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with, in terms of the project concept, we have increased our membership, increased the number of green fee players and have a fantastic restaurant, cocktail lounge and motel business. One of the keys to the big increase and activity is the fact that each element of the complex plays on the other. For example, if you're looking for a motel we have a motel. If you're looking for a restaurant, we have a restaurant. Except that we have a set-up that lets you play golf before you eat and then, if you want, you can spend the night. In other words, we haven't added business, we've multiplied it."

Even the glowing statement above does not do justice to the true extent of what has happened at Toftrees. Golfing memberships have gone from 100 in 1969 to 400 in 1973. Number of weekend green fee players has increased from 100 to 225 in the same period. The restaurant, Le Papillon, aided by an excellent chef, does turn-away business on the weekends (some people reserve two and three weeks ahead of time and some drive 50 miles each way) and is packed for luncheons. It even does a breakfast business thanks to the lodge. The lodge, too, does a turnaway business. As shown below, Sieg's decision to do something out of the ordinary for a country club generates an excellent income:

Income item	Gross income (February, 1973 to November, 1973)
Golf club	\$125,000
Room rentals	\$120,000
Food	\$295,000
Beverages	\$120,000

The nearly \$700,000 gross in 10 months of 1973 compares with a \$270,000 gross for the same period a year earlier. It includes 7,000 member rounds and 9,000 public rounds, plus 5,000 car rentals (77 per cent occupancy grossing \$28,000). Sieg estimates that the gross will pass the \$1 million mark in 1974.

Looking back, Sieg says, "Bucher Meyers and I both agreed that we did the right thing when we scaled down the first set of preliminaries. After all, it was prudent and the best thing to do."

Fortunately, the Bucher Meyers design featured many expandable components. Some expansion has already taken place and plans now are being

finalized for even more. A platform tennis facility with two courts and a warming hut/tennis pro shop already have been added, which members use when the weather isn't right for golf. Two more tennis courts are underway, plus 15 more golf cars; expanded pro shop facilities; 96 more lodge units; members' dining room and enough space to turn the country club into a conference center for business, the Pennsylvania State University, which is nearby, associations and other groups, much of which will help Toftrees CC expand its already booming business, and its off-season business.

Although Toftrees is unique, it should be pointed out that this uniqueness is so only because it is among the first, if not the first, to use a golf course as the focal point and expand outward. It would not be difficult for other golf courses to follow suit. But, as Alan Meyers warns, "First of all, don't depend on gut reactions alone. Undertake at least a rudimentary market survey to determine what people want, what the competition is and so on. Second, assuming that you think you can proceed, hire a top architectural/planning firm with experience in recreational and related planning. Take a look at what they've done in the past. My own advice, naturally based on my own biases, is to select the firm that doesn't go along with the traditional, simply because 'sameness' can kill the entire project. A healthy respect for the existing nature of things also is very important. Third, integrate all your planning, so you create and work with unity as you go along. If the design firm has interior design and landscaping capabilities, fine. If not, then be sure that whatever additional talent is retained works together, so everyone's on the same wavelength. Appoint one competent team leader, preferably the architect. Fourth, don't wait for the right time, because there really is no right time. The longer you wait, the more likely someone else in your area will pick up on the idea or that construction and related costs will make the project unfeasible. At the very least, put down a few ideas on paper and look around on your own. Fifth, do as Phil Sieg did, go first class all the way. Even if it is more expensive, which in many cases it isn't, top quality means extracting a lot more value per dollar than second or third best." □

## COMING EVENTS

RHODE ISLAND TURFGRASS FIELD DAY, University of Rhode Island, Kingston, R.I., August 21.

NORTHERN MICHIGAN TURFGRASS FIELD DAY, Michigan State University Experimental Area, Traverse City CC, Traverse City, Mich., September 10.

TURF AND LANDSCAPE DAY, Ohio Agricultural Research and Development Center, Wooster, Ohio, September 10.

FLORIDA TURFGRASS ASSN. CONFERENCE AND SHOW, Riverside Hilton, Curtis Hixon Convention Center, Tampa, Fla., September 16-19.

SOUTHERN ILLINOIS TURFGRASS FIELD DAY, Southern Illinois University Agricultural Research Station, Belleville, Ill., September 24.

NORTHWEST TURFGRASS CONFERENCE, Sun River Lodge, Sun River, Ore., September 24-27.

MIDWEST TURF FIELD DAY, Purdue University Agronomy Farm, West Lafayette, Ind., September 30.

SOUTHWEST TURFGRASS CONFERENCE, New Mexico State University, Las Cruces, N.M., October 10-11.

CENTRAL PLAINS TURFGRASS CONFERENCE, K-State Union, Manhattan, Kan., October 23-25.

WISCONSIN GOLF TURF SEMINAR, Pfister Hotel, Milwaukee, Wis., October 30-31.

FIFTH ANNUAL GEORGIA GCSA/UNIVERSITY OF GEORGIA TURF-GRASS SHORT COURSE, Center for Continuing Education, University of Georgia, Athens, Ga., November 3-5.

TEXAS TURFGRASS CONFERENCE, Texas A & M University, College Station, Tex., December 1-4.

OHIO TURFGRASS CONFERENCE AND SHOW, Ohio State University, Columbus, Ohio, December 3-5.