

## GOLF COURSE RECOMMENDATION

The Municipal Golf Course is a valuable recreational resource for Lake Oswego. This family friendly facility has successfully catered to youth, families, and older adults since 1968 and should continue to remain a City asset and be supported financially as needed. In addition, steps should be taken to upgrade the facility's golfing experience and to enhance its ability to generate revenue.

1. Because of its importance to the Lake Oswego community, the Municipal Golf Course should be supported financially to maintain a high quality facility. Therefore, the enterprise accounting method should be modified to allow for general fund support when necessary. This is consistent with the City of Lake Oswego's support of parks, athletic fields, natural areas, etc.
2. Funding for the golf course marketing budget should be increased to develop a more aggressive marketing campaign.
3. Improvements should be made to repair and/or upgrade the existing Golf Course facility for the purposes of maintaining this important community asset, and improve the potential for greater profitability.
  - a. Obtain bids for improving the landscaping at the Golf Course entryway and along Stafford Road for better visibility of the facility, with the intention of increasing the number of rounds and resulting in an increase in revenue; and bids for repairs and/or upgrades to the existing driving range poles, nets, and equipment. Based upon bids:
    - Include funds in the FY10-11 budget for landscaping and irrigation upgrades at the entryway and frontage on Stafford Rd. (includes landscaping and irrigation).
    - Include funds in the FY11-12 budget for repairs and/or upgrades to the existing driving range.
  - b. In the future, investigate building a new 300 yard driving range with lights at Luscher Farm and Farr properties including parking, small check-in station/pro shop to improve Lake Oswego's golfing experience.
    - The driving range should blend into the landscape to maintain the "rural" aesthetics of the area, and should complement the other athletic activities in the area.
    - The new driving range should become a profit center.
    - In addition, upon completion of a new driving range, replace the existing driving range with a pre-golf warm up area, and short game practice area (sand traps, greens, chipping area, etc.).
    - These developments should consider public, private, and/or a public/private partnership as a funding mechanism.

### *Considerations:*

- The existing driving range needs to be repaired/replaced in the near future (est. 2-3 years), therefore steps should be taken to address this issue as soon as possible. A comparison of cost estimates and anticipated revenue projections for items 3a and 3b should be done before a decision is made to spend funds for driving range repairs/upgrades.
- The City Council must authorize an application to Metro to expand the urban growth boundary if a new driving range is to be built at Luscher Farm.
- Consideration for a new driving range should be incorporated into the process for updating the Luscher Farm master plan.

## TENNIS RECOMMENDATION

The Tennis Center has a proven record of success in offering public tennis in Lake Oswego. Since the mid 1970s the Tennis Center has generated more revenue than it costs to operate the facility, with portion of that net revenue going back into the City's general fund.

Lake Oswego has needed a larger indoor tennis center for many years. The market analysis and facility feasibility study conducted by Tennis Planning Consultants, Inc. shows a strong demand for more indoor tennis courts in the Lake Oswego market and the ability to financially pay for the development of a new facility. Therefore:

1. A new 8 court indoor facility should be constructed to address the unmet demand for more indoor tennis courts. The facility should be sited and designed to accommodate an expansion to at least 10 indoor courts in the future.
2. The new 8 court indoor tennis facility should include lobby/pro shop, viewing area/banquet room, adequate restroom, changing room and shower facilities, and possibly a small fitness/warm up area.
3. The new facility should be located on property that is separate from the Golf Course. The Raseekh property, West End Building, and the Armory National Guard site(s) are identified as good locations for a new tennis facility.
4. The new facility should be paid for without taxpayer dollars, preferably with a combination of the sale of the existing indoor tennis court property, Tennis Fund capital reserves, and revenue bonds.
5. The project should take a phased approach to provide for major decision points along the way. Positive resolutions at the end of each phase moves the project forward.

### Phase 1 - Identify the most appropriate and economical site to develop

- Conduct detailed analysis of the top sites identified in the Golf-Tennis Feasibility Study to refine site plans and development/operational costs, and identify previously unknown development obstacles.
- Funded with Tennis Center cash reserves.
- Initiate this process in 2010.

### Phase 2 - Determine citizen willingness to pay increased fees & generate capital reserves

- Raise tennis fees to generate funds to offset costs for a new tennis facility. Set aside net revenues in a capital reserve account in the Tennis Fund for use in building a new tennis facility. Target amount is \$500,000 in reserves for the project.
- Fees increases should take effect upon completion of an identified site and confirmation that refined development costs and operational estimates are within appropriate financial parameters (Increasing fees will identify people's willingness to pay).

### Phase 3 - Hire design firm and construct a new 8 court indoor tennis facility

- Following successful acceptance of fee increases and generation of a cash reserve, steps can be taken to sell the tennis center property, and begin design and development of a new tennis facility.