



Mulligans Master Plan Report

Mulligans Commission

20 September 2016

Mulligans Commission Members

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Mulligans Master Plan Report

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*



Staples Golf Master Plan

	Master Plan Recommendation
#1	Proceed with Scenario 3, Plan B – High Investment
#2	Plan for self-operation
#3	Plan may include a phasing in over-time
	<ul style="list-style-type: none">• Bucket #1 – Entry, Drop-off area, remove batting cages, Clubhouse & Double Decker, Food & Beverage, Range and Short Game Areas, and Expanded Miniature Golf Improvements (est. \$4.5 million)• Bucket #2 – Jordan River Trail connections, trail amenities and Recreational Center corporate leasing segments (est. \$1.7 million)• Bucket #3 - Golf Course improvements, Learning Center, Range (est. \$2.8 million)<ul style="list-style-type: none">• <i>According to THK Associates, Inc. Mulligans operation under scenario Plan B would support debt up to <u>\$6,427,188</u> (pg. 111)</i>

Staples Golf Master Plan

	Master Plan Recommendation
#4	Focus on families, kids and beginner golfers
#5	Rebrand the facility to: South Jordan Community Links
#6	Increase marketing investment
#7	Create an annual investment account
#8	Hire managers responsible for the specific business segments

Fundamental Question:

Does the City of South Jordan want to be in the “golf business,” or would the City prefer to promote a more passive property like a park?

Answer...

The Master Plan report assumes the City will be in the “golf business”

Master Plan (page 5)

Scenario Analysis

Scenarios Analyzed

- Deferred Maintenance
- Plan A – Mid-Level Investment
- Plan B – High Level Investment
- Hybrid Park Plan

Analysis Criteria

- Guiding Principles
 - Each principle contained sub-criteria
- Scoring
 - *1-5 scale,*
 - *1 being preferred and 5 not preferred*
 - *Prioritized Ranking*
 - *Eagle*
 - *Birdie*
 - *Par*
 - *Bogey*
 - *Double Bogey*

Scenario 1: Deferred Maintenance

Maintain Status Quo

SUMMARY

- > Invest \$2.2 million into the existing facility as-is without any changes to the facility.
- > By doing nothing, the facilities fall into further disrepair which will potentially decrease market share.
- > The necessary repairs will not significantly enhance the experience at Mulligans or improve the "front door" to the City of South Jordan.



DESIGN NOTES:

Due to the deteriorating nature of the facility, just to maintain it as is would require an invest of \$2,200,000 into infrastructure. While these needed improvements to the existing facilities must be addressed, simply conducting necessary repairs will not significantly enhance the experience at Mulligans nor provide needed additional facilities. Also, this will not improve the "front door" to the City of South Jordan.



Current double-decker range tee



Driving range balls are hit onto the golf course



Existing water features are deteriorating



Needs

- Improve the golf course
- Deteriorating lakes
- Irrigation upgrades
- Gateway to South Jordan
- Poor sense of arrival
- Safety along edge of course
- Safety around range
- Lack of outdoor space
- Lack of trail connection
- No visual interaction with golf

GOLF COURSE ITEMS EXPECTED LIFE CYCLE

HOW LONG SHOULD PARTS OF THE GOLF COURSE LAST?

The new golf courses are often built for the long term, but the maintenance of the facilities can lead to a greater lifespan. The table below provides a general guideline for the expected life cycle of various golf course components. Maintenance is a critical factor in extending the life cycle of these items.

ITEM	Expected Life Cycle
Grass	10 - 20 years
Water Table	5 - 10 years
Vegetation	10 - 20 years
Angled Concrete Retention	20 - 30 years
Flat Concrete Retention	10 - 20 years
P.A.S.E. Pipe	40 - 50 years
Plastic Pipe	40 - 50 years
Cart Paths - asphalt (1")	5 - 10 years (to 15 years)
Cart Paths - concrete	10 - 20 years (to 30 years)
Provision Range Tees	5 - 10 years
Tees	10 - 20 years
Emergency Road Pave	10 - 20 years
Resilient Concrete Pave	10 - 20 years
Asphalt	10 - 20 years
Gravel	10 - 20 years
Concrete	10 - 20 years

ASCCA Florida Branch is the USGA Green Section, Golf Course Builders Association of America, and the USGA's Green Section, Golf Course Builders Association of America, and the USGA's Green Section.

The materials presented on this chart have been reviewed by the following USGA Associations of Golf:

GCSAA, NCGF, USGA

For more information, contact ASCCA at (888) 748-0880 or visit www.ASCCA.org



Existing putting green core (Typ.)



Scenario 2: Plan A, Mid-Level Investment

Mid-Level Investment aka Plan 'A'

- SUMMARY**
- > Create smaller scale improvements that include relocating the batting cages, adding 18 holes of miniature golf, renovating and expanding the clubhouse facility.
 - > Improve the golf course keeping the current layout and expand the driving range..
 - > Address safety concerns around the course.
 - > This scenario should enhance the appearance along South Jordan Road and the entrance to Mulligans.



DESIGN NOTES:

This option makes smaller scale improvements that include improving the golf course keeping the current layout in place, relocating or removing the batting cages, adding 18 holes of miniature golf renovating/ expanding the clubhouse facility and adding a trailhead. A strong focus would be placed on enhancing the appearance along South Jordan Parkway and improving the entrance to the facility. The safety concerns around the course would be addressed by adding safety netting along with making minor modifications to the layout of the course.

Focus of our Work

1. Improve quality
2. Expand offerings, expand F&B
3. Connect to the Jordan River trail
4. Improve the "front door"
5. Address safety

COST ESTIMATE - PLAN A	
New Entry w/ parking	\$ 350,000.00
New Drop-off Area	\$ 150,000.00
Rebuild Batting Cages	\$ 500,000.00
Expand Clubhouse	\$ 500,000.00
Rebuild Double Decker Range tee	\$ 250,000.00
Expand/Renovate Mini Golf	\$ 250,000.00
New Trail Head Connection	\$ 150,000.00
New Viewing point on golf course	\$ 50,000.00
Add safety netting	\$ 250,000.00
Irrigation/pond upgrades	\$ 750,000.00
Golf Course Improvements	\$1,000,000.00
Design & Engineering (10%)	\$ 380,000.00
Contingency (10%)	\$ 418,000.00
TOTAL	\$4,598,000.00



Plan A

1. New entry
2. New drop-off area
3. Rebuild batting cages
4. Expand C.H.
5. Expand mini golf
6. New trail head connection
7. Viewing point to golf course
8. Add safety netting
9. Irrigation/pond upgrades
10. Minor changes to golf course



Scenario 3: Plan B, High-Level Investment

High-Level Investment aka Plan 'B'

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- > Create full scale renovations that include those improvements from mid-level improvements.
- > Re-building of the golf course to 12 holes, expand the driving range and add a world-class learning center with expanded short game areas and putting course.
- > Incorporate/expand a new trail connection for the Jordan River Trailhead.
- > Create a "Recreational Center" with corporate leasing space in conjunction renovations to facility.



"SOUTH JORDAN COMMUNITY LINKS"

DESIGN NOTES:

Create full scale renovations that include those improvements from Plan A, while re-building the golf course(s) and incorporating new features from the Jordan River Trail. This option represents the greatest potential for community impact of all the options while also maintaining the City's dedication to the game of golf - a Community Links.



South Jordan Community Links - Plan 'B'
South Jordan, Utah

COST ESTIMATE - PLAN B	
New Entry w/ parking	\$ 600,000.00
New Drop-off Area	\$ 150,000.00
Rebuild Batting Cages	\$ 100,000.00
New Clubhouse/Credit Deckler	\$ 2,500,000.00
Expand/Retrofit Mini Golf	\$ 250,000.00
New Trail Head Connection	\$ 150,000.00
2 New Viewing points on golf course	\$ 100,000.00
Irrigation/pond upgrades	\$ 750,000.00
Golf Course Improvements	\$ 2,000,000.00
New Maintenance Area/PGA Bld	\$ 1,750,000.00
Design & Engineering (10%)	\$ 835,500.00
Contingency (10%)	\$ 918,500.00
TOTAL	\$ 10,703,500.00

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Scenario 4: Hybrid Park Plan



SOUTH JORDAN PROJECT 'C'

North

0 20 40 80

May 18, 2016

GSBS SOUTH JORDAN



GUIDING PRINCIPLES TO MULLIGANS PATH FORWARD





The open space provides a unique sense of place in the community and will continue to serve as a buffer between the natural environment of the Jordan River and the surrounding development

ENVIRONMENTAL INTERFACE

Environmental Interface

- **Criteria:**
 - Natural Barrier
 - Managed Barrier

Scenario	Score
Handicap (weight)	10%
Deferred Maintenance	Bogey 10
Plan A: <i>Mid-Level Investment</i>	Par 8
Plan B – <i>High-Level Investment</i>	Birdie 3
Hybrid Park Plan	Eagle 2



The 67 acres of publically owned recreational open space will be preserved for residents to view wildlife, explore and relax.

OPEN SPACE PRESERVATION

Open Space Preservation

- **Criteria:**

- Preservation Methods
- Aesthetic “preserved” sense of place
- Waterways, including the Jordan River and Beckstead canal

Scenario	Score
Handicap (weight)	25%
Deferred Maintenance	Bogey 17
Plan A: Mid-Level Investment	Par 15
Plan B – High-Level Investment	Birdie 6
Hybrid Park Plan	Eagle 5



Mulligans provides family-centered recreational opportunities for all ages and abilities. Golf training, practice, and playing facilities serve as its core operations, and miniature golf and batting cages add additional recreational value to our community. Ongoing improvements to the venue are essential for continued patron enjoyment.

RECREATIONAL IMPROVEMENTS

Recreational Improvements

- **Criteria:**

- Miniature Golf
- Practice Range
- Golf Course
- Batting Cages
- Pro-Shop & Concessionaire
- Jordan River Trail & Trail Access
- Seasonal Activities (ie. Ice Skating)
- Programs
- River Access
- Public Use Amenities

Scenario	Score
Handicap (weight)	15%
Deferred Maintenance	Bogey 15
Plan A: <i>Mid-Level Investment</i>	Par 11
Plan B – <i>High-Level Investment</i>	Birdie 6
Hybrid Park Plan	Eagle 5



The multiple opportunities for public use and access within Mulligans, the adjoining public space, and the Jordan River make Mulligans a destination as well as a launching point for adventure.

PUBLIC USE & ACCESS

Public Use & Access

- **Criteria:**

- Pay to Use Areas
- Open Public Use Areas
- Trailheads
- Jordan River Parkway Trail

Scenario	Score
Handicap (weight)	10%
Deferred Maintenance	Par 10
Plan A: <i>Mid-Level Investment</i>	Birdie 8
Plan B – <i>High-Level Investment</i>	Eagle 3
Hybrid Park Plan	Eagle 3



Mulligans is an operationally sustainable enterprise for South Jordan City - no longer reliant on general fund transfers. Improvements and operating expenses will now be funded exclusively through user fees.

OPERATIONAL SUSTAINABILITY

Operational Sustainability

- **Criteria:**

- Estimated Cost of Improvements
- Funding Options
- Operating Revenues
- Pro-shop & Concessionaire
- Third Party Management
- Commercial Pad Site Lease
- General Fund
- Park Impact Fees

Scenario	Score
Handicap (weight)	40%
Deferred Maintenance	Birdie 24
Plan A: <i>Mid-Level Investment</i>	Par 27
Plan B – High-Level Investment	Eagle 19
Hybrid Park Plan	Bogey 28

Rankings & Scores



Scenario	Environmental Interface	Open Space Preservation	Recreational Improvement	Public Use & Access	Operational Sustainability
Handicap (weight)	10%	25%	15%	10%	40%
Deferred Maintenance	Bogey 10	Bogey 17	Bogey 15	Par 10	Birdie 24
Plan A: <i>Mid-Level Investment</i>	Par 8	Par 15	Par 11	Birdie 8	Par 27
Plan B: <i>High-Level Investment</i>	Birdie 3	Birdie 8	Birdie 6	Eagle 3	Eagle 19
Hybrid Park Plan	Eagle 2	Eagle 5	Eagle 5	Eagle 3	Bogey 28





MULLIGANS COMMISSION
RECOMMENDATION

Final Ranking & Scores



Scenario	Score
Handicap (weight)	100%
Deferred Maintenance	Bogey 80
Plan A: <i>Mid-Level Investment</i>	Par 70
Plan B: <i>High-Level Investment</i>	Eagle 38
Hybrid Park Plan	Birdie 43



Environmental
Interface



Open Space
Preservation



Recreational
Improvement



Public Use
& Access



Operational
Sustainability

Recommendation Summary

- Invest in Mulligans future to ensure the long-term sustainability of the guiding principles...
 - Environmental Interface
 - Open Space Preservation
 - Recreational Improvements
 - Public Use & Access
 - Operational Sustainability



Additional Consideration(s)

MC Response	Master Plan Recommendation Description
SUPPORT	Focus on families, kids and beginner golfers
SUPPORT	Increase marketing <i>note: THK Association, Inc. recommend and have included marketing budget of \$125K per year</i>
SUPPORT	Create an annual investment account <i>note: THK Association, Inc. recommended included in business plan</i>
SUPPORT	Hire managers responsible for the specific business segments <i>note: process already in place</i>
OPPOSE	Rebrand the facility to: South Jordan Community Links <i>note: MC recommends keeping Mulligans name</i>

Financing Consideration

Amount	Recommendation
\$10.8 million	Plan B estimated investment
\$6.4 million	Sustainable debt coverage through Mulligans operations <i>note: see THK & Associates Inc. report</i>
\$4.4 million	Gap in financing for Plan B
	General Obligation Bond Consideration <i>Note: vote required by the residents</i>
\$13.58	Estimated annual household tax increase (\$1.13 monthly) <ul style="list-style-type: none"> • 375,000 average South Jordan home value • 2.5% Interest rate and 20 year term
	<i>Note: 2014 Mulligans Survey, conducted by Y2 Analytics indicated</i> <ul style="list-style-type: none"> • <i>29% of resident respondents would be willing to invest in Mulligans even if it resulted in higher taxes.</i> • <i>80% of those resident respondents willing to pay at least \$5 per month in property taxes to invest in Mulligans.</i>

Golf Course Life Cycle:

- Mulligans established in **1992 – 24 years**
- Expected Life Cycle
 - **Greens:**
 - 15-30 years
 - **Bunker Sand:**
 - 5-7 years
 - **Irrigation:**
 - 10-30 years
 - **Cart Paths**
 - 5-10 years
 - 15-30 years
 - **Practice Range Tees**
 - 15-20 years

GOLF COURSE ITEMS EXPECTED LIFE CYCLE

HOW LONG SHOULD PARTS OF THE GOLF COURSE LAST?

No two golf courses are alike except for one thing: deferring replacement of key items can lead to greater expense in the future, as well as a drop in conditioning and player enjoyment. The following information represents a realistic timeline for each item's longevity.

Component life spans can vary depending upon location of the golf course, quality of materials, original installation and past maintenance practices. The American Society of Golf Course Architects (ASGCA) encourages golf course leaders to work with an ASGCA member, superintendents and others to assess their course's components.

ITEM	YEARS
Greens (1)	15 – 30 years
Bunker Sand	5 – 7 years
Irrigation System	10 – 30 years
Irrigation Control System	10 – 15 years
PVC Pipe (under pressure)	10 – 30 years
H.D.P.E. Pipe	40 – 60 years
Pump Station	15 – 20 years
Cart Paths – asphalt (2)	5 – 10 years (or longer)
Cart Paths – concrete	15 – 30 years (or longer)
Practice Range Tees	5 – 10 years
Tees	15 – 20 years
Corrugated Metal Pipes	15 – 30 years
Bunker Drainage Pipes (3)	5 – 10 years
Mulch	1 – 3 years
Grass (4)	Varies

NOTES: (1) Several factors can weigh into the decision to replace greens: accumulation of layers on the surface of the original construction, the desire to convert to new grasses and response to changes in the game from an architectural standpoint (like the interaction between green speed and hole locations). (2) Assumes on-going maintenance beginning 1 - 2 years after installation. (3) Typically replaced because the sand is being changed – while the machinery is there to change sand, it's often a good time to replace the drainage pipes as well. (4) As new grasses enter the marketplace – for example, those that are more drought and disease tolerant – replanting may be appropriate, depending upon the site.

ASGCA thanks those at the USGA Green Section, Golf Course Builders Association of America, Golf Course Superintendents Association of America and various suppliers for their assistance in compiling this information.

The materials presented on this chart have been reviewed by the following Allied Associations of Golf:

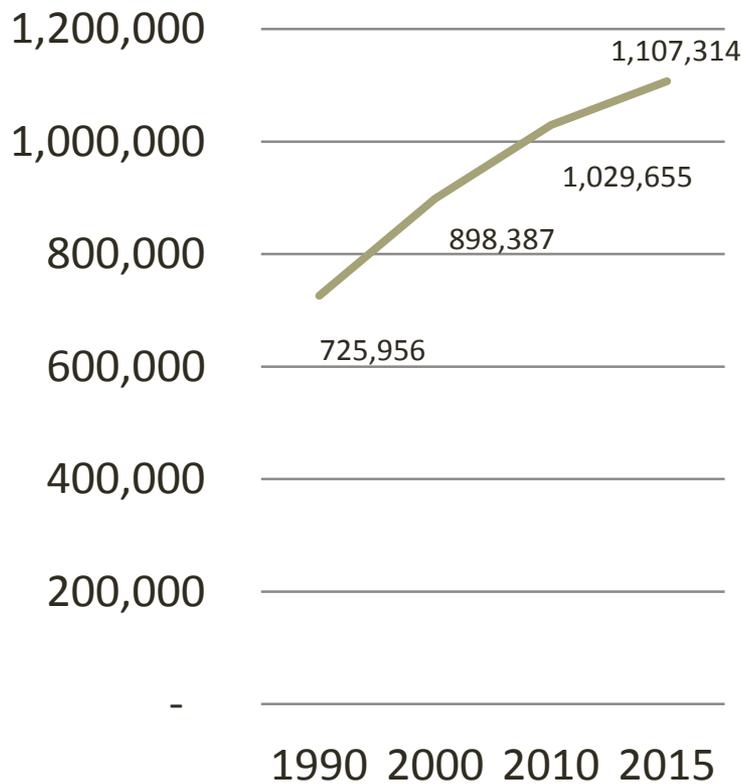


For more information, contact ASGCA at (262) 786-5960 or visit www.ASGCA.org

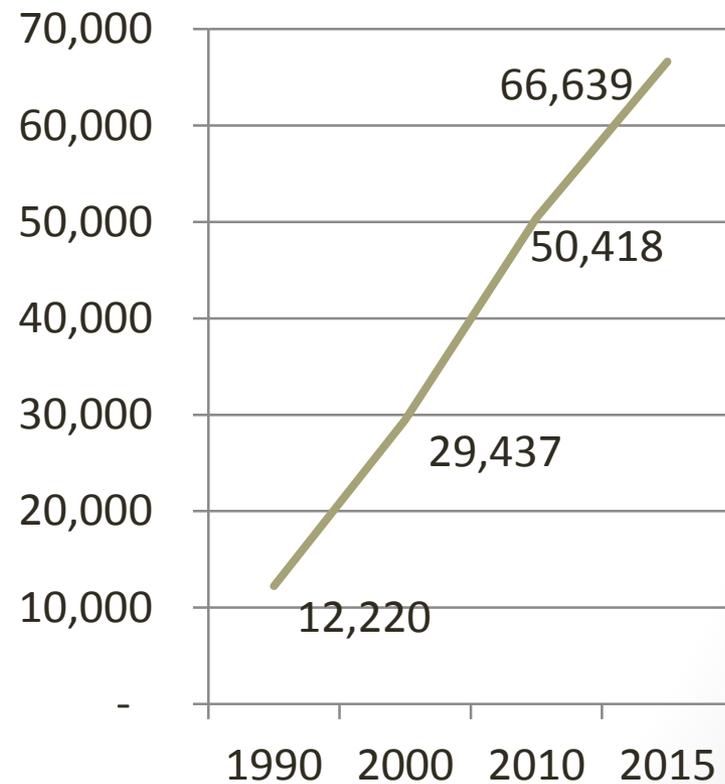
DATA COMPILED BY ASGCA, 125 NORTH EXECUTIVE DRIVE, SUITE 302, BROOKFIELD, WI 53005

Population Growth

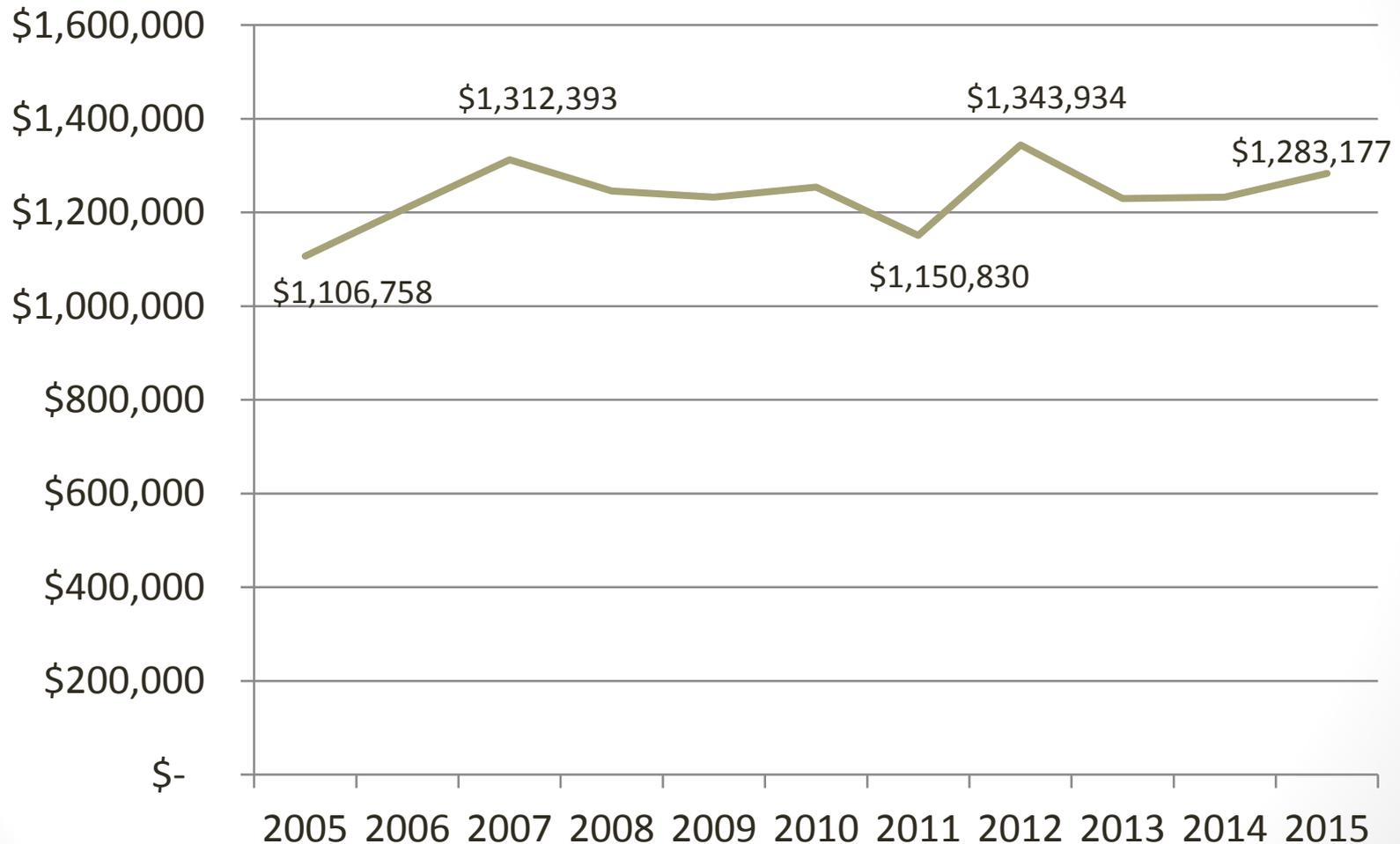
Salt Lake County



South Jordan City



Mulligans Revenues (2005-2015)



Conclusion

- Cannot continue to do the **same** or **just enough**
- Mulligans business viability will increase by...
 - **Investing** in the property
 - **Upgrading** the facilities beyond necessary repairs
- Expected results will be...
 - **Increased QUALITY EXPERIENCE**
 - **Increased REVENUES**
 - **Future success** of EACH of the guiding principles

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High-Level Investment
aka Plan 'B'

> Create full scale renovations that include those improvements from mid-level improvements.
 > Re-building of the golf course to 12 holes, expand the driving range and add a world-class learning center with expanded short game areas and putting course.
 > Incorporate/expand a new trail connection for the Jordan River Trailhead.
 > Create a "Recreational Center" with corporate leasing space in conjunction renovations to facility.



DESIGN NOTES:
Create full scale renovations that include those improvements from Plan A, while re-building the golf course(s) and incorporating new features from the Jordan River Trail. This option represents the greatest potential for community impact of all the options while also maintaining the City's dedication to the game of golf - a Community Links.

"SOUTH JORDAN COMMUNITY LINKS"



South Jordan Community Links - Plan 'B'
South Jordan, Utah








Scenario	Score
Handicap (weight)	100%
Deferred Maintenance	Bogey
Plan A: <i>Mid-Level Investment</i>	Par
Plan B: <i>High-Level Investment</i>	Eagle
Hybrid Park Plan	Birdie



Appendix: Response to “Save Mulligans”

MC Response	Master Plan Recommendation Description
SUPPORT	Development of a viable business plan <i>note: THK Associates, Inc. business plan</i>
SUPPORT	Prioritized list of deferred maintenance plan <i>note: Staples Golf / South Jordan City-Mulligans - \$2.2 million project list</i>
SUPPORT	Hire competent business managers
SUPPORT	Park option <i>note: MC hybrid park is secondary priority</i>
SUPPORT	Additional public access
SUPPORT	Keep Mulligans name, do not use “Community Links”
SUPPORT	Demonstrate ROI for all capital facility improvements <i>note: THK’s Associates, Inc. business model</i>
Oppose	No additional debt <i>note: MC recommends capital investment is needed to sustain operational viability in the marketplace and stay in front of construction cost inflation</i>
Oppose	Additional Seasonal Program (ie. Ice Rink) <i>note: MC recognizes additional programming opportunities especially during non-seasonal periods – benefits include increased branding and marketing, visibility, patron visits, and revenue generation. Unique opportunity at Mulligans for both “park-like” and “golf-like” programs.</i>