

	Question/comment	Response
1	<p>I would like it brought to the attention of Management that I recently observed a playing member go to the first hole White tee and Hit at least twenty balls into the environmentally sensitive ocean shore .I spoke to a staff member and he indicated he would mention it to the management . Could a sign be placed on # 1 tee to kindly ask all golfers to please refrain from practice. Suggest they contribute a few dollars on the club range instead. We need the revenue. Very seldom do I see green fee players use the range to warm up. We need revenue Why not try out selling a half basket special at Premium price and have a cart designated for range use. This would enable them to drive over and warm up quickly. Costs nothing to try and maybe even members will spend more and use the service.</p> <p>I was told by a member of golf club staff that there were not any regular staff meetings to discuss daily issues or suggestions brought forth by members. Is this the case? If so, maybe there should be regular scheduled meetings? Successful management and more direct communication to members would result from these types of meetings. Management are not always available, and this would be a great way to help get info up to the front line managers.</p>	<p>We definitely can install a sign asking people not to hit balls into the environmentally sensitive marsh area prior to beginning their rounds.</p> <p>With regards to our range balls, we can look at half basket pricing to accommodate people wanting a quick warm-up, but our small size basket which contains roughly 30-35 balls, priced at \$5, we feel adequately suits this purpose.</p> <p>Although we do not currently reserve a cart for member use at the range, the back shop is very helpful in transporting people to the practice team, when they are available to do so. This is particularly the case with our more elderly members.</p> <p>With regard to meetings, Clubhouse and Maintenance staff have regular and periodic staff meetings. The Pro Shop staff does not meet in person on a regular basis during the operational part of the season. This is due mainly to the fact that we operate 2 shifts per day beginning at 6:30 AM, and they are seldom all together as a full unit at the same time. Dan Fraser does however conduct group on-line chats with the Pro Shop staff to discuss various operational items, and frequent emails are sent to distribute pertinent information.</p> <p>The management at Chester GC meet frequently. These meetings are conducted either as a group, or on an individual basis, several times per week.</p>
2	<p>Who at the Chester Golf Club has primary responsibility for the development, execution and monitoring of the Club's Covid-19 Plan?</p> <p>Examples of gaps include Club and On-Course Washrooms not being sanitized/cleaned for a full day or more, Staff not following the Club Covid-19 directives re gathering following a round of golf, no monitoring of number of people in the Pro Shop at one time and no sanitation of multiple touch points on a frequent basis.</p> <p>All Health officials stress that Covid-19 remains a significant threat and advise lax in our diligence to maintain every measure possible to mitigate this very real threat.</p>	<p>Management was tasked by the Board to develop an operational plan to address COVID-19, this was developed and approved by the Board earlier this year and subsequently implemented. Subsequent changes introduced by government were addressed \.</p> <p>We are not aware of any gaps, the on course washrooms are fully cleaned and sanitized nightly and all high touch surfaces are cleaned several times each day by Club. each evening and throughout the days. The Pro Shop staff maintain a clean work area and sanitize high touch points regularly.</p> <p>With regards to gatherings, we make our best effort to monitor and manage the expectations set forth by government.</p>

<p>3</p>	<p>1) I noticed we have operated at a loss over the last two years in the Bar/Restaurant side of our operation even though we are paying zero rent. When is the last time we reviewed the the pricing/cost structure? Could we you share the results at this meeting?</p> <p>2) Can you explain what is included in our balance sheet inventory 50K number and is there an obsolescence factor built in?</p> <p>3) Have we completed financial forecasts for profit and loss and relative cash flow projections for the remainder of 2020 and for 2021. I would assume we have in order to come up with our proposed 2021 green fee and membership rates, but I did not see the relevant reports in our financials.</p> <p>4) Are we legally restricted in the percentage increase in annual membership fees and/or imposing a membership “special assessment charge” in light of the obvious negative financial impact of COVID on our club in 2020?</p> <p>Since moving to the Chester area five years ago my wife Joan and I truly have fallen in love with the Chester Golf Club and the warm and welcoming atmosphere created by the staff and fellow members. I would be more than happy to offer some of my time and energy if I can in some way contribute to the continued health and success of our club.</p>	<p>1. It is my understanding that the General Manager and Clubhouse Manager meet on an annual basis to discuss all facets of the operation. I have not been privy to any discussions related to the 2020 season. For further details contact the General Manager.</p> <p>2. It is my understanding that this inventory figure relates to Pro Shop merchandise. Each year additional products are purchased and older merchandise is sold at a discount if necessary.</p> <p>3. Throughout 2020, I have worked closely with Phillip Chandler, Business Manager, to develop and adjust a meaningful cash flow projection for 2020. We feel comfortable with results to date for 2020 and with the changing conditions caused by Covid-19 we have not specifically addressed 2021. As far as your comment related to the setting of green fee and membership rates, the Long Range Planning Committee is responsible for recommending future fees to the Board of Directors for approval or adjustment. Under the current system the fee recommendations are based on past, present and anticipated conditions. The by-laws require the annual meeting to be held in August when the current year financial results are only partially available.</p> <p>4. To the best of my knowledge, there is no legal restrictions on the increase in fees or the use of a special assessment. However, the by-laws require a majority membership vote at the annual meeting to approve any such increases. With regard to the Covid-19 financial impact on the club, we have gone from a very distressing situation in early March to an anticipated sound financial position by year end. Higher than expected revenue, reduction in operating costs and government funding has created the current positive results. Although I am optimistic for the remainder of 2020, planning for 2021 could become a concern if revenue declines, expenses return to 2019 levels and government funding is discontinued.</p>
<p>4</p>	<p>Do the Club Financials to July 31, 2020 include any Federal or Provincial Covid-19 Financial Assistance Program(s) contribution to our Club?</p>	<p>To July 31, approximately \$100,000 has been received under the Canada Emergency Wage Subsidy plus additional \$30,000 +/- expected for the 5th period. \$5,000 received from the Province of Nova Scotia re-opening and support grant. \$1,000 received from the Municipality of Chester plus additional \$1,000 expected in August. The above funds have been used to reduce labour (wages) and Covid-19 requirements. The Canada Emergency Business Account has provided \$40,000 as a loan, at 0% interest with \$30,000 to be repaid</p>

		by December 31, 2022. \$10,000 is a forgivable loan. These funds are currently being held in the reserve account.														
5	In the Club 2019 fiscal year and 2020 fiscal year to July 31, 2020 were there any Club Employees that had a bonus clause in their contracts? If yes, was the bonus applicable to Club Revenue only or Club Profit?	Yes, two contracts have bonuses based on Club Revenue only. One contract has a bonus based on Department Revenue minus Wages and Cost of Goods Sold.														
6	<p>Firstly, thank you for giving the opportunity to voice opinions during the pandemic period of COVID-19.</p> <p>We would like to begin by saying this has been the worst and most difficult golf season since we became members 25+ years ago and realize it is partly due to the pandemic and availability of people to golf but mostly the frustration of the Club's new Chronogolf system.</p> <p>How many actual paying members belong to the Chester Golf Club? Members would pay their annual dues, cleaning and storage, power cart rental, and use the restaurant facility but feel certain the revenue is much greater from Members than holding as many tee times open for those calling and paying green fees as took place this year resulting in members not able to get a tee time at a reasonable time of day.</p> <p>The Club has said that a lot of the members are unsure how to use the Chronogolf Online system or do not have computer knowledge and therefore must call the pro shop for a tee time. As members, we are privileged to be able to contact the Club 7 days prior to when we would like to book a tee time. On several occasions the Pro Shop has been called at exactly 6:30 to find out by 6:31 that there are no tee times available for that day or the tee times are late in the day which does not accommodate members that have to travel a fair distance.</p> <p>It has also been noted that many of the tee times are filled by the same people several times in one week which makes it very unfair and frustrating. How do the same people get approximately the same tee times throughout the same week?</p>	<p>There were many questions, and we will attempt to answer all of them.</p> <p>1. How many actual playing members belong to the Chester Golf Club?</p> <table border="0"> <tr> <td>Senior Members</td> <td>730</td> </tr> <tr> <td>Intermediate Members</td> <td>30</td> </tr> <tr> <td>Junior Novice</td> <td>55</td> </tr> <tr> <td>Junior</td> <td>63</td> </tr> <tr> <td>Leave of Absence</td> <td>25</td> </tr> <tr> <td>Medical Leave</td> <td>20</td> </tr> <tr> <td>Social Members</td> <td>10</td> </tr> </table> <p>2. What is the revenue from members, compared to holding the spaces for Green Fees?</p> <p>This year to date we had 20,444 rounds played, 14,192 which is 69.5 per cent played by members and 6,252 which is 39.5 per cent, played by green fees. Our statistics that were pulled for the tee management group this year showed that we have for the last twelve years had a 60/40 split with 60 % Members and 40 % Green Fees. As you can see Green Fee Rounds are significantly down.</p> <p>Revenue YTD August 11th from Green fee players was \$252,237 compared to 193,615 in 2019 during the same period.</p> <p>3. With the new Chronogolf system tee times are booked within one minute?</p>	Senior Members	730	Intermediate Members	30	Junior Novice	55	Junior	63	Leave of Absence	25	Medical Leave	20	Social Members	10
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	<p>A member should not be given the 7-day booking privilege once they golf more than two times a week, excluding league play, unless they contact the Pro Shop after 12 noon to see if there are tee time slots still available.</p> <p>There should be more tee times available for members first and maybe less tee times for those paying green fees.</p>	<p>To quote from the Presidents report ; “It has been a very busy season on the course, as the number of rounds played this year is much higher; despite the fact we have fewer tee times available with the 10 minute intervals. Again, this is likely due to the special circumstances we face this year, with members tending to travel less and play more on their home course. Golf is an easy activity to maintain social distancing, as opposed to other activities which may not be considered as safe as golf.”</p> <p>Members have always been able to book seven days in advance as the day started, with our new system it became much more accessible to everyone online. We have started blocking times for members to be able to book over the phone. This is an ongoing issue that the Board will be looking at.</p> <p>4. How are some members able to get the same tee times several times a week?</p> <p>The answer to this one is persistence and having the tee Sheet ready to book as soon as it is available. The exception has been Friday Men’s play. We did change that up this year to free up more tee times. This allowed the men to have the same time each week, they usually did we just did not see the names on the tee Sheet. Previously we blocked the tee Sheet to nine hole only on Fridays after 12:00 noon then reserved Men’s night starting at 3:30. Now we are able to book rounds with eighteen throughout the day. This has been a great success and we have even seen more men join.</p> <p>The Board will take your comments under consideration when looking at the issues surrounding the pressures on the tee Sheet.</p>
7	<p>The restaurant food is not up to par like it once was and is over-priced resulting in members and guests going elsewhere just looking for a nice meal and not necessarily there to golf.</p>	<p>This year has certainly been a challenging one. For the restaurant industry, numerous changes and restrictions were implemented in an effort to protect citizens from the threat of Covid-19. At the Chester Golf Club, most of these changes can be observed in the physical layout of our space, and the extra measures we take to ensure the strictest of sanitation processes are followed.</p> <p>In order to maintain a smaller inventory, and allow for more comprehensive cleaning processes, we reduced our menus slightly. This has allowed for smaller weekly food</p>

		<p>orders, and less variety being prepared in the kitchen. What we did keep were our menu favourites, and the recipes that we've used and loved, season after season. Our measurements, portion sizes, and food sourcing have remained the same as last season, and the season before that.</p> <p>Each year we see prices go up; at the grocery store, at the hair salon, at the movie theatres, and at restaurants and bars. Though our management and cooks take time price checking, food costs rise each year, and it becomes more and more expensive to purchase staples items for our kitchen. Coupled with rising wage costs, increased cleaning measures and use of PPEs, it has become an expensive venture to run a business. Every season we strive to provide the best service, the most delicious food, at reasonable prices for our guests, and this year is no exception.</p> <p>We have received quite a bit of positive feedback throughout the season, not only regarding our food, but also the level of safety and comfort we have provided to our guests. We've had numerous return guests, and our reservation book is full on a regular basis.</p>
8	<p>I have played with people, a number of times this year, who are members, but haven't lived or owned property in the Chester area for several years. The question I have is, if a member sells their home and moves away, do they retain their CGC membership? With all the pressure on tee times this year, maybe this needs to be addressed.</p>	<p>Yes, members maintain their membership even if they move outside the membership area. Currently according to our By-Laws (2.08) we only cancel Membership due to the following reasons:</p> <ul style="list-style-type: none"> (a) The death of a member (b) The resignation of a member (c) A member being suspended from membership by resolution of the Board for non-payment of Membership Fees and outstanding Member Account balances as of May 1st. (d) For other good and sufficient cause at the discretion of the Board. <p>We understand there has been unusually high numbers of rounds being played this year, as well as the fact that we have fewer tee times available due to booking 10 minute intervals. As well this year we have our new booking system that allows the times to be booked as soon as they become available. There is increased pressure as more people are wanting to play this year as they are available probably due to Covid.</p>

9	<p>Does the Club have a plan for the renewal of trees along fairways? We have lost many, and this is really a stewardship/ legacy issue. It is also an area where members may be prepared to step up financially...an Arbour Fund....key is trees that are purchased at an adequate size so that the impact becomes clear in a few years, identified for their beauty and their resilience in our environment.</p>	<p>Thanks for a great question that touches on one of the most contentious topics in golf course design and maintenance. An internet search led me to a host of articles describing “tree management programs” at such illustrious names as Winged Foot, Brookside, Oak Hill, Merion, National Golf Links of America, Medinah, Olympic, Baltusrol, and the most famous – Oakmont, where 15,000 trees were removed. Closer to home, the tree removal conducted at Highland Golf Links in Cape Breton has been credited for the revival of greens and other problem areas of poor turf.</p> <p>The subject of a Tree Management Committee was recently discussed by some of us at the Board/Trustee level, and coincidentally, involved the possible solicitation of member donations to a “Tree Fund”. It needs to be discussed by the Green Committee and the Board. I can only give you my thoughts for now.</p> <p>My positive take on trees is that we all love them, they store carbon, and they are magnificent. On the negative side, trees rob turf of light and air movement, moisture and nutrients, leading to low growth and fungal disease. They also can negatively impact intended strategy and hinder view planes.</p> <p>As the planting of trees involves agronomy, strategy, safety, and aesthetics, I believe it should be under the care of a group of people knowledgeable in these areas. These individuals will also need to be mindful of the species that do well in this climate. It would be useful to receive input from our architect, Les Furber, in developing an overall plan. We would not want to end up with the all too common “wall of soldiers” lining the fairways of many courses. One of the more insightful articles I found covered many of the necessary considerations and might help us avoid common pitfalls. It can be found at https://asgca.org/design/existing-courses/course-renovation-articles/thoughtful-tree-planning/</p> <p>The Tree Management Committee would deal with the plan and priorities, raising funds, and policy. Some policy considerations might include how to handle special requests for Mom’s favourite tree type, memorial plaques, and what happens when Dad’s tree is struck by lightning. Maybe the policy is that no specific tree is named for an individual?</p> <p>So, this long answer is that I am prepared to present your suggestion to the Green Committee and Board to see if there is support. I think it deserves serious consideration.</p>
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