



COUNCIL BUDGET STAFF REPORT

CITY COUNCIL of SALT LAKE CITY
www.slccouncil.com/city-budget

TO: City Council Members

FROM: Allison Rowland

DATE: May 21, 2019

RE: Proposed Fiscal Year 2020 Golf Fund Budget

Project Timeline:

Briefing: May 21, 2019

Budget Hearings: May 21, June 4

Potential Action: June 11 (TBD)

ISSUE AT-A-GLANCE

The proposed Fiscal Year 2020 (FY20) budget forecasts increased golf revenues over FY19, due in large part to the Administration's recommended structural changes to Golf Fund finances. All revenue categories (greens fees, driving range fees, merchandise sales, etc.) are projected to increase slightly, by \$84,816, but the largest increase comes from general fund transfers to the Golf Fund through several avenues, detailed below. In sum, this would amount to a total subsidy to the Golf Fund of \$1,368,958 each year for the next two years, and rise from a minimum of \$803,958 annually to \$1,035,880 in FY2022.

The Administration arrived at its recommendation after the Finance Department conducted a review of several municipally-owned golf course systems around the country, as well as a more in-depth review of the accounting laws governing enterprise funds in the State of Utah (see section D below). The overall findings were:

1. Larger cities in the West that have municipal golf systems subsidize them with general fund revenues.
2. Systems reviewed do not charge administrative fees to the Golf courses, even if administrative fees are charged to other enterprise funds.
3. The State of Utah has legal and accounting barriers that prohibit simply "absorbing" the Golf Fund into the City general fund. The Attorney's Office has been asked to provide an opinion on whether Golf could be absorbed into general fund.



On this basis of these findings, the Administration has recommended the following for the FY20 budget:

1. Eliminate fees paid by the Golf Fund to Information Management Services (IMS) for technology services.
2. Eliminate other Administrative Fees paid by the Golf Fund to the general fund.
3. Transfer funds from the General fund to the Golf Fund to support the payments of Golf's debt service for irrigation improvements (ESCO). This payment escalates each year until FY32. Note: The Golf ESCO is a binding contract that has not generated the anticipated savings, which, as originally conceived, would have covered debt service.
4. Two-year general fund transfer of \$565,000 (FY20 and FY21) to the Golf Fund, designed to provide time for new Golf Division leadership to implement its strategies, including the Nibley RFP.

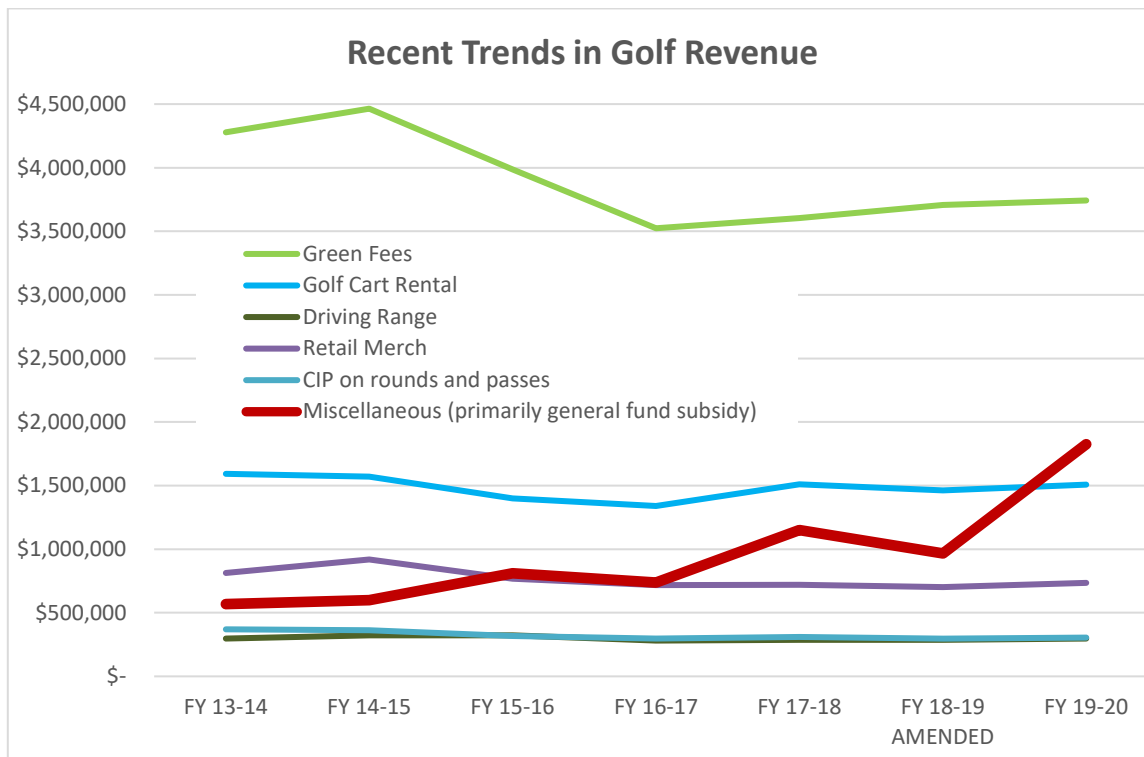
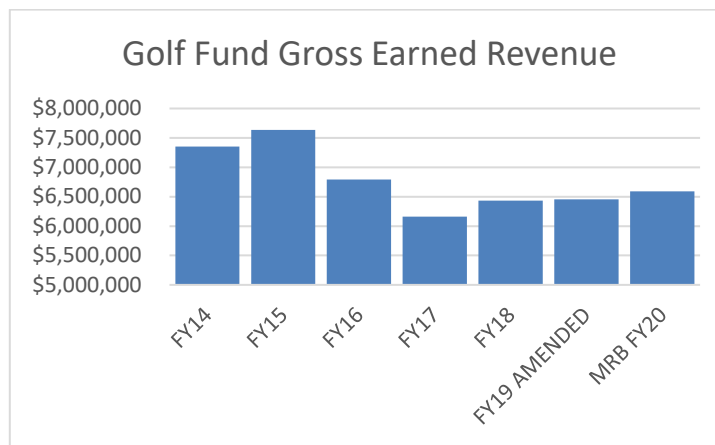
Summary of the Administration's FY20 Subsidy Proposal
(Note: Does not include all general fund subsidies!)

| | Effect on Golf Fund | Effect on General Fund |
|---|---|--|
| Eliminate fees paid by the Golf Fund to IMS | \$138,880 | Ongoing |
| Eliminate other Administrative Fees paid to the general fund | \$220,000 | Ongoing |
| General fund transfer to the Golf Fund in FY20 and FY21 | \$565,000 | 2-year subsidy |
| General fund transfer to the Golf Fund to support the payments for Golf ESCOs | \$445,078 in FY20; \$677,044 in FY32 | Ongoing until 2032; amount increases annually |
| Total for FY20 | \$1,368,958 | |

Note: FY21 Subsidy would be slightly higher because of scheduled increase in ESCO payment. Subsequent years would no longer include the 2-year subsidy, but would still include \$358,880 in Administrative Fees, in addition to rising ESCO payments.

A. Golf Fund Revenue Trends. Golf revenue appears to have improved slightly in recent years, since reaching a recent low in FY17. But FY19 revenue has not met the expectations set in the FY19 budget.

¹ For many years, the Council has provided a general fund subsidy to raise all Golf employees to a living wage. The FY20 budget proposes \$181,000, the same amount as in FY18 and FY19.



B. Net Revenue. The slight increases in earned revenue in recent years are significant to the extent they indicate the potential of the Golf Fund to improve its financial position. However, the Golf Fund continues to experience difficulties in covering operating expenses at the City’s six golf courses. Absent the proposed general fund transfer of \$565,000, proposed expenses in FY20 would exceed revenues by -\$237,419 (assuming the \$1 per round CIP fee would be used to cover operating expenses, counter to the Council’s original intent). Put another way, the proposed FY20 budget expects the Golf Fund’s FY20 earned income to continue to trail its expenses, as was the case in FY18 and FY19. The Administration believes that Golf will no longer need the \$565,000 subsidy by FY22, when it would roughly break even. In the event that Golf no longer needs the \$565,000 operating subsidy in FY 22, the Administration’s proposal still envisions the general fund subsidizing Golf’s ESCO payments until FY32.

- 1. The Golf ESCO** specifically was issued to cover the following projects: secondary water systems at Rose Park and Glendale, and an improved irrigation system at Bonneville. The Administration discovered last year, after the budget discussions, that State law prohibits transferring the ESCOs

to the general fund. Also, the interest rate on this debt was found to be comparable to any other rate the City might obtain.

C. Non-Financial Benefits of Golf's Green Space. The Administration has indicated that there are Citywide benefits to maintaining golf courses as partially-funded green open space, though they acknowledge that the non-golf benefits are experienced by most taxpayers in a passive manner. They report that they have not attempted to estimate the value of these benefits. The Council may wish to request the Administration value these benefits (even passive), in order to gauge the level of general fund subsidies. They provided a list of general non-golf benefits include the following:

1. Trees and Open Space. Contributes benefits to air quality, urban heat islands, urban wildlife interfaces.
2. Winter time access, walking, snowshoe, dogs, and trails.
3. Public access to clubhouse and cafes.
4. Public meeting space at Forest Dale.
5. Jordan River Trail at Glendale and Rose Park.
6. Disc Golf and Footgolf at Rose Park.

D. Comparative Research. The Administration arrived at its budget recommendation after the Finance Department conducted a review of many municipally-owned golf course systems around the country, as well as a more in-depth review of the accounting laws governing enterprise funds in the State of Utah.

Key takeaways from the Administration following their review:

- Cities of Salt Lake City's population size do not typically have such extensive public golf systems. Most of the comparisons are with larger cities in the West.
- No other system studied charges administrative fees—although the same municipalities do charge fees to other enterprise funds.
- All but one municipal system operated with a structural and persistent deficit. All those deficits were supplemented with ongoing support of the municipal general fund.
- The State of Utah has legal and accounting barriers that the Finance Department has interpreted to prohibit simply “absorbing” the Golf Fund into the City general fund. They appear to mean that SLC Golf **must** remain a separate enterprise fund. To confirm this interpretation, the Attorney's Office has been asked to provide an opinion on the matter.
- Similarly, there are legal and accounting barriers to the general fund “assuming” the Golf Fund's ESCO (existing secondary water-system debt). However, the general fund is permitted to provide funds to the Golf Fund to pay these debts.
- The Administration does not indicate any interest in selling or developing Golf property for a different use.

Given the proposed elimination of Administrative Fees currently paid to the general fund by other Enterprise funds (such as the Airport), ***the Council may wish to request the Administration's key public policy findings that support the notion of not charging Administrative fees and supporting the debt of an enterprise fund.*** There is close scrutiny on the topic of Administrative fees, which is the allocation of expenses to departments and entities. To preserve the integrity of the City's cost allocation system, the Council may wish to ask the Administration to provide a more formal assessment of the public benefit and reasoning for this change to be included in the public record.

KEY BUDGET ISSUES & POLICY QUESTIONS

- A. Golf CIP.** The Golf CIP fund was established as the repository for a Council-mandated surcharge of \$1 per round for the purpose of catching up on deferred maintenance and critical capital projects at all City courses. At the time it was established the Council's intent was that these funds not be used to cover operational deficits. However, in years with an operations deficit, the Golf CIP fund has been used to "balance" short-term loans from the general fund so that operations can continue, from an accounting perspective.

Would the Council like to explore options to ensure that their original intent for the \$1-per-nine-hole-round CIP fee remain clear in the future?

The Council may wish to ask the Administration if the two-year plan includes a plan to get back to ideal spending levels for needed capital projects?

Meanwhile, given Golf's aging infrastructure, in recent years urgent preventative maintenance or emergencies have arisen at courses. In response to a Council staff question about the plans to address these, the Administration stated, "At this time we are primarily focused on emergency and high priority repairs as we are not in a place where we can begin to strategically invest in a formal capital facilities plan. Ideally we would like to mirror the strategies Facilities is looking to employ through the Capital Facilities Plan. The club houses and other structures are included in the Capital Facilities Plan."

The MRB does recommend several major capital improvements/purchases: \$100,000 for new golf cart batteries at several courses; \$350,000 for Mountain Dell irrigation repairs; and \$330,000 for maintenance equipment, Nibley Park range fence repairs, Forest Dale clubhouse painting. The latter two expenses appear to have been shifted from the operations account to the Golf CIP fund. ***The Council may wish to consider whether these proposed expenditures are consistent with their intentions for the \$1-per-9-hole-round CIP fund.***

- B. Other Capital Improvement Projects.** The latest list of Golf capital improvement projects dates from January 2015, and included up to \$19.5 million in spending (Attachment C5).

- ***The Council may wish to ask the Administration for an updated deferred capital projects list that reflects the recommendations of the 2017 Golf Fund consultant.***
- ***The Council may wish to ask about the long-term plans for Golf capital improvements.***

- C. Nibley RFP.** As part of the FY19 budget discussions, the Administration presented a plan to publish an RFP (Request for Proposals) for a public-private partnership designed to improve services at Nibley Golf Course. It was described as an opportunity to develop "a neighborhood scale Golf Entertainment Facility" that would improve the course and public access at Nibley Park. Lease/additional revenues was to be used to support improvements to clubhouse facilities and golf course conditions at other Salt Lake City public golf course locations. (A more complete description can be found in Attachment C7.) This RFP was published on February 11, 2019; when it closed on April 10, 2019, no responses had been submitted.

Given the lack of responses to the RFP, the Council may wish to ask the Administration how they will use this experience with the Nibley RFP to inform future RFPs for Nibley and other courses, including the "Rose Park Golf Course and Jordan Par 3 Park Area Improvement Concept," discussed in the next section.

The Administration reports that they are currently determining what the best next step for Nibley may be. Meanwhile, they have initiated a petition for a boundary adjustment because the driving range portion of the course appears to be located in South Salt Lake City: "Currently the South Salt Lake City boundary

maps do not show this area to be a part of South Salt Lake City, but the Salt Lake City boundary maps do show the area as outside of Salt Lake City.” As a result, the Planning Division has contacted South Salt Lake to begin discussion of how City boundaries may be adjusted. Because this is a tax-exempt piece of property, this will not affect the overall budgets of either South Salt Lake or Salt Lake City.

D. Rose Park Golf Course and Jordan Par 3 Park Area Improvement Concept. In the FY19 budget, the Administration also proposed that Rose Park Golf Course, along with the neighboring former Jordan River Par 3 Golf Course, be considered as an example for how “*the City might improve ongoing operation and maintenance costs by broadening the overall concept of the golf course to include a multitude of outdoor community recreational and leisure activities.*” Work on this process is continuing, and the Administration reports the following:

“In 2016 SLC Public Lands contracted with BioWest Incorporated to begin work on a management and use plan for the Jordan River Par 3 property. The priorities for this project included; providing safe pedestrian access through proper trail design and layout; making the project area readily accessible via trail networks that include wayfinding and signage; identifying natural systems strategies for planning, design, and long term management; developing management strategies for mixed recreational uses (e.g., golfers and trail users) throughout the project area; identifying potential partnerships that have a role in programming and stewardship; and identifying ways to foster appropriate use and stewardship of the site.

During the initial phase of this project, it was determined that SLC Public Lands would request funding for design and construction of a public use trail through both the Jordan River Par 3 property and the adjacent Rose Park Golf Course. In 2018, funding for the trail system was secured through the City’s CIP fund and SLC is now working with BioWest Incorporated to include the necessary construction documents for the trail as part of the Jordan River Par 3 project. The final design for the trail system will include landscaping and management strategies to improve the recreational experience and ensure safety for all trail users. Complete design of the trail system and landscaping improvements is estimated to be complete in the Summer/Fall of 2019 with anticipated construction occurring in Spring of 2020.

Two new possibilities for the space are the development of a community center supporting learning, family support and recreation opportunities and a golf development center, these are just ideas for discussion.”

Additional details on the concepts of a new community center administered by the Youth and Family Division, and a “golf development center” on the back nine at Rose Park are presented in Attachment C7.

The Council may wish to consider several questions related to this project:

- **how these public lands improvements at the Jordan River Par 3 property will contribute to the City’s portfolio of parks and open spaces;**
- **how funding might be acquired for a new community center on the property;**
- **how maintenance for these enhanced amenities may be funded.**

The Council may also wish to inquire how a “golf development center” at Rose Park Golf Course fits with the role Nibley Golf Course currently plays as a development center, and whether/how both can complement each other.

The Council may wish to ask the Administration for more information about how the approaches mentioned above will result in revenues at Nibley and Rose Park increasing sufficiently to cover expenses.

The Council may wish to ask about how programming for the community center and the golf development center would be funded.

- E. Staffing Changes.** In FY19 the Golf Director position was filled, after the position had been removed in FY18 as an expense-saving strategy. In FY20, the Administration proposes a number of personal services increases, beyond those required for insurance increases. These would include some shifts in grades for employees along with the proposed 2% across-the-board raise for City employees. **Would the Council like to request additional information on salary and grade increases for Golf Fund employees, including the rationale behind them? Would the Council like to consider tying future increases to demonstrable improvement in raising revenue or cutting expenses?**
- F. Wingpointe Golf Course.** The Council's understanding is that the Administration has worked with a private group that is attempting to reopen Wingpointe. The Council has requested an update on this project, but has not yet received a formal communication from the Administration on the topic.
- G. Council Policy Principles.** A number of Golf Fund policy issues come up with regularity over the years. The Council adopted *Guiding Policy Principles for Changes to the Golf Enterprise Fund* (Attachment C2) in 2015. The Council may wish to discuss whether it will be helpful to go through these and update them, to determine relevance to the FY 20 budget and current policy goals of the Council. .
- 1. The Council also may wish to discuss their adopted *Guiding Policy Principles for Changes to the Golf Enterprise Fund* in light of the FY20 MRB, reaffirming or reconsidering these with reference to the current situation.** The City has a longstanding general policy of not subsidizing enterprise funds with general tax dollars, and the Council's *Policy Principles* discourage general fund subsidies to the Golf Fund specifically, although in recent years there have been limited exceptions made to this rule. As part of these guiding policy statements, the Council also agreed that City-owned open space should be protected.
 - 2. The traditional rationale for charging recreation fees for some amenities is related to the need for "exclusive" use of recreation facilities, like baseball diamonds and soccer fields during league play, or park pavilions for parties. Golf has been considered more similar to these exclusive uses than to "non-exclusive" uses like walking on a trail or playing catch on a grassy area, but there may be reasons to re-examine this view.**
- H. FY 2019 Legislative Intent.** During the FY19 budget discussions, the Council agreed to the following: *It is the intent of the Council that the General Fund subsidize the Golf Fund for one year only, allowing the Council and Administration to vet all options for improving efficiency and profitability of annual operations. The Council intends to make discussion of golf and open space maintenance a priority for the FY 2019 budget year. Further, it is the Council's intent that the \$1 per round Golf CIP fee be used to pay for capital improvements (or debt service related to capital improvements), and not be used to offset operational deficits.*

The Division's final response to the Legislative Intentions is printed in the FY20 MRB (below). ***The Council may wish to inquire further into the new financial difficulties alluded to in the final two sentences.***

"The Golf program benefitted from some cost-cutting measures in course maintenance practices along with some strategic promotions and saw positive growth in revenues and rounds played during the first six months of the fiscal year. In late September, two emergency repair situations arose at Glendale and Mountain Dell. Golf will be using approximately \$180,000.00 of the CIP funds for an emergency sewer replacement at the Glendale Golf Course and \$350,000 for a replacement to the irrigation control system at the Mountain Dell course. The intention in late 2018 was to leverage early revenue projections for 2019 and utilize the CIP funds to cover the repairs without having to seek a budget amendment or to fully rely on the entire CIP Fund balance to offset projected

operational deficits. However, to start 2019, the weather has not been in Golf's favor as March was one of the wettest on record and April has been very wet and cold to start. It will be difficult to recapture revenue lost to missed play and Golf may need to explore alternative means to cover the repairs or seek additional funds to offset the operational deficit."

ADDITIONAL & BACKGROUND INFORMATION

A. The Council may wish to review and prioritize policies to guide future general fund investment/subsidy. By way of reminder, the Council adopted the following contingencies and intents in conjunction with the FY18 budget adoption:

1. Contingent appropriation - \$404,000 of general fund dollars to be released into stages as follows:
 - a. 50% released on July 1 based on the commitment the Administration has already expressed to work jointly on a solution for Golf Fund financial viability and discuss options under review by the Administration.
 - b. 50% percent released upon issuance of a Request for Proposals that has been vetted by both branches. *(Staff note: The RFP was later changed to an RFI.)*

B. General Background. As an enterprise fund, the Golf Fund is charged with managing and maintaining the courses within the revenues that it can generate through its operations. The Council has been concerned about the financial sustainability of the Golf Fund since at least 2007 (Attachment C3). Even as early as 2004, deficits began to appear in the Golf Fund, though these problems typically were described as temporary anomalies, rather than longer-term structural issues, and were covered with the Golf Fund's then-substantial fund balance, that was built up in the late 90s and early 2000s when Golf was significantly more profitable.

In 2014, after then-Mayor Ralph Becker indicated that he would close courses, the Council adopted a series of policy statements to define their shared view of how the system should serve golfers, as well as the limits of what could be done to change the system (Attachment C2). Later that year, the Council embarked on a process of information gathering and pursued an extensive process to gather ideas from the public. The Council also hired a municipal finance consultant to identify options that could help the Golf Fund maintain financial solvency over the long term. In late 2014 and early 2015, a Council-appointed citizen task force reviewed all the information assembled, including the consultant's report and all of the public's ideas for Council consideration, and provided their recommendations to the Council. The process culminated in the Council's own recommendations to the Administration in February, 2015 (Attachment C4).

ATTACHMENTS

Attachment C1. Revenues and Expenses, FY17 to Recommended FY20 **PENDING**

Attachment C2. 2014 Guiding Policy Principles for Changes to the Golf Enterprise Fund

Attachment C3. Chronology: Key events relating to Fund Financial Viability

Attachment C4. 2015 Council Recommendations to the Administration Options to Address Long-Term Golf Fund Issues

Attachment C5. Revised list of Golf Course Capital Improvement and Deferred Maintenance Projects (*note: This list was last updated January 2015 and may be out of date as it relates to project or costs*)

Attachment C6. Costs related to Wingpointe since closure, November, 2015

Attachment C7. Administration Summaries of Nibley and Rose Park RFP Plans

Attachment C1. Revenues and Expenses, FY17 to Recommended FY20 PENDING

Attachment C2. Guiding Policy Principles for Changes to the Golf Enterprise Fund

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.
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.

Attachment C3. Chronology: Key Events Relating to Golf Fund Financial Viability (May 12, 2016)

- 2007 [Golf Fund Advisory Board submits letter to Mayor and Council](#) requesting attention to the Golf Funds backlog of financial needs. The letter encourages the sale and commercial development of surplus golf property at the edges of courses, and cites the City's mandate that enterprise funds maintain self-sufficiency. Council Members and staff expressed concern about the proposal, including budget projections and the assumption that property would be sold at the "highest and best" use, which would be counter to City open space goals, master plans, neighborhood compatibility and zoning.
- 2008 [Golf Fund management identifies \\$20 million in deferred major projects](#), and re-emphasizes their proposal to address these needs by selling and commercially developing surplus property. Council again expresses the preference to Golf management that open space be maintained and valued as a community asset.
- 2010 In conjunction with the FY2011 budget proposal, Golf Fund management presents a plan for addressing deferred maintenance needs ([see summary here](#)). Again, central to this proposal is the sale and commercial development of surplus property at the highest and best use. Council again expresses concern, and does not accept proposal.
- 2011 Council adds \$1 per 9-hole round to greens fee, effective January 2012, and limits the use of this revenue to CIP projects.
- 2012 FAA issues initial letter detailing concerns with various non-aeronautical uses on airport property, including Wingpointe.
- 2013 Following a response from the Administration in February, the final FAA audit resolution is issued in July relating to Wingpointe. The audit mandated that the City take the following corrective actions:
1. Make reasonable efforts to rezone the property to allow for aeronautical uses by 2017;
 2. Begin reimbursing the Airport for certain operating costs, effective July 2, 2013;
 3. Amend the existing MOU to terminate the lease on December 31, 2017;
 4. Begin paying rent to the Airport based on fair market value (FMV) in any new MOU agreed to after December 31, 2017.
- 2013 The Council funds a [study by the National Golf Foundation](#). The stated purpose of the study (managed by the Administration), is "to help the City determine the capital required to maximize the economic potential of the golf courses and minimize the burden on the City."
- 2014 April 22: The Council decides to close Jordan Par-3 course in November of that year based on financial statements projecting a significant deficit at that course.
- 2014 May: A [transmittal from the Administration](#) reports that the Golf Fund's operating fund balance has been depleted from numerous years of significant operating deficits.
- 2014 May-June: the Council Subcommittee considers the issue and recommends a menu of options to the full body
- 2014 June: The Council's adopted budget for FY2014-2015 includes an ESCO project (debt) totaling \$6,141,572 to replace the irrigation system at Bonneville Golf Course and implement secondary water projects at Glendale and Rose Park Golf Courses to reduce culinary water usage.
- 2014 July 29: The Council decides to raise greens fees by \$1 per 9-hole round and limits the number of discounts to one per transaction.
- 2014 July 29: The Administration requests that the Council conclude any efforts to re-align the business plan of the Golf Fund by February 1, 2015, in order to give the Mayor time to incorporate any new ideas into the FY2016 budget.
- 2014 July 29: the Council chooses to pursue a multi-faceted public process to ensure all options are investigated. This includes:
- Inviting public comment through individual meetings with Council Members, an Open City Hall discussion, and in Council public hearings.
 - [A public call for ideas](#), which ran from September 1 to November 3.
 - A Citizens Task Force (members named by the Council) which reviewed ideas submitted via the public call for ideas, studied financial implications of ideas, and issued [recommendations](#) in January, 2015.
 - [Specialized consultant's review of Golf Fund issues](#) from the standpoint of municipal finance, with recommendations based on financial experience of other municipalities.
 - Online Golf Resource Library established to provide a central information resource to the public and City staff for the myriad of documents involved with this topic.
- 2015 February 24: The Council adopts a [motion on recommendations](#) for future Golf Fund solvency.

- 2015 City Council approves \$1.3 million in funding for purchase of a variety of non-essential golf course property from the General Fund and Public Utilities, and intend to preserve these parcels as open space. Land sales to general fund and Public Utilities are used to eliminate operating deficits accumulated in FY2014 and 2015.
- 2015 Spring: The Council begins discussions on potential GO bond for recreation and receives additional public input.
- 2015 Fall: Based on public input, the Mayor and Council elected not to pursue a GO bond for recreation.
- 2016 January: Demand-based pricing structure, approved by the Council in conjunction with the FY 2016 budget, goes into effect.
- 2016 May: Council discussion of FY 2017 Golf Fund budget proposal.

**Attachment C4. Salt Lake City Council Recommendations to the Administration:
Options to Address Long-Term Golf Fund Issues**

Motion adopted by the Council on February 23, 2015

1. Transfer Wingpointe Golf Course operations to the Airport immediately and encourage the Airport to continue to operate it as a golf course, an attractive entry way and a potential revenue producer for the Airport's otherwise vacant property.
2. Close Glendale Golf Course and repurpose for other open space uses.
3. Consider legal options to repurpose Nibley Golf Course.
4. Initiate a bond proposal this fall to ask voters to fund comprehensive improvements to regional trails and open space, including transitioning closed golf courses and the former Jordan Par-3 course. Ideally, the bond would be comprehensive enough to provide resources to address a variety of uses, incorporating foothills and integrating trail systems to create a unique park connection system. The Council encourages the Administration to determine uses through a public engagement process throughout the summer.
5. Incorporate secondary water as part of bond for all golf courses and potentially all parks. If a bond is not successful, the general fund would cover the installation costs of secondary water.
6. Allow Glendale and Nibley, if applicable, to remain open for golf until new uses are shovel ready. General Fund would provide any needed subsidy in the interim.
7. Forward two Request for Proposal (RFP) recommendations that the Council look at either/or:
 - a. an RFP to manage the entire golf system;
 - b. an RFP to hire a game-changer to oversee the Golf Fund;
 - c. not issuing an RFP.

Attachment C6. Costs related to Wingpointe since closure, November, 2015

| Calendar year | Item | Amount | Funding |
|----------------------|-------------------|----------------------|--|
| 2016 | Basic maintenance | \$61,781 | <i>FY17 Mayor's Recommended Budget</i> |
| | Property lease | \$67,500 | FY17 Budget Amendment #6 |
| 2017 | Basic maintenance | \$61,781 | <i>FY18 Mayor's Recommended Budget</i> |
| | Property lease | \$72,500 | FY18 Budget Amendment #1 |
| 2018 (part-year) | Basic maintenance | <i>not requested</i> | |
| | Property lease | \$77,500 | FY18 Budget Amendment #1 |
| TOTAL | | \$341,062 | |

Attachment C7. Administration Summaries of Nibley RFP and Rose Park/Jordan River Par 3 Plans, May 16, 2019

Nibley Park Golf Course RFP with Background Discussion

It was determined as a part of the 2019 budget process and following the review of the 2017 RFI's relating to golf management that we would prepare an RFP for enhanced services at Nibley Park Golf Course. This RFP has been prepared and was published on February 11, 2019 with a response period of eight weeks. The development of the RFP needed to be sensitive to a couple core issues. First, the new development needs to be sensitive to the 1921 donation agreement and done in a way that public access is guaranteed, and that golf remains the core focus of the space. The Second core issue is that the development needs to be done in a way that impacts on the community are community. Additionally, the driving range portion of Nibley Park is in South Salt Lake City and as such a boundary adjustment with south Salt Lake City will be required. Currently the South Salt Lake City boundary maps do not show this area to be a part of South Salt Lake City, but the Salt Lake City boundary maps do show the area as outside of Salt Lake City.

Objective:

Develop a neighborhood scale "Golf Entertainment Facility" located at the Nibley Park Golf Course. It is a requirement that the existing public golf course remain operational and that the new facility will complement and support the public course. The facility must be publicly available and promote recreation and pleasure in connection with Golf. The new facility needs to be designed with the neighborhood location in mind. This means location, lighting and noise must be designed in a way that it mitigates glare and sound beyond the property boundaries. The facility needs to be architecturally complementary to the neighborhood environment, additional parking and accessory structures should be screened or designed in a way that changes maximize the open green space feel of the course.

Nibley Park Golf has operated with an operational deficit for years and has leveraged revenues from other courses to maintain its operations. This leveraging of the Golf Enterprise Fund has resulted in a lack of reinvestment in course facilities at "profitable" locations. It is the intention that this development will improve the course and public access at Nibley Park, and lease/additional revenues may be used to support the Golf Enterprise Fund finance improvements to clubhouse facilities and golf course conditions at other Salt Lake City public golf course locations. It is a core intention of this project to help stabilize the Golf Enterprise Fund and set a course for longer term financial stability.

Council Principles/ Legislative Intent:

Here is a list of a few of the "Council Principles" which are relevant to this project. These may be leveraged as a part of the RFP Selection/development of the decision criteria.

- Make decisions based on the best interest of Salt Lake City residents.
- The Golf Fund should be self-sustaining and without general fund subsidy.
- Commercial development on open space should be avoided wherever possible.
- Any re-purposing of golf courses should add value for the neighborhood and its residents, and benefit residents through high quality amenities.
- Neighborhood quality of life is enhanced by adjacent open space, regardless of use, and therefore should be protected.
- All solutions for the Golf Fund's financial issues will be evaluated on a 10-year basis.
- Golf Task Force Presentation http://www.slccouncil.com/wp-content/uploads/2015/01/GolfTaskForce_Presentation.pdf

Outcome:

The RFP closed on April 10, 2019, **there were no responses submitted**. We will take some time to reflect on this and try and determine a best next step. In preparation for this a petition for a boundary adjustment was initiated and the Planning Division has contacted South Salt Lake to begin the conversations relating adjusting the City boundaries.

Rose Park Golf Course and Jordan Par 3 Park Area Improvement Concept

Salt Lake City Golf has been looking at how we can improve access to the public open space while maintaining a high-quality golf experience. Rose Park Golf Course is an 18-hole course consisting of the original course on the west side along Redwood Road, a newer nine-hole course to the east of the river, and a large open space to the south of the club house which has been used as a driving range and a pitch and putt area but is largely unprogrammed open space. Rose Park has struggled financially, this struggle has impacted the Golf Funds ability to make investments in other courses. Golf rounds at Rose Park for 18 holes averages about the same for rounds played at Forest Dale Golf Course, which has nine holes. This average coupled with the public access via the Jordan River Trail, the new multipurpose trail and future management/programming development of the Jordan River Par 3 Property makes the Rose Park Golf Course ripe for discussion about how we might re-imagine this area in a way that broadens public access, maintains a high quality golf experience and incorporates financial strategies that support a long term vision for the public space.

Jordan River Par 3 Property:

In November 2014 the Jordan River Par 3 golf course was transitioned from a traditional golf course managed by Salt Lake City Golf Division to a disc golf course managed by Salt Lake City Public Lands. At this time the City entered into an agreement with The Tunnel Runners Association to continue operation of a public disc golf course on the property. The agreement between SLC and the Tunnel Runners Association is renewed on an annual basis.

In 2016 SLC Public Lands contracted with BioWest Incorporated to begin work on a management and use plan for the Jordan River Par 3 property. The priorities for this project included; providing safe pedestrian access through proper trail design and layout; making the project area readily accessible via trail networks that include wayfinding and signage; identifying natural systems strategies for planning, design, and long term management; developing management strategies for mixed recreational uses (e.g., golfers and trail users) throughout the project area; identifying potential partnerships that have a role in programming and stewardship; and identifying ways to foster appropriate use and stewardship of the site.

During the initial phase of this project, it was determined that SLC Public Lands would request funding for design and construction of a public use trail through both the Jordan River Par 3 property and the adjacent Rose Park Golf Course. In 2018, funding for the trail system was secured through the City's CIP fund and SLC is now working with BioWest Incorporated to include the necessary construction documents for the trail as part of the Jordan River Par 3 project. The final design for the trail system will include landscaping and management strategies to improve the recreational experience and ensure safety for all trail users. Complete design of the trail system and landscaping improvements is estimated to be complete in the Summer/Fall of 2019 with anticipated construction occurring in Spring of 2020.

Two new possibilities for the space are the development of a community center supporting learning, family support and recreation opportunities and a golf development center, these are just ideas for discussion.

Community Center; Salt Lake City through Youth and Family Division provides a broad range of programs and services to the community. Our current locations are Central City Rec. Center, Fairmont Park, Liberty Park, Ottinger Hall, and across the Sorenson Campus. Due to space limitations the only program currently provided by Youth and Family serving residents in Rose Park, Poplar Grove and Fairpark neighborhoods is a small teen program at the Northwest Recreation Center. Five elementary and one middle school serve the Northwest Quadrant of the City. All six schools are title one schools with over 85% of their students qualifying for free lunch. The schools are minority majority and many of the students come from families where English is a second language. Salt Lake City has a rich history of supporting, youth, families, and allied community

partners and organizations. Salt Lake City Corporation has successfully established programs and services in all quadrants of the City with the notable exception of the Northwest Quadrant.

Golf Development Area; We are hearing throughout the Golf community about the need for a golf development space that will encourage the growth of the game of golf through improved player development. This is a space that includes driving ranges, pitch and putt spaces, practice holes and spaces for swing improvement and analysis. We are looking at converting the “back nine” or holes east of the Jordan River to a Golf Development area. An additional contributing factor to this change relates to the development of the multi-use trail. Routing a trail through a golf course has some safety challenges and it was determined that there is no safe route through the “front nine”, as such, we are looking at the potential to design the golf development area to include the multi-use trail. This redesign opportunity is essential to the development of the new trail.

To bring this all together we need to have more conversations with the community, outline options for development funding, and management and operations. The following graphic illustrates this concept. Compared to the Nibley RFP this project needs to be built off of a more traditional public private partnership v a transition to a privately managed operation on public property, like we tried with Nibley Park Golf Course.



Improvement Concept

Rose Park Golf Course and Jordan Park 3 Park Area

Salt Lake City Public Services Department, Golf Division



Golf CIP Projects (Without ESCO)
Totals by Course for Selected Courses

Note: Inflationary impact after FY14 not included. See separate projection by year for inflationary addition.

Totals by category for all selected courses **(32,560,963) (19,483,903) 101,380 3,710,181 4,748,000 (10,924,342)**

| Course | All Construct Costs on list (w/o ESCO) | Construct Cost in 10-Yr plan | Outside Funding (other than financing) | Utility Savings in 10-Yr Plan | Operating Revenues in 10-Yr Plan | Net Cash Impact in 10-Yr Plan |
|---|--|------------------------------|--|-------------------------------|----------------------------------|-------------------------------|
| Bonneville | | | | | | |
| Cart Path - Addition w Range & Short Game Practice Area Improvements pl | (182,800) | (182,800) | - | - | 90,000 | (92,800) |
| Clubhouse - U of U partnership | - | - | - | - | - | - |
| Clubhouse - UGA and Utah PGA partnership | - | - | - | - | - | - |
| Clubhouse (including banquet space) | (2,680,500) | - | - | - | - | - |
| Clubhouse Upgrade - NGF Option | - | - | - | - | - | - |
| Driving Range - WEST TO CONNOR incl fencing | (300,000) | (300,000) | - | - | 475,000 | 175,000 |
| Driving Range & Short Game - FULL DEV | (309,200) | - | - | - | - | - |
| Entrance Road (relocated) | (254,600) | - | - | - | - | - |
| Food & Beverage on course (dependent on clubhouse design) | (91,360) | - | - | - | - | - |
| Maintenance Facility Relocation & improvements | (731,000) | (731,000) | - | - | - | (731,000) |
| Master Plan | (40,000) | (40,000) | - | - | - | (40,000) |
| Parking Lot Repair & Improvements (tied to event center) | (250,000) | - | - | - | - | - |
| Proshop Retrofit - NGF Option | - | - | - | - | - | - |
| Restrooms on-course (#2/4/11/17, current site) | (91,400) | (91,400) | - | - | 90,000 | (1,400) |
| Restrooms on-course (#7, new building) | (91,400) | (91,400) | - | - | 90,000 | (1,400) |
| Secondary water project (Pumps, Wells, retaining pond, other) | (2,300,000) | (2,300,000) | - | 1,913,624 | - | (386,376) |
| Tee/Green/Bunker Improvements, Perimeter Fencing, etc. | (1,827,600) | - | - | - | - | - |
| Three New Holes (Dependent on Range Master Plan) | (1,218,400) | - | - | - | - | - |
| Tree Replacement Plan - NGF Option | - | - | - | - | - | - |
| Bonneville Total | (10,368,260) | (3,736,600) | - | 1,913,624 | 745,000 | (1,077,976) |

Golf CIP Projects (Without ESCO)
Totals by Course for Selected Courses

Note: Inflationary impact after FY14 not included. See separate projection by year for inflationary addition.

Totals by category for all selected courses **(32,560,963) (19,483,903) 101,380 3,710,181 4,748,000 (10,924,342)**

| Course | All Construct Costs on list (w/o ESCO) | Construct Cost in 10-Yr plan | Outside Funding (other than financing) | Utility Savings in 10-Yr Plan | Operating Revenues in 10-Yr Plan | Net Cash Impact in 10-Yr Plan |
|--|--|------------------------------|--|-------------------------------|----------------------------------|-------------------------------|
| Forest Dale | | | | | | |
| Cart Path - repair and installation | (121,800) | (121,800) | - | - | 72,000 | (49,800) |
| Clubhouse Restroom/Pro Shop Counter | (60,900) | (60,900) | - | - | 50,000 | (10,900) |
| Entry Improvements - NGF Option | - | - | - | - | - | - |
| Greens, Bunker rebuild / Upgrade, Drainage Ditches, Lake Shoreline, Tee Adj. | (900,000) | (900,000) | - | - | - | (900,000) |
| HVAC | (100,000) | (100,000) | - | - | - | (100,000) |
| Irrigation Control Replacement | (121,800) | (121,800) | - | - | - | (121,800) |
| Lake Bank Stabilization | (91,400) | (91,400) | - | - | - | (91,400) |
| Maintnc Bldg Imprvmts, Wash Bays, Sand Bins, Fencing | (182,800) | (182,800) | - | - | - | (182,800) |
| Parking Lot Repair | (100,000) | (100,000) | - | - | - | (100,000) |
| Piping of Drainage Streams through Fairway Corridors (#4, #5, #7, #9) | (91,400) | (91,400) | - | - | 160,000 | 68,600 |
| Practice Hitting Net | (30,500) | (30,500) | - | - | 100,000 | 69,500 |
| Restroom on course (#4/#6) | (91,400) | (91,400) | - | - | 120,000 | 28,600 |
| Secondary water project (Pumps, Wells, retaining pond, other) | (1,161,267) | (1,161,267) | - | 274,323 | - | (886,944) |
| Tree Replacement Plan - NGF Option | - | - | - | - | - | - |
| Turf Program - NGF Option | - | - | - | - | - | - |
| Forest Dale Total | (3,053,267) | (3,053,267) | - | 274,323 | 502,000 | (2,276,944) |

Golf CIP Projects (Without ESCO)
Totals by Course for Selected Courses

Note: Inflationary impact after FY14 not included. See separate projection by year for inflationary addition.

Totals by category for all selected courses **(32,560,963) (19,483,903) 101,380 3,710,181 4,748,000 (10,924,342)**

| Course | All Construct Costs on list (w/o ESCO) | Construct Cost in 10-Yr plan | Outside Funding (other than financing) | Utility Savings in 10-Yr Plan | Operating Revenues in 10-Yr Plan | Net Cash Impact in 10-Yr Plan |
|--|--|------------------------------|--|-------------------------------|----------------------------------|-------------------------------|
| Glendale | | | | | | |
| Banquet Pavilion | (213,200) | (213,200) | 42,640 | - | 324,000 | 153,440 |
| Cart Path - repair and installation | (182,800) | (182,800) | - | - | 144,000 | (38,800) |
| Cart Staging/Patio (NGF item) | - | - | - | - | - | - |
| Clubhouse Restroom/Pro Shop improvmts (pro shop done) | (30,900) | (30,900) | - | - | - | (30,900) |
| Clubhouse Upgrade - NGF Option | - | - | - | - | - | - |
| Course Improvement - NGF Option | - | - | - | - | - | - |
| Ladies Tee Addition, Bunker Renovation, and Drainage | (121,800) | (121,800) | - | - | 63,000 | (58,800) |
| Maintenance Facility Upgrade - NGF Option | - | - | - | - | - | - |
| Maintnc Bldg improvmts, Wash Bays, Perimeter Fencing | (182,800) | (182,800) | - | - | - | (182,800) |
| Master Plan - predicated upon course change | (22,000) | - | - | - | - | - |
| Parking Lot Repair | (150,000) | (150,000) | - | - | - | (150,000) |
| Range Fence Repairs | (77,000) | (77,000) | - | - | - | (77,000) |
| Restroom on-course (#7/#12) | (91,400) | (91,400) | - | - | 162,000 | 70,600 |
| Short Game Practice Area - NGF Option | (100,000) | (100,000) | - | - | 81,000 | (19,000) |
| Tree Replacement Plan - NGF Option | - | - | - | - | - | - |
| Glendale Total | (1,171,900) | (1,149,900) | 42,640 | - | 774,000 | (333,260) |

Golf CIP Projects (Without ESCO)
Totals by Course for Selected Courses

Note: Inflationary impact after FY14 not included. See separate projection by year for inflationary addition.

Totals by category for all selected courses **(32,560,963) (19,483,903) 101,380 3,710,181 4,748,000 (10,924,342)**

| Course | All Construct Costs on list (w/o ESCO) | Construct Cost in 10-Yr plan | Outside Funding (other than financing) | Utility Savings in 10-Yr Plan | Operating Revenues in 10-Yr Plan | Net Cash Impact in 10-Yr Plan |
|--|--|------------------------------|--|-------------------------------|----------------------------------|-------------------------------|
| Mountain Dell | | | | | | |
| Bunker Work - NGF Option | - | - | - | - | - | - |
| Canyon Course: Holes 12,14,15 fairway corridor widening | (365,500) | (365,500) | - | - | 700,000 | 334,500 |
| Cart Path - repair and installation | (182,800) | (182,800) | - | - | - | (182,800) |
| Clubhouse Expansion/Upgrades - NGF Option | - | - | - | - | - | - |
| Clubhouse Infrastructure Improvements (Boiler, etc.) | (243,700) | (243,700) | - | - | - | (243,700) |
| Clubhouse Restroom/Pro Shop Counter | (60,900) | (60,900) | - | - | - | (60,900) |
| Entry, Parking Upgrades, Signage & Parking Repair - NGF Option | (300,000) | - | - | - | - | - |
| Greens Work - NGF Option | - | - | - | - | - | - |
| Irrigation Control Replacement | (243,700) | - | - | - | - | - |
| Irrigation System - Canyon Course (\$2,500,000) | (2,500,000) | - | - | - | - | - |
| Irrigation System - Lake Course (\$2,500,000) | (2,500,000) | - | - | - | - | - |
| Maint Bldg Imprvmts, Wash Bays, Sand Bins, Cart Storage Imprvmts | (731,000) | (731,000) | - | - | - | (731,000) |
| Major Short Game Area Upgrade (NGF) | - | - | - | - | - | - |
| Patio Deck Extension, Clubhouse renovation | (293,700) | (293,700) | 58,740 | - | 900,000 | 665,040 |
| Practice Tee & Range Improvements | (121,800) | (121,800) | - | - | 135,000 | 13,200 |
| Remodeling (bulkheads, new bunkers, tree work) - NGF Option | - | - | - | - | - | - |
| Retaining walls, level old green on Lake Course #14 | (243,700) | (243,700) | - | - | - | (243,700) |
| Screening (new vegetation planting) - NGF Option | - | - | - | - | - | - |
| Tee Leveling and Ladies Tee Addition | (304,600) | - | - | - | - | - |
| Tree Replacement Plan - NGF Option | - | - | - | - | - | - |
| Turf Reduction Effort - NGF Option | - | - | - | - | - | - |
| Mountain Dell Total | (8,091,400) | (2,243,100) | 58,740 | - | 1,735,000 | (449,360) |

Golf CIP Projects (Without ESCO)
Totals by Course for Selected Courses

Note: Inflationary impact after FY14 not included. See separate projection by year for inflationary addition.

Totals by category for all selected courses **(32,560,963) (19,483,903) 101,380 3,710,181 4,748,000 (10,924,342)**

| Course | All Construct Costs on list (w/o ESCO) | Construct Cost in 10-Yr plan | Outside Funding (other than financing) | Utility Savings in 10-Yr Plan | Operating Revenues in 10-Yr Plan | Net Cash Impact in 10-Yr Plan |
|--|--|------------------------------|--|-------------------------------|----------------------------------|-------------------------------|
| Nibley | | | | | | |
| Batting Cages (\$200,000 estim) | - | - | - | - | - | - |
| Cart Path - repair and installation | (60,900) | (60,900) | - | - | - | (60,900) |
| Clubhouse Restroom/Pro Shop Counter/Café Remodel/Covered Patio | (100,900) | (100,900) | - | - | - | (100,900) |
| Entry Improvements - NGF Option | - | - | - | - | - | - |
| Golf Academy - training classroom, club fitting, etc. | (200,900) | - | - | - | - | - |
| Golf Holes Reconfiguration - NGF Option | - | - | - | - | - | - |
| Greens, Bunkers, Tees - NGF Option | - | - | - | - | - | - |
| Irrigation System | (1,496,600) | (1,496,600) | - | - | - | (1,496,600) |
| Lake Bank Stabilization | (91,400) | (91,400) | - | - | - | (91,400) |
| Lighting for Range (NGF item) | - | - | - | - | - | - |
| Maintnc Bldg Imprvmts, Wash Bays, Sand Bins | (182,800) | (182,800) | - | - | - | (182,800) |
| Mini Golf, new Public Putting Green - NGF Option | - | - | - | - | - | - |
| Miniature Golf Course (\$650,000 project not included at this time) | - | - | - | - | - | - |
| Parking Lot Repair | (100,000) | (100,000) | - | - | - | (100,000) |
| Perimeter Fencing Improvements, Entry Improvements | (151,800) | (151,800) | - | - | - | (151,800) |
| Piping of Streams through Fairway Corridors (#2 and #3) - DEPENDENT ON | (30,500) | - | - | - | - | - |
| Range Tee, Fence, related Improvements | (365,500) | (365,500) | - | - | 220,000 | (145,500) |
| Restroom on-course (#3/#7) | (91,400) | (91,400) | - | - | 72,000 | (19,400) |
| Secondary water project (Pumps, Wells, retaining pond, other) | (1,268,736) | (1,268,736) | - | 231,476 | - | (1,037,260) |
| Short Game Practice Area, additional putting green | (100,900) | (100,900) | - | - | 90,000 | (10,900) |
| Tree Replacement Plan - NGF Option | - | - | - | - | - | - |
| Youth Training Area - NGF Option | - | - | - | - | - | - |
| Nibley Total | (4,242,336) | (4,010,936) | - | 231,476 | 382,000 | (3,397,460) |

Golf CIP Projects (Without ESCO)
Totals by Course for Selected Courses

Note: Inflationary impact after FY14 not included. See separate projection by year for inflationary addition.

Totals by category for all selected courses **(32,560,963) (19,483,903) 101,380 3,710,181 4,748,000 (10,924,342)**

| Course | All Construct Costs on list (w/o ESCO) | Construct Cost in 10-Yr plan | Outside Funding (other than financing) | Utility Savings in 10-Yr Plan | Operating Revenues in 10-Yr Plan | Net Cash Impact in 10-Yr Plan |
|---|--|------------------------------|--|-------------------------------|----------------------------------|-------------------------------|
| Rose Park | | | | | | |
| Banquet Pavilion (\$175,000 estim) | - | - | - | - | - | - |
| Bunker Renovation, Ladies Tee Addition - back 9 | (152,300) | (152,300) | - | - | 72,000 | (80,300) |
| Bunker Renovation, Ladies Tee Addition - front 9 | (152,300) | (152,300) | - | - | 72,000 | (80,300) |
| Cart Path - repair and installation - front 9 | (182,800) | (182,800) | - | - | 192,000 | 9,200 |
| Cart Storage Expansion | (152,300) | - | - | - | - | - |
| Clubhouse Improvements | (152,300) | (152,300) | - | - | 144,000 | (8,300) |
| Entry Drive, Parking - NGF Option | - | - | - | - | - | - |
| Golf Course Improvement - NGF Option | - | - | - | - | - | - |
| Irrigation System Imprvmts - back 9 (not new system) | (548,300) | (548,300) | - | - | (25,000) | (573,300) |
| Irrigation System Imprvmts - front 9 (not new system) | (548,300) | (548,300) | - | - | (25,000) | (573,300) |
| Maintnc Bldg Imprvmts, Wash Bays, Sand Bins | (304,600) | (304,600) | - | - | - | (304,600) |
| Master Plan - predicated upon course change | (40,000) | (40,000) | - | - | - | (40,000) |
| Parking Lot Repair | (100,000) | (100,000) | - | - | - | (100,000) |
| Range Expansion & Short Game Area Improvements | - | - | - | - | - | - |
| Restroom on course (#14/#16) - back 9 | - | - | - | - | - | - |
| Restroom On-Course (#5/#9) - front 9 | (91,400) | - | - | - | - | - |
| Tree Replacement Plan - NGF Option | - | - | - | - | - | - |
| Rose Park Total | (2,424,600) | (2,180,900) | - | - | 430,000 | (1,750,900) |

Golf CIP Projects (Without ESCO)
Totals by Course for Selected Courses

Note: Inflationary impact after FY14 not included. See separate projection by year for inflationary addition.

Totals by category for all selected courses **(32,560,963) (19,483,903) 101,380 3,710,181 4,748,000 (10,924,342)**

| Course | All Construct Costs on list (w/o ESCO) | Construct Cost in 10-Yr plan | Outside Funding (other than financing) | Utility Savings in 10-Yr Plan | Operating Revenues in 10-Yr Plan | Net Cash Impact in 10-Yr Plan |
|---|--|------------------------------|--|-------------------------------|----------------------------------|-------------------------------|
| Wingpointe | | | | | | |
| All projects removed - Asset preserv | - | - | - | - | - | - |
| All projects removed - Financial | - | - | - | - | - | - |
| All projects removed if course closed - Expense reduction | - | - | - | - | - | - |
| Café Sliding Glass Doors, Wind Breaks for Banquets | (60,900) | (60,900) | - | - | 180,000 | 119,100 |
| Cart Path - repair and installation | (121,800) | (121,800) | - | - | - | (121,800) |
| Clubhouse Restroom Improvements | (30,500) | (30,500) | - | - | - | (30,500) |
| Clubhouse Roof and Siding Improvements | (91,400) | (91,400) | - | - | - | (91,400) |
| Lake Bank Stabilization | (152,300) | (152,300) | - | - | - | (152,300) |
| Lake fountains | - | - | - | - | - | - |
| Maintnc Bldg Imprvmts, Wash Bays, Sand Bins | (121,800) | (121,800) | - | - | - | (121,800) |
| Parking Lot Repair | (100,000) | - | - | - | - | - |
| Secondary water project (Pumps, Wells, retaining pond, other) | (2,500,000) | (2,500,000) | - | 1,290,758 | - | (1,209,242) |
| Shelters on course (#6 and #16) | (30,500) | (30,500) | - | - | - | (30,500) |
| Wingpointe Total | (3,209,200) | (3,109,200) | - | 1,290,758 | 180,000 | (1,638,442) |
| Grand Total | (32,560,963) | (19,483,903) | 101,380 | 3,710,181 | 4,748,000 | (10,924,342) |