

Whitevale Golf Club
Long Range Planning Committee (LRPC) – 2023 Executive Summary

LRPC – 2023 Year Beginning Assessment:

The 2023 LRPC reviewed and accepted the following recommendations of the 2022 LRPC:

- **LRP Committee Workbook:** Review the 2022 LRP Workbook, LRPC Committee Minutes and documents and update and revise the 2023 LRP accordingly.
- **Golf Course Master Plan:** Work with the Golf Committee to complete a year-by-year continuous improvement plan which includes cost estimates. Input data from the Bunker Renovation workgroup into the LRP Workbook.
- **WGC Strategic Plan:** LRP Committee to review and submit the 2022 Strategic Plan to the Board of Directors for approval. In 2023, plan and execute the annual review of the WGC Strategic Plan, complete any 2022 outstanding items, and update as appropriate.
- **Capital Reserve Fund:** Continue to work with the Finance Committee, to confirm the CRF processes and policies and develop/ implement a plan to ensure the fund is resourced and managed appropriately.
- **Ten (10) Year Capital Plan:** Work with the Finance Committee to integrate their 10 Year Capital Plan into the LRP Workbook. (Note: the Finance committee focused on a 3 and 5 year plan in 2023. We will look at a ten year plan as well in 2024)
- **Infrastructure/Asset Plan:** Continue to work with Club Benchmarking to further develop the annual infrastructure/asset plan. Develop the procedures to transfer data from the “owner” of the Asset Management Plan to the LRP Workbook.
- **LRP Document:** Continue to work with the various Board Committees to update the data in the 2022 LRP “Work in Progress” and table a completed 2023 LRP for review at the 2023 AGM.
- **Surveys:** Review the results of the LRP Survey completed in May 2022 and coordinate with the GM/COO to decide if further surveys are required in 2023

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that will inform the Golf Course Master Plan, the Strategic Plan and the 2023 LRP.

2023 LRP Committee Goals:

- Review and update the Long Range Planning Document (LRP Workbook, Executive Summary, Policies/Procedures)
- Develop the 2023 LRP with as much data and place holders for data inclusion when available
- Develop a comprehensive Asset Management Plan to make sure all assets are included in the LRP document
- Review the 2020 Draft Golf Course Master Plan and add key decisions/costs to the LRP Workbook
- Support the Finance Committee to:
 - Develop a Capital Reserve Fund Strategy
 - Define the classification of items this fund can be used for
 - Develop possible sources of funds to refresh the fund on an ongoing basis.
- Develop a set of recommendations for the 2024 LRP Committee
- Review current Strategic Plan documents and develop a WGC Strategic Plan - 2023 for Board approval
- Support the Board of Directors in the review of the Ontario Not-for-profit Corporations Act (ONCA) and revision of the WGC Bylaws accordingly.

2023 Achievements:

Throughout the 2023 year the LRPC worked diligently to complete all the goals the LRPC established. The following goals were completed:

- Reviewed and updated the Long Range Planning Workbook with current deliverables, priorities, leadership, timelines, budget, milestones, and results.
- Working with Club Benchmarking Consultants, developed a comprehensive 20-year Asset Management Plan to make sure all assets over \$2,500 are identified with their current service life and replacement costs (estimated based on assumptions which can change, such as inflation and life span).

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- Reviewed the 2020 Draft Golf Course Master Plan and worked with the Golf Committee to include a detailed plan for the Bunker Renovation Project (BRP). which was approved by the membership for implementation in 2024 and 2025.

- Supported the Finance Committee to:
 - Develop a Capital Reserve Fund (CRF) Strategy
 - Defined the policies and procedures for the CRF - use and refresh
 - Considered potential options for new sources of funds to refresh the fund on an ongoing basis. This goal needs further work before seeking Finance Committee and Board approval

- Worked with the Finance Committee to develop a 3 and 5-year Capital Plan. The 10 year Capital Plan will be reviewed in 2024.

- Reviewed the work of the 2022 Strategic Plan sub-committee and updated the draft WGC Strategic Plan accordingly. The Board approved the WGC Strategic Plan - 2023-2028 in October 2023.

- The Board of Directors identified a new Government Liaison position as part of the LRPC. The Government Liaison Director established new relationships with the City of Pickering and the Region of Durham to
 - learn more about development plans for the lands surrounding WGC,
 - updated information on the proposed Whitevale Bypass and its impact on a new access road into and out of WGC,
 - the City of Pickering's \$3M plan to make road improvements to Whitevale Road and North Road in the future.

- Worked with Bell on the construction of a new cell tower on land owned by the WGC. Bell advised that the project is now on hold for operational reasons.

- Developed a new LRPC Policies and Procedures document that outlines how the Long Range Plan is developed and the LRP Workbook is updated each year.

- Developed a set of recommendations for the 2024 LRP Committee

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Key Recommendations for the 2024 LRP Committee:

- **LRP Committee Workbook:** Review the 2023 LRP Workbook, LRPC Committee Minutes and key documents. Update and revise the 2023 LRP accordingly.
- **Golf Course Master Plan:** Continue to work with the Golf Committee to support the successful implementation of the Bunker Renovation Project in 2024-25 and identify any new/additional long range projects for the LRP Workbook.
- **WGC Strategic Plan:** Execute the annual review of the WGC Strategic Plan throughout 2024 and update as appropriate.
- **Capital Reserve Fund Refresh:** Continue to work with the Finance Committee, to implement a plan to ensure the fund is resourced and managed appropriately.
- **Five (5) Year Capital Plan:** Using the Asset Management Plan from Club Benchmarking, work with the Finance Committee to integrate their Board approved 5 Year Capital Plan into the LRP Workbook.
- **Infrastructure/Asset Plan:** Work with Club Benchmarking, the Management Team, and the Board to review and update the annual infrastructure/asset plan and integrate it into the LRP Workbook.
- **LRP Workbook:** Work with the appropriate Board Committees to review and update the 2023 LRP Workbook and complete the 2024 LRP Executive Summary for review at the 2024 AGM.
- **Government Liaison:** Continue to foster relationships with local, provincial, and federal government officials and key stakeholders. Continue to gather, review, and catalogue all land development documents (maps, contacts, contracts, memorandums, etc.) that may impact the WGC members and property.

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