



Portland Parks & Recreation Golf Program Strategic Plan 2015 – 2018

Context

In 1916 a group of local citizens decided that Portland should have a golf course that was accessible to the public. With that seed, the century that followed has seen the golf program grow to incorporate five public facilities spread throughout the metro area.

Over the years, the golf industry has seen many fluctuations in participation which have been for the most part positive, enabling the City’s program to function completely in a self-sustaining manner. However, sweeping changes in the demographic, economic, recreation and lifestyle sectors now present challenges and opportunities for the game of golf as a whole. While new strategies and initiatives are being tried and tested by industry leaders in an effort to confront these challenges, it is clear there is no “silver bullet”. The Golf Program Strategic Plan seeks to reinvigorate the sport within the local area by letting people know that the city’s golf program has something for everyone and will continuously improve to remain competitive in an increasingly diverse marketplace.

Vision

Portland’s golf program and facilities provide a life-long, rewarding and enjoyable activity to anyone who chooses to participate, while providing valuable open space that adds economic value to the surrounding neighborhoods and safe inner-city habitat for wildlife. They will become more diverse in their appeal and a viable recreation option across a broader spectrum of the population. These valuable assets will thrive for many generations into the future.

Mission

Establish & maintain a municipal golf system that provides a high quality recreation asset which serves to enhance the well-being & livability for residents and visitors to the city of Portland.

We accomplish this through:

- Providing facilities that are well designed, well maintained and convenient by location.
- Operating and maintaining the facilities through the use of cost effective public-private partnerships to ensure economic self-sustainability.
- Maintaining user fees at an affordable and competitive price point, which in turn helps to make the sport accessible to all.



- Employing innovative, environmentally responsible maintenance practices.
- Providing programs to encourage greater access to golf by under-represented populations (i.e. women, people of color, youth and disabled).
- Providing exceptional customer service to customers, vendors and community members.

Benefits of a Healthy and Viable Golf System

Golf has been described as an activity for a lifetime. Playing golf does not require teammates, vigorous running, jumping, nor a great deal of strength. It takes place in the fresh air and requires only a medium to fast paced walk, commonly considered the optimum choice in exercise. In addition to a good walk, there are regular intervals of bending and stretching, also considered valuable to one's overall health and well-being. These are activities that can be performed by almost anyone at almost any age and can contribute to a longer and more enjoyable life.

Besides the physical attributes associated with sport, there are opportunities for social interactions which are also important to one's overall well-being. Along this line, golf can be of value, especially to the young, as a vehicle for learning discipline, rules, sportsmanship and etiquette in what is expected as a part of the game. It requires control of one's emotions and the ability to remain calm under pressure, along with strategy, problem solving and perseverance. Many of these disciplines need to be emphasized in a society that has profoundly changed over time. Participation in the sport often will also give one the opportunity for interaction with business contacts and community role models.

Golf courses can also be of value for the fact that in a municipal setting, they provide open space for both people and wildlife. A golf course in a large city may be the only opportunity for many to regularly see a mix of raptors, songbirds, waterfowl, rabbit, fox, raccoon, coyote and even deer. The fact that golf course property provides a suitable habitat for these creatures speaks to the environmental stewardship that course operators and maintenance superintendents embrace as being key to their operations.

Finally, golf courses can enhance entire neighborhoods through their effect in increasing property values.



PP&R Golf Program's Role

Portland's Golf Program brings the benefits described above into play in a tangible way here in our community. There are a number of ways in which this occurs:

- **Keeping Golf Accessible and Affordable**

As a self-sustaining Enterprise Fund, the golf program sets rates at a level that provides adequate funding for a high-quality, recreational experience, with a reasonable level of maintenance. Revenues also must provide for capital improvements and upkeep of the infrastructure. Once these needs are met, there is no need for the program to realize a profit. In this way, a base level for greens fees is set that other privately owned facilities must react to in a competitive marketplace. An over-supply of golf courses in the metro area currently exists as a result of an over-build in the late 80s and early 90s, but the marketplace is rebalancing the supply versus demand through attrition; the closure of some private courses. The cost of a round of golf at public courses such as Portland Park's serve to exert downward pressure on the cost of all rounds of golf in the Metro area, at public or private courses. In addition to these financial benefits, the city's golf program also acts as a stepping stone in support of local country clubs and private courses, in that we actively invite and develop beginning players, who may or may not move on to membership in one of these private facilities.

- **Ensuring Quality Public Golf Experiences**

Portland's municipal golf courses have a reputation for maintaining high quality golf venues that equal or exceed many of the privately owned golf courses in the region. Municipal golf courses across the country are generally considered less desirable when highly skilled players are making their choice in a place to play. That is not the case in Portland.

- **Protecting the Environment**

Hand in hand with the quality of maintenance is the attention to the environment paid by PP&R's golf program. Combining the practice of Integrated Pest Management with the Greenway Program, highly toxic pesticides have been virtually eliminated from use. Instead, innovative approaches are being implemented by developing stronger and more resilient turf grasses in an organic fashion. As the turf is indeed becoming stronger over time, the program has experienced significant reduction not only fertilizer and chemical inputs but the need for irrigation as well. An ongoing program to reach even higher levels of sustainability will add to efficiencies, continue to reduce costs and not only improve Portland's golf program but may serve as an example to other operations across the country.



- **Generating Economic Activity**

Another significant benefit of Portland’s Golf Program is the contribution to the local economy. Many large corporations, associations and other significant groups will choose Portland as a convention host for a number of factors, one of which are the golf courses the city has to offer, and as a consequence, hotels, restaurants and many other local businesses benefit economically. In addition, Portland’s golf program has also been selected on many occasions to host regional and national golf tournaments which have contributed greatly to the economy.

- **Partnering to Support Community and Youth Development**

PP&R’s golf program has developed many partners over the years including the Portland Interscholastic League, whose golf teams we have provided the use of our facilities at reduced or no charge over many years. The program also partners with national associations such as the Western States Golf Association, First Tee of America, the PGA of America and the USGA. In addition, we provide support to local golf organizations such as the Leisure Hour Golf Club, the Portland Youth Golf Association and the Oregon Golf Association. These organizations and partnerships are incredibly important to reaching underserved communities and in creating the next generation of golfers. We work with the Evans Scholarship Fund to access employment and educational opportunities through the EAGLE program.

- **Define the Role of the Golf Advisory Committee**

The GAC was established by ordinance and represents the voice of the public in Golf Program decision making and program development. The GAC role in overseeing the implementation of the Golf Program Strategic Plan will be determined and built into the regular meeting agendas.

Strengths of Portland’s Golf Program

Public parks and recreation contribute endless benefits to the community. The outcomes are “more than fun and games,” playing an important role in developing healthy lives and building community and providing positive alternatives for youth, contributing to economic development and increasing property values. An outstanding parks and recreation system enhances the quality of life of our community. These attributes are especially true when assessing the value of golf and golf facilities within these systems.

The game of golf experienced a “golden age” throughout the course of the 20th century. The City of Portland was ready for this golden age with the early development of Eastmoreland, Rose City and Hoyt Pitch-and-Putt golf courses. Parents took their kids to the short Hoyt course



to learn the game, and once achieving a reasonable level of proficiency, they would graduate to one of the two regulation sized city golf courses. Soon the demand was more than the city had facilities to provide and so RedTail and the 36-hole Heron Lakes golf courses were added. In terms of golf, the City of Portland had something for everyone. A short par-3 course and multiple practice facilities for beginners, regulation sized golf courses for the average golfer, and renowned championship facilities for the better players. Hoyt pitch-and-putt has since been eliminated but Colwood Golf Center has recently been redeveloped to fill the void.

Key Strengths:

- A recent study by the National Golf Foundation recognized Portland’s Golf Program as operating within the top 10 – 20 percent of municipal golf systems throughout the country, citing that its golf facilities are enjoyable, challenging, well maintained and offering a broad range of individual character and appeal to the customer. Portland offers one of the most diverse systems in the country, ranging from the 36-hole Heron Lakes Championship golf course, designed by arguably the most renowned architect in the country, to the acquisition and development of the Colwood Golf Center, an ideal training ground,. In addition to their diversity in character, their geographic locations are strategic as well, making municipal golf readily accessible across the metro area.
- Unlike many other municipal golf systems across the country, Portland’s golf program has a highly dedicated and skilled work force in its maintenance operations, with labor contracts that provide for efficient and cost effective operations. In addition, innovative maintenance practices are employed that reduce costs, improve playability and are environmentally responsible and sensitive to providing urban wildlife habitat.
- For the purpose of efficiency and a high level of customer service, the clubhouse operations of Portland’s golf program are managed in public/private partnerships with experienced and knowledgeable operators whose contracts are designed specifically for the operation of their individual facility which maximizes the financial return to the city and the highest quality service to the public.
- Of particular note is the golf program’s dedication to the environment through some of its programs and projects that are contributing to a responsible stewardship of the properties in its charge.
 1. First, the Greenway program approaches golf course maintenance in an organic fashion that relies on strengthening turf grasses as opposed to treating their weaknesses. Healthier turf lessens the need for irrigation in the warmer, dryer times of the year, and reduces the need for chemical pesticide and nitrogen fertilizer inputs to the soil. The result is a reduction in mowing repetitions and a corresponding reduction in the use of fossil fuels.



2. The golf courses are all in the process of being certified as Audubon Sanctuary sites, which requires a comprehensive analysis of all aspects surrounding maintenance practices when applied to golf courses. At present, Heron Lakes has been fully certified with Eastmoreland soon to follow.
3. These programs contribute to the City's Salmon Safe initiative supported by water quality testing done at each site which shows that water in the streams leaving the golf courses is cleaner than at the time it enters.

Challenges Facing Portland's Golf Program

A number of factors are contributing to a general malaise in golf participation on both a national and local level. These factors challenge the future of the sport, and must be addressed if golf is to remain a viable recreation option in the long term. Portland's Golf Program faces these challenges along with others specific to its own operation.

- **Excessive Supply:** The first and most crucial of these challenges is that there are too many facilities and not enough golfers. Golf's popularity in the middle of the 20th century led to an over-build of courses in the late 80s and early 90s. Shortly thereafter, the economy, aging of the existing customer base and lack of newcomers to the sport combined in a significant reduction in demand for rounds, putting many facilities in a financial bind. Slowly, the market is rebalancing through attrition as courses close when their revenues can no longer meet the costs of operations. This trend will continue unless an infusion of new players can keep up with those leaving the sport.
- **Lack of Demand:** With an "if you build it they will come" mentality with regard to the development of new courses, no attention was paid to the development of participants to go along with the development of facilities. Once the industry came to this realization, efforts to recruit new players have been less than successful for several reasons which could best be described as barriers to the game.
 - First, golf is difficult to learn on both a physical and conceptual level. Basic swing-mechanics require a series of motions that are somewhat unnatural to the human body and are difficult to learn. Becoming proficient to any extent requires years of on-going instruction and practice, both on and off the golf course.
 - Golf is expensive. From a simple financial perspective, many people are unable to even make an attempt at learning the game of golf, with lessons at a cost of nearly \$100 per hour and the cost of range balls at around \$10 per visit to a driving range. Once having learned the game, committing to it on an ongoing



basis requires investment in a set of clubs ranging from \$1,000 to as much as \$3,000, and good-quality golf balls at as much as \$60 per dozen. Finally, greens fees themselves may be as little as \$30 per round at a typical municipal course, to as much at \$800 per round at a high-end resort.

- Golf is intimidating. Without the benefit of some level of training, attempting to play a round on a regulation golf course is daunting. In addition, pressure from other players to maintain a reasonable pace of play, can add to the frustration and intimidation. The basic design philosophy of a golf course is geared toward challenging and even intimidating the strongest and most highly skilled players. Little consideration is given to the rest of the players other than providing alternate sets of tees that often do not meet the needs of developing players.
- The golf program lacks a coherent customer interface which would act to present Portland Parks and Recreation golf as a single system.
- In addition, in our rapidly diversifying community, those community members who have an interest may also be deterred by a language barrier.
- Finally, there is less time available for individual pursuits than at any other time in the past. With work and family demands there is much less time for golf in what would be considered its traditional sense.

Given the array of recreational choices available in our current environment, and the increasing trend towards sedentary lifestyles, efforts to attract and retain new golfers must address these factors.

Strategic Plan

A strategic plan is the organization's focus for the next three to five years. In contrast to a comprehensive work plan, it does not include everything the organization does, but brings focus to those aspects that need improvement and change.

A twenty year vision was developed for Portland Parks & Recreation which sets a compelling direction for the organization – Parks Vision 2020. The Golf Program's 2015 - 2018 Strategic Plan is designed to reflect the vision's goals and values of the bureau plan, while giving specific focus to the issues and needs unique to the golf program.

This strategic plan provides specific actions in the near term, allowing the program to respond to a changing external environment and its current internal situation.

The PP&R Golf Program's 2015 – 2018 Strategic Plan was developed combining information and recommendations provided by a consultant assessment of the state of the program, along with a prioritization of these recommendations by the Golf Advisory Committee and PP&R staff.



While many recommendations were made and considered by the committee, this plan addresses the key priorities that are deemed achievable over the next three to five years. The main objective in proceeding with the recommendations that are a part of this plan is to increase the appeal of golf and bring new participants into the game through outreach, while ensuring the continued financial viability of the program and remaining true to our environmental stewardship mandate. If successful in achieving these priorities, the subsequent strategic plan will be a natural progression into addressing capital needs, some of which will also contribute to the increase in revenues over time. The plan is organized into three mission-focused Key Result Areas (KRA's), each with a set of goals.

Increase Appeal and Participation in the game through Outreach

- Marketing and Community Outreach
- Support New Players in Building Their Confidence and Enjoyment on the Golf Course
- Modify Facilities and Develop Programs to Meet the Needs of New Customers

Improve Financial Stability and Sustainability

- Maximize Utilization of Facilities
- Increase Collaboration Between Operators to Decrease Duplication and Overlap

Demonstrate Environmental Stewardship

- Reduce Inputs (Water, Chemicals, Fossil Fuels)
- Increase Ecosystem Services
- Expand Sustainability to Clubhouse Operations

The core of the strategic plan is the set of initiatives, specific actions to be undertaken in order to achieve the goals of each strategic theme. It is important to realize that many of the initiatives reach across more than one theme, and often bridge more than one perspective.



Key Result Area:

Increase Appeal of the Game

Expansion of the Golf Program's customer base is the most important focus of this strategic plan. Growing the game through outreach will ensure that PP&R is better serving our changing community and will result in a broader and more stable customer base in the future. More customers translates to increased revenues and increased revenues ultimately leads to financial stability and an enhanced system. In order to achieve this result, the culture of the game and the facilities must change and become appealing to a broader spectrum of the population. This can only be done by customizing the game and the facilities to provide those elements which make it enjoyable. As stated in the Challenges section of this plan, this will require that numerous factors from economic to physical limitations be addressed. It will require reaching out to all segments of the population to invite them to the sport of golf, and once introduced, provide the opportunities that interested parties need to receive basic instruction to the point that they feel comfortable in actively participating in the sport.

This strategic plan calls for developing innovative instruction programs, fee schedules, partnerships and modifications to existing facilities in order to meet the stated goals. The future viability of Portland's golf program relies on its ability to remain self-sustaining, with revenues exceeding cost of operation.

Performance Measures:

- Golf Program logo and tagline readily identifiable to area golfers
- Facilities have a more consistent look and operational structure
- Participation in instruction programs, tracked by ethnicity, gender, age
- External funds raised in support of outreach
- Each course has at least one multi-lingual staff member
- Retention of new golfers

Goal #1

Expand Marketing & Outreach

Initiative #1

Develop a comprehensive branding and marketing program

Action Items

- Develop a logo and tag line
- Establish physical and operational consistency throughout the program facilities in the areas of signage, employee dress codes, etc.
- Establish design standards for golf course websites and link all websites directly to one another to improve customer service.



Initiative #2

Implement a targeted outreach strategy

Action Items

- Develop an integrated marketing plan to “Welcome and Introduce”
- Recruit Volunteers and/or contractors to do school introductions
- Establish discounts and promotions for those who exhibit interest
- Identify and promote specific days and times for women’s, junior, senior and family group play

Initiative #3

Seek out Corporate Partnerships for support of outreach

Action Items

- Work with Golf Advisory Committee to meet with potential corporate sponsors
- Develop sponsorship packages that show value to potential sponsors
- Develop marketing materials to solicit simple in-kind or monetary donations

Initiative #4

Address underserved communities and provide introduction and welcoming through schools, community-based organizations, associations and specific media outlets.

Action Items

- Recruit (multi-lingual, female and age specific) a more diverse pool of candidates for employment, volunteer positions and other opportunities within the Golf Program and concessionaire operations to ensure the workforce reflects the people being served by the program.
- Develop a community outreach strategy to engage new participation of diverse communities in the Golf Program facilities and activities.
- Design new programs to encourage and incentivize participation in instruction programs and play days.
- Establish partnerships with other industry associations and corporate sponsors to collaborate and support outreach and player development efforts.
- Provide multi-lingual signage and scorecards at each of the golf facilities.
- Assist specific customer segments in establishing leagues and/or clubs.
- Establish contacts with area schools for outreach efforts



Initiative #5

Develop golf program information and educational materials to inform City Council and other leaders at the state and local level on the significance of golf as an industry and contributor to the state's economic, health and social well-being

Action Items

- Develop simple bulleted informational materials such as strategic plan, budget
- Work with the Golf Advisory Committee to prepare an Annual Report to Portland Parks and Recreation and City Council
- Invite key leaders to visit the Golf Program facilities and meet with the GAC

Goal #2

Increase Collaboration between Operators to Decrease Duplication and Overlap

Initiative #1

Adapt facilities to be more welcoming

Action Items

- Provide multi-lingual signage
- Recruit multi-lingual volunteers to assist in organizing and instruction
- Distribute multi-lingual information through social media on-line
- Provide an FAQ and beginner's pamphlet

Initiative #2

Improve Program Website Offerings

Action Items

- Synchronize social media information outputs from all courses
- Synchronize and coordinate on-line marketing efforts
- Link course websites and upgrade their technology
- Provide on-line access to programming for instruction, playing opportunities and formation of clubs/leagues
- Provide for the purchase of Gift Cards on-line

Initiative #3

Utilize Social Media

Action Items

- Appoint staff to manage website and develop an on-going all-course newsletter
- Develop on-line interactive information system through the use of blogs, tweets, Facebook, etc.



Goal #3

Support New Players in Building Confidence and Enjoyment on the Golf Course

Initiative #1

Develop tailored instruction programs and support services

Action Items

- Standardize tailored instruction programs across all of the golf facilities that are specific to the segment of the population being served.
- Standardize discounts and/or reduced pricing for the instructional programs across all facilities
- Solicit used equipment donations for use by those being instructed.

Goal #4

Modify facilities to meet the needs of the new customers

Initiative #1

Establish focus groups to determine factors that are intimidating to potential new customers

- Determine necessary focus groups, ie., women, juniors, minorities, etc.
- Conduct focus groups with a goal of identifying and prioritizing intimidation factors
- Analyze and prioritize focus group findings in order to ultimately develop an action plan toward change.

Initiative #2

Modify clubhouse and pro shop facilities to represent a broader cross section of the population

Action Items

- Establish distinct merchandise sections for women in pro shops.
- Provide mapping & signage that makes it possible for new customers to freely circulate the premises and find the services they need without assistance.

Initiative #3

Construct a 3 – 5-hole short golf course at each facility



Initiative #4

Build forward tees at all facilities that will allow for play by beginners, seniors and women that reflects their strength and abilities.

Initiative #5

Consider alternative forms of golf to attract new people to the facilities

Action Items

- Establish Foot-Golf at one or more facilities
- Establish Disc-Golf at one or more facilities
- Evaluate and possibly establish Miniature-Golf at one or more locations

Initiative #6

Designate specific days and times for beginner use of short course specific to population segments

Action Items

- Work with operators to identify underutilized days and times on course and provide opportunities for free play by targeted groups.
- Work with corporate sponsors to provide financial support in identify days and times on weekends and weekday afternoons when demand for playing time is high, and provide sponsored opportunities for targeted groups at these more convenient times.

Initiative #7

Provide leadership and support in replacing and/or improving inadequate Golf Program facilities.

Action Items

- Continue to seek resources to replace the Heron Lakes Clubhouse
- Support the GAC/Community effort to refurbish the historic Rose City Clubhouse



Key Result Area:

Improve Financial Stability and Sustainability

Currently, the golf courses are contracted to four different business entities. A great deal of autonomy exists from one facility to another and as a result, many customers surveyed don't realize that they are a part of the City's golf program at all. One of the recommendations highly ranked by the consultant in assessing Portland's golf program was the need for better organization, cooperation and teamwork from one facility to the next in order for the program to function in a more fluid and efficient manner, thereby increasing recognition of the PP&R brand, lowering operating costs, and increasing revenue.

Performance Measures:

- Increase in rounds by current customers
- Participation in loyalty programs
- Customer satisfaction with pace of play
- Reservations at any facility are available through PP&R's on line reservation system
- Courses share entire customer data base
- Reduction in unfilled reservations

Goal #1

Maximize Facility Utilization

Initiative #1

Improve and Market the year-round playability of the golf courses

Action Items

- Determine minimum standards for volume of sand applied to fairways on an annual basis.
- Coordinate sanding program between courses
- Establish budget line-item for sanding program
- Provide education in etiquette to the customer that will train them in the care of the golf course.

Initiative #2

Develop Loyalty Programs for existing customers

Action Items

- Establish loyalty programs that link all of the City's golf facilities.
- Use social media for the promotion of discounts and providing information to the customer such as course conditions or special events.
- Link operator websites to make it easier for a potential customer to find a suitable reservation.



Initiative #3

Improve On-line reservation system

Action Items

- Unify on-line reservations for all courses
- Provide clear pricing structures for on-line reservations
- Provide cross-system tournament contract options
- Link operator websites
- Unify customer databases
- Unify discounts and promotions

Initiative #4

Develop system wide speed of play programs

Action Items

- Contact Regional facilities for best practices in speed of play programs
- Develop standards and educate the customer through printed materials

Goal #2

Maximize Available Economies of Scale

Performance Measures

- Reduction in cost of merchandise
- Reduction in cost to operators in food and beverage
- Increased revenues through concessions to city

Initiative #1

Develop system wide RFPs for supply of merchandise and food and beverage items

Action Items

- Develop contracts with suppliers
- Amend contracts with clubhouse operators
- Solicit suppliers



Key Result Area:

Environmental Stewardship

Beyond the recreational and financial opportunities that Portland's Golf Program provides to the metropolitan area, the five properties managed by the program comprise more than 750 acres located within the urban area. These properties are essentially made up of vast expanses of turf grasses, trees, shrubs and wetlands that are crucial to a maintaining a healthy environment for people and providing valuable habitat for wildlife. In order to keep the program viable for future generations and to provide value to the many residents of the area who do not play golf, the non-golf benefits of these properties deserve the utmost attention. In addition, proper stewardship of the golf course environments can also result in greater efficiencies and reductions in the cost of maintenance.

Portland's Golf Program has recognized the value of sustainability in its maintenance operations for several years. When employed properly, sustainable practices can increase efficiency, reduce costs, protect the environment and improve golf course playing conditions. Combining integrated pest management with the Greenway program, Portland's golf program is already a leader in sustainability practices on a national level, and based on experience thus far, can build on this legacy to continue to be a leader in environmentally sensitive land management practices.

Performance Measures:

- Increase in conversion of gas powered equipment to electric
- Reduction in fertilizer use
- Reduction in pesticide use
- Reduction in water use
- Place holder to represent role of course vegetation, topography, trees to improve water quality and air quality and provide habitat
- Decrease in solid waste going to landfill
- Decrease in energy consumption

Goal #1

Reduce Irrigation, Chemical Inputs and Use of Fossil Fuels

Initiative #1

Expand and refine the Greenway and Audubon Certification Programs

Action Items

- Reduce chemical inputs and application frequencies
- Reduce water consumption
- Complete Audubon Certification at all courses



Initiative #2

Identify alternative equipment options

Action Items

- Work with Fleet Services to identify and secure suitable electric maintenance Equipment.
- Monitor industry suppliers for equipment innovations

Goal #2

Increase Ecosystem Services

Initiative #1

Develop standards for environmentally responsible maintenance practices across the system

Action Items

- Identify goals for improvement in sustainable practices to address water quality, air quality, habitat protection, urban canopy preservation, and other functional assets
- Develop working policy manual which reflects goals
- Integrate PP&R's Sustainable Landscapes Initiative principles into golf course maintenance practices

Goal #3

Expand Sustainability to Clubhouse Operations

Initiative #1

Develop and Implement a sustainability program for clubhouse operations

Action Items

- Identify sustainability goals for clubhouse operations, including recycling, conservation, and energy efficiency
- Develop standard sustainability operations manual for operators
- Increase the use of recyclable products in clubhouse operations.
- Mandatory use of electric golf carts

Initiative #2

Market information relating to golf program's progress and success in sustainability

Action Items

- Develop printed articles designed for media distribution discussing the golf program's sustainability practices listing awards and certifications
- Use social media to inform and discuss the program sustainability practices
- Prepare sustainability information and guidelines for non-city entities and provide assistance toward implementation



Conclusion

The program is at an important juncture in its history – approaching its centennial year, working with a young and diverse Golf Advisory Committee, committed to attracting the next generation of golfers from across our community, opening a 9 hole, Par 3 course in one of the most diverse neighborhoods in the city, and strongly supported by a robust PP&R organization. It will require focus and dedicated resources to make progress on these critically important initiatives. In support of this, the Golf Program will establish a limited term Assistant Golf Director position to provide ongoing staff support for the GAC and take the lead in several key initiatives in this plan.

With these decisions, PP&R's Golf Program will begin its second century ready to build on and extend a proud history of service to Portland.

March 4th, 2015