



Avon Valley Golf and Country Club

**President's, Directors' and General Manager's Reports
- 2015 Playing Season -**

prepared for the

**45th Annual General Meeting of Shareholders
March 20, 2016**





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Please note: to facilitate reading & referencing, the Treasurer's Report and the 2016 Operating Budget are included in the separate Financial Documents.



President's Report

2016 Annual General Meeting

In the annals of Avon Valley history, 2015 will go down as a very challenging year. We started the season mid-May, latest start ever by three weeks, we experienced the lowest number of full time members at approximately 400, we hosted only 25,000 rounds, the fewest in the Club's history. We had never had to compete against so many courses offering so many deals and incentives, noting in particular the effects of Brunello Estates. The result was a significant revenue loss for 2015- by the time the dust settles, we will probably be down about \$60,000.00.

However, we did note some bright spots.

We learned a lot from the last two years and we are going into 2016 much better prepared to face the challenges of the new year. We have again streamlined our operation through reduction and control of head count and expenses- while at the same time improving our capacity to react. We also acquired a more functional website in terms of what's needed to compete in today's market and communication patterns.

Other challenges are to be addressed by opening day. We are leaner, more agile and have better cost management than we have had in the past. We're looking forward to 2016 with confidence it will be a turnaround year for the Club. Our challenges notwithstanding, we can rely on the *overall* health of our financial position. We should also note that as of the time of writing, the 2015-16 off-season has been less costly than last year's when we had several thousand in unexpected expenses related to extraordinary snow-removal, the Clubhouse roof repair and non-insured improvements to the ice-damaged Quonset hut .

This is my last official function as President and as such I would like to thank the members of the Board for their continued optimism, ideas and support. In particular I would like to thank Brad for his resourcefulness and Dean for his willingness to accept and support some ideas and policies that he might not have always fully agreed with. It has been a pleasure to work with these folks. I also thank the members of Avon Valley for their continuing patience and understanding- for me, the Board, Brad and the staff- as we all worked our way through the two worst years in financial terms that the Club has ever faced.

I regret not being able to attend the Annual Meeting in person, but extend to you all the very best for the golf season in 2016. I look forward to seeing you again when the course opens.

Thank you,
Ross MacLean

General Manager's Report

2016 Annual General Meeting

The 2015 season was the most challenging season I've faced in 14 years in this business. The year started with the collapse of our maintenance building followed by an opening that was delayed by weather three weeks later than normal. Membership was down, and five of our first eight weekends were almost completely washed out due to rain. We had unexpected additional expenses due to the extraordinary snowfalls over the 2014-15 winter (details below). On top of that, we faced the addition of another new course in the metro area to an already-crowded golf market and finally, the loss of even more jobs in the local economy. I am grateful to the Board and staff that for all their hard work in coming up with approaches to mitigate this situation.

The combination of late start ,bad weather and reduced membership numbers made it impossible to meet our revenue targets: for example, we had close to \$30K in unpredictable weather-related expenses, i.e. additional snow removal, repairs to the ice-damaged maintenance building not covered by insurance, and repairs to the clubhouse roof and interior due to weather.

In face of this we did our best to plan to cut other costs wherever possible, noting that unfortunately many of these are fixed which leaves us very . Nonetheless, on a positive note we're fortunate to be entering the 2016 season with some financial advantages over last year- notably the payoffs on the leases on golf cars and turf equipment which together represent a reduction of nearly \$80K in expenses over last year. We're also encouraged by the fact that that twenty five new members joined during our fall special, that we also attracted additional new members over the off-season and we welcomed the return of some former members. These contribute towards reducing the overall membership shortfall, and we'd obviously welcome any increase to these numbers going forward- as this would obviously make our financial "foundation" more stable.

A combination of continuing membership shortfalls and foreshortened seasons with less opportunity for guest play would be difficult to face. If the weather co-operates in 2016 we should be able to open during our traditional "window" this year, which would be a great help Our guest play generally remains strong in spite of increased competition in the market, and our Club remains a top choices for golfers: this is due in part to our location, and to Dean and his crew continuing to keep this course as one of the absolutely best-conditioned courses in the province (and we intend to continue supporting this tradition of excellence).

In closing I thank *all* our staff for their hard work and dedication to the Club. I also thank the Club's President, Ross MacLean, the remaining Board members and all others who volunteered in various ways to help make this the great Club that it is. I am confident that we will be successful in the future and the investments and that the decisions we have made will pay off over the long haul. It is a privilege to be associated with Avon Valley and to work on your behalf. And as always, recall that my door is always open- please drop in, your input is important to me.

Brad Corkum
General Manager

Vice-president's Report

2016 Annual General Meeting

Well another year is gone and even though our season was shortened by a long winter, we always find the time to experience the full range of emotions that only golf can bring out;

The eager anticipation of the first shot of the year. The great sense of relief when we don't duck hook that first shot. The immense joy on draining the long impossible putt. The frustration when we miss the six inch slider. The pride when you crank your best drive of the year. The angst as you watch your opponent pick up their seventh self-determined gimme. The calmness as you traverse down the fairway against a soft warm breeze. The slow boil of anger as you wait behind a slow group. The comfort of teeing up with the same old group. The nervousness of teeing up with three unknowns.

My goal in the 2016 season is to try and add gratitude to the mix. Be grateful when the course is full, the course needs the revenue. Be grateful when there is a line at the kitchen, people are spending money and enjoying one another's company. Be grateful when the maintenance crew is out making the course a pleasure to play. Be grateful for the staff who are always doing their best even when it is challenging to do so.

The golf experience is like no other, I hope all our members and guests enjoy "the little slice of heaven" we have here at Avon Valley. See you on the course in 2016. I'll be the one smiling!

Rob Caissie
Vie-President

Match Report *2015 Playing Season*

Avon Valley tournaments were well attended by new and returning members in the 2015 season. Congratulations to the following winners of our 2015 tournaments:

Spring Tune-Up	<i>Dean Woodman</i>
2-Man Best Ball/ Scramble	<i>Bill Chipman & Wade Cornell</i>
Doris Brown - Gross	<i>Kim Kelly & Nancy Delahunt</i>
- Net	<i>Martha Lynch & Mary Spares</i>
MacPherson 2-Ball	<i>Robert Sperdakes & Barry Briand</i>
Lillian LaPierre 2-Ball	<i>Lenore Woodman & Sher O'Neil</i>
Men's Club Championship	<i>Dean Woodman</i>
Senior Champion	<i>Dean Woodman</i>
Super Senior Champion	<i>Robert MacPherson</i>
Ladies Club Champion	<i>Nancy Delahunt</i>
Senior Champion	<i>Nancy Delahunt</i>
Mixed Club Champions	<i>Cathy McGinnis & Kevin Purcell</i>
Winges – Gross	<i>Lorraine Purcell & Robert MacPherson</i>
Hodder – Net	<i>Shelley & Paul King</i>
Cec Scott Harvest – Gross	<i>Wayne Northup, Shaun MacDonald, John Burbidge</i>
Norm Clarke Harvest – Net	<i>Karen & Tim Pace, Trina & Joel Corkum</i>
Die Hard	<i>Rob Embree & Bill Chipman</i>

The Avon Valley & Abercrombie Cup event saw Avon Valley with 18.5 points over Abercrombie's 5.5 points, thus Avon Valley declared the 2015 winners. Next year the competition will be held in Abercrombie.

I hope everyone enjoyed their 2015 tournament season at Avon Valley and I look forward to seeing each and every one again next season.

Please be sure to continue to check for posters and online notices of our tentative 2016 tournament season.

*And remember- as it is every year-
it will be very important to have your entries in by the 2016 deadline dates.*

Wayne Northup
Match Chairperson

Junior Development *2015 Playing Season*

Hello Fellow Avon Valley Members:

There's an old quote from a long time ago that begins by saying "youth will be served" and that certainly was the case during our 2015 golf season.

I'm very pleased to report that the Avon Valley Junior Development Program had close to 60 of our area's finest young golfers participate in this past season's Junior program. Approximately 85% of our Junior members took advantage of the weekly golf lessons that took place every week from the beginning of July to the end of August. Even while taking into account such things as family vacations and other sports that our Juniors were involved with, in groups where the average size was 10, we consistently had 8 to 10 members in each designated group show up for their weekly sessions.

Highlighting these weekly sessions was the knowledge that was passed on to players from our CPGA teaching brother duo of Jeff and Todd Bishop. It's one thing to have the knowledge of what goes into being able to play golf but quite another to be able to transfer that knowledge to others. When your audience is a much younger age group, it can be even more challenging. However, both of these young gentlemen were able to transfer what they know about swinging a golf club in a way that made it quite easy for our Junior members to understand. In other words, in plain English and no information overload.

I am very pleased to report that the Bishop brothers will be returning for the upcoming 2016 golf season and we look forward to them once again working with our younger members.

As the season wore on, our Junior members were able to put what they had learned on the range with Jeff and Todd to good use. They did so by participating in a couple of club tournaments: we held the annual Junior Club Championship in the first half of August following the inaugural Junior "Friendly Tee" tournament at the end of July. With about two dozen of our young members participating in each of these events, there was no lack of enthusiasm or fun being displayed.

The Junior members who rose to prominence in these two tournaments in their respective categories were: ***Natalie Rippey, Liam Parker, Ryan Martin, Eileen Benoit, Colin Parker, Leah Earley, Blake Macpherson, Heidie Harvie, Jack Gordon, & Emily Trider.***

With the 2016 season "just around the corner", we certainly look forward to another fun season for our juniors and expect that we will see the majority of players returning. With that in mind, I wanted to advise of some key dates that have been determined at this point. Please mark your calendars for the following:

NSGA JUNIOR/ JUVENILE/ BANTAM CHAMPIONSHIP'S

Chester Golf Club, Monday July 18th - Thursday, July 21st

AVON VALLEY JUNIOR INVITATIONAL - Thursday, July 28th

AVON VALLEY JUNIOR CLUB CHAMPIONSHIP (*Dates to be determined*)

In closing, I would like to just comment on one item that will, hopefully, not repeat itself this season and that has to do with our Junior Invitational. Unfortunately this tournament had to be cancelled in 2015 due to a lack of participants. For this year, we have had the tournament registered and designated with the NSGA as one of their "Player of the Year" tournaments in the hopes that we will attract a larger field of players.

Thanks to all our Junior members and their parents or guardians for their support. See you all on the course.

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Chris McCarthy, Junior Program Coordinator