OSOYOOS GOLF CLUB

BOARD MEETING MINUTES September 24, 2026 , 9:00 am

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

1. Call to Order 9:01 am Doug & Roger
a. Quorum established.
b. Agenda Changes or addition
b. Adoption of Agenda
Moved and Seconded:
THAT: The Agenda be approved.
CARRIED

2. Consent Agenda (David & Roger)
1. BOD Meeting Minutes – August 27,2026
2 Greens Committee Minutes– September 21st, 2026
3 F&B Committee Minutes – September 21, 2026
4. CC Committee Minutes – September 22m, 2026
5. Agronomy report Monthly September 2026
6. Membership committee Minutes – September 14th, 2026

Consent Agenda Approval (Alan G, David P)
Moved and Seconded**:**
THAT the Consent Agenda be approved
CARRIED

3. Presidents Report

The September 23 risk-management workshop revisited risks identified in 2021 including their impact, probability, and controls. The next step was to prepare a proposal for a risk committee; incoming board members Tammy Williams and Jim Martin have volunteered to serve. The committee was not yet established. The Chair also said work remained to link the risk review to the strategic plan.

It was noted Tammy's HR experience and contribution to the workshop , and Jim's risk-management and business -process experience will be a valuable asset to the board

4. General Manager's Report

September 24, 2026

Executive Summary

September has been a month of transition and forward planning for Osoyoos Golf Club as we move through the fall shoulder season and begin preparing for 2027.

Our immediate operational priority is Golf Shop operations and ensuring a smooth transition following the resignation of Head Golf Professional Matthew Vincent. The Golf Shop team has responded very well and continues to ensure that day-to-day details, member service, leagues, tournaments and shop operations are being looked after under my direct supervision.

At the same time, a significant portion of my focus has shifted to the 2027 operating budget, cash-flow planning and the Club's five-year capital plan. These documents are now being finalized with the Finance Committee in preparation for the upcoming Members' Information Meeting on October 19.

Overall, the Club remains focused on finishing the 2026 season strongly while putting the people, plans and financial framework in place for a successful 2027 season.

Key Highlights

The Golf Shop team is doing an excellent job maintaining day-to-day operations and ensuring important details continue to be addressed under my direct supervision.

Our focus is on providing continuity for members and guests while maintaining appropriate staffing, scheduling, tournament administration, retail operations and overall service levels.

The Club is working with **FG Club Solutions** to assist with the recruitment and sourcing of our next Head Golf Professional.

Osoyoos Golf Club member Brenda Hendrickson has again generously offered her time to assist with the vetting process. Additional details regarding the recruitment and selection process will be communicated as it progresses.

The objective is not simply to replace the position, but to identify a strong golf operations leader who is visible, relationship-focused, accountable and aligned with the culture and future direction of Osoyoos Golf Club.

Upcoming / Recent Events

End-of-season Men's and Ladies' League wrap-ups are currently underway.

Fall Mixed Scramble – October 4

Divorce Open Final – October 18

Golf Operations continues to support fall tournament and group activity as we work to maximize the shoulder season.

Course Conditions & Maintenance

Ryan Dunkley and the Golf Course Maintenance Team continue to manage the transition from summer conditions into the fall maintenance period. The focus remains on maintaining strong playing conditions while preparing both courses and infrastructure for the seasonal transition.

Highlights

The driving range netting replacement project was completed in September following the July windstorm damage.

Maintenance continues to monitor irrigation requirements, complete seasonal repairs and prepare equipment and infrastructure for fall and winter operations.

Future equipment and infrastructure requirements have been incorporated into the draft five-year capital plan.

The Maintenance Team continues to balance daily course presentation with important preventative maintenance and longer-term infrastructure planning.

Food & Beverage Operations

Food & Beverage operations are transitioning from the peak summer period into fall programming, league wrap ups and events. Management continues to focus on food-cost management, labour efficiency, purchasing controls and maintaining strong member and guest value.

Current Focus

Managing staffing levels and schedules as seasonal activity begins to change.

Continued attention to food costs, purchasing efficiencies and inventory management.

Supporting upcoming Club events, tournaments and fall functions.

Incorporating 2027 revenue, labour and expense assumptions into the operating budget.

Membership & Guest Services

Membership planning continues to be an important part of our preparation for 2027, with management reviewing existing categories, member value initiatives and opportunities to attract new members without placing additional pressure on prime tee-time capacity.

Highlights

The fall new-member promotion is underway, providing qualifying new members who commit to their initiation fee and 2027 dues with access to the remainder of the 2026 season.

Management continues to refine proposed membership options for 2027, including opportunities designed for younger golfers and non-resident/destination members. Our focus is to create more flexibility from a retention perspective while focusing on filling periods that have more availability on the tee sheets.

The Osoyoos Golf Club Members' Information Meeting is scheduled for **Monday, October 19, 2026**.

Prior to the Members' Information Meeting, the 2027 budgets and supporting documentation will be distributed to the membership for review (approximately 2 weeks in advance).

Human Resources & Leadership

The resignation of the Head Golf Professional has required additional management attention during September; however, the Golf Shop team has responded professionally and collaboratively during the transition.

Head Golf Professional Recruitment

FG Club Solutions has been engaged to assist Osoyoos Golf Club with sourcing and recruiting qualified candidates for the Head Golf Professional position.

The recruitment process will place significant emphasis on leadership, member and guest engagement, team development, accountability, operational competency and cultural fit.

Brenda Hendrickson has offered to assist with candidate vetting, providing additional member perspective and support through the process.

More information will be provided to the Board as the candidate pool develops and the recruitment process advances.

Finance & Capital Planning

From a General Manager perspective, the majority of my time is currently being dedicated to the 2027 operating budget and the Club's broader financial planning requirements.

2027 Operating Budget

Detailed revenue budgets are being developed and reviewed across all operating departments.

Labour requirements are being reviewed department by department, including staffing levels, hours, wage assumptions and operational priorities.

Operating expenses are being reviewed with department managers to ensure the budget reflects realistic requirements while maintaining appropriate financial discipline.

The budget process is being aligned with the Club's strategic priorities and expected 2027 operating requirements.

Cash Flow Budget

A monthly cash-flow budget has also been created to provide greater visibility into the timing of cash receipts and disbursements throughout the year. This will help management and the Finance Committee better anticipate seasonal cash requirements, capital commitments and minimum operating cash needs.

Five-Year Capital Plan

A draft five-year capital plan has been completed and communicated with the Finance Committee. The plan is intended to provide a structured approach to major equipment replacement, infrastructure renewal and other capital requirements across the Club.

Golf Course Maintenance equipment and infrastructure

Golf Operations equipment and technology

Food & Beverage equipment

Clubhouse and building infrastructure

Irrigation, vehicles, practice facilities and other major Club assets

Management and the Finance Committee are currently working through the final review and prioritization of the operating budget, cash-flow budget and five-year capital plan.

Osoyoos Golf Academy / Player Development

Management continues to advance the concept of a more comprehensive Osoyoos Golf Academy as part of the Club's Grow the Game strategic priority.

Work during September has included further development of the proposed Director of Player Development role and a compensation structure designed to support instruction, programming and growth of the Academy while creating an appropriate financial return for the Club.

The objective remains to build a scalable player-development program that enhances member value, attracts new golfers, supports junior and women's programming and creates additional revenue opportunities through instruction and destination programming.

Marketing & Community Relations

Osoyoos Coyotes Partnership

The Club has continued to advance its partnership with the Osoyoos Coyotes, positioning Osoyoos Golf Club as the Official Golf Course of the Osoyoos Coyotes. The partnership is intended to create community engagement, cross-promotional opportunities and measurable value for both organizations.

Management will continue to work with the Coyotes on activation opportunities throughout the upcoming season and ensure the partnership supports the Club's broader marketing and community objectives.

Strategic Planning

Implementation of priorities identified through the Board's Five-Year Strategic Planning process continues to guide current budgeting and operational planning.

Current Areas of Focus

2027 operating and cash-flow planning

Long-term capital planning and asset replacement

Golf Operations leadership and organizational structure

Membership recruitment, retention and member value

Osoyoos Golf Academy and player development

Operational efficiencies and labour planning

Shoulder-season utilization and revenue diversification

Community and strategic partnerships

The current budget and capital-planning process is an important step in translating these strategic priorities into specific operating plans and financial commitments for 2027 and beyond.

Closing Remarks

September has required the Club to manage an important leadership transition while simultaneously completing some of our most significant planning work for 2027.

I am very pleased with the way the Golf Shop team has responded following the resignation of our Head Golf Professional. Their professionalism and attention to detail have allowed us to maintain continuity while we begin the process of identifying the right person to lead Golf Operations moving forward.

Over the coming weeks, our priorities will remain focused on completing the 2027 operating and cash-flow budgets, finalizing the five-year capital plan, advancing the Head Golf Professional recruitment process, delivering our remaining fall events and preparing for the October 19 Members' Information Meeting.

I would like to thank our management team and employees for their continued flexibility and commitment during this transition, and the Board of Directors and Finance Committee for their continued support and input throughout the planning process.

Respectfully submitted,

Bryan Ewart

General Manager

Osoyoos Golf Club

IN ADDITION

2027 Budget Overview

- Net income forecast: $439,000 for 2027
- Revenue increase projected at 3% ($175K), driven by dues (+3%) and green fees (+5%)
- Labor costs up 8%: minimum wage increases (next hike June 1, 2027) plus new grounds crew collective agreement (+4%/year over 3 years)
- Food and beverage: 75% growth over five years, continued strong performance in 2026
- September bounced back strongly after a difficult August; ~$75K ahead of forecast for the month
- $50K in initiation fees moved off income statement onto balance sheet as capital fund
- Board debated conservative vs. aggressive revenue targets
    - Consensus: conservative forecasting preferred given weather/fire risk and market size

- Dynamic pricing model performing well; hard to forecast upside precisely

Capital Plan 2027

- Total proposed capital spend: ~$214,000
- Key projects:
  - Drainage project (Park Meadows)
  - 150 replacement lounge chairs (prioritized over ice maker)
  - Golf academy teaching technology (supports player development pillar)
  - Utility range picker replacement (autonomous vehicle option under consideration)
  - Range mat replacements
  - Par 3 tee leveling program (2–4 tees/year)
  - Cart path work on holes 17–18
  - Golf shop facelift (paint, minor improvements)
  - Small engine replacements (annual)
  - 4 fairway mowers + 1 rough mower (current fleet 11–12 years old, past life expectancy)
- Funding: ~$120–125K from capital assessments + $50K initiation fees + balance from operations
- Capital assessment not increasing for 2027
- Bulk of spend ($199K) front-loaded into first months of year; tee work ($15K) in October
- Five-year capital plan target completion: December 31 this year

Equipment Leases and Debt Schedule

- Total annual loan/lease commitments: ~$1.029M; in-season (7 months): $97K
- Largest commitments: irrigation loan, new EasyGo cart lease
- Several leases ending July–November 2027, reducing monthly obligations
- 2029 flagged as pressure point: second half of cart fleet replacement (62 carts; 6-year rolling cycle)
- Cart rental for peak June demand under consideration as alternative to purchasing more carts

MOVED AND SECONDED
THAT: The 2027 operating and capital budgets be approved as presented.
CARRIED

Review of Membership Dues

Membership Dues and New Categories

- **Executive Unlimited: up ~3.5–3.7% ($163 increase); assessment fee excluded from comparison chart**
- **Under-40 membership repriced to attract younger members**
  - **Less than 3% of current members are under 40**
  - **Previously $3,300; now more competitive; three sold already**
- **New Intermediate Twilight: ~$500 less, play after 1pm seven days a week**

- **New Twilight (40+): retention-focused, ~half the price of Executive Unlimited, after 1pm**
- **New Osoyoos Destination Membership: for members living 50+ km away**
    - **~$1,000 less than Executive Unlimited; 50% initiation upfront, balance on upgrade**
    - **Capped at 35 rounds/year**
- **New Weekday Unlimited: Monday–Thursday, no stat holidays**
    - **~$1,000 savings; weekend play charged at member guest rate**
    - **Frees up prime Friday–Sunday tee times for higher-yield green fee revenue**
    - **Kronos programmed to flag and charge green fees for out-of-category play**
- **All new categories require initiation fee (executive membership); voting rights confirmed**
- **Bylaws clarity needed: "Executive" vs. "Executive Retainer" distinction to be reflected in category names**

25-Round Pass Rollover

- **Proposal: allow up to 5 unused rounds to carry over to following spring (used by April 30)**
    - **Condition: member must re-purchase a 25-round pass for the following year**
    - **Rounds may also be made transferable**
- **Board supportive; announcement encouraged as soon as possible**
- **Further detail to be finalized at membership committee before implementation**

Loyalty / Prepayment Program

- **Members prepay a clubhouse account by May 1; club adds a 10% bonus**
    - **Bonus usable on food and beverage, pro shop, lessons; not applicable toward dues**
    - **Top-up allowed through August 31 at a lower bonus tier (~7%)**
- **Rationale: improves cash flow in low-cash spring months; avoids member/guest discount inequity**
- **Feedback: needs more definition around interaction with existing pro shop discounts**
    - **Referred to Finance/Membership Committee for further development**

5. Treasurer's Report David Peterson

Finance Report for the Month ended August 31, 2026

Summary

Based on in-house YTD financial statements to August 31st revenue is 4.6% ahead of plan and wages and expenses combined are 0.8% over plan.

Highlights

- *YTD Revenue is driven by Green Fees which are 13% over plan.*
- *Cash position is below forecast at $43K vs a plan of $109K.*
- *Unplanned expenses (flood, driving range net and HR issues) have impacted net income and are overall cash position. Strong results to August provided some buffer to these expenses.*

Balance Sheet

Income Statement

YTD revenue is $4,555K; $200K (4.6%) over budget; with Golf Ops $209K over plan and F&B $51K over.

Wages – YTD wages are $1,801K; $36K (2.0%) under budget. The largest variance is F&B wages, which are $31K (7.2%) over budget.

***Expenses* – YTD** expenses are $1,881K; $64K (3.6%) over budget.

- Administration expenses are $49K (14.9%) over budget with $26K the result of legal fees (HR issues), Computer and IT Services $9K over and $8K for promotions (2 for 1 special in restaurant) and $5K staff recruitment.
- F&B total expenses (COGS+Wages+Exp) are $79K (8.9%) over plan.

Net Income YTD Net Income is $874K; $171K (24.3%) over budget. The main contributor being golf operations which is $210K (8.2%) over budget. F&B is $28K below plan due to increased food costs and wages.

Agronomy Report for OGC – September 2026

August 18th – September 16th

Staff & Department News

- Staff Attendance this period has been much better. A lingering back issue for Nathan Dewar had kept him out of action for two weeks. He returned last week to light duty (4 hours) and resumed full duty this week.
- Laura Vierra has notified us that she will be retiring, effective immediately. Laura has overseen the design and maintenance of the garden floral arrangements on the property since 2006 and is the reason for the tremendous results and compliments that they receive. We have let her know that if things change in life and she wishes to return to help on a limited basis, she is always welcome back.

Greens & Agronomy

- The growth rate over the period has become more consistent. The Park Meadows courses greens have been growing at a faster rate than the Desert Gold since June,

even though all applications have been consistent between both courses. We continue to fine tune the use of the growth regulators to improve and find that "Goldielocks" level

- We apply preventative fungicide to all greens monthly. In conjunction with our cultural practices of aeration and topdressing we have yet to have an instance of disease this year.
- We demo'ed the Baroness rough mower and the management and staff were very impressed. The simplicity of their design and effectiveness on the golf courses was very satisfying.
- We completed the fourth tee application of iron and wetting agent to both courses. We will look to include an additional fairway application for 2027 to keep the fairways better maintained longer into the season.

Projects/Notes

Planning for Fall Projects for 2026 has commenced. With the smoke and slow business of August, we had been told that the projects were to be on hold. We will receive permission or denial after the finance meeting on Thursday, September 17th.

The projects we will be looking to complete are:

- Expand, Level and Re Sod 4 Park White & Blue Tee
- Fill & Grade the Greenside Bunker 3 Park
- Construct a New forward tee for 14 Meadows
- Fill and Grade the Greenside Bunker 14 Meadows
- Install proper collection for 3 DG Green Drainage
- Expand, Level and Sod 3 DG Silver Tee
- Expand, Level and Sod 10 DG Black Tee

The Desert Gold projects will be completed during our course closure following Thanksgiving. The Park Meadows will be completed upon season closure. This should allow for the use of these areas for the start of 2027.

Our department has begun compiling a projected Capital expenditures budget and plan for the next 5 years. This will include equipment needs and schedules as well as course and infrastructure improvements. These plans will be presented to the finance committee as we chart a path of progress for The OGC.

The Junior Linkers practice green is coming along. I am hoping to have the finish grading and seeding completed this week. Last season, the Nursery green was seeded right at the end of September, so this should provide a couple more weeks of germination and establishment before cooler temperatures arrive.

Marg Coulson and Rob Huttema of the Town and Fire Department respectively have been contacted about the possible use of the old test orchard adjacent to 14 M as a location for the club to burn and dispose of waste wood. Rob visited us yesterday to view the site and begin his assessment of the viability as a location.

Water & Irrigation

After the switching of the ponds to Storage 2, we saw an improvement in course conditions. We took samples from Storage 1 at 50 % capacity and Storage 2 after the addition of lake water at approximately 70% capacity. Upon receiving the results, the addition of the lake water was an improvement, however, levels of nitrogen, sodium and bicarbonates were still high and close to undesirable levels.

We have received just shy of an 1" of rain so far in September. The response of the turf has been amazing and we have only had to irrigate 4 times so far. We will have more than enough irrigation supply to complete 2026

Next Month

- Construction Projects
- Course Preparation and Aeration of Greens, Tees and Fairways for 2027

1. **Club Captain: The** policy 2.3 League & Events amended August 21 needs some revisions and will be reviewed and updated. Would like to re-create the Club championship. It has been referred to the Club Captain committee to come up with a proposal and will present it to the board.
It was noted that each of OGC's Leagues should support the Pro Shop in their final wind up's

2. Finance Report - Nothing further

3. F&B Committee – The restaurant inspector conducted an inspection of the kitchen, storage areas, and other parts of the facility to ensure cleanliness and compliance with regulations. Our facility passed with flying colors. We have purchased a Pizza oven for the kiosk. It has been very well received.

4. Greens Nothing further

5. Health & Safety. None

6. Long Range Planning: The Gante chart is in the process of being update and is just about ready.

7. Marketing: has changed focus to be on Member's

8. **Membership:** nothing further

9. Nominating – is closed with no vote required we needed to fill four positions and that has been done. Tammy Williams, Jim Martin, Bev Newton, and Alan Gow

10.HR Committee no meeting

7. Business Arising

9. Other Items None

10 Future Meeting

Information meeting will be October 19th,2026, the new Board Members will be introduced, after which the new board will meet to choose the officers for the new board. .
October 29th will be the next meeting of the New Board.

11 Adjournment 10:45 am

12. **in Camera**

In camera (with and without GM)

13 Addendum: CC committee report has been added to the minutes to view on the OGC web page.

Club Captain's Meeting Sept 22nd 2026

The meeting was called to order at 8 am
Present: Alan Gow, Club Captain, Monica Olafsson, Thursday Ladies League, Bev Newton, Tuesday Ladies League, Paul Dube, Senior Men's League, Tim Alder, Tuesday Men's League, Bryan Ewart, GM and Matt Vincent, Head Professional.

League Reports

Thursday Ladies

The season is drawing to a close with 84 members signed up for the end of the year event. Weekly participation has been good and there are no major issues. The annual meeting will seek to establish the Executive committee for the next year according to the League charter. The establishment of League charters was raised and will recorded separately.

Tuesday Ladies

The end of season event is planned for September 29th and arrangements are underway to purchase prizes from the pro-shop and members will enjoy the prize draws and meal. Participation has been steady during the year with around 35-40 players each week. Member feedback has been positive.

Tuesday Men's League

Tim thanked the Pro-shop staff for all their help throughout the year which has been essential in the running of the league. Once again it has been difficult to establish an Executive committee and Tim Alder has contributed significantly to the success of the weekly events. The requirement for a League Executive was raised as outlined in the Osoyoos Golf Club Policies and the Mens' League will address this through active recruitment and in their feedback survey.

Senior Mens' League

The Senior Men held their end of season meeting on September 21st with positive feedback regarding the events of the year, including a "yellow ball" event each week culminating in two prizes of $400 each being drawn. 52 members attended the windup event and multiple door prizes were distributed.

For a small cost each member who had fulfilled the required number of weekly entries received a golf shirt with the OGC Senior Mens' name on the sleeve.

The League reported the intention to include the Senior Mens' match play event in their schedule for next year, with matches to be played on designated Senior Mens' days.

Club Policy discussion

The need for a standard League Charter was discussed and the existing Club Policy regarding the sanctioned leagues was briefly reviewed.

The Committee resolved that a separate meeting be held with the League Captains where the OGC Policy will be reviewed, with any recommended change forwarded to the OGC Board for consideration.

Going forward the Leagues will be obliged to follow the OGC Policy including the requirement to form an Executive committee.

All Leagues have agreed to submit the season's financial statements to the Captain's committee and General Manager by October 31 2026.

OGC Club Championship

The response and participation in the 2026 Club championship was disappointing with only 49 members taking part. Many clubs are moving away from this type of event and where previously regional club championship events were held, this no longer exists.

The Committee discussed this and made the following recommendation:

Osoyoos Golf Club considers a move away from the present club championship and develops an OGC member celebration event which would include a fun event along with a club championship playoff.

It was suggested that statistics be gathered through the year, and the top 8 – 12 players in each category play a stroke play event for the respective championship, and the remainder of members play a fun tournament.

It was further suggested that a modest entry fee is included as a line item in the membership dues. This fee would cover the cost of any hospitality event e.g. buffet meal and contribute toward prizes.

Payment of this in advance could increase participation and add to member satisfaction.

Tournament committee

The Captain's Committee suggests that a seasonal tournament committee be established as a sub-committee of the Captain's committee to help the staff run and organize club events. The function would be to assist staff as required, by coordinating volunteers and lobbying local businesses for support.

There being no further business the meeting was adjourned at 9am.