

**Amberwood Village  
Recreation Association**

**2025  
ANNUAL  
REPORT**



**AMBERWOOD  
V I L L A G E**

## MESSAGE FROM THE BOARD CHAIR

Dear Members:

2025 was highly productive for the Amberwood Village Recreation Association (AVRA) in several areas. Ongoing capital improvements were our biggest focus, and at the same time we successfully renewed all three leases with our valued tenants to long-term agreements. In addition, we have signed a new five-year contract with TMSI to continue managing our property and programs.

Maintenance and improvements of our physical infrastructure remain a top priority for both safety and long-term sustainability. We had the pathways surrounding the main clubhouse building paved and the pickleball courts completely resurfaced (players tell us ours are the best courts in the Ottawa Valley!). Several other upgrades have either been completed or will be finished in 2026, such as new lighting for the parking lot and additional safety netting for the pickleball courts, among others.

AVRA will mark 40 years of ownership by Amberwood Village homeowners this year, and we are well positioned to ensure a sustainable future for decades to come. In 2026, the Board will be developing a new Strategic Plan, which is currently in its initial stages. As plans emerge, we will be contacting all members with an opportunity to engage in the process. A top priority in our strategic planning is to ensure the long-term sustainability of AVRA, and to maintain and continue improving the wonderful facilities and the greenspace under our stewardship.

I want to thank the many volunteers who help AVRA deliver our programs, including the Board members whose wisdom and expertise shape and guide strategy and decision making on behalf of our members. The "team effort" approach is vital to our success.

To our members, thank you for your ongoing support and engagement. We will continue to work together to fulfill the intent of the AVRA bylaws and to provide the direction to meet AVRA's goals, objectives, and expectations, and we look forward to the year ahead with confidence and enthusiasm.

Warm regards,

*Marius Felix*

Marius Felix,  
Board Chair, Amberwood Village Recreation Association (AVRA)



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## 1.0 ABOUT AVRA

Amberwood Village is located on the traditional unceded territory of the Algonquin Anishinàbeg People — the original custodians of the land now known as Ottawa. Through our ongoing stewardship of Amberwood's open space and wetlands, AVRA acknowledges the Algonquin People who have lived on this land since before memory, as well as the other First Nation, Métis, and Inuit Peoples with whom we share these lands.

### 1.1 History: How it all Fits Together

In 1986, the 50-acre Amberwood property and its amenities were turned over to Amberwood Village Recreation Association (AVRA), a not-for-profit corporation.

For almost 40 years, Amberwood consisted of two separate entities: AVRA owned the property but had no income; and the Amberwood Village Golf and Country Club (AVGCC) was a private club that had no property but generated income through the golf course, pool, and (then) tennis courts. In 2022, the amalgamation of the two led to the creation of AVRA as a stand-alone entity that owns the (renamed) Amberwood Village Golf and Recreation Club (AVGRC), also referred to as the Club.

AVRA is led by a volunteer Board of Directors who reside in Amberwood Village. The Board works hard to make AVRA a sustainable business that preserves Amberwood's green spaces and amenities. Only Amberwood Village homeowners can become AVRA members.

AVRA oversees AVGRC, and TMSI Sports Management manages AVGRC operations. The AVGRC facilities are open to everyone, with affordable year-round activities for the whole family. These activities range from golfing on Amberwood's nine-hole course, to playing on 10 new pickleball courts, swimming in the heated, 60-foot saltwater pool, enjoying a variety of yoga and fitness classes, and many more. AVRA Board members liaise with AVGRC to ensure smooth operation of AVGRC's golf, pickleball, and pool committees.

### 1.2 Structure and Financial Framework

As a not-for-profit entity, AVRA relies on careful management of several sources of income. These include AVRA membership dues, AVGRC membership dues, the fees associated with AVGRC activities, and the leasing of our rentable assets to reliable tenants.

AVRA membership dues come from Amberwood Village homeowners who want to show their support and have a voice in how things are run. For reporting purposes, Amberwood Village homes are grouped into two housing types: *Condos* and *Trails*. These terms reflect the physical layout and street design of the community and are used solely to support consistent reporting and year-over-year comparison. They do not represent differences in eligibility, rights, or levels of engagement among members. See [Section 7.0 of this document](#) for detailed information about AVRA membership.



AVRA membership dues go directly into our **Reserve Fund** (discussed in [Section 4.0 of this document](#)), which is earmarked to fund repair, maintenance, and continuous improvement to AVRA's property and facilities. AVGRC income and leasing revenue go to AVRA's **Operations Fund**, which is intended to fund club operations. See [Section 8.0](#) for more information about AVGRC.

## OUR TENANTS

The revenue associated with three long-term leases is a cornerstone of AVRA's overall financial security. At this time, our tenants include the Amberwood Lounge and Eatery (ALE), J.F. Sabourin & Associates, and the Amberwood Beauty Lounge.

- ◆ The reliable operation of a full-service restaurant is a big part of AVRA's overall success. In 2025, the AVRA Board negotiated a 10-year lease renewal with ALE, thereby ensuring the continuation of our successful business relationship with a stable partner. AVRA engages in ongoing discussions with ALE General Manager Ben O'Neil to enable appropriate member access to the second floor of the clubhouse without impacting ALE's other operations, including events. Their success is our success!
- ◆ In 2025, our long-term tenant J.F. Sabourin & Associates renewed their lease for three years, maintaining the ongoing history of commercial use of the Annex that supports AVRA's purposes.
- ◆ The Amberwood Beauty Lounge also renewed its lease for three years, operating on the lower floor of the Annex.

With the renewal of all three leases, AVRA's commercial space remains fully occupied, ensuring a steady income going forward. The Board will continue to maintain ongoing dialogue with the tenants to ensure that we can anticipate and respond to any issues that could impair our excellent relationships.

## 1.3 AVGRC Management (TMSI)

2025 marked the end of AVRA's five-year contract with TMSI Sports Management. A leader in sports and recreation management in the region, TMSI provides highly professional management of AVGRC, ensuring seamless customer experience while delivering significant operational revenues that support club maintenance and upgrades. Following a review of various options for future management of AVGRC, the AVRA Board entered negotiations with TMSI at the end of 2025 to renew our contractual agreement. The contract was renewed early in 2026, and we look forward to seeing the same excellent results they have achieved in the past.



## 1.4 AVRA's Board of Directors

AVRA Bylaw 2.0 stipulates that the Board must include between seven and nine elected members. Bylaw 4.0 requires that five elected members constitute a quorum. Bylaw 3.0 specifies that at least two elected representatives must live in the Condos, and at least two must live in the Trails. In accordance with Bylaw 2.1, elected Board members may serve for no more than three two-year terms for a total of six years. The AVRA membership votes for Board nominees at the Annual Meeting in accordance with the nomination and election procedures set out in Bylaw 2.1.

The elected Board members work together to assign the positions of Chair, Vice Chair, Secretary, and Treasurer, and the rest of the elected members are Directors. The elected Board can also appoint non-elected members who have expertise in specific areas pertinent to AVRA business. Non-elected members serve for one-year terms, which are renewed at the Board's discretion.

In 2025, the AVRA Board was composed of nine elected members, and one non-elected member. The composition of the AVRA Board of Directors as of April 10, 2026, is shown in Table 1, below:

TABLE 1. AVRA BOARD OF DIRECTORS			
BOARD POSITION	INCUMBENT	REPRESENTING	STATUS
✓ in current term	∞ Seeking re-election	* maximum terms served	◆ resigned
1. Chair	Marius Felix	Condos	✓
2. Vice Chair	Martha King	Trails	✓
3. Secretary	Christine Adam-Carr	Condos	✓
4. Treasurer	Paul Corriveau	Trails	✓
5. Director	Robin Richardson	Trails	✓
6. Director	Kirsty Edwards	Trails	◆
7. Director	Bernie Ashe	Trails	*
8. Director	Peter Armstrong	Condos	✓
9. Director	Doug Robertson	Trails	◆
10. Membership Committee Lead	Elizabeth Stoqua	Non-elected	

Three positions are currently open on the Board. Please see the [Section 1.6, Nominating Committee Update](#), below, for information on how to apply for Board membership.

## 1.5 Committees

AVRA relies on two types of committees to perform strategic and operational roles:

- ◆ **standing committees** monitor, report on, and advise the Board about specific functions on an ongoing basis and undertake specific duties; and
- ◆ **ad hoc committees** are formed for time-limited, specific purposes, and are disbanded once their purpose has been accomplished.



AVRA's 2025 committees are described in Table 2, below.

<b>TABLE 2. 2025 AVRA COMMITTEES</b>		
<b>COMMITTEE</b>	<b>LEAD</b>	<b>DESCRIPTION</b>
<b>STANDING COMMITTEES</b>		
Capital and Major Repairs Oversight Committee	Marius Felix	<ul style="list-style-type: none"> <li>guides and prioritizes major capital expenditures</li> <li>manages the application of the <i>Reserve Fund Study</i> recommendations</li> </ul>
Communications Committee	Christine Adam-Carr	<ul style="list-style-type: none"> <li>develops, monitors, and updates communications involving AVRA members and the broader AVGRC community</li> <li>produces quarterly newsletters and Facebook posts, reviews AVRA and AVGRC websites, emails, etc.</li> <li>supports the Membership Committee in various ways, including membership drives</li> </ul>
Community Engagement Committee	Kirsty Edwards and Martha King	<ul style="list-style-type: none"> <li>creates community events and other opportunities for AVRA members to participate in Amberwood</li> <li>collaborates with the Membership and Communications Committees to share information, ideas, and member feedback</li> </ul>
Executive Committee	Marius Felix	<ul style="list-style-type: none"> <li>sets strategic direction for the Board</li> <li>provides oversight of Board committees</li> <li>ensures timely operational decisions</li> </ul>
Finance Committee	Paul Corriveau	<ul style="list-style-type: none"> <li>provides guidance to the Board on all financial matters, including the annual budget, monthly financial statements, tax filings, etc.</li> </ul>
Governance Committee	Marius Felix	<ul style="list-style-type: none"> <li>sets the processes, structures, and organizational norms that determine how Board authority is exercised, how decisions are taken, and how decision-makers are held accountable</li> <li>outlines the approaches for maintaining a high-performing Board that aligns with best practices for not-for-profit organizations</li> </ul>
Greens Committee	Peter Armstrong	<ul style="list-style-type: none"> <li>liaises with the TMSI General Manager and Course Superintendent on the planning and day-to-day operation of the golf course with respect to the maintenance and development of the grounds</li> </ul>
Marketing Committee	Robin Richardson	<ul style="list-style-type: none"> <li>sets and guides the strategy for all AVRA community marketing and branding initiatives in alignment with AVRA's mission and vision</li> <li>works with TMSI to conduct club member satisfaction surveys</li> <li>works closely with TMSI to execute the marketing strategy and plans</li> </ul>
Membership Committee	Elizabeth Stoqua	<ul style="list-style-type: none"> <li>promotes and monitors AVRA membership</li> <li>fosters engagement and a sense of community among members</li> <li>works with the Communications Committee to remain in frequent contact with the membership through a variety of communication tools.</li> </ul>
<b>AD HOC COMMITTEES</b>		
Nominating Committee	Marius Felix	<ul style="list-style-type: none"> <li>is formed each year (if required) to select Board members</li> <li>reviews and recommends new Board member nominees</li> <li>presents nominees for member election/approval at the Annual Meeting.</li> </ul>
<b>AVGRC COMMITTEE</b>		
Activities Advisory Committee	Katharine Usher-Vollett	<ul style="list-style-type: none"> <li>acts as liaison between AVGRC members, TMSI, and AVRA</li> <li>addresses suggestions or feedback from members on activities and facilities</li> </ul>



## 1.6 Nominating Committee Update

To ensure that AVRA can continue to fulfill its legal and fiduciary responsibilities, the Board strives to recruit Directors who will contribute their diverse experience, skills, and perspectives to the work of the Board.

Per Bylaw 3.0, AVRA's Nominating Committee reviews the profiles of any members who come forward, conducts interviews to identify those whose skills best address the current needs of the Board, and nominates successful candidates to fill Board vacancies. The Nominating Committee then presents the nominees for a member vote at the next Annual Meeting or at a special meeting for that purpose. In keeping with Bylaw 3.1, applications must be made in writing and must be endorsed by at least seven AVRA members in good standing. Each application must be accompanied by the candidate's written consent to serve.

AVRA encourages members who want to make a difference in the Amberwood Village community to consider how they could contribute as a Board member to the dynamic work of maintaining and continuously improving Amberwood. **This will become more important in 2026 and 2027**, when members who joined the Board when AVRA and AVGRC amalgamated in 2022 reach their term limits.

For example, Bernie Ashe has completed the maximum number of years as an elected member of the Board, and Kirsty Edwards will leave this year to focus on her family. Both have been outstanding contributors to AVRA. In addition, Doug Robertson chose to vacate his Director role in June 2025 for personal reasons. These vacancies all need to be filled.

On January 25, 2026, the Board sent out a call for interest to all AVRA members who might want to serve on the Board. To date, the Board has nominated three candidates who submitted their profiles for consideration (included in [Appendix A to this report](#) for member review), and the Board will hold a membership vote at the Annual Meeting to confirm acceptance of these individuals to the Board.

Any additional nominees must submit their resumés to Nominating Committee Chair, [Marius Felix](#), no **later than Tuesday, April 29<sup>th</sup>** (six days before the May 4<sup>th</sup> annual meeting) to be considered for inclusion in this year's election.

## 2.0 GOVERNANCE ACTIVITIES

In 2025, AVRA invested significant resources to strengthen its governance. Our focus was to comply with new legislation while enhancing transparency and accountability.

Linda Norton, an active volunteer and AVRA member, worked behind the scenes to provide invaluable advice on new and updated governance tools, drawing on her previous experience as a non-elected member of the AVRA Board.



## 2.1 Bylaw Update

Continuing a project begun in 2024, the AVRA Board spent countless hours overhauling its bylaws to comply with Ontario's [Not-for-Profit Corporations Act \(ONCA\)](#). Paul Corriveau and Bernie Ashe led this work, with extensive advice from legal counsel. The Board then shared the proposed bylaw updates with the AVRA membership at Town Hall meetings in early 2026 in preparation for a vote at the May 4<sup>th</sup> Annual Meeting.

## 2.2 Dissolution Clause

Our work to comply with the ONCA led to a related initiative to update AVRA's *Articles of Amalgamation* to include a Dissolution Clause.

The dissolution of AVRA would mean the end of our legal existence. This would be triggered either voluntarily by the will of our members, or by a business failure. Under ONCA's default provision, AVRA's property would be sold, and excess monies would be distributed among members.

AVRA's membership has signalled strong opposition to this potential outcome. In 2025, AVRA Board Vice Chair Martha King undertook research into alternative options that would protect Amberwood from development. After the Bylaw updates are approved at the 2026 Annual Meeting, the Board will further engage legal counsel to draft a Dissolution Clause to preserve Amberwood's greenspace. AVRA members will be consulted on the findings and will be invited to participate in discussions to determine the best way forward.

## 2.3 Conflict of Interest Rules

The ONCA also sets out new conflict of interest rules to strengthen accountability for not-for-profit corporations. In 2025, the Board began an initiative to incorporate these rules into an updated comprehensive *Code of Conduct for Board Members*. Once approved, this new code will be adopted in 2026.

## 2.4 Risk Mitigation Strategy

Also in 2025, the Board formalized how we identify, monitor, and mitigate the risks that might impact AVRA's business or financial activities, communications, and governance. Going forward, our risk mitigation strategy will inform and support strategic and business planning.

## 2.5 Memorial Donations Policy

In response to requests from AVRA and AVGRC members, the AVRA Board has adopted a new [Memorial Donations Policy](#) that provides guidance for the placement of memorials on the Amberwood property. Offering benches and trees at a cost that includes maintenance and a memorial plaque, this policy will ensure a consistent approach to memorializing loved ones.



## 3.0 CAPITAL SPENDING & FIXED ASSETS

Keeping AVRA's facilities in top shape is key to the success of our business, and we are ever mindful of the need to prioritize our investment in these assets. This includes managing our physical holdings to mitigate the effects of climate change while adopting best practices for energy efficiency. For example, when upgrading interior lighting we opted to replace old pot lights with LED fixtures.

AVRA's Capital Spending and Fixed Assets Committee works with the AVGRC General Manager to manage planned projects for which budgets have been set, while also responding to infrastructure needs that may arise unexpectedly or ahead of schedule. Our Operations Fund and a healthy [Reserve Fund](#) ensure that we can continue to do both.

In 2025, the Capital and Major Repairs Oversight Committee continued to work within the approved 2022-2026 spending limit of \$491,056, which was approved by AVRA members at the 2022 Annual Meeting.

### 3.1 Projects Undertaken in 2025

2025 saw the successful completion of the following improvement projects:

- ◆ upgrading the clubhouse eavestroughs;
- ◆ resurfacing the pickleball courts;
- ◆ paving the pathways around the clubhouse;
- ◆ renovating the clubhouse washrooms;
- ◆ reinforcing and upgrading the loading dock and the retaining wall between the loading dock and the pool;
- ◆ upgrading the fitness room ceiling; and
- ◆ adding heat pumps in the ALE kitchen.

#### EAVESTROUGHES

While the pathways were being resurfaced, it became clear that the eavestroughs on the side of the clubhouse facing the golf course were undersized, causing water to pool during periods of heavy rain. Upgrading to high capacity eavestroughs has resolved the drainage problem. This unplanned expenditure was paid for out of AVRA's Reserve Fund at a cost of **\$14,370**.

#### PICKLEBALL COURTS

As planned, the pickleball courts were completely resurfaced in the late Spring of 2025. Our members and instructors agree that the outcome is outstanding, providing players with an exceptional playing surface. The new court surfaces have an expected life span of five to six years. The cost of this project was **\$89,900**, which was paid for out of the Operations fund.

#### PATHWAYS AROUND THE CLUBHOUSE

As planned, the pathways around the clubhouse and bordering the pickleball courts, and the approach to the first tee, were paved to minimize dust and to correct drainage issues. The cost of this successful improvement was **\$64,214**, paid for out of Operations.



### CLUBHOUSE WASHROOMS

As planned, the men's and women's bathrooms in the basement of the clubhouse were both completely renovated. In addition, the drainage system in the men's upstairs bathroom was replaced as an unplanned but necessary improvement, which resulted in an over-budget variance. This work was paid for out of Operations at a total cost of **\$43,335**.

### LOADING DOCK & RETAINING WALL

The work to reinforce the loading dock and the retaining wall between the loading dock and the pool was planned in 2024 as a proactive measure to address what could have become a safety issue. The upgrade to meet the required safety standards was done at a cost of **\$59,400**, which was paid for out of Operations.

### FITNESS ROOM CEILING

The fitness room ceiling was upgraded, making the room more attractive for those using it. This unplanned but much needed investment was completed at a cost of **\$8,189**, which was paid for out of Operations.

### ALE HEAT PUMPS

The air treatment equipment in the ALE building was badly deteriorated, particularly in the kitchen. The heat pumps essentially failed during the heat wave of last summer and were subsequently replaced, addressing a health and safety issue for ALE staff and patrons. The replacement cost was **\$20,093**, paid for out of Operations.

## 3.2 Summary of 2025 Capital and Major Spending

The following table summarizes all capital and major spending in 2025. Please note that the Reserve Fund financed **only** the unplanned improvements to the eavestroughs. The Operations Fund covered the cost of all other work.

TABLE 3. SUMMARY OF ALL 2025 CAPITAL AND MAJOR SPENDING			
ITEM	BUDGET	ACTUAL COST	VARIANCE
<b>PAID OUT OF THE RESERVE FUND</b>			
Eavestroughs (paid from the Reserve Fund)	\$0	\$14,370	\$(14,370)
<b>PAID OUT OF THE OPERATIONS FUND</b>			
Pickleball Courts	\$89,000	\$89,900	\$(900)
Pathways around the clubhouse	\$45,000	\$62,214	\$(17,214)
Clubhouse washrooms	\$9,000	\$43,335	\$(34,335)
Loading dock and retaining wall	\$59,800	\$59,400	\$400
Fitness room ceiling	\$0	\$8,189	\$(8,189)
ALE Heat pumps	\$0	\$20,093	\$(20,093)



### 3.3 Spending Priorities for 2026

Our priorities for 2026 are to upgrade the parking lot lights, add more safety poles and netting to the pickleball courts, and re-design hole number two on the golf course.

Plans to upgrade the parking lot lights in 2025 were postponed due to supply chain challenges, so this project will be completed in the spring of 2026. The current lighting is more than 40 years old and is deteriorating, resulting in reduced illumination and safety concerns for visitors. The new lights will be LED-based, designed to maximize energy efficiency, reduce maintenance, and improve visibility. The estimated cost for this work is **\$78,000**.

The pickleball courts were resurfaced in 2025, but additional safety poles and netting are still needed to provide protection from errant golf balls. This work will be done in 2026. The Board is still waiting for estimates from contractors, but we expect a cost of **between \$60,000 and \$70,000**.

In 2025, AVRA engaged the services of a golf course design firm to develop solutions to the problem of golf balls being hit onto the properties that border the second hole fairway. For logistical reasons, these solutions will be implemented incrementally in 2026 and 2027. The work will be done in consultation with the Mississippi Valley Conservation Authority, which has regulatory oversight of the flood plain sections of the Amberwood property. The estimated cost of this initiative is **currently being researched**.

#### OTHER POSSIBLE SPENDING

The Capital Spending and Fixed Assets Committee will carefully assess other spending requirements if and as they arise for 2026, and will inform the AVRA membership of any decisions we make in next year's Annual Report. If approval is required for any projects — that is, if any spending from the reserve fund will exceed the approved limit of \$491,056 for the 2022 through 2026 period — the Board will apply the process established in the bylaws to seek member approval.

## 4.0 RESERVE FUND UPDATE

AVRA's Reserve Fund was established in 2021 to fund the repair and replacement of Amberwood's buildings, equipment, and site components over a 30-year period. Bylaw 7.1 requires that the Reserve Fund be held in a financial institution and that it be segregated from operating funds. Bylaw 7.1 further stipulates that annual AVRA membership dues must be deposited into the Reserve Fund and may not be used for funding club operations, which are to be covered by the Operations Fund.

To ensure an objective approach to establishing and maintaining the Reserve Fund, Bylaw 7.1 requires that an independent engineering assessment be made every five years to determine what is needed to keep Amberwood in good shape over time. In 2021, the Board engaged engineering firm IRC Building Sciences Group Engineers and Consultants to fulfil this requirement. The resulting [Reserve Fund 30-year Study \(RFS\)](#) was completed on October 22, 2021, and the findings have guided our priorities over the past five years.

A new study will be conducted in 2026, and the Board will update priorities accordingly.



## 4.1 Reserve Fund Contributions

The 2021 RFS called for annual fund contributions of \$90,000 and an increase of 5% per year. Based on a total of 450 AVRA members in 2021, the initial annual membership dues were set at \$200 for an Active membership and \$100 for a Basic membership (see [Section 7.3, of this document, "AVRA Membership Types"](#)). Dues are now \$220 for an Active membership and \$110 for a Basic membership.

The RFS forecast assumed no contributions from the Operations Fund. However, strong operating results were such that the Operations Fund was able to contribute \$100,000 to the Reserve Fund in 2022, and \$50,000 in 2023. This success also enabled us to pay for most of the 2024 and 2025 capital expenditures from the Operations Fund instead of from the Reserve Fund.

In 2025, contributions to the Reserve Fund came from member dues and interest income, which totaled approximately \$70,000.

## 4.2 Current Financial Position of the Reserve Fund

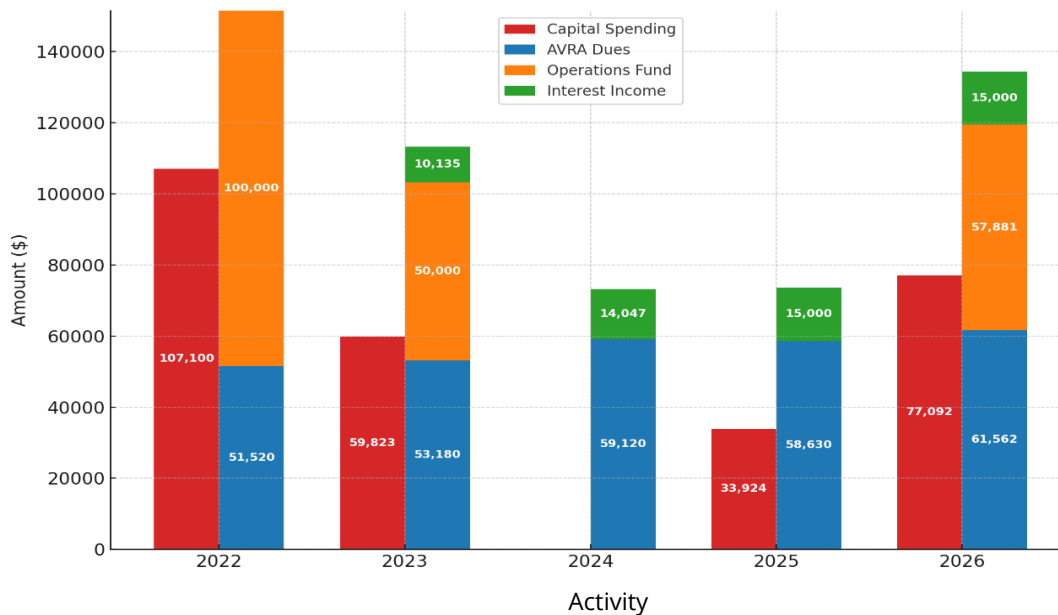
ITEM	DEPOSITS	WITHDRAWALS	BALANCE
<b>Opening balance (January 2025)</b>			<b>\$321,934</b>
Income from AVRA membership dues	\$53,600		
Contribution from Operations Fund	\$0		
Interest income	\$12,476		
<b>Net deposits</b>	<b>\$66,076</b>		
Disbursements, eavestroughs		\$14,370	
Bank charges		\$133	
Transfers from 2024		\$890	
<b>Net Withdrawals</b>		<b>\$15,393</b>	
<b>Ending balance @ December 31, 2025</b>			<b>\$372,617</b>

## 4.3 Reserve Fund Disbursements to Date

The chart below compares year-over-year contributions from all sources against planned and actual capital spending. In 2022, 2023, 2024, and 2025, contributions from AVRA dues, the Operations Funds, and interest income have exceeded capital spending, demonstrating the sustainability of AVRA's financial planning. Based on expected spending requirements set out in the RFS and the steady increase in AVRA membership and the Operations Fund, this pattern is expected to continue through 2026.



**Figure 1: Year-over-year Contributions vs. Capital Spending (2022-2026)**



The specific improvements identified in the 2021 RFS that were paid from the Operations Fund are detailed in Table 5, below. Being able to refrain from using the Reserve Fund to finance these expenditures allowed us to continue building a strong Reserve Fund to manage future requirements.

TABLE 5. RESERVE FUND STUDY FORECAST FOR AVRA CAPITAL SPENDING DETAILS—2022 THROUGH 2026	
YEAR	DESCRIPTION
2022	Annex air conditioning (40K); electrical (35K); clubhouse foundation (20K); other work (12K)
2023	Annex siding and trim (50K); golf shelter (9K)
2024	Maintenance building siding/windows/doors (44K); wood bridges (12K), other work (5K)
2025	Annex washrooms (22K); clubhouse flooring (57K); fence (11K)
2026	Foundation (11K); washrooms (6K); pavement south, loading (90K); curbs (53K)
<b>Total Spend \$277,939                      Total Contributions \$546,075                      Balance \$419,057</b>	

#### 4.4 Forecast Disbursements (2027-2031)

Based on the 2021 RFS, capital needs are expected to decrease significantly for 2027-2031. As shown in Figure 2, below, the Board expects that continued growth in contributions across all sources will still exceed anticipated spending each year.



**Figure 2: Year-over-year Contributions vs. Capital Spending Forecast (2027-2031)**

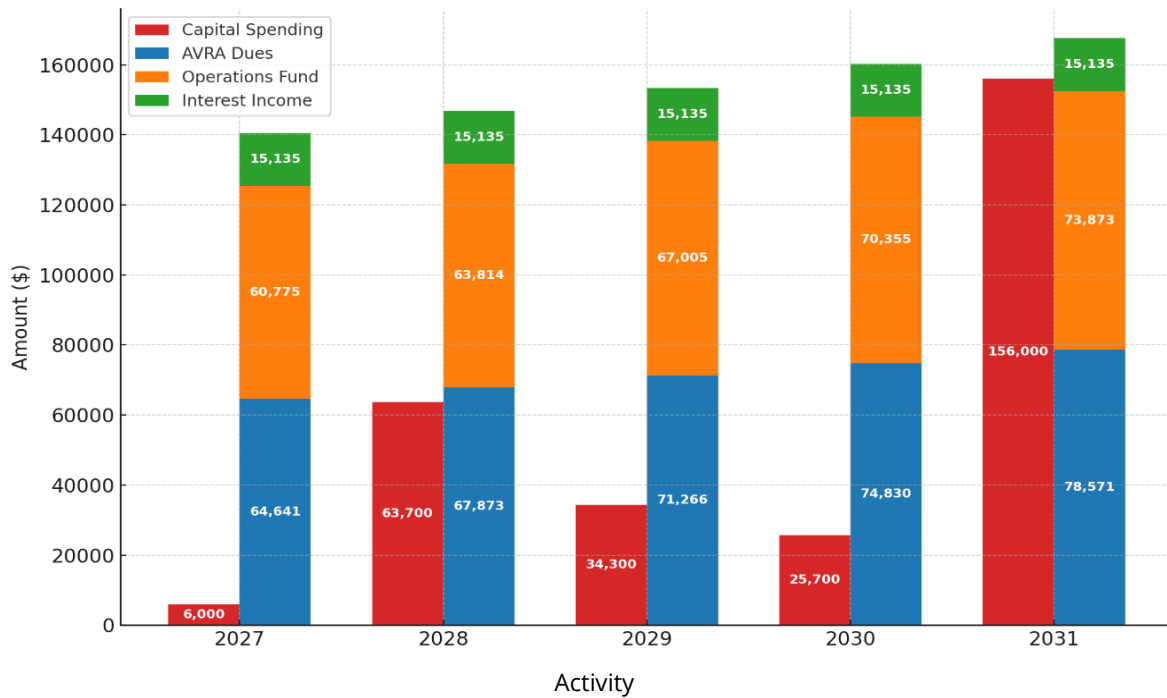


Table 6, below, details the repairs that were forecast in the 2021 RFS for completion between 2027 through 2031. Please note that these items are expected to change with the 2026 RFS, which will be completed before the end of this year.

TABLE 6. RESERVE FUND STUDY FORECAST FOR AVRA REPAIRS—2027 THROUGH 2031		
YEAR	DESCRIPTION	
2027	Exterior lighting (16K)*, RFS update (6K)	
2028	Retaining walls (55K)*, kitchen appliances (30K), golf bridges (12K), paint (10K), garage door (5K), other (7K)	
2029	Pavement repair (29K), sidewalks (15K)*, other (5K)	
2030	Clubhouse washrooms (72K)*, interlocking walkway (26K)	
2031	North lot pavement (136K), flooring annex (19K)	
* The original total estimated cost of the items marked with an asterisk was \$168,000. Those items will instead be funded from operations in 2026, at an updated cost of \$285,700.		
	<b>Total Anticipated Spend</b>	<b>Total Anticipated Contributions</b>
	<b>\$285,700</b>	<b>\$768,678</b>
		<b>Balance</b>
		<b>\$902,035</b>



## 4.5 Reserve Fund Summary

The Reserve Fund remains in a strong position to be able to meet our requirements. This is clearly shown by the fact that, while the 2021 RFS projected a December 31, 2025, balance of \$49,000, the actual balance was \$372,617.

The 2026 RFS will update all assumptions in the 2021 study. This will include new guidelines for repairs and capital requirements, and the Board will set annual member dues around those requirements. Given the strong position of the Reserve fund, the Board recommends that dues for 2027 be frozen at 2026 levels. The Board will put forward a motion for a membership vote on this recommendation at the Annual Meeting.

We are not expecting any material differences in the timing or amounts of any major disbursements. The Board will share the new study with members and look for member approval at the 2027 Annual Meeting.

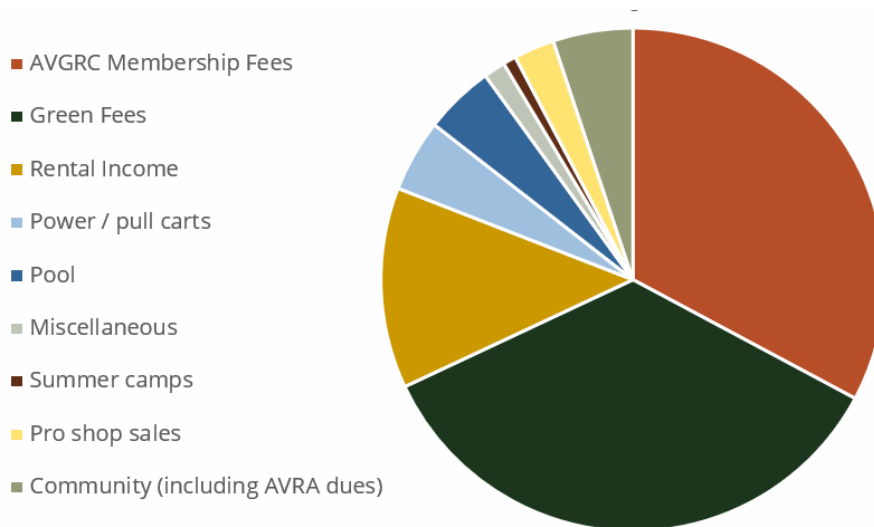
## 5.0 TREASURER’S REPORT

AVRA recognizes the importance of prudent fiscal management to safeguard our long-term viability as a not-for-profit corporation. Our Finance Committee (comprised of Paul Corriveau, Brad Hiron, and Terry Wright) ensures that AVRA meets its legal obligations and duty to the membership by following best practices for transparency and accountability with respect to expenditures and investments.

2025 was once again a successful year financially for AVRA. Net income was \$77,000, exactly as budgeted. In addition, our earnings before interest, taxes, depreciation, and amortization (EBITDA — a measure of cash flow) was an impressive \$253,000 in 2025. The principal difference between net income and EBITDA is the depreciation of our fixed assets.

Figure 3, below, illustrates our various income streams for 2025.

**Figure 3: AVRA Revenues 2025**



Total revenue in 2025 was \$1,550,000 (an increase of 9% from the previous year), while operating expenses increased by 22%. The major revenue increase resulted from green fees (up 13%), pool drop-in fees (up 16%), and tenant income (up 9%). Major expense increases included salary and benefits (up 33%) and maintenance (up 75% due to the resurfacing of the pickleball courts).

The balance sheet remains very healthy with cash and investments totaling \$721,000, nearly half of which is dedicated to the Reserve Fund. Our capital assets are subject to depreciation, and total \$4,640,000. Once again, we received a clean audit opinion from our auditors, Kelly, Huibers, and McNeely. Their opinion and statements, along with more details about AVRA's balance sheet, are included with the financial statements in [Appendix B to the members-only version of this report](#).

## 6.0 UNDERSTANDING AVRA vs. AVGRC MEMBERSHIPS

AVRA and AVGRC memberships serve different but complementary purposes.

**AVRA membership** is restricted to Amberwood Village homeowners and supports AVRA governance and the Reserve Fund. AVRA members get a voice and a vote in decisions around how Amberwood is maintained and improved.

**AVGRC memberships** are open to the public and support programming and day-to-day operations (i.e., AVRA's Operations Fund).

## 7.0 AVRA MEMBERSHIP

AS AVRA's primary stakeholders, members are central to the organization's vitality and long-term sustainability. In addition to providing essential revenue, an engaged membership also contributes invaluable volunteer time, leadership, innovation, and community insight. Meeting the short- and long-term interests of Amberwood Village homeowners through inclusive programs, shared stewardship, and community connection is what AVRA is all about.

A strong and engaged membership base helps to sustain participation, reinforces community trust, and ensures long-term support for our greenspace and amenities. Together, we sustain and strengthen our community. Consistent member participation also strengthens AVRA's financial resilience and our ability to plan for aging infrastructure, climate impacts, and unforeseen events.

In addition, AVRA members enjoy preferred access and pricing for AVGRC memberships, programs, and clinics, along with several other benefits.

### 7.1 AVRA Membership Committee

Elizabeth Stoqua chairs AVRA's Membership Committee, which also includes Bernie Ashe, Leo Kerklaan, Martha King, and Frances Pennell. This Committee is responsible for growing, retaining, and monitoring AVRA membership. The Committee also plays a vital role in strengthening community connection and participation, helping to ensure that Amberwood Village homeowners remain informed, engaged, and invested in AVRA's long-term success.



In 2025, the Committee focused on broadening membership growth and retention. This included developing and implementing several new initiatives to improve outreach, welcome new homeowners, and maintain contact with households that are difficult to reach through traditional campaigns.

For example, the Committee prepared and distributed Welcome Kits for new homeowners to explain membership options and encourage early engagement with the community. Volunteer Street Ambassadors then delivered these kits to provide a personal introduction to AVRA. The Committee also coordinated and supported a large team of volunteer canvassers who assisted with the annual Spring Membership Drive, helping to ensure broad, face-to-face outreach across the Amberwood Village community.

In addition, the Committee organized a second Member Appreciation event to recognize volunteers and members, support retention, seek new volunteers and members, and reinforce a sense of belonging within the community.

## 7.2 Who Can be an AVRA Member?

All 794 Amberwood Village homeowners within the following boundaries can join AVRA:

- ◆ Hazeldean Road on the north;
- ◆ Abbott Street on the south;
- ◆ the hydro right of way that runs between Amberlakes and Amberwood (which includes the houses on Hedgerow) on the west; and
- ◆ the pathway between the Amberwood and Forest Creek neighbourhoods on the east.

Collectively, AVRA members exercise stewardship over Amberwood's green legacy; that is, the approximately 50-acre property that comprises Amberwood Village. This includes voting for the Board member nominees and participating in the Annual Meeting, where they have a formal voice in decisions affecting the AVRA's long-term management, preservation, and sustainability. Please see the [Amberwood Village Map](#) for an overview of the community boundaries and the detailed streets and pathways.



### 7.3 AVRA Membership Types

2026 membership dues are \$110 ("Basic") or \$220 "Active" + HST. Differences are shown below:

PRIVILEGES	BASIC	ACTIVE
Activities	No fee for indoor activities (e.g. billiards, board games, knitting). Non-members pay \$55 per activity or \$110 for a social membership. Option to join paid instructor-led activities.	
Events	Free annual breakfast and Member Appreciation Event for all household members and priority seating/discounts on AVRA events.	
Voting	Yes	Yes
Discounts	N/A	5% off club memberships, daily drop-in fees and member rates for programs
Club Credit	N/A	\$10 credit to be used for clinics, programs, guest fees, or memberships
Activity passes *	N/A	<b>One</b> of the following packages: <ul style="list-style-type: none"> <li>◆ 2 golf passes</li> <li>◆ 4 pool passes</li> <li>◆ 4 pickleball passes</li> <li>◆ 1 pass each for golf, pool, and pickleball</li> </ul>
Golf	N/A	Advanced tee-time bookings (six days per week)
Club Membership	N/A	No waitlist for AVRA members
ALE Gift Card**	\$25.00 value	\$50.00 value

\* Passes are valid for one season only

\*\*Certain conditions apply, as described on [the Amberwood Village website](#)

### 7.4 Membership Representation

Of the 794 homes in Amberwood Village, 385 are *Condos* and 409 are *Trails* (see [Section 1.2 Structure and Financial Framework](#)).

AVRA membership operates on a calendar-year basis (January 1 to December 31). At the end of 2025, 345 households (approximately 43%) held AVRA memberships. Table 8 below shows the distribution of membership by housing type and membership category at the end of 2025.

REPRESENTING	BASIC	ACTIVE	TOTAL
Condos	106	95	201
Trails	76	68	144
<b>TOTAL MEMBERSHIP</b>			<b>345</b>



## 7.5 Annual AVRA Membership Dues

Because our Reserve Fund is so well ahead of projections, the Board is recommending no increase in annual dues for 2027.

**TABLE 9. AVRA ANNUAL MEMBERSHIP DUES**

MEMBERSHIP TYPE	2024	2025	2026
Basic	\$105	\$110	\$110
Active	\$210	\$220	\$220

## 8.0 AVGRC UPDATE

In 2025, the popularity of all AVGRC programs and facilities stayed strong, reflecting the robust engagement and enthusiasm of our community. With over 950 members across golf, pool, and pickleball, the Club remains a vibrant hub for recreation, connection, and community spirit. And as always, we continued to implement protocols to ensure the health and safety of our employees and customers.

Throughout the year we introduced new programs and offerings, all of which received strong participation and positive reviews. These successes would not have been possible without the incredible support of our volunteers. I would like personally to extend a heartfelt thank you to all volunteers who generously dedicate their time, energy, and expertise to AVGRC. Your commitment is deeply appreciated and does not go unnoticed.

AVGRC memberships have been managed on outdated software for some years, so in 2025, we undertook extensive market research and tested new membership systems. However, no off-the-shelf solution provided the unique functionality required to deal with the diverse needs of the two membership structures. In 2026, we will focus on procuring a custom solution that meets our requirements. With a new system, we will be able to provide a much-improved user experience while also creating significant operational efficiencies.

Between weather factors and a recent growth in development, Stittsville’s tree canopy has been declining. Some of Amberwood’s trees have also recently died due to disease or extreme climate conditions. We have been focused on tree removal and stump grinding, with no opportunity to replace the trees. With the goal of making a small contribution to redress this loss, AVGRC has committed to planting two trees for every tree that must be removed over the next five years.

In 2025, small stands of invasive phragmites were identified on the Amberwood property. Left unchecked, this plant could spread aggressively, taking over wetland areas on the golf course and negatively impacting biodiversity. In response, two AVRA Board members have joined the Mississippi Valley Conservation Area’s new Invasive Phragmites working group. As a first step the group will take part in mapping the spread throughout the Conservation Area’s regulated lands. Also, TMSI/AVGRC plans to remove phragmites in 2026 following best practices, and we recognize that this work may need to be done on an annual basis.

We plan, as always, to keep finding new ways to exceed the expectations of our members and the broader community.



## 8.1 Golf

With over 30,000 rounds being played, 2025 was a busy season. Golf had another strong and memorable year, with league play again selling out and waiting lists highlighting the continued demand and popularity of the program. Last year also marked a phenomenally successful inaugural season for the Junior Intersectional team, while the Senior Men's Intersectional team enjoyed another excellent day of golf in September.

The mixed social events in May, on Canada Day, and in September were hugely popular, selling out quickly and providing fun, inclusive opportunities for members to connect. The outdoor season wrapped up with the annual Christmas Par-Tee on December 6, which was organized by Tom Woodward. This sold-out event was a resounding success, raising over \$450 for the Stittsville Food Bank and reinforcing the Club's commitment to giving back to the community.

Since the early 2020s, Amberwood has attracted record numbers of junior golfers who represent the future of the game. In 2025, we held a clinic for Junior members to emphasize the importance of golf course etiquette, including pace of play. Glen Carr's team of volunteer Play Coordinators reinforced this daily. And in 2026 AVGRC will be introducing Parent and Child clinics, providing a fun way to introduce the next generation to the game.

During the off season, AVRA members and the broader community enjoyed the open space of the golf course for walking, skiing, and snowshoeing, with paths periodically groomed by TMSI. From a turf management perspective, Superintendent Mark Hynes and his team worked tirelessly throughout a challenging summer, battling prolonged heat conditions while keeping the course in excellent playing condition. Their dedication and expertise were evident throughout the season.

Continued bunker renovations progressed well and we finished renovating the ninth tee decks, enhancing both playability and course aesthetics. These improvements, together with the planned addition of a length of netting, will help prevent errant balls from entering the pool and pickleball areas. In 2025, errant golf balls along the second hole also became a growing public safety concern, which is included as an improvement priority for 2026 [discussed in Section 3.3](#).

AVGRC remains committed to applying best practices for golf course maintenance to ensure turf health, sustainability, and high-quality playing conditions. Throughout the 2025 season, the turf team helped ensure that the course remained in great shape all summer long. Maintenance measures included:

- ◆ aeration of greens and tees to reduce thatch buildup, improve soil structure, and promote healthy root growth;
- ◆ regular top dressing to smooth playing surfaces and support consistent turf conditions;
- ◆ integrated pest management (IPM) practices in accordance with the requirements of the IPM Council of Canada, to ensure environmentally responsible turf care;
- ◆ careful monitoring of water usage during peak summer conditions in accordance with the parameters of the Ministry of Environment water-taking permit; and
- ◆ ongoing mowing, edging, and routine maintenance to sustain course standards throughout the season.



We were also pleased to welcome some additional help with goose control. Lera Gurova and her canine partner, Felix, did an excellent job keeping the Canada geese at bay, and we look forward to welcoming them back in 2026.

Apart from an overabundance of geese, numerous other wildlife species were observed on the golf course. Pike, bass, and other fish enjoyed life in the ponds, while muskrats, turtles, and frogs inhabited the shorelines, co-existing with egrets, herons, and ducks. Squirrels and rabbits were plentiful on dry land, with occasional visits from foxes and coyotes. Songbirds, crows, ravens, and owls also continue to take advantage of our beautiful acreage.

## 8.2 Pool

With the prolonged heat last summer, the pool was incredibly popular. Our lifeguard team once again provided a safe, welcoming, and enjoyable environment for members of all ages. Youth swimming lessons and adult aqua-fit classes continued to thrive, offering both skill development and fitness opportunities. In addition, the ever-popular **Music by the Pool** events were once again enjoyed by all, creating a fun and social atmosphere that members look forward to.

## 8.3 Pickleball

Pickleball experienced another outstanding year, supported by an expanded and diverse program offering. We hosted several successful tournaments and events, including:

- ◆ the **Ottawa Open at Amberwood** in May;
- ◆ the **Amberwood Open**;
- ◆ the **Fun Pickleball Tournament** in September; and
- ◆ the season-ending **Gold Flush Day**.

With last year's repaving project completed, we now boast some of the best pickleball courts in the city, greatly enhancing player experience and supporting the continued growth of the program. But growth can mean new challenges.

In 2025, AVRA and AVGRC's General Manager met with homeowners near the pickleball courts to discuss their concerns about noise from pickleballs and players. Several strategies were implemented, including:

- ◆ piloting an earlier closing time on Sunday evenings;
- ◆ improving enforcement of regular closing times;
- ◆ reminding members in written communications to consider the neighbours when having fun on the courts; and
- ◆ purchasing quiet paddles and offering them to players as demos.

Going forward in 2026, the club will continue to research and implement noise mitigation strategies, including screens and court signage, with regular check-ins on their effectiveness with nearby homeowners.



## 8.4 Fitness and Yoga

New in 2025, AVGRC began offering a variety of fitness and yoga classes designed for all levels and interests. Classes were quickly filled by those looking to dance, build strength, or find balance and flexibility.

## 8.5 Summer Camp

In 2025, Amberwood offered eight weeks of summer camp operated by TMSI. Campers from six to 12 years of age participated in swimming, soccer, basketball, ball hockey, volleyball, dodgeball, water games, and more. These camps bring welcome youthful energy to the club while providing needed services to local families, and will be offered for nine weeks in 2026.

# 9.0 AVGRC MEMBER FEEDBACK

AVGRC is continually adapting to enhance member and customer experience. Each year, we actively seek feedback to refine our offerings, strengthen our operations, and ensure that our facilities meet the needs of our diverse and growing client base. Through our annual *Membership Satisfaction Survey* and *Green Fee Customer Net Promoter Score (NPS) Survey*, we gain valuable insights into the member experience.

## 9.1 Member Satisfaction Survey

The *AVRGC Member Satisfaction Survey* looked at our golf, pickleball, and swimming programs.

### **GOLF**

42 respondents provided feedback on pace of play, etiquette, and the junior golfer program. More than half noted that the pace of play has improved, but some are still concerned about the occasional slow round. In general, most golfers reported positively on the player coordinator program. Some would like to see the player coordinators move around the course more often.

Golfers would like to see improvements with ChronoGolf to allow for easier bookings for both members and non-members. The course itself was rated to be in good condition, with some concerns about a few tee boxes and shallow areas that hold water.

### **PICKLEBALL**

176 people participated in the pickleball survey, which focused on court scheduling, lighting, and wind screens. Many reported that the online court booking process was easy, but that booking an available court was difficult because the courts booked up very quickly. There were concerns about one person booking multiple courts, and with courts booked being booked but then left empty because the parties who booked them didn't show up. Several respondents requested evening and weekend programs.

While many people appreciated the bathroom renovations, some reported dirty conditions, especially during summer camper times. Ladder and open play remain very popular, but some respondents mentioned that they would like to see improvements to lighting wind screens.

Many would enjoy BBQ get togethers to open and close the season.



**POOL**

65 members responded to the swimming survey, which focused primarily on balancing swim time types. Several people commented that they would like to have more adult swim times, a few wanted more family swim times, and most indicated that there was a good balance in the existing schedule. We are taking a close look at hourly and daily pool use, and will adjust the balance between family swim, adult swim and community swim blocks as needed to provide reasonable access to all. Overall, the locker room was seen as an improvement over last year, but many would like to see increased cleaning during summer camp season. Most were very happy with the lifeguards.

**OVERALL**

All three programs received high satisfaction ratings with respect to staff and operations. However, the results also highlighted some opportunities to improve on how access is allocated, enforced, and communicated. Detailed results on member feedback are shown below.

TABLE 10. 2025 AVGRC MEMBERSHIP FEEDBACK RESULTS			
CATEGORY	GOLF	POOL	PICKLEBALL
<b>Overall Experience</b>	Very positive	Very positive	Positive but strained
<b>Facility Condition</b>	<b>4.38 / 5</b> – Course in very good shape	<b>4.14 / 5</b> – Pool area in nice shape	~ <b>3.9 / 5</b> – Acceptable, some wear
<b>Cleanliness (Locker rooms/Washrooms)</b>	Ongoing concern during peak use	<b>3.4 / 5</b> – Inconsistent, camp impact	<b>3.9 / 5</b> – Wet floors, shared use
<b>Staff Friendliness</b>	<b>4.56 / 5</b> – Major strength	<b>4.3-4.4 / 5</b> – Very strong	<b>3.9 / 5</b> – Friendly, variable knowledge
<b>Staff Coverage/ Visibility</b>	Inconsistent marshaling	<b>4.7 / 5</b> – Excellent coverage	Limited court-side presence
<b>Booking/Access</b>	<b>4.11 / 5</b> , With guest & flexibility issues	Not a major concern	<b>3.41 / 5</b> – Top issue
<b>Scheduling/Balance</b>	Pace of play pressure	Adult vs family swim tension	Open play vs bookings tension
<b>Primary Frustration</b>	Pace of play & tee access	Schedule balance & cleanliness	Court availability & no-shows
<b>Primary Strength</b>	Course conditions & staff	Safety, staffing & aquafit	Community & participation

Thank you to everyone who took the time to participate in the surveys! Your input will be invaluable in helping us confirm where we need to focus this year to develop our action plans for 2026. Please see [Section 9.3, below](#), for a glimpse of the priorities we've already identified.



## 9.2 Green Fee Customer Net Promoter Score (NPS) Survey

Green fee customers play an important role in the long-term success of the AVGCR, contributing to word-of-mouth growth and recurring visits. Their satisfaction is one of our top priorities. To this end, Amberwood continues to use the *Net Promoter Score (NPS) Survey* to measure the loyalty and satisfaction of our green fee customers towards the Amberwood brand, golf course, and overall experience. The NPS survey determines how likely customers are to recommend the Amberwood golf course to others based on customer ratings of 10 aspects. Each aspect is rated on a scale of 0-10 "points," for a total possible NPS score of 100. A score between 30 and 70 is considered good.

Our NPS score was 48. This is considered a solid score, confirming Amberwood as a high-quality, friendly, well-run nine-hole course with a strong reputation and a loyal customer base.

### WHAT CUSTOMERS APPRECIATED MOST

#### Course Conditions

The most frequent praise was directed at course conditions. Respondents described the Amberwood course as beautiful, immaculate, well-maintained, and in excellent shape, even during drought conditions. And our greens and fairways were consistently highlighted as standout features.

#### Staff & Atmosphere

All staff across the pro shop, starters, marshals, and restaurant staff were noted as being friendly, professional, and welcoming. Guests also appreciated the relaxed, low-stress vibe and sense of community.

#### Facilities & Amenities

The clubhouse was often described as "best in town." Food quality was noted positively, and live music nights by the pool and small gestures (e.g., Timbits from marshals) created memorable "wow" moments.

### OPPORTUNITIES FOR IMPROVEMENT

Members identified opportunities for improvement in several areas, including pace of play, marshal experience, and booking times.

#### Pace of Play

The most common complaint pertained to pace of play. Issues included overcrowding, slow groups, beginners lacking etiquette, and inconsistent marshal enforcement. Some guests also reported extremely long rounds and frustration due to lack of intervention.

#### Player Coordinator Experience

There was mixed feedback on experience with the player coordinator. Some coordinators were praised and others were described as rude or absent when needed. Some feedback also noted an inconsistent approach to managing slow play and first-tee experiences.



### Operational friction re booking times

Some customers expressed frustration with online booking limitations, in that there is currently no option for booking multiple tee times.

## 9.3 Priorities—Focus for 2026

Leveraging member feedback, AVGRC has planned several improvements in 2026 to keep growing the success of all AVGRC programs.

### **GOLF**

Golf improvements will include:

- ◆ enhancing pace of play management with more proactive and consistent play coordinator (marshal) presence;
- ◆ adjusting tee time intervals to reduce tee-off congestion during peak periods;
- ◆ increase booking flexibility with respect to adding guests, cancellations, modifications;
- ◆ continuing to provide junior golfers with etiquette instruction; and
- ◆ strengthening communication around booking rules and expectations.

### **PICKLEBALL**

With respect to pickleball, we will be:

- ◆ addressing fairness in how courts are booked (limits, no-show enforcement);
- ◆ rebalancing open play vs. bookable court times;
- ◆ increasing staff presence and oversight on courts; and
- ◆ improving communication and onboarding for new members.

### **POOL**

Pool-related initiatives will include:

- ◆ improving locker room and bathroom cleanliness, especially during summer camps;
- ◆ balancing and consistently enforcing swim schedules and guest policies; and
- ◆ refreshing and promoting pool events to increase participation.

## 10.0 COMMUNITY ENGAGEMENT

Engagement with members is fundamental to AVRA's sustained success as a community-based organization, and our ties to AVGRC and the broader community support relationships in Amberwood Village and beyond. The Community Engagement Committee, with the support of numerous volunteers, manages several annual AVRA events that bring members and families together. Going forward, we aim to strengthen AVRA even more by including more opportunities for members to “have their say” in of what we do.



## 10.1 Communications

From sharing updates on fun happenings to providing updates on essential Board activities, communications is a core function that supports AVRA's brand and reputation in Amberwood Village and beyond. And within the AVRA membership, clear and timely communication is essential to providing members with the information they need to participate.

The Communications Committee works with the AVRA Membership and Marketing Committees, as well as the General Manager of TMSI, to make this happen. This includes delivering website and social media communications regarding AVRA, club memberships, as well as conducting activities such as clinics, lessons, camps, and special events.

In 2025, with the support of several volunteers, the Communications Committee:

- ◆ produced four *Amberwood Insider* newsletters;
- ◆ sent regular email communications to inform members about a variety of matters and events; and
- ◆ managed the private Amberwood Village Homeowners Facebook site, consisting of 439 members.

The [amberwood.ca](http://amberwood.ca) website provides the best starting point for all, from homeowners in Amberwood Village wishing to know about AVRA, to golf or pickleball members wanting to register for a clinic, to members of the broader community who want to use the pool, play a round of golf, or book a pickleball court.

Going forward, the Communications Committee will aim to be more proactive in anticipating issues that may arise and developing response strategies so that AVRA will be better prepared to respond to unexpected events.

## 10.2 Community Activities

Many community activities to brought us together again in2025:

- ◆ The Board hosted an **AVRA Member Breakfast at ALE** on June 8<sup>th</sup>, and all 110 members who attended enjoyed getting to know each other.
- ◆ AVRA's annual Halloween celebration is an opportunity for empty nesters in the *Condos* to enjoy fun with kids in the *Trails*. In 2025, our community had a *spook-tacular* time on **Halloween night!** AVRA again provided all the treats and the festive golf cart to help spread Halloween cheer throughout the neighbourhood. Thank you to the volunteers who braved the weather to deliver goodies and smiles to our brave trick-or-treaters.
- ◆ On December 7<sup>th</sup> we enjoyed our cherished **Breakfast with Santa**, bringing multiple generations together as a community and donating to the Stittsville Food Bank. Thank you to the many volunteers who donated their time to make the magic spirit sparkle!
- ◆ Several AVRA volunteers led AVRA's participation in the Fall **Clean up the Capital** event to clean up around Paul Lindsay Park and the trails, and around the mailbox.



- ◆ Monthly **Junior Paint Nights** continued to draw young artists to create original works. Thank you to the volunteers who guided the group, kept the artists entertained, and inspired creativity among all participants!
- ◆ After the pool closed for the 2025 season, AVRA hosted its first **Dog Swim**. Volunteers helped ensure a well-managed event, and a few furry friends had a fine time dipping their paws in the water. A photo and write up about their antics made the front page of the *Stittsville Community Voice*.
- ◆ To help keep AVRA members supplied with a rotating selection of jigsaw puzzles, a little **Puzzle Library Shelf** was set up in the Games Room. Everyone was invited to donate or borrow a puzzle.
- ◆ AVRA's **Member & Volunteer Appreciation Event** brought members together to celebrate the volunteers and supporters who contribute so much to our community throughout the year.

## 11.0 THANK YOU VOLUNTEERS!

Beyond our dedicated Board and Board Committees, AVRA's success relies heavily on volunteer steam to keep things running. Led by Volunteer Coordinator Andrea Felix, many volunteers contribute the heart, expertise, and dedication that make our community vibrant.

Some of these individuals donate their time to a single area that aligns with their specific expertise and interests. Others contribute to several of the initiatives that AVRA members and the Stittsville community have come to know and love over the years. In fact, without our volunteers many of our programs and events would be impossible to deliver. Here's a fun glimpse of what our volunteers worked on last year:



In 2025, apart from AVRA's volunteer Board of Directors, more than 100 volunteers contributed their time and energy across Amberwood Village and at the AVGRC. Several worked behind the scenes on various committees, initiatives, and events. Whether it was contributing to the work of a committee, taking registration at events, putting Welcome Kits together for new homeowners, painting the new Amberwood logo on the updated Amberwood Village entry sign (thank you Rebecca Shields!), or providing support on any of our other activities, there was ALWAYS something for volunteers to do!

AVRA is committed to continuing to build a volunteer program that is diverse and inclusive. Our dynamic team continues to bring a wide range of experience, perspectives, and problem-solving approaches to create an environment where everyone feels respected, included, and appreciated.

Please consider joining our volunteer community to help make Amberwood Village an even better place to live. A variety of volunteer opportunities are available throughout the year, so there's sure to be a role that fits your interests and schedule.

The following page provides a list of the volunteers who pitched in throughout 2025. Information about this year's volunteer opportunities is available [on the AVRA web site](#).



# Shout Out to the Volunteer Crew!

Alberta Aboud	Andrea Felix	Mary Nash
Christine Adam-Carr	Marius Felix	Tyler Neasmith
Vera Adamovich	Brinley Fisk	Audrey Norgang
Susan Andre	Grayson Fisk	Linda Norton
Peter Armstrong	Tim Fisk	Donna O'Grady
Bernie Ashe	Kathryn Golob	Carol Orr
John Badger	Duncan Harris	Heather Ouimet
Tim Bafia	Catherine Heveron	Dev Pahwa
Christelle Baillod	Ted Hill	Frances Pennell
Sophia Bateman	Brad Hiron	Clive Peterson
Karyn Beggs	Suzanne Hiron	Muriel Petersen
Jim Bell	David Iley	David Pipkins
Mohamed Benmessaoud	Sara Iley	Phil Rebus
Samir Bhatnagar	Hendry Kanters	Doug Robertson
Mandy Boyes	Susan Kehoe	Barb Robson
Don Brousseau	Barbara Kerklaan	Joanne Rohe
Janet Burnside	Leo Kerklaan	Peter Rohe
Glenn Carr	Martha King	Bill Rutchinski
Christine Casey	Donna Laight	Rebecca Shields
Lindsay Campbell	Kathryn Lamb	Faith Silver
Pierre Carriere	Pat Lawless	Micheline Simpson
Sue Caya	Jacques Ledoux	Kathleen Smallwood
Janet Chesal	Jamie Ledoux	Pat Spratt
Christine Cimaglia	Linda Lee	Elizabeth Stoqua
Sharon Clarke	Robert Lloyd-Rees	Lynette Teal
Mary Jane Commanda	Joanne MacDonald	Mary Thomas
Paul Corriveau	Maggie Madden	Judy Truelove
Bob Davis	Leo Maiorino	Patrick Truelove
Susan Diening	Steve Mancuso	Hope Walton
Hugh Dimock	Rose Martin	Catherine Westbrook
Cole Dunning	Gerri McInnis	Robin Westwick-Richardson
Dean Dunning	Leah McIntosh	Tom Woodward
George Dunning	Mel McIntyre	Terry Wright
John Edkins	Debby McLaughlin	Karen Yabsley
Kirsty Edwards	Ralph Milligan	Carolyn Zentner
Stephane Eyer	Patti Morin	



## 12.0 GOING FORWARD

AVRA's Strategic Roadmap of 2021-2025 worked in parallel with the 2021 RFS to lead us out of a significant operational crisis. That roadmap has now reached its end, and AVRA members can take pride in the progress we made toward five priorities:

- ◆ improving how we market Amberwood;
- ◆ promoting Amberwood's resort-style amenities;
- ◆ continuing to upgrade and maintain our existing infrastructure;
- ◆ being recognized as a caretaker/steward for the community; and
- ◆ continuing to grow the AVRA membership.

By every metric, we have done very well.

Looking ahead, we can now plan the next phase of our future from a position of strength. Through 2025 the AVRA Board looked at where to commit future resources. With the privilege of being able to broaden our focus beyond the bottom line, we propose the following as our new statement of purpose:

*The Amberwood Village Recreation Association (AVRA) operates a sustainable business in order to maintain Amberwood's greenspace, while providing recreation and healthy living opportunities to Amberwood Village homeowners and the greater community.*

Three strategic pillars would support this purpose: the community, the land, and the business. Once AVRA membership has weighed in on the pressing legal matters discussed in [Section 2.0 of this document, "Governance Activities,"](#) the Board will consult the membership on how to put this plan into action.

We believe that this approach captures our ambitious vision of operating a sustainable business to maintain Amberwood's greenspace, while providing recreation and healthy living opportunities to Amberwood Village homeowners and the greater community. What do you think? Stay tuned and get involved to have your say.



# APPENDICES



## APPENDIX A. NOMINEE PROFILES

At the time of printing, three nominees have been put forward for consideration in the Annual Meeting election to fill vacancies on the AVRA Board.

Profiles for the nominees are provided below.

### ALEX GOLOB



Alex Golob and his wife, Kathryn, have lived in the Trails in Stittsville since 1998 and love the small-town charm of our community. You never know when you're going to run into someone you know in any of the stores on Main Street.

Alex is a Professional Mechanical Engineer and currently works as a part-time consultant for Gastops Ltd. He has over 40 years of operations and project management experience, having worked in private companies such as Spar Aerospace Ltd., MDA Space, JDS Uniphase, COM DEV Canada., Ross Video, and Gastops Ltd. Alex started his career assembling and testing satellites and delivering them to their launch sites, eventually managing the COM DEV team that built and tested the Fine Guidance System for NASA's James Webb Deep Space Telescope. More recently Alex worked as sensor systems production manager for Gastops. He takes pride in building cohesive teams and credits his successful career to strong teamwork.

Alex has volunteered as a neighbourhood fund raiser for the Heart and Stroke Foundation and was a founder of the Stittsville Vicious Fish Masters Swim Club, where he served as Chairman for several years. He also certified as a timer, stroke and turn judge, and starter when his daughter swam competitively with the Nepean Kanata Barracudas. He is active at Holy Spirit Parish Church and recently served as Committee Chair of their finance committee for four years.

Alex will be retiring this summer and anticipates playing more pickleball, cycling, gardening, drawing, and painting, and being Grampa to his two-year-old granddaughter, Lyra. He also looks forward to making a dynamic contribution to the AVRA Board.

### ROSE MARTIN



Rose Martin has lived in Amberwood Village since 2009 and joined AVRA in 2022. Last year, she volunteered with the Membership Committee, going door to door to update homeowner information and connect with neighbours about the benefits of joining AVRA. She enjoyed the chance to connect with her neighbors and help strengthen the sense of community in her part of Amberwood.

Rose spent 13 years with a well-known property management company, supporting the facilities Operations team at a federal site in Kanata before retiring three years ago. Her background in project management, contracts, budgeting, and day-to-day operations taught her how to keep things organized, communicate clearly, and help teams work smoothly together.



Rose has spent the last three years as Co-Captain of the Ladies League at the AVGRC, a role she's loved for the energy, teamwork, and friendships it brings. She's known for being supportive, organized, and always willing to help. In addition, her volunteer experience with Habitat for Humanity in Stittsville reflects her appreciation for hands-on work and meaningful community projects.

Rose is now hoping to join the Golf Committee because she truly enjoys the course and wants to help care for the shared spaces that make Amberwood special. For her, being involved is simply about giving back and staying connected to the place she's proud to call home.

### ANDREA SPENCER



Andrea Spencer hopes to join the AVRA Board so she can have an active role in its continued vibrancy and forward momentum.

Andrea offers long-standing experience in board service, governance, and communications. Most recently, she was invited to serve on the Bylaw Committee and Strategic Planning Sub-Committee for a local private school, translating broad governance priorities into a practical, time-bound roadmap that aligns the school's mission, educational goals, and operational needs.

Andrea works in the federal public service in trade policy. She previously worked for a Crown corporation where she spearheaded the United Way campaign drive for one year. Andrea led that successful campaign through targeted engagement strategies, increasing staff participation from 49% to 78% over the previous year, and exceeding the donation goal by 21%.

Andrea has held several leadership positions in a volunteer capacity, including over 20 years as a member of a church board. She also served as the church's Communications Director for over 10 years. As Communication Director, Andrea:

- ◆ raised communication efforts in public relations and media relations, news and information, and advertising and promotion;
- ◆ published several articles in province-wide newsletters and Canadian publications covering church events and activities;
- ◆ developed a 12-page church newsletter, which other entities in Ontario have modeled; and
- ◆ revamped the church's website to enhance user experience.

Andrea and her husband, Copperfield, both enjoy Amberwood's green space throughout the year. As an AVRA Board member, Andrea hopes to help strengthen member engagement, raise the association's public profile, and shape a strategic direction that aligns with community priorities and reflects the interests of Amberwood's residents.



## APPENDIX B. FINANCIAL STATEMENTS

AVRA's financial activity from January 1<sup>st</sup>, 2025, to December 31<sup>st</sup>, 2025, is shown on the following pages.

**Note:** The financial statements are included in the member version of this report **only**. They are not attached to the public report.

