Message from the Board Chair to the Membership

Looking Ahead: Our Club, Our Members, Our Future

October 19, 2026

Good evening, everyone, and thank you for being here.

Before we move into the main topics of this presentation I ask that you all stand and join me in a moment of silence to recognize our members and friends who have passed away since we last met.

As Board Chair, I am pleased to have this opportunity to speak with you about the direction of our Club, our priorities for the future, and the work being undertaken by your Board of Directors to ensure that our Club remains a strong, financially sustainable, and enjoyable place for our members for many years to come.

Recognizing Those Who Make Our Club Successful

First, I want to acknowledge and thank the members of our Board of Directors for their time, dedication, and willingness to serve. Board service requires considerable effort, thoughtful discussion, and a commitment to making decisions in the best interests of the Club as a whole.

I also want to extend a warm welcome to our three new Board members: **Bev Newton, Tammy Williams, and Jim Marten.** We look forward to the experience, ideas, and perspectives they will bring to the Board. Their involvement will help us continue building on the work already underway.

To our continuing Board members, Alan Gow, Doug Booth, Anne Harris, David Peterson, Henry Saltiel and Grant Fiddes and departing directors, Roger Pires and Tim Alder we thank you for your contributions and for the time you have invested in the future of the Club. Good governance is a collective responsibility, and the efforts of those who volunteer their time to serve the Club deserve our appreciation. ASK FOR A ROUND OF APPLAUSE.

I would also like to recognize our General Manager, Bryan Ewart, and his entire management and staff team. Their work is essential to the daily operation of the Club, the condition of our facilities, the quality of our services, and the experience our members and guests enjoy.

Our volunteers also make an important contribution, often behind the scenes and without seeking recognition. Thank you for your time, energy, and commitment.

Most importantly, thank you to our members. Your membership, participation, feedback, and support are the foundation of this Club. We recognize that members have different perspectives and expectations, and we have a responsibility to listen respectfully, communicate openly, and make decisions that serve the long-term interests of Osoyoos Golf Club.

Our Strategic Plan: Providing Direction for the Future

Now I'd like to provide an update on our strategic planning process. One of the Board's key responsibilities is to ensure that the Club has a clear strategic direction. Our strategic plan is intended to do exactly that.

The Plan establishes priorities, identifies practical initiatives, assigns responsibilities, and provides a framework for measuring progress. It is not simply a document to be approved and filed away. It must guide our decisions, influence our investments, and help the Board and management focus their time and resources on the areas that matter most.

Our plan is organized around five strategic pillars:

Pillar #1. Financial Sustainability and Revenue Growth

We must maintain a sound financial foundation while protecting member value. This means growing revenue where opportunities exist, making effective use of our facilities and tee-sheet capacity, strengthening food and beverage and event revenues, and planning responsibly for future capital requirements.

We must balance the desire to improve the Club with the need to remain financially disciplined. Growth is important, but it must be sustainable and in the best interests of the membership.

Pillar #2. Golf Course, Facilities, and Capital Planning

The long-term condition of our golf course, equipment, buildings, and other infrastructure is fundamental to the Club's future. We need to continue to identify priorities, assess the condition of our assets, and develop realistic plans for maintenance, renewal, and capital investment.

These decisions must be based on sound analysis, affordability, and long-term value rather than short-term convenience.

Pillar #3. The Member and Guest Experience

Our members should feel that Osoyoos Golf Club is a place they are proud to belong. We must continue to focus on the quality of the golf experience, service, facilities, communication, and the overall atmosphere of the Club.

At the same time, we must recognize that a successful Club needs to attract new members and welcome guests. A positive member experience and a strong reputation in the community reinforce one another.

Pillar #4. Community, Partnerships and Growing the Game

This part of our strategic plan focuses on ensuring that the Club is more than a golf facility. It aims to establish the Club as an active community partner, expand access to golf for new and younger participants, strengthen relationships with local organizations, and build a sustainable future for the game.

Key strategic priorities

1. Grow participation in golf. Develop programs that attract juniors, families, women and newer golfers through schools, clinics, introductory lessons and other accessible opportunities.

2. Strengthen external partnerships. Build relationships with local businesses, tourism organizations, schools, community groups and other golf facilities to create shared opportunities and increase the Club's reach.

3. Increase community visibility. Demonstrate the Club's contribution to Osoyoos through community engagement, events, communications and an annual summary of its impact.

4. Recognize member contributions and volunteerism. Strengthen the Club's culture by celebrating member success, encouraging participation and recognizing the volunteers who contribute to the Club's success.

Accountability and measuring success

The General Manager, Golf Operations, Board and relevant Club committees share responsibility for advancing these priorities. Progress should be measured through participation levels, conversion of new golfers into ongoing players, partnership development, community engagement and recognition initiatives.

In summary this Pillar is about building the future of the Club by connecting the Club more closely with its community and creating pathways for more people to discover and enjoy golf. Its success will be reflected not only in increased participation, but also in stronger partnerships, greater community recognition and a more inclusive, sustainable golf culture.

This direction aligns with the Club's stated vision of providing an enjoyable and inclusive golf and social experience for members, visitors and the community.

Pillar #5. Governance, Leadership, and Volunteer Succession

We must ensure that the Club is governed responsibly, that decisions are informed by reliable information, and that risks are identified and addressed before they become serious problems.

Good governance means asking the right questions, considering alternatives, monitoring results, and acting in the long-term interests of the Club and its members.

These five pillars are connected. Financial sustainability supports capital investment. Good facilities support the member experience. Effective management supports operational performance. Strong partnerships and good community relationships help to grow the game. Strong governance and risk management help protect all of these priorities.

In summary, The Board will continue to review progress against the strategic plan, assess whether initiatives are delivering the intended results, and adjust priorities when circumstances require it.

Introducing Our Risk Management Strategy

An important development is the introduction of a more structured risk management strategy and a dedicated Risk Committee.

Every golf club faces risks. These can include financial pressures, changing membership patterns, weather and water availability, course and facility infrastructure, employee and workplace safety, regulatory obligations, technology and cybersecurity, and unexpected operational disruptions.

The purpose of risk management is not to eliminate every risk or prevent the Club from pursuing worthwhile opportunities. Rather, it is to understand the risks we face, assess their potential consequences and likelihood, establish appropriate mitigation measures, and monitor whether those measures are working.

A newly formed Risk Committee will support the Board by helping maintain a structured overview of the Club's principal risks, reviewing mitigation plans, identifying emerging concerns, and bringing significant matters forward for appropriate Board consideration.

Management will continue to be responsible for managing operational risks within its authority, while the Board retains responsibility for governance, oversight, and ensuring that significant risks receive appropriate attention.

We intend to make risk management a practical part of how the Club operates and plans for the future, rather than simply an annual exercise. This approach should improve decision-making, strengthen accountability, and help us protect the Club's assets, reputation, financial position, and member experience.

Introduction of Lisa DeLeo – Director of Player Development

As you are all aware Osoyoos Golf Club has reached an agreement with PGA of Canada Professional Lisa DeLeo to join the Club as its new **Director of Player Development**, leading the development and growth of the Osoyoos Golf Academy. (outlined in the Strategic Plan under Pillar #4).

This appointment represents an important step in **Player Development and Growing the Game**. The Academy will establish a more structured and intentional approach to developing golfers while enhancing the experience offered to existing members.

Lisa DeLeo's Experience and Responsibilities

Lisa brings extensive experience in golf instruction, coaching and program development, including private and small-group lessons, women's and junior golf programs, multi-day golf camps, on-course instruction and special events. She also incorporates modern coaching technology, including TrackMan and video analysis.

Lisa will outline her key objectives in her upcoming presentation.

The establishment of the Golf Academy is a tangible example of the Club's Strategic Plan moving from planning into action. It provides an opportunity to improve member value, grow participation in golf, strengthen junior development and establish a sustainable, long-term revenue source.

In conclusion Lisa's appointment positions Osoyoos Golf Club to take a more proactive and comprehensive approach to player development, supporting the Club's long-term success and strengthening its role in growing the game of golf in the Osoyoos community.

The Board's Commitment to Communication and Accountability

We fully recognize that members want to know what the Board is working on, why certain decisions are being made, and how those decisions will affect the Club.

We are committed to continue communications about our strategic priorities, significant initiatives, and progress. We may not always be able to accommodate every preference or agree on every issue, but we can commit to listening respectfully, explaining our decisions, and acting responsibly.

The Board will also continue to evaluate its own effectiveness and the quality of its governance. Constructive discussion, different points of view, and thoughtful scrutiny are important parts of sound decision-making. Our shared responsibility is to ensure that these discussions remain respectful, evidence-based, and focused on the best interests of the Club.

The Board will continue to work closely with Bryan and his management team, maintaining clear lines of accountability and supporting management in delivering the priorities approved by the Board.

Ultimately, we want members to see not only what the Board intends to accomplish, but also how we are progressing and where further work is required.

On behalf of the Board, I want to thank you for your continued confidence, participation, and commitment to Osoyoos Golf Club.

We continue to have important work ahead of us, but we also have a strong foundation on which to build. By working together, communicating openly, and maintaining a clear focus on our long-term priorities, we can continue to strengthen our Club for current members and future generations.

Again, Thank you for your attention , and we look forward to working with all of you as we move forward together.

I hope you all have fruitful and safe winter season and we will see all in the Spring.

I'll now pass the next part of the presentation over to Bryan.

Thank-you.

Alan Bajkov
Board Chair

OGC October 19, 2026, Information Meeting

2026 Financial Review

Please see the financial summary of the last 5 years. The 2026 forecast is based on the September inhouse statements and the budget forecast for the balance of the year.

Projected revenue is up 9% year over year after a significant increase in 2025, which was up 19%. Positive contributions came from Golf Operations (namely green fees up 17%) and F&B which is up 11%.

The cost of goods as a per centage of revenue is up by 1%. Impacting cost of goods was food which was up 24% and the increased costs related to the new power carts.

Wages are up 9.5% year over year. As a percentage of revenue, they are flat at 45%. The largest increase both in percent (21%) and dollars ($93K) is in F&B with salaries driven in a large part by increased revenue.

Total expenses are up 4.2% year over year but as percentage of total revenue they are at the lowest level they have been in 5 years at 30% compared to the high of 36.7% in 2022.

In the lower section Net Income per Round captures the relationship between total revenue, total expenses (including wages) and total rounds played. At $9.49 per round, it is at the highest level it has been in 5 years.

Finally, if you look at the bottom two lines of the slide you will see the average green fee collected and the average cost per round to membership. As you can see the green fee rate has increased substantially over the past five years, up $25.27 which is 47%. The member cost per round has also increased but at a lower rate, up $7.67 which is 24%.

Reflecting on 2026

As we approach the conclusion of another golf season, I would like to take this opportunity to reflect on the past year, share some of our accomplishments and challenges, and provide an outlook on where we are heading as a Club.

2026 has been an important year for Osoyoos Golf Club. We have continued to build upon the momentum of recent years while taking meaningful steps toward strengthening our operations, investing in our facilities, and establishing a clearer direction for the future.

Throughout the year, our focus has remained on three fundamental priorities: providing a quality golf experience for our members and guests, operating the Club in a financially responsible manner, and making decisions that support the long-term sustainability of Osoyoos Golf Club.

We have accomplished a great deal, but we also recognize there are areas where we need to improve. I believe it is important to acknowledge both as we evaluate our progress and establish our priorities for the coming year.

Financial Performance and Responsible Management

Following a very successful 2025 season, which saw golf rounds increase approximately 15% and overall revenue grow approximately 9%, we entered 2026 with a strong operational foundation.

Our focus this year has been on maintaining that momentum while addressing the ongoing pressures associated with rising operating costs, labour expenses, infrastructure requirements, and the financial demands of maintaining a 36-hole golf facility.

We have continued to place considerable emphasis on departmental accountability, operational efficiencies, responsible spending, and identifying opportunities to strengthen our revenue streams.

An important part of our financial strategy is recognizing that profitability must be balanced with reinvestment. Our Club requires ongoing capital improvements, equipment replacement, infrastructure maintenance, and investment in our people.

We are also taking a more deliberate approach to long-term capital planning, including directing future membership initiation fees toward our Capital Reserve.

Our objective is not simply to maximize profits in any particular year, but to ensure Osoyoos Golf Club remains financially stable, well-maintained, and positioned for future generations of members.

Golf Course Conditions and Capital Improvements

The condition and presentation of our two golf courses remain among the most important factors influencing the overall member and guest experience.

Throughout 2026, Superintendent Ryan Dunkley and his Turf Maintenance team have worked diligently to maintain Desert Gold and Park Meadows while navigating the challenges associated with weather, irrigation demands, equipment requirements, and a busy golf season.

Several important capital and infrastructure projects were undertaken this year, including additional slit drainage work on selected holes throughout both courses, improvements to our driving range netting, and continued investment in our golf cart fleet and associated technology.

Water management and irrigation infrastructure remain important long-term priorities, particularly given our location and the environmental challenges associated with operating in the South Okanagan.

We recognize that consistency in course conditions is critically important to our membership. While progress has been made, there are opportunities for continued improvement, particularly in maintaining consistent playing conditions across both courses.

I would like to thank Ryan and his team for their dedication and hard work throughout the season. Their efforts often begin long before the first golfers arrive and are fundamental to the success of our Club.

Strategic Planning – Building for the Future

One of the most significant accomplishments of 2026 was the development of our Club's long-term Strategic Plan.

In April, the Board of Directors and management team participated in a strategic planning retreat facilitated by golf industry consultant James Cronk.

This process allowed us to take a comprehensive look at our organization, evaluate our strengths and challenges, and establish a more clearly defined direction for the future.

The resulting five-pillar Strategic Plan provides a framework for guiding our priorities, investments, operations, and long-term decision-making.

Importantly, this is not intended to be a document that simply sits on a shelf. It will serve as a working roadmap, helping us establish measurable objectives and maintain accountability as we move forward.

Our focus in 2027 will shift toward implementation, ensuring that the priorities identified through this process are translated into meaningful actions and improvements.

I believe this initiative represents an important step in the continued evolution of Osoyoos Golf Club.

Golf Operations and Member Experience

Golf Operations remains one of our most important areas of responsibility and will be a major priority heading into 2027.

Over the past year, we have continued to refine our tee sheet management practices, operating procedures, tournament administration, and Golf Shop services.

The continued development and use of our Lightspeed management system has provided opportunities to improve operational efficiencies, reporting capabilities, and the overall administration of our golf operations.

However, I also recognize that 2026 presented challenges within this department.

The departure of our Head Golf Professional in September created an unexpected leadership transition. While our team worked hard to maintain operations, we recognize that consistency in communication, service standards, and day-to-day leadership must improve.

I would like to acknowledge Tyler Badger and the Golf Shop team for their efforts during this transition.

We have initiated a comprehensive recruitment process for a new Head Golf Professional, and our objective is to secure an experienced, engaged leader who will help us strengthen our golf operations and elevate the member and guest experience.

We recognize that the value of membership extends well beyond the condition of our golf courses. It includes how members are treated, the professionalism of our employees, the availability of tee times, and the overall experience each time someone visits the Club.

These will remain important areas of focus.

The Osoyoos Golf Academy – An Exciting New Direction

One of the developments I am particularly excited about is the establishment of the Osoyoos Golf Academy.

We recently announced that PGA of Canada Professional Lisa DeLeo will be joining our team as Director of Player Development.

Lisa brings considerable instructional experience, industry relationships, and enthusiasm for developing golfers of all ages and abilities.

The Academy directly supports our Strategic Plan and our commitment to player development and growing the game.

Our vision is to establish a comprehensive instructional and development program that offers meaningful opportunities for juniors, women, beginners, experienced golfers, and our existing membership.

We also see the Academy as an opportunity to introduce new people to golf, build stronger relationships within our community, and create a sustainable additional revenue stream for the Club.

The Academy will be developed in phases throughout 2027, allowing us to establish programs, evaluate participation, and build upon our successes.

I believe this initiative represents an exciting opportunity to strengthen our Club's long-term position and enhance the overall value of membership.

Membership and Member Engagement

Our membership continues to be the foundation of Osoyoos Golf Club.

Throughout 2026, we have spent considerable time evaluating our membership structure, reviewing playing privileges, and identifying opportunities to better serve existing members while attracting new members to the Club.

Our proposed 2027 membership category changes are intended to provide greater flexibility, address changing member needs, and make more effective use of available tee times outside our busiest playing periods.

An important principle throughout this process has been protecting the value and accessibility of our Executive Unlimited membership category.

We also recognize that membership decisions have a direct impact on individuals and families, and that changes must be carefully considered.

I would like to thank everyone who participated in our recent membership survey and shared their feedback.

The survey has provided valuable insight into member priorities, concerns, and expectations. This feedback, together with further discussion and consultation with our Membership Committee and Board of Directors, will help guide our decisions.

We remain committed to improving communication and transparency, providing opportunities for member input, and ensuring that our decisions are made in the best long-term interests of the Club.

Food and Beverage Operations

Our Food and Beverage department continues to be an important part of both the member experience and the Club's financial performance.

Under the leadership of Food and Beverage Manager Alana Egli and Executive Chef Herman, our team has worked to provide quality dining experiences, support tournaments and special events, and create a welcoming atmosphere within our clubhouse.

We have continued to focus on improving operational efficiencies, maintaining service standards, and strengthening financial performance through improved cost management.

While the department has made positive progress, we recognize the importance of continuing to manage food and labour costs in an increasingly challenging operating environment.

Our clubhouse is an important gathering place for members and guests, and we want it to remain an enjoyable and welcoming part of the Osoyoos Golf Club experience.

I would like to thank the entire Food and Beverage team for their efforts throughout the season.

Tournaments, Leagues and Club Activities

Our tournaments, leagues, and member events continue to contribute significantly to the sense of community that makes Osoyoos Golf Club special.

Throughout the season, we hosted a variety of successful events, including Men's and Ladies' Nights, the Rattlesnake Men's Open, Ladies' Sunburst and Desert Opens, Club Championships, mixed scrambles, and our popular Divorce Open series.

These events provide opportunities for competition, social interaction, and strengthening friendships among our members.

Their success is made possible through the collective efforts of our employees, tournament organizers, committees, sponsors, and volunteers.

I would like to extend a sincere thank-you to everyone who has contributed their time and energy to our events and activities throughout the year.

Your involvement plays an important role in creating a strong and vibrant Club community.

Community Involvement and Partnerships

Osoyoos Golf Club continues to recognize the importance of maintaining strong relationships within the Osoyoos and South Okanagan communities.

During 2026, we strengthened several important partnerships, including establishing a new three-year relationship with the Osoyoos Coyotes Junior Hockey Club.

We have also continued to support community organizations, charitable initiatives, and local events, including the Christmas and Canada Day parades.

These relationships provide opportunities to promote the Club, support community development, and reinforce our role as an important recreational and social destination within the region.

We are proud to be part of the Osoyoos community and look forward to building upon these relationships in the future.

Our Employees and Organizational Development

Our employees are central to everything we accomplish.

Operating a 36-hole golf facility requires a dedicated team working collaboratively across Golf Operations, Turf Maintenance, Food and Beverage, Administration, and Management.

During 2026, we continued our efforts to strengthen our organizational structure, internal communication, employee orientation, and human resources practices.

Initiatives included regular department head meetings, improvements to our employee onboarding process, and the development of our Team Member Handbook.

We also successfully concluded a new collective agreement with our unionized employees.

These initiatives are part of a broader commitment to creating a positive and professional workplace, establishing clear expectations, and ensuring our employees have the support and resources necessary to succeed.

We recognize that leadership, communication, and employee development require ongoing attention, and these will remain important priorities in 2027.

I would like to personally thank every employee for their contributions throughout the season.

Looking Ahead to 2027

As we prepare for the coming year, I believe Osoyoos Golf Club is well-positioned to continue building upon the progress we have made.

Our Strategic Plan provides a clear direction, and we have several important initiatives underway that will help strengthen our operations and member experience.

Our primary priorities for 2027 will include:

- **Golf Operations:** Recruit and support a new Head Golf Professional, strengthen departmental leadership, and improve consistency in service and member engagement.
- **Golf Academy:** Successfully launch and develop the Osoyoos Golf Academy under Lisa DeLeo's leadership.
- **Golf Course Conditions:** Continue investing in course maintenance, infrastructure, equipment, and improvements to playing conditions.
- **Financial Sustainability:** Maintain responsible financial management while developing a disciplined approach to long-term capital planning.
- **Membership:** Finalize and implement membership initiatives that support retention, responsible growth, and member value.
- **Communication and Accountability:** Improve member communication, maintain transparency, and ensure measurable progress on our strategic objectives.
- **Our People:** Continue building a strong team through leadership development, clear expectations, and a positive organizational culture.

While these priorities are ambitious, I believe they are realistic and achievable with the continued commitment of our Board, management team, employees, and membership.

Closing Remarks and Acknowledgements

As I reflect on 2026, I am encouraged by the progress we have made and optimistic about the opportunities ahead.

There is no question that operating and maintaining a 36-hole golf facility presents challenges. Expectations continue to evolve, operating costs are increasing, and we must continually balance immediate needs with long-term priorities.

However, I believe we are moving in the right direction.

We have made important investments, established a clearer strategic direction, strengthened several areas of our operation, and identified where further improvements are necessary.

I would like to thank our Board of Directors for their leadership, commitment, and ongoing support.

In particular, I would like to recognize outgoing Club President Alan Bajkov for his years of dedicated service and the considerable time and effort he has contributed to Osoyoos Golf Club.

I would also like to thank our committees, volunteers, community partners, and entire employee team for their contributions throughout the year.

Most importantly, I would like to thank our members for your continued support, involvement, and commitment to the Club.

I recognize that there will always be differing perspectives and opinions on how best to move forward. That is part of being a member-based organization, and I believe constructive discussion and feedback are essential to making informed decisions.

My commitment as General Manager is to continue listening, communicating openly, and working collaboratively to ensure that Osoyoos Golf Club remains a facility we can all be proud of.

We have accomplished a great deal in 2026, but perhaps more importantly, we have established a stronger foundation for the years ahead.

I look forward to continuing that work in 2027.

Respectfully,

Bryan Ewart
General Manager | Osoyoos Golf Club



Osoyoos
Golf Club

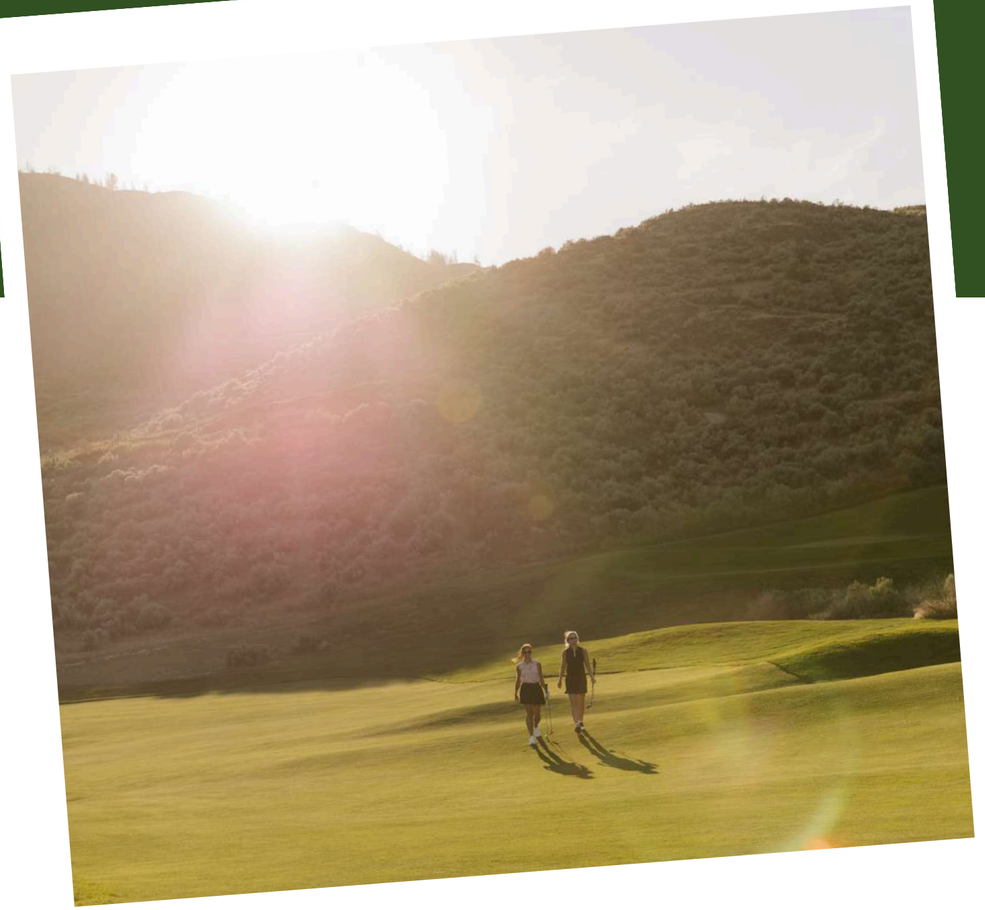
INFORMATION
MEETING

MONDAY, OCTOBER 19, 2026

MEETING AGENDA

- Introductions
- Welcome Message from Club President
- OGC 5-Year Strategic Plan
- 2026 Financial Review
- Departmental Synopsis: Turf | Golf | F&B
- Introduction: Lisa Deleo & the Osoyoos Golf Academy
- 2027 Capital Projects
- 2027 Operating Budget
- 2027 Membership Survey Results
- 2027 Green Fee Rates and Membership Dues
- Introduction to new Board Members





WELCOME & INTRODUCTIONS

CLUB PRESIDENT: ALAN BAJKOV

OSOYOOS
GOLF CLUB

Thank You

TO OUR INCREDIBLE
OGC MEMBER VOLUNTEERS

Your time, talent and dedication make Osoyoos Golf Club a better place for our members, guests and community.



- SUPPORT OUR EVENTS
- HELP MAINTAIN OUR FACILITIES
- CARE FOR OUR COURSE
- WELCOME OUR MEMBERS AND GUESTS
- STRENGTHEN OUR CLUB COMMUNITY

Your commitment and generosity of spirit make a lasting difference at OGC.

We truly appreciate you!



STRATEGIC PLAN

Alan Bajkov

Our Strategic Plan | Five Pillars

A practical roadmap to protect member value and position the Club for long-term success.

01	**Financial Sustainability and Revenue Growth**	Financial resilience, responsible growth and long-term member value
02	**Course Conditions, Facilities and Capital Planning**	Protecting our courses, facilities and infrastructure
03	**Member Experience, Access and Communication**	Better service, clearer communication and balanced access
04	**Community & Grow the Game**	Growing participation through our Golf Academy and community partnerships
05	**Governance, Leadership and Volunteer Succession**	Strong governance, leadership and Club continuity

Five Pillars | Our Priorities

Turning strategy into visible improvements for members and the Club.

01 Financial sustainability

- Strengthen reserves and financial planning
- Review membership value and optimize off-peak revenue

02 Courses & facilities

- Develop a formal five-year capital plan
- Prioritize irrigation, drainage and playing conditions

03 Member experience

- Focus on Conditions, Consistency & Communication
- Improve onboarding, access and regular updates

04 Community & Grow the Game

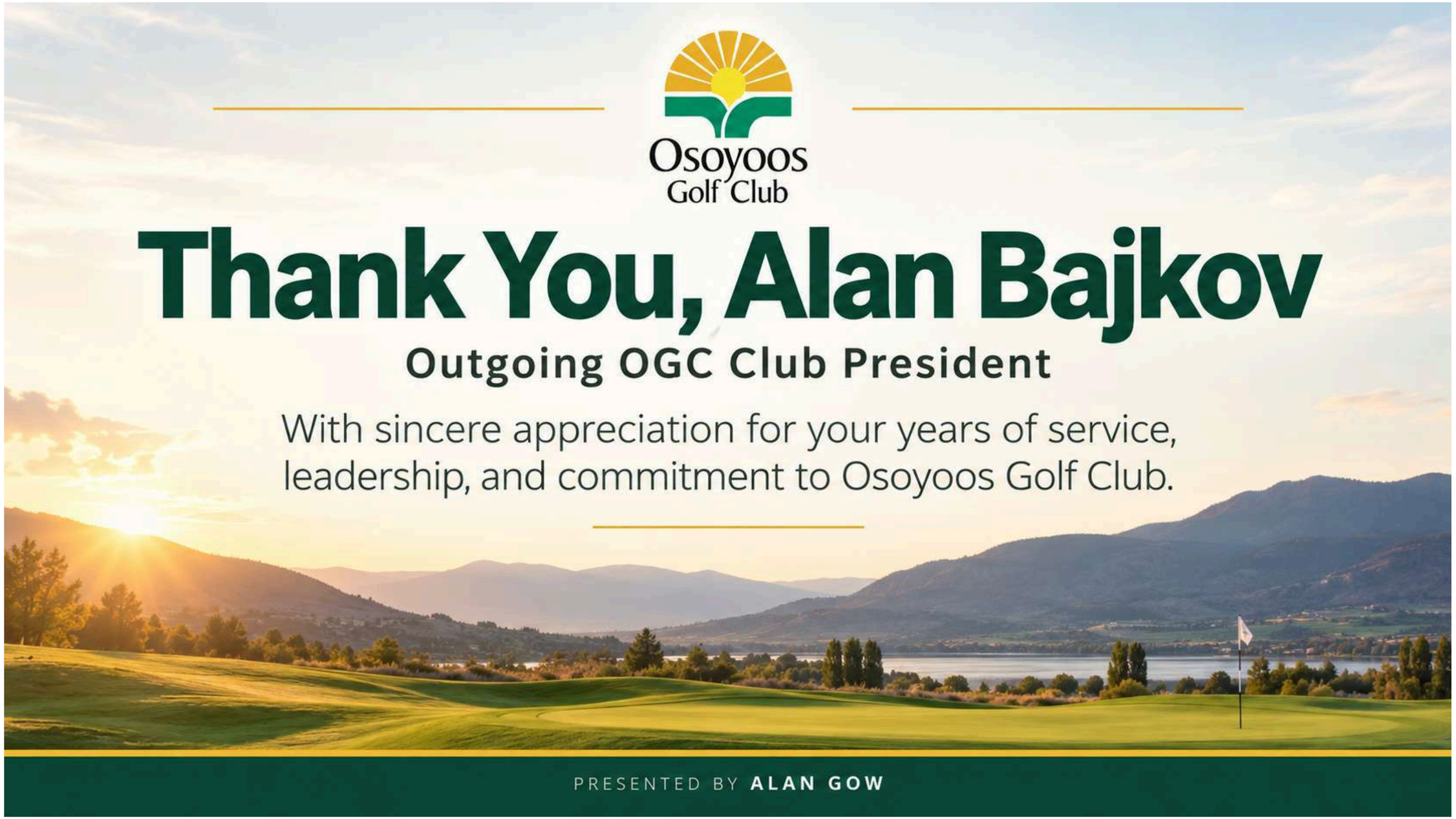
- Expand junior, family and new-golfer pathways
- Development of Golf Academy
- Strengthen partnerships and recognize volunteers

05 Leadership & governance

- Build Board and volunteer succession pathways
- Invest in staff development and risk planning

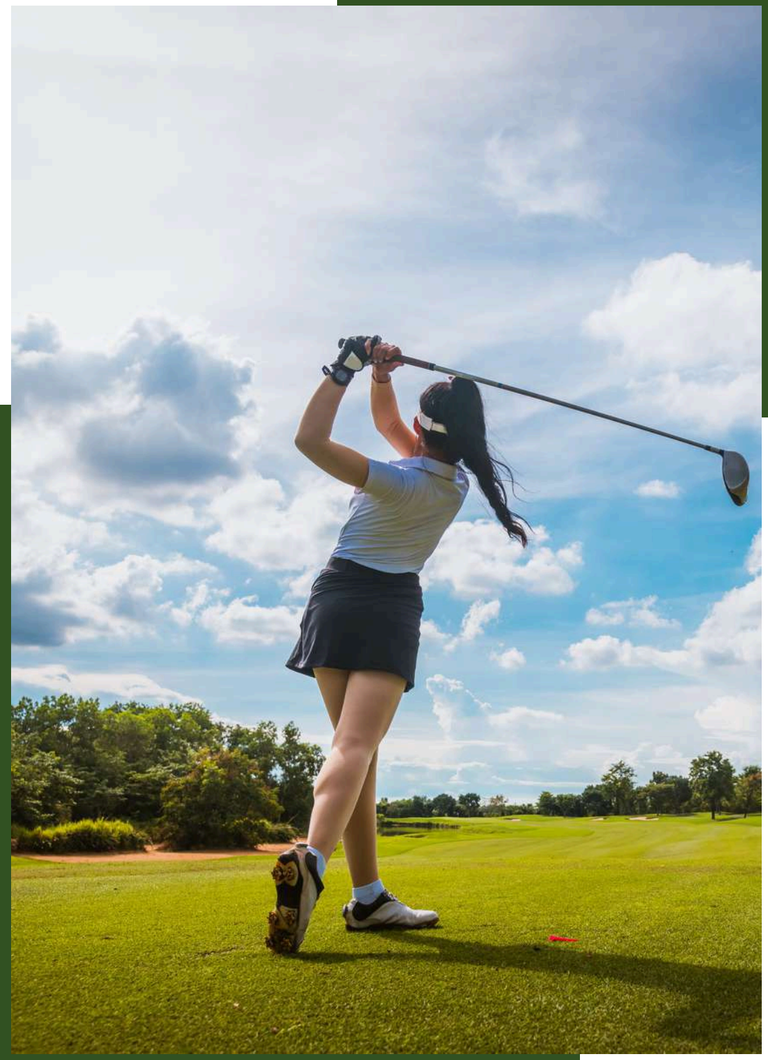


RISK MANAGEMENT


Osoyoos
Golf Club
Thank You, Alan Bajkov
Outgoing OGC Club President
With sincere appreciation for your years of service,
leadership, and commitment to Osoyoos Golf Club.
PRESENTED BY ALAN GOW

FINANCIAL REVIEW

David Peterson | Finance Chair



FINANCIAL SUMMARY

	2022	2023	2024	2025	2026 Forecast
Total Revenue	4,101,772	4,049,313	4,392,503	5,234,990	5,694,337
COGS	644,680	753,062	767,616	738,146	853,514
Gross Profit	3,457,092	3,296,251	3,624,887	4,496,844	4,840,823
Total Wages	1,924,499	2,042,383	2,347,392	2,364,980	2,589,689
Total Expenses	1,508,065	1,343,702	1,473,638	1,636,893	1,704,629
Net Operating Income	24,528	-89,833	-196,144	494,971	546,505
Wages as a Percentage of Revenues	46.92%	50.44%	53.44%	45.18%	45.48%
Cost per Round (All Depts.)	$57.34	$61.75	$71.63	$73.93	$74.60
Income per Round (All Depts.)	$68.52	$73.85	$82.35	$96.71	$98.92
Net Income per Round (All Depts.)	$0.41	-$1.64	-$3.68	$9.14	$9.49
Average GF / Public Round	$53.52	$50.77	$68.67	$74.15	$78.79
Average Cost / Member Round	$32.29	$35.88	$35.30	$34.98	$39.96

COMPLETED CAPITAL PROJECTS | 2026

Slit Drainage on Older Greens
(11/16M & 17/18DG)

Cow Fencing

Driving Range Netting

PM #1 Cart Path

Clubhouse Sound System

Other Unplanned Capital Expenses

$137k – 2026 Planned Capital Projects





OPERATIONAL DEPARTMENT UPDATES



GUEST EXPERIENCE SURVEY

276 Surveys Completed YTD

Email sent to each public group following play

QR code on scorecard

2026 Guest Experience Survey Results

276 Respondents | March–October 12, 2026

84.65/100
Average Recommendation Score
Median 94

~87%
Excellent or Very Good
Staff Friendliness & Professionalism

~87%
Excellent or Very Good
Tee Time Booking Experience

~81%
Excellent or Very Good
Overall Course Conditions

Key Highlights

- Overwhelmingly positive feedback regarding the friendliness and professionalism of our team.
- Strong appreciation for course presentation, overall maintenance and the quality of our facilities.
- Approximately 86% satisfied or very satisfied with pace of play.
- Approximately 70% rated their food and beverage experience Excellent or Very Good.
- Strong willingness to recommend OGC to others, reflecting positive overall guest experiences.

Percentages are approximate, based on the survey's published charts; the recommendation score is the reported mean, not a Net Promoter Score.

What We Heard & Opportunities for Improvement

Key themes identified through guest feedback

Key Themes

Course Conditions:	Continue improving greens consistency, bunker quality and overall playing surfaces.
Value for Money:	Green fee pricing and perceived value were recurring concerns, particularly when aspects of the experience did not meet expectations.
Guest Service:	Improve consistency with arrival greetings, bag drop, cart cleanliness, starter interactions and on-course assistance.
Pace of Play:	Continue monitoring slower rounds while ensuring marshals provide friendly, helpful service.
Food & Beverage:	Review on-course concession availability, beverage service and communication about restaurant hours.
Golf Carts & Practice Facilities:	Address GPS cart notifications and restrictions, equipment condition and practice facility limitations.

Our Commitment for 2027

We will use this feedback to help guide operational improvements, staff training, course maintenance priorities and the overall member and guest experience.

This guest/public-player survey provides valuable external customer feedback and complementes the separate OGC membership survey.



TURF UPDATE

Ryan Dunkley

Verbal Report



GOLF OPS

Bryan Ewart

Verbal Report



FOOD & BEV

Jackie Cole

Verbal Report



OSOYOOS GOLF ACADEMY

Lisa Deleo

WHY CREATE THE OSOYOOS GOLF ACADEMY?

A stronger member experience — and a new platform for sustainable Club growth.

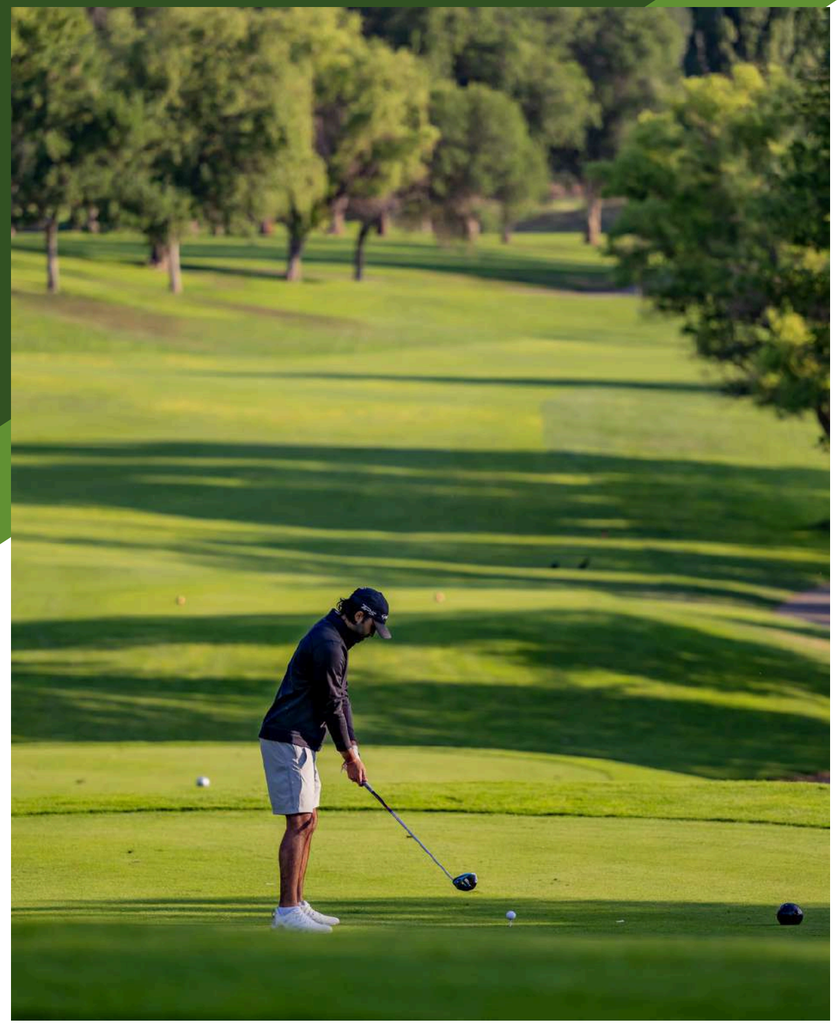
MEMBER BENEFITS

- **Better access to coaching**
  Private lessons, group instruction, playing lessons and structured programs for every age and ability.
- **More programs for members**
  Dedicated women's, men's, junior and family programming — plus clinics, camps and golf schools.
- **Modern learning experience**
  Potential investment in launch-monitor technology, video analysis and dedicated Academy practice areas.
- **A stronger pathway to improve**
  Consistent coaching, mentorship and long-term player development designed to help golfers enjoy the game more.

CLUB & FINANCIAL BENEFITS

- **Creates a new revenue stream**
  Lesson, clinic, camp, golf school and Academy-program revenue can contribute directly to Club operations.
- **Drives incremental spending**
  Academy activity can generate additional range use, green fees, Golf Shop sales and Food & Beverage spending.
- **Attracts new golfers & future members**
  Player development provides a pathway to introduce juniors, women, families, guests and new golfers to OGC.
- **Builds destination business**
  Osoyoos can combine golf instruction with Stay & Play, tourism and hospitality partnerships to attract golfers from outside the region.

THE OPPORTUNITY: Use player development to improve member value today while creating new customers, new revenue and future members for tomorrow.

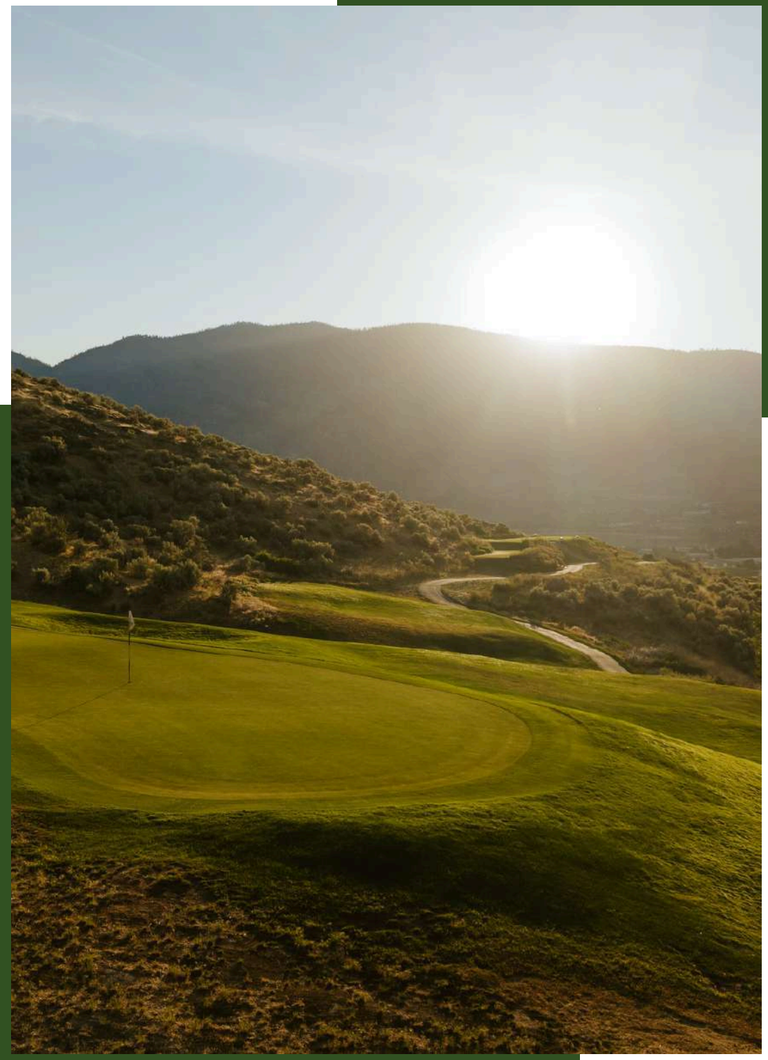


2027 BUDGET

Bryan Ewart

CURRENT MEMBERSHIP

Membership Category	Count
EXECUTIVE: UNLIMITED PLAY	295
EXECUTIVE: 25 ROUNDS - 18 HOLES	48
EXECUTIVE: 25 ROUNDS - 9 HOLES	24
EXECUTIVE: RETAINER	22
SUB TOTAL	**389**
CHARTER MEMBER	2
CORPORATE MEMBER	5
SUB TOTAL	**7**
INTERMEDIATE (19-39)	14
UNIVERSITY (19-24)	4
JUNIOR (12-18)	21
JUNIOR SUPERVISED (12-14)	15
SUB TOTAL	**54**
SNOWBIRD - 4 WK	38
SNOWBIRD - 6 WK	8
SUB TOTAL	**46**
GRAND TOTAL	**496**



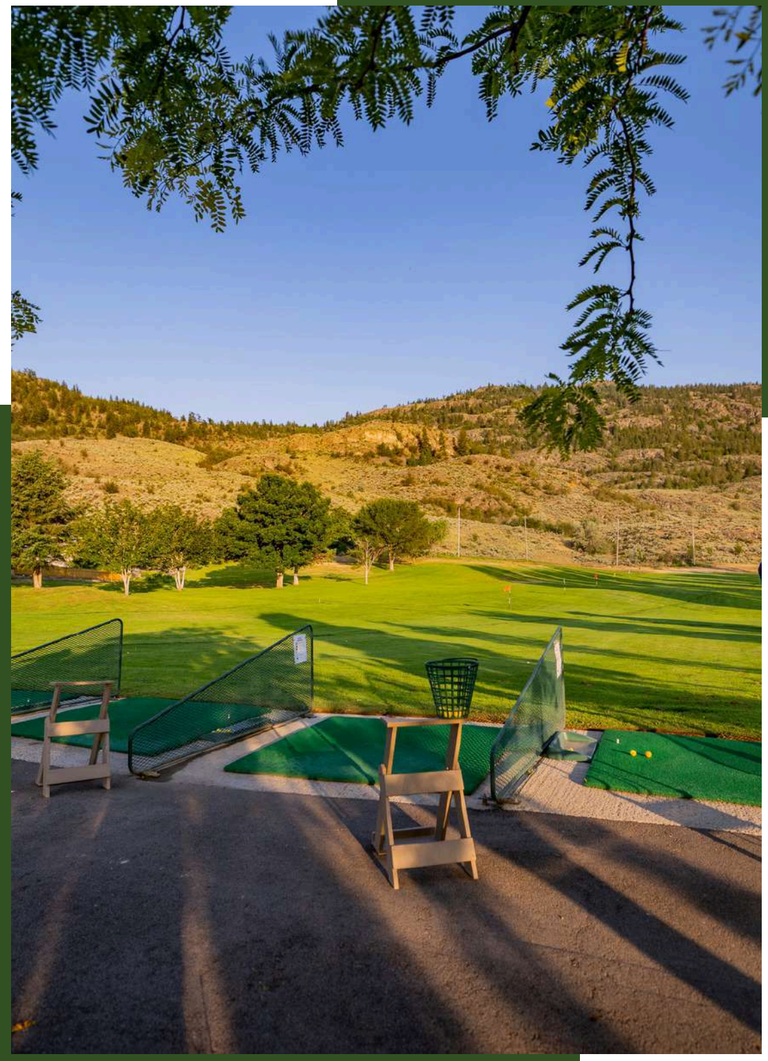
MEMBERSHIP DUES | 2027

Increase of ~**3.75%**

- $114 for Executive Unlimited
- $80 for Executive 25 Round ($3.20/rnd)

Members can net down dues:

- Early Payment Rebate = **2.5%**
- Pay Without a Credit Card = **2.5%**



CAPITAL IMPROVEMENT FEE 2027

<u>Capital Improvement Fee:</u>

$300 - Executive Unlimited
$200 - Executive 25 Game
$250 - Executive Weekday/Twilight
$250 - Intermediate
$0 - Retainer & Junior



2027 CAPITAL PROJECTS

$70k - Slit Drainage PM: 1, 5, 6 & 7
$30k - Greenside B&G Chairs
$30k - Golf Academy Teaching Equipment
$25k - Driving Range Utility Picker
$20k - Driving Range Mats
$40k - Additional Projects

$215k - Total Projects

$120k +/- Member assesments
$50k +/- Initiation fees (new for 2027)
$45k - Funded through club operations

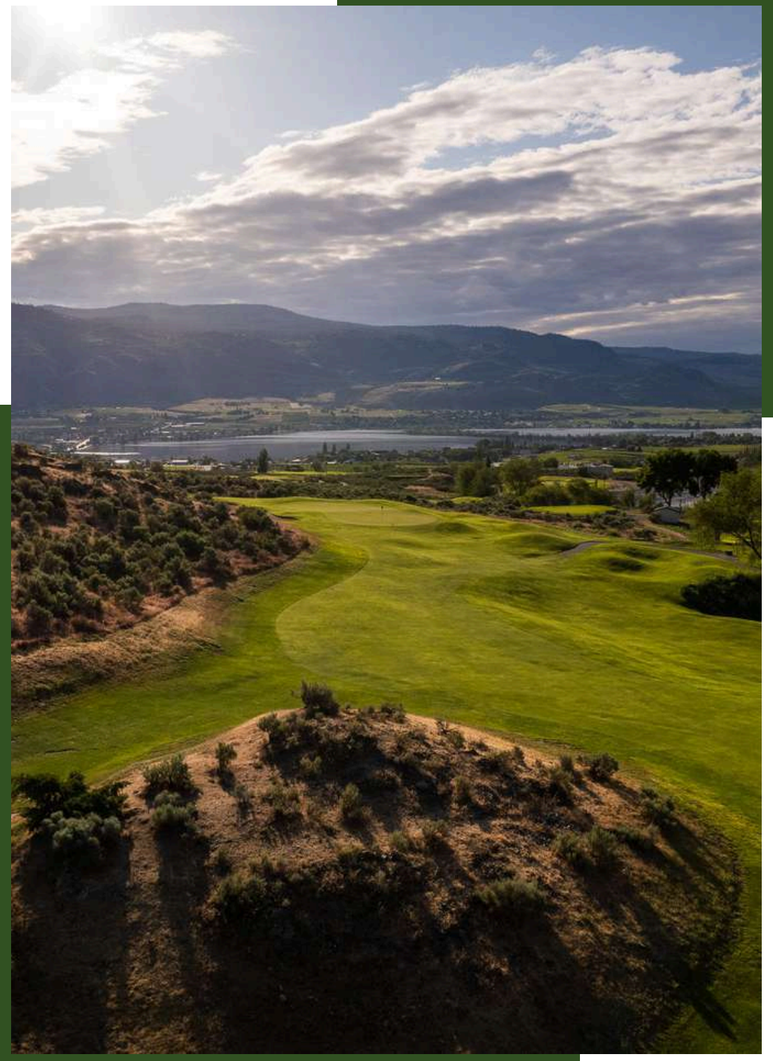


TURF EQUIPMENT

Included in Operating Leases:

Fairway Mowers X 4

Rough Mower X 1





OPERATING BUDGET | 2027

Projected Income:

2.5% Increase in Dues Revenue
3.5% Increase in GF Revenue
5.5% Increase in F&B Revenue

Gross Revenues: **$5,867,901**



OPERATING BUDGET | 2027

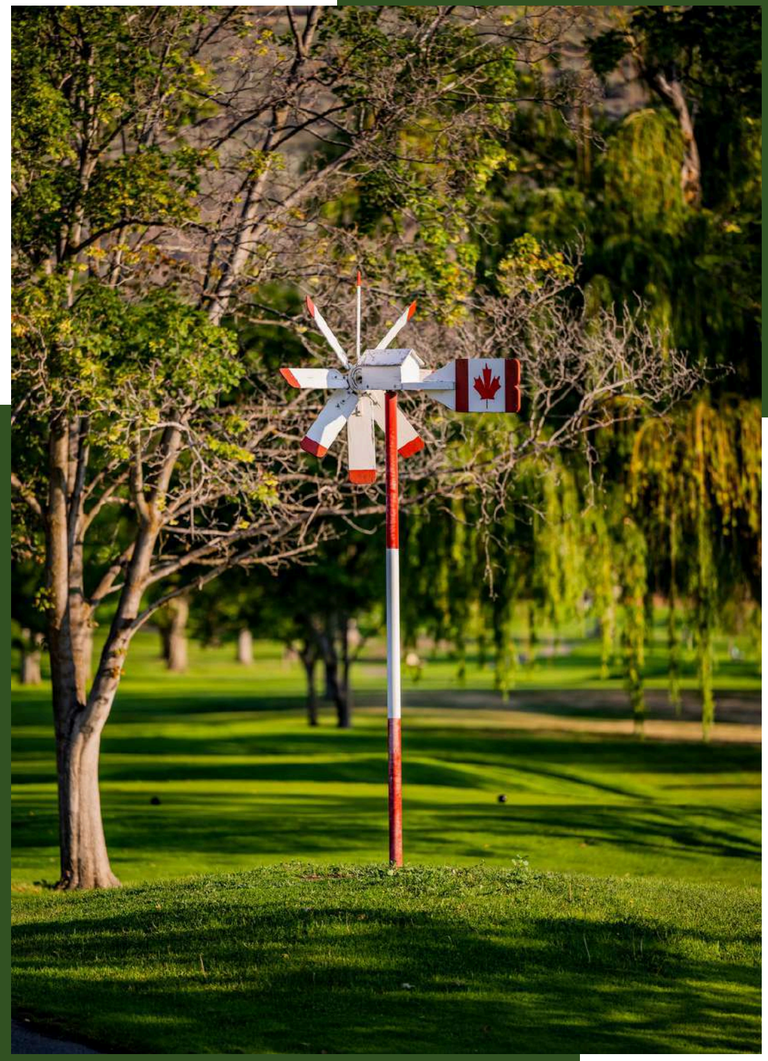
Net Contribution from Operations:

2027 Budget	$439,425
2026 Forecast	$546,505
2025 Actual	$494,971
2024 Actual	-$196,144
2023 Actual	-$89,833
2022 Actual	$24,528

MEMBERSHIP SURVEY 2027

Several important themes have emerged from the feedback:

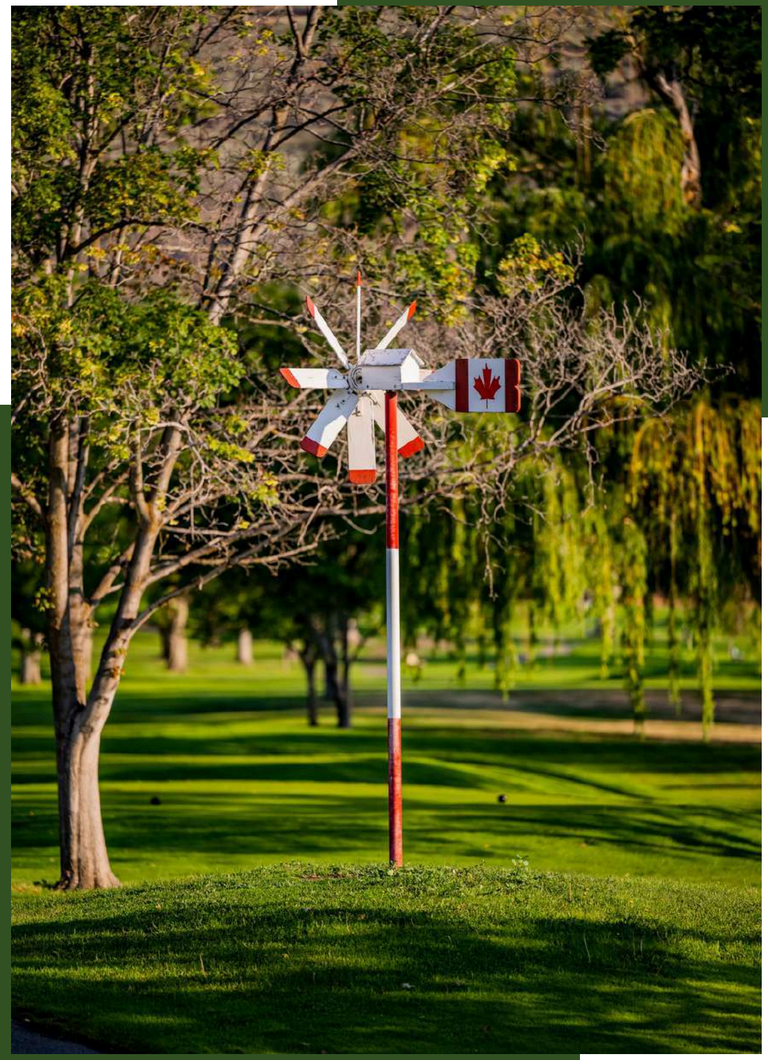
1. Overall Support for New Membership Options
2. Protecting Existing Members
3. Fairness and Flexibility
4. Some Areas Require Further Discussion



Membership committee to review Oct 26th

MEMBERSHIP IMPROVEMENTS

Group Booking Improvements
Credit Books
Feedback from Leagues
Club Championship
25 Round Rollover Discussion
Membership Benefits



MEMBER LOYALTY PROGRAM

Pre-pay your Club account and receive bonus credit to spend at Osoyoos Golf Club.

PRE-LOAD
$1,000
5% BONUS CREDIT
Example bonus: $50

PRE-LOAD
$2,000
7.5% BONUS CREDIT
Example bonus: $150

PRE-LOAD
$3,000+
10% BONUS CREDIT
Example bonus: $300+

PROGRAM DETAILS

- Pay by cash, cheque, debit card or online payment.
- Bonus credit applies separately to each member or member-and-spouse account.
- Initial prepayment must be received before May 1; additional top-ups permitted until August 31.
- Bonus credit cannot be used for future membership dues or special orders.



MEMBERSHIP

UPCOMING IMPORTANT DATES



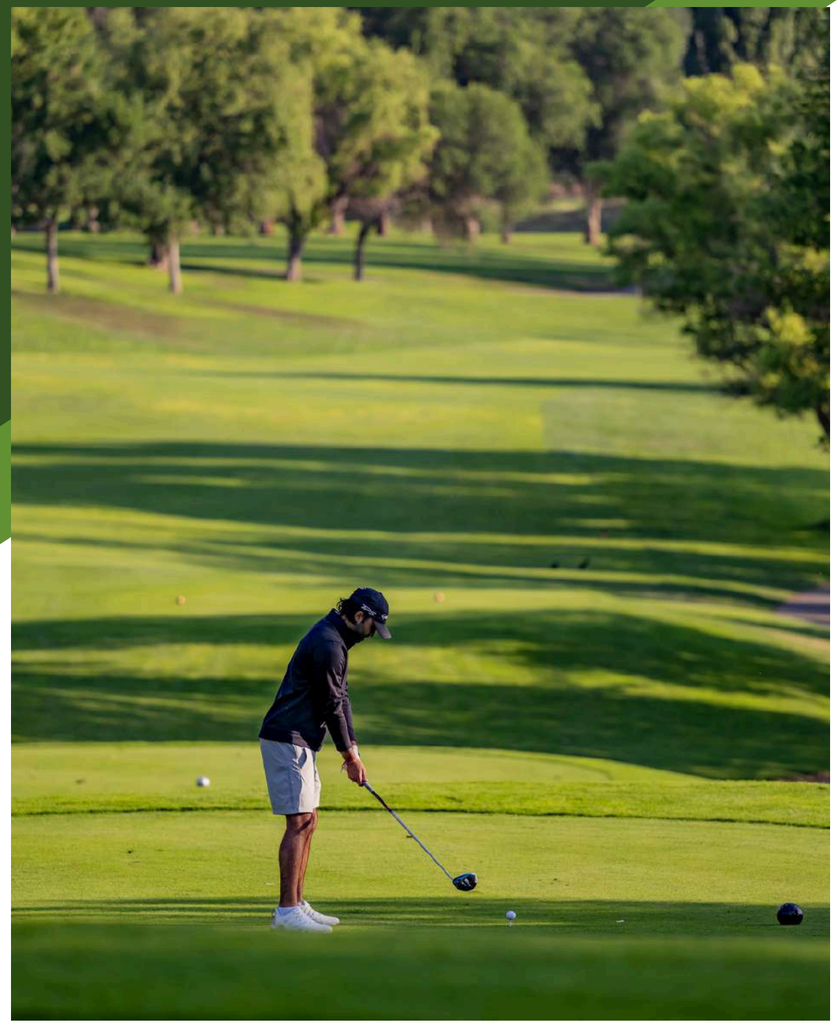
Nov 6, 2026 2027 dues charged to House Accounts

Dec 18, 2026 Early Payment Discount (EPD) | 2.5%

Jan 31, 2027 First Installment Payment Date (if EPD not used)

Feb 28, 2027 Second Installment Payment Date (if EPD not used)

Mar 01, 2027 **2.5% Late Payment Fee** if dues & cart not paid in full



PUBLIC GREEN FEES | 2027

- Increase of **3.5%** (~$5 in peak)
- Consistent with market comparables
- Desert Gold positioning
- Dynamic pricing



CLUB CAPTAIN COMMITTEE

Establishment of a League Charter

Review and Changes to Club Championship

Creation of a Tournament Committee

Credit Book Policy Changes/Communication



MARKETING COMMITTEE

Par 6 Golf Media or Inside Marketing Position

Advertising focus to **Membership Acquisition** & **Osoyoos Golf Academy**

Our Commitments to Members in 2027.

1

OGC is planning for long-term financial sustainability.
We are making deliberate decisions about revenue, costs, infrastructure and reserve funding to protect the Club's future.

2

Member experience remains a top priority.
Everything from tee-time access to course conditions and Golf Shop service must reinforce the value of membership.

3

The Strategic Plan provides a clear direction.
The five pillars will help guide investments, operations, programming, governance and future decisions.

4

We are investing in people and growing the game.
The new Head Golf Professional, Lisa DeLeo and the Golf Academy represent important opportunities to improve the Club's services and future success.

5

Member feedback genuinely matters.
The proposed membership changes are intended to strengthen the Club, not diminish existing memberships. Survey findings and member discussion must help inform final decisions.

QUESTIONS







Osoyoos
Golf Club

THANK YOU FOR ATTENDING

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