

**Position Overview
&
Candidate Profile**



Peterborough Golf & Country Club
Peterborough, Ontario
General Manager/Chief Operating Officer

Peterborough Golf & Country Club



Peterborough Golf & Country Club

The Peterborough Golf and Country Club (PGCC) was established in 1897 and is located along the Trent Canal in the heart of the Kawartha Region. In the late 1920s renowned course architect, Stanley Thompson was engaged to design the 6,472 yard, 18-hole championship layout. The PGCC is proud of its rich tradition and history and provides its more than 1,100 Members with an exceptional year-round experience, offering curling, golf, dining, and meeting facilities. The Club has made important advances in the past years - building a strong year-round member base that is committed to increasing funding for the golf course and other club improvements.

The Peterborough Golf and Country Club is seeking an experienced General Manager/Chief Operating Officer to join us in Peterborough – to lead our staff and to work with our Members and our Board of Directors as we build for the future. If you are ready for the next step in your club management career and would value the opportunity to be the leader of this historic club as we continue to make it better, we welcome you to apply for this position.

MISSION

The Peterborough Golf and Country Club is an all-season private club providing outstanding recreational experiences, dining, and social opportunities for our members and guests.

ABOUT THE CLUB

- Member-Owned Private Club
- Total Members: 1,100 (Golf, Curling, Social, etc.)
- Gross Revenue: \$ 4.3M
- Annual Dues Revenue: \$ 2M
- Annual F&B Revenue: \$ 1.6M
- Year-Round Employees: 10 Full-Time, 62 Part-Time/Seasonal

AMENITIES

- Golf
- Dining
- Curling
- Family Programming
- Member Events
- Private Events

POSITION SUMMARY

The General Manager/Chief Operating Officer (GM/COO) is the most senior member of the Club's management team reporting to the Board of Directors through the Board Chair. The GM/COO is responsible for delivering on Members' and guests' curling, golf, and other experiences at the Club and on its strategic and operational management. Direct reports include Office Manager, Accounting Manager, Executive Chef, Food & Beverage/ Events Manager (includes Banquet/ Events Coordinator), Sports Director, Maintenance Supervisor, Greens Superintendent (includes Assistant Greens Supervisor).

KEY COMPETENCIES

To be successful in this role, the GM/COO will need to demonstrate the following competencies. These same areas will be a focus for performance evaluation, ensuring clear expectations and ongoing support.

- **Strategic Management:** Develop long-range plans that consider the Club's vision, mission, and competitive landscape. Setting goals, allocating resources, and measuring progress.
- **Leads Change & Supports Innovation:** Championing new ideas and initiatives that improve the Club's operations and member experience. Effectively communicating and managing change processes to gain buy-in from Members and Staff.
- **Models Hospitality and Service Excellence:** Creating a welcoming and exceptional experience for Members and guests. Setting high standards for service and ensuring Staff are well-trained and empowered to deliver quality experiences while upholding the standards of the Club.
- **Leadership - Interpersonal:** Building strong relationships with Members, Staff, and Board Directors. Demonstrating empathy, active listening, and effective communication skills to foster collaboration and address concerns. Skilled in delegating tasks and empowering others to achieve goals.

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- **Club Governance:** Understanding the legal and ethical frameworks that guide private club operations, including member rights and responsibilities, board structures, and regulatory compliance. Ability to foster positive relationships with Board Directors and Committee Chairs.
 - **Emotional Intelligence:** Being aware of and managing one's own emotions, while understanding the emotions of others. This allows for navigating complex situations and building trust.
 - **Financial Acumen:** Understanding financial statements, budgeting, cost control, and financial analysis specific to the private club industry.
 - **Human Resources - Legal:** Understanding employment laws and regulations to ensure fair and compliant HR practices, including recruitment, compensation, and performance management.
 - **Golf:** Understanding the intricacies of golf course operations, including agronomy practices, course maintenance, tournament management, and member golf programs.

KEY RESPONSIBILITIES

The following responsibilities align with the competencies outlined above and are crucial for ensuring the Club's continued success and member satisfaction. The GM/COO must be able to lead with empathy, innovate strategically, and manage the Club's resources effectively while maintaining a strong focus on service excellence and inclusivity.

Strategic Management

- **Develop Long-Term Plans:** Lead the creation of strategic plans that align with the Club's vision and mission, focusing on long-term sustainability and member satisfaction. This includes addressing capital investment needs and facility upgrades.
- **Resource Allocation:** Ensure resources are allocated efficiently to meet strategic goals, including budgeting for necessary maintenance, improvements, and a major facilities upgrade.
- **Measure and Report Progress:** Regularly assess progress towards strategic goals, using key performance indicators (KPIs) to guide decision-making and provide updates to the Board, Staff, and Members.

Models Hospitality and Service Excellence

- **Enhance Member and Guest Experience:** Demonstrate a genuine passion for providing exceptional service. This includes enhancing member experience, upgrading facilities, and ensuring variety in the food and beverage offerings for the Club.
- **Staff Training and Empowerment:** Coordinate and oversee comprehensive training programs to ensure Staff are well-equipped to deliver high-quality service. Empower Staff by providing them with the tools, resources, and authority to resolve issues on the spot, enhancing the overall member experience.
- **Monitor and Improve Service Standards:** Regularly assess service delivery and financial viability through member feedback and performance metrics, while implementing continuous improvement initiatives to maintain high service standards.

Leadership - Interpersonal

- **Build Strong Relationships:** Engage regularly with Members, Staff, and Board Directors to understand their needs, concerns, and expectations. Use active listening and empathy to build trust and foster a collaborative environment.
- **Effective Communication:** Maintain open lines of communication with all stakeholders, ensuring that information is shared transparently and that concerns are addressed promptly.

Implement feedback mechanisms to gauge Member and Staff satisfaction, addressing issues proactively.

- **Conflict Resolution:** Address conflicts or complaints with empathy and professionalism, ensuring that all parties feel heard and respected. Build positive relationships and foster a collaborative work environment.

Club Governance

- **Ensure Regulatory Compliance:** Stay updated on legal and ethical guidelines related to private club operations, ensuring that all club activities comply with relevant regulations.
- **Governance Best Practices:** Work closely with the Board of Directors to implement governance best practices, including clear communication of member rights and responsibilities, and adherence to board structures and procedures.
- **Policy Development:** Assist in the development and enforcement of Club policies that align with legal standards and reflect the Club's mission and values.

Emotional Intelligence

- **Self-Awareness and Regulation:** Maintain self-awareness and emotional control in all interactions, particularly in high-stress or conflict situations, to model professionalism and composure.
- **Understand Emotions:** Be attuned to the emotional states of Members and Staff, using this awareness to navigate sensitive situations and build strong, trusting relationships.
- **Empathy and Support:** Provide support and understanding to both Members and Staff during challenging times, demonstrating genuine concern for their well-being.

Financial Acumen

- **Financial Planning and Budgeting:** Strong understanding of financial and capital management. Work closely with the Accounting Manager to support the development and management of budgets that align with the Club's strategic goals, ensuring financial stability and sustainability. This includes awareness of cost control measures and financial planning for capital projects.
- **Financial Analysis:** Regularly review financial statements and performance metrics to identify areas for improvement and ensure the Club remains financially healthy.
- **Optimize Revenue Streams:** Explore and implement new revenue-generating opportunities while managing costs effectively, particularly in the food and beverage sector and member programming.

Human Resources & Legal:

- **Safety:** Knowledge of public health and safety regulations and the ability to ensure the safety and well-being of Staff and Members (Canadian Centre for Occupational Health and Safety). Ability to ensure the safety and well-being of Staff and Members. Experience in developing and implementing emergency preparedness plans.
- **Employee Relations:** Ensure the Club is operating under the Federal, Provincial, and Municipal Laws and Regulations, including but not limited to, Canadian Human Rights Act, the Accessibility for Ontarians with Disabilities Act (AODA), etc. Work with the team to develop Performance Management Goals and Development Plans that align with Key Performance Indicators.

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- **Legal:** Experience working effectively with legal counsel to address compliance issues, proactively identify potential legal risks, and implement mitigation strategies. Have familiarity with and understanding of the Club's insurance policies and understand how to ensure compliance with the related insurance requirements.

CANDIDATE PROFILE

The GM/COO is responsible for leading the team in maintaining the atmosphere, member experience, and strategic objectives of the Club. The ideal candidate will possess the following qualifications:

- **Professional Experience:** Proven success as a General Manager/Chief Operating Officer at a member-focused hospitality, recreational, or resort facility of similar size and volume. Demonstrated expertise in operational management, enhancing guest experience, and leading high-impact and complex projects.
- **Leadership:** A dynamic, results-oriented leader with a proven ability to build and motivate high-performing teams, effectively engage with a board of directors, drive a strong governance structure, and uphold the mission and vision of a club.
- **Business Acumen:** Strong financial acumen, including negotiating, budgeting, forecasting, and profit and loss management. Coordinates the development of a club's long range and annual plans.
- **Member Focus:** An understanding of the culture in a membership-driven organization and a commitment to fostering exceptional member experiences.
- **Strategic Thinking:** Ability to develop and implement strategies to drive revenue, enhance member satisfaction, and ensure a club's long-term success.
- **Operational Excellence:** Experience in overseeing all aspects of a club's operations and events.
- **Communication and Collaboration:** Excellent communication and presentation skills and the ability to build strong partnerships within a club and with members.
- **Professional Development:** A passion for continuous learning and staying current with industry trends. Maintains membership with the Club Managers Association of Canada and other professional associations. Attends conferences, workshops, and meetings to keep abreast of current information and developments in the field.
- **Representing the Club:** Connecting with the local community and with other stakeholders with which a club has relationships.

QUALIFICATIONS

- Strong interpersonal skills and demonstrated leadership abilities in inspiring and motivating staff.
- A minimum of 5 years of senior management experience in private club operations is preferred.
- Demonstrated experience in finance and administration is essential.
- A degree in Hospitality or Business Management is considered an asset, or equivalent work experience with exceptional business acumen.
- Member of the Canadian Management Association of Canada (currently working on or having completed the CCM designation) is desirable.
- Member of the PGA of Canada considered an asset.
- Knowledge of the Jonas system is desirable.

COMPENSATION

Compensation is commensurate with experience and skill level and will include a combination of a base salary (with a range of \$125,000 to \$175,000), group benefits, and a performance incentive.

INQUIRIES

IMPORTANT: Interested candidates should submit their resume along with a detailed cover letter that addresses the qualifications and describes their alignment/experience with the prescribed position by **November 30, 2024 at 5:00pm**. Those documents must be saved and submitted in Word or PDF format (save as "Last Name, First Name, PGCC Resume" and "Last Name, First Name, PGCC Letter") respectively to: <https://bit.ly/3O34Pag>

The Peterborough Golf and Country Club is an equal opportunity employer and is committed to providing an accessible and inclusive organization as well as providing barrier-free and accessible employment practices in compliance with relevant legislation. Disability-related accommodation needs during the application process will be available upon request.

LEAD SEARCH EXECUTIVES

Michael Gregory, Managing Director & Partner
Jeff Germond, CCM
Eric Hutchison, MBA, PhD, Director

For more information on Peterborough Golf & Country Club, please visit <https://ptbogolf.com/welcome>