

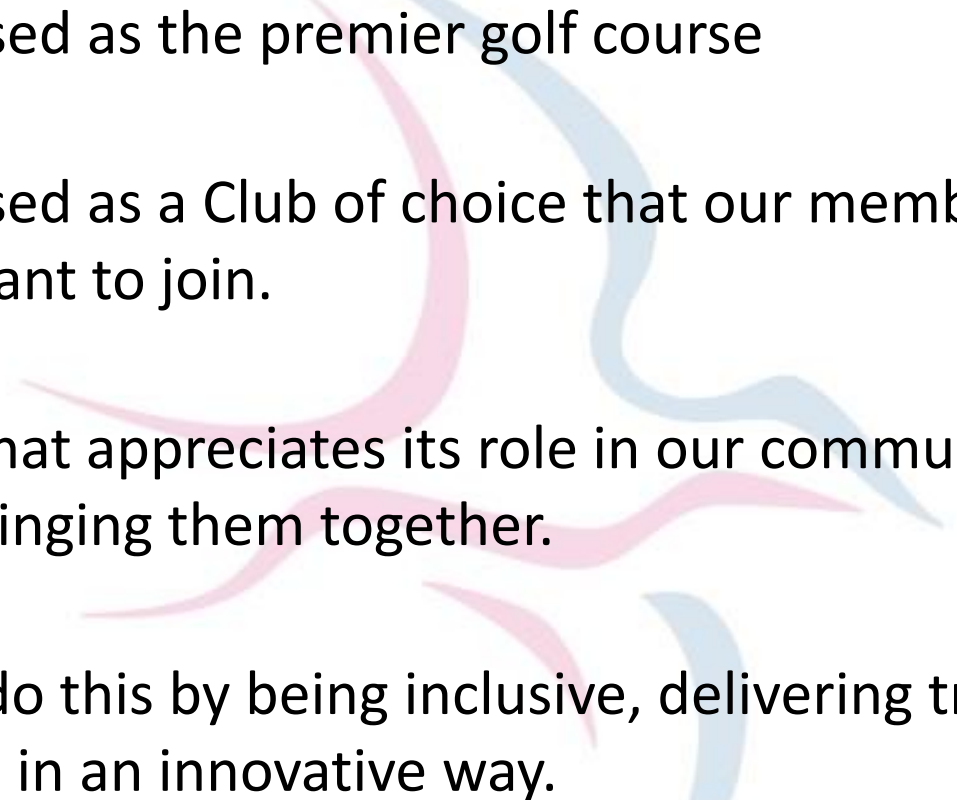
2017 AGM Chairmans Address



Sanctuary Lakes Club is a premier golf and leisure club that is inclusive and committed to delivering ongoing value to its members, in an innovative way.

Our Purpose

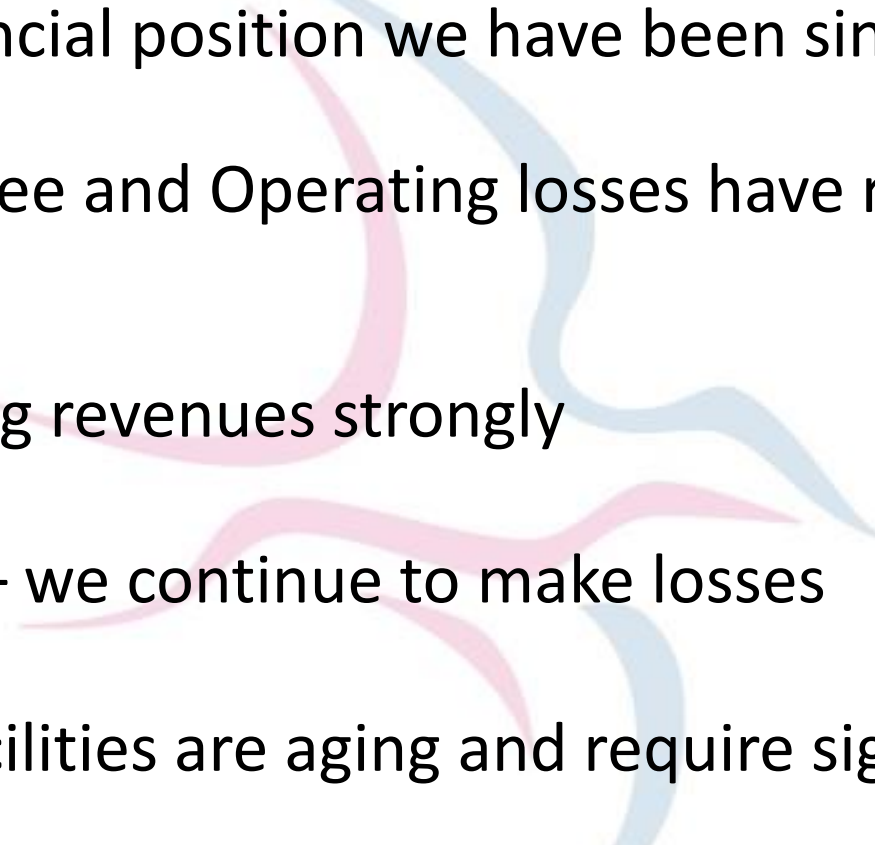


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- To be recognised as the premier golf course
 - To be recognised as a Club of choice that our members are proud of and visitors want to join.
 - To be a Club that appreciates its role in our communities, playing a lead role in bringing them together.
 - We aspire to do this by being inclusive, delivering true value for all our members, in an innovative way.

Our Vision

- 
- Financial Position
 - Membership Update
 - Our Key Critical Initiatives
 - Match and Greens Update

Key Updates

- 
- Strongest financial position we have been since transition
 - We are debt free and Operating losses have reduced below \$100K
 - We are growing revenues strongly
 - Reality check – we continue to make losses
 - Course and facilities are aging and require significant future investment

Financial Position

- Significant reduction in operating losses over the last 5 years.

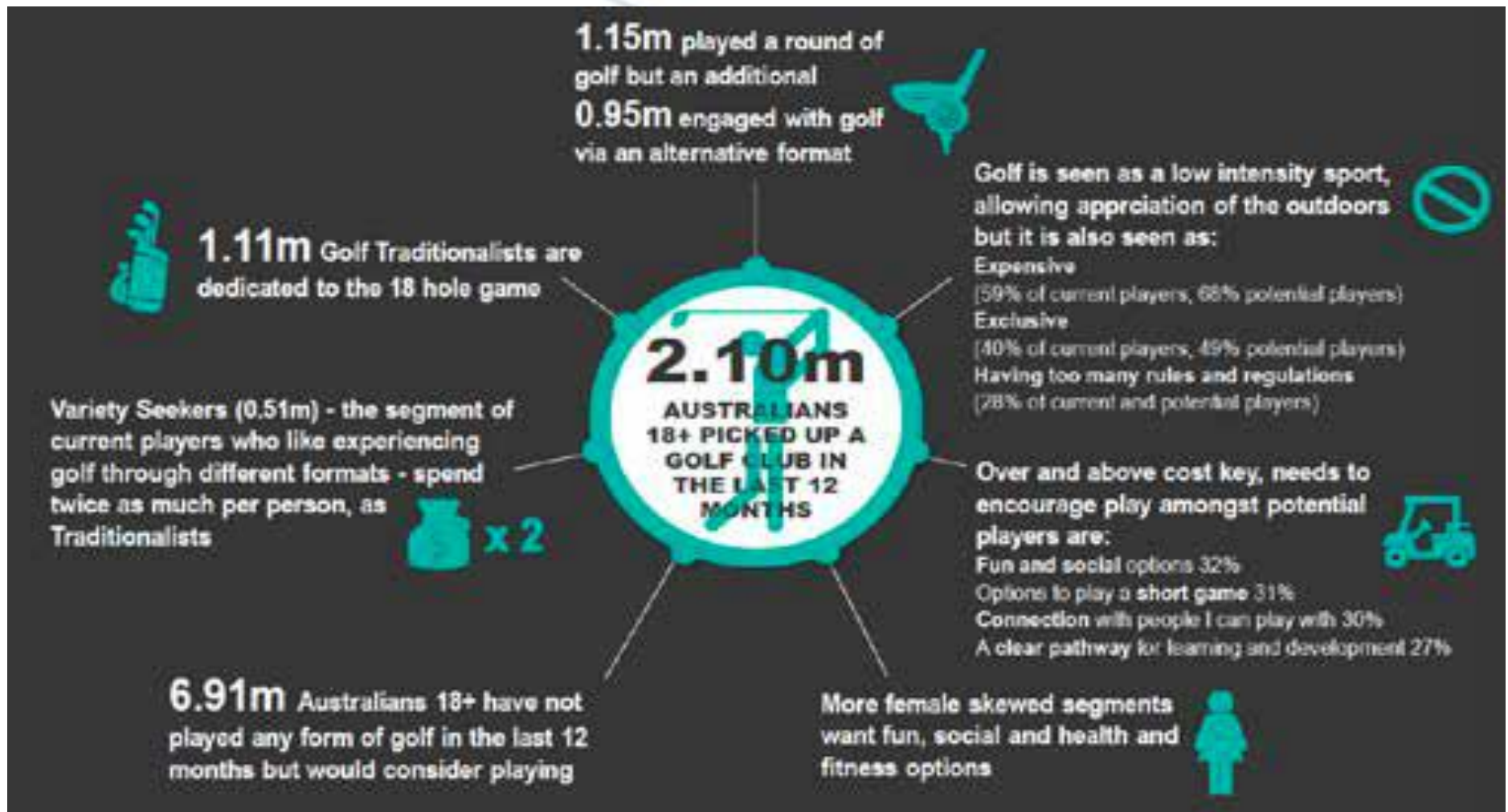


Financial Results

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- Delivering a profit remains a key deliverable of this board. Our focus is on trying to:
 - Grow membership subscriptions
 - Grow corporate and social golf income
 - Grow pro shop and driving range income
 - Improve hospitality offering
 - Improve course curating services

Our Critical Initiatives

Membership Update



Golf is changing and memberships to clubs are changing

The challenge

- Time: 4+ hours for 18 holes is not compatible with the modern family
- Cost: Membership fees are no longer affordable with rising cost of living
- Difficulty: Courses have been designed to be harder and rules are difficult to understand for many golfers

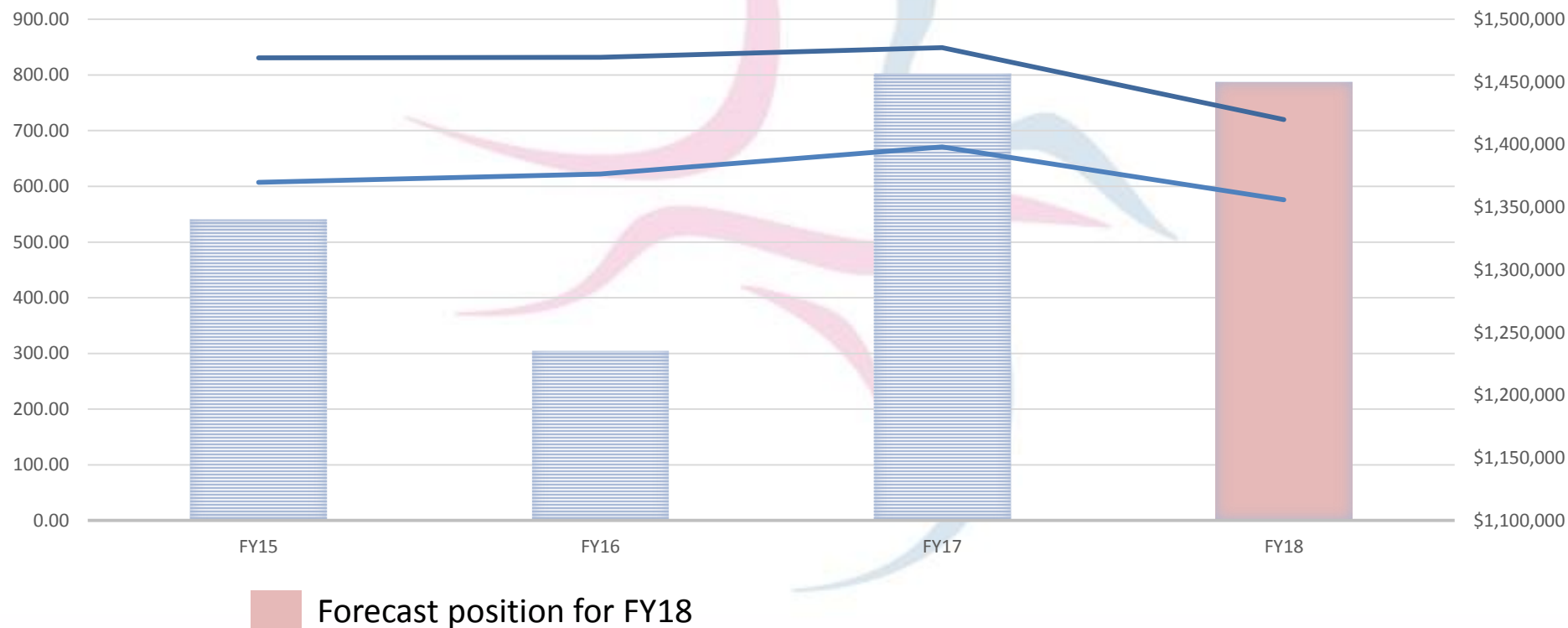
The Opportunity

- 6.91m Australian's have never played golf but would consider it

They don't know how

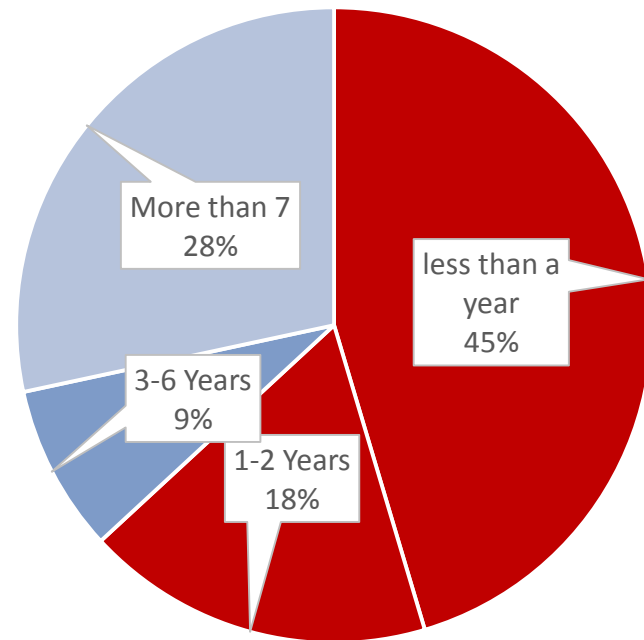
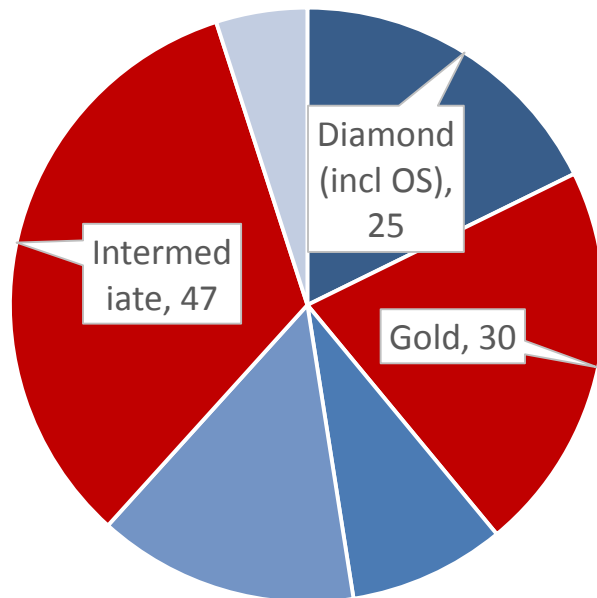
- People are attracted to golf for
Fun and enjoyment
Opportunity to connect
with the outdoors
To socialise
- Western suburbs one of the fastest growing corridors in the Melbourne / Australia.

- Income growth originally from membership menu
- Already this year we have 50 Daylight Saving Passes, 22 One Day Passes and 6 Summer Passes.



SLC has had strong growth over the long term

- 141 members resigned this year but not the members we thought
- 25 Diamond members resigned – less than previous year
- 63% of resignations were members less than 2 years
- High number of intermediate members



2017 Membership Renewal

Attract



- ☐ Invest into the course
- ☐ Try before you buy (passes)
- ☐ Social media and digital programs
- ☐ Member experience – referrals

Involve



- ☐ Improve induction and onboarding
- ☐ Ambassadors programs
- ☐ Improve member offers
- ☐ Improve processes to involve low playing members

Ensuring we grow members and keep them

- Daylight savings pass sold out in weeks generating over \$15,000 in revenue and over 50 potential members
- Calendar of promotions to attract new members

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LAKES CLUB

**FREE BEGINNERS CLINIC
FOR SANCTUARY LAKES RESIDENTS**

**ARE YOU INTERESTED IN
GOLF BUT NOT SURE OF
THE FIRST STEPS?**

WE ARE HOLDING 2 FREE BEGINNER
CLINICS FOR SANCTUARY LAKES
RESIDENTS DOWN AT THE DRIVING RANGE

BOOKINGS ESSENTIAL
CALL (03) 9394 9444 or EMAIL
golfshop@sanctuarylakesclub.com.au
to confirm your spot
LIMITED SPACES AVAILABLE

WHEN?
SUNDAY DECEMBER 10TH
12:00-1:00PM

FRIDAY DECEMBER 15TH
4:00-5:00PM



TUESDAY DECEMBER 19TH

2017

**LADY GOLFERS
CHRISTMAS
LUNCH**

THE LADIES WILL HOLD THEIR CHRISTMAS BREAK-UP WITH A 9 HOLE
COMPETITION (9AM SHOOTGUN) FOLLOWED BY LUNCH AT 12PM IN THE
HOBAN ROOM (LUNCH AT OWN COST)

AS IN PREVIOUS YEARS WE WILL ALSO HAVE A ROSS KIRKLE PRESENT
(APPROX \$25)

WE LOOK FORWARD TO HAVING A GOOD TURNOUT OF LADIES, PLEASE
CONFIRM IF YOU ARE PLAYING GOLF AND ALSO ATTENDING THE LUNCH.

KIND REGARDS,
LADIES COMMITTEE

RSVP to Kacey - 9394 9494 or club@sanctuarylakesclub.com.au
by Tuesday 16th December 2017

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RESIDENT'S MIDWEEK SPECIAL

**TUESDAY'S & THURSDAY'S
DECEMBER**

Excludes Public Holidays

**2 PLAYERS, 18 HOLES &
SHARED CART**

\$99

**CALL (03) 9394 9444
TO BOOK A TEE TIME**

**CHRISTMAS
PACKAGES**

LOOKING FOR A GIFT IDEA FOR THE GOLFER IN THE FAMILY?
TAKE ADVANTAGE OF THIS EXCLUSIVE SANCTUARY LAKES OFFER

PACKAGE 1

- ONE ROUND OF GOLF (MIDWEEK)
- A RANGE CARD WITH \$20 CREDIT
- SANCTUARY LAKES CLUB WELCOME PACK WITH BALLS, TEES AND A TOWEL

\$49

PACKAGE 2

- 60 MINUTE GOLF LESSON
- SANCTUARY LAKES CLUB LOODED CAP
- A RANGE CARD WITH \$30 CREDIT

\$99

PACKAGE 3

- 2 X MIDWEEK ROUNDS OF GOLF WITH CART
- 2 X WARM UP BUCKETS OF RANGE BALLS

\$99

COME INTO THE GOLF SHOP OR CALL 9394 9444 TO PURCHASE YOUR
SANCTUARY LAKES PACKAGE TODAY

**STOCKING FILLERS AVAILABLE
STARTING FROM \$10**

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In case you missed it

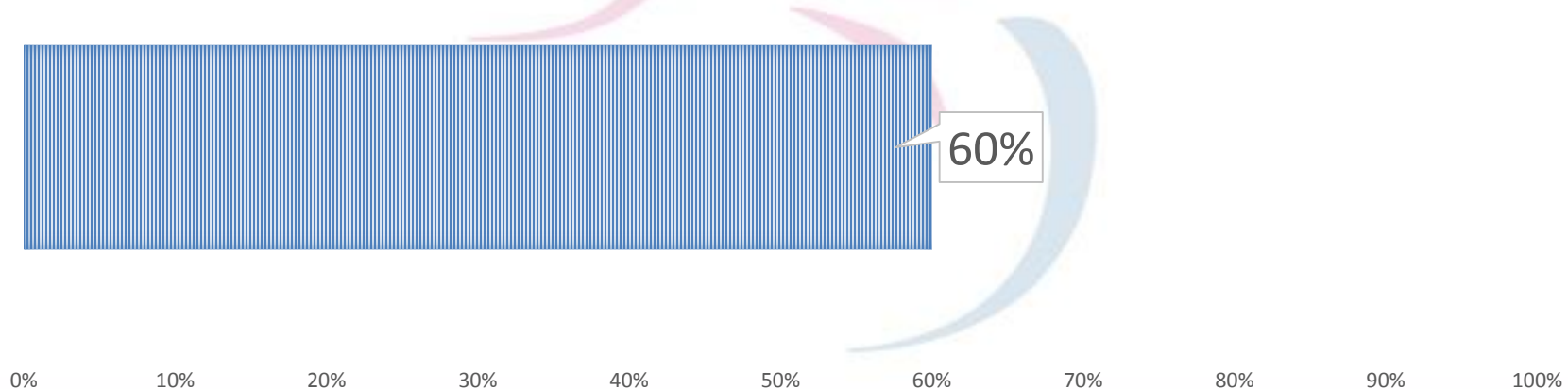


Hard Welcoming Poor Guests Facilities Track Nope Public
Membership Practice Course Long Way Club Private
Play Pay Nil Restaurant Communication Rough Board
Flexibility Pro Shop Spoken Competitions



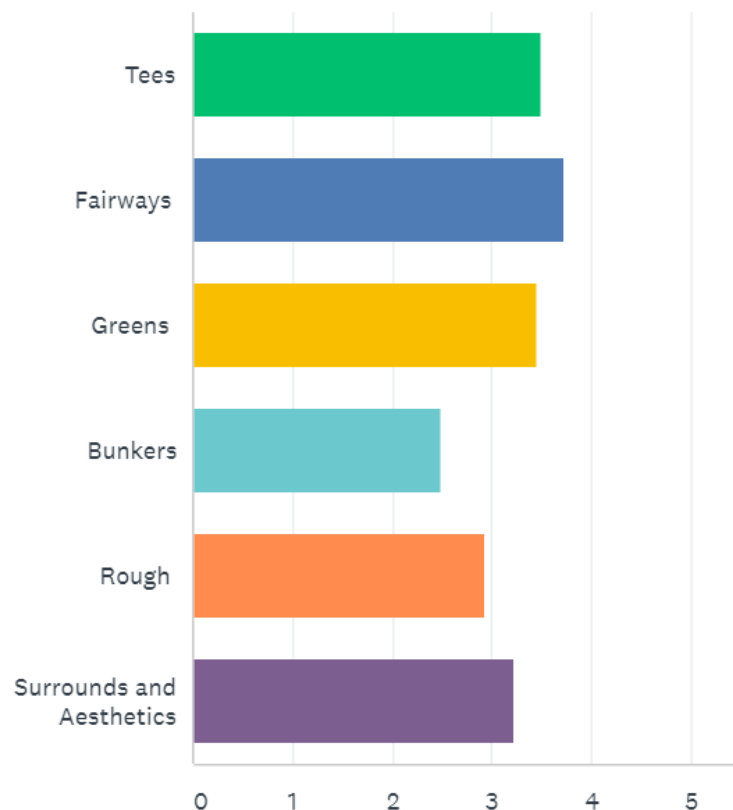
Membership Survey

1. Its about the course and on course experience – continue to invest and more when you have it
2. Its about value for my membership and valuing me – Keep memberships reasonable and appreciate members
3. We want a club culture where we are part of something
4. We are ok with flexible golf but still want some degree of a private club where members can get on the course when they want

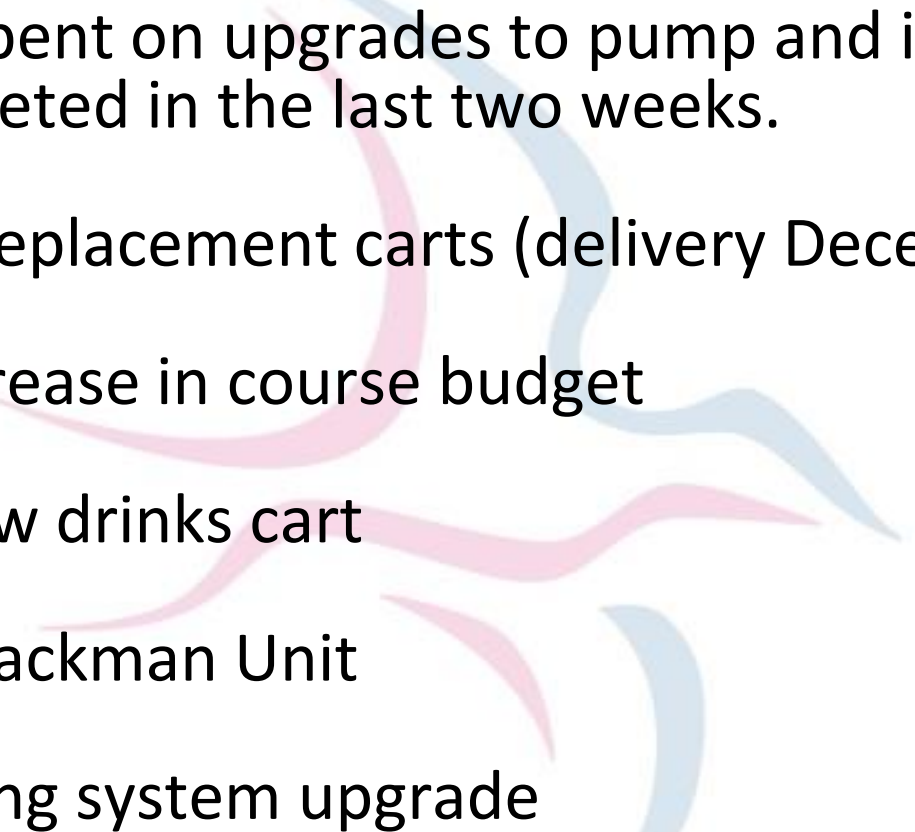


What we are hearing

- Current investment and planned future investment to ensure the best possible course
- The rough was the main item raised.
- Bunkers need work but are the hardest aspect to maintain on the course.



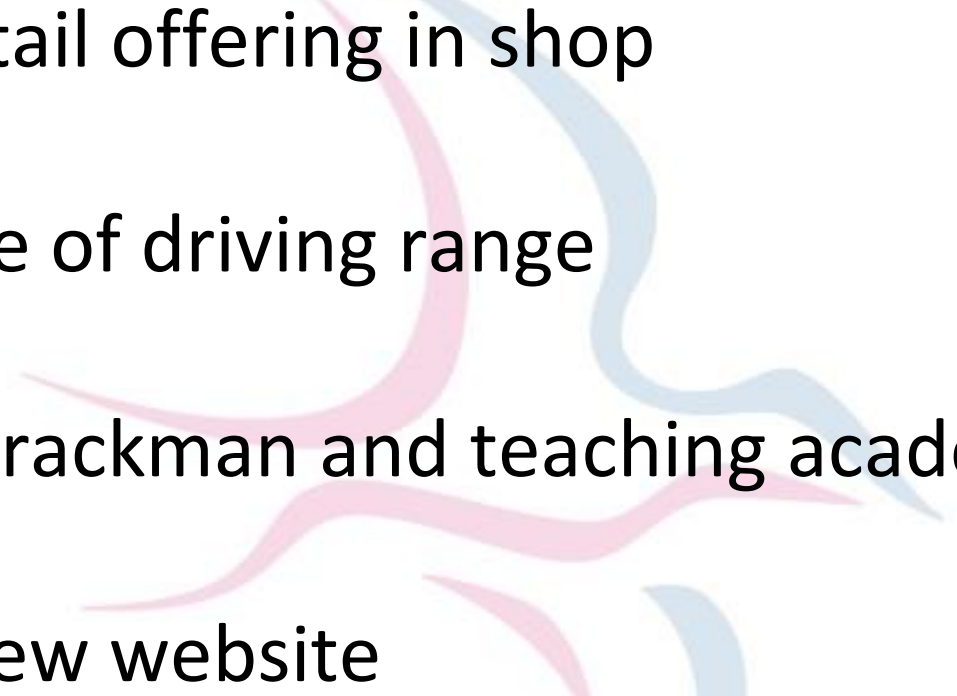
Membership Survey - course

- 
- Over \$100K spent on upgrades to pump and irrigation system completed in the last two weeks.
 - Purchased 9 replacement carts (delivery December 2017)
 - Approved increase in course budget
 - Purchased new drinks cart
 - Invested in Trackman Unit
 - Air conditioning system upgrade

Course Levy at work

- 
- Expand corporate offerings beyond signage and simple golf days
 - Implement manage social golf programs
 - Using driving range for corporate income
 - Must maintain balance – clear membership preference for semi-private

Grow Corporate and Social golf income

- 
- Expand retail offering in shop
 - Expand use of driving range
 - Promote Trackman and teaching academy services
 - Develop new website

Pro Shop and Driving Range

- 
- Ceased legal proceedings
 - New three year option has been granted until August 2020
 - Working with SLFC to improve services
 - New drinks cart to arrive December 2017
 - Conduct a trial lounge style bar in private dining room

Improving our Hospitality

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- Programmed Turnpoint Contract Ends 30th June 2018
 - Evaluating all options available
 - A decision will be made by March 2018

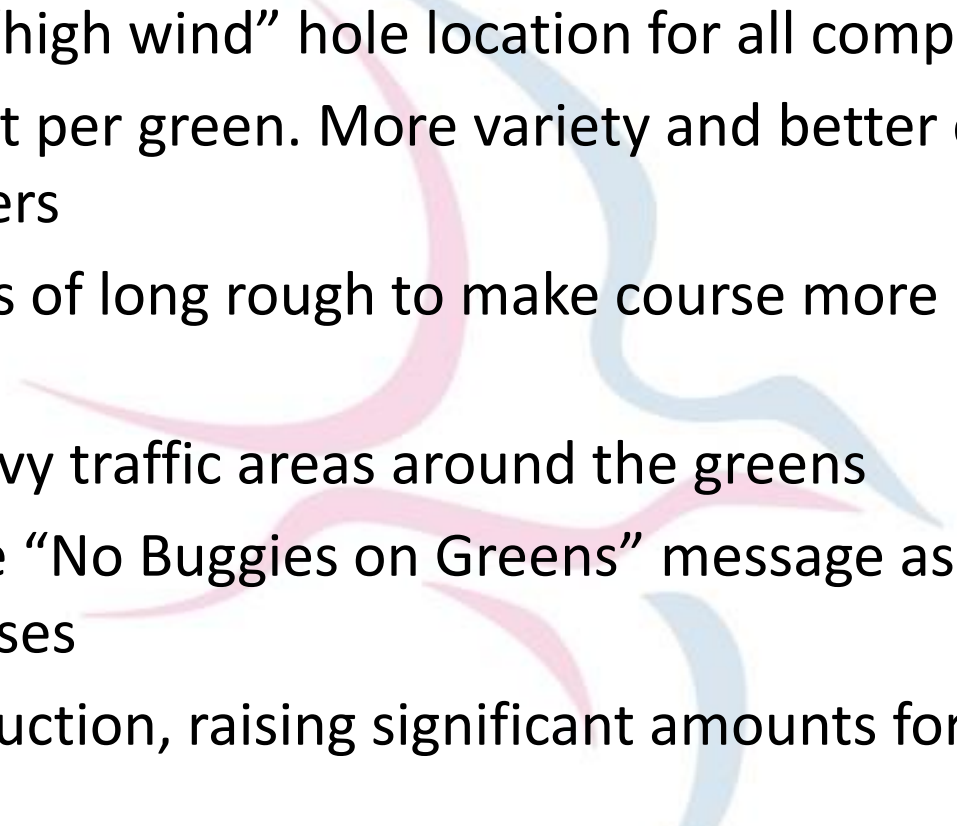
Course Curating Services



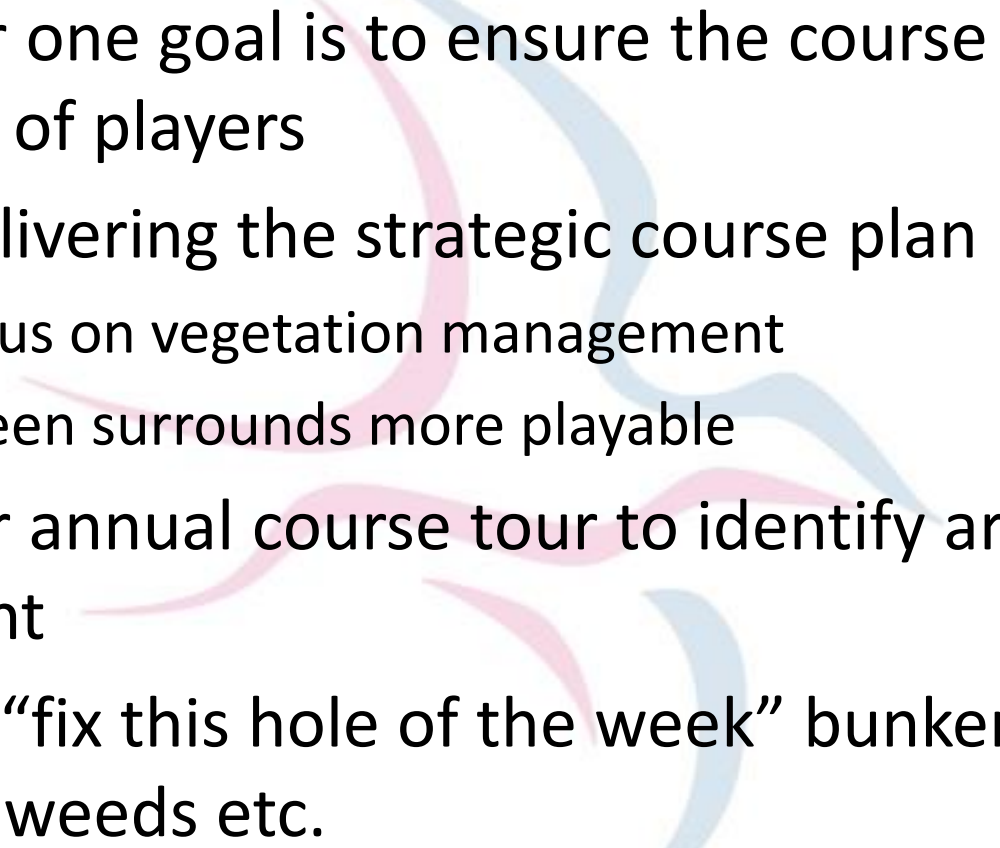
Match and Greens Update

- Developed a strategic course plan and circulated to all members. Plan is approved by the board
- Introduced “Ready Golf” Policy
- Worked with golf operations to improve the member experience
- Conducted a successful club championships
- Introduced grand final eve event for Pennant fund raiser
- Improved communications from M&Gs to members

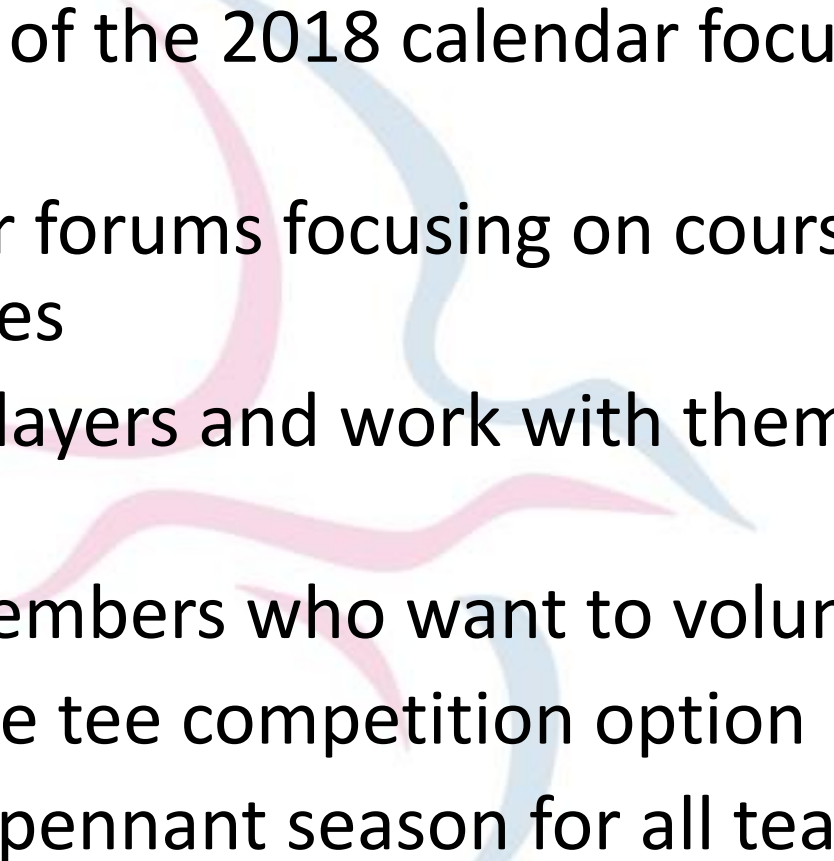
Major Achievements

- 
- Developed a “high wind” hole location for all competitions
 - 2 holes per cut per green. More variety and better conditions for all weekend golfers
 - Reduced areas of long rough to make course more playable for all players
 - Identified heavy traffic areas around the greens
 - Reiterated the “No Buggies on Greens” message as per standard at Sandbelt courses
 - Pro pin introduction, raising significant amounts for our Pennant teams

The smaller things

- 
- Our number one goal is to ensure the course is playable for all levels of players
 - Focus on delivering the strategic course plan
 - Special focus on vegetation management
 - Making green surrounds more playable
 - Conduct our annual course tour to identify areas for improvement
 - Introduce a “fix this hole of the week” bunkers divots, plug marks, weeds etc.

Course Focus for 2018

- 
- Extensive review of the 2018 calendar focusing on “Board Events”
 - Conduct member forums focusing on course care etiquette and rules
 - Identify slower players and work with them to speed up play
 - Better engage members who want to volunteer
 - Introduce variable tee competition option
 - Run a successful pennant season for all teams

Member Focus for 2018