

# NBGC Strategic Plan 2023

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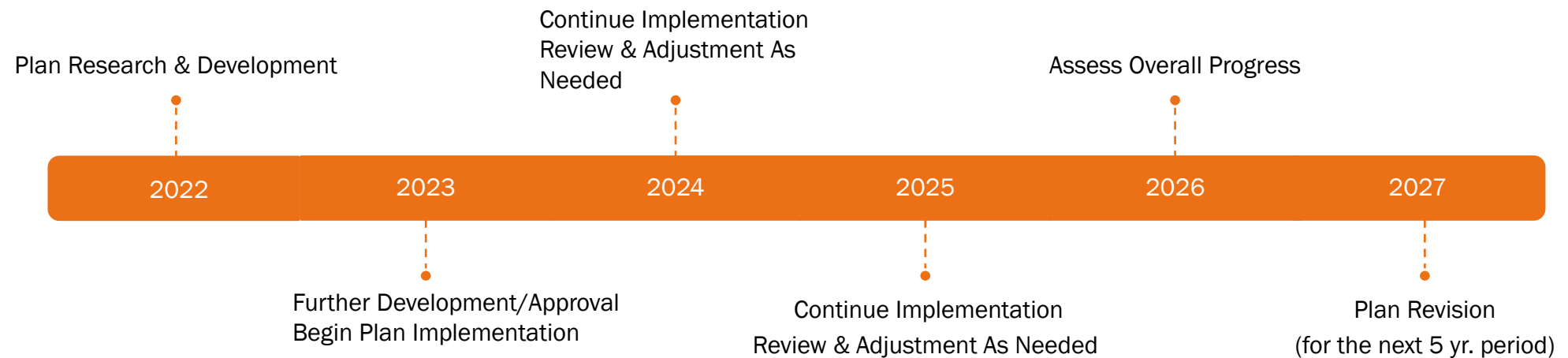
FEBRUARY 2023 FINAL DRAFT

APPROVED 2/2/2023 (NBGC BOARD)



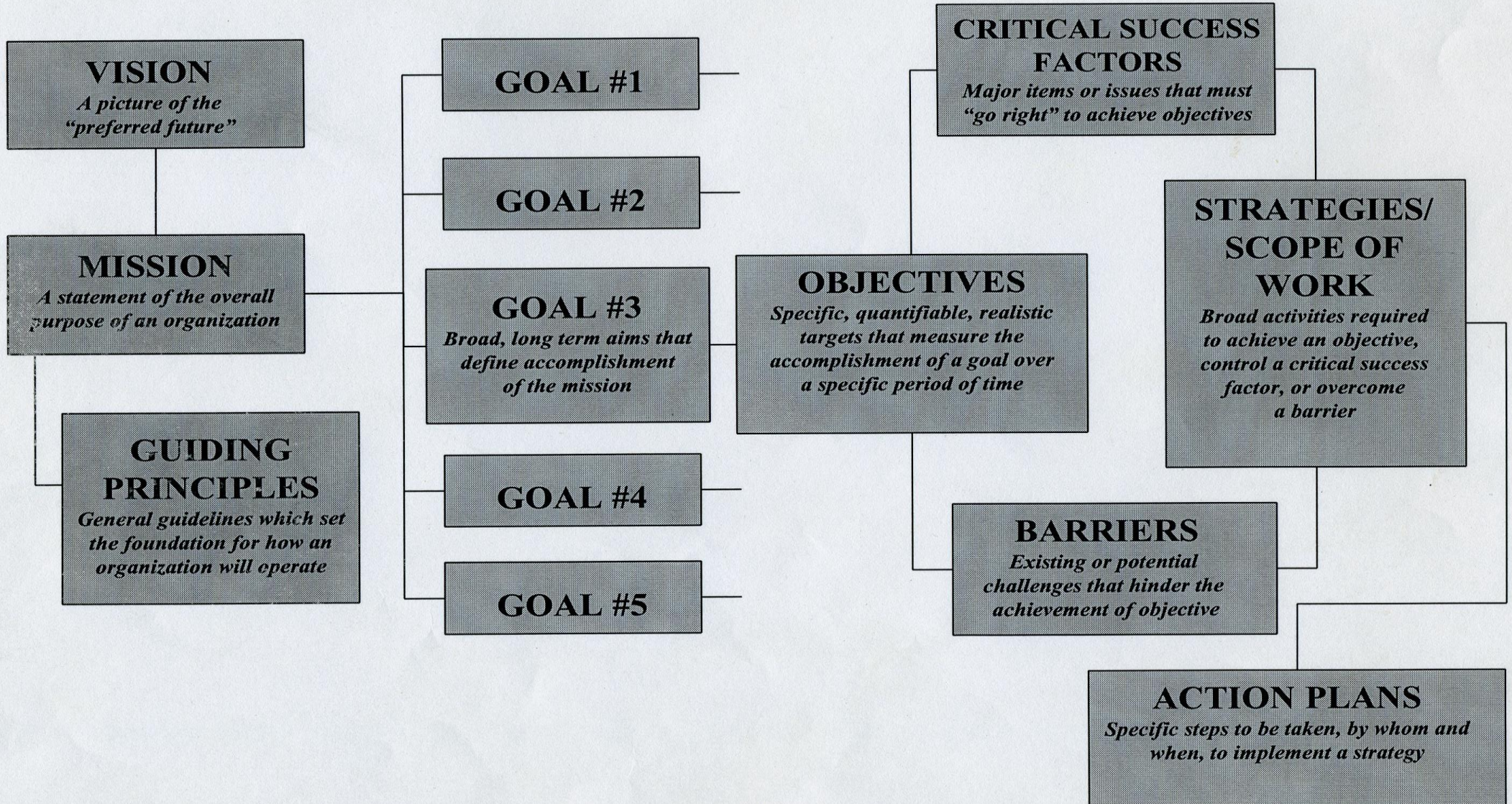
# NBGC Strategic Plan 2022-27

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# STRATEGIC PLANNING





# NBGC Vision

## Golf and Community Focused

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NBGC has a rich history that stretches back 90 years. From its beginnings in the early 1930s the golf course has been an iconic destination for local residents, tourists and golf enthusiasts from throughout the Northwest. The 9 hole golf course is geared to all, from beginners and families to those well versed in the game. The club house supports golf operations while providing a social and event gathering place for its members and the community. NBGC is proud of its heritage and is intent on continuing its central role in Neskowin for generations to come.

The community has financially supported NBGC for the last eight years, funds have been raised and the golf course is owned outright. We look now to our future. To rejuvenate the golf course by effectively addressing water inundation that threatens it's existence. Our intent is to improve the quality of the golf course, extend the length of the golf season, and serve as a community gathering place. NBGC will engage its members and the community to meet this challenge. Together we will create a promising future for "The Jewel of the Oregon Coast" and celebrate its 100-year anniversary.

# NBGC Mission

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NBGC is dedicated to providing its members, guests, and the public with a welcoming, fun and memorable golfing experience. The golf course is increasingly inundated by water and we are focused on improving the situation. The club house and surroundings serve as a community gathering place, providing a relaxing environment where family and friends can socialize and take part in a wide range of NBGC hosted activities and events.

# Guiding Principles

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NBGC is a community focused golf course, responsive and accountable to its members.

NBGC is welcoming to all, including its members, guests, the community and the general public.

NBGC is fiscally responsible, prudently investing in the golf course and related facilities to assure safe, financially healthy, environmentally friendly and sustainable operations.

NBGC strives to provide a high quality golf course and memorable social experience, relying on staff and volunteers to maintain a quality golf course and club house environment.

NBGC actively communicates and informs its members and others in the community about the status of the golf course, activities and events, and opportunities to volunteer and contribute.

# NBGC Goals & Objectives

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## **Goal: Financial Stability**

*Objective:* Generate the revenue and contributions needed for NBGC to thrive. Make investments in the golf course and associated facilities that renew, further enhance and maintain a high quality course, club house and surrounding area.

## **Goal: Course Renewal**

*Objective:* Revitalize the golf course by addressing water inundation and enhancing the quality of play, extending the length of the golf season to five months on average (mid-May through mid-October).

## **Goal: Sustainable Operations**

*Objective:* Operate the golf course, clubhouse and surrounding area in an effective, friendly and professional manner. Recruit, train and retain well qualified staff, and rely on volunteers to provide additional support as needed.

## **Goal: Community Focus**

*Objective:* Engage NBGC members and the community, act as a community gathering place by creating a club house and surroundings with a welcoming environment, and hosting activities and events for all.

# Critical Success Factors & Barriers

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## Financial Structure that Meets NBGC Future Needs

- Identify and establish structure, ideally with tax benefits
- Effective NBGC business model

## Technical Solution to Address Golf Course Water Inundation

- Incremental improvement through near-term actions
- Engineering solution/regulatory approval

## Strong Member and Community Support

- Members recognize the need and financially support course renewal
- NBGC seen as a vibrant center of the community

## Well Qualified Staff and Volunteer Help

- SOPs document best practices and serve as an operational roadmap, basis for training
- NBGC is an attractive place to work & volunteer



# Goal: Financial Stability

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**Objective:** Generate the revenue and contributions needed for NBGC to thrive. Make investments in the golf course and associated facilities that renew, further enhance and maintain a high quality golf course, club house and surrounding area

*Activity 1:* Explore a financial structure that supports raising the funds needed for golf course renewal and ongoing investment in facilities, equipment and supplies

*Activity 2:* Create a business model for future NBGC operations. Include golf course renewal and other ongoing investment requirements. Project revenues and fund raising needs

*Activity 3:* Communicate, educate and engage members and the community regarding NBGC's financial structure, business model and fund raising goal (capital campaign)

*An Objective is a specific, quantifiable realistic target that measures accomplishment of a goal. Activities describe work required to achieve an objective.*

# Goal: Financial Stability (Action Plan To Be Completed)

Objective: Generate the revenue and contributions needed for NBGC to thrive. Invest in the golf course and associated facilities to renew, further enhance and maintain a high quality golf course, club house and surrounding area.

Activity: Explore a financial structure to raise the funds needed for golf course renewal and ongoing investment in facilities, equipment and supplies

- Research financial structure options that better supports raising funds, such as a 501(c)(3), foundation, historic preservation org., etc.)
- Establish structure that best meets NBGC's future needs
- ID additional steps to be taken

Activity: Create a business model for future NBGC operations. Include course renewal and other ongoing investment requirements. Project revenues and fund raising needs

- Create business model based on a future golf course with a more defined season of play (5 months on average), ability to debt finance and service part of the cost of renewal
- Project revenues and fund raising needs
- ID additional steps to be taken

Activity: Communicate, educate and engage members and the community regarding NBGC's financial structure and fund raising goal (capital campaign)

- Specific Steps to be taken

# Goal: Course Renewal

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**Objective:** Revitalize the golf course by addressing water inundation and enhancing quality of play, extending the length of the golf season to five months on average (mid-May through mid-October).

*Activity 1:* Identify and initiate near-term actions to better manage course water inundation and improve the golf course

*Activity 2:* Identify, assess and propose a long-term solution that lengthens the golf season and enhances quality of play

*Activity 3:* Communicate, educate and engage NBGC members, others in the community and outside stakeholders in course renewal

*An Objective is a specific, quantifiable realistic target that measures accomplishment of a goal. Activities describe work required to achieve an objective.*

# Goal: Course Renewal (Summary of current Action Plan Steps)

Objective: Revitalize the golf course by addressing water inundation and enhancing quality of play, extending the length of the golf season to five months on avg. (mid-May to mid-October)

Activity: Near-term actions to address water inundation and improve the golf course

- Line under the 9<sup>th</sup> fairway/Expand WB holding pond
- Pump earlier in the Spring/Install controls (levelers/float valves)
- Improve cofferdam/Further explore optimum time to deploy
- Vegetation removal from waterways/Cut vegetation
- Sand greens, tee boxes, and fairways (selectively)/Replace KD bridge on hole #4

Activity: Identify, assess and propose a long-term solution that lengthens the season and enhances quality of play

- Complete technical approach critical path items, including golf course topographical survey and Butte Creek technical assessment
- Examine future golf course design options, including anticipated impacts and costs (fill, wetland & stream, mitigation). Identify preferred design option
- Meet informally with regulators (OR Dept, of State Lands, Army Corp)

Activity: Communicate, educate and engage NBGC members, others in the community and outside stakeholders in golf course renewal

- Develop a communications and outreach approach for NBGC members (past and present), the community overall, and key stakeholders
- Inform and educate key target audiences, engage and motivate them to support renewal
- ID metrics for success, track metrics and make adjustments in approach as needed



# Goal: Sustainable Operations

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**Objective:** Operate the golf course, clubhouse and surrounding area in an effective, friendly and professional manner. Recruit, train and retain well qualified staff, and rely on volunteers to provide additional support as needed.

*Activity 1:* The golf course superintendent and club house manager are responsible for proposing an annual NBGC operating plan (activities/tasks) and budget for each golf season.

*Activity 2:* Based on plan approval, the golf course superintendent and club house manager hire, train and manage staff and volunteers (as needed) to carry out the operating plan.

*Activity 3:* Develop standard operating procedures (SOPs) to document how business and routine operating practices (on and off the golf course) are conducted, and to serve as the basis for training staff and volunteers.

*An Objective is a specific, quantifiable realistic target that measures accomplishment of a goal. Activities describe work required to achieve an objective.*

# Goal: Sustainable Operations (Action Plan To Be Completed)

Objective: Operate the golf course, club house and surrounding area in an effective, friendly and professional manner. Recruit, train, and retain well qualified staff, rely on volunteers to provide additional support as needed

Activity: The golf course superintendent and club house manager are responsible for proposing an annual NBGC operating plan and budget

- Superintendent and club house manager propose plan (activities/tasks) and budget (including any capital expenses) for upcoming season
- Board input, review and approval; agreed to performance metrics
- Identify Board primary points of contact for superintendent and club house manager (for communication purposes)

Activity: Based on operating plan and budget approval the superintendent and club house manager hire and manage staff and volunteers (as needed) for the season

- Superintendent and club house manager hire and train staff and volunteers (as needed) for the season
- Superintendent and club house manager manage staff and volunteers (as needed) to carryout plan activities/tasks throughout the season
- Review conducted after season using agreed to performance metrics

Activity: Standard operating procedures (SOPs) document business and routine operating practices and serve as the basis for training staff & volunteers

- NBGC Management Team (Board representatives, club house manager, superintendent) meet to discuss SOPs documenting NBGC business, clubhouse and golf course practices
- Develop SOPs that document best practices and can serve as a basis for training staff and volunteers
- ID additional steps to be taken

# Goal: Community Focus

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**Objective:** Engage NBGC members and the community, act as a community gathering place by creating a club house and surroundings with a welcoming environment, and hosting activities and events for all

*Activity 1:* Foster a welcoming and relaxing club house and surrounding area. Provide popular golf attire and accessories, rental opportunities, beverage and snack options

*Activity 2:* Create activities and events to maximize community engagement. Host activities and events that members, guests, and the public find appealing and fun

*Activity 3:* Engage local business and communities to build awareness of NBGC. Partner where mutually beneficial (such as on-site food options)

*An Objective is a specific, quantifiable realistic target that measures accomplishment of a goal. Activities describe work required to achieve an objective.*

# Goal: Community Focus (Action Plan To Be Completed)

**Objective:** Engage NBGC members and the community, act as a community gathering place by creating a club house and surroundings with a welcoming environment, host activities & events for all

**Activity:** Foster a welcoming and relaxing club house and surrounding area. Provide popular golf attire and accessories, rental opportunities, beverage and snack options

- Hire and train employees & volunteers to meet customer engagement expectations
- Leverage social media to promote and sell golf and merchandise
- Listen to members and guests on specific products and merchandise

**Activity:** Create activities and events to maximize engagement. Host activities and events that members, guests, and the public find appealing and fun

- Research specific activities and events members and guests value
- Develop and plan for each event season
- Source volunteers to assist with events
- Engage Neskowin youth & Neskowin Valley School to bring youth activities to NBGC

**Activity:** Engage local business and communities to build awareness of NBGC. Partner when mutually beneficial (such as on-site food options)

- Partner with Neskowin Trading Company and the Hawk Creek Cafe to provide food options (lunches, dinner)
- Use other food vendors as needed
- Attend local Chamber meetings and events
- Network through social media



# Action Plan Responsibilities

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- The NBGC Financial Team is responsible for developing and implementing an Action Plan to realize the Financial Stability Goal and Objective.
- The NBGC Water Management Team is responsible for developing and implementing an Action Plan to achieve the golf Course Renewal Goal and Objective.
- The NBGC Operations Team is responsible for developing and implementing an Action Plan to meet the Sustainable Operations Goal and Objective (including SOPs documenting NBGC best practices).
- The NBGC Clubhouse Manager and Golf Course Superintendent are responsible for proposing and carrying out an NBGC Operating Plan (activities/tasks) and budget for each golf season.
- The NBGC Member and Community Engagement Team is responsible for developing and carrying out an Action Plan to meet the Community Focus Goal and Objective.

*Action Plans identify specific steps to be taken, by whom and when, to implement Activities required to achieve an Objective, control a critical success factor, or overcome a barrier.*

*Teams are accountable to the NBGC Board. The Board approves plan Activities (per the Strategic Plan), any funding requirements, and reviews significant progress, products and results.*