

Operations Manual

i) Introduction

This manual contains the policies, procedures, and rules adopted by the Board of Directors of Mount Brenton Golf Course Ltd.

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MOUNT BRENTON GOLF COURSE LTD. IS A SHAREHOLDER-CONTROLLED AND DIRECTED NOT-FOR-PROFIT ORGANIZATION WHICH AIMS TO PROVIDE THE CENTRAL ISLAND COMMUNITY WITH AN AFFORDABLE AND HIGH-QUALITY GOLF EXPERIENCE. THE CLUB SEEKS TO ATTRACT AND RETAIN LOYAL MEMBERS AND ENCOURAGES ALL RESIDENTS AND VISITORS TO ENJOY ITS GOLF, FACILITIES AND NATURAL BEAUTY.

Derived from the **Mission Statement** are the following **Commitments**:

1. Providing, developing, and maintaining a high-quality golf course, continually striving to improve the setting's playability, functionality, and attractiveness to the highest standard.
2. Providing an inclusive and respectful atmosphere for members, guests and the public.
3. Offering competitive green fees and equitable member dues.
4. Providing Clubhouse amenities (pro shop, food and beverage, office, etc.) that appeal to members, residents, and visitors.
5. Providing careful and responsible management of finances to accomplish the mission.

iv) Compliance

The policies, procedures and rules in this manual are intended to comply with the current Business Corporations Act ("Act") and the Articles of the Mount Brenton Golf Course Ltd. ("Club").

1. Governance and Board of Directors

This section contains statements about the Board of Directors ("Board"). It speaks to its own operations, procedures, practices, and conduct as a Board. Some statements will outline guidelines for our closest relationships, both external and internal, as well as policy development for members, green fee players, employees, contractors, and their staff.

1.1. Mandate and Authority of the Board

1. The Board is responsible to the shareholders for effectively serving the Club in its external relations with the community, government, and the governing golf bodies.
2. The Board must manage and supervise the business and financial affairs of the Club in accordance with the Act and its Articles and has the authority to exercise all powers conferred upon it by the Act and the Articles.
3. The Board has the authority to establish policies and ensure they are properly implemented by staff, and, indirectly, through the President and the Board's committees, to oversee their implementation. Such authority includes, but is not limited to, supervision and management of the Office staff, the Head Professional, Pro Shop and Golf Operations, the Grounds Superintendent and Grounds Crew, and the Food and Beverage Operation.
4. The Board shall oversee the management of all facilities and equipment owned and operated by the Club.
5. The Board may adopt rules governing the effective operation of the Club and the conduct of members, guests, staff, and contractors.
6. The Board may appoint a lawyer and seek legal advice as required from time to time in operating the Club.
7. The board must approve any requests for legal opinions. Every Director must review and acknowledge receipt of all legal responses.
8. The Board shall recommend the appointment and remuneration of an Auditor to prepare the annual audit and financial reports for approval by the Shareholders at the Annual General Meeting.

1.2. Composition of Board

1. The number of directors will be as set out in the Articles, currently ranging from eight to 10
2. Directors must be shareholders of the Club and are elected to one-, two-, or three-year terms at the Annual General Meeting (AGM) of shareholders, ensuring an annual rotation of one-third of the Board.
3. The Board may, to the extent permitted by the Act and the Articles, appoint Directors from the general shareholders' list to fill vacancies that may arise between AGMs.
4. All directors must complete such consents and declarations required by law.
5. All Directors must disclose any potential conflicts of interest and conduct themselves in accordance with the Act and the Articles when managing such conflicts.

6. Directors may be asked to attend educational functions, for which the Club will provide reimbursement. Travel expenses for these and any Board business may be reimbursed upon approval of the President and the Director of Finance.

1.3. Board Meetings

1. Meetings of the Board President typically take place once a month or at the Board's call.
2. A quorum, a simple majority of the then duly constituted Directors, must be present to conduct the club's legal and financial business.
3. Directors and any guests invited to attend for specific reasons, as determined by the Board, are permitted to attend meetings.
4. Certain members of staff or appointed Officers of the Board may be required or asked to attend meetings.
5. The secretary (Office Manager) will keep minutes of all board meetings in a format approved by the Board and review them with the President or their designate before presenting them for approval at the next regular meeting.
6. Meeting minutes should be circulated at least one week prior to the next scheduled board meeting.
7. Sensitive in-camera meeting minutes will be recorded by the President or designate and presented for approval at the next regular meeting of the Board. In-camera minutes will be stored in confidential files and not posted or published.
8. Once approved, regular or extraordinary meeting minutes will be posted on the Club website and the Clubhouse notification Board.
9. Excerpts or summaries of the minutes may be published in the Club newsletter.

1.4. Meetings of Shareholders

1. The Annual General Meeting ("AGM") will be held in May of each year or at such time as the Board determines, in accordance with the Act.
2. The Articles define the notification and proceedings of the AGM under the terms set out by the Act.
3. The secretary will keep minutes, review them with the Board, and approve them with shareholders at the following AGM.
4. Proxies for voting at the AGM may be permitted, subject to guidelines published prior to the meeting.
5. The annual financial report and audit will be presented and require shareholder approval. The appointment of auditors and the Board's determination of remuneration for the current year will also require shareholders' approval of the Board's recommendation.
6. Elections will be held to fill vacancies on the Board.
7. The Board may present special resolutions.
8. All Club members are welcome to attend the AGM, but only Shareholders are entitled to vote on motions, resolutions, and the election of directors.

9. The Board may call a Meeting of Shareholders at any time to address special business and present to shareholders matters of profound importance facing the Club.
10. A group of shareholders representing 5% or more of the total number of shareholders may requisition a meeting or a special resolution in accordance with the Act & Articles.

1.4.1. Nomination of Directors

1. Nominations for vacant positions on the club's Board of Directors are open until the close of business on the second Friday before the AGM. Nomination and self-nomination forms will be available at the Club office, 2816 Henry Road, Chemainus, BC, V0R 1K5, or by email or the Club's newsletter. They must be delivered to the office by the date and time above.
2. Nomination papers should include a brief bio, written consent to act and an attestation of eligibility, as per the BC Business Corporations Act.
3. If insufficient nominations are received by the above date, the Board may extend the nomination period until sufficient nominations are received to fill vacancies or five days before the AGM.
4. Suppose sufficient nominations are not received by five business days before the AGM. In that case, any current directors who are still in office and have given their consent may continue to act as Directors, and any ongoing vacancies may be filled in accordance with the Articles and the Act.
5. If nominations exceed the number of available positions, a secret ballot election will be held at the AGM.

2. Directors' Duties and Specific Roles & Responsibilities

1. Directors will carry out their duties honestly, in good faith, and in the Club's best interest, while exercising care, diligence, and skill.
2. Directors will act with respect and accept most decisions made by the Board as a whole.
3. Directors will respect the confidentiality of the Board's proceedings.
4. Directors will familiarize themselves with the Operations Manual, the current Articles, the Business Corporations Act, and all employment contracts.
5. Directors should seek professional guidance where appropriate in managing the affairs of the Club.
6. All Directors must be aware of and familiarize themselves with any legal matters concerning the Club and be informed of the substance of any legal opinion sought by the Board and/or course of action recommended by a legal professional.
7. Directors will be assigned to a particular portfolio, in consultation with the President, that aligns with their interests, expertise, or experience.
8. Directors may be asked to direct or supervise projects for which they seem suited by interest or experience and perform other duties as may be approved by the Board from time to time.

9. Directors are generally expected to attend all scheduled Board and committee meetings, unless they have reasonable circumstances that prevent them. Anticipated absence should be discussed with the President.

2.1. President (Chair)

1. Elected by a majority vote of the Board at the first meeting after the AGM or at such time as a vacancy in the position exists.
2. Chairs all meetings of the Board and annual or special meetings of shareholders.
3. Develops the agenda for Board meetings.
4. Recommendations for appointment by the Board, portfolio Directors and/or committee chairs in keeping with their experience, expertise and desires.
5. Recommendations for appointment by the Board, standing and ad hoc committees.
6. Is responsible for the Club Office's administration and supervises the staff.
7. Completes or oversees an annual Performance Evaluation of the office staff.
8. Is an ex officio member of all standing and ad hoc committees.
9. Has signing authority for all contractual documents, legal documents and financial transactions as representative of the Board and, in association with the Director of Finance, recommends additional Directors with financial/banking signing authority as may be required and approved by the Board.
10. Call annual and special meetings of the shareholders.
11. Presents a summary report of the proceedings of the Board at the Annual General Meeting.
12. Speaks as the voice of the Board.

2.2. Vice-President (Vice Chair)

1. Elected by a majority vote of the Board of Directors at the first meeting following the AGM or when a vacancy exists.
2. Performs the duties of the President in their absence.
3. Has signing authority for all contractual and legal documents, in the absence of the President, and financial transactions as a representative of the Board.
4. Is responsible for the investigation of all disciplinary issues affecting members, green fee players, and staff, in consultation with relevant directors and staff. Reports findings and recommendations to the Board.
5. Assists the President by undertaking additional duties from time to time.

2.3. Golf Operations

1. Recommended by the President for appointment by the Board.
2. Is responsible for Board oversight of the Head Professional with respect to the Chronogolf booking system (or any booking system in use at Mount Brenton), tee

sheet management, and all matters related to recreational play by members and green fee players, league play, and tournaments.

3. The Head Professional delivers a monthly report to the Board on course and Pro Shop activities, problems, and solutions.
4. Discuss with the Head Professional any Board concerns, decisions, or policy changes related to golf operations.
5. Completes an annual Contract Review Meeting with the Head Professional on or before the anniversary date of his contract.
6. Serves on the Board's ad hoc negotiating committee and provides input on contract renewal for the Head Professional as an independent Contractor.
7. The Head Professional and the Director of Member & Guest Services prepare an annual review of green fee and cart rental rates, with recommendations for Board approval.

2.4. Finance

1. Recommended by the President for appointment by the Board.
2. Chairs the Finance Committee.
3. Oversees all functions relating to the accounting for revenues and expenditures of the Club.
4. Assists the Office and accounting staff with procedures that ensure proper accounting for revenues and expenditures of the Club.
5. Liaises with our accountant/auditor on potential problems and assists with the annual financial audit as required.
6. Works with the Office Managers to develop monthly financial reports for the Board.
7. Prepares a quarterly narrative report for the Board encompassing revenues and expenses about budgeted amounts and seasonal variations, and makes recommendations to the Board for any adjustments.
8. Has signing authority for all financial/banking transactions.
9. The President and Office Managers prepare a provisional operating and capital expense budget in November of each year, with an estimate of anticipated revenue and expenses, for consideration by the board.
10. Serves on the Strategic Planning Committee to develop capital spending initiatives for the 5-year plan and ongoing review of all capital projects.
11. The auditor's performance is reviewed, and recommendations for the appointment of auditors and the associated remuneration are made for approval by the Board and shareholders at the Annual General Meeting.

2.5. Grounds and Greens

1. Recommended by the President for appointment by the Board.
2. Provides Board oversight of the Grounds Department.
3. Meets with the Superintendent monthly or as required to discuss personnel requirements, maintenance schedules, course projects and equipment requirements.

4. Works with the Superintendent to prepare a monthly report to the Board on the department's activities, ongoing projects, and planned initiatives.
5. Supervises the Grounds Superintendent and conducts an annual Performance Evaluation on or before the anniversary date of their contract.
6. Serves on the Board's ad-hoc Negotiating Committee for renewal of the Superintendent's contract and contract negotiations for the unionized grounds crew.
7. With the Superintendent, develops an annual Grounds Budget for approval and inclusion in the Club's Budget.
8. Serves on the Strategic Planning Committee to develop initiatives and capital funding estimates for course maintenance, improvements, and equipment purchases.
9. Ensures that a course safety plan is developed and maintained, and that all labour, health, and safety rules comply with regulations.

2.6. Member & Guest Services

1. Recommended by the President for appointment by the Board.
2. Monitors all aspects of member and guest services and develops initiatives to enhance the golf experience at Mount Brenton.
3. Provides board oversight of the Pro Shop retail operation and works with the head professional to manage inventory, sales procedures, and performance.
4. Oversees all aspects of league play and meets twice a year with League Captains and the Director of Golf Operations to review all league play and make appropriate recommendations for board approval.
5. Works with the Communications Director to serve as a welcoming committee for new members, ensuring they are informed of Club amenities, events, leagues, and the contact information of the appropriate league captain.
6. Works with the Director of Golf Operations and the Head Pro to determine the upcoming season's green fee rates and cart rental rates for board approval.
7. Provides oversight of the Member Cart Registry system and ensures that all fees and agreements are up to date.
8. Works closely with the Buildings & Infrastructure Director to ensure the security of the Pro Shop, Cart Rental fleet, and Cart Shed.

2.7. Membership, Marketing & Advertising

1. Recommended by the President for appointment by the Board.
2. Develop advertising, sponsorship, and promotional opportunities for the Club.
3. Responsible for public relations and marketing activities to benefit the Club and works closely with the Director of Communications.
4. Works closely with the Office Managers and the Head Professional to maintain an accurate, up-to-date membership list and ensure payment of all dues.
5. Fosters and promotes drive for full membership.
6. Presents a monthly report to the Board on membership numbers and new member enrolment

7. Annually reviews membership categories, due structures and cart storage rates, and recommends changes or adjustments for the board's approval.

2.7. Project Management

1. Recommended by the President for appointment by the Board.
2. Works closely with the Director of Buildings and Infrastructure.
3. Serves on the Strategic Planning Committee.
4. Develops and/or supervises projects for the renewal and renovation of all Club buildings and related infrastructure.
5. Procures building and renovation contracts for suitable general or sub-trade contractors in compliance with the Operations Manual.
6. Together with the Buildings & Infrastructure Director, presents a monthly report on all activities, future projects and identified problem areas.

2.9. Buildings and Infrastructure

1. Recommended by the President for appointment by the Board.
2. Serves on the Strategic Planning Committee.
3. Works closely with the Director of Project Management.
4. Develops routine maintenance schedules for all buildings and related infrastructure.
5. Secures maintenance arrangements with reputable service companies for the routine and emergency maintenance of all club assets.
6. In consultation with Isle Golf Cars, develop a warranty-approved maintenance schedule for the club's rental fleet administered by the Head Pro.
7. Develops and maintains fleet security measures in consultation with the Head Pro.
8. Develop an annual safety inspection of member carts with the board-approved Cart Maintenance provider (Isle Golf Cars).

2.10. Human Resources

1. Recommended by the President for appointment by the Board.
2. Responsible for contract development and negotiation with the Club's Food & Beverage contractor, Club Head Professional, Office staff, and Grounds Superintendent.
3. Responsible for negotiating contracts with the Club's unionized employees (grounds crew) either directly or through the services of a professional negotiator.
4. Chairs the Board ad-hoc Negotiating Committees.
5. Works with the Office Managers to maintain an accurate and up-to-date list of shareholders.
6. Advises the Board on all matters related to the Club's human resources.
7. At the Board's direction, seeks advice from the Club's legal counsel and other regulatory or professional authorities on all matters related to contract development, human resource issues and employment standards.

8. Develops and maintains a method of annual performance evaluation of Management, Staff and Club contractors as the basis for contract renewal and remuneration.

2.11. Communications

1. Recommended by the President for appointment by the Board.
2. Responsible for external and internal communications on behalf of the Board and under the direction of the President.
3. Whenever possible, the communications director should vet all formal board communications to ensure accuracy, style, and clarity.
4. Publishes a Club newsletter for the membership monthly or more frequently as the need arises regarding Board and Club activities, notices from the Head Professional, Grounds Superintendent, Food & Beverage Operator and the Club Captain.
5. The newsletter's content will reflect the Club's values and goals while remaining informative, accurate, and relevant to the membership's needs.
6. Acts as the Board's primary recipient of letters from members through the Club Office and keeps the Board informed of their content and substance. At the Board's direction, respond to member letters or may refer letters to other Directors for advice and/or direct response if appropriate.
7. Works closely with the Office Managers, the Head Professional and the Club's website developer to maintain and update the Club's website.
8. Responsible for all Club social media interfaces (e.g., Facebook) and ensures that posted information is accurate and timely.
9. Develops and maintains signage for all tee boxes and other informational signage around the Clubhouse and Course.

2.12. Food & Beverage Liaison

1. Recommended by the President for appointment by the Board.
2. Acts as the Board contact for communication and consultation with the Mount Brenton Pub operator.
3. Ensures both parties comply with all terms of the service and lease contracts.
4. Ensures compliance with all kitchen and restaurant equipment maintenance procedures and secures appropriate service contracts.

2.13. AGM Planning & Operations Manual Review

1. Recommended by the President for appointment by the Board.
2. In conjunction with the Directors of Communication and Member and Guest Services, the F&B Liaison develops plans for the Annual General Meeting, including all necessary documentation and appropriate forms.
3. Annually reviews the MB Operations Manual and makes such revisions as the board approves.

2.14. Committees of the Board

The Board, on the President's recommendation, may appoint Directors to standing and ad hoc committees chaired by portfolio Directors to facilitate the Board's work. These appointments will be based on relevant Director portfolios, with cross-pollination and expertise enabling the committee's function and workload, and, in turn, the Board's.

Directors are encouraged to communicate or meet with other directors when their subjects and responsibilities overlap, and to develop recommendations for Board approval. The Board works as a unit to ensure the best possible outcomes in the management of the Club's affairs.

2.14.1. Strategic Planning Committee

1. Directors of Project Management, Grounds & Greens, Buildings & Infrastructure, and Finance, with the chair chosen in consultation with the President.
2. Meets monthly or as required.
3. Consolidates all capital improvement ideas and potential projects identified by Directors and facilitates the development of a cohesive, justifiable plan with details of design, costing, labour, and material requirements, and proposed timing.
4. Develop and maintain a rolling 5-year Strategic Plan for capital projects and equipment, including expenditures and revenue sources.
5. Develop a capital budget within the framework of the 5-year plan.
6. Monitors and reports to the Board on the progress of the Strategic Plan and seeks approval for changes and updates.
7. Develop the annual Strategic Planning report encompassing the 5-year plan for presentation to and approval from shareholders at the Annual General Meeting.

2.14.2. Finance Committee

1. Comprised of the Finance Director, President and Office Managers.
2. Duties as outlined in the finance portfolio.
3. Meets monthly or as required.
4. Annually develops the provisional budget for discussion and finalization by the Board meeting as a committee of the whole.

2.14.3. Negotiating Committee (ad hoc)

1. To negotiate all contracts or letters of agreement with both union and non-union employees and all Club contractors, with final approval by the Board
2. Chaired by the Director of Human Resources
3. Member - President
4. Member(s) - Directors relevant to the contract being negotiated.
5. Member - Grounds Superintendent (union contract only)

6. Meets as required
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2.15. Officers of the Club

The Board may appoint officers from the general membership who are willing to act and will benefit the Club's operations. The officers will report periodically, as requested, to the Board and may be asked to attend specific Board meetings.

2.15.1 Club Captain

1. Appointed by the Board annually.
2. Should have a minimum certification Level 1 - "Golf Rules" offered online by Golf BC.
3. Encouraged to take further educational opportunities from Golf BC and Golf Canada at the Club's expense.
4. Liaises with the Head Professional and Director of Golf Operations on all aspects of play at the Club. Serves on the Golf Operations Committee.
5. Interprets the Rules of Golf published by governing bodies and is responsible for local playing rules, as well as general and tournament rules.
6. Renders decisions on questions, disputes, rules, and other matters concerning league and general recreational play.
7. Reports discipline problems to the Director of Golf Operations.
8. Has general supervision of all activities of League Captains; arranges for League Captains to meet and reports information to the Board; serves as liaison between the Board and League Captains.
9. Serves as Club liaison with Golf Canada, Golf BC and Zone 6 in all matters related to tournament and recreational play at the Club.
10. Oversee all Club-operated tournaments with the volunteer chairs for these events.
11. Is involved in organizing the Mount Brenton Amateur tournaments, working alongside the volunteer chairs of these events.
12. Request financial assistance and sponsorship from the Board for all Club-sponsored tournaments.

2.15.2. Handicap Chair

1. Appointed by the Board annually.
2. Forms and chairs the Handicap committee.
3. Develops a handicap index for all members participating in the Golf Canada Handicap system.
4. Liaises with Golf Canada and Golf BC to develop course handicap ratings, slope ratings, and hole allocations.
5. Works with the Club Captain and Head Professional in all Club tournament development and administration matters.

3. Membership

This section deals with dues-paying members. Individual categories are designed to offer a continuum of relevant membership options for all ages, abilities, and affordability, allowing everyone to enjoy the game of golf at the Club.

3.1. Regular Membership

The following provisions apply to Regular Membership:

1. There are four Regular Membership categories: Full, Limited, Intermediate, and Sustaining. Descriptions are provided below.
2. Regular members are required to be shareholders and to purchase a share at a value in effect at the time of joining. Intermediate members on record as of April 19, 2023, can buy a share and become shareholders. Share purchase is mandatory for these Intermediate members when transitioning to a Full or Limited membership. All new Intermediates joining after April 19, 2023, must purchase a share.
3. New Full or Limited members are required to pay an entry fee (non-refundable) at the value in effect at the time of joining. Previous Intermediate, Student, and Junior members receive a 10% discount on the entry fee for each year of membership.
4. A spouse of an existing or new regular member may become a regular member on the purchase of a share and payment of an entry fee equivalent to 50% of the standard entry fee in effect at the time of joining.
 - a. A spouse is defined as a significant other in a marriage, civil union, or common-law relationship, and is gender neutral.
 - b. Proof of cohabitation may be required.
5. Regular members have full use of the Club facilities, receive Pro Shop discounts on in-stock products, enjoy power cart rental discounts, and are entitled to reciprocal privileges at select Vancouver Island and lower mainland courses, as published annually.
6. Regular members may book up to three guests per round.
7. Upon termination of a Regular Membership, the share will be redeemed at the initial value.
8. Milestone/Loyalty Credit - In recognition of long-standing membership and to retain elderly valued members, the Club offers a credit equivalent to 15% of annual dues for Regular Full and Limited members who have reached the milestone age of 75 with 25 or more years of loyal membership. Members will qualify on the date both requirements are fulfilled. Formal application must be made to the Club Office with proof of age, date of joining and/or total years of membership at Mt. Brenton Golf Course, confirmed by our Office Staff. The discount will be applied prorated from the qualifying date in the first year of eligibility, provided that annual dues are paid on January 1 of each subsequent year.

3.1.1. Full

Full membership comprises most Club members.

1. Full members have year-round unlimited access to booking and playing privileges.
2. Dues - 100% of the annual baseline rate plus applicable taxes.

3.1.2. Limited

An affordable option for working or retired members, with play limited to afternoons in the high season.

1. Limited members are limited to booking and playing privileges after 1 pm during the high season (April 1 - October 31).
2. Limited members have unlimited booking and playing privileges during the low season (November 1 - March 31).
3. Limited members may book and play before pm during the high season, subject to the applicable guest green fee rate.
4. Dues - 75% of the annual baseline rate plus applicable taxes.

3.1.3. Intermediate

1. Intermediate membership is available from 19 to 39 (proof of DOB is required).
2. The entry fee is waived for all Intermediate Members.
3. Intermediate Members receive 10% off the entry fee for each full year of accumulated membership when transitioning to Full or Limited Membership.
4. New Intermediate members must be shareholders in Mount Brenton Golf Course Ltd. and purchase a share at the current value established by MBGC.
5. Membership is based on a one-year contract, with the first year prorated to December 31 and renewals occurring on January 1 for each subsequent year.
6. Early termination must be given with 3 months' notice or payment of 3 months of equivalent dues.
7. Dues - 75% of the annual baseline rate plus applicable taxes.

3.1.4. Sustaining

A Sustaining member is an inactive Regular Member of the Club who has chosen to take a leave of absence. Members considering taking a leave of absence (LOA) and moving to Sustaining status are encouraged to discuss their circumstances and plans with the Club Office Staff to understand the terms of this category and develop a custom solution. (All information is confidential).

1. Only a Regular member may apply to become a Sustaining member.
2. Sustaining members will comprise two categories of Leaves of Absence (LOA).

- a. Medical LOA
 - b. Non-medical LOA
3. Medical LOA is defined as a temporary circumstance of ill health, debility, infirmity, convalescence, or compassionate care of a family member, which prevents the member from active participation in golf at the Club for over three (3) months.
 4. Non-Medical LOA is defined as a temporary circumstance of work relocation, family circumstance and/or relocation of residence that prevents the member from active participation in golf at the Club for over three (3) months; (LOA will not be granted for extended holidays or 'snowbird' absences).
 5. A Regular Member may apply through the Club Office for Sustaining membership at any time during the year.
 6. A Sustaining Membership will have a maximum term of three (3) years, including all or part of the first year. When transitioning from Regular to Sustaining status, the member will receive a prorated credit for annual dues paid through December 31 and will pay a non-refundable Sustaining fee equal to 20% of the baseline dues.
 7. In each subsequent year of Sustaining membership, the member will pay only the Sustaining fee. Upon returning to Regular status, the member will receive any credit from year one (1) applied to the prorated regular dues for the remainder of the year of return. No refund or credit will be issued for past-due amounts.
 8. If there is a membership waiting list, a member moving to the Sustaining category will create an immediate opening on the active roster.
 9. Upon returning to active status, the member will bypass the existing membership waiting list.
 10. Sustaining members will have full use of the Club facilities, except for booking privileges, and will have full voting privileges.
 11. Sustaining members while on non-medical LOA may play with payment of green fees either at the 18 or 9-hole 'guest' rate or the lowest rate applicable to the tee time being booked.
 12. Sustaining members on medical LOA, who wish to assess their playing capability for a return to active status, should consult with the Head Professional for assistance in determining the most appropriate booking, playing time and associated green fees.
 13. At the conclusion of the subsequent two full years of Sustaining membership (in addition to year 1), without a return to Regular membership, the membership will be terminated on December 31, with no credit owing, other than return of the initial share cost.
 14. A Sustaining member may terminate membership at any time; however, no refund or credit will be given in respect of any dues or entry fee paid, other than return of the share cost.

3.2. Associate Membership

Associate members are not shareholders, do not have voting privileges and cannot hold office. They comprise three categories: Student, Junior and Juniors-in-waiting. Except for Juniors-in-waiting, the following apply:

1. No entry or share fee, no voting privileges.
2. Full booking and playing privileges, and up to three guest bookings per round
3. Associate Members have full use of the Club facilities, Pro Shop discounts on in-stock products, power cart rental discounts and reciprocal privileges at Vancouver Island and lower mainland courses published annually.
4. Associate Members receive 10 % off the entry fee for each full year of membership when transitioning to Regular Membership.

3.2.1. Student

1. Student Members must be 19 years of age or older.
2. Student Members must be enrolled in a recognized full-time post-secondary collegiate or university program (as defined by CRA) and provide documented proof of enrolment.
3. One-year contractual obligation from the time of joining, unless they cease to be a student at any time during the year.
4. Proof of eligibility (as per item 2) is required for each term of the academic year to maintain student status.
5. Upon cessation of student status, the member may transition to the Intermediate category (if eligible) with an appropriate dues adjustment.
6. Dues - 30% of the annual baseline rate plus applicable taxes.

3.2.2. Junior

1. Junior members must be between the ages of 13 and 18 (DOB required) and are placed in two divisions: Division 1 - ages 13 to 15, and Division 2 - ages 16 to 18.
2. Dues are based on the annual dues baseline rate: 10% for Div. 1 and 15% for Div. 2.
3. Children or Grandchildren of Regular members, between the ages of 13 and 18, are eligible to receive a complimentary Junior membership. The regular member, parent, or grandparent must apply at the Club Office. If the sponsoring member ceases to be a member, the corresponding complementary Junior membership will be terminated at the end of the year.
4. Membership is based on a one-year contract, with the first year prorated to December 31, and each subsequent renewal commencing on January 1 of the following year. (No refund for early termination.)
5. Junior members transitioning from Division 1 to Division 2 during the year will have prorated dues adjustments applied on their birthdate.
6. On their 19th Birthday, Juniors may transition to either Student or Intermediate (under terms of eligibility) with an appropriate prorated dues adjustment. Otherwise, membership will cease on that date.

7. Junior members may be required to take an introductory course administered by the Head Professional or provide the Head Professional with evidence of basic competency.
8. Beginning golfers are encouraged to take further training under the auspices of the Professional staff and/or participate in training programs set up by the Club.
9. Junior members may participate in the RCGA handicap system and compete in sanctioned Club, Golf BC, and Golf Canada tournaments, representing the Club.

3.2.3. Juniors-in-waiting

The Club encourages children's play to foster the advancement and enjoyment of golf at Mount Brenton.

1. The Board endorses a junior training program provided by the Junior Development Coordinator, the Club Captain, and the Club's Professional staff.
2. Juniors aged 12 and under must have an orientation/introductory session with the Head Professional or provide proof of basic competence in the rules and etiquette of the game.
3. Juniors ages 12 and under must always play with a responsible adult (age 18 or older). Green fees to be determined by the Head Professional.
4. Juniors 12 and under may play for free after 2 pm when accompanied by an adult.
5. Juniors aged 12 and above are encouraged to join the Club and take advantage of its facilities, training programs, discounts, and amenities.

3.3. Membership and Waiting lists

The Board may, from time to time, cap the total membership list or any constituent member category at a number deemed in the best interests of the Club.

1. In the event of a membership cap, a waiting list will be established through the Board office, and any new member applicant may be added to the waiting list.
2. New Student and Junior members will be admitted regardless of a current cap on the total membership and will not be placed on a waiting list.
3. A non-refundable deposit of \$300 must accompany the application for new membership and will be applied to the first year of dues once accepted; (not applicable to Student and Junior members).
4. When eligible for membership, the applicant will be notified by telephone and email and will have 10 days to complete their application, pay the entry fee, and settle their share and dues.
5. If an applicant declines or fails to complete the application within 10 days, their name will be placed at the bottom of the list.
6. Resignations from the waiting list will forfeit their deposit.

3.3.1. Priority of Membership and List Placement

The Board will deal with applications for Membership and/or placement on the waiting list in the order they are received, except for the following:

1. A Qualified Transferee, within the meaning of that term as used in the Articles of Mount Brenton Golf Course Ltd., who is approved and who applies for membership within five years of the issuance of a Class "B" Common share, in accordance with section 27.1(8)(d) of the Articles.
2. All new member applications, except those from new Students and juniors, will be placed on the list in the order received, subject to provisions 1, 2, and 3.
3. Waiting list members will be granted a provisional membership card, which allows them to book within the six-day green fee booking window at a discounted rate, not to exceed the guest/reciprocal green fee.

3.4. Booking Privileges and Tee Times

All members will have advanced, priority booking privileges for tee times, as specified in their membership category terms.

1. All members, regular and associate, have advanced booking privileges seven days in advance of their play date.
2. Non-member green fee players may book six days in advance of their play date.
3. The booking period will begin at such time as determined by the Golf Operations Committee.
4. Bookings are preferred online, using the current booking system.
5. Supplementary bookings or changes may also be made in person or by telephone through the Pro Shop.
6. No member may book more than one tee time within a 4-hour period or be booked by another member into more than one tee time within a 4-hour period.
7. Tee time bookings must be populated with participants' names within 24 hours of booking, either online or by calling the Pro Shop. Failure to do so may result in cancellation of the tee time.
8. All players who need to cancel a tee time should do so within 24 hours of the play time. Public players who fail to do so may incur a fee equivalent to the green fee rate. Members will not incur a fee; however, frequent no-shows will be monitored and may result in a warning or further Board-administered penalties. The Pro Shop will use its discretion in cases of illness, valid unforeseen circumstances, or weather conditions.
9. At the Head Professional's discretion, in consultation with the Board, some tee times may be blocked for green-fee players to promote golf and benefit the Club.
10. At the discretion of the Head Professional, advanced bookings may be made for small groups of golf tourists or 'Play and Stay' packages with local hotels.

4. Membership Dues and Green Fees

The Board will annually update the required fees for shares, entry fees, and baseline dues, payable on or before January 1 of the new year. Dues are paid annually and

constitute a one-year membership contract with the Club. For new members joining in any category partway through the year, dues are prorated from the date of joining to December 31. For age-based categories reaching a transitioning or termination birthday during the year, dues are prorated to that date.

4.1. Payment Options: Late Payment and Default

1. Payment of dues (and other applicable fees) may be made in full or pro-rated for the annual amount by cheque, e-transfer, or credit card at the time of joining or on the renewal date of membership.
2. Alternatively, payment may be made in equal monthly Pre-Authorized Debit (PAD) payments arranged through the Club Office.
3. Booking and playing privileges are automatically suspended on January 1 if full payment has not been received or the PAD agreement is not completed.
4. Late payment of annual dues or failure to complete a PAD agreement before January 1 will result in interest at 2% of the total dues per month, compounding monthly until payment is made or arranged.
5. 30 days after the renewal date, a registered letter and email will be sent to the member advising that their membership will be terminated if no response is received within 15 days.
6. Late payment of dues will not be prorated and will include all dues payable from the date of renewal for each category, along with any accumulated interest.
7. Monthly payments (PAD) in arrears will result in suspension of member privileges, a block on green fee playing privileges, potential bank charges and/or other measures as may be adopted by the Board.
8. When a membership is revoked or terminated for cause, no refund of annual dues is payable.
9. Annual dues are generally not refunded in the event of voluntary termination or cancellation of membership. However, in exceptional or unusual circumstances, a member may submit a formal written request to the Board of Directors for a prorated refund of their dues. Each such request will be dealt with on a case-by-case basis.
10. The only exception to this rule is for a deceased member, whose heirs or estate will receive a prorated refund of prepaid dues.
11. The contract period for the Regular Full and Limited categories is one year or pro-rated from the date of joining to December 31. Changing categories can only be done on the annual renewal date (January 1), except for age-based categories, which operate under separate rules.

4.2. Cart Shed Storage, Trail Fees, and Other Supplementary Charges

These charges are applied to individual members, are not part of annual dues and are not subsidized by general membership dues.

1. Member carts may be stored in the Cart Shed under the terms of the 'MB Cart Storage Agreement' at a rate established on/or before December 1, for the following year.
2. The annual rental rate is all-inclusive, covering storage, hydro, trail fees, and security/insurance costs for the facility.
3. Cart members will be issued a vehicle parking pass for use in the Cart Shed parking area, which must be prominently displayed. Member parking is limited, especially during peak periods, and is not guaranteed.
4. Payment must be made on a pro-rated basis at the time of annual dues renewal or initial contract, as outlined in Section 4.1.
5. Default of payment may result in the removal and impoundment of the member's cart from the Shed.
6. Member carts not stored and trailered to the course will be charged trail fees annually.
7. Stored and trail fee carts must be identified with an MB license sticker for the year.
8. All private member carts operating at MBGC must provide proof of liability insurance when paying storage or trail fees.
9. Non-member private carts are not permitted on the course due to liability concerns.

4.3. Green Fee and Cart Rental Rates

The Board, in consultation with the Head Professional, will establish green fee and cart rental rates annually that are consistent with industry standards and competitive with those of other Island golf courses.

1. The board will publish green fees at a season-specific rack rate. Discounted rates may be offered for member guests and immediate family (spouse, sons, and daughters).
2. Green fees may be discounted for early bird and twilight tee times on a seasonal basis, as determined by the Head Professional and approved by the Board.
3. Course maintenance rates may be instituted at specific times of year in consultation with the Head Professional and Course Superintendent.
4. A discounted guest and/or reciprocal green fee rate may be instituted at the discretion of the Head Professional in consultation with other Island or lower mainland courses and approved by the Board.
5. Power cart rental rates may be discounted and/or offered in a punch card system for members at the discretion of the Head Professional, subject to Board approval.

5. Management, Contractors, Employees

The Board is responsible for managing the Club and using such resources as needed to operate the golf course and its facilities effectively through its contractors and employees.

5.1. Head Professional and Pro Shop

1. The Head Professional is contracted to manage course play, the tee sheet and booking system, green fees, the cart rental fleet, and the procurement and sale of retail items in the Pro Shop.
2. The Club provides all fixtures and fittings of the Pro Shop, except those owned by the Head Professional, for the exclusive use of the Head Professional and his staff. The Club owns the Cart rental fleet and retail inventory, and profits accrue to the Club except for bonus clauses, which may be documented in the Head Professional's contract.
3. The Office Managers manage the daily reconciliation of receipts and revenue.
4. The Head Professional is responsible for managing Golf Passes for the club's benefit in conjunction with the directors of golf operations and member services.
5. The Head Professional is responsible for hiring and managing staff to operate the pro shop, cart-rental fleet, and course play, with starters and marshals as deemed necessary, in consultation with the Board.
6. Pro shop staff will wear casual attire that is appropriate for their duties and in keeping with the Club's dress code.
7. The Director of Golf Operations provides board oversight and serves as a liaison.
8. The Head Professional may assist in managing league play and tournaments in consultation with the Director of Golf Operations and the Club Captain.
9. The Head Professional will attend the Board's monthly meetings and, in conjunction with the Director of Golf Operations, provide a report.
10. The Head Professional and his staff may offer lessons to members and the public outside of normal contractual obligations.
11. The Director of Golf Operations will conduct a performance evaluation at or near the date of the Contract.

5.2. Food and Beverage (F&B) Service

1. The Mount Brenton Pub is managed under contract by the Food and Beverage operator, under terms negotiated by the Board. These terms include but are not limited to the pub's hours of operation, the operation of the MB Snack Shack, the operation of a course Beverage Cart, and the provision of F&B services for Club tournaments.
2. The club owns and services all furnishings and equipment in the kitchen, restaurant, and deck, except for the equipment used by the operators.
3. The Club holds the liquor permit issued by the BC Liquor and Cannabis Regulation Branch. The operator must follow the LCRB's guidelines.
4. The operator is responsible for hiring staff to operate the service efficiently.
5. The operator must comply with all health and work-safety regulations.

6. The Food & Beverage Director provides oversight and communication on behalf of the Board and will assist the operator in promoting and marketing the service to members and the public in accordance with the terms of the contract.
7. The Food & Beverage Director may conduct an annual Performance Evaluation on or around the Contract date, benefiting both the Operator and the Board.

5.3. Grounds Superintendent

1. Hires, controls, and supervises the unionized grounds crew in the seasonal and daily management of the golf course.
2. Manages the Maintenance building (located on Crozier Rd.) and other course buildings and facilities in conjunction with the Director of Building Maintenance.
3. In conjunction with the Grounds & Greens Committee, develop an annual budget for maintenance, supplies and staffing requirements for Board review.
4. Works closely with the Director of Grounds & Greens, who liaises with the Board and membership to optimize the golf course's operation.
5. Consult with the Director of Strategic Planning, the SP committee, and the Grounds & Greens Committee to develop a five-year plan, with capital costing, for major equipment, course infrastructure replacement, and improvements.
6. Attends board meetings and, in conjunction with the Director of Grounds & Greens, provides a monthly report.
7. The Director of Grounds & Greens will conduct a performance evaluation at or near the contract's anniversary date using the standardized PE form held on file in the Club Office.

5.4. Grounds Crew

1. The Grounds Crew is a member of the Service Employees International Union, Local 2, Branch 244, and works under a contract and term negotiated with the Board.
2. The contract is negotiated by the Director of Human Resources (and/or contracted professional negotiator), the Board President or designated Board member(s) and the Grounds Superintendent, as deemed appropriate by the Board.
3. The Board must ratify the final contract with a formal resolution.
4. The Board will, through the HR Director, maintain a close and cordial relationship with the local Shop Steward and Union representative at the Vancouver office during the contract's term.
5. Employment may be full-time, seasonal, part-time or casual as defined by the contract.
6. Hiring and management are under the direction of the Grounds Superintendent.

5.5. Office Managers

1. Management employees hired under 'terms of agreement' to manage all aspects of the Club Office and administrative functions.

2. Administrative and day-to-day duties are supervised by the President (or Vice-President).
3. Under the direction of the Director of Finance and the Finance Committee, provide bookkeeping and financial management of the Club's revenue and expenses. By Board resolution, have signing authority for all financial/banking transactions countersigned by the Director of Finance, President, Vice-President, or such Director with signing authority as determined and authorized by the Board.
4. Manage and reconcile payroll, accounts payable, member dues, cart member fees, green fees and retail sales revenue.
5. In conjunction with the Grounds Superintendent and the appropriate Directors, the Club's security systems, contractors, CCTV system, and Webcams are managed.
6. Maintains effective communication and relationships with members, the public, the Club's contractors, employees, suppliers, and contracted service personnel.
7. Attends monthly board meetings to record minutes and provide information relevant to the operation of the Club Office and administrative services.
8. Provides such services as may be required for Directors to perform their duties.
9. Ensure that all Directors complete such regulatory documents as are required by the Club lawyer and submit those documents to the Club's law firm and/or Registrar of Companies in compliance with the Act.
10. The President will carry out an annual Performance Evaluation at or near the anniversary date of employment using the standardized PE form held on file in the Board office.

5.5.1. Confidential Files

1. The Office will maintain a locked, confidential file of personnel records, in-camera minutes, staff medical and employment records, PAD agreements, legal documents, and other sensitive records.
2. Access to these files is restricted to the President, in the presence of one Office Manager, who shall record the event, including the date, time, and signatures of the above.
3. No other Director or staff member may access these files without the express permission of the President and the Board, and only in the presence of the President and the Office Manager.
4. These files may not be removed from the Office.

5.6. Insurance Services

1. Insurance services are typically contracted through a local broker.
2. In consultation with the Board, the President and Office Managers will negotiate and maintain appropriate property and liability insurance to protect the Club's assets and to cover all employees, directors, and member volunteers.
3. Reappraisal and valuation should be conducted annually.

5.7. Auditing and Financial Services

1. The Board will, according to shareholder approval, retain a qualified accounting firm to provide an Annual Audit and Financial Report for Board and Shareholder review.
2. The Board may, from time to time, request consulting services from a qualified accounting firm regarding financial matters.

5.8. Project, Service and Repair Contractors

1. The Board may engage various service and repair contractors on a standing basis or an individual project or job basis.
2. The Board will rely on the Directors of Projects and Building Maintenance, or Grounds and Greens (and the Grounds Superintendent, if applicable), to provide the scope of work for their respective areas.
3. In the case of a standing contract or service agreement, the responsible Director should be satisfied that the work is of high quality and reasonable cost.
4. Suppose most of the Board is unable to verify the cost or validity of a project or purchase. In that case, the Board will follow the tendering process and obtain two or three estimates or quotes from different contractors or service providers. The final decision will be made by the Board, taking into account all relevant factors.
5. Disposal of marketable surplus Club assets should be offered to the membership for a minimum of 30 days.
6. All Board-engaged contractors or service companies shall have appropriate Work Safe Coverage and a minimum liability insurance of \$2 million.
7. All contractors and service personnel must notify the Office Manager(s) and/or Grounds Superintendent of their attendance and presence at the course or Club buildings. Any keys issued for their duties must be returned by the end of the business day.

5.9. Hiring, Contracts, and Agreements (non-union)

1. The process of hiring employees and contractors, as well as developing contracts or letters of agreement, is the responsibility of the Director of Human Resources, in conjunction with the appropriate portfolio director.
2. A fair and comparative approach utilizes existing resources, such as the current cost of living and/or inflation rate, as well as industry standards for the duties of the employee or contractor.
3. Legal advice from the board-appointed lawyer may be sought for any contract, and such advice must be communicated to all Directors.
4. All contracts or letters of agreement must not exceed three years.
5. The Board must ratify all contracts and agreements.

5.10. Discretionary Bonuses

1. The board may consider discretionary bonuses for all employees, staff members, and contractors in December.

2. The first consideration will be the club's financial health. The Club is not obligated to provide a discretionary bonus to any employee, staff member, or contractor.
3. Any bonuses will be given based on a set of criteria that shall include, at a minimum, job performance, length of service, and extraordinary service.
4. A record of the previous year's bonus (if any) should be available for the Board's consideration.

5.11. Communications

The Board of Directors welcomes communication, comments or suggestions from the membership.

1. Members can communicate with the Board by hand delivery or by posting a letter to the Club Office at 2816 Henry Road, Chemainus, BC, V0R 1K5. Alternatively, they can email mtbrentonoffice@gmail.com.
2. The Office Manager will acknowledge emails or letters and forward them to all Directors for discussion. The Director of Communication or the Director responsible for the subject matter will respond. Members are also encouraged to read *The Brenton Beat*, The Club's newsletter, which is emailed periodically to all members and contains noteworthy news, information, and important announcements.
3. Members may respond directly to the Newsletter by return email.
4. Minutes of monthly Board meetings are posted in the lower lounge of the Clubhouse and on the website, as are copies of 'The Brenton Beat.'

6. Leagues and Tournaments

The Board is committed to providing equitable booking and playing time across a reasonable number of leagues and tournaments operated during the high season, while accounting for tee sheet availability for non-league recreational golfers, including members and the public.

6.1. Leagues

1. The Board will establish an ad hoc League Committee early in the year to represent interested member groups planning to operate a league. The Board reserves the right to determine the number and character of leagues.
2. The Committee Chair will be the Director of Golf Operations. Members will include the Club Captain, the Head Professional, the Director of Member Services, the Director of Communications, and one member chosen from the general membership with league experience, not to include a member of any league executive.
3. The Grounds Superintendent may be consulted for course playability and crew considerations.
4. The Club Captain will serve as a resource and liaison between the leagues and the Board's League Committee and will aid in establishing leagues.

5. Every league must have a Captain and an executive team, including a Vice-Captain and a Draw Chair. If dues or prize money are collected, a Treasurer is responsible for maintaining accurate records. The Club or any of its employees or contractors will not be held accountable for the financial management or obligations of the leagues.
6. League play will commence on or after the first week of April and cease during the last week of September. Leagues may operate on a weekly basis or at such time intervals as they determine to be appropriate. Days and start times for league play are subject to Board approval.
7. The Board may establish minimum and maximum participant counts for draws. A minimum number of participants is required for every draw, unless extraordinary circumstances exist that would otherwise maintain formal league status.
8. The Board, through the League Committee, will determine whether running or shotgun starts will be employed for play.
9. The Head Professional will reserve a predetermined number of tee times for the day of play ahead of the regular booking days and times for members.
10. League Captains must inform the Pro Shop of the draw sheet four days before the play day and release any unused tee times for members and the public. If the number of participants is below the minimum requirement, the draw may be cancelled. (If periodic zone or inter-Club tournaments affect the number of participants, this rule may be waived.)
11. Non-members may participate in league play at the guest green fee rate, provided that no member is excluded from participating.
12. Course maintenance schedules and playability due to weather conditions will take precedence over league play, as determined by the Grounds Superintendent and the Head Professional.

6.2. Tournaments

1. All club tournaments will be scheduled and operated under the direction of the Club Captain and Head Professional.
2. The Club Championship, the Men's and Ladies Amateur, and any Golf BC or Zone tournaments will be directed by the Club Captain, who will have such volunteer members as needed to operate the tournaments.
3. Mount Brenton golf passes, or any exchange passes with other Clubs, are administered by the Head Professional and should be used as tournament prizes or promotions for the benefit of the Club.
4. All participants in sanctioned tournaments must have a valid Golf Canada handicap index.
5. Private, corporate and charity tournaments will be under the direction of the Head Professional.
6. The Food and Beverage operator should be consulted for any required food and beverage service before the event.
7. The Directors of Communications and Member Services may be consulted for assistance in media promotion, marketing and advertising as required.

8. Final tournament approval rests with the Board through the Director of Golf Operations.

7. Course Rules

The Club adheres to the Rules of Golf published by Golf Canada and other regulatory golf bodies. The Club may, from time to time, publish local rules governing play and the use of the course. Adherence to the principles of 'Ready Golf' and the new Rules of Golf (2019), designed to speed up play and enhance the enjoyment of the game of golf, is paramount.

1. The Pace of Play at Mount Brenton is determined to be 4 hours or less.
2. In consultation with the Head Professional, the Club Captain is the authority for rule interpretation.
3. The Handicap Chair is responsible for allocating hole handicaps, ensuring accurate distance measures, and determining course ratings, while consulting with and utilizing Golf BC's resources.
4. The Handicap Chair will publish handicap indexes for all members participating in the Golf Canada handicap system.
5. The Head Professional determines the opening and closing times of the course in consultation with the Grounds Superintendent.
6. The Head Professional, in consultation with the Grounds Superintendent, determines the playability of the course and whether to close the whole or partial course due to snow, rain, wind, flooding, or maintenance issues. Temporary greens may be employed for frost and excessive saturation, and temporary tee boxes may be employed for maintenance or excessive saturation.
7. The Grounds Crew has the right of way when working on and traversing the course.
8. Power carts may be restricted to 'cart paths only' during winter and at other times as determined by the Grounds Superintendent.
9. All power carts are restricted from traversing the hillsides of holes 5, 6, 13 and 18; the slope between 17 green and 18 tee boxes; and the fairway adjacent to the 18 pond and green. No power carts are allowed within the white chalk lines surrounding the approaches to greens.
10. No power carts are permitted on par-3 holes, except for those with a flagged disabled permit.
11. Power carts entering fairways should use the 90-degree rule relative to their ball when entering the fairway. Fairways may be traversed until the white chalk line or cart exit signs are evident and then exit to the cart path in a 90-degree direction.
12. Power carts should avoid entering any wooded or ecologically sensitive areas of the course.

8. Conduct of Members, Guests, Staff and Contractors

All members, guests, staff, contractors, and employees are expected to conduct themselves respectfully and follow the rules. The Board is committed to providing an

environment that respects the dignity of all individuals. Unacceptable behaviour, including but not limited to personal and sexual harassment, will be addressed through the recording of incidents, investigations, and the issuance of written warnings and/or punitive penalties by the Board. Discipline will be progressive and documented. Depending on the severity of the incident or repeated offences, penalties may include suspension, termination of membership, termination of employment or permanent banishment from the course.

1. Incident reports will be completed in a format prescribed by the Board. The LCRB may recommend a specific format for reviewing alcohol-related incidents to the liquor inspector.
2. All incident reports must be filed with the Club Office and brought to the Board's attention for resolution.
3. The Director of Golf Operations is responsible for investigating all incidents and recommending any further action to the Board.
4. The Head Professional, Club Captain, Office Managers, Grounds Superintendent, Food & Beverage Manager, and Directors may initiate incident reports for investigation, either by witnessing the incident or by receiving a complaint.
5. Threats, physical altercation, or use of weapons will result in the individual being asked to leave the course immediately and/or initiate a request for law enforcement to attend by calling 911.

8.1. Personal Harassment

1. Personal harassment is defined as any abusive, unfair, or demeaning treatment of any individual that has the effect or purpose of unreasonably interfering with their status or performance or creating a hostile or intimidating environment.
2. Furthermore, such treatment has the effect or purpose of offending or demeaning a person or group of persons on the basis of race, colour, ancestry, place of origin, nationality, religion, family, marital status, physical or mental disability, age, sex, or sexual orientation.
3. Threats, unwelcome remarks, jokes, innuendos or taunting concerning any of the above are considered harassment, as are displaying racist or bigoted ethnic materials.

8.2. Sexual Harassment

1. Sexual harassment is defined as any incident involving unwelcome sexual advances, requests for sexual favours or other verbal or physical conduct of a sexual nature, which conduct may reasonably be expected to cause insecurity, discomfort, offence, or humiliation of another person.
2. Sexual harassment includes submission to, or rejection of, such conduct used as a basis for employment decisions, either real or implied.

3. Examples of sexual harassment include, but are not limited to, unwelcome remarks of a sexual nature, propositions or requests for sexual favours, unwanted touching, verbal abuse, threats, and sexual assault.

8.3. Alcohol

Alcohol may be purchased and consumed in designated areas at the Club. All members and guests of the course are expected to drink responsibly, follow the **staff's** directions, and adhere to the law regarding driving under the influence. This applies to golf carts and private motor vehicles.

1. Under the terms of the Club's liquor permit and regulations administered by the Liquor and Cannabis Regulation Branch, the Club is a licensed establishment for the sale and consumption of alcohol in the Restaurant and Clubhouse and the playing area of the golf course.
2. No outside-purchased alcohol may be brought to or consumed on the golf course. Signage to this effect is prominent on the course.
3. All alcohol sold on the golf course is labelled with an appropriate identifier and may be purchased at the Restaurant, the Snack Shack, or the Beverage cart (if applicable).
4. Failure to comply with the regulations may result in fines under the Act.
5. Staff will monitor members and green-fee players in the parking lots, the Clubhouse, and on the course. Members and green-fee players may be subject to random mandatory bag and cooler checks. Failure to comply may be interpreted as an admission of carrying contraband alcohol and may result in cancellation of the tee time and round.
6. All staff, including grounds crew and Course Marshals, will monitor illicit alcohol consumption on the course. Possession and consumption of contraband alcohol will result in confiscation of alcohol, which will be returned upon leaving the course. Perpetrators may be asked to leave the course immediately.
7. The Board has implemented a three-strike policy for the transportation and consumption of alcohol outside.
 - a. A first offence will result in a written warning, documented and kept on file in the Club office.
 - b. A second offence will result in an automatic 30-day suspension of booking and playing privileges from the date of the infraction.
 - c. A third offence will result in the automatic indefinite suspension of booking and playing privileges, followed by a Board hearing to determine whether membership should be cancelled or whether a permanent banishment from Mount Brenton should be imposed.
8. Overindulgence and inebriation on the course or Clubhouse will not be tolerated. Under "Serving it Right" guidelines, staff are obligated to cease alcohol sales when overconsumption is evident. Staff must also notify law enforcement if there is a potential for drunk driving.

9. Aberrant behaviour on the golf course resulting from overindulgence or Intoxication will result in the suspension of the round and the individual's immediate removal. Further punitive measures may follow.

8.4. Smoking & Vaping

1. Smoking tobacco products or vaping is prohibited anywhere in the Clubhouse, the Restaurant, the patio deck, the south, east, and west frontage of the Clubhouse, including the practice green, the first tee, the practice area, and within 10 metres of the cart shed.
2. Smoking is permitted on the course, subject to the agreement of playing partners. Please carry a fireproof container to dispose of smoking products responsibly. Do not dispose of smoking products on the greens, fairways, or rough, or in waste or recycling bins.
3. When fire conditions are rated extreme, smoking on the course may be prohibited while such conditions exist. Notices will be posted in the Clubhouse, on the course and on the website.

8.5. Dress Standards

The Club wishes to have a consistent dress standard for golfers on the course and Clubhouse staff. This standard will be reasonable and non-intrusive.

1. The Dress Standard for golfers will be posted at or near the Pro Shop.
2. Clothing and footwear should be appropriate for the game of golf.
3. Any attire bearing blatant product advertising (excluding designer labels and logos), offensive, demeaning or racist language, or political messaging is prohibited.
4. Pro Shop staff will monitor golfers' attire and, if deemed outside the posted standard, may deny playing privileges.
5. Clubhouse staff should wear casual clothing appropriate for their duties in keeping with the Club's dress code.

9. Member Golf Carts and Cart Shed

The Club operates a Cart Storage Facility for its members. Annual cart shed expenses, comprised of maintenance, security, hydro, and insurance, are wholly funded and supported by cart member dues. The following are the policies and rules governing the cart shed and the operation of member carts on the golf course.

1. Cart shed spaces will only be allocated to Club members.
2. The Cart Shed Rental Agreement must be completed by the owner(s) and signed by the owner(s) and an Office Manager. The Agreement is an integral part of this Policy.

3. The annual cart shed rental fee is established and published by the Board in December and is payable on January 1 in each calendar year. The initial annual fee will be prorated for cart shed rental agreements that start midyear.
4. Any electric cart and charger older than 20 years at the time of application for storage must have a certificate of good electrical and mechanical condition provided by a recognized golf cart service agent or dealer.
5. The owners must maintain all carts in the shed in good condition. Annual inspections will be conducted at the Board's discretion, using service agents as deemed appropriate by the Board. Individuals may contract out their inspection, provided it meets the Board's minimum requirements, and the results are provided to the Club Office. Failure to remedy and provide proof of such remedy of any identified issues within a reasonable period may result in the removal of the cart from the cart shed and termination of the Cart Shed Rental Agreement. Where an immediate risk to the cart or the cart shed exists, the Club may authorize and pay for immediate repairs. The cart owner agrees to reimburse the Club for the cost of these repairs.
6. Part ownership of golf carts and co-rental of a cart space will be allowed when signing a Cart Shed Rental Agreement. A co-renter may convert to a sole renter at any time. A sole renter or co-renter may not add or change a co-renter without the Club's approval.
7. After the cart is removed, any member terminating their membership will receive a pro-rated refund of the annual fee.
8. The sale of a member cart does not automatically confer the storage space on the buyer. A Cart Shed Rental Agreement must be submitted to rent cart storage space. Cart spaces cannot be gifted, deeded, loaned, or turned over to another member.
9. Storage or use of accelerants or any inflammable substance (gasoline, propane, etc.) in the cart shed or near the cart shed will not be allowed under any circumstances and, if found, will be removed by staff. Smoking or vaping in or within 10 m of the cart shed is strictly prohibited. Fueling of gas carts must take place outside, at least 10 metres away from the shed. Any member who contravenes this rule may have their Club membership and cart shed rental privileges suspended or permanently revoked immediately.
10. The Club is an electric golf-only course. The only exception will be grandfathered gas-fueled carts, which may be stored in the cart shed or used on the course only by their original owner. A grandfathered gas-propelled cart is a member-owned cart that existed before June 26, 2019. Another member or guest may drive a grandfathered gas-propelled cart even if the owner member is not present on the cart. No grandfathered gas-propelled carts will be allowed on the Course on or after January 1, 2030. Gas carts will only be stored in designated shed stalls.
11. Members who wish to continue off-course storage and trailering of electric carts or grandfathered gas-propelled carts will be required to complete a Cart Trailering Agreement and pay an annual Trail Fee. The Trail Fee is payable on January 1, and no prorated refund of the annual fee will be made if trailering is discontinued. Failure to pay this fee may result in suspension of booking privileges and/or termination of membership.

12. All carts stored in the cart shed, or Trail Fee users, shall prominently display a current Mount Brenton Golf Club cart license sticker attached to the windshield of their cart.
13. All carts, whether stored in the cart shed or used by Trail Fee users, shall be insured as set out in the Cart Shed Rental Agreement.
14. Storage of unused or abandoned carts in the cart shed is not permitted. Should a member or former member fail to remove a cart from the cart shed within 30 days of the posting of written notice by the Club, it may be removed and disposed of by Mount Brenton Golf Club without any recourse by its owner.
15. The Club will not be responsible or liable whatsoever for any death, damage, injury, or loss occasioned to a golf cart or occasioned by a golf cart's storage or use on or in the proximity of the cart shed or grounds. All such death, damage, injury, and loss will, to the fullest extent of the law, be the responsibility of the cart's owner, regardless of the actions, inactions, or negligence of the Club or its members, guests, employees, and agents.
16. All golf carts operated at the Club must adhere to the posted driving rules on the golf course and within Club facilities, including those rules restricting and governing use in and around the parking lot. Under no circumstances will any cart be allowed to cross Henry Road over the roadway or by the pedestrian crosswalk.
17. Carts may approach greens only to the perimeter indicated by white chalk lines and must follow directional cart signs. All carts are prohibited from traversing the demarcated hillsides of holes 5, 6, 13 and 18, the slope between 17 green and 18 tee and the approach and perimeter of the pond on 18. Carts may not enter or traverse the fairway of any par-three hole. Carts must be operated to avoid injury or damage to persons, property and/or vegetation. Transgression may result in the removal of golf carts from the Club, loss of cart shed rental, cart trailing, and cart rental privileges, as well as other punitive measures determined by the Board, including suspension of booking and playing privileges or termination of membership.
18. Members with mobility impairments may obtain a handicap flag through the Club Office on presentation of a physician's certificate equivalent to the SPARC BC parking permit. The flag on their cart will allow them to go on all par-three fairways. All other restrictions of (19) apply. The handicap flag must be renewed with a new signed certificate every three years.
19. Advertising, except for brand or sports team logos, offensive commercial products or services, and political messaging, in any manner or form, is prohibited on private and rental carts.

10. Course Memorials

Mount Brenton offers family and friends of deceased members or employees the opportunity to establish an enduring memorial with donated trees, shrubs, or plants, accompanied by a plaque, at specified locations on the course.

1. Due to high maintenance costs, memorial benches and plaques will no longer be used. Where room exists on current benches, additional plaques may be considered on application to the Board.
2. Those benches currently on the course will be grandfathered until they are deemed unfit and beyond repair for use on the course. The Club will contact the original donor to arrange an alternative memorial, in accordance with our policy. Should this not be possible, the plaques will be retained, and the Club will seek an alternate location for an appropriate memorial for fallen members and staff.
3. The appropriate process is for family or friends to apply to the Board through the Club Office and complete an application form. The Grounds Superintendent will then contact the applicant to discuss details and to request information on the location and type of vegetation.
4. The Grounds Superintendent will make the final decision on location and type based on course requirements, suitability, and survivability. If the planting is unsuccessful or lost due to disease or damage, the Club will not be responsible for replacement; however, it will contact the donor for a replacement if the donor so wishes. Likewise, if changing course requirements necessitate the removal or relocation of any items, the Club will contact donors to explore alternatives.
5. Plaques will be uniform in size and style, with wording determined by the applicant in consultation with the Grounds Superintendent. The ground superintendent will be responsible for procuring plaques, trees, shrubs, or plants.
6. The donor individual or group will bear the cost of any vegetation and plaque payable to Mount Brenton Golf Course Ltd.

11.0 Advertising

1. Mount Brenton contracts with many local businesses as hole sponsors for an annual fee set by the Board. Such advertising is to be tasteful and limited in size for attachment to hole markers, as determined by the Board.
2. No other commercial advertising or marketing vehicles are allowed anywhere on the course, the clubhouse or any other building or structure owned or operated by Mount Brenton Golf Course without the express written permission of the Board.

a) The Food & Beverage operator may advertise hours of operation, menu items and/or food and drink specials, or special events on poster boards, chalkboards, bulletin boards or sandwich boards in or near the clubhouse and snack shack, provided they do not interfere with the regular operation of the golf course.

The operator should seek guidance from the Board's Liaison Director on the location and method of application.

b) Except for brewery names or logos on various portable structures, such as umbrellas and sandwich boards, all other forms of alcohol advertisement are strictly regulated by the BC Liquor and Cannabis Control Branch and enforced by MBGC. many

c) The Pro Shop may advertise special events, inventory sales, or news of interest using poster boards, chalkboards, bulletin boards, or sandwich boards in and around the Clubhouse, provided the regular operation of the golf course is not impeded. Commercial advertising for golf products and apparel is limited to the inside of the Pro Shop.

d) The office manager controls the Bulletin boards located near the main Clubhouse entrance and in the lower lounge. Before posting, the office manager should approve any commercial or private notices or advertising.

e) Political, religious or controversial messaging is strictly prohibited anywhere on Mount Brenton Golf Course property.

3. Mount Brenton hosts several charity golf tournaments, each of which may have various sponsors. Mount Brenton will allow these sponsors to advertise at the tournaments, provided they do not interfere with the golf course's normal operations.

a) If in doubt as to the placement of signs and posters, advice should be sought by the tournament organizers from the Head professional, the Head Groundskeeper and/or the Director of Golf Operations. Posters will not usually be attached to the outer walls of the Clubhouse or any other MB building using tape, staples, nails, or screws.

b) Signs or posters may be placed no more than one day before the tournament and removed no more than one day after.

4. Advertising or messaging (except as noted below) is prohibited on private member carts or MB rental carts, except for sports or team logo decals.

a) On rental carts equipped with a clear plastic message holder (front canopy), MBGC may provide pertinent messaging for cart users or contracted advertising from local businesses.

12.0 Distribution, Review and Revision

The Operations Manual will be available to all Directors and Members through such medium as the Board determines. It should be reviewed and revised completely at least once every three years.

1. The Operations Manual is a dynamic document that should be revised and updated as circumstances and policies change. It is relevant to the board's day-to-day guidance, and information for all members is paramount.

2. Any policy, rule or substantive change instituted by the Board and inherent in this manual should trigger the revision of the applicable section when the change is approved by the Board and noted by the 'date of revision.'
3. The board should undertake a general review every three years and make changes or updates as required by circumstances or changing conditions, with annotations indicating the current year of the Manual.
4. The club office should retain a master copy of the manual.
5. All Directors should receive a copy of the current Manual on election to the Board.
6. All Board Officers, the Head Professional, the Grounds Superintendent and the Food & Beverage Manager should receive a copy.
7. The Manual will be posted on the Club website in the members' section, and all new members will be made aware of its location

Revision Log

Section/Req	Summary of Change	Date
Revision Log	Added Revision Log	Nov. 20, 2022
5.5.1 / 2	Reworded to clarify access requirements	Nov. 20, 2022
Section 3.0	Intermediate membership changed from Associate to Regular	April 19, 2023
Mission Statement	Updating to include respectful and inclusive atmosphere	April 19, 2023
3.1.2.4	Limited membership dues percentage increased to 75% over a 2-year period	Nov. 24, 2023
11.0	Added 11.0 Advertising	Sept. 18, 2024
Sections 3,4,5,9	Multiple updates and revisions	January 13/25
Section 1&2	Multiple updates and revisions	May 1, 2025
Section 4.1	New amendment, item 11	Oct. 23, 2025