

## *Golf Course Advisory Board*

### *Agenda*

*July 18, 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 June 27, 2016.
5. Public comments on items not on agenda. (Please limit to 3 minutes). Items 1 thru 5 – 10 minutes.
6. Staff update on:
  - a. Course outstanding issues.
  - b. Update on F & B operation and upcoming plans
  - c. Dashboard review
7. Joint discussion:
  - a. GCAB/staff sub-committee strategy development plans/schedule. (Handout distributed at last meeting enclosed in packet this month).
  - b. Discussion of GCAB City Council study session agenda – meeting scheduled for August 23 at 7PM in library.
8. Budget discussion and feedback for staff input.
9. Proposed agenda items for next meeting – 5 minutes.
- 10. Next meeting- Louisville Public Library on 8/15/2016 at 6:30PM.**
11. Adjourn.



## **Golf Course Advisory Board Meeting Minutes**

**06-27-2016**

**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 (by phone), Cory Nickerson, Michele van Pelt, Lisa Norgard, Ken Gambon and Sandy Stewart  
Board Members Absent: Heikke Nielsen,  
Council Members Absent: Dennis Maloney  
Staff Members Present: Joe Stevens, David Baril, David Dean and Ginger Cross  
Public: None
3. **Approval of Agenda** – The agenda was unanimously approved. Sandy Stewart proposed, Michelle van Pelt seconded.
4. **Approval of Meeting Minutes** – The May 16th Minutes were unanimously approved. Michelle van Pelt proposed, Lisa Norgard seconded.
- 5 **Public comments:** None
6. **Staff Reports**
  - a) **Update on Food and Beverage Concession:** A successful Couples Scramble was run on June 17 and was over-subscribed. The limiting factor was table capacity for the dinner afterwards – alleviated somewhat by adding extra tables. A similar event on July 17 is already well-booked for \$60 per couple including 9-hole green fees, cart and a prime rib/chicken dinner.
  - b) **Course Outstanding Issues and comments.** The course is in good shape and continues to improve. The long-standing problem with the irrigation controllers has been resolved by replacing the computer. No problems have come up since that was done. So far this year, all irrigation water has been drawn from Coal Creek. Starting next week, recycled water will be used in the irrigation system along with a proportion of water from the creek. Creek water usage is regulated

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by the complex Colorado water rights and Public Works advises the course on how much creek water can be used. Fertilizer used on the course will now be applied via the irrigation system. It is cheaper than spreading granular products. There are no Dept. of Agriculture restrictions on the material used for fertilization as long as backflow preventers are in place to avoid contamination of the water source. The greens-keeper operation currently employs 10 people with 14 in the pro-shop and golf operations team. David Baril reported that Brady Jones has resigned his position as First assistant to take up a job in Boulder with KBS Shafts. Brady will be missed and we wish him well in his new career. The vacancy has been posted with 9 applicants responding of whom 6 look promising. Applications will close on July 5 with interviews to start thereafter. The Colorado Golf Association has scheduled their Super-Senior (60 and above) Match Play tournament at Coal Creek in May 2017. This will generate a modest income for the course and needs no special set-up other than the organizers may suggest tee and pin locations. 32 players are scheduled and a small number of spectators are expected to attend. David was complimented by 3 sets of parents on Coal Creek's commitment to Monarch and the PGA Junior programs. One set of parents moved their membership back to Coal Creek from the OMNI because of the junior program. At present, we have 29 juniors enrolled so we can field two teams of 12 and we could take on more juniors to add an additional team. Away matches are hard to coordinate for parents as most other courses play normal tee times. At Coal Creek, David plays junior team events as shotguns to make it more predictable for parents to drop off and pick up their kids. It was noted that some children had ridden bikes and skateboards across #10 and #11 greens before being warned off by neighboring homeowners. Volunteer raters from Golf Digest will survey the course on July 1. Golfers made positive comments on the higher speed of the greens and the new steel 150 yard markers. No progress on selecting or ordering a launch monitor for club-fitting and lessons. This was a budget call but the Board commented that this was a relatively low expense purchase that should be easy to justify as on a return on investment basis. Joe introduced Ginger Cross who has replaced Denise White in the Parks and Recreation Marketing Role. Ginger came from Arizona where she ran her own marketing company supporting small and medium businesses. She also acted as a liaison between an Arizona golf course and the surrounding homeowners. The Board welcomed her and wished her well in her new assignment. David has received data on the potential ROI of a training facility but has not had time to analyze it. Joe commented that two events, organized in conjunction with Boulder County Open Space, had been very successful – the birdwatching walk and a recent astronomy event that ran from 9pm to 11pm and was sold out. Cory Nickerson announced that her company, Louisville Realty

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- Associates, will be the title sponsor for the Louisville Open. Further sponsorships are being solicited.
- c) **Season Pass Status.** All prior Peak Player and Summit Club memberships have expired. Pass Sales will taper off between now and the end of the year with pass costs pro-rated by months remaining.
  - d) **Dashboard Review:** David reported that revenue exceeded expenses for the month of May. Monday and Tuesday continue to see low utilization and typically 60% of tee-times are booked for slots prior to 10am. Tee times between 6am and 7am are also sparsely used and there may be an opportunity to attract additional players by discounting these times. The Wave concept has been well received but David noted that we are unable to fill times in the second wave which starts between 11:40am and 1:00pm. Significant revenue has been lost year-to-date since only 70 of 151 days were playable. The Board reiterated the point that having even a modest all-weather training facility would be a source of revenue when the course would otherwise be closed and would be a differentiator between Coal Creek and other local courses. Lesson Revenue has exceeded the token \$8K included in the 2016 budget. The gap between Brady leaving and getting his replacement up to speed will affect our ability to provide lessons.
- 7. Strategic Plan sub-committee:** A sub-committee has been set up comprising David Baril, David Dean, Perry Nelson and Michelle van Pelt to draw up a strategic vision and plan to present to Council. The need for such a plan is borne out by the work the Board did with Staff and with Kevin Norby on a strategic plan for renovating the course. Prepared as a 5-year capital plan, it was completed in 2012 and formed the blueprint for the course reconstruction following the 2013 flood. This project was set up at the prompting of Board and Council Member Maloney presented it to the City Manager. Dennis will continue as the driving force behind this effort. The Board clarified with Joe that responsibility for the plan rests with Staff. Michelle and Perry will present what the Board sees as essential to the success of the golf course, Staff will work out what it takes to put these ideas into practice and develop the financial case to justify any required investment. Return on Investment is the key factor in determining what should be in the plan and how priorities should be set. The sub-committee will report back to the Board at each meeting with an update on progress. The sub-committee will start immediately to schedule meetings. A Study Session with council is scheduled for August at which the sub-committee will present how they will put the plan together and Staff will show a year-to-date summary of 2016 results. The strategic plan must include a long-term capital plan. The capital budget for the City is adopted each November so the 2017 capital budget needs to be coherent with the long term plan.

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## 8. Recreation Senior Center & Aquatic Facility Expansion Study.

Michelle and Lisa are members of the Task Force that is formulating a plan for the Rec Center Expansion. Initiatives will be put on the November Ballot to fund the expansion for both capital cost and on-going running costs. Council directed that the plan be presented to all City Boards to solicit feedback. It was noted that Boulder Valley School District and the City of Superior plan to use the enhanced facilities but will only contribute to annual running costs – not to the building cost. Lisa and Michelle gave a good presentation of the planned design and the compromises made to be most cost effective. It was noted that user fees cover only 70% of the costs to run the various services provided in the facility while the golf course, as an Enterprise fund, is expected to cover all 100% of its running costs as well as creating reserves to cover replacement of capital equipment and facilities.

## 9. Proposed Agenda for our 8/18 Meeting

Our next meeting will be held on August 18<sup>th</sup> in the Library at 6:30pm.

Proposed subjects for discussion are

- Update on course conditions
- Update on the F&B operation
- Update on financial dashboard
- Update from the Strategy sub-committee
- Preparation for the August Study session with Council

## 8. Adjourn

There being no further business, the meeting was adjourned at 8:30pm. Motion to adjourn proposed by Sandy Stewart and seconded by Ken Gambon.

### **Coal Creek Golf Course (CCGC) - 2016 strategic planning direction**

The golf course has been asked to produce a strategic plan. This is defined here as a written document that defines the golf course's future direction which demonstrates that we know where we want to go, - our goals - how to get there – our strategic initiatives - and how we measure success.

In order to create a strategic plan it is important to document the goals and objectives of the CCGC so that strategies and therefore a strategic plan (with high level financial information over a minimum of 5 years) can be created. Large capital investments like (but not limited to) green replacement, bunker remodeling, tee rebuilding, large maintenance equipment, irrigation pump replacement, club house replacement should be forecast through a 20 year replacement plan as deemed appropriate by the superintendent and the head golf professional and consistent with industry standards. This strategic plan will then need to have detailed operational plans (with a 2 year horizon) which support these strategies. See table below.

All these planning elements are dynamic in nature and will be updated yearly as new knowledge is obtained and needs are identified.

The effort to create the initial strategic document is to convene a sub-committee made up of the golf course head professional (David Baril), golf course superintendent (David Dean) and two members of the GCAB with experience, knowledge and interest in working on this for an extended period of time.

## 2016- Coal Creek Golf Course Strategic Plan Process - DRAFT

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<b>2016 Coal Creek Golf Course planning process</b>	
<b>TASK</b>	
<b>1</b>	Set goals and objectives for 3-7 years in the future.
<b>2</b>	Establish broad spectrum strategies to achieve these goals and objectives in item 1 above.
<b>3</b>	Develop detailed strategic plans with high level financial impacts that tie back to these strategies in item 2 above.
<b>4</b>	Create operating plans with a two year horizon according to the City planning calendar to reflect the strategic plans defined above .
<b>5</b>	Update strategies and strategic plans yearly as additional knowledge is obtained

	<b>What</b>	<b>Who</b>	<b>Reviews</b>	<b>Sub-committee Completion date-tentative</b>	<b>Approvals</b>
<b>Task 1</b>	<b>Goals</b>	Golf Course leadership & GCAB sub-committee	GCAB	10/1/2016	City Manager City Council
<b>Task 2</b>	<b>Strategies</b>	Golf Course leadership & GCAB sub-committee	Dir. P & R GCAB	1/16/2017	City Manager City Council
<b>Task 3</b>	<b>Strategic plans</b>	Golf Course leadership & GCAB sub-committee	Dir. P & R GCAB	4/1/2017	City Manager City Council
<b>Task 4</b>	<b>Operating plans</b>	Golf Course leadership	Dir. P & R GCAB	per City calendar	City Manager City Council
<b>Task 5</b>	<b>Update strategies &amp; plan yearly</b>	As above	As above	As needed	As above