

Golf Course Advisory Board

Agenda

June 27, 2016

6:30PM

Louisville Library First Floor

951 Spruce Street

1. Call to order.
2. Roll call.
3. Approval of agenda.
4. Approval of minutes from May 16, 2016.
5. Public comments on items not on agenda.(Please limit to 3 minutes). Items 1thru 5 – 10 minutes.
6. Staff update on:
 - a. Course outstanding issues (irrigation controller failures), course conditions and community concerns if any.
 - b. Feedback on league play and comments from players on course conditions.
 - c. Dashboard review
7. Discussion:
 - a. Establishment of a GCAB/staff sub-committee to develop strategic plan process, schedule and draft strategies for review and support by GCAB.
8. Recreation Senior Center & Aquatic Facility Expansion Study Update – Michele Van Pelt
9. Budget outline discussion and feedback.
10. Proposed agenda items for next meeting – 5 minutes.
- 11. Next meeting- Louisville Public Library on 7/18/2016 at 6:30PM.**
12. Adjourn.



Golf Course Advisory Board Meeting Minutes

05-16-2016

**Louisville Public Library
6:30 PM**

1. **Call to Order** – Ken Gambon called the meeting to order at 6:30 PM.
2. **Roll Call** was taken and the following members were present:

Board Members Present: Perry Nelson, Cory Nickerson, Michele van Pelt, Lisa Norgard, Ken Gambon and Sandy Stewart
Board Members Excused Absence: Heikke Nielsen,
Council Members Present: Dennis Maloney
Staff Members Present: David Baril and David Dean
Staff Members Absent: Joe Stevens
Public: None
3. **Approval of Agenda** – The agenda was unanimously approved. Sandy Stewart proposed, Lisa Norgard seconded.
4. **Approval of Meeting Minutes** – The April 18th Minutes were unanimously approved with the correction to section 6e; monthly expenses should read \$65K. Perry Nelson proposed, Lisa Norgard seconded.
- 5 **Public comments:** None
6. **Staff Reports**
 - a) **Update on Food and Beverage Concession:** David Baril reported on behalf of Steve Lembke. Business at the Sweet Spot Café continues to flourish. Two recent events, Mother’s Day and Derby Day, were very well attended. Mother’s Day Lunch had lines in place until 2pm. There are issues with poor airflow in the kitchen area, a duct is being opened to allow cool air to enter from the dining room. Cory noted that the acoustics are very poor with high ambient noise making it hard to hear speakers at banquets. David B will look into acquiring a microphone and speakers as it is not possible to hook a mike directly into the present sound system.

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- b) **Course Outstanding Issues and comments.** The course is in excellent condition and continues to improve. The greens were punched and top-dressed. 150 yard stakes have been purchased and will be installed shortly. Lisa commented that it is difficult to locate sprinkler heads with yardage markers as the grass is hiding them. The grass around the sprinkler heads and around the distance disks at the sides of the fairways will be trimmed back to fix this issue. Work is well advanced on installing the meter and valve by the pump house to segregate golf course water from that used on other parks. The vault is installed and the meter and valve will be wired shortly. The contractor's heavy equipment has created severe damage to the rough around the 12th tee. The contractor is responsible for fixing that and it should be done by May 25th. While the Board fully accepts the concept of the various tee markers (TNT, Pick and Shovel, Coad Car and Lantern) it was noted that they are hard to see and frequently get tripped over. We had significant discussion without resolution and agreed to table the matter until the end of the year. Flags have been placed to the right of the 3rd tee box to delineate the native grass area and golfers are asked not to walk through it. This may be an issue as it is a natural shortcut coming off the bridge between holes 2 and 3. No progress in mowing a path between the 7th green and the 8th tee. If such a path could be marked by mowing, walkers would be more likely to use that path and keep it trampled down. L-shaped ropes and stakes are in place by the forward tee on hole 5. This will channel walkers into a consistent path and again will keep it trampled down. No update on the irrigation controller problem. David B reported the first hole-in-one on #7 since the course re-opened.
- c) **Feedback on league play.** David has been very successful in attracting new leagues. We have the Men's Club Tuesday League, the Ladies League, Stokers, the Oracle League, the Nextgen League and the Scotch League. The first run of the WAVE program was popular. Due to poor weather, the numbers were limited which allowed the theory to be tested. There were starters on both the 1st and the 10th tee who supplemented the rangers to ensure appropriate pace of play. This is a critical feature of the WAVE concept and it is important to ensure that golfers transitioning from one nine to the other do not run into the last members of the other half of the wave or are late in starting their second nine. A nominal 15-minute gap between the last tee-off on Wave A and Wave B tee off after nine holes is planned.
- d) **Season Pass Status.** 28 passes were sold in May across all programs (Acme 4, Ajax 7, Regal 3 and Monarch 14) Several people have commented on how good a deal the Monarch Pass provides for youth (\$199 or \$179 for Louisville residents) Acme and Ajax sales tend to be impulse buys when players pay for their round encouraged by the free round and points program. Regal and

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- Imperial passes provide particularly good value for players who practice a lot due to the free range balls included. David noted that several players using the Regal weekday passes also pay for rounds over the weekend. There are now 63 Regal or Imperial pass holders compared to the 35 in the previous Summit Club. David said it would be interesting to know when pass players choose to play. That information is available in the raw Golf Prophet data and can be extracted with some work. Sandy again offered to do that but there appears to be no interest from Staff. The Pass sales for the year are expected to exceed budget. Even though both Grand Openings of the Punchbowl Green were canceled due to weather, it is seeing use by kids and by golfers after their rounds. Cart usage is in the high 50% range.
- e) **Marketing Strategy.** Denise left on May 4th and most of her final days were taken up in transitioning. As discussed at the last meeting, Cory offered to help and provided names of other resources who had applied to join the Board. This offer was not taken up. The board is concerned that, although the search for Denise's replacement has narrowed to 5 valid candidates, it will be some time before an offer is made and a person in place. By then, the 2016 golf season is largely over. David has been doing a good job in filling with email blasts and Facebook posts but this is detracting from his focus on golf operations. An event was held on Mother's Day with one free round for a mother with a paid accompanying round and a similar promotion will be held on Father's Day. Upcoming events include Wedge Fitting Day, the Firecracker on July 4th and the Louisville Open on Aug 19th. The Louisville Open will include brackets for Men, Women, Senior and possibly Monarch. Staff are looking into getting a sponsor for the Open with naming rights for any company who is willing to contribute \$1000 or more.
- f) **Metrics:** Malcolm has asked David to show more data as graphs and provide a status on playable days. The estimate for calendar 2016 was that 10% of days would be unplayable – we have already exceed that number. Green fee revenue per round is expected to increase once the remaining Peak Player memberships (with their \$7 per round discount) expire. In addition, as Summit Club memberships expire, the free cart privilege will disappear.
- g) **Social Media Accounts:** David now has Admin control over the Facebook and Twitter accounts.
- h) **Dashboard Review:** Due to weather conditions, green fee revenue is below budget, revenue per round is below budget due to remaining Peak player discounts, range revenue is above budget, pass revenue is significantly ahead of budget and total revenue is approximately 3% under budget. Expenses are close to budget not counting a \$16K expense for insurance and \$19K in merchandise purchased for the pro shop.

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- i. Lesson revenue is not tracked on the Dashboard. Council Member Maloney pointed out that lesson revenue is budgeted at only \$8K for 2016 and so is too minor to track. The board commented that lesson revenue is not only significant but is also a strategic factor in attracting new golfers. David stated that a successful lesson program could generate \$150K annually split between the city and the teacher. The Board noted that this was a driving factor in justifying the capital for the all-year teaching facility, David is getting numbers from Proponent, an industry group, to create a business case for this capital investment. Council Member Maloney stated that \$120,300 was in the draft budget presented to the Finance Committee but not until 2018. Given the revenue this could generate, the Board noted that we do not appear to have a strategy based on winning financially, more a conservative strategy targeted on not losing.
- ii. We discussed the Course Trends Report included in the Board Packet. This gives good information on web activity but the revenue estimates in the report were based on generic numbers and not relevant to our sales. David noted two outings were booked through our website each with 60 to 80 players which is a significant amount of revenue. Email blasts resulted in 18% to 25% unique views which is good when viewed against an industry average of 20%.

7. Operating Budget Discussion

At the April Meeting Joe committed to present an outline of the 2017 budget to the Board at the May meeting, before it is submitted to the City Manager's office for review prior to submission to Council for approval. The outline has already been presented on 5/16/2016 to the Finance committee and has not been seen by the board. Since Joe was not present, we were unable to discuss this item.

8. Capital Plan Discussion

Ken provided staff with a draft template for capital needs over the next 20 years. No progress on populating it with additional capital items nor valid numbers in order to be the basis for a strategic financial plan.



9. Proposed Agenda for our 6/27 Meeting

Our next meeting will be held on June 27th in the Library at 6:30pm.

Proposed subjects for discussion are

- Golf Course goals and objectives
- Strategies to achieve the goals and objectives.
- 5-year strategic plan which supports these goals and objectives
- Strategic financial outlooks to help establish a budget
- Budget for 2017
- Update on course conditions
- Update on the F&B operation
- Update on financial dashboard

8. Adjourn

There being no further business, the meeting was adjourned at 8:20pm. Motion to adjourn proposed by Sandy Stewart and seconded by Cory Nickerson.

REVISED Dashboard

May-16

Background information	actual	budget
Playable Days	25	
Total Rounds	3367	4480

Revenue		
Green fees	99910	163800
golf cart fee	23526	34104
range	14978	18900
annual pass	15533	18900
golf shop sales	19285	20300
Food & beverage		
** All other revenue	11378	191020
total revenue	184610	447024
total revenue per round	54.83	99.78

Expenditures		
Course maintenance	33151	103503
Marketing	11824	18844
All other operations & expenditures	58429	91580
Capital Projects	7419	7419
Total expenditures	110823	221346

Net Position		
Total revenue - total expenditures	73787	225678

** all other revenue	** all other operations & expenditures
golf instruction	Golf Operations expenditures & wages
golf club repairs	Building maintenance & utilities
gift certificate sales	
golf club rentals	
handicap fees	

A Golf Playable Day (GPD) is defined as a day where the maximum temperature is above 46 degrees Fahrenheit and below 94 degrees Fahrenheit, precipitation is less than 0.25 inches of rainfall, and wind speed is less than 19 miles per hour.

REVISED Dashboard

January through May 31

	actual	budget
Background information		
Playable Days	70/121	
Total Rounds	6,894	9,521
Revenue		
Green fees	194,616	348,098
golf cart fee	43,105	72,476
range	34,739	40,165
annual pass	93,664	40,165
golf shop sales	33,174	40,267
Food & beverage		
** All other revenue	18,405	10,116
total revenue	417,831	996,330
total revenue per round	61	105
Expenditures		
Course maintenance	136,984	199,480
Marketing	51,060	36,317
All other operations & expenditures	188,044	176,497
Capital Projects	30,518	298,000
Total expenditures	406,606	710,294
Net Position		
Total revenue - total expenditures	11,225	286,036

** all other revenue

- golf instruction
- golf club repairs
- gift certificate sales
- golf club rentals
- handicap fees

** all other operations & expenditures

- Golf Operations expenditures & wages
- Building maintenance & utilities

A Golf Playable Day (GPD) is defined as a day where the maximum temperature is above 46 degrees Fahrenheit and below 94 degrees Fahrenheit, precipitation is less than 0.25 inches of rainfall, and wind speed is less than 19 miles per hour.

Recreation & Senior Center and Memory Square Improvements



The process



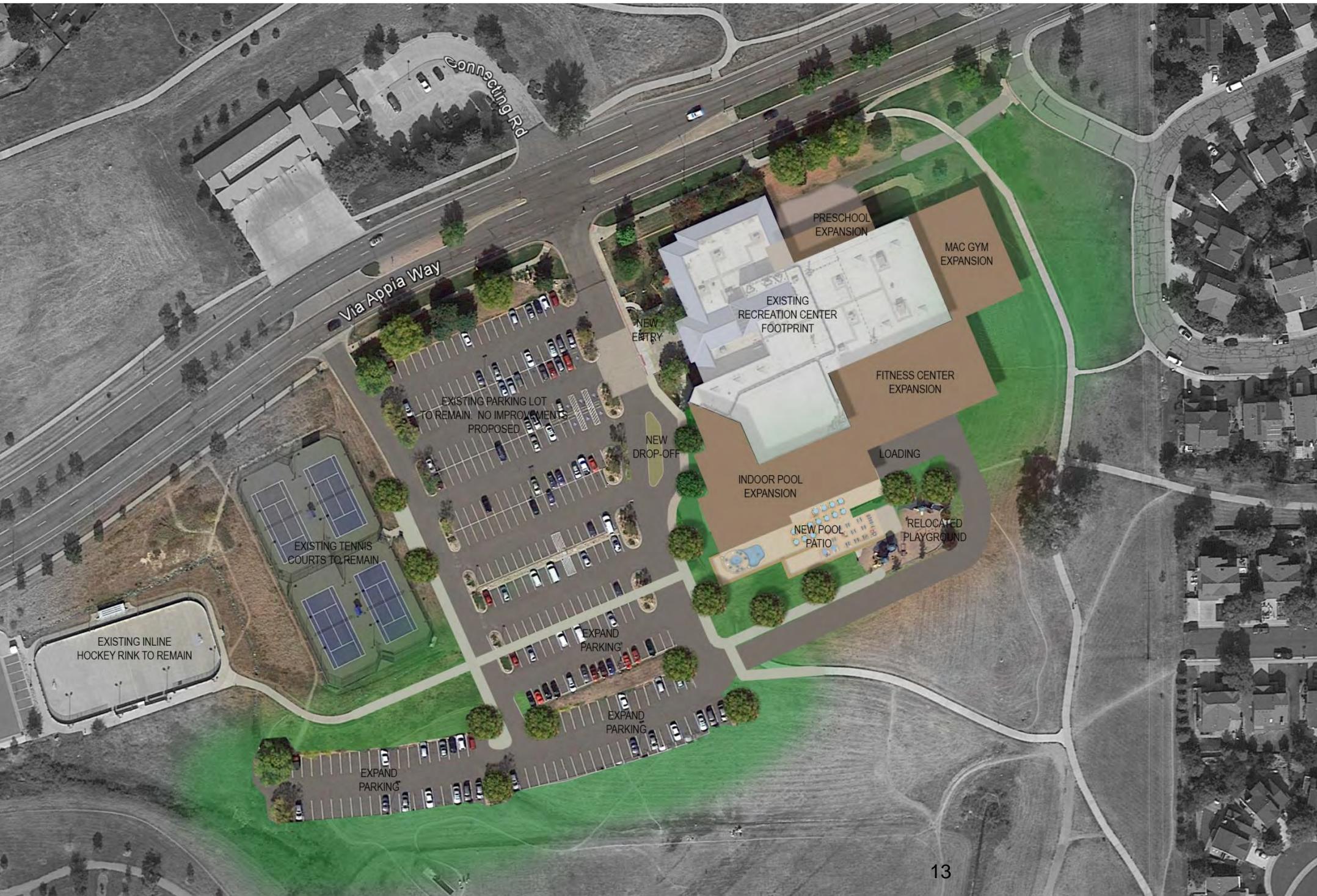
Why are improvements necessary?

- Cardio and strength fitness space is small and overcrowded
- Limited recreational and leisure pool area
- Senior areas are shared with youth programs
- Locker rooms are too small and lack family change space
- The population for the City of Louisville has doubled since the facility was built.

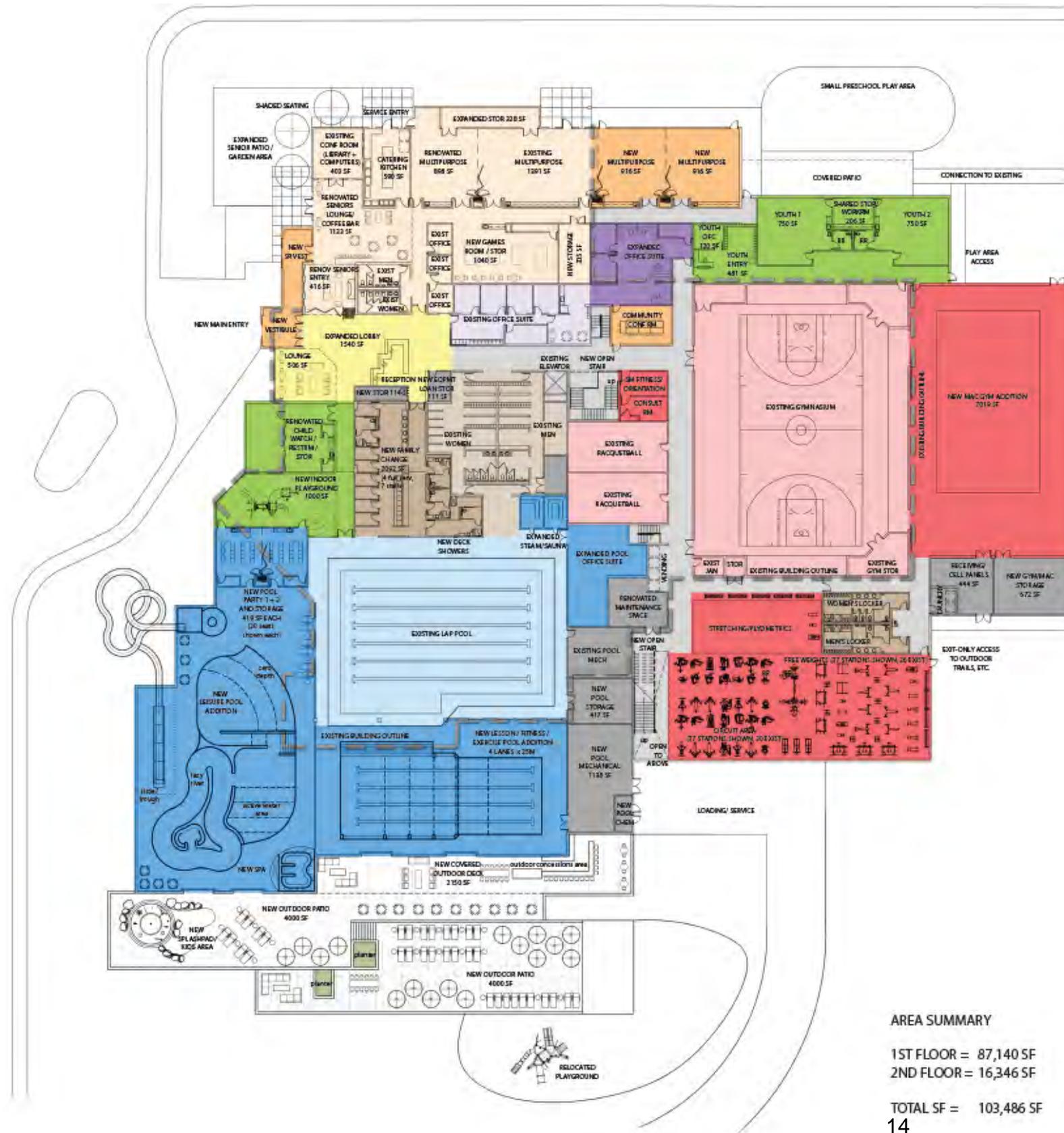


Recreation/Senior Center Proposed Improvements

Site Improvements



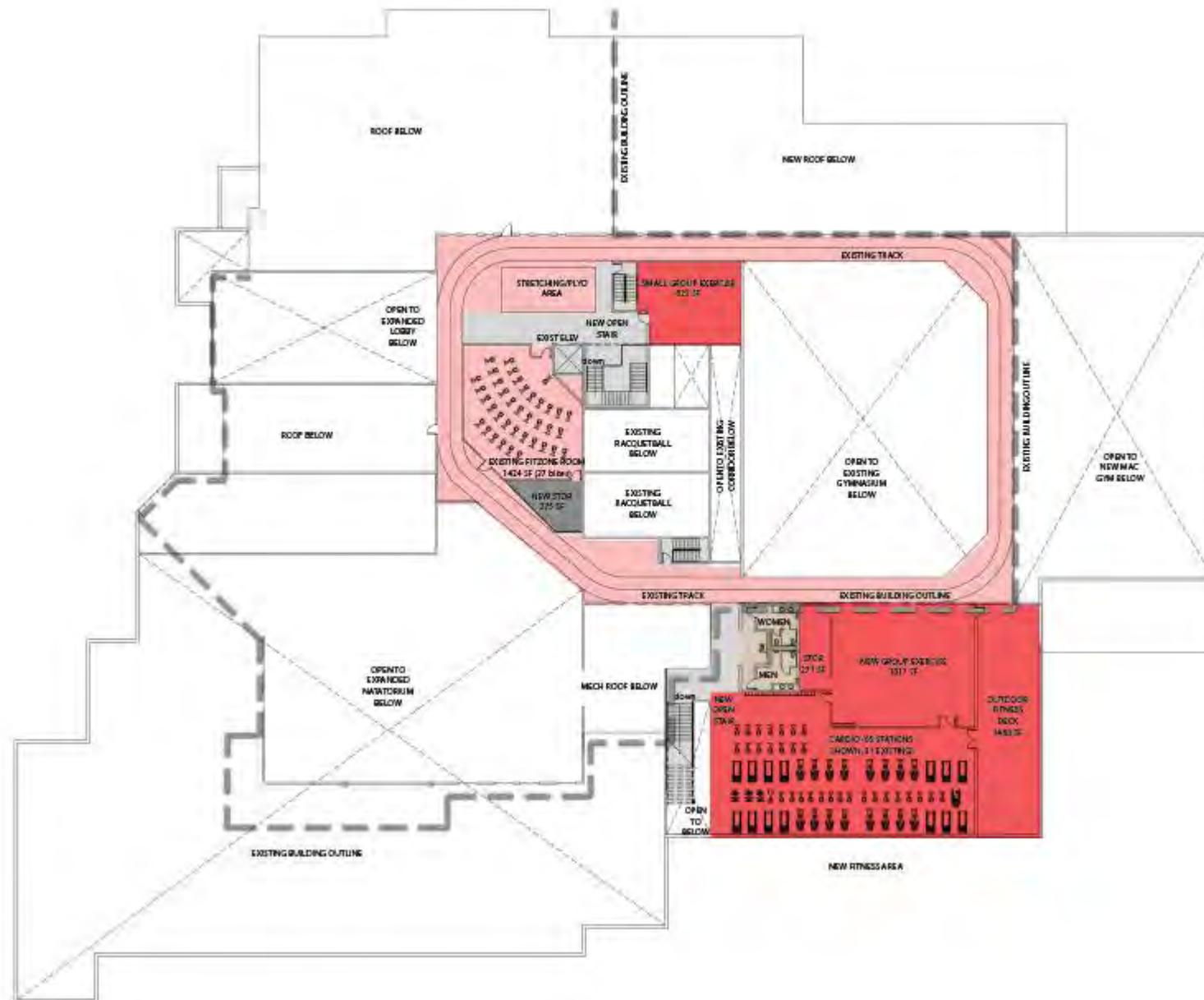
- Expanded parking area
- New outdoor pool deck and patio
- Relocated playground
- New covered senior entry
- Landscaping improvements
- Trail Connections



- **New Leisure Pool**
- **New Lesson/Exercise/Lap Pool**
- **Senior Center Improvements**
- **New Youth Areas**
- **New Fitness Center Addition**
- **New Turf Gymnasium**
- **New Family Locker/Change Room**

Total Main Level: 87,140 sf
Total New Main Area: 37,677 sf
Total New Area: 46,486 sf
Total Building Area: 103,486 sf

AREA SUMMARY
 1ST FLOOR = 87,140 SF
 2ND FLOOR = 16,346 SF
 TOTAL SF = 103,486 SF
 14



- **New Cardio Fitness Center**
- **New Group Exercise and Fit Zone**
- **Renovate Fit Zone into Spinning Studio**
- **Upper level restrooms**
- **Improve existing running track**

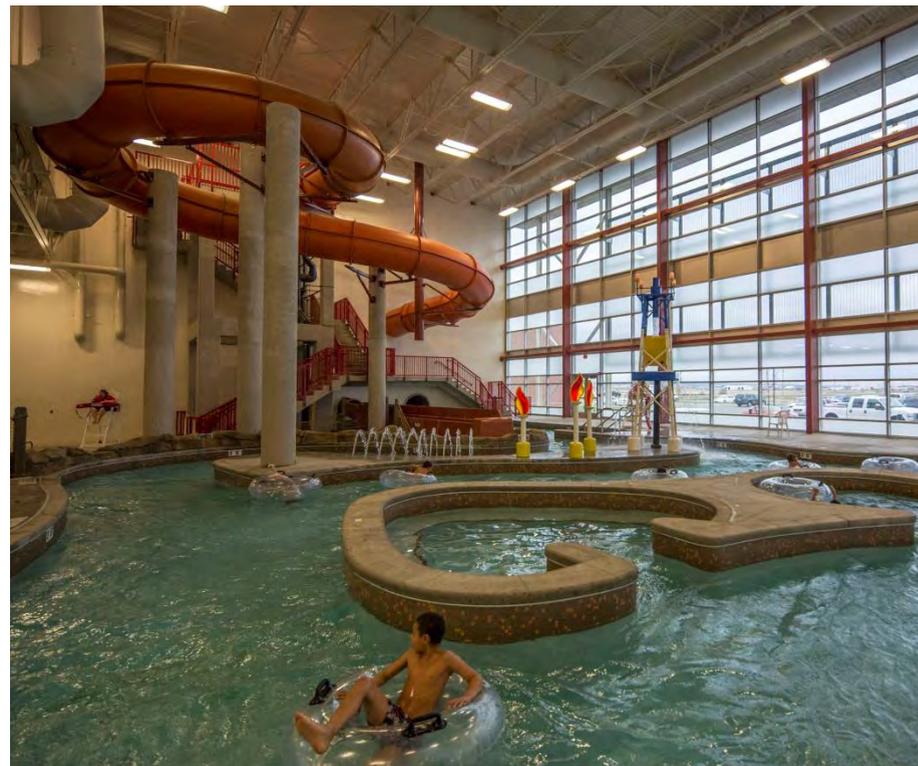
Total Upper Level:	16,346 sf
Total New Upper Area:	8,806 sf
Total New Area:	46,486 sf
Total Building Area:	103,486 sf

Proposed Improvements: Aquatics

Lap/Lesson/Exercise Pool



Warm Water Leisure Pool



Improvements to Existing Lap Pool



Current aquatics area: 11,785 sf

Proposed aquatics area: 24,850 sf

Proposed Improvements: Deep Water Opportunity

Plunge Slide



Rope Swing



Climbing Wall



Proposed Improvements: Outdoor Pool Deck

Large Door Openings



Seating Patio



Sprayground



Proposed Improvements: Strength Fitness

Free Weight / Strength Training



Machine Circuit Training



Current fitness area:

1,670 sf

Proposed fitness area:

4,700 sf

Proposed Improvements: Cardio Fitness

Cardio Fitness



Current cardio area: 1,670 sf

Proposed cardio area: 5,195 sf

Proposed Improvements: Group Exercise and Spinning Studio

Aerobics / Group Exercise Fit Zone



Spinning Studio



Current group exercise area:

1,600 sf

Proposed group exercise area:

4,500 sf

Proposed Improvements: Turf Gymnasium

Indoor Turf Gym and Activities



Current gymnasium:

9,230 sf

Proposed gymnasium:

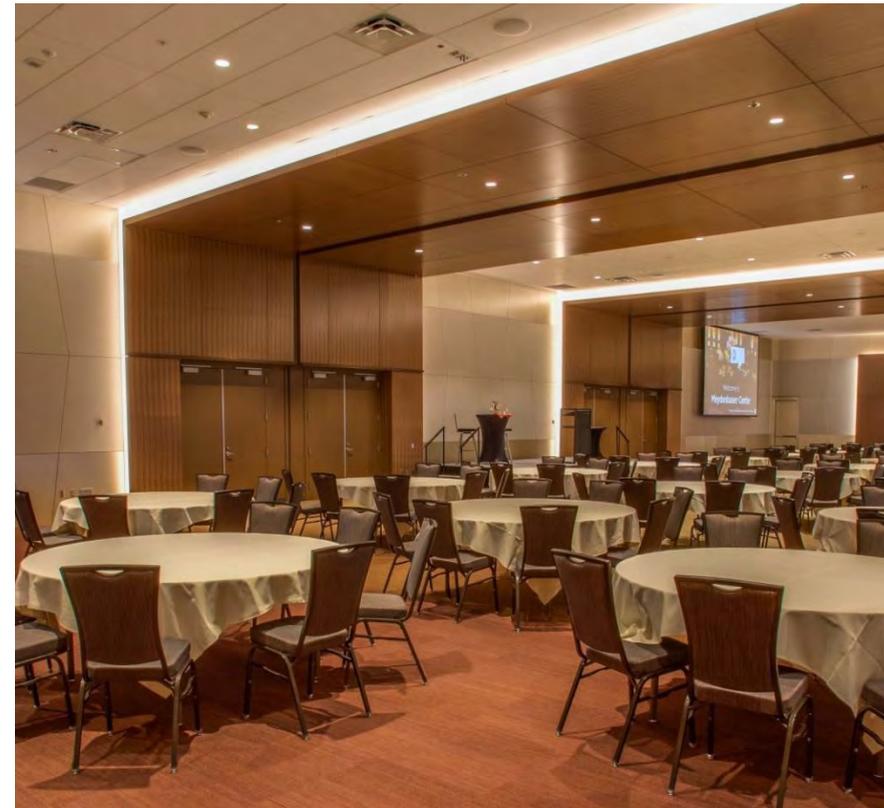
15,245 sf

Proposed Improvements: Senior Areas

New Lounge and Reception



Upgraded Meeting Rooms



New Catering Kitchen



Current senior area:

7,050 sf

Proposed senior area:

10,783 sf

Proposed Improvements: Youth Areas

Remodeled Child Sitting



Indoor Playground



New Youth Classrooms



Current youth area: 1,920 sf

Proposed youth area: 4,975 sf

Square footage comparisons

Program	Current Ft.²	Proposed Ft.²
Fitness Center - Strength	1,670	4,700
Fitness Center – Cardio/Plyometric	1,680	5,195
Group Exercise	1,600	4,500
Gymnasium	9,230	15,245
Aquatics	11,785	24,850
Senior Areas	7,050	10,783
Youth Areas	1,920	4,975
Administration	1,391	2,890



Memory Square Proposed Improvements

Memory Square Site Improvements



- **Redesigned Clubhouse**
- **Improved locker rooms**
- **Shade Structures**
- **Replace children's pool with new shallow pool and sprayground**
- **Improved deck and landscape**

Memory Square Clubhouse Plan





Project Cost

Estimated Cost of Improvements

Category	Total Estimated Costs*
Site Construction	\$2,797,770
New Additions	\$20,619,877
Existing Area Renovation	\$3,458,642
Memory Square Improvements	\$1,240,515

Total project costs estimated at \$28 million to \$30 million

Operations & maintenance costs estimated at \$500,000 annually

* Estimate includes all costs for planning, design, engineering and construction

Public Finance Considerations

- Property tax proposed to finance capital construction.
- A \$28 million project would amount to an annual increase of \$123 on a \$500,000 home, based on 2.50% interest rate for a 20-year bond.
- Annual operations and maintenance costs estimated at \$500,000 would be financed through a voter-approved sales tax of approximately 20 cents on every \$100 spent.
- The following schedule is an estimate of the additional property and sales taxes required to pay back various size debt issuances. The amounts will actually depend on interest rates, bond ratings, property valuations, etc.

Public Finance Considerations

Debt Amount	Approx. Annual Debt Service	Sales Tax Rate to Pay Back Debt	Sales Tax on \$100	Mill Levy to Pay Back Debt	Annual Property Tax Increase on \$500,000 Residence
\$30 million	\$1,924,000	.673%	.67	3.32	\$132.03
\$40 million	\$2,566,000	.898%	.90	4.42	\$176.08
\$50 million	\$3,207,000	1.123%	1.12	5.53	\$220.07

Next Steps

- Language is being drafted for the two ballot issues that must pass for this project to move forward. The first issue will ask voters to approve a sales tax increase to fund capital construction and the second issue will ask voters to approve a sales tax increase to fund annual operations & maintenance costs.
- If City Council moves forward with these two ballot measures, citizens will vote on them Nov. 8. (Both measures must pass!)

View of Expansion from the South



View of New Recreation Center and Senior Entry

