

TOURNAMENT CO-CHAIR FINAL REPORT CPKC OPEN 2025

Assuming the host club is "private", the Tournament Co-Chairs have a very important role, not only in terms of recruiting (internally and externally) but for setting a positive and welcoming tone at the club. This is a critical leadership role and the club must get the selection of these two individuals right. You cannot afford a mistake.

It is crucial that the Tournament Co-Chairs be compatible. They must share a similar (not identical) philosophy of how the tournament should operate and vision for what they want to achieve given the long task ahead. If their vision and success criteria are aligned, much can be achieved by these two individuals.

The Tournament Co-Chairs must be fully invested in all aspects of the tournament. They must be readily available to problem-solve and immerse themselves into all aspects of the planning process. They need to participate in almost all meetings. This is not a part time job. Total commitment is required.

The Tournament Co-Chairs must be collaborative in nature and respect divergent views, which may differ from their own.

Co-Chairs must be good communicators and well known and respected within the membership of the club. Communication with the membership and the other chairs should actively initiate at least twelve months in advance of the tournament date.

The need to have the respect and attention of senior club management is very important. In our particular case, collaboration with this leadership team and mutual respect proved critical in the planning and execution of the tournament.

Co-Chairs must have the full "buy-in" of golf operations. The Director of Golf is an important person come tournament time. Boots on ground during tournament week is required of the entire professional staff. Include your Director of Golf into the early planning stage ensuring they intimately understand the goals and scope of the tournament.

The Director of Agronomy at the club is crucial to delivering a successful golf tournament. You want this person active in the planning process and committed to the tournament as a whole. Without a great golf course and the highest quality conditioning it is very difficult to have a successful golf tournament.

Tournament Co-Chairs need to have a very high profile with their membership, staff and volunteers. They must be seen as being committed and working very hard. Visibility and dedication are the best way to build credibility and support from the membership.

Responsibilities:

The Host Club Tournament Co-Chairs support the planning, execution and post-tournament debrief and follow-up. The Co-Chairs work closely and in tandem with the Club Leadership Team throughout the planning stages of the tournament, during tournament week and afterwards, as necessary.

The Co-Chairs work collaboratively with Golf Canada's Senior Leadership Team (Claire Welsh, Leanne Schellenberg, Brian Newton and their respective staff members) in the planning, implementation and follow-up related to the CPKC Women's Open, sharing their background knowledge of the golf club operations and membership, their experience and their support and presence.

Primary Duties

Pre-Tournament:

- Establish a strong working relationship and lines of communication with the Assistant Tournament Director and relevant Golf Canada staff
- Identify and recruit committee chairs
- Attend meetings of committee chairs, host club staff, LPGA. etc., as required
- Assist with volunteer orientations
- Attend sponsor nights and other pre-tournament functions
- Provide verbal or written updates on pre-tournament activities
- Develop and implement a marketing and communication plan to membership, ensuring they are regularly updated and informed about the tournament, possible deadlines and disruptions and volunteer opportunities
- Schedule regular updates with the Club Leadership team, constantly checking and ensuring a strong alignment
- Support Golf Canada staff in pre-tournament activities
- Determine "success criteria" for the tournament, to be used in a post-tournament debrief

Tournament Week:

- We chose to both be fully present each day of the tournament and this proved effective for a variety of reasons – we were able to gain a clear understanding of how the tournament was going and were able to respond to any issues in a timely manner. We were also able to personally acknowledge the work of our Co-Chairs in their particular leadership and as well, show our appreciation to volunteers.
- Provide daily support to the Assistant Tournament Director and Golf Canada Tournament Chair, as requested and required
- Mentor committee chairs and volunteers as necessary
- Trouble-shoot and problem-solve on simple issues – deal with the "unexpected" and ensure a collaborative response to any problems
- Bring serious issues to the attention of the Assistant Tournament Director or Golf Canada staff
- Diffuse any issues between volunteers and Committee Chairs or Vice-Chairs
- Chat informally to thank volunteers, spectators, and club members
- Support daily leadership debrief sessions, learn from chair comments, pivot if necessary

- Attend official functions throughout the week.

Post-Tournament

- Celebrate the success of the tournament (in our case)
- Meet with each other to debrief and consider next steps
- Compose a post-tournament news release and thank you to volunteers
- Plan a post-tournament celebration for co-chairs (in our case, we did a wine and cheese and presented each co-chair with a memento of the tournament)
- Compose a personal note of appreciation to each co-chair
- Ensure that all committee reports are complete and submitted to Golf Canada – follow up with any stragglers
- Meet with Club Leadership team to debrief
- Compose personal thank you notes to Golf Canada staff and Club Leadership team
- Arrange a meeting to debrief with Golf Canada Senior Team to review report and any ideas going forward

WHAT WENT WELL

The 2025 CPKC Open was a very successful tournament, according to our metrics/success criteria. The field was a very strong one. The weather was fabulous throughout the entire tournament. Volunteers were friendly and enthusiastic. Our leadership team acted with commitment and dedication and demonstrated that they were more than capable of dealing with the unexpected. The golf course was in pristine condition.

- As Tournament Co-Chairs, we worked very well together. We deeply respected one another. People could see that. It was very evident we were working hard to deliver this tournament. We had a common philosophy of “what hill we would die on” in respect to issues with Golf Canada and for us, that proved to be an effective strategy. We did not always completely agree but were able to appreciate the other perspective and reach consensus.
- Senior management at the club was supportive and hugely helpful.
- Golf Canada Staff was highly professional, helpful and fully invested in the planning process. The ongoing planning meetings with our club leadership team and the Golf Canada leadership team were impactful and allowed us to vet concerns, as well as develop a unified approach. Several unexpected situations occurred during both the planning stage and tournament week and we found the Golf Canada team to be very responsive and in almost every case, the situation came to a satisfactory conclusion.
- Members and external volunteers quickly stepped up to fill Co-Chair positions. We were fortunate to have a very strong committee leadership team.

- Members of the club and external volunteers worked well together and collaborated without prompting.
- The Wednesday Pro Am Draw Party was a significant upgrade over Calgary. The event was a massive success.
- The CPKC Leadership Summit was sold out and a resounding success.
- Due to some of our issues with technology, Golf Canada responded quickly and dedicated a staff member to assist Chairs in navigating Trust Event. This person was invaluable in assisting volunteers with ISB and Trust Event. Service with a smile. She proved to be highly impactful and supportive. This was good learning for us and caused us to consider moving forward with different technical support in place prior to the tournament.
- Jon Smith, our Director of Agronomy delivered a near perfect golf course. The work of his team truly allowed the golf course to shine.
- Matthew Enoksen, Director of Golf and his team were highly impactful during tournament week and were actively engaged in most aspects of the planning process. They were all highly visible during tournament week and graciously assisted as needed – no task proved too small.
- The club GM and Club President dealt with Lawrence and Claire at Golf Canada. As Tournament Co-Chairs, we primarily interfaced with Leanne and her operations team. This division of labor worked really well.
- As Tournament Co-Chairs, we were in weekly communication from the very beginning and this increased/decreased in frequency as necessary. We both attended all meetings with Golf Canada and Chairs, whenever possible. We always made certain that at least one of us participated in these meetings. This was helpful for our own learning and also for building a collaborative and supportive relationship with Chairs. It also enabled us to quickly identify areas of strength and some that might require more support.
- We developed a strong communication and marketing plan for the tournament. This included regular newsletters and updates to the membership, posters, videos and being present at various club events with support documentation for the tournament. We quickly developed a QR code and this proved effective from the get-go. Having the trophy at some events was also an interest generator.
- We acted as “Tournament Ambassadors” with other members and we both found that this approach garnered support, as well as interest, billeting, some corporate sales and volunteer support.

WHAT COULD HAVE GONE BETTER

- More transparency from Golf Canada on the difficult challenge of Corporate Hospitality sales. In light of the success of Hospitality Sales in Calgary, we were led to believe selling corporate hospitality would be "easy" This was not the case, far from it. It is a delicate balance in how to approach members to purchase the various options, while not taking a "hard sell" approach. Our Co-Chairs did an excellent job under the circumstances and were able to sell various offerings, without alienating member. For future events, it is important to incorporate a better understanding of the economy and more accurate forecasting of sales – one cannot assume that members will fully subscribe to the offerings and pricing.
- Golf Canada seemed oblivious to unique challenges associated with holding this tournament in the GTA. The GTA is a different market unlike other smaller host cities across Canada. Golf Canada seemingly had no game plan to specifically attack this market re sales and corporate hospitality. They had little to no "feel" for the Toronto market. Don't assume Golf Canada knows or understands your market.
- The price of the Wednesday Pro Am was grossly out of line with what the GTA market would bear.
- ISB, Trust Event and the Coaching Certificate Course were confusing and hard to navigate. Most of our volunteers struggled mightily with these systems. We were grateful that Golf Canada did respond by dedicating a staff member to assist and as mentioned, earlier, she was a great support. We would suggest that for future events, the host club have a technical committee to provide more immediate and ongoing support with some of the technical issues that arose from the use of Trust Event and scheduling. We would also suggest that the Club do their own training with Chairs on Trust Event. Many of our chairs were not technically proficient and the one-hour Trust Event training proved overwhelming for many.
- You can never have enough shuttle vehicles for patrons or volunteers. The Shuttle Co-Chairs did a great job in managing the many aspects of this committee's responsibilities at our course, with its particular footprint. We also introduced a volunteer mobility shuttle for those volunteers who needed assistance to get from the main gate to the Volunteer Centre. This proved to be a valuable service and greatly appreciated by some of our many volunteers with mobility issues. We would suggest continuing this service. Having a pre-set route for the Spectator Accessibility Shuttle also worked well and although the route was clearly posted on the website, it became evident that most people do not read.

- Washrooms: The washrooms located between Holes One and Two were heavily subscribed and this was not taken into consideration carefully by the company hired to service the portable toilets. They were often dirty, without paper and the hand washing stations often had no water. Washrooms seem to be a re-occurring issue and we would suggest more careful planning of quantity and location be considered for future events.
- Change Station: There was no designated place for young parents to change a child's diaper. We found this unacceptable for a tournament that prides itself on being a family tournament. We strongly suggest that you ensure this not happen at future events.
- Volunteer Centre: The Volunteer Centre was located in our curling rink and proved to be an excellent space. It was very well set-up and looked attractive and welcoming. The one drawback was the temperature – it was very warm. Golf Canada did respond to our concerns and did provide portable fans after the first day, but in hindsight, we should have been more insistent about the installation of temporary air condition units. This negatively impacted the volunteer experience.
- The post-tournament removal of infrastructure went very well. We have heard many positive comments from members about this and many are surprised by the lack of damage/impact to the course.

Suggestions for Future Events

- More collaboration between Golf Canada and the host club re pricing of corporate hospitality/pro -am or anything to do with the local market. The host club needs to actively challenge Golf Canada if and when Golf Canada assumptions re their market don't make any sense at all. This might prove to be a "hill to die on".
- Improve and streamline systems such as ISB, Trust Event and the Coaching Certificate. Far too much time was spent by both the volunteers and Golf Canada on this. Huge improvements need to take place here.
- The Host club should appoint a Volunteer Chair re technology to deal with the specific challenge of registering volunteers and electronic scheduling on trust event. This would provide more immediate and ongoing support.
- Closely observe your committee chairs during the early planning phase. Our participation at the early meetings with Golf Canada proved invaluable to us as Tournament Co-Chairs. We were able to quickly discern strong and weaker/inexperienced Chairs. This event will quickly expose the weak and uncommitted. As Tournament Chairs, we were able to mentor and support the weaker Co-Chairs. That being said, those who are not fully committed or

engaged should be removed. In our case, we had to deal with two such individuals and both ended up relinquishing their leadership role.

- Work hard, be flexible and don't die on every hill. Keep an eye on the big picture and your long-term goals. Hard work will take care of the details but the most important thing is to deliver an excellent and well-run tournament. Volunteers are a major cornerstone to that success. Ensuring that the cadre of Co-Chair positions is formed with a dedicated group of members, with strong communication skills is critical to the success of each committee and ultimately, the tournament.
- As a host club, be sure to mentor and provide time to the following year host club. It is very important you share your experiences with those who will soon follow you. It's the class thing to do. Ensure that when the host club representatives visit, that the Chairs are informed and make time to meet with them – sharing openly and honestly, in a “go forward” way.
- Billeting: For the most part, many of our members billeted players and caddies and in speaking with them afterwards, they all seemed to have found it a positive experience. In some cases, the player showed up with extra people to billet and this caused some angst for our billet family. Our billet numbers do not reflect these additional guests. Many of our families were anxiously waiting to hear their status after submitting their security check. Although it was great to have a designated Golf Canada staff member deal with this portfolio, more ongoing and regular communication is encouraged with potential billet families.

What Do you wish Golf Canada had told You?

- How difficult Corporate Sales would be in the GTA Market. Greater transparency by Golf Canada would have allowed us to devise a very different sales strategy and strategic approach to deal with this very difficult market.
- Overall, we felt very well-prepared to co-chair this tournament. We found the Golf Canada staff to be very good at preparing us for all aspects of the tournament.

Tournament Week

If you have planned properly, worked diligently and placed the “right people” in place, tournament week will be very busy but it should operate smoothly. A good team will deliver strong results and a well-run tournament. We cannot emphasize the importance of ongoing communication – with each other, with the Club Leadership Team and with the Golf Canada Team. We also benefitted greatly by the information

shared by the previous Chairs in Calgary and what we were able to observe and learn during our visit to Earl Grey, host of the CPKC Open 2024.

Favorite Memory

- Working so effectively and collaboratively as Tournament Co-Chairs
- Collaborating with so many members of MGCC – whether as volunteers or spectators - seeing all the various sections of the club come together working towards a common goal and basking in the positive glow after the tournament was done
- The icing on the cake for both of us was Brooke sinking that final putt on Hole 18 to win the tournament on our home course. We were both greenside to share in the emotion. We could not have scripted a better ending.

Submitted by:

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