

MPGC Strategic Plan 2021 - 2025

VISION:

PROMOTING A GOLF SANCTUARY ENVIRONMENT WHERE MEMBERS AND GUESTS ENJOY THEIR EXPERIENCE.

Diversity

Welcoming all players, and promoting engagement at all levels of golf

Experience

Delivering a positive experience on and off the course with the facilities available for all members and guests

Environment

Recognising our kaitiaki role managing the golf course and environs for current and future generations

Community

Creating a neighbourhood hub partnering with our communities

Sustainability

Building a financially stable and resilient club

PRIDE in our VALUES

Professional, Respectful, Integrity, promoting and embracing Diversity, and being *Kaitiaki* (guardians) to the Environment.

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Our Why:

Promoting a golf sanctuary environment where members and guests enjoy their experience.

Our What:

- Diversity: Welcoming all players, and promoting engagement at all levels of golf
- Experience: Delivering a positive experience on and off the course with the facilities available for all members and guests
- Environment: Recognising our kaitiaki role managing the golf course and environs for current and future generations
- Community: Creating a neighbourhood hub partnering with our communities
- Sustainability: Building a financially stable and resilient club

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Our How:

What our club will achieve by 2025

Diversity

Be welcoming and inclusive in all interactions with all those using our facilities
Encouraging players of all ages, genders, and cultures to participate in golf and use our facilities
Golf options for all members and guests regardless of gender or ethnicity

Experiences

Customer feedback reflecting a satisfaction Net Promotor Score (NPS) score of 8 out of 10
All staff remain fully trained and aware of customer service standards
All members are aware of the club's ethics around care for members and guests

Environment – Kaitiakitanga

Attained Audubon International Designated Sanctuary certification under its Co-operative Golf Sanctuary Programme.
Phase 2 of the flood prevention work along the Manor Park stream completed
Fairway watering completed
Have a Course Tree plan in partnership with Forest and Bird
Have a regionally recognised golf practice facility

Community

Community cycleway in place enhancing engagement having minimised the impact on golfers and the course environment.
Continue to successfully manage the Wellington Water pipe installation minimising any impact on the course environment.
Have an active partnership with the Manor Park community and Forest and Bird to make the area pest and predator free

Sustainability

Financial stability including \$400,000 held in reserves and income exceeding expenditure annually
Membership sustainability
Identified annual major sponsors
Resilience to unforeseen issues
Maintenance plan up to date / Equipment replacement programme mapped out
The latest technology utilised to improve member and guest experiences and to maximise performance

MPGC Business Plan 2021 - 2025

REFERENCE	CURRENT STATE <i>HERE AND NOW</i>	FUTURE STATE <i>WHAT DO WE WANT IT TO LOOK LIKE</i>
DIVERSITY		Welcoming all players, and promoting engagement at all levels of golf
Be welcoming and inclusive in all interactions with all those using our facilities	<ul style="list-style-type: none"> • Welcome all golfers • Diverse gender and cultural board representation 	<ul style="list-style-type: none"> • Welcome all to the course – local community, cycleway users, motor homers and golfers alike • Continue to grow board representation with internship for younger members • Grow diversity of committee participation
Encouraging players of all ages, genders, and cultures to participate in golf and use our facilities	<ul style="list-style-type: none"> • Level of resistance by members to casual players, appearance and lack of course etiquette • Less than 10% women members 	<ul style="list-style-type: none"> • Promote golf to all ages, genders, ethnicities, and families, including the elderly and disabled • Promote introductory golf for woman • Promote junior golf with local schools
Golf options for all members and guests regardless of gender or ethnicity	<ul style="list-style-type: none"> • Siloed within our groups at the club • Limited engagement or opportunity for member interaction 	<ul style="list-style-type: none"> • Varying weekend competitions that engage the various golfing groups • Interaction between mid-week golfing groups • Development of structured members only tournaments • Recognise and acknowledge the commitment of long-term members

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REFERENCE	CURRENT STATE <i>HERE AND NOW</i>	FUTURE STATE <i>WHAT DO WE WANT IT TO LOOK LIKE</i>
EXPERIENCES		Always delivering a positive experience on the course and in facilities for all members and guests
Customer feedback reflecting a satisfaction Net Promotor Score (NPS) score of 8 out of 10	<ul style="list-style-type: none"> • Engaging staff • Positive feedback from members re staff interaction most of the time 	<ul style="list-style-type: none"> • Complete member and guest satisfaction surveys annually. • Seek regular feedback on customer engagement in all areas of the clubs interactions
All staff remain fully trained and aware of customer service standards	<ul style="list-style-type: none"> • Staff employed to complete task • Limited training opportunities • Limited performance appraisal and feedback 	<ul style="list-style-type: none"> • Investment in training opportunities where appropriate for staff • In-house training opportunities around engagement, health and safety, product knowledge and customer service • Staff performance appraisal and scheduled feedback for all staff.
All members are aware of the club's ethics around care for members and guests	<ul style="list-style-type: none"> • Engaging culture within siloed groups • Internal follow-up with group members during times of illness • Limited engagement with new members or casual members 	<ul style="list-style-type: none"> • Promote golfing opportunities with different groups during different days • New member contact and induction programme • Surveyed follow-up with casual golfers

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REFERENCE	CURRENT STATE <i>HERE AND NOW</i>	FUTURE STATE <i>WHAT DO WE WANT IT TO LOOK LIKE</i>
<h2 style="color: red;">ENVIRONMENT – KAITIAKITANGA</h2>		Recognising our kaitiaki role managing the golf course and environs for current and future generations
Attained Audubon Internationally designated Sanctuary certification under its Co-operative Golf Sanctuary Programme.	<ul style="list-style-type: none"> • Partial completion of some Audubon certification units • Adopted an environmentally friendly course management programme 	<ul style="list-style-type: none"> • Completion of certification units of the Audubon certification programme • Engage wider community to be part of the Audubon environmental certification process.
Phase 2 of the flood prevention work along the Manor Park stream completed.	<ul style="list-style-type: none"> • Initial flood protection work commenced on Haywards stream at 3rd fairway 	<ul style="list-style-type: none"> • Flood protection required at driveway culvert and bridges on 1st fairway • Flood protection required to 15th tee block • Review of drainage on course to remove surface water • Review drainage from clubhouse roof
Fairway watering installed.	<ul style="list-style-type: none"> • All par 4 and par 5 fairways excluding the 4th and 7th have fairway watering installed • Long-term access to water aquifer • Renewal of water right consent 2027 	<ul style="list-style-type: none"> • Complete fairway watering installation on the 4th and 7th fairways • Review efficiency and performance of current watering and aquifer

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<p>Have a Course Tree plan in partnership with Forest and Bird.</p>	<ul style="list-style-type: none"> • Current plan historic 	<ul style="list-style-type: none"> • Review trees to be removed due to age and risk • Identify long-term planting and replacement programme • Commence propagation and growing of on course trees and plants • Engage with local schools to be part of environment ecology programme • Engage with Forest and Bird re planting programme
<p>Have a regionally recognised practice facility</p>	<p>Currently:</p> <ul style="list-style-type: none"> • Keyhole practice area with average practice green, • large practice putting area, • separate small chipping area, and • riverside driving range 	<ul style="list-style-type: none"> • Keyhole practice area with a course like green to practice pitching to • Large practice putting area with night lighting, and numbered pins to practice around the greens • Developed chipping area with pin markers, and course like green • Driving range with shelter area to enable practice through all seasons

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REFERENCE	CURRENT STATE <i>HERE AND NOW</i>	FUTURE STATE <i>WHAT DO WE WANT IT TO LOOK LIKE</i>
COMMUNITY		A neighbourhood hub partnering with our communities
Community cycleway in place enhancing engagement having minimised the impact golfers and the course environment.	<ul style="list-style-type: none"> • Introduction of community cycleway • Meetings and agreements with HCC, Regional Council, Jigsaw property managers and Downers (contractors). • Establishment of course rep committee. 	<ul style="list-style-type: none"> • Partner in completion of cycleway with HCC, GWRC, Jigsaw and Downers • Promotion of course facilities to cycleway users • Promotion of cycleway as a facility of the course – Motor homers, bike and play.
Continue to successfully manage the Wellington Water pipe installation minimising any impact on the course environment.	<ul style="list-style-type: none"> • Current proposal for the establishment of dedicated bridge to carry pipeline over Te Awa Kairangi / Hutt River • Proposal pipeline will run between 5th and 6th fairways and along 7th fairway. 	<ul style="list-style-type: none"> • Establish course rep committee • Partner with GWR Council and Wgtn Water • Negotiate timings for installation with Wgtn Water • Develop information plan for members. • Partner with Forest and Bird as implications are to both areas of land
Be part of the partnership with the community and Forest and Bird to make the area pest and predator free.	<ul style="list-style-type: none"> • Commenced relationship with Manor Park community to advance pest and predator free environment • Commencing relationship with Forest and Bird 	<ul style="list-style-type: none"> • Actively engage with Forest and Bird to assist in developing a planting programme for the 3-kilometre Manor Park Sanctuary green belt • Actively engage with the Manor Park community through social media and meetings. • Actively promote the pest and predator free environment with Manor Park Community

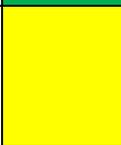
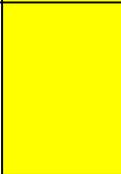
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REFERENCE	CURRENT STATE <i>HERE AND NOW</i>	FUTURE STATE <i>WHAT DO WE WANT IT TO LOOK LIKE</i>
SUSTAINABILITY		A financially stable and resilient club
Financial stability including \$450,000 held in reserves and income exceeding expenditure annually	<ul style="list-style-type: none"> • Lease the golf course – secured to 31/10/39 • Currently \$450,000 held in investment • Operating profit (before depreciation) \$141k • Surplus of \$50,000 deposited capital account 	<ul style="list-style-type: none"> • Lease the golf course – secured to 31/10/39 • Currently \$450,000 held in investment • Build on Operating surplus and dedicated capital account
Membership Sustainability	<ul style="list-style-type: none"> • Membership blend: <ul style="list-style-type: none"> ○ 56% Subscriptions ○ 28% Casuals 	<ul style="list-style-type: none"> • Membership blend: <ul style="list-style-type: none"> ○ 60% Subscriptions ○ 30% Casuals ○ 10% Corporate
Identified major sponsors	<ul style="list-style-type: none"> • 18 Hole sponsors - 13 Sold • Currently no major sponsors within the club 	<ul style="list-style-type: none"> • Building of major sponsorship for the club • Development of club business directory for members • All tee block sponsorship sold
Structured promoted tournaments	<ul style="list-style-type: none"> • New Year's Open tournament re-established 2021 - 70 Entries • No twilight golf • No Corporate day tournaments or social event 	<ul style="list-style-type: none"> • Structured New Year's Open with major sponsorship and full entry card 128 players • Introduction of Corporate tournaments • Full participation with prizes for members only club tournaments • Introduction of Twilight golf
Resilience to unforeseen issues	<ul style="list-style-type: none"> • No active and current plans • Responsive to issues as they arise • Establishment of working group to manager issues – Cycleway project 	<ul style="list-style-type: none"> • Structured planning in preparation for tomorrow's issues (BCP). • Develop working group to deal with specific issues - water pipe project, river erosion.

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<p>Maintenance plan is up to date</p>	<ul style="list-style-type: none"> • No current maintenance plan 	<ul style="list-style-type: none"> • Clear maintenance plan for clubhouse building, clubhouse drainage, furniture replacement, and catering facility enhancement.
<p>Equipment replacement programme mapped out</p>	<ul style="list-style-type: none"> • Initial draft of an equipment replacement plan • No funding forecast replacement plan 	<ul style="list-style-type: none"> • Structured plan identifying equipment replacement schedule, time frame and projected cost
<p>The latest technology utilised to improve member and guest experiences</p>	<ul style="list-style-type: none"> • No plan 	<ul style="list-style-type: none"> • Scope opportunities for membership cards with point of purchase discount opportunities • Review other technology including marketing opportunities utilising various media platforms • Review current website and capabilities

MPGC Action Plan 2021 - 2022

REFERENCE	ACTION <i>WHAT DO WE WANT TO DO</i>	BUDGET	TIMEFRAME	BUSINESS OWNER	STATUS
DIVERSITY	Welcoming all players, and promoting engagement at all levels of golf	\$ 3600.00	Completion date		
1. Welcome all to the course – local community, cycleway users, motor homers and golfers alike	<ul style="list-style-type: none"> Mail drop to 200 houses in Manor Park and Wallaceville residential areas promoting course and facilities 	<ul style="list-style-type: none"> \$100 Printing 	31 Dec 2021	General Manager	
	<ul style="list-style-type: none"> Follow-up with HCC re availability of Manor Park as Motor home park-over site 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	President	
2. Continue to grow board representation with internship for younger members	<ul style="list-style-type: none"> Board to start looking for potential Board members to be invited as part of internship – no voting rights but participation rights 	<ul style="list-style-type: none"> Nil 	31 Mar 2022	All Board members	
3. Grow diversity of committee participation	<ul style="list-style-type: none"> Identify opportunities for committees to establish sub-committees engaging more members to be active in club organisation and activities 	<ul style="list-style-type: none"> Nil 	31 Mar 2023	All Board members	
4. Promote golf to all ages, genders, ethnicities, and families, including the elderly and disabled	<ul style="list-style-type: none"> Visit 3 local rest homes to promote corporate members and opportunity for elderly to play 	<ul style="list-style-type: none"> Nil 	31 Mar 2022	General Manager President and/or Board Members	
	<ul style="list-style-type: none"> Research and promote a family membership package 	<ul style="list-style-type: none"> \$1000 	31 Dec 2021	General Manager	
	<ul style="list-style-type: none"> Research and promote Corporate membership packages 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	General Manager President and/or Board Members	

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5. Promote introductory golf for woman	<ul style="list-style-type: none"> • Introductory golf for women and girls 	<ul style="list-style-type: none"> • Nil 	19 Sept 2021	Ladies Captain	
	<ul style="list-style-type: none"> • Plan and run an Introductory training package for women and girls 	<ul style="list-style-type: none"> • \$1000 	31 Mar 2022	General Manager DK Golf	
6. Promote junior golf with local schools	<ul style="list-style-type: none"> • Visit 3 local secondary schools to develop a coaching opportunity for junior golfers 	<ul style="list-style-type: none"> • Nil 	31 Dec 2021	Marketing DK Golf	
7. Varying weekend competitions that engage the various golfing groups	<ul style="list-style-type: none"> • Introduce new weekend tournaments including best 9 hole round, nett, stableford, Par etc 	<ul style="list-style-type: none"> • Nil 	31 Dec 2021	Club Captains	
8. Interaction between mid-week golfing groups	<ul style="list-style-type: none"> • Encourage and promote interaction between existing groups including mid-week, 9 hole, Taxis, Thursday and women's groups 	<ul style="list-style-type: none"> • Nil 	31 Dec 2021	General Manager Club Captain Group Coord	
9. Development of members only tournaments	<ul style="list-style-type: none"> • Introduce at least 3 Disc draw weekend competitions this financial year. 	<ul style="list-style-type: none"> • Nil 	31 Mar 2022	Club Captain General Manager DK Golf	
	<ul style="list-style-type: none"> • Run the following tournaments this financial year: <ul style="list-style-type: none"> ○ Christmas (Closing) tournament, ○ Opening tournament, ○ new members tournament 	<ul style="list-style-type: none"> • \$1000 prizes 	31 Mar 2022	Club Captain General Manager DK Golf	

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10. Drive interclub participation and results	• Run pre-season events for men's and women's teams	• \$200	31 Dec 2021	Club Captain Marketing	
	• Interclub sponsorship	• Nil	31 Dec 2021	President Marketing	
	• Cohesive communications strategy	• \$	20 Jan 2022	Marketing DK Golf	
	• Interclub prizegiving and dinner	• \$300	20 May 2022	Marketing rep	

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REFERENCE	ACTION <i>WHAT DO WE WANT TO DO</i>	BUDGET	TIMEFRAME	BUSINESS OWNER	STATUS
EXPERIENCES	Always delivering a positive experience on the course and in facilities for all members and guests	\$7200.00	Completion date		<div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 20px; height: 20px; background-color: green;"></div> <div style="width: 20px; height: 20px; background-color: yellow;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> </div>
11. What is the first impression we want to have on members and visitors for the MPGC gateway? What do they remember and want to let their friends know.	<ul style="list-style-type: none"> • Create an ongoing welcoming environment from car park, clubhouse, to course. 	<ul style="list-style-type: none"> • Nil 	31 Mar 2022	General Manager All Board Members	<div style="width: 100%; height: 20px; background-color: green;"></div>
	<ul style="list-style-type: none"> • Review all course signage for appropriateness, consistency, and clarity 	<ul style="list-style-type: none"> • \$500 	31 Dec 2021	General Manager	<div style="width: 100%; height: 20px; background-color: yellow;"></div>
	<ul style="list-style-type: none"> • Recognise course sponsors on signage 	<ul style="list-style-type: none"> • \$1000 	31 Dec 2021	General Manager	<div style="width: 100%; height: 20px; background-color: green;"></div>
	<ul style="list-style-type: none"> • Develop a show case of the course history on entering clubhouse 	<ul style="list-style-type: none"> • \$1000 	31 Mar 2022	General Manager	<div style="width: 100%; height: 20px; background-color: yellow;"></div>
12. Complete member and guest satisfaction surveys annually.	<ul style="list-style-type: none"> • Review historic surveys and prepare inventory of members expectations 	<ul style="list-style-type: none"> • Nil 	31 Dec 2021	General Manager President	<div style="width: 100%; height: 20px; background-color: green;"></div>
	<ul style="list-style-type: none"> • Complete member satisfaction survey 3 months prior to AGM 	<ul style="list-style-type: none"> • Nil 	31 Mar 2022	General Manager Member's rep	<div style="width: 100%; height: 20px; background-color: yellow;"></div>
13. Seek regular feedback on customer engagement in all areas of the clubs' interactions	<ul style="list-style-type: none"> • Undertake 3 random surveys with guests and casual players of club performance 	<ul style="list-style-type: none"> • Nil 	31 Mar 2022	General Manager Member's rep	<div style="width: 100%; height: 20px; background-color: yellow;"></div>

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14. Consistent appearance and approach by all staff	<ul style="list-style-type: none"> Equip all house staff members with Manor Park uniforms for consistent professional look 	<ul style="list-style-type: none"> \$1200 	31 Dec 2021	General Manager President	
15. Investment in training opportunities where appropriate for staff	<ul style="list-style-type: none"> Identify training development opportunities for staff that will benefit the club 	<ul style="list-style-type: none"> \$5000 	31 Mar 2022	General Manager President	
16. In-house training opportunities around engagement, health and safety, product knowledge and customer service	<ul style="list-style-type: none"> Identify in-house training opportunities and workshops for staff and members 	<ul style="list-style-type: none"> \$500 	31 Mar 2022	General Manager President	
17. Staff performance appraisal and scheduled feedback for all staff.	<ul style="list-style-type: none"> Quarterly performance appraisal meetings and staff feedback 	<ul style="list-style-type: none"> Nil 	31 Mar 2022	General Manager President	
18. New member contact and induction programme	<ul style="list-style-type: none"> Formalise an induction programme and documentation for all new members 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	General Manager Members Rep	
	<ul style="list-style-type: none"> Follow-up contact with new members three months after joining the club 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	General Manager Members Rep	

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REFERENCE	ACTION <i>WHAT DO WE WANT TO DO</i>	BUDGET	TIMEFRAME	BUSINESS OWNER	STATUS
ENVIRONMENT – KAITIAKITANGA	Recognising our kaitiaki role managing the golf course and environs for current and future generations	\$48,700 <i>(\$30,000 possibly deferred to 22/23 financial year)</i>	Completion date		
19. Completion of all certification units of the Audubon certification programme	<ul style="list-style-type: none"> Complete a stocktake of units completed, units to be refreshed, and units to be completed 	• Nil	31 Dec 2021	Course Rep	
	<ul style="list-style-type: none"> Establish the programme of work required to complete all units and associated costs 	• Nil	31 Dec 2021	Course Rep	
20. Engage community to be part of the Audubon environmental certification process.	<ul style="list-style-type: none"> Be an active member on Manor Park social media page informing of Audubon programme 	• Nil	31 Dec 2021	General Manager	
	<ul style="list-style-type: none"> Invite local school participation in environmental programmes on the golf course 	• \$500 Bird boxes, trees	31 Mar 2022	General Manager Course Rep	
21. Partner with GWRC and Jigsaw as we complete Flood protection (stage II)	<ul style="list-style-type: none"> Remove tree at entrance culvert Prepare plans and complete work for flood water overflow around driveway culvert and 1st fairway bridges 	• \$8000	31 Mar 2022	General Manager Course Rep	
22. Review of drainage on course to remove surface water	<ul style="list-style-type: none"> Review current sink holes and drainage off fairway where water build up exists: <ul style="list-style-type: none"> 1st / 2nd / 3rd fairways 	• \$1000	31 Mar 2022	General Manager Course Rep	

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23. Review drainage from clubhouse roof	<ul style="list-style-type: none"> Inspect current roof drainage with view to managing water away from 3rd tee block 	<ul style="list-style-type: none"> \$1000 	31 Mar 2022	General Manager Course Rep	
24. Complete fairway watering installation on 4 th and 7 th fairways	<ul style="list-style-type: none"> Complete the installation of fairway watering on two remaining fairways 	<ul style="list-style-type: none"> \$20,000 	31 Mar 2023	General Manager Course Rep	
25. Review efficiency and performance of current watering and aquafer	<ul style="list-style-type: none"> Review existing watering systems to ensure operating correctly 	<ul style="list-style-type: none"> \$1000 	31 Mar 2022	General Manager Course Rep	
	<ul style="list-style-type: none"> Review performance and replace broken or inefficient units 	<ul style="list-style-type: none"> \$1000 	31 Mar 2022	General Manager Course Rep	
26. Review trees to be removed due to age and risk	<ul style="list-style-type: none"> Invite arborist to review and identify trees to be removed 	<ul style="list-style-type: none"> \$5000 	31 Mar 2022	General Manager Course Rep	
27. Identify long-term planting and replacement programme	<ul style="list-style-type: none"> Develop and map tree planting programme 	<ul style="list-style-type: none"> \$200 Aerial photo plan 	31 Mar 2022	General Manager Course Rep	
28. Commence propagation and growing of on course trees and plants	<ul style="list-style-type: none"> Develop self-sufficiency with the establishment of capability to self-propagate and grow native trees. Establish hot house and shade house capability 	<ul style="list-style-type: none"> \$5000 	31 Mar 2023	General Manager Course Rep	
29. Initiate volunteer working groups	<ul style="list-style-type: none"> Wetland maintenance, general tidying up projects, painting etc. 	<ul style="list-style-type: none"> Nil 	31 Mar 2022	General Manager Course Rep	
30. Develop strategies to reduce river erosion around the course.	<ul style="list-style-type: none"> Consultation and mitigation measures regarding the risks associated with river erosion 	<ul style="list-style-type: none"> Nil 	31 Mar 2022	General Manager Course Rep	

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31. Have a regionally recognised practice facility	<ul style="list-style-type: none"> • Keyhole practice area with a course like green to practice pitching to 	<ul style="list-style-type: none"> • Nil 	31 Mar 2022	General Manager	
	<ul style="list-style-type: none"> • Large practice putting area with night lighting, and numbered pins to practice around the greens 	<ul style="list-style-type: none"> • \$1000 	31 Mar 2022	General Manager	
	<ul style="list-style-type: none"> • Developed chipping area with pin markers, and course like green 	<ul style="list-style-type: none"> • Nil 	31 Mar 2022	General Manager	
	<ul style="list-style-type: none"> • Driving range with shelter area to enable practice through all seasons 	<ul style="list-style-type: none"> • \$5000 	31 Mar 2023	General Manager	

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REFERENCE	ACTION <i>WHAT DO WE WANT TO DO</i>	BUDGET	TIMEFRAME	BUSINESS OWNER	STATUS
COMMUNITY	A neighbourhood hub partnering with our communities	\$13,100 (\$10,000 possibly deferred to 22/23 financial year)	Completion date		<div style="display: inline-block; width: 15px; height: 15px; background-color: green; border: 1px solid black;"></div> <div style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black;"></div> <div style="display: inline-block; width: 15px; height: 15px; background-color: red; border: 1px solid black;"></div>
32. Partner in completion of cycleway	<ul style="list-style-type: none"> Establish a working group to consult with key stakeholders including HCC, Downers, GWRC, Jigsaw Property Managers. 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	General Manager President Course Rep	<div style="display: inline-block; width: 15px; height: 15px; background-color: green; border: 1px solid black;"></div>
33. Promotion of course facilities to cycleway users	<ul style="list-style-type: none"> Establish signage for cycleway users promoting Chip Inn Café and Bar 	<ul style="list-style-type: none"> \$500 	31 Dec 2021	General Manager Marketing	<div style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black;"></div>
	<ul style="list-style-type: none"> Partner with Wellington Cyclist social media to promote cycleway and café availability 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	General Manager Marketing	<div style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black;"></div>
	<ul style="list-style-type: none"> Market cycling as a transport opportunity to play golf 	<ul style="list-style-type: none"> \$1000 	31 Dec 2021	General Manager Marketing	<div style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black;"></div>
34. Promotion of cycleway as a facility of the course – Motor homers, bike and play.	<ul style="list-style-type: none"> Promote golf course, cycle way and train station as reason for RV's to utilise park over capability. 	<ul style="list-style-type: none"> \$1000 	31 Dec 2021	General Manager Marketing	<div style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black;"></div>
35. Establish course representative committee for community engagement	<ul style="list-style-type: none"> Establish a community engagement representative that can engage with the local Manor Park community 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	General Manager President	<div style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black;"></div>
36. Active engagement with the Manor Park community through social media and meetings.	<ul style="list-style-type: none"> Actively participate in 3 Manor Park Community meetings 	<ul style="list-style-type: none"> Nil 	31 Mar 2022	General Manager Comm Rep	<div style="display: inline-block; width: 15px; height: 15px; background-color: green; border: 1px solid black;"></div>

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37. Partner with Regional Council and Wgtn Water	<ul style="list-style-type: none"> Establish a course representative committee that are the stakeholder representatives with Wellington Water, Regional Council and Jigsaw Property Management. 	<ul style="list-style-type: none"> Nil 	31 Dec 2023	General Manager President Course Rep	
38. Negotiate timings for installation with Wgtn Water	<ul style="list-style-type: none"> Work with partners to project manage timelines for construction of waterway through golf course 	<ul style="list-style-type: none"> Nil 	31 Dec 2023	General Manager President Course Rep	
39. Develop information plan for members.	<ul style="list-style-type: none"> Develop an information plan for keeping members briefed on projected developments as it relates to the waterway 	<ul style="list-style-type: none"> Nil 	31 Mar 2022	General Manager President Course Rep	
40. Actively engage with Bird and Forest to assist in developing a planting programme for the 3-kilometre Manor Park Sanctuary green belt	<ul style="list-style-type: none"> Develop a planting plan in consultation with Bird and Forest 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	General Manager Course Rep	
41. Actively promote the predator / pest free environment with Manor Park Community	<ul style="list-style-type: none"> Promote and advance the predator free programme on Manor Park Golf Course 	<ul style="list-style-type: none"> \$600 - Hunters 	31 Mar 2022	General Manager Course Rep	
42. Develop clubhouse facilities to be able to host business functions and meetings	<ul style="list-style-type: none"> Invest in Improved wireless connectivity 	<ul style="list-style-type: none"> Nil 	31 Dec 2022	General Manager Marketing	
	<ul style="list-style-type: none"> Partner with AV and catering companies as service providers 	<ul style="list-style-type: none"> Nil 	31 Dec 2022	General Manager President Marketing	
	<ul style="list-style-type: none"> Upgrade chattels such as furniture, lighting, and room dividers. 	<ul style="list-style-type: none"> \$10,000 	31 Dec 2022	General Manager President Marketing	

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REFERENCE	ACTION <i>WHAT DO WE WANT TO DO</i>	BUDGET	TIMEFRAME	BUSINESS OWNER	STATUS
SUSTAINABILITY	A financially stable and resilient club	\$10,000 \$45,000 (CAPEX)	Completion date		
43. Lease the golf course – secured to 31/10/39	<ul style="list-style-type: none"> Continue to work with Jigsaw Property Management to ensure best return on lease investment, including opportunities to lock in further extensions 	• Nil	31 Mar 2022	President	
44. Currently \$450,000 held in investment	<ul style="list-style-type: none"> Continue to review investment opportunities 	• Nil	31 Mar 2022	President Treasurer	
	<ul style="list-style-type: none"> Consider opportunities for club to loan from investment funds on minimal interest. 	• Nil	31 Mar 2022	President Treasurer	
45. Build on Operating surplus and dedicated capital account	<ul style="list-style-type: none"> Identify surplus funds from financial year that can be assigned to Capex fund for maintenance and equipment replacement 	• Nil	31 Mar 2022	General Manager President Treasurer	
46. Build on Membership Sustainability	<ul style="list-style-type: none"> Membership blend: <ul style="list-style-type: none"> 60% Subscriptions 30% Casuals 10% Corporates 	• \$10,000	31 Mar 2023	General Manager President Marketing	

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47. Building of major sponsorship for the club	<ul style="list-style-type: none"> Proactively seek out major sponsors for Manor Park Golf Sanctuary 	<ul style="list-style-type: none"> Nil 	31 Mar 2022	General Manager President Board	
	<ul style="list-style-type: none"> Develop a major sponsor recognition product 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	General Manager President Board	
48. Development of club business directory for members	<ul style="list-style-type: none"> Develop a member business directory identifying business opportunities provided by other members, and member discounts from the wider business sector. 	<ul style="list-style-type: none"> \$1000 Marketing 	31 Dec 2021	General Manager President Board	
49. All tee block sponsorship sold	<ul style="list-style-type: none"> Continue push to sell remaining tee block sponsorships 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	General Manager President Board	
50. Structured New Year's Open with major sponsorship and full entry card	<ul style="list-style-type: none"> Committee established to advance the planning and running of the 2022 Manor Park Open tournament 	<ul style="list-style-type: none"> \$1000 Marketing 	31 Dec 2021	General Manager President Club Captain Board	
51. Introduction of Corporate tournaments	<ul style="list-style-type: none"> Develop the Corporate sponsorship packages for Corporate members and Corporate days 	<ul style="list-style-type: none"> \$1000 Marketing 	31 Dec 2021	General Manager President Marketing Board	
52. Introduction of Twilight golf	<ul style="list-style-type: none"> Develop a twilight golf competition for the new year 	<ul style="list-style-type: none"> \$500 Marketing 	31 Dec 2021	General Manager President Club Captain DK Golf	

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53. Build Resilience to unforeseen issues	<ul style="list-style-type: none"> Develop clear Business Continuity plan in event of key major incidents 	<ul style="list-style-type: none"> Nil 	31 Mar 2022	General Manager President Board	
	<ul style="list-style-type: none"> Develop working group to deal with specific issues - water pipe project, river erosion. 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	General Manager President Course Rep	
54. Ensure the Maintenance plan is refreshed and up to date	<ul style="list-style-type: none"> Develop a clear maintenance plan for clubhouse building, clubhouse drainage, furniture replacement, and catering facility enhancement. 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	General Manager President Treasurer	
	<ul style="list-style-type: none"> Complete required maintenance for 21/22 financial year 	<ul style="list-style-type: none"> Nil 	31 Mar 2022	General Manager President Treasurer	
55. Structured plan identifying equipment replacement schedule, time frame and projected cost	<ul style="list-style-type: none"> Purchase replacement equipment identified and funded for 21/22 financial year 	<ul style="list-style-type: none"> \$45,000 	31 Mar 2022	General Manager President Treasurer	
56. Review the latest technology utilised by clubs to improve member and guest experiences	<ul style="list-style-type: none"> Scope opportunities for membership cards with point of purchase discount opportunities 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	General Manager President Treasurer	
	<ul style="list-style-type: none"> Review other technology including marketing opportunities utilising various media platforms 	<ul style="list-style-type: none"> Nil 	31 Dec 2021	General Manager President Marketing Rep Treasurer	