

**SECTION A: GOVERNANCE STRUCTURE**

**POLICY NUMBER: 1**

**POLICY NAME: Purpose of Policy Manual**

**APPROVAL DATE:**

**REVISION DATE:**

1. All AGCC personnel will be made aware of the policy manual.
- 1.02 It is the intent and goal of the AGCC that the Golf Course be operated in a professional, efficient and productive manner that shall ensure the highest level of golf and food and beverage operations.
- 1.03 This Policy and Procedures Manual provides direction and pertinent information for the golf course and clubhouse operation and maintenance.

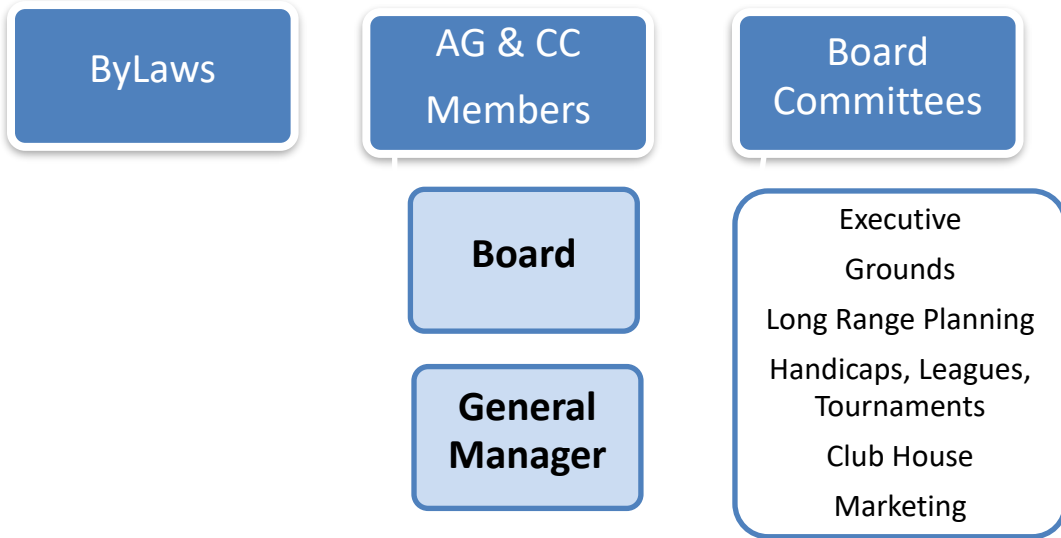
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**POLICY NUMBER: 2**

**POLICY NAME: Organizational Chart**

**APPROVAL DATE:**

**REVISION DATE:**



**SECTION A: GOVERNANCE STRUCTURE**

**POLICY NUMBER: 3**

**POLICY NAME: Mandate and Authority of Board**

**APPROVAL DATE:**

**REVISION DATE:**

3.01 The Board of Directors function in two major ways:

- a. Externally: It has the responsibility of serving the club effectively in its relations to the community, to government and its departments of taxation and regulation and to the appropriate governing golf bodies.
- b. Internally: It has the authority to establish policies and to see they are properly carried out by the GM and indirectly, through the president, to establish committees and oversee their functioning.

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**POLICY NUMBER: 4**

**POLICY NAME: Board Members' Code of Conduct**

**APPROVAL DATE:**

**REVISION DATE:**

- 4.01 The Board expects ethical and businesslike conduct of itself and its members. This commitment includes proper use of authority and appropriate decorum in group and individual behavior when acting as Board members.
- 4.02 Board members must avoid any conflict of interest.
  - a. There shall be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to “inside” information.
  - b. Board members must not use their positions to obtain employment in the Club for themselves, family members, or close associates.
  - c. Should a Board member be considered for employment, the Board member will temporarily withdraw from Board deliberation, voting, and access to applicable Board information.
- 4.03 Active Board members shall attend all board meetings. Members who miss three (3) consecutive meetings without prior notification shall be approached by the chair or designate of the Board regarding their intentions.

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**POLICY NUMBER: 5**

**POLICY NAME: Role of the President**

**APPROVAL DATE:**

**REVISION DATE:**

- 5.01 The work of the Club President as Chair includes, primarily, ensuring the integrity of the Board's process and, secondarily, occasionally representing the Board in dealing with other Club members and outside parties. The Club President is the only Board member authorized to speak for the Board (beyond simply reporting Board decisions), other than in specifically authorized instances.
2. The work of the Club President is to ensure that Board behavior is consistent with its own rules and those legitimately imposed upon it from outside the organization.
3. The president shall ensure that:
- a. Meeting discussion content only will be those issues that, according to Board policy, clearly belong to the Board to decide, not the GM.
  - b. Deliberation will be fair, open, and thorough, and also efficient, timely, and orderly.
  - c. Agenda and information, whenever possible, is received in advance
  - d. All participants are treated with respect.

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**POLICY NUMBER: 6**

**POLICY NAME: Committees**

**APPROVAL DATE:**

**REVISION DATE:**

6.01 All committees of the Society will be chaired by a member of the Board of Directors. The Board may appoint club members to committee membership as it feels necessary. The General Manager will be an ex officio member of all committees.

**6.02 Executive**

The executive committee will consist of the President, Vice-President, Secretary and Treasurer of the Society.

The executive committee will negotiate and determine objectives and compensation for the General Manager. The committee will also be responsible for evaluation of the General Manager at the end of the year. The executive committee will prepare an annual report to the Board of Directors regarding compensation for and evaluation of the General Manager.

Where the Board is on an agreed upon hiatus period or when a decision must be made and the full Board cannot meet to consider the matter requiring the decision, the executive committee is empowered to make a decision for the Board. Such executive committee decisions shall be presented to the full Board for ratification at the next regular Board meeting.

**6.03 Grounds**

The grounds committee is to ensure that the practice and playing portions of the AGCC is maintained at a high standard. The grounds committee is responsible for all improvements to the grounds portion of the golf course including fairways, greens, irrigation facilities and all buildings except for the clubhouse.

**6.04 Handicap Committee**

The handicap committee represents the club in all matters dealing with the handicapping of the membership, the handicap computer and related software, and all tournaments held at the AGCC where handicaps are imperative to a successful operation.

**6.05 Long Range Planning**

The long range planning committee is responsible for developing a five-year work plan for the golf course operations. The committee is to prioritize the items on the five-year plan and then recommend to the Board the work that is expected to be done during the next year. The plan is to be brought to the Board for final approval. Once the Board approves the plan it is up to this committee to implement the improvements for the upcoming year. It is important that this plan be in writing so that it can be passed on to any future grounds committee members.

**6.06 Club House**

The Clubhouse Committee is to ensure that the clubhouse operation of the golf course is operating in an effective manner. This committee is responsible for all of the Athabasca golf course operations, which deal with the clubhouse.

The committee is responsible for preparing a priority list of items needed to be purchased.

**6.07 Tournaments**

The tournament committee is responsible for assisting the General Manager in hosting all of the club tournaments. This includes, collecting fees, handing out prizes, advertising, etc. A duly appointed member will act as the tournament chair for each club tournament. This member will rely on the experience of the General Manager for a successful operation of the tournament.

#### 6.08 **Marketing**

The Marketing Committee is responsible for promoting the AGCC and the benefits of membership in the club. The Marketing Committee's also promotes the AGCC in order to attract tournaments and walk on golfers to the AGCC.

The Marketing Committee will develop a marketing plan and be prepared to present it to the executive prior to the next fiscal year. Once the plan has been approved this committee is to implement the plan.

The Marketing Committee is also responsible for identifying and applying for all grant applications and funds available to the AGCC as well as protecting the logo and brand of the AGCC.

In conjunction with the tournament committee this committee, is also responsible for promoting tournaments on the Athabasca Golf Course. They are to work closely with the general manager to develop new and innovative methods of attracting new tournaments to the course. This should be done early in the season to ensure that the course is properly promoted.

#### 6.09 **Leagues**

The leagues committee will help the GM set the general parameters for the operation of the club leagues, ladies' and men's nights.

#### 6.10 **Policy & Procedures Committee**

The committee is responsible for the development and maintenance of the policies and procedures.

Policies should be reviewed every three years.



**SECTION A: GOVERNANCE STRUCTURE**

**POLICY NUMBER: 7**

**POLICY NAME: Board Committee Principles**

**APPROVAL DATE:**

**REVISION DATE:**

7.01 This policy applies only to committees that are formed by Board action, whether or not the committees include non-Board members. It does not apply to committees formed under the authority of the GM or the Bylaws.

1. Board committees will be given assignments by the President to support the work of the Board, and so as not to interfere with delegation from Board to GM. Committees will be used sparingly, only when other methods have been deemed inadequate.
2. Staff liaisons, if any, to Board committees have voice but no vote; however, this does not prohibit the Club President from appointing a staff member to a Board committee as a voting member.
3. Board committees are to help the Board do its job, not to help the staff do its jobs. Committees ordinarily will assist the Board by preparing policy alternatives and their implications for Board deliberation. Board committees are not to be created by the Board to advise staff.
4. Board committees may not speak or act for the Board except when formally given such authority for specific and time/scope-limited purposes. Expectations and authority will be carefully stated.
5. Board committees cannot exercise authority over staff.
6. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
7. Unless otherwise specifically noted in a Board committee's charge, any action proposed by the committee that requires Board approval should be presented in sufficient detail and manner that gives the Board at least two options from which to choose. The committee should present the options neutrally, without indicating a preference, unless the Board specifically asks for some form of ranking or preference. Any time after a Board committee is created and charged, the Board may modify the committee's charge to permit the committee to take action or present a proposed action to the Board for consideration without the necessity of having two or more options for consideration.