



## Prince Albert Golf and Curling Club Annual Meeting

November 25, 2015

### President's report

In May of 2014 The Prince Albert Golf and Curling Club's Volunteer Board and a group of member volunteers met to develop a strategic plan for the Club to build on and to ensure our viability into 2014 and beyond. The framework from that planning meeting was what we used as a framework for our decisions throughout the 2014-2015 fiscal year.

This set the ground work for the Board to take a more businesslike approach to how the PAGCC operated throughout the year. Significant changes were implemented. Those key changes were a Management Restructure, Infrastructure improvements and improved communication to our members and stakeholders.

Management Restructure - To improve our financial position a Management change was implemented in May. With this change came numerous challenges, lack of documentation on existing contracts, unsustainable customer expectations, workplace structure and policies for staff and a complete lack of structure on tracking financial costs and returns. The area where the most improvement was made quickly was with organization and documentation of vendor contracts, event bookings, building maintenance and housekeeping. Customer retention was significantly reduced due to changes in service levels and in some cases cost. Employee satisfaction was also impacted. A combination of more structure and policy implementation and style of Management caused this satisfaction drop.

In September a decision was made by the Board to make another change at the General Manager position. Stuart Matice was promoted from Executive Chef to GM/Executive Chef. With the ground work done on improvements to structure and process improvements implemented, Stuart was able to spend his time working on improving the customer experience as well as employee satisfaction. With the creation of Shift Supervisors and a succession plan in the kitchen Stuart is able to allocate time to the General Manager activities to promote the facility and work with the user groups and the Golf Course Management.

Infrastructure Improvements - Early in the year the Board approved the priority list of infrastructure improvements and the fundraising needed to proceed. The following five items were ranked in order of importance.

1. New lights in curling ice area. Cost estimate is \$37,000
2. Hack to Hack or End to End sheets for the 4 centre sheets. The cost estimate is \$13,000-\$20,000
3. Curtains for north side. Cost estimate is \$3500
4. New hacks. Cost estimate is \$2000-\$3000
5. Video TV equipment for far end of centre 4 sheets.



#### 6. Furniture for outdoor deck

The lights led by John Toner and Randy Malach, End to End sheets led by Larry White, curtains led by Pat Bibby have been completed and funds have been allocated for new outdoor furniture on the deck in the spring of 2016. The lighting project and End to End sheet project will reduce operating costs. In addition to this work close to \$20,000 was spend replacing the floor in the kitchen as a requirement to meet health and safety standards. A big Thank-You to our Sponsors and volunteers for their support in these improvements.

Improved Communication - Work was done to improve communication on the operation of the PAGCC with user groups and Stakeholders. Both Golf and Curling user groups as well as Service Clubs who use our facility were invited to meet with representation from the Board Executive to express concerns or ideas for improvement, General feedback was their was value in this format of communication. Monthly newsletters are now distributed to both Golf and Curling user groups. Beginning in May 2015 Board meeting minutes are posted on our web site and yearend financial results are posted on our web site. Thank-You to Linda Moser from the Board and the team of volunteers for making this happen.

In addition to all that work PAGCC were the first Club to host both the Women's and Men's Northern Curling play downs in the same year on back to back weekends. Thank-You to Bryan Rindal and his team for the successful event. Bryan along with Pat Bibby are the co-chairs for the 2016 Viterra Women's Provincials being hosted at the Club in January 2016. This will be an opportunity for members to get involved and volunteer as well as members and the community to be part of the highest level of female curling in Saskatchewan. Throughout the Curling season Ryan Wells and his team ensured we had a quality ice surface to play on. During the Golf season the PAGCC Cafe and Lounge supported Darcy Myers and the Pro Shop in the events hosted at Cooke Municipal golf Course.

As I reflect back on this past year I believe that even though we achieved many of our goals there is still room for improvement. Any time you implement changes you will have resistance, but I firmly believe that we had to make changes from the status quo to remain viable. Our User Groups are telling us that some of the things that were done in the past will not continue to be accepted into the future. One of those items is the current building fee. The Board has approved the proposal you will see before you later on the agenda, I ask for your input and support as we move forward on this issue. This organization needs all user groups working together to ensure its continued success.

Last but not least I would like to take this time to thank all of our sponsors. Without them it would be very difficult to continue to operate. Thank-You to Terry Goertz and Dave Towers for leading the sponsorship campaign for 2015. The city of Prince Albert continues to be a huge partner. Thank-You to Mayor Dionne and Council for your support as well Jody Boulet



and the Community Services Department. Thank-You to our customers for your support. Thank-You to our employees, kitchen, lounge, ice and Management. Each one of you are a key part of our success. Thank-You to our volunteers, you will see them selling tickets, working preparing the ice surface, to assisting in the office working on our Strategic Teams.

Thank-You to our Board. This has been a very strong group who have worked very hard to implement the goals that were developed to drive our Mission. Debates on decisions were strong and with varying opinions, but once a decision was made we worked together to implement. Our retiring Directors are Marvin Erickson, Mark Pelechaty, Duane Hayunga and Pat Bibby. Randy Miller, Jamie Guise and Pat Despains resigned earlier in the year. Thank-You to Mark for your years of service and your leadership on fundraising projects. Thank-You Marvin for your commitment over the past two years on the Food and Beverage committee, and assisting in the Management transition this year. Thank-You Pat for filling in after the resignation of Jaime Guise.

With the slate of candidates and the returning Directors on the Board and your support as members the Prince Albert Golf and Curling Club is in good hands.

Duane Hayunga

Director/President

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