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Finding Aid: **GA 137 Accrual 2005**Westmount Golf and Country Club
(Kitchener, Ont.) fonds: 2005 accrual.

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### **GA 137 Accrual 2005**: Westmount Golf and Country Club (Kitchener, Ont.)

Westmount Golf and Country Club (Kitchener, Ont.) fonds: 2005 accrual. - 1963-2001. - 1 m of textual records.

The accrual is predominantly composed of textual records and architectural drawings relating to various improvements and renovations of the Westmount Golf and Country Club clubhouse and golf course during the period 1963 to 1999. In particular, the records focus upon the activities and deliberations of the Long Range Planning Committee and its subcommittees as it established a facilities plan for major renovations between 1992 and 1999. Closely related to these activities are records documenting membership issues including surveys and Membership and Fees Sub Committee minutes and reports.

Includes as well, materials relating to the activities of the Ladies Curling Committee; records documenting the planning of the du Maurier Classic L.P.G.A tournament, 1990; club newsletters; and miscellaneous publications.

Donated by Westmount Golf and Country Club in 2005.

### **Series 2: Organization and Administration**

File 1a Audited financial statements, 1960-1988 (file 1 of 3). - 1960-1988.

Contents: consists of one binder containing audited annual and interim financial statements of the Westmount Golf and Country Club, Limited, for the years 1960, 1962-1963, 1966-1988. The 1960 and 1962 statements cover the fiscal year ended December 31. The 1963 statement is an interim statement covering the six month period ended September 30 only. The statements for 1967-1986( i.e. 1985-1986) cover the fiscal year ending March 31. In 1986 a nine-month interim statement was produced for the period ended December 31, 1986; the fiscal year ended December 31 is employed for the 1987 and 1988 statements.

Title from binder.

1 three ring binder.

Financial statements for some previous years can be found in the original accession GA 137 Series 2, files 3-7.

- File 1b **Audited financial statements, 1960-1988 (file 2 of 3).** 1960-1988.
- File 1c Audited financial statements, 1960-1988 (file 3 of 3). 1960-1988.
- File 2 Financial statements, 1990. 1990.

Contents: consists of yearly financial statements as of December 31, 1990.

File 3 **Insurance policy.** - 1980-1981.

Contents: materials consist of an insurance policy issued by Reed, Steenhouse Limited for the period April 1, 1980 to April 1, 1981 regarding the property of Westmount Golf and Country Club, Kitchener, Ontario.

1 loose portfolio.

### Series 3: Committees.

File 4 Mixed Committee: announcement of mixed golf events, 1995. - 1995.

Contents: consists of announcement of dates of mixed golf events at Westmount Golf and Country Club for the spring and summer, 1995.

Loose papers.

#### Series 5: Operations: Curling

File 5 Curling Executive Committee: minutes of meetings, 1990-1992. - 1990-1992.

Contents: material consists of minutes of the meetings of the Westmount Golf and Country Club Curling Executive Committee, April 12, 1990-February 19, 1992. Includes budgetary information and lists of sponsors. It is possible the materials were assembled as part of a binder belonging to the corresponding secretary or chair of the Ladies Curling Committee.

Materials were originally found as part of a binder section which included the Men's Curling Committee minutes of meetings. The remainder of the binder contained sections primarily relating to the activities of the Ladies Curling Committee.

#### File 6 Curling rink for Westmount Golf and Country Club Ltd., Kitchener, Ontario / [by] Barnett & Rieder Hymmen, Architects, Kitchener, Ontario. - 1963.

Contents: consists of instructions to bidders and materials and construction specifications prepared by Barnett & Rieder Hymmen Architects concerning the curling rink addition to the Westmount Golf and Country Club.

1 duotang.

#### File 7 Ladies Curling Club: in club bonspiel. - 1981-1993.

Contents: consists of one envelope of materials relating to in-club bonspiels of the Westmount Golf and Country Club Ladies Curling Club, 1981-1986, 1988-1993. Includes agenda, lists of participants and reports.

1 envelope; names and dates are recorded on envelope.

#### File 8 Ladies Curling Committee: constitution and rules of etiquette. - [1989?].

Contents: materials consist of ts.(photocopies) of the "Constitution for the Westmount Golf and Country Club Ladies Curling Committee", "Ladies Curling Rules for Club Events", and "Southern Ontario Ladies' Curling Association [SOLCA] Rules of Etiquette."

It is possible the materials were assembled as part of a binder belonging to the corresponding secretary or chair of the Ladies' Curling Committee.

Materials originally constituted one section of a binder with records relating primarily to the activities of the Westmount Golf and Country Club Ladies Curling Committee.

#### File 9 Ladies Curling Committee: correspondence and reports. - 1991-1992.

Contents: materials consist of correspondence to sponsors from the Westmount Golf and Country Club Ladies Curling Committee, reports of the treasurer and corresponding Secretary and membership lists. It is possible the materials were assembled as part of a binder belonging to the corresponding secretary or chairperson of the Ladies Curling Committee. Materials originally found as a section of a binder with records primarily relating to the activities of Ladies Curling Committee.

#### File 10 Ladies Curling Committee: minutes of meetings and reports, 1987-1988. - 1987-1988.

Contents: consists of a binder containing minutes of meetings of the Westmount Golf and Country Club Ladies Curling Committee, June 1, 1987-April 5, 1988. Includes list of the Ladies Curling Committee Executive for 1987-1988.

Also contains reports of the Committee representative to the Southern Ontario Ladies' Curling Association (SOLCA) and the inter-city and events convenors, respectively. Title is based on contents. 1 binder.

#### File 11 Ladies Curling Committee: minutes of meetings and reports, 1988-1989. - 1988-1989.

Contents: materials consist of minutes of meetings of the Westmount Golf and Country Club Ladies Curling Committee, June 2, 1988-April 4, 1989. Also includes list of the Ladies Curling Committee Executive, 1988-1989.

Also contains reports of the Committee representative to the Southern Ontario Ladies' Curling Association (SOLCA) and the inter-city and events convenors, respectively. Materials originally found as a section of a binder containing Ladies Curling Commitee minutes and reports, 1988-1992; the sections are organized on a yearly basis.

#### Ladies Curling Committee: minutes of meetings and reports, 1989-1990. - 1989-1990. File 12

Contents: materials consist of minutes of meetings of the Westmount Golf and Country Club Ladies Curling Committee, June 8, 1989- March 26, 1990. Includes list of the Ladies Curling Committee Executive for 1989-1990.

Also contains reports of the Committee representative to the Southern Ontario Ladies' Curling Association(SOLCA) and reports of the inter-city and events convenors, respectively.

Materials originally found as a section of a binder containing the Ladies Curling Committee minutes of meetings, 1988-1992; the sections are organized on a yearly basis.

#### File 13 Ladies Curling Committee: minutes of meetings and reports, 1990-1991. - 1990-1991.

Contents: material consists of minutes of meetings of the Westmount Golf and Country Club Ladies Curling Committee, June 20, 1990-April 3, 1991. Includes list of the Ladies Curling Committee Executive for 1990-1991.

Also contains reports of the Committee representative to the Southern Ontario Ladies' Curling Association (SOLCA) and reports of the inter-city and events convenors. Materials originally found as a section in a binder containing Ladies Curling Committee minutes and reports, 1988-1992; the sections are organized on a yearly basis.

#### File 14 Ladies Curling Committee: minutes of meetings and reports, 1991-1992. - 1991-1992.

Contents: material consists of minutes of meetings of the Westmount Golf and Country Club Ladies Curling Committee, June 5, 1991-April 2, 1992. Includes list of the Ladies Curling Committee Executive, 1991-1992.

Also contains reports of the Committee representative to the Southern Ontario Ladies' Curling Associaton(SOLCA) and the inter-city and events convenors, respectively.

Material originally found as a section in a binder containing Ladies Curling Committee minutes and report, 1988-1992; the sections are organized on a yearly basis.

### File 15 Ladies Curling Committee : SOLCA reports and correspondence, 1991-1992. - 1991-1992.

Contents: material consists of photocopies of reports submitted by the Westmount Ladies Curling Committee representative to the Southern Ontario Ladies' Curling Association (SOLCA) for 1991-1992. Includes correspondence to and received from SOLCA and publication. It is possible the materials were assembled as part of a binder belonging to the corresponding secretary or the chair of the Ladies Curling Committee.

Materials originally constituted one section of a binder with records relating primarily to the activities of the Westmount Golf and Country Club Ladies Curling Committee.

#### File 16 Men's Curling Committee: minutes of meetings, 1990-1992. - 1990-1992.

Contents: material consists of the Westmount Golf and Country Club Men's Curling Committee minutes of meetings, December 6, 1990-March 26, 1992. It is possible the materials may have been assembled as part of a binder belonging to the corresponding secretary or chair of the Ladies Curling Committee.

Material originally found as part of a binder section which included the Curling Executive Committee minutes of meetings. The remainder of the binder contained sections primarily relating to the activities of the Westmount Golf and Country Club Ladies Curling Committee.

### File 17 Scott's Tournament of Hearts, 1994 : Bid Proposal Committee. - 1991-1994.

Contents: materials consist of correspondence, reports and minutes of meetings relating to a committee convened to bid for Kitchener-Waterloo as the host of the 1994 Scott's Tournament of Heart. Among the members of the Bid Proposal Committee were representatives of the Westmount Golf and Country Club, including members of the Ladies' Curling Committee. It is possible that the materials were assembled as part of a binder belonging to the corresponding secretary or the chair of the Ladies' Curling Committee.

Materials originally found as a section of a binder with records primarily relating to the activities of the Ladies' Curling Club in 1991-1992.

### **Series 6: Operations: Golf: Clubhouse.**

# File 18a 1983 renovations to Westmount Golf and Country Club, Inverness Drive, Kitchener, Ontario / [by] Horton & Ball ...[et al.], Architects and Engineers (file 1 of 2).

Contents: materials consist of two specification binders prepared by Horton & Ball, Walter, Fedy, McCargar, Hachborn, Architects and Engineers, Kitchener, Ont. Includes bidding instructions and building and materials specifications for renovations and additions to the clubhouse of the Westmount Golf and Country Club, Kitchener, Ontario. Also includes copies of blueprints.

The second binder includes addenda nos. 1-4, January-February, 1984. The remainder of the contents duplicates materials in the first binder.

Two spiral binders found together.

# File 18b 1983 renovations to Westmount Golf and Country Club, Inverness Drive, Kitchener, Ontario / [by] Horton & Ball ...[et al.], Architects and Engineers (file 2 of 2). 1983-1984.

## File 19 Additions and alterations: Westmount Golf and Country Club, Kitchener, Ontario / [by] Rieder & Hymmen Architects. - 1974-1975.

Contents: materials consist of two sets of building and material specifications prepared by Rieder & Hymmen Architects, Kitchener, Ontario for tender for additions and alterations to the clubhouse at Westmount Golf and Country Club, Kitchener, Ontario. 2 duotangs found together.

#### File 20 Club house addition and alteration: sprinkler layout, 1963. - 1963.

Contents: material consists of one envelope containing a set of blueline prints received from Barnett & Rieder Architects, Kitchener, Ontario of a proposed sprinkler layout prepared by the Automatic Sprinkler Company of Canada Limited for the clubhouse addition and alteration at the Westmount Golf and Country Club, Kitchener, Ontario. Includes correspondence.

Title is based on contents.

Materials were found in the original stamped envelope.

#### File 21a Clubhouse: phase two renovation, 1998-1999 (file 1 of 4). - 1998-1999.

Contents: consists of one binder containing materials relating to the renovation of the Westmount Golf and Country Club clubhouse. The binder is divided into nine numbered sections which include the following: Facility Improvement Plans: early concept drawings; Minutes of Committee meetings, including Building, Steering and Staff Committees; Addendums[sic] from Snider Reichard March Architects; Changes orders for revisions in work; Kitchen/foodservice bar items; Financial including budgets and expenditures; Melloul & Blamey Construction correspondence; Design Committee Items including architectural drawings and quotations; and Snider Reichard March Architects correspondence.

Original title: Phase 2 \$1.7 million reno clubhouse.

1 three ring binder.

- File 21b Clubhouse: phase two renovation, 1998-1999 (file 2 of 4). 1998-1999.
- File 21c Clubhouse: phase two renovation, 1998-1999 (file 3 of 4). 1998-1999.
- File 21d Clubhouse: phase two renovation, 1998-1999 (file 4 of 4). 1998-1999.
- File 22 **Expansion project : 1987-1988.** 1985-1988.

Contents: material consists of a file of correspondence, financial projections and copies of architectural drawings relating to a proposed expansion and renovation of the club house at Westmount Golf and Country Club, Kitchener, Ontario.

Also contains statistical reports on club usage, 1985-1987.

Title from suspension folder. 1 folder in a suspension folder.

File 23 Foodservice equipment layout: existing and proposed renovated kitchen. - 1996.

Contents: consists of four drawings of the existing and projected foodservice equipment layout in the Westmount Golf and Country Club clubhouse, prepared by Nelson Hofer Associates, Food Facility Design and Consulting, Mississauga, Ontario.

Loose drawings.

File 24 **Kitchen plans, 1983.** - 1983.

Contents: material consists of an envelope of blueprints, memoranda, laboratory testing reports, and quotations concerning the renovation to the kitchen facilities of the Westmount Golf and Country Club, Kitchener, Ontario. The blueprints were created by the Cassidy Group of Companies, Contract Division, Toronto, Ontario, and Horton & Ball, Walter, Fedy McCargar, Hachborn, Architects and Engineers, Kitchener, Ontario, respectively.

One envelope on which a rough drawing has been made

File 25 **Main entry floor plan, 1985.** - 1985.

Contents: material consists of one blueline print created by Horton & Ball Architects, Kitchener, Ontario, of the main entry floor plan of the clubhouse of the Westmount Golf and Country Club, Kitchener, Ontario.

Loose blueline print. Blueline print is folded.

File 26 Maintenance and operating instructions for Westmount Golf and Country Club,
Kitchener, Ontario / prepared by Twin City Mechanical. - 1984.

Contents: binder consisting of a manual prepared by Twin City Mechanical, Kitchener, Ontario for the maintenance of plumbing, heating and ventilation systems of the Westmount Golf and Country Club, Kitchener, Ontario. Includes blueline prints created by KDH Industries Ltd., Toronto, Ontario.

1 three ring binder.

File 27 Westmount Clubhouse Renovations at 50 Inverness Drive Kitchener, Ontario: for Westmount Golf & Country Club, 50 Inverness Drive, Kitchener, Ontario: Project 9842 / [by] Snider Reichard March Architects. - 1998.

Contents: consists of a binder containing bidding requirements and specifications for the renovations and improvements to clubhouse of the Westmount Golf and Country Club.

1 spiral binder.

## File 28 Westmount Golf and Country Club: facility improvement plan / [by] Snider Reichard March Architects, September 30, 1997. - 1997.

Contents: consists of copies of architectural plans for renovations and improvements of the clubhouse of the Westmount Golf and Country Club together with estimated costs of renovations.

Loose document.

#### File 29 Unused number.

## File 30 Westmount Golf and Country Club: ground and second floor plans / [by] The Walter Fedy Partnership, Kitchener, Ont. - [199-].

Contents: consists of two copies of architectural drawings of the ground and second floor plans of the clubhouse of the Westmount Golf and Country Club.

Loose papers.

#### File 31 Westmount Golf and Country Club: pro-shop entrance, 1983. - 1983.

Contents: file consists of correspondence, specifications, and landscape drawings prepared by O'Brien Contracting Incorporated, Breslau, Ontario for theWestmount Golf and Country Club pro shop entrance.

1 folder. OVERSIZE

### **Series 7: Operations: Golf Course**

#### File 32 **Green Committee : information booklet.** - [1993?]-1995.

Contents: consists of an information booklet produced for members of the Green Committee, Westmount Golf and Country Club. Includes copies of aerial photographs of the Westmount Golf Course, tree management and property improvement records, and greens operating budget.

Also includes publications by the USGA and the RCGA 1 duotang with loose publications.

#### File 33 **Tree management report : summary.** - 1988.

Contents: consists of a 3 p. ts. photocopy) report prepared by Mike Mahaffey, Consulting Arborist, Kitchener, Ontario summarizing the conditions and providing recommendations regarding various trees and plantings on the Westmount Golf and Country Club Golf Course.

Loose document.

## File 34 United States Golf Association: Green Section Turf Advisory Service: visit to Westmount Golf and Country Club: report. - 1995.

Contents: consists of a report by David A Oatis, United States Golf Association (USGA) Turf Advisory Service, of a visit to Westmount Golf and Country Club on June 7, 1995.

Also contains USGA publications and photocopies of articles.

## File 35 Westmount Golf and Country Club: long range golf course master plan / [by] Thomas McBroom Associates, Ltd. - 1986.

Contents: consists of a ts. report titled: Westmount Golf & Country Club Long Range Golf Course Master Plan, prepared in December, 1986 by Thomas McBroom Associates Ltd., Golf Course Architects, Toronto, Ontario. Includes drawings and analysis of each hole of the golf course. Also contains photocopies of aerial photographs of the course. 1 spiral binder.

### File 36 Westmount Golf and Country Club Renovations, 1997 : bidder's meeting. - 1996.

Contents: consists of a memorandum from Thomas McBroom Associates Ltd., Golf Course Architecture/Land Planning, Toronto, Ont. announcing a bidders' meeting to be held at Westmount Golf and Country Club on September 25, 1996 for tenders for drainage, grating and topsoiling of the golf course. Includes renovation construction specifications and bid forms. Also includes a completed tender form schedule from Thomas McBroom Associates.

Loose document.

#### Series 10: Operations: Golf: Major Tournaments: Planning

#### File 37a **du Maurier Ltd. Classic : committee duties and responsibilities (file 1 of 3)** - 1987-[1989].

Contents: consists of a manual distributed to host clubs containing committee operational checklists and statements of committee duties and responsibilities. The manual was prepared by du Maurier Ltd. and consulting organizations including the Ladies Professional Golf Association and The Houston Group Communications Ltd.

1 three ring binder

File 37b **du Maurier Ltd. Classic : committee duties and responsibilities (file 2 of 3)** - 1987- [1989].

File 37c **du Maurier Ltd. Classic : committee duties and responsibilities (file 3 of 3)** - 1987-[1989].

File 38a **du Maurier Ltd. Classic : minutes, financial statements, tournament office (file 1 of 2).**- 1989-1990.

Contents: consists of one binder of material relating to the planning of the 1990 Ladies Professional Golf Assocation du Maruier Ltd. Classic held June 28-July 1, 1990 at the Westmount Golf and Country Club. The binder is divided into sections consisting of the following: minutes of planning meetings and correspondence; financial statements of projected revenue and expenses; Finance Committee minutes of meetings; Tournament Office financial and employment records; organization charts and memoranda; and contracts, which is composed largely of financial projections.

1 binder.

File 38b **du Maurier Ltd. Classic : minutes, financial statements, tournament office (file 2 of 2).** - 1989-1990.

#### **Series 11: History and Research Files**

File 39 **Biographical : Gary Cowan.** - 1999.

Contents: consists of a special millenium issue of Golf Canada Century magazine with an article profiling the career of Gary Cowan.

Loose publication.

#### **Series 13A: Publications: Newsletters.**

File 40a **Dining Room News and Dining Out (file 1 of 2).** - 1981-2001.

Contents: consists of one binder containing a newsletter titled Dining Room News (later Dining Out) distributed to members by the Westmount Food and Beverage Department. The binder contains copies of the Dining Room News from March 1981 to ca. July, 1982, which consist of menu announcements only. The publication appears under the name Dining Out, in 1984, and was later expanded to include additional announcements of social events at the Club.

Also contains two announcements of Oktoberfest at Westmount Golf and Country Club, dated October, 1977 and October, 1978, respectively.

1 binder

File 40b **Dining Room News and Dining Out (file 2 of 2).** - 1981-2001.

File 41a Westmounter, volumes 1-9 (file 1 of 4) - 1991-2000.

Contents: consists of a binder containing nine volumes of the updated format of the Westmounter, a newsletter distributed to members. The binder contains complete volumes arranged by year from December, 1991 to December, 2000. Also includes a proposal dated June 24, 1991 to the Board of Directors, Westmount Golf and Country Club outlining changes in format, editorial content and production of the Westmounter.

1 three ring binder.

File 41b Westmounter, volumes 1-9 (file 2 of 4) - 1991-2000.

File 41c Westmounter, volumes 1-9 (file 3 of 4) - 1991-2000.

File 41d Westmounter, volumes 1-9 (file 4 of 4) - 1991-2000.

### Series 18: Long Range and Strategic Planning

#### Long range and strategic planning. - 1985-1999.

Long range planning activities at Westmount Golf and Country Club were primarily the responsibility of the Long Range Planning Committee. The Committee was established in 1976 and appears to have been operational until at least 1986; it was reactivated in 1990 after an unspecified hiatus. The mandate of the Committee both in its original and reactivated form included formulating and reviewing long range policies "in respect of club constituency and facilities." In May 1993, the Long Range Planning Committee of Westmount Golf and Country Club instituted two subcommittees, a Facilities Sub Committee to establish a long range facility plan, primarily associated with the issue of renovating and improving the clubhouse facility, and a Membership and Fees Sub Committee, variously known as Membership and Fees Committee, and Membership and Financial Issues Sub Committee, to address issues of membership composition and fees, and to present recommendations to the Board of Directors.

In 1999 an additional Long Range Planning subcommittee, The Second Golf Course Sub Committee was created to assess the feasibility of developing another golf course in association with Westmount Golf and Country Club.

The Strategic Planning Committee of the Westmount Golf and Country Club Board of Directors also designed and implemented membership surveys in the late 1990s.

Series consists of records relating to the activities of the Long Range Planning Committee, its subcommittees: the Membership and Fees Sub Committee, the Facilities Sub Committee and the Second Golf Course Sub Committee. Includes reports, minutes of meetings, PowerPoint presentations, correspondence, policy statements and background documentation.

Also contains materials relating to the activities of the Strategic Planning Committee of the Board of Directors, principally records relating to membership surveys undertaken in 1998 and 1999.

#### File 42 Architectural space program: mission statement and facility master planning. - 1992.

Contents: consists of ts. mission statement, and facility master planning regarding the architectural space program of the Westmount Golf and Country Club. The materials were prepared by McMahon Club Planners Inc. for submission to the Long Range Planning Committee. Includes a covering letter.

Loose document.

#### File 43a **By-laws : other clubs (file 1 of 3).** - 1985-1991.

Contents: file consists of published and ts. by-laws of other Canadian golf courses, predominantly in Ontario and Quebec which appear to have been accumulated as background information for the planning and design of the membership survey undertaken by the Westmount Golf and Country Club Long Range Planning Committee in 1991.

Materials also include membership questionnaires, financial statements, photocopies of letters patent and stock certificates of other golf clubs.

Title from folder.

1 folder.

#### File 43b **By-laws : other clubs (file 2 of 3).** - 1985-1991.

#### File 43c **By-laws : other clubs (file 3 of 3).** - 1985-1991.

### File 44 Long Range Planning Committee - 1985-1990.

Contents: consists of correspondence, minutes of meetings, reports, photocopies of blueprints and ts. draft(photocopy) of Long Range Golf Course Master Plan.

Title from folder

1 folder.

## File 45 Long Range Planning Committee and Board of Directors : summary of joint meeting, September 15, 1994. - 1994.

Contents: consists of a 3 p. ts. summary of a meeting of the Long Range Planning Committee with the Board of Directors concerning the planning process for the renovations and improvements of the clubhouse of the Westmount Golf and Country Club. The summary was prepared by William P. McMahon, Chairman of the McMahon Group Inc., St. Louis, MO who attended the meeting and whose organization worked with the Long Range Planning Committee in planning the clubhouse renovations and improvements.

Loose document. Document is printed on McMahon Group Inc. letterhead.

### File 46 Long Range Planning Committee: clubhouse master plan improvement for Westmount Golf & Country Club, Kitchener, Ontario. - 1995.

Contents: consists of a PowerPoint presentation prepared by the Long Range Planning Committee concerning existing conditions and planned improvements of the Westmount Golf and Country Club clubhouse, as well as budget projections for the proposed renovations and improvements. Includes a master copy with annotations, dated April 20, 1995 and two [draft?] copies.

Loose documents found together.

### File 47 Long Range Planning Committee : Facilities Sub Committee : Report to the Board of Directors, July 25, 1994. - 1994..

Contents: consists of a report presented to the Westmount Golf and Country Club Board of Directors by the Long Range Planning Committee, Facilities Sub Committee. The report concerns the background and development of the subcommittee, the planning process of the proposed renovations and improvements of the clubhouse and the working relationship of the Long Range Planning Committee and its subcommittees with McMahon Group Inc., Club Planners, St. Louis, MO.

Loose documents.

### File 48 Long Range Planning Committee : General Manager's working papers : renovations and additions. - 1986-1995.

Contents: consists of working papers belonging to Michael Chadsey, General Manager, Westmount Golf and Country Club. The materials predominantly relate to proposed renovations and additions to the Westmount Golf and Country Club clubhouse and appear to reflect the General Manager's activities as an ex officio member of the Long Range Planning Committee and the Long Range Planning Committee Facilities Subcommittee. Includes blueline prints, copies of aerial views of Westmount Golf and Country Club, correspondence, Long Range Planning Committee meeting summaries, membership fee schedules and ms. budgetary notes.

Papers were found in an envelope addressed to Michael Chadsey, G.M., Westmount Golf and Country Club.

#### File 49 Long Range Planning Committee: meeting summaries. - 1994.

Contents: contains meeting summaries for the Long Range Planning Committee of the Westmount Golf and Country Club from July 24, 1994 to September 15, 1994. The summaries were prepared by William P. MacMahon, Club Planner and Chairman of the McMahon Group, Inc., St. Louis, MO, who sat in the Long Range Planning Committee meetings and worked with its members to develop a master plan and initial improvement plan for the clubhouse.

Loose documents. Documents are printed on McMahon Group Inc. letterhead.

### File 50 Long Range Planning Committee: Membership and Fee Issues Committee: final report, February 21, 1994. - 1994.

Contents: consists of a binder containing a ts.(photocopy) final report of the Membership and Fees Issues Committee of the Westmount Golf and Country Club Long Range Planning Committee submitted to the Board of Directors on February 21, 1994. The report includes material concerning the development and operation of the Membership and Fees Sub Committee, their recommendations concerning fees and membership issues including gender issues, and appendices containing demographic and financial information.

Title from binder label. 1 three ring binder.

### File 51 Long Range Planning Committee: Membership and Fees Sub Committee: working papers. - 1993-1994.

Contents: consists of one binder containing records created and used by the Long Range Planning Committee Membership and Fees Sub Committee in the course of their activities during 1993 and 1994. The binder is divided into six sections which include minutes of meetings and agendas of the Long Range Planning Committee Membership and Fees Subcommittee, May-July, 1993; terms of reference of the Membership Subcommittee; Membership Issues at Other Clubs; 1st Tee of Rounds; Wait List Committee Minutes of Meeting and Membership Policies and Club Procedures Manual for Westmount Golf and Country Club, 1993-1994.

Original title on binder is Long Range Planning, June 2, 1993. 1 three ring binder.

#### File 52 Long Range Planning Committee: minutes of meeting, February 9, 1995. - 1995.

Contents: consists of 1 p. ts. (photocopy) minutes of meeting of the Westmount Golf and Country Club Long Range Planning Committee.

Loose documents found together.

### File 53a Long Range Planning Committee: Second Golf Course Sub Committee: report to the Board of Directors (file 1 of 2). - 1999.

Board of Directors (file 1 of 2). - 1999.

Contents: consists of a ts.(photocopy) report presented by The Second Golf Course Sub Committee of the Long Range Planning Committee to the Board of Directors of Westmount Golf and Country Club. The report considers different options in regard to purchasing a second site and includes nine appendices containing minutes of meetings of the subcommittee, memoranda and demographic information.

1 three-ring binder containing report found together with three loose copies of the same report.

## File 53b Long Range Planning Committee: Second Golf Course Sub Committee: report to the Board of Directors (file 2 of 2). - 1999.

#### File 54 Long Range Planning Committee: working papers. - 1994-1995.

Contents: consists of memoranda, 2 p. ms. meeting notes, and supporting documentation relating to the work of the Westmount Golf and Country Club Long Range Planning Committee, and the Long Range Planning Facilities, and Membership and Fees Subcommittees. The material is primarily concerned with the proposed renovations and improvements to the clubhouse.

Loose papers.

#### File 55 **Membership survey : drafts and data analysis.** - 1998-1999.

Contents: materials consist of drafts and preparatory materials related to a membership survey undertaken by KPGM and the Strategic Planning Committee of the Board of Directors of the Westmount Golf and Country Club, Kitchener, Ontario in 1998. Includes ms. background notes and questions prepared by [G. Roberts?] dated November 3, 1998, ts. (photocopies) tabulations and data analysis, and ts. (photocopies) drafts of survey instrument and results.

Title is based on contents.

Loose materials.

Drafts of survey reports prepared by KPMG are marked Private and Confidential.

## File 56 Membership survey results: Westmount Golf and Country Club, Kitchener, Ontario: February, 1992 / [by] McMahon Club Planners, Inc., St. Louis, Mo. - 1992.

Contents: binder consisting of a report of a survey of the members of the Westmount Golf and Country Club, Kitchener, Ontario, undertaken by McMachon Club Planners in conjuction with the Long Range Planning Committee in October, 1991. Includes a sample of the survey instrument, tabulated results and analysis.

1 spiral binder.

## File 57 Site investigation report : Foxwood Golf Course / [by] David Faye & Associates, Oakville, Ont. - 2000.

Contents: consists of a ts. site investigation report of the Foxwood Golf Course prepared by David Faye & Associates, Oakville, Ont. for The Second Golf Course Sub Committee of the Long Range Planning Committee, Westmount Golf and Country Club. Includes location, planning and environmental information, copies of aerial photographs and site map.

1 spiral binder.

## File 58 Site investigation report : Preston Sand & Gravel : Bloomingdale pit / [by] David Faye & Associates, Oakville, Ont. - 2000.

Contents: consists of a ts. site investigation report of the Preston Sand & Gravel Company Limited property near Bloomingdale, Ontario prepared by David Faye & Associates for The Second Golf Course Sub Committee of the Long Range Planning Committee, Westmount Golf and Country Club. Includes planning and environmental information, copies of aerial photographs and site map.

1 spiral binder.

#### File 59 Westmount Golf and Country Club: a strategic analysis. - 1995.

Contents: contains a strategic analysis report prepared for Michael Chadsey, General Manager and ex officio member of the Long Range Planning Committee, Westmount Golf and Country Club by Cindy Foster, Carolyn Kerr and Samantha Geer, University of Guelph, School of Hotel and Food Administration, concerning the operations of the Club.

Also contains an evaluation of the students' project.

1 spiral binder.

### File 60 Westmount Golf and Country Club: clubhouse improvements / [by] The Walter Fedy Partnership. - [1994].

Contents: consists of construction phasing drawings prepared for the Westmount Golf and Country Club Long Range Planning Committee by The Walter Fedy Partnership, Architects and Engineers, depicting proposed improvements to the clubhouse. Also includes a design budget estimate for the project.

Loose documents found together.

### File 61 Westmount Golf and Country Club membership survey : report, January 1999/ [by] KPMG. - 1999.

Contents: materials consist of a spiral bound report of a membership survey undertaken by KPMG, Chartered Accountants, Richmond Hill, Ontario for submission to the Board of Directors of the Westmount Golf and Country Club, Kitchener, Ontario. KPMG worked in conjuction with the Strategic Planning Committee of the Board to prepare the survey from which KPMG then tabulated the results and produced the final report.

Loose spiral binder.

#### File 62 Westmount Golf & Country Club Ltd.: facility master plan. - [1997?].

Contents: consists of a 8 p. Facility Master Plan, produced by the Board of Directors, Westmount Golf and Country Club, representing a finalized version of membership and facility master plans developed by the Long Range Planning Committee during the period 1992-1995.

Loose publication.

#### **Series 19: Board of Directors: Special Committees**

#### **Board of Directors: special committees.** - 1987-1987.

The Westmount Golf and Country Club Board of Directors intermittently established special committees for such purposes as studying and evaluating proposals concerning changes in the Club administration, and selecting architectural firms for major projects.

Contents: series consists of materials relating to the activities of special committees struck by the Westmount Golf and Country Board of Directors for a one-time purpose. Includes records relating to the General Manager Focus Committee, 1987 and the Interview Committee: additions and renovations, 1997.

#### File 63 **General Manager Focus Group.** - 1987-1988.

Contents: file consists of materials relating to the activities of the General Manager Focus Committee of Westmount Golf and Country Club. The Focus Committee was established in February, 1988 by the Board of Directors to study the concept of a general manager and to make recommendations regarding its implementation. Includes reports, facsimile copies of minutes of meetings of the Focus Committee, organizational chart and correspondence.

Title from folder.

1 folder.

#### File 64 **Interview Committee : additions and renovations.** - 1997.

Contents: consists of interview questions and score sheets employed by the Interview Committee for Renovations and Additions of the Westmount Golf and Country Club. Includes correspondence, and 3 p. ms. evaluative notes concerning architectural firms submitting bids. Also contains prospectuses submitted by architectural firms.

Loose papers.