

19 WING COMOX GLACIER GREENS GOLF COURSE



STANDARD OPERATING PROCEDURES (SOPs)

**GLACIER GREENS GOLF COURSE ADVISORY COMMITTEE
FOREWORD**

1. The General Manager of Golf and Operations will, on behalf of the Advisory Committee, hold a signed copy of the Standard Operating Procedures (SOPs).
2. The Club SOPs shall be recommended by the Advisory Committee Chair and approved/signed by the 19 Wing Commander. Subsequent amendments to the SOPs require the same approval process.
3. It is recommended that the SOPs be reviewed by the Advisory Committee on an annual or as required basis.

Recommended by:

2020-02-13

X G. A. Tremblay

G. A. Tremblay Capt
Advisory Committee Chairperson
Signed by: TREMBLAY, GUY 222

2020-02-14

X Andy Moorhead

A.C. Moorhead
Senior Manager PSP
Signed by: MOORHEAD, ANDY @046


2020-03-04

X 

A.E. Dawe LCol
Deputy WComd
Signed by: DAWE, ANDREA 036

Approved by:

2020-03-07

X 

D.J.J. Poitras Col
WComd
Signed by: POITRAS, DANY 303

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CHAPTER 1

CONSTITUTION

SECTION 1

INTERPRETATIONS AND ABBREVIATIONS

General

1.1 In these governance documents, unless the context otherwise requires, the words he, him, and his may equally refer to all genders.

Abbreviations

- 1.2 B/W/U. Base/Wing/Unit
- 1.3 MRFC. Military Family Resource Centre
- 1.4 CAF. Canadian Armed Forces
- 1.5 CEP. Capital Expenditure Plan
- 1.6 CHRA. Canadian Human Rights Act
- 1.7 CFMWS. Canadian Force Morale and Welfare Services
- 1.8 CSE. Communication Security Establishment of Canada
- 1.9 DCC. Defence Construction Canada
- 1.10 DRDC. Defence Research and Development Canada
- 1.11 DND. Department of National Defence
- 1.12 IAW. In Accordance With
- 1.13 MPRR. Military Personnel Record Résumé
- 1.14 NDHQ. National Defence Headquarters
- 1.15 NPP. Non-Public Property
- 1.16 BCGA. British Columbia Golf Association
- 1.17 PGA. Professional Golf Association
- 1.18 PSP. Personnel Support Program
- 1.19 RCMP. Royal Canadian Mounted Police
- 1.20 SOR. Statement of Requirements

SECTION 2

OUTLINE

Glacier Greens Golf Club

2.1 The name of the Special Interest Activity for golf is: Glacier Greens Golf Club, hereinafter referred to as the “Club”.

Purpose

2.2 The purpose of the Club is to provide a value, oriented-quality driven, golf facility complete with golf course, practice range, pro shop, clubhouse, instruction, recreational play and competition for serving & former Canadian Armed Forces (CAF) personnel and their families in the Comox Valley, and others who may be accepted as members into the Club.

Location

2.3 The Club facilities are located adjacent to the Comox Airport at 1200 Knight Rd, Comox, BC V0R 2K0.

Jurisdiction and authority

2.4 In accordance with Specialty Interest Activities Policy dated 12 June 2012, the Glacier Greens Golf Club operates as a subsidiary of the Unit Fund, 19 Wing Comox. The Club shall operate under the jurisdiction and control of the Deputy Wing Commander on behalf of the 19 Wing Commander. The General Manager Golf and Operations hereinafter referred to as the “General Manager”, operates the Club’s business lines under the direction of the 19 Wing Senior Manager Personnel Support Programs (PSP). The General Manager shall act as the person in authority over all Club employees and contractors in accordance with the local Non Public Property (NPP) delegation of authority.

Club Management

2.5 The daily direction and management of the Club shall be the responsibility of the General Manager who will receive strategic guidance and advice from the Executive Committee, hereinafter referred to as the “Executive”.

SECTION 3

GOVERNANCE

General

3.1 Governance is the system by which the Club is controlled and decisions are made. It is how the operation manages its resources to good effect for the benefit of members, members of the military community, guests of the club and the Canadian Armed Forces. Good governance allows:

- a. better decision making through effective management and well organised clubs or association/activities;
- b. improved communication: a well-run activity facilitates better informed members/participants and volunteers;
- c. sustainability and growth: careful business planning and implementation of policies and procedures helps sustain and develop the Specialty Interest Activity;
- d. Sponsorship: sponsors are more likely to partner with efficiently run organisations;
- e. Increased membership: quality programming, customer focus and clear definitions of responsibilities will drive participation; and
- f. Enhanced reputation: through satisfied members the profile and reputation of the Specialty Interest Activity can be raised.

Operations of Glacier Greens Club

3.2 While Specialty Interest Activities for golf may be operated in various ways, to meet local needs and conditions, it is required that each operation offer programs that:

- a. provide opportunities for participation, play, building friendships and increasing skill;
- b. are developed to be age appropriate, safe and welcoming of diversity and uniqueness;
- c. provide programs for all ages (where applicable), varying levels of skill (beginner – advanced) and varying formats such as casual activities;
- d. instructional classes, special events, leagues etc.; and
- e. provide facilities for the conduct of Canadian Armed Forces (CAF) sports programs and National Initiatives, unit team-building days, and special events.

Division of Responsibility

3.3 Below is a chart providing guidelines for the division of responsibility between the Senior Manager PSP, the General Manager and the Executive.

3.4 This schedule provides a general indication of areas of primary responsibility.

Responsibility	Senior Manager PSP	General Manager	Advisory Committee/Executive
Club Strategic Plan	X	X	X
Program and activity development	X	X	ADVISE
Operations	X	X	ADVISE
Business Plan	X	X	ADVISE
Finance	X	X	ADVISE
Human Resources	X	X	

Marketing	X	X	X
Equipment	X	X	ADVISE
Facilities	X	X	ADVISE
Risk Management	X	X	X
Fees	X	X	ADVISE
Membership	X	X	X

Senior Manager PSP

3.5 The duties and responsibilities of the Senior Manager PSP are detailed as follows and shall be performed and controlled through the normal chain of command:

- a. direct and control the Club operations to ensure budgeted sales, costs, profitability and other financial objectives are met;
- b. oversee Club programs and ensure compliance with policies and directives;
- c. report and recommend corrective action for business plan and financial objective discrepancies to 19 Wing Base Fund Committee and Chief Personnel Support Programs;
- d. coordinate NPF Capital Expenditures Plan (CEP) for the Club;
- e. provide technical and financial advice on club operations to the General Manager and the Executive of the Club; and
- f. supervise the General Manager and Staff.

General Manager

3.6 The duties and responsibilities of the General Manager are detailed as follows and shall be performed and controlled through the normal chain of command:

- a. plan, coordinate, manage, and control the operations of the Club to meet the needs of the Club members, military community and guests;
- b. prepare a five year business plan and annual operating budget, monitor fiscal performance, and provide operational reports to the Executive and Senior Manager PSP;
- c. develop and deliver marketing and promotional programs;
- d. research external providers of similar programs and services, including other Bases/Wings/Units, to develop new and effective practices;
- e. negotiate with suppliers and contractors;
- f. assist the Chairperson and the Executive to prepare and submit, the Club Constitution and By-laws for approval by the 19 Wing Commander; and
- g. other duties as assigned by the Senior Manager PSP.

Advisory Executive

3.7 The Executive with the exception of the Chair and Vice Chair, which are appointed by the WComd will be appointed by the Chairperson commensurate upon the approval of the 19 Wing Deputy Wing Commander. The Executive will meet generally on a quarterly and/or required basis and will consist of the:

- a. Chairperson;
- b. Vice-Chairperson;
- c. Secretary;
- d. Club Captain;
- e. Greens Director; and
- f. General Manager.

3.8 **Note:** The Executive may invite Sub – Committee members, technical or program experts in order to better understand situations and make decisions.

- 3.9 The Executive will work collaboratively with the General Manager to:
- a. Coordinate, affirm and implement club operations and strategic initiatives, to include a Glacier Greens Golf Club Strategic Plan that is comprised of :
 - i. Annual Operations and Business Plan, Glacier Greens Master Site Plan (to include recent Building Condition Report, Infrastructure Management and Development Plan, and Golf Course Master Renovation Plan), Golf Courses Playability and Hardware Plan;
 - ii. Glacier Greens Turf Sustainment and Improvement Plan;
 - iii. Maintenance Operations Schedule;
 - iv. Club décor, History and Heritage Plan;
 - v. Glacier Greens Strategic Communication Plan; and the Club Tournament and Social Calendar;
 - vi. Oversee all Club activities (e.g. player development, tournaments and special events);
 - vii. Consider and recommend to the 19 Wing Commander for approval proposed changes to the Glacier Greens Golf Club (SOPs) Constitution and By-laws; and
 - viii. Consider the concerns and well-being of the membership.

Duration of Appointments

3.10 Executive appointments and Sub-committee appointments, except where otherwise noted, will be for a **period of three years** with the possibility of a **one year extension**.

Chairperson (Chair)

3.11 Shall be an officer normally holding the rank of Captain or higher and appointed by the 19 Wing Commander. This position shall be held by serving military member. The position will be held for a period of normally three years with the possibility of one year extension.

- a. Fostering, maintaining and implementing the Glacier Greens Golf Club Strategic Plan;
- b. Chairing the Executive and providing direction to the Advisory Committee;
- c. Ensuring that proper care and custody is taken of all Glacier Greens Club facilities and property;
- d. Ensuring all Advisory members appropriately discharge their responsibilities;
- e. Reviewing and signing the minutes prior to staffing up the chain of command;
- f. Maintaining a succession plan for and appointing Advisory Executive Committee and Sub-Committee members; and
- g. Ensuring the appropriate conduct and discipline is maintained by the membership.

Vice-Chair

3.12 Recommended by the Chair, appointed by the 19 Wing Commander and fulfill the obligation of the Chair in his/her absence. This position shall be held by an active duty military member. The position will be held for a period of normally three years with the possibility of one year extension. The Vice is responsible to the Chair for:

- a. Assisting in the development and maintenance of the Glacier Greens Club Strategic Plan;
- b. assisting all Advisory members to appropriately discharge their responsibilities;
- c. assisting the Chair in maintaining a viable succession plan for Advisory Executive and sub-committee;
- d. Chair of the Play and Course Conduct (discipline) Committee as needed;
- e. Other duties as assigned by the Chair.

Secretary

3.13 Appointed by the Executive and shall be chosen from the Regular/Ordinary membership category and will normally serve for a **period of three years** with the possibility of a **one year extension**. The Secretary is responsible to the Chair for:

- a. the preparation and coordination of correspondence on behalf of the Executive;
- b. preparation and distribution of the minutes of Executive meetings;
- c. member of the Play and Conduct Committee; and
- d. Other duties as assigned by the Chair.

Club Captain

3.14 Appointed by the Executive and shall be chosen from the Regular/Ordinary membership category and will normally serve for a **period of three years** with the possibility of a **one year extension**. The Club Captain is responsible to the Chair for:

- a. monitor all golfing activities and the maintenance of good order and discipline amongst the membership;
- b. monitoring day-to-day golfing activities to ensure proper course utilization, reasonable pace of play, and proper course etiquette;
- c. monitoring the ongoing inter-relationships between the Pro Shop, Starters, Marshals and the Membership, and advising the General Manager of any issues;
- d. responding to all written complaints concerning golfing activities. Serious cases, including those of alleged harassment or abuse, shall be referred to the General Manager and/or Chair as appropriate;
- e. attend Zone 6 meetings on behalf of Glacier Greens Golf Club and inform membership of British Columbia Golf developments;
- f. ensuring through the Chair/Vice Chair that participation of Glacier Greens golfers in all Zone 6 inter-club tournaments and events;
- g. in cooperation with General Manager, Greens Director ensure course handicap/slope rating is accurately accessed;
- h. proposing changes to existing practices such as local rules;
- i. manage in cooperation with the Ladies, Men's Coordinators, Tournament Coordinator and Club Pro, membership handicap review and oversight;
- j. ensuring that conduct of the membership and their guests is maintained to a high standard and reporting any serious incidents through the Vice for matters requiring a Play and Conduct Committee review;
- k. member of the Play and Conduct Committee; and
- l. Other duties as assigned by the Chair.

Greens Director

3.15 Appointed by the Executive and shall be chosen from the Regular/Ordinary membership category and will normally serve for a **period of three years** with the possibility of a **one year extension**. The Greens Director is responsible to the Chair for:

- a. in conjunction with the General Manager, assist the Golf Course Supervisor with Glacier Greens Turf sustainment and improvement plan;
- b. chair the Course and Grounds Committee;
- c. propose updates/recommendations as needed to the Golf Course Playability and Hardware Plan, which entails a review of the desired conditions of the course, practice ranges and practice areas;

- d. propose recommendations for placement and maintenance upkeep of hardware such as hole signs, benches, ball washers and Memorial Bridge;
- e. provide input into the Course Maintenance Schedule to ensure that disruption to play is minimized as much as possible; and
- f. Other duties as assigned by the Chair.

General Manager

3.16 Role and Responsibilities as outlined in section 3 para 3.6

Advisory Sub – Committee

The Sub - Committee shall be elected or appointed by the Executive and shall be chosen from the membership at large (Regular/Ordinary/Associate membership category). The Sub – Committees will consist of the following positions:

- a. Ladies' Coordinator;
- b. Men's Coordinator; and
- c. Tournament/Event Coordinator.

3.17 **Note:** The Executive may invite the Sub – Committee Members, technical or program experts to Executive meetings in order to better understand situations and make decisions.

3.18 The Sub - Committee will work collaboratively with the Executive Committee to:

- a. Meet regularly to plan events related to the membership activities;
- b. Address membership concerns and, through the Club Captain, address matters of good order and discipline;
- c. Review member tournaments and social event schedules for consideration/approval by the Executive; and
- d. Attend Executive meetings as the representative and/or spokesperson for those areas respectively.

Ladies' Coordinator

3.19 Elected or appointed by the Executive, and shall be chosen from the ladies' membership at large and will normally serve for a **period of three years** with the possibility of a **one year extension**. The Ladies' Coordinator is responsible to the Executive for:

- a. Representing the Ladies' by bringing forth any concerns, requests and/or recommendations;
- b. Overseeing Ladies' golf activities;
- c. Presiding over the Ladies' shootout, Ladies' Open and Ladies' Spring Fling events etc.;
- d. Holding regular meetings (as required) with the Ladies' League; and
- e. Other duties as may be assigned by the Club Captain.

Men's Coordinator

3.20 Elected or appointed by the Executive, shall be chosen from the men's membership at large and will normally serve for a **period of three years** with the possibility of a **one year extension**. The Men's Coordinator is responsible to the Executive for:

- a. Representing the Men by bringing forth any concerns, requests and/or recommendations;
- b. Overseeing Men's golf activities;
- c. Presiding over the Men's Spring Open, Shootout and Devil's Scramble etc.;
- d. Holding regular meetings (as required) with the Men's League; and
- e. Other duties as may be assigned by the Club Captain.

Tournament/Events Coordinator

3.21 Appointed by the Executive, and shall be chosen from the ladies' or men's membership at large and will normally serve for a **period of three years** with the possibility of a **one year extension**. The Tournament/Events Coordinator is responsible to the Executive for:

- a. Plan and organize the Club entertainment program in conjunction with the Tournaments;
- b. Provide direct support for Tournament/events to the Men's and Ladies' Coordinators;
- c. In cooperation with the Ladies'/ Men's Coordinators prepare and present Club tournament and events schedule requirements for the yearly course calendar;
- d. Ensuring all trophies are updated and kept in good order; and
- e. Other duties as assigned by the Club Captain.

Advisory Committee Benefits

3.22 The Chairperson's unlimited membership dues will be covered each year and the remainder of the Advisory Committee members will have the choice to receive a seasonal range pass or the equivalent value of the range pass applied towards their yearly memberships.

3.23 Each committee/sub-committee member is allowed one preferred tee time from Sunday to Friday. Committee/sub-committee members will be limited to 1 early tee time prior to the reverse shotgun during Saturday league play and 1 within the shotgun itself.

CHAPTER 2

BY – LAWS

SECTION 1

MEMBERSHIP

Intent

1.1 The purpose of the By-Laws is to set the rules of operations of the Club in accordance with the Constitution.

Membership Categories

1.2 **Regular** – Qualification under the Regular membership category is as follows:

- a. Members of the Regular Force and their families;
- b. Members of the Reserve Force and their families;
- c. Former members and their families; and
- d. Foreign military personnel on duty with the CAF and their families.

1.3 **Ordinary** – Qualification under the Ordinary membership category is as follows:

- a. Current DND Public Servants, staff of NPF/CFMWS, Staff of MFRC, DRDC, CSE, DCC and their families;
- b. Former DND Public Service employees and former staff of NPF/CFMWS receiving a pension on behalf of those services and their families;
- c. Serving and former RCMP and their families; and
- d. Members of the Canadian Corps of Commissionaires, or other security forces when employed at a CAF location and their families.

1.4 **Associate** – Subject to the approval of the 19 Wing Commander or his/her representative, any person not specified in paragraphs above may be invited to become an associate member. Associate members shall be for one year with no guarantee of renewal for further one-year terms and may be renewed upon approval of the Executive Committee.

Membership Restrictions

1.5 The membership of the Specialty Interest Activities must at all-times reflect the priority that must be maintained to ensure that military personnel and their families are able to participate fully, hence:

- a. The proportion of associate members shall normally not exceed 20 per cent of the total membership;
- b. The combined total of ordinary and associate members shall not exceed 50 per cent of the total membership; and
- c. 19 Wing can deviate from above with approval from DGPFSS.

BY – LAWS

SECTION 2

MEMBERS' CHARTER OF RIGHTS AND RESPONSIBILITIES

Introduction

2.1 The purpose of the Charter is to identify rights and responsibilities that highlight the values and expectations attached to being a member of Glacier Greens Golf Club and to state as clearly as possible the moral contract between the Club and its members and between members themselves.

2.2 By becoming a member of Glacier Greens Golf Club you are accepting the rights and responsibilities attached to such membership. All members of the Club, under parameters established by the Wing Commander, must work together with the Executive and Club Management to shape and support the Club in the most transparent and respectful manner possible. This will ensure a high quality golf, social and community experience while also striving to meet the principals of the Specialty Interest Policy.

2.3 This Charter outlines expectations that will foster the values, virtues and goals of Glacier Greens Golf Club while ensuring the well-being of its members. Governance functions are to be conducted in a transparent and forthright manner, supported by clear and concise communications and grounded on sound leadership principles. The Executive and Management are therefore charged with the dual responsibilities of serving and representing the membership and the Club's best interest.

Rights and Responsibilities

2.4 Everyone has the right to a safe and healthy physical and mental environment on Club grounds, one that provides suitable conditions for the enjoyment of golf and quality social interaction. PSP, in conjunction with the Executive, has the responsibility to provide avenues of recourse for members who feel they have suffered from some form of discrimination or abuse.

2.5 All members have the right to access information on Club policies and regulations. The Club has the responsibility to ensure that these policies and regulation are current and valid. Furthermore, no changes to regulations will be applied retroactively to the detriment of any members.

Harassment / Abuse

2.6 Members have the right to be treated equitably and with dignity and respect. All members have the responsibility to treat each other, including Glacier Greens staff, as equals without discrimination, in a civil and respectful manner that neither demeans nor degrades the other person. This includes the right to be free from abusive, condescending or arrogant attitudes and behaviors, from verbal, physical, or psychological abuse or intimidation, and from sexual or other forms of harassment. This applies to all interactions between individuals as well as the references spoken, made in writing or via any electronic medium that intend to become public, or ought reasonably to be expected to become public (such as social networking websites, blogs etc...).

2.7 Every member has the right to seek protection against any of the aforementioned behaviour, through the Executive and Management. Sanctions for such behavior shall be in accordance with the Club Constitution and Bylaws as outlined in the Conduct of Play Committee section below.

Participation of Life of the Club

2.8 Members enjoy freedom of opinion and speech, provided these are exercised in a civil, respectful manner. Members have the right to the use and enjoyment of Club grounds and facilities. Members have the responsibility to respect hours and limits on unauthorized entry where such conditions exist.

2.9 Members have the obligation to follow the directions of Glacier Greens Golf staff with regards to play and conduct on and off the course. Interactions between members and Club staff shall be carried out while maintaining respect and dignity for all parties.

2.10 Members have the right to have guests on the Club grounds. They are responsible, however, for ensuring that their visitors abide by all Club regulations. Members must bear in mind that they will be held accountable for the guest's behaviour and any sanctions that may be applied.

Play and Course Conduct Committee

2.11 The Play and Course Conduct Committee shall be chaired by the Vice-Chairperson, consisting of the Executive Secretary, Club Captain and one male and one female assembled from the membership. Other than the Vice-Chair, Executive Secretary and Club Captain the Play and Conduct Committee members shall not be serving members of the Executive or Management.

2.12 In matters of alleged course misconduct, members of the Play and Conduct Committee shall not have been party to the incident nor perceived to be connected in any way.

2.13 It is encouraged and expected that most cases of conflict or course misconduct will be resolved on an informal basis between the parties involved. Should this prove unlikely, the situation shall be mediated by the Club Captain. Should the matter remain unresolved, The Vice-Chair will assemble a Play and Conduct Committee and convene for the purpose of making recommendations to the Chair for final resolution. Instances involving staff will include the General Manager.

2.14 When reviewing conduct complaints, the Play and Conduct Committee shall abide by principles of fairness and objectivity. Extreme care shall be taken to have facts clearly established and understood before an incident is acted upon or a recommendation for action is made. Persons against whom complaints are made shall be treated with respect, civility and given every opportunity to be heard by the Play and Conduct Committee.

2.15 In findings of misconduct, the Play and Conduct Committee, by majority vote, may dispose of the matter with a verbal or written reprimand, or may recommend to the Chair a suspension or revocation of membership.

2.16 In matters in which a verbal or written reprimand is rendered and where an individual does not agree with the ruling of the Play and Conduct Committee, he/she may appeal in writing to the Chair within 10 calendar days. If warranted, the Chair may form and chair an Appeals Committee to examine the process and outcome reached by the Play and Conduct Committee. The Appeals Committee shall have the final authority for matters dealing with verbal and written reprimands.

2.17 On the recommendation of the Play and Conduct Committee, a member may be suspended by the Chair for a period of up to 14 days for:

- a. Repeated inappropriate behaviour;
- b. Repeated contravention of rules of golf;
- c. Improper treatment of Club staff or fellow members; and
- d. Any incident(s) deemed serious enough to warrant suspension.

2.18 Recommendations from the Play and Conduct Committee for a period of suspension greater than 14 days, or any other incident deemed serious enough to warrant suspension by the Chair and/or the Manager shall be approved by the Deputy Wing Commander. The Deputy Wing Commander is the final authority for all suspensions greater than 14 days.

2.19 Member shall be advised in writing that his/her membership has been suspended effective the appropriate date and for specified period.

Revocation of Membership

2.20 Based on the recommendation of the Chair and/or General Manager, endorsed by the Senior Manager PSP, a member may have their membership revoked by the Deputy Wing Commander for:

- a. Repeated inappropriate behaviour;
- b. Repeated contravention of the By-Laws;
- c. Improper treatment of Club staff or fellow members; or
- d. Any one incident deemed serious enough to warrant revocation.

2.21 A member shall be advised in writing by the Deputy Wing Commander that his/her membership has been revoked. A refund may be issued for membership fees pertaining to the remainder of the playing season.

Executive, PSP and Member Partnership

2.22 The Executive shall ensure the membership is kept informed of ongoing developments and initiatives. This shall be accomplished through:

- a. Membership forums as deemed necessary throughout the season;
- b. Financial statements and relevant reports;
- c. Published Executive meeting minutes;
- d. Communiqués and maintenance of the Club website; and
- e. Notice boards strategically located throughout the Club facilities.

2.23 It is the responsibility of the Executive to be aware of the views and desires of the membership. This will be accomplished through;

- a. Membership forums as required;
- b. Surveys;
- c. Contact us (website); and
- d. Regular interactions with the members.

2.24 Implicit is the recognition that a special relationship exists between the membership and the Club, wherein the membership shall be advised on any significant undertakings or changes impacting the Club and or its members. These shall include:

- a. Changes in level of service for any functions associated with the Club;
- b. Proposed amended hours of operation of Club facilities;
- c. Increases to Club membership dues before their implementation;
- d. Changes in tournament scheduling and scheduling practices;
- e. Make available any policies as they relate directly to Glacier Greens Golf Club operations; and
- f. Hosting events or undertaking activities that will alter the availability of any of the Club's facilities for a protracted period.

BY – LAWS

SECTION 3

MEMBERSHIP FEES

Costs

3.1 Annual fees shall be prepared by the General Manager and be reviewed by the Executive, typically prior to submitting the Annual Business Plan. All fees will then be proposed by the General Manger to the Senior Manager PSP for final approval.

Cancellation/Refund

3.2. Refer to Annex C for Cancellation/Refund policy

BY-LAWS

SECTION 4

MISCELLANEOUS

Glacier Greens Volunteer of the Year Award

4.1 The nominee must be a member in good standing with The Club. The nominee must have served on one/or more Glacier Greens volunteer committees, and/or has contributed significantly to the success of the Club by his/her volunteer service.

4.2 Any Club member may put forth in writing the name of a possible nominee. To the extent possible, nominations should be kept confidential. The submission shall include a detail description of service (position, duties, length of time and level of effort must be included). Submissions shall be forwarded to the Greens Director.

4.3 Submission deadline is 15 October of the year awarded. The Selection Committee, consisting of the Chair, Vice Chair, Secretary, Green Director, Club Captain, Ladies Coordinator, Men Coordinator, and a member at large will determine if a nominee is deserving of consideration and then select the award recipient from all nominations received.

4.4 The award will be presented to the Volunteer at the end of the season. The recipient will have the choice to receive a seasonal range pass or the equivalent value of the range pass applied towards their yearly memberships. The award does not have to be awarded each year. Soliciting nominations from the membership will normally be done in the mid-Sep time frame.

Restrictions on Children

4.5 Children under the age of ten, under the supervision of their parents or guardians, may be allowed in appropriate parts of the Clubhouse and patio, but not on the course except by special permission of the General Manager, Club Pro or Club Captain.

4.6 Children 10 and 11 years of age as of 1 August of the current season are permitted on the golf course, driving range and practice areas (to play and caddy) but must be continuously under the supervision of an adult.

Pets

4.7 Pets, of any kind are not permitted on Club property. However, a certified animal “Service Dog” and handler are permitted as per WSO 2–69. Service Dog” means an animal that has been trained by an accredited service animal institution, including certified service dogs in training who have passed a public access test. Accreditation for service dog training institutions is provided by national and international organizations including Assistance Dogs International, the International Guide Dog Federation and Meghan Search and Rescue. Handlers wanting to access the golf course with their dogs will be required to produce proof of accreditation to the General Manager.

ANNEX A: GOLF COURSE MAINTENANCE STANDARDS

1. MAINTENANCE DEPARTMENT GOAL

The mission of Glacier Greens is to create an enjoyable experience for our customers thru caring and professionalism from start to finish. With this in mind our goal for the maintenance department is to provide excellence, uniformity and consistency in course playability and appearance.

2. SEASON BREAKDOWN

2.1 Peak Season

- The peak season extends from 15 Jun – 15 Sep. Throughout this period, the golf course will be maintained to a full maintenance schedule. It should be noted that this time frame may be adjusted from year to year due to weather limitations.

2.2 Off Season

- The off season extends from 15 Oct – 31 Mar. In the off season the maintenance department will maintain the course in a manner that preserves the integrity of the golf course so that it is in peak condition as early as possible in the spring. Tasks that traditionally take place during the off season are:
 - Hazard tree removal and pruning
 - Course construction projects
 - Drainage repair and additions
 - Irrigation additions

3. GOLF COURSE AREAS

Different areas of the course have a greater impact on playability than others. Because of this the intensity of maintenance will vary from area to area. The order of priority for maintaining the golf course will be as follows:

1. GREENS
2. TEES
3. COLLARS AND APPROACHES
4. FAIRWAYS
5. PRIMARY ROUGH
6. BUNKERS
7. ROUGH

4. GOLF COURSE AREA MAINTENANCE PRACTICES

For each area of the course, the maintenance philosophy, goals and the actual maintenance practices to be utilized will be outlined. Unless otherwise noted, the stated frequency of tasks refers to the peak season.

4.1 GREENS

Greens should provide a smooth and consistent putting surface with a target green speed of 9 feet to 9.5 feet greens # 11 & # 14 will be used when stimping. A variance of plus or minus 1 foot is acceptable when taking into consideration environmental conditions. Greens should be firm enough to provide the desired level of smoothness and speed and to resist excessive foot printing and ball marks, yet not so firm that a well hit golf shot cannot be held.

Typical greens maintenance practices to achieve these goals will include:

- During the peak season mowing 5 to 7 times per week at a height of (0.110") to (0.125")
- During the off season mowing as conditions permit and as necessary at a height of (0.156") to (0.187")
- Greens are cut using a triplex mower. Due to the triplexes aggressive nature when turning, cleanup passes will be skipped 3 times per week in-order to maintain grass around the outer edges of the greens.
- Verti-cutting and light topdressing every 2nd Thursday.
- Greens will be rolled every Tuesday & Friday.
- Granular fertilizer will typically be applied 7 to 9 times per year.
- Appropriate fungicide applications to control disease as required

Also important among greens maintenance practices are those that promote a healthy and vigorous turf that will survive our winters and produce quality playing conditions as early as possible in the spring.

These practices include:

- Aeration – twice per season the greens will be aerated with an aerator to a depth of 4 inches in order to relieve compaction, improve drainage and increase gas exchange. Periodically a needle tine aeration will be scheduled to help ensure that our greens are in the best possible condition.

4.2 TEES

The teeing areas should be as firm and level as possible to provide a good footing for the golfer. Turf on tees must grow at a quick enough rate to recover quickly from the wear received. Turf on tees should not be puffy and must be cut low enough to avoid interfering with the club head when striking the ball.

Normal tee maintenance practices to achieve these goals include:

- Tees will typically be fertilized with granular fertilizer 5 to 6 times per year.
- Tees will be mowed using a triplex mower. During the peak season they will be mowed 3 to 4 times per week at a height of 2/5" (0.400") to 3/5" (0.600")
- Tees will be core aerated, receive heavy sand topdressing and over seeded 2 times per year.
- Tee markers will be moved daily during the peak season

4.3 COLLARS AND APPROACHES

Collars and approaches act as an extension of the fairway leading up to the green. Typically however the maintenance level that they receive falls in between fairways and greens.

Maintenance practices used on collars and approaches include:

- As far as fertility goes, collars are treated the same as greens, approaches will typically be fertilized with granular fertilizer 5 to 6 times per year.
- Collars and approaches will be mowed using a triplex mower. During the peak season they will be mowed 3 to 4 times per week at a height of 2/5" (0.400") to 3/5" (0.600")
- Approaches will be slice aerated, receive heavy sand topdressing and over seeded 2 times per year.

4.4 FAIRWAYS

Fairways should provide turf of sufficient density to support a golf ball and provide a good lie for the golfer. For the most part fairways should be weed free. Our goal is to provide fairways that are firm and free of wet spots. Dry spots on fairway turf are acceptable and much preferred over fairways that contain wet spots.

Maintenance practices used on fairways include:

- Mowing 2 to 4 times per week during the peak season at a height of (0.400") to (0.600")
- Granular fertilizer will be applied as needed to provide sufficient turf. Typically this will consist of 3 to 4 applications.
- Weed control as required
- Aeration and topdressing 1 to 2 times per season in order to relieve compaction, promote turf density, improve drainage and drought resistance.

4.5 PRIMARY ROUGH

The purpose of the primary rough is to lessen the degree of penalty to shots that stray only slightly off of the fairway when compared to those hit farther into the rough. The primary rough also reduces problems caused by a ball that comes to rest on the fairway but against a substantially higher cut turf.

Areas that are included in the category of primary rough include green and tee surrounds, bunker surrounds and the first cut of rough.

Maintenance practices used on roughs include:

- Rough maintenance practices such as fertilizing, and weed control are similar to those used on fairways but at a lesser frequency.
- With an emphasis on providing consistency from day to day and from hole to hole our goal is to cut all rough areas 2 to 3 times per week at a height of 1.5 inches.

4.6 ROUGH

Rough should provide turf of consistent density and should provide a slight penalty to the player providing a more difficult lie than the fairway or primary rough.

Normal rough maintenance practices include:

- Rough is maintained during the peak season only
- Rough is mowed 1 to 2 times per week at a height of 2.5 to inches

4.7 BUNKERS

During a typical round, only a few shots are played from bunkers, however, with the possible exception of greens, nowhere are golfers more critical of course conditioning than when it comes to bunkers.

The sand surface should be kept smooth and firm enough to prevent fried egg lies, yet loose enough to allow the club to move through it easily. The base of the bunkers should have a sand depth of 4 to 6 inches and the faces should have a depth of 1 to 2 inches.

Normal bunker maintenance practices include:

- Raking 2 - 3 times per week during the peak season
- Weed eating around the bunker edges every 2 to 3 weeks. This helps maintain definition and is preferable to hard edging the bunkers which over time will drastically change the shape of bunkers.
- Pot bunkers will be hand raked
- Weed control as required
- Sand depths will be checked regularly and added as needed.

5. OTHER MAINTENANCE RESPONSIBILITIES

5.1 PRACTICE AREAS

Throughout the peak season all aspects of the practice areas will be maintained to a level consistent with the golf course. Areas that make up the practice area are:

Driving Range & Short Game Area

- The Driving Range will be mowed Tuesday mornings. During this time it will be necessary to pick the range clean of range balls, as a result it will typically open 2.5 to 3 hours after maintenance start times.
- The Syn-lawn mats will be cleaned and maintained as part of the Tuesday maintenance schedule for the driving range.
- The short game area will be maintained to the same standard as corresponding areas on the golf course.

5.2 ENTRANCE, PARKING LOT AND CLUBHOUSE GROUNDS

The entrance, parking lot and clubhouse grounds are of extreme importance. Collectively, these areas make up the first and last impression that our members and guests will have of our facility.

ENTRANCE, PARKING LOT AND CLUBHOUSE GROUNDS CONTINUED.

The following areas are to be maintained by the Glacier Greens maintenance department:

1. Garden areas around the entrance
2. Parking lot
3. Clubhouse and pro shop gardens
4. Clubhouse hanging baskets

5.3 COURSE MARKING

This includes out of bounds stakes, barber poles, hazard stakes and lines and yardage markers.

- Stakes will be straightened and painted as needed
- Permanent tee and fairway markers will be edged and painted as needed.
- Water hazards and out of bounds will be painted for:
 1. Pro-am
 2. Ladies Open
 3. Mixed Open
 4. Club Championship

5.4 CART PATHS

Every effort will be made to smooth out and fill pot holes in gravel cart paths and prune trees on a regular basis.

5.5 PONDS AND CREEKS

In order to maintain bank stability and to minimize the chances of contamination, pond and creek banks will be kept in a natural state. Whenever possible, necessary pond and creek maintenance will take place during the fisheries window.

Normal pond and creek maintenance practices include:

- Trimming and hedging of brush as required
- In order to prevent contamination, fertilizer applications being performed near ponds and creeks will be applied using a walk behind spreader.

5.6 ACCESSORIES

Benches, tee signs, ball washers, flagsticks, flags and hole cups will be kept in clean and in good repair, being replaced, repaired, and/or repainted as needed.

5.7 ORNAMENTAL LANDSCAPE AREAS

This includes flowerbeds, shrubs and hanging baskets. These areas will be planted with appropriate plant material to provide as much seasonal color as possible and to enhance the appearance of the golf course. They will be fertilized, watered and weeded as required.

5.8 MAINTENANCE FACILITY

The maintenance building and compound shall at all times be kept in an orderly manner. Special emphasis should be made to keep the golfers view of the maintenance facility as neat and organized as possible.

APPENDIX

A. COURSE SET-UP STANDARDS

GENERAL:

The golf course should be a fair and challenging test of golf, playing approximately the same level of difficulty and length each day. To achieve this expectation, pin placements should have an equal number of front, middle and back pin placements. Tees should be set up with the same principles of 6 front, 6 middle and 6 back. Consideration is also given to abnormal weather conditions such as high winds and high amounts of rainfall. Whenever excessive rainfall is anticipated we will try and select pin placements that are high and dry.

GREENS:

Holes will be placed no closer than 3 paces (approximately 9 feet) to the green edge. Holes should not be placed closer than 1 foot from a distinct grade change.

TEES:

Teeing blocks should be placed 5 paces apart with the imaginary line connecting them perpendicular to the center of the anticipated landing area.

B. EQUIPMENT MAINTENANCE

EQUIPMENT CARE AND MAINTENANCE:

The care of all golf course equipment is the responsibility of the Head Mechanic, who is supervised in his duties by the Golf Course Superintendent. The head mechanic will prescribe and carry out a thorough preventative maintenance program to maximize the life span of all equipment.

QUALITY OF CUT STANDARD:

The head mechanic will be responsible for implementing a grinding and sharpening program that ensures the highest quality of cut at all times. All mowing equipment is to be examined at the end of each days cut, or immediately prior to the next scheduled mowing and adjusted as required.

C. COURSE CLOSURE

Closing of individual greens or the golf course is the decision of the Superintendent. When the Superintendent is not present, the Assistant Superintendent or most senior staff member will be responsible for opening and closing the course.

GREENS:

In order to ensure the best possible putting surfaces during the peak season, play will not be allowed on regular greens during times of frost, excessive moisture and during thawing periods. This is necessary in order to maintain healthy, quality greens. Whenever possible, play will be allowed on temporary greens.

COURSE:

From time to time the golf course may be closed to play completely. This may be due to:

- Excessive wind

- Frost
- Extreme rain fall

UNDERSTANDING FROST DELAYS:

Frost is basically frozen dew that has crystallized on the grass, making it hard and brittle. A grass blade is actually 90 percent water, therefore it also freezes. Because of the short mowing height (sometimes as low as 1/8 of an inch) and fragile nature of the turf, putting greens are most affected by frost. Walking on frost covered turf causes the plant to break and cell walls to rupture, thereby losing its ability to function normally. When the membrane is broken, much like an egg, it cannot be put back together. Under the most severe cases the end result is complete plant death, less severe cases result in a thinning of the turf and a weakening of the plant making it more susceptible to disease and weeds.

PLAY ON A THAWING SOIL (UNFROZEN & OR WET ON THE SURFACE, FROZEN BELOW)

Cool season grasses grow the majority of their root systems in the spring and fall. During the summer months when soil and air temperatures are at their highest, most of the plants energy is going into simply sustaining life. Playing on a thawing soil (unfrozen & or wet on the surface & frozen below will cause the root system to break, therefore throwing away any root mass that was grown during the fall. The end result will be a thin turf canopy and severed and damaged roots causing the plant to become far more prone to heat stress, disease and insect attack. This is because the root system of a grass plant does not stretch. When the soil just below the surface is thawed and it is frozen below the end result of traffic is snapped roots.

**ANNEX B:
GOLF COURSE CANCELLATION/REFUND POLICY**

Membership Protection Insurance

Insurance: \$ 75.00 plus GST

Membership protection insurance will cover the following circumstances:

- **Medical Condition**
 - Unfit to play golf for a period two consecutive months.
 - Must submit a medical certificate.
 - Membership Rebate is based on Peak Season (May-Sept at 15 % per month of the value of the membership) and Shoulder Season (Oct-April at 3.5 % per month of the value of the membership)

- **Death or Terminal illness in the Family**
 - Due to a death in the family or a terminal illness the refund will be based on the formulas for Peak Season and Shoulder Season less the period of time you have carried your membership. For Example if you joined April 1st and had to leave June 1st the refund would be as follows:
 - Refund (June-Sept @ 15 % per month value of your category)
 - Refund (Oct – March @ 3.5 % per month value of your category)
 - Billed (April @ 3.5% & May @ 15% value of your category)

- **Relocation/Move**
 - Your relocation must be greater than 50K from Comox.
 - Same formula applies as above.

- **Military relocation/move** (*Purchase of protection insurance not required*)
 - With submission of a posting message a refund will be available based on the same formula as above.

ANNEX C:
Glacier Greens Organizational Chart

