

Rotary Cove Beach



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"the prettiest town in Canada"- Queen Elizabeth II

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- Goderich, Ontario
- YMCA Goderich-Huron Branch
 - Family-Friendly
 - Lifeguards
- Goderich Town Council
- The Issues/Crisis
 - Breaching of the YMCA mission statement
 - Attracting Visitors and being competitive
 - Issue of Profitability

Crisis One : Mission Statement

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Finances:

1. Council allotted \$20,000 each fiscal year
2. \$370,000 for net loss allowance

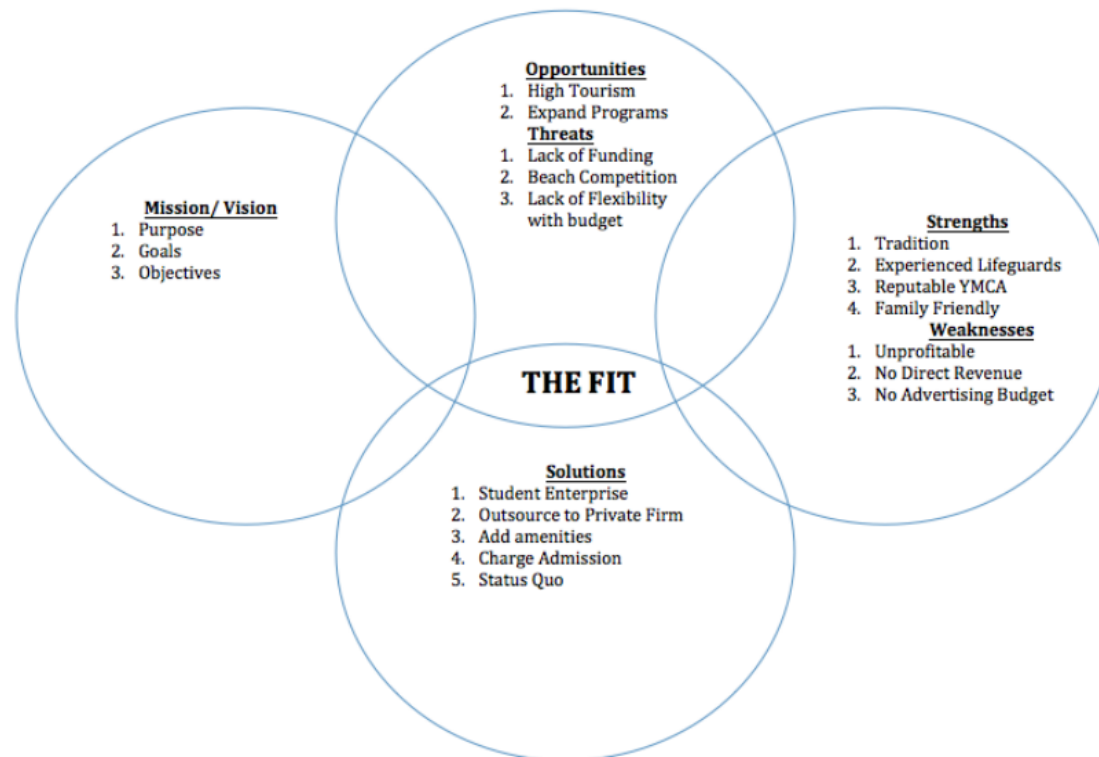
Options to add revenue sources:

Mission statement Breach

1. Student Model
2. Outsource Operations
3. Admission Charge
4. Volleyball Court
5. Sell the beach

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SWOT Analysis - Strengths, Weaknesses, Opportunities and Threats



Crisis Two

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- Local Competition
- Fitting the Mission
- Highlighting the Strengths of Lifeguards
- Adding a Volleyball Court



Crisis Three

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In the **Red**...

- Rotary Cove has lost money since 2003
- No direct revenue stream
- Potential budget cuts on horizon



Options available...

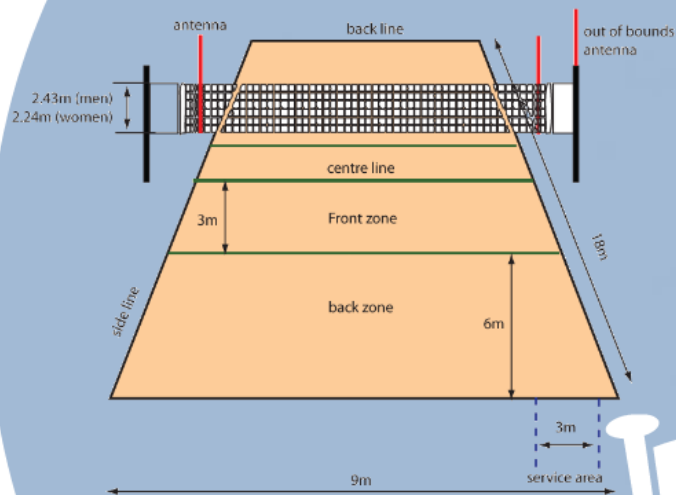
- Student-Run Model
- Outsource Operations

Revenue Opportunities...

- Admission Fees
- Amenity Rental
- Volleyball Courts



Solution



- \$2,300 to construct
- Extend Programing
- Bring Cove back into the Black

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Discussion Questions:

1. Do you have any additional options for a revenue source? Would it breach the mission statement or support it?
2. If admission fees were administered to attend the beach, do you think residents would protest by not attending The Cove? What would be an effective approach to eliminate dissent?
3. At what point should a business look at their mission statement and realize it may be holding them back?

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