

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 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, tennis facilities, fitness & spa 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.*
- *Healthy dining from multiple resort casual options to formal.*
- *“High availability of golf” – 3 courses, world renowned architects, groups for all levels.*
- *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.*
- *Investment in amenities and real estate as people combine search for club and home.*
- *Health/fitness/wellness not auxiliary service but a central offering.*
- *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.*

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/spa, aquatics center.*
- *Pickle Ball*
- *Waterfront social/dining experience at the Marina.*
- *Leverage Hanse Golf Course re-design to further utilize and monetize Old Trail assets.*
- *Golf Performance Center at Old Trail or Village (if possible).*
- *Minor Village Course renovation to re-do and improve appearance.*
- *Work with HOAs and JLPOA to create better real estate alternatives.*

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.*
- *Continue to enhance the Preview Membership Program to further increase conversion rate.*
- *Leverage technology to retain and recruit new Members (website, facebook, social media).*
- *Continued and ongoing communications to Membership stressing and reinvigorating importance of every Member being actively engaged in new Member identification and recruitment.*

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.*
 - *Increase Initiation Fee annually, based on market conditions.*
 - *Dues to remain comparable to our peers.*
- *Work to build capital reserves for future needs and projects.*
 - *Goal is to reach 2.5% of our net fixed assets by 2023*
- *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.*
- *Strive for a successful completion of our Hanse Golf Course Project.*
- *Rebranding of golf courses.*
- *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.*
- *Planning to begin by 2022 for future renovations of the Village Course to be incorporated into the Long Range Capital Plan.*
- *Cultivate and maintain a good working relationship with the POA. Work within the POA, DCB and HOA to improve the corridor on Village holes 11 - 13.*

HOUSE

- *Promote the use of banquet facilities to Members that comply with COVID-19/CDC sanitary guidelines and ensure the highest quality venue for both personal events and sponsored events at the main Clubhouse or Old Trail facility.*
- *Develop and review of a comprehensive COVID-19 plan for both Clubhouses.*
- *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.*

TENNIS

- *The tennis courts and fencing are nearing the end-of-life cycle. The plans will include state-of-art underground watering system, video lesson capabilities, and a beverage center. Project should be completed by 2021.*
- *Explore ways to offer Pickle Ball.*
- *Now that the Club is responsible for the Tennis Shop, we need to develop a merchandising and marketing plan for equipment and apparel.*
- *Identify tennis players to be considered for election to the Club Board of Directors.*

FITNESS & SPA

- *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 fitness center. Complete study by 2022 in conjunction with the Village course renovation plans. 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. Complete study by 2022 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.*

Revised: August 2020