

An aerial photograph of the Conestoga Country Club during autumn. The image shows a lush green golf course with several sand traps and a winding water feature. In the center, there is a large, multi-story clubhouse with a parking lot. The surrounding area is filled with trees displaying vibrant fall foliage in shades of yellow, orange, and red. The sky is a soft, hazy blue.

CONESTOGA COUNTRY CLUB

CAPITAL ASSESSMENT PLAN MEMBERSHIP MEETING

NOVEMBER 19, 2025

CLUB LEADERSHIP TEAMS

Highly dedicated club leadership team and Board of Governors (member volunteer)

Board of Governors

- Chairman of the Board: Chris Naftsger
- Vice Chairman: Brian Donnelly
- Treasurer: Don Mowery
- Secretary: Wes Kelso
- Board Committee Chairs

Jeff Gingrich
Randy Ketchum
Ed Yablonski
Steve Cronagle
Cathy Bonser

Zach Caruso
Tom Dux
Wayne Work
Bill Coder
Sharron Gilbert

Club Leadership Team

- General Manager: Jon Gehman
- Head Golf Professional: Robert Leeman
 - Assistant Golf Professionals - Logan McCunney & Chandler Pinkham
- Executive Chef: Christian Kelker
 - Executive Sous Chef: Chris Cresse
- Course Superintendent: Matthew Turner
 - Assistant Course Superintendent - Casey Post
- Food & Beverage Manager: Lyndsie Kulzer
 - Assistant Food & Beverage Manager: Bob Williams
- Pool Manager: Bettyann Wood
- Membership, Events & Communications Manager: Meagan Wolf



STRATEGIC CAPITAL PLAN OBJECTIVES

For a host of reasons, the club, facilities and operations are aging and the cost to maintain critical infrastructure grows the longer its deferred.

The Board embarked on a strategic plan to address the current situation and formulate a growth plan that would position CCC for future success.

With this plan, the Board strives for:

- Completeness – No surprises
- Transparency – Broad awareness
- Inclusiveness – Membership engagement and participation

STRATEGIC PLANNING PROCESS JOURNEY

- May 2025 – New Board kicks off Strategic and Capital Planning Process
- October 15, 2025 – Happy Hour with membership to discuss strategic planning process.
- October 17, 2025 – Survey was sent to membership (one survey per household).
- October 28, 2025 – Survey Responses were due
- November 11, 2025 – Board of Governors meeting to review survey responses.
- November 19, 2025 – Special meeting of the membership to present the Capital Plan.
- November 20, 2025 – December 1, 2025 – Membership to vote on Capital Plan.
- December 2025 – Assuming approval for Capital Plan, the club will sign paperwork for irrigation project and commence other improvements during January/February shutdown.



DISCUSSION OVERVIEW

- Conestoga Country Club – Best Value in Lancaster County
- Review of Capital Considerations
- Survey Results
- Board Recommended Capital Path Forward
- Assessment Plan and Membership Impact
- The Vote

CONESTOGA COUNTRY CLUB – BEST VALUE IN LANCASTER COUNTY



MISSION STATEMENT

At Conestoga CC, our mission is to provide a golf-focused, country club experience centered around an enjoyable and challenging course. Complemented by diverse dining options, regulation pool facilities, and family-friendly activities, we create a welcoming environment where tradition, recreation, and community thrive. Built by its founding members, the club honors its legacy delivering a valued experience for all membership.



CURRENT STATUS OF CONESTOGA COUNTRY CLUB

- **GROWING MEMBERSHIP:** 358 golf (all levels), 240 social and 149 dining members.
- **IMPROVING FINANCIAL POSITION:** provides flexibility to enrich member experience.
- **STRONG CLUB MANAGEMENT TEAM:** GM, Jon Gehman and his team, have significantly increased the variety of events and improved the service quality across the club.
- **INCREASING FAMILY ENGAGEMENT:** strong turnout for the swim team, junior golf program, surge in women's golf program and sell out event participation.
- **CONTINUOUS EVOLUTION:** Conestoga continues to evolve from a golf club with a pool to a more complete country club experience.

US GOLF MARKET KEY TRENDS AND STATISTICS*

- **Widespread growth in golf engagement across the US.**
- **Golf play split on and off course.**
- **Strong growth in new people trying their hand at golf.**
- **Young adults are the largest growing age segment.**
- **3.7 million junior golfers played in 2024, 48% increase since 2019.**
- **8 million golfers in 2024 were female, significant growth.**

* Sources: National Golf Foundation and NBC Sports Next Key Trends 2024, Trends for Modern Country Club



US GOLF CLUB INDUSTRY STRATEGIES TO DRIVE MEMBERSHIP*

- **Wellness and Lifestyle Integration**
- **Family Centric Experiences**
- **Embracing Technology**
- **Strategic Planning for Sustainability**
- **Embracing Changing Demographic**
- **Value Proposition Building Community and Engagement**

* Sources: National Golf Foundation and NBC Sports Next Key Trends 2024, Trends for Modern Country Club

COMPETITIVE LANDSCAPE; PRIVATE AND PUBLIC

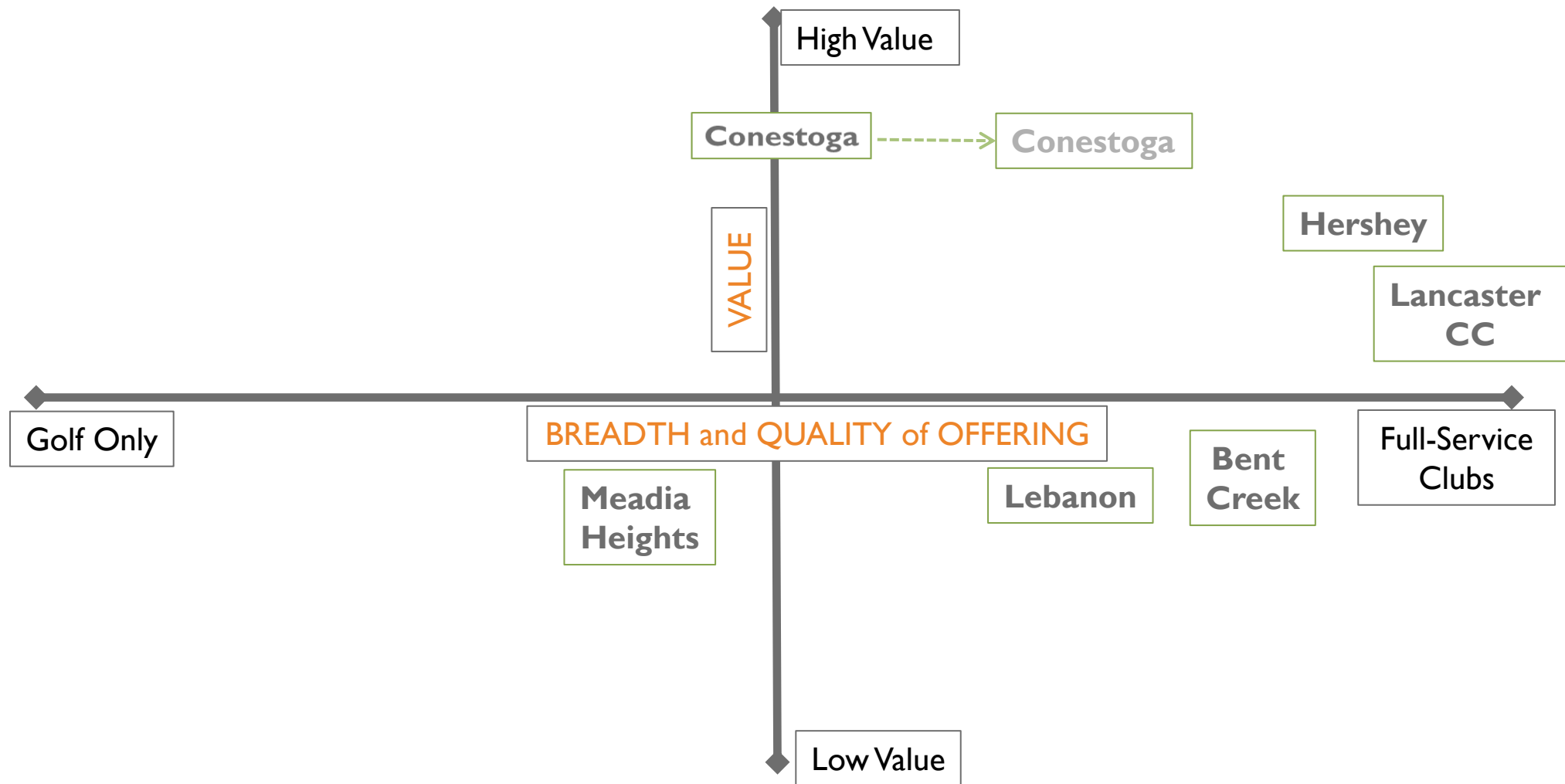
- **Lancaster County has many attractive private country clubs, for the size of the community, with a wide range in diversity of club services.**
 - Lancaster CC established in 1900
 - Lebanon CC established in 1920
 - Meadia Heights CC established in 1922
 - Hershey CC established in 1930
 - Conestoga CC established in 1948
 - Bent Creek CC established in 1992
- **Lancaster also offers many public courses and excellent dining facilities.**
 - 8 Public Golf Courses including:. Crossgates, Overlook, Four Seasons etc.
 - Pool Clubs including Millersville Lions Club, East Petersburg Pool, Mountville Pool, Lancaster County Pool and Park, etc.
 - Wide variety of top-rated local restaurants

MEMBERSHIP STRUCTURE COMPARISON

Board has assertively evaluated competitive club facilities, offerings and membership programs.

- Conestoga CC has very competitive membership initiation fees, dues and fee structures.
- Conestoga CC offers a great value for country club experience (golf course, programs, pool and clubhouse facilities).
- Conestoga Country Club is competitive with all types of area clubs.
 - Member Owned: Bent Creek and Lancaster Country Clubs
 - Corporate Owned: Hershey Country Club
 - Privately Owned: Meadia Heights and Lebanon
- Conestoga Country Club has not had a significant capital improvement assessment in over 20 years.

LANCASTER COUNTRY CLUB POSITIONING



REVIEW CAPITAL CONSIDERATIONS AND SURVEY RESULTS



RECENT CLUB IMPROVEMENTS

Many upgrades have been made to the club over the last 18 months

- Invested in Tyler Rae design for an improved course plan
- Continuous ongoing investment in tree removal and landscaping for a richer course experience
- 19TH Hole: New décor, bar, self-service area furnishings
- Pool filtration system and pump replacement
- Upgrades to pool café and bar
- Other improvements include painting pool house and adding speakers for music
- Ballroom and grill rooms flooring paint and window treatment
- Painting and new window treatment in dining room and pub and new dishware, silverware, and glassware
- Two new air conditioner units

PROPOSED CAPITAL CONSIDERATIONS

(PRESENTED AT THE OCTOBER 15, 2025, HAPPY HOUR)

 • Irrigation System \$2.1M - \$2.4 M • Start 2026 finish June 2027	 • Pool resurfacing \$150K - \$175K • Spring2026	 • Club furnishings \$100K • Spring 2026
 • Cart Paths System \$600K - \$700K • Start Spring 2027	 • Parking Lot \$150K - \$200K • Spring 2027	 • Club House Façade \$65K - \$75K • Start TBD
 • Splash Pad \$125K - \$175K • TBD	 • Pickleball Courts \$50K - \$65K • TBD	 • Simulators \$50K - \$100K • TBD

SURVEY RESULTS

- 305 Survey Responses received:
 - 76% Golf, 20% Social, 4% Dining Members
- Years as members of members responding:
 - 46% at 4 – 10 years
 - 20% < 4 years
 - 20% with > 20 years
- Age of members responding
 - 42% are > 65
 - 12% are < 40
- Usage of club by members responding
 - 47% one-member golf
 - 51% dine as couples
 - 27% never use the pool
 - 61% use the golf course >4 times /mo.
 - 37% use the pool and dining services >4 times /month

The survey results reflect the responses received with emphasis on golfing members, 4 – 10 years of club membership who are frequent golfers and dine as couples.

SURVEY RESULTS: MEMBER PROJECT PRIORITIES

	Support(*)	Importance(*)
Irrigation	73.2%	72.2%
Paths	61.7%	49.8%
Pool	61.0%	48.1%
Furnishings	61.4%	42.7%

* Scores reflect top 2 boxes of survey results

- Lower survey results for simulators, splash pad and pickleball courts with support < 40% and importance < 30%. Neutral responses to parking lot and building façade upgrade.
- NOTE: social member participation in survey was <25% of total social vs 63% for golf members.

SURVEY: ASSESSMENT RESULTS

Golf Members

	Willing ¹	Not willing/leave ²
\$6000	68.5%	13.3%
\$7000	49.7%	27.9%
\$8000	31.1%	47.9%
\$9000	22.4%	58.5%

- 1. Top two boxes
- 2. Bottom two boxes

Social Members

	Willing ³	Not willing/leave ⁴
\$1000	77.6%	12.1%
\$1500	60.4%	24.1%
\$2000	27.6%	48.3%
\$2500	19.0%	62.1%

- 3. Top two boxes
- 4. Bottom two boxes

- 38% of respondents indicated they are in favor of an upfront payment with 62% preferring a payment schedule.

BOARD RECOMMENDED CAPITAL PATH FORWARD





PATH FORWARD DRIVEN BY SURVEY RESULTS

To complement the overall club strategy:

- The Board prioritized four capital improvement projects based on member support and importance.
- The Board has targeted an assessment plan that best matches member appetite for affordability and support of projects.
- The integration of these two factors defines the Board's proposed path forward for capital improvements and an investment plan.

GOLF COURSE RECOMMENDED IMPROVEMENT



- Irrigation system exceeded useful life.
 - CCC is the only golf course in Lancaster County that that has not replaced its irrigation system.
 - The current well provides sufficient capacity
- Greens conditions are the healthiest they can be with current irrigation system limitations.
- System replacement **WILL NOT** require complete course shutdown.
- **Irrigation system budget \$2.2M.**
 - **Need a December 2025 commitment to reserve scheduled start 09/2026**
 - **Order materials early 2026, construction start September 2026 and finish by March 2027.**

POOL RESURFACING RECOMMENDATION



Pool Assessment

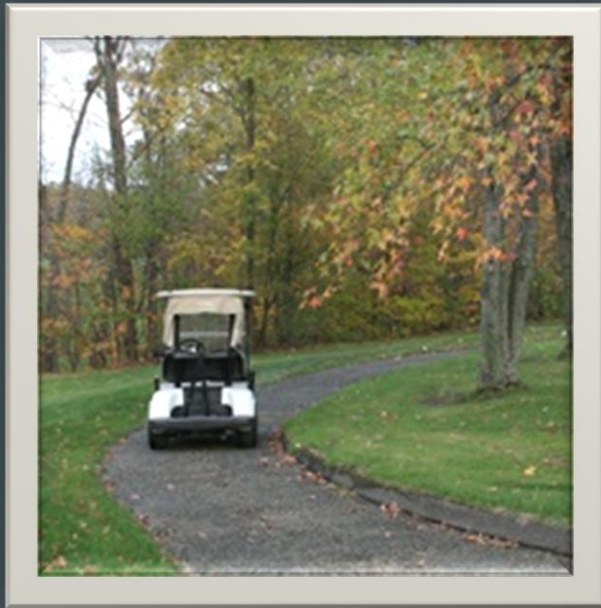
- Based on pool age and an external assessment of surface condition above and below the water line, pool resurfacing is necessary to avoid risk of failure.
- Increased utilization of pool facilities driven by recent improvements and programs. (guest count up 236%)
- Based on member support and priorities, no changes to the kiddie pool area will be planned at this time.
- **RECOMMEND: Resurface pool below water line and replace surface tiles around the entire main pool. Budget \$175K, work to begin Spring 2026.**

CLUBHOUSE AND FURNISHINGS RECOMMENDATION



- Replace chairs in ballroom, pub and dining room
- Add casual gathering spaces to areas outside the clubhouse with fire pits and Adirondack chairs (between 10th tee and 18th hole, grassy area by pool).
- Based on survey feedback, make additional clubhouse improvements, including potentially adding an elevator to replace the stair chairlift.
- **RECOMMEND Purchase new furniture for the dining room, pub, and ballroom. Add outdoor casual spaces and make other internal clubhouse improvements. Budget \$100,000, target for Winter 26.**

CART PATHS: RECOMMENDATION



- Many cart paths are narrow and in poor condition limiting passing carts on the path.
- Cart paths are missing in low lying areas limiting cart play during wet course conditions.
- Cart paths improvements will follow the completion of the irrigation system in 2027.
- **RECOMMEND: Repair, replace and add cart paths in most key course areas to improve quality and longevity of play.**
- **Budget \$350K**

CAPITAL PLAN SUMMARY

- Total Capital Assessment is \$2,825,000.
 - Irrigation Contractor requires commitment mid-December 2025 to confirm job and order materials. Completion expected May 2027.
 - Pool project to be scheduled prior to season opening May 2026.
 - Furniture to be planned in 2026 with design recommendation.
 - Cart paths project to be scheduled following irrigation project completion. Only critical work to be completed ~ 1/2 of full estimate.

VISION STATEMENT (ASPIRE TO BECOME)

Conestoga Country Club sets the standard for value in Lancaster County, offering a welcoming environment built around an exceptional and challenging golf course. Complemented by a regulation-size pool complex, diverse dining options, and engaging event programming. We create a vibrant, inclusive community where members and families make lasting memories—Conestoga is the best choice for quality, community, and affordability.

ASSESSMENT PLAN AND MEMBERSHIP IMPACT



EXISTING GOLF MEMBER ASSESSMENT

INCLUDES FULL, INTERMEDIATE AND YOUNG EXECUTIVE GOLF MEMBERS

Assessment Options:

- Lump sum payment: \$6,750 to be paid by start of fiscal year on April 1, 2026
- Payment Schedule: Options:
 - Upfront payment of \$3,400 to be paid by start of fiscal year on April 1, 2026, plus 24 monthly payments of \$150
 - Upfront payment of \$1,700 to be paid by start of fiscal year on April 1, 2026, plus 60 monthly payments of \$100 (default option)
- Senior Golf Members (70 years of age and 20 years of club membership as of April 1, 2026)
 - Same payment options as listed above
 - Expect dues increase for FY 2026/27
 - Monthly dues will be frozen for subsequent 3 years (FY 2027/28, FY 2028/29 and FY 2029/30)

Recent Members joined between January 1, 2025 – March 31, 2026

- Lump Sum Payment Option: same total assessment of \$6,750 less the specific initiation fee paid
- Payment Schedule: Upfront payment of \$3,400 to be paid by the start of the fiscal year on April 1, 2026, less previous initiation fee paid, plus 24 monthly payments of \$150

2026/7 Annual Dues

- Anticipate annual dues increase of 5% to begin April 1, 2026. Expect dues increase annually to address cost of living increases and inflation

EXISTING SOCIAL AND DINING MEMBER ASSESSMENTS

Social Member Assessment:

- Lump sum payment: \$1,000 to be paid by the start of the fiscal year April 1, 2026
- With payment of assessment social members reconfirm their commitment to the club for 1 year

Social Member Dues Structure

- NOTE: for fiscal year beginning April 1, 2026, social member payment schedule changes
 - Social dues will be invoiced monthly rather than previous upfront dues paid in 3 monthly installments
 - Social members have a food minimum requirement of \$100/quarter
 - Anticipate 5% monthly dues increase with monthly dues of \$175/month

Dining Member Assessment:

- \$250 lump sum assessment payment to be paid by the start of the fiscal year April 1, 2026
- Annual dues payment of \$150/year

2026 NEW MEMBERSHIP INITIATION AND FEES

■ Golf Members

- Lump Sum Payment Initiation Fee will be \$6,750
- Upfront payment of \$3,400 plus 24 monthly payments of \$150
- Requires 2-year commitment

■ Social Members

- Initiation fee will be \$1,000
- 12-month membership commitment from join date (If 12-month commitment ends mid-year of subsequent fiscal year, the commitment will extend longer to the end of the Club's fiscal year)
- Social members have a food minimum requirement of \$100/quarter
- Dues paid monthly of \$175 for the fiscal year starting April 1, 2026

■ Dining Members

- Initiation fee of \$250

OTHER STRATEGIC FACTORS SUPPORTING GO FORWARD PLAN

- The board will create a capital improvement fund as part of annual budget planning to address ongoing capital improvement requirements on an annual basis.
- The board finance team will work with local banks to finance both loans (existing capital debt and new construction loan supporting capital improvements).
- Include in the budget a principal reduction plan.
- Board will consider other approaches to expand services to support existing members and attract new members. For example:
 - Pickleball, engage a subgroup of members to plan and fund project
 - Simulators and fitness equipment: consider leasing options for capital equipment

NEXT STEPS: MEMBER VOTE

- By 11/20, expect to receive an email requesting ALL members to vote on this assessment plan
- All votes expected to be received by FRIDAY December 5, 2025.
- Members are asked to Vote:
 - YES I support the Board's Capital Assessment Plan Recommendation
 - NO I do not support the plan and provide factors influencing your decision
- The board recommends the membership vote YES allowing the board to proceed forward with the capital plan



QUESTIONS AND ANSWERS



Thank you!

Let's Shape
Tomorrow Together.