

**Council Meeting: April 29, 2008****SUBJECT: Sunnyvale's Golf Vision: A Look Toward the Future****REPORT IN BRIEF**

The driving force behind the creation of a "Golf Vision" is the desire to reverse the downward trend in golf play that Sunnyvale has experienced over the past seven years. This trend has been observed not only in Sunnyvale, but on the local, regional, and national levels. Several factors beyond staff's control have contributed significantly to the slowdown: poor economic conditions, a more restrictive job market/working environment, new course construction, and a reduction in golf players as a result of a changing population demographic. This decrease in participation has reduced golf program revenues earmarked to provide funding for non-golf related, non-self supporting programs and services within the Community Recreation Fund (Fund 525).

The golf courses remain financially viable, however, as more than \$1.2 million in surplus operating revenue ("profit" in the non-enterprise, private sector environment) was generated for Fund 525 supported activities in FY 2006/07. Costs for golf related capital improvement projects, averaging \$240,000 annually over the next ten years, are not included in this figure as they are financed by developer contributions to the Park Dedication Fund (Fund 141). These fees are collected as developers construct new residential units in the City of Sunnyvale. They are used to pay for construction and renovation projects within the City's park and open space infrastructure. Even as Sunnyvale golf services experience a drop in play approaching 25% from the historic high, golf in Sunnyvale continues to contribute significant financial backing (approximately \$1.0 million, annual net) towards a myriad of benefits for thousands of local residents via the Community Recreation Fund.

This report seeks to answer the questions: "Looking toward the future, what level of golf facilities and services should the City of Sunnyvale offer its citizens and would Sunnyvale patrons support a golf experience that is higher in quality but more expensive or lower in quality but less expensive, or do they prefer quality and pricing levels remain unchanged?" To this end, staff completed a high level look at municipal and other public access golf facilities in our area. By these measures, we simply mean how does participation, revenue, and return at these other facilities compare to those in Sunnyvale.

As measured by financial and participatory success, Sunnyvale golf facilities continue to lead the public golf industry in our area. In a comparison with other

local public courses, we rank at or near the top in rounds per hole of golf (Sunnyvale has 27 such holes) and in overall revenue returned. While golf revenue in Sunnyvale significantly exceeds the costs necessary to operate our two golf courses, we are, in fact, in the minority. Most public facilities in our area operate at a "break-even" level, or require some form of subsidy as revenues are inadequate to cover capital costs, financing and operations. This condition has been made worse for many cities/operators by the previously mentioned industry downturn.

Members of the community were engaged to provide insight into the future of golf in Sunnyvale. Open forums were held to discuss changes to operations, infrastructure, programs, financial management, pricing, maintenance, and service. Leaders of local recognized golf clubs and their members were invited to attend, as well as the general public. Additionally, a survey document (Attachment A) was created by staff to query the public on several topics specific to this report. Staff also maintained a dialog with day-to-day customers over the past several months to elicit commentary for this project. In all, several hundred local residents provided input.

Alternatives were established, in part, on this public input and on the survey results. Staff also utilized their knowledge of the local golf industry, acquired from site visits and facility surveys (conducted annually to compare fees, reservation practices, and services offered), to make the final recommendation to Council presented in this report. The current market-based operational approach is directed by four goals, and these were used to compare the suggested alternatives. Listed below, they are:

1. Increase golf participation/play
2. Improve revenue generation
3. Maintain leadership position in the local industry
4. Spend additional money only as necessary to achieve items 1, 2, and 3

Recent history in our region would suggest that large scale golf course renovations (complete reconstruction, clubhouse/locker room buildings, expansions, etc.), while being appreciated by golfers, have been unsuccessful in meeting operator's revenue goals. The most successful operators have, instead, placed emphasis on reasonable rates, good course conditions, and prudent capital investment. Lately, success has been somewhat relative, as overall golf play, in large part, has been negatively impacted by factors beyond the control of facility owners and managers.

As decisions regarding golf in Sunnyvale have, over the years, been based on the same four goals listed above, and golf services have proven financially positive, it would appear that large scale alterations in the way we do business are unwarranted and would involve significant risk to participation levels and

revenue generation. Our best opportunity to meet the needs of the golfing public, while providing the desired Community Recreation Fund support, is provided by offering good value to the customer, that is, competitive rates and high quality course conditions. Additionally, sensible, long-term expenditure should be continued in order to maintain current infrastructure and to complete facility improvement projects designed to maintain our competitive position in the local industry (and to satisfy customer desire).

The Parks and Recreation Commission conducted a public hearing on this item at their regularly scheduled meeting on April 9, 2008. By a vote of 4-1, the Commission recommended Alternative 3, direct staff to maintain the current operational approach. With an additional provision that Council be mindful that certain projects, such as the continuous cart path improvement project, would increase the level of play and revenue to the City. While supporting Alternative 3, the dissenting opinion could not justify additional project related spending on an already successful Golf Program.

BACKGROUND

The golf market locally, regionally, and nationally has not produced positive growth overall for any of the past six years. Golf play on a nationwide level continues to decline since reaching a peak in 2000. Key indicators of overall industry health (number of golfers, number of rounds played, dollars spent on golf equipment, etc.) have decreased or remained static. During this same period, the number of municipal and daily fee (public access) golf facilities has increased by 6.5% nationwide, as projects that incubated during the boom years were developed, funded, and constructed. Since 2000, a number of new local courses have opened, including The Ranch, Los Lagos, Callippe Preserve, Coyote Creek (Tournament Course), Cinnabar Hills, Dublin Ranch, Eagle Ridge, and Rancho del Pueblo. In combination, these factors have created an environment where the supply of available (and desirable) golf tee-times significantly exceeds the demand of golfers. This falls in stark contrast to conditions found during the 1990's, where a rapidly increasing number of players fought to obtain reservations from an insufficient pool of prime tee-times. As many long-time players will attest, this reservation process was exceptionally difficult, involving long lines during the early morning (2 a.m.).

The industry decline has been impacted by several factors, listed below:

- A slowing national (and local) economy and a significantly tighter job market.
- Decreased popularity of golf (as a result of the perception that golf is too difficult, too expensive, too hard to schedule, takes too long to play, and is not a good value compared to other recreational activities).
- Elevated prices for golf green-fees and equipment.

- Increased number of public access golf facilities combined with fewer golf players.
- A decrease in technological advancement in the golf equipment industry (clubs, balls, shoes, etc.).
- A decrease in the “Tiger Woods Effect” (his ability to attract new players into the game has diminished as compared to earlier in his career).

Golf facility operators have been exceptionally sluggish to react while play dropped some 20-40%. A certain level of denial may still exist, as changes in practice have been slow to develop or, in most cases, non-existent. While recent course construction has been slowing, prices, in general and in Sunnyvale, have continued to rise. Facility operators are hopeful that positive economic developments will once again stimulate the industry by creating job growth and producing additional recreation related spending.

Golf industry analysts have indicated that the San Francisco Bay Area has been one of the most negatively impacted regions during this slowdown. It has recently come to light that a majority of regional municipal golf operations in the Bay Area are spending more money on operations and debt service than they are collecting from golf fees and other revenue sources. In a recent study commissioned by the City of San Francisco, the National Golf Foundation (NGF, an industry-leading research, information, and consulting service) reported that 10 of 17 municipal golf operations studied are currently spending, on average, \$600,000 more than they are receiving in income each year (see Attachment E). In other words, they are losing fairly large sums of money yearly. An additional four courses were operating at or near the break-even point. Only three cities, Sunnyvale, Santa Clara, and Pleasanton appear to operate successfully (>\$1,000,000 return per year).

There is some room for interpretation and error in the NGF survey data. The golf industry is highly competitive, and budget structures, cost centers, and revenue streams are varying and complex. Operators tend to hold competitive data “close to the vest.” The City of Sunnyvale, for example, funds infrastructure/capital projects from outside the Golf Program. As a result, our “Total Net to Municipality” is actually overstated by \$240,000 annually, given our \$2.4 million schedule of infrastructure projects planned for completion over the next 10 years. Analysis performed by staff would estimate that operators generally overstate round totals and revenues and underreport expenses. It is likely, therefore, that the local industry picture is actually worse than reported in the NGF report. Certainly, it can be reasonably concluded from the report that 14 of 17 local municipal operations are less than lucrative.

The costs to own and operate a golf facility each year remain fairly constant within a wide range of golf rounds played. Fixed costs make up the majority of

expenditure while discretionary spending is only a small portion of the budget. Course revenues have been reduced as a result of the reduction in play while costs have risen slightly over the same period (generally attributed to increased labor and water costs). Many of the courses listed in the NGF report were profitable prior to the decline. All of the courses in our market range, Sunnyvale and Sunken Gardens included, have raised golf fees in an attempt to make up for lost revenue. Attachment C details information on Sunnyvale and Sunken Gardens Golf Courses. So far, this strategy has proven largely unsuccessful in generating desired (pre-decline) revenues.

EXISTING POLICY

From the Open Space and Recreation Sub-Element:

SECTION B. PROGRAMMING

Policy 4. Use entrepreneurial strategies to identify and reach new markets for programs, services and revenue generation, and to strengthen relationships within existing markets.

Policy 10. Develop such fiscal practices as pricing, fee structures and cost recovery targets for open space and recreation programs and services consistent with the City's Fiscal Management Sub-Element policies.

SECTION C. REGIONAL APPROACH

Policy 1. Support activities and legislation that will provide additional local, county, and regional park acquisition, development, and maintenance and recreational opportunities.

SECTION D. PRIORITIZATION

Policy 4. Give priority to services, facilities and amenities in which the community demonstrates interest.

From Council Policy 7.1.1 - Fiscal — Long Range Goals and Financial Policies

SECTION 7.1C – CAPITAL IMPROVEMENT POLICIES

SUB-SECTION C.1 – CAPITAL IMPROVEMENT PLAN

Policy C.1.5. Priority will be given to the repair and replacement of existing infrastructure as compared to the provision of new or expanded facilities.

SECTION 7.1I – ENTERPRISE FUND POLICIES

SUB-SECTION I.2 – COMMUNITY RECREATION FUND POLICIES

Policy I.2a.1. Any increase in service levels by City Council not covered by an increase in revenues will result in a corresponding increase to the General Fund subsidy.

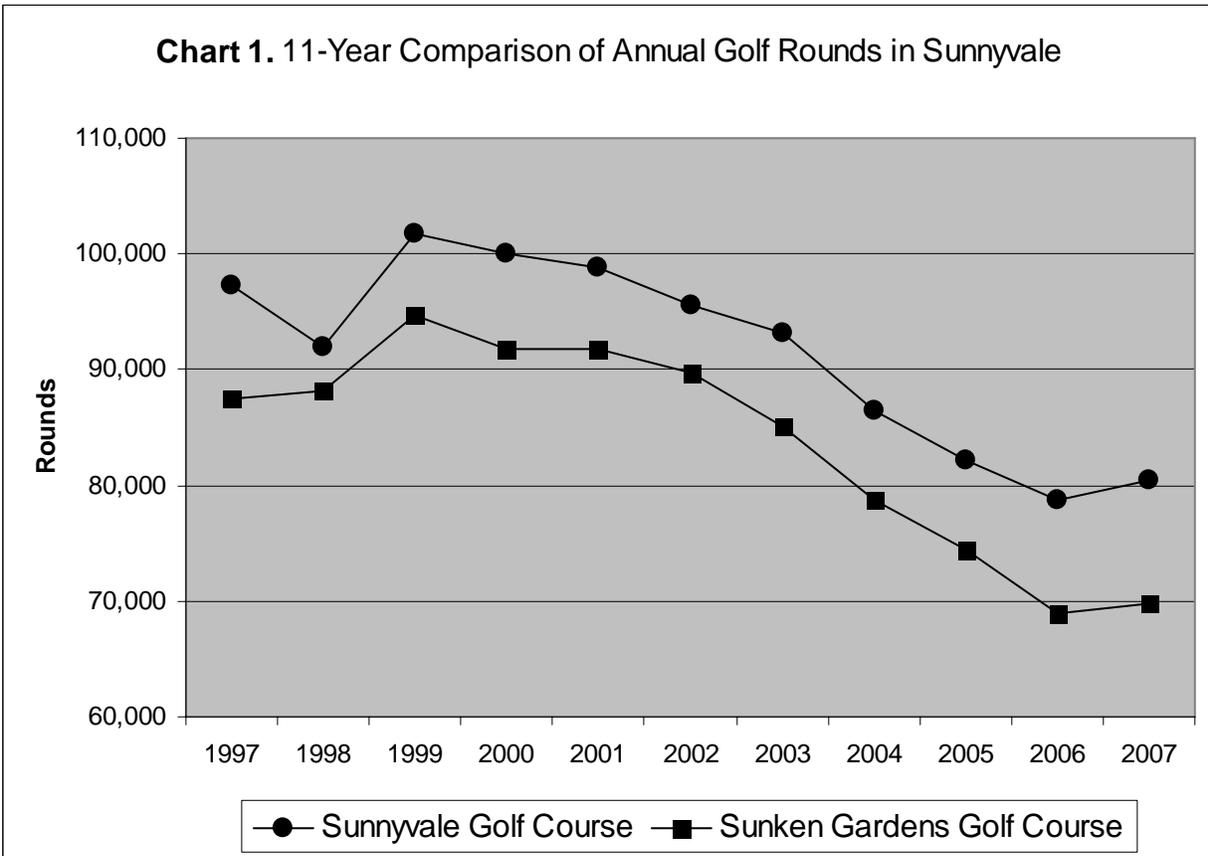
Policy I.2a.2. Any action by City Council to decrease revenues of the Community Recreation Fund not covered by a decrease in operating costs will result in a corresponding increase to the General Fund subsidy.

Policy I.2a.3. The infrastructure rehabilitation and replacement of all facilities on park land, including the golf courses and tennis center, will be funded first through the Park Dedication Fund if funds are available.

Policy I.2b.1. Golf fees shall be set annually utilizing market-based comparisons and included in the City's Annual Fee Schedule adopted by Council resolution.

DISCUSSION

Golf in Sunnyvale - Golf play and associated revenue in Sunnyvale has been trending downward since reaching historic high levels during the period from 1999-2001 (Chart 1). This movement has also been mirrored regionally and nationally, as more courses have been opened, with fewer players, on average, playing fewer numbers of rounds. In an effort to understand and reverse this trend and to assist staff/Council with future decision making, a "visioning" process was undertaken. Through this process of research, public contact, and communication within the industry, staff has discovered information that should provide a solid foundation for continued golf program success in the future.



Sunnyvale golf courses remain the model for municipal golf operations in our region, despite a persistent decline in the golf industry over the past six years. While annual rounds of golf have dipped some 25% since 1999, revenues generated from Sunnyvale courses continue to provide consistent (and significant) positive financial support to the Community Recreation Fund. This point should not be overlooked, as recent studies indicate the majority of local municipal golf courses operate at a loss, with many others simply breaking even. At the same time, the game of golf continues to contribute to social, mental, emotional, and physical benefits to many thousands of residents of Sunnyvale and the surrounding communities. Additionally, golf in Sunnyvale enhances the lives of residents of all ages via its significant revenue stream into the Community Recreation Fund.

Sunnyvale golf courses are well positioned in the marketplace. Neither course can be described as a “destination” or “up scale” course, as each lacks the necessary elements of length, difficulty, history, layout, style, and location. Considerable expense would be required to provide a significant increase in quality and to elevate our position in the marketplace. The courses, including the clubhouse buildings, practice facilities, parking lots and amenities would require replacement and new amenities. Through the visioning process many ideas were received for such improvements. Some golfers may enjoy a new locker facility or

building to shower, change clothes and store golf clubs. It has been suggested that such a facility would result in new revenues as staff could charge rental fees for daily or monthly use. A survey of Market Range II courses reveals that such facilities are quite rare in municipal settings. Of the 23 public and private courses in Range II, four have lockers and/or showers. The only municipal course with shower/lockers is Santa Clara Golf Course and they provide keys to lockers without charge. The locker/shower building constructed by the City of Sunnyvale at Fremont High School pool cost \$1,078,148 to construct and requires added operating costs for the licensee. While a similar project could be scaled-down for Sunnyvale Golf Course, it does not appear that such a project would have a positive revenue return to the City or attract many golfers on its own merit.

Conversely, Sunnyvale's courses are, at best, average in their market range, with below average amenities and above average course conditions. The courses (and the City) are well served providing a quality golf experience and a good value to the local golf community. By maintaining a fee structure slightly below the market average and by providing discount play to juniors, seniors, disabled and residents (where feasible), Sunnyvale courses have maintained their position as a regional leader in *total rounds played* and in *net return to operator*, among municipal facilities.

The current management and operational structure of Sunnyvale's golf facilities benefit both the City and its customers. A business-like approach seeks to maximize the financial return, while a balance of City and contract staff helps to contain costs. Managers and key staff members are professionals in the industry, providing the knowledge and experience necessary to successfully operate a positive revenue generating enterprise. Accountability is assured, as financial systems and customer service standards are consistent with high quality Citywide practice.

Many municipalities have not chosen to self-operate their courses as Sunnyvale does. The most common operating choice is to commit to long-term agreements with contractors to manage all or most of the golf course services and operations. A contract operator can insulate a facility owner somewhat from the financial risk of golf facility operation; however, costs are associated with this degree of insurance as the contractor must achieve profits for the company. As Sunnyvale's track record demonstrates consistent success, even during this recent period of economic slowdown, it would not seem prudent to risk future profits for unnecessary security. The most frequent mistake made by unsuccessful municipal course owners who choose to self-operate is attempting to manage and operate their facilities with non-industry personnel. Generally, this is or becomes a losing proposition. Given this scenario, management companies can successfully rescue municipalities from various levels of red ink. Future operating profits, however, are mortgaged against current losses, and, as the facility becomes more successful, it is the management company that reaps the reward.

What do Golf Customers Want and Expect? - Golf customers in Sunnyvale have expressed very high levels of satisfaction over the past 15 years, during the annual survey process. However, as golfers have become more knowledgeable about course conditions, maintenance, and operations, and as fees have risen ever higher, expectations have dramatically increased.

During the visioning process, golf players and non-golfers expressed wide ranging views of Sunnyvale's "golf future" (Attachments B, D, and F). A wide range of customer input was important for two reasons. First, golf players have expressed a desire to have their Sunnyvale golf dollar put to good and fair use. For most, this means some level of measured and ongoing improvement, albeit new infrastructure, improved course conditions, and/or increased programming. Second, these suggestions may also provide insight as to why former customers have chosen to play at other area facilities, while shunning those in Sunnyvale. To this end, the visioning process incorporated community outreach in hopes of determining those areas within the golf operation in most need of adjustment or improvement.

Public input, through meetings, surveys, and day-to-day interaction with staff, has provided several common themes that may provide guidance for decision making in the coming years. These are:

- Resident rates are desired and expected, and discount opportunities should be more wide-ranging than is currently offered.
- A larger percentage (however, not all) of the excess golf revenues should be secured to fund golf related improvements.
- Incremental and observable improvements should fall hand-in-hand with rate increases.
- While overall course conditions are generally good, an increased attention to detail is needed. This may involve additional expenditure on equipment, small projects, and/or staff time.
- Course conditions should be more consistent throughout the year. That is, golf players expect all aspects of course condition to be maintained at a high quality level at all times.
- Given a choice, customers would not support the funding of large scale improvements by significantly increased golf fees; nor would they support a dramatic reduction in quality at reduced rates.
- Negative impacts to course conditions and golf play as a result of large scale maintenance projects (i.e., green, fairway, and tee aerations) should be minimized or eliminated.

- Courses should be improved so as to provide full and unencumbered access during periods of frost and/or rain (i.e., provide continuous cart paths).
- Sunnyvale should maintain or increase the types/quantity of golf related services it provides.

Along with providing significant financial support for the Community Recreation Fund, the Sunnyvale Golf Program continues to provide social, mental, emotional, and physical benefits, year after year, for thousands of people in the local community. These benefits are self supporting, requiring no taxpayer subsidy. They are provided solely by user fees collected for rounds of golf, rentals, merchandise sales, and lessons, as well as restaurant license fees.

Approximately 800 Sunnyvale golf customers are surveyed each year to provide data for Golf Program measures related to customer satisfaction. Results of this survey are very positive, as golfers weigh-in on overall course conditions, landscapes and amenities, restaurant and support facilities, golf car rental operations, driving range services, instruction programs and golf shop services. Annual ratings have exceeded 95% satisfied/very satisfied at both Sunnyvale and Sunken Gardens golf courses over the past 15 years. Staff does acknowledge, however, that these survey results do not take into account the opinions of former customers, who, for any number of reasons, have chosen not to play in Sunnyvale. Lacking responses and input from this group of (disgruntled?) non-customers, it has been challenging for staff to identify specific deficiencies which may have created their disinterest.

Despite the high satisfaction numbers, golfers regularly provide staff with a plethora of dislikes, suggestions, and desired improvements related to their golf experience here in Sunnyvale. Many of these ideas are gleaned from other courses on which they play. An ideal experience for most would incorporate the best characteristics and practices from a wide range of facilities. As we see from the suggestions received during the visioning process, however, golfers have a wide ranging view of what they consider "best."

Options

1. While staff will continue to operate the golf facilities in a business-like, market based manner, our position in the market would be elevated. A plan would be developed to move the Sunnyvale golf facilities from Market Range II, our present position, to Market Range III, a position more "upscale." Staff ranks all public access facilities within our market in a range from I through IV, with IV being the highest quality. While several municipalities operate in this range, Market Range III is generally represented by privately owned, public facilities which offer courses of additional length, better design, improved quality, and full-service amenities. Golf fees in this range are also considerably higher than those found in Sunnyvale.

This plan would involve significant capital expenditure as golf course elements are redesigned and construction projects are completed to upgrade the customer experience. Additional elements of style, interest, and difficulty would be incorporated into each course layout. Improvements and/or additions to peripheral infrastructure (parking, buildings, locker rooms, irrigation, drainage, practice/warm-up facilities, etc.) would also be included. Staff would also develop a long range staffing and maintenance program designed to adequately address the needs of our upgraded facilities. It is likely additional staff and equipment would be necessary to maintain our courses once they were improved. These additional costs, as well as those earmarked for construction of any and all improvements, would be incorporated into a proposal for future City Council consideration.

Several local courses have undertaken this type of upgrade project. The City of Palo Alto completed projects to implement approximately 40% of the golf course master plan at a cost of \$7.2 million. San Mateo accomplished a complete, ground-up restoration of Poplar Creek G. C. costing \$12 million. And, Harding Park in San Francisco was significantly improved (from Market Range II to IV in our rating system) with renovation costs exceeding \$23 million. While these types of facility upgrades vary widely in scope, scale, and cost, these examples present some idea of the range of costs associated with a major facility overhaul.

Staff would also attempt to develop a long-range golf fee structure, commensurate with a Market Range III facility, designed to enhance overall revenues. If successful, this additional income would help the City to recover costs associated with the quality improvement plan, and, in the future, provide additional support for the Community Recreation Fund. There is no guarantee, however, that overall revenues can be improved to support the debt service required to complete this type of renovation.

Higher golf fees associated with this plan would likely cause some current customers to reduce or eliminate their golf play in Sunnyvale. While a much improved experience may attract players from other local high-end venues, value conscious golfers (note: staff would suggest that the majority of Sunnyvale golf players fall into the value conscious category, based in large part on a lengthy and ongoing relationship with most of them) may take their business to one of our current, Market Range II competitors. Public input provided during the visioning process suggests that major renovations are not needed or desired, as projects and upgrades recommended by those involved are, as a whole, more modest in cost and nature. Results of the Golf Vision survey (Attachment B, Question 4) indicate that 14% of survey participants would support this option.

2. While staff will continue to operate the golf facilities in a business-like, market based manner, staff would develop a plan designed to reduce the cost of operating

Sunnyvale's golf facilities. It is likely staff would reduce or eliminate projects currently scheduled on the 20-year Resource Allocation Plan (RAP), designed to maintain current infrastructure. Additional projects intended to provide course improvements would be eliminated. Maintenance tasks, golf-specific equipment, and associated staffing levels would also be reduced in order to decrease overall costs. Some customer services may also be reduced or eliminated. Our golf courses would most likely fall into Market Range I (the lowest quality classification) as a result of actions suggested in this plan.

As a benefit to golf customers, however, this approach is likely to involve an across-the-board reduction in golf fees. Staff would attempt to match the reduction in costs with a similar reduction in golf fee revenue. While golfers would experience a significant drop in quality, there may be some appreciation for reduced green fees. Potential customers, who have been priced out of the game or who regularly play at one of our competitors, may find these lower rates attractive. Current customers, however, may show some dislike of the poor course conditions. Results of the Golf Vision survey (Attachment B, Question 4) indicate that 5% of survey participants would support this option.

3. Staff will continue to operate the golf facilities in a business-like, market based manner, and the courses would be maintained at their current level within the market. Operational goals would seek to maximize participation and associated revenues by providing high quality and good value, within the constraints of a reasonable budget. Staff would continue to work to improve revenues returned in support of the Community Recreation Fund. Projects planned for inclusion in the 20-year RAP would provide for replacement and/or maintenance of existing infrastructure.

Further projects may be proposed which could reasonably be expected to generate future revenue in excess of planned costs. These types of improvements increase participation and associated revenue during the winter, when extended periods of inclement weather create less than ideal conditions, and/or an on-course accumulation of standing water. For example, a new, continuous cart path at Sunnyvale G. C. would allow year round cart use (current practice dictates some cart use restriction during periods of wet weather), and a covered practice tee at Sunken Gardens Driving Range would allow golf players to practice while shielded from the rain. These types of improvements may also elevate City courses within their market by providing additional amenities. A warm-up and short game practice area for Sunnyvale G. C. may be proposed by staff to allow our facility to compare more favorably with area courses that include a driving range.

Current customers, who are generally satisfied/very satisfied, would not see significant change with this alternative, outside of those projects currently planned in the infrastructure replacement schedule. While results of the Golf Vision survey (Attachment B, Question 4) indicate that 69% of survey participants

would support this option, some golf players, who, as a result of issues raised during this study, have expectations that change is imminent, may be disgruntled to find that the courses continue to be operated under a “business as usual” approach.

FISCAL IMPACT

Options 1 and 2, above, would require additional, significant research to determine a complete action plan (that addresses project scope and associated costs, and provides future operational cost and revenue estimates) given the significant changes to our golf infrastructure, maintenance practices, services and/or pricing that these options represent. Our current operational goals attempt to increase participation and revenues by providing good value within the constraints of a reasonable budget. Regardless of which option is selected, 1, 2 or 3, staff will attempt to develop a plan and a pricing structure using a market based business strategy. Our relative market position, however, may change as a result of this study and of subsequent Council action. While our current quality level strikes a positive balance between costs and revenues, this relationship is not guaranteed should we decide to move in a new direction (either up or down).

A major facility upgrade (option 1) can be time consuming, 1-2 years, and expensive, several to many millions of dollars. (Note: The costs associated with a renovation project are wide ranging. A locker/shower building would cost between \$600,000 and \$1,000,000, and as mentioned earlier, the City of San Francisco spent \$23 million on renovations of Harding Park Golf Course.) Short-term golf related revenue would also be lost, as large scale construction generally necessitates course closure, for these same 1-2 years. Staff estimates that the Community Recreation Fund would be negatively impacted from \$1.5-3.0 million as a result of the closure (operating only, not including project costs).

This type of facility upgrade would likely involve changes to the layout of the course, as well as to the design of each hole. Tees, fairways, and greens would be torn up and replaced. Infrastructure such as irrigation and drainage would be rebuilt. Additional on-course features (bunkers, water hazards, mounding, trees, nature areas, cart paths, etc.) would be added. Off-course amenities (pro-shop, restaurant, locker rooms, banquet facilities, driving range, parking, practice greens, etc.) would be renovated, replaced or added.

It is not known if a combination of increased fees and participation levels exists that provides a revenue stream sufficient to cover these costs and to provide additional Community Recreation Fund income. Several course operators in our area have tried this approach and have not achieved an expected level of participation increase or financial success.

The risks associated with reduced quality (option 2) are two-fold. First, below certain, undetermined quality levels, the product value dramatically decreases.

That is, experienced golfers tend to avoid poorly maintained and “run-down” courses, regardless of their low price. Second, as poor course conditions circulate by word-of-mouth throughout the local golf community, current non-resident patrons are less likely to travel to Sunnyvale for their golf services, choosing instead one of our competitors.

Sunnyvale could realize cost savings by reducing or eliminating golf related capital improvement projects (\$2.4 million over the next ten years) and by reducing costs for operations and maintenance (07/08 budget - approximately \$3.1 million). Revenues are at risk, however, as golf players may choose to avoid poor quality facilities regardless of new lower prices.

PUBLIC CONTACT

Staff requested community input in a variety of ways. We were part of the Citywide community visioning event on Nov. 28, 2006. We also conducted four Golf Vision meetings on Jan. 20, 23, 25, & 27, 2007. Staff delivered pre-report presentations to the Parks & Recreation Commission and the Advisory Committee on Accessibility. Additionally, approximately 750 Golf Vision Questionnaires were distributed during the months of November, January, and April. Events were noticed through publication and distributions of commission/committee agendas, by City news release (Attachment G), on the City website (Attachment H), in the Winter Quarterly Report (Attachment I), by invitation to the recognized golf club presidents, and by flyers posted at each golf course (Attachment J).

Notice of Commission and Council meetings regarding this report was also distributed to the “Friends of Parks and Recreation” mailing list (a list of organizations and individuals who have expressed an interest in parks and recreation issues).

Additionally, public contact was made through posting of the Parks and Recreation Commission and Council agendas on the City's official notice bulletin board, posting of the agendas and report on the City's web site, and the availability of the report in the Library, Office of the City Clerk, Parks and Recreation Administration, Community Center and Senior Center.

ALTERNATIVES

1. Direct staff to develop a quality improvement plan, intended to significantly elevate the market position of Sunnyvale's golf facilities and services.

(Prior to implementation of this plan, staff would return to Council for final approval or to take other action as directed.)

2. Direct staff to develop a quality reduction plan, intended to significantly reduce the market position of Sunnyvale's golf facilities and services.

(Prior to implementation of this plan, staff would return to Council for final approval or to take other action as directed.)

3. Direct staff to maintain the current operational approach.
4. Take other action(s) as deemed appropriate by Council.

RECOMMENDATION

Staff recommends Alternative 3, direct staff to maintain the current operational approach.

Sunnyvale's golf courses remain successful despite an industry-wide decline in participation and golf play. Customer satisfaction is high and golf related revenues continue to provide a significant Community Recreation Fund subsidy. Comparison with other local municipal facilities would indicate Sunnyvale is at, or near, the top in revenue return and in number of rounds played per golf hole. As currently operated, our courses and golf services provide essential social, recreational, competitive and leisure opportunities for thousands of residents and visitors yearly. Results of the Golf Vision survey also support this position as almost 70% of those surveyed prefer the current operational approach as compared to alternatives 1 and 2, above.

Staff believes that costs associated with a major facility upgrade would be excessive and would not likely be recovered from increased pricing levels. Higher golf fees may also alienate a large portion of our current client base. Many of these customers have supported our golf facilities for a great number of years and would likely reduce or eliminate their play in Sunnyvale as a result of significant price hikes. While the additional investment will, in the end, produce a more valuable product (thus justifying higher fees), similar projects undertaken by local course operators have failed to provide the expected financial return and have actually placed a significant capital and operational debt upon the respective cities/owners.

Low quality facilities would also seem to be counterproductive. While golf players may appreciate lower fees, worsening course conditions will likely drive many customers to other local competitors. By developing a reputation of sub-standard conditions, it is probable that we will do irreparable damage to our ability to attract new golfers to Sunnyvale (regardless of the price level). This plan also runs contrary to Sunnyvale's ongoing tradition of high quality service delivery.

The Parks and Recreation Commission conducted a public hearing on this item at their regularly scheduled meeting on April 9, 2008. By a vote of 4-1, the Commission recommended Alternative 3, direct staff to maintain the current operational approach. With an additional provision that Council be mindful that certain projects, such as the continuous cart path improvement project, would increase the level of play and revenue to the City. While supporting Alternative 3,

the dissenting opinion could not justify additional project related spending on an already successful Golf Program.

Reviewed by:

David A. Lewis, Director, Department of Parks and Recreation
Prepared by: Mark Petersen, Golf Services Supervisor

Approved by:

Amy Chan
City Manager

Attachments

- A. Golf in Sunnyvale: A Visioning Questionnaire
- B. Golf Vision – Survey Results
- C. 11-Year Golf Rounds/Revenue Comparison
- D. Golf Vision – Meeting Results
- E. Regional Case Study Summary and Observations (Operational Review and Recommendations for City of San Francisco Golf Operations, Page 43, Prepared by NGF Consulting, February 2007)
- F. Letter from John Szarka, Treasurer, Sunnyvale Men's Golf Club
- G. City of Sunnyvale Press Release, #01-10, Jan. 18, 2007
- H. City of Sunnyvale Website, Home Page, Jan. 18, 2007
- I. City of Sunnyvale Quarterly Report, Winter 2007
- J. Golf Visioning Input Meetings - Flyer



Golf in Sunnyvale: A Visioning Questionnaire

Help us to shape the future of golf in Sunnyvale. The City will use your responses to this survey, along with those collected from other members of the community (golf players and non-golfers alike), to define and direct the golf program for years to come. Please take a moment to share your opinion, we value your input.

Background - The City of Sunnyvale currently owns and operates two golf facilities, an 18-hole regulation layout, Sunnyvale Golf Course, and an executive 9-hole, Sunken Gardens Golf Course. The City also operates a practice range at Sunken Gardens. Both courses are financially self supporting, with revenues collected from green fees, tournament fees, rentals of golf cars, rentals of clubs and carts, golf lessons, and the sale of golf merchandise. Each year, over 200,000 golf customers play, practice, shop, and eat at City of Sunnyvale golf facilities.

1. How often do you play golf?	<input type="checkbox"/> Never <input type="checkbox"/> 1-5 times a year <input type="checkbox"/> 6-11 times a year <input type="checkbox"/> One to three times a month <input type="checkbox"/> Once a week or more
2. Do you regularly play Golf at Sunnyvale Golf Course?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. Do you regularly play Golf at Sunken Gardens Golf Course?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4. <u>Overall Golf Experience vs. Green Fee Rates</u> Given a choice, golf customers prefer higher quality with lower fees. As an alternative, would you support any of these other options:	<input type="checkbox"/> I prefer the current quality/condition level with the current fees. <input type="checkbox"/> I prefer a higher quality/condition level with increased fees. <input type="checkbox"/> I prefer a lower quality/condition level with decreased fees. <input type="checkbox"/> No Opinion
5. Should the City spend additional funds to replace, repair and/or improve Golf Facility infrastructure?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6. If you answered <u>Yes</u> to question #5 (above), please list any projects you would like the City to undertake at Sunnyvale and/or Sunken Gardens Golf Courses:	
7. Should the City seek to improve golf course conditions by spending additional funds on an ongoing basis for golf course maintenance?	<input type="checkbox"/> Yes <input type="checkbox"/> No
8. Should the City manage the Golf Courses with the goal of making a profit?	<input type="checkbox"/> Yes <input type="checkbox"/> No

See other side



<p>9. Where should the City spend the majority of golf related revenues not currently budgeted for golf facility maintenance and operations?</p>	<input type="checkbox"/> Golf Course Facilities/Infrastructure <input type="checkbox"/> Golf Play Programs (ex: Juniors, Disabled, etc.) <input type="checkbox"/> Other Parks & Recreation programs <input type="checkbox"/> General Fund <input type="checkbox"/> Other, Please explain:
<p>10. What is your opinion of the quantity of golf services provided by the City of Sunnyvale?</p>	<input type="checkbox"/> Not enough, more golf facilities/ programs are needed <input type="checkbox"/> Just right, supply of golf facilities/programs is adequate <input type="checkbox"/> Too much, golf facilities/programs should be reduced
<p>11. Are golf fees priced appropriately at Sunnyvale Golf Course?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<p>12. Regarding Weekend Golf fees at Sunnyvale GC, should the City charge Non-Resident weekend golfers \$2.00 above the Market Price and allow Resident weekend golfers to pay the Market Price?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<p>13. Are golf fees priced appropriately at Sunken Gardens Golf Course?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<p>14. Are there any changes to fee amounts or types of fees you would like to see implemented? Please explain:</p>	
<p>15. Should the City market/advertise the courses to promote maximum play and revenue?</p>	<input type="checkbox"/> Yes, we should attract golfers from throughout the Bay Area <input type="checkbox"/> No, the golf courses are a local resource
<p>16. What golf services should the City provide? (Please mark all that apply.)</p>	<input type="checkbox"/> Golf Instruction <input type="checkbox"/> Golf Merchandise for Sale <input type="checkbox"/> Golf Car Rentals <input type="checkbox"/> Tournament Services <input type="checkbox"/> Golf Fee Collection <input type="checkbox"/> Starting Services (organizing golfers for play) <input type="checkbox"/> Warm-Up Areas <input type="checkbox"/> Driving Range <input type="checkbox"/> Course Maintenance <input type="checkbox"/> Food & Beverage
<p>17. While both City courses provide some of the services listed in question #16 (above), neither provides them all. Would it be more appropriate for the City to consolidate all of its golf services into one "full service" golf facility?</p>	<input type="checkbox"/> Yes, the City should only operate one "full service" golf course. <input type="checkbox"/> No, the City should continue to operate both golf courses.
<p>18. Please provide any additional thoughts you may have on the future of golf in Sunnyvale:</p>	

Golf Vision – Survey Results
Summary of Answers from 219 Participants

Notes:

- ✓ *A portion of those surveyed chose not to answer all questions.*
- ✓ *Numbers listed reflect percentage of total surveys.*
- ✓ *Bulleted items reflect customer comments/concerns.*

1. How often do you play golf?

0.9%	Never
5.5%	1-5 times a year
5.5%	6-11 times a year
14.6%	One to three times a month
72.1%	Once a week or more

- Monthly card for 16+

2. Do you regularly play Golf at Sunnyvale Golf Course?

73.5%	Yes
24.7%	No

- Once or twice a month in spring and fall

3. Do you regularly play Golf at Sunken Gardens Golf Course?

47.5%	Yes
49.8%	No

- Occasionally, 1 time a month

4. Overall Golf Experience vs. Green Fee Rates - Given a choice, golf customers prefer higher quality with lower fees. As an alternative, would you support any of these other options?

69.4%	I prefer the current quality/condition level with the current fees.
14.2%	I prefer a higher quality/condition level with increased fees.

- 4.6% I prefer a lower quality/condition level with decreased fees.
- 6.4% No opinion

- If the greens are better
- I prefer current quality with lower fees
- This isn't right-condition not so good at the times & fees keep going up!
- Lower fees for Seniors and Residents
- Reduced fees
- Same Fee

5. Should the City spend additional funds to replace, repair, and/or improve Golf facility infrastructure?

- 73.5% Yes
- 26.0% No

- No-just put the money profited back into the course each year until facility is improved to the desired level
- Cart paths especially and improve sand traps

6. If you answered Yes to question #5 (above), please list any projects you would like the City to undertake at Sunnyvale and/or Sunken Gardens Golf Courses:

Sunnyvale Golf Course Golfers

- Repair /update washrooms, fix bumpy greens, level teeing area, add more traps at Sunnyvale Golf Course
- Roll the greens-roll the greens-rol the greens, that shouldn't cost much
- Remodel Pro Shop with Cart Paths
- Additional resources for on-going maintenance
- Needs driving rage I'd play here more-SV
- Driving range and chipping green-SV
- Better sand in traps
- Re-do tee boxes and greens
- Better drainage
- Club house and range
- Need a driving range
- Cart paths all around the 18
- Sand in bunkers
- Driving Range and Chipping area needed

- Sunnyvale 18-hole Driving Range and Chipping area
- Bunkers & Greens need a lot of work
- Better greens & maintenance of them
- Improved sand traps
- Better marking of the course
- Ladies bathroom at Sunken Gardens-should have at least 2 stalls
- Green improvement, range at muni, larger gaps between groups
- Greens need improving
- Better greens, more distance markers (200-100)
- The surface of greens condition
- Driving Range at Sunnyvale
- Putting green should be improved. There are so many dead spots and uneven putting green area.
- Restrooms on course and a Driving Range at Sunnyvale
- Cart Paths
- With regards the Sunnyvale Golf Course, I would propose two extensive changes, which I think, would think, and would make it a more challenging course. 1. Lengthen the tenth hole by moving the tee area back towards the fence for highway 237 and move the green a little closer to the highway 101. It would then become a legitimate par 5, and not the difficult par 4 that it is now. 2. Move the tee area of the 15th hole back about thirty yards and add some sand traps in front of the green. This would make that hole a testy short par 4. These two changes would result in a par 72 golf course, which I think would make it a little more attractive for a lot of golfers.
- Improved performance by golf course maintenance personnel. Add cart paths. Re-do all greens except holes 13, 8, & 18.
- Put the profit back into the course.
- The Pro Shop personnel do an excellent job.
- The one golf cart for disabled use at Sunken Gardens is in poor shape and suggest replace it at no increase in charge. The grounds keeping policies for maintenance people should be changed to be compatible with players and the golf money should go back into golf costs.
- Roll greens and we need cart paths
- Add Friday play for Seniors, repair greens
- Cart paths and improve sand traps
- Cart paths around course, drinking water needed at each hold place speaker at first tee to help starter.
- More restrooms
- Tee areas and greens
- Fix the greens
- Cart paths
- Build a driving range/chipping area
- Driving Range
- Trap maintenance-Better Sand
- Bunkers conditions

- Clean Ball marks on greens

Sunken Gardens Golfers

- Improve Greens and Increase Fees
- Both clubhouse restaurants at Sunnyvale and Sunken Gardens need sprucing up- paint, better lighting, more welcoming entry ways and a cleaner appearance. The staff does a great job maintaining the course as it is.
- Improve Tees
- Lower rates and put money back into golf
- Better maintenance of fairways and greens
- Improve water system and get rid of the swamp at the 9th hole
- Cart paths at Sunnyvale Golf Course
- Put Cart Paths at Sunnyvale Golf Courses
- Sunken Gardens needs improvement on holes 3, 4, 5 tee boxes and greens, make fairways and greensides more firm
- New greens and tees!
- Better turf maintenance and marshals on the weekends
- Upgrade restaurant bar area, maybe get rid of fireplace and make one big room. Porto potty at the 6th tee! Everyone is using the bushes and it stinks.
- Tee boxes are in terrible shape at Sunken
- Tee boxes could be improved, 6th tee should be leveled, 4th tee try splitting it down the middle and #9 is missing grass.
- Improve drainage on holes 4 & 5 fairways, at Sunken Gardens
- Finer sand in traps at Sunken Gardens
- Tee boxes need work
- Actual holes in putting green (SG)
- Greens & Tees
- Why cant' the cut grass be picked up immediately with mowers or at the same time. That's a mess that can be eliminated
- Better understanding of tee placements. Have people who have or can play golf control upkeep of the course.
- Better upkeep of greens
- Better greens
- Build Baylands Golf Course in the future.
- The greens need help. They are heavily played and show it.
- Level 6th tee at Sunken Gardens
- Air hoses at Sunken Garden to clean shoes and carts.
- Course better maintained
- Improving Greens
- New tees, better greens, friendlier staff at Sunnyvale like at Sunken Gardens
- Keep carts/trucks off course when wet!

- Update restaurant and bar areas fix tees
- Grounds need drainage and sprinkler work to prevent flooding
- Driving Range at Sunnyvale Golf Course
- Defrost #4 hole at SK in the winter with fan or water. Do it wherever there is frost.
- Improve Driving Range and replace trees
- Better practice facilities at both courses
- Greens must be improved, there is too many spots w/o grass
- Coffee shop – better selection on menu
- Driving range – why the nets?
- Vertical cut greens more often
- Roll greens
- Repair greens daily/weekly
- The course is good but the greens could be better
- Bathroom on Tee #6
- The greens are very bumpy
- Restroom on 5th hole. NOT a porto-potty
- Greener and better manicured grass
- The drainage and watering system to stop flooding
- Improved tee boxes
- Sunnyvale Golf course needs new cart paths
- New clubhouse and restaurant
- Sunken Gardens greens are terrible

Visioning Meetings Participants

- Green arification equipment- Greens should look like normal 1-2 days later
- Cart paths at Sunnyvale
- Aeration equipment
- Don't spend any money that would increase green fees
- Cart paths @ Sunnyvale
- Geese deterrent ropes
- Improve tees
- Play card use Monday thru Friday
- If frost delay, start on #7 tee
- Buy a roller for the greens
- Hire more knowledgeable greens keepers that have some knowledge at local courses
- Some sort of bathroom on #6 tee
- Tee boxes get worn out and nothing is done for months i.e. #9-no grass on the tee for the last 6 months
- Within reason- don't want to raise rates but should be spent on tee boxes and not on trimming shrubs near parking lot
- Should always make a profit but fees keep increasing
- Women's Port-o-potty at #6

- Cart paths at Sunnyvale
- Cart paths at Sunnyvale
- Reseed some fairway patches
- Give more notice before sanding greens
- More course directions signs
- Improve cart paths
- Better carts
- Provide a cart path all around the course so we can play during wet season. If no carts are allowed we lose money, correct?
- At Sunnyvale install cart paths so seniors can play more often
- Put in 75 yard markers at Sunnyvale
- Golf cart paths at Sunnyvale, chipping/sand bunkers, and practice area
- Install cart paths all the way around the course.
- Improve tee boxes and greens.
- Put in cart paths
- Improve tee boxes
- Improve greens
- No water in sand traps
- Eliminate “boggy” fairways
- Build a new club house and restaurant
- Cart paths
- Better maintenance
- Keep improving the course
- Improve drainage between #3 & #4 tees are muddy!!

7. Should the City seek to improve golf course conditions by spending additional funds on an ongoing basis for golf course maintenance?

83.1% Yes
16.0% No

- Bathroom on Tee #6
- Current maintenance seems okay
- Within reason-don't want to raise rates but time is spent on trimming shrubs near parking lot, too much so than on tee boxes
- Just fix the greens!

8. Should the City manage the Golf Courses with the goal of making a profit?

45.7% Yes
52.1% No

- The Driving Range should pay for Sunken Gardens
- Bad question-rates will rise and are already paying too much
- Break even or slightly better
- Perhaps, resident/local play seems to be popular
- Fees are on the high end for an average muni
- Operate on a self pay basis (break even)
- Should always make a profit but fees keep increasing
- Helping support youth activities is acceptable
- No comment

9. Where should the City spend the majority of golf related revenues not currently budgeted for golf facility maintenance and operations?

74.4%	Golf Course Facilities/Infrastructure
15.1%	Golf Play Programs (ex: Juniors, Disabled, etc.)
6.4%	Other Parks & Recreation programs
4.1%	General Fund
4.1%	Other, please explain:

- Take care of Golf Course
- Invest some in a capital improvement fund to pay for large scale capital items
- I would like to see a better path from hole #3 to #4 at Sunken Gardens. We have had several someone fall in that area.
- Keep this course good-Money coming in fees keep going up
- On the people working at the courses
- On club house and greens
- Break for residents, at least seniors

10. What is your opinion of the quantity of golf services provided by the City of Sunnyvale?

30.6%	Not enough, more golf facilities/ programs are needed
67.6%	Just right, supply of golf facilities/programs is adequate
0.9%	Too much, golf facilities/programs should be reduced

- New course at Baylands
- Driving range and practice facility at Sunnyvale
- Create driving range & practice facilities at Sunnyvale
- Sunnyvale muni-water fountains

- Driving Range, lessons (SV)

11. Are golf fees priced appropriately at Sunnyvale Golf Course?

73.5% Yes
22.8% No

- Muni is fair, Sunken has gotten high
- Sunnyvale yes, Sunken no
- Give a break for residents
- Senior Rate
- A bit high for an average muni perhaps a resident fees
- Ok if quality of course is improved
- Not for residents

12. Are golf fees priced appropriately at Sunken Gardens Golf Course?

53.4% Yes
16.9% No

- But greater differential between residents and non-residents
- Depends on what you charge residents
- I don't play there
- Don't play there

13. Are there changes to fee amounts or types of fees you would like to see implemented?

- I would like to see a City of Sunnyvale Employee Discount fee
- Reduce in time with money collected
- Reevaluate fees to equal others. Deep Cliff is equal in play but lower in fee
- Give discount to Sunnyvale residents
- Quit raising fees every year
- Senior discounts
- Discounts to Sunnyvale residents who don't buy discounts
- Resident fee reduced
- Lower the fees
- Reduce rates all week

- We play Sunken Gardens two times a week but are not Sunnyvale residents. We would like to see a significant discount rate for us.
- I would like to see the monthly card good on Fridays
- Sunken Gardens men's club quit playing 18 tournaments several years ago because of a one dollar increase.
- Keep the price as is (you won't go down) and stop this \$0.50 every year should not have to pay ½ the price of an 18 hole course.
- Two types of cards-Monthly card-increase to allow 7 days play (maxi card) no restrictions and the current card Monday thru Thursday.
- Lower fees
- Lower green fees
- No changes
- Look at Deep Cliff for fees versus what services you get
- Decrease monthly card fee
- Play for free!
- Price is high by comparison
- More consideration for residents
- Senior rates
- You may increase green fees but give favorable priorities to card bearing customer who practically support the golf courses
- How many people play on Friday? If not too many, City could offer a 5 day Monday thru Friday monthly card in addition to Monday thru Thursday
- Yes, cheaper, residents of Sunnyvale should get a lower fee (as it used to be)
- Don't raise the rates!
- Lower fees
- Resident discount
- Don't raise green fees
- People that live in Sunnyvale pay a reduced rate. All go 5 days a week on the advantage card.
- Discount for Sunnyvale residents for each round played.
- Forget market price, reduce fees for resident raise for nonresidents
- Sunnyvale Senior should get a discount of 20% or so on the senior advantage card
- Monthly card extended Monday thru Friday
- 50 cents every year lasts however many years
- Sunnyvale Golf Course senior rates – just no card
- Decrease fees
- \$280 for monthly play with Friday's included. Currently Friday is dead day
- Lower rates for Seniors 60+
- Provide a senior rate (not on weekend) like most other courses in the area.
- Possible return to reduced resident fees
- Should have resident rate, senior rate and junior rate lower than market price
- Sunnyvale resident should get a lower rate than non resident like other cities do.
- Give residents or at least senior residents a price break like nearby courses do.

- Reduce Sunnyvale resident rates
- Rate for Seniors and residents
- A greater differential between residents and non-residents
- Implement resident fee
- Sunnyvale residents should pay less than non-residents
- Resident fee's should be less on all days
- None
- None
- Reduced fees during the week for Seniors and Residents
- None
- Senior rates for all
- None
- It could be increased if improvements were made
- Maybe resident discount similar to Mountain View & Santa Clara
- All day fee and repeat play fee
- Benchmark courses in Chicago, IL. suburbs, \$9 for 9 holes
- Resident card program
- Rates and fees are fine the way they are
- Multi play card available for all.
- Implement super-twilight @ Sunnyvale Golf Course
- Add Friday to the Senior ticket at added cost
- Increase the monthly Senior fee and include Friday's
- Many seniors have debilitating medical problems that prevent walking the courses. Some relief from cost of carts would be appreciated.
- Sunnyvale residents should pay the lowest amount. Currently seniors pay less regardless of residence in regards to the monthly pass
- Lower resident fees
- Since Sunnyvale resident help support the golf course, I think that they should get a little better discount on the ten play cards and the monthly cards
- Provide a daily senior rate with special discounts for Sunnyvale residents and also use the senior discount for senior tournaments
- Lower the rates on Fridays
- Residents should be charged under the market rate all the time
- Student rates
- Less is good
- Residents should get a break as they do at all other local courses (at least senior residents)
- City residents pay less.
- Early bird specials, PLEASE!
- Fees are about normal
- Lower Seniors
- Lower fees for seniors during the week

14. Should the City market/advertise the courses to promote maximum play and revenue?

42.9% Yes, we should attract golfers from throughout the Bay Area
54.3% No, the golf courses are a local resource

- How close are we?
- If you get more plays, will fees go down, I don't think so.
- As long as costs are maintained fairly
- We already come from around the bay

15. What golf services should the City provide? (Please mark all that apply.)

62.1% Golf Instruction
60.7% Golf Merchandise for Sale
49.8% Golf Car Rentals
42.9% Tournament Services
36.1% Golf Fee Collection
33.3% Starting Services (organizing golfers for play)
53.4% Warm-Up Areas
66.7% Driving Range
63.0% Course Maintenance
52.1% Food & Beverage

- All of the above
- Other: Post game massages and short-game golf tips on the spot
- What would be a cost/benefit analysis
- You are going to have to have senior rates

16. While both City courses provide some of the services listed in question #15 (above), neither provides them all. Would it be more appropriate for the City to consolidate all of its golf services into one "full service" golf facility?

- 26.5% Yes, the City should operate only one "full service" golf course
- 68.9% No, the City should continue to operate both golf courses

- I enjoy the family atmosphere at Sunken Gardens. The clerks are courteous. A good atmosphere for a fun-time.
- Get golf carts with windshields
- Sunken Gardens is a great course for beginners and seniors
- Driving Range at Sunnyvale Golf Course
- The restaurant could use a major makeover!!!
- Winter condition should have tarps to protect growing!
- Sunken Gardens as most 9 hole course is used by beginning golfers. But some of them have neither idea of the rules nor the etiquette of golf. Some don't know and some don't care. Marshall's would be a great addition but we'll need volunteers.
- Perhaps a one page handout could be given at sign-in to keep everyone moving, such as play ready golf, play one ball, etc... A small group could decide what to include.
- Incentives for regular card bearing customers
- Overall for the amount of play the courses are maintained well.
- Generally good but a little pricier by comparison
- Put more money back into maintenance of both courses
- All in all a lot of fun!
- Add Friday to resident
- No changes
- Keep up the good work
- Have a sand trap practice area
- It seems maintenance at Sunken Gardens is more concerned about mowing than really taking care of the overall needs of the course. 1. Making the out of bounds markers more visible with more of them. 2. Having someone on the course to enforce out of bounds rules, etc. (safety) 3. Take better care of the tee boxes.
- Lower green fees
- Need 36 hole facility with a huge range in bay waters area.
- Sunnyvale and Sunken Gardens serve two different classes of golfers. Both are necessary. Sunnyvale should have more complete facilities and maintenance the Sunken Gardens
- Can take much better care of tee boxes with any kind of foresight and organization
- Tiger made golf popular years ago and many new players took golf up. Courses were busy, prices went up. New golfers found out they can't play or afford to play the game.
- Make all employees "City Employees"
- Beautiful setup the way it is. Perfect!

- The monthly pass should be offered to non-residents for higher rate
- Keep fees affordable!
- How about a driving range at Sunnyvale and fix that water leak under the tunnel
- With golf play declining across the Bay Area (the nation?) it may be necessary to increase marketing of the course and improve restaurant services and amenities, possibly renovate to promote special events (weddings, etc.) similar to events held @ community Center Ballroom. Increase rental revenues!
- Sunnyvale residents should receive a \$2 - \$3 discount
- Pleasant atmosphere-landscape improved
- All the Golf fee's should go back for maintenance
- A nice restaurant comparable to David's restaurant at Santa Clara and Michaels at Shoreline that attracts golfers and non golfers
- The restaurant needs to be seriously upgraded
- Teach courtesy to maintenance crews and make them aware of danger
- Need more signs for golfer who rides to help direct them away from greens 20 feet away.
- I like having both courses, though play at Sunken Gardens can be quite slow.
- On a comparative basis (course condition versus rates) Sunnyvale Golf Courses are near the bottom of the list. Currently the poorest condition with costs about the same as other better conditioned courses who also have Jr. rates (Santa Teresa & Shoreline are good examples)
- Take into consideration the golf clubs (Men's & Women's) on temporary greens tee boxes (sometimes not mowed for a couple weeks)
- The Sunnyvale course is over watered in the summer monthly
- Sunnyvale is over watered in the summer monthly and soggy. Frost delays in winter while necessary are overly conservative and result in lost revenue.
- Warm up cages or screens to hit balls into so we can loosen up at SV.
- Concern about play during frost delay start on different hole to catch up for delay.
- Provide the best maintained course available this will attract golfers who may want a more challenging layout. Good conditions go a long way. i.e. Santa Teresa
- The muni course is a good value but the facilities are dated.
- Service has always been excellent
- Nice course
- Allow 5-somes. All must use carts
- Nice course for the money...with a few improvements it could really be a high quality course
- Perfect location/Run very well
- I like the course and staff. Everyone is friendly and makes me want to come back
- Faster greens would be nice
- Everything is fine that's why I am here
- No comments
- Other surrounding cities have some good examples: Santa Clara, Mountain View, San Jose

- Bug control: too many bugs in the evening and afternoon
- This course is very reasonable and the greens are the only problem with this course. The fairways, sand traps, tees, and rough are all in good enough condition.
- Playing at Sunnyvale for in excess of 12 years, the only real improvements have been the 150 yard sticks in the fairways. This should have been done years ago to improve play and speed up the play. Better marshalling necessary.
- Greens are bad. Too bumpy, and they do not roll them. Buy a machine to do this. Give discounts in Pro Shop to women's golf club.
- I'm happy to see improvements are being considered. Thank you and continue to strive for great golf in Sunnyvale.
- A Driving Range would be nice at Sunnyvale Golf Course.
- If it's not broke don't fix it.
- Currently management and service is outstanding. I'm sure the courses will have many more clients
- There are too many tournaments for every week and starting times are too early. If so, start at 9 am instead of 8 am. Fairness to common golfer. Equal Opportunity Employer.
- Sunnyvale residents should pay the lowest amount. Currently seniors pay less regardless of residence. Talking about monthly passes.
- Resident fees lower
- One thing that I have noticed that has been introduced recently at other golf courses which would be very helpful at Sunnyvale, is a small air compressor with a small nozzle to clear your shoes and cart. They have recently installed one at Blackberry Farms and it has been very well received.
- Let's give the resident a break like other courses. Some have daily senior rate and full rates at a discount for residents. Santa Clara has a monthly for residents of \$75.00 for play Monday thru Friday. "WOW"
- A location where a larger capacity facility with improved services can be developed. Then Go for it!
- Very good place
- PA system speaker on First Tee!
- Bunkers and Chipping area need improvement
- When the Sunnyvale Course opened it was said the course would pay for itself and all money collected from the course would be put back into the course. What happened????
- Early Bird Specials, Please!
- Sunken Gardens is best for beginners and Sunnyvale is best for advanced.
- Lower fees for seniors during the week
- The people working the desk at Sunnyvale are excellent. Give them raises.
- I like both courses. One for 18 holes, one for 9 holes.

11-Year Golf Rounds/Revenue Comparison

ATTACHMENT C

Year	Sunnyvale G.C.				Sunken Gardens G.C.				Combined	
	Rounds	Green Fee REV	Other REV	REV/Round	Rounds	Green Fee REV	Other REV	REV/Round	Total Golf REV	Total Golf Rounds
1996/97	97,327	\$2,121,306	N/A	N/A	87,553	\$793,971	N/A	N/A	\$2,915,277	184,880
1997/98	91,970	\$2,046,180	N/A	N/A	88,148	\$808,332	N/A	N/A	\$2,854,511	180,118
1998/99	101,681	\$2,294,861	\$117,485	N/A	94,741	\$904,074	\$106,930	N/A	\$3,423,350	196,422
1999/00	99,953	\$2,324,993	\$567,019	\$28.93	91,739	\$921,576	\$461,529	\$15.08	\$4,275,117	191,692
2000/01	98,900	\$2,372,848	\$683,605	\$30.90	91,855	\$973,551	\$487,951	\$15.91	\$4,517,955	190,755
2001/02	95,488	\$2,367,102	\$650,828	\$31.61	89,769	\$976,633	\$478,248	\$16.21	\$4,472,811	185,257
2002/03	93,086	\$2,369,313	\$607,906	\$31.98	85,055	\$958,393	\$483,916	\$16.96	\$4,419,528	178,141
2003/04	86,546	\$2,317,478	\$601,584	\$33.73	78,790	\$902,499	\$480,289	\$17.55	\$4,301,850	165,336
2004/05	82,145	\$2,191,174	\$564,113	\$33.54	74,378	\$857,919	\$463,203	\$17.76	\$4,076,409	156,523
2005/06	78,650	\$2,157,561	\$522,220	\$34.07	68,994	\$856,738	\$451,618	\$18.96	\$3,988,137	147,644
2006/07	80,500	\$2,247,092	\$598,970	\$35.35	69,790	\$898,604	\$426,283	\$18.98	\$4,170,949	150,290

Notes

1. Prior to April 1999, "Other Revenues" were the property of the City's golf shop licensee, and are not included in this report.
2. "Other Revenues" for Sunnyvale G.C. include rentals of golf cars, pull carts, & clubs, and sales of golf merchandise.
3. "Other Revenues" for Sunken Gardens G.C. include rentals of pull carts, clubs, & range balls, sales of golf merchandise, and fees collected for golf instruction.
4. Does not include restaurant concession fees.

Golf Vision – Meeting Results
Input from 42 Participants
(January 20th, 23rd, 25th, & 27th, 2007)

Golf Fees

- Discounted individual rates
- Discounted individual resident senior rates
- Discounted individual junior rate
- Resident and non-resident fees for all fee categories
- Single discounted round rates for Sunnyvale seniors
- Single senior rate Monday through Thursday, regardless of residency
- Lower senior age to 50 (coincides with other senior activities in Sunnyvale)
- Raise GDC and SAC rates at Sunnyvale G. C.
- Discount for Sunnyvale Resident GDC in particular
- Allow GDC use by Sunnyvale Residents
- Use of monthly play cards 5 days per week
- Seasonal fees – lower in the Winter and higher in prime season
- Investigate alternative punch card type fees (make simple to use)
- Greater discount for more plays (pay in advanced)
- Reward frequent player and residents by not increasing their fees at the time when other fees are raised
- GDC & SAC Play cards – make available 5 days at a slightly higher fee

Reservation Policies

- On-line reservations
- Do not want automated phone service
- Greater reservation advantage for residents
- Better preferential treatment for regular repeat players

Financial Management

- Return proper percentage of revenue to the courses, so that market based pricing will equal market conditions
- Improve facilities without fee increase
- Golf courses should be their own enterprise fund
- Establish a sinking fund for future CIP's
- Larger percentage of profit/excess back to the course, and less to Fund 525
- Continue current relationship with Community Recreation Fund

Course Maintenance

- Use current profits to improve maintenance practices
- Upscale course maintenance to remain competitive
- Improve bunkers
- Astro-turf the tees
- Better and more consistent markings on course
- Replace down/dead trees
- Ball marking repairs throughout the day via the Ambassador
- Less Impact from aeration (decrease down time)
- Improve processes for major maintenance
- Improve consistency of turf areas
- Develop better options to clean equipment
- Implement a box to recover broken tees
- Provide sand & seed
- Re-evaluate on course amenities such as benches, ball washers, etc...
- Improve putting greens (increase difficulty)

Capital Projects/Infrastructure

- Cart paths so that play can happen year round
- Warm up and/or practice facility at Sunnyvale Golf Course
- Lights for all practice facilities
- Improve the visual for the entrances
- Additional on course restroom facility(s)
- New Clubhouse at Sunken Gardens- 2 story
- Ability to rent golf cars 364 days per year (provide cart paths)
- Improve opportunity for warm up and practice at Sunnyvale GC
- Improve restroom facilities
- Increase practice opportunities (facility), especially at Sunken Gardens
- Provide pitching, chipping, and sand practice areas

Operational Issues

- A better availability of drinking water
- Improved/Higher quality of cleanliness for both restaurant and bar
- Increase hours of operation for food services
- Handicap stickers to allow power cars to be closer to tees & greens
- Improve walking path between hole #3 & #4 at Sunken Gardens
- Improve distance markers and additional markers with Kirby and/or marking posts
- Improve stairs for safety that go up to the restaurant at Sunnyvale Golf Course
- Increase cleanliness inside & outside of restaurant, shop, range at both courses
- Upscale both courses

- Improve permanent condition of bunkers/traps
- Investigate different/better ways to deal with frost delays
- Improve conditions of tee boxes by using a different method of maintenance
- Roll greens at Sunnyvale Golf Course
- Change water in ball washers at Sunken Gardens more often
- Improve consistency of turf areas and provide better drainage
- Reclaimed water should be used at both courses
- Investigate use of ground water when available (water in tunnel on hole #2)
- Improve condition of tunnel
- Investigate ways to keep the geese off the golf course
- Investigate ways to shorten frost delays
- Improve/modernize aeration process
- Improve bunker conditions and drainage
- Coordinate course maintenance with major events
- Better communication of upcoming projects

Miscellaneous

- Improve golfer education
- Improve restaurant to attract non-golfers
- Fruit available on course
- Improve organization of starting on back-10 play
- Improve overall pace of play with Ambassador training at both courses
- Retain personal & professional atmosphere
- Ability to donate a limited number of no cost golf fees for Sunnyvale non profit groups to aid in advertising/promotion
- Cross promote between restaurants and golf courses
- Enhanced on-course youth golf opportunities
- Improve clubhouse conditions
- Always keep the Sunnyvale resident at the top of the list as far as availability to play

Regional Case Study Summary and Observations

Regional Municipal Golf Operations																	
Municipality:	Alameda	Hayward Area	Mountain View	Oakland	Palo Alto	Pleasanton	Salinas	San Jose (Los Lagos) ⁶	San Leandro	San Mateo	Santa Clara	Santa Cruz	Sunnyvale	San Francisco	Harding/Fleming	Lincoln	Sharp
# Facilities	1	2	1	1	1	1	1	1	1	1	1	1	2	5	1	1	1
# Holes	45	27	18	27	18	18	18	18	27	18	18	18	27	81	27	18	18
Enterprise Fund (Yes/No)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	No	Yes	No ⁸	Yes	Yes	Yes	Yes
Operating Structure (Operations/Mtce.)	City/City	Muni/Muni	City/City	See Text	Mgmt/City	Mgmt/Mgmt	City/City	Mgmt/Mgmt	Lease/Lease	City/City	Mgmt/Mgmt	Lease/City	City/City	Various/City	Mgmt/City	Lease/City	Lease/City
Current Annual Rounds Played	170,000	107,500	65,837	43,329	75,000	73,514	42,000	70,000	114,000	83,000	85,000	48,000	85,000	216,732	101,966	34,736	35,186
Peak Annual Rounds Played	250,000	See Note ¹	75,000	80,475 ³	108,000	DNA	N/A	N/A	N/A	100,000+	105,000	80,000	101,000	N/A	150,000+	70,000+	70,000+
Total Gross Revenue	\$4,250,000	\$3,127,000	\$3,600,000	\$1,385,000	N/A ⁴	\$4,485,000	\$1,000,000	\$3,900,000	\$4,500,000	N/A ⁴	\$3,500,000	N/A ⁴	\$4,200,000	\$11,125,000*	\$5,964,153	\$1,293,537	\$1,895,476
Total Revenue to Municipality	\$4,250,000	\$3,127,000	\$3,600,000	\$750,000	\$3,350,000	\$4,485,000	\$1,000,000	\$3,900,000	\$768,000	\$2,560,000	\$3,500,000	\$2,100,000	\$4,200,000	\$8,926,312	\$5,964,153	\$1,005,096	\$807,952
Total Expense to Municipality (excluding debt)	N/A	\$3,440,000	\$3,575,000 ²	\$734,500	\$2,600,000	\$2,900,000 ⁵	\$1,475,000	\$2,750,000	\$209,000	\$2,200,000	\$2,350,000 ⁷	\$1,950,000	\$3,000,000	\$9,805,952	\$6,327,827	\$1,216,812	\$1,064,638
Total Operating Net to Municipality	N/A	(\$313,000)	\$25,000	\$15,500	\$750,000	\$1,585,000	(\$475,000)	\$600,000	\$559,000	\$360,000	\$1,150,000	\$150,000	\$1,200,000	(\$879,640)	(\$363,674)	(\$211,716)	(\$256,686)
Annual Debt Service	N/A	\$0	\$0	\$0	\$556,000	N/A	\$375,000	\$1,400,000	\$520,635	\$708,000	\$0	\$198,000	\$0	\$935,420	\$935,420	\$0	\$0
Total Expense to Municipality	\$5,000,000	\$3,440,000	\$3,575,000	\$734,500	\$3,156,000	N/A	\$1,850,000	\$4,150,000	\$729,635	\$2,908,000	\$2,350,000	\$2,148,000	\$3,000,000	\$10,741,372	\$7,263,247	\$1,216,812	\$1,064,638
Total Net to Municipality	(\$750,000)	(\$313,000)	\$25,000	\$15,500	\$194,000	N/A	(\$850,000)	(\$250,000)	\$38,365	(\$348,000)	\$1,150,000	(\$48,000)	\$1,200,000	(\$1,815,060)	(\$1,299,094)	(\$211,716)	(\$256,686)
Maintenance Expense	N/A	N/A	\$1,250,000	N/A	N/A	N/A	\$820,000	\$1,270,000	N/A	\$1,100,000	N/A	\$750,000	\$1,700,000	\$3,679,655	\$2,394,321	\$720,606	\$798,448
Maintenance Staffing (FTEs)	N/A	12	11.5	N/A	9	14	8	N/A	N/A	12.3	N/A	12	15	47	26	10	10
Labor Expense	N/A	\$2,095,000	\$1,510,000	N/A	\$916,000	\$1,335,000	N/A	N/A	N/A	\$1,170,000	\$850,000	N/A	\$1,200,000	\$5,513,780	\$3,490,099	\$643,361	\$749,132
Labor Expense / Revenue Dollar	N/A	\$0.67	\$0.42	N/A	\$0.27	\$0.30	N/A	N/A	N/A	\$0.46	\$0.24	\$0.00	\$0.29	\$0.62	\$0.59	\$0.64	\$0.93
Cost of Production per Round	\$29.41	\$32.00	\$54.30	\$16.95	\$42.08	N/A	\$44.05	\$59.29	\$6.40	\$35.04	\$27.65	\$44.75	\$35.29	\$49.56	\$71.23	\$35.03	\$30.26
Cost of Production (excluding debt service)	N/A	\$32.00	\$54.30	\$16.95	\$34.67	\$39.45	\$35.12	\$39.29	\$1.83	\$26.51	\$27.65	\$40.63	\$35.29	\$45.24	\$62.06	\$35.03	\$30.26
Labor Exp. %/Total Expense Budget	N/A	60.9%	42.2%	N/A	35.2%	46.0%	N/A	N/A	N/A	53.2%	36.2%	N/A	40.0%	56.2%	55.2%	52.9%	70.4%

1 Rounds at Skywest are down from a peak of 90,000+ in the late 1990s to the current 65,000
 2 This figure includes a \$400,000 administrative charge from the General Fund and an additional \$100,000 transfer to the General Fund
 3 Highest number since 2000, but not necessarily all time peak
 4 Total gross revenue not available as aspects of the pro shop are concessioned
 5 Represents estimate based on current budget of \$2.58 million, not including management fee
 6 Complete information was not provided for San Jose Municipal, Rancho del Pueblo
 7 Doesn't include transfer to General Fund, which is equivalent to operating profits less a capital improvement set-aside
 8 Operates as part of Community Recreation Fund

***NGF Consulting estimate**
General Notes: Figures reported are for most recently available fiscal year (2005-06 for City of San Francisco courses)
 Labor expense at Harding/Fleming includes KSM payroll. Labor expense at Lincoln and Sharp is from City perspective only.
 Maintenance expense at City of San Francisco courses includes payroll, materials & supplies, and equipment; for Harding/Fleming, also includes course & grounds maintenance listed on KSM income statement.
 Gross reported for all systems includes a *net* lease payment for food & beverage
 Difference between total gross revenue and total expense may not equal the net profit in some cases (see San Jose), as some municipalities reported total gross (cost of goods sold not deducted) while others reported *adjusted* gross revenue

John Szarka's Input on the Sunnyvale Golf Course

I have found out that they are redoing all tees and greens October to December 2007. We will be playing the course in a shortened version for at least the Turkey Shoot and Presidents Cup. A temporary golf course rating from NCGA will have to be obtained. The NCGA will have to re-rate the golf course at the conclusion of the work.

1. In this renovation process, suggest that the tee on Hole No. 8 be relocated to the right (against the fence) as it was originally designed. This would involve moving the cart path to the left. Additionally, significant tree pruning (at the left) is required). The current and incorrect tee location has caused a significant "chute effect to the golfer) that should be corrected at this point of opportunity.

2. In years past, plans were made to make Hole No. 9 a par 5. This was to be accomplished by moving the tee back to the fence and elevating it. A culvert placed under the tee would allow passage from the 13th green to hole 14. Bunkering would be added to the hole both in the fairway and immediately front of the 9th green, to prevent a "run on" shot.

3. Also to be considered would be the lengthening of Hole 11 and making it a par 5. This would be accomplished by moving the teeing ground back to the fence, adding fairway bunkering, and adding a crossing bunker at the front of the green.

4. Trees- The walnut orchards on holes 14-15 are becoming quite old and are close to their end of life. These trees add significantly to the playing characteristics and aesthetic character of these holes. Since replacing trees is a long-term project we must initiate a tree replacement program now to preserve the signature character of these holes.

Throughout the course we have lost or are losing many of our pines due to age, and disease, (pitch bark canker, and beetles). These also should be replaced. Additionally, when these trees are affected with these diseases, they should be pruned or removed and replaced ASAP. Diseased trees that remain only allow accelerated rates of spreading to other healthy trees. In the past, course maintenance personnel have been reticent in addressing this issue. Trees removed should be replaced to preserve the course's playing integrity and eye-appeal.

5. Green Aeration Program – Newer and better forms of aerating the greens exist than those currently employed by Sunnyvale maintenance personnel. The current process utilized makes the green surfaces only marginally playable and incurs a long healing process (weeks). Newer processes that are available for use that only disturb the course's playing characteristics for a matter of hours, or a day are not employed. New processes must be utilized to preserve the City's revenue stream and maximize the playability of the course for a greater period of time.

6. Bunkers – Bunker maintenance is horrible and must be improved. I know that bunker conditioning equipment is available, but hasn't be applied in a long, long time.



NEWS - FOR IMMEDIATE RELEASE

Contact:
John Pilger
Adam Levermore-Rich
(408) 730-7535
January 18, 2007
Release # 01-10

PUBLIC MEETINGS ON THE FUTURE OF GOLF IN SUNNYVALE

SUNNYVALE, Calif. – The City of Sunnyvale is asking for public input on the future of golf in the City. City staff will conduct a series of public meetings to solicit comments and ideas from both golfers and non-golfers alike on golf fees, reservation policies, course maintenance, infrastructure and capital projects, customer service, financial management, and other golf-related topics.

Four meetings will be held: 2 p.m., Saturday, January 20, and 7 p.m., Thursday, January 25, at Sunnyvale Golf Course, 605 Macara Ave.; and 7 p.m., Tuesday, January 23, and 2 p.m., Saturday, January 27, at Sunken Garden Golf Course, 1010 S. Wolfe Road.

If you are unable to attend these meetings and would like to provide input or be put on a mailing list for future meeting notifications, contact Golf Services Supervisor Mark Petersen at (408) 738-0813, TDD (408) 730-7501 or e-mail mpetersen@ci.sunnyvale.ca.us.

###



Welcome to the City of Sunnyvale, California

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Online Services

Thursday, January 18, 2007

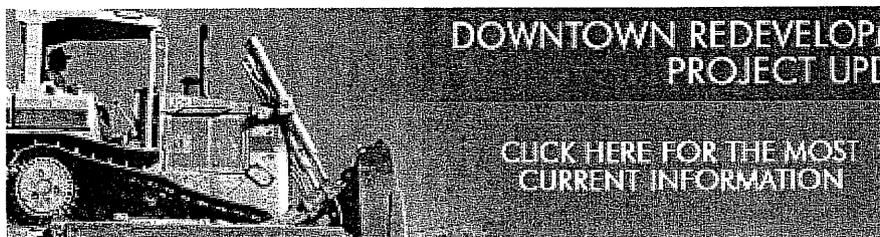
- [e-Permits](#)
- [e-Resource Guide](#)
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City Resources

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Ongoing Projects

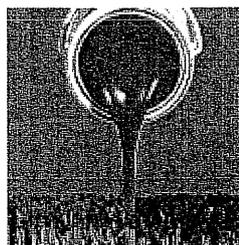
- [Downtown Development](#)
- [Onizuka Reuse](#)
- [Shop Sunnyvale](#)
- [Street Maintenance](#)
- [Water Quality Report](#)



City of Sunnyvale To Hold Town Center Redevelopment Outreach Meetings

The City of Sunnyvale has scheduled two public meetings to inform the community about the current status of the Sunnyvale Town Center redevelopment project. The meetings are scheduled for Saturday, January 20, 9 a.m., at the Senior Center, and Wednesday, January 24, 7 p.m., at the Community Center.

[Read the news release.](#)
[Read the community update. \(pdf\)](#)



Green Sunnyvale

View the PowerPoint slides presented to City Council at the January 6 Green Sunnyvale study session. [View the slides - \(PDF 2.8 MB\)](#)

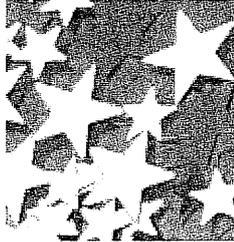
Public Meetings on the Future of Golf in Sunnyvale

The City is asking for public input on the future of golf in the City. City staff will conduct a series of public meetings. Four meetings will be held: 2 p.m., Saturday, January 20, and 7 p.m., Thursday, January 25, at Sunnyvale Golf Course, 605 Macara Ave.



p.m., Tuesday, January 23, and 2 p.m., Saturday, January 27, at Sunken Garden Golf Course, 101 Wolfe Road.

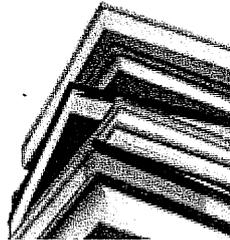
Read the news release.



Sunnyvale To Honor Business Rising Stars

The City of Sunnyvale will honor Sunnyvale-based companies hailed as rising stars by major business publications. The 2007 Rising Star event will be February 1 at the Sheraton Sunnyvale, 1108 N. Mathilda Ave., beginning at 7:30 a.m.

Read the news release.



Bargains Aplenty At The Sunnyvale Public Library Book Sale

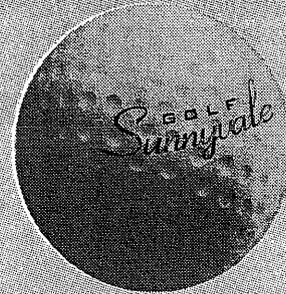
Terrific bargains on a wide variety of books, movies, and music can be found at the Friends of the Sunnyvale Library Book Sale on from 10 a.m. to 2 p.m., Saturday, January 20, at the Sunnyvale Public Library.

Read the news release.

GOLF VISIONING COMMUNITY MEETINGS

Help shape the future of golf in Sunnyvale.
Make your voice heard by attending one of
the following public meetings:

- Saturday, January 20, 2 p.m.,
Sunnyvale Golf Course (605 Macara Ave.)
- Thursday, January 23, 7 p.m., Sunken
Gardens Golf Course (1010 S. Wolfe Road)
- Saturday, January 25, 7 p.m.,
Sunnyvale Golf Course
- Saturday, January 27, 2 p.m., Sunken Gardens Golf Course



For more information, call (408) 730-7506, or visit golf.inSunnyvale.com.



GOLF VISIONING INPUT MEETINGS

Help us shape the future of golf in Sunnyvale. The City is asking for your assistance in defining and directing the Golf Program for years to come. Staff will be conducting a series of public meetings to solicit comments/ideas from the community (both golf players and non-golfers alike) on golf fees, reservation policies, course maintenance, infrastructure/capital projects, customer service, financial management, or any other golf related topic.

Please make your voice heard by attending one of the following meetings:



Saturday January 20 th	2:00 p.m.	Sunnyvale Golf Course
Tuesday January 23 rd	7:00 p.m.	Sunken Gardens Golf Course
Thursday January 25 th	7:00 p.m.	Sunnyvale Golf Course
Saturday January 27 th	2:00 p.m.	Sunken Gardens Golf Course

Sunnyvale Golf Course 605 Macara Ave. Sunnyvale, CA 94085
Sunken Gardens Golf Course 1010 S. Wolfe Rd. Sunnyvale, CA 94086

Note: If you are unable to attend these meetings and have questions or would like to provide input and/or be put on a mailing list for future meeting notifications, please call the Parks Division at 730-7506 or contact Mark Petersen, Golf Services Supervisor at mpetersen@ci.sunnyvale.ca.us or 738-0813.