

CAPITAL RESERVE PROJECTS FOR EMBARC® RESORTS IMPROVEMENTS-Projects completed in 2017

Every year the teams work very hard to ensure that all the Embarc® Resorts maintain their high standards of quality and design. There are a number of steps that are taken before a Capital Reserve Project makes it on the list that is to be presented to the Board of Directors for approval. The steps are as follows:

- The management team at each resort gathers all feedback received from members and the resort team and analyzes the information to capture any reoccurring issues and areas for improvement.
- A secondary review is then completed, with a focus on looking at areas that are starting to look worn and not in keeping with the standards of Embarc Resorts. These are items that may still work but look dated and should be changed or upgraded.
- 3. The Director of Facilities and Development produces a report from our Asset Management System, identifying all items that have reached the end of their asset life.
- 4. The report along with the recommended projects are then further analyzed by the Facilities and Development team, and the local resort management teams to establish a prioritized list of projects.
- 5. Once the list is finalized, each project is assigned and multiple quotes are acquired. Any design or technical requirements are reviewed by interior designers and/or engineers.
- Quotes and plans are then submitted for budget preparation, which is then reviewed by the Vice President Resort Operations, Director of Facilities and Development and Director of Finance.
- 7. A complete report is then produced for presentation and approval from the Finance and Audit Committee.
- 8. The report is presented to the Board of Directors for final approval

Capital Reserve Projects completed in 2017:

Embarc Vancouver

- Started a three-year project to replace the original heating and cooling system
- Started a two-year program to replace the window sheers

Embarc Panorama

• Replaced Taynton Lodge screen doors

Embarc Blue Mountain

- Completed a three-year program to replace the Vacation Home deck furniture
- Completed a two-year program to re-upholster the living room chairs
- Started a three-year program to replace damaged room shingles
- Replaced the dining benches in the two-bedroom Vacation Homes
- Painted the exterior of the Lodge building
- Replaced the Lodge building air conditioning system
- Replaced the pond bridge



Embarc Tremblant

- Completed year two of a three-year project to reupholster the sofas
- Completed the re-upholstery of the living room chairs
- Completed the carpet replacement in buildings 400 and 500
- Painted the exterior of building 600
- Completed project to add handrails to exterior paths and pave selected pathways

Embarc Palm Desert

- Completed year three of a four-year program to update the Vacation Homes
- Completed the furnace replacement program
- Started a three-year program to replace the pool deck furniture
- Replaced the Resort Center concrete pool deck with pavers
- Continued program to replace hot water tanks with on-demand system

Embarc Sandestin

- Completed year two of a three-year program to replace the Vacation Home heating and cooling equipment
- Completed the replacement of the Vacation Home deck furniture
- Completed the program to replace the dining chairs
- · Painted the exterior of the building
- Sealed the parking area pavement to extend the life of the surface

Embarc Zihuatanejo

- Completed year two of a three-year program to upgrade the bathroom sinks and counters
- Completed year two of a three-year program to refinish the interior of the dip pools
- Replaced the microwave ovens in the Vacation Homes
- Completed a three-year project to replace the palapa and terrace roofs
- Upgraded the air conditioning electrical system to limit the impacts of power fluctuations

