



STRATEGIC PLAN 2015-2019

Developed in partnership with





CONTENTS

Foreword	3
Methodology	4
Club History	4
Surrounding Area.....	5
Literature Review.....	7
Golf and Sport Participation Trends	9
Consultation.....	10
About the Club.....	11
SWOT Analysis	15
Future Directions & Vision.....	16
Key Goal Areas.....	16
Strategic Plan	17
Leadership	17
Participation Growth	18
Volunteer Management	18
Financial Management	19
Player Development & Competition Golf	20
Marketing, Promotion & Communication	21
Course and Facility Upgrades	22
Attachments	23
Acknowledgements	23
Disclaimer of Liability.....	23
Appendix 1: COURSE AND FACILITIES MASTER PLAN DRAFT 2014.....	24



FOREWORD

Midway between Inverloch and Leongatha and set in magnificent natural bush, Leongatha Golf Club is a beautiful 18 hole all weather course designed by H. Vernon Morcom, who with his brother were the course architects for Kingston Heath. Rated in the top 100 public access courses in Australia, the 18 holes are varied and challenging. No matter the number of players, the course retains a sense of quiet seclusion.

Wide Santa-ana couch fairways provide excellent all year playing conditions and are flanked with magnificent trees rising from the natural bush that supports a variety of local flora and native animals. A 3 year program converting all fairways to Santa-ana couch was completed in the summer of 2006/7. This has further enhanced the course's reputation as being one of the very best in rural Victoria. A number of the large greens are bunkered and spectacular vistas of the rich surrounding countryside emerge at vantage points around the course.

The Leongatha Golf club is run by a volunteer Board of Management who employ a Club Manager who is also a Golf Professional, an experienced curator and other support staff.

The club commenced on the strategic planning process in early 2014 and the consultation with members and other key stakeholders has been extensive. The plan aims to provide strong strategic direction for the incoming Board, elected in August 2014 that will enable to the club to continue to grow and be recognised as the premier golf club in Gippsland.

As the outgoing President I would like to thank everyone who has contributed to the development of the LGC Strategic Plan.

Ron Paice
President 2013-14





METHODOLOGY

The aim of the Leongatha Golf Club Strategic Plan 2015-19 is to provide a series of well thought out actions to develop the club over the next five years of operation.

The following methodology was adopted for the development of the strategic plan:

- Member consultation – through a participant online/hard copy survey and informal discussions
- Stakeholder consultation – interviews
- Club Committee workshop
- Research – literature review and demographic analysis
- Development of strategic objectives and actions
- Review of draft documents with key stakeholders
- Adoption of the strategic plan

CLUB HISTORY

The Leongatha Golf Club was formed in 1909 and a course was constructed on a portion of the Recreation Reserve, located on the northern boundary of the Leongatha Township. The official opening of this course took place on the 18th of May 1910. This course is now known as Woorayl Golf Course.

In the mid 1950's, the committee of Leongatha Golf Club began investigating possible sites that would be suitable for an 18 hole golf course. It was not possible to expand the club to 18 holes in its location for two reasons, (1) the cost of land, and (2) the land surrounding the course was not suited to the growing of grasses required for a course.

On 24th march 1958, 138 acres of land was purchased on the Inverloch-Koonwarra Rd, approximately 17km south of Leongatha and 12km north of Inverloch. The Leongatha Golf Club officially opened the new course on the 11th March 1961.

In addition to the golf course itself, the club has constructed the clubhouse (in three stages – completed in 1979), the managers residence (1990) and course maintenance equipment buildings. In 1982, the club purchased an additional 25 acre property close to the golf course. The purpose of this land acquisition was to construct a dam so that the club would not suffer water shortages during dry seasons. This dam has a surface area of approximately 10 acres.

PREVIOUS BUSINESS PLANS

In 1998, a consortium prepared a business plan for the club. The plan included analysis of the key operational areas of the club and made a number of recommendations to increase revenue and patronage of the club.

In 2002, supported by the South Gippsland Shire a Business & Opportunities Analysis was developed. This report looked at key areas including, but not limited to, development opportunities, marketing & promotion, fundraising and organisational issues.





A review of the recommendations reveals that few have been implemented to date and it is worthwhile for the new committee to review the report, as many of the challenges and the opportunities are relevant today.

SURROUNDING AREA

SOUTH GIPPSLAND

South Gippsland is located on the edge of Melbourne's eastern growth corridor, one of the fastest growing areas in the State. The Shire has an expanding population of over 28,000 people. The average annual growth since last Census was 5.4 %. It has an area of 3,300 square kilometres with substantial coastal frontage. It is a spectacular region, with communities located among the rolling green hills, and along the coast, linking the mountains to the sea.

Its major centres are Leongatha, Korumburra, Mirboo North and Foster. South Gippsland has one of the lowest unemployment rates in Australia. The economy is strongly linked to food production with both major agricultural and food manufacturing sectors. It is one of the most important dairy production areas in Australia. It is an important visitor destination and has some of Victoria's best scenery, including the iconic Wilsons Promontory National Park.



LEONGATHA

Leongatha is an attractive rural township nestled in the heart of South Gippsland, popularly known as Prom Country. In the 2011 Census the population of Leongatha is 5,332 and is comprised of 52.6% females and 47.4% males. The median/average age of the Leongatha population is 40 years of age, 3 years above the Australian average. 86.1% of people living in Leongatha were born in Australia

Leongatha currently has an annual growth rate of over 2%, and its population is expected to grow to almost 7000 by the year 2026. This population growth is expected to be complemented by an increase in commercial and retail activity.



BASS COAST

Bass Coast Shire is located in south-eastern Victoria, about 130 kilometres south-east of Melbourne. Bass Coast Shire is bounded by Western Port Bay in the north and west, Cardinia Shire in the north-east, South Gippsland Shire in the east, and Bass Strait in the south.

The resident population, counted during the 2011 Census, was 29,614. The average annual growth rate since last Census was 2.31%, whilst the age group with the most population is 60-64 years (2,394 persons).

The most populous town is Wonthaggi/Wonthaggi North (6,879) followed by Inverloch (4,960). The predominant family type is "couples without children". The average household size for the Shire is 2.2 persons. The median individual weekly income is \$492 (highest \$575 Kilcunda; lowest \$366 Coronet Bay).

INVERLOCH

Inverloch is a seaside village in Victoria. It is located on the Bass Highway 143km southeast of Melbourne, at the mouth of Anderson Inlet, in Bass Coast Shire. In the 2011 Census the population of Inverloch is 4,960 and is comprised of 51.7% females and 48.3% males. The median/average age of the Inverloch population is 49 years of age, 12 years above the Australian average. 81.3% of people living in Inverloch were born in Australia

Inverloch is a popular tourist destination. The town hosts a jazz festival each Labour Day long weekend in March. Inverloch's amenities include a visitor information centre, two pubs, three motels, seven bed and breakfasts, three caravan parks and a foreshore camping reserve. Like most other Australian coastal towns Inverloch has a local surf lifesaving club.

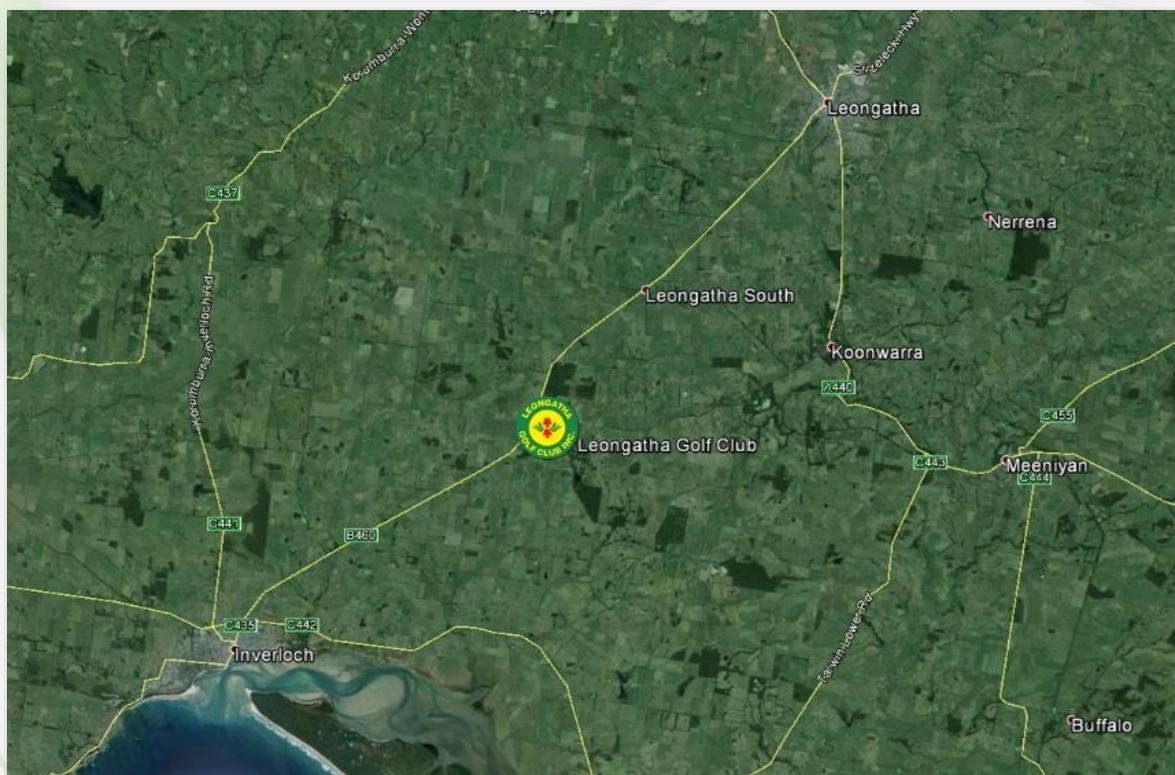


Fig 1: Location of Leongatha Golf Club in relation to Inverloch & Leongatha



LITERATURE REVIEW

GOLF AUSTRALIA STRATEGIC PLAN 2013-16

As part of their strategic plan Golf Australia have confirmed their purpose as to lead, govern, promote and develop golf to grow the game. Of particular interest is their statement on their future strategic direction, this statement could also be of relevance to the LGC:



“Having gone through a phase of recovery and stability, a more aggressive approach is required to grow the organisations capability to deliver benefits to golfers.”

Golf Australia have identified key strategic issues facing golf in Australia. These have formed the basis of their strategic plan and have been a major consideration in the development of the LGC’s strategic plan.

	Issue	Description
01.	Governance & Delivery Model	How does Golf Australia address the fragmented industry, and what’s the optimal governance and delivery model for Golf Australia in order to ensure one company behaviour?
02.	Club Viability	How does Golf Australia lead initiatives to improve club viability/retain and grow membership/assist operations?
03.	Grow the Game	What innovation is required to our offerings to make the game more visible, attractive and accessible?
04.	Golf Investment	How will we improve our ability to invest in the game?
05.	Golf Link Database & Member Channel	How do we best utilise and maximise the value and return of Golf Australia’s membership database?
06.	Australian Opens	How do we optimise the role and the value of the Australian Open to showcase golf in Australia to grow participation and the Golf Economy?

GOLF VICTORIA STRATEGIC PLAN 2014-17

Golf Victoria have recently released their updated strategic plan. The plan is built upon four key questions that they have sought to answer for the Victorian golfing community. These are:



- Why do we exist?
- For whose benefit?
- What benefit do they expect?
- How do we measure success?

Of particular relevance for the LGC are the following:

- Objective 1: Club & Facility Support
 - 1.1 Co-deliver GA club support initiative
- Objective 2: Financial capability
 - 2.2 Engage with the non-member golfer market
- Objective 5: Game Innovation
 - 5.1 Support clubs in exploring and promoting innovation
 - Invest in new products with high growth potential



- Explore unions and partnerships with other sports to grow participation and membership
- Objective 6: Governance and leadership
 - 6.1 Review the current governance structure to ensure a strategic focus
 - 6.3 Monitor the external environment for opportunities and threats that may impact on Golf Victoria members.

SOUTH GIPPSLAND SHIRE COUNCIL RECREATION STRATEGY 2007

This Plan was developed in 2007 and identifies some key principles for guiding the development of recreation facilities across the shire. These principles include, but are not limited to ensuring:

- A diversity of opportunities for physical and social recreation is provided in every community.
- A hierarchy of facilities matches the range of needs, competition standards, available resources, willingness and ability of the community to support these.
- The benefits of leisure participation and all available opportunities are widely promoted and acknowledged.
- The needs and aspirations of residents are monitored, and people with a disability, older adults and adolescents are included alongside all others.
- The contribution made by clubs, associations and committees are acknowledged.
- The necessary leadership and planning is provided to enhance social, economic and environmental benefits of recreation and sports for local communities.
- Land managers, clubs, committees and community organisations are engaged in recreation planning, provision and management processes.

Within the implementation plan there are a number of goals & strategies that are of relevance to the LGC.

- Goal 3: Sports Development – Encourage more people to play the sport of their choice
 - Assist sports reserves and clubs to address water and climate change issues in conjunction with relevant authorities
 - Increase participation in sport by marketing, upgrading facilities to accommodate a wider range of activities, and encourage clubs and providers to embrace a wider range of users.
- Goal 5: Funding & Resource priorities – Introduce mechanisms to fund priority projects that are effective, equitable and assist with implementation of financial and recreation planning objectives.
 - Provide assistance to communities to seek grants.





GOLF AND SPORT PARTICIPATION TRENDS

MEGATRENDS IN SPORT

The sports played in Australia, as well as how and why we play them, are changing over time. The research findings from *The Future of Australian Sport report* will play an important role in shaping long-term policy, investment and strategic planning within Government, the sport sector and broader community. This report, developed by the CSIRO for the Australian Sports Commission, identifies six megatrends likely to shape the Australian sports sector over the next 30 years.



The LGC have identified that some of these megatrends may have an impact on golf.

A perfect fit, individualised sport and fitness activities are on the rise. People are fitting sport into increasingly busy lifestyles to achieve their personal health objectives. Participation rates in general fitness activities as well as social sporting activities have risen sharply over the past decade, while participation rates for organised sport have declined. People increasingly are playing sport to get fit rather than getting fit to play sport.

More than Sport: the broader benefits of sport and being increasingly recognised by Governments, companies & communities. Sport can help achieve mental and physical health, crime prevention and social development. Sport for children and adults is an effective means of helping reduce rising rates of obesity and chronic illness. It can also be utilised as an effective mechanism for facilitating social inclusion for marginalised groups.

Everybody's Game, There are indications that Australians are embracing sport into their old age. To retain strong participation rates, sports of the future will need to cater for senior citizens. They will also need to cater for the changed cultural make-up of Australia.



GOLF PARTICIPATION

Since 2000, the number of golf playing members at clubs in Australia has been slowly declining at an average of 1.48% per year (refer National Golf Census 2012). This equates to a decrease of 80,236 playing members.

The Australian Bureau of Statistics estimated that 860,500 people aged 15 years and above participated in the game of golf on at least one occasion for the year 2011/12. According to the National Golf Census 2012, there were 409,449 affiliated club playing members as at the end of 2012. Therefore it can be estimated that over 450,000 participants engaged in the game on a casual (non-club member) basis.

Currently the total playing membership at Australian golf clubs was 78% male and 22% female (refer National Golf Census 2012).

Australia's 55+ age group segment, whose overall participation in sport is low, represents the largest golf club membership cohort at 62%, followed by 35-54 years (26%), 18-34 years (8%) and less than 18 years (4%) (Refer National Golf Census 2012).



CONSULTATION

A member survey was developed throughout July 2014 and 128 responses were received. Extensive results were compiled and used to develop the LGC Strategic Plan. A summary of these results are attached to the Plan.

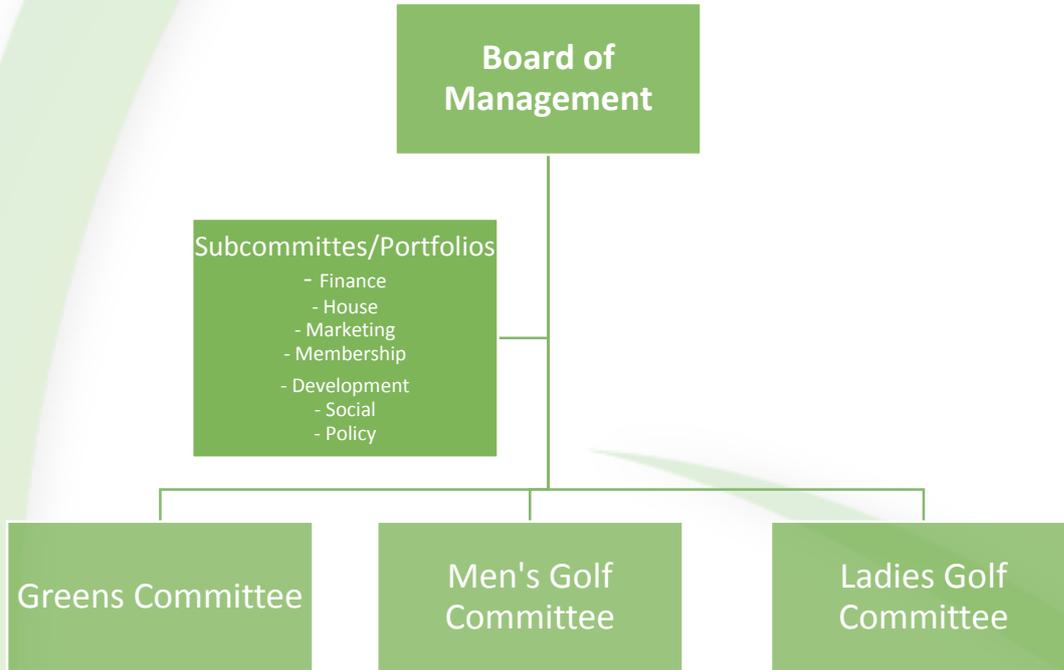
An extensive workshop was held with current and future committee members to develop the goals and actions included within this plan.

The results of this consultation process have been used in the development of this strategic plan.



ABOUT THE CLUB

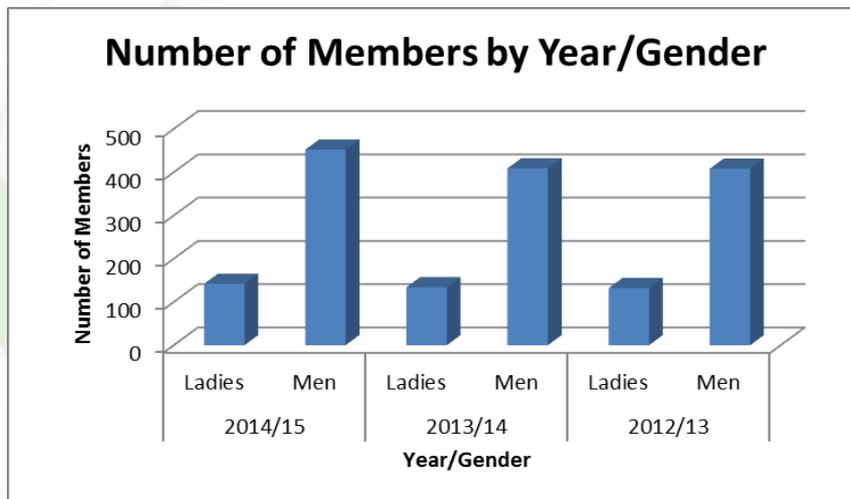
CLUB GOVERNANCE STRUCTURE



CURRENT EMPLOYEE STRUCTURE

- Club Manager – Josh Hall (40 hrs)
- Assistant Manager – Rebecca Thomas (24 hrs)
- Clubhouse Casual – Roslyn Bowers (10 to 20hrs)
- Clubhouse Casual – Toni West (10 to 20 hrs)
- Course Superintendent – Dylan McMeekin (40 hrs)
- Apprentice Greenkeeper – Tom Davison (40 hrs)
- Greenkeeper – Denis McDonald (40 hrs)

CLUB DEMOGRAPHICS

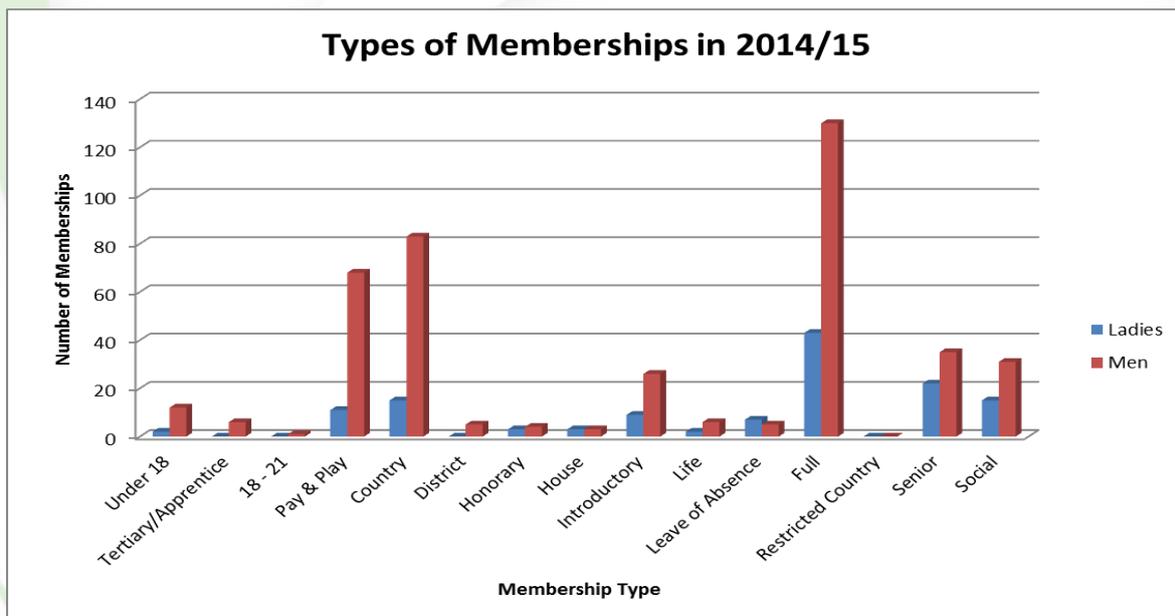




In the 2002 Business and Opportunities Report there were 543 Members. The membership was broken down into the following categories;

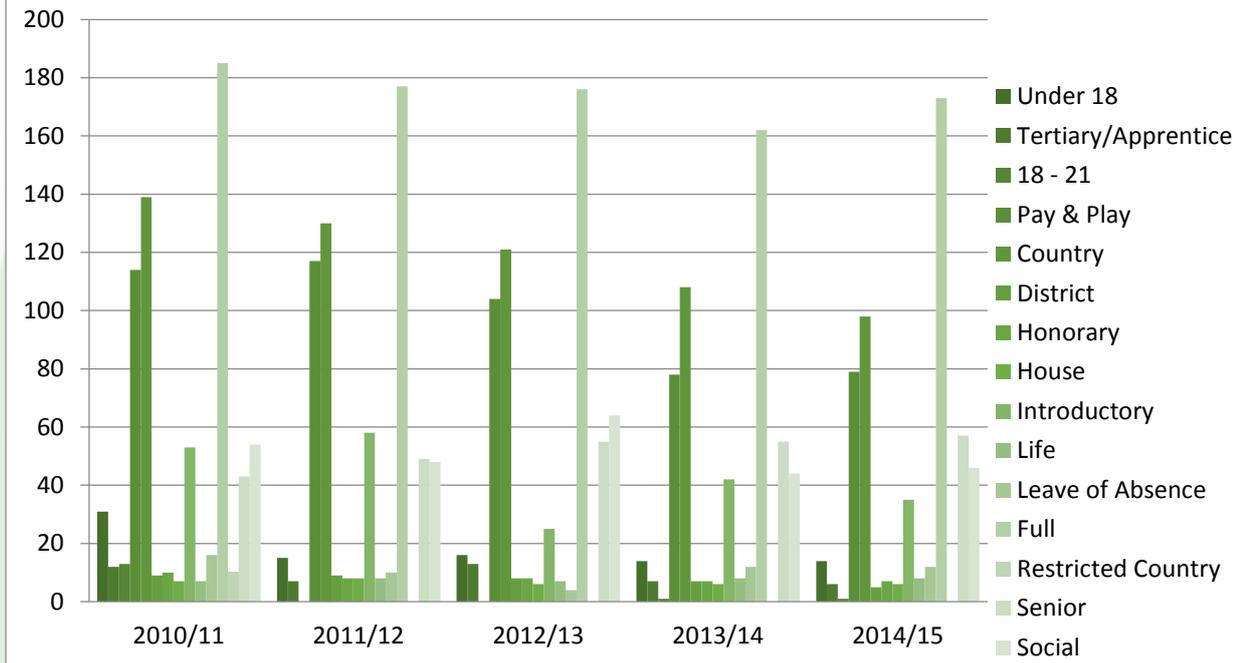
- Full Member 150
- Country Member 95
- District 8
- Introductory members 110
- Senior Members 36
- Social Members 42
- Junior and Other Members 102

It is interesting to see that membership numbers are currently higher than 2002 but there has been some decline in more recent years. When looking at the breakdown from 2002, you can see that there is opportunity to increase junior membership numbers.



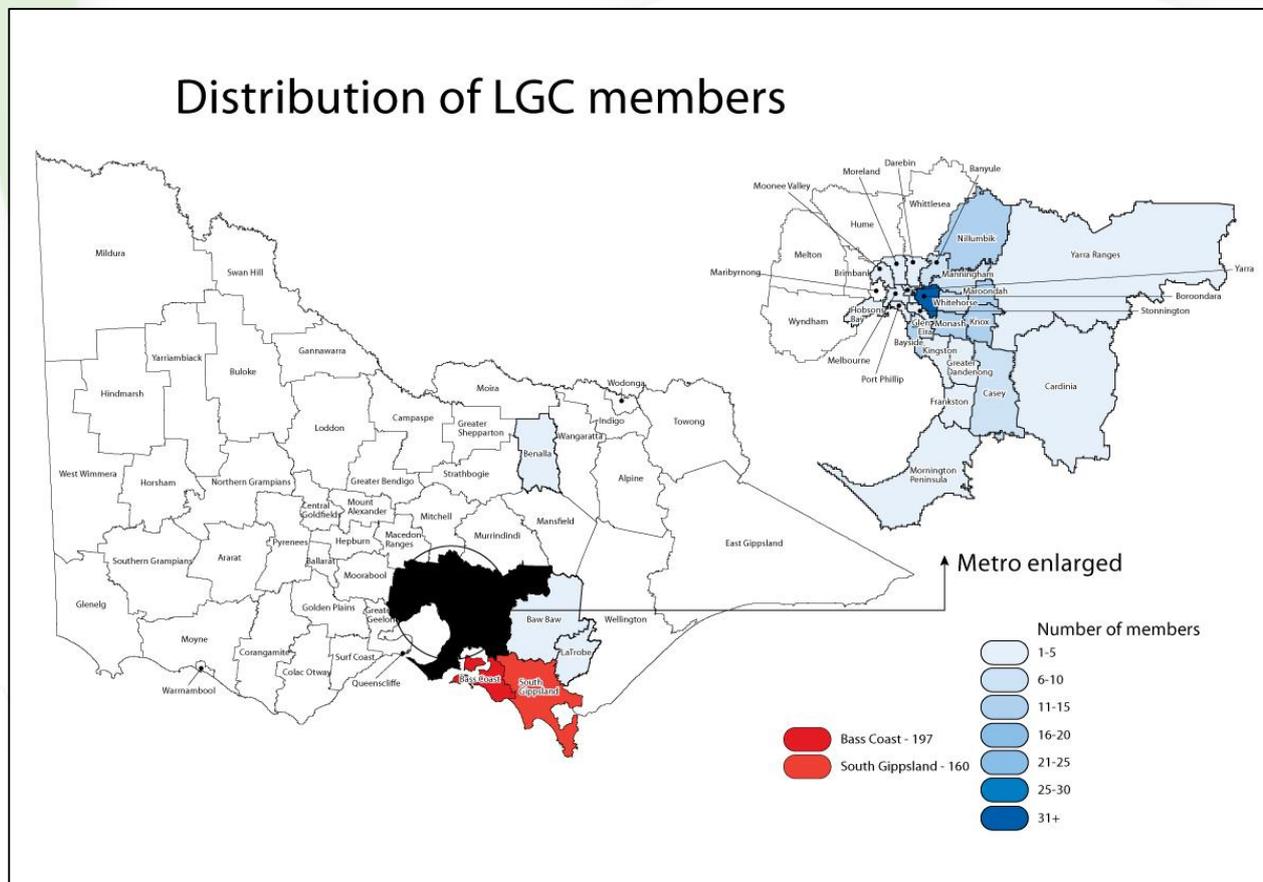


Types of Membership (last 5 yrs)



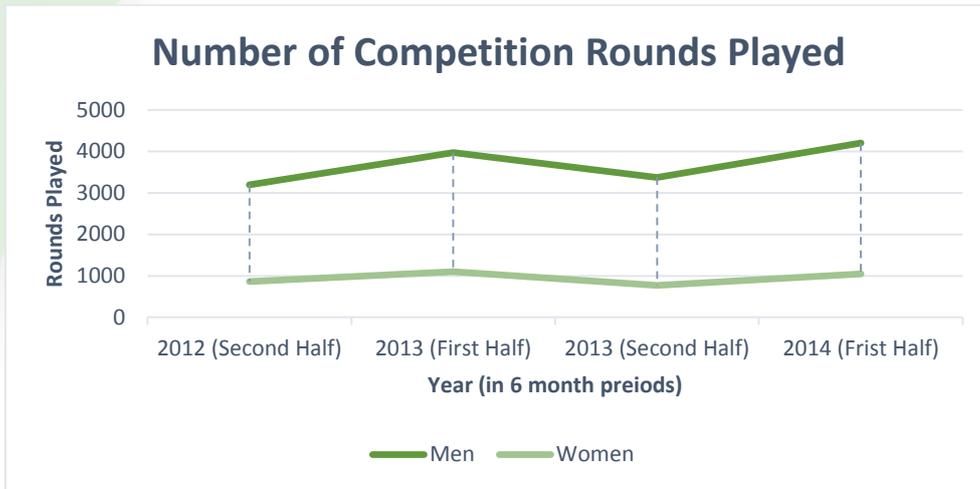
This graphs highlights that there has been a decline in all membership categories in recent years, with a small turn around in 2014.

Distribution of LGC members





COMPETITION SUMMARY





SWOT ANALYSIS

Strengths	Weakness
<ul style="list-style-type: none"> • Excellent course & facilities • course ranking • Cohesion and loyalty to the club • Privately owned land • Very high levels of volunteering • Located in close proximity to Inverloch, its a major town that is experiencing growth • South Gippsland as a golfing region • Strong leadership/ good environment • Sound financial management • Well experienced staff • Have experienced some membership growth in recent years • Selected to host Golf Vic events • Golf is an accessible game- anyone can play • PGA lessons available 	<ul style="list-style-type: none"> • Location on the boarder of two Local Government Areas • Privately owned land • Time constraints of volunteers to participate on board/ committees • Travel & distance to course • Members can be resistant to change • Broad sport participation trends • Affordability of the game: memberships/ equipment etc • Lack of younger demographic members • Lack of documented procedures & history • Lack of automated irrigation system • Poor access & cart tracks
Opportunities	Threats
<ul style="list-style-type: none"> • Build stronger links with RACV • Review of the club governance structure • Increase membership numbers • Build female & junior participation • Work in partnership with Local and State Government to achieve future facility improvements of the Club • Secure sponsorship and grants • Develop online presence • Develop business case for club • Work in partnership with Golf Vic • Develop relationships with other sports clubs • State & Local Government grants • Other grant providers 	<ul style="list-style-type: none"> • Lack of volunteers to support club operation • Other golf clubs in South Gippsland • Other sports • Beach and Foreshore activities • RACV developing golf facilities • Declining golf participation • Poor financial management • Ageing volunteer group • Unpredictable environmental factors



FUTURE DIRECTIONS & VISION

To create an enjoyable and inclusive golf club with premier facilities for our members, visitors and wider community

KEY GOAL AREAS

1. Leadership- Build a strong and effective governance structure
2. Participation & Growth- Building membership numbers and loyalty while increasing the numbers of people playing golf
3. Volunteer Management- Recognise and reward the work of volunteers at the club
4. Financial Management- Ensure that club is sustainable well into the future
5. Player Development & Competition Golf- Increase the variety of competitions, so that more players can participate and offer opportunities for members to improve their golf.
6. Marketing, Promotion and Communication- Develop new marketing initiatives and increase the profile of the club while communicating clearly with club members about all planned changes.
7. Course and Facility Upgrades- Improve the ranking of the course and plan for realistic course and facility improvements.





STRATEGIC PLAN

A series of goal areas have been developed and a series of actions to be implemented over the coming 5 years.

LEADERSHIP

Build a strong and effective governance structure

Action	Priority	By who
Strong Governance Structure <ul style="list-style-type: none"> Review the club governance structure. Consider and investigate combining the men's and women's committee into one match/golf committee to align with State & National bodies 	High	Board of Management
Implementation of the Strategic Plan <ul style="list-style-type: none"> Include the Strategic Plan actions into meeting agendas, staff position descriptions and club business plans to ensure implementation. 	High	Board of Management
Develop strong links with industry trends - Golf Vic and other key stakeholders.	High	Board of Management & Club Manager
Maximise the efficiency of use of paid staff <ul style="list-style-type: none"> Review the staffing structure and ensure that it is effective. Ensure that there is a good balance of tasks and roles completed by staff as compared with volunteers. Match skills and abilities with individuals. 	High	Club Manager
Succession Planning <ul style="list-style-type: none"> Identify key people for future board positions and involve them in club business prior to AGM to build capacity. Communicate what is involved so that people aren't afraid to volunteer. Conduct meetings at times where people can attend or utilise technology links. 	High	Board of Management
Empower the board to investigate and discuss opportunities that may arise eg: <ul style="list-style-type: none"> partnerships with other golf clubs, venue operators etc. 	Medium	President & Vice President
Investigate the opportunities and implement a club management system (eg: MiGolf) to assist with: <ul style="list-style-type: none"> Competition management Membership retention Communication Marketing & promotion Financial management 	Medium	Board of Management & Club Manager



PARTICIPATION GROWTH

Building membership numbers and loyalty while increasing the number of people playing golf

Action	Priority	By who
Make sure new people are made to feel welcome. <ul style="list-style-type: none"> Create a Membership Officer Role that can formally develop practices that ensure a smooth transition. (Replicate what is being done by women's committee). 	Medium	Board of Management, Golf Committees & club staff
Introduce a buddy system for new members	Medium	Golf Committees
Develop a new member introduction handbook and host an induction night.	Medium	Club Manager
Look at ways to recognise and highlight the contribution made by sponsors.	Medium	Sponsorship Coordinator
Conduct an exit interview of all retiring members to obtain valuable feedback.	High	Club Manager
The membership Officer role could also provide training and information to members about club rules and changes to ensure effective communication and understanding.	Medium	Membership Officer

VOLUNTEER MANAGEMENT

Recognise and reward the work of volunteers at the club

Action	Priority	By who
Develop role/task descriptions for volunteer positions so that everyone is clear about their responsibilities	Low	Club Staff & Greens Committee
Create a volunteer coordinator role to maximise the use of volunteers.	Medium	Board of Management, Golf & Greens Committee's
Celebrate volunteer contributions	High	Board of Management
Develop and host a volunteer/sponsors golf day to recognise contributions.	Medium	Board of Management & Club Staff





FINANCIAL MANAGEMENT

Ensure that club is sustainable well into the future

In the LGC Member Survey, members were asked to prioritise how they felt club funding should be allocated. The following table summarises the results:

Answer Options (1 most important – 5 Least Important)	1	2	3	4	5
Course Improvements	51	20	13	9	2
Marketing and Promotion- to increase members and green fee players	24	41	18	12	0
Invest in attracting major event's and functions	12	13	37	22	11
Club House Improvements	6	14	23	37	14
Limit current spending and save for the future	2	7	4	15	67

Action	Priority	By who
Develop annual budgets in line with the strategic directions identified.	High	Finance Sub Committee
Build membership numbers/income through realistic membership fees.	High	Board of Management & Club Manager
Introduce direct debit payment options.	High	Board of Management & Club Manager
Identify future financial triggers to review operating expenditure and reduce spending.	High	Finance Sub Committee
Broaden revenue streams including clear financial targets.	High	Board of Management & Club Manager
Maximise the use of technology to reduce the time taken by paid staff to complete administration	High	Finance Sub Committee
Further develop and empower the social events and fundraising committee to develop functions and opportunities to generate revenue for the club. Set specific targets and educate all members of the importance of these activities.	Medium	Board of Management





PLAYER DEVELOPMENT & COMPETITION GOLF

Increase the variety of competitions, so that more players can participate and offer opportunities for members to improve their golf.

Action	Priority	By who
Review the detailed feedback provided in the survey to offer the best competition structure available. Communicate to members that it is very hard to balance everyone's preference.	High	Golf Committees
Create new competition types to better cater for new/beginner members or for those people who are limited with time.	Medium	Golf Committees
Participate in Golf Australia & Golf Victoria new participation programs where applicable	Medium	Club Manager & Development Officer
Continue to build pennant teams and celebrate success of teams and individuals.	Medium	Golf Committees & Pennant Manager
Conduct and attract tournaments to LGC.	High	Board of Management & Club Manager
Develop a range of coaching types, clinics and programs that cater for juniors and women in particular.	Medium	Club Manager & Development Officer
Look at the types of recognition/prizes awarded to highlight improvements made by beginners/new members.	Low	Golf Committees





MARKETING, PROMOTION & COMMUNICATION

Develop new marketing initiatives and increase the profile of the club while communicating clearly with club members about all planned changes.

Action	Priority	By who
Clearly define the target markets that are the focus for marketing campaigns. These should include; <ul style="list-style-type: none"> • South Eastern Metro clubs for country membership • Local women and young people • Green fee players – to transition to membership • Visitors to the region • Recent retirees • Corporate & Social groups 	Medium	Club Manager & Marketing Sub Committee
Develop a Marketing Sub Committee. Seek skilled members or hire experts to develop key marketing campaigns and evaluate success. Provide sales training opportunities to paid staff.	High	Board of Management & Club Manager
Use a range of social media, local newspapers, golf magazines and other avenues to promote the club effectively.	Medium	Club Manager
Partner with surrounding businesses to develop marketing opportunities which include Devil Dams Par 3 course, Inverloch Indoor Golf & RACV.	Medium	Marketing Sub Committee
Attract new users to the golf club that encourage diversification that cater for the new trends like walking and fitness groups or events.	High	Board of Management & Club Manager
Consider the re-naming of the club to include the word 'Inverloch'	High	Board of Management
Keep up to date with modern communication strategies and maximise the use of this technology.	High	Marketing Sub Committee & Club Manager
Utilise a broad range of communication mediums to cater a broad range of users, members, visitors.	Medium	Club Manager
Ensure there is good discussion about key issues and educate members about why decisions are made eg. <ul style="list-style-type: none"> • Changes to the course • Facility upgrades etc. 	High	Board of Management





COURSE AND FACILITY UPGRADES

Improve the ranking of the course and plan for realistic course and facility improvements.

Action	Priority	By who
Develop a detailed master plan for course and facility improvements with a realistic budget, priority and timeframe for each project. Communicate this clearly with members so that they have realistic expectations for what is possible. (Draft is attached as an appendix)	High	Greens Committee & Super Intendant
Investigate and develop the business case for the installation of an automated watering system	High	Greens Committee & Super Intendant
Lobby key stakeholders to recognise the importance of major projects and obtain their support and funding where possible.	High	Greens Committee & Super Intendant
Investigate ways to further improve the course ranking.	Medium	Greens Committee & Super Intendant
Ensure that the land is utilised and if there is opportunities for new income streams like accommodation or practice nets or even new sports, capitalise on then after appropriate research.	Medium	Board of Management, Greens Committee & Club Staff
Review the Business and Opportunities Report	High	Board of Management





ATTACHMENTS

- Appendix 1: Course and Facilities Master Plan Draft
- Appendix 2: Summarised LGC Member Survey Results July 2014

ACKNOWLEDGEMENTS

The Leongatha Golf Club developed this Strategic Plan with support from **Hands on Community Solutions & GippSport**. They would like to acknowledge the contribution of the Board of Management, the members and other key stakeholders who have supported the club through this process.



DISCLAIMER OF LIABILITY

The information contained in this report has been prepared by **Hands on Community Solutions** on behalf of the Leongatha Golf Club. The report is intended for the specific use of the club and its key stakeholders who have been consulted.

All recommendations made throughout this document are based on information provided by or on behalf of the LGC Committee or in the relevant research material reviewed for the development of this report. The LGC has relied on such information being correct at the time this report was prepared.

Readers should note this report might include implicit projections about the future which, by their nature, are uncertain and cannot be relied upon. They are dependent on potential events or technical assessments which have not yet occurred



APPENDIX 1: COURSE AND FACILITIES MASTER PLAN DRAFT 2015

Project Area	Specific Tasks	Total Cost (Estimate)	Priority
COURSE			
1. Automatic Irrigation System		\$250k	High
2. Essential Machinery – Upgrades & purchases	Blower; Fairway Mower; Ride on mower	\$11k, \$50k, \$3K	High
3. Create turf nursery	Santa Ana & Bent Grasses	\$8K	High
3. Create a practice net / warm up area / develop driving range		\$10k	Medium
4. Improve cart tracks around course		\$2000 annually	Medium
6. Toilet on course			Low
7. Revegetation Program for trees that are removed			Medium
8. Ongoing changes to course to maintain interest	Green & Tee reconstruction	\$20k per green \$5k per tee	Medium Greens 9, 7, 5, 1 & 10 Tees 6, 8, 9, 11, 13 & 16
9. Wash Down Area	Improve to meet OHS standards		High
CLUB HOUSE			
1. Kitchen Improvements	Stage 1 \$13k Stage 2 \$15k		Medium
2. Create an alfresco area including BBQ			Low
3. Roof replacement			Medium
4. Refurbishment of club house			Low
5. Re-design entrance			Low
6. Solar Power		\$25k	High
7. Air-conditioning		\$15k	Medium