

Clubhouse Survey

All Responses

Question 1: Please choose one of the following options. Question 2: Any suggestions related to the Clubhouse operations

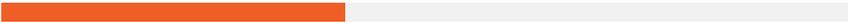
Question 1 has 123 answers (Radio Buttons)

“Please choose one of the following.....”

Keep the Clubhouse remaining the same as it is with monies from the pro-shop and green fees to make up lost revenue.

 31 (25.2%)

Have a slower start up. Ex. Hours from 11-4 early in the season...Soups, Sandwiches, Chilis. June, July and August a full opening with a full menu; End of season go back to reduced hours with Soups, Sandwiches and Chili

 50 (40.7%)

Run Beer and Hotdog style only with Catering of Banquets/Tournaments

 20 (16.3%)

Run cafeteria Style - order food and drink and receive a number and wait for it to be called.

 22 (17.9%)

“Any suggestions related to the Clubhouse operations”

"Have golfers on Ladies and Mens days commit to the full meal special when they book their tee time on the early and end season."

"Add full menu or special full meals on Ladies /Mens days during the early and end season times."

"Charge members \$350. for a restaurant card. This works out to \$50 a month. Encouraging members to use the clubhouse."

"Increase 100 dollar annual club house fee to 200.00."

"With Covid, beer and hotdog style would work the best and keep costs down. A year trial would provide good information as to whether having a restaurant vs beer and hotdog style actually attracts or detracts out of town golfers. Further, works needs to be done on the cart paths, etc. which should take precedence over supporting the restaurant."

"Explain how the club is losing money so we can make suggestions."

"Put it up for rent and get the money that way then your guarantee money coming in"

"Cater to the members - if members drink certain beverages then ensure they are ALWAYS in stock. Ordering has been brutal. Alcohol should never run out. There should always be a beer cart, even if it loses money some days. It is a service the club must provide. It is one of the biggest negatives I hear from out of town golfers. Conversely, re-open the snack shack and you don't have to have a beer cart. Many courses in the Kootenays run a snack shack successfully. What makes Creston so different?? I know security has been an issue but there are solutions to every problem. The more we reduce services the more revenue goes down and this trend will just keep spiraling downward. The clubhouse needs proper management. Good luck!"

"Lease the restaurant out do not charge rent just have them pay for utilities"

and their staff . Operate as a restaurant open for break fast"

"At the very least 8am till 4pm coffee beer a breakfast sandwich already prepared.with limited menue hotdogs,sandwiches, burger and fries. 4pm till 7pm limited dinner items.. I really think the clubhouse should be leased out on a two year contract and let whomever find a signature dish to bring people in...castelgar golf club has at least up until covid done very well with the few signature dishes they offer... That way we keep the green fees for the actual upkeep of course and upgrading carts.. Thankyou for asking us members for our input. Cheers **Debbie Macinnis**. "

"most information received about our club tends to be via chit chat and hearsay. EMAIL IS A LAZY WAY TO COMMUNICATE. I think a good business should advertise [use some originality, eg big good quality signs on the deck telling of great things to come] get some support from the staff and club house - start talking to people and showing an interest in whose at our club, SMILE SMILE SMILE. WHERE IS OUR CLUB PRO? HE HAS TO SHOW SOME INITIATIVE AND GET TO KNOW HIS MEMBERS. DON'T ALLOW PEOPLE TO HIDE IN THE BACK ROOM. VISIBILITY IS IMPORTANT. TAKE A DALE CARNEGE COURSE! Every day and every interaction should be a positive one. Remember when you create a fun relationship, it will improve your life. The restaurant staff has a good handle on these techniques, especially Crystal. very nice demeanour. Improve the morale and it will pay off."

"I am hoping that this option would ease the hiring of staff and keeping staff. It would be great if the beverage cart was out on busy days as well e.g. men's days and weekends where tee time bookings indicate the need. "

"To the board, you as a board should be wondering what you are doing wrong, why is the club as a whole not making money? Just remember if you get rid of Crystal, who will you get to replace her or are you guy's content on pushing her out as has happened before. If the rumours we hear are true, shame on you!!!"

"I feel anything less would impact the number of green fee players. Making judgements based on revenue during Covid is unrealistic."

"As a 2020 new member I heard the mandatory \$100 Mallory pre-pay reduced

renewals. Perhaps, early in 2020, they did not appreciate the increased gravity of Covid on restaurant sustainability, yet many would holler if they could not have their beer on the patio after a round. In suggesting a slower start-up of 4 options listed, I believe the current operator is squeezed by labour uncertainty and a clientele increasingly reluctant to trust the Mallory menu for their out-of-town Guests. One never knows what is on or off Menu ahead of time, and the ambience is weak. Even the HIO Dinner was in the least charming room. This is not a pleasing venue for non-golfers. Why drive 15 minutes for it? Why drive 15 minutes for it? I didn't stutter...I wrote the same thing twice. Mallory must be worth a 15 minute drive from Town to get healthy. Even with the scale-back of slower start up above, there must be a buffet Brunch on Mother's & Father's Day coupled with family fun like father/daughter vs mother/son putt-offs, etc. The 2020 Mallory hot-dog was a masterpiece which must return as always available in 2022. Operator was tight on cost and a multi-purpose sub bun replaced the top-load 2020 wonder. Wrong! My Guests raved about the best Golf Course Dog being the Creston one. Issue Dog Tags in 2022 whereby \$50 prepay buys 10 \$6.50 dogs. Use Dog Tags for Member Night Giveaways, too. The dogs must sell so as to keep supply hot and ready for each golfer each day...not once in awhile...it's sure not a health food...but so easy to grab between 9's. The current takeaway items are stale baked goods and 'iffy' not heat tolerant sandwiches. Operator needs funding. Enter NSD!!! No Show Dough is a reserve not tapped here, that can support Club goals such as food service quality. The booking system is mis-used by many Members to book a foursome while planning to golf as a twosome. NSD will raise \$5 per missing golfer per tee time change without 12 hours notice. It will add up quickly here. "

"Does keeping it the same include the same person running the restaurant? With choice number 3 and maybe some of the other choices I would think the board would need to rethink the clubhouse fee. With choice number 4 consideration needs to be given to making it quick and easy for people making the turn to come in and get served and get back on the course."

"The course needs the club house, we are first to open in the spring & last to close, green fee players & members can make sandwiches & chili any day of the week. Cold beers & beverages go better with the menu being offered. Alcohol is the money maker, where is the beer cart? Always parked. They should check with pro shop - if there are a bunch of players from out of town, beer cart should be out there selling. Should be set times daily for cart to be on course. There were many times, clubhouse was closed & should of been open. PS - don't forget the past year & a bit Co-vid made for tough times on everyone. 😊🌀"

"During startup and end of season time maybe a couple options on Tuesday and Wednesday. A very defined cart schedule because if you don't know if it's going to be out a person will bring their own and not buy."

"Add Mallory card to a \$200 minimum and a \$1000 maximum with 10%

discount if paid before Jan 31 with cash or debit"

"I would like to see financial statements before decisions are made. Covid has certainly caused some losses. What are the net proceeds of the Pro Shop this year? Needs some discussion with the Club Membership."

"It is nice to have a restaurant with such a gorgeous view and Crystal always treats her customers so well. It is unfair to talk about the clubhouse losses before she was managing it alone."

"As many town folks don't want to drive to the club house to get the same menu you can in town I think we change the thinking. Drinking and driving also deters public from coming out. Offer more finger foods and less meals to cater to the membership. Omit table service, most clubs don't offer it anymore. Open from 11am to 4 spring and fall and 11am to 8 summer. Ladies day and Men's day may be the exception to the above hours. We need to build revenue in the clubhouse."

"Would like to see it still run as a restaurant. But lease it out and not have the board to worry about loss! Need the beverage cart and a reliable schedule!!"

"use the money to fix up the cart path, they are terrible and nothing has been done in years, yet the price for our cart fees keeps going up."

"or we start charging a monthly clubhouse dues (Mallory Card) to members which several semi-private, private courses do."

"Hot dog stand either on patio or up by 10 Tbox instead of cart,"

"I think this is the best of the options."

"The last two years make it hard to get a feeling there has been any

improvement in the club house operation because of Covid. To maintain a full operation there is a cost of operation no different than golf course maintenance and pro shop staff. This operation cost should be picked up by the members in their dues. The \$100.00 gift cards are not effective. Fees should be increased by maybe \$100.00. That would have increased by cost per round by a little over \$1.00. Some members it would be less than \$1.00. The less you golf the more each round would cost. Chances are the less you golf the less you support the club house. "

"encourage each member to spend an additional \$100 per year in the restaurant on top of the obligatory \$100 card"

"I think #4 is an interesting option, would like to see how it would work in our demographic. My #2 choice would be #2 which would be similar to how Crystal did it this year. Not sure either would relieve the burden very much but I think a change is necessary. Thanks doing this survey. Leslie"

"Have we ever considered an RV park to raise some extra revenue. Apparently saved the Castlegar course. How about a pickle ball court or two, A putting league for elderly ladies particularly. They don't even have to be golfers. Look into 'fling golf'. Anything to try and attract more people to the club house. We all know COVID-19 has hampered Crystal's best efforts this season. She does a terrific job in spite of everything thrown at her."

"The Clubhouse Operator should be paying the CGC either a fixed lease rate or % of sales. There is no way this service should be costing the CGC. It should be generating revenue for the CGC. The food and beverage service is a very important part in the overall experience at the CGC. Also, as shown by Dennis Munroe, the Clubhouse can be a destination restaurant for people living in the Creston Valley. Cutting back the service will not be a good solution and should not be necessary if the Food and Beverage service operator is providing a good product and service and doing a good job marketing. A good example is the Skimmerhorn Bistro. They opened with full menu on Mother's Day weekend and remained open until Thanksgiving. Even with COVID, they have had the best year for food sales ever (does not include wine sales). Crystal and her staff have done a great job this year. I have dined there at least 25 times this season and have enjoyed the product and service. I have appreciated the offering of daily specials which give more variety to the choice of menu. The Clubhouse offers a great venue for dining out. I have chosen the first option even though it's hard to understand why the CGC would be subsidizing this part of the GC operation. Without seeing the breakdown of sales and operating costs for each month starting in April and ending in October, it is hard to comment on why it would be necessary to reduce the service in April, May, September and October. Every business has slow times and busy times. It is part of operating this type of service. Finally, it has been an interesting time over the past 2 seasons with COVID. Making decisions on the past 2 years of operation would be unrealistic. [REDACTED]"

"It's great to have a full-serviced club house but not at the expense it is

currently costing. We join the club for the golfing experience, not for the gastronomical experience. Catering for large functions is a great idea! Can't lose money by providing booze and easily prepared dishes. Thanks for the opportunity to provide feedback. ■■■"

"Bring in a rotation of food trucks. They already know how to provide quality food in minutes."

"If you close the clubhouse we no longer have a club. These losses were spread over years that do no reflect current management. "

"Increase prepaid food/voucher.....A \$200.00 minimum from members is not exorbitant....."

"The first two options will produce continued clubhouse losses. The fourth option would cut down on staffing but would result in less service. I think option three is worth exploring - don't know if it would still result in a deficit that members may find unacceptable. Thank you for the survey. Changes need to be made - maintenance of the golf course should be the priority in my view.
"

"No one answer is correct. I chose keep it the same but obviously having it

subsidize is not the way forward. If the loss is over the last 5 years then the issue is the contractor(s). Did Dennis lose money? Is the business model wrong? Do we lease the space and have the contractor be in charge of their own fate? Incentivize the operation. If The contractor is make a salary (I am not fully aware of how it currently operates) is there an incentive for her to increase revenue, watch the bottom line or is she taking home a pay cheque regardless. The hours need to be extended not shortened. On long summer evenings for people who come out after work for 9 holes the kitchen is closed before we finish. If you are trying to grow the membership you have to cater to the new (younger) members and they are not retired and out golfing mid afternoon. Have a 'golf course' menu. How popular was the duck? Personally there were only 3 or 4 items on this year's menu I order and with limited options combine with the hours, it reduces further the times I stop. Give a discount coupon for the rate paying golfers to encourage them to stay after? Beer and hotdogs will only decrease members stopping making it a downward spiral of revenue and discourage ANY non-golf traffic. Covid makes it challenging to see into the future and make a good judgement call however, I would suggest having a clubhouse manager overseeing the pro shop, restaurant, tournaments, catering and events. Do we need a full time pro? Can we share one with another club? How much revenue is derived from the Pro? Does he 'pay' for himself? The current restaurant setup is not ideal, there is a perpetual aura of slight confusion when speaking with Crystal; she seems a little lost at all times. Was Demetre part of the original contract? I know he was out here at the start and then Crystal took over. It is a great space (noisy) with a beautiful view, it is baffling how it does not make money. "

"I think that do to COVID we should stick to a limited menu and have counter service only. After Dennis left, the restaurant received a bad image and has not fully recovered. Crystal is doing a great job in my opinion but it's been a tuff two years for most restaurants. I wouldn't be opposed if the gift card with your membership was increased to 150. I see a lot of members that don't support the clubhouse,ie bring there own food and beer. "

"It is time to lease it out and let someone else run it separately as is done at other clubs. Or find another Denis Munro type of chap."

"Contract out the clubhouse operations for a set price/mo. and give the operator the freedom to run it. (no more losses!)"

"The clubhouse is what makes us a "club". Basing a decision on the last COVID years is unfair. We are true supporters of our clubhouse. If the rest of the membership was even half as supportive we would not be having this discussion. So to me, the real question is how do we get our full membership to support our clubhouse? "

"Cafeteria style would be a good middle of the road place to start next year. I

anticipate there would be line ups to put in an order on ladies day and men's day...maybe 2 staff members on at peak times? Beer and hotdog style might work for early and late season. The club can't sustain a loss of \$50,000 per year. That's wrong. "

"All staff other than summer students should be paid above minimum wage or have fringe benefits to compensate."

"I know you have referred to the last 5 years, 2 of those being COVID 19, and we all know what happen with the 3rd year. I feel that 2022 if it is COVID 19 free and Crystal would be given a chance to use her talents and has the chance to do her thing and make the restaurant a success. I liked the idea of a extra \$100.00 on the membership or be able to purchase a gift card for the restaurant.

"I think they have done a superb job given the restrictions with the pandemic.. Losses the last two years can't be considered "the norm". They have cut staff as much as possible and Crystal has worked countless extra hours to keep costs down. Give them some credit and praise for doing their best with almost impossible odds."

"Both [REDACTED] and I vote for the 2nd choice above. (Have a slower start up) I am not sure if we get a 2nd vote as we only use one Email address."

"From my 25 years experience running recreation facilities, I don't understand how the food and beverage service is losing money for the golf course. Would like the executive to provide more information to the membership on the current lease agreement in place with the Mallory "

"1st - Hire good actual Cooks; 2nd - Maintain consistent operational hours (0700-1900 hrs.); 3rd - Install proper hot dog, hamburger, sandwich & beverage building at/near #10 tee box to remove traffic from the Clubhouse. Sincerely, [REDACTED]"

"I could also support simple hotdog and beer with catering for tournaments. Don;t like the last option. The first seems unsustainable without big increases in fees."

"Run it like a business charge what it costs plus a margin of profit To ensure

sufficient patrons increase the required spend at the clubhouse. Charge or lease the clubhouse at a competitive rate and then whoever runs the clubhouse makes money as they wish, a little entrepreneurial. One question, if all the sales from the clubhouse are covering the cost of food, labor kitchen costs plus then how does it lose money unless it has been charged additional fees by the club to run. All of these fees help pay for the club. The clubhouse makes money, losing it will cost the club even more. "

"Limit Season may 11th - September 18, Limit operation Tuesday- Saturday 11:30 to 19:00 Increase full membership by \$150 . NO food cards Limit food to 5 top profit food offered in 2021. I do not believe hot dogs sell Lastly please identify what areas of the business our losses were? Labour Cost of goods Overhead Maintenance PLEASE supply so we the members fully understand Thanks Larry MacLean "

"Crystal has done a very good job considering the difficulties of the past two seasons. The menu is adequate and the portions are good. "

"And pay for the food and drinks when you order them at the same time "

"Keep it simple."

"We will probably always run the clubhouse at a loss, however, it is absolutely necessary that we have our clubhouse."

"What about leasing out the kitchen space, the kitchen operations would be completely independent from the club operations. As part of the lease conditions there would need to be minimum service and food expectations that would service the golf clientele. When Dennis was managing the kitchen it turned a profit every year. The current losses may be due to management, staff, food quality, service and lack of catering to special functions. The profitability of the club as a whole is dependent on greens fee players, If we close and or reduce the current kitchen operation we can expect poor reviews and eventually less walk in traffic. A better strategy is to fix why the restaurant is not profitable."

"Cater banquets and tournaments in addition to the cafeteria style."

"Deterioration of services of the Clubhouse will assuredly affect the number of

out of town golfers that we attract, especially in the early part of the season. "

"Depending on walk up traffic during the early year. Reduced hours could affect people returning"

"Put the club house on separate power bill from the rest of the golf course and see the difference "

"We think the restaurant should be put out to tender. They would then operate on the hours that they could make the most money. We found it very frustrating through the summer when the restaurant closed early on a perfectly glorious night when we could have ordered dinner and sat out on the patio but instead we finished our game and drove somewhere else."

"The membership must be educated to utilize the clubhouse. It can operate at a profit or closer to break even with support. Everyone wants the service but nobody wants to pay for it. This season [redacted] and I spent in excess of \$1200.00 in the clubhouse. With our membership what would each member need to spend to break even? Then set the clubhouse User fee at that amount. Thank you. [redacted] "

"Our menu is very average, plus it is very bland. I have golfed other courses where I have really enjoyed the food. For example the one course we golfed we ordered sandwiches between the nines, they were on great style of buns and there was no bread sandwiches at all. Their nachos were awesome compared to ours at the course. The more you reduce the services the less you are going to get people using the clubhouse. If you want to get more green fee players ,you have to have services that they would use before and after golf."

"The clubhouse has to be supported more by the ageing clientele. The men I golf with will not stop and support the club, very unfortunate "

"Choice #2 but add September to regular menu it is a busy golf month "
