

# Whitevale Golf Club

## Long Range Planning Committee (LRPC) – 2024 Executive Summary

### **Special Acknowledgement:**

*Since 2021, the Long Range Planning Committee (LRPC) was chaired by Board Member David Leonard. Unfortunately, Dave passed away suddenly in the Spring of 2024.*

*Dave was the leadership behind a renewed emphasis on long range planning for Whitevale Golf Club. Under his direction, the LRPC developed goals, policies, procedures, a workbook, an Asset Management Plan, a Capital Plan, a Strategic Plan, and an annual Executive Summary for the Board to present to the Members at the Annual General Meeting.*

*The LRPC met monthly and sub-committees met as required. Every meeting included an agenda and minutes so that future LRPC members would have a written record of plans, decisions, and recommendations.*

*Whitevale Golf Club benefitted greatly from Dave's determination and leadership and this Executive Summary is dedicated to Dave's memory.*

### **LRPC – 2024 Year Beginning Assessment:**

The 2024 LRPC reviewed and accepted the following recommendations from the 2023 LRPC:

- **LRP Committee Workbook:** Review the 2024 LRP Workbook, LRPC Committee Minutes and key documents. Update and revise the 2024 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.

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- **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 2024 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.

#### **2024 LRP Committee Goals:**

- Review and update the Long Range Planning Document (LRP Workbook, Executive Summary, Policies/Procedures)
- Develop the 2024 LRP Workbook with as much data as is known and add place holders for new information when available
- Develop a comprehensive Asset Management Plan to make sure all assets are included in the LRP Workbook
- Continue to work with the Golf Committee to review the 2020 Draft Golf Course Master Plan and add key decisions/costs to the LRP Workbook and delete those plans that are no longer under consideration
- Support the Finance Committee to:
  - Develop a Capital Reserve Fund Strategy
  - Define the classification of items this fund can be used for
  - Review and recommend new revenue sources to refresh the fund
- Develop a set of recommendations for the 2025 LRP Committee
- Review the current Strategic Plan documents and amend/refresh as required

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### **2024 Achievements:**

Throughout the 2024 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 the WGC GM/COO, reviewed and updated the 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).
- Reviewed and updated the 2020 Draft Golf Course Master Plan with the Golf Committee to include an updated plan in the LRP Workbook.
- Worked with the GM/COO and the Golf Committee to add the Bunker Renovation Project to the LRP Workbook.
- Supported the Finance Committee to:
  - Develop a Capital Reserve Fund (CRF) Strategy
  - Defined the policies and procedures for the CRF
  - 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.
- Reviewed the work of the 2023 Strategic Plan sub-committee and determined that there were no new updates for the Board-approved 2024-28 WGC Strategic Plan.
- The Board-appointed Government Liaison position continued to establish new relationships with the City of Pickering, the Region of Durham and key stakeholders to:
  - learn more about development plans for the lands surrounding WGC;
  - update information on the proposed Whitevale Bypass and its impact on a new access road into and out of WGC;

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- remain informed on the City of Pickering's \$3M plan to make road improvements to Whitevale Road and North Road.
- Continued discussions with Bell on the construction of a new cell tower on land owned by the WGC. Bell advised that the project remains on hold for operational reasons.
- Introduced a new LRPC Policies and Procedures document that outlines how the Long Range Plan is developed and the LRP Workbook is updated annually.
- Developed a set of recommendations for the 2025 LRP Committee.

#### **Key Recommendations for the 2025 LRP Committee:**

- **LRP Committee:** Review the 2024 LRP Workbook, LRPC Committee Minutes and key documents and update and revise at every meeting.
- **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 long range projects for the LRP Workbook.
- **WGC Strategic Plan:** Carry out the annual review of the WGC Strategic Plan 2025 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 the GM/COO and the Board to review and update the annual infrastructure/asset plan and amend the LRP Workbook accordingly.
- **LRP Workbook:** Have LRP Committee members work with the appropriate Board Committees to review and update the 2025 LRP Workbook and complete the 2025 LRP Executive Summary for review at the 2025 AGM.

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- **Government Liaison Plan:** 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.
- **Record Retention Plan:** Work with the GM/COO and staff to review and recommend a records retention plan and to digitize all current records. The records retention plan should include the requirement for all Board, Committee, sub-committee and working group meetings to have agendas and minutes recorded and stored digitally.
- **Stakeholder Management Plan:** In 2025, develop a Stakeholder Management Plan for inclusion into the LRP Workbook.
- **Succession Plan:** Develop a succession plan to identify, recruit and retain new volunteers for the Board and Committees.