OSOYOOS GOLF CLUB

BOARD MEETING MINUTES November 27 , 9:00 am

Board Members in Person in Members Lounge
Henry Saltiel, Doug Booth, Tim Alder, David Peterson, Grant Fiddes, Anne Phillips-Harris
Via Microsoft Teams: Alan Bajkov, Alan Gow
Absent: Roger Pires
Staff:
Bryan Ewart, General Manager
Ryan Dunkley, Course Superintendent
Bev Newton, Recording Secretary

1. **Call to Order 11:00 am**
   a. Quorum established.
   b. 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 – October 30, 2025
b .CC Meeting Minutes November 25th, 2025
c. F&B Meeting Minutes November 26th, 2025

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

3. Presidents Report

a. Guest Ryan Dunkley re: reversing the Park Meadows
b. BOD Meetings 2026 Proposal

Background:
During the last BOD meeting a suggestion was brought forward by the Chair to review the frequency of BOD meetings to be held during a calendar year.
It was suggested that the BOD does not require to meet on a monthly basis and that the number of meetings could be reduced to approximately seven to eight meetings per year. This would also

reduce management's time commitment in terms of attendance and board package preparation and review.
As required the Board could convene a meeting on an exception basis due to unusual circumstances or if an urgent issue arises.
In all probability, the number of Committee meetings could be also reduced in accordance with the number of Board meetings with the exception of the Finance Committee. Oversight and monitoring of the club's financial position would continue on a monthly basis with a written report submitted to the BOD post meeting. The remaining Committee meeting schedule will be established in the November Board meeting for the following year.
The following proposed BOD meeting schedule is based on the monthly activity level and reporting requirements at that time.
Proposed Schedule:
January – meeting not required.
February – meeting – KEY ACTIVITY - final year end financials – member survey review
March – meeting – KEY ACTIVITY - AGM / Strategic Planning prep
April – meeting not required.
May – Regular meeting
June – ***TBD in the May BOD meeting***
July – meeting not required.
August – meeting – KEY ACTIVITY - Board nominations
September – meeting – KEY ACTIVITY - budget prep
October – meeting required – KEY ACTIVITY - finalize budget/prep for annual info member meeting.
November – meeting required – KEY ACTIVITY - GM Performance review.
December – meeting not required.
Summary:
Meetings to be held in February, March, May, August, September, October, November
No meeting in January, April, June (determined in the May mtg.), July, December.
We can shift or reschedule meetings as the need arises.
Respectfully submitted by,
Alan Bajkov

The Board has approved 2026 BOD Schedule.

3a Ryan Dunkley: Course superintendent

Update on Reversing the Park and Meadows Course Order

The primary consideration for reversing the Park and Meadows course order centers on the current state of the irrigation system. Despite recent upgrades to the pump shed and improvements made to the Park sections to enhance efficiency and replace outdated systems, significant limitations remain with the Meadows' irrigation infrastructure.

The irrigation system servicing the Meadows operates at only about 66% efficiency compared to the Park. Although the same amount of water is applied to both the Park and the Meadows, watering the Meadows requires an additional two and a half to three hours. This inefficiency is due to the system's age and its limited capacity. Furthermore,

using effluent water poses additional restrictions, as it cannot be distributed near staff or golfers, and irrigation often overlaps with play times.

Currently, replacing the Meadows' water system is not financially feasible. This constraint has influenced the recommendation to reverse the course order rather than pursue a costly infrastructure overhaul at this time.

There is broad support among both members and green fee players for reversing the course order. The Meadows is recognized as the more challenging course, and finishing play on the Park is perceived as providing a more enjoyable conclusion to the day.

Given the maintenance limitations and strong support from the golfing community, the proposal to reverse the Park and Meadows course order has been referred to the Long Term Planning committee and will be added to the Strategic planning session in the Spring of 2026

The #14 Meadows green side bunker will be downsized more a minor cosmetic thing; it is kidney bean shape up top; we will just continue that down below so that there is an area we can irrigate and maintain. Fill the whole entire right side bank, don't bank it so that the golf ball is going kick and go into the pond. It's the addition of one sprinkler head to maintain the turf in that area and will improve playability and maintenance.

4.General Manager's Report

November 27, 2025

---

1. Operational Update

Cash Flow & Financial Position

- The Club remains within authorized line of credit parameters with no unplanned draw activity.
- October and November operating results continue to track within budgeted targets.
- Seasonal cash flow improvement is being supported by early membership renewals and event activity.
- Continued engagement with BMO on 2026 forecasting and lending facilities remains positive.

Membership Update

- 2026 membership billing was successfully completed November 6 to 8, 2025.
- Early payment rebate and "non-credit card" payments incentives have generated strong early engagement.
- Member account inquiries and category adjustments are being actively managed through the Membership Office.
- Digital waiver and renewal processes continue to be refined to improve efficiency.

POS & Technology

- Lightspeed continues to operate well across Golf, F&B, Retail, and Admin departments.

• Ongoing reporting refinements are improving transparency in revenue tracking and forecasting.
• Continued cleanup of legacy members and inventory data remains underway.

Department Collaboration & Planning

• Weekly management meetings continue to align focus on winter operations, 2026 staffing plans, budgeting, and capital planning.
• 2026 operating budget is now in place and ready for the new year.
• Major capital reviews continue for cart fleet replacement, drainage improvements, and course infrastructure.

Events & Programming

• Fall events performed well throughout November.
• Winemakers Dinner, holiday bookings, and seasonal private events have shown strong participation.
• Christmas Toy Drive (Tue, December 9th) and December holiday programming are driving continued off-season engagement.

---

2. Grounds Maintenance Report

Irrigation & Water

• Ongoing proactive engagement continues with the Town of Osoyoos regarding both short-term operational needs and long-term water security planning.

Staffing & Equipment

• Grounds team performance and morale remain strong as winter projects transition forward.
• Equipment servicing, winterization, and preventative maintenance programs are proceeding as scheduled.
• Planning is underway for spring drainage and infrastructure prep work.
• Recruitment for an 2nd Assistant Superintendent has begun, hoping to have someone in place and ready to go for the start of the 2026 golf season.

---

3. Golf Operations Report

Guest Experience & Staffing

• Seasonal staffing adjustments continue in alignment with off-season demand. All staff, with the exception of our Head Golf Professional, have received their seasonal layoffs.
• Service standards remain strong with positive feedback from members and shoulder-season guests.
• Associate/Assistant Golf Professional recruitment continues through PGA of BC and Canada platforms. We have received several applications from strong candidates. Interviews will begin early December.

Cart Fleet & 2026 Fleet Strategy

• Current fleet remains stable and “put to bed” as the season concludes; battery performance and charger condition remain closely monitored.
• Review of 2026 cart fleet replacement options, including GPS for pace-of-play control and restricted zones, remains ongoing.

• Leasing and vendor discussions continue. We are slightly challenged with past fiscal performance in 2023-24.

---

4. Food & Beverage Report — Greenside Grill

• November is definitely much quieter, but strong member-driven traffic, event participation, and consistent kitchen performance is occurring.
• Seasonal menu features and holiday-themed offerings continue to support guest engagement.
• Greenside Grill is scheduled to operate through **Friday, December 19, 2025**, with a focus on lunch service, holiday functions, and year-end bookings.
• Daily hours of operation are Tuesday through Saturday, 11am to 3pm.
• We have introduced 2 promotions in the restaurant to attract local market guests. All You Can Eat Chicken Wings for $19.99 and BOGO 50% entrees. Beverage(s) must be purchased to qualify.
• Winter staffing schedules are being aligned with expected demand.

---

5. Administration & Marketing

Communications & Engagement

• Continued transparent communications regarding course conditions, membership billing, and operational updates.
• Member newsletter, website updates, and social media remain effective engagement tools.
• All resigning members are receiving digital "Member Exit Surveys" – this information will be shared with the board in the new year.

Marketing & Tourism Efforts

• Shoulder-season marketing continues to convert regional and returning guests.
• Content remains focused on member experience, facility recovery, and hospitality offerings.
• Bryan has been appointed to the Destination Osoyoos Board of Directors, effective November 26, 2025.

Staffing & Training

• Finance & HR Department continues to stabilize following onboarding of Kathleen Dedemus.
• Membership & Administration operations are well supported with the successful integration of Jody Hindes.
• Internal training efforts are now shifting toward 2026 systems readiness and service consistency.

---

6. Membership Renewal Dashboard

• **2026 Billing Completed:** Thursday, November 6 to 8, 2025
• **Early Payment Rebate:** 2.5% if paid in full by December 19, 2025
• **Non-Credit Card Incentive:** 2.5% rebate
• **Incentive Goal:** Strengthen early cash flow entering fiscal 2026
• **Digital Waivers & Renewals:** Ongoing to streamline the process

---

Summary

November marked a strong transition from peak season into off-season operations, with continued positive momentum in membership engagement, financial control, and department alignment. Grounds and infrastructure planning remain on schedule, and operational stability continues to improve across all departments. With early membership renewals underway and 2026 budget and capital planning advancing, the Club remains well-positioned for a strong start to the next fiscal year.

5. Treasurer's Report David Peterson

There are several adjustments that need to be made to the financials before a report can be prepared. Upon reviewing the current figures, no unexpected issues were identified. However, it is important to emphasize the necessity of maintaining a strong focus on whether each activity is a cash-generating or non-cash-generating endeavor. Despite the numerous positive initiatives led by Bryan and the team, our cash position at the end of October remains negative and below budget expectations.

Managing finances continues to be challenging, especially when unforeseen expenses arise, such as the recent H-Vac system failure and urgent fencing requirements along number one. These necessary projects, which were not anticipated, have placed additional pressure on our available cash, demonstrating the fine balance we must maintain.

Bryan's proposal regarding the early payment of Dues is a constructive suggestion. We have heard about 50% of the people we talked to are planning to pay by the 19th of December. While this will not significantly alter our cash projection by the end of January, it will reduce financing costs, as last year's extra borrowing resulted from similar cash flow constraints.

Achieving a surplus cash position sufficient for reinvestment projects, such as rebuilding greens, remains a distant goal unless a substantial membership levy is considered—something we must approach with caution.

Bryan added that Kathleen is new and the job is incredibly challenging and stressful, but the bulk of the month end is done. From day one her mandate was to find efficiencies and use the tools that we have and paid for to streamline the reporting moving away from manual processes. This could not be done overnight.

I believe where we are tracking net contribution wise, we are looking at 500k profit for the year from an operating perspective. A very positive outcome is a 700K increase over last year. A big chunk of that is from F& B we didn't raise the prices by $5 but only by $1 or two here and there and control our costs better. Alana and Herman have done a great job there, but F&B has lost money the last couple of years. This year we saw more revenue growth, which is positive we are seeing the return we are expecting about 130k improvement to the bottom line year over year and all profit.

Green Fee revenue is 450k over last year and what would have happened if we did not have the water issue in July and August? The potential is there next year will be better.

6. <u>Committee Reports</u>

1. **Club Captains** has put forward a proposal to move the Senior Men from Wed to Monday. Bryan has added that there are a number of new events added to the 2026 fixture sheet for instance Pro Am, Rattlesnake Open all Div, Several couple's Tournaments.

2.Finance Report for the Month ended October 31, 2025 [received Dec 5th]

Balance Sheet

Cash and cash equivalents were -$176K compared to -$204K for the same period last year. The cash flow forecast was for a cash position of $18K at October month end.

Current Liabilities were $326K, which is $24K lower than same period last year.

Income Statement

Revenue for the month was $207K; $36K below budget but $50K higher than the same period last year.

YTD revenue was $5,159K; $68K over budget and $813K higher than the same period last year. The main impact on revenue was:

Golf Operations – YTD Green Fee revenue was $198K over budget and $452K over last year.

F&B - revenue was $54K over budget YTD and $212K over the last year.

Wages for the month were $249K; $8K over budget and $29K over the same period last year. YTD wages were $2,086K; $90K below budget but $15K over 2024.

Expenses for the month were $188K; $9K below budget and $6K below the same period last year. YTD expenses were $2137K; $20K over budget and $99K over the same period last year.

YTD expenses were over due to:

Administration were over budget $39K due to:

marketing expenses ($15K) starting earlier than planned.

additional bank fees and interest ($20K) related to the temporary increase in the operating credit.

Computer repairs and IT ($7K) related to security upgrades to the computer network.

F&B expenses are $44K over budget due to:

increased COGS ($24K) related to increased revenue.

Promotions and Staff Disc ($25K). The discount for staff purchasing meals was increased from 25 to 50%.

Gross margin is 36% year to date but remains ahead of last year at 43%.

Net Income for the month was -$223K; $27K over budget and $2K below 2024. YTD Net Income was $944K; $146K over budget and $708K above the same period last year. The net result for Golf Ops YTD was net profit was $114K over budget and $640K ahead of last year and F&B was $43K over budget and $142K over last year.

3. F&B Committee Nothing Further

4. Greens None

5. Health & Safety None

6. **Long Range Planning:** Tim will look at the Long Range planning report and meet with Alan shortly to set up a meeting.
7. **Marketing:**
8. **Membership: MEMBERSHIP COMMITTEE** [meeting update]

Attending on Nov 13,2026 was Henry Saltiel, Bryan Ewart, Jody (admin staff), Anne Phillips

General discussion around current membership packages and membership benefits to familiarize board members with the current offerings and their reception by the members. Anne said she is glad that couples are being recognized in the packaging. Jody spoke to how questions from members were being managed. Henry posed the idea of non-resident membership as a means to add to cashflow and build a solid base of future resident members. This was to be offered selectively to people who show intentions to eventually retire in Osoyoos. Bryan indicated that this was an idea worth examining.

9. **Nominating**
10. **HR Committee**

Part of Kathleen responsibility will be HR. There is a new program called the Toolbox an App will be used for employee training.

7. **<u>Business Arising</u>** None

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

Email from Helen regarding having in Memoriam Notifications emails sent for passing members.

It was agreed that Bryan would draft a policy.

9. **<u>Other Items/Questions/Comments</u> (**open to GM & all Directors**)**
   1. Directors Agreement (draft)
   2. Board Governance Guidelines (draft) We just need to add the governance nine standards))
   3. "BC Societies Act" Constitution (draft)

   Items 1,2 & 3 added to the Agenda in February for further review

10 **Future Meeting**

No Meeting in December

11 **Adjournment TIME am.** 12:45

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

In camera (with and without GM)

Minutes recorded by Doug Booth