Background

- Golf Enterprise Fund formed in 1991
- Business Plan Input
  - Business Plan Update Ad-Hoc Committee
  - Conducted 11 public meetings over an eight month period
  - Park and Recreation Board
  - City Council Environment Committee (Previously named the Natural Resources and Culture Committee)
- City Council approved the Business Plan on November 13, 2012
Key Business Plan Areas

Flexibility

Gives Park and Recreation Director authority to increase or decrease rates under defined circumstances

- Specials and Promotions
  - Up to 50% reduction
  - Any time throughout the year
  - Report annually on the outcome

- Increases
  - No potential increases before July 2013 (No increase has been implemented to date 2/20/2014)
  - 3% maximum for Residents annually
  - 5% maximum for Non-Residents annually
  - Public input required prior to implementation
Key Business Plan Areas

Plan Duration

- A “rolling plan” versus a prescribed duration with plan status updates to the Environment Committee every three years. Next update in fall 2015.
- Annual updates to the Park and Recreation Board (October)
- Ability to allow for a new or updated plan as needed, triggered by:
  - Environment Committee plan status updates
  - Need to increase fees above the approved limits
  - Significant changes to the Enterprise Fund
Business Plan Goals and Objectives

- To provide golf opportunities for all skill levels at the best overall value with excellent customer service
- To be a Local and National Leader in Municipal Golf Operations and Maintenance
- To be diligent stewards of the resources and finances within the Division, following the highest standards in transparency and accountability
Business Plan Goals and Objectives

- To continuously strive to improve our environmental practices, seeking to invest in long-term environmental sustainability at each of our facilities.
- To recognize value and invest in our employees.
Conclusion

Business Plan approval provides

- Continued Resident priority access to golf courses
- Tools to successfully operate in a highly competitive market
  - Opportunistically adjust to market demands
  - Operate in a timely and flexible capacity
- Flexible strategies for development of financial resources necessary to sustain golf operations
- Resources to complete critical deferred maintenance projects and essential capital improvements