



No. S-243389

Vancouver Registry

**IN THE SUPREME COURT OF BRITISH COLUMBIA**

**IN BANKRUPTCY AND INSOLVENCY**

**IN THE MATTER OF THE RECEIVERSHIP OF  
ECOASIS DEVELOPMENTS LLP AND OTHERS**

BETWEEN

**SANOVEST HOLDINGS LTD.**

PETITIONER

AND

**ECOASIS DEVELOPMENTS LLP,  
ECOASIS BEAR MOUNTAIN DEVELOPMENTS LTD.,  
ECOASIS RESORT AND GOLF LLP,  
0884185 B.C. LTD., 0884188 B.C. LTD.,  
0884190 B.C. LTD., 0884194 B.C. LTD.,  
BM 81/82 LANDS LTD., BM 83 LANDS LTD.,  
BM 84 LANDS LTD., BM CAPELLA LANDS LTD.,  
BM HIGHLANDS GOLF COURSE LTD.,  
BM HIGHLANDS LANDS LTD.,  
BM MOUNTAIN GOLF COURSE LTD., and  
BEAR MOUNTAIN ADVENTURES LTD.**

RESPONDENTS

**THIRD REPORT OF THE RECEIVER**

**ALVAREZ & MARSAL CANADA INC.**

**December 20, 2024**



ALVAREZ & MARSAL

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## 1.0 INTRODUCTION

- 1.1 On September 18, 2024, upon the application of Sanovest Holdings Ltd. (the “**Petitioner**”) in the Supreme Court of British Columbia (the “**Court**”) Action No. S-243389, Vancouver Registry, the Court granted an order (the “**Receivership Order**”) pursuant to section 243(1) of the *Bankruptcy and Insolvency Act*, R.S.C. 1985, c. B-3, as amended (the “**BIA**”) and section 39 of the *Law and Equity Act*, R.S.B.C. 1996 c. 253, as amended appointing Alvarez & Marsal Canada Inc. as receiver and manager (in such capacity, the “**Receiver**”) without security, of certain lands of the Respondent Bear Mountain Adventures Ltd. (“**BMA**”), any interests in real property of Ecoasis Resort and Golf LLP (“**Resorts**”) and all of the assets, undertakings and property of the Respondents Ecoasis Developments LLP (“**EDL**”), Ecoasis Bear Mountain Developments Ltd. (“**EBMD**”), 0884185 B.C. Ltd., 0884188 B.C. Ltd., 0884190 B.C. Ltd., 0884194 B.C. Ltd., BM 81/82 Lands Ltd., BM 83 Lands Ltd., BM 84 Lands Ltd., BM Capella Lands Ltd., BM Highlands Golf Course Ltd., BM Highlands Lands Ltd. and BM Mountain Golf Course Ltd. (collectively, “**Developments**” and together with BMA and Resorts, the “**Ecoasis Entities**”). Developments and Resorts are hereinafter referred to as “**Ecoasis**” and these proceedings are referred to as the “**Receivership Proceedings**”.
- 1.2 Pursuant to paragraph 2(b) of the Receivership Order, Resorts’ operations and business (the “**Resorts Business**”), subject to further order of this Court, shall continue to be managed by EBMD, provided that EBMD and Resorts are required to provide access and cooperation to the Receiver pursuant to paragraphs 7 to 10 of the Receivership Order, including in respect of Resorts and the Resorts Business. For greater clarity, the Resorts Business does not include the ownership, disposition or encumbrance of any interests in real property.
- 1.3 Pursuant to paragraph 4 of the Receivership Order, the Receiver is to deliver, on or before October 25, 2024, a report (the “**Resorts Report**”) and recommendation regarding Resorts, including the inclusion of other assets, undertakings and properties of Resorts, management by EBMD of the Resorts Business and whether EBMD ought to continue to manage the Resorts Business and, if so, on what terms, if any. Accordingly, on October 25, 2024, the Receiver delivered the Resorts Report to 599315 B.C. Ltd. (“**599**”) and Mr. Matthews, and Sanovest Holdings Ltd. (“**Sanovest**”), and their respective legal counsel. Certain requests for redactions of the Resorts Report were received on November 12, 2024, from Lawson Lundell LLP (“**Lawson**”), counsel to 599 and Mr. Matthews. The requested redactions were shared with counsel for Sanovest. As of the date of this report redactions to the Resorts Report have not been finalized and the Resorts Report has not been filed with the Court.

- 1.4 Pursuant to paragraph 5 of the Receivership Order, a hearing for the Receiver’s counsel to speak to the Resorts Report, and for any applications resulting from the Resorts Report or any ancillary relief, was to be held at the Court at 10am on the 6<sup>th</sup> day of November 2024, or such other date as the Court may order. No applications or ancillary relief were sought and accordingly, on November 4, 2024, the Receiver filed a requisition to Court to adjourn the hearing scheduled for November 6, 2024 (the “**November 6 Hearing**”). The November 6 Hearing was adjourned.
- 1.5 At the request of the Court, a Judicial Management Conference was held on November 15, 2024.
- 1.6 Pursuant to paragraph 6 of the Receivership Order, the Receiver shall deliver, on or before December 2, 2024, or such other date as the Court may order, a report (the “**Developments Report**”) in respect of a marketing and sales process, to be approved by the Court, and shall only market or sell the Property or business in accordance with that marketing and sale process, except for the sale of Property within the limits in paragraph 3(1)(i) of the Receivership Order. Accordingly, on December 2, 2024, the Receiver delivered the Developments Report to 599, Mr. Matthews, and Sanovest, and their respective legal counsel. To date, the Receiver has not received comments in respect of the Developments Report from 599, Mr. Matthews, Sanovest or their respective legal counsel. As of the date of this report, proposed redactions to the Developments Report are still under consideration and the Developments Report has not been filed with the Court.
- 1.7 On December 9, 2024, pursuant to the recommendations made in the Resorts Report, management of Resorts (“**Resorts Management**”) provided to the Receiver its response (the “**Resorts Response**”) reporting on corrective measures to address deficiencies and challenges described in the Resorts Report, and Management’s plans where such steps could not be implemented in the very near term. A copy of the Resorts Response is attached hereto as **Appendix “A”**.
- 1.8 The Receivership Order, along with other materials filed with the Court in these Receivership Proceedings (the “**Filed Materials**”) are available on the Receiver’s website (the “**Receiver’s Website**”) at [www.alvarezandmarsal.com/ecoasisdevelopments](http://www.alvarezandmarsal.com/ecoasisdevelopments).

## **2.0 PURPOSE OF THE THIRD REPORT**

- 2.1 This third report (the “**Third Report**”) is an interim report that has been prepared to provide a summary of the Resorts Response and the Receiver’s preliminary comments with respect to same.

### 3.0 TERMS OF REFERENCE

- 3.1 In preparing the Third Report, the Receiver has relied upon the representations of certain management (“**Management**”) and employees of Developments as well as unaudited financial information contained in the books and records of Developments.
- 3.2 The Receiver has undertaken preliminary reviews and investigations in respect of the assets and liabilities of Resorts; however, it has not performed an audit, review or otherwise substantiated the completeness or accuracy of the financial position of Resorts that would wholly or partially comply with the Canadian Auditing Standards (“**CASs**”) pursuant to the Chartered Professional Accountants Canada Handbook, and accordingly, the Receiver expresses no opinion or other form of assurance contemplated under CASs in respect of the information.
- 3.3 This Third Report has been prepared to provide the Receiver’s preliminary comments on the Resorts Response and accordingly, the reader is cautioned that this Third Report may not be appropriate for any other purpose.
- 3.4 Capitalized terms not defined in this Third Report have the meanings ascribed to them in the Receivership Order, the Resorts Report, the Developments Reports and the Filed Materials.
- 3.5 All monetary amounts in the Third Report are expressed in Canadian dollars unless stated otherwise.

### 4.0 RECEIVER’S RECOMMENDATIONS REPORTED IN THE RESORTS REPORT

- 4.1 As described in section 1.7 above, Resorts Management has provided the Resorts Response to address the recommendations made by the Receiver in the Resorts Report (the “**Receiver’s Recommendations**”). The Receiver’s Recommendations outlined in the Resorts Report sought to provide Resorts Management with 45 days to commence immediate implementation of corrective measures to address certain deficiencies that are noted in the Resorts Report or prepare a plan (the “**Resorts Plan**”) where such steps cannot be implemented in the very near term.
- 4.2 Tabled below are the Receiver’s Recommendations outlined in the Resorts Report:

<b>Receiver’s Recommendations</b>	
a)	Hire a qualified corporate controller, and food and beverage (“ <b>F&amp;B</b> ”) manager.
b)	Consider the need for a full-time human resources (“ <b>HR</b> ”) manager and other roles that will not be filled by Developments Staff in the future.
c)	Plan for increased agronomy staffing needs in 2025.
d)	Revisit roles and responsibilities for certain Resorts staff to ensure responsibilities are appropriately allocated.
e)	Clarify the Resorts Business’ governance and leadership structure.

<b>Receiver's Recommendations</b>	
f)	Finalize historical financial statements for at least FY24 (income statement, balance sheet and cash flow statement) with reconciled reporting of transactions between the Resorts Business and the Developments Business.
g)	Keep current and fund all statutory filings including GST, PST, BC EHT, and Worksafe BC.
h)	Implement appropriate lease arrangements with BMAC and the Developments Business (office space and the Golf Courses).
i)	Implement control procedures for Mastercard use by Resorts Staff.
j)	Advance the Transition Plan including rectification of the Stop Work Order from the District of Highlands and ensure permitting costs are fully budgeted.
k)	Develop a financing plan to address current working capital needs and pending capital requirements.
l)	Prepare and maintain a rolling 13-week cash flow forecast.
m)	Prepare a robust FY25/26 integrated (balance sheet, income statement and cash-flow statement) financial forecast incorporating the Transition Plan, the Capex Plan and a strategy to manage aged payables.

## 5.0 RESORTS RESPONSE

- 5.1 Resorts Management delivered the Resorts Response to the Receiver on December 9, 2024, within the 45 days recommended in the Resorts Report.
- 5.2 Tabled below is a summary of the actions taken by Resorts Management and/or plans, where steps could not be taken in the near term, to address the deficiencies noted in the Resorts Report. The numbering in the table below corresponds to the numbering in the table presented in section 4.2 above.

<b>Resorts Response</b>	
a)	<p><b>Corporate Controller:</b> A job posting for the corporate controller was published on November 8, 2024. Resorts Management and the Resort Business' external accountant, DMCL LLP ("DMCL"), interviewed two candidates on December 6, 2024. Resorts is currently considering whether the applicants interviewed are suitable and if suitable, Resorts Management intends to hire one applicant upon successful reference checks. If applicants are not determined to be suitable, Resorts Management intends to repost the corporate controller position.</p> <p><b>F&amp;B Manager:</b> Resorts Management views the F&amp;B manager position as being required during the high season. Accordingly, Resorts Management is of the view that the F&amp;B position should remain vacant at this time and intends to post the F&amp;B manager position in February 2025 in advance of the busier summer season.</p>
b)	<p><b>HR Manager (full time):</b> Resorts Management views its existing arrangement with an external HR consultant as cost-effective and adequate for Resorts' current needs. Resorts Management confirmed that Resorts' horticulture manager has completed training</p>

<b>Resorts Response</b>	
	<p>courses for occupational health and safety (OHS) and is qualified to lead the OHS committee and manage all OHS-related matters.</p> <p><b>Roles previously filled by Developments Staff:</b> Resorts Management confirmed all Resorts-related work currently performed by Developments Staff will be transitioned in the near term to the Resort Staff, with the exception of the following requests:</p> <ul style="list-style-type: none"> <li>i. Developments manager to continue providing cash flow assistance (estimated at five hours per week) until such time that the corporate controller position is filled; and</li> <li>ii. Developments legal/executive assistant to continue to provide benefits administration for Resorts staff estimated at one hour per week.</li> </ul>
c)	<p>The operational overview for the agronomy department (“the <b>“Agronomy Overview”</b>”) provided by Resorts Management outlined the following:</p> <ul style="list-style-type: none"> <li>i. key strategies employed by the agronomy department including task prioritization, staffing optimization, data-driven decisions, outsourcing non-critical work, and equipment maintenance and efficiency targets;</li> <li>ii. details with respect to daily preparations, cultural and spray applications, and watering and aeration frequencies and strategies for greens, fairway, tee box and practice facilities; and</li> <li>iii. details with respect to bunker maintenance.</li> </ul>
d)	<p>A chart illustrating the reporting structure provided in the Resorts Response is attached hereto as <b>Appendix B</b>.</p>
e)	<p>Resorts Management provided an overview of Resorts leadership and governance by providing the following information:</p> <ul style="list-style-type: none"> <li>i. summarizing and identifying the individuals filling the roles of director, CEO, CFO and other senior leadership positions;</li> <li>ii. confirming that biweekly meetings are held by Resorts Management and senior leadership to review budgets and operations, and senior leadership hold daily meetings in office and ‘in the field’ with their respective teams;</li> <li>iii. outlining the various stakeholder groups that are engaged by Resorts Management, which include, among others, the City of Langford, District of Highlands, Tsartlip First Nations, residents, members, Tourism Vancouver, 360 Pacifica (the Terracap Group of Companies), membership committees, Golf Canada and Tennis Canada.</li> </ul>
f)	<p>The Resorts Response included a memo from DMCL (the “<b>DMCL Memo</b>”) outlining the status of various financial information. With respect to financial statements, the DMCL Memo confirmed the following:</p> <ul style="list-style-type: none"> <li>i. DMCL has reconciled intercompany accounts for 2022, 2023 and up to and including October 2024; and</li> <li>ii. DMCL expects to finalize 2020, 2021, 2022, 2023 and YTD 2024 draft financial statements by January 31, 2025, pending resolution of certain litigation matters.</li> </ul>
g)	<p>The DMCL Memo advised that statutory filings (GST, PST, BC EHT and Worksafe BC) are being brought current. In particular:</p> <ul style="list-style-type: none"> <li>i. GST returns totaling \$174,675.64 for the months of March, September and October 2024 will be filed by December 20, 2024;</li> </ul>

<b>Resorts Response</b>	
	<ul style="list-style-type: none"> <li>ii. PST returns totaling \$136,748.72 for the months of September and October 2024 will be filed by December 20, 2024;</li> <li>iii. Worksafe BC reporting for Q3 totaling \$36,115.85 has been filed; and</li> <li>iv. BC EHT reporting for 2023 totaling \$66,929.60 has been filed.</li> </ul>
h)	<p><b>BMAC lease:</b> Resorts Management is reviewing lease arrangements with its advisors and will report back by January 15, 2025.</p> <p><b>Office lease:</b> Resorts Management intends to review and clarify the scope and parameters of applicable lease arrangements with the Receiver at a mutually agreed upon date.</p>
i)	<p>Resorts Management provided the following control procedures in place for use of the corporate Mastercard:</p> <ul style="list-style-type: none"> <li>i. the general manager (“GM”) for Resorts retains the Resorts Mastercard;</li> <li>ii. all purchase requests are presented to the GM for approval. Purchases over \$1,000 require secondary approval from the CEO; and</li> <li>iii. approved purchase receipts are submitted to accounting for reconciliation and financial reporting.</li> </ul>
j)	<p><b>Advancing the Transition Plan:</b> Resorts Management confirmed that an implementation schedule of the Transition Plan will be set following finalization of funding.</p> <p><b>Rectifying the stop work order issued by the District of Highlands (“Highlands”):</b> Resorts Management confirmed preliminary site visits and discussions have been had with Highlands including the following:</p> <ul style="list-style-type: none"> <li>i. Resorts Management has met with Highlands and conducted site visits to understand the stop work order, which relates to certain unpermitted structures (seacans and storage structures). It has been communicated that building permit approvals may take two weeks following submission of a permit application;</li> <li>ii. a senior civil engineer is currently assessing the non-compliant structures and will be making a recommendation to the Resorts Business on the engagement of an appropriate consultant to address the concerns. Resorts Management intends to engage a consultant by December 20, 2024;</li> <li>iii. an on-site follow up meeting is intended to be scheduled in December 2024 with the Highlands building inspector to review non-compliant structures, proposed new structures and to review resolution strategies; and</li> <li>iv. next steps including schedule and budget are intended to be finalized once recommendations are provided by the consultant.</li> </ul>
k)	<p>The DMCL Memo confirmed that once adjustments to intercorporate accounts are completed and the general ledger is made current, Resorts Management will be able to provide a better estimate of its working capital requirements and prepare a financing plan to address same.</p> <p>DMCL expects this review to be completed by December 31, 2024.</p>
l)	<p>The DMCL Memo confirmed that DMCL expects to finish reviewing Resorts’ rolling 13-week cash flow forecast by December 31, 2024.</p>



<b>Resorts Response</b>	
m)	The DMCL Memo confirmed that DMCL expects to finish reviewing Resorts' integrated financial forecast (balance sheet, income statement and cash flow statement) for FY25 and FY26 by January 15, 2025 and February 28, 2025, respectively.

## **6.0 OTHER ITEMS**

- 6.1 The Receiver has been made aware of certain other activities of Resorts, which have included (i) a planned merchant cash advance of \$165,000 to Resorts from Lightspeed Capital, and (ii) potential collection of 2026 golf member dues in the near term. 2025 annual dues prepayments with a predetermined discount were planned to be offered to members in the normal course. However, collection of 2026 dues at the beginning of 2025 appears to be a change in strategy. The Receiver has requested further information from Resorts Management to understand these activities. A response has not yet been received from Resorts Management.

## **7.0 RECEIVER'S OBSERVATIONS**

- 7.1 The Receiver's preliminary observations with respect to the Resorts Response include the following:
- a) actions taken and/or planned next steps have been outlined for certain operational matters such as, among other things, filling vacant roles, outlining organizational structure and job descriptions, and the stop work order issued by Highlands;
  - b) financial information (such as financial statements, 13-week cash flow forecast, a financing plan and integrated forecasts) have not been provided to date. All financial-related deliverables appear to be under review by DMCL and have time frames for delivery to the Receiver from December 20, 2024, to February 28, 2025. The Receiver has requested advancement of these time frames from Resorts Management. A response addressing the timing request has not been received to the date of this report; and
  - c) certain activities undertaken by Resorts Management to enhance near term liquidity (merchant advances and 2026 membership due collections) may have implications with respect to medium term cash flows, lender security and future sales and marketing strategy which are to be further considered upon receipt of additional information.
- 7.2 Ultimately, the Receiver is of the view that the Resorts Response does not provide sufficient information and detail that would allow the Receiver to make a final recommendation regarding Resorts, including the inclusion of other assets, undertakings and properties of Resorts in the

Receivership Proceedings, management by EBMD of the Resorts Business and whether EBMD ought to continue to manage the Resorts Business.

## **8.0 RECEIVER'S RECOMMENDATIONS**

- 8.1 The Receiver is of the view that review and consideration of Resorts Business' financial statements, short and longer term forecasts, and plans for funding its liquidity needs is critical to making a recommendation regarding the Resorts Business and management of same. Accordingly, the Receiver intends to deliver further commentary in a follow-up report after receipt and consideration of Resorts' financial information together with its operational measures and plans.

\*\*\*\*\*

All of which is respectfully submitted to this Honourable Court this 20<sup>th</sup> day of December, 2024.

**Alvarez & Marsal Canada Inc.,**  
in its capacity as Receiver of Developments  
and not in its personal capacity



Per: Anthony Tillman  
Senior Vice President

**Appendix A**  
**Resorts Response**

## ECOASIS RESORT AND GOLF LLP

### INTRODUCTION

The Receiver delivered a First Report on Ecoasis Resort and Golf LLP (“**Resort**”) dated October 25, 2024 (“**Report**”). The Receiver requested that the Resort implement corrective measures to address deficiencies and challenges noted in the Report or prepare a plan (“**Resorts Plan**”) where such steps cannot be implemented in the very near term.

Listed below are the itemized requests (A-M) as outlined at paragraph 9.2 of the Report, followed by the applicable plans that are already in place, or if not, the plans that are anticipated, together with the expected action dates.

### RESORTS PLAN

#### A. **Hiring a qualified corporate controller, and F&B manager**

##### 1. **Corporate Controller:**

Resort has taken the following steps:

- a) Controller position prepared and posted November 8, by the external HR Consultant for Resort.
- b) Applicants screened and two qualified candidates identified and contacted.
- c) Final review of applicants undertaken once posting closed on November 21, 2024.
- d) Candidates interviewed December 6, with Kevin Isomura from DMCL engaged to be part of the interview process.
- e) Resort is currently making a determination if the applicants interviewed are suitable for the Controller position.
- f) Hire applicant once approved and satisfactory reference checks obtained.
- g) Reassess position and posting if hire is not possible from potential applicants and repost immediately until position is filled.

In the interim and until the Controller position is filled, Resort has retained the services of DMCL to provide accounting services as required and detailed below.

##### 2. **F&B Manager:**

- a) We agree that an F&B manager is required once we enter the busy season. Until then, Resort recommends that the F&B manager position remain vacant as the current F&B staff can meet present needs of the Resort.
- b) Resort recommends that the F&B manager position is posted in February 2025, to allow sufficient time for the new hire to plan and engage for the busier summer season.

***B. Consider the need for a full-time HR manager and other roles that will not be filled by Developments Staff in the future:***

**1. Full-Time Human Resources (“HR”) manager:**

- a) Resort staff fluctuate from approximately 80 to 130 staff depending on time of year
- b) From 2020 to present, a professional external HR consultant has been engaged to perform HR services on an “as and when needed” basis and currently provides HR advice to Resort for senior recruitment initiatives, complex employee relation concerns, organizational design, advice with regards to compliance to changes in legislation and other HR Services.
- c) The HR Consultant sends out regular emails to Resort managers with regards to any changes to legislation, has implemented improved processes, and has provided training to all managers on a variety of topics including recruitment and selection, performance management and attendance management. The Consultant has also drafted template documentation for Resort managers to utilize to ensure best practices.
- d) In addition, the full-time Resort Horticulture Manager is responsible for Occupational Health and Safety for the organization and leads the Occupational Health and Safety Committee, manages all WorkSafe claims including getting injured workers back to work on modified duties where possible, leads all safety investigations and provides recommendations for improvement to ownership. For the last two years the Horticulture Manager has attended training courses pertaining to Occupational Health and Safety that are offered by the Provincial Government.
- e) Resort has done a review of the cost of in-house HR versus contracting HR services on an “as and when needed” basis and has determined that the current model is more cost efficient, and the HR services currently being provided are meeting Resort HR requirements.

**2. Roles Previously Filled by Development Staff**

We have reviewed the services provided to Resort from the three Development staff and have made the following recommendations for consideration by the Receiver. All services provided by Resort staff either have been or will be transitioned in the near term to Resort staff except the following requests:

- a) Currently the Developments land manager has been providing cash flow assistance to Resort which is estimated at five (5) hours per week. It is requested that the Development staff member continue to provide this assistance until such time as Resort has retained a full-time controller.

- b) Currently the Development legal/executive assistant provides benefit administration for Resort staff which assistance is estimated at one (1) hour per week. It is requested that this assistance continue.

**C. Planning for increased agronomy staffing needs in 2025**

The 2025 agronomy budget was prepared by the Superintendent of Agronomy. The budget, as laid out, contemplates both the staffing level and the resources for the required agronomic practices to present an exceptional golf experience over all 36 holes for 2025. Attached as Appendix A is the agronomy overview that lays out in detail the six pillars of agronomy and the goals that are set for each area. The Resort team has continued to collectively achieve its goal of presenting a remarkable golf course experience for the members and guests to enjoy.

**D. Revisiting roles and responsibilities for certain Resorts staff to ensure responsibilities are appropriately allocated**

Outlined below are the departments and positions within the Resort, together with the reporting structure. Attached as Appendix B is a Resort on-site operational organization chart and the job descriptions outlining roles and responsibilities for each of the positions.

**1. Departments/Positions reporting to the CEO:**

- a) GM of Resort Operations and Director of Golf
- b) Tennis Department
  - Director of Tennis
  - Head Tennis Professional
  - Tennis Facility Manager
  - Tennis Concierge
- c) Finance
  - Controller (vacant – posted)
  - Payroll clerk
- d) Horticulture and Occupational Health and Safety:
  - Manager of Horticulture and Occupational Health and Safety
  - Horticulture and Landscape Associates

**2. Departments/Positions reporting to the GM of Resort/Director of Golf:**

- a) Membership Services/Sales, Communications and Marketing
  - Membership Services
  - Membership Sales
  - Communications and Marketing Coordinator

- b) Food and Beverage:
  - Food and Beverage Manager (vacant)
  - Head Cook
  - Food and Beverage Supervisor
  - Server
- c) Agronomy:
  - Superintendent of Agronomy
  - Assistant Superintendent of Agronomy
  - 2<sup>nd</sup> Assistant Superintendent of Agronomy
  - Irrigation Technician
  - Spray Technician
  - Mechanic
  - Equipment Technician
  - Foreman
  - Golf Course Foreman (Greenskeeper Foreman)
  - Greenskeepers
- d) Golf:
  - Head Golf Professional
  - Head Teaching Professional
  - Golf Professional
  - Pro Shop Staff
  - Golf/Outside Services Supervisor
  - Golf/Outside Services Staff
  - Players Assistant Supervisor
  - Players Assistant

**E. Clarify the Resort's Business' governance and leadership structure**

**1. Governance:**

To ensure accountability, strategic alignment, efficiency and effectiveness across all the departments, the following structure and components are in place:

- a) **Managing Partner:** The Managing Partner of Resort is Ecoasis Bear Mountain Developments Ltd. (“**EBMD**”)
- b) **Board of Directors (“BOD”):** The BOD of EBMD is comprised of 2 directors, Mr. Dan Matthews and Mr. Tian Kusumoto. Mr. Matthews is the President and CEO of EBMD and Mr. Kusumoto is the CFO of EBMD.
- c) **Chief Executive Officer (“CEO”):** The CEO provides overall direction and oversight of the organization and is responsible for setting the vision in accordance with the business plan and shareholder mandate within the financial parameters provided while maintaining continuity and cooperation with the Developments business. The CEO ensures management is accountable for delivering on the strategy and performance goals of Resort.

**Senior Leadership:** Senior Leadership team led by the CEO, ensures accountability, strategic alignment, efficiency and effectiveness across all departments and together manage the day to day operations. In addition to the CEO, the team includes the GM of Resort Operations and Director of Golf, Superintendent of Agronomy, Director of Tennis, Manager of Horticulture and Occupational Health and Safety, and the Controller (currently vacant). This team meets bi-weekly to review budgets and to ensure the organization is responsive to needs, and to review operations including the effectiveness in the delivery of services and to ensure coordination of Resorts business with Developments business. As well, Michele Stannard has been integrally involved in the Resort operations since 2019 and continues to provide full-time operational support to the CEO and Senior Leadership team as required.

- d) **Employees:** Each employee has specific roles and responsibilities that are clearly defined, with appropriate authority and accountability, as documented by the position's job description. Each employee receives an Employee Handbook at orientation, which outlines rules, processes and practices which they must comply with, and they are held to account by their direct report. All Managers meet at the bi-weekly operations meeting and a daily meeting with their respective teams which supplement daily crew talks in the field.

## **2. Stakeholder Engagement, Strategic Partnerships and Memberships:**

- a) **Stakeholder Engagement:** The CEO meets with primary stakeholders including Bear Mountain Community Association, residents, members, Tsartlip First Nation, City of Langford and Highlands staff and council.
- b) **Additional Stakeholder Engagement** includes Tourism Victoria, Greater Victoria Harbour Authority, and development partners such as 360/Terracap to ensure the strategic goals of the Resort business is aligned with their needs and expectations.
- c) **Engagement with Membership Committees** to ensure needs of our members are being met which includes the development of applicable programs. Positive membership experiences are critical to Bear Mountain's success.
- d) **Partnerships:** The CEO has established meaningful partnerships with Golf Canada, Cycling Canada and Tennis Canada, the core sporting activities at Bear Mountain. These partnerships provide for strategic positioning within the top levels of Canada's governing bodies in sport. This alignment is core to the credibility of Resort amenity assets and Resort's ability to command superior pricing in our region. Additionally, Bear Mountain has partnered with Rugby Canada, the Pacific Institute of Sport and the Canadian Olympic Committee to collaborate on cross marketing opportunities and building brand awareness while showcasing its world class amenities.



- e) **CEO's Board Membership:** The CEO currently sits on the board of Golf Canada Foundation (the funding arm for Golf Canada), the Board of Governors of First Tee (a charitable organization that partners with the PGA, LPGA, PGA of America, and the Masters Association to provide youth empowerment programs), as well as on the Board of the BC Indigenous Golf Association. Memberships on these boards have given the CEO access to industry experts and insight into the game of golf's best practices which have been integral to the business of EBMD.
- f) **Employees' Memberships:** The GM/Director of Golf, engaged at the operational level sits on the Golf Vancouver Island Board.

**F. Finalizing historical financial statements for at least FY24 (income statement, balance sheet and cash flow statement) with reconciled reporting of transactions between the Resorts Business and the Developments Business**

Attached as Appendix C is the Memorandum of the Resort's external accountant (Kevin Isomura of DMCL) dated December 6, 2024 which is responsive to this item.

**G. Keeping current and funding all statutory filings including GST, PST, BC EHT, and Worksafe BC**

Attached as Appendix C is the Memorandum of the Resort's external accountant (Kevin Isomura of DMCL) dated December 6, 2024 which is responsive to this item.

**H. Implementing appropriate lease arrangements with BMAC and the Developments Business (office space and the Golf Courses)**

1. BMAC Lease: Resort is reviewing lease arrangements with its professional advisors and will report back by January 15, 2025.
2. Office Lease: Resort to review and clarify scope and parameters of applicable lease arrangements with Receiver at a mutually agreed upon date.

**I. Implementing control procedures for Mastercard use by Resorts Staff**

- a) GM for Resort retains Resort Mastercard.
- b) Requests for purchases go through GM for approval. Purchases over \$1000, require additional approval from CEO.
- c) Once purchase is authorized, purchase is executed.
- d) Receipt from Manager in respective department is coded and submitted to accounting for journal entry.
- e) Credit card reconciled by accounting.

**J. Advancing the Transition Plan including rectification of the Stop Work Order from the District of Highlands and ensuring permitting costs are fully budgeted**

**1. Stop Work Order Rectification Process**

- a) Reviewed stop work order (“**Order**”), MDA, zoning bylaws and performed assessment of issues. The Order relates to some unpermitted structures (seacans, storage structures) most of which were installed on the property prior to Ecoasis’ ownership.
- b) Met with District of Highlands staff including Head of Planning and the Building Inspector. Advised by Highlands staff that all issues are resolvable and once rectification of the issues is complete, building permit approval would take approximately two weeks from date of submission.
- c) Conducted site visit and review of building and structures with Dale Douglas (Senior Civil Engineer - McElhanney), engaged to oversee the consultants necessary to resolve the issues outlined in the Order.
- d) Mr. Douglas is currently assessing the non-compliant structures, reviewing documentation and applicable zoning and will be making an immediate recommendation on the engagement of the appropriate consultant. Consultant to be retained by December 20, 2024.
- e) Follow up meeting on site will be scheduled in December with the District of Highlands Building Inspector to review non-compliant structures, proposed new structures and to review resolution strategies.
- f) Next steps including schedule, cost and budgeting to be finalized once consultant has provided recommendations for resolution.

## **2. Transition Plan Advancement:**

Transition Plan implementation schedule to be set once funding is finalized.

### **K. Developing a financing plan to address current working capital needs and pending capital requirements**

Attached as Appendix C is the Memorandum of the Resort’s external accountant (Kevin Isomura of DMCL) dated December 6, 2024 which is responsive to this item.

### **L. Preparing and maintaining a rolling 13-week cash flow forecast; and**

Attached as Appendix C is the Memorandum of the Resort’s external accountant (Kevin Isomura of DMCL) dated December 6, 2024 which is responsive to this item.

### **M. Preparing a robust FY25/26 integrated (balance sheet, income statement and cash-flow statement) financial forecast incorporating the Transition Plan, the Capex Plan and a strategy to manage aged payables**

Attached as Appendix C is the Memorandum of the Resort’s external accountant (Kevin Isomura of DMCL) dated December 6, 2024 which is responsive to this item.

## **APPENDIX A**

### **2025 AGRONOMY OPERATIONAL OVERVIEW**

## 2025 Agronomy Operational Overview

Our 2025 operational plan is designed to optimize resources and deliver the highest quality playing conditions for our members and guests. The focus will be on strategic scheduling, efficient use of equipment, and prioritizing tasks that directly impact playability. By leveraging modern turf management practices and fostering a team culture of efficiency and precision, we will maintain our standards while adhering to the financial guidelines.

Key strategies include:

1. **Task Prioritization:** Daily maintenance will be scheduled based on play impact. For example, mowing frequencies and heights will align with tournament-level preparation for greens while balancing lower-traffic areas like roughs.
2. **Staffing Optimization:** Cross-training staff for versatility, enabling more flexibility in task allocation and response to unforeseen challenges.
3. **Data-Driven Decisions:** Using soil moisture sensors, weather data, and agronomic tools to time interventions like irrigation, fertilization, and aeration, minimizing waste and maximizing results.
4. **Outsourcing Non-Critical Work:** Considering third-party contracts for specialized or seasonal tasks to free up core staff for play-critical duties.
5. **Equipment Maintenance and Efficiency:** Keeping our machinery in optimal condition to reduce downtime and ensure precise turf care.

When these standards are upheld, golfers perceive the course as professionally maintained, fair, and enjoyable. This directly impacts their satisfaction, likelihood of returning, and the reputation of the course. Maintaining these elements with efficiency and care reflects our commitment to providing a top-tier experience.

### Greens overview:

#### Daily Preparations:

Mow frequency: 6x per week Triplex

Roll frequency: 2x per week

Change hole locations: daily

- The maintenance standard is to have firm and true surfaces. Stimp speed to range between 9.5 – 10.5 daily
- HOC depends on season, greenspeed and turfgrass health. The typical range is .100 - .130 of an inch

#### Spray application:

Wetting agents: 1x month

Chemical: every 14 -21 days

Fertilizer: every 14 days

- The maintenance standard is to have dense, healthy, sustainable turfgrass that is resistant to pests, disease and drought pressure

**Cultural application:**

Topdress frequency: 1x monthly

Verticut frequency: 1x every 3 months

Needle tine frequency: 1x every 3 months

**Watering Strategy:**

Deep and infrequent watering using inground sprinklers 2x per week

Hand watering and using moisture meters to maintain on the daily

**Spring & Fall Aeration:**

Solid, deep tine aeration with sand topdressing: 1x in spring to help drive roots heading into the growing season

Hollow tine aeration with heavy sand topdressing: 1x in fall to remove organic matter, and bulk density to better help move surface water during the wet season.

**Impact on Golfer Experience:**

True, smooth, and consistent greens enhance the putting experience, reducing frustration and rewarding skill. Golfers will trust their reads and strokes, making this aspect the centerpiece of their enjoyment

**Fairway & Approach overview:**

**Daily Preparations:**

Mow frequency Fairways: 2x per week with riding mowers

Mow frequency Collars & Approaches: 2x per week with walk mowers

HOC: .450"

Off season: Blowing debris off weekly, and de-dewing as often as weather and turf conditions permit

**Spray application:**

Wetting agents: Monthly

Chemical: Monthly with plant growth regulator

Fertilizer: Monthly

**Watering Strategy:**

Running full nightly programs based on current weather conditions

Running select irrigation heads (hot spots) based on current moisture levels

**Spring & Fall Aeration:**

Solid tine aeration with light sand topdressing. Complete front 9 in the spring and back 9 in the fall

**Impact on Golfer Experience:**

Consistently maintained fairways provide ideal lies, allowing players to execute shots as intended. Properly managed moisture and fertility ensures that their ball doesn't end up plugged or end up in a bare lie. Firmer fairways will extend ball roll out, leading to longer tee shots and shorter approach shots.

### **Tee box overview:**

#### **Daily Preparations:**

Mow frequency: 2x per week with riding mowers (larger tees)

Mow frequency: 2x per week with walk mowers (smaller tees)

HOC: .350"

Every 2 days: course service completed including blowing, and divot filling

Off season: Blowing debris off weekly, and de-dewing as often as weather and turf conditions permit

#### **Spray application:**

Wetting agents: 2x per year

Chemical: 1x per year with a herbicide

Fertilizer: Monthly with a granular fertilizer (only foliar spray 2x per year)

#### **Watering Strategy:**

Running full nightly programs based on current weather conditions

#### **Spring & Fall Aeration:**

Hollow tine aeration 1x per year

#### **Impact on Golfer Experience:**

Tee boxes: Clean, mown, well aligned tee boxes set the tone for the first shot on each hole.

### **Bunker maintenance overview:**

#### **Daily Preparations:**

Machine Raking frequency: 3-4x per week

Hand Raking frequency: 3-4x per week

Blowing out debris prior to raking, machine raking larger bunkers and hand raking smaller bunkers

Monitoring sand depths, and redistributing sand monthly

Chemical: applied in the spring and early fall to the sand areas to eliminate unwanted vegetation growth

#### **Mtn Bunker surrounds:**

Fertilizer: Bunker faces sprayed with fertilizer for turfgrass health and density

Chemical: Plant growth regulator applied monthly to help reduce growth and clipping yield

Mowing frequency: 1x per month bunker surrounds are hover-mowed

#### **Valley Bunker surrounds:**

Mowing frequency: 1x per year the native grass surrounds are line trimmed for improved playability

#### **Impact on Golfer Experience:**

Bunkers: Well-maintained bunkers offer fair recovery opportunities, reducing the unpredictability of buried lies or uneven sand depth. Since we have implemented the smooth raking or Australian style of the bunker faces or slopes, this has led to more golf balls consistently ending up in the bunker belly rather than on the slope which is a far more difficult shot.

### **Rough maintenance overview:**

#### **Daily Preparations:**

Mow frequency: 1x per week with riding mowers

HOC: 1.5"

Daily stake and rope management to strategize high traffic areas

Off season: Blowing debris off weekly

#### **Spray application:**

Wetting agents: Monthly

Fertilizer: Monthly

#### **Watering Strategy:**

Running full nightly programs based on current weather conditions

Running select irrigation heads (hot spots) based on current moisture levels

#### **Impact on Golfer Experience:**

Rough: Defined and properly maintained roughs create strategic challenges without punishing players excessively. This allows golfers to recover while emphasizing course management and shot placement. Shorter HOC leads to an increased chance of the golf ball sitting up rather than sitting down in a buried lie.

### **Practice Facility overview:**

#### **Daily/weekly Preparations:**

Tee deck mow frequency: 1x per week with riding mower

HOC: .450"

Off season: Blowing debris off weekly

#### **Practice Greens:**

Mowed and/or rolled according to the green's maintenance per course

Location of cups: changes weekly based on traffic

#### **Spray application:**

Wetting agents: biweekly

Fertilizer: biweekly

#### **Watering Strategy:**

Deep and infrequent watering using inground sprinklers 2x per week

Hand watering and using moisture meters to maintain on the daily

#### **Impact on Golfer Experience:**

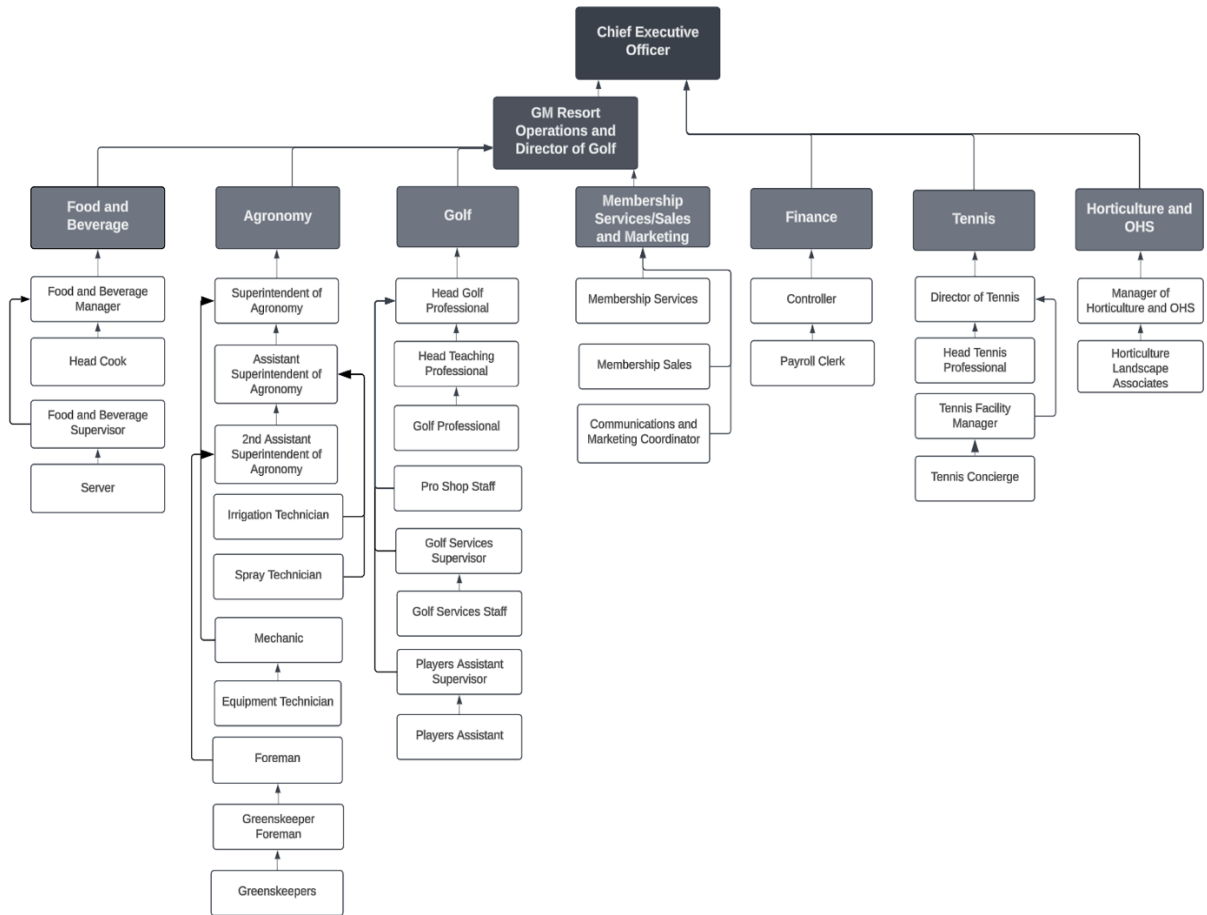
The practice facility is often the first area golfers encounter, setting the tone for their visit. A well-maintained facility conveys a positive first impression. High-quality turf and well-defined targets make practice enjoyable and simulate on-course conditions, improving the overall experience

**APPENDIX B**

**RESORT OPERATIONAL ORGANIZATION CHART**  
**and**  
**JOB DESCRIPTIONS**



RESORT ON-SITE OPERATIONAL  
ORGANIZATION CHART





Bear Mountain Golf & Tennis Resort Community  
Ecoasis Resort and Golf LLP  
**Position Description – General Manager Resort Operations**

Name of Position:	<b>General Manager – Resort Operations</b>		
Reports to:	CEO	Supervises:	Head Golf Professional Food & Beverage Manager Golf Course Superintendent Member Services Marketing/Sales
Position Type:	Permanent Full Time	Last Reviewed	January 2023

**Scope of Position:**

The *General Manager of Golf Operations* is a primary management role which oversees all aspects of business operations within the tennis, golf course and fitness operations. The General Manager's role is to guide and direct operational management in the successful development and execution of their business units. The General Manager is not only responsible for the successful operation of these units, s/he is also responsible for the performance of each manager under their guidance, including strategic action planning, budgeting, human resources, and operational aspects of each business unit.

The General Manager is responsible for ensuring that his or her subordinates employ and adhere to all policies, procedures, and protocols of the corporation.

**Key Areas**

Within this position, the General Manager is expected to provide:

- Strategic planning guidance, facilitation, and execution
- Business Plan development support for each management team member
- Creation, implementation and assessment of each business plan within their authority
- Coaching and mentoring support to assist the management team in the execution of their duties.
- Corrective action when accountabilities and measures are not met.
- Regular reporting to CEO of operational milestones and measures.

**Position Competencies**

This position description is based upon the following competency groupings:

**Team Leadership**

Team Leadership is the ability to provide the skills, support, and knowledge necessary for the team to execute their roles effectively, appropriately, and with measured success. Leadership of the GM's team does not mean the GM is performing operational tasks of the workplace. The GM provides the team the tools and resources necessary for them to succeed.

**Business Development**

An overarching consideration for the GM is the development and improvement of business operations and functions. While many of these functions will be included in strategy and



**Bear Mountain Golf & Tennis Resort Community  
Ecoasis Resort and Golf LLP  
Position Description – General Manager Resort Operations**

business planning processes, it is important to understand that a focus on; developing and maximizing new markets, refining our services and products to accommodate changing market demands, and response to customer satisfaction, are key aspects of ongoing business development.

### **Business Operations**

Business Operations is the effective creation, monitoring, and correction of business action plans and measures required to ensure our business units operate. Business Operations also includes oversight regarding facility, equipment and other upgrades, overall site functionality and cleanliness, and maintaining a bright pleasant operating environment. Business Operations also includes the development and oversight of policies, procedures, and tools required for the business units to operate.

### **Financial Operations**

Financial Operations is the ability to create, review, and act upon financial aspects of the organization. This includes budgeting, financial tools such as POS systems and computer resources, and working with suppliers to find the best products at the best rates. This is both an operational and oversight role to ensure that tools and resources are available to the team who assist them in meeting their financial obligations.

### **Human Resources**

The GM is required to oversee and/or assist in all hiring processes, as well as ensuring the operational management team adhere to the performance management system in place. Where required, the GM may step in to resolve situations where the operational manager is unable to arrive at resolution.

### **Task Execution**

The General Manager is responsible for ensuring that tasks, actions and plans are implemented and acted upon by their management team. In circumstances where these are not effectively implemented, the GM is required to step in and either take action or direct the subordinate to take action to resolve the situation.

### **Marketing**

As part of the operational planning process, the General Manager will assist in the creation of, and approve all, marketing campaigns. The GM will also ensure cross promotion, corporate strategies and co-funding opportunities are explored. As part of the marketing plan for each unit, the GM will also have the final approval to any strategic partnerships, sponsorships, or trade/in-kind agreements.

### **Position Duties:**

#### **Team Leadership**

- Work with senior and unit management to create a culture of excellence that promotes learning, expertise, and high quality service to our clients, while respecting the individual needs of our team members.
- Develop, review, and promote the use of policies, procedures and processes that support a smoothly operating, efficient organization
- Provide regular opportunities to coach unit managers on progress and maintain accountability



**Bear Mountain Golf & Tennis Resort Community  
Ecoasis Resort and Golf LLP  
Position Description – General Manager Resort Operations**

- Provide regular management performance evaluations
- Communicate regularly with unit managers regarding corporate strategies, actions, plans, and measures.

**Business Development**

- Assist operational management team in the development of annual strategic goals that will provide the framework to enhance services and product offerings.
- Assist operational managers in the development of action plans that allow each unit to achieve the strategic outcomes.
- Review and approve all new products or services.
- Assist senior management team to create an annual strategic plan
- Review applicable strategic and business plan progress measures, and report results to CEO monthly.
- Represent Bear Mountain Golf & Tennis Resort Community and Ecoasis at industry related opportunities, including marketing initiatives and trade shows.

**Business Operations**

- Create, review and monitor quality standards for the facility and its operational units.
- Ensure the facility and all units meet the quality standards.
- Review and approve strategic partnership proposals by unit managers.
- Regularly review, with unit managers, fees, prices and cost structures in order to maximize revenue sources.
- Ensure managers work across unit lines to maximize opportunities/costs
- Regularly review contractor and supplier agreements, pursuing greater cost efficiencies and acting on deficiencies as required.

**Financial Operations**

- Create, follow, and monitor all budgetary processes.
- Oversee the financial management of each operational unit, utilizing standard, acceptable accounting practices as dictated by the controller and CEO.
- Oversee and account for unit budgets and financial processes in conjunction with controller.
- Prepare annual budget in advance of year-end for approval by CEO.
- Negotiate contracts with key suppliers to minimize costs and maximize support.

**Human Resources**

- Hire, train, and oversee performance of operational management and contractors.
- Regularly review unit manager performance and acting upon deficiencies as identified
- Review and recommend wage ranges for each position, based on market conditions, and tenure and performance.
- Develop, maintain, and delegate the execution of comprehensive training programs to ensure staff in all positions are fully familiar with their duties, responsibilities and expectations, and are familiar with all company policies procedures and goals.
- Review and update employee manuals, forms and position descriptions, as required.



**Bear Mountain Golf & Tennis Resort Community  
Ecoasis Resort and Golf LLP  
Position Description – General Manager Resort Operations**

**Task Execution**

- In concert with the controller, create, review and monitor reporting metrics for each unit required to create business success
- Ensure unit managers are completing action plans and tasks to ensure success.
- Regularly review and report on goals to CEO.
- Update units on other unit's actions, plans, and collaborative opportunities.
- Monitor and act upon missed measures and milestones.

**Marketing**

- Liaise with Ecoasis Real Estate to design marketing materials which enhance the look and feel and overall presence of Bear Mountain Golf & Tennis business in the community.
- Establish a marketing plan in order to keep Bear Mountain Golf & Tennis Resort top of mind through print, online, social channels and other media sources.
- Work with unit managers to create an annual marketing plan for each unit, including measures of success and reporting processes.
- Work to identify new target markets and expand on current markets in order to create increased traffic to the facility.
- Identify target markets and create new programs and promotions to increase business.
- Approve strategic partnerships, sponsorships and funding agreements that promote Bear Mountain Golf & Tennis Resort



## Position Description – F&B Manager

Name of Position:	<b>Food &amp; Beverage Manager</b>		
Reports to:	General Manager	Supervises:	Servers, Bartenders, Cart, Take Out Window, Comfort Station,
Position Type:	Permanent Full Time	Last Reviewed	October 9, 2019
Implementation Date:	January 1st, 2020	Creation Date	October 9, 2019

### Scope of Position:

The Food & Beverage Manager is an operational management role which oversees all operating aspects of Bear Mountain Golf and Tennis Resort Food & Beverage outlets. The Food & Beverage Manager's role is to guide, direct, and execute a remarkable experience in an extraordinary year-round setting through exceptional service at a nationally recognized golf & tennis community

### Position Duties:

#### Team Leadership

- Work with associates to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Develop, review, and promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the 'Energetic Exceptional Experience' quality standards to provide a Remarkable Experience.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.
- At all times, ensure that staff are working to protect the assets of the company from damage, loss or other foreseeable threats.

#### Operations

- Regularly monitor quality standards for the operational unit ensuring quality service is the primary consideration of all staff.
- Maintain a staffing model that supports profit targets as well as service promises.
- Maintain all fixtures, equipment, and other requirements to ensure a profitable, functional operating environment, POS and technological requirements.
- Provide General Manager with input into annual budgeting
- Maintain knowledge regarding Bear Mountain Community and Ecoasis development and future growth and keep staff informed.

#### Service

- Set annual customer satisfaction goals and monitor results on a regular basis.
- Create, maintain and act upon "Energetic Exceptional Experience" quality standards for client service creating a remarkable service experience
- Work with all staff to ensure collaborative service and shared responsibility for service standards are in use at all times.



#### **Position Description – F&B Manager**

- Be aware of appropriate industry trends and work with all levels of management to implement new trends into the service model.

#### **Business Development**

- Build strong contractor and supplier relationships that result in agreements which provide greater cost efficiencies, reporting to senior management when contractor performance measures are unmet.
- Undertake promotional activities in order to create new and repeat business and increase revenues.
- Create and execute programs to elevate our member and guest experience.

#### **Financial**

- Participate in setting annual targets and goals for revenues
- Review monthly financial results with the General Manager and take necessary actions to achieve targets.
- Effectively track and address inventory, consumables, and other business items required to operate the work unit in order to maximize operating capital and minimize risk.
- Conduct a regular review of all product offerings, prices, and/or cost structures in the unit in order to maximize revenue sources.

#### **Human Resources**

- Coordinate with the General Manager all hiring, training, and performance oversight of supervisors and staff.
- Regularly review staff performance and acting upon deficiencies as identified.
- Review and recommend to the General Manager wage ranges for each position, based on market conditions, and tenure and performance.
- Develop, maintain, deliver, and delegate the execution of comprehensive training programs to ensure staff in all positions are fully familiar with their duties, responsibilities and expectations, and are familiar with all company policies procedures and goals.
- Review and update employee manuals, forms, and position descriptions as required.
- Pursue personal and professional skills development and upgrading in order to provide a higher level of service to the unit.
- Provide regular opportunities to coach supervisors on progress and maintain accountability regarding goals and actions.
- Ensure all documents relating to employment are completed in a timely and accurate manner for all staff.

#### **Position Specific Tasks**

- Ensure that all applicable company policies, regulations, guidelines and legal requirements surrounding the service of alcoholic beverages are met.
- Ensure all company policies, Vancouver Island Health Authority and Food Safe requirements surrounding the service of food and beverage are met.
- Accurately and efficiently complete the daily cash reconciliation process, including balancing floats, distributing tips, and submission of financial information.
- Work with golf and BMAC team to deliver all event food and beverage as required
- Establish mutually beneficial catering relationships for outside events
- Deliver exceptional on course food and beverage experience



## Position Description – F&B Manager

### Remuneration

The Food and Beverage Manager is paid a core salary, plus the potential of an annual performance bonus, and receives vacation in accordance with the Company vacation policy. The Food and Beverage Manager is expected to work flexible hours and days to accomplish their duties. Employee benefits include health & dental plans, free golf, facility and hotel discounts in accordance with current Company policy

### Required Qualifications, Education & Experience

- 3-5 years previous management experience in food and beverage operations or hospitality are required.
- Experience in establishing and maintaining budgets, event planning and accounting procedures.
- Demonstrated success in setting and attaining sales goals.
- Valid "Serving It Right" licensee certificate
- Food Safe Certification
- Point of Sale back office programming experience.
- Computer skills (Word, Excel, POS and other software, as required).
- Effective business communication skills (written and oral)

### Interpersonal Skills and Qualities:

- Analytical and detail oriented.
- Demonstrated client service skills and a commitment to service.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### Physical Requirements

- Seeing and hearing: read documents, computer screen, answer phones, communicate in person 50-100%
- Standing and walking 25-100%
- Climbing, stooping, squatting and kneeling 50-24%
- Dexterity: utilizing phone, typing, and writing 50-75%
- Lift in excess of 25 pounds 0-24%

### Work Hours & Working Conditions

- Work hours may include early mornings and evenings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.

### Remuneration

**Salary:** \$52,500 - \$60,000 per year

**Benefits:** Eligible for Health and Dental plans

**Perks:** Complimentary employee golf & tennis.

### Employee discounts:

- Bear Mountain Activity Centre programs
- Pro Shop Merchandise
- Food & Beverage





## Position Description – F&B Cook

Name of Position:	<b>Food &amp; Beverage Cook</b>		
Reports to:	F&B Manager	Supervises:	
Position Type:	Fill Time/Part Time/Seasonal	Last Reviewed	April 2024
Implementation Date:	June 2022	Creation Date	March 2021

### Scope of Position:

The Food & Beverage Cook is an operational role which is tasked with providing remarkable food experience in an extraordinary year-round setting through exceptional service at a nationally recognized golf & tennis community

### Position Specific Tasks

- Providing energetic, exceptional service to all guests and members to ensure they have a remarkable experience
- Assist with creation of menu options for all outlets
- Assist with recipe creation and implementation
- Prepare menu items as required and according to business levels
- Cleaning duties such as stocking, sanitizing, sweeping floors, washing dishes and ensure all work areas are clean and sanitized
- Work with all staff to ensure collaborative service and shared responsibility for service standards are always in use.

### Operations

- Operate and maintain all kitchen fixtures, equipment, and small wares according to company guidelines
- Communicate to F&B Supervisor or Manager with any issues or concerns within the F&B outlet
- Ensure all company policies, Vancouver Island Health Authority and Food Safe requirements surrounding the service of food are met.
- Operate all kitchen equipment according to safety guidelines
- Provide F&B Supervisor or Manager information regarding stock and supply inventory levels

### Financial

- Assist with monthly inventory
- Ensure menu items are made in accordance with recipe guideline to ensure proper food costs are maintained

### Remuneration

- The Food and Beverage Cook is paid an hourly wage and receives vacation in accordance with the Company vacation policy.
- The Food and Beverage Server-On Course is expected to work flexible hours and days to accomplish their duties.
- Employee benefits free golf, free tennis and access to Bear Mountain Activity Centre in accordance with company policy.



## Position Description – F&B Cook

### Required Qualifications, Education & Experience

- 2-3 years of kitchen experience
- Food Safe Certification
- Computer skills (Word, Excel, POS and other software, as required)
- Valid BC Drivers License

### Interpersonal Skills and Qualities:

- Analytical and detail oriented.
- Demonstrated client service skills and a commitment to service.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### Physical Requirements

- Seeing and hearing: read documents, computer screen, answer phones, communicate in person 50-100%
- Standing and walking 75-100%
- Dexterity: utilizing phone, typing, and writing 50-75%
- Lift in excess of 25 pounds 15-25%

### Work Hours & Working Conditions

- Work hours may include early mornings and evenings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.



## Position Description – F&B Supervisor

Name of Position:	<b>Food &amp; Beverage Supervisor</b>		
Reports to:	F&B Manager	Supervises:	Servers, Bartenders, Cart, Take Out Window, Comfort Station,
Position Type:	Permanent Full Time	Last Reviewed	November 10, 20224
Implementation Date:	January 1st, 2020	Creation Date	October 9, 2019

### Scope of Position:

The Food & Beverage Supervisor is an operational mid-management role which assists to oversee the day-to-day operating aspects of Bear Mountain Golf and Tennis Resort Food & Beverage outlets. The Food & Beverage Supervisor's role is to assist to guide, direct, and execute a remarkable experience in an extraordinary year-round setting through exceptional service at a nationally recognized golf & tennis community

### Position Duties:

#### Team Leadership

- Work with associates to nurture a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the 'Energetic Exceptional Experience' quality standards to provide a Remarkable Experience. .
- To assist enduring that staff are working to protect the assets of the company from damage, loss or other foreseeable threats.

#### Operations

- Regularly monitor daily quality standards for the operational unit ensuring quality service is the primary consideration of all staff.
- Assist to Maintain all fixtures, equipment, and other requirements to ensure a profitable, functional operating environment, POS and technological requirements.
- Provide F&B Manager with input into annual budgeting

#### Service

- Assist with delivery of customer satisfaction goals and monitor results on a regular basis.
- Maintain and act upon "Energetic Exceptional Experience" quality standards for client service creating a remarkable service experience
- Work with staff to ensure collaborative service and shared responsibility for service standards are in use at all times.
- Communicate appropriate industry trends and work with F&B Manager to implement new trends into the service model.

#### Business Development

- .



#### **Position Description – F&B Supervisor**

- Undertake promotional activities in order to create new and repeat business and increase revenues.
- Create and assists to execute programs to elevate our member and guest experience.

#### **Financial**

- Assist F&B Manager to effectively track and address inventory, consumables, and other business items required to operate the work unit in order to maximize operating capital and minimize risk.
- Assist F&B Manager conduct a regular review of all product offerings, prices, and/or cost structures in the unit in order to maximize revenue sources.

#### **Human Resources**

- Assist F&B Manager with hiring, training, and performance oversight of staff.
- Assist with the creation of staff schedules.
- Assist with the execution of comprehensive training programs to ensure staff in all positions are fully familiar with their duties, responsibilities and expectations, and are familiar with all company policies procedures and goals.
- Assist to ensure all documents relating to employment are completed in a timely and accurate manner for all staff.

#### **Position Specific Tasks**

- Assist to ensure that all applicable company policies, regulations, guidelines and legal requirements surrounding the service of alcoholic beverages are met.
- Assist to ensure all company policies, Vancouver Island Health Authority and Food Safe requirements surrounding the service of food and beverage are met.
- Ensure staff accurately and efficiently complete the daily cash outs are completed properly and submitted correctly.
- Work with golf and BMAC team to deliver all event food and beverage as required
- Deliver exceptional on course food and beverage experience
- Assist and support staff daily to ensure service levels during peak periods is achieved
- Work server shifts when required

#### **Remuneration**

The Food and Beverage Supervisor is paid an hourly wage. and receives vacation in accordance with the Company vacation policy. The Food and Beverage Supervisor is expected to work flexible hours and days to accomplish their duties. Employee benefits include health & dental plans, free golf, facility and hotel discounts in accordance with current Company policy

#### **Required Qualifications, Education & Experience**

- 2-3 years previous front of house server experience in food and beverage operations
- Key holder or Supervisory experience in related business
- Valid "Serving It Right" licensee certificate
- Food Safe Certification
- Computer skills (Word, Excel, POS and other software, as required).
- Effective business communication skills (written and oral)



## Position Description – F&B Supervisor

### Interpersonal Skills and Qualities:

- Analytical and detail oriented.
- Demonstrated client service skills and a commitment to service.
- Problem solving & decision making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### Physical Requirements

- Seeing and hearing: read documents, computer screen, answer phones, communicate in person 50-100%
- Standing and walking 25-100%
- Climbing, stooping, squatting and kneeling 50-24%
- Dexterity: utilizing phone, typing, and writing 50-75%
- Lift in excess of 25 pounds 0-24%

### Work Hours & Working Conditions

- Work hours may include early mornings and evenings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.



## Position Description – F&B Server-On Course

Name of Position:	<b>Food &amp; Beverage Server-On Course</b>		
Reports to:	F&B Supervisor	Supervises:	
Position Type:	Seasonal or Part Time	Last Reviewed	April 2024
Implementation Date:	April 15, 2021	Creation Date	October 2019

### Scope of Position:

The Food & Beverage Server is an operational role which is tasked with providing remarkable Food and Beverage experience in an extraordinary year-round setting through exceptional service at a nationally recognized golf & tennis community

### Position Specific Tasks

- Providing energetic, exceptional service to all guests and members to ensure they have a remarkable experience
- Proactively assisting customers and processing purchases.
- Serving food and beverage in accordance with company procedures.
- Preparation of basic food items in accordance with company procedures
- Cleaning duties such as stocking, sanitizing, sweeping floors, washing dishes and washroom upkeep.
- Work with all staff to ensure collaborative service and shared responsibility for service standards are in use at all times

### Operations

- Operate and maintain all fixtures, equipment, and POS term according to company guidelines
- Communicate to F&B Supervisor or Manager with any issues or concerns within the F&B outlet
- Ensure all company policies, Vancouver Island Health Authority and Food Safe requirements surrounding the service of food and beverage are met.
- Ensure all alcohol is served within the Serve It Right rules and regulations
- Safely operate beverage cart units according to safety guidelines
- Operate BBQ according to safety guidelines
- Prepare basic food options.
- Provide F&B Supervisor or Manager information regarding stock and supply inventory levels

### Financial

- Accurately ring in sales and charges through POS system and ensure payments are secured
- Reconciling daily cash transactions
- Accurately and efficiently complete the daily cash outs and are submitted correctly



## Position Description – F&B Server-On Course

### Remuneration

- The Food and Beverage Server-On Course is paid an hourly wage. and receives vacation in accordance with the Company vacation policy.
- The Food and Beverage Server-On Course is expected to work flexible hours and days to accomplish their duties.
- Employee benefits free golf, free tennis and access to Bear Mountain Activity Centre in accordance with company policy.

### Required Qualifications, Education & Experience

- Previous front of house server experience in food and beverage operations
- Valid "Serving It Right" licensee certificate
- Food Safe Certification
- Computer skills (Word, Excel, POS and other software, as required)
- Valid BC Drivers License

### Interpersonal Skills and Qualities:

- Analytical and detail oriented.
- Demonstrated client service skills and a commitment to service.
- Problem solving & decision making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### Physical Requirements

- Seeing and hearing: read documents, computer screen, answer phones, communicate in person 50-100%
- Standing and walking 75-100%
- Dexterity: utilizing phone, typing, and writing 50-75%
- Lift in excess of 25 pounds 15-25%

### Work Hours & Working Conditions

- Work hours may include early mornings and evenings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.



## Position Description – Golf Course Superintendent

Name of Position:	<b>Head Golf Course Superintendent</b>		
Reports to:	Director of Golf	Supervises:	Agronomy Department
Position Type:	Full Time	Last Reviewed	July 12, 2020

### Position Duties:

#### Team Leadership

- Work with staff to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Develop, review, and promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the 'Energetic Exceptional Experience' quality standards to provide a Remarkable Experience.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.
- At all times, ensure that staff are working to protect the assets of the company from damage, loss or other foreseeable threats.

#### Operations

- Maintain a staffing model that supports profit & expense targets as well as service promises.
- Negotiate the best terms with suppliers on inventory orders and ensure inventory is received and at the required level.
- Manage all Team Members, equipment, and other requirements to ensure a fiscally responsible department.
- Provide Director of Golf with input into annual budgeting.
- Maintain knowledge regarding Bear Mountain Community and Ecoasis' development and future growth and keep staff informed.
- Build strong contractor and supplier relationships that result in agreements which provide greater cost efficiencies, reporting to senior management when contractor performance measures are unmet.

#### Financial

- Participate in setting annual targets and goals for revenues
- Review monthly financial results with the Director of Golf and take necessary actions to achieve targets.
- Effectively track and address inventory, consumables, and other business items required to operate in order to maximize operating capital and minimize risk.
- Conduct a regular review cost structures in the department to maximize efficiencies





## **Position Description – Golf Course Superintendent**

### **Human Resources**

- Coordinate all hiring, training, and performance oversight of supervisors and staff.
- Regularly review staff performance and acting upon deficiencies as identified.
- Review and recommend to the Director of Golf, wage ranges for each position, based on market conditions, tenure, and performance.
- Develop, maintain, deliver, and delegate the execution of comprehensive training programs to ensure staff in all positions are fully familiar with their duties, responsibilities and expectations, and are familiar with all company policies procedures and goals.
- Review and update employee manuals, forms, and position descriptions as required.
- Pursue personal and professional skills development and upgrading in order to provide a higher level of service.
- Provide regular opportunities to coach supervisors on progress and maintain accountability regarding goals and actions.
- Ensure all documents relating to employment are completed in a timely and accurate manner for all staff.

### **Position Specific Tasks**

- Supervising and overseeing up to 40+ agronomy staff.
- Delegate tasks to be carried out by associates each day.
- Establish an effective schedule of maintenance and cultivation practises, that maximizes turf playability, resilience, and aesthetics.
- Work with the mechanics to regulate the use of equipment to ensure its longevity and performance.
- Maintain a safe workplace and conduct regular reviews.
- Ensure staff is adequately trained in operating procedures, and aware of department safety standards.
- Working within a schedule and comfortably adapting to changes that may occur.
- Purchasing products and equipment within the budget provided.
- Keep purchase orders and expense tracking up to date.



## **Position Description – Golf Course Superintendent**

### **Required Qualifications, Education & Experience**

- Post-secondary Turf Management diploma, or equivalent.
- Currently hold or the ability to obtain a BC Pesticide Applicators Certificate within 90 days.
- Experience and knowledge of maintaining golf course irrigation systems.
- Organizational and time management skills.
- Experience and knowledge of all golf course equipment.
- Knowledge of Workplace Hazardous Materials Information System (WHMIS)
- Up to date on all Work Safe practices.
- Excellent Communication and organizational skills both written and verbally.
- Microsoft Excel
- Valid BC driver licence
- Clean criminal record check

### **Interpersonal Skills and Qualities:**

- Analytical and detail oriented.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### **Physical Requirements**

- |  |         |
|--|---------|
| ▪ Seeing and hearing: read documents, computer screen, communicate in person | 50-100% |
| ▪ Standing and walking   | 70-100% |
| ▪ Climbing, stooping, squatting, and kneeling                                | 75-100% |
| ▪ Dexterity: Tool Use  | 75-100% |
| ▪ Lift in excess of 25 pounds  | 25-50%  |

### **Work Hours & Working Conditions**

- Work hours may include early mornings and evenings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.



## Position Description – Assistant Golf Course Superintendent

Name of Position:	<b>Assistant Golf Course Superintendent</b>		
Reports to:	Golf Course Superintendent	Supervises:	Agronomy Department
Position Type:	Full Time	Last Reviewed	February 8 <sup>th</sup> , 2024

### Position Duties:

#### Team Leadership

- Work with staff to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Develop, review, and promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the 'Energetic Exceptional Experience' quality standards to provide a Remarkable Experience.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.
- At all times, ensure that staff are working to protect the assets of the company from damage, loss or other foreseeable threats.

#### Operations

- Maintain a staffing model that supports profit & expense targets as well as service promises.
- Negotiate the best terms with suppliers on inventory orders and ensure inventory is received and at the required level.
- Manage all Team Members, equipment, and other requirements to ensure a fiscally responsible department.
- Provide Superintendent with input into annual budgeting.
- Maintain knowledge regarding Bear Mountain Community and Ecoasis' development and future growth and keep staff informed.
- Build strong contractor and supplier relationships that result in agreements which provide greater cost efficiencies, reporting to senior management when contractor performance measures are unmet.

#### Financial

- Participate in setting annual targets and goals for revenues.
- Effectively track and address inventory, consumables, and other business items required to operate in order to maximize operating capital and minimize risk.
- Conduct a regular review cost structures in the department to maximize efficiencies



## **Position Description – Assistant Golf Course Superintendent**

### **Human Resources**

- Coordinate all hiring, training, and performance oversight of supervisors and staff.
- Regularly review staff performance and acting upon deficiencies as identified.
- Develop, maintain, deliver, and delegate the execution of comprehensive training programs to ensure staff in all positions are fully familiar with their duties, responsibilities, and expectations, and are familiar with all company policies procedures and goals.
- Review and update employee manuals, forms, and position descriptions as required.
- Pursue personal and professional skills development and upgrading in order to provide a higher level of service.
- Provide regular opportunities to coach supervisors on progress and maintain accountability regarding goals and actions.
- Ensure all documents relating to employment are completed in a timely and accurate manner for all staff.

### **Position Specific Tasks**

- Supervising and overseeing up to 30+ agronomy staff.
- Delegate tasks to be carried out by associates each day.
- Assist the superintendent in establishing an effective schedule of maintenance and cultivation practises, that maximizes turf playability, resilience, and aesthetics.
- Work with the mechanics to regulate the use of equipment to ensure its longevity and performance.
- Maintain a safe workplace and work with the superintendents to conduct regular reviews.
- Ensure staff is adequately trained in operating procedures, and aware of department safety standards.
- Working within a schedule and comfortably adapting to changes that may occur.
- Purchasing products and equipment within the budget provided.
- Keep purchase orders and expense tracking up to date.



## Position Description – Assistant Golf Course Superintendent

### Required Qualifications, Education & Experience

- Post-secondary Turf Management diploma, or equivalent.
- Currently hold or the ability to obtain a BC Pesticide Applicators Certificate within 90 days.
- Experience and knowledge of maintaining golf course irrigation systems.
- Organizational and time management skills.
- Experience and knowledge of all golf course equipment.
- Knowledge of Globally Harmonized System (GHS)
- Up to date on all Work Safe practices.
- Excellent Communication and organizational skills both written and verbally.
- Microsoft Excel
- Valid BC driver licence
- Clean criminal record check

### Interpersonal Skills and Qualities:

- Analytical and detail oriented.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### Physical Requirements

- |  |         |
|--|---------|
| ▪ Seeing and hearing: read documents, computer screen, communicate in person | 50-100% |
| ▪ Standing and walking   | 70-100% |
| ▪ Climbing, stooping, squatting, and kneeling                                | 75-100% |
| ▪ Dexterity: Tool Use  | 75-100% |
| ▪ Lift in excess of 25 pounds  | 25-50%  |

### Work Hours & Working Conditions

- Work hours may include early mornings and evenings on weekdays, weekends, and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.



## Position Description – Second Assistant

Name of Position:	<b>Second Assistant</b>		
Reports to:	Golf Course Superintendent	Supervises:	Agronomy Department
Position Type:	Full Time	Last Reviewed	May 22nd, 2024

### Position Duties:

#### Team Leadership

- Work with staff to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Develop, review, and promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the 'Energetic Exceptional Experience' quality standards to provide a Remarkable Experience.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.
- At all times, ensure that staff are working to protect the assets of the company from damage, loss or other foreseeable threats.

#### Operations

- Maintain a staffing model that supports profit & expense targets as well as service promises.
- Work with suppliers on inventory orders and ensure inventory is received, tracked, and at the required level.
- Assist with managing team members, equipment, and other requirements to ensure a fiscally responsible department.
- Provide Superintendent with input into annual budgeting.
- Maintain knowledge regarding Bear Mountain Community and Ecoasis' development and future growth and keep staff informed.
- Build strong contractor and supplier relationships that result in agreements which provide greater cost efficiencies, reporting to senior management when contractor performance measures are unmet.

#### Financial

- Effectively track and address inventory, consumables, and other business items required to operate in order to maximize operating capital and minimize risk.
- Conduct a regular review cost structures in the department to maximize efficiencies.



## **Position Description – Second Assistant**

### **Human Resources**

- Coordinate hiring, training, and performance oversight of agronomy staff.
- Regularly review staff performance and act upon deficiencies as identified.
- Develop, maintain, deliver, and delegate the execution of comprehensive training programs to ensure staff in all positions are fully familiar with their duties, responsibilities, and expectations, and are familiar with all company policies procedures and goals.
- Review and update employee manuals, forms, and position descriptions as required.
- Pursue personal and professional skills development and upgrading in order to provide a higher level of service.
- Provide regular opportunities to coach staff on progress and maintain accountability regarding goals and actions.
- Ensure all documents relating to employment are completed in a timely and accurate manner for all staff.

### **Position Specific Tasks**

- Supervising and overseeing up to 30+ agronomy staff.
- Assuming the role of Assistant Superintendent in their absence
- Delegate tasks to be carried out by associates each day.
- Assist the Superintendent in establishing an effective schedule of maintenance and cultivation practises, that maximizes turf playability, resilience, and aesthetics.
- Work with the mechanics to regulate the use of equipment to ensure its longevity and performance.
- Maintain a safe workplace and work with the superintendents to conduct regular reviews.
- Ensure staff is adequately trained in operating procedures, and aware of department safety standards.
- Actively maintains OFA certification.
- Actively maintains 5 year BC Pesticide certification
- Working within a schedule and comfortably adapting to changes that may occur.
- Purchasing products and equipment within the budget provided.
- Keep purchase orders and expense tracking up to date.



## Position Description – Second Assistant

### Required Qualifications, Education & Experience

- Post-secondary Turf Management diploma, or equivalent.
- Currently hold or the ability to obtain a BC Pesticide Applicators Certificate within 90 days.
- Experience and knowledge of maintaining golf course irrigation systems.
- Organizational and time management skills.
- Experience and knowledge of all golf course equipment.
- Knowledge of Globally Harmonized System (GHS)
- Up to date on all Work Safe practices.
- Excellent Communication and organizational skills both written and verbally.
- Microsoft Excel
- Valid BC driver licence

### Interpersonal Skills and Qualities:

- Analytical and detail oriented.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### Physical Requirements

- |  |         |
|--|---------|
| ▪ Seeing and hearing: read documents, computer screen, communicate in person | 50-100% |
| ▪ Standing and walking   | 70-100% |
| ▪ Climbing, stooping, squatting, and kneeling                                | 75-100% |
| ▪ Dexterity: Tool Use  | 75-100% |
| ▪ Lift in excess of 25 pounds  | 25-50%  |

### Work Hours & Working Conditions

- Work hours include early mornings and evenings on weekdays, weekends, and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.





## Position Description – Irrigation Technician

Name of Position:	<b>Irrigation Technician</b>		
Reports to:	Assistant Golf Course Superintendent	Supervises:	
Position Type:	Full Time	Last Reviewed	April 18 2024

### Position Duties:

#### Team Leadership

- Work with staff to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Develop, review, and promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the ‘Energetic Exceptional Experience’ quality standards to provide a Remarkable Experience.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.

#### Operations

- Work with industry suppliers on inventory orders and ensure inventory is received and at the maintained at a operational level.
- Maintain knowledge regarding Bear Mountain Community and Ecoasis’ development and future growth and keep staff informed.

#### Position Specific Tasks

- Overseeing 36 holes of irrigation
- Maintaining high quality irrigation standards
- Working closely with all golf course technicians, Assistant Superintendent and Superintendent
- Maintenance and repair of all golf course irrigation equipment
- Hand watering
- Working within a schedule and comfortably adapting to changes that may occur.
- Purchasing products and equipment within the budget provided



## Position Description – Irrigation Technician

### Required Qualifications, Education & Experience

- Prior work experience related to irrigation
- Irrigation education certificates
- Organizational and time management skills
- Experience and knowledge of all golf course equipment
- Knowledge of GHS (Global Harmonized System)
- Electrical trouble shooting
- Prolonged periods of standing, crouching, digging & walking.
- Experience with PVC repairs and pipe gluing
- Ability to identify non performing irrigation, troubleshoot and repair
- Working with golf course irrigation satellites and components
- Experience fusing HD pipe is an asset.
- Comfortable working and scheduling Rainbird Central Irrigation controls
- Up to date on all Work Safe practices.
- Excellent Communication and organizational skills both written and verbally.
- Valid BC driver licence

### Interpersonal Skills and Qualities:

- Analytical and detail oriented.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Ability to work individually or in teams
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### Physical Requirements

- |  |         |
|--|---------|
| ▪ Seeing and hearing: read documents, computer screen, communicate in person | 50-100% |
| ▪ Standing and walking   | 70-100% |
| ▪ Climbing, stooping, squatting, and kneeling                                | 75-100% |
| ▪ Dexterity: Tool Use  | 75-100% |
| ▪ Lift in excess of 25 pounds  | 25-50%  |

### Work Hours & Working Conditions

- Work hours include early mornings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily



## Position Description – Spray Technician

Name of Position:	<b>Spray Technician</b>		
Reports to:	Assistant Golf Course Superintendent	Supervises:	
Position Type:	Full Time	Last Reviewed	February 8 <sup>th</sup> , 2024

### Position Duties:

#### Team Leadership

- Work with staff to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Develop, review, and promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the ‘Energetic Exceptional Experience’ quality standards to provide a Remarkable Experience.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.
- At all times, ensure that staff are working to protect the assets of the company from damage, loss or other foreseeable threats.

#### Operations

- Ensure inventory is received and at the required level.
- Maintain knowledge regarding Bear Mountain Community and Ecoasis’ development and future growth and keep staff informed.

#### Financial

- Effectively track and address inventory, and other business items required to operate in order to maximize operating capital and minimize risk.
- Conduct a regular review cost structures in the department to maximize efficiencies.

#### Human Resources

- Develop, maintain, deliver, and delegate the execution of comprehensive training programs to ensure staff in all positions are fully familiar with their duties, responsibilities, and expectations, and are familiar with all company policies procedures and goals.
- Pursue personal and professional skills development and upgrading in order to provide a higher level of service.
- Ensure all documents relating to employment are completed in a timely and accurate manner for all staff.



## **Position Description – Spray Technician**

### **Position Specific Tasks**

- Working closely with the course superintendent
- Performs preventive maintenance on all spray equipment
- Maintains complete records on all applications in a timely manner
- Performs duties in a safe and timely manner
- Report any irregularities in turf quality to management
- Train and supervise staff assigned to fertility applications
- Maintains inventory of products upon delivery and once applied
- Perform other ongoing maintenance duties as required

### **Required Qualifications, Education & Experience**

- Experience in a Spray Technician role
- Organizational and time management skills.
- Experience and knowledge of foliar and granular application equipment
- Knowledge of GHS (Global Harmonized System)
- Pump trouble shooting skills
- Prolonged periods of standing, lifting and walking
- Comfortable working with Microsoft Excel
- Up to date on all Work Safe practices.
- Excellent Communication and organizational skills both written and verbally
- Valid BC Pesticide Applicators Certificate
- Valid BC driver licence

### **Interpersonal Skills and Qualities:**

- Analytical and detail oriented.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### **Physical Requirements**



### **Position Description – Spray Technician**

- |  |         |
|--|---------|
| ▪ Seeing and hearing: read documents, computer screen, communicate in person | 50-100% |
| ▪ Standing and walking   | 70-100% |
| ▪ Climbing, stooping, squatting, and kneeling                                | 75-100% |
| ▪ Dexterity: Tool Use  | 75-100% |
| ▪ Lift in excess of 25 pounds  | 25-50%  |

### **Work Hours & Working Conditions**

- Work hours may include early mornings and evenings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.



## Position Description – Assistant Equipment Technician

Name of Position:	<b>Mechanic</b>		
Reports to:	Head Mechanic/Superintendent	Supervises:	
Position Type:	Full Time	Last Reviewed	July 12, 2020

### Position Duties:

#### Team Leadership

- Work with staff to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the 'Energetic Exceptional Experience' quality standards to provide a Remarkable Experience.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.

#### Operations

- Regularly monitor quality standards within the equipment to ensure for the golf operation has the tools required to provide a remarkable experience.
- Maintain all tools, equipment, and other requirements to ensure a fiscally responsible department.

#### Human Resources

- Pursue personal and professional skills development and upgrading in order to provide a higher level of service.
- Provide regular opportunities to coach supervisors on progress and maintain accountability regarding goals and actions.
- Ensure all documents relating to employment are completed in a timely and accurate manner for all staff.

#### Position Specific Tasks

- Working closely with the course superintendents & lead horticulturalist on equipment repairs and maintenance
- Working within a schedule and comfortably adapting to changes that may occur
- Maintain quality of cut to high standards
- Troubleshooting, diagnosing and repairing equipment
- Ordering parts from suppliers, tracking purchases based on the budget
- Maintain a safe workplace and conduct regular reviews



## Position Description – Assistant Equipment Technician

- Training staff on equipment and maintenance procedures
- Regulate use of equipment in the absence of superintendents and assistants.

### Required Qualifications, Education & Experience

- Diploma or certificate as a turf mechanic technician or the equivalent trade as a mechanic (Red Seal Certification)
- Organizational and time management skills
- Experience and knowledge of all golf course equipment
- Knowledge of Workplace Hazardous Materials Information System (WHMIS)
- Up to date on all Work Safe practices
- Excellent Communication and organizational skills both written and verbally
- Welding and fabrication experience an asset
- Performing regularly scheduled maintenance of equipment
- Valid BC driver licence

### Interpersonal Skills and Qualities:

- Analytical and detail oriented.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### Physical Requirements

- |  |         |
|--|---------|
| ▪ Seeing and hearing: read documents, computer screen, communicate in person | 50-100% |
| ▪ Standing and walking   | 70-100% |
| ▪ Climbing, stooping, squatting, and kneeling                                | 75-100% |
| ▪ Dexterity: Tool Use  | 75-100% |
| ▪ Lift in excess of 25 pounds  | 25-50%  |

### Work Hours & Working Conditions

- Work hour include early mornings and evenings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.



## Position Description – Reel Technician

Name of Position: **Reel Technician**

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Reports to: Head Mechanic or Superintendent Supervises:

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Position Type: Full Time Last Reviewed July 12, 2020

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### Position Duties:

#### Team Leadership

- Work with staff to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the 'Energetic Exceptional Experience' quality standards to provide a Remarkable Experience.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.

#### Operations

- Regularly monitor quality standards within the equipment to ensure for the golf operation has the tools required to provide a remarkable experience.
- Maintain all tools, equipment, and other requirements to ensure a fiscally responsible department.

### Position Specific Tasks

- Ensure that all cutting units are kept in pristine working order to maximize equipment performance and quality of cut.
- Working closely with the course superintendent & lead horticulturalist on equipment repairs and maintenance
- Working within a schedule and comfortably adapting to changes that may occur
- Maintain quality of cut to high standards
- Troubleshooting, diagnosing and repairing equipment
- Ordering parts from suppliers, tracking purchases based on the budget
- Maintain a safe workplace
- Training staff on equipment and maintenance procedures
- Regulate use of equipment in the absence of superintendents and assistants.

### Required Qualifications, Education & Experience

- Diploma or certificate as a turf mechanic technician
- Organizational and time management skills





#### **Position Description – Reel Technician**

- Experience and knowledge of all golf course equipment
- Knowledge of Workplace Hazardous Materials Information System (WHMIS)
- Up to date on all Work Safe practices
- Excellent Communication and organizational skills both written and verbally
- Welding and fabrication experience an asset
- Valid BC driver licence

#### **Interpersonal Skills and Qualities:**

- Analytical and detail oriented.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

#### **Physical Requirements**

- |  |         |
|--|---------|
| ▪ Seeing and hearing: read documents, computer screen, communicate in person | 50-100% |
| ▪ Standing and walking   | 70-100% |
| ▪ Climbing, stooping, squatting, and kneeling                                | 75-100% |
| ▪ Dexterity: Tool Use  | 75-100% |
| ▪ Lift in excess of 25 pounds  | 25-50%  |

#### **Work Hours & Working Conditions**

- Work hours include early mornings and evenings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.



## Position Description – Equipment Maintenance Technician

Name of Position:	<b>Equipment Maintenance Technician</b>		
Reports to:	Head Mechanic	Supervises:	
Position Type:	Full Time	Last Reviewed	March 7, 2024

### Position Duties:

#### Team Leadership

- Work with staff to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the ‘Energetic Exceptional Experience’ quality standards to provide a Remarkable Experience.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.

#### Operations

- Regularly monitor quality standards within the equipment to ensure for the Ecoasis operation has the tools required to provide a remarkable experience.
- Maintain all tools, equipment, and other requirements to ensure a fiscally responsible department.

#### Human Resources

- Pursue personal and professional skills development and upgrading in order to provide a higher level of service.
- Progress and maintain accountability regarding goals and actions.
- Ensure all documents relating to employment are completed in a timely and accurate manner

#### Position Specific Tasks

- Working closely with the course superintendent & lead horticulturalist on equipment repairs and maintenance
- Working within a schedule and comfortably adapting to changes that may occur
- Maintain quality of cut to high standards
- Maintain a safe workplace
- Training staff on equipment and maintenance procedures



## **Position Description – Equipment Maintenance Technician**

### **Required Qualifications, Education & Experience**

- Diploma or certificate as a turf mechanic technician or the equivalent trade as a mechanic (Red Seal Certification)
- Organizational and time management skills
- Conducting regularly scheduled maintenance on equipment
- Experience and knowledge of all golf course and horticulture equipment
- Knowledge of Workplace Hazardous Materials Information System (WHMIS)
- Up to date on all Work Safe practices
- Excellent Communication and organizational skills both written and verbally
- Welding and fabrication experience an asset
- Rotary and Reel cutting head set up experience
- Valid driver licence

### **Interpersonal Skills and Qualities:**

- Analytical and detail oriented.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### **Physical Requirements**

- |  |         |
|--|---------|
| ▪ Seeing and hearing: read documents, computer screen, communicate in person | 50-100% |
| ▪ Standing and walking   | 70-100% |
| ▪ Climbing, stooping, squatting, and kneeling                                | 75-100% |
| ▪ Dexterity: Tool Use  | 75-100% |
| ▪ Lift in excess of 25 pounds  | 25-50%  |

### **Work Hours & Working Conditions**

- Work hours include early mornings and evenings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily



## Position Description – Golf Course Foreman

Name of Position:	<b>Golf Course Foreman</b>		
Reports to:	2 <sup>ND</sup> Assistant Golf Superintendent	Supervises:	<u>Agronomy staff</u>
Position Type:	<u>Permanent, Full Time</u>	Last Reviewed	<u>February 9<sup>th</sup>, 2023</u>

### Position Duties:

#### Team Leadership

- Work with staff to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Develop, review, and promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the 'Energetic Exceptional Experience' quality standards to provide a Remarkable Experience.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.
- At all times, ensure that staff are working to protect the assets of the company from damage, loss or other foreseeable threats.

#### Human Resources

- Coordinate with the Head Superintendent(s) all hiring, training, and performance oversight of staff.
- Develop, maintain, deliver, and delegate the execution of comprehensive training programs to ensure staff in all positions are fully familiar with their duties, responsibilities, and expectations, and are familiar with all company policies procedures and goals.
- Review and update employee manuals, forms, and position descriptions as required.
- Pursue personal and professional skills development and upgrading in order to provide a higher level of service.
- 

#### Position Specific Tasks

- Supervising and overseeing agronomy staff.
- Completing day to day golf course maintenance tasks
- Working within a schedule and comfortably adapting to changes that may occur.
- Set good example for associates by maintaining work quality at a high standard.
- Ensure staff is adequately trained in operating procedures, and aware of department safety standards.
- Delegate tasks and use of equipment in the absence of managers.
- Communicate with associates regularly, to emphasize teamwork, and relay their suggestions and opinions with superintendent.



## **Position Description – Golf Course Foreman**

### **Required Qualifications, Education & Experience**

- Organizational and time management skills
- Experience and knowledge of all golf course equipment
- Promote and practice all up to date on all Work Safe practices
- Excellent Communication and organizational skills both written and verbally
- Valid BC driver licence

### **Interpersonal Skills and Qualities:**

- Analytical and detail oriented.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### **Physical Requirements**

- Seeing and hearing: read documents, computer screen, communicate in person
- Climbing, stooping, squatting, and kneeling
- Dexterity: Tool Use
- Ability to stand or walk for prolonged periods of time
- Ability to lift 50lbs

### **Work Hours & Working Conditions**

- Work hours include early mornings and evenings on weekdays, weekends, and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.



## Position Description - Greenskeeper

Name of Position: **Permanent Greenskeeper**

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Reports to: Foreman/Head Golf  
Superintendent

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Supervises:

Position Type: Full Time

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Last Reviewed July 12, 2020

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### Position Specific Tasks

- Perform general landscape maintenance using handheld equipment.
- Operates small machinery to assist with edging, trimming, and mowing.
- Involved with tasks related to course detail (weed and debris clean up).
- Operate walking equipment in mowing greens, collars, and tees.
- Assists with golf course set-up procedures.
- Operates walk behind fertilizer spreaders.
- Operates utility vehicles, top dressers, and ride-on mowing equipment.
- Operates heavy duty equipment such as tractors and skid steers.
- Operates equipment safely and is aware of associates and their prospective work areas.
- Maintains flexibility to take on new and different tasks as directed by the Department Manager.
- Other tasks as required to maintain two Jack Nicklaus Designed Golf Courses
- Working within a schedule and comfortably adapting to changes that may occur.

### Required Qualifications, Education & Experience

- Organizational and time management skills
- Previous experience is preferred but not required and full training is provided.
- Valid BC driver licence

### Interpersonal Skills and Qualities:

- Analytical and detail oriented.
- Problem solving & decision-making skills.
- Good interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### Work Hours & Working Conditions

- Work hours include early mornings and evenings on weekdays, weekends, and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.
- Prolonged walking and standing



## Position Description – Seasonal Greenskeeper

Name of Position:	<b>Seasonal Greenskeeper</b>		
Reports to:	Greenskeeper Foreman/Head Golf Superintendent	Supervises:	
Position Type:	Seasonal Full Time	Last Reviewed	July 12, 2020

### Position Specific Tasks

- Perform general landscape maintenance using handheld equipment.
- Operates small machinery to assist with edging, trimming, and mowing.
- Involved with tasks related to course detail (weed and debris clean up).
- Operate walking equipment in mowing greens, collars, and tees.
- Assists with golf course set-up procedures.
- Operates utility vehicles and mowing equipment.
- Operates equipment safely and is aware of associates and their prospective work areas.
- Maintains flexibility to take on new and different tasks as directed by the Department Manager.
- Other tasks as required to maintain two Jack Nicklaus Designed Golf Courses
- Working within a schedule and comfortably adapting to changes that may occur.

### Required Qualifications, Education & Experience

- Organizational and time management skills
- Previous experience is preferred but not required and full training is provided.
- Valid BC driver licence

### Interpersonal Skills and Qualities:

- Analytical and detail oriented.
- Comfortable and able to work early mornings
- Problem solving & decision-making skills.
- Good interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### Physical Requirements

- Seeing and hearing: read documents, computer screen, communicate in person 50-100%
- Standing and walking 70-100%
- Climbing, stooping, squatting, and kneeling 75-100%
- Dexterity: Tool Use 75-100%
- Lift in excess of 25 pounds 25-50%



## **Position Description – Seasonal Greenskeeper**

### **Work Hours & Working Conditions**

- Work hours may include early mornings and evenings on weekdays, weekends, and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.
- Prolonged walking and standing





## Position Description – Head Golf Professional

Name of Position:	<b>Head Golf Professional</b>		
Reports to:	General Manager	Supervises:	Associate Golf Pro Assistant Golf Professional Outside Services Supervisor Player Assistant Supervisor
Position Type:	Permanent Full Time	Last Reviewed	May, 2022
Implementation Date:	January 1st, 2020	Creation Date	October 9, 2019

### Scope of Position:

The Head Golf Professional is an operational management role which oversees all operating aspects of the Pro Shop, Event Sales and Outside Services for the course. The Head Golf Professional role is to guide, direct, and execute a remarkable golf experience in an extraordinary year-round setting through exceptional service at a nationally recognized golf course community.

### Position Duties:

#### Team Leadership

- Work with associates to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Develop, review, and promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the ‘Energetic Exceptional Experience’ quality standards to provide a Remarkable Experience.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.
- At all times, ensure that staff are working to protect the assets of the company from damage, loss or other foreseeable threats.

#### Operations

- Regularly monitor quality standards for the golf operation ensuring remarkable service is the primary consideration of all staff.
- Maintain a staffing model that supports profit targets as well as service promises.
- Identify and follow market trends to determine appropriate merchandise to be stocked in the Pro Shop.
- Negotiate the best terms with suppliers on inventory orders and ensure inventory is received at appropriate times to maximize the sales opportunities
- Maintain all fixtures, equipment, and other requirements to ensure a profitable, functional operating environment, POS and technological requirements.
- Provide General Manager with input into annual budgeting
- Maintain knowledge regarding Bear Mountain Community and Ecoasis development and future growth and keep staff informed.



## **Position Description – Head Golf Professional**

### **Service**

- Set annual customer satisfaction goals and monitor results on a regular basis.
- Create, maintain and act upon “Energetic Exceptional Experience” quality standards for client service creating a remarkable service experience
- Work with all staff to ensure collaborative service and shared responsibility for service standards are always in use.
- Be aware of “appropriate” industry trends and work with all levels of management to implement new trends into the service model.

### **Business Development**

- Create and execute a Sales Plan for Outside Golf Events
- Undertake promotional activities in order to create new and repeat business and increase revenues.
- Create and execute programs to elevate our member and guest experience.
- Build strong contractor and supplier relationships that result in agreements which provide greater cost efficiencies, reporting to senior management when contractor performance measures are unmet.

### **Financial**

- Participate in setting annual targets and goals for revenues
- Review monthly financial results with the Director of Golf and take necessary actions to achieve targets.
- Effectively track and address inventory, consumables, and other business items required to operate in order to maximize operating capital and minimize risk.
- Conduct a regular review of all product offerings, prices, and/or cost structures in the department in order to maximize revenue sources.

### **Human Resources**

- Coordinate all hiring, training, and performance oversight of supervisors and staff.
- Regularly review staff performance and acting upon deficiencies as identified.
- Review and recommend to the General Manager wage ranges for each position, based on market conditions, and tenure and performance.
- Develop, maintain, deliver, and delegate the execution of comprehensive training programs to ensure staff in all positions are fully familiar with their duties, responsibilities and expectations, and are familiar with all company policies procedures and goals.
- Review and update employee manuals, forms, and position descriptions as required.
- Pursue personal and professional skills development and upgrading in order to provide a higher level of service.
- Provide regular opportunities to coach supervisors on progress and maintain accountability regarding goals and actions.
- Ensure all documents relating to employment are completed in a timely and accurate manner for all staff.

### **Position Specific Tasks**

- Maintain a current knowledge of golf industry rules, regulations and procedures.
- Supervise administration, setup, and performance of groups and tournaments.
- Ensure the POS, Tee Sheet and Online Booking systems are properly set up to provide accurate and relevant reporting on the results of the unit.
- Accurately and efficiently enter and reconcile POS information.
- Provide daily reconciled cash outs to the Accounting department.
- Work with Director of Instruction to provide appropriate support when required



## Position Description – Head Golf Professional

### Remuneration

The Head Golf Professional is paid a core salary, lesson commissions, reimbursement of CPGA dues, the potential of an annual performance bonus (sales incentive), health and dental and receives vacation in accordance with the Company vacation pay policy. The Head Golf Professional is expected to work flexible hours and days to accomplish their duties. Employee benefits and discounts are available in accordance with current Company policy.

### Required Qualifications, Education & Experience

- Class A PGA of Canada Member in good standing or equivalent schooling.
- 5 years in a supervisory role.
- Proven track record of setting and achieving operational and sales goals.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Point of Sale back office programming experience.
- Computer skills (Word, Excel, POS and other software, as required)

### Interpersonal Skills and Qualities:

- Analytical and detail oriented.
- Demonstrated client service skills and a commitment to service.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### Physical Requirements

- Seeing and hearing: read documents, computer screen, answer phones, communicate in person 50-100%
- Standing and walking 25-100%
- Climbing, stooping, squatting and kneeling 50-75%
- Dexterity: utilizing phone, typing, and writing 50-75%
- Lift in excess of 25 pounds 0-24%

### Work Hours & Working Conditions

- Work hours may include early mornings and evenings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.



## Position Description – Head Teaching Professional

Name of Position:	<b>Head Teaching Professional</b>		
Reports to:	Head Professional	Supervises:	Assistant and Teaching Professionals
Position Type:	Full Time	Last Reviewed	March, 2022

### Team Leadership & Staff Development

- **Coach and Mentor Staff:** Provide coaching and mentorship to assistant professionals and teaching staff, ensuring they uphold high teaching standards and are motivated to enhance their own teaching skills.
- **Staff Training:** Develop and implement ongoing training programs to improve instructional delivery, teaching methods, and customer service.
- **Promote a Culture of Learning:** Foster a culture within the team that values continuous learning, expertise, and professional development in both instructional and operational roles.
- **Feedback and Performance:** Conduct regular performance reviews of the teaching staff, offering constructive feedback and supporting their growth as golf professionals.

### Operations & Golf Facility Management

- **Scheduling & Lesson Coordination:** Manage the scheduling and organization of individual lessons, group clinics, and on-course instruction, ensuring optimal use of teaching facilities and time.
- **Facility Oversight:** Ensure the practice areas (driving range, putting green, short game area) are properly maintained and set up for lessons and clinics.
- **Client Experience:** Ensure all aspects of the client experience are exceptional, from the moment they book a lesson to the completion of their instructional program, delivering an energetic, remarkable experience.
- **Assist with Golf Operations:** Work closely with the Head Golf Professional and operational staff to ensure smooth integration of instructional programs with overall golf operations, including tee time management, retail, and course conditions.
- **Promote Golf Instruction:** Actively promote the teaching programs and services through marketing materials, social media, and networking events to increase participation and revenue.

### Service & Client Relations

- **Client Interaction:** Build strong relationships with students and members, offering personalized advice and guidance to help them achieve their golfing goals.
- **Customized Instruction Plans:** Develop and implement personalized, long-term improvement plans for regular clients, with a focus on their individual goals and aspirations.
- **Customer Satisfaction:** Set and monitor customer satisfaction goals for the teaching programs, ensuring high levels of feedback, repeat business, and positive testimonials.



## **Position Description – Head Teaching Professional**

### **Business Development & Revenue Generation**

- **Revenue Growth:** Create strategies to increase golf instruction revenue, including targeted marketing, new lesson packages, promotions, and special events.
- **Group Events and Clinics:** Develop and lead group events, golf schools, and clinics to increase participation and create a sense of community among golfers.
- **Junior & Ladies Programs:** Develop and implement specific programs for juniors and women to broaden the reach of the instructional offerings and cater to diverse client needs.
- **Retail & Merchandise Coordination:** Work with the Pro Shop team to suggest relevant golf products and teaching aids that can enhance the client's learning experience and generate retail revenue.

### **Financial Oversight**

- **Budgeting Input:** Provide input to the Director of Golf regarding annual budget planning for the golf instruction department.
- **Revenue Tracking:** Monitor and analyze financial performance of the instructional programs, taking necessary steps to meet revenue targets and maximize profitability.
- **Cost Control:** Ensure efficient use of resources, including lesson materials and teaching equipment, to maintain profitability.
- **Ensure all lessons/programs are charged and paid properly in POS**
- **Oversee and ensure all payment/invoicing of all lessons/programs are properly administered, timely and accurate prior to submission to Head Professional for payroll.**

### **Human Resources & Staff Management**

- **Hiring & Training:** Assist the Head Golf Professional in the hiring, training, and development of assistant instructors and teaching staff.
- **Performance Reviews:** Conduct regular performance reviews of the teaching staff, providing feedback, setting goals, and ensuring all staff meet the company's teaching standards.
- **Professional Development:** Promote ongoing professional development, attending workshops, seminars, and golf education events to enhance teaching knowledge and skills.

### **Position-Specific Tasks**

- **Events:** Supervise the organization and execution of instructional clinics and special events related to teaching.
- **Technology Integration:** Implement and manage golf teaching technologies (such as video analysis software or launch monitors) to enhance the learning experience for students.
- **Pro Shop Collaboration:** Work with the Pro Shop team to ensure that instructional programs are well-integrated with the retail offerings, recommending relevant equipment or apparel to clients.
- **System Management:** Ensure that the POS system, tee sheet, and online booking platforms are properly set up for seamless lesson scheduling, payment processing, and reporting.



## **Position Description – Head Teaching Professional**

### **Required Qualifications, Education & Experience**

- PGA of Canada Class A Professional (or equivalent certification from a recognized golf organization) in good standing.
- Minimum 5 years of teaching experience with a proven ability to coach players of all skill levels.
- Demonstrated success in building and growing a teaching program, with a track record of increasing lesson revenue.
- Expertise in golf swing mechanics, short game, and mental coaching strategies.
- Experience with performance-enhancing technologies such as video analysis, launch monitors, or swing simulators.
- Proficient in Point of Sale (POS) systems, scheduling software, and Microsoft Office applications (Word, Excel, etc.).
- Strong customer service and communication skills, with the ability to work effectively with players, team members, and management.

### **Physical Requirements**

- Seeing and hearing: Must be able to observe and provide visual feedback on players' swings, as well as communicate clearly with students (50-100%).
- Standing and walking: Ability to stand for extended periods, especially during lessons or on-course coaching (25-100%).
- Dexterity: Ability to use instructional tools, golf equipment, and technology for teaching (50-75%).
- Lifting: Ability to lift and carry golf equipment (0-24%).

### **Work Hours & Conditions**

- Work hours: May include early mornings, evenings, weekends, and holidays, depending on lesson scheduling.
- Environment: Will be exposed to indoor and outdoor conditions, including weather variations, while conducting lessons, coaching, or interacting with clients.
- Health & Safety: May encounter plant protection products, fertilizers, or errant golf balls during on-course instruction.



## Position Description – 1<sup>st</sup> Associate Golf Professional

Name of Position:	<b>1<sup>st</sup> Associate Golf Professional</b>		
Reports to:	Head Professional	Supervises:	Assistant Golf Professional Outside Services Supervisor Player Assistant Supervisor
Position Type:	Full Time	Last Reviewed	March, 2022

### Position Duties:

#### Team Leadership

- Work with staff to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Develop, review, and promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the ‘Energetic Exceptional Experience’ quality standards to provide a Remarkable Experience.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.
- At all times, ensure that staff are working to protect the assets of the company from damage, loss or other foreseeable threats.

#### Operations

- Regularly monitor quality standards for the golf operation ensuring remarkable service is the primary consideration of all staff.
- Maintain a staffing model that supports profit targets as well as service promises.
- Identify and follow market trends to determine appropriate merchandise to be stocked in the Pro Shop.
- Negotiate the best terms with suppliers on inventory orders and ensure inventory is received at appropriate times to maximize the sales opportunities
- Maintain all fixtures, equipment, and other requirements to ensure a profitable, functional operating environment, POS and technological requirements.
- Provide Director of Golf with input into annual budgeting
- Maintain and oversee locker room amenities and service
- Maintain knowledge regarding Bear Mountain Community and Ecoasis’ development and future growth and keep staff informed.

#### Service

- Set annual customer satisfaction goals and monitor results on a regular basis.
- Create, maintain and act upon “Energetic Exceptional Experience” quality standards for client service creating a remarkable service experience
- Work with all staff to ensure collaborative service and shared responsibility for service standards are always in use.
- Be aware of “appropriate” industry trends and work with all levels of management to implement new trends into the service model.





## **Position Description – 1<sup>st</sup> Associate Golf Professional**

### **Business Development**

- Create and execute a revenue generation plan to maximize tee time use
- Undertake promotional activities in order to create new and repeat business and increase revenues.
- Create and execute programs to elevate our member and guest experience.
- Build strong contractor and supplier relationships that result in agreements which provide greater cost efficiencies, reporting to senior management when contractor performance measures are unmet.

### **Financial**

- Participate in setting annual targets and goals for revenues
- Review monthly financial results with the Director of Golf and take necessary actions to achieve targets.
- Effectively track and address inventory, consumables, and other business items required to operate in order to maximize operating capital and minimize risk.
- Conduct a regular review of all product offerings, prices, and/or cost structures in the department in order to maximize revenue sources.

### **Human Resources**

- Coordinate with the Director of Golf all hiring, training, and performance oversight of supervisors and staff.
- Regularly review staff performance and acting upon deficiencies as identified.
- Review and recommend to the Director of Golf wage ranges for each position, based on market conditions, and tenure and performance.
- Develop, maintain, deliver, and delegate the execution of comprehensive training programs to ensure staff in all positions are fully familiar with their duties, responsibilities and expectations, and are familiar with all company policies procedures and goals.
- Review and update employee manuals, forms, and position descriptions as required.
- Pursue personal and professional skills development and upgrading in order to provide a higher level of service.
- Provide regular opportunities to coach supervisors on progress and maintain accountability regarding goals and actions.
- Ensure all documents relating to employment are completed in a timely and accurate manner for all staff.

### **Position Specific Tasks**

- Maintain a current knowledge of golf industry rules, regulations and procedures.
- Supervise administration, setup, and performance of groups and tournaments.
- Ensure the POS, Tee Sheet and Online Booking systems are properly set up to provide accurate and relevant reporting on the results of the unit.
- Accurately and efficiently enter and reconcile POS information.
- Provide daily reconciled cash outs to the Accounting department.
- Work with Director of Instruction to provide appropriate support when required





## Position Description – 1<sup>st</sup> Associate Golf Professional

### Required Qualifications, Education & Experience

- Class A PGA of Canada Member in good standing or equivalent schooling.
- 5 years in a supervisory role.
- Proven track record of setting and achieving operational and sales goals.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Point of Sale back office programming experience.
- Computer skills (Word, Excel, POS and other software, as required)

### Interpersonal Skills and Qualities:

- Analytical and detail oriented.
- Demonstrated client service skills and a commitment to service.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### Physical Requirements

- Seeing and hearing: read documents, computer screen, answer phones, communicate in person 50-100%
- Standing and walking 25-100%
- Climbing, stooping, squatting and kneeling 50-75%
- Dexterity: utilizing phone, typing, and writing 50-75%
- Lift in excess of 25 pounds 0-24%

### Work Hours & Working Conditions

- Work hours may include early mornings and evenings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.



## Position Description – Assistant Golf Professional

Name of Position:	<b>Assistant Golf Professional</b>		
Reports to:	Head Golf Professional	Supervises:	Pro Shop Sales Associate Outside Service Staff
Position Type:	Full Time	Last Reviewed	February 15, 2022

### Position Duties:

#### Team Leadership

- Work with staff to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Regular use of policies, procedures, and processes to support a smoothly operating, efficient organization.
- Communicate regularly with associates and participate in the delivery of 'Energetic Exceptional Experience' quality standards to provide a Remarkable Experience.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.
- At all times, ensure that staff are working to protect the assets of the company from damage, loss, or other foreseeable threats.

#### Operations

- Regularly monitor quality standards for the golf operation ensuring remarkable service is the primary consideration of all staff.
- Support profit targets as well as service promises.
- Assist identify and follow market trends to determine appropriate merchandise to be stocked in the Pro Shop.
- Maintain all fixtures, equipment, and other requirements to ensure a profitable, functional operating environment, POS and technological requirements.
- Maintain and oversee locker room amenities and service

#### Service

- Create, maintain and act upon "Energetic Exceptional Experience" quality standards for client service creating a remarkable service experience
- Work with all staff to ensure collaborative service and shared responsibility for service standards are always in use.
- Be aware of "appropriate" industry trends and work with all levels of management to implement new trends into the service model.

#### Business Development

- Assist with promotional activities to create new and repeat business and increase revenues.
- Assist in the creation and execution of programs to elevate our member and guest experience.
- Assist with social media and communications to members and guests.



## **Position Description – Assistant Golf Professional**

### **Financial**

- Participate in setting annual targets and goals for revenues
- Effectively track and address inventory, consumables, and other business items required to operate in order to maximize operating capital and minimize risk.
- Conduct a regular review of all product offerings, prices, and/or cost structures in the department in order to maximize revenue sources.

### **Human Resources**

- Assist to develop, maintain, deliver, and execute training programs to ensure staff in all positions are fully familiar with their duties, responsibilities and expectations, and are familiar with all company policies procedures and goals.
- Pursue personal and professional skills development and upgrading in order to provide a higher level of service.

### **Position Specific Tasks**

- Maintain a current knowledge of golf industry rules, regulations and procedures.
- Supervise administration, setup, and performance of groups and tournaments.
- Supervise administration, setup, and performance of member events and weekly leagues.
- Deliver golf instruction at the standard required.
- Deliver club fittings at the standard required.
- Ensure the POS, Tee Sheet and Online Booking systems are properly set up to provide accurate and relevant reporting on the results of the unit.
- Accurately and efficiently enter and reconcile POS information.
- Provide daily reconciled cash outs to the accounting department.
- Ensure all golf outlets are operating to standard to provide the required experience.

### **Required Qualifications, Education & Experience**

- PGA of Canada Member in good standing or equivalent schooling.
- Previous teaching/coaching experience.
- Familiar with launch monitor technologies.
- Point of Sale back-office programming experience.
- Computer skills (Word, Excel, POS, and coaching software, as required)

### **Interpersonal Skills and Qualities:**

- Analytical and detail oriented.
- Demonstrated client service skills and a commitment to service.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### **Work Hours & Working Conditions**

- Work hours may include early mornings and evenings on weekdays, weekends, and holidays.
- Subject to inside and outside environmental conditions.

### **Remuneration**

The Assistant Golf Professional is paid an hourly wage (\$19 to \$24/ hour based on experience), the potential of earning instructional commissions, health and dental benefits, employee access to BMAC, Golf and Tennis facilities in accordance with current company policy.



## Position Description – Pro Shop Associate

Name of Position: **Pro Shop Associate**

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Reports to: Head Professional      Supervises: Outside Service Employees

Position Type: Full Time/Part-Time      Last Reviewed: November 15, 2024

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### Customer Service & Sales

- **Assist Customers:** Greet and assist customers in a friendly and professional manner, providing knowledgeable recommendations for golf equipment, apparel, and accessories.
- **Promote Sales:** Actively promote Pro Shop merchandise, including seasonal promotions and new arrivals, while providing personalized service to meet customer needs.
- **Tee Time Scheduling:** Manage tee time reservations via phone, in-person, and online booking systems, ensuring accurate scheduling and customer service.
- **Inventory Assistance:** Support inventory management, including stocking shelves, restocking merchandise, and ensuring that products are well-organized and easily accessible.

### Operations Support

- **POS Transactions:** Process transactions through the Point of Sale (POS) system, handling cash, credit, and debit card payments.
- **Store Presentation:** Ensure that the Pro Shop is tidy and organized, with displays well-maintained and products appropriately tagged and priced.
- **Equipment Rentals:** Assist with renting golf carts, clubs, and other equipment to guests, ensuring everything is in working order.
- **Product Knowledge:** Maintain a solid understanding of Pro Shop products and services, staying informed on golf equipment, apparel, and trends.

### Customer Experience

- **Ensure Positive Experience:** Ensure all customers receive a warm, friendly, and professional experience, answering questions and addressing concerns promptly.
- **Member Interaction:** Provide personalized attention to members, ensuring they have access to the merchandise and services they need.
- **Promote Events:** Support the promotion of golf events, tournaments, and instructional programs, ensuring customers are aware of upcoming opportunities.

### Team Collaboration

- **Work as a Team:** Collaborate with other Pro Shop staff to ensure smooth operations and high levels of customer service.
- **Assist Management:** Support Pro Shop managers with daily operational tasks, including restocking, inventory checks, and handling customer inquiries.
- **Training and Development:** Participate in staff training to stay informed about products, services, and customer service best practices.



## **Position Description – Pro Shop Associate**

### **Additional Tasks**

- Assist with Golf Tournaments: Support the setup and execution of golf tournaments and special events hosted by the Pro Shop.
- Facility Maintenance: Help maintain the Pro Shop's appearance, keeping work areas clean and organized, and ensuring equipment is properly maintained.

### **Required Qualifications, Education & Experience**

- Customer Service Experience: Previous experience in a retail or customer service environment preferred.
- Golf Knowledge: Basic understanding of golf products and equipment is beneficial, but not required.
- POS System Experience: Familiarity with Point of Sale systems or willingness to learn.
- Communication Skills: Strong verbal communication and interpersonal skills to interact with customers and team members.

### **Physical Requirements**

- Standing/Walking: Ability to stand and walk for extended periods (75-100%).
- Lifting: Ability to lift and carry items up to 40 pounds (0-20%).
- Dexterity: Ability to handle merchandise, operate POS system, and assist customers (50-75%).

### **Work Hours & Conditions**

- Work Hours: Flexible hours, including evenings, weekends, and holidays as needed to accommodate peak business times.
- Environment: Indoor retail environment with occasional exposure to outdoor elements when assisting customers with equipment or golf-related tasks.



## Position Description – Outside Service Supervisor

Name of Position:	<b>Outside/Golf Services Supervisor</b>		
Reports to:	Head Golf Professional	Supervises:	Outside Service Staff
Position Type:	Full Time	Last Reviewed	November 15, 2024

### Team Leadership & Staff Management

- Supervise Outside Services Team: Lead and manage the outside services team, including cart attendants, driving range staff, and shuttle drivers. Provide coaching, training, and support to ensure staff perform their duties to the highest standards.
- Schedule & Staffing: Develop and manage staff schedules to ensure adequate coverage for peak times, events, and daily operations. Monitor staffing levels and adjust as necessary.
- Staff Performance & Development: Conduct regular performance evaluations for outside services staff, provide constructive feedback, and ensure ongoing development and training. Foster a positive, team-oriented work environment.
- Safety & Compliance: Ensure that all staff adhere to safety protocols, including safe operation of carts, shuttle vehicles, and golf course equipment. Regularly review and enforce safety guidelines for both staff and guests.

### Operations Management

- Driving Range Operations: Oversee the daily operations of the driving range, ensuring balls are properly stocked, tees are maintained, and the range is clean and organized. Ensure efficient ball retrieval and that equipment is well-maintained.
- Golf Cart Fleet Management: Manage the maintenance, organization, and operation of the golf cart fleet, ensuring carts are in good working condition and ready for use. Schedule regular inspections and coordinate repairs as needed.
- Shuttle Service Coordination: Oversee shuttle operations, ensuring timely and safe transportation of guests between key locations (e.g., parking lot, pro shop, practice areas). Ensure shuttle vehicles are clean, fueled/charged, and in good operating condition.
- Facility Cleanliness & Organization: Maintain a clean and orderly outside service area, including cart staging areas, parking lot, and driving range. Ensure that all areas are free from litter, debris, and other hazards.

### Customer Service Excellence

- Guest Interaction: Lead by example in providing exceptional customer service. Greet guests, answer questions, and ensure they have everything they need for a positive golf experience.
- Troubleshoot Issues: Address any guest complaints or concerns promptly and professionally, ensuring issues are resolved in a timely and efficient manner.
- Enhance Guest Experience: Work with the golf operations team to enhance the guest experience by ensuring that all outside service areas are welcoming, functional, and well-maintained.

### Event & Tournament Support



#### **Position Description – Outside Service Supervisor**

- **Event Coordination:** Assist with the setup and breakdown of golf tournaments, group outings, and special events. Ensure outside service staff are prepared and properly trained for event-specific duties.
- **Collaborate with Other Departments:** Coordinate with the Pro Shop, Golf Course Maintenance, and other departments to ensure seamless operations for events and daily activities.

#### **Inventory & Equipment Management**

- **Inventory Control:** Oversee inventory of range balls, golf carts, tees, scorecards and related equipment. Ensure stock levels are maintained and order replacements as necessary.
- **Equipment Maintenance:** Ensure that all outdoor equipment (golf carts, range balls, shuttle vehicles) is regularly inspected and maintained. Work with maintenance staff and Isle Golf Cars to schedule repairs and replacements as needed.

#### **Budgeting & Financial Oversight**

- **Budget Management:** Assist with the budgeting process for outside services, including forecasting for equipment maintenance, staffing, and operational costs.

#### **Required Qualifications, Education & Experience**

- **Leadership Experience:** Minimum of 3-5 years of experience in outside services, golf operations, or a related field, with at least 1 year in a supervisory or managerial role.
- **Golf Knowledge:** Strong understanding of golf operations, including golf carts, driving range management, and general golf course procedures.
- **Customer Service Skills:** Demonstrated ability to provide excellent customer service, with experience in resolving guest issues and creating a positive experience.
- **Safety Awareness:** Knowledge of safety protocols and the ability to enforce them to ensure a safe environment for both staff and guests.
- **Organizational Skills:** Strong organizational and time-management skills with the ability to manage multiple responsibilities effectively.
- **Communication Skills:** Excellent communication skills, both verbal and written, with the ability to interact effectively with staff, guests, and management.
- **Valid Driver's License:** Must have a valid driver's license and the ability to operate carts and shuttle vehicles safely.

#### **Physical Requirements**

- **Standing & Walking:** Ability to stand, walk, and remain active for long periods (75-100% of the time).
- **Lifting & Carrying:** Ability to lift up to 50 pounds, including golf bags, range equipment, and supplies (25-50%).
- **Driving:** Ability to operate golf carts, shuttle vehicles, and other golf course equipment safely (50-75%).
- **Outdoor Work:** Must be comfortable working outdoors in varying weather conditions.

#### **Work Hours & Conditions**

- **Work Hours:** Flexible hours, including early mornings, evenings, weekends, and holidays, depending on golf course activity and special events.
- **Environmental Exposure:** Work outdoors in all weather conditions, including rain, sun, and



#### **Position Description – Outside Service Supervisor**

wind, as necessary to complete duties.

- Event-Driven Hours: Availability to work during peak golf season, tournaments, and special events.





## Position Description – Outside Services

Name of Position: **Outside/Golf Services**

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Reports to: Outside/Golf Services Supervisor      Supervises:

Position Type: **Full Time/Part-Time/Seasonal**      Last Reviewed **November 15, 2024**

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### Customer Service & Golf Course Support

- **Golf Cart Services:** Greet golfers upon arrival and assist with the distribution, cleaning, and collection of golf carts. Ensure carts are in proper working order and prepared for use.
- **Driving Range Duties:** Maintain the driving range by setting up and organizing tee stations, ensuring range balls are cleaned and properly stocked, and retrieving balls from the range as needed.
- **Shuttle Service:** Operate shuttle vehicles to transport golfers and guests between key locations on the property (e.g., parking lot, Pro Shop, practice areas), ensuring a safe and efficient experience.
- **Assist Golfers:** Provide directions, answer questions, and assist with general golf course inquiries to enhance the guest experience.
- **Course Maintenance:** Assist with light course maintenance duties such as picking up litter, ensuring paths and tee areas are clear, and reporting any issues to the supervisor.

### Equipment Handling & Maintenance

- **Range Equipment:** Assist with the setup and maintenance of range equipment, ensuring that all golf balls, tees, and equipment are clean, organized, and readily available for guests.
- **Cart Maintenance:** Regularly inspect golf carts for damage, report maintenance issues, and keep carts clean and ready for use.
- **Shuttle Vehicle Maintenance:** Ensure shuttle vehicles are clean, fueled, and in good working order. Report any vehicle issues to management.

### Safety & Cleanliness

- **Safety Protocols:** Ensure safety standards are followed when operating carts, shuttle vehicles, or handling golf equipment. Assist guests in following safety rules and procedures.
- **Cleanliness & Organization:** Keep outdoor areas, including cart staging areas, shuttle stops, and the driving range, clean and organized. Regularly inspect the facility to maintain cleanliness standards.

### Team Collaboration & Communication

- **Coordinate with Staff:** Work closely with other outside service staff and golf operations team to ensure smooth and efficient service for all guests.
- **Report Issues:** Communicate any maintenance or operational concerns to supervisors in a timely manner, including damaged carts, range equipment, or shuttle vehicles.
- **Support Events & Tournaments:** Assist with the setup and breakdown of golf events, tournaments, or group outings, ensuring a seamless experience for participants.



## **Position Description – Outside Services**

### **Required Qualifications, Education & Experience**

- **Customer Service Experience:** Previous experience in a service-oriented role, ideally in golf operations or hospitality.
- **Valid Driver's License:** Must have a valid driver's license and be able to operate carts and shuttle vehicles in a safe manner.
- **Basic Golf Knowledge:** General understanding of golf course operations and equipment is helpful but not required.
- **Physical Fitness:** Ability to stand, walk, and lift equipment for extended periods, and work in varying weather conditions.

### **Physical Requirements**

- **Standing & Walking:** Ability to stand and walk for long periods (75-100% of the time).
- **Lifting:** Ability to lift up to 25 pounds and carry golf bags, range equipment, and supplies (25-50%).
- **Driving:** Ability to operate a golf cart, shuttle vehicle, or other golf course vehicles safely (50-75%).

### **Work Hours & Conditions**

- **Work Hours:** Flexible hours, including mornings, evenings, weekends, and holidays, based on course activity and guest needs.
- **Outdoor Environment:** Work outdoors in various weather conditions, including sunny, rainy, or windy weather.
- **Exposure to Golf Course Hazards:** Be mindful of potential hazards, such as moving golf balls, vehicles, or equipment, while working on the course or range.



## Position Description – Players Assistant Supervisor

Name of Position:	<b>Players Assistant Supervisor</b>		
Reports to:	Head Golf Professional	Supervises:	Players Assistants
Position Type:	Full Time	Last Reviewed	November 15, 2024

### Staff Supervision & Training

- **Lead the Team:** Supervise and manage a team of On-Course Players Assistants and Starters, ensuring they are performing their duties effectively and efficiently.
- **Training & Development:** Provide ongoing training and support to staff on customer service, course rules, safety protocols, and pace of play management.
- **Schedule Management:** Create and manage staff schedules, ensuring proper coverage during peak times and events.
- **Performance Monitoring:** Observe staff performance and provide feedback, coaching, and corrective action as needed.

### Operational Oversight

- **Monitor Pace of Play:** Ensure that the team is effectively monitoring and managing the pace of play on the course, addressing any slow play or operational issues promptly.
- **Coordinate Tee Time Flow:** Oversee the smooth flow of tee times, ensuring groups start on time and in the correct order.
- **Support Course Operations:** Work with golf course maintenance and other departments to ensure the course and facilities are properly prepared and maintained for players.
- **Troubleshoot Issues:** Address any on-course issues such as equipment problems, slow play, or customer complaints, and escalate to management when necessary.

### Customer Service & Communication

- **Enhance Guest Experience:** Lead by example in providing exceptional customer service, ensuring staff members engage with players in a friendly, professional manner.
- **Address Player Concerns:** Assist with resolving any player complaints or concerns, maintaining a positive and solution-focused attitude.
- **Collaborate with Other Departments:** Communicate with the Pro Shop, course maintenance, and management to address operational needs, changes, and player feedback.

### Administrative Duties

- **Reporting:** Track and report on team performance, pace of play, and customer service feedback to management.
- **Inventory & Equipment:** Oversee the inventory and maintenance of necessary equipment (e.g., radios, hand pickers, etc.) for on-course operations.
- **Ensure Compliance:** Ensure all staff follow golf course policies, safety regulations, and operational procedures.

### Required Qualifications, Education & Experience



#### **Position Description – Players Assistant Supervisor**

- Leadership Experience: Minimum of 1-2 years in a supervisory role, preferably in golf operations or hospitality.
- Golf Knowledge: Strong understanding of golf course operations, rules, and etiquette.
- Customer Service Skills: Proven ability to provide excellent customer service and handle player concerns or issues effectively.
- Communication Skills: Strong verbal communication skills to lead staff and interact with players, management, and other departments.
- Organizational Skills: Ability to manage schedules, staff performance, and day-to-day operations efficiently.

#### **Physical Requirements**

- Walking: Ability to walk the golf course for extended periods, monitor staff, and assist players as needed (75-100% of the time).
- Lifting: Ability to lift up to 25 pounds (e.g., golf bags or equipment).
- Outdoor Work: Must be comfortable working outdoors in varying weather conditions.

#### **Work Hours & Conditions**

- Work Hours: Flexible hours, including mornings, evenings, weekends, and holidays, depending on the golf course schedule and special events.
- Environmental Exposure: Work outdoors in all weather conditions, including sun, rain, or wind.



## Position Description – Player Assistant

Name of Position: **Player Assistant**

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Reports to: Player Assistant Supervisor      Supervises: N/A

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Position Type: Seasonal      Last Reviewed: November 15, 2024

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### Starter Responsibilities

- Greet Players: Welcome golfers as they arrive at the first tee, provide them with relevant course information, and ensure they are ready to begin their round.
- Tee Time Management: Monitor tee times to ensure groups start on time and follow the scheduled order of play.
- Provide Course Information: Brief golfers on course rules, pace of play expectations, and any course-specific details (e.g., temporary greens, course conditions).
- Assist with Check-in: Help with check-in and assist in ensuring players have the correct tee times and any needed equipment.

### On-Course Support

- Pace of Play Monitoring: Monitor the pace of play on the course, ensuring groups stay on track and offering support as needed (e.g., encouraging faster play or assisting slower groups).
- Player Assistance: Provide assistance to golfers on the course, including answering questions, providing directions, or offering minor course support (e.g., retrieving lost balls, replacing damaged equipment).
- Course Safety: Ensure players are following course safety protocols and report any safety concerns or issues to the appropriate staff.
- Troubleshoot Issues: Address any on-course issues, such as equipment problems, slow play, or player concerns, and communicate with the golf shop or management if needed.

### Customer Service & Communication

- Provide Exceptional Service: Maintain a friendly, positive attitude when interacting with players, helping to create a welcoming environment.
- Collaborate with Team: Work closely with other course staff (e.g., Pro Shop, maintenance) to ensure a smooth flow of play and address any operational issues.
- Feedback Collection: Collect feedback from players on their experience and report any relevant information or suggestions to management.

### Required Qualifications, Education & Experience

- Customer Service Skills: Previous experience in a service or hospitality role is preferred.
- Basic Golf Knowledge: Understanding of golf etiquette, rules, and course layout is helpful.
- Communication Skills: Ability to communicate clearly and professionally with golfers and team members.
- Problem-Solving Skills: Ability to handle situations on the course calmly and effectively.
- Physical Ability: Must be able to stand for extended periods, walk the course, and assist players as needed.



## **Position Description – Player Assistant**

### **Physical Requirements**

- Walking: Ability to walk the course for extended periods (75-100% of the time).
- Lifting: Ability to lift up to 25 pounds (e.g., golf bags or equipment).
- Outdoor Work: Must be comfortable working outside in various weather conditions (sun, rain, etc.).

### **Work Hours & Conditions**

- Work Hours: Flexible hours, including mornings, evenings, weekends, and holidays, depending on the golf course schedule.
- Environmental Exposure: Work outdoors, exposed to various weather conditions.



## Position Description – Membership Services

Name of Position:	<b>Membership Services</b>		
Reports to:	General Manager	Supervises:	
Position Type:	Permanent Full Time	Last Reviewed	July, 2023
Implementation Date:	September 15, 2020	Creation Date	September 9, 2020

### Scope of Position:

Membership Services is an operational role which oversees members accounts, member onboarding process, member payments and is the main point of contact for golf, tennis and fitness members for accounting purposes

### Position Duties:

#### Financial

- Review monthly member account statements for accuracy and ensure accounts are kept current.
- Report monthly on membership accounts receivables
- Create and maintain all event/tournament charging accounts
- Monitor all tour operator accounts and receivables
- Reconcile daily cash outs for Golf, Tennis and F&B
- Participate in setting annual targets and goals for revenues as it pertains to membership

#### Team Participation

- Participate with associates to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Develop, review, and promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.

#### Operations

- Assist with pro shop or fitness operations as required
- Provide General Manager with input on member onboarding process and enhancement
- Provide ideas and suggestions for revenue generating opportunities
- Maintain knowledge regarding Bear Mountain Community and Ecoasis development and future growth.

#### Service

- Create, maintain and act upon “Energetic Exceptional Experience” quality standards for client service creating a remarkable service experience.
- Work with all staff to ensure collaborative service and shared responsibility for service standards are always in use.
- Be aware of “appropriate” industry trends and work with all levels of management to implement new trends into the service model.



## Position Description – Membership Services

### Position Specific Tasks

- Work with sales staff and department managers to complete and facilitate all new member onboarding process
- Monitor and follow up with all member accounts to ensure they are kept current
- Reconcile daily cash outs for pro shop, tennis and F&B
- Provide monthly member account updates to General Manager
- Ensure all member changes are tracked and properly authorized
- Ensure all member hard copy files are up to date and maintained
- To communicate any issues or concerns with member payment schedules
- Coordinate member account adjustments as required
- Respond to member account inquiries in a timely manner
- Oversee the development/preparation of member accounting process
- Oversee the membership renewal process
- Petty cash reimbursements and reconciliation
- Maintain a current knowledge of golf, tennis and fitness trends

### Required Qualifications, Education & Experience

- Experience with accounts payable/receivable and billing
- Basic accounting and bookkeeping skills
- Proven interpersonal skills with a customer service focus
- Ability to prioritize and anticipate the needs of the Club and Department Managers
- Strong Computer skills (Word, Excel, POS and other software, as required).

### Interpersonal Skills and Qualities:

- Strong organizational skills, excellent written and verbal communication skills; Able to perform and prioritize multiple tasks with ease.
- Demonstrated client service skills and a commitment to service.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.

### Physical Requirements

- Seeing and hearing: read documents, computer screen, answer phones, communicate in person. 50-100%
- Standing and walking. 25-100%
- Climbing, stooping, squatting and kneeling. 0-25%
- Dexterity: utilizing phone, typing, and writing. 50-100%
- Lift in excess of 25 pounds. 0-25%

### Work Hours & Working Conditions

- Work hours may include early mornings and evenings on weekdays, weekends and holidays.

### Remuneration

The Membership Service role paid a salary (commensurate with experience), **health and dental benefits**, and receives **vacation** in accordance with the company vacation pay policy. The Membership Service role is expected to work flexible hours and days to accomplish their





#### **Position Description – Membership Services**

duties. Employee benefits and discounts are available in accordance with current company policy.

**Salary wage scale \$52,500 to \$60,000**



## Position Description – Resort Sales

Name of Position:	<b>Membership Sales</b>		
Reports to:	General Manager	Supervises:	
Position Type:	Permanent Full Time	Last Reviewed	January 2, 2023
Implementation Date:	January 15, 2023	Creation Date	December 27, 2022

### Scope of Position:

The Resort Sales position is an operational management role which oversees revenue generation for resort operations. This includes golf & tennis memberships, corporate membership, outside event, stay and play and performance center sales, Bear Mountain Activity Centre and food beverage outlets. The resort Sales role is to develop and execute a sales strategy that increases revenues and contributes to the success of the facility.

### Position Duties:

#### Business Development

- Create and execute a sales plan for outside golf events and memberships (golf, tennis & corporate),
- Create and execute a corporate sales program that utilizes all resort amenities including Bear Mountain Activity Centre
- Undertake promotional activities in order to create new and repeat business and increase revenues.
- Create and execute a sales plan to maximize resort experience sales liaising with local destination stake holders.
- Build strong corporate and community relationships that result in Bear Mountain being top of mind.
- Identify marketing opportunities and assist with content.

#### Team Leadership

- Participate with Department Managers to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Develop, review, and promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Work with other Department Managers to ensure operational staff work across functional lines to enhance service.

#### Operations

- Maintain all sales activities in a Customer Relationship Management software
- Provide General Manager with input into annual budgeting and track weekly progress
- Assist the Operations staff when required



## **Position Description – Resort Sales**

### **Financial**

- Participate in setting annual targets and goals for revenues
- Review monthly financial results with the General Manager and take necessary actions to achieve targets.
- Effectively track and address sales activities
- Conduct a regular review of all product offerings, prices, and/or cost structures in the department in order to maximize revenue sources.

### **Position Specific Tasks**

- Provide weekly sales activity updates.
- Help develop event sales budgets and marketing plans.
- Sell and promote programs and activities that increase and retain events in the Club, including, but not limited to, telephone sales campaigns, direct marketing campaigns, networking events and open house events.
- Respond to prospect inquiries, conduct tours and meetings for prospective events and membership inquiries.
- Oversee the development/preparation of contracts for all events.
- Maintain a current knowledge of golf, tennis and fitness industry trends.
- Ensure all sales information is properly transferred to proper Operations Teams

### **Required Qualifications, Education & Experience**

- Previous outside sales experience.
- Golf, event, or sports management experience preferred.
- Proven track record of setting and achieving sales goals.
- Computer skills (CRM Software, Word, Excel, POS and other software, as required).

### **Interpersonal Skills and Qualities:**

- Knowledge of sales techniques and methods to acquire new business leads.
- Strong organizational skills, excellent written and verbal communication skills; Able to perform and prioritize multiple tasks with ease.
- Demonstrated client service skills and a commitment to service.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and possess stress management skills.



## Position Description – Resort Sales

### Physical Requirements

- Seeing and hearing: read documents, computer screen, answer phones, communicate in person. 50-100%
- Standing and walking. 25-100%
- Climbing, stooping, squatting and kneeling. 0-25%
- Dexterity: utilizing phone, typing, and writing. 50-100%
- Lift in excess of 25 pounds. 0-25%

### Work Hours & Working Conditions

- Work hours may include early mornings and evenings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.

### Remuneration

The Resort Sales role is paid a **core salary** (commensurate with experience), the potential of an **annual performance bonus** (sales incentive), **health and dental benefits**, company **cell phone** and receives **vacation** in accordance with the company vacation pay policy. The Sales Manager is expected to work flexible hours and days to accomplish their duties. Employee benefits and discounts are available in accordance with current company policy.

**Annual Salary** \$55,000 to \$62,500 + Sales Incentives



Name of Position:	<b>Communications and Marketing Coordinator</b>		
Reports to:	GM of Resort and Golf	Supervises:	Social Media consultant
Position Type:	Permanent Full Time	Last Reviewed	November, 2024

## **Position Duties:**

### **Team Leadership**

- Work with associates to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- Develop, review, and promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Communicate regularly with associates the "Energetic Exceptional Experience" quality standards to provide a Remarkable Experience.
- Work with other staff to ensure operational staff work across functional lines to enhance service.
- At all times, ensure that staff are working to protect the assets of the company from damage, loss or other foreseeable threats.

### **Service**

- Set annual customer satisfaction goals and monitor results on a regular basis.
- Create, maintain and act upon "Energetic Exceptional Experience" quality standards for client service creating a remarkable service experience
- Work with all staff to ensure collaborative service and shared responsibility for service standards are always in use.
- Be aware of "appropriate" industry trends and work with all levels of management to implement new trends into the service model.

## **Position Specific Tasks**

### **Marketing, Communications and Marketing Coordinator**

- Coordinate, organize and plan community, member and staff events
- Create collateral (brochures, flat sheets, posters) and marketing materials (advertisements, gift certificates)
- Create and execute monthly newsletters
- Create and execute weekly golf and tennis member updates
- Create, implement, manage and prepare reports on marketing campaigns
- Maintain website and manage necessary updates
- Oversee work of Social Media consultant, and work together to create campaigns to increase engagement and monitor profit

### **Membership, Communications and Marketing Coordinator**

- Assist in creating membership categories and programs
- Communicate with Buyers, Sellers and Realtors as it relates to Golf Membership Eligible Address (GMEA) program in order to manage and protect programs



- Assist in preparing membership agreements, applications and transfers etc
- Maintain communication with Membership Services
- Maintain relationships with homeowners, members and Realtors
- Maintain up to date filing systems and spreadsheets

**Interpersonal Skills and Qualities:**

- Analytical and detail oriented.
- Demonstrated client service skills and a commitment to service.
- Problem solving skills.
- Excellent interpersonal & communication skills.

**Remuneration**

The communications and marketing coordinator is paid a salary with health and dental and receives vacation in accordance with the Company vacation pay policy. The Communication and Marketing Coordinator works weekdays but maintains some flexibility for weekend functions as required. Employee benefits and discounts are available in accordance with current Company policy.

### **Controller – Resort Operations**

Reports to:	CEO	Supervises:	Accounts Payable Clerk
Position Type:	Permanent Full Time	Last Reviewed	May 2021
Implementation:	March 2020	Creation Date	February 2020

#### **Scope of Position**

The Controller is a primary management role which oversees all day-to-day financial operations across the Resort. Responsibilities include financial analysis, reporting, budgeting and forecasting, audit & controls, working capital and cash control. This is both an operational and oversight role to ensure that tools and resources are available to the team who assist them in meeting their financial obligations.

#### **Position Specific Tasks**

- Full-cycle accounting responsibilities including preparation of month end journal entries and working paper
- Analysis of financial results tracking budgets, revenues and costs
- Monitoring variances and following up as required
- Preparing monthly operations reports and reporting to financial institutions and stakeholders
- Working effectively with the Management Team
- Liaising with financial institutions and external accountants

#### **Human Resources**

- Hire, train, and oversee performance of accounting staff.
- Regularly review unit performance and acting upon deficiencies as identified
- Review and recommend wage ranges for each position within the department, based on market conditions, and tenure and performance.
- Develop, maintain, and delegate the execution of comprehensive training programs to ensure staff in all positions are fully familiar with their duties, responsibilities and expectations, and are familiar with all company policies procedures and goals.

#### **Task Execution**

- In concert with the General Manager create, review and monitor reporting metrics for each unit required to create business success
- Ensure unit managers are completing action plans and tasks to ensure success.
- Regularly review and report on goals to CEO and General Manager
- Update units on other unit's actions, plans, and collaborative opportunities.
- Monitor and act upon missed measures and milestones.

**Qualifications**

- Chartered Professional Accountant (CPA) designation
- Minimum three years of experience
- Proficient with MS Office Suite with advanced Excel skills
- Proficient using accounting software
- Proficient with accounting procedures, systems, budgets and internal controls

**Interpersonal Skills and Qualities:**

- Highly organized and the ability to prioritize with solid attention to detail and accuracy
- Analytical and detail oriented.
- High level of integrity and dependability
- Strong sense of urgency
- Problem solving & decision-making skills.
- Work independently
- A team player with strong interpersonal skills, ability to communicate and manage well at all levels of the organization
- Results-oriented

**Physical Requirements**

- Seeing and hearing: read documents, computer screen, answer phones, communicate in person 50-100%
- Standing and walking 25-100%
- Dexterity: utilizing phone, typing, and writing 50-100%
- Lift in excess of 25 pounds 0-25%

**Remuneration**

- The Controller is paid a core salary, plus the potential of an annual performance bonus, and receives vacation in accordance with the Company vacation policy. The Controller is expected to work flexible hours and days to accomplish their duties. Employee benefits include health & dental plans, free golf, facility discounts in accordance with current Company policy





## Position Description – Horticulture Landscape and OHS Manager

Name of Position:	<b>Horticulture Landscape and Occupational Health and Safety (“OHS”) Manager</b>		
Reports to:	Resort CEO	Supervises:	Horticulture and OHS Department
Position Type:	Full Time	Last Reviewed	December, 2024

### Team Leadership

- Work with staff to create a culture of excellence that promotes learning, expertise, and high-quality service to our clients while respecting the individual needs of our team members.
- At all times, ensure that employees are following company policies and procedures to comply with WorkSafeBC rules and regulations.
- Develop, review, and promote the use of policies, procedures, and processes that support a smoothly operating, efficient organization.
- Work with other operational managers to ensure operational staff work across functional lines to enhance service.
- At all times, ensure that staff are working to protect the assets of the company from damage, loss or other foreseeable threats.

### Operations

- Maintain a staffing model that supports profit & expense targets as well as service promises.
- Manage team members, equipment, and other requirements to ensure a fiscally responsible department.
- Negotiate the best terms with suppliers on inventory orders and ensure inventory is received and at the required level.
- Build strong contractor and supplier relationships that result in agreements which provide greater cost efficiencies.

### Financial

- Provide input into annual budgeting.
- Participate in the creation of the resort budget.
- Participate in setting annual targets and goals for revenues.
- Review monthly financial results and take necessary actions to achieve targets.
- Effectively track and address inventory, consumables, and other business items required to operate and maximize operating capital and minimize risk.
- Conduct a regular review of cost structures to maximize efficiency.



## **Position Description – Horticulture Landscape and OHS Manager**

### **Human Resources**

- Coordinate all hiring, training, and performance oversight of supervisors and staff.
- Develop, maintain, deliver, and delegate the execution of comprehensive training programs to ensure staff in all positions are fully familiar with their duties, responsibilities and expectations, and are familiar with all company policies procedures and goals.
- Review and update employee manuals, forms, and position descriptions as required.
- Ensure all documents relating to employment are completed in a timely and accurate manner for all staff.
- Pursuing personal and professional skill development and upgrading to provide a higher level of service.
- Provide regular opportunities to coach supervisors on progress and maintain accountability regarding goals and actions.
- Regularly review staff performance and act upon deficiencies as identified.
- Review and recommend wage ranges for each position, based on market conditions, tenure, and performance.

### **Position Specific Tasks**

- Supervise and delegate work to horticulture associates.
- Supervise and delegate work to occupational health and safety committee members.
- Establish an effective schedule of maintenance and cultivation practices, that maximize plant health, resilience, and aesthetics.
- Work with the mechanical team to regulate the use of equipment to ensure its longevity and performance.
- Maintain a safe workplace and conduct regular reviews.
- Ensure staff is adequately trained in operating procedures, and aware of department safety standards.
- Working within a schedule and comfortably adapting to changes that may occur.
- Purchasing products and equipment within the budget provided.
- Keep purchase orders and expense tracking up to date.



## **Position Description – Horticulture Landscape and OHS Manager**

### **Required Qualifications, Education & Experience**

- Horticulture technicians certificate level 1 and 2.
- Five years of experience in a comparable position.
- Possess a BC Pesticide Applicators Certificate.
- Possess IIABC CIT 1 and 2.
- Experience and knowledge of all horticulture landscape equipment.
- Valid BC driver licence.
- Posses OFA level 1 and intermediate.
- Maintains flexibility to take on new and different tasks as directed.
- Working within a schedule and comfortably adapting to changes that may occur.
- Seasonal decorating of the resort throughout the year.
- Organizational and time management skills.
- Knowledge of Workplace Hazardous Materials Information System (WHMIS).
- Up to date on all Work Safe practices.
- Excellent communication and organizational skills both written and verbally.
- Microsoft Excel and Word experience.
- Clean criminal record check.

### **Interpersonal Skills and Qualities:**

- Analytical and detail oriented.
- Proven leadership skills, which include coaching and training abilities and strong motivational skills.
- Problem solving & decision-making skills.
- Excellent interpersonal & communication skills.
- Versatility, flexibility and stress management skills.

### **Physical Requirements**

- Seeing and hearing: read documents, computer screen, communicate in person.
- Standing and walking.
- Climbing, stooping, squatting, and kneeling.
- Dexterity: Tool Use.
- Lift 40 pounds.

### **Work Hours & Working Conditions**

- Work hours may include early mornings and evenings on weekdays, weekends and holidays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.



## **Position Description – Horticulture Landscape and OHS Manager**

### **Occupational Health and Safety**

- Providing clear instructions.
- Provide attention to detail when problem solving occupational health and safety issues and concerns.
- Implementing safety procedures.
- Reviewing safe work practices.
- Educating managers, supervisors and workers on safety protocols.
- Running training sessions on safe use of equipment.
- Seasonal fire safety training.
- Change of season safety training in the spring and fall.
- Identifying hazards, providing viable solutions, providing confident and clear instructions with and for implementation.
- Manage renewal requirements and organize training sessions for occupational first aid attendants.
- New hire safety training, and approval of training provided with recommendations if further training is needed.
- Manages the occupational health and safety committee members.
- Conduct monthly occupational health and safety meetings and provide assignments and follow up.
- Conducting regular safety inspections.
- Review WorkSafeBC documentation.
- Enter and review claims on WorkSafeBC portal.
- Review WorkSafeBC documentation along with senior management and employer.
- Cooperate with WorkSafeBC for claims.
- Assist with WorkSafeBC return to work programs.
- Liaise with senior management and ownership with regards to occupational health and safety concerns.
- Carry out measures of wellbeing for employees, customers and visitors.
- Assist when temporary labour workers are on site, orient the workers with the job and perform regular check-in with the temporary laborers, provide the appropriate PPE.
- Conduct daily tail gate safety meetings while contractors are on site.
- Create alternate work scope details and sign in sheets when we perform projects with in-house labour.



## Position Description - Horticulturalist

Name of Position: **Permanent Horticulturalist**

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Reports to: Horticultural Landscape Manager Supervises:

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Position Type: Full Time Last Reviewed November 28, 2024

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### Position Specific Tasks

- Perform general Horticulture landscape maintenance using handheld equipment.
- Operates small machinery to assist with edging, trimming, and mowing.
- Involved with tasks related to course detail (weed and debris clean up).
- Operate walking equipment in mowing practice facility.
- Operates walk behind fertilizer spreaders.
- Operates utility vehicles and ride-on mowing equipment.
- Operates equipment safely and is aware of associates and their prospective work areas.
- Maintains flexibility to take on new and different tasks as directed by the Department Manager.
- Other tasks as required to maintain two Jack Nicklaus Designed Golf Courses.
- Working within a schedule and comfortably adapting to changes that may occur.
- Seasonal decorating throughout the year.

### Required Qualifications, Education & Experience

- Valid BC driver licence.
- Possesses a personal vehicle.
- Ability to have the skills to learn how to operate a manual transmission utility vehicle.
- Previous experience is preferred but not required and full training is provided.
- Horticulture certificate level 1 and 2 is an asset.
- Pesticide applicator license is an asset.
- Excellent communication skills including the ability to communicate with the public in a courteous and tactful manner.
- Adhere to our operational occupational health and safety protocol and procedures.
- Ability to be accountable for your daily activities with record keeping.

### Interpersonal Skills and Qualities:

- Analytical and detail oriented.
- Organizational and time management skills
- Ability to work well with others to promote a cohesive team environment.
- Self-motivated and able to work efficiently alone.
- Problem solving & decision-making skills.
- Good interpersonal & communication skills.
- Versatility, flexibility and stress management skills.



## Position Description - Horticulturalist

### Work Hours & Working Conditions

- Work hours include early mornings and afternoons on weekdays.
- Subject to inside and outside environmental conditions.
- May be exposed to inclement (non-threatening) weather, plant protection products, fertilizers, misdirected golf balls, and sharp and rapid equipment movement daily.
- Ability to lift 40 pounds.
- Prolonged walking and standing.



## Position Description – Director of Tennis

Name of Position:	<b>Director of Tennis</b>		
Reports to:	Resort CEO	Supervises:	Head Tennis Professional Tennis Facility Manager
Position Type:	Full Time	Last Reviewed	November 27, 2024

The Director of Tennis (DOT) is responsible to oversee the overall operations and success of the Tennis Department. To supervise and approve the design, organization, scheduling and implementation of all tennis policies, programs and events. Responsible for ensuring that those are in keeping with and complement the goals of BMTC as established and updated from time to time.

### Business Operations

- Responsible for forming an annual budget for BMTC.
- Day to day revenue, labor and expense monitoring.
- Responsible for forming an annual Capital expense list for BMTC.
- Responsible for approving an annual events schedule for BMTC.
- Responsible for approving monthly financial summaries and coaches' hours to payroll/accounting for disbursement.
- Oversee, the management and hiring of Tennis Department staff.
- Report to Ownership regularly regarding membership, guest visitation, court utilization, enrolment in coaching, revenues, etc. and general member and resort guest satisfaction.
- Regular communications with membership through updates, social media, signage, etc.
- Responsible to oversee the promotion and acquisition of new members, events and guest/reciprocal visitation.

### Member Services, Marketing, Promotion and Acquisition

- Overseeing member inquiries, requests and concerns are promptly responding to.
- Communicate and work with DOT and TFM on solutions and responses.
- Responsible to work with Ecoasis and HTP in marketing BMTC to promote the acquisition of new members, events and guest visitation.
- Work with HTP and TFM in establishing membership promotions and drives.
- Assisting HTP and TFM with the introduction of new members into BMTC community.
- Regular monthly reports to Ecoasis on membership levels and revenue.
- Assisting implementation of membership "Change of Status" inquiries and requests.
- Assisting with member accounting inquiries.

### BMTC Programming and Events

- The term "tennis programs" refers to all aspects of tennis activity at BMTC including but not limited to, adult and junior coaching programs, lessons, drill sessions, squad training, summer camps, social mixers, ladders, leagues, shoot outs, guest groups, reciprocal



#### **Position Description – Director of Tennis**

- visitation, events and tournaments. It is the responsibility of the Head Tennis Professional (HTP) to design and schedule all tennis programs. The DOT will approve the design and implementation.
- The DOT will oversee all tennis programs and events throughout the year. Responsible for ensuring that these programs are in keeping with and complement the goals of BMTC as established and updated from time to time.
- The DOT will oversee all club bookings for organized play, tournaments, special events and coaching courts with the HTP. Oversee the monitoring of court usage to ensure an appropriate balance is maintained between organized play (all coaching and organized activities) and open court time. Usage statistics will be submitted by the HTP and Tennis Facility Manager (TFM).
- Evaluate programs on a regular basis. Work with HTP to design and introduce new activities/ programs as appropriate.
- Approve liaison with our reciprocal clubs, Provincial (Tennis BC) & National (Tennis Canada) Sport Bodies. HTP to stay in communication and up to date on all events, programs, initiatives, assistance and changes.

#### **Team Leadership & Staff Development**

- Coach and Mentor Staff: Provide coaching and mentorship to Professionals. Managers and Concierge staff, ensuring they uphold high standards and are motivated to enhance their own skills.
- Staff Training: Develop and implement ongoing training programs to improve their skills, instructional delivery, teaching methods, and customer service.
- Promote a Culture of Learning: Foster a culture within the team that values continuous learning, expertise, and development in both instructional and operational roles.

#### **Operations & Tennis Facility Management**

- Scheduling & Lesson Coordination: Oversee the scheduling and organization of individual lessons, group clinics, and instruction, ensuring optimal use of teaching facilities and time.
- Client Experience: Ensure all aspects of the client experience are exceptional, from the moment they book a lesson to the completion of their instructional program, delivering an energetic, remarkable experience.
- Assist with Tennis Operations: Work closely with the HTP, TFM and Concierge staff to ensure smooth integration of programs with overall tennis operations, including court time management, and court conditions.
- Promote Tennis Instruction: Actively promote all programs and services through marketing materials, social media, and events to increase participation and revenue.

#### **Service & Member Relations**

- Member Interaction: Build strong relationships with members, offering personalized advice and guidance to help them achieve their tennis goals.
- Customer Satisfaction: Set and monitor customer satisfaction goals for all the tennis programs, ensuring high levels of feedback, repeat business, and positive testimonials.

#### **Financial Oversight**





### **Position Description – Director of Tennis**

- Annual budget planning for the tennis department.
- Revenue Tracking: Monitor and analyze financial performance of the instructional programs, tournament and events and maximize profitability.
- Cost Control: Ensure efficient use of resources, including teaching equipment and event expenses, to maintain profitability.
- Ensure all lessons, events and guest fees are charged and paid properly in POS.
- Oversee and ensure all payment/invoicing of all lessons/programs are properly administered, timely and accurate prior to submission to payroll.

### **Human Resources & Staff Management**

- Hiring & Training: Assist the Head Tennis Professional and Tennis Facility Manager in the hiring, training, and development of Club Pros and operational staff.
- Professional Development: Promote ongoing professional development, attending workshops, seminars, and tennis education events to enhance knowledge and skills.

### **Position-Specific Tasks**

- Events: Supervise the organization, promotion and execution of instructional clinics, tournaments & events along with special events and visitation.
- System Management: Ensure POS, and online court booking platforms are set up for seamless bookings, lesson and event scheduling, payment processing, and reporting.

### **Required Qualifications, Education & Experience**

- Tennis Canada Coach 3, Club Pro 2 Professional in good standing with the TPA.
- Minimum 20 years of teaching experience, 5 years of Director experience with a proven ability to successfully oversee a team of Professionals and operational staff.
- Demonstrated success in building and growing a club program, with a track record of successful operations and increasing membership, event and lesson revenue.
- Proficient in Point of Sale (POS) systems, scheduling software, and Microsoft Office applications (Word, Excel, etc.).
- Strong customer service and communication skills, with the ability to work effectively with members, guests, staff, management and ownership.

### **Work Hours & Conditions**

- Work hours: May include early mornings, evenings, weekends, and holidays, depending on program, event and project scheduling.
- Environment: Will dominantly be indoor with limited outdoor time which may include weather variations, while supporting events and assisting with facility projects.



## Position Description – Head Tennis Professional

Name of Position:	<b>Head Tennis Professional</b>		
Reports to:	Director of Tennis	Supervises:	Teaching Professional Team
Position Type:	Full Time	Last Reviewed	November 27, 2024

### HTP Job Description and Scope of Duties

- Head Tennis Professional (HTP) is responsible to design, monitor and oversee all tennis programs and the Tennis Professional team. Will also be responsible for ensuring that the implementation of all programs are in keeping with and complement the goals of BMTC as established and updated from time to time. Responsible for receiving and responding to all program and coaching inquiries on behalf of BMTC.
- The HTP will report directly to the Director of Tennis (DOT).
- The term “Tennis Programs” refers to all aspects of tennis at BMTC including but not limited to, adult and junior group lessons, private coaching, drill sessions, squad training, summer camps, social mixers, hit lists, ladders, leagues, shoot outs, guest group visits, reciprocal visitation, tournaments and events.
- The HTP will design and oversee the implementation of all tennis programs. Will submit an annual events schedule and seasonal coaching programs for approval of the DOT prior to implementation.
- Resort liaison with our reciprocal clubs, Provincial (Tennis BC) & National (Tennis Canada) Sport Bodies, to stay in communication and up to date on all events, programs, initiatives, and changes.
- The HTP will coach on court a maximum of 25 hours weekly on average, 100 hours monthly. Off court salary duties will require approx.. 15 hours weekly, 60 hours monthly.

### Operations & Tennis Facility Management

- Scheduling & Lesson Coordination: Manage the scheduling and organization of individual lessons, group clinics, and on-court instruction, ensuring optimal use of teaching facilities and time.
- Facility Oversight: Ensure the practice areas (pro courts, ball machine) are properly maintained and set up for lessons and clinics.
- Client Experience: Ensure all aspects of the client experience are exceptional, from the moment they book a lesson to the completion of their instructional program, delivering an energetic, remarkable experience.
- Assist with Tennis Operations: Work closely with the Director of Tennis and operational staff to ensure smooth integration of instructional programs with overall tennis operations, including court time management, and court conditions.
- Promote Instruction: Actively promote the teaching programs and services through marketing materials, social media, and events to increase participation and revenue.



## **Position Description – Head Tennis Professional**

### **Organized Play**

- Responsible for forming an annual events schedule for BMTC. Weekly socials, and 12-15 annual events, a mixture for members and guests.
- Responsible to design, promote, monitor and oversee all organized play programs. Social mixers, hit lists, ladders, leagues, shoot outs, guest group visits, reciprocal visitation, tournaments and events.
- Responsible for forming and submitting all organized play monthly financial summaries to the DOT for approval.
- Responsible for submitting financial summaries to accounting.
- Responsible for reserving & releasing club program courts as required. Monitor court usage to ensure an appropriate balance is maintained between organized play and open court time.

### **Coaching Programs and Lessons**

- Responsible to design, promote, monitor and oversee all tennis coaching programs. Adult and junior group programs, private lessons, drill sessions, squad training and summer camps.
- Will submit seasonal programming and review program design to the DOT for approval prior to implementation.
- Responsible for hiring, scheduling, managing and overseeing the Club Professional team.
- Lead, train and develop a team of Club Pros to assist in the success of BMTC programs, through coaching, events, program marketing & creative design for both members & guests.
- Will monitor and ensure all coaching revenue has been processed and paid. A balanced monthly financial summary of coaching revenue must be submitted to the DOT for approval.
- Responsible for receiving, reviewing, balancing and submitting all Club Professional monthly financial summaries to the DOT for approval.
- Responsible to submit coaches' hours and financial summaries to payroll for processing.
- The HTP will oversee the supply and quality of all coaching equipment, it's maintenance and that it is properly stored on a daily basis in a safe, neat manor.

### **Business Development & Revenue Generation**

- Revenue Growth: Create strategies to increase golf instruction revenue, including targeted marketing, new lesson packages, promotions, and special events.
- Group Events and Clinics: Develop and lead group events, and clinics to increase participation and create a sense of community among players.
- Junior & Adult Programs: Develop and implement specific programs for juniors and adults to broaden the reach of instructional offerings and cater to diverse client needs.
- Retail & Merchandise Coordination: Work with the Pro Shop team to suggest relevant tennis products and teaching aids that can enhance the client's learning experience and generate retail revenue.



## **Position Description – Head Tennis Professional**

### **Financial Oversight**

- Budgeting Input: Provide input to the Director of Tennis regarding annual budget planning for the tennis lesson programs.
- Revenue Tracking: Monitor and analyze financial performance of the instructional programs, taking necessary steps to meet revenue targets and maximize profitability.
- Cost Control: Ensure efficient use of resources, including lesson materials and teaching equipment, to maintain profitability.
- Ensure all lessons/programs are charged and paid properly in POS.
- Oversee and ensure all payment/invoicing of all lessons/programs are properly administered, timely and accurate prior to submission to Director of Tennis for payroll.

### **Team Leadership & Staff Development**

- Coach and Mentor Pro Team and Staff: Provide coaching and mentorship to Club Professionals, ensuring they uphold high teaching standards and are motivated to enhance their own teaching skills.
- Staff Training: Develop and implement ongoing training programs to improve instructional delivery, teaching methods, and customer service.
- Promote a Culture of Learning: Foster a culture within the team that values continuous learning, and professional development in both instructional and operational roles.
- Feedback and Performance: Conduct regular performance reviews of the teaching staff, offering constructive feedback and supporting their growth as golf professionals.

### **Human Resources & Staff Management**

- Performance Reviews: Conduct performance reviews of the Pro Team, providing feedback, setting goals, and ensuring all staff meet the company's teaching standards.
- Professional Development: Promote ongoing professional development, attending workshops, seminars, and events to enhance teaching knowledge and skills.

### **Member and Guest Services**

- Welcome new members and guests to the BMTC tennis community. Establish personal contact with new members and guests, determine their level of ability and assist with arranging suitable playing partners (hit lists) and recommending programs to help integrate them into the BMTC community.
- Monitor court bookings and assist players with rules and procedures. Enforce rules to ensure issues are addressed with members and guests in a professional and timely manner.
- Assisting players with on court courtesies and etiquette for the enjoyment of all players.
- Receiving and promptly responding to member inquiries, requests and concerns. Communicate and work with DOT and TFM on solutions and responses.
- Reciprocal Club Program. Receiving letters of introduction and assisting guests from our reciprocal clubs and upon request sending letters of introduction for BMTC members.



#### **Position Description – Head Tennis Professional**

- Visible and/or available to run club events, tournaments and organized programs. Promote events and tournaments to membership.
- Oversee guest visits and payments. Submit monthly financial summary to DOT for approval.
- Oversee ball machine payments. Submit monthly financial summary to DOT for approval.
- Oversee and promote racket stringing and payments. Submit monthly financial summary to DOT for approval.

#### **Service & Client Relations**

- Client Interaction: Build strong relationships with students and members, offering personalized advice and guidance to help them achieve their golfing goals.
- Customized Instruction Plans: Develop and implement personalized, long-term plans for regular clients, with a focus on their individual goals and aspirations.
- Customer Satisfaction: Set and monitor customer satisfaction goals for the teaching programs, ensuring high levels of feedback, repeat business, and positive testimonials.

#### **Member Maintenance and Acquisition**

- BMTC on-site ambassador welcoming players, promoting membership satisfaction and new member acquisition.
- Work with DOT in designing and marketing BMTC promotions for the acquisition of new members, non member events and guest visitation.
- Work with DOT and Tennis Facility Manager (TFM) in establishing membership promotions and drives.
- Receive and promptly respond to new member inquiries.
- The introduction of new members into BMTC community using assistance from the TFM.
- Assisting with membership "Change of Status" requests and accounting inquiries.
- Work on maintaining a positive, satisfied membership.

#### **Required Qualifications, Education & Experience**

- Minimum Tennis Canada Level 2 Professional and in good standing with TPA.
- Minimum 10 years of teaching experience with proven ability to coach all skill levels.
- Demonstrated success in building and growing a teaching program, with a track record of increasing lesson revenue.
- Expertise in tennis technical mechanics, tactics, fitness and mental coaching strategies.
- Proficient in Point of Sale (POS) systems, scheduling software, and Microsoft Office applications (Word, Excel, etc.).
- Strong customer service and communication skills, with the ability to work effectively with players, team members, and management.

#### **Physical Requirements**

- Seeing and hearing: Must be able to observe and provide visual feedback on players'



#### **Position Description – Head Tennis Professional**

technical, physical and tactical skills, as well as communicate clearly with students.

- Standing and walking: Ability to stand for extended periods, especially during lessons or on-court coaching (25-100%).
- Dexterity: Ability to use instructional tools, and technology for teaching (50-75%).

#### **Work Hours & Conditions**

- Work hours: May include early mornings, evenings, weekends, and holidays, depending on lesson scheduling.
- Environment: Will be exposed to indoor and outdoor conditions, including weather variations, while conducting lessons, running events, or interacting with clients.



## Position Description – Tennis Facility Manager

Name of Position:	<b>Tennis Facility Manager</b>		
Reports to:	Director of Tennis	Supervises:	Tennis Concierge Team
Position Type:	Full-Time/Year Round	Last Reviewed	November 27, 2024

### Job Description and Scope of Duties

- The Tennis Facility Manager (TFM) is responsible for the overall care, maintenance, quality and day to day operations of the Tennis Centre, clay courts, bubble, equipment and surrounding tennis facilities.
- The TFM will report directly to the Director of Tennis (DOT)
- This position is a flexible full-time position of 32 hours weekly. The TFM will be an employee of Ecoasis, receive a monthly salary and will be entitled to participate in Bear Mountain's group benefit plan for full-time, salaried employees, subject to the terms and conditions of such plans, as they may be modified from time to time. At this time, MSP will be offered at 100% coverage.

### Oversee Concierge Staff

- Responsible for recruiting, hiring, onboarding and training of the Tennis Concierge Staff (TCS) as required.
- Train TCS with proper court & mechanical maintenance operations & safe work practices.
- Designate a TCS member to represent tennis & attend a monthly Health and Safety meeting.
- Oversee TCS appearance, clothing and service to members and guests.
- Form the TCS schedule, approve and submit hours to payroll. Schedule yourself in 2 to 3 regular shifts weekly as an on-duty Concierge
- Ensure the TCS is visible and available during projects, tournaments and events.
- Be a lead BMTC ambassador welcoming players, promoting member satisfaction and new member acquisition.

### Tennis Centre Facility Maintenance

- Organize and arrange the installation and removal of the clay court bubbles.



#### **Position Description – Tennis Facility Manager**

- Ensure courts are regularly raked, brushed & rolled. Set up a watering schedule as required.
- Maintain and repair the overall court surface. (holes, lines, leaves, watering, wind screens).
- Court and facility garbage and recycling is removed regularly.
- Sync all indoor & outdoor clocks. Maintain nets, brushes, rollers, furniture, wind screens.
- Arrange the installation, repair and removal of the clay court lines when needed.
- Monitor the conditions of the clay courts on a daily basis.
- Monitor, test and arrange maintenance and repairs for bubble mechanical operations, irrigation and lighting.
- Maintain Pergola & on court lounge area (garbage, tables and chairs, carts, Concierge kiosk)
- Monitor and refill water stations. Keep Kiosk supplied with stationery, medical supplies and payment supplies.
- Coaching, court maintenance equipment & ball machine are maintained and properly stored.
- On a monthly basis maintain tennis carts. Top up batteries, power wash clay from carts, monitor wear and tear.
- Regularly clean clay tracked from courts to the Pergola and outside areas around the courts.
- Monitor supplies (water jugs, cleaning supplies) & cleanliness of event lawn washrooms.
- Keep DOT and Head Tennis Professional (HTP) informed on the status of the equipment, court surfaces, irrigation, lighting, etc. so that repairs, replacement equipment and labor can be arranged and budgeted for.

#### **Member and Guest Services**

- Welcome new members along with guests and help orient them into the BMTC tennis community. Establish personal contact with new members and guests, determine their level of ability and assist with arranging suitable hitting partners and recommending BMTC programs.
- Directing new members & guests to the correct court location and facilities.
- Enforce Club rules, court booking regulations, dress code and take a leadership role with the Concierge Team to ensure issues are addressed with members and guests in a professional and timely manner.





#### **Position Description – Tennis Facility Manager**

- Receiving and promptly responding to member inquiries, requests and concerns. Communicate and work with DOT and HTP on solutions and responses.
- Assist with events, programs, reciprocal & guest group visits as arranged by the HTP.
- Assist players on how to sweep the courts, brush the lines, clean shoes and store equipment.
- Monitor guest fee payments along with ball machine, stringing and lesson payments.
- Assisting members in the use and operation of the ball machine.
- Assisting players with on court courtesy and etiquette for the enjoyment of all players.
- Monitor court bookings, assist players with court booking rules and procedures. Review bookings to make sure payments have been charged and Concierge notes have been listed.
- Monitor court usage (do indoor court statistics monthly). Work with the DOT and HTP to ensure there is an appropriate balance between organized programming (coaching and organized play) and open play.
- Monitor program bookings, socials, leagues, events, tournaments, coaching, release courts when required.

#### **Monitor Court Bookings & Adherence to rules**

- Monitor players have been checked in as they arrive in the Gametime booking system.
- Monitor booking system with any changes and correct names.
- Monitor all guests are recorded and have paid guest fees prior to going on court.
- Ensure players are on the correct court.
- Monitor players' adherence to the on-court rules. Report infractions to Director of Tennis and Tennis Facility Manager.
- Monitor booking infraction in the Tennis binder and notify DOT and HTP.
- Monitor collection of required payments (Guest fees, Ball Machine, Balls, lesson fees).
- Monitoring players' adherence to proper dress code.
- Assist players with on-court courtesy and etiquette for the enjoyment of all players.
- Assist players on how to properly sweep and clean the lines of the court.
- Assist players with how to properly clean their shoes and hand wash station.

#### **Team Collaboration & Communication**

- Coordinate with Staff: Work closely with Concierge staff, HTP and DOT to ensure smooth and efficient service for all members and guests.
- Report Issues: Communicate any maintenance or operational concerns to HTP and DOT in a timely manner, including damaged courts, carts, equipment or damage to the facility.
- Support Events & Tournaments: Assist with the setup, operation and breakdown of tennis events, tournaments, ensuring a seamless experience for participants.



## **Position Description – Tennis Facility Manager**

### **Required Qualifications, Education & Experience**

- Customer Service Experience: Previous experience in a service-oriented role is helpful.
- Valid Driver's License: Must be licensed and be able to operate carts in a safe manner.
- Clay court maintenance knowledge: General understanding of tennis club operations and facility equipment.

### **Physical Requirements**

- Standing & Walking: Ability to stand and walk for extended periods (50-100% of the time).
- Lifting: Ability to lift up to 25 pounds and carry tennis equipment, and supplies.
- Driving: Ability to operate a tennis cart, shuttle vehicle, clay maintenance vehicles safely.

### **Work Hours & Conditions**

- Work Hours: Flexible hours, including mornings, evenings, weekends, and holidays, based on court activity, programs, events, projects and member/guest needs.
- Outdoor Environment: Work indoors and outdoors in various weather conditions, including sunny, rainy, snowy, and windy weather.



## Position Description – Tennis Concierge

Name of Position: **Tennis Concierge**

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Reports to: Tennis Facility Manager      Supervises:

Position Type: **Part-Time/Year Round**      Last Reviewed **November 27, 2024**

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### Tennis Concierge Job Description

- Maintain the clay courts, bubble and overall Tennis facility in top condition so they will be enjoyed and consistently perform to their highest potential.
- Deliver 5-star service to Bear Mountain Tennis members, member guests, reciprocal guests and general public guests. The role consists of not only assisting members and guests with any needs or requests but in addition, oversee and monitoring the tennis court booking system ensuring players are adhering to the court booking rules, etiquette and regulations.

### Primary Tennis Centre Duties

Tennis Member Service & Interaction.

- Greet members and guests when arriving to play.
- Tennis cart assistance, repositioning, player transportation, directing and parking.
- Restocking water cooler when required
- Directing new members & guests to the correct court location.
- Educate players regarding court booking rules and regulations.
- Monitor that players brush courts and lines after play.
- Assisting members and member guests with the use of the “Shot Maker” ball machine.
- Collect any payments (Guest fees, Ball Machine rental, ball purchases, lesson fees).
- After, thank people for playing, take feedback, how we can improve their experience?

### Tennis Facility Maintenance

- Roll, sweep, rake, water and brush all 8 clay courts on a daily basis at designated times.
- Maintain and repair court surface. (Lines, debris, garbage, divots, soft spots, etc.)
- Empty all garbage cans and recycling, transport to main garbage area.
- Maintain Score cards, benches, clocks, water cooler, windscreens, brushes and rollers.
- Assist in the installation, repair and removal of the clay court lines.
- Assist in the installation and removal of the clay court bubble.
- Monitor clay courts conditions daily and report observations to Director of Tennis, Head tennis Professional and Tennis Facility Manager.
- Regulate the court irrigation system.
- Hand water courts by hose when required.
- Regulate bubble pressure and temperature as required.
- Keep furniture indoors and outdoors; clean, tidy and well organized.



#### **Position Description – Tennis Concierge**

- Help to train other staff with proper court maintenance and safety procedures.
- Assist with snow removal when required.
- Maintain tennis pergola and on-court viewing areas (Garbage, loose clay, furniture)
- Monitor tennis shoe cleaning stations.
- Monitor clean, store and secure Tennis Carts.
- Monitor event lawn restrooms for cleanliness. Report any concerns to TFM.

#### **Court Booking Supervision & Adherence to rules**

- Check in each player as they arrive in the Gametime booking system.
- Update booking system with any changes and correct names.
- Ensure all guests are recorded and have paid guest fees prior to going on court.
- Ensure players are on the correct court.
- Monitor players' adherence to the on-court rules. Report infractions to Director of Tennis and Tennis Facility Manager.
- Record and booking infraction in the Tennis binder and notify Director of Tennis and Tennis Facility Manager.
- Collect any required payments (Guest fees, Ball Machine rental, Balls, lesson fees).
- Monitoring players' adherence to proper dress code.
- Assisting players with on-court courtesy and etiquette for the enjoyment of all players.
- Assist players on how to properly sweep and clean the lines of the court.
- Assist players with how to properly clean their shoes and hand wash station.

#### **Team Collaboration & Communication**

- Coordinate with Staff: Work closely with other Concierge staff and tennis operations team to ensure smooth and efficient service for all members and guests.
- Report Issues: Communicate any maintenance or operational concerns to supervisors in a timely manner, including damaged courts, carts, equipment or damage to the facility.
- Support Events & Tournaments: Assist with the setup, operation and breakdown of tennis events, tournaments, ensuring a seamless experience for participants.

#### **Required Qualifications, Education & Experience**

- Customer Service Experience: Previous experience in a service-oriented role is helpful.
- Valid Driver's License: Must be licensed and be able to operate carts in a safe manner.
- Basic tennis Knowledge: General understanding of tennis club operations and equipment is helpful but not required.
- Physical Fitness: Ability to stand, walk, lift equipment, & work in varying weather conditions.

#### **Physical Requirements**

- Standing & Walking: Ability to stand and walk for extended periods (50-100% of the time).
- Lifting: Ability to lift up to 25 pounds and carry tennis equipment, and supplies.
- Driving: Ability to operate a tennis cart, shuttle vehicle, clay maintenance vehicles safely.



## **Position Description – Tennis Concierge**

### **Work Hours & Conditions**

- Work Hours: Flexible hours, including mornings, evenings, weekends, and holidays, based on course activity and guest needs.
- Outdoor Environment: Work outdoors in various weather conditions, including sunny, rainy, or windy weather.

## **APPENDIX C**

### **MEORANDUM - KEVIN ISOMURA (DMCL)**

## APPENDIX C

### Memorandum

To: Dan Matthews, Ecoasis Resort & Golf LLP (“Resort”)

From: Kevin Isomura, CPA, CA Incorporated Partner DMCL LLP

Date: December 6, 2024

Subject: Update on financial accounting and tax compliance matters for Resort

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**A. Finalizing historical financial statements for at least FY24 (income statement, balance sheet and cash flow statement) with reconciled reporting of transactions between the Resorts Business and the Developments Business**

- i) Since November 25, 2024, DMCL has been on site at Resort’s head office working with management to reconcile bank accounts, credit card accounts, accounts payable, and intercorporate balances between Resort, Ecoasis Developments LLP, Bear Mountain Adventures Ltd., and Bear Mountain Legacy Homes LLP.
- ii) Differences between Resort’s and Development’s intercompany accounts have been identified and are being reconciled for 2022, 2023 and up to and including October 2024.
- iii) Draft financial statements have previously been compiled for the fiscal years ending December 31, 2020 and 2021, but are awaiting approval by the partners pending the resolution of certain litigation matters that require conclusion prior to financial statements being finalized.
- iv) Pending resolution of issues noted above, expected completion date of 2022, 2023, and year to date November 30, 2024 draft financial statements is January 31, 2025.

**B. Keeping current and funding all statutory filings including GST, PST, BC EHT, and Worksafe BC**

#### **WORKSAFE**

##### **Q3 Filed by Resort:**

Wages: \$847,212.16

Rate: 1.25%

Payable: 10,590.15

Current Balance Owing: 36,115.85

## **EHT**

### **2023 Filed by Resort.**

Total EHT Payable: \$66,929.60

DMCL has compiled the following government statutory filings:

### **GST – Computed and to be filed by December 20, 2024**

#### **March 2024**

Gross Sales: \$443,796.97

GST Collected: \$18,653.68

GST ITC's: \$18,208.65

GST Payable: \$445.03

#### **September**

Gross Sales: \$608,412.60

GST Collected: \$34,651.54

GST ITC's: \$9,302.94

GST Payable: \$25,348.60

#### **October**

Gross Sales: \$370,993.48

GST Collected: \$18,346.89

GST ITC's: \$17,545.62

GST Payable: \$801.27

**Total GST owing after the above filings: \$174,675.64**

### **PST – Computed and to be filed by December 20, 2024**

#### **September**

Gross Sales: \$608,412.60

PST Collected: \$14,794.83

PST Commissions: \$0.00 – Late file/payment

PST Payable: \$14,794.83

**October** – Account was closed in error by Ministry of Finance upon receipt of the Receivership Order. Clarification is required by the Receiver that Resort is not under receivership before the account can be reopened and return filed.

Gross Sales: \$370,993.48

PST Collected: \$5,781.77

PST Commissions: \$0 – Late file/payment

PST Payable: \$5,781.48

**Total PST owing when the above is filed: \$136,748.72**



**C. Developing a financing plan to address current working capital needs and pending capital requirements**

Once the adjustments to the intercorporate accounts are completed and general ledger is brought up to date, management will be able to provide a better estimate of its working capital requirements.

DMCL expects this review to be completed by December 31, 2024.

**D. Preparing and maintaining a rolling 13-week cash flow forecast**

Resort's Management has prepared a rolling 13 week cashflow forecast which is currently being reviewed by DMCL in conjunction with the adjustments referred to above.

DMCL expects this review to be completed by December 31, 2024.

**E. Preparing a robust FY25/26 integrated (balance sheet, income statement and cash-flow statement) financial forecast incorporating the Transition Plan, the Capex Plan and a strategy to manage aged payables**

Resort's management has just completed a profit and loss, and its capex forecast for FY25 which is currently being reviewed by DMCL. In conjunction with the adjustments referred to above, DMCL will assist in compiling the integrated financial forecast.

Payables will be managed in conjunction with the forecast and assuming the financing plan to address current working capital requirements is realized.

DMCL expects FY25 review to be completed by January 15, 2025 and FY26 by February 28, 2025.

If you require additional information, please contact the writer at 604 941-8266 or by email at [Kisomura@dmcl.ca](mailto:Kisomura@dmcl.ca).

## Appendix B

### Organizational Chart Presented in the Resorts Response

