



**SEPTEMBER 2023**

# **EXECUTIVE BRIEF**

**COO / GENERAL MANAGER**



**NORTH SHORE WINTER CLUB**



**CRONK** | GROUP

# OVERVIEW

**The Opportunity**

**Club Profile**

**The Role**

**Club Governance**

**Challenges & Opportunities**

**Candidate Profile**

**Lifestyle**

**Application Process**

For more information, please contact:

James Cronk c/o The Cronk Group

1-604-889-4707

[james@cronkgroup.com](mailto:james@cronkgroup.com)

<http://www.cronkgroup.com>

# THE OPPORTUNITY

Since its inception in 1958, the North Shore Winter Club has been recognized for outstanding athletics, a passionate membership and an excellent array of family programming.

In October the Club's current General Manager, with us since 2016, is leaving the industry for a new career path and so we are now seeking our next leader.

It's an exciting time at the NSWC, with significant capital projects scheduled over the next few years, a growing and active membership, and a healthy balance sheet.

The opportunity to be the Club's next COO/General Manager is an exciting one, and the role offers many benefits, including a very attractive compensation package commensurate with experience.

# CLUB PROFILE

One of only two private family clubs located in North and West Vancouver, the North Shore Winter Club is a member-owned club that provides recreational, and leisure family-oriented programs and special events specifically designed to meet the needs of its 2,000 plus members.

The amenities offered include 7 indoor tennis courts, 4 outdoor tennis courts, 4 ice rinks, 2 pickleball courts, a summer-time outdoor pool, fitness center, banquet rooms, cafeteria, lounge and a much-loved summer-time patio named the 'Tiki Deck'.

The Club's Mission Statement is..

***"We are a family club providing premier sports, recreational and social programs that create rewarding, life-long membership experiences."***

The Club's Vision Statement is..

***"To be a thriving, well-balanced, family-oriented club with quality sports, excellent programming and attractive social facilities that enhance a club community that every member is proud to be a part of."***

The Club's Core Values are...

## **Community**

We will foster and cultivate an environment that provides members with a sense of belonging, and the ability to form life-long friendships and create meaningful memories.

## **Good Governance**

The North Shore Winter Club will be well-governed.

## **Athletic Development**

North Shore Winter Club will provide ALL members the opportunity for both elite development and recreational enjoyment and will offer excellence in ALL areas, including coaching, training and facilities.

### **Continuous Improvement**

We focus on continuous improvement of our clubhouse facilities, services and social activities, and continually reinvest in its facilities, staff and programs to provide the high-quality offerings that are befitting a private club, and that meet the needs of members today and tomorrow. We will always look for better ways to do things.

### **Fiscal Responsibility**

North Shore Winter Club will be operated in a financially responsible and viable manner providing excellent value for the cost of membership.

### **Membership Sustainability**

North Shore Winter Club will grow and maintain a membership size that allows for the best balance of dues revenue AND amenity availability to the membership.

### **Diversity & Inclusion**

The NSWC prides itself on being a welcoming club for all, and that we can build on that positive environment by ensuring that we embrace all diverse communities, genders, and visible minorities.

In the past five years the club has made significant investment into our amenities, including a recent million-dollar renovation of the pool.

Projects planned over the next two years include a full renovation of the outdoor roof and tennis courts and replacing the two main ice rinks.

The Club is debt free, and has the highest number of members since the 1970's. As an example, in the past two months, the Club welcomed over thirty new families. The entrance fee, which was only \$7,500 five years ago, will increase from \$15,000 to \$20,000 on October 1st.

For information on the North Shore Winter Club, please visit the website at: <http://www.nswc.ca/>

# THE ROLE

## **Overall**

Reporting to the Board of Directors, the Chief Operating Officer / General Manager (COO/GM) is responsible for providing strategic leadership, direction and management to the Club, ensuring the Club achieves its goals with respect to member and employee satisfaction, member and employee retention, attraction of new members, plus sales and revenue performance all within the established operations budget. The COO/GM partners with the Board of Directors to set and achieve the Club's strategic goals and to develop new programs to meet the needs of current and future members. The COO/GM is responsible for creating a cohesive management team to develop annual plans, assigning resources, tracking progress against the budget, and achieving timely results measured against the operating and strategic plans.

## **Strategic Planning**

The COO/GM develops an Annual Operating Budget and Operating Plan outlining the details of financial and non-financial targets (e.g. setting timelines and assigning individual responsibilities). The COO/GM reviews with the Board the Club's progress in achieving objectives set out in the strategic and operating plans. She/he/they provides written summaries on a monthly basis. The COO/GM implements, constantly evaluates, and makes corrections as required to activities/programs to ensure the strategic and operational plans are efficiently and effectively achieved within specific timelines and budget categories.

## **Financial & Asset Management**

Provides leadership and oversees the financial management of the Club by following best practices in organizational funding, budgeting, reporting processes and controls. Is accountable for providing leadership to the Club's annual budget process, assuring alignment with organization-wide planning and budgeting processes. This includes the responsibility to develop and recommend for Board approval the annual operating budget consistent with the strategic plan. Successfully implements and manages the budget. At each Board meeting, reviews with the Board the club's progress in achieving plans and provides a rationale for variances and recommends modifications to the plan as required. Identifies the club's principle risks, reviews them with the Board, and ensures the implementation of systems to manage these risks.

## **Operations**

Develops a friendly, comfortable, affordable and family-oriented recreational and social club offering a variety of activities/programs plus affordable social events. Continuously seeks to improve all facets of the Club including the facilities, cafeteria and food & beverage services.

Enhances the level of communication with Club members and ensures that the NSW Club brand is supported through cultivation and maintaining club culture with the focus on excellence in all aspects of the club.

### **Sales & Revenue Growth**

In conjunction with the Board, establishes a highly competitive membership program to attract new members and retain existing members. Develops and implements a program that will integrate new members into Club activities and encourages new members to use the facilities with ease and comfort, making the experience enjoyable. Maximizes revenue through the full utilization of the facilities. Oversees and executes contracts, agreements and commitments on behalf of the Club as agreed to by the Board, in a professional and respectful manner that always seeks to leverage existing services and programs within the club.

### **Human Resources**

Develops and implements an appropriate organizational structure and determines the required staffing levels in all departments. Develops compensation philosophy and guidelines for Board approval. Trains, coaches and develops all staff to ensure they reach their full potential. Creates, leads and ensures a culture within the staff and membership that always strives for excellence, is cooperative, transparent, consistent, respectful, and supportive of individuals while respecting the goals of the members. Provides strong, effective and highly visible leadership to all employees and creates a culture of integrity, respect, achievement and accountability throughout the Club.

### **Volunteer Development**

The COO/GM shall ensure that meaningful volunteer opportunities are developed and ensure that they are consistent with the Club's vision. Works with all programs and activities to ensure that excellent volunteers are recruited, trained, deployed and acknowledged appropriately. Further, that volunteers working directly with children must undertake a Criminal Records check with results provided prior to engagement of that volunteer activity.

### **Programs**

The COO/GM, working with the Department Manager responsible, develops, implements, monitors, and evaluates all programs and activities against their planned objectives. These include programs and activities focused on increasing revenue as well as programs and activities that are solely designed to deliver member value. As needed, adjusts or eliminates programs and activities that do not achieve desired results and keeps current with emerging trends and opportunities. Develops new activities/programs that meet appropriate business-case criteria and methodology.

## **Board Development**

The COO/GM shall support the Board in carrying out its governance role by providing timely information for decision making, as well as logistical and administrative support. This includes the responsibility to keep the Board informed about governance or regulatory trends or risks, member concerns, material facility risks, material external and internal changes that may particularly change the assumptions upon which any strategy and policy has previously been established. In addition, the COO/GM provides timely and accurate information to the Board to ensure the Board has all the information necessary to exercise its responsibilities.

## **Communications**

With the Board, ensures the quality, credibility and consistency of the Club's communications to all internal and external audiences using effective communications tools. This includes policy on responding in a timely manner to enquiries, issues of concern and disputes. Ensures the development and implementation of a communication program that supports the Club's overall goals, objectives and strategic plan. Manages the Club's brand according to the standards developed through the planning process. Protects and enhances the Club's brand in all partnerships and applications.



# GOVERNANCE

## Board

James Cronk	<b>President</b>
Graham Wilson	<b>Vice President</b>
Joel McLean	<b>Treasurer</b>
Doug Bell	<b>Secretary</b>
Kim Lyons	<b>Director at Large</b>
Deb Gill	<b>Director at Large</b>
Leanne Dennis	<b>Director at Large</b>
Renata Pippo (Smid)	<b>Director at Large</b>

## Committees

### ***Operational***

Executive  
Facilities  
House (as needed)  
Finance  
Membership

### ***Sport***

Minor Hockey  
Sr. Men's Hockey  
Racquets  
Marlins

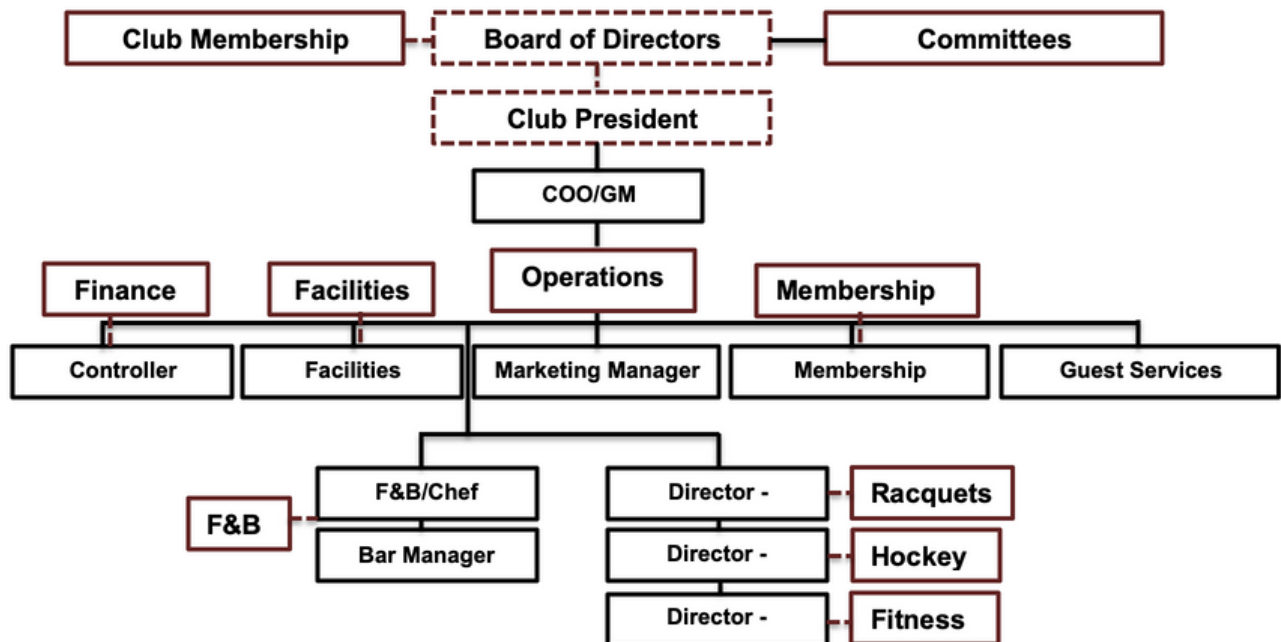
### ***Other***

Relocation

## Senior Management Team

Controller	<b>Russell Ritchie</b>
Facilities Manager	<b>Shane Hayes</b>
F&B Manager/Exec Chef	<b>Christina Erdman</b>
Dir. Marketing & Membership	<b>Fawn Gill</b>
Recreation & Exec Coordinator	<b>Nathalie Raw</b>
Director - Racquets	<b>Fabio Walker</b>
Director - Fitness	<b>Garth Prouse</b>
Director - Hockey	<b>Cam Paddock</b>

## Senior Management Team



# REPORTING RELATIONSHIPS

## **Relationship with the Board Chair**

The COO/General Manager shall meet regularly and as required with the Board Chair to review important issues and to ensure the Board Chair is provided with relevant and timely information.

## **Relationship with the Board**

The COO/General Manager shall meet regularly and as required with the Board to review important issues and to ensure the Board is provided with relevant and timely information.

## **Relationship with Contractors, Lessees and Other Stakeholders**

The COO/General Manager will provide a leadership role in the Club's relationship with its Members, Staff, Contractors, Lessees, and community stakeholders.

## **Relationship with the Members**

The COO/General Manager shall establish a highly visible and engaging presence and take a leadership role in fostering respectful and collaborative relations with the Members.

**Reports to:** The Board  
The President

**Directly Manages:** Controller  
F&B Manager / Executive Chef  
Facilities Manager  
Director of Marketing & Membership  
Recreation & Executive Coordinator  
Director, Racquets  
Director, Fitness  
Director, Hockey

**Works With:** Staff  
Members  
Committee Chairs & Committee Members  
Leaseholders & Renters  
City Officials (Liquor, Health, Permits, Other)  
Suppliers & Contractors

# CHALLENGES & OPPORTUNITIES

## **The Club:**

The Club has a long and storied history on the North Shore. From hosting the World Belly Flop Championships in the 70's, to adding a second building in the 80's that now provides a fitness centre, a tenanted school, the Hockey Training Centre and 7 tennis courts; the 90's saw the Club hit its lowest point financially, and re-creation with membership buying back the Club, to today, where the Club has over 2,000 active members and an initiation fee of \$20,000 (October 1st), with new families joining each month.

One thing that has been consistent throughout this storied history is the Club's passion for hockey. The championship banners on the wall are a testament to the quality of programming and the commitment of the members to the sport. With former and current NHL players like Joe Sakic, Brett Hull, Martin Jones, Colton Sissons and most recently, Connor Bedard, our members have an expectation of a high-quality hockey development program. That said, it is the development and satisfaction of every child, no matter what their skill level, that the Club strives to achieve.

While there is no doubt that hockey breathes life into the Club, there are equally strong cultures existing in our racquets, fitness, and swimming communities. The satisfaction and retention of every member, no matter how they utilize the club, is of utmost importance to the Board.

The Club seeks a leader who understands the importance of connecting with members, creating memorable experiences, and developing a fantastic team of happy employees.

## **The People:**

The Club has passionate members. Like all clubs, it is the unique mix of personalities and characters that makes a club special and vibrant. The NSWC is no different. There are generations of families at the Club, and with that history comes knowledge, loyalty, connectivity and also, expectations. At the same time, new families join the Club for various reasons – hockey, summer swimming and tennis. Each new member also comes with his or her own set of expectations, based on perceptions of what the Club can deliver.

The club seeks a leader who can effectively manage these expectations and, hopefully, exceed them. Communication and conflict resolution skills are a necessity in the private club world, and addressing issues in an open, proactive, timely and transparent manner are essential for success.

### **The Facilities:**

The Club might be compared to a renovated house. There are areas that are brand new which look and feel fantastic (such as the hockey training centre). There are other areas that one wouldn't change, because they offer a unique experience that members cherish (such as the outdoor pool and Tiki deck). However, like a renovated house, there are always areas that are invisible to the eye but affect the foundation and require constant maintenance and/or upgrades.

The Club is almost 65 years old, and in the past, when the club has been challenged by a lack of funds, maintenance best practices took a backseat to immediate cash concerns. Fortunately, over the past five or so years, we have been consistently making improvements to the aesthetics of the club, such as paint and furniture, as well as to the equipment, such as boilers and ovens. The Club is most certainly moving in the right direction of ensuring that our members are proud of the way the Club looks and feels.

The Club seeks a leader who has experience managing large capital projects and who understands the importance of presentation. Cleanliness, safety standards and efficiency will ensure that the facility is viewed by the members, and their guests, in the most positive way.

### **The Future:**

The Club is in a healthy financial position due to prudent management over the last 15 years. The Club sits on 5 plus acres of very valuable land with very little debt. We continue to explore the possibility of relocating to a nearby location to utilize this land value. There are a number of challenges associated with this change including some rezoning issues as well as identifying what we would like to club to add in the form of services and facilities. The Club currently has an active Relocation Committee exploring these options.

These committed capital projects, a growing membership that is pushing our limits for capacity, and the potential for relocation creates an exciting yet challenging opportunity for the Club, and for the Club's next leader. The Club seeks a leader who is able to effectively manage all these current challenges and opportunities and, if needed, has the skills to guide

the membership through the process of building a brand-new facility if that were to occur. In addition, our new COO/GM must maintain focus on the job at hand, which is ensuring that the satisfaction of the members today, at our current location, is not compromised by a possible project of tomorrow.

# CANDIDATE PROFILE

## **General**

The ideal candidate has acted in the capacity of a COO/GM of a complex recreational club or hospitality/customer service organization and has a proven track record of success in creating satisfied members/customers. Outstanding leadership and well developed interpersonal skills combined with exceptional business acumen are requirements in order to play an active role in setting organizational objectives and dealing with on-going Club initiatives and issues.

## **Education**

A history of seeking and implementing best practices, as well as personal growth, education and continual improvement are expected. CSCM and/or CMAA designation is preferred but not required. A Bachelor's degree in Business, Human Kinetics or Leisure and Sports Management is preferred but not required.

## **Career Background**

A proven track record as a Club Manager or Manager in the club, golf, and/or recreation industry, or other hospitality industries, with significant exposure to a member/customer-service focused business environment.

## **Leadership Skills**

The successful candidate thinks analytically and has strong strategic skills. A proven ability to initiate change and facilitate a significant change process. Proactively anticipates issues and initiates action and practical solutions. Is well developed in leadership and facilitation skills, has good organizational skills and a high degree of self-motivation and business acumen. Always pursues a challenge and strives for growth while seeking continuous improvement. Thinks through the entire decision making process, taking into account all relevant factors and alternative courses of action before providing solutions.

## **Staff Management**

Has implemented procedures and manuals for various departments that include best practices. As a leader, delegates and initiates the necessary follow-up action to ensure appropriate results are obtained. Provides their team with the autonomy they need and doesn't micro-manage but doesn't wait too long to step in when needed. Has superior communication skills and interacts well with people at all levels. Develops strong and lasting relationships and is a diplomatic professional that maintains the highest level of personal and professional integrity at all times.

### ***Financial Management***

Is a strategist who works well with staff & boards to develop strategic plans that provides a long-term vision on the member's overall experience and the organization's top and bottom line success. Has developed and implemented an operations plan and budget. Possesses very strong financial skills and is competent in analyzing financial information and determining ways to boost revenue and reduce costs. Has had P & L responsibility. Assumes ultimate responsibility for the bottom line. Has built solid relationships with vendors such as financial institutions, key community stakeholders and service providers.

### ***Club Management***

Has effectively provided input that led to the attainment of the organization's overall corporate and strategic objectives. Has facilitated or been an active participant in committee or board work. Knows what makes meetings effective and productive. Has been involved in major capital projects including the plan development, tendering and negotiation of contracts and overseeing the project to a successful conclusion. Has a strong general knowledge of the Club industry and understands the dynamics and challenges of private club life. Has a "member/customer focus" philosophy. Is diligent, hard working and understands that the role is managing a 24/7 business. Is able and willing to work evenings and weekends when needed.

### ***Sales & Marketing***

Has experience in generating revenue through the creation and implementation of effective sales and marketing efforts. Has knowledge of current marketing best practices. Has managed sales people and understands setting and evaluating revenue KPI's. Is willing to get out into the community to ensure that the Club is widely promoted and recognized as the place to be for families on the North Shore.



# LIFESTYLE

North Vancouver lies at the base of the North Shore Mountains, embodying the concept of “sea to sky” in one beautiful living space. Those who live on the North Shore are often found outside pursuing various activities. Canoe, kayak or sail in Deep Cove; hike, bike or run the extensive mountain trails; ski, snowshoe or toboggan on one of the three North Shore ski hills; or venture further afield to rock climb in Squamish or hike the Chief. Whistler, with world class skiing and golf courses, is a little over an hour away.

If talk of all this activity has you ready to refuel, don't fear. The North Shore is home to many excellent and diverse restaurants, with excellent microbreweries and wine bars as well. Of course, two bridges and a sea bus connect us to the city of Vancouver - internationally renowned for it's food, dining and entertainment scenes.

The North Shore has traditionally been family oriented, marked by single-family homes and served by excellent public, private and independent schools. It is an incredibly safe and friendly environment in which to raise a family. Single-family homes are aplenty, and an excellent investment as well. However with a new focus on densification, condo and townhouse developments are also perfect for singles, couples and families looking to relocate to the shore.



# APPLICATION PROCESS

Interested individuals are invited to send their detailed resume and cover letter in strict confidence to James Cronk, President of The Cronk Group, at [james@cronkgroup.com](mailto:james@cronkgroup.com) by **October 10th, 2023**. Please save your resume as "(Your Name) – NSWC COO/GM Resume" and your cover letter as "(Your Name) – NSWC COO/GM Cover Letter".

All applications will be reviewed by the Board's Selection Committee, and selected interviews will be scheduled in person or via Skype or Zoom.

NSWC is an equal opportunity employer and we would like to thank all applicants for their interest. All responses will be held in strict confidence. Please note that we will only be contacting those candidates under consideration.

If you have any questions, please contact us at [james@cronkgroup.com](mailto:james@cronkgroup.com).