

FOLLOW-UP ON PAST CAPTAIN & PRESIDENT STAPLES PRESENTATION- Sept 15-2022 by James Heward

The proposed plan is an ideal plan presenting strengths, weaknesses, opportunities, and threats.

Strengths:

- A golf course requires mid to long term planning. Staples vision is good road map on the near to mid term.
- Reinvestment is needed to maintain our great asset.

Weaknesses:

- All the proposed renovations have the same priority (urgent). No priority list done.
- Members have not been consulted on what they feel needs to be fixed. They have been kept in the dark too long. A formal survey of opinions amongst the membership has not been done before presenting this big plan officially on Oct 15 (which is a presentation instead of “consultation”). Most (if not all) members, hearing only rumors of the plan, are against this plan. The past captains are now asked for their opinions after the plan has been done according to a few board and committee members wish list. More meetings needed to get members opinions and their wish list as done at Beaconsfield for their \$6M project (2 AGMs and 3 other meetings).
- The bent grass implementation is being forced too quickly (9 and 9 plan) at a high cost. There are other ways to get to bent grass. Over the past 20 years, the poa has been tackled by overseeding greens and fairways but 4 years ago, Trevor mentioned to me that he stopped this process/program. Our fairways and rough have never been better, but the poa challenge will continue over time. Many courses are still overseeding with bent and living with poa. Hopefully, we can reduce the thriving poa and increase bent grass in our greens.
- The scare tactic regarding the fertilizing and pesticide chemicals availability is questionable. Will all courses in the province and Canada loose their fairways and greens? The golf and pesticide industries will evolve and find solutions as some golf courses have already adjusted (in Europe with stricter environment rules).
- The members will be frustrated with a radical renovation making their golf course partly usable for 2 years minimum (and probably 4 years before getting back to our standard normal conditions as proven even on Florida courses with 12 months of sunshine), while paying full membership (and no reciprocal with other club).
- Difficulty to manage all membership to play on only one 9 without starting times.
- No other course in the city has done a major redo like this one. Much bigger clubs have done renovations but with big (bank and membership) support and intent of hosting professional tournaments which will never happen at MBCC.
- Charging full cost of project to spouses is questionable as they have no vote on the plan.
- Women have not been consulted and many disagree on loosing 2 par 5 and reducing course at 5,000 y.

Opportunities:

- Rethink our mission as a golf club: get back to the small family country club? Note: still #2 in the province and #14 in Canada without any renovations.
- Using some of Staples plan as road map, make a list of priorities to execute over 3 years - no interruption of play:

Priority	Item	Work	Year	Approximate cost
1	Bunkers	all	1	\$ 1,500,000
2	Greens	3,10,11 to redesign and returf in bent grass	1,2,3 (1 green/year to minimize impact on play)	500,000
3	Sprinkler	technology	1	800,000
4	Range	New deck, target greens, short game area	1	1,500,000
5	Tees	Addition (with women's opinion for different tees)	1	700,000
6	Trees	Removal of some (not all)	1,2,3	200,000

7	Greens and Fairways	NO NUKING just OVERSEED as done in the past (before Trevor stopped)	Every year -part of maintenance	n/a
	Contingency	15%		800,000
Total				<u>\$ 6,000,000</u>

- Hopefully, the team is up to the task of recovering our greens by overseeding, as done successfully for many years, instead of nuking everything.
- Members might accept a renovation plan of \$6 M over 3 years (\$20,000/person-assuming 300 members) without interruption of use more favorably than a total renovation plan almost \$11.4 M (\$38,000/per person-assuming 300 members) with limited use of course for 2-3 years.
- Rethink membership annual fee structure:
 - offer 2-category of annual dues: one full privilege and one with restrictions of playing time and
 - have a family annual fee as MBCC is supposed to encourage families to play golf: spouses and kids.
- Have a family assessment i.e., spouse at 50% of full assessment
- Look into possibility of selling land (along Rang des Vingt) to increase cash available.

Threats:

- Cost of a redo plan as is at \$11.4 M is extremely high and requires BIG debt by the club.
- Interest rates are increasing.
- Inflation will increase the costs of the plan to be executed in 2024-2025...
- Difficulty to find contractors and manpower which might cause delays (project might take more than 2 years to finish).
- For this plan to be sustainable, a minimum favorable vote set at a very high % (i.e., 90%) would be necessary to avoid destroying the club's finance and atmosphere.
- Some members (a significant number if vote approval set at only 60%) will quit immediately upon plan approval or will default in the future, leaving the remaining members to support this big bank debt plus bad debts from defaults and higher future costs. This situation happened at Elmridge and Hillsdale with sad endings of the clubs being sold out or barely surviving. Bankruptcy is possible and MBCC could become a Willie Park (our dream) bought back by City of St-Bruno (our nightmare)!
- Different scenarios (assuming different % of membership attrition) should be done to calculate impact on cost per remaining members if less than 300 members remaining.
- Charging the renovation cost per person (for equality purposes between men and women) might reduce the women membership and some men, paying for their spouse, might also quit. Should consider a family assessment (example charge 50% for the spouse)
- Increasing the annual dues (and initiation fee) for women to same level as men might also reduce the women membership (having a 2-category fee structure might be a solution to keep the women who do not play often).
- The potential new members are not a reliable source of financing as they are not aware of this redo plan with a course partly usable for a few years and this \$ 38,000 cost per person (added to the increased initiation fee for men and now also for the spouse).
- The list of "quality" potential new members is getting thin. Opening membership to public would not be a desirable path.

CONCLUSION /SUMMARY

Refuse plan as is.

Execute some improvements proposed in the plan over 3 years. No interruption of use.

Keep debt at \$ 3M (project \$6M minus \$3M paid cash).