

Frankston City Council

***Centenary Park Golf Course
Master Plan Review***

Master Plan Report

Draft v4

May 2021

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1. Introduction

Frankston City Council (Council) is developing a new vision for its Centenary Park Golf Course via a new Master Plan.

Centenary Park Golf Course (Centenary Park) was established at its current site in the mid 1970's. Its facilities comprise an 18-hole golf course, practice fairway, practice green, spare synthetic hole, car park, golf retail and customer service building (Golf Building), golf clubrooms, and plant and equipment sheds.

The Master Plan was developed in response to the key findings and feedback arising from a comprehensive situational analysis:

- Reviewing the relevant Strategic Framework.
- Understanding the wider sports participation and golf market trends.
- Identifying the broader site and golf course opportunities and constraints.
- Consulting with stakeholders, user groups and local community.

The comprehensive consultation involved initial feedback from identified stakeholders to understand their views about current aspects of Centenary Park, and future facility and service aspirations. These initial insights helped inform the broader and more detailed consultation phase via the Customer and Community Survey. The survey, which was promoted and distributed online, provided valuable insights to assist with the development of Centenary Park's Master Plan, as well as identified some insights to assist the management and operations of Centenary Park (refer Attachment 1 – Customer and Community Insights (August 2020) for survey results and insights).

Golf is one of Australia's most popular participation sports. It delivers valuable wellbeing, social, environmental, and economic benefit to local communities:

- Golf promotes physical and mental wellbeing (particularly for older Australians) e.g. health, social interaction, and self-esteem.
- Golf contributes to social and community development e.g. volunteering and inclusion.
- Golf courses provides valuable open and maintained green space areas e.g. flora, fauna, and habitat.
- Golf stimulates local economic development e.g. local employment, local goods and service suppliers, charitable support, and tourism opportunities.

Australians are now participating in golf in a variety of ways, and not just on golf courses. Driving ranges, mini-golf facilities and the emerging virtual golf centres all have an important role to play in providing golf participation opportunities to a broader audience. This was reinforced via feedback from Centenary Park's stakeholders, main user groups i.e. public golfers and members of the Centenary Park Golf Club, and local community.

This *Master Plan Report* details the proposed Master Plan, and includes:

- Summary of overall improvements.
- Outline of design philosophies.
- Detailed golf pavilion and precinct improvements.
- Detailed golf course improvements.
- Hole by hole assessment and improvements.
- Investment estimates for the major elements of the Master Plan.
- Implementation priority for each major improvement.
- Master Plan drawing (April 2021).
- Pavilion and Precinct drawing (April 2021).
- Signage & Course Furniture Style Guide (March 2021).
- New Pavilion and Precinct Cost Estimates (May 2021).
- Golf Course and Other Cost Estimates (May 2021).
- Cost Estimate & Implementation Overview (May 2021).

2. Overall Improvements

For golf facilities to remain viable and successful in meeting the needs of a changing and competitive market, the comprehensive situational analysis identified '6 Challenges and Opportunities for the Contemporary Golf Facility':

1. Golf facilities must be **market-focused and adapt to stay relevant** to succeed in today's changing sport, recreation, and leisure market.
2. Golf facilities must be **customer-focused and need to become friendlier** to women, families, younger generations, diverse groups, and social golf clubs.
3. Golf facilities should **focus less on competition golf and introduce social, short-format and other golf-entertainment** participation options.
4. Golf facilities will need to **consider new business models** to ensure **greater facility visitation and revenue diversification**; and deliver high-quality customer experiences, especially hospitality.
5. Golf facilities must develop the expertise to **engage with customers actively and regularly** via better communication and marketing; and take advantage of technology to assist.
6. Golf facilities must continue to provide valuable social, community, environmental and economic benefits; and actively engage with their local community to **create a community hub**.

The new Master Plan will help Centenary Park evolve into a contemporary golf facility. It will strengthen its appeal to its current market (golfers), but most importantly it will broaden its appeal beyond this market and to the wider community.

The new vision for Centenary Park delivers:

1. Improved connections
2. Improved golf course
3. Upgraded driving range
4. New Pavilion & Precinct
5. New mini-golf facility
6. Additional Car Parking

Refer Attachment 2 – Master Plan Drawing (April 2021) for the detailed plan.

Please note: the proposed master plan improvements and recommendations will be conditional to further investigations and assessments during detailed design; and will be subject to landowner consent from the Department of Environment, Land, Water and Planning (DELWP).

2.1 Design Philosophies

There are guiding philosophies employed in the proposed Master Plan design.

Pavilion and precinct:

- Ensure built infrastructure, amenities and golf course components are best placed to effectively connect all activity requirements.
- The functional relationship of the main building(s) and wider precinct(s) must:
 - Encourage a vibrant facility and satisfy the needs of customers, staff, and service contractors. Whilst compromises will inevitably be required, a 'customer-first' approach is essential.
 - Optimise service and revenue opportunities for all customers.
 - Consider efficient staffing and operating costs.

Golf course:

- Employ 'strategic design' principles in the planning of new green complexes as well as, where applicable, fairway bunker positioning.
- Embrace the 'sand-belt' approach to golf design and its associated heathland landscape aesthetic.
- Provide for larger green sizes to allow for more pin placement options and therefore more challenge for better golfers and more interest for all golfers.
- Provide more mown fairway to the surrounds of greens, to the rear of greens, coupled with catch basins to retain balls.
- Avoid placement of green side bunkers on the side of egress to the next tee.
- Fairways to be mown up to the edge of bunkers i.e., avoid a band of rough between the bunker and fairway edge.

Landscape:

- This plan acknowledges and supports the implementation of Council's 'Bushland Restoration Opportunity Plan' - January 2019 which covers both bushland and waterbodies on the property. These 'areas of opportunity' are shown in purple (for Bushland) and blue (for waterbodies) colour outlines and correspond with Council's plan.
- All future revegetation works are to select species from the Ecological Vegetation Classes (EVC) 6 & 48. These lists can be found on Council website: Environment & Waste Section.
- With regards to the existing treescape the overall strategy is to remove, over time, all *Eucalyptus botryoides* (Mahogany Gums) and *Melaleuca armillaris* (Honey Myrtle).
- Embrace the 'sand-belt' approach to golf design and its associated heathland landscape aesthetic.

3. Pavilion and Precinct Improvements

The pavilion and precinct improvements will create a centralised hub that provides easy access to the golf course and adjacent proposed new activities.

A feature of the centralised hub will be a new Golf Pavilion. The pavilion will provide a dedicated area for the Golf Club, indoor/outdoor hospitality areas, outdoor plaza (arrival zone shared with Centenary Park Drive), elevated views over the golf course, golf cart storage area, and improved connections to the car parking, driving range, practice putting green, short-game practice area, and new mini-golf facility. The pavilion would comprise an upper-level (ground-level entry from Centenary Park Drive) incorporating hospitality, multi-purpose space, golf shop, and outdoor plaza. The lower level would comprise an area for the Golf Club, golf cart storage, and building services. Both levels will have features of the immediate precinct and golf course.

The traditional driving range experience is evolving from a focus on game improvement (practice and tuition) to become a form of golf play and golf entertainment. Centenary Park's driving range will be upgraded with a new driving range building, 12 all-weather hitting bays (optional future expansion to 17), new turf tee, and outfield lighting to enable use at night. The operators of Centenary Park will be encouraged to incorporate golf entertainment and contemporary hospitality experiences at the range.

Mini golf is experiencing a resurgence in the golf facility market. Some of Australia's leading public-access golf facilities are either operating relatively new mini-golf facilities or planning to construct new ones.

Benefits of a mini-golf facility forming part of an existing golf facility:

- Naturally complements existing golf facility activities (golf course and/or driving range) and provides a participation pathway to these facilities.
- Broadens the existing golf facility catchment demographic from mostly golfers to include non-golfers seeking entertainment experiences, particularly 18-35year-olds, children under 18years (parties), families and corporate participants.
- Diversifies revenue from new visitation and should positively impact visitation to other on-site facilities such as the golf course, driving range and food & beverage services.

A new contemporary mini-golf facility will be built at Centenary Park. It will include an 18-hole mini-golf course, 2 x event pads (for parties and social gatherings), adjacent event space, and be illuminated for night play.

With an increase in activities and visitation, community access for pedestrians and cyclists, and a new connection to the Frankston Centenary Tennis Club, will be improved. Also, additional car parking will be required. 80-100 new car parking spaces, including golf cart trailer parking, will be located on a small part of the adjacent transfer station precinct.

Refer Attachment 3 – Pavilion and Precinct Drawing (April 2021) for the detailed plan.

4. Golf Course Improvements

The golf course improvements will specifically improve greens, surrounds, tees, fairways, bunkers, drainage, safety (errant balls), ecology/conservation/biodiversity and revegetation, and course furniture and signage.

The proposed improvements to the golf course are to:

- Improve playability of the course.
- Increase the strategic interest and challenge of the course without unduly affecting the speed of play or difficulty for higher handicap golfers.
- Provide improved course condition through addressing drainage issues and vegetation management, such as tree and limb removal to improve turf growing conditions.
- Upgrade all pathways and tee furniture and provide a universal access tee on all holes.

From the rear tees, the new golf course is 5966m in length (down from 6018) Par 72. The forward tee course measures 5268m, Par 73. It is proposed that the holes are to be renumbered, flipping the nines, to allow the current Hole 10 to become the proposed Hole 1, and therefore well located immediately in front of the proposed pavilion and precinct location. Consequently, current Hole 1 is to become Hole 10. The Master Plan drawing shows the proposed new numbering of holes.

CARD OF THE COURSE					NOTE: HOLES PROPOSED TO BE RE-NUMBERED TO LOCATE 1ST TEE CLOSE TO RELOCATED PAVILION				
HOLE	CURRENT		PROPOSED		HOLE	CURRENT		PROPOSED	
	PAR	METRES	PAR	METRES		PAR	METRES	PAR	METRES
1	5	479	4	315	10	4	313	5	495
2	3	154	4	290	11	4	289	3	155
3	4	362	5	455	12	5	467	4	370
4	4	349	3	155	13	3	157	4	370
5	4	287	4	375	14	4	369	4	290
6	4	319	5	513	15	5	507	4	344
7	4	352	4	330	16	4	395	4	350
8	3	207	4	395	17	4	405	3	158
9	5	459	3	147	18	3	147	5	459
OUT	36	2968	36	2975	IN	36	3050	36	2991
					OUT	36	2968	36	2975
					TOTAL	72	6018	72	5966

In addition to the golf course improvements, it is recommended a consistent approach to course furniture and signage be adopted.

Refer Attachment 4 – Signage & Course Furniture Style Guide (March 2021) for the proposed approach.

The improvements for each golf hole have been summarised, including assessment of the existing golf hole, and any safety issues arising (if applicable).

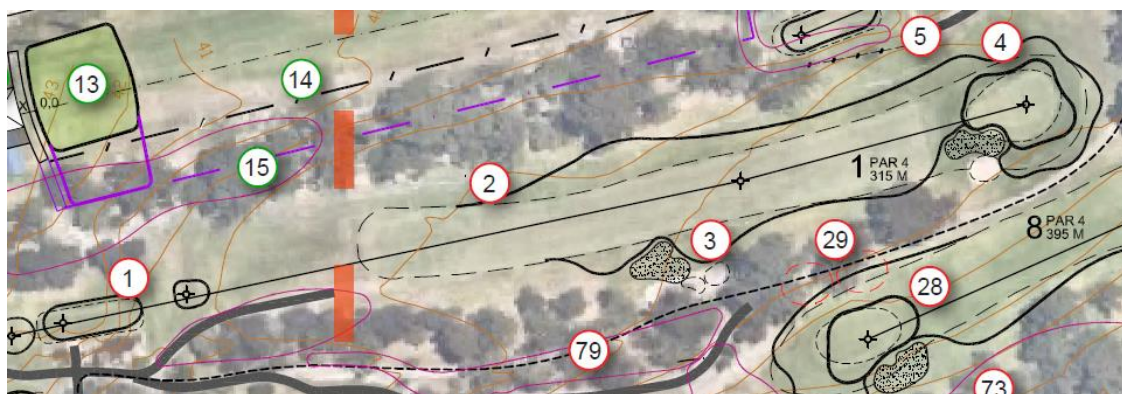
4.1 Hole 1 – 315m / Par 4

Existing golf hole: A shortish par four, the existing 10th hole (now proposed 1st hole) plays from elevated tees which provide an excellent view of the golf hole, bordered on both sides by strong rows of mature trees. The landscaping works (native and indigenous planting and step treatment) to the tee complex provide an excellent example for use around other similar parts of the golf course. Contrary to this, the dilapidated retaining wall and exotic plantings to the rear tee are not considered appropriate and should be replaced with a suitable alternative. The middle tee wraps around the trunk of a Eucalypt with both tee and tree being better served by being separated. The relatively featureless fairway slopes gently from left to right with a pair of fairway bunkers located on the right-hand side. The bunkers are barely visible and too far removed from play. The green complex, while benefiting from an attractive vegetated backdrop, also suffers from a lack of visibility with an unnatural looking mound (a previously filled in bunker) located front right.

Safety: The proposed widening of the driving range to 12 bays (optional future expansion to 17) adjacent to current hole 1, does not require the removal of the screen vegetation which currently separates the existing practice and existing hole 10 – and therefore it is not anticipated that the risk of balls to the proposed this hole is significantly greater. A proposed 2.2m high cyclone fence proposed along this interface will aid the retention of low 'squirted' shots and will reduce the occurrence of balls exiting onto the proposed 1st fairway. We note that the purple-coloured line-work is for possible future further expansion of the bays to 17. We note that there is no proposed leveling or build-up of the side slope along the fence line and that this option would require a high-netting fence to contain balls.

New golf hole:

- Remodel tees and step access including new exposed aggregate path (note: all new paths to be vehicle rated). Remove retaining wall and replace with a graded slope to be planted out with low growing indigenous and native plants. Rebuild, enlarge, and shift the middle tee to the left by around 3 – 4m to allow greater separation from large Eucalypt trunk.
- Provide universally accessible forward tee. Review impact of adjacent trees which affect ease of tee access and turf quality.
- Widen extent of fairway turf. Adjust irrigation to suit.
- Remodel largely unseen bunker. Shorten position and extend further into line of play.
- Remodel green complex. Enlarge green to provide more putting interest. Where possible include hollows and fairway to rear of green.



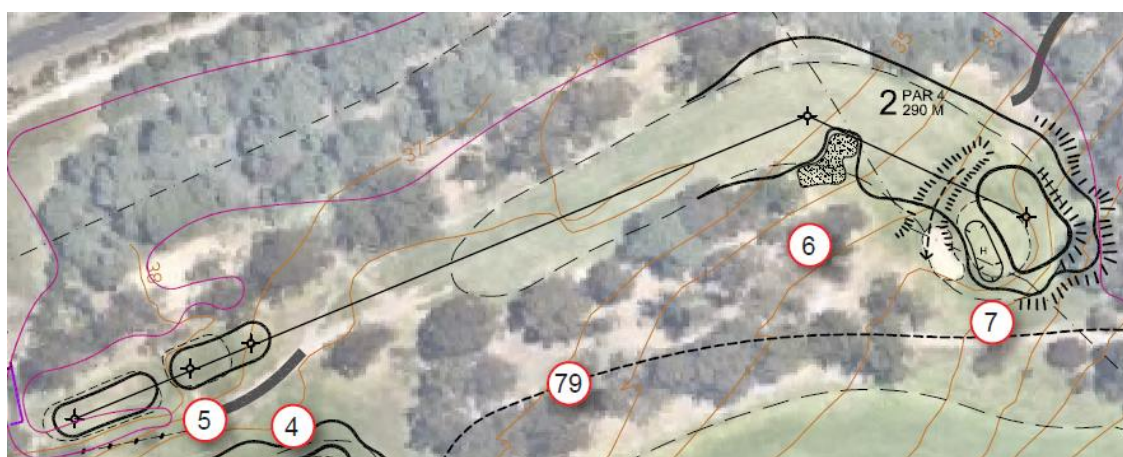
4.2 Hole 2 – 290m / Par 4

Existing golf hole: A short hole by modern standards, the existing 11th (now 2nd hole) retains a level of difficulty due to the tightness of the corridor of play and the short distance to the dogleg right, with large trees protecting the direct line to the green. Dense vegetation bounds the left side of the fairway, with the bushes here slowing the speed of play. The green is situated in an attractive setting; however, it is too small (even for a short par 4) with a steep drop off to the rear making recovery shots difficult. The right front bunker is an attractive element, but again is too narrow and the face too steep as a result.

Safety: A new protective screen fence is proposed adjacent the 2nd tees to buffer errant play from the 1st hole.

New golf hole:

- Remodel tees and step access. Provide universally accessible forward tee. Prune back adjacent vegetation and plant screening shrubs to block view to left of tee. Remove bushes along the LHS and beyond the landing zone to widen corridor and improve playability and speed of play.
- Construct new carry fairway bunker and further expand fairway to left in drive zone. Remove band of trees on the corner of the dogleg to open the corridor of play. This will aid clearer approach shots to the green and provide filtered views to the green from the tee area.
- Remodel green complex. Enlarge green to provide more putting interest. A new swale would run between the bunker and the green providing strategic challenge and addressing existing drainage issues. Provide terraced areas behind the green to aid recovery shots.
- Remove dead and or dying trees behind green to reveal desirable view through to the proposed 7th green.
- Trim exposed roots between green complex and pathway to proposed 3rd tees, to aid turf quality.



4.3 Hole 3 – 455m / Par 5

Existing golf hole: The hole corridor features an attractive vista with dense vegetation along the left boundary interfacing Peninsula Link. Overgrown bushes immediately in front of the tee at left impede play and interrupt the view of the left side of the hole. While the lines of trees either side of the fairway add beauty to the hole the terrain remains relatively flat and featureless for most of the hole, before rising gently to the green site. A brush fence located behind the green serves to screen the dump area. New tree plantings left, and right side intrude close to the fairway edge here and it is not clear to golfers as to the best line of play to take from the tee.

Safety: n/a

New golf hole:

- Remodel tees and access including new path leading from 2nd green. Provide universally accessible forward tee. Provide screen planting to left of tees.
- Remove Eucalypt limbs overhanging start of fairway.
- Remove select vegetation short left of green to both widen fairway and provide views through to water body. Undertake regrading works in area to optimise view to water body and upgrade fencing to form a feature and frame views to this water body.
- Remodel green complex. Enlarge green to provide more putting interest. Provide screen planting to rear.



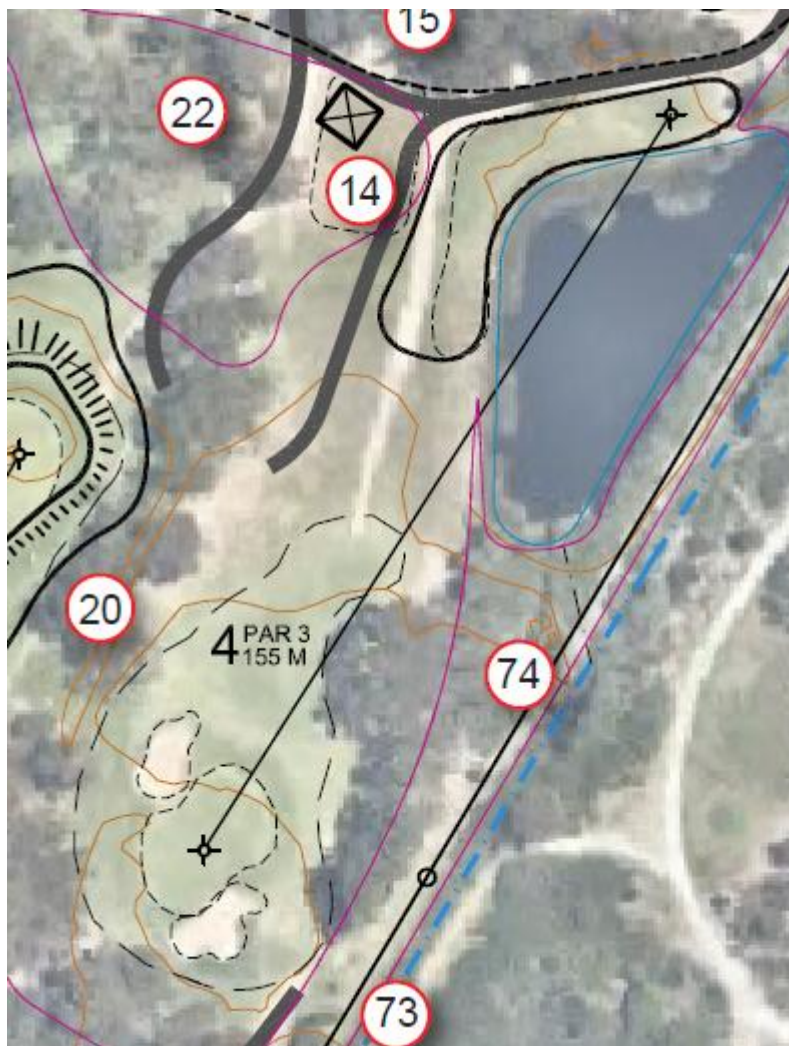
4.4 Hole 4 – 155m / Par 3

Existing golf hole: Remodelled in 2008 in accordance with the approved 2005 Master Plan.

Safety: n/a

New golf hole:

- Enlarge tee and construct new realigned path to suit. Demolish existing dis-used tee and re-vegetate with low-heath.
- Install new approved toilet facility, accessible from both the 4th and 7th tees in area of dis-used tee and provide path access. Siting of path and toilet to avoid nearby tree-protection zones.



4.5 Hole 5 – 375m / Par 4

Existing golf hole: One of the more difficult and longer par fours on the course, the 14th (now 5th hole) plays over a ridge which crosses the fairway at approximately the 180m mark. To the left and behind the current tees there is a large amount of unused area, well out of play, which could be made better use of. Once again mature trees add much beauty to the hole corridor. The boundary fence is reasonably well screened at present, and this screening will improve over time and may be assisted by additional planting. Towards the green the land gently falls away to the green setting. The left green side bunker is small and narrow and is not well visible, however it is located correctly as traffic exits to the right of the green, therefore not creating a concentration of wear. Behind the green, vehicles driving along McClelland Drive are visible and audible.

Safety: n/a

New golf hole:

- Remodel tees. Combine to form three tiered tees. Add new forward tee. Ensure tees align correctly with line of play.
- Site new fairway bunker in rise and widen adjacent fairway to left at approximately the 175 – 185m mark, providing further challenge. Shape fairway to suit. Such a bunker would add an attractive visual character to the tee shot on this hole. Widen fairway out at left side beyond this bunker to compensate.
- Remodel green complex. Enlarge green to provide more putting interest. Where possible include hollows and fairway to rear of green. Green to include strategic to left side which compliments the new fairway bunker. Elevate and reshape fairway short of green to address drainage issues.
- Plant new screen planting to obscure views to McClelland Drive.



4.6 Hole 6 – 505m / Par 5

Existing golf hole: Despite the overall length of the existing 15th hole (now 6th hole), the absence of any recognised hazards presents no great difficulty to the accomplished golfer at this hole, and it certainly does not require a great deal of thinking. The old, elevated tee behind the current tee serves little purpose and appears out of place. The tee complex is overly elongated and runway in appearance, with no visual breaks, added to which the tee alignment does not match the direction of play of the hole. The terrain drops away after the tees and rises again to the main ridge feature that also crosses the 14th hole. Beyond, the ground is relatively featureless until a rise some 100m out from the green, from where a pleasant view of the green awaits. Again, excellent vegetation lines both sides of the fairway.

Safety: n/a

New golf hole:

- Remodel tees and add a forward tee. Break rear tee up in to two tee grounds.
- Remodel green complex. Enlarge green to provide more putting interest. Green to be perched and bunker-less. Where possible include hollows and fairway to rear of green.
- Connect adjacent 6th and 15th fairways.
- Construct new path from 6th green to new location of 7th tees, including path to new toilet facility adjacent 4th tees.
- Remove redundant mound to rear of tees, reshape area and vegetate.
- Consider piping of spoon drain to start of fairway improving visuals and access to fairway – while maintaining overland flow capacity in times of flood.



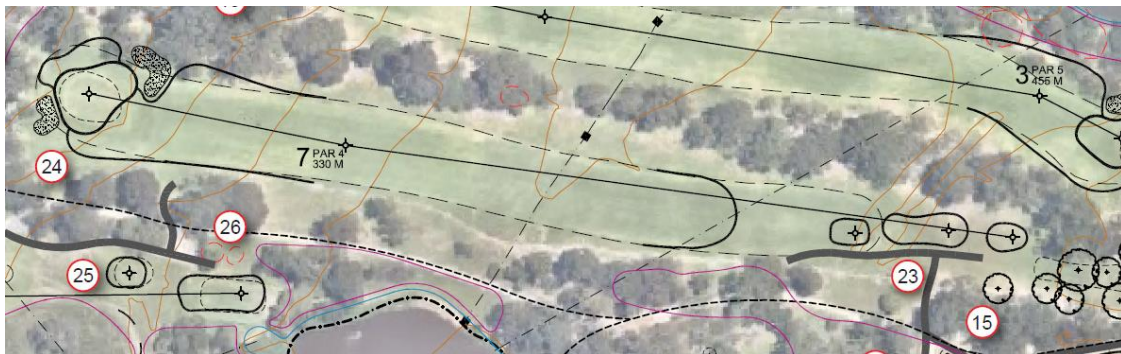
4.7 Hole 7 – 330m / Par 4

Existing golf hole: A straight-away hole, its relative difficulty is gained from its length and the small target presented by the green. The vegetation line along the right-hand side is parallel with the fairway mow line, offering little visual variation or interest. The terrain is flat and featureless for the most part, then rises gently and pleasantly towards the green site with a well vegetated backdrop.

Safety: n/a

New golf hole:

- Remodel tee complex in shortened location. Shortening this hole provides balance and variety amongst similarly long holes on the front nine (refer holes 3, 5 & 8). Having a shorter hole provides some respite to this – as it precedes the long and difficult next hole. A well configured and landscaped tee complex will add interest to an otherwise bland start to the hole. Reduce the extent of fairway. Construct new path connect to new path leading from proposed 6th green.
- Remodel green complex. Enlarge green to provide more putting interest. Where possible include hollows and fairway to rear of green. A new and stimulating green complex will also allay the bland nature of the fairway.
- Reshape existing spoon drains near start of fairway to disguise this element.



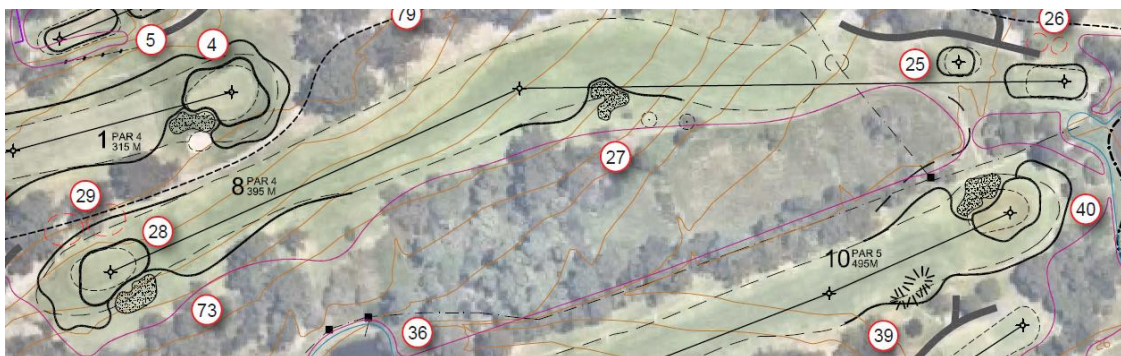
4.8 Hole 8 – 395m / Par 4

Existing golf hole: A difficult hole which requires a right to left shaped drive to best set up for a long approach shot to a small and difficult green. Over time it appears that the growth of trees located inside the corner of the dogleg has increased the strength of the dogleg – which, in our view, is not a favourable outcome. From the dogleg onwards, the terrain is relatively featureless with a moderate slope from right to left. Due to the slope at the green, the left side is perched up high with a steep bank transitioning down to the rough below – making for difficult recovery shots.

Safety: n/a

New golf hole:

- Remodel tees and path. Opportunity for indigenous re-vegetation of unused grass area left of tees and to part of carry so as not to overly impact golfers who fail to make the fairway.
- Remove *Lagunaria* and Melaleuca trees adjacent tees.
- Construct new drive fairway bunker. To assist, select small trees should be removed from the left corner of the hole. This will also facilitate locating a new fairway bunker, at around the 190m mark, into the naturally occurring ridge here. This bunker will not only provide visual interest but will present a challenge for the better players wishing to shorten the hole by cutting the dogleg. Remove limbs overhanging dogleg to reduce its severity.
- Remodelled green complex and approach. Construct a new larger green complex commensurate with the length of the hole. With strategically located and visually attractive bunkering at the left side, the new green complex will provide an excellent conclusion to a hole with much potential.
- Remove two number Mahogany Gums adjacent green.



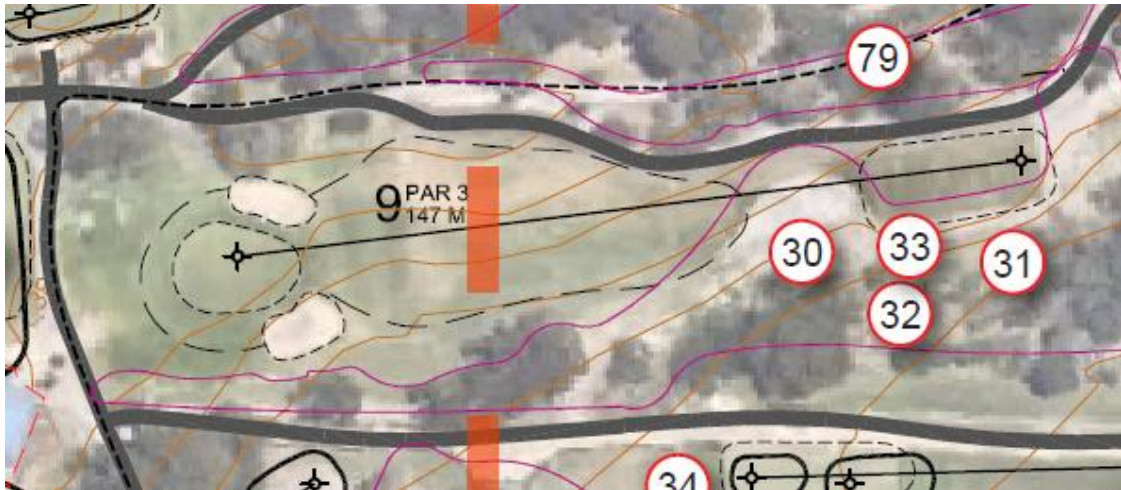
4.9 Hole 9 – 155m / Par 3

Existing golf hole: The finishing hole to the proposed front nine, a mid-length par three, sits in an attractive setting with the current Pro Shop in the background. This is set to change with the relocation and consolidation of the pro-shop and Clubrooms into one combined multi-purpose pavilion as well as with the renumbering of holes. Recent works in April of 2020 has seen the remodelling of this hole.

Safety: n/a

New golf hole:

- Recently remodelled in April 2020 in accordance with the approved 2005 Master Plan.
- Remove Ash trees along left side of tee.
- Remove Cypress tree to left of forward tee.
- Establish native grasses to left tee bank.



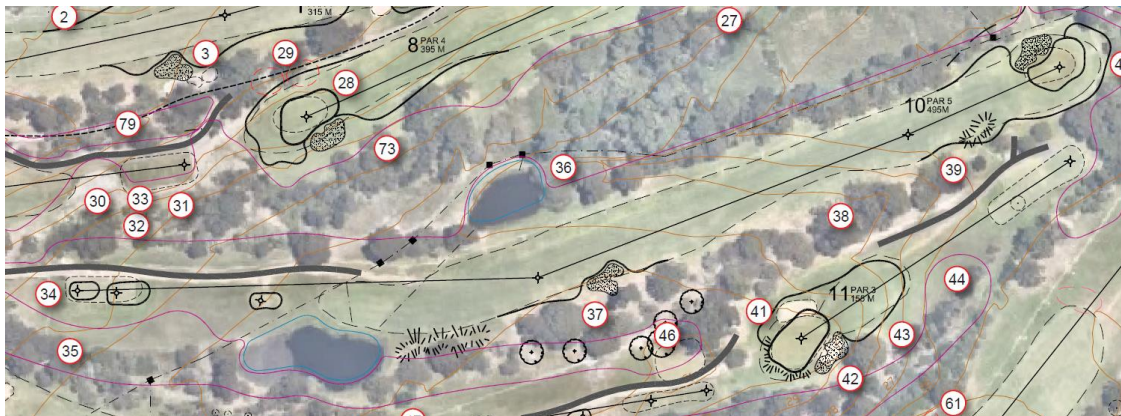
4.10 Hole 10 – 495m / Par 5

Existing golf hole: The current opening hole at Centenary Park, now proposed as the start to the back nine, is a long par five hole played through a strongly vegetated hole corridor. From the tee, the hole doglegs slightly to the left and is then straightaway to the green. A lake is sited at the right side adjacent to the start of the fairway and another lake is set further along the hole at the left side. No fairway bunkers have been sited. The green is small, with steep banks at the side and rear.

Safety: n/a

New golf hole:

- Remodel tees and step access including new path leading from Clubhouse precinct. Provide universally accessible forward tee.
- Remove select wattles along tree line to right of tees.
- Remove pine trees behind pond. Ensure water supply is maintained to pond to sustain ephemeral and aquatic vegetation.
- Construct new drive bunker, 240m from rear tee.
- Remove dead tree.
- Remove fallen tree and 'bushy' tree.
- Remodel green complex. Raise approach to green to address drainage issue. Enlarge green to provide more putting interest. Where possible include hollows and fairway to rear of green.
- Maintain access for maintenance vehicles left of new green complex.



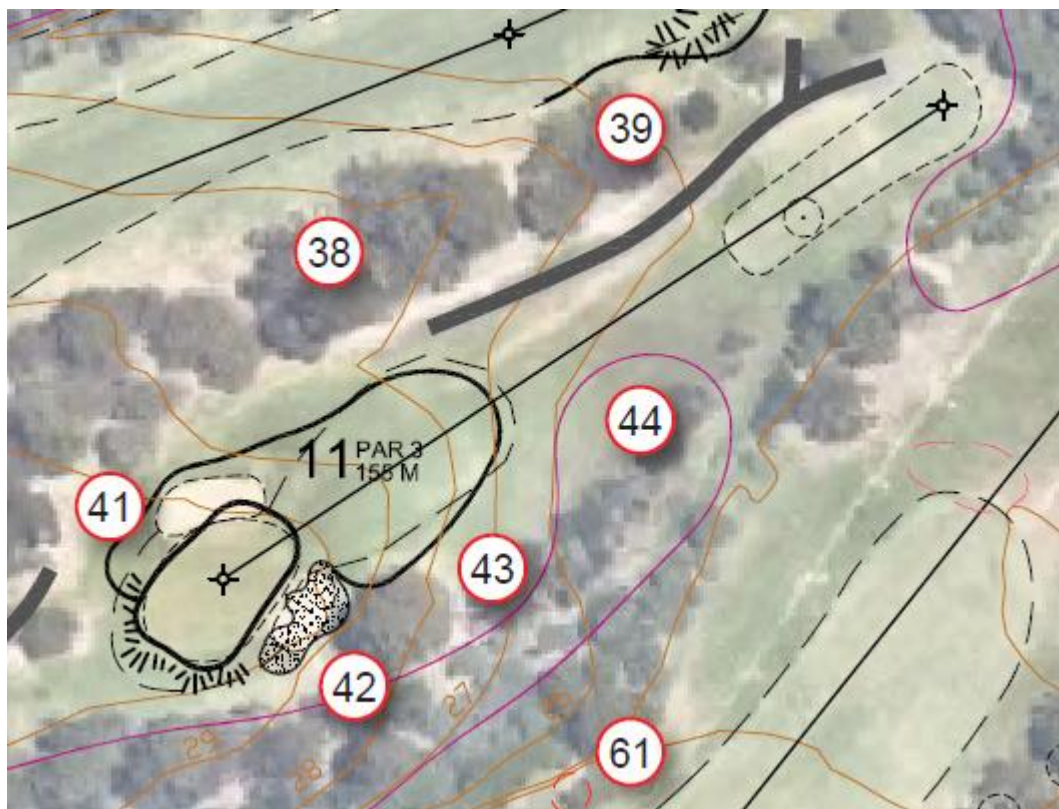
4.11 Hole 11 – 155m / Par 3

Existing golf hole: This is one of the better holes at Centenary Park. It is an attractive mid-length par three, played slightly uphill to a large green, the largest on the course. It is well bunkered left and right and presents a good target from the tee. The green is located within a well vegetated setting. A hole which requires only subtle enhancements rather than significant redevelopment.

Safety: n/a

New golf hole:

- Delete proposed right-hand side bunker to ease difficulty of hole and promote speed of play. Extend fairway in its place. Absence of bunker will provide a bail out area and respite from difficult left side of hole. Turf in area of egress will improve. As part of these works, regrade approach to make it fairer for the running approach.
- Remodel left-side bunker. Enlarging the plan area of the bunker will allow the face to be less steep and therefore more maintainable.
- Fill and extend fairway turf beneath tree (Spotted Gum) short left of green to provide more playable recovery conditions.
- Remove areas of Kikuyu and replace with couch, as necessary.
- Reshaping/softening of sharp contours at rear to be addressed at such time the green requires new sand profile and or drainage.



4.12 Hole 12 – 370m / Par 4

Existing golf hole: The then third green was remodelled as part of the previous 2005 Master Plan. The balance of the hole has terrain, which falls from the elevated tee area onto very flat and featureless land for most of the hole. Additionally, this flat land is low and is not well drained. A disused tee lies adjacent the regular tees and is an opportunity to be naturally reshaped and vegetated. New tree plantings at the right side intrude close to the fairway edge here and it is not clear to golfers as to the best line of play to take from the tee.

Safety: n/a

New golf hole:

- Demolish dis-used tee and revegetate area with low heath planting and trees – if well away from tees so as not to shade them.
- Remove Poplar and dead Eucalypt to reveal view to established tree.
- Reprofile portions of green surface to expand number of pin locations.



4.13 Hole 13 – 370m / Par 4

Existing golf hole: The fourth plays, now 13th hole, in a northerly direction, parallel to McClelland Drive, with this road boundary at the right side. As part of the 2005 Master Plan the hole was shortened from a Par 5 to a Par 4 to assist in reducing the potential of errant balls. In-addition the fairway was shifted left and fairway bunkers were added. New planting was undertaken including trees to 'block' gaps in the line of vegetation to McClelland Drive. A new green was constructed further away from the boundary. Netting fence panels are also present, and these were erected by Council.

Safety: While there are no specific reports from Council of balls exiting onto McClelland Drive, we have identified further opportunities to strengthen the interface. Gaps in the vegetation line are to be filled with new tree planting. Some parts of the netting fence are damaged from fallen limbs and these panels should be replaced or repaired. A further audit of the netting fence should also be undertaken by an experienced fencing contractor to ensure its effectiveness.

New golf hole:

- Remove Pine trees from behind tee and in front of main tee. Remove all NZ flax garden beds.
- Remove select trees (targeting deteriorating/unsafe Mahogany gums) to 'break the lines' of tree lined fairways and introduce a more 'sand-belt' aesthetic.
- Construct new exposed aggregate path.
- Remove all tree stakes along mounding.
- Repair last netting fence panel.
- A further audit of the netting fence should also be undertaken by an experienced fencing contractor to ensure its effectiveness.
- Plant supplementary tree planting in gaps. Species to be selected from EVC 6 & 48.
- Remove Mahogany Gum (behind Lemon scented gum).
- New pit, with regraded surrounds, to redirect surface drainage and improve interface to path beginning.



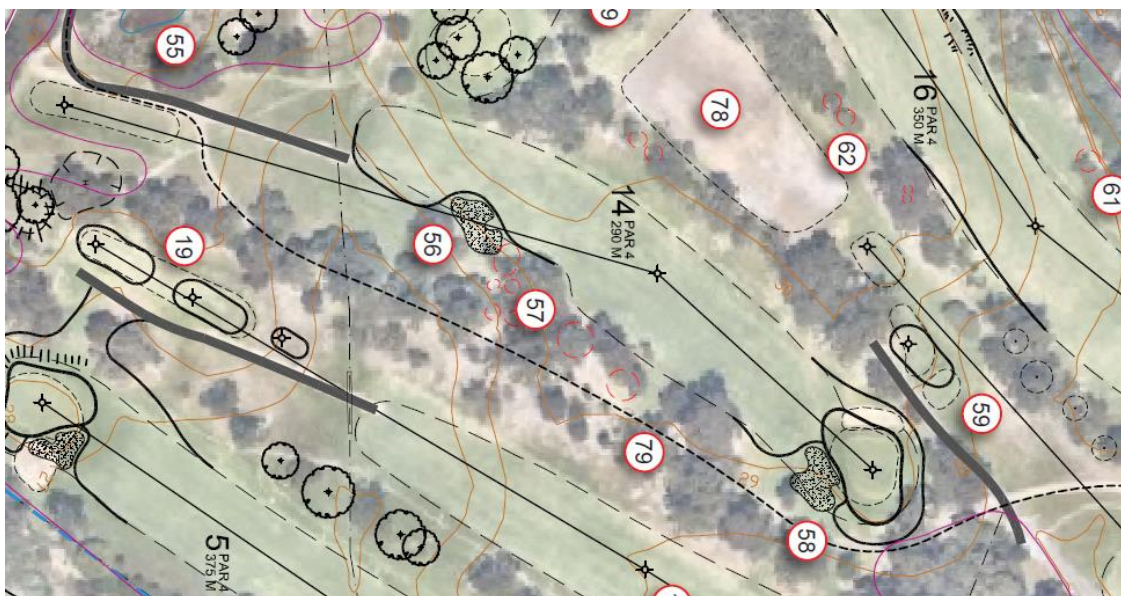
4.14 Hole 14 – 290m / Par 4

Existing golf hole: Although quite short, this hole plays over some interesting terrain and has the potential to be a fine short par four. The tees are set on a ridge and play between trees across a small valley to the fairway beyond. The hole bends slightly to the right and the small green is bunkered at the front left, causing traffic and wear problems leading to the next tee.

Safety: n/a

New golf hole:

- Remove small tree with die-back. Plant two new feature trees to replace Paperbark.
- Construct new path.
- Construct new fairway 'carry' bunker. An angled carry bunker is proposed to be sited in the right section of the upslope at the far side of the valley. The distance to carry this would not be great and most golfers could achieve this. For those unable to carry it, a longer way round to the left would be provided. Such a bunker would add an attractive visual character to the tee shot on this hole.
- Remove *Corymbia maculata* and other small trees to ensure clear corridor of play.
- Tree removal to focus on removal weed species and unsafe specimens including *Melaleuca armillaris* and *Eucalyptus botryoides*.
- Remodel green complex. A new, larger, and longer green is to be constructed, set at an angle across the line of play and bunkered at front right. Such a green setup will challenge the longer hitter trying to shorten the hole by playing down the right side, while keeping the green accessible to shorter hitters taking the longer way in down the left side. Remove left side bunker to improve turf quality leading to next tee. Where possible include hollows and fairway to rear of green.



4.15 Hole 15 – 344m / Par 4

Existing golf hole: This is not an attractive hole from the tee as the hole setup is somewhat skewed – the tee alignment does not set up down the fairway but rather across it. Trees some 60m ahead of the tee at the left side, block views of the fairway beyond, only adding to the alignment difficulties. The fairway starts at a high ridge and then drops down onto a lower area in the run-up to the green remodelled in 2018.

Safety: n/a

New golf hole:

- Construct new correctly aligned tees and path.



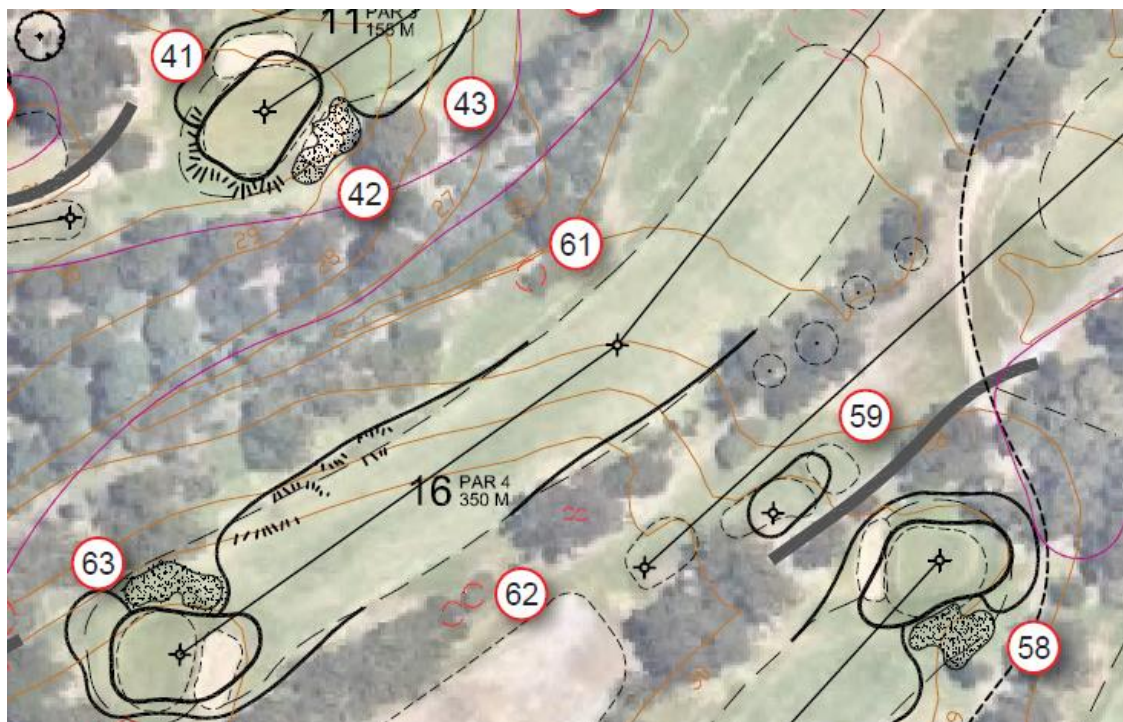
4.16 Hole 16 – 345m / Par 4

Existing golf hole: An interesting hole with good potential for improvement. The tees are sited adjacent to a lake, adding to the aesthetics of the hole. The view to the start of the fairway is blocked by a mound and this is another hole where the tee shot does not align well with the fairway line. The hole rises to a plateau with a diagonal bank that crosses the fairway at the length of a long drive. The small green is difficult to see and a bunker at front left is also not very visible from back down the fairway. An attractive backdrop of trees lies behind this green.

Safety: n/a

New golf hole:

- Remodel tee complex and construct new path. Lower the hump at the beginning of the fairway to improve views to the fairway.
- Expand water body to create wetland margin.
- Remove Paper bark tree to right side corner of dogleg.
- Remove two Paper barks left side of fairway 60m short of green.
- Remodel green complex. Enlarge green to provide more putting interest. Where possible include hollows and fairway to rear of green. The skyline character of the existing green should be retained, with the green alignment and bunkering of the new green set up to reward golfers who can position their tee shot near the planned fairway bunker, i.e. at the left side of the fairway.
- Remove visible sandbox from behind green - relocate to 17th tee path intersection.
- Remove Silky-Oak and two number Mahogany Gums to right rear of green. Remove Pine tree down in gully back right of green.
- Remove green waste and undertake weed eradication program in gully and banks back right of green extending through to area of 17th tees. Undertake specific indigenous planting scheme suited to shade to semi-shade environment.



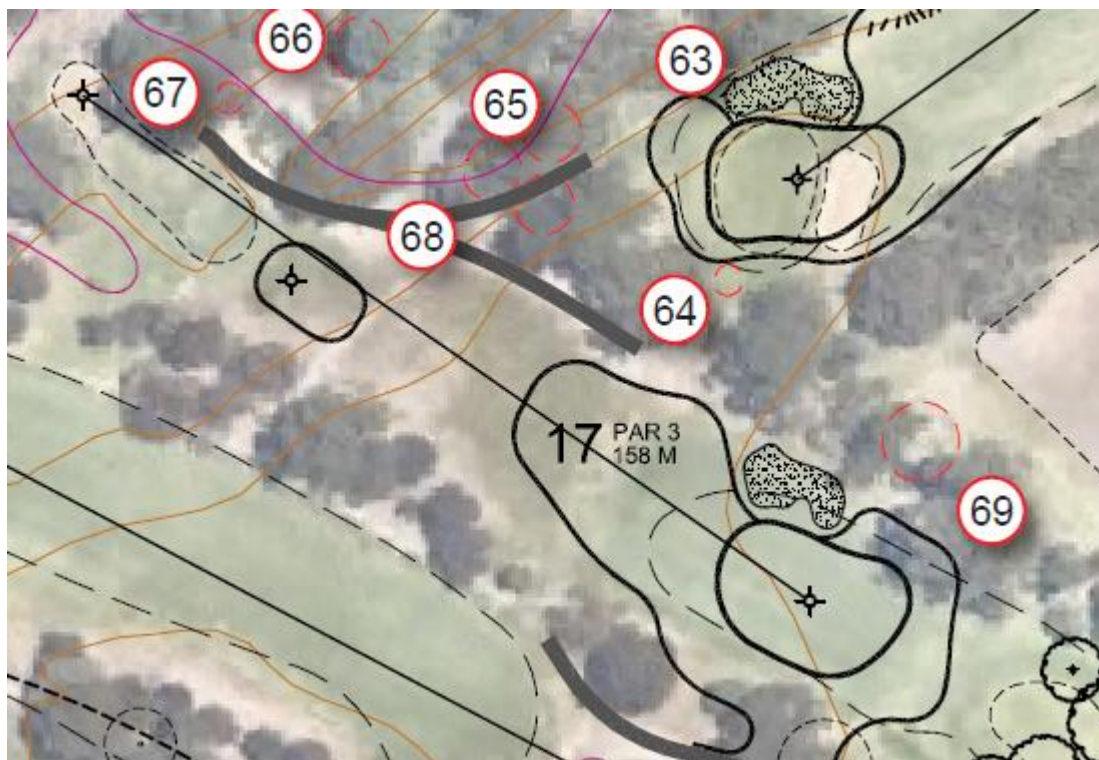
4.17 Hole 17 – 166m / Par 3

Existing golf hole: This is one of the poorer holes on the course – a long slog with little appeal. However, the higher ground here and its sandy nature lends itself to some more extensive reshaping to create a much-improved hole. The tee plays across a valley and is elevated only to the same level as the fairway beyond, this makes the ground between the start of the fairway and the green appear as ‘dead’ ground, thus making it difficult to appreciate the hole’s true length. While this aspect adds to the hole’s difficulty, it does not add anything to its interest or visual appeal. Attractive gum trees are set left and right of the hole and the small green that is set uncomfortably close to the adjacent proposed 18th fairway.

Safety: Existing green set too close to the proposed 18th tees. Shortening the location of the green will greatly assist this potential conflict.

New golf hole:

- It is considered that the hole would be better shortened to around 160m in length. While similar in length to that of the now 9th hole, the proposed 17th plays in the opposite direction and depending on the direction and strength of the wind will play quite differently.
- Construct new path and forward tee.
- Remove juvenile Eucalypt next to bin on 17th tee.
- Remove large multi-trunked Mahogany Gum to left side of 17th fairway.
- Construct new larger green complex in shortened location. The green is proposed to be elevated approximately 1.0m above the surrounding ground.



4.18 Hole 18 – 467m / Par 5

Existing golf hole: The tees on this par five are elevated with the view of the fairway from the rear tee somewhat impacted upon by the forward tee. From this elevated level the fairway doglegs slightly to the left and drops down again to lower and flatter land that leads up to the green. The green is small, and its only distinguishing feature is a steep mound at its right edge, however, does not impact on the direct line of play to the hole. The ground in this area is low-lying and subject to becoming wet under foot.

Safety: n/a

New golf hole:

- Construct new path to tees.
- Provide improved landscaping to the tee area and address access requirements.
- Remodel green complex, shortening the hole by 8-10m. This will allow for landscaping to the rear of the green to screen the maintenance and toilet facilities.
- Remodel approach and surround to green including raising of general area in particular the egress 'pathway' to address poor winter conditions.
- Enlarge green to provide more putting interest. The new green will provide for a strategic second shot and greenside bunkering is proposed to be sited in an attractive green setting. Mounding to right of green will serve to provide separation between this green and the adjacent proposed 12th green.
- We note there are no apparent locations for fairway bunkers of natural appearance to be found for this hole – in the drive area visibility would be difficult to achieve while in the second shot range the natural ground is flat and low and not considered suitable for fairway bunkers (i.e., providing adequate drainage).
- Proposed pipe and fairway extension to left side of green complex to remove unplayable conditions.



4.19 Other Improvements

Other improvements have been identified:

- New perimeter fence to McClelland Drive (850 lin. M. allowance)
- Demolition of caretaker's residence
- New dripper septic system
- New sand-bays
- Turf nursery (sand cap and seed)
- Improvements to Tamerisk Creek (weed management, regrading, planting)
- Undergrounding of power line (northern boundary)

5. Investment Estimates

Investment estimates have been developed for the major elements of the Master Plan.

These estimates have not been developed by a Quantity Surveyor; are indicative only; and include a 25% allowance for preliminaries, design, and contingency:

Improvement Activity	TOTAL
New Pavilion and Precinct	\$8,381,250
Additional car parking	\$725,625
Upgraded driving range	\$370,000
New mini-golf facility	\$1,312,500
New practice nets, practice putting green and short-game practice facility	\$521,813
Golf Course improvements	\$3,832,188
Other improvements	\$605,000
TOTAL	\$15,748,375

Refer Attachment 5 – New Pavilion and Precinct Cost Estimates (May 2021) and Attachment 6 – Golf Course and Other Cost Estimates (May 2021) for the detailed cost estimates.

5.1 Funding Opportunities

Council can fund the identified improvements as part of its broader Council-wide capital and infrastructure planning activities. Funding can also be sourced via relevant Government grants.

There are current examples where Local Government Authorities have entered into agreements with a third-party golf service provider who is obligated to provide capital investment toward golf facility improvements.

Generally, these third-party golf service provider major capital investments are supported by longer term contracts and a financial model which results in an increase in revenue to the service provider to fund its capital contributions.

Also, it is important to acknowledge that, as part of its standard service obligations, third-party golf service providers will usually be making reasonable investments in fit-out via furniture, fixtures, equipment, and technology.

6. Implementation Priorities

The implementation of each major improvement activity has been prioritised:

- S = short-term: 1-5 years
- M = medium-term: 5-10 years
- L = long-term: 10-15 years

Priority	Improvement Activity	Estimate \$
S	New Pavilion and Precinct	\$8,381,250
S	Additional car parking	\$725,625
S	Upgraded driving range	\$370,000
S	New mini-golf facility	\$1,312,500
S	New practice nets, practice putting green and short-game practice facility	\$521,813
S	1st hole	\$263,750
S	18th hole	\$242,188
S	10th hole	\$313,750
S	13th hole	\$132,500
M	4th Hole and Toilet	\$151,250
M	17th hole	\$258,750
M	8th hole	\$249,375
M	11th hole	\$218,750
M	New perimeter fence to McClelland Drive (850 lin. M. allowance)	\$187,500
M	14th hole/15th tee	\$258,125
M	16th hole	\$248,750
L	2nd hole including screen fence	\$273,750
L	7th hole	\$277,500
L	3rd hole	\$263,125
L	6th hole	\$227,500
L	5th hole	\$260,625
L	12th hole	\$110,000
L	15th hole	\$56,250
L	9th hole	\$26,250
S	Demolition of caretakers residence	\$16,250
S	New sand-bays	\$20,000
S	Turf nursery (sand cap and seed)	\$37,500
L	Improvements to Tamerisk Creek (weed management, regrading, planting)	\$218,750
L	Undergrounding of power line (northern boundary)	\$125,000
	TOTAL	\$15,748,375

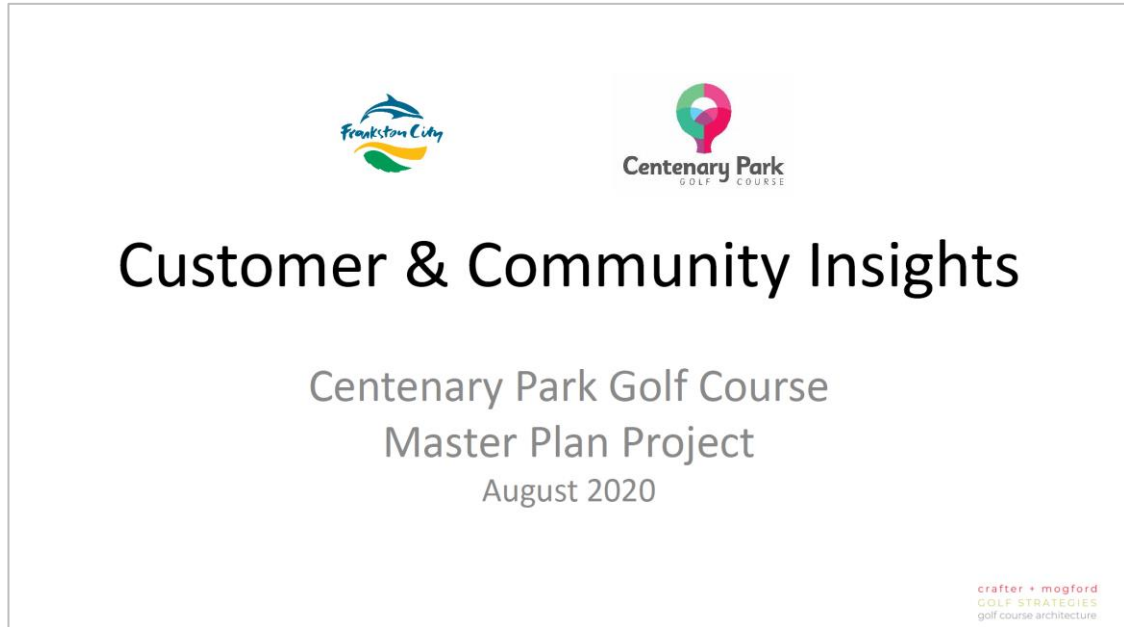
Further notes:

1. It is assumed path works to occur concurrent with each hole works.
2. It is assumed that any required fairway agricultural drainage / sand-slitting drainage, spoon drain piping works to occur concurrent with each hole works.
3. Subject to Council Capital works budget it is envisaged that more than one hole at a time may be constructed at the same time to contain disruption and for budget efficiency. Works are recommended to be grouped according to location. For example, the 1st, 18th, and 10th tee works are suggested to occur concurrent. The 10th green works may occur along with the nearby 11th green works. Any necessary temporary greens are to be planned to ensure acceptable putting surfaces to maintain 18 holes of play. Alternatively, to expediate works and minimize overall disruption to the course, Council may elect to close 9 holes at one time.
4. Year 1 includes fairway bunker and tree removal works on Holes 1, 10, 18 and 14.

Refer Attachment 7 – Cost Estimate & Implementation Overview (May 2021) for the 15-year annual implementation schedule.

7. Attachments

7.1 Attachment 1 – Customer and Community Insights (August 2020)






7.3 Attachment 3 – Pavilion and Precinct Drawing (April 2021)



7.4 Attachment 4 – Signage & Course Furniture Style Guide (March 2021)

<p>Tee Sign (also serves as example for overall precinct signage)</p>	<p>Timber Seats</p>	<p>Drinking Fountains</p>
<p>Signage: A timber pillar, left to grey, coupled with a fabricated plastic hole sign would be a sympathetic modern approach to signage at CPGC. This timber pillar approach is suggested to carry through all signage for the Pavilion, mini-golf, Short-game practice facilities and general wayfinding for the precinct.</p>	 <p>Timber Seats: With the current standard of recycled products on the market, it is difficult to replicate the natural and timeless appeal of timber. There is a place for recycled products, however we suggest this opportunity is best applied in more discrete applications such as tee markers and possibly ball washers, bins and sand bucket holders. A hardwood seat such as shown has a quality and timeless appearance.</p> 	<p>Drinking Fountains: A consistent type of drinking fountain across the course will also be an important component of a suite of tee furniture. Our suggestion is to use a hardwood timber support, left to grey and match the course signage pillars.</p>
<p>Tee Markers</p>  <p>aluminium low profile tee marker</p> <p>They'll add a classic, elegant look to your course.</p> <ul style="list-style-type: none"> - Made from cast aluminium - Sold individually or in packs of 20. - Dimensions: 160mm D, 50mm H. 	 <p>Tee Markers: A simple tee marker design is proposed with a classic feel, made out of cast aluminium or resin for durability.</p>	
<p>Ball Washers and Bins</p> <p>Ball Washers & Bins: Themed ball washer, bin, sand bin and sand bucket holder at Glenelg GC (left) is an example of a co-ordinated approach to tee furniture across the course. Alternatively, ball washers can be attached to hole sign posts such as the example for Bonnie Doon GC above.</p>		

CPGC : Signage & Course Furniture Style Guide March 2021

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golf course architecture

7.5 Attachment 5 – New Pavilion and Precinct Cost Estimates (May 2021)

New Pavilion and Precinct

Improvement Activity	Notes	Estimate	Total
Site establishment, mobilisation, OH&S, site survey & set-out etc.	Allowance only.	\$50,000	
Demolition of existing buildings, carpark site removal of buildings etc., existing pavements, tree removal etc.	Allowance only.	\$80,000	
Services and infrastructure upgrade to precinct	Allowance only.	\$250,000	
Pavilion, footprint 45x30 (assuming 2 x levels).	Allowance only. Upper level 1350m2 @ \$3000/m2. Lower level 450m2 @ \$2000/m2.	\$4,950,000	
Community Plaza, 1700m2	Allowance only. @ \$350/m2	\$595,000	
Pedestrian Plaza & Bicycle zone, 800m2	Allowance only. @ \$300/m2	\$240,000	
General precinct landscaping including pathways and lighting	Allowance only.	\$400,000	
Entry & precinct signage & wayfinding	Allowance only.	\$100,000	
Existing carpark signage and landscape upgrade	Allowance only.	\$40,000	
			\$6,705,000
		P.D&C	\$1,676,250
			\$8,381,250
Car park & cart trailer parking, 4055m2	Allowance only. @ \$100/m2	\$405,500	
Car park precinct landscaping including pathways and lighting	Allowance only.	\$175,000	
			\$580,500
		P.D&C	\$145,125
			\$725,625
Driving range upgrade including building (12x12m), 12 No. hitting bays with All-weather canopy	Allowance only. Bldg. 144m2 @ \$1500/m2. Shelter/conc to bays, (excludes FF&E and golf technology fit-out).	\$216,000	
2.2m ht cyclone fence to 1st hole interface (250 lin.m.)	\$200/lin.m. plus gates.	\$60,000	
Range outfield lighting	1 x LED light per 2 x driving range bays, mounted on the roof of the driving range building = 6 units	\$20,000	
			\$296,000
		P.D&C	\$74,000
			\$370,000
Mini-golf, approx. 4000m2	Allowance only.		\$1,050,000
		P.D&C	\$262,500
			\$1,312,500
Practice nets		\$25,000	
Short-game practice facility (2612m2) inc. tee for 19th Hole		\$261,200	
Practice putting green (750m2)		\$131,250	
			\$417,450
		P.D&C	\$104,363
			\$521,813

Preliminaries, Design and Contingency

25%

7.6 Attachment 6 – Golf Course and Other Cost Estimates (May 2021)

Golf Course and Other Improvement Works

Improvement Activity	Notes	Estimate	Total
1st hole			
Tees	Type A	\$20,000	
Green Complex	Type B	\$130,000	
Bunkers (other)	1 No. new plus removal/make good of existing ground	\$12,000	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$8,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	100 lin. M.	\$25,000	
Other	Fairway widening	\$5,000	
Total			\$211,000
18th hole			
Tees	Type B	\$10,000	
Green Complex	Type B	\$130,000	
Bunkers (other)	NA		
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$8,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	115 lin. M.	\$28,750	
Other	Drainage to approach	\$6,000	
Total			\$193,750
10th hole			
Tees	Type A with steps to main tee	\$20,000	
Green Complex	Type B	\$130,000	
Bunkers (other)	1 No. new plus removal/make good of existing ground	\$12,000	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$8,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	260 lin. M.	\$65,000	
Other	Drainage to approach	\$5,000	
Total			\$251,000
13th hole			
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$10,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	140 lin. M.	\$35,000	
Other	New safety fencing and supplementary tree planting	\$50,000	
Total			\$106,000
4th hole and toilet			
Tees	Type C, expansion of existing tee & refurbishment of existing	\$6,000	
Green Complex		\$0	
Bunkers (other)		\$0	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$8,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	225 lin. M. (includes path to toilet)	\$56,000	
Other	Approved toilet	\$40,000	
Total			\$121,000
17th hole			
Tees	Type B	\$10,000	
Green Complex	Type B	\$130,000	
Bunkers (other)	1 No. new	\$8,000	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$10,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	140 lin. M.	\$35,000	
Other	Demolish existing green and reshape area and turf	\$3,000	
Total			\$207,000
8th hole			
Tees	Type B	\$10,000	
Green Complex	Type B	\$130,000	
Bunkers (other)		\$8,000	
Vegetation (removal of trees and other weeds)		\$5,000	

Improvement Activity	Notes	Estimate	Total
Vegetation (indigenous revegetation)		\$10,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	110 lin. M.	\$27,500	
Other	fairway expansion	\$3,000	
Total			\$199,500
11th hole			
Tees		\$0	
Green Complex	Type B	\$130,000	
Bunkers (other)		\$0	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$8,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	105 lin. M.	\$26,000	
Other		\$0	
Total			\$175,000
14th hole/15th tee			
Tees		\$0	
Green Complex	Type B	\$130,000	
Bunkers (other)		\$8,000	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$10,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	190 lin. M.	\$47,500	
Other		\$0	
Total			\$206,500
16th hole			
Tees	Type B	\$10,000	
Green Complex	Type B	\$130,000	
Bunkers (other)		\$0	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$8,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	160 lin. M.	\$40,000	
Other		\$0	
Total			\$199,000
2nd hole			
Tees	Type B	\$10,000	
Green Complex	Type B	\$130,000	
Bunkers (other)		\$10,000	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$10,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	40 lin. M.	\$8,000	
Other	Screen fence to tee (35 lin. M.), fairway expansion	\$40,000	
Total			\$219,000
7th hole			
Tees	Type B including shortening of fairway	\$11,000	
Green Complex	Type A	\$140,000	
Bunkers (other)		\$0	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$8,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	175 Lin. M.	\$44,000	
Other	Demolish/reshape existing tees. Drainage to fairway	\$8,000	
Total			\$222,000
3rd hole			
Tees	Type B	\$10,000	
Green Complex	Type A	\$140,000	
Bunkers (other)		\$0	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$8,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	130 lin. M.	\$32,500	
Other	fairway expansion and drainage to fairway	\$9,000	

Improvement Activity	Notes	Estimate	Total
Total			\$210,500
6th hole			
Tees	Type B	\$10,000	
Green Complex	Type C	\$120,000	
Bunkers (other)		\$0	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$8,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	100 lin. M.	\$25,000	
Other	pipe/drainage work to start of fairway. fairway joining with 15th hole	\$8,000	
Total			\$182,000
5th hole			
Tees	Type B	\$10,000	
Green Complex	Type B	\$130,000	
Bunkers (other)	1 No. new	\$10,000	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$8,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	155 lin. M.	\$39,000	
Other	Screen planting to McClelland Drive	\$500	
Total			\$208,500
12th hole			
Tees	Type C	\$4,000	
Green Complex	Lift turf and reshape existing sand profile, adjust irrigation	\$30,000	
Bunkers (other)		\$0	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$8,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	115 lin. M.	\$29,000	
Other	Drainage to fairway	\$6,000	
Total			\$88,000
15th hole			
Tee	Type C	\$4,000	
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$10,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path	80 lin. M.	\$20,000	
Other		\$0	
Total			\$45,000
9th hole			
Vegetation (removal of trees and other weeds)		\$5,000	
Vegetation (indigenous revegetation)		\$10,000	
Tee signage, furniture		\$6,000	
Exposed aggregate path		\$0	
Other		\$0	
Total			\$21,000
	TOTAL		\$3,065,750
	P,D&C		\$766,438
	TOTAL		\$3,832,188

Tees

Type A	Three number tees and more complicated works to steps access	\$20,000
Type B	Two to three number tees, ongrade access. No steps	\$10,000
Type C	One number tee	\$4,000

Green Complex inc. bunkers

Type A	Modified USGA specification green with two number bunkers	\$140,000
Type B	Modified USGA specification green with one number bunker	\$130,000
Type C	Modified USGA specification green with no bunkers	\$120,000

Preliminaries, Design and Contingency 25%

7.7 Attachment 7 – Cost Estimate & Implementation Overview (May 2021)

Centenary Park Golf Course – Masterplan
Cost Estimate & Implementation Overview

Preliminaries, Design and Contingency 25%

Improvement Activity		TOTAL	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
New Pavilion and Precinct	\$6,705,000																
P.D&C	\$1,676,250																
Total		\$8,381,250															
Timing %						10%	60%	30%									
Timing \$						\$838,125	\$5,028,750	\$2,514,375									
Additional car parking	\$580,500																
P.D&C	\$145,125																
Total		\$725,625															
Timing %			7%	60%	33%												
Timing \$			\$50,794	\$435,375	\$239,456												
Upgraded driving range	\$296,000																
P.D&C	\$74,000																
Total		\$370,000															
Timing %								30%	70%								
Timing \$								\$111,000	\$259,000								
New mini-golf facility	\$1,050,000																
P.D&C	\$262,500																
Total		\$1,312,500															
Timing %				30%	70%												
Timing \$				\$393,750	\$918,750												
New practice nets, practice putting green and short-game practice facility	\$417,450																
P.D&C	\$104,363																
Total		\$521,813															
Timing %						10%	60%	30%									
Timing \$						\$52,181	\$313,088	\$156,544									
1st hole	\$211,000																
P.D&C	\$52,750																
Total		\$263,750															
Timing %			6%	94%													
Timing \$			\$15,825	\$247,925													
18th hole	\$193,750																
P.D&C	\$48,438																
Total		\$242,188															
Timing %				100%													
Timing \$				\$242,188													
10th hole	\$251,000																
P.D&C	\$62,750																
Total		\$313,750															
Timing %			5%	95%													
Timing \$			\$15,688	\$298,063													
13th hole	\$106,000																
P.D&C	\$26,500																
Total		\$132,500															
Timing %						100%											
Timing \$						\$132,500											
4th Hole and Toilet	\$121,000																
P.D&C	\$30,250																

Improvement Activity		TOTAL	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
	Total	\$151,250															
	Timing %						100%										
	Timing \$						\$151,250										
17th hole		\$207,000															
	P,D&C	\$51,750															
	Total	\$258,750															
	Timing %						100%										
	Timing \$						\$258,750										
8th hole		\$199,500															
	P,D&C	\$49,875															
	Total	\$249,375															
	Timing %		6%					94%									
	Timing \$		\$14,963					\$234,413									
11th hole		\$175,000															
	P,D&C	\$43,750															
	Total	\$218,750															
	Timing %							100%									
	Timing \$							\$218,750									
New perimeter fence to McClelland Drive (850 lin. M. allowance)		\$150,000															
	P,D&C	\$37,500															
	Total	\$187,500															
	Timing %							100%									
	Timing \$							\$187,500									
14th hole/15th tee		\$206,500															
	P,D&C	\$51,625															
	Total	\$258,125															
	Timing %		6.5%						93.5%								
	Timing \$		\$16,778						\$241,347								
16th hole		\$199,000															
	P,D&C	\$49,750															
	Total	\$248,750															
	Timing %									100%							
	Timing \$									\$248,750							
2nd hole including screen fence		\$219,000															
	P,D&C	\$54,750															
	Total	\$273,750															
	Timing %										100%						
	Timing \$										\$273,750						
7th hole		\$222,000															
	P,D&C	\$55,500															
	Total	\$277,500															
	Timing %										100%						
	Timing \$										\$277,500						
3rd hole		\$210,500															
	P,D&C	\$52,625															
	Total	\$263,125															
	Timing %											100%					
	Timing \$											\$263,125					
6th hole		\$182,000															
	P,D&C	\$45,500															
	Total	\$227,500															
	Timing %												100%				
	Timing \$												\$227,500				

Improvement Activity		TOTAL	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
5th hole		\$208,500															
	P,D&C	\$52,125															
	Total	\$260,625															
	Timing %														100%		
	Timing \$														\$260,625		
12th hole		\$88,000															
	P,D&C	\$22,000															
	Total	\$110,000															
	Timing %															100%	
	Timing \$															\$110,000	
15th hole		\$45,000															
	P,D&C	\$11,250															
	Total	\$56,250															
	Timing %																100%
	Timing \$																\$56,250
9th hole		\$21,000															
	P,D&C	\$5,250															
	Total	\$26,250															
	Timing %																100%
	Timing \$																\$26,250
Demolition of caretakers residence		\$13,000															
	P,D&C	\$3,250															
	Total	\$16,250															
	Timing %		100%														
	Timing \$		\$16,250														
New sand-bays		\$16,000															
	P,D&C	\$4,000															
	Total	\$20,000															
	Timing %		100%														
	Timing \$		\$20,000														
Turf nursery (sand cap and seed)		\$30,000															
	P,D&C	\$7,500															
	Total	\$37,500															
	Timing %			100%													
	Timing \$			\$37,500													
Improvements to Tamerisk Creek (weed management, regrading, planting)		\$175,000															
	P,D&C	\$43,750															
	Total	\$218,750															
	Timing %															100%	
	Timing \$															\$218,750	
Undergrounding of power line (northern boundary)		\$100,000															
	P,D&C	\$25,000															
	Total	\$125,000															
	Timing %																100%
	Timing \$																\$125,000
	TOTAL	\$15,748,375	\$150,299	\$1,356,741	\$1,456,271	\$1,022,807	\$5,751,841	\$3,016,333	\$665,263	\$241,348	\$248,751	\$551,252	\$263,126	\$227,501	\$260,626	\$328,752	\$207,503