



**TWENTY VALLEY GOLF AND COUNTRY CLUB  
BOARD OF DIRECTORS MEETING  
Wednesday, January 24, 2024 – 6:30pm  
VIA ZOOM**

**MINUTES**

Attendance - Present = X

x	Mark Hooper	x	Tracy MacPherson	x	Azlan Bacchus
x	Mike Persia	x	Jackie Galloway	x	Sherry Christie
x	Sue Lavigne		Brett Meadows	x	Greg Judd
x	Trevor Low	x	Mike Baines		

Staff Members

X	Steve Muys	x	Lori Valente
X	Ron Kenesky	x	Sarah Arcaro

**1. Call to Order**

The meeting was called to order by Mark Hooper at 6:31pm

**2. Additions to Agenda**

- Half Way House Information
- Vice-President election

**3. Approval of Agenda**

**Motion to Approve agenda:**

**Moved by:** Sue Lavigne

**Seconded by:** Sherry Christie

**All in favour:** Passed

**4. Approval of Minutes**

November 22, 2023 and December 12, 2023



I am in the initial stages of reviewing our current By-Laws with David Rogers in preparation for a full update so that they will be ONCA compliant by the deadline of October 2024. Any significant changes will be brought to the Board for discussion and approval through the process.

Sue and I have also had initial discussions about the creation of a high level “business plan” for Twenty Valley that will provide us with further guidance as we evaluate revenues and expenditures at the club. There will be more to come on that.

Lastly, I encourage everyone to take a vested interest in your role on the Board as well as the Committee’s that you participate in. Please be engaged with your Committee’s and ensure that decisions are made such that the long term viability and best interests of the Members are your priority. Committee Chairs should be targeting a minimum of 1 Committee meeting per month. We MUST continue to improve our product if we are going to maintain the Membership base at current levels as remaining stagnant is not a recipe for success.

Here’s to a successful 2024 with everyone’s efforts

**Questions:** None

**Motion to accept report:** Mark Hooper

**Seconded by:** Sue Lavigne

**All in favour:** Passed

## **7. Committee Reports**

### **7.1. Long Range Planning**

No Report

### **7.2. House**

The House Committee is preparing for a full and interesting year ahead. It goes without saying that this season is one that will be looked at very closely due to the implementation of the House Minimum imposed for 2024. With a keen eye to providing a service worthy of the club and its members we look to ways to make the Clubhouse both inviting and highly regarded through its menu choices, high level of service and value.

Representatives met with Sarah Arcaro, F&B Manager, recently to discuss the plan for 2024. Several items were discussed including the possibility of ‘farming out’ the kitchen duties to a third party. Many details are yet to be worked out, but the initial reactions are very positive. The intent is to have a firm plan in place by the mid February to then start to attract quality staff members for a seamless implementation of our service this season. We are excited to get to work on bringing a quality product for the 2024 golfing season

Additionally, the committee has set some benchmarks that it intends to realize including:

- 2024 F&B program plan
- 2024 F&B budget review
- Staff training manual review
- Budget tracking plan
- Capital equipment identification
- Creation of an expectations document with review/approval by Board

A committee meeting is to be scheduled promptly to hash out the details of the this and other strategies to ensure a positive delivery of our F&B for 2024.

**Motion to accept report:** Trevor Low

**Seconded by:** Mike Persia

**All in favour:** Passed

**Questions:**

Sent documentation to board, once they have reviewed, will bring to the board.

Is there a date to let 3<sup>rd</sup> party know by? Working closely, met a few times – timing purposes on their end we are ok, our end more pressing, menu options and pricing will need to be determined.

When looking at proposals of farming out kitchen duties v. in house staffing, are costs similar – for TV it is pretty transparent – looking for 90/10 split solely food revenue. Revalee is who they are looking at. They would take 90% based solely on food revenue, not an invoice certain amount to run services. Save on labour and cost of purchases. Is restaurant service to members or money-making entity. 1<sup>st</sup> year of stepping up service with house minimum in mind, best way to assure service. Free up Sarah for generating revenue outside club and spending time with service staff and getting them to a higher level.

Mark has seen document – very thorough – excellent report. Covers a lot of bases. House needs to vet it first. Hoping to get out to full board once house committee reviews.

Who is responsible for equipment, pots pans dishes, equipment in kitchen? Do we maintain it, keep it up to snuff? Hours of operation?

Insurance? Partnering with them, will have first right of any operation. Events come through us first.

Menu planning – will make menu but will do with Sara. Still operated and overseen by Sara.

**7.3. Pro Shop/Junior Golf**

Proposed changes to Policy outlined in yellow (Motioned by- Greg Judd, Seconder - Sherry Christie)

**1.2 Green Fee Rates 2024 Season (Includes HST)**

Time of Season	2023		2024
	Walking	Riding	Walking
Spring (May 1-May 15) & Fall (Oct 1 - aeration)	\$47	\$69.50	\$51
Thurs/Fri/Weekend/Holiday	\$69	\$91.50	\$73
Mon-Wed (excluding Holidays)	\$59	\$81.50	\$63
Pre-Twilight (after 2:00pm)	\$47	\$69.50	\$51
Twilight (After 4:00pm)	\$37	\$52.00	\$45
9 Hole (only available after 11am)	\$38	\$53.00	\$39
Shoulder Season (Apr & earlier, aeration & later)	\$40	\$62.50	\$45
Junior (only available after 11am)	\$31	\$31	\$35
Junior 9 Hole (only available after 11am)	\$18	\$18	\$25

Weekday Member Event Play	\$25	\$30	\$30
Associate/Non Member Field Day Play	\$45	\$50	\$50

**\*\* Please note:** Riding column was removed. Committee thought redundant, riding cart cost incrementally added to walking round if needed, see section 1.7.

### 1.6 Membership Add-Ons 2024 Season (excludes GST)

Description	2023	2024
Club Storage	\$180	\$190(5.6)
Club and Cart Storage	\$235	\$250(6.4)
Driving Range Plan	\$262.50	\$280(6.7)
Locker	\$25	\$25
All-In Package (club/cart storage, range and locker)	\$50 discount	\$50 discount
Riding Cart Plan	\$800	\$800

**\*\* Rate increase in % yr/yr in brackets and reflect a small increase to support the minimum wages increase to the club.**

### 1.9 Riding Carts: Per Rider (Includes HST)

Description	2023	2024
Non-Member	\$22.50	\$22.50
Member	\$19.50	\$19.50
9 Holes	\$14.50	\$15.00
Twilight (after 4pm)	\$14.50	\$17.50
Tournaments	\$22.50	\$22.50
Package of 10 (9 hole)	\$135	\$135
Package of 10	\$185	\$185
Package of 30	\$525	\$525

### Add-ons

A lot of members have new or newer electric cars – sometimes the back shop has to remove bag to store carts; some are quite wide and labour and real estate intensive to store the clubs

### Riding Carts

Remain consistent – green fees for twilight increased so staying in line with that. Incurred some cart damage in twilight hours.

Why hold cart fees and increase green fees: called around and we are the only club that has two rates for member or non-member. Price per car at Sawmill \$19; Rockway \$20; Royal Niagara \$20 plus tax: PC \$20 plus tax: Southbrook \$20; Bridgewater \$22.

If we up member rate, have to increase non-member rate but we are already top end of the cart rates.

Motion to accept changes to fees:

**Motioned by:** Greg Judd                      **Seconded by:** Sherry Christie  
**All in Favour:** Passed

**Questions:**

Junior 9-hole significant increase, error in chart and corrected as posted. Junior membership up \$1.00; major junior green fee'ers are guest of member rates. Sell zero non-member junior green fees. Competitive scan? Ron did, Sawmill \$53; Rockway \$70; Royal Niagara \$70; Port Colborne \$59, Bridgewater \$60

Is this keeping in line with trying to reduce place? Part of discussion but it wasn't the driver. Rates brought to committee by Ron. Think our course has a higher quality which justifies the increase. With cart, our rate is close to \$100.

**Sections 1.2.1 Pull Carts and Section 1.8 Range Balls - No Change**

**Additional** - Pro Shop also discussed.

1. 2024 Volunteer program review
2. Total rounds target review
3. 2024 Budget review - draft has been developed to present for approval.
4. Capital equipment identification - ongoing.
5. Games Committee Update - Event dates have been set for the majority of 2024 Field days. Formats still to be determined by Games Committee's March Meeting.

**Questions/comments:**

**Motion to accept report:** Greg Judd                      **Seconded by:** Mike Baines  
**All in favour:** Passed

**7.4 Greens**

**Current Course Projects 2024**

Hole	Type	Description	Start Date / End Date	Effort/Materials	Cost
Hole 2	Tee Deck Renovation	Gold Deck – Irrigation, shape, grade and sod (cart path requires sodding)	May 1 thru May 31	100-man hrs. Irrigation supplies, tee material (sand mix) and bluegrass – bent will be sourced in house	\$3,500
Hole 3	Tee Deck Renovation	Blue Deck – Grade and Resurface	TBD	30-man hrs. Small amount of tee mix and a skid of bluegrass	\$1,500

	Cart Path	Complete landscaping along new path from 3 green to bridge on 4	May 1 thru May 31	60-man hrs. final grading, top soil and sod.	\$4,500
Hole 4	Tee Deck Renovation	Red Deck – Evaluate size and position	TBD	20-man hrs. Some sod work, no grading.	\$1,000
Hole 5	Tee Deck Renovation	Front Deck – Fill, grade and resurface as one level	Nov 1 thru Nov 14	80-man hrs. Tee mix and bluegrass.	\$4,500
Hole 8	Tee Deck Renovation	Red Deck – Grade and resurface forward tee	TBD	30-man hrs. Tee mix and bluegrass	\$2,000
Hole 10	Tee Deck Renovation	Back Deck – Shape, grade and sod	Oct 1 thru Oct 14	120-man hrs. Tee mix and bluegrass sod.	\$5,600
Hole 13	Tee Deck Renovation	Forward Tee – Enlarge, grade and reposition	Aug 19 thru Sept 15	60-man hrs. Tee mix and bluegrass sod.	\$2,000
Hole 14	Tee Deck Renovation	Red Tee – Final grade and sod	May 1 thru May 31	40-man hrs. sod and bluegrass needed	\$2,000
	Grass Contouring	Red Tee Area – Rough in area around tee and reshape start of fairway	May 1 thru May 31	Covered in the tee deck reno.	NA

### Drainage

Putting Green Culvert - Complete landscaping along road way from city drainage work. This project will require some grading and sodding to complete.

Project cost - \$750

Drain pipe at load dock - This project could be completed within a day. Excavation of old pipe and installation of new drainage from loading dock to 3 tee path.

Project cost – \$500

### Bench Pad Project

Purpose of this project is to provide a unified look course wide at the start of each hole. Twenty Valley specific benches will be secured to concrete pads at their respective hole locations. These stations will also include a fixed hole sign with ball washer and garage can.

Note: para-mutual group to provide hole sign structure and hole number sign. Operations to get an estimate on benches (includes manufactured legs and tops), as well as upgrades or replacement of ball washers.

Cost incurred for this project includes concrete (approx. 9 yds \$2,700), grade A stone (\$300), hardware (bolts for benches \$250), sod (\$1,000) and top soil (\$325).

Project cost - \$3,575

]

### Replace Fire Pond Fence

The fence around the fire pond on needs to be replaced and Steve is current gathering prices.

Project Cost - TBD

### Over Seeding Program (Aug. Timeframe)

Purpose of this project is to enhance and develop the agronomic product by establishing or

strengthening specific cultivars of turf grasses across the property. We will start on this program in 2024 and do as much as the budget and time constrains allow.

Note: current operational task includes the addition daily bentgrass seed to tee divot mix. The Range at Twenty Valley is a variety of rye grasses used for practical purposes maintained on a regularly scheduled program including topdressing, over seed and fertilization. Fairway divot bottles and on course divot boxes are filled with a soil and bentgrass variety seed.

#### A. Fairways/Approach

The purpose of over seeding these locations would to be transition previous rough areas of 2 inch bluegrass to fairway turf at 1/2 inch bentgrass. These locations have been cut down to height for either playability or turf health purposes and will be better established with over seeding.

#### B. Collar Cutouts (Holes 5 and 18)

Collar expansions on holes 5 and 18 previously have been cut to fairway height for playability purposes. They are prominently bluegrass types and do not grow well at this height. The introduction of creeping bentgrass will provide a much more unified and consistent playing surface.

#### C. Fescue

Transitioning the current mixture of tall grass fescue areas from a mix variety of grasses to stand alone fescue types will provide a much more playable type of hazard than currently exist. This will present a look similar to links style play where balls are visible and playable from fescue hazards.

#### D. Greens

The purpose of this over seeding project would be to help develop a stronger turf species at the greens height and prevent disease and pest from infiltrating putting surfaces. Combined with aeration and topdressing last season a noticeable improvement in turf health was identified by over seeding in heavily concentrated moss areas.

#### E. Rough Weak Spot

Playable areas on the property that suffer from weak turf grass would benefit from an over seed program such a densely populated tree areas:

- Between 1 and 2 fairway over the creek
- Left of 3 fairway over the creek next to nursery and 2 tee
- Right of 5 fairway under the spruce trees next to 14 fairway
- Either side of 11 fairway in the trees

Project cost - \$5,000

### **Capital Equipment**

- 2 Greens mowers (ordered) \$ 65,000 x 2 = \$ 130,000
- 1 Trim Mower \$ 70,000
- Greens Brush (looking for unit)
- Pro Sweep (looking for a used unit)

Total – Approx. 215,000

### **Budget Status**

Steve has been gathering estimates for material costs and labour costs as well as other associated costs in his budget. Currently it is a work in progress. Steve is working closely with the finance chair and Mark.

### **Staff Training Manual**

The manual is currently in draft form and being reviewed by Steve. In covers, it details the procedures

and expectations for each of the roles the Greens department staff perform. Will be completed well before the season starts.

### **Increase in Annual Rounds Played**

The greens committee discussed the increase in the number of rounds we have seen over the last 3-4 years and the impact of that play on the course. We focused the discussion by considering the following topics below. The committee's thoughts are listed under each topic.

#### ***What has caused the increase in rounds played at the valley?***

The increased participation in golf associated with Covid has dramatically increased our membership numbers, consequentially the increased number of member rounds played and the demand for green fee play. The reduction in the number of area club's offering memberships has also contributed to our membership demand.

There was also discussion on whether this trend would continue into future years or moderate over the next few years. We aren't experts at forecasting but as a group we see a likelihood of reduced participation in golf over the next few years.

#### ***What specific issues on the course can be attributed to increased play?***

##### Divots

Without question there has been a noticeable increase in the number of unrepaired divot damage on the course. The wet condition last season did not help the situation.

##### Ball Marks

Always an issue but there has been more in the last few seasons. Again, the wet conditions last season did not help. Certain times of year are worst than others when the colour of the greens is not consistent, lighting conditions and aeration also have an effect.

##### Cart Traffic Wear

Cart usage at the course is at all-time highs. Certain areas of the course where carts traffic is high and concentrated are showing the stress and wear more than in the past.

Cart traffic around the greens and tees has increased substantially resulting in unwanted wear patterns and uneven playing conditions around greens and stressed & worn areas near some tee decks.

#### ***What can the grounds crew do to help mitigate these issues?***

Use the newsletter and more frequent communication with the membership to heighten awareness on replacing divots, repairing ball marks and keeping power carts away from tees and greens.

Add some labour to the budget to fill divots and work on worn areas of the course.

The overseed program will also help with some of our issues.

#### ***Other suggested solutions or strategies to consider?***

There are a number of suggestions below that are just that, suggestions. For those outside the Greens Committee's responsibility we defer to the appropriate committee to consider them and determine their feasibility.

The starter is the first point of contact for golfers coming to the course, both members and guests. This is an opportunity for us to communicate to all golfers the course rules and expectations for their day at the club. We have all been to courses where the starter reminds up to "keep the carts on the path, repair your ball marks, replace your divots, sand bottles are on the cart or available at the first and ninth tee, keep your carts 20 ft away from greens and tees, please assist the marshals as they work to keep

pace on the course, defibrillators are available at the halfway house and clubhouse, etc.”

Designate a hole for a day for divot repair and set divot mix bottles out in the fairway of the hole for golfers to help maintain the course.

Add signage to the golf carts reminding them to keep the carts on the paths where available, 20ft away for tees and greens, replace divot and repair ball marks.

Handicap flags mandatory for all carts that get closer than the 20ft zone around greens and tees

Green fee strategy that could reduce play with little or no impact on revenue. Target would be our reduced rate times.

Consider the marshal assisting players with extra mix bottles in their cart.

### **Summary**

The committee’s view is that the increased number of rounds at the club are having an effect on the condition of the course. That said, we believe they are manageable and can be addressed in a significant way by the suggestions put forward.

### **Water Taking Permit**

Steve has submitted our water taking permit to the ministry. We worked with Terra-Dynamics (Dave Slane’s company) to prepare the permit.

### **IPM (Integrated Pest Management) Submission**

Steve is working on completing our annual IPM submission report and mapping of pesticide products used on the golf course. This submission is made to the IPM council of Canada and is an annual requirement.

### **Questions:**

Fescue – few areas come in to play. Taking natural area and making it more of a fescue area. Certain areas where it comes into play more often and mow on regular basis. Wildflowers and pollinating portions of that. We are not changing the areas that we do not mow now (pollinating areas)

Course projects: All dollar items included in Steve’s budget with exception of #4.

Capital – had one piece of equipment before, now 2? Correct, and looking for a decent deal on a used piece of equipment. Low dollar value.

Was #2 Tee approved? No so now we are doing something out of scope. In this case building a brand-new tee block. Doing something that was not in scope, and spending money that was not approved. Referred back to Greens Committee for discussion and path forward.

**Motion to approve report:** Mike Baines

**Seconded by:** Mark Hooper

**All in favour:** Passed

### **7.5 Ladies President**

Solheim Cup – Twenty Valley will enter once again with the match at Twenty Valley set for August 10, 2024. Ladies Invitational will be August 13, 2024 (to be confirmed with Ron)

World Women’s Golf week is May 28 to June 4 with June 4 being Women’s World Golf day. Hoping to highlight this through some activities with the women.

Ladies League:

The ladies are moving forward with one league for Tuesdays. Registration information was sent out to

all previous league members. Priority will be given to Twenty Valley Members and last year's participants. Currently there are 30 registered for the morning, 70 registered for the afternoon. The deadline to register has been extended due to some confusion on the format of the league. There are 70 women on a waitlist. I have drafted a communication, which has been provided to the committee. They are meeting this week and will review and provide me with feedback prior to sending it out.

The committee has requested an update to the afternoon tee time, which was mentioned in my November Board Meeting report. The morning tee times remain the same as previous years. The afternoon tee time last year was 3pm to 7:30, with a couple foursomes booking earlier than 3 regularly. Last year the business ladies had 100 golfers registered. On average there was approximately a 70% attendance rate for the afternoons, based on the information in Tee-on. A survey was sent out in 2023 which showed no one was interested in the late times. The morning tee time for green fee'ers is solely for 18 holes and not for 9 holes.

League would like to close out women's league at 6:15 or 6:30 pm. They are happy to open the later tee times to membership and green fee'ers. It is felt that golfers are signing up for 22 weeks of golf but realistically, you can only get 9 holes in at 6:30 for about 8 weeks of the summer. Times blocked after 6:15 were not used, so the request is to have the tee time of 2pm to 6:15 blocked for the afternoon portion of the league. The requested tee times are less in number.

Due to working from home, etc, there is more ability to come out earlier and enjoy the clubhouse after. There was a definite increase in after golf festivities in 2023

I have requested that the committee work with the pro shop directly regarding the "operations" of the league itself.

The policy related to the leagues (women and men) is very vague. I am requesting an update to Section 6 of the policy manual, as follows

**MOTION:**

With regard to General Playing Restrictions as set out in Section 6 of Twenty Valley Members' Policy that the following change be made:

**Current Wording:**

6 General Playing Restrictions

*6.1 Tuesdays:*

*9- and 18-Hole Ladies' League members are given priority on the first tee reserved in the morning. Business Ladies' League players are given priority on the first tee in the late afternoon and evening.*

*6.2 Thursdays*

*Men's League players are given priority on the first tee. League tee times will be reserved on the tee sheet.*

**Proposed Wording:**

6 General Playing Restrictions

*6.1 Tuesdays:*

*Twenty Valley Ladies League will have blocked tee times in tee-on, for all ladies who are registered in good standing with the Tuesday ladies league. All members of this league will be given access to book their tee time at 6:30am, 7 days prior to the date of their tee time.*

*The morning blocked times for the Tuesday Ladies League will be 9:00 am-11:00 am in the Spring, moving back in 15-minute increments until an 8:00 am start is possible. Once the tee time has been updated to 8:00 am, the tee times will be blocked until 10:00 am. The afternoon tee times will be blocked from 2:30 pm-6:30 pm. Any changes to the set blocked tee times must be brought to the board for approval.*

## **6.2 Thursdays**

*Twenty Valley Mens League will have blocked tee times in tee-on, for all men who are registered in good standing with the Thursday Men's league. All members of this league will be given access to book their tee time @ 6:30am, 7 days prior to the date of their tee time*

*The morning blocked times for the Thursday Men's League will be 8:00 am-9:00 am in the Spring, moving back in 15-minute increments until an 7:00 am start is possible. Once the tee time has been updated to 7:00 am, the tee times will be blocked until 8:00 am. The afternoon tee times will be blocked from 11:00 pm-6:00 pm. Any changes to these set blocked tee times must be brought to the board for approval.*

**Motioned by:** Jackie Galloway

**Seconded:** Sherry Christie

**All in favour: Passed**

## **Questions/Comment:**

What is the attendance like?

9 and 18 are not all members, The report provided on rounds played but it didn't match golf genius so hard to determine. There were 22 weeks available but only 18 played due to weather. Asked committees to create policy related to no-shows. Attendance approximately 70 %

Ron – Concerns: Cancellations on the day of business ladies; no communication from committee regarding amalgamation of the leagues and plans; registration forms went out and was left in dark and couldn't answer questions; 18 hole girls were 8am-930, asking for 10 is a bigger block; blocking at 2pm will affect revenue. Finishing budget – getting lots of information from ladies on using golf genius, collecting money weekly, reconciling. If the league runs similar to men's league it will take more manpower

Jackie: - Business ladies still work and there will be times that work takes priority which would account for many cancellations. If there were questions from the pro-shop or information was needed, then the pro shop could have reached out to the committee. The November minutes were provided prior to the November meeting with information on both the committee and the tee times that would be requested. No questions were asked at that meeting or the two months since that meeting. My understanding was the 8am-10am slot was blocked but not necessarily utilized. With one full league, would like to start with this time slot for the morning; The pro shop did the scoring in golf genius for both ladies leagues last year so this is not a change; the collection of the weekly rate was offered by the pro shop last year and will need to be worked out between Ron and the committee; I am not sure why there would need to be more manpower as nothing is really changed as far as I can see from last year and the pro shop involvement but again, needs to be worked out between Ron and committee. Suggest Ron reach out to them and I will ask that the committee do the same. With respect to revenue, the 2pm-3pm times were used by three groups of members and two to three groups from the ladies league so I am not sure where revenue would be lost. Many operational questions that could be answer with some communication.

Pro Shop won't open up tee sheet after 630 for Green fee'ers because they won't get 9 holes in – members should be able to go out – may offer back nine because most ladies do not play 18.

Is there a maximum ladies league they are shooting for – 35 in the morning, 70 in the afternoon, looking at 7-9 for the morning and 50 on waitlist for afternoon. Committee working hard to get this morning. There will be growing pains, and I would ask that they get support to make this league successful.

Noted that 4 ladies who were business ladies last year joined as full members this year. The same has happened in previous years as well.

Expectation is that women registered in the league, should play within blocked times. Women who are non-members of Twenty Valley and book outside of blocked time will not have the benefit of the discounted league rate.

Discounted Rate: Going up same % as other rates this year.

**Motion to accept report moved by:** Jackie Galloway      **Seconded by:** Greg Judd  
**All in Favour:** Passed

## **7.6 Marketing & Communications**

The website seems to have been well received. The member section has had some issues regarding member login. However, Lori has forwarded them to me and the issues have been resolved.

I will be setting up training for Lori, Ron, Sarah and Steve, to train them on editing of the website. Each will be given access to their specific department of responsibility so they can make changes as needed. This will hopefully take place middle to end of February.

I will reach out to Erica soon to garner interest in returning as the social media coordinator. A plan B will need to be considered if she is not returning.

### **Questions/comments:**

Sarah may be able to help with marketing and social media if we use the 3<sup>rd</sup> party for the clubhouse. Az needs to review hours and pay for the social media person. May need to review expectations and overall scope of what is expected.

**Motion to Approve:** Azlan Bacchus      **Seconded by:** Greg Judd  
**All in Favour:** Passed

## **7.7 Games and Handicap**

No report

## 7.8 Membership

Committee met on January 16, 2024

### Refunds/Credits

A gold member transferred to medical in 2022. She paid membership dues for the full playing season and paid \$400.00 commitment fee for 2023. She did not play in 2023 and has resigned from the club.

**MOTION:** To refund the gold member 103 days of 2022 membership dues and \$400.00 commitment fee paid in 2023.

**MOTION BY:** Sherry Christie

**SECONDED BY:** Tracy MacPherson

**All in Favour:** Passed

### Waitlist Administration

It took 6 weeks to complete administration of the waitlist. Because of the change in the commitment date from January 31 to November 30 we allowed a short grace period to contact existing members who had not made their commitment. Once this was complete Lori began the long and arduous process of contacting waitlist applicants. Going forward applicants will be advised when making application that they will be contacted in early December and will need to accept or decline the offer of membership within 3 days with no extension.

Members need to be cognizant of the commitment date. It would be beneficial to list "Dates to Remember" on the website. Perhaps begin advance notice of commitment date in September.

### Medical

There was discussion regarding term limits for medical leave and it was decided that it was not necessary as our policy does not guarantee a spot after one year. We also discussed selling memberships that are on medical allowing each category to go over cap by 2 which should be offset by attrition.

There was discussion regarding administration of medical leave and credits. Credits are often delayed for a month waiting for approval by the board. The policy provides for payment of credits and a formula to calculate the credits. The committee agreed that the board should provide approval for medical leave instead of approval for credit of dues paid. Once the board has approved the medical leave the administration of providing credit can be completed by the office manager in accordance with the formula set out in the members' policy.

**MOTION:** With regard to Medical as set out in Twenty Valley Policy 2.9 that the following change be made.

### CURRENT WORDING:

In the case of major health reasons, a voting member may transfer from active to Medical membership category. Category will be reserved for a period of time at the discretion of the board, not to exceed one year. If the member has a fully paid bond the member will retain full voting membership status. In addition, a voting member may transfer from active to medical social in the event that a family member requires care due to major health reasons. The specified family members for whom a member may transfer to medical social are the member's spouse, a parent, step-parent or foster parent of the member or the member's spouse, a child, step-child or foster child of the member or member's spouse, a grandparent or step-grandparent of the member or the member's spouse, a grandchild or step-grandchild of the member or member's spouse, a spouse of a child of the member, a brother or sister of the member, a relative of the member who is dependent on the member for care or assistance.

Medical leave requests must be submitted in writing to the Administration Office and Membership Chairperson before the medical leave is required, unless the member is physically unable to do so.

Medical leave requests will not be backdated unless unforeseen circumstances cause the member to be unable to submit the request in advance. Medical leaves are only granted for absences of 60 days or longer during the active golf season. Medical leave credits are awarded for membership dues only. Medical leave is available to gold, silver, bronze, weekday, intermediate gold and intermediate silver categories.

Members on the Medical list at the end of the season will be removed effective December 31 of the current playing season. Members needing to start the next playing season on Medical are still required to provide a commitment payment to the club.

Member credits will be evaluated using Policy 3.4 (Refunds, Credit and Partial Year Dues) upon returning to an active playing category in-season or on December 31 of the playing season should they not return in the current playing season.

Members remaining on Medical for longer than 1 year may be returned to an active playing category based upon availability. The waiting list policy may be utilized in full categories.

#### PROPOSED WORDING:

In the case of major health reasons, a voting member may transfer from active to Medical membership category. Category will be reserved for a period of time at the discretion of the board, not to exceed one year. If the member has a fully paid bond the member will retain full voting membership status.

In addition, a voting member may transfer from active to medical social in the event that a family member requires care due to major health reasons. The specified family members for whom a member may transfer to medical social are the member's spouse, a parent, step-parent or foster parent of the member or the member's spouse, a child, step-child or foster child of the member or member's spouse, a grandparent or step-grandparent of the member or the member's spouse, a grandchild or step-grandchild of the member or member's spouse, a spouse of a child of the member, a brother or sister of the member, a relative of the member who is dependent on the member for care or assistance.

Medical leave requests must be submitted in writing to the Administration Office and Membership Chairperson before the medical leave is required, unless the member is physically unable to do so. Medical leave requests will not be backdated unless unforeseen circumstances cause the member to be unable to submit the request in advance. Medical leaves are only granted for absences of 60 days or longer during the active golf season. Medical leave is available to gold, silver, bronze, weekday, intermediate gold and intermediate silver categories *and are at the discretion of the board of directors.*

Members on the Medical list at the end of the season will be removed effective December 31 of the current playing season. Members needing to start the next playing season on Medical are still required to provide a commitment payment to the club.

~~Member credits will be evaluated using Policy 3.4 (Refunds, Credit and Partial Year Dues) upon returning to an active playing category in-season or on December 31 of the playing season should they not return in the current playing season.~~

*Medical leave credits are awarded for membership dues already paid and any prepaid add-ons such as range membership, club storage (clubs must be removed from storage), locker. Medical credits are established based on a 7 seven month season from April to October totaling 214 days. Credits will be determined on a pro-rated daily basis based on the aforesaid golfing season.*

Members remaining on Medical for longer than 1 year may be returned to an active playing category based upon availability. The waiting list policy may be utilized in full categories.

**MOTION BY:** Sherry Christie

**SECONDED BY:** Sue Lavigne

**All in Favour:** Passed

### **Credits, Refunds and Partial Year Dues**

**MOTION:** With regard to Refunds, Credits and Partial Year Dues as set out in Twenty Valley Policy 3.4 that the following change be made.

#### **CURRENT WORDING:**

Members wishing to move from active playing categories to medical or social membership may request a partial credit of only dues already paid and any prepaid add-ons such as range membership, club storage (clubs must be removed from storage), locker. Active playing categories are Gold, Silver, Bronze, Weekday, Intermediate Gold and Intermediate Silver.

Members returning to active playing categories from medical or social may do so in accordance with applicable policies.

Requests with an explanation are to be made in writing to the board for consideration.

To establish playing dues, credits or refunds the golfing season is 7 seven months from April to October totaling 214 days. Partial year dues, credits or refunds will be determined on a pro-rated daily basis based on the aforesaid golfing season.

The policy is not intended to support frequent (annual) movement between active and social categories to support a shortened playing season.

Credits and refunds for all categories are at the discretion of the board. Refunds will only be considered in exceptional circumstances (resignation, death etc.).

#### **PROPOSED WORDING:**

Members wishing to move from active playing categories to ~~medical~~ or social membership may request a partial credit of only dues already paid and any prepaid add-ons such as range membership, club storage (clubs must be removed from storage), locker. Active playing categories are Gold, Silver, Bronze, Weekday, Intermediate Gold and Intermediate Silver.

Members returning to active playing categories from ~~medical~~ or social may do so in accordance with applicable policies.

Requests with an explanation are to be made in writing to the board for consideration.

To establish playing dues, credits or refunds the golfing season is 7 seven months from April to October totaling 214 days. Partial year dues, credits or refunds will be determined on a pro-rated daily basis based on the aforesaid golfing season.

The policy is not intended to support frequent (annual) movement between active and social categories to support a shortened playing season.

Credits and refunds for all categories *save and except Medical* are at the discretion of the board. Refunds will only be considered in exceptional circumstances (resignation, death etc.).

**MOTION BY:** Sherry Christie

**SECONDED BY:** Sue Lavigne

**All in Favour:** Passed

### **Staff Playing Privileges**

The committee discussed staff playing privileges. The Operations Policy provides one free round for

every three shifts worked. This is not the policy that has been followed for many years. Pro shop staff play at Ron's discretion when tee times are available at known quieter times. If they are asked to play with a member he always approves. Staff is already limited to tee time availability as they can only book tee times 6 days in advance and can't book weekend mornings.

**MOTION:** With regard to Staff Playing Privileges as set out in Twenty Valley Operations Manual 6.1.4 that the following change be made:

**CURRENT WORDING:**

Staff are permitted to play one free round for every 3 shifts worked. Play must be cleared through the respective manager, who in turn will book the tee time with the Golf Professional. These rounds are permitted Monday-Friday at any time and Weekends/Holidays after noon.

There is no cash value and the privilege expires once a person ceases to be an employee of Twenty Valley.

Not all requests can be granted because of the day or availability.  
Staff will have use of the driving range.

Staff will pay the member rate for power carts if requested.

Guests of staff must pay green fees at the members' guest rate.

Staff of junior age are entitled to play in the Junior Club Championship.

**PROPOSED WORDING:**

Staff are permitted to play ~~one free round for every 3 shifts worked~~ *complimentary rounds with the approval of their manager and at the discretion of the Head Golf Professional*. These rounds are permitted Monday-Friday at any time and Weekends/Holidays after noon.

There is no cash value and the privilege expires once a person ceases to be an employee of Twenty Valley.

Not all requests can be granted because of the day or availability.

Staff will have use of the driving range.

Staff will pay the member rate for power carts if requested.

Guests of staff must pay green fees at the members' guest rate.

Staff of junior age are entitled to play in the *Junior League* and Junior Club Championship.

**MOTION BY:** Sherry Christie

**SECONDED BY:** Sue Lavigne

**If we aren't going to set the restriction, why do they need approval from Manager.** Relying on manager to make judgment call.

**Why didn't we apply the policy?** Very hard to track. Happy to get staff out on the course. Majority play at very quiet times.

**Do we have a report that tells us how many rounds each staff played compared to hours worked?** Ron can get # of rounds, Lori can get hours worked.

## **New Members**

Welcome letter to new members to be sent once members are approved.

**MOTION:** To approve the following as new members of Twenty Valley Gold and Country Club.

### **Bronze:**

Susan Corcoran  
Shane Davidson  
Randy Konkle  
Ken Schneider

### **Gold:**

Don Ashley  
Dan Boich  
Marianne Buwalda  
John Cieslowski  
Richard Dunda  
Paul Kingma  
Christopher Short  
David Smith  
Marv Smith  
Dan Soucie  
Bryan Veilleux

### **Intermediate Silver:**

Jason Knight  
Jay Valeriano

### **Intermediate Student**

Lauren Bozich  
Aidan Corcoran  
Ben Switzer

### **Junior:**

Zain Ahmed  
Declan Arnold  
Alex Gibson  
Dave Hanna  
Jack Hanna  
Michael Kovacs  
Aidan Sartor  
Rocco Shuker

### **Silver:**

Dave Alexander  
Michael Antonucci  
Justin Arrowsmith  
Derek Braid  
Greg Brunet  
Lori Burgess-Rossi  
Jeff Cartner

Kevin Duguay  
 Anthony Eaton  
 Kyle Fraser  
 Jeff Gallino  
 Efthymio Georgakakos  
 Jason Jacobs  
 Richard Janiszweski  
 Eileen McIntosh  
 Michael Melvin  
 Brenda Ohanian  
 Michael Ohanian  
 Jason Paquin  
 John Sheridan  
 Justin Spasovski  
 Jamie Thompson

**Weekday:**

Mike Clarkson  
 Kristina Jerry  
 Spencer Kent  
 Don Kwiecien  
 Johanne Mercier  
 Don Miller  
 Ruel Mosquite  
 Brent Schmidt  
 Kirk Stephens  
 Fred Taylor

**MOTION BY:** Sherry Christie  
**All in Favour:** Approved

**SECONDED BY:** Sue Lavigne

**Question**

Has the Members welcome package been reviewed to ensure that it is accurate? Not yet, needed board meeting to go through with board pricing.

Current membership numbers are below.

<b>Category</b>	<b>Numbe</b>	<b>Category</b>	<b>Numbe</b>
<b>Gold (160)</b>	<b>160</b>	<b>Intermediate (20)</b>	<b>11</b>
<b>Intermediate Gold (15)</b>	<b>15</b>	<b>Junior (50)</b>	<b>24</b>
<b>Silver (110)</b>	<b>111</b>	<b>Associate</b>	<b>34</b>
<b>Intermediate Silver (30)</b>	<b>30</b>	<b>Juvenile</b>	
<b>Bronze (20)</b>	<b>20</b>	<b>Life/Honorary</b>	<b>1</b>
<b>Weekday (70)</b>	<b>68</b>	<b>Medical</b>	<b>3</b>
		<b>Social</b>	<b>1</b>

**Questions:**

How many people starting on medical? 3  
 Junior and students usually fill up in the spring.

**Motion to Approve Membership Report:** Sherry Christie**Seconded by:** Mike Persia**All in Favour:** Passed**7.9HR**

We are starting workforce planning for the 2024 season. I am reviewing some of the policies, in particular Zero Tolerance and how we communicate it to staff and members and how to enforce it.

Starting to create a plan on discipline/progressive discipline and harassment training for managers. I would like to create some consistency with onboarding employees, new or return, to ensure all policies are reviewed and employees confirm they have read/reviewed. I have been given the most recent checklist that managers are using and will walk through with them at a future meeting.

**Questions;**

Shared Drive: more than one Operations Manual and one Policy Manual, can we clean that up? Keep PDF and Word version, everything in shared version. Tracy will work with Mark to determine the issue

**Motion to accept report:** Tracy MacPherson**Seconded by:** Mike Persia**All in favour:** Passed**7.10 Health & Safety**

No Report

**7.11 Finance****Sue reviewed the Cash Balances Report:**

Date	Sept 24/23	Oct 31/23	Nov 17/23	Jan 19/24
RBC Chequing Account	\$ 367,937	\$ 402,638	\$ 547,972	\$ 73,012
RBC Visa	\$ ( 9,304)	\$ ( 12,954)	\$ ( 9,079)	\$ ( 3,768)
Equipment Purchase			\$ (45,000)	
RBC Loan(CERB)	\$ ( 30,000)	\$ (30,000)	\$ (30,000)	\$ 0
Cheques to Clear	\$ ( 39,741)	\$ (22,992)	\$ (83,280)	\$ (15,182)
HST Payments			\$ (96,038)	
Property Taxes	\$ ( 11,100)			
Net Cash Position	\$ 277,792	\$ 308,693	\$284,574	\$ 54,061
GICs Outstanding	\$ 150,000	\$ 300,000	\$300,000	\$ 450,000
Total Cash & GICs	\$ 427,792	\$ 608,693	\$584,574	\$ 504,061

Notes to report:

- 1) The CERB loan that has been outstanding since COVID was repaid in November '23

The total cash balance as of January 19<sup>th</sup>, including outstanding GICs is \$504,061. While cash in the bank is currently low, we expect membership payments to begin in February and it is not anticipated that we will have to cash in any of our GICs in order to bolster cash positions, although they are

available for us if needed and cashable any time.

The Financial Position Report as at December 31/23 is shown below. We do not have budget numbers yet for 2024 so no variances vs. plan are available.

Fiscal YTD	Dec 31/24	Dec 31/23
	Actual YTD	Actual
<b>Golf Course</b>		
Total Green Fees	\$ 14,963	\$ 11,950
Other Revenues -Carts Etc	\$ 4,443	\$ 4,172
Pro Shop Revenues	\$ 9,364	\$ 14,367
F & B Revenues	\$ 6,345	\$ 6,701
Other Revenue *	\$ 2,325	\$ 1,304
Member Dues	\$609,170	\$ 364,363
Less: Discounts	\$ (69,287)	\$ ( 38,844)
: Member Credits	\$ (7,267)	\$ ( 5,577)
Net Dues	\$532,616	\$ 319,942
<b>Total Revenue</b>	<b>\$ 570,057</b>	<b>\$ 358,436</b>

<b>Expenses</b>		
Total Expenses		\$(162,758)
	\$(177,764)	
<b>Total Revenue-Expenses.</b>	<b>\$ 392,293</b>	<b>\$ 195,677</b>
Depreciation Expense	\$ (24,954)	\$ (17,882)
<b>Total Revenue-Expenses</b>	<b>\$ 367,339</b>	<b>\$ 177,796</b>

\*Other revenue includes GIC interest.

#### Notes:

Please note that these numbers are not pro-rated for the two-month period. Going forward we spread dues over the 12 months of the fiscal year to appropriately recognize revenue as it is earned. While many of the numbers compare closely to 2023 levels, the membership dues (not pro-rated by month) are skewed due to the early membership payments. These were higher than 2023's experience due in part to the large increase in dues for 2024 and people taking advantage of the early payment discount. While membership dues increased by 8% in 2024 the net effect of the total increase will be 4-5% once discounts are taken into account. This means that there is a deferral/catch up of the remainder that will occur during the next season (2025). It was unusual to have such a large increase in dues, but Finance and the Membership committees will look at the discount programs to ensure that they are appropriate going forward.

#### 2024 Budgeting:

We are currently working on the master budget, with the goal to have it ready for presentation to the finance committee on February 26<sup>th</sup>, prior to submitting it to the full board for approval on February 28<sup>nd</sup>.

#### Other Matters:

##### 1) Bond Redemption Program:

We have a member who has a \$1,200 bond. He got the memos regarding the bond redemption program and on May 31<sup>st</sup> sent the office an email that he wished to redeem his bond. Our response was that we acknowledged this note and told him that he would have to submit his

bond to the office and complete the required paperwork prior to the deadline of June 30<sup>th</sup>.

There were numerous reminders sent out to bondholders right up to the June 30<sup>th</sup> deadline, but we did not hear anything further from this member. He did not submit his bond nor did he complete any of the required paperwork to complete the redemption process.

In late October he contacted the office and said he wanted the bond to be taken off of his membership for 2024. He was told he missed the deadline and that would not be possible.

He then requested we take the matter to the board for consideration and in the mean-time he was told he had to still pay his commitment fee prior to the November 30<sup>th</sup> deadline.

**Motion:**

**To approve the Member request for their Bond Redemption**

**Motioned by:** Sue Lavigne

**Seconded by:** Azlan Bacchus

**All in favour:** Denied

**Questions/Comments:** Have to be careful we don't set a precedent. We set policies for a reason and that is to administer it.

**2) Business Plan**

Sue and Mark are starting work on a formal business plan for the club, which we will look at once the budgeting process is completed. An initial draft will be presented at a later board meeting, but it will help us to focus on long term planning for the club.

**Motion to accept finance report:** Sue Lavigne

**Seconded by:** Mike Persia

**All in favour:** Passed

**Question:**

Would we have a non-member sit as part of our board? Business person who is possibly not affiliated with club. By-laws state must be a member in good standing.

**8. Board Member Items**

**8.1** Halfway House – went out for tender; walk up instead of walk-in. Serving window facing 9; kitchen area; exiting mechanical/washroom and rain area stays. Roofline changed to protect serving area/window. Existing doors stay but one door will be replaced. Spec list provided, Sent to contractors, deadline Friday, Jan. 19. 3 responses; 2 cannot do it, 1 can move forward. What about washroom updates? – No updates were included in this Shouldn't move forward with just one quote. Original direction was that the RFQ process should be used and even if Contractors were unable to provide the service then the RFQ process was utilized. Mark indicated that this task needs to be taken over by others and perhaps a Committee. Is anyone interested in taking this over? Create a committee? Bring thoughts forward.

**8.2** Vice-President: VP position was not specifically tabled at the December meeting. Mike Persia has volunteered to stay in the position, is anyone else interested? No one else interested, all in favour?

**Motion:** To accept Mike Persia as the Vice President for the 2024 season

**Motioned by:** Sue Lavigne **Seconded by:** Greg Judd

**All in favour:** Passed

**9. Adjournment**

**Motion to adjourn the meeting:**

**Motioned by:** Greg Judd

**Seconded by:** Mike Persia

**All in favour:** Passed

Whereupon the meeting was adjourned at 9:23 pm.