OSOYOOS GOLF CLUB

BOARD MEETING MINUTES – June 26, 2025, 9:00 am

Board Members in Person in Members Lounge
Alan Bajkov, Brenda Hendrickson, David Peterson, Gary Stead, Sherry Chamberlain , Roger Pires Doug Booth, Tim Alder
Absent: Alan Gow

Staff:
Bryan Ewart, General Manager
Recording Secretary : Bev Newton

1. Call to Order 9:00 am
a. Agenda Changes or additions.
b. Adoption of Agenda
Moved and Seconded:
THAT: The Agenda be approved.
CARRIED

2. Consent Agenda
Consent Agenda Items
a) Board Meeting Minutes – May 29th, 2025
b) Club Captain Meeting Minutes – June 5th, 2025
c) Greens committee Meeting Minutes – June 17th, 2025
d) Human Resources committee Meeting Minutes June 18th, 2025
e) Adoption of the Consent Agenda

Consent Agenda Approval
Moved and Seconded**:**
THAT the Consent Agenda be approved
CARRIED

3. Presidents Report
Strategic Planning Meeting: Wednesday, September 3rd, at Spirit Ridge from 9 AM to 4 PM. There will be homework for high-level planning. Bryan is arranging a facilitator specializing in golf course strategy.

4. GM Report

Osoyoos Golf Club | Board of Directors Meeting
General Manager's Report
June 26, 2025

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1. Operational Update

• Cash Flow Management
a) June was another strong month for revenue, driven by robust green fee traffic, group bookings, and solid Food & Beverage performance.
b) Our line of credit usage has stabilized, with no additional drawdowns in June. We are closely monitoring all expenditures and continuing to enforce department-level budget discipline.
c) Payroll costs remain on target or below for peak season, with the majority of seasonal hires now fully integrated into operations.
d) The preliminary 2026 cash flow projection has been completed and is under review by BMO for planning purposes and our annual review.

• Membership Update
a) Membership dues collection remains slightly below budget, though June saw continued interest from prospective members—largely influenced by course conditions and positive word-of-mouth.
b) Planning for the 2026 renewal campaign is progressing. We're evaluating incentive options, including early renewal pricing and advance payment plans for house accounts.

• Point of Sale Evaluation
a) After further vendor consultations, we have made a final decision for a new POS and tee sheet system. We will be moving forward with Lightspeed. Onboarding and system set up is occurring now. Staff training is scheduled for early July, with an official launch date of July 16, 2025.
b) Internal prep work is underway for a smooth transition, including inventory controls, sales reporting templates, and staff training modules.
c) Member communications have begun and 2 training dates will be made available in early July.

• Strategic Planning and Internal Collaboration
a) Weekly management meetings remain productive and aligned, focusing on service consistency and mid-season performance.

• Community & Tourism Engagement
a) The South Okanagan Golf Trail campaign draft has been shared with Destination Osoyoos and is moving into final revisions.
b) Bryan met with representatives from the Tourism Partners to explore advertising co-op options and a stay-and-play package.
c) The TOTA-hosted tournament on June 5th was a great success and provided valuable exposure.

• Events and Programming
a) The Father's Day Weekend saw excellent turnout across the facility, including strong F&B sales and increased Pro Shop traffic.
b) Planning is well underway for the Canada Day, show your pride event, and the Chef's Table Dinner on July 4th featuring Andrew Christopher.

c) Member leagues continue to thrive, with strong participation and positive feedback on course conditions and staff service.

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2. Grounds Maintenance Report

• Course Conditions
a) Course feedback remains overwhelmingly positive, particularly in terms of green speeds and fairway definition.
b) Ryan and team continue to maintain a high standard while balancing irrigation demands during increasingly warm and dry conditions.

• Staffing and Equipment
a) Seasonal staff have performed well and are supporting daily maintenance schedules efficiently.
b) No major equipment breakdowns were reported in June (other than rough mower challenges). Preventative maintenance remains a key focus.

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3. Golf Operations Report

• Tournaments & League Play
a) Club events and external tournaments were well attended in June, with efficient execution from the Golf Operations team.
b) The leagues continue to be a highlight, generating consistent engagement and Pro Shop revenue.

• Staffing and Customer Experience
a) The Pro Shop and Outside Services teams are operating at full capacity.
b) Service levels have been praised regularly by members and guests.

• Cart Fleet
a) The cart fleet remains reliable, with battery replacements proving effective.

• Golf Instruction
a) Wayne Hachey has launched junior and women's clinics with strong early registration numbers. Feedback from participants has been excellent.
b) Plans are in place to expand instruction services through August, including additional junior camps.
c) Wayne and John Seminoff have scheduled a kids v parents golf scramble on July 2, 2025

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4. Food and Beverage Report

• Greenside Bar & Grill
a) June was another high-performing month for F&B, driven by events, tournaments, and strong patio traffic.
b) Summer menu items have been well received, with daily specials helping to drive repeat visits.
c) The F&B team continues to receive positive feedback on service, speed, and presentation.

• Banquet Event
a) Several successful catered events were executed in June, contributing to overall revenue and positive

word-of-mouth for group bookings.
b) Preparations are underway for multiple upcoming private events in July and August.

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5. Administration & Marketing

• **Communications and Member Engagement**
a) June's Member e-News achieved our highest open rate to date. Key content included course maintenance highlights, event reminders, and tournament results.
b) Emilio has ramped up social media activity with real-time video content, Instagram reels, and campaign-style graphics promoting summer events.
c) Par 6 continues to focus on attracting destination golfers to the South Okanagan and specifically monetizing the fact that we have 36 holes of golf at OGC.
d) Par 6/OGC launched our new website this month. Early feedback has been very positive. Some areas of the website require updating and are being tackled as we go.

• **Staffing Update**
a) Administrative staffing remains stable. Cross-training within the office has helped improve coverage and responsiveness during busy periods.
b) Emilio has taken the lead on clubhouse signage, digital displays, and on-course promotional materials.

Summary

June has been a strong month across all departments, marked by consistent revenue, excellent course conditions, and high member and guest satisfaction. Our team is functioning well under peak-season pressure, with good internal communication and a clear focus on service and efficiency. Key planning work continues for our 2026 POS transition, membership strategy, and fall capital planning. With momentum building, our goal remains to maintain operational excellence and deliver a memorable experience for everyone who visits Osoyoos Golf Club.

Additionally, payables are being processed efficiently, and we are satisfied with the progress. The new system will go live on July 16th.

A team is scheduled to remove all the golf balls from Hole 14. Par 6 Design has launched the new Osoyoos Golf website and will continue to update information such as financials and minutes.

We have removed the staff email addresses from the website. A form is now available for users to complete, which will be forwarded to the appropriate staff member.

5. Treasurer's Report

Finance Report for the Month ended May 31, 2025

Balance Sheet

Cash and cash equivalents were $43K compared to $61K for the same period last year. The cash flow forecast was for $-122K at May month end.

Current Liabilities were $563K, which is $382K higher than same period last year. The increase is due to Accounts Payable which were up $229K and Prepaid Capital Improvement of $109K which represents the funds raised by the $300 levy for the practice green and. The high level of payables highlights the continued tight cash position.

Income Statement

Revenue for the month was $626K; $41K over budget and $134K higher than the same period last year.

YTD revenue was $2,375K; $23K over budget and $350K higher than same period last year. The main impact on revenue was:

- *Golf Operations* - Membership dues were $90K below budget but $44K above last year. Green Fee revenue was $67K over budget and $167K over last year. YTD green fee rounds are 6,833 compared to 5,392 for the same period last year.
- *F&B* - revenue is $63K over budget YTD and $79K over the last year.

Wages for the month were $240K; $21K below budget but $17K over the same period last year. Wages YTD were $705K; $146K below budget and $10K below 2024. Grounds wages account for most of the savings ($70K), however, Ryan feels the budget will likely be used by year end.

Expenses for the month were $252K; $5K under budget and $5K below the same period last year. YTD expenses were $847K; $4K over budget and $54K over the same period last year.

Administration is over budget $39K due to:

- marketing expenses ($11K) starting earlier than planned,
- additional bank fees and interest ($8K) related to the temporary increase in the operating credit.
- Utilities ($11K) which is the water/sewer bill to the end of March. This was previously included in the property tax bill and paid in July.

F&B expenses are $33K over budget, which relates to increased revenue (COGS over $15K) and addition of bar equipment (R&M Equipment over $6K) which will be partially recovered from suppliers. The positive is gross margin is improving with COGS at 34% year to date compared to 44% last year.

Net Income for the month was $135K; $67K over budget and $123K over 2024. YTD Net Income was $823K; $165K over budget and $306K above the same period last year. The net result for Golf Ops was net profit was $19K over budget and $276K ahead of last year and F&B was $70K over budget and $70K over last year.

Use the Line of Credit only at the end of the season when income is low. Pro shop sales margins are improving, and COG is decreasing. The bank trusts us due to our realistic budget, but we must avoid mistakes.

6. <u>Committee Reports</u>

a. Building None. It was noted that this committee will be suspended until needed
b. Club Captains: Further the Club championship tournament is up and ready to register on the Website. Lots of divots were filled on the desert but the attendance was down due to the Senior Mans day.
c. Food & Beverage Nothing to add
d. Greens: Nothing to add
e. Health & Safety None
f. Human Resources. Report included
g. Long Range Planning None
h. Marketing Nothing to add
i. Membership: two policies to be finished Medical Leave Policy and Member categories
j. Board members are encouraged to seek candidates for nomination.

7. <u>Business Arising</u>

1. Alan Gow is working on the bylaw review process

8. <u>Other Business:</u>

1. Our network is now monitored by a cybersecurity company for a monthly fee. The new firewall is installed, and all staff use multi-factor authentication.
   A policy for cyber-Security will be developed in the coming months.
2. Fraud attempts are occurring using an email address obtained from the website. The frequency of these attempts is decreasing as all bank accounts have been updated, and suppliers have been informed.

9. <u>Other Items/Questions/Comments</u> (open to GM & all Directors**)**

Sign Board is up, and the Tuesday men will have sponsors advertised and events happening. There is room for other items and events to be up on the board as well.

10 Future Meeting ***Note the change from Thursday***
Wednesday, July 30th - 10:30 am

11 Adjournment 9:38am

12. **<u>in Camera</u>**

a. With General Manager: Not recorded.
b. Without General Manager: Not recorded.