Atmosphere: 9.2 NPS: +77 Golf: TBD Curling: +88 Trend: Positive Lag indicators (reported at year end): <ul style="list-style-type: none"> Curling: Golf Course: Golf Service: F&B 	<ul style="list-style-type: none"> Quiet Club feedback emails Member digital survey trial (July 2019) – reduces cost vs print and eases analysis. Two months (Nov, Dec) Carmen's Mar 2019 – full month of card survey – extremely large jump in NPS from -85 in Sept 2018 to +92 with DV in Mar. Apr continued positive NPS scores. Golf Cards are in place and will be reported in Q3. Curling cards will go into effect Oct 2019. Curling year end survey was very positive. Financial results were also encouraging.
	<ul style="list-style-type: none"> Golf: < 7.5% attrition per year 	Members	<ul style="list-style-type: none"> Golf: TBD as of end of Q2 (Apr) 	<ul style="list-style-type: none"> Given member count adjustment (noted below) we are reviewing and confirming attrition. Budgeted for 10% (Full Year)
	<ul style="list-style-type: none"> Curling: < 3% attrition per year 	Members	<ul style="list-style-type: none"> Curling: 	<ul style="list-style-type: none"> Reported in Oct 2019
Investment Growth and Community Presence	Marketing Plan / MarCom Committee Lead indicators: <ul style="list-style-type: none"> Developed and operationalized marketing plan ('19 + '20) by March 2019 --- to include priorities, timelines and indicators Special event inquiries = 25/month Jan-Apr 10/month May-Oct Increase corporate business meetings to 7 per month (May – Oct) Lag indicators: <ul style="list-style-type: none"> Increase awareness in local geographic community – St Joseph's Villa, Cactus Fest, Local associations – direct email or social impressions – baseline in 2019 Social membership increased by 20 at end of FY 2019 over Oct 2018 Broadcast 90th Anniversary at the Stanley Thompson Society Event – have one article written in a golf publication Have one article written in the Spectator 	SPC	Lead indicators: <ul style="list-style-type: none"> Completed Marketing Plan Special Event Inquires: <ul style="list-style-type: none"> January 2019 –49 inquiries February 2019 – 19 inquiries March 2019 – 22 inquires Apr 2019 – 37 inquiries Corp. business meetings are exceeding target Lag indicators: <ul style="list-style-type: none"> Social Media Impressions: <ul style="list-style-type: none"> 2018: 2019: Complete: Complete: 	<ul style="list-style-type: none"> Marketing plan and prioritization schedule in place. Special events are on target – new Events Manager and Events Co-Ordinator. Slightly ahead of plan on inquires.

	<ul style="list-style-type: none"> Cohesive branded print, social and website materials – internal assessment 		<ul style="list-style-type: none"> Complete: 	
	<p>Golf and Curling Membership</p> <p>Lead indicators:</p> <ul style="list-style-type: none"> May waitlist for golf Inquiries starting in summer months for curling (typically doesn't happen until Sept) <p>Lag indicators:</p> <ul style="list-style-type: none"> 545 golf members FME of 84% (aspirational growth) 300 curling members 	Members	<p>Lead indicators:</p> <ul style="list-style-type: none"> Q2 April 2019: 504 of 545 target Curling Inquiries: 18 Mar-May <p>Lag indicators:</p> <ul style="list-style-type: none"> Members Oct 31st: TBD FME Oct 31st: TBD Curling Members Oct 31st: TBD 	<ul style="list-style-type: none"> Waitlist of 11 in April – Category caps and timing. April Member count 504 Golf Members. Behind budget. Member count required adjustment from Q1 Curling Note: opportunity for new member program – Closure of Glendale (forever) precipitated an aggressive new member drive. 12 new from program
	<p>Special Events</p> <p>Lead indicators:</p> <ul style="list-style-type: none"> Event feedback cards from key participants (i.e. Bride/Groom, Parents, Wedding Party, Planner, Event payee) Increasing # of leads generated for future events from attendees at special events – use 2019 to set baseline – Q&A– how did you hear about Dundas Valley? <p>Lag indicator:</p> <ul style="list-style-type: none"> Event bookings and close rates Set baseline for Special Event NPS Golf Tournaments with goal of \$135K in revenue Public feedback & ratings (Facebook, Google) – addition of 100 positive ratings in 2019 	Finance & Audit + F&B Committee	<p>Lead indicators:</p> <ul style="list-style-type: none"> Events Cards Participants: TBD Number of leads from event participants: 5 end of Q2 (Jan-Apr) <p>Lag indicators:</p> <p>Event Bookings =</p> <p>Close Rate (%) =</p> <p>Events NPS Oct 31st:</p> <ul style="list-style-type: none"> Tournament Revenue: TBD Number of ratings in 2019: <ul style="list-style-type: none"> Google: Facebook: Indeed: 	<ul style="list-style-type: none"> Event Cards – operationally awkward. Making recommendations to use online platforms – report in Q3 Leads are increasing as events are produced. <p>***** Tournament Bookings have been reduced by 2 tournaments. Looking for 1 more in 2019 *****</p>
	<p>F&B Revenue</p> <p>Lead indicators:</p> <ul style="list-style-type: none"> Quarterly Member <u>food</u> spend Event spend Q2 Quarterly F&B results <p>Lag indicators:</p> <ul style="list-style-type: none"> F&B revenue of: <ul style="list-style-type: none"> \$725K for members \$1.3M for Special Events 	Finance & Audit + F&B Committee	<p>Lead indicators:</p> <ul style="list-style-type: none"> Member food spend: <ul style="list-style-type: none"> Q1 Budget = \$70.3K Q1 Actual = \$71.6K Q2 Budget = \$141K Q2 Actual = \$165K Event spend: <ul style="list-style-type: none"> Q1 Budget = \$115.0K Q1 Actual = \$116.7 Q2 Budget = \$238K Q2 Actual = \$272K Quarterly results – posted with financials on website <p>Lag indicators:</p> <ul style="list-style-type: none"> F&B Member Revenue = TBD F&B Event Revenue = TBD 	<ul style="list-style-type: none"> Member spend two months of Carmen's and four months of DV Captured. Dollars are ahead of plan. Event spend is ahead of plan
Leadership Accountability	<ul style="list-style-type: none"> Manage within budget – Operational contribution + capital fund 	Finance & Audit	<p>YTD Q1 - \$149K vs \$136K Budget</p> <p>YTD Q2 – (\$92.3)K vs (\$57.7)K Budget</p>	<ul style="list-style-type: none"> Q2 lag in member recruitment plus impact of F&B changeover on contribution pattern drives negative

			YTD Q3 - Year End	numbers. Q3 and Q4 typically are stronger and some member recovery is expected.
	<ul style="list-style-type: none">Capital investment spend consistent with risk assessment plan	Finance & Audit	<ul style="list-style-type: none">No approved spend to date	<ul style="list-style-type: none">