OSOYOOS GOLF CLUB

BOARD MEETING MINUTES – July 30, 2025, 10:30 am

Board Members in Person in Members Lounge
Alan Bajkov, Brenda Hendrickson, David Peterson, Gary Stead, Roger Pires, Tim Alder
Absent:
Sherry Chamberlain , Alan Gow, Doug Booth
Staff:
Bryan Ewart, General Manager
Bev Newton, Recording Secretary

1. Call to Order 10:28 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 – June 26th, 2025
b) Greens committee Meeting Minutes – July 24,2025
c) Club Captain Meeting Minutes – July 17th,
d) Adoption of the Consent Agenda

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

3. Presidents Report
a) Strat Planning proposal from James Cronk "Cronk Group Inc." James Cronk is a club industry leader with over 30 years of experience in the golf and service industry. He has presented keynote sessions and workshop seminars at major golf industry events around the world, including the NGCOA National Conference (16 times). Price is reasonable and would like to hold the meeting Wednesday 3rd of September. I will send out the Proposal to everyone to look over.
Bryan and I will do the prep work in advance along with Brenda and David

b) Anne Phillips Harris has volunteered to help with the Nomination Process. We have critical timelines that we have to meet and communications out to the members as to who would like to run. We do have a couple of members that are interested.

4. GM Report

Osoyoos Golf Club | Board of Directors Meeting
General Manager's Report
July 30, 2025

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1. Operational Update

• **Cash Flow Management**
a) We remain within our authorized line of credit usage, with no additional drawdowns required in July. Cash management continues to be a top priority.
b) Payroll costs are tracking on budget. All seasonal roles are now in place and performing well.
c) We've submitted our preliminary 2026 operating forecast to BMO as part of our annual review and credit planning.

• **Membership Update**
a) Membership interest remains strong, with a few new members joining in July.
b) Planning for the 2026 renewal campaign is well underway. Incentives and pricing tiers will be finalized in September for early launch in October.

• **Point of Sale Transition**
a) Lightspeed officially launched July 11 & 16. The transition was smooth, with minimal service interruption. The biggest challenges so far are:
- members with duplicate email address accounts
- members registering with Chrono Golf
- changes to the member ballot system
- bringing over house account and bar bill balances
b) Staff adapted quickly thanks to pre-launch training and remote support from Lightspeed reps.
c) Member communication and training sessions were well received; we are now encouraging feedback to further streamline user experience.

• **Strategic Planning and Internal Collaboration**
a) Weekly management meetings remain effective and focused, with increased coordination between departments.
b) Preparations are underway for fall capital planning and budget projections, including departmental input sessions in September/October.

• **Events and Programming**
a) The Chef's Table Dinner on July 4 featuring Andrew Christopher was a tremendous success, with positive feedback from attendees.
b) Canada Day activities and the "Show Your Pride" event saw strong participation and great community spirit.
c) Summer leagues remain active and are a consistent source of revenue and member engagement.

2. Grounds Maintenance Report

• **Course Conditions**
a) July was challenging due to turf stress caused by growth regulators and localized irrigation issues. Member communication was issued July 21 & 27, with a follow-up plan to be released shortly.
b) Ryan and team have focused efforts on recovery and have implemented additional cultural practices to accelerate healing.
c) Greens are expected to gradually improve through August, supported by targeted aeration and nutrient applications.

• **Staffing and Equipment**
a) One key equipment repair (fairway mower hydraulic issue) was addressed mid-month. Preventative maintenance efforts continue.

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3. Golf Operations Report

• **Tournaments & League Play**
a) July tournaments—including the Ladies Sunburst Scramble—ran smoothly with strong participation and positive feedback.
b) Internal league play remains robust and continues to drive Pro Shop and F&B revenue.

• **Staffing and Customer Experience**
a) Pro Shop and Outside Services teams are fully staffed and functioning at a high level.
b) Member and guest comments about the friendliness and professionalism of staff continue to be overwhelmingly positive.

• **Cart Fleet**
a) The fleet is holding up well under peak usage. Spot checks and charging station inspections are conducted weekly.
b) Minor repairs were handled in-house with minimal disruption.

• **Golf Instruction**
a) Wayne's junior and women's programs remain popular. The July 2 "Kids vs. Parents" event was a hit with families.
b) Additional junior clinics and private lessons are scheduled through August.

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4. Food and Beverage Report

• **Greenside Bar & Grill**
a) July was another strong month for F&B revenue, with patio sales and events leading the way.
b) Summer menu items continue to receive great feedback. Daily specials are driving repeat business.

c) Front-of-house and kitchen staff are working well under peak conditions and continue to deliver consistent quality.

• **Banquet and Private Events**
a) A number of successful private events were held in July, including a family reunion luncheon.
b) Bookings for August are strong, and fall corporate event inquiries are starting to come in.

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5. Administration & Marketing

• **Communications and Member Engagement**
a) Member communication around the course conditions has been timely and transparent, with a follow-up update planned soon.
b) The July e-newsletter highlighted POS training, events, and staff updates—open and click-through rates remained strong.
c) Emilio continues to produce strong digital content, with a focus on storytelling, real-time video, and member highlights.

• **Marketing and Promotion**
a) Par 6 continues its targeted efforts to attract group and destination golfers through social and digital campaigns.
b) Mid-summer golf packages and 36-hole promotions are currently running across digital platforms.

• **Staffing Update**
a) Office staffing remains stable. Cross-training and summer vacation coverage have helped ensure continuity.
b) Emilio is now supporting internal branding projects, including menu boards, digital signage, and print collateral.

Summary

July brought both high performance and operational challenges. While revenue and guest satisfaction remain strong, turf health issues have required swift action and clear communication. Staff across all departments have responded well under pressure, and our Lightspeed system is already improving efficiency and reporting. With strong momentum going into August, our focus remains on delivering exceptional experiences while keeping a close eye on course recovery, cash flow, and budget planning for 2026.

In Addition to the report there are additional items:
The AC Unit failed in the Pro Shop and will need to be replaced and its approximately $6K.
Two of the nets on the driving range came down in the latest windstorm. They are approximately $2K per panel
You will see an item on Chrono golf called Credit Books and it will be used for Bar bill and Gift certificates. Must be used in the current Season.

5. Treasurer's Report
Finance Report for the Month ended June 30, 2025

Balance Sheet

Cash and cash equivalents were $-21K compared to $239K for the same period last year. The cash flow forecast was for a cash position of $-39K at June month end.

Current Liabilities were $404K, which is $76K higher than same period last year. The increase is due to Prepaid Capital Improvement of $109K which represents the funds raised by the $300 levy for the practice green and. Payables were restored to below historical levels.

Income Statement

Revenue for the month was $787K; $101K over budget and $185K higher than the same period last year.

YTD revenue was $3,163K; $124K over budget and $535K higher than the same period last year. The main impact on revenue was:

- *Golf Operations* – YTD Green Fee revenue was $156K over budget and $285K over last year. YTD green fee rounds are 11,592 compared to 9,330 for the same period last year.
- *F&B* - revenue is $96K over budget YTD and $134K over the last year.

Wages for the month were $383K; $122K over budget and $126K over the same period last year. YTD wages were $1,088K; $24K below budget but $116K over 2024. June was a three-pay month which was not accounted for in the monthly budget.

Expenses for the month were $261K; $81K under budget and $2K below the same period last year. YTD expenses were $1,1087K; $77K below budget but $51K over the same period last year.

Administration is over budget $14K due to:

- marketing expenses ($11K) starting earlier than planned,
- additional bank fees and interest ($9K) 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 $26K over budget, which relates to increased revenue (COGS over $10K) and addition of bar equipment (R&M Equipment over $3K) and Promotions and Staff Disc ($14K). The discount for staff purchasing meals was increased from 25 to 50%. The positive is gross margin is improving with COGS at 32% year to date compared to 42% last year.

Net Income for the month was $143K; $60K over budget and $62K over 2024. YTD Net Income was $966K; $225K over budget and $367K above the same period last year. The net result for Golf Ops was net profit was $79K over budget and $394K ahead of last year and F&B was $83K over budget and $90K over last year.

6. Committee Reports

a. Club Captains - Club championship moved to September
b. Food & Beverage - as above
c. Green -Town of Osoyoos needs to be reminded that they are our partners and the water supply should be maintained as agreed years ago.
d. Health & Safety - None
e. Human Resources - None
f. Long Range Planning - None
g. Marketing – Reporting from Social Media has been very positive
h. Membership -Several 25 game pass holders have moved to full executive
i. Nominating – as above

7. Business Arising

1. By Law review Mid-August

8. Other Business:

1. Speakers and AV system needs to be upgraded in the clubhouse. Will be added to the capital budget for 2026.

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

None

10 Future Meeting

August 28th, 2025

11 Adjournment 11:39 am

12 in Camera

Bev Newton Stepped out
In camera (with and without GM)
Minutes recorded by Alan Bajkov