

WGCC Membership Survey, 2023



September 17, 2023

Background and Introduction

Purpose: The purpose of the 2023 Member Survey is to provide all adult members of Westfield Golf & Country Club an opportunity to provide feedback on their membership and golf experience during the current golfing season. The Board of Directors, Strategic Planning Committee and Club Management wish to understand any areas in need of improvement for the upcoming 2024 golf season.

Study Methodology:

The survey consisted of 25 questions (multiple choice and open-ended) and required on average 11 minutes to complete online. A full copy of the questionnaire is included for reference in Appendix A.

In total, there were 294 members who participated in the survey out of approximately 600 adult WGCC members (excluding Juniors). This suggests a response rate of approximately 49% overall. The survey was conducted online and members were invited to participate by email (Appendix B) with two follow-up reminder emails to encourage response. Members were able to participate at their convenience during the period August 16 – 29, 2023.

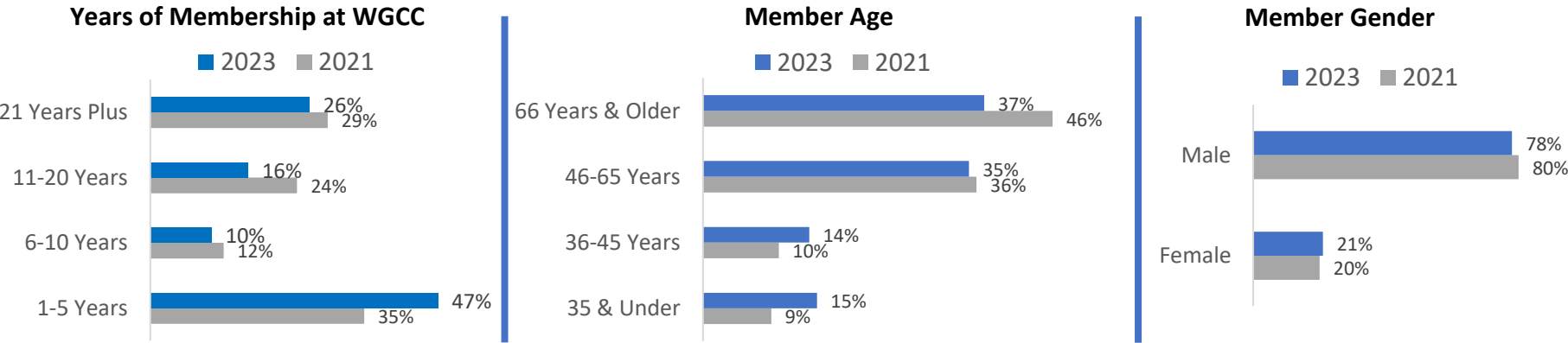
Interpretive Caution: *As with any survey based on a sample (as opposed to a full population), there are sampling errors to be considered. In particular, as we compare current survey results with those from 2021 to determine areas of change, positive or negative, a rule of thumb of +/- 10% can be used to determine if the change being observed is within the margin of sampling error or statistically significant and indicative of a real change in attitude or behaviour.*

MEMBERSHIP SURVEY PROFILE

There was a broad range of members opting to participate in the 2023 Member Survey which provides assurance that the overall findings may be considered to reasonably represent the current membership at Westfield Golf & Country Club. Almost half of survey participants identified themselves as newer members to the Club, having been a member for 5 years or less. As well, about one-third of survey participants are older (66+), about one-third are middle-aged (46-65) and the remaining one-third are younger (45 & under). The split of 80/20 male to female members in the survey is generally consistent with the current gender split in membership.



There are fewer older and more newer members in 2023 survey vis-à-vis 2021 survey.



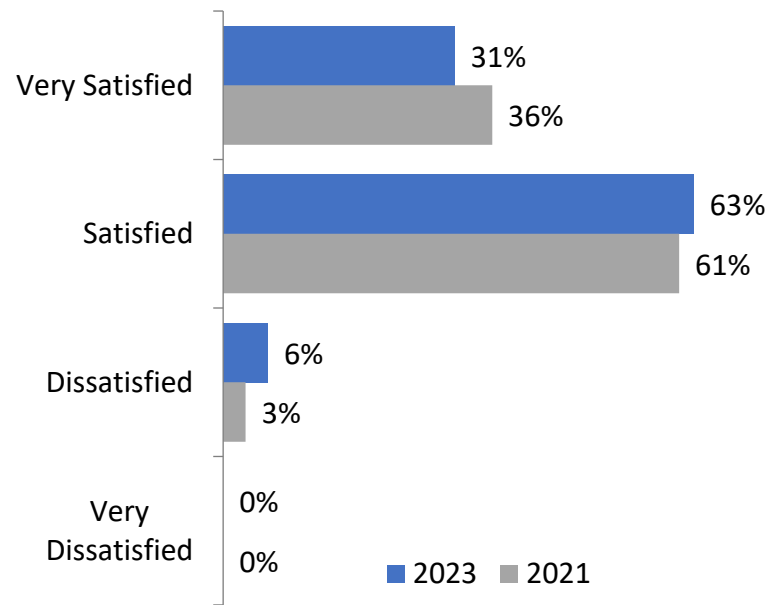
Q22. Approximately how long have you been a golfing member of Westfield? (2023 n=263) (2021 n=188)
Q23. How old are you? (2023 n=263) (2021 n=188) Q24. Are you... (2023 n=263) (2021 n=188)

Reflecting on the 2023 Golf Season...



Members remain satisfied overall in 2023 with their Westfield Golf membership with similar levels “very” satisfied this season compared to 2021 levels. The highest level of satisfaction expressed by members among some key areas of operations are clearly directed to the Pro Shop & Golf Services with Course Conditions lagging somewhat behind (not surprising given the difficult weather conditions faced due to higher and heavier rainfall levels).

Overall Satisfaction Membership



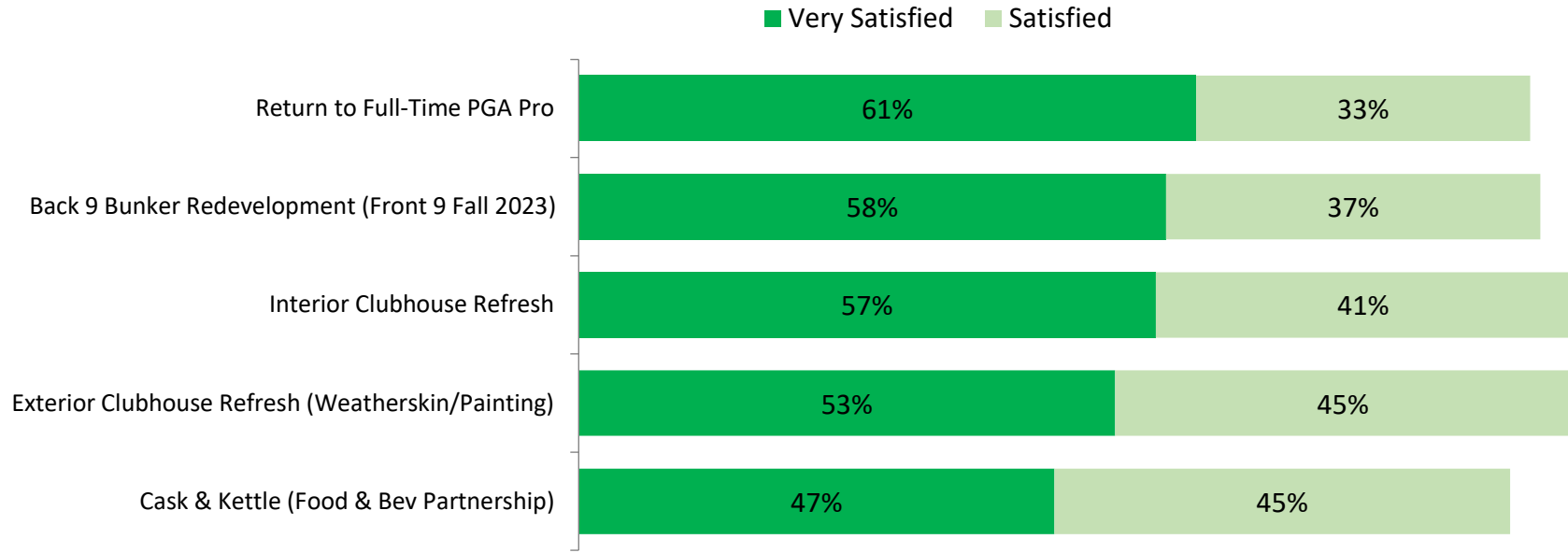
Overall Satisfaction Key Areas, 2023



Q1: Overall, how satisfied are you with your 2023 Westfield Golf & Country Club membership? (2023 n=294) (2021 n=221)

Members are generally pleased with the facility and course improvements the Club has made over the past few years. The return to a full-time Golf Pro, the Bunker Redevelopment project as well as interior and exterior refreshes completed to the Clubhouse saw more than half of members “very” satisfied with these significant financial investments. Almost as many members are also “very” satisfied with the new Food & Beverage partnership WGCC has entered into with Cask & Kettle.

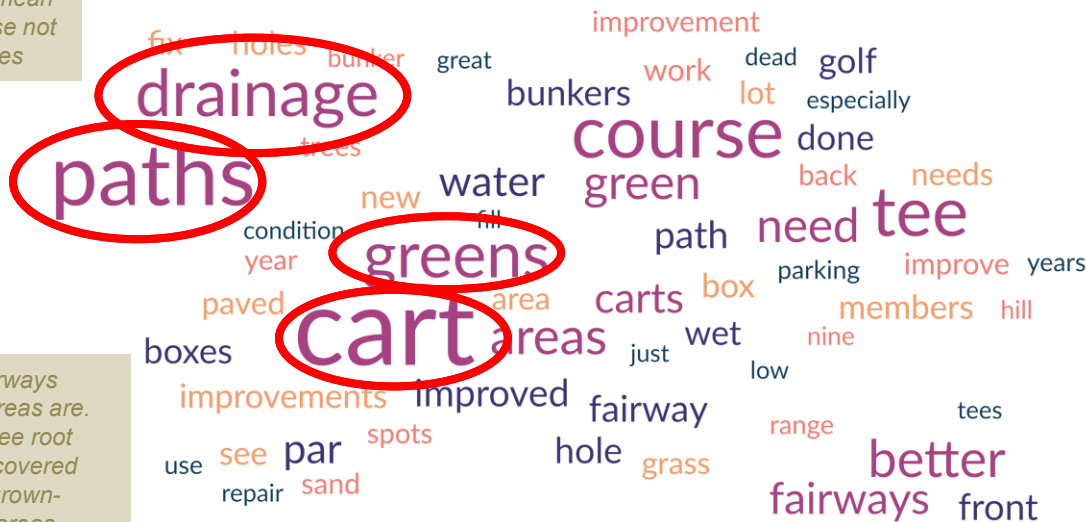
Facility & Course Improvement/Investments in Past Few Years



Q2. As a member of Westfield Golf & Country Club you may have noted a number of improvements and updates over the past few years due to the more positive financial position enjoyed as a result of a full and active membership. How satisfied are you with the following facility and on-course investments made in the last few years?
(n=292)

Perhaps not surprising, given the significant rainfall received this golf season, when asked members often suggested future course improvements be considered to address the impact of excessive water on the golf course – in particular, the condition of Cart Paths, chronic wet spots emerging on the course requiring drainage, as well as other areas noted from tee to green in need of care and attention.

Maintaining the course in first rate condition should be #1 priority. when people ask how's the course? they mean the condition of the course not the extra bells and whistles



Better drainage in the fairways where the wet problem areas are. More playable areas ie tree root areas between fairways covered with with soil and grass grown-trees limbed up in those areas. Exposed hardpan areas reworked and grass grown. Cart paths reworked ie wet areas taken care once and for all and new 3/4"-crush rock put down everywhere.

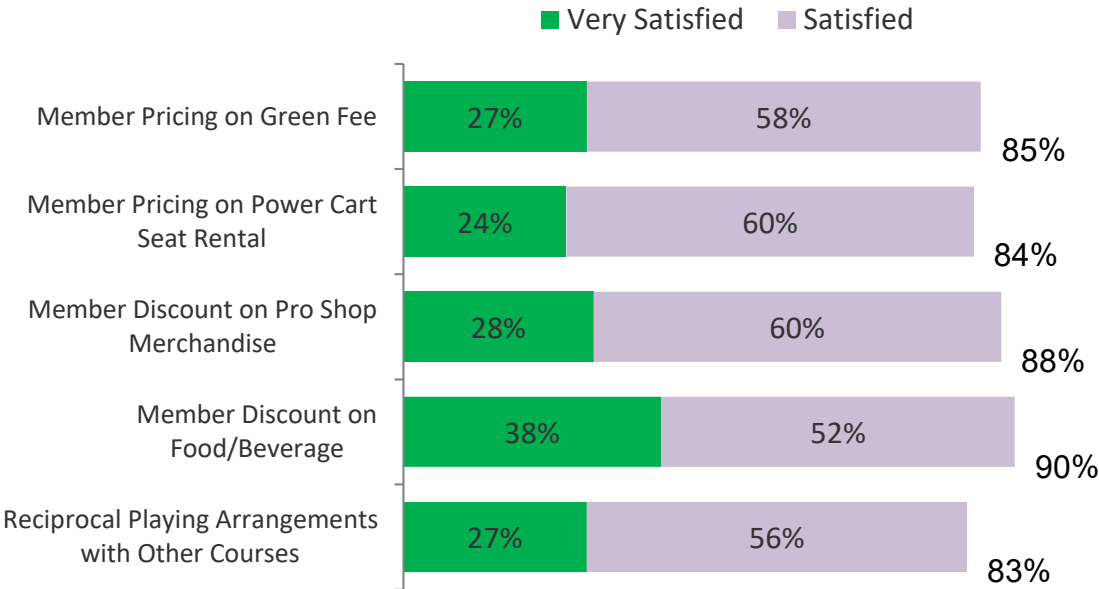
Cart paths need some major investments as do the greens - some greens are in really bad shape. Drainage on 4, 8, 13, 14 and 16 could use improvements as well

I think there will always be things to do and people complaining / ready to spend it all. However, I feel like we are on great pace to be financially stable forever and it's ok to go slow and remember that the doors also had a possibility of closing not too long ago. Wants and needs are two very different things as far as I'm concerned. Even if we're are in a position to afford a lot of it come next year, slow and steady will always keep the course stable financially. And the work, 1 quality task at a time will be best as well. It's been a great year regardless of all the major amounts of rain and next season can only be better.

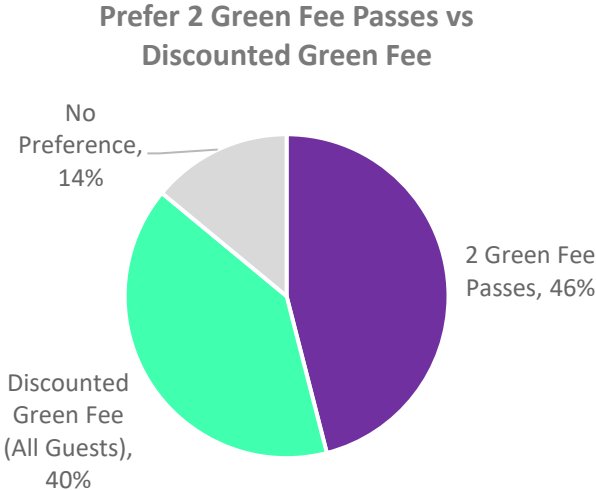
The tee blocks need work .and there should be .stuff on each tee block to fix your divots. And on the carts .cart paths really need work .and drained of on the wet spots

Discounts on Food/Beverage are most popular with almost four in ten members very satisfied. Other member pricing benefits and reciprocal deals satisfy more than eight in ten members overall.

Satisfaction with 2023 WGCC Membership Benefits



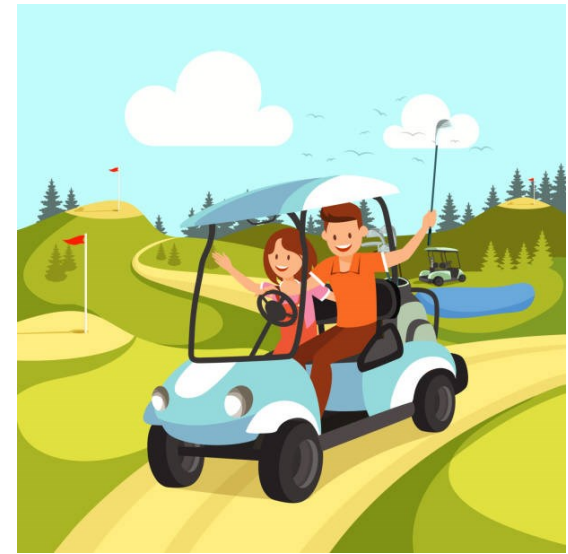
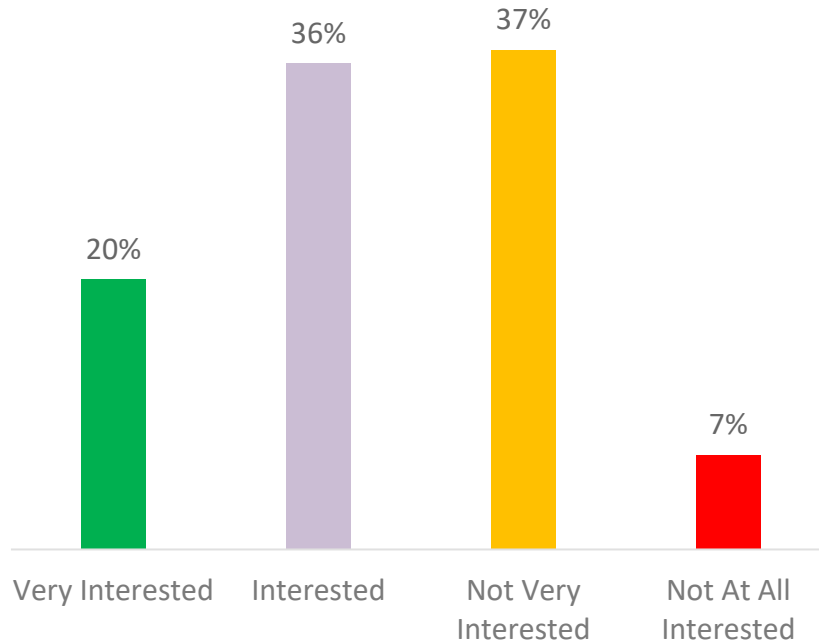
Q19: Westfield has experienced a full membership (with a waiting list) for the past few years to reflect the current demand for golf membership (eliminated introductory offers, fewer special membership options and streamlined some member benefits). In 2023, we introduced member pricing for member/guest green fee play and power cart seat rental as well as offering discounted pricing on Cask & Kettle food/beverage purchases at the Westfield location. How satisfied are you with each of the following member benefits. (n=263)



Just under half of all members express a preference for the 2 green fee pass benefit offered in past years to the current discount being offered on green fees to member guests. Almost as many however prefer the newly offered discounting plan indicating there is some difference of opinion on this matter within the membership ranks.

Q20. In past years, members have received two “green fee passes” as a benefit to promote Club membership to others, to encourage monthly dues sign-up and/or to encourage on-time payment of annual dues. At the Dec 2022 AGM, the Board presented the 2023 Budget to members for approval based on introducing “member discount pricing” for green fee, cart and merchandise purchases in 2023 in lieu of the 2 free green fee passes believing this approach offered a better overall benefit/value to members. In your opinion, which of the following provides a better value/benefit to you as a member? (n=263)

Just over half of all members have some level of interest in attending special “golf+social” member/guest events if hosted by the Club in the future. More likely, event organizers can count on the “one in five” members who are “very” interested in actually participating in this type of event.



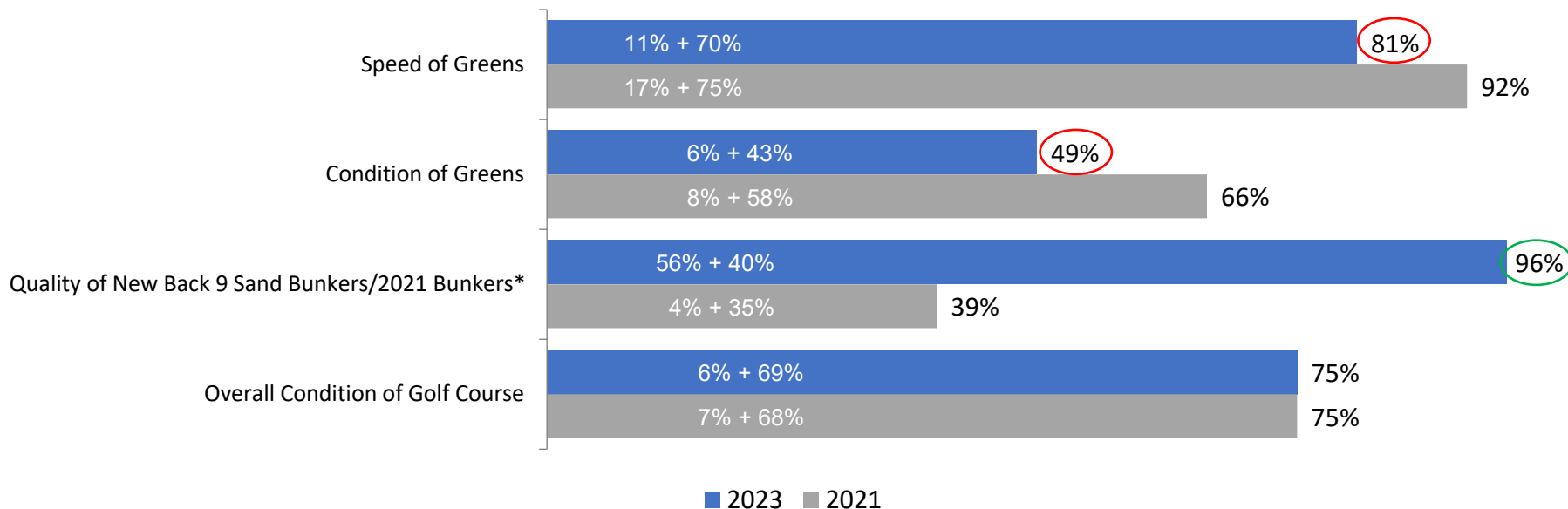
Member Satisfaction

Golf Course
Conditions



Compared to a few years ago, it is clear member satisfaction with the speed and particularly the condition of the greens remain a key area of concern. In particular, #7 and #8 greens were often identified in comments as being of particular concern. Member satisfaction with the new “back 9 sand bunkers” is a source of high level of satisfaction in 2023 and reflect a significant improvement over two years ago.

Satisfaction with Golf-Related Areas at Westfield (% Very + Satisfied)



Improvements suggested for the near term (2024 golf season) are similar to those mentioned when asked about future golf course/club improvements. Greens in particular as well as cart paths, adding drainage in noted chronic trouble areas and completing the bunker redevelopment project on the front nine lead the “short term” wish list for many WGCC golfing members.

The cart paths stop dragging them after each rainstorm. They are becoming very dangerous. Doing the dragging is ruining the cart paths. They need to be brought back to be even with the fairways. Fix any exposed areas on the fairways. Do away with the bunker on #16 & make it into a grass bunker. This would be less expensive than replacing sand every time we have heavy rain which has been replaced at least three times this yr. since putting in new bunker.

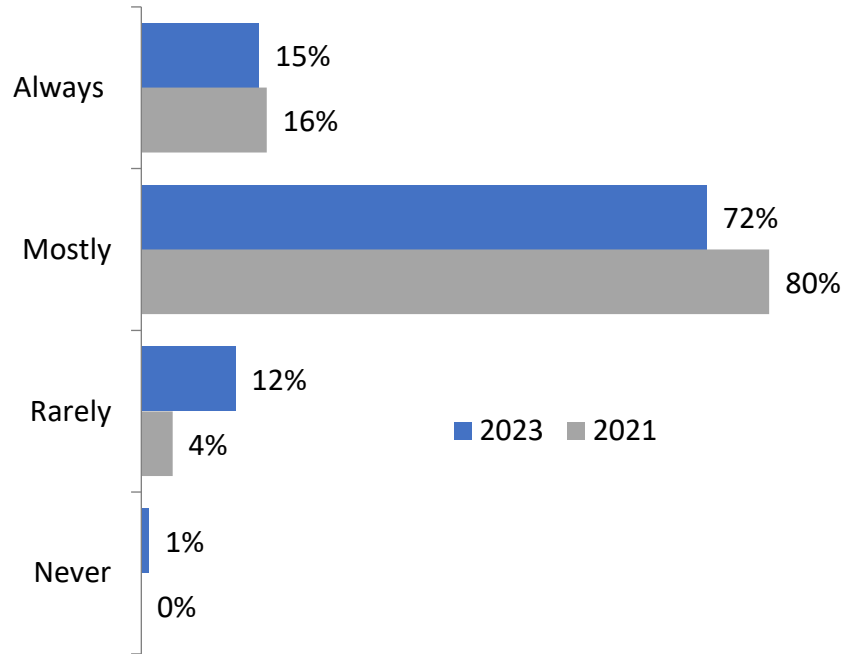
*The greens
On course drainage - this
year has been
exceptionally wet
compared to other years.
This has really highlighted
areas on the course that
hold water and drain very
slowly.*

Improved conditions for teeing areas. Consistent green speeds from hole to hole. Cart path improvements to prevent lakes from forming. Drainage on 1/4/8/10/13/14/15 to prevent lakes and boggy areas from forming. Curbing adjacent to cart paths around tees & greens (paved cart paths in these areas?).

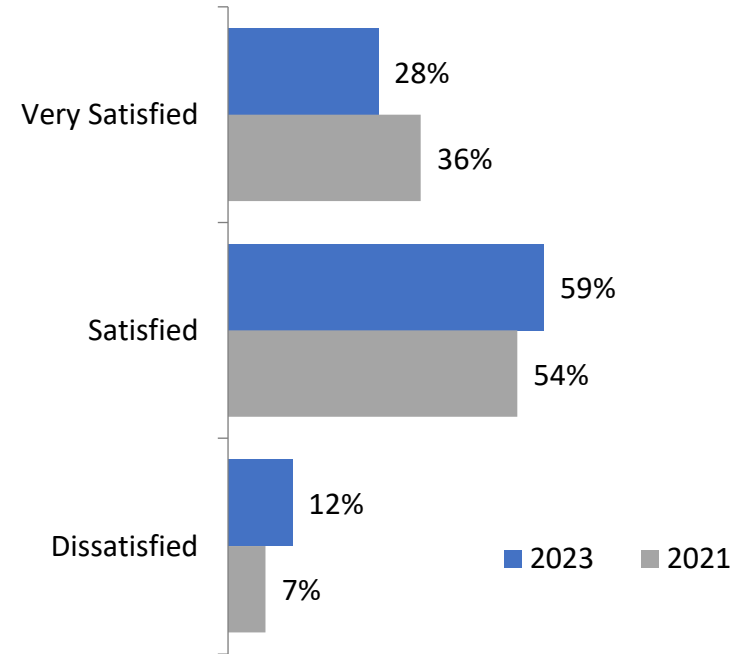
Q5. What, if any, areas related to the golf course do you feel need improvement for the upcoming 2024 golf season?

Members are generally satisfied with the ease of booking tee times using ChronoGolf, although slightly fewer are very satisfied in 2023 vs 2021. The availability of tee times (to play when you want) remains generally pretty good although just over one in ten (13%, up from 4% 2021) indicate they rarely or never get the tee times they prefer (likely leading to similar dissatisfaction levels in the ease of booking).

Availability of Tee Times



Ease of Booking Tee Times on ChronoGolf



Q6: How would you rate the availability of tee times when you want to play? (2023 n=285) (2021 n=214)

Q4: How satisfied are you with each of the following golf-related areas at Westfield (2023 n=287) (2021 n=215)

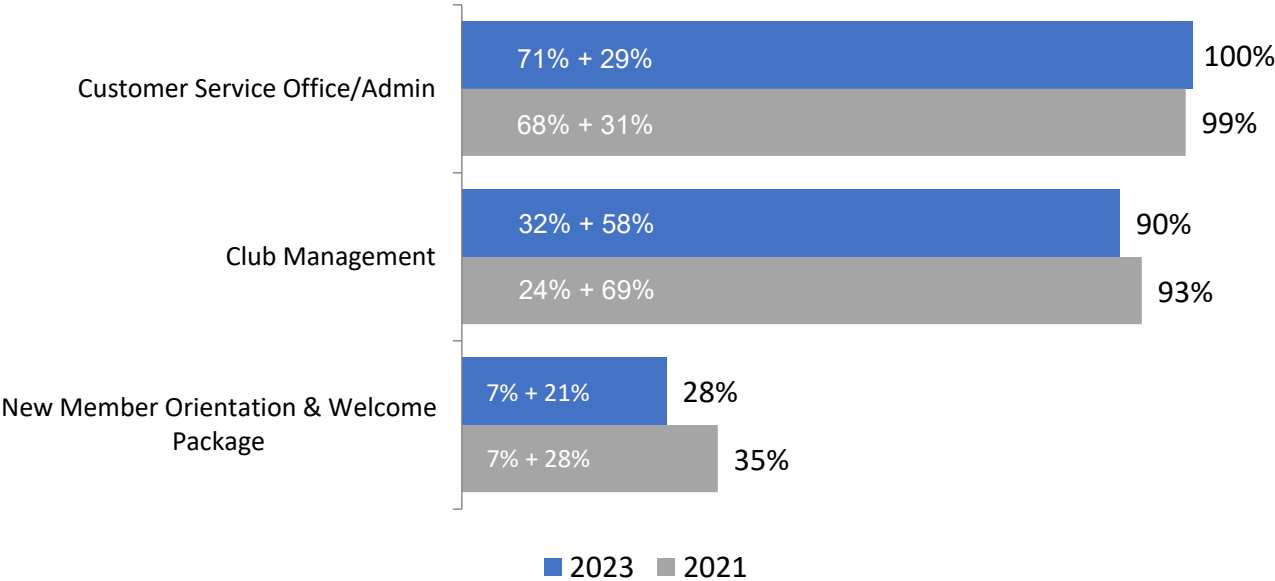


Member Satisfaction

Club Operations

Consistently high levels of satisfaction are noted once again in 2023 among members with regard to Customer Service in Office/ Administration. While overall satisfaction with Club Management is consistent this year, it is notable that more are Very Satisfied members now than there were in 2021. The new member orientation & welcome package has low levels of satisfaction due to a large percentage of members noting they are unaware of such an orientation or welcome packet.

Satisfaction with Club Operations
(% Very + Satisfied)



Q7: Using the following scale, please rate your level of satisfaction with the following aspects of Club Operations? (2023 n=282) (2021 n=207)

Website is in desperate need of update to be more useful as a communication tool and networking tool for members.

As a new member in 2023 I would have hoped for some form of course introduction. I would suggest maybe a session being offered for new members to receive a tour of the facilities, explain processes for booking tee times, reserving carts, etc. and maybe some form of welcome gift with Westfield G&CC logos

I think communication has been good, kudos to Jamie for the most part. The reality is - you can never communicate enough about operational and course issues and what you are or intend to do about it. Keep up the good work, thanks.

More frequent updates to the membership surrounding what is going on on the course maintenance side of things - include in regular newsletter updates (I think they are monthly but can't remember seeing one for a while), social media posts, blog, etc. Would like to be able to sign up for club events via the website.

Starter and Marshall's to keep pace of play moving

1. I would appreciate knowing what is happening on course for a given week, at least one week in advance e.g. spraying for weed control, upcoming in house events and/or outside tournaments, when greens and tees will be aerated, events that I might have to work around. It doesn't have to be an email—it can be a list posted in locker rooms, the pro shop and the bathrooms.

2. I would appreciate an overview of the discussions/decisions taken monthly by the BOD which would be distributed to all members; I think this could encourage more positive member input rather than complaints.

More frequent updates to the membership surrounding what is going on on the course maintenance side of things - include in regular newsletter updates (I think they are monthly but can't remember seeing one for a while), social media posts, blog, etc. Would like to be able to sign up for club events via the website.

I think communication has been good, kudos to Jamie for the most part. The reality is - you can never communicate enough about operational and course issues and what you are or intend to do about it. Keep up the good work, thanks.

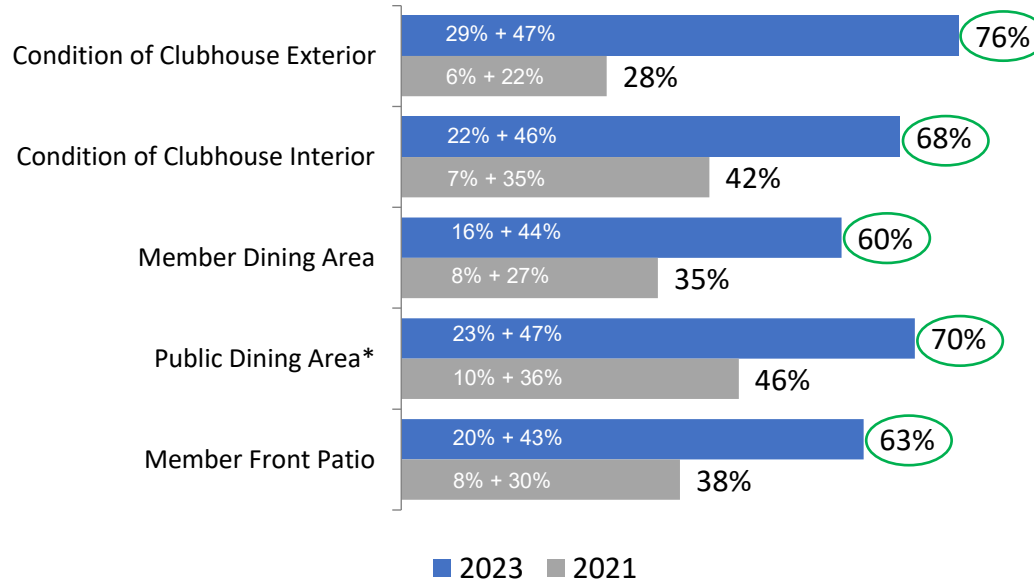
Starter and Marshall's to keep pace of play moving

2. I would appreciate an overview of the discussions/decisions taken monthly by the BOD which would be distributed to all members; I think this could encourage more positive member input rather than complaints.

This golf season members are much prouder of their WGCC's facilities and are far more likely to rate the condition of the Clubhouse (inside and out) as well as the various dining areas and patios as "excellent" or "very good" compared to just two years ago.

Opinion of Westfield Club's Facilities

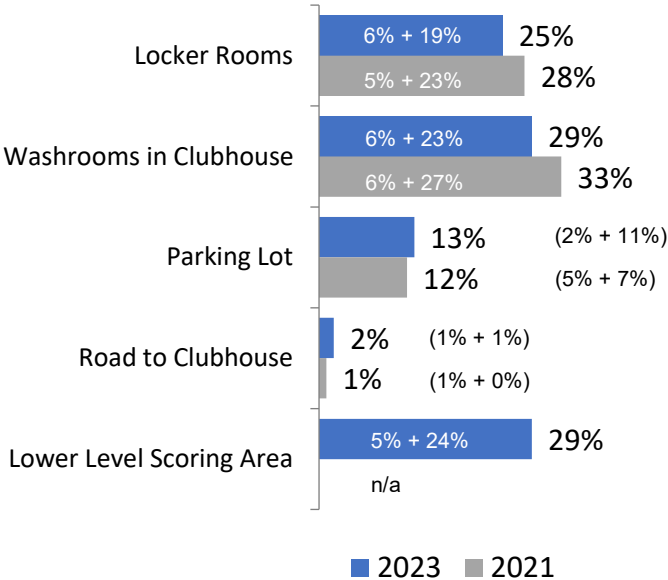
(% Excellent + Very Good)



Despite the gains made in overall clubhouse condition and dining areas/patios, areas that remain in need of improvement due to lower levels of member rating as “excellent or very good” include the road to the Club, the parking lot and albeit to a lesser extent, locker rooms and washrooms in the Clubhouse are considered “excellent” or “very good” to fewer than one in three members currently.

Opinion of Clubhouse Amenities

(% Excellent + Very Good)



Member comments regarding future Clubhouse facilities and properties focused on the poor condition of the road and parking lot as well as dated locker rooms and inadequate main level washroom facilities given the higher traffic due to Cask & Kettle patrons.

The road into the course is in poor shape and the general parking lot area is just okay. These are your first two points of impression for the golf course and they should be second to none. Level them, pave them, mark the parking spots appropriately.

Locker room is getting fairly worn down. Specifically the lockers, showers and bathroom

A new setup with some nice outdoor seating for the members patio would be nice. Instead of just chairs maybe an outdoor couch and that type setup would be nice and members would lounge there for longer

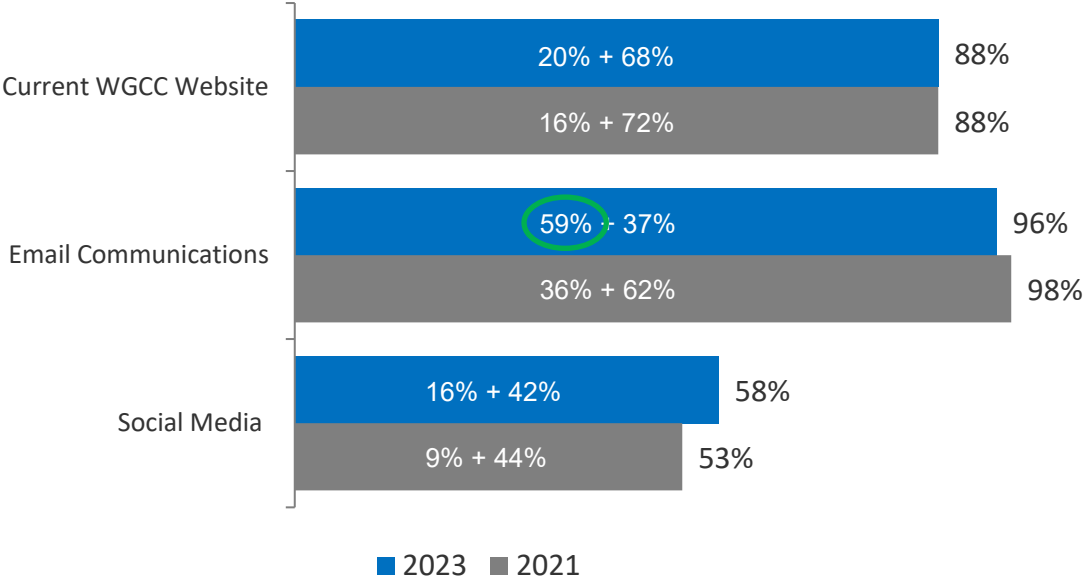
- on course washrooms are poorly maintained, lighting is not good, materials generally need refreshing (toilet paper, etc.) Should be cleaned more regularly during the day
- no water jugs on course, especially on hot days
- some ball/club washers need refreshing

- 1) New lighting and paint the open areas not touched by Cask & Kettle upgrade
- 2) up grade the bathrooms....they are looking really worn....counters, sinks, paint walks, hang some pictures
- 3) new furniture for members patio....not enough of it, chairs are sagging, remove cedar hedge to discourage insects, 4) 4) 4) enlarge the patio
- 5) build a pergola for sun and/or wind protection

Email communications appear to be the method this golf season which best satisfies the information needs of WGCC members, a significant improvement over the past 2 years. Social media and the WGCC website lack any measure of delivering high levels of member satisfaction although social media is up somewhat from 2021.

Satisfaction with Club Communications

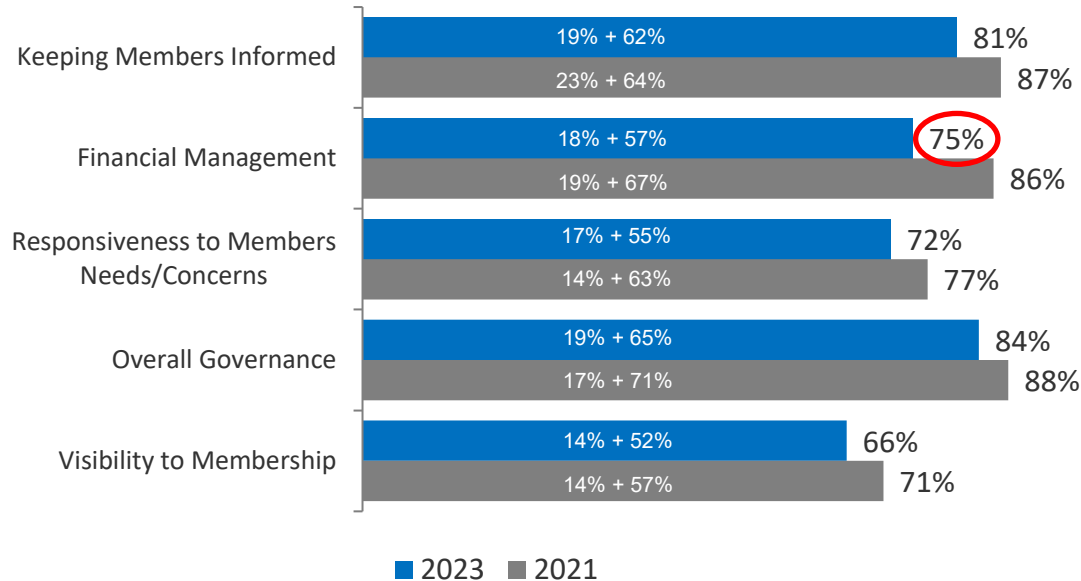
(% Very + Satisfied)



Levels of complete satisfaction with the performance of the WGCC's Board of Directors is limited to about one in five members however many more express general satisfaction. Visibility of the Board to members would appear to be contributing to the lower levels of "very satisfied" members in 2023 (much as it was a few years ago in 2021). Overall member satisfaction with financial management of the Club, although remaining high, is down from a few years ago.

Satisfaction with Board of Directors

(% Very + Satisfied)



Members suggested the Board of Directors should be more visible and communicate more actively to keep membership informed of their discussions, decisions and activities. Many members acknowledge the contribution made by those serving on the Board of Directors to the Club and thank them for their service.

Honestly not really aware of who and how club is managed via board, maybe a general communication regarding structure

Who are the Board Members, more visibility by the Board Members, financial status of Westfield Golf, what enhancements are happening in the short term and in next 4-5 years

Would like to see how the board is taking action to address concerns. We are informed of some changes as they're made however not so much on reasoning and decision making



Communication on a more regular basis.

As a new member, I don't know anyone on the board, nor anything about the financials.

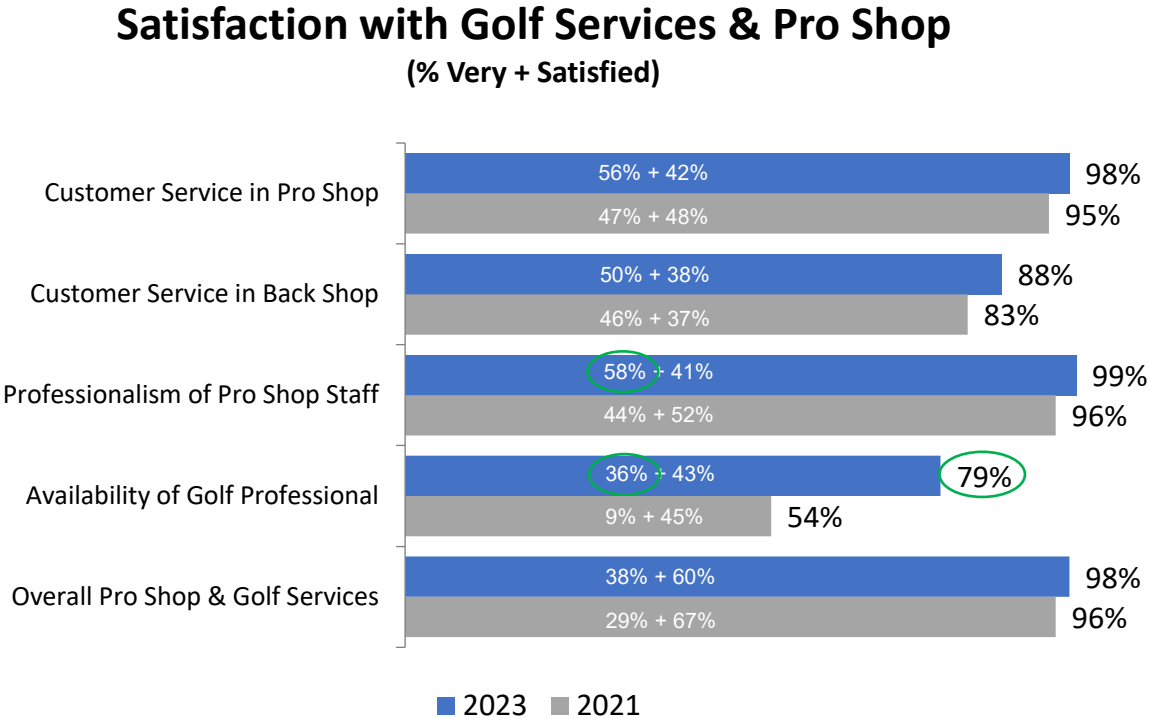
I would like to see a method for communicating the results of BOD meetings to members so they can see what issues/decisions the Board is making related to ongoing operations. It could also serve as a means of collecting and responding to member concerns.

Member Satisfaction

Golf Services



Golf services is one of the most highly rated service areas with customer service and professionalism of WGCC staff leading the way. With the return to a full-time Golf Professional at Westfield, member satisfaction with the availability of the Golf Pro is up significantly compared to two years ago.

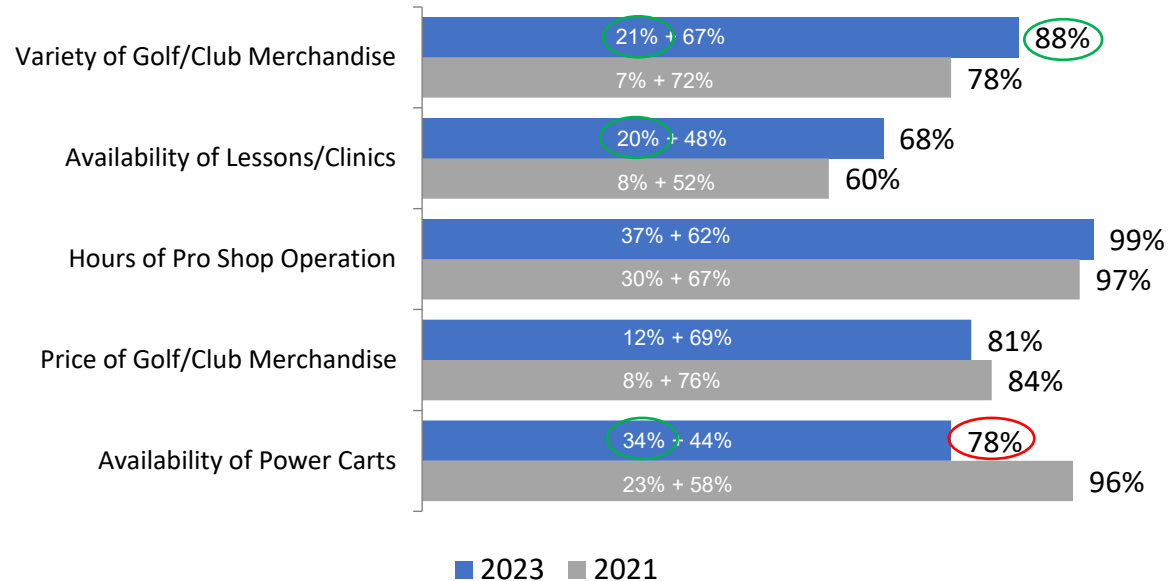


Q13:Please indicate how satisfied you are with the Pro Shop and services offered to members at Westfield? (2023 n=274) (2021 n=195)

Pro shop hours satisfy virtually all members and higher levels of satisfaction are noted in terms of variety of golf merchandise and availability of lessons/clinics compared to a few years ago; pricing remains consistent with a few years ago and availability of power carts is up in terms of members being “very satisfied” but down slightly on an overall satisfaction level.

Satisfaction with Pro Shop & Golf Services

(% Very + Satisfied)



I'm happy with our golf services staff. I think we are very fortunate to have two excellent pros on staff in Jamie and Steve. I think that brings a lot of value to the club.

On busy days - more carts need to be available, should have around 40 (2 for every hole on the course and 4 extra in case of maintenance)

8 minutes between tee times. Get a starter who will enforce tee times
Get a ranger on the course who will enforce pace of play and course etiquette ie replace divots and fixing ball marks

The power carts are in need of upgrading . need the back hood covering golf bag. The windows which are plexiglass glass are not good for vision when closed. So get better carts

1) spend more time with green fee players and/or new members to introduce them to playing partners, ensure they know what is happening this particular day, any special rules e.g. cart path only means cart path only, maintenance of play. Don't leave them on their own to do whatever they see on YouTube

Member Satisfaction

Food & Beverage Service

Served Monday to Friday 9am to 11:30am
Saturday and Sunday 9am to 3pm

Brunch

Prince William St. Toast
Choice of Toast / Rye / Multigrain / Sourdough / White
Smashed Avocado / Diced Tomatoes / Feta / Green Onions /
Poached Eggs / Hollandaise Sauce 14.50

Chicken & Waffles
Buttermilk Waffle / Buttermilk Chicken Tenders / Honey / Maple
Syrup / Butter 18

Old School Brunch
Old School Breakfast
Two Eggs / Toast / Rosemary Home Fries / Maple Bacon Chipotle
Baked Beans
Choice of: Maple Bacon / Sausage / Ham / Seared Tomatoes,
Spinach, & Mushrooms 14.50

Breakfast Sandwich
One Egg / Aged Cheddar / Maple Bacon / Lettuce / Tomatoes /
Roasted Red Pepper Aioli / Toasted Brioche Bun /
Rosemary Home Fries 13.50

8oz Steak & Eggs
House-carved Grilled 8oz Certified Angus Beef® Striploin /
Two Eggs / Rosemary Home Fries / Toast 29.50

Classic Benedict
English Muffin / Poached Eggs / Hollandaise Sauce / Rosemary
Home Fries
Choice of: Ham / Maple Bacon 17.50

Breakfast Burrito
Tortilla Wrap / Maple Pork Belly Bites / Scrambled Eggs /
Honey Sriracha Aioli / Peppers / Onions / Cheddar / Mozzarella /
Rosemary Home Fries / Sour Cream / Salsa 18

C&K Specialties

Fried Chicken Benedict
English Muffin / Poached Eggs / Buttermilk-fried Chicken
tossed in Honey Chipotle Sauce / Hollandaise Sauce /
Rosemary Home Fries 18.50

The Beast
Buttermilk Waffle / Three Buttermilk-fried Chicken Tenders /
Three strips of Maple Bacon / Poached Eggs /
Hollandaise Sauce / Butter / Maple Syrup 22

Add-Ons

Any of our Amazing Sauces	1.50
Egg	2
Toast	3
Guacamole / Maple Bacon / Sausage / Ham / Sautéed Spinach, Tomatoes & Mushrooms / Maple Pork Belly Bites / Hollandaise Sauce	4
Fried Chicken / Vegan Sausage	5



Little Lads & Lassies

Ages 12 And Under

Buttermilk Waffle / Home Fries	11
Pancake / Home Fries	11
Bacon & Eggs / Home Fries / Toast	11
Cheese Omelette / Home Fries / Toast	11



Cask & Kettle is proud of our Irish heritage
and we want to share it off.
Being part of Canada's Most Irish City
means we hold our roots dear and
celebrate our history - and hope you will too.

In the tradition of the local pubs of Ireland,
we honour where we came from.



CASK and KETTLE
IRISH GASTROPUB


WESTFIELD GOLF CLUB

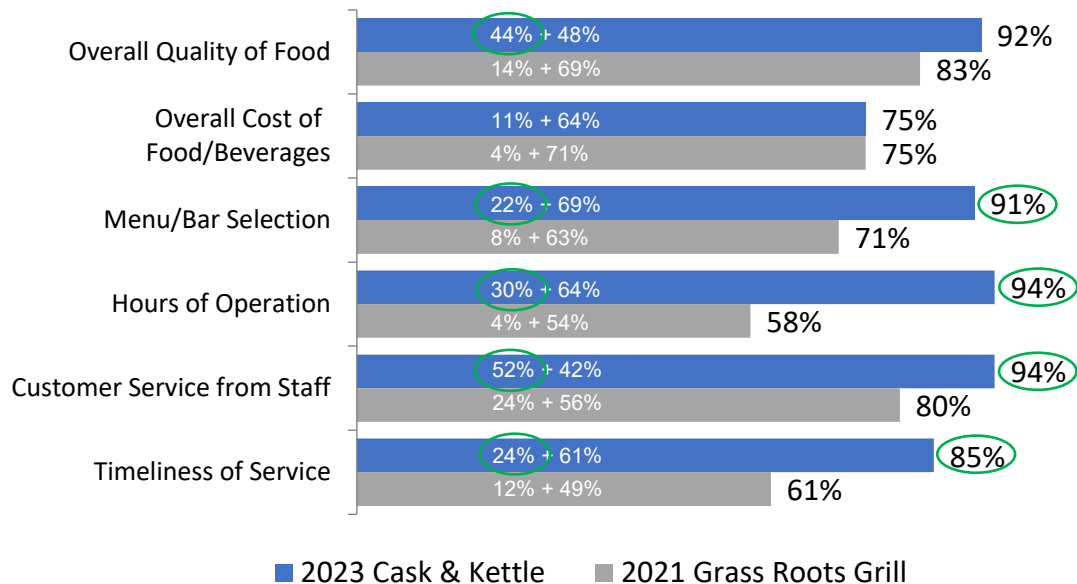
Enjoy great food, fresh drinks, and big fun at Cask & Kettle - Westfield Golf Club

Sláinte!

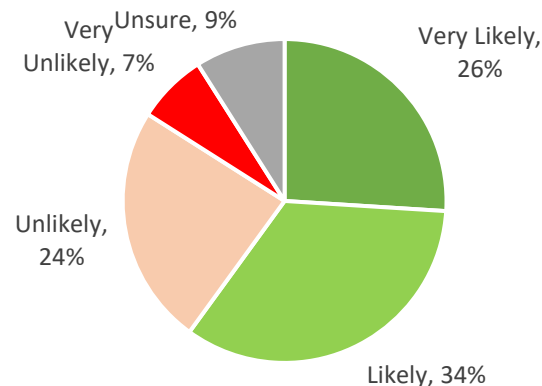
WGCC members are clearly much more satisfied now (2023) with Cask & Kettle's food/ beverage service than they were in 2021 with our previous partner, Grass Roots Grill. Customer service from staff, overall quality of food and hours of operation lead with the highest levels of member's complete satisfaction. Cost, not surprisingly is an area where members are a bit less satisfied.

Food & Beverage Service Satisfaction

(% Very + Satisfied)



Member Likelihood of Patronizing C&K Year Round

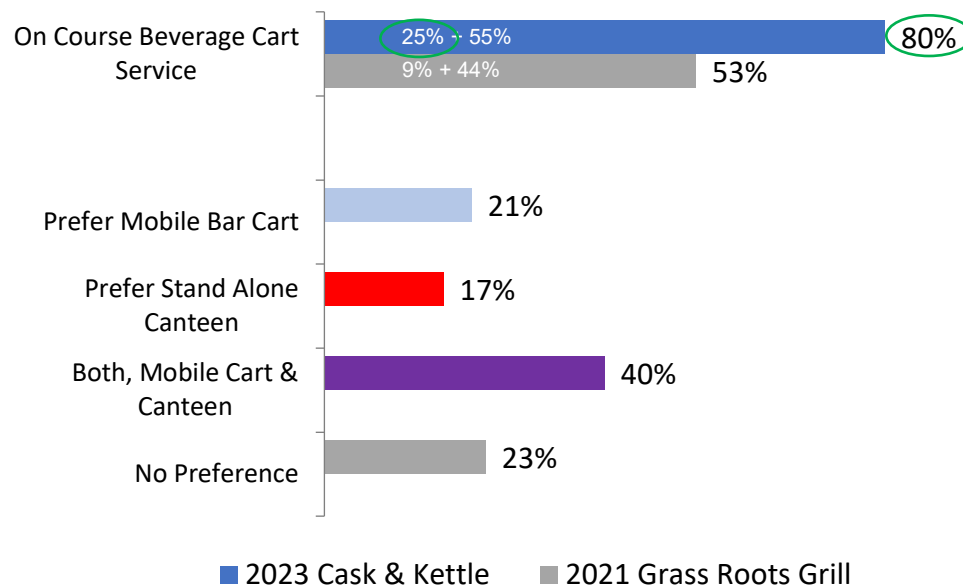


Should Cask & Kettle decide to remain open year-round at WGCC beyond the golf season, about six in ten members believe they would likely patronize the pub during the non-golfing months.

Members are significantly more satisfied now compared to a few years ago with the “on course” beverage cart service. As the Club considers the needed purchase of a new “beverage cart” the question as to whether a stand alone canteen would be preferred over the current mobile cart, having offered the option of having both “stand alone” and “mobile” this was clearly seen as the best of both worlds. The feasibility of offering both however is a question that will need to be addressed. There was little variance in preference of one option over the other while one in four members simply had no preference on the matter.

On Course Beverage Cart Service

(% Very + Satisfied)



Looking Ahead...

2024 Golf Season



In Conclusion...

- Satisfaction overall among Westfield members remains high and is consistent with the 2021 membership survey. Currently, Golf Services leads in terms of those members “very satisfied” while Course Conditions lag in terms of achieving the highest levels of member satisfaction (% very satisfied).
- The investment and improvements made over the past few years to the clubhouse, the golf course (bunkers), return to a full-time pro and the new Food/Beverage partnership with Cask & Kettle have been very well received by virtually all members.
- On the golf course, the condition of greens (a few in particular) remain an issue of concern for members. As well, no doubt influenced by the extremely wet summer, new concerns have emerged with regard to needed drainage on the golf course for chronic wet spots and improved cart paths, both of which impacted playing conditions for members all season.
- Positive improvements are noted in Golf Services over the past few years, with the availability of the Pro, professionalism of staff and customer service all up notably in terms of achieving high levels of satisfaction for more members.
- Clearly, Cask & Kettle is meeting the needs of significantly more members in 2023 than did GRG in 2021 with virtually all members significantly more satisfied with various aspects of food/beverage service. Overall cost of food/beverages is the only area not showing a measurable improvement from our previous food/beverage partner.
- Communication remains an area of concern with members looking for more information about day-to-day operations as well as more Board related updates in terms of the Club Operation and Course/Facility Improvements.