OSOYOOS GOLF CLUB

BOARD MEETING MINUTES February 26th,2026 , 9:00 am

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

1. **Call to Order 9:03 am**
   a. Quorum established.
   b. Agenda Changes or additions. *Presidents Report add 5. Agenda Date*
   b. Adoption of Agenda

Moved and Seconded: (Anne Harris, Roger Pires)
THAT: The Agenda be approved.
CARRIED

2. Consent Agenda
Consent Agenda Items
a. November 27th BOD minutes approved by email and placed on the web site
b. Greens Committee Meeting Minutes Feb 11, 2026
c. Agronomy Report for OGC February 2026

Consent Agenda Approval (David Peterson, Grant Fiddes)
Moved and Seconded**:**
THAT the Consent Agenda be approved
CARRIED

3. Presidents Report

1. Strategic Planning – update for the April 9th session. Bryan and I had a pre meeting with James Cronk, our consultant. James will be sending out a series of questions for all to respond to in preparation for the Strat planning session. We only have one day and a lot of the information will be preestablished prior to the meeting so we will have a solid agenda with some documented outcomes that we want to see out of this day. Be prepared for that document and if you could respond as soon as possible, it would be greatly appreciated.
Set aside the whole day from 8 a.m. through dinner for the meeting at Spirit Ridge in a Board Room.

2. Board Governance workshop for new directors. It will be set up for April for our three new board members and is open for anyone that would like to attend

3. Board Member communication – Topics for 2026 would be some brown bag lunches, informal meeting and information on various aspects of how the golf course operates. Feedback with suggestions would be appreciated.
4. Revamp of board filing system – Tresorit will be abandoned and we will move to Microsoft share point for the Golf Course file storage.
5 AGM Date will be Apr 29th the Strat planning will be completed, and we will be able to have a high level of information for the membership. The member appreciation night will be April 15.

4. General Manager's Report

1. Operational Update

Financial Position & Cash Flow

- The Club continues to operate within authorized banking and line-of-credit parameters.
- Strong early membership renewals and continued off-season programming have supported winter cash flow.
- Ongoing monitoring of expenses remains a priority as we transition through the lowest-revenue period of the year.
- Preliminary review of early 2026 operating results indicates alignment with approved budget targets.
- Continued engagement with BMO regarding forecasting, capital planning and long-term financing remains positive.

Membership & Revenue

- 2026 membership billing completed successfully in early November with strong early payment participation through December and January.
- Early payment and non-credit-card incentives generated meaningful off-season cash flow.
- Ongoing follow-up with outstanding accounts continues through Administration.
- Snowbird categories and flexible offerings continue to generate interest, particularly from regional and seasonal markets.
- Corporate and group golf opportunities for 2026 are actively being pursued and bookings are at a higher pace than same time last year.

Governance & Strategic Alignment

- Management focus since December has been on financial stabilization, operational alignment and preparation for the 2026 season.
- Preparation underway for upcoming strategic planning sessions and alignment meetings in Spring 2026 with James Cronk. Board survey to be distributed in the upcoming week.

Technology & Systems

- Lightspeed POS and reporting tools continue to perform well across all departments. We are looking for continued efficiency and improvements.
- Ongoing refinement of reporting dashboards and inventory processes.

- Continued data cleanup and optimization of member and accounting systems.
- System readiness for the 2026 golf season is on schedule. Jody is doing a fantastic job with this.

Events & Club Activity

- Holiday events and off-season programming generated positive engagement and community visibility.
- Planning for 2026 tournament and event calendar is well underway, including signature tournaments and corporate events.
- All 2026 tournament registrations are live and on the club's website. Registrations are on a solid pace.
- As of February 23, 2026: **RSO 78/124 | Ironman 82/112**

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2. Grounds Maintenance Report

Winter Operations & Course Preparation

- Greens have wintered well and surviving turf is in good condition heading into spring preparations.
- Major drainage project (DG 17–18 and PM 11 & 16) scheduled to begin February 23 (weather dependent), with Club crew assisting to reduce costs and expedite installation.
- The Club will install the collection system prior to contractor arrival, and remediation will include sod replacement (Junior Linkers or Bos Sod as required).
- Desert Gold can be prepared for opening immediately, while Park Meadows routing will temporarily use Holes 8 & 9 to allow remediation work on 17 & 18.
- Comprehensive opening preparation plan is in place (greens prep, mowing, bunkers, signage, yardage markers, amenities, irrigation readiness).
- Park Meadows irrigation pumps serviced and returning for installation; projected irrigation start mid-March. The Town is repairing the effluent supply valve.
- Assistant Superintendent recruitment remains challenging; contingency plans include supervisory adjustments within the existing team if necessary.
- Staffing ramp-up underway: 4 (as of Feb 23) new full-time hires secured with target of 4–6 total; driving range netting upgrades and additional winter projects progressing.

Staffing

- Core grounds leadership team remains in place through winter months.
- Seasonal staffing plans and recruitment strategy for spring 2026 are underway.
- Focus on early hiring and retention to support improved course conditions entering peak season.

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3. Golf Operations

Staffing & Recruitment

- Recruitment for Associate/Assistant Golf Professional roles has been active through PGA of BC and national channels. Unfortunately, we were unable to secure employment for an Associate/Assistant. Matt is confident that his returning team will be strong and committed to a successful season ahead.
- Seasonal staffing plans for Pro Shop, starters and marshals being developed in advance of opening.

Guest Experience

- Continued focus on service standards and member experience heading into the 2026 season.
- Review and refinement of operating procedures to ensure consistency across both courses.

- Planning for enhanced pace-of-play management and on-course service delivery (GPS will be an excellent tool on DG).

Cart Fleet & On-Course Assets

- Existing fleet remains winterized and stable.
- New cart fleet is scheduled to arrive within the next week.
- The new fleet will be allocated to Desert Gold and will feature GPS and pace-of-play tracking capabilities, enhancing operational control, player experience, and revenue opportunities.

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4. Food & Beverage – Greenside Grill

Winter Operations

- Restaurant operations maintained through the holiday period with adjusted hours.
- Focus on member engagement, small events and local traffic.

Planning for 2026 Season

- Menu planning, supplier alignment and staffing plans underway for spring opening.
- Continued focus on improving consistency, service speed and financial performance.
- Opportunities being explored to enhance event-driven and shoulder-season revenue.

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5. Administration, HR & Marketing

Communications & Member Engagement

- Continued focus on transparent communication with members regarding operations, planning and priorities.
- Ongoing use of newsletters, email communications and social media to maintain engagement.
- Member feedback from surveys and direct conversations is being incorporated into planning.

Marketing & Business Development

- Active pursuit of sponsorship, tournament and corporate partnership opportunities for 2026.
- Collaboration with regional tourism and community partners continues.
- Digital marketing strategy remains focused on early-season bookings, memberships and events.

HR & Organizational Development

- Staffing plans for all departments are being finalized ahead of the 2026 season.
- Continued emphasis on team culture, accountability and service standards.
- Management structure and internal processes continue to stabilize and strengthen.
- “The Toolbox” is being developed and will be launched in the coming weeks.

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6. Key Priorities – Next 60–90 Days

Operational

- Prepare for March opening and shoulder-season operations.
- Finalize staffing and training plans across all departments.
- Continue financial monitoring and cost control through spring period.

Strategic

- Advance capital planning discussions (drainage, fleet, infrastructure).
- Strengthen corporate partnerships and group booking pipeline.
- Continue alignment with Board on governance and strategic priorities.

Member & Guest Experience

- Enhance communication and visibility of leadership.
- Deliver strong early-season course conditions and service standards.
- Focus on retention, recruitment and overall club experience.

Summary

The period from December through February has been focused on financial stability, operational alignment and preparation for the 2026 golf season. Membership engagement remains strong, early cash flow performance has been positive, and planning across all departments is well advanced. Management continues to prioritize disciplined financial oversight, improved communication, and delivery of a consistently high-quality member and guest experience. With staffing, marketing and operational plans progressing as scheduled, the Club is well positioned for a successful 2026 season.

Further comments and questions

We have not been able to hire an assistant Pro due to our inability to provide year-round employment. Our location, a summer resort with an older population and limited nightlife, is less appealing to younger candidates, and housing remains scarce.

We may hire Tyler Bager as golf professional, pending a three-month probation during which he will be mentored by Matt and train with Wayne Hachey for Junior golf camps.

There are still no improvements to the booking system; captains cannot edit their tee times, and Chrono Golf has not addressed this issue.

Good news is there is a high level of group booking coming in for 2026 golf Season. We have sold 26 snowbird membership. 86% of the membership took advantage of the pre-payment options for 2026

5. Treasurer's Report David Peterson

Finance Report for the Month ended December 31, 2025

Summary

Based on in-house financial statements the club completed a successful year, exceeding the budget for both top line revenue and bottom-line net income.

Highlights

- *Revenue exceeded budget by $110K (2%) and surpassed last years results by $842K (19%) driven by a significant increase in green fee revenue (33%)*
- *Wages and Expenses combined finished the year nominally under budget which resulted in Net Income of $495K which exceeding budget by $127K (25.6%) and was an increase of $690K over the 2024 year end.*
- *Early payment of 2026 membership dues significantly improved our year end cash position which ultimately reduces bank fees and interest.*

Balance Sheet

Cash and cash equivalents were $170K compared to -$635K for the same period last year. The cash flow forecast was for a cash position of -$500K at October month end. The positive cash position is a result of significant early payment of 2026 membership dues.

Current Liabilities were $1,117K, which is $790K higher than same period last year. The increase is deferred revenue of $757K with the majority representing the early payment of 2026 dues.

Income Statement

YTD revenue was $5,235K; $110K over budget and $842K higher than the same period last year. The main impact on revenue was:

- *Golf Operations* – YTD Green Fee revenue was $215K over budget and $471K over last year.
- *F&B* - revenue was $73K over budget and $226K over the last year.

Wages – for the year wages were $2,365K; $37K below budget but $18K over 2024.

Expenses – for the year expenses were $2,376K; $21K over budget and $135K over 2024.

YTD expenses were over due to:

Administration was over budget $60K due to:

- marketing expenses ($17K) which started earlier than planned.
- additional bank fees and interest ($23K) related to the temporary increase in the operating credit required at the 2024 year end and additional financing required for cart batteries and putting green.
- Computer repairs and IT service ($15K) related to security upgrades to the computer network and ongoing service contract.

F&B expenses are $65K over budget due to:

- increased COGS ($42K) related to increased revenue.
- Promotions and Staff Disc ($25K). The discount for staff purchasing meals was increased from 25 to 50%.

Gross margin is 37% year to date but remains ahead of last year at 44%.

Net Income Year end net Income was $494K; $126K over budget and $689K above the same period last year. The net result for Golf Ops was net profit was $170K over budget and $681K ahead of last year and F&B was $19K over budget and $165K over last year.

6 OGC Agronomy Report December 25 to Feb 9th Ryan Dunkley

Greens & Agronomy

- Surviving turf has wintered well, good position to start the year
- Drainage Project on 17,18 DG and 11,16 PM to commence February 23rd, (weather dependent)
- Our crew (4) will assist in the installation to expedite the process, and the Club will provide use of our equipment where appropriate to reduce costs.
- We are responsible for the collection system installation, starting the week prior to TDS arrival
- Replacement sod for anything damaged during installation and patching from last year's damage will either be obtained from the green at the Junior Linkers for continuity and

speed of recovery or if not viable, sod from Bos Sod will be used. Purchased sod will be used to replace anything used by Junior Linkers green

Projects/Notes

The Desert Gold will be prepped for opening as soon as desired.

8 & 9 Park Meadows will be used as the closing holes to allow for 17 & 18 remediation to be completed.

Tasks to complete for opening:

- Greens Swept x 4 for Winter Sand Cover removal
  - Solid tine aerated
  - Brushed, Blown & Rolled
  - Mowed if desired
- Fwys Mowed and Patterns adjusted
- Tees Mowed and Patterns adjusted
- Traps Raked immediately before opening
- Holes Cut immediately before opening.
- Porta Johns placed for opening if Fresh Water unavailable.
- Course Amenities Placed:
  - Direction Signage
  - Tee Signs
  - Garbage Cans
  - Rakes at Traps for placement after raking.
  - 150 yard markers
  - Path Distance Markings Painted
  - Tee Markers immediately before opening.

The Pumps for the Park Meadows irrigation system were sent for routine service and will be returned this month for our installation. Projected irrigation start in the middle of March.

The Town is repairing our effluent service supply valve for the Park Meadows

I have been unable to secure a Seasonal Assistant Superintendent to date. 3 acceptable candidates were identified from 8 people that applied. However, those candidates chose to pursue other opportunities for various reasons. Mitch and I are exploring the use of a Foreman from the grounds crew to possibly cover the supervision of Saturdays. If necessary, while not desirable, I will go to a Tuesday-Saturday work week to cover the position on an interim basis.

Roger leading the charge on the Driving Range netting. Patching and improving the rear net and installation of new hardware and replacement right-side netting.

Looking to hired 4-6 full time grounds crew. Have hired 2 new fulltime grounds crew to date and have some good leads on future additions

Next Month

- Park Meadows prep for opening end of March (same process as DG)
- Remediation of Greens damage (from 2025 & Drainage)
- Tree Maintenance Park Meadows prior to opening
- Start of Regular Maintenance both Courses w/ mowing as necessary

7. Committee Reports

1. **Club Captains** the Senior men has moved to Monday. We have 80 registered for the Rattlesnake. The Ironman is almost full
2. **Finance Report** nothing further
3. **F&B Committee** met April 24th Alana spoke about the new sound system for the club house split into 6 zones and will cover the Decks as well as the upper and lower restaurant areas separately. Also, the introduction of our own Label for Osoyoos Golf club's wine, beer and birdie juice. There will be new menu additions in the spring, summer and fall.
4. **Greens** Driving range side net are installed job complete
5. **Health & Safety** No meeting but have rolled out the Toolbox app that will allow supervisors to document training in each department and therefore provide a paper trail should it be required. We have applied for a grant with the Town of Osoyoos for the Defibrillators for the Kiosk. The Fire suppression system has been upgraded.
6. **Long Range Planning:** meeting planned
7. **Marketing:** No meeting but Par 6 is advertising lots of new videos and keeping our product at the top of the various platforms. It was suggested that we do a newsletter the club captains would supply a report with photos about the various accomplishments of the league members.
8. **Membership**
9. **Nominating** no meeting
10. **HR Committee** no meeting

8. Business Arising

Alan Gow gave a quick review of the By-Law changes and will be ready for presentation in the early spring with a vote to accept at the Annual General Meeting.
It was suggested that the By-laws would be circulated to the members at the April 15th members' appreciation night. With a brief verbal review by Alan Gow.

9. Other Business:

The Member survey we has a pretty good response there were 250 and the previous year was 400 responses.
It showed that we are very strong in Food and Beverage
The most constructive feedback was on the booking system. The ability for the Captain to edit their groups being the number one issue It has been communicated to
out tee sheet provided and stress the importance. However, we are one golf course and need other courses to get involved
The Club house and facilities are aging, members are not accepting of the facts that it is not being maintained or cleaned to standards
Communication is number one and it was the lack of visibility of the management team, 2025 was a very challenging year. Both Matt and Bryan will work hard to be more visible and proactive with the members in 2026.

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

1. Ideas on how to show member accomplishments. The membership committee will meet to discuss ideas.
2. Club Policies will be reviewed Alan Gow will chair a committee with Anne, Bryan and Bev. This will be done by the end of the second Quarter of 2026.

11 Future Meeting March 26th 2026

12 Adjournment TIME am. 10:55

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

In camera (with and without GM)
Minutes recorded by Doug Booth