

**JOURNAL OF COMMISSION WORK SESSION
November 5, 2014**

City Commission Work Session
Civic Center, Commission Chambers

Mayor Winters presiding

CALL TO ORDER: 5:30 p.m.

ROLL CALL: City Commissioners present: Michael J. Winters, Bill Bronson, Fred Burow, Bob Jones, and Bob Kelly.

STAFF PRESENT: Deputy City Manager; City Attorney; Directors of Fiscal Services, Planning and Community Development and Public Works; Interim Director of Park and Recreation; Police Captain; Golf Pro; Senior Transportation Planner; and the Deputy City Clerk.


**** Action Minutes of the Great Falls City Commission. Please refer to the audio/video recording of this meeting for additional detail. ****

1. PUBLIC COMMENT

There were no comments from the public.

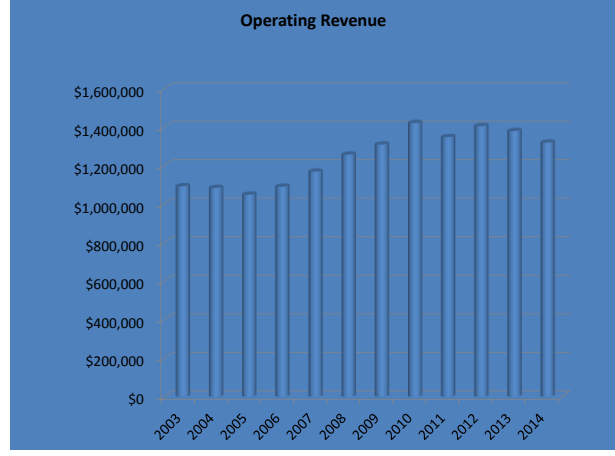
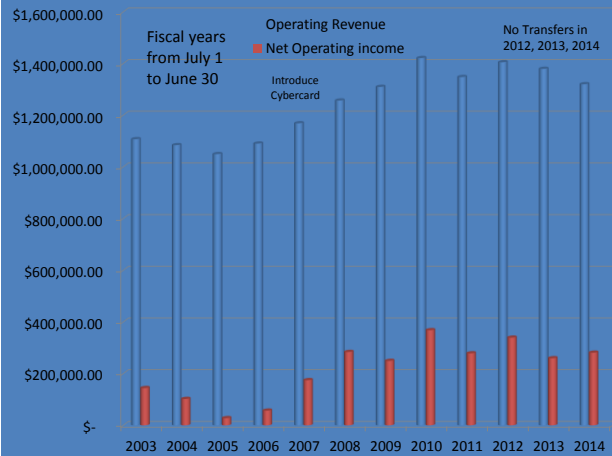
2. GOLF COURSE UPDATE

Golf Pro Connie Cramer-Caouette and Park and Recreation Interim Director Patty Rearden provided a PowerPoint presentation on City golf courses. Ms. Cramer-Caouette reported that Anaconda Hills was established in 1936 by Anaconda Mining Company and purchased by the City of Great Falls in 1982 for \$10. Eagle Falls was established in 1953 as the Veterans Memorial Course and subsequently renamed R.O. Speck Golf Course. She discussed expansions and improvements that have been made to both golf courses.

 <p>It's our department's belief that we're an integral part of our community, and a valuable asset that shares a symbiotic relationship with essential services and local schools</p> <p>Our City Golf Courses Anaconda Hills Eagle Falls</p>	<p style="text-align: center;">History</p> <ul style="list-style-type: none">• FY2004:<ul style="list-style-type: none">– Explored Land Development adjacent to Eagle Falls, determined not feasible until real estate values increased– Golf Superintendent position eliminated• 2005<ul style="list-style-type: none">– July 1, 2005: RFP was issued for a Golf Course Management and Operations Study<ul style="list-style-type: none">• 3 proposals were received, National Golf Foundation was selected– December 2005 – NGF presented their findings<ul style="list-style-type: none">• Concentrated on five areas<ol style="list-style-type: none">1. Point of Sale/Controls2. Promotion3. Fees4. Management/Organization5. Capital Improvements• Many recommendations implemented; some determined not feasible
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- February 2006 – Golf Ad Hoc Committee Appointed
 1. Develop a Mission Statement for the operation of the municipal golf courses
 2. Advise the City Manager and staff on the development of a RFP for Management and Operation of the two courses.
 3. Assist in reviewing and evaluating proposals received
 4. Make a recommendation to the City Manager and the City Commission concerning future management of the golf courses
- October/November 2006
 - Only one proposal was received (G.F. Golf Clubs Group, Inc.)
 - Determined to be “non-responsive” by staff/committee.

- 2007 – Two management structures proposed: City Structure, Foundation Structure
 - Reviewed by Golf Ad Hoc Committee and City Staff
 - City Structure determined to be most feasible
- Proposal Included
 - Cuts in expenses
 - Maintenance
 - Cut man hours at both courses
 - Cut season employee wages (union positions) by \$2/hour
 - Golf Pro
 - Eliminate one golf pro position; one pro to oversee both courses
 - Additional
 - Work on increasing revenues
 - Review fees, implement promotional pricing with emphasis on auxiliary products such as carts, concessions, merchandise sales, etc.

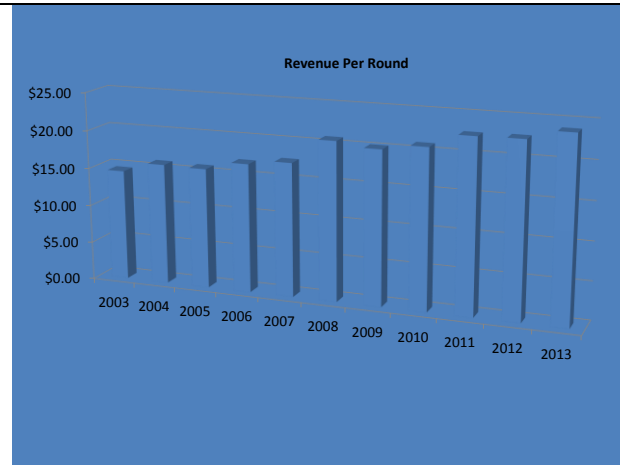


GOLF EQUIPMENT

According to NGF's golf equipment sales index, which tracks wholesale shipments of clubs, balls, bags, gloves and shoes, equipment sales are still short of pre-recession levels. Wholesale dollars are 11% off from peak-year 2007. But since bottoming out in 2009, sales have gradually increased. Dollar sales for 2013 were up 1% while unit sales were down 9%. While dollars have been slowly increasing, wholesale units have not recovered since the recession ended. The shortfall in sales is primarily attributable to the decrease in the total number of golfers that we've experienced over the last 5-10 years. The good news is that even though there are fewer golfers, recent research shows buying behaviors for existing golfers have changed very little. On a per-golfer basis, golfers are buying the same amount of equipment, if not more than they have in the past.



- ➡ Increased revenue, while avoiding a fee increase at the time
- ➡ Made the best use of small outdated floor space in the golf shops
- ➡ Residents can pay a reasonable fee without having to buy a season pass
- ➡ We are still able to charge premium fees from tourists and nonresidents
- ➡ Many season pass holders also purchase for the discounts
- ➡ Helps overcome lack of league and Tournament gift certificates



What Affects Play?

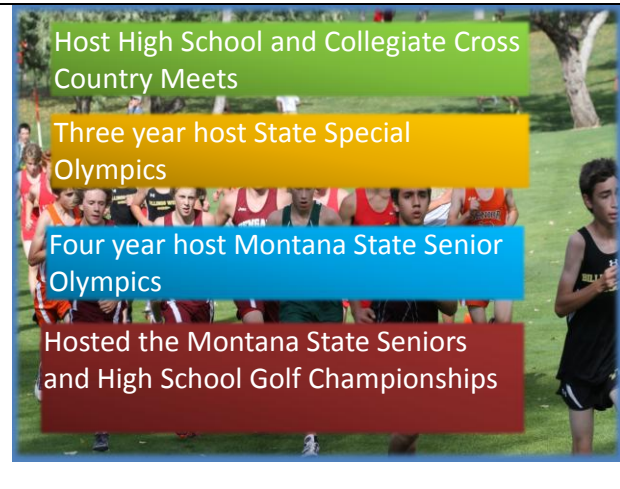
- Weather
- Quality of Course vs. Price
- Other Competition

Bill Roberts GC	Eagle Falls GC
18 w/cart \$50	18 w/cart \$44-\$47
Walk \$34	Walk \$30-\$32
Sr Jr Mil w/cart \$48	Jr w/cart \$31-\$32
Sr Jr Mil walk \$34	Jr walk \$17-\$18
Full Season Pass \$700	EF \$565 AH \$510 EF & AH \$650

Chief Administration Officer

Orthopedic Center of Montana

They are not only recruiting doctors, but are in need of vibrant employees. Most prospective employees ask two questions... How are the schools?...What is there to do?






<table border="1"> <caption>Capital Outlay (Estimated Values)</caption> <thead> <tr> <th>Year</th> <th>Capital Outlay (\$)</th> </tr> </thead> <tbody> <tr><td>2003</td><td>135,000</td></tr> <tr><td>2004</td><td>95,000</td></tr> <tr><td>2005</td><td>205,000</td></tr> <tr><td>2006</td><td>150,000</td></tr> <tr><td>2007</td><td>50,000</td></tr> <tr><td>2008</td><td>85,000</td></tr> <tr><td>2009</td><td>60,000</td></tr> <tr><td>2010</td><td>95,000</td></tr> <tr><td>2011</td><td>160,000</td></tr> <tr><td>2012</td><td>130,000</td></tr> <tr><td>2013</td><td>85,000</td></tr> <tr><td>2014</td><td>0</td></tr> <tr><td>2015</td><td>0</td></tr> </tbody> </table>	Year	Capital Outlay (\$)	2003	135,000	2004	95,000	2005	205,000	2006	150,000	2007	50,000	2008	85,000	2009	60,000	2010	95,000	2011	160,000	2012	130,000	2013	85,000	2014	0	2015	0	<ul style="list-style-type: none"> • Low wages for shop staff and cut in wages for greens crew • Deferred Maintenance • Making the yearly bond payment of \$235,000 reduces dollars for other needs, as well as meeting the bond covenant only 2 out of the last 5 years. • Finding creative ways to make beginners and women more comfortable using their golf facilities • Involving MAFB residents with the recreational services our city offers
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<p style="text-align: center;">Innovations and Solutions</p> <p style="text-align: center;">We will not be afraid of failure, and stand ready to implement well thought out and organized ideas</p>	<p style="text-align: center;">Marketing/Promotions</p> <ul style="list-style-type: none"> • Paid Advertising <ul style="list-style-type: none"> – Select magazines such as Central Montana Travel Planner and Signature Montana – Senior News – Course and Tournament Listings – Tribune Insert – Lethbridge/Medicine Hat area (47,000 circulation, 63,000 readers) – Summer Guide – Billboards – Radio (tee sign trade) – Rack cards distribute state wide • Other Advertising/Marketing <ul style="list-style-type: none"> – Press releases – Social Media – Web Site, Facebook, Twitter • Promotions <ul style="list-style-type: none"> – Golf App – Eagle Falls – Swing Time Rate – Out-of-Town Visitors – discount/promotion through hotels – Tournament Coupons (for tournaments that are predominately out-of-town visitors), \$5.00 off – Rack Card Coupons – \$5.00 off (out of county only) – Cyber Card – Special Events – Benefits, D.A. Davidson, MAFB – Intro to Golf – For elementary, middle schools, and high schools • Tee Sign Sales <ul style="list-style-type: none"> – Generates over \$30,000 in cash, goods/services annually 																												
<p style="text-align: center;">In Closing and Looking Forward</p> <ul style="list-style-type: none"> • General Fund Debt -- \$1,081,959, end of FY2014 • Final payment on revenue bonds to be made in FY2016; \$277,000 (September 2015, bond covenants requirements end) <ul style="list-style-type: none"> – \$235,000 annual debt payment – \$237,744 currently in golf course reserves which can be used toward debt payoff – Balance of usual debt payment could be used to pay down general fund debt in FY2016 (estimated \$200,000) • FY2014 – Net revenue of \$47,000, included debt payment but no equipment purchases • FY2017 and beyond: <ul style="list-style-type: none"> – Estimated \$200,000-\$300,000 should be available to continue paying off general fund debt and deferred equipment replacement. 																													

Ms. Cramer-Caouette noted the Cybercard was introduced in 2007 as a 25% discounted loyalty card. The cost of the card is \$60.

Ms. Cramer-Caouette discussed the Junior Golf program, partnerships with local schools, fundraisers, and special events. She also discussed revenue generating projects, the free Eagle Falls app available for smart phone users, and social networking communication opportunities.

3. TRANSPORTATION PROGRAM/BICYCLE PATH UPDATE

Planning and Community Development Senior Transportation Planner Andrew Finch provided and discussed a PowerPoint presentation update on transportation projects.

<h4>Guiding Documents</h4> <ul style="list-style-type: none"> • Long Range Transportation Plan 2014 • Transportation Improvement Program 2014-2018 <p>http://www.greatfallsmt.net/planning/transportation-planningmpo</p>	<h4>Major Projects</h4> <p>South Central Arterials Est. \$6 million Anticipated Date: Spring 2016</p> 
<p>Fox Farm Rd Reconstruction Est. \$4.1 million Anticipated Date: Fall 2017</p> 	<p>I-15 Corridor Study \$100,000 Underway</p> 

Sun River Connector Trail
 Est. \$2.5 million
 Fall 2015



Non-Motorized Projects

Project Name	Estimated Cost	Timeline
Sun River Trail	\$ 2,500,000	Fall 2015
23rd Street South Sidewalks	\$ 250,000	Current
Bike Route striping/signage	\$ 25,000	Spring 2016
Charles Russell Park Path	\$ 40,000	2016
Overlook Drive Trail	\$ 370,000	2016
Bike/Ped Bridge to Centene Stadium	\$ 200,000	Spring 2015
West Bank trail improvements	\$ 140,000	Spring 2015
Downtown Streetscape	\$ 950,000	Spring 2015
CDBG Intersection Improvements	\$ 150,000	just completed
9th Street South shared lane markings	n/a	2015
2nd Street South shared lane markings	n/a	2015

Summary

- More needs than funding
- Transportation improvements are slow to implement
- Future of federal funding for transportation is difficult to predict, but has serious funding concerns
- Bike/Ped improvements have and will continue to be made every year, but needs outpace funding
- Transportation improvements aid economic growth
- Plans help to guide improvements, are updated at least every four years

Mr. Finch noted the non-motorized projects will only use \$30,000 of City funds.

4. DISCUSSION OF POTENTIAL UPCOMING WORK SESSION TOPICS

Deputy City Manager Jennifer Reichelt provided a handout Master Work Session Topic List. She noted the Risk Management Annual Report is scheduled for the November 18, 2014, Work Session.

Planning and Community Development Director Craig Raymond noted the critical deadline for sign code regulation changes is the end of December, 2015. He reported that efforts toward the code change process will be made next year.

Commission Bronson reported that a Joint Work Session with Cascade County Commissioners will be held on Monday, November 17, 2014, at 4 p.m., Cascade County Commission Chambers, for the purpose of having the legislative delegation present.

Commission Bronson suggested an additional Joint Work Session with Cascade County

Commissioners to obtain an update from the Airport Authority Board in January.

Commissioner Kelly believes a Tax Increment Financing (TIF) Update/Overview Work Session topic should be scheduled in the near future to better understand what authority the City Commission has to set parameters on TIF funds.

Deputy Manager Reichelt responded that she would provide a copy of the current TIF application that includes the process adopted by the Commission. She will also contact Janet Cornish, Community Development Services of Montana, to try to schedule a Work Session in January to address questions.

ADJOURN

There being no further discussion, Mayor Winters adjourned the informal work session of November 5, 2014, at 6:45 p.m.