



GOVERNOR'S POLICY MANUAL

Revised: October 26, 2023

Table of Contents

<i>Section 0 - DISCLAIMER</i>	6
<i>Section I - MEMBERSHIP CATEGORIES</i>	6
1.0 Unrestricted Shareholder	6
1.1 Restricted Shareholder	6
1.2 Playing Spouse (Non-Shareholder)	7
1.3 Intermediate A (Shareholder)	8
1.4 Intermediate B (Shareholder)	8
1.5 Intermediate C (Shareholder)	9
1.6 Junior (Non-Shareholder)	9
1.7 Juvenile (Non-Shareholder)	10
1.8 Pre-Juvenile	10
1.9 Corporate	11
1.10 Clubhouse Membership	12
1.11 Inactive Shareholder	12
1.12 Family Membership:	12
1.13 Spousal / Family Package:	13
1.14 Military Membership:	13
<i>Section II - MEMBERSHIP POLICY</i>	14
2.0 General	14
2.0.1 Incentive Program	14
2.0.2 Honorary Life Memberships	14
2.0.3 Spring Open House / Fall Promotion	14
2.0.4 Special Programs	14
2.1 Pro Rated Membership Charges	14
2.2 Resigning Membership or Going Inactive during the Season	14
2.3 Inactive Status	15
2.4 Returning to Active Status during the Season	15
2.5 Members Re-Joining in the Same Year as their Resignation	15
2.6 Former Members Returning Within Five (5) Years	15
2.7 Immediate Family Share Transfer	15
2.8 Transfer of a Regular Shareholder to a Corporate Shareholder	16
2.9 Separation/Divorce	16
2.10 Share Redemption Policy	16

SECTION III - PLAY AND RULES	16
3.0 General Rules of Play:.....	16
3.1 Guest Rules	16
3.2 Tee Time Reservation System.....	17
3.3 Advanced Bookings	17
3.4 Dress Code Policy	17
3.4.1 General Guidelines	17
3.4.2 Acceptable Attire:.....	18
3.4.3 Prohibited Attire:.....	18
3.4.4 Guidelines for Enforcement of the Dress Code	18
3.4.5 Denim Dress Code - Clubhouse	18
3.5 Pace of Play	19
3.5.1 Course Starters.....	19
3.5.2 Player Assistants / Marshals.....	19
3.5.3 Action for Pace of Play Offenders.....	19
3.6 Golf Cart Policy - Wet Conditions.....	19
3.6.1 Handicap Flag Policy	19
3.7 Handicap Scoring System.....	20
3.8 Complimentary Passes / Guest Green Fees.....	20
3.9 Competition	20
SECTION IV - CLUBHOUSE	21
4.0 Clubhouse / Member Rules	21
4.1 Members Accounts.....	21
4.1.1 Members with Outstanding Account Balances	22
4.1.2 Membership Renewal late fees	22
4.1.3 Membership Suspension for late renewal.....	22
4.1.4 Unsigned Chits.....	23
4.2 Advertising	23
4.2.1 Tee Marker & Scorecard.....	23
4.3 Private Functions / Weddings.....	23
4.4 Tournaments.....	24
Section V - GUIDELINES FOR CLUB GOVERNORS	24
5.0 Introduction	24
5.1 Overview of the Board	25
5.2 The Role of the Board.....	26
5.3 Board Meetings	26
5.4 Characteristics of a Successful Board	27
5.5 The Board and the General Manager.....	28
5.6 Responsibilities of the Board	28
5.7 Responsibilities of the General Manager	28
5.8 Responsibilities of Board Members	29

5.8.1 Relationship with the Members	29
5.8.2 Relationship with Fellow Board Members	29
5.8.3 Relationship with Club Staff	29
5.9 Offices and Committees	29
5.9.1 Board of Governors	30
5.9.2 President	30
5.9.3 Vice President.....	30
5.9.4 Treasurer	30
5.9.5 Secretary	31
5.10 Committee Duties.....	31
5.10.1 Executive Committee	31
5.10.2 House and Social Committee	31
5.10.3 Building Committee.....	31
5.10.4 Fundraising and Marketing Committee.....	32
5.10.5 Membership Committee	32
5.10.6 Finance Committee	33
5.10.7 Greens Committee	33
5.10.8 Play and Rules Committee.....	34
5.10.9 Golf Operations Committee	34
5.10.10 Men’s and Women’s Club Captain	35
5.10.11 Other Committees.....	35
Section VI - HUMAN RESOURCES	35
6.0 Overview of Human Resources Management.....	35
6.1 Human Resources Management Team	36
6.2 Responsibilities of Human Resources Team.....	36
6.2.1 HR Committee Procedures for Managing an Employee Complaint.....	36
6.3 Terms of Reference:	37
6.4 Organizational Structure – Breezy Bend	37
6.4.1 BREEZY BEND COUNTRY CLUB ORGANIZATIONAL CHART.....	37
6.4.2 Management.....	37
6.4.3 Department Heads	37
6.5 Breezy Bend Country Club Belief Structure	38
6.5.1 VISION STATEMENT.....	38
6.5.2 MISSION STATEMENT.....	38
6.5.3 OBJECTIVES.....	38
6.5.4 VALUES	38
SECTION VII - RISK MANAGEMENT / EMPLOYEE RELATIONS	39
7.0 EMPLOYEE RELATIONS.....	39
7.1 Behaviour in the Workplace	39
7.1.1 Harassment	39
7.1.2 Violence:.....	40
7.1.3 Use of Alcohol and Drugs:	40
7.1.4 Use of Social Media	41
7.2 BEHAVIOUR REPORTING PROCEDURES AND DISCIPLINE	41
7.2.1 Confidentiality	42
7.2.2 Informal Resolution Procedure	42
7.2.3 Formal Resolution Procedure	42
7.2.4 Complaint Resolution	43
7.2.5 False Accusations	43

7.3 Letter of Consent and Understanding.....	43
SECTION VIII – RISK MANAGEMENT / MEMBER RELATIONS.....	44
8.0 MEMBER RELATIONS	44
8.1 Member Behaviour in the Workplace.....	44
8.1.1 Harassment	44
8.1.2 Violence:.....	45
8.1.3 Use of Alcohol and Drugs:	45
8.1.4 Use of Social Media	45
8.1.5 Process for Managing a Complaint against a Member.....	45
8.2 BEHAVIOUR REPORTING PROCEDURES AND DISCIPLINE OF MEMBERS	46
8.2.1 Confidentiality	46
8.2.2 Informal Resolution Procedure	46
8.2.3 Formal Resolution Procedure	47
8.2.4 Complaint Resolution	47
8.2.5 False Accusations	47
SECTION IX - WORKPLACE SAFETY AND HEALTH.....	48
9.0 Workplace Safety and Health	48
9.0.1 Overview	48
9.1 Workplace Safety and Health Expectations at Breezy Bend Country Club.	48
9.2 Maintenance	49
9.3 Fire Procedures:	49
9.4 Fire Emergency Extinguishers and Pull Stations.	49
9.5 Heart Attack and Choking:.....	49
9.6 Workers Compensation	50
9.6.1 Medical Benefits and Sick Leave.....	50
9.7 Workers Working Alone or in Isolation.....	50
9.7.1 Definitions	50
9.7.2 Employer Responsibility:	50
9.7.3 Every Supervisor Responsibility.....	51
9.7.4 General Duties of Workers	51
SECTION X – APPENDIX.....	52
10.0 Employee Information Form.....	52
10.1 Employee Verification re Employee Handbook and Risk Management.....	52
10.2 Employee / Member Harassment Complaint Form.....	53
10.3 Membership Application (attached)	54
10.4 Statement of Dues – Individual (attached)	54
10.5 Statement of Dues – Corporate (attached)	54
10.6 Member Charge Account Application (attached)	54
10.7 Sponsored Junior Membership (attached)	54

Section 0- DISCLAIMER

This document is intended to be gender neutral. All specific masculine or female pronouns have been removed. If any were overlooked, the use of masculine or feminine pronouns is taken to apply as gender neutral in all sections and subsections of this manual.

Section I- MEMBERSHIP CATEGORIES

1.0 Unrestricted Shareholder

All new members are required to purchase a Share and pay the Club's Entrance Fee.

Share & Entrance Fee Option:

New members have the option of paying the Entrance Fee up front or over a three or five year period.

Included with Membership:

All fees include club storage and cleaning; push cart, driving range privileges, Golf Canada membership, and a full-size locker. Also included is a Clubhouse membership for the shareholder's spouse.

Requirements:

- A Membership Application must be completed in full and signed by the applicant.
- Full payment of the first-year fees.
- A completed Statement of Dues and Member Charge Account Application.

Hours of Play: All times except:

- a. Time designated for Ladies Day (if male)
- b. Time designated for Men's Night (if female)
- c. Time designated for the Junior closed tee

All Unrestricted members are required to meet the minimum food & beverage requirement each year as established by the Board of Governors.

1.1 Restricted Shareholder

All new members are required to purchase a Share and pay the Club's Entrance Fee.

Share & Entrance Fee Option:

New members have the option of paying the Entrance Fee up front or over a three or five year period.

Included with Membership:

All fees include club storage and cleaning; push cart, driving range privileges, Golf Canada Membership, and a full-size locker. Also included is a clubhouse membership for the shareholder's spouse.

Requirements:

- A Membership Application must be completed in full and signed by the applicant.

- Full payment of the first year fees.
- A completed Statement of Dues and Member Charge Account Application.

Hours of Play: All times except:

- Saturdays, Sundays & Holidays prior to 12:00pm
- Time designated for Ladies Day (if male)
- Time designated for Men's Night (if female)
- Time designated for the Junior closed tee

All Restricted members are required to meet the minimum food & beverage requirement each year as established by the Board of Governors.

Effective for the 2024 season the Silver and Bronze Shareholder categories are eliminated. Members in both categories will be converted to the Restricted Shareholder category.

1.2 Playing Spouse (Non-Shareholder)

To purchase an Unrestricted Playing Spouse membership, the other spouse must be an Unrestricted Shareholder. A Restricted Playing Spouse can have an Unrestricted or Restricted Shareholder spouse. Either spouse may be the Shareholder while the other is the Playing Spouse (non-Shareholder).

Between the couple, full fees for one Shareholder and one playing spouse category are applicable as is an entrance fee and share purchase related to one shareholder.

This category would also apply to widows of deceased Shareholders who have been members for at least 10 years. In the event of remarriage and both are members, at least one spouse must be a Shareholder paying full Membership Fees in a recognized category.

Requirements:

Application is to be included in the Statement of Dues for the Shareholder.

Unrestricted Playing Spouse:

Hours of Play: All times except:

- Time designated for Ladies Day (if male)
- Time designated for Men's Night (if female)
- Time designated for the Junior closed tee

Restricted Playing Spouse:

Hours of Play: All times except:

- Saturdays, Sundays & Holidays prior to 12:00pm
- Time designated for Ladies Day (if male)
- Time designated for Men's Night (if female)
- Time designated for the Junior closed tee

All Playing Spouse members and Shareholder members are required to meet the combined minimum food & beverage requirement each year as established by the Board of Governors.

1.3 Intermediate A (Shareholder)

Age: 31 to 35 as of March 1st of the current golf season

Share and Entrance Fee:

- Must purchase a Share at time of application (payable over 5 years)
- The Club's Entrance Fee may be deferred to the age of 36 at which time the applicable fees will become due and payable.
- For Intermediates at age 36 who have been members of Breezy Bend for 5 years or longer the Entrance Fee is eliminated. For members of less than 5 years, the Entrance Fee is charged on a prorated basis of 20% per year.
- Subject to applicable Annual Dues.

Included with Membership:

All fees include club storage and cleaning; push cart, driving range privileges, Golf Canada Membership, and a full-size locker. Also included is a Clubhouse membership for the shareholder's spouse.

Requirements:

- A Membership Application must be completed in full and signed by the applicant.
- Full payment of the first year fees.
- A completed Statement of Dues and Member Charge Account Application.

Hours of Play: All times except:

- a. Time designated for Ladies Day (if male)
- b. Time designated for Men's Night (if female)
- c. Time designated for the Junior closed tee

All Intermediate A members are required to meet the minimum food & beverage requirement each year as established by the Board of Governors.

1.4 Intermediate B (Shareholder)

Age: 25-30 as of March 1st of the current golf season

Share and Entrance Fee:

- Must purchase a Share at time of application (payable over 5 years)
- The Club's Entrance Fee may be deferred to the age of 36 at which time the applicable fees will become due and payable.
- For Intermediates at age 36 who have been members of Breezy Bend for 5 years or longer the Entrance Fee is eliminated. For members of less than 5 years, the Entrance Fee is charged on a prorated basis of 20% per year.
- Subject to applicable Annual Dues.

Included with Membership:

All fees include club storage and cleaning; push cart, driving range privileges, Golf Canada Membership, and a full-size locker. Also included is a Clubhouse membership for the Shareholder's spouse.

Requirements:

- A Membership Application must be completed in full and signed by the applicant.
- Full payment of the first year fees
- A completed Statement of Dues and Member Charge Account Application

Hours of Play: All times except:

- a. Time designated for Ladies Day (if male)
- b. Time designated for Men's Night (if female)
- c. Time designated for the Junior closed tee

All Intermediate B members are required to meet the minimum food & beverage requirement each year as established by the Board of Governors.

1.5 Intermediate C (Shareholder)

Age: 19-24 as of March 1st of the current golf season

Share and Entrance Fee:

- Must purchase a Share at time of application (payable over 5 years)
- The Club's Entrance Fee may be deferred to the age of 36 at which time the applicable fees will become due and payable.
- For Intermediates at age 36 who have been members of Breezy Bend for 5 years or longer the Entrance Fee is eliminated. For members of less than 5 years, the Entrance Fee is charged on a prorated basis of 20% per year.
- Subject to applicable Annual Dues.

Included with Membership:

All fees include club storage and cleaning; push cart, driving range privileges, Golf Canada Membership card, and a full-size locker. Also included is a clubhouse membership for the shareholders' spouse.

Requirements:

- A Membership Application must be completed in full and signed by the applicant.
- Full payment of the first year fees.
- A completed Statement of Dues and Member Charge Account Application.

Hours of Play: All times except:

- a. Saturdays, Sundays & Holidays prior to 12:00pm
- b. Time designated for Ladies Day (if male)
- c. Time designated for Men's Night (if female)
- d. Time designated for the Junior closed tee

All Intermediate C members are required to meet the minimum food & beverage requirement each year as established by the Board of Governors.

1.6 Junior (Non-Shareholder)

Age: 16 to 18 (as of March 1st of the current golf season)

Share and Entrance Fee: Not Applicable

Hours of Play: All times except:

- a. Saturday, Sundays and Holidays prior to 2:00pm
- b. Time designated for Ladies Day
- c. Time designated for Men's night

Junior Closed Tee:

Times are provided throughout the season for junior and Juvenile members on Saturdays from 2:30pm to 3:30pm.

A junior with an established handicap of 5 or less may play with an adult member during that member's Hours of Play with the prior approval of the Head or Assistant Professional.

All new junior members are required to attend a rules and etiquette session conducted by the golf shop each spring.

1.7 Juvenile (Non-Shareholder)

Age: 10 to 15 (as of March 1st of the current golf season)

Share and Entrance Fee: Not Applicable

Hours of Play: All times except:

- a. Saturday, Sundays and Holidays prior to 2:00pm
- b. Time designated for Ladies Day
- c. Time designated for Men's night

Junior Closed Tee:

Times are provided throughout the season for junior and Juvenile members on Saturdays from 2:30pm to 3:30pm.

A juvenile with an established handicap of 5 or less may play with an adult member during that member's Hours of Play with the prior approval of the Head or Assistant Professional.

All new juvenile members are required to attend a rules and etiquette session conducted by the golf shop each spring.

1.8 Pre-Juvenile

Age: Under 10 years of age

Share and Entrance Fee: Not Applicable

Hours of Play: All times except:

- a. Saturday, Sundays and Holidays prior to 2:00pm
- b. Time designated for Ladies Day
- c. Time designated for Men's night

Note: Pre-Juveniles must play with an adult member.

1.9 Corporate

A membership for the prime designate of any provincially or federally registered corporation plus privileges for up to three other designates who are employees or shareholders of the Corporation. A letter of confirmation of these names is required. The prime designate is the corporation's contact person with regard to playing privileges, account billings and voting privileges.

All designates will have use of the clubhouse for dining and social activities.

One corporate charge account number must be used by the corporation's designates with a credit card on file for payment.

The Corporate membership category will have the option of adding up to two additional Restricted members each limited to an additional 25 rounds of golf. The designates must be employees, or shareholders or the shareholders family to be allowed as additional members. A letter of confirmation of these names is required.

Fees:

Annual membership dues as set by the board plus the requirement of purchasing a share and paying the Club's entrance fee. The Entrance Fee may be paid over the course of three years at no penalty. All fees plus GST must be paid at time of application. The Corporation is responsible for all fees for the designates and the additional members. All billings will be done for the annual dues to the Corporate member.

The basic corporate package is comprised of 100 rounds of golf to be used by any of the Corporate designates or Guests. All Guests must play in the company of one of the Corporations designates.

Features:

One locker is assigned to the corporation. Additional guest lockers for "one-day visits" are available. Driving range and pull carts are included for the corporation. Club storage and cleaning is included for the prime designate. Designates wishing to have seasonal club storage and cleaning can do so for an established fee.

No limit on number of games played per day per designate (other than not more than two tee time bookings allowed per hour by any of the corporation designates).

Corporate memberships are subject to Breezy Bend Country Club Board approval upon application.

The play and use by the designated golfers is subject to the same restrictions and rules as outlined for club members and guests in the club roster. Unused rounds are non-refundable.

Tee times must be made in the name of the corporation and the name of the designated golfer. Designates' passes must be presented to the pro shop immediately prior to play.

Hours of Play: Prime Designate: (Unrestricted), all times except:

- a. Time designated for Ladies Day (if male)
- b. Time designated for Men's Night (if female)
- c. Time designated for the Junior closed tee

Other Designates: (Restricted), all times except:

- a. Time designated for Ladies Day (if male)
- b. Time Designated for Men's Night (if female)
- c. Saturdays, Sundays and Holidays prior to 12:00pm
- d. Time designated for the Junior closed tee

All Corporate members are required to meet the minimum food & beverage requirement each year as established by the Board of Governors.

1.10 Clubhouse Membership

Any person may apply for a Clubhouse Membership and with payment of the applicable membership fee for this category be granted a Clubhouse Membership. This also includes applicants on the waiting list for membership.

The spouse of a shareholder is a clubhouse member with no additional fees and has all clubhouse privileges.

The Clubhouse Member is allowed to make use of the clubhouse socially for dining and entertaining with the same rules and privileges as any regular member.

1.11 Inactive Shareholder

Requirements:

Requests for inactive status must be presented in writing to the Board of Governors for approval. Applications for "inactive" status are granted for one year only.

Hours of Play:

Golf Privileges are restricted to maximum of 6 (six) times as a green fee paying guest of an active member during the current season. May only play in club events where guests are allowed.

1.12 Family Membership:

All new members are required to purchase a Share and pay the Club's Entrance Fee.

Share & Entrance Fee Option:

New members have the option of paying the Entrance Fee up front or over a three or five year period.

Included with Membership:

All fees include club storage and cleaning; push cart, driving range privileges, Golf Canada Membership, and a full-size locker for the Shareholder and Playing Spouse.

Hours of Play: As per the applicable category for each family member.

Shareholder member must pay Unrestricted membership. Family includes Restricted spouse and their children ages 18 and under.

The Shareholder parent and spouse are required to meet the minimum food & beverage requirement each year as established by the Board of Governors.

1.13 Spousal / Family Package:

A special package of 20 - 9 hole golf passes may be purchased by and for the sole use of a person who is a family member related to a Share holder of the Club and is paying full membership dues in one of the recognized categories.

Only one package may be purchased per season at the rate to be set by the Board each year.

Family members eligible include parent, spouse, son, daughter, son in law, and daughter in law.

Hours of play:

Weekdays except Ladies and Men's Day restrictions, as applicable to the Restricted category and Saturdays, Sundays, and Holidays after 1:00pm.

Non played games are not refundable and are non transferable. However, if an upgrade to a playing membership is requested during the same playing season and there are unused games, said games would be credited to the cost of the new upgraded membership plan.

Guests may be introduced for play by the family member. Normal guest green fees apply.

Golf Pass games do not have to be played in the company of the sponsoring shareholder.

Normal Club guest rules and restrictions apply.

1.14 Military Membership:

Share and entrance fee waived for active Military Service Men and/or Women

To be eligible for Military Membership the person must be able to produce: Regular Force Member Identification and Posting Message.

All Military members are required to meet the minimum food & beverage requirement each year as established by the Board of Governors.

Section II- MEMBERSHIP POLICY

2.0 General

2.0.1 Incentive Program

As an incentive for referring new members to Breezy Bend, the Club offers a Food and Beverage Credit to any member directly responsible for the addition of a new member.

2.0.2 Honorary Life Memberships

The Board of Governors, at the recommendation of the Executive, may reward a long-time member or recognize any individual member who has contributed to the Club in a significant way with an honorary life membership.

2.0.3 Spring Open House / Fall Promotion

The Board of Governors, at the recommendation of the Membership Committee may at time to time offer a discount off the Club's Entrance Fee as added incentive for a new member to join the Club.

2.0.4 Special Programs

The Board of Governors, may from time to time establish a special temporary program that is designed to attract new members to The Club. Fees and restrictions on the: number of participants, number of rounds allowed days or hours during the day, will typically be placed on such a program.

2.1 Pro Rated Membership Charges

When joining mid-season the prorated charges would be as follows:

Joining prior to May 31 st	100%
Joining June 1st to June 30 th	80%
Joining July 1st to July 31 st	60%
Joining August 1st to August 31 st	40%
Joining September 1st to September 30 th	20%
Joining October 1st to October 31st	10%

2.2 Resigning Membership or Going Inactive during the Season

The following rebate formula will apply when a member resigns and/or goes Inactive in midseason. A letter of resignation and/or written inactive request is required.

Prior to May 31st	60% rebate
June 1st to June 30th	40% rebate
July 1st to July 31 st	20% rebate
August 1st to August 31st	0% rebate

The rebate applies only to the annual dues paid by the member, less any fee paid for the Golf Canada Membership.

2.3 Inactive Status

A Shareholder who requests "Inactive Status" must pay a non-refundable fee as established by the Board of Governors from time to time, after receiving Board approval. On returning to active status, the Shareholder will pay a prorated charge of the applicable annual membership fee as per Sec 2.1 based on the date of return.

If a Shareholder requests inactive status during the season, the Shareholder must pay the non-refundable fee as established by the Board of Governors from time to time. After receiving Board approval, the Shareholder will then receive a pro-rated rebate of any annual membership fees paid as of the date of the request.

2.4 Returning to Active Status during the Season

The following formula will apply when a member resumes full golfing privileges during the season after being in the "Inactive" category:

Prior to May 31 st	90% cost
June 1 st to June 15 th	85% cost
June 16 th to June 30 th	75% cost
July 1 st to July 14 th	60% cost
July 15 th to July 31 st	50% cost
August 1 st to August 14 th	30% cost
August 15 th to August 31 st	20% cost
September 1 st to September 14 th	10% cost
September 15 th to September 30 th	Zero cost

2.5 Members Re-Joining in the Same Year as their Resignation

For members who have resigned and re-join in the same calendar year or prior to March 15th of the next calendar year, the following would apply:

1. Must purchase a new share at its current value providing they have Board approval to rejoin.
2. Must pay a \$1,000.00 transfer fee.
3. Must pay the pro-rated annual dues for that category as of the date of return to active status per sec 2.4.

2.6 Former Members Returning Within Five (5) Years

Former Members returning within 5 years of the date of their resignation must:

1. Pay the current share value in full.
2. Pay the Club's current Entrance Fee less 50%.

2.7 Immediate Family Share Transfer

A Shareholder (*in the case of the death of the Shareholder, substitute "Executor of Estate" for Shareholder) may, upon written application to the Board of Governors for approval, transfer without cost, the share to a member of their immediate family (that is spouse, son or daughter) on the understanding that the Shareholder's spouse, son or daughter must maintain a membership in accordance with Article II of the Club By-Laws.

2.8 Transfer of a Regular Shareholder to a Corporate Shareholder

In these instances, the costs for a share purchase and an entrance fee will be waived.

2.9 Separation/Divorce

In instances where spouses who have been playing on one share decide to legally separate, and if we receive formal written confirmation from the shareholder that they will no longer be responsible for the spouse's club charges, then the spouse, if they continue to play, must purchase a share and be subject to all shareholder assessments. The transfer fee will be waived.

2.10 Share Redemption Policy

Shares must be surrendered to the Club by letter of resignation addressed to the Breezy Bend Board of Governors. The Club retains the right to refund Shares within a period of 6 months from the time of resignation.

SECTION III- PLAY AND RULES

3.0 General Rules of Play:

1. The low handicap player in a group is responsible for monitoring the play of the group.
2. Sand traps must be raked after making a shot and rakes left lying down beside the trap.
3. Ball marks on the greens must be repaired.
4. Divots must be replaced or filled.
5. Pull carts and Golf Cars must never be taken on the greens or tees. Golf Cars must be kept at least 30 feet away from the greens or outside white lines if so marked.
6. Up to 5 golfers may play together only with the prior approval of the Club Professional.
7. No member shall tee off at the tenth tee except by permission of the Club Professional.
8. Pace of Play is described in a separate policy document. In 2023 The Club invested in a system known as Fairway IQ to manage slow play.
9. Practicing is prohibited on the golf course. The Putting green is available for putting and chipping only. Pitching and lob shots can be practiced at the short game practice area on the range.
10. A single player has no standing and must give way to a following match of any kind.

3.1 Guest Rules

1. Each member will be responsible for course privileges (green fee register) at the Pro Shop before starting play.
2. Guests may not use the course prior to being registered by the member.
3. The member must accompany their guest in play.
4. No more than three guests may be introduced for play at one time.
5. Not more than one guest per member may be introduced for play at one time on Saturdays, Sundays, or Holidays before 12:00pm, nor on Wednesdays between 2:30pm and 4:30pm.
6. After 3:00pm on Saturdays, Sundays and Holidays visitors' green fees are reduced and up to three guests may be introduced for play at one time by the member at the reduced prices.
7. No guest shall golf more than six (6) times during one golfing season.

Guest green fee rates are established prior to each golf season and the General Manager has the ability to reduce the rates as needed in the off season. Ten (10) game pass green fee booklets are available at a reduced rate.

3.2 Tee Time Reservation System

The Club has instituted a seven day ballot tee time reservation system which is done online via the club's website and/or GGGolf App. All members are asked to fill out and submit a ballot at least seven days in advance of their desired tee time.

We use a state-of-the-art tee time lottery system that tracks and closely monitors member tee times over the course of a season. There are two different processes being considered in the lottery. The first one is weighting by membership category and the second is the number of times people don't get their desired tee times. This is called percentage of failure in GGGolf. If you miss your tee time range one week, you will be more than likely to get it the next. The more times, percentage-wise, a member is successful in getting their desired tee time, the less likely that member will be successful the next time they enter a ballot. This 'Intelligent Lottery System' was created by GGGolf to ensure fairness for all club members and is used at many of the top golf clubs in Canada.

The tee time reservation system at Breezy Bend demands accountability and accuracy from the membership. Please make every effort to ensure that the names on the ballots are correct and that you are reserving the amount of tee times required. If you and/or your group are unable to use a tee time, please inform the golf shop as soon as possible so the tee time can be freed up for a fellow member to use. If your group is found to be reserving an incorrect number of tee times, for example booking for three groups and only two show up to play, a loss of prime time booking privileges will be the result.

3.3 Advanced Bookings

By a request to the General Manager, bookings may be made in writing to the Club's office up to ten days in advance for weekdays only (excluding holidays).

No more than two consecutive tee times may be booked. Bookings are subject to the normal restrictions that apply to all members for the booking of tee times. Normal Guest green fees apply. A \$ 75.00 penalty will apply for 'no shows' to those who fail to cancel their booking at least 24 hours in advance.

3.4 Dress Code Policy

The purpose of the Breezy Bend Country Club's dress code is to ensure that all members and guests know the expectations for appropriate attire in all areas of the Club. Golf attire should be neat, tailored, and consistent with the standards of the Club and the traditions of the game of golf.

3.4.1 General Guidelines

- All attire that conforms to the Golf Course and Golf Practice Areas Dress Code is allowed in all areas of the Club House and Pro Shop.

- Denim clothing maybe worn in the Clubhouse and Pro shop. All denim clothing must conform to expectations and restrictions as outlined in Denim Dress Code.
- Breezy Bend Country Club is a soft spike facility only.
- All Juniors 10 years and older are expected to adhere to Club Dress Code. Children nine and under are not subject to Dress Code but should be suitably attired.
- Headwear is to be removed while in the Clubhouse dining areas (with the exception of female members and guests).

3.4.2 Acceptable Attire:

Golf Course and Golf Practice Areas Dress Code

Men:

- Golf Shirts with collars (Classic, Mock, or Turtle) and sleeves – long or short.
- Slacks, Plus Fours, or Golf Shorts (not shorter than mid thigh while standing).
- Sweaters, Jackets, and Rain suits.

Ladies:

- Golf shirts with collars (Classic, Mock, or Turtle) and/or sleeves – long or short.
- Skirts, Shorts, Skorts, Culottes, and Dresses not shorter than mid thigh while standing.
- Slacks, Sweaters, Jackets, and Rain Suits.

3.4.3 Prohibited Attire:

- Any clothing in disrepair including: rips, frayed ends, or holes.
- Sweat pants, jogging wear, pants/shorts with side stripes, athletic shorts.
- Cargo pants or shirts defined by: loose out sewn side pockets.
- Tank or halter tops and short or cut off shorts.
- Inappropriate wording or symbols on apparel.

3.4.4 Guidelines for Enforcement of the Dress Code

The Board of Governors has instructed the Golf Club management staff to monitor and where warranted, refuse service and /or course privileges should these standards not be observed. Members may contact the Play and Rules or House Chairpersons with any concerns. A written form is available from the general manager.

3.4.5 Denim Dress Code - Clubhouse

The Board of Governors resolved to relax the existing clubhouse/pro shop dress code to permit the wearing of denim in the clubhouse, pro shop, and patio areas. Denim clothing is not, at any time, allowed on the golf course, driving range, short game areas, and putting greens. Denim clothing that is purchased new with rips, frayed ends, tears or other alterations is not acceptable. All denim must be in good repair, without any rips or tears, frayed ends or holes. All denim must not be tattered, dirty or ill fitting. Overalls, painter pants, and extremely low cut denim clothing is not permitted. Denim clothing will not be allowed at semi formal/formal club events.

3.5 Pace of Play

A round of golf at Breezy Bend ideally should be played in 4 hours or less. The maximum time for a round is 4 hours and 12 minutes while a group can finish no more than 15 minutes behind the group in front of them. The Board of Governors approved the purchase of Fairway IQ in 2023 to monitor pace of play. There is a separate detailed Policy Document regarding Pace of Play. The 2023 season will be used to set a benchmark before any penalties are put into force for slow play.

3.5.1 Course Starters

The Starter is the first on-course front line ambassador that our members and guests meet. The Starter directs the golfers to begin play in a timely and orderly fashion. The Starter also informs golfers of the rules of the course, including the following:

- Course conditions
- “Ready Golf” concept
- Cart rules
- On course safety and etiquette
- The expected duration of playing time and pace of play

3.5.2 Player Assistants / Marshals

In 2023 the Head Pro or designate has taken on the role formerly filled by Player Assistants or Marshals to control the pace of play at the Club. The Fairway IQ system will assist them in identifying slow play issues and managing the pace of play.

3.5.3 Action for Pace of Play Offenders

Please see the detailed Pace of Play Policy document for specific penalties and actions to be taken for Pace of Play breaches.

3.6 Golf Cart Policy - Wet Conditions

The Board has authorized the Golf Course Superintendent and/or the General Manager to close the course to the use of carts at their discretion and their decision in this matter shall be final.

The 90 Degree Rule is permanently in effect on the golf course. Members are required to keep carts on the cart path until they are even with a golf ball in the fairway. Only then should the cart leave the path, turning sharply (90 degrees) to drive straight across to the golf ball. After playing the shot, the cart should be driven directly back to the cart path, and then remain on the path until pulling even with another ball.

3.6.1 Handicap Flag Policy

A request in writing by a physically impaired member at Breezy Bend Country Club to take a cart when otherwise not permitted or to take a cart onto the fairways when carts are restricted to cart paths must be approved by the General Manager.

All members issued a handicap flag must sign the document with guidelines and if privileges are abused the Board of Governors has the right to terminate handicap flag privileges. If a

member is approved for a handicap flag they may drive carts out on the fairways (using the 90 degree rule), when carts are restricted to the cart paths.

Carts may go 90 degrees but must stay on paths around tees and greens and par 3's. Carts must stay at least 30 feet from greens and carts are not ever allowed between greens and greenside bunkers.

3.7 Handicap Scoring System

Breezy Bend Country Club uses the RCGA's Handicap System via our GGGolf software. This handicap scoring system allows us to evaluate individual's golf skills so that players of differing abilities can compete on an equitable basis. The handicap scoring system is monitored by Breezy Bend's Handicap Committee a division of Play & Rules.

The Handicap Committee is responsible within the Club for all aspects of the handicap scoring system, including the computation of each member's handicap factor. The Handicap Committee must verify that all acceptable scores are reported for handicap purposes and that recorded scores are available for peer review.

The accuracy of an individual's handicap depends upon full and accurate information regarding a player's potential scoring ability as reflected by a complete scoring record. Every player must be responsible for entering all their scores. A scoring record is a file composed of the most recent 20 scores posted by a player, plus any eligible tournament scores, along with appropriate RCGA Course Rating, Slope Rating, course, and date of each score.

In general, the posting of scores should be made in person, immediately following the round at the course where the round is played, easily exposing scores to peer review. If a player fails to post a score, the Handicap Committee may post the score without the player's authorization.

3.8 Complimentary Passes / Guest Green Fees

Appropriate guest green fees are to be established for club sponsored events at a rate to be approved by the Board of Governors. Board Members are granted six complimentary guest rounds of golf per golfing season. These rounds are not valid for any Tournaments - be they "outside" or "Club" events. Passes are to be given to each board member at the start of each golf season.

The General Manager may, at their discretion, grant professional courtesy rounds. Prospective members are encouraged to play the course. Current green fee rates apply. However, credit will be given for any "try out" game(s) played and paid for providing that the member joins during the season. Up to four (4) guest round passes may be given to the organizers booking an outside tournament or event for their use as prizes or "giveaways".

3.9 Competition

Breezy Bend members who are eligible to enter sanctioned club competitions, leagues, and championships must have an established handicap. Under the World Handicap System a minimum of fifty four holes played under the Rules of Golf are required to obtain an established handicap.

SECTION IV- CLUBHOUSE

4.0 Clubhouse / Member Rules

The General Manager, appointed by the Board of Governors, shall have charge of the management of the Club. Members shall neither directly reprimand the employees of the Club. All cases of complaint and constructive suggestions should be reported in writing or verbally to the General Manager or to the Board of Governors. All correspondence will be acknowledged. No member or guest shall attempt to pressure any club employee to violate or overlook job responsibilities or club rules. The Club shall be closed one half hour after the bar closes. No members shall be admitted into or shall remain in the Club after these hours unless given special permission by the General Manager.

The meal hour and areas of service in the club during summer months shall be: Weekdays: 7:00am to 10:00pm Weekends: 6:30am to 10:00pm. During the above noted hours, the Club will be open to all members and their guests with the following in place:

1. No private parties or entertainment involving departure from the ordinary routine of the Club shall be held on the Club premises without the explicit consent of the General Manager. The General Manager must post a sign notifying members of any changes to this policy.
2. Any Member found to be guilty of conduct detrimental to the best interests of the Club may, at the discretion of the General Manager and/or the Board of Governors, be reprimanded, suspended or expelled from the Club.
3. Liquor will be served in accordance with the Government Liquor Control Act and the General Manager has been instructed to enforce these rules and regulations. Liquor services will be as follows:
 - a. Hours of beverage service in the Clubhouse will be from 11:00 AM to closing.
 - b. Only alcoholic beverages purchased from the Club are allowed on the golf course.
4. All food and beverages consumed in the Clubhouse must be purchased therein.
5. All food bills not signed by members will be charged to the members account with an additional 15% gratuity added to the bill.
6. Tables in the Clubhouse are positioned in such a manner so as to ensure efficient service to all members. Tables must not be re-positioned by members nor shall chairs be moved to block aisles.
7. Last call for food service shall be one quarter hour after the course has been vacated. No members shall be refused food service if late off the course.
8. Only Members and family have Clubhouse signing privileges unless prior arrangements have been made by the member with the General Manager.

4.1 Members Accounts

All members wishing charging privileges must provide a valid credit card or a bank account number and complete the Member Charge Account Application Form (Appendix). Only those members who have completed this form will be granted charging privileges.

Credit cards or bank accounts will be charged, with member's prior approval, for monthly balance owing on their accounts. If charges remain unpaid over 30 days after statement due

date said members' account will be paid by automatic withdrawal. For all subsequent months, said member(s) will be placed on automatic credit card payment or bank account withdrawal for their monthly balance owing.

Under no circumstances will a credit card or bank account be charged if a member has paid full monthly balance due within 30 days. All past due accounts (30days) are subject to a monthly finance charge as established by the Board of Governors from time to time.

4.1.1 Members with Outstanding Account Balances

Any member who has a balance outstanding on December 31 that includes charges that are older than 60 days, shall have charge privileges for the following year suspended. Cash or credit card at the time of purchase will be required for all charges in the year. Members who have their charge privileges suspended will notified in writing by the General Manager in February of the suspension year.

If any member who during the year has a balance that is over 60 days old may be subject to suspension of charge privileges for the balance of the year. The General Manager shall notify the Board at each monthly meeting of any members in that situation. Members whose charging privileges are to be suspended during the season will be informed in writing by the President on behalf of the Board of Directors.

A member, having been suspended from charge privileges, knowingly tries charging on their account during the suspension period, will be suspended from the club for a period of time. The period of time will be determined by the Executive Committee of the Board of Directors.

4.1.2 Membership Renewal late fees.

Membership renewals are due January 31. Any renewals received after that date will be subject to a late fee of \$500. The late fee will be added to the member's balance of dues owing and will be required to be paid in full for those members who pay their dues in one payment and will be prorated over the 6-month period for those members choosing the six-month payment plan.

Any member who considers they have circumstances that should be considered in reversing the late fee must make application by letter to the Executive Committee of the Board c/o the President of the Club. The Executive committee will review any submissions at the next meeting of the Board of Directors.

4.1.3 Membership Suspension for late renewal

Membership renewal forms not received by March 15 will result in the suspension of the member for the year and members status shall remain as inactive for the year. Members will be notified by mail of the suspension by the President of the Board of Directors.

Any member who considers they have circumstances that should be considered in reversing the suspension must make application by letter to the Executive Committee of the Board c/o the President of the Club. The executive committee will review any submissions at the next meeting of the Board of directors.

4.1.4 Unsigned Chits

All food and beverage chits that go unsigned in the coffee shop, at the crossroads canteen and beverage cart will have an automatic 15% gratuity added to the total.

4.2 Advertising

All advertising is arranged through the General Manager's office.

4.2.1 Tee Marker & Scorecard

The rates/costs for tee marker and scorecard advertising are reviewed on an annual basis.

4.3 Private Functions / Weddings

Bookings for private parties at Breezy Bend Country Club may be arranged through the Food and Beverage Manager. The Club can accommodate small or large groups for lunches, dinner parties, receptions, weddings, showers, business meetings golf tournaments and dinners.

Breezy Bend Country Club provides banquet and dance space for a maximum of 200 people.

During the summer months (May to October) a minimum charge (combined food, bar and corkage) is required for all receptions booked with ceremony. Saturday & Sunday ceremonies may be held no early than 4 pm, Friday ceremonies no early than 4:30 pm

A deposit is required to confirm your booking: A \$1,000 deposit is required and is applied to your total function cost. For anniversaries, birthdays, meetings, tournaments, etc. a minimum deposit of \$200 is required and applied to the total function cost. Deposits are refundable up until six months prior to your event unless the date is resold. Deposits are forfeited in the event of damage to or loss of club property or equipment.

Policies:

- Prices are guaranteed three months prior to your event.
- All food items must be provided by Breezy Bend Country Club or a licensed vendor.
- Any Food item brought into Breezy Bend Country Club from an outside licensed source is subject to forkage fee of \$2.50 plus taxes and service charge per person.
- All prepared food & beverage items supplied by Breezy Bend Country Club are property of the club. For health and insurance reasons, club policy does not allow the removal of food from the premises.
- All outside decorating services must be contracted by Breezy Bend Country Club in accordance to the client's wishes and club regulations.
- Breezy Bend Country Club reserves the right to limit any function decorating. Any decorations other than those mentioned free of charge or ordered within the Banquet portfolio will be supplied by BBCC and set up at the convener's cost. Timing of the set up and removal of additional decorations must be approved by the Club and is dependent on availability. All set ups and take downs must be carried out by Breezy Bend Country Club employees.
- Confirmation of the number of guests attending and any special dietary requests are required 10 days prior to the event. Billing will be for the number of guaranteed or the

attendance, whichever is greater. Breezy Bend will prepare for 5% over the guaranteed number, up to a maximum of five people.

- 100% of the estimated bill must be paid ten days prior to the event.
- Breezy Bend is at no time responsible for presentation money or gifts.
- All food, beverage, decorating services and other charges are subject to 7% PST, 5% GST, and 15% service charge.
- In order to be assured your menu selection, it is necessary that Breezy Bend receive menu selections and final details of the event no later than 14 days prior to the event date.
- The organizer of the function is responsible for the conduct of any attendee or damage caused by any attendee.
- Manitoba liquor control commission laws govern all functions where liquor is served.
- All function space must be vacated by 1:30 am. A surcharge of \$75.00 per hour will be levied after this time.

4.4 Tournaments

- Commercial tournaments may be held on Mondays or Thursdays
- Tee off will commence at 12:00pm or 12:30pm
- A guarantee of a minimum of 92 players is required for a shotgun start.
- Shotgun start tournaments will use a Texas Scramble format. If the field falls to less than 100 players, tee off times may be assigned.
- A deposit of \$500 is required to confirm a shotgun start tournament. The deposit is applied to the overall cost of the function and is forfeited in the event of cancellation.
- Smaller tournaments may be held at the discretion of the General Manager.
- Tournaments must book a portion of the clubhouse for post-golf activities (Banquet/Dinner).
- Only alcohol purchased through Breezy Bend is permitted in the clubhouse or on the golf course as per MLCC regulations.
- At the discretion of the Club Professional, a Course Marshall may be employed for each Tournament.
- Any exceptions to the above require Board approval.

Section V- GUIDELINES FOR CLUB GOVERNORS

5.0 Introduction

The effective management of a golf operation requires the involvement and talent of various stakeholder groups. Unlike the bureaucratic management of public and corporate courses, most private golf clubs are managed through a board. Membership interests and philosophies are respected through participation on an elected board of governors and member driven committees. The interaction of the board and committees, with various management experts, allows for a golf operation's continued success.

Effective "governance" is often determined by the quality of leadership displayed in a board. Good leaders surround themselves with good people and it is the strength of their relationship that will determine the outcome of the operation. Professional management is a key in the

operation, and their interaction with the board is vitally important. In building any relationship, trust, support and communication are the cornerstones to it being successful.

Selecting the appropriate individuals to serve on a board is critical to the quality of discussion and decision-making. In a golf club setting, you want to ensure that all factions of the Club are represented and fill roles with individuals who have specifically related backgrounds, i.e. chartered accountant as treasurer, lawyer as secretary, etc. It is wise to test out prospective board members by first placing them on committees. After a few years you can determine their level of commitment and contribution to the Club. You want to avoid individuals who dominate the discussion, appear to have personal agendas, and generally do not have the best interests of the Club in mind. A good board is one driven by consensus, not dictatorship.

Orientation of board members is key to ensuring the on-going success of a board. The general manager often plays a big part in this process as they can outline their specific duties and provide the opportunity to familiarize themselves with each other. The most important point is understanding each other's role in the Club. The board's function is policy, direction, planning and communicating, and the general manager's role is operations, recommendations, execution, and evaluation. Good governance, particularly in a volunteer setting, is allowing the general manager to manage the day-to-day affairs of the Club and the board to provide direction and establish policies.

Communicating regularly with your constituency is critical to the governance process. Letting the members know of the board's actions and allowing them the opportunity to speak creates an atmosphere of trust and respect. A question often asked in the planning process is, "Do we know what the members want?". A good board is one that has a strong pulse on the members' wishes and desires.

Improving upon good governance is always challenging but necessary. The path to better governance lies in better human relations. Constantly working at the board-management-member relationship and clearly understanding our roles, mission, and goals of the operation is a definite formula for success.

5.1 Overview of the Board

a) Structure

The board should be organized in such a way that board members and committees can assume the proper active role in all of the board's functions.

b) Board Member Involvement

Governors should demonstrate a high degree of interest in their roles and responsibilities. They should be genuinely concerned about the Club's operation and the social forces that affect the design and delivery of programs and services at the club.

c) Knowledge

Governors should be well informed about the Club's problems, current capabilities, and future prospects.

d) Rapport

Governors should have mutual respect for each other, regardless of any differences of opinion. In addition, they should maintain a productive, team-like working relationship with other board members.

e) Sensitivity

The board should be representative of, and sensitive to, the different constituencies and viewpoints contained within the Club's membership.

f) Sense of Priorities

Governors should be concerned with important short and long term issues, and not with matters of a trivial nature.

g) Direction

The president should be extended respect and be strong and skilled in making sure the various points of view are expressed in reaching satisfactory board decisions.

h) Strength

The board should be strong enough to achieve good policy decisions. It should not be overpowered by the efforts of special interest groups.

5.2 The Role of the Board

Board members are elected to provide guidance and strategic direction to managers and staff. The protection of member interests is the main mandate and is done through the following roles:

1. To act as the trustees for the club on behalf of its members.
2. To approve the club goals and objectives.
3. To establish club policy and guidelines for the Club's operations.
4. To be legally accountable for all aspects of the Club operation.
5. To authorize all programs organized by the Club.
6. To properly evaluate the rules that governs the Club's operation.
7. To select and then annually evaluate the general manager.
8. To ensure the existence and updating of the Club's long-range plans.
9. To review the board's own performance.
10. The board has both oversight functions and decision-making functions.

5.3 Board Meetings

Board meetings should be justified and take full advantage of time and resources available. Decision making is most effective when meetings are coordinated and managed according to the following purposes:

1. To hear about the progress and achievements of the various departments and staff of the Club.
2. To hear reports from Club committees and to make policy decisions where required, based on these committee reports.
3. To make policy decisions.
4. To inspire board members toward greater service.
5. To provide a vehicle for board members to meet other board members, staff, and other club members.

6. To maintain control over the organization and give guidance to committees and staff.
7. To legitimize the existence of the board and its mandate.
8. To communicate important information.
9. To plan board and Club operations.
10. To respond to legal requirements for staging board meetings.

5.4 Characteristics of a Successful Board

The effectiveness of a board of governors depends on a set of characteristics and qualities.

Successful boards should employ the following elements:

1. Every board member accepts every other board member with due appreciation for their strengths, and a tolerance of their differences.
2. There is an easy familiarity of approach among board members with a full awareness of one another's background and general viewpoints.
3. Everyone is concerned with board decisions and helps to make them.
4. The contribution of each board member or group is appropriately recognized.
5. Board members should have a sense of being rooted in an important tradition and of providing continuity for a program that has been and continues to be important.
6. Alternatively the board members can launch new and exciting objectives, and can be constantly challenged by the need to be innovative.
7. The attitude of the board is forward looking and is based on a confident expectation of growth, development and change.
8. There is a clear definition of responsibility so that each person knows what is expected of them.
9. The members of the board can communicate easily with one another.
10. There is a sense that the whole board is more important than any one board member or position.
11. There is a capacity to resolve dissidence and/or discord, or if such cannot be resolved, to maintain perspective.
12. There is acceptance of and conformity to a general code of behaviour usually involving courtesy, self discipline and responsibility.
13. There is an awareness of the fact that in all boards there are clusters or pairs of people who tend to like or dislike one another, as well as some who may not have any involvement with others. However, there should be a capacity to use these personal relationships as effectively as possible to achieve the larger purposes of the board and the membership.
14. There is an ability to recognize and use wisely the influence of individual board members that arises from their power, their connections, their influence, social status, age and/or ability.
15. In the case of internal conflict, board members have the capacity to examine the situation objectively, identify the sources of difficulty, and remedy them.
16. Board members share a clear understanding of, and a commitment to, the overall objectives of the Club's members.
17. Establish a revolving strategic plan and conform to it.

5.5 The Board and the General Manager

A Board of Governors, through committees and sub-committees, will work closely with the General Manager in order to achieve objectives. The General Manager, along with managers and department heads, whom they oversee, are responsible for the daily operations of the Club.

5.6 Responsibilities of the Board

The Board of Governors has distinct roles to perform and responsibilities over Club matters. The following are roles and responsibilities of the Board:

1. Makes final determinations on policies related to employees, finance, public relations and Club services.
2. Has expertise in a variety of technical and leadership areas needed by the Club.
3. Should know the history, purpose, programs, policies and practices of the Club.
4. Is prepared through past experience and interest to properly represent the board and the membership.
5. Is expected to have a general knowledge of those duties that have been delegated to staff.
6. Must evaluate the work and performance of the Club with the assistance of the General Manager.
7. Must evaluate the work and the contributions of the board and the board members.
8. To support the concept of the staff being responsible to the General Manager.
9. To share all communications with the General Manager.
10. To provide support to the General Manager and other staff in carrying out their professional duties.
11. To support the General Manager in all decisions and actions that are
12. consistent with the policies of the board and the general standards of the Club.
13. To hold the general manager accountable for the supervision of the Club.
14. To evaluate the work of the general manager.

5.7 Responsibilities of the General Manager

The General Manager is responsible to the board of governors for the complete operation of the Club. With approval of the board, they develop and execute all contracts. They are responsible for interpreting and applying policies, for controlling departments' activities, and for conducting public relations. They have the authority to supervise, direct, and train all department heads.

All department heads report directly to the General Manager who, in turn, works closely with the various committee chairs.

The General Manager attends board meetings for efficient communications between the board members, employees of the Club, and the membership. The General Manager sees that all decisions of the Board pertaining to the Club are carried out.

The General Manager shall be responsible for:

1. Carrying out the work authorized by the Board of Governors.
2. Assuring they are properly trained and experienced in the field and have the professional skills needed to carry out the work of the Club.

3. Understanding the job to which they are assigned.
4. Learning about the Club members they serve.
5. Making the day-to-day decisions required to complete the work of the Club.
6. Consulting with other staff and professionals to help make wise, thoughtful recommendations to the board.
7. Acting as a bridge between the board and the Club members and as a link between the various departments and staff.
8. Helping to direct the work of other staff members, to define their duties and to give them appropriate support.
9. Assist the board to make good decisions based on quality information and effective strategic planning.
10. To give counsel and advice and to give the benefit of their judgment, their expertise, and familiarity with the Club's operations.
11. To consult on all matters which the Board is considering.
12. To delegate responsibility for all executive and management operating functions at the Club.
13. To handle the administrative details within the Club.

5.8 Responsibilities of Board Members

As a governor, you will have certain responsibilities in addition to attending Board meetings. One of the most important is helping to build membership participation in all club functions. Only through widespread membership participation in all aspects of the Club, both on and off the golf course, can the Club be financially successful. Encourage member participation. As a governor, make it a habit to patronize your Club regularly. Observe all staff members and their approach to their work in trying to please the entire membership.

5.8.1 Relationship with the Members

Be sensitive to member complaints, comments or concerns and report them to the General Manager or the proper committee.

5.8.2 Relationship with Fellow Board Members

As a governor, keep in mind that you are representing all of the members of the Club and not just a select few. Your decisions as a board member should be based on what you honestly believe are best for the membership and the Club as a whole. Disregard your personal feelings and try to be completely objective. At board meetings, remember that your fellow governors are as sincere in their beliefs as you are in yours.

5.8.3 Relationship with Club Staff

In your relationship with the employees, do not usurp the General Manager's authority by disciplining or asking for special favours of any of the staff. Remember that disciplinary action should be carried out through the General Manager only. Convey any complaints to them immediately. Any corrective action is only effective when initiated promptly.

5.9 Offices and Committees

As a Governor, you may be a chairman of one of the standing committees as outlined in our Club By-laws. The General Manager, with the assistance of the Food and Beverage Manager,

Golf Professional, and Golf Course Superintendent, can be helpful to you. Do not hesitate to ask their advice or to call upon their background of experience. All committees will work closely with the General Manager. All should look on the General Manager as a retained consultant available to help solve any operational problems.

Board members are expected to read and be completely familiar with the Club's By-laws, here are brief descriptions of the duties and responsibilities of the key officers and standing committees.

5.9.1 Board of Governors

The control and management of the Club and its affairs, funds, and property is almost invariably entrusted to the board. Power to mortgage Club property is exercised only by a majority of the members eligible to vote at a duly constituted meeting. The board consists of up to 15 Shareholders of the Club, each elected to serve a specific term of one or two years.

The board has charge of affairs and property, and it supervises those responsibilities through the general manager, who supervises the golf professional, golf course superintendent, food and beverage manager and Club employees.

5.9.2 President

The President presides over all meetings of the Club and the board, and has general supervision over the affairs of the Club. The President is an exofficio member of all committees. They appoint standing committees provided for in the Club bylaws, and they may appoint committees authorized by the board.

5.9.3 Vice President

The Vice President exercises all powers of the president during the absence of that officer. In the absence of the president, the board may elect a president pro temp. The Vice President may also be responsible for carrying out special projects as assigned by the President.

5.9.4 Treasurer

The Treasurer is responsible for the collection and disbursement of all funds as directed by the board. Club staff handles the daily bookkeeping, preparation of cheques, monthly statements, etc.

The treasurer is responsible for the budget and financial comparisons on various costs for the board.

The Treasurer provides a statement on the Club's financial condition to the board at each monthly meeting. The report of financial transactions for the preceding fiscal year is embodied in the annual report of the board. The Club's books and accounts are audited annually by a certified public accountant appointed by the board of governors.

5.9.5 Secretary

The Secretary supervises all official correspondence, subject to the general supervision of the president.

He ensures that notices of all Club and board meetings are mailed out as stipulated in the Club bylaws.

The Secretary keeps records of meetings of the club and the board, keeps a list of members, and performs such duties as the board directs, or as required by the bylaws.

5.10 Committee Duties

Committees are not policy-making bodies, but they can and do investigate and recommend policies when they consider it necessary. Committee members should have special knowledge related to the operation of their committees. No committee can incur financial obligations beyond the funds appropriated by the board, unless authorized by the board. Committees should coordinate all activities and meetings through the general manager. The secretary of each committee should keep minutes or memoranda of meetings, filing a copy with the general manager after each meeting. These minutes would be available for use by future committees.

5.10.1 Executive Committee

This committee is composed of the President, Vice-President, Secretary and the treasurer. It convenes at the call of the president, and has the powers of the board between board meetings, except the power to amend bylaws.

5.10.2 House and Social Committee

With help and advice from the General Manager, subject to approval of the board and in accordance with the bylaws, this committee, through the General Manager, is responsible for the clubhouse and its contents.

It is the house committee's duty to assist the General Manager to make recommendations on the use of the clubhouse, improvements to it, establishing menus, costs of liquor and meals, and serving hours in the clubhouse, bar, dining room, etc.

It is not the job of the committee to manage, but rather to be of assistance to the General Manager if and when required.

The committee should also be responsible for ensuring that all food and beverage services are maintained at the highest possible levels and be responsive to any membership complaints and/or concerns in this regard. It is not the function of the House Committee to micro manage the General Manager, food and beverage manager or the chef, but rather to hold each of them accountable in respect of the product which they are capable of producing for the benefit of the members.

5.10.3 Building Committee

The Building Committee in conjunction with the General Manager insures that the clubs physical plant is maintained in the best possible condition to better serve the members. The

general maintenance of the mechanical equipment, building maintenance, plumbing, air conditioning, heat, light, power, sewage treatment plant and other services both in the Club house and the turf management centre and other such structures on the course fall under the jurisdiction of the building committee.

The committee's responsibilities are to bring forward and to notify the board areas of concern in respect of the physical structures of the Club, as they may affect member services. In addition, the building committee should be concerned in respect of any construction or renovation projects and the budgeting for any such projects. The committee may assist the General Manager in respect of the review of any quotations and/or other plans which may arise for recommendation for approval by the board.

The committee should attempt to maintain a pool of volunteers available to assist in respect of such projects where available and assist in the prioritization of such projects, not only on a maintenance level, but also on an improvement basis period.

5.10.4 Fundraising and Marketing Committee

Chaired by the Fundraising and Marketing Chair, this committee, under the direction of the General Manager, will manage the process through which club goods and services move from concept to the club membership and /or related agencies. In general, marketing is coordinating development of product, determination of cost, selection of channels to reach club members or potential clients, and promotional strategies to meet product ends.

Further the committee informs the membership of upcoming Club events and other items of Club interest. It uses the Club's newsletter and calendar for this purpose. The committee actively assists in production of the newsletter. The committee promotes the use of Club facilities and services. The committee ensures the completion and accuracy in developing and distributing club roster each year.

To achieve marketing and public relations goals the committee in coordination with the board and General Manager uses all appropriate media reasonably and responsibly.

The Fundraising and Marketing Committee assumes responsibility for any internal and/or external fundraising for the club in conjunction with the General Manager. Such responsibilities do not extend to non-club sponsored golf tournaments or external functions, other than in a general sense.

The Fundraising Committee should be alive to opportunities and consult with such other committees as necessary in assisting in the planning of any events with the General Manager. The committee is also charged with attempting to develop new ways to raise additional funds for the club from whatever source may be available, either internal or external. Primary function is to assist the General Manager as a source of advice and opinions, as well as ideas.

5.10.5 Membership Committee

The Membership Committee receives all applications for membership as well as resignations or requests for change in classification of membership. These proceedings are covered in

the bylaws of the club, as well have been dealt with by way of board policy in the past. Once again, with the creation of a proper and complete policy manual the committee should be in a position to review periodically existing policies of the board.

The Committee is to make recommendations to the Board in respect of the classification of memberships, and their privileges, marketing suggestions regarding the attraction of new members, issues arising regarding the retention of existing members, and assisting the General Manager in respect of other member satisfaction related issues. The committee should not be overly concerned about potentially trespassing into the areas of responsibility of other committees for discussion purposes in that it is assumed that coordination between committee chairs will not result in diverging recommendations to the board.

The Membership Committee should be proactive in so far as possible in respect of recruitment of new Members and should assist the general manager by way of participation of planning of any such events. Activities involving existing Members intended to promote or enhance the benefits of membership at the club may also be recommended by the Committee to the General Manager.

5.10.6 Finance Committee

Chaired by the Treasurer, this Committee advises the Board on all matters pertinent to the Club's financial well-being, helps committee chairmen and the General Manager prepare the budget, presents the budget to the board, and, after acceptance, confers with the various committee chairmen to acquaint them with the final budget.

The Committee should analyze monthly financial statements, making comparisons with budgets for the board, and review with committee chairmen items that seem irregular.

This Committee is responsible for planning, arranging, and recommending the financial policies and affairs of the Club, including the budget and accounting systems. It works under the board and should work closely with the treasurer and the general manager.

This Committee reviews investments and recommends changes. It reviews, with the General Manager, the status of any delinquent Member's account and recommends action. It may review the dues structures and initiation fees to ensure that this income is adequate. It often reviews mortgage, insurance, and banking arrangements to see that the provisions are met, reporting any irregularities to the Board.

5.10.7 Greens Committee

The Greens Committee in conjunction with the General Manager and with the assistance of the Golf Course Superintendent are responsible for policy in respect of physical maintenance of the golf course, Club house grounds, road ways and parking areas. The committee may be involved in prioritization of work of a maintenance nature of the course as well as recommendations to the Board for the purchases of equipment, golf course renovations or alterations as outlined by the golf course superintendent and approved by the General Manager.

The committee shall be alive to all complaints and queries of the membership and shall bring forward to the board any such concerns together with suggested remedial action involving the golf course, Club house grounds, roadways and parking areas.

The committee should be involved in long term planning and any respective golf course renovations or improvements. In conjunction with the General Manager, it should put forth recommendations to the Board in respective priorities of any projects for the purposes of future budget planning.

The committee should also organize and maintain a pool of volunteers to do such work as may be necessary from available Members of the club on a volunteer basis for improvement of golf course and grounds.

The committee should closely coordinate with the General Manager and golf course superintendent. The Greens/Turf Care Committee is not responsible for the management of the golf course and is to be a policy generating committee, as well as an information gathering and advisory group to assist the golf course superintendent and General Manager.

5.10.8 Play and Rules Committee

The Play and Rules Committee, in conjunction with the General Manager and the Golf professional, shall research and answer any and all questions in respect of golf rules raised by the members. It is also responsible for the local golf rules and the amendment of those rules in accordance with the R&A and USGA Rules of Golf.

The Play and Rules Committee shall also be responsible in respect of handicapping matters and insuring to the best of its ability that appropriate handicaps are kept by the Members.

Play and Rules will have input in respective issues arising out of Member complaints and/or concerns in respect of the golf course operation as they affect such things as pace of play .

Play and Rules is responsible to assist the General Manager in respect of any course or Club related incidents involving breaches of etiquette by any Club Member, tournament or guest.

5.10.9 Golf Operations Committee

The Golf Operations Committee in conjunction with the General Manager and with the assistance of the Head Professional is responsible for policy in respect to the golf operations of the golf course. The pro shop, the back shop, carts/cart shed, range and all matters dealing with golf at Breezy Bend will be within the committee's mandate. The committee may be involved in prioritizing golf initiatives and supporting the golf operations staff in fulfilling their mandate to the membership and guests.

The committee shall be alive to all complaints and queries of the membership and shall bring forward to the board any such concerns together with suggested remedial action in the area of golf operations.

5.10.10 Men's and Women's Club Captain

The Men's and Women's Club Captain represent all BBCC members in good standing. They are essentially the conduit between the members and the Board of Governors.

The Club Captains will work with each other and the General Manager to establish the dates for all Club Tournaments. The Captains will help set the format and rules of play for member's tournaments. In addition, they will support the General Manager and Head Professional in organizing, arranging and running of Breezy Bend Country Club members' tournaments/events.

The Captains will follow-up with the General Manager to have a financial summary prepared after each tournament and a year-end tournament financial statement.

The respective Captains will sit on the committee of the Ladies Best Ball and the BBCC Member Guest as well as any other major golf events that may require a committee. The Captains will help in running and organizing these events.

All disputes, Clubhouse/Member rule infractions will be brought to the attention of the appropriate Club Captain. The General Manager and the Captains will be the arbitrators for all disputes and their decision will be final.

The Club Captain is expected to communicate effectively with members, Golf Operations Committee, the Board and the Management of the Club on all relevant golf matters.

Maintain regular contact with the Play and Rules Advisor to the Board, and follow up with members where Play and Rules issues become serious.

The Club Captains would not be responsible for discipline of members that pertain to interactions involving staff members or egregious actions taken by a member. This would be the responsibility of the Executive of the Board.

5.10.11 Other Committees

In addition to the aforementioned committees, the President may appoint or create different committees from time to time that have been assigned special tasks and have been given special mandates.

In general, these committees are responsible for programs, rules, activities, and maintenance in their respective areas. Such committees are charged with stimulating interest and informing members of the various activities under their jurisdiction. They are expected to keep well informed in all areas and to work closely with the General Manager.

Section VI- HUMAN RESOURCES

6.0 Overview of Human Resources Management

This is the management of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees. HRM also oversees

organization leadership and culture. It also ensures compliance with employment and labour laws. At Breezy Bend HRM is overseen by the General Manager who in turn is responsible to the Breezy Bend Board of Governors and the shareholders.

6.1 Human Resources Management Team

To manage the expectations of the Club's human resources portfolio a Human Resources Management Committee will be established under the direction of the General Manager. Said Committee will have a representative from Golf Operations, On Course Operations, Food and Beverage Service, Kitchen, Administrative office, and The Board Vice President.

Participants from each department should be determined by their respective Department Head. Participation is voluntary; however, junior staff should not be selected for this role. Each Department Head should work with their staff to find a suitable representative for the committee.

6.2 Responsibilities of Human Resources Team

1. Meet regularly to discuss and deal with HRM issues.
2. Set and oversee direction and policy in HR and make recommendations to the Board on HR issues.
3. Represent and deal with employee HR issues, including any issues that involve a Member of The Club.
4. Advise the General Manager on any HR issues that need their attention both from a staff and member perspective.
5. Keep a record of any meetings with individuals involved in an HR issue. This must be done whether or not a formal resolution is requested.

6.2.1 HR Committee Procedures for Managing an Employee Complaint

Staff have the option to report a concern to any senior member of the staff or directly to an HR Committee member. When a concern is brought to the HR Committee the following steps should be followed:

- Determine and record any meetings or discussions that have taken place with any of the involved parties.
- Ensure that any involved employee's manager and the General Manager are aware of the issue.
- If the complaint does not involve a member, it should be resolved by the management team as documented below in Sections 7.1 and 7.2. The HR Committee Chair will not normally get involved in a staff only issue, however, the HR Committee should be made aware of any discussions or meetings related to the issue as well as any disciplinary actions taken.
- For issues involving a member the HR Committee Chair will consult with the General Manager on how best to manage the issue.
- If the member has not yet been spoken to, the General Manager should meet with the member and document the discussion for further investigation.

- The Chair of the HR Committee should be the one to meet with the employee to gather more information. They may be more comfortable not speaking with a member of the Management Team.
- In a situation where an employee wishes to be interviewed by a female board member or have a female board member present at the interview, the Ladies Club captain will participate in that interview and all subsequent investigation.
- If the impacted employee does not wish to file a formal complaint, such complaint should be filed by the employee's manager, the General Manager or a Department Head.
- If the employee does not wish to be involved in the investigation, the HR Committee may be limited in what it can do to address the situation. The reporting party must provide as much factual information as possible with the complaint when raising it to the HR Committee. See Section 10.2 for a sample complaint form.
- At the completion of the investigation, the HR Committee Chair will make any disciplinary recommendations to the Board Executive, the General Manager, and the Ladies or Men's Club Captain
- The President, along with either the Ladies Club Captain or the Men's Club Captain will then communicate to the member what disciplinary action has been decided on.
- The member may appeal the decision to the Board Executive if they feel the disciplinary action is unwarranted.

6.3 Terms of Reference:

Human Resources Management - HRM or HR

Human Resources Management Team - HRM Team

Breezy Bend Country Club - the Club

Prohibited Ground of Discrimination - PGD

Workplace Hazardous Materials Information System - WHMIS

6.4 Organizational Structure – Breezy Bend

6.4.1 BREEZY BEND COUNTRY CLUB ORGANIZATIONAL CHART

(Attached)

6.4.2 Management

In the absence of the General Manager, the duty department head acts on their behalf. This could be the Accountant, Food and Beverage Manager, Executive Chef/Sous Chef, or Food and Beverage Assistant. All employees are expected to follow their directions. In the Golf Operations area in the absence of the Head Professional, they will designate the person in charge. In the Green Operations area, The Superintendent will designate the person in charge during their absence.

6.4.3 Department Heads

The department heads are the Golf Professional, the Superintendent, the Director of Food and Beverage, the Executive Chef, and the Accountant.

Department Heads will help with any job difficulties. Employees should see department heads directly with concerns. If a department head is treating employees unfairly, they are encouraged to see the General Manager. If it is an employee relations or workplace safety issue employees can see a member of the HRM team.

6.5 Breezy Bend Country Club Belief Structure

Breezy Bend Country Club endorses the following belief statements:

6.5.1 VISION STATEMENT

A vision for the Club makes it easier for our organization to highlight the direction of the Club and establish its goals.

“For Breezy Bend Country Club to be recognized and respected as an industry leader in the products and services we provide our members and guests, through leadership, innovation, and continuous improvement.”

6.5.2 MISSION STATEMENT

Our mission is to offer Breezy Bend Country Club members and guests, present and future, a commitment to excellence by providing the best possible golf course, clubhouse facility, and membership service.

6.5.3 OBJECTIVES

- To provide golf and dining experiences expected of a premier private club
- To continue to aggressively pursue new members
- To be financially sufficient and accountable
- To continue to keep members well informed
- To continually improve the golf course and its facilities
- To ensure legendary customer service across all departments
- To build and promote an atmosphere of excitement surrounding the club
- To become the golf club of choice for those in our target market

6.5.4 VALUES

- A club that is always looking ahead to the needs of its members while respecting the traditions and contributions of the past.
- A club with pride in the quality of its facilities and services.
- A club consumed by the great game of golf and the unique friendliness of its membership
- A club that champions diversity and inclusion for both its employees and its membership.

SECTION VII- RISK MANAGEMENT / EMPLOYEE RELATIONS

7.0 EMPLOYEE RELATIONS

It is a fundamental policy of Breezy Bend Country Club not to discriminate on the basis of race, color, religion, sex, sexual orientation, marital status, national origin, handicap, or disability, with respect to recruitment, hiring, training, promotion and other terms and conditions of employment. The Club supports the principles of and complies with, and requires all staff to comply with, applicable laws governing non-discrimination in every location where it operates.

It is the policy of The Club to base decisions on employment solely upon an individual's qualifications relating to the requirements of the position for which the individual is being considered. The Club will recruit, hire, promote the best qualified persons for all jobs without regard to race, color, religion, sex, sexual orientation, marital status, national origin, age, handicap, or disability.

Ensure that all personnel actions such as compensation, benefits, transfers, layoffs, club sponsored training, promotions, terminations, and disciplinary actions are applied equally.

7.1 Behaviour in the Workplace

The Club endeavors to provide a workplace in which all people are treated with dignity and respect. The Club will not tolerate discrimination, harassment, violence or other unacceptable behavior in the workplace. This applies to your interactions with not only co-workers, but also clients, service providers and anyone else you encounter in your work. It applies to conduct in the workplace or in work-related activities, including any office, client premises or location in which Club business is conducted, where Club-related business or social activities take place, or where conduct has an impact on the workplace or workplace relations.

This section specifically relates to employee behaviour. Refer to Sections 8.1 and 8.2 below for the specific process for reporting and managing reports of inappropriate behaviour by members.

7.1.1 Harassment

The Club does not tolerate sexual harassment, psychological harassment or any other form of harassment. Harassment may occur as a result of one incident or a series of incidents that affect an employee's dignity or psychological or physical integrity and results in a harmful work environment for the employee. The Club endeavors to provide a workplace in which all people are treated with dignity and respect.

Harassment includes conduct that is abusive, threatening, demeaning or humiliating, and any unwelcome comment or conduct related to a Prohibited Ground of Discrimination that might reasonably be expected to cause a person undue offence, where:

- Submission to the conduct is made either an explicit or implicit term or condition of employment or appointment;
- Submission to, or rejection of the conduct by a person is used as a basis of employment or appointment decisions affecting the person;

- The conduct has the purpose or effect of unreasonably interfering with a person's performance; or
- The conduct creates an intimidating, hostile or offensive working environment.

Harassment may occur even if no offence was intended. Harassment may occur when a person hears or sees something that they find offensive, even though the person to whom it was directed does not find it unwelcome, or does not make a complaint.

The following are some examples of behavior that may be considered harassment:

- Comments or conduct that disparage or ridicule a person based on a Prohibited Ground of Discrimination;
- Mimicking a person's accent, speech or mannerisms based on a Prohibited Ground of Discrimination;
- Unwelcome personal or sexual advances, jokes, innuendoes or gestures
- Unwelcome requests for sexual favors and other verbal or physical conduct of a sexual nature;
- Refusing to work with people based on a Prohibited Ground of Discrimination;
- Unwelcome advances, invitations, propositions or demands of a personal or sexual nature;
- Unnecessary and unwanted physical contact; and
- Display or circulation of racist, derogatory, offensive or sexually explicit materials.

Performance management, which deals with performance counseling, discipline or other management actions to address job performance issues or other legitimate employment issues, does not in and of itself constitute harassment

7.1.2 Violence:

One must treat everyone they deal with in their work for the Club with dignity and respect. The Club will not tolerate threats, violence or other unacceptable behavior in the workplace.

7.1.3 Use of Alcohol and Drugs:

All management and staff of Breezy Bend Country Club are club representatives and are expected to conduct themselves with both personal and professional integrity. The use of alcohol and/or drugs may have a negative impact on your performance and on the Club's reputation. Alcohol and/or drug impairment while on the job will be treated as a serious matter.

The use, possession or sale of illegal drugs on Club property is prohibited at all times.

In addition, alcohol use is prohibited on Club property by all staff, except under special circumstances specifically authorized by the Club. Examples would be at Club sponsored event(s), club sponsored staff event(s) and situations where department head(s) are invited by a member(s) to join them for an alcoholic drink. In the event of a staff function where alcohol is to be available permission must be obtained from the General Manager. Liquor laws must be observed and the appropriate safeguards are in place to support responsible alcohol consumption by attendees.

Informal Events: During an informal event where alcohol is consumed by Club management or staff at Club expense, the organizer or an appropriate designate should be present for the entire event. In addition, the following should be considered:

Reminding attendees that they should not drink and drive. Ensuring that non-alcoholic beverages are provided and may consider making food available.

Monitoring the behavior of attendees to identify anyone who appears to be intoxicated, to ensure they are provided with safe transportation home and prevented from driving themselves.

7.1.4 Use of Social Media

All staff are reminded that the use of social media (Instagram, TikTok, Facebook, X (Twitter), or any other computer driven platform) to issue threats, bully or harass other employees or members of the Club is unacceptable behavior in the workplace. For example, an employee who receives an inappropriate e-mail from another employee or learns of negative comments being made about them on social media by another employee is a victim of harassment.

Employees must not post unauthorized content about or featuring the staff, members, or guests of The Club.

7.2 BEHAVIOUR REPORTING PROCEDURES AND DISCIPLINE

The Club will promptly and thoroughly investigate all reports of discrimination, harassment, violence, or any other unacceptable behavior in as confidential a manner as possible.

This section specifically relates to employee behaviour. Refer to Sections 8.1 and 8.2 below for the specific process for reporting and managing reports of inappropriate behaviour by members.

Where the Club determines that discrimination, harassment, violence, or any other unacceptable behavior has occurred, it will take appropriate disciplinary action against those responsible, which may include dismissal. The Club will not tolerate retaliation or retribution against anyone for reporting in good faith discrimination, harassment, violence, or any other unacceptable behavior.

If you believe an employee is being subjected to discrimination, harassment, violence, or any other unacceptable behavior, or if an employee observes or receives a complaint regarding such behavior, said employee should report it to their supervisor, HMR representative, or the Vice President of the Board.

Any victim of workplace violence is advised to consult a Health Professional of their choice for examination, treatment, or counseling.

7.2.1 Confidentiality

All complaints received under this policy are considered strictly confidential to the extent possible by law. All individuals involved in the investigation shall maintain confidentiality.

The identities of the complainant, the respondent, and any witnesses interviewed will be held in confidence, except to the extent that disclosure is necessary to investigate the complaint, to take corrective action in response to the complaint or as required by law.

All documentation, including records of meetings, interviews, and results of the investigations, will be maintained in a separate and confidential file by the Board appointed representative (Vice President).

In the event a determination is made that discrimination, harassment, violence, or any other unacceptable behavior that is subject to discipline, the disciplinary action taken and the reasons for it will be documented on the respondent's personnel file.

7.2.2 Informal Resolution Procedure

The following course of action should be taken by anyone who feels they are a victim of discrimination, harassment, violence, or any other unacceptable behavior:

- When the incident occurs, immediately tell the offending individual(s) the behavior is unwelcome and request that the behavior stop immediately;
- Record the details of the incident, including when it happened and the name of anyone who may have witnessed the incident. There is a sample form in section 10.2 that can be used for this purpose; and
- If the conduct persists, or if the victim is not comfortable speaking to the individual directly, they should report it to a Department Head, supervisor or senior staff member on duty at the time of the incident who would then address the matter with the offender.

Note: This does not necessarily constitute a formal complaint unless the complainant requests that it be formal.

7.2.3 Formal Resolution Procedure

A formal investigative resolution procedure is available to any individual who chooses to deal formally with a discrimination, harassment, violence, or any other unacceptable behavior issue. All formal complaints will be investigated in accordance with the procedures outlined in section 6.2.1.

See section 10.2 below for a sample formal complaint form. Formal complaints will be reviewed by the HR Committee. Depending on the nature of the complaint this may include interviewing involved parties and any witnesses to the incident. Once a determination is made that a disciplinary action is required the HR Committee will make a recommendation as to what action to take to the General Manager and the Board Executive. See 7.5.4 below for potential actions. Sexual Assault or violent incidents reported to the police will not be

handled by the HR Committee. They will provide any assistance required in the completion of a police investigation.

7.2.4 Complaint Resolution

If the investigation determines that discrimination, harassment, violence, or any other unacceptable behavior has occurred the Club will take appropriate disciplinary action against those responsible, which may take the form of one or more of the following.

1. Formal apology to complainant
2. Respondent counseling about appropriate behavior
3. Written warning placed in the respondent's personnel file
4. Respondent demotion or withholding of promotion
5. Suspension or termination of respondent

The Club will not permit any reprisal, retaliation, or disciplinary action to be taken against anyone for reporting discrimination, harassment, violence, or any other unacceptable behavior in good faith.

7.2.5 False Accusations

It is a breach of the Club's Code of Conduct to make a mischievous or malicious report. Anyone who knowingly files false complaints would be subject to disciplinary action as described above.

7.3 Letter of Consent and Understanding

It is extremely important that the employee is not only "aware" of the policy but has signed a statement that they understand and acknowledge the intent of the policy. The following is a statement/letter that all employees are to sign once management determines that the employee's awareness and understanding of the harassment policy is complete.

Employee Verification re Employee Handbook and Risk Management.

I _____, hereby acknowledge that I have read and understand the material in the Employee Handbook, including the Harassment and Workplace Safety and Health Policies. I further agree to hereby conduct myself in accordance with its terms and conditions. I understand that if I do not abide by the terms and conditions of the Employee Handbook including the Harassment and Workplace Safety and Health Policies I may be subject to sanctions including job termination by Breezy Bend Country Club. I understand that the Breezy Bend Country Club reserves the right to amend the Handbook including the Harassment and Workplace Safety and Health Policies from time to time and with notice to all affected Employees.

Signature: _____

Print Name: _____

Date: _____

SECTION VIII – RISK MANAGEMENT / MEMBER RELATIONS

8.0 MEMBER RELATIONS

The sections below apply to Member interactions with staff or with other Members. To ensure a safe environment for all staff and members The Club will not tolerate any inappropriate behaviours by Members of the Club, be they directed at an employee of The Club or another Member of The Club.

8.1 Member Behaviour in the Workplace

The Club endeavors to provide a workplace in which all people are treated with dignity and respect. The Club will not tolerate discrimination, harassment, violence or other unacceptable behavior by members.

It is the Board's responsibility to ensure that any reports by an Employee or a Member about the behaviour of a Member are investigated and acted upon.

Employees of The Club may feel intimidated or may be reluctant to report any instance of inappropriate behaviour by a Member. This process is in place to ensure that there is a safe and confidential way to report these incidents and to ensure they are investigated.

The Board is cognizant of the fact that The Club is somewhat of a unique workplace; in that Members and employees of The Club interact frequently and any investigations must be handled with care to ensure that they are resolved satisfactorily.

8.1.1 Harassment

The Club does not tolerate sexual harassment, psychological harassment, or any other form of harassment. Harassment may occur as a result of one incident or a series of incidents that affect an individual's dignity or psychological or physical integrity and results in a harmful environment for the employee or Member. The Club endeavors to provide an environment in which all people are treated with dignity and respect.

Harassment includes conduct that is abusive, threatening, demeaning, or humiliating, as well as any unwelcome comment or conduct related to a Prohibited Ground of Discrimination that might reasonably be expected to cause a person undue offence, where:

- The conduct has the purpose or effect of unreasonably interfering with a person's performance; or
- The conduct creates an intimidating, hostile or offensive environment.
- Harassment may occur even if no offence was intended. Harassment may occur when a person hears or sees something that they find offensive, even though the person to whom it was directed does not find it unwelcome or does not make a complaint.
- The following are some examples of behavior that may be considered harassment:
 - Unwelcome personal or sexual advances, jokes, innuendoes, or gestures
 - Unwelcome requests for sexual favors and other verbal or physical conduct of a sexual nature;

- Unwelcome advances, invitations, propositions or demands of a personal or sexual nature;
- Unnecessary and unwanted physical contact; and
- Display or circulation of racist, derogatory, offensive or sexually explicit materials.

8.1.2 Violence:

All Members are expected to treat everyone they deal with at The Club with dignity and respect. The Club will not tolerate threats, violence, or other unacceptable behavior at The Club.

8.1.3 Use of Alcohol and Drugs:

All Members of The Club are expected to conduct themselves with personal integrity. The excessive use of alcohol and/or drugs may have a negative impact on your behaviour. The staff and other Members of The Club have a duty to the Members to ensure that the consumption of alcohol while on the premises is done in moderation for the benefit of all Members. If an employee of The Club observes that a Member has overindulged they are perfectly within their right to refuse further service to that Member.

The use, possession, or sale of illegal drugs on Club property is prohibited at all times.

In addition, marijuana, while legalized for private use, is prohibited on Club property by all staff, members, and guests.

Any Member or employee of The Club who observes anyone who appears to be intoxicated, should ensure they are provided with safe transportation home and prevented from driving themselves.

8.1.4 Use of Social Media

All members are reminded that the use of social media (Instagram, TikTok, Facebook, X (Twitter), or any other computer driven platform) to issue threats, bully or harass employees or members of the Club is unacceptable behavior. Members are asked not to post any content on social media that features employees or other members or guests of The Club without their permission.

8.1.5 Process for Managing a Complaint against a Member

When a Member's behaviour toward an employee is deemed inappropriate the report of such behaviour should be brought to the attention of the employee's Department Head, the General Manager, and the Chair of the HR Committee (Vice President of the Board).

When a Member's behaviour toward another member is deemed inappropriate the report of such behaviour should be brought to the attention of the Chair of the HR Committee (Vice President of the Board) or the General Manager.

8.2 BEHAVIOUR REPORTING PROCEDURES AND DISCIPLINE OF MEMBERS

The Club will promptly and thoroughly investigate all reports of discrimination, harassment, violence, or any other unacceptable behavior in as confidential a manner as possible.

Where the Club determines that discrimination, harassment, violence, or any other unacceptable behaviour has occurred, it will take appropriate disciplinary action against the responsible Member, which may include a letter of reprimand, suspension of membership privileges or expulsion from The Club. The Club will not tolerate retaliation or retribution against anyone for reporting in good faith discrimination, harassment, violence, or any other unacceptable behavior.

Any victim of workplace violence is advised to consult a Health Professional of their choice for examination, treatment, or counseling.

8.2.1 Confidentiality

All complaints received under this policy are considered strictly confidential to the extent possible by law. All individuals involved in the investigation shall maintain confidentiality. The identities of the complainant, the respondent, and any witnesses interviewed will be held in confidence, except to the extent that disclosure is necessary to investigate the complaint, to take corrective action in response to the complaint or as required by law.

All documentation, including records of meetings, interviews, and results of the investigations, will be maintained in a separate and confidential file by the Board appointed representative (Vice President).

In the event a determination is made that discrimination, harassment, violence, or any other unacceptable behavior that is subject to discipline, the disciplinary action taken and the reasons for it will be documented as well.

8.2.2 Informal Resolution Procedure

The following course of action should be taken by anyone who feels they are a victim of discrimination, harassment, violence, or any other unacceptable behavior:

- When the incident occurs, immediately tell the offending individual(s) the behavior is unwelcome and request that the behavior stop immediately;
- Record the details of the incident, including when it happened and the name of anyone who may have witnessed the incident. A sample form in section 10.2 can be used for this purpose.; and
- If the conduct persists, or if the victim is not comfortable speaking to the individual directly, they should report it to a Department Head, supervisor or senior staff member on duty at the time of the incident who would then address the matter with the offender.

Members should bring a concern about another member directly to the Chair of the HR Committee (Vice President of the Board) or to the General Manager.

Note: When a complaint about a member is reported to a senior staff member or to a Board Member, that person has a duty to report the incident to the HR Committee and to the General Manager.

8.2.3 Formal Resolution Procedure

A formal investigative resolution procedure is available to any individual who chooses to deal formally with a discrimination, harassment, violence, or any other unacceptable behavior issue. An issue reported on behalf of an individual by a senior staff member will also fall under this policy. All formal complaints will be investigated in accordance with the procedures outlined in Section 6.2.1.

See section 10.2 below for a sample formal complaint form. Formal complaints will be reviewed by the HR Committee. Depending on the nature of the complaint this may include interviewing involved parties and any witnesses to the incident. Once a determination is made that a disciplinary action is required the HR Committee will make a recommendation as to what action to take to the General Manager and the Board Executive. See 8.5.4 below for potential actions. Sexual Assault or violent incidents reported to the police will not be handled by the HR Committee. They will provide any assistance required in the completion of a police investigation.

8.2.4 Complaint Resolution

If the investigation determines that discrimination, harassment, violence, or any other unacceptable behavior has occurred the Club will take appropriate disciplinary action against those responsible, which may take the form of one or more of the following.

1. Formal written apology to complainant
2. Written warning from the Club Captain and the President of the Board and placed in the Member's account file
3. Temporary suspension of the Member's Club Privileges
4. Expulsion of the Member from The Club

These actions are at the discretion of the HRM Committee and the Board Executive when necessary. Factors such as past warnings or letters to the Member will be taken into account when deciding on the appropriate action to take.

The Club will not permit any reprisal, retaliation, or disciplinary action to be taken against anyone for reporting discrimination, harassment, violence, or any other unacceptable behavior in good faith.

8.2.5 False Accusations

It is a breach of the Club's Code of Conduct to make a mischievous or malicious report. Anyone who knowingly files false complaints would be subject to disciplinary action as described above.

SECTION IX- WORKPLACE SAFETY AND HEALTH

9.0 Workplace Safety and Health

9.0.1 Overview

Workplace Safety and Health deals with the health and safety of workers in the Province. The emphasis is on preventative measures to eliminate workplace hazards through education, training, and a working cooperation between employers and employees. There is also an investigation and inspection mandate within the Workplace Safety and Health Division. Workplace Safety and Health is governed by The Workplace Safety and Health Act. The Workplace Safety and Health Division's resources and publications are available on the [SAFE Manitoba website](http://www.safemanitoba.com) (www.safemanitoba.com) This partnership with the government and the Workers Compensation Board of Manitoba (www.wcb.mb.ca) provides Manitoba workers, employers and safety professionals with resource material through a new integrated website. The site includes improved access to an even wider variety of workplace safety and health information at one online location. Workplace injury report form is at this website.

9.1 Workplace Safety and Health Expectations at Breezy Bend Country Club.

- All employees are expected to abide by all safety regulations.
- All employees should be safety minded at all times both for themselves and their interactions with coworkers.
- Be alert to hazardous situations and alert supervisor or department head of harmful situations, procedures, and/or practices.
- When dealing with hazardous materials (cleaners, chemicals, liquids) be sure to read all labels carefully and follow safe handling procedures. Wear protective glasses and gloves when using caustic chemicals, cleaners, and/or liquids. All materials should have instruction labels. If not sure ask a supervisor or consult WHMIS manual. There is WHMIS binders in all work areas that use hazardous materials.
- In the event of an accident all staff must respond quickly. Primary attention should be given to the safety of the injured party. Make sure the person is out of harm's way, comfortable, and receiving the required first aid. Find a supervisor, department head, or the General Manager immediately.
- First aid supplies are located in the General office, the kitchen, Proshop, and the maintenance complex.
- The general office has a portable stretcher, a wheel chair, an oxygen unit, and defibrillator. Only qualified employees should use these items.
- If necessary, anyone may call an ambulance but where possible this should be done by the senior person in attendance.
- An accident report must be completed and forwarded to the department head or general manager.

9.2 Maintenance

Report all malfunctioning equipment to your department head or the general manager for quick repair. Please direct all service personnel to the reception desk, Proshop, or maintenance complex.

9.3 Fire Procedures:

- Pull the fire alarm and/or call 911 immediately. If the automatic call alarm system malfunctions or there is no automatic system in place.
- Evacuate the building and if safe to do so combat the fire with our equipment. A supervisor must make sure no one is left in the building. Each building on the premises should have a procedure to follow in the event of a fire.
- Arrange for someone to meet the fire department to direct them to the source of the fire. Fire or trouble locations can be determined from the fire alarm panel in the main entrance area. The red light indicates the location of the alarm.

9.4 Fire Emergency Extinguishers and Pull Stations.

Clubhouse

Main Floor

North Vestibule (East of coat check doors)
Reception Lobby (North of Bulletin Board)
McMahon Hall South Door (Inside McMahon Hall north side door)
Coffee Shop Served (near entrance to Greenside Room)
Kitchen Southeast Corner (near Served)
Kitchen North Wall (Near floor care mop sink and chef's office)
Range guard units in kitchen (On East wall over salad counter)

Basement

Northwest Corner of Staff Stairwell (Near ladies Locker Room – emergency exit)
Boiler room (South West Corner of building near entrance door)
Future Expansion (Near East side)
Men's Locker Room (Junior area near single stall)
Men's Locker Room (Near Lobby area west wall)
Ladies Locker Room (Ladies Lounge Area)
Ladies Locker Room (North East Corner near Locker #701)

Golf Operations Area

Club Storage Area (By south doors to Outside)
Pro Shop (At door entering club storage area)

Turf Care Center - See Superintendent for details

9.5 Heart Attack and Choking:

- In this situation you must find a supervisor, department head, or general manager immediately.
- Call the ambulance immediately once it is determined the person is in serious distress.

- Only qualified individuals should administer CPR, the Heimlich maneuver, or administer the defibrillator – AED unit.
- AED UNIT – This unit is to be used when someone is having a heart attack and their heart rate has stopped. The General Manager and all department heads are trained to operate the unit. In the event of an emergency and a trained individual is not available the unit is set up with instructions for anyone to use.
- Have someone outside to direct ambulance to person in distress

9.6 Workers Compensation

The Club is covered under the special terms of agreement with the Worker's Compensation Board. Any and all work related accidents, occurrences, illness, or sickness must be reported on Worker's compensation form, reported to your supervisor, and Worker's Compensation Board.

9.6.1 Medical Benefits and Sick Leave

There is no sick leave or medical benefits provided by the Club except upon approval of the General Manager.

9.7 Workers Working Alone or in Isolation

Manitoba Regulation 217/2006 Part 9 -- Workers Working Alone or in Isolation - adopted under The Workplace Safety and Health Act is intended to address work situations that require a worker to work alone or in isolation.

9.7.1 Definitions

Working alone means the performance of any work function by a worker who:

- is the only worker for that employer at that workplace at any time
- is not directly supervised by the employer, or another person designated as a supervisor by the employer, at any time

"Working in isolation" means working in circumstances where assistance is not readily available in the event of injury, ill health or emergency. The definition of working alone indicates that the regulation will apply to virtually all workers who are performing a job function when they are not in the presence of their employer, another person in a supervisory capacity (designated by the same employer), or another worker directly associated with the same employer, at the particular workplace location and during the same time period the working alone job function is being performed.

In the Breezy Bend workplace this could apply in situations where an individual is required to open or close some part of the operation on their own ie opening coffee shop or golf shop early.

9.7.2 Employer Responsibility:

Employers must ensure they have considered and addressed the hazards and risks in jobs where workers work alone or in isolation, and that appropriate safe work procedures have been developed and implemented. The key concepts contained in the regulation for workers working alone or in isolation are:

1. The necessity of assessing all jobs requiring employees to work alone or in isolation to determine the risks and reduce the probability of an incident
 2. The requirement to develop and implement safe work procedures to eliminate or reduce the identified risks to those workers. This includes training workers and providing help if there is an injury or other incident
- THE WORKPLACE SAFETY AND HEALTH ACT. General duties 4(1) Every employer shall in accordance with this Act:
- (a) ensure, so far as is reasonably practicable, the safety, health and welfare at work of all workers; and
 - Code of Practice for Workers Working Alone or in Isolation 5(b) comply with this Act and regulations.

9.7.3 Every Supervisor Responsibility

1. So far as is reasonably practicable:
 - a. take all precautions necessary to protect the safety and health of a worker under their supervision
 - b. ensure that a worker under their supervision works in the manner and in accordance with the procedures and measures required by this Act and the regulations
 - c. ensure that a worker under their supervision uses all devices and wears all clothing and personal protective equipment Code of Practice for Workers Working Alone or in Isolation 7 designated or provided by the employer or required to be used or worn by this Act or the regulations
2. Advise a worker under their supervision of all known or reasonably foreseeable risks to safety and health in the area where the worker is involved in work
3. co-operate with any other person exercising a duty imposed by this Act or the regulations
4. comply with this Act and the regulations

9.7.4 General Duties of Workers

Every worker while at work shall, in accordance with the objects and purposes of this Act,

1. take reasonable care to protect their safety and health and the safety and health of other persons who may be affected by their acts or omissions at work
2. at all times, when the nature of their work requires, use all devices and wear all articles of clothing and personal protective equipment designated and provided for their protection by their employer, or required to be used and worn by them by the regulations
3. consult and co-operate with the workplace safety and health committee, where such a committee exists, regarding the duties and matters with which that committee is charged under this Act
4. consult and co-operate with the worker safety and health representative, where such a representative has been designated, regarding the duties and matters with which that representative is charged under this Act
5. comply with this Act and the regulations
6. co-operate with any other person exercising a duty imposed by this Act or the regulations

The entire Act (The Workplace Safety and Health Act) and relevant parts of the regulation should be studied in detail in order to gain working knowledge of their requirements.

SECTION X – APPENDIX

10.0 Employee Information Form

Employee Information Form

Name: _____

Address: _____

Phone: Home _____ Cell _____

Emergency Contact: Name: _____

Phone: _____ Cell: _____

Email : _____

Department working for: _____

Social Insurance Number: _____

10.1 Employee Verification re Employee Handbook and Risk Management.

Employee Verification re Employee Handbook and Risk Management.

I _____, hereby acknowledge that I have read and understand the material in the Employee Handbook, including the Harassment and Workplace Safety Policies. I further agree to hereby conduct myself in accordance with its terms and conditions. I understand that if I do not abide by the terms and conditions of the Employee Handbook including the Harassment and Workplace Safety and Health Policies I may be subject to sanctions including job termination by Breezy Bend Country Club. I understand that the Breezy Bend Country Club reserves the right to amend the Handbook including the Harassment and Workplace Safety and Health Policies from time to time and with notice to all affected Employees.

Signature: _____

Print Name: _____

Date: _____

10.2 Employee / Member Harassment Complaint Form

HARASSMENT COMPLAINT FORM

(Employee or Member)

Complainant: _____

Email: _____

Phone _____

Work Address: Breezy Bend Country Club
7620 Roblin Blvd, Headingley MB R4H 1A7

Work Phone: _____

Date(s) and time(s) of alleged incident(s): _____

Name of person you believe harassed you or another person: _____

If the alleged harassment toward another person, identify other person:

Describe the incident(s) as clearly as possible. Include a full description of the events, and verbal statements (i.e., threats, requests, demands, etc.), and what, if any, physical contact was involved. Attach additional pages as necessary.

Where did the incident occur? _____

List any witnesses who were present: _____

How did you or the person harassed (if not you) react to the harassment?

This complaint is based upon my honest belief that _____

has harassed me or another person. I hereby certify that the information I have provided in this complaint is true, correct and complete to the best of my knowledge.

Complainant(s) signature(s) (Date)

10.3 Membership Application (attached)

10.4 Statement of Dues – Individual (attached)

10.5 Statement of Dues – Corporate (attached)

10.6 Member Charge Account Application (attached)

10.7 Sponsored Junior Membership (attached)