### NO PUBLIC INPUT WILL BE TAKEN AT THIS MEETING.

1. Presentation of Golf Course Strategic Plan Task Force Report

#### 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."

---

<table>
<thead>
<tr>
<th>commissioners</th>
<th>mayor</th>
<th>commissioners</th>
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<tr>
<td>seat 1</td>
<td></td>
<td>seat 3</td>
</tr>
<tr>
<td>Gregory Seidel</td>
<td>Steve Leary</td>
<td>Carolyn Cooper</td>
</tr>
<tr>
<td>seat 2</td>
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<td>seat 4</td>
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<tr>
<td>Sarah Sprinkel</td>
<td></td>
<td>Tom McMacken</td>
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Work Session

June 8, 2015
2:00-3:00
Commission Chambers

Commission Chambers
401 S. Park Avenue
Winter Park, Florida 32789
Golf Course Strategic Plan Task Force Mission

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

• Transforming local golf experience for all ages
• Share findings from industry leaders
• Strategic Vision and Action Plan
  – Primary Objective: Renovation of Winter Park Country Club (Protect our $8 Million Investment)
  – Secondary Objective: Create state of the art teaching and practice facility accessible to entire community
Recommended Industry Standard for Green Replacement

- Every 15-30 years
Winter Park Greens

- 2 greens in 50 years
  - Hole 3 and 7
- Grass areas are all at risk
  - Grass mutations, soil composition
First Green

Picture taken 5/14
Recommended Industry Standard for Fairway Replacement

• Every 20 years
Winter Park Fairways

- Hole 3 Exfiltration Project 2007
- All other fairways are original
- Grass areas are all at risk
  - Grass mutations, soil composition
Hole 3 Fairway
Winter Park Fairways
Recommended Industry Standard for 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?

<table>
<thead>
<tr>
<th>Item</th>
<th>Years</th>
<th>Item</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greens (1)</td>
<td>15 – 30 years</td>
<td>Cart Paths – concrete</td>
<td>15 – 30 years</td>
</tr>
<tr>
<td>Bunker Sand</td>
<td>5 – 7 years</td>
<td>Practice Range Tees</td>
<td>5 – 10 years</td>
</tr>
<tr>
<td>Irrigation System</td>
<td>10 – 30 years</td>
<td>Tees</td>
<td>15 – 20 years</td>
</tr>
<tr>
<td>Irrigation Control System</td>
<td>10 – 15 years</td>
<td>Corrugated Metal Pipes</td>
<td>15 – 30 years</td>
</tr>
<tr>
<td>PVC Pipe (under pressure)</td>
<td>10 – 30 years</td>
<td>Bunker Drainage Pipes (3)</td>
<td>5 – 10 years</td>
</tr>
<tr>
<td>Pump Station</td>
<td>15 – 20 years</td>
<td>Mulch</td>
<td>1 – 3 years</td>
</tr>
<tr>
<td>Cart Paths – asphalt (2)</td>
<td>5 – 10 years (or longer)</td>
<td>Grass (4)</td>
<td>Varies</td>
</tr>
</tbody>
</table>

**Notes:**
1. Several factors can influence the decision to replace greens, such as accumulation of layers on the surface of the original construction, the desire to convert to new grasses, and changes in the game from an architectural standpoint like the interaction between grass speed and hole location.
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 tolerant—replanting may be appropriate. Depending upon the site.
## Golf Course Items Expected Life Cycle

<table>
<thead>
<tr>
<th>Item</th>
<th>Years</th>
<th>Last Performed at WPCC</th>
</tr>
</thead>
</table>
| 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

<table>
<thead>
<tr>
<th>Item</th>
<th>Years</th>
<th>Last Performed at WPCC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tees</td>
<td>15-20 years</td>
<td>Only cosmetic (Re-sodded) in 2011 (all 9) Replaced stone walls with brick walls</td>
</tr>
<tr>
<td>Bunker Drainage Pipes</td>
<td>5-10 years</td>
<td>Never</td>
</tr>
<tr>
<td>Mulch</td>
<td>1-3 years</td>
<td>As needed</td>
</tr>
<tr>
<td>Grass</td>
<td>Varies</td>
<td>Green on Hole 3 in 2007 Green on Hole 7 in 2000 All Other Greens are Original Grass All Fairways and Roughs are original</td>
</tr>
</tbody>
</table>
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
Winter Park Country Club
Property
A CONCEPT PLAN
FOR
WINTER PARK
COUNTRY CLUB

SCALE 1/200

TRENT PLANT
MAINTENANCE
STORAGE

CASA GRANDE
PARKING

WINTER PARK COUNTRY CLUB

KEITH BERG
LEE JOHNSON
Potential Future Training Center Site

City Owned Well Property

1 Acre
Training Center Location
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

- **Primary Objective:**
  - Golf Course Construction $1.2-1.5 Million
    - Includes design, materials & construction
- **Secondary Objective**
  - The First Tee Teaching Facility Est. $1.2-1.5 Million
    - New Building, Chipping area, putting green, simulators, family center
Funding Options

• Millage increase for Parks & Recreation Projects
• Budget in general fund (multi-year funding)
  – Currently Planned: 2018 CIP $350,000 for tees and greens
• Bond Referendum for Parks & Recreation Projects
• Fundraising, grants, and donations
Golf Course Strategic Plan Task Force Mission

Supplemental Information
I. About the Winter Park Country Club
   a. 100th 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
   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
<table>
<thead>
<tr>
<th>Time</th>
<th>Residents/Non-residents:</th>
<th>Monday/Tuesday:</th>
<th>Wednesday/Thursday:</th>
<th>Friday/Saturday/Sunday/Holidays:</th>
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</thead>
<tbody>
<tr>
<td>7-9AM</td>
<td></td>
<td>$10/$12</td>
<td>$11/$13</td>
<td>$15/$17</td>
</tr>
<tr>
<td>9-11AM</td>
<td></td>
<td>$10/$12</td>
<td>$12/$14</td>
<td>$14/$16</td>
</tr>
<tr>
<td>11AM-1PM</td>
<td></td>
<td>$9/$11</td>
<td>$10/$12</td>
<td>$13/$15</td>
</tr>
<tr>
<td>1-3PM</td>
<td></td>
<td>$8/$10</td>
<td>$10/$12</td>
<td>$14/$16</td>
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<tr>
<td>3-5PM</td>
<td></td>
<td>$8/$10</td>
<td>$11/$13</td>
<td>$15/$17</td>
</tr>
<tr>
<td>5-7PM</td>
<td></td>
<td>$8/$10</td>
<td>$10/$12</td>
<td>$14/$16</td>
</tr>
</tbody>
</table>

**Green Fees**

**November - April**

**Green Fees**

**May - October**

**Annual Passes:**
- Single WP resident: $600.00
- Double WP resident: $900.00
- Single non-resident: $650.00
- Double non-resident: $1000.00
- Corporate membership: $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
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. Sheds and fenced pump areas on hole No. 2 are immovable obstructions.
8. Drainage grades 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

Winter Park Country Club
761 Old England Avenue
Winter Park, Florida 32789
407-599-3339
www.winterparkcountryclub.com

Homecare you can depend on.
PH: 407-647-6555
Orlando@maxhealth.com
HHA#0653916

Justin Ingram  
Ed Batcheller
<table>
<thead>
<tr>
<th>HOLE</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>TOT</th>
<th>HCP</th>
<th>NET</th>
<th>PUTT</th>
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<tbody>
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<td>150</td>
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Printed by Fore Better Golf, Inc. 1-800-468-8672
FLORIDA HISTORIC GOLF TRAIL
Come Play on History!

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. Contact us at 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 program has been financed with Federal Funds from the National Park Service, U.S. Department of the Interior.
<table>
<thead>
<tr>
<th>Course Name/City</th>
<th>Date</th>
<th>Score</th>
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</thead>
<tbody>
<tr>
<td>Arcadia Municipal, Arcadia</td>
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<td>Pinecrest, Avon Park</td>
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<td>Bartow, Bartow</td>
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<td>Hollywood Beach, Hollywood</td>
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<td>Mission Inn [El Campeon], Howey-in-the-Hills</td>
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<td>Key West, Key West</td>
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<td>Lake Worth, Lake Worth</td>
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<td>Cleveland Heights, Lakeland</td>
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<td>Crane Creek Reserve, Melbourne</td>
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<td>NAS Whiting Field, Milton</td>
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<td>Mount Dora, Mount Dora</td>
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<td>New Smyrna, New Smyrna Beach</td>
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<td>A.C. Read, Pensacola</td>
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<td>Babe Zaharias, Tampa</td>
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<td>Rocky Point, Tampa</td>
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<td>Temple Terrace, Temple Terrace</td>
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<td>West Palm Beach, West Palm Beach</td>
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<tr>
<td>Winter Park, Winter Park</td>
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</tr>
</tbody>
</table>

Come Play on History!
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 purchased 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.
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.
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 belliot@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 opened its first full season. The Summer Country Club had over seventy year round members. F.W. Shepherd was President. Douglass Street & Mrs. H.W. 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 Women's 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.


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.
## GOLF COURSE STATISTICAL DATA:

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<td>Golf Course Greens Fees</td>
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<td>Sale of Scorecard Advertising Space</td>
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<td><strong>TOTALS</strong></td>
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(in 2011 an additional $20K was collected for clubhouse rentals - rentals are the responsibility of the facilities division since 2012)

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<thead>
<tr>
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<th>2011</th>
<th>2012</th>
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<td>23475</td>
<td>29940</td>
<td>33623</td>
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<td><strong>Member Rounds of Golf</strong></td>
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(member round stats began 2014) Included in total
## Winter Park Country Club

### Annual Nonmember Rounds

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<tr>
<th>Fiscal Year</th>
<th>Rounds Played</th>
<th>Fiscal Year</th>
<th>Rounds Played</th>
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<tr>
<td>1989</td>
<td>35,553</td>
<td>2011</td>
<td>22,755</td>
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<td>1990</td>
<td>34,827</td>
<td>2012</td>
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<td>1991</td>
<td>33,798</td>
<td>2013</td>
<td>29,940</td>
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<td>1992</td>
<td>34,333</td>
<td>2014</td>
<td>33,623 (incl. 7,195 member rounds)</td>
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<tr>
<td>2009</td>
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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 80,000 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 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 being introduced there as well.
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

Great 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 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 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, Fl, 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’s 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.

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.

“We’re not 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 a 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 their 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 Nexxgolf, 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.

Nexxgolf 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."

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 golfers 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 demand, 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."
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.

![Participation Rate by Age Segment](chart.png)

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.
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

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

Add new comment
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

ORLANDO, Fla.,
September 22, 2014 ...
Golf Datatech, LLC
(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 an affinity for golfing equipment. This study will help companies better understand the women's golf market and how it can grow."
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).

**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.

**Contact:**
Suzie Phillips (sphillips@golfdatatech.com (mailto:sphillips@golfdatatech.com))
Golf Datatech, LLC @ 407-944-4116

Tara Olivo (tara@mastrocomm.com (mailto:tara@mastrocomm.com))
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.
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

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 Torringford 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

**DELWARE**
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

**Okeechobee 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 Pembrook 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
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
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.
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.

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

HAWAI’I
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 Academies 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. Whittinsville G.C., Whittinsville
2. Marion G. Cse., Marion
3. Cohasce 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. Fallsvie 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.

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- MATTY G'S TOP 25 PUBLIC COURSES
- BEST PLACES TO PLAY
- MORE COURSES AND TRAVEL

BY RON WHITTEN
PHOTO BY L.C. LAMCRECHT
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 3,356-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 pit 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 limbo, 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.

Small Wonders
Continued (page 2 of 4)

RELATED LINKS
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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 Cohassee 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**
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-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 "aogha-aogha."

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 Glenegles 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, Glenegles 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 grders, 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.)

**Small Wonders**

Continued (page 4 of 4)

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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.
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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.

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
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.

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

"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 depreciable 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*

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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.

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**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.
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?

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

**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 location).
- (2) Assumes no ongoing 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.

For more information, contact ASGCA at 262-786-5960 or [www.asgca.org](http://www.asgca.org).

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

![Logos](image)

DATA COMPILED BY ASGCA, 125 NORTH EXECUTIVE DRIVE, SUITE 100, BROWNFIELD, WI 53118

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.
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.

<table>
<thead>
<tr>
<th>Item</th>
<th>Year Installed</th>
<th>Year Last Replaced</th>
<th>How Long Should it Last? (Life Cycle Projection)</th>
<th>Years to Life Cycle Projection Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Irrigation System - Pipe, Heads, Wires</td>
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<tr>
<td>Pump Station</td>
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<tr>
<td>Control Package</td>
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<tr>
<td>Fertigation System</td>
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<tr>
<td>Greenside Bunkers</td>
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<tr>
<td>Fairway Bunkers</td>
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<td>Greens</td>
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<td>Practice Area Tew</td>
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<tr>
<td>Par 3 Tees</td>
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<tr>
<td>Par 4 and 5 Tees</td>
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<td>Trees</td>
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<td>Water Features</td>
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<td>Wetlands</td>
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<td>Environmentally Sensitive Areas</td>
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<td>Cart Paths</td>
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<td>Maintenance Building</td>
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<tr>
<td>Other</td>
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</table>
## Replacement Costs

<table>
<thead>
<tr>
<th>Cost to Replace (Today's Dollars)</th>
<th>Projected Cost to Replacement (Inflation)</th>
<th>Current Annual Maintenance Cost (Parts, Labor, Etc.)</th>
<th>Current Condition Comment</th>
<th>Forecasted Replacement Cost in Projected Year</th>
</tr>
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<tbody>
<tr>
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**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
### Winter Park Country Club
#### Nonmember Rounds Reported Annually
#### 1987 through 2005

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

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 database 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

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonmember Rounds Played</td>
<td>32,322</td>
<td>30,787</td>
<td>28,280</td>
<td>25,609</td>
<td>23,006</td>
</tr>
<tr>
<td>Average Greens Fee Per Nonmember Round</td>
<td>11.88</td>
<td>12.46</td>
<td>13.23</td>
<td>14.18</td>
<td>16.47</td>
</tr>
<tr>
<td>Member Rounds Played (Estimated)</td>
<td>14,600</td>
<td>14,600</td>
<td>14,600</td>
<td>14,600</td>
<td>14,600</td>
</tr>
<tr>
<td>Avg Membership Fee Per Member Round</td>
<td>6.15</td>
<td>6.01</td>
<td>6.39</td>
<td>5.90</td>
<td>7.34</td>
</tr>
<tr>
<td>Combined Total Rounds Played (Estimated)</td>
<td>46,922</td>
<td>45,387</td>
<td>42,880</td>
<td>40,209</td>
<td>37,606</td>
</tr>
<tr>
<td>Average Combined Total Revenue Per Round</td>
<td>8.18</td>
<td>8.45</td>
<td>8.72</td>
<td>9.03</td>
<td>10.08</td>
</tr>
<tr>
<td>Increase or Decrease from year to year</td>
<td>3.3%</td>
<td>3.2%</td>
<td>3.5%</td>
<td>11.6%</td>
<td></td>
</tr>
</tbody>
</table>

Operating Revenues:
- 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

Total Operating Revenues: 383,983, 383,591, 374,016, 363,075, 378,952
Increase or Decrease from year to year: -0.1%, -2.5%, -2.9%, 4.4%

Operating Expenses:
- Operations: 399,530, 414,824, 453,528, 451,470, 464,434

Total Operating Expenses: 399,530, 414,824, 453,528, 451,470, 464,434
Increase or Decrease from year to year: 3.8%, 9.3%, -0.5%, 2.9%

Net Operating Income (Loss): (15,547), (31,233), (79,512), (88,395), (85,482)

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:

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seal and restripe parking lot</td>
<td>$9,500</td>
</tr>
<tr>
<td>Repave and landscape building exterior</td>
<td>10,000</td>
</tr>
<tr>
<td>Paint building exterior</td>
<td>7,500</td>
</tr>
<tr>
<td>Replace entry doors</td>
<td>2,000</td>
</tr>
<tr>
<td>Replace carpet in golf shop</td>
<td>6,000</td>
</tr>
<tr>
<td>Vinyl flooring in foodservice and patio</td>
<td>6,000</td>
</tr>
<tr>
<td>Eliminate peg board, install slot-wall</td>
<td>5,000</td>
</tr>
<tr>
<td>Vinyl wall board in food service area</td>
<td>4,000</td>
</tr>
<tr>
<td>Construct new golf shop counter</td>
<td>4,000</td>
</tr>
<tr>
<td>Install manager office and furnishings</td>
<td>5,000</td>
</tr>
<tr>
<td>Purchase new golf display fixtures</td>
<td>4,000</td>
</tr>
<tr>
<td>Install cabinets, counters, shelving</td>
<td>7,000</td>
</tr>
<tr>
<td>Purchase new point of sale system</td>
<td>15,000</td>
</tr>
<tr>
<td>Purchase display shelving for memorabilia</td>
<td>5,000</td>
</tr>
<tr>
<td>Contingency</td>
<td>10,000</td>
</tr>
<tr>
<td><strong>Total Cost for Minimal Option</strong></td>
<td><strong>$100,000</strong></td>
</tr>
</tbody>
</table>
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 8th hole becomes the new first hole; and the existing 7th hole becomes the new 9th 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**

<table>
<thead>
<tr>
<th>Area/Function</th>
<th>Sq. Ft.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro Shop Counter</td>
<td>200</td>
</tr>
<tr>
<td>Merchandise area</td>
<td>600</td>
</tr>
<tr>
<td>Managers office</td>
<td>160</td>
</tr>
<tr>
<td>Golf Club Storage</td>
<td>500</td>
</tr>
<tr>
<td>Golf shop storage</td>
<td>240</td>
</tr>
<tr>
<td>Golf Cart storage (No HVAC)</td>
<td>500</td>
</tr>
<tr>
<td>Men’s rest room</td>
<td>200</td>
</tr>
<tr>
<td>Women’s rest room</td>
<td>200</td>
</tr>
<tr>
<td>Snack bar kitchen/counter</td>
<td>300</td>
</tr>
<tr>
<td>Kitchen storage</td>
<td>100</td>
</tr>
<tr>
<td>Inside snack bar seating</td>
<td>900</td>
</tr>
<tr>
<td>Screened patio seating</td>
<td>400</td>
</tr>
<tr>
<td>Mechanical/Circulation</td>
<td>300</td>
</tr>
</tbody>
</table>

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.
<table>
<thead>
<tr>
<th>Winter Park Country Club</th>
<th>Kitson &amp; Partners Table 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Comparison of Facility Improvement Options</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Option A - Minimal</th>
<th>Option B - Moderate</th>
<th>Option C - Aggressive</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Improvements</td>
<td>Preliminary Estimate</td>
<td>Improvements</td>
</tr>
<tr>
<td><strong>Golf Shop</strong></td>
<td>Paint and refurbish the existing Golf Shop, parking lot and landscaping, without any building expansion or reconstruction</td>
<td>$100,000</td>
<td>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</td>
</tr>
<tr>
<td><strong>Golf Course</strong></td>
<td>Resurface tees, upgrade irrigation pump station and add irrigation controllers</td>
<td>$120,000</td>
<td>Resurface tees, rebuild practice putting green, upgrade irrigation pump station and add irrigation controllers</td>
</tr>
<tr>
<td><strong>Preliminary Total Estimate</strong></td>
<td><strong>$220,000</strong></td>
<td><strong>$440,000</strong></td>
<td><strong>$1,260,000</strong></td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>Now</th>
<th>New</th>
<th>Par</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>8</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>9</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
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 reusing 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.
<table>
<thead>
<tr>
<th></th>
<th>Actual Results</th>
<th>Projected - Aggressive Option</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2001</td>
<td>2002</td>
</tr>
<tr>
<td>Total Estimated Rounds Played</td>
<td>46,322</td>
<td>44,787</td>
</tr>
<tr>
<td>Average Revenue Per Round</td>
<td>8.29</td>
<td>8.50</td>
</tr>
<tr>
<td>Average Greens Fee Per Round</td>
<td>6.04</td>
<td>6.23</td>
</tr>
<tr>
<td>Average Membership Fees Per Round</td>
<td>1.94</td>
<td>1.96</td>
</tr>
<tr>
<td>Average Riding Golf Cart Fees Per Round</td>
<td>0.31</td>
<td>0.37</td>
</tr>
<tr>
<td>Average Pull Cart Fees Per Round</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Average Merchandise Sales Per Round</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Average Food &amp; Beverage Sales Per Round</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Average Greens Fee Revenue Per Public Round</td>
<td>8.66</td>
<td>9.07</td>
</tr>
<tr>
<td>Member Rounds Played (Based on WPCC staff estimates)</td>
<td>14,000</td>
<td>14,000</td>
</tr>
<tr>
<td>Average Membership Fee Revenue Per Member Round</td>
<td>6.41</td>
<td>6.27</td>
</tr>
<tr>
<td>Operating Revenues:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greens Fees</td>
<td>89,770</td>
<td>87,714</td>
</tr>
<tr>
<td>Membership Fees</td>
<td>14,347</td>
<td>16,791</td>
</tr>
<tr>
<td>Riding Golf Cart Fees</td>
<td>14,199</td>
<td>16,736</td>
</tr>
<tr>
<td>Pull Cart Fees</td>
<td>18,648</td>
<td>19,525</td>
</tr>
<tr>
<td>Merchandise</td>
<td>27,972</td>
<td>29,287</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>383,983</td>
<td>383,591</td>
</tr>
<tr>
<td>Change from Year to Year</td>
<td>-0.1%</td>
<td>-2.5%</td>
</tr>
<tr>
<td>Operating Expenses:</td>
<td>399,530</td>
<td>414,824</td>
</tr>
<tr>
<td>Operations - Based on Current Expense Structure</td>
<td>0</td>
<td>(7,000)</td>
</tr>
<tr>
<td>Adjustmeat for Equipment Maintenance</td>
<td>12,121</td>
<td>12,691</td>
</tr>
<tr>
<td>Cost of Goods - Merchandise 65%</td>
<td>9,790</td>
<td>10,251</td>
</tr>
<tr>
<td>Additional Part Time Staff - Golf Ops - 30 hrs/week</td>
<td>12,480</td>
<td>12,854</td>
</tr>
<tr>
<td>Additional Part Time Staff - F &amp; B - 30 hrs/week</td>
<td>399,530</td>
<td>414,824</td>
</tr>
<tr>
<td>Change from Year to Year</td>
<td>3.5%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Course Operating Income (Loss)</td>
<td>(15,547)</td>
<td>(31,333)</td>
</tr>
</tbody>
</table>
## Minimal Improvement Option

### Summary of Key Assumptions and Highlights - Five Year Pro Forma

<table>
<thead>
<tr>
<th>Total Estimated Rounds Played</th>
<th>Increase from 37,606 in the base year to 37,983 in Year 5, an increase of 1.0% over five years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Revenue Per Round</td>
<td>Increase from $10.08 in the base year to $15.70 in Year 5, an increase of 45.2% over five years</td>
</tr>
<tr>
<td>Average Greens Fee Per Round</td>
<td>Increases from $6.76 in the base year to $10.29 in Year 5</td>
</tr>
<tr>
<td>Average Membership Fees Per Round</td>
<td>Decreases steadily as a result of fewer member rounds being played</td>
</tr>
<tr>
<td>Average Riding Golf Cart Fees Per Round</td>
<td>Assumed to increase an average of 10 cents per round per year</td>
</tr>
<tr>
<td>Average Pull Cart Fees Per Round</td>
<td>Assumed to increase an average of 5 cents per round per year</td>
</tr>
<tr>
<td>Average Merchandise Sales Per Round</td>
<td>Merchandise becomes a City of Winter Park profit center, sales assumed to start at 50 cents/round and increase 5% annually</td>
</tr>
<tr>
<td>Average Food &amp; Beverage Sales Per Round</td>
<td>Food &amp; beverage also becomes a City profit center, sales assumed to start at $.75/round and then increase 5% annually</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public Daily Fee Rounds Played</th>
<th>Public rounds are assumed to increase 5% annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Greens Fee Revenue Per Public Round</td>
<td>Assumed to increase 5% annually for two years and 3% annually thereafter</td>
</tr>
<tr>
<td>Member Rounds Played (Based on WPCC staff estimates)</td>
<td>Assumed to decline by an average of 10% annually as a result of higher fees being charged</td>
</tr>
<tr>
<td>Average Membership Fee Revenue Per Member Round</td>
<td>Assumed to increase an average of 7.5% annually as a result of membership fee increases</td>
</tr>
</tbody>
</table>

### Operating Expenses:

- **Operations - Based on Current Expense Structure**
  - Adjustment for Equipment Maintenance
  - 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
  - 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 - Moderate Improvement Option

<table>
<thead>
<tr>
<th></th>
<th>Actual Results</th>
<th>Projected - Aggressive Option</th>
</tr>
</thead>
<tbody>
<tr>
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<td>8.56</td>
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<tr>
<td><strong>Average Greens Fee Per Round</strong></td>
<td>6.04</td>
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<tr>
<td><strong>Average Membership Fees Per Round</strong></td>
<td>1.94</td>
<td>1.96</td>
</tr>
<tr>
<td><strong>Average Riding Golf Cart Fees Per Round</strong></td>
<td>0.31</td>
<td>0.37</td>
</tr>
<tr>
<td><strong>Average Pull Cart Fees Per Round</strong></td>
<td>0.00</td>
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</tr>
<tr>
<td><strong>Average Merchandise Sales Per Round</strong></td>
<td>0.00</td>
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<tr>
<td><strong>Average Food &amp; Beverage Sales Per Round</strong></td>
<td>0.00</td>
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<tr>
<td><strong>Average Greens Fee Revenue Per Public Round</strong></td>
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<tr>
<td><strong>Member Rounds Played (Based on WPCC staff estimates)</strong></td>
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<tr>
<td><strong>Average Membership Fee Revenue Per Member Round</strong></td>
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<tr>
<td><strong>Operating Revenues:</strong></td>
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<tr>
<td><strong>Greens Fees</strong></td>
<td>279,866</td>
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<tr>
<td><strong>Membership Fees</strong></td>
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</tr>
<tr>
<td><strong>Riding Golf Cart Fees</strong></td>
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<td><strong>Pull Cart Fees</strong></td>
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<td><strong>Food &amp; Beverage</strong></td>
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<tr>
<td><strong>Total Operating Revenues</strong></td>
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<tr>
<td><strong>Change from Year to Year</strong></td>
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<td>-2.3%</td>
</tr>
<tr>
<td><strong>Operating Expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operations - Based on Current Expense Structure</strong></td>
<td>399,530</td>
<td>414,824</td>
</tr>
<tr>
<td><strong>Adjustment for Equipment Maintenance</strong></td>
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<td>(7,000)</td>
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<tr>
<td><strong>Additional Part Time Staff - F &amp; B - 30 hrs/week</strong></td>
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<td>12,834</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>399,530</td>
<td>414,824</td>
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<tr>
<td><strong>Change from Year to Year</strong></td>
<td>3.8%</td>
<td>9.3%</td>
</tr>
<tr>
<td><strong>Course Operating Income (Loss)</strong></td>
<td>(15,547)</td>
<td>(31,233)</td>
</tr>
</tbody>
</table>
## Moderate Improvement Option

### Summary of Key Assumptions and Highlights - Five Year Pro Forma

<table>
<thead>
<tr>
<th>Metric</th>
<th>Assumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Estimated Rounds Played</td>
<td>Increase from 37,606 in the base year to 40,134 in Year 5, an increase of 6.7% over five years</td>
</tr>
<tr>
<td>Average Revenue Per Round</td>
<td>Increase from $10.08 in the base year to $16.95 in Year 5, an increase of 53.8% over five years</td>
</tr>
<tr>
<td>Average Greens Fee Per Round</td>
<td>Increases from $6.76 in the base year to $10.45 in Year 5</td>
</tr>
<tr>
<td>Average Membership Fees Per Round</td>
<td>Decreases steadily as a result of fewer member rounds being played</td>
</tr>
<tr>
<td>Average Riding Golf Cart Fees Per Round</td>
<td>Assumed to increase an average of 10 cents per round per year</td>
</tr>
<tr>
<td>Average Pull Cart Fees Per Round</td>
<td>Assumed to increase an average of 5 cents per round per year</td>
</tr>
<tr>
<td>Average Merchandise Sales Per Round</td>
<td>Merchandise becomes a City of Winter Park profit center, sales assumed to start at 75 cents/round and increase 5% annually</td>
</tr>
<tr>
<td>Average Food &amp; Beverage Sales Per Round</td>
<td>Food &amp; beverage also becomes a City profit center, sales assumed to start at $1.50/round and then increase 5% annually</td>
</tr>
<tr>
<td>Public Daily Fee Rounds Played</td>
<td>Public rounds are assumed to increase 7.5% annually for three years and 5% annually thereafter</td>
</tr>
<tr>
<td>Average Greens Fee Revenue Per Public Round</td>
<td>Assumed to increase 5% annually for two years and 3% annually thereafter</td>
</tr>
<tr>
<td>Member Rounds Played (Based on WPCC staff estimates)</td>
<td>Assumed to decline by an average of 10% annually as a result of higher fees being charged</td>
</tr>
<tr>
<td>Average Membership Fee Revenue Per Member Round</td>
<td>Assumed to increase an average of 7.5% annually as a result of membership fee increases</td>
</tr>
</tbody>
</table>

### Operating Expenses:

**Operations - Based on Current Expense Structure**

- **Adjustment for Equipment Maintenance**
- **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

<table>
<thead>
<tr>
<th></th>
<th>Actual Results</th>
<th>Projected - Aggressive Option</th>
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<tbody>
<tr>
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<td>2001</td>
<td>2002</td>
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<tr>
<td>--------------------------------</td>
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<td>Riding Golf Cart Fees</td>
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<td>Pull Cart Fees</td>
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<td>Merchandise</td>
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<td>383,591</td>
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<tr>
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<td>29,994</td>
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## Aggressive Improvement Option

### Summary of Key Assumptions and Highlights - Five Year Pro Forma

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<tr>
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</tr>
</thead>
<tbody>
<tr>
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### Operating Expenses:

**Operations - Based on Current Expense Structure**
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- **Cost of Goods - Merchandise 65%**
- **Cost of Goods F&B 45%**
- **Additional Part Time Staff - Golf Ops - 30 hrs/week**
- **Additional Part Time Staff - F & B - 70 hrs/week**

<table>
<thead>
<tr>
<th>Expense</th>
<th>Assumption Details</th>
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<tbody>
<tr>
<td>Total Operating Expenses for the base year serve as baseline, and increase 15% Year 1, then increase 3% annually</td>
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<td></td>
</tr>
<tr>
<td>Reasonable industry standard assumption for a smaller operation</td>
<td></td>
</tr>
<tr>
<td>Reasonable industry standard assumption, including disposable supplies (cups, napkins, etc.)</td>
<td></td>
</tr>
<tr>
<td>Larger operation, higher volume of play will require additional staff support</td>
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</table>
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 implemented 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 Zukany, consultant with Championship Golf Course Services of Tampa/St. Petersburg."
3. Eliminate excessive or unnecessary sand traps. 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 will 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 includes a sunset agreement so that the plan will end in the future.
- Stuart Z. Cohen, CGWR, 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 as 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”.

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.
A CONCEPT PLAN FOR

WINTER PARK COUNTRY CLUB

DESIGNED BY KEITH RHODES AND RILEY JOHNES
HOLE NARRATIVES

Our 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.
“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.”

Elona’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 Elconia 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](image)

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.
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.”
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.](image)

“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, "In golf, 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)
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
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.
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.
CONTACT OUR FRANCHISE DEVELOPMENT TEAM
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

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!

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.

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

TrackMan Simulators Starting at $39,995

See more options at www.trackmangolf.com/simulator

- TrackMan Pro IIle 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 GOLFWEEK, 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.