



# city commission agenda

## Regular Meeting

July 27, 2015  
3:30 p.m.  
Commission Chambers

commissioners				mayor	commissioners			
seat 1	Gregory Seidel	seat 2	Sarah Sprinkel	Steve Leary	seat 3	Carolyn Cooper	seat 4	Tom McMacken

## welcome

Welcome to the City of Winter Park City Commission meeting. The agenda for regularly scheduled Commission meetings is posted in City Hall the Tuesday before the meeting. Agendas and all backup material supporting each agenda item are available in the City Clerk's office or on the city's website at [cityofwinterpark.org](http://cityofwinterpark.org).

## meeting procedures

**Persons desiring to address the Commission MUST fill out and provide to the City Clerk a yellow "Request to Speak" form located by the door.** After being recognized by the Mayor, persons are asked to come forward and speak from the podium, state their name and address, and direct all remarks to the Commission as a body and not to individual members of the Commission, staff or audience.

**Citizen comments at 5 p.m. and each section of the agenda where public comment is allowed are limited to three (3) minutes. The yellow light indicator will remind you that you have one (1) minute left.** Large groups are asked to name a spokesperson. This period of time is for comments and not for questions directed to the Commission or staff for immediate answer. Questions directed to the City Commission will be referred to staff and should be answered by staff within a reasonable period of time following the date of the meeting. Order and decorum will be preserved at all meetings. Personal, impertinent or slanderous remarks are not permitted. Thank you for participating in your city government.

## agenda

### 1 Meeting Called to Order

### 2 Invocation Building Director George Wiggins Pledge of Allegiance

### 3 Approval of Agenda

### 4 Citizens Budget Comments

### 5 Mayor's Report

**\*Projected Time**  
**\*Subject to change**

a. Presentation – Employee Coin Recipients 3rd Quarter 2015

5 minutes

### 6 City Manager's Report

**\*Projected Time**  
**\*Subject to change**

<b>7</b>	<b>City Attorney's Report</b>	<b>*Projected Time</b> <b>*Subject to change</b>
	a. Non-exclusive drainage easement agreement-UP Fieldgate US Investments	5 minutes
<b>8</b>	<b>Non-Action Items</b>	<b>*Projected Time</b> <b>*Subject to change</b>
	a. Decorative lighting for gateway collector streets	15 minutes
<b>9</b>	<b>Citizen Comments   5 p.m. or soon thereafter (if the meeting ends earlier than 5 p.m., the citizen comments will be at the end of the meeting)</b> (Three (3) minutes are allowed for each speaker; not to exceed a total of 30 minutes for this portion of the meeting)	
<b>10</b>	<b>Consent Agenda</b>	<b>*Projected Time</b> <b>*Subject to change</b>
	a. Approve the minutes of July 13, 2015.	5 minutes
	b. Approve PR158056 to Wesco Distribution for Inventory Replenishment of Pad Mount Transformers; \$182,787	
<b>11</b>	<b>Action Items Requiring Discussion</b>	<b>*Projected Time</b> <b>*Subject to change</b>
	a. Final recommendations of the Golf Course Strategic Task Force	15 minutes
	b. Construction of new electric warehouse and Fire Station 64 apparatus bay on Howell Branch Road	20 minutes
	c. Set tentative millage rate and budget discussion	15 minutes
	d. New Library Facility – Next steps	30 minutes
	e. Appointment of City Commission member to City Attorney and State Lobbyist RFP selection committees	5 minutes
<b>12</b>	<b>Public Hearings</b>	<b>*Projected Time</b> <b>*Subject to change</b>
	a. Ordinance – Annexing 1566 W. Fairbanks Avenue (2)	5 minutes
	b. Ordinance – Amending Chapter 94, Taxation, to provide clarification on certain business tax categories, modify proration of partial year business tax certificates, clarify and update provisions; and provide enabling language to collect Orange County business tax receipts for Winter Park businesses. (2)	5 minutes
	c. <u>Request of Dr. Randall Loy for the property at 1500 S. Orlando Avenue:</u>	20 minutes
	- Ordinance - Amending the comprehensive plan to change the Future Land Use Designation of Institutional to Office and Professional Future Land Use (1)	
	- Ordinance – Changing the zoning from Single Family (R-1A) District to Office (O-1) District (1)	
	- Conditional Use Approval to redevelop the St. John's Lutheran Church parking lot with a two story, 15,000 square foot medical office building	



- d. Ordinance – Adopting parking garage design guidelines governing the construction of parking garages, providing for review of procedures; appeal procedures and for a resolution of interpretations regarding such guidelines (1)
- Resolution – Adopting parking garage design guidelines pursuant to Sections 58-71 and 58-84 of the zoning regulations to establish design standards for the construction of parking garages

15 minutes

### 13 City Commission Reports

**\*Projected Time**  
**\*Subject to change**

- a. Commissioner Seidel
- b. Commissioner Sprinkel
- c. Commissioner Cooper
- d. Commissioner McMacken
- e. Mayor Leary

10 minutes each

## appeals & assistance

"If a person decides to appeal any decision made by the Commission with respect to any matter considered at such meeting or hearing, he/she will need a record of the proceedings, and that, for such purpose, he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based." (F. S. 286.0105).

"Persons with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk's Office (407-599-3277) at least 48 hours in advance of the meeting."



# city commission city manager's report

item type

City Manager's Report

meeting date

July 27, 2015

Below are issues of interest to the Commission and community that are currently being worked on by staff, but do not currently require action on the Commission agenda. These items are being tracked to provide the Commission and community the most up to date information regarding the status of the various issues. The City Manager will be happy to answer questions or provide additional updates at the meeting.

issue	update	date
Railroad crossing update	Grade crossing repairs included in a CIP managed by FDOT.	Contracts to be awarded by August 2015.
Future tree plantings	FY 2015 to date – 339 trees planted.	Street tree inventory has started.
MLK (Rollins) Restroom	Plans complete. Rollins will be contracting.	Contractor is constructing foundation. Construction will take approximately (four) 4 months.
Historic Preservation Ordinance	Draft approved by the Historic Preservation Board. On-going additional review underway.	To be presented to the Commission on November 9.
Visioning Steering Committee	Next meeting scheduled for August 4 at 3:00 p.m. in Welcome Center. Continuing to host stakeholder meetings. Inviting community to participate at <a href="http://www.visionwinterpark.org">www.visionwinterpark.org</a> and community talks every Thursday through August at the Civic Center.	August 4 – Steering Committee Meeting. August 20 – Community event – Alford Inn, 5:30-7:30 p.m.

Once projects have been resolved, they will remain on the list for one additional meeting to share the resolution with the public and then be removed.

Prepared by:  
R. Lee Brewster, Esq.  
Johnson Real Estate Law, PA  
3600 Maguire Blvd, Ste 102  
Orlando, FL 32803

Return to:  
Winter Park City Clerk  
401 S. Park Avenue  
Winter Park, FL 32789

## **NON-EXCLUSIVE DRAINAGE EASEMENT AGREEMENT**

**THIS NON-EXCLUSIVE DRAINAGE EASEMENT AGREEMENT** (this “Easement”) is made and entered into as of the 27<sup>th</sup> day of July, 2015 (the “Effective Date”), by **THE CITY OF WINTER PARK, FLORIDA**, a municipal corporation organized and existing under the laws of the State of Florida (“Grantor”) and **UP FIELDGATE US INVESTMENTS – WINTER PARK, LLC**, a Florida limited liability company (“Developer”), in favor of **THE SCHOOL BOARD OF ORANGE COUNTY, FLORIDA**, a public corporate body organized and existing under the Constitution and laws of the State of Florida (“Grantee”).

### **BACKGROUND FACTS:**

A. The Grantor is, of even date herewith, acquiring certain real property from Grantee (the “City Property”) as more fully described on **Exhibit “A”** attached to this Easement and incorporated herein by reference.

B. Grantee holds legal title to certain real property adjacent to the Property as more fully described on **Exhibit “B”** attached to this Easement and incorporated herein by reference (the “Retained Property”).

C. As part of the consideration to convey the City Property from Grantee to the City of Winter Park, the Developer has agreed to construct, operate, and maintain improved drainage facilities within the City Property as more fully described on **Exhibit “C”** attached to this Easement and incorporated herein by reference (the “Drainage Improvements”).

E. The Drainage Improvements, once constructed, will accommodate the stormwater retention/detention needs of the Retained Property, including stormwater retention/detention needs related to Denning Drive that currently drains into drainage improvements located on the City Property and Retained Property, so as to maintain safe, efficient and legal operation of the public school upon the Retained Property and outfalls into Lake Francis, and shall satisfy any legal and regulatory requirements including, but not limited to, permits issued by the St. Johns River Water Management District as more particularly set forth herein.

F. The Grantor has agreed to grant to the Grantee a perpetual non-exclusive easement to convey stormwater from the Retained Property over, across, upon, under, and through the City Property and the Drainage Improvements.

## **AGREEMENT:**

**NOW, THEREFORE**, in consideration of the sum of Ten and No/100 Dollars (\$10.00) paid by the Grantee and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Grantor, Developer and Grantee do hereby agree as follows:

1.     **Recitals.**   The above recitals are true and correct and are incorporated herein by reference.
  
2.     **Grant of Easement.**   The Grantor does hereby grant and convey to the Grantee, its successors and assigns, a non-exclusive easement in perpetuity for the conveyance, outfall, retention, and detention of stormwater from the Retained Property, including any stormwater drainage from Denning Drive draining into the Retained Property, over, across, upon, under, and through the City Property and the portion of the Drainage Improvements located on the City Property, to always provide for the conveyance, outfall, retention, and detention of stormwater from the Retained Property and Denning Drive, as well as satisfy any legal, governmental, and regulatory requirements necessary for the outfall, retention, and detention of such stormwater from the Retained Property.
  
3.     **Construction of the Drainage Improvements.**   Developer shall construct the Drainage Improvements at no expense to the Grantee and the Drainage Improvements shall be used for the purposes set forth herein.   Grantee agrees to execute and support all applications, permits, and other documents reasonably requested by Grantor or Developer to construct the Drainage Improvements, all at no expense to Grantee.   The Drainage Improvements, once completed, shall meet all legal, governmental, and regulatory requirements necessary for Grantee to own, improve, construct, use, occupy, operate, or develop the public school upon the Retained Property, and in connection therewith, Developer shall obtain all Permits necessary therefor.   For the purposes of this Easement, "Permits" shall mean all permits, approvals, licenses, authorizations, and development entitlements of/from all governmental authority(ies), including Grantee, the Grantor, the St. Johns River Water Management District and the Florida Department of Transportation, consents from all private parties with rights of consent or approval applicable, and easements from persons from whom easements may be obtained, that are required or beneficial to own, improve, construct, develop, use, occupy, or operate the Drainage Improvements, including: (i) any required rezoning, land use designation changes, and/or comprehensive plan amendments; (ii) all subdivision, preliminary subdivision, and site plans; (iii) all applicable St. Johns River Water Management District and United States Army Corps of Engineers approvals, or determinations of no jurisdiction, as applicable; (iv) building permits; (v) approval by all governmental authority(ies) of final construction and engineering plans, including drainage and infrastructure plans, for the development and construction of the Drainage Improvements; and (vi) to permit outfall, retention, and detention from Denning Drive and the Retained Property into Lake Francis, to the extent required by the Permits.
  
4.     **Maintenance and Repair.**   After completion, the Grantor and Developer will be responsible for the maintenance and repair of the Drainage Improvements in accordance with the Permits and the requirements of any other governmental or legal authority.   All maintenance and repair of the Drainage Improvements will be accomplished using commercially reasonable efforts and in a manner which will not interfere with the Grantee's continued use of the Retained Property.   In the event that Grantor and/or Developer fail to maintain and repair the Drainage Improvements, Grantee shall have the right to enter upon the City Property to maintain and repair the Drainage Improvements at such Grantor's and/or Developer's cost, which cost shall be reimbursed by Grantor and/or Developer within thirty (30) days after receiving commercially reasonable documentation of such costs from Grantee.



5. **Reserved Rights.** The easement granted herein will be non-exclusive and perpetual. The Grantor and its successors in title retain the right to use the City Property for whatever purpose the Grantor may determine; provided, however, such rights may be exercised by the Grantor in its sole discretion so long as such use is not inconsistent with the purpose of this Easement and does not interfere with the use of the Drainage Improvements by the Grantee as contemplated herein.

6. **Successors.** The covenants, terms, conditions and restrictions of this Easement will be binding upon, and inure to the benefit of, the Grantor, Developer and Grantee and will continue as a servitude running in perpetuity with the City Property. Whenever the terms "Grantor", "Developer" or "Grantee" are used in this instrument, such terms will be deemed to include their successors in title.

7. **Duration of Rights and Privileges.** All of the rights and privileges granted hereby will be and remain in effect in perpetuity, and may only be amended, modified, or terminated by a written instrument executed by Grantor, Developer and Grantee recorded in the Official Records of Orange County, Florida.

8. **Attorneys' Fees and Costs.** If either party employs an attorney at law to enforce its legal rights hereunder, the prevailing party will be entitled to collect its reasonable and customary attorneys' fees and costs incurred from the other party, including reasonable and customary attorneys' fees and costs incurred on the appeal of any lower court decision.

9. **Wavier of Jury Trial.** THE PARTIES HERETO DO HEREBY KNOWINGLY, VOLUNTARILY, INTENTIONALLY AND IRREVOCABLY WAIVE ANY RIGHT ANY PARTY MAY HAVE TO A JURY TRIAL IN EACH AND EVERY JURISDICTION IN ANY ACTION, PROCEEDING OR COUNTERCLAIM BROUGHT BY EITHER OF THE PARTIES HERETO AGAINST THE OTHER OR THEIR RESPECTIVE SUCCESSORS OR ASSIGNS IN RESPECT OF ANY MATTER ARISING OUT OF OR IN CONNECTION WITH THIS EASEMENT.

10. **Time of the Essence.** Time is of the essence of this Easement.

11. **Entire Agreement.** This Easement embodies and constitutes the entire understandings of the parties with respect to the matters set forth herein, and all prior or contemporaneous agreements, understandings, representations and statements, oral or written, are merged into this Easement. Neither this Easement nor any provision hereof may be waived, modified, amended, discharged or terminated except by an instrument in writing signed by the party against whom the enforcement of such waiver, modification, amendment, discharge or termination is sought, and then only to the extent set forth in such instrument. Notwithstanding the foregoing, the Parties shall have all rights and remedies of the Parties set forth in that certain Real Estate Purchase Agreement dated June 29, 2015, as amended by that certain First Amendment to Real Estate Purchase Agreement dated July 14, 2015 (collectively, the "Purchase Agreement").

12. **Severability.** If any term, covenant, or condition of this Easement or the application thereof to any person or circumstance shall to any extent be invalid or unenforceable, such term, covenant or condition or such application shall be deemed severable, and the application of such term, covenant or condition to persons or circumstances other than those as to which it was held invalid or unenforceable, and the remainder of this Easement, shall not be affected thereby, and the remainder of this Easement shall be valid and enforceable to the fullest extent permitted by law.

13. **Section Heading.** The section headings as used herein are for convenience of reference only and shall not be deemed to vary the content of this Easement or the covenants, agreements, representations and warranties herein set forth, or limit the provisions or scope of any section herein.

14. **Interpretation.** IT IS STIPULATED AND AGREED BETWEEN THE PARTIES THAT THIS EASEMENT WILL BE INTERPRETED AND CONSTRUED IN ACCORDANCE WITH THE LAWS OF THE STATE OF FLORIDA AND ANY TRIAL OR OTHER PROCEEDING WITH RESPECT TO THIS EASEMENT WILL TAKE PLACE IN ORANGE COUNTY, FLORIDA.

15. **No Waiver.** The failure of any party to exercise any right created hereunder or to insist upon strict compliance with any term, condition, or covenant specified herein shall not constitute a waiver of such right or the right to insist upon strict compliance with any such term, condition or covenant under this Easement at any future time.

16. **Notices.** All notices, demands, or other communications pursuant to this Easement shall be in writing and given to the person(s) to whom the notice is directed, either by: (a) actual delivery at the address(es) stated below, including a national overnight delivery service, which shall be deemed effective at the time of actual delivery; (b) certified mail, return receipt requested, addressed as stated below, posted and deposited with the U.S. Postal Service, which shall be deemed effective three (3) business days after being so deposited; (c) facsimile transmission to the facsimile transmission number stated below, provided that there is contemporaneous deposit of such notice with a national overnight delivery service addressed as stated below, which notice shall be deemed effective upon the earlier to occur of: (i) completion of the facsimile transmission; or (ii) actual delivery; or (d) e-mail transmission to the e-mail address stated below, provided that there is simultaneous deposit of such notice with a national overnight delivery service addressed as stated below, which notice shall be deemed effective upon the earlier to occur of: (i) completion of the e-mail transmission; or (ii) actual delivery by the overnight delivery service. All notices, demands, or other communications hereunder shall be addressed as follows:

Grantee:                   The School Board of Orange County, Florida  
                              Attn: Harold Jenkins  
                              6501 Magic Way  
                              Building 100A  
                              Orland, FL 32809  
                              Telephone: (407) 317-3700 (ext. 202)  
                              Telecopy: (407) 317-3792

and

The School Board of Orange County, Florida  
Attn: Eileen D. Fernandez, Esq.  
445 West Amelia St.  
Orland, FL 32801  
Telephone: (407) 317-3200 (ext. 2002945)  
Telecopy: (407) 317-3341 (Direct)

Copy to:               Shutts and Bowen LLP  
                              Attn: Juli S. James, Esq.  
                              300 S. Orange Ave.  
                              Suite 1000  
                              Orlando, FL 32801

Telephone: (407) 835-6774  
Telecopy: (407) 425-8316

Grantor: The City of Winter Park Florida  
Attn: Randy Knight, City Manager  
401 Park Avenue South  
Winter Park, FL 32789  
Telephone: (407) 599-3235  
Telecopy: (407) 599-3436

Copy to: Larry Brown, Esq.  
Greenspoon Marder Law  
201 East Pine Street  
Suite 500  
Orlando, FL 32801  
Telephone: (407) 692-9114  
Telecopy: (407) 422-6583

Developer: UP Development US Investments – Winter Park, LLC  
Attn: Scott Fish  
3201 East Colonial Drive  
Orlando, FL 32803  
Telephone: (407) 896-1956  
Telecopy: (407) 894-8381

Copy to: Johnson Real Estate Law, PA  
Attn: Paul “JJ” Johnson, Jr., Esq.  
3660 Maguire Blvd.  
Suite 102  
Orlando, FL 32803  
Telephone: (407) 745-0019  
Telecopy: (407) 278-4208

17. **Counterpart Execution.** This Easement may be executed in any number of counterparts, each of which shall constitute an original, and, when taken together, shall constitute one and the same agreement.

**[SIGNATURES ON FOLLOWING PAGES]**

WITNESSES: **THE CITY OF WINTER PARK, FLORIDA,**  
a municipal corporation organized and existing  
under the laws of the State of Florida

**THE CITY OF WINTER PARK, FLORIDA,**  
a municipal corporation organized and existing  
under the laws of the State of Florida

As Its:\_\_\_\_\_

STATE OF FLORIDA )  
 ) s.s.:  
COUNTY OF ORANGE )

(NOTARY SEAL)

Print or Type Name  
Serial Number:  
My Commission Expires:



**“GRANTEE”**

**THE SCHOOL BOARD OF ORANGE  
COUNTY, FLORIDA**, a public corporate  
body organized and existing under the  
Constitution and the laws of the State of Florida

**WITNESSES:**

\_\_\_\_\_

Print Name: \_\_\_\_\_

\_\_\_\_\_

Print Name: \_\_\_\_\_

By: \_\_\_\_\_

Name: William E. Sublette

Title: Chairman

Dated: \_\_\_\_\_

STATE OF FLORIDA                    )

) s.s.:

COUNTY OF ORANGE                )

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, 2015, by William E. Sublette, as Chairman of The School Board of Orange County, Florida, a public corporate body organized and existing under the Constitution and the laws of the State of Florida, on behalf of The School Board. He is personally known to me or has produced \_\_\_\_\_ (type of identification) as identification.

(NOTARY SEAL)

\_\_\_\_\_  
Notary Public

\_\_\_\_\_  
Print or Type Name

Serial Number:

My Commission Expires:

**WITNESSES:**

\_\_\_\_\_  
Print Name: \_\_\_\_\_

Attest: \_\_\_\_\_  
Barbara M. Jenkins, as its  
Secretary and Superintendent

\_\_\_\_\_  
Print Name: \_\_\_\_\_

Dated: \_\_\_\_\_

STATE OF FLORIDA                     )  
  ) s.s.:  
COUNTY OF ORANGE                 )

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, 2015, by Barbara M. Jenkins as Secretary and Superintendent of The School Board of Orange County, Florida, a public corporate body organized and existing under the Constitution and the laws of the State of Florida, on behalf of The School Board. She is personally known to me or has produced \_\_\_\_\_ (type of identification) as identification.

(NOTARY SEAL)

\_\_\_\_\_  
Notary Public

\_\_\_\_\_  
Print or Type Name  
Serial Number:  
My Commission Expires:

Reviewed and approved by Orange County  
Public School's Chief Facilities Officer

\_\_\_\_\_  
John T. Morris  
Chief Facilities Officer

Dated: \_\_\_\_\_, 2015

Approved as to form and legality by  
legal counsel to The School Board of  
Orange County, Florida, exclusively  
for its use and reliance.

Shutts & Bowen LLP

By: \_\_\_\_\_  
Juli S. James, Esq.

Date: \_\_\_\_\_, 2015

**UP FIELDGATE US INVESTMENTS –  
WINTER PARK, LLC**, a Florida limited  
liability company

Print Name: \_\_\_\_\_

As Its: \_\_\_\_\_

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, 2015, by \_\_\_\_\_, as \_\_\_\_\_ of UP Fieldgate US Investments – Winter Park, LLC, a Florida limited liability company, on behalf of the company. S/He is personally known to me or has produced \_\_\_\_\_ (type of identification) as identification.

My Commission Expires:

# SKETCH AND DESCRIPTION

## Exhibit "A"

A PORTION OF THE NORTHEAST  $\frac{1}{4}$  OF SECTION 1, TOWNSHIP 22 SOUTH, RANGE 29 EAST, ORANGE COUNTY, FLORIDA. ALSO BEING A PORTION OF BLOCK "B" HOLDEN BROTHERS' ADDITION TO WINTER PARK AS RECORDED IN PLAT BOOK A, PAGE 61 OF THE PUBLIC RECORDS OF ORANGE COUNTY, FLORIDA. BEING DESCRIBED AS FOLLOWS:

COMMENCE AT THE EAST  $\frac{1}{4}$  CORNER OF SECTION 1, TOWNSHIP 22 SOUTH, RANGE 29 EAST ORANGE COUNTY, FLORIDA; THENCE N89°06'16"W, ALONG THE SOUTH LINE OF SAID NORTHEAST  $\frac{1}{4}$ , A DISTANCE OF 485.60 FEET; THENCE N00°53'44"E, DEPARTING SAID SOUTH LINE, 17.53 FEET TO THE NORTH RIGHT OF WAY LINE OF WEBSTER AVENUE AND THE POINT OF BEGINNING; THENCE S89°45'17"W, ALONG SAID NORTH RIGHT OF WAY LINE, 124.74 FEET TO THE EAST LINE OF THE LANDS DESCRIBED IN OFFICIAL RECORDS BOOK 9986, PAGE 2648 OF THE PUBLIC RECORDS OF ORANGE COUNTY, FLORIDA; THENCE N01°06'43"W, ALONG SAID EAST LINE, 507.15 FEET TO THE NORTHEAST CORNER OF SAID LANDS; THENCE N89°55'36"W, ALONG THE NORTH LINE OF SAID LANDS, 160.99 FEET TO THE NORTHWEST CORNER OF SAID LANDS AND THE EAST LINE OF HAVILAH PARK AS RECORDED IN PLAT BOOK O PAGE 144 OF THE PUBLIC RECORDS OF ORANGE COUNTY, FLORIDA; THENCE N00°00'01"W, ALONG SAID EAST LINE, 211.89 FEET TO A POINT ON THE SOUTH RIGHT OF WAY LINE OF CHEROKEE AVENUE; THENCE S89°56'14"E, ALONG SAID SOUTH RIGHT OF WAY LINE, 220.50 FEET; THENCE S39°45'05"W, DEPARTING SAID SOUTH RIGHT OF WAY LINE, 73.65 FEET TO A POINT ON A NON-TANGENT CURVE, CONCAVE SOUTHWESTERLY, HAVING A CHORD BEARING OF S22°53'02"E, AND A RADIUS OF 260.00 FEET; THENCE SOUTHERLY ALONG THE ARC OF SAID CURVE, THROUGH A CENTRAL ANGLE OF 43°31'50", A DISTANCE OF 197.54 FEET TO THE POINT OF TANGENCY; THENCE S01°07'07"E, 459.42 FEET; THENCE S57°02'44"E, 45.54 FEET TO THE POINT OF BEGINNING.

CONTAINING 90,024 SQUARE FEET OR 2.0667 ACRES, MORE OR LESS.

### LEGEND

O.R. OFFICIAL RECORDS BOOK  
P.B. PLAT BOOK  
C.A. CENTRAL ANGLE  
C.B. CHORD BEARING  
R RADIUS  
L ARC LENGTH  
CH. CHORD DISTANCE

### SURVEYOR'S NOTES:

1. THIS IS NOT A BOUNDARY SURVEY.
2. BEARINGS ARE BASED ON THE EAST LINE OF HAVILAH PLACE, ASSUMED AS SHOWN.
3. NOT VAILD WITHOUT THE SIGNATURE AND ORIGINAL RAISED SEAL OF A FLORIDA LICENSED SURVEYOR AND MAPPER.

*Michael D. Cummins, Jr.*

PREPARED FOR:

**UP FIELDGATE**

**CUMMINS SURVEYING  
AND MAPPING, INC.**

2758 Susanday Drive  
Orlando, Florida 32812  
(407) 894-4254

e-mail: mc5592@bellsouth.net  
Certificate of Authorization LB 6983

MICHAEL D. CUMMINS, JR.  
FLORIDA LICENSE NUMBER LS5592  
FLORIDA PROFESSIONAL SURVEYOR AND MAPPER

TECHNICIAN: MDC

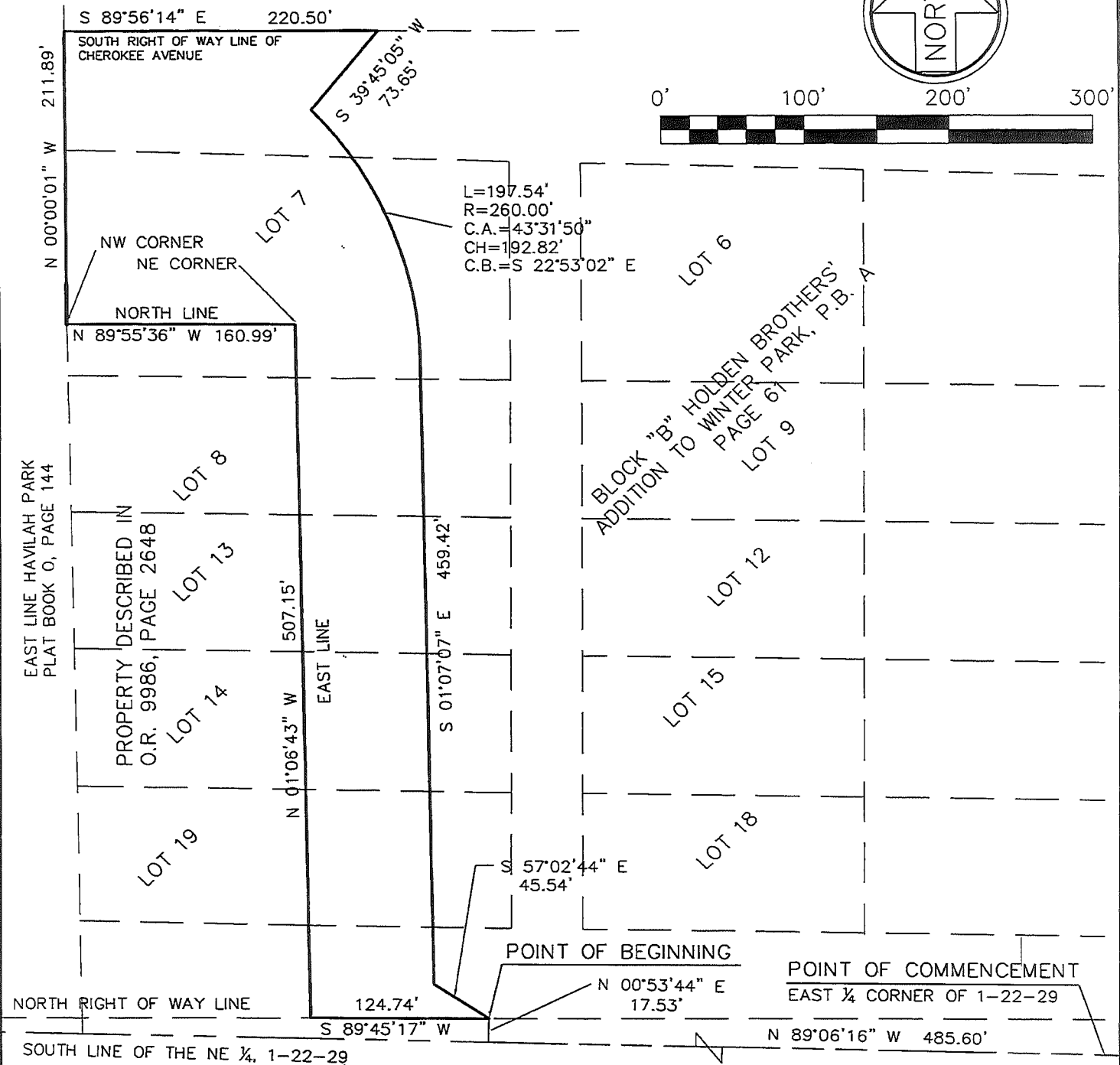
ISSUE DATE: 5-21-15

PROJECT NO. 14-36

SCHOOL WITH POND

SHEET No. 1 OF 2





SHEET No. 2 OF 2

## EXHIBIT "B"

### The "Retained Property"

HOLDEN BROTHERS ADDITION A/61 ALL BLK B (LESS BEG SW COR RUN N TO NE COR BLK 3 HAVILAH PARK O/144 E 161 FT S TO S LINE SAID BLK B TH W TO POB) & PIECE 83 FT N & S LYING S OF LOTS 17 18 & 19 (LESS STS & LESS WEBSTER AV R/W ) & LESS FROM SE COR OF NE1/4 RUN N 974.8 FT W 25 FT FOR A POB TH S 13.65 FT W 4 FT N 21 DEG W 33.24 FT S 43 DEG E 23.72 FT TO POB ) & (LESS THAT PT LYING N OF BELOIT ST )

### LESS AND EXCEPT:

A PORTION OF THE NORTHEAST  $\frac{1}{4}$  OF SECTION 1, TOWNSHIP 22 SOUTH, RANGE 29 EAST, ORANGE COUNTY, FLORIDA. ALSO BEING A PORTION OF BLOCK "B" HOLDEN BROTHERS' ADDITION TO WINTER PARK AS RECORDED IN PLAT BOOK A, PAGE 61 OF THE PUBLIC RECORDS OF ORANGE COUNTY, FLORIDA. BEING DESCRIBED AS FOLLOWS:

COMMENCE AT THE EAST  $\frac{1}{4}$  CORNER OF SECTION 1, TOWNSHIP 22 SOUTH, RANGE 29 EAST ORANGE COUNTY, FLORIDA; THENCE N89°06'16"W, ALONG THE SOUTH LINE OF SAID NORTHEAST  $\frac{1}{4}$ , A DISTANCE OF 485.60 FEET; THENCE N00°53'44"E, DEPARTING SAID SOUTH LINE, 17.53 FEET TO THE NORTH RIGHT OF WAY LINE OF WEBSTER AVENUE AND THE POINT OF BEGINNING; THENCE S89°45'17"W, ALONG SAID NORTH RIGHT OF WAY LINE, 124.74 FEET TO THE EAST LINE OF THE LANDS DESCRIBED IN OFFICIAL RECORDS BOOK 9986, PAGE 2648 OF THE PUBLIC RECORDS OF ORANGE COUNTY, FLORIDA; THENCE N01°06'43"W, ALONG SAID EAST LINE, 507.15 FEET TO THE NORTHEAST CORNER OF SAID LANDS; THENCE N89°55'36"W, ALONG THE NORTH LINE OF SAID LANDS, 160.99 FEET TO THE NORTHWEST CORNER OF SAID LANDS AND THE EAST LINE OF HAVILAH PARK AS RECORDED IN PLAT BOOK O PAGE 144 OF THE PUBLIC RECORDS OF ORANGE COUNTY, FLORIDA; THENCE N00°00'01"W, ALONG SAID EAST LINE, 211.89 FEET TO A POINT ON THE SOUTH RIGHT OF WAY LINE OF CHEROKEE AVENUE; THENCE S89°56'14"E, ALONG SAID SOUTH RIGHT OF WAY LINE, 220.50 FEET; THENCE S39°45'05"W, DEPARTING SAID SOUTH RIGHT OF WAY LINE, 73.65 FEET TO A POINT ON A NON-TANGENT CURVE, CONCAVE SOUTHWESTERLY, HAVING A CHORD BEARING OF S22°53'02"E, AND A RADIUS OF 260.00 FEET; THENCE SOUTHERLY ALONG THE ARC OF SAID CURVE, THROUGH A CENTRAL ANGLE OF 43°31'50", A DISTANCE OF 197.54 FEET TO THE POINT OF TANGENCY; THENCE S01°07'07"E, 459.42 FEET; THENCE S57°02'44"E, 45.54 FEET TO THE POINT OF BEGINNING.

CONTAINING 90,024 SQUARE FEET OR 2.0667 ACRES, MORE OR LESS.

---

# SKETCH AND DESCRIPTION Exhibit "C" DRAINAGE EASEMENT

## LEGAL DESCRIPTION:

A PORTION OF THE NORTHEAST  $\frac{1}{4}$  OF SECTION 1, TOWNSHIP 22 SOUTH, RANGE 29 EAST, ORANGE COUNTY, FLORIDA. ALSO BEING A PORTION OF BLOCK "B" HOLDEN BROTHERS' ADDITION TO WINTER PARK AS RECORDED IN PLAT BOOK A, PAGE 61 OF THE PUBLIC RECORDS OF ORANGE COUNTY, FLORIDA. BEING DESCRIBED AS FOLLOWS:

COMMENCE AT THE EAST  $\frac{1}{4}$  CORNER OF SECTION 1, TOWNSHIP 22 SOUTH, RANGE 29 EAST ORANGE COUNTY, FLORIDA; THENCE N89°06'16"W, ALONG THE SOUTH LINE OF SAID NORTHEAST  $\frac{1}{4}$ , A DISTANCE OF 485.60 FEET; THENCE N00°53'44"E, DEPARTING SAID SOUTH LINE, 17.53 FEET TO THE NORTH RIGHT OF WAY LINE OF WEBSTER AVENUE; THENCE S89°45'17"W, ALONG SAID NORTH RIGHT OF WAY LINE, 124.74 FEET TO THE EAST LINE OF THE LANDS DESCRIBED IN OFFICIAL RECORDS BOOK 9986, PAGE 2648 OF THE PUBLIC RECORDS OF ORANGE COUNTY, FLORIDA; THENCE N01°06'43"W, ALONG SAID EAST LINE, 441.15 FEET FOR THE POINT OF BEGINNING; THENCE CONTINUE N01°06'43"W, ALONG SAID EAST LINE, 20.00 FEET; THENCE N89°10'56"E, DEPARTING SAID EAST LINE, 86.94 FEET; THENCE S01°07'07"E, 20.00 FEET; THENCE S89°10'56"W, 86.95 FEET TO THE POINT OF BEGINNING.

CONTAINING 1,739 SQUARE FEET, MORE OR LESS.

## SURVEYOR'S NOTES:

1. THIS IS NOT A BOUNDARY SURVEY.
2. BEARINGS ARE BASED ON THE SOUTH LINE OF THE NORTHEAST  $\frac{1}{4}$  OF SECTION 1, TOWNSHIP 22 SOUTH, RANGE 29 EAST. ASSUMED AS SHOWN.
3. NOT VALID WITHOUT THE SIGNATURE AND ORIGINAL RAISED SEAL OF A FLORIDA LICENSED SURVEYOR AND MAPPER.

*Michael D. Cummins Jr.*

PREPARED FOR:

**UP DEVELOPMENT**

**CUMMINS SURVEYING  
AND MAPPING, INC.**

2758 Susanday Drive  
Orlando, Florida 32812  
(407) 894-4254

e-mail: mc5592@bellsouth.net  
Certificate of Authorization LB 6983

MICHAEL D. CUMMINS JR.

FLORIDA REGISTRATION NUMBER LS 5592

TECHNICIAN: MDC

ISSUE DATE: 7-15-15

PROJECT NO. 14-36 SCHOOL DRAINAGE ESMT

SHEET No. 1 OF 2

# SKETCH AND DESCRIPTION DRAINAGE EASEMENT

BLOCK B  
HOLDEN BROTHERS'  
ADDITION TO WINTER  
PARK  
P.B. A PAGE 61

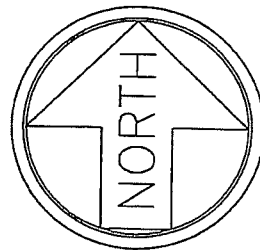
LOT 7

N 01°06'43" W  
20.00'

N 89°10'56"E  
86.94'

S 01°07'07" E  
20.00'

S 89°10'56"W  
86.95'



GRAPHIC SCALE: 1" = 100'

PROPERTY DESCRIBED IN  
O.R. 9986, PAGE 2648

POINT OF BEGINNING

N 01°06'43" W  
441.15'

EAST LINE

LOT 8

LOT 13

LOT 14

LOT 19

POINT OF COMMENCEMENT  
EAST 1/4 CORNER, 1-22-29

N 00°53'44" E  
17.53'

NORTH RIGHT OF WAY LINE

SOUTH LINE OF THE NE 1/4, 1-22-29

124.74'  
S 89°45'17" W

N 89°06'16" W 485.60'

WEBSTER AVENUE

RIGHT OF WAY VARIES

EAST LINE OF THE NE 1/4 OF 1-22-29

PREPARED FOR:

UP DEVELOPMENT

**CUMMINS SURVEYING  
AND MAPPING, INC.**

2758 Susanday Drive  
Orlando, Florida 32812

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e-mail: mc5592@bellsouth.net  
Certificate of Authorization LB 6983

SCALE: 1" = 100'

TECHNICIAN: MDC

ISSUE DATE: 7-15-15

PROJECT NO. 14-36 SCHOOL DRAINAGE ESMT

SHEET No. 2 OF 2





# city commission agenda item

Item type	Non-Action Item	meeting date	July 27, 2015		
prepared by	Jerry Warren	approved by	<input checked="" type="checkbox"/> City Manager		
department	Electric Department		<input type="checkbox"/> City Attorney		
division	Administration		<input type="checkbox"/> N/A		
board approval	N/A	<input type="checkbox"/> yes	<input type="checkbox"/> no	<input type="checkbox"/> N/A	final vote
strategic objective	<input checked="" type="checkbox"/> Exceptional Quality of Life <input checked="" type="checkbox"/> Fiscal Stewardship				
	<input type="checkbox"/> Intelligent Growth & Development <input checked="" type="checkbox"/> Public Health & Safety				
	<input checked="" type="checkbox"/> Investment in Public Assets & Infrastructure				

## subject

Decorative Lighting for City of Winter Park Collector Streets

## motion | recommendation

Receive a Presentation from Staff

## background

At the January 26 City Commission meeting, the City Manager, in response to concerns raised about the adequacy of Lighting along Palmer Avenue presented three options to the City Commission to address the concerns:

- 1) Install Decorative lighting per the City's standard along the entire length of Palmer Ave. (\$188k). Advantages – provides more uniform and better lighting; enhances the aesthetics of Palmer Ave. Disadvantages – Inconsistent with City's street lighting policies; most expensive option.
- 2) Trim trees that obstruct existing lights and install additional LED light fixtures to improve the lighting along Palmer; (\$39k). Advantages – a) least cost option; consistent with City's street lighting policies. Disadvantage results in a hodgepodge of different lights along Palmer Ave.; Does not fully address the Palmer Avenue lighting issues; and lights are not decorative.
- 3) Remove all lights along Palmer Avenue and install new LED lights (with shorter concrete poles) along the full length of Palmer (\$62k). Advantages – provides more uniform and better lighting. Less costly than decorative lighting. Not inconsistent with City's lighting policies. Disadvantages – not decorative and more costly than least cost option.

The City Commission requested that staff come back with information addressing the possibility of decorative lighting of all of the City's collector roads.

At the March 23 meeting, staff presented a list of the City's collector roads and an estimate to provide decorative lighting on each. The City Commission asked staff to refine its list of collector roads to only include those that could reasonably be considered Winter Park "Gateway" roads. Staff is available to make a presentation with regard to the streets which staff considers gateway roads along with the estimate to install decorative lighting. The purpose of the presentation is to seek the City Commission's input with regard to a possible change in the City's existing streetlighting policy. The existing policy provides the installation of wood pole/cobra head lighting for public safety purposes and decorative lighting only when paid for by the adjoining electric customers following a vote. A possible option to the existing policy is to install decorative lights along the lengths of the City's collector streets defined as Gateway Roads.

### **alternatives | other considerations**

The purpose of the presentation is informational, seeking City Commission input on a future possible modification to the existing streetlight policy.

### **fiscal impact**

Fiscal impact will be determined in the future at such time that associated with proposed action item.

(Attachment)



# **Decorative Lighting for "Gateway" Collector Roads**

**City Commission Meeting  
July 27, 2015**

# **Estimate to install Decorative Lights for all Collector Roads (3-23-15 CC mtg)**

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**\$2.45 million**

# Winter Park Collector Roads



<b>Lakemont Avenue</b>	<b>2.12 miles</b>
<b>Palmer Avenue</b>	<b>1.44 miles</b>
Denning Drive (N. of Orange Avenue)	1.24 miles
<b>Park Avenue</b>	<b>1.20 miles</b>
<b>New York Avenue</b>	<b>1.16 miles</b>
<b>Temple Avenue</b>	<b>1.15 miles</b>
<b>Pennsylvania/Lake Sue</b>	<b>1.12 miles</b>
Minnesota Avenue	1.01 miles
<b>Canton Avenue</b>	<b>1.0 mile</b>
<b>New England Avenue</b>	<b>.92 mile</b>
Howell Branch Road	.86 mile
<b>Winter Park Road</b>	<b>.85 mile</b>
<b>Glenridge Way</b>	<b>.76 mile</b>
Alabama Drive	.71 mile

Green = suggested "Gateway" roads

# Winter Park Collector Roads (cont'd)



Interlachen Avenue	.63 mile
Holt Avenue	.63 mile
<b>Cady Way</b>	<b>.51 mile</b>
Perth Ln (Cady Way to St. Andrews)	.50 mile
*Clay Street (Fairbanks to Minnesota)	.25 mile
Webster Avenue (Denning Ave. to 17-92)	.24 mile
Mizell Avenue (Phelps to Lakemont)	.19 mile
<b>Morse Blvd.</b>	<b>Completed</b>
*Clay Street- served by DUKE Energy	

Green = suggested "Gateway" roads

# Decorative Lighting Estimate for "Gateway" Roads



Lakemont Avenue	\$280,900
Palmer Avenue	190,800
Park Avenue (remaining 4,754' New York to 17-92)	119,306
New York Avenue (remaining 711' Stovin to Park Ave)	17,843
Temple Avenue	152,375
Pennsylvania/Lake Sue (remaining 3,552' Park to Canton; 633' Lyman to Fairbanks)	105,026
Canton Avenue (remaining 589' Center to Intelachen; 3,244' Virginia to 17-92)	96.192
New England Avenue (remaining 661' Capen to Denning)	16,588
Winter Park Road	112,625
Glenridge Way	100,700
Cady Way	67,575
Morse Blvd. (completed)	0
<b>TOTAL</b>	<b>\$1,259,930</b>

# Impact on Undergrounding Program

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1. \$1,259,930 represents ~ 4% of estimated remaining underground cost.
2. Funding decorative street lighting from the UG program would slow completion of the UG program down by less than ½ a year at \$3.5 million per year.
3. Could shift individual projects into the following fiscal year.



# Desired City Commission Feedback

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1. Comments re: selection of "Gateway" Roads
2. Should the City install decorative lighting on "Gateway" roads?
3. Should installation be funded from undergrounding budget?

**REGULAR MEETING OF THE CITY COMMISSION**  
**July 13, 2015**

The meeting of the Winter Park City Commission was called to order by Mayor Steve Leary, at 3:30 p.m. in the Commission Chambers, 401 Park Avenue South, Winter Park, Florida. The invocation was provided by Finance Director Wes Hamil, followed by the Pledge of Allegiance.

Members present:

Mayor Steve Leary  
Commissioner Greg Seidel  
Commissioner Sarah Sprinkel  
Commissioner Tom McMacken  
Commissioner Carolyn Cooper

Also present:

City Manager Randy Knight  
City Attorney Larry Brown  
City Clerk Cynthia Bonham

Approval of the agenda

The agenda was approved by acclamation.

**Mayor's Report**

a. Presentation - 2015 Historic Preservation Awards and Winter Park Register of Historic Places plaques

Planning Director Dori Stone and Historic Preservation Board member Genean McKinnon presented the 2015 Historic Preservation Awards consisting of: (1) Excellence in Residential Renovation – Annie B. Johnston House (owners Rick and Wendy Hosto – 834 Antonette Avenue); (2) Excellence in Commercial Renovation – The Coop (John Rivers – 4Rivers – 610 W. Morse Boulevard); (3) Excellence in Adaptive Reuse – Kummer-Kilbourne House (Allan E. Keen, Keewin Real Property Company, 121 Garfield Avenue); and Lifetime Achievement – In Remembrance of John Spang (Park Plaza Hotel).

Planning Director Dori Stone presented the plaques to congratulate residents for putting their homes on the Winter Park Register of Historic Places. The homes consisted of 940 Old England Avenue, 1873 Glencoe Road, and 1200 Lakeview Drive.

b. Presentation - Q2 2015 Business Recognition Recipient – Pookie's Pet Nutrition & Bow Wow Bakery

Mayor Leary presented Pookie's Pet Nutrition & Bow Wow Bakery with the 2015 2<sup>nd</sup> Quarter Business Recognition Award. Owners Marcia Sundbert and Melissa Gosik spoke in appreciation of receiving the award.

c. Presentation - 2015 Government Finance Officers Association Distinguished Budget Presentation Award

City Manager Knight presented the Finance Department and Assistant City Manager Michelle Neuner with this award marking the 20<sup>th</sup> year the City has received this award.

d. Keep Winter Park Beautiful and Sustainable Board reappointment

This appointment was not necessary; Ms. Blanton was reappointed on May 11.

**City Manager's Report**

Commissioner McMacken asked that the City Manager's Report be updated to include the Historic Preservation Board ordinance to come to the Commission on November 9.

a. Presentation of the proposed 2016 budget

City Manager Knight presented the proposed budget for FY 2016 by a PowerPoint presentation. A work session is scheduled for July 20 at 2:00 p.m.

**City Attorney's Report**

Attorney Brown mentioned an email he sent to the Commission summarizing the effect of a new law coming October 1 that provides a new cause of action for a developer who has an exaction imposed as a condition of a proposed use and places a burden on the developer.

**Non-Action Item**

No items.

**Consent Agenda**

- a. Approve the minutes of June 22, 2015.
- b. Approve the following purchase and Blanket Purchase Orders:
  - 1. Purchase of a used 1998 KME AerialCat tractor drawn ladder truck from Command Fire Apparatus; not to exceed \$200,000.
  - 2. Blanket Purchase Order to ENCO Utilities Services for O&M electric utility; \$1,100,000.
  - 3. Blanket Purchase Order to Heart Utilities of Jacksonville for City-wide underground projects; \$500,000.
  - 4. Blanket Purchase Order to HDD of Florida for City-wide underground projects; \$575,000.
  - 5. Blanket Purchase Order to Covanta Energy Marketing LLC for bulk power supply; \$250,000.

6. Blanket Purchase Order to Gainesville Regional Utilities for bulk power supply; \$250,000.
- c. Approve the budget amendment for the Building Division for the purchase of a scanner. **PULLED FROM CONSENT AGENDA. SEE BELOW.**
- d. Authorize the City Manager to execute the Annual Funding Agreement with MetroPlan Orlando for FY2016 in the amount of \$2,366.00.

**Motion made by Commissioner McMacken to approve Consent Agenda items a, b.1-5 (with correction on #2) and d.; seconded by Commissioner Sprinkel.** No public comments were made. **The motion carried unanimously with a 5-0 vote.**

Consent Agenda Item 'c' - Approve the budget amendment for the Building Division for the purchase of a scanner

Commissioner Cooper asked about the restricted funds used to fund this. City Manager explained the statute regulating this.

**Motion made by Commissioner Cooper to approve Consent Agenda item c; seconded by Commissioner Seidel.** No public comments were made. **The motion carried unanimously with a 5-0 vote.**

### **Action Items Requiring Discussion**

#### **a. New Library Facility – Next Steps**

City Manager Knight addressed the work session that took place regarding this issue. He listed the decision points needing to move forward: (1) site selection; (2) timing of a referendum if that is the direction of the Commission; and (3) how the Commission wants to move forward with possible design, etc.

Mayor Leary spoke about moving forward with the suggestion of the Library Task Force with only one location and was not in favor of moving backwards and opening up other sites for discussion. Commissioner Seidel addressed the need to gain a better understanding of the task force recommendation to utilize the area of the Martin Luther King, Jr. Park and Civic Center to be able to defend what is being done and to build a consensus with the citizens and with keeping with the schedule. He did not oppose the proposed site.

Commissioner McMacken spoke about already selecting the site of the MLK Park somewhere between Harper and Denning and the other side of Morse and that he was not comfortable with saying exactly where the library will be on that property at this time because of the need for design and community input and that the exact location needs to be further refined. Commissioner Sprinkel clarified that the Commission is not taking any park space away with using this location and that their conversations have been to increase park space, not decrease it. She

addressed the importance of providing that information to residents that have not been involved in the process.

Commissioner Cooper commented about the importance to bring the people together that signed the petition and to provide the opportunity at this level to see the pros and cons and to see where and why the Commission is heading in this direction. She stated she has total confidence that a referendum would result in a very high percentage voting for the library. She stated her personal preference is the existing location and always wants that location to always be an icon for Winter Park but will support the direction the Commission is heading with the task force recommendation. Mayor Leary anticipated this to be a very broad outreach where the task force and Library Board will want to secure as much community support as possible. After further discussion, there was a consensus on the location of the Martin Luther King, Jr. Park/Civic Center property.

Regarding the Civic Center, Commissioner McMacken stated he could not support the library location without incorporating the Civic Center into it. Commissioner Cooper addressed her preference not to put a parking structure with the building if it ends up being on the northeast corner and to allow three companies to provide conceptual ideas as to where it belongs on the MLK Park. She provided her preference to put the library on the existing Civic Center site and a parking garage on that end of the park but could not support it on the northeast side. Commissioner Seidel spoke about public outreach. Commissioner Sprinkel wanted to see one building containing both the Civic Center and the library. After additional comments were made regarding the Civic Center and the schedule, there was a consensus that the Civic Center be included with the library.

The timing of the referendum was discussed. There was a consensus to have the referendum along with the March 15 Presidential Preference Primary election and not have a standalone election.

The level of detail to be provided in time for the referendum was then discussed. The need to refine the exact location of the site was addressed as well as providing one or two elevations showing the character of the building and that community input needs to be scheduled. Commissioner McMacken stated he would be comfortable with having a site plan addressing all concerns where the building will be built and a series of elevations depicting the character of the structure. He stated he was not in favor of having a design competition between more than one architect and wanted to allocate dollars (with the library partnering with this) to complete this. He was comfortable with the same firm working this progress further at this time at least until the December timeframe. Commissioner Seidel listed what he would like to see accomplished before Labor Day. After discussion, it was clarified that the next steps are to refine what is in the current document to be used for community discussions and once that is completed to refine that.

After further discussion regarding dollars needed to move forward without having to go through an RFP process because of timing, a **motion was made by**

**Commissioner McMacken that in return for the contribution to the Library Board as the contracting entity that the deliverable would be a site plan suitable for presentation, that there would be four building elevations so we see what this looks like on all four sides, that we would have an estimate of probable cost (a number we could use for the bond issue) and also that between now and December that there will be a series of community outreach meetings on those items that they will transpire along with these so that come December 1 that all of this has been accomplished.**

Jeffrey Jontz, President of Library Board and Library Task Force member, stated the Commission can be assured that they be mounting a campaign to sell this idea to the community and will be happy to do more public events to hear from the citizens and for them to explain why they resulted in their final report. He stated they are happy to work with the City for the next step to get a design to take out to the community but need to define the amount of funds required. He made it clear that if the City is making a donation to help with this, they only want to be the contracting party for the next step because the City will own the new library and needs to be the contracting party for that.

Mayor Leary specified the need to show site plans for each location; the existing Civic Center site and the northeast corner. Commissioner McMacken did not want to limit it to these two sites in case there is another potential location in the area of the park/Civic Center. The use of an existing City continuous service architect was discussed. There was a consensus for staff to provide at the next meeting a realistic estimate as to what this will take to get to this point. City Manager Knight stated he could come back to the July 27 meeting with a plan as how this lays out with a budget attached to it.

The following public comments were made:

Joe Terranova, 151 N. Virginia Avenue, spoke about points he believed to be important regarding the referendum, the incorporation of the Civic Center, giving a contract to the Library, and the timeline to include it on the March ballot.

Gary Sackcheck, 1034 Aloma Avenue, spoke about the proposed library location.

Bob Bendick, 1211 Oxford Road, opposed the proposed location and thought it should remain downtown.

Rod Sward, 292 Sylvan Boulevard, opposed the proposed location in the MLK Park area.

Sally Flynn, 1400 Highland Road, spoke about the need to be careful where the library is situated if put at the park location.

Maria Bryant, 450 S. Virginia Avenue, opposed the proposed library location.

Martha Hall, 331 W. Lyman Avenue, opposed the proposed library location.

Mary Randall, 1000 S. Kentucky Avenue, stated she opposed the proposed library location at the corner of Denning and Morse and suggested it be placed at Harper Street.

**Public comments (items not on the agenda)**

Joe Terranova, 151 N. Virginia Avenue, commended staff for their great job with the budget. He approved the proposed budget but asked that the funds for replacement of trees be increased to double the amount of trees being replaced.

Pastor David Mark Sutton, 210 E. Morse Boulevard, spoke about scheduling a meeting with staff where he was not notified they would not be attending and asked that he be contacted to reschedule the meeting. He stated he would be scheduling individual meetings with the Mayor and Commissioners.

Forest Michael, 358 W. Comstock Avenue, asked that Blake Street remain closed.

**Recess**

A recess was taken from 5:40 p.m. to 6:02 p.m.

**b. City Attorney contract**

City Manager Knight addressed Attorney Brown being our current sitting attorney and that he has given us notice that he has left his former firm and gone with a new firm. He provided three options: (1) stay with Mr. Brown with his new firm, (2) stay with his former firm, (3) or bidding it out and selecting either from those two or a new firm (if this is selected they need to decide who would sit as our City Attorney in the meantime). Attorneys from Attorney Brown's former firm were in attendance.

**Motion made by Commissioner Sprinkel to do an RFP for attorney services and to retain Attorney Brown throughout the RFP process and that the existing contract will terminate; seconded by Mayor Leary for discussion.**

The Mayor and each Commissioner expressed their preference regarding the three choices provided by City Manager Knight. Mayor Leary stated we do not have to go to an RFP but can choose either firm. Commissioner Cooper agreed with either option 1 or 2 and preferred not to go with an RFP because she is comfortable with the expertise provided by both firms. Commissioner Seidel asked if certain functions could be distributed among both firms. Commissioner McMacken stated either option 1 or 2 was acceptable and did not want to lose either firm but that an RFP is fairer. Mayor Leary agreed that we should retain Attorney Brown through an RFP process. The RFP process from the last time this was addressed was summarized by City Manager Knight.

Attorney Anthony Garganese (Brown, Garganese, Weiss & D'Agresta, P.A. law firm) stated the remaining members of his firm respect the position the Commission is in and the decision that is made. He spoke about the legal services contract with the City where they are supposed to provide City Attorney services which either needs to be terminated or kept. He addressed the services they have provided the City for the last six years. Attorney Brown commented about the contract in the package that would terminate his former firm's contract and go with his current firm pending the RFP contract. Attorney Garganese asked for clear direction that they would be relieved of the current contract or are staying on to continue to provide services to some capacity.

Attorney Bill Reischmann (Brown, Garganese, Weiss & D'Agresta, P.A. law firm) stated it has been a privilege working with the City and addressed the number of years of experience their firm has. He thanked the Commission and stated they would respect whatever the Commission decides.

City Manager Knight spoke about the City being held harmless on this transaction and the decision trumps the contract. Attorney Brown addressed what happens when an attorney leaves a firm and that if a portion of the retainer becomes an issue that he will pay over that portion of the retainer to hold the City harmless financially.

Discussion ensued regarding the timeline for the RFP process and if an entirely new firm should take over certain areas while the RFP process is ongoing. Attorney Brown stated his staff has already started working on the Historic Preservation Board and to integrate code enforcement, etc. and are assuming the roles of other previous attorneys.

Commissioner Cooper asked if there are outstanding things in process right now that would need them to continue on with the expertise of the Brown firm. Attorney Brown commented that they are confident that they can take over any outstanding issues with reasonable efficiency. Attorney Reischmann stated they will keep the best interest of the City and will provide anything the City needs during the transition in a timely manner and would like to continue to represent the City.

No public comments were made.

**Upon a roll call vote, Mayor Leary and Commissioners Seidel, Sprinkel, Cooper and McMacken voted yes. The motion carried unanimously with a 5-0 vote.**

**Public Hearings:**

- a. ORDINANCE NO. 3002-15: AN ORDINANCE OF THE CITY OF WINTER PARK, FLORIDA, AMENDING SECTIONS 58-71 AND 58-95 OF ARTICLE III, ZONING, CHAPTER 58, LAND DEVELOPMENT CODE TO CLARIFY LANGUAGE BY REMOVING THE ANTIQUATED TERM "SERVANT"; PROVIDING FOR



SEVERABILITY, CODIFICATION, CONFLICTS AND AN EFFECTIVE DATE  
Second Reading

Attorney Brown read the ordinance by title.

**Motion made by Commissioner Cooper to adopt the ordinance; seconded by Commissioner Sprinkel.** There were no public comments. **Upon a roll call vote, Mayor Leary and Commissioners Seidel, Sprinkel, Cooper and McMacken voted yes. The motion carried unanimously with a 5-0 vote.**

- b. RESOLUTION NO. 2160-15: A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, EXTENDING THE TERM OF EXISTENCE FOR THE GOLF COURSE STRATEGIC PLAN TASK FORCE; PROVIDING FOR CONFLICTS, SEVERABILITY AND EFFECTIVE DATE.

Attorney Brown read the resolution by title. Parks Director John Holland explained that this would extend the task force until July 25, 2015 and that they will present their final recommendations on July 27.

**Motion made by Mayor Leary to adopt the resolution; seconded by Commissioner McMacken.** There were no public comments. **Upon a roll call vote, Mayor Leary and Commissioners Seidel, Sprinkel, Cooper and McMacken voted yes. The motion carried unanimously with a 5-0 vote.**

- c. RESOLUTION NO. 2161-15: A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, DESIGNATING THE PROPERTY LOCATED AT 500 NORTH INTERLACHEN AVENUE, WINTER PARK, FLORIDA AS A HISTORIC LANDMARK ON THE WINTER PARK REGISTER OF HISTORIC PLACES.

Attorney Brown read the resolution by title.

**Motion made by Commissioner McMacken to adopt the resolution; seconded by Commissioner Cooper.** There were no public comments. **Upon a roll call vote, Mayor Leary and Commissioners Seidel, Sprinkel, Cooper and McMacken voted yes. The motion carried unanimously with a 5-0 vote.**

- d. RESOLUTION NO. 2162-15: A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, DESIGNATING THE PROPERTY LOCATED AT 1565 FOREST AVENUE, WINTER PARK, FLORIDA AS A HISTORIC RESOURCE ON THE WINTER PARK REGISTER OF HISTORIC PLACES.

Attorney Brown read the resolution by title.

**Motion made by Commissioner McMacken to adopt the resolution; seconded by Commissioner Seidel.** There were no public comments. **Upon a roll call vote, Mayor Leary and Commissioners Seidel, Sprinkel, Cooper and McMacken voted yes. The motion carried unanimously with a 5-0 vote.**

- e. Request of Tower Acquisition Partners LLC: To amend the conditional use approval previously granted to the property at 170 S. Knowles Avenue/170 East Morse Boulevard in 2007 to allow for modifications to the multi-family project to now be composed of three units, three stories and 19,935 square feet of residential living area and garage

Planning Director Dori Stone brought forward this request for the second public hearing as required by code.

**Motion made by Commissioner Sprinkel to approve the conditional use request with the Planning and Zoning Board conditions listed; seconded by Commissioner Seidel.** No public comments were made. **Upon a roll call vote, Mayor Leary and Commissioners Seidel, Sprinkel, Cooper and McMacken voted yes. The motion carried unanimously with a 5-0 vote.**

- f. AN ORDINANCE OF THE CITY OF WINTER PARK, FLORIDA, ANNEXING THE PROPERTY AT 1566 WEST FAIRBANKS AVENUE AND A PORTION OF JACKSON AVENUE TO THE WEST; MORE PARTICULARLY DESCRIBED HEREIN; PROVIDING FOR THE AMENDMENT OF THE CITY OF WINTER PARK'S CHARTER, ARTICLE I, SECTION 1.02, CORPORATE BOUNDARIES TO PROVIDE FOR THE INCORPORATION OF THE REAL PROPERTY DESCRIBED HEREIN; PROVIDING FOR THE FILING OF THE REVISED CHARTER WITH THE DEPARTMENT OF STATE; PROVIDING FOR REPEAL OF PRIOR INCONSISTENT ORDINANCES AND RESOLUTIONS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE. First Reading

Attorney Brown read the ordinance by title. Planning Director Dori Stone brought forward this request to voluntarily annex into the City which includes a portion of the Jackson Avenue right-of-way which is not currently in the City. She stated after the annexation is approved, they will come back for a comprehensive plan and land use designation.

**Motion made by Commissioner Sprinkel to accept the ordinance on first reading; seconded by Commissioner Seidel.** There were no public comments. **Upon a roll call vote, Mayor Leary and Commissioners Seidel, Sprinkel, Cooper and McMacken voted yes. The motion carried unanimously with a 5-0 vote.**

- g. Request of Icon Residential: Conditional use approval to redevelop the 3.45 acres collectively referred to as 1800 Lee Road, including the tax parcels of 1746/1800/1802/1806/1810/1814/1818/1824/1828/1832 Lee Road for a 30 unit townhouse development (cluster housing).

Planning Director Dori Stone addressed the conditional use request to redevelop the properties known as 1800 Lee Road. She spoke about working closely with the owner regarding tree issues as they have come in with a plan that does a lot to preserve the trees on the site and worked with the neighbor to the west of the property as well. They are asking for a variance to two guest parking spaces which can be granted under the code because they are saving a cluster of trees located in

the middle of the site. Staff has reviewed the revised site plan and everything is within code. They are leaving the cypress along the lake side. She spoke about the two issues that the Planning and Zoning Board will be taking up; the structure of the wall at Lee Road; and the gazebo site to make sure it is appropriate by the docks at the back of the property. She stated P&Z will be the final approval on these. Ms. Stone answered other questions of the Commission.

Vivian Monico, Burr and Foreman Law Firm, representing Icon Residential, along with their managing partner and the landscape architect, were available for any questions. She stated they agree with the staff report and recommendations with one minor change that they discussed with the Planning Department concerning staff recommendation number two that staff had already agreed to. This was changed to read: "That the applicant, as part of the replat, dedicate to the City that part of the 1746 Lee Road parcel where the drainage outfall structure is located". Public Works Director Attaway agreed with the change.

**Motion made by Commissioner McMacken to approve the conditional use with the conditions placed by P&Z and also with the revision presented by the applicant this evening, seconded by Commissioner Sprinkel.**

The following spoke in opposition to the conditional use approval:

Bob Mosca, 1820 Lee Road, expressed concerns with the new building height obstructing the view, trees almost fully covering the landscape will change, cypress knees that will be removed, parking problems for the HOA to enforce because of losing spaces, the existing wall being moved closer to Lee Road will obstruct more view and will affect the noise level for the residents, and the shoreline will be changed which will affect the wildlife.

Karen Gray, 1832 Lee Road, expressed concerns with how this development will affect her life there and how the wildlife will be affected.

Commissioner Sprinkel asked if five docks can be built there. Commissioner Cooper stated this still needs to go through the Lakes and Waterways Board. Ms. Stone clarified that the P&Z Board will review the design and location of the docks as part of the secondary review going through them and that the Commission is not approving the docks this evening.

**Motion amended by Commissioner Sprinkel that the construction of docks on this property come back to the City Commission before it is permitted as a conditional use of everything else we have done.** Commissioner Sprinkel stated she did not want to see five docks there and wanted some oversight to it before it comes in. Ms. Stone clarified the applicant wants this to be final approval and understands that the P&Z wants to review the docks and wall issue. Attorney Monico stated they are aware this has to go back to P&Z and that they are going to review it and that there are many other permits required for the docks before a building permit can be granted. **The amendment was seconded by**

**Commissioner Cooper.** Commissioner Cooper requested clarity that this goes to the Lakes and Waterways Board before it goes to P&Z. It was clarified that is the process.

Commissioner Seidel asked if there was going to be a bulkhead on the property as brought forward by Mr. Mosca. It was clarified by Attorney Monico that is not the case and there are no shoreline changes in the plan. It was also clarified that there are two car garages in each unit and several of the units also have a driveway that will also hold two vehicles. She stated the 13 visitor spaces are just for that purpose.

Upon questioning, Urban Forestry Chief Dru Dennison stated if the cypress knees have to be trimmed, it will not harm the overall growth of the tree itself; it depends on how far away they are from the base of the existing tree but should not harm an existing tree if they are going through them to build their pavilion.

Discussion ensued regarding if the homes around the lake own the property to the lake or if it will be held in common ownership by the association; this will be dealt with at a future meeting.

**Upon a roll call vote on the amendment, Mayor Leary and Commissioners Seidel, Sprinkel and McMacken voted yes. Commissioner Cooper no (she was okay with P&Z reviewing this). The motion carried with a 4-1 vote.**

**Upon a roll call vote on the main motion, Mayor Leary and Commissioners Seidel, Sprinkel, Cooper and McMacken voted yes. The motion carried unanimously with a 5-0 vote.**

h. Fifth Third Bank Development Agreement:

Building Director George Wiggins addressed this item. After the May 11, 2015 Commission meeting a condition was added to the conditional use approval so it was determined that a development agreement was necessary to enforce the terms of the condition as well as to incorporate other conditions of approval. This included a requirement that an easement be provided for the adjacent office zoned property which has not yet been determined what will be developed there. In the condition in the motion approved for the conditional use, the City Attorney needed to ensure that there was a means for a resolution of the easement negotiations if the parties cannot agree as to what is reasonable under the circumstances. He stated after the meeting they concluded that the only way to activate that condition permanently was to amend the development agreement with the bank.

Attorney Brown commented that he added language to the agreement that he believed would provide a reasonable means for resolving any impasse but that language was not acceptable to the bank and since he did not want to hold up a commercial project any longer he presented language he believed is reasonable and that the bank will negotiate with Matsby Properties LLC. He further elaborated on

the language in the agreement pertaining to the easement. He concluded that he could not get the bank to come to an agreement before this evening and that the City does not want to be involved beyond a certain point in facilitating a private agreement.

Attorney Stuart Buchanan, representing the Helsby's/Matsby Properties LLC, spoke about the importance to Mr. and Mrs. Helsby to gain access to Lakemont as well as Aloma Avenue. He asked that this be tabled for two weeks to give them more time to resolve this with the bank. He summarized the meeting held on June 16 with all parties to try and come to a conclusion whereby they discussed having a private access agreement between Matsby Properties and Fifth Third Bank. Unfortunately, they sent a draft of an agreement to the bank but did not receive a final answer that the bank agreed to the draft in time for the meeting. He stressed the importance to have this signed and in place before the development agreement is approved.

Kathy Helsby, Matsby Properties, spoke in favor of the Lakemont Avenue easement and a resolution to this issue.

Arthur Baker, Baker & Hostetler, spoke in favor of the development agreement language and asked the Commission to move forward with the approval. He stated he does not see the need to table this item because the language in the development agreement is agreeable. He stated he intends to resolve this matter very promptly with Attorney Buchanan.

**Motion made by Commissioner McMacken to table this item for two weeks; seconded by Commissioner Cooper. Upon a roll call vote, Mayor Leary and Commissioners Seidel, Sprinkel, Cooper and McMacken voted yes. The motion carried unanimously with a 5-0 vote.**

- i. AN ORDINANCE OF THE CITY OF WINTER PARK FLORIDA AMENDING CHAPTER 94 TAXATION, ARTICLE II, BUSINESS TAX, SO AS TO INCREASE THE BUSINESS TAX FEES BY FIVE PERCENT (5%) (ROUNDING DOWN TO THE NEAREST DOLLAR), PROVIDE CLARIFICATION ON CERTAIN BUSINESS TAX CATEGORIES, MODIFY PRORATION OF PARTIAL YEAR BUSINESS TAX CERTIFICATES, CLARIFY AND UPDATE PROVISIONS; AND PROVIDE ENABLING LANGUAGE TO COLLECT ORANGE COUNTY BUSINESS TAX RECEIPTS FOR WINTER PARK BUSINESSES; PROVIDING FOR CODIFICATION, SEVERABILITY, CONFLICTS AND AN EFFECTIVE DATE. First Reading

Attorney Brown read the ordinance by title. Building Director George Wiggins explained the ordinance and that the City has not increased fees since 2009.

Questions were asked regarding the collection of fees for Orange County. Commissioner Sprinkel spoke in opposition to the proposed increase in fees. Discussion ensued regarding the proposed increase. City Manager Knight spoke about this being recurring revenue, we only have so many revenues we can control and very few of them are growing.

**Motion made by Commissioner Sprinkel to accept the changes in the ordinance on first reading except for the fee increases, seconded by Mayor Leary.** No public comments were made.

**Motion amended by Commissioner Seidel to include the fees, seconded by Commissioner McMacken.** Upon a roll call vote on the amendment, Commissioners Seidel, Cooper and McMacken voted yes. Mayor Leary and Commissioner Sprinkel voted no. The motion failed because it needed four affirmative votes.

**Upon a roll call vote on the main motion, Mayor Leary and Commissioners Seidel, Sprinkel, Cooper and McMacken voted yes. The motion carried unanimously with a 5-0 vote.**

**City Commission Reports:**

a. Commissioner Seidel

Commissioner Seidel summarized his "coffee talk" and the issues brought forward: An issue with a resident regarding an ongoing drainage issue that staff handled expeditiously; asked if we could impose a fee for new or redevelopment that goes into the storm water fund to address the retrofit issue the City has as opposed to the current residents paying for it; recycling and our contract with Waste Pro; would like the City to provide our own internet service (wanted to know how the rest of the Commission felt); and traffic issues.

b. Commissioner Sprinkel

Commissioner Sprinkel asked how we can move forward with WiFi for the City (Mayor Leary stated he wanted to bring the idea forward during the budget process). She spoke about wanting to know when and where trees will be planted, addressed the great new kiosks, asked about street vendors soliciting business and playing music to make money, and wanted to reduce the number of signs in the City. City Manager Knight stated the sign ordinance will be coming back to the Commission in the future.

c. Commissioner Cooper

Commissioner Cooper spoke about the "sandwich board" signs that were previously approved because of the economy that needs to be revisited (bring forward to the Chamber of Commerce and the Park Avenue Area Association), reported that the Central Florida Water Initiative is Wednesday, and would like to address options for increasing revenue in the City along with controlling our costs during the budget work session.

e. Commissioner McMacken

No report.

e. Mayor Leary

Mayor Leary spoke about his meeting with Commissioner Seidel, the need to find ways to increase revenues, and that the City should not be part of a disagreement between private property owners (such as the Fifth Third Bank issue). He thanked the Commission for handling the City Attorney issues well this evening.

The meeting adjourned at 8:02 p.m.

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Mayor Steve Leary

ATTEST:

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City Clerk Cynthia S. Bonham, MMC



# city commission agenda item

item type	Consent Agenda	meeting date	July 27, 2015
prepared by department division	Purchasing Division	approved by	<input checked="" type="checkbox"/> City Manager <input type="checkbox"/> City Attorney <input type="checkbox"/> N/A
board approval	<input type="checkbox"/> yes <input type="checkbox"/> no <input checked="" type="checkbox"/> N/A		final vote

## Purchases over \$75,000

	vendor	item   background	fiscal impact	motion   recommendation
	Wesco Distribution	PR158056 for Inventory Replenishment of Pad Mounts Transformers	Total expenditure Amount: \$182,787	Commission approve PR158056 to Wesco Distribution for Inventory Replenishment of Pad Mount Transformers
A request for quote was issued to award this purchase. Three responses were received. Wesco Distribution was the lowest bidder.				





# city commission agenda item

Item type	Action Item Needing Discussion	meeting date	July 27, 2015		
prepared by	John Holland	approved by	<input checked="" type="checkbox"/> City Manager		
department	Parks and Recreation		<input type="checkbox"/> City Attorney		
division	Administration 6101		<input checked="" type="checkbox"/> N/A		
board approval	Parks and Recreation Board	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no	<input type="checkbox"/> N/A	final vote 5-0
strategic objective	<input checked="" type="checkbox"/> Exceptional Quality of Life	<input type="checkbox"/> Fiscal Stewardship			
	<input type="checkbox"/> Intelligent Growth & Development	<input checked="" type="checkbox"/> Public Health & Safety			
	<input checked="" type="checkbox"/> Investment in Public Assets & Infrastructure				

## subject

Final recommendations made by the Golf Task Force for improving the Winter Park Country Club.

## motion | recommendation

Approve the Golf Task Force recommendations and select one of the recommended funding sources.

## background

Golf Task Force Members: Gary Diehl, Brian Furey, Matthew Hegarty, Steve Hoffman, Bill Neidlinger, Taylor Sacha, Jeff Shafer

The mission of the Task Force is: to initiate and provide guidance for the renovation and upgrade of WPCC, commemorating its 100<sup>th</sup> anniversary.

The Task Force has been meeting since November 2014.

## alternatives | other considerations

None

## fiscal impact

\$1.2-\$1.5 million

## **Winter Park Golf Task Force: Executive Summary**

The mission of the Winter Park Golf Task Force (WPGTF) is to elevate the Winter Park Country Club (WPCC) golf course, creating an affordable and enjoyable first class golf experience that is a genuine reflection of the City, its residents and its heritage. The primary goal of the WPGTF is the renovation of the WPCC golf course. Once completed, this renovation will provide an enduring landmark in the City of Winter Park where family memories are made and the game of golf can be grown, while enhancing the operational efficiency of the WPCC moving it toward fiscal sustainability.

National and International golf industry associations have established the fundamental requirement to renovate the major components of a golf course at a minimum interval of 20-30 years. While the City of Winter Park has done a good job maintaining the course, there are no records of any major renovations and as a result, the overall condition of the course is in decline. The WPGTF has provided a plan for a complete renovation and remodel of the course at the greatly reduced cost of approximately \$1,200,000 to \$1,500,000. The renovation will attend to the urgent infrastructure needs of the course, while the remodel will enhance the character of the course creating a highly desirable and competitive golf experience.

The renovation and remodel will also provide a tremendous opportunity to move the WPCC golf course toward fiscal sustainability. Golf industry subject matter experts have established an expected 10% to 20% increase in rounds played when major visible changes are made to a golf course (aligned with strategic outreach and messaging). Experts have also stated the opportunity to adjust the price per round to be best after a major renovation. To leverage the expected increase in rounds played, the WPCC golf course will be able to implement a market competitive pricing structure once the renovation is complete. Additionally, the WPGTF has determined that increases in rounds and revenue will most likely be sustainable when the renovation of the golf course is accompanied by ongoing strategic outreach and messaging specific to the golf course and its target market.

With the increase in rounds played on a competitively priced course, there is a reasonable expectation that a corresponding increase in food and beverage, pull-cart rental, advertisements and memberships will occur. Additionally, the rebirth of the WPCC golf course will provide other unique revenue possibilities such as corporate sponsorships and events. Capitalizing on its transformation in Fiscal Year 2016, the WPCC golf course should see an operational 'turn around' from an ongoing six-figure loss on a course in decline to a rejuvenated model for the nine hole municipal golf course with growing profitability (see attached). The Winter Park Golf Task Force proposes the immediate funding for the renovation of the Winter Park Country Club golf course to accommodate project execution from April to September of Fiscal Year 2016. The result will be an internationally recognized and sustainable golfing gem, nestled in the tree-lined streets of Historic Winter Park.

## Winter Park Golf Task Force: Moving Forward

The Winter Park Golf Task Force proposes the immediate funding for the renovation of the Winter Park Country Club golf course to accommodate project execution from April to September of Fiscal Year 2016. Please find below an outline of action items necessary for the completion of golf course renovation in the proposed time-frame.

- 1) Winter Park City Commissioners approve funding and time frame for golf course renovation
- 2) Finalize the budget for renovation
- 3) Appoint a Project Coordinator
  - a) To ensure the greatest possible outcome from the renovation, an individual with golf course management and maintenance experience is needed to coordinate the project.
- 4) Retain architects to complete Design/Build within proposed timeframe
  - a) The unique opportunity and the major reason this proposal is time sensitive is the nature of the design/build team available for the renovation. Due to their personal interest in being part of the rebirth of the Winter Park Golf Course Keith Rhebb and Riley Johns of Integrated Golf have agreed to complete project at a greatly reduced cost.
- 5) Change the name of golf course to Winter Park Golf Course
  - a) The Winter Park Country Club and the Winter Park Golf Course are operated as separate entities. The name change will better define the Winter Park Golf Course as a standalone destination and serve as a pivot point for brand messaging.
- 6) Retain consultant to execute strategic messaging and outreach initiative
  - a) Communicating immediately and consistently with the residents of Winter Park throughout the project timeline will ensure the smoothest possible transition with least community concern.
  - b) Outreach to the target market during and after the project execution with an integrated Inbound/Outbound Marketing plan will best leverage the anticipation of a new course and the benefits of the renovated course to maximize increases in rounds played and revenues including corporate sponsorships, advertising and memberships.
  - c) Update and Search Engine Optimize the Golf Course website and maximize inbound initiatives with a site landing page used to develop CRM tools.
- 7) Realign existing golf course personnel
  - a) Develop a role and establish guidelines and goals to sell corporate and annual memberships as well as events.
  - b) Create staff development programs to be completed while the Golf Course is being renovated. Elevate the competency of the existing staff to meet the new standards of excellence achieved with the course remodel and renovation.
- 8) Retain site for Short Game Training Center and advance a proposal for its development
  - a) Retain the city owned parcel adjacent to the 7th Tee to build and indoor teaching and development center as well as an outdoor maintenance equipment facility.
- 9) Protect the City's investment
  - a) To best protect the City of Winter Park's initial investment and this reinvestment in the Winter Park Golf Course, strong consideration should be given to the formation of a Governing Board to ensure sustainability and operation efficiency into the future.

Item	2014 Actual	2015 Est.	2017 Est.	2018 Est.	2019 Est.	2020 Est.	2021 Est.
	Oct-Sept	Oct-Sept	Oct-Sept	Oct-Sept	Oct-Sept	Oct-Sept	Oct-Sept
Rounds	33623	34,000	37,400	39,000	41,100	42,200	43,800
Corporate Membership	0	\$0	\$25,000	\$30,000	\$35,000	\$40,000	\$45,000
Average Green Fee (Fee and member rounds)	\$9.38	\$8	\$13.75	\$14.75	\$15.75	\$16.75	\$17.75
<b>Total</b>	<b>\$248,043</b>	<b>\$259,760</b>	<b>\$514,250</b>	<b>\$575,250</b>	<b>\$647,325</b>	<b>\$706,850</b>	<b>\$777,450</b>
F&B Gross	\$22,486	\$22,000	\$25,000	\$30,000	\$35,000	\$40,000	\$45,000
Merchandise Gross	\$35,593	\$39,000	\$40,000	\$45,000	\$50,000	\$55,000	\$60,000
Events (est 2 per month)	\$7,407	\$37,000	\$45,000	\$50,000	\$55,000	\$60,000	\$65,000
Carts	\$44,410	\$40,000	\$45,000	\$50,000	\$55,000	\$60,000	\$65,000
Advertisements	\$2,000	\$700	\$10,000	\$12,000	\$14,000	\$16,000	\$18,000
Memberships	\$36,736	\$40,000	\$40,000	\$45,000	\$50,000	\$55,000	\$60,000
Storage, Lessons, Etc.	\$8,339	9000	9000	9000	9000	9000	9000
<b>Total</b>	<b>\$156,971</b>	<b>\$187,700</b>	<b>\$214,000</b>	<b>\$241,000</b>	<b>\$268,000</b>	<b>\$295,000</b>	<b>\$322,000</b>
<b>Gross Revenue</b>	<b>\$405,014</b>	<b>\$447,460</b>	<b>\$728,250</b>	<b>\$816,250</b>	<b>\$915,325</b>	<b>\$1,001,850</b>	<b>\$1,099,450</b>
Maintenance Cost	-\$402,419	-\$441,347	-\$463,414	-\$500,000	-\$550,000	-\$600,000	-\$650,000
Golf Operations	-\$206,573	-\$231,604	-\$240,000	-\$252,000	-\$264,600	-\$277,830	-\$291,721
Marketing	\$0	\$0	-\$24,000	-\$24,000	-\$24,000	-\$24,000	-\$24,000
Staff Professional/ Sustain Golf Course	\$0	\$0	\$0	-\$20,000	-\$40,000	-\$60,000	-\$80,000
<b>Total Maintenance Operating Cost</b>	<b>-\$608,992</b>	<b>-\$672,951</b>	<b>-\$727,414</b>	<b>-\$796,000</b>	<b>-\$878,600</b>	<b>-\$961,830</b>	<b>-\$1,045,721</b>
<b>Net Revenue</b>	<b>-\$203,978</b>	<b>-\$225,491</b>	<b>\$836</b>	<b>\$20,250</b>	<b>\$36,725</b>	<b>\$40,020</b>	<b>\$53,729</b>



Note from conversation with Bill Hughes - Gen Mgr of TPC Sawgrass/Reg Director of TPC Operations

30+ years experience in golf course management

Increase in rounds depending on extent of renovation , amount of promotion and marketing:

- First level of rounds increase: 2 % - 5 %
  - Minimal visible renovation/ only part of the course
  - Only word of mouth dissemination of information
  - Renovations have been a regular occurrence
  - Very slight amount of fee increase possible
- Second level of rounds increase : 5 % - 10%
  - Multiple areas of renovation ( greens or tees or a fairway)
  - Noticeable changes to the areas renovated
  - Good program marketing the changes to the golfers and why they are important
  - Launch party to celebrate the completion of the changes
  - Medium price increase possible
- Third level of rounds increase : 10 % - 20 %
  - Major visible changes to golf course
  - Involvement of players all during the renovation while course is shut down
  - Marketing of the changes from start to finish of renovation
  - Market to all special interest groups playing at course get everyone interested and understanding why there are changes
  - Market program through 4 months after renovations are completed
  - Medium to higher price increase understood and accepted

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# GOLF COURSE INDUSTRY

LEADING THE ONLINE REVOLUTION IN COURSE MANAGEMENT

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Thursday, July 09, 2015

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## Do public course renovations pay off?

COLUMNS - DESIGN CONCEPTS

JEFFREY D. BRAUER | April 15, 2015

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Jeffrey D. Brauer

First, let me say that I hope everyone who attended the recent GIS show in San Antonio had a good show and enjoyed my home state, despite some inhospitable weather. Texas can't get its weather in shape for either GIS or the Super Bowl! I had a nice show, meeting and seeing everyone I wanted to, and I appreciated touching base with several who take the time to read this column.

I also made an ASGCA presentation on the potential financial returns for public course renovations. It's the \$1 million question that potential clients always ask, and I presented independent data gathered in 2014. I was part of a National Golf Foundation business report team for a course in the Dallas-Fort Worth area. Recommended options ranged from closure to total renovations, with a few stops in between. When their City Council asked for backup data for the renovation options, NFG retained Sirius Golf Advisors, a Texas-based golf course business consultant to survey recent public course renovations and their financial results.

Since 2000, DFW has seen 19 public course renovations, and Sirius was able to obtain financial data for many courses that had undergone renovations. For the presentation, I added one of my new renovations that didn't make their list, to make it an even dozen, and adjusted their average numbers accordingly, as shown below in chart form:

As seen, according to the Sirius Golf Advisors data, the nine major renovations increased revenues by an average of 63.7 percent and \$546,709, with increases ranging from only \$73,000 to nearly \$730,000.

There were four minor renovations, which focused on turf improvement for greens or greens and tees, with little new design. These increased revenues by an average of \$210,000. The least successful renovation actually lost revenues, owing to losing turf on their new greens in year two, negating any improvements. The most successful minor renovation is actually a sister course in a 36-hole facility, and the other course had been totally rebuilt, with improved clubhouse, and upgraded service the year before its greens were re-grassed with the "no till" method discussed last month. It clearly gets some residual benefit from the other course.

The minor renovations increased revenues by an average of 23.3 percent and \$210,250. Even without the "outlier" top and bottom performers among minor renovations, the middle two renovations averaged revenue increases of 12.2 percent and \$120,000, about half the average when considering the other two.

The consistency of increased positive rounds, revenues and ROI results is very encouraging for anyone considering a major renovation. However, DFW has good public golf demographics, which may generally mirror other large and vibrant urban areas, but may not reflect depressed and/or rural areas or resort-based golf courses. And, on both the private or public sides of golf, there are many sub-markets, and you have to know where that biggest opportunities lie, and what it takes to hit that sweet spot or niche in that particular market place.

In short, your proposed renovation needs its own specific economic analysis. Post-2006, most golf course master plans I have seen are preceded by a golf course business plan.

NGF/Sirius Golf Advisors did provide some thoughts based on their survey. They believe that you need to reposition and rebrand the facility in the marketplace, to maximize revenue gains. Name changes may occur but aren't always necessary. And, accomplishing that requires that you do everything right – including improving the golf course in design, maintenance, service and image (logo, amenities, etc.) to see the best financial return.

Minor renovations can be financially successful. While they returned much less in total revenues, usually by providing improved greens, which golfers always value, their ROI



calculated as increased annual revenue (assuming year two results continue) divided by construction cost. It may pay to fix just what needs fixing on an otherwise solid course.

The statistics also show that first year returns are often highest, probably due to pre-re-opening marketing, buzz and curiosity, and then dip into a more sustainable pattern the second year. While the survey only covered the first two years of post-renovations operations, for which they had data, for consistency, NGF notes that most courses have maintained their new revenue levels, even for those that are 10 years old now.

Raising prices after renovation makes sense. Golfers expect to pay more for a better product, and increasing revenues by \$500,000 via 20,000 more \$25 rounds is a lot harder than 5,000-10,000 new rounds, with all rounds grossing \$40-50 per player on a "new and improved" product!

18-hole, 18H						
Course	Cost (\$)	New Revenue (\$)	Old Revenue (\$)	New Rate (\$/hr)	Old Rate (\$/hr)	% Increase
Major 1	2,800,000	475,000	1,400,000	1,547,368	806,360	130.54%
Major 2	6,800,000	1,200,000	2,100,000	1,800,000	771,000	127%
Major 3	6,200,000	1,400,000	1,500,000	1,117,500	717,000	155.85%
Major 4	4,300,000	820,000	2,200,000	2,200,000	1,121,000	193.25%
Major 5	4,800,000	770,000	800,000	840,735	72,700	1,027%
Major 6	3,700,000	460,000	520,000	380,000	184,000	47.82%
Major 7	2,900,000	1,250,000	1,400,000	1,640,000	91,375	17.47%
Major 8	2,200,000	1,100,000	1,600,000	1,600,000	100,000	16.00%
Average	4,562,500	926,250	1,562,500	1,425,750	348,750	128.51%

9-hole, 9H						
Course	Cost (\$)	New Revenue (\$)	Old Revenue (\$)	New Rate (\$/hr)	Old Rate (\$/hr)	% Increase
Minor 1	900,000	1,020,000	1,147,321	419,000	107,000	15.40%
Minor 2	500,000	900,000	1,000,000	1,000,000	107,000	16.43%
Minor 3	300,000	847,000	1,100,000	1,100,000	178,000	27%
Minor 4	180,000	1,000,000	2,000,000	2,000,000	1,000,000	1,000%
Average	445,000	946,750	1,317,321	1,317,321	258,000	17.04%

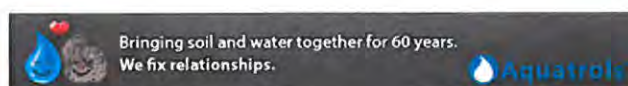
Click the image above to see the full table.

Overspending rarely pays. Most projects require value engineering to infrastructure, design and image improvements. If at all possible, minimize clubhouse improvements – projects with less than \$200,000 for clubhouse improvements provided the highest return. While it sometimes is a necessity, clubhouses rarely pay off. In all cases, a review of the "want to have's" vs. the "market-based must have's" is essential.

The financing mechanism for these courses wasn't available, but their – and your – biggest task will be to determine whether anticipated new revenues will support new debt. With currently low interest rates, \$500,000 in revenues might support \$7 million for a break even, debt-free facility. It's rarely that clean cut, and that figure must also cover interest carry, lost revenues, etc. Many courses wait for their original construction debt to be paid off, and then issue new debt that they can comfortably cover in anticipated revenues.

Those of you who have been through the renovation process will probably agree that it is usually necessary, often profitable, but never all rainbows and butterflies.

Jeffrey D. Brauer is a veteran golf course architect responsible for more than 50 new courses and more than 100 renovations. A member and past president of the American Society of Golf Course Architects, he is president of Jeffrey D. Brauer/GolfScapes in Arlington, Texas. Reach him at [jeff@jeffreymbrauer.com](mailto:jeff@jeffreymbrauer.com).





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Lawn & Landscape  
Garden Center  
Nursery Management  
Greenhouse Management  
Produce Grower

Orlando Area Current 9 Hole Golf Course Rates

<u>Golf Course</u>	<u>Weekday(Walking)</u>	<u>Weekend (Walking)</u>	<u>Weekday(w/cart)</u>	<u>Weekend(w/cart)</u>
--------------------	-------------------------	--------------------------	------------------------	------------------------

Within 10 miles:

WPCC (2017 proposed)	\$15	\$18	\$22	\$25
Winter Pines GC	\$17	\$17	\$21.50	\$21.50
Dubsdread GC	\$20	\$28	\$28	\$36
Osprey Ridge	\$35	\$35	\$35	\$35
Deer Run CC	-	-	\$25	\$25
Casselberry GC	\$10	\$11	-	-
Rio Pinar GC	-	-	\$26	\$26
Ventura CC	\$14	\$16	-	-
Fairways CC	\$17	\$19	-	-
Eastwood GC	\$16	\$16	-	-
Twin Rivers GC (Const)	\$13	\$13	\$17	\$19
Wekiva GC	-	-	\$20	\$20
Metro West GC	-	-	\$39	\$39
Stoneybrook East GC	-	-	\$20	\$25

Orlando Area Current 9 Hole Golf Course Rates

Within 15 miles

Forest Lake GC	-	-	\$22	\$22
Timacuan GC	-	-	\$30	\$30
Shingle Creek GC	-	-	\$44	\$44
Magnolia Plantation GC	\$14	\$14	\$16	\$16
Mayfair CC	-	-	\$20	\$20
Grande Lakes GC	-	-	\$70	\$70
North Shore GC	\$20	\$30	\$20	\$30
Grande Vista GC	\$25	\$25	\$25	\$25

Within 20 miles

Eagle Creek GC	-	-	\$40	\$40
Waldorf Astoria GC	-	-	\$35	\$45
Lake Buena Vista GC	\$21	\$21	\$35	\$35
Eagle Dunes GC (after 3 only)-	-	-	\$16	\$16
Hawk's Landing GC	-	-	\$45	\$45
Kissimmee Bay CC	-	-	\$25	\$25
Wedgfield GC	\$18	\$21	\$20	\$23
Hunters Creek GC	-	-	\$35	\$35
Grand Cypress	-	-	\$69	\$69
Zellwood Station GC	-	-	\$16	\$16
Stoneybrook West	-	-	\$15	\$15

	2005	2006	2007	2008	2009	2010	2011	2012	2013	YTD 2014	Projected 2015	2016
Revenue	367,585	391,172	436,822	488,708	445,553	441,180	421,826	390,401	424,596	405,014	447,460	Course Closed For Renovaiton Est. 6 Months
Expenses:												
Golf Operations							213,133	186,260	201,724	206,573	231,604	
Golf Maintenance	421,435	462,439	479,828	492,923	479,828	492,923	368,636	356,905	343,617	402,419	441,347	
Total Expenses	421,435	462,439	479,828	492,923	479,828	492,923	581,769	543,165	545,341	608,992	672,951	

Difference: (53,850.00) (71,267.00) (43,006.00) (4,215.00) (34,275.00) (51,743.00) (159,943.00) (152,764.00) (120,745.00) (203,978.00) (225,491.00)

	2017	2018	2019	2020	2021
Revenue	728,250	816,250	915,325	1,001,850	1,099,450
Expenses:					
Golf Operations	264,000	296,000	328,600	361,830	395,721
Golf Maintenance	463,414	500,000	550,000	600,000	650,000
Total Expenses	727,414	796,000	878,600	961,830	1,045,721

Difference: 836.00 20,250.00 36,725.00 40,020.00 53,729.00

## Winter Park Country Club

FISCAL YEAR 2009

DATE	TOTAL	# 18 HOLE	# 9 HOLE	# JR.	# 9 JR.	# CITY	High Golf	19 PLAY	GREENS FEES	CARTS	Membership	Equipment	SNACKS	STORAGE	Scorecard
8-Oct	\$32,880.95	169	1,550	2	240	17	0	10	\$20,500.99	\$3,385.33	\$5,089.90	\$1,557.74	\$1,756.99	\$90.00	\$500.00
8-Nov	\$34,742.20	179	1,698	1	171	18	91	0	\$25,117.12	\$3,171.79	\$2,669.63	\$2,075.25	\$1,628.41	\$80.00	\$0.00
8-Dec	\$41,740.55	184	2,035	2	272	17	0	30	\$28,997.12	\$3,594.40	\$4,349.64	\$2,683.01	\$2,006.38	\$110.00	\$0.00
9-Jan	\$44,551.83	118	2,088	2	264	15	132	0	\$31,661.74	\$3,447.93	\$5,809.14	\$1,967.37	\$1,565.65	\$100.00	\$0.00
9-Feb	\$44,239.11	142	2056	8	228	15	64	60	\$30,273.71	\$3,965.98	\$5,772.38	\$2,406.37	\$1,750.67	\$70.00	\$0.00
9-Mar	\$48,584.11	152	2,284	7	281	26	80	240	\$35,874.13	\$4,670.57	\$3,255.01	\$2,561.33	\$2,183.07	\$40.00	\$0.00
9-Apr	\$53,300.86	151	2,391	9	360	84	0	250	\$37,841.34	\$4,932.06	\$4,719.77	\$2,904.04	\$2,823.65	\$80.00	\$0.00
9-May	\$37,170.19	113	1,766	2	191	58	0	100	\$26,138.09	\$3,765.25	\$3,193.31	\$1,818.58	\$2,234.96	\$20.00	\$0.00
9-Jun	\$41,983.14	34	1,234	3	258	65	0	180	\$20,143.66	\$3,406.95	\$14,671.77	\$1,894.22	\$1,806.54	\$60.00	\$0.00
9-Jul	\$34,456.50	69	1,402	4	294	54	0	190	\$23,061.31	\$3,635.50	\$4,380.89	\$1,412.69	\$1,896.11	\$70.00	\$0.00
9-Aug	\$33,030.07	85	1,434	44	372	38	0	100	\$23,331.64	\$3,890.14	\$1,849.06	\$1,680.86	\$2,268.37	\$10.00	\$0.00
9-Sep	\$30,597.79	59	1181	4	267	22	0	100	\$18,590.85	\$3,177.05	\$5,123.89	\$1,780.07	\$1,805.93	\$120.00	\$0.00
TOTALS	\$477,277.30	1,455	21,119	88	3,198	429	367	1260	\$321,531.70	\$45,042.95	\$60,884.39	\$24,741.53	\$23,726.73	\$850.00	\$500.00

ROUNDS OF GOLF  
27,916

REVENUE  
\$477,277.30

## Winter Park Country Club

### FISCAL YEAR 2010

DATE	TOTAL (Pre-Sales Tax)	# 18 HOLE	# 9 HOLE	# 18 JR.	# 9 JR.	# CITY	Night Golf	10 PLAY	Greens Fees	Carts	Membership	Merchandise	Snacks	Storage	Scorecard	Country Club	Golf Events
October	\$35,705.07	80	1,315	6	350	24	0	190	\$22,158.68	\$3,633.45	\$3,247.76	\$1,831.97	\$1,933.21	\$50.00	\$0.00	\$2,850.00	\$0.00
November	\$34,772.01	71	1,374	5	287	9	40	70	\$23,139.34	\$3,161.31	\$2,569.75	\$2,175.49	\$1,828.12	\$40.00	\$0.00	\$1,458.00	\$400.00
December	\$42,890.28	86	1,350	5	274	19	55	130	\$24,211.94	\$3,279.40	\$8,897.65	\$3,099.02	\$1,513.37	\$180.00	\$0.00	\$1,468.00	\$240.00
January	\$33,962.71	95	1,314	9	260	21	80	110	\$23,923.23	\$3,223.99	\$2,388.50	\$1,688.91	\$1,838.08	\$40.00	\$0.00	\$860.00	\$0.00
February	\$35,257.94	67	1,266	4	241	15	86	60	\$22,016.00	\$2,951.60	\$3,194.82	\$1,574.88	\$1,580.64	\$80.00	\$0.00	\$3,690.00	\$170.00
March	\$48,333.20	105	1,715	5	294	27	80	60	\$30,140.84	\$3,767.08	\$5,764.95	\$2,054.64	\$2,027.69	\$30.00	\$2,200.00	\$2,348.00	\$0.00
April	\$44,362.75	101	1,871	4	422	116	0	100	\$31,518.06	\$4,877.04	\$1,196.88	\$2,027.88	\$2,984.89	\$10.00	\$200.00	\$1,548.00	\$0.00
May	\$40,014.63	87	1,581	5	271	132	0	170	\$24,880.61	\$4,397.06	\$1,905.75	\$2,077.05	\$2,566.16	\$0.00	\$1,000.00	\$3,188.00	\$0.00
June	\$45,825.30	58	1,225	2	297	130	0	90	\$19,621.29	\$3,586.33	\$14,976.27	\$1,680.54	\$2,394.87	\$110.00	\$0.00	\$3,456.00	\$0.00
July	\$30,874.06	57	1,148	3	329	96	0	120	\$19,072.78	\$3,631.41	\$2,959.51	\$1,647.33	\$2,433.03	\$30.00	\$200.00	\$900.00	\$0.00
August	\$27,390.05	32	992	2	340	48	0	90	\$16,607.80	\$3,366.34	\$1,976.82	\$1,513.07	\$2,138.12	\$0.00	\$0.00	\$1,788.00	\$0.00
September	\$26,978.24	53	893	10	248	26	0	130	\$15,053.51	\$2,944.54	\$4,464.38	\$1,648.20	\$1,957.61	\$50.00	\$200.00	\$660.00	\$0.00
TOTALS	\$446,366.24	892	16,044	60	3,613	663	341	1320	\$272,344.08	\$42,819.55	\$53,543.04	\$23,019.88	\$25,195.79	\$620.00	\$3,800.00	\$24,214.00	\$810.00

ROUNDS OF GOLF

22,933

REVENUE

\$446,366.34

## Winter Park Country Club

### FISCAL YEAR 2011

DATE	TOTAL (Pre-Sales Tax)	# 18 HOLE	# 9 HOLE	# 18 JR.	# 9 JR.	# CITY	Night Golf	10 PLAY	Greens Fees	Carts	Membership	Merchandise	Snacks	Storage	Scorecard	Country Club	Golf Events	Golf Rental Deposit
October	\$35,533.45	67	1,355	105	341	37	0	150	\$22,203.24	\$3,906.62	\$1,223.25	\$2,128.10	\$2,988.24	\$40.00	\$0.00	\$3,044.00	\$0.00	\$0.00
November	\$36,580.95	68	1,258	44	247	15	103	70	\$22,660.98	\$3,169.26	\$2,867.14	\$2,123.30	\$2,010.27	\$60.00	\$0.00	\$1,940.00	\$0.00	\$1,750.00
December	\$33,468.53	72	1,189	2	233	17	80	150	\$20,629.93	\$2,544.83	\$3,606.50	\$3,638.34	\$1,638.93	\$20.00	\$0.00	\$1,140.00	\$0.00	\$250.00
January	\$39,734.90	98	1,462	5	237	16	0	160	\$24,354.32	\$2,973.07	\$4,493.21	\$1,672.80	\$1,703.50	\$70.00	\$0.00	\$2,468.00	\$0.00	\$2,000.00
February	\$42,582.97	81	1,618	3	244	31	80	140	\$27,893.36	\$3,769.50	\$2,387.90	\$1,772.20	\$2,120.01	\$30.00	\$0.00	\$3,610.00	\$0.00	\$1,000.00
March	\$44,512.08	94	2,580	11	286	30	80	210	\$30,860.92	\$4,024.24	\$2,807.16	\$2,723.87	\$2,495.89	\$0.00	\$0.00	\$600.00	\$0.00	\$1,000.00
April	\$43,335.29	79	1,652	7	331	36	0	160	\$28,806.05	\$3,901.93	\$913.50	\$2,660.21	\$2,889.60	\$0.00	\$0.00	\$2,164.00	\$0.00	\$2,000.00
May	\$36,408.64	48	1,374	3	269	65	40	90	\$21,499.41	\$3,731.93	\$3,515.51	\$2,366.55	\$2,820.04	\$20.00	\$0.00	\$1,455.20	\$0.00	\$1,000.00
June	\$34,967.02	45	1,105	7	336	72	0	90	\$18,201.50	\$3,374.83	\$6,767.01	\$1,682.70	\$2,120.98	\$120.00	\$0.00	\$1,700.00	\$0.00	\$1,000.00
July	\$38,271.14	63	1,083	9	314	64	0	12	\$18,105.61	\$3,515.67	\$10,683.02	\$2,068.60	\$1,731.13	\$0.00	\$0.00	\$1,260.00	\$0.00	\$250.00
August	\$19,910.57	33	807	2	378	54	0	4	\$12,684.84	\$2,194.68	\$325.82	\$998.55	\$1,173.13	\$0.00	\$0.00	\$1,800.00	\$0.00	\$250.00
September	\$20,075.02	44	736	5	228	28	0	13	\$11,363.30	\$1,978.50	\$0.00	\$1,699.06	\$1,893.28	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTALS	\$425,380.56	792	16,219	203	3,444	465	383	1249	\$259,263.46	\$39,085.06	\$39,590.02	\$25,534.28	\$25,585.00	\$360.00	\$0.00	\$21,181.20	\$0.00	\$10,500.00

ROUNDS OF GOLF

22,755

REVENUE

\$410,599.02



## Winter Park Country Club

### FISCAL YEAR 2012

DATE	TOTAL (Pre-Sales Tax)	9 HOLE	9 Hole Replay	JR	JR Replay	# CITY	Night Golf	10 PLAY	Greens Fees	Carts	Membership	Merchandise	Snacks	Storage	Lessons	Scorecard	Golf Events
October	\$21,789.59	1,014	78	198	3	41	0	88	\$16,025.43	\$2,817.77	\$0.00	\$1,170.12	\$1,776.27	\$0.00	\$0.00	\$0.00	\$0.00
November	\$32,457.94	1,230	60	411	5	28	89	112	\$22,981.34	\$2,915.34	\$0.00	\$4,031.60	\$2,129.66	\$0.00	\$0.00	\$400.00	\$0.00
December	\$36,052.41	1,447	112	289	4	31	50	126	\$26,799.72	\$3,500.02	\$0.00	\$3,299.02	\$2,253.65	\$0.00	\$0.00	\$200.00	\$0.00
January	\$41,802.11	1,468	107	229	9	25	33	179	\$30,264.45	\$3,498.31	\$1,635.73	\$3,290.25	\$1,913.37	\$0.00	\$0.00	\$1,200.00	\$0.00
February	\$43,284.59	1,321	83	214	12	24	121	173	\$33,119.73	\$3,136.58	\$2,264.87	\$2,373.75	\$1,439.66	\$0.00	\$0.00	\$950.00	\$0.00
March	\$39,653.70	1,492	105	276	6	34	38	121	\$31,201.67	\$3,638.10	\$0.00	\$2,513.41	\$2,183.15	\$117.37	\$0.00	\$0.00	\$0.00
April	\$33,405.59	1,709	159	249	1	85	0	88	\$24,684.67	\$3,886.23	\$0.00	\$2,624.09	\$2,093.23	\$117.37	\$0.00	\$0.00	\$0.00
May	\$34,862.20	1,561	193	254	0	85	0	55	\$18,345.07	\$3,235.97	\$3,101.10	\$3,160.34	\$2,078.71	\$3,261.01	\$880.00	\$800.00	\$0.00
June	\$25,065.87	1,309	181	312	0	41	0	57	\$16,197.13	\$2,714.89	\$1,138.41	\$2,244.93	\$1,845.51	\$0.00	\$925.00	\$0.00	\$0.00
July	\$29,718.08	1,525	210	347	0	15	0	43	\$18,743.89	\$3,570.62	\$1,751.18	\$3,214.38	\$1,848.01	\$0.00	\$590.00	\$0.00	\$0.00
August	\$24,583.76	1,284	142	293	0	19	0	53	\$16,251.97	\$2,838.63	\$476.03	\$2,633.42	\$1,721.71	\$12.00	\$630.00	\$0.00	\$0.00
September	\$23,238.40	1,253	140	278	0	12	0	36	\$14,756.04	\$2,695.03	\$633.80	\$2,581.08	\$1,573.08	\$0.00	\$499.37	\$500.00	\$0.00
TOTALS	\$385,894.24	16,613	1,570	3,350	40	440	331	1131	\$269,371.11	\$38,447.49	\$11,001.12	\$33,136.39	\$22,856.01	\$3,507.75	\$3,524.37	\$4,050.00	\$0.00

ROUNDS OF GOLF

23,475

REVENUE

\$385,894.24



## Winter Park Country Club

### FISCAL YEAR 2013

DATE	TOTAL (Pre-Sales Tax)	9 HOLE	9 Hole Replay	JR	# CITY	Night Golf	10 PLAY	Greens Fees	Carts	Membership	Merchandise	Snacks	Storage	Lessons	Scorecard	Golf Events
October	\$21,561.71	1,220	128	228	25	0	43	\$14,529.15	\$2,748.38	\$75.12	\$2,170.60	\$1,428.13	\$0.00	\$610.33	\$0.00	\$0.00
November	\$27,645.73	1,581	165	242	29	155	36	\$17,603.63	\$2,655.04	\$677.34	\$2,191.88	\$1,531.33	\$125.00	\$461.51	\$0.00	\$2,400.00
December	\$35,426.46	2,035	186	265	26	0	49	\$23,802.78	\$3,124.14	\$2,305.16	\$3,683.16	\$1,797.60	\$0.00	\$713.62	\$0.00	\$0.00
January	\$31,318.08	2,037	215	208	29	0	46	\$21,554.56	\$3,672.01	\$652.58	\$2,870.18	\$1,939.65	\$0.00	\$629.10	\$0.00	\$0.00
February	\$36,266.48	2,149	219	196	29	154	34	\$23,370.88	\$3,689.95	\$872.33	\$2,565.56	\$2,098.27	\$0.00	\$1,169.49	\$0.00	\$2,500.00
March	\$42,604.23	2,475	228	337	80	131	50	\$26,108.94	\$3,807.68	\$4,317.25	\$3,885.81	\$2,409.43	\$0.00	\$75.12	\$0.00	\$2,000.00
April	\$41,197.45	2,362	276	342	68	50	31	\$24,408.60	\$3,678.75	\$1,812.20	\$4,238.65	\$2,756.53	\$1,500.00	\$852.96	\$0.00	\$1,949.76
May	\$39,755.30	2,152	353	418	73	0	29	\$27,924.53	\$4,130.64	\$1,758.21	\$2,959.70	\$2,462.03	\$22.54	\$497.65	\$0.00	\$0.00
June	\$33,336.27	1,849	226	334	27	0	33	\$20,820.16	\$3,393.30	\$3,323.94	\$3,093.20	\$2,380.55	\$250.00	\$75.12	\$0.00	\$0.00
July	\$28,849.48	1,765	155	192	10	2	2	\$20,616.80	\$3,321.95	\$6,069.60	\$2,708.57	\$1,803.10	\$715.49	\$0.00	\$0.00	\$4,024.06
August	\$32,100.37	1,887	206	185	26	0	3	\$22,379.12	\$3,741.73	\$1,474.18	\$3,718.61	\$2,302.65	\$117.37	\$0.00	\$0.00	\$0.00
September	\$22,739.92	1405	128	271	16	0	34	\$16,639.15	\$2,755.32	\$0.00	\$1,807.19	\$1,538.26	\$0.00	\$0.00	\$0.00	\$0.00
TOTALS	\$404,844.86	22,917	2,485	3,218	438	492	390	\$259,758.30	\$40,718.89	\$23,337.91	\$35,893.11	\$24,447.53	\$2,730.40	\$5,084.90	\$0.00	\$12,873.82

ROUNDS OF GOLF

29,940

REVENUE

\$404,844.86

**Winter Park Country Club**  
**FISCAL YEAR 2014**

DATE	TOTAL (Pre-Sales Tax)	9 HOLE	9 Hole Replay	JR	# CITY	Night Golf	10 PLAY	Member Rounds	Greens Fees	Carts	Membership	Merchandise	Snacks	Storage	Lessons	Scorecard	Golf Events
October	\$27,760.48	1,506	172	259	31	0	17	582	\$18,851.18	\$3,743.95	\$666.67	\$2,094.03	\$1,691.01	\$0.00	\$713.64	\$0.00	\$0.00
November	\$30,134.83	1,381	153	214	25	130	34	533	\$18,412.21	\$2,830.39	\$3,206.82	\$1,906.59	\$1,466.60	\$403.77	\$300.48	\$0.00	\$1,607.97
December	\$38,263.75	1,898	204	287	24	0	13	605	\$23,742.65	\$3,738.75	\$3,892.03	\$3,376.73	\$1,804.67	\$234.74	\$723.01	\$0.00	\$751.17
January	\$29,043.09	1,561	205	243	44	0	16	502	\$20,802.18	\$3,200.45	\$845.07	\$2,619.22	\$1,463.49	\$0.00	\$112.68	\$0.00	\$0.00
February	\$39,145.03	1,892	238	157	26	60	29	522	\$21,948.54	\$4,026.32	\$6,218.27	\$2,775.55	\$1,751.03	\$184.99	\$347.42	\$0.00	\$1,892.91
March	\$48,694.39	2,078	327	326	46	0	56	675	\$28,576.18	\$4,998.99	\$7,981.23	\$3,862.07	\$2,475.44	\$0.00	\$300.48	\$500.00	\$0.00
April	\$43,735.27	2,160	373	285	118	0	50	706	\$26,101.09	\$4,708.33	\$4,381.46	\$3,536.14	\$2,693.67	\$234.74	\$1,079.84	\$1,000.00	\$0.00
May	\$41,387.62	1,734	280	315	122	0	45	664	\$23,014.88	\$4,169.75	\$4,990.60	\$4,209.60	\$2,448.89	\$234.74	\$619.16	\$500.00	\$1,200.00
June	\$30,925.42	1,500	210	288	64	0	46	555	\$18,380.99	\$3,579.54	\$1,361.49	\$2,495.22	\$2,125.01	\$352.11	\$676.06	\$0.00	\$1,955.00
July	\$26,024.19	1,238	197	292	37	0	41	569	\$16,574.11	\$3,180.25	\$892.01	\$3,413.25	\$1,499.78	\$117.37	\$347.42	\$0.00	\$0.00
August	\$28,755.62	1,292	144	391	25	0	35	655	\$18,169.53	\$3,710.89	\$1,737.07	\$2,650.50	\$1,628.48	\$469.48	\$389.67	\$0.00	\$0.00
September	\$21,145.37	1064	120	227	28	0	55	627	\$13,469.81	\$2,522.40	\$563.38	\$2,654.00	\$1,438.11	\$0.00	\$497.67	\$0.00	\$0.00
TOTALS	\$405,015.06	19,304	2,623	3,284	590	190	437	7195	\$248,043.35	\$44,410.01	\$36,736.10	\$35,592.90	\$22,486.18	\$2,231.94	\$6,107.53	\$2,000.00	\$7,407.05

ROUNDS OF GOLF

33,623

REVENUE

\$405,015.06

# Golf Course Strategic Plan Task Force Mission

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**To initiate and provide guidance for the  
renovation and upgrade of WPCC,  
commemorating its 100<sup>th</sup> anniversary**

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# Golf Course Strategic Plan Task Force Mission

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- Elevate Winter Park Country Club to the Winter Park Standard of Excellence. “Make it a gem”
  - Provide an enduring landmark where friends and family memories are made.
  - Achieve long term operational self sufficiency
  - Develop partnerships to “grow the game of golf”
  - Be a model for 9-hole golf courses
    - Attract players of all age and skill levels
    - Provide competitive first class golfing alternative
-

# Golf Trends



- Abbreviated golf experience and exercise opportunity
  - “9 is the new 18”
  - USGA “Time for 9”
- Affordable golf
- Inclusive golf experience
  - Families, all skill levels, all ages
- Smaller golfing footprint
  - “Tee it forward” (PGA)



# GOLF COURSE ITEMS

## EXPECTED LIFE CYCLE

### HOW LONG SHOULD PARTS OF THE GOLF COURSE LAST?

ITEM	YEARS	ITEM	YEARS
Greens (1)	15 – 30 years	Cart Paths – concrete	15 – 30 years
Bunker Sand	5 – 7 years	Practice Range Tees	5 – 10 years
Irrigation System	10 – 30 years	Tees	15 – 20 years
Irrigation Control System	10 – 15 years	Corrugated Metal Pipes	15 – 30 years
PVC Pipe (under pressure)	10 – 30 years	Bunker Drainage Pipes (3)	5 – 10 years
Pump Station	15 – 20 years	Mulch	1 – 3 years
Cart Paths – asphalt (2)	5 – 10 years (or longer)	Grass (4)	Varies

**NOTES:** (1) Several factors can weigh into the decision to replace greens: accumulation of layers on the surface of the original construction, the desire to convert to new grasses and response to changes in the game from an architectural standpoint (like the interaction between green speed and hole locations). (2) Assumes on-going maintenance beginning 1 – 2 years after installation. (3) Typically replaced because the sand is being changed — while the machinery is there to change sand, it's often a good time to replace the drainage pipes as well. (4) As new grasses enter the marketplace — for example, those that are more drought and disease tolerant — replanting may be appropriate, depending upon the site.



**NGF**



DATA COMPILED BY ASICA, 125 NORTH EXECUTIVE DRIVE, SUITE 100, BROOKFIELD, WI 53005

# Golf Course Items

## Expected Life Cycle



Item	Years	Last Performed at WPCC
Greens	15-30 years	1936/1937
Bunker Sand	5-7 years	As needed
Irrigation System	10-30 years	1986 (29 years)
Irrigation Control System	10-15 years	2007
PVC Pipe (under pressure)	10-30 years	PVC- 1986    Aging Hydraulic/Rubber tubing
Pump Station	15-20 years	2010 Updated Control Station (VFD) for Pump Significant corrosion issue well shaft- Extent unknown
Cart Paths- asphalt	5-10 years (or longer)	2003



# Golf Course Items

## Expected Life Cycle



Item	Years	Last Performed at WPCC
Tees	15-20 years	Only cosmetic (Re-sodded) in 2011 (all 9) Replaced stone walls with brick walls
Bunker Drainage Pipes	5-10 years	Never
Mulch	1-3 years	As needed
Grass	Varies	Green on Hole 3 in 2007 All Other Greens are Original Grass All Fairways and Roughs are original



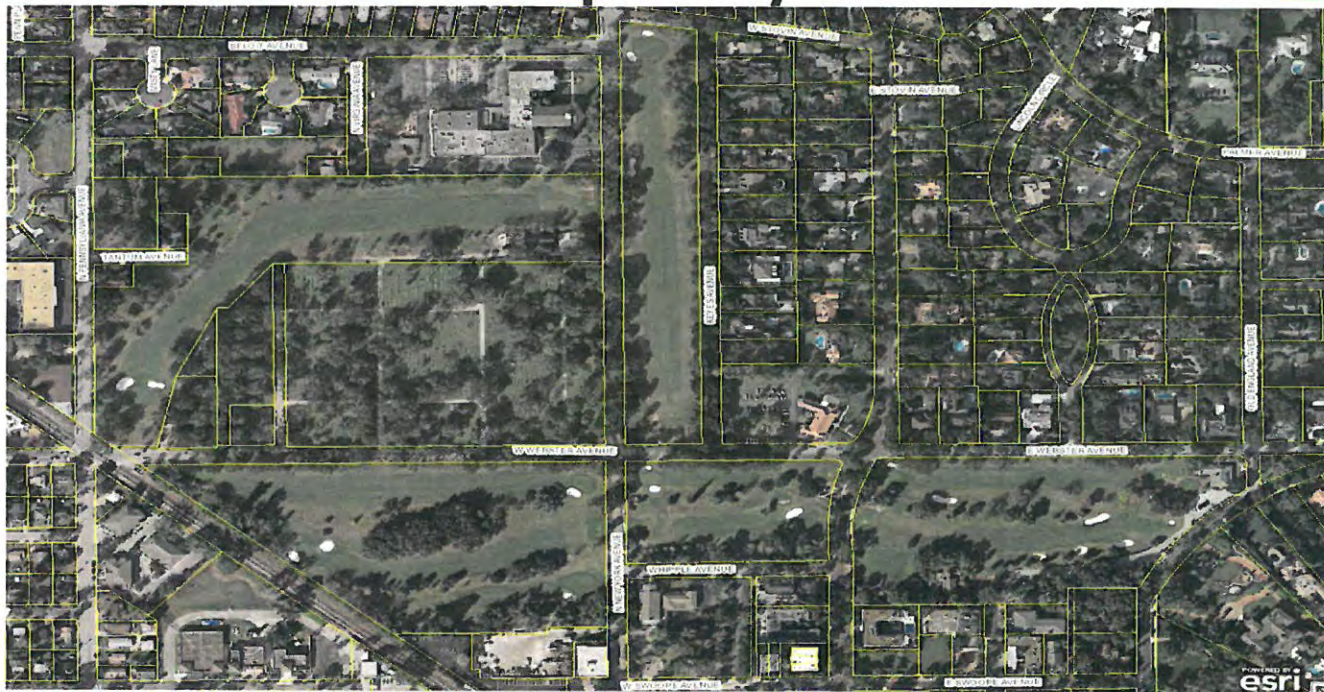
# What does this mean?

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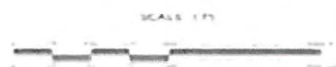


- Grass areas are all at risk
  - Grass mutations, soil composition
- Irrigation system is old technology
  - Coverage inadequate and water use inefficient

# Winter Park Country Club Property







# A

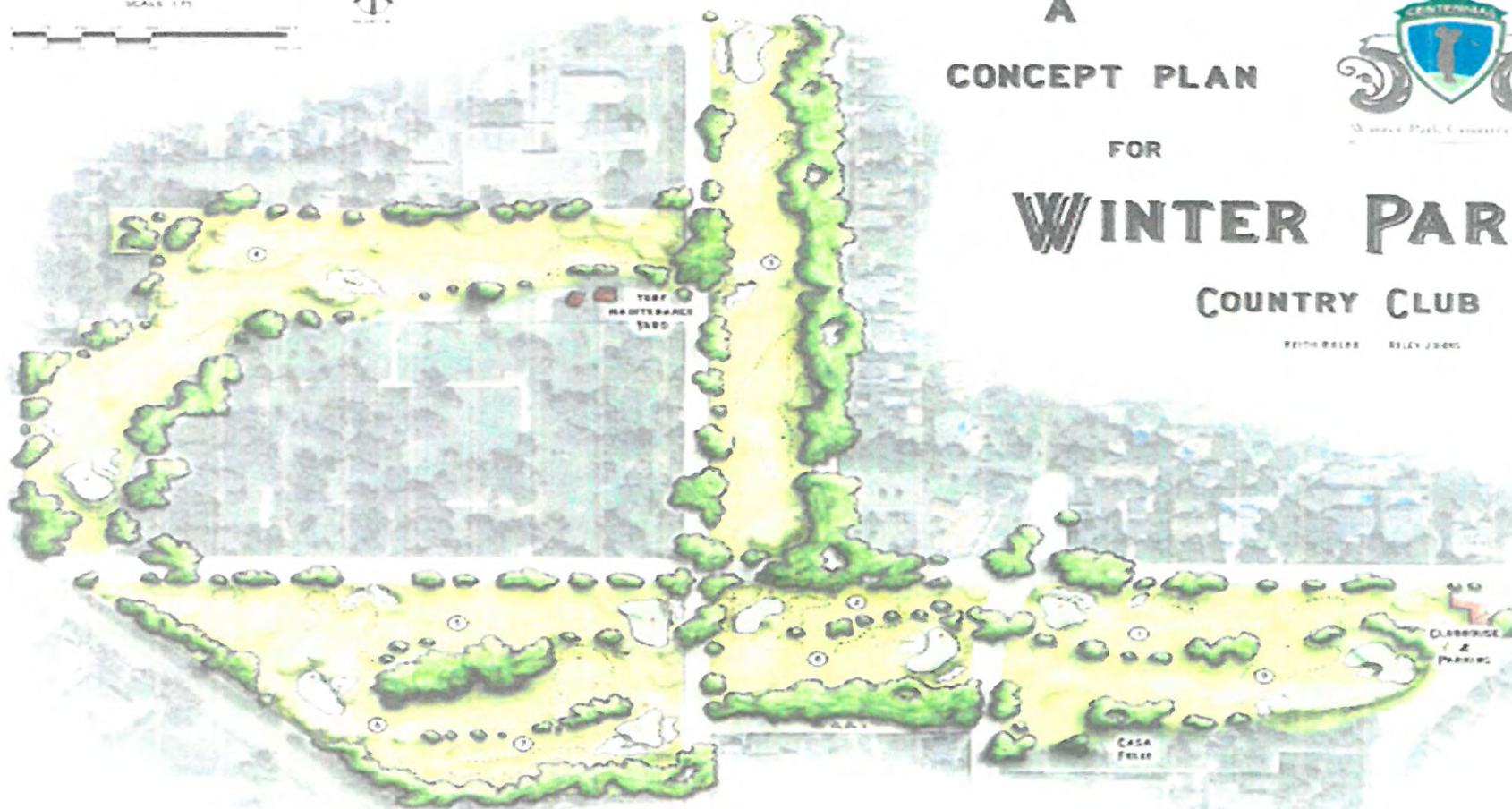
## CONCEPT PLAN

FOR

# WINTER PARK

COUNTRY CLUB

第 1 次 第 2 次



# Cost

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- Golf Course Construction
  - Includes design, materials & construction

\$1.2-1.5 Million

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# Funding Options

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- Fundraising, grants, and donations
  - Budget in general fund (multi-year funding)
    - 2018 CIP \$350,000 for tees and greens
  - Millage increase for Parks & Recreation Projects
  - Bond Referendum for Parks & Recreation Projects
-



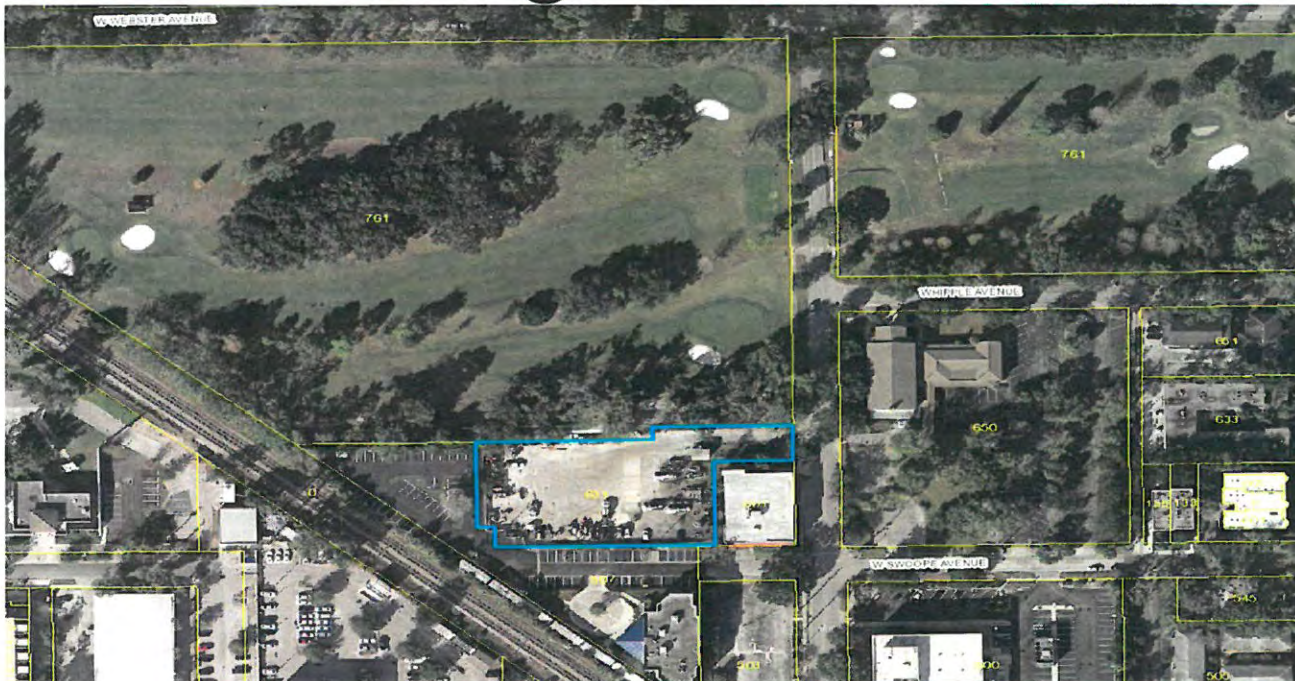
# Strategic Vision

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- Short game training center
  - Virtual Swing Analysis
  - Hitting nets
  - Instructional full swing training
  - First Tee Center of Central Florida
  - House golf carts and maintenance equipment
-

# Potential Future Training Center Site



City Owned  
Well Property

1 Acre

## Winter Park Country Club Renovation Estimate

### Design : \$100,000.00

### Equipment : \$90,000.00

Dk3 Dozer	\$5,000/mo. x 3	= \$15,000.00
311F Cat Excavator	\$4,850/mo. x 3	= \$14,000.00
289D Cat Track Loader	\$3,675/mo. x 3	= \$11,000.00
304 Mini Excavator	\$2,500/mo. x 2	= \$5,000.00
Ford F650 6 Yard Dump Truck	\$3,000/mo. x 2	= \$6,000.00
65-75 hp AG Tractor	\$2,500/mo. x 2	= \$5,000.00
Pronovost dump Trailer	\$1,000/mo. x 2	= \$2,000.00
Sandpro	\$20/hr x 100hrs	= \$2,000.00
Fuel and Maintenance	\$10,000/mo. x3	= \$30,000.00

### Demo : \$175,980.00

Tree/Stump Removal	\$800/tree x 50	= \$40,000.00
Tree Trimming	\$453.00/tree x 25	= \$10,000.00
Grass Removal Koro/2 Trailers	\$.09/ft x 25acres	= \$98,010.00
2 Sod Cutters	\$680/mo. x 1	= \$1,360.00
Dumpster Rental	\$370/mo. x3	= \$1,110.00
Erosion Control	\$22.50/100 ft x 10,000ft	= \$2,500.00
<b>Labor</b>		<b>= \$23,000.00</b>

### Shaping/ Finishing : \$375,020.00

3 Shapers/Managers	\$20,000/mo. x3	= \$180,000.00
Assistant/Finish Man	\$10,000/mo. x2	= \$20,000.00
Imported Sand Cap	\$380/load x 300	= \$114,000.00
Bunker Sand	\$800/load x 60	= \$48,000.00
Tee Laser Leveling	\$.09/sq. ft x 78,000 sq. ft	= \$7,020.00
<b>Misc Finish Tools</b>		<b>= \$6,000.00</b>

### Irrigation/Drainage : \$339,000.00

Sprinkler Head Install	\$1,300/head x 230	= \$299,000.00
Pumpstation Relocation		= \$20,000.00
Irrigation Designer		= \$10,000.00
4 inch Solid Drainage Pipe	\$20/stick x 80	= \$1,600.00
4 inch Perf. Drainage Pipe	\$20/stick x 100	= \$2,000.00
4 inch Misc Parts		= \$1,000.00
8 inch Solid Drainage Pipe	\$50/stick x 40	= \$2,000.00
8 inch Misc Parts		= \$1,000.00
Drainage Stone	\$400/truck x6	= \$2,400.00

### Grassing : \$120,000.00

419 Bermuda Sprigs	\$1,000/acre x 25	= \$25,000.00
419 Bermuda Sod	\$.26/sq. ft x 1 acre	= \$11,325.60
Tif Eagle Sprigs Installed	\$.60/sq. ft x 70,000sq. ft	= \$42,000.00
Grass Install		= \$36,674.40
Pine Straw		= \$5,000.00

**Total: \$1,200,000.00**



# Golf Course Strategic Plan Task Force Mission

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## **Supplemental Information**

All titles below are hyperlinked to the correct page.

Please click on the title you want to view.

- I. About the Winter Park Country Club
  - a. 100<sup>th</sup> Anniversary
  - b. Scorecard
  - c. Florida Historic Golf Trail
  - d. Florida Historic Golf Trail Scorecard
  - e. Golf Strategic Plan Task Force Mission
  - f. About the Winter Park Country Club
  - g. Hole Layouts
  - h. Timeline
  - i. Golf Course Statistical Data
  - j. Annual Rounds
- II. Trends
  - a. The State of the Golf Industry in 2015
  - b. Golf Trends
  - c. Trends that can change the game of golf in 2015
  - d. Alternate hole rates
  - e. Future
  - f. Rounds Show Modest Growth in 2014
  - g. Women in Golf 2014 Study
  - h. The fountain of Youth
- III. 9-hole Friendly Golf Courses
- IV. 9-hole Trends
  - a. Good Things In Small Packages
  - b. Small Wonders
- V. Course Renovation Guide
- VI. Kitson & Partners, LLC- Golf Course Evaluation 2006
- VII. Maintenance Tips
- VIII. Sample Renovation Budget
- IX. Concept Design for Golf Course Improvements
- X. Water Conservation
- XI. Training Center Strategic Vision
- XII. Training Center Equipment

## LESSONS

### Golf Lessons:

#### Individual lessons:

Half hour.....	50.00
Hour.....	80.00
3 hour package.....	210.00
5 hour package.....	300.00
10 hour package.....	500.00

#### Playing lessons, per person:

9 holes.....	125.00
18 holes.....	200.00

#### Group lessons, per person:

##### One hour package:

2 students.....	60.00
3 students.....	50.00
4 students.....	40.00

##### Three hour package:

2 students.....	150.00
3 students.....	120.00
4 students.....	90.00

##### Five hour package:

2 students.....	200.00
3 students.....	150.00
4 students.....	120.00

##### Ten hour package:

2 students.....	300.00
3 students.....	200.00
4 students.....	150.00



Winter Park Country Club  
761 Old England Avenue  
Winter Park, FL 32789  
407-599-3339  
[winterparkcountryclub.com](http://winterparkcountryclub.com)

## WINTER PARK COUNTRY CLUB



2014-2015

*100th*  
**ANNIVERSARY**



## GREEN FEES NOVEMBER–APRIL

### (WP Residents/Non-residents):

#### Monday/Tuesday:

7–9AM.....	\$10/\$12
9–11AM.....	\$10/\$12
11AM–1PM.....	\$9/\$11
1–3PM.....	\$8/\$10
3–5PM.....	\$9/\$11
5–7PM.....	\$8/\$10

#### Wednesday/Thursday:

7–9AM.....	\$11/\$13
9–11AM.....	\$12/\$14
11AM–1PM.....	\$10/\$12
1–3PM.....	\$10/\$12
3–5PM.....	\$11/\$13
5–7PM.....	\$10/\$12

#### Friday/Saturday/Sunday/Holidays:

7–9AM.....	\$15/\$17
9–11AM.....	\$14/\$16
11AM–1PM.....	\$13/\$15
1–3PM.....	\$14/\$16
3–5PM.....	\$15/\$17
5–7PM.....	\$14/\$16

## GREEN FEES MAY–OCTOBER

### (WP Residents/Non-residents):

#### Monday/Tuesday:

7–9AM.....	\$9/\$11
9–11AM.....	\$8/\$10
11AM–1PM.....	\$8/\$10
1–3PM.....	\$8/\$10
3–5PM.....	\$9/\$11
5–7PM.....	\$9/\$11

#### Wednesday/Thursday:

7–9AM.....	\$10/\$12
9–11AM.....	\$11/\$13
11AM–1PM.....	\$9/\$11
1–3PM.....	\$9/\$11
3–5PM.....	\$10/\$12
5–7PM.....	\$9/\$11

#### Friday/Saturday/Sunday/Holidays:

7–9AM.....	\$14/\$16
9–11AM.....	\$13/\$15
11AM–1PM.....	\$12/\$14
1–3PM.....	\$13/\$15
3–5PM.....	\$14/\$16
5–7PM.....	\$13/\$15

## PASSES, CARTS AND OTHER FEES

### Annual Passes:

Single WP resident .....	600.00
Double WP resident .....	900.00
Single non-resident .....	650.00
Double non-resident.....	1000.00
Corporate membership (16 members at \$500).....	8,000.00
Ten-Round Pass .....	110.00

### Junior & Student Rates:

WP Resident Jr.....	6.00
Non-Res Jr.....	8.00
WP Resident Student.....	7.00
Non-Res Student.....	9.00
Jr. membership (resident).....	230.00
Jr. membership (non-res).....	250.00
Student membership (res).....	280.00
Student membership (non).....	300.00

### Carts & Misc.

Replay Rate.....	5.00
Pull Cart.....	3.00
Electric Cart (single) .....	7.00
Electric Cart (double).....	14.00
Unlimited Electric Cart (annual).....	650.00
Unlimited Electric Cart (monthly).....	65.00
Club Storage (annual).....	125.00
Club Storage (monthly).....	12.00
Rental Clubs.....	10.00

# LUMA

ON  
PARK

290 S. Park Ave., Winter Park  
Lounge opens at 4, Dinner at 5:30  
407-599-4111

Bring this scorecard to receive 10% off your check at either restaurant.

# PRATO

WINTER PARK

124 N. Park Ave., Winter Park  
Lunch Wed-Sun 11:30-3:00,  
Dinner nightly at 5:30  
407-262-0050

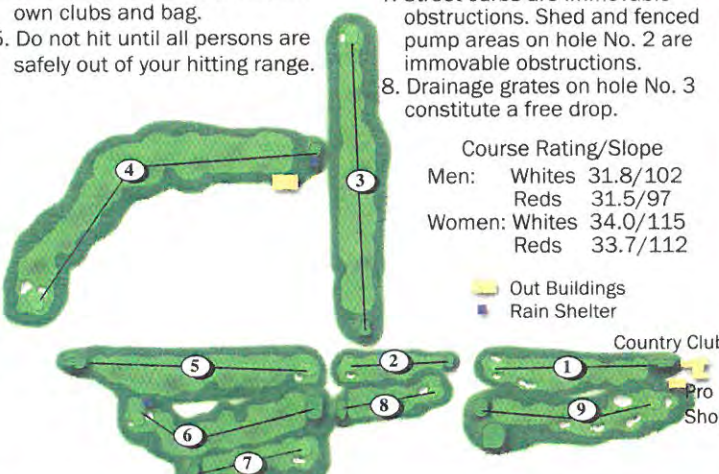
1. All play is governed under USGA Rules of Golf.
2. Shirts, golf shoes or sneakers must be worn at all times.
3. Allow faster groups to play through.
4. Each player must have his/her own clubs and bag.
5. Do not hit until all persons are safely out of your hitting range.

6. Streets with parallel fairways or back greens are "out of bounds." A ball crossing any of these streets that comes to rest on any other part of the course is "out of bounds."
7. Street curbs are immovable obstructions. Shed and fenced pump areas on hole No. 2 are immovable obstructions.
8. Drainage grates on hole No. 3 constitute a free drop.

Course Rating/Slope

Men:	Whites	31.8/102
	Reds	31.5/97
Women:	Whites	34.0/115
	Reds	33.7/112

■ Out Buildings
■ Rain Shelter



the

Y

YMCA



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## Winter Park Country Club

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[www.winterparkcountryclub.com](http://www.winterparkcountryclub.com)



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Ed Batcheller





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HOLE	1	2	3	4	5	6	7	8	9	TOT	HCP	NET	PUTT
White	232	150	424	535	319	258	155	146	251	2470			
Red	221	147	420	502	313	247	154	143	245	2392			
Par	4	3	5	5	4	4	3	3	4	35			
Handicap	6	8	2	1	3	4	7	9	5				

**PLAY READY GOLF!**

Scorer: \_\_\_\_\_

Attest: \_\_\_\_\_

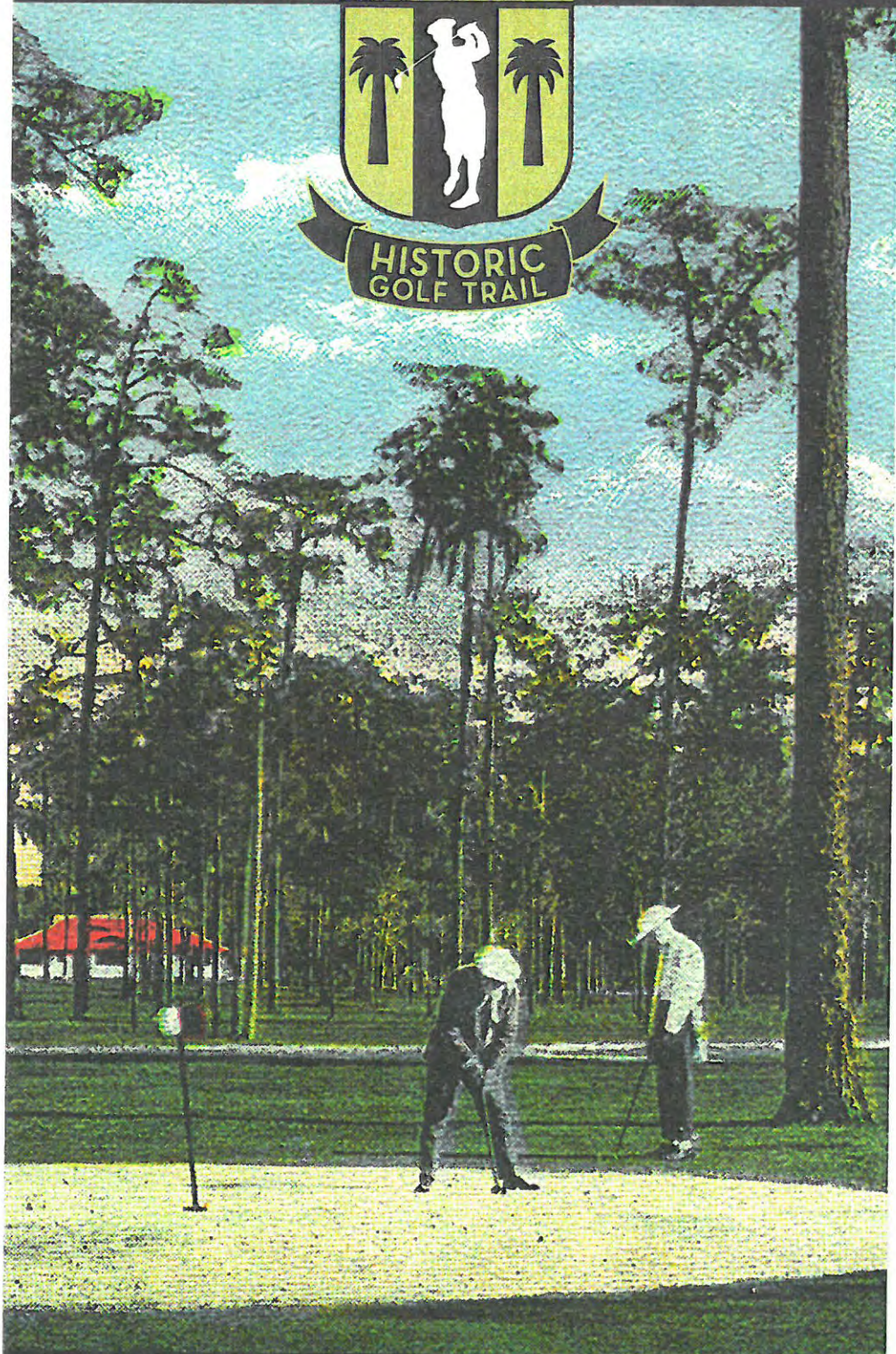
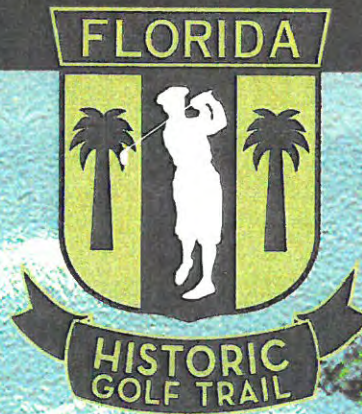
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Printed by Fore Better Golf, Inc. 1-800-468-8672



FLORIDA HISTORIC GOLF TRAIL

*Come Play on History!*



[FloridaHistoricGolfTrail.com](http://FloridaHistoricGolfTrail.com)

The Florida Historic Golf Trail, a program of the Florida





*Florida's golf history,*

is recognized as one of the oldest in the nation. A number of the earliest courses were created along with the development of railroads and hotels in the state.

The Florida Historic Golf Trail celebrates Florida's early golf heritage from the late 1890s through World War II, by featuring publicly accessible golf courses that were established between 1897 and 1949.

Some of the courses on the Florida Historic Golf Trail have retained much of their historic character, while others have been modified through the years. However, at each of these sites, golf has been played for more than a half century - and can still be played today.

To learn more about the Florida Historic Golf Trail program, visit [FloridaHistoricGolfTrail.com](http://FloridaHistoricGolfTrail.com). Contact us at [historicgolf@dos.myflorida.com](mailto:historicgolf@dos.myflorida.com) or call 800.847.7278.



*The Florida Historic Golf Trail is a program of the Florida Department of State, Division of Historical Resources. The program is designed to enhance public awareness of Florida's historic golf courses and increase an appreciation for historic preservation and Florida history.*

*The Florida Historic Golf Trail Rack Card has been financed with Federal funds from the National Park Service, U.S. Department of the Interior.*





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*Come Play on History!*

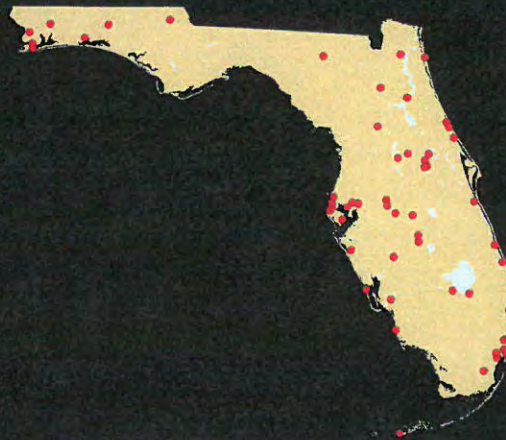


The Florida Historic Golf Trail Scorecard has been financed with Federal funds from the National Park Service, U.S. Department of the Interior.



## FLORIDA DEPARTMENT of STATE

The Florida Historic Golf Trail, a program of the Florida Department of State, is a collection of historic courses throughout Florida, dating back to the 1890s, that golfers can still play on today.



FLORIDA DEPARTMENT OF STATE  
*Historical Resources*



[FLORIDAHISTORICGOLFTRAIL.COM](http://FLORIDAHISTORICGOLFTRAIL.COM)

A BALL LYING IN PALMETTO MAY BE DROPPED ON FAIRWAY NOT NEARER THE HOLE, WITH PENALTY OF ONE STROKE.

<i>Course Name/ City</i>	<i>Date</i>	<i>Score</i>	<i>Course Name/ City</i>	<i>Date</i>	<i>Score</i>	<i>Course Name/ City</i>	<i>Date</i>	<i>Score</i>
<input type="checkbox"/> Arcadia Municipal, Arcadia			<input type="checkbox"/> Cleveland Heights, Lakeland			<input type="checkbox"/> Riviera, Ormond Beach		
<input type="checkbox"/> Pinecrest, Avon Park			<input type="checkbox"/> Wedgewood, Lakeland			<input type="checkbox"/> Palatka, Palatka		
<input type="checkbox"/> Bartow, Bartow			<input type="checkbox"/> Suwannee, Live Oak			<input type="checkbox"/> A.C. Read, Pensacola		
<input type="checkbox"/> Belleview Biltmore, Belleair			<input type="checkbox"/> Florida Caverns, Marianna			<input type="checkbox"/> Osceola Municipal, Pensacola		
<input type="checkbox"/> Boca Raton [Resort], Boca Raton			<input type="checkbox"/> Crane Creek Reserve, Melbourne			<input type="checkbox"/> Ponte Vedra Inn [Ocean], Ponte Vedra		
<input type="checkbox"/> Clearwater, Clearwater			<input type="checkbox"/> Miami Beach, Miami Beach			<input type="checkbox"/> Mayfair, Sanford		
<input type="checkbox"/> Biltmore, Coral Gables			<input type="checkbox"/> Normandy Shores, Miami Beach			<input type="checkbox"/> Bobby Jones, Sarasota		
<input type="checkbox"/> Granada, Coral Gables			<input type="checkbox"/> Miami Shores, Miami Shores			<input type="checkbox"/> Sebring Golf Club, Sebring		
<input type="checkbox"/> Daytona Beach [South], Daytona Beach			<input type="checkbox"/> Miami Springs, Miami Springs			<input type="checkbox"/> Vinoy, St. Petersburg		
<input type="checkbox"/> DeFuniak Springs, DeFuniak Springs			<input type="checkbox"/> NAS Whiting Field, Milton			<input type="checkbox"/> Martin County, Stuart		
<input type="checkbox"/> Dunedin, Dunedin			<input type="checkbox"/> Mount Dora, Mount Dora			<input type="checkbox"/> Babe Zaharias, Tampa		
<input type="checkbox"/> Fort Myers, Fort Myers			<input type="checkbox"/> Naples Beach Hotel, Naples			<input type="checkbox"/> Rocky Point, Tampa		
<input type="checkbox"/> Hollywood Beach, Hollywood			<input type="checkbox"/> New Smyrna, New Smyrna Beach			<input type="checkbox"/> Tarpon Springs, Tarpon Springs		
<input type="checkbox"/> Redland, Homestead			<input type="checkbox"/> Eglin [Eagle], Niceville			<input type="checkbox"/> Temple Terrace, Temple Terrace		
<input type="checkbox"/> Mission Inn [El Campeón], Howey-in-the-Hills			<input type="checkbox"/> North Palm Beach, North Palm Beach			<input type="checkbox"/> West Palm Beach, West Palm Beach		
<input type="checkbox"/> Key West, Key West			<input type="checkbox"/> Ocala Golf Club, Ocala			<input type="checkbox"/> Winter Park, Winter Park		
<input type="checkbox"/> Lake Worth, Lake Worth			<input type="checkbox"/> Dubsdread, Orlando					

*Come Play on History!*

Golf Score Card History File: 1870-2023

SCORER: \_\_\_\_\_ ATTEST: \_\_\_\_\_ DATE: \_\_\_\_\_

THIS CARD MEASURES SIX INCHES WHEN OPENED (STYME MEASURE).

+-

Golf Course Strategic Plan Task Force

WPCC Mission Statement

*To initiate and provide guidance for the renovation and upgrade of WPCC, commemorating its 100th anniversary.*

*Recommendations from the committee will build a framework for a plan to make WPCC the gold standard for 9-hole golfing . The improved facility will attract players of all age and skill levels, and will be a competitive alternative to other area golfing opportunities.*

*The plan will include the goal of achieving long term operational self sufficiency.*

*Partnering with other vested interests, the renovated WPCC will serve as a model for "how to grow the game" and provide an enduring landmark where friend and family memories are made.*



# Winter Park Country Club and Golf Course

The Winter Park Country Club and Golf Course is a historic site in Winter Park, Florida, United States. It is located at 761 Old England Avenue. On September 17, 1999, it was added to the U.S. National Register of Historic Places. [Wikipedia](#)

**Address:** 761 Old England Ave, Winter Park, FL 32789

**Area:** 40 acres (16 ha)

City of Winter Park purchases WPCC in 1996 for \$8+ million via a 20 year bond

**Winter Park Country Club** Built in 1915 and renovated in 1990, the clubhouse continues to charm

Beginning with an organizational meeting of the Winter Park Golf Club in 1900, the history of golf in Winter Park (much like a golf course itself) follows a rather winding path, full of twists and turns. And, as with most things in early Winter Park, Charles H. Morse was at the forefront of developing a golf course in his adopted city. In 1900, he hired a Scottish gentleman to design a 9-hole course that was situated in the area between Interlachen Avenue and New York Avenue, and south from Lyman Avenue to Lake Virginia.

In 1914, [Charles H. Morse](#), [William C. Temple](#), E.W. Packard, Nathan Follett, Witt Johnston, and [W. C. Comstock](#) formed the Winter Park Country Club. Harley A. Ward and Dow George were commissioned to install a 9-hole course at the north end of town and it was built on woodland that was owned by Mr. Morse's *The Winter Park Land Company*. It opened in the autumn of 1914. Later, this course was extended by 18 more holes. This longer course was opened for play in the fall of 1915. A permit was granted for the erection of a golf clubhouse as well, and the building was erected in 1915. In 1916, [Charles H. Morse](#) was elected President of the WP Country Club, which opened for its first full season.

In 1926, the Winter Park Country Club discontinued activities due to the opening of the grand Aloma Golf Club, which was situated on Lakemont Avenue, near Aloma Avenue (which as originally called Oviedo Avenue). When that facility went out of business in 1936, the Winter Park Country Club was re-organized at the old site. The golf course and clubhouse were rehabilitated and the course was officially opened on Thanksgiving Day, November 25, 1937.

For those members that did not play golf, a very active social committee was formed. A social membership afforded non-golfers clubhouse privileges. Activities such as parties, luncheons, dinners, bridge parties, and contests were carried out by the club. Later, the club organized year-round men's and women's golf associations and held seasonal tournaments and play days.

In 1990, the clubhouse underwent a massive renovation that was made possible through the Orlando Opera Guild. As a part of its fund-raising drive, the guild put the clubhouse on its Designer Show House tour. The opera guild arranged for interior designers to donate their services, and other donated materials and services from outside sources were also obtained. Since then, the clubhouse has been rented for wedding receptions, banquets, and other large private parties.



# Winter Park Country Club



*Home*

*History*

*Rates*

*Hole Layouts*

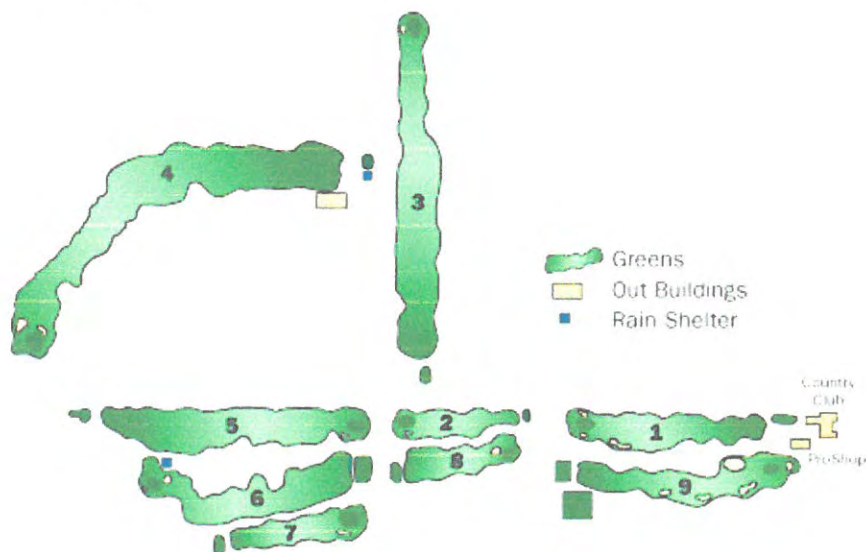
*Regulations*

*Event Calendar*

*Related Links*



## Hole Layouts



- Short and very narrow par 4.
- OB down entire right side.
- Small bunker guarded green.
- Best bet, lay-up off the tee.
- The hole plays longer than the yardage on the tee marker.
- Plays about 260 from back part of tee.



- 150 yard par 3.
- Hole plays slightly longer than its yardage.
- Small green.
- Avoid bunker's right and left ... difficult up and down.







- Despite the short yardage on this par 5, you can get into some trouble if not careful.
- Very tight with OB right and left and behind the green.
- Play this hole conservatively.



- Our signature hole.
- Dogleg left par 5 with OB everywhere!
- Wide fairway but not an "On in 2" par five for most.
- Two large bunkers and a large oak tree guard the green.



- Straight, narrow and short par 4.
- Once again trouble left and right.
- OB Left and what regulars call, "Sherwood Forest" on the right.
- Large bunker guards the right front portion of the green.



- Great Risk/Reward hole.
- If you can carry the ball 260 yards all over tall tree's and a large bunker to a small green, then go for it!
- Don't forget the OB over the green!



- 165 yard par 3.
- Sounds simple right? Think again, this is the trickiest green on the course.
- More bogies or higher may be



made on this "simple" hole  
then any other at WPCC.



- 145 yard par 3.
- Left of green: Large group of palm's and a large bunker.
- Right of green: Very, very large oak. OB down entire right side and behind green.



- Short dogleg left par 4.
- Like all other holes at WPCC, hole is very tight.
- Tree's left and OB right and beyond the green.
- 3 large fairway bunkers right and one left.
- Fairly tricky green too.



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## Winter Park Country Club



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## History of the Winter Park Country Club

The following pages are being devoted to the rich history of Golf in Winter Park and more specifically, The Winter Park Country Club. Keep in mind that this is a work in progress. What I mean by this is items will be added to the site as they become available to me. I would like to thank some of the wonderful people that have helped me in my research of this very interesting topic. Mr. Dean Padgett, who is the Archivist at the Winter Park Public Library, Mrs. Marianne Popkins and they rest of the staff at the Winter Park Historical Association, and Mrs. Trudy Laframboise who is one of the Archivist at the Library at Rollins College. They all were very helpful in my search for ghost's of golf in Winter Park. If anyone has any interesting stories, information, or even pictures of a historical nature of golf's early days in Winter Park, please e-mail me at [belliott@cityofwinterpark.org](mailto:belliott@cityofwinterpark.org). I would love to speak with you! Please enjoy as you read and view the History of Winter Park Golf!

### **Pictures from the Past**(coming soon)

#### **A TIMELINE OF WINTER PARK'S GOLF HISTORY**

By Marianne Popkins, Winter Park Historical Association

- 1900** The Winter Park Golf Club held its first annual meeting.
- 1900** C.H. Morse hires John Dunn of Scotland to design a 9-hole course at Interlachen, Lyman, & New York Ave.
- 1905** The Winter Park Golf Club voted to build a clubhouse.
- 1910** (See 1900 entry!) Charles H. Morse built a nine hole golf course with clay tees and greens, beginning at the present Woman's Club property. It extended west to the ACL Railroad and south to Lake Virginia, running through part of Rollins campus. Dow George was the Professional.
- 1910** The course was closed (?) then a new one was laid out, 25 acres, with Dow George as the Professional, once again.
- 1913** When the congregation of the First Baptist Church of WP became too large, they met in the golf club building on the opposite corner.
- 1914** An 18 hole gold course was opened at the Country Club, with a short nine hole course inside as well. A



permit was granted for the erection of a golf clubhouse to cost approximately \$3,500.00.

- 1916** Charles H. Morse was elected President of the WP Country Club, which open its first full season. The Summer Country Club had over seventy year round members. FW Shepherd was President. Douglass Street & Mrs. HW Barnum won cups in the Summer Golf Club Tournament.
- 1917** The Winter Park Country Club turned its links into pasture for 250 sheep and 150 goats, to relieve the shortage in the meat supply.
- 1918** Grass greens replaced the old clay greens on the 18 hole Country Club course.
- 1921** The Womans club building opened in March. The lot on which the building stood had once been the first tee of the first course in Winter Park. Dow George broke the scoring record at the Orlando Country Club when he finished with a 72.
- 1924** Ray Trovillion won a silver cup donated by the Hamilton Hotel in a Golf Tournament; Arthur Schultz was the runner-up.
- 1925** Winter Park Golf Estates Inc. bought 360 acres of land in east Winter Park to be developed into an 18-hole golf course. RF Hotard, President; HW Caldwell, VP; HA Ward, VP; HW Barnum, Secy-Treas. The Aloma Country Club opened and the Winter Park Country Club closed.
- 1926** The estate of Charles H. Morse was sold to the city. The property was under lease to the Winter Park Country Club, used as a golf course, for \$50,000.00, with the understanding that it shall be used and maintained forever as a public park to be known as Charles H. Morse Memorial Park. The city issued certificates of indebtedness to cover the initial \$10,000.00 payment, balance to be paid \$5,000.00 a year for eight years
- 1926** Five miles of winding of winding boulevards were paved in the Aloma section and work was begun on dredging Aloma Creek through the center of the golf development. The name Oviedo Ave. was changed to Aloma Ave.
- 1926** The Aloma Country Club Clubhouse was built. Jock Kennedy was Professional at Aloma
- 1926** The Baptist Business Men's Bible Class passed a unanimous resolution against playing golf on Sundays.
- 1927** The Aloma Country Club opened with a New Year's Eve. party, John J. Hennesy and Oscar Storck managing. The club had a 6,180 yard 18-hole course and a \$45,000.00 clubhouse. It was owned and backed by Winter Park business men. R.F. Hotard was President of the Winter Park Golf Estates.
- 1929** In a special referendum election, Sunday baseball, golf, tennis and movies were legalized by a vote of 339 to 304.

- 1929** The Aloma Golf Course formally opened on December 14th. Dow George was the Professional
- 1931** The Rollins College Golf Team entered the intercollegiate schedule for the first time.
- 1932** The "Little Country Club" was organized, a 3-hole course and 18 hole putting green in Morse Park. Irving Bacheller was President; HM Sinclair, Secy; HA Ward, Treas; and Clayton H. Fralick was the Manager.
- 1936** The Aloma Country Club was closed due to lack of funds.
- 1937** The Winter Park Country Club opened up a 9-hole golf course. In April the city deeded its interests in the Aloma subdivision to the Winter Park Golf Estates...provided that satisfactory arrangements would be made to assure an 18-hole golf course. A committee was appointed by the Chamber of Commerce to look into the re-establishment of a golf course in Winter Park. Irving Bacheller was appointed chairman. Grounds were acquired from the City and the Charles H. Morse Estate by lease. The committee voted to organize a golf club under the charter of the old Winter Park Country Club, which had been inactive since 1925. Homer Gard was elected Pres; Edger C. Leonard, VP; Frederick H. Ward, Secy-Treas; and Irving Bacheller & FW Sheperd, Directors. A fund of \$6,248.00 was raised by public subscription and a 9-hole course was completed and opened for play on Thanksgiving Day. Dow George was Professional, and Mrs. George was in charge of the starter's house.
- 1939** The City deeded to Rollins the building and three acres of ground formerly belonging to the Aloma Country Club, to provide new quarters for a Natural History Museum. It was estimated that it would take \$20,000.0 to put the project into practical working condition.
- 1941** Part of the fairways of 1,2,3,4 & 18 in the Aloma Section were deeded to the Orange County Park & Recreation Association.
- 1948** The City bought the Aloma property from Orange County Park & Recreation Association, approximately 60 acres, for \$5,875.78. The Aloma Club property was leased to Megargel Golf Inc. for a Pitch & Putt Golf Club. The City was to receive 5% of the gross income.

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## GOLF COURSE STATISTICAL DATA:

	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 PROJECTION
Golf Course Greens Fees	\$ 267,807	\$ 264,633	\$ 270,298	\$ 257,680	\$ 280,000
Golf Course Memberships	\$ 39,590	\$ 4,314	\$ 23,057	\$ 37,394	\$ 25,000
Golf Course Cart Rentals	\$ 39,625	\$ 38,448	\$ 40,771	\$ 44,645	\$ 41,000
Golf Club Storage Fees	\$ 360	\$ 3,742	\$ 1,873	\$ 2,819	\$ 3,000
Golf Shop Merchandise Sales	\$ 25,508	\$ 32,682	\$ 37,269	\$ 35,548	\$ 35,000
Golf Shop Food/Bev Sales	\$ 27,114	\$ 21,998	\$ 24,524	\$ 22,363	\$ 24,000
Golf Events	\$ 7	\$ 21,711	\$ 26,804	\$ 6,062	\$ 20,000
Sale of Scorecard Advertising Space		\$ 2,873	\$ -	\$ 2,000	\$ 2,000
TOTALS	\$ 400,011	\$ 390,401	\$ 424,596	\$ 408,511	\$ 430,000

(in 2011 an additional \$20K was collected for clubhouse rentals - rentals are the responsibility of the facilities division since 2012)

	2011	2012	2013	2014
Total Rounds of Golf	22755	23475	29940	33623
Member Rounds of Golf				7195

(member round stats began 2014)  
Included in total

Winter Park Country Club

Annual Nonmember Rounds

<u>Fiscal Year</u>	<u>Rounds Played</u>	<u>Fiscal Year</u>	<u>Rounds played</u>
1988	34,207	2010	22,933
1989	35,553	2011	22,755
1990	34,827	2012	23,475
1991	33,798	2013	29,940
1992	34,333	2014	33,623 (incl. 7,195 member rounds)
1993	30,816		
1994	26,978		
1995	24,092		
1996	22,718		
1998	26,650		
1999	31,552		
2000	31,110		
2001	32,332		
2002	30,787		
2003	28,280		
2004	25,609		
2005	23,006		
2006	31,488		
2007	36,458		
2008	34,112		
2009	27,916		

# The State Of The Golf Industry In 2015

SPORTSMONEY 4/04/2015 @ 9:24AM

Darren Heitner  
Forbes contributor

The 2015 Masters Golf Tournament is a week away and excitement for the 79th annual event has peaked with Tiger Woods announcing that he will participate and end his two-month leave from competition. While Tiger's health may be improving, what is the health of the game of golf itself as the 2014-15 PGA Tour tournament schedule kicks into high gear?

The golf industry's economic impact has been reported by various industry insiders as being nearly \$70 billion per year. Its charitable impact is close to \$4 billion per year through 143,000 events and 12 million participants. But is now the time to invest in golf? Is the sport having a problem connecting to millennials?

- Pete Bevacqua, CEO of the PGA of America
- Mike Davis, Executive Director of United States Golf Association
- Tim Finchem, PGA TOUR Commissioner
- Steve Mona, CEO of World Golf Foundation
- Mike Whan, LPGA Commissioner



**The discussion led off asking each individual his/her view regarding the state of the golf industry in 2015.**

**BEVACQUA:** I believe golf is on a positive turn and it is encouraging to see golf participation rates start to produce positive momentum, especially among youth. We're making an impact across all demographics through key initiatives, such as Get Golf Ready, PGA Junior League Golf and Drive, Chip & Putt.

We're committed to collaboration, highlighted by the joint efforts by the five organizations here today or rallying our respective membership behind a new long term strategic plan. In my more than 15 years in the golf business, it is exciting to discover this unprecedented level of cooperation throughout the industry.

**DAVIS:** The USGA remains bullish about the future of the game. Over the past 12 years, we've invested more than \$1 billion in core programs that support the game. This year and looking forward, we will continue to increase this investment, because we see positive trends in some of key metrics that indicate that the game is healthy. Consumer confidence has returned to pre-recession numbers, participation has stabilized, rounds per playable day (that is, a day on which the weather allows a golf course to be open for play) increased last year and golf continues to grow at substantive rates in many regions of the globe. At the same time, we are undertaking important work to elevate the experience of all golfers by introducing solutions that make the game faster to



play, help control costs, and help golf be more accessible and welcoming to more people, worldwide.

**FINCHEM:** I am bullish about the state of the industry. I think that, although we have faced challenges in recent years, the overall health of the golf industry is in better shape that you would be led to believe.

Golf continues to be a huge economic driver and is a nearly \$70 billion industry which employs nearly 2 million Americans with \$55.6 billion in annual wage income. So economically, our sport is continuing to make a tremendous impact.

Socially, the impact is felt in the lives of many. Golf, as a whole, generated more than \$3.9 billion for charity in 2014. Charitable giving is the foundation of the PGA TOUR with each of our events structured in a way that net proceeds go back into the communities in which we play. We are proud that the PGA TOUR and its tournaments were able to give back more than \$140 million in 2014, a single-year record that brought the all-time total to \$2.14 billion since the first donation was made in 1938.

We are also seeing participation on the rise. The rounds played per day average was up despite the fact that extreme weather conditions in 2014 led to the fewest course days open since tracking began nine years ago. And we are seeing more youth golfers age 6-17 coming to the game, with now more than 3 million participants. Millennials aged 18-34 are active in the game with an estimated 6.3 million golfers. Many of these are drawn by the exceptional exciting young talent on the PGA TOUR and LPGA.

Sponsors are happy with their partnerships with the PGA TOUR and this can be seen in unprecedented long-term title sponsor agreements such as the recent 20-year deal with Charles Schwab [SCHW](#) +0.82% & Company and 10-year agreements with AT&T [T](#) -0.61%, Travelers and Waste Management [WM](#) +0.81%.

**MONA:** The golf industry recognizes its challenges but the future is very bright. In the U.S., the game is enjoyed by 25 million Americans who play 455 million rounds annually at the nation's 15,350 facilities. It is a nearly \$70 billion industry, supporting two million jobs and \$55.6 billion in annual wage income.

Golf has a long history of giving back to society and provides an annual charitable impact of about \$4 billion per year through 143,000 events and 12 million participants. As a reference to other sports, golf raises more money for charity than the MLB, NBA, NFL and NHL combined.

**WHAN:** We have entered an exciting time in the industry – the age of full “inclusion” – where attracting / accepting more people (age, gender, race, handicap, etc.) is no longer just a talking point, but an actionable reality across the board in the industry. The examples are plentiful, but the Augusta and R&A membership policy changes, the incredible growth associated with The First Tee and LPGA-USGA Girls-Golf, PGA Junior League Golf, Drive-Chip-Putt Championships, and new partnerships like the KPMG Women's PGA Championship all show that golf's major organizations are dedicated toward the goal of

leading us into a new era of inclusion and expansion.

**BEVACQUA:** I'm bullish about the golf industry based on two key trends: The development of the next generation of golfers and the industry's commitment to making the game more welcoming. Led by our 28,000 PGA Professionals, the number of youth golfers has grown by 29 percent to 3.1 million. Our acquisition of PGA Junior League Golf—the sport's answer to "Little League"—further elevates our youth commitment. With PGA Champion Rory McIlroy serving as an Official Ambassador, PGA Junior League Golf participation nearly doubled last year to more t

**MONA:** The industry is adapting to provide shorter golf experiences – such as six or nine holes – and non-traditional forms of the game, like FootGolf, while still upholding the integrity and rules of golf. USGA handicaps now allow for nine-hole scores. This will help to increase participation among those seeking a more time-sensitive experience

The outlook for 2015 is positive with adult and junior growth-of-the-game programs more unified than ever. The First Tee program has reached more than 10.5 million young people since it began in 1997. The network has grown to more than 175 chapters (offering programs at 1,000 golf locations) and 7,000-plus elementary schools (in-school as part of physical education). The First Tee's chapter participants are 38% female and 51% are from ethnically diverse backgrounds.

Get Golf Ready offers beginners and lapsed golfers five group lessons for \$99 with rental equipment included. There are more than 4,200 Get Golf Ready certified facilities that reached more than 260,000 participants in the last three years. In 2014, the program reached 99,000 new golfers, a 15% growth over the previous year, and 62% of participants were female.

PGA Junior League Golf experienced a 490% growth from 2012 (1,500 kids) to 2013 (8,900 kids, 740 teams). In 2014, the number more than doubled again to 1,425 teams and 17,500 juniors.

**WHAN:** Since I spend the overwhelming majority of my time in women's golf, the trend that has me excited is that of young women joining the game. To witness our LPGA-USGA Girls-Golf program grow from 4,500 girls per year in 2009, to over 40,000 girls per year in 2014, is truly exciting. Even more uplifting is to see

300,000 more women enter the game in the last year, with 180,000 of those new players being juniors. Adding girls to this game is one of the most exciting trends we've seen in a while, as these girls can hopefully lead another generation to golf, and significantly impact the face of our sport!

**FINCHEM:** For the PGA TOUR, our primary focus will be to tell the story of The First Tee. We are hosting The First Tee Congressional Breakfast for the 12th year with 2015 Presidents Cup captains Nick Price of the International Team TISI -0.13% and Jay Haas of the United States attending. This gives us a great opportunity to share the positive impact the program in having on the lives of young people. Last year, The First Tee reached more than 4.1 million young people, which is an all-time record, and since 1997, when the program launched, more than 10.5 million young people have participated. There are now approximately 175 chapters of The First Tee in the United States and four more international locations in Canada, Ireland, Japan and New Zealand. With The Presidents Cup coming to Asia for the first time later this year when it will take place in South Korea, we are hoping the momentum created from the event will lead to The First Tee. Young people are not only being introduced to the game, but are learning the valuable life lessons that are inherent to the sport. Each participant learns the nine core values that prepare them for success in high school, college and beyond. Additionally, they learn about the nine healthy habits that promote healthy, active lifestyles. The First Tee being introduced there as well.

## GOLF TRENDS

Serious female golfers represent a robust portion of the game and are vital to golf's future - JOHN KRZYNOWEK, GOLF DATATECH

- 300,000 more women entered the game last year with 180,000 of those being juniors

Golf courses - the majority are 18 hole facilities - are still closing

The number of golfers has been dropping. People aren't playing because it's too hard and it takes too much time.

Golf rounds played per days open increased by 1 percent in 2014 to 2013 data according to PGA Performance Trak

Food & Beverage revenue increased by 4.1 percent in 2014 and total facility revenue increased by 1.4 percent

Merchandise revenue per days open increased 2.6 percent while fee revenue per days open increased 1.3 percent

Millennials aged 18 - 34 - estimated at 6.3 million golfers - are indispensable to golf's future. They are less focused on consumerism and climbing the corporate ladder. They crave community.

Courses must evolve to remain successful.

- More courses will offer alternate hole rates : 6 hole, 9 hole 12 hole rates - many golfers do not want to spend the time or money on 4+ hour rounds. This is one way to save the fringe golfers from leaving the game or playing less

Juniors are the key to growing the game. The number of youth golfers has grown by 29% to 3.1 million

- First Tee has reached over 10 million young people since 1997

Golf is a \$70 billion industry employing nearly 2 million Americans with \$55.6 billion in annual wage income.

25 million Americans play over 455,000 rounds annually on 15,350 golf courses

Nine hole golf courses comprise 29% of all golf courses in America

.



# Trends That Could Change the Game of Golf in 2015

**Playing fewer holes:** How to speed up the game? Well, one way to shorten your time at the course is to play fewer holes. Sometimes you only have time or the desire to play six or 12 holes. It may seem strange to leave some holes on the course, so to speak, but it may be a way to keep fringe players in the game. That could be important to build up the game, as a whole.

**Golf Academy of America, February 26, 2015**

### **MORE COURSES WILL OFFER ALTERNATE HOLE RATES**

As the golf industry continues to find new ways to reinvent itself, one notion people have coalesced around is the idea of offering 6-, 9- and 12-hole rates. It's an appealing prospect to the many golfers who don't want to spend the time or money on a more than four-hour expedition. Streamsong is perhaps the most notable resort to start offering such rates, and expect more to follow suit in the coming year.

STEPHEN SZURLEJ

Golf Digest, January, 2015

Golf World, Jan 2, 2015 Adam Vasilakis

## 6. More courses will offer alternate hole rates

- Golf industries are looking for ways to reinvent themselves
- Not all golfers want to spend 4 hours of their day and however much money to play an 18-hole game.
- Streamsong is a resort that has started to offer 6-, 9-, 12 hole rates and other courses may follow suit

# Golf has been hit by a struggling economy and demographic shifts. But rather than throw in the towel, creative minds are trying to figure out the future.

BY MIKE STETZ

**G**reat minds are trying to figure out golf. Not how to excel at playing the game, mind you. Great minds have given up on that long ago. Instead, really smart people are looking at the game's viability and future as changes — including demographic and cultural ones — challenge it.

Current trends are not exactly heartening. The number of players continues to drop. Courses are still closing. And golf's most compelling (and polarizing) superstar — Tiger Woods — has an aching back.

However, there is good news. The economy is slowly ticking upward, and that means people have more spending money. Courses are savvier when it comes to marketing and customer service, thanks to new technologies. And more courses offer a growing variety of amenities to attract families.

Golf Inc. reached out to some of the industry's most creative thinkers to get their thoughts on golf as it faces a crossroads — its traditional base is shrinking and a new generation is up-and-coming. How will it all play out? And what can courses do to make themselves enticing, progressive and, most important, financially sound as these changes have the potential to greatly impact their business models?

## JON LAST

Jon Last is founder and president of Sports and Leisure Research Group, of White Plains, N.Y., and has a long history of researching and marketing golf, both inside and outside of the industry.

For golf, at least in the short term, the worst seems to be over, he said. Consumer confidence is growing and that means more people will be pursuing leisure activities, such as golf.



But it's the long term that is worrisome.

"We do need to be thinking proactively how to make the game more attractive," Last said. "Many courses are

just too difficult and that creates frustration. The average golfer doesn't break 100."

Last is not against "entry ramp" concepts to grow the game, such as nine-hole courses and ones that offer bigger cups. But he does think the ultimate goal of such programs is not only to get new players to the golf course, but to "convert them into golfers."

"It's important to have young people embrace the traditions of the game," he said. He's concerned some of these concepts have the potential to "destroy something significant."

"Why water-down a game that's served us well for years?" he asked.

The key for courses is to make the game less intimidating and more welcoming,

particularly to families, he said. Golfers are more likely to use the course if they know their families can be entertained as well. Golfers today are much more family oriented and less willing to spend hours away from their wives and children.

And the courses need to be progressive in setting aside times for instruction for women and kids to bring them into the game, he added. They can't treat them as trespassers.

Last also believes that the up-and-coming generation, the millennials, will be attracted to golf. That generation supposedly is less focused on consumerism and corporate ladder climbing and more on emotional well-being and personal satisfaction. They crave a sense of community as well, he noted.

"And that's golf," Last said. "Golf is all about community."

## PAMELA SWENSEN

Golf needs women players and women who want to join clubs, either for the golfing experience or other family oriented activities, says Pamela Swensen, the CEO of the Executive Women's Golf Association.

To do so, golf needs to be more welcoming to women and their needs, and golf's leadership needs to be more diverse, she said.

"I am seeing change; I'm just not certain if it's happening fast enough," she said.

Her organization, based in Palm Beach Gardens, Fla., stages golfing events and holds golf networking and social functions





to attract women to the game. More courses understand the importance of the role women play in the future of the game, she said. Some have made key adjustments, such as offering shorter, more playable courses; menus that include salads (not simply cheeseburgers); women's merchandise in the golf shop; and women locker rooms that are well maintained.

Golf also needs to adapt to women's changing lifestyles. Many are working mothers who are hard-pressed for time. Nine-hole and even four-hole options need to be available, she said. Courses need to promote such features to women so they know when they're available and can plan their time around them.

"That way they can get home and do a load of laundry and read their child a bedtime story," she said.

The new generation is one that's been exposed to golf in numbers greater than ever, via youth programs in particular, she said. And golf is a game that can attract them as young adults as well. It's social, outdoors and active.

# GCBC

Golf Course Business Consultants

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Most important, though, golf has to be a fulfilling experience.

"Life has so many demands," Swensen said. "You want to be able to lose yourself in that moment."

## JIM KOPPENHAVER

Jim Koppenhaver won't play clairvoyant when it comes to golf's future. He says that's a fool's errand. Instead, he's an interpreter of numbers. And the numbers don't look good. Golf participation rates continue to go down. Once at nearly 30 million strong, the number of golfers has fallen below the 23 million mark.



That drop is golf's biggest concern, said Koppenhaver, whose consulting company, Pellucid Corp., is based in Buffalo Grove, Ill. He is also author

of *Outside the Ropes*, a digital newsletter, and publisher of *The Pellucid Perspective*, a monthly digital magazine.

And golf is not doing enough to address it, Koppenhaver argues. Only marginal changes have been floated. Golf needs "transformational ideas," he said.

Relaxing the rules should be front and center, he said. Most golfers play the game as a recreational activity and are not worried about handicaps or following the rulebook as gospel, he said.

Let them play. Let them use equipment that allows them to play better. Golf operators should focus on promoting any innovation that allows golfers to hit enough good shots so they enjoy the game more.

Koppenhaver said course operators should be thrilled if golfers do the following: Pay them; have fun; don't take forever to finish a round; and don't destroy the golf course in the process.

Who cares if they're not playing like Phil Mickelson? Koppenhaver has no problem with some of the more eclectic ideas, such as making cups bigger so it's a

lot easier to drain a putt.

"People aren't playing because it's too hard and it takes too much time," he said.

The other challenge is attracting younger people to the game, he said. Previous generations got their starts in the game when they were younger because it was rite of passage, particularly if they were in the corporate world. But the corporate environment has changed and has become more focused on productivity, he said. **People are working longer and harder than ever.** Even people in his age group — he's 55 — are finding free time increasingly rare thanks to devices that can keep them tied to work at all hours.

He admits he doesn't have the answer, but there does need to be a push to bring younger people to golf, even if the game has to be adjusted to woo them. They won't simply begin appearing magically at courses, he said.

## KRIS HART

Kris Hart is very aware of the challenge he faces — getting young people to golf courses.

Hart, 28, is the co-founder of Boston-based Nexgengolf, which promotes golf to college students and recent graduates through a number of programs, including tournaments. "There was a need because no one was keying on this demographic," Hart said.

Nexgengolf focuses on all segments of golfers in this demographic, from competitive golfers to novices, he said.

But challenges are plentiful, he noted, and some are not as obvious as one might think.

Take transportation. Many of the millennial generation are attracted to urban environments and don't have cars. So how do they get to golf courses when many are not in urban cores?

Millennials also like social activities, so





golf is up against kick ball, softball, beer pong, soccer and white-water rafting excursions, to name but a few alternatives that are attractive to young people.

Hart says a course should focus on making golf: 1) social; 2) convenient; 3) affordable; 4) fun.

"I think golf can do it," he said. "But they have to adopt non-traditional features. Some [young participants] will be alternative golfers and we need to be fine with that."

He noted the success of TopGolf, driving ranges that feature music, beer and food. The concept also appeals to young people because it has a nifty technological feature. The golf balls have microchips inside so you can keep score as to which players are hitting balls closest to targets.

Right now, traditional golf courses are doing a poor job of attracting this up-and-coming generation, Hart said. His firm does surveys and many young people say they don't feel welcome on golf courses.

However, he thinks golf is a game that appeals to young people.

"It has a lot of great qualities that young people look for," he said. "We should promote all of that."

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## HENRY DELOZIER

Henry DeLozier is feeling bullish on golf.

"The sport remains popular with its devoted players and sustains its most attractive attributes," said the longtime consultant and partner with Global Golf Advisors. "Despite recent metrics from National Golf Foundation concerning the erosion of participation rates among 'core' golfers, I remain optimistic that the great game will continue to be attractive."

However, that optimism is tempered by his concern regarding the lack of new players, even though that's something the industry has put much time, effort and energy into fixing.



"Despite a great deal of talk and many initiatives aimed at increasing demand for golf, the number of golf-

ers and rounds played has not begun to grow," the Phoenix resident said. "I fear that these initiatives and good intentions have not trickled down to the grassroots level."

The key? He thinks PGA golf professionals — 27,000 strong — will be the difference-makers. "These are the men and women who face the customers and can influence increased participation."

Count him as one who thinks that new initiatives to grow the game are wearing thin.

"Golf has seen plenty of great ideas and engaging concepts," he said. "These new ideas seem to lack the hands-on follow-through of all of us involved within the business. The key is for [those of us] in the golf business to make it grow."

Clubs must evolve to remain successful, as well he said.

"Clubs that are well managed and have continued to invest in capital improvements and projects have a distinct competitive advantage," he said. "And these clubs will have a very good run over the next few years."

However, the private and semiprivate clubs that hunkered down and stopped spending on improvements and upgrades are at a decided competitive disadvantage, he said. "As such, many of these do-nothing clubs are fighting for their lives."

## STUART HAYDEN

Stuart Hayden is one operator who has invested into his courses.

Hayden, who was an executive with American Golf Corp. in its fledgling days, is the managing principal with Strato Partners, which manages Southern California golf courses.

He took one, the Los Amigos Golf Club, a Los Angeles County municipal course, and increased rounds from 55,000 annually to 76,000. This year, he hopes to break 90,000.

And what was his strategy in turning around a once dismal course? He's invested in major improvements to make the course and clubhouse features top-notch



(before, plastic flowers were part of the landscaping); he's emphasized customer service; and he promotes a lively atmosphere.

"I put \$1 million of my own money into this," he said. "I'm betting on what happens. Right now, customers are flowing in."

Yes, golf has problems, but the industry is actually very segmented, he said. He has advantages: His courses are in dense population areas, and the weather is good year-round.

"Would I have done the same with a municipal course in South Dakota? No way."

Hayden is aggressive when it comes to attracting junior golfers because he feels that's the way to grow the game.

"That's the only thing that I've ever seen



move the needle," he said. If people try and take up the game in their 30s and 40s, they have a tendency to get frustrated and give it up, he said. "I don't think a high percentage stick with it."

He also holds events meant to attract younger people, such as a flip-flop open slated for later this summer. That means no spikes, just flip-flops. On Fridays, scrambles are held; teams of four try to beat each other. Loud music and beer and trash talking are all key components.

"We're doing a lot of that stuff," he said. "We're trying to have some fun."

He admits such promotions would not go over very well at another course he manages, Eagle Glen Golf Club, in Corona, because it attracts traditional golfers.

## JEFFREY C. SMITH

Because one of his golf courses is located near Busch Stadium, home of the St. Louis Cardinals, Jeffrey Smith ran into a lot of baseball people. He became friends with many of them.

And one suggested he do something the Cardinals were doing to enhance revenue: dynamic pricing. When the rival Chicago Cubs come to town, the Cardinals charge more. Weekend games cost more than weekday games.

The same could be done for golf, he was told. Charge more on a sunny Saturday than a cold and overcast

Tuesday. Heck, charge more on a sunny Tuesday than a cold and overcast Tuesday.

"I was skeptical," said Smith, principal and CEO of Walters Golf Management, in St. Louis. "And I was wrong."

It works, he said. While a number of courses are experimenting with the concept, he's fully embraced it. The 20 facilities he owns or manages all use this dynamic pricing, he said.

It's so sophisticated that prices can change by the hour depending on de-

mand, availability and other factors. It's so radical that there is no fixed rate for any tee times. The rates are always changing. What you paid last Saturday might not be the same as what you pay on the next Saturday — even if you're teeing off at the exact same time. It could be more or it could be less.

It depends on the variables. Too many operators rely on straight rates and lower them to attract golfers if demand goes down, he said. That may attract golfers but it won't maximize revenue.

Dynamic pricing does, he said.

"Discounting' is golf's dirty word," Smith said. "We've removed it." ■



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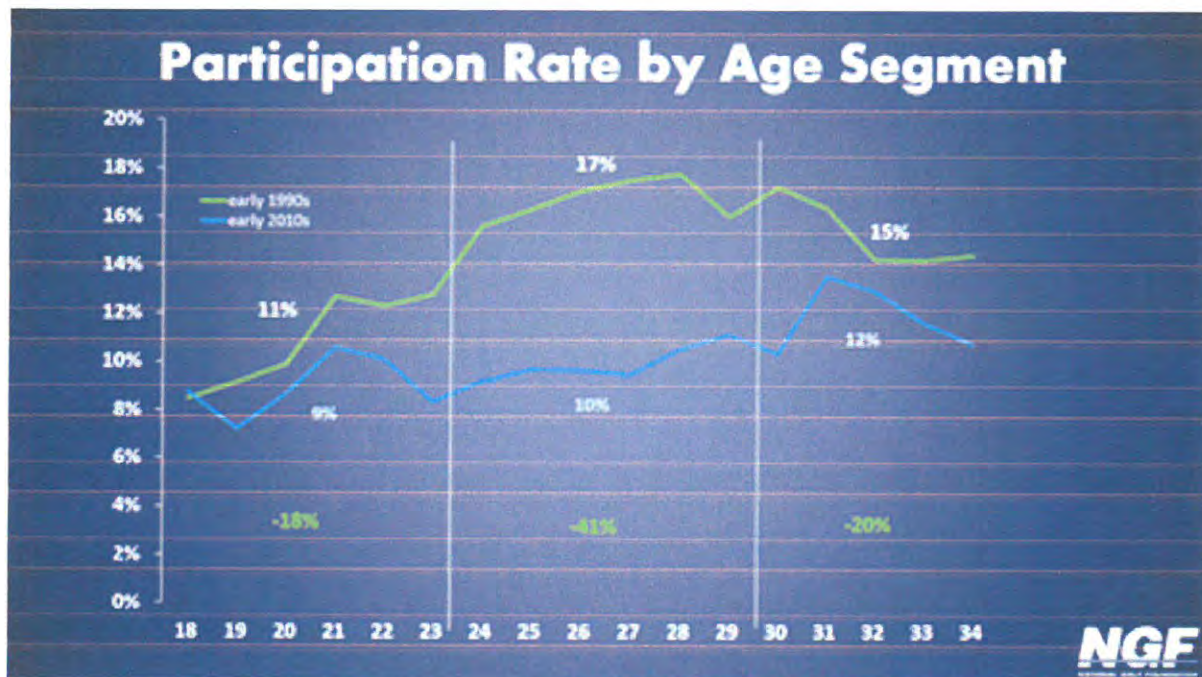
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## Income and Changing Demographics Key to Understanding Millennial Golf Participation

Initial findings from Project M, NGF's comprehensive ongoing research project that examines the relationship between Millennials and golf, reveal two of the primary reasons for the difference in golf participation among 18-34 year olds of today and the early 1990s - lower income and a continuing demographic shift in America.

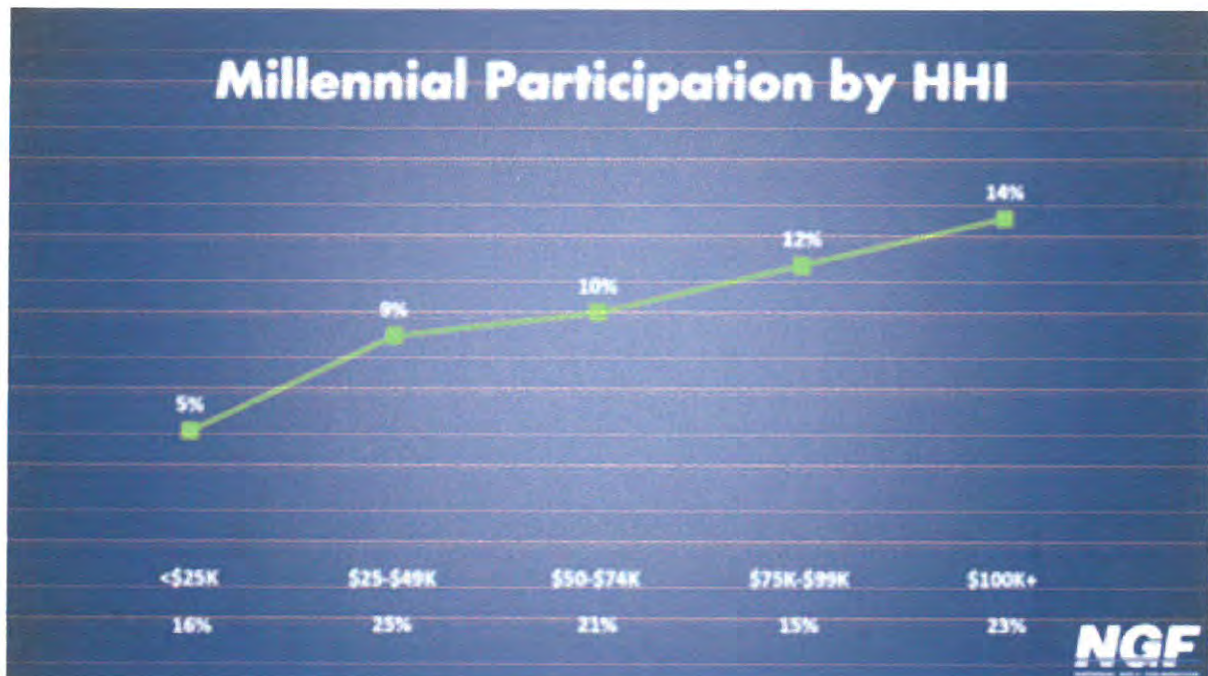


[Click here](#) to enlarge the chart.

Golf is one of only a few 'Pay-for-Play' outdoor activities. So, naturally, income is a main driver of golf participation. Millennial income levels are down significantly compared to similarly aged folks from the early 1990s. For our research, we broke up the Millennial generation into three groups - 18-23 year olds, 24-29 year olds, and 30-34 year olds. The two younger groups showed bigger drops in income compared to the older set. The income level of the 24-29 year old group is down 10% from the early 1990s, and it is within this age group that the biggest drop in participation has occurred (over 40%). This is the post-college age group where many are starting their first job (i.e., low salaries), and some, unfortunately, are underemployed or even unemployed.

Current Millennials in the 30-34 year old group are more established in their careers than their younger brethren, and their income is down only 3% compared to the 30-34 year olds of 20 years ago. As theorized, the gap in golf participation of this age group between the 1990s and the 2010s narrows to about 20%. This tells us that as Millennials earn more money, they play more golf. We expect this 'delay effect' to continue, and anticipate that as this generation ages, golf participation will gradually increase.





[Click here](#) to enlarge the chart.

Our research shows that a shift in demographics is another reason that Millennial golf participation has weakened. The face of America is becoming increasingly diverse. The population of non-Caucasians has grown more over the last 20 years than ever before. In the 18-34 year old group, the non-Caucasian population has grown by more than 60%, compared to a decrease of about 18% in the Caucasian population. Previous research has shown that non-Caucasians play at a lower participation rate than do Caucasians. For example, Millennial participation among non-Caucasians is about 7%, compared to 12% for Caucasians, so the overall participation rate is going to come down. The encouraging news here is that research has also shown that the relationship between income and golf participation rates holds true for non-Caucasians as well. Therefore, as the middle and upper classes of non-Caucasians grow in coming years, golf participation should increase among these groups.

Our analysis of NGF participation data tells us that demographic trends and income effects account for more than half of the Millennial golf participation drop. The question remains - how much of the shift in participation among Millennials is related to cultural or other changes? We're studying lifestyle changes of this age group as we speak, but here's what we do know. There are more than 6MM Millennials playing golf right now. That's one out of four of today's golfers. These Millennial golfers are spending a lot of money on equipment and other merchandise... we estimate about \$1 billion a year. And they are playing about 93 million rounds of golf. That puts about \$4 billion in the cash registers of golf courses each year. Also worth noting, Millennials who are playing golf are playing a little more often (15 times per year versus 12 times per year) than similarly aged golfers twenty years ago.

One of the most encouraging things we discovered so far is that there is substantial latent demand for golf among this age group. While there are over 6MM golfers, there are another 12MM+ people who are very/somewhat interested in playing golf now. That's two

interested non-golfers for every golfer. This ratio is two times higher than that of any other age group. These numbers support our theory that Millennials don't reject golf, they are just delaying entry to the game. Need a real-life manifestation of this theory? Take a look at Top Golf, a thriving business that combines golf, entertainment, and food & beverage, and which derives the majority of its patrons from the Millennial age group. NGF believes that the appetite for this product among non-golfing Millennials is the clearest expression of this group's latent demand for golf.

There is no denying that Gen Y golf participation is down compared to the 18-34 year olds of the 1990s, but we shouldn't be discouraged. As we dig deeper into our research, we will gain more insight into this generation and what it will take to get them to the course. Stay tuned for research results NGF will publish later this year.



## Rounds show modest growth in 2014

January 21, 2015

Rating:

No votes yet

Golf rounds played per days open increased by 1 percent in 2014 when compared to 2013 data, according to PGA PerformanceTrak, which collects data from more than 2,600 facilities.

Food & Beverage revenue increased by 4.1 percent this past year and total facility revenue increased by 1.4 percent. The average fee for an 18-hole round of golf marginally increased from \$25.19 in 2013 to \$25.35.

Initially the data showed a decrease in overall rounds played in the U.S. by 1.4 percent. It also reported 2014 as having the fewest days open in the past 9 years due to weather. However, new numbers show that when weather permits, consumers choose to play golf as reflected by the growth in rounds played per days open in 29 states.

Weather also played a role in the performance of golf fee revenue and golf merchandise revenue. Merchandise revenue per days open increased by 2.6 percent from 2013 to 2014 and fee revenue per days open increased 1.5 percent.

"While we are not in the business of predicting weather patterns, we felt it was necessary to establish a new metric to better reflect the true impact weather conditions have on days open, rounds played and ultimately facility revenue in the majority of markets," PGA of American President Derek Sprague said. "When weather conditions are acceptable, consumers are playing golf and spending money on golf fees and merchandise at the facilities at a pace that is higher than 2013, which is certainly a positive trend for the golf industry."

According to the National Climate Data Center, 20 states reported precipitation rates above normal in 2014, primarily in the Northwest, Midwest and Northeast regions.

PGA PerformanceTrak is a data collection and benchmarking service offered by the PGA of American in cooperation with the NGCOA.

[World Golf Report Operations](#)

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Rounds show modest growth in 2014

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Monday, September 22, 2014

## Golf Datatech Releases Women In Golf 2014 Study

**Comprehensive report highlights key factors that define the \$900 million women's golf market; study concludes that female golfers, which represent 20% of the marketplace, remain a vibrant, yet underserved golfing community**

1

ORLANDO, Fla.,  
September 22, 2014 ...  
Golf Datatech, LLC  
([golfdatatech.com](http://golfdatatech.com))



(<http://www.golfdatatech.com>)), the golf industry's leading independent research firm for consumer, trade and retail golf trends, today released the results of the Women In Golf 2014 Study; a comprehensive study of the playing and purchasing habits of the serious female golfer. Today, female golfers make up more than 20% of the estimated 25 million golfers in the U.S., and approximately 19% of all golf sales nationally.

The Women In Golf 2014 Study explores a range of topics about the \$900 million women's golf equipment/apparel market, while discovering valuable insights about the playing habits, opinions and preferences of golf's most underserved market. The study also focuses on women golfers' attitudes about the game and the facilities they play, revealing deep insights into their attitudes about equipment and brand choices, as well as their purchasing habits. Further, the study uncovers how women golfers' media preferences and use of social media differ greatly from men.

"If the industry is going to market effectively to women golfers and grow that piece of the market, then knowing the size and scope of the segment is critical," said John Krzynowek, a partner at Golf Datatech. "The women's golf market has long been underserved, in spite of the fact women are passionate about the game and have

Krzynowek adds, "This study is the largest and most comprehensive research we've ever conducted on female golfers and it sets the benchmark regarding attitudes and preferences, rather than leaving them open to speculation."

The 300+ page study's results are based on responses from nearly 2,000 female golfers drawn from Golf Datatech's exclusive Serious Golfer Database. These individuals average 60 rounds per year, while also actively participating in other activities, including walking, exercising, swimming, cycling, etc.

"At a time when the golf industry is looking for ways to expand and grow, the results suggest the female golfer continues to offer great unrealized potential," Krzynowek said. "Studies have shown that women are better able to balance work, family and social life, so managing to fit in a 9-hole round instead of a full 18 could well meet their needs, and is completely in line with the direction many believe the game should be heading. Golf doesn't have to always mean 18 holes, and women understand that the game can still be part of a busy lifestyle."

He adds, "Rather than be hindered by the many obstacles facing the game today, such as time and cost constraints, this study also shows that women greatly value the social, physical and aesthetic attributes that have made golf an attractive sport for many generations."

Additional key findings of the study are that female golfers under the age of 40 are more likely to use golf as a valuable business resource. Among the three biggest positive attributes for playing the game, 90% cited general well-being (outdoors, exercise), 80% cited the challenge and competition of golf, and nearly 70% cited the social interactions of playing the game with family and friends. In contrast, when asked what they don't like about the game, a majority of respondents cited that the average golf course is a very "male dominated" place.

"Serious female golfers represent a robust portion of the game and are vital to golf's future," adds Krzynowek. "The industry would do well to focus and expand this already important category."

For more information on the Women In Golf 2014 Study, or to order the study, call 888-944-4116 or visit [golfdatatech.com](http://www.golfdatatech.com) (<http://www.golfdatatech.com>).

### **About Golf Datatech, LLC**

Golf Datatech, LLC was established in 1995, and since that time it has become the industry's golf standard for accurate and timely information on the retail sales, inventory, pricing, and distribution of golf products through the on and off course channels. In 1998, the Company extended its reach into consumer research and strategic sales and marketing consulting. In 2006, the Company expanded its retail and consumer research programs into the United Kingdom and in 2008 added markets in Europe. Golf Datatech now produces the first-ever electronically driven golf retail sales reports for the UK, Sweden and Germany.

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Mastro Communications, Inc. @ 732-469-5700



# The fountain of youth

These days, traditional golf and alternative forms of the game desperately need each other **BY ROBERT J. VASILAK**

Desperate times, it's often said, require desperate measures. So it's no surprise that golf has begun to experiment with off-the-wall ideas in a frantic attempt to attract more players, particularly teenagers and young adults.

For traditionalists, some of these ideas amount to a chamber of horrors: holes the size of large pizzas, a tolerance for mulligans, golf played by kicking a soccer ball. Purists view such propositions as threats to the fundamental nature of a game that's survived wonderfully for centuries. A sport reluctant to change, as golf is, wouldn't entertain them unless it was time to push the panic button. The experimentation reflects a harsh truth about recreational golf in the early 21st century: The sport's day of reckoning has arrived. By welcoming a parade of new ideas, U.S. golf is tacitly admitting that its future is in jeopardy.

Two decades ago, golf didn't need to refresh itself. But more recently, the game has been losing players at an alarming rate. The National Golf Foundation estimates that 4.7 million have departed since the turn of the century, and it fears another 4.7 million may leave during the next decade. Worse, a quarter of those who've gone are core golfers, who account for 90 percent of the industry's spending.

Up until now, golf's leadership has attributed the attrition to economic forces beyond anyone's control. Our industry accepted weakening play and participation because it believed an economic recovery would eventually restore order. Today, it's evident that we've come dangerously close to the point of no return. If golf expects to be viable two or three decades from now, we need to establish a new foundation to build upon.

And really, there's only one place to establish that foundation: among millennials, the generation that consists, roughly speaking, of people between 18 and 34. Some golf commentators believe that millennials have no money, presumably because they're burdened by educational debts. In fact, though, millennials flex considerable economic muscle. There are an estimated 80 million of them – like baby boomers, they constitute about 25 percent of the U.S. population – and it's been predicted that they'll start to outspend baby boomers within three years.

By 2030, according to a study by the Pew Research Center, our nation's youngest baby boomer will be 65 years old. At that time, today's 18-to-34s will be between 34 and 50, the age when their earning power can make a huge difference for golf.

So the demographic handwriting is on the wall: Millennials are indispensable to golf's future. In one way or another, the game has to start connecting with them. Last year, the PGA Merchandise Show offered a seminar on marketing to millennials. The message: In order to reach today's technologically savvy young people, golf needs to engage via smartphones and social media.

But if diligent marketing were a genuine solution to what ails golf, we'd have no reason to worry about the future. For years, the industry has assumed that millennials, like members of preceding generations, were naturally inclined to become golfers. We believed that golf's pleasures were timeless and universal, that the game was right and those who didn't play it were wrong.

The continued deterioration in play has forced the industry to reconsider. To lure millennials, it's become clear that golf needs to do more than simply start Instagramming. It needs to start selling something that young people want to buy.

That's why Ted Bishop, the former president of the PGA of America, began offering footgolf at his Indiana golf complex.

"We've got to offer more forms of golf for people to try," he explained to *The New York Times*. "We have to do something to get them into the fold."

Bishop isn't trying to ruin golf. Like a growing number of course owners and operators, he merely thinks that traditional golf and alternative forms of the game can co-exist peacefully.

And footgolf may not be his only experiment. The PGA of America, a group that rarely advocates change, has created a task force to test outside-the-box proposals that might appeal to younger audiences. It's a committee, and committees have been known to crumble under their own weight. But if it can initiate a few solid revenue-producing ideas, golf courses from coast to coast will adopt them.

Nor is Bishop the only person in golf who's fomenting change. Mark King, the President of Adidas Group North America, has created a website, *HackGolf.org*, to solicit proposals, no matter how wacky, that might give golf a fresh, fun image. King, an unabashed promoter for 15-inch cups and other impure thoughts, says his goal is "to spark a revolution."

Revolution is a word rarely heard in golf circles, and King's willingness to use it reflects the industry's current anxieties. For the first time in ages, real change is in the air. ●

*Robert J. Vasilak is the publisher of the World Edition of the Golf Course Report and one of Golf, Inc.'s contributing editors.*



VASILAK



# Nine-Hole-Friendly Golf Courses

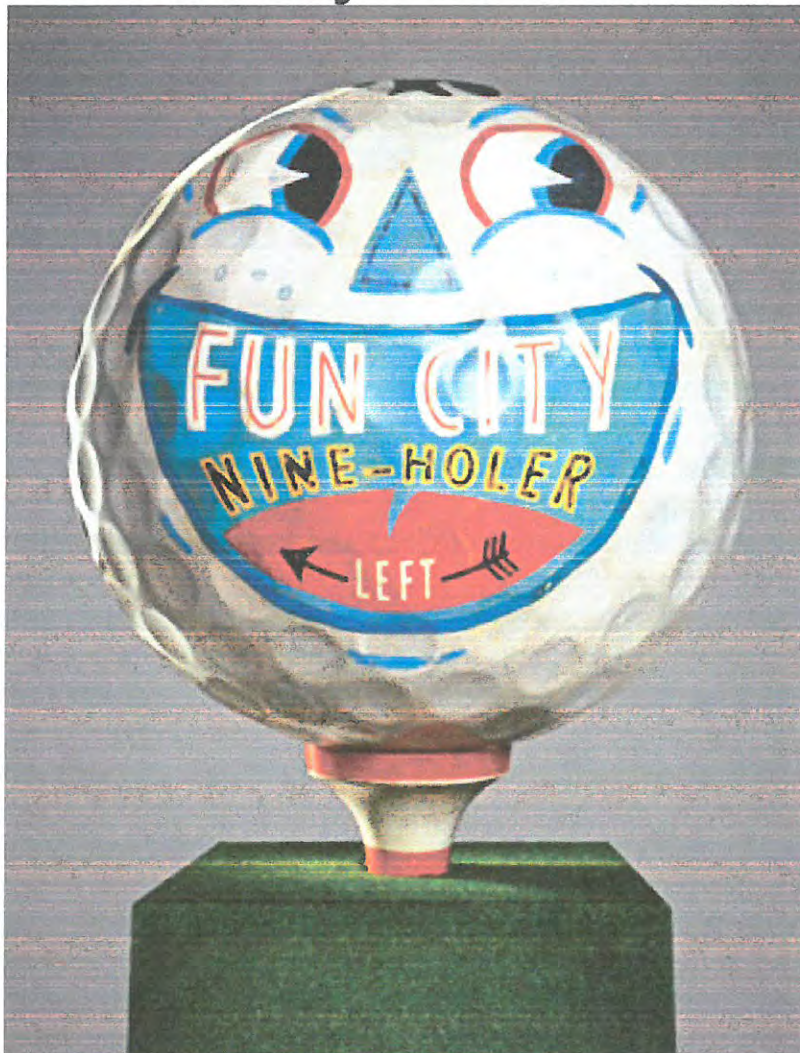


ILLUSTRATION BY CHRISTIAN NORTHEAST

Golf Digest, with the support of the USGA and the PGA of America, has compiled this list of "nine-hole-friendly" courses. This list includes courses that allow and promote nine-hole play for men, women, juniors and families on layouts that make it easy to play partial rounds. High marks will go to the most playable courses, for golfers of all skill levels. Don't see your course? We'll be continuing to add to this list with your suggestions. Please email: [editors@golfdigest.com](mailto:editors@golfdigest.com)

*Click on underlined course names for more info.*

## **ALABAMA**

Ballantrae Golf Club

1300 Ballantrae Club Dr., Pelham

Canebrake Club

23015 Founders Cir., Athens

Canaan Country Club  
74 High St., Canaan  
**Elmridge Golf Course** (Red, White, and Blue)  
229 Elmridge Rd., Pawcatuck

Gainfield Farms Golf Course  
255 Old Field Road, Southbury

Green Woods Country Club  
300 Torrington St. (Rt. 183), Winsted

Guilford Lakes Golf Course  
200 N. Madison Rd., Guilford

Lyman Orchards Golf Club  
70 Lyman Rd., Middlefield

Norwich Golf Course  
685 New London Tpke., Norwich

Tallwood Country Club  
91 North St., Hebron

Tunxis Plantation Country Club  
87 Town Farm Road, Farmington

## **DELAWARE**

Rock Manor Golf Course  
1319 Carruthers Ln., Wilmington

## **FLORIDA**

Arlington Ridge Golf Club  
4463 Arlington Ridge Blvd., Leesburg  
Barefoot Bay Golf & CC  
1225 Barefoot Blvd., Barefoot Bay

Bay Dunes Golf Course  
5304 Majette Tower Rd., Panama City

Blue Cypress Golf Club  
4012-5 University Blvd N., Jacksonville

**Callaway Bay Country Club**  
2001 Three Putt Ln., Panama City

Cimarrone Golf & C C  
2800 Cimarrone Blvd., Jacksonville

Continental Country Club  
50 Continental Blvd., Wildwood

Copperhead Golf Course  
20910 Copperhead Dr., Lehigh Acres

The Country Club of Naples  
185 Burning Tree Drive, Naples

Crane Lakes Golf Course  
1740 Crane Lakes Blvd., Port Orange

Dunes Country Club  
949 Sand Castle Rd., Sanibel

**Eagle Ridge Golf Club** (Champions, Memorial, Masters, and Heritage)  
13605 SE. 93rd Court Road, Summerfield

Golf Hammock Country Club  
2222 Golf Hammock Dr., Sebring

Grande Vista Golf Club  
12001 Avenida Verde, Orlando

Hammock Bay Golf & CC  
1370 Borghese Ln., Naples

Harmony Golf Preserve  
7251 Five Oaks Drive, Harmony

**Havana Country Club** (Kilimanjaro, Kenya, and Hemingway)  
2488 Odell Cir., The Villages

Hilaman Park Municipal GC  
2737 Blairstone Rd., Tallahassee

Hunter's Creek Golf Course  
14401 Sports Club Way, Orlando

Jacaranda West Country Club  
1901 Jacaranda Blvd., Venice

Jake Gaither Golf Course  
801 Tanner Dr., Tallahassee

Manatee Cove Golf Course  
861 Marina Rd., Patrick AFB

Martin County Golf & CC  
2000 SE. Saint Lucie Blvd., Stuart

Miona Lake Golf Club  
5473 County Road 122, Wildwood

**The Nancy Lopez Legacy CC** (Ashley Meadows, Erinn Glen, and Torri Pines)  
1100 Main St., The Villages

< Island Links at Aquarina  
7500 South A1A, Melbourne

Lakes at Leesburg  
25201 US Highway 27, Leesburg

Nature Walk Golf Club  
2900 Club House Turn, Lynn Haven

North Palm Beach Country Club  
951 US Highway 1, North Palm Beach

Ocala Palms Golf Club  
5174 NW. 26th St., Ocala

**Okecheelee Golf Course** (Heron, Eagle, and Osprey)  
7715 Forest Hill Blvd., West Palm Beach

Oriole Golf & Tennis Club  
8000 Margate Blvd., Margate

**Palmer Legends** (Laurel Valley, Cherry Hill, and Riley Grove)  
1645 Palmer Way, The Villages

Park Ridge Golf Course  
9191 Lantana Rd., Lake Worth



PGA Golf Club  
1916 Perfect Dr., Port St. Lucie

PGA National Golf Club  
1000 Avenue Of Champions, Palm Beach Gardens

Placid Lakes CC  
3601 Placid Lakes Blvd., Lake Placid

Pompano Beach Municipal Golf Course  
1101 N. Federal Hwy., Pompano Beach

Queens Harbour Yacht & CC  
1131 Queen's Harbour Blvd., Jacksonville

Remington Golf Club  
2995 Remington Blvd., Kissimmee

The Resort Course at Orange Lake  
(Crane's Bend and Legends Walk courses. Kids play for free on the lighted Legends Walk course with adult green fee)  
8505 W. Irlo Bronson Memorial H., Kissimmee

Rosedale Golf & Country Club  
5100 87th Street East, Bradenton

Santa Rosa Golf and Beach Club  
4801 W. County Hwy. 30a, Santa Rosa Beach

The Savannahs at Sykes Creek  
3915 Savannahs Trl., Merritt Island

Schalamar Creek CC  
4500 US Highway 92 E., Lakeland

Seminole Golf Course at Florida State University  
2550 Pottsdamer St., Tallahassee

Tides Golf Club  
11832 66th Ave., Seminole

**University Park Country Club** (Holes 1-9, 10-18, 19-27)  
7671 The Park Blvd., University Park

Village Green Golf Club  
3500 Pembroke Dr., Sarasota

Westminster Golf Club  
2199 Berkley Way, Lehigh Acres

Willow Brook Golf Course  
4200 Hwy. 544 North, Winter Haven

Windermere Country Club  
2710 Butler Bay Dr. N., Windermere

Winston Trails Golf Club  
6101 Winston Trails Blvd., Lake Worth

Winter Park Country Club  
761 Old England Ave., Winter Park

World Golf Village (King & Bear)  
1 King And Bear Dr., Saint Augustine

World Golf Village (Slammer & Squire)  
2 World Golf Pl., Saint Augustine

## **GEORGIA**

Barnsley Gardens Resort  
597 Barnsley Gardens Rd. NW, Adairsville  
Brasstown Valley  
6321 U.S. Highway 76, Young Harris

Candler Park Golf Course  
585 Candler Park Drive, NE., Atlanta

Cedar Lake Golf Club  
5720 S Sharon Church Rd., Loganville

Charlie Yates Golf Course  
10 Lakeside Village Dr. SE, Atlanta

Country Club of Gwinnett  
3254 Clubside View Court, Snellville

Country Oaks Golf Course  
6481 Ga. Highway 122, Thomasville

GOLF COURSES

## Good Things In Small Packages

Ranking the best private and public short courses and the best nine-hole courses in all 50 states



**The 13-hole par-3 course, Bandon Preserve, offers golfers a scenic, authentic conclusion to the Bandon Dunes experience.**

•  
PHOTO BY WOOD SABOLD  
June 2013

We define a "short course" as one with fewer than 18 holes and playable in two hours or less. The courses on our lists of America's Top Nine Private and Top Nine Public Short Courses were voted on by the Golf Digest panelists, the 1,100 architecture enthusiasts who create our rankings of [America's 100 Greatest Courses](#). The Best in State picks were made by Architecture Editor Ron Whitten, with input from panelists. The Top Nine Outside the United States were selected by Contributing Editor John Barton and our international affiliates.



## **AMERICA'S TOP NINE PRIVATE SHORT COURSES**

1. Dunes Club, New Buffalo, Mich.
2. Augusta (Ga.) National G.C. (Par 3)
3. Pine Valley (N.J.) G.C. (Short)
4. Whitinsville (Mass.) G.C.
5. Sunnylands, Rancho Mirage, Calif.
6. The Olympic Club (Cliffs), San Francisco
7. Headwaters G.C., Cashiers, N.C.
8. Ansley G.C. (Ansley), Atlanta
9. The Links at Fisher Island (Fla.)

## **AMERICA'S TOP NINE PUBLIC SHORT COURSES**

1. Bandon (Ore.) Preserve
2. Robert Trent Jones Golf Trail at Cambrian Ridge (Short), Greenville, Ala.
3. Aetna Springs G.C., Pope Valley, Calif.
4. White Oak Plantation G.C., Yulee, Fla.
5. Robert Trent Jones Golf Trail at Highland Oaks (Short), Dothan, Ala.
6. Sun Valley Resort (White Clouds), Sun Valley
7. Battle Creek Golf and Sportsman's Club, South Pittsburg, Tenn.
8. Sewanee G. Cse., Sewanee, Tenn.
9. Northwood G.C., Monte Rio, Calif.

## **TOP NINE SHORT COURSES OUTSIDE THE UNITED STATES**

1. Royal Worlington & Newmarket G.C., Bury St. Edmunds, England
2. Musselburgh Links, Musselburgh, Scotland
3. G. de Morfontaine (Vallière), Mortefontaine, France
4. Gowrie Farm, Nottingham Road, South Africa
5. Cruit Island G.C., Donegal, Ireland
6. The Track, Meydan G., Dubai, U.A.E.
7. King Island G. & Bowling C., Tasmania, Australia
8. Helsingborgs G.C., Viken, Sweden
9. Niagara On The Lake G.C., Ontario, Canada

## **BEST NINE-HOLE COURSES IN EACH STATE**

### **ALABAMA**

1. Robert Trent Jones Golf Trail at Cambrian Ridge (Short), Greenville
2. Robert Trent Jones Golf Trail at Highland Oaks (Short), Dothan
3. Robert Trent Jones Golf Trail at Silver Lakes (Short), Glencoe

### **ALASKA**

1. Birch Ridge G. Cse., Soldotna
2. Fairbanks G. Cse., Fairbanks
3. Valley of the Eagles G. Links, Haines

### **ARIZONA**

1. Hilton El Conquistador G. & Tennis Resort
2. Shalimar C.C., Tempe
3. Hidden Cove G. Cse., Holbrook



## **ARKANSAS**

1. The Jack Stephens Youth Golf Academy, Little Rock
2. Lakeside Country G.C., Hot Springs
3. Branchwood G. Cse., Bella Vista

## **CALIFORNIA**

1. Sunnylands, Rancho Mirage
2. The Olympic Club (Cliffs), San Francisco
3. Aetna Springs G.C., Pope Valley
4. Northwood G.C., Monte Rio
5. Monarch Dunes G.C. (Challenge), Nipomo

## **COLORADO**

1. Steamboat G.C., Steamboat Springs
2. Cherokee Ridge G. Cse., Colorado Springs
3. Mount Massive G. Cse., Leadville

## **CONNECTICUT**

1. Birchwood C.C., Westport
2. Hotchkiss School G. Cse., Lakeville
3. The Milbrook C., Greenwich

## **DELAWARE**

1. American Classic G. Cse., Rehoboth Beach
2. Bethany Bay G.C., Ocean View

## **FLORIDA**

1. White Oak Plantation G.C., Yulee
2. The Links at Fisher Island, Fisher Island
3. Rainbow's End G.C., Dunnellon
4. Red Reef Executive G. Cse., Boca Raton
5. Grande Vista G.C., Orlando

## **GEORGIA**

1. Augusta National G.C. (Par 3)
2. Ansley G.C. (Ansley), Atlanta
3. Jekyll Island G.C. (Great Dunes), Jekyll Island

## **HAWAII**

1. Makai GC (Woods), Princeville, Kauai
2. Kahuku Municipal G. Cse., Kahuku, Oahu
3. Maui C.C., Spreckelsville, Maui

**IDAHO**

1. Sun Valley Resort (White Clouds), Sun Valley
2. Bigwood G. Cse., Ketchum
3. Salmon Valley G. Cse., Salmon

**ILLINOIS**

1. Woodstock C.C., Woodstock
2. Lake of Egypt C.C., Marion
3. Downers Grove G.C., Downers Grove
4. Pottawatomie G. Cse., St. Charles
5. Sydney R. Marovitz G. Cse., Chicago

**INDIANA**

1. Woodstock Club., Indianapolis
2. Culver Academics G. Cse., Culver
3. Forest Park G. Cse., Noblesville

**IOWA**

1. Stone Creek G.C., Williamsburg
2. Ridge Stone G.C., Sheffield
3. Indian Creek C.C., Marion

**KANSAS**

1. Falcon Valley Golf Cse., Lenexa
2. Great Life Golf & Fitness Abilene, Abilene
3. Yucca Ridge G.C., Liberal

**KENTUCKY**

1. Owl Creek C.C., Anchorage
2. Crescent Hill G. Cse., Louisville
3. Fort Mitchell C.C., Fort Mitchell

**LOUISIANA**

1. Ruston C.C., Ruston
2. City Park G. Cse., Baton Rouge
3. Eunice C.C., Eunice

**MAINE**

1. Castine G.C., Castine
2. Lucerne-in-Maine G. Cse., Dedham
3. Wilson Lake C.C., Wilton

**MARYLAND**

1. Gibson Island G. Cse., Gibson Island
2. Sligo Creek G. Cse., Silver Spring
3. Annapolis G.C., Annapolis

**MASSACHUSETTS**

1. Whitinsville G.C., Whitinsville
2. Marion G. Cse., Marion
3. Cohassee C.C., Southbridge

**MICHIGAN**

1. Dunes C., New Buffalo
2. Signal Point C., Niles
3. Wawashkamo G.C., Mackinac Island

**MINNESOTA**

1. Fort Snelling G.C., St. Paul
2. Ely G.C., Ely
3. Double Eagle G. & Grille, Eagle Bend

**MISSISSIPPI**

1. Yoda Creek G.C., Bruce
2. Whispering Pines G. Cse., Columbus
3. Pascagoula C.C., Pascagoula

**MISSOURI**

1. Tan-Tar-A Resort G.C. (Hidden Lakes), Osage Beach
2. Top of the Rock, Hollister
3. Highlands G. & Tennis Center, St. Louis

**MONTANA**

1. Rising Sun G. Cse. at Mountain Sky Guest Ranch, Emigrant
2. Hilands G.C., Billings
3. Buffalo Hill G.C. (Cameron), Kalispell

**NEBRASKA**

1. Legend Buttes G. Cse., Crawford
2. Pelican Beach G.C., Hyannis
3. Crofton Lakeview G. Cse., Crofton

**NEVADA**

1. Glenbrook G. Cse., Glenbrook
2. Coyote Willows G. Cse., Mesquite
3. Winnemucca G. Cse., Winnemucca

**NEW HAMPSHIRE**

1. HoodKroft C.C., Derry
2. Hooper G.C., Walpole
3. Whip-Poor-Will G.C., Hudson

**NEW JERSEY**

1. Pine Valley G.C. (Short), Pine Valley
2. Madison G.C., Madison
3. Toms River C.C., Toms River

**NEW MEXICO**

1. University of New Mexico G. Cse. (North), Albuquerque
2. The Lodge G. Cse., Cloudcroft
3. Arroyo del Oso G. Cse. (Dam), Albuquerque

**NEW YORK**

1. Pocantico Hills G. Cse., Tarrytown
2. Quaker Hill C.C., Pawling
3. Canandaigua C.C., Canandaigua
4. Doral Arrowwood G.C., Rye Brook
5. Fallsview G.Cse., Ellenville

**NORTH CAROLINA**

1. Headwaters G.C., Cashiers
2. Tryon C.C., Tryon
3. Lake Lure G.C., Lake Lure

**NORTH DAKOTA**

1. Medicine Hole G. Cse., Killdeer
2. Mayville G.C., Mayville
3. Kulm C.C., Kulm

**OHIO**

1. Wyoming G.C., Cincinnati
2. Athens C.C., Athens
3. Walnut Hill G. Cse., Columbus

**OKLAHOMA**

1. Southern Hills C.C. (West), Tulsa
2. Perry G. & C.C., Perry
3. James E. Stewart G. Cse., Oklahoma City



**OREGON**

1. Bandon Preserve, Bandon
2. Old Bandon G. Links, Bandon
3. Agate Beach G. Cse., Newport

**PENNSYLVANIA**

1. Phoenixville C.C., Phoenixville
2. Spring Creek G. Cse., Hershey
3. Foxburg C.C. and G. Cse.

**RHODE ISLAND**

1. Weekapaug G.C., Westerly
2. Jamestown G. Cse., Jamestown
3. West Warwick C.C., West Warwick

**SOUTH CAROLINA**

1. Spanish Wells C., Hilton Head Island
2. Old Carolina G.C., Bluffton
3. Stone Creek Cove G. Cse., Anderson

**SOUTH DAKOTA**

1. Tomahawk C.C., Deadwood
2. Lead C.C., Lead
3. Elk Point C.C., Elk Point

**TENNESSEE**

1. Battle Creek Golf and Sportsman's Club, South Pittsburg, Tenn.
2. Sewanee G. Cse., Sewanee
3. The VinnyLinks, Nashville

**TEXAS**

1. Conroe C.C., Conroe
2. Starr Hollow G.C., Tolar
3. Magnolia Ridge C.C., Liberty

**UTAH**

1. Dixie Red Hills G.C., St. George
2. Paradise Golf Resort, Fillmore
3. Bear Lake G. Cse., Garden City

**VERMONT**

1. Northfield C.C., Northfield
2. Prospect Pointe C.C., Bomoseen
3. Bellows Falls C.C., Bellows Falls

**VIRGINIA**

1. Broad Run G. & Practice Facility, Bristow
2. Lambert's Point G.C., Norfolk
3. Bedford C.C., Bedford

**WASHINGTON**

1. Glen Acres G. & C.C., Seattle
2. Tapps Island G. Cse., Lake Tapps
3. Gig Harbor G.C., Gig Harbor

**WEST VIRGINIA**

1. Fairmont Field C., Fairmont
2. Glade Springs G. & C.C., Beckley
3. Polish Pines G.C., Keyser

**WISCONSIN**

1. Rhinelander C.C., Rhinelander
2. Waupaca C.C., Waupaca
3. Thornberry Creek G.C. (Iroquois), Oneida

**WYOMING**

1. Saratoga Resort Public G. Cse., Saratoga
2. Sundance C.C., Sundance
3. Little America G. Cse., Cheyenne

# Small Wonders

Nine-hole courses offer as much charm and challenge as 'regulation' 18s, and are usually more ecological and economical. So why do so few golfers play them?



**Little package, big punch: The par-3 sixth typifies the challenge at The Dunes Club in Michigan, which has a Pine Valley feel and is viewed as America's best nine-holer.**

## RELATED LINKS

- [VIRTUAL GUIDE: AMERICA'S GREATEST COURSES](#)
- [MATTY G'S TOP 25 PUBLIC COURSES](#)
- [BEST PLACES TO PLAY](#)
- [MORE COURSES AND TRAVEL](#)

BY [RON WHITTEN](#)

PHOTO BY [L.C. LAMBRECHT](#)

February 8, 2010

Dr. Gary Wiren is a Ph.D., a highly regarded instructor, a champion golfer, a master professional and member of the PGA Hall of Fame. I am none of those. In fact, the only thing I have in common with Gary is that we both learned golf as youngsters on a hardscrabble nine-hole course in Omaha, par-33 [Spring Lake Park](#), where the last hole, a 100-yard par 3,

played over a busy city street, and the meanest hazard was a snarling German shepherd just beyond a flimsy chicken-wire fence behind the second green.

Amazingly, Spring Lake Park still exists. Both Gary and I have made separate pilgrimages to it in recent years, and we're both delighted that little has changed. Oh, there's a new clubhouse and cart paths. The tee boxes are now grass, not dirt. The dog is long gone, but the ninth is still a pitch shot over 16th Street.

Spring Lake Park is why I have such an affection for nine-holers. They are the bedrock upon which golf was built in this country. The first courses were nine holes. The first U.S. Opens were played on them. Legends such as Arnold Palmer and Pete Dye grew up on them.

Nine-hole courses represent fundamentals, with few frills and almost no pretenses. They're usually extremely affordable, frugal in their chemical use and can be played in less than two hours.



Architecturally, nine-hole courses are our great-granddaddies, but most golfers treat them like red-headed step-granddaddies because most don't consider nine holes to be real golf. If statistics mean anything, they're probably justified in that assumption. For more than two generations now, nine-hole courses have comprised just 29 percent of all layouts in America, not enough clout to be considered even a special interest. They're merely a fringe element, a cult.

So be it. But it's a cult worth exploring. Allow me to provide some reasons why.

### **Some Nine-Hole Courses Are Genuine Tests**

The good news is, there are no 4,000-yard nine-hole courses. Because they're invariably built on compact parcels of land, nine-hole courses tend to be more about accuracy and finesse than brute strength. But, as with Chihuahuas and Yorkshire terriers, some of those little things have bite.

None more than [The Dunes Club](#) in New Buffalo, Mich. A half-dozen years before he established Bandon Dunes in Oregon, recycled-products impresario Mike Keiser created this delightful and devious nine on 68 acres of densely wooded sand dunes off Lake Michigan, just north of the Indiana border. Utilizing the services of architects Dick and Tim Nugent of Chicago as well as mixing in his own armchair-architect ideas, Keiser produced the [Pine Valley](#) of nine-hole courses, with vast expanses of exposed sand edging fairways that pitch and roll as if in a storm off the lake, and smallish greens tucked atop sand spits and behind leafy trees. What isn't sand or tightly mown turf is knee-high native grass.

Back in a [2000 Golf Digest](#) feature, Dan Jenkins chose the 513-yard eighth hole as one of his Best 18 Holes in America -- The New Generation, and nearly every commentator on course design ranks the 3,478-yard par-36 Dunes as the country's best nine-hole course. It's private and perfect, with a clubhouse about the size of a detached garage. That's all a nine-hole course needs.

Due east of The Dunes is [Signal Point Club](#) in Niles, Mich., just north of South Bend, Ind., a 1964 private club that is perhaps the most imaginative ever from architect Robert Bruce Harris. Strung along a skinny corridor on the west side of the St. Joseph River, Signal Point is tight and tree-lined, with big oval bunkers well removed from enormous putting surfaces, deliberately oversized to accommodate two separate flags, white and red, corresponding to tee markers of the same color. Golfers play white-to-white the first time around, 3,044 yards par 36, then red-to-red at 3,181 yards par 36, for the second nine. So each hole has two personalities. The opener may be only 324 yards, but the second time it's 408, maybe longer if the red flag is tucked back behind a bunker. Conversely, the par-5 second measures 540 yards, but when it's the 11th, it's 475. The craziest hole is the seventh, a zigzag double dogleg through hardwoods and pines, the only par 5 around that measures just 435 yards (489 when played as the 16th) and yet is still a true three-shot hole.

They call Signal Point "Little Point O'Woods," a nod to former Western Amateur venue and Golf Digest 100 Greatest member [Point O' Woods](#) just up the road in Benton Harbor, and it certainly resembles it in look and challenge. Back in 1967, when Golf Digest ranked America's

200 Toughest Courses, Signal Point was one of six Michigan courses listed, along with The Point, [Oakland Hills](#), [CC of Detroit](#), [University of Michigan](#) and [Warwick Hills](#). Alas, the editors apparently decided there was a mutt amongst those big dogs, and Signal Point was dropped in 1969. No nine-hole course has been ranked by Golf Digest since.

As versatile as Signal Point is, it has nothing on [Double Eagle GC](#) in Eagle Bend, Minn., where in 1983 former tour pro-turned-architect Joel Goldstrand created his first of several nine-hole reversible layouts. With nine fairways and 10 greens on 80 acres, Goldstrand provided 18 holes for an owner who couldn't afford the upkeep of 18 and did it with bunkers that play both ways and no awkward doglegs or blind shots. It's not a particularly original idea. The Old Course at St. Andrews is the template for all reversible layouts, and William S. Flynn built one on the Rockefeller estate, **Pocantico Hills**, in Tarrytown, N.Y., in the 1930s. But unlike St. Andrews, which plays its clockwise routing but once a year, Double Eagle switches every day. On odd days it's the 3,337-yard par-36 Green Course, while on even days it's the 3,536-yard par-37 Gold Course.

Other stern nine-hole tests include [Doral Arrowwood GC](#) in Purchase, N.Y., a Robert von Hagge resort design that has been dubbed the "Little Blue Monster." It has humps and bumps everywhere, along with splashy bunkers and ponds on seven holes. It was built in the early 1990s on the site of the old 18-hole par-3 Green Valley Golf Center, and pity the poor hacker who strolled up at the grand reopening expecting his pitch-and-putt.

There's also the private **Links at Fisher Island** in the center of a 216-acre island of condominiums in Miami's Biscayne Bay. A 1990 P.B. Dye design of 3,347 yards and par 35, it's a tropical terror, with big lakes, 56 bunkers, one island green, one hidden green, imitation sand dunes dotted with coconut palms and gumbo limbos, constant wind and live flamingoes.

Include [Falcon Valley GC](#) in Lenexa, Kan., in this category. Designed by Craig Schreiner, it was originally to be 18 holes, but potential land across railroad tracks proved too inaccessible. A par 36 of 3,366 yards, it is hilly and treed on the first four holes, then open and exposed to south winds for four holes and finishes with a straightaway par 4 hugging a lake on the right. Like Doral Arrowwood and Fisher Island, Falcon Valley is that rarest of creatures, a nine-hole residential development course. Other successful nine-hole housing courses that come to mind are [Bigwood](#) in Ketcham, Idaho (just west of [Sun Valley resort](#)), and [Spanish Wells](#) on Hilton Head Island.

Page 1 of 4>

## Small Wonders

Continued (page 2 of 4)

### RELATED LINKS

- [VIRTUAL GUIDE: AMERICA'S GREATEST COURSES](#)
- [MATTY G'S TOP 25 PUBLIC COURSES](#)
- [BEST PLACES TO PLAY](#)

#### ■ MORE COURSES AND TRAVEL

##### **Some Nine-Holers Are Untouched Masterpieces**

If you're interested in studying classic old architecture, the best place may be on nine-hole courses, because most of those clubs have never had enough money to screw things up with a fancy remodeling. The original designs are still there, maybe with shrunken greens and grassed-over bunkers, but they are still as originally conceived.

So if you want authentic Alister Mac-Kenzie, don't go to [Augusta National](#), go to [Northwood GC](#) in Monte Rio, Calif., north of San Francisco. Built in 1927, it is positioned inside a bend of the Russian River, just north of the famed Bohemian Club's campground. Indeed, the course was apparently constructed specifically for members of the Bohemian Club, but it has been a public course for decades.

Northwood is only 2,893 yards par 36, but if you think you can overpower it, think twice. Most holes are lined by gigantic redwoods, providing some of the narrowest corridors in the game. You'll be playing in spots of deep shade except at high noon. (That certainly isn't a MacKenzie trademark, as he preferred wide holes with lots of options, but it's what he had to provide on that tight, forested site.)

Adding to its challenge are skinny, tumbling MacKenzie greens and re-established MacKenzie bunkering. (Cavities of other fingery bunkers are still clearly visible and will be reclaimed in years ahead.) Every hole is special, but the sunken punchbowl green on the 382-yard second shines, as do the deception bunkers well short of the green on the single-file 381-yard seventh. The best holes may be the short par 4s: the 293-yard dogleg-left first, where a long straight drive will leave you blocked by trees, and the relatively wide 280-yard sixth, with bunkers scattered willy-nilly.





**Tiny touches: (Top) A nine-hole links is the center of attention at Florida's Fisher Island. (Photo by**



**Stephen Szurlej). The par-3 eighth hole at Signal Point in Michigan is the Slim Shady of golf. (Photo courtesy of Signal Point).**

An early inkling of Robert Trent Jones' imagination can be found at [Pottawatomie GC](#), a nine-hole muni in St. Charles, Ill. This was a WPA project completed in 1939 and features Trent's first island green, on a real island in the Fox River. It is at No. 3, a 345-yard, sharp dogleg-left par 4 that requires a drive of only 200 yards to reach the turn. From there it's a short iron over a river channel to the big well-bunkered green. It looks simple, but it is not. A row of trees prevents gamblers from firing at the green from the tee, overhanging trees can complicate the aerial approach, and there is a little pond within the island just right of the green that is hardly noticeable until you have drifted into it.

The island looks natural, but I am told that Trent actually built much of it using soil excavated just north of the course. The 154-yard fourth hole is also self-contained on the island, and if anything, the shot into that green is far more intimidating, with the long expanse of river just beyond the back fringe. A recent Greg Martin renovation has returned the flair of Trent's bunkering and re-established the corner lobes of his sweeping greens, making Pottawatomie a little vest-pocket delight.

Another early Trent Jones design is [Quaker Hill CC](#) in Pawling, N.Y., near Poughkeepsie. Built for a group headed by legendary radio (and later television) broadcast journalist Lowell Thomas, the 3,046-yard par-35 private club opened in 1942. Inside the clubhouse, a converted barn, is a history wall, 30 feet high and 20 feet long, embedded with artifacts Thomas collected from his travels, including an ancient rock unearthed in Mesopotamia and a chunk removed during the construction of the Empire State Building. Also on display are all nine Trent Jones sketches of his proposed greens, and every green still exists almost exactly as he first envisioned them.

[Plymouth \(N.C.\) CC](#) sports an untouched William S. Flynn design that opened in 1937. It was constructed for Flynn by a young Dick Wilson, who later became Trent Jones' chief rival in the golf design business, producing such dramatic courses as **Doral**, [Bay Hill](#) and [La Costa](#). (Wilson's nine-hole masterpiece is **Sunnylands**, on the Walter Annenberg estate in Rancho Mirage, Calif.) What's more, the first pro at Plymouth was Ellis Maples, who also later became a golf architect, one of the most prolific in the Carolinas.

Near Boston, where the great Donald Ross started his design career after arriving from Scotland, is a little private Ross gem called [Whitinsville CC](#). Started as a company course for Whitin Machine Works in 1925, it quickly gained national fame when its ninth hole was featured in George C. Thomas Jr.'s 1927 seminal treatise *Golf Architecture in America*. The 446-yard ninth, with its tee shot across the corner of a river basin to a roller-coaster fairway and approach over another valley to a hilltop green, is still considered one of the greatest par 4s in the land.

Golf architect Brian Silva, who lived next to the course for years before marriage and success transplanted him to a summer home in New Hampshire and a winter one on Florida's Amelia Island, has long proclaimed Whitinsville to be the most genuine Ross design in existence. He points out the prototypical Ross pedestal greens and grass-faced bunkers, including old-

fashioned carry bunkers on the 438-yard fifth. At 3,282 yards and par 35, even the length remains unchanged.

I recently examined the plans for Whitinsville at the Tufts Archives in Given Memorial Library in Pinehurst, N.C., the largest repository of Ross memorabilia. Indeed, the holes today exist just as they were on the plans, which were drawn up by Walter B. Hatch, a chief Ross design associate. There's a notation on the cover sheet to the plans: "Hope Mr. Ross will be able to look these over before you start them," followed by Hatch's initials. Several hole diagrams bear the notation, "OK. DJR." So Ross did review Hatch's drawings. But it raises some questions: Did Ross ever see the site? Did Hatch draft what Ross had designed, or did Hatch design the holes and Ross simply edit them?

It doesn't really matter. Whitinsville is clearly classic Donald Ross architecture. The man mass-produced terrific courses, juggling 20 or more projects at once, and in an era when cross-country travel was strictly by train, he relied upon legions of lieutenants to carry out his intent. The glory of it is that his standard product, even at nine holes, was so superior. Other well-preserved nine-hole Ross layouts in Massachusetts include [North Andover](#), [Tatnuck](#) in Worcester and [Cohasse](#) in Southbridge. In most other states, his nine-hole jobs have since been expanded to 18.

### **Nine-Hole Courses Are Glimpses Into The Past**

A lot of nine-hole courses are steps back in time. Whether it's the metal coil starting system at [City Park GC](#) in Baton Rouge, La. (drop your ball atop the spiral of others and when it reaches the bottom, retrieve it and head to the tee) or the low-tech sand greens of the Midwest ("Down 'n' Dirty," *Golf World*, Oct. 8, 2004), there are aspects of nine-hole courses that remind us that the game is about more than just money.

An article in the October 13, 1948, issue of *Golf World* talked about long-abandoned [Oakhurst GC](#) in White Sulphur Springs, W.Va., claimed by many to be the first organized golf club in America, dating from 1884. The club had disbanded by 1904, and its nine-hole course, with crisscrossing fairways, went to seed. Illustrating the article was a photo of soon-to-be Masters champion Sam Snead, swinging in a pasture that had been an Oakhurst fairway half a century earlier.

A dozen years after the article, Snead convinced a golf buddy, Lewis Keller, to buy the land for breeding thoroughbred horses. Thirty-four years after that, the ageless Snead was hitting the ceremonial first shots at the grand reopening of Oakhurst Links.

## **Small Wonders**

Continued (page 3 of 4)

### **RELATED LINKS**

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- [BEST PLACES TO PLAY](#)
- [MORE COURSES AND TRAVEL](#)

Encouraged by golf writer Dick Taylor and golf architect Bob Cupp, Keller revived the ancient course in the early 1990s after quitting the horse business. Cupp says the project was as much archeology as architecture, taking just eight days of probing and mowing to rediscover the somewhat mountainous routing after 80 years of hibernation. Old newspaper reports and photos helped determine the fairways and greens. Gentle depressions proved to be old sand bunkers.

"It goes back to a peaceful time when the size of the game was comprehensible and nature had a lot to say about conditions," Cupp said when Oakhurst was unveiled to the public in 1994. Snead may not have agreed. On the opening day, he started on the par-3 third, using a hickory-shafted club and gutta percha ball specially built by club designer Karsten Solheim. Snead swung and both the gutty and clubhead went flying.

"Did either of them get on the green?" Snead asked dryly. He found the ball and got it up and down for his 3.

Oakhurst is certainly an acquired taste. Its postage-stamp greens are slow and grainy and stymies (where you leave your ball blocking your opponent's path to the hole instead of courteously marking it) are still allowed. Its fairways are fescue and clover clipped by a dozen sheep, and golfers are allowed free drops from sheep droppings. The course, just 2,235 yards par 37 (with the longest hole just 318 yards), is played with reproduction hickory-shafted clubs and gutta percha balls available from the pro shop. A booming drive goes 150 yards.

Where Oakhurst is a relatively accurate reproduction, [Wawashkamo GC](#) on Michigan's Mackinac Island is the real deal. It dates from 1898 and is the oldest continuously played course in the state. It's flat and dry with cross hazards, tall fescue roughs and tiny greens edged by "chocolate drops" and other sorts of mounds. (The circus ring around the par-4 third green has to be seen to be believed.) At just 2,999 yards par 36, it's also meant to be played with hickory-shafted clubs and gutta percha balls available on site. Irrigated only by rain, it is maintained almost organically, and a lot of the mowing is done by horse-drawn equipment.

Another turn-of-the-past-century delight is [Marion GC](#) on the southern coast of Massachusetts, west of Cape Cod. It was the first design of George C. Thomas Jr., who would later move to California and give us [Los Angeles CC](#), [Riviera](#) and [Bel-Air](#). Compared to those, Marion is primitive, reflective of the steeplechase style of golf prevalent in 1906. Holes intersect with old boundary-marker stone walls, walls so numerous that the land must have been shared by several landholders. Some walls have been covered with earth, up to five feet high on the 175-yard third, where a narrow slot provides both a view of the green and a walkway to it. A rock wall on the 115-yard ninth is the leading edge of a high, flashed-sand bunker, with the green hiding behind it. Try designing that in this age of litigation. (Marion's scorecard, by the way, reads, "Play at Own Risk!") A half dozen years ago I wrote, "Marion is

not Merion. The grass is a mish-mash of turf and weeds. Some fairways are spongy. The greens putt slow. And I highly recommend it." I still do, just for the sheer novelty of it.

Would you prefer a taste of the Roaring Twenties? According to its scorecard, Granada GC in Coral Gables (built in 1925 by Bill Langford) is the oldest operating nine-hole course in Florida. Its dead-flat fairways are common Bermuda grass and not much wider than the boulevards edging every hole. There are a few angular mounds (remnants of huge cop bunkers), a few big umbrella-like banyans, and an obligatory pink stucco clubhouse. Play it, and you expect to see flappers cruising by in big Packards with bubble-shaped fenders, their horns going "aoogha-aoogha."

Over in San Francisco, its classic 1920s layouts -- Olympic, Harding Park and California GC of S.F. -- have all drastically thinned out the dense cypress trees that once turned fairways into hallways. So to gain any sense of the claustrophobia that honed the talents of greats such as Ken Venturi and Johnny Miller, the only option these days is to play Gleneagles GC at McLaren Park. OK, this nine-holer of 3,006 yards par 36, wasn't built until 1962, but it was designed in an old-fashioned style by Jack Fleming, who back in the '20s built courses for Alister MacKenzie and later oversaw Frisco's public golf operation. With wall-to-wall tree limbs, side-slope fairways, soggy greens and the damndest sharp dogleg left at the 320 mark on the 577-yard sixth, Gleneagles is, yes, a San Francisco treat. If this were in just a little better part of town, it would be a tourist attraction, even at nine holes.

Sad to say, the Great Depression still exists at Chicago's Sydney R. Marovitz GC, hard against Lake Michigan in Lincoln Park just north of the Loop. A 1932 Ed Dearie design (originally called Waveland), it's a solid nine of 3,240 yards par 36 with elevated greens guarded by deep, flat-bottomed bunkers whose true dimensions aren't clear until you walk up to them. Every hole runs more or less north or south and is harassed by constant lakefront winds. There's even a pond in play. It's the grand old clubhouse behind the ninth green that's the relic of Hard Times. After a recent round there, I asked in the pro shop for directions to the men's room and was sent around the corner into the mammoth old locker room. On each door of at least 15 toilet stalls hung clothing, and standing before a wash basin was an older man, buck naked, washing clothes in the sink. Turns out he's one of several homeless men who frequent the clubhouse. "We can't stop them," the pro told me. "All we ask is that they don't bother the customers."

Not every bone-dry throwback nine-hole course is charming. Highland GL atop a bluff overlooking the Atlantic on the hook of Cape Cod, may sport Scotch broom, a ninth hole painted by artist Donald Moss back in the 1970s and a lighthouse that dates from the 18th century, but frankly it's a pretty ordinary design, spiced up considerably by its ocean views.

Even worse is Great Dunes GC in Jekyll Island, Ga., a disappointment for anyone who's seen old photos of the original course, an 18-hole millionaires' hideaway called Jekyll Island GC. In the early 1900s, it was perhaps the first true links in America, with rollicking fairways and saddle greens amidst raw, breathtaking sand dunes, separated from the Atlantic and its breezes by only a ridgeline. Most of that is gone now, the oceanfront holes replaced by a highway, the remainder abandoned for years before being reclaimed from weeds by the state



government in the 1950s. Most of the duneslike topography seems pushed away by road graders, leaving only hints of linksland. It has ridiculously small oval greens where winds (and existing green pads) dictate large ones, a few tiny oval bunkers and a curious lagoon short of the second green. It is overhyped, from its misleading new name to the insistence that it represents the architecture of Walter Travis when no evidence of such architecture exists. Great Dunes is what gives nine-hole courses a bad reputation.

### Most Nine-Hole Courses Need The Business

In lauding the virtues of little [Phoenixville \(Pa.\) CC](#) (a nine-holer by Hugh Wilson, who also authored *Merion*), golf writer Michael Bamberger recently posed, "Maybe the future of golf, in these crowded times, is its past."

We can hope so. Most nine-hole clubs are older, have little debt service and thus are less likely to be foreclosed. But they also have far few members. (Part of the reason why you hardly ever need a tee time to play a nine-hole course, and can zip around it in record time, is that few golfers play nine-hole courses anymore.)

<Page 3 of 4>

## Small Wonders

Continued (page 4 of 4)

### RELATED LINKS

- [VIRTUAL GUIDE: AMERICA'S GREATEST COURSES](#)
- [MATTY G'S TOP 25 PUBLIC COURSES](#)
- [BEST PLACES TO PLAY](#)
- [MORE COURSES AND TRAVEL](#)

So even a low-budget nine-hole club can fail. **Midway GC**, a nine-hole sand- greens layout near Inman, Kan., gained national exposure as the subject of a chapter in Anthony Pioppi's fine 2006 book *To The Nines*, just about the only book devoted to nine-hole courses. But the club lost so many members (who doubled as volunteer maintenance workers) that it had to close at the end of 2007.

Happily, there are some new projects involving nine hole-courses. Last year, designer Garrett Gill finished the nine-hole [Pheasant Links](#), on the site of old substandard **Arrowhead GC** just north of the Iowa-Minnesota border, rearranging holes and perching them above the flood zone of adjacent State Line Lake. With a lodge on site, game bird hunting is the primary theme at Pheasant Links. Even the golf carts are of camouflage color, with gun racks.

In northern New Jersey, Roger Rulewich finished the nine-hole [Cascades GC](#) for the owners of [Ballyowen](#) and [Wild Turkey](#). In North Dakota, East Coast architects Stephen Kay and Doug Smith converted the sand greens of [Kulm CC](#) to grass ones, which they patterned (in smaller dimensions) after famous putting surfaces such as the Redan, Punchbowl and Biarritz.

And in Northern California wine country, Tom Doak (of Pacific Dunes/Cape Kidnappers fame) and his lead associate, Jim Urbina, recently completed the total refashioning of the old nondescript **Aetna Springs GC** (once owned by Rev. Sun Myung Moon's Unification Church), transforming it into an inspired nine that requires a full repertoire of shots, its charm vividly displayed on the 134-yard par-3 fourth, tucked above a stream bed in a seam between two oak-dotted hills. Alas, the club is on life support at the present time, a bank foreclosure and auction of the course a distinct possibility.

The future of golf may well involve talented architects producing modest, inexpensive nine-hole courses that are fun to play. But for them to survive, golfers need to accept nine holes as a legitimate round of golf.



**Mass appeal: Whitinsville GC is a time capsule never buried, and its holes, especially the par-4 ninth, remind us why Ross architecture is so enduring.**



# Excellence Restored: A Guide to Golf Course Renovation



American Society of Golf Course Architects  
Club Managers Association of America



CLUB  
MANAGERS  
ASSOCIATION  
OF AMERICA

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Cover Photo: The recently reconstructed 16<sup>th</sup> hole at TPC Potomac at Avenel Farm, Potomac, MD. Photo by James Kim



Course renovation can be a monumental undertaking for any golf club. Every renovation project is unique and demands creativity, flexibility and investment from all of the involved parties. It requires a well-orchestrated team of individuals including – but not limited to – the club manager, golf course architect, golf course superintendent and board members. These stakeholders must have the necessary vision to see the possibility of what could be and the passion to market and illustrate their plan of action to the general membership of the facility. Despite the often glaring need to renovate aging and outdated facilities, individual club members may be resistant to the proposed change and its accompanying monetary costs. These dedicated individuals must be the drivers of the process to secure the confidence and approval of the membership.

Equally trying can be the process of obtaining the financial resources needed to facilitate the renovation. Club leaders must be willing to weigh both the traditional and nontraditional methods of financing a renovation. Member assessments and traditional bank loans are no longer the only options. Many clubs are now leveraging previously untapped assets to creatively finance their efforts. During this process, clubs should consider what ROI (return on investment) their club will enjoy from the renovation. Potential advantages could include increased member nominations and initiation fees, existing member usage and overall interest in club membership.

Drawn specifically from private clubs, the case studies of Naperville Country Club (Naperville, IL) and Riviera Country Club (Coral Gables, FL) provide real-life examples of overcoming these obstacles to renovation. In both cases, these clubs orchestrated well-executed renovations that benefited the club and its members. We hope that *Excellence Restored: A Guide to Golf Course Renovation* will provide you and your team with useful tools and information to consider when evaluating the renovation options available at your golf course facility.



Bruce Charlton, ASGCA  
ASGCA President



Michael G. Leemhuis, CCM, CCE  
CMAA President



## INTRODUCTION

### Why Renovate? A Vision of Excellence

Today, many mature golf courses face a number of common problems. As assets age, members can be burdened with increased operational and maintenance costs. What's more, changing demographics and competition from newer courses can lead to membership attrition. And increasingly, golf clubs are asked to comply with more stringent environmental restrictions.

But older clubs still hold certain advantages. Often, they sit on prime locations and have mature landscapes that might take a newer club years to develop. These advantages make them prime candidates for remodeling. Golf course remodeling can improve the playability and overall strategy of your course. It can address environmental issues and revitalize your aging assets. Above all, it can reinvigorate your current membership and help you add new members.

**Renovating your course has the potential to revitalize your golf club and bring years of enjoyment to your fellow members.**

When evaluating whether or not a renovation might make financial sense, it is important to remember certain factors that can potentially affect the ultimate cost of a renovation. These include membership growth and added revenue, tax considerations and depreciation and operating cost savings.



Beaver Creek Golf Club. Photo by Taliaferro Jones

Given the fierce competition in today's golf marketplace for new members and players, membership growth and added revenue must be considered when evaluating a renovation decision. To what degree will a renovation help you attract new members or retain existing members? To what degree might a renovation cause you to lose people?

As you weigh your alternatives, carefully consider the likely impact of the renovation on club operations. A business analysis can determine whether or not a renovation is worth pursuing from a financial standpoint. Start the process by assembling the right team composed of board leaders and managers, membership representatives, financial experts, a golf course architect and a course superintendent.

A video look at these issues is available to golf course decision-makers as well.

To order a copy of the DVD "Excellence Restored," please contact CMAA at (703) 739-9500 or ASGCA at (262) 786-5960.



## Renovation may allow for ...

- Increased sales, revenue, membership sales and member retention
- Better operational efficiencies through ongoing daily savings
- Regulatory compliance and the avoidance of workplace safety and environmental fines and penalties
- Increased real and perceived facility value
- A better balance sheet

## A CHAMPIONSHIP STRATEGY Assemble the Right Team

Assemble a team of knowledgeable and engaged leaders to spearhead your course renovation. Team members should include:

- An accountant who understands tax and depreciation choices
- A banker who can help to secure outside funding, if necessary
- The sales and marketing director who knows what members value
- Club leaders who are familiar with the operation and can set priorities
- A golf course architect who can develop a Master Plan and design strategy
- The course superintendent who knows the course and what things cost



We-Ko-Pa Golf Club, Saguaro, AZ. Course hole. No. 10  
Top: Construction. Bottom: Hydroseeding



Architects and builders turn concepts into creations.



**"Make sure that you have people around you that know more than you know; people who are experts in their field. And there are many different people: local distributors who deal with irrigation parts, sprinkler types and computerized systems; irrigation designers; your architects; your contractors. Surround yourself with experts, and build yourself a good team."**

**Allan Pulaski**  
**CEO, Pulaski Golf & Development**  
Former Director, Golf & Grounds Maintenance  
The Landings Club, Savannah, GA



## COSTS, CHOICES AND OPPORTUNITIES

For some golf courses, renovation is not a choice, but a necessity. Greens may have failed, or new water restrictions might necessitate that better irrigation or drainage methods be introduced. At other courses, the band-aid approach may simply not work any longer. And at still other layouts, leaders may have more time to consider the options. Decision-makers are often left to weigh the benefits and costs of renovating what is to most clubs, the greatest asset it has.

The benefits of a renovation can include improved revenue through increased rounds, fees or memberships; operating savings, such as labor, water, electricity and other monetary savings; regulatory compliance through the avoidance of fines and penalties; increased facility value; enhanced membership retention; and improved balance sheets and income statements.

### Financial Costs of Renovation

- Hard costs of construction
- Revenue and/or membership loss

The costs of renovation can include the hard costs associated with construction items such as labor and fees and features ranging from drainage to soil amendments. "Soft" costs can include revenue and/or membership losses. Immediate costs can include the more difficult to quantify factors of downtime and inconvenience.



Product	Unit	Price	Qty	Subtotal	Tax	Total
Grass Seed	50.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	100.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	150.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	200.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	250.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	300.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	350.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	400.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	450.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	500.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	550.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	600.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	650.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	700.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	750.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	800.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	850.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	900.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	950.00	2.00	1.00	2.00	0.00	2.00
Grass Seed	1000.00	2.00	1.00	2.00	0.00	2.00



### The Costs of Doing Nothing

- Membership stagnation
- Trouble filling membership rolls and tee sheets
- Diminished value to prospective new members
- Continued facility decay
- Higher water and electrical costs
- High repair costs
- Deferred maintenance resulting in larger repairs later

Decision-makers must factor in the costs of doing nothing at all. Putting off needed course upgrades and renovations can lead to membership stagnation or loss, higher costs of selling to prospective members, facility decay, higher operating costs and deferred maintenance and repairs.



## METHODS OF FINANCING

Golf courses have traditionally been financed through the following means, or some combination thereof:

### Standard Internal Methods of Financing

- Positive cash flow
- Savings/capital improvement funds
- Member assessments or loans
- Sales of property or its reconfiguration
- Case-specific opportunities
- Internal staffing

Internal financing options include tapping positive cash flow and savings (often through capital improvement funds); member assessments and loans; case specific opportunities, such as selling off or re-configuring property or other club assets; and using internal staff and other resources to accomplish the work at hand.

Successful clubs can sometimes fund smaller renovation improvements out of positive cash flow, but most clubs need a larger pool from which to draw in order to fund substantial renovations. Many clubs tap savings, often funds set aside in a capital improvement account. In equity club situations, assessments of members, dues increases or no-interest or low-interest loans from members can also provide the need-



**"You may be surprised that you have the asset or the ability to fund your renovation sitting right underneath you, particularly in land value. A lot of the older courses are in metropolitan areas – or population growth has grown around them – and the underlying land has become very valuable."**

**Whitney Crouse**  
Managing Partner  
Affiniti Golf Partners



Bigwin Island Golf Club, Huntsville, Ontario. 18<sup>th</sup> hole construction.

ed up-front cash. The Riviera Country Club case study included in this piece is an example of such an approach.

### Standard External Methods of Financing

Often, clubs finance their renovation using both internal options and external options, such as bank loans or leases. The Naperville Country Club case study, which is included in this piece and on the *"Excellence Restored: A Guide to Golf Course Renovation"* DVD, is one example of the former approach.

External financing options have increased in recent years, especially as some lenders have become more familiar with the golf industry. These options can include standard loans from



**"The asset that we have is the acreage that we sit on. When we did our bank loan, we had to get an appraisal of our property. Conservatively, it was \$40 million. That's a tremendous asset, and we used and leveraged that asset to finance the project."**

**David Tierney**  
Member and Project Manager of Naperville  
Country Club Course Renovation



banks or other lenders. When it comes to securing bank loans, many courses have found an attractive asset right in their own backyard.

Leasing options have become more sophisticated in recent years, as major manufacturers have enhanced their service to clients. These operations will sometimes provide financing for more than just the costs of their products, helping a club retain working capital in the process. When considering a lease, be sure you understand which party takes the residual risks and tax depreciation.

A full-payout lease typically assigns the residual value risk to the lessee, who also takes the tax depreciation opportunity, should there be one. At the end of a lease term, the lessee can typically purchase the leased equipment for a nominal amount. Generally, full-payout leases are classified as depreciating assets. Consult with your tax advisor about whether or not leasing might make sense for your club and whether depreciation rules can work to your advantage.



**We've seen a huge move to leasing. They've got leases now where you have true leases, where you turn the equipment in after four or five years; and capital leases where you basically pay a dollar and you own it at the end. And that's usually [for] items that you can keep for a long time, like tractors and backhoes. Even lenders, in fact, have some incentives [for] leasing."**

**Whitney Crouse**  
**Affiniti Golf Partners**

Again, when evaluating whether or not a renovation might make financial sense, it is important to remember certain factors that can affect the ultimate cost of a renovation. These include membership growth, added revenue, tax considerations and operating cost savings, plus a more competitive asset.

## **Whitney's Top Ten**

Whitney Crouse – whose Georgia-based Affiniti Golf Partners owns and operates a host of private, semi-private and public golf clubs – has been involved in many golf course renovations. Here are tips that he offers for decision-makers charged with planning and implementing a golf course renovation.

1. An investment return analysis should be conducted for every expenditure.
2. Renovations often take longer and cost more than expected, so it is wise to factor in at least a 10 percent contingency.
3. Appoint one person with ultimate authority to manage the renovation. Otherwise, politics and personal agendas can get in the way.
4. Be open to alternative means of greens construction. They can work and save lots of money.
5. Line bunkers with gravel and liners. This will save money in the long run and look better as well.
6. Employ used equipment to mow fairways during grow-in.
7. When planning, work backward from the grassing window.
8. Document construction with notes and photographs.
9. Beware of project creep – the tendency to upgrade and add during construction.
10. Good cart paths can cost more, but they last longer.



# GOLF COURSE ITEMS

## EXPECTED LIFE CYCLE

### HOW LONG SHOULD PARTS OF THE GOLF COURSE LAST?

ITEM	YEARS	ITEM	YEARS
Greens (1)	15 – 30 years	Cart Paths – concrete	15 – 30 years
Bunker Sand	5 – 7 years	Practice Range Tees	5 – 10 years
Irrigation System	10 – 30 years	Tees	15 – 20 years
Irrigation Control System	10 – 15 years	Corrugated Metal Pipes	15 – 30 years
PVC Pipe (under pressure)	10 – 30 years	Bunker Drainage Pipes (3)	5 – 10 years
Pump Station	15 – 20 years	Mulch	1 – 3 years
Cart Paths – asphalt (2)	5 – 10 years (or longer)	Grass (4)	Varies

**NOTES:** (1) Several factors can weigh into the decision to replace greens: accumulation of layers on the surface of the original construction, the desire to convert to new grasses and response to changes in the game from an architectural standpoint (like the interaction between green speed and hole locations). (2) Assumes on-going maintenance beginning 1 – 2 years after installation. (3) Typically replaced because the sand is being changed — while the machinery is there to change sand, it's often a good time to replace the drainage pipes as well. (4) As new grasses enter the marketplace — for example, those that are more drought and disease tolerant — replanting may be appropriate, depending upon the site.

Component life spans can vary depending upon location of the golf course, quality of materials, original installation and past maintenance practices. We encourage golf course leaders to work with their golf course architect, superintendents and others to assess the longevity of their particular course's components.

ASGCA thanks those at the USGA Green Section, Golf Course Builders Association of America, Golf Course Superintendents Association of America and various suppliers for their assistance in compiling this information.

The materials presented on this chart have been reviewed by the following Allied Associations of Golf:

For more information,  
contact ASGCA at

262-786-5960 or  
[www.asgca.org](http://www.asgca.org)



DATA COMPILED BY ASGCA, 125 NORTH EXECUTIVE DRIVE, SUITE 100, BROOKFIELD, WI 53005

How long should the parts of a golf course last? That question was answered by the Allied Associations of Golf in 2006 with the production of the piece shown above. To order a hard copy, contact ASGCA at 262.786.5960 To view and print this document, go to [www.asgca.org](http://www.asgca.org). Click "Publications," then "Free Publications," and download the "Life Cycle Chart" PDF at the bottom of the page.

## Forecasting Future

**NOTE:** Operating costs for golf courses can vary from course to course and year to year. Under normal circumstances, operating costs rise over time and will rarely go down. During periods of slow economic growth or recession, golf courses usually see a slight decrease of usage or at least do not usually see increased revenue streams during slow periods. Therefore, it is helpful to golf course decision-makers – especially those who might be contemplating a renovation for their courses – to know their present and future operating expenses. The spreadsheet-chart below is a simple but effective tool for forecasting the true costs of replacing infrastructure items that wear out and require replacement. This tool can easily be modified to help particular golf courses calculate future costs on a year-by-year basis. “Forecasting Future Replacement Costs” is not intended to replace the annual budgeting process for golf course maintenance.

	Year Installed	Year Last Replaced	How Long Should it Last? (Life Cycle Projection)	Years to Life Cycle Projection Date
Irrigation System - Pipe, Heads, Wires				
Pump Station				
Control Package				
Fertigation System				
Greenside Bunkers				
Fairway Bunkers				
Greens				
Practice Area Tee				
Par 3 Tees				
Par 4 and 5 Tees				
Trees				
Water Features				
Wetlands				
Environmentally Sensitive Areas				
Cart Paths				
Maintenance Building				
Other				



## Replacement Costs

[illegible]

**NOTE:** Special thanks to Tom Marzolf, ASGCA, of Fazio Golf Designers for providing the template that formed the basis of the above chart.



# GOLF COURSE EVALUATION WINTER PARK COUNTRY CLUB

Prepared for

**City of Winter Park, Florida**

**John Holland**

**Director, Parks & Recreation**

**September 27, 2006**



**Contact: Michael C. Rippey, President, Kitson & Partners Clubs  
(407) 246-4998**

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## **A. Introduction**

The character of Winter Park is shaped to a large extent by the four major green areas in and around the downtown, and the streetscape landscaping that connects them. The four areas are the Rollins College campus, Central Park, Palm Cemetery and the Winter Park Country Club, including the croquet lawn and the grounds around Casa Feliz.

The importance of preserving the Country Club as a key element in defining the look and feel of Winter Park was a prime factor in the City's decision to purchase the property several years ago. A second reason for the City's purchase of the property was to preserve an historic element that has been part of the Winter Park lifestyle for more than 100 years; and the third reason was to provide affordable and accessible recreational opportunity for community residents. It is this third dimension that is the focus of this report, which examines the past, present and future of Winter Park Country Club as a golf business.

This report was prepared by Kitson & Partners Clubs, an international golf course management and consulting firm based in Orlando. Since 2000, Kitson & Partners has operated 20 golf facilities in Florida, including the historic Dubsdread Golf Course in Orlando. Collectively, the company's senior personnel have worked with approximately 50 municipal golf courses during their careers. The President of Kitson & Partners Clubs, Michael Rippey, has been a Winter Park resident since 1999. Also participating in the study was Orlando-based golf course architect Michael Dasher.

The central message in this report is that with a few exceptions, patrons generally are satisfied with conditions and service at Winter Park Country Club. However, over the past few years the number of rounds played have declined, revenues have been flat while operating expenses have increased. As a result, the golf course operation (not including debt service) is losing money for the City. Considering the condition of the facility and conditions in the market, we do not expect the negative cash flow trends to be reversed unless the City takes step to upgrade and improve Winter Park Country Club in two areas: (1) Facilities – Golf Shop and Golf Course, and (2) Management Policies and Practices.

A range of improvement options – from minimal to aggressive - is outlined in this report for consideration by the City of Winter Park.



## **B. Major Observations**

1. Winter Park Country Club has an established niche in the community and in the local golf market, and enjoys a strong following from its group of regular patrons, many of whom play once or twice a week, or more. There is one regular who claims to play the course every day, weather permitting.
2. Senior citizens represent the dominant customer group, but the course is played by a true cross-section of the community – kids, families, couples and men and women golfers of all ages.
3. The course is on a small site and is basically land-locked by the surrounding development, which is primarily residential and institutional. With the exception of relocating the golf shop building (a recommendation discussed below), there is no practical way to expand the footprint of the golf course, or to make any major changes to the golf course routing or the character of the layout.
4. Among golfers, it is fair to say that Winter Park Country Club is an acquired taste. Loyal patrons appreciate the history, uniqueness and even the “quirkiness” of the golf course. Positive and popular qualities that were highlighted in the community survey and public workshop conducted by the Consultants included:
  - a. convenient location,
  - b. playability for the average golfer,
  - c. ability to walk instead of being required to rent a golf cart,
  - d. informal, friendly and relaxed atmosphere,
  - e. low cost to play.
5. Although Winter Park is an affluent community, the affordability of the golf course is a key ingredient of its popularity, certainly among the most frequent users.
6. Over the past 20 years, the course has averaged approximately 43,800 rounds annually, or about 120 rounds per day, as shown in Table 1. Unfortunately, member rounds are not recorded by golf course personnel. The estimate of total play was developed by combining the reported average of 29,353 nonmember rounds annually, or

**Kitson & Partners Table 1**

**Winter Park Country Club  
Nonmember Rounds Reported Annually  
1987 through 2005**

<b>Fiscal Year</b>	<b>Rounds Played</b>	<b>Avg. Per Day</b>
1988	34,207	94
1989	35,553	97
1990	34,827	95
1991	33,798	93
1992	34,333	94
1993	30,816	84
1994	26,978	74
1995	24,092	66
1996	22,718	62
1998	22,984	63
1999	26,650	73
2000	31,552	86
2001	32,440	89
2002	32,322	89
2003	28,280	77
2004	25,609	70
2005	23,006	63

Note: City fiscal year is October-September; data for 1988, for example, cover October 1987 through September 1988

Note: the course does not record member rounds played; staff estimates 14,600 member rounds annually, 40 per day

80 rounds per day, with the estimated 40 rounds per day played by members. The data indicate that the 2005 season came close to representing the low point, under City of Winter park ownership, in terms of rounds played, at an average of 63 nonmember rounds daily.

7. The estimated average utilization (43,800 combined member and nonmember rounds annually) is considered by the Consultants to represent about 70% of the golf course's maximum capacity, which is calculated to be 170 rounds per day or 62,000 rounds annually.

*(Note: Maximum capacity has been calculated based on a review of past nonmember round counts; over the past 20 years there have been several months in which the golf course handled an average of 130 or more nonmember rounds daily. To this figure we added the staff estimate of 40 member rounds daily. Because of weather, however, it is not realistic to expect any golf course to perform consistently at anywhere near its maximum capacity.)*

8. The best month over the past 20 years has been April, when the course has played an average of 3,212 nonmember rounds. The worst month has been September, with an average of only 1,636 nonmember rounds over the past 20 years. Interestingly, the best single month during the past 20 years was April of 2000, when 4,004 nonmember rounds were recorded; and the worst month was August of 2004, when the course played only 650 nonmember rounds.
9. Course records do not distinguish between resident rounds and non-resident rounds, because there is no difference in the daily fee charged. However, according to the current staff at the course, non-residents account for more play than residents, which is unusual for a municipal golf course.
10. The course has never been marketed consistently or aggressively. The City's web site, word of mouth, and occasional special events like night golf represent the bulk of the marketing effort.
11. Course conditions have improved noticeably over the past few years. This has been recognized and appreciated by golf course patrons, and is generally confirmed by the Consultant's agronomic evaluation of the golf course.

12. The size and condition of the tee boxes and inconsistent conditions on the greens, especially during the summer, represent the weakest aspects of golf course conditioning at the present time.
13. The City has demonstrated a commitment to maintaining the quality of the facility, especially with respect to golf course turf maintenance. Typically, we find older municipal golf courses operating with old and inadequate maintenance equipment, with turf conditions deteriorating as a result. This is not the case at Winter Park Country Club, which has a newer equipment fleet that is more than adequate for the needs of the golf course.
14. The appearance, condition and customer amenities at the Golf Shop (a separate building from the building known as the "Country Club") are regarded by patrons as the weakest element of the facility. This is consistent with the observations of the Consultant, as discussed below.
15. Parking is limited, with a current complement of only 25 paved spaces in the lot by the golf shop plus 25 overflow spaces along the road leading back toward Casa Feliz. Parking becomes a problem on busy golf days and at times when functions are being held in the Country Club building while the golf course is in play.
16. Volume of play has declined steadily since 2001, when 32,440 nonmember rounds were reported. The nonmember rounds total for 2005 was 23,006, which represents a decline of about 29% in just a four-year period. This trend is generally consistent with trends for the Orlando market as a whole, but the fall-off in play at Winter Park Country Club appears to have been more serious than at other public courses in the market.
17. The golf course has not generated an operating profit for several years, as illustrated by the data in Table 2. The operating deficit (not counting capital expenses, depreciation or debt service) has increased from about \$15,000 to about \$85,000 over the past five years.
18. The annual debt service obligation is \$385,248, representing principal and interest payments on the bonds



that were issued to purchase the golf course. The final payment on the bonds is scheduled for 2016.

19. In the Consultant's opinion, investment and operating strategies for the golf course should be focused on restoring the operation to profitability, considering operating revenues and expenses only. It is unrealistic to expect that this facility could ever generate sufficient revenues to cover the debt service obligation out of course revenues, and that was never the City's expectation. The purchase of the golf course property, and the borrowing of funds for that purchase, should be viewed as an investment in securing a valuable piece of real estate, and preserving open space for the community.
20. Like many municipal golf courses, Winter Park Country Club is an operation where the nonmember golfers, and indirectly all the residents of the City, in effect subsidize the play of the member golfers. Based on the golf course staff's estimate of 14,600 member rounds annually, the data indicate that members paid an average of \$7.34 per round in 2005. Nonmembers paid an average of \$16.47 per round. At the extreme end of the scale, the member who reports playing 365 rounds annually, assuming he or she held a resident membership at a cost of \$583, is paying an average of only \$1.60 per round.
21. A total of 112 annual memberships were sold in 2005, of which 61 were sold to residents and 51 were sold to nonresidents. Only 65 memberships reportedly have been sold in 2006. The Consultants have not been able to determine why memberships declined by 50%. There was no increase in membership pricing from 2005 to 2006. Course personnel are of the opinion that the gradual aging of the membership base has been a factor in the membership drop-off, but this theory is contradicted by the increase in membership fees from 2004 to 2005. Because memberships basically represent a discounting program (see Point 19, above) and significantly dilute average revenue per round, the drop-off in memberships may in fact be a positive development over the long term.
22. The operating structure at Winter Park Country Club, whereby the golf pro/manager in effect "owns" the golf merchandise and food & beverage concessions, is becoming less and less common in the golf industry. Given

the announced retirement of the current manager, the City has an opportunity to re-evaluate this structure, which is one of the recommendations presented below. The operating model wherein the golf pro is an independent contractor as well as an employee is being phased out of the industry, and is not used by any major golf course management companies or course ownership groups.

23. Maintenance for golf course equipment is performed through the City's central fleet maintenance operation. Basically, a mechanic is assigned to the golf course on a part-time basis by the City. When a piece of equipment needs work, the mechanic comes to the golf course, picks up the item and takes it to the central shop to perform the work, and then returns it to the golf course when the work is finished. From the golf course perspective, this is a costly and inefficient alternative for the performance of the equipment maintenance function.
24. The course does not accept credit cards, nor does the facility have a point of sale system for recording purchases, facilitating cash control, inventory control and customer data base management. These are seen as easy fixes that, over the long run, should contribute to more revenue, better record keeping and better cash controls.
25. As a result of the factors cited above, the course does not have a customer data base and is not able to use e-mail marketing, which is an extremely cost-effective way to communicate with loyal customers.
26. The course does not have a non-resident daily fee rate, although there is a nonresident membership fee which, at \$825 annually, is 41.5% higher than the resident membership fee of \$583. The lack of a nonresident daily fee rate is unusual for municipal golf courses; and most cities use nonresident fees help offset affordable golf for residents, and help eliminate the need for community taxpayers to subsidize the operation.
27. The original name of the facility, "Winter Park Country Club," has been preserved in keeping with the sense of history. The term "country club" generally connotes a private, members-only establishment, and although there is no empirical evidence, it is possible that some potential customers, particularly visitors, do not get past the yellow

page listing when seeking a public course for an affordable and enjoyable round of golf. By changing “Country Club” to “Golf Course” the City could eliminate any mistaken perception that the club is private. Even changing to “Golf Club” would help promote more of a public golf image.

**The City of Winter Park, Florida - Winter Park Country Club**  
**Summary Statement of Revenues and Expenses**  
**2001 Through 2005 Actual**

	Actual Results				
	2001	2002	2003	2004	2005
<b>Nonmember Rounds Played</b>	32,322	30,787	28,280	25,609	23,006
<b>Average Greens Fee Per Nonmember Round</b>	11.88	12.46	13.23	14.18	16.47
<b>Member Rounds Played (Estimated)</b>	14,600	14,600	14,600	14,600	14,600
<b>Avg Membership Fee Per Member Round</b>	6.15	6.01	6.39	5.90	7.34
<b>Combined Total Rounds Played (Estimated)</b>	46,922	45,387	42,880	40,209	37,606
<b>Average Combined Total Revenue Per Round</b>	<b>8.18</b>	<b>8.45</b>	<b>8.72</b>	<b>9.03</b>	<b>10.08</b>
<i>Increase or Decrease from year to year</i>		3.3%	3.2%	3.5%	11.6%
<b>Operating Revenues:</b>					
Greens Fees	279,866	279,086	263,478	260,629	254,259
Membership Fees	89,770	87,714	93,343	86,138	107,104
Golf Cart Fees	14,347	16,791	17,195	16,308	17,589
<b>Total Operating Revenues</b>	<b>383,983</b>	<b>383,591</b>	<b>374,016</b>	<b>363,075</b>	<b>378,952</b>
<i>Increase or Decrease from year to year</i>		-0.1%	-2.5%	-2.9%	4.4%
<b>Operating Expenses:</b>					
Operations	399,530	414,824	453,528	451,470	464,434
<b>Total Operating Expenses</b>	<b>399,530</b>	<b>414,824</b>	<b>453,528</b>	<b>451,470</b>	<b>464,434</b>
<i>Increase or Decrease from year to year</i>		3.8%	9.3%	-0.5%	2.9%
<b>Net Operating Income (Loss)</b>	<b>(15,547)</b>	<b>(31,233)</b>	<b>(79,512)</b>	<b>(88,395)</b>	<b>(85,482)</b>

**Note: Operating expenses do not include depreciation, equipment purchases or other capital expenditures, or \$385,248 in annual principal and interest payments on the golf course acquisition bonds.**



## C. Major Conclusions

As a result of this study, Kitson & Partners has reached six major conclusions, as follows:

1. Winter Park Country Club should continue to be operated as an affordable, "player-friendly" 9-hole golf community golf facility where walking is the norm.
2. Playing conditions generally have improved in the past 2-3 years and are much more of an asset than a liability at the present time. The one notable exception is the condition of the tees.
3. Winter Park Country Club should be operated as a break-even, self-sufficient business, without being subsidized by the City. The consultants think this is achievable, as discussed in the next section of the report.
4. There is no compelling golf course business reason to relocate the Golf Shop, and the cost of relocation does not appear to be justified by increased revenue potential. However, there are parking issues related to the Country Club meeting/banquet facility and Casa Feliz. Therefore, the City may want to move the Golf Shop in order to eliminate parking competition and boost the revenue potential of the other two facilities. The "Aggressive" option described below discusses this alternative.
5. The age, history, and quaint charm of the golf course are assets, except when these qualities affect management and business practices. There are several cost-effectiveness changes the City should make to improve business practices and profitability.
6. The City should take steps to make Winter Park Country (Golf?) Club more compatible with, and more of a contributor to, the City of Winter Park "Brand." The historic significance and uniqueness of the golf course is not being promoted as well as it should be.

In summary, the City of Winter Park should not change the mission of Winter Park Country Club, nor should it change the basic business model. What the Consultants are saying, however, is that the City should improve, restructure and energize the operation in order to restore and sustain the golf course as a self-sufficient business (not including debt service).

The long-term business goal should be to generate enough annual revenue to cover operating expenses, routine maintenance and equipment needs. In addition, on a long-term basis, the City should expect a reasonable return on the strategic capital investments being recommended to improve the facility so that it can be more competitive and operate as a self-sufficient business.

There is no realistic scenario under which the golf course can cover all operating expenses **and** also cover the debt service on the bonds that funded the purchase of the property. However, the funding of the property purchase through municipal bonds can be more than justified by the value of the property and the preservation of open space in the center of the community.

With respect to golf operations, there is every reason to believe that the operation can achieve and maintain self-sufficiency so that there is no need for operating subsidies from the City of Winter Park. Recommendations as to how this can be accomplished are presented in the next section of this report.

## D. Strategies

In considering what it will take to achieve and sustain at least a break-even operation on a long-term basis, it is the opinion of the Consultants that changes and improvements will need to be made.

Total revenues in 2005 were less than they were in 2001, and while revenues have been flat over the past five years, operating expenses have increased. A “business as usual” strategy can be expected to result in:

- A continuation of recent performance trends – little or no revenue growth accompanied by continuing expense increases.
- Continued deterioration of the Golf Shop building which already is perceived by the customers as the most negative aspect of the facility.
- Continued deterioration of the tees, which are the second most negative aspect of the facility from the customer perspective. For this type of course, where most tee shots are hit with irons, the tees are less than half the size they should be.

The central questions are – how much change is appropriate and what level of capital investment is necessary? In a highly competitive public golf market like Orlando, there are limits on prices that can be charged by a facility like Winter Park Country Club, and the City must be careful not to “over-invest” in improvements that may not generate a reasonable return on investment through increased golf course revenues. On the other hand, if the City makes no improvements the risk is that the course’s competitive position in the market will continue to erode.

This section of the report looks at potential changes and improvements in two areas:

1. Operating Policies and Practices
2. Facility Improvements

With respect to Operating Policies and Practices, everything discussed is being recommended by the Consultants. For the most part, these recommendations do not carry any cost to the City, and implemented as a package, the Consultants would expect these

changes to result in more rounds played, more revenues, and a stronger bottom line.

With respect to Facility Improvements, three options are outlined, ranging from a “minimal” improvement plan with an estimated \$220,000 price tag, to an “aggressive” improvement plan with an estimated \$1.3 Million price tag.



## **E. Operating Policies and Practices**

### **1. Starting Times**

The concept of “putting your ball in the rack” has all but disappeared from the U.S. golf scene, and we strongly recommend that it be continued at Winter Park Country Club, where authenticity and history must be part of the marketing story.

However, with a break-even operation as a major business objective, and with significant revenue growth necessary to achieve that objective, the course should at least experiment with scheduled tee times that golfers can book in advance – but for weekend and holiday mornings, only.

The reasoning is that there might be a significant number of customers, or potential customers, who do not like the idea of hanging around the first tee for half an hour or more waiting to tee off. If some certainty could be injected into the program, at least during the peak demand periods, and if it turns out that customers are willing to pay a bit more for a reserved time, this may be a worthwhile policy change.

The time to implement this would be when the course reopens after renovation. This would allow time for some survey research or perhaps some focus groups to get feedback on the idea. Frankly, this might not work – that is why it is being recommended as a weekend test project only.

With the proposed new sequence of holes, starting with a Par 3, it should be easier to regulate the staging of golfers going off the first tee, the pace of play should accelerate somewhat better, and it is possible there will be fewer back-ups out on the course. The idea would be that one group does not start until the previous group has cleared the first green.

### **2. Walking Emphasis**

Walking is part of the unique charm and tradition of the golf course, and we do not recommend any change in that concept – power golf carts should be available only for patrons who need them because of age or disability.

### **3. Yield Management**

The staff at the club can do a better job of maximizing the yield from every starting time – whether on a formal or informal basis. One of the keys is to have four golfers in every group as far as that can be accomplished. This takes training and finesse on the part of the golf staff, but it can be done. (see also, “Tee Times” below).

### **4. Food & Beverage Profit Center**

It is only fair to note that the current management team is not optimistic about the prospects for developing a profitable food & beverage business; their feeling is that it would not be supported enough by the current clientele to make is a success. As an independent contractor, the retiring manager has not been enthusiastic about expanding this aspect of the business in the existing golf shop.

The Consultants think there will be more potential in this area after the golf shop is renovated or (in the “aggressive” option) relocated. When golfers are not allowed to make tee-times, they sometimes have to wait close to an hour to play. The snack bar is the logical place where golfers will wait; if the menu items are good and the atmosphere is inviting, golfers will come early to have lunch prior to their round, or they will stay at the end of their round to have a beverage and watch the end of the game or golf tournament that could be on television. And, with volatile weather always a factor in Florida, the snack bar would be a great place to wait out inclement weather.

Therefore, if the City elects to renovate, expand and/or relocate the golf shop, the strategy should include a compact, limited food & beverage business that makes a profit and adds another dimension to the golf experience, perhaps helping to broaden the club’s customer base. At this point let us insert an important caveat – one of the most common ways golf courses get in trouble is by trying to become “restaurants.” Doing too little is much better than trying to do too much.

Note that even in the aggressive option, the recommended new golf shop program includes only a 300 square foot kitchen and 1,200 square feet of indoor and outdoor seating. We also recommend that the course initiate a beverage cart program, at least on busier golf days.

And even in the aggressive pro forma it is assumed that sales would be fairly modest - \$2 per round in beverage sales and \$1 per round in food sales. Yet, with 40,000 rounds, gross sales would be \$120,000, and with even a 15% profit margin, the contribution to the bottom line would be \$18,000. If tourists and other non-golfers can be attracted by the historic atmosphere and a unique selection of "Winter Park" merchandise, snack bar revenues may be even higher.

The menu does not have to be extensive. Pre-made "signature" sandwiches, wraps, hot dogs, sausages or bratwurst, nachos, candy, chips, sodas, sports drinks, water and beer would be sufficient.

## **5. Merchandise Profit Center**

Merchandise sales can be a worthwhile source of revenue for any public golf course, and having golf essentials on hand, plus an appropriate inventory of accessories, hats and apparel, helps to convey the right image to customers and to round out the desired "golf club" atmosphere. Just as we have cautioned in the food & beverage area, however, the risk is in trying to do too much rather than too little. For example, we would not recommend trying to sell what the industry terms "hard goods," such as sets of golf clubs. Given the recreational profile of the golf facility and the customer base, we would limit golf club inventory to a small stock of putters and wedges. Promotional specials, such as youth golf clubs prior to the Christmas season, however, may turn out to be productive.

We also would recommend that the golf shop be used to support and expand the "Winter Park brand," by offering a moderate assortment of Winter Park logo apparel – hats, t-shirts and golf shirts. Consideration should be given to adapting the existing peacock graphic to fit a golf setting, or to developing a new logo for the Winter Park Country Club that conveys a historic image. Revenue projections for this profit center are conservative – assuming sales of only \$1.25 per round for 2007.

## **6. Automated Point of Sale System**

From the data base management, marketing and cash control perspectives, an automated point of sale system is recommended for Winter park Country Club. A basic system will act as a cash register, a tee time reservations system, (if and when such a program is implemented), control inventory, generate sales reports, and maintain membership rosters and customer lists. The needs of



this facility can be met with a system that includes one work station at the front counter and another system for the manager and City financial personnel. Food & beverage sales can be tracked and controlled with a separate "smart" cash register and this sales data can be transferred manually; we do not see food & beverage sales here being significant enough to justify adding a full point-of-sale module and work station. Most systems can be programmed so that City personnel can access data on a real-time basis, and to facilitate on-line transfer of data from the golf course to the City. Such a system will cost approximately \$25,000, with support, communications and service fees running about \$250 monthly.

## **7. Credit Cards**

Winter Park Country Club does not accept credit cards. We recommend that this policy change. Most consumers today use credit cards for 60-70% of their purchases. At a facility that accepts credit cards, golfers are more likely to spend on "extras" like food and beverage, and merchandise. Credit card fees are a percentage of sales and vary based on the type of card, with American Express being the most expensive. For budgeting purposes, we would estimate credit card sales to be 50% of total sales at the club, and then multiply that figure by 3%. Based on revenue of \$500,000 per year, credit card sales would be \$250,000 and credit card processing fees would amount to \$7,500.

## **8. Equipment Maintenance**

In focusing on this area, the Consultants recognize that there may be broader municipal issues to consider with respect to the costs and operating efficiencies of the City's much larger equipment fleet. From the golf perspective, however, moving the maintenance function to the golf course will result in significant operational savings accompanied by gains in productivity.

As golf course operators, we think the golf course superintendent should be in charge of equipment maintenance and that his full-time crew should include a qualified mechanic. Consistent with the size of the operation, and recognizing that your golf course equipment generally is in very good condition, the mechanic also should be qualified and expected to perform other duties on the golf course when there is no maintenance needed.



## **9. Management Model**

As indicated above, the golf industry generally is moving away from what often is called the older-style golf management model, wherein the golf professional is an employee of the City but simultaneously “owns” the merchandise, food & beverage and sometimes, the golf cart, concessions at a public golf course. Kitson & Partners, and to our knowledge, all other national golf course operating companies, use a corporate management model wherein the head golf professional is viewed as the general manager of the facility, with responsibility and incentives based on the overall success of the business, as measured by the bottom line. This model helps to assure that the objectives of the facility manager and the objectives of the facility owner (e.g. City of Winter Park) are totally in alignment.

It is recommended, therefore, that after Golf Professional Steve Lindblad retires, the position be restructured with no independent contractor relationships involved. Based on the Consultant’s knowledge of the Florida and Orlando golf markets, and given the projected scope of the business at Winter Park Country Club, the appropriate base salary would be \$40,000 annually until the renovations are completed, with an increase to \$45,000 when the new golf shop opens and more profit center management is required. The golf professional/general manager, and the golf course superintendent, both should have the potential to earn incentive bonuses based on the net operating income of the facility.

## **10. Non-Resident Rates**

The City already has established a two-tier rate structure for annual memberships, with non-residents paying approximately 40% more (\$825) for a season pass than residents (\$583).

It is recommended that the resident/non-resident pricing concept be used for daily greens fees. From a strategic perspective, a logical time to introduce a new non-resident price structure would be when the new golf shop and newly-renovated golf course opens, which is assumed to be in the fall of 2008. As a general guideline, it is recommended that non-resident rates be about 20% higher in the peak season and about 10% higher in the off-season.

## **11. Annual Memberships**

This could be controversial, but in order to operate the golf course on a break-even basis, the City should either drop or adjust the

pricing for, the annual membership program. Our analysis of this aspect is not as precise as it would be if member rounds were recorded, but based on staff estimates of 14,600 member rounds annually, members played in 2005 for an average for \$7.34 per round, only about two-thirds the average paid by non-members. The Consultants agree that frequent, loyal patrons of the golf course should be rewarded with opportunities to play for less money, and that Winter Park residents should pay less to play than non-residents.

The problem with the existing season pass membership program, however, is that it enables some members to use the course for an unreasonably low price (e.g. an estimated \$1.60 per round in the case of one member).

It is recommended that the City re-evaluate the pricing for the single-fee annual membership, and gradually raise prices so that the gap is narrowed between the average cost of a daily fee round and the average fee received for a member round. As alternatives to the membership program, options that could be considered include:

- Annual memberships, priced differently for residents and nonresidents, which include a “pay as you go” feature. There would be a fee for the membership, plus the member would pay a reduced member greens fee every time he or she plays.
- A weekday-only membership, targeted to senior citizen residents and non-residents, and also with a “pay as you go” feature.
- A prepaid rounds program, whereby golfers can purchase, for example, 25 or 50 rounds in advance at a discount from posted resident or nonresident rates.
- Player loyalty programs similar to the frequent-flyer programs used by airlines. Players could earn a free round for every ten rounds played, for example.

The idea behind these options is that the City would gain more control over the cost at which it is actually selling golf to members. With the addition of a point-of-sale system, as recommended above, more sophisticated pricing programs can be implemented and monitored accurately.

All projections in the final section of this report assume that there would be no annual membership program in place.

## **F. Facility Improvements**

### **1. Golf Shop**

#### **a. Background**

If the recommended strategy were to “maintain the status quo,” the existing golf shop building probably would be serviceable for several more years. Although the scope of this project did not include a structural analysis, the building appears to be sound and is adequate to support the very basic level of customer service now in place. Customers can continue to use the restrooms in the nearby clubhouse, and the City could continue to live with the shortage of parking.

However, it must be recognized that the building will not last forever, and that the lack of parking is an operational problem for the golf course as well as for the nearby facilities at Casa Feliz and the Country Club. Both should benefit if the golf course parking areas could be freed up.

Furthermore, it is the opinion of the Consultants that greater revenue gains can be achieved if customer service is upgraded, parking is improved, and the food & beverage and merchandise profit centers are enhanced.

It also should be noted that in the feedback obtained at the community workshop and in the customer survey, the golf shop building was cited as the area most in need of improvement. Related deficiencies, such as the poor food & beverage service, also were cited as areas for improvement.

All of this requires an improved golf shop facility. The question is, how much Golf Shop improvement is appropriate? The discussion that follows looks at three possibilities:

“Minimal” – a cosmetic facelift on the existing facility

“Moderate” – renovation of the existing facility based on plans previously developed by the City



“Aggressive” – construction of a new golf shop on the former water plant site at Swoope and New York, followed by the demolition of the existing golf shop building

As would be expected, the price tag on the Aggressive Option is much higher than the price of the Minimal option. As also should be expected, greater revenue growth and a stronger bottom line would be projected as a result of greater improvement. The projected financial impacts of the three options are illustrated in the pro forma tables presented at the end of this report

b. “Minimal Option”  
Cosmetically Remodel The Existing Golf Shop

This option would include painting the exterior of the building, minor improvements to the exterior entry and landscaping, and remodeling of the existing interiors of the golf shop and patio. This plan would upgrade the overall appearance and presentation of the facility, improve operational efficiencies in terms of administrative organization, and slightly expand merchandise and foodservice capability to improve service and grow revenues in those areas. Generally speaking, we believe these improvements could help drive incremental green fee increases, if combined with improved marketing and adoption of the recommended management and policy changes. These improvements could be undertaken fairly quickly, and even completed in time for the 2006-2007 peak season. Specific improvements and estimated costs are as follows:

Seal and restripe parking lot	\$9,500
Repave and landscape building exterior	10,000
Paint building exterior	7,500
Replace entry doors	2,000
Replace carpet in golf shop	6,000
Vinyl flooring in foodservice and patio	6,000
Eliminate peg board, install slot-wall	5,000
Vinyl wall board in food service area	4,000
Construct new golf shop counter	4,000
Install manager office and furnishings	5,000
Purchase new golf display fixtures	4,000
Install cabinets, counters, shelving	7,000
Purchase new point of sale system	15,000
Purchase display shelving for memorabilia	5,000
<u>Contingency</u>	<u>10,000</u>
Total Cost for Minimal Option	\$100,000



b. "Moderate Option"  
Building Renovations Per the 2001 Plans

This option would include all of the improvements listed in Scenario A, but would also include the complete replacement and renovation of the exterior façade of the building, as well as the installation of restrooms, enclosing the existing patio and adding HVAC, reconfiguring the entries to the golf shop, and renovating the storage areas. At an estimated cost of \$100 per square foot, for 2,000 square feet of building, the total estimated cost of this scenario would be about \$200,000. Coupled with the golf course, management and policy components of the "Moderate" option, renovation of the golf shop is projected to produce greater gains and rounds and revenues than the Minimal option, and to put the golf course on a break-even basis four years sooner.

c. "Aggressive Option"  
Relocation and New Construction

New construction could be accomplished either on the existing site or elsewhere, but because of the marginal parking situation, relocation of the clubhouse emerges as the best solution. The only realistic relocation option is the former water plant site, behind the existing office building at Swoope and New York.

Fortunately, the relocation of the clubhouse to this site could be accomplished without any reconstruction of the golf course, except for a new practice green, which is needed anyway. The existing holes would be renumbered so that the existing 8<sup>th</sup> hole becomes the new first hole; and the existing 7<sup>th</sup> hole becomes the new 9<sup>th</sup> hole (see preliminary site plan included with this report).

A new facility would have rest rooms, food service facilities and better customer service areas in general. In addition, moving the golf shop would enable the City to create a "new" identity for the east end of the golf course property, linking the Clubhouse and Casa Feliz as two historic community structures available for group events. Assuming that there would be no group function space included in the new golf shop, a building of approximately 4,600 square feet (approximately 60 by 75 foot structure) should be sufficient to support the golf operation and handle occasional non-golfer traffic to use the snack bar or purchase merchandise. A preliminary recommendation of square footage is shown in the schedule below. Note that the combined snack bar seating areas (inside and screened patio) total 1,200 sq. ft. Based on an

allocation of about 20 sq. ft. per patron, the combined seating areas would be capable of accommodating about 60 persons. This should be adequate for daily fee play, visiting non-golfers, and for the limited group golf events held at this facility.

The golf car storage area is envisioned as a shelter attached to one side of the building, with no HVAC. This area should be enclosed at least by chain-link fencing, secured, protected from sun and rain, and constructed to handle golf cart battery chargers so that electric carts can be used.

The proposed limited size for the kitchen assumes that this would be a snack bar type of operation with limited cold sandwiches, wraps, hot dogs, snacks and beverages, capable of being operated by a single staff member. There would be no dishwasher, no walk-in cooler or freezer, and no exhaust hood. The goal should be to support the golf operation, not to be in the restaurant business.

Winter Park golfers rely on being able to store their clubs at WPCC and it is an amenity they love. However, they do feel it needs to be larger than the current club storage area and we agree. There are modular storage units for clubs that will provide maximum storage based in a minimum space.

A preliminary breakdown of a proposed Golf Shop design program and square footage allocations is as follows:

#### **Preliminary Golf Shop Program**

<u>Area/Function</u>	<u>Sq. Ft.</u>
Pro Shop Counter	200
Merchandise area	600
Managers office	160
Golf Club Storage	500
Golf shop storage	240
Golf Cart storage (No HVAC)	500
Men's rest room	200
Women's rest room	200
Snack bar kitchen/counter	300
Kitchen storage	100
Inside snack bar seating	900
Screened patio seating	400
<u>Mechanical/Circulation</u>	<u>300</u>
Total Estimate	4,600

The recommended concept would be to construct a simple building that has the look and feel of an original Winter Park building, possibly replicating the Country Club in terms of exterior appearance. Ideally, the building will have the look and feel of a 100-year-old structure, helping to keep important to keep the historic feel and aspects of the club intact.

The interior of the golf shop should reflect the history of the community and the history of the golf course, in particular. Reproductions of old Winter Park photos, vintage advertising signs, etc. should be used for décor. Furnishings and fixtures should have the look and feel of 100-year old antiques, and a few actual antiques should be included as accents.



It also should be re-emphasized that regardless of which level of improvement is approved by the City, revenue gains will depend heavily on the City's simultaneous implementation of the management and policy changes outlined above. Additionally, the golf course improvements outlined below (tees, irrigation, bunkers and greens in the Aggressive option recommendations), need to be factored in as well, since these have a significant bearing on rounds, rate, and revenue growth going forward.



Winter Park Country Club

Kitson & Partners Table 3

Comparison of Facility Improvement Options

	Option A - Minimal		Option B - Moderate		Option C - Aggressive	
	Improvements	Preliminary Estimate	Improvements	Preliminary Estimate	Improvements	Preliminary Estimate
<b>Golf Shop</b>	Paint and refurbish the existing Golf Shop, parking lot and landscaping, without any building expansion or reconstruction	\$100,000	Renovate the existing Golf Shop, including everything proposed in Scenario A, plus new restrooms, HVAC, patio enclosure, new roof, new building exterior, improved parking lot	\$300,000	Demolish the existing Golf Shop, build a new 4,600 sq. ft. facility and parking lot on the former water plant site at Swope & New York	\$900,000
<b>Golf Course</b>	Resurface tees, upgrade irrigation pump station and add irrigation controllers	\$120,000	Resurface tees, rebuild practice putting green, upgrade irrigation pump station and add irrigation controllers	\$140,000	Resurface tees, rebuild all greens, including practice putting green, rebuild and expand existing bunkers, add new bunkers. upgrade irrigation pump station and add irrigation controllers	\$360,000
<b>Preliminary Total Estimate</b>		<b>\$220,000</b>		<b>\$440,000</b>		<b>\$1,260,000</b>



## 2. Golf Course

### a. Background

As noted below, there is no basis for undertaking a major redesign or reconstruction of this golf course. However, it is the opinion of the Consultants that strategic improvements are needed in order to rationally project an increase in revenues sufficient to put this course on a break-even basis and keep it on a break-even basis over the long term.

Conditions are better than they have been in several years, and the current superintendent and crew deserve most of the credit; but a contributing factor, unfortunately, could be that the course is getting about 30% less play than it had five years ago.

Because of the unique market niche and tremendous location enjoyed by Winter Park Country Club, there is potential to re-energize the operation, improve marketing, and bring back the nearly 10,000 rounds that have been lost since 2000. Marketing alone won't get this done, however – the Orlando market is too competitive, and if anything, there is an over-supply of old, tired and value-priced golf courses.

The improvements discussed below, will provide a foundation for growth in rounds and modest price increases over the next five years. Furthermore, these improvements (particularly expansion of tees) will help to insure that good course conditions can be maintained as the level of play increases. As will be seen in the pro forma tables below, the greater the degree of improvement to the golf course the greater the revenue gains projected for the facility.



b. Areas for Improvement

As part of this project, the course was evaluated by Orlando golf course architect Mike Dasher, who toured and evaluated the course and attended the community workshop. Mr. Dasher agrees that there is no significant benefit to re-routing any of the holes. He also noted that changing established golf holes on a tight site such as this would only tend to alter the established pattern of balls leaving the premises, and possibly invite new complaints from golf course neighbors. The existing golf holes would be renumbered, however, if the Golf Shop is relocated.

Mr. Dasher's recommendations for improvements to the golf course are summarized below, and illustrated on the preliminary site plan that has been included with this report. The approach taken by the Consultants is to lay out all of the proposed improvements, and then outline three levels at which improvements could be implemented – Minimal, Moderate and Aggressive.

Tees

We agree with golf course patrons who cited the tee surfaces as the most serious deficiency with the existing layout. Some of the tees are too small to handle the wear and tear from the existing level of play (an estimated 37,000 rounds in 2005). Tees will be even less satisfactory for the increased levels of play that will be needed to boost revenues and put the operation of the golf course on a break-even basis or better.

In addition to being under-sized, only a few of the tee surfaces are level, representing a great opportunity to improve the golf course. We recommend having two sets of tees with different angles and to the extent possible, changes in distance to provide first nine and second nine tee placements. This will give players some variety from one round to the next.





The proposal would be to strip the tee surfaces, laser level and cap with four to six inches of sandy loam. We would keep the same character with the stone walls, but make them larger. The preliminary estimated cost for tee improvements is \$60,000.

### Greens

Small greens add to the charm of the golf course and for the most part, the existing greens are in good condition. However, the current grasses are mutated and this process won't ever reverse itself. In short, the greens are as good as they can be without resurfacing. Looking ahead to a higher volume of play, it also would be advisable to expand putting surfaces where possible in order to increase the number of pin placements. Some of the existing greens really only have 3 or 4 placements, whereas today's standard for golf course greens is 7 to 8 pin placements.



We recommend digging out each green cavity, enlarging the putting surfaces and changing the grass to new Tifdwarf through sprigging. The existing contours and "style" of each green would be maintained, but on a larger scale. We also would lower selected areas around some of the greens in order to provide a source of fill for expanding tees and possibly incorporating some inconspicuous perimeter mounding in order to contain more errant shots. This approach will tend to elevate the appearance of the greens and add new visual interest and variety to the course.

The cost estimate for the proposed scope of work is \$4.00 per square foot. Currently, the greens average about 2,000 square feet and we recommend enlarging them to 3,500 square feet. The cost of this phase of the project would be approximately \$126,000. Once the Golf Shop is moved, a new practice green will need to be built. We are proposing to build a 5,130 square foot practice green behind the new #1 tee box, at a cost of about \$18,000.

## Bunkers

When greens are rebuilt the bunkers around the greens should be redone as well. The bunkers should all be reshaped to add more character and play a larger impact in the play of the course..

Currently, the bunker complexes average about 500 square feet per hole and we recommend enlarging the bunkers to an average of 1,500 square feet per hole, placed primarily for aesthetics and shot containment, not for difficulty. At \$3.00 per square foot, the cost of this phase of the project would be approximately \$40,500. This work should be performed while the tees and greens are being renovated.



## Irrigation System

The current pump station is old but has been updated and is functional, but should be replaced if the greens and tees are renovated. The pressure tank appears to be outdated, could pose a safety hazard, and should be replaced even if nothing else is done to the pumps or irrigation system.

We recommend a 65 – 75 horsepower pump station with one variable frequency drive. The cost estimate for this type of pump station is about \$45,000. This will accommodate the current irrigation system and the proposed irrigation improvements suggested below. The system puts out 600-700 gallons per minute, and is adequate for the nine-hole golf course. The well pumps directly into the irrigation lines, but has backflow protection. Water usage is about 40-45 million gallons a year. There are no apparent limitations with water at this time.





The current irrigation system should be improved as part of the renovation project for greens and tees. This is a reasonable investment in long-term golf course conditioning and to some degree, in more efficient use of irrigation water.

We recommend adding four half-circle in-and-out heads per green (eight heads total per green) and five heads per tee complex, assuming that the tee improvements recommended are implemented. If tees are not expanded only three heads will need to be added per hole. Half-circle in and out heads are desired because they make it easier to manage and control the water flow to the green surfaces and the slopes around the greens. A preliminary cost estimate for these irrigation improvements is \$120,000. In addition, two controllers should be added to the system. Each controller costs approximately \$5,000 for a total estimate of \$10,000.

#### Possible Golf Course Routing

If and when the golf shop is relocated the golf holes will need to be renumbered, as follows:

<u>Now</u>	<u>New</u>	<u>Par</u>
1	4	4
2	5	3
3	6	3
4	7	5
5	8	5
6	9	4
7	1	3
8	2	3
9	3	4

The only cost incurred with rerouting the course would be to create new tee markers. Currently, Winter Park Country Club has beautiful granite markers and we recommend that a concept for re-using these markers be considered, such as installing an engraved metal plate over the existing information. Every effort should be made to cause the tee markers to appear to be 100 years old. The estimated total cost is \$600 per hole, or \$5,400.

c. Site Plan

Enclosed with each original copy of this report is a 1=200 scale preliminary design sketch for the golf course as a whole, including a preliminary concept for the proposed new Golf Shop area. Dimensions may not be accurate, as current survey data were not available. The base map was created by downloading Google Earth aerial photographs from the Internet, with the help of a digital base drawing provided to us by the City of Winter Park Stormwater Engineering Department.

The plan does not yet include any provisions for storm water treatment from any additional impervious surface that might be created around the new Golf Shop. We assume that this could be incorporated into the adjacent golf course as either wet or dry retention. The course is constructed on generally well-drained sandy soil with a low water table.

d. Timing

The golf course renovation project should begin about June 1 and be completed by the end of July; then, it will take a minimum of 12 weeks for the greens to mature and be ready for play. Because tees will be renovated at the same time, the best approach would be to close the course, which will enable the work to go faster.

The period of closure necessary to perform the recommended golf course work would be May 1 through October 31. It would be recommended that the relocation and construction of the new Golf Shop be scheduled so that a complete new and improved facility could be opened at one time, presumably on or about November 1.



## **G. Potential Financial Impacts**

Although the golf shop and golf course improvements were discussed separately in the preceding section, and management and policy recommendations presented as yet another section of the report, we want to emphasize the importance of implementing improvements and changes as a package.

For purposes of this analysis, the Consultants have suggested three levels of facility improvements – Minimal, Moderate and Aggressive. It has been emphasized that the full scope of management and policy changes is being recommended, regardless of which level of facility improvement is selected by the City.

That being said, and with the additional caveat that the Consultants do not possess a crystal ball, pro forma projections for each of the three levels of facility improvements have been outlined in the tables that follow. Reasonable assumptions have been presented with respect to the impact that each level of improvement would be projected to have on rounds, revenues and operating expenses.

The benchmark year for measuring gains is the 2005 season, the last year for which complete operating data are available. The projections easily can be updated as 2006 annual data become available. The assumption in all three sets of projections is that the annual membership program is continued, but that prices are increased so that the ratio of member rounds steadily decreased, compared to higher-value daily fee rounds.

All three options, based on these assumptions, could be expected to reverse the negative trends we have seen at the course in recent years, and restore the operation to self-sufficiency as a stand-alone business (not including debt service or capital expenses).

Generally speaking, the law of diminishing returns seems to apply to this analysis. There is a significant jump in projected profitability moving from the Minimal to the Moderate option, but the degree of gain is much less moving from the Moderate to the Aggressive. For example, the preliminary cost estimate on the “Moderate” option is \$440,000, and the projected course operating income in Year 5 is \$72,043. The preliminary estimated cost for the “Aggressive” option is \$1,260,000, but the projected course operating income in Year 5 is only \$101,650.

**Winter Park Country Club**  
**2001-2005 Actual Plus First Five Years Pro Forma - Minimal Improvement Option**

	Actual Results					Projected - Aggressive Option				
	2001	2002	2003	2004	2005	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Total Estimated Rounds Played</b>	46,322	44,787	42,280	39,109	37,606	37,296	37,190	37,276	37,543	37,983
<b>Average Revenue Per Round</b>	8.29	8.56	8.85	9.28	10.08	12.44	13.37	14.15	14.93	15.70
Average Greens Fee Per Round	6.04	6.23	6.23	6.66	6.76	7.52	8.31	8.97	9.63	10.29
Average Membership Fees Per Round	1.94	1.96	2.21	2.20	2.85	2.78	2.70	2.60	2.50	2.39
Average Riding Golf Cart Fees Per Round	0.31	0.37	0.41	0.42	0.47	0.50	0.60	0.70	0.80	0.90
Average Pull Cart Fees Per Round	0.00	0.00	0.00	0.00	0.00	0.40	0.45	0.50	0.55	0.60
Average Merchandise Sales Per Round	0.00	0.00	0.00	0.00	0.00	0.50	0.53	0.55	0.58	0.61
Average Food & Beverage Sales Per Round	0.00	0.00	0.00	0.00	0.00	0.75	0.79	0.83	0.87	0.91
<b>Public Daily Fee Rounds Played</b>	32,322	30,787	28,280	25,609	23,006	24,156	25,364	26,632	27,964	29,362
<b>Average Greens Fee Revenue Per Public Round</b>	8.66	9.07	9.32	10.18	11.05	11.60	12.18	12.55	12.93	13.31
<b>Member Rounds Played (Based on WPCC staff estimates)</b>	14,000	14,000	14,000	13,500	14,600	13,140	11,826	10,643	9,579	8,621
<b>Average Membership Fee Revenue Per Member Round</b>	6.41	6.27	6.67	6.38	7.34	7.89	8.48	9.11	9.80	10.53
<b>Operating Revenues:</b>										
Greens Fees	279,866	279,086	263,478	260,629	254,259	280,321	309,053	334,241	361,482	390,943
Membership Fees	89,770	87,714	93,343	86,138	107,104	103,623	100,255	96,997	93,845	90,795
Riding Golf Cart Fees	14,347	16,791	17,195	16,308	17,589	18,648	22,314	26,093	30,034	34,185
Pull Cart Fees						14,919	16,736	18,638	20,649	22,790
Merchandise						18,648	19,525	20,548	21,730	23,084
Food & Beverage						27,972	29,287	30,822	32,596	34,627
<b>Total Operating Revenues</b>	<b>383,983</b>	<b>383,591</b>	<b>374,016</b>	<b>363,075</b>	<b>378,952</b>	<b>464,131</b>	<b>497,170</b>	<b>527,340</b>	<b>560,336</b>	<b>596,423</b>
<i>Change from Year to Year</i>		-0.1%	-2.5%	-2.9%	4.4%	22.5%	7.1%	6.1%	6.3%	6.4%
<b>Operating Expenses:</b>										
Operations - Based on Current Expense Structure	399,530	414,824	453,528	451,470	464,434	478,367	492,718	507,500	522,725	538,406
Adjustment for Equipment Maintenance						0	(7,000)	(7,210)	(7,426)	(7,649)
Cost of Goods - Merchandise 65%						12,121	12,691	13,356	14,125	15,005
Cost of Goods F&B 35%						9,790	10,251	10,788	11,408	12,119
Additional Part Time Staff - Golf Ops - 30 hrs/week						12,480	12,854	13,240	13,637	14,046
Additional Part Time Staff - F & B - 30 hrs/week						12,480	12,854	13,240	13,637	14,046
<b>Total Operating Expenses</b>	<b>399,530</b>	<b>414,824</b>	<b>453,528</b>	<b>451,470</b>	<b>464,434</b>	<b>525,239</b>	<b>534,368</b>	<b>550,914</b>	<b>568,106</b>	<b>585,974</b>
<i>Change from Year to Year</i>		3.8%	9.3%	-0.5%	2.9%	13.1%	1.7%	3.1%	3.1%	3.1%
<b>Course Operating Income (Loss)</b>	<b>(15,547)</b>	<b>(31,233)</b>	<b>(79,512)</b>	<b>(88,395)</b>	<b>(85,482)</b>	<b>(61,108)</b>	<b>(37,198)</b>	<b>(23,574)</b>	<b>(7,770)</b>	<b>10,449</b>



**Minimal Improvement Option**  
**Summary of Key Assumptions and Highlights - Five Year Pro Forma**

<b>Total Estimated Rounds Played</b>	Increase from 37,606 in the base year to 37,983 in Year 5, an increase of 1.0% over five years
<b>Average Revenue Per Round</b>	Increases from \$10.08 in the base year to \$15.70 in Year 5, an increase of 45.2% over five years
Average Greens Fee Per Round	Increases from \$6.76 in the base year to \$10.29 in Year 5
Average Membership Fees Per Round	Decreases steadily as a result of fewer member rounds being played
Average Riding Golf Cart Fees Per Round	Assumed to increase an average of 10 cents per round per year
Average Pull Cart Fees Per Round	Assumed to increase an average of 5 cents per round per year
Average Merchandise Sales Per Round	Merchandise becomes a City of Winter Park profit center, sales assumed to start at 50 cents/round and increase 5% annually
Average Food & Beverage Sales Per Round	Food & beverage also becomes a City profit center, sales assumed to start at \$.75/round and then increase 5% annually
<b>Public Daily Fee Rounds Played</b>	Public rounds are assumed to increase 5% annually
<b>Average Greens Fee Revenue Per Public Round</b>	Assumed to increase 5% annually for two years and 3% annually thereafter
<b>Member Rounds Played (Based on WPCC staff estimates)</b>	Assumed to decline by an average of 10% annually as a result of higher fees being charged
<b>Average Membership Fee Revenue Per Member Round</b>	Assumed to increase an average of 7.5% annually as a result of membership fee increases
<b>Operating Expenses:</b>	
Operations - Based on Current Expense Structure	Total Operating Expenses for the base year serve as the baseline, which then is increased 3% annually
Adjustment for Equipment Maintenance	City maintenance charge of \$78,000 is deducted: full-time mechanic slot added at \$40K plus benefits; Year 1 tools/eqpt cost \$7K
Cost of Goods - Merchandise 65%	Reasonable industry standard assumption for a smaller operation
Cost of Goods F&B 35%	Reasonable industry standard assumption
Additional Part Time Staff - Golf Ops - 30 hrs/week	Larger operation, higher volume of play will require additional staff support
Additional Part Time Staff - F & B - 30 hrs/week	Food & Beverage staffing is not an operational requirement in base year - personnel will need to be added

**Winter Park Country Club**  
**2001-2005 Actual Plus First Five Years Pro Forma - Moderate Improvement Option**

	Actual Results					Projected - Aggressive Option				
	2001	2002	2003	2004	2005	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Total Estimated Rounds Played</b>	46,322	44,787	42,280	39,109	37,606	37,871	38,412	39,224	39,588	40,131
<b>Average Revenue Per Round</b>	8.29	8.56	8.85	9.28	10.08	13.46	14.46	15.30	16.12	16.95
Average Greens Fee Per Round	6.04	6.23	6.23	6.66	6.76	7.58	8.43	9.14	9.80	10.45
Average Membership Fees Per Round	1.94	1.96	2.21	2.20	2.85	2.74	2.61	2.47	2.37	2.26
Average Riding Golf Cart Fees Per Round	0.31	0.37	0.41	0.42	0.47	0.50	0.60	0.70	0.80	0.90
Average Pull Cart Fees Per Round	0.00	0.00	0.00	0.00	0.00	0.40	0.45	0.50	0.55	0.60
Average Merchandise Sales Per Round	0.00	0.00	0.00	0.00	0.00	0.75	0.79	0.83	0.87	0.91
Average Food & Beverage Sales Per Round	0.00	0.00	0.00	0.00	0.00	1.50	1.58	1.65	1.74	1.82
<b>Public Daily Fee Rounds Played</b>	32,322	30,787	28,280	25,609	23,006	24,731	26,586	28,580	30,009	31,510
<b>Average Greens Fee Revenue Per Public Round</b>	8.66	9.07	9.32	10.18	11.05	11.60	12.18	12.55	12.93	13.31
<b>Member Rounds Played (Based on WPCC staff estimates)</b>	14,000	14,000	14,000	13,500	14,600	13,140	11,826	10,643	9,579	8,621
<b>Average Membership Fee Revenue Per Member Round</b>	6.41	6.27	6.67	6.38	7.34	7.89	8.48	9.11	9.80	10.53
<b>Operating Revenues:</b>										
Greens Fees	279,866	279,086	263,478	260,629	254,259	286,995	323,945	358,689	387,922	419,537
Membership Fees	89,770	87,714	93,343	86,138	107,104	103,623	100,255	96,997	93,845	90,795
Riding Golf Cart Fees	14,347	16,791	17,195	16,308	17,589	18,936	23,047	27,457	31,671	36,118
Pull Cart Fees						15,149	17,286	19,612	21,774	24,079
Merchandise						28,404	30,250	32,433	34,371	36,585
Food & Beverage						56,807	60,499	64,866	68,743	73,169
<b>Total Operating Revenues</b>	<b>383,983</b>	<b>383,591</b>	<b>374,016</b>	<b>363,075</b>	<b>378,952</b>	<b>509,913</b>	<b>555,283</b>	<b>600,053</b>	<b>638,325</b>	<b>680,282</b>
<i>Change from Year to Year</i>		-0.1%	-2.5%	-2.9%	4.4%	34.6%	8.9%	8.1%	6.4%	6.6%
<b>Operating Expenses:</b>										
Operations - Based on Current Expense Structure	399,530	414,824	453,528	451,470	464,434	478,367	492,718	507,500	522,725	538,406
Adjustment for Equipment Maintnace						0	(7,000)	(7,210)	(7,426)	(7,649)
Cost of Goods - Merchandise 65%						18,462	19,662	21,082	22,341	23,780
Cost of Goods F&B 35%						19,883	21,175	22,703	24,060	25,609
Additional Part Time Staff - Golf Ops - 30 hrs/week						12,480	12,854	13,240	13,637	14,046
Additional Part Time Staff - F & B - 30 hrs/week						12,480	12,854	13,240	13,637	14,046
<b>Total Operating Expenses</b>	<b>399,530</b>	<b>414,824</b>	<b>453,528</b>	<b>451,470</b>	<b>464,434</b>	<b>541,672</b>	<b>552,264</b>	<b>570,554</b>	<b>588,974</b>	<b>608,239</b>
<i>Change from Year to Year</i>		3.8%	9.3%	-0.5%	2.9%	16.6%	2.0%	3.3%	3.2%	3.3%
<b>Course Operating Income (Loss)</b>	<b>(15,547)</b>	<b>(31,233)</b>	<b>(79,512)</b>	<b>(88,395)</b>	<b>(85,482)</b>	<b>(31,759)</b>	<b>3,019</b>	<b>29,499</b>	<b>49,351</b>	<b>72,043</b>

**Moderate Improvement Option**  
**Summary of Key Assumptions and Highlights - Five Year Pro Forma**

<b>Total Estimated Rounds Played</b> <b>Average Revenue Per Round</b> Average Greens Fee Per Round Average Membership Fees Per Round Average Riding Golf Cart Fees Per Round Average Pull Cart Fees Per Round Average Merchandise Sales Per Round Average Food & Beverage Sales Per Round	Increase from 37,606 in the base year to 40,134 in Year 5, an increase of 6.7% over five years Increases from \$10.08 in the base year to \$16.95 in Year 5, an increase of 53.8% over five years Increases from \$6.76 in the base year to \$10.45 in Year 5 Decreases steadily as a result of fewer member rounds being played Assumed to increase an average of 10 cents per round per year Assumed to increase an average of 5 cents per round per year Merchandise becomes a City of Winter Park profit center, sales assumed to start at 75 cents/round and increase 5% annually Food & beverage also becomes a City profit center, sales assumed to start at \$1.50/round and then increase 5% annually
<b>Public Daily Fee Rounds Played</b> <b>Average Greens Fee Revenue Per Public Round</b>	Public rounds are assumed to increase 7.5% annually for three years and 5% annually thereafter Assumed to increase 5% annually for two years and 3% annually thereafter
<b>Member Rounds Played (Based on WPCC staff estimates)</b> <b>Average Membership Fee Revenue Per Member Round</b>	Assumed to decline by an average of 10% annually as a result of higher fees being charged Assumed to increase an average of 7.5% annually as a result of membership fee increases
<b>Operating Expenses:</b> Operations - Based on Current Expense Structure Adjustment for Equipment Maintnace Cost of Goods - Merchandise 65% Cost of Goods F&B 35% Additional Part Time Staff - Golf Ops - 30 hrs/week Additional Part Time Staff - F & B - 30 hrs/week	Total Operating Expenses for the base year serve as the baseline, which then is increased 3% annually City maintenance charge of \$78,000 is deducted: full-time mechanic slot added at \$40K plus benefits; Year 1 tools/eqpt cost \$7K Reasonable industry standard assumption for a smaller operation Reasonable industry standard assumption Larger operation, higher volume of play will require additional staff support Food & Beverage staffing is not an operational requirement in base year - personnel will need to be added



**Winter Park Country Club**  
**2001-2005 Actual Plus First Five Years Pro Forma - Aggressive Improvement Option**

	Actual Results					Projected - Aggressive Option				
	2001	2002	2003	2004	2005	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Total Estimated Rounds Played</b>	46,322	44,787	42,280	39,109	37,606	39,486	41,461	42,497	43,560	44,649
<b>Average Revenue Per Round</b>	8.29	8.56	8.85	9.28	10.08	15.57	16.50	17.64	18.42	19.25
Average Greens Fee Per Round	6.04	6.23	6.23	6.66	6.76	7.79	8.57	9.47	10.00	10.55
Average Membership Fees Per Round	1.94	1.96	2.21	2.20	2.85	2.62	2.42	2.28	2.15	2.03
Average Riding Golf Cart Fees Per Round	0.31	0.37	0.41	0.42	0.47	0.50	0.60	0.70	0.80	0.90
Average Pull Cart Fees Per Round	0.00	0.00	0.00	0.00	0.00	0.40	0.45	0.50	0.55	0.60
Average Merchandise Sales Per Round	0.00	0.00	0.00	0.00	0.00	1.25	1.31	1.38	1.45	1.52
Average Food & Beverage Sales Per Round	0.00	0.00	0.00	0.00	0.00	3.00	3.15	3.31	3.47	3.65
<b>Public Daily Fee Rounds Played</b>	32,322	30,787	28,280	25,609	23,006	25,307	27,837	30,621	32,152	33,760
<b>Average Greens Fee Revenue Per Public Round</b>	8.66	9.07	9.32	10.18	11.05	12.16	12.76	13.15	13.54	13.95
<b>Member Rounds Played (Based on WPCC staff estimates)</b>	14,000	14,000	14,000	13,500	14,600	13,140	11,826	10,643	9,579	8,621
<b>Average Membership Fee Revenue Per Member Round</b>	6.41	6.27	6.67	6.38	7.34	7.89	8.48	9.11	9.80	10.53
<b>Operating Revenues:</b>										
Greens Fees	279,866	279,086	263,478	260,629	254,259	307,653	355,340	402,600	435,412	470,898
Membership Fees	89,770	87,714	93,343	86,138	107,104	103,623	100,255	96,997	93,845	90,795
Riding Golf Cart Fees	14,347	16,791	17,195	16,308	17,589	19,743	24,876	29,748	34,848	40,184
Pull Cart Fees						15,795	18,657	21,249	23,958	26,789
Merchandise						49,358	54,417	58,566	63,032	67,838
Food & Beverage						118,459	130,601	140,559	151,277	162,812
<b>Total Operating Revenues</b>	<b>383,983</b>	<b>383,591</b>	<b>374,016</b>	<b>363,075</b>	<b>378,952</b>	<b>614,631</b>	<b>684,147</b>	<b>749,719</b>	<b>802,371</b>	<b>859,315</b>
<i>Change from Year to Year</i>		-0.1%	-2.5%	-2.9%	4.4%	62.2%	11.3%	9.6%	7.0%	7.1%
<b>Operating Expenses:</b>										
Operations - Based on Current Expense Structure	399,530	414,824	453,528	451,470	464,434	534,099	550,122	566,626	583,625	601,133
Adjustment for Equipment Maintnance						0	(7,000)	(7,210)	(7,426)	(7,649)
Cost of Goods - Merchandise 65%						32,083	35,371	38,068	40,971	44,095
Cost of Goods F&B 45%						53,307	58,770	63,252	68,075	73,265
Additional Part Time Staff - Golf Ops - 30 hrs/week						12,480	12,854	13,240	13,637	14,046
Additional Part Time Staff - F & B - 70 hrs/week						29,120	29,994	30,893	31,820	32,775
<b>Total Operating Expenses</b>	<b>399,530</b>	<b>414,824</b>	<b>453,528</b>	<b>451,470</b>	<b>464,434</b>	<b>661,088</b>	<b>680,112</b>	<b>704,869</b>	<b>730,701</b>	<b>757,665</b>
<i>Change from Year to Year</i>		3.8%	9.3%	-0.5%	2.9%	42.3%	2.9%	3.6%	3.7%	3.7%
<b>Course Operating Income (Loss)</b>	<b>(15,547)</b>	<b>(31,233)</b>	<b>(79,512)</b>	<b>(88,395)</b>	<b>(85,482)</b>	<b>(46,457)</b>	<b>4,035</b>	<b>44,850</b>	<b>71,670</b>	<b>101,650</b>



**Aggressive Improvement Option**  
**Summary of Key Assumptions and Highlights - Five Year Pro Forma**

<b>Total Estimated Rounds Played</b>	Increase from 37,606 in the base year to 44,649 in Year 5, an increase of 17.8% over five years
<b>Average Revenue Per Round</b>	Increases from \$10.08 in the base year to \$18.33 in Year 5, an increase of 55.7% over five years
Average Greens Fee Per Round	Increases from \$6.76 in the base year to \$10.55 in Year 5
Average Membership Fees Per Round	Decreases steadily as a result of fewer member rounds being played
Average Riding Golf Cart Fees Per Round	Assumed to increase an average of 10 cents per round per year
Average Pull Cart Fees Per Round	Assumed to increase an average of 5 cents per round per year
Average Merchandise Sales Per Round	Merchandise becomes a City of Winter Park profit center, sales assumed to start at \$1/round and then increase 5% annually
Average Food & Beverage Sales Per Round	Food & beverage also becomes a City profit center, sales assumed to start at \$3/round and then increase 5% annually
<b>Public Daily Fee Rounds Played</b>	Public rounds are assumed to increase 10% annually for three years, and 5% annually thereafter
<b>Average Greens Fee Revenue Per Public Round</b>	Assumed to increase 10% from base to Year 1, 5% annually for two years and 3% annually thereafter
<b>Member Rounds Played (Based on WPCC staff estimates)</b>	Assumed to decline by an average of 10% annually as a result of higher fees being charged
<b>Average Membership Fee Revenue Per Member Round</b>	Assumed to increase an average of 7.5% annually as a result of membership fee increases
<b>Operating Expenses:</b>	
Operations - Based on Current Expense Structure	Total Operating Expenses for the base year serve as baseline, and increase 15% Year 1, then increase 3% annually
Adjustment for Equipment Maintenance	City maintenance charge of \$78,000 is deducted: full-time mechanic slot added at \$40K plus benefits; Year 1 tools/eqpt cost \$7K
Cost of Goods - Merchandise 65%	Reasonable industry standard assumption for a smaller operation
Cost of Goods F&B 45%	Reasonable industry standard assumption, including disposable supplies (cups, napkins, etc.)
Additional Part Time Staff - Golf Ops - 30 hrs/week	Larger operation, higher volume of play will require additional staff support
Additional Part Time Staff - F & B - 70 hrs/week	Food & Beverage staffing is not an operational requirement in base year - personnel will need to be added





# 10 great turf tips

Experts share tips to improve course conditions, cut expenses and increase play

BY REBECCA LARSEN

Golf course operators are constantly looking for solutions, but are concerned about damaging the quality of their course or upsetting golfers.

So Golf Inc. talked to eight golf maintenance experts about how to improve the quality of a golf course or make changes that save money. While some of the solutions are simple, most are not being imple-

mented at the majority of courses due to a lack of understanding or cost concerns.

But many of these tips will save far more in the long run than the cost to implement them, experts say.

Some of the tips are designed to make golf courses more fun to play and that can help increase revenue as well.

**1.** Reduce turf by 20 to 30 percent and you may save thousands of dollars per year on water. First develop a plan acceptable to members and clients; then allocate capital to that plan that includes changing the irrigation system and doing alternative plantings.

– Tom Calabrese, principal hydro geologist at EnviroLogic Resources, Portland, Ore.

**2.** Keep your focus on the middle. Maintain top conditions in the center of your course. That means committing to having fantastic tees, fairways and greens, even if it means lowering your standards in the roughs, woods and bunkers.

– Scott Zakany, consultant with Championship Golf Course Services of Tampa/St. Petersburg.





**3.** Eliminate excessive or unnecessary bunkers. Install mounding, depressions or waste bunkers instead. Initially this requires an investment in time and resources. But it will save on long-term maintenance costs.  
– Zakany

**4.** Make it possible for the average golfer to travel around the course more easily and you'll have more players at your club. Lower the height of the rough so golfers can find their balls more easily. Move the tee markers forward and encourage players to play from them instead of the back tees and widen the fairways by mowing more grass so players will hit the rough less often.  
– Mark Woodward, senior vice president of operations for OB Sports in Phoenix

**5.** If you're trying to make your course more fun to play, remember that the forward pin placement at the front of the green can be a shorter distance but sometimes a more demanding target for golfers. Generally, pin placement in the middle will be easier.

– Woodward

**6.** Fixing damage that disease and insect's cause can be expensive. So you need a well-planned preventive program that uses plant growth regulators, fungicides, insecticides and herbicides. Hire an educated, professional superintendent-manager and trust his or her recommendations. After all, the quality of play on your course is your biggest ongoing asset.  
– Bob Goglia, head of turf marketing for Syngenta in North Carolina.

**7.** Never embark on a water quality-monitoring plan that requires you to test all the chemicals used on your course. It's too expensive. And never agree to implement a water quality-monitoring plan as a condition for renovation or expansion unless it

KARANTIN/SHUTTERSTOCK



includes a sunset agreement so that the plan will end in the future.

– Stuart Z. Cohen, CGWP, president of Environmental & Turf Services Inc. in Maryland

**8.** You want to use mowers with motors that eliminate the possibility of leaks of hydraulic fluid on your fairways. A hydraulic leak can ruin an entire fairway making it less attractive for golfers and be a tremendous expense in repairs. Look for e-cut hybrid mowers, largely powered by electricity, to reduce the amount of risk.

– Mark Ford, marketing manager, John Deere Golf, in North Carolina

**9.** Buy year-round turf machines. Seek out equipment that can be used for more than just mowing. Superintendents are increasingly using

tractor-driven attachments that are more productive and cost-effective than stand-alone units, like a tractor-mounted hydraulic reel mower that can mow fairways and roughs and can scalp and even verticut.

– Adam Slick, public relations manager with Jacobsen

**10.** Pay attention to your soil. Many operators blindly move dirt, add water, amendments, and/or fight wet/dry areas across the whole course without considering the many microenvironments on their properties. Most courses have at least five, and often as many 20 different soil types. Once identified, this information can dramatically aid in the correction of irrigation water, drainage and/or dry issues.

– Trevor Holman, vice president at Aqua Turf International Design

## SAMPLE OF GOLF COURSE RENOVATION COSTS

Golf Course Construction -	\$800,000
• Irrigation update	
• Imported materials	
• Bunker sand	
• Grass removal	
• Grassing	
○ Fairways – 419 bermuda	
○ Greens – Tift Eagle	
• Pine straw	
• Tree trimming & clearing	
• Equipment rental and fuel	
• Pathways, Drainage, Erosion control	
Personnel	
• Shaper \$ managers	\$200,000
• Labor	
Contingency	\$100,000
Designer	\$100,000
• Design	
• Master Plan	
• Budget Management	
Total	\$1,200,000





# Winter Park Country Club

**“Come for a Walk in The Park”**

**Concept Design for Golf Course Improvements**

**Submitted by Keith Rhebb and Riley Johns  
April 15, 2015**

# INTRODUCTION

Celebrating over 100 years of golf, Winter Park Country Club has a unique and enviable history. Not only is it the second oldest golf club in Central Florida but has even seen the likes of Hogan, Snead, Sarazen and Hagen play its corridors. Understanding this historical significance, our intention is to provide the next chapter in the course's legacy.

With most golf projects we undertake, we always strive to fit the golf holes harmoniously with the lay of the land. Winter Park however is a different situation; it's flat, encompassed by roads and a railroad, and completely surrounded by housing. With very little natural landscape to inspire us, we choose to fit the course into the community.

In our opinion, Winter Park is the epitome of quaint community golf. It is fun and inclusive, has simple yet interesting routing, is affordable, and a round with friends can easily take less than 2hrs. In addition to the golf, it is a beautiful city park which provides a host of positive benefits to the community. In keeping with this community fabric, our mission is to retain these core values while enhancing and updating some of the course's attributes.

**Our goal is to introduce more variety and playing strategy into the current layout. During this time we will improve the quality of conditioning and aesthetic appeal of the entire park landscape. We will increase the fun factor for all skill levels and create a world class 9-hole experience that can be enjoyed by single digit handicaps and beginners alike. Once complete, we are confident that Winter Park Country Club will become one of the most unique 9-hole experiences in the country.**

Winding its way through the heart of Winter Park community, we want this golf experience to be one-of-a-kind. We want to leave behind a golf course that residents will be proud of and outsiders will want to *"come for a walk in The Park"*.

# KEY CONCEPT FEATURES

**Below are some of the elements we feel most notable in our design:**

**Tees:** We propose creating 3 distinct tees to cater to the different skill levels: A back tee for the strongest golfer, a regular tee for the average golfer, and a forward tee for the beginner. We have placed these tee decks at varying distances from the hole and in strategic locations to offer either an easier or a more difficult angle of attack. We also propose the creation of free flowing tee decks that blend seamlessly into the newly shaped landscape. This will be much easier to maintain and will add to the overall parkland aesthetics of the site.

**Fairways:** We propose creating slight elevation changes within the landscape to give it visual interest and strategic charm. We will also create subtle *hummocks* and *hollows* to encourage a ground game style of play and give the golfer interesting options for attack.

**Bunkers:** We propose a totally new bunker style. We are still working out exactly what we think fits Winter Park Country Club, but are leaning towards a clean and classic look. One that boasts grass faces and simple edge lines. \*

**Greens:** The most important improvement to Winter Park Country Club will be in its putting greens. We propose enlarging the putting surface to add more pin placement options (average greens size 6,000 sq. ft.). We would like to shape strategic interest into the entire green complex to encourage different styles of play and add more risk/reward elements into the course design. As an interesting feature to the golf course, we also propose incorporating one really difficult pin location on each green to cater to specific tournaments or events that host low handicap players.

**Grass:** The quality of playing surface will be a key feature we address. We feel that our design is challenging and interesting as an aerial attack, however, we want to also encourage ground game options. In order to achieve this we need to create strategic contouring paired with superior turf quality. We propose using a 419 Bermuda for fairways and tees, and a TifEagle ultra dwarf Bermuda for green complexes. This will ensure Winter Park Country Club plays fast, firm, and healthy.

**Trees:** In order to create the variety of attack angles desired, we propose the removal of select trees. The bulk of the tree removal will happen on the left side of #1 fairway, the right side of #9 fairway, and along the right side of #4 fairway. We have also identified areas which we can transplant smaller trees on site using a tree spade. Identification of exact trees will occur once Keith or Riley is on site.\*

*\*Many of the finer details including bunker characteristics, green and fairway contouring, tee shapes, and tree removal identification are best done in the field by us.*



SCALE 1:75

0 75 150 225 300 (When printed on 36x48 paper) 600 ft  
0 25 50 75 100 (When printed on any size paper) 200 yd



# A CONCEPT PLAN

FOR

# WINTER PARK

## COUNTRY CLUB

DESIGNED BY KEITH RHEBB AND RILEY JOHNS

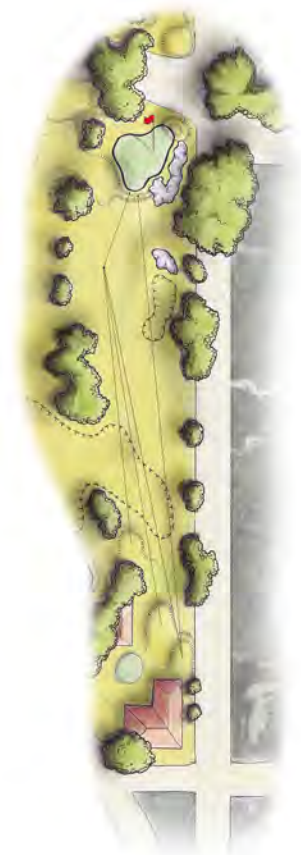


# HOLE NARRATIVES

**O**ur concept features a variety of shot requirements that test all kinds of golf abilities while dialing up the fun factor - especially around the greens. We want the putter to be the most important club in the bag and for all skill levels to enjoy their round. We designed the course to be primarily a match play experience, which we think is the superior form of golf gamesmanship and a great fit for Winter Park Country Club.

## HOLE 1

With the intimidation of the road on the right and the pressures of spectators waiting to tee off, we chose to make the first hole the easiest. Opening up the fairway to the left will encourage the golfer to steer clear of the road and give them plenty of room for play. The two bunkers flanking the right side of the hole will also encourage golfers to play left which also happens to be the best angle of attack into the green.





# HOLE 2

The shortest hole on the course also boasts the smallest putting green. Although bunkerless, don't let this benign looking golf hole fool you - it has a few tricks to unlock. Combining elements from the Road Hole at the Old Course in St. Andrews and the 16th at Augusta National, this hole requires precise shot placement and imagination. The contouring in and around the green complex will be sure to keep this hole endlessly interesting to play.



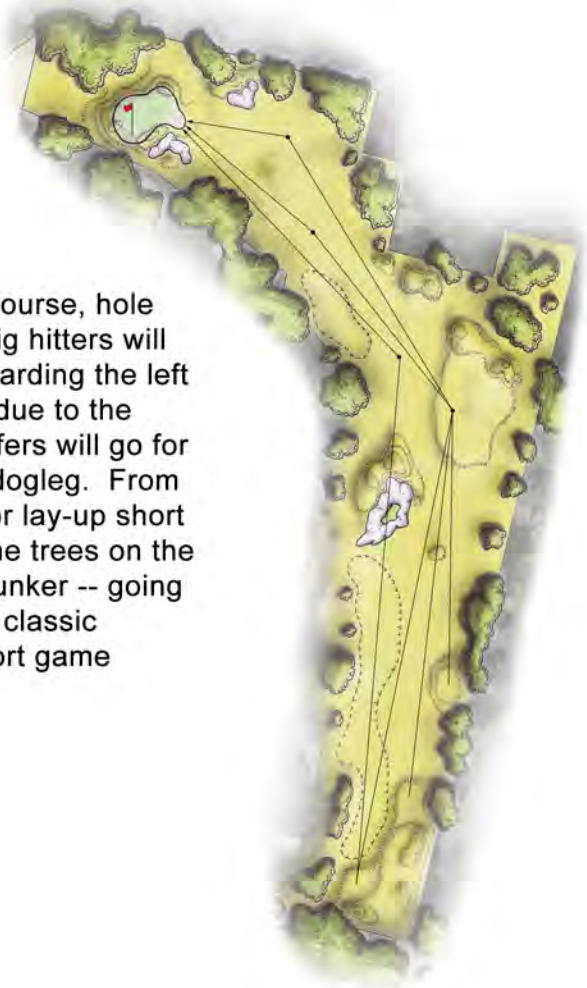
# HOLE 3

One of only two par 5's on the course, hole three is all about straight + distance. Elevating the tee complex will give the golfer a better view of the entire golf hole and more importantly, the left side fairway bunker. The big hitters must negotiate this fairway bunker if they try to make the green in two for an eagle putt. The green itself slopes left to right and is partially obscured by a mound feature short and left. The bunkers on the left are meant to save errant shots from reaching the road, and the hollow to the right will collect miss-hits through the pines.



# HOLE 4

The second par 5 and the longest hole on the course, hole four has some of the most strategic interest. Big hitters will attempt to air mail the large bunker complex guarding the left side but will find the distance difficult to gauge due to the illusion of the bunkers scale. More prudent golfers will go for the elevated plateau on the right corner of the dogleg. From here the golfer will choose to go for the green or lay-up short right. The green will be partially obscured by the trees on the left and heavily guarded by a front greenside bunker -- going for it will be risky! The green complex will be a classic push-up style that falls steeply off the back, short game accuracy is the key for the third shot.



# HOLE 5

The longest par 4 on the course, hole five will test the long iron approach shot. With two bunkers visually guarding short-left of the fairway, the best line of attack is actually directly over top of them. Although the putting green will be the largest on the course, 1/3 of it will be hidden by the large oak tree in front. The surface of the green will be shaped in such a way that a low running ball will be corralled into place behind the tree. The bunker behind the green is meant to save overpowered approach shots from reaching the road and keeping everyone in play.





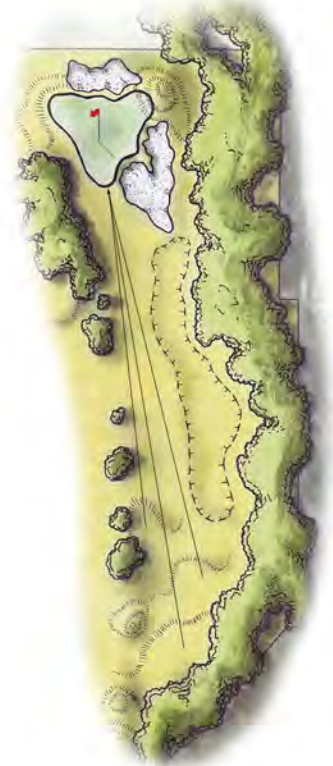
# HOLE 6

Definitely the quirkiest hole on the course, we choose to keep hole six with the same strategic interest. The golfer can either bomb one over Sherwood Forest and hope for the correct distance, or alternatively play wide left for an easier approach shot into the green. The green complex itself will be a classic punchbowl style that will receive a wide variety of shots while keeping golfers away from the train tracks and in play. With a nasty bunker guarding the front of the punchbowl, this hole is fraught with risk/reward options.



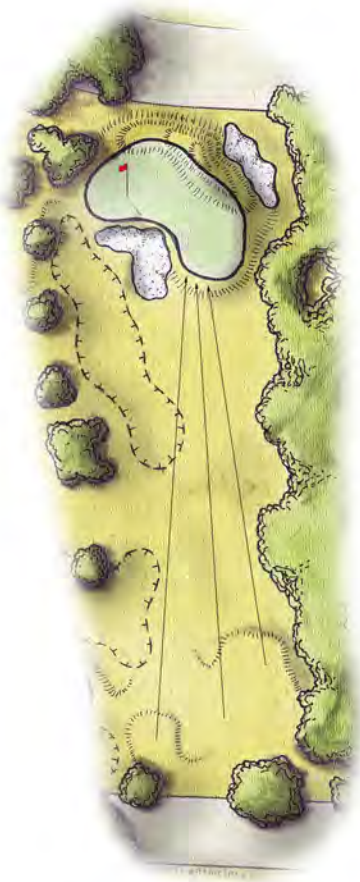
# HOLE 7

Hole seven will be the most difficult hole on the course. With a large intimidating bunker fronting the green and one guarding the back, this hole will test the accurate aerial attack. For the lesser skilled player there will be a bailout section to the left - but this will require an extra stroke. For the gambler in the group, a sucker pin front right of the green will definitely give some excitement and could even be a momentum changer in a match.



# HOLE 8

In our opinion, one of the most exciting shots in golf is the Redan. Based on the original 15th hole at North Berwick, Scotland, the Redan can receive both a low running shot and an aerial attack. Positioned at a 45 degree angle to the golfer, and sloped from back right to front left, the green corrals the well struck ball towards the pin. Miss-hit left and the golfer finds themselves in the front greenside bunker. Miss-hit right and the golfer finds themselves in the back blind greenside bunker. Hit it straight and watch your ball track towards the pin for a chance at birdie or better!



# HOLE 9

The final hole of the round will be a match breaker. A short drivable par 4 will tempt the big hitter in going for it in one, but the sensible golfer will know better. A large bunker will be set into the mounding on the right side of the fairway to steer golfers left and help protect the parking lot beyond. Once in the fairway, the golfer must negotiate the Lions Mouth bunker protecting the front approach to the green. With two distinct sections of putting surface to choose from, noting the days pin placement before teeing off is a wise decision.





## *Golf course properties are digging beneath the surface to stay on top of irrigation innovations.*

As water management and environmental stewardship continue to dominate golf course maintenance practices, superintendents are taking a proactive role to ensure that they use available resources cost-effectively. But when irrigation systems start to show their age, golf course conditions and playability can suffer. Whether they involve replacing system components or complete overhauls, irrigation system upgrades are giving course superintendents the technology and know-how to do their jobs more efficiently.

### **Out With the Old**

La Rinconada Country Club in Los Gatos, Calif., replaced its irrigation control system about six months ago, after the previous system began to experience communication problems with the controllers in the field. In addition, reports Certified Golf Course Superintendent Kevin Breen, the time it took to diagnose and repair problems was becoming cost-prohibitive.

#### **SUMMING IT UP**

- State-of-the-art irrigation systems not only improve golf course conditions and playability, they can also improve the bottom line by conserving water and offering savings on utility costs.
- Advances in irrigation systems give superintendents the ability to adjust their watering needs with pinpoint accuracy.
- New technology allows superintendents to control their irrigation systems from their offices, in the field, at their homes, or anywhere else with Internet access.

As another incentive, La Rinconada earned a \$29,000 rebate from the Santa Clara Valley Water District, which supplies the northern California property's water, under a program that offers rebates to businesses and homeowners that upgrade their irrigation systems.

"We wanted to become more efficient with our watering," explains Breen, who wanted a system that could operate and manage irrigation practices based on geographic information system (GIS) technology. "There have been a lot of advances in technology and software in all fields, and irrigation is no different." Calling it easy to manage and

understand, Breen believes GIS "is the future of the business."

In Southern California, San Diego's Rancho Bernardo Inn completed a five-month, \$2 million overhaul this past February of its irrigation system, which dated back to the property's opening in the 1960s. The project helped to improve playing conditions as well as save water and electrical costs.

Rancho Bernardo's new system includes five miles of mainline pipe ranging from six to 14 inches in size, 20 miles of lateral pipe that branches off the mainline, and more than 3,000 heads. Instead of having system controllers in the field, however, each head has a microchip that offers individual control.



*Rancho Bernardo Inn, San Diego*

“Every head has single-station control and a two-way communication system to our central control,” notes Golf Course Superintendent Chris Hayman. “This makes us more efficient with our water, which is a precious natural resource.”

Elcona Country Club in Bristol, Ind., completely replaced its irrigation system in 2009 with a four-month, \$1.4 million project. “It got to the point that it was no longer cost-effective to continue making repairs, and we were not meeting members’ expectations with our course conditions,” says Golf Course Superintendent Greg Shaffer. “Reliability was also a huge part of it.”

The new decoder-based system runs entirely off of a central computer, and each head has its own address that can be controlled remotely by hand-held radio.

“We punch in numbers on a keypad to turn on the heads,” explains Shaffer. “We can control it remotely from wherever there is Internet access.”

Elcona’s new system also has a weather station that allows the maintenance staff to track the evapotranspiration (ET) rate daily. “This allows us to put water back into the soil on a daily basis, but we do not irrigate daily,” Shaffer reports.



The property generally irrigates every third day during the summer. However, adds Shaffer, "In the spring and the fall we can stretch it out longer than that."

### **Flexibility and Control**

Since the installation of the new control system at La Rinconada, Breen has adjusted some maintenance practices accordingly. The staff has increased its hand-watering and decreased the number of days it waters the greens.

Breen, who has worked at the property for two years, says the staff previously watered every night before he arrived. Now, however, the crew waters about every four days. "You can water small amounts more often, but my philosophy is to water a little more, less frequently," he explains.

### **Lightning Bugs**

Heat and lightning can be a destructive combination for golf courses – especially when the two join forces to wreak havoc with a property's irrigation practices.

Perhaps no one knows that better than Golf Course Superintendent Mike Fontaine at **Ledges Golf Club** in South Hadley, Mass.



On July 7 of this year, lightning struck the Ledges property during a severe storm, and destroyed the wiring for an irrigation pump that carries water from the Connecticut River to irrigate the golf course. The one-two punch of heat and lightning temporarily left water in short supply at the 18-hole course.

"When the heat came, we were already nervous about running out of water," says Fontaine. "We scaled back irrigating the rough, but we kept our greens and tees going.

"We did more hand-watering on the greens, and we had to buy water

from the town of South Hadley,” he adds. “That cost \$6,300 to keep the greens and tees going until we could start pumping again.”

The property called in a dive team to help with the repairs. “It took the divers a week to get to the pump screen because of all the sediment,” Fontaine notes. “Because of the high water level, the current was moving pretty good from the recent thunderstorm. The working conditions and visibility were poor.”

The divers had to go down about 15 feet below the river’s surface because of the high water level, but the property remained open throughout the repair process. The Ledges GC maintenance staff also helped by pulling out pipe and pulling down electrical cord, as well as by communicating with the dive team and the pump distributor.

It helped, Fontaine says, that the property underwent a similar process about five years ago, when divers had to clear a sediment-clogged screen.

“This time the divers were educated, the pump people were educated and we were educated, so it wasn’t an unknown,” he notes.

Ledges GC now plans to conduct maintenance dives once or twice a year to clean out any sediment buildup. As for other properties that might experience similar circumstances, Fontaine has one recommendation.

“Be nice to Mother Nature,” he quips.

He creates his irrigation programs based on ET data and a daily inspection of the golf course for wet and dry spots.

“There’s almost no limit to the number of programs that we can create,” Breen says.

“We can have the heads turned on and off seasonally, or we can set them to run for different dates.

“We’re able to create programs more efficiently and more easily,” he continues. “The integration of our map with the spreadsheets behind the map has been nice to have together. We can monitor our soil moisture, temperature and salinity. To have that ability as part of our irrigation system is a big advantage.”

In addition, notes Breen,

“Having access to the system with an iPad or other mobile device is a nice feature for superintendents. You don’t have to spend as much time at your desk. You can get out in the field. The superintendent has a mobile office.”

Rancho Bernardo’s Hayman agrees. “I can control the system from my iPhone or iPad anywhere in the world,” he concurs. “It gives me good flexibility to make last-minute changes.”

It took eight hours of pumping to water the entire course with the previous irrigation system, Hayman says. With the new system, however, he can water the whole course in two to four hours, resulting in tremendous savings in electrical costs.



“Another benefit is that everything is below ground,” Hayman reports. “Things that are above ground are susceptible to weather, and they need to be changed out more frequently.”

Sustainability is a constant force behind the maintenance practices at Elcona CC, which is certified under the Audubon Cooperative Sanctuary Program. While Shaffer calls irrigation “a big part of that equation,” he adds that, “I don’t think [the new system] has changed our philosophy on how we irrigate. It just allows us to do it more efficiently.”

### **Learning Curve**

Breen estimates that the La Rinconada property now uses 75 to 80 percent of its irrigation control system features. “We started with the basics to learn the system. As the summer went on, we got more efficient,” he says.

The staff took training classes from the irrigation system manufacturer, and the local distributor offers a strong support network as well. “We implemented what we learned in the classroom, and we’ve had plenty of on-the-job training,” notes Breen. “It takes time to learn the system and get comfortable. In the winter we’ll catch up a little bit more.”

Hayman estimates that, with the help of training classes, the Rancho Bernardo grounds crew is using 85 percent of its irrigation system’s features. “Learning the new technology and utilizing it to its fullest potential has been a welcome challenge, but the service and support have been great,” he reveals. “I spend a lot of time producing electrical and water-use reports, and checking on diagnostics and the system voltage.”



*Rancho Bernardo Inn, San Diego*



An interactive map on the central computer gives Hayman the ability to see the location of each head in the field, click on it, and make changes as needed. He can create hundreds of programs with the system, he says.

“If the men’s club is playing on Mondays and they don’t want wet bunkers, then we can adjust the heads so they won’t have wet traps,” Hayman explains. “There are a lot of little things we can do to fine-tune it.”

Shaffer, who has been at Elcona CC since 2006, was familiar with the new system’s computer and software from his work at another course. However, he and his staff received training from his local distributor on features such as making diagnostics and repairs. “Anything we specifically requested to be in the system, we use,” he says.

Their requests included a specific software package for the weather station, which communicates directly with the irrigation software; radio controls; individual head controls; and the ability of the pumps for the property’s four ponds to communicate with each other by radio frequency.

### **Measurable Results**

When properties upgrade their irrigation systems, it generally doesn’t take them long to see measurable results.

“There are a lot of adjustments to make when a system is new, but at this point we are 10 to 15 percent more efficient than we were a year ago,” reports Breen.



*Greg Shaffer, Golf Course Superintendent, Elcona CC*

However, he adds, it is hard to compare this year with last, because La Rinconada replanted the golf course with more water-efficient grass species about a year ago.

At the Rancho Bernardo golf course, notes Hayman, "Areas that didn't get water for so many years are starting to fill in." In addition, he continues, an employee who has worked at the golf course for 30-plus years has seen noticeable improvements. "He mows the rough, and he says everything is so much better and more uniform," Hayman reports.

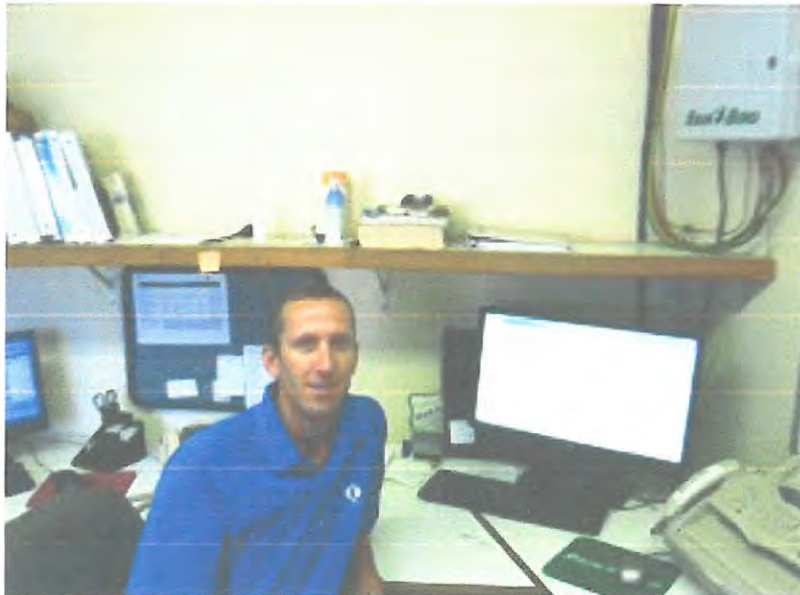
While the first year of numbers are still being gathered, Hayman says he has also seen savings in electrical costs and water usage. "We have better quality and playability for our guests," he reports. "There are no wet and dry spots, and we can cut back on specific areas."

The Rancho Bernardo Inn's new system runs off a weather station that can determine how much water the property has lost during the day through ET.

"It gives us a number, tells the central computer, and automatically programs the heads to run the amount of water needed," Hayman explains. "When it rains, it shuts the system down."

On average, Elcona CC has seen a 30 to 40 percent savings in water usage in the last five years, and Shaffer says the property has also enjoyed a significant decrease in electrical costs. "We upgraded to variable frequency-drive panels, which allows us to pump only to the speed necessary to put water out in the field," he explains.

The superintendent has seen other positive results from the upgraded system as well. "Member satisfaction is up, but I don't know how you quantify that, other than comments. And my peace of mind is certainly higher," Shaffer says.



*Chris Hayman, Golf Course Superintendent, Rancho Bernardo Inn*

### **Powers of Persuasion**

Costly irrigation upgrades can be a “hard sell” to members, Hayman admits. “We had the system upgrade on our capital list for a long time, and the stars finally came into alignment,” he says. He attributes getting the green light for the project to several factors: the resort management team recognized that the cost of water was rising incrementally; the property was starting to spend a lot of money on repairs; and the quality and condition of the 18-hole golf course was diminishing.

“The course looked patchy after the rainy season,” Hayman says. “We have golfers from all over the world play here in winter and summer, so we need to look good all year.”

The timing of the project was advantageous as well. With the economy coming out of the recession, he explains, the property was able to get good prices on expenses.

While member satisfaction—along with decreased energy consumption and improved reliability and consistency—was a driving force behind the Elcona project, Shaffer says it nevertheless took some convincing to bring the membership on board.

“The groundwork had begun prior to my arrival, and it took a while,” he reveals. “It was a tough sell because the economy was starting to get bad.”

### **Carrying On**

Rancho Bernardo’s golf course stayed open the entire time its new irrigation system was being installed. “We only worked on one or two holes at a time, and it was surprisingly non-invasive for our guests,” Hayman reports. “We got out in front of it by doing things like giving out drink tickets. If a big tournament was already on the books, we didn’t work that day.”



*Elcona CC, Bristol, Ind.*



During the construction process, the Rancho Bernardo Inn also modified holes as needed by moving tees, creating temporary greens, or converting par-4 holes to par 3s.

Elcona's course also remained open throughout construction. The contractors started the project by installing the main line along the exterior of each hole when play began to drop off for the season; typically only one hole was closed each day.

"It's important to communicate effectively to the membership, and during construction it was a challenge to keep the old system active while putting the new system in," says Shaffer.

### **Back to the Future**

To produce a quality product with less water, even superintendents who are up to date expect irrigation advances to continue. "Everybody's going to need to become much more efficient with their water," says Breen. "The cost of water will force them to do that, and superintendents will need to push for sustainability.

"Players and owners often say they appreciate sustainability efforts or would like to be a part of it," he adds. "But unless it's financially driven, it's hard to do. We like green. It's innate. It's part of our genetic makeup. That's where our sensibilities are. Brown is not an easy sell."

Hayman, a board member of the San Diego Golf Industry Water Conservation Task Force, agrees that sustainability will continue to be a key to successful golf course maintenance operations. From the planting of low-water, low-maintenance vegetation to pesticide applications, he says every aspect of golf course maintenance is geared toward sustainability.



*Elcona CC, Bristol, Ind.*

"A lot of courses will have to make tough decisions," he says. "Irrigation systems are not meant to be permanent, and it's important to have the right tools to do the job."

While some properties currently use hand-held moisture sensors or have sensors in some greens, Shaffer expects properties to use more course-wide field sensors in the ground in the future. Until that day comes, however, he hopes to invest in hand-held sensors at Elcona next year. "Water conservation and water restrictions are going to be a huge part of this industry going forward," he says.

And change, of course, will remain a staple of the golf course maintenance business as well.

"It's an exciting time for the irrigation industry and the innovations that are coming along—as a superintendent, I'm excited to see what's new," says Breen, who has been in the business for 26 years. "It has changed the superintendent's work day. You can water more efficiently, and it's easier to diagnose problems and keep track of what you're doing. It's just all at your fingertips."



## Short Game Area

Olney Golf Park features a state-of-the-art short game practice area that provides you with a great opportunity to improve your scoring by shaving critical strokes off your game. Our facility offers the most comprehensive short game practice facilities in the area.

### Features

- 12,000 square foot bent grass putting green
- Two bent grass fairways for pitch shots up to 80 yds
- Varied lies to master all shots
- Bent grass target green with green side bunkers for pitch & sand shots

If you really want to lower your scores, you need to sharpen your short game skills through practice... and our short game complex is the perfect place to do it.

If you need to learn the proper techniques used to execute the various short game shots, consider attending one of our Performance Golf Academy short game classes or clinics. If you prefer private instruction, our staff of PGA and LPGA teaching professionals are standing by to help. PGA Tour pros know the most important aspect of their game is their ability to "go low".

**So, how do they do it?**



According to the short game guru, Dave Pelz, "the short game is the prime determinant of how you score." Statistics show that 65% of all shots are inside 100 yards with 43% of those shots involving putting. That's why tour pros spend so much time working on their short game. They know that "scoring" is what matters most, not how far they hit the ball.

### **NEW SHORT GAME POLICY FOR 2014:**

**Short game and grass tee areas will ONLY be open to non-members weekdays, Monday through Friday. Short game and grass tee areas will be CLOSED for non-members during the weekends. This new policy will remain in effect until November 1st. After November 1st, short game and grass tee areas will be CLOSED for non-members. Please contact the Pro Shop for any questions about our new policy.**

**Membership does have its privileges.**

Short Game Area Use: \$10.00/hr  
(1 Hour Minimum)

Putting Green Use Only: \$2.50/hr  
(1 Hour Minimum)

12 Month Unlimited Grass Tee Use Membership - \$200.00

12 Month Unlimited Short Game Use Membership - \$250.00

12 Month Unlimited Green Grass Use Membership - \$400.00  
(Grass Tees & Short Game Area)

**ONLY AVAILABLE TO MEMBERS NOVEMBER THROUGH MAY (WEATHER  
DEPENDENT)**





# FURMAN UNIVERSITY

Greenville, South Carolina



## REK SHORT GAME FACILITY



Scot Sherman, Architect

SCALE: 1"=50'  
DATE: December 1, 2011



## THE SHORT GAME TRAINING CENTER/EQUIPMENT STORAGE

### LOCATION – to the south of the #7 tee

- The rear vacant parking lot at 631 n. New York Avenue – the 1 acre parcel is owned by the city
- The area which is currently used for the equipment storage – the 1/3 acre which is already part of the golf course
- Part of the parcel would be reserved for parking

### CONCEPT

- WPCC does not have any area to teach, warm up or practice except the small practice putting green near the pro shop
- The pro shop gets 10 – 15 requests per week about a practice area
- First tee does not have an area to run their program; currently they are using the golf course which deters golf play
- Create a short game practice area, which would include a green with 2 bunkers surrounding the green and a grass chipping area to the green.
- Two hitting nets would also be set up for players to practice and/or warm up plus would be used for lessons; state of the art swing analyzer equipment like Trackman or Swinguru, etc would be used by the teaching pros
- A membership fee would be required to use the practice area
- The city would receive a portion of the teaching and membership revenue
- This short game center would contribute revenue to the golf course
- The training center could be staffed through WPCC (2 people) or possibly contracted out

### EQUIPMENT BUILDING/ MINI PRO SHOP

- The quonset hut and the area around it needs to be cleaned up
- Removing the scrub bushes and quonset hut and replacing it with an up to date building to house the golf course equipment in addition to a small pro shop for the training center pro that would allow the pro to schedule the appointments and to oversee the training center users

### PROJECTED COST AND TIMETABLE

- We have not contacted an architect to design the area/building yet. Approximate cost would be \$750,000 to \$1,000,000.
- We would delay program until year 3 or 4

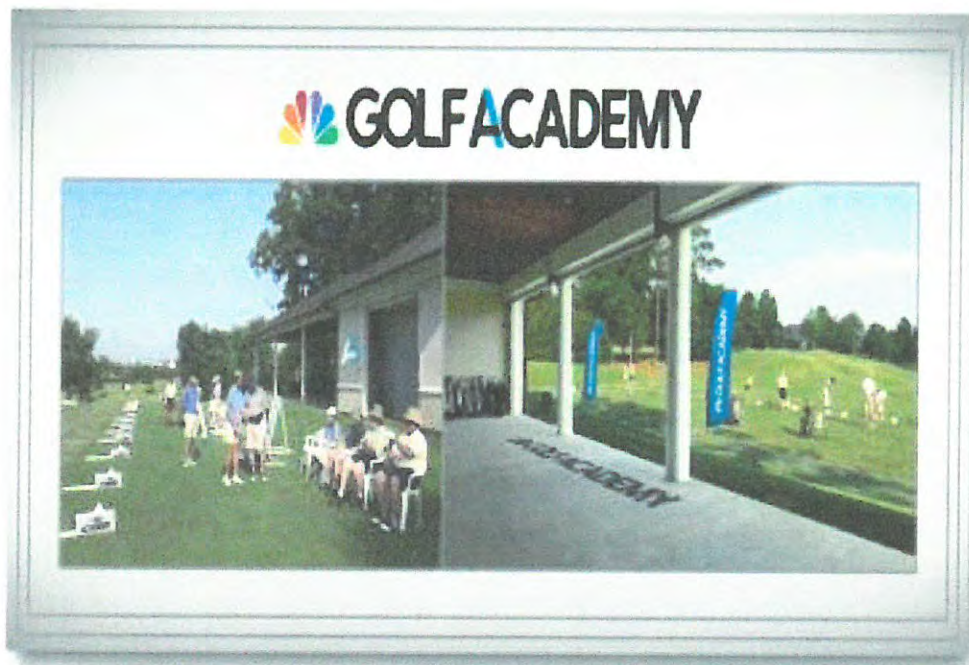
# Golf Channel To Tee Off Academies Next Spring

20 Golf Channel Academies Will Bow At Public Courses, Clubs, Resorts 12/01/2014 10:00 AM Eastern



By: **Mike Reynolds**

3



Continuing to expand beyond the linear network, the Golf Channel brand will play through instructional outlets at public courses, clubs and resorts, starting in spring 2015.

Unlike many of its other extensions that digitally enable golfers to set up their tee times, score their rounds and track their balls in the fairway or rough along the course, the 80-million subscriber channel's latest initiative is a brick-and-mortar gambit in which it will hang its shingle alongside the instructional skills of some of the nation's top club pros.

The strategy calls for Golf Channel Academy (rendering, pictured) to tee off with a minimum of 20 charter locations in 15 states and one in Ontario, Canada, next spring, as the new season gets into full swing. In the meantime, Golf Channel Academy is looking to further build its base of elite instructors from the ranks of PGA of America and LPGA teaching professionals.

The credentials of its current crop include 11 of *Golf Magazine* top 100 teachers, a dozen of *Golf Digest's* "Best Teachers in State" for 2013-14, seven books, and the current LPGA Teaching and Club Professionals National president. Among the notables: Martin Hall, Ibis Golf & CC, West Palm Beach, Fla., who also hosts *School of Golf* on the network and the 2008 PGA of America teacher of the year; Dana Rader, Dana Rader Golf School, Charlotte, who is the national president of the LPGA Teaching and Club Professional management; and Jeff Ritter, Poppy Hills Golf Course, Pebble Beach, Calif.

"Golf Channel Academy is another way we're looking to enhance our position beyond the traditional network experience," said Golf Channel president Mike McCarley. "We want to continue to build deeper, richer relationships with our viewers and get more people playing the game."

McCarley said that the network has augmented its audience ties with such lifestyle businesses as Golf Advisor.com, a review website by golfers for golfers that launched earlier this year, and Golf Now, a tee



time booking venture, as well as its instructional Golf Channel Academy, GolfLive Extra streaming and Golf Channel apps.

“Five million viewers have downloaded our apps,” he said, adding that Golf Channel Amateur Tour, now encompassing 800 events nationally since its launch in 2006, also puts the network on the ground with players and watchers.

Golf Channel Academy coaches will benefit from business consulting services and products addressing marketing, sales, technology and back-office solutions needs, as well as shared best-practices across the network.

Coaches also will have the opportunity to appear on instructional programming across Golf Channel's television and digital platforms. Additionally, golfers enrolled at Golf Channel Academy locations will be able to track progress alongside their coach using advanced software to measure specific goals.

Financial terms were not disclosed.

Although the support won't begin until the new season draws nigh, McCarley said the Golf Channel Academy outlets will benefit from on-air and digital promotion.

Live tournaments and news fare notwithstanding, instructional programming, including *Golf Channel Academy*, remains a key and highly rated component of the network's lineup with a presence in early prime on Mondays, Tuesdays and Wednesdays, totaling some 400 hours annually.

Moreover, McCarley said instructional programming is among the most popular of its on-demand offerings and Golf Channel is in conversations to provide additional genre VOD fare to affiliates.

Golf Channel, which has worked with NBCU parent Comcast in hosting some golf events, is also looking to broaden its ties to distributors with more tourneys, outings and now instructional opportunities. "We want to start working with affiliates," he said.

McCarley said Golf Channel has been talking about opening instructional units for years, but "this format iteration came to fruition over the past 18 months." It stems from a collaborative idea between Golf Academy CEO Todd Wilson, who developed a "brand-within-a-brand" strategy during his tenure as NASCAR CEO, and Golf Academy president Scott Novell.

Golf Channel Academy also will tap the acumen of executive vice president Lorin Anderson, founder and president of Proponent Group, a golf instructor membership-based organization that is now part of the foundation of Golf Channel Academy.

### **Inaugural group of Golf Channel Academy Coaches**

- Henry Brunton, Henry Brunton Golf, Maple, Ontario, Canada
- Dom DiJulia, Dom DiJulia School of Golf, New Hope, PA
- Chuck Evans, Chuck Evans Golf, Kansas City, MO
- Jeff Fisher, Fisher Bryan Golf Academy, Mesa, AZ
- Martin Hall, Ibis Golf & CC, West Palm Beach, FL
- Virgil Herring, Westhaven GC, Franklin, TN
- Dave Kendall, Kendall Academy of Golf, Ypsilanti, MI
- Charlie King, Reynolds Plantation, Greensboro, GA
- Rick Krebs, Waverly Woods GC, Marriottsville, MD
- Rod Lidenberg, Halla Greens GolfCourse and Training Center, Chanhassen, MN
- Anders Mattson, Saratoga National GC, Saratoga Springs, NY
- Kenny Nairn, Celebration GC, Celebration, FL
- Rob Noel, Rob Noel Golf Academy, Abita Springs, LA
- Chris O'Connell, The Plane Truth, The Courses at Watters Creek, Plano, TX

- Chad Phillips, Blue Giraffe Golf Institute, Tucker, GA
- Kip Puterbaugh, Aviara Golf Academy, Carlsbad, CA
- Dana Rader, Dana Rader Golf School, Charlotte, NC
- Jeff Ritter, Poppy Hills Golf Course, Pebble Beach, CA
- Jon Sinclair, Sinclair's Golf Training Center, Euless, TX
- Kellie Stenzel, Palm Beach Par 3, Palm Beach, FL
- Trent Wearner, Trent Wearner Golf Academy, Englewood, CO

**TAGS:**

- See more at: <http://www.multichannel.com/golf-channel-tee-academies-next-spring/385930#sthash.bbJP25lh.dpuf>



# Golf Training Franchises Opportunities

Below is a list of Franchise Opportunities that have been labeled as **Golf Training Franchises**.

## [BirdieBall Business Opportunity](#)

### **Off-course golf and instruction**

THIS IS NOT A FRANCHISE THIS IS A Dealer/Distributor BirdieBall is the world leader in off-course golf and off-course golf instruction technology. With over 3,000 school installations BirdieBall is the largest in-school instructional program in the world.

## [Golf Analytics Fitness Franchise](#)

### **Golf analysis and Fitness franchise**

Whether you are a golf club or an individual there are new investment opportunities in golf. Invest in your passion! Golf is a top down sport.

## [Kindergolf Franchise](#)

### **Golf Academy**

With KinderGolf, you own more than a business. You own the future of golf.

## [Parmasters Golf Training Centers Franchise](#)

### **Year-round indoor golf training centers**

Parmasters was founded in 1999 by Tod Wilcock, Tom Matzen, and Scott Hazledine-- all golf enthusiasts. The indoor facilities are designed as practice and training centers, featuring driving bays, putting greens, and sand traps, as well as golf simulators.

## [TGA Premier Junior Golf Franchise](#)

### **Junior golf program**

TGA is a parent-funded program so franchisees who partner with more schools see increased profits and impact because they have access to more parents. TGA franchisees are successful partnering with schools because: 1.

## TGA'S PARTNERSHIPS





## WHO WE ARE

TGA (Teach. Grow. Achieve) is the nation's leading sports business opportunity for individuals and organizations passionate about junior golf and junior tennis. Our programs are implemented in local communities by entrepreneurial minded franchise owners. We empower these owners with a proven model that allows them to be their own boss, own a business in the sport(s) they love and positively impact the lives of children. Join fellow entrepreneurs that earn a living bringing their passion for golf, tennis, or both, to children in their communities.





*Premier Youth Tennis*



*Premier Junior Golf*

**CONTACT OUR FRANCHISE DEVELOPMENT  
TEAM**



# TRACKMAN SIMULATOR

THE ULTIMATE IN PERFORMANCE AND ENTERTAINMENT

TrackMan is the established leader in the golf industry for accuracy, reliability, and ease of use. With over 100 of the top 200 Tour Professionals around the world as customers, TrackMan leads the way forward in practice and training. Whether being used for measuring club delivery at impact or benchmarking skills through the TrackMan Combine or Test Center, TrackMan provides a suite of applications that can improve your golf game.

Merge these game improvement benefits with high definition 3D graphics from over 85 of the best courses around the world and you have the TrackMan Simulator. Take your game online to compete in worldwide competitions or challenge your friends real-time from halfway around the globe.

TrackMan measures the full flight of golf shots from 4 feet to 400 yards with an accuracy of 1 foot at 100 yards. The precise measurements developed by TrackMan have been fine-tuned for the indoor environment offering the most authentic game play available on the market.

Learn more about the game improvement and entertainment benefits available at [www.trackmangolf.com](http://www.trackmangolf.com)

## INDOORS OR OUTDOORS

TrackMan is a completely portable solution that can be used indoors AND outdoors. Setup and calibration of the system takes less than 2 minutes, allowing the user to take TrackMan from their home or business to their club or favorite practice facility. Connect your TrackMan to your iPhone or iPad for maximum portability. Now you can collect valuable, accurate feedback no matter where you practice or play.





## TRUGOLF'S E6 SIMULATOR SOFTWARE

Play courses such as Pebble Beach, St Andrews, Bethpage Black, Royal Melbourne, and more from the comfort of your home.

- ✓ 18 courses are ranked in the "Top 100 Courses in America" by Golf Digest
- ✓ 23 courses are ranked in the "Top 100 Courses in the World" by Golf Digest
- ✓ 32 courses host televised tour events

Other built-in features include Closest to the Pin and Long Drive competitions, 36 Modes of Play (Stroke, Play, Scramble, Skins, etc.), up to 8 players on one simulator, wind and weather options, and much more.

Businesses and individuals will love the online tournament feature, allowing golfers to compete for prizes in global events without having to travel. TruGolf's online platform allows the golfer to compete in virtual tournaments or challenge another golfer anywhere in the world in a real-time match. Yes, a golfer can compete against another player halfway around the world at the exact same time in the same foursome. Each shot's result is communicated through the cloud to the competitor's computer and projector!

## TRAINING ENVIRONMENT

Every simulator installation includes the TrackMan Performance Studio (TPS) software. The TPS software is the perfect companion allowing owners to toggle between the preeminent simulator and the world's finest player development lab.

By layering in the TPS Video Analysis software and one or more cameras, your setting becomes an elite golf swing training environment. With TPS's 3D graphics overlay, golfers will easily recognize and immediately improve the most important part of the golf swing...impact.

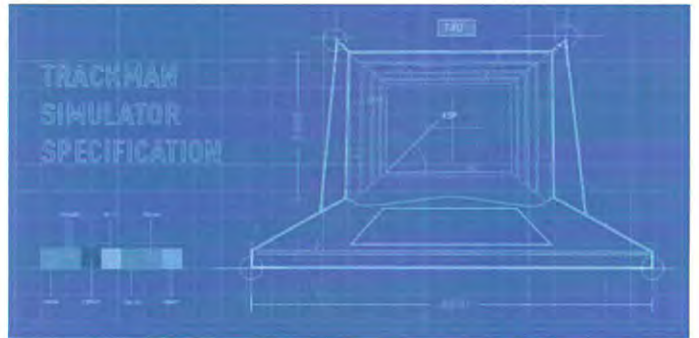


TPS Video Analysis with 3D Graphics Overlay

## SIMULATOR DESIGN AND INSTALLATION

Let TrackMan walk you through the process of designing your personalized simulator and golf training/improvement environment. The system can be scaled to fit your needs. Whether your goal is training, entertainment, or both, our team will design your environment to meet your needs.

Upgrade your design and create a multipurpose space that can operate as a home theatre and/or gaming room for friends and family.



Create Your Own Custom Environment

## TRACKMAN SIMULATORS

**STARTING AT \$39,995**

See more options at [www.trackmangolf.com/simulator](http://www.trackmangolf.com/simulator)

- ✓ TrackMan Pro IIIe Indoor
- ✓ TPS Training Software
- ✓ E6 Simulator Courses
- ✓ Quadcore 3+ GHZ PC
- ✓ 16:10 Touchscreen Monitor
- ✓ 3000+ Lumen HD Projector
- ✓ Full Simulator Enclosure
- ✓ HQ Impact/Viewing Screen
- ✓ Premium Hitting Turf

**Space Requirements:** Minimum room length is 18.5 feet (5.6 meters)  
No height or width requirements.



## **Golf Task Force Members**

### **Gary Diehl- Chair**

Chairman of the Task Force Committee, member of the Parks & Rec Advisory Board, resident of Winter Park for 10+ years; have spent over 37 years in working in the golf industry managing companies and/or departments for Ram Golf, Trend Source, Titleist Apparel Division, Duckster, Stulz Golf and Covenant Golf. Started sales and marketing career with Colgate Palmolive.

### **Brian Furey**

Retired Financial Services Technology sales executive. Winter Park resident of 17 years. Married (Sara). Member of St. Margaret Mary Church. University of Notre Dame graduate (Mendoza College of Business).

### **Matthew Hegarty**

Matthew Hegarty moved New York , New York to Orlando, Florida in August of 1999 after accepting a job with The Golf Channel. Mr. Hegarty is currently the Sr. Director of News & Special events at Golf Channel and is responsible for their news coverage of the biggest golf events in the world. He and his wife moved to Winter Park in August of 2009 where they live with their three young children, Olivia (6), Michael (5) and William (1).

### **Steve Hofmann**

Steve Hofmann, 53, started his career in banking in Orlando, FL in 1983 with SunTrust Bank. In 1999 he was a founding officer of Century National Bank also located in Orlando, FL. In 2005, Steve left banking to run a family office for a local family and as part of that position he is also currently CFO of Turnstile Publishing Company, publishers of GOLF WEEK, a nationwide golf publication.

### **Bill Neidlinger**

Resident of Winter Park for over 8 years; spent entire work career in the golf industry- owned and operated a chain of golf specialty stores in Atlanta, GA for 30 years called Pro Golf Discount Stores; also active in the golf industry on a national level as a consultant and mentor.

### **Taylor Sacha**

Taylor is a 25 year resident of Winter Park with over 14 years of capital markets and wealth management leadership consulting experience with two of the nation's largest banks. He received an Executive MBA from University of Central Florida, an Economics degree from Clemson University and is a graduate of Winter Park High School. He currently serves on the city's Parks and Recreation Advisory Board. Taylor is married to Laura Michelle and they have two children Reagan (5) and Macon (1).

### **Jeffrey Shafer**

Jeff is the President of CNL Capital Markets which is a leader in providing alternative investments and real estate investments to retail investors across the United States. Jeff received his MBA from Crummer and is currently on the Board of Overseers. He recently completed 6 years of service on the Heart of Florida United Way board. He has been a resident of Winter Park for 11 years with his wife and 2 kids. His son's passion is golf and the Winter Park Country Club and First Tee have been instrumental in the development of his skills.

## **Task Force Contributors**

### **Wally Armstrong**

Wally Armstrong grew up in the cornfields of Indiana and graduated from the University of Florida with a BS and Masters Degree. He competed in over 340 PGA Tour events including a fifth place finish in the Masters with a record-setting eight under par. Because of his stellar playing record he was awarded a lifetime membership to the PGA Tour. He is recognized by his peers as one of the most creative golf teachers of the game producing 22 instructional programs -selling over 500,000 DVD's and videos. He has patented numerous golf instructional training tools which are distributed worldwide. Wally travels the world assisting charities and businesses with his entertaining golf clinics and inspirational messages.

### **Dave Cocchiarella**

Dave Cocchiarella grew up in Central Florida and is a resident of Winter Park. He graduated from the University of Central Florida with a BS in Journalism/Public Relations and Advertising as well as Mississippi State University with a MS in Geosciences. He brings deep experience in branding and messaging with 20 plus years as a broadcast professional and as a principal with EMC Public Relations in Winter Park. Having only picked up the game of golf in the last year, he plays almost exclusively at the Winter Park Country Club and bring enthusiastic energy to the task of elevating the golf course to a world class facility.

# Golf Course Strategic Plan Task Force Mission



**To initiate and provide guidance for the  
renovation and upgrade of WPCC,  
commemorating its 100<sup>th</sup> anniversary**



# Golf Course Strategic Plan Task Force Mission



- Elevate Winter Park Country Club to the Winter Park Standard of Excellence. “Make it a gem”
- Provide an enduring landmark where friends and family memories are made.
- Achieve long term operational self sufficiency
- Develop partnerships to “grow the game of golf”
- Be a model for 9-hole golf courses
  - Attract players of all age and skill levels
  - Provide competitive first class golfing alternative

# Why are we here?



- Grass areas are all at risk
  - Grass mutations, soil composition
- Irrigation system is old technology
  - Coverage inadequate and water use inefficient

# Greens



- Every 15-30 years





# Winter Park Greens



- 2 greens in 50 years
  - Hole 3 and 7

# First Green



Picture taken 5/14

# Fairways



- Every 20 years





# Winter Park Fairways



- Hole 3 Exfiltration Project 2007
- All other fairways are original

# Hole 3 Fairway



# Winter Park Fairways





# Irrigation



- Every 10-30 years

# Winter Park Irrigation



- Irrigation replaced in 1986 (29 years ago)
  - More efficient technology now available
  - Required for proper green and fairway maintenance.
  - Lower water costs, more sustainable

# GOLF COURSE ITEMS

## EXPECTED LIFE CYCLE

### HOW LONG SHOULD PARTS OF THE GOLF COURSE LAST?

ITEM	YEARS	ITEM	YEARS
Greens (1)	15 – 30 years	Cart Paths – concrete	15 – 30 years
Bunker Sand	5 – 7 years	Practice Range Tees	5 – 10 years
Irrigation System	10 – 30 years	Tees	15 – 20 years
<i>Irrigation Control System</i>	10 – 15 years	Corrugated Metal Pipes	15 – 30 years
<i>PVC Pipe (under pressure)</i>	10 – 30 years	Bunker Drainage Pipes (3)	5 – 10 years
<i>Pump Station</i>	15 – 20 years	Mulch	1 – 3 years
Cart Paths – asphalt (2)	5 – 10 years (or longer)	Grass (4)	Varies

**NOTES:** (1) Several factors can weigh into the decision to replace greens: accumulation of layers on the surface of the original construction, the desire to convert to new grasses and response to changes in the game from an architectural standpoint (like the interaction between green speed and hole locations). (2) Assumes on-going maintenance beginning 1 – 2 years after installation. (3) Typically replaced because the sand is being changed — while the machinery is there to change sand, it's often a good time to replace the drainage pipes as well. (4) As new grasses enter the marketplace — for example, those that are more drought and disease tolerant — replanting may be appropriate, depending upon the site.



**NGF**





# Golf Course Items

## Expected Life Cycle



Item	Years	Last Performed at WPCC
Greens	15-30 years	1936/1937 Green on Hole 3 in 2007* Nematode Issue Green on Hole 7 in 2000
Bunker Sand	5-7 years	As needed
Irrigation System	10-30 years	1986 (29 years)
Irrigation Control System	10-15 years	2007
PVC Pipe (under pressure)	10-30 years	PVC- 1986     Aging Hydraulic/Rubber tubing
Pump Station	15-20 years	2010 Updated Control Station (VFD) for Pump Significant corrosion issue well shaft- Extent unknown
Cart Paths- asphalt	5-10 years (or longer)	2003

# Golf Course Items

## Expected Life Cycle



Item	Years	Last Performed at WPCC
Tees	15-20 years	Only cosmetic (Re-sodded) in 2011 (all 9) Replaced stone walls with brick walls
Bunker Drainage Pipes	5-10 years	Never
Mulch	1-3 years	As needed
Grass	Varies	Green on Hole 3 in 2007 Green on Hole 7 in 2000 All Other Greens are Original Grass All Fairways and Roughs are original

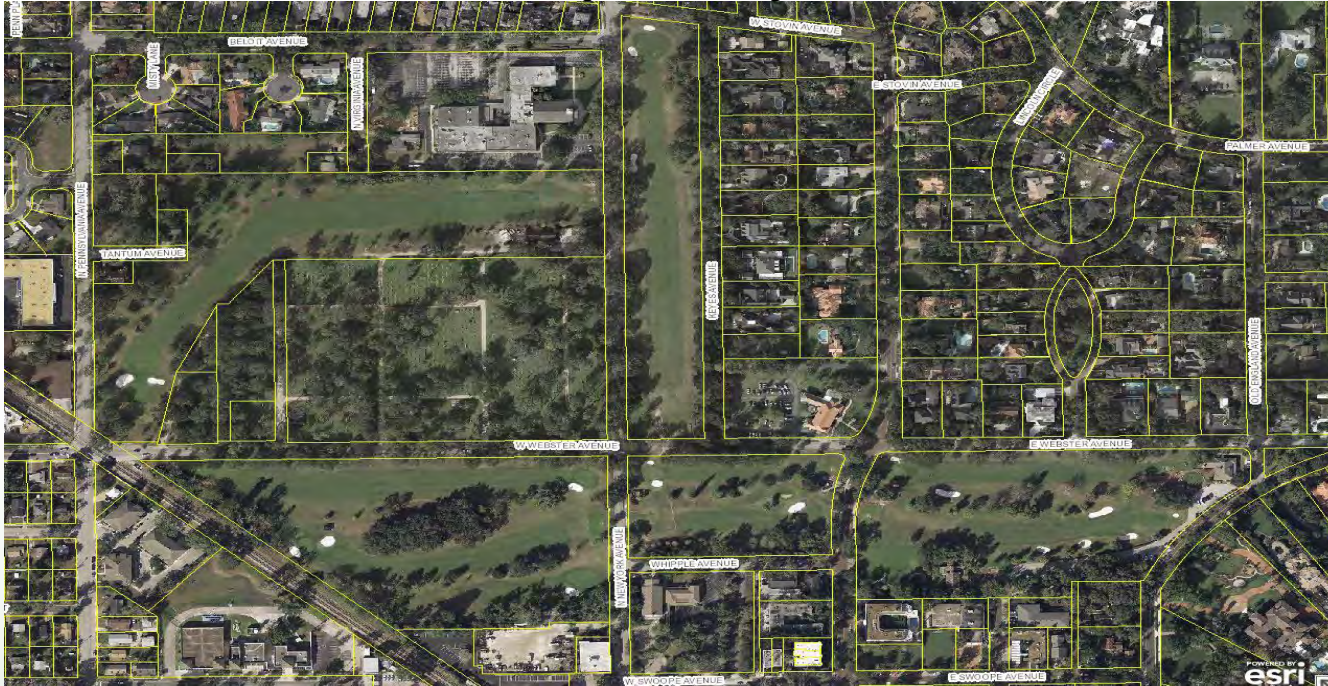
# Golf Trends



- Abbreviated golf experience and exercise opportunity
- USGA
  - “Time for 9”
- GOLF NOW
  - “Lets play 9”
- PGA of America
  - “Tee it forward”
- Affordable golf
- Inclusive golf experience
  - Families, all skill levels, all ages



# Property



POWERED BY  
**esri**

SCALE 1/2" = 1'



# A CONCEPT PLAN



FOR

# WINTER PARK

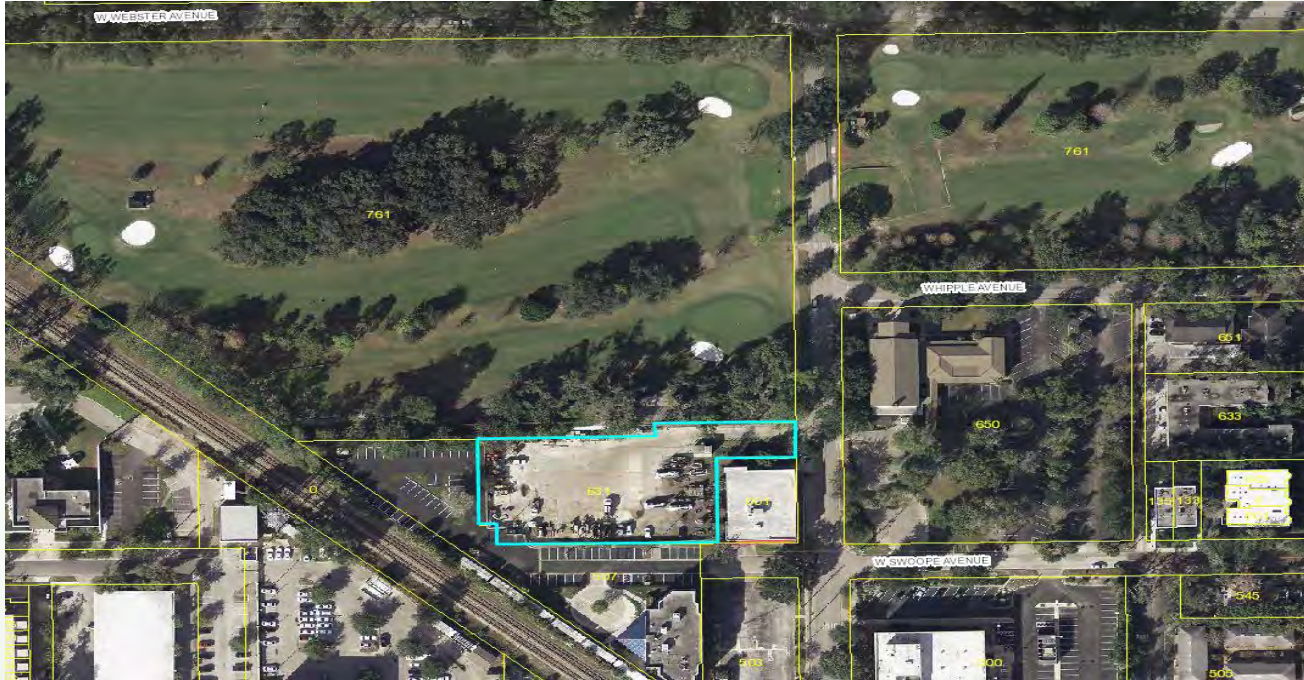
## COUNTRY CLUB

KEITH BRIDG KELLY JONES





# Potential Future Training Center Site



City Owned  
Well Property

1 Acre



# Strategic Vision



- Short game training center
- Virtual Swing Analysis
- Hitting nets
- Instructional full swing training
- First Tee Center of Central Florida
- House golf carts and maintenance equipment

# Estimated Cost



- Golf Course Construction \$1.2-1.5 Million
  - Includes design, materials & construction
- Training Facility \$1.2 Million
  - Long Range Plan

# Funding Options



- Fundraising, grants, and donations
- Budget in general fund (multi-year funding)
  - 2018 CIP \$350,000 for tees and greens
- Millage increase for Parks & Recreation Projects
- Bond Referendum for Parks & Recreation Projects





# city commission agenda item

item type	Action Item Requiring Discussion	meeting date	July 27, 2015
prepared by	Troy Attaway	approved by	<input checked="" type="checkbox"/> City Manager
department	Public Works		<input type="checkbox"/> City Attorney
division	Administration		<input type="checkbox"/> N/A
board approval	<input type="checkbox"/> yes <input type="checkbox"/> no <input checked="" type="checkbox"/> N/A final vote		
strategic objective	<input type="checkbox"/> Exceptional Quality of Life <input type="checkbox"/> Fiscal Stewardship <input type="checkbox"/> Intelligent Growth & Development <input type="checkbox"/> Public Health & Safety <input checked="" type="checkbox"/> Investment in Public Assets & Infrastructure		

## subject

Relocation of the Electric Utility Warehouse and Rehabilitation of Fire Station 64

## motion | recommendation

Request for approval of award of bid IFB-14-2015 to Johnson-Laux Construction, LLC, Orlando, and purchase requisition #158185 in the total amount of \$892,696; \$669,454 for the construction of a new electric utility warehouse at the City's central compound, 1409 Howell Branch Road and \$223,242 for the construction of a new apparatus bay at Fire Station #64, 1439 Howell Branch Road. Additionally approve the associated budget amendments to move funding from the Electric Utility and General Fund to the Capital projects fund.

## background

For the past 8 years, the Electric Utility has leased office and warehouse space at 4515 Metric Drive outside the City limits and service territory of the Electric Utility Department at an annual cost of over \$170,000. In FY 2012 the City Commission budgeted \$1,025,000 for the purchase and relocation of the electric operations to a City owned, more centrally located location. Over the past 4 years, several sites (which came onto the real-estate market) have been evaluated and dismissed for various reasons including cost, proximity and access. In 2014, the City began to evaluate the possibility of relocating the Electric warehouse and office needs to the Central Compound to take advantage of recently vacant office space and to utilize land already owned and controlled by the City. This site is ideal because it contains many needed resources including great access with two entrances off of a 4 lane arterial

road, existing fuel pumps, exiting fleet maintenance operations, backup generation, optical fiber connection to City's IT network and colocation with other city workforces and heavy equipment.

After much strategic analysis was performed of the existing Central Compound site, a location within the site was chosen that provides better overall site utilization through incorporation of underutilized drive/access aisles and the demolition of an existing antiquated storage shed along with the sharing of new field personnel break room/locker room/shower space. The plan also includes re-orienting parking to increase the parking count to accommodate this new use. Outside laydown space of over 1.5 acres will be provided for the Electric Utility onsite where the old tree processing area was. An Aerial view of the compound is attached for your reference. Figure 1 attached shows the existing site plan of Central compound and Fig 2 shows the addition of the Electric utility warehouse along with other proposed changes to utilize this City Asset.

The City has requested Bids for the construction of the new warehouse building to be a 12,000 square foot pre-engineered metal building with 10,000 square feet of unconditioned open storage and 2,000 square feet of conditioned office/work space that will house Lakes Management, Electric field personnel management and cubicles for both Lakes and Electric field personnel to update logbooks. The best bid for this warehouse is \$669,454 from Johnson Laux Construction Company. The other costs associated with the relocation of the electric utility to the Central Compound are: \$45,000 for renovation of existing office space on 2<sup>nd</sup> floor of Fleet Building (this is for the 8 employees of the Electric Utility management) and \$35,000 for renovation of the existing Lakes Management building into a joint field personnel locker room/restroom/storage area. All work other than that provided by Johnson Laux for the new warehouse building will be self-performed/contracted by the City. Therefore the total cost of the work necessary to relocate the Electric Utility to the central Compound is \$817,454 which includes \$66,000 in design fees already spent to develop the construction plans.

Fire station 64 is located adjacent to the Central Compound on Howell Branch Road. The aged structure was acquired at no cost to the city in 2001 from Orange County. The areas immediately adjacent to the fire station which were annexed by Winter Park throughout the 90's could not be adequately serviced from the existing city fire stations located in the downtown area so a decision was made to transfer the fire station to the city. The original fire station building was constructed in 1960 for the volunteer firefighters serving at the time. Today with approximately 800 square feet of living space, the structure is severely undersized for the three firefighters who are assigned there twenty-four hours a day, seven days a week. The replacement of the fire station has been identified in the Capital Improvement Budget since the city took over possession in 2001. Throughout the years designs have been explored which included a total reconstruction of the fire station estimated at more than \$1 million. Realizing that funding a replacement facility would not be possible, plans were developed to retain the existing structure and upgrade the facility to meet the apparatus storage and personnel needs. Today staff is proposing to construct a new apparatus bay abutting the north side of the existing building and repurpose the old single lane apparatus bay into new living

quarters. An additional benefit of the proposed new Apparatus Bay is there will be sufficient storage for reserve units at this location saving considerable labor when a unit has to go out of service since it will eliminate the need to ferry units back and forth from Fire station #62. The city requested bids for the new pre-engineered metal apparatus bay and the best bid is \$223,242 by Johnson Laux Construction Company. The cost to renovate the existing bay into living quarters is estimated at \$175,000 and will be self-performed/contracted by the city. The total cost for the Fire Station 64 renovation is estimated at \$398,242.

## **alternatives | other considerations**

Continue operating from the Metric Drive electric operations center and paying lease of \$170,000 per year with no control over future escalation. Additionally, continue to operate the Fire Station 64 in its under capacity configuration.

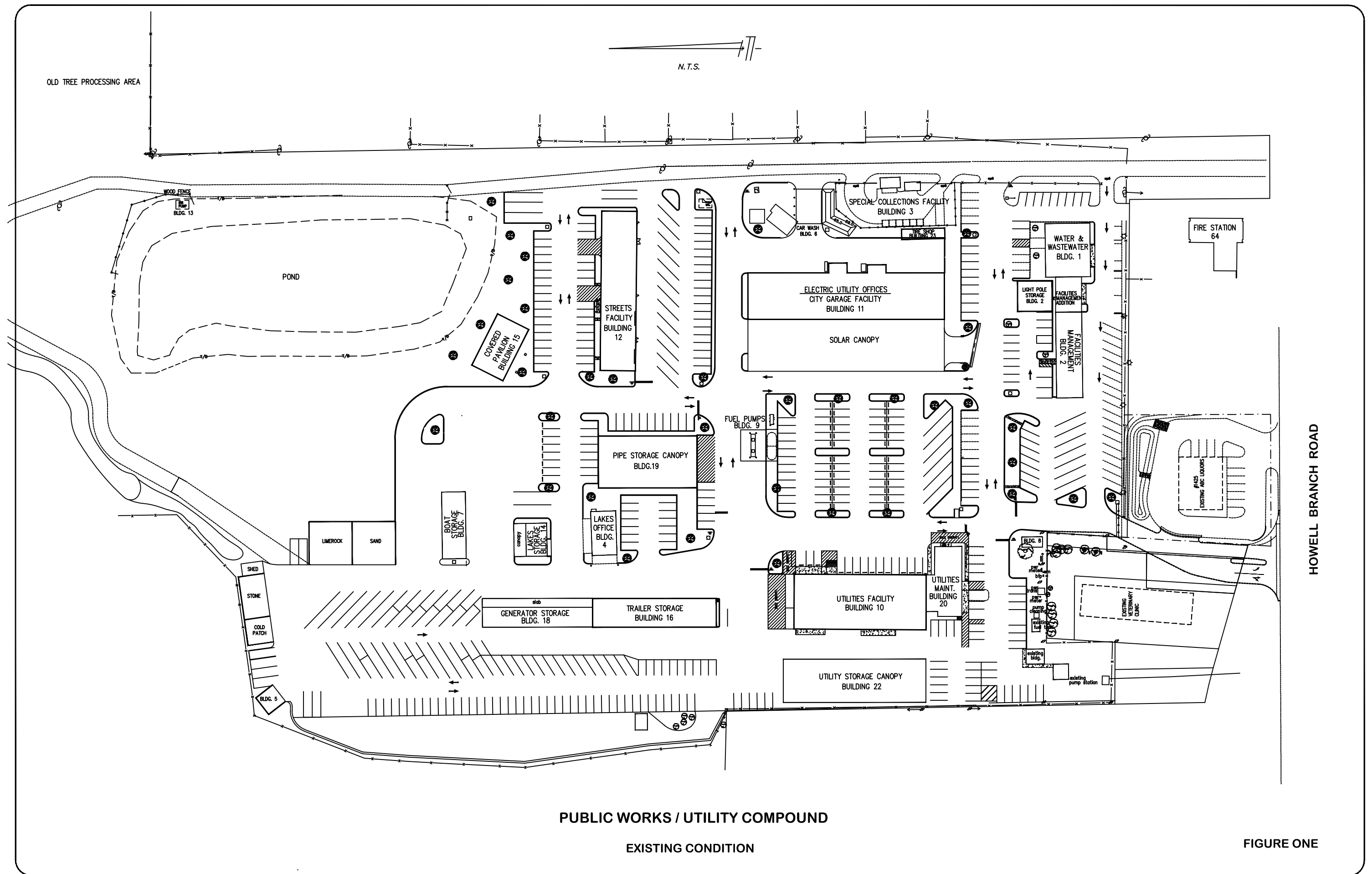
## **fiscal impact**

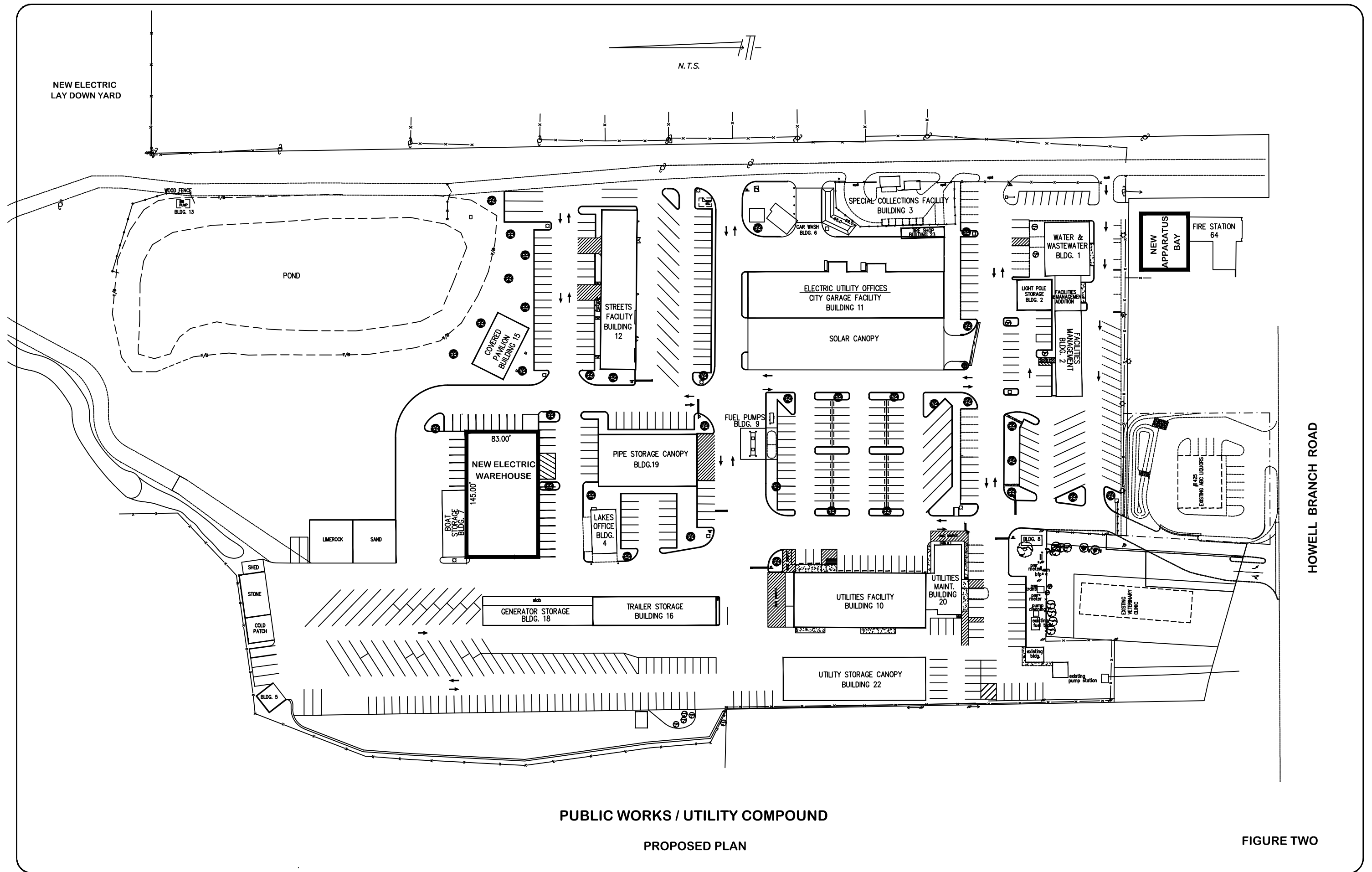
The total project cost as outlined above for the relocation of the electric utility operations to the Central Compound along with the Rehabilitation of Fire Station 64 totals \$1,213,696. Funding is divided as follows:

Electric Warehouse Project Account:	\$1,015,000
Fire Dept. Capital Outlay Funding:	\$125,000
Facility Replacement Account:	\$73,696

This project releases the City from making lease payments of over \$170,000 per year as is the current obligation, producing a 7 year payback, locates city staff and services for warehousing at a unified location, and offers convenient service of Electric fleet vehicles by relocating Electric offices to the Compound.













Budget Adjustments Requiring Commission Approval

Item	Amount	Source Account	Source Acct. Name	Exp. Account	Exp. Acct. Name	Note	Approval Date
Electric Warehouse and Fire Apparatus Bay Project	\$ 1,015,000	406-2903-531.62-01	ELECTRIC WAREHOUSE FACILITY	301-0000-539.10-69	ELECTRIC WAREHOUSE AT PWC	Moves funding to the Capital projects fund to complete the Electric warehouse, Fire Apparatus Bay, and Electric operations office.	Pending
	\$ 125,000	001-5103-522.64-50	MACHINERY & EQUIPMENT	301-0000-539.10-70	FIRE STATION 64 RENOVATION		



# city commission agenda item

Item type	Action Item Requiring Discussion	meeting date	July 27, 2015					
prepared by	Peter Moore	approved by	<input checked="" type="checkbox"/>	City Manager				
department	Administrative Services		<input type="checkbox"/>	City Attorney				
division	Budget & Performance		<input type="checkbox"/>	N/A				
board approval		<input type="checkbox"/>	yes	<input type="checkbox"/>	no	<input checked="" type="checkbox"/>	N/A	final vote
strategic objective	<input type="checkbox"/>	Exceptional Quality of Life		<input checked="" type="checkbox"/>	Fiscal Stewardship			
	<input type="checkbox"/>	Intelligent Growth & Development		<input type="checkbox"/>	Public Health & Safety			
	<input type="checkbox"/>	Investment in Public Assets & Infrastructure						

## subject

Budget Discussion and Set Tentative Millage Rate

## motion | recommendation

Adopt a tentative operating millage rate of at least 4.0923 mills. Adopt voted debt service millages of 0.0892 and 0.1858 mills required to service debt on the General Obligation Bonds, Series 2004 (Golf Course bonds) and Series 2011 (Public Safety Complex bonds), respectively.

## background

The Commission must adopt and submit the tentative millage rate to the Property Appraiser by July 31, 2015. This is the rate the Property Appraiser will use in preparing the "Notice of Proposed Property Taxes" to all property owners in August 2015. Once the tentative millage rate is set, it may not be exceeded unless an extensive notification to property owners is undertaken. The final millage can be lower than the tentative millage without additional notification requirements.

The proposed budget presented to the Commission on July 13 was based on keeping the current operating millage at 4.0923. If the commission wants more flexibility during the budget process it may wish to adopt a tentative millage rate higher than 4.0923.

## alternatives | other considerations

If the Commission chooses, it can adjust the millage rate with certain voting approval requirements at various millage thresholds. Below are the simple majority, super majority, and unanimous voting millage thresholds.

Action	Vote	Rate	Revenue
Rolled-back millage rate	Simple majority	3.8774	\$17.55M
<b>Current millage rate*</b>	<b>Simple majority</b>	<b>4.0923</b>	<b>\$18.52M</b>
Adjusted rolled back rate - Maximum millage rate allowed with simple majority	Simple majority	5.6012	\$25.35M
Up to 10% above adjusted rolled-back rate	Super majority (four votes)	6.1613	\$27.88M
More than 10% above the adjusted rolled-back rate and up to 10 mills	Unanimous vote	6.1614 – 10.0	\$4.37M for each mill added.

*\*Rate proposed in budget.*

### **fiscal impact**

Property tax revenue is the single largest contributor to General Fund revenues and small adjustments to the rate can have large impacts on total revenues. As a simple way of considering incremental increases every  $\frac{1}{4}$  mill increase (+0.25) in the rate adds an additional \$1.1 million in annual revenue.





# city commission agenda item

Item type	Action Item Requiring Discussion	meeting date	July 27, 2015		
prepared by	City Manager	approved by	<input checked="" type="checkbox"/>	City Manager	
department			<input type="checkbox"/>	City Attorney	
division			<input type="checkbox"/>	N/A	
board approval		<input type="checkbox"/> yes	<input type="checkbox"/> no	<input checked="" type="checkbox"/> N/A	final vote
strategic objective	<input checked="" type="checkbox"/> Exceptional Quality of Life		<input type="checkbox"/> Fiscal Stewardship		
	<input type="checkbox"/> Intelligent Growth & Development		<input type="checkbox"/> Public Health & Safety		
	<input checked="" type="checkbox"/> Investment in Public Assets & Infrastructure				

## subject

New Library Facility – Next Steps

## motion | recommendation

1. Approve the north end of MLK Park as the area in which to study for the final site selection for the new Library and replacement of Civic Center.
2. Approve allocating \$108,750 to be matched with \$50,000 from the Library to contract with ACi to complete the next phase of the project (scope attached).
3. Approve the attached schedule which includes setting the referendum date for March 15, 2016

## background

At its July 13, 2015 meeting the Commission directed staff to put together a scope for professional services and a schedule to complete the next phase of the new Library process. Based upon the input from the Commission at that meeting, attached is that proposed scope and schedule.

The scope calls for three public participation meetings to finalize recommendations on site and style.

ACi is the City's continuing services architect that has been working with the Library Task Force through the first phase.

## alternatives | other considerations

The scope can be revised if it does not meet what the Commission wants to accomplish in this phase.

**fiscal impact**

\$108,750.

## Proposed Schedule for Phase II of New Library Discussions

July 27	City Commission approves general site selection, contract for professional services and schedule
August 22 and 23	ACi conducts 2 public meetings to formulate site and design concepts for the Library/Civic Center at locations along the north end of MLK Park
September 17	ACi conducts public input meeting to present design concepts including estimated costs for up to three locations along the north end of MLK Park
October 26	Presentation to Commission
November 9	First reading of bond referendum ordinance
November 23	Second reading of bond referendum ordinance
Nov – March	Library conducts campaign
March 15, 2016	Referendum



## Work Order-Amendment #2

<b>Owner:</b>	City of Winter Park, Florida
<b>Owner Request Date:</b>	July 13, 2015
<b>ACi Project Name/Description:</b>	Winter Park Public Library –Technical Study Refinement-Civic Center/MLK Park
<b>Date of Original Contract:</b>	March 10, 2014/Renewed by City Commission 2015
<b>ACi Project Number:</b>	1205 Amendment #2 - City of Winter Park A/E Continuing Services-Phase II Library Study

### Owner's request and description of services, deliverables and tasks:

At the July 13, 2015 Commission Meeting, the Commission requested the City Manager to bring back a proposal from the City's continuing services consultant, ACi Architects, to provide the necessary services and deliverables to further assess at a high level more specific siting options and building concepts that refine the location and programmatic recommendations presented and accepted by the Commission as described in the document titled "Final Report of the City of Winter Park Library Task Force dated June 22, 2015" ("Report"). The City Attorney indicated the requested scope of work is allowed up to a limit of \$200,000 under continuing services and State of Florida CCNA statutes.

The purpose of this next step is to more carefully assess the Report's high-level findings regarding physical and implementation constraints, impacts and opportunities including park character and open space, surface and structured parking, street presence, existing stormwater lake capacity, as well as re-purposing the existing civic center with the new library. A key guiding principle of this next step is to bring forth valid site location options that enrich and energize better utilization of park space as a multi-use destination for all members of the community. The process described herein is intended to create a transparent and open dialogue with the community so that it is well informed and involved with site development relationship concepts between the new proposed library building, civic center and the northern sector of MLK Park. The scope of work outlined is to be closely coordinated with the City's preparation of a city wide bond referendum vote to be held on March 15, 2016.

I. The proposed scope of work to be carried out by ACi and its technical sub-consultants is outlined as follows:

- Site location (2-3 options)
- Street presence
- Site access/vehicular circulation (public, service)
- Parking (surface/structured)
- Park view shed/open space, existing/proposed landscape
- Site/civil/stormwater
- Sustainability
- Pedestrian, bicycle access/circulation
- Relationship to surrounding uses
- Conceptual design expressions
- Estimated budget

See the attached "Exhibit A-Scope of Services" that further addresses the scope, tasks, deliverables, schedule and cost of this request.

2. The cost for the scope of services and deliverables described herein is a lump sum amount for labor of \$158,750.00 plus out of pocket expenses as described in the existing agreement by and between the City and ACi. An initial payment amount of \$10,000 is due upon execution of this Work Order and shall be credited against the total labor amount.

Accepted/Acknowledged by:

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**Randy Knight**  
City Manager  
City of Winter Park, Florida

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**Date Executed**

## Exhibit A-Scope of Services

The following scope of work is based on key assumptions and scope of services described herein. If these key assumptions should significantly change, through no fault of ACi, and if they have a material impact to the time and effort of ACi and its sub-consultants, then the City and ACi shall sit down and mutually agree to an equitable adjustment in compensation and schedule.

### A. Key Assumptions

1. ACi is providing professional services as part of its on-going continuing services agreement by and between the City of Winter Park and Associated Consulting International, Inc. (ACi).
2. City is to provide to ACi in a timely manner all available information that can assist ACi in producing its scope of services and deliverables. This information shall include all MLK Park and existing Civic Center property and facilities plans, topographical and boundary surveys, location of major utilities, trees, stormwater capacity, environmental, geotechnical and other relevant information. If information is required that is not available, ACi shall notify the City in a timely manner so as to determine what information will be used and relied upon.
3. The scope of work being provided by ACi and its sub-consultants is being provided in a conceptual form and does not represent design criteria, construction documents or shall be used as final documents for construction of the proposed project. This scope of work does not preclude ACi from being considered for additional professional architectural services that may be required in the future either under a competitive selection process or within ACi's existing continuing services agreement with the City.
4. The City's Representative shall be Randy Knight or his designee. It is understood by ACi that it will coordinate its work closely with the City's Representative, City Staff and Library Board Administration.
5. It is understood that a Bond Referendum consultant is being hired by a third party outside the contractual relationship by and between the City and ACi. ACi shall coordinate its communications with the Bond Referendum consultant through the City and Library Board Administration.
6. The estimated time frame to produce the work described herein from the date of execution of this Work Order-Addendum #2 is approximately 3 months.
7. See Exhibit B-Standard Terms and Conditions for additional terms and conditions of this Work Order.

### B. Scope of Services

**Task 1-Kickoff Meeting:** Following City's authorization of this Work Order-Amendment #2, a Kickoff Meeting date shall occur between all required team members to review and align the goals, objectives, required tasks and key schedule milestones to be completed by the City, Library Administration, Bond Referendum Consultant and ACi.

**Task 2-Technical Refinement:** ACi and its sub-consultants shall generally collect, study, evaluate and develop specific data to be used in connection with the following areas of study in preparation for:

- Review of existing data including topographical, boundary, utilities, seasonal groundwater level, etc.
- Create conceptual Civic Center facility program
- Develop site location relationship options for new Library and Civic Center within existing northern MLK Park
- Parking/Garage/Service criteria
- Civil drainage/Stormwater capacity study
- Sustainability considerations
- Pedestrian, bicycle access/circulation
- Relationship to surrounding uses
- Conceptual site and building design expressions
- Estimated budget

**Task 3-Community Workshops:** ACi and its sub-consultants shall assist the City and Library Administration in facilitating up to 3 community workshops. ACi highly recommends the Community Workshops be conducted at the Civic Center located at MLK Park. The sequence and content of these workshops is generally described below.

**Workshop 1: Site Preferences**

The first day of the workshop will include an overview of the vision, existing site conditions, a site walkabout and site and building planning input and design preferences from public attendees. Key areas to be discussed are park open space (land and water), landscape, street view shed, surrounding neighborhoods and users preferences, trees, walkability, safety, parking and access to other parts of the park and surrounding streets.

**Workshop 2: Building Character Preferences**

The second day of the workshop will address public preferences of building location massing ideas of building character concepts and locational relationships within the existing park including the re-purposing of the civic center.

**Workshop 3: Concept Visualizations**

ACi shall evaluate and apply the results of Workshops 1 and 2 applying a consensus-led approach to create concept recommendations that will be brought back to the community in the third workshop. This workshop will help refine the guiding principles formed in the community workshops. This workshop will be used to guide finalization of 2-dimensional and 3-dimensional visualizations of site planning options and physical design expressions that support the community preferences.

**Task 4-Visualizations-**ACi shall create the following visualizations as described above and for presentation to the community and City Commission and for use in the library's campaign for a public bond referendum vote to be held in the March 2016 election.

- 2-D Visualization-up to 3 colored rendered concept site plan options.
- 3-D Visualization- 2 watercolor or digital rendered design expressions of the new library, civic center and park.

**Task 5-Estimated Budget-**ACi and its sub-consultants shall refine the construction budget based on key assumptions developed during the above tasks of technical refinement. It is understood that at this early stage of concepts, a comfortable contingency will be required.

**Task 6-Presentation to Commission-**ACi and its sub-consultants shall attend and assist the City and Library Administration in a formal presentation to the City Commission. This is anticipated to include One commission workshop followed by one regular commission meeting.

**ACi Deliverables-**the deliverables for the above shall consist of a final report that summarizes the process, research, community input, concept refinement, visualizations and estimated budget. All printing and assembly of the final report shall be paid for by the City.

**Schedule-**the following schedule was reviewed with the City Manager/Administration, Library Administration and ACi on July 16, 2015:

- July 27, 2015 City Commission approves contract for professional services.
- August 22-23 ACi conducts Public Workshops 1 & 2 to inform public on existing north end of park considerations, library/civic center program/budget and receive public site & building design preferences for Library/Civic Center at north end of MLK Park.
- September 17 ACi conducts Public Workshop 3 to summarize/confirm public consensus direction on preferred site location, building design expressions & estimated magnitude of cost.
-



- October 26\* Presentation to Commission of Public Workshops documenting public input on site location and building concept planning resulting in the most preferred site and building composition (including all options discussed) with 2-D site plan(s) and 3-D building design expressions. Estimated magnitude of project cost will be also presented at this time.
- November 9 First reading of bond referendum ordinance
- November 23 Second reading of bond referendum ordinance
- November 2015-March 2016 Library conducts campaign
- March 15, 2016 Referendum

\* There may need to be a slight adjustment to this date to enable work to be completed in time for a commission workshop prior to a commission meeting.

## **Exhibit B-Terms and Conditions**

### **A. Out-of-pocket Expenses**

1. Out-of-pocket expenses made on behalf of the City, including those for Sub-Consultants, are in addition to the Consultant's fee for services and shall be billed at the actual costs plus a reasonable handling charge of 1.10. They shall include expenditures made in the interest of the project such as: transportation and accommodation expenses when traveling in connection with the Project; long distance telephone calls; reproduction of drawings, specifications and reports, photography; special presentation quality renderings/visualizations, 3D models and materials; equipment rental; postage and delivery charges.

### **B. Other Terms and Conditions**

1. Other terms and conditions shall be as set forth in the existing continuing services agreement by and between the City of Winter Park, Florida and Associated Consulting International, Inc. (Consultant).



# city commission agenda item

Item type	Action Item Requiring Discussion	meeting date	July 27, 2015
prepared by	Michelle Neuner, Assistant City Manager	approved by	<input checked="" type="checkbox"/> City Manager
department		<input type="checkbox"/> City Attorney	
division		<input type="checkbox"/> N/A	
board approval	<input type="checkbox"/> yes	<input type="checkbox"/> no	<input checked="" type="checkbox"/> N/A
strategic objective	<input type="checkbox"/> Exceptional Quality of Life	<input checked="" type="checkbox"/> Fiscal Stewardship	final vote
	<input type="checkbox"/> Intelligent Growth & Development	<input type="checkbox"/> Public Health & Safety	
	<input type="checkbox"/> Investment in Public Assets & Infrastructure		

## subject

Appointment of City Commission members to City Attorney and State Lobbyist RFP selection committee.

## motion | recommendation

Appoint \_\_\_\_\_ to serve on the City Attorney RFP selection committee.  
Appoint \_\_\_\_\_ to serve on the State Lobbyist RFP selection committee.

## background

The City is currently in the process of accepting proposals for both the position of City Attorney and State Lobbyist. Selection committees for each of these disciplines have been created to shortlist the applicants for final decision by the Commission. As part of the initial process, staff members and the selected Commissioner will work together to review the applicants written and oral presentation to narrow the list. Final selections will be made by the City Commission after they have had the opportunity to participate in oral presentations with the finalist as presented by the selection committee. Below is the list of members established for each process.

City Attorney	State Lobbyist
<b>City Commissioner - TBD</b>	<b>City Commissioner - TBD</b>
Randy Knight, City Manager	Randy Knight, City Manager
Jim White, Fire Chief	Don Marcotte, Assistant Director Public Works
Dori Stone, Planning & Community Development Director	Brenda Moody, Assistant Director Parks & Recreation
Troy Attaway, Public Works Director	George Wiggins, Building, Permitting and Legislative Affairs Director



## **alternatives | other considerations**

The City Commission could serve as the selection committee.

## **fiscal impact**

TBD



# city commission **public hearing**

item type	Public Hearing	meeting date	July 27, 2015
prepared by department division	Jeff Briggs Planning Department	approved by	<input checked="" type="checkbox"/> City Manager <input checked="" type="checkbox"/> City Attorney <input type="checkbox"/> N/A
board approval	N/A	<input type="checkbox"/> yes <input type="checkbox"/> no <input checked="" type="checkbox"/> N/A	final vote

**Subject:** **Second Reading** of the Ordinance to Annex the property at 1566 W. Fairbanks Avenue.

## **Summary:**

The owner of the commercial property at 1566 W. Fairbanks Avenue has made a voluntary request for annexation. This annexation will also include that portion of the adjacent Jackson Avenue.

After the annexation is official, the agenda will also contain the Ordinances to establish a Commercial FLU designation on the Comprehensive Plan maps and Commercial (C-3) zoning on this property. Ordinances to establish the FLU and Zoning can only be done once the second reading of the annexation is official. The property now has the Commercial FLU and zoning in Orange County, so there is no change.

**Prepared by:**  
Jeff Briggs, Planning Director  
City of Winter Park  
401 Park Avenue South  
Winter Park, FL 32789

After recording, return to:  
City Clerk  
401 Park Avenue South  
Winter Park, FL 32789

## **ORDINANCE NO. 3001-15**

**AN ORDINANCE OF THE CITY OF WINTER PARK, FLORIDA, ANNEXING THE PROPERTY AT 1566 WEST FAIRBANKS AVENUE AND A PORTION OF JACKSON AVENUE TO THE WEST; MORE PARTICULARLY DESCRIBED HEREIN; PROVIDING FOR THE AMENDMENT OF THE CITY OF WINTER PARK'S CHARTER, ARTICLE I, SECTION 1.02, CORPORATE BOUNDARIES TO PROVIDE FOR THE INCORPORATION OF THE REAL PROPERTY DESCRIBED HEREIN; PROVIDING FOR THE FILING OF THE REVISED CHARTER WITH THE DEPARTMENT OF STATE; PROVIDING FOR REPEAL OF PRIOR INCONSISTENT ORDINANCES AND RESOLUTIONS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, Chapter 171, Florida Statutes provides the exclusive method of municipal annexation, in order to insure sound urban development and efficient provision of urban services; and

**WHEREAS**, the City has determined that the area to be annexed is contiguous and reasonably compact, is developed for urban purposes, is not within the boundaries of another municipality, and has met all other requirements of Chapter 171, Florida Statutes, including but not limited to the prerequisites for annexation; and

**WHEREAS**, the City Commission hereby finds that the annexation of said property will not result in the creation of any enclaves, and it is further determined that the property otherwise fully complies with the requirements of State law; and

**WHEREAS**, The owner of the property has provided their voluntary consent and petitioned the City of Winter Park for this annexation as described in Exhibit "A" and shown on Exhibit "B", which is the area to be annexed; and:

**WHEREAS**, pursuant to, and in compliance with the law, notice has been given by publication once a week for two consecutive weeks in a newspaper of general circulation notifying the public of this proposed Ordinance and of public hearings to be held at City Hall in the City of Winter Park; and



**WHEREAS**, the City Commission has determined that the annexation of the subject area has met all procedural requirements and that it will promote sound urban development and efficient provision of urban services; and

**WHEREAS**, the annexation is in compliance and consistent with the goals and objectives of the City of Winter Park Comprehensive Plan, Charter and Municipal Code; and

**WHEREAS**, in the best interest of the public health, safety, and welfare of the citizens of Winter Park, the City Commission of the City of Winter Park desires to annex the real property generally described below into the municipal boundaries of the City of Winter Park; and

**WHEREAS**, upon adoption of this Ordinance, the municipal boundaries lines of the City of Winter Park, shall, for purposes of Article I, Section 1.02 of the Municipal Charter, shall be redefined to include the subject real property.

**NOW, THEREFORE**, be it enacted by the City Commission of the City of Winter Park, Florida as follows:

**Section 1. Annexation of Real Property.** The real property described herein shall be, and is hereby annexed into the City of Winter Park, Florida. This real property is described in Exhibit “A” and illustrated in Exhibit “B”. These Exhibits are incorporated herein by reference. The described real property shall be existing within the boundaries of the City of Winter Park, Florida and known to be existing within said boundaries from the effective date of this Ordinance.

**Section 2. Incorporation of Recitals.** The recitals to this Ordinance are hereby incorporated herein by reference and are fully effective as part of this Ordinance.

**Section 3. City Boundaries Redefined; Winter Park Charter Amended.** Pursuant to Section 166.031(3), Florida Statutes and Section 171.091, Florida Statutes, the City of Winter Park Charter, Article I, Section 1.02 is hereby amended to redefine the corporate boundaries of the City of Winter Park to include the real property described in Section 1 and Exhibits “A” and “B” of this Ordinance. The City Clerk shall file the revised Winter Park Charter, Article 1, Section 1.02 with the Department of State within seven days after the effective date of this Ordinance. Section 1.02 provides that the corporate boundaries of the City of Winter Park shall remain as they exist on the date the amended Charter took effect, and provides that the City has the power to change its boundaries in the manner prescribed by law. The amendment to the Charter will provide that after the effective date of the adoption of Section 1.02, the property subject to this Ordinance was annexed, and the legal description of the property will not be included in the Charter but the Ordinance number shall be included so that the public is on notice that a description of the corporate boundaries, including the property annexed hereby, is on file in the City Clerk’s office.

**Section 4. Repeal of Prior Inconsistent Ordinances and Resolutions.** All Ordinances and Resolutions or parts of Ordinances and Resolutions in conflict herewith are hereby repealed to the extent of conflict.

**Section 5. Severability.** Should any section or provision of this Ordinance or any portion hereof, including any paragraph, sentence or word be declared by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remainder hereto as a whole, and the invalid portion shall be severed from the remainder of this Ordinance and the remainder of this Ordinance shall be continue to be lawful, enforceable and valid.

**Section 6. Effective Date.** This Ordinance shall become effective immediately upon adoption by the City Commission of the City of Winter Park, Florida.

**ADOPTED** by the City Commission of the City of Winter Park, Florida at a regular meeting assembled on the 27th day of July, 2015.

\_\_\_\_\_  
Steve Leary, Mayor

Attest: \_\_\_\_\_  
Cynthia S. Bonham, City Clerk

## Exhibit A

1566 W. Fairbanks Avenue and a portion of the adjacent  
Jackson Avenue right-of-way

PROPERTY TAX ID# 12-22-29-5000-01-020

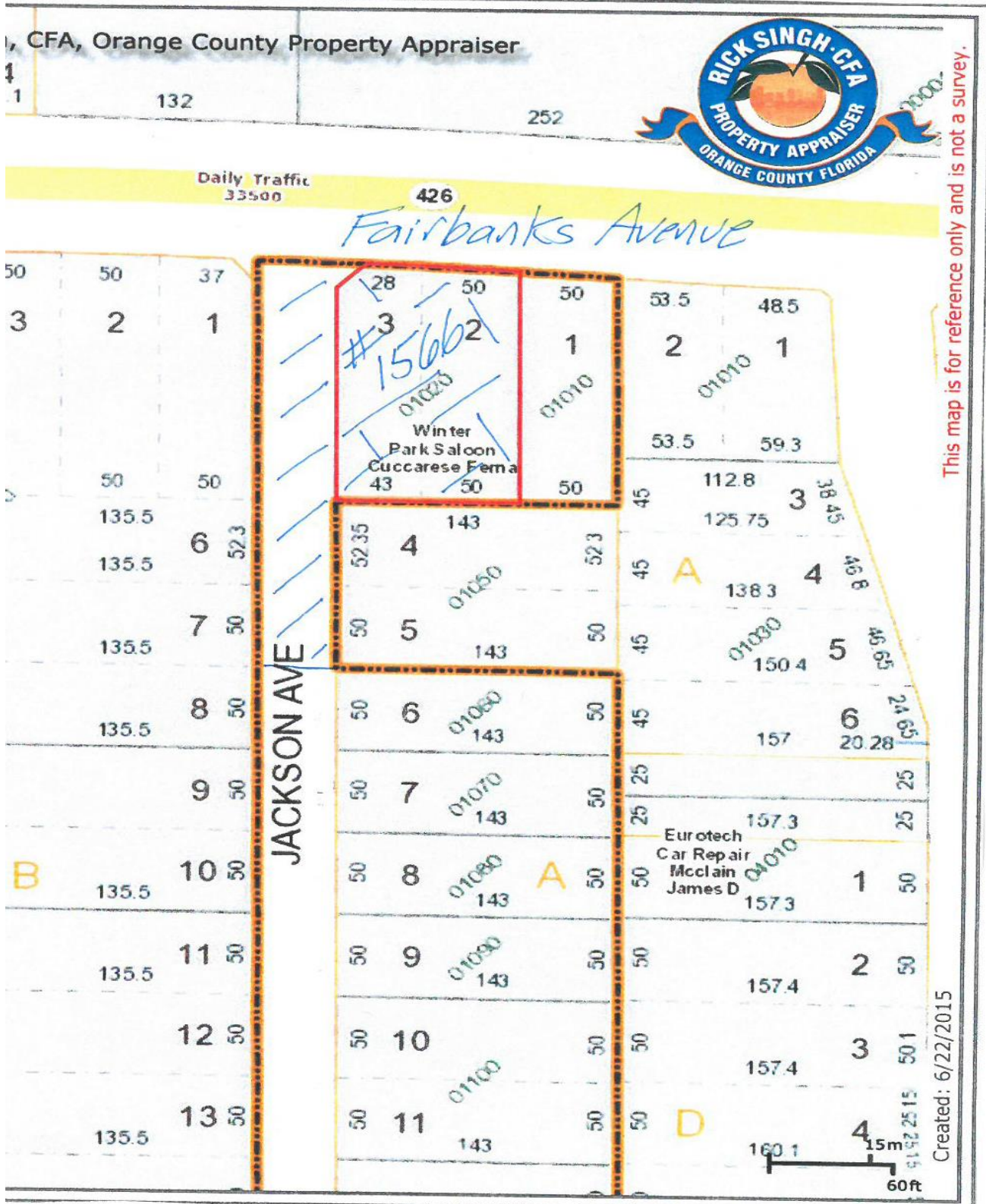
Metes and Bounds Legal Description:

Legal Description:

Lots 2 and 3, Block "A", and that part of Pelham Road (Jackson Avenue Field), of Lawndale Annex, according to the plat thereof, as recorded in Plat Book "J", Page 50, of the Public Records of Orange County, Florida, being more particularly described as follows:

Beginning at the Northeast corner of said Lot 2, Block "A"; thence run South along the East Line of said Lot 2, a distance of 150.00 feet, to the Southeast corner of said lot 2; thence West along the South line of said Lots 2 and 3, a distance of 94.00 feet to the Southwest corner of said Lot 3, Block "A", said point also being on the East right-of-way line of said Pelham Road (Jackson Avenue Field); thence South along said East right-of-way line, a distance of 102.35 feet to the Southwest corner of Lot 5, Block "A", of said Lawndale Annex; thence West 40.00 feet, to the Southeast corner of Lot 7, Block "B", of said Lawndale Annex, said point also being on the West right-of-way line of said Pelham Road (Jackson Avenue Field); thence North along said West right-of-way line, a distance of 237.35 feet; thence continue along Westerly right-of-way line, North 40°54'52" West a distance of 19.85 feet to the North line of Lot 1, Block "B", of said Lawndale Annex; thence East along the North line of said Lot 1 and the aforesaid Lots 2 & 3, Block "A", and a projection thereof, a distance of 146.00 feet to the Point of Beginning.

# EXHIBIT "B"







# city commission public hearing

Item type	Public Hearing	meeting date	July 27, 2015		
prepared by	George Wiggins	approved by	<input checked="" type="checkbox"/>	City Manager	
department	Building & Permitting Services		<input type="checkbox"/>	City Attorney	
division			<input type="checkbox"/>	N/A	
board approval		<input type="checkbox"/> yes	<input type="checkbox"/> no	<input type="checkbox"/> N/A	final vote
strategic objective	<input type="checkbox"/> Exceptional Quality of Life	<input checked="" type="checkbox"/> Fiscal Stewardship			
	<input type="checkbox"/> Intelligent Growth & Development	<input checked="" type="checkbox"/> Public Health & Safety			
	<input type="checkbox"/> Investment in Public Assets & Infrastructure				

## subject

Updating City Business Tax Receipt Ordinance - SECOND READING OF ORDINANCE

## motion | recommendation

Approve

## background

At the last meeting, a decision was made to not increase the amount charged for businesses under the business certificate ordinance within the allowable parameters set by State law. However, other modifications within the ordinance are needed as described below:

- (1) Provision of a fairer business pro-rated tax charge for businesses that obtain a license for less than one year. Currently, an excessively large fee is charged when a business opens up late into the fiscal year.
- (2) Removal of unneeded or out of date businesses and certain language refinements.
- (3) Adjustments to clarify what each profession is charged.
- (4) Enablement language is added to allow us to collect Orange County business tax receipts from Winter Park businesses at the same time they are obtaining our license. If we are able to achieve this in cooperation with the Orange County Tax Collector, this will be a substantial customer service enhancement, and will eliminate the need for customers to go downtown to Orlando to apply for and obtain their Orange County business tax receipt after obtaining one from Winter Park.
- (5) Ability to collect a surcharge when collecting business tax receipts for Orange County Tax Collector to cover our administrative costs.
- (6) Adjustment in fee charge for transfer of a business certificate to another location to more closely cover our administrative costs.

(7) Modifications to the enforcement section of the ordinance as recommended by our Police Department Attorney to streamline the business license revocation process are included. We have had cases involving criminal activity within the last year where this improvement would have helped further facilitate the process.

#### **alternatives | other considerations**

Modify Ordinance without any changes.

#### **fiscal impact**

None

ORDINANCE NO \_\_\_\_\_

AN ORDINANCE OF THE CITY OF WINTER PARK FLORIDA AMENDING CHAPTER 94 TAXATION, ARTICLE II, BUSINESS TAX, PROVIDE CLARIFICATION ON CERTAIN BUSINESS TAX CATEGORIES, MODIFY PRORATION OF PARTIAL YEAR BUSINESS TAX CERTIFICATES, CLARIFY AND UPDATE PROVISIONS; AND PROVIDE ENABLING LANGUAGE TO COLLECT ORANGE COUNTY BUSINESS TAX RECEIPTS FOR WINTER PARK BUSINESSES; PROVIDING FOR CODIFICATION, SEVERABILITY, CONFLICTS AND AN EFFECTIVE DATE.

RECITALS

WHEREAS, Section 205.0535 of the Florida Statutes empowered any municipality to, by October 1, 1995, reclassify businesses, professions and occupations and to establish a new rate structure for Local Business Tax Receipts; and

WHEREAS, the City fully complied with Section 205.0535, Florida Statutes, and reclassified businesses, professions and occupations and established new rate structures for Local Business Tax Receipts; and

WHEREAS certain business classifications require updating to accurately describe these businesses;

WHEREAS the City desires to establish a fairer business tax charge for businesses operating for less than one year, and to clarify certain terms in the code;

WHEREAS the City desires to improve the enforcement provisions of the business tax regulations including the hearing process for revocation of business tax receipts, and

WHEREAS, words with double underlined type shall constitute additions to the original text and strike through shall constitute deletions to the original text, and asterisks (\* \* \*) indicate that text shall remain unchanged from the language existing prior to adoption of this Ordinance.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF WINTER PARK AS FOLLOWS:**

**SECTION 1.** Section 94-31, "Definitions" is amended as follows:

\* \* \*

Business tax receipt shall also mean business certificate.

\* \* \*

City business tax officer or business tax officer means the ~~director of code enforcement.~~ Director of Building and Permitting Services.

~~Director of code enforcement~~ Building and Permitting Services means and includes the appointee of the director of ~~code enforcement~~ Building and Permitting Services who shall be authorized to exercise any and all of the powers granted in this article. ~~to the director of code enforcement.~~

\* \* \*

**SECTION 2.** Section 94-32(d) is added and shall read as follows:

(d) In coordination with and after approval by the Orange County Tax Collector or any other authority having jurisdiction, and pursuant to Fla. Stat. 205.045, the city may collect the business tax receipts from city businesses on behalf of Orange County, and shall transmit to Orange County all business tax receipts received at rates established by Orange County in accordance with a remittance schedule agreed upon by the Orange County Tax Collector or any other authority having jurisdiction. In carrying out this function a surcharge may be collected by the City that covers the administrative costs of providing this service and as established in the schedule of fees approved by the city commission.

**SECTION 3.** Section 94-35 is hereby amended to read:

Sec. 94-35. - Duties of city business tax officer.

(a) *Issuance of tax receipts.* The city business tax officer shall collect all business taxes and issuance fees and shall issue tax receipts in the name of the city to all persons qualified under the provisions of this article and shall:

(1) Promulgate and enforce reasonable rules and regulations necessary for the operation and enforcement of this article.

(2) Adopt all forms and prescribe the information to be given therein as to ~~character and other~~ relevant matters.

(3) Require applicants to submit all affidavits and oaths necessary to the administration of this article.

(4) Submit all applications to other interested city officials for their endorsements thereon as to compliance by the applicant with all city regulations which they have the duty of enforcing.

(5) Investigate and determine the eligibility of any applicant for a tax receipt as prescribed in this article.

(6) Examine the records of any applicant or tax receipt holder when reasonably necessary to verify information submitted as an application or return in the administration and enforcement of this article.

(7) Notify any applicant of the acceptance or rejection of his application and shall, upon his refusal to issue any tax receipt or permit, at the applicant's request, state in writing the reasons therefor and deliver them to the applicant.



(b) *Information confidential.* The business tax officer shall keep all information furnished or secured under the authority of this article in strict confidence to the fullest extent permitted under applicable law. ~~Such information shall not be subject to public inspection and shall be kept so that the contents thereof shall not become known except to the persons charged with the administration of this article or except as otherwise required by applicable law.~~

**SECTION 4.** Section 94.36 is hereby amended to read:

Sec. 94-36. - Qualifications of applicants.

The general standards set out in this article relative to the qualifications of every applicant for a city tax receipt shall be considered and applied by the city business tax officer. The applicant shall:

(1) ~~Be of good character. In making such determination the city business tax officer shall consider the following:~~

~~a. All criminal convictions, the reasons therefor and the subsequent conduct of the applicant.~~

~~b. The tax receipt history of the applicant; Be up to date on tax receipts. whether such person, in previously operating in this or another city or county under a tax receipt, has had such tax receipt revoked or suspended. If previous revocation or suspension occurred, then the reasons therefor and the conduct of the applicant subsequent to such action must be provided.~~

(2) Not be in default under the provisions of this article or indebted or obligated in any manner to the city except for current taxes.

~~(3) Present a certificate of occupancy furnished by the zoning official to the effect that the proposed use of any premises is not a violation of city zoning regulations.~~

**SECTION 5.** Section 94-37(c) is hereby amended to read:

\* \* \*

(c) *Renewal procedure.* The applicant for the renewal of a tax receipt shall submit an application for such tax receipt upon request of the city business tax officer. The application shall:

(1) Be a written statement upon forms provided by the city business tax officer; such form shall include an affidavit, to be sworn to by the applicant before a notary public of this state.

(2) Require the disclosure of such information concerning the applicant's ~~demeanor and the conduct and~~ operation of applicant's business during the preceding licensing period as is reasonably necessary to the determination by the business tax officer of the applicant's eligibility for a renewal tax receipt and to a possible adjustment of the business tax.

\* \* \*

**SECTION 6.** Section 94-38 is amended to read:

Each local business tax receipt shall be prepared and issued by the director of ~~code enforcement~~ building and permitting services in the manner and form prescribed by him and shall state upon the face thereof, among other things, the following:

\* \* \*

**SECTION 7.** Section 94-40(b)(2) is amended to read:

\* \* \*

(2) *Transfer fee.* When a business moves to a new location within the city, ~~The business tax officer shall collect a transfer fee of \$5.00~~ \$15.00. ~~for businesses with license fees under \$100.00 and a fee \$10.00 for all others.~~

**SECTION 8.** Section 94-41 is amended to read:

**Sec. 94-41. - Enforcement.**

(a) *Inspections.* In the enforcement of this article, inspections shall be conducted as follows:

(1) *Persons authorized.* The following persons are authorized to conduct inspections in the manner prescribed as follows:

a. *Business tax officer.* The business tax officer shall make all investigations reasonably necessary to the enforcement of this article.

b. *Officials.* The business tax officer shall have the authority to order the inspection of tax receipt holders, their businesses and premises by all city officials having duties to perform with reference to such tax receipt holders or businesses to enforce compliance with this article.

c. *Police officers.* All police officers are authorized when necessary to ~~shall~~ inspect and examine businesses located within their respective jurisdictions or beats to enforce compliance with this article.

(2) *Authority of inspectors.* All persons authorized in this section to inspect tax receipt holders shall have the authority to enter, ~~with or without a search warrant, at all reasonable times,~~ as may be permitted by law, during business hours, those premises for which a tax receipt:

a. Is required.

b. Was issued and which, at the time of inspection, is operating under such tax receipt.

c. Has been revoked or suspended.

(3) *Reports by inspectors.* Persons inspecting tax receipt holders, their business or premises as authorized in this section shall report all

violations of this article or of other laws or ordinances to the business tax officer and shall submit such other reports as the business tax officer shall order.

\* \* \*

(d) *Final order.* Upon the failure or refusal of the violator to comply with the provisional order or with any order made after hearing, the business tax officer shall then declare and make the provisional order final.

(1) *Authority of business tax officer.* The business tax officer shall have the authority to suspend or revoke tax receipts upon making and declaring a provisional order final.

(2) *Effect of ~~revocation~~ or suspension.* Upon ~~revocation~~ or suspension, no refund of any portion of the tax receipt fee shall be made to the tax receipt holder, and he shall immediately cease all business at all places under such tax receipt.

(e) *Summary action.* When the conduct of any tax receipt holder, agent or employee is so inimical to the public health, safety and general welfare as to constitute a nuisance and thus give rise to an emergency, the business tax officer shall have the authority to ~~summarily order the cessation of business and the closing of premises or to suspend or revoke the tax receipt.~~ Unless waived in writing, wWithin five working days after he the business tax officer has acted summarily, the business tax receipt holder may request a hearing to contest the summary action of the business tax officer. If the business tax receipt holder requests a hearing, the business tax officer shall hold a hearing within 10 working days. Upon a hearing request, the business tax officer shall conduct a special hearing for such action in respect to the summary order as may be therein determined. Notice of such hearing shall be given the affected person in the manner prescribed in this section. If the business tax receipt holder does not request a hearing within five working days, the business tax receipt holder waives their right to a hearing and their right to appeal as stated in this section.

\* \* \*

(h) Nothing in this code section limits the City's remedies to address code violations by a business, and if the City pursues a remedy under this section, the City does not waive any other remedy available under any other code or statute.

**SECTION 9.** Section 94-42(b)(2) is amended to read as follows:

(2) Require the payment of only three-fourths the tax specified in section 94-43 for any business commenced on or after ~~April~~ January 1 and before ~~August~~ April 1 of any year, and payment of only one-half the tax specified in section 94-43 for any business commenced on or after ~~September~~ June 1 and before October 1 of any year.

**SECTION 10.** That the categories contained in Section 94-43, "Schedule," be amended for clarity in determining the accurate amount and type as follows:

**Business Tax Fees Receipts by Category**

**COMMUNICATIONS:**

Newspaper	127.50
Telephone <u>or Communications</u> Company	1,215.00
Telegraph Company	249.00
Newsrack Boxes	
<u>(On City property or rights of way) See City Fee Schedule</u>	30.00

**CLERICAL:**

Administrative Services, Stenographer, Paralegal, Book Keeper Accountant (not a CPA), Secretary, Typist, Etc.	110.50
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**CONSTRUCTION AND MAINTENANCE SERVICES:**

Alarm Systems <u>Contractor</u>	110.50
<u>Residential</u> , Building <u>or General</u> Contractor	157.50
Demolition Contractor	157.50
Electrical Contractor General Contractor	157.50
House Mover	157.50
Land Clearing Company	157.50
<u>Underground Utility Contractor</u>	157.50
Landscaping	127.50
Mechanical/HVAC Contractor [See Note 1]	127.50
Misc. Contractors, Carpentry, Masonry, Painting, Tile, Roofing, Irrigation, Swimming Pool, <u>Stucco, etc.</u>	157.50
Plumbing Contractor	157.50
Residential Contractor	157.50

Tree Trimming/ <del>Surgeon</del> and <u>Removal</u> Services*	124.00
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\*( \$1000 Surety Bond and proof of Liability Insurance is Required)

[Note 1: The \$48.30 charge for this category was a scrivener's error]

**FINANCE/INSURANCE/REAL ESTATE**

Agent/Agencies  
     Title Agent, Directory Service  
     Employment, Equipment rental,  
     ~~Mail Order~~ Manufacturer's  
     Representative/agent,



Claims/collections, Credit reporting; etc.	127.50
Appraiser	127.50
ATM location (off-site)	127.50
Auditor	127.50
Banks	248.50
Credit Bureau	127.50
Finance/Loan Company	248.50
Mortgage Broker	127.50
Mortgage Company	127.50
Real Estate Broker	
No agents	127.50
1 to 5 salespersons	182.00
6 to 15 salespersons	243.00
16 or more salespersons	455.00
<del>Savings &amp; Loan Association</del>	<del>127.50</del>
Stocks Bonds dealer	248.50
Tax Consultant	248.50
Title Company	127.50
Insurance Company	
Home/regional office	279.00
District office	188.00
Resident agent office	127.50
Each Insurance company (doing business within city)	60.00
HOME OCCUPATIONS:	
See individual category for <del>license fee tax</del> . Home occupations are subject to limitations in Chapter 58, Section <u>7182</u> , Subsection ( <del>eeaa</del> ) of the <u>Winter Park Code</u> .	
MANUFACTURING/FABRICATION:	
Boat/car builders, Furniture, Computers, etc.:	
1 to 5 employees	127.50
6 to 15 employees	157.50
Over 15 employees	188.00
PROFESSIONALS:	
<u>Office (More than one licensed professional person)</u>	127.50
Accountants, Architects,	

Artists, Brokers, Consultants, Chemists, Engineers, Financial Planners, Interior Designers, Marketing Representatives, Etc.	127.50
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Hypnotist	188.00
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#### **PROFESSIONAL SERVICES-HEALTH:**

<u>Office (More than one licensed professional person)</u>	127.50
Animal Hospital	127.50
Assisted Living Facilities	127.50
Commercial Laboratory	188.00
<u>Mental Health or Family Counselors</u>	127.50
Dentist	127.50
Dietician/Nutritionist	30.00
Physicians	127.50
Fitness Trainer or Consultant	88.00
Massage Therapist	87.00
Health or Day Spa	188.00
Hospitals	1215.00
Kennel/Animal Boarding	124.00
Nursing Homes	
0 to 10 rooms	84.50
11 or more rooms	310.00
<u>Orthodontist</u>	<u>127.50</u>
Outpatient Medical or Emergency Clinic	607.00
Rehabilitation Specialist	127.50
Veterinarian	127.50

#### **PROFESSIONAL LEGAL SERVICES:**

<u>Office (More than one licensed professional person)</u>	127.50
Attorneys	127.50
Bondsman	127.50
Detectives/Investigators, Security service:	
1 to 5 employees	127.50
6 to 15 employees	157.00
Over 15 employees	188.00

#### **Repairs:**

Garage/Auto, Bicycle Shop/Auto Detailing, Radio, Car Wash etc.:	
1 to 5 employees	127.50

6 to 15 employees	157.00
Over 15 employees	180.00

#### **RETAIL/WHOLESALE:**

Basic retail/wholesale:	
First 3,000 sq. ft.	84.50
Each add'l 3,000 sq. ft.	36.00
Boat Sales	188.00
Cemetery/ <u>monument</u> Sales	188.00
Farmer's Market Vendor	36.00
Gasoline service Station	
First pump	18.00
Each additional pump	8.50
New/Used Car Dealer	310.00
Pawnbroker	461.50

#### **Restaurant:**

0 to 10 seats	60.50
each additional seat	2.00
drive-in/take-out service	60.50
Ice Cream Vendor	127.50
Sales Representative	127.50
Solicitor/Peddler ( <u>See City Fee Schedule</u> )	
Mobile Licensing Vendors- Produce/Specialties (permit fee is additional separate charge)	60.00

#### **Salons**

Barber Shop /Beauty Shop/Nail/ <u>Pedicure</u> Shop	86.50
Esthetician/Body and Facial Scrubs	30.00
Each chair/or license holder	27.50
<u>(Also see Massage Therapist under Professional Services – Health)</u>	

#### **Services-Educational:**

Schools/Independent Teacher/Instructor	
Commercial, Dancing, Electronic, <u>Vocational</u> , Kindergarten, Music, Riding, etc.):	
1 to 25 students	42.00
26 to 50 students	79.00
51 to 75 students	115.00
51 to 75 students	157.50

#### **Services-Entertainment:**

Amusement/ <u>Video Game</u> Arcade	127.50
Billiards/ <u>Pool</u> (each location)	127.50
Bowling Alley	249.00
Dance/Entertainment Facilities Halls:	249.00
0 to 60 seats	279.00
over 60 seats	

Exhibitions (per day)	60.00	
Golf - Miniature course		
Par 3 course	127.50	
Regulation-9-18 holes	249.00	
Palmistry	249.00	
Rinks	127.50	
Shooting Galleries	127.50	
Spiritualist/Medium	249.00	
Swimming Pool	60.00	
Theaters:		
1 to 700 seats	249.00	
701 to 1,000 seats	492.00	
over 1,000 seats	735.00	
Vending/Amusement Machines		
(coin operated): Jukebox, Pinball,		
Video, Pool Tables, Shuffleboard		
Etc., (each machine)	24.00	
<del>Drink &amp; Food Products</del>	<del>12.00</del>	
<del>(\$ .25 or less) each machine</del>		
Drink & Food Products (over \$0.25) each machine	17.85	

#### **SERVICES-LODGING/PROPERTYMANAGEMENT: OFFICE**

Apartment Building over three units-		
Apartment (each <u>dwelling unit</u> bedroom)	<del>3.50</del>	<u>5.00</u>
Hotels, Motels, & Boarding		
1 to 10 bedrooms	84.50	
Over 10 rooms	310.00	
<del>Advertising Agency</del>	<del>127.50</del>	
<del>Auction</del>	<del>249.00</del>	
<del>Auctioneers</del>	<del>310.00</del>	
In Home Child <u>or Senior</u> care (6 clients)	36.00	

#### **Miscellaneous Business Offices and Businesses:**

<u>Advertising Agency</u>	127.50	
<u>Ambulance (each vehicle)</u>	127.50	
<u>Auction</u>	249.00	
<u>Auctioneers</u>	310.00	
Auto Parking Lot/ <u>Garage</u> :		
1 to 10 cars	30.00	
11 to 30 cars	60.50	
31 to 60 cars	84.50	
61 to 100 cars	127.50	
Over 100 cars	249.00	
<u>Vehicle</u> /Auto Rental	157.50	



Bus Station	157.50
Cleaners, Copier Service, Dressmaker, Janitorial, Lawn Spraying, Linen & Towel Service, Photographer With Studio, Printer, Tailor, Travel Agency, etc.	
Owner operated	60.00
1to 5 employees	127.50
6 to 15 employees	157.50
Over 15 employees	188.00
Caterer/Catering Service:	
Each company	127.50
Mobile vendor,	127.50
Each vehicle	60.00
Day Care Centers (not schools):	
1 to 25 children	42.00
26 to 50 children	79.00
51 to 75 children	115.00
over 76 children	157.50
Escort Service	765.50
<u>Pest control company/Exterminator</u>	84.50
Each truck	24.00
Funeral home	249.00
Interior Decorator	85.00
Laundromats	
1to 10 machines	60.00
over 10, each add' 1	6.00
Laundry/Dry cleaners	84.50
Locksmith	84.50
Messenger/Delivery service	84.50
Outdoor Advertising Sign	60.50
Piano Tuner	48.50
Public Stenographer	60.50
<del>Railroad Company</del>	<del>461.00</del>
Telephone Answering Service	60.50
Telephone Solicitor:	
For others	765.50
For business/ Customers	431.00
Warehouse/ <u>Storage</u> :	
First 5,000 sq.ft.	127.50
Each add'l, 1000 sq.ft.	6.00
<del>Wrecker</del> -Towing Service	127.50
Valet Service	127.50
Vehicle for Hire	300.00

Taxi ( <u>Vehicle for hire</u> ) Service, Moving Company	
1 to 4 vehicles	157.50
Each add'l vehicle	15.00
UTILITIES:	
Electric Power Company	1215.00
Fuel Oil or Gas Dealer;	
Manufactured, Bottled, LPG	243.50
Gasoline & Oil	279.50
Natural Gas Dealer	1215.50
Waste/Recycling Collector:	
First truck	84.50
Each additional truck	24.50
<del>Water Company</del>	<del>1215.50</del>
Solid Waste Company	127.50
UNCLASSIFIED or MISCELLANEOUS	127.50

**SECTION 11.** Incorporation Into Code. This ordinance shall be incorporated into the Winter Park City Code. Any section, paragraph number, letter and/or any heading may be changed or modified as necessary to effectuate the foregoing. Grammatical, typographical and similar or like errors may be corrected, and additions, alterations, and omissions not affecting the construction or meaning of this ordinance and the City Code may be freely made.

**SECTION 12.** Severability. If any section, subsection, sentence, clause, phrase, word or provision of this ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, whether for substantive, procedural, or any other reason, such portion shall be deemed a separate, distinct and independent provision, and such holding shall not affect the validity of the remaining portions of this ordinance.

**SECTION 13.** All ordinances or portions of ordinances in conflict herewith are hereby repealed.

**SECTION 14.** This ordinance shall take effect August 1, 2015.

**ADOPTED** at a regular meeting of the City Commission of the City of Winter Park, Florida, held at City Hall, Winter Park, Florida, on the \_\_\_\_\_ day of July, 2015.

\_\_\_\_\_  
Mayor Steve Leary

ATTEST:

\_\_\_\_\_  
Cynthia S. Bonham, City Clerk



# city commission public hearing

item type	Public Hearing	meeting date	July 27, 2015
prepared by department division	Jeff Briggs Planning Department	approved by	<input checked="" type="checkbox"/> City Manager <input checked="" type="checkbox"/> City Attorney <input type="checkbox"/> N/A
board approval	Planning and Zoning Board	<input checked="" type="checkbox"/> yes <input type="checkbox"/> no <input type="checkbox"/> N/A	5-0 final vote

## **Subject: Comprehensive Plan/Rezoning and Conditional Use for 1500 S. Orlando Avenue (St. John Lutheran).**

This public hearing is the request of Dr. Randall Loy (Center for Reproductive Medicine) involving rezoning and redevelopment of the St. John Lutheran Church parking lot at 1500 S. Orlando Avenue (Pumpkin Patch). (It does not include the two adjacent Church properties at 1010 Garden Drive and 1021 Camellia Avenue) Technically the Conditional Use vote has to wait for the second reading but it is our practice to discuss the entire project at first reading.

### **Summary:**

The applicants are requesting to change the Comprehensive Plan future land use map from institutional to office & professional and a companion rezoning from single family (R-1A) to office (O-1); along with a Conditional Use for the proposed two-story, 15,000 square foot medical building. The project statistics include:

Project Site:	1.36 acres
Existing Future Land Use Category:	Institutional
Existing Zoning District:	R-1A
Proposed Future Land Use Category:	Office & Professional
Proposed Zoning District:	O-1

### **Project Proposal:**

The proposed medical office building is two-stories and a total of 15,000 square feet with a floor area ratio (FAR) of 25.3%. This is less than the maximum 45% FAR permitted in the requested O-1 zoning.

The overall site area is 59,242 square feet (1.36 acres). Under the current Institutional future land use and R-1A zoning, the site could be used for Church parking (as it is now) or for other new Church building(s) or based on the Single Family (R-1A) zoning, the site could be used to construct new single family homes with a maximum total size of 25,474 square feet based on the maximum 43% FAR. Thus, the proposed 15,000 sq. ft. medical building is smaller in size than the collective size that the new single family homes might be, if developed based on that R-1A zoning maximums.

For purposes of comparison, the following table outlines the R-1A zoning requirements, the O-1 zoning requirements and the proposed development standards of this project.

	R-1A Require- ments	O-1 Requirements		Project Proposal
Property Size 59,242 sq. ft.				
Floor Area Ratio	Max. 43%	Max. 45%		25.3%
Lot Coverage	N/A	N/A		N/A
Min.Open Space/Imp. Cov.	Min. 50%	Min. 15%		29%
Primary Street Front setback	25 feet	10 feet		18.75 feet
Secondary Side Street setback	20 ft.	10 feet		60-90 feet
Interior Side setback	10 feet	10 feet		115 feet
Rear setback	25/35 feet	25 feet		115 feet
Parking Requirement	2/unit	1 per 200/sq. ft.		75 spaces
Bldg. Height	35 feet (2 story max)	55 feet (4 story max)		40-43 feet (2 story)

### **Parking Requirements:**

The City's parking code for medical office is one space for each 200 gross square feet of building area. This project needs 75 spaces and is providing the 77 spaces, two more than required.

The City's parking requirement for Churches is one parking space for each four seats. There is no method prescribed in the zoning code for measuring the number of "seats" in the sanctuary when you have rows of church pews. The number of seats depends upon how much space each person occupies and the comfort level of sitting next to others. Sometimes people leave a lot of space between them, but if the Church is full then you sit much closer together. Technically, per the Building Code, each seat is defined as 22 inches wide. That is similar to the width of the seats at the Amway Arena. Church pews however, are not fixed seating. None-the-less, based on those 22 inch per seat calculations, there are 525 seats in the Church sanctuary which would translate into the need for 131 parking spaces.



The Church has 125 parking spaces comprised as follows: (A) 61 spaces to the east of the Church which will soon be increased to 78 spaces by reconfiguring the playground; (B) 13 spaces pursuant to the agreement with Lutheran Counseling Center; and (C) 34 spaces on The Baby Project. In addition, pursuant to the agreement with the doctors, the Church must provide a parking attendant on Sunday that will help usher attendees to the correct location. Given that there is no specific code prescribed method to assess seating in a sanctuary setting and that it is not realistic to think that in every church pew, every person will be 22 inches apart (as with fixed seating) then these 125 spaces are deemed by staff to be in compliance with code for the required Church parking.

The current size of the congregation for Sunday services is about one-third full. Given a typical Sunday, the 88 spaces on site would be adequate to meet the parking needs of the Church with about 120-140 people in attendance. The concern of the neighbors is what happens if or when the Church restores its' congregation to resemble its' previous membership. The Church believes they can overcome that scenario by having more than one Church service. They also have the potential to seek additional parking on the other Church properties at 1010 Garden Drive and 1021 Camellia Avenue. However, that would need a future Conditional Use approval and that is not part of this application.

### **Tree Preservation:**

Dru Dennison, the City's Urban Forestry Manager has assessed the existing trees and the efforts to preserve the best specimens. The applicant is doing an excellent job with respect to tree preservation. All of the seven existing oak trees along the eastern property line are being preserved.

The site plan preserves the remaining three trees (two big live oaks and a laurel oak) on that northern portion of the site. It is important that there is separation from those trees from the construction impacts of digging the retention area near those trees and tree root systems. The staff recommendation included a 25 foot setback from those trees before grading/digging begins for the storm water retention area. The applicant can maximize retention with a vertical wall (to increase retention capacity) on the sides away from the trees, but the City does not want more than a 6:1 side slope for the retention area on the eastern side, near the trees due to the impacts on the root systems and survivability of those trees. Similarly, staff recommended removal of the sidewalk adjacent to those live oak trees again due to the construction impacts of digging the sidewalk so close to those trees and tree root systems.

Lastly the two existing live oak trees along the southern property line are in great condition per Dru Dennison. Both of these two nice live oak trees have been saved. As we proceed further in the parking lot design, the layout may need to lose a parking space or two for better protection of those live oaks. The proposed plan has two extra spaces and as a point of information the Code provides that up to 5 spaces can be lost to aid tree preservation and still be credited to the project. So the City has some flexibility with the parking lot design. Also, as designed, at 1 parking space per 200 sq. ft. and a building set up for 5 doctors with only 2 doctors on-site at any one time, there is ample parking.

## **Comprehensive Plan/Zoning Code Exceptions Requested:**

The Conditional Use process allows the applicant to request certain exceptions regarding setbacks and other similar development standards. Based on the layout there are 11 parking spaces in a row before a landscape island (versus 10 per code) but that is trivial and otherwise there are no zoning code exceptions and the project plans meet all code requirements for the proposed O-1 zoning.

## **Traffic Study:**

As required by the Land Development Code, the developer provided a traffic study to determine the impacts of this project. The study shows 283 net new trips over the current development potential of the property. The staff recognizes this location is adjacent to Orlando Avenue with 26,000 cars/day. The neighbors however, already feel overwhelmed by the cut-thru traffic especially on Garden Drive that is a popular cut-thru route to avoid congestion at the Orange/Orlando intersection. Understandably, the neighbors don't want any more cut-thru traffic and expect some of this project's traffic on their streets.

## **Site Design:**

City staff is generally very complimentary of the site design and layout of this project. The applicants have done many things to enhance the visual appeal of the building. The elevation drawing provided is a very attractive style with elements of residential design (mediterranean) and the front façade provides a semblance of a "front" on Orlando Avenue even though the patients enter on the opposite side.

The P&Z Board recommended "final" conditional use phase, with delegation to the staff to approve the final architectural plans, civil plans/storm water retention, parking lot lighting, monument signage, etc. which are important but especially at this gateway location into Winter Park. P&Z also asked for some pedestrian accessibility enhancements along Orlando Avenue.

## **Compatibility Analysis:**

As with the previous request for the assisted living facility, one of the City's primary concerns is always is based on compatibility. The staff looked to see if the size and scale of the proposed project is comparable to the density and intensity of commercial or institutional buildings in this immediate area on Orlando Avenue. To that end, the Church itself and the adjacent Office buildings seem to be the best guides for density and intensity that would fit and be compatible on these properties.

Per the tax rolls, the Church is approx. 57,462 square feet of building on a 2.6 acre site. That is a density/intensity (floor area ratio) of 53.8%. Per the tax rolls, the Office building to the north at 1400 S. Orlando Ave. is 21,023 sq. ft. on a 0.85 acre site. That is a density/intensity (floor area ratio) of 57.0%. This project is 15,000 square feet on a 1.36 acre site which is a density/intensity (floor area ratio) of 25.3%. Thus, this project is less than the neighboring density/intensity of development. (FYI: The assisted living proposal was at a FAR of 90%)

## **Zoning Options:**

P&Z discussed the two office zoning district options. The O-1 office district allows buildings up to 55 feet in height (4 stories) and the O-2 office district allows 35 feet of height (2 story maximum). Otherwise all of the development rules are essentially the same. The City could grant O-2 office zoning with an exception for the height as proposed but the P&Z Board did not feel that was the appropriate method.

## **Evolution of this Project:**

Originally in April 2014 the proposed sale by the Church was just and only this parking lot property at 1500 S. Orlando Avenue. However, the two Church houses at 1010 Garden Drive and 1021 Camellia were added to the purchase that was proposed in December 2014 by Sentio for the assisted living facility. The Sentio project was a 73,000 square foot building at an FAR of 90%. It was much larger both in land area and building size than the current request. Due to that size/scale and neighborhood objection, P&Z recommended denial of their request and it was subsequently withdrawn. Thus the Church is back to where this process started, with the sale of only the Church parking lot at 1500 S. Orlando Avenue which has resulted in a much smaller building.

## **Comprehensive Plan Policy Guidance:**

There are not any relevant policies in the Comprehensive Plan that address the aspects of this application of the change to the Comp. Plan FLU Map from Institutional to the Office and Professional future land use category. The reason is that while the land is zoned Single Family (R-1A), it has an Institutional future land use designation. In theory the Church could be asking to build a 15,000 square foot Fellowship Building; Education Center, Gymnasium or some other type of Church building on this land.

In the previous request by Sentio, that circumstance involved the other two Church properties with Single Family future land use which brought up other Comp. Plan policy issues that are not the case with this request just limited to the 1500 S. Orlando property.

There is one Comp. Plan Policy 1-4.1.F.5 that provides that the growth and development of St. John Lutheran Church should be in conformance with a master plan. However, there has never been a master plan prepared, submitted or approved for St John Lutheran Church.

## **Planning and Zoning Board Summary and Conclusion:**

The P&Z Board has expressed that they have not been opposed to the sale and redevelopment of this property. In the December 2014 staff report, it said "There are a number of other scenarios that could work well both for the Church and for the adjacent neighborhoods. One of which would be to go back to the original plan by the Church to sell only the existing parking lot and keep the two Church houses as a buffer from the neighborhood." P&Z agreed with that assessment in their recommendation at that time that the former project was too big and out of scale with the adjacent neighborhood.

The staff report in December 2014 also said "One more compatible option would be to sell for a use, such as an office, that is more compatible with the adjacent single family residential neighborhoods. If redeveloped as an office building, then with office zoning and the 45% maximum FAR, it would be the virtually the same size as the current single family zoning would permit with its maximum 43% FAR. This is also an attractive scenario because typically the office building parking lot would be inactive at nights and on weekends and available for the Church to use on Sundays."

The P&Z Board and the neighbors all agree that in an ideal scenario, this property would remain vacant and be the home of the 'Pumpkin Patch' for many years. But the Church has the ability to sell this land and still meet their requirements for Church parking both on their property and with the off-site agreements with the Lutheran Counseling Center; and this medical office project. Redevelopment for an office use is the best scenario with respect to neighborhood compatibility in that it is generally a weekday activity and so on nights and weekends when neighbors are at home, there is very little activity. This is a location that is adjacent to a neighborhood but also a location adjacent to a four lane arterial State Highway. The size and scale of two stories and 15,000 square feet on 1.36 acres (25% FAR) is thus compatible.

#### **Planning and Zoning Board Recommendation:**

**Motion made by Mr. Sacha, seconded by Mr. Gottfried to APPROVE the Ordinance to change the Future Land Use designation of Institutional to Office and Professional Future Land Use on the property at 1500 S. Orlando Avenue. Motion carried unanimously with a 5-0 vote.**

**Motion made by Mr. Sacha, seconded by Mr. Gottfried to APPROVE the Ordinance to change the official zoning map from Single Family (R-1A) district to Office (O-1) district on the property at 1500 S. Orlando Avenue. Motion carried unanimously with a 5-0 vote.**

**Motion made by Mr. Sacha, seconded by Mr. Gottfried to APPROVE the "Final" Conditional Use request to redevelop the St. John's Lutheran Church parking lot at 1500 S. Orlando Avenue with a two story, 15,000 square foot medical office building, subject to the staff conditions as follows:**

- 1. That the civil site plan complies with a 25 foot setback from the oak trees in the northern portion of the site before grading/digging begins for the storm water retention area. The applicant may maximize retention with a vertical wall (to increase retention capacity) on the sides away from the trees, but may not utilize more than a 6:1 side slope for the retention area on the eastern side, near the trees due to the impacts on the root systems and survivability of those trees.**
- 2. That the proposed sidewalk adjacent to those live oak trees be removed due to the construction impacts of digging the sidewalk so close to those trees and tree root systems.**

**Motion carried unanimously with a 5-0 vote.**



**ORDINANCE NO. \_\_\_\_\_**

**AN ORDINANCE AMENDING CHAPTER 58 "LAND DEVELOPMENT CODE" ARTICLE I, "COMPREHENSIVE PLAN" SO AS TO CHANGE THE FUTURE LAND USE DESIGNATION OF INSTITUTIONAL TO OFFICE AND PROFESSIONAL FUTURE LAND USE ON THE PROPERTY AT 1500 S. ORLANDO AVENUE, MORE PARTICULARLY DESCRIBED HEREIN, PROVIDING FOR CONFLICTS, SEVERABILITY AND EFFECTIVE DATE.**

**WHEREAS**, the Winter Park City Commission adopted its Comprehensive Plan on February 23, 2009 via Ordinance 2762-09, and

**WHEREAS**, Section 163.3184, Florida Statutes, establishes a process for adoption of comprehensive plans or plan amendments amending the future land use designation of property; and

**WHEREAS**, the owner of this property is desirous of amending the future land use designation from Institutional to Office and Professional; and

**WHEREAS**, this Comprehensive Plan amendment meets the criteria established by Chapter 163 and 166, Florida Statutes; and pursuant to and in compliance with law, notice has been given to Orange County and to the public by publication in a newspaper of general circulation to notify the public of this proposed Ordinance and of public hearings to be held; and

**WHEREAS**, the Winter Park Planning and Zoning Commission, acting as the designated Local Planning Agency, has reviewed and recommended adoption of the proposed Comprehensive Plan amendment, having held an advertised public hearing on July 7, 2015, provided for participation by the public in the process, and rendered its recommendations to the City Commission; and

**WHEREAS**, the Winter Park City Commission has reviewed the proposed Comprehensive Plan amendment and held advertised public hearings on July 27, 2015 and August 10, 2015 and provided for public participation in the process in accordance with the requirements of state law and the procedures adopted for public participation in the planning process.

**NOW THEREFORE BE IT ENACTED BY THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, AS FOLLOWS:**

**SECTION 1. Future Land Use Map Amendment.** That Chapter 58 "Land Development Code", Article I, "Comprehensive Plan" future land use plan map is hereby amended so as to change the future land use map designation from Institutional to Office and Professional on the property at 1500 S. Orlando Avenue, more particularly described as follows:

**Lots 1 through 5 & 11, Block E, Garden Acres 2<sup>nd</sup> Replat as recorded in Plat Book "R", Page 141 of the Public Records of Orange County, Florida.**

**Parcel ID# 12-22-29-2936-00-010**

**SECTION 2. Severability.** If any Section or portion of a Section of this Ordinance proves to be invalid, unlawful, or unconstitutional, it shall not be held to invalidate or impair the validity, force, or effect of any other Section or part of this Ordinance.

**SECTION 3. Conflicts.** All Ordinances or parts of Ordinances in conflict with any of the provisions of this Ordinance are hereby repealed.

**SECTION 4. Effective Date.** An amendment adopted under this paragraph does not become effective until 31 days after adoption. If timely challenged, an amendment may not become effective until the state land planning agency or the Administration Commission enters a final order determining that the adopted small scale development amendment is in compliance.

**ADOPTED** at a regular meeting of the City Commission of the City of Winter Park, Florida, held in City Hall, Winter Park, on this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

\_\_\_\_\_  
Mayor

Attest:

\_\_\_\_\_  
City Clerk

**ORDINANCE NO. \_\_\_\_\_**

**AN ORDINANCE AMENDING CHAPTER 58 "LAND DEVELOPMENT CODE" ARTICLE III, "ZONING" AND THE OFFICIAL ZONING MAP SO AS TO CHANGE SINGLE FAMILY RESIDENTIAL (R-1A) DISTRICT ZONING TO OFFICE (O-1) DISTRICT ZONING ON THE PROPERTY AT 1500 S. ORLANDO AVENUE, MORE PARTICULARLY DESCRIBED HEREIN, PROVIDING FOR CONFLICTS, SEVERABILITY AND AN EFFECTIVE DATE.**

**WHEREAS**, the owner of a properties at 1500 S. Orlando Avenue has requested a Zoning Map amendment consistent with the amended Comprehensive Plan, and the requested zoning text change will achieve conformance with the Comprehensive Plan for the property and such municipal zoning meets the criteria established by Chapter 166, Florida Statutes and pursuant to and in compliance with law, notice has been given to Orange County and to the public by publication in a newspaper of general circulation to notify the public of this proposed Ordinance and of public hearings to be held; and

**WHEREAS**, the Planning and Zoning Board of the City of Winter Park has recommended approval of this Ordinance at their July 7, 2015 meeting; and

**WHEREAS**, the City Commission of the City of Winter Park held a duly noticed public hearing on the proposed zoning change set forth hereunder and considered findings and advice of staff, citizens, and all interested parties submitting written and oral comments and supporting data and analysis, and after complete deliberation, hereby finds the requested change consistent with the City of Winter Park Comprehensive Plan and that sufficient, competent, and substantial evidence supports the zoning change set forth hereunder; and

**WHEREAS**, the City Commission hereby finds that this Ordinance serves a legitimate government purpose and is in the best interests of the public health, safety, and welfare of the citizens of Winter Park, Florida.

**NOW THEREFORE BE IT ENACTED BY THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, AS FOLLOWS:**

**SECTION 1. Official Zoning Map Amendment.** That Chapter 58 "Land Development Code", Article III, "Zoning" and the Official Zoning Map is hereby amended so as to change the zoning designation from Single Family Residential (R-1A) to Office (O-1) District on the properties at 1500 S. Orlando Avenue, more particularly described as follows:

**Lots 1 through 5 & 11, Block E, Garden Acres 2<sup>nd</sup> Replat as recorded in Plat Book "R", Page 141 of the Public Records of Orange County, Florida.**

**Parcel ID# 12-22-29-2936-00-010**

**SECTION 2. Severability.** If any Section or portion of a Section of this Ordinance proves to be invalid, unlawful, or unconstitutional, it shall not be held to invalidate or impair the validity, force, or effect of any other Section or part of this Ordinance.

**SECTION 3. Conflicts.** All Ordinances or parts of Ordinances in conflict with any of the provisions of this Ordinance are hereby repealed.

**SECTION 4. Effective Date.** This Ordinance shall become effective upon the effective date of Ordinance \_\_\_\_\_. If Ordinance \_\_\_\_\_ does not become effective, then this Ordinance shall be null and void.

**ADOPTED** at a regular meeting of the City Commission of the City of Winter Park, Florida, held in City Hall, Winter Park, on this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

\_\_\_\_\_  
Mayor

Attest:

\_\_\_\_\_  
City Clerk



## Planning & Zoning Board Minutes – July 7, 2015:

**REQUEST OF DR. RANDALL LOY FOR:** AN ORDINANCE AMENDING CHAPTER 58 “LAND DEVELOPMENT CODE” ARTICLE I, “COMPREHENSIVE PLAN” SO AS TO CHANGE THE FUTURE LAND USE DESIGNATION OF INSTITUTIONAL TO OFFICE AND PROFESSIONAL FUTURE LAND USE ON THE PROPERTY AT 1500 S. ORLANDO AVENUE.

**REQUEST OF DR. RANDALL LOY FOR:** AN ORDINANCE AMENDING CHAPTER 58 “LAND DEVELOPMENT CODE” ARTICLE III, “ZONING” AND THE OFFICIAL ZONING MAP SO AS TO CHANGE THE ZONING OF SINGLE FAMILY (R-1A) DISTRICT TO OFFICE (O-1) DISTRICT ON THE PROPERTY AT 1500 S. ORLANDO AVENUE.

**REQUEST OF DR. RANDALL LOY FOR:** CONDITIONAL USE APPROVAL TO REDEVELOP THE ST. JOHN’S LUTHERAN CHURCH PARKING LOT AT 1500 S. ORLANDO AVENUE WITH A TWO STORY, 15,000 SQUARE FOOT MEDICAL OFFICE BUILDING, PURSUANT TO THE REQUESTED O-1 ZONING.

Planning Manager Jeffrey Briggs presented the staff report and stated that this public hearing is at the request of Dr. Randall Loy (Center for Reproductive Medicine) involving rezoning and redevelopment of the St. John Lutheran Church parking lot at 1500 S. Orlando Avenue. He noted that it does not include the two adjacent Church properties at 1010 Garden Drive and 1021 Camellia Avenue. He explained that the applicants are requesting to change the Comprehensive Plan future land use map from institutional to office & professional and a companion rezoning from single family (R-1A) to office (O-1). In addition there is a Conditional Use request for the proposed two-story, 15,000 square foot medical building. Mr. Briggs reviewed the history of the subject property, project statistics, parking requirements, tree preservation, Comprehensive Plan policies and requested exceptions, Zoning Code requirements and requested exceptions, the details of the traffic Study, and site design and compatibility. He discussed the differences between the proposed project versus the previous Sento request.

Mr. Briggs summarized by stating that the planning staff has not been opposed to the sale and redevelopment of this property. In the December 2014 staff report, it said “One more compatible option would be to sell for a use, such as an office, that is more compatible with the adjacent single family residential neighborhoods. If redeveloped as an office building, then with office zoning and the 45% maximum FAR, it would be the virtually the same size as the current single family zoning would permit with its maximum 43% FAR. This is also an attractive scenario because typically the office building parking lot would be inactive at nights and on weekends and available for the Church to use on Sundays.”

Staff recommended approval of the request for office and professional future land use and office (O-1) zoning; and approval of the Preliminary Conditional Use with the following conditions:

3. That the civil site plan complies with a 25 foot setback from the oak trees in the northern portion of the site before grading/digging begins for the storm water retention area. The applicant may maximize retention with a vertical wall (to increase retention capacity) on the sides away from the trees, but may not utilize more than a 6:1 side slope for the retention area on the eastern side, near the trees due to the impacts on the root systems and survivability of those trees.
4. That the proposed sidewalk adjacent to those live oak trees be removed due to the construction impacts of digging the sidewalk so close to those trees and tree root systems.

Mr. Briggs responded to Board member questions and concerns.

Rebecca Wilson, 215 North Eola Drive, represented the applicant. She introduced the members of the development team and background information on the applicant's practice. She said that the applicant intends to relocate their Orlando location to Winter Park. Mrs. Wilson noted that a community meeting was held on June 9 in an effort to address as many neighborhood concerns as possible prior to the public hearing. She agreed with staff recommendations concerning comprehensive plan amendment and rezoning; however requested that tonight they be granted a final conditional use. She expressed that they have submitted all of the necessary information to staff for final conditional use approval. She noted that the timing of the closing is sensitive and does not allow for the applicant to go thru an additional approval step. She used a power point to present the details of the site plan. She discussed parking requirements and the contents of the traffic report. Mrs. Wilson responded to Board member questions and concerns.

Wendy Anderson, Attorney representing St. John's Lutheran Church, stated that the church's Board whole-heartedly supports the project and would like to see this project moves forward. She further explained the Church parking situation, the options to increase parking and the ability to move to two services.

Sara Brady, 929 Garden Drive, explained that she lives in the Mead Garden neighborhood. She said that the neighbors are not opposed to redevelopment but support smart and compatible redevelopment. She expressed concern that no one from the church has ever reached out to the residential community in a neighborly fashion and discussed the state of the two residential properties owned by the Church. She stated that the neighborhood is opposed to the demolition of houses for more Church parking and feels that the Church has been unresponsive to the concerns of the neighborhood.

Woody Woodall, 328 North Park Avenue, stated that he opposes the change in zoning and comprehensive plan amendment.

Richard Kessler, explained that he is church member. He stated that the Church has worked closely with the team to bring it to this point. He said that the sale of this property will allow the church to pay off the mortgage and hire the pastor that the church needs. He added his concerns that this is a time sensitive situation.

Kim Ruffier, 3039 Middlesex Road, expressed concern with transparency thru the process and supported the statements made by other neighbors.

Marilyn Money, stated that she is a past resident of the neighborhood and a long-time church member, spoke in favor of the request.

Genean Newman, 941 Camelia Avenue, agreed with the comments made by Ms. Ruffier concerning process.

Ms. Anderson, responded to concerns raised with regard to the Counseling Center, youth house and parsonage. She explained that there are 13 spaces at the counseling center site and 7 spaces at the youth and parsonage house. She said that the youth house is no longer in use and the church is in the process of evicting the tenant in the parsonage house.

Mrs. Wilson clarified that the applicant is not requesting any variances. She noted that although the property is zoned R-1A residential could not be developed on the site due to the current flu designation of institutional. With regard to landscaping on 17/92, she noted that the landscaping and sidewalks for this project will be similar to that of the Womens' Center as this is the same developer. Mrs. Wilson also asked that the Conditional Use be a "final" approval versus a "preliminary" approval. Mrs. Wilson responded to Board member questions and concerns.

No one else wished to speak concerning this issue. Public Hearing closed.

Chairman Johnston asked Mr. Briggs if this could be a “final” CU approval per the applicant’s request. Mr. Briggs responded that we do not yet have a landscape plan, storm water plan or lighting plan but if P&Z did not feel it necessary to review those then the action could delegate that authority to the staff. Mr. Gottfried expressed that he was fine with that scenario but asked that staff look at ways to make the project more pedestrian friendly on the Orlando Avenue frontage.

Mr. Weldon discussed with the Board the option for O-2 zoning and a height exception versus O-1 zoning since it would permit redevelopment many years from now for a 4 story building. He suggested that it would be a good idea not to create entitlements for future redevelopment. The Board discussed this matter and the consensus of the Board members was to allow the O-1 as requested by the applicant to delegate to staff the approval of the final plans for the conditional use. They had no objections to granting the final approval for the conditional use.

The Board members then individually expressed their appreciation to the neighborhood for their participation in this process and that the eventual outcome appeared to be much better for all involved.

**Motion made by Mr. Sacha, seconded by Mr. Gottfried to approve the ordinance amending Chapter 58 “Land Development Code” Article I, “Comprehensive Plan” so as to change the Future Land Use designation of Institutional to Office and Professional Future Land Use on the property at 1500 S. Orlando Avenue.**

**Motion carried unanimously with a 5-0 vote.**

**Motion made by Mr. Sacha, seconded by Mr. Gottfried to approve the ordinance amending Chapter 58 “Land Development Code” Article III, “Zoning” and the official zoning map so as to change the zoning of Single Family (R-1A) district to Office (O-1) district on the property at 1500 S. Orlando Avenue.**

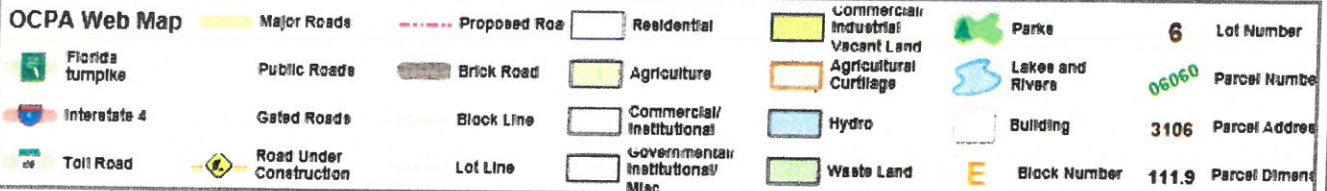
**Motion carried unanimously with a 5-0 vote.**

**Motion made by Mr. Sacha, seconded by Mr. Gottfried to APPROVE the “Final” Conditional Use request to redevelop the St. John’s Lutheran Church parking lot at 1500 S. Orlando Avenue with a two story, 15,000 square foot medical office building, subject to the staff conditions as follows:**

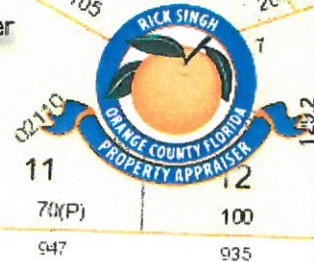
- 1. That the civil site plan complies with a 25 foot setback from the oak trees in the northern portion of the site before grading/digging begins for the storm water retention area. The applicant may maximize retention with a vertical wall (to increase retention capacity) on the sides away from the trees, but may not utilize more than a 6:1 side slope for the retention area on the eastern side, near the trees due to the impacts on the root systems and survivability of those trees.**
- 2. That the proposed sidewalk adjacent to those live oak trees be removed due to the construction impacts of digging the sidewalk so close to those trees and tree root systems.**

**Motion carried unanimously with a 5-0 vote.**

# OCA Web Map



Courtesy Rick Singh, CEA, Orange County Property Appraiser



Daily Traffic  
36,000

17

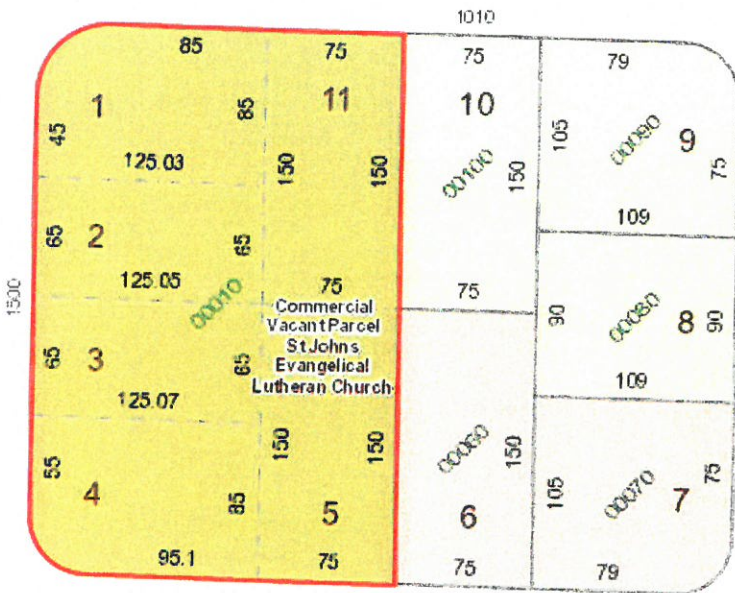
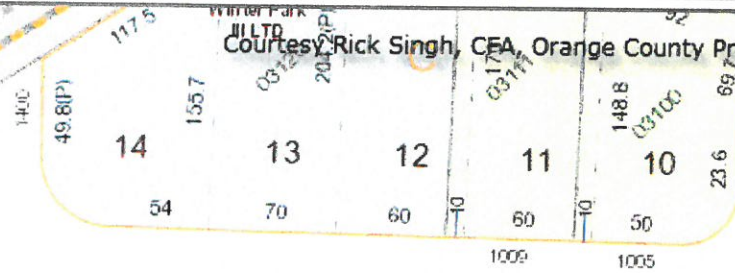
US HWY 17-92

MINNELLIS AVE

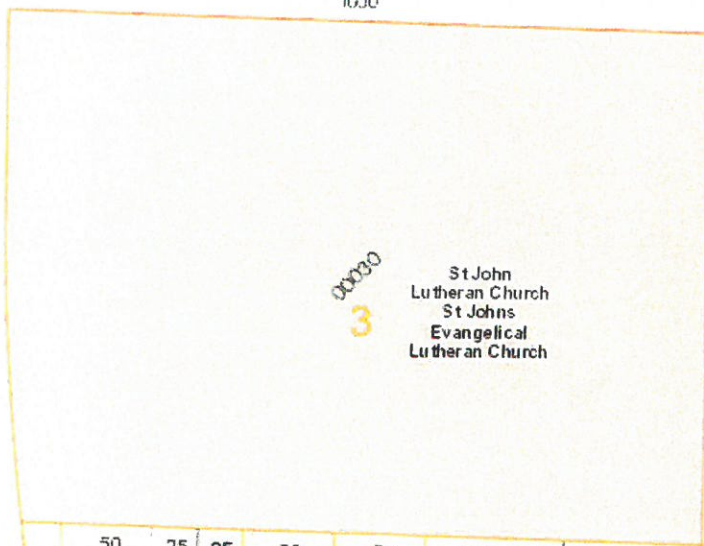
Daily Traffic  
36,000

17

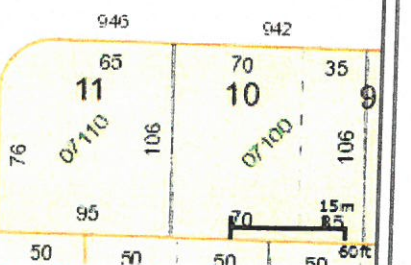
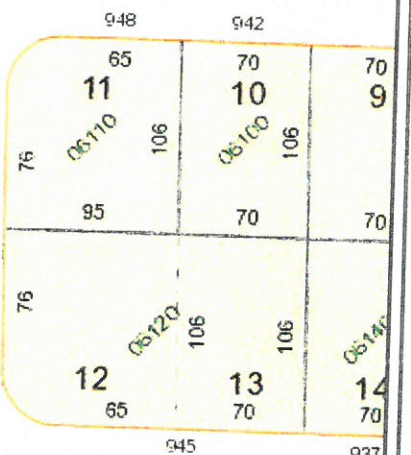
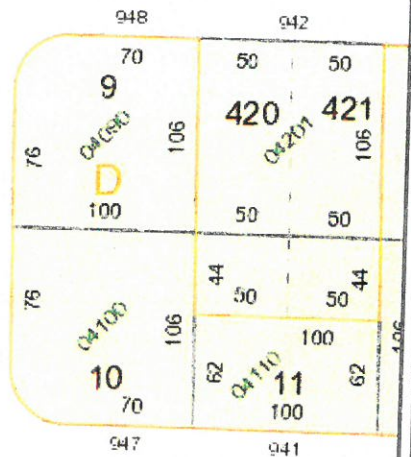
US HWY 17-92



CAMELLIA AVE



ORCHID AVE



Created: 8/28/2013

This map is for reference only and is not a survey.



# OCA Web Map

	Major Road		Proposed Road		Residential		Commercial/Industrial/Vacant Land		Parks	<b>6</b>	Lot Number
	Florida Turnpike		Public Road		Agriculture		Agricultural Curtilage		Lakes and Rivers	<b>06060</b>	Parcel Number
	Interstate 4		Gated Road		Block Line		Hydro		Building	<b>3106</b>	Parcel Address
	Toll Road		Road Under Construction		Lot Line		Waste Land	<b>E</b>	Block Number	<b>111.9</b>	Parcel Dimension
					Governmental/Institutional/Misc						

Courtesy Rick Singh, CFA, Orange County Property Appraiser



Created: 8/28/2013

This map is for reference only and is not a survey.





# CRM

CENTER FOR  
REPRODUCTIVE  
MEDICINE

Dear Neighbors,

The Center for Reproductive Medicine (CRM) has been successfully treating infertility patients in Orlando and Central Florida for the past 30 years. Founded in 1985, CRM was the first In Vitro Fertilization (IVF) program in the State of Florida and since that time has celebrated the births of thousands of IVF babies. The team at our center has more than 150 years of collective experience in Reproductive Endocrinology and Infertility.

CRM works with each patient to create a customized treatment plan based on the patient's needs. This approach requires physicians to spend sufficient time with each patient resulting in a much lower patient load as compared to other medical practices. A CRM physician will see approximately 12-15 patients per day with additional patients visiting for monitoring appointments and minor, in-office surgical procedures. Therefore with a total of 3 physicians, CRM's Winter Park location can expect an average of 80 patient visits per day between the hours of 7:00 a.m. and 4:00 p.m.

Our typical patients are healthy women, between 23 and 45 years of age. During their treatment cycle, which can last a few months, patients will visit the office between 5 and 10 times in a 30 day period. Most of these visits are for monitoring lab work and ultrasounds, which usually last approximately 15-30 minutes each. Most patients undergoing IVF will have 2 minor, outpatient procedures, a retrieval and transfer that will last approximately 2 hours. All patient visits are non-emergency and do not require the use of an ambulance. All procedures performed in our office have the distinct purpose of providing our patients with every conceivable chance for success.

It is with great expectations that we relocate our practice, and we look forward to continuing our mission of fulfilling the dreams of families in Winter Park.

Respectfully,

Randall A. Loy, M.D.  
Medical Director



## The Leading Edge of Infertility


*U.S. News and World Report lists CRM one of Top U.S. Reproductive Centers*

The Center for Reproductive Medicine (CRM) has been providing patients with individualized fertility treatment options in Orlando and Central Florida since 1985. CRM is known for providing compassionate patient care, customized treatment plans, and

affordable pricing options to give patients every possible chance of success to conceive. CRM's six reproductive endocrinologists and fertility specialists are nationally recognized as leaders in the field of reproductive medicine.

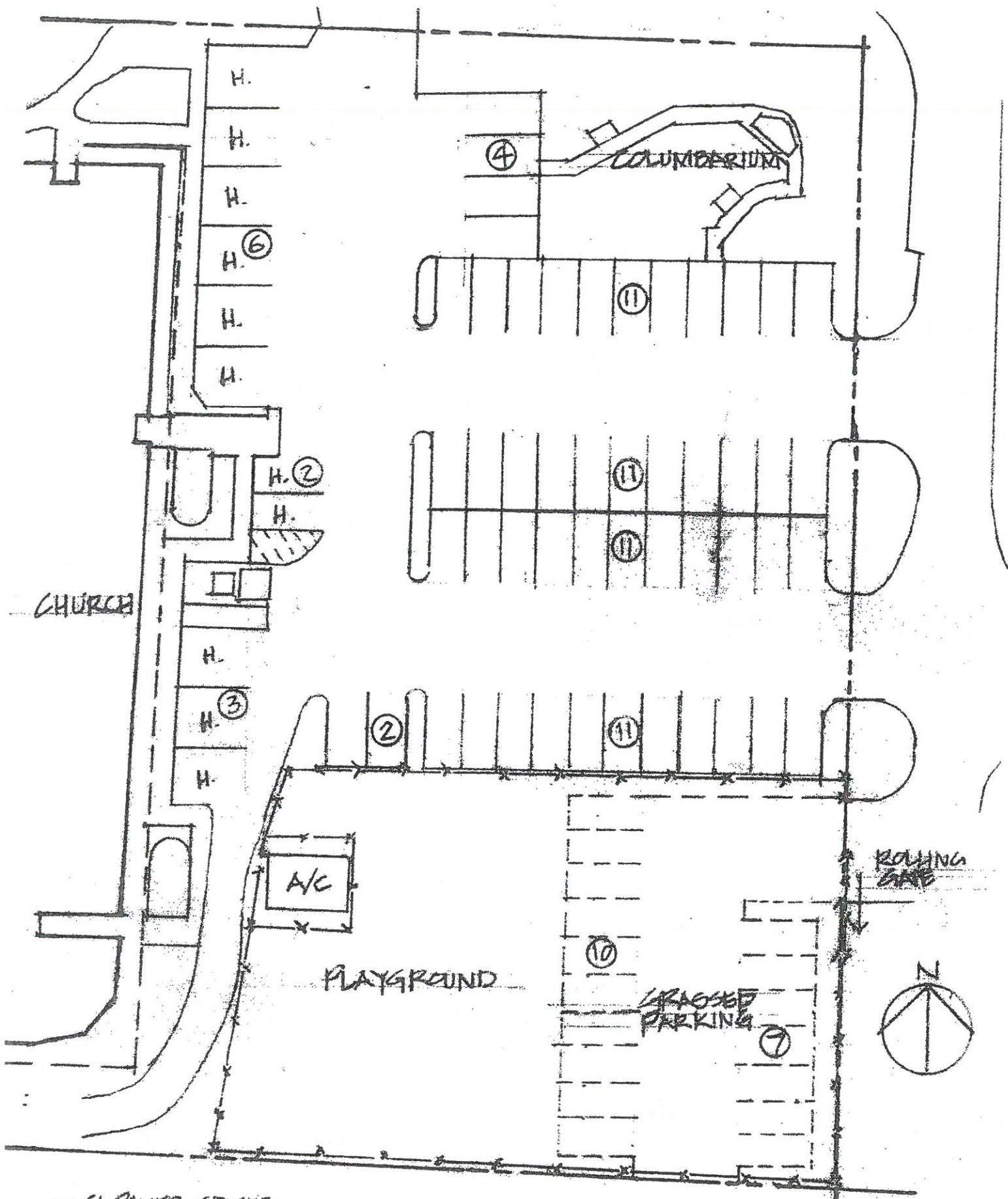
Whether helping to conceive Central Florida's first IVF baby or performing robotic and minimally invasive reproductive surgeries, CRM has always been on the leading edge of infertility

treatment technology. Additionally, CRM is part of an elite category of infertility clinics that are equipped with on-site embryology, laboratory, and surgical facilities, providing patients with the highest quality of fertility care and convenience. CRM physicians are also consistently recognized as Orlando Top Doctors and Best Doctors as well as named to the U.S. News and World Report list of Top U.S. Reproductive Endocrinologists.

If you are in need of the most sophisticated IVF technology available or less complex fertility therapies to help you conceive, CRM's dedicated physicians and staff offer a full range of diagnostic and treatment services for both men and women. From ovulation induction, to the most advanced reproductive technologies such as in-vitro fertilization (IVF) or third-party reproduction to fertility preservation, CRM will work together with you to provide a customized treatment plan based on your physical, emotional, and financial needs. CRM is also a founding partner in My Egg Bank and has a very successful egg donor program. Please contact us today to schedule an initial appointment at one of our offices in Orlando, Celebration, or Lake Mary. 

Gary W. DeVane, M.D.  
Randall A. Loy, M.D.  
Sharon B. Jaffe, M.D.  
Sejal Dharja Patel, M.D.  
Frank C. Riggall, M.D.  
Celso P. Silva, M.D.





61 PAVED SPACES  
 17 GRASSED SPACES  
 78 TOTAL SPACES

525 seats

ST JOHN  
 LUTHERAN CHURCH  
 PROPOSED EAST PARKING  
 1"=30'

6/1/14



## LUTHERAN COUNSELING SERVICES

A Service Center for the American Association of Pastoral Counselors

---

R. Richard Armstrong, D.Min. LMFT  
Executive Director

November 5, 2014

Dear St. John's Leadership,

Yes, we approve the requested use of LCS parking. LCS parking is gladly available to St. John's Church on Christmas Eve and Sunday mornings.

LCS Leadership reserves the right to adjust, revoke or amend this approval with proper notification and discussion with St. John Leadership.

Sincerely,

Rev. Dr. Richard Armstrong, LMFT  
Executive Director  
Lutheran Counseling Services

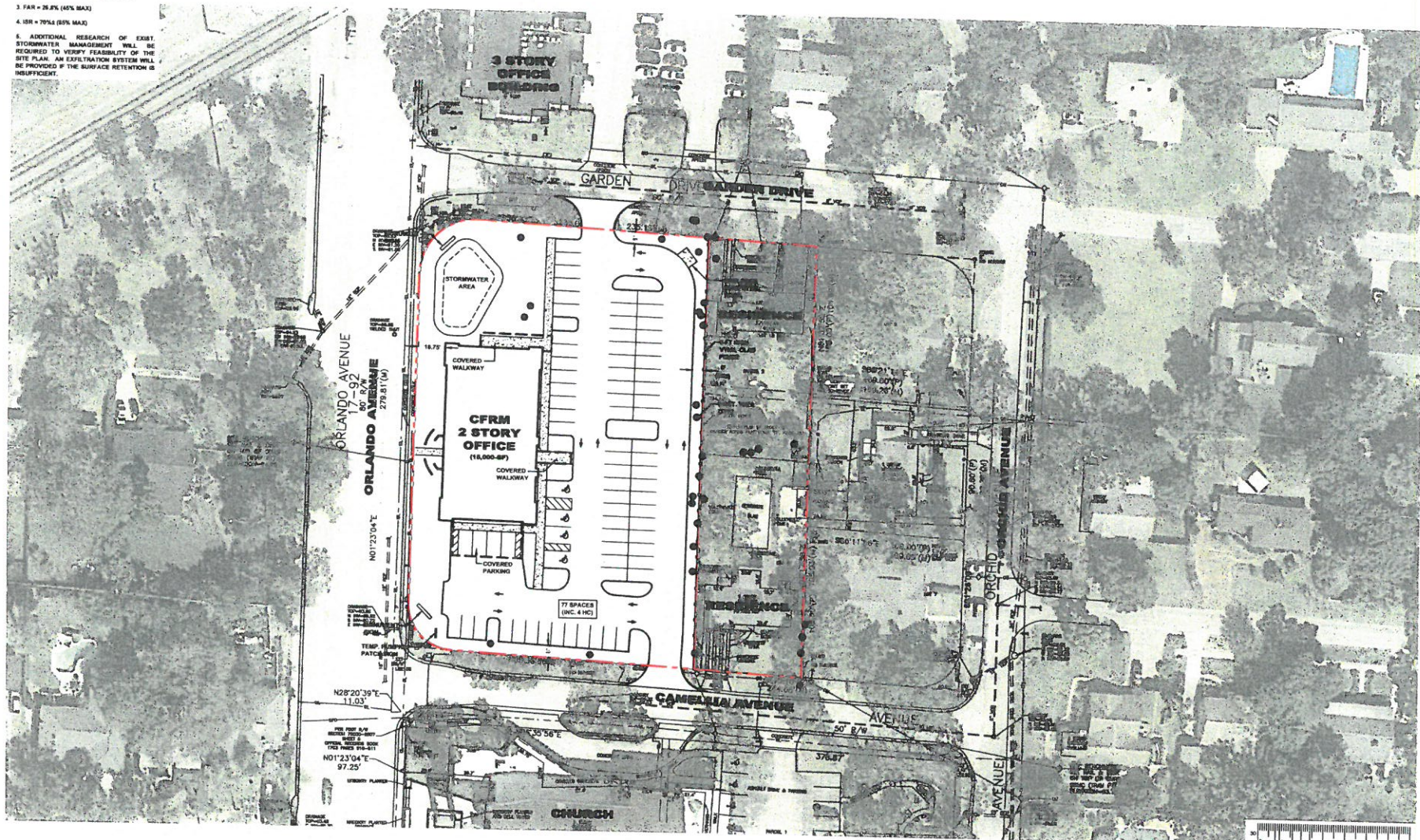






GENERAL NOTES

1. TOTAL AREA = 1.362AC
2. PARKING PROVIDED = 77 SPACES
3. INC. 4 HANDICAPPED ACCESSIBLE
4. FAR = 28.2% (40% MAX)
5. ISR = 79% (85% MAX)
6. ADDITIONAL RESEARCH OF EXIST. STORMWATER MANAGEMENT WILL BE REQUIRED TO VERIFY FEASIBILITY OF THE SITE PLAN. AN EXFILTRATION SYSTEM WILL BE PROVIDED IF THE SURFACE RETENTION IS INSUFFICIENT.



DATE	REVISION	DATE	REVISION

**FRED M. HUMPHREY & ASSOCIATES, INC.**  
 800 S. ORLANDO AVENUE, SUITE C, WINTER PARK, FLORIDA 32789 • OFFICE: (407) 281-3200 • FAX: (407) 281-3202

ARCHITECTS  
 200-091405

SHEET TITLE

CONCEPTUAL  
 SITE PLAN

PROJECT TITLE

**THE BABY PROJECT**  
 1500 S. ORLANDO AVE., WINTER PARK

SHEET NUMBER

**1541**

DATE

DESIGNED  
 6-2-15

DRAWN  
 KSH

CHECKED

SHEET NO.

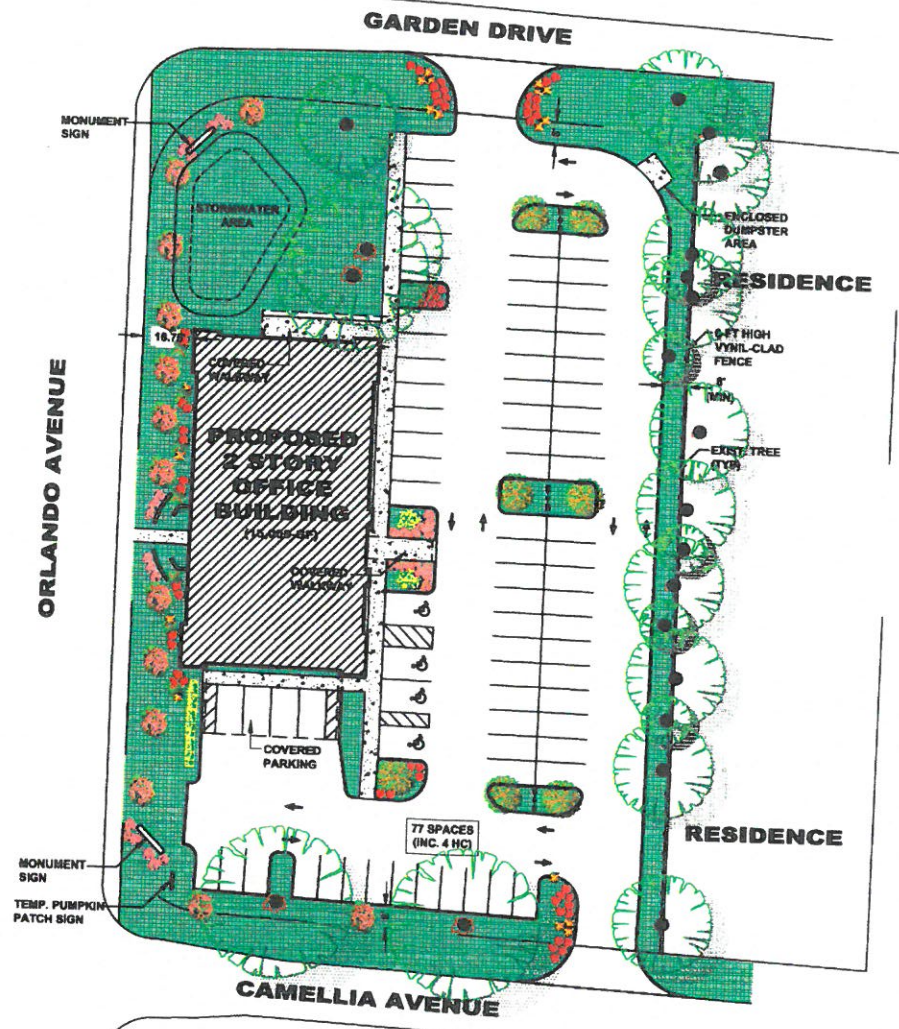
**C-2**

**me i civil**





954 Lake Baldwin Lane, Suite 200  
 Orlando, FL 32814 CA 00006505  
 P: 407.893.6894 | F: 407.893.6851  
 Web Site: meicivil.com







**PLANT LEGEND:** NOTE: FINAL LANDSCAPE & IRRIGATION DESIGN TO COMPLY WITH CITY OF WINTER PARK MUNICIPAL LANDSCAPE CODE

-  EXISTING TREE
-  LOW FLOWERING PLANTS & FERNS
-  MID-SIZE TREE
-  EXTERIOR SITE LIGHTING ON 16' HIGH POLE

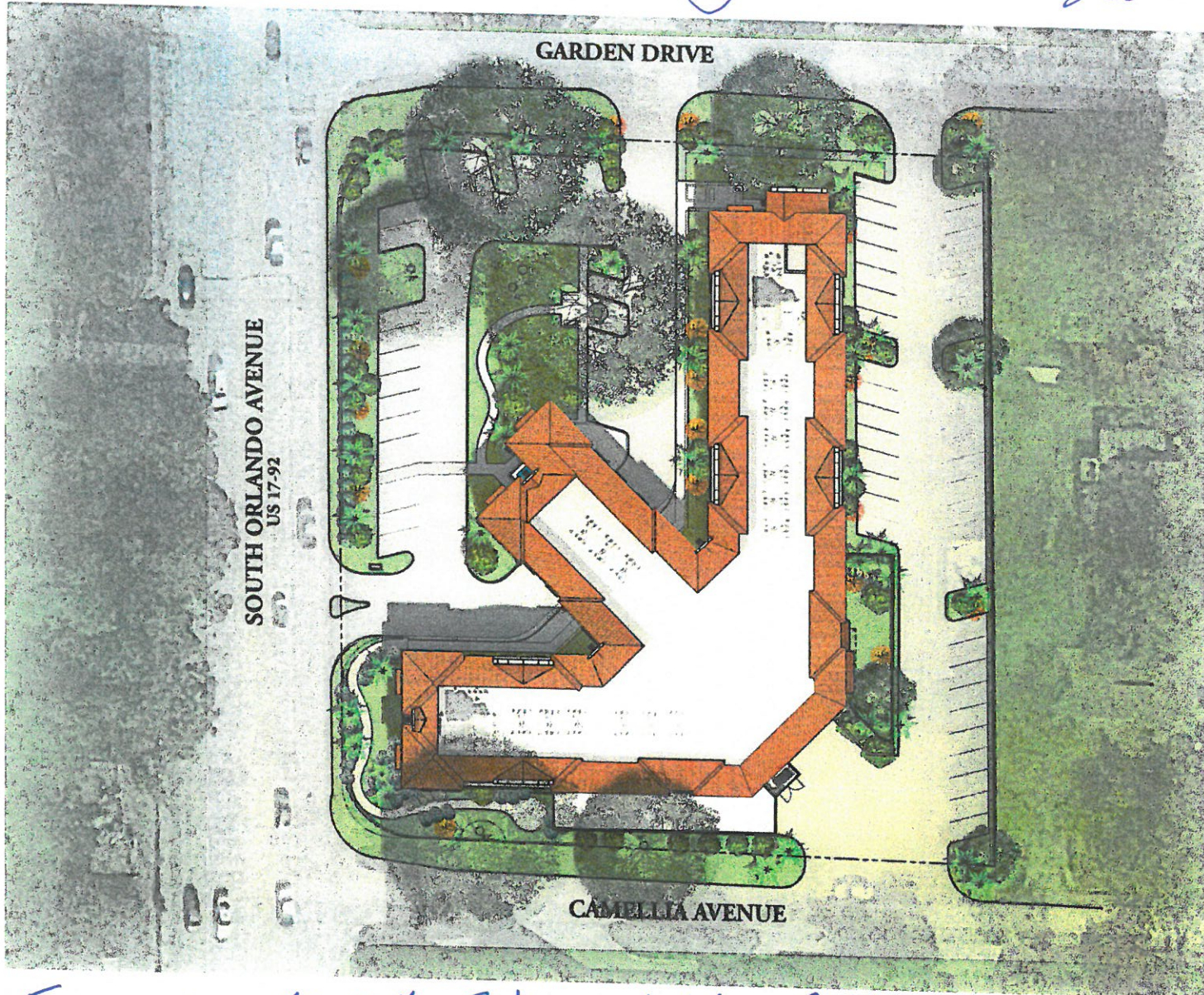


**CONCEPTUAL LANDSCAPE PLAN**  
SCALE: 1" = 20'-0"

DATE	DESIGN	DATE	DESIGN
<b>FRED M. HUMPHREY &amp; ASSOCIATES, INC.</b> 800 S. ORLANDO AVENUE, SUITE C, WINTER PARK, FLORIDA 32789 • OFFICE (407) 291-5228 • FAX (407) 291-5232			
CONCEPTUAL LANDSCAPE PLAN		PROJECT NAME	THE BABY PROJECT
		PROJECT ADDRESS	1500 S. ORLANDO AVE, WINTER PARK
		SHEET NO.	1541
		DATE	



# Sentio - Assisted Living Site Plan - Dec. 2014



For comparison, this is the Sentio assisted living facility site plan presented to P&Z in Dec. 2014. Three stories, 73,000 sq.ft. It was to be on 1500 S. Orlando and 1010 Garden Drive/1021 Camellia Ave.

**Chancey**  
Design Partnership  
Architecture + Planning + Interior Design

**Tampa**  
1801 W. Hillsborough Ave., Suite 100, FL 33603  
Tel: 813.281.1111 Fax: 813.281.1112

**Seagrave**  
2701 N. Dale Mabry Hwy., Suite 100, FL 33603  
Tel: 813.281.1111 Fax: 813.281.1112

**Local Office**  
1001 E. 1st St., Suite 100, FL 33602  
Tel: 813.281.1111 Fax: 813.281.1112

**SENTIO WINTER PARK  
ASSISTED LIVING**  
1500 SOUTH ORLANDO AVENUE  
WINTER PARK, FLORIDA


MARK	DATE	DESCRIPTION
	August 28, 2014	DATE ISSUED
	14470	PROJECT NO.
	XX	
	XX	

© CHANCEY DESIGN PARTNERSHIP		
1500 SOUTH ORLANDO AVENUE, WINTER PARK, FLORIDA 32789		
SHEET TITLE		
SITE PLAN		
A-001		

NOT FOR CONSTRUCTION  
DATE PRINTED: August 28, 2014





## Trip Generation Analysis & Traffic Impact Assessment Center for Reproductive Medicine

This analysis was undertaken in support of a request to rezone, with a conditional use, an approximately two-acre property in Winter Park, Florida. This property is located on the east side of US 17-92 between Garden Drive and Camellia Avenue. **Figure 1** depicts this location.

Under the existing zoning, the property can be developed as single family residential with 9 dwelling units. The rezoning of the property with conditional use will allow the proposed development of a two-story 15,000 square foot Center for Reproductive Medicine, a medical office building.

### Trip Generation

The trip generation of the land uses under the proposed zoning as well as the existing was calculated with the use of trip generation rates from the 9<sup>th</sup> Edition of the *Institute of Transportation Engineers (ITE) Trip Generation Manual*. The calculation summarized in **Table 1**. The ITE trip generation sheets are attached.

**Table 1  
Trip Generation Summary**

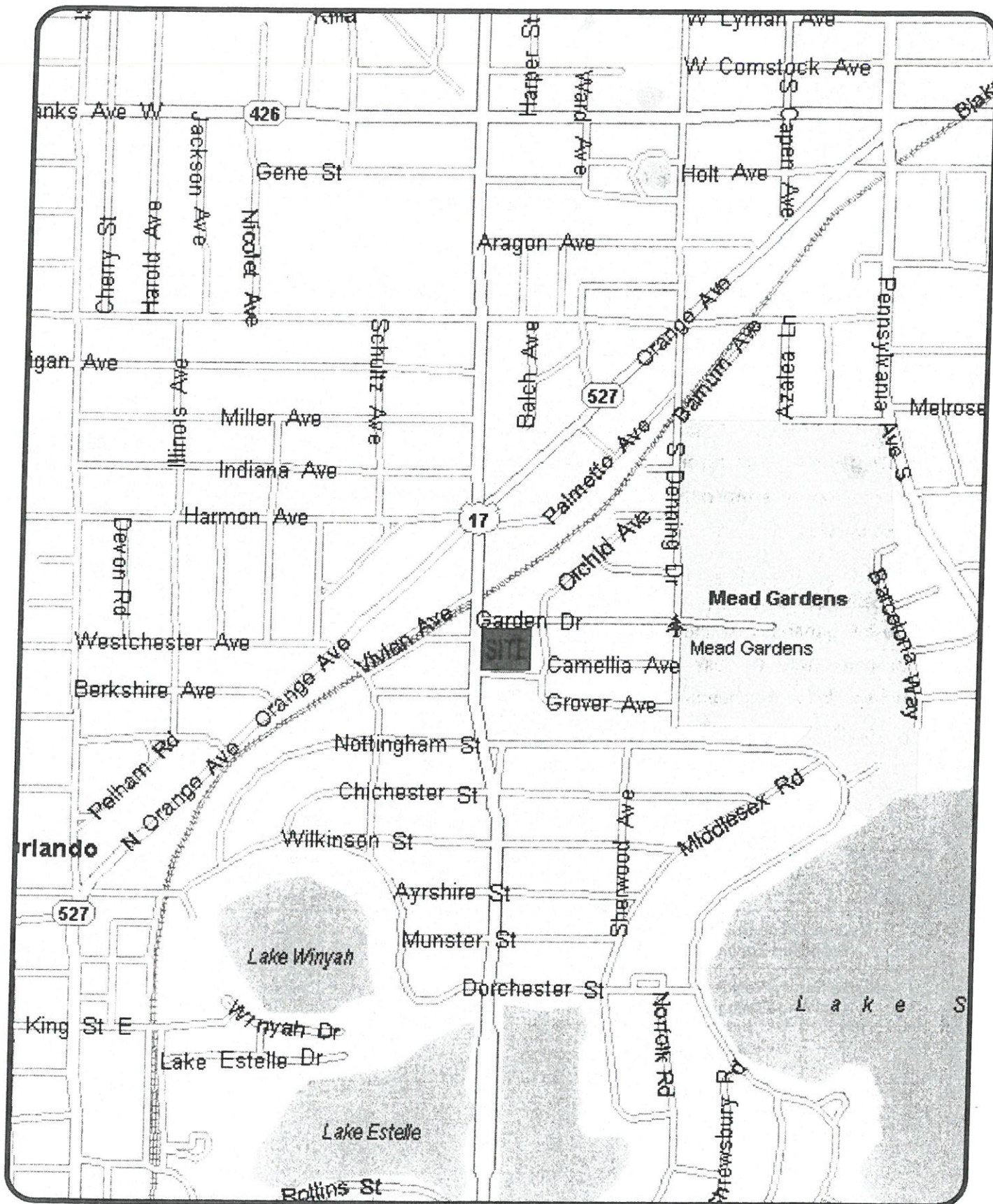
Land Use	ITE Code	Quantity*	Daily Trips		P.M. Peak Hour Generation			
			Rate	Trips	Rate**	Enter	Exit	Total
Medical Office Building (Proposed Zoning)	720	15 KSF	26.53	398	3.53/E	15	38	53
Single Family Residential (Existing Zoning)	210	9 DUs	12.79	115	1.33/E	8	4	12
Trip Increase Due to Rezoning			--	283	--	7	34	41

\* KSF = Thousand Square Feet

DU = Dwelling Units

\*\* Based Upon ITE Equations

TPD № 4653  
June 1, 2015



Center for Reproductive Medicine  
Project № 4653

Figure 1

Site Location





As shown in the table, the proposed zoning will increase the property's trip generation by 283 daily trips and 41 P.M. peak hour trips. These trips will utilize US 17-92 from the north and south in gaining access to the development site. **Figure 2** is a conceptual first floor plan showing the site's access configuration.

#### Impact on 17-92

US 17-92 is a four-lane divided arterial facility with a daily traffic volume of 25,500 vehicles and a posted speed limit of 35 mph. Its adopted LOS E daily capacity is 33,800 vehicles. With an anticipated 60/40 trip distribution on US 17-92, the additional trips to be added to this arterial facility will be a maximum of 170 daily trips and 25 P.M. peak hour trips. These trips will have a negligible impact on US 17-92 and the area roadways.

#### Impact on Residential Streets to the East

The proposed development is such a small trip generator that, for all practical purposes, all of its trips during the peak hour will come from US 17-92. However, a small portion of the generated trips (up to 15% on the high side) may be generated from the neighborhood to the east. This would represent a negligible 8 trips during the P.M. peak hour arriving and departing.

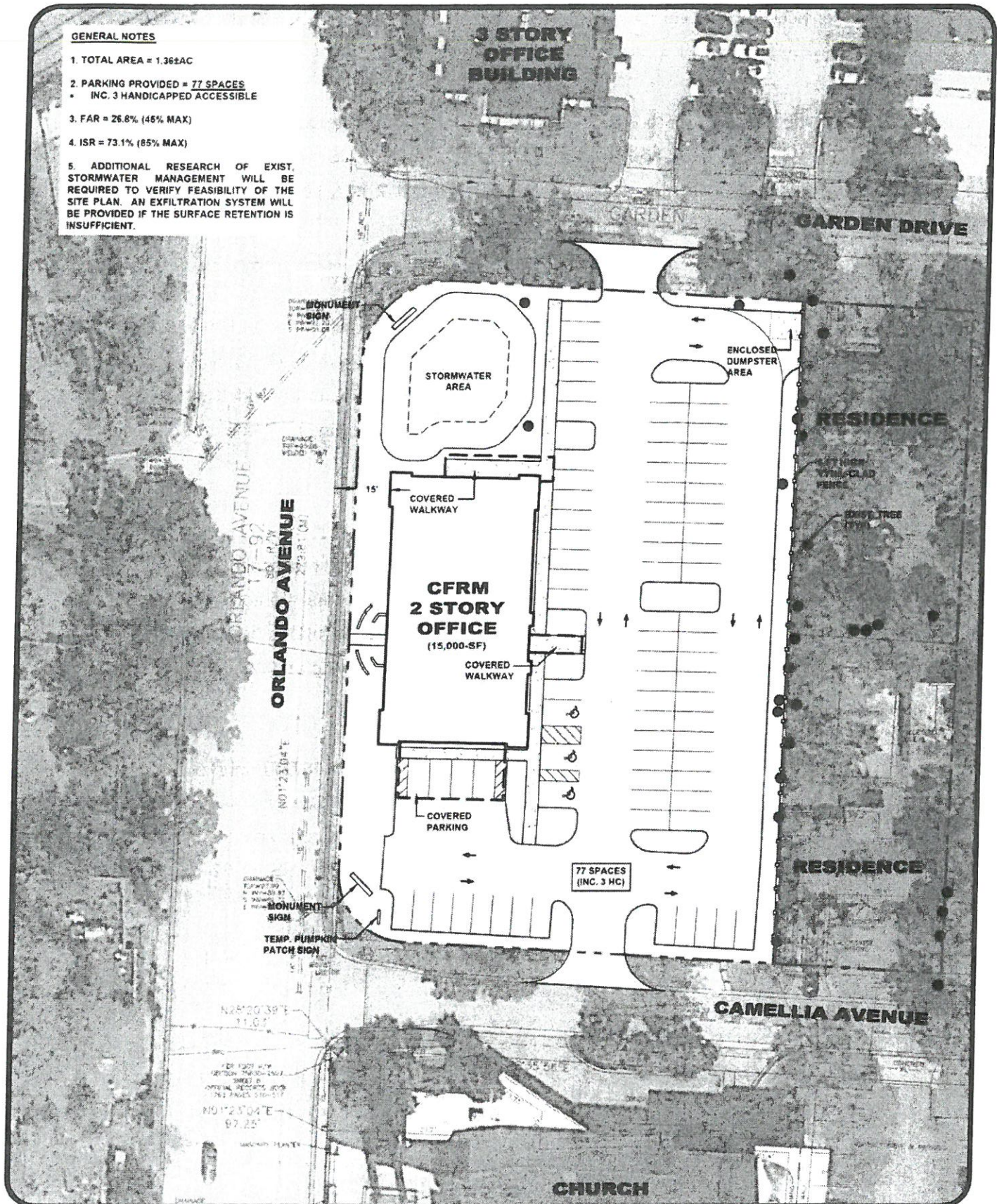
#### Conclusions

The proposed rezoning which would allow the development of a 15,000 square foot medical office building will increase the site's trip generation by 283 daily trips and 41 P.M. peak hour trips. The impact of these trips on the adjacent US 17-92 segment and the neighborhood streets to the east will be minimal, if not negligible. Furthermore, US 17-92 has additional excess capacity to accommodate the project trips.



#### GENERAL NOTES

1. TOTAL AREA = 1.36±AC
2. PARKING PROVIDED = 77 SPACES  
• INC. 3 HANDICAPPED ACCESSIBLE
3. FAR = 26.8% (45% MAX)
4. ISR = 73.1% (85% MAX)
5. ADDITIONAL RESEARCH OF EXIST. STORMWATER MANAGEMENT WILL BE REQUIRED TO VERIFY FEASIBILITY OF THE SITE PLAN. AN EXFILTRATION SYSTEM WILL BE PROVIDED IF THE SURFACE RETENTION IS INSUFFICIENT.



Center for Reproductive Medicine  
Project No 4653

Figure 2

### First Floor Conceptual Plan & Access Configuration





## **Attachments**

# Medical-Dental Office Building (720)

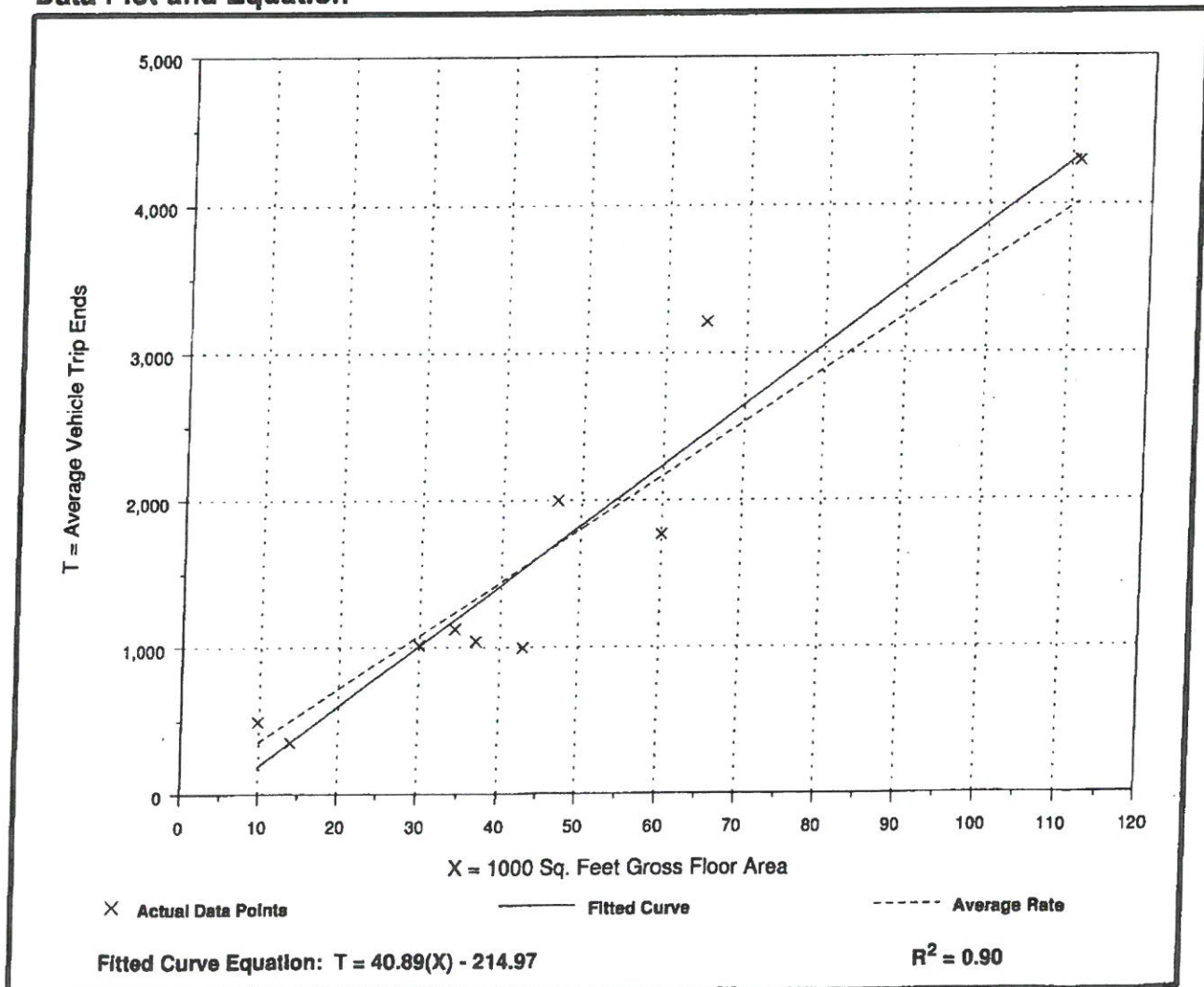
Average Vehicle Trip Ends vs: 1000 Sq. Feet Gross Floor Area  
On a: Weekday

Number of Studies: 10  
Average 1000 Sq. Feet GFA: 45  
Directional Distribution: 50% entering, 50% exiting

## Trip Generation per 1000 Sq. Feet Gross Floor Area

Average Rate	Range of Rates	Standard Deviation
36.13	23.16 - 50.51	10.18

## Data Plot and Equation



# Medical-Dental Office Building (720)

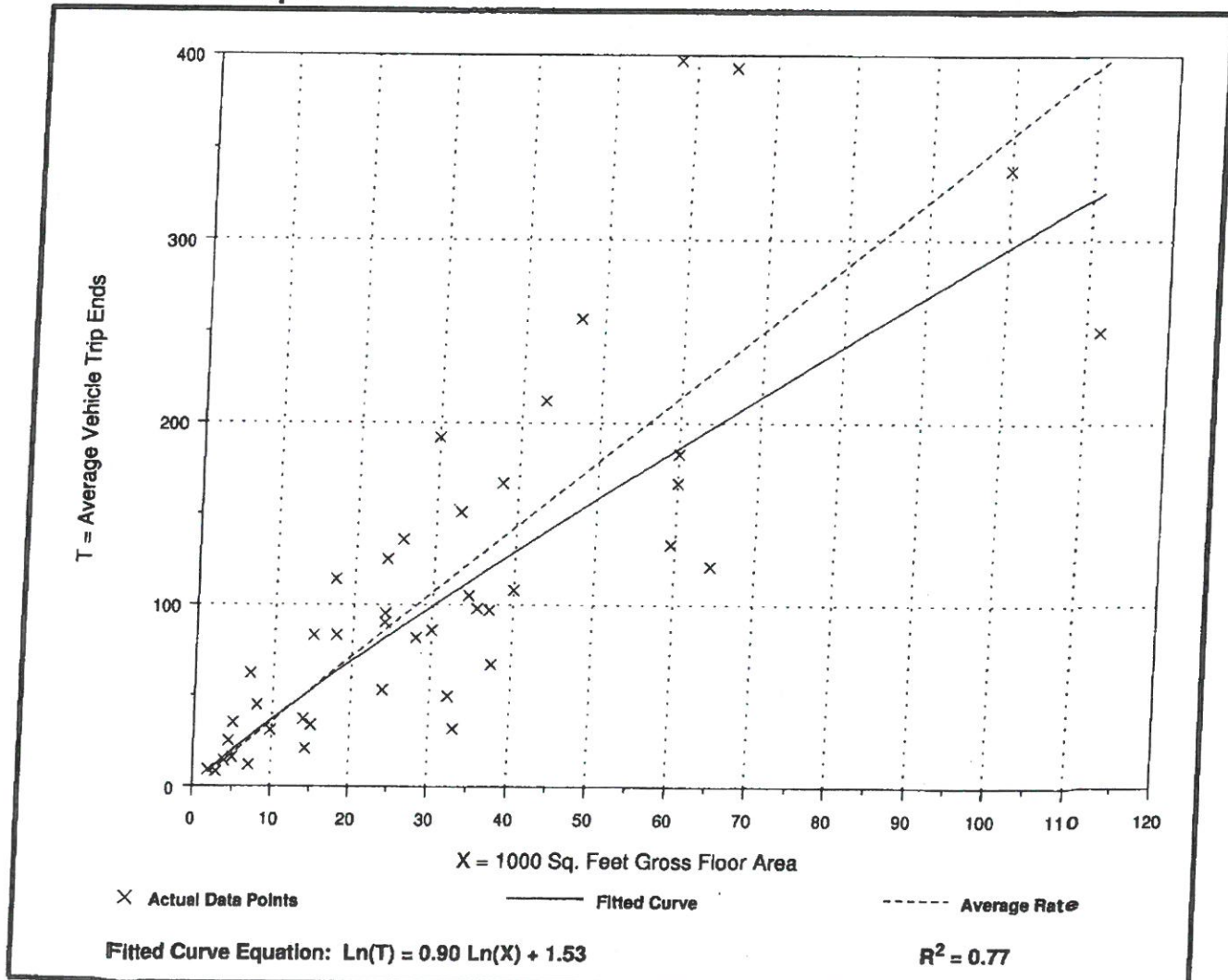
**Average Vehicle Trip Ends vs: 1000 Sq. Feet Gross Floor Area**  
**On a: Weekday,**  
**Peak Hour of Adjacent Street Traffic,**  
**One Hour Between 4 and 6 p.m.**

Number of Studies: 43  
 Average 1000 Sq. Feet GFA: 31  
 Directional Distribution: 28% entering, 72% exiting

## Trip Generation per 1000 Sq. Feet Gross Floor Area

Average Rate	Range of Rates	Standard Deviation
3.57	0.97 - 8.86	2.47

## Data Plot and Equation



# Single-Family Detached Housing (210)

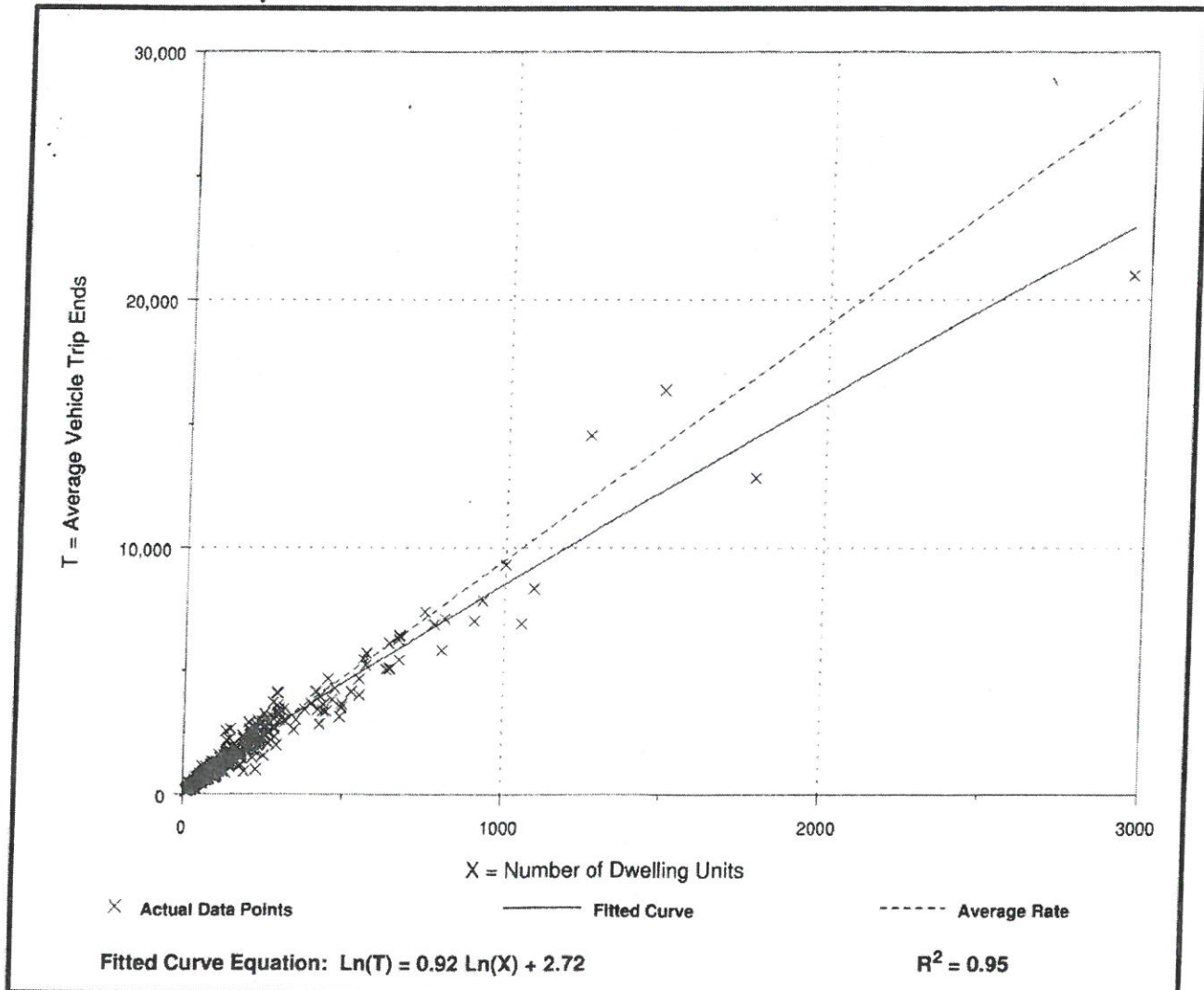
## Average Vehicle Trip Ends vs: Dwelling Units On a: Weekday

Number of Studies: 355  
Avg. Number of Dwelling Units: 198  
Directional Distribution: 50% entering, 50% exiting

### Trip Generation per Dwelling Unit

Average Rate	Range of Rates	Standard Deviation
9.52	4.31 - 21.85	3.70

### Data Plot and Equation





# Single-Family Detached Housing (210)

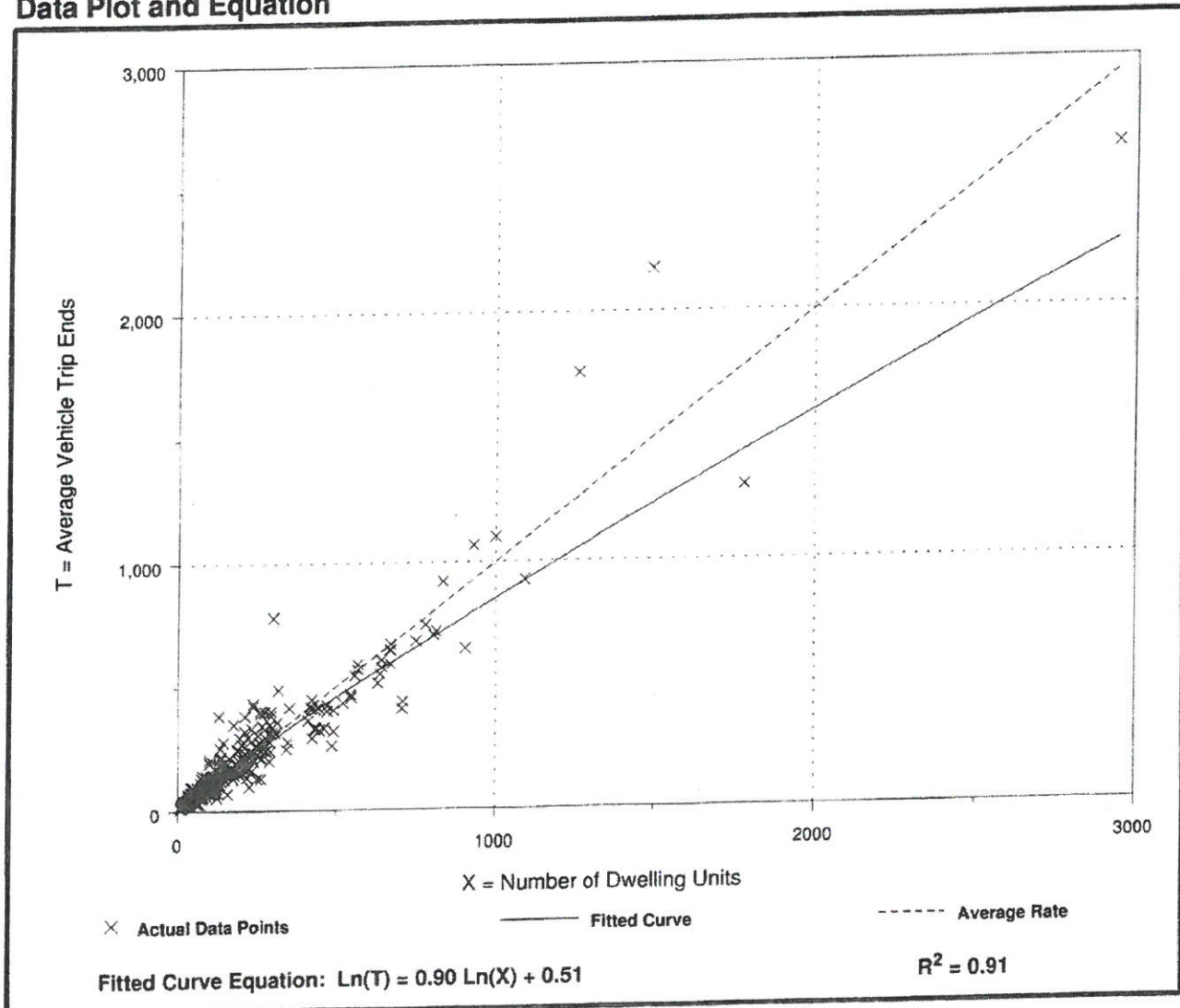
**Average Vehicle Trip Ends vs: Dwelling Units**  
**On a: Weekday,**  
**Peak Hour of Adjacent Street Traffic,**  
**One Hour Between 4 and 6 p.m.**

Number of Studies: 321  
 Avg. Number of Dwelling Units: 207  
 Directional Distribution: 63% entering, 37% exiting

## Trip Generation per Dwelling Unit

Average Rate	Range of Rates	Standard Deviation
1.00	0.42 - 2.98	1.05

## Data Plot and Equation

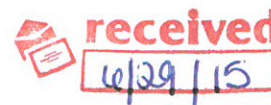


**ARTHUR R. MILLER, III**

929 Camellia Avenue

Winter Park, Florida 32789

Home: (407) 644-7689 – E-mail: [art@armengr.com](mailto:art@armengr.com)



(VIA HAND DELIVERY & E-MAIL)

**MEMORANDUM**

**TO:** MS. DORI STONE, DIRECTOR – PLANNING & COMMUNITY DEVELOPMENT  
MR. JEFF BRIGGS, MANAGER – PLANNING & COMMUNITY DEVELOPEMENT  
**FROM:** ART & MARYLEE MILLER  
**DATE:** JUNE 28, 2015  
**SUBJECT:** ZONING CHANGE REQUEST – 1500 S. ORLANDO AVE. – DR. RANDALL LOY

We live at 929 Camellia Avenue, about one half block east of the proposed re-zoning and conditional use request for 1500 S. Orlando Avenue. We attended the community meeting held on June 9<sup>th</sup> that was very informative and would like you to consider the following:

1. While we enjoy having a large vacant lot at this location, it's not realistic that this property on Orlando Avenue/17-92 remains residentially zoned. It's even shown on the Property Appraiser's website as "Commercial Vacant Parcel". The proposed plan, with a 2-story, 15,000 s.f. building, is less intense than the previous proposal and makes sense for this site. The City will benefit by collecting ad valorem taxes where the Church currently pays none.
2. Our main concern is what the Church will do for its Sunday parking; events such as food trucks, pumpkin patch, Christmas tree sales, and play area for the day care/school. Street parking on the substandard width streets (17' – 18') in our neighborhood is not an option!! At the community meeting we were told the proposed office building would dedicate a certain number (30 - 35?) of their paved parking spaces to the Church. Is this enough? What legal document ensures that these spaces will always be available? What if the church grows beyond its present congregation?

The attached pictures were taken on June 21<sup>st</sup> and represent, in our opinion, the number of cars parking on the vacant lot on any "normal" Sunday, excluding Christmas and Easter – 43 vehicles that day. The paved parking on the church property to the south was practically full, with 2 spaces empty.

3. Throughout this discussion, the only conditions that seem to be considered concern the Zoning Applicant, with no conditions imposed on the Church. Pursuant to the City's Zoning Code, churches are allowed in the R-1A zoning district by Conditional Use. St. Johns Lutheran Church may have been grandfathered-in due to its long-time existence in the community, but it seems this reduction in available parking would trigger a Conditional Use requirement that would spell out conditions that the Church would have to abide by. These could include a limit on the number of seats, providing additional parking on other church-owned parcels, and not allowing any on-street parking. If requiring the Church to concurrently apply for a Conditional Use is not something the City is willing to do, then possibly requiring a 3-party Developers Agreement between the City, Zoning Applicant and the Church is in order.
4. Our last concern is about site lighting. The City's Code appears to address this, but we want to make sure that "dark skies" lighting is provided and that any lights are shielded from the residential areas immediately to the east, north and south.

Thank you for your consideration of our comments. We plan on being at the July 7<sup>th</sup> Planning & Zoning Board meeting, but if we cannot attend, please have this memo placed into the record on our behalf.













06.21.2015





06.21.2015





06.21.2015



## Jeffrey Briggs

---

**From:** Jennifer Lyons <jen.w.lyons@gmail.com>  
**Sent:** Wednesday, June 10, 2015 11:30 AM  
**To:** Jeffrey Briggs  
**Subject:** St. John's Lutheran Church Property Re-zone

Jeff,

Thank you for attending our neighborhood meeting last night. I am not in favor of re-zoning the church property, but I want to mention a couple of concerns relative to the impact on the neighborhood if the project does move forward:

1. **Drainage:** Currently water backs up into the street in front of 942 Garden Drive. The backup sometimes extends all the way to the intersection of Garden and Orchid. The developer may need to upgrade the drainage system to accommodate additional flows from the new impervious area.
2. **Sidewalks:** There are two vocal neighbors who are against sidewalks, but the lack of sidewalks is a safety issue and I think that the developer should add sidewalks to rezone the property.
3. **Traffic:** The developer should configure the entrance and exit to direct traffic out to 17-92.

Thank you, Jennifer Lyons  
936 Garden Drive.

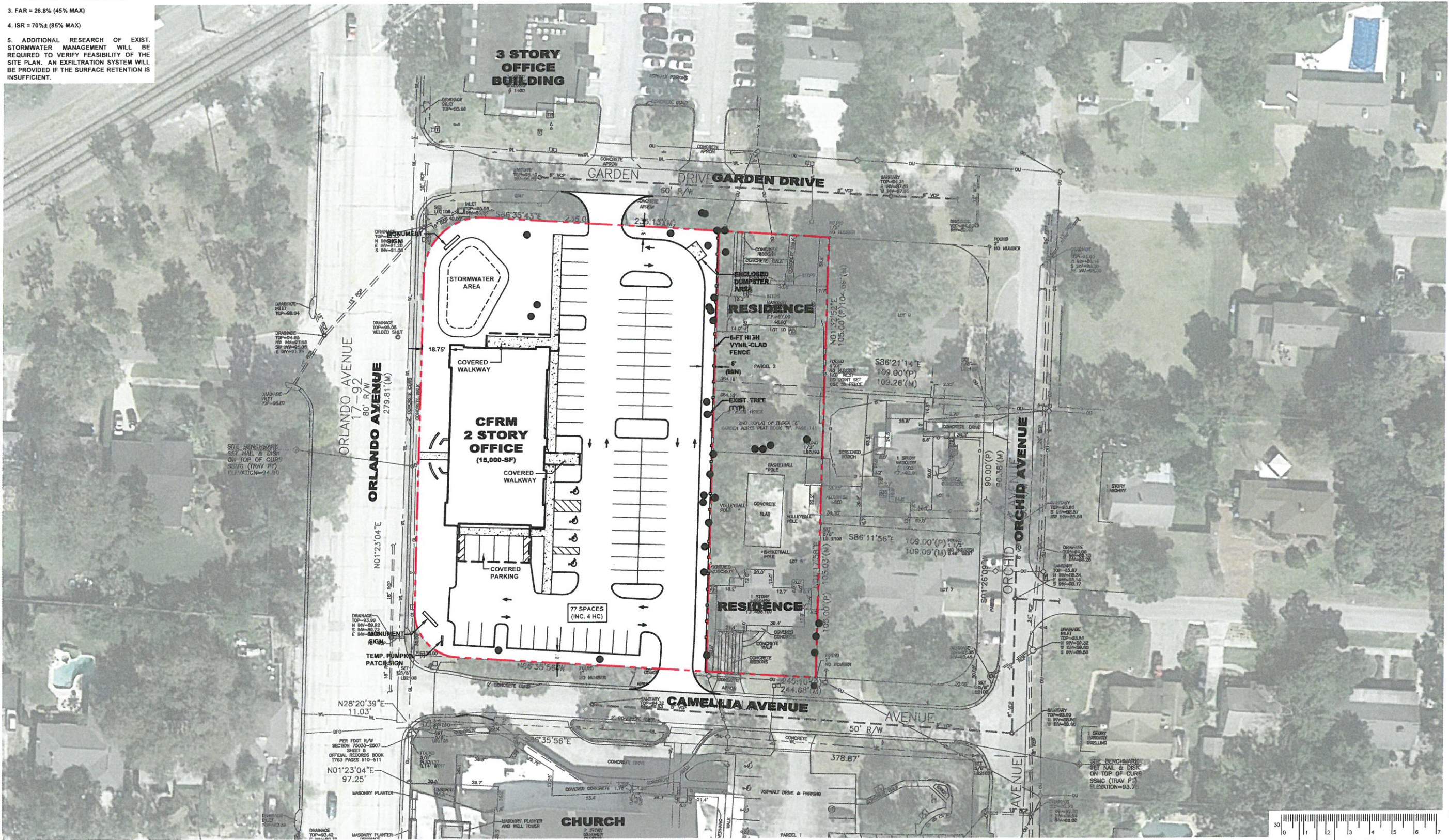






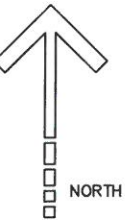
GENERAL NOTES

1. TOTAL AREA = 1.36±AC
2. PARKING PROVIDED = 77 SPACES  
• INC. 4 HANDICAPPED ACCESSIBLE
3. FAR = 26.8% (45% MAX)
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5. ADDITIONAL RESEARCH OF EXIST. STORMWATER MANAGEMENT WILL BE REQUIRED TO VERIFY FEASIBILITY OF THE SITE PLAN. AN EXFILTRATION SYSTEM WILL BE PROVIDED IF THE SURFACE RETENTION IS INSUFFICIENT.



me i civil

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Orlando, FL 32814 CA 00006505  
P: 407.893.6894 | F: 407.893.6851  
Web Site: meicivil.com



DATE	REVISION	DATE	REVISION

**FRED M. HUMPHREY & ASSOCIATES, INC.**  
809 S. ORLANDO AVENUE, SUITE C, WINTER PARK, FLORIDA 32789 • OFFICE: (407) 261-3200 • FAX: (407) 261-3202

AAC-201482  
ARCHITECTS

**CONCEPTUAL  
SITE PLAN**

**THE BABY PROJECT**  
1500 S. ORLANDO AVE., WINTER PARK

1541  
1541

ISSUED 6-2-15  
DRAWN KSH  
CHECKED  
SHEET NO. C-2





**CONCEPTUAL LANDSCAPE PLAN**  
SCALE 1" = 30'-0"

DATE	BY/CHK	DATE	BY/CHK

**FRED M. HUMPHREY & ASSOCIATES, INC.**  
800 S. ORLANDO AVENUE, SUITE C, WINTER PARK, FLORIDA 32789 • OFFICE: (407) 281-3200 • FAX: (407) 281-3202

**CONCEPTUAL LANDSCAPE PLAN**

**THE BABY PROJECT**  
1600 S. ORLANDO AVE, WINTER PARK

**1541**  
PLAT DATE

GROUP	6-30-B	SHEET NO.	L-1
DATE	J.S.		
DESIGNED			





# city commission public hearing

item type	Public Hearing	meeting date	July 27, 2015
prepared by	Jeff Briggs	approved by	<input checked="" type="checkbox"/> City Manager
department	Planning Department		<input checked="" type="checkbox"/> City Attorney
division			<input type="checkbox"/> N/A
board approval	Planning and Zoning Board	<input checked="" type="checkbox"/> yes <input type="checkbox"/> no <input type="checkbox"/> N/A	5-0 final vote

## Subject: Consideration of the Adoption of Parking Garage Design Guidelines.

This public hearing is to consider an Ordinance, requested by the City Commission, to add to the Zoning Code, new design guidelines for future parking garages within the City. Attached are the three relevant documents which include:

1. The Zoning Code ordinance to enable the adoption of the parking garage design guidelines, and
2. The Resolution by which the City Commission, pursuant to your recommendation, will adopt or amend the design guidelines, and
3. The actual Parking Garage Design Guidelines document.

Technically, the City Commission will need to wait until the second reading of the Ordinance to adopt the Resolution, but staff wanted to provide everything for the Commission to review.

## Summary:

The City has previously adopted two other sets of Design Guidelines which apply to the 1) Park Avenue/Central Business District, and 2) Morse Blvd./New England Avenue area. These design guidelines establish expectations as to the appearance of buildings within the geographical area or in this case for the appearance of future parking garages. The plan approval process is the same as currently utilized. It starts with staff review and then the staff decisions can be appealed to P&Z and ultimately to the City Commission. However, in almost every situation, any future parking garage would be part of a Conditional Use for a Large Building project (over 10,000 sq. ft.). It is theoretically possible to have a stand-alone project of a parking garage that is less than 10,000 square feet in size, (50 spaces), but the building that it serves would be larger than 10,000 square feet and then still be part of the Conditional Use. So in virtually every case, the parking garage plans and elevations would be coming to P&Z and City Commission for the ultimate decision.

## Planning and Zoning Board Recommendation:

The P&Z Board members agreed that it is a good idea to have guidelines to provide direction to the developer and to the City staff, P&Z Board and City Commission.

**Motion made by Mr. Sacha, seconded by Mr. Gottfried to APPROVE the Ordinance so as to adopt parking garage design guidelines governing the construction of parking garages within the City of Winter Park. Motion carried unanimously with a 5-0 vote.**



**Motion made by Mr. Sacha, seconded by Mr. Gottfried to approve the Resolution of the City of Winter Park adopting parking garage design guidelines pursuant to Sections 58-71 and 58-84 of the zoning regulations so as to establish design guidelines for the construction of parking garages within the City of Winter Park. Motion carried unanimously with a 5-0 vote.**

**July 7, 2015 P&Z Minutes:**

**REQUEST OF THE CITY OF WINTER PARK FOR:** AN ORDINANCE AMENDING CHAPTER 58 "LAND DEVELOPMENT REGULATIONS", ARTICLE III, "ZONING" SECTIONS 58-71 AND 58-84 SO AS TO ADOPT PARKING GARAGE DESIGN GUIDELINES GOVERNING THE CONSTRUCTION OF PARKING GARAGES WITHIN THE CITY OF WINTER PARK.

Planning Manager Jeffrey Briggs presented the staff report and explained this public hearing is to consider an Ordinance, requested by the City Commission, to add to the Zoning Code, new design guidelines for future parking garages within the City. The City has previously adopted two other sets of Design Guidelines which apply to the 1) Park Avenue/Central Business District, and 2) Morse Blvd./New England Avenue area. These design guidelines establish expectations as to the appearance of buildings within the geographical area or in this case for the appearance of future parking garages. The plan approval process is the same as currently utilized. It starts with staff review and then the staff decisions can be appealed to P&Z and ultimately to the City Commission. However, in almost every situation, any future parking garage would be part of a Conditional Use for a Large Building project (over 10,000 sq. ft.). It is theoretically possible to have a stand-alone project of a parking garage that is less than 10,000 square feet in size, (50 spaces), but the building that it serves would be larger than 10,000 square feet and then still be part of the Conditional Use. So in virtually every case, the parking garage plans and elevations would be coming to P&Z and City Commission for the ultimate decision. However, the City would now have guidelines to provide direction to the developer and to the City staff, P&Z Board and City Commission. Staff Recommendation is for Approval.

No one wished to speak to this item. Public Hearing closed.

The Planning Board members expressed support for these design guidelines to provide some expectations from the City as to the look of future parking garages. The Board discussion also emphasized that these were guidelines and ultimately the P&Z Board and City Commission would make the final decisions together with the Conditional Use.

**Motion made by Mr. Sacha, seconded by Mr. Gottfried to approve the ordinance amending Chapter 58 "Land Development Regulations", Article III, "Zoning" Sections 58-71 and 58-84 so as to adopt parking garage design guidelines governing the construction of parking garages within the City of Winter Park, providing for review procedures; appeal procedures and for resolution of interpretations regarding such guidelines. Motion carried unanimously with a 5-0 vote.**

**Motion made by Mr. Sacha, seconded by Mr. Gottfried to approve the Resolution of the City of Winter Park adopting parking garage design guidelines pursuant to Sections 58-71 and 58-84 of the zoning regulations so as to establish design guidelines for the construction of parking garages within the City of Winter Park. Motion carried unanimously with a 5-0 vote.**



**ORDINANCE NO. \_\_\_\_\_**

**AN ORDINANCE OF THE CITY OF WINTER PARK, FLORIDA, AMENDING CHAPTER 58 "LAND DEVELOPMENT REGULATIONS", ARTICLE III, "ZONING" SECTIONS 58-71 AND 58-84 SO AS TO ADOPT PARKING GARAGE DESIGN GUIDELINES GOVERNING THE CONSTRUCTION OF PARKING GARAGES WITHIN THE CITY OF WINTER PARK, PROVIDING FOR REVIEW PROCEDURES; APPEAL PROCEDURES AND FOR RESOLUTION OF INTERPRETATIONS REGARDING SUCH GUIDELINES; PROVIDING FOR A DEFINITION OF PARKING GARAGE; PROVIDING FOR CONFLICTS, SEVERABILITY AND EFFECTIVE DATE.**

**WHEREAS**, the City Commission desires to implement design guidelines to govern the exterior and interior appearance and function of parking garages in order to protect the public health safety and welfare of the City; and

**WHEREAS**, this land development code regulation is deemed the minimum necessary regulation in order to accomplish the necessary oversight of such parking garage structures and does not affect in any way the amount of building square footage, the size, the permitted uses or the conditional uses currently allowed within the various zoning districts of the City, and

**WHEREAS**, this land development code amendment is consistent with the Comprehensive Plan, and meets the criteria established by Chapter 166, Florida Statutes and pursuant to and in compliance with law, notice has been given to the public by publication in a newspaper of general circulation to notify the public of this proposed Ordinance and of public hearings to be held; and

**WHEREAS**, the City Staff recommends this Ordinance, and the Planning and Zoning Board of the City of Winter Park has recommended approval of this Ordinance at their July 7, 2015 meeting; and

**WHEREAS**, the City Commission of the City of Winter Park held duly noticed public hearings on the proposed zoning change set forth hereunder and considered findings and advice of staff, citizens, and all interested parties submitting written and oral comments and supporting data and analysis, and after complete deliberation, hereby finds the amendment consistent with the City of Winter Park Comprehensive Plan and that sufficient, competent, and substantial evidence supports the land development code changes set forth hereunder; and

**WHEREAS**, the City Commission hereby finds that this Ordinance serves a legitimate government purpose and is in the best interests of the public health, safety, and welfare of the citizens of Winter Park, Florida.

**NOW THEREFORE BE IT ENACTED BY THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, AS FOLLOWS:**



**SECTION 1.** That Chapter 58 "Land Development Code", Article III, "Zoning" Section 58-71 "General provisions residential zoning districts", is hereby amended and modified by adding a new subsection (II) as follows:

**Sec. 58-71. General provisions for residential zoning districts.**

(II) Parking garage design guidelines. Parking garages shall conform to the parking garage design guidelines and procedures outlined within Section 58-84. This requirement however, shall not apply to parking garages below grade within basements, defined as having at least half the height of the entire parking structure below existing grade or for parking garages that are totally enclosed by other liner building areas that are not visible from any public street other than the entrance/exit feature.

**SECTION 2.** That Chapter 58 "Land Development Code", Article III, "Zoning" Section 58-84 "General provisions non-residential zoning districts", is hereby amended and modified by adding a new subsection (ee) as follows:

**Sec. 58-84. General provisions for non-residential zoning districts.**

(ee) Parking garage design guidelines.

(1) The construction of parking garages within the non-residential zoning districts shall conform to and only be permitted when in conformance with parking garage design guidelines as may be adopted by Resolution by the City Commission. This requirement shall apply to any parking garages to be constructed within the City of Winter Park, other than parking garages within basements that are defined as having at least half the height of the entire parking structure below existing grade or parking garages that are totally enclosed by other liner building areas that are not visible from any public street other than the entrance/exit feature.

(2) In addition to the other requirements and regulations of the respective zoning district and prior to the issuance of a building permit for the initial construction, or renovation or remodeling of any existing parking garage other than for the scenarios outlined above, an applicant shall be required to obtain approval of the parking garage plans by the planning department.

(3) Building elevation drawings and other plans as determined by the planning department shall be submitted of sufficient detail to indicate the building materials, composition, color, etc. so that the visual appearance of the exterior and interior of the parking garage is readily apparent, as well as any proposed landscape buffer, signage and lighting.

(4) The planning department shall render a decision on all applications for building permits for parking garage construction, renovation or remodeling. After a determination that the plans presented are sufficient for the purposes of this review, the decision of the planning department shall be made within fifteen working days, excluding holidays, of the receipt of a complete and sufficient set of plans and application materials, unless referred to the planning and zoning commission for review as outlined below.



(5) The planning department's decision shall be either a continuance based upon the specific defined need for additional plan information, an approval, an approval with conditions or denial. Any applicant for parking garage approval may elect to appeal a decision of the planning department to the planning and zoning board for their consideration.

(7) Decisions by the planning department and/or the planning and zoning board shall be made at a public hearing based on the conformance of plans and application materials to the parking garage design guidelines and criteria adopted by the city commission.

(8) The decision of the planning and zoning board shall be the final decision of the City except where a building project also requires conditional use or other land development approval by the city commission. In that case, the decision of the planning and zoning board shall be a recommendation with the final decision made by the city commission.

(9) The parking garage design guidelines shall be adopted and subsequently amended by the City Commission by Resolution following a public hearing and recommendation from the Planning and Zoning Board.

**SECTION 3.** That Chapter 58 "Land Development Code", Article III, "Zoning" Section 58-95 "Definitions", is hereby amended and modified by adding a new definition for "parking garage" to read as follows:

**Sec. 58-95. Definitions.**

Parking garage means any structure of more than one level on which vehicles park for an associated multi-family, commercial, office or other non-residential, recreational or educational facility. This definition is to be inclusive of multi-level parking garages and single level parking decks. Parking garage shall not mean garages or carports, at grade, used to provide shelter for vehicles.

**SECTION 4. Severability.** If any portion of a Section of this Ordinance proves to be invalid, unlawful, or unconstitutional, it shall not be held to invalidate or impair the validity, force, or effect of any other Section or part of this Ordinance.

**SECTION 5. Conflicts.** All Ordinances or parts of Ordinances in conflict with any of the provisions of this Ordinance are hereby repealed.

**SECTION 6. Effective Date.** This Ordinance shall become immediately effective upon its passage and adoption.

**ADOPTED** at a regular meeting of the City Commission of the City of Winter Park, Florida, held in City Hall, Winter Park, on this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

\_\_\_\_\_  
Mayor

Attest:

\_\_\_\_\_  
City Clerk



**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, ADOPTING PARKING GARAGE DESIGN GUIDELINES PURSUANT TO CHAPTER 58 LAND DEVELOPMENT CODE, ARTICLE III, ZONING; PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the City of Winter Park proposes to regulate the design and appearance of parking garages to be constructed within the City in order to maintain the City as the premier urban village in the State of Florida; and

**WHEREAS**, Chapter 58, Land Development Code, Article III, Zoning provides the enabling regulations that provide for the adoption of parking garage design guidelines by resolution, and

**WHEREAS**, Chapter 58, Land Development Code, Article III, Zoning includes review procedures, appeal procedures and the process for resolution of interpretations regarding the parking garage design guidelines; and

**WHEREAS**, it is desirable to enact such parking garage design guidelines in order to insure safe and attractive parking facilities within the City; and

**WHEREAS**, the Winter Park Parking Garage Design Guidelines, dated August 10, 2015 is attached as Exhibit "A".

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA:**

**Section 1.** The City Commission of the City of Winter Park hereby adopts the Parking Garage Design Guidelines as attached as Exhibit "A".

**Section 2.** The City Commission authorizes city staff to add, update or revise the pictures within the document without formal amendment by the City Commission of the Parking Garage Design Guidelines as attached as Exhibit "A", in order to provide new pictorial examples but any text changes shall require formal amendment by the City Commission.

**ADOPTED** at a regular meeting of the City Commission of the City of Winter Park held in City Hall, Winter Park on this 10<sup>th</sup> day of August 2015.

\_\_\_\_\_  
Mayor Steve Leary

ATTEST:

\_\_\_\_\_  
City Clerk

# City of Winter Park

# PARKING GARAGE DESIGN GUIDELINES

## STATEMENT OF PURPOSE

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The purpose of adopting Parking Garage Design Guidelines, within the Zoning Regulations, is to provide for architectural appeal and compatibility of the size, scale, intensity/mass and image of the parking garage structures with adjacent buildings and with the context of the surrounding area/neighborhood. Parking garages are significant buildings and the building facade treatment must be appropriately scaled and present a pedestrian friendly street image in order to compliment the commercial or multi-family project that it serves as well as be compatible and not detract from the character of the surrounding area. Additionally the interior of parking garage needs to be well lighted and attractive in order to provide a safe environment and one in which the users feel comfortable.

These Parking Garage Design Guidelines, within the Zoning Regulations, are supplementary to the other regulations within the Land Development Code and Building/Fire/Life Safety Codes of the City. All future parking garages shall comply in their design to the maximum extent possible with these guidelines. As to applicability, they shall apply to parking garages (multiple levels) and parking decks (single level) but shall not apply to underground parking structures (at least half the floor height below grade) and shall not apply to parking garages within the interior of projects that are not visible on the exterior.

The Zoning Regulations outline the process for administering these design guidelines. In summary, the city staff will make a determination as to whether the proposed plans for a parking garage structure conform to these design guidelines. Such determinations are then able to be appealed to the Planning and Zoning Board/City Commission or as will be more customary, the design will be part of a Conditional Use review. Economic impact shall not be deemed an adequate reason for non-compliance and shall not be a factor in any appeal or in determining the application of these requirements.



# GENERAL BUILDING ARRANGEMENT

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## Build to line

The street front facade of any parking garage structure shall be setback at least ten (10) feet from any street facing property line in order to provide land area for landscape screening unless the Zoning District provides for a lesser setback requirement or such lesser setback is approved via exception by the City Commission. If there is a desire to increase sidewalk width for enhanced pedestrian utility then some of that setback area may be utilized for added sidewalk width. In zoning districts with larger street front setbacks, those larger setbacks shall apply. Within the Central Business District area, the street setback may be reduced to five (5) feet.

If the parking garage contains a below grade or basement parking level(s) with exterior access driveway ramp (at least one-half below existing grade) then the street setback for that street side providing driveway ramp access to the below grade level(s) shall be a minimum of thirty (30) feet in order to provide grade/slope transition that is not excessively steep.

## Parking garage orientation, access & design

Parking garages should be located to the rear or side of the primary building such that the primary street frontage holds the principal building which then screens to the extent possible the parking structure. To the extent that a parking garage is serving existing building(s) or required by expansions to existing building(s) then this requirement may not apply. Liner buildings on the exterior of parking garages sides which face streets are encouraged but not required. Access points whenever possible should be on the secondary or side streets versus the primary frontage unless there are multiple access points and the setback to the parking garage from the primary street is at least sixty (60) feet from that right-of-way.

Access points should provide clear definition of the entry to the development. Unless specifically approved by the City, there shall be a minimum of two (2) entry and exit points shall be incorporated into the structure design. All ingress/egress points shall be designed to ensure adequate emergency vehicle access to the parking structure.

The interior of parking structures shall have a minimum floor to ceiling height of eight (8) feet and shall have signage indicating the clearance height.



# PARKING GARAGE FAÇADE TREATMENT

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The most important factor in the success and acceptance of parking garages in Winter Park is the exterior façade design treatment. How the parking garage looks on the exterior is just as vitally important to this community as how the facility functions on the interior. These parking garage design guidelines have been adopted primarily because the parking garage design community and development partner clients have placed economies of construction over architectural design.

Some members of the parking garage design community strive to produce the most cost efficient parking garage facilities for their clients that contain little or no architectural façade treatments other than stucco or alternating paint colors. That approach is not acceptable to the City of Winter Park. To that end, these guidelines for exterior façade treatments have been adopted in order to require the mandatory inclusion of exterior and interior design components. The concept that good design costs too much is not permitted as a grounds for appeal from these parking design guidelines as exterior and interior appearance is critically important for this community.

A parking garage is typically a precast concrete panel structure. If one does nothing to cover or screen the “bones” of the parking garage, then the result is parking garages that look like these pictures.



Example of minimal architectural treatment or interest



Example of precast concrete panels with minimal interest



Example of cost being the sole design motivation

## Parking garage façade treatment design elements

The goal for parking garage design in the City of Winter Park was set with the construction of the Rollins College/Sun Trust parking garage. On many occasions, subsequent parking garages have been permitted with conditions that they should be designed to “Sun Trust parking garage standards”. In order to achieve that outcome on the exterior of parking garages, there are five methods of incorporating elements within the design in order to achieve successful architectural facades on parking structures. Location and visibility is an important factor in the degree to which the full menu of façade design elements must be applied. However, with parking garages that front on streets or are largely visible from adjoining streets then the following sections outline those elements which shall be necessary for the approval of a parking garage structure within the City of Winter Park. In general then those exterior design plans shall include the following elements which are:

1. Architectural compatibility with the principal building(s) when appropriate;
2. Exterior landscaping to screen the structure within setback and streets;
3. Exterior façade coverings on the concrete panels;
4. Fenestration for the openings and control over the design of the openings; and
5. Exterior architectural articulation and color composition.



## Application of the parking garage design façade treatment requirements based on the location of the parking garage

The importance of these mandatory design elements depends in large part upon the location of the parking structure. There are situations where the parking garage structure is screened by linear exterior building components or located on a portion of the project that is less visible to the public.

Three such examples can be cited in Winter Park. The parking garage serving the office buildings at Morse Boulevard and Pennsylvania Avenue has the entire south and western sides screened and concealed by the buildings along Morse. The parking garage in the interior of the block serving the Village Park apartments on Denning Drive is similarly screened by buildings. The parking garage for the Paseo Apartment project (pictured below) is located in the rear corner distant from view from public right of ways.

In these types of circumstances and only in these situations, the City may, by specific approval, allow the use of more limited exterior façade design treatments than those outlined and required within these parking garage design guidelines. Designers should consult with the planning staff to determine whether the location criteria will apply that can result in less than a complete application of these design guidelines. Otherwise for parking garages facing public streets or visible thereto, the mandatory design elements within the guidelines shall be required.



Location is not visible from public streets so the exterior façade may exclude design treatment.



Interior location minimizes public visibility allowing landscape buffering alone to suffice.



## Architectural compatibility with the principal building(s)

A general design guideline that can be found in all jurisdictions is the desire to have some elements of architectural conformity between the principal building(s) and the parking garage. This is beneficial when done successfully. These design guidelines encourage designers to make attempts for architectural conformity as one of the design goals. For example, matching a brick veneer façade or stone façade from the principal building can provide beneficial architectural consistency. However, this design guideline is not a 'be all-end all'. It also can be an excuse for doing nothing. One such example would be just using the same stucco or paint color as the principal building. The other design challenge is that while the principal building is typically broken up architecturally by windows, storefronts, signage, etc., the parking garage is a large monolithic structure that needs other design elements to achieve architectural interest.

One of the more successful examples of architectural compatibility is the Bank of America parking garage. These photos show examples of architectural compatibility done successfully (right).



Bank of America parking garage on New England Avenue which successfully incorporates common architectural elements and design within two separated buildings as shown above and below.



Steelhouse Apartments on Colonial Drive with parking garage shown in the photo to the right.





## Landscape screening of parking garages

One method to provide for the enhanced visual appeal of parking garages is to hide them from view with significant landscaping and trees. This can be a successful approach and a critical element in the total design package. However, landscape screening alone is not to be used in place of exterior façade treatments but to complement those design features.

Below are pictures of successful examples within Winter Park where the use of landscaping/trees successfully screens the view of the parking garage by landscape elements.



Mature oak trees screen the view of the garage



Landscape buffer screens an otherwise non-descript facade



Landscaping is one element in attractive look of the Sun Trust garage.

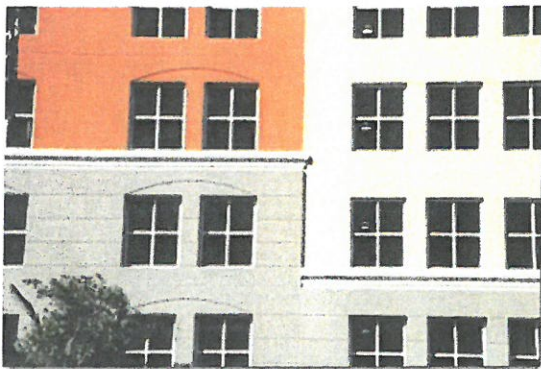


Significant landscape screening works to screen a very long wall façade of this parking garage

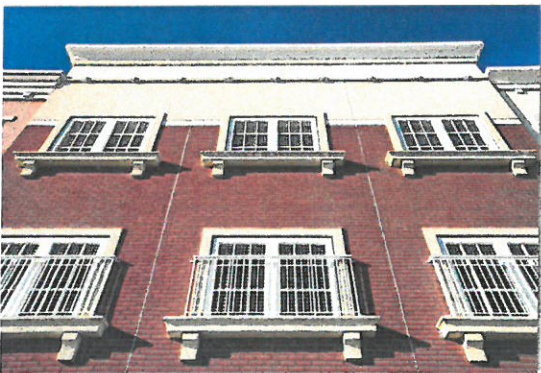
## Exterior façade coverings on the concrete panels

One of the most important design elements is to add “skin” to the concrete panel “bones” of the parking garage. These exterior façade coverings shall be brick, stone or other complimentary materials that provide a covering to concrete structure. Reliance solely on stucco, scored stucco and paint alone is NOT an acceptable exterior façade covering to meet this design objective. In addition, the ground level of the parking structure shall include a ‘water table’ or base element around the entire structure of architectural materials and interest other than the precast or block at least three to four (3-4) feet in height.

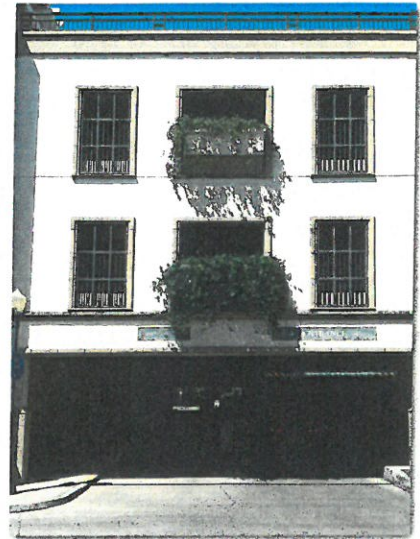
Included below are some pictures that illustrate this done successfully, along with other examples of design elements that are not permitted.



Articulation, color changes, expression lines and window grills combine successfully.



Exceptional window/opening treatments combine with cornice and color.



Cornice, expression lines, window boxes and window grills.



Planter boxes, window grills, protruded balconies and window framing provide the appearance of windows.



## **Fenestration for the openings & design of the openings**

The design of the openings on the exterior of parking garages and the fenestration and/or coverings for those openings is critically important. These design guidelines prohibit the use of wire cables as the sole barrier within openings. These design guidelines can permit railings covering only half of the openings but on a limited basis. The design goal is decorative grillwork added to the openings and fenestration to resemble windows to the maximum extent possible. This is an essential component of the design of parking garages in order to replicate a window pattern so it appears more as a building than as a parking structure. Behind the metal grillwork designers are encouraged to utilize a mesh screen to the maximum extent possible in order to provide a backdrop which will appear as if the opening is an actual window.

This requirement then also controls the amount of openings, as substantially opened sides which reveal the visibility of vehicles parked within the garage are not permitted under these guidelines. Prohibited are entire sides or substantial lengths of parking garage walls designed to be open with no fenestration. Prohibited are long runs of openings that do not conform to or replicate a window or storefront pattern. Prohibited is metal grillwork within the openings that do not replicate a window or storefront pattern.

The openings should be larger on the ground floor in order to replicate storefront windows and smaller on the upper levels in order to replicate the size of windows. Based upon the local Building Code interpretation in Winter Park, the opening requirement for non-mechanically ventilated garages can be met by calculating the entire area of openings and discounting any minimum covering that is accomplished by addition of railings, grillwork or mesh screening.

## Exterior architectural articulation & color composition

There shall be architectural articulation on all sides of the parking structure visible from a public right-of-way. The articulation shall be of architectural materials and interest other than the precast concrete or block and shall extend at least six (6) inches from the precast or block structure.

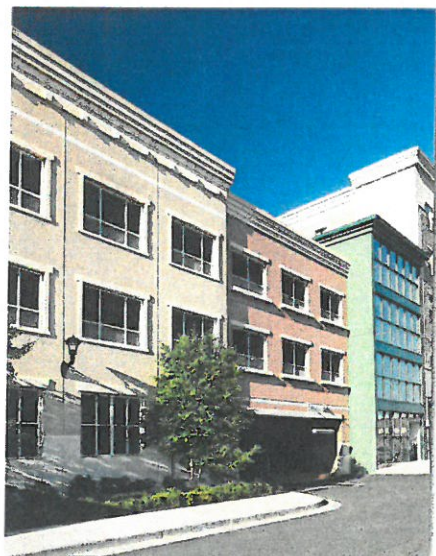
In order to provide aesthetic interest, the exterior shall contain a variety of materials and colors. Below are some pictures that illustrate this done successfully of design elements not permitted.



Building wall articulation (in's and out's) and color variation adds to the visual appeal.



Cornice, expression line and larger ground floor windows resembling storefront windows add to the visual appeal.



Articulation and color variation adds to the visual appeal.



Articulation of the stair tower adds to visual appeal.

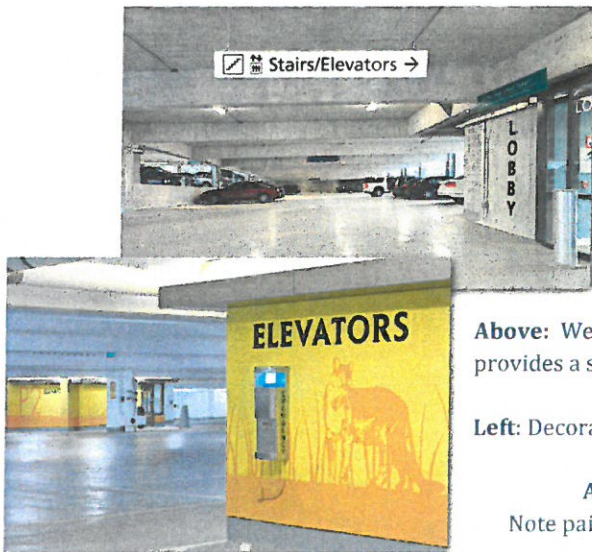


# INTERIOR PARKING GARAGE TREATMENTS

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The interior of parking structures must be well lighted and provide a sense of safety and an inviting environment for the users. Typically as a cost control feature, the interior of parking garages are simply the grey unadorned concrete flooring, ceiling, columns and retaining walls with minimal lighting. The interior environment can be made much more inviting and allow for increased safety and illumination except that designers do not wish to incur those costs. As a result the interior of most parking garages resembles that of an unfinished basement. In order to provide for the safety and illumination benefits all parking garage interiors shall comply with the following design requirements:

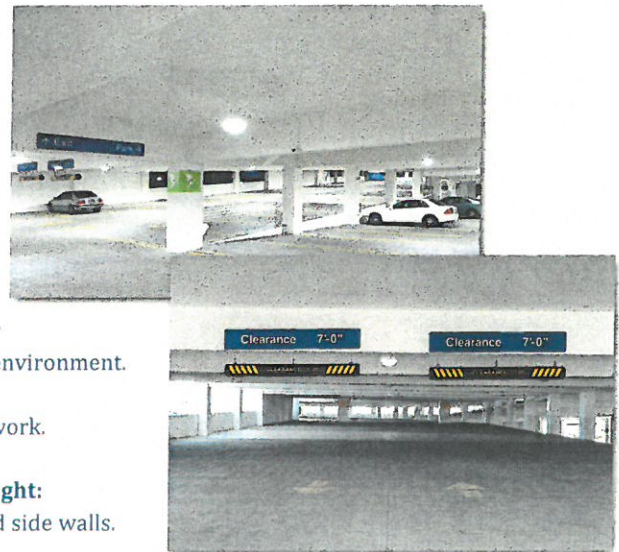
1. Interior side walls, columns and retaining walls as well as all columns shall be painted a light color to improve illumination and safety.
2. All exposed mechanical equipment and piping should be painted to match the interior of the structure.



**Above:** Well-lighted interior provides a safe and inviting environment.

**Left:** Decorative colorful artwork.

**Above & below right:**  
Note painted columns and side walls.





# GOOD FAÇADE TREATMENT EXAMPLES

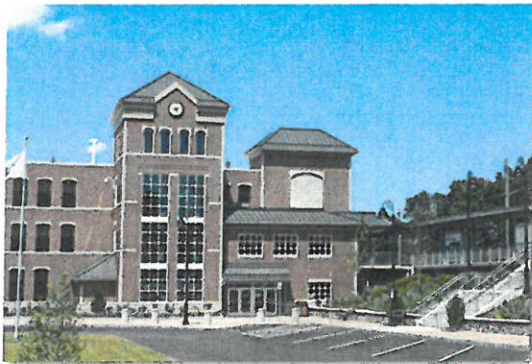
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Successful articulation, color variation and window treatment for openings.



Successful articulation, color variation and window treatment for openings.



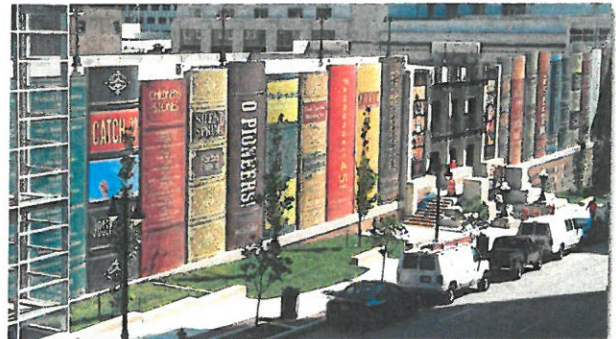
Architecture originality masks the function as a parking garage.



Sun Trust garage with cornice, color, window boxes, fenestration of the opening and landscape buffering combine successfully.



WP Towers garage with cornice, articulation, stair tower, window fenestration, planter boxes and opening framing details combine successfully.



Kansas City Library which shows that a parking garage can look like anything you want it to look like.



# AWNINGS & CANOPIES

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Awnings or Canopies are another exterior design feature that is encouraged to make the parking garage look more like a habitable building. They can be strategically placed over the garage openings to create the appearance of windows in a systematic method or awnings can be placed over the ground level opening or garage entry/exit. Awning and canopies are also encouraged over the pedestrian stair and elevator access points as a practical method for rain and sun protection.

Below are examples where this has been accomplished successfully.



Awnings over the ground floor openings create the look of storefronts.



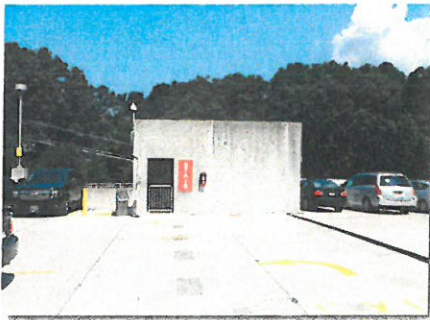
Awnings or shutters over upper floor opening create the look of an office building.

# Rooftop stair tower and elevator design

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While the rooftops of parking garages are the last resort for parkers, that exterior environment and visual appeal is also an important element for successful parking garage design. Too often the rooftop stair tower and elevator is nothing more than a concrete appendage with a level number painted on the side. But with some architectural interest and paint those elements can be attractive features to the rooftop level.

These design guidelines shall require that the rooftop elevator and stair tower elements include architectural features such as pitched roofs, architectural materials in a fashion that compliments the overall style of the project/parking garage. Painting on the exterior of these elevator/stair towers can make a significant difference. Murals or artwork of a non-advertising nature are encouraged to be painted on the elevator stair tower interior facing walls in order to make the rooftop or interior parking garage environment more interesting and appealing. Below are pictures of the do's and don'ts for rooftops.



Unacceptable example with no architectural design elements.



Successful incorporation of architecture for the stairway element.



Pitch roof, roof tile and architectural design elements combine successfully.



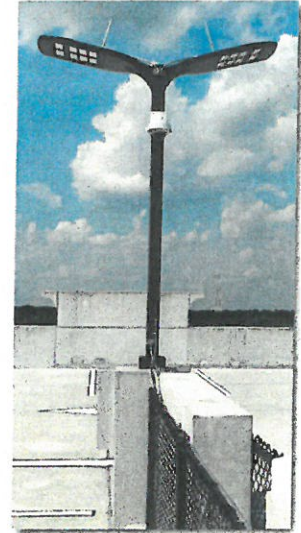
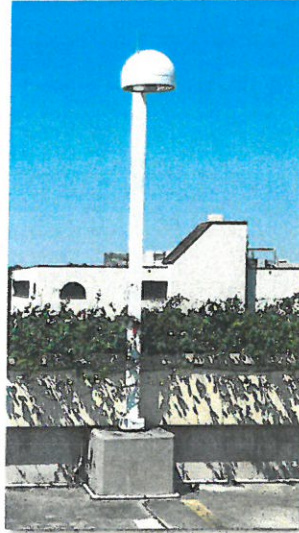
Pitch roof, roof tile and architectural design elements combine successfully.



# Lighting

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Lighting can enhance or detract from the appearance of the parking structure and be distracting to pedestrians and motorists if used improperly. On the exterior of the parking garage it should be used sparingly to accent signage, entrances, architectural details, and enhance the overall appearance of the property. Lights should be shielded and directed away from the view of pedestrians and motorists. Lighting within the interior levels of the parking structure and within the stairwells shall be at levels necessary for the safety and security of the users and designers are encouraged to design to exceed those levels in order to create a safe and inviting interior environment. Lighting on the top open rooftop level shall consist of lights including fixtures no higher than sixteen (16) feet above the floor level and shall be mounted on the interior (not exterior) areas of the rooftop level.



Low height poles and fixtures reduce the off-site rooftop visibility of rooftop lighting. Directional fixtures reduce light spread and meet "dark sky" requirements.

## Signage and Other Provisions

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Mechanical equipment, such as air conditioning units, satellite dish antennas or emergency generators, placed on roof tops or at grade must be hidden or screened from view by architectural elements compatible with the building design as per the Winter Park Land Development Code. If placed on a roof top, the equipment should be positioned near the center of the roof to reduce as much visibility of it as possible. Solid waste containers or dumpsters shall also be screened from view of surrounding properties, and plans for new construction must show the location of containers for solid waste disposal per the Winter Park Land Development Code.

Building Signage is also one of the most prominent visual elements on the street that affects the aesthetic appeal of the parking garage building. Appropriate signage is coordinated and adds interest and variety to the streetscape and parking garage façade, while enlivening the street scene.

# PARKING MANAGEMENT PLAN

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The construction of any parking garage shall require the submission and approval by the City of a Parking Management Plan (PMP). The PMP shall include, at a minimum, the following elements:

1. The PMP shall include any method of charging for use of the parking structure and the proposed charges to be incurred for use of the parking garage. Without the express approval of the City, the parking garage shall not charge any fees in any manner to park within the parking garage or include charges to tenants for the ability to park within the parking garage. Any proposal to change for parking either directly or indirectly with tenant leases shall include the method by which visitors to the residential units or customers/clients to the businesses shall be entitled to park without payment of fees so that such visitors/customers/clients are not incentivized to park off-site on streets or other properties.
2. The PMP shall also include and require the City approval of signage and the location of such signage that reserves parking for specific tenant business usage. The City may require that such reserved parking signage provide for the public use of those spaces at nights or on weekends when such businesses are closed in order to facilitate the public benefit of the parking structure.
3. The PMP shall also include the contacts for the property management company responsible for the maintenance and upkeep of the parking structure. Any dangerous or unsightly conditions such as trash, broken glass or graffiti shall be remedied with 48 hours of contact from the City or the failure to remedy shall be immediate grounds for action by the Code Enforcement Board.

It shall be the responsibility of the Owner(s) of the parking structure to request approval of any amendment to the PMP and no changes to the operations of the parking garage shall be undertaken without such consent.

Both the Owner(s) of the parking structure and the City may seek amendments or changes to the PMP. The City may seek changes to the PMP when the operation of the parking garage creates situations that adversely affect the City or other property owners.



# COMPREHENSIVE PLAN GUIDANCE

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There are several policies within the Comprehensive Plan that relate to parking garages. Aside from the traditional setbacks that apply to all buildings, Policy 1-3.8.2 requires that above grade parking garages must be at least 100 feet from any single family or low density residential property. Also Policy 1-2.1.4, Policy 1-2.1.6 and Policy 1-3.8.2 require that the floor area of above grade parking garages shall be included in Floor Area Ratio and Lot Coverage calculations. However, public parking garages owned by the City or the portion of parking provided in excess of the parking requirements for a building project may be excluded from the floor area ratio calculation by the City Commission in order to encourage projects to provide parking in excess of the minimum code requirements. The definition of private parking garages is as follows:

## **Private parking garage**

Any parking structure, above grade, within which parking is provided as required by the parking requirements of the Land Development Code to meet the code requirements for the private (non-public) use of building space, be it for retail, office, restaurant, residential uses, etc. Regardless of the fact that the “public” uses the parking garage spaces as customers, clients, residents, visitors, or employees; if the parking space floor area is necessary to meet the code requirements, it is defined as private parking. Where a building project provides parking in excess of code requirements and such parking is open and available to the public without restriction, that pro-rata share of the parking garage floor area may be defined as public parking for the purposes of this provision, if approved by the City Commission and deed restricted as public parking as defined in the public parking garage provision of this Comprehensive Plan.