

# Five Year Capital Improvement Plan

## Golf

Fiscal Years 2017 - 2021



**FORT WORTH**<sup>®</sup>

The logo for Fort Worth, Texas, featuring a silhouette of a longhorn's head and horns.

**Table of Contents**

OVERVIEW..... 2

CAPITAL IMPROVEMENT STRATEGY ..... 3

CAPITAL REVENUE SOURCES..... 4

PROJECT SUMMARY ..... 5

OPERATIONS AND MAINTENANCE IMPACT ..... 5

LOOKING TO THE FUTURE ..... 6

## **OVERVIEW**

The Park and Recreation Department - Golf Division's mission is to work together to provide a safe and comprehensive golf program, through quality customer service, community involvement and responsible golf course management.

### **History**

The first golf course to open as a city owned facility was Worth Hills Golf Course which resided on 105 acres southwest of Texas Christian University Campus. The course was sold in the late 1950's or early 1960's to TCU for expansion of their campus. Z Boaz Golf Course was opened in August 1930 on land donated by the Z. Boaz family in 1926. Due to the over-saturation of the golf market and lack of community parkland, Z Boaz closed its doors on September 30, 2012, making way for a new community park.

Rockwood Golf Course opened for play on September 3, 1938. The WPA (Works Progress Administration) assisted with the construction of the course as well as the rock bridge, with the original plaque commemorating their work. The City acquired Meadowbrook Golf Course in 1937 and opened it for public play in 1938. Prior to that date it had been operated as a private country club since 1920. In 1954 Dixie Golf Course was opened as a nine-hole course for the African American community. This land is currently known as Harmon Soccer Fields. In 1977 Sycamore Creek Golf Course, originally opened in 1932, was purchased by the City and later renovated in 1992, adding two tee boxes per hole, allowing this nine-hole course to be played as 18 holes. The Corp of Engineers land, located in far southwest Fort Worth near Benbrook Lake is home to Pecan Valley. This 27 hole course was opened 1963 and then later expanded to 36 holes in 1981.

Since 1990, renovations have taken place at Sycamore Creek, Meadowbrook and Pecan Valley. In 2008, Colligan Golf Design was hired to create a Master Plan for Rockwood Golf Course. That plan has resulted in the construction of a new golf course where the original course resided, scheduled for opening June 2017.

### **Facilities**

The City of Fort Worth golf system consists of 4 locations (Meadowbrook, Pecan Valley, Rockwood and Sycamore Creek) for a total of 87 golf holes and two driving ranges. Three of the four courses offer full food and beverage concession with the remaining course offering a limited service. All courses offer tournaments and leagues, golf merchandise for resale and golf lessons (private and group). The First Tee of Fort Worth is located at Rockwood Golf Course and is the City's official junior golf program. A complete inventory of these facilities is included in Appendix A.

### **Operating Structure**

In 1983, the golf division was transferred from the General Fund to an Enterprise Fund, allowing the golf division to retain all profits and invest in their infrastructure. This operating structure served the division well until the mid to late 1990's when the golf course market became over saturated and the nation experienced the recession in the early 2000's as well as the 9/11 disaster. During this time period the reserves were depleted and the Golf Fund began incurring an annual loss. In 2014 the City Council, in an effort to provide more financial stability to Golf,

approved the dissolution of the negative fund balance which was backed by a reservation from fund balance in the General Fund. In addition, the City restructured Golf from an Enterprise Fund to a Special Revenue Fund with an annual operating subsidy from the General Fund.

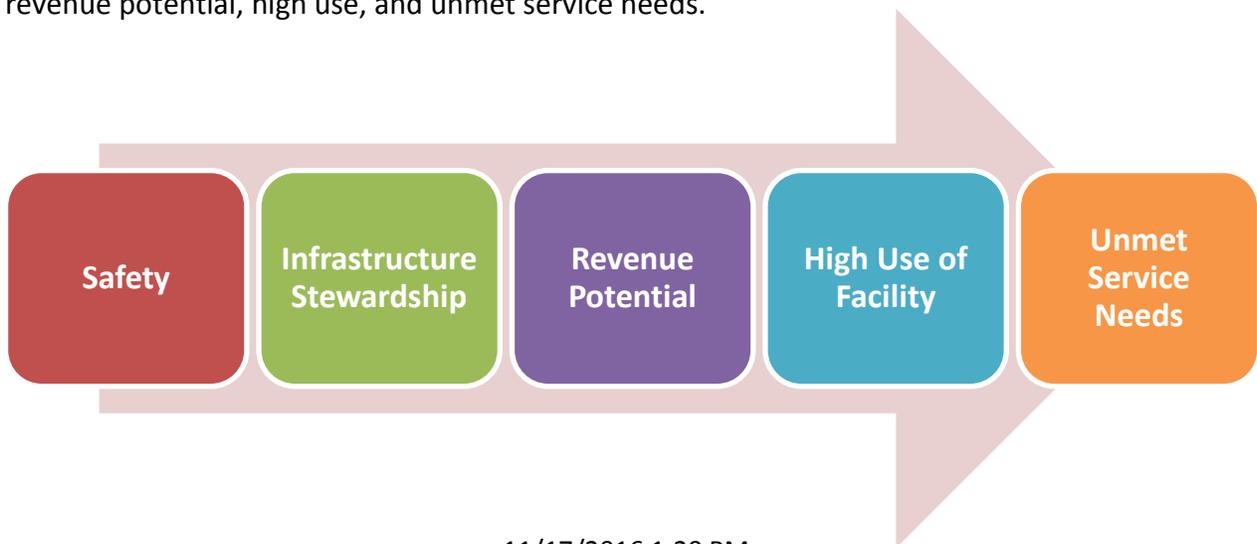
## **CAPITAL IMPROVEMENT STRATEGY**

The Golf Division’s Capital Improvement Strategy is based on infrastructure needs, market analysis, safety, facility standards and staff and public input.



## **Capital Improvement Prioritization**

The development of the five-year Capital Improvement Program (CIP) is based on established priorities using available debt and cash funding available for each year within the five-year program. Factors used in developing CIP priorities include: Safety, infrastructure stewardship, revenue potential, high use, and unmet service needs.



## **CAPITAL REVENUE SOURCES**

### **General Debt Service Funds (Bond and Certificates of Obligations)**

This funding source has been used for major golf course renovations, such as the renovation of both Meadowbrook and Pecan Valley Golf Courses and most recently Rockwood Golf Course. In addition, beginning in FY2017, service for the ERP Financial System debt was shifted from the Golf gas lease revenue to General Debt Service in order to free up gas lease revenue for cash-funded capital maintenance.

### **Municipal Golf Gas Revenues**

The current policy states:

Bonus, royalty and other natural gas related fee revenue derived from designated golf course property, with the exception of pipeline easements and license agreements (which remain for improvements at the course where generated), will be allocated in the following manner:

- Fifty (50%) percent to retire existing debt in the Golf Debt Service Fund and upon retirement of all debt, the revenue will be applied to the restricted fund balance until such time that the required fund policy reserve of seventeen (17%) percent in excess of the annual operating budget is achieved; and
- Fifty (50%) percent to the Golf Gas Lease Capital Project Fund to cash fund golf capital projects.

With the transfer of the current Golf ERP debt in FY2017 to the General Debt Service, a change in the Municipal Golf Gas Revenue policy was recommended to the City Council to use the debt service funds for cash-funded capital. Upon establishment of the required Golf Fund Reserve Balance, monies will be placed in the Golf Gas Lease Capital Project Fund to cash fund golf capital projects.

### **Donations**

#### **Special Donations Capital Projects Fund**

The Special Donations Capital Projects fund is a repository of funds that are donated to the city by external parties, including individuals, neighborhood associations and other organizations for the express use for Capital improvements. Most recently Wadsworth Golf Charities Foundation contributed to the development of The River's Edge at Rockwood Park Golf Course.

### **Intergovernmental Contributions**

Intergovernmental Contributions are written agreements with other government entities for the temporary use of park land for a fee that is to be used at the park where the activities occur for park improvements. The Tarrant Regional Water District is participating in the water quality with drainage improvements on the front nine of the new Rockwood Park Golf Course construction.

# Fort Worth Golf – Five Year Capital Improvement Plan (FY2017-FY2021)

## Summary of Unappropriated Funds

Fund Name	Unappropriated Balance
Golf Gas Well Revenues Fund*	\$17,882
Gas Settlement	\$475,527
Return of Golf Debt Service	\$500,000
<b>TOTAL</b>	<b>\$993,409</b>

\*Golf Gas Well Revenues consist of multiple revenue accounts that have restrictions based on the City’s Financial Management Policy Statements.

## PROJECT SUMMARY

If funding dollars are available within Golf’s annual operating budget, then capital purchases or projects may be funded on a case by case basis.

Below is a legend defining the funding abbreviations and color coding:

<b>LEGEND</b>		
	=	Proposed Future Pay-Go/Gas Lease
	=	Needs Appropriation

<b>GOLF PROJECTS</b>	FY17	FY18	FY19	FY20	FY21
Meadowbrook Clubhouse Roof	150,000				
Sycamore Creek Maintenance Compound Paving	25,000				
Rockwood Improvements	123,000				
Facility Needs Assessment	50,000				
Pecan Valley (River) - Irrigation satellite controllers		160,000			
Meadowbrook - #3 Tee Renovation/Grass Bunkers		62,000			
Miscellaneous Projects (Signage at SC & PV, pkg lot stripe, SC fence)		65,000			
Pecan Valley - Replace clubhouse roof		115,000			
Meadowbrook - Clubhouse Carpet Replacement			25,000		
Meadowbrook - Clubhouse Restroom Renovation			40,000		
Sycamore Creek - Miscellaneous Projects (curbs, irrigation, c'house)				11,500	
Pecan Valley - Clubhouse Restroom Renovation				40,000	
Sycamore Creek - Clubhouse Exterior Paint/Replacement of Siding					25,000
Sycamore Creek - New Restroom (On Course - self contained)					50,000
Sycamore Creek - New wash rack - maintenance area					50,000
<b>Totals</b>	348,000	402,000	65,000	51,500	125,000
<b>Running</b>		750,000	815,000	866,500	991,500

The table includes a detailed listing of individual projects, the project description and the proposed funding amount for years 2017 through 2021.

## OPERATIONS AND MAINTENANCE IMPACT

The new golf course at Rockwood increased authorized positions on the maintenance crew by one employee. Other projects are focused on sustainability and enhanced efficiencies of existing infrastructure.

**LOOKING TO THE FUTURE**

In order for our facilities to compete within the golf market, continued investment into the aging infrastructure is imperative. As proven with the year 2000 renovation of the River course at Pecan Valley, an investment in a renovation will result in profitability and efficiencies. The anticipated opening of the new golf course at Rockwood is expected to bring the same positive results thus resulting in an overall lower subsidy for the Golf Special Revenue Fund.

With gas well royalties decreasing, golf will not have the ability to fund its own capital improvements and will look to other sources and upcoming bond elections.