

VISION STATEMENT

To be the club of choice in South Florida.

MISSION STATEMENT

Anticipate and provide high quality, market driven amenities and a level of personalized service that delight Members and entice desired prospective Members to join. Success will be measured by the Club's financial viability, Member satisfaction and a New Member waiting list.

CORE VALUES

Respect - Treat our fellow Members, guests and staff with respect and friendliness.

Sportsmanship - Provide golf and tennis and pickleball opportunities for all levels of Member play.

Transparency - Welcome and value opinions and input from Members of all Membership categories.

Outlook - Respect tradition while embracing the future.

Excellence - Strive to exceed Member expectations through continued enhancement of our golf courses, racquets facilities, wellness center, and Clubhouse dining services.

Stewardship - Ensure continuity and commitment to long-term strategic planning.

Culture - The JLGC community recognizes that every interaction Members, staff and guests have with one another directly effects the Club's reputation and is reflective of the our culture.

DIFFERENTIATING STRENGTHS

We have a compelling value proposition today based on:

- “Friendliest Club in Florida” – true sense of belonging, socially vibrant.
- Situated in ideal, best location.
- Focus, dedication to the health, wellness, and active lifestyle of Members.
- “High availability of golf” – 3 courses, world renowned architects, play for all levels.
- “High availability of racquet sports” – 10 Har-True Tennis Courts with 3 pickleball courts, play for all levels.
- Healthy dining from club casual to formal options.
- Financially responsible, environmentally sustainable.

KEY MARKET TRENDS

Based on our research, industry sources and prospective feedback, there are a number of consistent trends that we must satisfy and capitalize on in our strategic planning. In the future, successful clubs will excel at:

- Friendly culture, socialization opportunities.
- Casual, healthy resort style dining, sports bar atmosphere, dining as experiential entertainment.
- Top notch practice facility is a highly desired golf amenity.
- Women are growing as a market segment and decision maker on private club selection.
- Migration from cold weather / higher tax states provides opportunity to replace Member attrition.

CRITICAL STRATEGIC INITIATIVES

To achieve our vision, we must build on our core strengths but we must also ensure that we are a club that “checks all the boxes.” A club that provides all the must-have amenities that current and future Members will want and need and one that will seize the realistic opportunity to make JLGC extraordinary. These initiatives should include:

- Create and execute a Master Plan to provide space needed for critical amenities / parking.
- Extensive / integrated Health and Wellness programs, expanded fitness and spa.
- Leverage our three golf courses along with our racquets complex and wellness center to further utilize and monetize our assets.
- Golf Performance Center at Old Trail or Village (if possible).
- Continually analyze our clubhouse facilities to maximize Member utilization.

MEMBERSHIP

Maintaining and growing the Membership census is essential to the capital and revenue lines and is EVERYONE'S RESPONSIBILITY. Most people join a club because they were asked. Important actions going forward are:

- Target Markets
 - Remaining baby boomer waves.
 - Relocations from northeast and other urban areas.
 - Successful professionals within reach of JLGC.
 - Executive women with growing interest in golf.
- Identify the optimal number of Members over the strategic horizon considering financial requirements, access to amenities, dues level and market conditions, consistent with the by-laws.
- Continued and ongoing communications to Membership stressing and reinvigorating importance of every Member being actively engaged in new Member identification and recruitment.
- Analyze Initiation Fee annually, based on market conditions.

FINANCE

- Find the proper balance of pricing of our initiation fee and dues to reflect the quality of the Club's facilities, services and culture. Under-pricing can be detrimental to our brand; over-pricing can be detrimental to recruitment.
 - Dues to remain comparable to our peers.
- Work to build capital reserves for future needs and projects.
- Keep capital debt below 25% of net fixed asset value
- Operational reserves to mitigate insurance deductibles should be established out of operations surpluses.

GOLF

- Remain a 54 hole facility.
- Continue to improve the practice facilities in both the Village and Old Trail. Improvements to consider are:
 - Teaching Centers with video and launch monitor capabilities.
 - Maximize the length of the range at Old Trail.
 - Continue to analyze new golf technology for consideration e.g. Golf simulators.
- Continue to enhance programs which support junior golf, promotes a family friendly environment, and creates a positive energy at the Club.

GREEN

- Annually we will maintain the Agronomic Guidelines which will be established by the Green Committee.
 - The guidelines will be reviewed and updated annually and approved by the Board of Directors.
 - Guidelines will be course specific.
 - Guidelines will be properly communicated to the Membership.
 - Budgets will ensure that funds are properly allocated to achieve the desired agronomic guidelines.

HOUSE

- Continue to work on a commitment to develop a weekly / daily checklist with staff / housekeeping to ensure the highest level of maintenance and appearance possible.
- Continue to discuss the best way to expand The Landing kitchen in the Village Clubhouse and provide expanded dining options and reservation availability for each season, as well as making better use of the upstairs main dining room.

RACQUETS

- Continue to develop a strong Tennis & Pickleball Program for all levels of play.
- Continue to develop a merchandising and marketing plan for equipment and apparel.

WELLNESS

- Continue offering a wide variety of new and innovative programs and services including affordable programming for Members.
- Invest in equipment to stay current and state-of-the-art.
- Explore the possibility to expand the Wellness Center. Identify our budget, amount of space available and a date for an expansion that will consider an aquatic facility to benefit the health of our Members.
- Foster ongoing relationship with Jupiter Medical Center for rehabilitation opportunities for JLGC Members.

BUILDINGS & GROUNDS

- Consider alternative energy sources
 - Solar
- Explore the expansion of the Village parking capacity in conjunction with the other Village facilities expansion.
- Complete a study of electrical lighting and wiring throughout the facilities for safety and cost savings opportunities.
- Complete a study in insulation and ductwork in the main Clubhouse for efficiency and cost savings.