

PRESIDENTS REPORT
AUGUST 2021
AGM

Greetings Fellow Members

Hopefully by now you have read the newsletter about our path forward. Also, you should know that just recently we've made public our call for applications for both the General Manager position and the Superintendent position. The firm Venor has been helping us in this process as a 3rd party to ensure that we make an unbiased selection. We, the Board, feel confident that separating these positions and reshaping them is the best way forward as our club continues to grow and move into another significant wave of popularity in our sport. Our intention is to have the General Manager selected in the fall and hopefully onboard by year-end. Once they get started, they will hit the ground running in the selection process of the Superintendent.

As I mentioned in my newsletter submission, we are overwhelmed by the positive response of the staff. They continue to go above and beyond the call to ensure we continue the season and finish strong. Please feel free to encourage and thank these dedicated staff.

I thought I would take time to clarify a few things. To be clear, both employees we are saying goodbye to are due to the restructuring. They have not been fired due to cause, but with the changes to the positions under question it became clear that their jobs no longer exist and a selection process to find candidates that fit the new job descriptions and competencies was needed. We did not take these decisions lightly as we know that both are long-term employees and have family considerations that we respect. Difficult decisions have consequences and we sought to lead with empathy and understanding as we said goodbye to these gentlemen.

Secondly, we have heard questions around the timing. We know that changes of this magnitude would not normally take place mid-season. We had to weigh the disruption of this restructuring with the timeline to get new people in place for year-end and the beginning of a new season. Even though the timing wasn't ideal, it meant we could line up the changes that need to be made in a timely manner but also in a logical way that will serve the best interests of the club.

Lastly, there is a lot of unfinished business. As mentioned previously, there will be some more work to look at our bylaws and to help clearly define roles and reporting. An observation that has been made is that the line between the board managing vs direction has been blurred in the past. This has made things confusing for the Management Team as well as the Board. We acknowledge that we not only hope to see some change in "culture" in how the Management Team works together, but also how the Board and Management communicate and work towards the same

goals. I feel it is important to highlight that we, the Board, will be reviewing and working on having good governance in place (processes, systems and practices) that will help to ensure accountability of the Board and transparency of its actions to the membership. Golf clubs that focus on their governance practices are often ahead of the curve and in a strong position to face the ever-changing challenges that emerge, including shifts in membership preferences, changes to policies, statutory obligations and evolving communications platforms.

All this suggests that we've invested a lot of time thinking about the future and have put a great deal of volunteer hours as an executive and a board into this. We've also had to invest some of our funds this year into third party consultation and recruitment. We hope you see these as investments and like you we anticipate seeing the fruit of this as we move into the end of the season and into the new year.

We hope you take time to read these reports and see some ways we intend to move our club forward. Please feel free to reach the Executive at executive@chestergolfclub.ca

Sincerely,
Joe Green
President of Chester Golf Club