



# COUNCIL BUDGET STAFF REPORT

CITY COUNCIL of SALT LAKE CITY

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**TO:** City Council Members

**FROM:** Jennifer Bruno, Allison Rowland

**DATE:** May 24, 2022

Item Schedule:

Briefing: May 24, 2022

Budget Hearings: May 17, June 7

Potential Action: June 14 (TBD)

**RE: FY2023 BUDGET – GOLF ENTERPRISE FUND**

**MAYOR’S RECOMMENDED BUDGET PAGES:**

Key Changes p. 59-61; p. 95-96

**ISSUE AT-A-GLANCE**

The Golf Enterprise fund collects the revenue generated and pays most of the expenses associated with the activities of SLC Golf, a division of the Department of Public Lands. SLC Golf operates six golf courses, providing greens maintenance; golf clinics, camps, lessons, events; and management of retail pro shops, cafés, and cart rentals.

The recommended budget for the Golf Fund would increase by \$1.2 million (13.3%) for Fiscal Year 2023 (FY23), for a total of \$10.2 million. This includes a transfer of cash reserves to fund \$4.9million in long-deferred CIP investment. In recent years, the Golf Fund has relied on subsidies from the general fund despite being an enterprise fund. This has allowed the fund to use the \$2 per round CIP fee for true capital investments rather than offsetting operations. The FY23 recommended budget would increase the total subsidy to the Golf Fund to \$2.1 million, up from \$1.8 million in FY 22 (see summary chart on page 4 for detail). Increases are largely to cover Administrative and IMS fees.

Key elements of the budget proposal include:

- Funding approximately \$4.9 million in CIP improvements, including continuing the \$2-per-9 hole-round CIP fee to help the Golf Fund catch up on years of deferred maintenance, and prioritizing investment in Rose Park infrastructure.
- Continuing general fund transfers for various Golf fund expenses, to free up resources so that Golf can begin investing in deferred capital projects (more on this on page 4)
- Continuing the centralized call center model for course reservations (started in 2020 as a pilot) with savings realized from staffing restructuring within the department. *The Administration notes this has improved customer data collection and distributed workload more efficiently.*

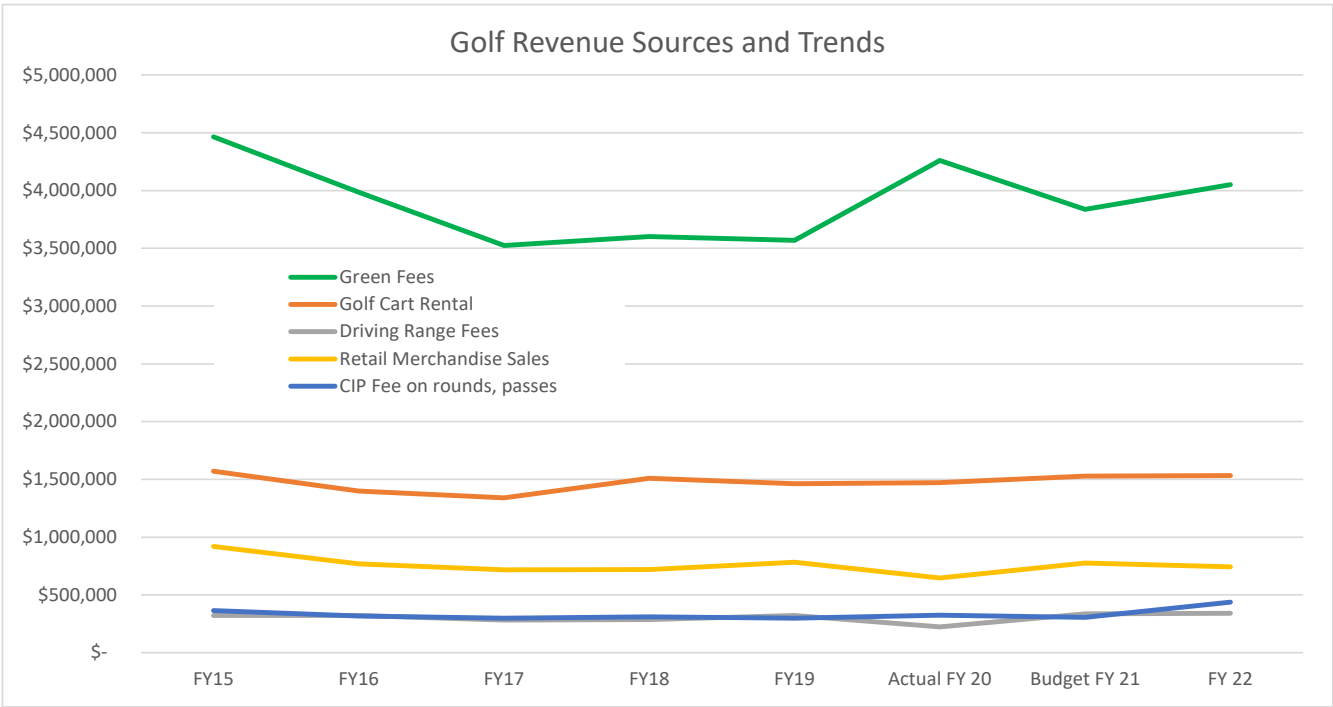


Typically, Golf Fund revenue is generated by user fees, including green fees, cart rental fees, range ball fees, merchandise purchases, lessons, concessions and rental fees. The 2020 season showed a turnaround in rounds played trends, as SLC Courses were re-opened before County courses, and local residents were not traveling as often, and looking for ways to safely recreate outside. Play has reduced from levels during early stages of the pandemic, but is still strong compared to pre-pandemic usage.

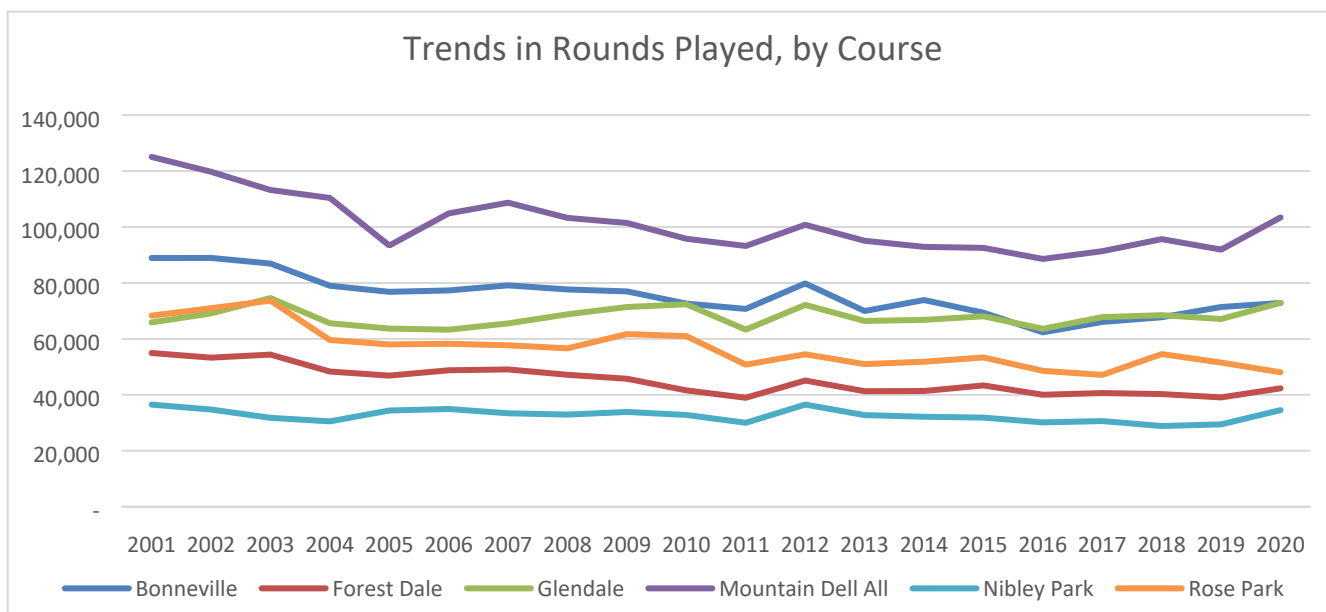
**KEY BUDGET ISSUES & POLICY QUESTIONS**

**A. Golf Fund Revenue and Rounds Trends.** Golf revenue appears to have improved in recent years, since reaching a low in FY17. The slight increases in earned revenue in recent years are significant to the extent they indicate the potential of the Golf Fund to improve its financial position. However, the Golf Fund has continued to experience difficulties in fully covering operating expenses at the City’s six golf courses in addition to capital expenditures. This is why the Administration is proposing to continue the previous years of general fund transfers for FY 23 (detailed in the next section).

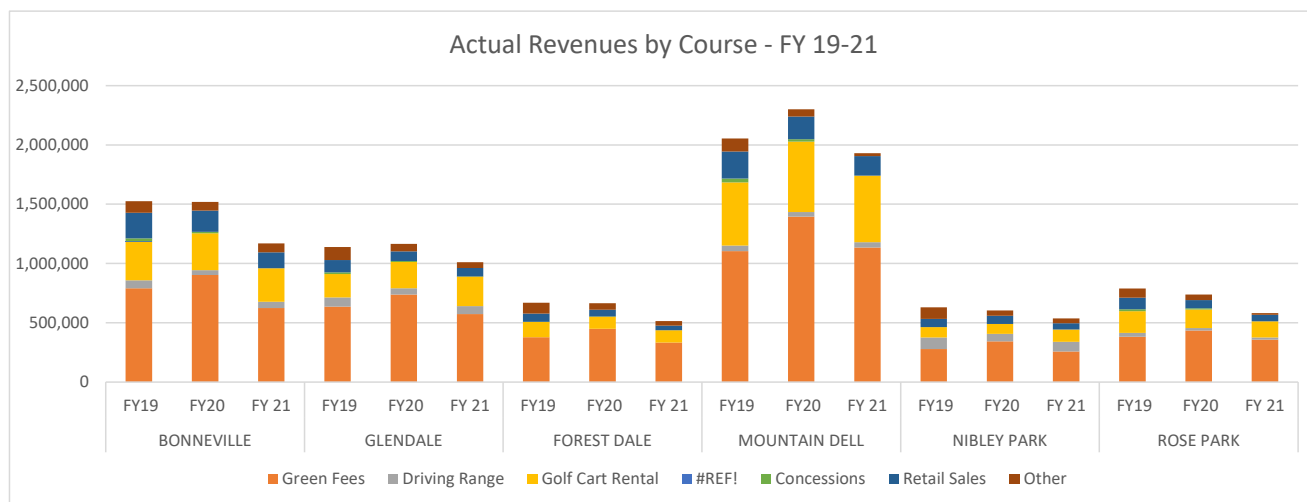
- In FY 2021 (the last full year of data). Revenue was slightly up at all courses from the previous year except at Nibley and Forest Dale.
- In general greens fees provide about 57% of annual revenue. Cart rentals provide nearly 21% of annual revenue (some is used to pay for loans on carts); Retail sales and Driving ranges combined add another 15%.
- Personnel costs are typically around 56% of the total, including part-time, seasonal workers. Water and upkeep costs are also difficult to reduce while preserving the City asset and maintaining playability.



*Note: This chart does not reflect transfers from the General Fund.*



*Note: Rounds at Mountain Dell reflect two 18 hole courses.*



**B. General Fund transfers/subsidy** – The Administration is proposing to continue the practice started in FY 17 of transferring funds from the General Fund to cover various expenses in the Golf Fund. The Administration indicates that these transfers are necessary in order enable the Golf fund to use it’s “CIP Fee” dollars for capital expenditures instead of helping balance out operational expenses. See background section on page 9 for more on this concept, including research indicating other municipal courses following similar paths. The recommendations are as follows, and are reflected in the Non-Departmental budget:

General Fund Transfers to Golf Fund					
	FY 20	FY 21	FY 22	FY 23 proposed	notes
Reimburse Fees paid by the Golf Fund to IMS	\$ 138,800	\$ 200,000	\$ 200,000	\$ 150,000	ongoing
Reimburse other Administrative Fees	\$ 220,000	\$ 306,582	\$ 315,779	\$ 655,114	ongoing
General Fund Transfer (specified for Rose Park Infrastructure in FY 22 and 23)	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	Golf indicates that this will be completed and not needed after FY 26
Living Wage adjustments	\$ 181,000	\$ 246,000	\$ 370,100	\$ 370,100	ongoing
GF support of Golf ESCO	\$ 445,078	\$ 460,585	\$ 484,000	\$ 493,239	ongoing until 2032; amount increases annually to \$677,044
	\$ 1,484,878	\$ 1,713,167	\$ 1,869,879	\$ 2,168,453	

**C. Indirect and Non-Financial Benefits of Golf's Green Space.** The Golf Fund owns over 1,000 acres of property across six courses—a substantial amount of publicly-owned green space. Acreage in the City helps mitigate the urban heat island effect in addition to the aesthetic value of green space. Over a third of this area (381 acres) sits outside the urban area, at Mountain Dell in Parley's Canyon, and serves as City watershed protection.

#### GOLF PROPERTY

Course	Maintained acres	Other acres	Total acres
Bonneville	125	55	180
Forest Dale	55	6	61
Glendale	160	16	176
Mountain Dell	260	121	381
Nibley	46	6	52
Rose Park	140	16	156
<b>Total</b>	<b>786</b>	<b>220</b>	<b>1,006</b>
<i>Former Golf properties</i>			
Jordan River Par 3 (maintained by Public Lands as disc golf)	22	-	22
Wingpointe (Airport property, not maintained)			194

The Administration has indicated that there are Citywide benefits to maintaining golf courses as partially-funded green open space, though they acknowledge that the non-golf benefits are experienced by most taxpayers in a passive manner. In response to a question from FY 21, the Division noted:

*“Much of the non-golf use is passive in nature, and the access and preservation of the open public spaces provide many opportunities and benefits to the public such as:*

- Trees and Open Space. Contributes benefits to air quality, urban heat islands, urban wildlife interfaces and*
- Other activities include winter time access, walking, snowshoe, dogs, and trails.*
- Public access to clubhouse and cafe's*
- Public meeting space at Forest Dale*

- *Jordan River Trail Glendale and Rose Park*
- *Disc Golf and Footgolf at Rose Park”*

**D. Golf CIP.** The proposed budget includes a continuation of the \$2 per 9 hole round CIP fee.

- This fee, along with the General Fund transfers, will allow the Golf Division to begin some of the much needed, deferred capital projects. Attachment 1 includes a list of capital projects by course, estimated costs, and priority, totaling \$27,275,000 million. The Division acknowledges that the revenue generated from these fees are not sufficient to catch up on all of these projects and is investigating longer-term solutions, although FY 23 represents progress in this direction.
- The proposed FY 23 budget includes \$4.9 million for CIP projects at various courses. Because the City was not awarded the federal watersmart grant applied for last year, the Administration proposes the following uses:

Facility	Description	Estimated Cost
Bonneville	Tee Box Leveling	\$10,000
Glendale	Tee Box Construction	\$10,000
Forest Dale	Tee Box Leveling	\$5,000
Mountain Dell	Tee Box Leveling	\$20,000
Nibley	Tee Box Leveling	\$5,000
Rose Park	Tee Box Construction	\$10,000
Mountain Dell	Basement HVAC Units/Water Heater	\$150,000
Bonneville	Cart Path Improvements	\$250,000
Glendale	Cart Path Improvements	\$150,000
Forest Dale	Cart Path Improvements	\$150,000
Mountain Dell	Cart Path Improvements	\$300,000
Nibley	Cart Path Improvements	\$100,000
Forest Dale	Clubhouse Painting	\$40,000
Glendale	Irrigation Pump	\$20,000
Nibley	Roof Improvements	\$30,000
Glendale	On Course Restroom	\$150,000
Rose Park	Short Course Design	\$50,000
	<b>Subtotal</b>	<b>\$1,450,000</b>
Rose Park	Irrigation System and Turf Reduction Project	\$2,075,000
	<b>Subtotal</b>	<b>\$2,075,000</b>
Rose Park	Rose Park Irrigation System Cost Overruns	\$525,000
	<b>Subtotal</b>	<b>\$525,000</b>
	<b>Grand Total</b>	<b>\$4,050,000</b>

- Background – The Golf CIP fund was established as the repository for a Council-initiated surcharge of \$1 per round for the purpose of catching up on deferred maintenance and critical capital projects at all City courses. At the time it was established the Council’s intent was that these funds not be used to cover operational deficits. However, in years with an operations deficit, the Golf CIP fund was used

to “balance” short-term transfers from the general fund so that operations can continue, from an accounting perspective.

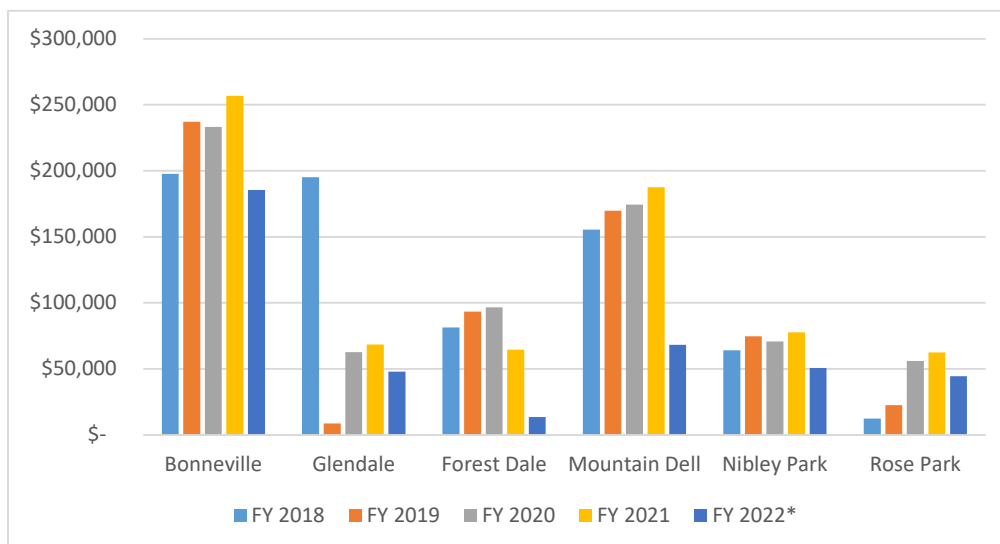
**E. Water/Drought Planning** – Water costs affect the operational budgets of the Golf Fund as well as the overall water usage in the valley. Although each year the water budgets are fixed, weather conditions determine actual expenditures at each course. Staff inquired with the Golf division given the drought conditions this year. The Administration provided the following information about Golf division responses in each “Stage” of drought as determined by Public Utilities:

*The following is a summary of the Golf Division Drought Plan that was developed in concert with the City's Water Shortage Contingency Plan:*

- *Stage 1 – Begin programming adjustments of 5% to driving ranges and practice areas. Reduce irrigation to out-of-play areas by a minimum of 10%.*
- *Stage 2 – Programming adjustments and reduced irrigation in nonessential play areas to reflect an overall usage reduction of 5% based on a 5-year average. Additionally, increase use of surfactants and organic products as necessary to maximize useable irrigation applied. Could sustain for 21 to 35 days with minimal impact to turf appearance, quality and playability.*
- *Stage 3 – Programming adjustments and eliminate nonessential play area irrigation (capping sprinkler heads or turning valves off) increase cutting heights, continue and possibly increase use of surfactants and organics. Efforts will reflect an overall usage reduction of 15% based on a 5-year average. Could sustain for 14 to 21 days with noticeable impacts to turf appearance, quality and playability.*
- *Stage 4 – Programming adjustments prioritized in order of importance (greens, tees, fairways and roughs) with hand watering of areas on greens and tees, further increases in cutting heights along with traffic control and continue with surfactants and organics. Efforts will reflect an overall usage reduction of 25% based on a 5-year average. Could sustain for 7 to 14 days before significant impact to turf quality and playability mostly in fairways and rough areas.*
- *Stage 5 – Programming adjustments prioritized in essential order (greens, tees, fairways and roughs) with supplemental irrigation, hand-watering areas of importance, maintain cutting height increases and decrease mowing frequencies and continue with surfactants and organics. Efforts will reflect an overall usage reduction of 35% based on a 5-year average. Could sustain for 7 days before turf loss in realized significant impact to turf quality and playability though out golf course.*

*As a result of the Golf Division staff's efforts in implementing Stages 1 and 2 of the plan, and in anticipation for Stage 3, through March 2022, FY22 water usage is showing a 38% reduction compared to the same time period from the previous fiscal year. The Golf Division will continue to utilize and adapt this plan until conditions improve.*

Staff is working with the Administration on an update to this data:



*\*partial year billing*

*Note: some increases are as a result of water rate increases*

- F. Golf Fund Cash Balance.** The Administration indicates that they project an ending cash balance in FY 23 of \$2.5 million. The proposed budget uses this cash balance position to invest in capital projects. Because the General Fund is subsidizing in the amount of \$1.8 million, effectively this means the General Fund is facilitating the growth of Golf's fund balance. It allows Golf to do longer-term planning with regard to budget strategy. The Division also indicates that they have a goal of maintaining at least 3 months of operating expenses in cash balance to address unforeseen/emergency events. ***The Council may wish to evaluate this strategy in light of other General Fund needs.***
- G. Parks and Golf Expenses Comparison.** In 2017, at the request of the Council, the Public Services Division provided a comparison of annual maintenance and operations costs-per-acre for Liberty Park (\$10,682 per acre) versus the average for golf courses (\$7,288 per acre). These were offered as only rough figures, since at that time data collection was not systematic. There were also a number of important limitations to the data, including that Liberty Park has especially high costs because of special features and events, as well as year-around use. In addition, most golf courses were not on secondary water at the time, though Liberty Park was already. An update to this comparison would be useful, specifically, for parks of different classes (regional, community, neighborhood) and each of the golf courses. Data on average daily users would also be of interest, since most parks are used much more intensively than golf courses. The Public Lands Department is hopeful that the cartograph sytem will help them provide more site-specific data. ***The Council may wish to ask the Administration for an update on these efforts.***
- H. Fees and Market Comparison** – Staff inquired about competitiveness in the market area. The Administration indicates they are comfortable with Salt Lake City prices, given recent increases in neighboring courses, and has provided the following information for context:

Course	Management	WD9Reg	WE 9	WD18Reg	WE 18	9 Cart	18 Cart
Schneider's Bluff	Private	16.00	16.00	32.00	32.00	9.00	18.00
Schneider's Riverside	Private	16.00	16.00	32.00	32.00	9.00	18.00
Mick Riley	Salt Lake County	16.00	16.00	n/a	n/a	8.00	n/a
Nibley Park	SLC - RATES	16.00	16.00	NA	NA	7.00	14.00
Rose Park	SLC - RATES	16.00	16.00	32.00	32.00	7.00	14.00
Meadow Brook	Salt Lake County	15.00	16.00	30.00	32.00	9.00	18.00
Mountain View	Salt Lake County	16.00	16.00	30.00	30.00	9.00	18.00
Forest Dale	SLC - RATES	17.00	17.00	NA	NA	7.00	14.00
Stonebridge	West Valley City	18.00	18.00	36.00	36.00	8.00	16.00
The Ridge	West Valley City	18.00	18.00	36.00	36.00	8.00	16.00
Riverbend	Salt Lake County	18.00	18.00	36.00	36.00	9.00	18.00
Glendale	SLC - RATES	18.00	18.00	36.00	36.00	7.00	14.00
Bountiful Ridge	Bountiful City	15.00	18.00	30.00	36.00	8.00	16.00
Eaglewood	Private	18.00	18.00	36.00	36.00	10.00	20.00
Glen Eagle	Private	15.00	18.00	30.00	30.00	9.00	18.00
River Oaks	Sandy City	18.00	19.00	35.00	37.00	10.00	18.00
Old Mill	Salt Lake County	18.00	19.00	36.00	38.00	9.00	18.00
Park City	Park City	24.00	24.00	48.00	48.00	8.00	16.00
South Mountain	Salt Lake County	27.00	27.00	54.00	54.00	Price includes cart	
Valley View	Davis County	15.00	38.00	30.00	38.00	8.00	16.00
Davis Park	Davis County	15.00	38.00	30.00	38.00	7.00	14.00
Bonneville	SLC - RATES	21.00	42.00	42.00	42.00	9.00	18.00
Mtn Dell	SLC - RATES	21.00	42.00	42.00	42.00	9.00	18.00
Soldier Hollow Gold	State of Utah	NA	NA	52.00	52.00	Price includes cart	
Soldier Hollow Silver	State of Utah	NA	NA	47.00	47.00	Price includes cart	
Wasatch Mtn.	State of Utah	NA	NA	50.00	50.00	Price includes cart	
Sorted by Weekend 9-hole Rate							
Updated 3/23/2022							

## ADDITIONAL & BACKGROUND INFORMATION

**A. Golf Advisory Board.** The terms of all current board members have expired and the board is current not meeting. The Administration indicates that they are evaluating consolidating efforts with the Parks, Natural Lands, Urban Forestry and Trails (PNUT) board. ***The Council may wish to weigh in on this.*** If the board is no longer desired the Council would need to amend City code.

**B. Comparative Research in 2019.** The Finance Department conducted a review of many municipally-owned golf course systems around the country, as well as a more in-depth review of the accounting laws governing enterprise funds in the State of Utah.

Key takeaways from the Administration following their review:

- Cities of Salt Lake City's population size do not typically have such extensive public golf systems. Most of the comparisons are with larger cities in the West.
- No other system studied charges administrative fees—although the same municipalities do charge fees to other enterprise funds.
- All but one municipal system operated with a structural and persistent deficit. All those deficits were supplemented with ongoing support of the municipal general fund.



- The State of Utah has legal and accounting barriers that the Finance Department has interpreted to prohibit simply “absorbing” the Golf Fund into the City general fund. They appear to mean that SLC Golf **must** remain a separate enterprise fund. To confirm this interpretation, the Attorney’s Office has been asked to provide an opinion on the matter.
- Similarly, there are legal and accounting barriers to the general fund “assuming” the Golf Fund’s ESCO (existing secondary water-system debt). However, the general fund is permitted to provide funds to the Golf Fund to pay these debts.
- The Administration does not indicate any interest in selling or developing Golf property for a different use.

Given the proposed elimination of Administrative Fees currently paid to the general fund by other Enterprise funds (such as the Airport), ***the Council may wish to request the Administration’s key public policy findings that support the notion of not charging Administrative fees and supporting the debt of an enterprise fund.*** There is close scrutiny on the topic of Administrative fees, which is the allocation of expenses to departments and entities. To preserve the integrity of the City’s cost allocation system, the Council may wish to ask the Administration to provide a more formal assessment of the public benefit and reasoning for this change to be included in the public record.

**C. Nibley “Golf Entertainment Facility” RFI.** In February 2019, the previous Administration published a Request for Information (RFI) on February 11, 2019 designed to improve services at Nibley Golf Course. It was described as an opportunity to develop “a neighborhood scale Golf Entertainment Facility” that would improve the course and public access at Nibley Park. Lease and other revenues were to be used to support improvements to clubhouse facilities and golf course conditions at other Salt Lake City public golf course locations. (A more complete description can be found in Attachment C1.) When it closed on April 10, 2019, no responses had been submitted. In response to a request, the Golf Division’s listed the following as their understanding of the reasons for this result:

*It is not known for certain as to why no one responded but based upon conversations with others who have approached the City in an effort to form a “PPP” we have heard a few things which may include the lack of response.*

- *Our experience with private entities wanting access to our public land often results in a considerable ask from us for capital investments. In the RFP we were placing that burden on the bidder.*
  - *We find in our conversations with folks wanting to form a “Partnership” that they are largely interested in maintaining full control of the property and we would simply receive a check if there were profits or for an agreed to lease rate. We are anxious about entering into an agreement where we “turn over the keys” or privatize the public spaces.*
  - *We have discussed limited exposure to other efforts within the valley. But, I understand that with one project there was a barrier to completing the agreement due to LEED development requirements and the expense that placed upon the developer.*
  - *We continue to meet with parties who may be interested in making investments in the public spaces and are always willing to listen to their sales pitch.*
- ***Given the lack of responses to the RFP, the Council may wish to ask the Administration how they will use this experience to inform future RFPs for Nibley and/or other courses,*** including the “Rose Park Golf Course and Jordan Par 3 Park Area Improvement Concept,” discussed in the next section.

**D. Wingpointe Golf Course.** A group of private citizens has been working on an effort to re-open Wingpointe Golf Course but would need the agreement of the Administration and Department of Airports to do so. The administration has provided a number of specific issues it would like a proposal for reopening to address, including current drought conditions. It is Council Staff's understanding that some members of Utah's Congressional delegation are interested in facilitating this effort, including working with the FAA. Council Staff also understands that some elements of the Airport Master plan may conflict with the use of this property as a Golf Course. ***The Council may wish to ask for an update on this topic from the Administration?***

**E. 2014 Council Policy Principles.** A number of Golf Fund policy issues come up with regularity over the years. The Council adopted *Guiding Policy Principles for Changes to the Golf Enterprise Fund* (Attachment 2) in 2014. The Council may wish to discuss whether it would be helpful to discard, or review and update these to determine relevance to the FY23 budget and policy goals of the Council at this point.

1. The City has a longstanding general policy of not subsidizing enterprise funds with general tax dollars, and the Council's *Policy Principles* discourage general fund subsidies to the Golf Fund specifically, although in recent years there have been limited exceptions made to this rule. As part of these guiding policy statements, the Council also agreed that City-owned open space should be protected.
2. The traditional rationale for charging recreation fees for some amenities is related to the need for "exclusive" use of recreation facilities, like baseball diamonds and soccer fields during league play, or park pavilions for parties. Golf has been considered more similar to these exclusive uses than to "non-exclusive" uses like walking on a trail or playing catch on a grassy area, but there may be reasons to re-examine this view given the passive and/or indirect benefits identified above.

**F. General Background.** As an enterprise fund, the Golf Fund is charged with managing and maintaining the courses within the revenues that it can generate through its operations. The Council has been concerned about the financial sustainability of the Golf Fund since at least 2007. As early as 2004, deficits began to appear in the Golf Fund, though these problems typically were described as temporary anomalies, rather than longer-term structural issues, and were covered with the Golf Fund's then-substantial fund balance, that was built up in the late 90s and early 2000s when Golf was significantly more profitable.

In 2014, after then-Mayor Ralph Becker indicated that he would close courses to address these budget issues, the Council adopted a series of policy statements to define their shared view of how the system should serve golfers, as well as the limits of what could be done to change the system (Attachment 2). *2022 Staff note: Recent budgets have not been consistent with some of these policy statements, and recent Council's have not affirmed that they agree with the policies adopted in 2014.* Later that year, the Council embarked on a process of information gathering and pursued an extensive process to gather ideas from the public. The Council also hired a municipal finance consultant to identify options that could help the Golf Fund maintain financial solvency over the long term. In late 2014 and early 2015, a Council-appointed citizen task force reviewed all the information assembled, including the consultant's report and all of the public's ideas for Council consideration, and provided their recommendations to the Council. The process culminated in the Council's own recommendations to the Administration in February, 2015 (Attachment 3).

Then-Mayor Biskupski's Administration was optimistic about potential for Golf's turnaround, and proposed a more incremental approach to change along with more general fund financial support. The guiding policy ultimately articulated was that City golf courses should be subsidized because they are "public open spaces" that *nearly* pay for themselves—unlike traditional parks, which do not raise significant revenue to offset their own maintenance costs. Another initiative was to plan for more trail uses at Jordan Par 3 and around Rosepark, which would require substantial capital investment (a formal plan

has not been transmitted, and funds for these plans have not been identified). As noted above, an RFI was published for a “TopGolf”-like experience at Nibley (2019), but did not attract any proposals.

## **ATTACHMENTS**

Attachment 1 – List of Golf Capital Improvement Projects

Attachment 2. 2014 Guiding Policy Principles for Changes to the Golf Enterprise Fund

Attachment 3. 2015 Council Motion - Recommendations to the Administration Options to Address Long-Term Golf Fund Issues

## **Attachment 2. Guiding Policy Principles for Changes to the Golf Enterprise Fund**

### **SALT LAKE CITY COUNCIL GUIDING POLICY PRINCIPLES FOR CHANGES TO THE GOLF ENTERPRISE FUND (adopted August 1, 2014)**

1. Make decisions based on the best interest of Salt Lake City residents.
2. The status quo is not financially sustainable.
3. The Golf Fund should be self-sustaining and without general fund subsidy.
4. Making changes to the status quo operation plan improves the Golf Fund's financial position, but does not position it well enough for long-term financial independence, nor would it allow any Capital Improvement needs to be met. This includes measures like:
  - reducing water usage,
  - converting course irrigation systems to secondary water sources,
  - increasing rounds of golf played,
  - raising fees nominally and tweaking other operation expense budgets.
5. All City courses are valuable and serve a distinct clientele and niche in the market. All have the potential to draw more customers as there are no courses that are 100% utilized.
6. The increase in the number of golf courses in the past 25 years relative to the number of golfers makes it difficult to significantly improve the financial position of the Golf Fund.
7. Oversupply puts downward pressure on pricing for all golf courses in the market.
8. It is possible that reducing the number of golf courses may improve the overall financial sustainability of the region's golf market.
9. Neighborhood quality of life is enhanced by adjacent open space, regardless of use, and therefore should be protected.
10. Commercial development on open space should be avoided wherever possible.
11. It is the fiduciary responsibility of the City Council to provide guidance to solve the Golf Fund's long term financial problems.
12. Any re-purposing of golf courses should add value for the neighborhood and its residents, and benefit residents through high quality amenities.
13. All solutions for the Golf Fund's financial issues will be evaluated on a 10-year basis.
14. Individual courses will be evaluated based on the following criteria:
  - rate of change of rounds (growth or decline)
  - revenue per round.
15. Investigate innovative financing and zoning to support economic development and revenue generation adjacent to golf courses.
16. Funds generated through the \$1 per round CIP Fee, shall be dedicated to CIP purposes, and not used to balance the operational deficit.

### **Attachment 3. Salt Lake City Council Recommendations to the Administration: Options to Address Long-Term Golf Fund Issues**

*Motion adopted by the Council on February 23, 2015*

1. Transfer Wingpointe Golf Course operations to the Airport immediately and encourage the Airport to continue to operate it as a golf course, an attractive entry way and a potential revenue producer for the Airport's otherwise vacant property.
2. Close Glendale Golf Course and repurpose for other open space uses.
3. Consider legal options to repurpose Nibley Golf Course.
4. Initiate a bond proposal this fall to ask voters to fund comprehensive improvements to regional trails and open space, including transitioning closed golf courses and the former Jordan Par-3 course. Ideally, the bond would be comprehensive enough to provide resources to address a variety of uses, incorporating foothills and integrating trail systems to create a unique park connection system. The Council encourages the Administration to determine uses through a public engagement process throughout the summer.
5. Incorporate secondary water as part of bond for all golf courses and potentially all parks. If a bond is not successful, the general fund would cover the installation costs of secondary water.
6. Allow Glendale and Nibley, if applicable, to remain open for golf until new uses are shovel ready. General Fund would provide any needed subsidy in the interim.
7. Forward two Request for Proposal (RFP) recommendations that the Council look at either/or:
  - a. an RFP to manage the entire golf system;
  - b. an RFP to hire a game-changer to oversee the Golf Fund;
  - c. not issuing an RFP.