

Lloydminster Golf & Curling Centre

Lloydminster, AB/ SK

Golf Course Review

September 2024



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Introduction

It should first be acknowledged that in our opinion the Lloydminster Golf Course as it currently exists quite a good golf course, and likely compares very favorably with other golf offerings in the immediate region. The course is fun to play and challenging, the routing is interesting and functional, and natural environment is desirable, with mature trees, water features, and no significant adjacent land use issues (e.g. housing or buildings). In our opinion, the Lloydminster Golf Course is quite a desirable playing experience. Unlike many planning exercises we commonly engage in, we are not trying to solve a specific land-use issue or address one or more particularly bad holes. For the Lloydminster Golf Course, there is no compelling or immediate reason to dramatically change any of the golf holes – the golf course is fully functional as it currently exists.

However, this does not mean that there is no reason to consider future enhancements or upgrades. Certain aspects of the course conditions and/ or the golf features (greens, tee, bunkers) etc. may be desirable. New ideas to improve the course from a strategic or aesthetic standpoint can be exciting, engage the membership and provide variety to the playing experience over time. The survey conducted for the golf course revealed some guidance as to which features of the golf course might be improved from a user perspective. Also, from a maintenance standpoint, golf features such as greens, tees, sand bunkers, irrigation systems etc. have a lifespan and can get worn out and tired over time, often increasing the inputs required to keep them in optimal condition. As such, there are often convincing agronomic reasons for alterations to the golf course features. If features can be enhanced while also offering easier maintenance, a sound economic argument for enhancement or refurbishing projects can usually be made as well.

Our goal with the enclosed documentation is to provide an analysis of the existing course and identify the areas which could be improved. We would encourage you to consider the recommendations included herein with an IF and WHEN framework. More specifically 'IF' a project is determined to be a desirable and a priority and 'WHEN' the logistical and economic conditions exist that it can be done, then it can be implemented.

We would advocate for this sort of sensible approach going forward – i.e. a long-term strategy of continuous improvement while minimizing the disruption to play and while placing no undue financial burden on the operation as a result of capital improvements on the golf course.

Summary of Survey Results

Early in the development of this study, a survey was conducted which included questions regarding the golf course features. Select results are summarized in the table below:

Golf Course Survey Results (180 Responses)

Overall							
	Excellent	6	3.3%				
	Fair	48	26.7%				
	Good	117	65.0%				
	No Opinion	4	2.2%				
	Poor	3	1.7%				
	Improve	2	1.1%				
Tees				Greens			
	Excellent	12	6.7%		Excellent	48	26.7%
	Fair	40	22.2%		Fair	23	12.8%
	Good	51	28.3%		Good	104	57.8%
	No Opinion	6	3.3%		No Opinion	4	2.2%
	Poor	19	10.6%		Poor	0	0.0%
	Improve	52	28.9%		Improve	1	0.6%
Fairways				Roughs			
	Excellent	14	7.8%		Excellent	14	7.8%
	Fair	53	29.4%		Fair	54	30.0%
	Good	94	52.2%		Good	93	51.7%
	No Opinion	5	2.8%		No Opinion	4	2.2%
	Poor	4	2.2%		Poor	9	5.0%
	Improve	10	5.6%		Improve	6	3.3%
Sand Bunkers				On-course Signage			
	Excellent	5	2.8%		Excellent	14	7.8%
	Fair	39	21.7%		Fair	54	30.0%
	Good	26	14.4%		Good	93	51.7%
	No Opinion	7	3.9%		No Opinion	4	2.2%
	Poor	40	22.2%		Poor	9	5.0%
	Improve	63	35.0%		Improve	6	3.3%
Driving Range				Practice Facilities			
	Excellent	7	3.9%		Excellent	5	2.8%
	Fair	53	29.4%		Fair	64	35.6%
	Good	58	32.2%		Good	63	35.0%
	No Opinion	27	15.0%		No Opinion	27	15.0%
	Poor	18	10.0%		Poor	4	2.2%
	Improve	17	9.4%		Improve	17	9.4%

Feedback on the golf course was generally positive, with 68% of respondents responding with a 'good' or 'excellent' rating of the course overall. Individual features were rated as follows:

Tees - teeing areas were rated as 'good' or 'fair' by approximately 50% of respondents, but almost 30% suggested that they might be prioritized for improvement. In the written comments there were 27 individual comments referring to the tees not being consistently level, one of the most frequently mentioned items.

Greens – almost 85% of respondents rated the greens as 'good' or 'excellent', with less than 1% suggesting they were a priority for improvement.

Fairways – nearly 60% of respondents rated the fairways as 'good' or 'excellent', and nearly 90% rated the fairways as 'fair' or better, likely indicating that they are of lower priority in terms of upgrading.

Roughs – similar to fairways, nearly 90% of respondents rated the fairways as 'fair' or better, also likely indicating that they are of lower priority in terms of upgrading.

Sand Bunkers – sand bunkers on the course were identified as one of the areas which may be a priority for attention, with only 17% of respondents rating them as 'excellent' or 'good' and more than 70% rating the sand bunkers as 'poor' and/ or 'priority for improvement'. In the written comments, 29 individual comments were recorded about the quality and consistency of the sand bunkers, many of which also cited the presence of rocks/ stones in the sand profile. This was the single most commented on item from the survey results pertaining to the golf course.

On Course Signage – while auxiliary to the golf course itself, on-course signage was rated at least 'fair' by more than 80% of respondents, probably indicating that this is not a significant operational issue.

Driving Range/ Practice Facilities – both the driving range and the practice facilities were rated similarly – about 60-70% of respondents rated them as 'fair' or 'good', and less than 5% rating them as 'excellent' in each case. However, less than 10% of respondents in each case cited the driving range/ practice facilities as a priority for improvement, indicating that capital investments might be better spent on other areas of the golf course.

Feedback from the survey has been valuable to inform the findings of this report, and in particular has given direction to the prioritization of proposed improvements.

Operational Comments

Included in the survey also asked several questions regarding the operation of the golf course. Although operations are not our particular area of expertise at GDS, we do encounter a lot of golf operations through our business, and would offer the following broad comments:

1. More than a few written responses mentioned the lack of a starter present at the golf course. Control of the first tee is an important element of a golf operation, and it may be worthwhile to investigate this role as a new staff position. The starter can often fulfill other roles as well, including greeting players, upkeep of the clubhouse area, and managing the golf carts.
2. Also frequently commented on was the lack of a course marshal/ player assistant to assist pace of play issues and generally keep order on the golf course. Again, a course marshal will frequently assist in other roles, assisting with certain elements of course maintenance.
3. Several of the survey comments made mention of the lack of operational direction. Lloydminster Golf Course does not currently employ a full-time general manager, which is a rarity for a successful 18-hole golf course operation. In our experience, the day-to-day operations of a golf course typically do require substantial governance above and beyond the roles of the golf professional, food and beverage operations, and the golf course superintendent. Having seen many instances in the past of operations which were less effective because they did not have adequate resources to operate a busy 18-hole golf operation, it may be worthwhile investigating this role in the future as a staff position to oversee the golf operations as a whole and provide full-time leadership and strategic direction.

Golf Course Review Comments

The following are some general notes and specific comments on the significant elements of this Golf Course Review. Items have been loosely prioritized by the survey results and our site observations.

1. SAND BUNKERS

As evidenced by the survey results, the condition of the sand bunkers was one of the lowest rated items on the course and yielded the highest number of individually written comments, which almost exclusively cited issues with the sand bunkers seem to be related to the condition, depth, and purity of the sand itself, rather than with the location of the sand bunkers. Our site observations further confirmed these results and comments, although not uniformly, which is likely largely a function of the age of the bunkers – the older the bunker, the more time it has had to degrade. We also observed many instances where the bunker edging over the years has resulted in substantial exposed dirt lips (where the edge of the bunker drops vertically down to the sand elevation) which is probably where much the rock/ pebble contamination is coming from.

A bunker renovation program could be instituted by removing the old sand, restoring the grades of the bunker floors to match the surrounding areas (repair edges), inspect drainage and install subsurface drains as necessary, clean and compact the bunker floors, and install new sand (or wash and de-contaminate the old sand for re-use). For the longevity of the bunkers, an artificial bunker liner system might be considered, although these are often cost prohibitive. This could be done on a prioritized individual bunker basis with relatively minimal disruption, and/ or could also be done in conjunction with larger scale renovation projects such as a green surface (i.e. if a green is going to be reconstructed, it would also imply a renovation of the greenside bunkers). Particularly if the golf course had an 'extra' hole (see section 3) which could be used on an interim basis, bunker renovations could be completed without significantly affecting 18-hole golf operations.

When considering a bunker renovation program, it would also be logical to examine select bunkers on the course that are perhaps ill-positioned. Specifically, the fairway bunkers on holes #2, #7, #12, #15, are all relatively close to the tees, and in two instances are distinct 'double-hazards', whereby a player in the bunker on the right side of the fairway on hole #2 and the left side of the fairway on hole #12 are penalized both by being in a bunker and also blocked out from a direct line to the green by trees. Most likely these bunkers were constructed in a past era when golfers in general did not hit the ball as far. Modern technology (i.e. better clubs, balls, and swing speeds) has all but rendered these bunkers obsolete for better players (they can just carry the ball past them) and brought them into play only for

less skilled players. More specifically, these bunkers are targeting the wrong (higher handicap) players. Greenside bunkers are generally positioned reasonably well to provide a challenge, but in combination with the uniform shapes of the green surfaces are not particularly strategic. Greenside bunkers could also be examined for their relevance and strategic value – for instance, the front bunkers on holes #6 and #9 might be considered quite penal for the length of golf shot; some bunkers on #3, #4, #15, #16, and #17 are far enough removed from the green and the golf shot to be questionable in their positioning. Of the holes which have a single side of the green bunkered, there are seven right side bunkers vs. only two left side bunkers – it may be worth considering that if and when these bunkers or green complexes are reconstructed that this imbalance be mitigated.

2. TEEING AREAS

Tees were generally rated as ‘fair’ to ‘good’ in the survey, with many specific comments referencing the ‘level-ness’ of the teeing surfaces, which was also confirmed by our site observations. This is likely mostly related to the age of the tees – over time wear patterns from golfer traffic develop – every divot taken is the enemy of a flat tee surface. Additionally as tees are top-dressed as part of routine maintenance, the topdressing passes frequently overlap and do not put an exactly uniform amount of topdressing sand on the tee surface, which can result in ‘crowning’. Sometimes it is merely natural settlement over time which contributes to uneven tees.

A tee renovation program could be introduced to remove the sod, add rootzone material as necessary and re-level the tee decks, and install new sod (or re-use the existing sod if it is in reasonable condition). Similar to a bunker renovation program, this could be done on a prioritized individual tee basis with relatively minimal disruption. For the short time it would take to renovate each individual tee deck, the tee blocks for each course yardage can be placed temporarily at a shorter yardage. Also similar to a bunker renovation program, If the golf course had an ‘extra’ hole (see section 3) which could be used on an interim basis, tee renovations could be completed without significantly affecting operations. On other projects we have also designed a staggered tee renovation program, whereby one on the shorter tees and one of the longer tees was renovated, such that a longer tee and a shorter tee were always available for play.

When considering a tee renovation program, it is also worth considering at the same time the position and size of the tees to ensure they are serving their purpose. For example, it would not make sense to go to the trouble of resurfacing a tee that is undersized or in the wrong location and should be moved or expanded – this would either be a poor end result or a duplication of work to get the tees in at the right scale and in the right spot.

Many of the existing teeing areas on the course are reasonably good in terms of location, size and elevation, though there are also many instances where individual tee decks are undersized. Particularly on the par-3 holes, which tend to see more wear as players are using irons to tee off, the aggregate area of the tees is likely insufficient to accommodate the golfer traffic. Many teeing areas are noted on the plans as being likely candidates for enlargement or reconstruction.

a. COURSE YARDAGE

Generally, we are fully in favour of additional teeing areas – it is almost not possible to make a course too long for high calibre players while at the same time almost not possible to make a course too short for high-handicap players. Additional tees provide the broadest range of distance and/ or angles of play such that every player can find a yardage appropriate to their abilities. With more tees, total course yardages can be even further refined with combo tees to give golfers the greatest number of options.

As such, additional tee areas usually represent a win-win-win situation. Golfers get to play tees at a yardage appropriate to their level of ability, the course can be played at a greater range of yardages which adds interest and varies the day-to-day playing conditions (i.e. you don't feel like you are playing the same course each and every day), and maintenance is made easier because the additional tee area reduces wear and traffic patterns. When considering new tees, some care should be taken to consider the overall strategy and playability of each hole, and the tees should be constructed in a manner which generally matches the other tee complexes on the golf course for continuity.

b. ADDING LENGTH (BACK TEES)

With better technology, adding length to existing golf courses is commonly considered to keep them relevant in today's golf market. Back tees look more impressive on the scorecard and provide options for higher levels of competition. However, in the case of the Lloydminster Golf Course with a back tee yardage over 7000 yards, we do not feel as though adding length to the course should be a priority – this distance is likely more than ample for >95% of golfers and it should be considered that longer tees add to the overall course footprint (higher maintenance), while catering to a relatively very small percentage of golfers - generally less than 5-10% of players use the back tees. Consideration of the relative costs and benefits should always be applied when adding longer tees to ensure that the benefit is considered worth the associated cost. Unless there

was an appetite to hold higher level competitions (pro tournaments) at the course, we would not generally recommend additional back teeing areas on the course.

c. ADDING FORWARD TEES/ SPREADING THE RANGE OF AVAILABLE YARDAGES

A recent trend in golf course design is to also ensure that there are shorter tee options available to cater to golfers with slower swing speeds, such as ladies, seniors, and junior players, based on the idea that golfers can have more fun playing the game if they play the course at an appropriate distance. For higher handicap players or players with slower swing speeds, current USGA research suggests that a tee distance in the range of 4,500 yards is the appropriate yardage for as many as 25% of all golfers. Associations including Golf Canada, the R&A, the USGA, the PGA's of both Canada and America, and the American Society of Golf Course Architects (ASGCA) all promote versions of 'Tee it Forward' to cater to players of widely varying abilities and grow the game.

At nearly 5,700 yards, the forward tees at Lloydminster Golf Course are likely quite long for many players. We would advocate adding an additional set of forward tees (coloured green on the plans) to get an overall forward tee distance below 5,000 yards to accommodate this relatively large percentage of players with slower swing speeds. This does not mean that the existing forward tee locations need to be abandoned – we would also advocate for balancing the red and white tees forward on select holes to achieve additional overall yardages just below 5,500 yards (red), and 6,100 yards (white) range. Along with the intermediate yardages which can be developed through the use of 'combo tees', this would allow for a broad overall range of yardages from approximately 4,600 to 7,000 (> 1300 yards), which should accommodate players of virtually any ability.

One caveat would be that if a strategy of establishing a set of shorter tees is to be pursued, they should be constructed as proper tees, and not just another set of tee blocks in the fairway. This allows for the course to have a course and slope rating from these tees and for golfers to maintain a valid handicap from this yardage. Our experience is that if a teeing area is designed to be part of the course, players will play it – whereas an extra set of blocks added in the fairway somewhat marginalizes the experience and golfers seem to have an innate reluctance to utilize them.

Approximate recommended course yardages as depicted on plans

Hole	1	2	3	4	5	6	7	8	9	OUT
Gold	525	416	396	177	512	197	432	410	417	3482
Blue	502	382	373	156	492	177	409	384	356	3231
<small>BLUE/ WHITE</small> White	473	357	340	144	460	153	376	361	340	3126 3004
<small>WHITE/ RED</small> Red	453	329	308	134	423	133	320	305	323	2952 2728
<small>RED/ GREEN</small> Green	385	240	250	105	380	110	290	270	275	2587 2305
PAR	5	4	4	3	5	3	4	4	4	36
HDCP Men's	5	17	7	9	13	11	1	3	15	
HDCP Ladies	1	11	5	17	9	15	3	7	13	

10	11	12	13	14	15	16	17	18	IN	OUT	TOTAL
415	388	401	188	552	425	192	533	432	3526	3482	7008
389	368	386	176	528	389	158	508	408	3310	3231	6541
371	347	355	157	520	356	126	487	384	3236 3183	3126 3037	6362 6107
310	295	315	138	471	300	100	447	331	2963 2857	2952 2833	5915 5435
280	260	265	115	405	250	85	390	300	2473 2857	2587 2833	5060 4655
4	4	4	3	5	4	3	5	4	36	36	72
4	12	16	8	6	14	18	10	2			
10	12	14	16	8	6	18	2	4			

3. EXTRA HOLE

One conceptual option we discussed during our on-site consultation is the possible addition to the course of an extra or 19th golf hole. Generally speaking, we are strong advocates of having a 19th or “extra hole” on any golf course as it can serve a valuable dual purpose. First, it allows flexibility when performing other construction projects or more intensive maintenance procedures on the rest of the golf course without having to use temporary greens. More specifically, if the extra hole is inserted into the 18-hole rotation, work can be undertaken on another of the holes with minimal disruption to golfers. Additionally, and especially effective if the extra hole is well constructed and located, it can serve as an additional amenity in the form of a short game/ wedge practice area, enhancing the practice opportunities at the course. While there is an additional maintenance cost associated with maintaining an extra hole, we feel that the benefits far outweigh the additional expense.

On the Concept plans we have depicted 4 different areas where an extra hole might be incorporated into the existing design, and which are depicted and outlined in the following pages:

- A. A short par 3 hole of ~120 yards in length could be incorporated into the existing layout in the area of #8 green/ #9 tees. As shown on concept A, this would likely work best in conjunction to some other changes to holes #6, #7 tees, and #8. The advantages of this location would be that the hole could be inserted into the rotation on either 9-hole loop, either after hole #8 and before hole #9, or after hole #17 and before hole #18. For use as a practice facility, the location is nearer the clubhouse than any of the other options herein.

This reconfiguration of other holes is somewhat more complex than some of other options to create an extra hole as it would involve the construction of three green surfaces (6,8, & Extra Hole) two tees complexes (holes #6 and #7), as well as fairway areas for a new par-3 6th hole. As such, it would be expected to have the highest costs associated with the project. However, as the other features in question would also likely be reasonably high priority candidates for upgrade as well, it would not necessarily be a duplication of work. A possible downside is with an extra hole in this location there would be four golf holes in the immediate vicinity with no present (mature) treed areas separating them – as a practice facility (or as an extra hole), this area may suffer from a congested feel if an additional hole were introduced in this area.

- B. A second option for an extra hole would be to construct a green behind #15 tees, effectively splitting the par-5 17th hole into a par-4 (approximately 380 yds. From back tee) and a par 3 hole (up to 150 yads.) on a temporary basis when the extra hole is needed. Golfers would play from existing #17 tees as a dog leg par-4 hole, and then play either from behind the extra hole to the existing #17 green as a par-3 hole. Involving only the construction of one green complex and some surrounding fairway areas this would be a relatively low cost and unintrusive way to incorporate an extra hole, and would be a private practice area with no safety issues from other holes, although modestly more removed from the clubhouse than Option A.
- C. A third option would involve a reconfiguration of the 11th and 14th holes. If hole #11 became a par-5 hole (approximately 510 yds. In length), and #14 was shortened to a par-4 hole (retaining the par-72 configuration of the course), the remaining existing 14th green and last part of the fairway could be used as an extra hole of approximately 150 yards in length. Involving the construction of 2 new green complexes and some additional fairway areas for the new par 5 11th hole, costs could be expected to be in the middle of the two aforementioned options. Again, the proximity of the clubhouse is not ideal for a practice hole, but it would be in a relatively secluded area which would be safe from other golf shots. Additionally, with some additional (currently treed) areas nearby, it might also offer space to create a more comprehensive short game practice facility in the future. A downside is that it would replace the longest par-5 hole on the back (#14 – 552 yds.) with a shorter par-5 hole (new #11 approximately 510 yards in length), which would result in a decrease in overall course yardage, although this could made up on other holes relatively easily.
- D. A fourth option would be a par 3 hole of approximately 150 yards which would play from the existing #12 tees into an unused space to the west. In order for the extra hole to be safe as an effective practice area, the teeing areas for hole #12 would likely need to be relocated to the north side of #11 green (no yardage difference). With the construction of one green (extra hole) and one tee complex, this would be a relatively low-cost alternative for an extra hole option, with a reasonable amount of space to expand the practice shot options. The obvious downside is that it is the furthest from the clubhouse area, which makes it less desirable for use as a practice area.



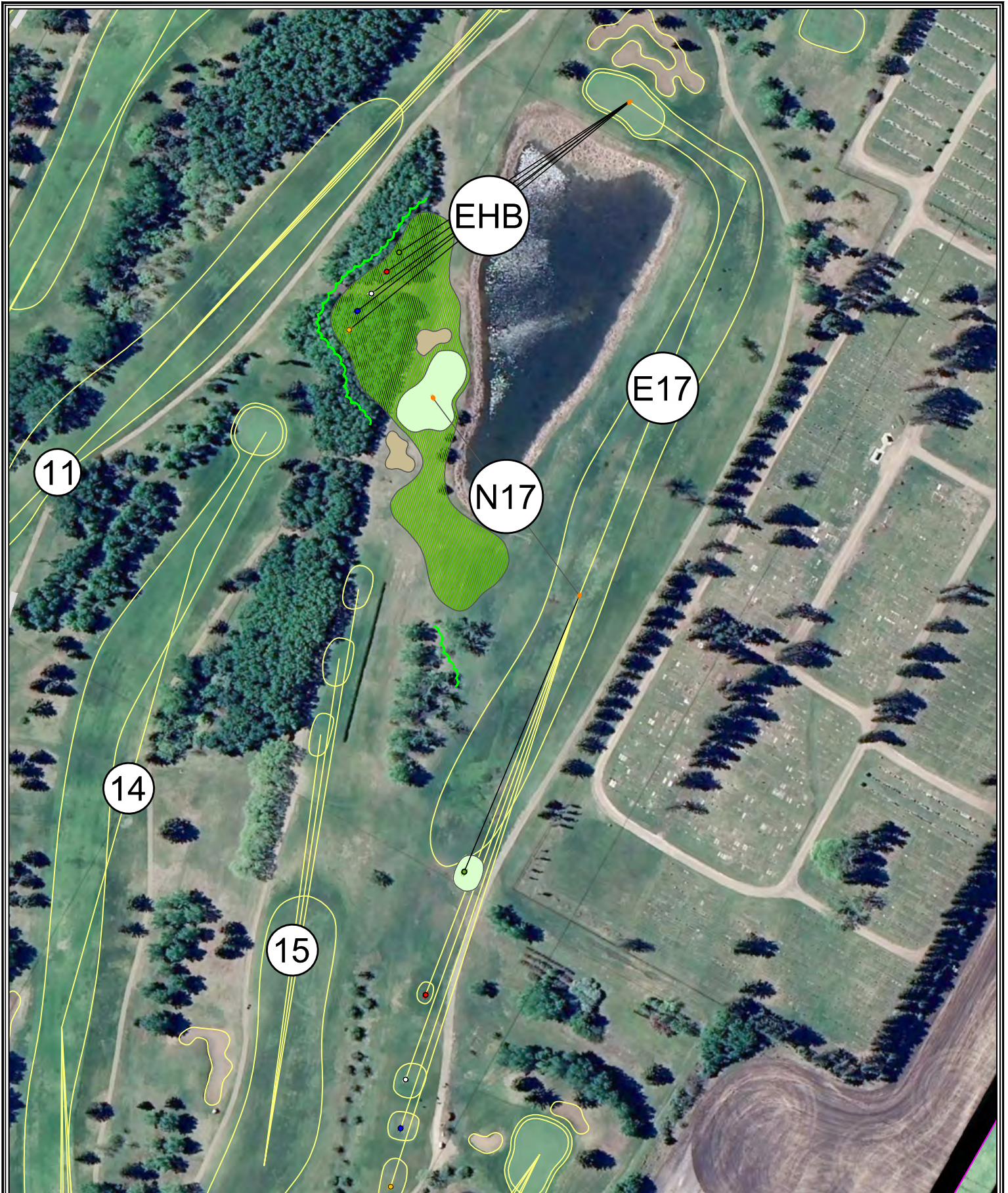
LLOYDMINSTER GOLF CLUB
 Lloydminster, AB/ SK
 EXTRA HOLE - OPTION A

Scale: 1:2000

Date: AUG 2024

Drawing: 1 OF 1





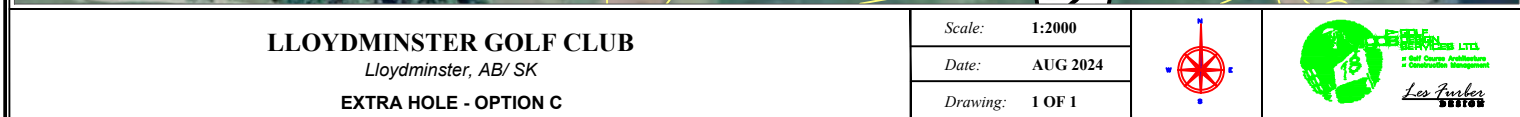
LLOYDMINSTER GOLF CLUB
 Lloydminster, AB/ SK
EXTRA HOLE - OPTION B

Scale: 1:2000

Date: AUG 2024

Drawing: 1 OF 1







LLOYDMINSTER GOLF CLUB
 Lloydminster, AB/ SK
 EXTRA HOLE - OPTION D

Scale: 1:2000

Date: AUG 2024

Drawing: 1 OF 1



3.1 EXTRA HOLE – ORDER-OF-MAGNITUDE COST ESTIMATES

The attached table details the approximate costs for the four options for an extra hole on the golf course. As laid out on the above plans, the four options contain quite different Scopes of Work – more specifically, the most complex concept is Concept A, which involves the reconstruction of a complete golf hole (#6), two additional green complexes (#8 and EH-A) and one complete tee complex, there would be significant tree clearing and fairway/ rough development involved with Concept A. However, the construction involved would also yield significant enhancement of the 6th, 7th, and 8th holes in addition to providing the extra hole.

On the other end of the spectrum, Concept B would involve only the construction of the green complex for the extra hole, which is a smaller scope of work, but with no significant enhancement of any other holes on the course. Concepts C and D fall somewhat in the middle of the two in terms of scope and cost – the following table outlines the Order-of-Magnitude budgets which could be expected for the four ‘Extra Hole’ options A, B, C and D.

CONSTRUCTION OF 'EXTRA' GOLF HOLE
ORDER-OF-MAGNITUDE COST ESTIMATES (BASED ON OPTIONS A, B, C, & D)

Item/ Feature	Tree Removal/ Clearing & Grubbing/ Planting Trees/ Shrubs	Site- Prep - Robovate Work Areas/ Strip Sods & On-Site Disposal	Site- Prep - Strip & Stockpile Topsoil	Earthworks (bulk fill movement)	Construction Materials (See GTB Materials Worksheet for Detail)	Green Complex Construction	Tee Deck Construction	Bunker Development	Artistic Fairway Shaping & Drainage Grading	Drainage - Catch Basin/ Vertical Sump Installation	Replace Topsoil & Spread to 15cm depth	Fine Grading/ Finishing & Planting (Prep for Seed or Sod))	Cart Path Installation/ Adjustments (Gravel)	Bunker Modifications/ Re-Edging (as prescribed in Master Plan)	Irrigation Addition/ Adjustments	Sod + Installation Bentgrass Areas	Sod + Installation Bluegrass Areas	Design Details/ Working Drawings	Total Improvement Cost
Construct Extra Hole 'A' (par 3)	\$ 4,000	\$ 2,100	\$ 1,350	\$ 12,000	\$ 31,850	\$ 35,000	\$ -	\$ -	\$ 650	\$ 1,500	\$ 1,100	\$ 1,590	\$ -	\$ -	\$ 8,900	\$ 12,925	\$ 22,750	\$ 7,200	\$ 142,915
#6 Reconstruct new par 3 hole	\$ 12,500	\$ 3,650	\$ 2,350	\$ 18,400	\$ 41,055	\$ 35,000	\$ 15,000	\$ -	\$ 1,450	\$ 1,500	\$ 2,300	\$ 3,285	\$ 4,518	\$ -	\$ 19,700	\$ 13,450	\$ 39,750	\$ 9,600	\$ 223,508
#7 Construct New Tee Complex	\$ 4,800	\$ 700	\$ 450	\$ 2,400	\$ 9,200	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 550	\$ 750	\$ 3,420	\$ -	\$ 9,200	\$ -	\$ 9,050	\$ 3,200	\$ 58,720
#8 Reconstruct Green Complex	\$ 9,800	\$ 2,875	\$ 1,850	\$ 16,000	\$ 30,245	\$ 35,000	\$ -	\$ -	\$ 1,650	\$ 1,500	\$ 1,750	\$ 2,490	\$ -	\$ -	\$ 10,400	\$ 12,925	\$ 27,950	\$ 7,200	\$ 161,635
EXTRA HOLE A BUDGET	\$ 31,100	\$ 9,325	\$ 6,000	\$ 48,800	\$ 112,350	\$ 105,000	\$ 30,000	\$ -	\$ 3,750	\$ 4,500	\$ 5,700	\$ 8,115	\$ 7,938	\$ -	\$ 48,200	\$ 39,300	\$ 99,500	\$ 27,200	\$ 586,778

* Extra Hole Concept A includes the construction of a complete golf hole (#6), two additional green complexes (#8 and EH-A) and one complete tee complex

Construct Extra Hole 'B'	\$ 7,800	\$ 4,750	\$ 3,050	\$ 16,000	\$ 31,050	\$ 35,000	\$ -	\$ -	\$ 3,250	\$ 1,500	\$ 3,150	\$ 4,480	\$ -	\$ -	\$ 13,600	\$ 12,925	\$ 46,350	\$ 7,200	\$ 190,105
EXTRA HOLE B BUDGET	\$ 7,800	\$ 4,750	\$ 3,050	\$ 16,000	\$ 31,050	\$ 35,000	\$ -	\$ -	\$ 3,250	\$ 1,500	\$ 3,150	\$ 4,480	\$ -	\$ -	\$ 13,600	\$ 12,925	\$ 46,350	\$ 7,200	\$ 190,105

* Extra Hole Concept B includes only the construction of one new green complex and surrounding areas

Convert #11 to par-5 hole	\$ 10,000	\$ 4,550	\$ 2,950	\$ 20,000	\$ 35,180	\$ 35,000	\$ -	\$ 7,600	\$ 1,500	\$ 1,500	\$ 2,800	\$ 4,015	\$ 7,683	\$ -	\$ 12,800	\$ 12,925	\$ 55,900	\$ 7,200	\$ 221,603
Construct New #14 Green Complex	\$ 1,300	\$ 1,125	\$ 700	\$ 12,000	\$ 27,130	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 695	\$ 2,450	\$ -	\$ 7,500	\$ 11,850	\$ 12,800	\$ 8,400	\$ 121,450
EXTRA HOLE C BUDGET	\$ 11,300	\$ 5,675	\$ 3,650	\$ 32,000	\$ 62,310	\$ 70,000	\$ -	\$ 7,600	\$ 1,500	\$ 1,500	\$ 3,300	\$ 4,710	\$ 10,133	\$ -	\$ 20,300	\$ 24,775	\$ 68,700	\$ 7,200	\$ 343,053

* Extra Hole Concept C includes the construction of a green complex, a fairway bunker complex, and significant clearing/ fairway areas (hole #11) and a nw green complex on hole #14. Old 13th green would be used as the extra hole.

Construct New #12 Tees	\$ 1,500	\$ 900	\$ 600	\$ 2,400	\$ 9,200	\$ -	\$ 15,000	\$ -	\$ 200	\$ -	\$ 700	\$ 975	\$ 2,450	\$ -	\$ 9,600	\$ -	\$ 11,000	\$ 3,200	\$ 57,725
Construct Extra Hole 'D'	\$ 10,000	\$ 3,850	\$ 2,500	\$ 12,000	\$ 32,855	\$ 35,000	\$ -	\$ -	\$ 2,300	\$ 1,500	\$ 2,400	\$ 3,415	\$ -	\$ -	\$ 11,900	\$ 12,925	\$ 38,450	\$ 7,200	\$ 176,295
EXTRA HOLE D BUDGET	\$ 11,500	\$ 4,750	\$ 3,100	\$ 14,400	\$ 42,055	\$ 35,000	\$ 15,000	\$ -	\$ 2,500	\$ 1,500	\$ 3,100	\$ 4,390	\$ 2,450	\$ -	\$ 21,500	\$ 12,925	\$ 49,450	\$ 10,400	\$ 234,020

* Extra Hole Concept D includes the construction of a green complex for the extra hole as well as a complete set of tees on #12

4. GREENS

As identified by the in the survey results, where the greens were rated as ‘good’ or ‘excellent’ by nearly 85% of respondents, and with very few specific comments related to the green surfaces, the green complexes on the course are likely of reasonably low priority for improvement. The golf course plays well in its current state, and in particular, the green surfaces (confirmed by our site observations) were in excellent condition with very consistent stands of what appears to be virtually pure bentgrass, with very little infestation of other species like poa annua which typically plague many golf courses in western Canada. This was reflected in the survey results, where the greens were generally rated as ‘excellent’ or ‘good’ and there were very few specific comments related to the green surfaces.

Some of the green complexes on the course appear to have been reconstructed over the years in a more modern style, as evidenced by the larger size, more unique shapes, more elaborate contours, and the more numerous and strategically placed greenside bunkers. Specifically, the green complexes on holes #4, #5, #10, #15, #16, #17, & #18 have likely been reconstructed since the course was originally built. These seven green surface average 499 m² (5370 ft²) in size, which is more typical of a modern style golf course and allows both for more pin positions, more interesting contours, and less fewer wear patterns.

The remaining greens on the course (holes #1, #2, #3, #6, #7, #8, #9, #11, #12, #13, & #14) were likely original to the course or at least built in a different era. These greens are mostly round in shape, of quite small size compared to modern standards, and typically feature convex (inverted saucer) contours, or they slope only in a single direction. These eleven greens average 330 m² (3550 ft²) in size, or 66% the size of the other aforementioned greens. On small green surfaces such as these, the pin positions are more limited and the wear from golfer traffic tends to get confined to certain areas on the greens, which can make maintenance more challenging.

As previously mentioned, all of the green surfaces seemed to be in excellent condition and perfectly playable in their current form. However, the size (small targets) and relatively uninteresting contours likely do not compare favourably to other modern courses, which would typically be more in the range of 500 to 650 m² (5,500 to 7,000 ft²). In our opinion, there would be room for structural improvement of the green complexes for variety of pin positions, putting interest, aesthetic appeal and strategic value. Particularly if there is an appetite for greenside bunker renovations, it may be worth considering rebuilding green complexes as a whole (to include the greenside bunkers and surrounding areas) for a more complete renovation project. This could be done on a priority basis one green at a

time as budgets allow, with the caveat that it would probably require the implementation of an ‘extra’ hole to avoid disruption to the golf operation.

5. DRIVING RANGE

The driving range and alternate practice green facilities located across the cemetery access road are somewhat remote (~275 yards) from the clubhouse, which is not ideal, and was mentioned several times in the survey comments. During this study, we have examined several options which might allow the range facility to be located closer to the clubhouse, but determined that the reconfiguration of existing golf holes necessary to accomplish this task would be prohibitive in terms of cost, disruption to the existing course, and in our opinion not worth the return on investment.

Currently the driving range fairway is of reasonably suitable width (~ 125 yards wide) and length (~275 yards long) for an acceptable driving range facility for most golfers. Certainly, there are a select few players who would be hitting balls off the end of the range, but likely not enough to present a significant issue. The practice green and adjacent sand bunker offer additional practice opportunities.

However, if there is a possibility of extending the range to the North on what appears to be unused land, some enhancements may be available to expand the capacity and functionality of the driving range. Currently the range practice green and the existing driving range tee are constructed in a wedge created by the racetrack property west and the cemetery access road to the east. This is a limiting factor on the width of the range tee, and also forces an alignment which aims players more towards the cemetery access road. If the land to the north could be used and the range extended into this area, the tees could also be moved north and expanded to gain approximately 60% more range width. Alignment more to the north is desirable, and adding a bit of curvature to the tee should naturally align players more to the center of the range on both sides. Space would be freed up which could be used both to provide better access for carts to the back of the range tee and to expand the chipping pitching possibilities to the practice green.

A row of range mats at the back of the tee is recommended to extend the season for the driving range and general for ease of maintenance. In early spring or under wet conditions, the grass tees take a beating and become more maintenance intensive. Having an option to limit players to artificial mats should allow the range to open earlier in the spring and provide easier maintenance options in poor weather conditions.

6. UNMAINTAINED/ NATURAL AREAS

Certain areas exist on the golf which are currently being maintained (regular mowing), but which could be naturalized to reduce maintenance costs. More specifically, areas between holes which are not strategic, or which do not feature prominently in play could be left to naturalize with native grasses.

As depicted on the plans (in light yellow/beige colouring), areas such as the right side of hole #3 (near tees), the right side of #4 (near tees), the area between #2 and #4 greens, select areas between #8 green/ #9 tees and hole #18, left side of #12 (right and left of the tees and left of the green), right side of hole #13, and the area behind #15 tees towards #17 green comprise a total area of approximately 2.5 Ha (6.2 Acres) currently being maintained regularly. Considerable savings on maintenance could be realized if these areas were put into to low or no maintenance.

7. TREES/ BRUSHING

Several written comments in the survey referenced individual trees and/ or treed areas - certainly on several holes the tree lines do encroach on play. We would generally be in favour of tree limbing or removal in instances where the trees have grown to a height and/ or with a canopy which directly impacts the line of play. Specifically trees on #1, #5, #6, #7, and #11 feature trees which factor prominently in play.

Additionally, golfers almost universally do not like looking for balls, and they like losing them even less, and either of these eventualities leads to frustration and slow play. We would advocate that a clearing and brushing program several metres in from the tree lines on select holes might improve the overall enjoyment for golfers. Specific examples we noted during our site visit included the left side of #6, the left side of #7, and the left side of the second landing area on hole #14, although undoubtedly many more instances exist on the course. The intent of a brushing program would not necessarily be to remove any significant trees (maintain the integrity and challenge of the tree-lines), but only to clear smaller stems and the underbrush such that balls can be more easily and quickly found. More specifically, there would still be plenty of trees to get behind, but balls can usually be seen from a distance and recovery shots (chip-outs) are more easily accomplished.

While this seems like a big job, brushing implements exist for rubber-tracked small machinery (skid steers, excavators) which could do most of this sort of work with relatively minimal time and cost, and we would estimate that it would be only a periodic practice (1-3 years) for upkeep.

8. WATER FEATURE VISIBILITY

In several instances on the golf course, and in particular on holes #3, #5, & #9, water features are present which are in play on the golf holes, but which are not fully visible from the teeing areas. More specifically, in all of these instances, there are indicators that the hazards exist, but the extents are not well-defined. For instance, on hole #3 most golfers would recognize that the water feature encroaches on the fairway, but it is difficult to read exactly how far the water stretches, and the distance required to either lay-up behind the hazards or to carry the water are not obvious.

While this is not a significant issue for golfers who play the course regularly (e.g. pass-holders will learn where the hazards are through repeated play), for green fee players this can present an element of uncertainty and possibly considered unfair. We would suggest two methods of mitigating this 'shot blindness'. First, water fountains could be used to show that the water exists, although fountains require a source of power which can be cost prohibitive. A second idea would be to use enhanced lateral hazards stakes – i.e. stakes which are taller and wider than a typical stake. Stakes could be placed more frequently in select areas to both indicate the hazard extents and give players an object on which they could train a distance-finder to determine the length of shot required for a lay-up shot or to carry the hazard.

9. FAIRWAY MOVEMENT (FAIRWAY CUT)

Straight lines do not typically exist in nature, and our design philosophy is that they do not look at home on a golf course either. Having some curvature to the fairway mowing lines can add aesthetic and often improve playability. As depicted on the plans, and at the discretion of the superintendent, we generally recommend introducing fairway mowing patterns that remove the straight 'runway' look that exists on some holes (e.g. Hole #1).

10. GREENSIDE COLLECTION/ CHIPPING AREAS

Mowing patterns around the green complexes can also improve aesthetic appeal, offer more short-game options, and create more interest around the greens. These closely mown areas allow players options to potentially putt, bump, chip, or pitch their short game shots, which adds variety of options and interest. We would advocate that this treatment could be introduced to the golf course to add interest and playability.

11. CURBING/ CART PATHS

Although the survey conducted did not contain questions specifically related to cart paths, there were several written comments regarding the state of the gravel paths on the course. In at least two cases there was mention of the width of the cart paths, which was also one of our site observations. Specifically, the cart paths appeared to be wider than would be expected in certain areas. The paths have migrated and expanded (primarily where golfers are stopping) such that in spots they are several metres wide which likely means they impact play more than is necessary as being aesthetically unappealing.

Gravel cart paths also present a significant maintenance challenge and an associated cost. In addition to regular levelling and repair of potholes etc., the gravel tends to spread onto grass areas and can wreak havoc on mower blades.

As a long-term project, consideration might be given to a more permanent paved cart path surface – asphalt is the most commonly used surface for cart paths. While the up-front expense of asphalt would be considerable, it would significantly improve the golfer experience both through the comfort of ride on the paths and the aesthetic appeal, would be much better in wet conditions (mud) and dry conditions (dust). Asphalt paths would all but eliminate regular maintenance on the cart paths, and likely reduce maintenance to the surrounding turf areas.

12. IRRIGATION SYSTEM/ WATER SOURCE

The irrigation system on the golf course has been recently replaced and our understanding from the course Superintendent is that it is in good working order.

Currently the irrigation system draws from the pond on hole #5, which has a surface area of approximately 6,000 m², implying an estimated holding capacity of 10,000 – 15,000 m³ of water (depth unknown). According to the Superintendent, this pond gets drawn down on a nightly basis with a normal irrigation cycle. It is believed that the pond recharges from and eventually equalizes with the adjacent pond on hole #3 (either by small bore pipe or by migration through the water table), but it does so slowly enough such that there is often an elevation difference between the two water bodies, indicating that the water held in the pond on hole #3 would not necessarily be readily available for irrigation on demand.

Supplemental raw water is drawn via a shared pipe off of 40th Avenue into the pond on hole #3. There is a chance that in drought times (or for other reasons beyond the golf courses' control), this source may be unavailable. In such an instance, it would be beneficial for the course to have as much ready holding capacity for irrigation as possible. Hole #3 pond has a surface area of approximately 12,000m² and an estimated holding capacity of 20,000-30,000 m³ (depth unknown). Currently if the supplementary source is added to the pond on #3 the water table rises to the extent that it is supersaturating the fairway and the subsurface of the greens on holes #2 and #3, such that they need less irrigation water than other areas on the course.

We are not engineers or hydrologists, but intuitively it would seem logical that if these two ponds were connected with an equalization pipe or open ditch through the unused space between the 2nd and 4th greens, the holding capacity of water available for irrigation would likely be tripled, which could be invaluable if there was ever a significant drought and/ or if the supplemental water source was unavailable. A side benefit would be to increase the overall surface area of the irrigation pond such that the daily draw down would be smaller, and the water table stabilized at a lower level such that the moisture profile of the 2nd and 3rd green and fairway were more consistent with other areas on the course. It would certainly be worth investigating gaining ready access to the water holding capacity of the pond on hole #3 as a contingency against any future water shortage event.

Conclusions/ Recommendations

As has been emphasized in previous comments, Lloydminster Golf Course is a good routing and a fun and playable golf course, with no particular glaring deficiencies. Reported levels of play 30,000+ rounds per season bear this out – this is a very busy golf course in the western Canadian market, and good evidence that the course is offering a good product.

This document is intended as a collection of ideas for improvement. Many of the ideas contained herein such as enhanced lateral hazard stakes or changing mowing patterns to improve playability and a better aesthetic could be implemented as part of the maintenance program at little or no cost. More comprehensive renovation projects such as a sand bunker renovation program or reconstruction of green complexes are larger in scope and would require a capital investment and detailed planning to ensure success.

In terms of priority, our site observations (backed by the evidence collected in the survey) would suggest that the highest priority items would likely be a bunker renovation program to upgrade the sand bunkers on the course, and a tee renovation program to both level and in some cases expand existing tees. We have also advocated for the addition of many forward tees to broaden the available yardage and better cater to all levels of golfers, and in particular players with slower swing speeds who probably find the existing course too long and perhaps daunting to play. We have also advocated for the addition of a 19th or extra hole, which we would also consider a fairly high priority because it helps pave the way for all future renovations projects – if you have an extra hole to play on an interim bases, you can do renovation work on another hole on the golf course while still maintaining an 18-hole golf operation and not have to disrupt golfers or reduce green fees.

In the longer term, we do feel as though the nature of many of the greens surfaces and some of the strategic elements of the course hold it back from being favourably compared to better known and loved golf courses in the region or neighboring provinces. If there is an appetite for a high-level premium golf course product at the Lloydminster Golf Course, we would recommend a long-term program for not only addressing the sand bunkers and the teeing areas, but also reconstruction of at least select green complexes on the golf course. Asphalt cart paths would also fall in this category as an element which could differentiate Lloydminster Golf as a more premium product.

Hole-by-Hole Analysis

The following pages visually depict the concepts and ideas described above on an individual hole basis, including commentary and recommendations:

LLOYDMINSTER GOLF & C.C. - HOLE #1

COMMENTARY

Hole #1 is a good 'friendly handshake' starting hole. As a shortish length par-5 hole, the hole allows most players a very playable hole in 3 shots, while still providing challenge for players hoping to hit the par-5 in two.

Trees are set up up well to enforce accuracy from the tee - if longer hitters want a chance to hit it to the green in two, they should be challenged with having play a narrow fairway corridor to avoid being blocked out on the second shot. Particularly for the faster growing poplar trees on the left side, trees should be monitored over time to ensure that the branch overhang does not unduly encroach on the hole. Fairway width could be expanded with the mowing cut in the first landing area such that if players are blocked by the trees, they are at least playing from the shorter fairway cut which will help them control the ball.

Second landing area could also be expanded for those players laying up. Additional fairway width would offer players a more strategic lay-up shot, with options to create a better angle to the pin from the left or right side depending on the pin placement.

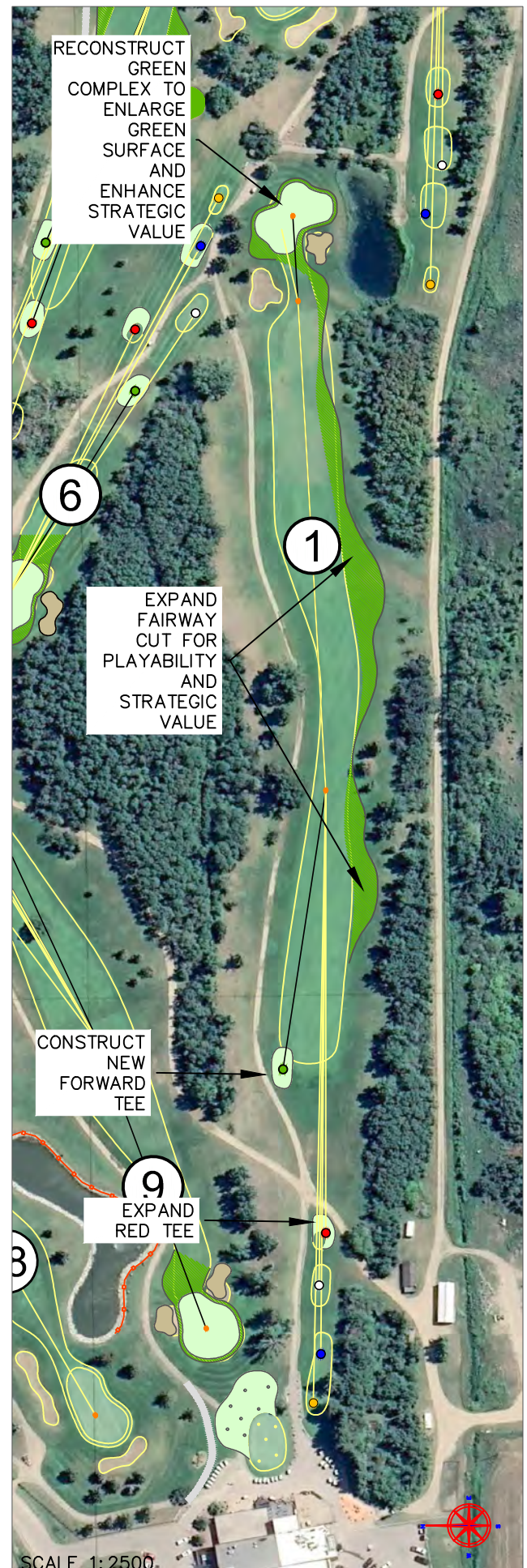
#1 Green is the second smallest on the golf course, and probably a relatively high priority candidate for reconstruction. Current green does not allow for strategic pin placements. If expanded behind the right greenside bunker it could bring the water hazard more into play for right side pin placements, and provide a much more strategic element to the approach, both for positioning of a lay-up shot, and for risk/ reward of playing to the green in two shots.

Existing back two tees areas are of reasonable size. Existing forward tee is undersized and could be expanded to spread wear. A new forward tee would be desirable to provide an option for shorter hitters/ higher handicap players.

RECOMMENDATIONS

- Add new forward tee; enlarge red tee
- Sand bunker renovations as necessary
- Expand fairway cut off tee to allow for more strategic tee shots
- Expand 2nd landing area fairway cut to allow for more strategic positioning of lay-up shots
- Enlarge green surface and engage water feature right to increase risk/ reward value of hitting 2nd shot to the green

yardage	tee area	green area
● 525 yds.	270 m ² (2900 ft ²)	260m ² (2800 ft ²)
● 502 yds.	(shared blue)	
○ 473 yds.	110 m ² (1185 ft ²)	
● 453 yds.	120 m ² (1300 ft ²)	
● 385 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - HOLE #2

COMMENTARY

Hole #2 is a short to medium length par-4 hole. From the tee, players are challenged with staggered fairway bunkers left and right to set up the approach to a small green bunkered on both sides.

Fairway bunker left is likely not in a good position - it is irrelevant for most players as it is short enough from the tee to be carried easily. In it's current position, it is probably penalizing only short hitters and/ or very poor shots, which is targeting the wrong golfers.

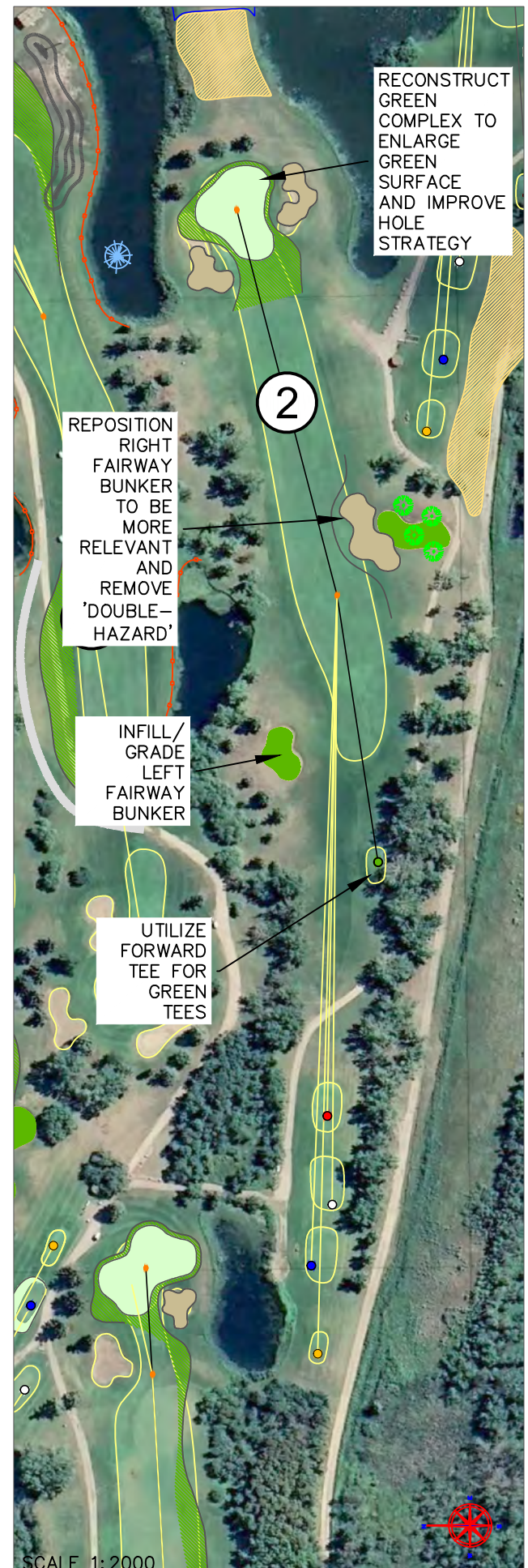
Fairway bunker right side is reasonably well positioned from a distance standpoint, but it's location behind a row of trees creates a 'double-hazard', which we feel is undesirable. Relocating this bunker further towards the fairway would make for a more strategic tee shot and allow players who are in the bunker a line-of-sight to the green. If there is a safety concern for the back tee on hole #3, additional evergreen trees could be added to knock down errant tee shots.

As with hole #1, the green on #2 is quite small in size with relatively uninteresting contours, and is likely a priority candidate for reconstruction. In addition to enlarging and adding more interesting contour to the putting surface, the stagger of the greenside bunkers could be exaggerated to create a more strategic approach shot - i.e. players can challenge the right fairway bunker from the from the tee to gain a better approach angle up the throat of the green, or hit it further down the left and have a potentially more difficult approach over the left front greenside bunker.

Existing tees are of suitable size with the exeception of the gold tee, which while undersized, is likely adequate for the level of play it receives. An additional forward tee appears to exist (from the aerial image) which is undersized, but also probably adequate.

RECOMMENDATIONS

- Infill left fairway bunker; reposition right fairway bunker to be more strategic and eliminate the 'double-hazard'
- Reconstruct green complex to enlarge green surface reposition greenside bunkers to be more strategic



	yardage	tee area	green area
●	416 yds.	50 m ² (540 ft ²)	400m ² (4305 ft ²)
●	382 yds.	165 m ² (1775 ft ²)	
○	357 yds.	170 m ² (1830 ft ²)	
●	329 yds.	130 m ² (1400 ft ²)	
●	240 yds.	65 m ² (700 ft ²)	

LLOYDMINSTER GOLF & C.C. - HOLE #3

COMMENTARY

Hole #3 is a shorter length par-4 hole where the primary challenge is avoiding the water which features prominently down the entire left side of the hole. From the tee, the dimensions of the water are hard to read - ie. the extent to which it comes out into the fairway area is not readily visible - this could potentially be mitigated by more prominent hazard staking or the addition of a fountain for reference. Trees/ vegetation could be removed from the shoreline (near the power pole) for better visibility on the hole.

Depending on wind conditions, the hole is drive-able for some players, with relatively little risk - ie. the width of the area over the water is generous. To increase the challenge for the longer hitters, the water feature could be expanded towards the green to enhance the risk/ reward strategy of the hole, and should also serve to improve water feature visibility.

Fairway bunker on the left side is also not very visible from the tee and again probably penalizes the wrong players - ie. shorter hitters or those wishing to lay-up from the tee. If eliminated, the water feature could be modestly expanded towards the fairway as well, and perhaps graded to improve the visibility of the water feature from the tee(s). Enhanced lateral hazard staking and/ or a fountain could be considered to improve water hazard visibility. Fairway bunker right could also be eliminated, allowing greater width in the lay-up landing area.

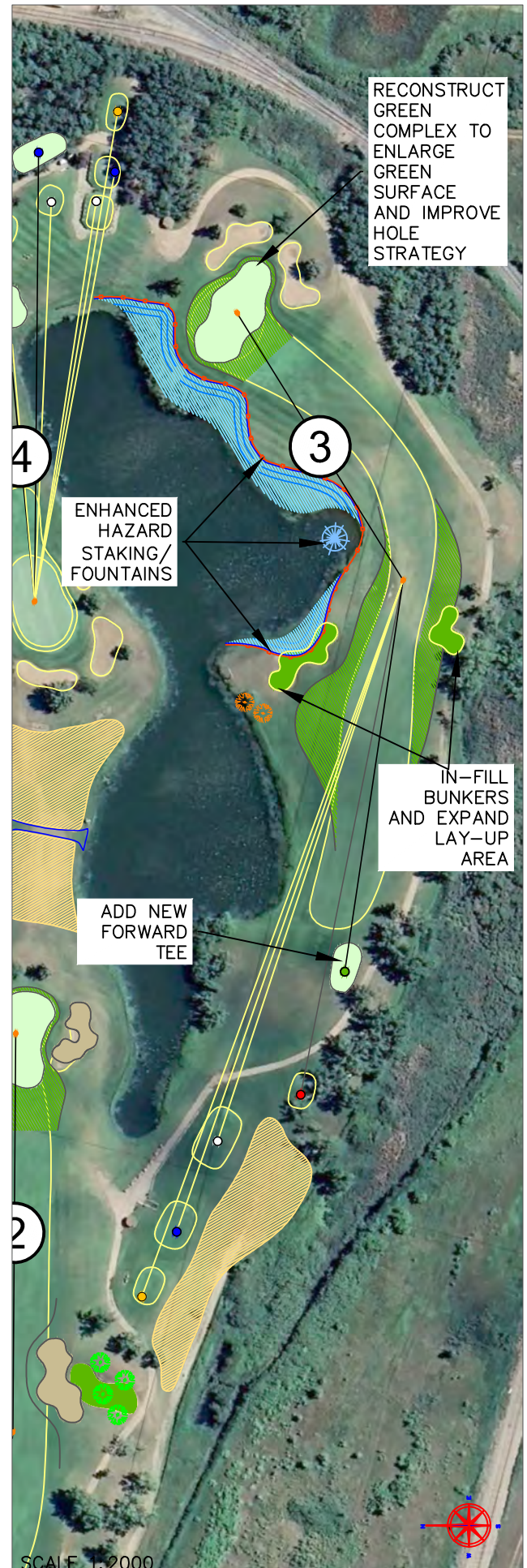
As with previous holes, the putting surface is relatively small with limited contours. It is also quite removed from the bunkers and could be reconstructed more strategically to create more interesting contours and perhaps get pin positions back between the greenside bunkers, making them more relevant to play and the hole more strategic.

Existing tees are of a reasonably suitable size. A new forward tee would be desirable for shorter players.

RECOMMENDATIONS

- Add new forward tee; add new red tee
- In-fill fairway bunkers and expand fairway width in the lay-up landing area
- Expand water feature towards the green to make driving the green more challenging
- Reconstruct green complex to enlarge green surface and extend towards greenside bunkers to make them more relevant to play

yardage	tee area	green area
● 396 yds.	90 m ² (970 ft ²)	455m ² (4900 ft ²)
● 373 yds.	170 m ² (1830 ft ²)	
○ 340 yds.	200 m ² (2150 ft ²)	
● 308 yds.	80 m ² (860 ft ²)	
● 250 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - HOLE #4

COMMENTARY

Hole #4 is a good starting par 3. At a short-medium length, the yardage does not overpower the player. Water feature is far enough removed from the green that it not the primary challenge of the hole for most players.

The green surface is somewhat larger than many others on the course, suggesting that it may have been reconstructed at some point, and would be a lower priority for reconstruction going forward. The greenside bunkering is not particularly visual from the tees, but is likely reasonably effective and protective of errant shots going in the water or into worse positions.

Existing tees create a variety of angles of play, which is desirable, but are likely undersized for a par-3 hole - although this is mitigated by having 4 tees currently available on the hole. An additional blue tee would (as depicted) would spread the wear and create more varied angles at a similar distance. An additional forward tee would be desirable for shorter players.

RECOMMENDATIONS

- Add new blue tee and forward tee
- long-term reconstruct green complex to enlarge green surface and extend towards greenside bunkers to make them more relevant to play



	yardage	tee area	green area
●	177 yds.	70 m ² (755 ft ²)	475 m ² (5110 ft ²)
●	156 yds.	70 m ² (755 ft ²) + 150 m ² (Proposed)	
○	144 yds.	145 m ² (1560 ft ²)	
●	134 yds.	90 m ² (970 ft ²)	
●	105 yds.	~120 m ² (1300 ft ²) (Proposed)	

LLOYDMINSTER GOLF & C.C. - HOLE #5

COMMENTARY

Hole #5 is a relatively short par-5 hole. the primary challenge of the hole is the water features on both the right and left sides of the hole. From the tee, the staggered ponds squeeze the landing area. The second landing area also features water left and right, requiring precision and/ or strategic positioning of the lay-up shot. The well bunkered green is of suitable size for a short par-5 hole and would likely be a relatively low priority candidate for reconstruction.

The water features are quite well positioned for the tee shot. Strategically, conservative players have the option to play a lay-up style tee shot to a relatively wide corridor in the first landing area. An aggressive player may choose to try to hit it further to perhaps get to the green in two shots, but to do so they must navigate the relatively narrow (~50 yds wide) fairway pinched by the water features. However, several factors hide this strategic option. First, the trees on the right side (particularly from the back tees) hide the width of the landing area, which doesn't allow players to properly see the limits of the target area - expanding the treeline on the right side would allow for better visibility of the width of the fairway in front of the ponds and display this as a strategic option. Second, the extents of the water features are not readily visible from the tees, which doesn't allow players to visually measure the extent of their target. Enhanced lateral hazard staking and/ or a fountain could be considered to improve water hazard visibility. Additionally, the first landing area (tee shot) seemed to be one of the driest and firmest areas on the course (exacerbated by the cart path also running directly through both the landing areas) which means there is very little resistance to balls rolling out further than normal and reaching the hazards - certainly if a tee shot hits the cart path it is likely going in the ponds right. Mitigation of these factors would improve the playability of the hole.

An additional forward tee would be desirable for forward players. An additional back tee might be considered to further challenge long hitters. Other tees are on the small side, but probably adequate for a par-5 hole, or at least low priority for expansion or renovation.

RECOMMENDATIONS

- Add new forward tee; consider additional gold tee
- Tree removal on right side from the tees to better show extents of the fairway and hazards
- Enhance hazard staking to delimit the extent of the water hazards
- Re-routing the cart path to widen both the 1st and 2nd landings areas
- Ensure adequate irrigation coverage and soil conditions in 1st landing area for better quality turf which would better resist balls running out and entering the hazards

yardage	tee area	green area
● 512 yds.	70 m ² (750 ft ²)	485m ² (5220 ft ²)
● 492 yds.	60 m ² (650 ft ²)	
○ 460 yds.	130 m ² (1400 ft ²)	
● 423 yds.	105 m ² (1130 ft ²)	
● 380 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - HOLE #6

COMMENTARY

Hole #6 is likely the most demanding par-3 hole on the golf course. Not only is it the longest par-3 hole, it also typically plays into the prevailing wind. Combined with a very small target and frontal bunkering both left and right, hole #6 is certainly a strong challenge, particularly for players with slower swing speeds who cannot reasonably carry the bunkers and hold their shot on the green when using a long iron or fairway wood from the tee.

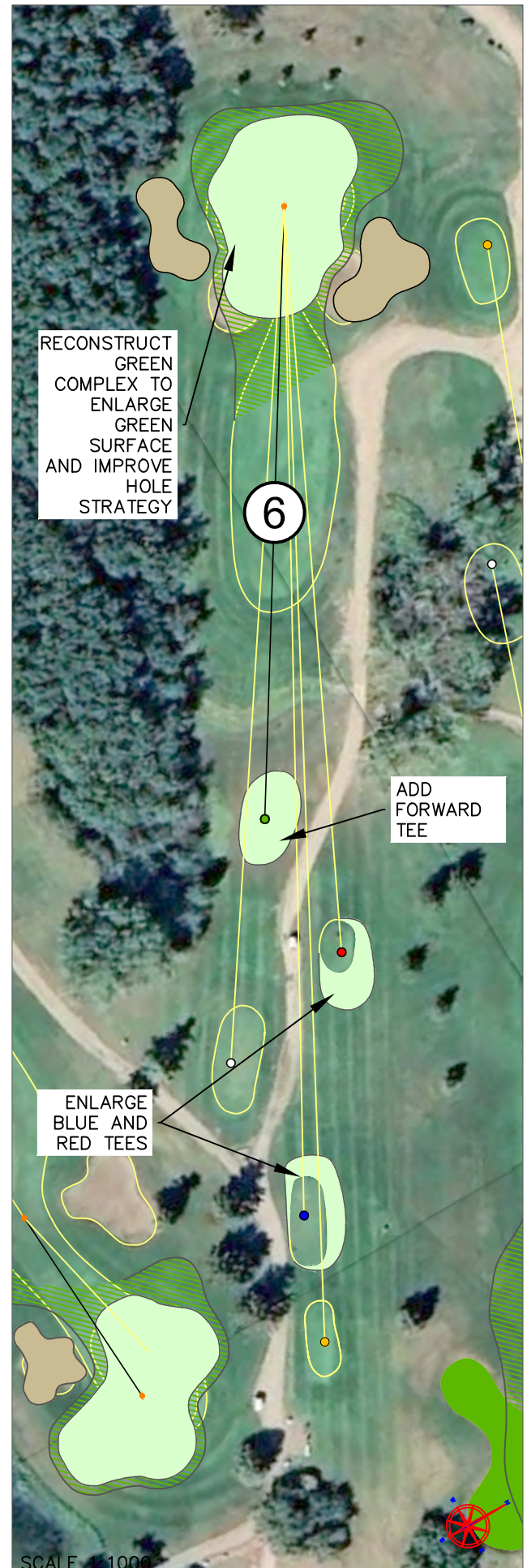
As one of the smallest greens on the golf course, hole #6 is probably a high priority candidate for reconstruction. Green surface should be enlarged to better reflect the length of the shot and the bunkers placed slightly more lateral to the shot, leaving an enlarged and allow higher handicap players an easier way to play the hole.

A new forward tee would make the hole more playable for shorter hitters. Red and blue tees could be expanded /re-levelled to spread wear and improve condition.

RECOMMENDATIONS

- Reconstruct green complex to enlarge green surface reposition greenside bunkers to be allow easier run up shots between the bunkers
- Add new forward tee; enlarge blue and red tees

	yardage	tee area	green area
●	197 yds.	55 m ² (595 ft ²)	275m ² (2960 ft ²)
●	177 yds.	~120 m ² (1300 ft ²)	(Proposed)
○	153 yds.	115 m ² (1235 ft ²)	
●	133 yds.	~120 m ² (1300 ft ²)	(Proposed)
●	110 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - HOLE #7

COMMENTARY

Hole #7 is perhaps the most demanding par-4 hole on the golf course. Tee shots are played to a narrow fairway guarded by a fairway bunker right and trees left. Fairway bunker on the right side is relatively short from the tees, and is probably affecting the wrong players - longer hitters would be carrying the bunker and it is probably only catching shorter-hitters or less skilled players. Given the length and challenge of the hole, this fairway bunker could be in-filled and the fairway widened, and the cart path re-routed in the landing area to improve playability. A huge challenge of the tee shot is that it requires players not only to fit the ball straight but also long, and many players are likely unable to effectively reach a position in the landing area from which they have a direct shot to the green, which could be considered unfair. Some tree removal on the the left side of the hole and/ or the addition of one or more forward tees, would help alleviate some of the difficulty on hole #7 and ensure that it is a more fair test of golf.

As one of the smaller/ older greens on the golf course, the green is probably a priority candidate for reconstruction. Green surface should be enlarged to reflect the length of the approach shot. A fall away chipping area on the left would provide interest and a variety of playing options for chipping/ pitch shots.

RECOMMENDATIONS

- Reconstruct green complex
- Add new forward tee; add new red tee and use existing red tee for white blocks

	yardage	tee area	green area
●	432 yds.	95 m ² (1020 ft ²)	370m ² (3980 ft ²)
●	409 yds.	75 m ² (800 ft ²)	
○	376 yds.	120 m ² (1300 ft ²)	
●	320 yds.	~120 m ² (1300 ft ²)	(Proposed)
●	290 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - HOLE #8

COMMENTARY

Hole #8 plays as a dog-leg right par-4 hole guarded by trees on both sides. the existing green is not bunkered and the green surface relatively small without much strategic interest.

Again as one of the smaller/ older greens on the golf course, the green is probably a priority candidate for reconstruction. Green surface could be enlarged and more creatively shaped to add interest and a variety of pin placements. A cluster of greenside bunkers on the left side could be strategically positioned to challenge golfers and add visual interest.

Adding one or more forward tees would be recommended to better balance the overall course yardage and better cater to players with slower swing speeds.

Areas behind and to the right of the green which are out of play could be left to naturalize to reduce maintenance.

RECOMMENDATIONS

- Reconstruct green complex to enlarge surface and play more strategically
- Add new forward tees (2)



	yardage	tee area	green area
●	410 yds.	130 m ² (1400 ft ²)	310m ² (3335 ft ²)
●	384 yds.	70 m ² (750 ft ²)	
○	361 yds.	70 m ² (750 ft ²)	
●	305 yds.	~120 m ² (1300 ft ²)	(Proposed)
●	270 yds.	~120 m ² (1300 ft ²)	(Proposed)

LLOYDMINSTER GOLF & C.C. - HOLE #9

COMMENTARY

Hole #9 is a provides a strong finish to the front nine. From the tee players are tasked with navigating a tree centering a reasonably generous fairway. From there the approach is to a small green with frontal greenside bunkers both left and right, with only a narrow gap available for run-up style shots. similar to #6 green, this forced carry style approach shot likely makes it difficult for many players to both carry the bunkers and hold the green. Water feature on the right side is not readily visible as it is at a higher elevation, but could be prominently staked to show the extents of the hazard - it is far enough from the green surface that it is likely not in play for most approach shots.

#9 green is the third smallest on the golf course and is probably a priority candidate for reconstruction. Green surface could be enlarged while retaining the frontal bunkering strategy with a modestly larger gap between the bunkers to allow for run-up shots.

Existing blue tee is undersized and could be expanded to spread wear. Adding a forward tee would be recommended to cater to players with slower swing speeds.

RECOMMENDATIONS

- Reconstruct green complex
- Expand blue tee; add new forward tee

	yardage	tee area	green area
●	417 yds.	60 m ² (645 ft ²)	300m ² (3230 ft ²)
●	356 yds.	60 m ² (645 ft ²)	
○	340 yds.	70 m ² (750 ft ²)	
●	323 yds.	75 m ² (805 ft ²)	
●	275 yds.	~120 m ² (1300 ft ²)	(Proposed)



HOLE #9 - OPTIONAL CONFIGURATION

COMMENTARY

The water feature on the right side of hole #9 is well constructed, but engineered at an elevation above the height of the fairway and as such is not readily visible from the tees or parts of the fairway. Additionally, the existing 9th green is removed enough from the water such that it is not really in play except for the most errant shots. In it's current position it is also close enough to the clubhouse and practice green such that it is somewhat of a limiting factor on any alternative development in this area. As such, it may be worth considering an alternate configuration for hole #9.

The particular position of the water feature in relation to the teeing areas provides a unique opportunity to create a 'driveable' par-4 hole. Often times the most memorable holes on a golf course are 'driveable' par 4's. #10 at Riviera or the 17th at TPC Scottsdale are examples of driveable par 4's which generate much interest and excitement on the PGA Tour.

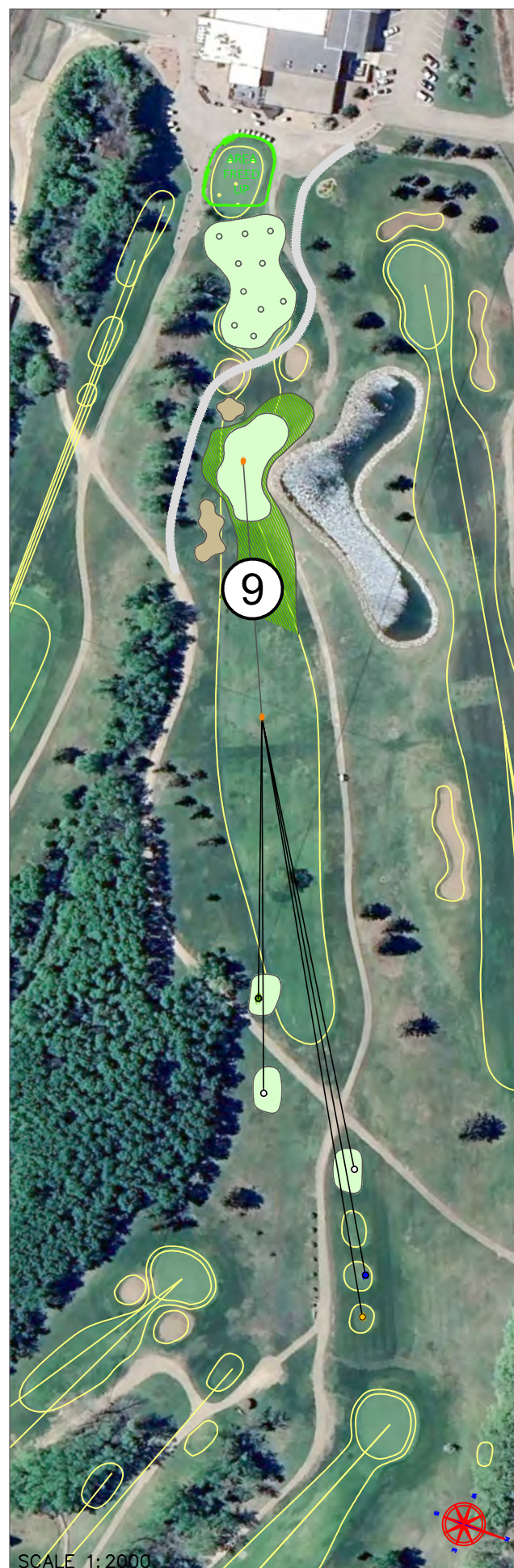
In this scenario, a new green complex could be redeveloped closer to the water feature strategically bunkered to offering a unique risk/ reward challenge. Players could decide to go for the green with their tee shot, but would have to navigate the narrow entrance between the water and a left greenside bunker. If players lay up from the tee, they would face a short wedge shot, but with water and/or sand directly in play for all pin positions. Existing blue tee could be used for the gold, an additional white tee could be managed in conjunction with the existing white and red as blue and white to spread wear and present a similar risk/ reward challenge to all pin positions on the green. New red and green tees could be developed at yardages appropriate to provide all players with the risk/ reward scenario.

A side benefit of this configuration would be to free up some space where the existing 9th green sits for alternate purposes. More specifically, it would allow for a much larger practice putting green and/or an expansion of the staging area in front of the clubhouse for golf carts, a starter shack, or other purposes.

RECOMMENDATIONS

- Reconstruct green complex nearer the water hazard in a position which makes #9 a 'driveable' par 4 hole.
- Reconfigure tees at distances to replicate the 'risk/ reward challenge for players of all swing speeds

<u>yardage</u>	<u>tee area</u>	<u>green area</u>
● 310 yds.	60 m ² (645 ft ²)	510m ² (5500 ft ²)
● 295 yds.	70 m ² (750 ft ²)	
○ 260 yds.	75 m ² (805 ft ²)	
● 225 yds.	~120 m ² (1300 ft ²)	(Proposed)
● 195 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - HOLE #10

COMMENTARY

Hole #10 is a good medium length par-4 to start the back nine. Fairway bunker on the left side is reasonably well positioned in terms of distance to direct play to the right side of the hole and away from the adjacent road alignment. Greenside bunker right presents a good challenge for left pin placements and the back bunker provides further challenge behind the entire width of the green.

Judging from the larger size and more interesting contours than many greens on the course, #10 green has likely been reconstructed at some point since the original course was built. With relatively good size and depth to receive approach shots, and ample pin positions available, it would be low priority for any renovation projects.

Tees on hole #10 are relatively small, but probably adequate enough such that they would be fairly low priority for reconstruction. If a tee leveling program was introduced, there may be an opportunity to expand the tees through that process. To spread wear and provide a better variety of distance options a new red tee could be constructed and the existing red tee used as an alternate white tee. A new forward tee would be desirable for higher handicap players.

RECOMMENDATIONS

- Add new forward tee(s); use existing red tee as alternate white tee

	yardage	tee area	green area
●	415 yds.	65 m ² (700 ft ²)	435m ² (4680 ft ²)
●	389 yds.	80 m ² (860 ft ²)	
○	371 yds.	95 m ² (540 ft ²)	
●	310 yds.	~120 m ² (1300 ft ²)	(Proposed)
●	280 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - HOLE #11

COMMENTARY

Hole #11 is another good medium length par-4 early in the back nine. The primary challenge of the hole is the significant trees which pinch the landing area - a tee shot must be well positioned to allow for a clear approach to the green. For better players who hit the ball high, laying back in the fairway allows them to go over the trees on approach, but for the majority of players, the limbs overhang the fairway with an effective gap of only about 20 yards could be considered somewhat unfair. Removal of limbs or of select trees on the right side of the fairway would provide a better line-of-play to the green.

The green surface is likely original - of small size and limited interest, and would be a candidate for reconstruction in the future. The greenside bunker is likewise small and of limited visual appeal. A new green enlarged green complex could be constructed to improve the visual appeal and enhance the strategic nature of the hole.

Teeing areas are relatively small and condensed in terms of distance. as with some other past holes, a new forward tee and a new red tee would allow for the whites to be moved forward to the existing red tee, providing a better range of yardages, and spreading the wear better amongst the available teeing areas.

RECOMMENDATIONS

- Add new forward tee; add new red tee; use existing red tee as white tee
- Trees are encroaching on the fairway and selective tree limbing removal to allow for greater width in the fairway corridor is recommended
- Reconstruct green complex, increasing size, visual interest, and strategic nature

	<u>yardage</u>	<u>tee area</u>	<u>green area</u>
●	388 yds.	105 m ² (1130 ft ²)	350m ² (3765 ft ²)
●	368 yds.	70 m ² (750 ft ²)	
○	347 yds.	70 m ² (750 ft ²)	
●	295 yds.	~120 m ² (1300 ft ²)	(Proposed)
●	260 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - HOLE #12

COMMENTARY

Hole #12 is another medium length par-4 early to continue the back nine. From the tee, a fairway bunker left is relatively short from the teeing areas and sits behind significant trees causing a 'double-hazard'. This fairway bunker might be better located as a multiple bunker complex where it would be more strategic versus penal, visually turn the golf hole and is more relevant to play. Fairway could be modestly expanded left to provide a more generous landing area for shorter hitters.

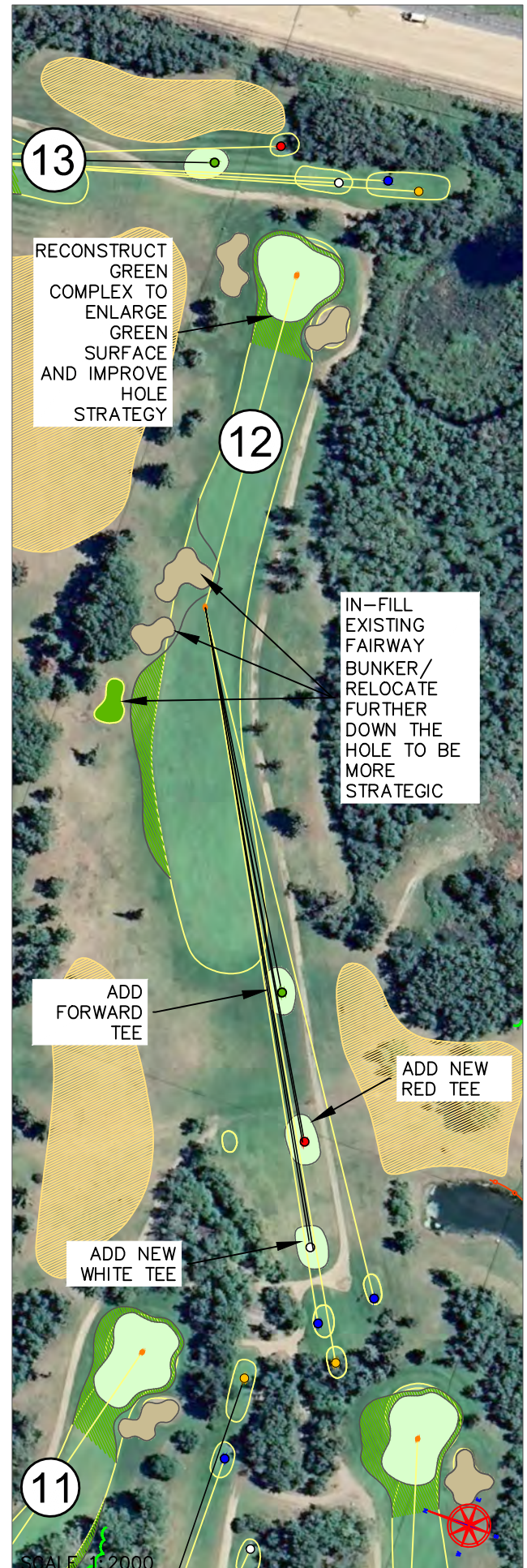
Green surface is relatively small in size and could be expanded and modernized in style and strategic design, although it is likely of relatively low priority.

Teeing areas on #12 are all quite undersized and the aggregate teeing area is the smallest of any hole on the golf course. A new larger forward tee could be positioned for shorter hitters, and the existing red and white tees expanded and relocated forward for to provide a better variety of distance options. Existing white and blue tees could be used alternately for the blue tee distance and the existing back tee could remain as the gold tee option.

RECOMMENDATIONS

- In-fill existing fairway bunker and relocate to be more visual and strategic
- Reconstruct green complex, increasing size, visual interest, and strategic nature
- Add new forward tee; expand red and white tees; use existing white as alternate blue tee

	yardage	tee area	green area
●	401 yds.	50 m ² (540 ft ²)	380m ² (5380 ft ²)
●	386 yds.	100 m ² (1075 ft ²)	
○	355 yds.	~120 m ² (1300 ft ²)	(Proposed)
●	315 yds.	~120 m ² (1300 ft ²)	(Proposed)
●	265 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - HOLE #13

COMMENTARY

Hole #13 is the first of two good par-3 holes on the back nine. The primary challenge of the hole is the length of shot relative to the size and depth of the target (green). Flanking greenside bunkers capture off-line shots, but are not particularly visual or strategic.

#13 green surface is amongst the smallest on the course and with a maximum depth to the shot of less than 20 yards is almost certainly the shallowest green, which makes it difficult for most players to hold a shot on the green. Greens of this size have limited pin positions or playing options, and are typically prone to stress under heavy golfer traffic. #13 green is probably of relatively high priority for renovation/ reconstruction.

A new green complex could be developed in the existing location at a larger size, and with the bunkering enhanced to provide more strategic play and visual interest.

A new forward tee would be desirable such that shorter hitters could play the hole at an appropriate distance.

RECOMMENDATIONS

- Reconstruct green complex, increasing size, visual interest, and strategic nature
- Add new forward tee



	<u>yardage</u>	<u>tee area</u>	<u>green area</u>
●	188 yds.	205 m ² (2205 ft ²)	265m ² (2850 ft ²)
●	176 yds.	(shared qdd)	
○	157 yds.	125 m ² (1345 ft ²)	
●	138 yds.	60 m ² (645 ft ²)	
●	115 yds.	~120 m ² (1300 ft ²)	(Proposed)

LLOYDMINSTER GOLF & C.C. - HOLE #14

COMMENTARY

Hole #14 is the longest par-5 on the back nine, and likely plays longer than the yardage on most days into the prevailing wind. Fairway width at only about 20 yards is quite narrow - mowing the fairway cut wider in the first landing area on both sides would improve playability of the hole. From the tee the left fairway bunker is reasonably well positioned in terms of length, but does present at least a moderate 'double-hazard' challenge, as the trees directly behind the bunker likely block the line of play to a degree. Monitoring and/ or selective limbing of these trees may be worth consideration.

For most players, second shots are played to a 2nd landing area which dog-legs right from the first part of the fairway and the shot is made more uncomfortable by the grade change (hump in the fairway), which hides the second landing area. Treeline-to-treeline in the second landing area are less than 50 yards wide, which is a relatively narrow gap - some selective tree removal and widening of the fairway cut would improve the playability of the hole for most players. Installation of fairway bunkers on the left side of the 2nd landing area would add challenge and visually direct players to the correct line of play.

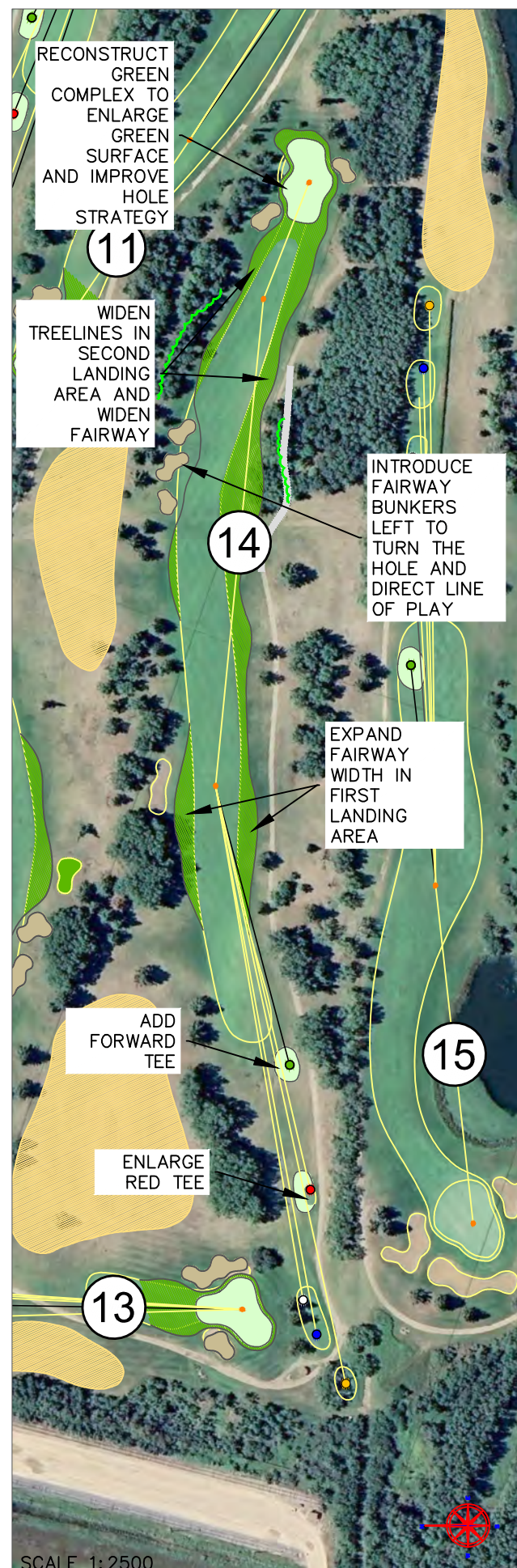
Approach shots are played to a currently unbunkered green which is quite small by modern standards. Enlarging the green surface, adding strategic bunkering and providing some more strategic pin placements and interesting contours might improve the visual interest and playability of #14.

Red teeing area is undersized and could be expanded to spread wear and provide more distance options. A new forward tee would be beneficial for slower swing speed players.

RECOMMENDATIONS

- Expand red tee; Add new forward tee(s)
- Add fairway bunker complex 2nd landing area
- Reconstruct green complex increased size and strategic interest

	yardage	tee area	green area
●	552 yds.	90 m ² (970 ft ²)	300m ² (3230 ft ²)
●	528 yds.	215 m ² (2315 ft ²)	
○	520 yds.	(shared blue)	
●	471 yds.	~120 m ² (1300 ft ²)	
●	405 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - HOLE #15

COMMENTARY

Hole #15 is a medium-long par 4 hole which fits nicely with the collection of holes on the back nine. Water feature left is well positioned and affects only the longer hitters from the tee - there is ample fairway space for golfers to position their tee shots. The water feature is in play for approach shots, but far enough removed from the green such that it is not the primary challenge of the approach shot.

Green surface is the largest on the course, suggested it has likely been reconstructed at some point since the original course was established. With ample pin positions available and healthy turf, it is likely quite low priority for renovation going forward.

A forward tee would benefit short hitters, allowing them to get further down the fairway and challenge the water feature from the tee such that they can have a realistic chance to play the hole in regulation by reaching the green with their second shot. a new red tee would broaden the range of yardages available and spread wear amongst the available teeing areas.

RECOMMENDATIONS

- Add new forward tee; add new red tee

	<u>yardage</u>	<u>tee area</u>	<u>green area</u>
●	425 yds.	120 m ² (1290 ft ²)	605m ² (6510 ft ²)
●	389 yds.	195 m ² (2100 ft ²)	
○	356 yds.	(shared blue)	
●	300 yds.	~120 m ² (1300 ft ²)	(Proposed)
●	250 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - HOLE #16

COMMENTARY






Hole #16 is the shorter of two par-3 holes on the back nine from all tees except gold. The water feature is a factor, although relatively removed from play, and greenside bunkers left and long further collect errant shots.

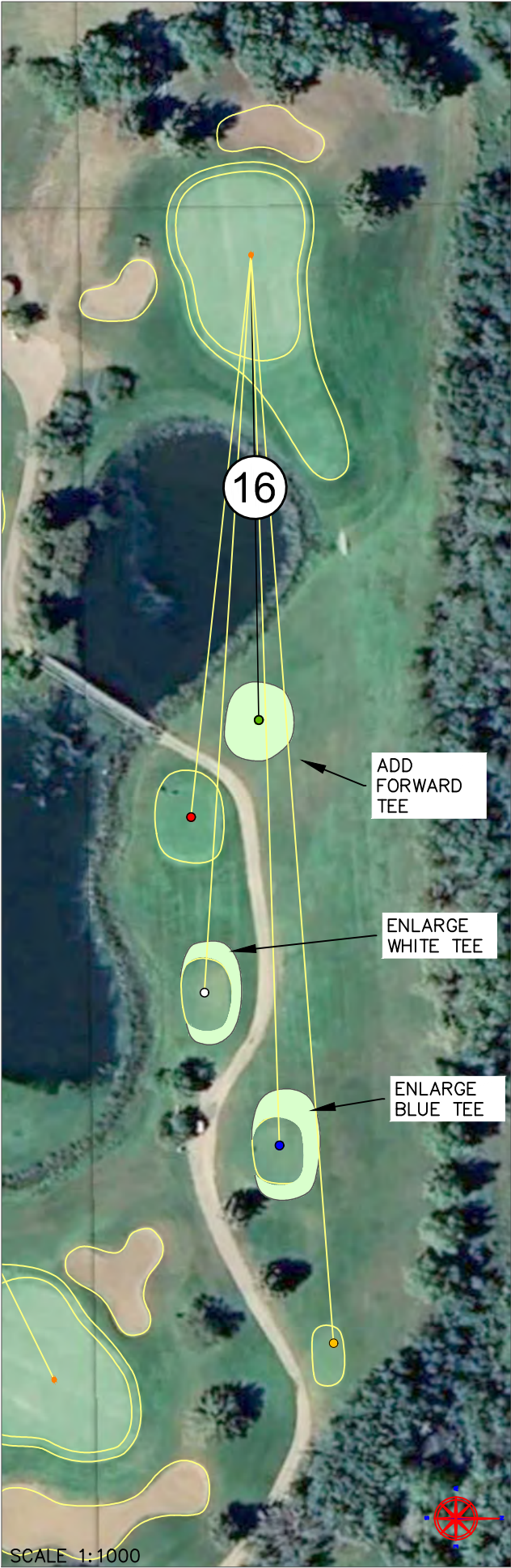
Hole #16 is aesthetically attractive with the unique bridge feature crossing the pond. The relatively large green surface has likely been reconstructed and is of sufficient size with ample pin locations. As such, #16 is likely low on the priority list for renovation.

Teeing areas are at reasonable yardages but are undersized (excepting the existing red tee)for a par-3 hole, where iron play is likely to produce more wear to the tees. Back tee is small, but probably adequate for the amount of play it receives. Existing white an blue tee areas could be expanded to enhance the variety of yardages the hole can play and to reduce wear on the tee surfaces. A forward tee would also be desirable for shorter hitters.

RECOMMENDATIONS

- Expand white and blue tees; Add new forward tee

	yardage	tee area	green area
	192 yds.	55 m ² (590 ft ²)	520m ² (5600 ft ²)
	158 yds.	~120 m ² (1300 ft ²)	(Proposed)
	126 yds.	~120 m ² (1300 ft ²)	(Proposed)
	100 yds.	145 m ² (1560 ft ²)	
	85 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - HOLE #17

COMMENTARY

Hole #17 is a mid-length par-5 hole which features a classic risk/ reward opportunity. With a well positioned tee shot, longer hitters can challenge the water on their second shot and perhaps reach the green in two, but with a large uniquely shaped bunker behind presenting a significant penalty for longer shots which can not hold the shallow green surface, and which are played towards the water on a downhill slope. Most players would choose a more conventional route by laying up the fairway to the right and gaining a better angle for their third shot with the full depth of the green available and the water hazard and the bunkering playing more laterally to the shot.

#17 green has also likely been reconstructed as it has sufficient size and more contour than the original greens on the course. As such, it would be low priority for renovation or reconstruction.

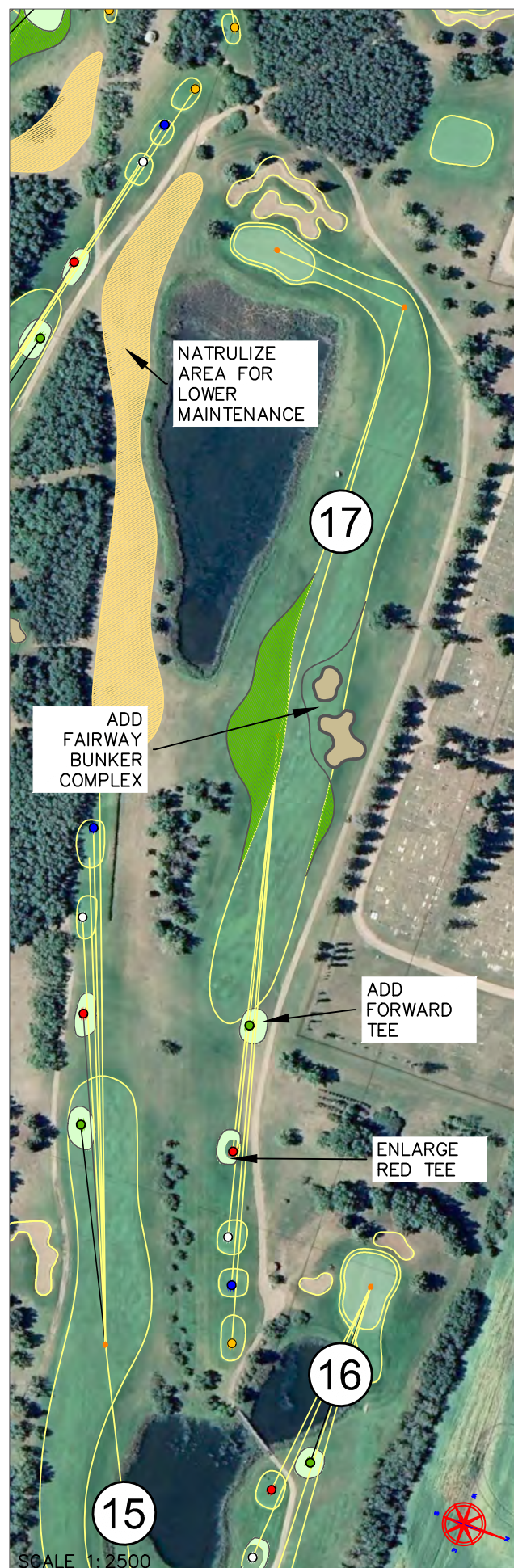
Adding a fairway bunker complex on the right side in the first landing area would give the fairway some movement, add visual interest to the shot and pinch the target area for the longer hitters.

An additional forward tee would provide a more suitable distance for many players to get to the green in a regulation three shots. Existing red tee is undersized and would be a priority candidate for reconstruction.

RECOMMENDATIONS

- Add fairway bunker complex on right side
- Add new forward tee; enlarge red tee

	yardage	tee area	green area
●	533 yds.	150 m ² (1615 ft ²)	465m ² (5005 ft ²)
●	508 yds.	125 m ² (1345 ft ²)	
○	487 yds.	140 m ² (1505 ft ²)	
●	447 yds.	~120 m ² (1300 ft ²)	(Proposed)
●	390 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - HOLE #18

COMMENTARY

Hole #18 is a quality strong par-4 finishing hole -not overpowering in terms of length, but typically playing into the prevailing wind and featuring both sand and water hazards to challenge players to finish up their round.

Fairway bunker left is reasonably well positioned, although probably too short to affect longer hitters, a second fairway bunker could be added to accent the first to add an element of challenge for long hitters.

Approach shots must navigate the water feature left and the greenside bunkers right behind the shot to have a chance at a closing birdie. Green surface is relatively narrow which adds to the difficulty, but overall is of sufficient size and has relatively interesting contours - it would likely be low priority for renovation or reconstruction. Greenside bunker right directs play away from #10 tees and pinches the approach between the green and the water and further adds to the challenge of closing out the round.

A forward tee would make the hole more playable for players with slower swing speeds who likely now struggle to hit the green in regulation

RECOMMENDATIONS

- Add second bunker beyond the existing left fairway bunker to challenge long hitters
- Add new forward tee

	yardage	tee area	green area
●	432 yds.	70 m ² (755 ft ²)	480m ² (5165 ft ²)
●	408 yds.	110 m ² (1185 ft ²)	
○	384 yds.	135 m ² (1455 ft ²)	
●	331 yds.	75 m ² (805 ft ²)	
●	300 yds.	~120 m ² (1300 ft ²)	(Proposed)



LLOYDMINSTER GOLF & C.C. - DRIVING RANGE

COMMENTARY

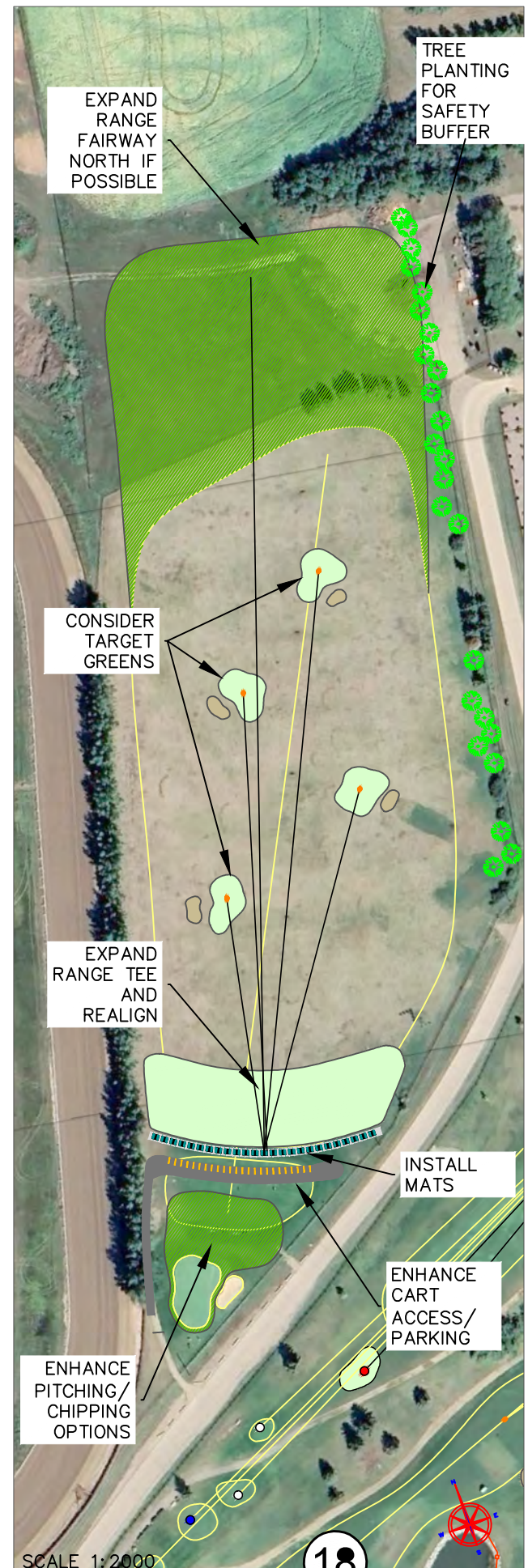
Driving range facilities are generally adequate, with reasonably good length and width for most golf shots. There are reasonably good protective buffers between the range and surrounding land uses, with protective trees on the west (racetrack) side, and a low use roadway on the east side.

Several items could potentially be addressed to upgrade the range facilities. If there was the opportunity to extend the range length to the north, it would allow for the widening of the range tee and increasing the # of stalls available by approximately 60%. Installation of a mat system would allow for better early and late season access, as well as protecting the driving range tee turf during rainy periods when the turf is more vulnerable. By freeing up some space where the existing driving range tee now sits, there should be the opportunity for better cart parking access and turnabout as well as creating space to enhance the chipping and pitching options to the adjacent practice green.

Target greens would allow players more realistic practice shots and enhance the visual appear of the existing range. These would be constructed in a low-profile manner to allow for easy retrieval of golf balls

RECOMMENDATIONS

- Expand the end of the range to the north
- Reconstruct range tee with permanent mat option at the back and easier cart path access
- Create fairway area to expand chipping and pitch shot options



<u>yardage</u>	<u>tee area</u>	<u>green area</u>
~275 yds.	970 m ² (10440 ft ²)	300m ² (3230 ft ²)

Proposed:
~300 yds. 2000 m² (21525 ft²)

LLOYDMINSTER GOLF & C.C. - PUTTING GREEN

COMMENTARY

The putting green is one of the first impressions golfers have when they arrive at the facility. While the existing putting green is functional, it is also quite small and does not effective allow more than a few players to practice putting at any given time.

Cart path coming off #9 could be re-routed to free up space enough to approximately double the size of the putting green, which will allow additional practice holes and access for more players.

RECOMMENDATIONS

- Re-route cart path on hole #9 to accomodate large putting green surface
- Reconstruct green at approximately 2.5 X the existing putting surface size



<u>yardage</u>	<u>tee area</u>	<u>green area</u>
	(Proposed)	310 m ² (3335 ft ²) 700 m ² (7500 ft ²)

Order-of-Magnitude Cost Estimates

Making informed decisions to upgrade or renovate certain features of the golf course inevitably requires some assignment of expected costs to compare the value of individual projects and/ or to assess how they might fit into the capital budgets for the golf operation. The following estimates are provided in this spirit to give an indication of the scope of work and the associated costs for the recommendations contained in this report. These estimates are based on our industry experience for labour and equipment and using recent industry pricing for materials such as sand, gravel, drainage materials, sod, etc. These estimates are intended to be comprehensive, accounting for all of the associated costs for any given golf feature enhancement with an estimated margin of error of plus/ minus 20%.

A. Sand Bunker Renovations

By our count, there are 41 existing sand bunkers on the golf with a total surface area of approximately 6,000 m², or an average size of per bunker approximately 145 m². If the existing bunkers were to be renovated in place, our proposed methodology would be to remove the old sand, restore the grades of the bunker floors to match the surrounding areas (repair edges), inspect drainage and install subsurface drains as necessary, clean and compact the bunker floors, and install new sand. Our estimate for the machine time, labour, and materials for this scope of work would be on the order of \$50.00/ m² for a total renovation budget of approximately \$300,000.00.

Bunker renovations could be spread over time. If a capital budget of perhaps \$25,000.00/ year for bunker renovations was established, the select bunkers in the worst condition could addressed in a priority sequence. Over an extended timeframe, all of the bunkers could be renovated, which would demonstrate a commitment to continuous improvement on the golf course.

Table 1.0 provides a more detailed cost estimate with reference to the specific renovations as detailed in the hole-by-hole descriptions. More specifically, where we have recommended in-filling select bunkers relocating or adding bunkers, these projects are included in **Table 1.0**.

TABLE 1.0 - SAND BUNKER RENOVATION PROGRAM
ORDER-OF-MAGNITUDE COST ESTIMATE (BASED ON REPORT RECOMMENDATIONS)

Item/ Feature	Quantity of bunkers (work areas)	Aggregate Sand Surface Area (m²)	Tree Removal/ Clearing & Grubbing/ Planting Trees/ Shrubs	Site- Prep - Rotate Work Areas/ Strip Sod & On-Site Disposal	Site- Prep - Strip & Stockpile Topsoil	Earthworks (bulk fill movement)	Construction Materials (drainage/ edge pipe, replacement sand)	Green Complex Construction	Tee Deck Construction	Bunker Development	Artistic Fairway Shaping & Drainage Grading	Drainage - Catch Basin/ Vertical Sump Installation	Replace Topsoil & Spread to 15cm depth	Fine Grading/ Finishing & Planting (Prep for Seed or Sod)	Cart Path Installation/ Adjustments (Gravel)	Bunker Renovations/ Adjustments	Irrigation Addition/ Adjustments	Sod + Installation Bentgrass Areas	Sod + Installation Bluegrass Areas	Design Details/ Working Drawings	Total Improvement Cost
#1 Sand Bunker Renovations	2	250	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ 100	\$ 13,600
#2 Sand Bunker Renovations	2	220	\$ -	\$ -	\$ -	\$ -	\$ 5,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,600	\$ -	\$ -	\$ -	\$ 100	\$ 11,980
#2 In-fill Fairway Bunker Left	2	140	\$ -	\$ 75	\$ 50	\$ 800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ 105	\$ -	\$ 2,100	\$ 500	\$ -	\$ 1,850	\$ 100	\$ 5,630
#2 Relocate Fairway Bunker Right	2	450	\$ -	\$ 350	\$ 300	\$ -	\$ 4,800	\$ -	\$ -	\$ 8,500	\$ -	\$ -	\$ 200	\$ 280	\$ -	\$ -	\$ -	\$ -	\$ 4,850	\$ 2,400	\$ 21,680
#3 Sand Bunker Renovations	2	290	\$ -	\$ -	\$ -	\$ -	\$ 6,960	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,700	\$ -	\$ -	\$ -	\$ 100	\$ 15,760
#3 Bunkers - In-fill Ext. Fairway Bunkers	2	280	\$ -	\$ 150	\$ 150	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150	\$ 210	\$ -	\$ 4,200	\$ 1,100	\$ -	\$ 3,650	\$ 100	\$ 11,210
#4 Sand Bunker Renovations	2	310	\$ -	\$ -	\$ -	\$ -	\$ 7,440	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,300	\$ -	\$ -	\$ -	\$ 100	\$ 16,840
#5 Sand Bunker Renovations	2	515	\$ -	\$ -	\$ -	\$ -	\$ 12,360	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,450	\$ -	\$ -	\$ -	\$ 100	\$ 27,910
#6 Sand Bunker Renovations	2	170	\$ -	\$ -	\$ -	\$ -	\$ 4,080	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,100	\$ -	\$ -	\$ -	\$ 100	\$ 9,280
#7 Sand Bunker Renovations	2	80	\$ -	\$ -	\$ -	\$ -	\$ 1,920	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ 100	\$ 4,420
#7 In-fill Fairway Bunker	2	280	\$ -	\$ 150	\$ 150	\$ 2,000	\$ 6,720	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150	\$ 210	\$ -	\$ 4,200	\$ 1,100	\$ -	\$ 3,650	\$ 100	\$ 18,430
#9 Sand Bunker Renovations	2	180	\$ -	\$ -	\$ -	\$ -	\$ 4,320	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,400	\$ -	\$ -	\$ -	\$ 100	\$ 9,820
#10 Sand Bunker Renovations	2	400	\$ -	\$ -	\$ -	\$ -	\$ 9,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ 100	\$ 21,700
#11 Sand Bunker Renovations	2	360	\$ -	\$ -	\$ -	\$ -	\$ 8,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,800	\$ -	\$ -	\$ -	\$ 100	\$ 19,540
#12 Sand Bunker Renovations	2	200	\$ -	\$ -	\$ -	\$ -	\$ 4,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ 100	\$ 10,900
#12 In-fill Ext Fairway Bunker	2	95	\$ -	\$ 50	\$ 50	\$ 500	\$ 2,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ 70	\$ -	\$ 1,425	\$ 400	\$ -	\$ 1,250	\$ 100	\$ 6,175
#12 Relocate Fairway Bunker Complex	2	300	\$ -	\$ 425	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ 8,500	\$ -	\$ -	\$ 250	\$ 340	\$ -	\$ -	\$ 1,700	\$ -	\$ 5,850	\$ 2,500	\$ 19,915
#13 Sand Bunker Renovations	2	150	\$ -	\$ -	\$ -	\$ -	\$ 3,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,500	\$ -	\$ -	\$ -	\$ 100	\$ 8,200
#14 Sand Bunker Renovations	2	130	\$ -	\$ -	\$ -	\$ -	\$ 3,120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,900	\$ -	\$ -	\$ -	\$ 100	\$ 7,120
#14 Add Fairway Bunkers (2nd L.A.)	2	225	\$ -	\$ 325	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ 8,500	\$ -	\$ -	\$ 200	\$ 280	\$ -	\$ -	\$ 1,400	\$ -	\$ 4,850	\$ 2,400	\$ 18,205
#15 Sand Bunker Renovations	2	920	\$ -	\$ -	\$ -	\$ -	\$ 22,080	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,800	\$ -	\$ -	\$ -	\$ 100	\$ 35,980
#16 Sand Bunker Renovations	2	185	\$ -	\$ -	\$ -	\$ -	\$ 4,440	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,775	\$ -	\$ -	\$ -	\$ 100	\$ 7,315
#17 Sand Bunker Renovations	2	550	\$ -	\$ -	\$ -	\$ 4,800	\$ 13,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,495	\$ -	\$ 8,250	\$ -	\$ -	\$ 12,900	\$ 100	\$ 40,745
#17 Add Fairway Bunker Complex	2	350	\$ -	\$ 425	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ 8,500	\$ -	\$ -	\$ 200	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ 2,600	\$ 2,400	\$ 15,975
#18 Sand Bunker Renovations	2	500	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ 100	\$ 19,600
#18 Add 2nd Fairway Bunker	2	200	\$ -	\$ 275	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ 8,500	\$ -	\$ -	\$ 150	\$ -	\$ -	\$ -	\$ 1,100	\$ -	\$ 1,950	\$ 2,400	\$ 14,625
Totals	52	7730	\$ -	\$ 2,225	\$ 1,900	\$ 9,600	\$ 143,640	\$ -	\$ -	\$ 42,500	\$ -	\$ -	\$ 1,400	\$ 2,990	\$ -	\$ 141,900	\$ 8,800	\$ -	\$ 43,400	\$ 14,200	\$ 412,555

SAND BUNKER RENOVATION PLAN TOTAL

\$412,555.00

B. Tee Renovation Program

By our count, there are 69 individual teeing areas on the course with a total surface area of approximately 6500 m², or an average size of 90 m². If the existing teeing areas were to be renovated in place our proposed methodology would be to remove the tee surface sod, add rootzone material as necessary, re-level the tee decks, and install new sod. Our estimate for the machine time, labour, and materials for this scope of work would be on the order of \$25.00/ m² for a total renovation budget of approximately \$195,000.00.

As with sand bunker renovations, teeing areas could also be renovated over an extended timeframe on a priority basis starting with the tee decks which are the most unlevel and/ or in the worst condition. A fixed annual budget for teeing area renovations would demonstrate a commitment to continuous improvement and address the condition issues with the existing teeing areas over time.

Some of the tees are quite undersized and/ or could be better placed to service all levels of golfer. Additionally, we feel there would be good value in adding a set of forward tees for players with slower swing speeds which would serve to broaden the range of yardage the golf course can play and cater to more golfers. **Table 2.0** provides a more detailed estimate with reference to the specific renovations as detailed in the hole-by-hole descriptions. More specifically, where we have recommended adding/ expanding or relocating tees, these projects are included in **Table 2.0**.

TABLE 2.0 - TEEING AREA ADDITION/ EXPANSION PROGRAM
ORDER-OF-MAGNITUDE COST ESTIMATES (BASED ON REPORT RECOMMENDATIONS)

Item/ Feature	Tree Removal/ Clearing & Grubbing/ Planting Trees/ Shrubs	Site- Prep - Robovate Work Areas/ Strip Sodds & On-Site Disposal	Site- Prep - Strip & Stockpile Topsoil	Earthworks (bulk fill movement)	Construction Materials (See GTB Materials Worksheet for Detail)	Green Complex Construction	Tee Deck Construction	Bunker Development	Artistic Fairway Shaping & Drainage Grading	Drainage - Catch Basin/ Vertical Sump Installation	Replace Topsoil & Spread to 15cm depth	Fine Grading/ Finishing & Planting (Prep for Seed or Sod)	Cart Path Installation/ Adjustments (Gravel)	Bunker Modifications/ Re-Edging (as prescribed in Master Plan)	Irrigation Addition/ Adjustments	Sod + Installation Bentgrass Areas	Sod + Installation Bluegrass Areas	Design Details/ Working Drawings	Total Improvement Cost
#1 Tees - Enlarge Red Tee	\$ -	\$ 125	\$ 50	\$ 400	\$ 1,585	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 120	\$ -	\$ -	\$ 800	\$ -	\$ 1,450	\$ 800	\$ 8,430
#1 Tees - Add New Forward Tee	\$ -	\$ 125	\$ 100	\$ 400	\$ 1,890	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 135	\$ -	\$ -	\$ 800	\$ -	\$ 1,550	\$ 800	\$ 8,900
#3 Tees - Add Forward Tee	\$ -	\$ 125	\$ 100	\$ 400	\$ 1,890	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 135	\$ -	\$ -	\$ 800	\$ -	\$ 1,550	\$ 800	\$ 8,900
#4 Construct New Forward Tee	\$ -	\$ 125	\$ 100	\$ 400	\$ 1,890	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 135	\$ -	\$ -	\$ 800	\$ -	\$ 1,550	\$ 800	\$ 8,900
#4 Construct New Alt. Blue Tee	\$ -	\$ 150	\$ 100	\$ 1,200	\$ 2,350	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 165	\$ -	\$ -	\$ 800	\$ -	\$ 1,900	\$ 800	\$ 10,565
#5 Construct New Forward Tee	\$ -	\$ 125	\$ 100	\$ 400	\$ 1,890	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 135	\$ -	\$ -	\$ 800	\$ -	\$ 1,550	\$ 800	\$ 8,900
#5 Construct New Back Tee	\$ -	\$ 125	\$ 100	\$ 800	\$ 1,890	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 135	\$ -	\$ -	\$ 800	\$ -	\$ 1,550	\$ 800	\$ 9,300
#6 Enlarge Blue/ Red Tees	\$ -	\$ 250	\$ 150	\$ 800	\$ 3,755	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ 200	\$ 270	\$ -	\$ -	\$ 1,600	\$ -	\$ 3,100	\$ 1,600	\$ 17,725
#6 Add Forward Tee	\$ -	\$ 125	\$ 100	\$ 400	\$ 1,890	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 135	\$ -	\$ -	\$ 800	\$ -	\$ 1,550	\$ 800	\$ 8,900
#7 Add Forward Tees (2)	\$ -	\$ 250	\$ 150	\$ 800	\$ 3,755	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ 200	\$ 270	\$ -	\$ -	\$ 1,600	\$ -	\$ 3,100	\$ 1,600	\$ 17,725
#8 Add Forward Tees (2)	\$ -	\$ 250	\$ 150	\$ 800	\$ 3,755	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ 200	\$ 270	\$ -	\$ -	\$ 1,600	\$ -	\$ 3,100	\$ 1,600	\$ 17,725
#9 Expand Blue Tee	\$ -	\$ 125	\$ 50	\$ 400	\$ 1,585	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 120	\$ -	\$ -	\$ 800	\$ -	\$ 1,450	\$ 800	\$ 8,430
#9 Add Forward Tee	\$ -	\$ 125	\$ 100	\$ 400	\$ 1,890	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 135	\$ -	\$ -	\$ 800	\$ -	\$ 1,550	\$ 800	\$ 8,900
#10 Add Forward Tees (2)	\$ -	\$ 250	\$ 150	\$ 800	\$ 3,755	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ 200	\$ 270	\$ -	\$ -	\$ 1,600	\$ -	\$ 3,100	\$ 1,600	\$ 17,725
#11 Add Forward Tees (2)	\$ -	\$ 250	\$ 150	\$ 800	\$ 3,755	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ 200	\$ 270	\$ -	\$ -	\$ 1,600	\$ -	\$ 3,100	\$ 1,600	\$ 17,725
#12 Add Forward Tees (3)	\$ -	\$ 375	\$ 250	\$ 1,600	\$ 5,645	\$ -	\$ 9,000	\$ -	\$ -	\$ -	\$ 300	\$ 405	\$ -	\$ -	\$ 2,400	\$ -	\$ 4,650	\$ 2,500	\$ 27,125
#13 Add Forward Tee	\$ -	\$ 125	\$ 100	\$ 400	\$ 1,890	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 135	\$ -	\$ -	\$ 800	\$ -	\$ 1,550	\$ 800	\$ 8,900
#14 Add Forward Tee	\$ -	\$ 125	\$ 100	\$ 400	\$ 1,890	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 135	\$ -	\$ -	\$ 800	\$ -	\$ 1,550	\$ 800	\$ 8,900
#14 Enlarge Red Tee	\$ -	\$ 125	\$ 50	\$ 400	\$ 1,585	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 120	\$ -	\$ -	\$ 800	\$ -	\$ 1,450	\$ 800	\$ 8,430
#15 Add Forward Tees (2)	\$ -	\$ 250	\$ 150	\$ 800	\$ 3,755	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 200	\$ 270	\$ -	\$ -	\$ 1,600	\$ -	\$ 3,100	\$ 800	\$ 13,925
#16 Enlarge Blue/ White Tees	\$ -	\$ 200	\$ 150	\$ 1,200	\$ 3,145	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ 150	\$ 225	\$ -	\$ -	\$ 1,600	\$ -	\$ 2,600	\$ 1,600	\$ 16,870
#16 Add Forward Tee	\$ -	\$ 125	\$ 100	\$ 800	\$ 1,890	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 135	\$ -	\$ -	\$ 800	\$ -	\$ 1,550	\$ 800	\$ 9,300
#17 Enlarge Red Tee	\$ -	\$ 125	\$ 50	\$ 400	\$ 1,585	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 120	\$ -	\$ -	\$ 800	\$ -	\$ 1,450	\$ 800	\$ 8,430
#17 Add Forward Tee	\$ -	\$ 125	\$ 100	\$ 400	\$ 1,890	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 135	\$ -	\$ -	\$ 800	\$ -	\$ 1,550	\$ 800	\$ 8,900
#18 Add New Forward Tee	\$ -	\$ 125	\$ 100	\$ 400	\$ 1,890	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 100	\$ 135	\$ -	\$ -	\$ 800	\$ -	\$ 1,550	\$ 800	\$ 8,900
Totals	\$ -	\$ 4,225	\$ 2,800	\$ 16,000	\$ 62,690	\$ -	\$ 99,000	\$ -	\$ -	\$ -	\$ 3,350	\$ 4,515	\$ -	\$ -	\$ 27,200	\$ -	\$ 52,150	\$ 26,500	\$ 298,430

TEEING AREAS RENOVATION PLAN TOTAL

\$298,430.00

C. Other Renovation Plan Items

In addition to the above sand bunker and tee renovation programs which were identified in the survey results as the most obvious opportunities for enhancement, the hole-by-hole descriptions also identified other features on the golf course which may be candidates for capital improvement. **Table 3.0** lists these additional enhancement projects and corresponding order-of-magnitude cost estimates. Projects listed in **Table 3.0** are in numerical hole order, but could be addressed on a priority basis as defined by the golf course management and/ or the superintendent.

Because the projects listed (such as green reconstruction) are more complex and would require significant disruption to play on an individual golf hole, we would recommend building the 'Extra' or '19th' hole (see section 3) which could inserted into the golf course rotation when another hole is being worked on.

TABLE 3.0 - OTHER RENOVATION ITEMS
ORDER-OF-MAGNITUDE COST ESTIMATES (BASED ON REPORT RECOMMENDATIONS)

Item/ Feature	Tree Removal/ Clearing & Grubbing/ Planting Trees/ Shrubs	Site- Prep - Renovate Work Areas/ Strip Sod & On-Site Disposal	Site- Prep - Strip & Stockpile Topsoil	Earthworks (bulk fill movement)	Construction Materials (See GTB Materials Worksheet for Detail)	Green Complex Construction	Tee Deck Construction	Bunker Development	Artistic Fairway Shaping & Drainage Grading	Drainage - Catch Basin/ Vertical Sump Installation	Replace Topsoil & Spread to 15cm depth	Fine Grading/ Finishing & Planting (Prep for Seed or Sod)	Cart Path Installation/ Adjustments (Gravel)	Bunker Modifications/ Re-Edging (as prescribed in Master Plan)	Irrigation Addition/ Adjustments	Sod + Installation Bentgrass Areas	Sod + Installation Bluegrass Areas	Design Details/ Working Drawings	Total Improvement Cost
#1 Construct New Green Complex	\$ -	\$ 1,050	\$ 700	\$ 12,000	\$ 28,828	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 350	\$ 535	\$ -	\$ -	\$ 7,300	\$ 11,625	\$ 10,800	\$ 1,300	\$ 109,488
#2 Greens - Reconstruct Green Complex	\$ -	\$ 1,050	\$ 700	\$ 12,000	\$ 29,655	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 350	\$ 495	\$ -	\$ -	\$ 7,200	\$ 11,850	\$ 10,400	\$ 1,900	\$ 110,600
#3 Enlarge Water Feature	\$ -	\$ -	\$ -	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,000
#3 Reconstruct Green Complex	\$ -	\$ 700	\$ 450	\$ 8,000	\$ 28,092	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 145	\$ -	\$ -	\$ 6,600	\$ 11,000	\$ 4,400	\$ -	\$ 94,487
#5 Re-route Cart Path/ Fairway Work	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 1,200	\$ 6,075	\$ -	\$ -	\$ -	\$ 10,350	\$ 200	\$ 24,825
#6 Reconstruct Green Complex	\$ -	\$ 1,050	\$ 700	\$ 14,000	\$ 32,107	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 350	\$ 475	\$ -	\$ -	\$ 7,200	\$ 13,150	\$ 9,850	\$ 100	\$ 113,982
#7 Re-route Cart Path/ Fairway Work	\$ 1,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600	\$ 375	\$ 2,450	\$ -	\$ 600	\$ -	\$ 3,250	\$ 100	\$ 9,675
#7 Reconstruct Green Complex	\$ -	\$ 1,050	\$ 700	\$ 12,000	\$ 28,342	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ 585	\$ -	\$ -	\$ 7,300	\$ 12,075	\$ 11,150	\$ 100	\$ 108,702
#8 Reconstruct Green Complex	\$ -	\$ 1,050	\$ 700	\$ 12,000	\$ 27,756	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ 580	\$ -	\$ -	\$ 7,300	\$ 11,425	\$ 11,250	\$ 100	\$ 107,561
#9 Reconstruct Green Complex	\$ -	\$ 1,050	\$ 700	\$ 8,000	\$ 26,325	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ 600	\$ -	\$ -	\$ 7,400	\$ 10,775	\$ 11,650	\$ 100	\$ 102,000
#11 Reconstruct Green Complex	\$ 700	\$ 1,050	\$ 700	\$ 12,000	\$ 27,885	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ 595	\$ -	\$ -	\$ 7,300	\$ 11,850	\$ 11,250	\$ 100	\$ 108,830
#12 Reconstruct Green Complex	\$ -	\$ 1,050	\$ 700	\$ 12,000	\$ 29,053	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 350	\$ 520	\$ -	\$ -	\$ 7,200	\$ 11,625	\$ 10,700	\$ 100	\$ 108,298
#13 Reconstruct Green Complex	\$ -	\$ 1,050	\$ 700	\$ 12,000	\$ 28,139	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 350	\$ 535	\$ -	\$ -	\$ 7,300	\$ 11,200	\$ 10,950	\$ 100	\$ 107,324
#14 Reconstruct Green Complex	\$ -	\$ 1,050	\$ 700	\$ 12,000	\$ 26,864	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ 600	\$ -	\$ -	\$ 7,400	\$ 11,200	\$ 11,500	\$ 100	\$ 106,814
#17 Add Fairway Bunker Complex	\$ -	\$ 550	\$ 350	\$ 4,000	\$ 5,345	\$ -	\$ -	\$ 7,600	\$ -	\$ -	\$ 200	\$ 300	\$ -	\$ -	\$ 500	\$ -	\$ 5,200	\$ 3,600	\$ 27,645
PG - Reconstruct/ Enlarge Putting Green	\$ -	\$ 900	\$ 550	\$ 8,000	\$ 37,860	\$ 26,250	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ 320	\$ 1,225	\$ -	\$ 5,300	\$ 17,775	\$ 5,500	\$ 100	\$ 103,980
DR - Extend Range North	\$ 10,000	\$ 5,600	\$ 3,600	\$ -	\$ 1,955	\$ -	\$ -	\$ -	\$ 5,200	\$ 3,000	\$ 4,200	\$ 6,000	\$ -	\$ -	\$ 9,600	\$ -	\$ 51,700	\$ 1,000	\$ 101,855
DR - Add Target Green (5)	\$ -	\$ 2,100	\$ 1,350	\$ 2,000	\$ 920	\$ 35,000	\$ -	\$ -	\$ 1,950	\$ 1,500	\$ 1,600	\$ 2,250	\$ -	\$ -	\$ 10,000	\$ -	\$ 19,400	\$ 400	\$ 78,470
DR - Reconstruct/ Enlarge Range Tee	\$ -	\$ 1,675	\$ 1,100	\$ 8,000	\$ 31,340	\$ -	\$ 15,000	\$ -	\$ -	\$ 1,500	\$ 1,250	\$ 1,800	\$ -	\$ -	\$ 10,900	\$ -	\$ 18,100	\$ 4,300	\$ 94,965
DR - Install Artificial Mats	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
DR - Chipping Fairway	\$ -	\$ 1,125	\$ 700	\$ -	\$ 325	\$ -	\$ -	\$ -	\$ 1,050	\$ -	\$ 850	\$ 1,200	\$ -	\$ -	\$ 1,900	\$ -	\$ 10,350	\$ 200	\$ 17,700
DR - Cart Parking (Gravel)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,300
Totals	\$ 16,000	\$ 23,150	\$ 15,100	\$ 180,000	\$ 390,791	\$ 446,250	\$ 15,000	\$ 7,600	\$ 8,200	\$ 6,000	\$ 16,750	\$ 19,110	\$ 9,750	\$ -	\$ 118,300	\$ 145,550	\$ 237,750	\$ 13,900	\$ 1,719,201

D. Total Value of Proposed Improvements

Proposed improvements contained within this document are approximately ***\$2.2 to 3.0 Million Dollars*** as follows:

1. Sand Bunker Renovation Program - \$300,000 to \$415,000
2. Tee Renovation Program - \$195,000 to \$300,000
3. Other Renovation Items (Green reconstructions, etc. – 1.5 M to 2.0 M
4. Extra Hole Construction - \$190,000 to \$585,000

However, it should be stressed that each proposed renovation item could be undertaken on a hole-by-hole or feature-by feature basis. Proposed renovations are not dependent on one another, nor would they have to be undertaken as a package deal - individual plan items such as sand bunkers, teeing areas, green complexes, etc. can be done on a select priority basis as appetites and budgets allow.

Taken as a long-range plan over a timeframe of approximately 15 years, the overall total seems less daunting - a capital commitment of \$200,000 to \$250,000 per year is likely not an unreasonable annual investment to sustain and/ or increase the value of an asset (the golf course) which would likely be appraised at several million dollars.