



Memorandum

CITY COUNCIL *of* SALT LAKE CITY

TO: City Council Members

FROM: Jennifer Bruno and Allison Rowland
Council Staff

DATE: January 20, 2015

RE: **Update on Golf Fund Process**

Council Sponsor: *n/a - Budget*

This memo is intended to update the Council on staff progress in the process the Council established to address the City's Golf Fund issues. Last July, the Council established a process designed to gather multiple outside perspectives on potential solutions for the Golf Fund, and provide an independent review of these ideas by business experts. The basic outline of the process is as follows:

1. **Public Outreach** – provide information and solicit public feedback through council comments,
2. **Call for Ideas**, and **Open City Hall**.
3. **Public Call for Ideas/Online Document Resource Library** – provide detailed information on SLC Golf and solicit ideas from the public (deadline December 1, 2014).
4. **Golf Fund Citizen Task Force** – citizens appointed by the Council for their expertise in business, finance and golf operations review the ideas submitted by members of the public and recommend options for the Council to consider at the January 20th work session. Members of the Task Force, and relevant business/golf experience include :
 - o Rick Bennion (chair) – *retired, corporate finance, former real estate developer*
 - o Mark Ban – *independent business consultant*
 - o Natalie Gochnour – *public service and private-sector business experience, currently Associate Dean, David Eccles School of Business, University of Utah*
 - o Linda Hamilton – *retired; former Salt Lake County Public Works Director; former Salt Lake County manager; former Salt Lake City Library Director*
 - o Brian Hulse – *attorney with finance and business transaction experience, including golf course development.*
 - o Judy Reese-Cullen – *private-sector marketing and accounting director*
 - o Joe Tonumaipaea – *investment banker and tax operations analyst*
5. **Municipal Finance Consultant** – concurrent with the Golf Fund Task Force review of ideas from the public, the Council's consultant reviews the Golf Fund's situation with a focus on municipal finance, and makes recommendations to the Council at the January 20th work session.

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6. **CURRENT STEP** - Council hears Task Force and consultant recommendations during work session, schedules a public hearing (consider February 3 public hearing date).
7. **Next Step:** Council holds public hearing and makes a recommendation to the Administration in early February.

Tentative structure of January 20, 2015 Council Work Session

The Council Work session on January 20th will include (order to be established by Council Chair):

- **Council staff review of process** – Council staff will give a brief introduction and review the status of public process for this policy topic, as outlined by the City Council.
- **Presentation of recommendations from the [Golf Fund Citizen Task Force](#)** – the Chair of the Golf Fund Citizen Task Force, Rick Bennion, will present a matrix of recommendations regarding the Golf Fund to the Council, based on the Task Force's review of ideas submitted to the Public Call for Ideas, and their own professional experience and expertise.
- **Presentation of recommendations from the City's [municipal finance consultant](#)** - The City's Municipal Finance Consultant, Robin Haley, Matrix Consulting, will present preliminary findings and options for the City Council to consider based on professional experience with municipalities, discussions with stakeholders, review of best practices, and review of ideas from the public.
- **Tentative - Presentation from [University of Utah student group](#)** – Students from the University of Utah will present a summary of their recommendations, submitted to the Council as part of the Public Call for Ideas process.
- **Tentative – Presentation from [Westminster University student group](#)** – Students from Westminster University will present a summary of their recommendations, submitted to the Council in the Public Call for Ideas process.
- **Council discussion and wrap-up** – The Council will have an internal discussion about next steps, including whether or not to narrow down ideas to forward to the Public Hearing (consider setting date of February 3, 2015, for public hearing).

Citizen Golf Fund Task Force Recommendation

The Chair of the Golf Fund Task Force will be presenting the Task Force's recommendations to the Council. The Task Force arrived at these recommendations after meeting and discussing all of the ideas received in the Public Call for Ideas, and drawing from their relevant professional expertise. Staff has attached the presentation outlining the [Task Force's recommendation](#) for the Council's review.

Summary of ideas received in Public Call for Ideas

Staff has summarized the main concepts suggested by the public (many were mentioned in more than one submission) and organized them into those that do or do not satisfy the Council's adopted Guiding Policy Principles ([Guiding Policy Principles included in Attachment 1](#)). For convenience, these concepts are listed below in no particular order and grouped by subject matter. Note that some of these ideas are mutually exclusive and that only a small share of them was subject to a fiscal analysis by their authors.

Ideas that satisfy the Council's adopted policy statements

- **Dynamic pricing**

- Á Develop an App to implement dynamic pricing and track users more accurately to improve marketing
- Á Alternative revenue sources
 - Á Sponsorships
 - Á Advertising
 - Á Partnerships
 - Á Donation account for courses
 - Á Charge for alternative uses such as disc golf or dog walking
 - Á City Golf fundraiser tournament
 - Á Leverage food service to increase revenue
- Á Reduce expenses
 - Á Staffing restructure – using fewer pros to staff courses or alternative maintenance staffing
 - Á Restrict capital improvements to secondary water
 - Á Close course(s):
 - Á Wingpointe
 - Á Forest Dale
 - Á Convert all courses on Jordan River to nature preserves (through a public bond to cover capital expenses)
 - Á Transfer Wingpointe to Airport
 - Á Convert unused portions of courses to less water-intensive uses
 - Á Eliminate concessions in favor of vending machines
 - Á Use volunteer labor to maintain pond and other amenities
- Á Other ideas
 - Á Improvements in marketing - Understand market for each course better and position them accordingly
 - Á Creative discounts for target audiences, including perks for regular players
 - Á More competitive pricing/Reduce green fees
 - Á Raise green fees/Increase fees for prime weekends
 - Á Keep variety of courses for various skill levels
 - Á Specific requests to keep Rose Park Golf Course open

Ideas that may satisfy the Council’s adopted policy statements, depending on specific details

- Á Idea from Citizen Task Force - Hire a “corporate fixer” or “game changer” to oversee new leadership strategy
- Á Install secondary water at all golf courses (some proposals call for the General Fund to pay the bond, others are silent on who pays)
- Á Build new Bonneville clubhouse and new driving range
 - Á Some proposals are silent on how to pay for a new clubhouse
 - Á One proposal suggests a privately-funded clubhouse at Bonneville and potential replication at other courses
- Á Build new clubhouse at Mountain Dell
- Á Restructure management
 - Á Eliminate upper management
 - Á Pros form their own LLC and are paid on revenues, but keep City benefits (to be paid for by management efficiencies)

Ideas that fall outside the Council's adopted policy statements

- Á City subsidy
 - Á Treat golf like other sports, which are subsidized by the General Fund
 - Á City pays for capital improvements at courses, or for **extraordinary maintenance costs at courses**
- Á Sell and/or develop land
 - Á Sell or lease "excess" land for development at Bonneville Golf Course (along Foothill, and within Bonneville) to provide Capital for Improvements at Bonneville
 - Á Close Wingpointe and Forest Dale, then sell Fairmont Park for development
 - Á Sell one course and use the money to benefit others
 - Á Sell Jordan River Par 3 Course for maximum value as commercial development

Additional Background on the Public Call for Ideas Process

- Á This is a new process that the Council established to gather a wide variety of perspectives on Golf Fund data (financial and other) and enrich their recommendations.
- Á Staff posted details of **this process on the Council's website [here](#)**. Staff created an online **[Golf Resource Library](#)** to be a central location for all data and documents reviewed by the Council as a part of this process (Council Policy Principles and previous Council Staff reports are also included in this Library).
- Á Administration and Council Staff conducted an Orientation session to introduce the public to the documents in the Library and answer questions. This session was filmed and posted on the **Council's website for the benefit of those that weren't able to attend**.
- Á Staff also requested that the Administration send information to various City boards, including the Golf Advisory Board and Parks Board.
- Á The Golf Fund Task Force as well as the municipal financial consultant reviewed all the public ideas in depth to vet them and recommend the most promising concepts to the Council.

Attachments

- Attachment 1- **[Guiding Policy Principles](#)**
- Attachment 2 – **[Detailed Process Update Chart](#)**
- Attachment 3 – **[Golf Fund Task Force Recommendations](#)**
- Attachment 4 – **[Matrix Consulting Recommendations](#)**
- Attachment 5 – **[All ideas received in Public Call for Ideas](#)**
- Attachment 6 – **[Open City Hall Comments](#)**

Attachment 1 – Council’s Adopted Guiding Policy Principles

ADOPTED AUGUST 1, 2014

1. Make decisions based on the best interest of Salt Lake City residents
2. The status quo is not financially sustainable.
3. The Golf Fund should be self-sustaining and without general fund.
4. Making changes to the status quo operation plan 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. This includes measures like:
 - 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
5. All City courses are valuable and serve a distinct clientele and niche in the market. All have the potential to draw more customers as there are no courses that are 100% utilized.
6. The increase in the number of golf courses in the past 25 years relative to the number of golfers, makes it difficult to significantly improve the financial position of the Golf Fund.
7. Oversupply puts a downward pressure on pricing for all golf courses in the market.
8. It is possible that reducing the number of golf courses may improve the overall financial sustainability of the region’s golf market.
9. Neighborhood quality of life is enhanced by adjacent Open Space, regardless of use, and therefore should be protected.
10. Commercial development on open space should be avoided wherever possible.
11. It is the fiduciary responsibility of the City Council to provide guidance to solve the Golf Fund’s long term financial problems.
12. Any re-purposing of golf courses should add value for the neighborhood and its residents, and benefit residents through high quality amenities.
13. All solutions for the golf fund’s financial issues will be evaluated on a 10 Year basis.
14. Individual courses will be evaluated based on the following criteria:
 - rate of change of rounds (growth or decline)
 - revenue per round.
15. Investigate innovative financing and zoning to support economic development and revenue generation adjacent to golf courses.
16. Funds generated through the \$1 per round CIP Fee, shall be dedicated to CIP purposes, and not used to balance the operational deficit.

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:**

1. Proximity to other amenities
2. Proximity to major roads or ease of traffic access
3. Traffic impact to surrounding neighborhoods
4. Surrounded by neighborhoods
5. Does the course make money (support the system)
6. Does the course lose money (draw on the system)
7. Rounds played
8. Revenue per round
9. Momentum of rounds played (rate of change)

Attachment 2 – Detailed Process Update Chart

Timeframe	Item	Status/Updates
September-present	Online Document Resource Library	The Online Document Resource Library includes detailed information on a variety of aspects related to the Golf Fund including past and projected budget, rounds, detailed course information and other information. It has been continuously updated with information and answers to questions raised by members of the public. Additionally, the various responses received by the Council Office to the Call for Ideas have been posted here.
September-December 1	Public Call for Ideas Ask for ideas from members of the Public to help address Golf Fund financial issues. Deadline for ideas is December 1.	As of December 1, the Council Office received 5 official full “proposals,” and approximately 60 written comments containing various suggestions for improving the Golf Fund (attached here). These ideas were forwarded to Council Members, the Administration, the Golf Fund Citizen Task Force, as well as the Council’s financial consultant. The Golf Fund Citizen Task Force discussed these ideas in depth. Staff met with professors and students at the University of Utah and Westminster College to answer questions and clarify the Council’s process. Staff also fielded follow-up questions from members of the public on detail included in the on-line document resource library. Staff also summarized the main general ideas suggested by the public in the staff report. <i>For additional background on this process and steps taken so far, see section below this table.</i>
October-January	Municipal Finance Consultant Review of Golf Fund and Review of Public ideas	The consultant met with multiple Council Members as well as members of City Council and Administrative Staff. They will present preliminary recommendations at the January 20 th Council work session. <i>*Note: This is a different consultant with a different scope of work than the previous study that was conducted by the National Golf Foundation.</i>
October-January	Citizen Task Force Task force of citizens appointed by the Council with business/golf/related open space experience to review the ideas received by members of the public, and the Council’s consultant.	The task force met to familiarize themselves with the topic and review, in-depth, the proposals submitted by members of the public. The task force crafted comprehensive recommendations that they will present to the Council at the January 20 th Council meeting.
January 20, 2015	CURRENT STEP - Council Work Session Briefing	The Council will receive a briefing from the Citizen Task Force and the Council’s consultant regarding preferred/recommended ideas.
February , 2015	Public Hearing	A public hearing date can be set on January 20 th formal meeting. Staff has suggested the date of February 3, 2015 for a public hearing on the topic.
Mid February 2015	Council Decision/ Recommendation to Mayor	

[Back to Staff Report](#)

SALT LAKE CITY GOLF ANALYSIS

2014

Student Consultants at Westminster College



"Without changes, the system will lose \$800,000 per year just in the course of normal business. In addition, the courses need about \$20 million in maintenance and infrastructure upgrades over the next 10 to 15 years."

(Salt Lake City Council, 2014)



18.27 %

12 year decline in Rounds Played



37.84 %

Total average capacity utilization



94,109

Fewer round of golf played than in 2001

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Golf is a game whose aim is to hit a very small ball into an even smaller hole, with weapons singularly ill-designed for the purpose.

- Winston Churchill

Scope of the Analysis

Salt Lake City has seven golf courses that are performing at an overall deficit. The purpose of this document is to improve the seven courses by seven different student consultants. The main goal is to attain financial sustainability for each course. Each consultant will prepare a business plan for his or her course. Then an overall business plan will be made for all seven courses.

The business plan will include the following; A Situational Analysis, SWOT Analysis, Competitor Analysis, Demographic Analysis, Target Market, Marketing Analysis, and Recommendations. The recommen-

dations will include both long-term solutions and short-term solutions. The objectives for the business plan are to become financially self-sustainable, start taking on delayed maintenance on courses, create strategic business and marketing plans, overcome short-term and long-term deficits, and build the community.

These documents will then be presented to the Salt Lake City council or Golf Fund Committee for review and consideration on what is to be done with the courses.



I have a tip that can take five strokes off anyone's golf game: It's called an eraser.

- Arnold Palmer

Salt Lake City Council

GUIDING POLICY PRINCIPLES FOR CHANGES TO THE GOLF ENTERPRISE FUND

1. Make decisions based on the best interest of Salt Lake City residents.

2. The status quo is not financially sustainable.

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It is the fiduciary responsibility of the City Council to provide guidance to solve the Golf Fund's long term financial problems.

Mission Statement

for the Salt Lake City Golf Program

To provide Salt Lake City residents and visitors of all ages with a broad spectrum of well-maintained, professionally managed, competitively-priced public golf facilities and activities, as well as to offer quality special event, golf instruction, retail merchandise, and food & beverage products and services, all while enhancing the quality of life by contributing to the attractiveness of the community, conserving natural green space and wildlife habitat in an urban environment, assisting with economic growth and vitality, and managing these recreational assets on a financially self-sustaining and environmentally sustainable basis.

A close-up photograph of a golf club head and a white golf ball resting on a lush green golf course. The background is a soft-focus view of a golf course with rolling hills and a clear sky.

Inside each and every one of us is our one, true authentic swing. Something we was born with. Something that's ours and ours alone. Something that can't be learned... something that's got to be remembered.

- Legend of Bagger Vance

Student Consultants at Westminster College



Robert McKee - Bonneville

Senior, Economics from Westminster College

I have been a part of the Westminster's Mens Golf Team for the past four year. Have been a professional caddy for the past 5 years. I spent the last 5 summers working maintenance at Manito Golf & Country Club in Spokane, Washington. Along with golf, I enjoy the outdoors which is how I ended up in Salt Lake City. I am interested in working in Golfing or Financial Industry.



Ryan Cummings - Mountain Dell

Junior, Business Administration at Westminster College, BA Brooks Institute

Besides working full time as a photographer in the wedding and portrait industry, I also enjoy adjunct teaching positions at Salt Lake Community College and the University of Utah, where I share my love of photography with my students. I am also enjoying my studies in Business Administration at Westminster College where I currently enjoy a 4.0 GPA.



Suzi Ayers - Nibley Park

Senior, Economics at Westminster College

I am originally from Boise, Idaho, and that is where my immediate family resides now. I got the opportunity to live in Sunderland, England, for the Fall semester in 2014 and look to travel more.



Stephen Matthews - Forest Dale

Senior, Finance at Westminster College

I am a member of the Mens Basketball Team and Alpha Chi. I interned at Crewe Capital, a boutique investment bank in Salt Lake City, and currently work at Lincoln Financial Advisors. In my free time I enjoy hiking, sports, and reading.



Joshua Ambrose - Wingpointe

Senior, Accounting at Westminster College

I am currently employed as an Analyst at CIT Group. Previously, I have interned as a Financial Counselor with AAA Fair Credit Foundation. I have also volunteered with small businesses doing various bookkeeping, and concurrently work with the Utah Association of CPAs.



Sarah Auchincloss - Glendale

Junior, Accounting at Westminster College

The name Auchincloss was first used by the ancient Strathclyde-Briton people of the Scottish / English Borderlands. The first Auchincloss family lived in the borony of Auchinleck in Ayrshire or from Affleck in Angus.



Daniel Ramirez - Rose Park

Senior, Economics at Westminster College

I am a Utah native and have lived around the Salt Lake area my entire life. I am currently interning at an energy consulting firm by the name of Energy Strategies. My academic interests are economic development as well as investments. I have a passion for soccer, music, the outdoors and traveling.



Executive Summary

Salt Lake City operates a diverse collection of golf courses. Although the Golf Enterprise Fund's stability and viability is currently challenged, steps can be taken to improve the quality and longevity of the City's Golf Program.

The Golf Enterprise Fund is losing money on an annual basis in a substantial amount. In addition, the Salt Lake City Council has established policies regarding the recovery of the fund that significantly affect the Fund's ability to recover. Not selling off any of the land and not spending any money to facilitate the needed changes for the golf program to recover are two of the biggest obstacles to a meaningful recovery.

There are, however, several items that are critical to the recovery of the golf program. They are listed below in order of priority.

At current performance, the Enterprise Fund will have a \$6 million deficit by 2020.

- When asking for a business plan, we were told in an e-mail dated November 18, 2014 that the Golf Fund does not have a business plan (Rowland, 2014). A master business plan needs to be developed for the Golf Fund. It needs to address the Golf

Fund in general as well as addressing the individual needs of the separate courses based on their location, condition, clientele, and character.

- Updated branding is something that desperately needs to happen. The logos and web site

Updated branding is essential

are extremely outdated and difficult to navigate. A fresh reworking of the logos and a new, stylish and functioning web site would be a tremendous help towards attracting new customers and retaining existing ones.

- An advertising plan needs to be put in place. It needs to be understood that each of the courses are different and unique. Blanket marketing simply cannot be done and hope that it will attract customers to all the golf courses. Target marketing needs to be emphasizes

as it is critical to attracting the type of customers that will patronize the different courses.

- Excessive compensation at the City level needs to be addressed. We recommend an external audit

The city and its residents benefit from the open space that the golf courses provide.

to determine why the overhead at the city is so high.

The Salt Lake City Golf Program is already in its death spiral. If substantial changes are not made immediately to the way the Golf Fund operates, it is estimated that within the next 5 years the Enterprise Fund will be completely bankrupt and insolvent and one of three things will happen:

Option 1: The land will be sold off at commercial value to pay for the final expenses of the Enterprise Fund. This is undesirable as the City Council has made it clear that they intend for these lands to remain open space lands.

Option 2: The tax payers of Salt Lake City will be forced to subsidize the golf program through some form of newly established tax. The residents of Salt Lake City are likely to be unhappy about this prospect.

Taxes could end up subsidizing the golf courses

Option 3: The golf courses will be closed and the Enterprise Fund dissolved. The land management will transfer to the general city fund with the land converted to city parks or other city-run open space land.

Each golf course needs to be marketed individually

This would ultimately result in the residents of Salt Lake City paying for the maintenance of the parks through taxes which will, no doubt, need to be increased to support sudden addition of seven new parks in the city. This option seems the least offensive to most people. The land remains open space, as the City Council wanted. The residence are taxed for its upkeep, but at least all residence have the option to use it as opposed to golfers only. Golfers will lament the loss of the city courses, but have numerous (and often better) choices for their golfing recreation.

If the City Council and Management of the Golf Enterprise Fund do not implement the changes recommended in this report in a timely manner, it is our recommendation that the Golf Enterprise Fund prepare for Option three mentioned above and prepare the public and residents for this eventuality.

Individual Course Summary

Bonneville

Bonneville's biggest concerns moving forward will be the issues with their dated clubhouse and mediocre driving range. Driving ranges and clubhouses have the opportunity to help generate additional revenues outside of people actually playing golf, and Bonneville's unattractive

***Proper
marketing
will greatly
expand the
courses'
income
potential***

facilities are hindering them as a business. By relocating and constructing a new clubhouse, Bonneville will be able to offer a pro shop with more space for merchandise, both male and female friendly locker rooms, and provide dining spaces that could be used for event hosting. Relocating the clubhouse will also provide

space for Bonneville to expand its driving range, allowing them to increase the number of hitting stations. Since the new irrigation system will drastically improve the overall quality of Bonneville's golf course, it is going to be important for Bonneville to provide facilities that accommodate the course.

Mountain Dell

Mountain Dell Golf Course is a premier destination course located in beautiful Parley's Canyon. It has the potential to attract large events and tournaments with its available 36 challenging holes. Mountain Dell is losing this potential business to competitive courses in Park City, Heber, Midway and Salt Lake City due to the fact that it does not have a club house equal to the golf course itself. Mountain Dell has

***Mountain
Dell has
immediate
need for
an event
clubhouse***

immediate need for an event style clubhouse, complete with restaurant, banquet hall for 300+ people, conference rooms and other amenities conducive to attracting tournaments and events.

Nibley Park

Nibley Park is a 9-hole course located on 2700 S. 700 E. On the premise, there is a clubhouse that includes a restaurant and Pro Shop. Nibley Park has a strong brand of teaching people how to golf, so they need to capitalize on that factor. Utilizing the marketing budget in the Enterprise Fund can help advertise more players to the course.

Forest Dale

Forest Dale does not have expansion opportunities with the actual Golf Course but it does have the opportunity to increase its customer base. By using excess cash from the marketing budget Forest Dale could use this money to have ads on the radio and billboards. This would make people more aware of Forest Dale as a course, but also

increase participation in their corporate leagues.

Wingpointe

Wingpointe is a large 9-hole and 18-hole course located at the Salt Lake International Airport. It has a clubhouse that features a pro shop and restaurant. Wingpointe's biggest challenge is going to be to better communications with the airport. Improvements with marketing and advertising is going to come from working with the airport because Wingpointe's target market are people experiencing layovers. Wingpointe is going to have to figure out the terms and conditions to the 2017 lease agreement before a proper financial analysis can be done.

Glendale

Small fixes can be made to improve Glendale's facilities and offer customers a more luxurious experience. Building a permanent functioning bathroom facility is the first concern to be addressed.

Rose Park

Rose Park is an 18-hole course located on 120 acres of land

in northwestern Salt Lake City. The course is surrounded by a quaint neighborhood, with the Jordan River dividing the front and back sections of the

Drastic changes are needed to become a sustainable entity

course, and light commercial/industrial operations. The course maintains a small pro shop, a snack bar and a driving range. Its primary target market is the local market within close proximity, as the course is currently inadequate to serve as a destination course. Rose Park is the most economically challenged course in the Salt Lake City public golf system and requires a drastic change if it is to become a sustainable entity. Recommendations to help achieve this goal include active marketing initiatives and a suggested rethink of the course.

###



Bonneville Golf Course



Bonneville Golf Course is a public golf course located in the East Bench of Salt Lake City. Due to the surrounding neighborhoods, its proximity to the University of Utah campus, and easy access, Bonneville is one of the most popular 18 hole golf courses in Utah. Bonneville Golf Course was designed by popular golf course designer William Bell and was opened in 1929. Steve Elliot is the current PGA Head Professional and Steve Campbell is the current Head Superintendent.

Bonneville Mission Statement

Head Professional Steve Elliot provided me with Bonneville's Mission statement during my visit. It reads as follows; Since 1929, the Bonneville Golf Course has been committed to providing a quality playing experience, outstanding professional instruction and the tradition of exceptional customer service at reason-

able prices. Our William Bell design course has hosted many state and local championship events. Bonneville is proud of its Women and Men's Leagues and Junior golf programs. Always a central location for young golfers perfecting their game and old friends gathering to share and create fond memories we invite you to join us for your next round of golf.



Situational Analysis

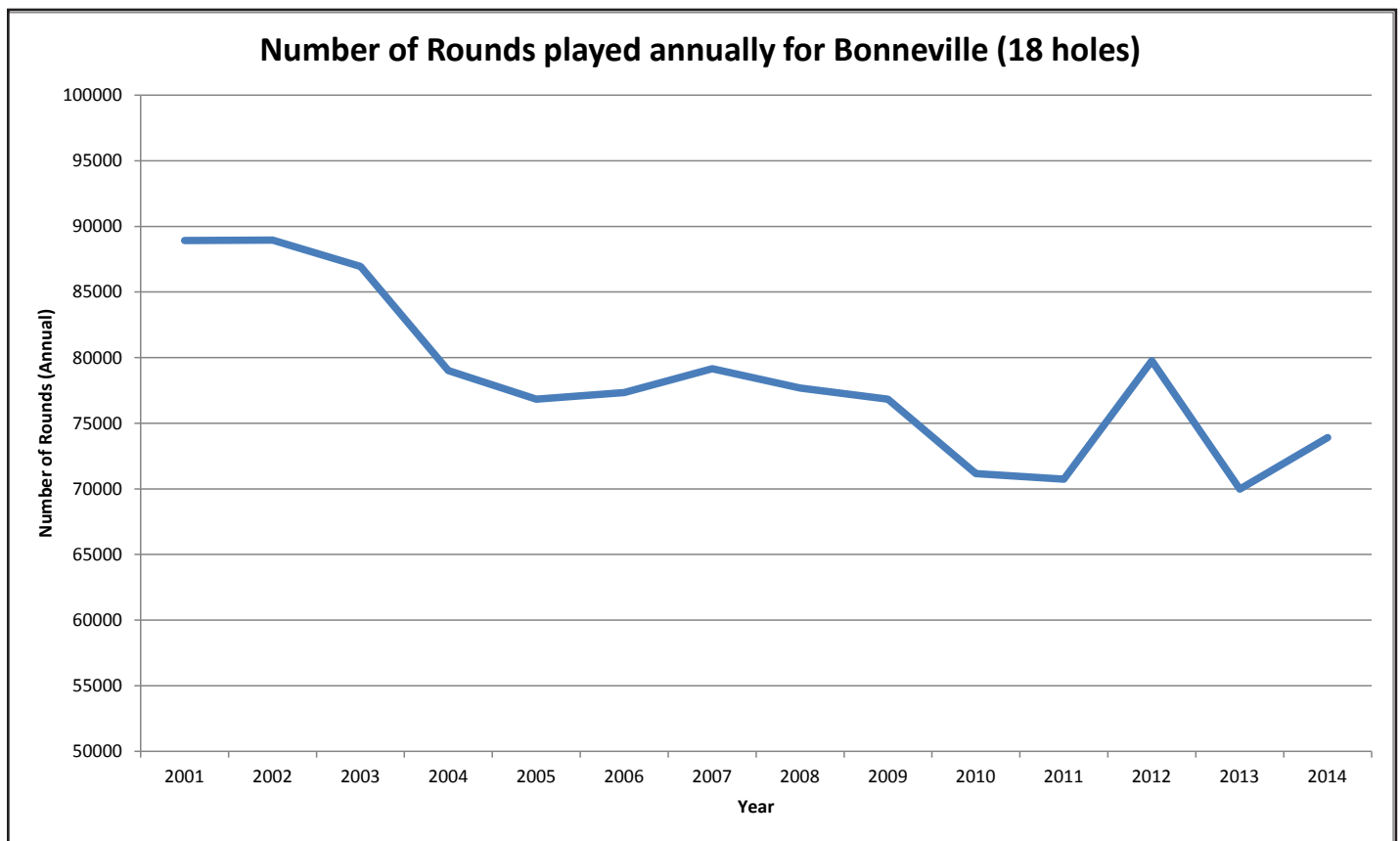
Bonneville is currently one of three profitable city courses. One reason for Bonneville's continual success is due to its location and the surrounding demographic. Bonneville's proximity to major Salt Lake City attractions and universities, as well as being located in the heart of some of Salt Lake's best neighborhoods provides it with an overwhelming amount of local and out of state golfers season round. However, like all city courses, Bonneville is seeing

Junior program doubled in size during the summer of 2014

a gradual decline of profitability that has been ongoing for the last 5 years. Due to its proximity to the Wasatch front, Bonneville has a limited season that is usually restricted to 8-10 months every year.

Bonneville provides both a challenging as well as family-friendly golfing experience, the aesthetics and quality of the golf course have suffered. This is in large part due to a lack of an efficient irrigation system across the entire golf course. Bonneville has been hand watering its golf course for many years now, causing maintenance workers to focus more on





watering than these aesthetic and quality issues. Bonneville also has a restricted driving range, which also has a negative impact on attracting more golfers to their facilities. Bonneville is also in need of a renovated clubhouse down the road that will provide the public with better amenities and facilities.

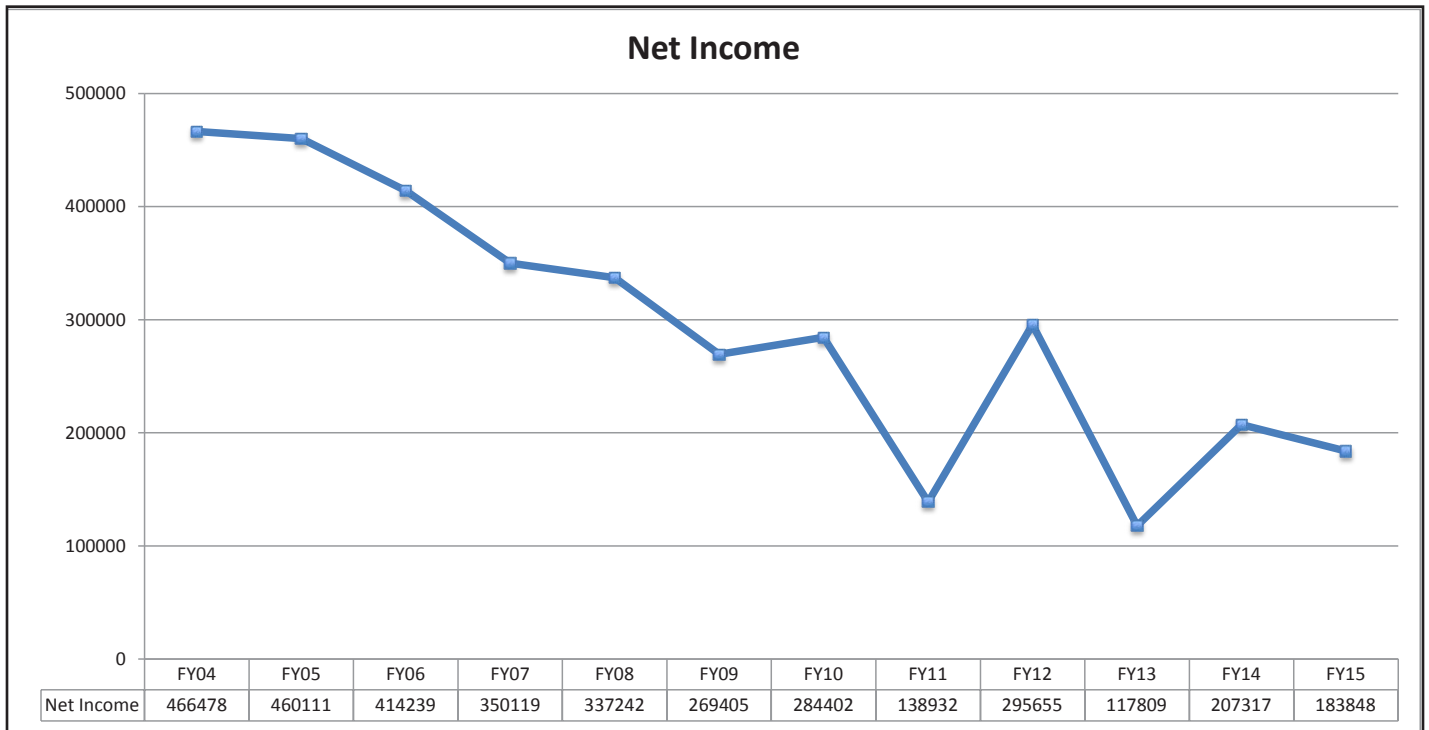
In 2013, Siemens approved Bonneville's plan to construct a new irrigation system that will be operating on secondary water as opposed to primary. The project costs \$3.2 million and has a

payback period of roughly 40 years. The project will include a pilot well to determine if secondary water is available on site. Head Professional Steve Elliot believes the project will take roughly 2 months (February & March) and is hoping the course will be able to remain open during construction. While the cost of constructing a new irrigation system are substantial, it will have a long life span and will help Bonneville maintain a positive outlook moving forward.

Financial Analysis

While Bonneville has been profitable over the last 4 years, it is gradually seeing a decline in net income. Similar to the national trend, Bonneville has been seeing a decrease in the amount of rounds per season. Bonneville is also hand watering major portions of its golf course using primary water and having to pay higher

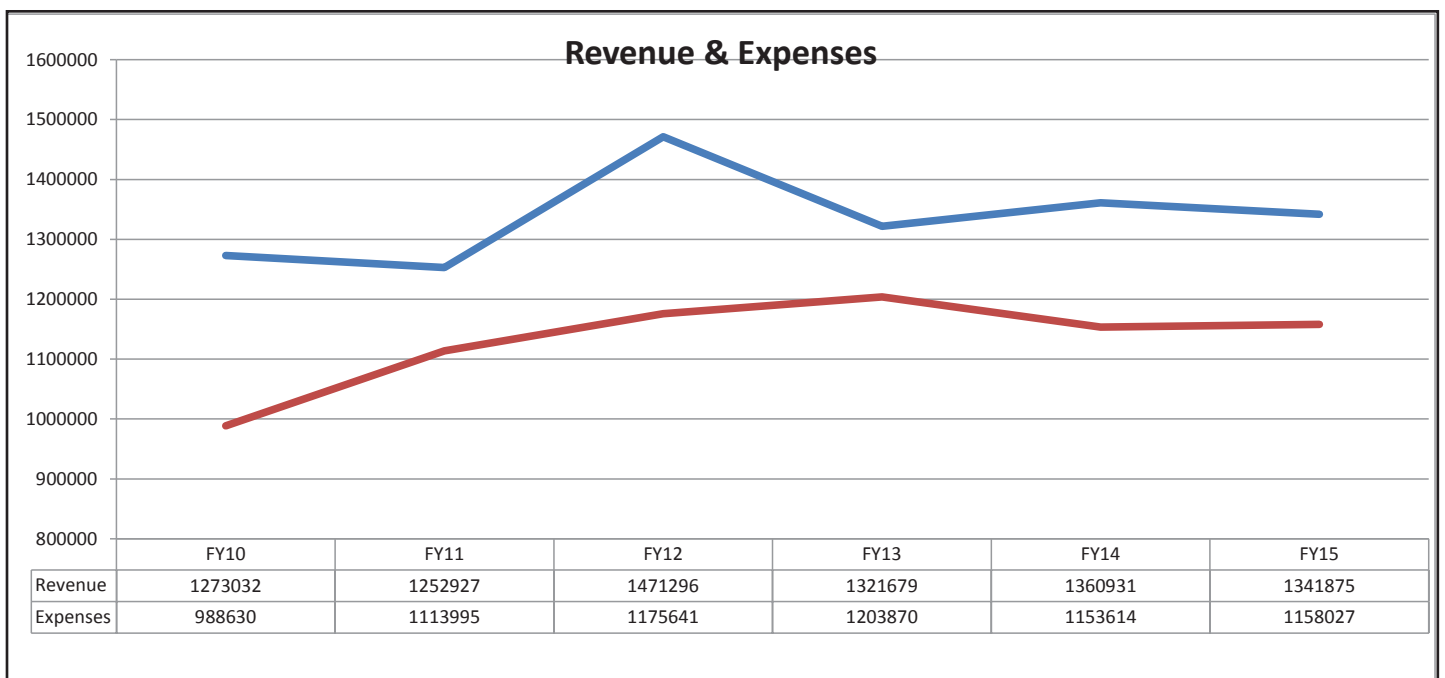
Bonneville provides one of the most scenic golfing experiences in Utah



wages to maintenance workers to stay and water overnight. Over the last four years, Bonneville's expenses have been increasing (Red Line) while their revenues (Blue Line) are plateauing.

Implementing a new irrigation system will drive expenses down because Bonneville will be

operating on secondary water (less expensive) and will no longer need to pay wages to hand waterers. As mentioned in the Situational Analysis, the approved project will cost the city \$3,207,960 and will have a payback period of 39.2 years and will generate water savings of \$41,841 annually. While the up front costs of this



project are high, the project will be extremely beneficial for Bonneville in the long run and the savings can be devoted towards further improvements at Bonneville. A new irrigation system will also allow maintenance workers to focus on other aspects of the course which will further improve the conditions of Bonneville. Better conditions will lead to increase in play, driving revenues up and helping to push Bonneville's net income back in an upward trend. Increased play also has the potential to decrease the payback period of the irrigation project.



sets up perfectly for challenging tournaments and enjoyable rounds of golf.

- Profitable golf course - Bonneville has continued to remain profitable. Their success is due to strong programs and providing a well maintained golf course.
 - Men's and Women's Leagues - Highest GHIN

postings in the state. Bonneville also has a strong relationship with the Utah Golf Association (UGA), hosting a variety of UGA tournaments

- Junior Golf Programs - Bonneville has a successful junior program that continues to grow each year. Junior golfers will be the future of the game, so having them provides a positive outlook for Bonneville.

Weaknesses

- Limited Space to Driving Range
 - Bonneville's Driving Range is restricted in both length and width and only uses restricted flight practice balls. Driving ranges are large sources of revenue and attrac-

SWOT Analysis

Strengths

- Location
 - Located close to schools and parks, Bonneville is surrounded by communities full of active juniors and male and female golfers.
- Quality of Golf Course - Bonneville Golf Course was constructed by William Bell, a renowned golf course architect. The layout



tion, and Bonneville is suffering due to their restrictions.

- Small/Inadequate Facilities (Pro-shop, Snack

With the irrigation system, Bonneville's staff will be able to focus more on the overall quality of the golf course

Bar, Cart Storage) - Bonneville's Clubhouse was constructed around the 1930's. There facilities are extremely dated and provide a negative impression on first time golfers. The pro-shop has little space to market their clubs and apparel and the women's locker room is inadequate.

- Irrigation Challenges - Bonneville lacks a course-wide irrigation system and currently operates on primary water. This leads to increase maintenance and water expenses for Bonneville.

- Maintenance Facility Issues - Proximity to parking lot, no running water, safety issues etc.

Opportunities

- Pilot Well & Secondary Water Irrigation system - Bonneville will construct a pilot well in the northeastern part of the golf course to see if secondary water is available. If available, Bonneville will be able to utilize secondary water and also utilize the terrain (gravity) to irrigate the golf course.
- Upgrade Clubhouse and Practice Facilities - Bonneville has a lot of space available to construct a new clubhouse. By constructing a new golf course slightly south of the existing one, they can provide a wonderful clubhouse as well as expanding their driving range further south.
- Golf Course Improvements will attract all skill levels - Tournaments, business outings, etc.



Threats

- **Competing Golf Courses** - With the city and county courses being so close in proximity, pricing strategies are probably the largest determinant in where a golfer goes. County courses offer fairly similar prices, and the course with better amenities usually wins out. The Salt Lake Country Club is also a key competitor to Bonneville. Due to the relatively wealthy demographics surrounding Bonneville, many families can afford to belong to The Salt Lake Country Club.
- **Irrigation Challenges** - If the pilot well were to come up empty, Bonneville will have to search for alternatives for sources of secondary water. This could lead to higher expenses.

Competitor Analysis

The Country Club of Salt Lake is an important competitor to Bonneville. Due to the highly affluent neighborhoods surrounding Bonneville, many of these people can afford to have memberships to The Country Club. The Country Club has a spectacular golf course and practice facilities that are always kept in wonderful condition. The Country Club also provides other amenities such as dining, event hosting and more. However, The Country Club is private and only members are allowed to use it.

Bonneville has the opportunity to provide a Country Club type experience to the public at extraordinarily less expensive costs. With a more efficient irrigation system and more time being devoted to tee boxes, greens and other aesthetic

and maintenance issues, Bonneville's golf course will be able to provide the same challenges and levels of enjoyment that the Country Club of Salt Lake has to offer. And if Bonneville is able to upgrade their practice facilities and clubhouse, then they will be able to directly compete with the Country Club in terms of other golf course amenities. This will help propel Bonneville to the leading facility in the state and provide the general public with a private club atmosphere.

Demographic & Target Market Analysis

Bonneville has a wide range of demographics. Bonneville has one of the most successful junior programs in the city due to the surrounding area, as well as one of the best Men's and Women's associations. The Median house value in the surrounding area is around \$500,000 with a median annual income of more than \$100,000 and a median age of 44 years old.. The area is also mostly of white population (roughly 94%) and none of the residents in the surrounding area live below the poverty level. Over 70% of the households are family due to proximity to schools and parks. Based on these demographics, it is easy to see why Bonneville attracts many of the public's older and junior golfers.

The target market for Bonneville should continue to be focused on all age groups and all sexes. With a larger span of people learning how to play golf, it is important that Bonneville maintains facilities and course conditions that are suitable for everyone. And with the future of golf depending on junior golfers, Bonneville will need to continue to make junior golf a priority at their course.

Marketing Analysis

Like all other city golf courses, Bonneville's Marketing campaign is restricted due to its limited budget. Bonneville's current marketing campaign goes through radio ads and a Bonneville Golf Course Facebook page that is operated by Bonneville's Assistant professional.

With a limited budget, it is hard to make major recommendations to the current marketing plan. Therefore, it is important that Bonneville is utilizing Facebook and the radio to their highest potential. Everyone working at Bonneville needs to have access and know how to operate the Facebook page. Bonneville should target radio stations that most ages and genders listen to and try and find radio stations that offer lower rates or to run ads. Lower rates will allow Bonneville to expand to other radio stations and maximize their limited marketing budget.

Further, Bonneville can offer limited time promotions, such as \$10 off a round on the Facebook page. This will build more activity and generate more recognition for Bonneville. They can also do something similar with their radio ads, offering limited time promotions and discounts. It will be important that all of Bonneville's staff have access and know how to manage Facebook pages.

Immediate Recommendations

Capitalize on New Irrigation System: By implementing a new irrigation system, Bonneville maintenance workers will be able to focus on other course projects such as leveling tee boxes and maintaining the greens. This will drastically improve the overall conditions of the golf course and provide a wonderful experience to all who come out and play Bonneville. The construction is presumed to take place in February of 2015 and will likely shut down the golf course for a period of 2-3 months while under construction.

Capitalize on Junior Programs & Men's and Women's Leagues: Junior golf is going to be the face of golf over the next few decades. In



the summer of 2014, Bonneville saw their junior program nearly double in size since the previous summer. It will be important that Bonneville still maintains a strong junior program as one of its

highest priorities. With a national decline in the amount of people playing golf, getting juniors excited and active in the game will be vital to help Bonneville and other city courses stay alive. Providing lots of summer junior golf programs, such as lessons and rounds, at reduced rates will keep the juniors coming back. The junior program has also been successful attracting parents and others who have never played golf before. By implementing “Play with your parents” days during the summer programs, families will be able to take an interest in the game together and hopefully continue to return.



Bonneville also has the highest number of Golf Handicap and Information Network (GHIN) postings in the state of Utah. The Utah Golf Association keeps GHIN numbers so players can follow their handicaps by posting scores. This shows that lots of players are playing their rounds at Bonneville and posting scores. Bonneville also have a successful Men’s and Women’s Association, with weekly matches and payouts. These weekly competitions incentivise players to regularly return to Bonneville and make the game of golf fun for everyone.

Future Recommendations

Relocation of Maintenance Facility

Bonneville’s current maintenance facility is located at the bottom of the parking lot and

at the very end of the driving range. The facility and its workers have run across issues with incoming driving range balls and issues with the golfers cars. The facility also lacks running water, eyewash stations, and other safety necessities. By relocating and constructing a new maintenance facility, all these issues can be resolved and will lead to more productivity directed towards improving the golf course conditions. A

proposed location would be just off of Wasatch Drive, bisecting the golf course and would lead to decreased travel time and more efficient productivity. The National Golf foundation estimates this project to cost between \$800,000 and \$900,000.

Renovation of Clubhouse

Bonneville’s current clubhouse was built in 1929 and is seriously outdated. It lacks proper women’s facilities, it’s golf shop is small so they are not able to display a lot of inventory, and their banquet space is old and unappealing. It has previously been proposed to construct a new clubhouse at a new location. This new location would allow Bonneville to expand it’s driving range and practice facilities, and would also provide a clubhouse that is capable of satisfying all of the public and employees needs. The National Golf Foundation estimated the costs of this project to be between \$4-4.4 Million. Again, another substantial up front cost, but would have major long term benefits at Bonneville.

Expansion of Driving Range

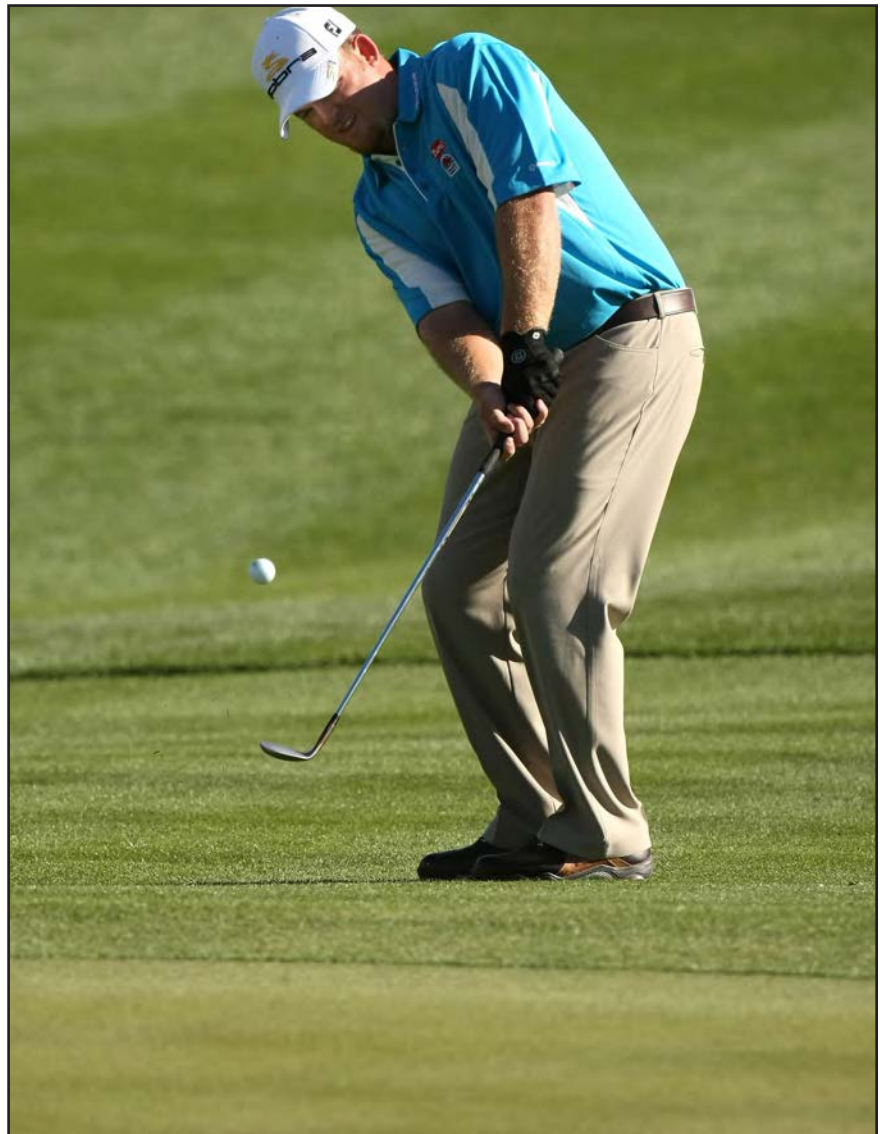
If Bonneville were approved to relocate both the maintenance facility and the clubhouse, then they would have enough space to expand the driving range both in length and in width. The current driving range is less than 300 yards long and only allows limited flight golf balls. The driving range also only has 15-20 hitting stalls, so some people are forced to wait or not practice hitting balls at all. Bonneville is taking a significant financial blow by not having an attractive driving range, and by expanding it by both length and width, they will be able to provide appropriate space for public golfers to come and hit balls. The National Golf Foundation estimates this project to costs between \$430,000 and \$460,000.

Conclusion

Bonneville's biggest concerns moving forward will be the issues with their dated clubhouse and mediocre driving range. Driving ranges and clubhouses have the opportunity to help generate additional revenues outside of people actually playing golf, and Bonneville's unattractive facilities are hindering them as a business. By relocating and constructing a new clubhouse, Bonneville will be able to offer a pro shop with more space for merchandise, both male and female friendly locker rooms,

and provide dining spaces that could be used for event hosting. Relocating the clubhouse will also provide space for Bonneville to expand it's driving range, allowing them to increase the number of hitting stations. Since the new irrigation system will drastically improve the overall quality of Bonneville's golf course, it is going to be important for Bonneville to provide facilities that accommodate the course.

###



Mountain Dell Golf Course



The Mountain Dell courses offer 36 holes of breathtaking views and frequent glimpses of wildlife. The higher elevation provides ideal summer golfing conditions. The Canyon Course stretches up the eastern mountain from the clubhouse approximately four miles before looping back. The Lake Course features narrow, rolling fairways and dramatic tee shots over deep ravines and water.

Situational Analysis

Company

Mountain Dell golf course is part of the collection of golf courses managed by the City of Salt Lake. It is located 6 miles up Parley's Canyon from Salt Lake City; far enough to be out of the city, but not far enough to be a long drive. It is comprised of two full 18 hole courses, the lake course and the mountain course. The level of play is catered toward the more experienced players.

The amenities available at the Mountain Dell Golf Course are not on par with the course itself. The club house is tiny compared to the course and is very dated. It is incapable of accommo-





dating the amount of people that a course like Mountain Dell can attract. Maintenance on the structure itself is quite far behind. The Head Golf Pro

Beautiful mountain course

himself, Mike Brimley, has been known to pitch in to try to get things done with the limited financial resources available. From laying tile to painting, he has done his best to keep his facility in operating shape. His personal furniture even occupies the main lobby.

The grounds are not in much better shape. The cart trails need attention. The parking lot is falling apart. The course itself is in need of some maintenance as well.

There is also the legal matter of the two law suits currently in process against Mountain Dell Golf Course for liability.

The Golf Pro personally furnished the club house

Of serious concern is that one of those could (and should) have been prevented through regular maintenance. More concerning is the fact that maintenance still falls behind due to funding and thus the safety hazards remain keeping alive the potential for future accidents and liability claims against the golf course.

Public reviews for the golf course are mixed, with some stating what a wonderful time they had golfing at Mountain Dell. Other express frustration and concern over the physical state of the course. Here is a cross section of comments from consumers.

- Poor course conditions. Ineffective course marshals. Shop disinterested.



Competitive Matrix for Mountain Dell		Mountain Dell	Park City	Wasatch	Old Mill
Description		Two 18 hole courses located 6 miles up Parley's Canyon	One 18 hole course located in beautiful Park City.	Two 18 hole courses located in Midway	One 18 hole course located on the foothills in Salt Lake City
Green Fees (18 holes)		\$37	\$45	\$35	\$34
Cart Rental		\$14	\$15	\$14	\$14
Amenities		Golf Instruction, Café, Practice green, Driving Range	Golf Instruction, Driving Range, Practice Greens	Golf Instruction, Restaurant, Banquet Hall, Camping, Hiking, Bike Trails	Golf Instruction, Restaurant, Banquet Hall, Driving Range, Practice Green
Owner		Salt Lake City	Park City	State of Utah	Salt Lake County
Condition of Course		Disrepair	Good	Good	Good
Condition of Clubhouse		Disrepair	Good	Good	Good
Clubhouse Capacity		20 in banquet hall, 30 on patio	No data	No data	150+
Value to Customers		Average	High	High	High

Enterprise Fund, 2014). Mike Brimley, the Head Golf Professional at Mountain Dell golf course commented that even 10 years ago there was a distinctly noticeable decrease in number of golfers at their course simply due to the number of courses available to the golfers (Brimley, 2014).

Mountain Dell is a destination golf course with a prestigious feel to it. It is a more challenging course and attracts experienced players. Its main competitors include Park City Municipal golf course (Park City, 2014), Wasatch Mountain golf course (Wasatch Golf, 2014) and Old Mill golf course (Salt Lake County, 2014) according

to Mike Brimley (Brimley, 2014). As can be seen in the chart, Mountain Dell is more expensive than most of its competitors, yet the course is not maintained at the same level as the competitors nor does it have amenities at a level comparable to its competitors.

These facts throw into light the contrast between what the competitors are charging and the

Over 74 competitors

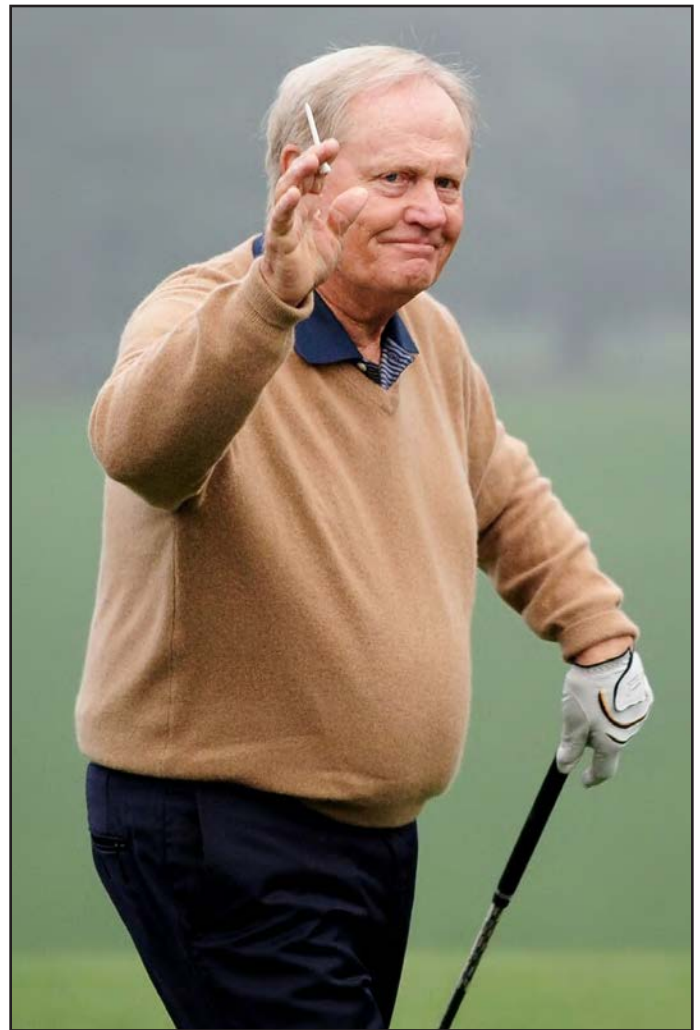
level and quality of the golfing experience the customer is receiving, compared to the value that the customer is receiving at Mountain Dell. Conclusions can be made that the value of the golfing experience based on the fee charged is higher at the competitors than at Mountain Dell. This is a distinct competitive disadvantage for Mountain Dell.

Customers

The customers for the golf courses has been declining over the past decade. In a survey

47% of golfers at Mountain Dell are older than 50 years old

conducted by Salt Lake County in 2013 (Salt Lake City Council, 2013), 47% of all golfers were above



the age of 50. In a 2005 survey of golfers at the Salt Lake City course, 28% of all golfers were over the age of 50. In the past 8 years the 50-plus year old golfers have increased by 19%! This is very problematic for the long term viability of the golf courses. There is not a younger group of golfers that is going to replace the older golfers at the level that they will eventually be lost.

Also concerning with this demographic information is the fact that the golf courses have been unable to attract the younger clientele. The survey also reveals that it is mostly a game for men. Only 5% of those surveyed were women.

The surveys did reveal some interesting insights into the customer's thinking:

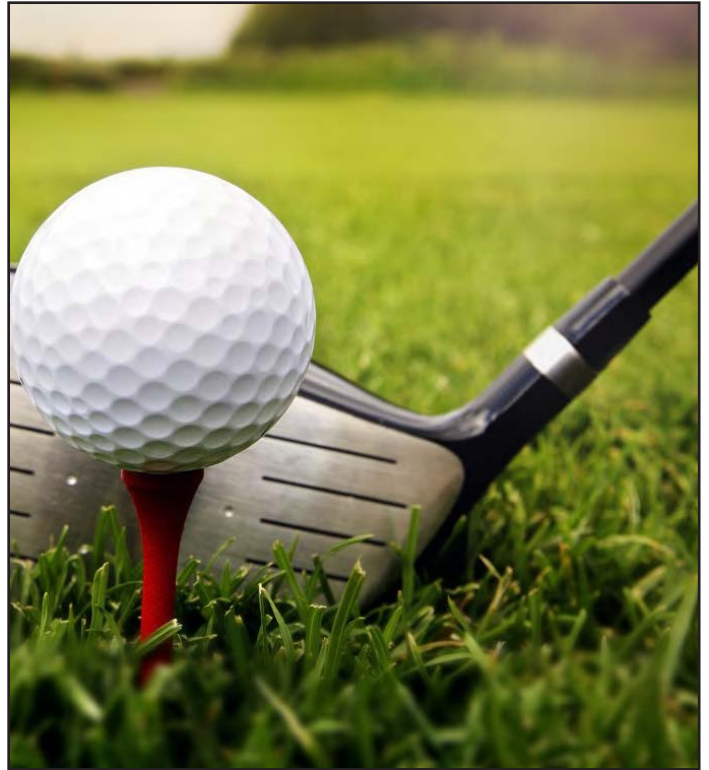
- We find that most golfers (95%) were willing to travel only 30 minutes to play golf.
- Price was the main determining factor of where to play golf (23% of respondents stating this out of 9 options).
- Golf is very much a social event, with 18% of golfers choosing to golf where their friends golf.

From these insights we can put together a picture of who the customer currently is at the Salt Lake City golf courses. The customer is a white male who makes between \$50,000 and \$100,000 a year. He enjoys golfing with his friends, but is concerned about the price of the course above all other factors. He appreciates convenience as he is unlikely to drive very far to do his golfing.

Collaborators

Mountain Dell Golf Course currently collaborates with Tres Hombres for their food services. Tres Hombres has an exclusive right for all food and concession at the golf course and pays a monthly fee according to the agreement. Reports generally show this to be a positive relationship.

The Head Golf Pro, Mike Brimley, does have some reservations about his lack of control when selling food services. Whereas the food prices are out of his hands, he feels he is unable to use food services as a negotiation tool to attract tournaments and events to his golf course.

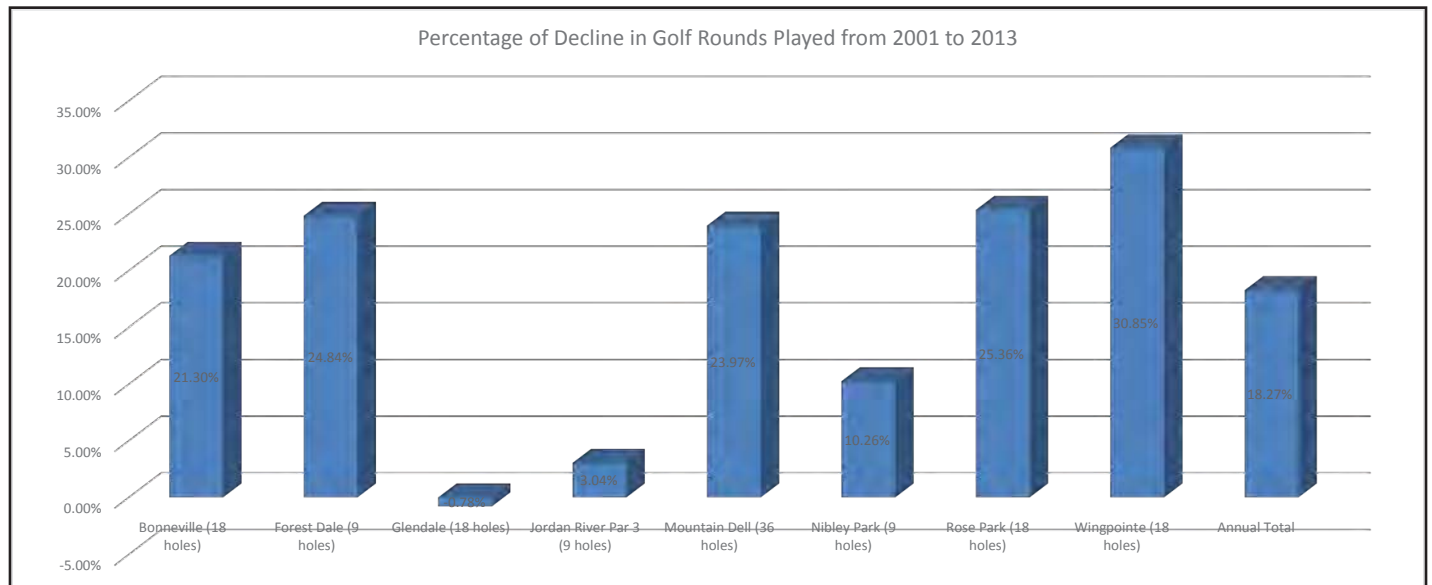


Mountain Dell currently enjoys a small partnership with Bench Craft Company for the production of their scorecards. This partnership allows the golf course to print their scorecards at no cost. Bench Craft Company sells advertising spots on the scorecards to make their money. Mountain Dell currently has no other marketing partners or any other collaborators.

Climate

Decline of Golf

There is ample data that shows the continual decline in the popularity of golf. From 2001 to 2013, Mountain Dell golf course has suffered an average annual decline of roughly 2% every year, totaling 24% decline. All of Salt Lake City's golf courses have sustained 18.27% decline in rounds played over the same time period. The



Salt Lake City market is not unique. The national trends show the same decline.

Political Climate

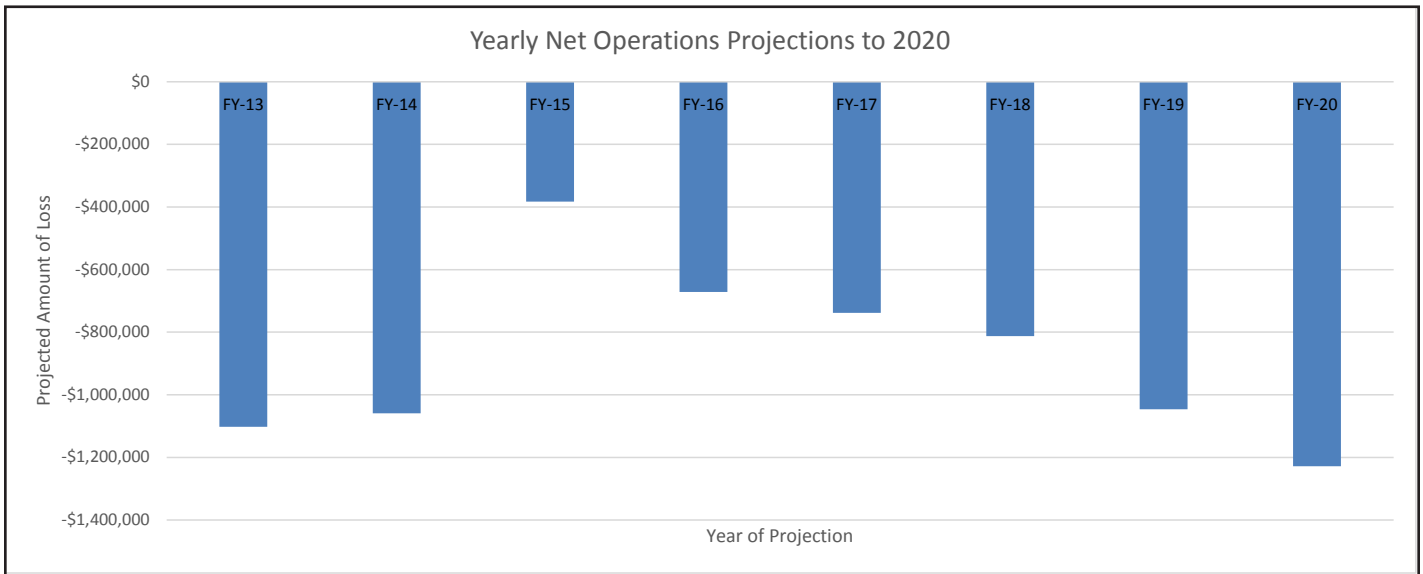
Political pressure has become a driving force in determining how to handle the financial situation resulting from the decline in golf. Politically there is a divide in Salt Lake City between the East side and the West side. With golf courses on the East side and the West side, it becomes politically charged to take measures to mitigate the financial situation where the solutions involve mainly one side of the city. For example, choosing to close a few golf courses that all reside on the West side has the potential to cause considerable political fallout.

With that in mind, the purpose of this analysis is not to provide political advice. This analysis will focus on the business, marketing and financial aspects of the golf courses and the Enterprise Fund.

Administration

There has been some concern by the Golf Pros that the Administration at the City is micro-managing the operations at the individual courses. The Golf Pros are very experienced and feel that they know what needs to be done to help their individual courses. They feel that the administration does not listen or act on their suggestions. To exacerbate the situation, many consulting firms were brought in to evaluate the golf program and the courses, making the Golf Pros feel snubbed. There is not a lot of open communication between the administration and the Golf Pros.

***Communication
between the
administration and
Golf Pros could be
improved***



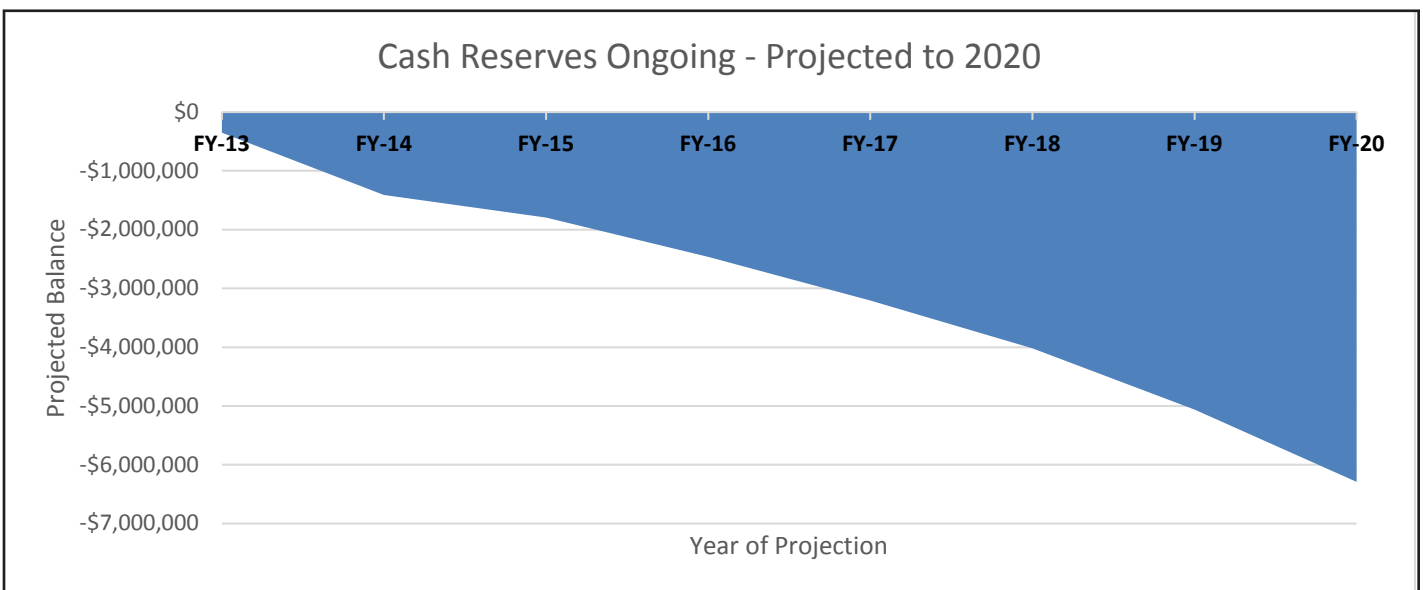
Financial Analysis

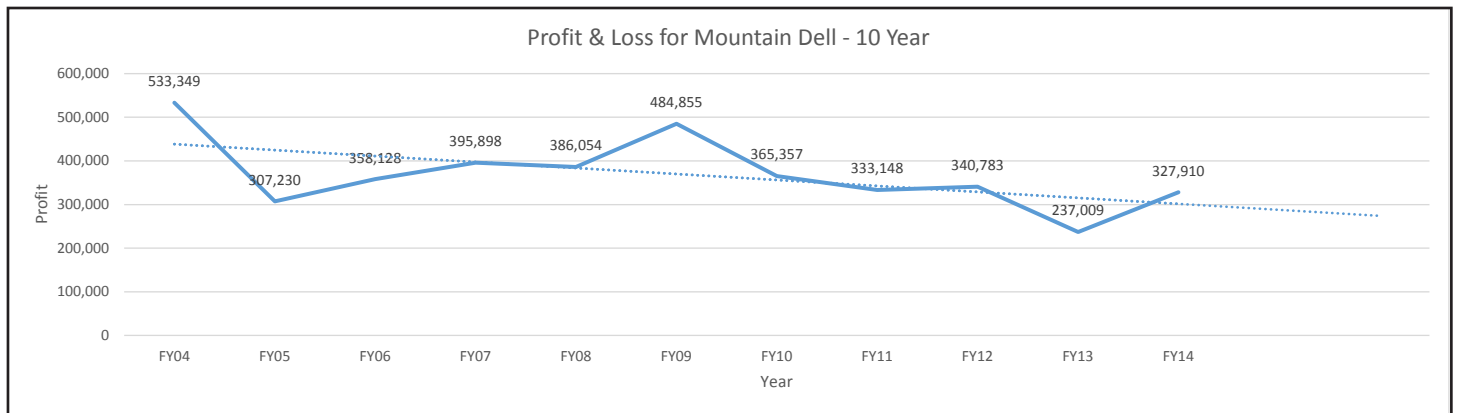
Financial Projects by the Salt Lake City Golf Program are not favorable (Salt Lake City Golf Program, 2014). As things currently operate, the best projection is continued annual losses. As can be seen in the chart, it is expected that the losses each year become greater and greater (Salt Lake City Council, 2014).

By the year 2020, they fully expect to be over \$6 million in the hole. These projections also assume a price increase in 2017 and 2020 but

do NOT take into account the probable loss of rounds played due to the price increases. These projections are their “best case” scenario.

Accelerated annual decline with a \$6 million loss by 2020

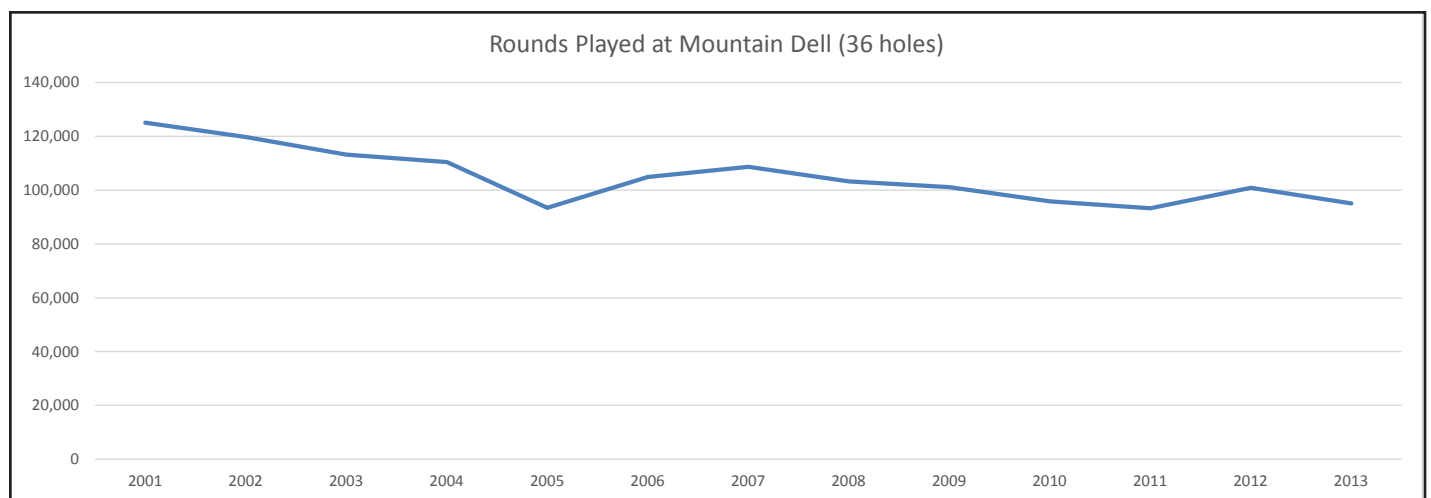




While Mountain Dell Golf Course is the most profitable of all the courses, it is nevertheless part of the entire system and its performance affects the entire Enterprise Fund. Even though it has been, and currently continues to be profitable, the downward trend on its profit and loss statement demands some attention. Whereas it provides the most income for the Fund, if it were to significantly decline, the results on the Enterprise Fund would be drastic.

Based on the trend line on the chart, a continual decline of profits can be noticed. At current trend projections, in roughly ten years, Mountain Dell golf course will cross the line from Net Profits to Losses. It is worth noting that the 2014

numbers are preliminary and projected through the end of the year. In our opinion the projections for 2014 are a little too optimistic.



S.W.O.T. Analysis

S.W.O.T. Matrix	
Strengths	Weaknesses
Winter usage viability. Mountain Dell already enjoys a partnership with The Utah Nordic Alliance for use of the facilities for cross country skiing (The Utah Nordic Alliance, 2014).	It is a destination golf course. Golfers are required to drive at least a moderate distance to get to this course.
Beautiful mountain location. The location of the golf course is unique in that it is out of the city. The hustle and bustle of the city fade away as you drive up the mountain and enjoy the cool, fresh air, wildlife and scenery.	No facilities in place to accommodate large gatherings of people. The course is large enough to handle very large events and tournaments, but the clubhouse is not equal to the task.
	The beautiful mountain location has the drawback of having snow on the ground during an extended winter break.
	Branding is insufficient for a destination golf course.
Opportunities	Threats
Expand winter activities. Soldier Hollow charges a fee for sledding on their course during the winter months. Organized and paid sledding and tubing could be initiated.	Declining use due to decline of golf in general.
It has the option to become a premier destination golf course, holding substantial events and tournaments.	Loss of perceived value of the course. The golfers are paying too much for an ill-maintained, declining facility and course.
Rebrand as a premier destination course. It cannot simply be lumped in with the teaching course at Nibley or other beginning 9 hole courses.	Law suits from lapses in maintenance.

Recommendations

Develop marketing plan

Partner with an independent design firm to improve the brand and image of the golf courses. Updated logos and a new web site will be critical in attracting the needed younger golfers. Red Olive Design, an award-winning, local design firm specializes in creating amazing brands for companies. Talking with them concerning the golf course situation, they agreed that the golf courses could definitely benefit from a reboot of their branding materials. Such an investment, including custom new logos for each course and new web site with e-commerce

Market to brides as a destination wedding venue

would be between \$40,000 and \$55,000. (Red Olive Design, 2014)

Social media channels need to be seriously pursued. Today's young golfers are electronically and socially connected. To connect to that demographic, Mountain Dell needs to have an active presence on social media sites, such as Facebook and Twitter. For the year of 2014, Mountain Dell had a total of 4 posts! Mountain Dell's Facebook page has 721 "likes," meaning that 721 people on social media automatically





get updates from Mountain Dell posted on their own Facebook feed. This is a free and effective marketing avenue. Weekly posts need to be made to excite people about Mountain Dell and what is going on up there. Tournaments, events, and specials could all be mentioned.

Mountain Dell is a destination golf course. It is not a teaching course. It is not a quick nine hole course. Marketing for Mountain Dell needs to reflect that. Marketing at local hotels that attract tourist and out of town business professionals. Direct marketing toward companies that hold tournaments and corporate events needs to be aggressively pursued.

Market for personal events at Mountain Dell clubhouse: weddings, corporate events, family reunions, birthday parties and bar mitzvahs should all be pursued.

The wedding industry alone is a \$250 million market in Utah and \$70 billion nationally (Deseret News, 2008). Roughly half of that amount goes to venue and catering. If Mountain Dell were to claim 1% of that market, it would bring in \$1.25 million in revenue annually. That kind of potential earnings demands some serious attention.

Google Adwords provides online advertising based on customers key work searches. It is a very cost effective way to attract customers.

***Image and brand
should reflect more
of a golf “club”
rather than “another
municipal golf
facility”***

Consideration needs to be given for Mountain Dell to create their own events. Events that could attract attention and non-golf customers include:

- Movie in the mountain
- Easter celebration and egg hunt
- Concerts from local artist on the driving range.
- Drive and Dine with the stars – bring in celebrity golfers to play a round of golf

(together with people attending the event), offer trainings, motivational speaking, dinner, autograph signing, etc.

Corporate sponsors are a well established way of doing business. Many businesses are eager to attach their name to quality venues and events.

Master Planning yields great returns for anyone managing a golf course

Take a look at Energy Solutions Arena, Staple Center, Maverick Center, etc. Those venues and businesses have enjoyed the mutual benefit of



naming rights. Business that could benefit from a partnership with Mountain Dell should be sought out.

Individual hole sponsorship should be established. Businesses sponsor a hole. Their logo and advertisement is put on the pin flag, the ball washer, the bench, etc. For example, Jimmy Johns could sponsor hole #5 with an small ad that said, "Hungry? Want lunch on Hole #6? Call Jimmy Johns." With 117 holes in the golf program, if each hole sponsor contributed \$100 a month, that would bring in \$11,700 monthly, \$140,400 annually. It could also be expanded to include the driving ranges and smaller sponsors on the putting green.

Mountain Dell has established television advertisements at the local hotels in Park City and Salt Lake City. These television spots on local channels advertise the course and offer a discount when a room key is shown when paying for your golf game. This is great local marketing. Continued use of this marketing avenue is suggested.

Referrals from local business, such as restaurants and hotels, is an excellent form of network marketing. This type of marketing usually has a higher success rate than radio or television advertising and is much less expensive. This type of networking and marketing has worked successfully in the past and it is highly encouraged to re-establish those lost connections and referral channels.

Develop Business Plan

Marketing at Mountain Dell need special consideration

A proper business plan for the Mountain Dell golf course has never been done. This document is crucial to provide mission, vision and direction in the planning of annual events as well as day to day operation. Mountain Dell desperately needs to develop its business plan, showcasing how it is planning utilize its strengths and unique assets to strengthen its business and competitive advantage.



Develop Master Plan

The Master Plan is an organized and anticipated flow of the life cycle of the various components of the golf course. Every part of the course is going to need to be replaced or repaired on a predictable timetable. The Master Plan puts that timetable in writing, where the major maintenance for the course can be budgeted for and accomplished on a regular schedule. Failure to establish and follow a Master Plan usually results in putting off scheduled maintenance until there is an emergency. We have seen this happen with Mountain Dell golf course. A Master Plan needs to be developed, adopted and strictly followed.

ASGCA Maintenance Schedule	
Item	Life Expectancy
Greens	15 - 30
Bunker Sand	5 - 7
Irrigation System	10 - 30
Cart Paths	15 - 30
Practice Range Tees	5 - 10
Tees	15 - 20
Bunker Drainage Pipes	5 - 10
Mulch	1 - 3
Grass	Varies

It is recommended to follow the schedule as outlined by the American Society of Golf Course Architects (ASGCA, 2006) as a baseline.

Pricing

Flex pricing – charge less during non-peak times and seasons.

Bounce back passes – return a second time for a reduced rate.

In general, the prices are too high compared to the competition, especially seeing that the competition courses are in much better condition with better amenities. The value per price is simply not there. Green Fees need to be reduced! The Golf Advisory Board also expressed their concerns, suggesting that greens fees be decreased (GAB, 2014). In their statement they proposed that it would be detrimental to the golf courses to raise the rates. In fact it was their position that the rates were already too high. When Mountain Dell is compared to its competitors we find that this is truly the case. Mountain Dell golf course's greens fees were \$2 - 3 more than its main competitors.

Tourist pricing for non-residents needs to be introduced. It has been established that Utah golf is a popular tourist attraction. Establish a price for the tourists market. A locals discount of 15 - 20% can then be applied to attract the local customers. Such pricing is very familiar in Utah as the ski resorts all use that pricing structure.

The City golf courses offer frequent golfer programs, call Passports. The Golf Passports structure needs to be reconsidered. For the Birdie Passport, you get unlimited golf but at restricted times, for 9 holes (cart rental is not included). At a price of \$1195.00, it would take



Discounts for locals should be established to encourage regular use by the locals

over 61 outings to break even paying at regular prices. This is not attractive to any but the most avid golfers.

Facilities and Course

The current clubhouse is quite old, small and ineffective at doing the job it needs to do. Having a tiny banquet hall, it cannot accommodate large parties, corporate events or private

events, such as tournaments and weddings. A new event style clubhouse could significantly benefit Mountain Dell.

National Golf Foundation Consulting has already established that clubhouse improvements, along with auxiliary building improvements should cost between \$2.25 and \$2.5 million (NGF Consulting, 2013). The Salt Lake City Council has rejected this proposal because they didn't see the money up front to justify the cost of the new facilities. This seems very short sided. People do not pay years in advance for proposed building. You build the facility, advertise that it is available to use, then people come with their money. With paying customers you then pay for the cost of the building. Either that or raise the money



by some other means ahead of time. For the City such an option might include establishing taxes to raise the money. Either way, it is strongly recommended that an event style club house be added to the near future plans.

Many people have commented on how the two courses available at Mountain Dell have a similar feel of play to them. The two courses are too similar to each other. They need to be revised to make each of them unique and different from the other. Establish each course as an individual entity that has its own personality and markets toward it.

Non-golf activities could easily be added to Mountain Dell. Hiking trails, running trails, open space area for public use (picnics and family

gatherings) could all be accommodated. Soldier Hollow, for example, offers sledding for families during the winter months, charging \$21 per person for a two-hour sledding or tubing session. Such a business model for the winter months could be adopted by Mountain Dell.

Financial

One of the major contributors to the current financial situation is the incredibly high overhead related to the city administration. Compared to national averages, the city administrative expenses are very excessive. It is encouraged to significantly reduce administrative overhead.

It is also recommended that an independent external audit be performed to check for “weak

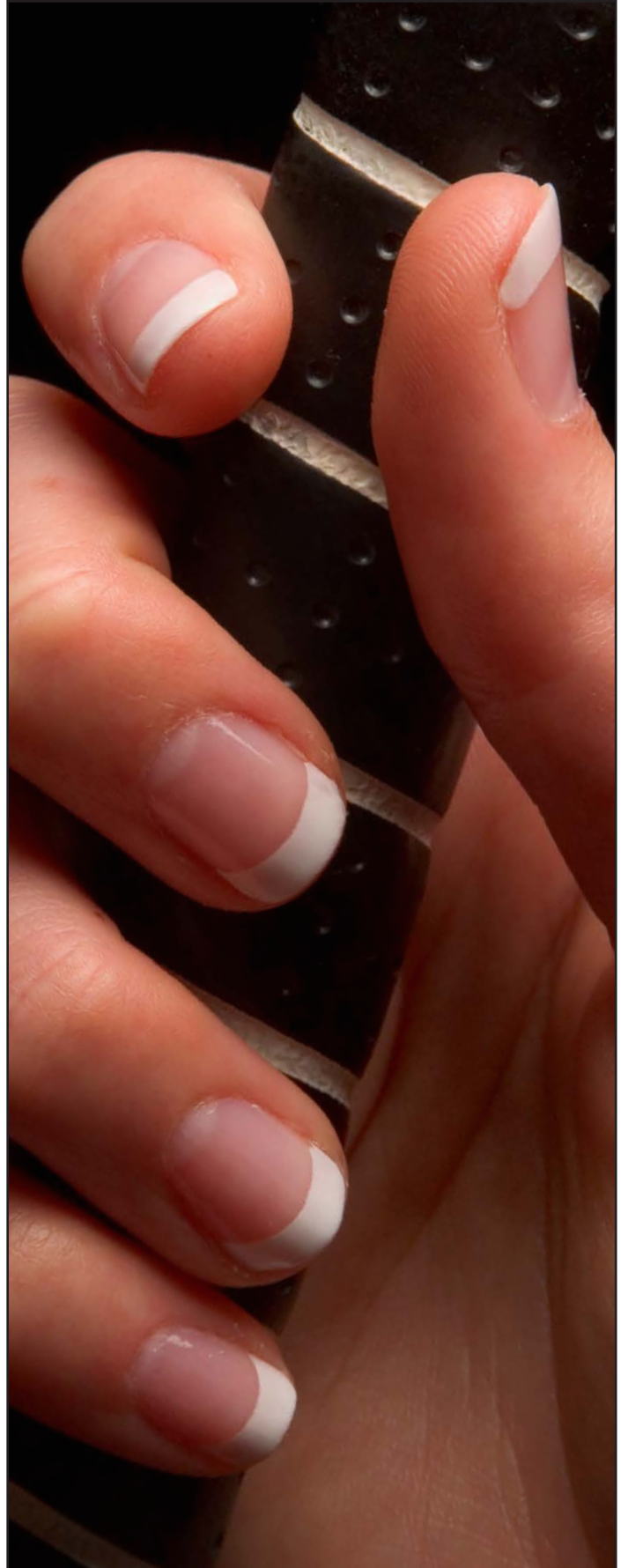


An external cost analysis of the golf programs expenses should be performed

links” in the budget and expenses and take steps to improve on the main draining line items.

Together with the audit, an analysis of the cost of the administrative overhead and the benefit provided to the golf program by the administration to determine areas with excessive spending.

###





Nibley Park Golf Course



Nibley Park is one of two public 9-hole golf courses in Salt Lake City. It is located on the north edge of South Salt Lake, in Sugar House, Utah. It is surrounded by mostly residential communities and is home to many junior programs in Salt Lake City. Donated by the Nibley family in 1922, the course was designed by Harold Lamb and is centrally located for easy access for golfers looking to develop and improve their skills.



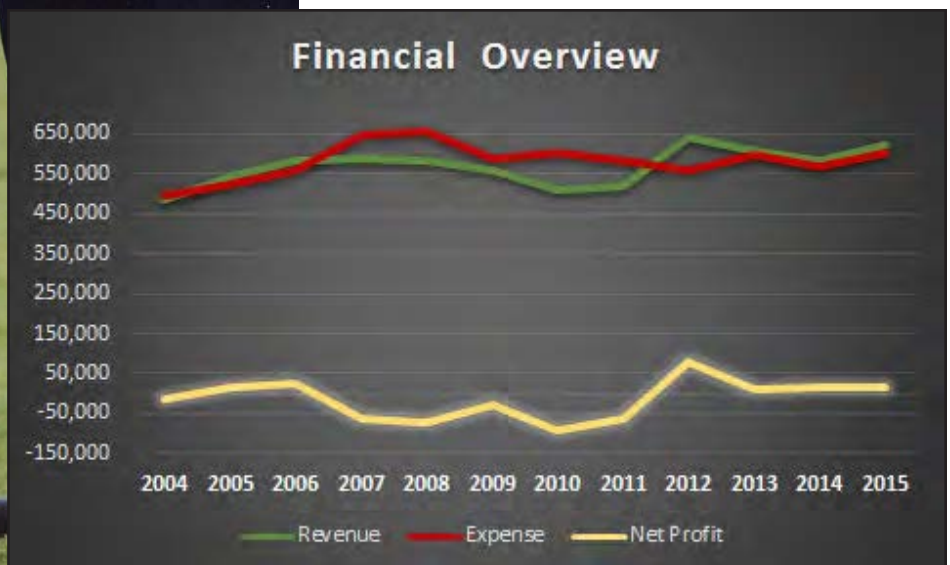


Situational Analysis

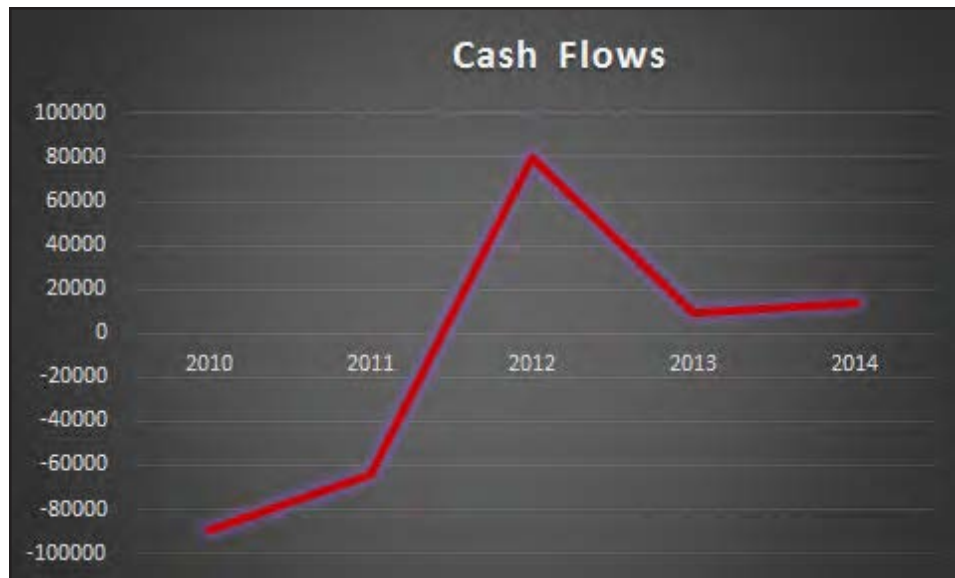
Nibley Park has been profitable for four years running thanks to the quality management and the Head Pro, Jeremy Green. Nibley Park continues to see a strong demand of golfers looking to advance their skills on the green. However, despite Nibley Park's turnaround, the game of golf has taken a turn for the worse nationwide. Loss of golfers has led to a downward trend in the industry as a whole. Right now, the industry needs to not so much focus on cutting any more expenses, but increases the demand. Nibley Park has the amenities to supply a great game for developing golfers, but a strategic marketing plan would help increase demand and thus allow for higher revenue streams.

Financial Analysis

The financial overview graph illustrates the fact that Nibley Park's revenues minus



its expenses are barely breaking even. The net profit has hovered around the break even point



Cash flows note the amount of capital flowing in and out of the company. Negative cash flows aren't necessarily a bad thing, because the course is using that cash outflow for investment or maintenance costs for its facility. With possible investments in mind, a great way to manage cash flows is to structure future investment payments with a schedule of payments throughout the project's lifetime. This can ensure a continued amount of cash coming in the door along the way.

for many years, although being profitable the last four fiscal years. Nibley Park's financial stability has been inconsistent. The course has "trimmed the fat" so much so they cannot cut expenses anymore. They need to seek out alternate revenue streams to survive in a competitive market.

Cash flows are an important tool in a financial analysis. As you can see, in 2012 the cash flows remain positive for the remainder of the time frame. A notable trend between the

financial overview and the cash flows is the increase in 2012. This year was an unusually warm year so revenues and rounds were increased.

Competitor Analysis

Removing the other six public courses run by the city is out of the equation, Nibley has about 64 other golf courses in competition of play within a 30 minute radius. Interestingly enough, Nibley



Park is competing against courses that are privatized and courses that are subsidized by taxpayers, such as West Valley and Salt Lake County public courses. Nibley Park and the remaining

public courses in SLC are in a disadvantage because of the lack of funds received by the city comparative to other courses. However, the fact that Nibley Park has managed to break-even

for the past four years proves that this golf course is self-sustaining financially. It needs the help that other competitors get in terms of investing in the future.

Nibley has the potential to be the best teaching facility

Target Market & Demographics

The average golfer at Nibley Park is male, and between 18-64 years of age. The area surrounding Nibley Park is mostly residential homes with some light commercial. Within a

5-mile radius, the average household income is \$45,887 per year. In 2013, the unemployment rate in the area was 4.5% which was significantly lower than the national average (7.3%). Nibley Park has a very wide age range that visit the facility, which is great because that means they can expand their target market to various age groups. Nibley Park's target market is very well-defined. It is tailored towards less-skilled and developing golfers. It is the home course for many local high schools to practice at during the spring. Thus, many high school students

Dynamic pricing could increase revenues by 6%

and juniors play at Nibley Park. The course is well-designed to accommodate these types of demographics and target market.

Marketing Analysis

Physical marketing, as well as online advertising, are crucial to expand a target market. The sign outside of the parking lot on site could be upgraded. It is difficult to see while driving south or north on 700 East. Also, the image for Nibley Park is generic and could be improved to differentiate from other courses in the city. An online presence is crucial for communicating with the millennials. If a golfer 'likes' Nibley's Facebook page, they could be offered some kind of weekly deal or discount. This type of marketing is virtually free and communicates to



a younger generation. Different types of weekly deals could include: bring a friend to play, bring your boss, mom-son, etc. For kids at a younger age, Nibley could connect with the boy or girl scouts and create a golf badge. Overall, Nibley Park needs to improve their marketing plan and create outreach in the community.

SWOT Analysis

Strengths

- Driving range
- Brand
- Strong golf demand

Weaknesses

- Best asset (driving range) too short
- Outdated clubhouse
- Pricing strategy

Opportunities

- Possible short play in front of clubhouse
- Expansion of ProShop

Threats

- Outdated irrigation system
- Private 9-hole golf courses in area

Recommendations

Capitalize on Strengths:

Three strengths Nibley Park can capitalize on to increase future profitability:

1. Nibley's popular driving range would improve the quality of the course and increase usage to raise revenue.

2. Improvement of capitalizing and marketing the branding of the golf course since Nibley is known for its player skill and development.
3. The strong golf demand that justifies keeping this course open year round.

5 year payoff period of the driving range expansion

Fix weaknesses:

- Driving Range Expansion. Expansion would increase revenue if there was more space for golfers to tee off, and also a longer range would help players develop their driving skills. An estimated cost (based on the NGA consultant report) is between \$250,000-\$350,000. Yearly, the driving range generates an average of \$87,737. With an expansion, the range can operate with more uses thereby increasing the revenue stream, and the return would pay itself off within 5 years.



- **Implement Dynamic Pricing Strategy:** The sport of golf, especially in Salt Lake City, is subject to supply and demand conditions correlating with the weather. There is a big difference, by thousands of rounds, between the winter and summer months it makes more sense to charge higher green fees during higher demand, and charge lower during low demand months. The lower green fees during low demand can then attract more golfers at that lower price, thereby making up for revenue losses with a higher number of rounds. Right now, at \$14.00 per round, Nibley Park is generating about \$503,020 per year. With a dynamic pricing strategy based on monthly demand, Nibley Park has the opportunity to increase its revenues by almost 6% (taking into account the extremely hot months and mild-weather Springs).
- **Outdated Clubhouse & ProShop:** Opportunity cost of having an outdated, small clubhouse is the possibility of holding tournaments and events at Nibley Park. If the ProShop was renovated there are possibilities for higher revenue streams, with right now an average of \$310,759. The cafe is losing money on a consistent basis. If there were more incentive to sit down and eat at a nice clubhouse, Nibley Park wouldn't be losing money with concessions. The clubhouse could expand to the oversized parking lot, and a patio could face the lagoon so customers have a nice view.

###



Forest Dale Golf Course



Forest Dale is the oldest golf course in Salt Lake being built in 1906. Forest Dale is located right outside of downtown Salt Lake, making it an easy drive for anyone to play at. It is also a 9-hole course making it a prime destination for a quick round of golf.

Situational Analysis

Forest Dale is the oldest golf course in salt lake being built in 1906 (Forest Dale, 2014). The course is one of the profitable golf courses except for once in the last 5 years. Forest Dale has been positive because of its accessible location and how quality a course it is. Forest Dale is located right outside of down town Salt Lake, making it an easy drive for anyone to play at. It is also a 9-hole course making it a prime destination for a quick round of golf. Although Forest Dale has stayed positive there has been a steady decline in the golfing industry shown by the 24% decline

in rounds played at Forest Dale (Salt Lake City Fund, 2014).

Financial Analysis

Forest Dale has been positive four out of the last five years except in 2013, which was a huge down year for all courses due to extended bad weather. The overall financial trend in both cash flow and net income has been down, but with the golf industry trend going down this is to be expected. Since the golf industry has gone down so has the number of rounds of golf being played which has resulted in declining cash flows and

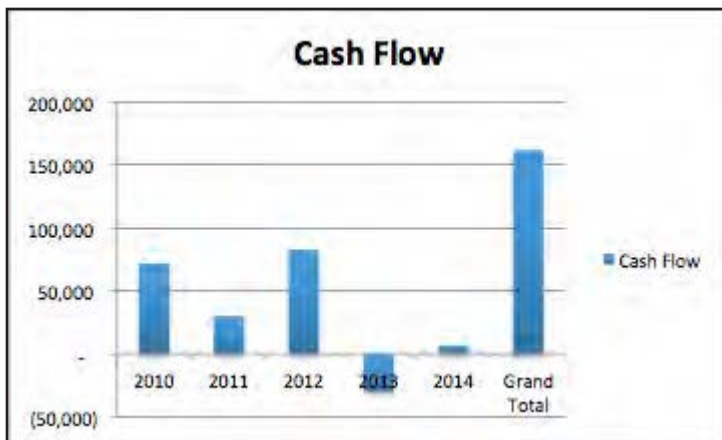


has still been able to produce positive revenue.

SWOT Analysis

Strengths

- Customer Service - The head of the Pro shop, Mack Christensen, knows almost every patron by name. This genuine care for his patrons creates a friendship and customer loyalty to the course (Christensen, 2014).
- Location - This course also has a strong geographical area, it is located right outside Downtown, but it does not feel like you are even in the city when you golf there. Gorgeous scenery and trees surround it.



With both courses being 9-hole courses located in such close proximity they do take away from each

net income for Forest Dale. Over the past five years they have had a net positive cash flow of over \$150,000 (Salt Lake Council, 2014).

Competitor Analysis

Forest Dale's main competitor is another public course Nibley.

other. Removing the other six public courses run by the city out of the equation, Forest Dale has about 64 other golf courses in competition of play within a 30 minute radius. With all of these competitors Forest Dale



- Financial Stability - Forest Dale has had positive cash flows for 4 of the last 5 years with the one year being in 2013 when all courses had a significant drop off in cash flows due to weather (Salt Lake Council, 2014).

Weaknesses

- 9-Hole Course and No driving Range - With only 9 holes and No driving range, Forest Dales course limits people who want to golf 18 holes or work on their Drive. This results in losing possible customers.
- Weak Social Media - Forest Dale does not have a strong presence in the social media. In this day an age social media is huge for the younger generation and can attract new customers.
- Older generation - Forest Dales primary customer is of older age. This can create problems with customers unable to golf anymore due to health.

Opportunities

- Strengthen Social Media - Forest Dale can increase their social media presence by being more active on their Twitter and Facebook pages. This gives the opportunity to increase potential customers as well as make current customers more recurring.



- Game Golf - Game Golf is a high quality product that helps golfers get advanced statistics and auto-coaching tools to help them manage their game play. Game

Forest Dale has been positive four out of the last five years

Golf also increases the engagement of the golfer by being able to compare stats and compete against friends and family. With little capital costs Forest Dale and other Golf courses have the opportunity to rent these products out on a round basis. After X number of rounds it will have covered the cost of the product and after will be pure revenue. Game Golf also gives the

chance to draw in a younger more social/technology based generation and increase their customer base (Game Golf, 2014).

- Secondary Water - Forest Dale is still operating on first hand water. If

it was switched to secondary water it would save \$400,000 a year. (Mack Christensen, personal communication, November 15, 2014)

- Raise Cart Fees - Could raise the cart fees and raise more dollars for almost every round with little to no fall off from customers (Christensen, 2014).
- Bounce Back - A marketing technique to get customers to come more frequently for a discounted price. This is an opportunity for people to bring their friends and play more rounds, filling more rounds that would not have been played without it. Has the potential to increase revenue as well as number of frequent golfers.
- Increase Corporate Tournaments - Increase awareness and marketing for corporate tournaments especially for women. This is a great opportunity to expand the tournament.

Threats

- Course could get shut down
- Loss of customer base due to health



Demographic & Target Market Analysis

The primary golfer at Forest Dale is above the age of 60 (Christensen, 2014). There are people of all ages but it draws a large number of elderly people because it is only a 9-hole course and it is located just outside downtown. The average income of people in Forest Dale's area code is 52,978 compared to the state average of \$55,869. There is a larger population of females being 53.5% to males being 46.5% and the median age is above the state average (City Data, 2014). So with these statistics Forest Dale does a good job of providing low green fees for a target market with low income

Forest Dale needs to attract new people into their market. With an aging population of their golfers, it would behoove the course to attract more women and a younger population. By increasing their marketing through radio ads, billboards, and appealing more to a younger generation through applications such as Game Golf and social media this can be achieved.

Marketing Analysis

Forest Dale has not taken advantage of the marketing opportunities available to them, especially with social media. Forest Dale needs to strengthen their social media presence by



and an older generation. What Forest Dale can capitalize on is the population of women in the area. The women corporate leagues that Forest Dale provides are still not nearly at full capacity.

being more active on Twitter and Facebook pages. With these social media outlets they can inform their target market about special deals and offers Forest Dale provides. Forest Dale could also re-implement their bounce back program,

a marketing technique to have patrons re-visit the course more frequently by offering them a limited time discount for another round of golf if

No Driving Range

used in the next four days. The marketing budget has also been under utilized, this excess money could be used to having bill boards and radio ads produced for Forest Dale which would also reach out to more possible customers. With all of these strategies implemented Forest Dale could increase its number of customers that come to the course and with the Bounce Back program it could create a loyal customer base to Forest Dale.

Recommendations

- Strengthen Social Media
- Implement Game Golf
- Secondary Water
- Raise Cart Fees
- Bounce Back
- Increase Corporate Tournaments

###

Wingpointe Golf Course



Wingpointe Golf Course, an 18-hole course set into the natural environment, is conveniently located adjacent to the Salt Lake City International Airport. Designed by Arthur Hills & Associates, it is an 18-hole course set into the natural environment. It is open during the season from sunrise to sunset.

Financial Analysis

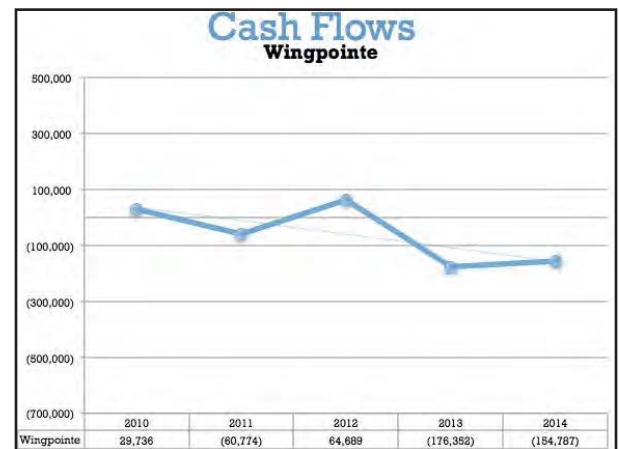
Revenue at Wingpointe Golf Course has been decreasing steadily over the past few years. Even taking into consideration 2015 revenues, Wingpointe will only have been profitable two times within the past five years. Within the past ten years, Wingpointe has been profitable about 20% of the time. Revenues are expected to continue to steadily decrease if nothing is done.





***Golf is an awkward set of
bodily contortions designed
to produce a graceful result.
- Tommy Armour***

Revenues are high and average out at about a million dollars every year. The problem is that expenses are increasing faster than revenue can generate. In 2015, Wingpointe is expected to generate \$1,050,200 in revenue, but expenses are projected to be \$1,160,230, resulting again in another unprofitable year.



Wingpointe is seeing a similar, but more drastic cash flow problem. It is projected that Wingpointe will end 2014 with \$433,689 in cash collections, but will spend \$588,476 in operational costs. Operational costs and expenses are expected to increase in future years.

It is difficult to do create a long-term budget plan for Wingpointe because of its uncertainty to survive. Wingpointe's lease may or may not be renewed in 2017. This concern is apparent in the council's decision to not include Wingpointe in receiving secondary water. Communicating with the airport regarding terms and conditions of the 2017 lease proposal will

give the city council a better understanding in how to invest in Wingpointe's future.

Lease Agreement with SLC Airport

Wingpointe Golf Course is located on Airport property. The Airport currently leases this property to the Golf Fund. The FAA has mandated that the Airport get true fair market value for this property. Wingpointe has to make a series of escalating payments to the Airport as a lease payment. The annual lease in 2015 will be \$60,000; increasing by \$5,000 each year until the lease expires in December 2017. According to John Spikes, Assistant Pro at Wingpointe, the raising cost in rent every year and with the lease renewal has to do with the airport losing faith in the course's profitability.

If the property is not needed for 2017 for aeronautical purposes, lease may extend for an additional five years, but at the current appraised fair market value rent, which is expected to

be much higher than the current negotiated amount.

The Administration has indicated that a number of factors have led to reduced rounds, including uncertainty about the future ownership of the course. Many players are unsure if the golf course is currently closed or open due to the false media in 2012 claiming that Wingpointe was shutting down. A plan ensuring and confirming the longevity of the golf course would normalize rounds.

Investments and Maintenance

There are no projects in the upcoming ESCO plan that is scheduled to take place at Wingpointe. The lack of needed maintenance and investment needed to help keep the golf course be profitable again is hurting consumer's confidence in the park's longevity.

Competitor Analysis

Ridge Golf Course						
	Standard		Senior		Junior	
Holes	9 holes	18 holes	9 holes	18 holes	9 holes	18 holes
18	\$ 15.00	\$ 30.00	\$ 9.00	\$ 18.00	\$ 8.00	\$ 15.00
Stonebridge						
	Standard		Senior		Junior	
Holes	9 holes	18 holes	9 holes	18 holes	9 holes	18 holes
27	\$ 15.00	\$ 30.00	\$ 9.00	\$ 18.00	\$ 6.50	\$ 13.00
Wingpointe						
	Standard		Senior		Junior	
Holes	9 holes	18 holes	9 holes	18 holes	9 holes	18 holes
18	\$ 17.00	\$ 33.00	\$ 14.00	\$ 27.00	\$ 8.00	\$ 16.00

Wingpointe has two local competitors. Stonebridge Golf Club and Ridge Golf Club are both private golf courses minutes from Wingpointe and the Salt Lake International Airport. A 9-hole

course at Stonebridge and Ridge is as low as \$15, while \$17 at Wingpointe for Utah residents.

Designed by Arthur Hills & Associates, it is an 18-hole course set into the natural environment

Wingpointe has better prices for non-Utah residents in comparison to one of its competitors, because charges a premium to non-Utah Residents. At Stonebridge the price prices for a 9-hole and 18-hole game are \$21.50 and \$43.00 respectfully.

Wingpointe's advantage is the convenience of its location for flyers experiencing layovers. In order for Wingpointe to attract local residences, it needs to either reduce its prices or offer attractive discounts in order to better compete in the market.

SWOT Analysis

Wingpointe has two main strengths: (1) it's

unique experience and location from being stationed in an airport, and (2) high revenues. Wingpointe is the only golf course in Salt Lake City stationed in the Salt Lake International

Airport, making it completely unique from every other golf course in the city. Wingpointe's revenues prove that it is a popular course, averaging out with about a million dollars in revenue every year.

There are multiple weaknesses at Wingpointe that need to be recognized. First, the airplane noise on customer reviews has been claimed as distracting and annoying. The swamp also beings in smell complaints. Wingpointe also has a problem with the Salt Lake International Airport raising the rent to an already unprofitable course because of the park's high expenses.

There are plenty of opportunities for Wingpointe to take advantage of. Focusing on Wingpointe being a key tourist attraction because of its location and because it was designed by a famous golf designer, Arthur Hill. A long-term plan would an increase to rounds and to make the course more profitable, but this would require better communication between the course

and the airport. Wingpointe is one of the most challenging golf courses in Salt Lake City, and more should be done on marketing to attract more pros.

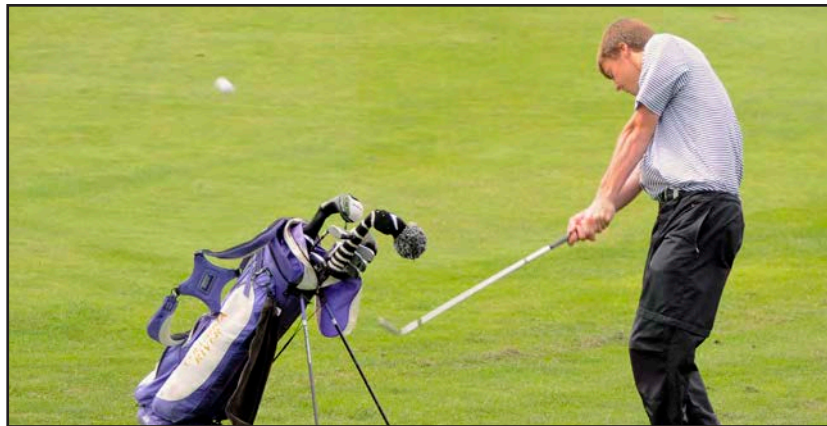


Wingpointe, in addition to all of the public golf courses, have been experiencing serious threats. There are twenty-four Golf Courses in Salt Lake County and twenty-six more within an hour's drive from

the SLC Airport. The market is saturated with golf courses, and this contributes to the declining profitability of all golf courses in today's market. There is too much competition in order for Wingpointe to currently break even without any improvements to the park.

Demographic & Target Market Analysis

Wingpointe lacks a local community because it is stationed in the airport. Those experiencing layovers at the airport are the key demographic and target market. Wingpointe's has the advantage of being the only golf course in Salt Lake City that would attract players experiencing layovers. In addition, Wingpointe being a large and challenging course also makes it a great place for competition and also should be targeting golf pros.



Even though Wingpointe is stationed in the airport, it is still a part of Salt Lake County. According to census.gov, 1,018,161 people live in Salt Lake County. 122,283 of those people live below poverty. About 12% of the population residing in Salt Lake County live below the poverty rate, so it is important that Wingpointe offer low prices if it want to target people residing within its county. Only 8.7% of people in Salt Lake County have an annual household income over \$150,000.

Marketing Analysis

There is not enough marketing done to promote Wingpointe. In 2006, 70% of passengers flying into Salt Lake International Airport experience a layover. Wingpointe's unique and unchallengeable aspect is that it is located on airport property.

The Salt Lake City Council is going to have to better-manage Wingpointe's social media efforts. Wingpointe's YouTube videos are hidden gems. The Facebook page has over 400 likes, but is only updated once a month. There is no twitter account. The airport's Internet page about Wingpointe is massively outdated and most of the links on that site no longer function. In fact, many old players are

currently unsure if the golf course has shut down or not due to poor marketing tactics.

Recommendations

Wingpointe needs to push for discussions with the airport to discuss cost effective advertising campaigns and shuttles for people currently experiencing layovers. The airport is going to have to make an investment in marketing in order for Wingpointe to pick itself up from the decline in revenue over the recent years. Bettering communications can raise confidence

about Wintpointe's future with the airport, which is important for Wingpointe's longevity.

Wingpointe's biggest expense is related with the watering costs. If both the city council

The clubhouse features a pro shop and restaurant

and the airport are interested in investing in Wingpointe, then it is important to get the course on secondary water.

Arthur Hill, who has designed more than 180 new golf courses, including private, resort, upscale, and public golf courses around the world also designed Wingpointe. Wingpointe Golf Course is the only golf course in Utah designed by a world-renowned golf course designer and it is important that this is better marketed, as it could attract more players to the course.

###



Glendale Golf Course

Combined with exceptional views of the Wasatch and Oquirrh Mountains, Glendale creates the ideal golfing experience. The course offers large wonderfully maintained greens with lake and wetland lined fairways that attract an abundance of waterfowl. There is a great view of the Salt Lake City skyline and the state capitol building from the 9th green.

Situational Analysis

Glendale has been a profitable golf course in the past. However, due to increasing maintenance costs and lack of innovative revenue solutions, Glendale's financial survival is threatened. Several facts that are unique to benefiting Glendale are as follows:

1. Glendale has the perfect design for municipal course. Glendale has wide fairways and a flat layout, making it
2. Glendale offers corporate league competition drawing in 120 players per week. In addition to hosting a Ladies League, averaging 60-70 players a week and a Couples League that draw in 30-40 players. These leagues engage the local community and help sustain Glendale's revenue.
3. Glendale has the second most profitable driving range in the city.
4. Glendale's location is the most convenient

some of the best greens in the state.





Glendale has the perfect design for a municipal course.



nient to local business people and golf enthusiasts. It is located close to a freeway exit making it the most accessible golf course to businesses in Salt Lake City.

5. The payback period (4.9 years) for secondary water to replace culinary water at Glendale is relatively short compared to other golf courses. The golf course will realize a total annual savings of \$175,000 (including the additional electrical costs to power water pumps).
6. Glendale increases the livelihood of other businesses surrounding the course. It stimulates the local economy by bringing in people who would otherwise not be in that neighborhood.

Issues that must be addressed in order for Glendale to compete with other golf courses are as followed:

1. Glendale does not have rest rooms on the course. This deters many people from wanting to play a game on the course. If this small and very basic amenity was provided, it would significantly increase the golfer's comfort and rounds on the course.
2. Glendale's cafe and food amenities are sub par and cannot accommodate more than 30 people. Glendale cannot bring extremely profitable corporate events to the course unlike the majority of golf courses in the area.
3. Glendale has very limited cart paths and need repair work in order to be fully functioning. The use of golf carts generate over \$250,000 per year, it is important that they operate at their full capability.
4. Large trucks have taken to parking along 2100 South blocking

Glendale. Glendale workers are cleaning urine contained bottles and human waste filled bags along with other assorted garbage from 2100 South before golfers come across them. This cleaning adds unnecessary

costs to the Glendale budget that could be allocated elsewhere.

Financial analysis

Glendale's financial stability is constantly fluctuating. Since an entity's survival relies on its revenues exceeding expenses it is important to continuously explore innovative ways to produce revenue. Glendale cannot cut anymore expenses or it will cease to operate up to industry standards. Increasing Revenue is the only solution to increase Net Income and thus allow Glendale to prosper. Both Net Income and Cash Flow are directly related due to specific expenses incurred

that specific year.

Considering Cash Flow is also crucial tool to interpret a company's financial situation because it analyzes the amount of capital flowing in and out of a business. If Cash flow decreases it means the business is spending money,

usually to invest in ways that will benefit the company in the future. The most notable trend between Glendale's Cash flow and Net Income is the consistent decrease in cash flowing out of the course. This trend should respond with an

No rest rooms



increase to revenue if the course was investing in items to increase efficiency for operations. However since Net Income steadily decreasing with cash flow, this phenomenon indicates cash is flowing out the business primarily to pay for expenses. This also indicates that the revenue Glendale generates is not proportional to the rising expenses.

SWOT Analysis

Strengths:

Glendale's location is the course's greatest benefit. Golf is primarily a white collar sport, Glendale's accessibility to the professional workforce in Salt Lake City is its main source of revenue. In addition, Glendale has the second highest profitable driving range out of the other public golf courses.

***Glendale's location is
the course's greatest
benefit***

Weakness:

Simple fixes can be made so Glendale has the basic amenities all golf courses should have. Glendale has cut all possible expenses and is reflected in the course's cracked cart paths, lack of bathrooms and food quality. Glendale can only provide the bare minimum to customers

when they come to golf, Glendale misses out on other ways to generate revenue.

Opportunities:

With the potential closing of Wingpointe golf course, Glendale will more than likely see a surge in customers. The implementation of secondary water will yield high savings for Glendale. Glendale also has a much shorter payback period for its specific system.

Threats:

Rising expenses for golf courses and the inability to compete are Glendale's biggest threat. Even if Glendale brings in a constant amount of revenue each year, expenses will inevitably continue to rise. In the past, Glendale was allowed to implement competitive pricing, but was told to discontinue it by the City Council. If Glendale and all other public golf courses are expected to be profitable and compete with the private sector, they need to strategize and bring in innovative revenue generating techniques.

Demographic & Target Market Analysis

According to the national golf foundation, 90% of golfers live or commute ten minutes to their golf course of choice. Accessibility from downtown Salt Lake City is Glendale's strongest attribute and therefore should cater to the white collar well-to-do demographic. Having the facilities to accommodate this demographic would draw in more golfers from this demographic. However, the biggest threat to Glendale's market is consistent with the overall trend in the golf industry.

The number of Golfers in America is declining, another survey conducted by the National Golf Foundation revealed that the number of golfers has decreased by 4.7 million since 2005.

Marketing Analysis

Marketing Glendale has never been a concern among the professionals working at the course or the Enterprise fund. Because Glendale's budget

Marketing has never been considered

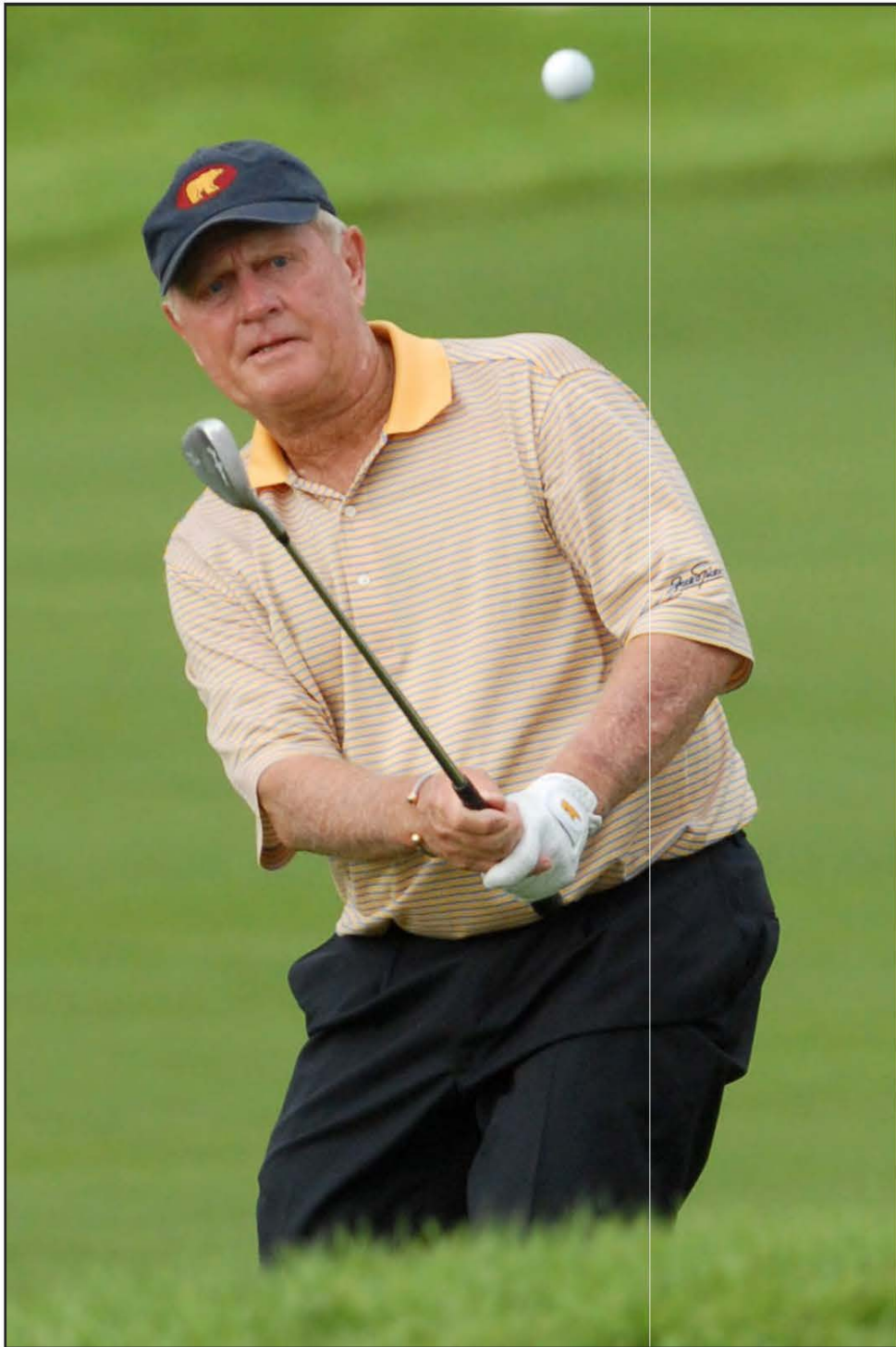
is so tight, marketing has never been considered past the banners hung up on fences. The course's Facebook page is updated (on average) once a month and only has 468 likes out of the 2,126 visits. Glendale's Yelp page only has two reviews, both of which are positive, but do not give much insight to the course for an outsider. Boosting social media following is an effective way to involve younger sport enthusiasts. If Glendale were to allocate some of the efforts to a social media presence, it would not affect their budget and would provide information for people not familiar with the course.

Recommendations

Small fixes can be made to improve Glendale's facilities and offer customers a more luxurious experience. Building a permanent functioning bathroom facility is the first concern to be addressed. Offering off season or off peak pricing to bring in more golfers during slower times. Having a larger social media following would also benefit Glendale by enticing new players. If possible, enforce a no truck parking law along 2100 South to prevent truckers from degrading Glendale's property. In addition increasing the quality of food offered at Glendale and building a pavilion in order to host corporate events. Changing the course's mission statement to a more goal oriented statement would also help the course become more goal oriented itself.

###





Rose Park Golf Course

Rose Park Golf Course is an 18-hole course located in the quaint neighborhood of Rose Park in northwestern Salt Lake City. The 120 acre property is close to both downtown and the Salt Lake City International Airport. The course, originally designed by Joseph Michael “Mick” Riley in 1952, resembles traditional courses with its large, flat greens.

Situational Analysis

Rose Park is unique in that it is the only public course Salt Lake manages on the northern side of the city. The course is situated in the heart of a designated Rose Park neighborhood on the northwestern extreme of Salt Lake City. West of this neighborhood is the Salt Lake International Airport and the northern and northeastern areas surrounding the course are primarily occupied by industrial businesses. Located on the eastern side of N. Redwood Road, the course experiences plenty of traffic nearby on a daily basis; however, access is a bit limited for those traveling from farther distances. The nearest freeway access is

a fair distance away from the course and the course’s location can even be considered a bit isolated from the rest of Salt Lake City. The course’s location, accompanied by a dwindling interest of golf in the local area, may be contributing to





its declining rounds over the last few years.

Rose Park GC currently operates as an 18-hole course on 120 acres of land. The Jordan River intersects the course, with the front-9 located on the west side of the river and the back-9 to the east. The course was originally designed by golf pro and designer, Joseph Michael "Mick" Riley and in 1952 William F. "Billy" Bell added nine more holes and redesigned the entire course. Bell also helped design Bonneville Golf Course, although it's important to note that Rose Park GC lacks the aesthetics and other inter-

esting golf features appealing to golfers.

In fact, the course itself is relatively simple. The course is primarily made of tradi-

tional large, flat greens with very little offered by the terrain and surrounding scenery. Only the trees, bunkers and greens offer any sort of terrain interest. Furthermore, the industrial entities surrounding the course can prove detrimental to the course's overall ambience and experience. The industrial areas are unsightly and at times were reported as producing smells that were unpleasant to golfers. Once more, the course's location may be hindering its ability to generate more rounds, as it lacks the incentive of mere aesthetics that are vital to attracting destination-golfers.

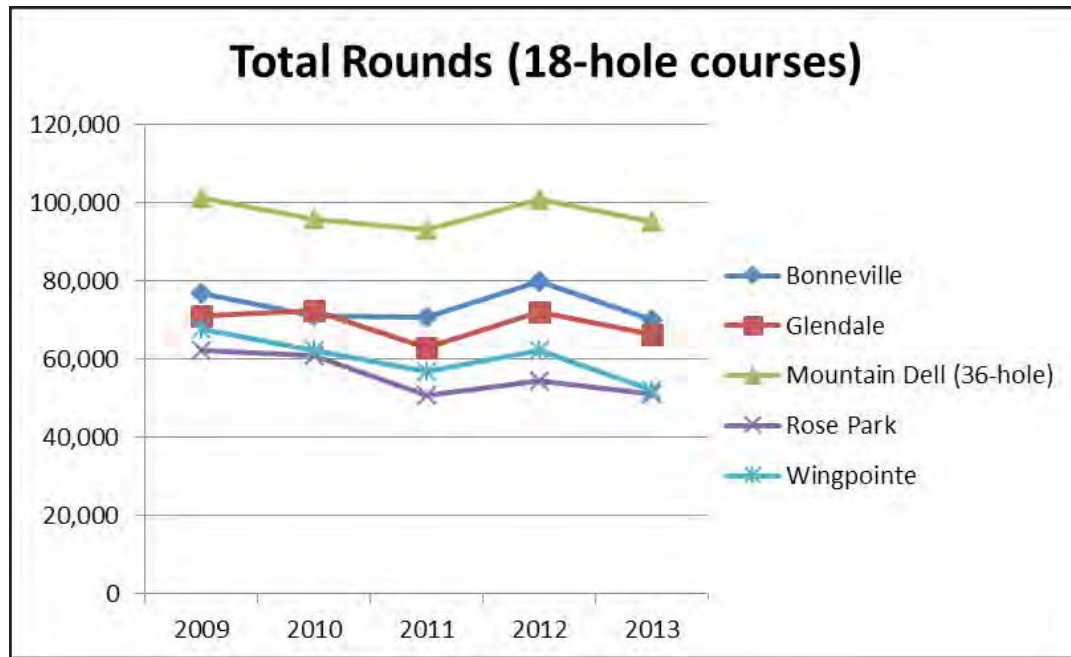
Declining/Low Demand

Along with the other Salt Lake courses, Rose Park has seen



a consistent overall decline in the number of rounds played at its facilities. As shown in the data below, Rose Park GC is currently suffering the most from declining demand in golf when compared to the other 18-hole golf courses that Salt Lake City offers. Utilization rates are also

itself in. It is the most financially challenged golf course in the Salt Lake City public golf operation and as such, requires immediate attention. The course is in serious need of capital improvements – most importantly, a new irrigation system that will drastically improve its watering efficiency.



Rose Park GC's water issues will be resolved in 2015 through the city's ESCO project, but other issues still remain. It also requires facility improvements, such as club house improvements, cart storage and maintenance facility upgrades.

extremely low, contributing to the low revenues shown earlier in the financial projections. This report will later discuss possible reasons as to why this may be and why a complete rethink of Rose Park GC is the best option.

Financial Analysis

Crucial to this segment of the report is that the reader must understand the position Rose Park golf course finds



The course has lacked the demand necessary to support its extremely high expense over the last few years and the course is the most responsible for the economic burden Salt Lake City public golf is experiencing as a whole. The course has lost over \$1 million in the last ten years, most of the losses incurred since 2012, but

an overwhelming majority of the losses experienced by Salt Lake public golf as a whole. Due to a variety of factors, both controllable and uncontrollable, Rose Park

GC is currently not financially sustainable. Given this trend, economic projections have been made by previous studies showing that this economic detriment will continue into the future. In short, Rose Park Golf Course may require a complete rethink if it is to remain a sustainable course in the Salt Lake City public golf system.

Competitor Analysis

cally speaking, Rose Park GC faces more than just the three other competitors listed above. This is because there are dozens of golf courses scattered across the valley that are within a 30 minute drive. Given the fact that Rose Park GC cannot be described as a destination golf course, it makes more sense to just analyze the competitors that are closest to it. Regardless, even with such a small sample, it becomes

Rose Park (18-hole)		Standard		Senior (65+)		Junior (17-)	
		9-hole	18-hole	9-hole	18-hole	9-hole	18-hole
Listed Rate		\$15.00	\$30.00	\$13.00	\$26.00	\$8.00	\$16.00
Loyal Tee (Everyday/Holidays after 12:00 pm)		\$12.00	\$24.00	\$10.50	\$21.00	\$6.50	\$13.00
Loyal Tee (Weekend AM)		\$13.50	\$27.00	\$13.50	\$27.00	\$7.25	\$14.50
Wingpointe (18-hole)		Standard		Senior (65+)		Junior (17-)	
		9-hole	18-hole	9-hole	18-hole	9-hole	18-hole
Listed Rate		\$18.00	\$35.00	\$15.00	\$29.00	\$8.00	\$16.00
Loyal Tee (Everyday/Holidays after 12:00 pm)		\$14.50	\$28.00	\$12.00	\$23.25	\$6.50	\$13.00
Loyal Tee (Weekend AM)		\$16.25	\$31.50	\$16.25	\$31.50	\$7.25	\$14.50
Bountiful Ridge (18-hole)		Standard		Senior (55+)		Junior	
		9-hole	18-hole	9-hole	18-hole	9-hole	18-hole
Listed Rate		\$14.00	\$28.00	\$12.00	\$24.00	\$8.00	\$16.00
Eaglewood (18-hole)		Standard		Senior (M-Th)		Junior (M-Th)	
		9-hole	18-hole	9-hole	18-hole	9-hole	18-hole
Listed Rate		\$13.00	\$26.00	\$10.00	\$20.00	\$8.00	\$16.00

Summary

The Salt Lake City public golf system operates in a highly competitive market where golf might even be considered overdeveloped. Realisti-

cally speaking, Rose Park GC is at a competitive disadvantage when compared to these other courses. The NGF Consulting group defines Rose Park as a "lesser quality 18-hole course for

residents with focus on player development and recreational golf activity.”

Wingpointe

Wingpointe is similar to Rose Park in that it is not a profitable operation. The course is experiencing a strong lack of demand and it faces extremely low utilization rates as well. Wingpointe can only be considered a competitor in terms of proximity, however, as the two courses are very different with respect to course layout and difficulty. The NGF Consulting group defines Wingpointe as a “premier destination-oriented golf facility focused on attracting airport-related tourists and corpo-

operations due to the high fees demanded by the Federal Aviation Administration, it’s unlikely that Rose Park GC will recover a significant portion of these customers.

S.W.O.T. Analysis

Strengths

- As it currently stands, Rose Park GC possesses very little strengths and it’s one of the main reasons that the golf course is suffering financially. There are a few areas that may serve as a benefit to the course, however. The golf course elicits very strong support from a fairly large group of golfers.

<p><u>Strengths:</u></p> <ol style="list-style-type: none">1) Very strong support from golfers willing to act on its behalf.2) Proximity to downtown Salt Lake City. Only SLC public course on the northern side of the city.	<p><u>Weaknesses:</u></p> <ol style="list-style-type: none">1) Expensive watering measure (being addressed through ESCO project).2) Extremely low utilization rates.3) Perceived value of course is low.4) Lack of branding power, marketing agenda and strategic vision.
<p><u>Opportunities:</u></p> <ol style="list-style-type: none">1) Complete reconfiguration may prove beneficial to SLC public golf in the long-run.2) Alternative Uses: foot golf and Utah Youth Soccer.3) Potential partnerships with local businesses.	<p><u>Threats:</u></p> <ol style="list-style-type: none">1) Fierce competition from both private and public courses (overdevelopment of golf in Utah).2) Declining demand for golf.

rate outings.” Clearly, this target differs greatly from Rose Park’s. With that, the discrepancies between the listed prices at each course are justified and it’s unlikely that Rose Park competes directly with Wingpointe’s customer base. That being said, if Wingpointe were to shut down its

This was made clear when word spread that the golf course might be shutting down and many golfers organized and acted on its behalf. Clearly the course has provided meaningful experiences to quite a few individuals and SLC public golf should be



taking advantage of this vital resource. Strong support means that they have a ready source of volunteers to act on Rose Park GC's behalf. They can be used to help implement marketing strategies. They can also help reach out to the rest of the community for financial support through either partnership proposals or donation campaigns for capital improvements.

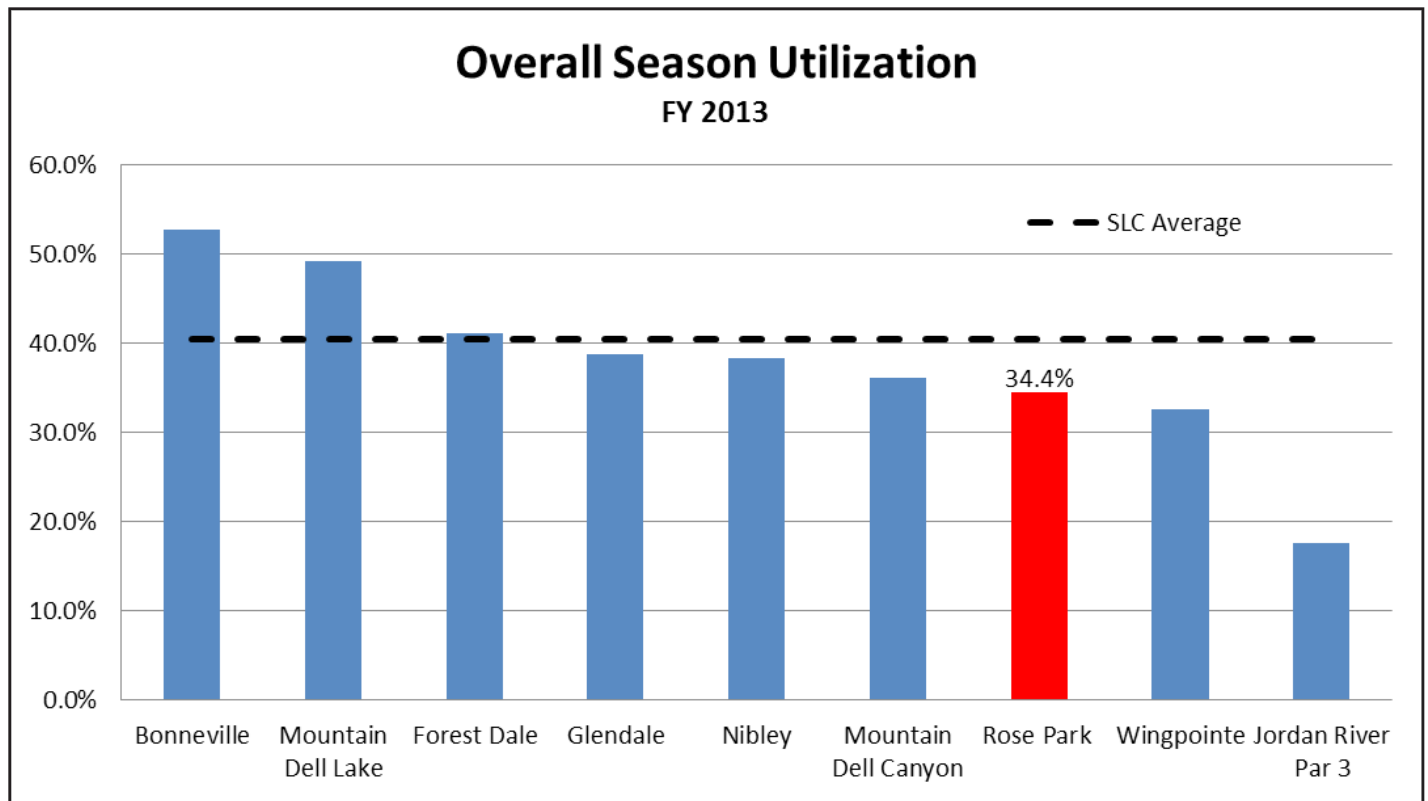
- Another advantage that the golf course possesses is that it's the only Salt Lake City public course in northern Salt Lake. It's also very close to downtown, which opens up the potential to tap into a larger market of potential golfers. With effective advertising, the course may be able to attract more golfers from the downtown area and even areas north of Salt Lake.

Weaknesses

- Expensive watering measures dictated by the use of primary water have been

extremely harmful to the course's financial viability over the last several years. It's one of the main reasons that expenses have been so high for the course. This problem is being addressed through the ESCO secondary water irrigation system, scheduled to be constructed in 2015. The project is projected to save \$87,068 annually (based on 9-holes). The project is aimed at constructing an irrigation system on the entire 18-hole course, but should be reconsidered to just the back-9 once a complete rethink for the course is set in motion.

- Rose Park GC has suffered from extremely low utilization rates over the last few years. Out of the five SLC public golf courses that offer an 18-hole course, Rose Park GC ranks last in term of total rounds played. This has contributed significantly to the low revenues produced by the course since 2011. With declining rounds played of course come



low utilization rates. In 2013, Rose Park averaged at just 34.4%, well below the SLC system's average of 40.38%. Even during golf's peak season, experienced June through August, the course rarely broke a utilization rate of 50% in 2013. In fact the gap widened between its peak-season utilization rate (37.3%) and the SLC system's peak-season average (47.89%). This is further evidence to suggest that Rose Park should consider a complete rethink of the course and should also consider alternative uses for the course to optimize utilization.

- The greatest area of concern for Rose Park GC is that it is perceived as having an overall low value. Surveys consistently show that the overall value of a course is the most important factor for a golfer's decision of where to play and this is exactly where Rose Park GC suffers the most. Previous

studies on Rose Park through the use of secret shoppers have demonstrated this weakness clearly. They showed the course's weaknesses with respect to course layout and clubhouse amenities when compared to other courses. The scenery is lacking, the industrial surroundings reduce the perceived quality and it was ultimately rated as a C- by the National Golf Foundation. In short, the overall value for the green fee paid was low. This puts it at a competitive disadvantage, contributing to its economic hardship over the last several years. With this, Rose Park GC should also consider changes to its pricing structure along with a complete redevelopment of the course.

- The Lack of strategic marketing is evident across the board in SLC public golf. Although the courses do a good job of reaching out to the community, they lack

a uniform vision that can help substantially. Each course should have its own identity under a common, system-wide mission statement. Since SLC public golf offers a wide variety of courses to cater to every existing segment of demand, the courses should focus on differentiating each course to tap into as much of the market as possible.

Opportunities

- Given the course's unique position in the SLC public golf system, there is an opportunity for a complete reconfiguration. This, along with the option to sell or lease land may prove beneficial to the SLC system as a whole. In its current state, Rose Park will continue to contribute to most on the financial losses incurred by SLC golf. A complete rethink, however, offers an opportunity to mitigate this effect. The course could consider closing the front-9, the area west of the Jordan River and focus on redeveloping the area on the east side. This could either be maintained as simply a 9-hole course or could be reconfigured into an executive course. The land closest to Redwood Road would prove valuable to those who wish to develop on it. This option

will be discussed in more detail in the final recommendations section.

- Given the extremely low utilization rates that Rose Park GC faces, it has an opportunity to implement alternative uses for the course to increase its utilization. One option to consider is the implementation of foot golf. This is an alternative form of golf played with a soccer ball and uses a bigger hole that is created separately away from the main green. This can only be implemented if the course is reconfigured into an executive-length course, but it's an option that requires minimal capital investments and small added maintenance while generating extra revenue. South Jordan's Mulligan's has implemented foot golf this year and has proven successful thus far. The addition of foot golf at Rose Park GC may also appeal to its local market and demographic makeup, where soccer is likely much more popular than golf.



Soccer has been growing substantially in the U.S. over the last decade and it may be beneficial for SLC golf to tap into this market through foot golf. Utah currently has over 43,000

registered players under US Youth Soccer, but there is easily thousands more as this number doesn't account for recreation soccer, Hispanic-based soccer leagues,

high school and college players and the many adult players who continue to play. Furthermore, there is the potential to partner with the Utah Youth Soccer Association to hold tournaments and help reach out to the various clubs in its organization.

- Since Rose Park GC has a strong support group, it should be utilizing this resource to help reach out to the local community to help create partnerships with local businesses. Local businesses have the opportunity to implement small-scale, cheap advertising by sponsoring individual holes or areas of the course, for example. Rose Park could implement a company's logo on the flags and signs marking each hole in exchange for a small monthly or annual pledge from the local businesses. These businesses could also offer discounts to golfers for their merchandise/services for those who play at Rose Park.

Threats

- Due to the fierce competition from both private and public golf course in Utah, Rose Park GC runs the risk of becoming completely obsolete when considering its low overall value. The overdevelopment of golf in Utah means that Rose Park needs to always be alert and must be ready to constantly adapt. In this case, to ensure that SLC public golf remains a competitive, viable operation, Rose Park GC needs to consider a complete reconfiguration. This includes alternative uses, land sales and a smaller course.
- The declining demand for golf is felt nationwide and it's an issue that has the potential to be harmful to SLC golf in the long-run. With this in mind, SLC golf should also consider actions intended to spur demand and help foster the growth of new golfers. Community outreach, alternative uses and



effective marketing campaigns can help to achieve this goal.

Target Market

Rose Park golf course is located in the heart of northwestern Salt Lake City in one of the most ethnically diverse neighborhoods in the state. It has a large residential population base that is experiencing a strong population growth rate. Most of this growth is coming from the Latino population. Unfortunately, the local demographics exhibit characteristics that are correlated with lower-than-average golf participation. This is because the local market spends below average on sports and other recreational activities. The surrounding households are also on the lower to moderate end of the income scale, with 76.9% of the surrounding households within 1 mile having household incomes of less than \$75,000. The median value of the homes surrounding the course within 1 mile is \$158,262.

The surrounding areas of the course are residential areas and light commercial/industrial areas. Since Rose Park is not considered a destination course, its primary target market is its local residents. Its main priority is to cater to golfers who are concerned with player development, as well as beginner to intermediate golfers focused on recreational play.

Recommendations

Marketing Plan

Create Partnerships with local businesses

- Rose Park GC should take advantage of its strong support group by involving them

in this process. The course needs to reach out to local businesses and see if they would be interested in potential partnerships/marketing campaigns. Having local businesses and restaurants make a monthly or annual pledge in exchange for putting their logos on individual holes or buildings is a great place to start. Those businesses could offer Rose Park customers discounts and other promotions as well to be mutually beneficial.

Community outreach

- Rose Park's strong support group should help reach out to the community and organize events with local schools such as after-school learning programs. It should also consider other organizations, such as the Boy Scouts and Girl Scouts of America and use the course as a place for them to earn their merit badges that involve recreational activities. These activities may lead to the creation of new golfers.

Social media maximization

- Maximize the use of customer emailing, Facebook and maintain a more comprehensive website for each individual course.

Interns

- Most internship positions associated with public entities are unpaid and Rose Park GC should take advantage of this. It's a great way to maintain active, small-scale marketing year-round that can help integrate the previous three recommendations into SLC public golf. Interns will obtain valuable experience from this process and

Rose Park GC won't incur more direct costs from added labor.

Business Plan

Create a master plan for a complete reconfiguration of the course

- The front-9 (area west of the Jordan River) should be closed down and repurposed to be more beneficial to SLC public golf as a whole. Rose Park GC should consider selling or leasing several acres of land adjacent to Redwood Road for housing development or other purposes. The money raised can be used to fund other capital improvement needs, such as suitable cart storage, a driving range extension (full range of 300 yards) and other facility improvements.
- Remaining area should be maintained as either a 9-hole course or redeveloped into an executive 18-hole course. The NGF study shows that this is the best approach to remain financially sustainable in the long-run after accounting for savings on a number of operating expenses.
- After upgrading the irrigation system to secondary water, Rose Park GC should reduce managed turf areas through the implementation of native plants and vegetation. Eliminating excess turf areas will create immediate savings in water expenditures. The NGF projects up to 65% of the current managed turf areas can be reduced.
- Ensure that new pricing measures are implemented to match the value produced. Dynamic pricing should be considered, where rates should be highest

during peak hours and lowest during slower times. This will help Rose Park to remain a competitive entity in the SLC public golf system.

Consider course alternatives

- If Rose Park GC is transformed into an executive course, it should consider adding the infrastructure necessary to support foot golf. It requires little investment and the game can coexist with traditional golf. This will allow the course to generate extra revenue with minimal added maintenance while simultaneously increasing utilization rates. The implementation of foot golf also offers additional benefits in that it 1) may allow Rose Park GC to tap into other markets outside of their current customer base and 2) may create the opportunity to partner with Utah Youth Soccer Association as well as other soccer leagues/businesses that could promote tournaments and other events.
- Consider using redeveloped areas of the course west of the Jordan River for community events. The course could host a Farmer's market or even a flea market similar to Salt Lake's downtown urban flea market. This would allow vendors to sell a variety of arts and crafts, custom furniture and locally-based foods in a pleasant neighborhood. The vendors, of course, should be required to pay a fee or percentage of revenues earned to Rose Park GC.

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Overall Analysis and Recommendations

The Salt Lake City Golf Program operates as an enterprise fund. All operating and capital expenditures are funded by user fees. The Golf Program operates and maintains nine municipal golf courses, covering 1,181 acres. The Golf Program supports the City's Strategic Vision of preserving open green space, enhancing the quality of life of residents, and playing an important part in tourism and economic development efforts.

Overall Strengths and Weaknesses

Strengths

- Diversity of courses
- Longevity of the public courses
- Skilled Head Professionals at the courses

Weaknesses

- Disconnect with the Council
- Better usage of marketing budget
- Been for alternate revenue streams



Combined Recommendations

Capitalize on strengths

Rotate employees on a need-base rotation amongst the golf courses

Allocating employees from Wingpointe to other courses and then rotating them on a need-base system will help more profitable courses have the number of employees they need in addition to helping struggling courses break even and earn a profit. This will prevent courses like Bonneville from hiring additional staff, when they can maximize both efficiency and quality with the staff from other existing courses, while saving money. Job rotation is also beneficial because it increases internal controls, reducing the risks of any possible future fraud.

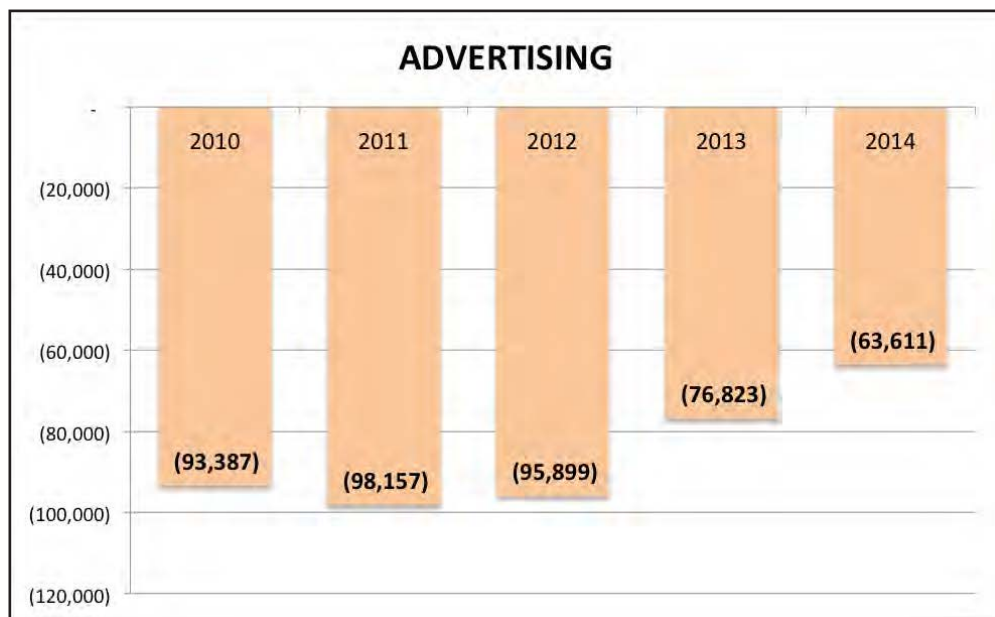
Individual branding of each course

The Salt Lake City public courses are very diverse and offer different levels of play for every type of golfer. This allows some flexibility in rotation of play amongst the courses. For example, a begin-

ning golfer can develop their game and be mentored at Nibley Park; after they feel comfortable they can begin playing at Glendale until finally they are advanced golfers playing at Mountain Dell or Bonneville. This allows golfers to develop their game across the city and spend their dollars elsewhere.

Longevity of and Loyalty to the Enterprise Fund

The public courses have loyal customers due to the established entity of the Golf Fund. High schools have been using Nibley Park as a home



course for a number of years, as well as using other public courses to hold tournaments and events. There is a great loyalty base that has been established, so the Loyalty Tee Program should be advertised more efficiently to reward the loyal customers.

RECOMMENDATIONS MATRIX							
	Bonneville	Glendale	Mountain Dell	Forest Dale	Nibley Park	Rose Park	Wingpointe
Renovations to Clubhouse & Facilities	X	X	X		X	X	
New Irrigation System/ Secondary Water	X			X		X	X
Expansion of Driving Range	X				X		
Stronger Social Media Presence	X	X	X	X	X	X	X
Dynamic Pricing Model		X	X	X	X		
Create Partnerships with Local Businesses						X	
Game Golf	X	X	X	X	X	X	X
Golf Course Shuttles			X				X
Relocation of Maintenance Facility	X						
Create a Master Plan			X			X	
Footgolf		X		X	X	X	X
Community Outreach	X			X	X	X	

Fix the weaknesses

Better communication with the Council

There appears to be miscommunication problems between the City Council running the golf Fund and the head administration at the golf courses. To run an efficient, financially self-sustaining business, there needs to be reformed communication between the different levels involved in the decision-making processes. We would recommend formal meeting times as needed between the professionals and the City Council during a fiscal year. This way, the communication of day-to-day activities can be improved.

Put to better use the permitted \$100,000 marketing budget.

Spending in advertising has been declining over the last few years. In 2012, the advertising spending was \$95,899, \$76,823 in 2013, and \$63,611 in 2014. The approved marketing budget has been set at \$100,000 every year. This means that the Salt Lake City Council and the golf courses are not doing all they can to best market and advertise these public golf courses. More money could be spent on better

search engine optimization, better management of social media, creating commercials, etc. For younger players, utilize discounts on Facebook or Twitter and encourage them to 'like' or 'follow their pages. For older and returning players, marketing can be done on the radio, newspaper, or even with personal e-mail lists.

Additional Uses for Golf Courses

Golf courses take up a very large amount of space. The city has made it clear that the golf course spaces are designated only to be used as "Free Space," which means the land cannot be sold off or used for development. Since golf has a limited season and the uses for free space are restricted, there are only a few other uses along with golf. (i.e. footgolf, cross country skiing, event hosting, etc.)

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(Mack Christensen, personal communication, November 15, 2014)





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Back To Staff Report



From the Rough to the Fairway

Moving the SLC Golf Fund Into the Black

University of Utah MBA - Team St. Andrews

The SLC Golf Fund Stands to Lose \$1MM+ by 2016 in Accordance with National Trends



U.S.

6.7% Reduction in rounds played since 2003

643 Courses closed since 2003 (18-hole)

Expected operating loss 2014-15

Expected High Priority CIP needs (< 10 years)

Salt Lake City

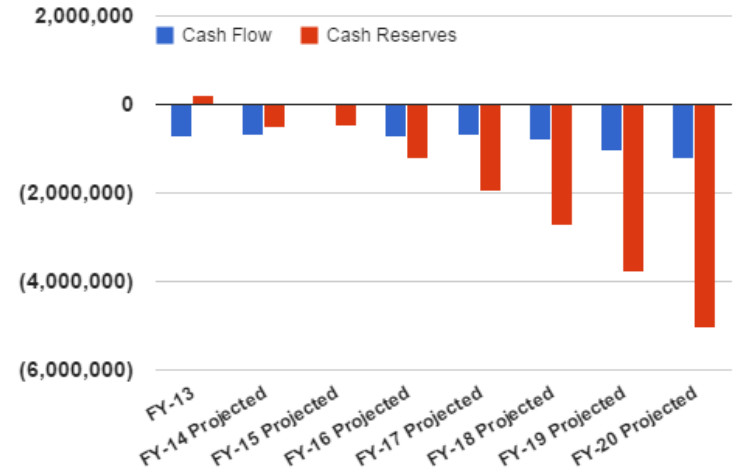
21.4%

0.5

\$1.1 Million

\$12.6 Million

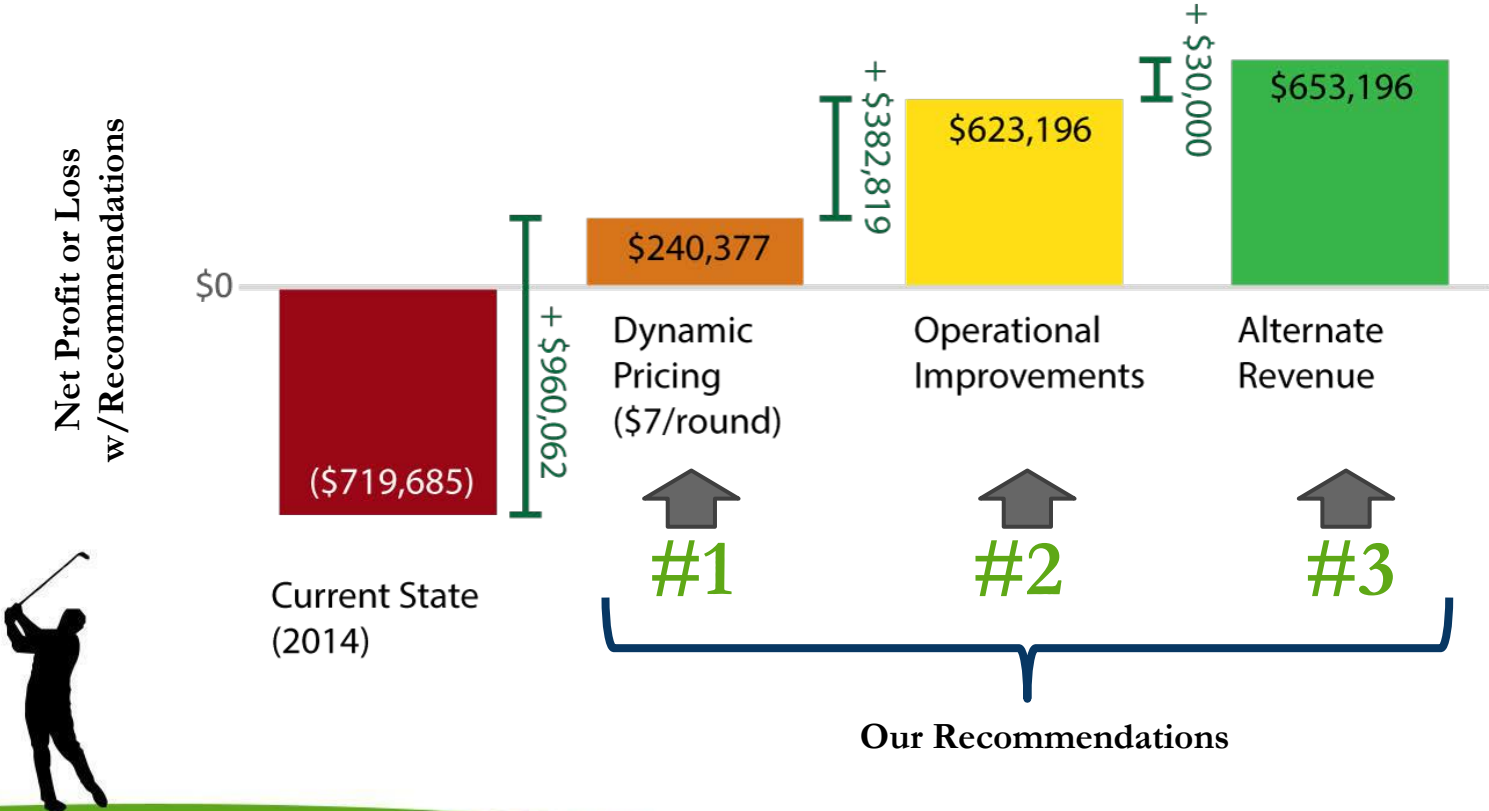
Golf Fund Projected Losses



“Golfer attrition is the No. 1 problem we have in the market.”

-NGF statistics quoted by Jim Koppenhaver, [Pellucid Corp.](#), Annual state of the industry address, PGA Merchandise Show-

The SLC Golf Fund Can Become Profitable by the End of 2016



Dynamic Pricing

Recommendation #1



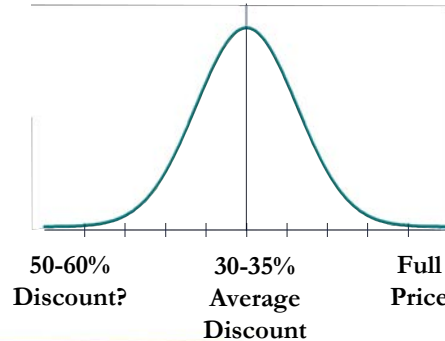
The Current Pricing and Discounting Structure is Reducing Revenue per Round



30-35% Average Discount per Round in 2013
(Green Fees Revenue/Number of Rounds)

Why is this significant?

- 1 Higher discounts can occur during peak demand times due to Loyal Tee Rewards.



- 2 Availability of discounts indicates customer's willingness to pay.

- Too much supply for the demand gives customers buying power.
- Greens fee increases will drive demand down instead of revenue up.

- 3 Discounts and promotions are only loosely tied to tee time value variables.


- Time of day
- Day of week
- Week of season
- Weather
- Holidays
- Demand (could be independent of any of the above)

Dynamic Pricing Charges the Right Price in order to Increase and Smooth Demand




What is Dynamic Pricing?

Let's hear it from a golf management company already employing this model...




CLICK HERE FOR COURSE INFO

CLICK HERE FOR MEMBERSHIP INFORMATION




Tee Times



Click
HERE for
9-Hole
Times

Dynamic Pricing? What is it? By definition, dynamic means "constant change." At Crab Orchard Golf Club rates will be adjusted - both higher and lower - in real-time, based on demand, availability and other changing factors (yes, even Mother Nature plays her role in this new strategy). While this may be new to the game of golf; airlines, hotels and even your favorite sports teams are utilizing this powerful new pricing strategy... with rates changing daily, in real-time, Dynamic Pricing gives you the chance to find the rate and time that works best for you.

For our best available rates, book your tee time below...



[Login](#) | [Assistance](#) | [Privacy Policy](#)

...whose revenue per round has increased as much as **17%!**

Dynamic Pricing Can Add as Much as \$1.4 Million in Additional Revenue



Empty tee times earn \$0 in revenue.

How much could we charge to fill empty tee times? \$5, \$7, \$9, or \$10?

If courses priced empty times low enough to reach **55%** utilization, the SLC Golf Fund could make the following additional revenue per year even if they charged a flat rate for empty times. Although, as empty times are booked, dynamic pricing raises the price of remaining empty times to increase value capture in response to demand.

Overall Season Utilization

Bonneville	52.7%
Mountain Dell	49.2%
Forest Dale	41.1%
Glendale	38.7%
Nibley	38.3%
Rose Park	34.4%
Wingpointe	32.5%

➡ **55%** ➡

Additional Revenues from Increased Utilization



Dynamic Pricing

Enhancing Adoption and Customer Satisfaction
with the Salt Lake City Golf App



Salt Lake City Golf App keeps SLC golf competitive while gathering valuable data on customers and their behaviors.

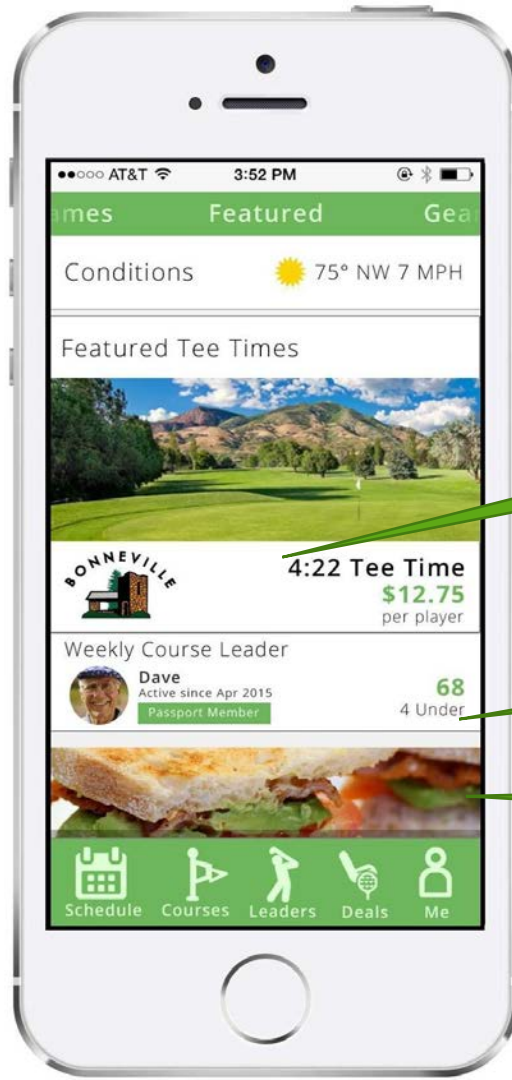
The app will:

- Improve user experience while accessing a younger demographic
- Apply dynamic pricing consistently
- Gather valuable data on customers
- Follow industry best practices – many golf apps available (including Salt Lake County)



Logging in with social media creates easy way to gather information on SLC golf customers.

User is brought to homepage, which offers engaging and useful information. In-app purchase capability boosts revenue per player with auxiliary purchases.

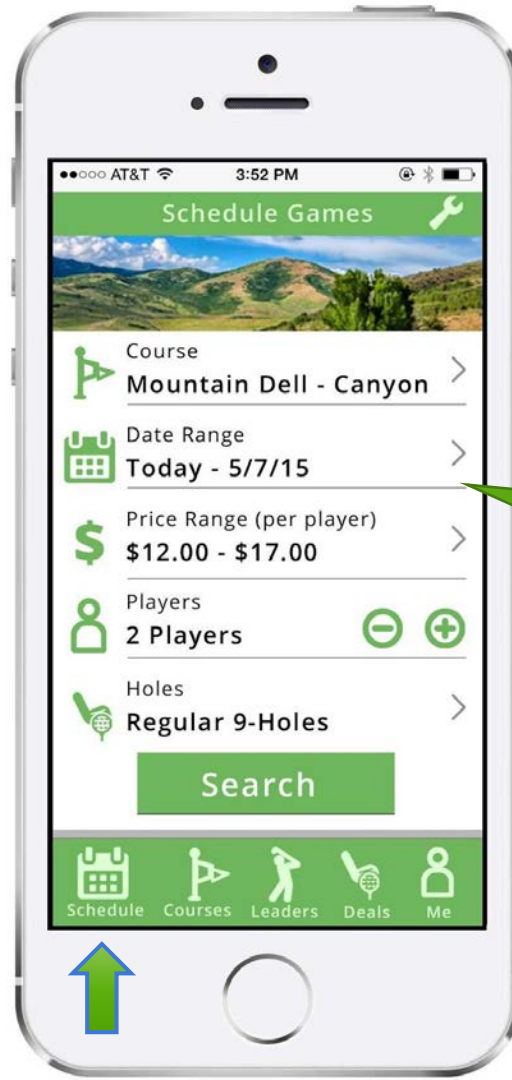


Featured tee time suggests time and course that users can book.

Weekly course leader shows whose score to beat!

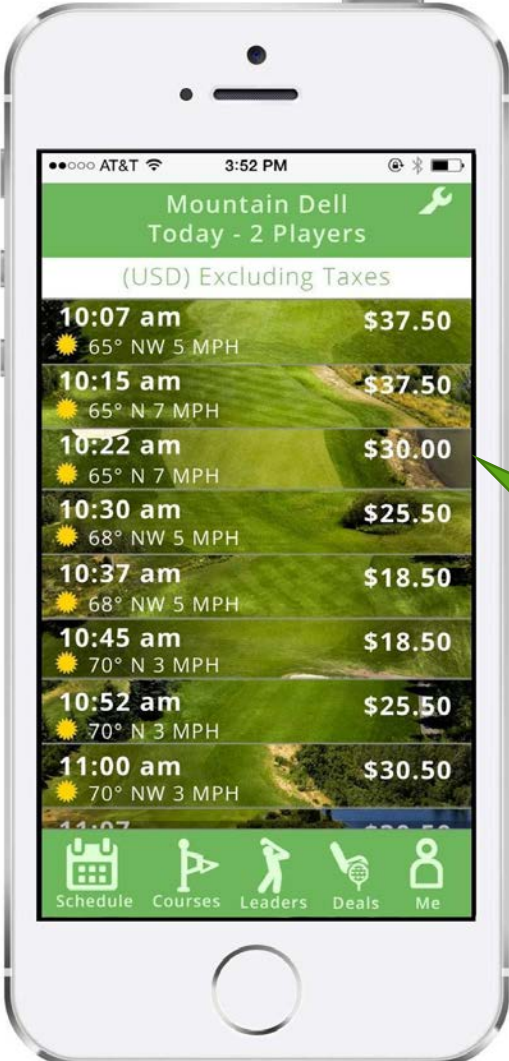
Promotions and deals

Scheduling a tee time facilitates dynamic pricing and gathers information on popular courses, times to play, and willingness to pay.



User can search tee times by courses, dates, price range, and number of holes to play.

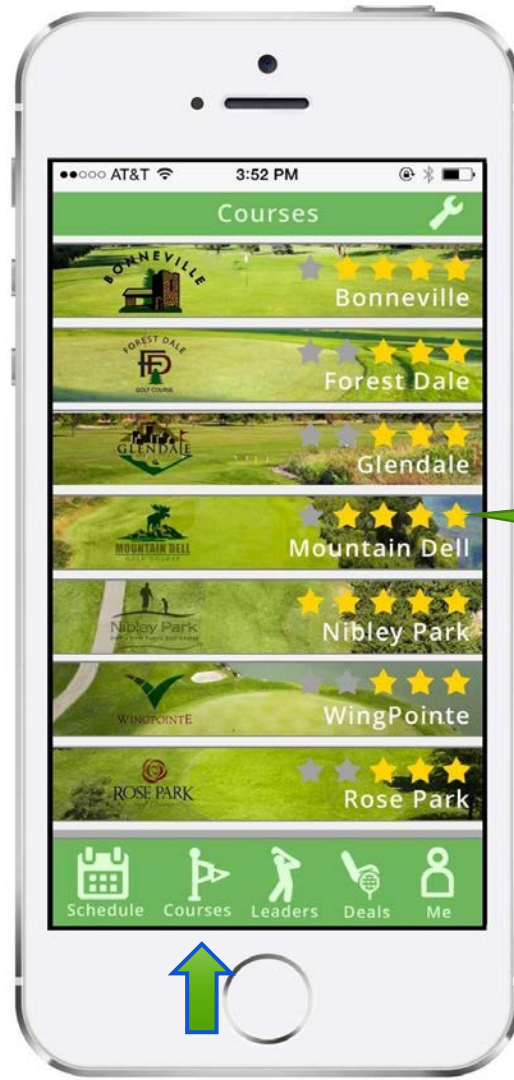
Search results allow golfers to book a tee time and pay directly through the app.



Search results show courses, times, price, and weather conditions.



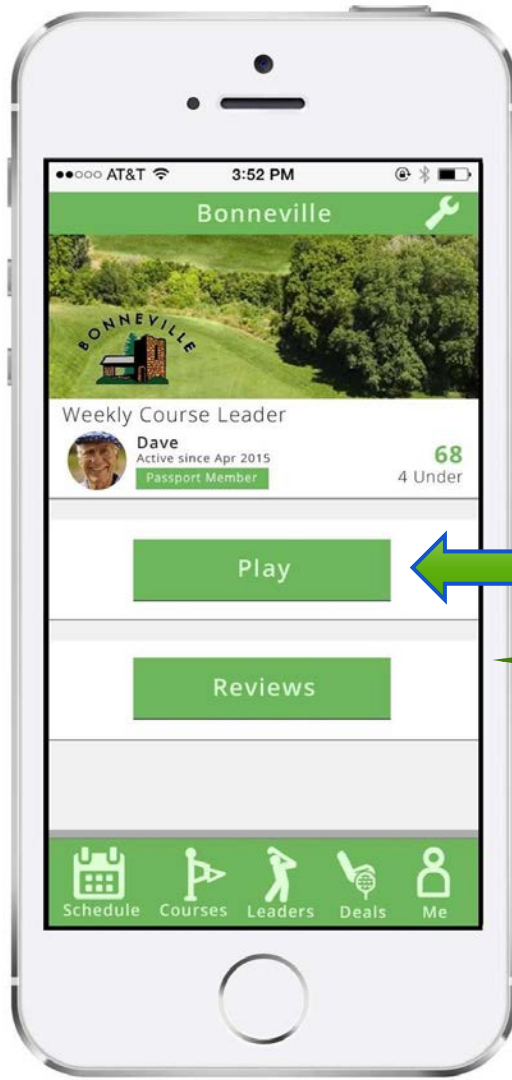
Course page shows which golf courses belong to Salt Lake City's portfolio and encourages golfers to try the different courses.



Touch each course's tab to learn more about the course.

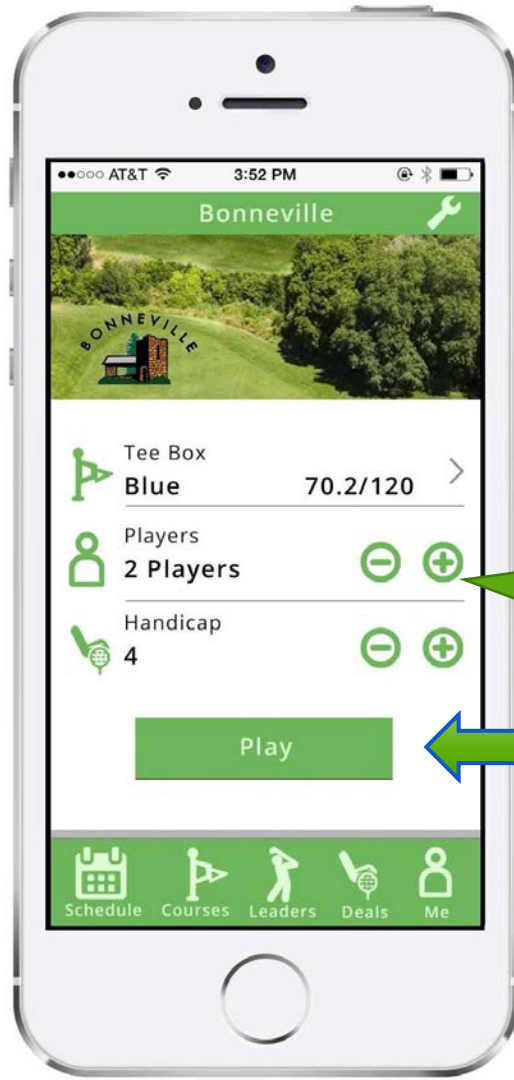
Reviews show which courses are more popular in the familiar star rating format.

Course homepage allows users to add and read reviews of courses, which provides immediate feedback on customer satisfaction.



Users can go to the course page to begin to play, read reviews, or post a new review.

Improve user experience by integrating app with GPS play tracking capabilities.



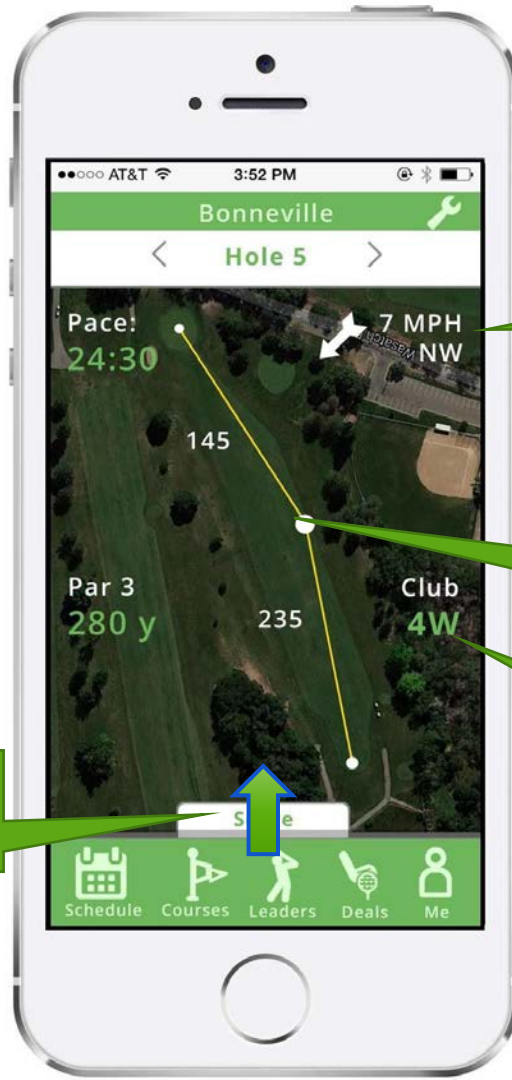
As users tee off, they can select their tee box for measuring yards and their handicap. They can also connect socially with other golfers to track their data simultaneously.



Technological integration appeals to a wide range of golfers.



Pull score tab up to record scores.

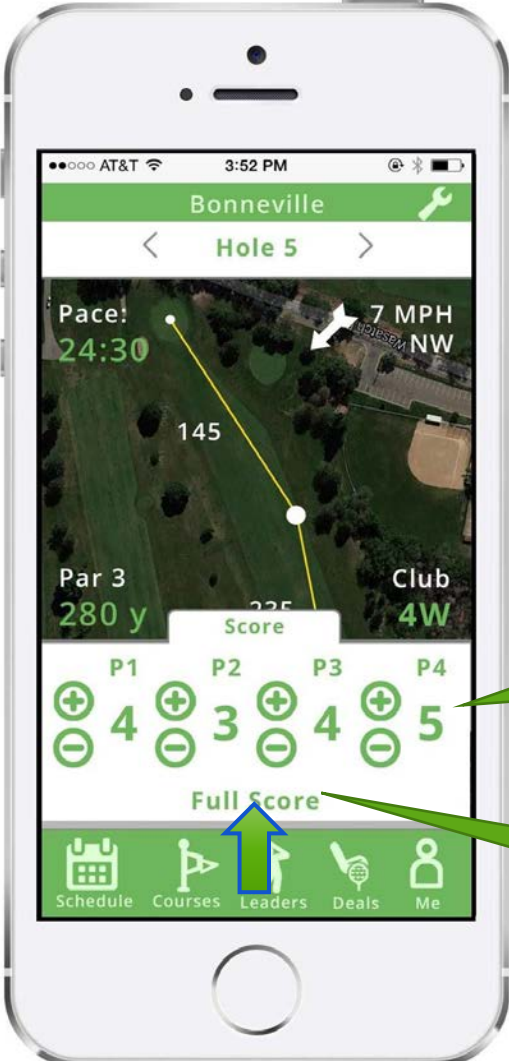


Wind speed data

Select where your ball lands to calculate yards driven and yards left to the green.

The app recommends which club to use.

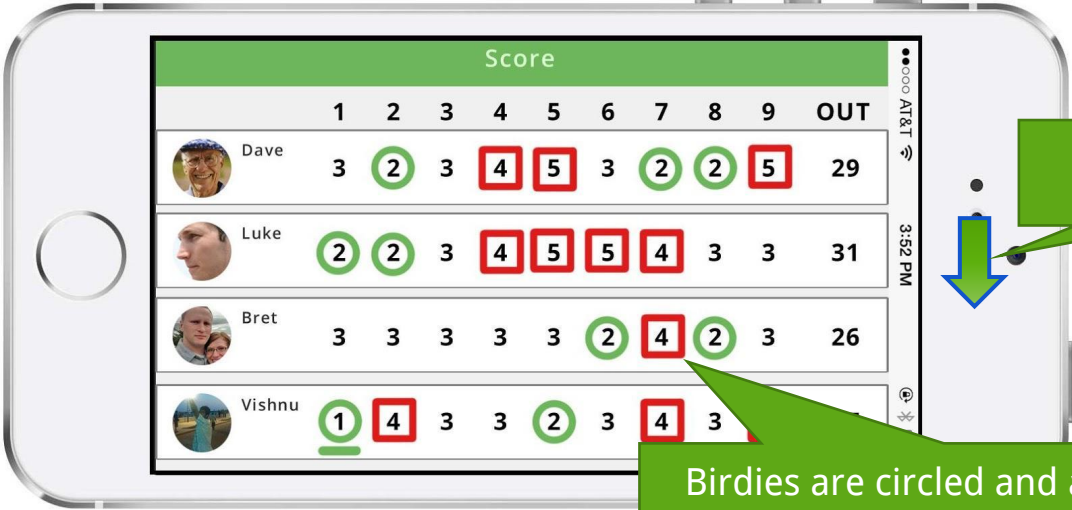
Offer a complete package with the app by recording scores as well.



Golfers can easily record their scores in real time.

Touch here to see full score data.

Scores are archived to allow customers to track their performance over time.

A smartphone screen displays a golf scorecard app. The screen shows a list of four players: Dave, Luke, Bret, and Vishnu. Each player's score is shown for holes 1 through 9, plus an 'OUT' total. The scores are color-coded: green for birdies (below par) and red for scores above par. A blue arrow points to the bottom of the screen, indicating a scroll action to reveal the back 9 scores.

Score											
	1	2	3	4	5	6	7	8	9	OUT	
Dave	3	2	3	4	5	3	2	2	5	29	
Luke	2	2	3	4	5	5	4	3	3	31	
Bret	3	3	3	3	3	2	4	2	3	26	
Vishnu	1	4	3	3	2	3	4	3			

Scroll down to reveal back 9.

Birdies are circled and anything above par is squared to reveal performance at a glance.



See friends' performance on each hole for increased competition and socialization.

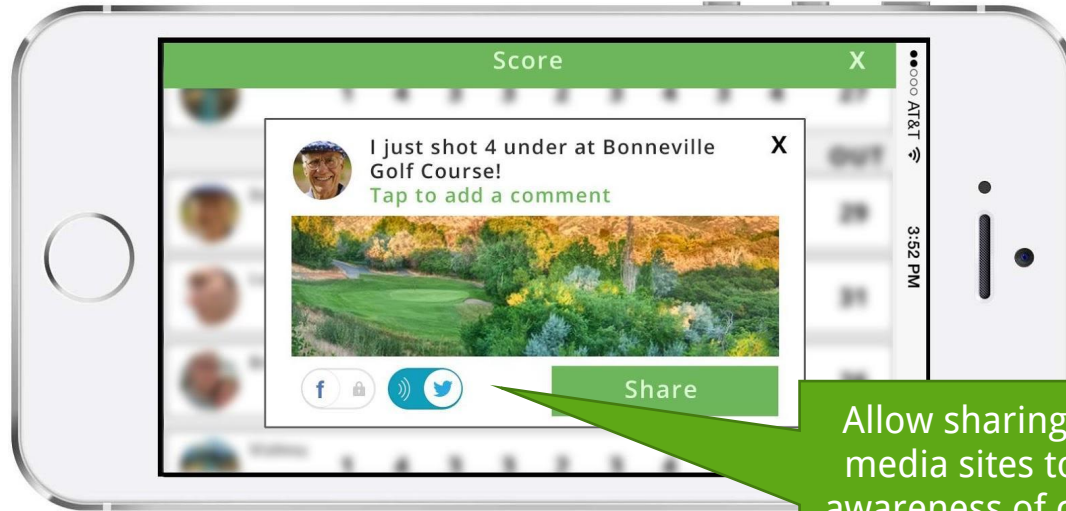


See friends' performance and personal historical performance.

	10	11	12	13	14	15	16	17	18	OUT
Score										X
Dave	3	2	3	4	5	3	2	2	5	29
Luke	2	2	3	4	5	5	4	3	3	31
Bret	3	3	3	3	3	2	4	2	3	26
Vishnu	1	4	3	3	2	3	4	3	4	27

Touch here to exit score page.

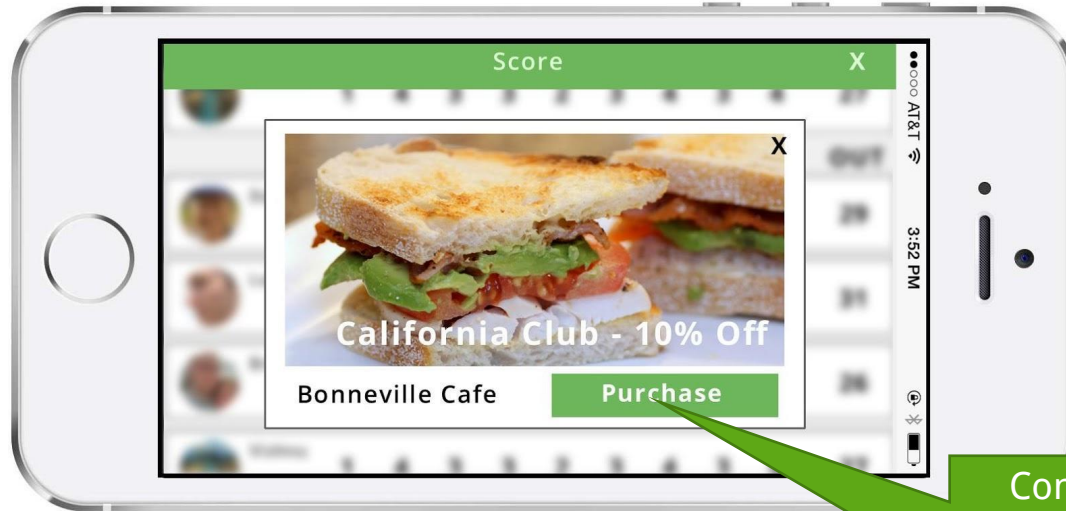
Socialization creates free advertising and increased engagement with the community.



Allow sharing on popular social media sites to generate further awareness of courses, in addition to improving user experience by allowing golfers to share their scores with friends.



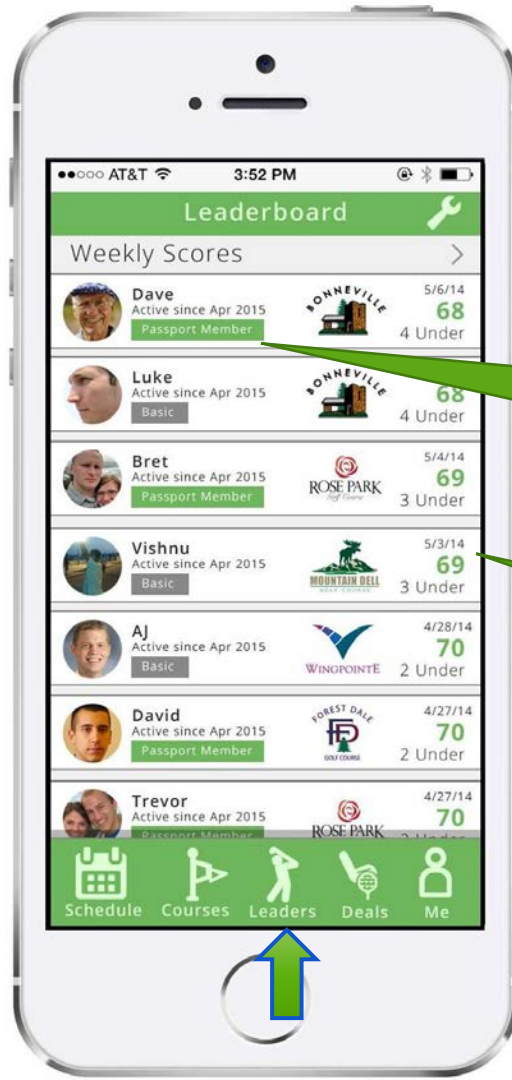
Promotions will increase revenue in other areas the golf course as well.



Convenient in-app purchases encourage customer engagement as well as promoting ancillary sales at the clubhouse.



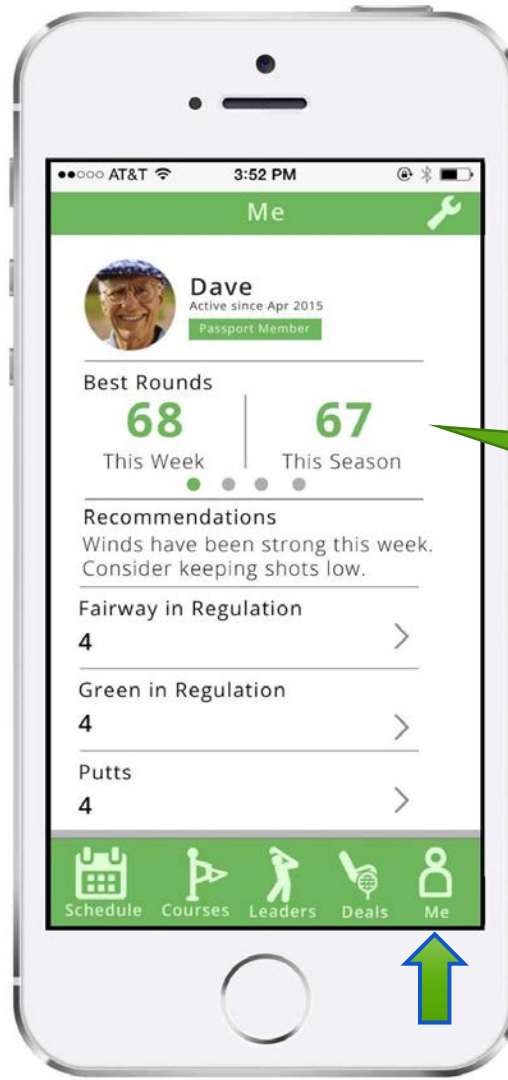
Leaderboard creates a competitive atmosphere to drive more engagement with consumers.



Badges show golfers who have upgraded their membership at the golf courses.

Summary of weekly leaders fosters competition and brings golfers back who want to get on top of the leaderboard.

Profile page gathers meaningful data about consumers and allows for more targeted promotions and recommendations.



Profile page tracks user data and provides helpful tips to the users.

Operational Improvements

Recommendation #2



Close Wingpointe to Reduce Supply and Avoid **\$175K** in Annual Cash Burn

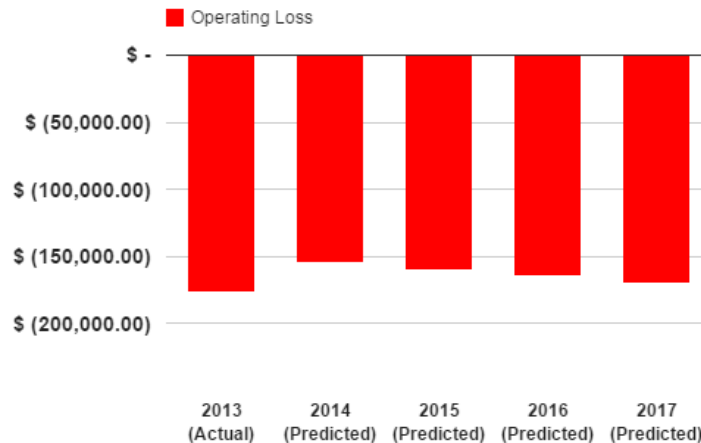


2nd Most Consistent Loss Leader:

- 9 out of previous 12 years of operating *losses*
- FAA Lease terms add **\$5,000** in expense per year until 2017
- Most Consistent Loss leader was Jordan River Par 3 which is now closed
- Potential expansion at SLC Int'l Airport threatens course operation already
- No surrounding residential development makes closure less politically charged
- A percentage of Wingpointe's 52,000 lost rounds gets recouped by remaining courses (e. g. Rose Park)



Wingpointe Annual Net Losses



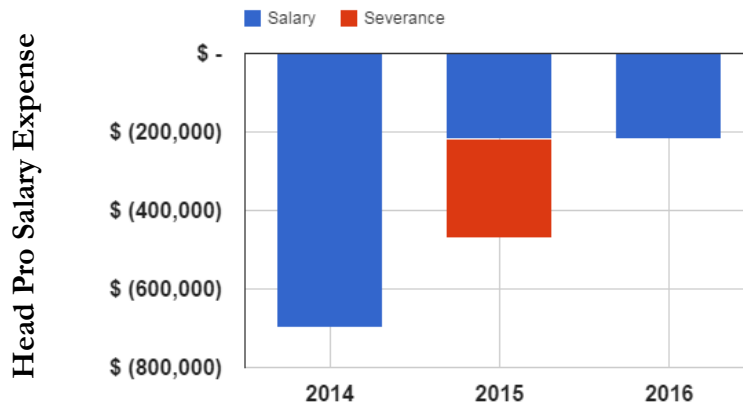
Reconfigure the Head Pro Structure to Save **\$478K**



- Keep 2 Head Pros to co-manage the 6 remaining courses
- Provide **\$50,000** severance (6 months pay) to each of the five departing Pros (an outlay of **\$250,000**).
- The total savings in two years is **\$478,033**.



Reduced Salary Expense Through Restructuring



NOTE: Additional improvements (such as switching to secondary water and increasing the amount of native area on courses) is already under consideration of the Golf Task Force and will not be covered in this recommendation.

Alternate Revenue Sources

Recommendation #3



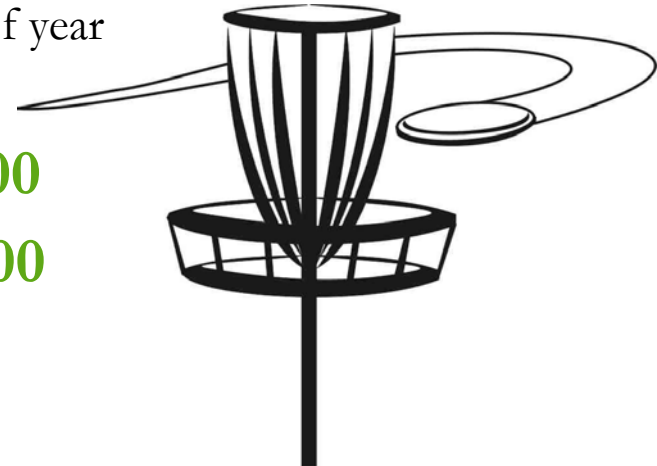
Convert Property or Space on Property into a Pay-to-Play Disc Golf Course



3X National increase in disc golf courses in the last 10 years

Full time disc golf course:

- **<\$10,000** Minimal upfront investment and maintenance
- Price fees from **\$5.00 to \$10.00** depending on size, quality, and demand
- **8 to 12** hours available each day, depending on time of year
- Estimated yearly revenues:
 - 50% average utilization = ~**\$21,000 to \$42,000**
 - 80% average utilization = ~**\$34,000 to \$67,000**

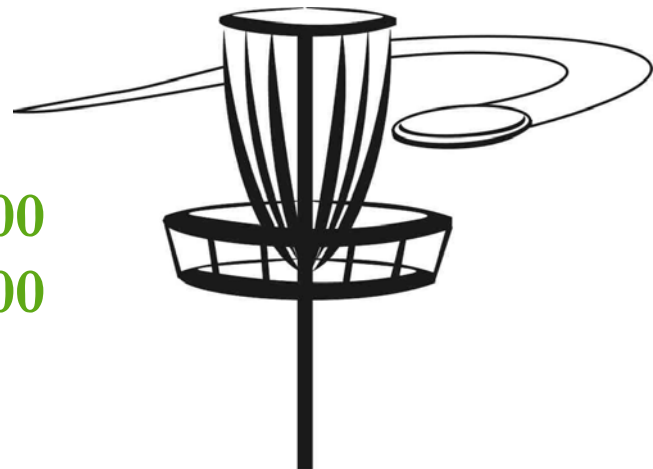


Integrate Disc Golf Courses into Current Courses

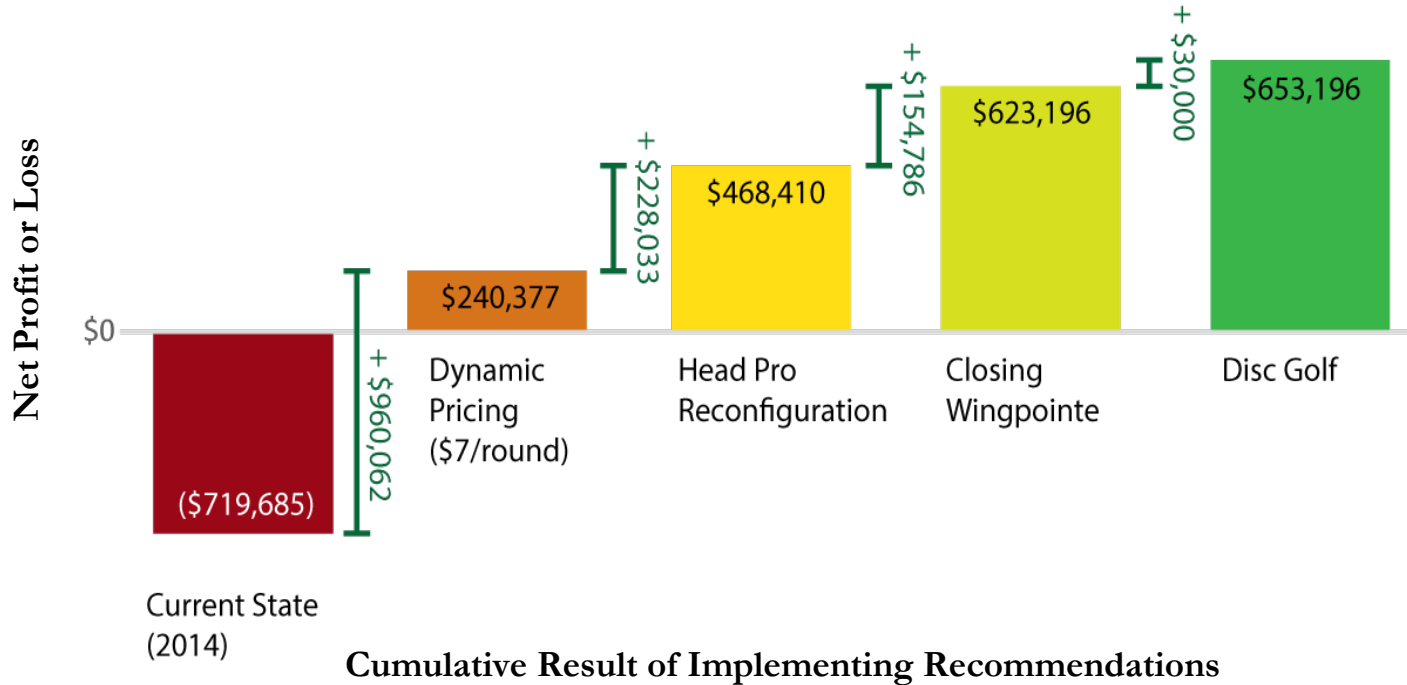


Part time disc golf course (non-peak hours):

- **<\$10,000** Low upfront costs and maintenance -- similar to a full conversion
- Same pricing model: **\$5.00 - \$10.00**
- Available **4 to 8** hours each day
- Estimated yearly revenues:
 - 50% average utilization = ~**\$12,000** to **\$24,000**
 - 80% average utilization = ~**\$19,000** to **\$38,000**



In summary, the SLC Golf Fund Can See an Estimated **\$653,196** in Net Income by 2016





Thank You

We appreciate the opportunity to provide input and hope these recommendations will serve to benefit the community in which the University of Utah proudly resides and participates.





Earth Restoration Network
Jordan River Restoration Project

At last, a big enough idea...

Recommendations for Enhancement of the Salt Lake City Golf Course System

Submitted by Ray Wheeler, Project Director
Earth Restoration Network, Jordan River Restoration Project

December 1, 2014

Salt Lake City's municipal golf course system is an amenity of great value for city residents and visitors. We believe that its intrinsic value should be sustained and enhanced. With that goal, we offer the following assessment of possible changes to the system to make it both more financially viable and more attractive to a broader segment of the public. Following below is a summary of our findings regarding the current financial status of the golf fund in the context of national trends and local political and financial realities, followed by a summary of our recommendations for what we believe will be beneficial changes to the system, and detailed justifications for our proposal.

Executive Summary

Background and context

National trends : Golf course utilization has been [in decline nationwide](#), with 107 golf courses closing in 2010, a net loss of 141 golf courses in 2012, and over 170 net closures in 2013. According to the US Golf Association, 107 golf courses around the country closed in 2010. In 2011, 154.5 courses versus only 13.5 opened. The National Golf Foundation is projecting a [decline of between 500 and 1,000 courses by 2020](#).

SLC golf system budget shortfalls: Our analysis of the city's financial data for the golf system shows that the system collectively has had an average annual budget shortfall of \$564,403 for the past five years. The golf fund surplus has been exhausted and the system is now deficit-spending. In addition, the system has a deferred maintenance budget of \$26 million. These capital improvement items are a combination of necessary maintenance to keep the system operational, plus key capital investments such as secondary water conversion which could help to make the system more financially viable.

Political obstacles: While bonding and deficit spending will surely be necessary to pull the system out of its financial difficulties, as the city correctly observed in its response to the Golf Advisory Committee recommendations, it is most

unlikely that the public will vote to tax itself to subsidize a sport enjoyed by no more than 15 percent of the public. Furthermore, selling off part or all of golf course lands for commercial use would be a grave loss of rapidly dwindling open space and is likely to generate a firestorm of opposition. We certainly would prefer to see the golf courses remain in place rather than to have commercial development obliterate any more open space within the river corridor.

Recommendations

We would support bonding to upgrade and enhance the golf course system, and we believe there would be sufficiently broad support for such a bond, if and only if a substantial portion of the existing golf property along the course of the Jordan River were converted into nature parks with native plant and wetlands restoration, wildlife habitat for migratory birds, and nature education facilities.

The single largest outdoor recreation constituency in our city is the large and diverse population of those who enjoy recreating and exercising--bird and wildlife watching, fishing, running, biking, walking, hiking--in natural settings with diverse and healthy ecosystems and abundant wildlife. But this constituency has never had adequate representation in the city park system, even as the golfers and soccer players have been generously blessed with heavy subsidies to support huge land bases for their exclusive use. We therefore believe that it is entirely appropriate to rebalance the distribution of city subsidy money to better serve the largest of all outdoor recreation uses. In doing so, for reasons given in our detailed reporting below, we will also create huge economic as well as lifestyle amenity benefits for our city and region.

We therefore make the following recommendations:

1.) Close or downsize several west side golf courses.

Of Salt Lake's 8 municipal golf courses, half are on the east side and half are on the west side. Across the past 10 years the west side golf courses have had an operations budget shortfall of \$3.2 million, while the east side golf courses have continued to generate operations surpluses in the amount of \$9 million. (In addition, system administration has generated a \$2.8 million shortfall over the past 5 years.)

2.) Transfer management of and financial responsibility for the Wing Pointe golf course to the Salt Lake International Airport.

Our understanding is that the Salt Lake International Airport owns the Wing Pointe golf course land and has been required by the FAA to raise rental costs for this land to market rates for airport-adjacent lands. Given that the Wing Pointe golf course has an operations budget shortfall of nearly \$700,000 across the past ten years, that its rental costs are increasing year by year, and that the course will eventually be closed anyway to accommodate airport expansion, it seems appropriate to suggest that the city transfer management responsibility to the Salt Lake International Airport, with appropriate compensation for the city's investment in the golf course facilities.

3. Repurpose significantly large parcels of golf course system lands into nature preserves and habitat restoration demonstration/education projects. For such reallocation to be sufficient in extent to generate broad public enthusiasm and support, we propose that it should entail substantially more than the 22-acre Par 3 golf course which has already been closed.

The following parcels of golf course land should be considered on their merits for possible redesignation as nature preserves. We do not suggest that it is politically feasible to close all of the parcels identified below, but do believe that it would be appropriate to repurpose two or three of them.

- Par 3 golf course (already closed) -- 22 acres
- Rose Park Golf course -- 140 acres
- Rose Park golf course, back 9 holes east of Jordan River -- 108 acres
- Glendale golf course -- 160 acres
- Glendale golf course back 9 holes -- 81 acres
- Glendale golf course between Surplus Canal and Jordan River -- 49 acres

We will not support, nor do we believe the public will support, a large bond issue which provides no more than token creation of net new natural areas along the Jordan River.

4.) Bond as needed both for cost-effective upgrades to remaining golf courses and for conversion of former golf course lands into natural open space.

The amount of such a bond is subject to so many unknowable variables as to be unestimatable at this time. The first step is to develop a conceptual and political consensus, from which the financials can then be developed.

5.) Redesign existing golf courses to enhance wildlife habitat around margins and between fairways on an incremental basis.

Programs exist to provide expertise for alterations to existing golf courses to reestablish native plants and enhance wildlife habitat and water quality. There is a wildlife-friendly golf course certification program; we would recommend application of these best-practice standards.

6.) Restore native plants, wildlife habitat, and river water quality in an incremental, opportunistic fashion, as funding allows, beginning immediately with small, affordable projects.

Restoration of wildlife habitat and water quality can be very expensive if large amounts of earth moving are required. We do not recommend that restoration begin with highly engineered, high-budget projects, but rather that it be approached incrementally as opportunities for funding arise. Examples of such potential funding sources are as follows:

- Federal non-point-source funds
- Wetland mitigation funds
- Utah Watershed Restoration Initiative
- Private foundations and donors
- Corporations like Wells Fargo

7.) Emphasize public participation and nature education both for adults and kids.

We strongly support the Tracy Aviary initiative to build a new nature education facility within the Jordan River corridor. We believe that the great work of the 21st century is to repair damage to the earth's natural systems and to restore the quality of air, water, soil, streams, forests, grasslands, and ecosystems both worldwide and in our own back yards. As we explain in more detail below, we believe this activity will be rewarding in every possible way.

Since restoration requires trained experts we emphasize the value of education and therefore recommend that one or more nature education facilities of modest size be situated within large wildlife habitat restoration areas so that those being educated, and indeed the public at large, can learn from direct exposure to the ongoing restoration planning, implementation, and assessment efforts on lands immediately surrounding the nature education centers.

8.) Natural area restoration should be science-based, expert-guided, and strategic

We advocate for reliance upon the [Best Management Practices](#) recommendations of the Jordan River Commission. We believe that the best results for the largest number of people will come from science-based assessments and wise, prudent use of public and private funding. We expect that if properly designed the proposed natural areas will provide a huge return on investment not only by providing world-class recreational amenities but also in enhancement of our entire urban area to attract top-flight businesses and organizations to our metropolitan area. Wisely planned restoration projects will also have a large beneficial impact on water quality.

Proposal Justification

1. Public mandate for river corridor preservation and restoration.

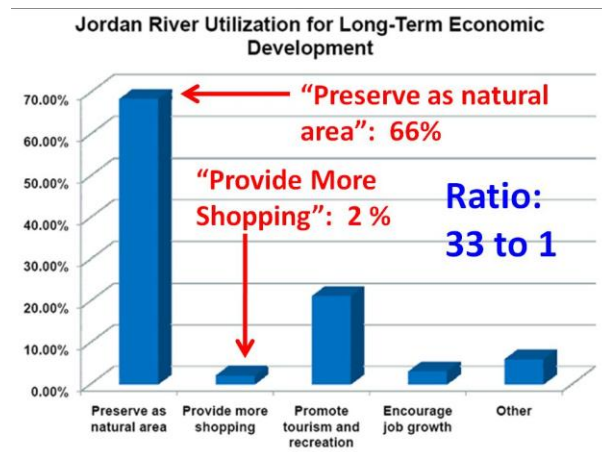
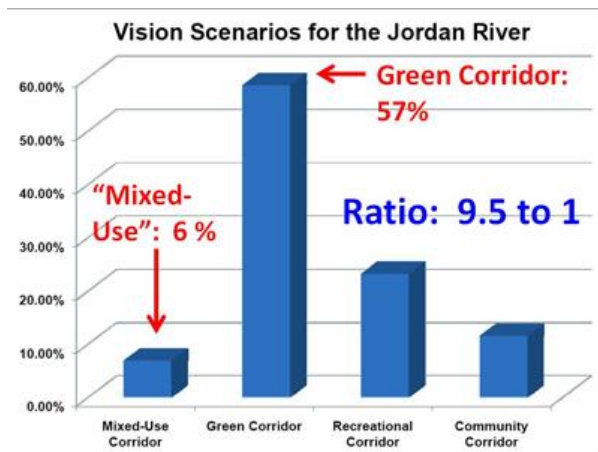
The Salt Lake City Council has established , among others, the following "guiding principles" for addressing the golf fund deficit problem.

- 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

Accordingly, some of the scenarios under review by city council staff have identified the potential for golf course lands to be purchased from the golf fund, at current valuation in an open space zoning category, with open space funds for the purpose of preserving them as open space, perhaps for other recreational use, even if they are downsized or decommissioned as golf courses.

Three major studies throughout the past forty years have recommended that large amounts of open space within the Jordan River corridor and particularly within the river's historic flood plain be preserved in a natural condition both to minimize flood control and damage costs by providing areas for flood water banking, to enhance the potential for outdoor recreation along the Jordan River Parkway , and to provide riparian and wetlands habitat and connectivity for wildlife, particularly for the large numbers of migratory birds moving along coinciding arms of the Central and Western flyways, straight down the path of the Jordan River between the Great Salt Lake and Utah Lake.

The most recent of these studies, conducted by Envision Utah and published in 2008 as [Blueprint Jordan River](#), identified overwhelming public support for preservation of natural open space along the length of the Jordan River



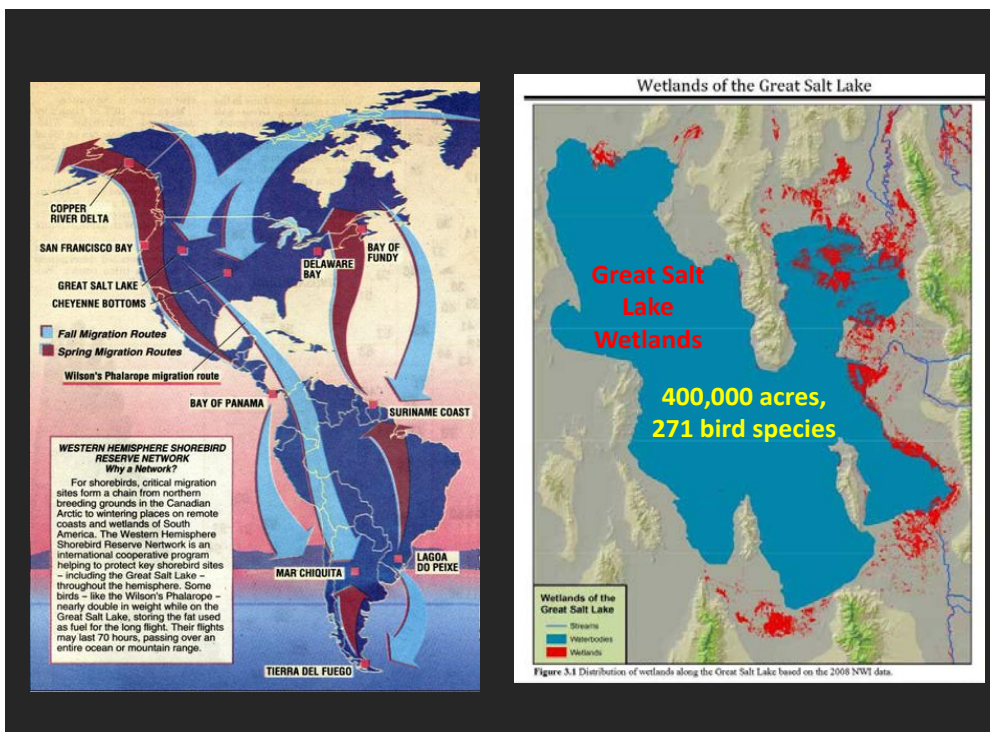
Summary of public comment from about 3,000 participants, prepared by Envision Utah

The Blueprint Jordan River recommendations have been fully endorsed by the Salt Lake City Council and Mayor.

The foremost of those recommendations reads as follows:

Preserve current open space. Within the proposed Jordan River Natural Corridor, there are approximately 7,300 acres of undeveloped land. Of this land, nearly 3,800 acres is slated for development. **As much open space as possible should be conserved by ensuring that the land designated as open space remains that way, and that land slated for development is protected.**

3. The Ecological, Social and Economic Value of Preserving Natural Areas and Wildlife Habitat along the Jordan River



The ecological value of the Jordan River corridor as a sanctuary and travel corridor for wildlife--especially migratory birds--is well known to all of you, but not recognized by the public or by elected officials.

Riparian areas are the most bio-diverse and biologically productive ecosystems in our region. We also know that the path of the Jordan River is directly on line with two overlapping arms of the Central and Western migratory bird flyways.



Bird Species	GSL Wetland Population
White-faced ibis	18,000
American avocets	10,000
American white pelican*	50,000
Cinnamon teal	60% of the continents breeding population
Wilson's phalaropes**	500,000
Snowy plovers	50% of the continents breeding population
Marbled godwits	26% of global population
Black-necked stilts***	>65,000

Third largest colony in N. America

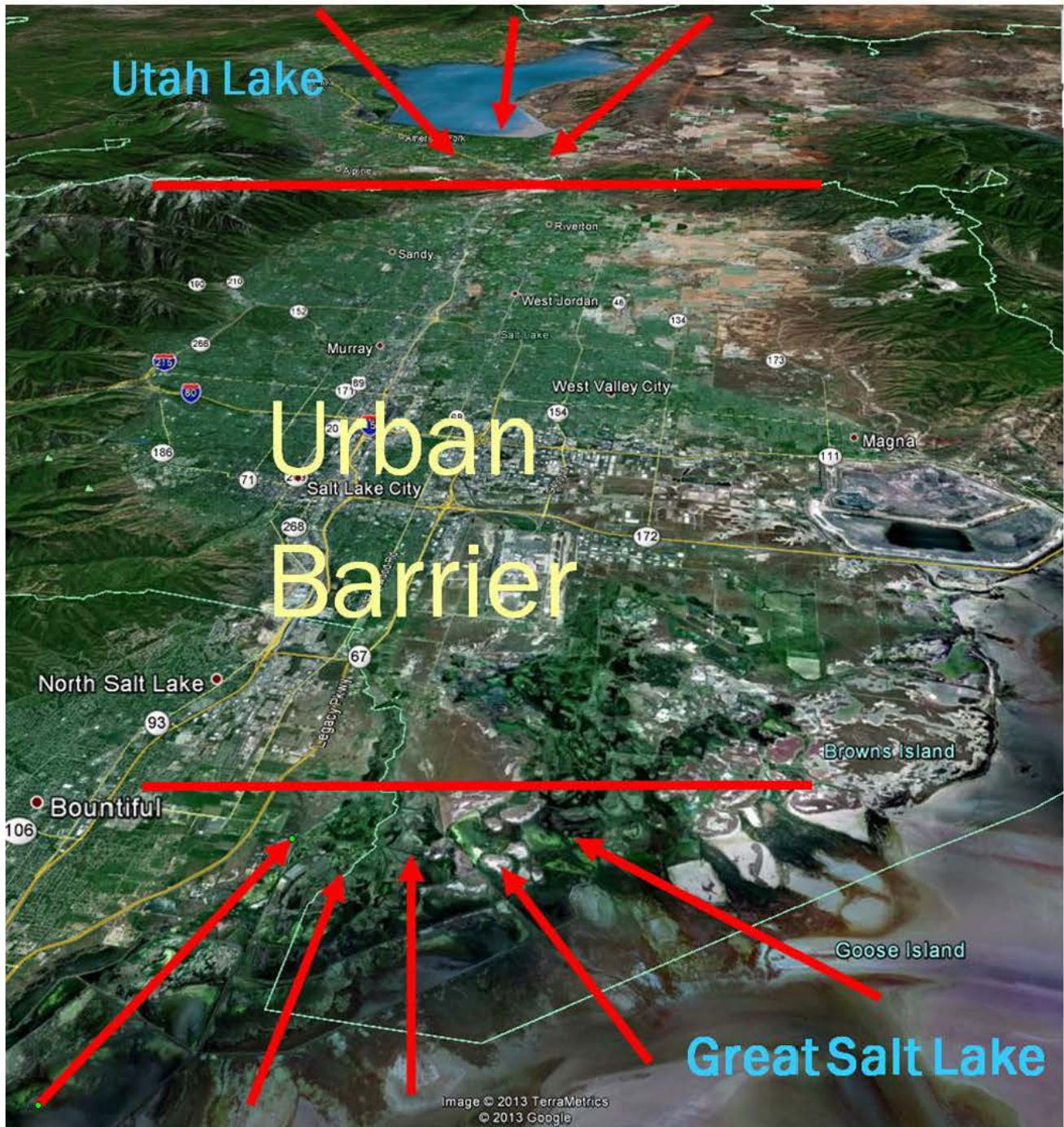
World's largest fall staging concentration

Largest Concentration in U.S.

Major bird populations found in the Great Salt Lake wetlands



Sandhill Cranes in Flight, c. Sherman Bloom

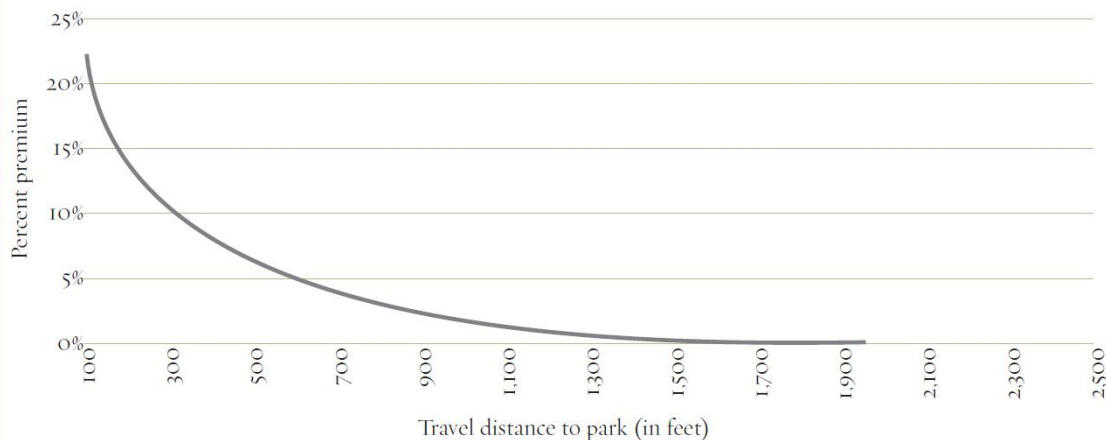


The largest urban metropolitan area in the Intermountain west poses a formidable barrier for migratory birds

What is rarely recognized, however, is the [social and economic benefits](#) of preserving continuous, "connected" wildlife travel corridors within the heart of major urban areas. [Land values are on average 20 percent higher along the edges of protected greenways](#), especially along streams and rivers. That's because most residents highly value the beauty of nature and want to live close to natural areas. As the proliferation of office parks along the river clearly demonstrates, business owners also recognize the intrinsic value of the beauty and wonder of nature--that's why Ebay and so many other highly mobile technology companies are drawn to the commercial centers and office parks at river's edge or on the bluffs defining the historic river flood plain.

Figure 1.5. Impact of 14 Neighborhood Parks on Adjacent Neighborhoods in Dallas–Fort Worth

The 14 parks were between 2.5 acres and 73 acres except for two that were 0.5 and 0.3 of an acre. They were "intermittently maintained" and were selected because of their ordinariness rather than their excellence. The parks were in neighborhoods of single-family houses. The analysis was based on 3,200 residential sales transactions. The price effects compared against home values a half mile from the parks are shown below. Homes adjacent to parks received an approximate price premium of 22 percent relative to properties a half mile away. Approximately 75 percent of the value associated with parks occurred within 600 feet of a park.



Source: Miller (2001).

From: *The Economic Benefits of Land Conservation, The National Trust for Public Lands, 2007*

Economic Benefit from wildlife viewing in Utah

- 562,000 participants
- \$5.8 billion per year into Utah economy
- 65,000 jobs
- \$300 million in annual state tax revenues
- Outdoor Retailer trade show alone: \$40 million per year
- Source: Utah Pulse, 8/4/2008, U.S. Fish & Wildlife Service

Cities that not merely protect postage-stamped sized fragments of manicured park land, but which act assertively to protect natural green corridors especially along river courses, benefit from the lifestyle amenity that such corridors provide to their residents. Such amenities are a direct economic benefit when they begin to attract cutting-edge high technology companies and industries because of them. Salt Lake City is very much a city which has succeeded in attracting important corporate innovators because of its lifestyle amenities.

Some of the major U.S. cities which have already acted to protect natural values along their river corridors are **Boise, Boston, Buffalo, Cincinnati, Dallas, Denver, Portland, Sacramento, San Diego, and Washington D.C.**



Above: along the 25-mile Boise Greenway; Below: Boise River Greenway-adjacent wetland ponds



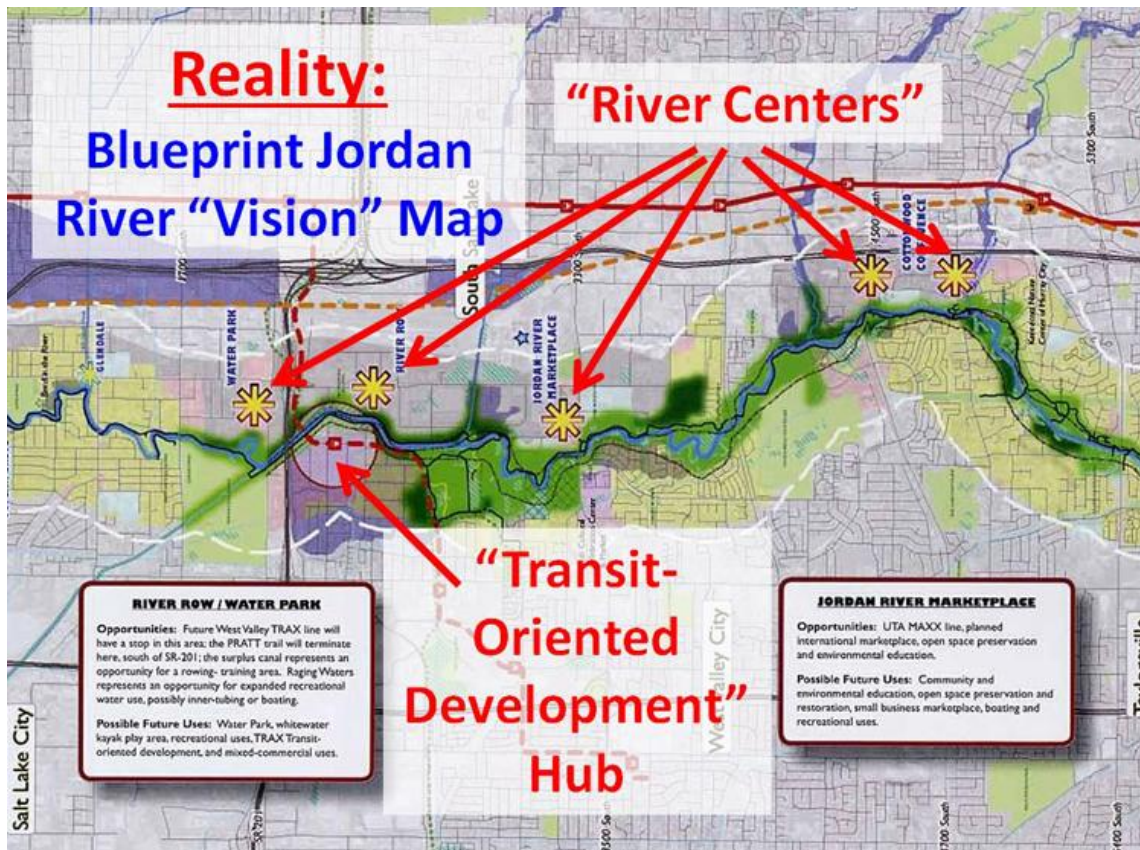
4. The Urban Development Juggernaut

Unfortunately despite the oft-repeated recommendations of publicly funded studies, commercial development pressures along the Jordan River corridor have recently and rapidly been transforming a riparian and wetlands corridor into a densely packed commercial /residential urban complex. Within the river corridor some 20 massive "mixed use" or "transit-oriented", commercial/residential centers are currently under construction, currently being expanded, or have recently been completed. After intense opposition from open space activists, only two of these projects have been stalled or terminated (at 900 South and 3300 South). All of the rest have been completed, are continuously being expanded, are currently under construction, or are on the drawing boards.

Commercial Centers on Jordan River							
(Based on 2007 Envision Utah List for Blueprint Jordan River study, with more recent projects added)							
No.	In Blue-print JR Study?	Name/locale	Est. Size Acres	Location, Communities	Category	Proposed use	Current Status
1	No	"Salt Lake City Sports Complex"	160	East of I-215 at 2350 North -- Salt Lake City	Commercial sports center	Currently targeted for 18 commercial ("pay for play") soccer fields, 8 baseball diamonds, and a "soccer stadium" large enough to seat 3,500 to 7,500 spectators, vast areas of parking, a redesigned freeway interchange on I-215, 3 new roads, 2 new bridges across the river; probable site of Real Salt Lake Sports Academy	Currently under construction within river flood plain; 100% over budget at 50% of original scope]
2	No	Rose Park golf course, back 9	40	E. Side of Jordan R. between 1300 and 1800 N or a strip of golf course land along Redwood Road	Possible Mixed Use facility	The Rose Park golf course is currently under study for possible decommissioning and repurposing (acreage unconfirmed)	Mayor and City council are currently studying alternative ways of downsizing the Rose Park Golf Course; future use uncertain
3	Yes	"Rose Park"	30	700 North, Salt Lake City	"Neighborhood Center"	Expansion of NW Multicultural Center (?)	Project completed ~2010-2011; possible future additional construction?
4	Yes	"North Temple TRAX",	250	South Side of North Temple, Salt Lake City	"Transit Oriented Development"	Commercial, hotel, City Creek "daylighting", (boating)	Currently under study by consultants retained by Utah State Legislature
5	No	Utah State Fair Park	67	North side of North Temple, E. bank of Jordan River	Transit-Oriented Development	Possible new soccer stadium; commercial,. Residential and/or retail center	Currently under study by consultants retained by Utah State Legislature

6	Yes	Glendale 1	15	900 South, Glendale/Poplar Grove	"Neighborhood Center"	supermarket, youth center, library and/or residential housing	Project was cancelled and nature park/wetlands restoration now under construction on site
7	Yes	Glendale 2	9	California Ave 1350 S), Glendale	"Neighborhood Center" (retail and/ or housing)	supermarket, housing/ redevelopment of California Ave east to 900 West	Possible future project
8	Yes	"Water park"	144	1700-2100 South, Salt Lake, South Salt Lake	"River Center"	commercial water park, Semi truck parking on 1700 South, sculling, possible reduction of Glendale golf course and sale of lands along 2100 South for commercial use.	Currently under study by SLC Golf program
9	Yes	"River Row"	30	2100 South, South Salt Lake	"River Center"	Recent river-adjacent office complex on west side of river; replace Workman Park with a UTA maintenance facility , Parleys Rails to Trails connection; sculling launch site (UTA acreage uncertain)	UTA facility completed 2011?
10	Yes	"Jordan River Marketplace"	30	3300 South, West Valley City	"River Center" (Mixed use)	New road , Jordan Marketplace shopping center, condominiums, 22 office, condo and retail buildings; (acreage uncertain)	Project terminated in 2013 because of fiscal problems
11	Yes	"Big Cottonwood Confluence"	215	3900-4500 S, Murray/Taylorville	"River Center"	Expand existing office complexes at Cottonwood Creek confluence (E. bank) and Sorensen Center Office Complex (Taylorville) office complex is on W. side; might be expanded into Murray on E. side	Status unconfirmed
12	Yes	"Little Cottonwood Confluence"	?	4800 S, East bank, Murray/Taylorville	"River Center"	Redevelopment, "mixed-use", Taylorville community center, recreational	status unconfirmed
13	Yes	"Bingham Junction"	700	7200 S Midvale/ West Jordan	Transit-Oriented Development	New TRAX station surrounded by "mixed-use" commercial facilities Mt. bike park	Currently under construction
14	Yes	"Gardner Village"	?	7800 S., West Jordan	Transit-Oriented Development	expansion of Gardner Village shopping center	Proposed future project
15	Yes	"River Oaks Center"	175	9000 S, Sandy/West Jordan	"River Center"	Mixed-use commercial center, nature center, biking	Status unknown

16	Yes	S. Jordan Frontrunner station	67	10000-10600 S. Jordan	Transit-Oriented Development	Frontrunner station surrounded by large commercial "mixed use" facilities (shopping center, office complex, condos) (E. bank) Springview Farms housing development expansion to West bank; S. Jordan plans to convert 67-acre Mulligan's Golf course into a commercial center consisting of 16 office buildings, 2 parking structures and 22 condo blocks buildings	S. Jordan City council is pushing the project hard; huge apartment complex on east bluff opposite Mulligan's approved 2014
17	Yes	"River Park Corporate Center"	100	South Jordan, S. side of 10600 S.	"River Center"	Proposed 30% expansion of existing "mixed use" River Park Corporate Center which already features 6 corporate office buildings up to 5 stories high and totaling 1.7 million square feet of floor space, a shopping mall, vast areas of parking, new roads and other associated infrastructure	Continuous infill of project area from 1998 to date; proposed expansion status unknown
18	NO	"River walk" luxury home subdivision	60	10200 South, South Jordan City	Residential	New housing subdivision of some 75 new homes built down into river flood plain to river's edge in _2010? Acreage is a guess.	Project completed circa 2010 (?)
19	Yes	"Bluffdale/Draper Frontrunner Station	145	13000 South FrontRunner Way Draper	Transit-Oriented Development	"Mixed use" facilities around Frontrunner station (shopping center, office towers, condos, parking) surrounding new Frontrunner rail station; nature center, equestrian trail (E. bank); 145 acres, encompasses Ebay and Edwards Life Sciences buildings, 1.8 million square feet of office space and 216,000 square feet of retail space. Approximately 20 percent of the project will be devoted to residential use; at least 21.8 acres of open space (15%)	Currently under construction
20	No	Bluffdale Prison Site Redevelopment	700	13500 South, Bluffdale, between Jordan River and Draper west boundary	Transit oriented development; dense residential, retail, office park	5,000 high- and medium-density residential units, and nearly 9 million square feet of office space in addition to retail, research and development and other uses.	Proposed future project
21	Yes	Springview Farms Subdivision	258	146000 South, Bluffdale	Housing Subdivision	348 1/4 to 1/2 acre lots, \$325-\$600,000 custom homes, maze of new roads; proposed expansion to West bank will tightly constrain Jordan River on both sides	West bank expansion supposedly approved but not yet begun
22	Yes	"Thanksgiving Point" Front Runner Station	700		Transit-oriented development	More trophy homes, "mixed use" commercial center expansion surrounding Front Runner station and existing facilities	Ongoing build-out from 1996 to present
23	Yes	("Pioneer Crossing") 8570 N/Lehi Main St	?	8570 N, Lehi Saratoga Spr	"River Center"	large new commercial development along the new Mountain View Corridor Road (?) "mixed-use" (shopping center, office towers, condos, parking etc.) replacing existing open space	Status unknown
		Preliminary, partial acreage total	3,895			Plus additional acres for projects where data not available as yet.	



Section map showing 6 of 18 proposed commercial development centers along the Jordan River in Salt Lake City as of 2007 (from Blueprint Jordan River report, 2008)



The first of the so-called "river centers", at Thanksgiving Point in Lehi, started out in 1996 to be a botanical garden, with recreational and training facilities for golf and tennis. **Its purpose**, explained by owner Karen Ashton at that time, **"is to express gratitude toward God for the beauty of the earth".**

Today it is an ever-expanding 700-acre mega-complex of trophy homes, office park, and strip mall.

River Center Number One: Thanksgiving Point "river center", started in 1996 and *still expanding*



The **ever-expanding** Thanksgiving Point strip mall at the I-15 exit, gateway to the "river center"



New office park **under construction**, Thanksgiving Point, 2013



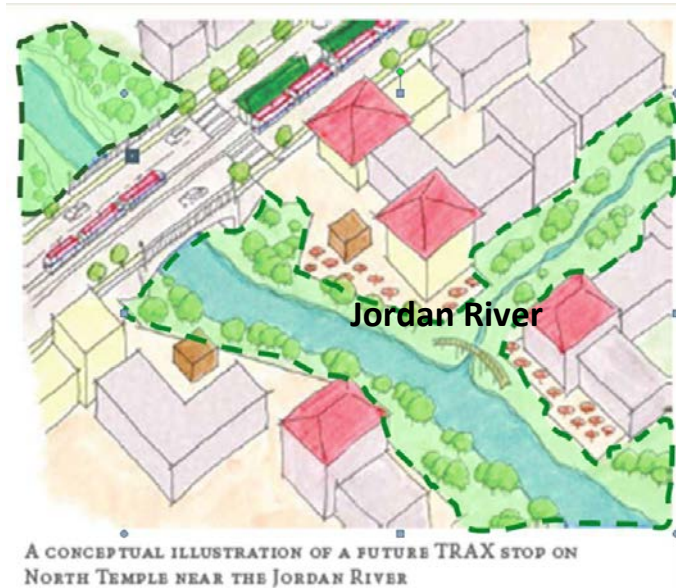
Trophy homes rising shoulder to shoulder at river's edge: Thanksgiving Point "River Center"



RiverPark Corporate Center: "River Center" No. 2, construction and expansion 1998 to present



RiverPark Corporate Center's rolling web site banner



Proposed Transit-oriented development" complex along south side of North Temple near City Creek confluence

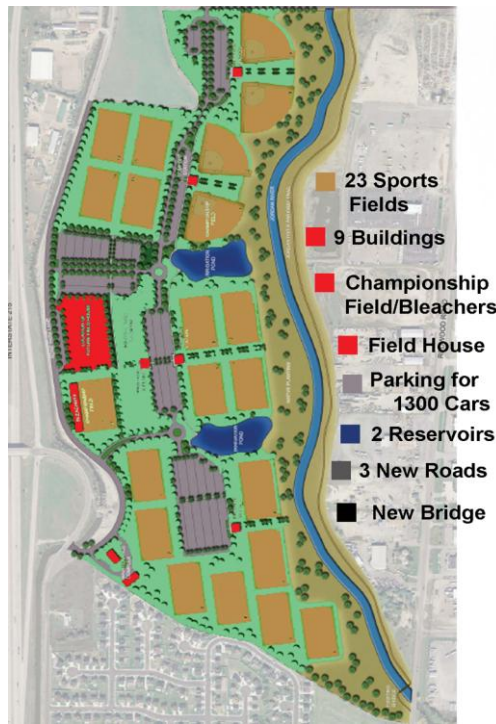


Proposed redevelopment of Utah State Fairgrounds site along north side of North Temple; project is **currently under consideration** by a consultant hired by a committee of the Utah State Legislature

Flooding at 2200 North Site, 1986



Site Plan, Proposed Regional Sports Complex at 2200 North



Salt Lake City is **currently building** a \$40- million taxpayer-funded commercial soccer complex on the Jordan River at 2200 North. The former Jordan River State Park site, purchased with funding from the federal Land and Water Conservation funding for the purpose of flood water banking, is within the river's historic flood plain on lands that were inundated by several feet of flood water as recently as 1986-

Salt Lake Regional Sports Complex (right), currently under construction at 2200 North 1987. It will surely flood again.

The proposed "Jordan Marketplace River Center" would cover an existing area of wetlands and riparian forest with 22 new mostly 3-story high buildings. The project was **cancelled in 2013** because of financial problems, but **could be reactivated at any time.**



Concept Plan for Proposed "Jordan Marketplace", West Valley City @ 3300 South

- * 22 buildings mostly 3 stories high
- * 700,000+ square feet of retail and residential space
- * acres ??

- * Parking for ~800 cars (estimate)
- * ? condo units???

The proposed "Jordan Marketplace" along the west bank of the Jordan River at 3300 South.



*Site concept plan for the "Vista" Frontrunner "transit oriented development" complex, **currently under construction** in Draper*



Site concept plan for proposed redevelopment of the 700-acre Bluffdale Prison site



- 220 total acres
- 90 acres commercial
- 70 acres residential
- 1.16 million sq ft office space
- 100+ room hotel with conference space
- UTA light rail station
- Up to 1,853 residential units
- Approximately 5,000 residents

VIEW 72

corporate center

- 130 total acres
- 50 acres commercial retail
- Hundreds of thousands of square feet in retail
- Large open space with park and boardwalk
- Up to 706 residential units
- Approximately 1,900 residents



Conceptual illustrations of FLSmidth's regional headquarters at the View 72 Corporate Center.

A typical "river center": development concept sketch and project scope summary for the 700-acre Bingham Junction transit oriented development project, **currently under construction**. The project will provide housing largely within the river's historic flood plain for a new city of about 7,000 people, with perhaps an additional 3,000 shoppers and employees inhabiting the 90- acre commercial park and 50-acre, big box store strip mall.

5. Golf courses: the final open space frontier

At this point the municipal and private golf courses along the river are just about all that is left of open space--the final frontier for would-be developers. And even the publicly owned golf courses, such as Mulligan's Golf and Games in South Jordan, are under intense pressure for commercial development:



Therefore the potential closure or downsizing of two or three Salt Lake City golf courses represents a final moment of truth for the conservation advocacy community of the Wasatch Front. An opportunity lies before us to act wisely to protect one or more natural assets of great value for biodiversity and "connectivity".

At left and below: Site concept plans for a 40-building "mixed use" commercial/residential complex on the 67-acre Mulligan's Golf course, currently owned and operated by South Jordan.



6. A different path



New sediment filtration bioswale, Jordan River at 900 South storm drain inlet, June, 2013



Newly created wetlands, Redwood Nature Center, 3100 South, 2013

We stand today at a crossroads between the onrushing development juggernaut and an alternative path of restoring the health and beauty of our living environment.

The difference between these two possible futures can be summarized by two images.

Following is an image of the maximum development scenario that is racing to completion throughout our river corridor:



Typical business as usual worst practice Jordan River floodplain encroachment, streambed channelization and fortification, Murray

The alternative future that we envision and recommend here, is well illustrated by the following photo of an area of undeveloped land in the south end of Salt Lake Valley:



Best case potential: natural open space remnant, upper Jordan River c. Anne-Marie Bernshaw



SALT LAKE CITY
GOLF

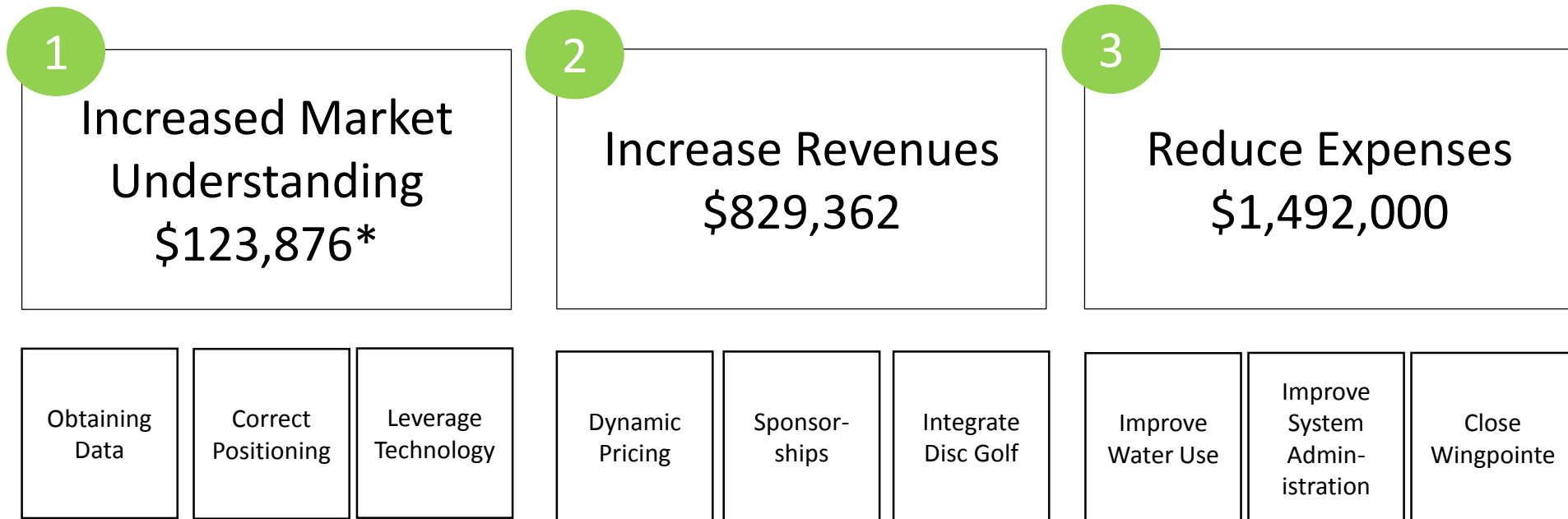
Turn Around Plan

University of Utah - MBA – Team Augusta

Executive Summary

Problem: Salt Lake City is currently running a \$500K to \$800K deficient on municipal managed golf courses.

Solution: Create a \$1.5M annual margin using the following strategies;

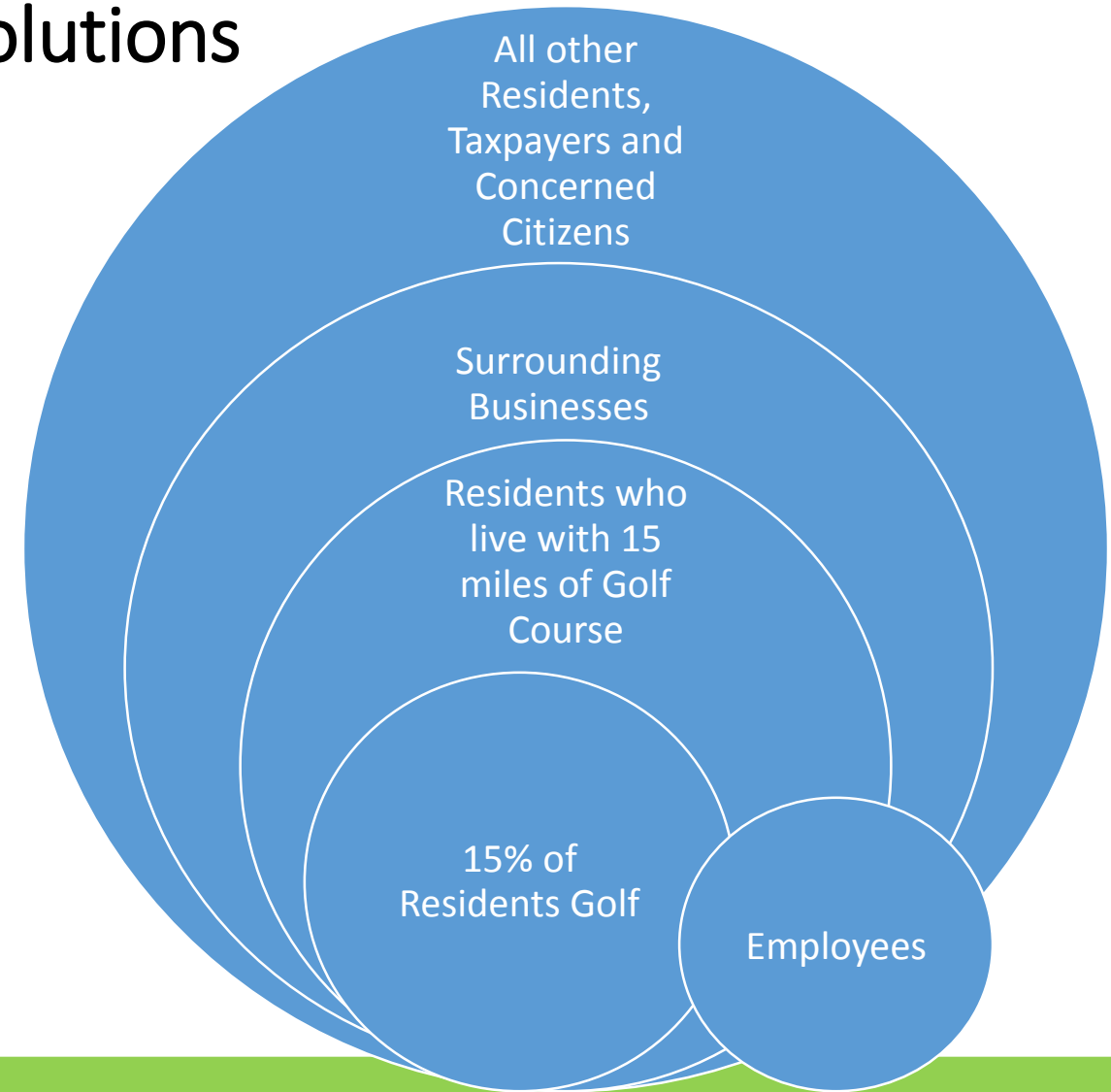


*Not all solutions are easily quantifiable, minimum expected outcome.

100% of Salt Lake City Residents are Affected by the Following Golf Fund Solutions

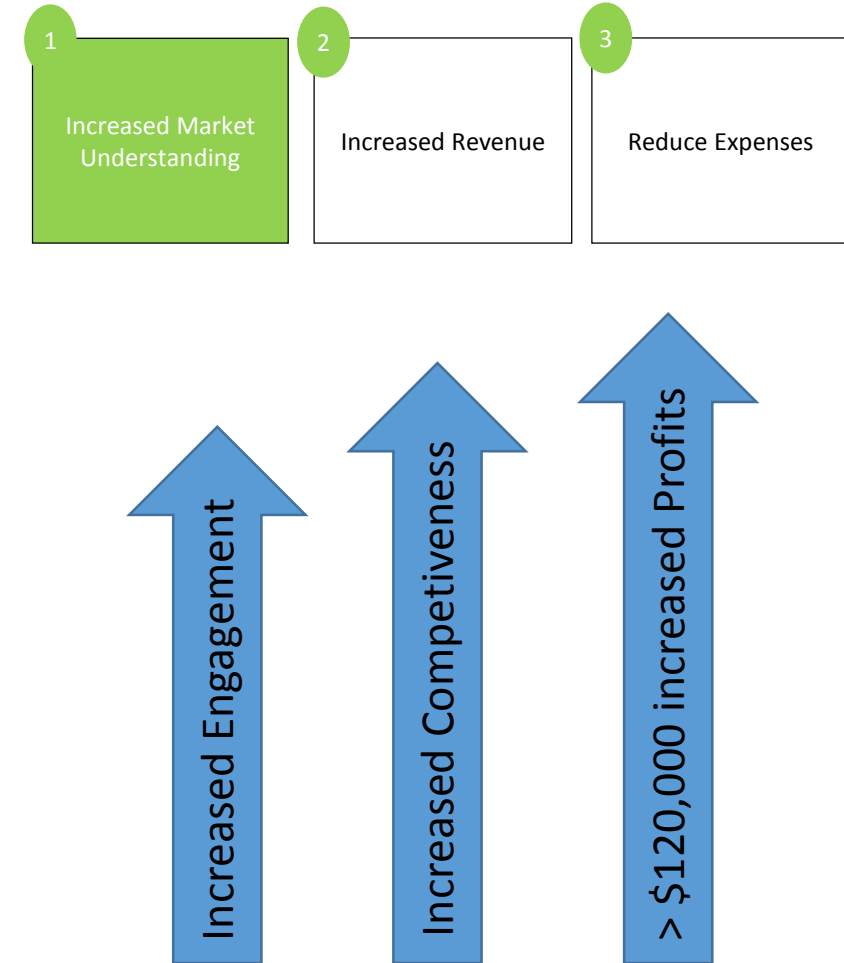
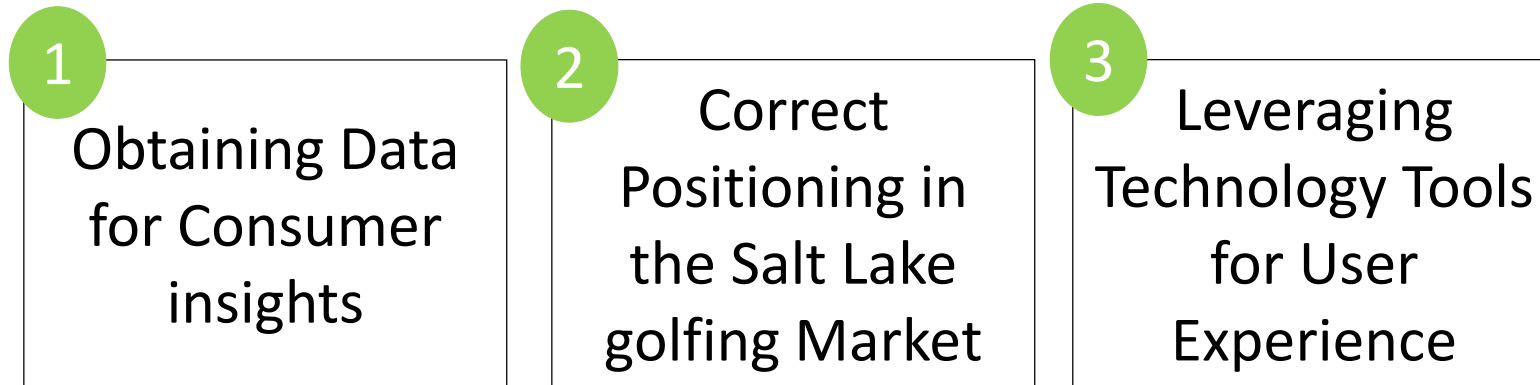
The call for ideas is an important step in finding a agreeable future for the Salt Lake City golf course system.

In our proposed solutions we have endeavored to consider all stakeholders and their associated interests. Any conflicts in interests have been considered and carefully weighted.



Increased Market Understanding

It is important to create the right marketing narrative for our golf courses to make effective & sustainable developments. Understanding the customer effects price, position and the overall success of a business.

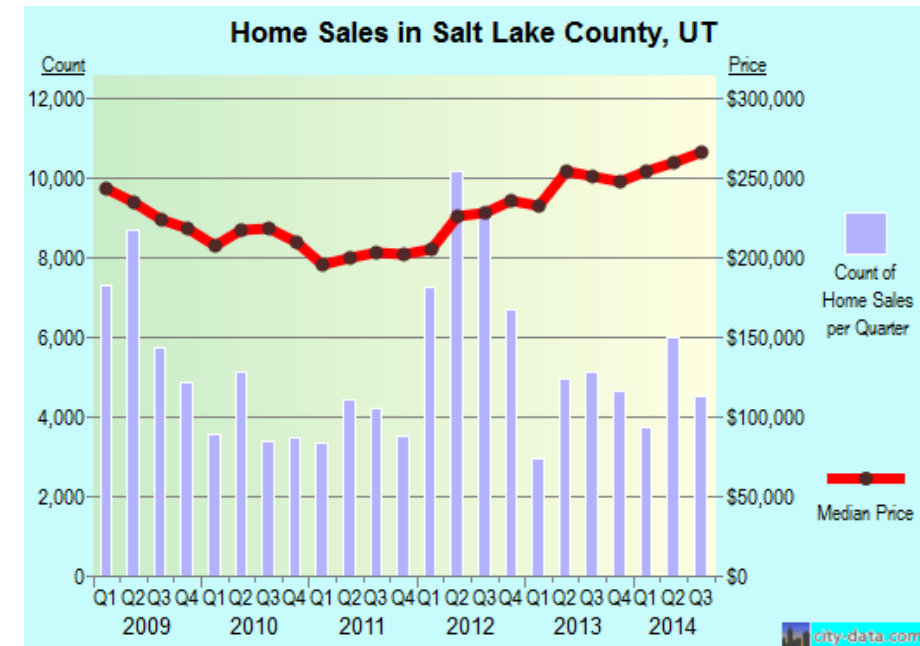
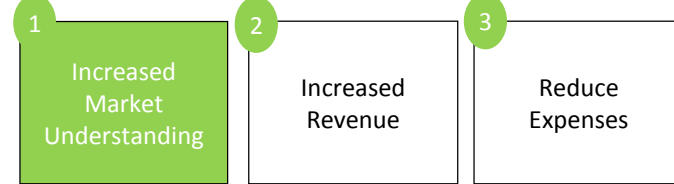


*Not all solutions are easily quantifiable, minimum expected outcome.

Salt Lake City is Failing to Gather Consumer Insights

One of the biggest deficiencies is that the Salt Lake City golf courses lack an identity and do not know who the target golfer is. Collecting consumer data and the corresponding insights would be extremely beneficial in understanding our golfer and creating a long term sustainable plan for the development and growth of golf in Salt Lake City

- **Economic Data** — this would give a macro view of Salt Lake City as a whole.
Examples: Home Sales(example to the right), Rural Corridors, major thoroughfares give us the influence of these parameters in the community and neighborhoods around our courses
- **Demographic Data** — choosing the golf pertinent parameters like population, household income etc., helps us understand our target golfer better
- **Site Accessibility** — how close is our course to a major thoroughfare
- **Site Topography** — Communicating our unique features like mountains, ponds, Foliage, in all mediums, but more importantly websites
- **Site Proximity to Residential** — Leverage our Downtown and residential proximity
- **Competitive Data** — studying the pricing on the Salt Lake County courses(per round rates, cart fees, green fees, loyalty programs, ability to reserve times, other amenities at the course like clubhouse, food, etc.,)



Source: http://www.city-data.com/county/Salt_Lake_County-UT.html

The data collected will give us the profiles of our golfers in the city and the scope of our competition. This will help us define our positioning statement which will steer our development efforts in the right direction.

Salt Lake City Golf Courses are Not Correctly Positioned to Optimize Profits and Utilization

- 1 Increased Market Understanding
- 2 Increased Revenue
- 3 Reduce Expenses

As seen below in the positioning maps Salt Lake City's golf courses are not clearly differentiated or correctly positioned. Salt Lake County's golf courses are clearly differentiated/positioned and are proving to be more profitable. The County has made a concerted effort to position their courses, "We are dedicated to offering all golfers a memorable golf experience at an Affordable price. "



*All positioning was based on 18 holes pricing that included cart rental and the difficulty level based on information available on the course websites

If Salt Lake City Municipal Golf Wants to be Competitive Course Positioning Must be a Priority

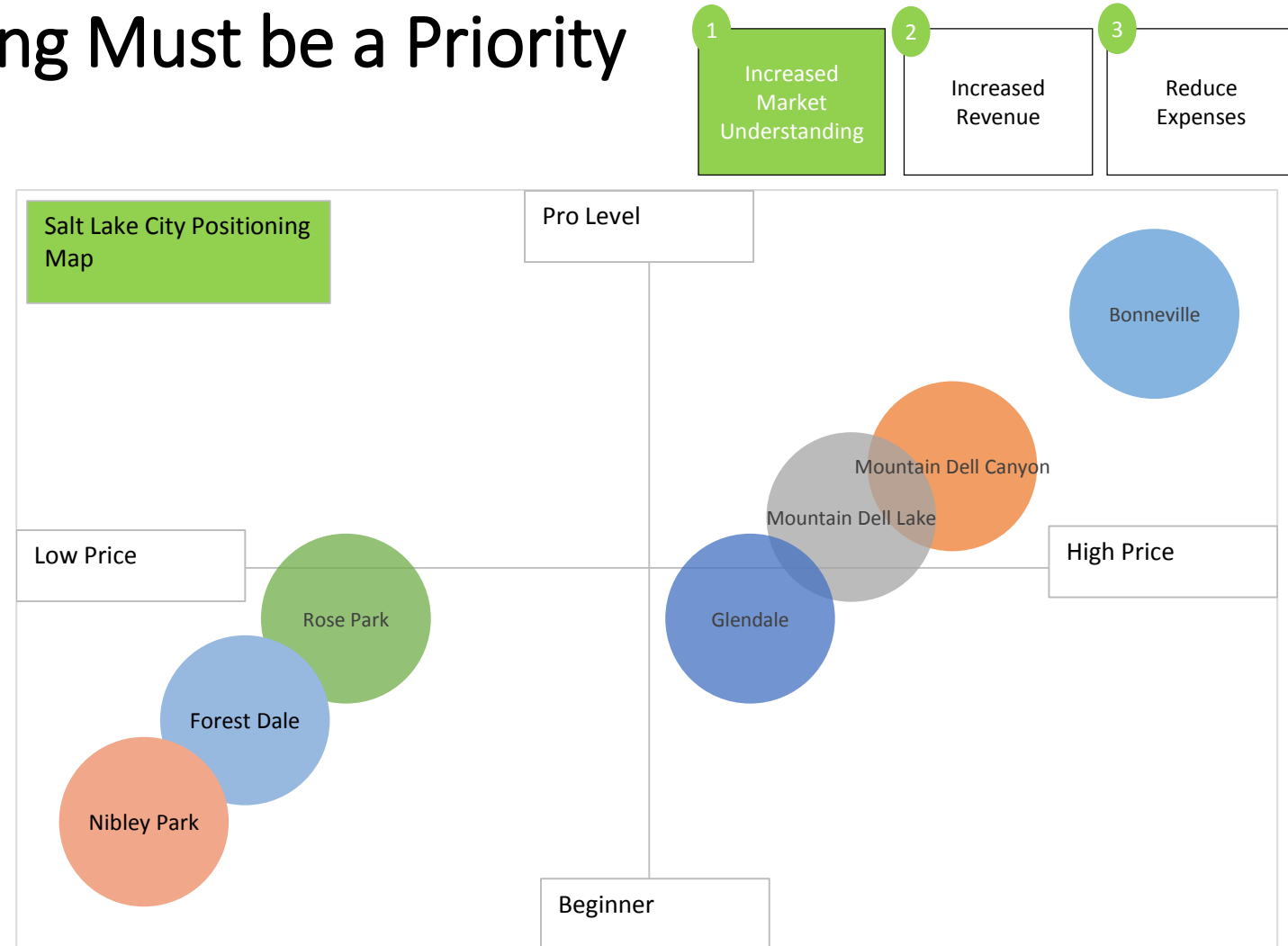
The type of positioning outlined will allow customers to self select their willingness to pay and will aid pace of play (generally better/faster players will be willing to pay more for golf).

Proposed Salt Lake City Golf Positioning

Statement: “Salt Lake City Golf offers a premiere quality network of golf courses in the Salt Lake Valley that ranges from the championship level to family recreation, all at public fee course prices.”

This should be the basis of all future strategy and investment decisions in the municipal system.

If Salt Lake City implements these positions it will be able to better compete with other courses in the area.



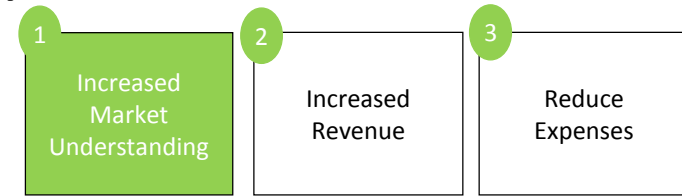
Not Having A Mobile App is Costing Salt Lake City Golf Fund

An ABI Research survey of US consumers found that customers with a customized app did the following:

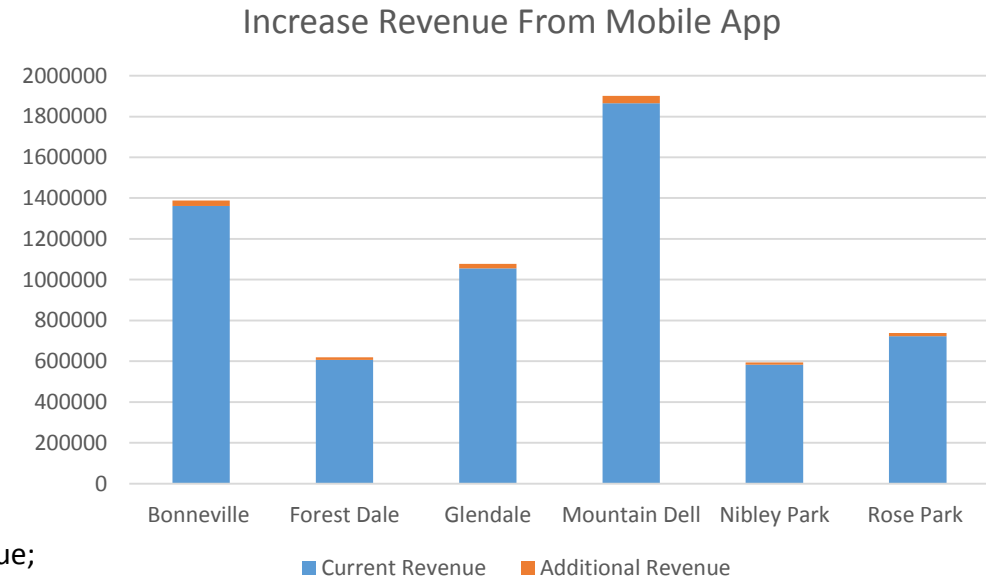
1. 45.8% visited the store/business more often
2. 40.4% bought more of the store's products and services
3. 35.8% told a friend about their shopping experience
4. 30.8% encouraged friends to visit the store/business

In 2012 Northlands Golf Course (Vancouver) launched a mobile app for its 18 hole course. Within three short months, there were 1,643 downloads of the app, as well as 269 tee times, 888 rounds, and \$56,235 in tee time revenue booked through the app. Gallus Golf suggest a 2% increase in tee times/revenue can easily be achieved through the introduction of a course app.

Sources: <http://affordableedgemarketing.com/mobile-marketing/infographic-a-mobile-app-can-increase-revenue>;
<http://gallusgolf.com>; http://gallusgolf.com/Content/docs/Northlands_Case_Study.pdf



Increase of \$123,876.86 in revenue and profit (because app development cost covered in dynamic pricing section).



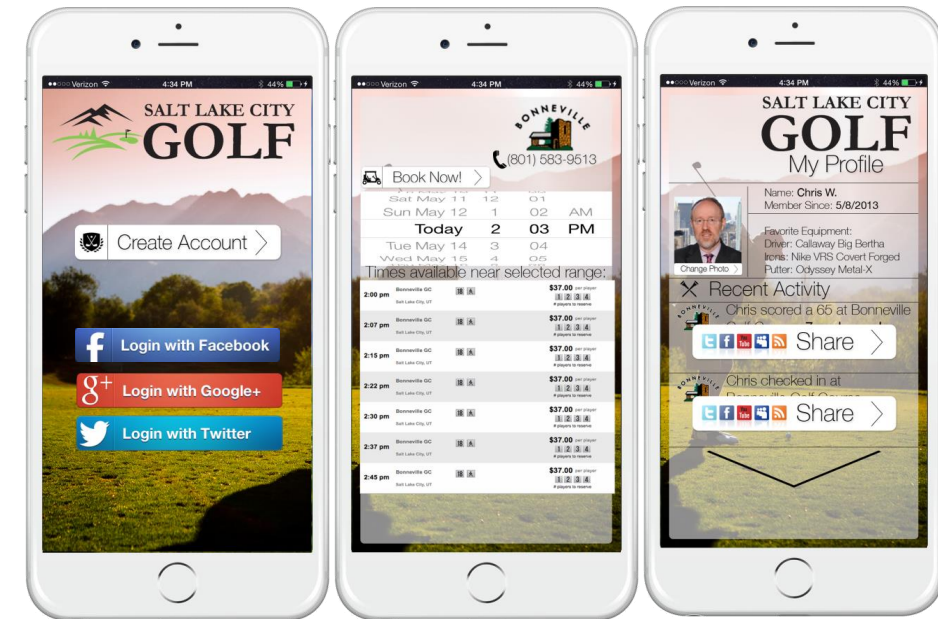
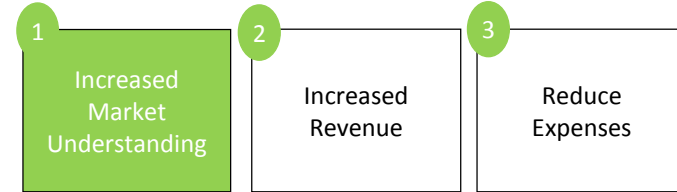
Leveraging Technology Tools Will Also Create an Elevated user Experience

Through the mobile app we can deliver functionalities that will enhance the experience for our customers and allow us to understand our Salt Lake City golfers better.

Through the Mobile App Customers are able to

1. Easily login to our interface
2. Book a tee-time, make a reservation using a mobile wallet or other payment gateways (this will reduce the number of no-pay no show, increasing utilization).
1. Check-in when they reach the golf course
2. Get current customized pricing and availability
3. Interact with their friends through social media

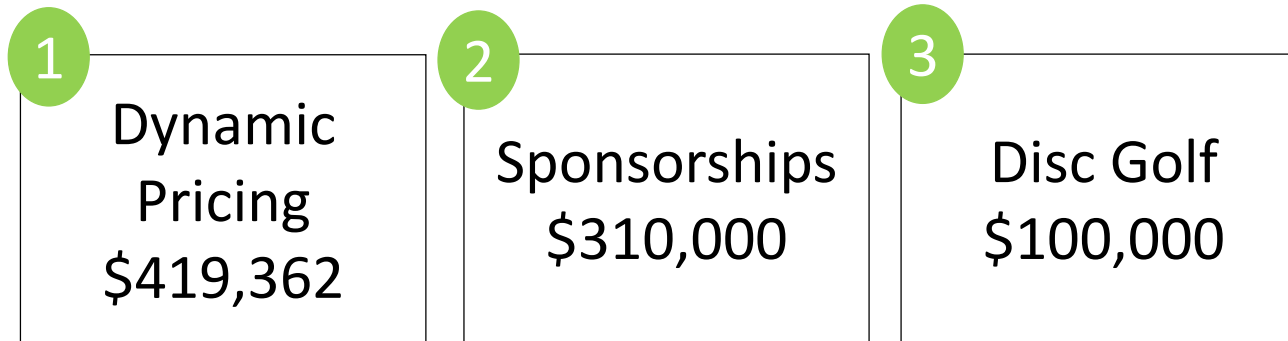
The Mobile App is a great channel to understand our customer better. With the social media integration, and profiles we will know our customers. Their likes and dislikes and give us clear direction on future developments while increasing profitability.



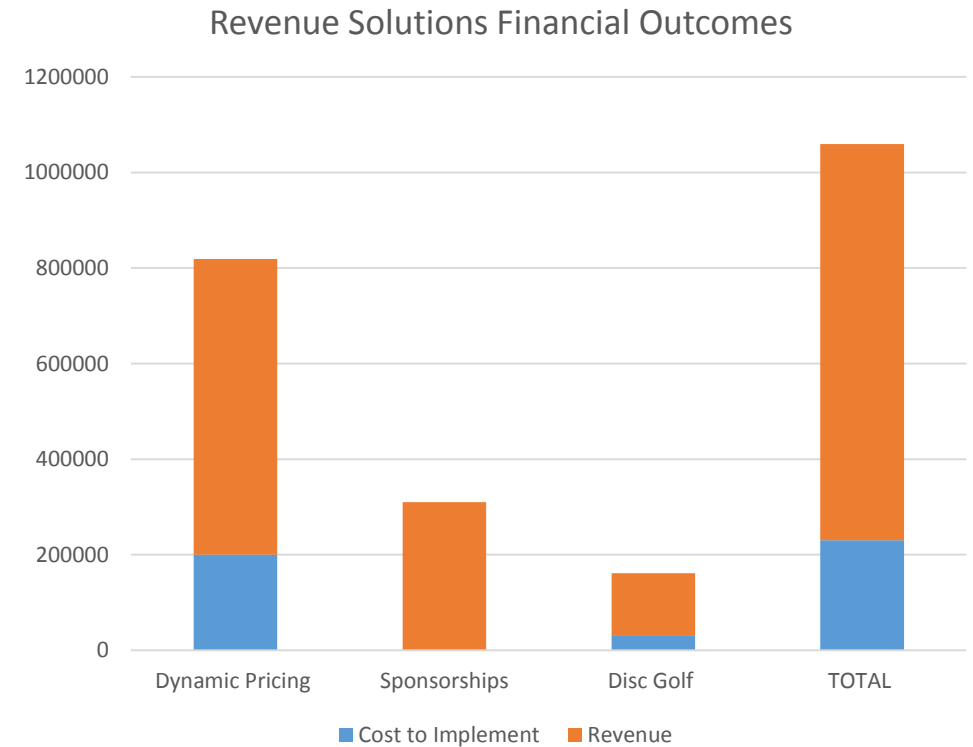
Proposed Revenue Solutions Can Increase Overall Profits by \$829,362



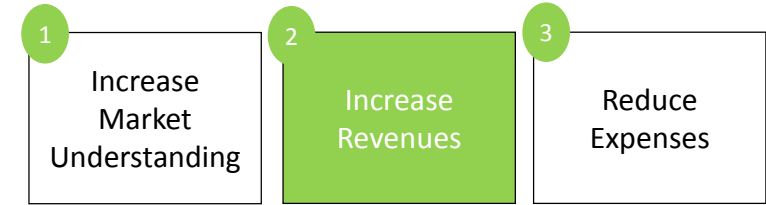
By understanding the value each course adds to the people who use the course, the city can utilize other features/efficiencies to increase revenue and profit.



TOTAL = \$829,362



Dynamic Pricing uses Demand to Price Tee Times and Increase Revenue

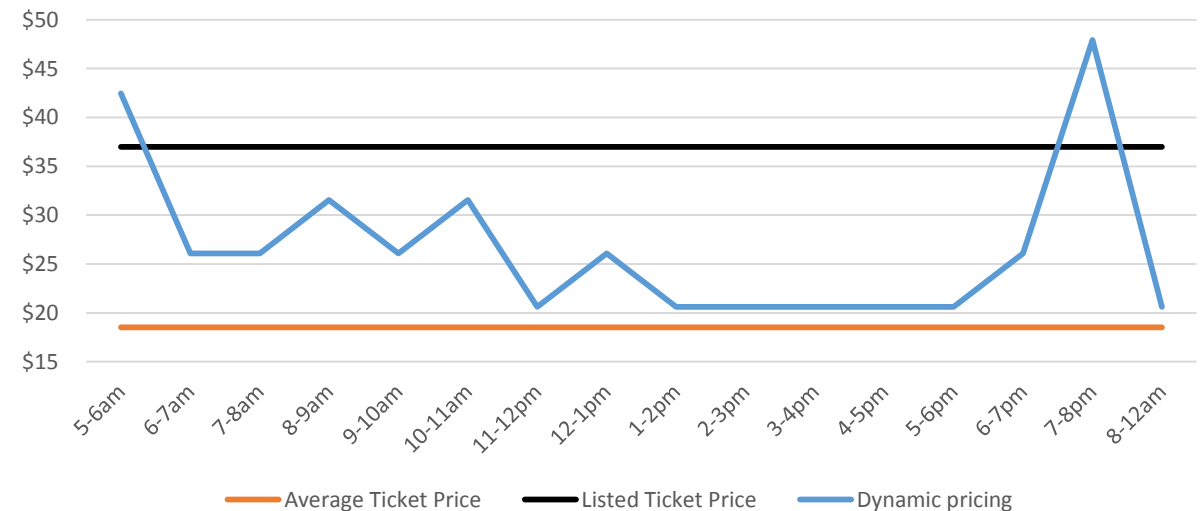


Dynamic or Yield based pricing is the process of charging a price based on the demand of a product at that time. E.g. Airlines and hotel companies charge higher rates for peak periods and lower rates for off-peak periods.

As seen in the graph course fees are currently discounted at an average rate of approximately 50%. This means that there is extreme discounting taking place, resulting in the loss of about 50% of potential revenue.

The implementation of a dynamic pricing model would allow lower prices during times of lower utilization but allow increased prices during peak times. This allow customers to self select tee times based on their willingness to pay.

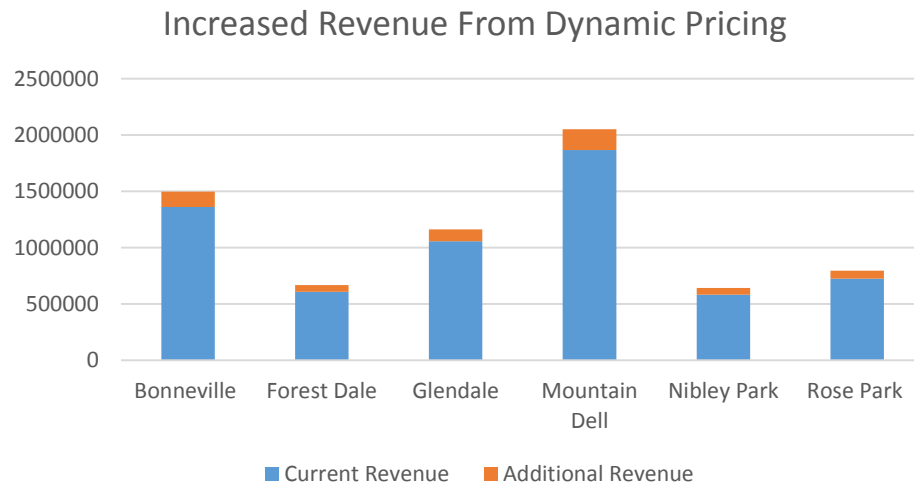
Dynamic Pricing Model based on Course Utilization Averaging Listed Price of \$37 for Eighteen Holes at Bonneville Golf Course



Using a dynamic system increases average ticket price from \$18.50 to \$27

Dynamic Pricing can Increase Profits \$419,382 in the First Year Alone

Dynamic pricing has seen an increase of up to 17% in green fee revenues at golf course that have applied this technology. This is achieved by gaining higher revenue during peak times and removing all discounts at those high demand times. Conservatively, if Salt Lake City could achieve a 10% increase by using this technology it would result in the following:



Item	Current Revenue	10% Increase
Revenue		
Nibley	582,534	\$58,253
Rose Park	723,293	\$72,329
Bonneville	1,360,931	\$136,093
Mountain Dell	1,864,484	\$186,448
Glendale	1,055,975	\$105,597
Forest Dale	606,626	\$60,662
Total(s) Revenue	-	\$619,382
Expenses		
Estimated Purchase or Development	-	\$200,00
Total Expenses	-	\$200,000
TOTAL		\$419,382

Source: Golf Operator Magazine <http://golfoperatormagazine.com/2014/01/dynamic-pricing-yield-management-which-should-you-be-doing/>

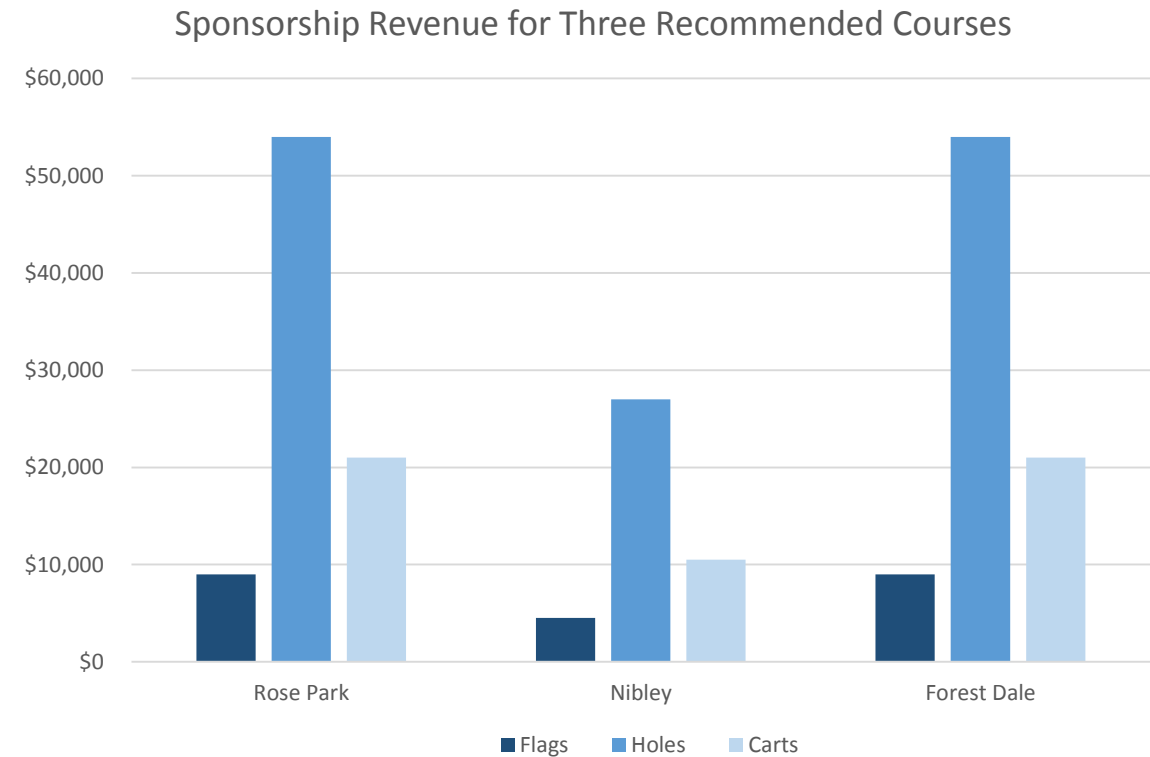
Introducing Sponsorships to Three Courses will Increase Revenue by \$210,000 per year

Currently the courses in Salt Lake City do not have sponsorship agreements in place. This is a missed revenue opportunity, as they offer a non-invasive method of advertising and revenue.

Rose Park, Nibley and Forest Dale have been identified as course where customers are least likely to feel the advertising is impacting their experience. This is because generally these courses are lower priced and appeal to more price sensitive customers.

The price for sponsorship revenues at other courses in the US* are: \$500/Flag; \$3000/Hole; \$300/Cart.

Understanding the demographics and users of each course will allow for more targeted sponsorships. Utilization data can be used to sell advertising based on the number of views each will receive.



* Sources: <http://www.thehillsgolf.com/advertising.aspx>; <http://www.bluffcreekgolf.com/advertise.htm>

A Significant Increase in Revenue can be Achieved by Introducing Disc Golf at Rose Park



The average golf course utilization for the Salt Lake City municipal system is 50%.

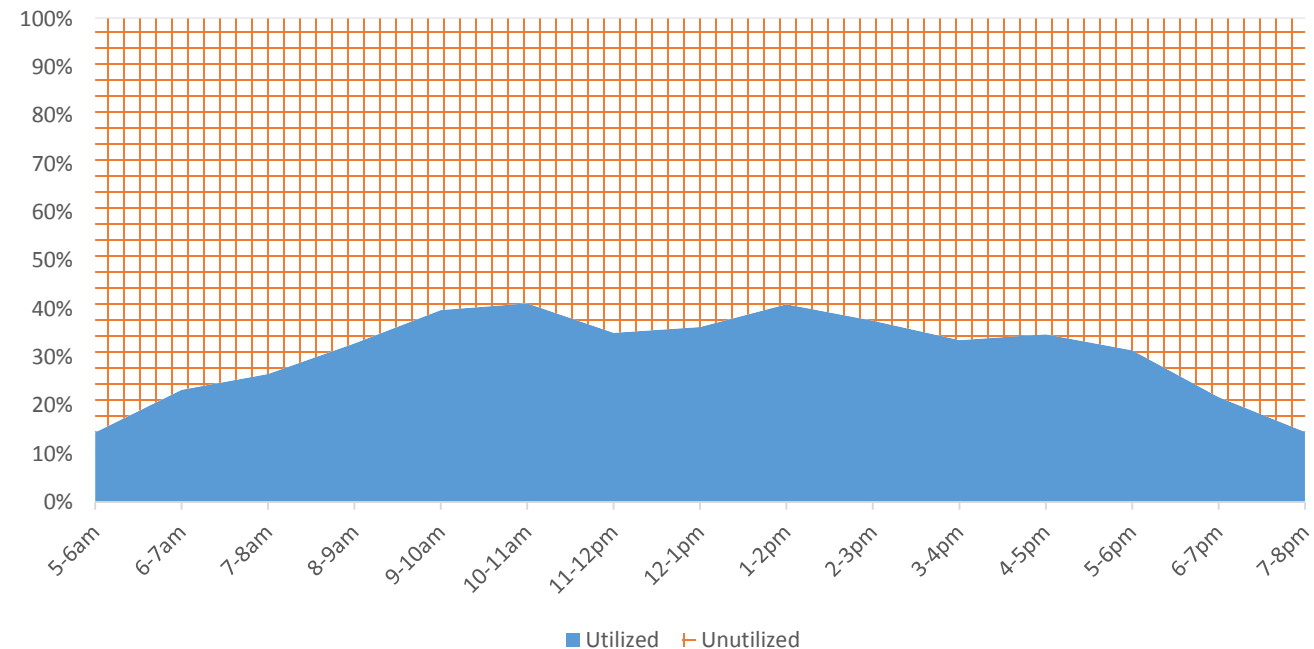
These empty tee times are losing significant revenues for each golf course. Disc Golf should be introduced to fill tee times that are not being used by golfers.

This will not only increase utilization but increase cart rentals, concessions and pro shop purchases. With low barriers to entry it is a great sport for lower income families.

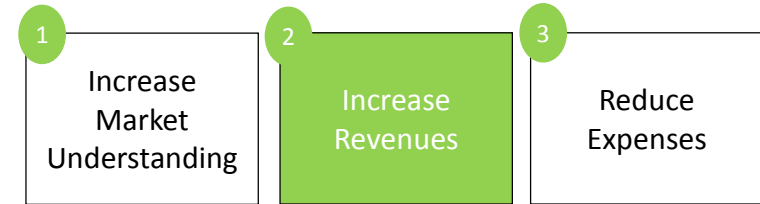
The fact there are no Disc Golf courses on the west side of Salt Lake City and with the lowest utilization rate of 34% makes Rose Park an ideal candidate.

If Salt Lake City introduces Disc Golf at Rose Park it will increase utilization and therefore revenue.

Rose Park Current Utilization



Increase Revenue by \$100,000 in the First Year by adding Disc Golf at Rose Park



A consultant at Fly 18 who professionally installs disc golf course on golf courses (over 20 successful integrations) said the average utilization increase approximately 10% meaning an extra 15,000 people will use the Rose Park course a year.

The recommended price is \$15 for three discs. Installation cost are approximately \$30,000 to install 18 hole disc golf course, no addition in expenses for maintenance.

The \$30,000 installation cost will be covered in the first year of operations and will increase profit in subsequent year.

Nibley would also be a good location to consider expanding to in the future.

Item	% Increase in Customers Purchasing	Average Sale	Amount
Revenue			
Tee Times	10.00%	\$5.00	\$75,360.47
Carts	1.50%	\$10.00	\$22,608.14
Food	1.99%	\$8.00	\$24,115.35
Shop	0.50%	\$12.00	\$9,043.26
Total Revenue	-	-	\$131,127.21
Expenses			
Installation	-	--	\$30,000
Total Expenses			\$30,000
TOTAL	-	-	\$101,127.21

Disc Golf does not Interfere with Regular Golf

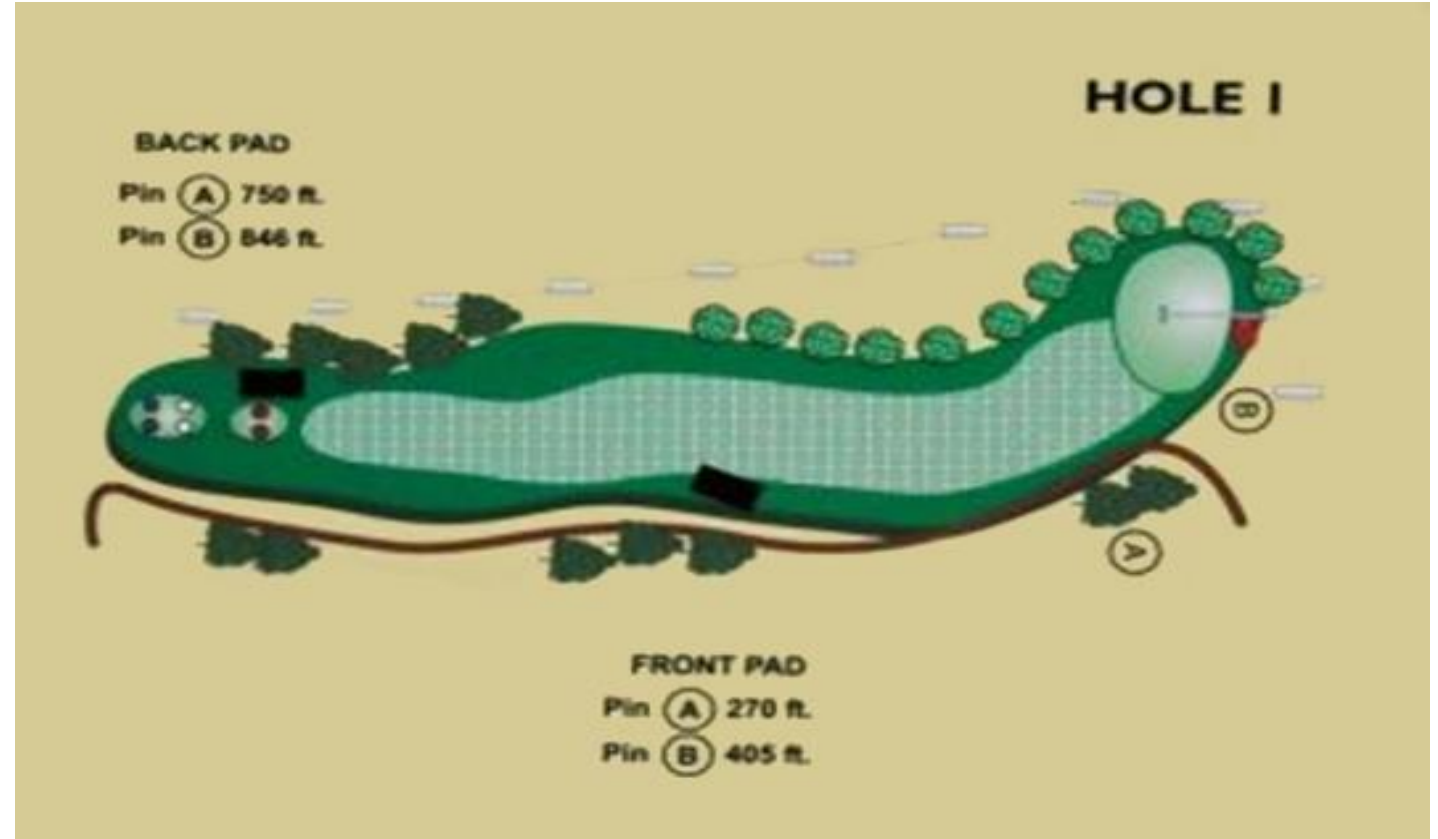


Disc Golf holes are crafted as to maintain the current speed of play for golfers. Holes are strategically placed to prevent Disc Golfers from damaging terrain for regular golf.

Reese at Fly 18 has successfully converted 21 golf courses to disc and golf courses.

Paul McBeth, currently ranked number one in the world of Disc Golf, has expressed interest in helping design the disc golf course at Rose Park.

If Salt Lake City installs a Disc Golf course at Rose Park it will not only increase revenue but increase local engagement with the golf course.



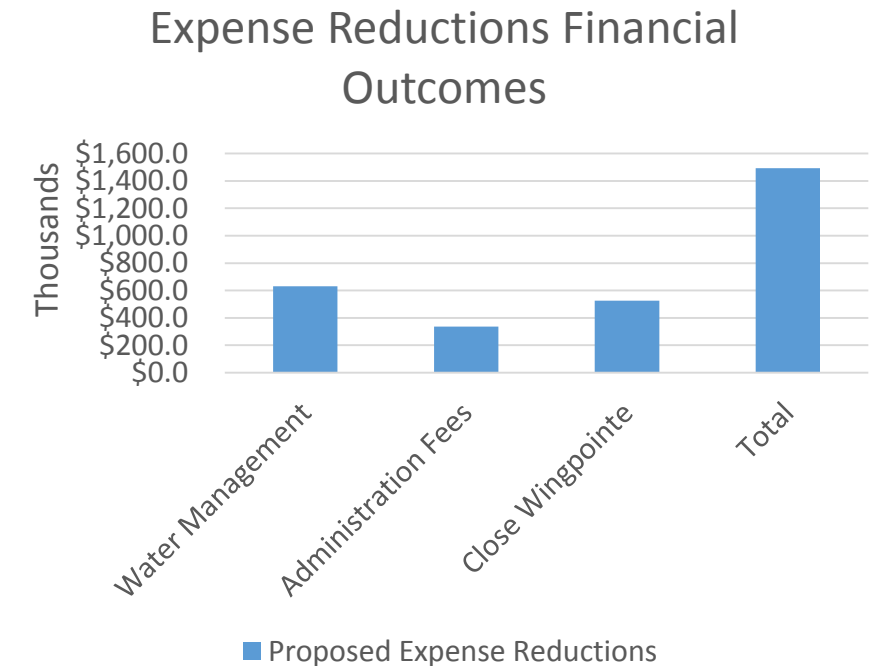
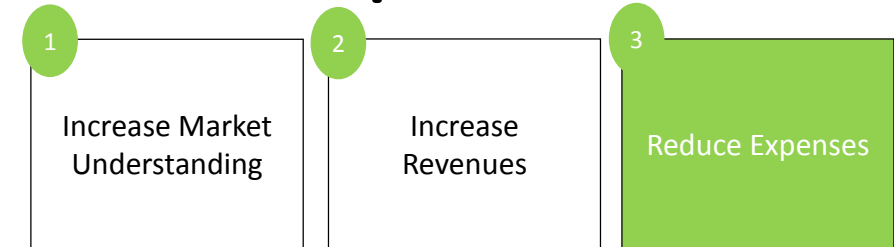
Black boxes represent the Disc Golf tee off area. Circles are the holes.

Proposed Changes Resulting in Expense Reductions and Increased Profit of \$1.49M

By benchmarking expenses against the national or regional average areas for expense reduction are able to be identified. By implementing the following solutions the city can reduce expenses and increase profit.



TOTAL = \$1,492,000



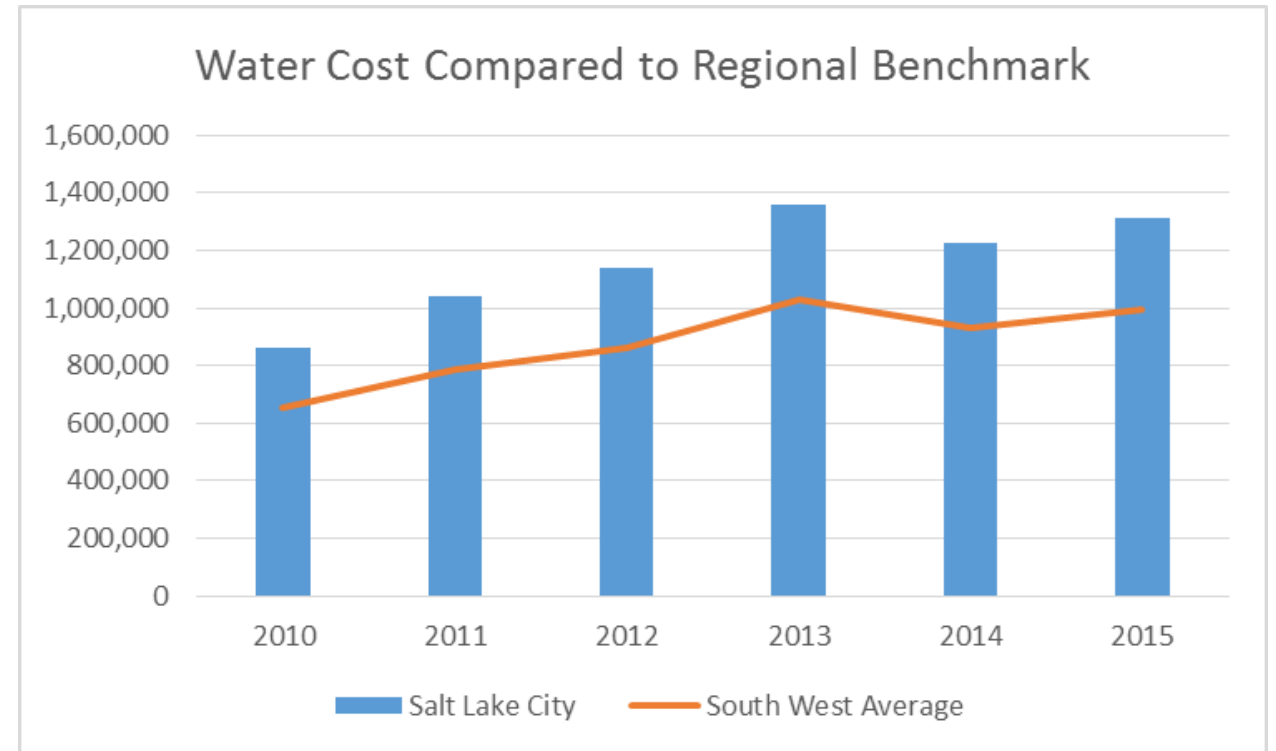
Salt Lake City is Paying 25% more for Water than the Regional Average

- 1 Increase Market Understanding
- 2 Increase Revenues
- 3 Reduce Expenses

Salt Lake City is spending more than the regional average on water. Water is one of the most significant expenses when operating a golf course.

Only 12% of golf courses nation-wide still use municipal water to irrigate. Salt Lake City, with exception of Mountain Dell, is using municipal water to irrigate significantly increasing operating costs and contributing to the recent year over year loses for the golf fund.

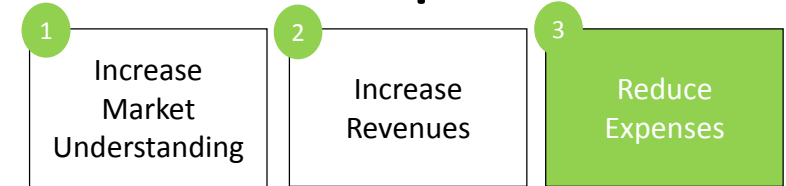
If Salt Lake City invests in secondary water projects it will decrease operating expenses significantly.



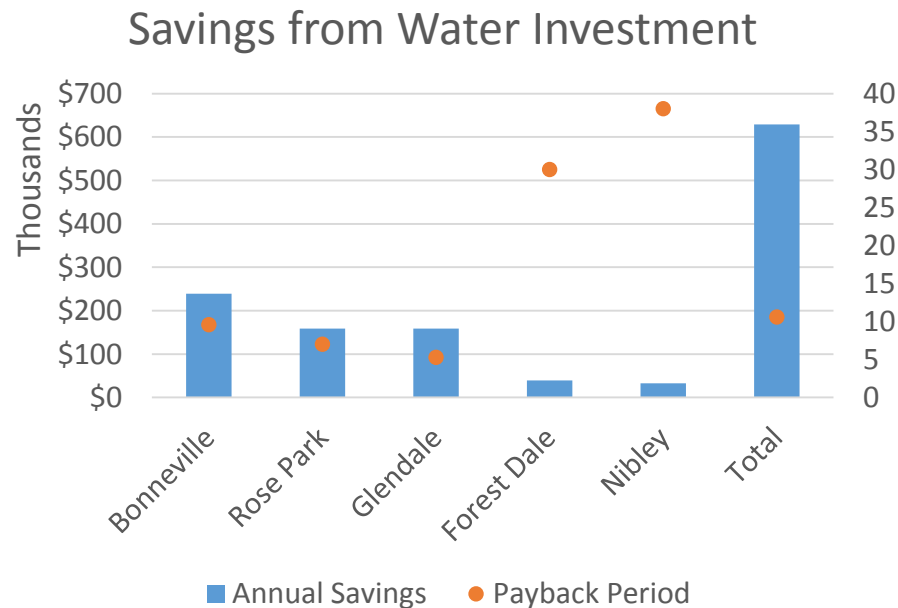
Source: USGA

http://www.usga.org/uploadedFiles/USGAHome/Course_Care/Golf_and_the_Environment/Water/214418%20Lyman,%20Greg%20-%20How%20Much%20Water%20Does%20Golf%20Use.pdf

Investing in Secondary Water and Irrigation can reduce expenses by \$630,000 Annually



The investment in secondary water sources and updated irrigation systems is costly. However it will only get more expensive to water these courses in their current state. These upgrades have an average payback period of 10 years.



Course	Cost to Implement	Annual Savings	Payback Period
Bonneville	\$2,300,000	\$239,000	9.6
Rose Park	\$1,117,400	\$158,900	7.0
Glendale	\$837,800	\$158,800	5.3
Forest Dale	\$1,160,000	\$39,300	30
Nibley	\$1,268,000	\$33,000	38
Totals	\$6,684,200	\$628,700	10.6

Source: SLC-Golf, <http://www.slccouncil.com/wp-content/uploads/2014/09/SecondaryWaterAnalysis.pdf>

Salt Lake City is Paying Significantly more for Course Administration and Management Fees

1
Increase
Market
Understanding

2
Increase
Revenues

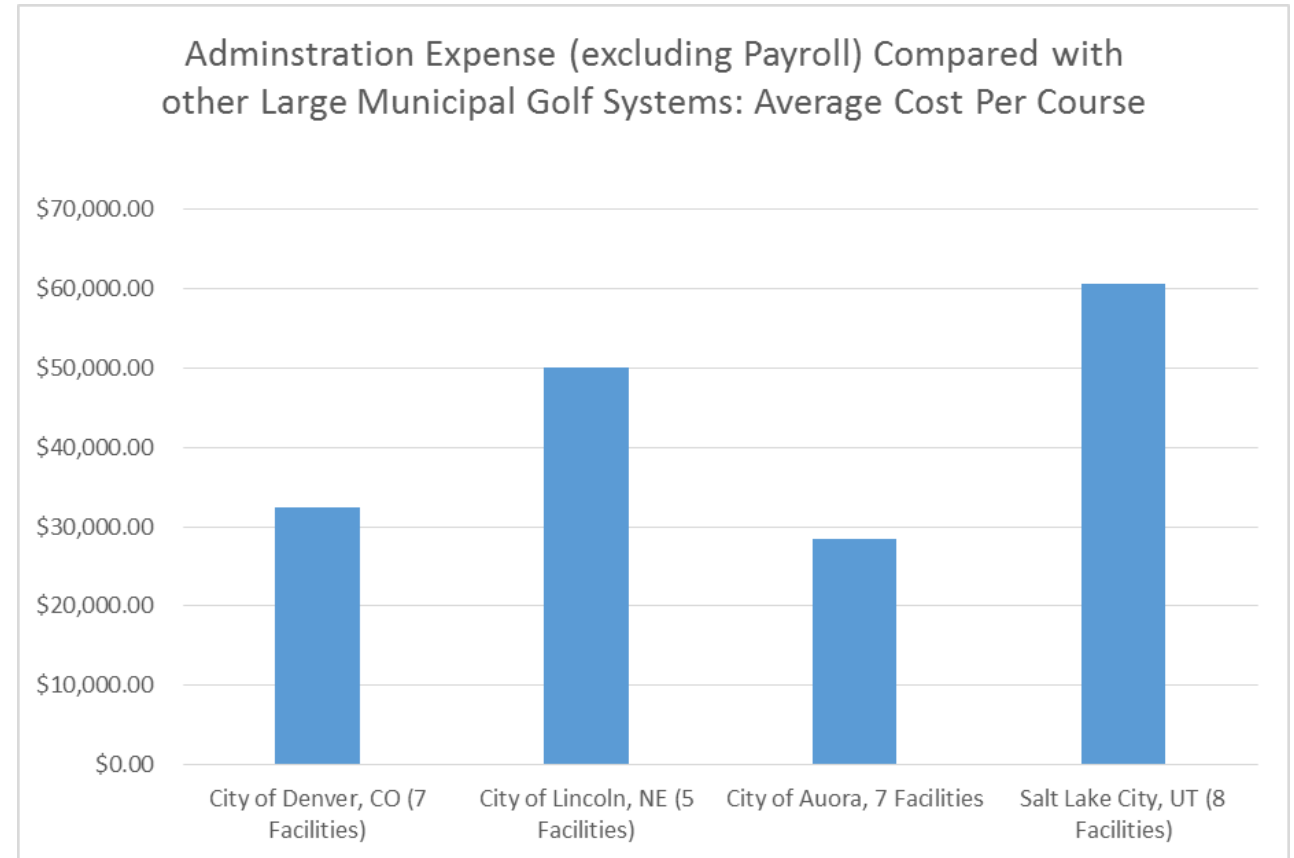
3
Reduce
Expenses

Salt Lake City's average administration expense per course is:

- ~\$10,000 higher (20.71%) than it's next closest comparable municipal golf system
- ~\$23,000 higher (63.53%) than the average of the 3 comparable municipal golf systems

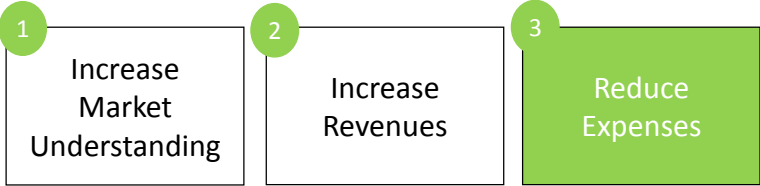
This is especially concerning as Salt Lake City has the most number of courses in the comparison and should be utilizing an economy of scale to reduce costs.

This means Salt Lake City is paying too much for administration.

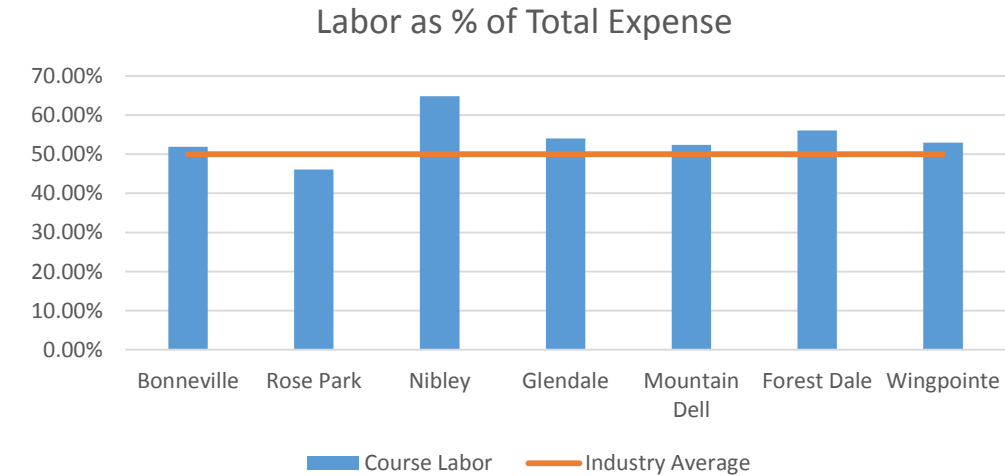


Source: http://www.slccouncil.com/wp-content/uploads/2014/09/SLC_Golf_Final_Report.pdf

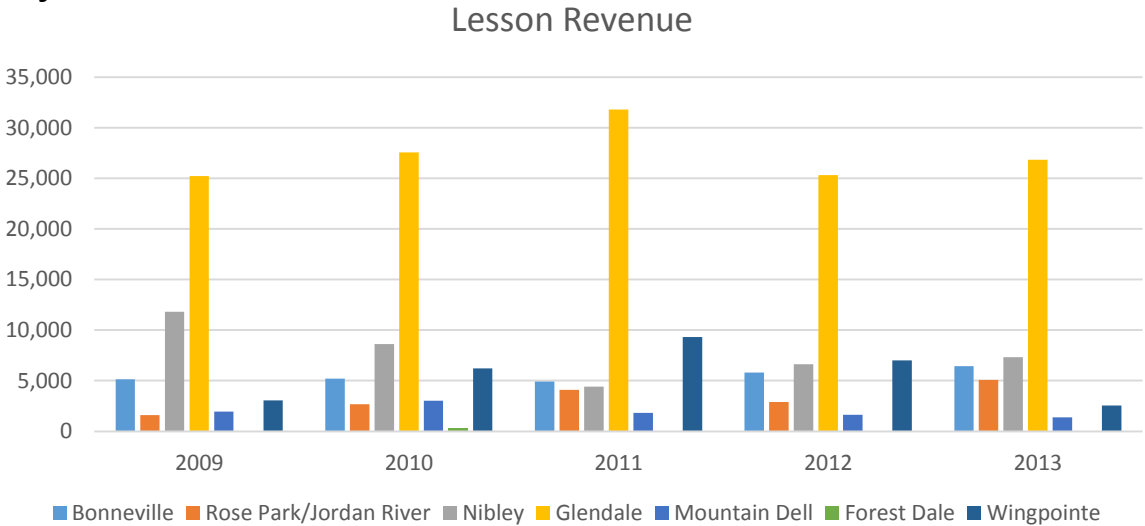
Salt Lake City's Labor Expenses are Above the Industry Average



Salt Lake City's labor expenses are at 54.04% of total expenses. The industry average is 50%. Only one course (Rose Park) is below the industry average and Nibley is 14.80% above the industry average.



The revenue from lessons also suggest the balance of labor roles is unbalanced and Golf Pros should be reduced at some courses. Only Glendale is making significant revenue off lessons, some courses lesson revenue is so low that the extra pro expense cannot be justified.



Source: http://www.slccouncil.com/wp-content/uploads/2014/09/SLC_Golf_Final_Report.pdf

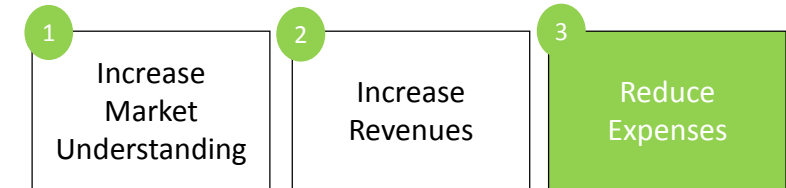
Reducing Administration/Pro/Executive Pay Will Reduce Expenses by \$337,000 Annually

Executive Pay overall can be reduced by reducing the number of executives and assigning multiple courses to a single or smaller group executives.

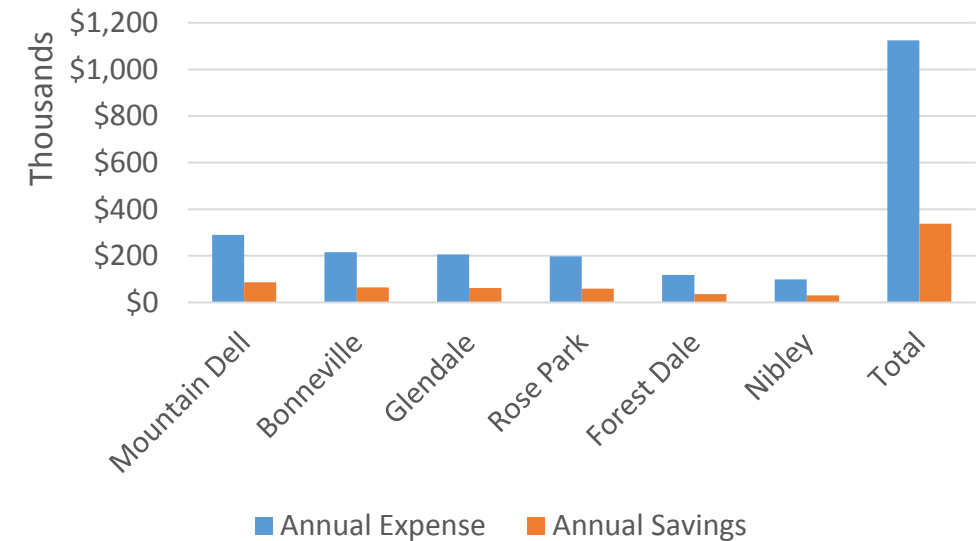
Additionally, Pro Golfer pay can be reduced by assigning one or a group of Pro's to courses specified as teaching courses.

In this example a small reduction at each course is shown providing the overall reduction in expense. There are many ways that may be implemented.

Another viable option is to consider contracting a golf management firm to run the courses in line with the national average for expenses.



Savings from Reduced Admin/Executive Expense



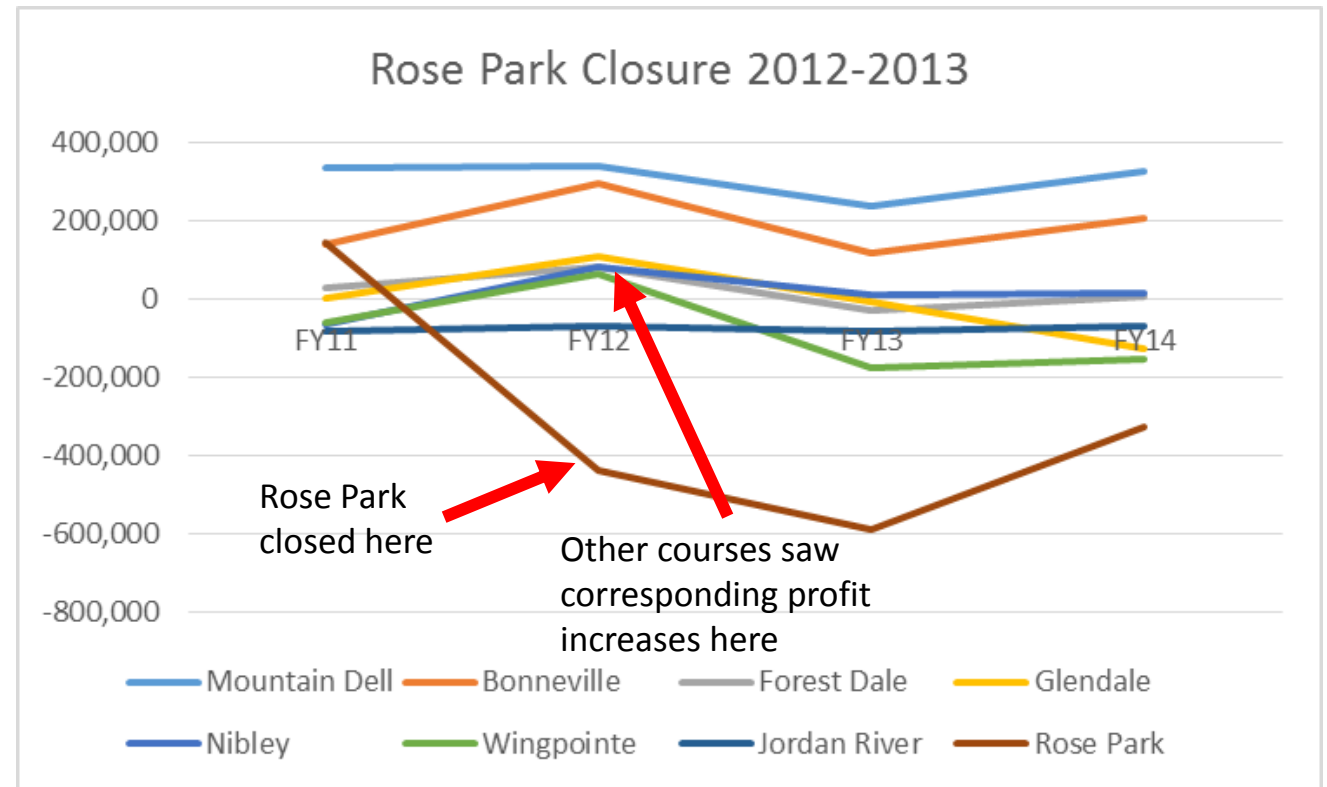
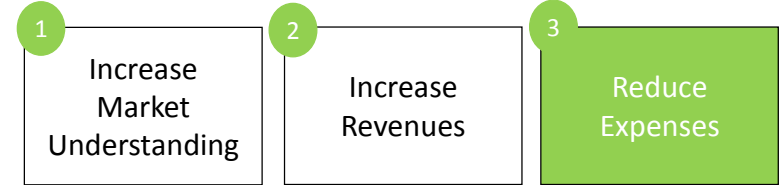
Closing a Golf Course is the Best Way to Optimize the Portfolio

Closing a golf course will increase profits at other courses.

In 2012-2013 Rose Park closed down because of some construction that was taking place. This had a direct impact on the profits of the other courses in Salt Lake City (see graph).

This indicates that golfers will play at another course if one closes. We estimate that at least 50% of the closed golf course's revenue will be transferred to other courses.

If Salt Lake City closes a golf course it will reduce the Golf Fund's operating expenses but maintain most of the revenue.



Closing Wingpointe is the Best Way to Optimize the Portfolio

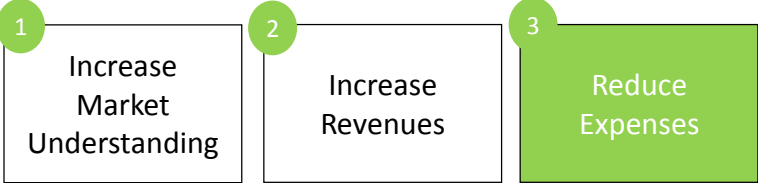
Using the criteria outlined in the table it is clear that Wingpointe is the best candidate for closure.

Wingpointe is one of the less profitable courses and has seen a strong decline in utilization.

The closure of Wingpointe will have the lowest effect on residents home land values.

It is a better choice than Rose Park because it will close eventually (airport expansion) and we want to avoid 2 golf

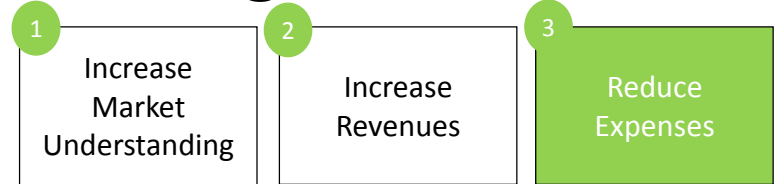
course closures on the west side of town. Wingpointe’s unsustainable lease makes it the ideal candidate for closure.



Proposed Course Closure	Utilization Trend	Profits FY13	Location	Social/Political Considerations	Future Expenses
Nibley	-12.04%	13,612	City location (East)	<ul style="list-style-type: none">Deeds are part of a family trustEffect on land values	<ul style="list-style-type: none">Water upgrades
Glendale	1.8%	(129,403)	West (South)	<ul style="list-style-type: none">Effect on land values	<ul style="list-style-type: none">Water upgrades
Forest Dale	-24.70%	6,680	City location (East)	<ul style="list-style-type: none">Effect on land values closure	<ul style="list-style-type: none">Water upgrades
Rose Park	-24.12%	(326,425)	West (North)	<ul style="list-style-type: none">Jordan River was just closedEffect on land values	<ul style="list-style-type: none">Water upgrades
Wingpointe	-29.91%	(154,786)	West (near airport)	<ul style="list-style-type: none">FFA land earmarked for the airport expansion (anytime)Very little housing in the immediate vicinity	<ul style="list-style-type: none">High 5 year leaseWater upgrades

NB: Mountain Dell and Bonneville are not included because both are providing \$200,000+ in profits.

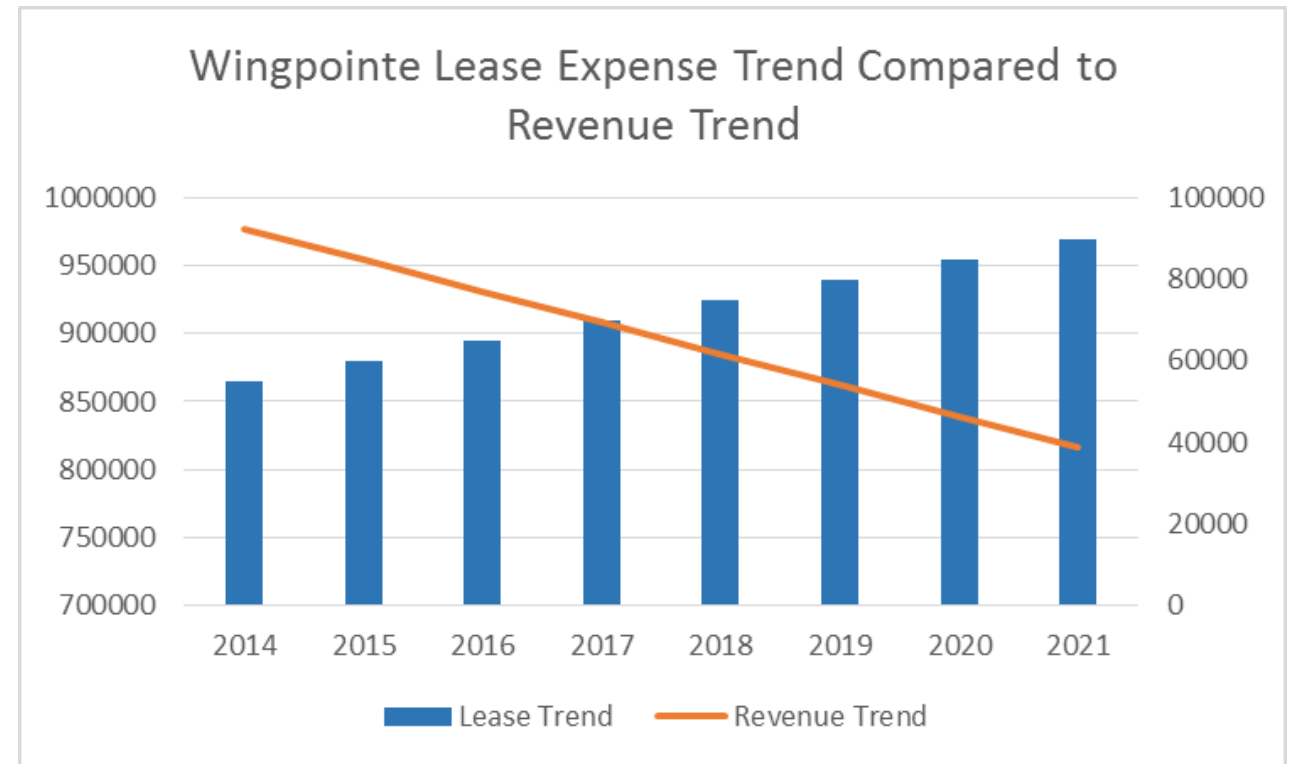
Wingpointe Golf Course is not a Sustainable Long-Term Investment



Revenue at Wingpointe is decreasing while land lease expenses are increasing.

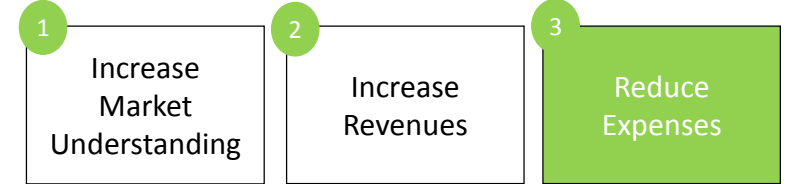
Currently the lease payment increases \$5000 per year until December 2017 when a new agreement/extension will need to be renegotiated. There is a serious risk that any new agreement will be negotiated at a higher rate closer to market value (\$675,000).

If Wingpointe remains open it will continue to negatively impact the overall profitability of the Salt Lake City Golf Fund.



$$\text{Revenue Trend} = y = -23020x + 1\text{E}+06 \quad \text{Lease Expense Trend} = y = 5000x + 50000$$

Closing Wingpointe will Create turn a \$154,768 Loss into \$525,100 in Profits



Closing Wingpointe will financially benefit the whole portfolio.

\$525,100 in increased profits distributed across the portfolio would have a significant impact on the current deficit.

If Salt Lake City were to close Wingpointe it would almost completely cover the current operating deficit for the Golf Fund.

Current Wingpointe Cash Flow (2014)		Amount (\$)
	Revenue	967,540
	Expenses	(1,122,326)
	Net Profit	(154,786)
Closing Wingpointe Future Cash Flow		Amount (\$)
	Revenue Transferred to other courses (50%)	525,100*
	Expenses	0
	Expected Net Profit Transferred to other courses	525,100

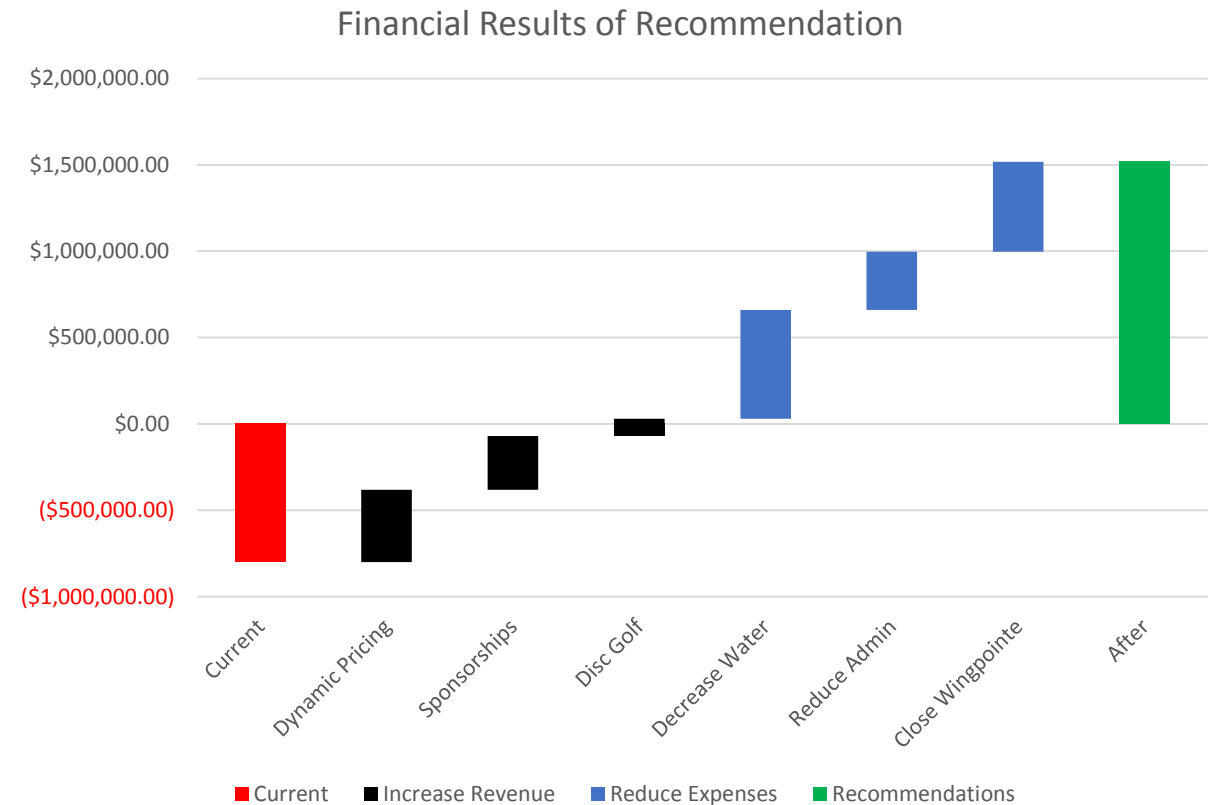
*Based on 2015 Financial Forecast [Source: <http://www.slccouncil.com/wp-content/uploads/2014/09/10-Year-Financial-History-by-CC-through-FY14-prelim-with-FY15-budget.pdf>]

Conclusion

Problem: Salt Lake City is currently running a \$500K to \$800K deficient on municipal managed golf courses.

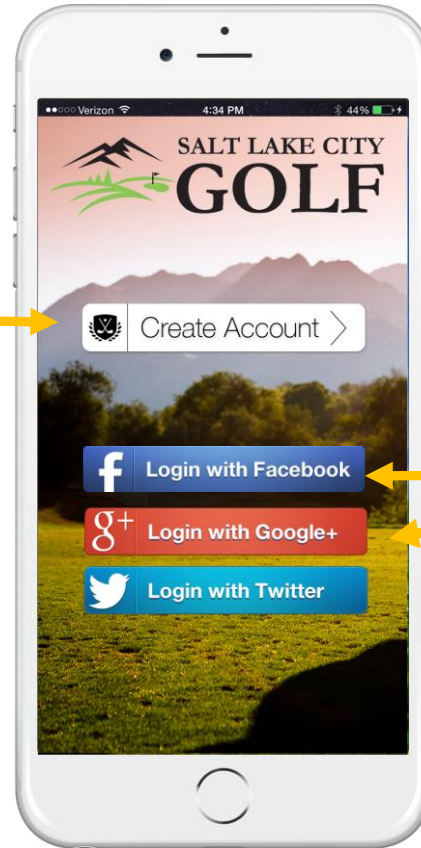
Solution: Create a \$1.5 million annual margin using the following strategies outlined in this document (and the graph to the right).

If Salt Lake City Municipal Golf implements the solutions outlined they will increase profitability, be more competitive and be better positioned to ensure the future of golf course in SLC.



Appendix: App Login Screen

Customers can create an account to access the login. An account allows faster login and payment flexibility

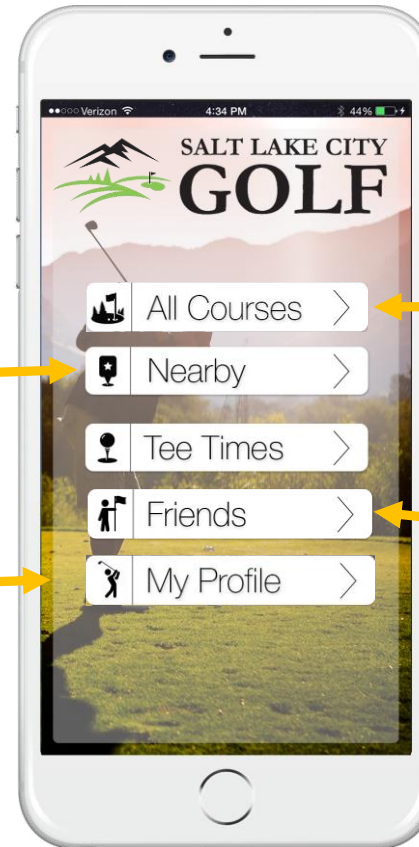


Customers can login with any of their social media channels for easy access (less touch points) and more data collection.

Appendix: App Home Screen

Golfers can search their nearby golf courses

Golfers can create their own profile and have their personal stats, history etc.

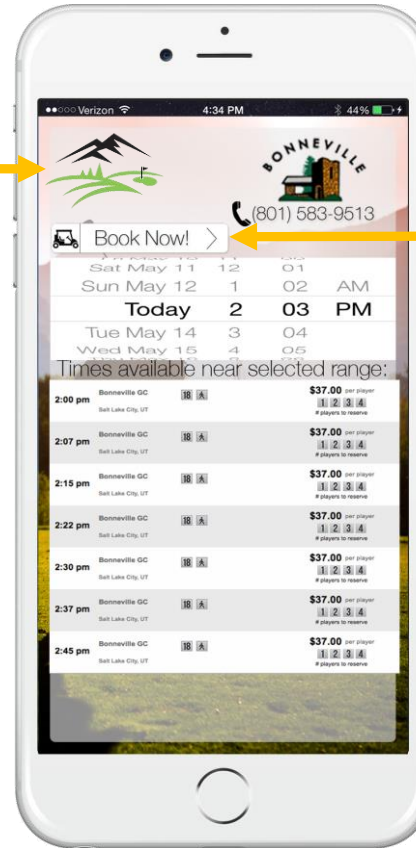


Customers can have access to all the course details including rating, difficulty, conditions, café, club house etc.

Golfers can create a community with their friends and share their Stats

Appendix: Booking Screen

This Salt Lake City golf logo acts as the home screen and will take users back to the main page.

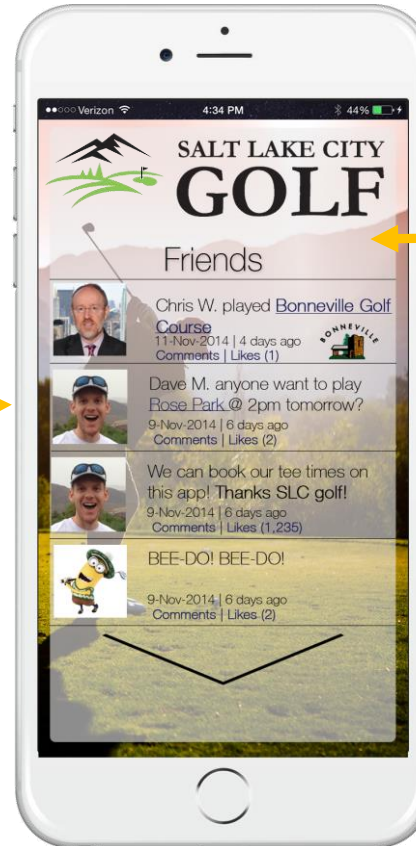


Customers can book the times conveniently from the app based on the time and date. The pricing would also be flexible based on the date. They can easily view the dates the prices would be cheaper very similar to airlines and hotels. They will have the ability to pay via the app using cards or digital wallet on their phone.

Collecting payment online will help reduce the number of no-pay no-shows who have reserved a tee time.

Appendix: App Friends Feature

Certain demographics are socially driven/motivated and this will appeal to those customers.



Customer can share the plays with their friends. This adds to the overall user experience on and off the course.

Appendix: App 'My Profile' Screen



Every social media share by a customer is spontaneous form marketing/advertising for the course.

Customer can view their profile, their play history, stats etc.

This would also help us in understanding our customers better for developments on the course.

Suggestion to Use Private / Public Partnerships to Implement the National Golf Foundation Consulting, Inc. Report

Devon W. Olson, MAI, CRE
1949 Laird Drive
Salt Lake City, UT 84108
801-582-4398

Financing of the Salt Lake City Golf System

After reading the NGFC proposal to maintain the Salt Lake City Golf Systems, I appreciate the difficulty the City faces to keep these courses maintained and yet not expend public capital. Based upon these needs yet limited capital, I was intrigued by part of the National Golf Foundation Consulting, Inc. (NGFC) proposal that follows:

NGFC Recognition of Private / Public Opportunity

NGFC is cognizant of the high cost associated with the recommended physical enhancements, and urges the City to “think outside the box” on funding. While NGFC is not providing an outright recommendation on how to best utilize land assets in SLC golf, there does appear to be opportunity for the City to take advantage of its large golf property at Bonneville GC (25% to 30% larger than “standard” 18-hole golf course). NGF Consulting believes there may be a robust market for a ground lease at each of the sites we have identified. Possible uses for the Foothill Drive land may be neighborhood services, mixed use live-work or multifamily. For the recreation area site, possible uses may include a destination restaurant, meeting lodge, museum or lodge headquarters for a community organization/group. This site has dramatic view potential if properly planned. We believe both sites may be leased under arrangements where proceeds from the leases and uses could be earmarked to support public recreation, including some of the specific improvements for the Bonneville Golf Facility. In this scenario, the land would remain owned by the City and developed under a long term lease arrangement under a public-private agreement.

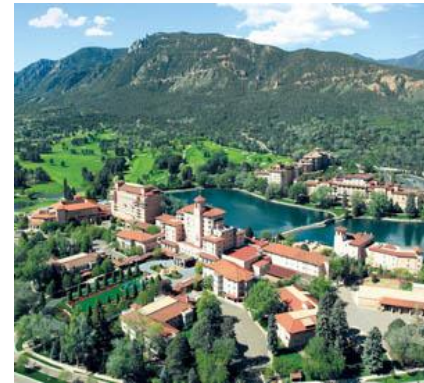
Lodging as a Possible Private / Public Partner

Many cities have world class resort facilities associated with golf courses, tennis and skiing. Salt Lake's Bonneville Golf Course and Mountain Dell are particularly well situated for resort hotels. As NGFC noted, public / private partnerships can provide the investment dollars for improving these golf courses, without using public capital. Resort hotels are a potential use to provide capital for maintaining the SLC Golf Courses. An example of other Cities with resort hotels are as follows:

Other Western Cities That Are Enhanced by Resort Hotels



Broadmore, Phoenix, AZ



Biltmore, Colorado Springs, CO



Sun Valley, ID



JW Marriott, Las Vegas, NV

Lodging as a Possible Private / Public Partner, Cont'd

By using Lodging as a Private / Public Partner at Bonneville for example, SLC could ask for public bid to the rights to develop a resort hotel at minimal rent as long as the development included the following for SLC's use at the golf course:

- Provide a pro-shop as part of the Hotel
- Improve the parking
- Allow the restaurant to be used by patrons of the golf course
- Include conference and reception areas as part of the Hotel
- Create a new entrance to Bonneville off of Foothill Blvd.
- Provide the infrastructure for a new improved irrigation system
- Other improvements deemed necessary to take care of Bonneville's needs and in line with the NGFC study

Benefits to Hotel Developers That Would Induce Them to Provide the Capital to Improve the Golf Course

- A long term land lease at \$1.00 per year, that would revert to market value in 20 years. Land for upscale hotels are often underwritten at \$20,000 per room according to the Hospitality Valuation Cost Survey. If a hotel similar to the University Marriott Park Hotel at 220 rooms was feasible, a developer may consider approximately \$4,000,000 to be a reasonable amount to contribute to the City Golf Course in lieu of rent.
- The University Marriott paid property taxes of \$193,000 in 2014. If the city could abate property taxes, this could also be diverted to Golf Course infrastructure.
- If the City can earmark Sales and Transit taxes toward the golf courses, this could be an additional source of capital . Based upon a 220 room hotel in Salt Lake, that had revenues of \$7,736,000 and at a sales tax of 6.85% and transient tax of 5.75%, this would provide approximately \$975,000 per year.
- These are rough numbers that depend on what would be acceptable to residents and the City, but could provide an initial \$4,000,000 initially and approximately \$1,168,000 in property, sales and transient tax revenue. If all or some of this can be diverted to the golf courses, that would be a sizable help in dealing with the deficit in the golf budget.
- Owners of resort hotels are able to use the parking lots and facilities at times when the golf or other resort amenities are not in demand, such as the night.

Limited Golf Course Redevelopment Would Allow the Funds from a Private / Public Partnership to go a Long Ways

- Don't close holes 7 and 8.
- Instead use the funds to maintain the course in an excellent condition, plant new trees and restore the original Bell design
- Run the new access into the unused brush area as shown on the following page.

Proposed New Access

te: 6/4/2013 40°17'11.03" N 111°49'35.35" W elev 4746 ft eye alt 6682 ft

SALT LAKE CITY COUNCIL

GUIDING POLICY PRINCIPLES FOR CHANGES TO THE GOLF ENTERPRISE FUND

Of the 16 Guiding Policy Principles the City has put forth, all but the 10th are satisfied by a public / private partnership. Regarding the 10th which states “Commercial development on open space should be avoided wherever possible”, this can be mitigated by the following requirements:

- Limit development to areas already improved, such as the parking lot and the existing pro-shop.
- To provide additional developable area, consider the proposed entrance and the unused brush area along Emigration Creek and north of hole number 5 as shown on the following map.

Potential Resort Hotel Development

Google earth

Date: 6/4/2013 40°17'11.03" N 111°49'35.35" W elev 4746 ft eye alt 6682 ft

SALT LAKE CITY COUNCIL
GUIDING POLICY PRINCIPLES FOR CHANGES TO
THE GOLF ENTERPRISE FUND

(adopted August 1, 2014)

1. Make decisions based on the best interest of Salt Lake City residents.
2. The status quo is not financially sustainable.
3. The Golf Fund should be self-sustaining and without general fund subsidy.
4. Making changes to the status quo operation plan 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. This includes measures like:
 - 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.
5. All City courses are valuable and serve a distinct clientele and niche in the market. All have the potential to draw more customers as there are no courses that are 100% utilized.
6. The increase in the number of golf courses in the past 25 years relative to the number of golfers makes it difficult to significantly improve the financial position of the Golf Fund.
7. Oversupply puts downward pressure on pricing for all golf courses in the market.
8. It is possible that reducing the number of golf courses may improve the overall financial sustainability of the region's golf market.

SALT LAKE CITY COUNCIL
GUIDING POLICY PRINCIPLES FOR CHANGES
TO
THE GOLF ENTERPRISE FUND
(adopted August 1, 2014)
Continued

9. Neighborhood quality of life is enhanced by adjacent open space, regardless of use, and therefore should be protected.
10. Commercial development on open space should be avoided wherever possible.
11. It is the fiduciary responsibility of the City Council to provide guidance to solve the Golf Fund's long term financial problems.
12. Any re-purposing of golf courses should add value for the neighborhood and its residents, and benefit residents through high quality amenities.
13. All solutions for the Golf Fund's financial issues will be evaluated on a 10-year basis.
14. Individual courses will be evaluated based on the following criteria:
 - rate of change of rounds (growth or decline)
 - revenue per round.
15. Investigate innovative financing and zoning to support economic development and revenue generation adjacent to golf courses.
16. Funds generated through the \$1 per round CIP Fee, shall be dedicated to CIP purposes, and not used to balance the operational deficit.

Conclusion

- A Private / Public Partnership could allow the City to implement the recommendations of the NGFC report without or with limited use of public capital.
- The neighborhoods could be enhanced by attractive facilities open to the public use for receptions, conferences and dining.
- Superior access would be funded through this approach and limit traffic for Connor Street residents.
- Poorly used portions of Bonneville could be improved for public use.
- The waste of water could be remedied at little public cost.

Dec. 1, 2014

Mayor Ralph Becker
Salt Lake City Council
451 S State St, Salt Lake City, UT 84111

Subject: Support for Converting Salt Lake Golf Courses to Nature Parks and Open Lands

The signatories to this letter wish to suggest that during your review of various scenarios for downsizing or closing municipal golf courses, you strongly consider repurposing these lands along the Jordan River into nature parks, nature reserves, and/or protected and restored wildlife habitat and wetlands, especially for migratory birds.

We understand that the Par 3 golf course has already been closed permanently, and that in addition, in various scenarios currently under study by city officials, part or all of the Glendale and/or Rose Park golf courses might be closed and repurposed. All three golf courses are situated along the Jordan River and the Rose Park golf course is on both sides of it.

There are many reasons to protect natural open space within the Jordan River corridor. Communities like Boise, Boston, Buffalo, Cincinnati, Dallas, Denver, Portland, Sacramento, and San Diego, which have already protected their riparian greenways, have found that such protected parkways help to make them competitive in attracting highly mobile technology innovation companies and other businesses of all kinds. Countless studies have shown that property values are on average about 20 percent higher along protected greenways in urban areas, whereas urban blight and sprawl tends to drive down property values as well as making cities less attractive to business owners and to the pool of educated workers needed by innovative growth companies.

The possible repurposing of existing golf courses along the Jordan River represents the best and indeed in all probability, the last opportunity to protect and restore natural open space along the river. During the past 18 years the pace of urbanization within the Jordan River corridor and indeed within its historic flood plain has been extremely intense. No less than 23 retail, dense housing, "mixed use", and/or transit oriented development centers have been built, recently completed, are still expanding or are on the drawing boards for Jordan River corridor land across Salt Lake Valley. Now commercial developers are targeting golf courses. And golf courses are at this point the last large blocks of open space on the river.

Preserving former golf course lands as nature parks or restoration areas for wildlife and native plants is highly consistent with the City's goal of balancing the golf fund's budget through cost control. Although native plant and wildlife restoration areas usually require site preparation and maintenance during their establishment, after about three years maintenance costs for open space--per the city's own calculations in a recent study--drop to about one tenth of the cost of maintaining golf courses. Natural areas do not require a large maintenance staff and they rarely require any water beyond that already on site.

Maintenance of existing open space within our city and especially along our river is of great importance to our community, whether the open space is ideal wildlife habitat or not. However

we believe that the added value of enhancing areas including existing golf courses, with native plants and other wildlife-friendly features, can hugely increase the value of open space assets, the livability and economic prosperity of our community and others along the river.

Thank you for the opportunity to provide input on this important planning effort.

With best regards,

Tim Brown
Executive Director
Tracy Aviary

Larry Crist
Supervisor, Utah Field Office
U.S. Fish & Wildlife Service

Heather Dove
President
Great Salt Lake Audubon
Salt Lake City

Zach Frankel
Executive Director
Utah Rivers Council

Wayne Martinson
Utah Important Bird Areas Coordinator
National Audubon Society
Salt Lake City

Janalee Tobias
Director
Save Our Open Space

Ray Wheeler
Project Director
Earth Restoration Network
Jordan River Restoration Network

12/1/14

Salt Lake City's golf courses are valuable assets that have been very good to the City. There are certainly financial challenges that must be addressed, and they are worth fixing. As the Chairman of the Bonneville Golf Course Men's Club, a group with over 200 active members, I can attest that there is strong support from the public for Salt Lake City Golf.

The current climate for Salt Lake City Golf is definitely challenging, however I believe there are some long-term factors that can be seen as positives. Both the City and State are committed to growth, and more people also means more demand for recreational activities, including golf. While there may be an oversupply of courses in the valley now, I don't believe any additional courses will ever be built here in the valley, so it shouldn't stay that way forever. Giving up these assets now will diminish future benefits (economic, quality of life, etc.).

Salt Lake City's golf courses are ideally suited to compete now and well into the future. You have two 9-hole courses that can be enjoyed by all levels of golfers, which also meet the needs of those with time constraints that can't play 18 holes. Two player-friendly 18-hole courses in Glendale and Rose Park that are fun and provide enough of a challenge for better players, but whose designs (generous fairways, few forced carries, and the option to run or fly the ball to the greens) are exactly what kids, beginners, higher handicap players, and seniors all need to make the game more enjoyable. 36 holes of beautiful mountain/resort-style golf in Mtn. Dell. One highly rated, modern, links inspired course in Wingpointe. Lastly, in Bonneville, you have a classic course from a famed architect, that is a favorite of pretty much all that have played it. If you were starting from scratch, this is the type of golf course portfolio you'd want to create. Perhaps some better marketing could help encourage more people to play all City courses, but also steer them toward the courses best suited to their level of ability.

Capital improvements are needed. Some of which will be needed regardless of whether these properties remain as golf courses, or some other form of open space. Parks, dog parks, and ball fields all require water. From this perspective, it makes sense that the City should be willing to assist financially to convert these properties to non-culinary water systems. Other golf specific improvements might not initially garner the same support, but converting courses to other forms of open space will also require significant capital improvements, such as expanded parking lots, demolition and removal of existing facilities, construction of new facilities (fields, bathrooms, pavilions, playgrounds, etc.), as well as ongoing maintenance. Most of these other uses don't generate revenue to offset these costs, whereas golf does.

If, ultimately, the revenue generated from the courses simply can't fund both the operations and much needed capital improvements, then a subsidy from the City will be needed. Apparently it is not uncommon in municipal golf, for the municipality to pay for capital improvements, and the golf revenue to cover operational costs and smaller-scale improvements. So long as this is done in a responsible manner, investments in these assets will be very beneficial to the quality of life we enjoy here in Salt Lake City. I hope you receive some great ideas to help address the issues facing Salt Lake City Golf, and I also hope you don't automatically rule out the possibility of the City investing in these wonderful assets.

Sincerely,
Ryan Kelly

I am responding to your call for ideas for Salt Lake Golf. I have very little to offer since most of the proposed ideas regarding revenue and expenses, especially water, are much better than I can provide. I also have no intention of addressing the intimidating guidelines in terms of “market need”, “distinctive competence” or “financial solutions” as I regard these as a consultant driven effort to stifle citizen contributions.

However, I will make a few suggestions that I have not seen mentioned.

1-Why doesn't SLC Golf set up a way to donate on its website and also at the pro shops? I, and most of my friends, would like a way to donate if it will save city golf courses.

2- There is a lot of area on each course that does not really need to be watered and a lot of acreage could be allowed to revert to a natural state. Desert communities all over the west have “desert” courses where only fairways, “first cuts” and greens receive a lot of water. I am not talking about extensive remodeling, just allowing a drier, less maintained “rough”. Desert plants or weeds would naturally replace the grass.

3-If concession stands are not profitable they could be replaced by vending machines. For example, Dixie Red Hills in St. George does not have a food operation associated with it.

4-Volunteers could be used in many positions. For example, groups “adopt” a highway. Could not groups “adopt” a pond?

I do not understand the reasons why golf is regarded so differently from other activities that receive 100% city funding such as parks, soccer fields and bike paths. Last year, the city even found seventy thousand dollars to fund a meaningless survey asking citizens if they thought there was too much corporate money in elections. That money would buy a lot of water. For some reason, golf is the “self-sustaining” step-child but no other activities seem to fall in this category.

I am very wary that the council has as part of its policy principles to “investigate innovative . . . zoning” and “the repurposing of golf courses”. This sounds a lot like consultant speak for “land grab”. The council and mayor seem determined not to try any solution that doesn't involve selling courses. On the other hand, according to my most recent council newsletter, the council just allocated over \$200,000 for more bike paths and lanes which are definitely not “self-sustaining”. I have not talked to any citizen who believes that multiple municipal golf courses have to be decommissioned and the land sold to a developer. Once this land is converted to condos it cannot be recovered.

Susan Willardson
2064 Bryan Avenue
Salt Lake City, Utah 84108

I think the SLC courses are pulling in all the rounds they can with their current pricing and offerings. I think SLC golf has to look at somehow increasing revenue through other services or partnerships, or by marketing/pricing their rounds and passes in more competitive ways.

Some ideas:

- Prepaid rounds. SLC could sell a booklet of prepaid rounds at a significant discount in packs of 10, 20, etc. These books could have buddy passes that offer a voucher for another golfer to play at the same discounted rate. Maybe one buddy pass for every 10 prepaid passes. The booklet could also include coupons for discounts to restaurants or other services, which would help defray the costs and bring sponsors into the system. If people don't use all their prepaid passes in a given year, they have to pay a small recharge fee the next year to reactivate them. This would also be a great gift item. If the booklet is cost prohibitive, this could be done using a card and the current POS system. Someone buys a card that's loaded with so many rounds and each time they play, a round is removed. The coupons could be a matter of showing the SLC round card at a local business to receive a discount.
- Reduce the price of season passes to a sweet spot that generates more sales (probably around \$1200-\$1400) and/or sell passes to individual courses that are priced accordingly.
- Round packaging/pricing to increase POS revenue and/or utilization. Why not do a twilight rate during the really hot hours in the summer months at low utilized courses? How about a premium round that includes a cart, a bucket of balls, and a drink? What about a couples evening with a two for one, with paid cart fees? How about a family night where a parent and child can get a discount. What about discounts for University of Utah or SLCC students?
- Increase league members dues at each course by \$5-10, which would go directly to the course for projects.
- Really push for advertising and/or corporate sponsorship (not just scorecards). This could be things like a company paying money in, getting some ad space or banners, and maybe even discounts on greens fees for its employees. That gets money into the system, and then if those employees play SLC courses where they get discounts, more rounds and/or new players.
- Really push for more corporate tournaments. Many companies do these, but not all of them at SLC courses. Maybe SLC Golf could set up a few marketing internships (read, no salary) and have someone call companies to inquire whether they do a yearly tournament, find out where they hold them and what those courses provide, then try to write up a proposal to outbid them.
- Off season use at courses like Mountain Dell or even Bonneville that are snow covered. I mean why not set up a cross country venue at Mountain Dell and charge a nominal fee?
- Expansion of driving ranges to increase use/fees, maybe even addition of heated stalls for winter practice (Golf in the Round does a killing) or lights for use later during the early and late months in the season.
- Family passes at the easier courses (Rose Park, Nibley), which would drive up rounds during otherwise unused courses/periods.
- Lockers at courses with yearly rental fees.
- Reserved parking spaces at courses with yearly fees.
- Advertise SLC Golf services. For example, if you did a Uof U discount, or a family night, how would people know? You could push for advertising in local mailers, or even take out ads in major publications for certain things. For example, maybe a pre Father's day ad in the paper listing ideas that can be purchased at SLC Golf courses, like merchandise gift certificates, prepaid rounds, driving range passes, etc.

Why does the council see golf as a true enterprise fund? I would raise prices at the courses. But I would look to use external dollars from something like the zoo/arts and parks county tax or even the general fund. I believe the courses deserve subsidies as much as the other recipients from the zoo tax. I just don't understand this perspective that local governments always have toward the courses as having to be viable independent businesses. Why are the zoo or parks seen as deserving of subsidies but now our golf courses?

Benefits of the city courses:

- Golf courses are one of the few ways to preserve open space in an urban environment so they are something that we should prioritize. This is particularly crucial in a place that sets records for poor air quality.
- These courses provide an active pastime for the retired members of our community. If we eliminate activities that appeal to that demographic, they will simply move somewhere else. This demographic is highly desirable to our community both culturally and financially. My dad who is in his 60's lives in the city in large part to be near Bonneville, Forest Dale and Rose Park. He plays with his friends 3 times a week. Don't give people like this a reason to leave.
- Communities around courses have higher home values and are safer.
- They bring in more money than parks.

I support mayor Becker. I'm a fellow penn alum, ride my bike to work and operate a Sylvan learning here in Salt Lake City. I agree with the mayor on many issues. These recent closure proposals and the notion that the system need be self-sufficient just doesn't make any sense to me. If this is our belief, then the eventual closure of each and every course in the city is inevitable. Land prices will continue to increase and the courses will represent a higher and higher opportunity cost as green fees can't keep up with operating costs or the land value. To me, these courses are historic and are things to be preserved like the parks and the zoo. They add value to the community beyond just recreation. I just don't understand the mayor's ultimatum when it comes to these courses. Normally he is very creative about problems. To me, clean air and golf courses go hand in hand. If these courses close, how will the city resist selling it for development? I can buy in to the mayor's proposal to sell the land for open space as long as there are guarantees that it stays that way. I just wish he would be more creative on solutions to this proposal as he is for other activities within the city, the activities that he really cares about. Thanks for your time.

My name is Lynn Skene and I live on 17th East and 10th south.
My phone number is 801-580-3217.

A couple of things to consider and yes, I'm an avid golfer: Golf is a great value. We can raise green fees by about \$10 per golfer during peak periods such as Sat mornings, Friday afternoon, and week days. Any golfer 65 and under should pay the increased fees of \$10 for example and for those over 65, only say \$ 5.00 more.

We need to do more to market our courses to local businesses. Fundraising scrambles, junior/senior high days, corporate functions and meetings (proactively solicit and promote businesses to take advantage of the food services in addition to golf. Also market through the Utah Travel Council to communicate the great value of our courses to out of town businesses who schedule meetings in Salt Lake. I work for a pharmaceutical company and we always take recreation half days to break up a week of meetings. There is so much we can do to promote our courses to visitors which will greatly enhance our revenue.

Finally, I'm concerned about closing courses such as Glendale and Rose Park. Those courses are so important to our senior players who don't have the skill or in some cases the physical ability to play courses like Mountain Dell or Bonneville. I have a senior friend who has a hard time walking but Glendale and Rose Park are so much easier to negotiate for people like him. At least keep one. Finally, offer golf/food packages. We don't leverage our food services enough and they can build golf revenue. Hope this is helpful. Sometimes I feel it's not just about the shortfall of revenue to maintain our courses but the desire of government leaders to selfishly find a reason to sell of courses to developers. I hope that's not the case.

Thanks for the opportunity to share these ideas.

Lynn Skene

1. Differential Pricing -- charge more for golf when demand/usage is high and less when it is low-- particularly there should be "Twilight Golf" time where green fees are significantly less (half?) if people play a round starting after 4:00 or 5:00 p.m.
2. Close and sell the Jordan River Par 3 and use that money to start a "SLC Golf Course Fund"--use some small increment of some kind of on-going funding to further capitalize the fund, kind of like the ZAP tax
3. Acknowledge and quantify on an annual basis the "value" of the non-golf use of golf courses, so that the city moves away from the idea that golf has to completely pay its own way in the future--either that or charge people who use golf courses to walk their dogs, cross country ski, sleigh ride and tube, shoot model rockets, etc. Of course, it will be impossible to charge these users, but I have seen each type of use, for example, at Bonneville Golf Course, along with other uses as well. It would help the debate if an amount of money were assigned to the value of these uses and subtracted, off the top, from the costs of running the courses so that the deficit doesn't appear to be so large and all uses of the courses are monetized
4. Have an intra city golf tournament featuring only the best golfers who frequent the muni public links and find sponsors (like with the Sugarhouse fire works) who will donate not only to pay for the tournament costs but also make a significant contribution to the fund mentioned in "2" above--if there were such a fund and it had money in it and the need were explained and the non-golf uses of the golf courses were recognized, and the need for capital improvements made clear, you may get some significant donations, especially if the fund were directed at the capital improvements not ongoing O & M and particularly if you "salted" the fund with a few large donations, say from the Utah Jazz, RSL, car dealerships, etc., which were arranged in advance of making the effort public
5. Are there sources of funding, like the historic preservation funds that I think were used a few years ago to re-do the Fairmont Golf Course which could be used at the older courses, such as for improvements at Bonneville, Fairmont, Nibley, etc."

Good luck

Allison,

I appreciate the opportunity you are giving the citizenry and others regarding the outlook for Salt Lake City Golf. I have been a resident of Rose Park all my life except for a small stint in Europe. I started playing golf a few years ago as I was involved with Special Olympics Utah as a coach and a unified player with this sport. A unified sport is one where the special needs plays with a regular golfer or in other sports.

To say the least that I am involved in this is an understatement. I have had to take a little break from it as my father's health has declined and I do not coach that much or play, but this year I got to play with my special needs friend at the Jordan River Par-3 course and I wanted to play there because of its closure.

I saw when the course was a Frisbee course years ago when I was much younger and I saw when it was a traditional golf course. Either way, it is a wonderful place to go and walk and play a game. I would even like to walk my dogs there if I had the time.

I also have been working at the University of Utah and recently visited their disc golf course and am impressed how they incorporated that into a landlocked area for students to play. I am glad they did that.

As money is tight in a lot of areas including charities such as Special Olympics Utah, education, and other places, I know we need to make some tough decisions and the city will have to do that as well. I would hope you could keep the Rose Park Golf course up to be played on as I believe it helps the green effect help our neighborhood. As I get time I would like to explore more the options on your website and make my input known both as an accountant and a golfer.

Thank you for your time,

Mary Snow

Senior Accountant



Allison:

First as an introduction, my name is Mike Malaska. I was born and raised in Salt Lake City. I grew up playing on many of the city courses in the Salt Lake area. I can still remember my first round of golf at Nibley Park -- where Tom Sorenson gave me a chance as a young person to play the great game of golf. Since that introduction, I dedicated my life to golf -- both as a player and a teacher. Among many personal achievements, I have played on the Pro Tour for a living, and was the 2011 National teacher of the year for the PGA of America.

I am presently involved with an extraordinary new sports venture, based in Sioux Falls, South Dakota. We have developed a business model for golf that has seen a dramatic increase in both the numbers of players, and the numbers of rounds they are enjoying. This GreatLife concept is also creating interest in many new demographics, and has solved many of the challenges faced by the economics of the game today -- most notably, the cost to play, and the commitment of time.

I was lucky to run into an old friend of mine, Dave Terry. He outlined the potential dilemma the city is in. I wanted to offer my help, and be part of the solution. Based on my experiences with GreatLife, I am convinced we can offer some insights and opportunities to grow this great game in the Salt Lake area.

I believe you have the perfect base of courses and fitness facilities for the community. All that is needed is the correct business model -- as we found with GreatLife -- and golf in your area will grow dramatically. This opportunity for growth can include not only players, but also Corporate America in Salt Lake -- and the Health care industry that is facing challenges to get people moving again.

We can answer all these questions for you. My first thought would be to say that the last thing you want to do is to close these facilities. It just needs a new approach. Our approach with GreatLife fits the Parks and Recreation name -- because at its basis, it redefines how people spend valuable time together.

As I said, we have been in touch with Dave Terry and he has seen what we can do. He is extremely excited about the potential to turn the golf industry around in Salt Lake, as we have in Sioux Falls, and other significant areas of the Mid-West. Beyond an idea or a program, this is a proven movement in the game and how recreation can improve peoples' lives.

I look forward to sharing more of this with you. It would be a tremendous opportunity for me to help golf and the City of Salt Lake -- for without Nibley in my life, I do not know where I would be today.

I would wish that opportunity for as many of the youth and families of Utah -- and ultimately, for those around the country as well.

Mike Malaska
PGA Professional

"2011 PGA National Teacher of the Year"

Director of Instruction Nicklaus Academies Worldwide

TaylorMade/Adidas Instructional Consultant

Dir. of Instruction Superstition Mountain Golf & CC, Superstition Mtn., AZ

Dir. of Instruction Las Sendas Golf Club, Mesa, AZ

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Memorandum

To: Salt Lake City Council Member D6, Charlie Luke
CC: David Everitt, Mayor Becker's Chief of Staff
Jill Love, Deputy Chief of Staff
Council members Rogers, LaMalfa, Penfold, Garrott, Mendenhall, and Adams
Allison Rowland
From: Sandy Beveridge
Date: 11/30/2014
Re: Ideas about city golf courses

I am a Salt Lake City resident since 1973, a retired professor from the University of Utah, and most importantly, an avid golfer with a Loyalty Card who plays out of Bonneville, but plays all the city (and other) golf courses during the spring, summer and fall. . Since the Council asked for ideas, I want to share mine regarding the future of the golf courses in the city. I am writing to you as my City Council representative, with copies to City Council Members, and other necessary parties.

My ideas are fourfold:

1. **CLOSE WINGPOINTE AND THE JORDAN RIVER PAR 3.** It seems to be a forgone conclusion that the City will close (or have already closed) the Jordan River Par 3 Course. Good! To additionally close WingPointe would be sound management, as it is operating on the edge, and the handwriting is on the wall with regard to the Airport's continual expansion. It is a nice course, really fun to play, but to continue to fight the airport battle seems to be a no-win situation. A reasonable action would be to cut losses now.
2. **THE CITY NEEDS TO RECONSIDER THEIR STANCE THAT GOLF SHOULD BE SELF-SUSTAINING AND NOT RELY ON THE GENERAL FUND SUBSIDY.** The Golf Enterprise Fund was a **bad** idea from the start, and has proven such. A city provides its citizens recreation. Look to Davis County, where GREAT golf courses are managed very efficiently and water is subsidized. I'm pretty sure the Salt Lake County courses operate the same. Salt Lake City provides, waters and maintains parks for softball, baseball, soccer, for citizens to use (with no user fees except league fees). It also provides and maintains tennis courts for citizen use. The City Parks are fence to fence grass with walking and biking trails for citizens to use at no cost. Biking trails are built and maintained by the city. I might just mention that the Parley's Creek trail cost 2 million to the City (or citizens) and the newly formulated McClelland Canal Trail another 1 million. Let's add the maintenance required for the City's section of the Jordan River Parkway, and the Shoreline Trail. What the city is saying to its citizens is that it will subsidize the recreational pursuits of bikers, hikers, rollerbladers, walkers, tennis players, softball players, baseball players, skateboarders and soccer players, but NOT golfers. And right now the golfers are paying their taxes to the city (as every citizen pays for recreational facilities) AND paying a fair share for their golf. The city could at least subsidize the water, as it does with all its other parks and fields that are used by Salt Lake City citizens.

And we haven't even mentioned that those who like to take advantage of the Arts, the Zoo, or the Museums do so with the City's subsidization of these programs, which reduces greatly the price citizens would have to pay for their use without the City's help. I take advantage of the parks, the arts, museums, hiking and biking trails and golf, and am appreciative of these opportunities as a Salt Lake City citizen. But as a golfing citizen (and a paying one) I get discriminated against because I have to pay to water the grass I play golf on, but not the grass I use in the city parks and fields.

3. **OPERATE THE CITY COURSES AS IF THEY ARE IN A DESERT. THEY ARE!** Rose Park, Glendale, Forest Dale, Nibley, and Bonneville were all built about the same time and in the same fashion. LONG holes, and grass from course boundary to course boundary. (I might add that the City took the same stance in creating all the city parks and playing fields where there is nothing but turf from boundary to boundary). Watering, mowing and keeping all that grass healthy just don't make any sense in today's environmentally sensitive world and in Salt Lake City where water use is becoming a critical issue. Just looking at the SLC Golf Course Website, one looks at the beautiful pictures of all the different holes on all the courses. All you see is turf, greens and sand traps. Lots and lots of turf that needs to be watered and maintained.

The City needs to look to our neighbors to the south (Nevada and Arizona) who recognized the water crisis for its golf courses in the mid 80's and addressed it. Both of these states have put policies in place that have reduced water usage by 50% in the course in Nevada by utilizing a water pricing rebate program for every acre of turf taken up on a course, and in Arizona by stipulating that an 18 hole course cannot have more than 90 acres of turf, which has saved 1 billion gallons of H₂O per year. Several other ideas are presented in two articles I encourage you to read: (a) "Drying Out: America's courses are curbing their addiction to water". http://www.golfdigest.com/2009-11/environment_davidowen_waterconservation and (b) "Golf Courses Go Green with Less Green – Two Approaches" <https://wrrc.arizona.edu/awr/sp09/golf>. Both of these states are well ahead of Northern Utah in addressing water issues on golf courses.

I think about 40 to 50 percent of the turf on the City Courses could be eliminated and replaced with native plants that require little or no water. Incorporating the turf reduction and my number #4 suggestion would make the courses more interesting, more challenging with target areas of turf, and more fun to play. Newer courses in St. George and Mesquite have already adopted this philosophy, and are reaping the rewards.

4. **WHILE REDUCING THE AMOUNT OF TURF ON THE COURSES, MAKE THEM PLAYABLE FOR ALL GOLFERS.** With the exception of Mountain Dell (a newer course), and Bonneville (a hilly course) the City Courses are all too long and too uninteresting to the average player when compared to Bountiful Ridge, Davis, Old Mill, Stonebridge, and Murray just to name a few local courses. Playable to me means that an amateur golfer can select a tee box to play from (not a patch of grass cut out of the fairway on the SIDE of the fairway) and be able to reach the green on a par 4 with a driver and at least a long iron or rescue club. The courses I listed above are good examples of this. The City's courses have a reputation of being too long for the average golfer. Golfers like to play where they can score. Scoring is hard on these long courses unless you happen to be a long hitter. Reducing turf on the courses, making you hit targets turf areas, and having available tee boxes for success can make the courses challenging for long and short hitters, beginning and experienced golfers, males and females.

Since I am a female golfer, I will make my point from a female perspective. An average amateur woman drives the ball about 175 yds, hits a 3 wood about 160 yds, and a six iron about 110 yds. This

means that to hit a driver and a six iron (not a short iron) to a hole, the hole needs to be about 275 yards long. Bonneville has two of the eight par fours that are around that yardage. The other six average 360 yards, which means they are *unreachable* for the average female golfer. Glendale has 10 par 4s for women, 3 that fall in the reachable category. The other seven average 370 yards, *unreachable* for the average woman golfer. Rose Park has six par 4s, two of which average 280 yards. The other four average 324 yards – reachable only with a driver and 3 wood. No one, male or female, likes to play golf all day hitting only drivers and 3 woods and still not reaching greens. The female golf market is a big one, and the long, hard courses drive a lot of that market away.

Most men can reach the holes on courses, but even the average male only drives the ball about 220 yards, so if you do this same comparison with the scorecard for males, the courses are considered long to them, too.

The City has addressed this issue somewhat by throwing some forward tee boxes in a cut out piece of the fairway, and calling it a tee box. **It isn't.** It is mowed fairway grass, uneven, weedy, and usually to the side of the fairway in a bad sight line with trouble right in front. Why would an average female golfer, who pays the same fee as an average male golfer, want to be treated as a second class citizen by not having a decent tee box to play from?

Cut the turf out of the courses, have lots of tee boxes (good ones) for players of all abilities, so as the USGA is encouraging – players can Play it Forward and have more fun on an interesting and challenging course. Take either Rose Park or Glendale and try this idea. I think you would find that usership would increase substantially.

I thank you in advance for reading this entire memo, and for your tireless effort in trying to make Salt Lake City the best place to live. I am hopeful that with these ideas, and the many more you are getting from golfing citizens, the SLC Council will be able to come up with a thoughtful solution that will satisfy its golfing citizens. I'm confident they can, as I and so many others are very passionate about golf and look forward to many more years playing the Salt Lake City Courses.

Sandy Beveridge, Retired Professor Emeritus

University of Utah

handysandyskb@msn.com

IDEAS

- Cut water usage immediately by 10 to 20%. It's been done before. Many of the courses are overwatered. The golf world paid attention to the U.S. Open at Pinehurst No. 2. Green fairways and natural rough may very well be the wave of the future.
- Allow establishment of foundations like "Friends of Bonneville" and "Friends of Mountain Dell." Solicit and accept corporate and individual donations. Many successful companies and individuals enjoy our public courses and would be happy to contribute.
- Use those donations for specific capital improvements at the courses. Allow for naming rights tied to donations.
- Give every 7th and 8th grader in the Salt Lake City schools a free golf pass to be used in non-prime afternoon hours in the summers at Nibley, Forest Dale and Rose Park (the "neighborhood courses".) Ski resorts do it – it's a great way to win the next generation of golfers.
- Cut green fees with cart to \$30 at Rose Park and Wingpointe. Leave other fees as they are. The price cut will drive more play and more revenue in the summer months and will attract value-conscious golfers from other communities.
- Allow for volunteer labor at the courses. Communities throughout the country "pay" cart attendants and range pickers with golf privileges in lieu of wages. Salt Lake has stubbornly resisted this obvious step.
- Invest soon in prime facilities at Bonneville and Mountain Dell. Both are in beautiful locations and are both losing valuable business to other regional courses. Include meeting and dining facilities.
- Note: IF Bonneville and Mountain Dell could maximize their group sales on Fridays and Saturdays, regular players would tend to spread out to other city courses. The dual benefit would be increased revenue system wide. One recent Friday both major eastern courses had tournaments and corporate events.

Wingpointe experienced a play level well above the norm for this time of year. Right now both lose many such events to Old Mill, Stonebridge, Wasatch and Eaglewood at least in part because of facilities.

- Sell winter passes to dog owners. All revenues should be reserved for capital improvements at the respective courses. Define guidelines and behavior and charge at a rate to deter irresponsible dog owners.

Additionally, the Council's proposed price change will have beyond the anticipated negative impact on revenue. If the Council proceeds with a \$1 increase the impact will be minimal. However, if that increase is coupled with the "single discount" proposal, many senior players will experience a *de facto* SEVEN dollar increase. (!) Many on fixed incomes will cease or reduce play. \$7 is simply too much for a single increase on this player segment. The price changes will come at a time some courses – for example, Mountain Dell Lake – will punch greens, and school will be back in session. Some pros estimate they could lose 20-25% of September play and revenues.

Owen Communications L.L.C.
1338 So. Foothill Drive #147
Salt Lake City, Utah 84108
(801) 598.0074
(801) 606.2803 Fax

This is a plan that will financially sustain the Golf Enterprise Fund for the City's Public Golf Course system.

My name is Jacqueline Anderson. I have been working diligently with David Terry, the Golf Enterprise Fund Director; Steve Elliott, The Golf Professional at Bonneville Golf Course; and Brigham Latimer of Sahara Construction. They recommended that I submit this letter introducing myself and my proposal.

My financial solution for the City's public golf course system is to create year round revenue and more rounds of golf for every golf course. My proposal allows for the golf courses to remain intact and no portion of any golf course sold or redesigned. My proposal also provides use of the public golf courses to the entire community as well as the golfing community. **There is no cost to the city.**

My Proposal is to privately fund a beautiful new event center. The Event Center will provide space for 300 people with food and beverage for Golf Tournaments, Charity Events, Weddings, Family Reunions, Corporate Christmas parties and meetings. The Event Center will be open year round. The Event Center will not interfere with the golfers or the use of the golf course yet provide a space for the community to enjoy for their special events.

The Event Center could have events such as tri-course tournaments where golfers play two public golf courses and the third round of golf at the Bonneville Golf course followed by a dinner and award ceremony. This would provide more revenue from the additional rounds of golf and from the Event Center food/beverage service. Wedding Receptions and Holiday parties will utilize the golf courses year round providing a consistent revenue stream for the Golf Enterprise Fund.

I am interested in working with the City and the community to resolve the clubhouse, pro shop and food/beverage needs as part of a facility and operating strategy.

The First Event Center will be built at the Bonneville Golf Course. Brigham Latimer of Sahara Construction will be the builder. Brigham Latimer is a local builder and golfer. He has golfed The Bonneville golf course many times and is extremely familiar with the City's public golf courses. We have detailed plans available to you upon request. Building will take five to six months plus obtaining proper building permits. We are prepared to begin the process immediately or as soon as the City is ready.

I will need a long term land lease and an option on all the City Public Golf courses for Event Centers.

It is my long range goal to place event centers on most, perhaps all of the city golf courses. The design of each event center will take into consideration the unique beauty of each golf course.

There is a citywide effort to better connect neighborhoods and to offer residents options for recreation and use of green space. We must keep our beautiful green golf courses. This proposal provides use of the public golf courses to the entire community for their weddings, wedding receptions, charity events, birthdays, as well as use by the golfing community. The Event Center at the Bonneville golf course will also provide year round revenue for the Golf Enterprise Fund. All of the Golf courses will benefit from the year round revenues generated by the Event Center.

If you have questions or would like further details please contact me, Jacqueline Anderson, 661 333 8166 or jacquelinejanderson@yahoo.com

Thank you

After much thought, I decided to provide a few thoughts.

1- After reviewing the rounds played and the increase in payments to the Airport for the land use of Wingpointe. I believe it would be best if the Wingpointe Golf course **is closed** and the land reverts back to the Airport for expansion may indirectly help the economy of Salt Lake City and the State of Utah.

2- I would sell Fairmont Park to a land developer for use as a planned unit development which would help in the continuing development of the Sugar House area. I would close Forest Dale golf course and convert it as follows; The south 75% of the course would be converted to a new park and open space with the money from the sale of Fairmont Park. I would then convert the north 25% of the course into a golf Academy run by SLC golf utilizing the existing pro shop/golf offices for running the suggested academy (put in a driving area with partially enclosed shelters that can be used year around for lessons/driving range plus it would include a practice green/chipping area including sand traps possible the current 9th green/7th tee/6th green). The money for this conversion would also come from sale of Fairmont Park. Nibley golf course rounds played would probably increase due to its proximity of Forest Dale.

3- If enough money was generated from sale of Fairmont Park it could be reinvested into the remaining course to upgrade the water system using secondary water, cart path repairs and installing some lightening shelters at the golf courses.

4- Also, in reviewing the golf rounds played since 2001, Glendale golf course has stayed relatively stable. It is a golfer friendly course with good access from any where in the valley. It is a golf course that **should remain open** and will be a viable golf course into the future.

Thanking for allowing input to SLC golf.

Jim Hyde

Allison, Sitting on a plane checking emails and a couple of thoughts came to mind regarding the revenue challenges at SLC Golf courses.

1. Trim a Branch to save the Tree - Sell one of the courses to a developer and use the money to pay for the others. Some of the infill land is extremely valuable and land that is close in to Salt lake is very attractive to a lot of local builders and developers. I work in the building industry and could help you place a value from a builder/ developer standpoint if you would like.

2. Frisbee Golf at night - Glow in the dark Frisbees and young people on the golf course at night sounds scary from a risk standpoint, but if you could wade through that waiver, you could create a revenue stream during off hours. A lot of people are looking for something fun to do. Young people and energetic adults would love it and you wouldn't need a lot of overhead. Concessions sales would increase.

Two very different thoughts. I wish you luck. I love to golf in Salt lake and hate to hear about the struggles.

I am writing to inform you of my concerns for the Salt Lake City golf courses. I practically grew up on those courses and have been playing them since I was 12 years old. Each course is different and has its own strengths. It would be a travesty to close any of them. It may be a short-term solution but the open green space will be gone forever.

Why can't the City Courses be treated like other Salt Lake City parks? if the zoo can benefit from the ZAP tax why can't our golf courses? Why can't the city Council decide to charge the courses for their water at non-culinary rates? It seems that the Salt Lake City golfers are subsidizing the rest of Salt Lake City's water rates. Apart from the benefit golfers enjoy from these beautiful courses, if any of these courses valuable green space will be lost. These green spaces will never ever be recovered.

It seems reasonable to me, that the city golf course exceptional maintenance projects or improvement projects should be handled by the general fund, with regular maintenance costs and Greg your upkeep cupboard by the revenue generated from the courses. Every time I play Bonneville I look across the street and see the beautiful new buildings going up at the zoo, I wonder why the golf course can't benefit from the same city support?

Thank you for listening.

Sincerely, Jeff Randle

Dear Ms. Rowland

Thanks for the opportunity to provide input.

1) Make the golf courses and other parks available to walkers/w dogs in the winter months and charge a small fee (\$5-10) for an annual pass. This pass would be valid at all city parks (visible tag clipped to the dog's collar) - then enforce it.

2) I strongly disagree that the city's golf courses must be completely funded by green fees. Golf provides an outdoor activity and recreation, which is vital to a happy and healthy city. Tennis, soccer, baseball, horse shoes, volleyball, and general park use are all supported by the city budget to some degree or another. I don't understand why golf, another very legitimate outdoor recreational activity, should be asked to be completely self-sufficient when these other activities don't have to meet the same standard. The golf self-sufficiency policy is unfair and flies in the face of logic.

3) Begin now to build a water re-use system for as many of the courses as possible. Perhaps this means bonding for those improvements, but this should save the city money in the future as water becomes an ever-more expensive part of the operation. This same objective should apply to all of the city-owned park/recreation areas.

4) Raise the price of green fees. This should be the last resort, but not off the table.

Thanks!

I wanted to respond to the email I received offering the opportunity for feedback to improve the financial viability of golf courses in our great city.

Let me first say that I moved from northern CA three years ago - and can state that the cost, availability and access is superior in Salt Lake City. I have had a tremendous experience at Wingpointe, Bonneville and Nibley Park. Each course is special to me: Wingpointe - where I had a hole in one at the Amateur tournament last summer, Bonneville - where I eagled #1 as the first hole I played in Utah, and Nibley Park - where I've enjoyed introducing my sons to the game. I would hate to lose any of those courses, and wonder what the impact would be to those if others were forced to close. That said - a few ideas I would propose in keeping with what I've read in the Guiding Policy Principles document:

1. A further increase in green fees of \$2-4/round - starting first with prime weekend tee times, and possibly extending to additional times as needed. Rates are very affordable here to begin with, and that increase should not dramatically impact rounds played if presented to players as an important change needed to continue course access and upkeep.
2. Cutting down water usage by not irrigating yardages within 100 yards of tee boxes. I don't know how much money that saves across the board, but I don't think current irrigation coverage at many courses is necessary and could allow for a more natural setting at some courses. It also demonstrates the city is taking environmental impacts seriously.
3. Increasing the annual cost of the LoyalTee Discount Card, and other Annual Passes. These are all purchased largely by enthusiast golfers who will support cost increases of 10-20%, again if presented as needed to sustain golf in Salt Lake City.

Thanks for extending the opportunity to respond.

David Grayson
dag2112@gmail.com<<mailto:dag2112@gmail.com>>
801-430-8652

Dear Ms. Rowland

Thanks for the opportunity to provide input.

1) Make the golf courses and other parks available to walkers/w dogs in the winter months and charge a small fee (\$5-10) for an annual pass. This pass would be valid at all city parks (visible tag clipped to the dog's collar) - then enforce it.

2) I strongly disagree that the city's golf courses must be completely funded by green fees. Golf provides an outdoor activity and recreation, which is vital to a happy and healthy city. Tennis, soccer, baseball, horse shoes, volleyball, and general park use are all supported by the city budget to some degree or another. I don't understand why golf, another very legitimate outdoor recreational activity, should be asked to be completely self-sufficient when these other activities don't have to meet the same standard. The golf self-sufficiency policy is unfair and flies in the face of logic.

3) Begin now to build a water re-use system for as many of the courses as possible. Perhaps this means bonding for those improvements, but this should save the city money in the future as water becomes an ever-more expensive part of the operation. This same objective should apply to all of the city-owned park/recreation areas.

4) Raise the price of green fees. This should be the last resort, but not off the table.

Thanks!

Hello Allison

While I am not a Salt Lake City resident, I was a long time frequent player card holder and a reluctant loyalty card holder.

Other than the changes necessary to move away from potable water to the water available from the Jordan river, I don't think that the courses need upgrades. The layouts and conditions of the courses I have played are pretty good.

My main issue with the city courses are the increased green fees. It seems to me that you would want more rounds played not less. I purchased a pass at the West Valley City courses, and I know that a LOT of previous frequent player pass holders moved to that system. Your increased fees have made it so that it costs more to play Glendale than it does to play Bountiful Ridge, Glenmoor, River Oaks, Wasatch Mountain, Soldier Hollow, Eaglewood, Davis County, Valley View.... The list goes on and on. And those are just the nicer courses. Murray Parkway, Meadowbrook, Mountain View, etc are less than any of your courses too. Most people I know are playing elsewhere just out of principle.

I will be saddened if your courses close, mostly because of supply and demand, where the above mentioned courses will have more demand and the green fees will increase at those venues.

Rather than increase fees, maybe you could lower them and fill your courses up.

PS I went to use my "loyalty card" for a small bucket of balls and it had increased by 30% from 2.75 with the card to 3.50. I suppose I will be practicing elsewhere too.

Lynn Budge



Lynn Budge
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From: [Spjute, Kurt](#)
To: [Rowland, Allison](#)
Subject: golf course thoughts and ideas.....
Date: Friday, December 05, 2014 2:32:16 PM

I apologize for the late submission: Using this or not is fine.

I do play allot of golf at the City courses, was once the City's internal auditor and spent a fair amount of time reviewing golf, golf incentives and analyzing the finance situation for golf.

I was part of the discussion years ago when the City Attorney's changed the pros from 3rd party contract managers to employees. A decision I understand but believe was the wrong approach, and has hurt the profitability of the courses ever since.

I have read most of the audit that the City had performed from the NGF and it is pretty good and has some decent recommendations, however I would hate to see you lose some of the course that you have.

My simple (but not all inclusive) approach to this would be that you need more rounds played and there are ways to accomplish this:

- 1. I believe your management in golf is top heavy. Reduce that by returning the management of courses to the pros....*
 - a. Not easy because many Pros have grown accustomed to the present system and it is just easier.*
 - b. However the pros now are manly glorified cashiers and they need to manage the course.*
 - c. Pros could bane together and form an LLC partnership and manage things for the City yet be a solid group to form their own management function where they work together .*
 - i. Pay would be based on percentages of all revenue....carts, range, merchandise, lessons and yes green fees.*
 - ii. When it rains or is bad weather, there is no pay.*
 - iii. They would reduce the rough at courses and widen the fairways to speed up play and create more rounds.*
 - iv. Good PR by pros will ensure customers return and merchandise purchases plus more rounds.*
 - v. Ultimately the pros should like this form of management as they were trained to do this.*
- 2. If the pros would truly work together and use their collective skills, it could reduce the overhead you currently have significantly.*
- 3. Proper contract setup with the management group could still keep 401k's and other benefits that they would have a hard time giving up.*
- 4. There are other ways to make better use of corporate groups, tournaments and driving range use, but it could all start with using the pros as pros.*

Sincerely,

K Spjute

name	message
Joe Buscio	<p>Lower fees would bring more people out to play more often. Would you rather have 1 golfer play once a week , or that same golfer play twice or three times a week. Example \$40 dollars to play once. Charge \$25 dollars and the golfer will play twice, thus you making \$10 more on the same golfer. Or that golfer will bring along another , such as a child that normally wouldn't play because good ole dad can't afford \$80.00 for 2 players, but \$ 50.00 is workable. Therefore you get 2 players and more often. You need more people playing, not higher fees. Thanks Joe Busico Sent from my iPad</p>
Pati Allred-Sorenson	<p>How about raising green fee's to that the people who use them pay their fare share instead of wanting more of my tax \$\$\$ for something I may use 2 or 3 times per year. That goes for all the other things you want that only benefit those who use them! -- Pati</p>
David Holbrook	<p>Allison - I have no input for golf but have a friend that may be able to help. If you want to recruit him. Don Branca is retired. His father was pro at Salt Lake Country Club for 50 years and his brother is currently the pro there. Don was pro at Willow Creek back in 1990's and then left and owned and ran Mulligans on 90th south for 20 years. He has sold that but may want to help you with ideas. His phone number is 8012440566 and email is donlb@comcast.net Good luck on you endeavor. -- Thank You Make it a great Day Dave Holbrook</p>
Dave Iltis	<p>I am not a golfer (my best round was 101). But, please do preserve the courses. Raise my taxes to do so, and to cover golf, tennis!!, basketball, and other city services (police, bike lanes, etc). \$800,000 a year could be covered by \$5.00 per resident in general taxes. Please stop giving in to the limited government fanatics. \$20 million would be covered by \$5/year per resident for 20 years. While you are at it, make sure that the courses are environmentally friendly and provide bird and fauna habitat where appropriate. The challenge of having plentiful city services is met by the will to raise taxes. This money, however, is spent in our city, and comes back to us anyway, since it will be spent hiring people and buying goods that benefit SLC. A bigger issue that relates to overall revenue, is to overhaul the city's procurement processes to favor local and Utah business. But to preserve golf, open space, and other city services, the council will have to stand up and raise taxes. Dave Iltis</p>
F. Tempel Riekhof	<p>Ms. Rowland: This comment is in response to the email asking for ideas to support the city golf courses. 1. I am opposed to closing any of the municipal golf courses at this time. 2. I believe the real answer to the problem of lack of funds is simply to raise the green fees substantially â€” probably at least \$5.00 per round beginning next season. And it may be necessary to raise the fees annually until the income takes care of the deficit. I fully recognize that this suggestion would not be popular, but the money obviously needs to come from someplace, and it seems only fair that those who use the golf facilities should help to a greater extent. FYI â€” I usually play one of the city courses each week, and would not object to this increase.</p>

Al Dieffenbach	Hi Al Dieffenbach here with one big cost saving idea for the city use secondary water for all irrigation on the courses. I will be out of town for the workshop. But just using secondary water saves hundreds of thousands of dollars. I know the city owns shares in all the water companies in the valley. thanks Al
Chip Parkinson	Ideas: - Sell Rose Park and Jordan River - Return Wingpointe to Feds - Keep 18 holes @ Mt. Dell; sell remaining 18 holes - Keep Bonneville and Nibley - Use proceeds of Mt. Dell 18, Rose Park and Jordan River sales to upgrade H2O, practice, and clubhouse facilities at remaining courses and/or create a mega city golf facility with 36 holes, practice, clubhouse, etc.
Kelly Paasch	From the perspective of a small business owner and previous golfer, it seems to me the future of city owned courses should be coming to an end. Golf is a specialized sport that fits excellently into the private sector, and when run appropriately can be very fruitful. The use of large amounts of city funds to support a small higher income sport seems wasteful at best. I recommend we do one of the following: A.) keep the land as a golf course but contract it out to reputable owners to run and manage in a way that provides income to the city, and a profitable business. B) redevelop the land into a multi use area that provides uses for a wide variety of income groups and ethnic groups. Based on the size of the land, it may be necessary to sell off some small portions to provide the capital to redevelop the land, that way minimizing the tax burden of your citizens and maximizing the usefulness. Kelly
Collin Townsend	The best idea would be to speed up play, the reason most good golfers never golf your courses is we follow 4 guys walking and a 6 hour round is horrible. To gain revenue and pace of play, make everyone take a cart, no walkers, increases revenue and speeds up play for more golfers per day. At least on weekends or high demand days. Good luck.
Randy Suker	They need to increase green fees
Bart Goldsberry	2 suggestions as a business owner and user of the public golf courses. 1- Allow the county courses to use Secondary water. Water is the #1 cost, if I understand the issue correctly. These courses are playing on uneven ground with other nearby courses that don't have to pay the culinary water fees. 2- Put up a bond for parks/green spaces/golf courses to raise the monies necessary. It will get put to a vote. It should pass. We can buy the bonds and improve the infrastructure.
Irwin Krigman	First and foremost, at Glendale for one, Stop using culinary water. Use the Water in the canal or Jordan river, or whatever other water source you have and save tens of thousands of dollars each year on water. You will have to spend some money initially, but maintenance will be minimal Offer a far more reasonable seasons pass fee for "super Seniors" (over 70) they don't play that often, they play with younger players, they often only play 9 holes. This will result in more usage, far more cart rental fees, and significant up-front dollars. Super seniors usually don't walk the courses This strategy works for ski areas.

Devin Wright	<p>Greetings, I want to provide my opinion on the ongoing budget issues that continue to plague the Salt Lake City golf system. I think that it is critical that each golf course provide sufficient revenue to sustain itself. The majority of the revenue for each location should remain with that location rather than be placed into a general fund that subsidizes all of the courses. The National Park System uses a similar process through which entry fees for a particular park stay with that park for important things like infrastructure improvements and visitor services. I think the Salt Lake golf system could benefit from this type of strategy. Each course would survive based on its benefit to the golf community. This is clearly visible by the number of golf participants (and revenue) at each location. This will not only provide clear view of where funds should be allocated, it will also give each course an incentive to prove its value by creating new golf programs and services that would in turn attract more customers. Each golf course needs to survive based on its own merits, not political considerations. It is a disservice to the taxpayers and golfers in Salt Lake City when revenues from popular and successful courses are used to subsidize underutilized courses. This makes the entire system weak and prevents improvements that are critical to the successful operations of the most popular courses. Just my thoughts, but changes need to be made to protect the viability of the Salt Lake City golf system.</p>
Dale Salazar	<p>I'm not sure this is a suggestion but it seems our neighboring city, West Valley, is running a very nice and very efficient golf course on the west bench Westridge. Perhaps we should tour their facility to identify what we can to help improve our venue???? P.S. If you like the work I do, introduce me to a friend or family member who might benefit from meeting with me. I specialize in Retirement Planning.</p>
Ryan May	<p>Salt Lake City Council, I applaud your efforts to reach out to the community for ideas that might help resolve the financial challenges facing the golf course division. I am a local business owner/golfer. I believe you need to take a business approach to solving your problems. You need to raise your rates and cut unnecessary expenses. It's as simple as that. If the City can't at least break even through green fees alone, without any subsidy or tax supported assistance, it has no business being in the golf course business. Mismanagement has gotten you to where you are now. If you give the right Manager the ability to make the necessary changes to both rates and overhead, it can be turned around. I would offer the right person a very small salary and 25% (no cap) of the profit of the entire Division. The key is the right person, but you would be amazed at how well the 25% incentive works. I have 9 branch locations, each with a manager earning a 18K salary and 25% of the profit. Even during the recession, they were all profitable. They made necessary changes. Thanks for listening.</p>

Chris Ingram	<p>Ms. Rowland, I might not have a dog in this fight, but I do own a house in Midway which we use both for vacation and rental purposes. In addition to family vacations, I typically bring at least two groups of friends to Utah just to play golf. These guys are mostly from various parts of Louisiana, but also from several other states from Maine to California. And every one of them, each year, are amazed at how good the golf courses are, especially at such low prices. I can honestly tell you that in south Louisiana, where water is plentiful and we can play golf year-round, we would be paying at least 1.5 times what the county and city golf courses are charging to play courses of the same caliber. So, I know this is not a new idea, nor a popular idea, but I truly think that the green fees need to be increased. Please don't tell any of the guys that I bring up there I suggested an increase-- I'll deny it! Good luck and enjoy those wonderful resources you have!</p>
Paul Kafer	<p>I don't understand why no one in local government is capable of seeing that area golf is not just a "for profit business" to be exploited at the cost of area golfers. Is anyone on your end attempting to make money on other open green space in the city? Is anyone trying to make a profit on hiking paths, bike lanes, skate parks, dog parks, public parks, tennis courts, ball parks, soccer fields, or other public facilities? Why this determine focus to extract every last cent from golfers? How are they different from all the other citizens in this area that utilize public land and facilities? The money spent by golfers on equipment, lessons, meals, drinks, and snacks, travel, and other expenses is distributed through out the area to local businessmen and their employees. Taxes collected from the golfers and their golf related activities has to be substantial. Certainly more than that for any other similar activity. Our courses attract tourists and destination golfers as well - adding substantially to the local economy. Are you just determined to jack up rates to the point virtually no local golfers, but the very rich can afford to take advantage of the open green spaces and play golf? Has anyone paid attention to the many Junior golf programs that reach out to youth of all backgrounds and economic levels? What about the local school golf teams and their competitions? Golf courses are NOT just available real estate in holding for certain connected developers drooling over the opportunity to make a land grab and add millions to their own pockets at our expense. Once a golf course is gone, it can never be replaced. let's take a more broad view of what is at stake here, and give it a fair and rational evaluation in perspective of all the resources and their impact on the total community.</p>
Anonymous	<p>An idea from Lisa's constituent: Have the University of Utah make Wingpointe their home course (require them to lease or buy the land). Some percentage of public play.</p>
John Cordova	<p>I am responding to the email that I received from the City Council calling for ideas to raise money for our courses. I know that there is a proposed \$2 increase? I would raise that at least to \$10. I have always thought that we are spoiled in SLC to have such great public courses and very affordable rates. I think it is time for everybody to kick in some extra money to keep our historic courses alive and thriving. I believe there are discounts for seniors and youth programs so let the rest of us pick up the tab. Raising green fees \$10 is not going to stop me from golfing. I have been talking to my friends and golf buddies about this and they all agree. Thank you for your time and efforts. Please keep our courses open. John Q. Cordova</p>

Michael Frei	<p>Here is an idea: Close the little par 3 course next to the Rose Park full-sized course. Develop, or allowed to be developed, the property pursuant to a long term ground lease of the vacated land. The land could be converted into office or retail or whatever the market will bear. Do the same thing with the smaller, out-of-the-way pieces of land that are next to most of the other public courses. This may take a small revamping of a hole or two on some of the courses to create a developable surplus piece. The ground rents collected would be earmarked 100% for covering the golf revenue shortfall. The collectively ground lease payments over time would cover, in whole or in part, the short fall in revenue and the long term public golf course issue would be premanently solved. The ground lease payments, of course, would include rent bumps as an hedge against inflation going forward. At the end of the ground lease term, the rents would be renegotiated to reflect current market values, and the ground leases renewed into the future.</p>
Greg Waters	<p>With the Jordan river running through the middle of some of the courses who seem to be struggling why not tap this resource for water the grounds or build retention ponds and use the water to water the grounds, rather than expensive culinary water! I do realize that there might be some issues of water rights but it is just a thought and maybe your organization could investigate this and see if there is any viability in the idea. Culinary water is treated and is I am sure more expensive than re-use water. Rose Park even has possible access to re-use water from the nearby sewer treatment plant! Lets not let this water go to waste and pump it back to the new retention ponds and hook a pumping station up to irrigate this course at least! This would have another possible good effect in that this would create water hazards on the course and make it more challenging for the golfers! In between holes 7 and 8 there is an area there that could be used for one pond and on the back nine the area between 16 and 17 or between 15 and 16 could be hollowed out and used for re-use water from the sewer treatment plant or the Jordan river!</p>
Brian Whisenant	<p>Has slc considered soliciting a major donor for naming rights to a poor performing course or several donors for renovations such as a named clubhouse?</p>
Clint Campbell	<p>Soccer Golf seems to be coming popular these days. Maybe that would be a viable way to increase revenue.</p>
Robert Dennis	<p>Put signs and advertisements around the tee boxes and maybe a few down some golf cart paths.</p>
Edward Jacobs	<p>I think the price is to high. I played at the city courses a lot, but not any more Try lowering the price and make up the difference with more players. Itâ€™s worth a try. If it doesn't work, go to plan B.</p>
Mike Reidy	<p>It is really easy close one golf course and use that money to fix up the other golf courses. Really 800,000 loss I love playing golf but loosing \$ bad business decision.</p>

Frank Park	<p>Although I am not a resident of Salt Lake City, I do golf on your courses many times during the summer months. When I travel I try and incorporate a golf outing at my destination. I can tell you, without a doubt, Northern Utah, including the Salt Lake area has the cheapest golf rates in the country. I'm not sure why that is, and I do appreciate that fact. However, I think the only thing you can do to avoid the predicament you find yourselves in is raise the rate you charge to pay. Golf courses should be subsidized by the users, it is the only fair way. I would hate to see you have to close any of the courses you have. I know they are closing some in many parts of the country. Good luck with your task.</p>
J Kenny	<p>Has anyone gone back to the last years the city golf program ran in the black every year to see how the golf courses were run then. (Hint: it was when Corradini was elected that all of the changes for the negative were made.</p>
Pati Allred-Sorenson	<p>How about letting the people who use the golf courses pay for them.</p>
Clint Campbell	<p>Soccer Golf seems to be coming popular these days. Maybe that would be a viable way to increase revenue.</p>
Robert Dennis	<p>Put signs and advertisements around the tee boxes and maybe a few down some golf cart paths.</p>
John Matson	<p>Good morning, I have an idea for an app that would have the potential of increasing golf course revenue with little or no cost as well as providing valuable quantitative and qualitative marketing data. Briefly, the concept is an app that would easily allow a golfer to "link up" or "match up" with another golfer or golfers of similar ability for a round of golf. It is my opinion that there are a lot of golfers that would like to meet and play with new people on different courses. It could tend to motivate and commit someone to possibly find a new golf buddy rather than showing up as a single and taking their chances or just staying home. A profile would be established and kept on file and then the golfer would simply go online and enter a date, time and course (specific or any in the system) that they would like to play. The site would then respond with match info. (text, phone e-mail). I would be happy to share this idea in more detail if someone would like to respond to this e-mail or give me a call. Thanks.</p>
Bill Shadrach	<p>We have too much land dedicated to golf for the number of golfers. I suggest that we sell the land with green space restrictions to increase taxable housing and business revenue for the city. I'd start with the little course off of I-80. That would make an awesome commercial and residence complex. After that, Bonneville for additional Emigration Canyon style residential towers. This is city living. There is significant tax revenue available if we use this land. There are many other golf course to use. As a taxpayer, I do not want to subsidize golf courses.</p> <p>Thanks</p>