

**Minot Country Club**  
**Strategic Plan for**  
**2024 and Beyond**

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Strategic Planning Committee Members:

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**“THE MCC’S MOST VALUABLE RESOURCE IS ITS MEMBERS!”**

## MCC Objective, Vision, and Mission

**Objective:** Lead Minot Country Club to achieve the following Vision and Mission.

**Our Vision:** The vision of the Minot Country Club is to be the best semi-private country club in North Dakota by attracting and retaining long term members, as well as guests from the surrounding area, by consistently providing high-quality golf, dining, and social experiences.

**Our Mission:** Our mission is to maintain and continuously improve the golf course and clubhouse facilities for present and future members and guests. To deliver a rewarding membership experience in line with our core values both on and off the course, by ensuring that services and facilities are of the highest possible standard, adding value when possible while providing our members with excellent value for their money.

## Roles and Responsibilities

- MCC Board Members
  - Provide a mission and vision to the Strategic Planning Committee.
  - Review strategic progress quarterly and provide feedback to the Strategic Planning Committee.
  - Approve a strategic plan at the beginning of each calendar year.
  - Oversee implementation the strategic plan.
- Full-time Staff Members
  - Serve on (or provide inputs to) applicable MCC committees.
  - Inform MCC Board of identified challenges to accomplishing the strategic plan.
- Strategic Planning Committee
  - Revise the strategic plan at the beginning of each calendar year.
  - Review and modify strategic efforts quarterly or as requested by the MCC Board.
  - Provide sub-committees with planning intent/guidance.
  - A Strategic Planning member should chair each of the sub-committees.
- Sub-Committees
  - Using provided intent/guidance, propose projects to the MCC Board for approval.
  - Plan and execute approved projects using available club resources.
- Members
  - Provide consistent support, dedication, and patience.
  - Remain good stewards of the course and facilities.
  - Participate in sub-committee planning and execution.
  - Volunteer resources towards MCC projects, activities, and recruiting events.
  - Provide feedback to MCC Board, Full-time Staff Members, and Committees.

## Summary of MCC Strategic Plan

<u>Problematic Conditions</u>	→ <u>2024</u>	→ <u>2025-2026</u>	→ <u>2027+</u>	→ <u>Desired Conditions</u>
<b>Main Effort 1: Build membership levels and boost purchases by members.</b>				
<i>Sizeable Debt</i>	<ul style="list-style-type: none"> <li>Establish Membership &amp; Amenities and Women's Committees</li> <li>Enforce pro shop payment policy</li> <li>Communicate recruiting events</li> </ul>	<ul style="list-style-type: none"> <li>Membership to 350+</li> <li>Consider clubhouse manager for member services</li> <li>Reevaluate golf event formats and tee times</li> <li>Offer adult golf clinics</li> </ul>	<ul style="list-style-type: none"> <li>Maintain membership around 400</li> <li>Eliminate debt</li> <li>Reduce member dues</li> <li>Install par 3 cameras</li> <li>Waive credit card fees</li> </ul>	<i>Reduce Debt</i>
<b>Main Effort 2: Leverage community relationships &amp; resources to reduce improvement costs.</b>				
<i>Needed Course Improvements</i>	<ul style="list-style-type: none"> <li>Course amenities planning for a restroom &amp; green</li> <li>Continue cart path paving</li> <li>Continue adopt-a-hole</li> </ul>	<ul style="list-style-type: none"> <li>Repair 15-to-16 bridge</li> <li>Build restroom near hole 14/15</li> </ul>	<ul style="list-style-type: none"> <li>Replace 15-to-16 bridge</li> <li>Install deck wind shields</li> <li>Build maintenance shed</li> <li>Move 18th tee box</li> <li>Enhance driving range</li> <li>Build short game facility</li> </ul>	<i>Completed Course Improvements</i>
<b>Main Effort 3: Reinforce club/restaurant relations through mutually beneficial arrangements.</b>				
<i>Desired Dining Experiences</i>	<ul style="list-style-type: none"> <li>1685 participation in committee planning</li> <li>Ensure restaurant ready for spring &amp; summer</li> <li>Encourage spending</li> <li>Communicate restaurant events &amp; updates</li> </ul>	<ul style="list-style-type: none"> <li>Increase spending by members &amp; guests</li> <li>Consider member restaurant credit</li> <li>Increase special event bookings</li> </ul>	<ul style="list-style-type: none"> <li>Full integration of club &amp; restaurant</li> <li>Food/beverage discount for members</li> </ul>	<i>Expanded Dining Options</i>
<b>Main Effort 4: Establish pool oversight duties to maximize pool operations.</b>				
<i>Pool Closures and Misuse</i>	<ul style="list-style-type: none"> <li>Pool oversight by the Social Committee</li> <li>Develop pool policies &amp; procedures</li> <li>Assign pool duties</li> <li>Communicate pool updates</li> </ul>	<ul style="list-style-type: none"> <li>Consider clubhouse manager to oversee pool</li> <li>Evaluate pool's long-term maintenance</li> <li>Conduct preventative maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Hire attendants for day-to-day duties</li> </ul>	<i>Reliable Pool Operations</i>
<b>Main Effort 5: Develop a social event calendar in coordination with restaurant support.</b>				
<i>Inadequate Social Events</i>	<ul style="list-style-type: none"> <li>Establish Social &amp; Pool Committee</li> <li>Communicate social event schedule</li> </ul>	<ul style="list-style-type: none"> <li>Consider clubhouse manager to plan &amp; run social events</li> <li>Build a year-round social event schedule</li> </ul>	<ul style="list-style-type: none"> <li>Reliable &amp; recurring social event calendar</li> </ul>	<i>Memorable Social Atmosphere</i>

## Strategic Planning Process

1. Understand external factors that may enable or impede success.
2. Recognize the existing problem and its associated conditions.
3. Develop a desired goal and its associated conditions.
4. Determine main efforts that will transform the problem into the desired goal.
5. Identify actionable methods that will achieve each main effort.
6. Convey the plan to members with timely and transparent communication.
7. Assess progress then reevaluate and modify the plan.

### 1. Understanding External Factors

The following external factors may influence implementation of the strategic plan:

- Environment
  - First and last snow of the year
  - Too much or not enough rain
  - Storms
- Economy
  - Interest rates
  - Local employment opportunities
  - Local wages
  - Labor supply
- Community
  - City and county support
  - Taxes and utility rates
  - Local business relationships
  - Number of local golfers with expendable income
- Competition
  - Vardon
  - Souris
  - Minot AFB
  - Wee Links

## 2. The Existing Problem and Its Conditions

Existing Problem: How might the Minot Country Club best attract and retain members while delivering high membership satisfaction through quality golf, dining, and social experiences?

Problematic Conditions:

- Sizeable Debt: The MCC holds debt requiring large monthly principal plus interest payments; this limits hiring staff and funding club projects, and prevents lowering membership dues.
- Needed Course Improvements: The course requires multiple enhancements to expand player amenities and to reduce maintenance costs.
- Desired Dining Experiences: The restaurant's hours, food/beverage options, prices, and speed of service decrease member and guest satisfaction.
- Pool Closures and Misuse: The pool struggles to monitor patron access, enforce policies, and accomplish routine, preventative, and emergency maintenance.
- Inadequate Social Events: The club lacks coordinated social experiences for individuals, couples, and families.

## 3. The Desired Goal and Its Conditions

Desired Goal: The Minot Country Club maintains healthy membership levels and earns top membership satisfaction while consistently delivering high-quality golf, dining, and social experiences.

Desired Conditions:

- Reduce Debt: The MCC substantially reduces its debt without significant negative impacts to membership services or increased membership dues.
- Completed Course Improvements: The course provides greater amenities to players; maintenance efforts and costs are minimized.
- Expanded Dining Options: The restaurant provides members flexible dining options and consistently reliable service across all club activities.
- Reliable Pool Operations: The pool and locker rooms remain open, clean, and enjoyable to members.
- Memorable Social Atmosphere: The club provides recurring, highly anticipated, and cost-effective social events throughout the year for all member demographics.

## **4. Main Efforts and 5. Actionable Methods**

Each Main Effort is designed to bridge the gap between the current problem and the desired goal. Each Main Effort's Actionable Methods have been divided into short-, mid-, and long-term endeavors:

Main Effort 1: Build membership levels and boost purchases by members.

- 2024 Actionable Methods
  - Establish a Membership & Amenities Committee to plan and execute membership drives and increase membership to 300+ accounts.
  - Establish a Women's Committee to better integrate women's interests into club operations.
  - Enforce pro shop payment policy.
  - Communicate membership drive events to members and the community.
- 2025-2026 Actionable Methods
  - Increase membership to 350+ accounts.
  - Consider hiring a clubhouse manager to oversee day-to-day member services and clubhouse amenities.
  - Reevaluate golf event formats and tee time booking procedures.
  - Offer adult golf clinics to members.
- 2027+ Actionable Methods
  - Maintain membership levels at 400 accounts; word-of-mouth is the main membership recruiting tool.
  - Eliminate all long-term debt.
  - Reduce membership dues.
  - Install cameras on par 3s to live stream/record hole-in-ones.
  - Waive credit card fees for end-of-month account settlements.

Main Effort 2: Leverage community relationships & resources to reduce improvement costs.

- 2024 Actionable Methods
  - Incorporate course amenities planning into Membership Committee to identify, plan, and obtain approval for low-cost contracted work:
    - Build a restroom near hole 2 green/5 green/6 tee box, possibly with a snack & beverage station.
    - Build an 18-hole putting green near driving range.

- Continue cart path paving throughout the course.
- Continue the Adopt-a-Hole program.
- 2025-2026 Actionable Methods
  - Repair hole 15-to-16 bridge.
  - Build a restroom near hole 14/15, possibly with a snack & beverage station.
- 2027+ Actionable Methods
  - Replace hole 15-to-16 bridge.
  - Install wind shields on the east side of the clubhouse.
  - Construct a maintenance shed with hoists and drains and 12-foot sidewalls.
  - Move hole 18 tee box.
  - Enhance driving range layout for social outings.
  - Build a short game practice facility, to include sand trap, chipping green, and <80-yard approach area.

Main Effort 3: Reinforce club/restaurant relations through mutually beneficial arrangements.

- 2024 Actionable Methods
  - Request 1685 participation on committees to better integrate planning.
  - Ensure restaurant is ready to support spring and summer events.
  - Explore a cashless/cardless system for member food/beverage purchases.
  - Communicate restaurant updates/events to members and community.
- 2025-2026 Actionable Methods
  - Increase spending by members and guests year-round.
  - Consider implementing a monthly (or quarterly) food/beverage credit.
  - Increase holiday party and special event bookings.
- 2027+ Actionable Methods
  - Full integration of club and restaurant operations.
  - Consider food/beverage discount for members.

Main Effort 4: Establish pool oversight duties to maximize pool operations.

- 2024 Actionable Methods
  - Incorporate pool oversight into Social Committee duties.
  - Develop and enforce pool entry policies and procedures.
  - Assign pool maintenance (routine and preventative) responsibilities.
  - Communicate pool policies and procedures to members.

- 2025-2026 Actionable Methods
  - Consider hiring a clubhouse manager to oversee day-to-day pool operations.
  - Evaluate pool's long-term health and maintenance needs.
  - Conduct preventative pool maintenance.
- 2027+ Actionable Methods
  - Consider hiring attendants to manage day-to-day entry and maintenance.

Main Effort 5: Develop a social event calendar in coordination with restaurant support.

- 2024 Actionable Methods
  - Establish a Social & Pool Committee to develop and execute a social event schedule.
  - Communicate social event schedule to members and community.
- 2025-2026 Actionable Methods
  - Consider hiring a clubhouse manager to plan and oversee scheduled events.
  - Build a year-round social event schedule and maximize member participation.
- 2027+ Actionable Methods
  - Reliable and recurring social events occur when members expect them.

## **6. Timely and Transparent Communication**

The MCC Board will communicate with members using the following considerations:

- Solicit feedback from members regarding the MCC's current areas of strength and needed improvements regarding the course, facilities, and club policies.
- Share the annually approved strategic plan with members and staff.
- Provide routine updates to members regarding progress of the year's projects.
- Inform members of major changes, successes, challenges, and milestones regarding the strategic plan and its implementation.

## **7. Reassessment and Modification**

The MCC Board and Strategic Planning Committee will continually assess this plan's progress and modify main efforts and actionable methods as needed.