

## **GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) PROFILE: OAKDALE GOLF & COUNTRY CLUB TORONTO, ONTARIO, CANADA**

### **THE CLUB**

Founded in 1926, Oakdale Golf & Country Club (OGCC) is widely recognized as one of Canada's finest private golf and country clubs. When first established at the corner of Sheppard and Jane Street in Toronto, it was surrounded by undeveloped agricultural land but over the ensuing 90+ years the club now sits in a very conveniently accessible location in the midst of one of North America's most vibrant cities; easily accessible to its membership and the greater Toronto area. This "Stanley Thompson" designed golf course has often been rated amongst the 100 best courses in Canada.

Oakdale's vibrant membership community enjoys an impressive 27 holes of golf, a beautiful clubhouse and a full array of dining and event planning facilities. The Club has a long tradition of family legacy membership, offering a destination for golf and social activity with high-end amenities such as a 25m salt water swimming pool, six Har-Tru tennis courts, fitness facilities and on-site esthetic and massage services.

The expansive clubhouse features some of the best locker room facilities for both men and women found anywhere in the country, complete with quality attentiveness by a professional staff. Each locker room has comfortable sitting or lounge areas and 'sleep rooms'. Additionally, the Club takes pride in an active junior golf programme, providing both boys and girls with their own locker room spaces.

The Club encourages year round golf preparation and strengthening through its fitness programmes and via a "state of the art" golf simulator. Members can "virtually" test their skills on iconic courses throughout the year.

During all seasons, Oakdale hosts a number of private member and outside community events. The capacity for private functions is truly enhanced by the club's large heated and covered outdoor event space. There are few views to match what Oakdale is able to provide for weddings, Bar Mitzvahs, Bat Mitzvahs, family and corporate events. The Club's active programming schedule includes all major holiday events, but also family carnivals, special theme nights and other social and educational events.

Oakdale has always placed high value on charitable giving; making it a requirement of membership as an annual commitment. The Club reaches out to the community and in doing so, has been recognized by the Canadian Society of Club Managers as "Community Involvement Club of the Year" in 2016; a tribute to the leadership team and membership at Oakdale. Oakdale is committed to remain an integral part of the local and extended community and to help support and encourage its staff/ management team to the same ends.

For more information, please visit the website at: [www.oakdalegolf.com](http://www.oakdalegolf.com)

### **CLUB FACTS (All approximate numbers)**

- Annual revenues: \$11.5M from operations and capital fund
- Total members: Approximately 1,500 in all categories of membership
- Initiation Fees: Depending upon membership class, initiation fees run from \$30,000 to \$125,000
- Annual dues: For a Full Regular Family (top membership category), annual dues are \$12,625; all other categories vary depending upon age and family type
- Oakdale is organized as a Not For Profit organization with share capital under the Corporations Act (Ontario)
- Total Employees: 150 in-season; approximately 80 off-season
- Total F&B Revenue: Approximately \$2.0M
- The average age of club members is 56 years

- There are currently 16 members of the Board, with that number to decrease to 12 by 2019 after a recent change in Bylaws; the term of Board Members is two years, but they may stand for reelection
- The Club has an active Committee structure including the following: Standing Board Committees: Management (acts as Executive), Finance, Governance, House/Locker Room, Greens, Membership, Discipline, Pro Shop, Communal Review (Past President alone). Additionally, there are a few current Ad Hoc Committees including: Oakdale Knudson Pro Am, GM Search, Nominations, Revenue Generation
- In 2016, the Club enjoyed approximately 27,600 rounds of golf played on its 27 holes
- At present, the Club is working through several capital projects including a partial clubhouse renovation, tee and bunker work on the course and various other smaller projects

## **POSITION OVERVIEW**

Oakdale is a preeminent club with a strong Jewish history that is poised for continuing excellence in the future. The Board is forward thinking and anxious to recruit their next GM/COO to be a strong catalyst to ensure that the Club maintains “differentiators” of consistently high quality, in order to continue to flourish in the future. Working with and being a member of Oakdale means that you are part of a family. The Club enjoys true family relationship amongst its membership and with the staff, many of whom have been with the Club for years and who are appreciated for their dedication to Oakdale. The right ‘fit’ next executive will be someone who is clearly passionate about the Club, their role, the profession and where OGCC is positioned to continue to be one of the great clubs of Canada.

The GM/COO oversees operations of Oakdale and must have good knowledge of every area of club operations. While the Club is somewhat seasonal in nature, it has a very family oriented membership and an increasing number of winter season activities and programs to accommodate an increasingly younger member demographic. The current GM/COO is retiring after twelve years of service to Oakdale and its membership.

The new GM/COO is expected to be the quintessential hospitality professional who, in collaboration with the Board, Member Committees and Senior Staff is able to define and strategically execute plans to ensure that Oakdale is viewed as one of the premier country clubs in Ontario, as well as one of the most highly regarded in the country. The GM/COO at Oakdale must be a highly respected and determined.

Having full operational responsibility for the Club, the GM/COO will be responsible and accountable to develop, monitor and manage the Annual Operating Plan and Budget, and to establish appropriate benchmarks for staff management success. Of primary importance is ensuring high levels of member and employee satisfaction levels, and ensuring that member communications and services are continually evaluated and enhanced.

Serving as the primary representative to the Club at large, the GM/COO must have a natural and intuitive style of engagement, visibility, approachability and respectful communication. Gaining the confidence of the membership and staff through thoughtful, candid and considerate interaction is essential. As GM/COO, you will ensure that appropriate talent acquisition, retention, orientation, training and evaluation programs are in place.

Early additional priorities include:

- Being an exceptional “listener” and “engager” of all contributing constituency groups---Board, Committees, Staff, Members, and the community at large, getting to know the overriding culture and expectations of this great club. As part of that process, the new GM/COO is expected to create a series of member and staff focus group sessions to hear firsthand of their expectations and aspirations.
- An overall organizational chart review with full engagement of the Team, ensuring clear goals and objectives are in place for the coming season, and that they are in alignment with the Board’s overarching goals for the Club:
  - A consistent, extraordinary member experience;
  - Thoughtful, consistent and relevant communications occur to ensure high levels of transparency;
  - Financial stewardship of Club funds;
- Creating a ‘State of the Club’ report and analysis, with thoughtful recommendations for the Board to consider after the first 60 days in the role.
- Establishing a strong working relationship with the Board and Committees.

Slightly longer-term priorities and expectations include:

- Ensure that Food and Beverage operations are performing at a level that meets the desires of a majority of the Club's membership, as validated in collaboration with the Board and in terms of quality, consistency and bottom line financial performance. Increasing F & B revenue and bottom line performance is a top priority.
- Working in collaboration with the Board and appropriate Committees, ensure that near term capital plans are in keeping with being able to positively impact the member experience and bottom line performance they are intended to, and that longer-term strategies are well conceptualized, reasoned and communicated to the Membership for their support.
- Ensure that a thoughtful and robust staff talent acquisition, retention, orientation and training program is in place and consistently well executed to both enhance the member experience, and make OGCC an "Employer of Choice" in the greater Toronto business community.
- Develop and implement a clearly defined set of standard operating procedures (SOPs) in every operating department that meet the preeminent standards of service, maintenance and overall quality of delivery desired by the membership of OGCC.
- Evaluate and institute a clearly defined member and staff communications plan that includes a demographically diverse and multi-faceted, modern and relevant series of communication tools and programs.
- Evaluate and recommend to the Board a thoughtful process of gaining necessary member data on a timely and regular basis to ensure decisions, both by staff and the Board, are made utilizing current data and trend line information.
- Create a thoughtful means of evaluating the overall membership "value" proposition---satisfaction vs. price paid---for the overall experience at OGCC, suggesting means, timing and process to enhance the value of club member to a majority of members.
- Work to ensure that Oakdale is recognized as a "Top 100" Club in Canada by 2018, with the objective of being in the "Top 50" by 2019.

#### QUALIFICATIONS

- A minimum of 7 years of progressive leadership/management experience in a private member-owned country club, or similar experienced hospitality professionals in resort, hotel and/or comparable hospitality environments. *The Club is anxious to consider candidates from Canada, the U.S. and beyond, looking for the 'best fit' regardless of where currently located and working.* The Club will also consider current top AGMs who have a verifiable history of success and exposure to the highest quality club environments, with a strong and verifiable mentorship under an industry recognized leader. Having previous experience in a predominately Jewish membership, full service country club is helpful, but not an absolute requirement.
- Proven leadership qualities with a demonstrated ability to direct, coordinate and control all aspects of a busy, full service, country club community with upwards of 150 staff members in-season and at present, an approximate \$11.5M operating and capital fund budget. *Financial acuity is important, as is a demonstrated ability to operate within approved budgetary guidelines.*
- A sincere and proven history of being highly interactive and engaged with members and staff, creating and perpetuating a strong culture of relationship development with all constituencies, as well as sincere mentorship and professional development at all levels within the staff side of the organization.
- An especially strong history of success and keen understanding of quality Food and Beverage operations, including revenue growth, cost controls, training, innovation and creativity, and strong service culture development.
- Prior experience in coordinating and overseeing major capital improvement projects, especially as they relate to construction and renovation of both course and clubhouse.
- Naturally possessive of a positive demeanor, "energized and engaging" style and "can do" attitude with a service heart, but also able to respectfully balance needs, wishes and desires with fiscal responsibility and reasoned decision-making.
- Involvement in helping to create and drive long term strategic planning, and 'partnering' with the Board and Committees in its conceptualization, development and execution.
- Appreciation for and knowledge of golf, which is clearly one of the top amenities at Oakdale, and a key part of the member experience.

- Working and verifiable knowledge of strong procedural programming; the ability to define and institutionalize process and procedures (SOPs) on a consistent basis throughout Oakdale will be very important. Development and execution of Performance Standards and Performance Metrics is necessary.
- Technologically proficient and recognizing of best practices use of technology to improve 'high touch' service delivery to members, as well as to more effectively manage and lead operations.
- A motivator and leader who can bring out the best in others by setting clear goals and expectations, holding them accountable for outcomes, by providing consistent feedback, support and through respectful interaction and professionalism.
- Someone with a "history of innovation," and a champion of new ideas and initiatives, looking to consistent improvement of member experiences and operational efficiency and "ensuring that the Club stays relevant" for the membership.
- A true, confident, diplomatic and competent industry professional who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees.
- The ability to adapt and positively contribute to changing and evolving circumstances.
- A "courageous thought partner" with the Board, recognizing that he/she needs to be a creative problem solver whose ability to convey ideas, suggestions and solutions in a thoughtful, well-reasoned manner with a high level of integrity results in high levels of respect.
- An organizationally focused individual who recognizes that obsession with details and consistency of delivery at a high level result in high member and associate satisfaction, high levels of quality and an overall outstanding member experience.

## EDUCATION

A college degree and the CCM or other continued professional development designations are preferred.

## SALARY & BENEFITS

An appropriate salary, commensurate with qualifications and experience for the desired OGCC experience, will be offered. The Club offers an excellent performance bonus and benefit package, along with the typical CSCM, CMAA and other professional benefits.

## INSTRUCTIONS ON HOW TO APPLY

***In addition to a current resume, please provide a thoughtful letter of interest and alignment for this role and the Toronto area. The letter should be addressed to the Search Committee at Oakdale Golf & Country Club.***

**Please upload your resume and cover letter (in that order) using the link below.** You should have your documents fully prepared to be attached when prompted for them during the online application process.

**IMPORTANT:** Save your resume and letter in the following manner:

**"Last Name, First Name Resume" &**

**"Last Name, First Name Cover Letter"**

(These documents should be in Word or PDF (*preferred*) format)

Note: Once you complete the application process for this search, you are not able to go back in and add additional documents.

For directions on how to upload your resume and cover letter visit this page.

Click here to upload your resume and cover letter.

If you have any questions, please email Nan Fisher:      [nan@kkandw.com](mailto:nan@kkandw.com)  
Arizona Office: 480-443-9102

## Lead Search Executives:

Kurt D. Kuebler, Partner - 561-747-5213

KOPPLIN & KUEBLER

[kurt@kkandw.com](mailto:kurt@kkandw.com)