

# Breakfast Point Country Club Strategic Plan 2023- 2026



July 2023

## Vision Statement

The Breakfast Point Country Club is a unique member- owned club that provides a sense of community and belonging in a relaxed waterside setting.

## Our Mission

To deliver a consistently rewarding experience by providing facilities, dining, programs, and services for the enjoyment of members and their guests.

### Membership

1. Clearly define and effectively communicate the Club purpose and link with objectives and strategies.
2. Build membership base as part of an expansion strategy and grow visitor frequency and average spend of current members.
3. Use a variety of means to communicate club messages to members & measure results.

### Level of Service

1. Establish service levels and monitor performance.
2. Consistently exceed the dining expectations of members.

### Governance

1. Develop a risk/business continuity plan.
2. Provide a safe and healthy work environment that meets compliance regulations.
3. Focus on Environmental, Social, Governance (ESG) in line with the CA's policy.

### Club Activation

1. Based on feedback, provide relevant workshops, guest speakers, social activities and events for members and their guests.
2. Develop a structured approach to corporate and member's private events.
3. Be proactive in forward planning member events and activities.

### Fiscal Management

1. Ensure the Club's financial position is responsibly managed, directed by quality governance practices and identified service levels.
2. Manage input costs through performance measures/KPIs (i.e., food & beverage, staffing levels, staff hiring and retention, service standards); and communicate results monthly.
3. Assess Club infrastructure, determine priorities and make recommendations for funding.
4. Utilize community assets for improved revenue generation.
5. Develop a more strategic approach to attract large private functions and exclusive hire.