

Creston Golf Club Development Plan



Completed by
Creston Golf Club Development Committee

2018

Document Acceptance/Sign-off:

President: Don Vaillancourt

Signature: _____

Vice President: Tim Park

Signature: _____

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1.0 Mission Statement

The Creston Golf Club shall provide its members, juniors and guests with accessible, affordable and pleasurable golf on a well maintained and challenging golf course, while creating a favourable social climate. The club shall improve the course by implementing the "Creston Golf Course Development Plan" while preserving the courses' natural beauty and character.

2.0 Vision

The Executive Committee will set a plan for the development of the Creston Golf Club into the foreseeable future and provide opportunities for revisions or updates following initial approval of the Development Plan. This plan will provide information to the membership and guide future members of the executive on golf club development. The intent of any development is to improve the course and facilities while preserving the character and natural landscape that currently exists.

3.0 Goals and Objectives

As the game of golf changes through advances in equipment and popularity, we recognize the playability and improvements to the course must compete with new and existing courses for golfers and revenue. The organizational structure of the club is based on members volunteering their time to serve on the executive committee, and this inherently creates frequent changeover in decision makers. The club development plan will help committee members direct future priorities. This development plan will be adaptive and be subject to annual review.

4.0 Members Expectations

The membership authorizes the executive committee to conduct the normal business of the Club, including this development plan. Members are kept informed as to the progress of the development plan.

5.0 Scope

5.1 In Scope

The following activities are in scope for this plan:

- design changes to tees;
- design changes to fairways;
- design changes to greens;
- addition and/or removal of hazards (water & lateral);
- addition and/or removal of infrastructure and facilities;
- future expansion opportunities.

5.2 Out of Scope

The following activities are out of scope for this plan:

- maintenance of the golf club assets;
- playability of the golf course (tree/shrub removal, pruning & topping);
- repairs to tees, fairways and greens;
- irrigation system;
- equipment maintenance and/or replacement

5.3 Constraints

Constraints on full accomplishment of the in scope activities are as follows:

- funding;
- availability of contractors/consultants;
- availability of labour & materials;
- unforeseen challenges.

6.0 Deliverables and Target Completion Dates

The Creston Golf Club Development Plan will empower the executive to proceed, in a fiscally responsible manner, towards achieving deliverables by agreed completion dates. It is the responsibility of the executive to ensure that planned development activities are included in annual budgets and where activities interrupt normal play, provide suitable alternatives and minimize the impact on play and club revenues.

7.0 Milestones

Historical Milestones	Completion	Costs
Redesign of # 9, entire hole, including irrigation	2007	150,000
Move & re-build # 8 green, including irrigation	2007	75,000
Rebuild Tee #4, 15, 18 White Tees	2008	10,000
Repaved cart-paths: #1, 7, 8, 9, 10, 16	2008	60,000
Rebuild Tee #2, 3, 5, 6 and level Red #4	2009	28,000
Rebuild Tee #7/12, 8,10	2010	20,000
Hole #7 – Remove trees and brush along right (north) side increasing visibility of landing area. Thin trees adjacent to green to increase sunlight and ventilation promoting better conditions for turf management. Hole #8, 18 & 13 - Thin trees adjacent to tees and 13 green to increase sunlight and ventilation promoting better conditions for turf management.	2014	Cost neutral - 5 loads sold to local mills
Rebuild Tee #13 & 14	2014	20,000
Clubhouse Expansion & Heating/Cooling System	2015	85,000
Cart Storage Building	2015	117,000
Driving Range Improvements (mound at 100 yards)	2015	5,000
Move #1 Forward Tee to south side of cart path for playability and improved alignment with fairway.	2016	1,000
Move #15 Forward Tee west for improved alignment with fairway	2017	1,500
Approach to green from cart path on #6 – concrete parking and new approach paths to front and back of green to enhance safety. River rock wall constructed to deter unsafe approach/exit of green area.	2017	10,000
Move cart path on #4 – concrete parking and move back path to #5 tee.	2017	4,500
Milestones to be Achieved (5 years)	Target Completion	Estimated Costs
Fencing along west side of driving range	2018/19	15,000
Enhance cart path on #13 – concrete parking area and restrictions to cart traffic towards green.	2018	7,500
Move water intake to Kootenay River or other more reliable location other than the Goat River South bank.	2018-2020	>2,000,000
Redesign of #16 from tee to green	2021	225,000
Redesign of #15 from drainage ditch to green	Spring 2021	100,000
Hole #18 – reshape fairway from 250 yard to green, including landing area.	Spring 2022	100,000
Changes to: <ul style="list-style-type: none"> Hole #7 – New white tee left/below existing tee, create water hazard in gully, bunkering and mounding around green which can be pushed back towards 15th hole 30-40 yards Hole #17 – Add mounding along right side of fairway to 150 yard marker 	2023	200,000

8.0 Critical Success Factors

Selection of projects is based, within reason, on priorities set in the plan. Development projects budgeted for completion will be a focal point of the Executive Committee to ensure that timelines and objectives are met. This will involve selecting qualified individuals to lead projects and consult throughout all phases of the work. Where the Executive deems necessary, they may appoint a Project Development Team, as per Addendum A. The Club Executive must be updated on developments at regular monthly meetings and/or when budgets and timelines have to be adjusted beyond the allowances set at the initial stages of a project.

9.0 Committees

The Creston Golf Club Executive Committee oversees all facets of the club.

The three main management committees are:

1. The golf course development committee
2. The greens and water committee
3. The buildings and parking area committee

10.0 Roles and Responsibilities

10.1 Club Executive Committee

The Club Executive Directors are responsible for the operation of the golf club within the laws affecting the society and pursuant to the club bylaws.

10.2 Golf Course Development Committee

Gather and document all planning information that exists into a "Creston Golf Course Development Plan". Review this Plan by comparison to the present layout and recommend changes to the Executive Committee that would continue to define the Creston Golf Course as challenging and appealing to members and guests. The committee may consult with the original course designer or others as deemed appropriate.

10.3 Greens and Water Committee

Ensure the Greens Superintendent manages his area of responsibility using an effective and efficient maintenance plan. All course improvements related to maintenance projects require approval of the greens / water committee. Any course design changes must be in accordance with the Course Development Plan and approved by the Board and / or the general membership.

10.4 Buildings And Parking Area Committee

Review the existing assets of the Creston Golf Club for major repairs, additions and replacement. To project a 5-year plan of such major repairs, additions and replacements on a priority basis with attendant current day costs, covering the following:

- All buildings, building equipment, building services, access roads, parking lots.

APPENDIX A**Project Development Team (PDT)****Critical Success Factors and PDT**

The Executive will select the Projects and appoint qualified individuals to lead and consult all phases of the work. Hence, a PDT (maximum seven) may include, for example; a member of the development committee, course superintendent, club professional, men's & ladies club representative, member of greens committee, and the seventh will be Club President. Project leader or leaders may be commissioned under contract or selected by the team and report directly to the PDT. The Club Executive must be updated on developments at regular monthly meetings and/or when budgets and timelines have to be adjusted beyond the allowances set at the initial stages of a project.

Critical Assumptions

Selection of projects is based on priorities set in the plan and the availability of qualified individuals to guide and complete works. The assumption is that this infrastructure (development planning process) and communications between the memberships representatives (Executive Committee) and project leaders are well defined and effective. Contracts developed with outside agencies must be clear, comprehensive and legally enforceable, consistent with the Club's **Standard Work Contract**.

Project Completion Criteria

A project is complete when all contractual obligations have been fulfilled to the satisfaction of the PDT. When works are not contracted, the PDT will ensure the work stays on schedule, within budget allowances and meets project objectives. A project completion report will be presented to the Executive by the PDT.

Roles and Responsibilities

A Project Development Team will be responsible for planning the implementation of selected projects. Planning includes;

- assist executive committee with budget,
- research availability of manpower and resources,
- development of detailed work plan setting milestones, goals and target completion dates.

Implementation includes;

- develop agreements and/or contracts for manpower other than Club employees,
- ensure resources are in place to complete works within timeframes,
- monitor work progress through routine inspections,
- track on and off budget expenditures.

Project Approach

The PDT must provide alternatives for scheduled projects that will interrupt play and an effort made to complete projects at such a time that minimizes the impacts on playing a round during the regular golf season (April to October). Projects that can be completed between November and March of the following year will provide the flexibility necessary within budgets and the priorities as set by the Development Committee (Section 7.0).

Development Proposal

Water Supply Intake and Pipeline Construction

Location: Kootenay River on LKB lands.

Estimated Cost: \$2,000,000