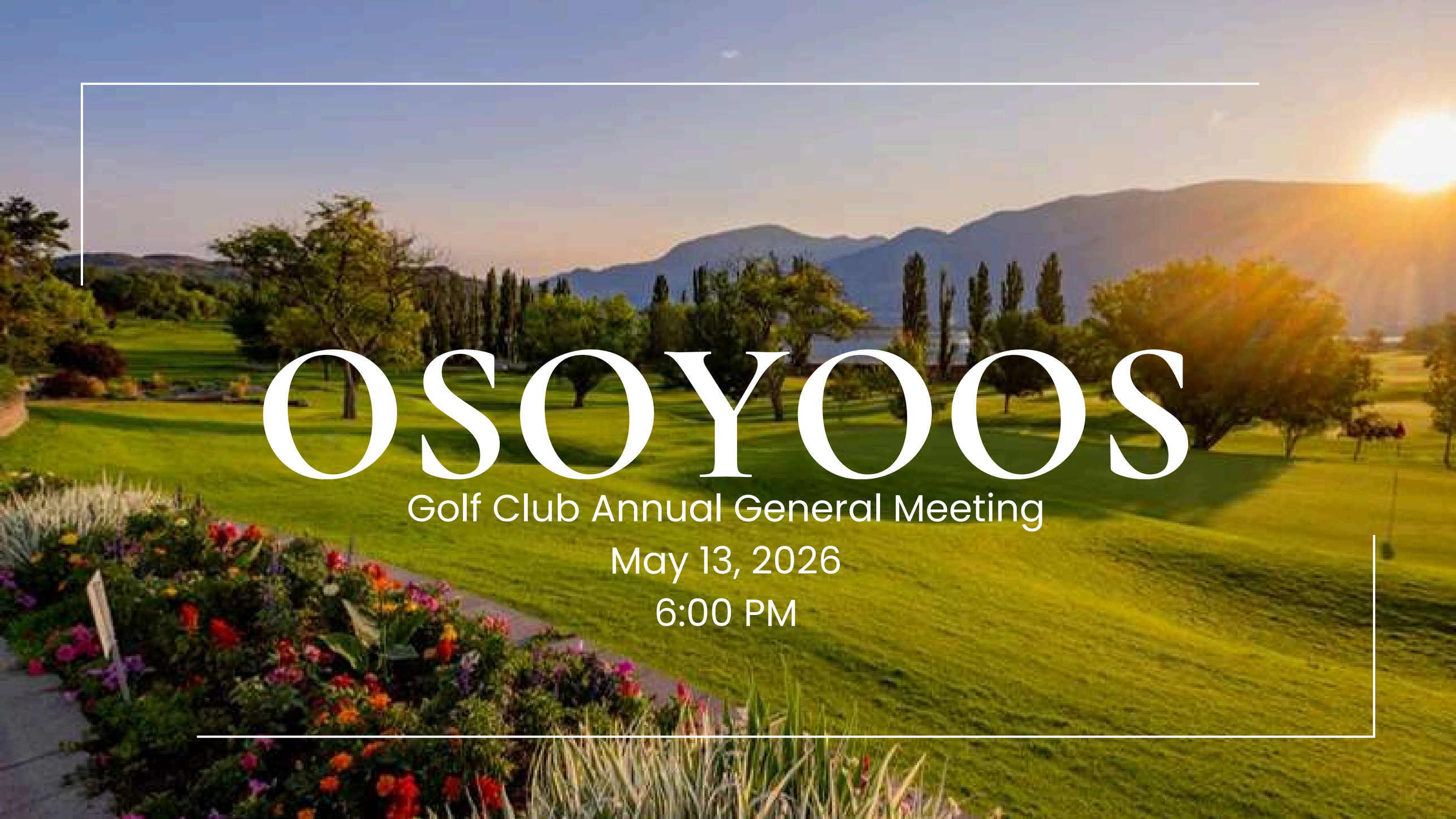

OSOYOOS
Golf Club Annual General Meeting
May 13, 2026
6:00 PM

DECLARATION OF A QUORUM

MEETING AGENDA

1. Declaration of Quorum
2. Call to Order & Adoption of Agenda
3. Approval of Previous Meeting Minutes
4. Club President Welcome & Opening Remarks
5. General Manager Report
6. Approval of 2025 Financial Statements
7. Appointment of Financial Review (KPMG)
8. Approval of Revised Club Bylaws
9. Strategic Plan Update
10. Questions & Comments
11. Adjournment

CALL TO ORDER & ADOPTION OF AGENDA

MOTION

APPROVAL OF PREVIOUS YEAR'S MINUTES

MOTION

CLUB PRESIDENT WELCOME & OPENING REMARKS

Alan Bajkov

GENERAL MANAGER REPORT

Bryan Ewart

2025 SEASON RECAP

- Successfully completed a strong and busy golf season with continued growth in rounds, member engagement, and visitor play throughout the shoulder and peak seasons.

- Continued to strengthen the reputation of Osoyoos Golf Club through consistent customer service.

2025 SEASON RECAP

- Invested in the overall golf and guest experience through capital improvements, operational enhancements, and continued focus on course conditions and presentation.

- Successfully introduced new technology and operational initiatives designed to improve efficiency.

2025 SEASON RECAP

- Expanded marketing and partnership efforts with tourism and community stakeholders & Par 6 Golf Media, helping position Osoyoos Golf Club as a premier golf destination in the South Okanagan.

- Hosted successful tournaments, leagues, member events, and group outings that strengthened member engagement and increased visitations to the club.

2025 SEASON RECAP

- Continued to build a strong workplace culture focused on teamwork, leadership, professionalism, and creating a welcoming environment for both staff, members and guests.

- Demonstrated strong organizational resilience and adaptability while balancing operational demands, staffing, financial management, and long-term strategic priorities.

2025 SEASON RECAP

- Faced significant operational challenges related to irrigation water quality and availability, requiring ongoing monitoring, adjustments, and collaboration with the Town of Osoyoos from the maintenance team.

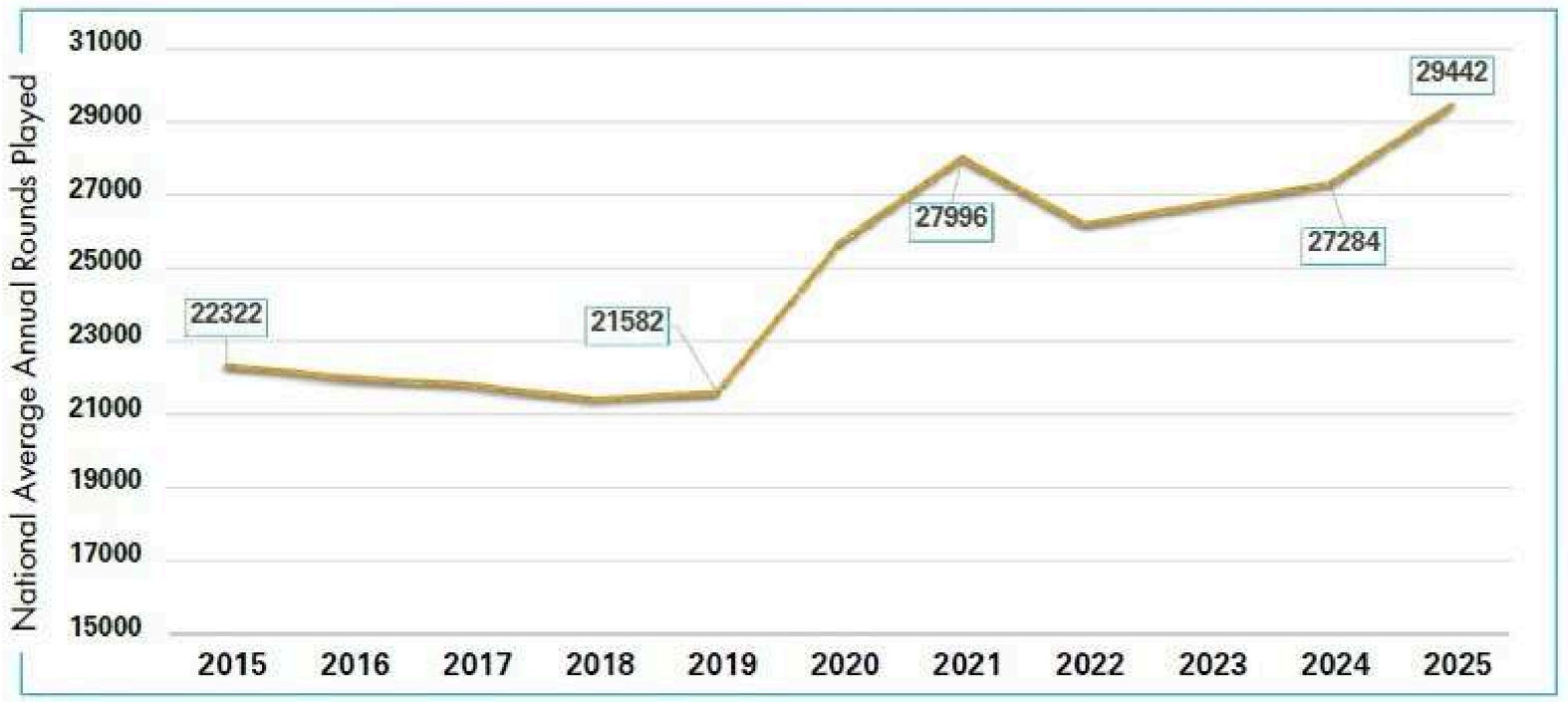
- Experienced putting green stress and turf health challenges resulting from irrigation and environmental conditions, while implementing recovery strategies and long-term improvement plans to restore playing conditions.

NGCOA CANADA
NATIONAL COMPARISONS

NGCOA CANADA
2025 YEAR IN REVIEW

- The Canadian golf industry continues to experience record growth, with rounds played increasing 7.9% in 2025 and total participation now sitting 36.4% above 2019 levels.
- Golf is no longer experiencing a short-term boom — the industry has established a new long-term participation baseline driven by strong and sustained consumer demand.
- Revenue growth across the industry remained exceptionally strong in 2025, including increases in green fee and cart revenue (+11.5%), membership revenue (+6.6%), and food & beverage revenue (+9.0%).
- The growth of the golf industry is being driven by both participation and experience, highlighting the importance of delivering exceptional customer service, creating memorable experiences, and building strong relationships with members and guests.

NGCOA CANADA
11 YEARS OF ROUNDS PLAYED

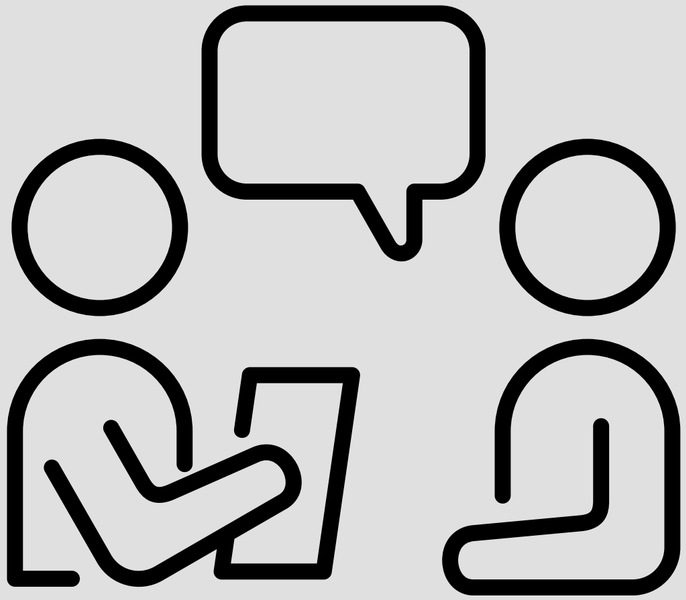


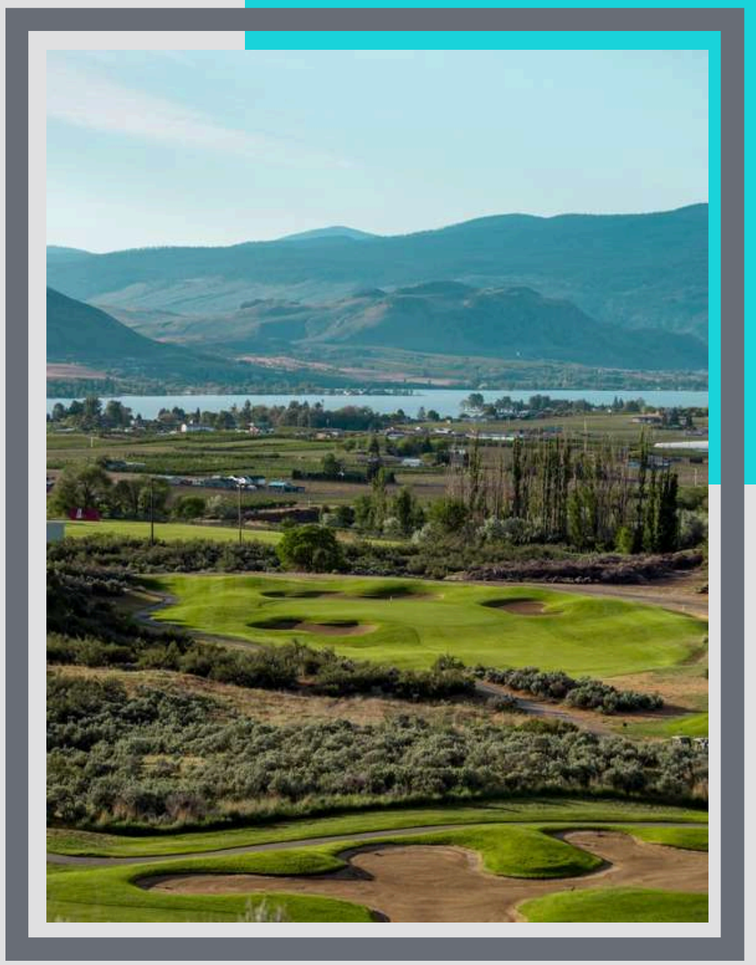
- Beginning in 2020, the golf industry experienced a major turnaround, reversing years of declining participation and creating unprecedented growth.
- The industry has successfully retained much of this momentum, with golf reaching record participation levels again in 2025.
- Golf operators deserve credit for transforming the 2020 surge into long-term success through strong experiences and welcoming environments.

NGCOA CANADA 2026 OUTLOOK

- The golf industry is expected to continue growing in 2026, with revenues projected to increase 4.9% as participation remains strong.
- Economic conditions are becoming more stable, with lower inflation and improved business confidence, although consumers may remain more cautious with spending.
- Overall, the industry enters 2026 from a position of strength, with high participation levels, easing operational pressures, and disciplined financial management.

2026 MEMBER SURVEY HIGHLIGHTS





SURVEY SAYS...

OVERALL SENTINMENT

- Members generally view the club as good with strong staff and facilities, but not “excellent” **(YET)**
- The biggest friction points are tee time bookings, pro shop merchandise/value, and visibility/engagement of leadership (Pro Shop & Administration).
- Members appreciate frontline staff but want better communication, modernization, and member-first access.

SURVEY SAYS...

WHERE WE'RE SHINING

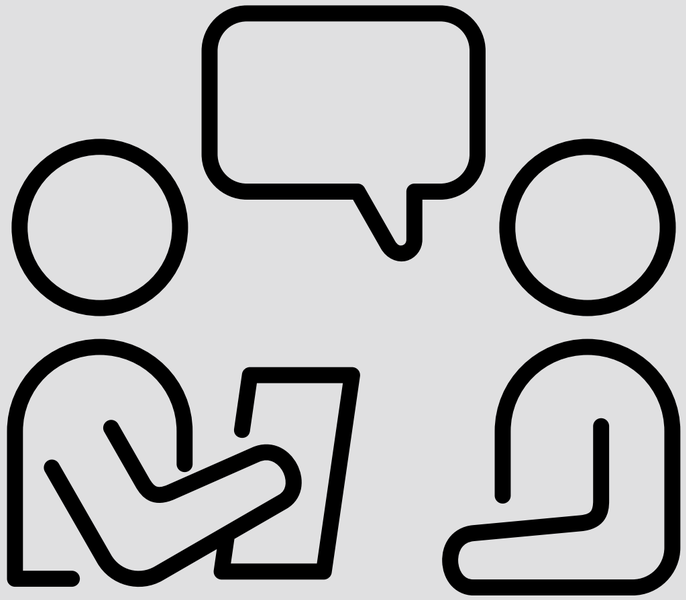
ADMINISTRATION	GOLF OPERATIONS	FOOD & BEVERAGE	TURF MAINTENANCE
Member Club Pride	Friendliness of Staff	Selection of F&B	Gardens & Landscaping
Cleaning	Efficient Service	Quality of Food	Course Presentation
Communication	Appearance of Staff	Amazing Staff	Course Cleanliness
Marketing	Name Recognition	Hours of Operation	Reputation of Staff

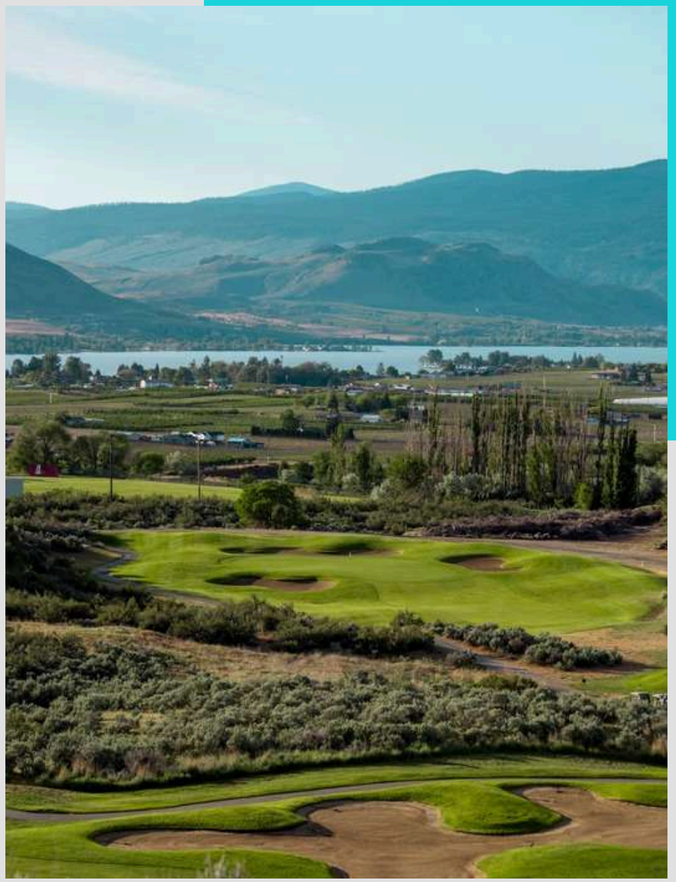
SURVEY SAYS...

WHERE CAN WE IMPROVE

ADMINISTRATION	GOLF OPERATIONS	FOOD & BEVERAGE	TURF MAINTENANCE
Aging Facilities	Booking System	Restaurant Decor	Putting Surfaces
More Frequent Cleaning	Merchandise Selection	Sound System	Town of Osoyoos
Signage	Communication of Rules	Regular Cleaning	Bunkers
Visibility of Leadership	Visibility of Leadership	Value for Price Paid	Cart Paths

2025 TEAM MEMBER SURVEY HIGHLIGHTS





SURVEY SAYS...

Overall Staff Satisfaction Rating:
8.1/10

Recognition & Appreciation

48% Always Feel Appreciated

Benefits & Perks

54%
Very Satisfied

Communication & Team Work

84% Good/ Very Good

Friendly & Supportive
Positive Relationships
Enjoy Golf Course Atmosphere
Interactions with Members & Guests
Pride in Being Part of OGC

Osoyoos
Golf Club

MEMBERSHIP STATS

Current Members

431

Osoyoos Golf Club

Resignations

39

New Member

44

CURRENT MEMBERSHIPS BY CATEGORY

EXC UNLIMITED	289
EXC 25 ROUND	78
RETAINER	22
CORPORATE	0
INT/JUNIOR	42
TOTAL	431

Osoyoos Golf Club

AS OF APRIL 28/25

OTHER CATEGORIES

SNOWBIRD	49
CLUB 73	98

Osoyoos Golf Club

AS OF APRIL 28/25

FINANCE REPORT

Ike Thurber - KPMG

David Peterson - Finance
Chair

2025 FINANCIAL STATEMENTS

FINANCE REPORT

Ike Thurber - KPMG

David Peterson - Finance Chair

MOTION

APPOINTMENT OF FINANCIAL REVIEW - KPMG

David Peterson

MOTION

CLUB BYLAWS

Alan Gow
Club Captain

CLUB BYLAWS REVISIONS

- Section 4 where the old Bylaws outlined a refund of dues if a player is ill or injured for an extended period, the new section proposes the dues portion returned to the member will be credited to the member account, and can be applied to future dues, or refunded on the cancellation of membership.
- Section 6 word change only from “each” to “both”
- There are several word changes and not all outlined tonight unless there is a significant change in meaning.

CLUB BYLAWS REVISIONS

- Membership Categories: The old bylaws outlined many subsections of membership such as Associate, Corporate etc. none of these listed categories were Society members and had no voting rights or ability to hold office. The new Bylaws define two categories of membership “Executive” with full playing privileges and “Executive Retainer” with the ability to purchase 25 round playing passes. The “Charter” category is retained.
- Addition of paragraph defining the rights of members unable to play due to extended illness or injury. Access to the course or practice facilities during that time, will be with the prior knowledge and permission of the GM.
- No other category of membership in the Society has voting rights etc and the new Bylaws allow the Board to define these sub groups as seen fit, defining rights, fees etc.

CLUB BYLAWS REVISIONS

- Sections 28 and 30 - Wording change to insert the word “calendar” before days
- Section 40 added to define clearly action in the event of the number eligible candidates in an election not exceeding the vacancies i.e. by acclamation
- Under old Section 45, selection of replacement director(s) in the event of a Director’s resignation etc, was by the candidate with the next highest vote count in the previous election. The bylaws as the stood call for destruction of ballots in a defined time after the results are declared. If the replacement was to be done in the old provision that would mean a record of votes would have to be retained in violation of the existing bylaw. This section has therefore been deleted and the Board has the ability to appoint a Director to serve until the next election date.
- Section 47; change allows the Board to meet as they determine and not bound to monthly meetings which may not be necessary especially over the winter months.

CLUB BYLAWS REVISIONS

- In the previous Bylaws the duties of the GM and Club Captain were somewhat defined. This is not a Society Act requirement and they have been removed. The duties of the President, Vice-President, Secretary and Treasurer remain as they are required under the Societies Act.
- Section 73 in existing Bylaws replaced by Section 65 in the changes defining the Board’s ability to appoint Standing and Ad Hoc committees as necessary.
- Wording changes in Section 83 of existing Bylaws as defined in Section 75 of proposed changes. Removal of word “books” to read “financial records and statements”

CLUB BYLAWS

Alan Gow
Club Captain

MOTION

STRATEGIC PLAN UPDATE

Alan Bajkov

STRATEGIC PLAN

Strategic Pillars

- **Financial Sustainability and Revenue Growth** - ensuring the Club remains financially stable and resilient while continuing to protect member value.

- **Course Conditions, Facilities and Capital Planning** - protecting and improving the Club's physical assets through practical capital planning and ongoing investment in conditions and infrastructure.

- **Member Experience, Access and Communication** - improving the overall member and guest experience through better onboarding, clearer communication, improved service consistency, and more intentional management of access.

STRATEGIC PLAN

Strategic Pillars

- **Community, Partnerships and Grow the Game** - strengthening the Club's role in the community, building relationships, and creating opportunities to attract and develop future golfers.

- **Governance, Leadership and Volunteer Succession** - supporting strong governance, clearer leadership pathways, and better long-term continuity for the Board, committees, and Club leadership.

STRATEGIC PLAN

Key Priorities Over the Next Few Years

Here are some examples of the important and immediate tasks that will be the focus of the Board and Management.

- Complete a formal five-year capital plan.
- Review membership categories, pricing, and long-term member value.
- Improve course conditions and prioritize key infrastructure needs.
- Strengthen member communication and overall service consistency.
- Improve the new-member onboarding experience.
- Make better use of data to guide decisions around access, pricing, and operations.
- Grow participation through junior, family, and new-golfer pathways.
- Strengthen Board succession and volunteer attraction planning.

STRATEGIC PLAN

Definition of Success

- The Club has stronger capital reserves, clear long-range forecasts, and a practical five-year capital plan.
- All guests consistently recognize OGC for strong golf course conditions, good pace of play, and a welcoming experience.
- Membership offerings, pricing, onboarding, and retention practices are better aligned with current and future market realities.
- The Club uses reliable data to track rounds, maximize revenue, gauge member and employee satisfaction, analyze usage, control access to the tee, manage pace of play, and implement key operating trends.

STRATEGIC PLAN

Definition of Success

- OGC has positive relations with the Town of Osoyoos and is seen as a strong community partner, a tourism asset, and a meaningful contributor to the South Okanagan.

- The Board has strong succession plans, clear committee workflows, and a disciplined approach to governance and strategy.

- The Club embraces club industry technology solutions, including AI tools, data analysis, and yield management.

- Members feel welcome, engaged, well informed, and proud to be part of the Club.

STRATEGIC PLAN | PILLAR #1 EXAMPLE

Goal	Strategic Actions	Lead	Board Role	Measures	Expected Completion Timeline/Date	Future Review or Reassessment Date
Maximize total Club revenue	Grow revenue through membership, green fees, food and beverage, events, sponsorship, partnerships, and other appropriate opportunities. Particular attention should be paid to underused tee-sheet capacity, shoulder periods, and off-peak inventory.	GM / Finance	Approve strategy and monitor results	Revenue targets achieved; improved revenue mix; increased non-member rounds; stronger event and food and beverage performance	Ongoing; initial revenue plan by May 1, 2026	Quarterly revenue review; annual strategy reset before budget approval
Review pricing and membership economics	Review membership categories, dues logic, intermediate and young-professional pricing, green-fee strategy, and overall value proposition. Use benchmarking, member feedback, and internal data to support recommendations.	GM / Membership / Finance	Approve policy direction	Board-approved membership and pricing review completed by December 31, 2026; retention maintained or improved; pricing benchmarks reviewed annually	December 31, 2026	Annual review each fall before dues and fee recommendations
Strengthen financial planning discipline	Support the Strategic Plan with annual business plans, rolling forecasts, reserve planning, monthly financial updates, and a clear long-term approach to debt reduction and reserve growth.	GM / Finance	Oversight and approval	Monthly dashboard in place by July 1, 2026; annual operating surplus achieved where possible; reserve progress and forecast accuracy reviewed quarterly	July 1, 2026 for dashboard; ongoing thereafter	Quarterly forecast and reserve review; annual long-range financial review
Connect revenue decisions to long-term capital investment	Ensure reserve-building, debt reduction, and annual budget decisions are assessed against capital infrastructure requirements, asset-replacement needs, and long-term funding obligations.	GM / Finance / Board	Set policy direction and review funding strategy	Capital reserve targets established; funding assumptions linked to five-year capital plan; major infrastructure risks identified and sequenced	December 31, 2026	Annual review alongside capital plan and operating budget

QUESTIONS & COMMENTS

Please Introduce Yourself and Speak Into the Microphone

ADJOURNMENT

THANK YOU
OSOYOOS GOLF CLUB