

SOUTH JORDAN CITY
CITY COUNCIL SPECIAL STUDY MEETING
OAK CONFERENCE ROOM

August 15, 2016

Present: Mayor David Alvord, Council Member Don Shelton, Council Member Patrick Harris, Council Member Brad Marlor, Council Member Chris Rogers, CM Gary Whatcott, COS Paul Cunningham, Fire Chief Andy Butler, Administrative Services Director Dustin Lewis, Police Chief Jeff Carr, City Attorney Ryan Loose, City Commerce Director Brian Preece, Strategic Services Director Don Tingey, Development Services Director Brad Klavano, Finance Director Sunil Naidu, Public Works Director Jason Rasmussen, CT Director Jon Day, Communications Coordinator Tina Brown, Associate Director Public Works Colby Hill, City Recorder Anna West

Absent: Council Member Tamara Zander

Others: Rob McKenna, Doug Brown, Andy Staples

STUDY SESSION – 12Noon

Mayor Alvord welcomed everyone present.

A. Invocation: *By City Manager Gary Whatcott*

CM Whatcott offered the invocation.

B. Council Packet Review (*Calendaring, Topics, Future Agenda Items*)

Mayor Alvord said the Agenda shows the packet review first and then the Mulligan's Commission Report. He said with Council's permission it might be good to do this item first. Our agenda tomorrow night is short so the packet review isn't as necessary as it has been for previous meetings.

Mayor Alvord welcomed Mr. Andy Staples of Staples Golf who will be discussing the Mulligan's Commission Report. Mulligan's is still high on the minds of our citizens and a topic of great interest in our city.

Council Member Shelton said what we are doing here today is reviewing the Mulligan's report that Andy Staples has prepared for us (Attachment A). The Mulligan's Commission has had a chance to look at the report and offered some feedback to Mr. Staples. My expectation of what we are trying to accomplish here is allowing Andy Staples to complete this contract with the City and we will formally do that tomorrow when we accept the report. The Mulligan's Commission is still going to be looking at this and will come back to the Council and make a formal recommendation. I really appreciate the work that Mr. Staples has done and the members of the Mulligan's Commission and I like the report.

Mayor Alvord said a few weeks ago we were presented the draft form of this. Are we going to go over the entire report again or just highlight the changes and address questions of the Council.

Council Member Shelton said what we are going to see is what Mr. Staples has done to examine the property and to get his recommendations. It will give you a greater level of detail than we had two weeks ago.

Andy Staples, Golf Course Architect based in Scottsdale, Arizona. I have been working throughout the state of Utah all of my career and I have a lot of input in the golf community. I am very thankful for the state of Utah for giving me the opportunities that it has. He thanked South Jordan City for the opportunity. I tried to give you my vision for what the property holds. I have about 20 slides and was going to give you a brief rundown of the entire process. This is meant to be more question and answer and I am assuming that everybody has reviewed at least a portion of the report that have put together. I will do my best to hit the highlights from the report. Please feel free to interrupt with questions.

Mayor Alvord invited staff from Mulligans to the table.

Mr. Staples said I thought it was really important for me to give you some context on is the game of golf is taking on a personality of itself. There has been very little focus placed on families, kids, beginner golfers, and recreational health oriented activities. There are certain things that have now become very important to your citizens; being outdoors and spending more quality family time together. I am here to tell you the vision that I am trying to shoot for with Mulligans is all of the trends that the game of golf has always stood for, but now needs a better job at marketing. The vision of this plan is to create a national example. There are examples that are happening throughout the country and the ones that are focusing on beginners, family, kids and even seniors are becoming more and more successful. I tried to look at this and put it in the context that is good for the city but also know that this is where the national trends are going. I will try to summarize the process and give you what our recommendations are at the very end and then open it up for questions.

Mr. Staples said right in the very beginning we were given some very clear guiding principles and we used these principles throughout our process and are incredibly applicable to Mulligans. Environmental interface, open space preservation, recreational improvement, public access, public use and operational sustainability. I feel our plan addresses those important issues. The very first time I made a connection with South Jordan City was through Don Tingey and Dustin Lewis. I had just opened my first Community Links in Hobbs, New Mexico. The municipal golf sector is taking on a tremendous amount of pressure for a lot of their failing golf facilities. I have been working my entire career on trying to look at golf differently for municipalities. I have come up with this concept of Community Links. I like to talk about how a golf course can be linked to the community. This is a quote from the City Manager down in Hobbs *"we did this to improve the quality of life in our community and create a first rate amenity for people that live here."* One of the key pieces for my vision for Mulligan's is this connection to the community; and it is not just golfers. Typically about 10% of your community plays golf and 90% does not. I am hoping with some of the philosophies that we are going to institute here at Mulligan's addresses this linking of your entire community to the golf course. As a review of the process, we set out to do this from the very beginning and have been at this now for 5-6 months now.

- The process
 - 1. Assessment of existing conditions
 - We wanted to assess what we saw from an existing condition standpoint. We went through the entire golf course and all the buildings and interviewed staff and got a sense of what was occurring in the current conditions. I had three other team members on my Mulligan's Master Plan report team. One is the name THK; they are a market feasibility company out of Denver and have done hundreds of golf course feasibility reports across the country. I have a landscape architect on

staff, Atkinson Design Group and I have Dale Winchester & Associates, who is an irrigation designer and is based right here in the Salt Lake Area.

- 2. Determine what the market says
 - 3. Establish the “Vision”
 - 4. Develop ‘Plan A’ and ‘Plan B’
 - I like to do Master Plans in Options. Plan A is looked at as being the most minimal level of investment. Plan B steps it up and says what kind of vision do we actually want to see. They are specifically intended to be a variety of different options.
 - 5. Get Community feedback
 - One of the best ways to get support on anything we do is to listen to the community. We did that at least two specific times and that has been incorporated.
 - 6. Finalize ONE Plan – “Hybrid Plan B”
 - We finalized one plan and that is what we are here to talk about today.
- Community Feedback
 - 1. Keep the open space
 - 2. Focus on Families, kids
 - 3. Demand for small events (birthday parties, school events, lunch events)
 - 4. Desire for improvements (quality of greens)
 - 5. How much will it cost?
 - The Vision – promote the participation of families, kids, seniors, beginner golfers as well as non-golfers through the valuable principles of the game of golf. You should be considering how much you want to be in the golf business. From my perspective there is a tremendous amount of enthusiasm for the game of golf and a tremendous amount of valuable principles that come with the game of golf and can be reflected in Mulligan’s.

Mr. Staples gave a quick rundown of assessment of facilities. He said you have an incredible resource between Doug and Rodney at Mulligan’s. They do a fantastic job with the resources they are given. I have already seen through this process that has identified some of the things that has come out and you are already starting to implement some of the recommendations. I have seen drainage improve. You should know that this Master Plan is already beginning to work. He reviews soil samples and drainage issues. He said greens are number 1 for customer satisfaction. The quickly eroding water feature. Pump station needing reinforcement and is a serious safety liability.

Safety Factors: assessment. Understand where the golf ball travels. He referred to a photo showing where the range balls are slicing and landing on the putting green where people are playing.

Another photo shot looking up into the double decker range where you can see water damage from it freezing and thawing and slowly starting to give away. Concrete block is not the best choice for something that is seeing a lot of drainage and being able to withstand the winter and snow that you guys have here. It is showing signs of deteriorating.

- Focus of our work:
 - 1. Improve quality
 - 2. Expand offering, expand F&B
 - 3. Connect to the Jordan River trail
 - 4. Improve the sense of arrival

○ 5. Address Safety

- Final Plan – morphs all objectives and identified other options including looking at a regional park concept. Revise lower section, including the entry, expanding the clubhouse, rebuilding the double decker range to conform into some cool indoor/outdoor spaces. We have integrated the trail system along Jordan River. We have taken out part of the Par 3 Course to integrate more of a regional park concept. It is in a tremendous location for some sort of connection off the trail into the clubhouse where expanded food and beverage is an absolute minimum. Upgrade with possibly some mountain bike rentals, skate rentals and kayak rentals. The idea of diversifying your user group, leveraging this Jordan River is an absolute must. With that there is expanded parking, REI Concept by leasing out land to bring in some small office. The idea is to take Mulligan's and evolve it to something more vast and wide range than just golf. The exact program for all of these buildings is yet to be determined. We have given you the flexibility knowing that some of this connectivity is really important to the success of the overall property. We have expanded the miniature golf. One of the things that the business case showed us is that the miniature golf, the batting cages and the driving range were money makers whereas the golf was an annual loser. We ended up reducing the amount of golf to get more space. This space could expand to a learning center. We have had initial conversations with the local PGA section and the idea would be this could be a world class place to learn the game of golf. Our final bucket would be something along the lines of 12 holes on executive course. A 9 hole course with 3 holes as practice a practice course. 12 hole golf courses are a little non-traditional but think of it a 9 hole course with a three hole course that supports the practice facility. There is a huge push from an industry standpoint to get other options for people to play golf that are not just traditional 18 holes. It is going to have to be sold as a nine hole golf course and a practice facility with three holes. Most people that want to learn to play golf don't want to go out and play a full 9 or 18 holes. I liken these types of facilities to what professional baseball does. They go Single A, Double AA, Triple AAA, then Majors. You would be essentially feeding some of the other golf hole courses in your area. If you want to play 18 holes on a championship course you go to another facility. The key idea is that Mulligans is a feeder facility meant to teach people how to play golf. This could be a national example of trying to figure out how to get people to play the game in less time in a non-traditional way.
- Some visuals – One of the things mentioned in the report is a top golf style clubhouse where they have nailed the clubhouse driving range concept. It is an indoor/outdoor space with large roll up doors, heaters, and double decker on top. The doors would open up where the food and beverage concept is part of the actual driving range. Putting Course concept is a community involvement. I would hope that the Mulligans Putting Course would be free of charge where you have a bucket of balls and a bucket of putters where golfers could just come out and play around on the putting course. He talks about the great lawn being an open park space not driven by any golf; there would be some golf centric games to reinforce the idea of Single A, Double AA, Triple AAA. Regardless of what you do you are going to need to put some initiative into insuring people know about Mulligan's and understanding what we are doing through marketing.

Mr. Staples said I have taken this plan knowing that not all of it can be done at one time so I have it broken down into buckets. One bucket that basically adjusts the entry, does a new driving range, does the clubhouse and putting course. That could be done at any time. The second bucket addresses the issues of the water stream chanel erosion and then combines it all into more of a general purpose park trail connection. The thrid one is the golf course. We have really carved out that to put the land to some things that are either a miniature golf course, and the driving range, things that have proven to pay for themselves. Increase the general purpose space and do less golf. In the report we do have a cost estimate

as shown. I have a \$10,865,800. Million cost but I have broken the costs out to the buckets. These are priorities as well. I want to be flexible with this plan.

Mayor Alvord said hypothetically say that Mulligan's Golf Course is placed in a zone that restricted it to golf. Our City Attorney, Mr. Loose, would put as strong of language or restrictions on the contract that I will describe in a minute. The question I have is, do you think there would be a market for Mulligan's to be returned to the private sector; and if so, do you have any idea of what the value of it might be.

Mr. Staples said we didn't spend too much time thinking about that; however, what we did think about is if the golf course was in concert with the corporate leasing space. When you look at golf developers across the country and the projects that are going on, golf is almost always the lead into another part of the development. If the city was able to allow some lease space for other businesses or development that would definitely increase the interest of others. Are you going to find someone to just come in and take the land, build a golf course and try to operate just a golf course? You have minimized how many people might be interested in that. That would not be a very desirable option. Third party managers are notorious for draining everything out of the facility. The City will need to look at putting some money into it beforehand.

Council Member Marlor said if you had a laundry list of things that have to be addressed and need to be fixed, what are they and what do we need to be focusing on immediately.

Mr. Staples said part of our option was to look at if you did nothing, what would have to be done to maintain the status quo option. It is a list of everything from new carpet on miniature golf, fixing the double decker range, addressing safety on the golf course through netting. To me the first things that come to mind are all the safety issues so that the driving range balls leaving and along the perimeter of the property the stream water erosion that is occurring and the double decker concrete T that looks like it is unsafe. So safety items are what you would look at first. Then the second would be to look at the quality of it with golf course greens improvement, fixing the miniature golf ripped carpet, and the leaking water features. We have 2.2 million dollars of projects that we feel the City should be doing for maintenance. That is before you put any improvements in.

Mayor Alvord said tomorrow night we will be accepting the report formally. This has really given us some good tools to know the costs involved.

Council Member Rogers said I would like the motion to be changed to add the word "receipt" of the proposed plan. This could be misconstrued that we are already adopting the plan.

City Attorney Loose said we can revise that and get the correct language for you. What it is really saying is they have fulfilled their obligations and we accept their work.

CM Whatcott said I have this planned to be scheduled at another meeting where we are talking about a mariod of issues. I don't know how much time we will spend on it tomorrow. Tomorrows plan was to just accept the report with opportunity to review it. As far as us debating it, I was thinking we would do that at a different meeting. Mayor Alvord agreed there should be no debate.

Mayor thanked Mr. Staples for his work and all you have done for us.

Mr. Staples said you need to understand internally what you would like as the golf component and then where it will be in 5-10 years from now. The vision is very exciting.

Mayor Alvord said we are about out of time. There was another item left on the agenda for the Council Packet Review. The consent items were accepting the Mulligan's Master Plan Report and the second item was a proclamation for Medicare Education Week. That is something that as Mayor I will sign and it's just an acknowledgement of this federal program.

Council Member Harris said by putting the Mulligans Master Plan on the consent items we are going to need some sort of explanation from the Mayor explaining what all this means so no one gets confused.

Council Member Rogers said I also intend on amending the resolution for that based on what I just said.

CM Whatcott said we will hand the new one out and you can amend with those changes.

F. Presentations:

1. Water Rate Study. *(By Public Works Director, Jason Rasmussen)*

Mayor Alvord thanked Jason Rasmussen for the new Water Rate Study.

2. New City Website. *(By Communications Coordinator, Tina Brown)*

Mayor Alvord said I just talked to Ms. Brown and she said she will actually pushing the button for our new web to bring it live. He thanked her and staff for all of their contributions. We will do our best to help the public understand that it is not expected to be running on all cylinders right from the beginning. It will be a work in progress.

CM Whatcott said we would like to get it up and running and even if you see some things that you don't quite like tomorrow, we will take note of those. We plan to let it run for about 3-4 months and then take all of the comments that we find as we work through it.

H. Discussion Item: Removal of the 10400 South Bridge.

Mayor Alvord said this will be great. There will be a development opportunity on that corner that has been delayed and postponed and I am happy to see that action.

I. Action Item: Resolution R2016-61, approving the filing of an eminent domain action against property required for City water tanks. *(By Strategic Services Director, Don Tingey)*

Mr. Tingey said we are not expecting anyone from the Jones family to be here. I think they are fine with the process that we are going through in the negotiating. We ordered a new appraisal that is site specific. This is just a formality early on so that we are not coming back if negotiations were to go awry.

Mayor Alvord asked to get Council's opinion on something before we adjourn. If you look at Item J. Reports & Comments on the agenda; traditionally this has been an opportunity for the Council to report on their Board appointments and the various committees that we serve on. I wanted to ask your opinion to see if you wanted this item removed from the Agenda to make meetings shorter. We could report to each other on those items through email and the reports would probably be better information than it would be late on a Tuesday night. This is something CM Whatcott and I discussed to perhaps eliminate that from future agendas; unless you find it more useful.

Council Member Harris said I think is more of a procedural thing like we are going through the motion of doing it and less beneficial. He said I like the idea of sending out emails to communicate these things.

Council Member Marlor said we are not reporting just to each other we are also reporting to the public. If something came up that we would like to bring to the public's attention then we could do that.

Council Member Rogers said we could keep it on there but just use if something important needed to be brought out to the public.

Council Member Marlor said there is an item that any individual Council Member wants on the Agenda I think we should discuss it here in the work session to make sure that all of us feel like it is something we want to discuss in Council session. I think we probably ought to clear it with us together in the work session prior to being discussed in the regular meeting.

Mayor said things seem to go better when we have discussed the items at a work session first.

ADJOURNMENT

Council Member Rogers motioned to adjourn. Vote was unanimous in favor. Council Member Zander was absent.

The August 15, 2016 Council Study meeting adjourned at 1:15 p.m.

This is a true and correct copy of the August 15, 2016 Council Study Meeting minutes, which were approved on September 6, 2016.

Anna M. West

South Jordan City Recorder

Environmental
Interface

Open Space
Preservation

Recreational
Improvement

Public Use
& Access

Operational
Sustainability

MULLIGANS MASTER PLAN COUNCIL WORK SESSION



August 15, 2016



“We did this to improve the quality of life in the community and create a first-rate amenity for people who live here.”

—J.J. Murphy

The Process

1. Assessment of existing conditions
2. Determine what the market says
3. Establish the “Vision”
4. Develop ‘Plan A’ and ‘Plan B’
5. Get Community feedback
6. Finalize ONE Plan – “Hybrid Plan ‘B’”

COMMUNITY FEEDBACK



Feedback

1. Keep the open space
2. Focus on families, kids
3. Demand for small events
4. Desire for improvements
5. How much will it cost?

The Vision

Our goal is to be comprehensive and strategic in order to improve the quality of Mulligans, maximize community utilization through diversified offerings, adhere to realistic and achievable financial expectations while continuing to foster and promote the participation of families, kids, seniors, beginner golfers as well as non-golfers through the valuable principles of the game of golf.



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PRO V1

MILLER

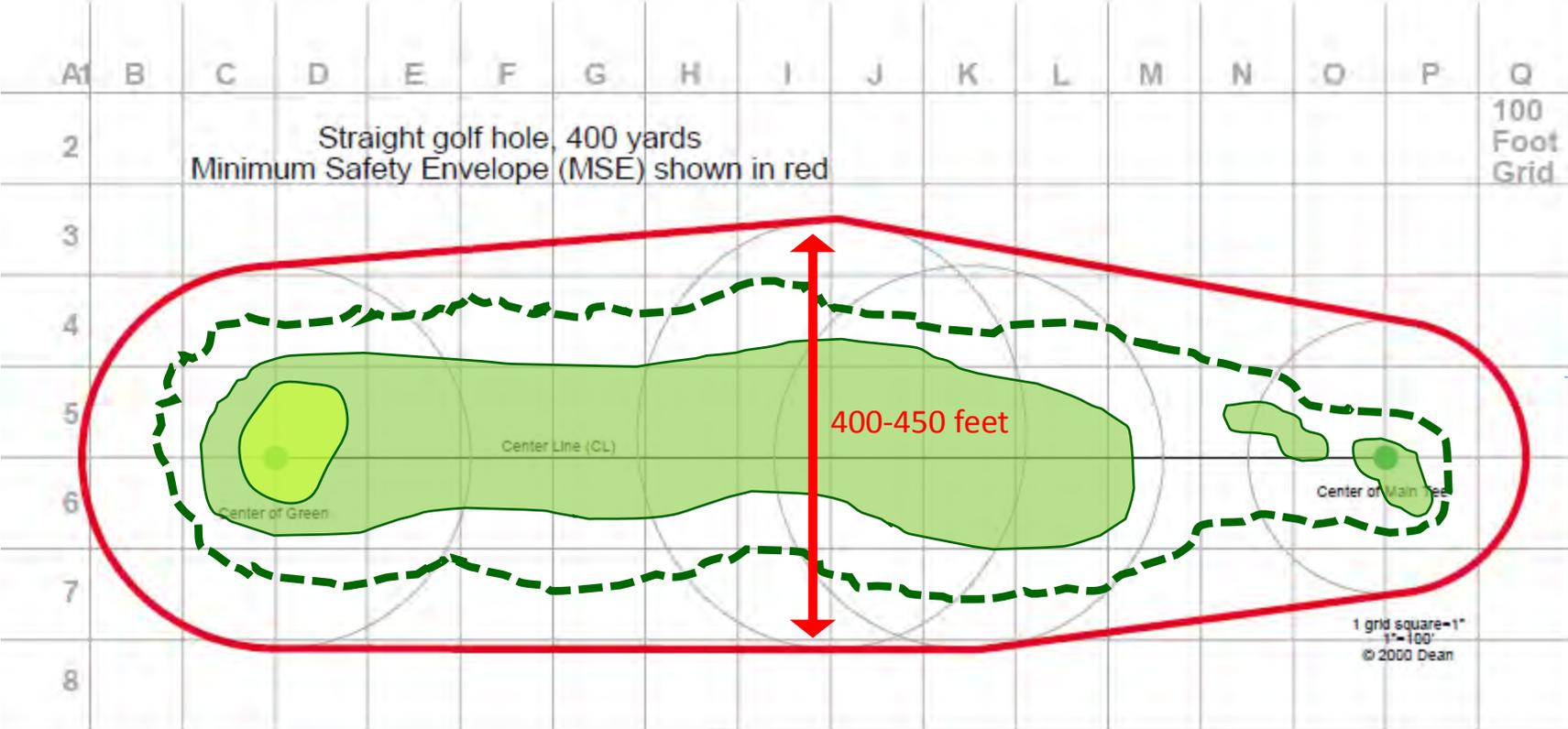
Bentgrass

Poa





SAFETY FACTORS







Focus of our Work

1. Improve quality
2. Expand offerings, expand F&B
3. Connect to the Jordan River trail
4. Improve the sense of arrival
5. Address safety



May 27, 2016 Not to Scale

Double Ended Practice Range

Great Lawn

P.G.

Irrigation Storage Lakes

Putting Course

Learning Ctr.

Driving Range Tees

PAV

RR

BC

Plaza

E

F

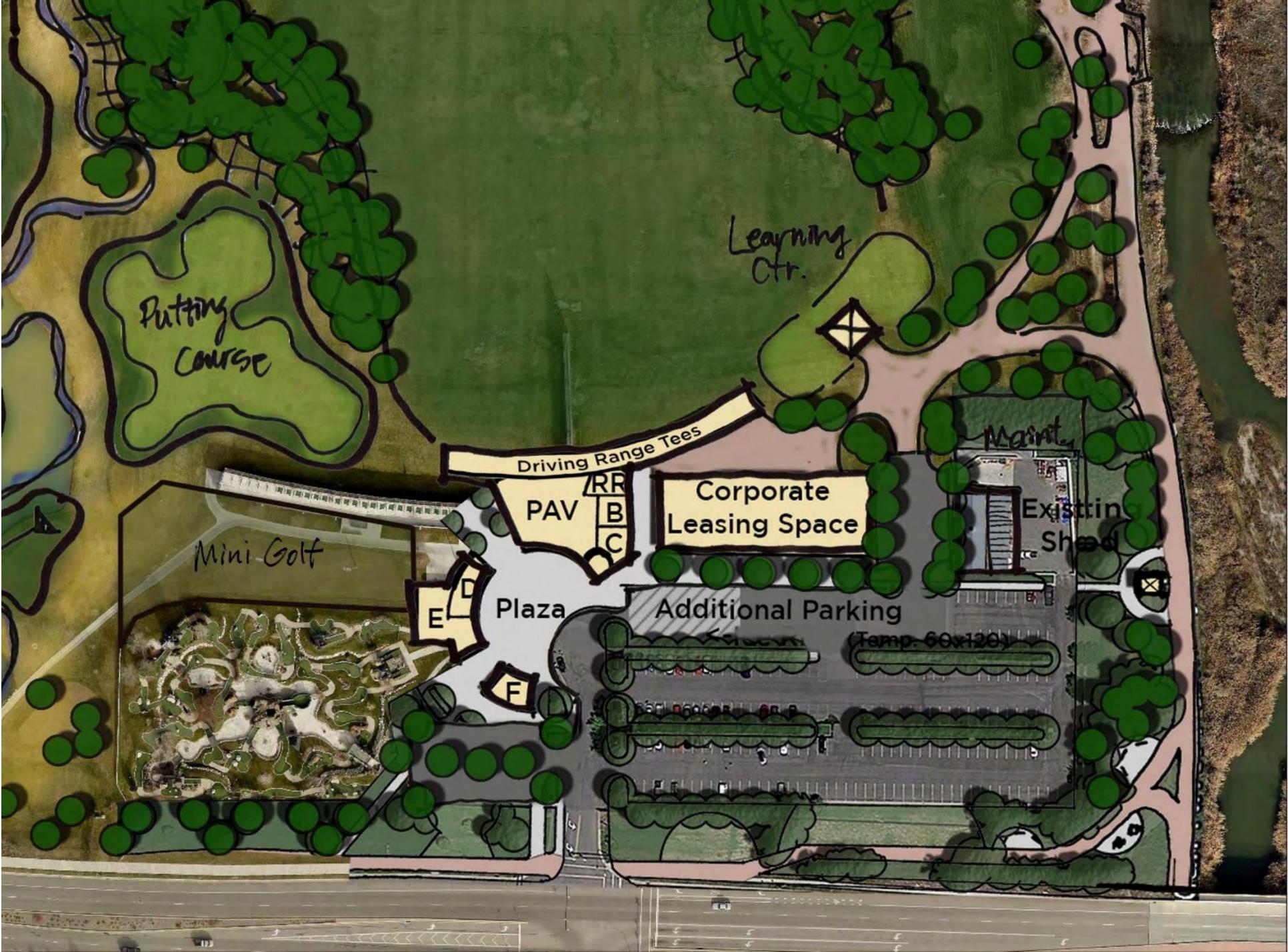
Corporate Leasing Space

Additional Parking

Temp 60x120

Manit

Existing Shop



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Mini Golf

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Corporate Leasing Space

Maint.

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(Temp. 60x120)

D

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October 7, 2015

Red Ledges starts construction on new Jack Nicklaus Signature 12-hole Golf Park

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Utah Golf Reround Season 1
Episode 8

October 19, 2015
Utah Golf Reround Season 1
Episode 7

September 08, 2015
Utah Golf Reround Season 1
Episode 6

August 19, 2015
Utah Golf Reround Season 1
Episode 5

Junior Golf

[MORE INFO](#)



BUCKET #3

BUCKET #2

BUCKET #1

Double Ended Practice Range

Great Lawn

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Mini Golf

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Plaza

Corporate Meeting Space

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May 27, 2016 Not to Scale



SCENARIO 3/PLAN B		NOTES
		Currently we have 188 parking stalls and that is not sufficient. In Plan B we have additional uses that requires additional parking per County Code. Assume we need an
	New Entry w/ parking	\$ 975,000.00 additional 150 parking spaces at \$6,000 per stall. And \$75,000 for new entry landscaping
	New Drop-off Area	\$ 230,000.00 Includes 7500 SF of pavers @\$20 SF, landscaping \$30,000 and signage/lighting \$50,000
Bucket #1 -	Remove Batting Cages	\$ 25,000.00 Based on ABC Batting Cage estimate for 4 cage system.
	New Clubhouse/Double Decker	\$ 2,500,000.00 Assume 8000 SF Clubhouse @ 200/SF plus double decker tee line like TopGolf
	Expand/Retrofit Mini Golf	\$ 300,000.00 Check with Castle Golf for additional cost estimates.
	New double-ended driving range	\$ 450,000.00 Includes minor adjustments to the existing course
	New Trail Head Connections/Trail System	\$ 750,000.00 Estimated 900 LF of path at \$20 SF including concrete path, sodding, planting, etc.
Bucket #2 -	2 New Viewing points on golf course	\$ 100,000.00 Allowance
	Irrigation/lake upgrades	\$ 850,000.00 Line pond, fill in unecessary ponds, pump station improvements
Bucket #3 -	Golf Course improvements	\$ 1,050,000.00 Rebuild greens, bunkers, new irrigation
	New Maintenance Area/PGA Bld	\$ 1,750,000.00 Larger maintenance bld, seperate small office building
	Design & Engineering (10%)	\$ 898,000.00 Estimated
	Contingency (10%)	\$ 987,800.00 Allowance
	TOTAL	\$ 10,865,800.00

Phased-in Approach

Scenario 3/Plan B Total Cost	\$10,865,800
Implement Bucket #3 at a later date:	(\$3,360,000)
New Total	\$7,505,800
Park Impact Fee/General Fund input	(\$1,500,000)
TOTAL 2016 COMMITMENT	\$6,005,800



QUESTIONS?



Environmental
Interface

Open Space
Preservation

Recreational
Improvement

Public Use
& Access

Operational
Sustainability

08-15-16 Study Mtg - Attachment A

MULLIGANS MASTER PLAN COUNCIL WORK SESSION





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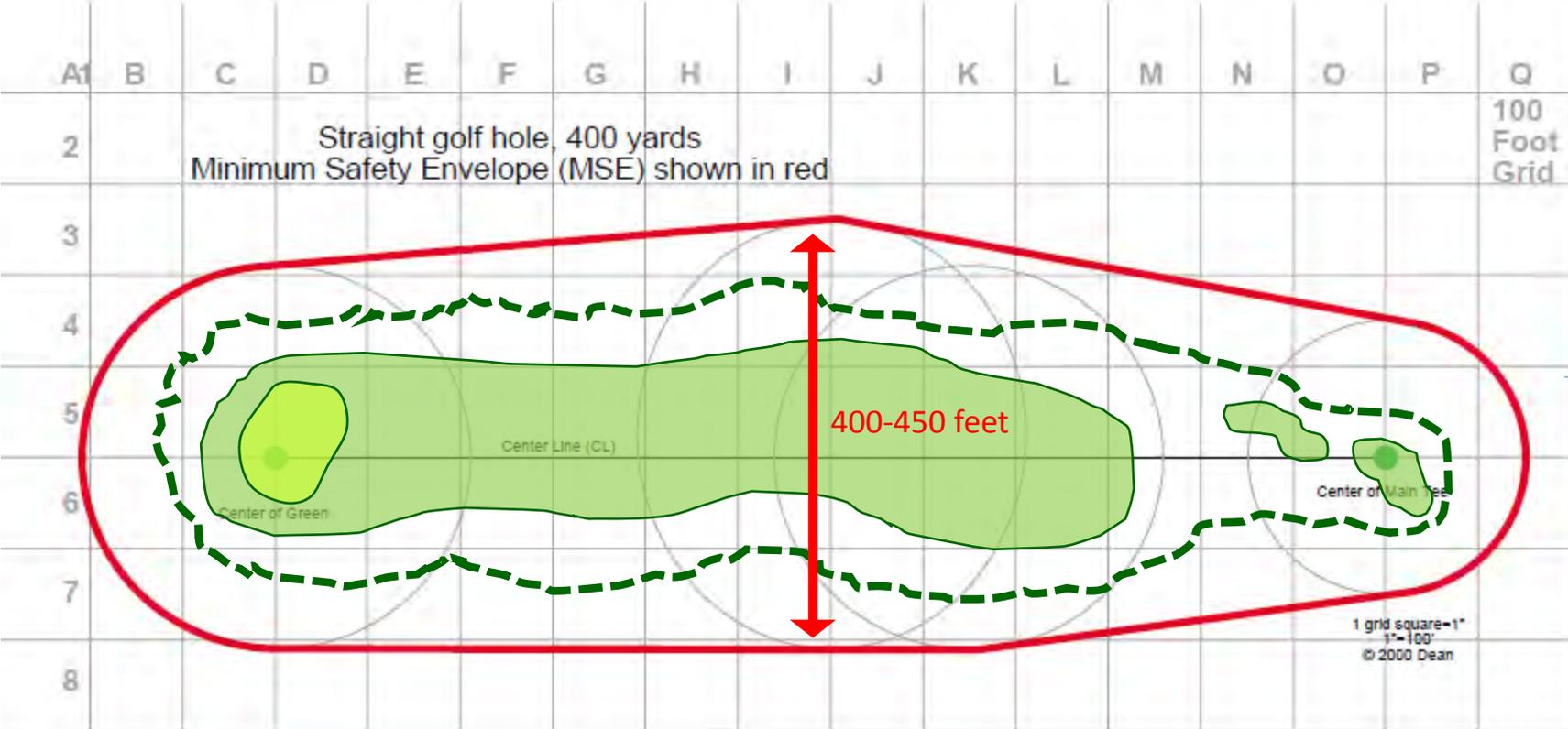
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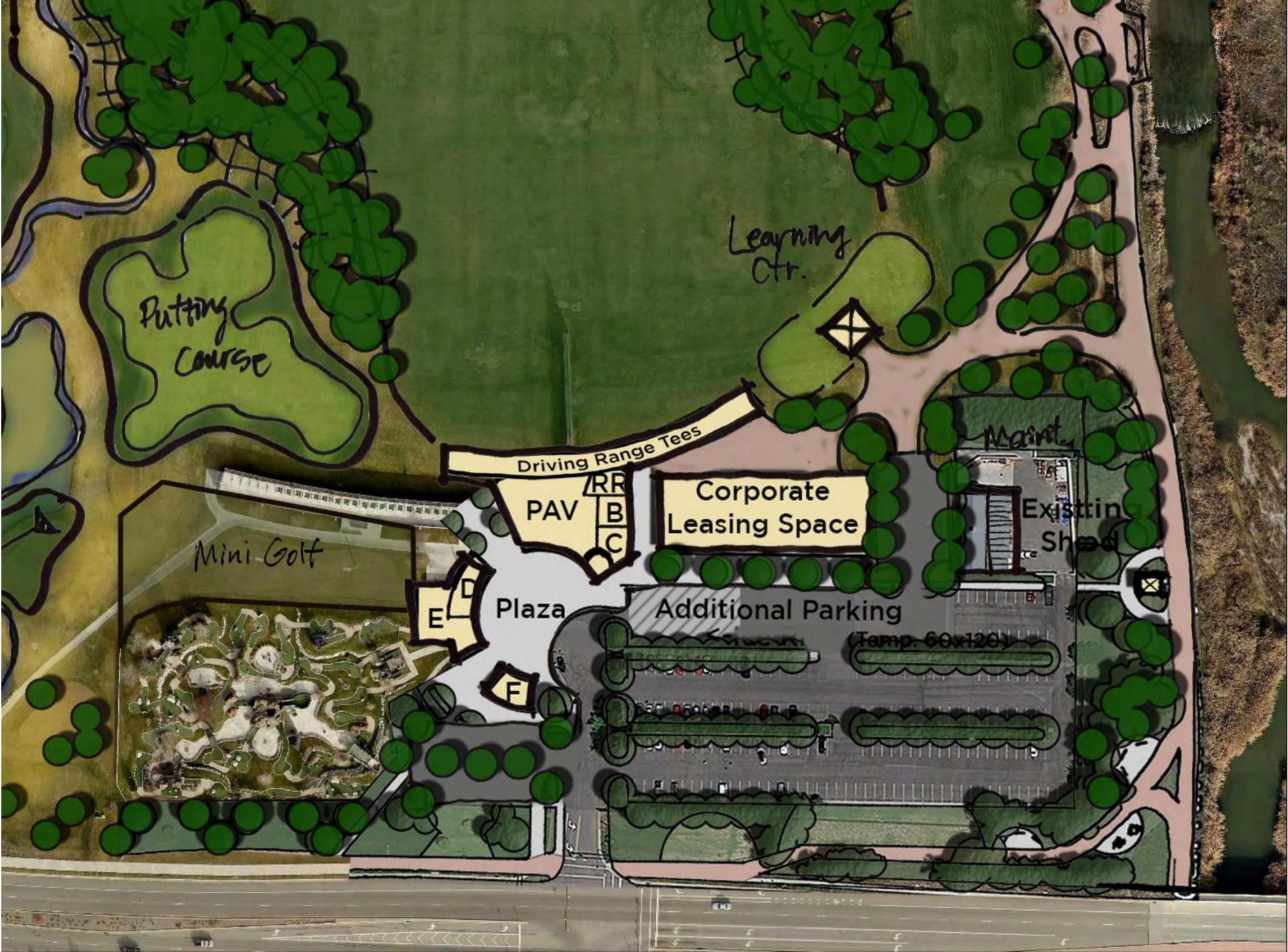
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