



# COUNCIL BUDGET STAFF REPORT

CITY COUNCIL of SALT LAKE CITY  
[www.slccouncil.com/city-budget](http://www.slccouncil.com/city-budget)

**TO:** City Council Members

**FROM:** Jennifer Bruno  
Deputy Director

**DATE:** July 14, 2014 at 8:28 AM

**RE:** Long Term Golf Fund Budget Issues

**Project Timeline:**

Briefing: July 15 and 29, 2014  
Budget Hearings: TBD  
Potential Action: TBD

## ISSUE AT-A-GLANCE

The Administration has forwarded the [attached transmittal](#) outlining the long-term financial issues facing the Golf Fund if the status quo operations were to continue, namely, that the Golf Fund will be in an operating deficit position, which gets worse over the next few years. This financial situation worsens despite the best efforts of the Golf Division staff at developing new players and attracting existing players to the City's courses.

The Council briefly discussed this matter during the FY 2015 Golf budget discussions, and during a Council briefing on June 10, 2014 (staff report and extensive list of original attachments [here](#)). In order to remain in compliance with State law regarding enterprise funds, the City needs to be moving quickly in the direction of solving these financial issues in the long term. It should be noted that the Administration will likely come to the Council in the fall to officially request a loan of general fund dollars to the Golf Fund, to resolve the Golf Fund's negative cash position for FY 2014 (exact amount to be determined). It is also likely that FY 2015 operations will finish in a negative cash position if the status quo is maintained. It also should be noted that due to the fund's cash position for some time, none of the needed deferred maintenance of infrastructure improvements have been addressed. The Administration has revised the list of capital needs since the original transmittal to the Council and Council Staff has attached it [here](#).

The Council convened a subcommittee to discuss these issues, and go through information provided by the Administration. The subcommittee reviewed a number of documents and sets of data ([revisit previous staff report and attachments here](#)), and the Administration has attached budget figures to a number of scenarios where information is readily verifiable. Scenarios and options have been crafted based on questions and ideas raised both internally among Council Members and as a result of comments received by the public.



## POLICY QUESTIONS

While there are hundreds of iterations and combinations of components and options, the overarching policy questions remain the same: *Due to the current and projected financial situation of the golf courses, is the Council interested in pursuing any of the following options?* The Council may wish to further discuss, and possibly straw poll, any of the options.

For the sake of brevity, staff has grouped these options into a few general categories (any or all of these options could be combined):

### **1. Consider projects (and funding for those projects) that could benefit the Golf Fund budget**

#### **a) Secondary Water savings**

- i. Secondary Water projects in the works:
  - Secondary water is already used to irrigate Mountain Dell Golf Course. The City is undertaking a \$6.1million ESCo this fall that will provide secondary water for Rose Park and Glendale Golf Courses, and a pilot well at Bonneville (the Golf fund will cover the debt service for this payment by using water savings from the project).
- ii. In order to bring secondary water to other courses it would cost approximately \$7.6 million (see [Attachment 2](#) for detail on project costs and projected savings).
- iii. If the Council were to issue a bond to cover this costs of this project, the annual debt service would be approximately \$580,000 per year (20 year bond).
  - The Council may wish to discuss this option.
  - As the Golf Fund currently could not shoulder that debt service, the Council may wish to discuss whether or not the General Fund could or should (this may require re-visiting the previously-adopted policy statement).
  - If the General Fund does provide some sort of payment, the Council may wish to consider issuing a bond to bring secondary water to all City parks (no analysis has yet been done on what this cost would be).
- iv. *Budget Impact - Alone, this option does not address the Golf Fund's long term financial problem, unless the General Fund covers 100% of the debt service. If the general fund covers 100% of the debt service, then the Golf Fund will have enough revenues to cover expenses, although it will not have sufficient resources to address capital needs.*

#### **b) CIP projects that have revenue generating potential** (see [Attachment 1](#), and section below for additional information on Golf Capital projects)

### **2. Consider other options for generating funding / revenue for the Golf Fund**

#### **a) Close portions or courses and rezone/sell land at commercial values**

- i. There is a range of options within this category, ranging from leasing sections of Golf Course property, to closing and selling all of a Golf Course to be developed by a private developer as a commercial use.
- ii. *Budget Impact - In all cases, because the "maximum value" of the land is so high, the Golf Fund would end up financially solvent. However, this assumes that the Council is ok with rezoning the land from open space to some other commercial designation, which to this point, the Council has not been willing to consider (see Guiding Policy Principles below).*

#### **b) Close portions or courses and sell land to general fund at open space rates**

- iii. There is a range of options within this category, ranging from leasing sections of Golf Course property, to closing and selling all of a Golf Course to the General Fund to be opened up to the public as Park space (either natural open space or traditional/developed park space).

- iv. Within this range of options, there is either a small or very significant impact on the General Fund (costs of land acquisition, development of park amenities, and maintenance). While acquisition and development costs could be bonded for (acquisition costs would have to be a taxable bond), maintenance costs would have to be absorbed into the ongoing General Fund budget.
  - v. *Budget Impact – The amount of money generated by the land transfer, as well as the money saved in deficit operations, the Golf Fund could be solvent in some of these scenarios (not all).*
- c) Other Miscellaneous Ideas** – the following are additional ideas that are on the table for consideration by the City:
- vi. Increase fees to fully cover deficit (initial estimates from the Administration indicate that assuming some loss in rounds played, the cost would need to increase by approximately \$2 per 9 hole round to cover the deficit. This would not address any backlog of capital improvement needs)
  - vii. Eliminate discounts fully
  - viii. Encourage economic development in key areas adjacent to Golf Courses where there is revenue potential
  - ix. Investigate the possibility of having other agencies or private corporations run the City courses
  - x. Investigate the possibility of a County-wide Golf management district
- 3. Operations continue largely as is** – this could include any or all of the following points:
- a) Either General Fund subsidy or loan**
    - i. If the general fund provides either a subsidy or loan to the Golf Fund
  - b) City works with Golf Course employees to make changes to make courses more financially sustainable. This could include any or all of the following measures:**
    - ii. Streamline discounts
    - iii. Raise fees (expand public information about why this is being done)
    - iv. Have Golf Pros work with local business schools to re-design course business plans (to be approved by Council)
    - v. Establish minimum CIP needs for each course
    - vi. Install secondary water at all courses
    - vii. Supplement budget from the general fund, only with the understanding that access should be allowed during the off season and potentially after hours – note: this would require the Council to revisit the previously-adopted guiding policy principle, since it involves a short-term general fund subsidy.
  - c) Budget impact** – *because of the variety of measures that could be undertaken, the budget impact of this option cannot be calculated at this time. If no measures are taken and status quo continues, the Golf Fund will be approximately \$5 million in debt over the course of 6 years.*

#### ADDITIONAL INFORMATION

- **Recommendations from the Golf Advisory Board** – The Golf Advisory Board prepared the [attached](#) document in response to the recent public discussions held by the Council.
- **Recommendations from the Mayor’s Golf Citizen Task Force** – this Committee was convened by the Mayor in 2011 to study financial issues relating to the Golf Fund. The [attached memo](#) from March 2012 covers the recommendations of the committee.
- **Maintenance Costs** – The Administration has provided more detailed information on current costs to maintain different types of open space, based on current actual budgets. This analysis is summarized in the following chart:

Open Space Maintenance Costs			
	Costs	Acres	Cost per Acre
<b>Golf</b>	<b>\$4,873,857</b>	<b>980</b>	<b>\$4,973</b>
General Fund*			
Natural Open Space	\$419,033	1168	\$359
Developed Open Space	\$7,006,037	661	\$10,599
<b>Total General Fund</b>	<b>\$7,425,070</b>	<b>1829</b>	<b>\$4,060</b>
*note: includes costs associated with Forestry. The Golf Fund does not have a corresponding Forestry program to take care of trees, so the comparison is not entirely equal.			

There are many other ways that this analysis can be summarized and presented. The Council may wish to schedule a separate briefing on this topic to get a better understanding of this complex issue. The recently-approved Public Services work order management system will also aid in this conversation.

- **CIP Needs** – Golf Fund and Administrative Staff have gone through the full list of CIP projects and prioritized it according to three areas – Asset Preservation, Financial (projects with potential revenue and expense reduction impacts), and Safety. The full list of projects by course and by category is attached [here](#). ***The Council may wish to ask the Administration to discuss in further detail, the assumptions used in calculating payback periods as well as the overall philosophy in prioritizing projects.***

Below is a summary chart by category:

	0-2 Years	3-5 Years	6-10 Years	11-20 Years	TBD	Total
<b>Asset Preservation</b>	\$ 2,296,800	\$ 1,218,400	\$ 1,380,700	\$1,082,800	\$ 152,300	\$ 6,131,000
<b>Financial</b>	\$ 6,854,100	\$ 3,777,060	-	\$ 578,800	\$ 6,774,903	\$ 17,984,863
<b>Safety</b>	\$ 731,000	\$ 1,218,400	\$ 609,200	-		\$ 2,558,600
<b>Total</b>	<b>\$ 9,881,900</b>	<b>\$ 6,213,860</b>	<b>\$ 1,989,900</b>	<b>\$ 1,611,600</b>	<b>\$6,927,203</b>	<b>\$26,674,463</b>

Staff has also included below the ranking of projects from the NGF study. There are a few differences in how the NGF recommended the Golf Fund prioritize projects and how the Administration is recommending prioritization.

	Low Estimate	High Estimate
<b><u>High Priority</u></b>		
Bonneville Renovation ( <i>not including proposed clubhouse</i> )	\$ 6,350,000	\$ 7,065,000
Reconfigure Jordan River/Rose Park Golf Course ( <i>close Jordan River and potentially make Rose Park to an executive course – sell excess land</i> )	\$ 2,630,000	\$ 3,160,000
Nibley Park Reconfiguration	\$ 490,000	\$ 640,000
Glendale (Irrigation, pavilion, maintenance facility)	\$ 315,000	\$ 362,000
Mountain Dell Irrigation	\$ 295,000	\$ 320,000
Forest Dale Irrigation	\$ 335,000	\$ 400,000
Wingpointe Irrigation	\$ 150,000	\$ 160,000
<b>Subtotal High Priority</b>	<b>\$ 10,565,000</b>	<b>\$ 12,107,000</b>
<b><u>Other High Priority – Revenue Generating</u></b>		
Clubhouse renovation at Mountain Dell	\$ 1,700,000	\$ 1,900,000
Front Lawn Project at Nibley	\$ 250,000	\$ 290,000
<b>Subtotal Other High Priority-Revenue Generating</b>	<b>\$ 1,950,000</b>	<b>\$ 2,190,000</b>
<b><u>Lower Priority Projects</u></b>		
Bonneville Clubhouse	\$ 4,000,000	\$ 4,400,000
Rose Park GC Remaining Projects	\$ 1,595,000	\$ 1,740,000
Nibley Park Remaining Projects	\$ 1,180,000	\$ 1,440,000
Glendale Remaining Projects	\$ 315,000	\$ 360,000
Mountain Dell Remaining Projects	\$ 1,330,000	\$ 1,490,000
Forest Dale Remaining Projects	\$ 990,000	\$ 1,195,000
Wingpointe Remaining Projects	\$ 660,000	\$ 790,000
<b>Subtotal Lower Priority</b>	<b>\$ 10,070,000</b>	<b>\$ 11,415,000</b>
<b>Total All Projects</b>	<b>\$22,585,000</b>	<b>\$25,712,000</b>

## INITIAL GUIDING POLICY PRINCIPLES

At the Council's June 10th meeting, the Council straw polled support of the following guiding policy principles. Because these principles were adopted early in the conversation, the Council may wish to discuss and/or refine these principles based on the latest information:

- The status quo is not a financially sustainable model.
- The Golf Fund should be self-sustaining and without general fund subsidy – may do a loan but not a long-term ongoing loan.
- Making changes to the status quo operation plan (reducing water usage, converting course irrigation systems to secondary water sources, increasing rounds of golf played, raising fees nominally and tweaking other operation expense budgets) improves the Golf Fund's financial position but does not position it well enough for long-term financial independence, nor would it allow any Capital Improvement needs to be met.
- All City courses are valuable and serve a distinct clientele and niche in the market. While all have the potential to draw more customers (as there are no courses that are 100% utilized), as a group, given this market, it is difficult to significantly improve the financial position of the Golf Fund.
- Open Space is a valuable asset in neighborhoods, regardless of use, as it enhances Neighborhood Quality of Life, an adopted Council Priority area.
- Open space is especially valuable when surrounded by neighborhoods, and should be protected.
- Commercial Development on Open Space should be avoided wherever possible.

- It is the fiduciary responsibility of the City Council to provide guidance to solve the Golf Fund's long term financial problems.
- Given the increase in number of Golf Courses in the immediate region in the past 15 years, the market may be saturated to the point where the number of courses cannot be self-sustaining (over-supply puts a downward pressure on pricing). It is possible that the re-purposing of one or more courses may improve the financial stability of the overall Golf market.
- Any re-purposing of golf courses should be high quality amenities that would add value for the area of the City in which they are located, and benefit residents.
- Establishing a timeframe horizon for success of 10 Years (within 10 Years a financing plan is in place).
- Include rate of change of rounds (growth or decline) as a criteria for evaluation of closing a course.
- Include revenue per round as a criteria for evaluation of closing a course.
- Investigate innovative financing and zoning to support economic development and revenue adjacent to golf courses.
- Make decisions based on the best interest of Salt Lake City residents.

The Council also discussed the possibility of establishing criteria for evaluating a course. The following list is based on that discussion, and has not been officially straw polled by the Council:

- Proximity to other amenities
- Proximity to major roads or ease of traffic access
- Traffic impact to surrounding neighborhoods
- Surrounded by neighborhoods
- Does the course make money (support the system)
- Does the course lose money (draw on the system)
- Rounds played
- Revenue per round
- Momentum of rounds played (rate of change)

## ATTACHMENTS

**Attachment 1** – Re-prioritized list of Golf Fund CIP projects

**Attachment 2** – Calculation of costs and potential savings to install secondary water at all Golf Courses

**Attachment 3** – Golf Advisory Board Position Paper (July 2014)

**Attachment 4** – Golf Ad Hoc Committee recommendation to City Council (March 2012)

## Attachment 1 - Prioritization of Golf CIP Needs

Main Reason	Total w/o ESCO Apr 2014	Years 0 - 2	Years 3 - 5	Years 6 - 10	Years 11 - 20	Years TBD	Total of All Years
<b>Asset preserv</b>							
<b>Bonneville</b>							
Cart Path - repair and installation	182,800	182,800	-	-	-	-	182,800
Irrigation System	-	-	-	-	-	-	-
Irrigation system efficiency	-	-	-	-	-	-	-
<b>Bonneville Total</b>	<b>182,800</b>	<b>182,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>182,800</b>
<b>Forest Dale</b>							
Clubhouse Restroom/Pro Shop Counter	60,900	-	-	60,900	-	-	60,900
Greens, Bunker rebuild / Upgrade, Drair	900,000	-	-	-	900,000	-	900,000
HVAC	100,000	100,000	-	-	-	-	100,000
Irrigation Control Replacement	121,800	-	-	121,800	-	-	121,800
Lake Bank Stabilization	91,400	-	-	-	91,400	-	91,400
<b>Forest Dale Total</b>	<b>1,274,100</b>	<b>100,000</b>	<b>-</b>	<b>182,700</b>	<b>991,400</b>	<b>-</b>	<b>1,274,100</b>
<b>Glendale</b>							
Cart Path - repair and installation	182,800	-	-	182,800	-	-	182,800
Clubhouse Restroom/Pro Shop Counter	30,900	-	-	30,900	-	-	30,900
Lake Bank Stabilization	-	-	-	-	-	-	-
<b>Glendale Total</b>	<b>213,700</b>	<b>-</b>	<b>-</b>	<b>213,700</b>	<b>-</b>	<b>-</b>	<b>213,700</b>
<b>Mountain Dell</b>							
Cart Path - repair and installation	182,800	-	-	182,800	-	-	182,800
Clubhouse Infrastructure Improvements	243,700	243,700	-	-	-	-	243,700
Clubhouse Restroom/Pro Shop Counter	60,900	-	-	60,900	-	-	60,900
Irrigation Control Replacement	243,700	-	-	243,700	-	-	243,700
Irrigation System - Canyon Course (\$2,500)	-	-	-	-	-	-	-
Irrigation System - Lake Course (\$2,500)	-	-	-	-	-	-	-
Practice Tee & Range Improvements	121,800	-	121,800	-	-	-	121,800
Pro Shop Counter	-	-	-	-	-	-	-
<b>Mountain Dell Total</b>	<b>852,900</b>	<b>243,700</b>	<b>121,800</b>	<b>487,400</b>	<b>-</b>	<b>-</b>	<b>852,900</b>
<b>Nibley</b>							
Cart Path - repair and installation	60,900	-	-	60,900	-	-	60,900
Clubhouse Restroom/Pro Shop Counter	100,900	-	-	100,900	-	-	100,900
Irrigation System	1,496,600	1,496,600	-	-	-	-	1,496,600
Lake Bank Stabilization	91,400	-	-	-	91,400	-	91,400
Perimeter Fencing Improvements, Entry	151,800	151,800	-	-	-	-	151,800
Piping of Streams through Fairway Corr	30,500	30,500	-	-	-	-	30,500
<b>Nibley Total</b>	<b>1,932,100</b>	<b>1,678,900</b>	<b>-</b>	<b>161,800</b>	<b>91,400</b>	<b>-</b>	<b>1,932,100</b>
<b>Rose Park</b>							



## Attachment 1 - Prioritization of Golf CIP Needs

Main Reason	Total w/o ESCO Apr 2014	Years 0 - 2	Years 3 - 5	Years 6 - 10	Years 11 - 20	Years TBD	Total of All Years
Cart Path - repair and installation	182,800	-	-	182,800	-	-	182,800
Irrigation System Imprvmnts (not complete)	1,096,600	-	1,096,600	-	-	-	1,096,600
<b>Rose Park Total</b>	<b>1,279,400</b>	<b>-</b>	<b>1,096,600</b>	<b>182,800</b>	<b>-</b>	<b>-</b>	<b>1,279,400</b>
<b>Wingpointe</b>							
Cart Path - repair and installation	121,800	-	-	121,800	-	-	121,800
Clubhouse Restroom Improvements	30,500	-	-	30,500	-	-	30,500
Clubhouse Roof and Siding Improvement	91,400	91,400	-	-	-	-	91,400
Lake Bank Stabilization	152,300	-	-	-	-	152,300	152,300
Lake fountains	-	-	-	-	-	-	-
<b>Wingpointe Total</b>	<b>396,000</b>	<b>91,400</b>	<b>-</b>	<b>152,300</b>	<b>-</b>	<b>152,300</b>	<b>396,000</b>
<b>Financial</b>							
<b>Bonneville</b>							
3 New Holes (Dependent on Driving Range)	1,218,400	-	-	-	-	1,218,400	1,218,400
Clubhouse - U of U partnership	-	-	-	-	-	-	-
Clubhouse - UGA and Utah PGA partnership	-	-	-	-	-	-	-
Clubhouse (including banquet space)	2,680,500	-	2,680,500	-	-	-	2,680,500
Driving Range & Short Game Areas	609,200	609,200	-	-	-	-	609,200
Entrance Road (new) & Parking Lot Improvement	504,600	-	-	-	-	504,600	504,600
Food & Beverage on course (dependent on Master Plan)	182,760	-	182,760	-	-	-	182,760
Master Plan	40,000	40,000	-	-	-	-	40,000
Secondary water - Pilot well only	-	-	-	-	-	-	-
Secondary water project (Pumps, Wells)	2,300,000	2,300,000	-	-	-	-	2,300,000
Tee/Green/Bunker Improvements, Perimeter	1,827,600	1,827,600	-	-	-	-	1,827,600
Restrooms on-course (#2/#4/#11/#17 and #18)	182,800	182,800	-	-	-	-	182,800
<b>Bonneville Total</b>	<b>9,545,860</b>	<b>4,959,600</b>	<b>2,863,260</b>	<b>-</b>	<b>-</b>	<b>1,723,000</b>	<b>9,545,860</b>
<b>Forest Dale</b>							
Piping of Drainage Streams through Fairways	91,400	91,400	-	-	-	-	91,400
Practice Hitting Net	30,500	-	-	-	-	30,500	30,500
Restroom on course (#4/#6)	91,400	-	-	-	91,400	-	91,400
Secondary water project (Pumps, Wells)	1,161,267	-	-	-	-	1,161,267	1,161,267
<b>Forest Dale Total</b>	<b>1,374,567</b>	<b>91,400</b>	<b>-</b>	<b>-</b>	<b>91,400</b>	<b>1,191,767</b>	<b>1,374,567</b>
<b>Glendale</b>							
Banquet Pavilion	213,200	213,200	-	-	-	-	213,200
Ladies Tee Addition, Bunker Renovation	121,800	121,800	-	-	-	-	121,800
Master Plan - predicated upon course closure	22,000	22,000	-	-	-	-	22,000
Secondary water project (Pumps, Wells)	-	-	-	-	-	-	-
Restroom on-course (#7/#12)	91,400	91,400	-	-	-	-	91,400



## Attachment 1 - Prioritization of Golf CIP Needs

Main Reason	Total w/o ESCO Apr 2014	Years 0 - 2	Years 3 - 5	Years 6 - 10	Years 11 - 20	Years TBD	Total of All Years
<b>Glendale Total</b>	<b>448,400</b>	<b>448,400</b>	-	-	-	-	<b>448,400</b>
<b>Mountain Dell</b>							
Canyon:12,14,15 / Lake: Retaining Wall	609,200	-	609,200	-	-	-	609,200
Patio Deck Extension, Clubhouse renov	493,700	493,700	-	-	-	-	493,700
Tee Leveling and Ladies Tee Addition	304,600	304,600	-	-	-	-	304,600
<b>Mountain Dell Total</b>	<b>1,407,500</b>	<b>798,300</b>	<b>609,200</b>	-	-	-	<b>1,407,500</b>
<b>Nibley</b>							
Batting Cages (\$200,000 estim)	-	-	-	-	-	-	-
Miniature Golf Course (\$650,000 projec	-	-	-	-	-	-	-
Mobile Office Building Retrofit for SLC C	50,000	50,000	-	-	-	-	50,000
Range Tee, Fence, related Improvemer	365,500	365,500	-	-	-	-	365,500
Secondary water project (Pumps, Wells	1,268,736	-	-	-	-	1,268,736	1,268,736
Short Game Practice Area, additional p	100,900	100,900	-	-	-	-	100,900
Restroom on-course (#3/#7)	91,400	-	-	-	91,400	-	91,400
<b>Nibley Total</b>	<b>1,876,536</b>	<b>516,400</b>	-	-	<b>91,400</b>	<b>1,268,736</b>	<b>1,876,536</b>
<b>Rose Park</b>							
Banquet Pavilion (\$175,000 estim)	-	-	-	-	-	-	-
Clubhouse Improvements and Cart Stor	304,600	-	-	-	304,600	-	304,600
Ladies Tee Addition on Select Holes, B	304,600	-	304,600	-	-	-	304,600
Master Plan - predicated upon course cl	40,000	40,000	-	-	-	-	40,000
Range Improvements	-	-	-	-	-	-	-
Restroom on course (#14/#16)	-	-	-	-	-	-	-
Restroom On-Course (#5/#9)	91,400	-	-	-	91,400	-	91,400
Secondary water project (Pumps, Wells	-	-	-	-	-	-	-
<b>Rose Park Total</b>	<b>740,600</b>	<b>40,000</b>	<b>304,600</b>	-	<b>396,000</b>	-	<b>740,600</b>
<b>Various</b>							
Audit of energy projects	-	-	-	-	-	-	-
Development & PA setup	-	-	-	-	-	-	-
Lighting	-	-	-	-	-	-	-
Measurement & Verification (M&V)	-	-	-	-	-	-	-
Project Management (PM)	-	-	-	-	-	-	-
Revenue loss during construction	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-
<b>Various Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Wingpointe</b>							
All projects removed if course closed - E	-	-	-	-	-	-	-
Café Sliding Glass Doors, Wind Breaks	60,900	-	-	-	-	60,900	60,900

## Attachment 1 - Prioritization of Golf CIP Needs

Main Reason	Total w/o ESCO Apr 2014	Years 0 - 2	Years 3 - 5	Years 6 - 10	Years 11 - 20	Years TBD	Total of All Years
Secondary water project (Pumps, Wells Shelters on course (#6 and #16)	2,500,000 30,500	- -	- -	- -	- -	2,500,000 30,500	2,500,000 30,500
All projects removed - Financial	-	-	-	-	-	-	-
All projects removed - Asset preserv	-	-	-	-	-	-	-
<b>Wingpointe Total</b>	<b>2,591,400</b>	-	-	-	-	<b>2,591,400</b>	<b>2,591,400</b>
<b>Safety</b>							
<b>Bonneville</b>							
Maintenance Facility Relocation & imprc	731,000	731,000	-	-	-	-	731,000
<b>Bonneville Total</b>	<b>731,000</b>	<b>731,000</b>	-	-	-	-	<b>731,000</b>
<b>Forest Dale</b>							
Cart Path - repair and installation	121,800	-	121,800	-	-	-	121,800
Maintnc Bldg Imprvmnts, Wash Bays, Sa	182,800	-	-	182,800	-	-	182,800
<b>Forest Dale Total</b>	<b>304,600</b>	-	<b>121,800</b>	<b>182,800</b>	-	-	<b>304,600</b>
<b>Glendale</b>							
Maintnc Bldg imprvmnts, Wash Bays, Pe	182,800	-	182,800	-	-	-	182,800
Range Fence Repairs	-	-	-	-	-	-	-
<b>Glendale Total</b>	<b>182,800</b>	-	<b>182,800</b>	-	-	-	<b>182,800</b>
<b>Mountain Dell</b>							
Maint Bldg Imprvmnts, Wash Bays, Sand	731,000	-	731,000	-	-	-	731,000
<b>Mountain Dell Total</b>	<b>731,000</b>	-	<b>731,000</b>	-	-	-	<b>731,000</b>
<b>Nibley</b>							
Maintnc Bldg Imprvmnts, Wash Bays, Sa	182,800	-	182,800	-	-	-	182,800
<b>Nibley Total</b>	<b>182,800</b>	-	<b>182,800</b>	-	-	-	<b>182,800</b>
<b>Rose Park</b>							
Maintnc Bldg Imprvmnts, Wash Bays, Sa	304,600	-	-	304,600	-	-	304,600
<b>Rose Park Total</b>	<b>304,600</b>	-	-	<b>304,600</b>	-	-	<b>304,600</b>
<b>Wingpointe</b>							
Maintnc Bldg Imprvmnts, Wash Bays, Sa	121,800	-	-	121,800	-	-	121,800
<b>Wingpointe Total</b>	<b>121,800</b>	-	-	<b>121,800</b>	-	-	<b>121,800</b>
<b>Grand Total</b>	<b>26,674,463</b>	<b>9,881,900</b>	<b>6,213,860</b>	<b>1,989,900</b>	<b>1,661,600</b>	<b>6,927,203</b>	<b>26,674,463</b>

## Return to Staff Report

### SECONDARY WATER ANALYSIS

#### SLC Golf

	<u>Current Water Budget</u>	<u>Estimated New Water Budget</u>	<u>Estimated Annual Savings</u>	<u>Estimated Cost of Construction</u>	<u>Estimated Simple Payback yrs.</u>	<u>Estim Annual Debt Service for 20 yrs</u>
<b>Additional to ESCO</b>						
Bonneville	\$ 265,000	\$ 25,797	\$ 239,203	\$ 2,310,000	9.7	\$ 179,000
Forest Dale			\$ 39,189	\$ 1,161,267	29.6	\$ 90,000
Mtn. Dell - can rate be changed to secondary water resource fee?				\$ -		
Nibley			\$ 33,068	\$ 1,268,736	38.4	\$ 98,000
Wingpointe	\$ 226,000	\$ 41,606	\$ 184,394	\$ 2,750,000	14.9	\$ 213,000
Total			<u>\$ 495,854</u>	<u>\$ 7,490,003</u>		<u>\$ 580,000</u>
<b>In ESCO</b>						
Glendale			\$ 152,826	\$ 837,803	5.5	
Rose Park			\$ 158,907	\$ 1,117,399	7.0	
			<u>\$ 311,733</u>	<u>\$ 1,955,202</u>		
<b>All projects</b>			<u><u>\$ 807,587</u></u>	<u><u>\$ 9,445,205</u></u>		

#### NOTES

Bonneville construction cost is rough estimate provided by Siemens

Bonneville water savings estimate was prepared by PS Dept based on PU info and doesn't include costs of electricity and operational impacts. The water flow capacity is unknown.

Forest Dale - figures are from Siemens.

Glendale numbers are from Siemens and are included in first ESCO for Golf

Nibley - figures are from Siemens.

Rose Park numbers are from Siemens and are included in first ESCO for Golf

Wingpointe construction cost is rough estimate provided by Siemens. Water availability, quality, and rights are undetermined.

Wingpointe water savings estimate was prepared by PS Dept and doesn't include costs of electricity and operational costs.



**SALT LAKE CITY GOLF ENTERPRISE FUND ADVISORY BOARD  
POSITION STATEMENTS ON CURRENT ISSUES  
RELATED TO LONG-TERM GOLF FUND BUDGET SOLVENCY**

July 8, 2014

*City Council, Mayor Becker, and Public Services Officials,*

*Please accept these position statements from the Salt Lake City Golf Enterprise Fund Advisory Board (a majority of the board). These statements are in response to a request from City Council to understand the GAB's position on the key issues and options currently under consideration relative to the Golf Fund's projected long-term operating deficit and negative cash balance. We have developed these statements from our on-going evaluation of the operations and facility conditions at SLC's eight public golf courses.*

*While we work closely with the SLC Golf Administration, we are citizens who play these golf courses regularly, and are speaking with an independent voice in taking the following positions on critical issues that will impact the future of public golf in our city; and, as a result of Salt Lake City's century-long history as a leader in providing quality, affordable public golf, will impact the future of public golf throughout the state.*

- 1. The various SLC Golf Fund budget-balancing scenarios currently under evaluation by the Salt Lake City Council include options to “repurpose” Glendale and/or Forest Dale along with closing Wingpointe and reducing Rose Park to nine holes and the practice area.**

**What is your position on closing and/or reducing the number of holes at Salt Lake City Golf Courses?**

*We do not want any of Salt Lake City's diverse selection of public courses closed. All other long-term Golf Fund balancing options should be thoroughly evaluated by City Council with input from the public, the Golf Advisory Board, and Golf and Public Services management. The current negative cash position in the Golf Fund was projected years ago in budget pro forma documents. The Golf Advisory Board asks City Council to take a long-term approach in solving this issue, and to avoid hastily moving to close these community treasures; closure should be a last resort only after all benefits to the community generated from the operation of this quality and diverse selection of public golf courses are taken into account.*

*It is projected that the population along the Wasatch Front will significantly increase over the next decade. Utah has one of the highest per capita golf participation rates in the country at approximately 15%. The percentage of golfers in the market compares favorably with the percentage of the local population that utilizes public recreation centers, patronizes art and cultural facilities and events, and takes advantage of the greatest snow on earth. We also request that City Council verify that the FAA is actually mandating a market rate annual property lease payment at Wingpointe Golf Course as we encourage the City, if possible, to return to the terms of the original MOU that provided for a century of operations free of any property lease payment.*

- 2. The golf course closure scenarios being reviewed by City Council do not include an analysis of the maximum savings potential from a conversion to secondary water at all golf courses with options for all, some, or none of the initial capital infrastructure investment to come from funding sources outside the Golf Fund operating budget.**

**A. Where should this analysis of secondary water savings and options regarding the upfront capital investment be positioned in the City Council's process?**

*Completing the capital infrastructure to move every Salt Lake City golf course to the available secondary water source(s) should be THE PRIMARY focus. As stated above, considering course closures or reduction of holes should happen only as a measure of last resort, and that evaluation should be based on the long-term solvency of the Golf Fund, not as a result of a short-term perspective. The move to secondary water needs to be accomplished from both a financial solvency perspective as well as to further the city's water conservation efforts. Getting this done is the environmentally responsible action that must be taken now. While we agree that capital projects should be evaluated and prioritized based on the financial return in either reducing expenses or raising capital funds/increasing ongoing operating revenue, some projects must be evaluated and prioritized based on other factors. The move to secondary water at every golf course is one of those issues. In fact, given the limited funding available for golf course capital improvements, secondary water and irrigation system work should be the sole focus of available capital funds other than in relation to projects that can be funded by partnership revenue or have payback periods of not more than ten years from date of project completion. But, even with an excellent ROI, water projects must be the priority.*

**B. You have made a statement in the past supporting the use of surplus golf property to help fund capital improvement priorities. What is your position on a subsidy or loan from the City General Fund?**

*In keeping with the Golf Enterprise Fund's long history of providing a quality, diverse selection of public golf facilities and subsidy-free urban green spaces that have a significant positive impact on our environment, it is the Golf Advisory Board's goal to avoid any type of general fund/taxpayer assistance for the city's public golf system. That is why we submitted the attached letter a few years ago recommending the difficult option of selling (or leasing long-term) some surplus golf course property at market valuation to maximize the proceeds available to complete these critical golf capital projects with the understanding that this is a unique situation worthy of such a one-time solution to the deferred maintenance and improvement issue, as confirmed in the NGF's report. Please remember that this budget/capital situation is over thirty years in the making. Therefore, if part of solution, again, focusing on facilitating a move to secondary water at every golf course, requires general fund support, then we ask the City Council to consider a long-term, no-interest or very low-interest loan to facilitate the completion of this critical capital infrastructure work.*

**C. What is your position on attempting to generate some capital funding through a green fee and cart rental fee increase?**

*The green fee price point at each Salt Lake City golf course is at the high end of the scale compared to courses of similar quality in the market. As a result, we are concerned that any increase in green fees right now will result in a loss of play that will, at a minimum, negate the potential increase in revenue. In fact, such a move right now might actually result in a decrease in total revenue given that our experience the past 2 1/2 years has shown there is price sensitivity given all market factors. These market factors could result in a significant percentage of golfers electing to play their golf outside of Salt Lake City's system if fees are*

*increased. Right now, if anything, some green fees at some courses during slow time periods may need to be discounted to attract more play and maximize total operating revenue.*

- 3. A key part of the City Council's proposal to provide the necessary capital funding for the SLC Golf Program is going to SLC taxpayers with a general obligation bond vote. Their position is that a bond vote focused solely on providing one-time capital funding to improve City golf courses most likely will fail given that 15% of the public play golf. Therefore, one option being considered is to "repurpose" all or portions of Forest Dale, Glendale, and/or Rose Park into other outdoor recreation facilities, and go the public with a general obligation bond with the purpose of providing increased recreation facilities throughout the city plus providing the Golf Fund with its necessary capital infusion.**

**What is your position on this concept for a general obligation bond to fund the development of outdoor recreation facilities on property that used to be Glendale GC and Forest Dale GC?**

*As stated above, we are strongly opposed to closing these valuable community assets. This proposed general obligation bond plan does not resolve the never-ending subsidy the City will experience with non-revenue producing parks and/or ball fields occupying those repurposed former golf courses, AND the cost of this plan to public golf in Salt Lake City is potentially giving up the historic Forest Dale Golf Course that is not a financial drain on the Golf Fund, and Glendale, the perfect "core" municipal golf course that generally stands on its own financially. Losing these two outstanding golf courses that cater to different segments of the local public golf market is too high a price to pay. And, these properties should be irrigated with secondary water regardless of whether they are golf courses or parks.*

- 4. As you know, a component of our capital funding proposal includes potential partnerships with golf associations, educational institutions, businesses, and individual donors. As the focus of these partnerships is to provide funding for facility improvements as well as ongoing incremental operating revenue, until I can tell potential partners exactly what facility improvements we will be making, no further progress can be made toward any agreement.**

**A. Are you in favor of proceeding with these partnerships if each makes sense for Salt Lake City Golf in terms of generating CIP funding as well as on-going incremental operating revenue?**

*Win/win partnerships will be critical in the effort to fund capital improvements beyond those projects focusing on a resolution to the current water cost problem. Partnerships should be considered that provide funding specifically for capital work, have potential to increase ongoing operating revenues, and enhance the quality of our golf courses.*

**B. What is the board's position as to future changes in supply and demand we may see that impact public golf rounds played at Salt Lake City's golf courses?**

*As long as green fees at Salt Lake City golf courses are competitive, we see demand for public golf increasing simply due to the projected population increase over the next decade. Our board's position is that SLC Golf should continue to focus on building new golfers 1) by the continuation of the excellent Youth on Course Program and expanding that program to expand demand among the next generation of potential golfers, 2) by maintaining the junior green fee that is mandatory to build future full fee paying adults, 3) by expanding the highly successful Adult Golf 101/201 and related adult instruction programming, 4) by the continuation of a senior green fee as it is a standard pricing policy in the industry and SLC*

*would alienate that significant group of customers if that rate were eliminated, and 5) by providing a golf fee incentive for loyal SLC Golf customers and City residents.*

*We also think that budget increases for marketing and promotion are important. While SLC Golf has done an exceptional job developing promotional programs and events, and has received national recognition for that work, the current focus on social media and direct marketing must be paired with additional media to properly communicate fee discounts and value added promotions, instructional programs, and tournaments and special events.*





## Return to Staff Report

**TO:** Mayor Ralph Becker  
David Everitt, Chief of Staff

**FR:** Mike Akerlow  
Deputy Director, Housing and Neighborhood Development

**RE:** Mayor's Golf Citizen Task Force Recommendations

**DATE:** 3/22/12

Beginning in September of 2011, the Mayor's Golf Citizen Task Force (CTF) met biweekly with the instruction to evaluate the City's golf program, the proposed capital improvement projects, and the funding of those projects. The CTF began their meetings with an overview presented by Rick Graham and David Terry so that the group could get an understanding of the current status of the program as well as its needs. After their initial presentation at subsequent meetings, the CTF discussed whether the City should be involved in the golf business, the number of and condition of the City's courses, the proposed capital improvement projects, and proposed funding resources. The CTF's findings and subsequent recommendations are discussed below.

### **Discussion of the City Golf Program and Courses**

The CTF recognizes the golf courses and program as a valuable and needed amenity to the City. While the courses themselves provide open, green areas in our neighborhoods, one of their primary uses is to provide a unique recreational opportunity for the citizens of Salt Lake City. Frederick Law Olmsted believed parks achieve a higher social vision *"as the source of health inspiration – through mental, physical and social recreation – the parks provide a respite to the stresses of modern city life. They provide spaces where people come together to create a stronger community"*. This vision should span the strata of all social, cultural, racial, gender and economic levels of our City. Golf is a sport that accommodates multiple levels of physical and mental abilities and provides for inter-generational interaction. Golf provides an outdoor laboratory to teach and experience sportsmanship and team building on the course in a way that no other sport can do.

Currently, the City operates eight public golf facilities including Mountain Dell, Bonneville, Glendale, Rose Park, Wingpointe, Forest Dale, Nibley Park, and Jordan River Par Three. These courses are operated as an enterprise fund free of tax subsidy. The Salt Lake City Golf Enterprise Fund pays all costs associated with operating these eight facilities with operating revenues. Expenses include all personnel costs, materials and supplies costs, capital equipment and improvement project investment, charges and services costs including the same water rates the public pays and a quarterly billing for time spent by City General Fund employees on golf issues. However, based on information supplied by the Golf Division, some of the City's courses do not appear to be financially viable.

City staff working with the CTF has contacted other municipalities outside of the state regarding their golf programs. The response staff received was that Salt Lake City has more golf courses than can be sustained by their population. It must also be considered that over the past fifteen years there has been

significant growth in the number of courses developed by neighboring cities, the County, and private developers. The CTF recommends that as part of a thorough study of the golf program, which will be discussed in more detail below, that each individual City-owned course be evaluated to determine its financial viability, its current physical condition, its needs for capital improvements, and whether there would be a financial return to the City if such improvements were implemented. If a course does not meet established criteria, the course would be repurposed or sold to the private sector.

## **Water**

The CTF met with the City's golf Superintendents and Professionals to discuss with them a number of items regarding the golf program. The message that was clearly communicated to the CTF from the Supers and Pros was that the biggest issue facing the golf courses is the expense of water and the inefficiencies of the irrigation systems. Doug Vilven, owner of Golf in the Round Learning Center (in addition Mr. Vilven is also a Master PGA Professional, PGA of America Adjunct Faculty, former PGA of American Board of Director 2002-2005, and former member of the PGA Rules Committee) also met with the CTF and informed them of Golf in the Round's ability to significantly save funds each year from using secondary water. Jerry Brewster, the County representative on the CTF, also stated that they see a savings from using secondary water on their golf courses.

Based on the information supplied to the CTF by the Golf Division, the CTF supports the ESCO proposal of \$3.35 Million to upgrade the irrigation systems at Bonneville, Rose Park, and Glendale. Furthermore, the \$5 Million Golf Fund Revenue Bond would be a necessary source of funding to change the current system of culinary water use to secondary water at Bonneville, Forest Dale, Nibley Park, Rose Park, and Wingpointe. This improvement would reduce costs, increase revenues, and promote environmental responsibility. Savings from the irrigation system upgrade would be used to pay for the ESCO contract and the Bond, with remaining funds being used for other maintenance projects. It is the conclusion of the CTF that the irrigation system changes should be the top infrastructure priority at each course so that there can be an immediate increase in savings, as well as a beneficial impact on the city's water use. It should be noted that if Wingpointe were to be closed as a result of the airport expansion, no funds ought to be allocated to the irrigation system, and all other improvements would be approved on an as-needed basis.

However, as will be explained below, the CTF does not recommend that the City move forward with the approval of the ESCO contract or the bond until a more thorough analysis is performed on the actual costs of these programs, what the debt service will be, and how much will actually be saved by making these improvements.

## **Final Recommendations**

During the six months that the CTF convened, they met with, as mentioned previously, the City's golf Superintendents and Professionals, a golf professional from the private sector, the City's Golf Division Manager, and received information researched by City staff. From these meetings and further discussion, the CTF was able to recognize a number of issues surrounding the golf program and make

the following recommendations that they believe will create a positive impact in addressing both the short term and long term needs of the golf program.

1. *The City hire an independent consultant experienced in the golf industry to perform a financial analysis on each individual course and a study on the proposed capital improvement projects and proposed funding sources for those projects.* After reviewing a series of revised pro formas created by the Golf Division, the CTF recommends that the hired consultant gather and analyze current data from the golf program to determine whether the proposed pro formas are viable. During the review of these pro formas by the CTF and other financial analysts in the City, a number of errors were discovered that affected the eventual outcome of each proposal. The CTF believes a consultant should examine the assumptions used in the pro formas and create a pro forma that will give an accurate depiction of the impact of the proposed CIP and funding of those projects.
2. *As part of the consultant's study, a 5-year economic model be created for the City's golf program.* Personal responsibility on the part of the golf courses themselves will be critical if efficiency is to be maintained throughout the improvement process. Therefore, it is the recommendation of the CTF that an economic model be developed that would state the needs of each golf course in the city. This model would also aid the Council and the Golf Division in keeping up with the assessed need for repairs, upgrades, required modifications, modernization of equipment and technology and would assist in identifying options to address these issues as they appear. It is the belief of the CTF that this newly developed economic model would prioritize the needs of each facility and set a known baseline for capital investments. A 5-year plan is recommended to better track progress in spending, benefit to the general population, monitor any environmental impacts, and determine whether the courses are fulfilling their purpose and maintaining viability. The economic model would also outline what measures will be put in place to correct issues affecting the financial condition of the courses as well as the playability. If a new organizational structure for the courses were to become needed in order to increase efficiency, the 5-year model would seek to address it. It should also be noted that a public relations and effective marketing program for the City's courses as well as community outreach will be critical to the improvement plan. Any model developed by the courses would include a strategic marketing plan defining how they will work with their different communities to provide educational platforms in order to teach the art of sportsmanship and team building with the City's youth, as well as exercise and learning for the mature members of our community.
3. *Based on the results of the financial analysis from the consultant, the City approve the ESCO contract and bond in order to improve the irrigation systems and change from culinary water to a secondary water system.* As mentioned previously, while the CTF believes this is one of the primary objectives to be addressed, the CTF also recommends that this not be approved until the consultant has determined that both the costs and the savings projected are reasonable.

4. *The Golf Division should further explore other options on all proposed funding resources.* The CTF recommends the Golf Division consider whether they have explored all options regarding possible funding sources, such as:

- The Golf Division is proposing a partnership with the University of Utah for \$2,500,000 which would give naming rights and a property lease for the period of 10 years. The CTF is concerned that other partnerships have not been explored. A partnership with a larger financial institution for a shorter period of time would bring a different clientele to the courses and allow flexibility to renew that agreement more often.
- The Golf Division is proposing facility improvements that would increase the usability of the courses for weddings, special events, etc. The concern is that the proposed costs of these additions may not be adequate to fully build to a standard that would attract potential users.

5. *Create a “culture” within the City’s Golf Program to benefit the community.* In order to bring about the change necessary to improving golfing conditions in Salt Lake City, a shift in culture should be incorporated in any plan of action. This would mean a change in the management structure and staff participation in the operation of the courses. Golf professionals and course superintendents should work together for the success of the courses, and develop an incentive program to promote investment in their courses. Moreover, employees should be encouraged to use the courses for play when they are not working. In addition to internal improvements, community outreach and involvement is vital to the overall sustainability of the courses themselves. City leagues and youth programs would help attract community investment, as well as other activities popular amongst the citizenry. For example, the use of courses for off-season sports such as snow-shoeing and cross-country skiing, walking in the evenings, and family gatherings should all be investigated. Furthermore, a strong focus should be placed on the development of on-course facilities so that they can be used for multiple purposes, such as corporate events and weddings. The possibilities for each of the City’s golf courses are many and should be improved upon so that maximum efficiency can be achieved.

## **Conclusion**

The CTF recognizes that the golf courses are of great value to the City by providing open areas and a place for people to recreate. The courses can be a source of many uses that bring the community together, whether it is through the game of golf, or off-hour recreation, or for events. The experience that an individual has at the golf course is of great importance. If that experience is positive, it results in return visits, growth in revenue, and maximizing the use of the course. There is definite need to improve the courses, but there is also the need for additional, more creative ways to reach out to the community and introduce them to the game of golf. If both of these things can be accomplished, the City’s courses become of real value to the golfer and non-golfer and to the citizens of Salt Lake City.



# COUNCIL BUDGET STAFF REPORT

CITY COUNCIL of SALT LAKE CITY  
[www.slccouncil.com/city-budget](http://www.slccouncil.com/city-budget)

## Return to July 15, 2014 Staff Report

**TO:** City Council Members

**FROM:** Jennifer Bruno  
Deputy Director

**DATE:** May 30, 2014 at 1:57 PM

**RE:** Long Term Golf Fund Budget Issues

**Project Timeline:**

Briefing: June 3, 2014  
Budget Hearings: May 20, June 3  
Potential Action: June 10 OR 17

### [VIEW MAYOR'S RECOMMENDED BUDGET](#)

***\*Note: This staff report contains ideas for the Golf Fund that have not been previously reviewed or discussed in public or with the full Council. As such, this is a review of key elements as summarized by staff, and does not necessarily represent a majority of the Council\****

### ISSUE AT-A-GLANCE

The Administration has forwarded the [attached transmittal](#) outlining the long-term financial issues facing the Golf Fund if the status quo operations were to continue, namely, that the Golf Fund will be in an operating deficit position, which gets worse over the next few years. This financial situation worsens despite the best efforts of the Golf Division staff at developing new players and attracting existing players to the City's courses.

The Council briefly discussed this matter during the FY 2015 Golf budget discussions. While these issues do not need to be resolved in advance of adopting the FY 2015 budget, the City needs to be moving in the direction of solving these issues in the near term, in order to remain in compliance with state law regarding enterprise funds. In addition, the Council should be aware that the Golf Fund is projected to finish FY 2014 in a negative cash position by approximately \$500,000, due to a very hot summer last year (which contributes both to higher than budgeted utility costs and lower rounds played). (Projected FY14 cash flow for the Operations Fund was estimated to be a negative \$1 million.) It is also likely that FY 2015 operations will finish in a negative cash position. It also should be noted that due to the funds cash position for some time, none of the needed deferred maintenance of infrastructure improvements have been addressed.

The Council convened a subcommittee to discuss these issues, and go through information provided by the Administration. The subcommittee reviewed a number of documents and sets of data. All of these documents are attached to this staff report, and a brief description of each of these documents is included (starting on page 5 of this report). At the request of the subcommittee, the Administration calculated the budget implications for a



number of scenarios (see [Attachment 1](#) and [Attachment 2](#)). Staff has been collecting additional ideas from Council Members and these numbers will be available in advance of the Council's work session.

The following is a list of policy principles that the subcommittee discussed when reviewing this information:

- The status quo is not a financially sustainable model.
- The Golf Fund should be self-sustaining and without general fund subsidy.
- Making changes to the status quo operation plan (reducing water usage, converting course irrigation systems to secondary water sources, increasing rounds of golf played, raising fees nominally and tweaking other operation expense budgets) improves the Golf Fund's financial position but does not position it well enough for long-term financial independence, nor would it allow any Capital Improvement needs to be met.
- All City courses are valuable and serve a distinct clientele and niche in the market. While all have the potential to draw more customers (as there are no courses that are 100% utilized), as a group, given this market, it is difficult to significantly improve the financial position of the Golf Fund.
- If a General Fund subsidy is needed for any reason, it is difficult to justify subsidizing an exclusive use of property for a single use such as golf. Taxpayers may be more willing to subsidize property if there is a mix of uses provided.
- Open Space is a valuable asset in neighborhoods, regardless of use, as it enhances Neighborhood Quality of Life, an adopted Council Priority area.
- Open space is especially valuable when surrounded by neighborhoods, and should be protected.
- Open space is an asset that cannot be recovered once sold for private development.
- Commercial Development on Open Space should be avoided wherever possible.
- It is the fiduciary responsibility of the City Council to provide guidance to solve the Golf Fund's long term financial problems.
- Given the increase in number of Golf Courses in the immediate region in the past 15 years, the market may be saturated to the point where the number of courses cannot be self-sustaining (over-supply puts a downward pressure on pricing). It is possible that the re-purposing of one or more courses may improve the financial stability of the overall Golf market.
- If courses are going to be closed it is best to do so where they are not surrounded by residential neighborhoods, and an offsetting community amenity should be provided in the absence of Golf.
- Any re-purposing of golf courses should be high quality amenities that would add value for the area of the City in which they are located, and benefit residents.

## **POLICY QUESTIONS**

1. Is the Council comfortable with a general fund subsidy for Golf?
  - Short Term
  - Long Term
2. Does the Council wish to weigh in on the concept of selling open space for Commercial Development (requiring Council action to rezone), vs. selling it at an Open Space (lesser) value in order to keep it open space. Are there limited circumstances where the Council might consider selling/rezoning land for Commercial Development (proximity to surrounding commercial/major arterials/etc)?
3. Does the full Council support the guiding policy principles that were looked at by the Council subcommittee? Does the Council wish to revise, revisit, delete or add any principles to guide the upcoming decision-making process?
4. The Council may wish to discuss a public engagement process for going through this decision making process.
5. If the Council is interested in converting some Golf open space to mixed-use public open space, a General Obligation bond could be a tool to finance the purchase of property and development of other uses. Is the Council interested in further information on this approach?

6. The Council may wish to discuss alternative models for handling the Golf Courses, including privatization. While the National Golf Foundation report indicated that it is not likely that the City will find a willing participant for the under performing courses (without a general fund subsidy), the Council may wish to consider asking the City to issue an RFP, to see what responses are like.
7. The Administration and Council may want to further and more deeply study the revenue source opportunities that may be available. The City may want to ask for an independent/outside review of this specific issue. The City may want to focus these investigations on courses with the most potential for increasing rounds played, not exclusively on courses that have historically performed the best.
8. In the Council's budget discussions, one Council Member has suggested that Golf should be given a temporary reprieve from Tier 2 and Tier 3 water rates (while the ESCO project is underway). This will result in approximately \$400,000 in savings for the Golf Fund, although it should be noted that the Public Utilities budget will also be reduced by that amount. Staff will discuss with the Attorney's Office what the appropriate legal mechanism is to do this, if the Council is supportive of going in this direction.
9. The Council may wish to ask the Administration about opportunities for increased collaboration with the County.
10. The Council may wish to discuss a timeline for addressing the over-all golf issues.
  - o Fiscal year 2015
  - o Long term

#### **ADDITIONAL INFORMATION**

1. **Wingpointe Golf Course** - Wingpointe Golf Course is located on Airport property. This property is currently leased to the Golf Fund from the Airport. Recently, the FAA has mandated that the Airport get true fair market value for this property. As such, Wingpointe is having to make a series of escalating payments to the Airport as a lease payment – (\$60,000 for FY 2015, escalating by \$5,000 per year – lease expiring December 2017). There is an agreement in place to cover the status quo with lease payments until December 31, 2017.
  - **Per the agreement with the FAA, the City must:**
    - i. Make a reasonable effort to rezone the property to allow aeronautical uses within the next 4 years.
    - ii. If the property is not needed in 2017 for aeronautical purposes, the MOU may extend for an additional five years, but only if the City pays the DOA the current appraised fair market value rent (likely much higher than the current-negotiated amount).
  - Wingpointe has shown steadily declining rounds played since 2009 (with a brief uptick in 2012). It is projected to operate at a loss of approximately \$110,000 in FY 2015. It has also operated at a loss for the last two years (average loss over the last 3 years is \$192,561).
  - The Administration has indicated that a number of factors have led to reduced rounds, including uncertainty about the future ownership/closure of the course.
  - Of the \$22m in capital needs, approximately \$913,802 are related to Wingpointe. There are no projects in the upcoming ESCO that are scheduled to take place at Wingpointe.
  - ***The Council may wish to further discuss Wingpointe's position in the community, as a regional asset, and/or as an asset of the District 1 community.***
  - ***The Council may wish to discuss whether to make a decision about Wingpointe Golf Course now considering Wingpointe's position in the community.***
2. **Nibley Park Golf Course** has only generated enough revenues to cover expenses in four of the last ten years, and could be considered for closure. However, there is a clause in the documents that deeded the property to the City, which require that the City operate it as a "public golf course." If the City decided to close this course, it would revert back to the heirs of the Nibley family.
3. **Selling Golf Course land to the general fund for general open space purposes** – while this is a viable option to preserve Golf Course land as an open space asset for the City (if the Council/City elected to close a course or consider repurposing a portion of a course), current General Fund resources



are not adequate to cover this. A General Obligation Bond may be a tool to consider, particularly if the general public gains a significant amount of more usable and accessible open space. Another tool to consider is a Sales Tax bond, although debt would need to be serviced through existing General Fund sources.

- To give the Council a sense of scale, a \$10 million Sales Tax Bond would cost about \$800,000 per year in debt service (assuming 20 years).
- A \$10 million GO Bond would increase property taxes by about \$6.50 on an average home and about \$48 on a million business property. *Note: This assumes a 20 year bond, a 4.5% interest rate (which is conservative), and uses assessed value data from last fiscal year, as current values have not yet been released.*

4. **Deferred Capital Needs at Various courses** – Some years ago the Administration identified approximately \$22 million worth of Capital Needs at various golf courses. These needs ranged from pathway improvements and restroom repairs, to restroom additions and new clubhouses. Staff has attached the complete list of Capital Improvement Projects. Note that some improvement projects have associated revenue, and all projects have estimated years of completions (this indicates the Administration’s prioritization of projects). It is worth noting that the National Golf Foundation identified approximately half of these projects, including the upcoming ESCO irrigation project, as projects that should be prioritized and completed as soon as possible:

	ESCO Projects – <i>(these are final costs that are higher than the Administration’s original estimates in the CIP attachment)</i>	Other Projects	Total  <i>(not including course reconfiguration)</i>
Bonneville	\$ 3,456,851	\$ 6,791,555	\$ 10,248,406
Nibley		\$ 3,008,186	\$ 3,008,186
Mountain Dell		\$ 2,930,487	\$ 2,930,487
Rose Park	\$ 1,117,399	\$ 536,984	\$ 2,324,506
Forest Dale		\$ 1,974,723	\$ 1,974,723
Wingpointe		\$ 913,802	\$ 913,802
Glendale	\$ 837,803	\$ 652,123	\$ 652,123
<i>Other/Admin Costs</i>	\$ 729,519		\$ 729,519
<b>Total</b>	<b>\$ 6,141,572</b>	<b>\$17,498,818</b>	<b>\$ 23,640,390</b>

It should be noted that none of the scenarios proposed by the Administration or developed by the Council subcommittee generate sufficient funds to pay for all of these Capital Improvements. As such, the City and Golf Fund would likely need to identify the most pressing projects for funding. Not all of the projects identified in the CIP list are true deferred maintenance needs, although some help with revenue generation opportunities (for example \$3.5 million for a new clubhouse at Bonneville). The Council could elect to prioritize these non-critical projects later, and could elect to first address projects that have been deemed critical.

The National Golf Foundation (NGF) reviewed this list, and prioritized the projects by High and Low priority. The NGF identified approximately \$10.6 million in priority projects:

	Low Estimate	High Estimate
<b><u>High Priority</u></b>		
Bonneville Renovation ( <i>not including proposed clubhouse</i> )	\$ 6,350,000	\$ 7,065,000
Reconfigure Jordan River/Rose Park Golf Course	\$ 2,630,000	\$ 3,160,000
( <i>close Jordan River and potentially make Rose Park to an executive course – sell excess land</i> )		
Nibley Park Reconfiguration	\$ 490,000	\$ 640,000
Glendale (Irrigation, pavilion, maintenance facility)	\$ 315,000	\$ 362,000
Mountain Dell Irrigation	\$ 295,000	\$ 320,000
Forest Dale Irrigation	\$ 335,000	\$ 400,000
Wingpointe Irrigation	\$ 150,000	\$ 160,000
<b>Subtotal High Priority</b>	<b>\$ 10,565,000</b>	<b>\$ 12,107,000</b>
<b><u>Other High Priority – Revenue Generating</u></b>		
Clubhouse renovation at Mountain Dell	\$ 1,700,000	\$ 1,900,000
Front Lawn Project at Nibley	\$ 250,000	\$ 290,000
<b>Subtotal Other High Priority-Revenue Generating</b>	<b>\$ 1,950,000</b>	<b>\$ 2,190,000</b>
<b><u>Lower Priority Projects</u></b>		
Bonneville Clubhouse	\$ 4,000,000	\$ 4,400,000
Rose Park GC Remaining Projects	\$ 1,595,000	\$ 1,740,000
Nibley Park Remaining Projects	\$ 1,180,000	\$ 1,440,000
Glendale Remaining Projects	\$ 315,000	\$ 360,000
Mountain Dell Remaining Projects	\$ 1,330,000	\$ 1,490,000
Forest Dale Remaining Projects	\$ 990,000	\$ 1,195,000
Wingpointe Remaining Projects	\$ 660,000	\$ 790,000
<b>Subtotal Lower Priority</b>	<b>\$ 10,070,000</b>	<b>\$ 11,415,000</b>
<b>Total All Projects</b>	<b>\$22,585,000</b>	<b>\$25,712,000</b>

5. **Water Rates** - Water rates for golf courses have been at normal tiered rates provided by City Public Utilities. The development of secondary water sources does improve the operation expenses of golf (although not enough to make the fund solvent, even in the best case scenario). Additionally, up-front capital funds would be needed to establish these secondary water sources.

#### ATTACHMENTS:

*Note: We have requested, all marketing information / data available from the Golf program, as well as any information the Parks and Recreation Division has about needs for fields (do they have more requests than available fields). We will share all information as soon as it is received.*

- **Administration's Transmittal** – This transmittal gives an overview from the Administration regarding the overall situation. Attachments to this transmittal have been updated since it was first received, and are included below.
- **Attachment 1- All Options** – This document lists all of the options that were presented by the Administration and requested for review by the subcommittee. The top of the document describes the basic components of the options, and at the bottom of the sheet is the 6 year total cash position for the golf fund under each scenario. Not all scenarios pencil in terms of creating long-term sustainability for the golf fund.
- **Attachment 2- Scenarios from Subcommittee** – This document represents the options as narrowed down by the subcommittee. At the top of the sheet is a general description of the components of each scenario, and at the bottom of the sheet is the cash position of the golf fund. These three

scenarios do pencil in terms of long-term financial sustainability. Scenarios A and B correspond with Scenarios 7d and 7e in the Administration's list, and Scenario C corresponds with scenario 2 in the Administration's list.

- **Attachment 3 – List of all Golf CIP needs.** None of the recommended scenarios from the subcommittee would generate enough revenue to cover all Golf CIP needs, although there would be enough to get to a couple of million priority projects. This chart includes a fiscal year for the project (based on priority/need) as well as potential revenue generated from the project. (NOTE – as mentioned earlier, the attachment is the preliminary CIP report. Also, some of the projects wouldn't be necessary if changes were made to the courses (closure or reduction in size).
- **Attachment 4 – Bond Options** – this document gives a very basic outline of what a bond could look like if the Council were to pursue a GO bond under Scenarios A and B (proposed by the subcommittee in Attachment 2).
- **Attachment 5 – Open City Hall Comments** – these are comments collected from Open City Hall as of the Council's first discussion on the National Golf Foundation report.

Attachments relating to Data:

- **Attachment 6 – 10 Year Actual Revenues and Expenditures** by Golf Course
- **Attachment 7 – 10 Year net profits** by Golf Course (revenues less expenses)
- **Attachment 8 – Rounds of Golf Played by Course** since 2001
- **Attachment 9 – Utilization of Golf Courses by time of day and overall.** This is an excel file (aggregating data from the Administration). One worksheet contains peak season data, one worksheet contains overall season data.
- **Attachment 10 – Utilization of Golf Courses during the overall season** (raw data from the Administration – 2013 season)
- **Attachment 10b – Utilization of Golf Courses during the peak season** (raw data from the Administration – 2013 season)
- **Attachment 11 – Financial Details** - This attachment shows the golf fund's financial details if the status quo is kept (other than assuming the Jordan River Par 3 is closed). It shows actuals for Fiscal Year 13 and projects out from Fiscal Year 16 to Fiscal Year 20.
- **Attachment 12 – Golf Course Rates in the Extended Market** – this chart shows how SLC Courses compare in terms of rates charged per round of Golf.

**From:** Gust-Jenson, Cindy  
**Sent:** Tuesday, June 10, 2014 10:20 AM  
**To:** Chamness, Gina; Bruno, Jennifer  
**Cc:** Everitt, David; Hoskins, Gordon; Beckstrand, Teresa; Ferguson, Boyd; Heilmann, Elwin; Graham, Rick; Breinholt, Alden; Davis, Greg; cbudget; Plane, Margaret; Lindberg, Neil; Tuuao, Priscilla  
**Subject:** RE: Golf Enterprise Fund  
**Importance:** High

Thank you for providing this.

I have been anxious to get this information formally in the hands of the Council and in the public record so that there can be no question that the Council was fully aware of this as soon as possible. Would the Administration please make a point of sharing this during today's noon Golf briefing, and we will put this email in their packets and share it with the Recorder's Office so that it is part of today's public record.

I understand from the information below that the Council will not be asked to make a decision until August or so.

Thanks, Cindy

**From:** Chamness, Gina  
**Sent:** Tuesday, June 10, 2014 10:12 AM  
**To:** Gust-Jenson, Cindy; Bruno, Jennifer  
**Cc:** Everitt, David; Hoskins, Gordon; Beckstrand, Teresa; Ferguson, Boyd; Heilmann, Elwin; Graham, Rick; Breinholt, Alden; Davis, Greg  
**Subject:** Golf Enterprise Fund

As you know, we anticipate that the Golf Enterprise Fund will be in a negative cash position at the end of FY 2013-14. The latest projections, completed in March, anticipate that the overall fund will be approximately \$500,000 in the negative at year end. If we exclude the CIP portion of the fund from that calculation, the fund will be approximately \$1.4 million in the negative at year end. Of course, at this point these numbers are simply projections. Actuals for the fiscal year will be available in August. Prior to closing the fiscal year and completing the Comprehensive Annual Financial Report (CAFR), we expect to ask the Council to authorize a loan to the Golf Enterprise Fund.

City Council action is required to authorize a loan, per the provisions of UCA 10-6-132. Depending on the fund that is used to authorize the loan, the process may differ:

- If the loan is made from a fund other than the General Fund, the loan must be in writing and must specify the terms and conditions of the loan, including the effective date of the loan, the

fund loaning and the fund receiving the money, as well as the term, repayment schedule, and interest rate. In addition, special public hearing and noticing requirements apply.

- If the loan is made from the General Fund, these provisions do not apply. In that circumstance, the City Council may simply authorize an interfund loan. Statute does not outline a process.

A loan would not affect the total fund balance of the fund making the loan, but would reduce “unassigned” fund balance. This would be an issue we’d need to disclose as part of our bond rating process. Once a loan is in place, the Golf Enterprise Fund must fulfill the terms of the loan. If the regular payments according to the terms of the loan are not made, the Governmental Accounting Standards Board (GASB), the external auditors, and the State Auditor requirements could categorize the loan as a transfer. If the loan is not paid, then the loan would need to be written off, and a transfer reducing the fund balance of the fund making the loan would need to be made.

The Administration welcomes discussion with the Council about the source and terms of the anticipated loan.

Back to Staff Report  
Back to July 15, 2014 Staff Report

RICHARD GRAHAM  
PUBLIC SERVICES DIRECTOR

# SALT LAKE CITY CORPORATION

DEPARTMENT OF PUBLIC SERVICES  
DIRECTORS OFFICE

## CITY COUNCIL TRANSMITTAL



[signature]  
David Everitt, Chief of Staff

Date Received: 05/08/2014  
Date sent to Council: 05/12/2014

TO: Salt Lake City Council  
Charlie Luke, Chair

DATE: May 8, 2014

FROM: Rick Graham, Director  
Public Services Department [signature]

SUBJECT: Golf Fund Discussion – NGF Report

STAFF CONTACT: David Terry, Golf Program Director – 801-485-7831

COUNCIL SPONSOR: Council Issue

DOCUMENT TYPE: Briefing Paper

**RECOMMENDATION:** No formal action is required at this time. This briefing follows the presentation made by the National Golf Foundation and follows Council sub-committee and small group discussions relative to the current state of golf fund finances, operational challenges and capital improvement funding. This briefing should provide context to on-going discussion, including the adoption of the FY15 budget.

**BUDGET IMPACT:** Yes, to be determined.

**BACKGROUND/DISCUSSION:** Salt Lake City has operated eight (8) golf courses (seven sites) as an Enterprise fund for over 50 years. For most of those years annual fees and other revenue streams have consistently allowed the golf program to cover all annual expenses, including operations, capital development including building golf courses, and debt financing. The fund, based on policy established by the Administration and City Council, has followed the business model that City golf programming must be self sustaining without a dedicated General Fund subsidy.

The City's golf courses provide many beneficial community values; public recreation, green space preservation, green space management, self sufficiency, community identity and economic development. The golf program provides recreational opportunities for

youth and adults with playing skills from beginner to professional. The City's golf courses are not all alike. Each has its own identity and character. Green fees are tiered to reflect the size and character of the course subject to regional golf market conditions.

The City is operating its golf facilities in a highly competitive regional market. The market playing field is not equal and competition between other government and private course operators is aggressive. Many local government golf providers subsidize their golf operations to the detriment of the City's operation.

Over the past fifteen to twenty years the golf fund has not been able to generate sufficient revenue to keep up with the on-going cost to adequately sustain annual operations and capital investment. The 2013 National Golf Foundation (NGF) study commissioned by the Council described this period as a "perfect storm" of events, including a national recession, increasing competition, extreme water costs and variable weather. The NGF report also noted that the local market has an abundance of golf courses that create an extremely competitive market and that the City's program lacks strategic vision as to the role and purpose of each golf course.

The NGF report states that the City's golf program suffers a competitive disadvantage due to issues both controllable and uncontrollable by the golf division:

- Declining physical condition of golf facilities coupled with lack of adequate ancillary amenities (clubhouse, food, and beverage).
- A golf system with higher-than-appropriate administrative overhead expense.
- Extraordinary high cost of water, and the use of potable water to irrigate courses.
- Less than optimal use of technology.
- A tight external golf market with a narrow band of green fee pricing.
- Uncontrollable factors such as the recent recession and weather conditions.

The report suggests that actions on the controllable items will result in the greatest relief of economic stress to the system. The report states seven "most important" recommendations.

- Complete a full renovation of Bonneville Golf Course.
- Conduct a complete re-think of the Rose Park/Par 3 golf complex to either close the course entirely or reconfigure the property to a more manageable, efficient, market appropriate mix of amenities.
- Complete upgrades to improve the quality of other golf courses, and catch up in deferred maintenance.
- Consider investments to enhance revenue, such as clubhouse expansion.
- Take action to control cost of water and administrative costs.
- Create a brand for each golf course.
- Increase the utilization of technology.

In light of the local conditions and the challenges of operating in a highly competitive market, the City's golf program compares favorably in rounds played and revenue



generated compared to industry; operating expenses are lower than the average golf course in the industry (except administrative fees and water); offers a competitive pricing schedule; maintains a solid organization structure and has a high quality management and work force; and, has top quality golf courses.

The Golf Fund needs a fix. The current operational challenges and the need of capital investment are too great for the fund to maintain positive cash flow and a stable fund balance unless changes are made. The program cannot continue to follow a “status quo” plan. The total golf fund is expected to end the current fiscal year with a negative balance of approximately \$510,000. Without a change in operations direction, the negative balance will continue to deepen to \$4.8 million by the end of 2020, and does not consider the list of capital investments and deferred maintenance needs.

During this period of “storm” a great amount of internal and external effort has been focused on developing a short and long-term solution to the operational challenges of the golf fund. Golf fund administration and staff, with the help of consultants have developed and recommended a “fix plan” based on making operational efficiencies and capital investment. The Administration created an ad-hoc Citizens Committee to review the staff “fix plan” and to offer recommendations; and most recently, the City Council ordered and funded an “external audit” of the golf program that is now the NGF report referenced in this document. With this diverse collection of data driven analysis the Administration and Council are now working together to find the best and optional solution to the current operational challenges. The Council formed an internal sub-committee that has held three (3) meetings with the Administration and golf program staff. In addition the Administration has met with each Council member in a small group meeting. These meetings have focused on preparing and analyzing a list of options that focus on the following different operation models; (1) different levels of capital spending and funding, including a General Fund subsidy; (2) sale of excess golf course property valued at current open space zoning and highest/best use; (3) golf course repurposing and/or closure; (4) investment in capital upgrade and replacement; (5) partnership opportunities, marketing and promotional programming focused on growing the player pool; and (6) new and creative revenue streams.

Attached is a DRAFT, work-in-progress report that identifies a list of options identified as #1 Baseline to #8 Maximum. Other options are under consideration and will be added to the list for the briefing. Each option examines cash flow over a combined six (6) year period from FY15 through FY20. Financial figures are rough estimates that will require fine tuning. The bottom line of each option shows the projected “cash” position at the end of six years; before a General Fund subsidy and after a subsidy and with different capital improvements ranging from \$0 to \$16.0 million. This list of options represents the options developed to date. Both the Administration and Council believe that other options will be developed, including subsidy opportunities, as their discussions continue.

Each option looks at the financial and operational impacts of decision points. Most notable are; water infrastructure investment (ESCO), course closures (different closure dates), land sales based on highest zoning and open space zoning, golf course re-

purposing (hole reduction), and capital investment. Other options under discussion and not listed in this report are closure and re-purposing of the Glendale and Forest Dale golf courses, and the conversion or re-purposing of golf property to other natural or formal public use open space recreational amenities, such as a community park.

These options, and others that will emerge through on-going discussions between the Administration and Council, will become the framework for a final strategy and operational plan that meets the needs and expectations of City residents, positions the City solidly in the regional golf market, fixes the program on a strong financial footing and is sustainable. The Administration is committed to finding the best solution and will work closely with the Council to develop and analyze options that will lead to solutions. The Administration also believes that the golfing public and the tax payers must be invited and included in the discussion once the framework of a solution has been developed.

**PUBLIC PROCESS:** To date this issue has been discussed in Council briefings. The Golf Advisory Board has also reviewed the issues on more than one occasion in open public meetings and has provided recommendations.

Attachment

WORK-IN-PROGRESS REPORT											
SLC GOLF - SUMMARY AND COMPARISON OF SCENARIOS	#1	#2	#3	#4	#7	#7b (April 24)	#7c	#7d	#7e	#8	#9 (May 14)
Totals for the 6 years of FY15 through FY20	"BASELINE"	"BASELINE PLUS"	"MAXIMUM"	"MAXIMUM"	"MAXIMUM"	BASELINE PLUS	BASELINE PLUS	BASELINE PLUS	BASELINE PLUS	"MAXIMUM"	"Consolidation"
	ESCO project, JRP3 to Nov 2014	Close Wingpointe, sell some land	Close Wingpointe, reduce RP, all land sales	Wingpointe closure delayed, reduce RP, all land sales	Close Wingpointe, reduce Rose Park	Close Wingpointe	Close Wingpointe, repurpose Glendale	Close Wingpointe, repurpose GD & FD	Close Wingpointe, repurpose GD & FD, reconfigure BV	Wingpointe closure delayed, reduce RP	Close WP and FD, reduce RP
Course Decisions											
ESCO - 1st Golf (incl Bonn irrig system, secondary wtr at G & RP)	\$6,141,572	\$6,141,572	\$6,141,572	\$6,141,572	\$6,141,572	\$6,141,572	\$6,141,572	\$6,141,572	\$6,141,572	\$6,141,572	\$6,141,572
Jordan River Par 3 status	repurp Nov 2014	repurp Nov 2014	repurp Nov 2014	repurp Nov 2014	repurp Nov 2014	repurp Nov 2014	repurp Nov 2014	repurp Nov 2014	repurp Nov 2014	repurp Nov 2014	repurp Nov 2014
Wingpointe status	Operating	closed 12/31/14	closed 12/31/14	closed 12/31/17	closed 12/31/14	closed 12/31/14	closed 12/31/14	closed 12/31/14	closed 12/31/14	closed 12/31/14	closed Nov 2014
Rose Park status	as 18 holes	as 18 holes	to 9 on 1/1/15	to 9 on 1/1/15	to 9 on 1/1/15	as 18 holes	as 18 holes	as 18 holes	as 18 holes	to 9 on 1/1/15	to 9 on 1/1/16
Forest Dale	Status Quo	Status Quo	Status Quo	Status Quo	Status Quo	Status Quo	Status Quo	repurposed Jan 2016	repurposed Jan 2016	Status Quo	repurposed Nov 2015
Glendale	Status Quo	Status Quo	Status Quo	Status Quo	Status Quo	Status Quo	repurposed Jan 2016	repurposed Jan 2016	repurposed Jan 2016	Status Quo	Status Quo
Bonneville	Status Quo	Status Quo	Status Quo	Status Quo	Status Quo	Status Quo	Status Quo	Status Quo	repurposed (bb) Jan 2016	Status Quo	Status Quo
Land sales	none	all sales except RP, all at highest	all at highest	all at highest	open space rates	open space rates	open space rates except Glendale	open space rates except Glendale	open space rates except Glendale	open space rates	open space rates except Glendale
Cash position at end of FY14, as projected	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)
Cash flow from FY15 through FY20											
Operations - Baseline	(\$4,878,897)	(\$4,878,897)	(\$4,878,897)	(\$4,878,897)	(\$4,878,897)	(\$4,878,897)	(\$4,878,897)	(\$4,878,897)	(\$4,878,897)	(\$4,878,897)	(\$4,878,897)
CIP Fund - Baseline (includes debt service of 1st ESCO)	352,408	352,408	352,408	352,408	352,408	352,408	352,408	352,408	352,408	352,408	352,408
Wingpointe closure impact	0	2,561,000	2,561,000	1,123,000	2,561,000	2,561,000	2,561,000	2,561,000	2,561,000	1,123,000	2,561,000
Rose Park secondary water savings on back 9 holes	579,863	579,863	0	0	0	579,863	579,863	579,863	579,863	0	0
Rose Park 9 hole reduction impact	0	0	1,188,000	1,188,000	1,188,000	0	0	0	0	1,188,000	868,000
Forest Dale closure impact	0	0	0	0	0	0	0	1,020,000	1,020,000	0	1,020,000
Glendale - impact of closure	0	0	0	0	0	0	1,160,000	1,160,000	1,160,000	0	0
Bonneville - impact on operations									none, other than during constr	0	0
Land sales and course reconfiguration costs	0	8,940,000	15,974,000	15,974,000	2,275,000	200,000	7,080,000	10,005,000	10,355,000	2,275,000	8,500,000
Partnerships	0	2,645,000	2,645,000	2,645,000	200,000	200,000	0	0	0	200,000	2,645,000
CIP Projects	0	tbd	(16,264,109)	(16,264,109)	0	0	tbd	tbd	tbd	0	tbd
ROI from CIP improvements (revenue generated from CIP)	0	tbd	4,397,000	4,397,000	0	0	tbd	tbd	tbd	0	tbd
CIP Projects - SECONDARY WATER ONLY	0	0	0	0	0	0	0	0	0	0	0
Water savings from secondary wtr & Mtn Dell 'resource fee' rate	0	0	0	0	0	0	0	0	0	0	0
Combined Cash Flow	(3,946,626)	10,199,374	5,974,402	4,536,402	1,697,511	(985,626)	6,854,374	10,799,374	11,149,374	259,511	11,067,511
Cash position at end of FY20 - before any subsidy	(\$4,455,724)	\$9,690,276	\$5,465,304	\$4,027,304	\$1,188,413	(\$1,494,724)	\$6,345,276	\$10,290,276	\$10,640,276	(\$249,587)	\$10,558,413

SLC GOLF - SUMMARY AND COMPARISON OF SCENARIOS

Totals for the 6 years of FY15 through FY20

WORK-IN-PROGRESS REPORT										
#1	#2	#3	#4	#7	#7b (April 24)	#7c	#7d	#7e	#8	#9 (May 14)
"BASELINE"	"BASELINE PLUS"	"MAXIMUM"	"MAXIMUM"	"MAXIMUM"	BASELINE PLUS	BASELINE PLUS	BASELINE PLUS	BASELINE PLUS	"MAXIMUM"	"Consolidation"
ESCO project, JRP3 to Nov 2014	Close Wingpointe, sell some land	Close Wingpointe, reduce RP, all land sales	Wingpointe closure delayed, reduce RP, all land sales	Close Wingpointe, reduce Rose Park	Close Wingpointe	Close Wingpointe, repurpose Glendale	Close Wingpointe, repurpose GD & FD	Close Wingpointe, repurpose GD & FD, reconfigure BV	Wingpointe closure delayed, reduce RP	Close WP and FD, reduce RP

Property Sales detail and course reconfiguration

Forest Dale										
South parking tennis courts (.5 acres @ \$400,000 per acre)	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
All course acres sold at open space values							\$1,925,000	\$1,925,000		\$1,925,000
Clubhouse sold to the General Fund - NEED UPDATED FIGURE							\$1,000,000	\$1,000,000		1,000,000
							needs update	needs update		
JRP3 - Proceeds	691,000	691,000	691,000	691,000	691,000	691,000	691,000	691,000	691,000	691,000
Pay back the Surplus Land Acct for 5-home property on Redwood	(691,000)	(691,000)	(691,000)	(691,000)	(691,000)	(691,000)	(691,000)	(691,000)	(691,000)	(691,000)
Glendale GC frontage 2100 South & west parking lot (13 acres)	4,800,000	4,800,000	4,800,000			4,800,000	4,800,000	4,800,000		4,800,000
Glendale course reconfiguration	(1,500,000)	(1,500,000)	(1,500,000)			n/a	n/a	n/a		(1,500,000)
General Fund purchases land for open space						2,080,000	2,080,000	2,080,000		golf course
Bonneville holes 7 and 8 up to 10 acres based on 2010 land appraisal	7,440,000	7,440,000	7,440,000					350,000		
Bonneville reconfiguration	(2,000,000)	(2,000,000)	(2,000,000)					(2,000,000)		
General Fund compensates Golf for reconstruction								2,000,000		
Rose Park options										
Option 1 - sell a portion of back 9 (42 acres)	n/a	4,200,000	4,200,000	n/a	n/a	n/a	n/a	n/a	n/a	n/a
sell Redwood Road frontage (18 acres)	n/a	3,834,000	3,834,000	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Course reconfiguration costs	n/a	(1,000,000)	(1,000,000)	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Option 2 - Sell all of back 9 (83 acres)	0	0	0	2,075,000	0	0	0	0	2,075,000	2,075,000
										(83 acres x \$25,000)
Wingpointe - reimburse Golf for buildings, land, improvements	?	?	?	?	?	?	?	?	?	?
Total of property sales	\$0	\$8,940,000	\$15,974,000	\$15,974,000	\$2,275,000	\$200,000	\$7,080,000	\$10,005,000	\$10,355,000	\$2,275,000
										\$8,500,000

Partnerships Detail

University of Utah	\$1,500,000	\$1,500,000	\$1,500,000	\$0	\$0				\$0	\$1,500,000
UGA and PGA at Bonneville	\$500,000	\$500,000	\$500,000	\$0	\$0				\$0	\$500,000
Food and beverage concessionaires:										
Mountain Dell Banquet Facility	\$50,000	\$50,000	\$50,000	\$0	\$0				\$0	\$50,000
Glendale Banquet Pavilion	\$35,000	\$35,000	\$35,000	\$0	\$0				\$0	\$35,000
Bonneville On-course food and beverage house	\$60,000	\$60,000	\$60,000	\$0	\$0				\$0	\$60,000
Bonneville - Private donor hole sponsorship	\$500,000	\$500,000	\$500,000	\$200,000	\$200,000				\$200,000	\$500,000
Total of partnerships	-	2,645,000	2,645,000	2,645,000	200,000	200,000			200,000	2,645,000

SLC GOLF - SUMMARY AND COMPARISON OF SCENARIOS

Totals for the 6 years of FY15 through FY20

WORK-IN-PROGRESS REPORT										
#1	#2	#3	#4	#7	#7b (April 24)	#7c	#7d	#7e	#8	#9 (May 14)
"BASELINE"	"BASELINE PLUS"	"MAXIMUM"	"MAXIMUM"	"MAXIMUM"	BASELINE PLUS	BASELINE PLUS	BASELINE PLUS	BASELINE PLUS	"MAXIMUM"	"Consolidation"
ESCO project, JRP3 to Nov 2014	Close Wingpointe, sell some land	Close Wingpointe, reduce RP, all land sales	Wingpointe closure delayed, reduce RP, all land sales	Close Wingpointe, reduce Rose Park	Close Wingpointe	Close Wingpointe, repurpose Glendale	Close Wingpointe, repurpose GD & FD	Close Wingpointe, repurpose GD & FD, reconfigure BV	Wingpointe closure delayed, reduce RP	Close WP and FD, reduce RP

CASH POSITION AND CASH FLOWS BY FUND

Cash position at end of FY14, as projected

Operations	(\$1,412,131)	(\$1,412,131)	(\$1,412,131)	(\$1,412,131)	(\$1,412,131)	(\$1,412,131)	(\$1,412,131)	(\$1,412,131)	(\$1,412,131)	(\$1,412,131)
CIP	\$903,033	\$903,033	\$903,033	\$903,033	\$903,033	\$903,033	\$903,033	\$903,033	\$903,033	\$903,033
Combined Cash Position	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)	(\$509,098)

Cash flow from FY15 through FY20

Operations	(\$4,299,034)	(\$1,738,034)	\$3,267,103	\$1,829,103	(\$1,129,897)	(\$1,738,034)	(\$578,034)	\$441,966	\$441,966	(\$2,567,897)	(\$429,897)
CIP	\$352,408	\$11,937,408	\$2,707,299	\$2,707,299	\$2,827,408	\$752,408	\$7,432,408	\$10,357,408	\$10,707,408	\$2,827,408	\$11,497,408
Combined Cash Flows	(\$3,946,626)	\$10,199,374	\$5,974,402	\$4,536,402	\$1,697,511	(\$985,626)	\$6,854,374	\$10,799,374	\$11,149,374	\$259,511	\$11,067,511

Cash position at end of FY20

Operations	(\$5,711,165)	(\$3,150,165)	\$1,854,972	\$416,972	(\$2,542,028)	(\$3,150,165)	(\$1,990,165)	(\$970,165)	(\$970,165)	(\$3,980,028)	(\$1,842,028)
CIP	\$1,255,441	\$12,840,441	\$3,610,332	\$3,610,332	\$3,730,441	\$1,655,441	\$8,335,441	\$11,260,441	\$11,610,441	\$3,730,441	\$12,400,441
Combined Cash Position	(\$4,455,724)	\$9,690,276	\$5,465,304	\$4,027,304	\$1,188,413	(\$1,494,724)	\$6,345,276	\$10,290,276	\$10,640,276	(\$249,587)	\$10,558,413

Golf Scenarios - Overview

	<i>*subcommittee preferences*</i>		
	Scenario A	Scenario B	Scenario C
Proposal Components			
Summary	4 courses closed (Jordan River, Glendale, Forest Dale and Wingpointe)	4 courses closed (Jordan River, Glendale, Forest Dale and Wingpointe), Reconfigure Bonneville	2 Courses Closed (WingpointeNd Jordan River Par 3); Commercial Development along certain corridors
Jordan River Par 3	Jordan River Par 3 Closed	Jordan River Par 3 Closed	Jordan River Par 3 Closed
Wingpointe	Wingpointe Closed	Wingpointe Closed	Wingpointe Closed
Rose Park	Rose Park Status Quo	Rose Park Status Quo	Rose Park Status Quo
Glendale	Glendale Closed 1/16	Glendale Closed 1/16	Glendale Reconfigure/Sell Land
Forest Dale	Forest Dale Closed 1/16	Forest Dale Closed 1/16	Forest Dale Status Quo
Other:	Commercial development along 2100 South Corridor	Commercial development along 2100 South Corridor	Commercial development along 2100 South Corridor
	Glendale developed as natural open space for balance of course	Glendale developed as natural open space for balance of course	Bonneville Reconfigue/Sell Land along Foothill
	Forest Dale developed as recreational open space (mix of uses)	Forest Dale developed as recreational open space (mix of uses)	Commercial development along Foothill
		Bonneville Reconfigured to have Baseball Fields along Foothill	
Land Sales			
Jordan River	General Fund forgives loan from Surplus Land Account for Jordan River Par 3	General Fund forgives loan from Surplus Land Account for Jordan River Par 3	General Fund forgives loan from Surplus Land Account for Jordan River Par 3
Wingpointe	Wingpointe Reverts to Airport	Wingpointe Reverts to Airport	Wingpointe Reverts to Airport
Glendale	Golf Fund sells 13 acres fronting 2100 South for Commercial Development (\$4.8m)	Golf Fund sells 13 acres fronting 2100 South for Commercial Development (\$4.8m)	Golf Fund sells 13 acres fronting 2100 South for Commercial Development (\$4.8m)
Glendale	General Fund purchases remaining acres at Glendale for open space (\$2.1m)	General Fund purchases remaining acres at Glendale for open space (\$2.1m)	
Forest Dale	General Fund purchases Forest Dale for open space (\$3.1m)	General Fund purchases Forest Dale for open space (\$3.1m)	
Bonneville		General Fund purchases acres from Bonneville fronting foothill for Baseball Fields (up to 10 acres) - \$350k and compensates Golf Fund for Revenue loss during construction (\$2m)	Golf Fund sells 10 acres fronting Foothill for Commercial Development (\$7.4m)
Course Reconfiguration			Land sale proceeds would pay to reconfigure courses (\$1.5m Glendale; \$2m Bonneville)
CIP Needs Impact			
	no specific CIP projects addressed (aside from ESCO), although might be able to fund some priority proejcts	no specific CIP projects addressed (aside from ESCO), although might be able to fund some priority proejcts	no specific CIP projects addressed (aside from ESCO), although might be able to fund some priority proejcts
Budget Impact			
5 Year Cash position			
before any general fund subsidy	\$9,130,276	\$9,480,276	\$9,690,276
cash position per year	\$1,826,055	\$1,896,055	\$1,938,055
Potential Bond - amount could vary widely depending on development pattern of Glendale (160 acres). Natural Open space is approx \$100k per acre. Developed open space is \$500k per acre.			
Amount	\$26m-\$60m	\$31m-\$66m	n/a
Bond Components	Redevelop Glendale (Use TBD)	Redevelop Glendale (Use TBD)	
	Redevelop Forest Dale to combination of active and passive uses.	Redevelop Forest Dale to combination of active and passive uses.	
	Develop Trail Projects (\$5m placeholder)	Develop Trail Projects (\$5m placeholder)	
		Redevelop acreage along Foothill into Baseball Fields	

Back to Staff Report

Golf CIP projects data

CourseProject component		Feb 2014 list	Remove Already Done	Total To Be Done	Remove ESCO items	Adjustmts April 2014	Total w/o ESCO Apr 2014	FY of Project Start	1st yr out operations impact	2nd yr out operations impact
Bonneville	Clubhouse (including banquet space)	2,680,486		2,680,486	-	820,000	3,500,486	2017	50,000	100,000
Bonneville	Clubhouse - U of U partnership	-		-	-		-			
Bonneville	Clubhouse - UGA and Utah PGA partnership	-		-	-		-			
Bonneville	On-Course Food & Beverage House (\$150,000)	-		-	-		-	2015	-	-
Bonneville	3 New Holes, Tee/Green/Bunker Improvements, Perimeter Fencing, e	3,046,007		3,046,007	-	-	3,046,007	2016	70,000	140,000
Bonneville	Cart Path - installation	182,760		182,760	-		182,760	2016		
Bonneville	On-Course Restrooms (#2/#4#11/#17 and #7)	182,760		182,760	-		182,760	2016	10,000	20,000
Bonneville	Irrigation System	2,680,486		2,680,486	(2,680,486)		-	2015	-	-
Bonneville	Irrigation system efficiency	-		-	-		-	2015	-	-
Bonneville	Maintenance Facility Relocation	731,042		731,042	-		731,042	2016	-	-
Bonneville	Entrance Road & Parking Lot Improvements	304,601		304,601	-	200,000	504,601	2016	-	-
Bonneville	Clubhouse Upgrade - NGF Option	-		-	-		-	ngf		
Bonneville	Proshop Retrofit - NGF Option	-		-	-		-	ngf		
Bonneville	Master Plan	-		-	-	40,000	40,000	2015	-	-
Bonneville	Driving Range & Short Game Areas	609,201		609,201	-		609,201	2016	60,000	90,000
Bonneville	Pumps, Wells, Other to Add Secondary Water	1,157,483		1,157,483	(241,150)		916,333	2015	200,000	200,000
Bonneville	Well for secondary water - Pilot well	-		-	-		-	2015	-	-
Forest Dale	Clubhouse Restroom/Pro Shop Counter	60,920		60,920	-		60,920	2019	-	-
Forest Dale	Rebuild Greens, Bunker Upgrade	-		-	-	900,000	900,000	2025		
Forest Dale	Cart Path - installation	121,840		121,840	-		121,840	2016	4,000	8,000
Forest Dale	Irrigation Control Replacement	121,840		121,840	-		121,840	2018	-	-
Forest Dale	Lake Bank Stabilization	91,380		91,380	-		91,380	2021	-	-
Forest Dale	On-Course Restroom (#4/#6)	91,380		91,380	-		91,380	2016	4,000	8,000
Forest Dale	Piping of Drainage Streams through Fairway Corridors (#4, #5, #7, #9)	91,380		91,380	-		91,380	2016	8,000	16,000
Forest Dale	Rebuild Greens, Bunker Upgrade, Drainage Ditches, Lake Shoreline, Te	-		-	-		-			
Forest Dale	Tree Adjustments - NGF Option	-		-	-		-	ngf		
Forest Dale	Turf Program - NGF Option	-		-	-		-	ngf		
Forest Dale	HVAC	-		-	-	100,000	100,000	2019		
Forest Dale	Maintnc Bldg Imprvmnts, Wash Bays, Sand Bins, Fencing	182,760		182,760	-	(182,760)	0	2015	-	-
Forest Dale	Entry Improvements - NGF Option	-		-	-		-	ngf		
Forest Dale	Practice Hitting Net	30,460		30,460	-		30,460	2017	4,000	8,000
Forest Dale	Pumps, Wells, Other to Add Secondary Water	365,521		365,521	-		365,521	2021	-	-
Glendale	Banquet Pavilion	213,221		213,221	-		213,221	2016	18,000	36,000
Glendale	Clubhouse Restroom/Pro Shop Counter	60,920		60,920	-	(40,000)	20,920	2017	-	-



**Golf CIP projects data**

Course	Project component	Feb 2014 list	Remove Already Done	Total To Be Done	Remove ESCO items	Adjustmts April 2014	Total w/o ESCO Apr 2014	FY of Project Start	1st yr out operations impact	2nd yr out operations impact
Glendale	Cart Path - installation	182,760		182,760	-		182,760	2017	9,000	18,000
Glendale	Ladies Tee Addition, Bunker Renovation, and Drainage	121,840		121,840	-		121,840	2017	9,000	18,000
Glendale	On-Course Restrooms (#7/#12)	91,380		91,380	-		91,380	2016	9,000	18,000
Glendale	Lake Bank Stabilization	121,840		121,840	(121,840)		0	2015	-	-
Glendale	Golf Course Improvement - NGF Option	-		-	-	-	-			
Glendale	Short Game Practice Area - NGF Option	-		-	-		-			
Glendale	Maintnc Bldg imprvmnts, Wash Bays, Perimeter Fencing	182,760		182,760	-	(182,760)	0	2017	-	-
Glendale	Cart Staging/Patio	-		-	-		-			
Glendale	Clubhouse Upgrade - NGF Option	-		-	-		-			
Glendale	Maintenance Facility Upgrade - NGF Option	-		-	-		-			
Glendale	Master Plan	-		-	-	22,000	22,000	2016		
Glendale	Range Fence Repairs	91,380		91,380	-	(91,380)	0	2015	-	-
Glendale	Pumps, Wells, Other to Add Secondary Water	304,601		304,601	(304,601)		-	2015	-	-
Mountain D	Patio Deck Extension, Clubhouse renovation	243,681		243,681	-	250,000	493,681	2016	50,000	100,000
Mountain D	Club House Infrastructure Improvements (Boiler, etc.)	243,681		243,681	-		243,681	2016	-	-
Mountain D	Clubhouse Restroom/Pro Shop Counter	60,920		60,920	-	(60,920)	0	2015	-	-
Mountain D	Canyon:12,14,15 / Lake: Retaining Walls, #8 Green Expansion, level ol	609,201		609,201	-		609,201	2018	50,000	100,000
Mountain D	Tee Leveling and Ladies Tee Addition	304,601		304,601	-		304,601	2017	20,000	40,000
Mountain D	Irrigation Control Replacement	243,681		243,681	-		243,681	2019	-	-
Mountain D	Cart Path - repairs	182,760		182,760	-		182,760	2018	-	-
Mountain D	Bunker Work - NGF Option	-		-	-		-			
Mountain D	Greens Work - NGF Option	-		-	-		-			
Mountain D	Irrigation System - Canyon Course (\$2,500,000)	-		-	-		-	2015	-	-
Mountain D	Irrigation System - Lake Course (\$2,500,000)	-		-	-		-	2015	-	-
Mountain D	Major Short Game Area Upgrade	-		-	-		-			
Mountain D	Remodeling (bulkheads, new bunkers, tree work) - NGF Option	-		-	-		-			
Mountain D	Screening (new vegetation planting) - NGF Option	-		-	-		-			
Mountain D	Turf Reduction Effort - NGF Option	-		-	-		-			
Mountain D	Maint Bldg Imprvmnts, Wash Bays, Sand Bins, Cart Storage Imprvmnts	731,042		731,042	-		731,042	2019	-	-
Mountain D	Clubhouse Expansion/Upgrades - NGF Option	-		-	-		-			
Mountain D	Entry, Parking Upgrades & Signage - NGF Option	-		-	-		-			
Mountain D	Practice Tee & Range Improvements	121,840		121,840	-		121,840	2017	10,000	20,000
Nibley	Clubhouse Restroom/Pro Shop Counter/Café Remodel/Covered Patio	60,920		60,920	-	40,000	100,920	2019	-	-
Nibley	Irrigation System	1,096,563		1,096,563	-	400,000	1,496,563	2021	-	-

# Back to Staff Report

## Bond Options

	Option A	Option A1	Option B
Components			
	Purchase Land from Golf Fund at Open Space Rate, Glendale as 100% Natural Open Space Forest Dale to Improved Open Space (passive & active) Funding for Trans Valley Corridor	Purchase Land from Golf Fund at Open Space Rate, Glendale as 100% Natural Open Space Forest Dale to Improved Open Space (passive & active) Funding for Trans Valley Corridor	Purchase Land from Golf Fund at Open Space Rate, Bonneville Baseball fields Glendale as 50% Natural Open Space/50% Improved Forest Dale to Improved Open Space (passive & active) Funding for Trans Valley Corridor
Glendale			
Purchase Glendale at Open Space Rate	\$ 2,080,000	\$ 2,080,000	\$ 2,080,000
Improve Glendale as 100% Natural Open Space	\$ 9,600,000		
Improve Glendale as 50% active open space/50% natural open space		\$ 44,800,000	\$ 44,800,000
Forest Dale			
Purchase Forest Dale at Open Space Rate	\$ 1,925,000	\$ 1,925,000	\$ 1,925,000
Improve Forest Dale as Improved Open Space (45 acres passive, 10 acres active)	\$ 7,700,000	\$ 7,700,000	\$ 7,700,000
Bonneville			
Purchase 10 Acres along foothill			\$ 350,000
Reconfigure Bonneville			\$ 2,000,000
develop additional baseball fields			\$ 2,500,000
Other			
McClelland Trail - Final Improvements	TBD	TBD	TBD
Other Trail Enhancements (potentially Trans Valley Corridor)	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Jordan River Par 3 as Botanical Center	TBD	TBD	TBD
Other - Warm Springs, Cemetery ?	TBD	TBD	TBD
<b>Total Bond</b>	<b>\$ 26,305,000</b>	<b>\$ 61,505,000</b>	<b>\$ 66,355,000</b>
<b>Annual cost of Bond Proposal</b>	<b>4850000</b>		
\$200,000 home			
\$1m business			
<b>On-going General Fund Maintenance Costs</b>			
Notes	General Fund maintain Glendale (after 10 acres sold) as 100% natural open space. Forest Dale as improved open space.	General Fund maintain Glendale (after 10 acres sold) as 50%/50% natural vs. programmed open space. Forest Dale as improved open space.	General Fund maintain Glendale (after 10 acres sold) as 100% natural open space. Forest Dale as improved open space. Bonneville as Baseball fields.
Numbers:			
Glendale - natural open space - 160 acres	\$ 416,000	\$ 416,000	\$ 416,000
Forest Dale - improved open space - 55 acres	\$ 429,000	\$ 429,000	\$ 429,000
Bonneville Baseball Fields - 10 acres along foothill			\$ 78,000
Improved Trail Right-of-Way - x miles?	TBD	TBD	TBD
Total	\$ 845,000	\$ 845,000	\$ 923,000

Golf CIP projects data

Course	Project component	Feb 2014 list	Remove Already Done	Total To Be Done	Remove ESCO items	Adjustmnts April 2014	Total w/o ESCO Apr 2014	FY of Project Start	1st yr out operations impact	2nd yr out operations impact
Nibley	Perimeter Fencing Improvements, Entry Improvements	121,840		121,840	-	30,000	151,840	2016	4,000	8,000
Nibley	Lake Bank Stabilization	91,380		91,380	-		91,380	2021	-	-
Nibley	On-Course Restrooms (#3/#7)	91,380		91,380	-		91,380	2016	4,000	8,000
Nibley	Cart Path - installation	60,920		60,920	-		60,920	2016	4,000	8,000
Nibley	Piping of Streams through Fairway Corridors (#2 and #3)	30,460		30,460	-		30,460	2016	4,000	8,000
Nibley	Golf Holes Reconfiguration - NGF Option	-		-	-		-	ngf		
Nibley	Greens, Bunkers, Tees - NGF Option	-		-	-		-	ngf		
Nibley	Implement Arbor Work - NGF Option	-		-	-		-	ngf		
Nibley	Lagoon/Shoreline Repair - NGF Option	-		-	-		-	ngf		
Nibley	Maintnc Bldg Imprvmnts, Wash Bays, Sand Bins	182,760		182,760	-	(80,000)	102,760	2019	-	-
Nibley	Entry Improvements - NGF Option	-		-	-		-	ngf		
Nibley	Mobile Office Building Retrofit for SLC Golf Academy (\$50,000)	-		-	-	50,000	50,000	2016	4,000	8,000
Nibley	Batting Cages (\$200,000 estim)	-		-	-		-	2015	-	-
Nibley	Miniature Golf Course (\$650,000 project not included at this time)	-		-	-		-	2015	-	-
Nibley	New Public Putting Green/Mini Golf - NGF Option	-		-	-		-	ngf		
Nibley	Youth Training Area - NGF Option	-		-	-		-	ngf		
Nibley	Range Tee, Fence, related Improvements (including ladies/junior tees)	365,521		365,521	-		365,521	2015	20,000	70,000
Nibley	Short Game Practice Area, additional putting green	60,920		60,920	-	40,000	100,920	2015	10,000	20,000
Nibley	Lighting for Range	-		-	-		-	ngf		
Nibley	Pumps, Wells, Other to Add Secondary Water	365,521		365,521	-		365,521	2021	-	-
Rose Park	Clubhouse Improvements and Cart Storage Expansion	304,601		304,601	-		304,601	2017	8,000	16,000
Rose Park	Banquet Pavilion (\$175,000 estim)	-		-	-		-	2015	-	-
Rose Park	Irrigation System Improvements	1,096,563		1,096,563	-		1,096,563	2016	-	-
Rose Park	Ladies Tee Addition on Select Holes, Bunker Renovation	304,601		304,601	-	-	304,601	2016	16,000	32,000
Rose Park	Cart Path - installation	182,760		182,760	-		182,760	2015	4,000	8,000
Rose Park	On-Course Restroom (#5/#9)	91,380		91,380	-		91,380	2015	-	-
Rose Park	On-Course Restroom (#14/#16)	91,380	(91,380)	0	-		0	2015	-	4,000
Rose Park	Golf Course Improvement - NGF Option	-		-	-		-	ngf		
Rose Park	Maintnc Bldg Imprvmnts, Wash Bays, Sand Bins	304,601		304,601	-		304,601	2018	-	-
Rose Park	Entry Drive, Parking - NGF Option	-		-	-		-	ngf		
Rose Park	Master Plan	-		-	-	40,000	40,000	2015		
Rose Park	Range Improvements	426,441	(426,441)	0	-		0	2015	-	-
Rose Park	Pumps, Wells, Other to Add Secondary Water	365,521		365,521	(365,521)		-	2015	-	-
Various	Lighting	-		-	-		-	2015	-	-

Golf CIP projects data

Course	Project component	Feb 2014 list	Remove Already Done	Total To Be Done	Remove ESCO items	Adjustmts April 2014	Total w/o ESCO Apr 2014	FY of Project Start	1st yr out operations impact	2nd yr out operations impact
Various	Revenue loss during construction	-		-	-		-	2015	-	-
Wingpointe	Clubhouse Roof and Siding Improvements	91,380		91,380	-		91,380	2030	-	-
Wingpointe	Café Sliding Glass Doors, Roof, Wind Breaks for Banquets	60,920		60,920	-		60,920	2030	-	-
Wingpointe	Clubhouse Restroom Improvements	30,460		30,460	-		30,460	2030	-	-
Wingpointe	Lake Bank Stabilization	152,300		152,300	-		152,300	2030	-	-
Wingpointe	Cart Path Improvements	121,840		121,840	-		121,840	2030	-	-
Wingpointe	On-Course Shelters (#6 and #16)	30,460		30,460	-		30,460	2030	-	-
Wingpointe	All projects removed if course closed	-		-	-		-	2015	-	-
Wingpointe	Maintnc Bldg Imprvmnts, Wash Bays, Sand Bins	121,840		121,840	-		121,840	2030	-	-
Wingpointe	Pumps, Wells, Other to Add Secondary Water	304,601		304,601	-		304,601	2030	-	-
<b>Total</b>		<b>23,454,256</b>	<b>(517,821)</b>	<b>22,936,435</b>	<b>(3,713,598)</b>	<b>2,294,180</b>	<b>21,517,017</b>		<b>663,000</b>	<b>1,130,000</b>

# SLC Golf Course Study

*What are your thoughts about this study of SLC golf courses?*

All Statements sorted chronologically

As of May 29, 2014, 10:13 AM



*As with any public comment process, participation in Open City Hall is voluntary. The statements in this record are not necessarily representative of the whole population, nor do they reflect the opinions of any government agency or elected officials.*

# SLC Golf Course Study

*What are your thoughts about this study of SLC golf courses?*

## Introduction

### ISSUE AT-A-GLANCE

The Administration has forwarded a study conducted by the National Golf Foundation (NGF). The report, which was conducted by a golf consulting firm in fall 2013, consists of a financial study and capital improvement assessment of the City's golf program and courses. Findings include an analysis of water costs, marketing opportunities and prioritized improvements (see link above). The report is extensive and Council Staff has not provided an exhaustive analysis of the report. The purpose of this memo is to highlight key findings that may be of interest to the Council, and list general policy questions that the Council may wish to ask the Administration and/or the City's Consultant.

The following key recommendations from the NGF, included in executive summary (see link above for report), are excerpted below:

1. "Complete a full renovation of Bonneville GC to capture the historic quality of the property and allow for maximum revenue generation;
2. Conduct a complete re-thinking of the Rose Park/Jordan River golf complex to either close the golf courses entirely or reconfigure the property to a more manageable, efficient and market-appropriate mix of amenities;
3. Complete other upgrades to improve the quality of golf courses and "catch up" on previously deferred maintenance.
4. Consider other investments to enhance revenue, such as a clubhouse expansion at Mountain Dell
5. Take immediate action to control the cost of water and administrative allocations (which far exceed national benchmarks), as these costs currently threaten the ongoing financial viability of the golf courses;
6. Create a unique brand at each facility that reflects a distinctive identity, and incorporate in this brand in all signage, scorecards and marketing; and

Page | 2

7. Take action to increase the utilization of technology to maximize the marketing opportunities for the system as a whole and each location."<sup>1</sup>

The recommendations include a number of capital improvements,

# SLC Golf Course Study

*What are your thoughts about this study of SLC golf courses?*

As of May 29, 2014, 10:13 AM, this forum had:

Attendees:	463
All Statements:	118
Hours of Public Comment:	5.9

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

Terry Thomas inside Council District 1 (on forum)

May 28, 2014, 11:43 PM

I have read the study showing the financial returns and costs for the Rose Park Golf Course. The recommendations are based on limited financial and use data. The financials used are from years that were negatively influenced by the "Orange Street sewer project. The sewer project restricted access to the Golf Course plus a giant sewer pipe was built across the fairways closest to the road. Not at all appealing or conducive to good business results. These lean years are a result of the sewer project and do not honestly reflect the true potential and historic numbers of this historic and loved community landmark.

Please do not consider reallocating or stealing one of our only community open green space assets to benefit another more powerful and affluent community.

There are many creative possibilities for keeping the course intact by retooling to make it more sustainable. 1) Use secondary river water not culinary water. Of course there will be upfront cost but it will pay off in the long run and save hundreds of thousands of dollars per year. 2) Provide better marketing (freeway signs, golf course app etc.) and exposure (spend money to make money) 3) Continue going forward to maintain High School team and Community team relationships and welcome the U of U golf team back to its home course along with continuing the fantastic community youth programs. As well as building on the existing robust and sustainable tournament schedule and events. Please do more historic research. Ask the Pro for more information about the history of the many golf programs and tournaments.

It is short sighted to ever destroy green space and valuable community assets in order to fulfill a short term immediate need. When the green space is gone... It will be gone for good. Please let our community keep what few and limited amenities we have. The Golf Course is valuable to us.

---

Name not available (unclaimed)

May 28, 2014, 10:23 AM

Rose park golf course is a Salt Lake city course for all Salt Lake City residence and as such it is an asset to everyone in the Salt Lake valley, not just the people in Rose park. It provides recreation to our citizens that is just as important as swimming pools, soccer fields and tennis courts and it provides valuable green space. This course has served to citizens of the Salt Lake valley for over 60 years and is good for a hundred more if short sighted politicians can keep their hands off of it. Think carefully about what a gem you have before you knuckle under to developers.

---

Name not shown outside Salt Lake City Council Districts (on forum)

May 27, 2014, 8:32 AM

As a long time golfer at rose park gc, I believe it would be tragic to destroy this community centerpiece. West side residents need the same access to local facilities in or near their neighborhoods as offered to east side residents. The golf course provides contrast to homes and apartment buildings that currently exist. Once this landmark is gone it's gone forever.

---

Name not available (unclaimed)

May 25, 2014, 12:34 PM



## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

I am a long time resident of Rose Park. I bought my home along the trail next door to the golf course, because I love the beauty of it. Please reconsider selling the back 9 holes. I would hate to see more housing or buildings being smashed into our neighborhood-let us keep what is a gem in our community. Leave it alone and let's not depend solely on that ridiculous study-we can find a way to keep our course & make it profitable. We have very little here on the west side-don't downgrade our community by closing the course. I really hope that our city council actually read and CARE about our statements and do what is right for me and my neighbors.

---

Rudy Martinez inside Council District 5 (on forum)

May 24, 2014, 3:31 PM

I grew up in Rose Park and I've been golfing Rose Park Golf Course for over 20 years. I consider Rose Park my "home" course. I know all the staff from the neighborhood and they're always friendly and most accommodating. Personally I mostly love playing the back nine because it is beautiful, quiet and play seems a little slower - which I don't mind. RPGC feels almost like an extended family member to me, whether it was walking the Jordan River path on my way from school in Jr. High, watching fireworks from the 15th hole, fishing the river off the bridge, or being able to get a T-time in less than an hour - it's always been a part of my life. As one of the last beautiful features of Rose Park - It's always there when you need it.  
-- Rudy Martinez Jr. , 36 years Old

---

Name not available (unclaimed)

May 24, 2014, 10:17 AM

I believe turning the Rose Park Golf course into a nine hole course only will be unwise move. I have been golfing that course for years, and find it is an unknown commodity that the Salt Lake City Golf has not promoted. The back 9 of the course is challenging enough for those moving up from beginners to intermediate and should not be taken down.  
I learned golf on the par-3 course and graduated up to the Rose Park Golf Course and am a resident of Rose Park. Why are we keeping open the Airport course at such a high cost in a few years. It seems we need to look at this closer in how we want to market this course better.

---

Name not shown inside Council District 1 (on forum)

May 24, 2014, 9:35 AM

It seems to me that a new designation or redefining of the Rose Park golf course would actually cost more because of the refitting costs to the new function regardless the function. Then the ongoing maintenance costs would be much the same as current golf course costs and would yield no income. I am much in favor of keeping the Rose Park golf course at its current status.

---

Edward Kort inside Council District 7 (on forum)

May 22, 2014, 4:42 PM

In 2013 I played 120 rounds of golf on SLC courses; already in 2014 I have played 35 rounds. For both years, I purchased a Double Eagle Pass. Should the number of city courses be reduced to 6 with the loss of Rose Park and Jordan River, I will not purchase a pass in 2015. Instead, more of my golf will be played on non-SLC

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

courses.

Has the loss of revenue due to reduced sales of Passes been taken into account?

Sincerely,  
Edward Kort

---

Name not available (unclaimed)

May 20, 2014, 6:01 PM

Please do not close the Rose Park golf course. Not all decisions should be based solely on financial considerations. I have been in Rose Park for a short period of time, but have come to see how much the Golf Course means to the local residents. I'm not sure what good would come from selling the land other than a cash influx to the city at the expense of a more vulnerable demographic in Salt Lake.

---

Name not shown inside Council District 1 (on forum)

May 20, 2014, 9:29 AM

Please leave our golf course alone. Put some effort and money into the course and people will come and enjoy it. We don't have much on the west side and the golf course is one of the good things we have. Thanks

---

Name not shown inside Council District 1 (on forum)

May 18, 2014, 3:09 PM

Once green space is gone, it is gone. Please don't make decisions that benefit other areas of the city at the expense of Rose Park residents.

---

Name not available (unclaimed)

May 17, 2014, 4:54 PM

Leave the Rose Park Golf Course alone... unless; of course, you want to invest in making it better. Stop devaluing the west side.

---

Michelle Tuitupou inside Council District 1 (on forum)

May 16, 2014, 9:39 AM

Once again, Rose Park is being given the short end of the stick and having resources taken away that help our community and our children. The golf course has provided golf lessons for many of the children in the community to teach them life skills and keep them busy during the summer months. To have a course that is close to home, public, accessible to everyone, and part of the landscape is a plus. When governing bodies take away resources such as the Rose Park Golf Course to fund communities in more affluent areas, it angers me because important aspects are being taken away from my family and my community simply because our tax bracket is not high enough to be important to higher governing officials and decisions. I grew up playing golf and my children took lessons at the Rose Park Golf Course when they were younger so it is a very important

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

landmark for my family. If the land is sold to developers, especially apartment complexes, that devalues our surrounding home values. If there is a wastewater treatment facility installed, the Rose Park area now becomes an industrial zone and again, devalues surrounding property values. According to some of the key recommendations, the NGF wants to "complete a full renovation of Bonneville GC to capture the historic quality of the property and allow for maximum revenue generation". This tells me that 1) the Rose Park GC is not of historic quality and 2) the Rose Park area does not generate enough revenue so it is not as important as the Bonneville GC. This takes me back to my original point where our Rose Park area is targeted for decrease in services only to increase more affluent areas. I am disgusted and disappointed in the system and I am totally against eliminating our Rose Park Golf Course.

---

Name not shown inside Council District 1 (on forum)

May 12, 2014, 9:46 PM

Save the rose park golf course! This golf course is everything to us, beautiful mature trees, the view and open space is needed on the west side. Why is it that the plan wants to make the east side better when this is the community that needs it. There are many people in the neighborhood that come to this course and would be devastated to see this go or develop into more housing units.

---

Name not shown inside Council District 1 (on forum)

May 8, 2014, 10:02 PM

I have lived in Rose Park for 14 years. I love this area with all of its cultural diversity and close access to the Jordan River Parkway. One of my largest regrets is not fighting the soccer complex when it was proposed. What was once a lovely semi quiet walk on a really great piece of the parkway is now dusty and much louder because all of the trees have been removed and you can hear the freeway noise. There used to be many types of animals back in the area, including deer which could often be seen in the mornings or evenings while walking on the parkway. I don't think I knew what we had. The Rose Park Golf Course is one of the only pieces of open space left on our side of the city. We do not need more housing and extending the waste water treatment plant in to a housing area is just plain wrong. My family uses the Rose Park Golf Course and has never and will never use Bonneville. This looks like gutting the less affluent side of the city once again to give to the more affluent side of the city.

---

Holly Wasescha inside Council District 1 (on forum)

May 7, 2014, 3:35 PM

Leave it alone, we don't want a nasty sewer plant there

---

Name not shown inside Council District 1 (on forum)

May 7, 2014, 10:34 AM

Stop turning the Rose Park into a ghetto community. Our Golf Course is already small, the land is developed and therefore usable as well as maintained. The view from the roadway along the golf course is beautiful. This open space is the nicest in the area. This proposal amounts to nothing more than a money grab from another community at the expense of ours and it's all City sanctioned. Our community has been promised a sports

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

complex off of Rose Park Lane that has still not been finished the land is not developed and is fenced off so it is not usable and has been for years. Each time soil gets moved around in that area rodents flood the surrounding homes. I live in that area and have suffered due to the City's enormous failure on that project. My children have been at risk because the City failed to secure funding properly, started a project and has not finished it, and beyond the rodent issue the debris and road destruction from the trucks hauling soil and equipment has caused a very dangerous situation. We have many new Warehouse style buildings that are still not completely filled with businesses and many lots of land around those for sale along the 215 freeway. That is land that can be sold and developed, closing down and trying to sell off our golf course land is foolish we would be in direct competition with acres of land that have not sold therefor reducing the value of the golf course land if it was for sale. Why would you want to take away a developed section of our community that is maintained and used by both our residents and our wildlife year round? The only plausible reason is that you miss budgeted for the other golf course renovation and now are trying to fix your mistake by taking away something from our community and in the process diminishing our community's worth and further causing us to suffer for your lack of planning and execution. Our golf course adds to the value of our homes/property, reduces crime, makes our community a more desirable place to live now and for future generations, adds beauty to our community, brings in revenue, is an outdoor recreational area for our residents and others, and is an investment in our children because they have a place to learn a sport, see wildlife outdoors such as deer and the many different types of birds that frequent the golf course, and they get to grow up in a clean and safe community rather than a ghetto.

---

Name not available (unclaimed)

May 4, 2014, 11:54 PM

Rtfm Pokey if u close it or not it must be maintained as open space. LETS BE "GREEN" . YOU NEED A PUMP USE THE RIVER.  
LET OUR AFFORDABLE FAMILY COURSE STAY OPEN. LAST SEASON PLAY WAS UP a 140%. See how much business this yes

---

Name not available (unclaimed)

May 2, 2014, 12:23 PM

Each time I have golfed Jordan Pkwy. Its been crowded. We waiting on every hole everyday. Fathers teaching sons, elderly couples high fiveing each other with a good shot or put. Myself with in remission fron cancer, I can actually walk that course & leave my pain at home. We done fighting. That water in the river could water that course ti save money.  
You still have to maintain it as an open space. Im hoping whoever is behind the decision to close this family fun spot needs to rethink or not be in that position.  
Those of you out their & on our side.  
LETS DO IT!!!  
SINCERELY  
Debbie Malin  
Mark Herold  
Loyalty card members

---

Name not available (unclaimed)

May 2, 2014, 12:22 PM

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

Each time I have golfed Jordan Pkwy. Its been crowded. We waiting on every hole everyday. Fathers teaching sons, elderly couples high fiveing each other with a good shot or put. Myself with in remission from cancer, I can actually walk that course & leave my pain at home. We done fighting. That water in the river could water that course ti save money.

You still have to maintain it as an open space. Im hoping whoever is behind the decision to close this family fun spot needs to rethink or not be in that position.

Those of you out their & on our side.

LETS DO IT!!!

SINCERELY

Debbie Malin

Mark Herold

Loyalty card members

---

Name not shown outside Salt Lake City Council Districts (on forum)

May 2, 2014, 8:45 AM

The City should sell NO open spaces to development. The assault on existing open spaces needs to stop. There is still some space at

Rose Park that is essentially abandoned, buried under piles of fill, good for neither golf or walking/wildlife habitat. The City is woefully short of quality open space for a popular and rapidly growing rec activity, off leash dog walking. A creative land use planner could perhaps incorporate less used open spaces there for walking and improved natural fields and wetlands.

---

Name not shown inside Council District 6 (on forum)

May 2, 2014, 7:18 AM

I know this is off topic, but one relatively cheap way to enhance public spaces would be to put bounce back walls at all the tennis courts. There is only ONE in the entire city and that is down at Liberty Park and it is a mess. The newly resurfaced courts at Tanner Park would be perfect!

---

Name not shown inside Council District 1 (on forum)

April 30, 2014, 1:07 PM

As a resident of the Rosepark for over 50 years, I am opposed to closing or selling any portion of the Rose Park Golf Course. I believe we need and deserve to have well maintained green spaces that provide opportunities for neighborhood residents to enjoy outdoor recreation and incentives for residents from other parts of the city and county to visit this community. The Rose Park Golf Course and Par 3 course provides this opportunity. To close any portion of them would only increase the already apparent disparity of public resources allotted to West Side neighborhoods and compared with other parts of the city.

---

Name not shown inside Council District 1 (on forum)

April 29, 2014, 9:52 AM

The issue with changing the golf course is a monetary issue, that is understandable, however none of the

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

proposed solutions will help the problem. I am happy to see disc golf in our neighborhood, but it will not make more money than the 3-par. The proposed presidential golf course is not a standard golf course and is an epic project and is not a better solution than simply bringing the current golf course up-to-date-- rose park GC looks as though it has had no upgrades for decades. Make it a place that families want to visit, spend time and revenues will go up. Water is the largest issue. Culinary water should not be used! Apartments?? This proposal is simply selling off green space for \$, and only makes \$ in the short term, by losing something special, never to get it back. The neighborhood already has many apartments, more is bad for the neighborhood-- renters do not care as much as home owners because they are not invested-- so it does not lift up the neighborhood.

---

Stan Kairawicz outside Salt Lake City Council Districts (on forum)

April 28, 2014, 7:03 AM

Close all courses. Plant a garden there

---

Name not available (unclaimed)

April 23, 2014, 9:41 PM

Closing the Jordan river par 3 is a huge mistake. If you open that area up it will be miss used and the cost of maintenance would be way more than the operating costs of a golf course. As of now crime is graffiti but if you give access to the public you better have slcpd patrolling all night. What does that cost? Hopefully not someones life.

---

Joe Tonumaipea inside Council District 1 (on forum)

April 23, 2014, 12:59 PM

Lets be honest the study clearly shows some biased towards bonneville and the more affluent neighborhoods it surrounds. On the other hand the report shows Rose park GC as the ugly red headed step child that need to be adopted. Sure the report shows Rose Park and "other" courses in the system are struggling a bit but it also shows that there is a rebound in the golf system revenues from 2010 to 2012 which tells me that at least operationally its not all bad. And there are mitigating circumstances not mentioned in the report that caused the expenses at Rose Park to balloon the last couple of years mainly the sewage problem. In addition it is obvious to anyone that is familiar with the situation or looking at the report that 1) the biggest problem is the water usage which is ridiculously high (level 5) because of the usage of culinary water instead of secondary water which is right at Rose Park GC back door and which will dramatically cut costs if a well planned and managed secondary water project is implemented 2) debt need to be refinance to secure lower rates and reduce debt service which is a huge part of expenditure, and 3) Im sorry but the city just isn't doing enough to improve the marketing of the golf system. When I get out of the LAX airport or PHX I'm immediately hit with golf paraphenilia no such thing at SLC. Using tweets and facebook to alert golfers of specials or just encouraging people to play and bringing marketing into the 22nd century well sadly is non-existence. Have you ever tried to book a round on line? yeah I thought so. But the real issue for me is the idea that somehow reducing it to an executive course or selling it is a better alternative, really? The land the Rose Park Golf course is build on was donated to the city exclusively to build a golf course to enhance the community. Apartments (low income), reducing it to and executive course (get no play not to mention the expenses associated with the project), Public

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

Utility (for sewage treatment) or even a Park (which can become a haven for transient and possible drug dealings) will not add value to the community both from a social and economic standpoint. In fact it will be the beginning point of the downward spiral of our beautiful community. So to the Rose Park residence stand up and say STOP to the proposed downgrading or selling of YOUR Golf course and let our leaders know we are as important to the vibrancy and growth of Salt Lake City as any other surrounding community rich or otherwise.

---

Steve Lore outside Salt Lake City Council Districts (on forum)

April 23, 2014, 7:44 AM

From the perspective of a Centerville (Davis County) resident, the proposals outlined here seem short-sighted, though perhaps not quite to the point of ridiculous. The Rose Park golf course is advertised as "... rated as one of Golf Digest's Best Places To Play," and I would guess that assessment is correct, more so than the more expensive Bonneville course, even if the location is less well marketed. If the Rose Park golf course were closed, I would definitely not go to the added distance and expense to travel to the Bonneville course, I'd just spend the extra dollar to go to the Davis County golf course at Nichols Road, and take my business out of Salt Lake County.

I live in Centerville and practice at offices in Salt Lake and West Jordan and visit patients all around the valley, but I prefer to run with my brother-in-law year round in Rose Park, where the northern end of the Jordan River Parkway trail is one of the most beautifully preserved natural open spaces left in the valley. It runs right through the Rose Park golf course, and if that were converted to any commercial or dense residential use, it would seem a near-criminal destruction of a vanishing habitat for the friendly animals we meet on our early morning runs.

More practically speaking to the findings of the report, which if I understand correctly (and I might not) was conducted right through recession years when golf spending would be expected to be most strained, and differences between affluent and less affluent neighborhoods and marketing budgets most accentuated, I suspect the management of the Rose Park golf course could still be made profitable in ways other than closing, reducing to a 3-par (sub-par) facility or otherwise destroying the great resource that the Rose Park golf course is. For instance watering the vast acres with Jordan River water rather than expensive culinary water would reduce cost. Considering a semi-privatized manager who profits directly from cost savings and management efficiency could also motivate more effective marketing and innovative profitable usage of the existing facilities year-round. In fact, if I would renovate any of the City golf courses, it would really be this hidden, underutilized gem in Rose Park, not the visible and popular but not necessarily superior one by the Zoo.

Respectfully,

---

Name not shown inside Council District 1 (on forum)

April 22, 2014, 7:57 PM

As a resident of Rose Park the golf course means a lot to me. All thought I do not golf that often I do enjoy using the open space it creates. Whether it be running/bike beside it on the park way or taking the dogs for walks on the course in the winter. The course is more than just an area to golf, it is a green space that is utilized by the community. I would hope that whatever the council decides that as much of the area that can be saved as green space should be saved as green space.

---

Karen Potts inside Council District 2 (on forum)

April 22, 2014, 6:34 PM

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

My comments are regarding the Rose Park Par 3 golf course. If this course is to be closed, I would like to see consideration of making it into a dog park. We need a dog park where we can let our dogs run and play without running into conflicts with bikers, runners, brides (City Creek), etc. The dog parks we have now are small and usually crowded. I believe that responsible dog owners would pay to have a big space to take our dogs. Whatever happens to this area it should absolutely be kept as OPEN SPACE. Do not sell it off to developers to pay for capital improvements at other golf courses (as suggested in the study).

---

Name not available (unclaimed)

April 22, 2014, 6:08 PM

My remarks are in regards to the Rose Park Par 3 golf course. If this course is to be closed, I would like to see consideration of making this area into a dog park. Currently, the existing dog parks are small and crowded. We need a bigger space for our dogs to run and play and where we do not have conflicts with bikers, joggers, etc. I believe that responsible dog owners would pay to have a big open space to take our dogs. Whatever happens to this area it should definitely remain OPEN SPACE. Do not sell it off to developers (if money is needed to complete the capital improvements on the other golf courses mentioned in the study, it should be found somewhere else).

---

Mark Herold inside Council District 1 (unverified)

April 22, 2014, 4:42 PM

Great affordable family fun. It would be a shame to close the par3 @ Rose Park. Children learning, senior activity. People who do not have a country club income. Don't take our beloved recreation from us.

---

Name not shown inside Council District 1 (on forum)

April 22, 2014, 4:26 PM

I am opposed to closing or selling any portion of the Rose Park Golf Course. As a resident of the Fairpark/Rose Park neighborhood, I believe we need and deserve to have well maintained green spaces that provide opportunities for neighborhood residents to enjoy outdoor recreation and incentives for residents from other parts of the city and county to visit this community. The Rose Park Golf Course provides this opportunity. To close any portion of it would only increase the already apparent disparity of public resources allotted to West Side neighborhoods and compared with other parts of the city.

---

marilyn kandi miller inside Council District 1 (unverified)

April 22, 2014, 3:54 PM

My feelings on par 3 golf course is to keep green, open space here on the Westside. WHATEVER is decided this side of town does not need more multifamily dwellings.

---

Name not shown inside Council District 1 (on forum)

April 22, 2014, 10:56 AM



## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

I am a proud resident of Rose Park and my home backs the golf course. I think that closing the course would be detrimental to our community, especially if land is sold off to developers. I don't golf, but I do often walk thru and patron the retail store. I believe that if renovations are done to include a complete clubhouse (that can be rented for events also) along with better marketing of the course, that money can be made and the course can sustain itself. Along with a change to secondary water source (which should've been done a long time ago). I would hate to see all this green space go to development for housing or retail. There are other options that make fiscal sense and still keep our course open. I hope that the council will explore all options and fight for our rose park residents!

---

Name not available (unclaimed)

April 22, 2014, 10:49 AM

I oppose the recent suggestions to Rose Park Gold Course. I believe that it should stay the way it is, and not reconfigured to an executive course. It is a gem in my community, and I would not like to see land sold off for development.

---

Name not available (unclaimed)

April 22, 2014, 8:31 AM

playing with a Frisbee is not GOLF!!!!

---

Joe Tibbs inside Council District 1 (on forum)

April 21, 2014, 3:16 PM

I have been a resident of rose park for near a decade, and while I am not an avid golfer, I generally get on the course once or twice a year. I recognize that the city's golf program is a very efficient way for the city to conserve green space while reducing the amount of money it takes to sustain that green space. I am glad that we have the golf program that is able to fund a large amount of green space in the city without the use of tax dollars.

I am not inherently opposed to the recommendations made in the golf report, but I would caution against any drastic or severe action that includes the selling of property or drastically altering communities without first investigating the management of the courses.

It has been articulated well elsewhere, but I too agree that there is much work to be done that could make the city courses that are currently losing money year to year more efficient and effective. Until we feel that the courses are managed and marketed appropriately I don't think that drastic measures would be warranted.

I further believe that transferring ownership away from the golf program to the city might be a short term win for the city. The maintenance costs of a park are less than those of a golf course, but I worry about the long term implications of adding even more green space to the long list of responsibilities of the parks and recreation department. I worry that we would be robbing peter to pay paul, when really what we need to do is make sure Peter is managed effectively

---

Name not shown outside Salt Lake City Council Districts (on forum)

April 21, 2014, 2:05 PM

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

As a frequent player at Rose Park golf course, I would like to know how much the operating picture improves after subtracting out the numbers for the par 3 golf course which seems to never be used by anyone. If all it does is add expenses with no hope of ever generating revenue it would seem to be an obvious choice for closure.

If the "consultants" had access to the operating results from the past when the program ran surpluses, it seems they would find that the only additions have been the par 3 course and Wingpointe.

Perhaps these should be the first to go.

Also, you don't need a "country club" redesign at Bonneville, you need an efficient and automated water system and good maintenance (true for all of the courses).

If the head professional isn't in charge of the entire golf course operation (including course maintenance) then he should be. It's the people in the pro shop who get the direct feedback from the customer about playing conditions on a daily basis. For the maintenance staff to be cut off from that feedback leads to the substandard conditions the golf program is currently experiencing.

---

Rebecca Burgess inside Council District 1 (on forum)

April 20, 2014, 7:59 AM

I have been a resident of Rose Park for 41 years. I am not a golfer. Nevertheless, I am disturbed by the proposal to downgrade, close, or sell off portions of the Rose Park Golf Course. I pass the golf course frequently, driving on Redwood Road, and walking or biking the Jordan River Trail. It appears to be well-used, a local public resource much like our libraries, parks, trails, and Northwest Recreation Center. Will not the suggestion to "remove existing elements of low fee, beginner golf, and driving range" due to a "lower income, less sophisticated golfer population" merely encourage a trend toward even less usage by that same population? The revenue generating ability of a local resource should not be the only consideration. Just as significant is the contribution it makes to the overall livability and character of a community. It seems our area is sometimes unfairly labeled and looked down upon as low class. Our golf course contributes to the appeal of our neighborhood to families who cannot afford homes in more affluent parts of the city. I urge you to consider how the loss of this resource would diminish the character of the Rose Park community.

---

Name not available (unclaimed)

April 18, 2014, 8:15 AM

This golf course is really hidden and not very popular I would like it to be more opened up and probably see some of the property used in a better way maybe a sports multiplex.

---

Maria Sweeten inside Council District 1 (on forum)

April 17, 2014, 1:27 PM

Do not take away Rose Park. The green space it provides is much needed in this community. Cut costs by off-loading Wingpointe which is not surrounded or supported by a neighboring community.

Get secondary water onto Rose Park. There has to be cost studies that have been done. If not, commission a study, get the costs and get that water on the course as soon as possible. Escalate this to the top of the "Items that need to be funded" list for the golf enterprise fund. Market the Rose Park Course better. Implement a "no wait times at Rose Park" pop up on the booking site and offer golfers a discount or incentive if they book Rose

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

Park. I understand every course needs improvements; however, it seems like getting secondary water onto this course would provide an immediate, very strong, guaranteed return on investment. Please do not allow any more apartment complex's to be built in the vicinity of the course. Keep it green.

---

Name not shown outside Salt Lake City Council Districts (on forum)

April 17, 2014, 10:50 AM

I lived in Rose Park for 9 years. The golf course is not being used in its current condition. The neighborhood will not support the course nor will it in the future. There are multiple courses within 10 miles of this course that are well used and well maintained. With the completion of FrontRunner and TRAX Airport line along North Temple the City is directing new development of apartment housing along the corridor not Redwood Road. With all the development around the Rose Park Golf Course by Ivory Co. over the last 15 years, new schools and a generation transition why has the use of the course continued to decline? It is not because it is unknown to the neighborhood, it is unused because the people don't golf or they go to another course. Know your neighborhood. Find a new use for the space, keep some of the green space as a disk golf and redevelop the land so it will benefit the area not continue to decline.

---

Name not available (unclaimed)

April 17, 2014, 9:01 AM

We need the green space for our peace of minds, roads are congested enough. Besides if we did ever have a bad earth quack we need to have someplace open for rescue efforts and if it is safe for community to put up temporary shelter.

---

Blake Baker inside Council District 1 (on forum)

April 17, 2014, 8:07 AM

It has come to my attention that the Rose Park Golf Course has not been solvent for 10 years. I find it very disconcerting that after 10 years that a solution to the problem hasn't been found, or even tried. Instead of making small, managable decisions to attempt to right the ship, they Salt Lake City appears to have kicked the can further down the year. Each further year without change, more money has been lost and now puts us in a situation of such dire financial straits that the City appears ready to make a hasty choice that would not be for the best long term advantage of the Northwest Neighborhoods.

There still exist a number of positive options that could remedy the situation without stripping Westpointe (and Rose Park) of one of it's defining amenities. Many necessary and prudent ideas have been discussed in the forum already. Key among them are placing an emphasis on proper marketing. The Rose Park GC not only fills a niche, but could serve a much larger demand around the city, if the golfing public were made more aware. Increased road signage on surface streets as well as the nearby freeway exit ramps (700 North from I-215). The city should also revamp its web and social media output to emphasize Rose Park GC's very low wait times and green fees. Why wait 2 hours to pay more money at a different course when you can walk right on, and for less, at Rose Park GC?

If Salt Lake City really has so much trouble managing a golf course with so much potential, I strongly suggest

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

that an agreement be made for a private, for profit entity, to run the golf course. A successful business knows how to make money. If it is losing money, it knows how to fix it. Not by totally liquidating the asset, but by making the changes to turn it around. The low hanging fruit would be to make the transition to secondary water. That one change alone would nearly cost annual expenditures on the course in half. In conjunction with some of the other proposed ideas this course could be earn a tidy profit.

Please don't be short sighted in this decision.

---

John McConkie inside Council District 1 (on forum)

April 17, 2014, 12:37 AM

DON'T close or change the Rose Park Golf Course. PLEASE. I just became aware that the City is considering a recommendation to close the Rose Park Golf Course or sell of a portion for development. I AM OPPOSED to any recommendation of this nature. While there are financial impacts that need to be addressed, there are options that must be explored before abandoning valuable City assets.

I am confused how a report performed by professional consultants would call the Golf Course a lesser quality course when the City has previously touted, "Rose Park is well-known for some of the finest bent grass greens in Utah," and, "Rose Park is rated as one of Golf Digest's Best Places To Play." If the boasts are true, what is responsible for the recent decline of a golf course that has remained fiscally viable for more than 50 years? Is it possible that the Golf Course needs some revitalized attention from the city more than the course itself needs improvements? Parceling off small chunks at a time is not the way to maintain a valuable community asset. This move to downsize or eliminate this course feels more political than rational.

I am not a golfer, but this particular green space is very valuable to our community. It should be celebrated, not abandoned. Aside from schools, churches, and our City Library, the green space is one of the few defining landmarks of our community. In addition to providing recreation for golfers, the golf course protects and increases the open space that surrounds the Jordan River at the north end of Salt Lake City. The green space provides access to the river and keeps development at a distance to better protect the river. It also provides an open space buffer between the residential area and the industrial area to the north at the Salt Lake County Line where land rapidly transitions to more industrial uses. In addition to providing a softer welcome as people enter the city limits, the golf course currently provides visibility to the Jordan River from Redwood Road. This is one of the few places in the valley where the Jordan River isn't crowded by homes, businesses, or industry.

Before selling off such an important asset, Salt Lake City should consider addressing underlying reasons for missing financial expectations. The City should further explore interim solutions that could help make the Rose Park Golf Course more successful. This could include the following:

- Evaluate current marketing practices to make sure that residents in the community and the city at large are aware of the services this golf course provides.
- Provide a web based service for golfers throughout the City, and surrounding areas, to inform them of the current wait times for each of the City owned golf courses, giving them more choices when wait times for a particular course may be excessively long.
- Provide better signage, both on Redwood Road and on I-15, to attract more people and make them aware of the Golf Course's location.

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

- Consider better business practices for publicity. Any other business trying to stay viable would be more proactive in finding patrons or customers. The City can't afford to operate without some sort of outreach, at least commensurate with the publicity for other City services.
- Provide increased programming for kids to promote golf as an available recreational opportunity. Take advantage of educational grants to sponsor clinics and camps that would create a gateway for the next generation of golfers. Such programs could make a semi-exclusive sport more accessible. My own kids participated in such a program several years ago, but the program wasn't very widely known. Community partnerships with schools could increase awareness and use.
- Take advantage of secondary water from the Jordan River to water the extensive green space and reduce maintenance costs significantly.
- Make plans to improve the appearance of the Golf Course so that it is a more desirable destination. Invest in the future so there is an asset worth celebrating and not a liability to be parceled off.

PLEASE, DO NOT take away our jewel. The Rose Park and Westpoint Communities form the north and west gateways to the city. PLEASE DO look for ways to celebrate our green space rather than pave over it or develop it to any degree that diminishes the value of our community asset.

Sincerely,

John McConkie

---

Jack Sederstrom inside Council District 1 (on forum)

April 16, 2014, 11:43 PM

I hope I don't offend people. It's not my intent. I will be candid about how I feel about the information I've learned at the community council tonight.

The "consultant" and the some of the city council thinks the best way to stop the Rose Park and Jordan River par 3 courses from losing money is to shrink them, close them, make a disc golf course, sell land, or turn some of it into apartments. All of these options are hiding the root causes of the fiscal issues and trying to get a quick financial fix while trying to "look good" by pointing fingers to consulting agency's report and not taking responsibility for the real issue. SLC has not managed the water costs nor proper marking and greens fees of the courses. At least in my opinion. Somehow private golf courses in the area can be managed to make money, but the city ones can't. Herein lies the mystery.

The consultant also has a \$22M wish list, which I'm sure they are willing to gather further consulting fees for as well. I've worked with consultants like this before....they are interested in gathering consulting fees for as long as possible and producing paperwork to justify their existence.... I fail to see why we needed to pay a consultant to ask the city "what the city wanted to see" and then print exactly that. SLC knows they waste \$\$\$ on culinary water for the golf courses when there are other water sources at some locations. Stop it. Fix it. People are giving you feedback here, you should listen to them. Employees of the City, the CITIZENS are your customers. You work for US, remember?

We say find a way to get secondary water into the golf courses. You need to make it happen. There has got to be a way. You should have done this years ago..in fact way before the sports complex was proposed. What are

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

we watering that with, by the way?

We say you need to advertise the golf courses on the road signs (like how Wendy's or the library are shown on public road signs on I-15 or on Redwood Rd). Market the courses in the papers more, or on the radio.

This is business 101 here guys. You can't keep the city's "best kept secrets" so secret that no one thinks about them and they turn into financial money pits. You need to make long term changes to the water sources, then you need to advertise. This enterprise golf fund IS a business. Who is running it? I have no idea. Does he know golf? Business? Does he care about golf? He better care deeply or he needs to find a new job in my opinion.

Making a par 3 into disc golf still requires a water change. Shifting the water problem to the parks department does not solve the overall city's financial problem of paying too much for watering the grass. Don't play games and put the burden on the parks department for the water. Get secondary water for the par 3 area, even if it ends up being a disc golf course.

I think we need open space to be preserved and the city needs to advertise more about the course, and most importantly stop watering with drinking water and to water with secondary water. The water costs are killing the course profits so the city finance and "consultant" wants to just make quick fixes instead of fixing the root causes, like A) not advertising (hello??? business 101?? and B) watering 28 acres with drinking water (hello??? we live in a desert, you need to use treated water from the sewer plant which is 100 yards literally from the Rose Park, course like other cities do). Yes you have to run a pipe and install a pump.

I hope my comments do not fall on deaf ears.

I suppose the next step is to run another study which says we need to spend \$5M-\$10M to minimally update our golf system in SLC, which we don't have \$ for, so we will float a bond, and then do the "best thing" in the citizens' interest and pay for course upgrades instead of trying to advertise the existing facilities, then pay interest on the bond and raise taxes, then raise the course fees because the courses are newly upgraded, not advertise, not change watering sources, wait for 2 years, then ask our selves why we are still at a loss and still have 8 years to pay the bond, right?

City council: FIX THIS PLEASE. We don't want to dump \$ into major facilities construction. The low hanging fruit is water costs and advertising the courses. How nice are our golf course signs from a public road? Are there ANY signs on ANY roads near Rose Park that point to the courses? I can find a few signs in Bountiful pointing the way to a golf course for several miles away. How about skiing? You can see big brown signs all over telling you how to get there.

How about advertising the wait time for golfing on the web? Or better yet on a sign like the emergency rooms are doing?

Why on earth are we even operating Wingpointe? Sell it back to the state. It's always windy out there and there's not a tree in sight. Do we want to pay \$600k a year to rent the property in 2018? I don't think so....and I don't think greens fees can even come close to covering it regardless of how many rounds are played in a year there.

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

In my world if you have to pay rent and are not making a profit, you need to raise revenue through increased volume (marketing, coupons, or lower price) AND look at ways to save money on costs (like don't water a golf course with culinary water).

Has the city council demanded an audit of the manager of the golf enterprise fund? Surely the manager is not a "victim" and can propose fixes that the CITIZENS (who are his customers and employers since we pay taxes) agree with. He should know how to market golf courses and run them. If this person does not know how to run the business, then perhaps he is not the man for the job. The man for the job also does not give up and just "close shop" and sell the course to another division of the city. Please take pride in the city golf course products, audit them. City council, please demand accountability of the city employee who should be managing our golf courses towards profitability, not closure. He better care deeply about golf and know how to run a GOLF business, or I think he's in the wrong seat and we need to find someone else. He's not paid to provide financial statements and be a corporate controller, he's paid to run the golf business and increase revenue and keeping courses open that the citizens want open.

---

Brad Bartholomew inside Council District 1 (on forum)

April 16, 2014, 10:01 PM

Whatever happens to any of the city golf courses they should remain open space. There is no need to sell any of them for development. It is frustrating that the maintenance of golf courses, like everything else in the city continues to be put off until we are at a breaking point. It would be great to see a plan for all city infrastructure maintenance besides waiting until it breaks.

---

Debbie Fowler-Malin inside Council District 1 (on forum)

April 16, 2014, 6:41 PM

I am hoping that the city will consider the joy & activity & friendships this course brings to our community. I myself disabled & recovering from cancer get my only activity & livelihood. For people like me that enjoy that & keep healthy that way you would consider our input before making a big decision.  
Thank you.  
Sincerley  
Debbie Malin  
would even volunteer with upkeep. Thank You.  
Sincerely  
Debbie Malin

handicapped myself & many more in the same position. If it wasn't for this course I would have NO ACTIVI, Y INTERACTACTUON WITH OTHERS. IT WOULD BE DAY VASTATING. I FEEL AFTER PAYING TAXRS HERE FOR 35 YRARS WE SHOULD HAVE A SAY.

---

Zackaria Egan outside Salt Lake City Council Districts (on forum)

April 10, 2014, 10:38 PM

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

I have lived next door to the Creekside Park Disc Golf Course in Holladay, Utah for 27 years and have been playing Disc Golf for 13 years. I'm on the PDGA tour and took 121st in the 2010 PDGA Professional Disc Golf World Championships presented by Keen Footwear. Disc golf is one of the fastest growing sports in the WORLD! I play Disc Golf every day and would play at the Jordan River Disc Golf Course weekly. I would help build the course. We the Disc Golf Community would make this a World Class Disc Golf Course. I would have tournaments weekly. Please put a Disc Golf Course at Jordan River Par-3.

Respectfully,

Zackaria McEgan PDGA #35997  
<http://www.pdga.com/player/35997>

---

Name not available (unclaimed)

April 10, 2014, 6:50 PM

I think that this land would be great to use as a disc golf course. I have watched Creekside park go from a casual disc golf course to an overcrowded zoo of people. On a nice day, you have to wait at least half an hour to tee off, and your regular 1.5-2 hour round gets delayed to 3-4 hour rounds because so many people are trying to play. The salt lake valley desperately needs new disc golf courses, and with the rise of the professional disc golf association, the negative aspects of the sport are slowly starting to disappear as more and more professional tournaments are being held in Utah. There are more clubs in the valley than I can count on my hand, and they are all looking to expand the sport and bring a good reputation to Utah disc golf. This would be an incredible addition to the Disc Golf community, and we hope that this will go through.

---

Jade Sewell outside Salt Lake City Council Districts (on forum)

April 10, 2014, 11:34 AM

I am commenting on the Jordan River Par 3 golf course, I believe if this course was turned into a Disc golf course people would travel from all over the state to play. I play Disc golf everyday and at least once a week I travel outside of my county to play (sometimes hundreds of miles) This sport is the fastest growing sport in the world with growth of 10% to 30% per year and 300 new courses installed a year. In the eight months I have played, I have been impressed with how much respect Disc golfer show for each other and of the land. Make it a Disc golf course and me and the hundreds of Disc golfers outside of Salt Lake City will travel to play there!  
<http://www.youtube.com/watch?v=Brklq8ZJ7iU>

---

Name not shown inside Council District 1 (on forum)

April 9, 2014, 2:10 PM

SLC does not need more development, this wonderful city we live in needs to keep its open green spaces for the benefit of future generations.

---

Eric Rooks outside Salt Lake City Council Districts (on forum)

April 9, 2014, 10:24 AM



## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

I definitely feel as though the Jordan River Par 3 Golf Course should be turned into a Disc Golf course. Earlier statements have gone through all the great reasons for this. Low cost, easy maintenance, etc., but a huge reason, in my opinion, is just how much it would be appreciated. It will go from being just one of many Golf courses in the Salt Lake Valley to being one of a few Disc Golf courses. We, as a community, will appreciate this course so much and will go above and beyond for this course in every way possible.

It's also so exciting that this could be the best disc golf course in Salt Lake Valley and quite possibly all of Utah. Like it's been stated before, this would be huge for both the state of Utah and the sport of Disc Golf in the state. The possibilities are endless for a course of this magnitude. This includes PDGA sanctioned tournaments and national tours with Disc Golf Professionals. This sport is growing and this course would be such a huge step.

Thank you so much for listening.

---

Greg Penrose outside Salt Lake City Council Districts (on forum)

April 8, 2014, 11:17 PM

The decades old mantra about how great Utahns have it golf wise, is tired and doesn't cut it anymore. Neighboring states have fewer course, and can therefore charge more if one wants to play. Utah had or has the highest number of courses per capita in the country so in order to keep courses in business, they have to be creative. The most obvious short term change is to "lower" not increase fees. I have spoken to many golfers and pros over the years on this topic, and a former head pro at Rose Park agreed, that constant full up tee times at a fair price will bring in more revenue over the course of a week than the yealy increases that have hoodwinked the public and resulted in a lot of golfers reducing their playing time or giving the game up. When head pros ran the pro shop and ammenities, yes they made more money than now as employess of the city/county, but they had incentive to bring in bucks, i.e. beer carts, lunch specials and discounted rates on non-peak playing times, etc.. Now my biggest peave, newer courses need to charge a sllightly higher fees based on the cost of building and manitaining a quality course, but every time the decision is made to raise rates, the older flat (dog track) courses that haven't had improvements made since they opened in the 50's and 60's jump on the bandwagon, and also bump their fees. Ya'll know the courses I'm taking about, and I enjoy playing them, but I will only play courses now that offer a deal that I can afford. It's the golfer who wants to better their game thru practice, which will keep the coffers filled on-going, not the twice a month Rodney Dangerfield type who buys a 6 pack of beer in the cafe for \$15, and \$10 for a sleeve of balls he will lose on the first three holes. Try an experiment before going the raise the rate copout to solve the problem. Select a couple of fairly popular courses in the valley, advertise a fees for nine holes to \$10 or less (\$15 w/cart) and compare revenues with competing courses and/or revenues from the same course in previous months, and I'll wager a round at Augusta if revenue drops. Offer range balls cheaper on certain days of the week or weekly passes, utilize smart watering practices, and for heaven's sake maximize profits by wetting throats on the course with multiple snack carts (of course being driven by a personable hottie when possible). Problem solved.

---

Name not shown inside Council District 1 (on forum)

April 8, 2014, 10:58 PM

The golf course adds value to the property in the area, in terms of land value and neighborhood appeal. Plus, gaggles of geese frequent the place!

---

Jeff Mortensen inside Council District 1 (unverified)

April 8, 2014, 6:53 PM

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

I very much oppose this proposal to close our Rose Park golf course. It is very much a part of our community and has been for 50+ years. There are certainly other ways to raise revenue than to take something else from the west side. We must not count for very much but then, we never have. I've lived in this community (Rose Park) for 59 years and the city has ignored us for most of that time. I wish they would forget about this closure!

---

Erin Youngberg inside Council District 1 (on forum)

April 8, 2014, 4:34 PM

My name is Erin Youngberg. I live a few blocks west of Rose Park Golf Course (1910 Bridge Crest Circle). I have read the report, and am frustrated by its recommendations to address budget shortfalls with regard to this course.

It is my understanding that the city owned golf courses are self-sustaining, and do not need to be subsidized with other public funds. I really appreciate this about the City's management.

There must be other solutions and alternatives to maintaining the current systems without closing or minimizing Rose Park Golf Course into an "executive" (illegitimate) course.

The city courses should have their irrigation revised to be more efficient with water. (This should be done whether saving money is an issue or not.) Could it be connected to a secondary, non-culinary source?

If there are revenue shortfalls maybe the greens fees should go up enough to cover the difference. I would pay more per round to maintain the course. With the revenue lost by deleting a course, I question whether this action would solve the money issues anyway. In reviewing the report Rose Park GC isn't significantly behind the other courses in revenue generation.

My true concern is the impact this would have on the nature of our community. I have lived here for fourteen years, and have watched some neighbors move to what they considered a nicer neighborhood. Our family has resisted this in favor of staying, and working to maintain it. The golf course is seen by most as a significant amenity in the community even for those who do not golf. To delete it would have an immediate, negative impact on the character and perception of the neighborhood.

The report identified Rose Park as a community of changing demographics. In plainer, more specific language, what is meant and implied by this? (I would appreciate a response to this question by either those who wrote or commissioned this report - [erin@nwlarchitects.com](mailto:erin@nwlarchitects.com))

I have no problem with the proposed improvements to Bonneville as long as it is not done at the expense of its sister course in Rose Park.

I express my thanks to the public employees and representatives who work hard to make Salt Lake City a great place to live. Please don't do this to our neighborhood. Please consider alternative means of meeting budget shortfalls before following the recommendations of the report. I am available to be a part of this discussion on a more direct level if the opportunity is available.

Sincerely,

Mr. Erin Youngberg, AIA

---

James Jenson outside Salt Lake City Council Districts (on forum)

April 8, 2014, 10:52 AM

Disc golf is really taking off and there a limited number of courses in salt lake and utah county. We would love to see a new course go up in salt lake. Especially a nice one that is well taken care of! This sport is gaining recognition and momentum all over the country! Let's make a first step in building and

Transforming this golf course into a premier disc golf course that will stand for years to come as a pattern for

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

future courses dedicated to making this sport better. I am for this project and I urge the city to approve this course.

Sincerely,  
Disc Golfer

---

Name not available (unclaimed)

April 8, 2014, 8:58 AM

I think the study is flawed. With Wing Point to be closed we will need Rose Park to stay open. We do not need Large Club Houses. We need the Green Space in the city and a buffer zone away from the refineries. Why is the west side of SLC always the first to lose any thing.

Herb Diaz

---

David Baker outside Salt Lake City Council Districts (on forum)

April 7, 2014, 10:32 PM

First: utilize a more economic water supply i.e., reclaimed water from the nearby water reclamation plant (like Central Valley and St. George do now).

Second: Identify and develop excess land within boundaries i.e. southeast of #17 tee, etc.

Third: Allow that Rose Park helped to finance other courses and that those courses may need to help out.

Fourth: determine long term development in the general area and need for course (golfer numbers are cyclic and it is probably wise to keep and improve).

Fifth: try more imaginative pricing structure like West Valley Golf Courses, etc.

---

Name not available (unclaimed)

April 7, 2014, 7:37 PM

Is there a middle ground solution where rose park gc increases revenue but maintains green space? The last thing our neighborhood needs is more apartment complexes

---

Name not available (unclaimed)

April 6, 2014, 4:25 PM

I agree with allowing golf courses to be used by a wider audience, including dog walkers, especially off hours or off season. I would happily pay for such a use. Simply providing adequate "poop stations" and trash goes a long way to help keep parks clean and fees could generate far more than the cost of such amenities.

---

Name not shown inside Council District 1 (on forum)

April 6, 2014, 4:14 PM

This seems like one of those things that could really backfire -- like the Legacy Highway (which resulted in a big loss of Revenue for the Golf Course, plus the antique septic system that broke during construction releasing millions of spiders and cockroaches;)!and the golf course is an animal farm for Gophers & voles -- How will they keep them from swarming our neighborhood? How will they keep the constant noise & clouds of silt under

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

control? There are always things between the lines that we never find out until too late. The values of our homes will plummet. It is a bad idea. Why can't they leave well enough alone - it's not broken -- the reasons given are not convincing.

---

Name not available (unclaimed)

April 6, 2014, 4:08 PM

This seems like one of those things that could really backfire -- like the Legacy Highway (which resulted in a big loss of Revenue for the Golf Course, plus the antique septic system that broke during construction releasing millions of spiders and cockroaches;)!and the golf course is an animal farm for Gophers & voles -- How will they keep them from swarming our neighborhood? How will they keep the constant noise & clouds of silt under control? There are always things between the lines that we never find out until too late. The values of our homes will plummet. It is a bad idea. Why can't they leave well enough alone - it's not broken -- the reasons given are not convincing.

---

Kirk Benge inside Council District 1 (on forum)

April 6, 2014, 12:00 PM

Regardless of how the city ultimately chooses to proceed, I would love to see the DWR's Urban Fishing Program and the Jordan River Bank Stabilization and Restoration Project join forces to improve and enhance fish habitat and work to revitalize a portion of the river that has been neglected for years. The river, is currently channelized (if that's a word), making it difficult to access and providing poor habitat for fish, birds, and vegetation.  
I'd LOVE to have a healthy river which would be accessible to fisherman and kayakers in the heart of downtown!

---

Name not shown inside Council District 6 (on forum)

April 6, 2014, 8:27 AM

I am not a regular golfer, but I do enjoy the open space that is provided by golf courses, especially in the winter and the evenings when golfers are absent. I have two dogs and enjoy walking them there. I am very good about picking up after them. I know that others tend to abuse this, as is the case in any city park. Perhaps a small fee could be charged for a special dog permit to use the golf courses in off hours. Or perhaps the ones that are scheduled for closure could be re-purposed for city parks and dog parks with a fee charged and a frisbee course or obstacle course set up. Open space is valuable, and we should try to keep it open and let as many people as possible use it.

---

Name not available (unclaimed)

April 4, 2014, 4:16 PM

I think a great compromise would be to let the disc golfers have the Jordan River golf course and leave the Rose Park Course as it is for seniors and young golfers. I don't understand the reasoning behind making Rose Park an executive course. Why spend more money to modify it? We taught out kids to play golf at the old University of Utah course. It was perfect for all of us. We now play at Rose Park and enjoy it immensely. Also,

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

is Rose Park still the home course for the West High golf team? You can't leave the Panther golfers courseless!!

---

Name not shown inside Council District 1 (on forum)

April 4, 2014, 11:05 AM

I am in total disagreement with closing Rose Park altogether or making it into an executive course. The Rose Park community is one of the most vibrant and involved communities within Salt Lake and the golf course is part of our community. At the last Rose Park Community Council meeting on April 2nd, more than 50 attendants were in favor of leaving the golf course as is and simply making improvements. In order to make money I suggest a nice club house with restaurant to entice non-golfers to be a part of the course. Also consider bike trails and a running course to add to the depth of recreational possibilities in addition to the nearby Jordan River trail as well as holding more community events at the course.

Wingpointe being such a great course, isn't it possible to sell it to a hotel chain like Marriott so they can own the property outright and the city be rid of the maintenance of this course in favor of a private venture? Our airport really needs a hotel on site and Marriott having a history with our state, which still does not have a JW Marriott type property (the exclusive type Marriott) in Utah, could make this a strong JW Marriott property.

Westin, now part of Starwood properties, which is no longer in Utah could also make a comeback, owning its own golf course and hotel property adjacent to the airport. In Utah we cater to business like no one else. With the current airport expansion and planned renovations, it seems important to make a pitch to businesses to buy property near the airport and to include the golf course as part of the deal.

---

Karina Polasek-Nowels outside Salt Lake City Council Districts (on forum)

April 4, 2014, 10:32 AM

Please make this a Disc Golf Course! As a professional disc golfer, I think it is imperative with the popularity and growth of the sport to have another course to play. We are a devoted and passionate group only looking to benefit the community, and given the opportunity, will exceed expectations in building a great course. It will also help the community stay active, and promote healthy and fun activity for all skill levels. You couldn't ask for a better group to help build this dream for so many disc golfers. We have a deep love and respect for the sport, we just need the opportunity to show you how professional we are and how hard we work towards something great.

---

Paul McConkie outside Salt Lake City Council Districts (on forum)

April 4, 2014, 9:37 AM

Rose Park GC and Jordan River Par 3 remind me of a municipal course I used to play in Reno years ago named Brookside. Brookside was very popular among the locals particularly senior golfers and families with kids. Brookside wasn't a great course but it was always busy. People would come and get in line and wait to tee off. At the time, 1991, Reno was experiencing a drought and Brookside had its own secondary water which helped it stay greener than many other courses where watering was limited to greens and tee boxes. The reason I believe Brookside was so popular was it offered almost ridiculously affordable monthly passes. I would

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

get up and get in as many holes as I could before work. It was so great! I think it was a great concept and have thought it would work for Jordan River Par 3. The same concept as the health clubs. Give golfers the option of paying each time or buying a cheap monthly pass and offer family passes.. Even \$50 per person or \$100 for a family pass. I know this is outside of the box and that passes are already offered albeit much more expense. It believe it worked for Brookside and could also work for Jordan River Par 3. I predict you would see Brookside become very busy and make more money than it does now. I work nearby and would play a few holes during lunch if I had a pass but I would not spend \$8. It would make sense for the Rose Park demographics and could attract a whole new generation of golfers. I hope you will consider this concept. Thank you. Paul McConkie P.S. I really like what has been done with the practice area.

---

Marc Grimes outside Salt Lake City Council Districts (on forum)

April 4, 2014, 1:23 AM

As the conversation has arisen regarding the Jordan River Par 3 golf course, I wish to express my, and many many others desire concerning the use of the land.

Utah, and Salt Lake in particular, have a unique opportunity to maximize the use of such a fantastic piece of property for an absolutely inspiring cause.

To understand this cause you must first gain an understanding of a growing, no, exploding sport known as disc golf. I'm sure you have read many people writing in support of utilizing the land for this sport so I will be brief in describing it.

Essentially it is throwing a specialized frisbee into a cage, much like you hit a golf ball into a hole. Different discs act as different clubs in golf and the scoring is the same, the lower the better.

The sport has been expanding exponentially in recent years with thousands of courses being installed across the United States and the world.

But Utah has been a bit slow on the uptake, Salt Lake in particular. Idaho has far fewer disc golfers but twice as many courses. Utah County has less than half the disc golfers as Salt Lake, but has more than three times as many courses. Salt Lake has only one decent course year round, Creekside Park in Murray. As a result the course is packed. But alleviating the strain on Creekside isn't the exciting part of this prospect.

Utah is already on the map for large tournaments that attract top rated players from across the United States. Paul McBeth, the two time world champion, played the Riverpark Open in Riverdale last year and the Monster (yes, Monster Energy sponsors such events) Energy Challenge at Solitude the year before, and Paul and Catrina Ulibarri attended the Creekside Open. With a well-designed and visually stunning and challenging course we can make Utah a go-to place for large tournaments.

This would bring in hundreds of people from out of state for each tournament. If it becomes a National Tour event then it will bring in not just tons of disc golfers for that event, but year round just to play the NT courses, as I just did last weekend in Arizona.

To do this we need an amazing piece of land like the Jordan River Par 3.

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

The community is so excited for this prospect that people are flocking to the fundraiser tournaments. We exceeded our fundraiser goals for 4 tournaments in the very first one held!

We want this. We are hungry for it. Missing out on this opportunity will delay the possibility to make Utah a strong destination by years! This is a critical moment for our state. This opportunity, if seized, will have long-term benefits as the sport continues to grow. There simply isn't such perfect land anywhere else in the entire valley.

Think about it. If you put in a park it will just be another park. There is already a great park 3 blocks west of this location. It can't remain a golf course, it has already failed to be sustainable as such. A disc golf course will reduce the cost immensely as the maintenance for a disc golf course is a fraction of a golf course, and will open the door for an amazing explosion of the sport of disc golf in Utah.

Thank you for your time and consideration. I trust the passion and excitement we have shown coupled with the logic of seizing such an opportunity will convince you that making this land a disc golf course is the best course of action.

Marc Grimes  
801-836-3703

---

Sean Kelly inside Council District 4 (on forum)

April 3, 2014, 10:58 PM

I strongly feel that the Jordan River Par 3 golf course needs to be handed over to the local disc golf club (SLC Tunnel Runners) and turned (back) into a disc golf course. To my knowledge, that land was originally a disc golf course back in the 80's (the first in Utah) and it would be much better suited for that today as well. A Disc Golf course requires much less attention than a Ball Golf course. Only minimal watering is needed, and the landscape can be planted with local grasses and wild trees and shrubs. The high maintenance required for ball golf is not necessary for disc golf. To my knowledge, the current ball golf course at this location is losing money annually. The local disc golf club has already raised a large sum of money to install the necessary equipment for a disc golf course. The cost to the city would be minimal. The existing courses in Salt Lake City are overcrowded and the demand for a new disc golf course is high. It is a cheap and fun activity and it will draw in families and people of all skill levels. At a professional level, a new course can be used for tournaments, which draw people in from out of state. This can help all kinds of local businesses including restaurants and hotels. Please consider Disc Golf as an extremely viable option for the use of the Jordan River Golf Course land.

---

Cody West outside Salt Lake City Council Districts (on forum)

April 3, 2014, 10:42 PM

I just want to say that Disc Golf in general has made such a positive impact on my life. I am somewhat antisocial and it has given me a reason to get out and meet new people and I can say that most of my friends disc golf. It is a fun social and physical activity that anyone can do and is great for people of all ages. We all try and help each other out and learn new things and welcome new comers as well as take care of the courses where we play and do awesome tournaments. We raise fundraisers for different causes and are an awesome

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

group of people. The implementation of a new course would only add to the fun and the community and this area would be prime for a new course. Please help us take advantage of this amazing opportunity and let us prove ourselves

---

Chris Light outside Salt Lake City Council Districts (on forum)

April 3, 2014, 9:52 PM

Turning the Jordan River golf course back into a Disc Golf course would be a boon for both the Disc Golf community and the local community. Disc Golf is a family friendly game that is easy and inexpensive to start that has a large following state wide. The other courses in Salt Lake County are so busy that many people would be happy to flock to another course to play. Players would be prone to eat and shop in the area of the course. Many people work in close proximity to the area and would make it a lunch time destination.

---

Name not available (unclaimed)

April 3, 2014, 9:26 PM

You have already received many requests from the Disc Golf community about the benefits of developing more coursed in the Northern Utah region. I want to focus on one specific aspect:

### -CURRENT GROWTH OF THE SPORT OF DISC GOLF IN UTAH-

Infinite Disc Golf recently conducted a random survey across the USA focusing on different areas of the sport including the growth of the sport, the survey can be found here <http://infinitediscs.com/blog/the-state-of-disc-golf-growth/>

in summary from questioning 1,422 random disc golfers, UTAH is the 4th fastest growing state for the sport, and more importantly more than half of the 1,422 have only been playing 3 years or less, and 87% have been playing less than 10 years. This is solid evidence to the claim that disc golf is the fastest growing sport in the world. Players in the sport are new to it, and those who have played for a long time are still going strong and loving it. Given more time, and the current rate of growth, expect to see higher level competition become more lucrative, professional, and exciting.

I compare disc golf vs ball golf to mixed martial arts(UFC) vs Boxing. It is the new sport that is funner and will grow rapidly over the next few years.

In conclusion, the current number of disc golf courses in Utah is not sufficient to handle the current rate of growth of the sport.

Thanks for your time.  
Corey Bramwell  
Clinton, Utah

---

Cassidy Houdeshel outside Salt Lake City Council Districts (on forum)

April 3, 2014, 8:49 PM



## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

My Name is Cassidy Houdeshel, and I am an avid Disc Golfer and member of Team Utah Disc Golf and the PDGA(professional disc golf association). Our Disc Golf Club is extremely active in promoting the family friendly sport of disc golf in Utah, and the development of new courses in the state.

I highly support the addition of Disc Golf at the Jordan River Par-3 Golf Course.

I also highly suggest the consideration of collaborating Disc Golf with other county ball golf courses in the Salt Lake Valley. Disc Golfers will Pay-to-play!

The Professional Disc Golf Association has a traveling player base and National Tour. With a new course in the area, hosting additional PDGA sanctioned professional tournaments would also provide an excellent source of additional revenue for local business, from restaurants to hotels.

Thank You!

---

Name not available (unclaimed)

April 3, 2014, 8:43 PM

I have been playing disc golf a little over a year now and since starting I have finally been getting the exercise that I haven't been getting the last decade. In the year I've been playing I've lost 20 lbs.

I have also met a lot of really cool people who are almost always willing to help learn a new course, give tips/pointers on how to play better, and made some new friends.

The course nearest me is in Holladay, and it gets really busy, no parking spots busy, at different times throughout the week. While the proposed new course is not actually closer it would provide another course to allow more people getting into the sport to play.

---

Name not available (unclaimed)

April 3, 2014, 3:27 PM

The city should close and sell off the Rose Park and Jordan River Par 3 and use the proceeds to upgrade and maintain the other city courses.

G. Matthews

---

Eric smith inside Council District 4 (unverified)

April 3, 2014, 2:33 PM

I've had the pleasure of playing golf at this course a few times over the years and found it a bit less than challenging. I gave up regulat golf years ago due to the high cost and time it took to play a round. I'm a huge fan of the idea of a disc golf course. The land would be used well, the patrons are very good about taking care of there own and it's something I can do with the family! Walking in a park having fun and not costing anything but time!! Disc golf is a wonderful idea... we need more low-cost options Salt Lake!!

---

Mike Christensen outside Salt Lake City Council Districts (on forum)

April 3, 2014, 1:03 PM

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

I'm not a golfer myself, so sometimes I don't understand the need for having so many golf courses. However, after reading some of the feedback given by others, I realize that there is a need for this type of recreation in Salt Lake City. I feel that it's important to ensure that greens fees are kept affordable for residents and also to manage the golf courses efficiently, especially when it comes to water consumption.

---

Name not available (unclaimed)

April 3, 2014, 12:00 PM

Disc golf has been an awesome sport for me and my family and friends please consider doing all we can to help the sport grow in all of our communities, the more courses we have the better it will be for everyone

---

Kirk Salisbury outside Salt Lake City Council Districts (on forum)

April 3, 2014, 8:55 AM

Besides that fact that disc golf is a great activity for me, my wife, and my kids, it's an activity that gets many people outdoors at a low cost.

To date I see parks used only occasionally, even on beautiful days. Disc golf changes that - it brings the community out to experience the beauty of the outdoors. I love disc golf, and putting it in is the right thing to do! I should add that I live in Logan, and wherever there is a disc golf course I am much more likely to visit and spend my money in SLC County.

---

Name not shown outside Salt Lake City Council Districts (on forum)

April 3, 2014, 8:37 AM

Disc golf is a much better family sport. My four year old and I get out for some exercise once a week, and disc golf is a great option that does not break the bank. The Utah disc golf community is a great group of people and the few courses we have are very overcrowded. Any new venues, especially near salt lake, would be awesome.

---

Name not shown inside Council District 4 (on forum)

April 3, 2014, 8:12 AM

SLC should consider asking Salt Lake County Parks & Recreation to manage its golf courses, or transfer them to County ownership. County Parks & Recreation seems better equipped to properly maintain the courses, and the city's and county's courses could be unified in a more efficient, streamlined operation for all golfers in the valley who use public courses.

---

Mike Milne outside Salt Lake City Council Districts (on forum)

April 3, 2014, 7:53 AM

Dear City Council and members of the community, you may not remember, but the Jordan River par 3 golf course was initially designed as the first Disc Golf course in the state of Utah. Throughout the 80's the community enjoyed Jordan River Parkway Disc Golf well before someone decided to try and make a profitable

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

par 3 ball golf course. I would love to see this land turned back into the Disc Golf course it once was. The state of Utah suffers from a lack of Disc Golf courses and the popularity of the sport continues to grow at a rate that cannot be sustained by the courses it currently holds, especially in Salt Lake County. Disc Golf has flourished from its meager beginnings in the 70's to booming million dollar businesses that now support the sport. 1000's of Disc Golf rounds are played each week on the 2 courses in Salt Lake County and they are over run by enthusiastic disc golfers that stem from all ages. The disc golf community in Utah is growing, but the state continues to turn a blind eye on a sport that provides good community, healthy community, and economic community. It does not take a lot of money to sustain a disc golf course. A majority of the costs are carried through labor of the golfers themselves. The love and appreciation of this sport goes beyond the dollar and many are willing to sacrifice to see the sport grow and be sustainable. Turn the Jordan River par 3 ball golf back into the Disc Golf course it was originally designed to be.

---

Hugh Johnson inside Council District 7 (on forum)

April 3, 2014, 7:31 AM

It is difficult for me to believe that there is not a single, competent UTAH based company which could have done this study, In classic Becker style, he hires consultants from other parts of the country to tell us how to run our state and city, just like the Florida idiots who he paid a half a million dollars to, to conduct a traffic study, conclusion was: our wide streets are unsafe and then came up with the idea of "Road Diets", narrowing streets, planting trees in the middle of the street, putting in more roundabouts, etc. None of these ideas help people get around, it just slows traffic, creates gridlock and increases pollution exponentially, because all cars are running longer and burning more fuel to travel the same distance. Expect the same treatment for Rose Park Golf!!

---

Ryan Johnson outside Salt Lake City Council Districts (on forum)

April 3, 2014, 7:28 AM

A new disc golf course would be great. The SLC area is seriously lacking disc golf courses. I live at point of the mtn (Lehi side) and I generally tend to play in Utah county because the SZIC courses get too crowded.

I have been a full time employee of Novell for 8 years as an engineer.

I have been playing disc golf 4-5 times per week since I started playing 2 years ago.

Please bring more disc golf opportunities to the community. Thank you

---

Dan Garland outside Salt Lake City Council Districts (on forum)

April 3, 2014, 5:59 AM

Summary: **\*\*Disc Golf\*\*** Re-Purpose of Jordan River Par-3 Ball Golf Course

I am a professional and work at L3 Communications, a two minute drive from Jordan River Par-3 course.

Please make this a DISC GOLF Course. I will introduce many co-workers from L3 and other nearby engineering companies to the healthy **\*\*lunch-time\*\*** exercise of disc golf. Currently, a group including L3 and

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

GE Health Care engineering employees (among others) meets four days every week at nearby Riverside Park at lunch for Ultimate (Frisbee Football). These and other neighborhood employees \*\*will fill a new DISC GOLF course\* every Lunch hour, every week day!

\*\*BOY SCOUTS and CUB SCOUTS\* Both may earn DISC GOLF Merit awards - I have helped both in my neighborhood and will run free Scout Merit sessions for Scout Troops at Jordan River Par-3 whenever requested.

Daniel Garland  
2490 East Bramble Way  
Salt Lake City, UT 84117  
(801)606-0404

---

Andrew Jackson outside Salt Lake City Council Districts (on forum)

April 3, 2014, 5:26 AM

Good day everybody, The opportunity to expand the disc golf options in SLC is a great idea. It will provide a location for people from all age groups and walks of life the opportunity to play a wonderful sport, while providing for economic growth. If the proper disc golf course is put in, it will also increase the opportunities for tourism and business. Thank you for your time. Andrew Jackson Clearfield, Utah.

---

Nicholas Lopez outside Salt Lake City Council Districts (on forum)

April 3, 2014, 1:44 AM

With the current decline of the ball golf course at Jordan River in recent years and the staggering growth of disc golf not only in the local community but worldwide, I believe that converting the course to be best suited for Disc Golf is in the communities best interest. With the rise in Disc Golf tournaments, the Jordan River course could become yet another A/B/C tier event home as well as home to thousands of other visitors during daily rounds. With increased traffic, surrounding businesses would also see improvement. Due to the inexpensive nature of the sport, the course would attract many young people from the community, providing a place to grow and learn.

---

Markus Mika inside Council District 5 (on forum)

April 3, 2014, 12:11 AM

I agree with closures of non-profitable golf courses, particularly the Jordan River Par-3 course that loses the city between \$60k-80k every year. The city should hand this course over to the parks division and have the local disc golf community build a first class disc golf course at the site. Our local disc golf club received a city grant to do exactly that but is waiting for city officials to make a decision on this non-profitable and undesirable ball golf course at the Jordan River location. Disc golf requires much less park maintenance than ball golf reducing the need for irrigation and large amounts of pesticides and providing the neighborhood with an inexpensive and fun way of recreation. A stellar disc golf course could be used for multiple tournaments every year attracting players from other regions of the country and aiding local businesses economically.

---

Bob Gourley outside Salt Lake City Council Districts (on forum)

April 2, 2014, 9:00 PM

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

Our foursome has enjoyed Rose Park for years....& we have also watched as the conditions of the course have steadily eroded starting with tee boxes never being moved, sand bunkers like cement and watering dry spots because of sprinkler problems. A few quick questions:

- 1) How many of the City council actually "Play" golf on a regular basis?
  - 2) Why not negotiate for water use from the Jordan River? There are 10 million gallons running to the Great Salt Lake..4 hours away?
  - 3) Why not sell more advertising on tee areas and cafe seating"
  - 4) Involve your men's and women's assn's. in tree planting, trimming flowers etc.
  - 5) Why select a Florida firm to do a local study? Makes no sense at all....More money running out of state!! The re-design of # 17 is a joke! Ruined a great par 4!
  - 6) If MORE play & revenue is required DO NOT increase rates!! This only drives golfers else where.
  - 7) Why not talk the city fathers out of some of the money that is used to maintain the tennis courts around the city, that are never used.
- Creaaating an executive style course out of Rose Park is a critical mistake....Be careful.  
Bob Gourley....Bountiful, Utah

---

Wayne Andersen inside Council District 3 (on forum)

April 2, 2014, 8:45 PM

As an avid golfer, I've watched the condition of Salt Lake Golf courses deteriorate over the years. Unfortunately, the number of courses have increased in the valley and the overall number of golfers has decreased. SLC is unable to compete due to rate structure and course conditions. Newer courses are discounting fees to attract more play to break even.

The reality is that we need fewer golf courses in the area and in the city. Since Wingpointe's life is limited, it makes sense to close it. The Jordan River par 3 was never designed to be a course and has deteriorated and lost all but a few golfers -- it makes sense to close it.

Rose Park has had some improvements made to improve the driving range and add a restroom on the back 9. Hole #17 needs improvement. The NFG study says re-purpose the course into an 18 hole executive course -- That doesn't make much sense. True golfers would rather play a 9 hole full sized course as opposed to a shorted 18 hole executive course. To make such a conversion would be a bad long term decision.

Bonneville has been 'Sacred Space' to most golfers. The reality is that it's pace of play is too slow and no one likes to play through hoses and sprinklers. A re-engineered course would be most welcome to the golf community, especially with a course designed to support a 4 hour round and starters and marshals to insure pace of play.

---

Name not available (unclaimed)

April 2, 2014, 8:05 PM

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

As a new Utah resident (9 months) and an average golfer, I think the courses are over priced. I have played golf in several different states and paid on average \$10-15 less for the same facilities. A higher price does not necessarily translate to increased profits. Lower prices encourage more traffic, then maintain the courses. Word of mouth is going to be the best kind of advertising you can do and that happens when you play a great course for a great price,

---

Name not available (unclaimed)

April 2, 2014, 5:04 PM

I think the proposed Budget which expends most of the proposed funds on Bonneville reconstruction is not going to improve golf much in SLC. Most of us are very happy with the condition of Bonneville, but less happy with the condition of Nibley and Rose Park. These latter two facilities are where new players learn and to increase the number of players and keep golf alive, we need to focus capital improvements on those two courses.

I think SLC should partner with the University of Utah at Bonneville and give students discounted rates to increase their participation in golf and encourage new players.

I think we can let the roughs get rougher and leave the Forest Dale club house alone.

---

Name not shown outside Salt Lake City Council Districts (on forum)

April 2, 2014, 4:05 PM

It appears that the city golf courses are concerned about their bottom lines while their rates already exceed those found in other cities such as Bountiful, Kaysville, Layton, etc. I believe that an analysis of how you spend your money would be more profitable than simply deciding to close some golf courses. Rose Park is used by many golfers starting the game. Rates in that course should be adjusted accordingly to insure that they maximize rounds played. I have spent considerable time making a golf course profitable along with other companies. The devil is always in the detail.

I have played golf for over 40 years and rarely play Rose Park as I prefer more challenging course layouts. There are very few courses that I have not played. Good luck with your efforts. Keep in mind that if you continue to just raise rates on the city courses you will have golfers play other courses and you will negatively impact your bottom line. I would dare to suggest that you are already experiencing that problem. I do not play the city courses as often due to your rate structure.

---

Name not available (unclaimed)

April 2, 2014, 4:03 PM

Hi,

I would like to point out the obvious concerning the proposed closure of Rose Park as a solution to the city's capital improvement problems with the 8 city course.

Rose Park is a an unpretentious golf course in a working class neighborhood that charges an affordable rate. If you change any of those things you're likely to lose your customer base. I play there for precisely those reasons. I can hit the ball in the wrong fairway and still make bogey. If you re-engineer the course and make it

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

harder, fancier whatever I'll play elsewhere or not at all.

I'm sure your consultants are dismayed at the lack of people in white pants with polo ponies on their shirts who spend \$150 dollars on a round of golf, but it is what it is on the west side.

Don't do to golf in the city what has happened to skiing in the Wasatch. The 'Deer Valley' syndrome where everything has to be fancier, better more expensive or we're not making progress. Keep the roofs from leaking and the lawns mowed just like you have for the past 50 years and I'll keep playing, otherwise I'll go ride my bike.

Sincerely,

Randy Astill  
27 K Street,  
SLC, Ut. 84103  
rjastill@yahoo.com

---

Name not shown outside Salt Lake City Council Districts (on forum)

April 2, 2014, 3:25 PM

The only way to get more play is to keep prices affordable . Higher fees, less,play,less concession patrons.  
Raise prices at Mt Dell and it will be a ghost town.  
How much did we pay a Florida consulting firm to give us bad advice.

---

Name not available (unclaimed)

April 2, 2014, 2:30 PM

First - charge more for golfers who do not have a Utah Driver's License. In my travels I have paid twice as much to play courses in other states because I wasn't a resident. Walk thru Mt Dell parking lot most mid summer days and you will see cars from AZ, CAL, WYO, ID, COLO and elsewhere

2nd - Be more attentive to pace of play - 5 hrs for 18 holes - really.

3rd - Not certain how many city employees golf free - but instead of the freebie - charge them less but still have them contribute something.

4th - Renovate club houses (Mt Dell, Bonneville at least) so they can be rented out for other functions. Bonneville at lunch time is interesting because not everyone in the dining area is a golfer - workers from local businesses fill several tables because it's good food in a pleasant setting.

General comments - Fence in Bonneville. If golfers pay to be on the course in summer, why do skiers and sledgers get on the course free in winter? I understand the maintenance issue but a minimal fee for access can't be all bad.

Last - I pay taxes to build bike paths, soccer fields, tennis courts, etc., but I don't use any of these facilities - surely having some tax support for golf courses isn't an unreasonable request.

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

---

Jim Astin inside Council District 7 (on forum)

April 2, 2014, 1:34 PM

As a resident of Salt Lake City for over 50 years and a golfer for over 30 years, I have a strong desire to see our golf courses remain well maintained and affordable. Of course, as a golfer my own personal short term self interests are at stake. But I also have the long term interests of my grandsons at heart. I have gotten both of them into golf and naturally would love to see golf remain affordable and enjoyable for them in the future. I think some of the current suggestions seem sensible. Adjusting the prices at different courses in the manner suggested is probably a good idea. I think perhaps the prices for Mountain Dell might be a bit steep but maybe people will be willing to pay more to golf in such a beautiful setting. The suggested changes for Rose Park however don't make much sense to me. I'm not sure why Rose Park's numbers are down so much but I think at least part of the problem is the lack of upkeep. For example, hitting out of the bunkers there is like hitting out of post mix. I can't recall the traps there ever being upgraded. If they have been then perhaps their poor design makes trying to maintain them an exercise in futility. Poor playing conditions are certainly a factor in my choice to play at one course over another. Perhaps more investigation needs to be done to determine what is preventing people from wanting to play at the Rose Park course. If the reasons are things that could be fixed with a relatively small investment then I hope they will be fixed. If the fixes prove to be too expensive then perhaps the local community there could be engaged to provide ideas for what else to do with the property. I do not think the idea of an executive course makes much sense. Is maintaining a slightly smaller course really all that much more cost effective? Would people who don't play there already be drawn to it if it became an executive course. Personally, I would be less likely to play it as an executive course. I would hate to see a substantial amount of money poured into the course if the changes weren't going to result in more people playing it anyway.

Whatever decision gets made I appreciate this opportunity to voice my own opinions and concerns.

Jim Astin

---

Oscar Fuller outside Salt Lake City Council Districts (on forum)

April 2, 2014, 10:39 AM

I love the city golf courses. I play Glendale, Rose Park, and Wingpointe more than the others because they are closer to home and work. Even though I live outside of the city. Recent changes to Rose Park on the 17th home ruined a great par 4 and put in a par 3 hole that is terrible. The sale of the land and the reconfiguration of #17 shows how not to design a golf hole. Also, the improvement of Rose Parks driving range was done wrong. The teeing area should have been moved to the north facing south. A much longer and deeper teeing area would have insured always hitting off of grass and not matts similar to Glendale's range.

I played last year a public course just outside of Denver. It was in great shape, greens, fairways, and bunkers were wonderful and the price was less than the current price at Rose Park. But what really impressed me was the golf course, restaurant, and practice facilities were always busy. It was like it was the center of the surrounding community. A gathering place where seniors played golf and then stayed and played cards, chess, and practiced. Youth groups for lessons and practice. Friends and family dropped by for lunch and dinner. It was a great atmosphere, like a country club without the fees. It was the little things like clean water buckets on the driving range to clean clubs. The pro shop had a great selection of golf gear, sun glasses, clubs, etc at extremely reasonable prices. A chipping area and sand bunker with balls already out. And the best thing, the



## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

golf course was profitable.

The report has some great recommendations. Get the water bills under control. Improve the clubhouse and make the restaurant inviting. A place people will stop and eat whether they are going to play golf or not. You will never get a dime if the individual does not come into your parking lot.

The golf course is a great recreational facility for the whole family and also a very valuable green space in the city. Maybe adjusting the budget by not making the enterprise fund fully support the golf courses. With it being green space and a family recreation facility, assigning some money in others budgets to support the golf courses would help.

---

Name not available (unclaimed)

April 2, 2014, 9:16 AM

first of all the city courses are not in bad shape. they all could use some updates but generally are well taken care of. the biggest problem in my opinion has to do with two things; the first a major one is that the increases in fees that the city has taken with all of the golf courses over the years, do not go strictly into the golf fund but a large part goes into the general fund to subsidize other venues such as tennis courts, swimming pools and parks maintenance. If all of the golf increases went to support golf the would probably pay for themselves. Secondly, why does golf have to stand on it's own when all of the other recreational services provided by the city are subsidized by our taxes. i also play tennis and the court fees that are being charged at the cities public courts in no way come close to paying for the maintenance of the facilities. Make all of the other services provided by the city or state stand on their own and golf will do just fine. lastly i can tell you without out of state support for Mountain Dell Golf course, if you increase the fees to \$72 they will have a hard time staying open. Private club guest fees are in that neighborhood and are way too much.

---

Name not available (unclaimed)

April 2, 2014, 9:10 AM

I PLAY GOLF A LOT. 3-4 TIMES A WEEK AND I PLAY ALL COURSES. I THINK THAT INSTATE RESIDENTS SHOULD GET A BREAK LIKE THE CITY CARD ALL THE TIME. ROSE PARK NEED TO STAY AS IT IS .IT IS A FUN CHALLENGING COURSE JUST NEED SOME IMPROVEMENTS AND MAINTANCE ON THE BACK NINE. MOST PEOPLE DON'T KNOW ABOUT THE PAR 3 COURSE. BONNEVILLE, GLENDALE AND WINGPOINTE ARE ALSO CHALLENGING COURSES JUST NEED SOME WORK ON THE TEE BOXES, TRAPS AND GREENS. I HAVE THE PGA BOOK AND I USE IN ALL THE TIME MOSTLY ON THE COURSE WITH DISCOUNTS. WE NEED ALL COURSES, MAYBE GET MORE VOLUNTEERS TO HELP FOR DISCOUNTED RATES??? A LOT OF RETIREE'S WOULD HELP LIKE ME.

TERRY LONG

---

Mike Feldman outside Salt Lake City Council Districts (on forum)

April 2, 2014, 8:48 AM

The NGF report makes numerous obvious recommendations for improvement of the experience and revenue at

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

SLC golf facilities. As a frequent user of these facilities, I agree that these recommendations are needed, especially since the fees for use has increased significantly over the last 10 years, without any observable improvements. Conditions of tee boxes, bunkers and greens have eroded, and many maintenance issues, such as trimming of trees and improving shorelines of water features has been delayed or abandoned. SLC has the potential of providing a fantastic golf experience for both residents and visitors, but needs to maintain its facilities properly. I think that the suggestion to provide residents with discounted fees, and visitors with increased fees makes sense, as it is the practice in many other cities, and considering the high quality of the SLC golf experience. The frequent resident golfer should have significant incentives to support the SLC golf system, increasing course revenue and making the SLC courses more competitive with the many choices Utah golfers have. Providing a more comfortable and enjoyable "apres" golf experience would also increase incremental revenue (practice, food and beverage, etc). The system should also consider special events to highlight SLC venues, such as product demo days, special instruction offers, healthy diet and exercise advisors, special promotions and offers linked to each week's PGA/LGPA events (such as tee time and food/beverage specials, scrambles, pitch putt and drive contests), special "play it forward", and pace of play awareness campaigns, etc. Use of coupons via e-mails for SLC Loyalty cardholders for twilight and off peak hours could provide additional incremental revenue.

---

Name not shown outside Salt Lake City Council Districts (on forum)

April 2, 2014, 8:15 AM

I agree with a redesign of Rose Park and lowering the fees to play an 'executive' course. The Jordan River par 3 course either needs to be closed or marketed better. I don't think many people even know it's there. Due to the recent economic downturn I don't play as much golf as I used to and I'm sure others are the same way. But I also don't want to pay less for an over crowded shabby course, it's a fine line.

---

Name not available (unclaimed)

April 2, 2014, 7:08 AM

please don't make Rose Park an executive course. Close Glendale if you need to save money. Even though a \$5.00 per 18 hole green fee increase would cause some discomfort, it may be the only way to fix this mess.

---

Name not shown outside Salt Lake City Council Districts (on forum)

April 1, 2014, 5:42 PM

Any drastic increase in fees will result in decreased play. I frequently play city courses and can't see a reason to renovate any of them. They are in great shape, especially for municipals. If a bike path is part of any Bonneville renovation (totally unnecessary, as Bonnie is a gem), then I suggest you also make it a no lease dog park as well.

---

David Thelen outside Salt Lake City Council Districts (on forum)

April 1, 2014, 12:52 PM

Studies have shown the best way to lose weight is to exercise outdoors. Many of our youth and adults are overweight and obese. Given today's news, parents are afraid to allow their kids to play outdoors. Thus these

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

kids stay indoors being on the computer for hours at a time snacking and gaining weight. The solution may be found at these golf courses to make them dual purpose as outdoors exercise parks as well. They would close the golf course to golfers during the time they have it open for kids and adults to use for exercising. They would build storage to house things like cross-country skis and snow shoes for kids to check out during the winter months. They would house several bikes during the warmer months for kids to check out as well. They could ride these bikes on the trails set up for golf carts. In addition, track and field and soccer could be organized on these grounds.

Since golf courses are fenced off and have few gates to enter. Parents could drop their kids off at these entranceways knowing their kids will remain safe. Parents could take turns watching the youth at these dual purpose golf courses/exercise parks.

The city could organize theme days so people of like backgrounds could play together. There could be dependents of military personnel, adopted kids, kids of divorced parents and on and on it goes themes.

As most golf courses have a clubhouse, these kids could have not only exercise outdoors; they could also meet at this building, as well. Special lunch and learn series could be organized for the different groups of kids who are attending these theme days. Thus they may more likely meet lasting friends as a result.

So please consider creating these golf courses grounds into that of dual purposes, that of golfing and that of outdoor exercise facilities. Then we may create healthier kids and adults at the same time.

### 1 Attachment

<https://pd-oth.s3.amazonaws.com/production/uploads/attachments/126xgubwp40w.11j/blob> (102 KB)

---

Name not available (unclaimed)

March 31, 2014, 7:20 PM

Rose Park has recently had a minor realignment to accomodate the construction of an elementary school. This and the unusually wet weather in 2013 have contributed to some of the recent losses. Rose Park needs time to recover from the realignment and show what it can be for the city. It would also make sense to reconfigure Rose Park and Jordan River in a way that they could be combined and make both more attractive. I play Rose Park more than other courses due to its availability. A combined 27 hole golf facility would enhance its appeal to both established and developing players. I would also support an increase in fees.

---

Name not shown inside Council District 6 (on forum)

March 31, 2014, 5:28 PM

Salt Lake City Golf as a brand in this area is at the top of the mountain. It's golf courses are well designed and almost always in excellent condition. The facilities have been allowed to fall apart. I took out of state visitors to Wingpointe last year and the staff had buckets to catch rain water from a leaky roof. Still there is no better course in the valley than Wingpointe, and Bonneville is perfect for my U of U clients. Golf is a big part of the business community and SLC golf is in the prime position to serve us. I know that our council doesn't play golf, but if our local government is to play a role in recreation it should be a diverse roll. The golf fund has allowed golf to be nearly self sustaining for years while the taxpayers have built all kinds of other recreation facilities and opportunities, it's time to recognize the importance of golf to our life, and our tourism. As our elected officials I urge you to find a path to improve the courses, save Wingpointe and Rose Park and keep Salt Lake City Golf the jewel of wasatch front golf for another generation.

---

Name not available (unclaimed)

March 31, 2014, 4:16 PM

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

Its nice to have golf courses that are affordable and can be played without taking a riding cart. Golfers pay taxes too, how much to dog lovers pay to use dog parks?

---

Name not shown outside Salt Lake City Council Districts (on forum)

March 31, 2014, 3:34 PM

Owning and managing golf courses are not the proper roles of government. Multiple golf courses are an insult to the taxpayer. These boondoggles NEVER break even for the taxpayer. Few taxpayers use golf courses but ALL taxpayers end up being soaked for the upkeep of golf courses. The golf course land should be sold for single family homes and/or businesses, as this would actually help provide much needed jobs and/or homes for families. The ultimate insult is that the taxpayers are forced at gunpoint to pay for the long term debt of the new "public safety" building but are not allowed to use (even for a fee) the slpd's shooting range we all pay for. At least with golf courses we can choose to pay (again) to use them, after paying thousands of times via our taxes.

---

Name not shown outside Salt Lake City Council Districts (unverified)

March 31, 2014, 2:55 PM

I don't disagree with the findings that something needs to be done with the Jordan River course-it's seen it's last day. However, course redesigns and new club houses will undoubtedly increase green fees dramatically. The courses are historic and very playable as they are. As someone who plays Mountain Dell on a regular basis, raising green fees to over \$70 would be ridiculous. Part of what makes Utah golf unique, besides the beauty, is the price. It is very affordable compared to other states, which allows more people to play this great game. Golf in Utah will stop growing if CITY courses become unplayable due to price. I know for me, price hikes will force me to take my business elsewhere.

-S

---

Name not shown outside Salt Lake City Council Districts (on forum)

March 31, 2014, 2:46 PM

Regardless of what changes to the course environment are made I would suggest taking a look at fees. I recognize that these courses need appropriate revenue. However \$49 for 18 holes is going to be tough for even avid golfers on a regular basis. Addressing rules and pace of play is also an issue. No one wants to play these golf courses when it takes 5 plus hours due to pace of play and subpar condition of the course. Fees and pace of play are huge to me and I play multiple times a week. Just not these courses.

---

Name not available (unclaimed)

March 31, 2014, 2:43 PM

As a frequent golfer of the city courses my main concern as would all golfers be is the course conditions. The clubhouse facilities are always a bonus and would be nice to see some improvements but is not a priority. Mountain Dell is a nice course to play but I would never go there with \$72 greens fees. If you need to sell the par 3 for immediate funds most golfers would understand and be OK with that. There are a lot of golf courses in the valley and competition will continue to be step for player rounds. If one course needs to close to keep the

## SLC Golf Course Study

What are your thoughts about this study of SLC golf courses?

others in good condition then unfortunately so be it.

---

Name not available (unclaimed)

March 31, 2014, 2:05 PM

Close both courses. No one wants to go into that area to golf.

---

Name not shown inside Council District 6 (on forum)

March 28, 2014, 8:16 AM

When (and if) Bonneville Golf Course is redesigned, as is recommended in the study, a bike path needs to be designed through the course that connects to Wasatch Boulevard and allows cyclists to access the U without having to ride on Foothill Boulevard.

---

Salt Lake City Golf Division  
COURSE SUMMARY (Cash Flow)

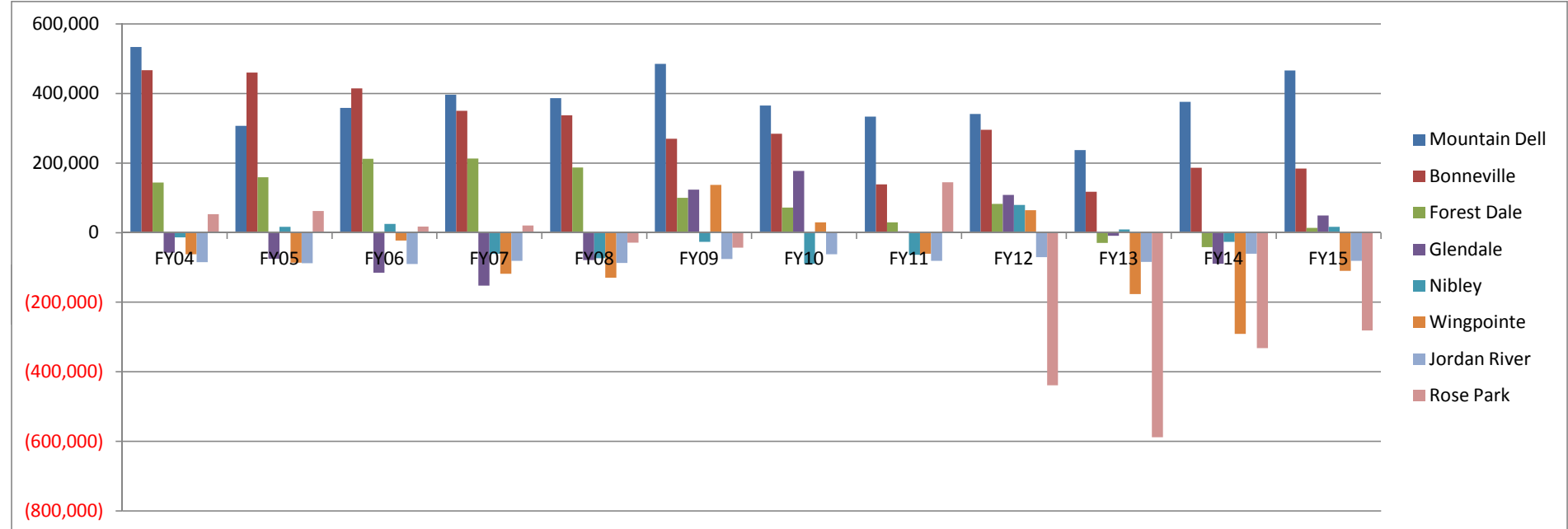
	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Projected	FY15 MRB
<b>Administration</b>												
Revenue	153,349	206,234	161,326	248,682	279,004	227,635	288,243	420,305	348,882	285,534	277,451	407,500
Expense	1,084,371	1,057,367	847,191	849,067	797,438	862,137	968,361	890,742	848,004	864,845	1,057,450	1,047,895
Net Income (loss)	(931,022)	(851,133)	(685,865)	(600,385)	(518,434)	(634,502)	(680,118)	(470,437)	(499,122)	(579,311)	(779,999)	(640,395)
<b>Maintenance Shop</b>												
Expense	239,245	258,211	249,848	235,109	218,047	0	0	0	0	0	0	0
Net Income (loss)	(239,245)	(258,211)	(249,848)	(235,109)	(218,047)	0	0	0	0	0	0	0
<b>Bonneville</b>												
Revenue	1,301,941	1,304,889	1,337,848	1,396,757	1,381,977	1,310,395	1,273,032	1,252,927	1,471,296	1,321,679	1,320,739	1,341,875
Expense	835,463	844,778	923,609	1,046,638	1,044,735	1,040,990	988,630	1,113,995	1,175,641	1,203,870	1,134,307	1,158,027
Net Income (loss)	466,478	460,111	414,239	350,119	337,242	269,405	284,402	138,932	295,655	117,809	186,432	183,848
<b>Glendale</b>												
Revenue	1,011,437	1,008,260	1,031,719	1,092,322	1,120,145	1,130,708	1,161,649	1,048,470	1,172,345	1,091,721	1,036,409	1,127,650
Expense	866,143	882,443	951,624	1,047,854	1,000,875	1,007,165	984,253	1,044,775	1,064,079	1,101,096	1,125,551	1,078,215
Debt service - irrigation system	202,969	200,535	195,522	196,723	198,303	0	0	0	0	0	0	0
Net Income (loss)	(57,675)	(74,718)	(115,427)	(152,255)	(79,033)	123,543	177,396	3,695	108,266	(9,375)	(89,142)	49,435
<b>Forest Dale</b>												
Revenue	618,811	608,669	647,997	685,599	677,073	637,637	605,817	582,866	668,876	608,715	576,371	629,070
Expense	475,109	449,566	435,572	472,883	490,215	537,321	534,089	553,031	586,314	638,161	617,879	615,153
Net Income (loss)	143,702	159,103	212,425	212,716	186,858	100,316	71,728	29,835	82,562	(29,446)	(41,508)	13,917
<b>Mountain Dell</b>												
Revenue	1,922,366	1,774,449	1,907,633	2,033,271	1,954,400	1,895,441	1,807,935	1,804,043	1,986,231	1,903,660	1,903,660	1,949,600
Expense	1,182,339	1,260,176	1,349,897	1,438,544	1,368,216	1,410,586	1,442,578	1,470,895	1,645,448	1,666,651	1,527,984	1,483,538
Debt service - course construction	206,678	207,043	199,608	198,829	200,130	0	0	0	0	0	0	0
Net Income (loss)	533,349	307,230	358,128	395,898	386,054	484,855	365,357	333,148	340,783	237,009	375,676	466,062
<b>Nibley</b>												
Revenue	483,248	542,402	583,516	585,948	585,252	560,270	511,857	518,265	640,499	607,577	576,918	620,285
Expense	496,827	526,016	558,765	646,708	658,488	586,400	601,623	582,108	560,727	598,726	603,193	603,545
Net Income (loss)	(13,579)	16,386	24,751	(60,760)	(73,236)	(26,130)	(89,766)	(63,843)	79,772	8,851	(26,275)	16,740

Salt Lake City Golf Division  
COURSE SUMMARY (Cash Flow)

	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Projected	FY15 MRB
<b>Rose Park</b>												
Revenue	850,636	848,521	874,738	911,313	869,941	923,372	915,999	761,786	814,004	769,956	730,829	775,225
Revenue from property sale	0	0	0	0	0	0	0	425,000	0	0	0	0
Expense	797,741	786,413	857,136	890,626	898,684	966,770	915,124	1,041,935	1,252,637	1,358,078	1,063,045	1,056,252
Net Income (loss)	52,895	62,108	17,602	20,687	(28,743)	(43,398)	875	144,851	(438,633)	(588,122)	(332,216)	(281,027)
<b>Wingpointe</b>												
Revenue	1,171,255	1,165,541	1,236,987	1,262,204	1,153,900	1,211,091	1,134,014	1,071,610	1,154,919	969,597	871,886	1,050,200
Expense	923,031	941,401	960,623	1,082,143	982,969	1,073,887	1,104,278	1,132,384	1,090,230	1,145,950	1,163,187	1,160,230
Debt service - course construction	310,017	310,565	299,412	298,243	300,195	0	0	0	0	0	0	0
Net Income (loss)	(61,793)	(86,425)	(23,048)	(118,182)	(129,264)	137,204	29,736	(60,774)	64,689	(176,353)	(291,301)	(110,030)
<b>Jordan River</b>												
Revenue	83,553	73,756	86,753	76,237	65,694	86,324	92,712	72,958	66,775	59,762	59,762	30,000
Expense	168,197	161,720	176,927	157,168	153,081	162,415	154,627	153,645	137,583	143,541	120,164	111,327
Net Income (loss)	(84,644)	(87,964)	(90,174)	(80,931)	(87,387)	(76,091)	(61,915)	(80,687)	(70,808)	(83,779)	(60,402)	(81,327)
<b>Golf Operating Fund</b>												
Revenue	7,596,596	7,532,721	7,868,517	8,292,333	8,087,386	7,982,873	7,791,258	7,958,230	8,323,827	7,618,201	7,354,025	7,931,405
Expense	7,788,130	7,886,234	8,005,734	8,560,535	8,311,376	7,647,671	7,693,563	7,983,510	8,360,663	8,720,918	8,412,760	8,314,182
Net Income (loss)	(191,534)	(353,513)	(137,217)	(268,202)	(223,990)	335,202	97,695	(25,280)	(36,836)	(1,102,717)	(1,058,735)	(382,777)

Back to Staff Report

	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Projected	FY15 MRB	10 year total
Mountain Dell	533,349	307,230	358,128	395,898	386,054	484,855	365,357	333,148	340,783	237,009	375,676	466,062	4,583,549
Bonneville	466,478	460,111	414,239	350,119	337,242	269,405	284,402	138,932	295,655	117,809	186,432	183,848	3,504,672
Forest Dale	143,702	159,103	212,425	212,716	186,858	100,316	71,728	29,835	82,562	(29,446)	(41,508)	13,917	1,142,208
Glendale	(57,675)	(74,718)	(115,427)	(152,255)	(79,033)	123,543	177,396	3,695	108,266	(9,375)	(89,142)	49,435	(115,290)
Nibley	(13,579)	16,386	24,751	(60,760)	(73,236)	(26,130)	(89,766)	(63,843)	79,772	8,851	(26,275)	16,740	(207,089)
Wingpointe	(61,793)	(86,425)	(23,048)	(118,182)	(129,264)	137,204	29,736	(60,774)	64,689	(176,353)	(291,301)	(110,030)	(825,541)
Jordan River	(84,644)	(87,964)	(90,174)	(80,931)	(87,387)	(76,091)	(61,915)	(80,687)	(70,808)	(83,779)	(60,402)	(81,327)	(946,109)
Rose Park	52,895	62,108	17,602	20,687	(28,743)	(43,398)	875	144,851	(438,633)	(588,122)	(332,216)	(281,027)	(1,413,121)

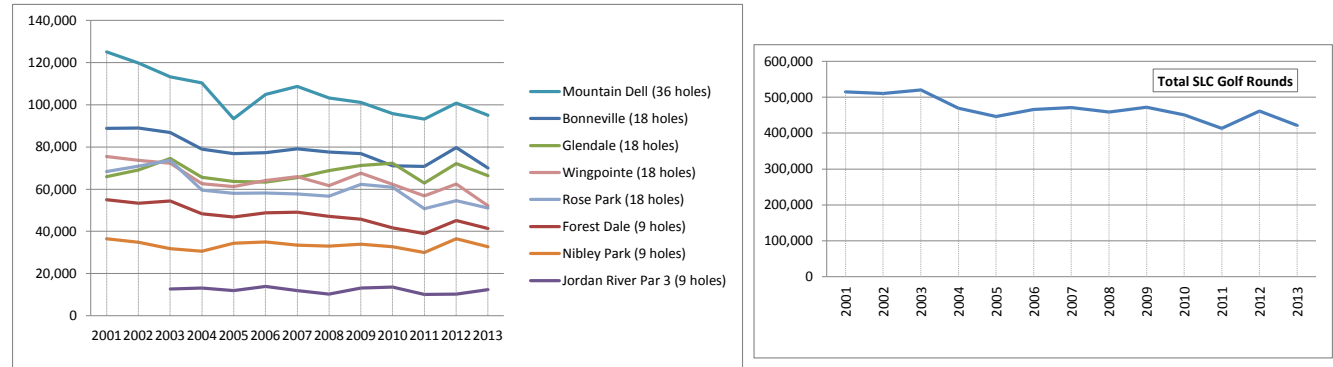




Back to Staff Report

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014 YTD
Bonneville (18 holes)	88,921	88,955	86,939	79,012	76,832	77,331	79,145	77,682	76,841	71,169	70,732	79,763	69,980	52,609
Forest Dale (9 holes)	54,959	53,306	54,394	48,342	46,887	48,791	49,092	47,183	45,768	41,608	38,860	45,125	41,305	29,104
Glendale (18 holes)	65,905	69,116	74,612	65,613	63,694	63,308	65,547	68,800	71,242	72,362	62,904	72,170	66,416	48,906
Jordan River Par 3 (9 holes)			12,699	13,209	11,854	13,922	11,925	10,305	13,160	13,572	10,139	10,282	12,313	8,376
Mountain Dell (36 holes)	125,067	119,752	113,236	110,403	93,377	104,874	108,699	103,264	101,093	95,862	93,263	100,799	95,084	
Nibley Park (9 holes)	36,514	34,760	31,796	30,528	34,400	34,958	33,417	32,955	33,893	32,780	29,997	36,525	32,769	23,320
Rose Park (18 holes)	68,328	70,977	73,695	59,615	58,033	58,265	57,722	56,634	62,313	60,999	50,741	54,569	50,998	37,293
Wingpointe (18 holes)	75,450	73,638	72,323	62,554	61,284	64,065	65,907	61,738	67,575	62,248	56,818	62,422	52,170	39,294
Annual Total	515,144	510,504	519,694	469,276	446,361	465,514	471,454	458,561	471,885	450,600	413,454	461,655	421,035	303,094

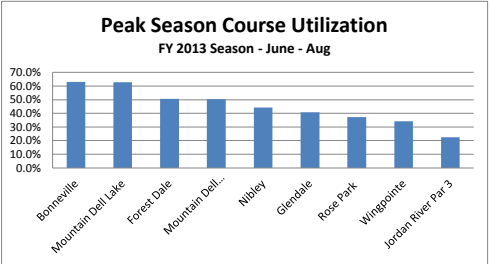
Mountain Dell - Canyon	56,985	55,965	53,155	52,389	41,168	48,777	50,915	48,612	47,145	44,229	93,263	100,799	95,084	64,192
Mountain Dell - Lake	68,082	63,787	60,081	58,014	52,209	56,097	57,784	54,652	53,948	51,633				



Back to Staff Report

Utilization		12-5am	5-6am	6-7am	7-8am	8-9am	9-10am	10-11am	11-12pm	12-1pm	1-2pm	2-3pm	3-4pm	4-5pm	5-6pm	6-7pm	7-8pm	8-12am	Overall
Season																			
	Bonneville	0.0%	96.4%	68.2%	69.2%	73.8%	69.7%	71.4%	58.1%	60.1%	56.5%	56.0%	55.5%	56.8%	58.9%	63.4%	100.0%	55.5%	63.1%
	Forest Dale	0.0%	54.2%	43.5%	56.8%	66.3%	65.9%	54.4%	49.1%	43.9%	44.9%	42.2%	48.1%	51.3%	53.6%	42.0%	4.1%	0.0%	50.5%
	Glendale	0.0%	100.1%	47.0%	45.0%	50.3%	58.3%	50.1%	36.2%	31.1%	34.2%	36.6%	33.5%	41.3%	38.9%	26.4%	16.4%	0.0%	40.8%
	Jordan River Par 3	0.0%	0.0%	0.0%	38.7%	19.6%	24.9%	27.1%	22.7%	18.3%	19.6%	18.9%	20.2%	22.2%	25.4%	21.4%	0.0%	0.0%	22.5%
	Mountain Dell Canyon	0.0%	0.0%	48.3%	58.7%	73.1%	70.2%	63.9%	51.3%	51.5%	55.0%	40.8%	43.2%	44.7%	35.7%	15.6%	0.0%	0.0%	50.4%
	Mountain Dell Lake	0.0%	0.0%	61.4%	69.4%	80.0%	80.1%	72.3%	58.5%	61.9%	65.1%	57.9%	58.9%	57.5%	53.6%	34.8%	100.0%	0.0%	62.7%
	Nibley	0.0%	100.0%	33.3%	38.9%	53.3%	57.7%	43.2%	37.2%	37.0%	44.5%	42.1%	43.0%	48.5%	48.3%	44.5%	49.9%	0.0%	44.2%
	Rose Park	0.0%	15.1%	28.9%	38.1%	48.8%	52.1%	43.2%	33.9%	35.4%	39.4%	35.4%	31.6%	40.5%	35.1%	24.0%	16.3%	0.0%	37.3%
	Wingpointe	0.0%	40.0%	48.0%	49.2%	53.4%	47.2%	39.9%	29.4%	31.7%	32.6%	27.3%	23.4%	27.1%	23.4%	16.5%	49.0%	0.0%	34.1%

Overall Utilization	
Bonneville	63.1%
Mountain Dell Lake	62.7%
Forest Dale	50.5%
Mountain Dell Canyon	50.4%
Nibley	44.2%
Glendale	40.8%
Rose Park	37.3%
Wingpointe	34.1%
Jordan River Par 3	22.5%



SEASON - HOURLY UTILIZATION ANALYSIS

Bonneville Golf Course: Bonneville GC

Dates: 3/1/2013-10/31/2013

TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0		48%	26%	14%	15%	14%	19%	23%	22%	28%	32%	33%	34%	35%	41%	2%	2%	47.2%
1		1%	7%	10%	9%	7%	8%	9%	8%	7%	7%	6%	5%	6%	5%			13.9%
2		1%	3%	4%	3%	4%	5%	5%	5%	6%	5%	4%	3%	3%	3%			8.0%
3		1%	4%	3%	3%	4%	5%	3%	4%	3%	2%	2%	2%	2%	1%			5.4%
4			3%	2%	3%	4%	4%	3%	4%	3%	2%	1%	1%	1%	0%			4.5%
5			2%	2%	2%	3%	5%	2%	2%	2%	1%	1%	0%	1%	1%			3.5%
6			2%	3%	2%	4%	4%	2%	3%	2%	1%	1%	2%	3%	0%			4.1%
7		1%	6%	7%	7%	8%	6%	2%	3%	2%	1%	1%	2%	3%	1%			7.0%
8		1%	1%	1%	5%	3%	1%	1%	1%	0%		0%	0%					1.9%
9			1%	0%	0%	0%		0%	0%	0%	1%	0%	0%	0%	0%			0.4%
10			0%		0%		0%			0%								0.1%
11				0%	1%	0%	0%			0%								0.3%
12			0%	1%				0%		0%		0%						0.1%
13				0%		0%			0%		0%							0.1%
14-20					1%	0%	0%			1%	0%	0%	1%	0%				0.4%
21-27				0%	2%	2%	1%	0%	0%	0%			0%	0%				1.0%
28-60				1%	1%	2%	1%	0%	0%				0%	0%				0.8%
60+			0%	1%	1%	1%	1%	1%	1%	0%	0%	0%	1%	1%	1%	8%	7%	1.4%
Total % Utilized	0.0%	52.1%	54.1%	49.7%	53.6%	57.2%	59.6%	51.0%	52.9%	53.2%	51.4%	48.3%	51.0%	52.9%	53.5%	9.6%	8.8%	52.7%
Total Rounds Avail.	11	417	3,393	6,105	7,160	7,311	7,339	7,340	7,340	7,308	7,287	7,308	7,035	5,785	2,745	425	57	84,366
Total Rounds Filled	-	217	1,832	3,034	3,841	4,183	4,375	3,745	3,890	3,883	3,750	3,528	3,578	3,054	1,473	41	5	44,429
Total Rounds Unfilled	11	200	1,561	3,071	3,319	3,128	2,964	3,595	3,450	3,425	3,537	3,780	3,457	2,731	1,272	384	52	39,937
Revenue	\$ -	\$ 3,841	\$ 44,139	\$ 79,250	\$ 102,661	\$ 111,688	\$ 102,447	\$ 85,530	\$ 95,048	\$ 86,829	\$ 87,451	\$ 71,729	\$ 66,071	\$ 55,878	\$ 28,011	\$ 190	\$ 15	\$ 1,020,776
Rev. / Avail.Round	\$ -	\$ 9	\$ 13	\$ 13	\$ 14	\$ 15	\$ 14	\$ 12	\$ 13	\$ 12	\$ 12	\$ 10	\$ 9	\$ 10	\$ 10	\$ 0	\$ 0	\$ 12
Rev. / Filled Round	N/A	\$ 18	\$ 24	\$ 26	\$ 27	\$ 27	\$ 23	\$ 23	\$ 24	\$ 22	\$ 23	\$ 20	\$ 18	\$ 18	\$ 19	\$ 5	\$ 3	\$ 23
	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	

Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.  
Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.  
"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.  
Time slots that are filled with Blocks are not calculated into utilization.

Total % Utilized: This shows the percentage of available rounds that were sold.  
% of All Rounds Booked: This shows how many days in advance the active tee times were reserved.

SEASON - HOURLY UTILIZATION ANALYSIS

Forest Dale Golf Club

Dates: 3/1/2013-10/31/2013

TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0		47%	9%	8%	9%	14%	16%	26%	30%	32%	33%	33%	24%	25%	16%	2%		51.3%
1		1%	4%	5%	6%	5%	8%	5%	5%	5%	4%	3%	3%	4%	2%			10.6%
2			2%	3%	3%	4%	4%	3%	3%	2%	2%	1%	2%	2%	0%			5.5%
3			1%	2%	3%	3%	2%	2%	1%	1%	1%	1%	1%	1%	1%			3.6%
4			1%	2%	2%	3%	2%	1%	0%	1%	1%	0%	1%	1%	0%			2.7%
5			0%	1%	2%	2%	2%	1%	1%	1%	0%	1%	1%	1%	0%			2.2%
6			1%	2%	1%	2%	1%	1%	1%	1%	0%	0%	0%	1%	0%			1.7%
7		3%	2%	7%	11%	10%	6%	3%	1%	1%	1%	1%	2%	1%	0%			8.0%
8			0%	1%	2%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%			1.0%
9			1%	0%	0%	1%	1%			0%	0%				0%			0.4%
10			0%	1%	1%	0%	0%	0%	0%		0%		0%	0%	0%			0.5%
11			0%	1%	1%	0%	0%	0%	0%	0%	0%			0%	0%			0.5%
12			0%	1%	0%	0%	0%	0%	0%	0%		0%	0%	0%				0.5%
13			0%		0%	0%	0%	0%										0.0%
14-20			1%	2%	1%	1%	1%	1%	0%	0%	1%	0%	1%	1%	0%			1.8%
21-27			1%	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%			1.0%
28-60			1%	1%	1%	1%	1%	0%	0%	0%	0%	1%	1%	1%				1.5%
60+			1%	2%	4%	4%	2%	1%	1%	1%	1%	6%	11%	3%	0%			7.1%
Total % Utilized	0.0%	50.9%	24.1%	39.7%	47.5%	52.2%	46.5%	45.0%	42.0%	45.7%	44.2%	47.4%	47.5%	39.5%	20.2%	1.5%	0.0%	41.1%
Total Rounds Avail.	19	112	7,804	7,204	7,049	7,438	7,689	7,720	7,756	7,796	7,788	7,824	7,808	7,815	7,861	977	-	100,660
Total Rounds Filled	-	57	1,867	2,858	3,356	3,889	3,574	3,474	3,275	3,566	3,419	3,710	3,719	3,065	1,566	15	-	41,410
Total Rounds Unfilled	19	55	5,937	4,346	3,693	3,549	4,115	4,246	4,481	4,230	4,369	4,114	4,089	4,750	6,295	962	-	59,250
Revenue	\$ -	\$ 685	\$ 23,716	\$ 35,128	\$ 40,778	\$ 46,134	\$ 41,528	\$ 37,466	\$ 35,476	\$ 38,315	\$ 39,558	\$ 45,312	\$ 46,234	\$ 38,732	\$ 19,594	\$ 169	\$ -	\$ 488,823
Rev. / Avail.Round	\$ -	\$ 6	\$ 3	\$ 5	\$ 6	\$ 6	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 6	\$ 6	\$ 5	\$ 2	\$ 0	N/A	\$ 5
Rev. / Filled Round	N/A	\$ 12	\$ 13	\$ 12	\$ 12	\$ 12	\$ 12	\$ 11	\$ 11	\$ 11	\$ 12	\$ 12	\$ 12	\$ 13	\$ 13	\$ 11	N/A	\$ 12
	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	

Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.  
Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.  
"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.  
Time slots that are filled with Blocks are not calculated into utilization.

Total % Utilized: This shows the percentage of available rounds that were sold.  
% of All Rounds Booked: This shows how many days in advance the active tee times were reserved.

## SEASON - HOURLY UTILIZATION ANALYSIS

### Glendale Golf Course: Glendale GC

Dates: 3/1/2013-10/31/2013

#### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0		58%	11%	6%	7%	13%	16%	22%	20%	23%	23%	21%	19%	18%	19%	13%		43.6%
1		12%	8%	6%	6%	8%	10%	7%	5%	7%	3%	2%	3%	2%	1%	1%		13.6%
2		7%	5%	4%	4%	6%	5%	4%	3%	3%	2%	1%	2%	1%	0%	1%		7.8%
3		8%	3%	2%	2%	4%	4%	2%	2%	3%	1%	1%	1%	0%	0%			5.4%
4		1%	2%	2%	3%	3%	4%	2%	2%	2%	1%	0%	1%	1%	0%			4.6%
5		2%	2%	2%	2%	4%	2%	1%	1%	0%	0%	0%	1%	1%	1%			3.3%
6		1%	2%	2%	3%	4%	2%	1%	1%	1%	0%	0%	0%	1%	0%			3.5%
7		3%	5%	5%	6%	6%	4%	1%	1%	2%	1%	0%	2%	4%	1%			7.6%
8		5%	1%	1%	1%	1%	1%	1%	0%	0%	0%	0%	1%	1%		1%		1.2%
9		3%		0%		0%	0%	0%	0%									0.1%
10								0%					0%					0.0%
11																		
12																		
13				0%			0%				0%							0.1%
14-20					0%	0%	0%	0%		0%	0%	0%	0%					0.4%
21-27				0%	1%	0%	0%		0%	0%								0.3%
28-60					1%	1%	0%	0%	0%	1%	1%	1%	1%	1%				1.3%
60+				0%	1%	1%	0%	0%	2%	2%	5%	8%	10%	6%	1%			7.2%
<b>Total % Utilized</b>	<b>0.0%</b>	<b>100.0%</b>	<b>39.5%</b>	<b>30.7%</b>	<b>35.3%</b>	<b>50.1%</b>	<b>48.9%</b>	<b>41.4%</b>	<b>36.4%</b>	<b>41.5%</b>	<b>38.1%</b>	<b>35.1%</b>	<b>39.5%</b>	<b>35.8%</b>	<b>22.4%</b>	<b>15.6%</b>	<b>0.0%</b>	<b>38.7%</b>
<b>Total Rounds Avail.</b>	12	147	3,321	7,478	8,775	7,759	7,771	7,727	7,708	7,715	7,763	7,747	7,591	6,415	3,870	430	-	92,229
<b>Total Rounds Filled</b>	-	147	1,311	2,304	3,110	3,901	3,799	3,195	2,798	3,206	2,958	2,724	3,001	2,303	869	67	-	35,693
<b>Total Rounds Unfilled</b>	12	-	2,010	5,174	5,665	3,858	3,972	4,532	4,910	4,509	4,805	5,023	4,590	4,112	3,001	363	-	56,536
<b>Revenue</b>	\$ -	\$ 2,617	\$ 29,574	\$ 53,250	\$ 74,204	\$ 86,242	\$ 76,889	\$ 60,576	\$ 60,311	\$ 58,826	\$ 55,712	\$ 43,771	\$ 46,483	\$ 36,907	\$ 13,454	\$ 958	\$ -	\$ 699,773
<b>Rev. / Avail.Round</b>	\$ -	\$ 18	\$ 9	\$ 7	\$ 8	\$ 11	\$ 10	\$ 8	\$ 8	\$ 8	\$ 7	\$ 6	\$ 6	\$ 6	\$ 3	\$ 2	N/A	\$ 8
<b>Rev. / Filled Round</b>	N/A	\$ 18	\$ 23	\$ 23	\$ 24	\$ 22	\$ 20	\$ 19	\$ 22	\$ 18	\$ 19	\$ 16	\$ 15	\$ 16	\$ 15	\$ 14	N/A	\$ 20
	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	

#### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:** This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:** This shows how many days in advance the active tee times were reserved.

## SEASON - HOURLY UTILIZATION ANALYSIS

### Jordan River Par-3

Dates: 3/1/2013-10/31/2013

#### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0				22%	12%	16%	16%	17%	16%	18%	17%	19%	20%	20%	13%			95.6%
1				1%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%			1.7%
2				0%	0%	1%	0%	0%				0%		0%	0%			0.9%
3				0%	0%		0%	1%						0%				0.5%
4				0%			0%	0%	0%					0%				0.2%
5									0%					0%	0%			0.1%
6							0%								0%			0.2%
7							0%		0%									0.0%
8							0%											0.0%
9																		
10				0%	0%	0%				0%								0.1%
11										0%								0.0%
12																		
13																		
14-20						1%	1%	0%										0.6%
21-27																		
28-60																		
60+																		
<b>Total % Utilized</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>23.3%</b>	<b>12.1%</b>	<b>17.9%</b>	<b>18.4%</b>	<b>18.2%</b>	<b>16.4%</b>	<b>18.6%</b>	<b>17.1%</b>	<b>18.9%</b>	<b>19.8%</b>	<b>20.6%</b>	<b>13.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>17.6%</b>
<b>Total Rounds Avail.</b>	1	-	-	2,912	6,848	5,992	6,832	5,992	6,820	5,992	6,848	5,989	6,848	5,992	6,847	-	-	73,913
<b>Total Rounds Filled</b>	-	-	-	678	835	1,070	1,256	1,089	1,118	1,113	1,175	1,129	1,360	1,234	946	-	-	13,003
<b>Total Rounds Unfilled</b>	1	-	-	2,234	6,013	4,922	5,576	4,903	5,702	4,879	5,673	4,860	5,488	4,758	5,901	-	-	60,910
<b>Revenue</b>	\$ -	\$ -	\$ -	\$ 3,012	\$ 3,476	\$ 4,444	\$ 5,674	\$ 4,435	\$ 4,636	\$ 4,719	\$ 4,917	\$ 4,649	\$ 5,483	\$ 5,038	\$ 3,919	\$ -	\$ -	\$ 54,401
<b>Rev. / Avail.Round</b>	\$ -	N/A	N/A	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	N/A	N/A	\$ 1
<b>Rev. / Filled Round</b>	N/A	N/A	N/A	\$ 4	\$ 4	\$ 4	\$ 5	\$ 4	\$ 4	\$ 4	\$ 4	\$ 4	\$ 4	\$ 4	\$ 4	N/A	N/A	\$ 4

12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am
-------------	------------	------------	------------	------------	-------------	--------------	--------------	-------------	------------	------------	------------	------------	------------	------------	------------	-------------

#### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

#### Total % Utilized:

This shows the percentage of available rounds that were sold.

#### % of All Rounds Booked:

This shows how many days in advance the active tee times were reserved.

## SEASON - HOURLY UTILIZATION ANALYSIS

### Mountain Dell Golf Courses: Mountain Dell GC - Canyon

Dates: 4/1/2013-9/30/2013

#### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0			15%	5%	5%	5%	7%	9%	10%	14%	14%	13%	14%	11%	10%			28.0%
1			5%	7%	7%	5%	7%	6%	6%	5%	3%	3%	2%	2%	1%			12.6%
2			6%	4%	4%	3%	4%	4%	4%	3%	1%	2%	1%	1%	0%			7.4%
3			2%	3%	4%	3%	3%	2%	2%	2%	2%	1%	1%	0%	0%			5.4%
4			5%	4%	4%	3%	4%	3%	2%	2%	1%	1%	1%	1%	0%			6.0%
5			3%	5%	4%	3%	2%	2%	1%	1%	0%	1%	1%	0%	0%			4.5%
6			2%	3%	4%	2%	2%	1%	2%	1%	0%	1%	1%	0%				3.9%
7			4%	8%	8%	5%	3%	1%	2%	3%	2%	1%	3%	3%				9.0%
8			1%	4%	3%	3%	2%	1%	0%	1%	1%	0%		0%				3.0%
9				0%	1%	0%	0%	0%		0%			0%	0%				0.5%
10				1%	1%	1%	1%	0%	0%	1%								1.0%
11					0%	0%	0%	0%						1%	0%			0.3%
12					0%	0%		0%		1%	0%							0.2%
13			0%	1%	1%	1%	1%	0%	1%	1%	0%	0%	0%					1.2%
14-20				1%	3%	1%	0%		1%	0%	1%	1%	1%	1%				2.1%
21-27			0%	1%	1%	1%			0%		1%	0%	1%	1%				1.1%
28-60				1%	2%	3%	1%	1%	0%		1%	1%	2%	2%				3.1%
60+			2%	4%	7%	7%	5%	4%	4%	3%	2%	3%	4%	2%				10.7%
<b>Total % Utilized</b>	<b>0.0%</b>	<b>0.0%</b>	<b>43.7%</b>	<b>50.3%</b>	<b>59.1%</b>	<b>45.8%</b>	<b>42.4%</b>	<b>34.1%</b>	<b>35.7%</b>	<b>36.9%</b>	<b>28.8%</b>	<b>28.0%</b>	<b>30.4%</b>	<b>24.5%</b>	<b>12.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>36.1%</b>
<b>Total Rounds Avail.</b>	-	-	2,455	3,516	4,640	5,452	6,084	5,505	6,138	5,516	6,208	5,796	6,422	5,007	3,020	-	-	65,759
<b>Total Rounds Filled</b>	-	-	1,071	1,768	2,751	2,508	2,588	1,872	2,194	2,042	1,784	1,617	1,965	1,222	368	-	-	23,750
<b>Total Rounds Unfilled</b>	-	-	1,384	1,748	1,889	2,944	3,496	3,633	3,944	3,474	4,424	4,179	4,457	3,785	2,652	-	-	42,009
<b>Revenue</b>	\$ -	\$ -	\$ 39,621	\$ 65,275	\$ 96,013	\$ 91,442	\$ 92,869	\$ 59,441	\$ 74,538	\$ 72,739	\$ 66,567	\$ 41,977	\$ 46,011	\$ 17,585	\$ 6,259	\$ -	\$ -	\$ 770,336
<b>Rev. / Avail.Round</b>	N/A	N/A	\$ 16	\$ 19	\$ 21	\$ 17	\$ 15	\$ 11	\$ 12	\$ 13	\$ 11	\$ 7	\$ 7	\$ 4	\$ 2	N/A	N/A	\$ 12
<b>Rev. / Filled Round</b>	N/A	N/A	\$ 37	\$ 37	\$ 35	\$ 36	\$ 36	\$ 32	\$ 34	\$ 36	\$ 37	\$ 26	\$ 23	\$ 14	\$ 17	N/A	N/A	\$ 32
	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	

#### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:** This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:** This shows how many days in advance the active tee times were reserved.

## SEASON - HOURLY UTILIZATION ANALYSIS

### Mountain Dell Golf Courses: Mountain Dell GC - Lake

Dates: 4/1/2013-10/31/2013

#### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0			24%	9%	7%	8%	10%	13%	14%	18%	22%	22%	21%	17%	22%	100%		32.1%
1			6%	8%	5%	7%	7%	7%	7%	9%	8%	6%	4%	3%	3%			12.6%
2			3%	4%	4%	3%	5%	5%	5%	5%	3%	3%	2%	3%	1%			7.6%
3			3%	4%	3%	4%	4%	4%	4%	5%	2%	1%	1%	1%	1%			5.9%
4			3%	3%	3%	5%	4%	3%	3%	3%	2%	2%	1%	1%	0%			5.2%
5			3%	4%	4%	5%	3%	3%	2%	2%	1%	1%	2%	1%	0%			4.8%
6			3%	5%	6%	5%	3%	2%	3%	1%	2%	1%	1%	2%	0%			5.2%
7			7%	13%	13%	13%	7%	2%	5%	3%	2%	1%	3%	3%	0%			10.6%
8			3%	5%	7%	4%	3%	0%	1%	0%	0%	1%	1%	1%	0%			3.8%
9			0%	0%	1%	0%	1%	0%	0%		0%	0%		0%	0%			0.5%
10				0%	1%	1%	2%	1%	0%		0%							0.7%
11					0%		1%			0%	0%							0.3%
12				0%	0%			0%		0%	0%	0%						0.2%
13							0%			0%								0.1%
14-20				1%	3%	2%	1%	0%	0%	1%	1%	0%	0%	1%	0%			1.7%
21-27				1%	2%	0%	0%		0%		0%		0%	0%	0%			0.8%
28-60				1%	2%	1%	1%	0%	0%	1%	0%	1%	3%	4%	0%			2.2%
60+			1%	1%	3%	5%	4%	3%	4%	3%	2%	3%	3%	3%	0%			5.9%
<b>Total % Utilized</b>	<b>0.0%</b>	<b>0.0%</b>	<b>56.1%</b>	<b>59.3%</b>	<b>63.3%</b>	<b>62.7%</b>	<b>55.4%</b>	<b>44.1%</b>	<b>49.0%</b>	<b>52.1%</b>	<b>45.0%</b>	<b>43.2%</b>	<b>41.6%</b>	<b>38.9%</b>	<b>29.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>49.2%</b>
<b>Total Rounds Avail.</b>	9	-	2,671	3,633	4,991	4,954	6,206	5,410	6,259	5,396	6,249	5,565	6,193	4,628	3,073	4	-	65,241
<b>Total Rounds Filled</b>	-	-	1,500	2,155	3,169	3,111	3,435	2,387	3,060	2,811	2,810	2,408	2,565	1,795	892	4	-	32,102
<b>Total Rounds Unfilled</b>	9	-	1,171	1,478	1,822	1,843	2,771	3,023	3,199	2,585	3,439	3,157	3,628	2,833	2,181	-	-	33,139
<b>Revenue</b>	\$ -	\$ -	\$ 57,219	\$ 74,234	\$ 108,370	\$ 102,732	\$ 114,188	\$ 79,602	\$ 99,212	\$ 86,691	\$ 73,102	\$ 52,247	\$ 48,582	\$ 31,348	\$ 15,505	\$ 74	\$ -	\$ 943,104
<b>Rev. / Avail.Round</b>	\$ -	N/A	\$ 21	\$ 20	\$ 22	\$ 21	\$ 18	\$ 15	\$ 16	\$ 16	\$ 12	\$ 9	\$ 8	\$ 7	\$ 5	\$ 19	N/A	\$ 14
<b>Rev. / Filled Round</b>	N/A	N/A	\$ 38	\$ 34	\$ 34	\$ 33	\$ 33	\$ 33	\$ 32	\$ 31	\$ 26	\$ 22	\$ 19	\$ 17	\$ 17	\$ 19	N/A	\$ 29

12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am
----------	---------	---------	---------	---------	----------	-----------	-----------	----------	---------	---------	---------	---------	---------	---------	---------	----------

#### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:** This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:** This shows how many days in advance the active tee times were reserved.



## SEASON - HOURLY UTILIZATION ANALYSIS

### Nibley Park Golf Course

Dates: 3/1/2013-10/31/2013

#### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0		36%	12%	10%	12%	16%	20%	23%	28%	29%	33%	24%	27%	25%	28%	31%		58.4%
1		49%	6%	5%	7%	10%	7%	5%	3%	3%	3%	3%	3%	2%	2%	1%		12.1%
2			1%	2%	5%	4%	2%	2%	1%	1%	1%	1%	1%	2%	1%	1%		5.0%
3			1%	2%	2%	3%	2%	1%	1%	1%	0%	1%	1%	1%	0%			3.0%
4		15%	1%	1%	2%	2%	1%	1%	1%	1%	0%	0%	0%	0%	0%			2.0%
5			0%	1%	1%	1%	1%	1%	0%	0%	1%	0%	0%	1%	0%			1.7%
6			1%	1%	1%	1%	1%	0%	0%	1%	0%	1%	0%	1%	0%	0%		1.4%
7			1%	1%	2%	3%	1%	0%	0%	3%	2%	2%	2%	2%	0%			4.0%
8					0%	0%	0%						0%	0%				0.2%
9						0%				0%	0%			0%				0.2%
10										0%		0%	0%	0%				0.2%
11									0%	0%								0.1%
12																		
13													0%					0.0%
14-20						0%	0%			0%		1%	1%	1%	0%			0.6%
21-27					0%	0%	0%		0%	1%	1%	1%	1%	1%	1%	1%		0.9%
28-60					0%	1%	0%		0%	2%		2%	2%	2%	3%	3%		2.3%
60+			0%	3%	3%	1%	1%	0%	0%	3%	0%	7%	7%	8%	7%	9%		8.0%
<b>Total % Utilized</b>	<b>0.0%</b>	<b>100.0%</b>	<b>23.5%</b>	<b>25.5%</b>	<b>34.5%</b>	<b>41.3%</b>	<b>37.3%</b>	<b>32.5%</b>	<b>34.8%</b>	<b>44.2%</b>	<b>40.9%</b>	<b>42.2%</b>	<b>46.4%</b>	<b>45.2%</b>	<b>42.2%</b>	<b>45.9%</b>	<b>0.0%</b>	<b>38.3%</b>
<b>Total Rounds Avail.</b>	6	69	4,484	6,278	6,689	6,930	7,449	7,340	6,954	7,614	7,444	7,069	7,583	6,855	4,876	482	-	88,122
<b>Total Rounds Filled</b>	-	69	1,061	1,604	2,312	2,857	2,784	2,387	2,417	3,352	3,044	2,976	3,507	3,084	2,055	222	-	33,731
<b>Total Rounds Unfilled</b>	6	-	3,423	4,674	4,377	4,073	4,665	4,953	4,537	4,262	4,400	4,093	4,076	3,771	2,821	260	-	54,391
<b>Revenue</b>	\$ -	\$ 762	\$ 11,962	\$ 18,362	\$ 26,585	\$ 34,125	\$ 32,066	\$ 27,218	\$ 27,779	\$ 33,439	\$ 35,534	\$ 35,708	\$ 41,546	\$ 37,515	\$ 24,983	\$ 2,684	\$ -	\$ 390,268
<b>Rev. / Avail.Round</b>	\$ -	\$ 11	\$ 3	\$ 3	\$ 4	\$ 5	\$ 4	\$ 4	\$ 4	\$ 4	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 6	N/A	\$ 4
<b>Rev. / Filled Round</b>	N/A	\$ 11	\$ 11	\$ 11	\$ 11	\$ 12	\$ 12	\$ 11	\$ 11	\$ 10	\$ 12	\$ 12	\$ 12	\$ 12	\$ 12	\$ 12	N/A	\$ 12

12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am
-------------	------------	------------	------------	------------	-------------	--------------	--------------	-------------	------------	------------	------------	------------	------------	------------	------------	-------------

#### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:** This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:** This shows how many days in advance the active tee times were reserved.

## SEASON - HOURLY UTILIZATION ANALYSIS

### Rose Park Golf Club: Rose Park GC

Dates: 3/1/2013-10/31/2013

#### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0		2%	6%	5%	8%	11%	15%	18%	22%	24%	25%	22%	17%	19%	18%	10%		47.7%
1		7%	5%	6%	6%	8%	9%	6%	5%	7%	3%	2%	2%	2%	1%			14.3%
2			3%	4%	3%	5%	4%	3%	2%	3%	2%	1%	2%	1%	1%			7.4%
3		3%	3%	2%	3%	4%	3%	3%	2%	2%	2%	1%	1%	1%	1%	3%		6.5%
4			2%	2%	2%	2%	2%	2%	1%	1%	0%	1%	1%	1%	0%			3.6%
5		1%	1%	2%	3%	2%	2%	1%	0%	0%	0%	1%	0%	0%	0%			2.6%
6			1%	2%	1%	3%	2%	1%	1%	1%	1%	1%	1%	1%	0%			3.3%
7			2%	2%	3%	3%	3%	1%	0%	0%	2%	1%	2%	2%	0%	2%		4.8%
8		2%	0%	0%	1%	0%	0%	0%		0%	0%	0%	1%	1%				0.8%
9							0%		0%	0%	0%	0%						0.1%
10					0%	0%	0%	0%	1%	1%	0%	0%						0.5%
11													0%	0%				0.1%
12																		
13					0%	0%			0%	0%	0%							0.3%
14-20				1%	1%	0%	0%	0%	1%	0%	0%	0%	1%	1%				1.1%
21-27					0%	0%	0%				1%	1%	2%	1%				1.1%
28-60				1%	1%	1%	1%	1%	1%	0%	1%	1%	2%	2%	0%			2.8%
60+				1%	1%	1%	2%	1%	1%	1%	1%	1%	4%	0%				2.9%
<b>Total % Utilized</b>	<b>0.0%</b>	<b>14.4%</b>	<b>23.2%</b>	<b>26.5%</b>	<b>32.8%</b>	<b>39.7%</b>	<b>41.1%</b>	<b>35.0%</b>	<b>36.2%</b>	<b>40.9%</b>	<b>37.5%</b>	<b>33.5%</b>	<b>34.7%</b>	<b>31.4%</b>	<b>21.7%</b>	<b>14.5%</b>	<b>0.0%</b>	<b>34.4%</b>
<b>Total Rounds Avail.</b>	4	300	3,607	6,300	7,029	7,704	7,663	7,716	7,661	7,744	7,688	7,699	7,588	6,340	3,625	438	-	89,106
<b>Total Rounds Filled</b>	-	43	839	1,678	2,300	3,060	3,171	2,696	2,766	3,183	2,879	2,580	2,639	1,986	786	64	-	30,670
<b>Total Rounds Unfilled</b>	4	257	2,768	4,622	4,729	4,644	4,492	5,020	4,895	4,561	4,809	5,119	4,949	4,354	2,839	374	-	58,436
<b>Revenue</b>	\$ -	\$ 893	\$ 15,583	\$ 31,932	\$ 43,757	\$ 55,688	\$ 53,820	\$ 42,636	\$ 43,911	\$ 43,395	\$ 42,009	\$ 36,634	\$ 34,740	\$ 25,657	\$ 10,043	\$ 827	\$ -	\$ 481,526
<b>Rev. / Avail.Round</b>	\$ -	\$ 3	\$ 4	\$ 5	\$ 6	\$ 7	\$ 7	\$ 6	\$ 6	\$ 6	\$ 5	\$ 5	\$ 5	\$ 4	\$ 3	\$ 2	N/A	\$ 5
<b>Rev. / Filled Round</b>	N/A	\$ 21	\$ 19	\$ 19	\$ 19	\$ 18	\$ 17	\$ 16	\$ 16	\$ 14	\$ 15	\$ 14	\$ 13	\$ 13	\$ 13	\$ 13	N/A	\$ 16
	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	

#### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:** This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:** This shows how many days in advance the active tee times were reserved.

## SEASON - HOURLY UTILIZATION ANALYSIS

### Wingpointe Golf Course: Wingpointe GC

Dates: 3/1/2013-10/31/2013

#### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0		24%	16%	13%	14%	13%	16%	18%	21%	24%	21%	19%	16%	14%	8%	2%		50.3%
1		3%	8%	7%	7%	10%	9%	9%	8%	6%	3%	2%	3%	2%	1%	1%		16.7%
2		4%	5%	3%	3%	5%	3%	3%	3%	3%	1%	1%	2%	1%	0%	0%		7.2%
3		2%	3%	3%	4%	3%	3%	2%	1%	1%	1%	1%	1%	0%	0%	0%		4.8%
4		1%	2%	3%	3%	2%	2%	1%	1%	1%	1%	0%	0%	0%	0%	0%		3.8%
5		1%	2%	2%	3%	3%	2%	1%	1%	1%	0%	0%	0%	1%				3.4%
6		1%	2%	2%	2%	2%	1%	0%	1%	1%	1%	1%	1%	1%	0%			3.0%
7		1%	2%	2%	2%	2%	2%	1%	1%	1%	1%	0%	1%	1%	0%			3.9%
8			1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%				0.6%
9				0%	0%		0%	0%		0%								0.2%
10							1%	0%										0.2%
11								0%	0%	0%								0.1%
12							0%		0%	0%	0%	0%						0.2%
13								0%	0%									0.1%
14-20					0%	0%	0%	0%										0.2%
21-27							0%											0.1%
28-60				1%	1%	1%	0%		0%			0%						0.7%
60+			1%	1%	3%	3%	3%	1%	1%	2%	1%	1%	1%	1%	1%			4.7%
<b>Total % Utilized</b>	<b>0.0%</b>	<b>35.6%</b>	<b>39.7%</b>	<b>37.4%</b>	<b>41.9%</b>	<b>42.9%</b>	<b>42.0%</b>	<b>35.5%</b>	<b>38.4%</b>	<b>38.3%</b>	<b>29.1%</b>	<b>24.4%</b>	<b>25.3%</b>	<b>20.3%</b>	<b>10.1%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>32.5%</b>
<b>Total Rounds Avail.</b>	2	373	3,919	6,797	7,622	7,836	7,836	7,832	7,804	7,808	7,808	7,808	7,808	7,664	6,496	678	-	96,091
<b>Total Rounds Filled</b>	-	133	1,552	2,536	3,193	3,360	3,276	2,780	3,020	2,989	2,278	1,907	1,963	1,546	647	19	-	31,199
<b>Total Rounds Unfilled</b>	2	240	2,367	4,261	4,429	4,476	4,560	5,052	4,784	4,819	5,530	5,901	5,845	6,118	5,849	659	-	64,892
<b>Revenue</b>	\$ -	\$ 2,297	\$ 31,048	\$ 56,159	\$ 69,224	\$ 72,848	\$ 71,960	\$ 53,728	\$ 62,517	\$ 54,385	\$ 39,265	\$ 32,178	\$ 31,789	\$ 24,589	\$ 9,280	\$ 298	\$ -	\$ 611,564
<b>Rev. / Avail.Round</b>	\$ -	\$ 6	\$ 8	\$ 8	\$ 9	\$ 9	\$ 9	\$ 7	\$ 8	\$ 7	\$ 5	\$ 4	\$ 4	\$ 3	\$ 1	\$ 0	N/A	\$ 6
<b>Rev. / Filled Round</b>	N/A	\$ 17	\$ 20	\$ 22	\$ 22	\$ 22	\$ 22	\$ 19	\$ 21	\$ 18	\$ 17	\$ 17	\$ 16	\$ 16	\$ 14	\$ 16	N/A	\$ 20

12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am
-------------	------------	------------	------------	------------	-------------	--------------	--------------	-------------	------------	------------	------------	------------	------------	------------	------------	-------------

#### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:** This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:** This shows how many days in advance the active tee times were reserved.

## HOURLY UTILIZATION ANALYSIS

### Bonneville Golf Course: Bonneville GC

Dates: 6/1/2013-8/31/2013

#### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0		89%	32%	18%	20%	20%	28%	30%	26%	31%	36%	37%	38%	37%	47%	22%	11%	48.7%
1		2%	9%	14%	12%	7%	10%	9%	8%	8%	8%	9%	7%	7%	7%			13.6%
2		3%	4%	6%	5%	4%	5%	6%	6%	6%	3%	3%	3%	3%	4%			6.9%
3		1%	5%	3%	4%	4%	5%	3%	5%	3%	2%	2%	2%	3%	2%			5.3%
4			3%	4%	3%	4%	5%	2%	4%	2%	2%	1%	1%	1%	1%			4.2%
5			2%	2%	4%	5%	5%	1%	1%	2%	1%	0%	0%	1%	1%			3.1%
6			3%	5%	4%	5%	4%	3%	2%	1%	1%	1%	1%	3%	0%			4.0%
7		1%	7%	10%	9%	12%	6%	2%	3%	2%	1%	1%	1%	3%	1%			7.2%
8		1%	1%	1%	7%	3%	1%	0%	1%	1%		0%	0%					1.9%
9			1%	0%	0%	0%		0%		0%								0.2%
10			0%				0%			0%								0.0%
11				1%	1%	1%	0%											0.5%
12			0%	1%				0%				0%						0.1%
13				0%														0.0%
14-20					1%					0%		0%	1%	0%				0.3%
21-27					0%				1%	1%			0%	0%				0.3%
28-60				3%	3%	2%	1%	1%	1%				0%	0%				1.4%
60+			1%	1%	1%	1%	1%	1%	2%	1%	1%	1%	2%	1%	2%	78%	44%	2.1%
Total % Utilized	0.0%	96.4%	68.2%	69.2%	73.8%	69.7%	71.4%	58.1%	60.1%	56.5%	56.0%	55.5%	56.8%	58.9%	63.4%	100.0%	55.5%	63.1%
Total Rounds Avail.	5	222	2,143	2,792	2,768	2,783	2,759	2,776	2,780	2,760	2,730	2,736	2,784	2,790	1,810	41	9	34,688
Total Rounds Filled	-	214	1,463	1,933	2,039	1,947	1,968	1,608	1,668	1,559	1,529	1,520	1,585	1,644	1,148	41	5	21,871
Total Rounds Unfilled	5	8	680	859	729	836	791	1,168	1,112	1,201	1,201	1,216	1,199	1,146	662	-	4	12,817
Revenue	\$ -	\$ 3,790	\$ 35,569	\$ 49,701	\$ 53,286	\$ 50,628	\$ 43,766	\$ 34,752	\$ 39,094	\$ 33,771	\$ 37,231	\$ 32,785	\$ 31,174	\$ 30,437	\$ 21,883	\$ 190	\$ 15	\$ 498,068
Rev. / Avail.Round	\$ -	\$ 17	\$ 17	\$ 18	\$ 19	\$ 18	\$ 16	\$ 13	\$ 14	\$ 12	\$ 14	\$ 12	\$ 11	\$ 11	\$ 12	\$ 5	\$ 2	\$ 14
Rev. / Filled Round	N/A	\$ 18	\$ 24	\$ 26	\$ 26	\$ 26	\$ 22	\$ 22	\$ 23	\$ 22	\$ 24	\$ 22	\$ 20	\$ 19	\$ 19	\$ 5	\$ 3	\$ 23
	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	

#### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:**

This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:**

This shows how many days in advance the active tee times were reserved.

# PEAK SEASON - HOURLY UTILIZATION ANALYSIS

## Forest Dale Golf Club

Dates: 6/1/2013-8/31/2013

### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0		50%	17%	13%	10%	13%	17%	29%	30%	32%	31%	31%	20%	33%	34%	4%		46.9%
1			8%	9%	9%	7%	11%	5%	5%	4%	3%	2%	3%	5%	3%			11.5%
2			5%	5%	5%	5%	4%	3%	3%	2%	1%	2%	2%	3%	1%			5.8%
3			3%	3%	5%	5%	2%	2%	1%	1%	1%	1%	1%	1%	1%			4.0%
4			2%	2%	4%	4%	2%	1%	0%	1%	1%	0%	1%	1%	1%			3.0%
5			1%	2%	3%	2%	2%	1%	1%	1%		1%	1%	1%	0%			2.0%
6			1%	3%	2%	3%	1%	1%	0%	0%	1%	0%	0%	1%	0%			2.0%
7		4%	4%	13%	18%	14%	7%	3%	0%	1%	0%	0%	3%	1%	0%			9.7%
8			0%	0%	2%	1%	0%	0%	0%	0%		0%	0%	0%	0%			0.8%
9						1%	1%			0%	0%				0%			0.3%
10			0%	0%	0%			0%					0%	0%	0%			0.2%
11				0%		0%	0%		0%	0%				0%	0%			0.1%
12					0%			0%	0%									0.1%
13			0%		0%	0%	0%											0.1%
14-20			0%	1%	1%	1%	1%	1%	0%	0%	1%	0%	2%	1%	0%			1.4%
21-27			0%	0%	0%	1%	0%	0%	0%	0%	0%		0%	0%	0%			0.5%
28-60			1%	1%	2%	3%	2%	1%	1%	1%	0%	1%	1%	1%				2.0%
60+			2%	4%	6%	7%	5%	2%	3%	2%	2%	9%	17%	5%	1%			9.5%
<b>Total % Utilized</b>	<b>0.0%</b>	<b>54.2%</b>	<b>43.5%</b>	<b>56.8%</b>	<b>66.3%</b>	<b>65.9%</b>	<b>54.4%</b>	<b>49.1%</b>	<b>43.9%</b>	<b>44.9%</b>	<b>42.2%</b>	<b>48.1%</b>	<b>51.3%</b>	<b>53.6%</b>	<b>42.0%</b>	<b>4.1%</b>	<b>0.0%</b>	<b>50.5%</b>
<b>Total Rounds Avail.</b>	17	72	2,948	2,944	2,937	2,937	2,929	2,940	2,940	2,940	2,940	2,944	2,940	2,936	2,965	367	-	38,696
<b>Total Rounds Filled</b>	-	39	1,287	1,674	1,951	1,937	1,594	1,442	1,292	1,323	1,241	1,410	1,513	1,579	1,253	15	-	19,550
<b>Total Rounds Unfilled</b>	17	33	1,661	1,270	986	1,000	1,335	1,498	1,648	1,617	1,699	1,534	1,427	1,357	1,712	352	-	19,146
<b>Revenue</b>	\$ -	\$ 453	\$ 15,954	\$ 19,902	\$ 23,331	\$ 23,242	\$ 18,886	\$ 15,529	\$ 14,043	\$ 14,109	\$ 14,063	\$ 17,474	\$ 18,968	\$ 20,094	\$ 15,688	\$ 169	\$ -	\$ 231,905
<b>Rev. / Avail.Round</b>	\$ -	\$ 6	\$ 5	\$ 7	\$ 8	\$ 8	\$ 6	\$ 5	\$ 5	\$ 5	\$ 5	\$ 6	\$ 6	\$ 7	\$ 5	\$ 0	N/A	\$ 6
<b>Rev. / Filled Round</b>	N/A	\$ 12	\$ 12	\$ 12	\$ 12	\$ 12	\$ 12	\$ 11	\$ 11	\$ 11	\$ 11	\$ 12	\$ 13	\$ 13	\$ 13	\$ 11	N/A	\$ 12
	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	

### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:** This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:** This shows how many days in advance the active tee times were reserved.

## PEAK SEASON - HOURLY UTILIZATION ANALYSIS

### Glendale Golf Course: Glendale GC

Dates: 6/1/2013-8/31/2013

#### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0		57%	13%	8%	10%	16%	18%	22%	17%	21%	20%	18%	18%	18%	22%	14%		40.9%
1		8%	10%	10%	8%	8%	12%	5%	4%	6%	3%	2%	3%	2%	1%	2%		14.0%
2		8%	6%	7%	5%	6%	5%	3%	3%	2%	2%	1%	1%	2%	0%	1%		7.9%
3		9%	4%	3%	3%	5%	4%	2%	2%	2%	1%	1%	1%		0%			5.2%
4		1%	3%	2%	5%	5%	4%	1%	1%	1%	0%	0%	1%	1%	0%			4.8%
5		2%	3%	2%	3%	4%	1%	0%	0%	0%	0%	0%	0%	1%	1%			3.1%
6		2%	2%	3%	5%	4%	1%	1%	0%	1%	0%	0%	1%	0%	0%			3.6%
7		4%	6%	8%	9%	6%	4%	0%	1%	1%	1%	0%	2%	5%	1%			8.4%
8		6%	0%	1%	1%	1%	1%	1%	0%	0%	1%		0%	2%		1%		1.6%
9		3%		0%				0%	1%									0.2%
10													0%					0.0%
11																		
12																		
13																		
14-20											0%	0%						0.1%
21-27					0%	0%												0.1%
28-60					1%	1%	1%				1%	0%						0.7%
60+				0%	1%	2%		1%	3%	1%	6%	11%	14%	9%	1%			9.3%
<b>Total % Utilized</b>	<b>0.0%</b>	<b>100.1%</b>	<b>47.0%</b>	<b>45.0%</b>	<b>50.3%</b>	<b>58.3%</b>	<b>50.1%</b>	<b>36.2%</b>	<b>31.1%</b>	<b>34.2%</b>	<b>36.6%</b>	<b>33.5%</b>	<b>41.3%</b>	<b>38.9%</b>	<b>26.4%</b>	<b>16.4%</b>	<b>0.0%</b>	<b>40.8%</b>
<b>Total Rounds Avail.</b>	2	131	2,248	3,280	3,280	2,907	2,908	2,875	2,848	2,836	2,880	2,880	2,880	2,904	2,572	410	-	37,841
<b>Total Rounds Filled</b>	-	131	1,058	1,480	1,650	1,696	1,458	1,038	886	970	1,051	967	1,193	1,131	680	67	-	15,456
<b>Total Rounds Unfilled</b>	2	-	1,190	1,800	1,630	1,211	1,450	1,837	1,962	1,866	1,829	1,913	1,687	1,773	1,892	343	-	22,385
<b>Revenue</b>	\$ -	\$ 2,302	\$ 24,244	\$ 34,097	\$ 37,164	\$ 34,476	\$ 26,926	\$ 18,538	\$ 17,623	\$ 16,988	\$ 19,904	\$ 15,458	\$ 19,064	\$ 18,431	\$ 10,542	\$ 958	\$ -	\$ 296,712
<b>Rev. / Avail.Round</b>	\$ -	\$ 18	\$ 11	\$ 10	\$ 11	\$ 12	\$ 9	\$ 6	\$ 6	\$ 6	\$ 7	\$ 5	\$ 7	\$ 6	\$ 4	\$ 2	N/A	\$ 8
<b>Rev. / Filled Round</b>	N/A	\$ 18	\$ 23	\$ 23	\$ 23	\$ 20	\$ 18	\$ 18	\$ 20	\$ 18	\$ 19	\$ 16	\$ 16	\$ 16	\$ 16	\$ 14	N/A	\$ 19
	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	

#### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:** This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:** This shows how many days in advance the active tee times were reserved.

# PEAK SEASON - HOURLY UTILIZATION ANALYSIS

## Jordan River Par-3

Dates: 6/1/2013-8/31/2013

### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0				36%	19%	21%	23%	21%	18%	20%	19%	20%	22%	25%	20%			93.7%
1				2%	1%	1%	1%	0%	0%		0%	0%	0%		1%			2.3%
2				0%	0%	2%	1%	1%					0%	0%				1.3%
3				0%	0%		1%	1%					0%					0.8%
4				0%			0%		0%					0%				0.2%
5									0%					0%	0%			0.2%
6							0%											0.2%
7									0%									0.1%
8							0%											0.1%
9																		
10				0%	0%	0%												0.1%
11																		
12																		
13																		
14-20						1%	2%	0%										1.1%
21-27																		
28-60																		
60+																		
<b>Total % Utilized</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>38.7%</b>	<b>19.6%</b>	<b>24.9%</b>	<b>27.1%</b>	<b>22.7%</b>	<b>18.3%</b>	<b>19.6%</b>	<b>18.9%</b>	<b>20.2%</b>	<b>22.2%</b>	<b>25.4%</b>	<b>21.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>22.5%</b>
<b>Total Rounds Avail.</b>	-	-	-	1,370	2,944	2,576	2,928	2,576	2,916	2,576	2,944	2,576	2,944	2,576	2,944	-	-	<b>31,870</b>
<b>Total Rounds Filled</b>	-	-	-	532	576	639	796	584	534	506	557	521	653	655	628	-	-	<b>7,181</b>
<b>Total Rounds Unfilled</b>	-	-	-	838	2,368	1,937	2,132	1,992	2,382	2,070	2,387	2,055	2,291	1,921	2,316	-	-	<b>24,689</b>
<b>Revenue</b>	\$ -	\$ -	\$ -	\$ 2,432	\$ 2,334	\$ 2,511	\$ 3,628	\$ 2,375	\$ 2,228	\$ 2,066	\$ 2,197	\$ 2,054	\$ 2,549	\$ 2,534	\$ 2,506	\$ -	\$ -	<b>\$ 29,415</b>
<b>Rev. / Avail.Round</b>	N/A	N/A	N/A	\$ 2	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	N/A	N/A	<b>\$ 1</b>
<b>Rev. / Filled Round</b>	N/A	N/A	N/A	\$ 5	\$ 4	\$ 4	\$ 5	\$ 4	\$ 4	\$ 4	\$ 4	\$ 4	\$ 4	\$ 4	\$ 4	N/A	N/A	<b>\$ 4</b>

12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am
-------------	------------	------------	------------	------------	-------------	--------------	--------------	-------------	------------	------------	------------	------------	------------	------------	------------	-------------

### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

### Total % Utilized:

This shows the percentage of available rounds that were sold.

### % of All Rounds Booked:

This shows how many days in advance the active tee times were reserved.

## PEAK SEASON - HOURLY UTILIZATION ANALYSIS

### Mountain Dell Golf Courses: Mountain Dell GC - Canyon

Dates: 6/1/2013-8/31/2013

#### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0			16%	4%	5%	7%	9%	10%	14%	19%	18%	20%	21%	15%	13%			26.3%
1			5%	8%	9%	8%	8%	8%	9%	7%	5%	5%	3%	3%	1%			12.2%
2			6%	5%	5%	5%	7%	5%	5%	4%	2%	3%	1%	2%	0%			7.5%
3			2%	4%	5%	3%	5%	3%	3%	3%	2%	1%	2%	1%	0%			5.3%
4			6%	5%	4%	5%	5%	4%	3%	4%	2%	2%	0%	1%	0%			5.9%
5			3%	6%	5%	4%	2%	4%	2%	2%	1%	1%	1%	1%	0%			4.4%
6			3%	3%	5%	4%	3%	2%	2%	2%	1%	2%	1%					4.1%
7			5%	9%	10%	7%	5%	2%	4%	4%	3%	3%	5%	5%				9.1%
8			0%	4%	4%	5%	4%	2%	0%	1%	1%	0%		0%				3.5%
9					1%	0%	0%	0%		1%			0%	1%				0.5%
10				1%	2%	3%	1%	0%	0%									1.1%
11					0%	1%	0%	0%						1%	1%			0.5%
12					0%	1%		0%		1%								0.3%
13			0%	1%	1%	1%	2%	1%	1%	1%	0%							1.4%
14-20				1%	1%				1%	1%	2%	1%	1%	0%				1.3%
21-27				1%	2%	1%					0%		1%	1%				0.9%
28-60				2%	2%	4%	3%	2%	1%		1%	1%	5%	3%				3.6%
60+			2%	6%	12%	13%	10%	8%	7%	6%	3%	6%	4%	3%				12.1%
<b>Total % Utilized</b>	<b>0.0%</b>	<b>0.0%</b>	<b>48.3%</b>	<b>58.7%</b>	<b>73.1%</b>	<b>70.2%</b>	<b>63.9%</b>	<b>51.3%</b>	<b>51.5%</b>	<b>55.0%</b>	<b>40.8%</b>	<b>43.2%</b>	<b>44.7%</b>	<b>35.7%</b>	<b>15.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>50.4%</b>
<b>Total Rounds Avail.</b>	6	-	2,011	2,373	2,692	2,356	2,684	2,361	2,722	2,324	2,748	2,484	2,876	2,472	2,234	-	-	32,343
<b>Total Rounds Filled</b>	-	-	971	1,392	1,965	1,656	1,712	1,210	1,400	1,280	1,126	1,074	1,286	884	349	-	-	16,305
<b>Total Rounds Unfilled</b>	6	-	1,040	981	727	700	972	1,151	1,322	1,044	1,622	1,410	1,590	1,588	1,885	-	-	16,038
<b>Revenue</b>	\$ -	\$ -	\$ 35,834	\$ 51,305	\$ 68,692	\$ 61,890	\$ 62,246	\$ 38,555	\$ 48,401	\$ 46,817	\$ 45,503	\$ 29,138	\$ 31,309	\$ 12,727	\$ 5,996	\$ -	\$ -	\$ 538,413
<b>Rev. / Avail.Round</b>	\$ -	N/A	\$ 18	\$ 22	\$ 26	\$ 26	\$ 23	\$ 16	\$ 18	\$ 20	\$ 17	\$ 12	\$ 11	\$ 5	\$ 3	N/A	N/A	\$ 17
<b>Rev. / Filled Round</b>	N/A	N/A	\$ 37	\$ 37	\$ 35	\$ 37	\$ 36	\$ 32	\$ 35	\$ 37	\$ 40	\$ 27	\$ 24	\$ 14	\$ 17	N/A	N/A	\$ 33

12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am
-------------	------------	------------	------------	------------	-------------	--------------	--------------	-------------	------------	------------	------------	------------	------------	------------	------------	-------------

#### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:** This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:** This shows how many days in advance the active tee times were reserved.



## PEAK SEASON - HOURLY UTILIZATION ANALYSIS

### Mountain Dell Golf Courses: Mountain Dell GC - Lake

Dates: 6/1/2013-8/31/2013

#### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0			25%	9%	7%	9%	12%	15%	16%	19%	26%	28%	27%	22%	27%	100%		29.3%
1			6%	10%	7%	7%	9%	9%	8%	13%	10%	9%	5%	4%	3%			12.2%
2			4%	5%	5%	5%	6%	5%	7%	5%	6%	6%	3%	4%	2%			7.5%
3			4%	4%	4%	5%	5%	8%	5%	8%	3%	2%	1%	1%	1%			6.1%
4			4%	3%	2%	6%	6%	5%	4%	4%	2%	2%	1%	1%	0%			5.1%
5			3%	5%	6%	6%	3%	4%	3%	3%	1%	2%	2%	2%	0%			4.9%
6			3%	6%	7%	6%	4%	4%	3%	1%	2%	2%	2%	4%	0%			5.4%
7			8%	16%	16%	19%	10%	3%	7%	5%	3%	0%	5%	5%	0%			11.9%
8			3%	7%	9%	5%	4%	1%	2%		1%	1%	1%	0%	0%			4.2%
9			0%	0%	1%	0%	1%	0%	0%		0%	0%		1%	1%			0.5%
10				0%		2%	3%	2%	0%		0%							0.9%
11					1%		1%			1%	1%							0.4%
12				1%	0%					0%		0%						0.1%
13																		
14-20				2%	5%	2%	1%		0%	1%		1%	1%	1%				1.7%
21-27				1%	3%								1%	1%				0.7%
28-60				1%	3%	1%	1%	1%	1%	1%	0%	1%	3%	6%	1%			2.5%
60+			1%	1%	4%	8%	8%	5%	7%	4%	3%	5%	4%	4%	0%			6.8%
<b>Total % Utilized</b>	<b>0.0%</b>	<b>0.0%</b>	<b>61.4%</b>	<b>69.4%</b>	<b>80.0%</b>	<b>80.1%</b>	<b>72.3%</b>	<b>58.5%</b>	<b>61.9%</b>	<b>65.1%</b>	<b>57.9%</b>	<b>58.9%</b>	<b>57.5%</b>	<b>53.6%</b>	<b>34.8%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>62.7%</b>
<b>Total Rounds Avail.</b>	13	-	2,196	2,398	2,821	2,410	2,770	2,420	2,783	2,400	2,769	2,416	2,800	2,480	2,256	4	-	32,936
<b>Total Rounds Filled</b>	-	-	1,349	1,666	2,259	1,928	2,002	1,416	1,723	1,558	1,599	1,422	1,603	1,328	787	4	-	20,644
<b>Total Rounds Unfilled</b>	13	-	847	732	562	482	768	1,004	1,060	842	1,170	994	1,197	1,152	1,469	-	-	12,292
<b>Revenue</b>	\$ -	\$ -	\$ 51,078	\$ 57,464	\$ 77,976	\$ 64,096	\$ 67,430	\$ 47,021	\$ 56,251	\$ 49,229	\$ 45,029	\$ 32,404	\$ 31,540	\$ 23,323	\$ 13,646	\$ 74	\$ -	\$ 616,560
<b>Rev. / Avail.Round</b>	\$ -	N/A	\$ 23	\$ 24	\$ 28	\$ 27	\$ 24	\$ 19	\$ 20	\$ 21	\$ 16	\$ 13	\$ 11	\$ 9	\$ 6	\$ 19	N/A	\$ 19
<b>Rev. / Filled Round</b>	N/A	N/A	\$ 38	\$ 34	\$ 35	\$ 33	\$ 34	\$ 33	\$ 33	\$ 32	\$ 28	\$ 23	\$ 20	\$ 18	\$ 17	\$ 19	N/A	\$ 30
	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	

#### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:** This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:** This shows how many days in advance the active tee times were reserved.

# PEAK SEASON - HOURLY UTILIZATION ANALYSIS

## Nibley Park Golf Course

Dates: 6/1/2013-8/31/2013

### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0		36%	16%	14%	15%	21%	25%	26%	31%	30%	34%	23%	28%	26%	32%	40%		56.0%
1		46%	9%	8%	13%	15%	8%	7%	4%	3%	3%	3%	3%	3%	2%	1%		13.7%
2			2%	3%	8%	5%	3%	3%	1%	1%	1%	1%	0%	1%	1%	1%		4.9%
3			1%	2%	4%	3%	3%	0%	0%	1%	1%	1%	1%	1%	0%			3.1%
4		18%	2%	1%	2%	3%	1%	1%	0%	1%	0%			0%	0%			2.0%
5			0%	3%	2%	2%	1%	1%	0%	0%	0%	0%	0%	1%	0%			1.9%
6			1%	1%	2%	1%	1%	0%		0%		0%	0%	1%	0%	1%		1.2%
7			2%	2%	3%	5%	1%	0%	0%	2%	2%	1%	2%	1%	0%			3.9%
8					0%	0%	0%											0.1%
9						0%					1%							0.1%
10																		
11																		
12																		
13													0%					0.0%
14-20						0%	0%						0%					0.1%
21-27																		
28-60										1%		0%	0%	1%				0.4%
60+			0%	6%	4%	2%	1%	0%	0%	6%	0%	13%	13%	14%	8%	8%		12.5%
Total % Utilized	0.0%	100.0%	33.2%	38.9%	53.3%	57.7%	43.2%	37.2%	37.0%	44.5%	42.1%	43.0%	48.5%	48.3%	44.5%	49.9%	0.0%	44.2%
Total Rounds Avail.	7	56	2,668	2,908	2,705	2,502	2,737	2,600	2,226	2,744	2,799	2,618	2,874	2,898	2,924	361	-	35,627
Total Rounds Filled	-	56	885	1,135	1,442	1,442	1,186	968	822	1,225	1,176	1,125	1,399	1,396	1,303	180	-	15,740
Total Rounds Unfilled	7	-	1,783	1,773	1,263	1,060	1,551	1,632	1,404	1,519	1,623	1,493	1,475	1,502	1,621	181	-	19,887
Revenue	\$ -	\$ 614	\$ 10,026	\$ 12,959	\$ 16,527	\$ 17,805	\$ 14,134	\$ 11,167	\$ 9,999	\$ 11,999	\$ 13,564	\$ 13,401	\$ 16,700	\$ 17,160	\$ 15,671	\$ 2,140	\$ -	\$ 183,864
Rev. / Avail.Round	\$ -	\$ 11	\$ 4	\$ 4	\$ 6	\$ 7	\$ 5	\$ 4	\$ 4	\$ 4	\$ 5	\$ 5	\$ 6	\$ 6	\$ 5	\$ 6	N/A	\$ 5
Rev. / Filled Round	N/A	\$ 11	\$ 11	\$ 11	\$ 11	\$ 12	\$ 12	\$ 12	\$ 12	\$ 10	\$ 12	\$ 12	\$ 12	\$ 12	\$ 12	\$ 12	N/A	\$ 12
	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	

### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:** This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:** This shows how many days in advance the active tee times were reserved.

## PEAK SEASON - HOURLY UTILIZATION ANALYSIS

### Rose Park Golf Club: Rose Park GC

Dates: 6/1/2013-8/31/2013

#### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0		2%	8%	6%	9%	13%	17%	20%	20%	25%	21%	22%	18%	18%	20%	11%		44.4%
1		7%	6%	9%	10%	9%	9%	5%	5%	5%	3%	3%	2%	2%	2%			14.2%
2			5%	5%	5%	7%	4%	2%	1%	2%	2%	2%	2%	2%	1%			7.8%
3		4%	4%	4%	5%	6%	4%	3%	3%	3%	2%	1%	1%	2%	1%	3%		7.6%
4			2%	2%	4%	2%	1%	1%	1%	1%	0%	1%	1%	1%	0%			3.7%
5			1%	2%	4%	2%	1%	1%	0%		0%		0%	0%	0%			2.6%
6			1%	3%	2%	4%	1%	0%	1%	1%	1%	0%	1%	1%	0%			3.2%
7			2%	3%	5%	5%	3%	1%	1%		3%	1%	3%	2%	0%	2%		5.7%
8		2%	0%	1%	1%			0%		0%	0%		0%	0%				0.6%
9							0%		0%		0%							0.1%
10					0%			0%	1%	1%	1%	1%						1.0%
11													1%	1%				0.3%
12																		
13					0%	0%												0.1%
14-20				1%	1%	1%			2%				1%	2%				1.8%
21-27					0%	1%							0%	1%				0.4%
28-60				1%	1%	2%	1%		1%	1%	1%	1%	3%	3%	1%			3.3%
60+				2%	2%	2%	2%	0%	1%			0%	6%	1%				3.2%
<b>Total % Utilized</b>	<b>0.0%</b>	<b>15.1%</b>	<b>28.9%</b>	<b>38.1%</b>	<b>48.8%</b>	<b>52.1%</b>	<b>43.2%</b>	<b>33.9%</b>	<b>35.4%</b>	<b>39.4%</b>	<b>35.4%</b>	<b>31.6%</b>	<b>40.5%</b>	<b>35.1%</b>	<b>24.0%</b>	<b>16.3%</b>	<b>0.0%</b>	<b>37.3%</b>
<b>Total Rounds Avail.</b>	-	244	2,309	2,848	2,856	2,888	2,832	2,888	2,904	2,936	2,920	2,867	2,888	2,916	2,544	388	-	37,228
<b>Total Rounds Filled</b>	-	37	667	1,084	1,392	1,504	1,227	978	1,030	1,160	1,034	908	1,172	1,024	609	63	-	13,889
<b>Total Rounds Unfilled</b>	-	207	1,642	1,764	1,464	1,384	1,605	1,910	1,874	1,776	1,886	1,959	1,716	1,892	1,935	325	-	23,339
<b>Revenue</b>	\$ -	\$ 753	\$ 12,092	\$ 21,275	\$ 27,268	\$ 28,441	\$ 20,310	\$ 13,693	\$ 15,598	\$ 16,727	\$ 17,339	\$ 14,849	\$ 16,264	\$ 13,661	\$ 7,871	\$ 817	\$ -	\$ 226,957
<b>Rev. / Avail.Round</b>	N/A	\$ 3	\$ 5	\$ 7	\$ 10	\$ 10	\$ 7	\$ 5	\$ 5	\$ 6	\$ 6	\$ 5	\$ 6	\$ 5	\$ 3	\$ 2	N/A	\$ 6
<b>Rev. / Filled Round</b>	N/A	\$ 20	\$ 18	\$ 20	\$ 20	\$ 19	\$ 17	\$ 14	\$ 15	\$ 14	\$ 17	\$ 16	\$ 14	\$ 13	\$ 13	\$ 13	N/A	\$ 16
	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	

#### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:** This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:** This shows how many days in advance the active tee times were reserved.

## PEAK SEASON - HOURLY UTILIZATION ANALYSIS

### Wingpointe Golf Course: Wingpointe GC

Dates: 6/1/2013-8/31/2013

#### TEE SHEET TIMES

# of Days In Advance Rounds Were Reserved	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	% of All Rounds Reserved
0		25%	18%	15%	14%	14%	17%	15%	16%	21%	20%	16%	18%	16%	13%	3%		47.4%
1		3%	9%	10%	8%	8%	8%	6%	7%	3%	2%	2%	2%	2%	1%	1%		14.9%
2		5%	6%	5%	4%	5%	2%	2%	2%	2%	1%	1%	2%	0%	1%	1%		7.4%
3		3%	4%	3%	5%	3%	2%	2%	1%	1%	1%	1%	1%	0%	0%	0%		5.6%
4		1%	2%	4%	3%	2%	1%	1%	1%	1%	1%	1%	0%	1%	0%			3.5%
5		1%	2%	3%	4%	2%	1%	0%	1%	0%	0%	0%	0%	1%				3.3%
6		1%	3%	2%	2%	2%	1%	0%	1%	1%	0%	1%	1%	1%	0%			3.0%
7		1%	3%	3%	3%	3%	2%	0%	1%	0%	0%	0%	2%	1%	0%			4.0%
8			1%	1%	0%	0%	0%	0%	0%					0%				0.5%
9				0%						1%								0.2%
10							0%											0.1%
11								0%		0%								0.1%
12																		
13																		
14-20					1%													0.1%
21-27																		
28-60				1%	3%	2%	0%											1.2%
60+			1%	3%	7%	6%	6%	3%	2%	3%	3%	1%	1%	1%	1%			8.6%
<b>Total % Utilized</b>	<b>0.0%</b>	<b>40.0%</b>	<b>48.0%</b>	<b>49.2%</b>	<b>53.4%</b>	<b>47.2%</b>	<b>39.9%</b>	<b>29.3%</b>	<b>31.7%</b>	<b>32.6%</b>	<b>27.3%</b>	<b>23.4%</b>	<b>27.1%</b>	<b>23.4%</b>	<b>16.5%</b>	<b>4.9%</b>	<b>0.0%</b>	<b>34.1%</b>
<b>Total Rounds Avail.</b>	-	305	2,475	2,944	2,944	2,944	2,944	2,944	2,944	2,944	2,944	2,944	2,944	2,944	2,944	368	-	38,476
<b>Total Rounds Filled</b>	-	122	1,189	1,445	1,569	1,390	1,177	862	932	964	804	689	801	688	488	18	-	13,138
<b>Total Rounds Unfilled</b>	-	183	1,286	1,499	1,375	1,554	1,767	2,082	2,012	1,980	2,140	2,255	2,143	2,256	2,456	350	-	25,338
<b>Revenue</b>	\$ -	\$ 2,162	\$ 24,240	\$ 32,199	\$ 33,668	\$ 29,221	\$ 22,971	\$ 14,094	\$ 17,704	\$ 15,237	\$ 13,694	\$ 11,745	\$ 13,702	\$ 10,817	\$ 6,901	\$ 281	\$ -	\$ 248,634
<b>Rev. / Avail.Round</b>	N/A	\$ 7	\$ 10	\$ 11	\$ 11	\$ 10	\$ 8	\$ 5	\$ 6	\$ 5	\$ 5	\$ 4	\$ 5	\$ 4	\$ 2	\$ 1	N/A	\$ 6
<b>Rev. / Filled Round</b>	N/A	\$ 18	\$ 20	\$ 22	\$ 21	\$ 21	\$ 20	\$ 16	\$ 19	\$ 16	\$ 17	\$ 17	\$ 17	\$ 16	\$ 14	\$ 16	N/A	\$ 19

12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am
-------------	------------	------------	------------	------------	-------------	--------------	--------------	-------------	------------	------------	------------	------------	------------	------------	------------	-------------

#### Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

**Total % Utilized:** This shows the percentage of available rounds that were sold.

**% of All Rounds Booked:** This shows how many days in advance the active tee times were reserved.

Salt Lake City Golf Program

	Actual FY-13	Projected FY-14	Budget FY-15	Projected FY-16	Projected FY-17	Projected FY-18	Projected FY-19	Projected FY-20	Total of yrs FY15 to FY20
<b>COMBINED FUNDS - Baseline Scenario</b>									
<b>Cash flow</b>									
Total Revenue	7,988,006	7,704,118	14,462,977	8,586,833	8,766,833	8,954,789	9,107,454	9,295,407	59,174,293
Total Expense	8,720,919	8,412,759	14,455,754	9,322,908	9,482,548	9,749,137	10,157,794	10,532,641	63,700,782
Net Golf Funds	(732,913)	(708,641)	7,223	(736,075)	(715,715)	(794,348)	(1,050,340)	(1,237,234)	(4,526,489)
<b>Cash Reserves Ending Balances, By Fund</b>									
Total Operating	(353,396)	(1,412,131)	(1,794,908)	(2,466,181)	(3,204,614)	(4,016,727)	(5,063,362)	(6,291,028)	
Total CIP	552,939	903,033	1,293,033	1,228,231	1,250,949	1,268,714	1,265,009	1,255,441	
Net Golf Funds	199,543	(509,098)	(501,875)	(1,237,950)	(1,953,665)	(2,748,013)	(3,798,353)	(5,035,587)	

Notes for Baseline Scenario

These figures assume that Wingpointe and Rose Park continue to operate as they are now  
Baseline budget includes the 1st ESCO (lighting improvements, new irrigation system and pilot well at Bonneville, and secondary water improvements for Glendale and Rose Park)

## Salt Lake City Golf Program

	Actual FY-13	Projected FY-14	Budget FY-15	Projected FY-16	Projected FY-17	Projected FY-18	Projected FY-19	Projected FY-20	Total of yrs FY15 to FY20
<b>OPERATIONS FUND - Baseline Scenario</b>									
<b>Revenue</b>									
Green Fees	4,367,521	4,208,213	4,426,000	4,514,520	4,514,520	4,514,520	4,604,810	4,604,810	27,179,180
Golf Cart Rental	1,637,356	1,584,990	1,811,500	1,847,730	1,847,730	1,847,730	1,884,685	1,884,685	11,124,060
Driving Range Fees	308,402	295,738	343,000	349,860	349,860	349,860	356,857	356,857	2,106,294
Merchandise Sales	795,546	764,191	828,000	844,560	844,560	844,560	861,451	861,451	5,084,582
Concessions	97,320	95,998	97,100	99,042	99,042	99,042	101,023	101,023	596,272
Miscellaneous Revenue	412,055	404,894	375,805	383,321	383,321	383,321	390,987	390,987	2,307,742
Revenue Enhancements (Customer Service, Marketing)			150,000	150,000	150,000	150,000	150,000	150,000	900,000
ESCO - Revenue loss during construction at Bonneville (see note)			(100,000)	0	0	0	0	0	(100,000)
Impact of green fee increases on January 2017					180,000	360,000	360,000	360,000	1,260,000
Impact of green fee increases on January 2020							180,000	180,000	180,000
Total Revenue	7,618,200	7,354,024	7,931,405	8,189,033	8,369,033	8,549,033	8,709,813	8,889,813	50,638,130
compared to budget		-3%	-4%	3%	2%	2%	2%	2%	
<b>Expenses</b>									
Operating Expenses			8%	compared to projection					
Personal Services	3,821,891	3,934,768	4,172,823	4,388,008	4,519,648	4,655,237	4,794,894	4,938,741	27,469,351
O&M Supplies	1,291,688	1,168,799	1,195,300	1,231,000	1,268,000	1,306,000	1,434,000	1,566,000	8,000,300
Charges and Services	2,489,465	2,619,781	2,523,573	2,599,000	2,677,000	2,757,000	2,840,000	2,925,000	16,321,573
ESCO savings in utilities			(100,000)	(362,702)	(375,182)	(388,091)	(401,446)	(415,262)	(2,042,683)
Wingpointe Operating Lease for Property		55,000	60,000	65,000	70,000	75,000	80,000	85,000	435,000
Transfers out, PILOT, Gen Fund, & PS Dept. costs	258,077	269,565	252,486	260,000	268,000	276,000	284,000	293,000	1,633,486
Total Operating Expenses	7,861,121	8,047,913	8,104,182	8,180,306	8,427,466	8,681,146	9,031,448	9,392,479	51,817,027
<b>Net before Capital and Debt Service</b>	(242,921)	(693,889)	(172,777)	8,727	(58,433)	(132,113)	(321,635)	(502,666)	(1,178,897)
<b>Capital Outlay and Debt Service</b>									
Capital Outlay (non-financed) - Equip. and Facilities	355,569	99,000	210,000	175,000	175,000	175,000	200,000	200,000	1,135,000
Debt Service for Equipment + Carts #1 (Maintenance)	7,673	7,673	-	-	-	-	-	-	-
Debt Service for Equipment #2 (Maintenance)	238,383	-	-	-	-	-	-	-	-
Debt Service for Equipment #3 (Maintenance)	-	-	-	230,000	230,000	230,000	-	-	690,000
Debt Service for Equipment #4 (Maintenance)	-	-	-	-	-	-	250,000	250,000	500,000
Debt Service for Carts #1 (Pro Shop)	258,173	258,173	-	-	-	-	-	-	-
Debt Service for Carts #2 (Pro Shop)	-	-	-	275,000	275,000	275,000	275,000	275,000	1,375,000
Total Capital Outlay and Debt Service	859,798	364,846	210,000	680,000	680,000	680,000	725,000	725,000	3,700,000
<b>Net Operations after Capital and Debt Service for Baseline</b>	(1,102,719)	(1,058,735)	(382,777)	(671,273)	(738,433)	(812,113)	(1,046,635)	(1,227,666)	(4,878,897)
<b>Cash Reserves Ending Balance for Operations BASELINE</b>									
	(353,396)	(1,412,131)	(1,794,908)	(2,466,181)	(3,204,614)	(4,016,727)	(5,063,362)	(6,291,028)	

Salt Lake City Golf Program

	Actual FY-13	Projected FY-14	Budget FY-15	Projected FY-16	Projected FY-17	Projected FY-18	Projected FY-19	Projected FY-20	Total of yrs FY15 to FY20
<b>CIP Fund Baseline Scenario</b>									
<b>Revenue</b>									
\$1.00 Per 9-Hole Round CIP Fee - January 2012	369,806	350,094	390,000	397,800	397,800	405,756	397,641	405,594	2,394,591
Financing proceeds for 1st Golf ESCO	-	-	6,141,572	-	-	-	-	-	6,141,572
Total Revenue	369,806	350,094	6,531,572	397,800	397,800	405,756	397,641	405,594	8,536,163
<b>Expenses</b>									
Capital Outlay (non-financed) - \$1 CIP Placeholder	-	-	-	-	-	-	-	-	-
Capital outlay and fees for 1st Golf ESCO	-	-	6,141,572	-	-	-	-	-	6,141,572
Debt service for 1st Golf ESCO	-	-	-	462,602	375,082	387,991	401,346	415,162	2,042,183
Total Expense	0	0	6,141,572	462,602	375,082	387,991	401,346	415,162	8,183,755
<b>Net CIP Fund for Baseline Scenario</b>	369,806	350,094	390,000	(64,802)	22,718	17,765	(3,705)	(9,568)	352,408
<b>Cash Reserves Ending Balance for CIP Fund BASELINE</b>	552,939	903,033	1,293,033	1,228,231	1,250,949	1,268,714	1,265,009	1,255,441	

Salt Lake City Golf Program

	Actual FY-13	Projected FY-14	Budget FY-15	Projected FY-16	Projected FY-17	Projected FY-18	Projected FY-19	Projected FY-20	Total of yrs FY15 to FY20
<b>COMBINED FUNDS - Baseline Scenario</b>									
<b>Cash flow</b>									
Total Revenue	7,988,006	7,704,118	14,462,977	8,586,833	8,766,833	8,954,789	9,107,454	9,295,407	59,174,293
Total Expense	8,720,919	8,412,759	14,455,754	9,322,908	9,482,548	9,749,137	10,157,794	10,532,641	63,700,782
Net Golf Funds	(732,913)	(708,641)	7,223	(736,075)	(715,715)	(794,348)	(1,050,340)	(1,237,234)	(4,526,489)
<b>Cash Reserves Ending Balances, By Fund</b>									
Total Operating	(353,396)	(1,412,131)	(1,794,908)	(2,466,181)	(3,204,614)	(4,016,727)	(5,063,362)	(6,291,028)	
Total CIP	552,939	903,033	1,293,033	1,228,231	1,250,949	1,268,714	1,265,009	1,255,441	
Net Golf Funds	199,543	(509,098)	(501,875)	(1,237,950)	(1,953,665)	(2,748,013)	(3,798,353)	(5,035,587)	

Notes for Baseline Scenario

These figures assume that Wingpointe and Rose Park continue to operate as they are now  
Baseline budget includes the 1st ESCO (lighting improvements, new irrigation system and pilot well at Bonneville, and secondary water improvements for Glendale and Rose Park)



## Salt Lake City Golf Program

	Actual FY-13	Projected FY-14	Budget FY-15	Projected FY-16	Projected FY-17	Projected FY-18	Projected FY-19	Projected FY-20	Total of yrs FY15 to FY20
<b>OPERATIONS FUND - Baseline Scenario</b>									
<b>Revenue</b>									
Green Fees	4,367,521	4,208,213	4,426,000	4,514,520	4,514,520	4,514,520	4,604,810	4,604,810	27,179,180
Golf Cart Rental	1,637,356	1,584,990	1,811,500	1,847,730	1,847,730	1,847,730	1,884,685	1,884,685	11,124,060
Driving Range Fees	308,402	295,738	343,000	349,860	349,860	349,860	356,857	356,857	2,106,294
Merchandise Sales	795,546	764,191	828,000	844,560	844,560	844,560	861,451	861,451	5,084,582
Concessions	97,320	95,998	97,100	99,042	99,042	99,042	101,023	101,023	596,272
Miscellaneous Revenue	412,055	404,894	375,805	383,321	383,321	383,321	390,987	390,987	2,307,742
Revenue Enhancements (Customer Service, Marketing)			150,000	150,000	150,000	150,000	150,000	150,000	900,000
ESCO - Revenue loss during construction at Bonneville (see note)			(100,000)	0	0	0	0	0	(100,000)
Impact of green fee increases on January 2017					180,000	360,000	360,000	360,000	1,260,000
Impact of green fee increases on January 2020							180,000	180,000	180,000
Total Revenue	7,618,200	7,354,024	7,931,405	8,189,033	8,369,033	8,549,033	8,709,813	8,889,813	50,638,130
compared to budget		-3%	-4%	3%	2%	2%	2%	2%	
<b>Expenses</b>									
Operating Expenses			8%	compared to projection					
Personal Services	3,821,891	3,934,768	4,172,823	4,388,008	4,519,648	4,655,237	4,794,894	4,938,741	27,469,351
O&M Supplies	1,291,688	1,168,799	1,195,300	1,231,000	1,268,000	1,306,000	1,434,000	1,566,000	8,000,300
Charges and Services	2,489,465	2,619,781	2,523,573	2,599,000	2,677,000	2,757,000	2,840,000	2,925,000	16,321,573
ESCO savings in utilities			(100,000)	(362,702)	(375,182)	(388,091)	(401,446)	(415,262)	(2,042,683)
Wingpointe Operating Lease for Property		55,000	60,000	65,000	70,000	75,000	80,000	85,000	435,000
Transfers out, PILOT, Gen Fund, & PS Dept. costs	258,077	269,565	252,486	260,000	268,000	276,000	284,000	293,000	1,633,486
Total Operating Expenses	7,861,121	8,047,913	8,104,182	8,180,306	8,427,466	8,681,146	9,031,448	9,392,479	51,817,027
<b>Net before Capital and Debt Service</b>	(242,921)	(693,889)	(172,777)	8,727	(58,433)	(132,113)	(321,635)	(502,666)	(1,178,897)
<b>Capital Outlay and Debt Service</b>									
Capital Outlay (non-financed) - Equip. and Facilities	355,569	99,000	210,000	175,000	175,000	175,000	200,000	200,000	1,135,000
Debt Service for Equipment + Carts #1 (Maintenance)	7,673	7,673	-	-	-	-	-	-	-
Debt Service for Equipment #2 (Maintenance)	238,383	-	-	-	-	-	-	-	-
Debt Service for Equipment #3 (Maintenance)	-	-	-	230,000	230,000	230,000	-	-	690,000
Debt Service for Equipment #4 (Maintenance)	-	-	-	-	-	-	250,000	250,000	500,000
Debt Service for Carts #1 (Pro Shop)	258,173	258,173	-	-	-	-	-	-	-
Debt Service for Carts #2 (Pro Shop)	-	-	-	275,000	275,000	275,000	275,000	275,000	1,375,000
Total Capital Outlay and Debt Service	859,798	364,846	210,000	680,000	680,000	680,000	725,000	725,000	3,700,000
<b>Net Operations after Capital and Debt Service for Baseline</b>	(1,102,719)	(1,058,735)	(382,777)	(671,273)	(738,433)	(812,113)	(1,046,635)	(1,227,666)	(4,878,897)
<b>Cash Reserves Ending Balance for Operations BASELINE</b>									
	(353,396)	(1,412,131)	(1,794,908)	(2,466,181)	(3,204,614)	(4,016,727)	(5,063,362)	(6,291,028)	

Salt Lake City Golf Program

	Actual FY-13	Projected FY-14	Budget FY-15	Projected FY-16	Projected FY-17	Projected FY-18	Projected FY-19	Projected FY-20	Total of yrs FY15 to FY20
<b>CIP Fund Baseline Scenario</b>									
<b>Revenue</b>									
\$1.00 Per 9-Hole Round CIP Fee - January 2012	369,806	350,094	390,000	397,800	397,800	405,756	397,641	405,594	2,394,591
Financing proceeds for 1st Golf ESCO	-	-	6,141,572	-	-	-	-	-	6,141,572
Total Revenue	369,806	350,094	6,531,572	397,800	397,800	405,756	397,641	405,594	8,536,163
<b>Expenses</b>									
Capital Outlay (non-financed) - \$1 CIP Placeholder	-	-	-	-	-	-	-	-	-
Capital outlay and fees for 1st Golf ESCO	-	-	6,141,572	-	-	-	-	-	6,141,572
Debt service for 1st Golf ESCO	-	-	-	462,602	375,082	387,991	401,346	415,162	2,042,183
Total Expense	0	0	6,141,572	462,602	375,082	387,991	401,346	415,162	8,183,755
<b>Net CIP Fund for Baseline Scenario</b>	369,806	350,094	390,000	(64,802)	22,718	17,765	(3,705)	(9,568)	352,408
<b>Cash Reserves Ending Balance for CIP Fund BASELINE</b>	552,939	903,033	1,293,033	1,228,231	1,250,949	1,268,714	1,265,009	1,255,441	



## Back to Staff Report

SALT LAKE CITY EXTENDED MARKET PUBLIC GOLF FEES						
1-Apr-14						
Salt Lake City Courses						
Salt Lake County Courses						
GOLF COURSE	HOLES	TYPE	STANDARD GREEN FEE 9/18	STANDARD SENIOR FEE 9/18	JUNIOR FEE	GOLF CAR RENTAL
Mick Riley Par 3	9	Par 3	\$7/\$14	\$6/\$12	\$6/\$12	\$7/\$14
Mulligan's Par 3-Meadow	9	Par 3	\$8/\$16	\$7.50/\$15	\$7.50/\$15	\$6/\$12
Jordan River Par 3	9	Par 3	\$8/\$16	\$7/\$14	\$6/\$12	\$7/\$14
Fore Lakes-Par 3	9	Par 3	\$8.50/\$17	\$7.50/\$15	\$5/\$10	\$6/\$12
Mulligan's Executive-Ridge	9	Executive	\$9.50/\$19	\$9/\$18	\$9/\$18	\$6/\$12
Central Valley	9	Executive	\$10/\$20	\$7.50/\$15	\$7.50/\$15	\$5/\$10
Fore Lakes-Executive	9	Executive	\$11/\$22	\$9/\$18	\$7/\$14	\$6/\$12
Lakeside-West Bountiful	18	Regulation	\$12.50/\$25	\$10.50/\$21	\$8/\$16	\$6.50/\$13
Nibley Park	9	Regulation	\$13/\$26	\$11/\$22	\$8/\$16	\$7/\$14
Eaglewood	18	Regulation	\$13/\$26	\$10/\$20	\$8/\$16	\$7/\$14
River Oaks	18	Regulation	\$14/\$27-\$15/\$28	\$10.50/\$20	\$10.50/\$20	\$7/\$13
Mick Riley	9	Regulation	\$14/\$28	\$11/\$22	\$8/\$16	\$7/\$14
Meadowbrook	18	Regulation	\$14/\$28	\$11/\$22	\$8/\$16	\$7/\$14
Mountain View	18	Regulation	\$14/\$28	\$11/\$22	\$8/\$16	\$7/\$14
Murray Parkway	18	Regulation	\$14/\$28	\$11.50/\$23	\$8/\$16	\$7/\$14
Forest Dale	9	Regulation	\$14/\$28	\$12/\$24	\$8/\$16	\$7/\$14
Rose Park	18	Regulation	\$14/\$28	\$12/\$24	\$8/\$16	\$7/\$14
Bountiful Ridge	18	Regulation	\$14/\$28	\$12/\$24	n/a	\$7/\$14
Riverbend	18	Regulation	\$14/\$28-\$15/\$30	\$12/\$24	\$8/\$16	\$7/\$14
Westridge	18	Regulation	\$15/\$30	\$9/\$18	\$8/\$15	\$7/\$14
Stonebridge	27	Regulation	\$15/\$30	\$9/\$18	\$6.50/\$13	\$7/\$14
Glendale	18	Regulation	\$15/\$30	\$13/\$26	\$8/\$16	\$7/\$14
Davis Park	18	Regulation	\$15/\$30	\$12/\$24	\$8.50/\$17	\$7/\$14
Valley View	18	Regulation	\$15/\$30	\$12/\$24	\$8.50/\$17	\$7/\$14
*South Mountain	18	Regulation	\$15/\$28-\$17/\$33	\$11/\$22	\$8/\$16	\$7/\$14
Old Mill	18	Regulation	\$16/\$32-\$17/\$34	\$12/\$24	\$10/\$17	\$7/\$14
Wingpointe	18	Regulation	\$17/\$33	\$14/\$27	\$8/\$16	\$7/\$14
Soldier Hollow	36	Regulation	\$33	\$26	\$18	\$7/\$14
Wasatch Mtn State Park	36	Regulation	\$16.00/\$33-\$17/\$35	\$13/\$26-\$17/\$35	\$9/\$18	\$7/\$14
Bonneville	18	Regulation	\$18.50/\$35	\$15.50/\$29	\$8/\$16	\$7/\$14
Mountain Dell	36	Regulation	\$18.50/\$35	\$15.50/\$29	\$8/\$16	\$7/\$14
The Homestead (Crater Springs)	18	Regulation	\$30/\$49-\$35-\$59	\$16/\$35	%50 off with paying adult	\$15-\$20
#Park City	18	Regulation	\$17/\$34-\$23.50/\$47	n/a	n/a	\$7.50/\$15

\*South Mountain requires mandatory cart rental

#Park City higher green fees are non-resident (outside the local school district boundaries)