



## Club of the Year Award 2018



*Submitted by:*  
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## Executive Summary

Camelot Golf & Country Club opened in 1991, and over the past 27 years has matured into one of the best golf courses in Canada. This has been supported by recent rankings by nationwide magazines, such as Canadian Golf Magazine and SCORE*Golf*, who have rated us 36<sup>th</sup> and 63<sup>rd</sup> respectively. We have likewise earned respect from Golf Canada as a championship course, as we have hosted two of their national championships over the past 6 years, and are preparing to host our first ever World Championship event this September.



While the club is predicated on a great golf course, there is so much more that contributes to the success of the club. We are quite proud of our recent work to build a strong foundation of governance, grow the game of golf at the grass roots level through our activities as part of the Future Links program, be an active contributor to the local community through supporting a charity that helps families of children with autism and be on the leading edge of stewardship of our land such that we can contribute positively to the environment.

Camelot's Board has been exceptionally supportive of my own growth as a GM, including funding for two BMI programs that allowed a successful petition for the CCE designation in December of 2017. They have also supported Associate Member Laurie O'Brien's career development, as she took her first BMI at Ryerson in 2016. Further they allowed me the time to help co-chair the Communicate-Collaborate-Celebrate CSCM National Conference in October 2017, which took a few years of planning.

As a long-time CSCM Member, I believe that the club should be recognized for the work that the Board of Governors, Senior Management Team and Volunteers have done to make this more than just a great golf course. Please accept our application to be considered as CSCM's Club of the Year, in the medium-sized category (2017 total revenues \$3.75 million).

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## Community Involvement

### *Camelot-QuickStart Partnership*

In 2014 our association started with a local charity called **QuickStart**, which provides support and resources for parents of children with autism, to help with early intervention. This has been proven to significantly improve the development of children on the spectrum, and is a unique service to families who may not know where to turn. With several of our Members on the charity's board, it was a natural to approach Camelot to host a fundraising golf tournament. This event grew over the years, and two years ago we changed the relationship to a partnership, such that Camelot is far more than just a host. Our Head Golf Professional and I are members of the organizing committee, and our entire management team solicits our vendors for donation of product to off-set their expenses. This might be linen rentals, produce for salads, meats for the BBQ, wine for dinner or prize donations for their auctions. The club provides the winning prize, and our Golf Professionals run the 'beat the pro' fundraiser. In this manner the event has increased its total raised funds each year, and hit almost \$77,000 this year!



### *Community Pollination Project*

Camelot Golf & Country Club has partnered with **Gees Bees Honey Company** to launch a **Community Supported Pollination Project**. In addition to our flagship beehive, we have agreed to install a small bee-yard on the southern side of our property, to pollinate more flowers in our area and produce more raw local honey for our Members and the community. By acquiring a 'share' in the hive it provides them honey for a year and an invitation to meet the bees and learn about the honey harvest!



### *Future Links Designated Facility*

Our focus on Junior Golf in our recent Strategic Plan led us to investigate and implement two major initiatives through **Golf Canada's Future Links** program. Over the past year we have sponsored 3 **Golf in Schools programs**, made three in-school visits and hosted two schools at Camelot. This spring we added to that by hosting our first ever **Junior Skills Challenge**. Most of the participants in these programs are NOT Members, but it expose the game to the next generation at the grass roots level.



## Exceptional Events

### *2017 Canadian Junior Girls Championships*

We were proud to host this **Golf Canada** national championship event the first week of August 2017. With 129 junior girls participating from across Canada, and a few international competitors, it was a great follow-up to our hosting of the **2012**



**Canadian Men's Amateur Championships.** Whether Junior and Juvenile Champion **Susan Xiao**, from BC, goes on to rival the career that **MacKenzie Hughes** (Amateur Champion in 2012) is enjoying on the professional tour will play out over the coming years, however what is known is that we had rave reviews from competitors, officials, volunteers and Golf Canada alike. This was proven through the fact that they are returning this fall for a World class event...



### *2018 World Junior Girls Championships*

Camelot is proud to be hosting this world championship event this coming September! Many of the top junior girl golfers in the world will be participating as 20 countries will be represented to compete for the team championship. Last year's winner Spain will be back, as will Korea who will be looking to avenge last year's playoff loss and two Canadian teams looking to win for the first time. The best result for Canada was in 2014 as **Brooke Henderson** teamed with **Camelot's own Grace St. Germain** to win bronze for Canada. This will be the first time Camelot hosts a world championship and the membership is excited to welcome golfers who one day may compete on the LPGA Tour!



## Environmental Impact

### Wildlife Habitats

With about 200 acres of green space under our control, we focus not only upon making the conditions top notch for our Members, but also on our role as stewards of the land. We are cognizant that we are part of an eco-system, and as such take great care in preserving and/or enhancing wildlife habitats, with a membership that enjoys seeing wildlife on the course. Further select Members participate in these activities, most recently through creating more bird houses and maintaining them on a regular basis. The photos below depict a few of the habitats we have created or enhanced.



**Bee Hive** installed along 15<sup>th</sup> hole!

Wildflower seeds planted in fescue surrounding this location that blossomed exceptionally well due to pollination.

Honey cultivated from hive and used in our dining room and sold to Members for home usage.



### New Bird Houses

Installed this winter

Residents have already  
moved in!

Members donated wood  
and built boxes





Two bat houses added



Baby Hawk spotted in white pine



Ducks moved in & out of fountain pond nightly

**Monarchs in the Rough** program started this year.

Program provides seeds to support habitat creation.

Builds upon our on-going participation in

Golf Sustainability Project.



## Innovative Practices

- Fairway Roller

This year we have purchased a fairway roller that is used 2-3 times per week, and has been proven to improve turf health. It avoids at least one fungicide application per year, thereby reducing our reliance upon chemicals. It



operates roughly three times as fast as a fairway cutting unit, and has a wider span on the attachment, thus reducing the number of required passes, meaning a huge reduction in diesel consumption. The effect is compounded given we can reduce one fairway mowing per week!



## Solid Club Governance

One functional area where the club has excelled, after a great deal of effort by committed Board Members, is Governance. Five years ago governance was not even considered as a matter of importance around the Board table. Fast forward to 2018, and through consultations with industry experts such as Global Golf Advisors, and the fact that other clubs have reached out to us to review how we made our changes, the club is now well ahead of the benchmark in terms of the industry.

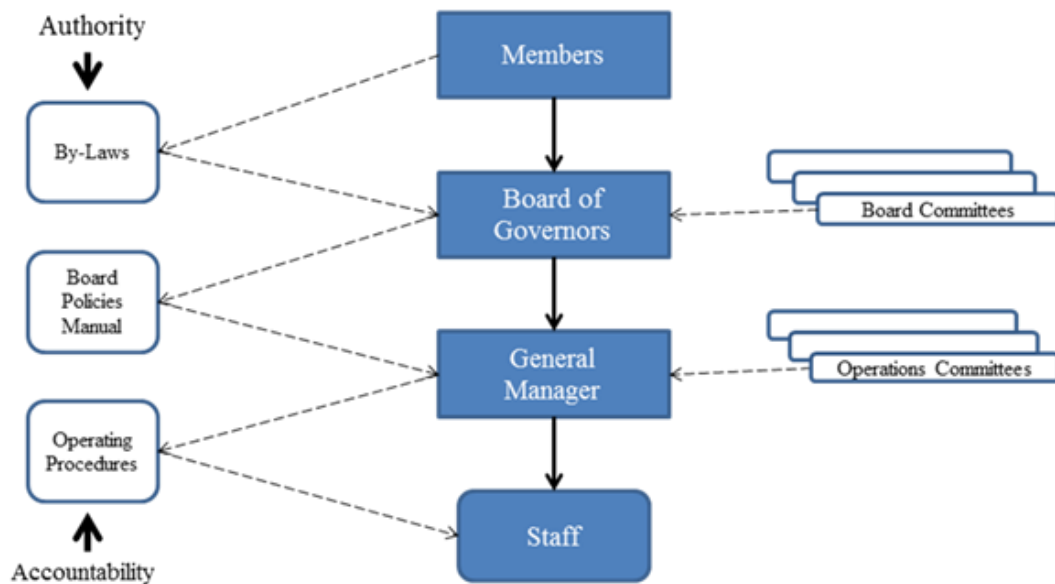
This started quite slowly, with the establishment of a **Governance Committee** in 2014, whose first task was to review and update Terms of References for the various committees at the club. This process contributed to the Green Committee agreeing a **Course & Grounds Standards** document was the best way to lay out expectations for Members, and a good way of establishing a Green budget to meet those expectations. This was developed and precipitated a change in thinking for the Board to look long term.

Soon thereafter a Strategic Planning Committee was re-established, that had been dormant for 8 years, and began working on the next **Strategic Plan** for Camelot. This was developed over an 18 month period, and finalized in the fall of 2016. Amongst the objectives laid out in that plan was ‘*Modern Governance and Strong Club Management*’. It was stated that these two criteria characterize successful Clubs in the golf business, through ‘open and effective two-way communication with Members’. The specifics of this objective further called for the implementation of modern governance structure, where the Board governs with a strategic view, advised and supported by Board Committees, and the GM/COO manages with an operational focus, advised and assisted by Operating Committees. The diagram on the following page reflects the model adopted.

But once the model was decided, it needed to be entrenched in club policies and procedures, and this was the greatest accomplishment. In October 2017, after working on drafts with the Governance Committee for over a year, the club adopted its first **Board Policy Manual (BPM)**. This reference document lays out how the club governs, includes all policies as addendums, and serves as the play book for the Board and committees. It further sets out the role for the GM/COO, by defining the Board-GM/COO relationship and setting the Executive Parameters.

The newest addition to our governance arsenal is the Annual Business Plan, as required for production in the BPM each spring. It is a working tool for Board and management that is shared with the membership, and provides a consolidated view of what we are collectively trying to accomplish over the coming year. Key sections of this plan are the Board approved Goals & Objectives for the year, the Capital Expenditure Plan, the Annual Operating Budget, and the Marketing Plan. The Members now have access to exactly what we are planning to do, and our annual meetings are simply reporting on our achievement towards these plans. It has garnered exceptionally high confidence and trust in our Board of Governors and Senior Management team by our Members, as supported by survey results compared with benchmark results (*Ref: GGA Satisfaction Survey 2017*).





**Authority** flows down from the Members to the Board of Governors via the By-Laws, from the Board to the General Manager via the Board Policies Manual and so on.

**Accountability** flows up from the Staff all the way to the Members via the General Manager and the Board of Governors.

**Board Committees** (such as Governance, Audit and Finance) report to the Board .

**Operations Committees** (such as Golf, Greens, History, etc) report to the GM.

**Staff** represents all staff at Camelot in no specific hierarchy.

Courtesy of Global Golf Advisors