



Issue: 01
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2018

VetLab Sports Club Newsletter

THE PERFECT ROUND





Vice Chairman's Report

Dear Members,

It is my hope that the New Year has started well for you and your families.

On my behalf and that of the board, I take this opportunity to wish you a fruitful year in your businesses and family activities and an exciting experience at the Club.

It was a great honor for you to elect me to serve as your Vice Chairman in 2018. I invite all members of goodwill to continue to offer us your support, criticism and encouragement as we embark on serving you during the year.

Let me take this opportunity to acknowledge the tremendous and adorable initiatives that were undertaken by the previous boards. In particular, allow me to thank the 2016 -2017 boards led by Mr. Martin Mbugua for the work they undertook over the past 2 years. During this period, we witnessed considerable developments, on-field success, a stable financial position and administrative strength.

Allow me to congratulate the new board members on your election to serve, and I look forward to working with you.

I would also like to thank management and staff for the great work you are doing to ensure that our members enjoy the facilities of our Club. Keep up the good work!

In the last SGM held on 7th February 2018, we presented to you, our members, our budget and work plans for 2018, and appreciate your approval for us to commence our activities for the year.

During this year we will embark on the following key projects;

- Installation of power backup generator;
- Development of a children play area;

- Modernization of the Club's entry;
- Construction of a parking lot;
- Expansion of seating and relaxation facilities;
- Course rerouting and driving range development;
- Completion of the irrigation Phase 1 project
- Installation of flood lights on hole #18
- Improve staff transportation;
- Assessment of staff training needs and carrying out training as necessary;
- Development of a communication policy
- Integration of new members to the Club's culture through formal orientation program
- Enhancement of the Club's visibility
- Branding

To fund these projects, the board is offering, for a limited time only, reduced joining fees for new members. The board is also offering 25 slots to members who wish to convert their membership to life members at an attractive fee of KES 600,000 only.

The two drives will run from the 2nd week of February 2018 to end of April 2018.

We encourage members to pass the word round to your friends and business associates, to take advantage of this unique offering.

In working to achieve these strategies, my board will also work at strengthening internal control systems in all Club activities.

The board has hit the ground running and they are looking forward to serve.

Regards
Martin Makundi
Vice Chairman



GENERAL MANAGER'S NOTE

As we look forward to another prosperous year, I wish to thank all members for their patronage and contributions that has obviously been instrumental to improvements made so far – we assure you of our commitments to serve you even better.

I am pleased to report Kitchen refurbishment is now complete and running - some of you had an opportunity to see the new look kitchen. The cold room was installed in February 2018 and it will definitely improve our procurement procedures. We have embarked on training the kitchen brigade and trust this will bring along desired results.

Power outages have been disruptive to our operations

but frustrating as members could not use some Club facilities. We are delighted to inform you the 150 KVA generator is now installed and is capable of tackling the Club's current and future power demand.



On this front, I wish to thank our KPLC members who continue to assist us whenever we have power issues including installing a transformer to serve pumps at the Dam.

Warm regards
Clement Kiragu

General Manager



CAPTAIN'S STATEMENT

It is with great humility that I address you - my fellow members from the golf section of our prestigious Club as the Golf Captain 2018. I do hope that the New Year has started well and that things are picking up after a very grueling 2017.

I would like to thank Captain 2015 - Elisha Ogonji for getting me started in the golf committee – it was his guidance that started this journey to where we are now – Asante sana – Captain 2016 J. G. Njenga was very instrumental in honing my inter personal skills with members and for this I am forever grateful – My Captain 2017 Rakesh Lakhani – thank you for choosing me to be you Vice Captain – your transparency in the way you carried out yourself was a great asset to us in the golf committee and your stewardship , friendship and genuine care

and concern has touched me tremendously – you fondly referred to me as you “younger brother” I am indebted to you always.

The transformation that this Club has enjoyed leaves me mindful of the journey ahead of us and the legacy we shall leave when we are out of office – it is in this regard that I look forward to ensuring that we have a championship ready course as we align with the strategic plan to host the Kenya Open.

We as a committee have adopted two holes per member and should you feel the need to address any matter please feel free to address us in any way to make our course even better – the committee members for 2018 are:

Dr. Fernando Wangila – Vice Captain
Peter Sinkira – Green Keeper
Walter Macharia – Committee Member
Gregory Mwenda – Committee Member
Chetan Jobanputra – Committee Member
Adam Nyaga – Committee Member
Carl Wambasi – Committee Member
George Kingori – Committee Member
Brian Akun – Committee Member

With the help of our resident Professionals Mathew Omondi and Ali Orende we look forward to bringing Vetlab to the Championship status we so crave for.

The game of golf has this magical way of bringing people from different backgrounds together it is this foundation that should solidify our networks – I do hope that we can break from the norm of having constant four balls – let us interact with each other get to know each other as we walk this beautiful course.

To the Lady Captain 2018 – **Rachael Ndei** – I look forward to working with you throughout the year to bring out the best golfing experience for our members and guests.

To our sponsors – let me thank you in advance for your commitment to support Vetlab through various initiatives – we look forward to also having junior events sponsored during this year and we shall be informing members as we get closer to the school holidays – as a membership we need to actively also get involved in supporting our Club nights and Saturday competitions lets us rally from the front and make the year an overall success.

Finally, I do wish you all a lovely golfing year all round – to the new players – do not give up - this game can be frustrating but it is the closest sport to life I have ever played – you get bad breaks from good shots and good breaks from bad shots so keep at it and for the average to very good players – let us help those of us who find this game challenging – this will inject a great pool of golfers at Kabete – The friendliest Club in Kenya.

Happy Golfing.

Your Humble Servant,
Mark Karobia
 Captain 2018

FROM THE LADY CAPTAIN

It gives me great pleasure to serve as your Captain in 2018.

This year has started off as we hope it will continue. We have already won several matches from both the RNGC and Francombe leagues. I couldn't be prouder of the conveners of the two leagues who have managed to have teams and reserves coming out to play. To the players within the league teams, keep it up, and to aspiring players, please try and represent Vetlab ladies in the league as we try to retain the shields for 2018.

This month also saw us host the Kabete Ladies Open 2018. It is the most prestigious event held by the ladies' section. The draw was full, and the event was ably sponsored. Many Kabete ladies emerged triumphant on what was certainly a difficult playing course, the icing on the Open's cake must have been



Agnes Nyakio winning the Kabete Ladies Open and hoisting the Mary Maingi trophy. This win and serves to prove even more the solidity of the decision made by the Club to offer GTF membership to Nyakio and Nyanchama.

In the coming month, we will host the Muthoni Muthiga trophy in Kabete in April and we will also have our invitational in June.

The ladies' committee has met thrice so far and are determined to bring vibrancy and growth to the section as articulated in the year opener meeting where the section agenda was laid to down.

This growth is encapsulated in 4 pillars and they are:

Pillar 1: GTF – Golf Talent Foundation

The Club section

generously availed 3 slots to ladies for GTF. We have onboarded Agnes Nyakio and Mercy Nyanchama.



Both young ladies are top amateurs and have represented Kenya in golf competitions as far as a. We call on the membership to avail every support in ensuring that these two ladies can grow to the

highest possible summit that their golf can afford them. I am certain that we ladies will also work where possible to provide mentorship and guidance to them

Pillar 2: Ladies and Golf Rules

We would hope to increase our knowledge base as far as the rules of golf are concerned. At every medal,

we will present one rule of golf. Please feel free to participate by offering yourself to present a rule or two.

Pillar 3: Social Growth

We hope to work around becoming a big Kabete family. We have asked that you kindly give your birthday to the admin office. We will endeavour to celebrate birthdays each month. We will also put concerted efforts to encourage new golfers to get a handicap by introducing them to a new shadow member that can play with them and pass on the wisdom of the game.

Pillar 4: The spirit of the game

We hope to encourage lady members to play and enjoy golf, within the rules of golf. We encourage you to play the game at home and travel to different Clubs, amass GOTY points and bring the Florence Macharia Trophy to Kabete.

Rachel Ndei

Lady Captain 2018



MESSAGE FROM HOSPITALITY

Fellow Members,

Allow me to take the earliest opportunity for thank each and every one of you for giving us the opportunity to serve you in the Hospitality and Housekeeping section. We are humbled and look forward to being of great service to the Club and to you dear members.

This year, we have some exiting activities lined up, which will definitely boost the profile of our Club at all levels.

Soon, we will have the character of the Club house enhanced, to offer a much better environment and ambiance for members and their guests. This will include a fresh coat of paint, modern furniture, and other facilities in line with our strategic plan.

Our F&B menu transformation is underway, and some of you may have noticed the live cooking section, increased variety and improved quality of food, all of which have

been received very well. We're keen to offer a rich selection of food and drinks, to include snacks, healthy corner, vegetarian section, fresh juices, alcoholic drinks and cocktails.

Entertainment is key to our Club, and we shall be introducing different events and theme nights to keep everyone entertained, from the sports lovers to the music enthusiasts. You are encouraged to give your requests to the DeeJay!

Without seamless service, none of the above would be appreciated, and for this reason we are also taking important steps to ensure that our service team is well trained and motivated. Our people are our biggest investment and we want them to feel appreciated. Always give them a pat in the back whenever you feel well taken care of.

Finally as we embark of this journey, we are open to suggestions and ideas on how best you would like us to look after you. Please feel free to drop us a note if and when you have something in mind.

Best regards,
Mike Njogu

Director - Hospitality & Housekeeping



GOLF SECTION

2017 was a great year, with a bag of achievements to brag about. The stallions' remarkable performance in the Nairobi District Foursomes, League Match and Ladies team bagging both the Francombe and RNGC shields the same year was epic.

Annual Handicap Review

As required under CONGU regulations (CONGU regulations 23.1 & Appendix M) to carry out Annual Review at the end of every year, the Handicapping Committee ensured this

What is Annual Handicap Review?

Annual Handicap Review report for all members can be generated from the Handicap Master, the software Clubs use to enter competition scores.

This details the players that the CONGU Unified Handicapping System identifies as potentially needing handicap adjustment up or down.

It also generates a separate report of members who have not played within 3 shots of their handicap. Thirdly it generates a report of all members against how many non – and qualifying scores, supplementary scores and NRs during the year. Finally MasterScoreboard shows, in various forms, the competition performance of every member for over a year. These data are available to all members through MasterScoreboard.

All the above are used to make assessment of fair handicaps.

Members who regularly submit qualifying scores predominantly have accurate handicaps. The review does, however, reveal those who, over a period of time have struggled a little because the 0.1 shot return is slow compared with the cut(s) for good play. It is more difficult to establish an accurate handicap for members who play frequently. Members who return fewer than 3 qualifying scores per year cannot maintain a competition handicap.

Handicaps can be altered by the handicap committee between reviews "in exceptional circumstances".

It is worth remembering that a handicap shows a player's potential ability, not their average score. In rough figures a stably handicapped player should score 10% better, 25% equal to and 65% lower than the buffer zone of the competition or standard scratch.

BKO Kenya Open Pre-Qualifying

Vet Lab Sports Club for the first time in history was proud to host an international event, the Barclays Bank Kenya Open Pre-Qualifying Round, an event that attracted over 40 Pros from around the globe among them, Oliver Wilson former Ryder Cup player.

Our Sponsors

- Athletes in Action
- Prof. O. L. E. Mbatia
- Gems Cambridge International School
- EABL
- Hon. Jamleck Kamau
- Dimension Data Kenya
- Coca-Cola
- KenGen
- Farmers Choice

We appreciate your support and we want to say THANK YOU!

Best Regards

John Juma Odhiambo



"The only way to do great work is to love what you do."

- Steve Jobs
businessman
& inventor)

Mercy Kurgat
HR MANAGER

EVENTS FIXTURE

January

Date:	Event	Sponsor
Saturday 6 th	Athletes in action Golf Day	Athletes in Action International
Sunday 7 th	Celebrations of 2017 Achievements – Ladies Golf Section	
Wednesday 10 th	Club Nite	Golf Committee
Saturday 13 th	Sungura Cup Qualifying	Prof. O.L.E. Mbatia
Sunday 14 th	Francombe & RNGC shield Match VS Limuru at Home	
Wednesday 17 th	Club Nite	Board of Directors
Saturday 20 th	Sungura Cup Finals & Subsidiary	Prof. O. L. E. Mbatia
Wednesday 24 th	Club Nite	Ladies Golf Committee
Saturday 26 th	Mug of Mugs & Christine Cup + Medal of Medals	Gems Cambridge International School
Sunday 28 th	Lohana Golfing Society Tournament	
Wednesday 31 st	Francombe & RNGC Shield Match VS Karen at Home Club Nite	Captain's Kitty

February

Saturday 3 rd	Johnnie Walker Golf Series	EABL
Wednesday 7 th	Club Nite & Mombasa	
Friday 9 th	Kianda Foundation Fundraiser	
Saturday 10 th	January Mug & Ladies Medal No.1	Prof. O.L.E. Mbatia
Sunday 11 th	League Match VS Karen at Home	
Wednesday 14 th	Valentine Shield	Hon. Jamleck Kamau
Saturday 17 th	Dimension Data Golf Tournament	Dimension Data Kenya
Wednesday 21 st	Sungura Cup Finals & Subsidiary	Prof. O. L. E. Mbatia
Wednesday 24 th	Club Nite	Ladies Golf Committee
Tuesday 27 th	Senior Ladies Golfing Society Tournament	
Wednesday 28 th	Club Nite & February Monthly Mug	

March

Saturday 3 rd	Kabete Ladies Open	EABL, Coca-Cola, KenGen, Farmers Choice
Sunday 4 th	League Match VS Karen at Home Francombe & RNGC Shield Match VS Limuru at Home	
Friday 9 th	Kenya Diabetes Information Centre Charity Golf	
Saturday 10 th	Kabete Ladies Open Subsidiary	
Sunday 11 th	Francombe & RNGC Shield Match VS Muthaiga at Home	
Saturday 17 th	Dimension Data Golf Tournament	Dimension Data Kenya
Wednesday 14 th	Club Nite	
Saturday 17 th	March Monthly Mug	
Monday 19 th	Barclays Kenya Open Pre-Qualifying	BBK
Wednesday 21 st	Club Nite BBK Pro-am at Muthaiga	
Thursday 22 nd	BBK Kenya Open at Muthaiga	
Friday 23 rd	BBK Kenya Open at Muthaiga	
Saturday 24 th	BBK Kenya Open at Muthaiga	
Sunday 25 th	BBK Kenya Open at Muthaiga	
Friday 30 th	Tannahill Shield at Royal	
Saturday 31 st	Tannahill Shield at Royal	

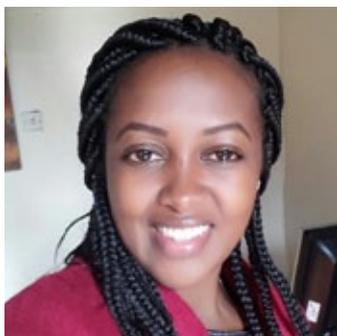
April

Sunday 1 st	Tannahill Shield at Royal	
Wednesday 4 th	Club Nite	Novel Notions
Saturday 7 th	Jacob's Cup Round 1	Jade Homes
Sunday 8 th	Francombe & RNGC Shield Match VS Karen (Away)	
Wednesday 11 th	Club Nite	
Saturday 14 th	Jacob's Cup Finals & Subsidiary	
Sunday 15 th	League Match VS Limuru (Home)	
Wednesday 18 th	Club Nite	
Saturday 21 st	April Mug	
Wednesday 24 th	Club Nite	
Saturday 28 th	Muthoni Muthiga Trophy	

“The most important shot in golf is the next one.” – Ben Hogan

CLUB PICTORIAL





MESSAGE FROM MARKETING

Honorable members, salutations from the marketing department, we are glad for your continued support and choosing to be a patron of Vetlab Sports Club.

Sometimes being with your friends and golfing is all the therapy you need. Best known as **"the home of Champions"**, Vet Lab Sports Club pride ourselves in being the bedrock on which great golfing talent is identified, nurtured and grown. In keeping with our reputation as "The Friendliest Club."

With its unbeatable location, Vetlab Sports Club is currently attracting a field of over 240 players offering an excellent platform for sponsors to publicize their firms, market their products and services to a large mix of clientele.

We are responsible for all branding, marketing & communication strategies and activities within the Club. We make key decisions regarding Sales and Marketing of membership and events, budgeting & branding; by undertaking market research and establishing the best way to reach target groups as well as preparing (editing, designing) marketing material and proposals for use in our different channels.

Our goal is to intensify our marketing, branding and communication campaigns by not only generating leads but also creating a digital presence that will strengthen our brand.

Membership

On behalf of Marketing, I am pleased to inform you that we are conducting a membership and life membership recruitment drive, running from 12th February to 12th May 2018 and wish to extend an invite to all. Members are encouraged to recommend or pass on the message to interested parties and stakeholders to ensure we enrich and diversify our Vetlab Sport Club family. All information can be channeled through Marketing: prmarketing@vetlabsc.com

Under the category of life membership, one must have been a full or full joint member of good standing for at least two (2) continuous years. The minimum life member fee for full member and joint member shall not be less than 15 years of current subscriptions. Full member (KShs.40,000) subscription fee and joint member (KShs.60,000) subscription.

The benefits to yourselves are as listed below:

- Life member shall not pay no further subscriptions but shall be liable to pay other levies and charges payable by full members from time to time.
- Enjoy all the privileges of full membership unless he/she is expelled for non-patronizing or resigns from the Club.
- Life member shall not be affected in case there are changes in subscription rates that may occur from time to time.

The aim is to fund the capital expenditure that the Club is undertaking in alignment with the five year strategic plan.

Initiatives:

Some of the key initiatives we are currently looking at, towards driving revenue growth around our core facilities include:

Water Hazard:

Our modern sports bar commonly known as "The water hazard" with a stunning view of the 18th green is a relaxed environment where our members and visitors enjoy the best atmosphere. We are in the process of developing an action plan to offer discounts and event nights to ensure more revenue streams are generated from this facility.



Food & Beverage: We will continue to offer exciting discounts and offer to members in the coming quarter. See F&B section for more details.



Gym: We also have a well-equipped gymnasium for all members at an annual fee of KShs.16,800. In addition, we have introduced Zumba classes at 600 ksh per session.

Conferencing Opportunities: We have a conferencing facility located in the Club where you can hold your meetings, luncheons and even hold a party at a maximum of 50 people.



Advertising Opportunity: Packaging and pricing for advertising on the course, in the Club house, newsletters, billboards, info clock and on our digital platforms.

Merchandising: We have new Vetlab Sport Club branded items available to purchase that we have been advertising.

Members Contact Detail: Kindly update your key contact details with the Club if they have changed.

Vetlab Digital Services: We have introduced our very own Club mobile application. You can now access a number of service at the touch of your fingers, including: Booking your tee times; checking future competitions, your handicap details; Making food & beverage requests; Accessing the latest Club news & information; viewing the latest events timetables; Making Enquiries; Viewing the latest picture gallery; and much more through the Vetlab Mobile App. We have now made it possible and easy for you through our new App available on both Apple (iOS) and Android (Google Play)!

We are looking forward to ensure all services to members are conducted in a highly professional and efficient manner.

Finally, Vetlab Sports Club family thank you for your continued support and urge us all to contribute towards the growth of the Club by supporting the game of golf. As you watch a game, it's fun. If you play it, it's recreation. If you work at it, it's golf.

Yours Faithfully,
Carolyn Mutaru
PR & Marketing Officer.
prmarketing@vetlabsc.com

MESSAGE FROM FINANCE DESK



The finance department is dedicated to update you on account's balance by 5th of the following month both subscriptions and current account. Always drop an email accounts@vetlabsc.com for all finance matters.

'How do I pay without necessarily coming to the Club?'

1. You can pay your bills via Mpesa using our Business Number **905400**, then the account name is the Membership Number (For example.....Z.005)
2. You can also deposit directly to our account using the following details:

Bank: Barclays Bank of Kenya
Branch: Westlands
Account Name: Vetlab Sports Club
Account Numbers: 0732 261 109

Harrison Muasya
Finance

**GET ALL YOUR
Club UPDATES
ON YOUR
PHONE**

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Google Play

Available on the
App Store



MESSAGE FROM THE STRATEGY IMPLEMENTATION COMMITTEE

The big work is now in progress. A strategic plan is just a document if it's not implemented. It must be used as a plan and all the annual work plans must derive their activities from it. This stage can be both satisfying but also scaring as major changes need to take place. Some activities include: 1) use of staffing and structure to communicate the firm's priorities and focus attention on the desired outcomes, (2) change of the planning systems, performance management, and incentive compensation, and (3) use of cultural adaptation techniques to introduce system-wide change.

Strategists use different approaches to implement the plans. Five of these are usually used:

1. Commander Approach

This approach assumes that the responsibility of strategy formulation or formation rests with the leader of the organization who operates like an architect whose work is to design and then deliver the design to others for implementation. The leader uses economic and competitive analysis to plan resource allocation in the achievement of well-defined or explicit goals and objectives. Thus, the key characteristic of commander approach is the centralized action. The downside is that there might be lack of ownership of the strategy and low motivation towards implementation due to lack of involvement of the implementers in the strategy making process.

2. Organizational Change Approach

This approach is assumed to pick up strategy implementation where the commander approach end because the leader plays a determinant role in the how of strategy formulation. The strategist completes the whole process of strategy making then is left to figure out how to get it implemented by undertaking various organizational changes in structure, personnel, and information and reward systems if the strategy is to be implemented effectively. The role of the strategic leader is that

of an architect, designing administrative systems for effective strategy implementation.

3. Collaborative Approach

This approach embraces teamwork of senior management in the formulation of strategy. The main motivation is to secure early buy-ins and commitment to long term goals and objectives. The leader spends reasonable amount of time with the senior leadership to craft new strategic changes. The leader recognizes the power of group dynamics and brainstorming to generate the best ideas to inform strategic choices.

4. Cultural Approach

The main driver of the adoption of this approach to strategy implementation is the need to achieve an organization-wide commitment to the strategic goals and objectives. Here, the strategic leader main focus is develop and disseminate the organization mission and purpose with clarity, and then allow strategy implementers to develop own strategies of achieving the overall strategic objectives. Under this approach, the strategic leader is involved in strategy implementation as coach but allows decision making at the lowest level in the hierarchy.

5. Coercive Approach

This approach takes a positive look at coercion in that coercive is taken to mean increasing or growing. The focus of the leader is on encouraging and motivating managers to champion change and implement sound effective strategies. The planner or strategist assumes the role of premise setter and judge. The crust of the matter revolves around the ability of the strategist to define the organizations' purpose broadly enough to encourage innovation and to select judiciously from among many viable projects. Simply put, the leader encourage subordinates to develop, champion, and implement sound strategies on their own in line with overarching mission and vision of the organization.

Different organizations use different approaches to fulfill the activities envisioned in the strategic plan. The main goal is to have cohesion and articulation of the strategic objectives. Below are diverse ideas of how certain business areas can be controlled and evaluated.

- **Development Projects**

Program Evaluation and Review Technique (PERT) and Critical Path Method (CPM) help managers to plan the timing of projects involving sequential activities.

- **Human Resources management**

Performance evaluation, Balance scorecard, training evaluations (Kirkpatrick technique maybe useful), breakages, turnover etc.

- **Marketing**

Web designs update, sales report, sales trend, questionnaires analysis, benchmarking and Return on investment among others.

- **Production processes**

Internal consistency, external consonance, capacity increases, supplier prices, low-cost initiatives or new procedures and Performance Analysis

- **Financial**

Free cash flows measures, Economic value addition, Asset management, Financing Decisions and Capital Structure: Profitability ratios: Growth indicators/targets: Risk assessment and management: Tax optimization:

The General Manager is crucial in ensuring that this stage is done accurately, clearly reminding chairmen of various committees to commit to the strategic plan. The Club chairman has a major role to encourage, motivate and lead this process. I'm certain the 2 gentlemen are up to the task.

Wishing you an exciting journey... I'll be policing you!

Dr. Susan Ngure
Board Director



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PROS CORNER

SEVEN PAR BREAKING HABITS

1. Put a higher value on your practice time.
2. Segment your practice.
3. Practice your weakest-most important skill first
4. Golf course preparation and playing skills development
5. Short - game skills development.
6. Long - game skills development
7. Mental skills and physical development.

Most golfers just practice and wish or hope for improvement then go about their practice routines with the hope that somehow and in some way that they do will help them to improve their game.

The truth is that most of them get bored and frustrated and short-cut the practice process to get out there as quickly as possible and go do something else more interesting and stimulation.

QUESTION

1. How many hours this week will spend on practice range?
2. How many golf course practice hours will you spend playing holes this week?
3. How many hours this week will you spend working on your mental skill and also your physical training?

GOLF TALENT FOUNDATION

- EDWIN MUDANYI: Played in the Barclays Kenya Open 2018
- Edwin Mudanyi and Robinson Owiti won Nairobi District Foursomes 2018

The golf course is a place where many come to relax and strike business deals.

This is why we strive earnestly to enable you enjoy the ambience the course provides.

Our green keeping staff work to ensure that the course is up to par with tournament standards.

Vet is a place where you'll not only enjoy the game but the vast types of birds as well...

It's our pleasure to see the golfers enjoy the grounds.