Issue 16 | Fall 2013 BY DESIGN



Excellence in Golf Design from the American Society of Golf Course Architects

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How ASGCA architects can help get the most from your budget

Also: Turfgrass in transition zones • Membership models • Renovation • Golf and communities





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Investing wisely

While the summer coming to an end (in the northern hemisphere at least!) the thoughts of golf clubs and golf architects alike are turning towards winter improvement works. As better economic news spreads across much of the world, golf clubs are realizing that, although market conditions are improving, competition for members and green fee players may only get more intense. Across every aspect of a club or course's business, managers and owners need to figure out how they can improve their offering, both in terms of the quality of the product itself and the service they deliver.

That means investing, in a sensible and sustainable manner, in a club's most important facility, the golf course itself. Money wisely spent, whether on drainage, irrigation, bunkering or other aspects of a course's design, will have a direct and rapid impact. Across the United States and elsewhere, clubs that have invested money to improve their golf courses find their business prospects improving. And now's the time to move forward.

Enjoy this issue of *By Design*.



Rick Robbins President American Society of Golf Course Architects

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BY DESIGN

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COVER



The Stone Quarry course at Mission Hills Hainan was one of many delivered under budget by the firm of ASGCA Vice President Lee Schmidt and Brian Curley, ASGCA. Photo: Ryan Farrow



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Golf participation returns to growth

Figures from Europe show that, following two years of decline, golf participation has seen a small increase. According to the newly released *Golf participation in Europe 2013* report from KPMG's Golf Advisory Practice, there were a total of 4.4 million registered players in Europe at the beginning of 2013. This represents a small year-on-year increase.

The rise comes from a combination of emerging golf markets, such as Lithuania, Bulgaria and Serbia, and more established markets such as Germany, Netherlands and France. There were, however, falls in Spain and Portugal, and a 2.7% drop in junior golfers.

The UK and Ireland is Europe's largest golf market with over 1.2 million registered players, almost twice as many as any other country in the continent. It saw a small (0.9%) decline in participation but the report notes that UK and Ireland golfers do not need to be registered to play.

The number of golf courses in Europe reached 6,811 at the beginning of 2013, a rise in 29 on the previous year.

KPMG's full report is available free of charge at www.golfbusinesscommunity.com.

India

ASGCA supports India Golf Expo

he ASGCA has signed on as a Leading Supporting Organisation for the next India Golf Expo, which will be held over March 6-7, 2014 at Oxford G&CC in Pune, India.

ASGCA President Rick Robbins said: "ASGCA salutes the IGIA for its work to promote golf in India, and for its focus on education for those who work in the golf industry in this dynamic and growing part of the world. ASGCA members are ready to help golf developers in India by designing golf courses that are environmentally and economically sustainable,

> and enjoyable for golfers of all levels." For more information and to register to attend, visit indiagolfexpo.com.

ducation

The First Tee students encouraged to 'Live Green'



The 'Live Green' educational program from Toro, The First Tee and Audubon International has entered its second year, with events at seven golf courses across the United States that will give nearly 1,000 young people the opportunity to enhance their local golf course.

Live Green provides environmental and golf course improvement education for young people at chapters of The First Tee, including handson projects to improve landscaping around the clubhouse with native plants—in addition to planting trees throughout the course, installing water-saving irrigation solutions, and renovating tee boxes and bunkers.

The program encourages young people to explore the health of their community and discover how they can give back and care for the environment. It forms part of The First Tee's Nine Healthy Habits curriculum in which participants are taught nine health and wellness topics to follow both in the game of golf, as well as in their personal lives.

Find out more via www.thefirsttee.org

Provincial loan for Cabot

The provincial government of Nova Scotia has lent C\$8.25m towards the C\$14m cost of developing Cabot Cliffs, the second course at the Cabot Links aolf resort in Cape Breton, Canada, designed by Bill Coore, ASGCA, and Ben Crenshaw. Cabot Cliffs is expected to add seven fulltime and nearly 60 part-time jobs when it opens in 2015, in addition to employment created during course and hotel construction.



New course for Atlantic Beach

ASGCA Past President Erik Larsen is the designer behind a new course in Atlantic Beach, Fla. Land within the existing Selva Marina CC was sold for housing, enabling the club—which will change its name to Atlantic Beach CC—to fund an entirely new 6,815 yard course which is due to open in October 2014.

Sarasota course approaches completion

The golf course at the new Esplanade at Lakewood Ranch development in Sarasota, Fla. is set to open in Fall 2013. Designed by Chris Wilczynski, ASGCA, the course will form part of an 'active lifestyle' village and can be set up to play from 4,636 to 6,716 yards.

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Solutions for your Environment'

New solutions for neglected courses



new project has been set up in the US with the objective of finding creative solutions to the problem of neglected and underfunded public and private open spaces, including golf courses.

The Parks Legacy Project, whose board members include golf architect Forrest Richardson, ASGCA, aims to upgrade open spaces while also creating long term financial sustainability for sites involved in the venture. "We first look for the potential to redevelop underused land. This land can either be within the property, or located somewhere else that is under control of the municipality or owner," said project board member Michael Farrar. "On a golf facility we look at ways to reconfigure the golf course, change its make-up to a shorter layout or perhaps reduce holes from 27 to 18, 18 to 9 or from a regulation length to a shorter layout."

History

Golf architect family tree in development

olf architect Richard Mandell, ASGCA, is creating a comprehensive family tree of golf course architects from the profession's earliest flowerings in Scotland in the nineteenth century to the present, global industry.

"I plan to track who worked for, with, and under golf architects and designers throughout the world from the time of Allan Robertson to the present," said Mandell. "I'd like architects to provide me with the information on which architects they have worked for, who has worked for them, and who has worked alongside them, and when."

"Any information is helpful, including partial information sent to me multiple times as things come to mind. My goal is to further the efforts of Geoffrey Cornish, who undertook a similar effort years ago." Architects can contact Richard with details of their career history at richard@golf-architecture.com.



Engh breaks ground in North Dakota

Construction is underway on a new course for the Minot Country Club in North Dakota. The new course will replace one built in 1928 and destroyed by flooding in 2011. The land was acquired by a group of the club's members who hired Jim Engh, ASGCA, to design the new course.

Jones receives GCBAA award

ASGCA Past President Rees lones has been awarded the Don A. Rossi award from the Golf Course Builders Association of America. The award is presented to individuals who have made significant contributions to the game of golf, help the sport's growth, and inspire others by example. "Rees has a unique opinion when it comes to building golf courses and believes courses don't need to be long to be challenging or hard to be fun," said Justin Apel, GCBAA executive director.



New academy for Granite

Tom McBroom, ASGCA, has added a short game academy at Granite Golf Club in Ontario, Canada. Superintendent Phil Scully said: "We have designed it so you can practise any shot you can imagine, without telling you where to go. There are an infinite variety of shots out there."

Value, regardless of price

Adam Lawrence investigates how golf architects deliver value to their clients—whatever the size and scale of the project

Alue is a difficult concept. It shouldn't be, but its subjectivity—what is value to you might not be to me, and we'd both be right for ourselves—makes any sensible discussion difficult.

Yet the idea of value is of vital importance in any industry. Business thinkers identified many years ago the concept of 'adding value', which is to say how a particular individual or process contributes to increasing the final selling price of a product or service. Understanding how you personally add value to the operations or projects you are involved with helps cut through the quick and focus on what clients truly want. For golf architects, figuring out where they add value is not straightforward. The concept of the signature designer—whether ASGCA founder Robert Trent Jones Sr, the creator of the idea—or someone whose signature worth derives from more his playing career such as Jack Nicklaus, ASGCA—implies that the very name of the architect has value. The signature designer concept hangs on the belief that clients will choose such a name over a different architect because the brand name helps their business.

Even signature designers need to add additional value, though, and for those not fortunate enough to have a powerful brand, the necessity to understand their value to clients is even more important. Golf design, though crucial to the success of any golf project, can sometimes be difficult to quantify. The old saying 'what can't be measured, can't be managed' is not true, but many still think it is, and so too often, the quality of a designer's work is judged only in numerical terms: did the project come in on time and on budget?

Not to downplay the importance of on time and on budget, but it isn't the only factor that matters. One developer told me, while researching this article, that while sticking to schedule and budget was critical, it was, if anything, more

Ray Hearn, ASGCA, remodeled Island Hills in Michigan to offer multiple options for play, broadening its potential customer base

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The key way that golf architects add value is to **Understand the goals** of the client, and deliver for him a project that meets, or ideally exceeds, those goals within the budget available

important still to do something truly special on each project. The reason, he said, was that in golf, differentiation is everything. To be a success, a course needs to stand out in some way. It needn't be the biggest, the fanciest or the most expensive—indeed in many cases, those are actually negatives—but it does need something that identifies it from all the competition. "In general it is pointless penny pinching on the course," he said. "Design it right, budget right, understand the ongoing investment and build it properly and maintain it afterwards. I think an enjoyable golf experience in a great landscape and environment will stand the test of time."

The problem with this is that standout features often cost money. Lots of large, high impact bunkers will make a course visually dramatic, but the construction cost and the ongoing maintenance bill will make operators wonder whether the choice was a wise one.

So what else do clients value? Consensus from a range of architects is that personal care and attention is a highly rated aspect. "You have to be authentic, to be yourself, and you have to be able to deal face to face with key people," one told me. "People do not like being sold to by one person and then transferred to another."

What's really crucial to remember is that, as we said at the top of this article, value is different to everyone. From an individual golfer's point of view, a \$30 greens fee might be poor value for a particular course at a particular time, while a \$100,000 membership initiation might seem like a steal for another course. Therefore, the key way that golf architects add value is to understand the goals of the client, and deliver for him a project that meets, or ideally exceeds, those goals within the budget available.

This sounds simple, but it's not. Not all clients, whether they be developers trying to put together a large golf and housing project in an emerging market, or the board of directors of an old established golf club, can necessarily explain their goals in clear terms. "We want to be the best" is a common refrain, but what does it actually mean? Much of the time, it is for the golf architect to figure that out, which reflects another key way in which designers add value. They are, or should be, the client's closest, most independent advisor.

Examples of how this manifests itself abound. Many architectsincluding Bobby Weed, ASGCA, at Deltona Club in Orlando, Fl., and ASGCA Past President Erik Larsen, in a current project at Selva Marina Country Club in Atlantic Beach, Fla.—have helped course owners transform the economics of their businesses, by remodeling courses to allow the sale of some land for real estate development. Examples of great design work turning around courses that were struggling are also common, as are cases where designers have been able to help clubs access funding for development work, such as the First Links program sponsored by ASGCA and the PGA of America. Or projects such as the Island Hills remodel in Michigan, previously covered in By Design, where Ray Hearn, ASGCA, created a new routing that enables



the golf course to be played in many different ways for beginners, junior golfers and experts alike.

Big money projects are just as much in need of value-based thinking as small ones. Golf projects don't come bigger than the two Mission Hills complexes in China, the original in the city of Shenzhen and the other on the tourist destination of Hainan Island. But here too, value thinking was at the heart of the way the course designers, led by Brian Curley, ASGCA, and ASGCA Vice President Lee Schmidt, went about creating the golf. The Hainan location, for example, was chosen not for its natural golfing features, but rather because of its convenience. To build



Clockwise from left, Deltona Club in Florida; the new design for Selva Marina CC (which will be renamed Atlantic Beach CC), also in Florida; and Eagle Ranch in Colorado

ten courses, quickly on such a site was a huge challenge, but, acting as lead contractor as well as designer, the Schmidt-Curley team delivered the projects on time and under budget, courtesy of some outside the box construction thinking.

Golf is a recreation, but it's also a business and an important use of land. So value—not necessarily financial value, but things a community finds valuable and useful—can often be delivered by finding additional uses for golf course land. Golf courses can serve even those who don't play, as ASGCA Past President Larsen proved at Eagle Ranch in Colorado, where biking and running trails crisscross the course. Or they can act as flood retention basins for surrounding built-up areas, as is the case at the Dubsdread course in Orlando, where Mike Dasher, ASGCA, rebuilt the course to provide stormwater storage facilities.

The role of the golf architect, then, is not simply about finding the best golf holes on a particular piece of land, but acting as a facilitator, sometimes helping clients figure out the right business model for their particular location, sometimes advising on environmental management issues, sometimes just serving as a sounding board. It's this wide range of skills that makes golf architects unique; and it is, fundamentally, how they add value for clients.

ADDING VALUE

ASGCA architects can add value to golf course developments in many ways. When discussing your project with an architect, consider:

How can we optimize the budget that is available for work?

Are there opportunities to raise additional revenue through land sale?

How can we improve our appeal to existing customers?

What can we change in order to broaden our customer base?

To find an ASGCA member architect, visit www.asgca.org

Converting to bermuda is a **trend-setting** move for golf courses to consider as they look to the future of environmental sustainability

Lester George, ASGCA

Turfgrass in transition zones | ASGCA

Turf choices

The trend towards bermuda greens on transition zone courses is accelerating. *By Design* asks why.

henever you are managing turfgrass in a transition zone, you are going to have pain at some time of the year," says Ken Mangum, director of golf courses and grounds at Atlanta Athletic Club. "The decision you have to make is where and when to take that pain."

More and more, clubs across the centre of the US-and in other transition zones around the world have concluded that the answer to that question is 'in winter'. Rather than fight to keep bentgrass greens alive in the heat of summer, when people want to play golf, they are opting to regrass their courses with new strains of ultradwarf bermudagrass, accepting that in the dead of winter, they may have to cover the greens to protect the bermuda against the cold. And the dividing line between 'bent best' and 'bermuda best' is moving north every month.

Only a couple of years ago, central Virginia would have been perceived

by most as much too far north to plant bermuda greens. But two recent projects have proved that wrong.

In Portsmouth, Va., Lester George, ASGCA, has recently completed a greens renovation at the Suffolk Golf Course, whose first nine holes were built in 1952 by Dick Wilson. At Suffolk, summer heat was wreaking havoc on the bentgrass greens. "Inevitably, we would have two or three greens die every summer, and we were forced to put up temporary greens, which weren't very good for business," says head professional Eddie Luke. So the club, led by superintendent Joseph Riddick, decided to switch to Champion ultradwarf bermuda, and hired George to oversee the switch, while returning the greens to Wilson's original designs. "I am a big fan of Dick Wilson's work," says the architect. "We made sure the greens conformed to their original size, shape and contour—and this allowed for the restoration of the

internal contour to the greens. These new bermuda grasses are turning out to be just as good as bent in warmer climates. They are much more disease resistant and heat tolerant. We will likely see more golf courses converting to bermuda grass greens. This is a trend-setting move for golf courses to consider as they look to the future of environmental sustainability."

Further north still, The Dan Maplesdesigned Blue Heron course at Ford's Colony CC in Virginia has reopened after a nine week shutdown to convert its greens to Champion. Ford Colony believes it is among the most northerly courses in the US to move to bermuda.

It isn't just the US, though. In Japan, where golf courses have traditionally dealt with the seasonality problem by maintaining two separate greens one warm season, one cool—for each course, an obviously expensive and environmentally damaging solution,





Suffolk Golf Course (main pic) and Atlantic Athletic Club (top right) have transitioned to bermuda. Pinehurst has converted its No 1 course and will do the same for No. 2 (bottom right) after the 2014 US Opens.

the newer bermudas are gaining traction. Koga Golf Club in Fukuoka has become the first in the country to plant a full 18 holes with MiniVerde, supplied by American firm Atlas Turf International, and observers reckon the results could lead to many others following suit.

"The MiniVerde holds up better in the summer and gives the bentgrass greens a break during the summer months," said Dr Noriaki Aoki, Koga's assistant general manager and director of maintenance. "Some people worried about the MiniVerde greens being too fast in the winter, but they don't get as fast as zoysia in the winter. The grass blades are more upright than zoysia and can control the putt better."

If Atlanta Athletic's decision to convert (which was covered in an earlier *By Design*) was the tipping point, then the recent announcement by Pinehurst that the No. 2 course will be transitioned next year, after it hosts the US mens' and womens' Opens back to back must be the final proof that the pendulum has swung in favor of warm season grasses.

No. 2, which recently finished an acclaimed restoration at the hands of Bill Coore, ASGCA, and his partner Ben Crenshaw, will be the fourth of the resort's eight courses to switch to ultradwarf.

The conversions follow successful installations of ultradwarf bermuda greens at Pinehurst over the last year. Thistle Dhu, the new putting course, has become very popular since opening in August 2012, and the greens on No. 1 were converted last July. Because ultradwarf bermuda greens are installed with sprigging rather than seeding and thrive in the heat, No. 1 reopened for play in just 60 days.

The three courses will be converted to Champion ultradwarf bermuda "We're always looking to enhance the Pinehurst golf experience, and these conversions will allow our members and guests to experience championship conditions for even longer portions of the year, and regardless of weather," says Pinehurst president Don Padgett II.

"Bermuda has improved significantly over the last several years with the development of the ultradwarf varieties and establishment of best maintenance practices. They have become a great option for the North Carolina climate," says Bob Farren, Pinehurst's director of grounds and golf course maintenance. "Our members and guests have been thrilled with the results on No. 1 and Thistle Dhu, as we've been able to sustain firm greens with a smooth, fast and consistent roll. We're excited to be able to maintain those conditions on three more courses."

ASGCA member architects have the experience and expertise required to help you make decisions about the turf choices that are best suited to your course. Visit www.asgca.org to find an architect near you.







EXPERT VIEW

Membership models | Larry Hirsch

Does more use equal more revenue?

Larry Hirsh explains how golf clubs should structure membership models

oes more utilization of the golf course mean more revenue? This issue recently came up at a private club I know. The club has a strong membership and excellent facilities. Access to the course is plentiful, and is one of the things the membership is willing to pay for. Some club staff and leaders, seeking to enhance the club's economics are looking to increase the utilization of the golf facilities. This can be a double-edged sword.

Often, one of the objections to playing golf, especially during weekends and holidays is crowded course conditions. At a private club, this can be the a big detriment, not only to member use, but also stability in membership. Many club members are busy folks and can't play whenever they choose. If, when they can get to the course, there's no space for them to play, it's hardly surprising that they will become less likely to retain their membership. It also diminishes the quality of the experience for those who can play on flexible schedules because the course is always crowded if there are too many members. How do clubs establish what is the right number of members?

When we look at clubs, it is important to understand that there is no right number of members for all clubs. Each club has its own behavior patterns. Clubs have membership ages and makeups that can dramatically impact how much the facilities are used. For instance, a club with an older membership with many wintering away from home, perhaps in the South of the US, will play fewer rounds than a club with a younger membership where the entire family may participate. There may be opportunity to increase utilization at the older club, but the younger club, even if it has many fewer members, may be at full capacity. First, ask yourself some questions:

- How many rounds does each membership generate?
- How many rounds does the club want?
- How many rounds can the course (physically) handle?
- What kind of practice and other facilities does the club have?
- What does the future membership look like?
- Is the club truly family friendly?

Once you know these and other answers, the club can determine how many rounds it truly wants and establish that as a benchmark for calculating utilization rates. Simply dividing the number of rounds played by the total capacity of the golf course may very well produce a distorted view of the utilization rate at your club.

Of course, this metric is much different for daily fee courses, who seek to maximize profits. While user experience is important, most will do whatever customers will accept to maximize the bottom line, as they should, being for-profit enterprises. Again, each one is different and the balance of fees and volume (rounds) must be analyzed and considered to identify the best fit.

The concept of utilization rates can be useful in analyzing a club's performance, but only if the maximum is clearly understood and accurately established. It varies from course to course and rarely (if ever) should be based simply on the number of playable hours based on daylight and weather.



Larry Hirsch

Larry Hirsh is the founder of consulting firm Golf Property Analysts, which he established in 1988. A member of the Counselors of Real Estate (CRE) and the Appraisal Institute (MAI) as well as a Fellow of the Royal Institute of Chartered Surveyors, he is a graduate of Penn State University and has served as past president of the Central Pennsylvania Chapter of the Appraisal Institute and the Society of Golf Appraisers. Renovation roundup

Course improvements

By Design highlights some recent examples of how ASGCA member architects are helping golf clubs to improve their facilities.

s economic activity begins to pick up, and golf operators continue to consider how best to position their club for long-term economic sustainability, many are deciding that the time is right to make investments in their

facilities. While each club faces its own unique set of circumstances, ASGCA member architects have the experience and expertise necessary to advise on how a golf course can best be improved to meet the goals of its owners, members, guests and local community. The following pages highlight a number of recent projects where ASGCA architects are working with the clubs in order to address their individual requirements and help them succeed in the years ahead.

PREVENTING FLOODING AND IMPROVING GOLF

ASGCA Secretary Greg Martin plans to start a major reconstruction of the historic Oak Meadows course in Addison, Ill., next year. Built in the 1920s as the Elmhurst Country Club, and host to the 1941 Chicago Open, won by Ben Hogan, Oak Meadows was acquired by the Forest Preserve District of DuPage County in the 1980s.

"We have long known we had a wonderful piece of land here, marked with old growth trees, hickories and oaks, and providing a real classic golf experience," says Ed Stevenson, director of golf operations. "In recent years, we have recognized some opportunities not only to improve the course, but to improve the property as a whole. As a Forest Preserve property, we want to make it as high quality a piece of forestry as we do a golf experience for the Chicago area golfer."

After a nationwide search, DuPage Golf appointed local architect Martin. "The neat thing about this place is that it's a quintessential Illinois landscape," he says. "It has hardwoods, it has topography, wetlands. It has flooding issues and it has prairie—a bit of everything. One of the goals of the project is to make the course more flood resistant. As we started into that, we realized we had a features—all the bridges and walls are

great opportunity to make the golf course something special too. Particularly in an area surrounded by urbanization, you're going to feel as though you're being taken away from that a little bit. Hole 17 is going to be a great, strong par three through the woods. The finishing three holes will take you out into an environment that's pretty spectacular. We're going to naturalize features—all the bridges and walls are going to go—and expand some wetlands to provide stormwater management."

"We aim to improve the wetlands and the water quality for Salt Creek, while ensuring the golf course will stay dry," says Stevenson. "But we also want to take the existing practice facilities and improve them—not just the range, but also chipping greens and the like."

Greg Martin's design for Oak Meadows will improve not just the course, but the property as a whole

MORE PLAYABILITY AT COLUMBIA



Columbia CC's renovation has seen improvements to drainage, irrigation, turf, aesthetics and playability

Columbia Country Club in Missouri has reopened its course following extensive redesign work led by architect Jason Straka, ASGCA, of the Fry/Straka firm. Dana Fry, ASGCA, is the firm's other principal.

Ten holes were rebuilt or rerouted, and the remaining eight holes and the practice facility were renovated. In addition, 2,000 feet of Army Corps of Engineers jurisdictional stream were restored on two holes, adding to the environmental benefits of the renovated golf course.

A number of challenging factors required consideration as Straka drew up plans for the redesign. The course is landlocked by surrounding development roads, freeways and an abandoned Missouri Department of Transportation site. It is also bisected by a small river, which courses through a deep ravine. As the golf course originally was built in the 1920s, the property on which it is situated is quite small. Over the past few years, a resurgence in commercial development along the course's southeastern boundary began. Municipal decisions, such as a new freeway exit, a new bridge spanning the river and a new access road, directly impacted the golf course, taking out a portion of three holes. Consequently, all of the back nine holes had to be redesigned and some holes completely relocated in order to keep the overall yardage. The rebuilt holes feature significantly-improved drainage, irrigation, turf-growing conditions, aesthetics and playability.

The new holes are wider and more playable, yet shots into the greens can be demanding. The course now ranges from 4,702 to 6,527 yards. Stilling pools were created throughout the streams to control sedimentation, and hundreds of native riparian plants were installed along the streams.

Furthermore, a commercial development resurgence has taken place in recent years on the south-eastern boundary of the course. This meant that the back nine holes had to be redesigned and some holes completely relocated in order to keep the overall yardage.

OCTOBER OPENING FOR TEXAS A&M



Texas A&M's new course opens in October

The new-look golf course on the campus of Texas A&M University, renovated by Jeff Blume, ASGCA, is set to open in late October.

Blume's redesigned course, par 71 and just over 7,000 yards in length, will include 158 bunkers.

"We intended it to be an early-American style golf course, something that harkens back to the designs of Seth Raynor, CB Macdonald and AW Tillinghast," says Blume. "They were really the pioneers of golf course design in the United States. Theirs was outstanding work: we wanted to do something that really pays homage to them, and I think we've done that." The elevated greens create a lot of interesting chip shots and playability factors around the putting surfaces that I think people will enjoy. The wide fairways are generous and the idea is to get people around this course in four and a half hours.

Blume has sandcapped the clay soil of the course's fairways to improve its drainage, while restricting the contouring and mounding of the property to make maintenance easier for the university's greens crew. The original course opened in 1950.

CHIPPING AREAS FEATURE AT PALOS VERDES

Palos Verdes Golf Club in Los Angeles recently completed a renovation headed by Todd Eckenrode, ASGCA Associate and his firm Origins Golf Design.

The work included improved bunkering across the course, new chipping areas on every hole, and greens replaced and extended on specific holes.

Originally designed by architects George Thomas and William Bell in 1924, the course is designed with a focus on accuracy and shot-making, and features extensive use of natural hazards. Eckenrode says the renovations aim to improve playability and course interest, while keeping the integrity of the original design, which includes keeping a focus on the coastal views.

"The views alone make playing this course a magnificent experience, and the updates to the bunkers, greens, tees and new chipping areas have our members buzzing with anticipation and excitement," said Steve Hockett, general manager and chief operating officer at Palos Verdes. "Our superintendent Pat Gradoville and his expert staff, along with a world-class team of consultants including golf course architect Todd Eckenrode and his team at Origins Golf Design, who specialise in classic golf course design, and Oliphant Golf Course Construction, have all worked together to ensure that the end result is improved conditioning and playability, which stays true to the original treasured and historic design." Economic Development | Adam Lawrence

Golf's role for communities

Adam Lawrence reflects on the ability of golf to bring economic development to vulnerable or struggling communities

There's no secret why governments and tourist authorities around the world are keen to see golf developed in their countries and regions. Golf tourism is big business, and golfers are among the best, highest spending visitors a destination can have. Around the world, from Thailand to Turkey, Cabo to the Costa del Sol, any number of successful tourist destinations give testimony to the power of golf as a source of economic development.

The danger with golf tourism is that it can sometimes appear to have been parachuted in from another world, and visitors may seem disconnected from the communities which they are visiting. This is most obvious in areas with no previous connection to golf: the development of the Belek coastline near Antalya, Turkey, for golf tourism over the past fifteen years has been, in many ways, a spectacular success, with over a dozen courses in close proximity and many thousands of golfing visitors bringing precious income to a region that was previously rather poor. But the Belek resorts are almost entirely self-contained. Yes, the hotels and golf courses have brought investment, visitors and jobs to the region, but how much of that

is going into the pockets of locals? If golf is to achieve its potential as an engine of economic development, it needs to connect with communities. Otherwise, we run the risk that golfers will seem to locals as 'white settlers', and their presence will be resented, rather than welcomed.

Examples of best practice of this kind abound in the golfing world. The stunning success of Bandon Dunes Golf Resort has brought fame and fortune to a part of southern Oregon that was previously a backwater. Although most golfers seem to stay exclusively on property during their visits to Bandon, the appearance of the Bandon Trails and Old Bandon courses in the town, and the growth of many tourist-focused businesses in the region shows how the resort has transformed its economic prospects. And developer Mike Keiser's next project, the proposed Bandon Muni course to the south of the town, which will be designed by architect Gil Hanse, ASGCA, will connect the local community even more closely with golf, offering preferential rates for locals and securing the future of a large amount of coastal land, while bringing still more high-spending golfers to the area.



Adam Lawrence

Adam Lawrence is editor of *Golf Course Architecture* and a contributor to *Golf Monthly* and *Golf World* in the UK. Educated at Oxford University, he has been a journalist throughout his professional life.

I was prompted in this line of thinking by a visit, in July, to County Mayo in the far west of Ireland for the opening of the third nine holes at the Carne Golf Links. The story of Carne is well known: how a group of locals, led by Eamon Mangan, conceived that a world-class golf course in the huge dunes of the Mullet Peninsula, would help the run-down economy of the region, and convinced Irish golf architect Eddie Hackett, then well over the age of 80, to design the course for practically no fee.

Twenty years on, and Carne is another stunning example of the power of golf to transform economic backwaters. The streets of Belmullet, far from being full of shuttered-up stores and houses, are thriving, and the course has now expanded to 27 holes. American architect Jim Engh, ASGCA, a long-time admirer and life member of Carne, initially drove the project, and Scottish designer Ally McIntosh completed the holes. With new hotels and restaurants springing up around the area, Carne and the Mullet region, though still a hike from any starting point other than perhaps Sligo, have become part of the modern world. And it is golf that has got them there.

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*Based on research conducted by New Mexico State University.



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