

Avalon Golf Course

PLAN OF MANAGEMENT



Pittwater Council

Adopted: 12 May 2003

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Redevelop existing carparking area to improve pedestrian and vehicular access and safety and also accommodate a greater number of cars. Undertake weed eradication and replanting of perimeter areas with endemic species. Improve landscape and facilities around clubhouse and incorporate a "heritage" walk. Refer to Proposed Carpark and Clubhouse Improvements drawing.

Demolish and replace existing greener / maintenance sheds with a new purpose built facility incorporating appropriate chemical storage and sand /soil bins

Provide visually unobtrusive fencing around course perimeter to reduce unauthorised access to course and greener facility and improve safety around proposed dam / detention basin

Council to design and construct a dam/ detention basin wrapping around the 3rd and 8th tee complex to provide flood mitigation, visual and strategic interest to the course and improve wildlife habitat opportunities

Undertake a vegetation management plan for the remnant bushland areas on the course to develop appropriate measures to control weeds and conserve the quality of the existing flora and fauna

Undertake a selective and ongoing weed management program of the golf course perimeter to reduce the impact of garden encroachments and environmental weeds. Implement a program of community education regarding environmental weeds and the importance of maintaining existing bushland in the area

Course-wide Recommendations

- Rebuild all greens over a ten year period to current best practice standards and grass with Bent Grass to improve putting performance
- Install simple tee identification signage at all holes to clearly delineate hole numbers and distance
- Install consistent and co-ordinated furniture throughout the course with emphasis on the provision of simple seating and rubbish bins on at least every second hole
- Maintain and upgrade existing cart paths around course. Maintain a maximum of 2 different surfaces. Asphalt to steeper paths and wood chip mulch to flat areas weaving through planted areas



Undertake an asset and architectural assessment of the existing clubhouse with a view to upgrading facilities and improving use in and immediately around the clubhouse while retaining the key heritage aspects of the building. Undertake this study together with a study to assess the commercial potential of the building with a view to converting it to a restaurant and / or tea rooms. Potentially relocate proshop to a small purpose built hut adjacent to the 1st tee

Provide identification signage well prior to the car park entry road off Barrenjoey Road to alert drivers of impending entry. Install a second sign to delineate actual entry. Make entry road clearly one way only, to prevent people leaving via this entry

Provide new sand bunker to southern side of 9th green to reduce balls running onto 1st fairway and improve strategic nature of the hole

Provide additional dense tree planting between 1st and 2nd holes

Repair and maintain existing safety fencing alongside 9th tee. Supplement with dense native tree planting and strategically placed Norfolk Island Pines to provide long term protection from wayward golf shots

Extend 9th tee to south of path to increase tee area

Remove old putting surface and bunkers on the 8th fairway and regrade to match fairway grading. Maintain trees in the middle of the fairway to increase the difficulty and strategic nature of the hole

Provide additional planting around the back of the 6th green to improve safety between the 7th tees and 8th green and guide people on to the cart path to the 7th tee complex

Gradually weed and replant with endemic species the Barrenjoey Road perimeter, incorporating a 1.8m high chainwire fence along the boundary to control unauthorised access to and from the course and reduce vandalism

Provide additional tree planting along southern side of 6th fairway to prevent errant shots reaching Barrenjoey Road



NOTE: These drawings are not for construction purposes. Service locations, existing structures and boundaries are diagrammatic only and yet to be verified by accurate survey.



1 Overview

This plan of management for Avalon Golf Course has been prepared to satisfy the *Local Government Act 1993*, as amended 1998, and provide a framework for its long-term management. The plan is based on Council and other reports, site inspections, as well as consultation with Council staff, local residents, on-site staff and management, and course patrons. After Council adopts this plan, it will have to follow its directions, and may not undertake any activities, uses or developments which are not provided for in the plan. Any changes to the plan must be publicly exhibited.

1.1 The site

1.1.1 Overview

Avalon Golf Course is one of three public courses in the Pittwater area. The others are Palm Beach and Mona Vale. There are also three private courses. The course is shown in **Figure 1**, and key aspects are described in **Table 1**.

The park directly to the west is on the same parcel of land as the golf course. Its main user is Avalon Public School. It is recommended that this land continue to be used by the school, as well as for sporting activities such as netball and, possibly, community markets.

1.1.2 The site's significance

Comprising about half of the Avalon valley, Avalon Golf Course contributes substantially to the beauty, character and charm of the local area, and to the quality of life of local residents and visitors from further afield. With its undulating fairways, locally significant stands of remnant and introduced vegetation, three heritage listed buildings, and a quaint village setting, Avalon Golf Course is an attraction highly regarded for its recreational, natural, aesthetic and cultural values. Reflecting this, the majority of people consulted for this plan of management stated that they like the course the way it is, and do not seek any major changes.

Table 1: Avalon Golf Course at a glance

Item	Description
Ownership	Pittwater Council
Land title information	Lot 1, DP 511908
Management and maintenance of Golf Course	Managed by lessee Vicki Jellis. Council will advertise for expressions of interest from prospective lessees. Council employs 2 full time green-keepers on site to undertake maintenance and course improvements
Area	13.5 hectares
Land categories	The golf course is community land categorised as: Sportsground and Natural Area Bushland. The park, buildings and carpark areas are categorised as General Community Use.
Zoning	6(a) Existing Recreation 'A' under Pittwater Local Environmental Plan
Key components	<ul style="list-style-type: none"> ▪ 9 hole golf course (par 32) ▪ Buildings: club house (including kiosk), greenkeeper's cottage, service compound (fertiliser storage shed and maintenance shed) and former kiosk (now used as garage) ▪ 1.4 hectares of remnant bushland ▪ Off-street parking for 40 cars ▪ Park
Net return to Council	\$78,000 per annum (1999 Council estimate)
Patronage	32,591 users per year (in year 1999/2000). Figures for the park are not known

Source: Pittwater Council and lessee

1.1.3 History and heritage

The south-east corner of the golf course was the location of a shaft for a coal mine sunk to a depth of 67 metres by Father Therry, the first official Catholic priest in the colony. A 1923 ledger of Mr AJ Small records the purchase of an area of land on the eastern side of Old Barrenjoey Road. Clearing the land for the golf course began in 1924. The layout was designed by Dan Soutar. The course was opened for play in October 1926. Initially a private course, Avalon became a public course after World War II.



Figure 1
Current Course Layout

AVALON GOLF COURSE

Plan of Management
FEBRUARY 2001

On the site of the present clubhouse a small ticket office was built and plans of the later building show that this small building was incorporated into the larger building.

The three main buildings, namely: the clubhouse, former kiosk and greenkeeper's cottage, date from the 1920s, and are on the Heritage Schedule to the Pittwater Local Environmental Plan. As such, proposals for these buildings and their curtilage need to be consistent with heritage provisions in the Local Environmental Plan. The buildings were architect-designed for their purpose and are highly valued by the community for their links to the past.

The manager's residence was at first occupied by Mr Pollard, who worked for Mr Small as a labourer. He helped build Mr Small's house, 'Avalon', in Bellevue Avenue and helped build the golf course.

Mr Ted hock became the manager in 1932 and remained there for many years, living on the course with his family, and continuing there after the sale of the golf course to Warringah Council in 1956.

Ongoing improvements have been made to the course, particularly over the last 10 years. These have included renovation of all tees, large-scale replanting (mainly with indigenous species), and realignment of some tees and fairways to minimise impacts on neighbouring houses and cars travelling on nearby roads.

Consultation with local community groups found that the golf course's heritage elements are greatly valued, particularly the composite of the three heritage buildings, the way the architecture blends in with the golf course, the buildings' sandstone footings and shingles and evidence of early building methods.

1.1.4 Condition of land and buildings

Under the *Local Government Act*, a plan of management must describe the condition of the land, and of any buildings or other improvements on the land, as at the date of adoption of the plan of management. Council plans to do a survey of all buildings at the course. An interim survey of land and buildings is shown in **Table 2**.

Table 2: Condition of land and structures

Item	Condition
Land	
Fairways	In good condition and fit for use. (refer Section 4.2). Tees are in poor condition due to over-use, but fit for use
Greens	Fit for use, but have never been re-built, with potential for compaction and other problems. Also, the greens are made of couch grass, which is inferior to bent grass for putting (refer Section 4.2)
Bushland	In a healthy condition but with weed infestation in perimeter areas (refer Sections 1.5 and 4.4)
Park	In reasonable condition and fit for use
Structures	
Clubhouse	Fit for use but in need of repairs (refer Section 4.3)
Greenkeeper's cottage	Fit for use but in need of repairs (refer Section 4.3)
Former kiosk	Used as a garage. In reasonable repair but should be adapted for a more appropriate use
Fertiliser shed	Demountable shed in good condition and fit for use
Maintenance / equipment shed	Fit for use but too small — some machinery must be stored outdoors
Car park	Fit for use but in poor repair. Council plans improvements in two stages from 2001 to 2003, costing about \$200,000
Fencing	Generally in reasonable condition. Main problems are the fence around the greenkeeper's cottage, and the high net erected near the 9 th tee which are in poor condition

Source: Pittwater Council

1.1.5 Sydney Water facilities

A Sydney Water water main, and a sewer main, traverse the course (refer **Figure 1**). There is an easement over the water main, and no building is allowed over it other than light landscaping. It is permissible to build over the sewer main, but any structures must be supported by piers so no weight is placed on the main.

1.2 Recreational use

1.2.1 Who plays golf?

According to Australian Bureau of Statistics data, nationally, golf is the fourth most popular sport or physical activity in terms of participants over the age of 18 years. About 40% are aged 40 years and over, and non-

organised participation is about 60%. About 80% of golfers are males (Australian Bureau of Statistics, *Participation in Sport and Physical Activities Australia*, 1999). In addition, a survey of golf course managers (Manidis Roberts, 2000) suggests that golf is predominantly played by people from an Anglo-Saxon background.

1.2.2 Supply and demand

According to the NSW Golf Association, participation is growing strongly. However, this growth has mainly been seen in an increase in private club membership while demand for social golf is stable or declining. This is affecting public courses, which do not offer memberships and cater for the social golfer (NSW Golf Assn, *pers comm*).

1.2.3 Patronage trends at Avalon

Just over 32,000 patrons are recorded as having paid green fees in 1999/2000 (the head greenkeeper estimates a further 3000 rounds go unrecorded for a variety of reasons, such as people using the course outside opening hours, or skipping the first hole to evade fees). Visitation peaks on weekends, public holidays and school holidays. Most people play nine holes. Although there are no data, anecdotal evidence is that it is more a young person's or beginner's course. About 30% of patrons are seniors, and about 80% of all users are male.

As shown in **Table 3**, patronage has declined over the last five years, a trend consistent with most public golf courses. The decline in patronage may also be due to the introduction of a weekend booking system in the late 1990s, which may act as a deterrent for some social golfers.

Wet weather also affects patronage, but this is outside Council's control.

The need to maintain patronage — to keep the course viable — is a major issue to be addressed at the course. Target patronage for the course is difficult to accurately estimate. However, from discussions with the lessee and head greenkeeper, a maximum patronage of about 45,000 per year would be sustainable, and not affect the quality of the course due to over-use, nor lead to undue playing delays.

Table 3: Patronage at Avalon golf course

Year	Attendance
1994/5	34,793
1995/6	34,367
1996/7	39,083
1997/8	36,731
1998/9	31,141
1999/00	32,591

Source: Lessee, pers comm, 2000

1.2.4 Other uses

In addition to golf, people use the course for jogging, and Avalon Public School uses it for cross-country running. A small kiosk in the clubhouse serves basic food and beverages. A lounge room in the clubhouse overlooking the course is used exclusively by the ladies golf club once a week.

The unnamed park on Old Barrenjoey Road is also well used. The main user is Avalon Public School which uses it as a 'de facto' extension of its playground. The school uses it for physical education, sports practice and annual athletics carnivals. It uses this part of the park before school, at lunchtime, during school hours, after school and for Friday afternoon sport. It is attractive to the school as it is nearby, flat, grassy, lacking in obstacles, and free of charge. It is also used, to a far lesser extent, by the general public. The school says it has no wishes for the park other than to keep using it.

There is demand for it as a venue for occasional market days, and this is considered appropriate given the community recreational focus of these types of events.

1.3 Natural values

1.3.1 Bushland

One of the site's key features is a remnant of a semi-natural bushland community which covers about 1.4 hectares. (There are smaller and fragmented vegetation remnants around the course, but these have very little of the original understorey community due to weeds, runoff and clearing.)

Council regards bushland on the site as being an important part of the area's wildlife corridor. It provides habitat for native animals, such as bandicoots, and possibly for threatened species. Council has a landscape policy to plant species endemic to the area, and a long-term plan to gradually replace non-endemic species with endemics. Since 1990, Council has planted 7,000 trees at the course, with a survival rate of over 90%. This has resulted in groves of trees lining the fairways and the golf course boundary. The bushland is greatly valued by the local community and there were many comments that Council's revegetation program has been very successful. There is scope to further strengthen the site's bushland values.

Existing species

The higher portions of the site display the typical composition of a coastal heath community. However, being on the lee side of the ridge and lacking recent bushfires the trees have reached reasonable sizes.

The only floristic survey of the golf course was undertaken by Marita Macrae of the Pittwater Natural Heritage Association. The species identified are presented in **Table 4**.

Weeds

The site's perimeter is heavily impacted by weeds such as Asparagus Fern, Lantana and African Olive. There are also a wide range of persistent herbaceous and annual weeds.

Table 4: Flora survey for Avalon Golf Course

Botanical name	Common name	Botanical name	Common name
Canopy & mid-stratum trees		Groundcovers & climbers	
Angophora costata	Sydney Red Gum	Billardiera scandens	Apple Berry
Angophora floribunda	Rough Barked Apple	Cassytha sp.	Devils Twine
Banksia integrifolia	Coastal Banksia	Muellerina celastroides	Mistletoe
Eucalyptus umbra subsp. Umbra	Broadleaved White Mahogany	Pandorea pandorana	Wonga Wonga Vine
Corymbia gummifera	Red Bloodwood		
Glochidion fernandii	Cheese Tree		
Shrub understorey		Grasses	
Acacia longifolia	Sydney Golden Wattle	Dampiera stricta	
Acacia ulicifolia	Prickly Moses	Dianella caerulea	Blue Flax Lily
Acacia suaveolens	Sweet Scented Wattle	Gahnia sp.	Sword Grass
Actinotus helianthi	Flannel Flower	Lepidosperma laterale	Sword Sedge
Allocasuarina littoralis	Black She-Oak	Lepyrodia scariosa	Scale rush
Banksia ericifolia	Heath-leaved Banksia	Lomandra longifolia	Mat Rush
Banksia oblongifolia		Paspalidium radiatum	
Banksia spinulosa	Hair-pin Banksia	Patersonia sp.	Purple Flag
Calistemon rigidus	Stiff Bottlebrush	Themeda australis	Kangaroo Grass
Casuarina distyla	She-Oak	Xanthorrhoea resinosa	Grass Tree
Epacris pulchella	NSW Coral Heath		
Grevillea sericea	Pink Spider Flower	Fern and fern allies	
Hakea sericea	Bushy Needlebush	Lindsaea linearis	Screw Fern
Hakea teretifolia	Dagger Hakea	Selaginella uliginosa	Swamp Selaginella
Hibbertia sp.	Guinea Flower		
Kunzea ambigua	Tick Bush		
Lasiopetalum ferruginea	Rusty Petals		
Leptospermum laevigatum	Coastal Tea-Tree		
Leptospermum polygalifolium	Lemon scented Tea-Tree		
Leucopogon ericoides	Bearded Heath		
Melaleuca thymifolia	Thyme Honey Myrtle		
Micranthemum ericoides			
Mirbelia rubiifolia			
Pittosporum undulatum	Sweet Pittosporum		
Pultenaea daphnoides	Lagre leaf Bush Pea		
Pultenaea elliptica			
Xanthosia pilosa	Woolly Xanthosia		

Source: Survey conducted by Marita Macrae, July 1993

1.3.3 The catchment

Water quality

Avalon Golf Course is part of the Careel Creek catchment, which flows to Pittwater. Careel Creek has poor water quality, and Council is keen to improve it where possible.

Water flows

The golf course has three ephemeral watercourses which drain to a collector drain that runs north across the park on the western boundary of the golf course and joins the stormwater drainage system at a pit at the corner of The Crescent and Edmund Hock Avenue.

Because of the prevalence for flooding in the nearby commercial and residential area during large storms, Council has analysed the flood situation for the entire Careel Creek catchment and subsequently adopted the Careel Creek Floodplain Risk Management Plan in December 2002. It includes various flood control measures, including a retention basin at the golf course, near the low-lying third hole. Council's intention is to design it so it retains flood flows to reduce flood impact on the downstream residents and the commercial centre of Avalon, enhances the aesthetic and environmental values of the course (it would contain some water at all times to provide habitat), treats flows to improve water quality, and enables re-use on the golf course (water from the retention basin could be pumped into holding tanks and used to irrigate the course).

1.4 Current management and maintenance

1.4.1 Who does what?

The clubhouse is managed by a lessee, who collects green fees for Council and retains a percentage, and operates the small pro shop and kiosk. The lessee keeps the office open daily from sunrise to sunset, closing only on Christmas Day.

Council's role is to undertake course improvements and maintenance. Council employs two full-time greenkeepers, one of whom lives in and rents a Council-owned cottage on site and also acts as a course caretaker during off-duty hours. Wages, maintenance and improvements are paid for using the operating budget. This is sufficient for minor improvements, but not for major works.

1.4.2 Communication and promotion

There is no formal way for golf course patrons to provide input or feedback on course management. Some patrons have expressed a desire to initiate a feedback mechanism.

Similarly, there is no formal promotion of the course by Council or the lessee. Word-of-mouth appears to be the only way the course is promoted.

1.4.3 Revenue

Avalon Golf Course provides Council with a profit each year.

1.4.4 Maintenance standards

Long-time patrons who have provided input into the plan of management say the course has never been better and praise the efforts of Council's maintenance team. Moreover, judging by local newspaper reports dating back to the mid-1990s, this level of performance has been maintained for some years (for example: *Manly Daily* 1/6/93 and 10/2/95). This high level of performance is reflected by the fact that only two staff are required to maintain the 13.5 hectare course while four are needed at nearby Palm Beach (10 hectares) and 12 at Mona Vale (40.5 hectares).

1.4.5 How does Avalon compare?

The plan of management involved consultation with golf course patrons and a survey of comparable public golf courses (refer **Appendix A**).

Views of golf course patrons

Consultation was initiated through an item in the *Manly Daily*, letters to local residents, letters to representatives of regular golfing groups, and an on-site mini-poster. People were invited to phone, fax, write or e-mail their response. There were about 70 responses.

The general conclusion is that Avalon is well run, and compares very favourably with public courses in the surrounding area. This is primarily on the basis of management, maintenance, affordability, customer satisfaction and reputation. There are no 'burning issues'. Almost all people stated that the lessee and ground staff are doing an excellent job, and the course is better run and maintained than other comparable council courses they know of. While some negative comments were received, these mainly related to minor maintenance issues.

Most people say they are satisfied with the standard of the course. They like its village-style old-world ambience, the fact it is easy to get on, uncrowded, and reasonably priced. Many feel very loyal to the golf course, and protective. They say the amenities are acceptable for a public course, and that continuing to maintain the playing areas should be Council's main priority. The most frequently made comments are summarised below.

- Keep Avalon low-key; don't make it up-market; leave it alone.
- Maintain bushland and remove weeds and litter from perimeter of golf course.
- Upgrade tees, fairways and greens; provide irrigation; provide benches and bubblers at tees.
- Upgrade clubhouse amenities, and a new roof on the old kiosk as it leaks.
- Upgrade the entry and car park.
- Reduce vandalism and anti-social behaviour on weekends.
- Provide sand buckets to fill in divots.

1.4.6 Public safety

Insurance pertaining to the course is covered under Council's public liability scheme which covers all other community land. Council records show that claims relate to damage to property (broken windows and roof tiles on neighbouring houses) as a result of wayward balls, but not personal injury.

Council has worked to retain flying golf balls within the golf course boundary and thereby minimise the risk of damage and injury. It has planted thousands of fast-growing trees, re-aligned several fairways, and installed a tall net and erected protective fencing (at the rear of houses to the west of the 4th tee, and to the north-west of the 9th tee). As a result, the course is safer now than ever before although, at the 9th tee, balls are still being hit across Barrenjoey Road.

Council's success in managing risk is reflected in the recent history of claims and the fact that only three local residents responded negatively about the course. Recent claims against Council due to golf ball damage to vehicles and house windows from Avalon Golf Course have amounted to:

- \$3,301.70 in 1997/1998.
- \$2,236.53 in 1998/1999.
- \$1,290.22 in 1999/2000.

1.4.7 Vandalism

Avalon Golf Course is affected by regular acts of graffiti, theft and property damage (including to the greens). The main problem times are Friday and Saturday nights. There have been suggestions that fencing and/or night patrols could reduce these incidents.

2 Planning considerations

2.1 The Local Government Act

Avalon Golf Course is defined as community land under the *Local Government Act*. Community land is land that should be kept for the use of the general community. This land must be managed in accordance with the provisions of the *Act*. This plan of management has been prepared in accordance with the requirements of the *Act*, as indicated in **Table 5**.

Table 5: Requirements for plans of management

Requirement of the Local Government Act, as amended 1998	Reference
All community land must be categorised	Chapter 3
The plan must contain objectives for management of the land	Chapter 3
The plan must describe the condition of the land, and of any buildings or other improvements on the land, as at the date of adoption of the plan of management	Chapter 1
The plan must describe the use of the land and any such buildings or improvements as at the date of adoption of the plan	Chapter 2, 3
The plan must specify the purposes for which the land, and any such buildings or improvements, will be permitted to be used	Chapter 2, 3
The plan must specify the purposes for which any further development of the land will be permitted, whether under lease, licence or otherwise	Chapter 2, 3
The plan must describe the scale and intensity or any such permitted use or development	Chapter 2, 3
The plan must include performance targets	Chapter 3
The plan must contain a means of achieving objectives and performance targets	Chapter 4 and masterplan
The plan must contain a means for assessing achievement of objectives and performance targets	Chapter 3
A council may only grant a lease, licence or other estate over community land if there is an 'express authorisation' for such action in a plan of management	Chapter 3

2.2 State Environmental Planning Policy No 19

Avalon Golf Course contains bushland covered by State Environmental Planning Policy No 19 — Bushland in Urban Areas. In this Policy, "bushland" means land on which there is vegetation which is either a remainder of the natural vegetation of the land or, if altered, is still representative of the structure and floristics of the natural vegetation. The general aim of this Policy is to protect and preserve bushland within urban areas because of its natural heritage value; aesthetic value; and value as a recreational, educational and scientific resource.

Section 8 of this policy applies to bushland zoned or reserved for public open space. It states that plans of management shall not be inconsistent with the aims of this Policy and, in respect of bushland to which it applies, it shall: identify the bushland to which the plan applies; describe and analyse the bushland; and specify measures to be taken to:

- Implement the specific aims of the Policy.
- Enable recreational use of the bushland.
- Reduce hazard from bushfire.
- Prevent degradation of bushland.
- Restore and regenerate degraded areas of bushland.

These matters are addressed in **Chapter 4**.

2.3 Council planning policies

Under Pittwater Council's Local Environmental Plan (LEP), plans of management define permissible development, activities and uses within open space areas. Consequently, this plan of management establishes a structure which identifies where development consent is required and heads of consideration to guide the determination of development applications.

2.3.1 PERMISSIBLE FACILITIES AND ACTIVITIES

This section defines what range of activities can occur and what facilities and structures can be built at Avalon Golf Course. It also identifies the need or otherwise for development consent for a proposed activity and guidelines to help Council determine any development application.

Generally, developments and events that will be permissible at Avalon Golf Course will be those that are consistent with the *Local Government Act* core objectives and Council's objectives for the course. Larger scale developments and events that are still consistent with core objectives and objectives will be subject to development consent procedures under the *Environmental Planning and Assessment Act 1979*, while others will require a Council permit. (The core objectives for Avalon Golf Course, and Council's objectives are presented in **Chapter 3**.)

2.3.2 Council permit procedures

Use of the golf course is managed by the lessee. Outside normal golfing times (ie daylight hours), Council is free to permit other activities at Avalon Golf Course. Those activities not subject to development

consent require a permit from Council. Permits are required to be submitted to Council's Reserves and Recreation Officer. The leaseholder is responsible for lodging the application.

Guidelines for granting development consents and permits

The following principles are listed to help Council determine an application for either development consent or a permit on Avalon Golf Course:

- The activity must be consistent with the objectives for sportsgrounds listed in the *Local Government Act 1993* and with Council's objectives for Avalon Golf Course.
- The activity must be consistent with the objectives listed in this Plan.
- The activity must not generate excessive noise, particularly at night and early morning.
- There should not be more than ten events requiring development consent held in any one calendar year.
- If development consent or a permit is granted, conditions should be imposed requiring adequate notification to residents (beyond standard statutory notification under the *Environmental Planning and Assessment Act*) and for cleaning up and repair of any damage.
- A bond (commensurate with the scale of the event) may be imposed as a guarantee of conformance to the approval requirements.

Table 6: Permissible facilities and activities

Permissible uses not requiring development consent (these may require approval under Part V of the EPA Act 1979)	Permissible uses requiring development consent	Prohibited uses including (but not limited to the following)
<p>Minor works associated with golf course maintenance and improvements (such as re-aligning fairways, barrier planting, erecting safety fences under 3m high with low visual impact and no loss of views)</p> <p>Construction of retention basin as outlined in the Plan of Management.</p> <p>Footpaths, boardwalks, minor bridges</p> <p>Sporting events consistent with the Plan of Management</p> <p>Temporary activities/functions, developments or events for social, cultural, recreational and economic benefit of the community, consistent with the Local Government Act core objectives and Council objectives for Avalon Golf Course that do not exceed one of the following criteria:</p> <p>(a) The number of participants and/or spectators on any one day of an event does not exceed 2000</p> <p>(b) Activities not occurring outside the period 8:00am to 8:00pm (excluding the playing of golf)</p> <p>(c) Activities or temporary facilities do occur over a total of more than 3 continuous days</p> <p>Temporary activities, developments or events requiring a lease, licence or other estate under the Local Government Act</p> <p>Recreational facilities other than buildings, eg. greens, tees, bunkers, and other small structures directly related to the playing of golf</p> <p>Minor public drainage and stormwater</p> <p>Small shelters, shade structures, park furniture, picnic facilities, and the like, consistent with the Plan of Management</p> <p>Small playground structures</p> <p>Structures (other than buildings) required for playing and viewing golf</p> <p>Landscaping work, bush regeneration and the like</p> <p>Compliance, directional, interpretive, identification and safety signage</p> <p>Land restoration works, including mounding and landscaping</p> <p>Filling (to maximum depth of 500mm) leveling, grading and top-dressing</p> <p>Car parking areas and road works</p> <p>Temporary advertising</p>	<p>Utility installations (eg mobile phone towers)</p> <p>Community facilities (eg refurbishment of clubhouse and other structures)</p> <p>Use of clubhouse for food and beverage outlet</p> <p>Use of clubhouse for occasional functions as described in this document</p> <p>Filling greater than 500mm in depth</p> <p>Temporary activities, developments or events consistent with the Local Government Act core objectives and Council objectives for Avalon Golf Course that exceed one of the following criteria:</p> <p>(a) The number of participants and/or spectators on any one day of an event will exceed 2000</p> <p>(b) Activities will occur outside the period between 8:00 am and 8:00pm</p> <p>(c) Activities or temporary facilities will occur over a total of more than 3 continuous days</p> <p>Overflow parking</p> <p>Market days on the park, as determined by Council together with the Chamber of Commerce from time to time</p>	<p>Extractive industries</p> <p>Private vehicular access to adjoining lands</p> <p>Dumping of refuse (other than importing of fill for approved or permitted works)</p> <p>Vegetation removal not in accordance with Council's tree preservation and management order or the Plan of Management</p> <p>Private alienation or encroachment onto the Reserve</p> <p>Recreational motor sports (including four wheel driving, motorbike riding and the like)</p> <p>Domestic drainage outlets</p> <p>Development and temporary activities or events not consistent with Local Government Act core objectives or Council objectives for Avalon Golf Course.</p> <p>Floodlighting for night-time use</p> <p>Advertising of a permanent nature</p> <p>Gaming</p>

Facilities and activities in lease areas

The approval requirements listed above apply equally to lease areas and the non-leased parts of the Reserve. For the above procedure to be altered for an activity or a facility within a lease area, there must be an exemption and/or alternative procedure specified in the lease.

3 Basis for management

This chapter presents the strategic framework for managing Avalon Golf Course. It has two aspects: goals, values and site-specific objectives; and requirements of the *Local Government Act*. The strategic framework is driven by a strong community desire to retain the site’s village ambience.

3.1 Goals, values and site-specific objectives

3.1.1 Goal for Avalon Golf Course

A community golf course with village-like charm that compares well with other public golf courses in terms of customer satisfaction, course maintenance, and environmental management.

3.1.2 Values and site-specific objectives

Table 7 identifies ongoing values and objectives for Avalon Golf Course, and examples of performance targets and ways to monitor that these are being achieved. (The values are what makes the place important for the community, that need to be protected and/or enhanced. The objectives are desired outcomes.)

Table 7: Values, objectives and performance targets

Value and objective	Examples of performance targets	Method of measurement
<p>Management</p> <p>A facility that is well managed and maintained</p>	<p>80% satisfaction level with on-site management and maintenance</p> <p>Financial returns that enable improvements and maintenance</p> <p>Increasing patronage (up to 45,000 golfers pa) with maximum possible participation by non-mainstream groups eg (women, people from a non-English speaking background)</p> <p>Well documented market research and accounting system</p>	<p>Annual user survey; proposed consultative/reference group</p> <p>Assessment of annual accounts data</p> <p>Annual accounts and marketing data</p> <p>Visual inspection</p>
<p>Environment</p> <p>An environmentally sustainable facility that enhances local bio-diversity and water quality</p>	<p>Increasing proportion of native plants; reduction in weed species; no diminution in water quality in Careel Creek; no threat to human or environmental health from soil or water contamination</p> <p>Up to date chemical storage and handling procedures, documented in an environmental management plan</p>	<p>Preparation and implementation of an environmental management plan, including vegetation management plan</p> <p>Annual vegetation and water quality surveys</p>
<p>Recreation</p> <p>An enjoyable facility at which to play golf</p>	<p>80% user satisfaction with the course’s recreational attributes</p> <p>Greens rebuilt</p>	<p>Annual user survey; proposed consultative/reference group</p> <p>Visual inspection</p>
<p>Community</p>		

<p>A facility that contributes to community well-being and cohesion, and the village-like ambience of Avalon</p> <p>Access</p> <p>A facility that is easy and safe to find, and welcoming</p>	<p>80% user satisfaction with social aspects of the course; 90% resident satisfaction with the course; declining damage to residences and cars from wayward balls</p> <p>Upkeep of heritage assets; absence of inappropriate structures</p> <p>Sufficient directional signs and parking space for average demand</p>	<p>Annual user survey; proposed consultative/reference group; Council register of insurance claims</p> <p>Asset management surveys</p> <p>User survey</p>
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3.2 Local Government Act Requirements

3.2.1 Land categories

Land that is the subject of a plan of management prepared under the *Local Government Act* must be categorised. As shown in **Figure 2**, categories proposed are:

- ‘Sportsground’ for all playing areas, the car park and facilities, as the primary use is for “active recreation involving organised sports or the playing of outdoor games’ (quoted from *Local Government Act*).
- ‘Natural area bushland’ for all other areas as these areas play an important role in the area’s ecology and contain important stands of remnant vegetation. Future revegetation will increase these natural values.
- ‘General Community Use’ for the park on Old Barrenjoey Road, the buildings on the site and the carpark areas.

3.2.2 Land Categorisation

A public Hearing on the categorisation of Avalon Golf Course was held at Pittwater Council’s conference room on Thursday 5 December 2002.

The notice of the Public Hearing was advertised in the Mayoral Message of the Manly Daily on 15 November and 29 November 2002. Parkland Environmental Planners were commissioned to chair the meeting. A subsequent report was presented to Council at its meeting of 10 February 2003 where Council resolved to:-

- “ 1. That Council note the findings of the public hearing, by Parkland Environmental Planners, regarding the categorisation meeting of the reserves held at Council offices on 5 December 2002.
2. That Council note the objection to the categorisation of Bayview Park.
3. That Council re-exhibit the subject Plans of Management for North Narrabeen Reserve, Bayview Park, Careel Bay/Hitchcock Park and Avalon Golf Course to include the categorisation of land for a period of 42 days and that a further report be presented to Council at the expiration of the exhibition period.”

In order to facilitate best use of the land in accordance with the masterplan and to accommodate the changing recreational needs of the community, Avalon Golf Course is categorised in this plan mainly as ‘Sportsground’, partly as ‘General Community Use’ and partly as ‘Natural Area – bushland’.

3.2.2 Core objectives

Under the *Local Government Act* the plan must contain ‘core objectives’ for managing each category of land. The core objectives apply irrespective of any site-specific objectives in the plan of management (refer **Section 3.1**).

Core objectives for natural area category

- To conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area.
- To maintain the land, or that feature or habitat, in its natural state and setting.
- To provide for the restoration and regeneration of the land.
- To provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion.
- To assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in a recovery plan or threat abatement plan prepared under the *Threatened Species Conservation Act 1995* or the *Fisheries Management Act 1994*.

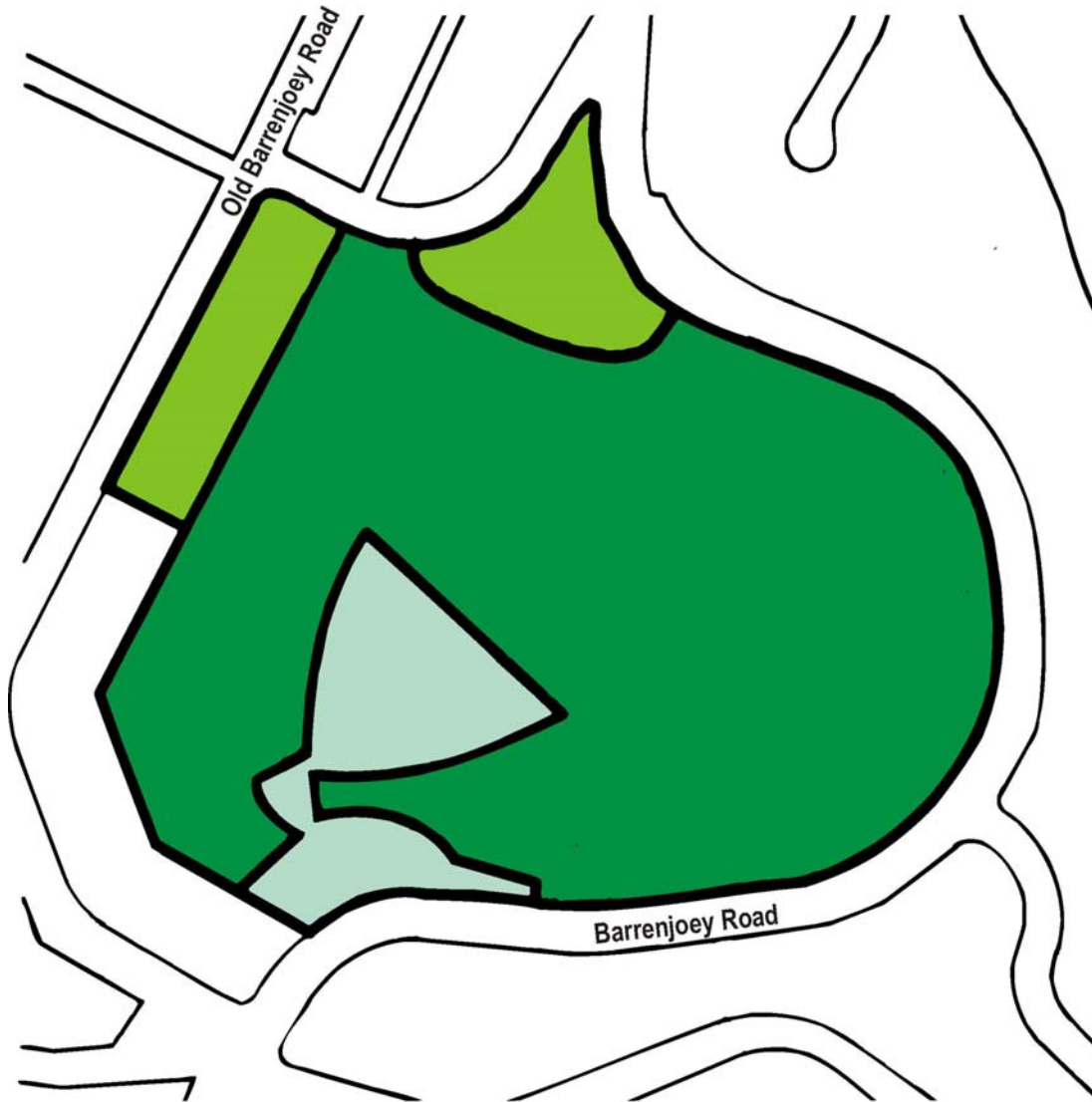
Core objectives for natural area – bushland category

- To ensure the ongoing ecological viability of the land by protecting the ecological biodiversity and habitat values of the land, the flora and fauna (including invertebrates, fungi and micro-organisms) of the land and other ecological values of the land.
- To protect the aesthetic, heritage, recreational, educational and scientific values of the land.
- To promote the management of the land in a manner that protects and enhances the values and quality of the land and facilitates public enjoyment of the land, and to implement measures directed to minimising or mitigating any disturbance caused by human intrusion.
- To restore degraded bushland.
- To protect existing landforms such as natural drainage lines, watercourses and foreshores.
- To retain bushland in parcels of a size and configuration that will enable the existing plant and animal communities to survive in the long term.

To protect bushland as a natural stabiliser of the soil surface.

Core objectives for sportsground category

- To encourage, promote and facilitate recreational pursuits in the community involving organised and informal sporting activities and games.
- To ensure that such activities are managed having regard to any adverse impact on nearby residences.



-  Sportsground
-  General Community Use
-  Natural Area

Avalon Golf Course Categorisation

Core objectives for General Community Use category

to promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and the wider public:

a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and

b) in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).

3.2.3 Current and future use

Avalon Golf Course

Under the *Local Government Act* the plan must describe use of the land and buildings or improvements, and the purposes for which they will be permitted to be used.

Current use is described in **Section 1.6**. It is considered that the primary use of the site should not change, so that Avalon Golf Course, including all land and buildings within the site, shall continue to be used primarily as a public golf course, for the playing of golf, whether social or competitive. This purpose shall also include activities normally associated with a public golf course, namely, course maintenance, parking, selling of food and beverages, provision of golf equipment and services, and basic amenities.

A secondary purpose shall be as a place for holding social and community gatherings, including weddings, ceremonies, small public meetings, provided these do not interfere with the primary purpose of the golf course, adversely affect the heritage significance of the clubhouse, or lead to adverse effects on nearby residents or patrons. (It is considered that this extended community use of the clubhouse could supplement revenue from the course and help fund course and building maintenance.)

(Refer also **Table 6**.)

Park on Old Barrenjoey Road

It is considered that the use of the site should not change, so that it continues to be a public recreation area available to Avalon Public School and the wider community.

Greenkeepers cottage

It is considered that the use of the cottage should not change, so it continues to be a residence for the Head Greenkeeper of Avalon Golf Course. The reasons for this are:

- The cottage facilitates an ongoing on-site presence that helps enhance management of the course and deter vandalism and other anti-social acts.

- The cottage gives the Head Greenkeeper (who also acts in a caretaker role) a greater sense of management responsibility, which translates into greater commitment and output. The returns to Council can be seen in the fact that the course is maintained by only two greenkeeping staff.

In short, the cottage represents an investment in the course which is bringing returns to golfers (through better maintenance) and Council (through reduced costs).

3.2.4 Future development

Under the *Local Government Act* the plan must specify the purposes for which any further development will be permitted and specify the scale and intensity of use.

Future development is specified in the Action Plan in **Chapter 4**.

It is considered that the scale and intensity of use is satisfactory at current levels, with potential to increase golf course patronage to a maximum of about 45,000 per year. The scale and intensity of use for the proposed secondary uses such as functions and weddings (refer **Section 3.2.3**) would be for gatherings no greater than 100 people, up to 50 times a year.

Further details are presented in **Section 2.3**.

The scale and intensity of use of the park on Old Barrenjoey Road is considered appropriate at current levels, namely, regular use by Avalon Public School, occasional use by the general public, and occasional use for market days.

3.2.5 Express authorisation of lease / licence

Avalon Golf Course

This plan of management authorises Council to enter into a lease, licence or other estate with an appropriate operator, or operators, of its choice to manage the golf course and food and beverage outlet / function area in the clubhouse.

It is probable Council would seek one operator to manage the course, run the pro shop and collect green fees; and another to manage the clubhouse, kiosk, and proposed food and beverage outlet / function area. It is possible the lessees / managers would also have other functions. Council would continue to be responsible for maintaining the course (ie green-keeping).

Some of the criteria to be written into the lease/licence agreements are in **Table 8**.

Table 8: Proposed lease conditions

Aspect	Detail
Lease area	Management of golf course, clubhouse including kiosk and proposed food and beverage outlet, and pro shop

Term	A commercially appropriate term in accordance with <i>Local Government Act</i> requirements
Income	To be determined by market forces
Hours of operation of golf course	Sunrise to sunset
Hours of operation of clubhouse, including food and beverage outlet	Sunrise to 8 pm, Sunday to Thursday, sunrise to 11 pm, Friday to Saturday
Duties of golf course lessee/ manager	Collect green fees using numbered tickets. Prepare business plan, including a marketing plan. Report annually to Council, promote the golf course. Other duties are listed in Chapter 4
Duties of food and beverage lessee/ manager	Manage the facility with due regard to the amenity of local residents and golfing patrons. Prepare business plan, including a marketing plan. Report annually to Council, promote the golf course

Park on Old Barrenjoey Road

This plan of management authorises Council to enter into a lease, licence or any other estate over the park, for any sporting, recreational and community purpose as determined by Council. This includes school-based recreational activities, local sport and community market days.

4 Action plan

Actions are grouped in terms of the objectives presented in **Chapter 3**, namely: management, environment, recreation, community, and access. Where the actions pertain to the lessee, these are intended to be part of the future lease / management agreement.

4.1 Management

Objective: A facility that is well managed and maintained

Effective and appropriate on-site management and maintenance are critical to facility management and service delivery. Avalon’s customers have a high level of satisfaction with the course and the way it is run, looked after and improved. Nevertheless, there are some initiatives that could be considered.

Table 9: Actions to deliver management objectives

Issue	Action
<p>PAYMENT SYSTEM. It is possible that Council is not receiving its full return from the golf course due to patrons avoiding green fees (eg by starting at the second tee, or by playing before or after office hours)</p>	<p>Consider introducing:</p> <ul style="list-style-type: none"> ▪ a small building adjacent to the first tee housing a course manager who would collect fees, provide pro shop services and organise the queuing system for hitting off ▪ a numbered ticketing system ▪ rangers to randomly check that golfers have paid their fees ▪ a pay and display system at the first tee for people playing outside office hours
<p>ACCOUNTING SYSTEM. Major facilities like Avalon need a computerised Accounting system so management can keep track of its customer base, and peaks and troughs in the demand cycle</p>	<p>The lessee / manager to introduce accounting methods which enable easy access to data about players and fees</p>
<p>RETURNS TO COUNCIL : FEES. There is a community expectation that Council should provide recreation facilities at a reasonable price, and treat the golf course no differently from other community recreation areas.</p>	<p>Continue to set affordable green fees</p>
<p>RETURNS TO COUNCIL : ALCOHOL, GAMING AND ADVERTISING. Despite the potential to raise revenue, there is a community aversion to introducing alcohol, gaming and advertising at Avalon due to:</p> <ul style="list-style-type: none"> ▪ impacts on local residential amenity 	<p>Council to reject the introduction of alcohol, gaming and advertising with the following exceptions:</p> <ul style="list-style-type: none"> ▪ alcohol may be served at the clubhouse as part of catered functions (eg weddings)

<ul style="list-style-type: none"> ▪ impacts on the course’s village feel ▪ the need to broaden patronage to include people and cultures who may value alcohol-free areas ▪ the fact that the course is already profitable 	<ul style="list-style-type: none"> ▪ discrete advertising may be displayed within the pro shop, kiosk and clubhouse provided it relates to products being sold at these locations
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Table 9: Actions to deliver management objectives (cont’d)

Issue	Action
BUSINESS PLAN AND MARKETING PLAN. Given the amount of money spent and received, it may be necessary to treat the course more like a business than simply a park	<p>The lessee / manager to prepare a business plan and marketing plan, in consultation with Council, updated annually, or as agreed with Council. The business plan to include aspects covered in this plan of management (eg promotion, communications, continuation of booking system, fees policy, payment system, accounting system, multiple use of facilities)</p> <p>The lessee / manager and Council to annually report on performance targets and achievements</p>
PROMOTION AND PATRONAGE. There is no systematic promotion of the course which is a problem given declining visitation	<p>Actively promote the course (refer marketing plan, above)</p> <p>Undertake regular market surveys to keep informed of the market, users and their needs, and trends at similar courses</p> <p>Computerise this data for easy access, particularly data on users at Avalon (eg gender, age, place of residence, ethnicity, special needs)</p>
RE-INVESTMENT IN THE COURSE	Re-invest an agreed percentage of proceeds from the golf course into ongoing course improvements, as recommended in this plan of management
COMMUNICATION PROCESS. There is some user interest in setting up a formal channel for providing input into the way the course is managed and maintained	Set up a formal channel for providing input into the way the course is managed and maintained. This could be, say, a meeting held annually. The form and regularity of the meetings, and attendees, to be at the discretion of Council
MAINTENANCE. Refer Section 4.2	

4.2 Recreation

Objective: An enjoyable facility at which to play golf

This section pertains mainly to the playing areas (fairways, greens and tees). Players state they are happy with the course and do not foresee the need for major changes. All actions in this section are the responsibility of Council.

Table 10: Actions to deliver recreational objectives

Issue	Action
GREENS. Greens have never been rebuilt, making putting difficult (eg too small, too fast, balls run off easily)	Re-build every green using bent grass instead of couch, and preferably larger. Increase size where possible
TEES. Some tees need to be realigned, and there is a need to improve maintenance of all tees, and reduce damage by golfers	Extend 2 nd tee to the south, 4 th tee to east and north, and 9 th tee south of the path. Improve maintenance of all tees. Provide sand buckets for people to fill divots
AMENITIES. The course lacks basic amenities at all tees	Provide basic amenities at all tees: bubbler, bench under trees for shade, sign for next hole location / length and par
FAIRWAYS. There is a need to make the 8 th hole a more difficult par 5 and to add interest to the 1 st , 6 th and 8 th fairways	Make 8 th hole more difficult by removing old 7 th green and surrounding sand bunkers, placing trees along final 100 metres of southern side of 8 th fairway, building two new sand bunkers nearby, and levelling off old 8 th tee Add mounds to 1 st , 6 th and 8 th fairways
PRACTICE AREA. The course lacks practice nets and a practice bunker, and the practice green is probably too small	Install practice nets on old putting green; install new putting green, install new practice bunker
DAM/ RETENTION BASIN. There is a need to ensure Council's proposed retention basin meets environmental, recreational, aesthetic and hydraulic needs; and, if feasible, irrigation .	Design retention basin in association with greenkeeping staff and landscape architect. Ensure no impact on existing assets, such as the grove between the golf course and park
DRAINAGE. Wet areas on the course affect play	Repair drainage as needed
IRRIGATION. Irrigation is only on the greens and not on the fairways	Install irrigation on remoter areas of the course
VANDALISM. Vandalism is seen as a problem by patrons, staff and nearby residents. While not easy to eliminate, it may be possible to reduce vandalism by hindering general access and providing spot patrols	Install fence between proposed retention basin and park (about 180 m of fence) and near clubhouse (about 100 m). Have a gate in the fence to allow thoroughfare during daylight. This can be closed after dark. Undertake regular patrols on weekend nights

4.3 Community

Objective: A facility that contributes to community well-being and cohesion, and the village-like ambience of Avalon

This objective relates to cultural heritage, residential amenity, aesthetics, risk management, and opportunities for non-golfing residents who may wish to enjoy this public asset.

Table 11: Actions to deliver community objectives

Issue	Action
<p>MULTI-USE OF BUILDINGS. There is potential to include sensitive supporting attractions in the clubhouse to add to the recreational experience for golfers and non-golfers. Revenue from these uses may also boost the course’s financial viability. Initiatives could include:</p> <ul style="list-style-type: none"> ▪ expanded pro shop. This could provide lessons and a fuller range of equipment and services; ▪ expanded food and beverage outlet / function area (including outdoor eating area). This could add to enjoyment, extend use of the facility particularly during off-peak times, and provide a venue or community gatherings, ceremonies and functions. It could include a verandah overlooking the course; and ▪ better use of the former kiosk, now used as a garage and occasional picnic shelter 	<p>Prepare a conservation plan for the three heritage buildings. The plan to include an assessment of cultural significance and heritage values, a condition audit, an assessment of use demands and management guidelines for its conservation, ongoing maintenance and use, including feasibility of extending the commercial use of the clubhouse</p> <p>Engage a conservation architect to design a small manager’s office / pro shop at the first tee which is sympathetic to the heritage buildings nearby (refer also Table 9) and to re-design:</p> <ul style="list-style-type: none"> ▪ the clubhouse to incorporate an enlarged food and beverage/function area (making use of existing lounge room and with a verandah overlooking the course). The improvements to be consistent with the conservation plan to ensure protection of heritage significance ▪ the former kiosk to an open-sided picnic shelter
<p>RISK MINIMISATION. There is a need to reduce the number of wayward balls hitting Barrenjoey Road</p>	<p>Remove 2 sand traps on south side of 6th fairway and extend trees from the 30 metre mark to about 150 metres north for up to 15 metres. Possibly replace one or both sand traps 15 metres north. Plant more trees between 1st and 2nd fairways</p>
<p>AFFORDABILITY. The course plays an important role in promoting public health and community cohesion, so it is essential to ensure it continues to be affordable for general users</p>	<p>Continue to charge low fees to encourage participation and so benefit public health.</p>
<p>BUILDING REPAIRS. The clubhouse, greenkeepers cottage and former kiosk are an important part of the landscape but have not been systematically maintained</p>	<p>Undertake repairs as recommended in Council’s forthcoming asset management survey</p>
<p>MULTI-USE OF PARK ON OLD BARRENJOEY ROAD. The park not well used by the general community. Increased use should be encouraged</p>	<p>Allow multiple use of the park for Avalon Public School, market days (maximum 2 per year), and general recreation. Name the park to improve its identity and communication</p>

4.4 Environment

Objective: An environmentally sustainable facility that enhances local bio-diversity and water quality

This section mainly pertains to maintaining and enhancing the bushland on the course, and water quality in the watercourses which drain to Careel Creek.

Table 12: Actions to deliver environmental objectives

Issue	Action
<p>BUSHLAND PROTECTION. There is a need to protect and enhance remnant bushland, and progressively remove weeds. However, no bushland management plan or weed eradication plan have been prepared</p>	<p>Prepare a vegetation management plan to:</p> <ul style="list-style-type: none"> ▪ outline influences (eg clearing and bushfires) on the structure and composition of the bushland ▪ list the floristic composition and any distinct and identifiable ecological communities ▪ identify threatened species occurring or likely to occur ▪ map areas for future rehabilitation ▪ map and identify environmental weeds, their severity and extent; and nominate priority areas for weed management
<p>BUSH REGENERATION</p>	<p>In conjunction with local bushcare groups, develop a regeneration program including a controlled burn, followed by a program of weed control</p>
<p>MATERIALS STORAGE AND HANDLING. Council needs to ensure safe materials storage, handling and use (particularly in relation to fertilisers, and hazardous chemicals) to meet occupational health and safety guidelines and protect water quality in the catchment</p>	<p>Prepare an environmental management plan focusing on strategies to manage soil and water contamination. It should include a soil survey providing baseline data around fertiliser and machinery sheds, greens and watercourses</p>
<p>EDUCATION / INTERPRETATION. The value of the bushland is not fully appreciated by many golfers, some of whom view it more as an annoyance than an asset</p>	<p>Provide uplifting information on the bushland, such as a photo display; and sturdy interpretive sign at the 6th hole such as that used around Coogee Beach to explain the local bushland</p>

4.5 Access

Objective: A facility that is easy and safe to find, and welcoming

The entry to the course, like the entry to any popular venue, needs to be clearly marked, easy to understand, and welcoming. At Avalon, the entry is far from ideal, from the initial direction sign on Barrenjoey Road, to the narrow entry road, substandard parking, and the array of buildings that greets the visitor. (In this sense, access in this section refers only to physical access, and not access times or restrictions.)

Table 13: Actions to deliver access objectives

Issue	Action
DIRECTION SIGN. There is insufficient time to slow down once a driver sees the direction sign to the golf course on Barrenjoey Road	Erect a sign about 200 metres before the turn-off to the course, saying something like “Turn left for Avalon Golf Course 200 metres”
ACCESS FROM BARRENJOEY ROAD. Access from Barrenjoey Rd is via a narrow two-way road, which is unsafe due to the busy-ness of Barrenjoey Rd	Make the entry from Barrenjoey Road a one-way loop; and install speed humps on the entry road to slow down vehicles
PEDESTRIAN ACCESS. There is a lack of a formal pedestrian access from Barrenjoey Road, Avalon shopping centre and nearby residential areas	Create a path linking the golf course to Barrenjoey Road, Avalon shopping centre and surrounding residential areas
PARKING. The car park is not large enough to meet average demand; and needs re-surfacing and line-marking	Extend and line-mark the car park to fit about 45 cars on site, and re-seal. Relocate exit from car park further along The Crescent to improve car park function and safety. Allow parking for 16 cars on the roadside
CREATE A WELCOMING ENTRY. The course has an untidy array of sheds that face the visitor upon arrival. These could be better located	<p>Create a ‘heritage walk’ pathway to the clubhouse, complemented by heritage themed gardens and fencing, plus buggy storage area</p> <p>Replace maintenance sheds and caravan shed with a new purpose-built compound. Repave clubhouse forecourt, and add a screen wall and pergola on northern side.</p>

5 Staging plan & opinion of cost

The following tables provide an opinion of cost. They are preliminary only and require detailed costing for verification.

Table 14: Stage 1 — maintenance compound / car park upgrade

Item	m2 or Unit	Rate	Cost \$
Demolition and Rubbish / Tree Removal	1	5,000	5,000
Car park regrading and resurfacing	1700	45	76,500
Car park grading and surfacing on The Crescent	200	45	9,000
Pedestrian Pathways	450	30	13,500
Maintenance Shed and Compound Construction	1	70,000	70,000
Kiosk conversion and repair	1	7,000	7,000
Weed Eradication	1	6,000	6,000
Turf	1000	14	14,000
Entry and Course Identification Signage	1	9,000	9,000
Service Relocation & Upgrade Provision	1	12,000	12,000
Contingency Sum	5%	217,000	10,850
SUBTOTAL			\$227,850

Table 15: Stage 2 — general course improvements (items generally considered outside normal operating budget, maintenance and minor course upgrading works)

Item	m2 or Unit	Rate	Cost \$
Grading and formation of pond/ detention basin including re-turfing	1	200,000	200,000
Planting of wetland plants in pond	1500	8	12,000
Fencing to separate course from park once detention basin is built	180	30	5,400
Fencing along Barrenjoey Road for 100m (1.8m high chain mesh)	100	40	4,000
Primary Bush Regeneration / Weed Eradication Program	14000	3	42,000
Identification Signage/ Distance markers at each Tee	9	500	4,500
Seating and Rubbish Bin every second hole	5	1,600	8,000
Additional Tree Planting (25-35L stock with protective staking)	500	65	32,500
Contingency Sum	5%	96,400	4,820
SUBTOTAL			\$101,220

Table 16: Stage 3 — further clubhouse and car park improvements

Item	m2 or Unit	Rate \$	Cost \$
Clubhouse Forecourt Repaving	260	65	16,900
Pergola and Screen Wall to Barrenjoey Road side of forecourt	1	12,000	12,000
Rebuild and Extend Practice Green, Create Bunker	1	35,000	35,000
Fencing / Pavilion at Entry from carpark	120	100	12,000
Planting Bed Preparation. Mulching and Planting around clubhouse/carpark	400	60	24,000
Practice Driving Nets	1	6,500	6,500
Outdoor Furniture	1	12,000	12,000
Clubhouse Alterations and Refurbishment	150	770	115,500
Clubhouse Verandah Addition	80	770	61,600
Service Relocation & Upgrade Provision	1	15,000	15,000
Contingency Sum	5%	310,500	15,525
SUBTOTAL			\$326,025

Table 17 Ongoing priority maintenance tasks

Aspect	Repair needed	Cost \$
Greens	Re-build every green including putting green (which is too small) @ \$35,000 per green	350,000
2 nd tee	Extend to the south	3,000
4 th tee	Extend to east and north	3,000
9 th green	Install sand bunker to south of green	1,500
8 th fairway	Make hole more difficult by removing old 7 th green and surrounding sand bunkers, placing trees along final 100 metres of southern side of 8 th fairway, building two new sand bunkers nearby, and levelling off old 8 th tee	4,000
9 th tee	Extend 9 th tee south of the path	2,000
3 rd fairway dam	Place dam between 3 rd tee and 3 rd green	100,000
8 th fairway dam	Place dam in front of 8 th tee, extending slightly in front of 8 th tee	100,000
1 st , 6 th and 8 th fairway mounds	Add mounds to 1 st , 6 th and 8 th fairways (2,000 per fairway)	6,000
Tree planting	Remove 2 sand traps on southern side of 6 th fairway and extend trees from the 30 metre mark to about 150 metres north for up to 15 metres to reduce number of wayward balls hitting Barrenjoey Road. Possibly replace one or both sand traps 15 metres north.	4,000
	Plant more trees on between 1 st and 2 nd fairways	1,000
Drainage	Install as needed	5,000
Irrigation	Install extra water buchners to remoter areas (about 150 metres of pipe and a 'ditch witch')	5000
SUBTOTAL		584,500

Note: in the above table, costs include machinery hire and materials and assume all work to be undertaken by greenkeeping staff as part of normal duties

References

- Manidis Roberts Consultants (1993). Land Management Manual
- Manidis Roberts Consultants (1998). Sefton Golf Course Environmental Management Plan
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- Australian Bureau of Statistics (1999). *Participation in Sport and Physical Activities, Australia, 1998-99*
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- Australian Golf Union (1998). Environmental Strategy for Australian Golf Courses
- European Golf Association (1997). The Committed to Green Handbook for Golf Courses

Appendix: Comparison with other courses

Item	Avalon	Palm Beach	Mona Vale	Massey Park, Concord	Sefton, Bankstown	Hudson Park, Strathfield	Barnwell Park, Drummoyne	Canterbury
No. of holes	9	9	18	18	18	18	18	9
Patrons per year	32,000	NA	32,478	80,000	35,000	37/38,000 stable	45,000 increasing	35,000
Net return to Council	\$75,000	\$15,000	\$46,956	\$490,000	\$50,000	NA	\$100,000	can't disclose
Green fees (9 holes)	9 holes \$11, conc \$6	9 holes \$13.75 conc \$9.35 18 holes \$19.80 conc \$13.75	\$30.25 for 18 holes MF \$36.30 for 18 holes w'ends \$20.90 for 10 holes MF \$24.20 for 10 holes w'ends	\$23 for 18 holes \$18 fro 9 holes \$18 >4pm \$18/\$14 members, residents \$13/\$10 pens, studt	\$6.80 conc \$10.20 M-F \$13.60 S&S	\$15.40 M-F \$19.70 S&S \$9.90 2hrs b4 dark \$11 std M-F \$6.05 conc M-F	\$18.50 for 18 holes \$13.50 for 9 holes \$13/\$8 pens/conc \$8/6 stdnt	\$11 for 9 holes \$16.50 for 18 holes \$6.05 pens.
Customer satisfaction (survey)	No	No	No	No	Yes - survey shows high customer satisfaction	Yes - survey shows high customer satisfaction	no survey	Yes
Other facilities (eg café, pro shop)	Kiosk, small pro shop	Pro shop, clubhouse	Car park, clubhouse	Clubhouse, licensed restaurant, bistro, pro shop	Kiosk, pro shop	drive range, shop, barbecue	pro shop, members clubhouse	club house, pro shop, kiosk

Appendix: Comparison with other courses (continued)

Item	Avalon	Palm Beach	Mona Vale	Massey Park, Concord	Sefton, Bankstown	Hudson Park, Strathfield	Barnwell Park, Drummoyne	Canterbury
Marketing strategy?	No	Yes	for initiatives , not generally	No	None	yes	none	Yes, as one of 7 courses managed by Geoff Scott (who runs Hudson Park)
Plan of management?	underway	no	yes	underway	yes	yes	yes	as above
Environmental management plan?	no	no	no	no	Yes	not for course, council has one	no	not for course, council has one
Business plan?	no	no	no	no	No, but lessee to prepare	yes	no	as above
Other initiatives	No	No	trade days, promos to hotels for international players	No	extensive marketing & advertising	extensive marketing & advertising	no	as above
No. of greenkeeping staff	2	5	8	3-6	3	3	3 or 4	7
Is there any council course that stands out?	Avalon	'Royal' Avalon, well managed and good returns.	Avalon	Massey Park is well regarded. Windsor	A survey found that Sefton is highly regarded	Hudson Park Gordon North Turramurra	No	No