

# Golf Association of Philadelphia

President's Council

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## RICK SNELLINGER BIOGRAPHY

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Chambers (1899) [www.chambersusa.com](http://www.chambersusa.com) is headquartered in Baltimore and for the past 65 years has been specializing in the private club industry. Recipient of the Best New Clubhouse award for 2010 by *Golf Inc.* magazine.

Rick Snellinger is Principal-in-Charge for all Planning assignments and works daily with Boards, Long Range Planning Committees and ultimately the Membership in developing creative, comprehensive, fiscally conservative Strategic Facilities Master Plans, with a track record of 98% of programs being accepted by Membership. Rick speaks to a wide national audience on the trends within the private club industry and is the driving force of Club '22: The Club of the Future based on national research and trends for private country, city and golf clubs.

## PRESENTATION SYNOPSIS

- KEY ELEMENTS

- Overview of the Private Club Industry
- Current Design and Renovation Trends
- Overview of the Planning Process

- PART I

- Overview of the Private Club Industry
- What are the cultural shifts in today's world that are effecting the industry?
- How do these shifts effect private clubs as they relate to Member experience and Member Recruitment/Retention?

- PART II

- Current Design and Renovation Trends
- What specific design and renovation trends are clubs addressing during facility improvement programs?
- Glimpse into the Club of the Future 2022

- PART III

- Overview of the Planning Process
- How best to initiate the planning process?
- What are the best ways to communicate with Members about the Process?
- How best to ensure a positive Member vote?



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## **PART I OVERVIEW OF THE PRIVATE CLUB INDUSTRY**

- What are the cultural shifts in today's world that are effecting the Private Club Industry?
  - Luxury vs. Value
  - Programmed vs. Spontaneous
  - Exclusivity vs. Diversity
  - Leisurely vs. On-the-go
  - Golf Centric vs. Family Centric
- How do these trends dictate Facilities, Operations, Programs and Service Improvements?
- What is the ultimate goal = Improved Member Experience = Increased Value which directly impacts member attrition and recruitment?

## **PART II CURRENT DESIGN AND RENOVATION TRENDS**

- How do we build on the experience of previous generations to create a club environment that inspires relaxation and enjoyment?
- What specific design trends are being implemented during facilities improvement programs that reflect the cultural shifts in the industry
- **MAXIMIZING SPACES:**
  - Bigger is not always better
  - In a nationwide survey of Private Club Managers:
    - The average size Clubhouse is approximately 39,000 square feet
    - 56% say their clubs do NOT make the most efficient use of the club's square footage
    - 88% of managers are rethinking areas of their clubs based on changes in how their Members use their Clubs
    - 71% need less formal dining space
    - 50% would have more child-friendly spaces, employees areas, fitness areas
    - 40% need more ballroom/event space, kitchen, patio/outdoor dining space

### *Maximizing Spaces Continued*

- Inverness Country Club in Birmingham, Alabama awarded Golf Inc. 2010 Clubhouse of Year Competition as the best new Clubhouse

- 24,000 square feet with 600+ Family Memberships
- \$6,500,000 all in project cost (2009)

- **GREEN INITIATIVES:**

- Energy efficient solutions for Mechanical, Electrical and Plumbing Systems
- On average, Clubs can reduce their utility costs by approximately 30% with greater efficiency units

- **FAMILY CENTRIC:**

- **Current Facilities that increase full family utilization include:**

- Activity Rooms specified for each particular age of children depending upon Club's need and demographics
- Redesigned / Retrofitted Swimming facilities with Splash Pads, interactive water features, etc.

- **SOCIAL HUB:**

- Most desired room in any facilities improvement program is a Casual Bar / Lounge / Grille / Pub which encourages spontaneous Member dining / socialization and becomes the overall social hub for Member activity

- **BRINGING THE OUTSIDE IN:**

- Regardless of climate, Clubs today desire the facilities that embrace the views of the Golf Course and encourage outdoor dining / socialization areas or a sense of being outside in a climate controlled environment.

- **These facilities improvements include:**

- Moveable glass wall partitions
- Golf Course illumination projects
- Fire pit areas for socialization

- **VALUE ADDED AMENITIES**
  - **Popular facilities being developed that increase Member utilization and ultimately Member value include:**
    - Specific Fitness related facilities such as Group Exercise Rooms and Pilates Studios
    - Child care rooms
    - Golf Learning Centers, Indoor Practice Areas and Golf Simulators
    - Business Centers for on-the-go office connectivity
- **THE SIZZLE**
  - **Facility Improvements that provide the “wow factor”:**
    - Wine focused amenities such as wine lockers, wine shops and wine rooms
    - Displaying of Club Historical Memorabilia
    - Multimedia Rooms, A/V Equipment, Video Conferencing, Private Theaters
- **GLIMPSE INTO THE CLUB OF THE FUTURE 2022**
  - Review early results of industry predictions on facility improvements, design aesthetics, sustainability, and marketing and communications for the Club of the Future.

## **PART III – OVERVIEW OF THE PROCESS**

- **GOAL OF THE PROCESS**
  - Focus needs to be on Improving Member Experience
  - What makes a Club “First Class” or “Premier”?
- **PLANNING KEY DRIVERS**
  - Local Club Competitive Analysis
  - Understanding the Membership Marketplace
  - Exploring the Various Options
  - Developing the Financial Threshold
  - Involving the Membership
  - Membership Consensus / Approval
- **FACILITIES REVIEW**
  - Review of Member Demographics, Utilization Reports, Spending, Prior Capital Improvements, etc.
  - Review of By-Laws, Committee Meeting Minutes, New Member Packet, Marketing Material, etc.
  - Competitive Analysis
  - Study of Club’s Mechanical, Electrical, Plumbing and Life Safety
  - Structural Components (if the program dictates)
  - Development of the Primary Design Considerations

- **CONCEPTUAL OPTIONS**

- How are the Primary Design Considerations reflected in the conceptual drawings?
- Multiple Options presented
- Deferred Maintenance Analysis
- Renovation / Restoration Option
- New Construction (should the program warrant replacement consideration)

- **PROGRAM COSTING**

- Professional Cost Estimating by local general contractor or professional cost estimator
- 16 divisions of construction cost breakdown
- Development of All-In Project Costs including hard construction, contingency, soft costs, furnishings, fixtures & accessories, operational costs, temporary facilities, etc.

- **FINANCIAL MODELING**

- Understanding the Membership's Financial Threshold
- Common options for financing a program including dues increase, assessment, capital improvement fund, combination, refundability, etc.
- Marketing to the Club majority with a fiscally conservative, well communicated program

- **MEMBER COMMUNICATION**

- Success Improvement Programs are built on solid Member communication
- How best to gain feedback from Members including Focus Groups, Targeted Member Surveys, Newsletter Updates, Email Communication, Informational Meetings, etc.

- **MEMBER APPROVAL**

- Developing a comprehensive Membership Brochure which outlines the Features and Benefits
- Initiating a successful "Get Out the Vote" Campaign

## **CONCLUSION**

Outstanding Member Experience = Increased Member Value = Unsurpassed Member Satisfaction

# THANK YOU