JEKYLL ISLAND GOLF CLUB MASTER PLAN

SEPTEMBER 16,2020

VINCENT DESIGN

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EXECUTIVE SUMMARY

In 2016, the National Golf Foundation (NGF) was retained by the Jekyll Island Authority (JIA) to evaluate the operational and economic performance of the Jekyll Island Golf Club. Upon completion of the NGF review, a final report was issued entitled "Jekyll Island Golf Club– Assessment and Recommendations for Jekyll Island Authority Golf Program". Based on these findings, in 2017 the Jekyll Island Authority issued a Request for Information (RFI 240) to solicit firms who provide experience in golf course architecture, golf course renovation/construction and operations. The material provided by the twenty-two firms who responded, would be used in conjunction with additional information available to JIA, to determine the best course of action to fulfill the golfing needs at Jekyll Island.

In 2019, the Jekyll Island Authority issued a Golf Course Master Plan Request for Proposal (RFP 356). The overall objective is to create a Golf Course Master Plan that will provide direction to ensure the future success of golf on Jekyll Island. The Golf Course Master Plan was developed while taking into account a number of factors including current course conditions, modern day trends, operational budgets, economic performance, conservation, recreation, educational opportunities, NGF assessment, as well as programs currently in place specific to Jekyll Island. The plan provides overall direction which will allow for Jekyll Island to identify potential options that are present in order for the Jekyll Island Golf Club to become financially sustainable.

Vincent Design– Golf Course Architecture, assembled a team that included Golf Course Architects, Land Planners, Environmental Consultants, Landscape Architects, and Architects to provide expertise and input during the Golf Course Master Plan process. The design development consisted of three phases, Site Analysis and Due Diligence, Schematic Design and Final Design. Presentations were made available to the public and Jekyll Island Board which chronicled the process and provided the opportunity for input for each phase.

The Jekyll Island Golf Club is the largest public golf course in the state of Georgia with its current 63 hole layout. It was not uncommon during the 1970's until the early 2000's for the golf courses to have well over 100,000 rounds a year. It was also during this period the Golden Isles continued to flourish and additional courses were constructed in the surrounding area began to compete with Jekyll Island. There are a number of factors that have contributed to the overall decline in golf. The surrounding competitors continue to improve their existing facilities and are experiencing a higher volume in regards to rounds per 18-holes. The golf component at Jekyll Island is well behind the competition. With the ability to capitalize on the higher volume of tourist the island had experienced with new hotels, the convention center and recreational offerings, Jekyll Island has proven it can entice people to the island. Golf was once profitable and is now experiencing the exact opposite of that success. The long term economic sustainability of the Jekyll Island Golf Club is currently at risk. While operating with a substantial deficit for many years, the Jekyll Island Authority has subsidized the golf operations with a larger than normal amount of money.

EXECUTIVE SUMMARY

The current layout has surpassed its life expectancy in many regards including some components of the Pine Lakes course which was last renovated in 2002 and is now 18 years old. With the exception of Pine Lakes, no large scale renovation or re-design has occurred on the island since the courses were first constructed. An unprecedented amount of advancements have been made in the golf course design, agronomics, construction and maintenance practices since the introduction of golf on Jekyll Island.

The Golf Course Master Plan process allows Jekyll Island the opportunity to consider the overall size of the current facility and what options exist while taking into account all the available data that is currently available. While considering the information that has been presented by numerous golf industry professionals on design, operations, environmentalists, land planners, landscape architects and architects that have been involved with the process over the last four years, it is apparent changes must occur at some level. All the data points towards a reduction in the overall golf component.

The current layout does not align with the Islands mission as stewards of the environment. The proposed master plan addresses items such as turf reduction, minimize aquifer withdraw for irrigation, introduction of indigenous plant material such as native grasses and re-establishing maritime forest are more environmentally sound practices which is conducive with Jekyll Island's mission.

Jekyll Island is unique in every sense of the word. Although it is a state park of Georgia, it is not found on the state park listings for Georgia. It is one of three state parks that operate by a self governing body. The island boasts a long and impressive history and must maintain a balance between conservation, historic preservation, wildlife and development. The island has experienced a transformation over the years that protects the core values established by the state of Georgia, but also created an atmosphere that brings a modern flare to what the island offers while still maintaining a distinct identity. The Proposed Golf Course Master Plan incorporates these principles and ideas into the plan.

JEKYLL ISLAND GOLF MASTER PLAN

HISTORY OF JEKYLL ISLAND GOLF

Jekyll Island has enjoyed a long and prosperous relationship with the game of golf. The island contains the largest number of public golf holes in the state with 63 holes. The first course on the island was designed by runner-up in the first US Open (1895) Willie Dunn, Jr. in 1898. According to accounts, the course was very basic and included sand greens. In 1910, famed architect and founder of the American Society of Golf Course Architects (ASGCA), Donald Ross was commissioned to design a course on what is currently the Oleander Golf Course. The golf course was not completed by Donald Ross and there has been speculation that it was due to the low lying piece of land that remained very wet.

In 1924, the United States Golf Association (USGA) selected Jekyll Island as a testing site for steel shafts and a newly designed golf ball. The historic significance of these two items resulted in a dynamic change for the game as we know it today. From 1924 until the early 1970's there were a number of versions and variation of shafts but they remain largely popular today.

Walter Travis had established himself as one of the top amateur golfers having won the US Amateur in 1901 and 1903 as well as the British Amateur in 1904. Travis had recently completed the design of The Plantation Course at Sea Island when he was commissioned by the members of the Jekyll Island Club to design what is currently the Great Dunes Course, which was originally 18 holes.

Dick Wilson and long time protégé Joe Lee were hired to design the current Oleander Course in 1964. Upon Wilsons death in 1965, Joe Lee was commissioned to design Pine Lakes Course in 1968. Pine Lakes was renovated in 2002 by Clyde Johnson. The Indian Mound course was also designed by Joe Lee in 1975.

GREAT DUNES EVALUATION

The purpose of the Golf Course Master Plan Site Analysis is to dissect the existing condition of the golf course and facilities to determine the age and longevity of each component that makes up the golf course. We reviewed the overall design characteristics, routing, sunlight, vegetation, drainage, construction techniques, quality of turf and management of the facility. The following is a review of the existing golf courses.

GREAT DUNES COURSE

A historic Golf Course designed by Walter Travis in 1927. The course was an exciting classic dune course designed with the back nine holes bordering the Atlantic Ocean. The Dunes course closed in 1942 and was reestablish in in the late 1940's and again in the 50's but the back nine was lost due to dune and beach erosion. Over many years, an effort was made to make the course more playable for the average golfer and this resulted in the removal of sandy dunes, eliminating bunkers and softer green contours. Unfortunately, the years of modifications, greatly changed the classic course. The result seen today is a course with much more maintained turf than was originally present and a series of 9 holes that have lost much of the original intent and design elements. Golf plays a vital role in the history of Jekyll Island and the Great Dunes Course is a vital component of Jekyll Island. There is a great deal of potential for this course and Jekyll Islands future.

GREENS: The greens are extremely small and have lost not only their original shape but unique contouring that Walter Travis was known to incorporate within his designs. The greens are constructed using the push up technique, meaning they are constructed entirely out of sand, which was common during this era. In 2018, the greens were re-grassed with TifEagle using the "no till" method. This process consists of spraying the existing turf, scalping and verticutting the putting surface, aerifying, and installing new turf in the form of sprigs.

TEES: The tees complexes are small for a 9-hole course and are in need of laser leveling. Over the course of time, a portion of the tees have been re-located.

GREAT DUNES EVALUATION

GREAT DUNES COURSE

FAIRWAYS/ROUGH: With the elimination of the many dunes that once existed, the fairways have become very flat and have resulted in certain areas holding water causing drainage issues. The current Bermuda grass is a old strand and a number of mutations as well as other varieties are present. The turf area that is currently being maintained for a nine hole course is large.

BUNKERS: A number of original bunkers have been eliminated while others have been added at some point in time. The bunker on the 5th hole was restored to historical accuracy. A majority of the current bunkers have lost their original shape and strategic value. Known for incorporating deep bunkers, it is apparent that all the bunkers have become shallow and flat in nature.

OVERALL DRAINAGE: The course relies on natural drainage. This is predominately due to the fact is was constructed on sand. Since there are a number of flat areas both in and out of play, water is prone to puddle. A formal drainage system is not present.

IRRIGATION: The irrigation system is extremely old and outdated hydraulic design. The layout mainly consists of a single and double row system. The mainline is sized incorrectly which effects the watering window. The result has been a system that is subject to constant repairs.

PRESENT COURSE LAYOUT: The current layout generates the feeling of a municipal golf course. The Great Dunes course has wide open fairways, minimal bunkering, and small greens, which provides a good course for beginners. Given its historical significance, the current layout presents a missed opportunity that Jekyll Island should take full advantage of as future options are considered. The yardage is 3229 which is adequate for an old sea-side links course.

OLEANDER EVALUATION

OLEANDER COURSE

Built in 1960's on the site of what was a Donald Ross designed course, the Oleander course is a Dick Wilson design with good strategy and memorable holes. Over an extended period of time the course has deteriorated due to lack of significant upgrades or restoration projects. As was typical during the time of construction, many architects would "sheet flow" the water off the course versus installing a proper drainage system to eliminate the surface water. The low elevation and lack of contouring in the fairways make this course difficult to drain therefor it is prone to flooding. As a result, the course is forced to eliminate play a number of times during the year due to drainage issues which directly impacts the revenue. The site provides memorable canvas for golf with beautiful views of water bodies, natural vegetation and stately trees on a majority of the holes.

GREENS: The greens are not constructed according to the United States Golf Association (USGA) guidelines. The current greens were constructed with a California modified technique. In 1981, the original putting surfaces were stripped and re-grassed with Tifdwarf Bermuda. The process included only a removal of the top few inches of sand, which was then replaced and grassed. Likewise, a procedure was not in place to construct the green to its original size. It is not uncommon for putting surfaces to shrink as much as 20% over a 10 year period which is why the greens appear to be on the small size, this is due to the age of the surfaces. The overall relationship between the green and greenside bunkers being located further away is another indication of the shrinkage that has occurred over time. The green contours lack definition and have softened over time. The greens no longer relate to their surroundings. Due to the high tree canopy, a number of greens are being subjected to above average shade issues which is not conducive to growing healthy warm season grass.

OLEANDER EVALUATION

OLEANDER COURSE

TEES: Tees were designed to old standards, in a straight line to the hole with two markers on the back tee and one forward tee for the ladies. The tees are narrow and long but do not provide adequate space for multiple marker placement despite the fact that have now been adapted to a more modern five marker set-up. At some point, additional tees have been added but lack adequate spacing. A number of tees are perched up, which can create an issue in regards to accessibility. The tee complexes lack variety in regards to distance and angles as it relates to the modern game. A majority of the tees are receiving too much shade from the tree canopy which is resulting in thin unhealthy turf. At first glance, the tees may appear to have little wear and in relatively good condition from a turf standpoint. At the time of our review, the course had been closed due to a rain event, therefor little play had occurred.

BUNKERS: There are a number of bunkers particularly on the back 9 that are actually at a higher elevation than the fairways. The reason for this feature was to allow for better drainage on an otherwise flat site. The bunkers have lost much of their original shape (outline) and profile (depth and relation to green surface). At some point, a plastic liner was installed in the bunker floors, beneath the sand. This has impaired the bunkers from draining adequately. It appears that a major bunker renovation has not taken place since the initial construction of the course. However, new sand has been added over the years and as a result, the bunker floors have soften and become flat, resulting in drainage issues. There are a number of holes where the fairway bunkers no longer play into the original strategy due to encroachment of the existing vegetation.

FAIRWAYS/ROUGH: During the time period the course was designed, it was typical to build up the features (tees, bunkers and greens) as this method would provide not only the impression there existed more elevation change than was actually present but also allow for better drainage. This concept would also allow for the construction costs to remain low and as a direct result the fairways would remain relatively flat which leads to poor drainage. Over time, what little contouring that was present has been lost, which is not uncommon and can be attributed to a number of factors such as settling, years of mowing, and thatch buildup. With close to 50 years of increased vegetative growth, the surrounding trees and understory vegetation on a majority of holes are showing signs of significant turf decline due to inadequate sunlight and air movement. From the information we have been able to obtain, the turf appears to be the original Bermuda and is well beyond the expected life cycle. It is difficult to maintain healthy warm season turf without adequate sunlight.

OLEANDER EVALUATION

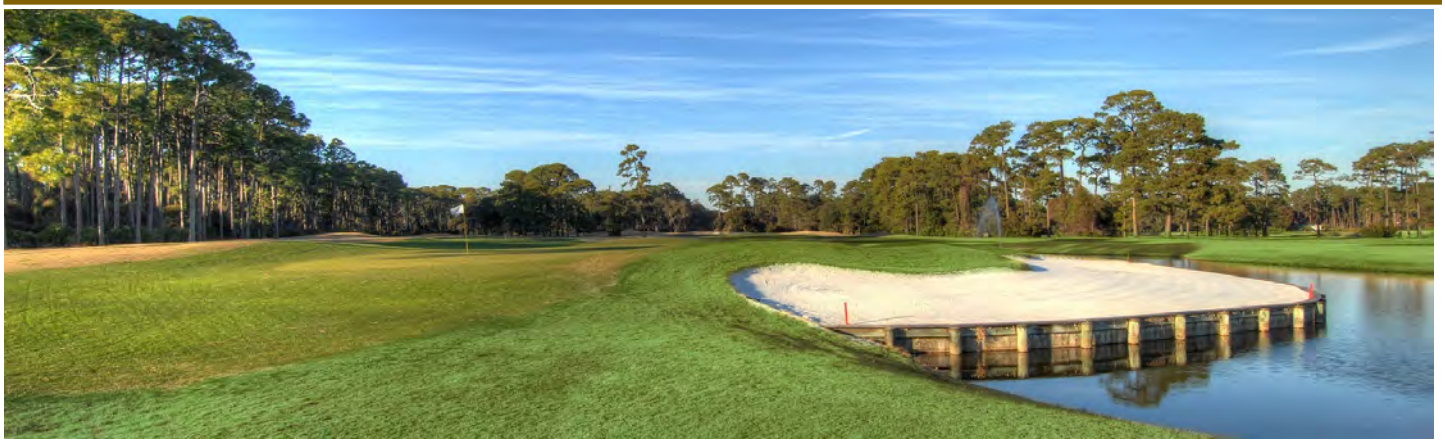
OLEANDER COURSE

DRAINAGE: The lower elevations on this portion of the property, lack of contouring and proper drainage system has resulted in a course that will continue to have severe drainage issues unless major changes take place. In addition, we have seen tidal changes occurring, and this also impacts proper drainage. A good example of this problem would be holes 11, 12 and 13. An adequate drainage system cannot be established without elevating these holes at a minimum of 3' or more. The cost of importing material, and installing a new drainage system would be costly. Ultimately, drainage tile should be installed in tees, greens bunkers and fairways. There are records indicating that some drainage was installed on holes 1,4,11,12 and 15 in both 1986 and 1987. The existing drainage swales which are located in the interior of the wooded areas between holes have been neglected over the years and no longer serve their purpose. The swales should be properly maintained in the future, although, this will not solve the current drainage problem. The outside drainage is tied into a series of pipes throughout the course and reestablishing this concept might improve drainage.

IRRIGATION: The water source is derived from wells which pumps the water into the lakes and then dispersed throughout the course. The pumps are older and in need of improvement. Water is the life line of every golf course so it is imperative that an irrigation system is operational and reliable. There were improvements to the original irrigation system made during 1981, but a majority of the original system remain. The current system is a block system which provides little to no head control. Overall, the irrigation is outdated and inadequate. The staff are constantly making repairs to the system due to the age and dated components.

PRESENT COURSE LAYOUT - Routing, Strategy, and Playability: When the golf course was first developed 50 years ago, it was a great addition to Jekyll Island. Over this time, many of the holes have lost their character, it is apparent on holes such as 1,2,3,10,11,12,16,17 and 18. The overall decline of Oleander has been taking place for many years and can be attributed to outdated construction techniques, economic factors, loss of revenue, reduction of maintenance budget, maintenance issues, environmental issues, and shade issues have all played a role in the current course conditions. The site has many advantages and so much to offer such as the large oaks, Pines, and Palmetto but many are hidden due to the dense woodland. There are great views across the large tidal basin on holes 4-8 and again on 11-13. The overall distance of the course is 6521 Yards.

PINE LAKES EVALUATION



PINE LAKES GOLF COURSE

Originally built in 1968 by Joe Lee and Redesigned in 2002 by Clyde Johnston. From a strategic standpoint, the course is fairly simple, with a number of bunkers providing direction versus risk/reward. The fairway shaping improved the overall movement versus the original design and the implementation of catch basins improved the drainage of the overall site. The tree outlines have been opened up and many large oaks are highlighted, however some places have undesirable dense trees close to play that effects the pace of play. The overall layout of the course is good with both challenging and enjoyable holes. Since this is the "newest" course at 18 years old, it receives a majority of play and is the preferred site for tournaments.

GREENS: Upgraded in 2003, the greens were constructed according to USGA specifications. The overall contouring of the putting surfaces are gentle, offering a number of pin placements. Although, they lack definition and posses similar in characteristic. The greens average +/- 6000 square feet which would be average in size. The turf is very good for the most part, but there is evidence some greens are starting to have shade issues which become more prominent with the number of rounds received on this course.

TEES: It's evident that some of the original Joe Lee tees were kept during the renovation and forward tees were added on many holes. This course, for the most part, has adequate spacing between the tees but the variety is lost by simply keeping the tees aligned straight to the hole. The current tees have become too small, considering the amount of play the course receives and there is not a sufficient amount of time for the turf to recover. There are a number of tee complexes that are in the shade and this compounds the situation. Similar to what has been present on the other courses, there are a number of tees that require the player to walk up a slope from the cart path, which is typically placed too far away from the tee. The introduction of Junior tees is a great addition but these could be located closer to cart paths and out-of-play areas which would tie in to the surrounding areas and provide a more natural location.

BUNKERS: The current bunkers are in decent shape and some definition has been lost. This is especially apparent on the large "waste" or "naturalized" areas present on holes # 6, #11, #17. Fairway Bunkers are "passive" in that there are few challenging/interesting tee shots. There are a small amount of bunkers on the course and the playability is effected due to tree encroachment.

PINE LAKES EVALUATION

PINE LAKES GOLF COURSE

FAIRWAYS/ROUGH: The fairway movement is good considering the low lying terrain. There is adequate movement to allow water to drain. There are a number of areas in the rough that appear to be thin due to shade and tree encroachment. This is impeding the opportunity to produce healthy turf conditions. Additional clearing of underbrush will help playability on some holes.

OVERALL DRAINAGE: The overall drainage appears to be in good shape from the surface. Similar to the other courses at Jekyll Island, the outlying drainage swales should be serviced to ensure they are serving their purpose.

Irrigation: Replaced in 2001,the newest system appears to be in good shape. The irrigation heads located at the green complex's are in and out. A majority of the system is double row. Although there are some holes where a three row system is present. In and out heads on greens, double triple row in places on the golf course.

PRESENT COURSE LAYOUT - Routing, Strategy, and, Playability: The overall design is good and works for what it what was intended. The areas surrounding the course blend in nice with the existing environment. However, the course lacks the challenge one might expect to encounter and many of the holes are similar in strategy. As is the case with the other courses, the tree line could be improved to allow more sunlight, improve the playability and overall enjoyment of the golf course. The longest of the four courses play at a total distance of 6700 yards. There is an opportunity to increase the overall length of the course by incorporating new back tee locations which would allow the course to play longer.

Westin Jekyll Island

INDIAN MOUND EVALUATION

Jekyll Island Authority

INDIAN MOUND GOLF COURSE

Built in early 1975, this Joe Lee design is the easier of the courses. Despite having the largest number of bunkers, many of them do not come into play due to their location and lack of strategy. The course has a network of ponds located on half the holes. Many water hazards are located on the outside of the fairways, which aid in the drainage. Neither significant upgrades or restoration projects have taken place on Indian Mound. The present course is average with few memorable holes.

GREENS: The greens were not constructed according to USGA specifications. They were constructed using the push up green technique. This particular method consists of using a straight sand base and typically does not include any drainage. The greens have become considerably smaller, which is very apparent in regards to the greenside bunkers and their relationship to the putting surface. In combination with the pitched contouring of the green along with the current size, the hole positions have become extremely limited. The turf is inconsistent and shows signs of excessive mutation, causing the mowing heights to be maintained higher. Turf stress is apparent around the green complexes due to shade issues and maintenance.

TEES: Tees were designed to old standards, constructed in a straight line to the hole with two markers on the back tee and one forward tee for the ladies. The tees are narrow and long but do not provide adequate space for multiple marker placement, despite the fact that they now been adapted to a more modern five marker set-up.

INDIAN MOUND EVALUATION

INDIAN MOUND GOLF COURSE

At some point, additional tees have been added but they lack adequate spacing. A majority of tees are elevated, which can create an issue in regards to accessibility. The tee complexes lack variety in regards to distance and angles as it relates to the modern game. A majority of the tees are receiving too much shade from the tree canopy which is resulting in thin unhealthy turf.

BUNKERS: A majority of the bunkers are located along the edge of the tree line. There are instances where bunkers are located behind a tree or limbs are hanging over the top of the bunker which not only becomes a playability issue but could potentially become a safety issue. With 63 bunkers (the largest amount versus the other courses) the bunkers are very large and simplistic in shape. The fairway bunkers offer little strategy to the hole unless an errant shot is struck well off line. More than half of the holes have similar bunker locations around the green complex, with bunkers located on both the left and right side of the green. A major bunker renovation has not taken place since construction. The bunker sand that has been added over the years has softened and flattened the bunkers and the surrounding areas.

FAIRWAYS/ROUGH: With this portion of the property at a higher elevation, there is more movement within the fairways but they lack character by not taking advantage of the existing terrain. The turf coverage is surprisingly acceptable given the age of the course. There are a number of areas where the turf is weak due to the shade issues. This is especially evident along the edges of the holes where shade and roots are impeding the opportunity to grow and maintain healthy and viable turf.

DRAINAGE: A majority of the course relies on the sheet drainage technique as was typical during the time of construction. There are a number of drainage swales located in the interior of the heavily wooded areas. The original intention for these swales, were to help move water off the course. However, we noticed a number of these areas have been neglected and should be cleaned up and better maintained in order for them to function properly. We also found areas where it appeared culvert pipes were blocked by vegetation and unable to perform as intended. The lack of shaping in the fairways makes drainage difficult.

IRRIGATION: The water source is derived from a well system. The irrigation system is original and the oldest of the three 18 hole courses. With relatively wider fairways, comparatively speaking, the system is inadequate. The system is well past the normal life cycle.

PRESENT COURSE LAYOUT- Routing, Strategy, and Playability: Some holes that present very little strategic value due to the bunker locations and fairway width. There are also a number of holes that due to the dense stand of Oaks, Pines and Palmetto trees, play is impacted due to the inability to locate an errant shot. There are a number of magnificent trees such as Oaks and Palmetto's that are currently being obstructed by lesser vegetation. The overall distance of the course is 6408 yards, the shortest of the three course. The Indian Mound course is considered by many to be the weaker of the complex.

ENVIRONMENTAL EVALUATION SUMMARY

POND ecologists performed initial field investigations and desktop review for the Proposed Golf Course Master Plan at Jekyll Island. The review included local, state, and federal jurisdictional waters, protected species habitat, and environmental liability concerns. A review of pertinent geographic information systems (GIS) data was conducted to identify environmentally sensitive areas that may be present within the immediate area of the proposed project.

JURISDICTIONAL WATERS OF THE US ASSESSMENT

In November of 2019, multiple site visits were conducted to identify jurisdictional waters that may be subjected to regulations under Section 404 of the Clean Water Act. The field investigations identified three target areas: a freshwater wetland system on the northern portion of Indian Mound golf course, a freshwater system on the northern portion of Pine Lakes golf course, and a tidally influenced lake and associated features on the southern portion of the Oleander golf course (see Figure 1). In addition to these three wetland systems, a jurisdictional ditch on the northern portion of Indian Mound golf course was also observed during the POND's site visit. This ditch connected several of the water features on the golf course to the freshwater wetland system to the north of the Indian Mound golf course.

PROTECTED SPECIES HABITAT ASSESSMENT

Under provisions of the Endangered Species Act (ESA) of 1973, federal law requires that any action likely to adversely affect a species classified as federally threatened or endangered be subject to review by the United States Fish and Wildlife Service (USFWS). Twelve (12) federally listed species were found to potentially occur within Glynn County. Critical habitat has been designated for one (1) of the twelve (12) species occurring in Glynn County. Critical habitat for piping plover (Charadrius melodus) is present on the beaches at the southern end of Jekyll Island. This critical habitat is outside of the golf courses footprint.

CULTURAL RESOURCES

Two National Registry properties were identified on Jekyll Island: Faith Chapel and Jekyll Island Club. These properties are located immediately west of the Oleander golf course on the west side of Old Village Boulevard. Additionally, this area to the west of Old Village Boulevard is a registered Historic District with the National Register of Historic Places (NRHP) database. Additional cultural resource studies would likely be required for land disturbing activities that may be components of the Proposed Golf Course Master Plan.

ENVIRONMENTAL LIABILITIES

Based on a review of the United States Environmental Protection Agency, one (1) brownfield site, Jekyll Island Power Plant, is present on Jekyll Island. No hazardous waste sites, toxic release sites, or superfunds were identified on Jekyll Island. No hazardous materials, significant dumping or other apparent environmental contamination was observed during site visits.

ENVIRONMENTAL SUMMARY

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

Figure 1. Project Resources Map

POND

0 1,250 2,500 Feet
0 425 850 Meters

JIA Master Plan
Glynn County, GA
December 2019

GOLF COURSE MASTER PLAN PRIORITIES

VISION STATEMENT

" The Jekyll Island Golf Master Plan should serve as the blue print for the future of golf on Jekyll Island… The Master Plan process and recommendations should not exclude or restrict creative and innovative land use plan ideas for any acreage that may be deemed as excess for successful golf operations… and should include innovative successful trends that are currently being implemented at golf clubs today. The Jekyll Island Board members have shown a readiness to completely examine all land use options. These may include, but not be limited to additional conservation areas, diversified outdoor recreation and educational amenities, public event or community gathering space, golf lodging, assisted living/progressive care facilities, and excess acreage for dredge spoil disposal."

Jekyll Island Authority Master Plan RFP

Prior to developing any schematic plans, goals were put in place by the Jekyll Island Authority and Jekyll Island Board for the Golf Course Master Plan. During the course of the schematic design phase, the goals were constantly reviewed to determine if each plan met the criteria that was established.

- A desire to continue providing high– quality, well maintained public golf facilities with competitive fees and excellent customer service
- Elimination or reduction of JIA general fund subsidies for golf course operations
- Incorporation of the economic, environmental, and social factors that determine sustainability of the courses
- Controlling costs to mitigate future daily rate increases for plan
- Protection of sensitive environments in and around each golf course
- Ensure that golf course assets are properly maintained
- Efficient golf course management practices
- Highly effective customer communication and marketing initiatives aimed at increasing daily play from residents, members and/or group and leisure travelers
- Consider how to address overall decline of interest in the sport of golf such as educational opportunities, shortened or modified formats, inclusivity and affordability
- Bring into ideas for improvement as well as possible marketing and communication initiatives
- Improvement of the clubhouse experience, including food and beverage and pro shop operations
- Strategic plan to address future capital improvements and funding requirements

GOLF COURSE MASTER PLAN PRIORITIES

- In accordance with USGA guidelines, future maintenance plans with cost estimates should be assessed and recommended. A timeline for improvements and maintenance, including intervals and standards should be included
- Willingness to explore alternatives for physical reconfiguration of Jekyll's golf courses
- Preparedness to consider alternative land use scenarios for any acreage projected as surplus for future efficient golf operations, consistent with JIA's mission, vision and goals as stewards of public land
- Possibility that any plan proposed would address the likelihood that enhanced golf operations would be the result of the proposed development scenario
- Determine the correct number of holes for Jekyll Island today, based on data compiled in the NGF report and Vincent Design
- Renew and improve golf experience to attract a broader audience
- Incorporate successful trends that are currently influencing the golf industry
- The "core" golf experience must remain intact with no development within the golf course corridors
- Maintain Limited Development– Low Density
- Create Conservation opportunities
- Utilize land effectively for additional JIA amenities/attractions– grow destination offerings
- Determine if wetland restoration is possible
- Diversifying outdoor recreation and educational opportunities
- Introduction of additional green spaces
- Limited retail
- Provide overall cost estimates for golf course
- All Master Plan components will be addressed in varied ways such as RFP's, JIA Budget, State Funding or Partnerships.

GOLF COURSE MASTER PLAN PROCESS

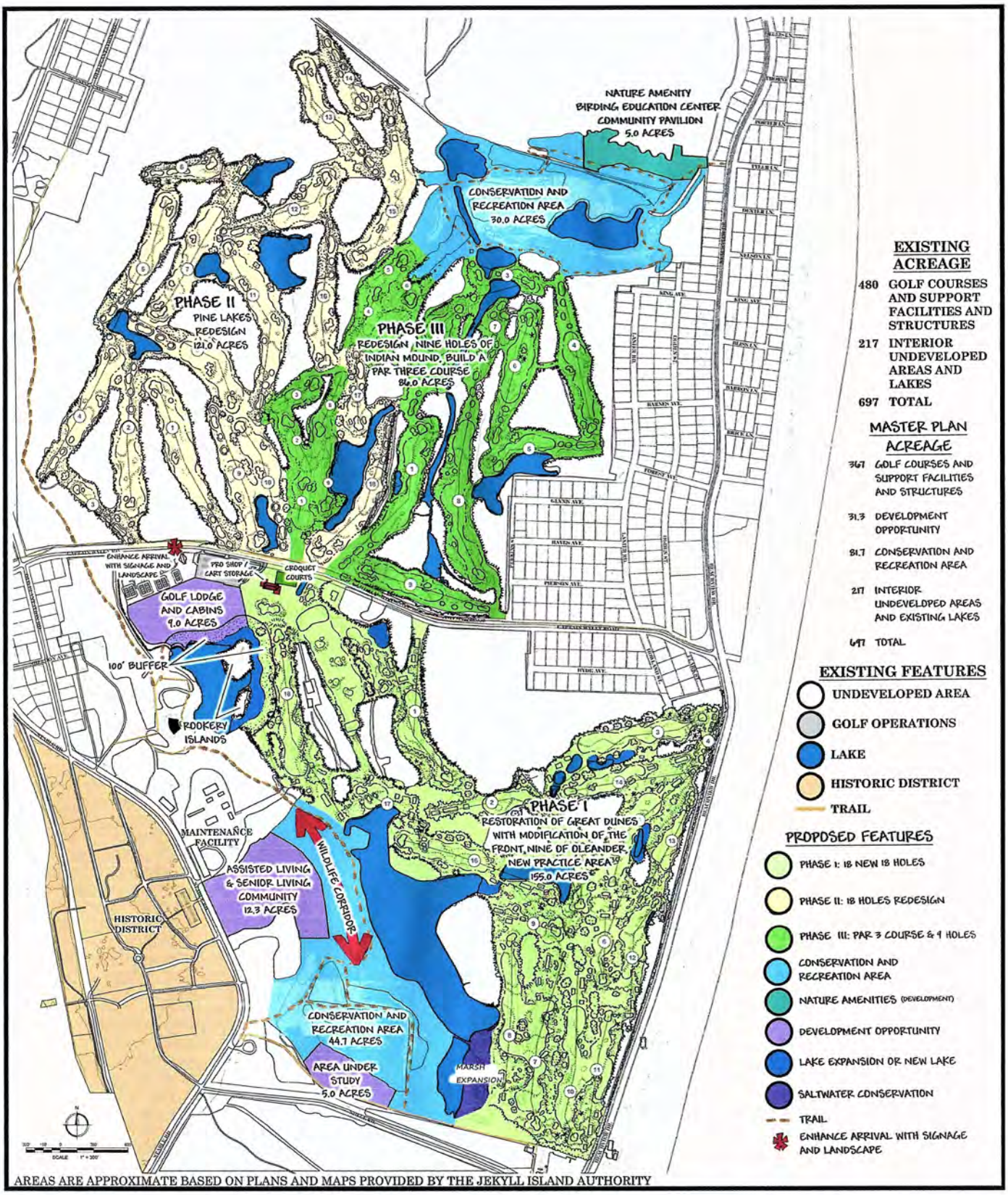
Jekyll Island provides a canvas to create a variety of distinctively unique golf courses, allowing both local and visitors a memorable golf experience. The current conditions of the golf courses and supporting facilities have served their purpose, but are now in need of upgrading in order to continue offering amenities that will be both attractive and profitable. The advantage of the site allows for plenty of space, vegetation, wildlife, and views to the Atlantic Ocean. All the courses are considered "core" golf, which is rare in todays world. A "core" golf course is a layout within itself, no type of development exists within the limits of the golf course and surrounding area.

During the Schematic Design Phase, four (4) preliminary concepts were created based on the criteria established for the project and public feedback. Each concept was distinctively different with the exception of combining the front nine of Oleander with Great Dunes to create one 18-hole course. There are a number of reasons for merging the front nine of Oleander and Great Dunes, from an operational stand point, all courses would be controlled from the pro shop. In addition, there would be a significant savings in the budget by eliminating the stand alone building required for the Great Dunes course as well as the manpower, utilities, merchandise, and carts required to supply the 9-hole course. Re-creating the Walter Travis designed 18-hole classic style course by incorporating the strategy of the lost 9-holes Great Dunes course would be unique while restoring the original 9-holes that remain.

Upon presenting the preliminary concepts to the Public and Jekyll Island Board, each concept was reviewed independently for strengths and weaknesses based on feedback and priorities. A preliminary Master Plan that incorporated the strengths of each concept was developed. There are many advantages the new concept provides while taking into account the many factors that make Jekyll Island distinctive. The following components are incorporated into the Proposed Golf Course Master Plan:

- Golf reduction
- Four low-density development parcels
- Enhancement of Captain Wylly Road
- Repurpose of the existing Clubhouse
- Expansion of Conservation Areas
- Environmental Recreation Area
- Community Pavilion
- Nature Oriented Educational Center
- New Croquet Courts

GOLF COURSE MASTER PLAN



JEKYLL ISLAND GOLF MASTER PLAN

GOLF COURSE DETAILS AND CONCEPT EXAMPLES

A variety of factors were taken into account while determining the future of golf on Jekyll Island. The Site Analysis, Jekyll Island Golf Club Assessment and Recommendations, Jekyll Island Authority and Jekyll Island Board Priorities, Jekyll Island Master Plan, Conservation Plan, and Land Use Plans all provided valuable information that was incorporated into the Golf Course Master Plan. However, the golf course plan does differ in regards to some of the recommendations due to the fact that there is further criteria to be met.

The existing course conditions on Great Dunes, Oleander, and Indian Mound are well beyond their life span. The most recent renovation of Pine Lakes (2002) is now at the age where features such as greens, tees, and bunkers will require attention. The Jekyll Island Authority has made no significant investments in the golf courses other than the renovation of Pine Lakes. The current courses have steadily declined due to age and deferred maintenance. The courses have reached a point where a major investment is needed, regardless of the decision to follow the Golf Course Master Plan or renovate the courses as they exist.

When considering the average 18- hole golf course produces 31,527 rounds a year, with a total of 63-holes, Jekyll Island Golf Club should average 110,344 rounds a year. The reality is the current golf course has averaged 65,080 rounds a year from 2014 to 2019, which translates to a yearly deficit of 45,263 rounds a year. The amount required to maintain a course becomes more expensive every year due to rising maintenance costs. Without a sufficient amount of rounds played the funds available to maintain a course cannot be increased unless it is subsidized. This is exactly what has occurred for a number of years, the current facility is not self-sufficient. Vincent Design and NGF agree there should be a reduction in holes at Jekyll Island. However, we differ in the course of action that should be taken to ensure the success of the Jekyll Island Golf Club.

Great Dunes Course

The front nine of Oleander is combined with the Great Dunes Course to provide an 18-hole experience. The new Great Dunes Course would re-establish the original strategy created by Walter Travis . The strategy of the Travis lost 9 holes would be incorporated within the current Oleander front nine, resulting in a “classic” style course. The new course will generate “free” marketing and advertising for Jekyll Island. A new Practice Area would be constructed including a short game area and putting course.

GOLF COURSE DETAILS AND CONCEPT EXAMPLES

Pine Lakes

The Pine Lakes Course would be updated and include multiple tee locations, new green complexes, hard lined bunkers, new turf that is more drought tolerant, turf reduction and introduction of indigenous plants.

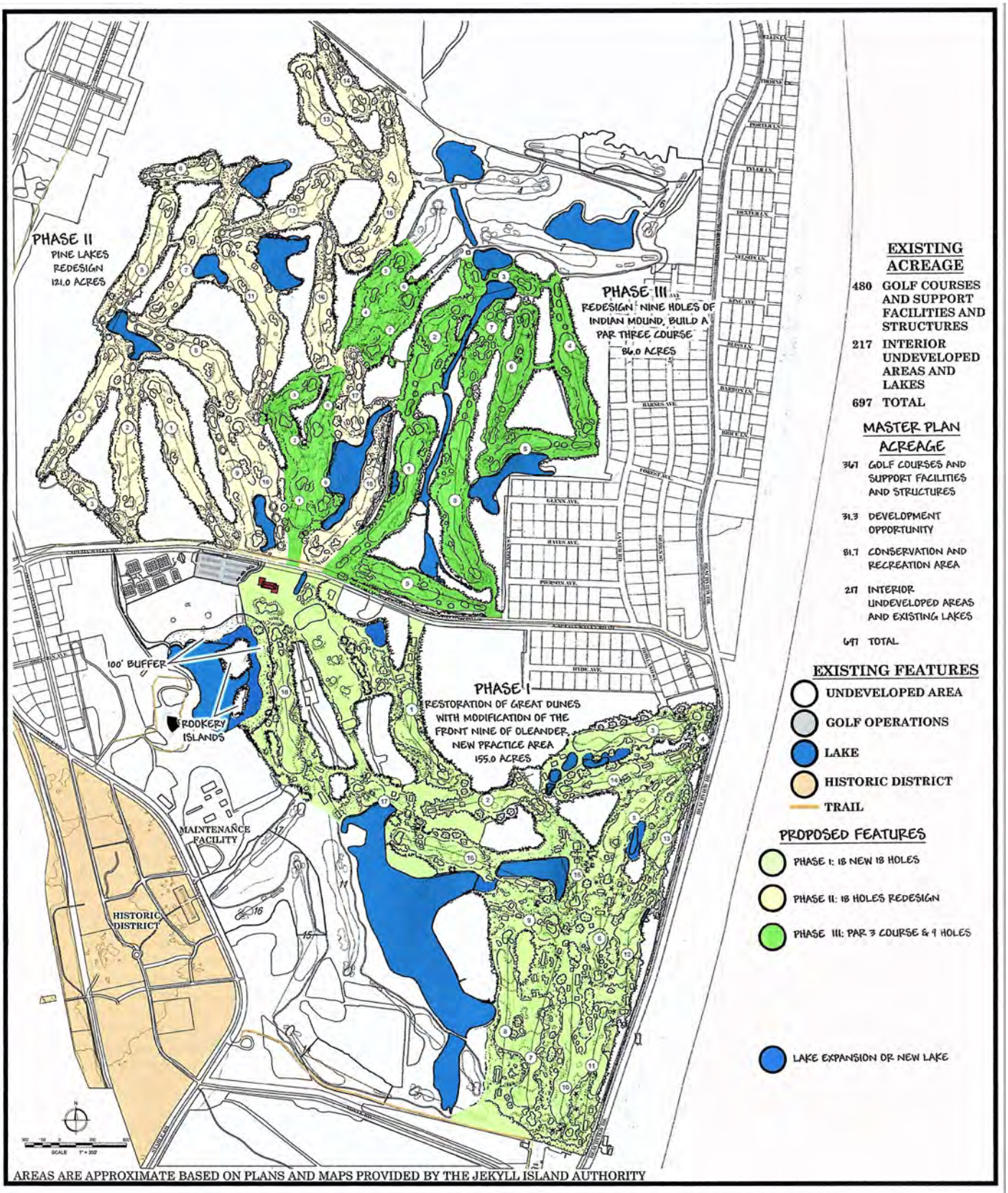
Par 3 Course

A 9-hole par 3 course would be designed where holes 1,2,3,8 and 9 on the Indian Mound course currently exist. The course would be designed without “formal” tees which would allow for the set up to be different from day to day. The par 3 course would be maintained all at fairway height with the exception of the putting greens. The course will allow for young and old to enjoy a round of golf while not requiring a great deal of walking or time.

Indian Mound

The 9-hole course would be re-designed utilizing the current back nine holes. New strategy would allow for a more player friendly course that would provide wide fairways, large greens with multiple pin placements and multiple tee positions.

GOLF COURSE DETAIL PLAN



JEKYLL ISLAND GOLF MASTER PLAN

GOLF DETAIL PLAN

CONSERVATION COMPONENT

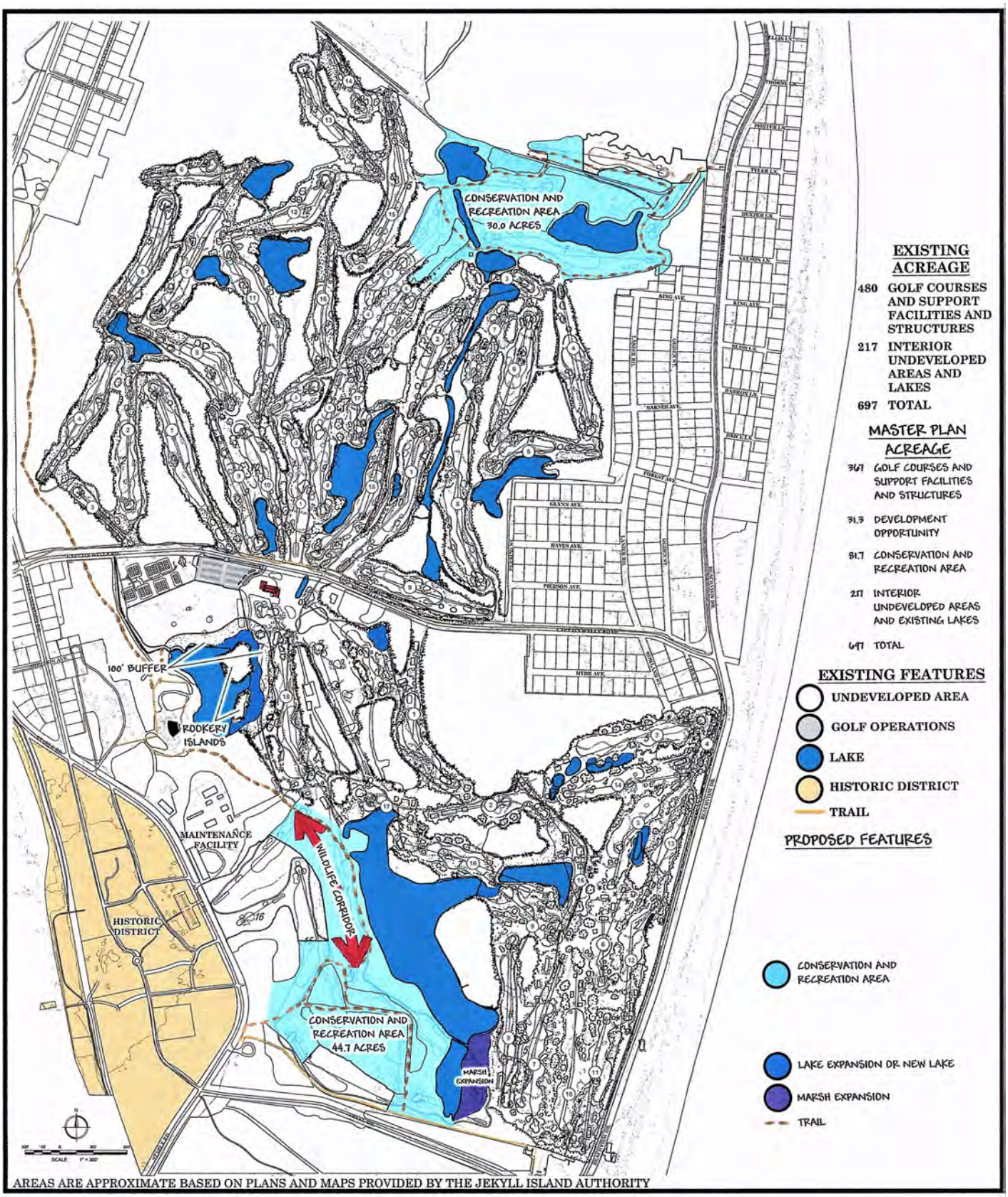
Jekyll Island is synonymous with Conservation and Nature. Three years after the purchase of Jekyll Island the Georgia Legislature created the Jekyll Island Authority with the purpose of managing the development while remaining good stewards of the land. The JIA was tasked to ensure no more than one-third of the island would be developed with the remaining two-thirds would be protected under Section 10. The Legislature has amended Section 10 multiple times in order to provide clarification and ensure a majority of the island remains protected.

The task of determining the best course of action for the future of golf on the island included what would become of the "excess" land when holes are eliminated. During the entire Proposed Golf Course Master Plan process, information such as the 2011, Conservation Plan as well as the 2014, updated Jekyll Island Master Plan provided valuable insight. The opportunity to incorporate objectives specifically outlined as goals for Jekyll Island are now implemented within the Golf Course Master Plan. The Jekyll Island Conservation Plan suggests the following:

- "Identify opportunities for ecological restoration of disturbed habitats that contribute to long-term ecological health of the island."
- "Identify hydrological alterations, including groundwater impacts and ditching, and evaluate opportunities for wetland enhancement."
- "Reduce fuel loads or create Management Units that preclude the wholesale spread of destructive fire with forested areas."
- "Implement ecological restoration projects through budgeted funding, mitigation opportunities…."
- "Where applicable, convert landscape to native species that complement the conservation goals of adjacent natural lands."

The proposed Jekyll Island Golf Course Master Plan creates an additional 81.7 acres for Conservation. This will allow the Island to meet suggestive directives to re-establish Maritime forest and introduce managed grasslands that will provide wildlife diversity. The proposed plan creates a rare opportunity to restore the original extent of the largest freshwater wetland system on the island and to accommodate the expansion of tidal wetlands over time due to sea level rise. A linkage from the north of Captain Wylly Road and south of Shell Road will provide a wildlife corridor that currently does not exist. The bird rookery will be enhanced through the expansion of the pond to create additional islands in conjunction with establishing a minimum 100' buffer along the site. Within the total acreage, the opportunity to establish new environmental recreation areas is presented.

CONSERVATION DETAIL PLAN



JEKYLL ISLAND GOLF MASTER PLAN

CONSERVATION DETAIL PLAN

DEVELOPMENT COMPONENT

There are four areas identified for low density development that total 31.3 acres. Ascertaining the locations without disrupting the overall feeling Jekyll Island resonates was paramount. Despite a loyal local following, the current Oleander Course, particularly the back nine, is in dire need of major upgrades. We concur with both the National Golf Foundation and the updated Jekyll Island Master Plan in this regard. The Proposed Golf Course Master Plan eliminated the back nine holes of Oleander. Considering the overall site characteristics, traffic patterns, and proximity to Stable Road, ideally a portion of this area would provide a development opportunity. All developments would be required to meet the Design Guidelines established for Jekyll Island and adhere to the current 65/35 plan established by the Georgia Legislature.

The first parcel consists of a 12.3 acre site for a proposed low density Assisted/Independent Living development that would include a recommended 40-50 rooms and 5 cottages.

Assisted/Independent Living Examples

The second parcel is located at the current practice area. This is a 9 acre parcel that would provide an ideal location for a low density (recommend 50 rooms and 6 cottages) boutique golf lodge. The restaurant/ grill would be incorporated into the lodge. The lodge would utilize the existing parking lot, which provides ample space. Buffered on three sides, the new development would be inconspicuous yet convenient for golf, tennis and croquet events.

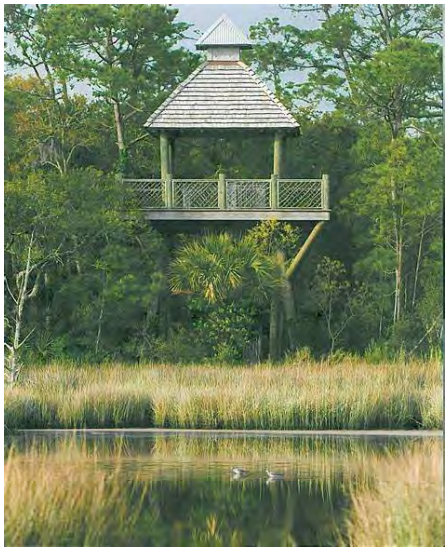
Golf Lodge Example

Golf Villa Example

DEVELOPMENT COMPONENT

The third development parcel is located on the northern portion of the current Indian Mound course. This is a 5 acre site adjacent to the Conservation Area. The site would include a Community Pavilion and Nature Oriented Education Center with bird watching stations. The location would provide easy access to outdoor space.

Education Center Example

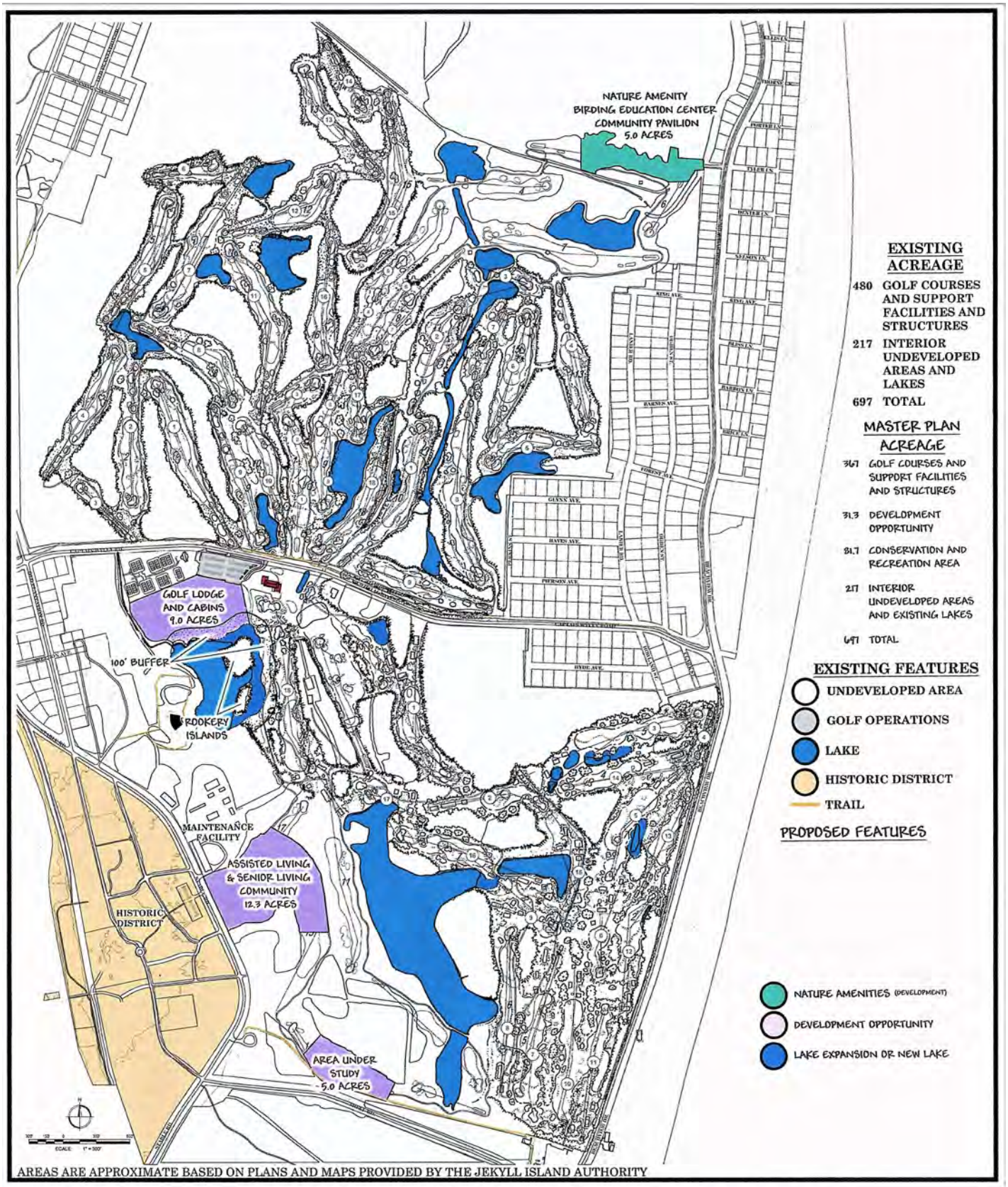


Bird Watching Station

Community Pavilion Example

The fourth parcel is a 5 acre parcel located within close proximity to Shell Road. The area is designated for a low density retail area which may include a nature oriented shop or outlet.

DEVELOPMENT DETAIL PLAN



JEKYLL ISLAND GOLF MASTER PLAN

DEVELOPMENT DETAIL PLAN

GOLF COURSE CONSTRUCTION PHASES

Determining the correct phasing sequence is critical to the overall projects success. Following the recommended phases will afford new marketing opportunities, increased rounds and provide information in order to make informed decisions on ultimately the correct number of holes required to ensure financial sustainability of the Jekyll Island Golf Club.

There are a distinct difference in opinion from those that currently play the course. Based on comments that have been provided during the process, a number of local and seasonal golfers enjoy having 63-holes to choose from since it allows play to occur with convenience. The downside is this translates into there are fewer rounds being played therefore openings are easily accessible. Phase III was developed to provide options depending on a number of potential scenarios. These scenarios are based on if Jekyll Island experiences a large enough increase in play to justify including a full 18-holes of the Indian Mound Course. Likewise, including a 9-hole par 3 course is an additional golf amenity that would fit well within the dynamics of those that not only live on the island but visitors as well. It would also provide an additional revenue generating option that is currently being missed.

PHASE I

- Re-design/Restore the Great Dunes Course in conjunction with modifying the front nine of Oleander to create a new 18-hole classic style golf course that can be operated from a centralized location.
- Construct the new Practice Area that will include a short game chipping area, putting green and putting course.
- Pine Lakes, Indian Mound, and Practice Area will remain open during Phase I. The back nine of Oleander could remain playable during a portion of Phase I. This will allow 36 to 45 holes available for play during this phase.

PHASE II

- Phase II timing will be determined based on the results of Phase I
- Re-design of the Pine Lakes Course
- The new Great Dunes, new Practice Area, and Indian Mound will be open for play during Phase II. This will allow for 36-holes of play while Phase II occurs.

GOLF COURSE CONSTRUCTION PHASES

PHASE III

- Three scenarios exist for Phase III which is contingent on the total number of rounds experienced upon completion of Phase I and II.

OPTION A– As depicted on the Golf Course Master Plan

- Construct new 9-hole par 3 course.
- Re-design 9-hole Indian Mound Course.
- New Great Dunes, new Practice Area, and new Pine Lakes would allow for 36-holes to remain open during Phase III-A

OPTION B

- Construct new 9-hole par 3 course.
- The back nine holes of Indian Mound would remain "as-is" providing a regulation 9-hole golf course.
- New Great Dunes, new Practice Area, Pine Lakes, and Indian Mound back nine, would remain open for play. This scenario would provide for 45-holes available during Phase III-B.

OPTION C

- Re-design the 18-hole Indian Mound Course.
- New Great Dunes, new Practice Area, and Pine Lakes would remain open, allowing for 36-holes of play during Phase III-C.
- This scenario would be based on a substantial increase in rounds to justify including three 18-hole golf courses within the Jekyll Island Golf Club. The Phase III-C option would also eliminate 30 acres of Conservation that is included in all but this scenario.

EXISTING GOLF COURSE COST ESTIMATES

It is common practice in golf course architecture to provide preliminary cost estimates for projects both prior to construction and after all construction documents and specifications are complete. Providing preliminary estimates allow for a basic understanding of what type of cost can be expected and if the figures correlate with the anticipated budget. The estimates are not only derived from hard costs but take into account the logistics required in order to complete the work. Estimates also allows the opportunity to identify certain components which could potentially provide cost savings without sacrificing quality. Upon completing of the construction documents and specifications, the project will be provided an updated cost estimate based on the final design documents. The preliminary estimate will provide a "benchmark" for the final construction cost.

The following estimate considers the cost associated for renovating the Jekyll Island courses as they currently exist. For clarification purposes, the following figures are based on current golf course construction pricing and comparing figures. For example, from the NGF report would not be conducive since those figures were provided in 2017 and are over three years old.

Undoubtedly the question will arise as to why some figures on the existing golf courses are higher versus incorporating the Proposed Golf Course Master Plan. The reason is simple, the Proposed Golf Course Master Plan incorporates reductions to a number of line items that currently exist. For example, with close to 15 miles of cart paths on the current courses, the amount of turf present, cost of hard lining the existing square footage of bunkers, and size of drainage pipe will be higher with the existing golf course.

ESTIMATED COST OF IMPROVING EXISTING GOLF COURSE				
	PHASE I	PHASE II	PHASE III	TOTAL
GREAT DUNES COURSE			$3,570,000	$3,570,000
OLEANDER COURSE	$7,089,000			$7,089,000
PINE LAKES COURSE			$3,230,000	$3,230,000
INDIAN MOUND		$7,050,000		$7,050,000
CLUBHOUSE/PRACTICE AREA	$800,000			$800,000
ESTIMATED BUDGET BY PHASE	$7,889,000	$7,050,000	$6,800,000	$21,739,000

GOLF COURSE ESTIMATE FOR MASTER PLAN

The Proposed Golf Course Master Plan incorporates numerous items that will lead to a facility that can be maintained more efficiently, includes turf reduction, utilizes turf that is more drought resistant, introduces indigenous plants, and grasses within the course, integrates a more efficient irrigation system which results in less water consumption, includes a drainage system capable of eradicating water from playable areas. Incorporating modern techniques can vastly improve the Jekyll Island Golf Course.

ESTIMATED JEKYLL ISLAND MASTER PLAN IMPLEMENTATION COST				
	PHASE I	PHASE II	PHASE III	TOTAL
RE-DESIGN GREAT DUNES 18 HOLES	$6,908,661			$6,908,661
RE-DESIGN PINE LAKES		$4,155,698		$4,155,698
INDIAN MOUND OPTIONS				
A. PAR 3 AND 9 HOLE COURSE			$4,593,694	
B. PAR 3 COURSE ONLY			$1,617,254	
C. RE-DESIGN INDIAN MOUND 18 HOLES			$5,137,367	
RENOVATE CLUBHOUSE/CONSERVATION AREAS	$800,000	$800,000	$800,000	$2,400,000
ESTIMATED BUDGET BY PHASE– OPTION A	$7,708,661	$4,955,698	$5,393,694	$18,058,053
ESTIMATED BUDGET BY PHASE– OPTION B	$7,708,661	$4,955,698	$2,417,254	$15,081,613
ESTIMATED BUDGET BY PHASE– OPTION C	$7,708,661	$4,955,698	$5,937,367	$18,601,726

FUTURE PRIORITIES

The completion of the Golf Course Master Plan addresses the goals set by the Jekyll Island Authority from a conceptual point of view. Additional items will be required to complete this stage of the process. A variety of components are included in the plan , and provides a number of opportunities for Jekyll Island. It will be imperative to address the following in order to determine the feasibility and future of the Golf Course Master Plan.

- **FIANANCIAL ANALYSIS-** A study should be performed to determine how to generate the capital required to complete each phase. The financial analysis will determine the potential revenue that will be generated by the Golf Course Master Plan components.
- **FUNDING**– What options are available to fund the project. The plan includes a number of conservation opportunities that might qualify for grants or state funding.
- **PARTNERSHIPS–** Request for Proposals (RFP) can be issued to determine the level of interest in development. The low-density developments are extremely popular today, and the level of interest is expected to be high.
- **CONSERVATION PLANNING–** With the proposed re-establishment of maritime forest, potential wetland re-establishment, and the introduction of native grass areas, the potential exists to involve a variety of groups such as the Georgia Conservancy, University of Georgia School of Forestry, and Georgia Audubon.
- **DETERMINE PHASING–** The proposed phasing includes golf only. Phasing will be required for all other components. The elements should be included with each phase and evaluate how, if any, would they effect Jekyll Island.
- **TIMEFRAME–** Determine the expected timeframe for all components, where are they placed in the phasing and what is the duration to complete.
- **PLANNING–** Additional planning and design will be required at a detailed level, prior to moving forward on the plan.

JEKYLL ISLAND GOLF COURSE RENDERING