

## MEMORANDUM

**TO:** Board of Trustees

**THROUGH:** Indra Winquest, District General Manager

**FROM:** Darren Howard, Director of Golf/Community Services

**SUBJECT:** Review, discuss and possibly approve (a) Couples Play Pass pricing to first individual at the individual rate and second person to individual rate less 15%, (b) either a 5%, 8% or 11% increase for the Golf Play Passes rates, (c) either a 5%, 8% or 11% increase for the Daily Green fees; (d) keep the Charity rates as approved last year; and (e) increase the Range fee rates by \$1 per product for the Incline Village Golf Courses for the 2023 season.

**RELATED STRATEGIC PLAN INITIATIVE(S):** Long Range Principle #2 – Finance

**RELATED DISTRICT POLICIES, PRACTICES, RESOLUTIONS OR ORDINANCES:** Board Practice 6.2.0 - Pricing for products and services

**DATE:** March 22, 2023

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### **I. RECOMMENDATION**

That the Board of Trustees Review, discuss and possibly makes a motion to approve (a) Couples Play Pass pricing to, first individual at the individual rate and second person to individual rate less 15%, (b) either a 5%, 8% or 11% increase for the Golf Play Passes rates, (c) either a 5%, 8% or 11% increase for the Daily Green fees; (d) keep the Charity rates as approved last year; and (e) increase the Range fee rates by \$1 per product for the Incline Village Golf Courses for 2023.

### **II. BACKGROUND**

This agenda item presents for Board consideration a recommendation related to rates to be charged for use of the Championship and Mountain golf courses, based on:

Working with the Board and the Community to incorporate ways of increasing revenue at the golf courses, the average dollar per round has increased from \$70.54 in 2019 to \$90.63 for the 2022 season at the Championship Course and from \$39.11 in 2019 to \$40.77 in 2022 at the Mountain Course. (More resident rounds than in the past is the reason for the small increase at the Mountain course). Factors contributing to the proposed rates include:

- Popularity of golf worldwide.

- Residents emphasize that the golf courses are here for the residents first.
- Inflation and increase in wages due to competition within the region.
- Increase in rates for other venues within the region.

While staff believes that daily rates charged for Non-Picture Pass and Guests, on average, meet or exceed target cost-recovery levels, the 2022 season rates charged for Picture Pass and Golf Play Passes fall below target cost-recovery levels.

This agenda item seeks Board approval to establish 2023 golf season rates for Daily Green Fees, Play Passes and Range fees.

**III. BID RESULTS**

Not applicable to this agenda item.

**IV. FINANCIAL IMPACT AND BUDGET**

Depending on the percent of increase directed by the Board of Trustees, (a) Couples Play Pass pricing to, first individual at the individual rate and second person to individual rate less 15%, (b) either a 5%, 8% or 11% increase for the Golf Play Passes rate;, (c) either a 5%, 8% or 11% increase for the Daily Green fees; (d) keep the Charity rates as approved last year; and (d) increase the Range fee rates by \$1 per product for the 2023 season, the expected increase in revenue will be an estimated \$400,000+ for the Championship Golf Course and \$137,403+ for the Mountain Golf Course, (Note – Mountain Course will be closing early again this season to complete the golf cart path project).

**Championship Course**

Estimated Revenue per Round	5%	8%	11%
Picture Pass.....	\$74.43	\$75.36	\$78.68
Guests.....	\$133.64	\$137.46	\$141.28
Non-Picture Pass.....	\$160.32	\$164.90	\$169.48
Play Pass.....	\$66.57	\$66.38	\$68.22
Total \$/round for green fees -	\$96.19	\$98.53	\$101.65
Total \$/round green fees, range fees & club rentals	\$103.78	\$106.12	\$109.24

Rounds of Golf 27,693

Cost Per round:

Operating Costs.....	\$83.67
Operating Costs + Overhead.....	\$101.20
Operating, OVHD, Capital.....	\$121.13
Operating, OVHD, Capital, Debt.....	\$121.13

Proposed revenue increases:

- Projected increase from deleting 2pm to 4pm discounts during the season and 3pm to 4pm in shoulder seasons- \$85,200 to \$150,000 (depends on play mix)
- Projected increase for Range Fees - \$16,722
- Projected increase for moving to 10 minute intervals - \$200,000+ (using a 65% fill rate)

- o Club rental increases - \$3,410
- o Projected total Green Fee revenue with the following recommendations -
  - o 5% - \$2,663,902
  - o 8% - \$2,728,751
  - o 11% - \$2,815,052

**Mountain Course**

Estimated Revenue per Round	5%	8%	11%
Picture Pass	\$ 35.84	\$36.86	\$37.88
Guests	\$ 54.66	\$56.22	\$57.78
Non-Picture Pass	\$ 66.06	\$67.94	\$69.83
Play Pass	\$ 26.44	\$27.19	\$27.94
Total \$/round for green fees -	\$42.45	\$43.67	\$44.88
Total \$/round green fees, club rentals -	\$44.56	\$45.78	\$46.99

Rounds of Golf 17,800

Cost per round:

- Operating Costs \$51.57
- Operating + Overhead \$63.46
- Operating, OVHD, Capital \$72.29
- Operating, OVHD, Capital, Debt \$72.29

Proposed revenue increases:

- o Proposed increase for moving to 12 minute intervals at the Mountain course - \$110,242 (using a 65% fill rate)
- o Projected Green Fee revenue with recommendations -
  - o 5% - \$755,739
  - o 8% - \$777,739
  - o 11% - \$799,013

Throughout this year, staff has analyzed cost associated with operating the District's two golf courses to determine the extent to which existing rates charged to golfers covers the fully-loaded cost per round, based on historical budget and usage information. This preliminary analysis suggests that rates charged for Non-Picture Pass Holders, on average, exceed the fully-loaded cost per round of golf, while rates charged for Guests cover, on average, the operating costs (including overhead). The discounts afforded to Residents and Guests recognizes that Facility Fees are assessed to parcel owners within the District specifically to cover costs of capital and debt associated with District venues.

The preliminary cost-recovery analysis also demonstrated that the current rates charged for Picture Pass Holders and Golf Play Passes, in relation to the average rounds of golf played by those who purchase this product, fall well below the suggested cost-recovery target for playing at both golf courses.

With the recommended increases for Golf Play Passes and Daily

Resident Rates, the proposed rates, while generating a slightly higher level of cost-recovery in comparison to current rates, will remain at a level below the cost per round.

## V. ALTERNATIVES

None

## VI. COMMENTS

Couples Play Passes - (See Exhibit A)

The revised recommendation related to Couples Play Pass rates for the 2023 season is as follows (See Exhibit A):

1) Couples Play Pass rate to be calculated by: The first individual at the individual rate and the second person at the individual rate, less 15%.

Golf Play Passes – (See Exhibit B,C & D)

The revised recommendation related to Golf Play Pass rates for the 2023 golf season is as follows (See Exhibit B,C&D)

1) Increase all Play Passes by 5% to 11%

Daily Green Fee Rates – (See Exhibits B,C & D)

Based on discussions with representatives from various golf groups in the past, and consistent with the Board's direction to increase the level of cost-recovery from golf user charges for services, staff are recommending increases of the Daily Green Fees charged to Picture Pass by 5% to 11%, Non-Picture Pass 5% to 11% and Guests 5% to 11%.

- Guest Daily Green Fees for the Championship Course are proposed to be increased in the range of 5% to 11% (See Exhibit B,C&D).
- Guest Daily Green Fees for the Mountain Course are proposed to be in the range of 5% to 11% based on time of year and time slots (See Exhibit B,C&D).

Preferred Partner Rates –

Eliminate Hyatt and Preferred Partner rates

Charity Golf Event Rates- (See Exhibit B,C & D)

Multiple Incline Village Charitable Organizations benefitting Incline

Village/Crystal Bay, use both Incline Village Golf Courses to host their annual fund-raising tournaments. Rates are being proposed to cover the operational costs for each golf course.

- Championship Course rate - \$4290
- Mountain Course rate - \$2310

Range Fees – (See Exhibit E) (*For Informational purposes only, no action required*)

Range Fees, including driving range, golf club rentals and rider rentals are proposed for the 2023 season (See Exhibit B,C&D).

- Picture Pass and Non-Picture Pass rates for the driving range rates are proposed to increase \$1 per bucket size.
- Golf club rentals are proposed to increase by \$10 and rider fees at the Championship Course are proposed to remain unchanged.

Golf club rentals and rider fees at the Mountain Course are proposed to be unchanged.

## **VII. DISTRICT IMPROVEMENT, COST REDUCTION, RETURN ON INVESTMENT OR PRODUCTIVITY ENHANCEMENT**

Increase revenues at both golf courses.

## **VIII. BUSINESS IMPACT**

This item is not a "rule" within the meaning of Nevada Revised Statutes, Chapter 237, and does not require a Business Impact Statement.

## **IX. ATTACHMENTS**

1. Copy of Couples Play Pass Pricing
2. Copy of 20232024 Golf Rates - 5%
3. Copy of 20232024 Golf Rates - 8%
4. Copy of 20232024 Golf Rates - 11%
5. 2023 Projected revenues vs 3 years
6. Golf Course Financials - 3-yr Trend

## **X. DECISION POINTS NEEDED FROM THE BOARD OF TRUSTEES**

With the proposed recommendations, the Championship course will cover operational costs and the Mountain course while getting closer, will be slightly behind the target. If the board requires that the golf courses cover Operational, Overhead, Debt and Capital on a yearly basis, this would require an entirely different business model.

EXHIBIT A

<b>Play Passes</b>		<b>5% Increases</b>		
<b>Both Courses</b>	<b>2023</b>	<b>2022</b>	<b>Percentage change 2023 vs 2022</b>	
Unlimited All you Can Play - Couples	\$ 6,336.00	\$ 5,258.00	21%	
Championship Course Only				
Limited All You Can Play - Couple	\$ 5,043.00	\$ 4,060.00	24%	
Mountain Course Only				
Unlimited All You Can Play - Couples	\$ 1,679.00	\$ 1,331.00	26%	

  

<b>Play Passes</b>		<b>8% Increases</b>		
<b>Both Courses</b>	<b>2023</b>	<b>2022</b>	<b>Percentage change 2023 vs 2022</b>	
Unlimited All you Can Play - Couples	\$ 6,514.00	\$ 5,258.00	24%	
Championship Course Only				
Limited All You Can Play - Couple	\$ 5,187.00	\$ 4,060.00	28%	
Mountain Course Only				
Unlimited All You Can Play - Couples	\$ 1,728.00	\$ 1,331.00	30%	

  

<b>Play Passes</b>		<b>11% Increases</b>		
<b>Both Courses</b>	<b>2023</b>	<b>2022</b>	<b>Percentage change 2023 vs 2022</b>	
Unlimited All you Can Play - Couples	\$ 6,695.00	\$ 5,258.00	27%	
Championship Course Only				
Limited All You Can Play - Couple	\$ 5,332.00	\$ 4,060.00	31%	
Mountain Course Only				
Unlimited All You Can Play - Couples	\$ 1,776.00	\$ 1,331.00	33%	

EXHIBIT B - 5% INCREASE

Championship Course Rates					2022 Rates								
2023					2022 Rates								
Time of Day													
Fee Type	Open-4pm	2pm-4pm	After 4pm	After 5:30pm	Fee Type	Open-2pm	2pm-4pm	After 4pm	After 5:30pm	Percentage increase from 2022			
<b>Shoulder Season (Open - June 11)</b>													
<b>Monday-Thursday</b>					<b>Monday-Thursday</b>								
Resident	\$ 73.00	Open to 3PM	\$ 34.00	\$ 25.00	Resident	\$ 69.00	\$ 43.00	\$ 32.00	\$ 24.00	6%	-100%	6%	4%
Guest	\$ 109.00		\$ 51.00	\$ 38.00	Guest	\$ 104.00	\$ 75.00	\$ 48.00	\$ 36.00	5%	-100%	6%	6%
Non-Resident	\$ 142.00		\$ 66.00	\$ 49.00	Non-Resident	\$ 135.00	\$ 85.00	\$ 63.00	\$ 47.00	5%	-100%	5%	4%
<b>Friday-Sunday (Holidays)</b>					<b>Friday-Sunday (Holidays)</b>								
Resident	\$ 84.00		\$ 39.00	\$ 28.00	Resident	\$ 80.00	\$ 54.00	\$ 37.00	\$ 27.00	5%	-100%	5%	4%
Guest	\$ 128.00		\$ 56.00	\$ 49.00	Guest	\$ 122.00	\$ 90.00	\$ 53.00	\$ 47.00	5%	-100%	6%	4%
Non-Resident	\$ 165.00		\$ 73.00	\$ 56.00	Non-Resident	\$ 157.00	\$ 100.00	\$ 69.00	\$ 53.00	5%	-100%	6%	6%
<b>High Season (June 12 - September 24)</b>													
<b>Monday-Thursday</b>					<b>Monday-Thursday</b>								
Resident	\$ 101.00	Open to 4PM	\$ 50.00	\$ 34.00	Resident	\$ 96.00	\$ 70.00	\$ 48.00	\$ 32.00	5%	-100%	4%	6%
Guest	\$ 162.00		\$ 79.00	\$ 50.00	Guest	\$ 154.00	\$ 110.00	\$ 75.00	\$ 48.00	5%	-100%	5%	4%
Non-Resident	\$ 219.00		\$ 104.00	\$ 66.00	Non-Resident	\$ 209.00	\$ 147.00	\$ 99.00	\$ 63.00	5%	-100%	5%	5%
<b>Friday-Sunday (Holidays)</b>					<b>Friday-Sunday (Holidays)</b>								
Resident	\$ 106.00		\$ 62.00	\$ 42.00	Resident	\$ 101.00	\$ 80.00	\$ 59.00	\$ 40.00	5%	-100%	5%	5%
Guest	\$ 176.00		\$ 90.00	\$ 55.00	Guest	\$ 168.00	\$ 120.00	\$ 86.00	\$ 60.00	5%	-100%	5%	-8%
Non-Resident	\$ 240.00		\$ 116.00	\$ 71.00	Non-Resident	\$ 229.00	\$ 158.00	\$ 110.00	\$ 49.00	5%	-100%	5%	45%
<b>Shoulder Season (September 25-Closing)</b>													
<b>Monday-Thursday</b>					<b>Monday-Thursday</b>								
Resident	\$ 73.00	Open to 3PM	\$ 28.00	\$ 25.00	Resident	\$ 69.00	\$ 48.00	\$ 27.00	\$ 24.00	6%	-100%	4%	4%
Guest	\$ 118.00		\$ 48.00	\$ 38.00	Guest	\$ 112.00	\$ 78.00	\$ 46.00	\$ 36.00	5%	-100%	4%	6%
Non-Resident	\$ 160.00		\$ 66.00	\$ 49.00	Non-Resident	\$ 152.00	\$ 105.00	\$ 63.00	\$ 47.00	5%	-100%	5%	4%
<b>Friday-Sunday (Holidays)</b>					<b>Friday-Sunday (Holidays)</b>								
Resident	\$ 84.00		\$ 34.00	\$ 28.00	Resident	\$ 80.00	\$ 59.00	\$ 32.00	\$ 27.00	5%	-100%	6%	4%
Guest	\$ 134.00		\$ 54.00	\$ 43.00	Guest	\$ 128.00	\$ 94.00	\$ 51.00	\$ 41.00	5%	-100%	6%	5%
Non-Resident	\$ 182.00		\$ 72.00	\$ 56.00	Non-Resident	\$ 173.00	\$ 126.00	\$ 68.00	\$ 53.00	5%	-100%	6%	6%

Mountain Course Rates				2022 Rates						
2023				2022 Rates						
Time of Day										
Fee Type	Open-2pm	2pm-4pm	After 4pm	After 5:30pm	Fee Type	Open-2pm	2pm-4pm	After 4pm	After 5:30pm	
<b>Shoulder Season (Open-June 11)</b>				<b>Shoulder Season (Open-June 13)</b>						
<b>Monday-Thursday</b>	Open to 3PM		After 3PM		<b>Monday-Thursday</b>					
Resident	\$ 41.00	\$ 37.00	\$ 23.00		Resident	\$ 39.00	\$ 35.00	\$ 22.00	5% 6% 5%	
Guest	\$ 49.00	\$ 41.00	\$ 35.00		Guest	\$ 47.00	\$ 39.00	\$ 33.00	4% 5% 6%	
Non-Resident	\$ 57.00	\$ 45.00	\$ 45.00		Non-Resident	\$ 54.00	\$ 43.00	\$ 43.00	6% 5% 5%	
<b>Friday-Sunday (Holidays)</b>	Open to 3PM		After 3PM		<b>Friday-Sunday (Holidays)</b>					
Resident	\$ 46.00	\$ 42.00	\$ 27.00		Resident	\$ 44.00	\$ 40.00	\$ 26.00	5% 5% 4%	
Guest	\$ 56.00	\$ 52.00	\$ 39.00		Guest	\$ 53.00	\$ 49.00	\$ 37.00	6% 6% 5%	
Non-Resident	\$ 62.00	\$ 62.00	\$ 50.00		Non-Resident	\$ 59.00	\$ 59.00	\$ 48.00	5% 5% 4%	
<b>High Season (June 12 - September 24 )</b>				<b>High Season (June 14 - September 12 )</b>						
<b>Monday-Thursday</b>	Open to 4PM		After 4PM		<b>Monday-Thursday</b>					
Resident	\$ 49.00	\$ 49.00	\$ 29.00		Resident	\$ 47.00	\$ 47.00	\$ 28.00	4% 4% 4%	
Guest	\$ 64.00	\$ 61.00	\$ 40.00		Guest	\$ 61.00	\$ 58.00	\$ 38.00	5% 5% 5%	
Non-Resident	\$ 79.00	\$ 72.00	\$ 50.00		Non-Resident	\$ 75.00	\$ 69.00	\$ 48.00	5% 4% 4%	
<b>Friday-Sunday (Holidays)</b>	Open to 4PM		After 4PM		<b>Friday-Sunday (Holidays)</b>					
Resident	\$ 54.00	\$ 54.00	\$ 33.00		Resident	\$ 51.00	\$ 51.00	\$ 31.00	6% 6% 6%	
Guest	\$ 69.00	\$ 66.00	\$ 45.00		Guest	\$ 66.00	\$ 63.00	\$ 43.00	5% 5% 5%	
Non-Resident	\$ 84.00	\$ 79.00	\$ 57.00		Non-Resident	\$ 80.00	\$ 75.00	\$ 54.00	5% 5% 6%	
<b>Shoulder Season (September 25-Closing )</b>				<b>Shoulder Season (September 13-Closing )</b>						
<b>Monday-Thursday</b>	Open to 3PM		After 3PM		<b>Monday-Thursday</b>					
Resident	\$ 41.00	\$ 37.00	\$ 23.00		Resident	\$ 39.00	\$ 35.00	\$ 22.00	5% 6% 5%	
Guest	\$ 49.00	\$ 41.00	\$ 35.00		Guest	\$ 47.00	\$ 39.00	\$ 33.00	4% 5% 6%	
Non-Resident	\$ 62.00	\$ 57.00	\$ 45.00		Non-Resident	\$ 59.00	\$ 54.00	\$ 43.00	5% 6% 5%	
<b>Friday-Sunday (Holidays)</b>	Open to 3PM		After 3PM		<b>Friday-Sunday (Holidays)</b>					
Resident	\$ 46.00	\$ 42.00	\$ 27.00		Resident	\$ 44.00	\$ 40.00	\$ 26.00	5% 5% 4%	
Guest	\$ 56.00	\$ 51.00	\$ 39.00		Guest	\$ 53.00	\$ 49.00	\$ 37.00	6% 4% 5%	
Non-Resident	\$ 67.00	\$ 62.00	\$ 50.00		Non-Resident	\$ 64.00	\$ 59.00	\$ 48.00	5% 5% 4%	



## Nine Hole Rates (Mountain Course)

Shoulder Season (Open-June 11)										
<b>Monday-Thursday</b>				<b>Monday-Thursday</b>						
Resident	\$ 27.00	\$ 22.00	\$ 15.00	Resident	\$ 26.00	\$ 21.00	\$ 14.00	4%	5%	7%
Guest	\$ 33.00	\$ 27.00	\$ 19.00	Guest	\$ 31.00	\$ 26.00	\$ 18.00	6%	4%	6%
Non-Resident	\$ 38.00	\$ 33.00	\$ 23.00	Non-Resident	\$ 36.00	\$ 31.00	\$ 22.00	6%	6%	5%
<b>Friday-Sunday (Holidays)</b>				<b>Friday-Sunday (Holidays)</b>						
Resident	\$ 29.00	\$ 27.00	\$ 18.00	Resident	\$ 28.00	\$ 26.00	\$ 17.00	4%	4%	6%
Guest	\$ 36.00	\$ 33.00	\$ 24.00	Guest	\$ 34.00	\$ 31.00	\$ 23.00	6%	6%	4%
Non-Resident	\$ 42.00	\$ 38.00	\$ 31.00	Non-Resident	\$ 40.00	\$ 36.00	\$ 29.00	5%	6%	7%
<b>High Season (June 12 - September 24)</b>				<b>High Season (June 14 - September 12)</b>						
<b>Monday-Thursday</b>				<b>Monday-Thursday</b>						
Resident	\$ 34.00	\$ 28.00	\$ 18.00	Resident	\$ 32.00	\$ 27.00	\$ 17.00	6%	4%	6%
Guest	\$ 41.00	\$ 36.00	\$ 24.00	Guest	\$ 39.00	\$ 34.00	\$ 23.00	5%	6%	4%
Non-Resident	\$ 47.00	\$ 42.00	\$ 29.00	Non-Resident	\$ 45.00	\$ 40.00	\$ 28.00	4%	5%	4%
<b>Friday-Sunday (Holidays)</b>				<b>Friday-Sunday (Holidays)</b>						
Resident	\$ 37.00	\$ 34.00	\$ 21.00	Resident	\$ 35.00	\$ 32.00	\$ 20.00	6%	6%	5%
Guest	\$ 44.00	\$ 41.00	\$ 28.00	Guest	\$ 42.00	\$ 39.00	\$ 27.00	5%	5%	4%
Non-Resident	\$ 51.00	\$ 47.00	\$ 36.00	Non-Resident	\$ 49.00	\$ 45.00	\$ 34.00	4%	4%	6%
<b>Shoulder Season (September 25-Closing )</b>				<b>Shoulder Season (September 13-Closing )</b>						
<b>Monday-Thursday</b>				<b>Monday-Thursday</b>						
Resident	\$ 27.00	\$ 22.00	\$ 15.00	Resident	\$ 26.00	\$ 21.00	\$ 14.00	4%	5%	7%
Guest	\$ 34.00	\$ 28.00	\$ 18.00	Guest	\$ 32.00	\$ 27.00	\$ 17.00	6%	4%	6%
Non-Resident	\$ 38.00	\$ 33.00	\$ 23.00	Non-Resident	\$ 36.00	\$ 31.00	\$ 22.00	6%	6%	5%
<b>Friday-Sunday (Holidays)</b>				<b>Friday-Sunday (Holidays)</b>						
Resident	\$ 29.00	\$ 27.00	\$ 18.00	Resident	\$ 28.00	\$ 26.00	\$ 17.00	4%	4%	6%
Guest	\$ 36.00	\$ 33.00	\$ 24.00	Guest	\$ 34.00	\$ 31.00	\$ 23.00	6%	6%	4%
Non-Resident	\$ 42.00	\$ 36.00	\$ 31.00	Non-Resident	\$ 40.00	\$ 34.00	\$ 29.00	5%	6%	7%

## Play Passes

Both Courses	2023	2022
Unlimited All you Can Play - Individual	\$ 3,425.00	\$ 3,260.00
Unlimited Junior	\$ 315.00	\$ 300.00
Unlimited College	\$ 499.00	\$ 475.00
<b>Championship Course Only</b>		
10 Play	\$ 873.00	\$ 831.00
20 Play	\$ 1,575.00	\$ 1,500.00
Limited All You Can Play - Individual	\$ 2,726.00	\$ 2,596.00
All You Can Play PM (After 2pm)	\$ 1,335.00	\$ 1,270.00
<b>Mountain Course Only</b>		
10 Play	\$ 425.00	\$ 405.00
Unlimited All You Can Play - Individual	\$ 908.00	\$ 865.00
All You Can Play - PM	\$ 630.00	\$ 600.00
10 Play Nine Holes (new in 2022)	\$ 284.00	\$ 270.00
Unlimited Junior	\$ 189.00	\$ 180.00

Percentage change 2023 vs 2022
5%
5%
5%
5%
5%
5%
5%
5%
5%
5%
5%
5%
5%
5%
5%

	2023			2022		
Range Fees	Small	Medium	Large	Small	Medium	Large
Resident	\$ 6.00	\$ 11.00	\$ 16.00	\$ 5.00	\$ 10.00	\$ 15.00
Non-Resident	\$ 8.00	\$ 13.00	\$ 18.00	\$ 7.00	\$ 12.00	\$ 17.00

Last changed in 2020

Championship Course	2023	2022
Golf Club Rentals	\$ 95.00	\$ 85.00
Rider Fees (per person)	\$ 35.00	\$ 35.00

Mountain Course	2023	2022
Golf Club Rentals	\$50 - 18 Holes	\$ 50.00
	\$25 - 9 Holes	\$ 25.00
Rider Fees (per person)	\$15 - 18 Holes	\$15 - 18 Holes
	\$10 - 9 Holes	\$10 - 9 Holes

Charity Tournaments	2023	20212
Charity Rates for Championship Course -	\$4,290	\$2,000
Charity Rates for Mountain Course -	\$2,310	\$1,000

\*Based on Operating costs for length of time for event, plus 10%

EXHIBIT C - 8% INCREASE

Championship Course Rates					2022 Rates								
2023					2022 Rates								
Time of Day													
Fee Type	Open-4pm	2pm-4pm	After 4pm	After 5:30pm	Fee Type	Open-2pm	2pm-4pm	After 4pm	After 5:30pm	Percentage increase from 2022			
<b>Shoulder Season (Open - June 11)</b>													
<b>Monday-Thursday</b>					<b>Monday-Thursday</b>								
Resident	\$ 75.00		\$ 35.00	\$ 26.00	Resident	\$ 69.00	\$ 43.00	\$ 32.00	\$ 24.00	9%	-100%	9%	8%
Guest	\$ 112.00		\$ 52.00	\$ 39.00	Guest	\$ 104.00	\$ 75.00	\$ 48.00	\$ 36.00	8%	-100%	8%	8%
Non-Resident	\$ 146.00		\$ 68.00	\$ 51.00	Non-Resident	\$ 135.00	\$ 85.00	\$ 63.00	\$ 47.00	8%	-100%	8%	9%
<b>Open to 3 PM</b>					<b>Friday-Sunday (Holidays)</b>								
Resident	\$ 86.00		\$ 40.00	\$ 29.00	Resident	\$ 80.00	\$ 54.00	\$ 37.00	\$ 27.00	8%	-100%	8%	7%
Guest	\$ 138.00		\$ 57.00	\$ 51.00	Guest	\$ 122.00	\$ 90.00	\$ 53.00	\$ 47.00	13%	-100%	8%	9%
Non-Resident	\$ 170.00		\$ 75.00	\$ 57.00	Non-Resident	\$ 157.00	\$ 100.00	\$ 69.00	\$ 53.00	8%	-100%	9%	8%
<b>High Season (June 12 - September 24)</b>													
<b>Monday-Thursday</b>					<b>Monday-Thursday</b>								
Resident	\$ 104.00		\$ 52.00	\$ 35.00	Resident	\$ 96.00	\$ 70.00	\$ 48.00	\$ 32.00	8%	-100%	8%	9%
Guest	\$ 166.00		\$ 81.00	\$ 52.00	Guest	\$ 154.00	\$ 110.00	\$ 75.00	\$ 48.00	8%	-100%	8%	8%
Non-Resident	\$ 226.00		\$ 107.00	\$ 68.00	Non-Resident	\$ 209.00	\$ 147.00	\$ 99.00	\$ 63.00	8%	-100%	8%	8%
<b>Open to 4PM</b>					<b>Friday-Sunday (Holidays)</b>								
Resident	\$ 109.00		\$ 64.00	\$ 43.00	Resident	\$ 101.00	\$ 80.00	\$ 59.00	\$ 40.00	8%	-100%	8%	8%
Guest	\$ 181.00		\$ 93.00	\$ 57.00	Guest	\$ 168.00	\$ 120.00	\$ 86.00	\$ 60.00	8%	-100%	8%	-5% Corrected from previous yr
Non-Resident	\$ 247.00		\$ 119.00	\$ 73.00	Non-Resident	\$ 229.00	\$ 158.00	\$ 110.00	\$ 49.00	8%	-100%	8%	49%
<b>Shoulder Season (September 25-Closing )</b>													
<b>Monday-Thursday</b>					<b>Monday-Thursday</b>								
Resident	\$ 75.00		\$ 29.00	\$ 26.00	Resident	\$ 69.00	\$ 48.00	\$ 27.00	\$ 24.00	9%	-100%	7%	8%
Guest	\$ 121.00		\$ 50.00	\$ 39.00	Guest	\$ 112.00	\$ 78.00	\$ 46.00	\$ 36.00	8%	-100%	9%	8%
Non-Resident	\$ 164.00		\$ 68.00	\$ 51.00	Non-Resident	\$ 152.00	\$ 105.00	\$ 63.00	\$ 47.00	8%	-100%	8%	9%
<b>Friday-Sunday (Holidays)</b>					<b>Friday-Sunday (Holidays)</b>								
Resident	\$ 86.00		\$ 35.00	\$ 29.00	Resident	\$ 80.00	\$ 59.00	\$ 32.00	\$ 27.00	8%	-100%	9%	7%
Guest	\$ 138.00		\$ 55.00	\$ 44.00	Guest	\$ 128.00	\$ 94.00	\$ 51.00	\$ 41.00	8%	-100%	8%	7%
Non-Resident	\$ 187.00		\$ 74.00	\$ 57.00	Non-Resident	\$ 173.00	\$ 126.00	\$ 68.00	\$ 53.00	8%	-100%	9%	8%

Mountain Course Rates					2022 Rates					
2023					2022 Rates					
Time of Day										
Fee Type	Open-2pm	2pm-4pm	After 4pm	After 5:30pm	8% Increases	Fee Type	Open-2pm	2pm-4pm	After 4pm	After 5:30pm
Shoulder Season (Open-June 11)						Shoulder Season (Open-June 13)				
<b>Monday-Thursday</b>						<b>Monday-Thursday</b>				
Resident	\$ 42.00	\$ 38.00	\$ 24.00			Resident	\$ 39.00	\$ 35.00	\$ 22.00	8%
Guest	\$ 51.00	\$ 42.00	\$ 36.00			Guest	\$ 47.00	\$ 39.00	\$ 33.00	9%
Non-Resident	\$ 59.00	\$ 47.00	\$ 47.00			Non-Resident	\$ 54.00	\$ 43.00	\$ 43.00	9%
<b>Friday-Sunday (Holidays)</b>						<b>Friday-Sunday (Holidays)</b>				
Resident	\$ 48.00	\$ 43.00	\$ 28.00			Resident	\$ 44.00	\$ 40.00	\$ 26.00	9%
Guest	\$ 57.00	\$ 53.00	\$ 40.00			Guest	\$ 53.00	\$ 49.00	\$ 37.00	8%
Non-Resident	\$ 64.00	\$ 64.00	\$ 52.00			Non-Resident	\$ 59.00	\$ 59.00	\$ 48.00	8%
High Season (June 12 - September 24 )						High Season (June 14 - September 12 )				
<b>Monday-Thursday</b>						<b>Monday-Thursday</b>				
Resident	\$ 51.00	\$ 51.00	\$ 30.00			Resident	\$ 47.00	\$ 47.00	\$ 28.00	9%
Guest	\$ 66.00	\$ 63.00	\$ 41.00			Guest	\$ 61.00	\$ 58.00	\$ 38.00	8%
Non-Resident	\$ 81.00	\$ 75.00	\$ 52.00			Non-Resident	\$ 75.00	\$ 69.00	\$ 48.00	8%
<b>Friday-Sunday (Holidays)</b>						<b>Friday-Sunday (Holidays)</b>				
Resident	\$ 55.00	\$ 55.00	\$ 34.00			Resident	\$ 51.00	\$ 51.00	\$ 31.00	8%
Guest	\$ 71.00	\$ 68.00	\$ 46.00			Guest	\$ 66.00	\$ 63.00	\$ 43.00	8%
Non-Resident	\$ 86.00	\$ 81.00	\$ 58.00			Non-Resident	\$ 80.00	\$ 75.00	\$ 54.00	8%
Shoulder Season (September 25-Closing )						Shoulder Season (September 13-Closing )				
<b>Monday-Thursday</b>						<b>Monday-Thursday</b>				
Resident	\$ 42.00	\$ 38.00	\$ 24.00			Resident	\$ 39.00	\$ 35.00	\$ 22.00	8%
Guest	\$ 51.00	\$ 42.00	\$ 36.00			Guest	\$ 47.00	\$ 39.00	\$ 33.00	9%
Non-Resident	\$ 64.00	\$ 58.00	\$ 47.00			Non-Resident	\$ 59.00	\$ 54.00	\$ 43.00	8%
<b>Friday-Sunday (Holidays)</b>						<b>Friday-Sunday (Holidays)</b>				
Resident	\$ 48.00	\$ 43.00	\$ 28.00			Resident	\$ 44.00	\$ 40.00	\$ 26.00	9%
Guest	\$ 57.00	\$ 53.00	\$ 40.00			Guest	\$ 53.00	\$ 49.00	\$ 37.00	8%
Non-Resident	\$ 69.00	\$ 64.00	\$ 52.00			Non-Resident	\$ 64.00	\$ 59.00	\$ 48.00	8%

## Nine Hole Rates (Mountain Course)

Shoulder Season (Open-June 11)										
<b>Monday-Thursday</b>				<b>Monday-Thursday</b>						
Resident	\$ 28.00	\$ 23.00	\$ 15.00	Resident	\$ 26.00	\$ 21.00	\$ 14.00	8%	10%	7%
Guest	\$ 34.00	\$ 28.00	\$ 20.00	Guest	\$ 31.00	\$ 26.00	\$ 18.00	10%	8%	11%
Non-Resident	\$ 39.00	\$ 34.00	\$ 25.00	Non-Resident	\$ 36.00	\$ 31.00	\$ 22.00	8%	10%	14%
<b>Friday-Sunday (Holidays)</b>				<b>Friday-Sunday (Holidays)</b>						
Resident	\$ 31.00	\$ 28.00	\$ 19.00	Resident	\$ 28.00	\$ 26.00	\$ 17.00	11%	8%	12%
Guest	\$ 37.00	\$ 34.00	\$ 25.00	Guest	\$ 34.00	\$ 31.00	\$ 23.00	9%	10%	9%
Non-Resident	\$ 43.00	\$ 39.00	\$ 32.00	Non-Resident	\$ 40.00	\$ 36.00	\$ 29.00	8%	8%	10%
<b>High Season (June 12 - September 24)</b>				<b>High Season (June 14 - September 12)</b>						
<b>Monday-Thursday</b>				<b>Monday-Thursday</b>						
Resident	\$ 35.00	\$ 30.00	\$ 19.00	Resident	\$ 32.00	\$ 27.00	\$ 17.00	9%	11%	12%
Guest	\$ 42.00	\$ 37.00	\$ 25.00	Guest	\$ 39.00	\$ 34.00	\$ 23.00	8%	9%	9%
Non-Resident	\$ 49.00	\$ 43.00	\$ 30.00	Non-Resident	\$ 45.00	\$ 40.00	\$ 28.00	9%	8%	7%
<b>Friday-Sunday (Holidays)</b>				<b>Friday-Sunday (Holidays)</b>						
Resident	\$ 38.00	\$ 35.00	\$ 22.00	Resident	\$ 35.00	\$ 32.00	\$ 20.00	9%	9%	10%
Guest	\$ 46.00	\$ 42.00	\$ 28.00	Guest	\$ 42.00	\$ 39.00	\$ 27.00	10%	8%	4%
Non-Resident	\$ 53.00	\$ 49.00	\$ 37.00	Non-Resident	\$ 49.00	\$ 45.00	\$ 34.00	8%	9%	9%
<b>Shoulder Season (September 25-Closing )</b>				<b>Shoulder Season (September 13-Closing )</b>						
<b>Monday-Thursday</b>				<b>Monday-Thursday</b>						
Resident	\$ 28.00	\$ 23.00	\$ 15.00	Resident	\$ 26.00	\$ 21.00	\$ 14.00	8%	10%	7%
Guest	\$ 35.00	\$ 29.00	\$ 19.00	Guest	\$ 32.00	\$ 27.00	\$ 17.00	9%	7%	12%
Non-Resident	\$ 39.00	\$ 34.00	\$ 24.00	Non-Resident	\$ 36.00	\$ 31.00	\$ 22.00	8%	10%	9%
<b>Friday-Sunday (Holidays)</b>				<b>Friday-Sunday (Holidays)</b>						
Resident	\$ 31.00	\$ 28.00	\$ 19.00	Resident	\$ 28.00	\$ 26.00	\$ 17.00	11%	8%	12%
Guest	\$ 37.00	\$ 34.00	\$ 25.00	Guest	\$ 34.00	\$ 31.00	\$ 23.00	9%	10%	9%
Non-Resident	\$ 43.00	\$ 37.00	\$ 32.00	Non-Resident	\$ 40.00	\$ 34.00	\$ 29.00	8%	9%	10%

## Play Passes

Both Courses	2023	2022
Unlimited All you Can Play - Individual	\$3,521.00	\$ 3,260.00
Unlimited Junior	\$ 324.00	\$ 300.00
Unlimited College	\$ 513.00	\$ 475.00
<b>Championship Course Only</b>		
10 Play	\$ 898.00	\$ 831.00
20 Play	\$1,620.00	\$ 1,500.00
Limited All You Can Play - Individual	\$2,804.00	\$ 2,596.00
All You Can Play PM (After 2pm)	\$1,372.00	\$ 1,270.00
<b>Mountain Course Only</b>		
10 Play	\$ 437.00	\$ 405.00
Unlimited All You Can Play - Individual	\$ 934.00	\$ 865.00
All You Can Play - PM	\$ 648.00	\$ 600.00
10 Play Nine Holes (new in 2022)	\$ 292.00	\$ 270.00
Unlimited Junior	\$ 195.00	\$ 180.00

8% Increases

Percentage change 2023 vs 2022

8%  
8%  
8%  
8%  
8%  
8%  
8%  
8%  
8%  
8%  
8%  
8%

Range Fees	Small	Medium	Large
Resident	\$ 6.00	\$ 11.00	\$ 16.00
Non-Resident	\$ 8.00	\$ 13.00	\$ 18.00

Small	Medium	Large
\$ 5.00	\$ 10.00	\$ 15.00
\$ 7.00	\$ 12.00	\$ 17.00

Last changed in 2020

Championship Course

	2023	2022
Golf Club Rentals	\$ 95.00	\$ 85.00
Rider Fees (per person)	\$ 35.00	\$ 35.00

Mountain Course

	2023	2022
Golf Club Rentals	\$50 - 18 Holes	\$ 50.00
	\$25 - 9 Holes	\$ 25.00
Rider Fees (per person)	\$15 - 18 Holes	\$15 - 18 Holes
	\$10 - 9 Holes	\$10 - 9 Holes

Charity Tournaments

2023      20212

Charity Rates for Championship Course -	\$4,290	\$2,000
Charity Rates for Mountain Course -	\$2,310	\$1,000

\*Based on Operating costs for length of time for event, plus 10%

EXHIBIT D - 11% INCREASE

Championship Course Rates					2022 Rates								
2023					2022 Rates								
Time of Day													
Fee Type	Open-4pm	2pm-4pm	After 4pm	After 5:30pm	Fee Type	Open-2pm	2pm-4pm	After 4pm	After 5:30pm	Percentage increase from 2022			
<b>Shoulder Season (Open - June 11)</b>													
<b>Monday-Thursday</b>	Open to 3PM				<b>Monday-Thursday</b>								
Resident	\$ 77.00		\$ 36.00	\$ 27.00	Resident	\$ 69.00	\$ 43.00	\$ 32.00	\$ 24.00	12%	-100%	13%	13%
Guest	\$ 115.00		\$ 54.00	\$ 40.00	Guest	\$ 104.00	\$ 75.00	\$ 48.00	\$ 36.00	11%	-100%	13%	11%
Non-Resident	\$ 150.00		\$ 70.00	\$ 52.00	Non-Resident	\$ 135.00	\$ 85.00	\$ 63.00	\$ 47.00	11%	-100%	11%	11%
<b>Friday-Sunday (Holidays)</b>	Open to 3PM				<b>Friday-Sunday (Holidays)</b>								
Resident	\$ 89.00		\$ 41.00	\$ 30.00	Resident	\$ 80.00	\$ 54.00	\$ 37.00	\$ 27.00	11%	-100%	11%	11%
Guest	\$ 135.00		\$ 59.00	\$ 52.00	Guest	\$ 122.00	\$ 90.00	\$ 53.00	\$ 47.00	11%	-100%	11%	11%
Non-Resident	\$ 174.00		\$ 77.00	\$ 59.00	Non-Resident	\$ 157.00	\$ 100.00	\$ 69.00	\$ 53.00	11%	-100%	12%	11%
<b>High Season (June 12 - September 24)</b>													
<b>Monday-Thursday</b>	Open to 4PM				<b>Monday-Thursday</b>								
Resident	\$ 107.00		\$ 54.00	\$ 36.00	Resident	\$ 96.00	\$ 70.00	\$ 48.00	\$ 32.00	11%	-100%	13%	13%
Guest	\$ 171.00		\$ 83.00	\$ 54.00	Guest	\$ 154.00	\$ 110.00	\$ 75.00	\$ 48.00	11%	-100%	11%	13%
Non-Resident	\$ 232.00		\$ 110.00	\$ 70.00	Non-Resident	\$ 209.00	\$ 147.00	\$ 99.00	\$ 63.00	11%	-100%	11%	11%
<b>Friday-Sunday (Holidays)</b>	Open to 4PM				<b>Friday-Sunday (Holidays)</b>								
Resident	\$ 112.00		\$ 66.00	\$ 45.00	Resident	\$ 101.00	\$ 80.00	\$ 59.00	\$ 40.00	11%	-100%	12%	13%
Guest	\$ 186.00		\$ 96.00	\$ 59.00	Guest	\$ 168.00	\$ 120.00	\$ 86.00	\$ 60.00	11%	-100%	12%	-2% Corrected from previous yr
Non-Resident	\$ 254.00		\$ 122.00	\$ 75.00	Non-Resident	\$ 229.00	\$ 158.00	\$ 110.00	\$ 49.00	11%	-100%	11%	53%
<b>Shoulder Season (September 25-Closing )</b>													
<b>Monday-Thursday</b>	Open to 3PM				<b>Monday-Thursday</b>								
Resident	\$ 77.00		\$ 30.00	\$ 27.00	Resident	\$ 69.00	\$ 48.00	\$ 27.00	\$ 24.00	12%	-100%	11%	13%
Guest	\$ 124.00		\$ 51.00	\$ 40.00	Guest	\$ 112.00	\$ 78.00	\$ 46.00	\$ 36.00	11%	-100%	11%	11%
Non-Resident	\$ 169.00		\$ 70.00	\$ 52.00	Non-Resident	\$ 152.00	\$ 105.00	\$ 63.00	\$ 47.00	11%	-100%	11%	11%
<b>Friday-Sunday (Holidays)</b>	Open to 3PM				<b>Friday-Sunday (Holidays)</b>								
Resident	\$ 89.00		\$ 36.00	\$ 30.00	Resident	\$ 80.00	\$ 59.00	\$ 32.00	\$ 27.00	11%	-100%	13%	11%
Guest	\$ 142.00		\$ 57.00	\$ 45.00	Guest	\$ 128.00	\$ 94.00	\$ 51.00	\$ 41.00	11%	-100%	12%	10%
Non-Resident	\$ 192.00		\$ 76.00	\$ 59.00	Non-Resident	\$ 173.00	\$ 126.00	\$ 68.00	\$ 53.00	11%	-100%	12%	11%

Mountain Course Rates					11% Increases	2022 Rates						
2023					2022 Rates							
Time of Day												
Fee Type	Open-2pm	2pm-4pm	After 4pm	After 5:30pm	Fee Type	Open-2pm	2pm-4pm	After 4pm	After 5:30pm			
Shoulder Season (Open-June 11)					Shoulder Season (Open-June 13)							
<b>Monday-Thursday</b>					<b>Monday-Thursday</b>							
Resident	\$ 44.00	\$ 39.00	\$ 25.00		Resident	\$ 39.00	\$ 35.00	\$ 22.00		13%	11%	14%
Guest	\$ 52.00	\$ 44.00	\$ 37.00		Guest	\$ 47.00	\$ 39.00	\$ 33.00		11%	13%	12%
Non-Resident	\$ 60.00	\$ 48.00	\$ 48.00		Non-Resident	\$ 54.00	\$ 43.00	\$ 43.00		11%	12%	12%
<b>Friday-Sunday (Holidays)</b>					<b>Friday-Sunday (Holidays)</b>							
Resident	\$ 49.00	\$ 45.00	\$ 29.00		Resident	\$ 44.00	\$ 40.00	\$ 26.00		11%	13%	12%
Guest	\$ 59.00	\$ 55.00	\$ 41.00		Guest	\$ 53.00	\$ 49.00	\$ 37.00		11%	12%	11%
Non-Resident	\$ 66.00	\$ 66.00	\$ 54.00		Non-Resident	\$ 59.00	\$ 59.00	\$ 48.00		12%	12%	13%
<b>High Season (June 12 - September 24 )</b>					<b>High Season (June 14 - September 12 )</b>							
<b>Monday-Thursday</b>					<b>Monday-Thursday</b>							
Resident	\$ 52.00	\$ 52.00	\$ 31.00		Resident	\$ 47.00	\$ 47.00	\$ 28.00		11%	11%	11%
Guest	\$ 68.00	\$ 65.00	\$ 42.00		Guest	\$ 61.00	\$ 58.00	\$ 38.00		11%	12%	11%
Non-Resident	\$ 83.00	\$ 77.00	\$ 54.00		Non-Resident	\$ 75.00	\$ 69.00	\$ 48.00		11%	12%	13%
<b>Friday-Sunday (Holidays)</b>					<b>Friday-Sunday (Holidays)</b>							
Resident	\$ 57.00	\$ 57.00	\$ 35.00		Resident	\$ 51.00	\$ 51.00	\$ 31.00		12%	12%	13%
Guest	\$ 73.00	\$ 70.00	\$ 48.00		Guest	\$ 66.00	\$ 63.00	\$ 43.00		11%	11%	12%
Non-Resident	\$ 89.00	\$ 83.00	\$ 60.00		Non-Resident	\$ 80.00	\$ 75.00	\$ 54.00		11%	11%	11%
<b>Shoulder Season (September 25-Closing )</b>					<b>Shoulder Season (September 13-Closing )</b>							
<b>Monday-Thursday</b>					<b>Monday-Thursday</b>							
Resident	\$ 44.00	\$ 39.00	\$ 25.00		Resident	\$ 39.00	\$ 35.00	\$ 22.00		13%	11%	14%
Guest	\$ 52.00	\$ 44.00	\$ 37.00		Guest	\$ 47.00	\$ 39.00	\$ 33.00		11%	13%	12%
Non-Resident	\$ 66.00	\$ 60.00	\$ 48.00		Non-Resident	\$ 59.00	\$ 54.00	\$ 43.00		12%	11%	12%
<b>Friday-Sunday (Holidays)</b>					<b>Friday-Sunday (Holidays)</b>							
Resident	\$ 49.00	\$ 45.00	\$ 29.00		Resident	\$ 44.00	\$ 40.00	\$ 26.00		11%	13%	12%
Guest	\$ 59.00	\$ 55.00	\$ 41.00		Guest	\$ 53.00	\$ 49.00	\$ 37.00		11%	12%	11%
Non-Resident	\$ 71.00	\$ 66.00	\$ 54.00		Non-Resident	\$ 64.00	\$ 59.00	\$ 48.00		11%	12%	13%



## Nine Hole Rates (Mountain Course)

Shoulder Season (Open-June 11)										
<b>Monday-Thursday</b>				<b>Monday-Thursday</b>						
Resident	\$ 29.00	\$ 24.00	\$ 16.00	Resident	\$ 26.00	\$ 21.00	\$ 14.00	12%	14%	14%
Guest	\$ 35.00	\$ 29.00	\$ 20.00	Guest	\$ 31.00	\$ 26.00	\$ 18.00	13%	12%	11%
Non-Resident	\$ 40.00	\$ 35.00	\$ 25.00	Non-Resident	\$ 36.00	\$ 31.00	\$ 22.00	11%	13%	14%
<b>Friday-Sunday (Holidays)</b>				<b>Friday-Sunday (Holidays)</b>						
Resident	\$ 31.00	\$ 29.00	\$ 19.00	Resident	\$ 28.00	\$ 26.00	\$ 17.00	11%	12%	12%
Guest	\$ 38.00	\$ 35.00	\$ 26.00	Guest	\$ 34.00	\$ 31.00	\$ 23.00	12%	13%	13%
Non-Resident	\$ 45.00	\$ 40.00	\$ 33.00	Non-Resident	\$ 40.00	\$ 36.00	\$ 29.00	13%	11%	14%
<b>High Season (June 12 - September 24)</b>				<b>High Season (June 14 - September 12)</b>						
<b>Monday-Thursday</b>				<b>Monday-Thursday</b>						
Resident	\$ 36.00	\$ 30.00	\$ 19.00	Resident	\$ 32.00	\$ 27.00	\$ 17.00	13%	11%	12%
Guest	\$ 44.00	\$ 38.00	\$ 26.00	Guest	\$ 39.00	\$ 34.00	\$ 23.00	13%	12%	13%
Non-Resident	\$ 50.00	\$ 45.00	\$ 31.00	Non-Resident	\$ 45.00	\$ 40.00	\$ 28.00	11%	13%	11%
<b>Friday-Sunday (Holidays)</b>				<b>Friday-Sunday (Holidays)</b>						
Resident	\$ 39.00	\$ 36.00	\$ 23.00	Resident	\$ 35.00	\$ 32.00	\$ 20.00	11%	13%	15%
Guest	\$ 47.00	\$ 44.00	\$ 30.00	Guest	\$ 42.00	\$ 39.00	\$ 27.00	12%	13%	11%
Non-Resident	\$ 55.00	\$ 50.00	\$ 38.00	Non-Resident	\$ 49.00	\$ 45.00	\$ 34.00	12%	11%	12%
<b>Shoulder Season (September 25-Closing)</b>				<b>Shoulder Season (September 13-Closing)</b>						
<b>Monday-Thursday</b>				<b>Monday-Thursday</b>						
Resident	\$ 29.00	\$ 24.00	\$ 16.00	Resident	\$ 26.00	\$ 21.00	\$ 14.00	12%	14%	14%
Guest	\$ 36.00	\$ 30.00	\$ 19.00	Guest	\$ 32.00	\$ 27.00	\$ 17.00	13%	11%	12%
Non-Resident	\$ 40.00	\$ 35.00	\$ 25.00	Non-Resident	\$ 36.00	\$ 31.00	\$ 22.00	11%	13%	14%
<b>Friday-Sunday (Holidays)</b>				<b>Friday-Sunday (Holidays)</b>						
Resident	\$ 31.00	\$ 29.00	\$ 19.00	Resident	\$ 28.00	\$ 26.00	\$ 17.00	11%	12%	12%
Guest	\$ 38.00	\$ 35.00	\$ 26.00	Guest	\$ 34.00	\$ 31.00	\$ 23.00	12%	13%	13%
Non-Resident	\$ 45.00	\$ 38.00	\$ 33.00	Non-Resident	\$ 40.00	\$ 34.00	\$ 29.00	13%	12%	14%

## Play Passes

Both Courses	2023	2022
Unlimited All you Can Play - Individual	\$ 3,619.00	\$ 3,260.00
Unlimited Junior	\$ 333.00	\$ 300.00
Unlimited College	\$ 527.00	\$ 475.00
<b>Championship Course Only</b>		
10 Play	\$ 923.00	\$ 831.00
20 Play	\$ 1,665.00	\$ 1,500.00
Limited All You Can Play - Individual	\$ 2,882.00	\$ 2,596.00
All You Can Play PM (After 2pm)	\$ 1,410.00	\$ 1,270.00
<b>Mountain Course Only</b>		
10 Play	\$ 450.00	\$ 405.00
Unlimited All You Can Play - Individual	\$ 960.00	\$ 865.00
All You Can Play - PM	\$ 667.00	\$ 600.00
10 Play Nine Holes (new in 2022)	\$ 300.00	\$ 270.00
Unlimited Junior	\$ 200.00	\$ 180.00

11% Increases

Percentage change 2023 vs 2022
11%
11%
11%
11%
11%
11%
11%
11%
11%
11%
11%
11%
11%
11%

Range Fees	2023			2022		
	Small	Medium	Large	Small	Medium	Large
Resident	\$ 6.00	\$ 11.00	\$ 16.00	\$ 5.00	\$ 10.00	\$ 15.00
Non-Resident	\$ 8.00	\$ 13.00	\$ 18.00	\$ 7.00	\$ 12.00	\$ 17.00

Last changed in 2020.

Championship Course	2023	2022
Golf Club Rentals	\$ 95.00	\$ 85.00
Rider Fees (per person)	\$ 35.00	\$ 35.00

Mountain Course	2023	2022
Golf Club Rentals	\$50 - 18 Holes	\$ 50.00
	\$25 - 9 Holes	\$ 25.00
Rider Fees (per person)	\$15 - 18 Holes	\$15 - 18 Holes
	\$10 - 9 Holes	\$10 - 9 Holes

Charity Tournaments	2023	20212
Charity Rates for Championship Course -	\$4,290	\$2,000
Charity Rates for Mountain Course -	\$2,310	\$1,000

\*Based on Operating costs for length of time for event, plus 10%

## Championship Revenue Financial Comparison (Net)

Revenues	2019	2020	2021	2022	2023 Projected
Golf Fees	\$1,705,463	\$1,622,659	\$1,875,596	\$2,083,934	<b>\$2,431,086</b>
Range Fees	\$128,196	\$178,898	\$160,243	\$166,538	<b>\$178,476</b>
Lessons	\$38,579	\$52,273	\$50,985	\$ 44,146	<b>\$60,000</b>
Merchandise Sales	\$466,263	\$376,312	\$487,403	\$495,668	<b>\$522,432</b>
Club Rentals	\$52,881	\$9,135	\$45,037	\$50,017	<b>\$60,200</b>
Food Sales*	\$384,707	\$268,274	\$243,651	\$369,377	<b>\$576,400</b>
Beer Sales*	\$96,049	\$58,970	\$84,993	\$90,228	<b>\$155,000</b>
Wine Sales*	\$55,891	\$40,715	\$31,419	\$31,899	<b>\$58,200</b>
Liquor Sales*	\$103,592	\$55,126	\$78,785	\$84,885	<b>\$155,000</b>
<b>Totals</b>	<b>\$3,031,621</b>	<b>\$2,662,362</b>	<b>\$3,058,112</b>	<b>\$3,416,692</b>	<b>\$4,196,794</b>
	<i>* These totals do not include Weddings &amp; Events</i>				<b>+23%</b>

## Mountain Course Revenue Financial Comparison (Net)

Revenues	2019	2020	2021	2022	2023 Projected
Golf Fees	\$472,977	\$621,827	\$574,896	\$686,165	\$777,456
Club Rentals	\$26,700	\$335	\$24,412	\$31,240	\$38,021
Merchandise Sales	\$72,979	\$54,596	\$56,831	\$68,089	\$108,565
Food Sales*	\$29,860	\$23,530	\$32,396	\$27,273	\$82,600
Beer Sales*	\$36,552	\$28,942	\$30,129	\$34,996	\$39,600
Wine Sales*	\$18,147	\$4,026	\$7,386	\$2,122	\$6,300
Liquor Sales*	\$16,746	\$18,318	\$19,548	\$17,770	\$25,300
Totals	\$673,961	\$751,574	\$745,598	\$876,655	\$1,077,842
					+23%

\* These totals do not include Weddings & Events

**STATEMENT OF INCOME, EXPENSES AND CHANGE IN NET POSITION**

	Championship Course				Mountain Course				Total Golf Fund (320)			
	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2019-20	FY2020-21	FY2021-22	FY2022-23
	Actuals	Actuals	Actuals	Amended Budget	Actuals	Actuals	Actuals	Amended Budget	Actuals	Actuals	Actuals	Amended Budget
<b>Operating Income</b>												
Charges for Services	\$ 4,037,096	\$ 3,214,950	\$ 3,062,626	\$ 3,778,822	\$ 724,464	\$ 809,745	\$ 717,965	\$ 1,004,338	\$ 4,761,560	\$ 4,024,695	\$ 3,780,591	\$ 4,783,160
Facility Fees	171,994	33,019	-	520,251	327,607	222,882	-	1,139,874	499,601	255,901	-	1,660,125
	4,209,090	3,247,969	3,062,626	4,299,073	1,052,071	1,032,627	717,965	2,144,212	5,261,161	4,280,596	3,780,591	6,443,285
									0	0	0	0
									0	0	0	0
<b>Operating Expenses</b>												
Salaries and Wages	1,511,829	1,170,676	1,256,237	1,535,541	320,393	346,777	356,823	500,207	1,832,222	1,517,453	1,613,060	2,035,748
Employee Fringe	421,675	349,938	360,061	457,288	96,581	112,455	115,737	162,915	518,256	462,393	475,798	620,203
Total Personnel Cost	1,933,504	1,520,614	1,616,298	1,992,829	416,974	459,232	472,560	663,122	2,350,478	1,979,846	2,088,858	2,655,951
	-	-	-	-	-	-	-	-	-	-	-	-
Professional Services	6,010	6,403	5,234	6,380	7,025	2,296	1,759	2,570	13,035	8,699	6,993	8,950
Services and Supplies	1,119,686	797,277	885,825	1,078,693	483,269	333,305	345,354	399,290	1,602,955	1,130,582	1,231,179	1,477,983
Insurance	68,363	72,765	77,941	81,800	15,687	16,725	17,932	18,800	84,050	89,490	95,873	100,600
Utilities	244,614	227,960	223,990	252,595	83,695	84,117	88,192	98,346	328,309	312,077	312,182	350,941
Cost of Goods Sold	913,275	491,861	437,588	615,505	64,580	61,792	47,980	113,366	977,855	553,653	485,568	728,871
Central Services Cost	236,800	225,626	179,012	231,348	54,000	56,533	61,381	77,236	290,800	282,159	240,393	308,584
Depreciation	676,015	661,006	681,320	623,292	156,361	204,637	199,433	198,528	832,376	865,643	880,753	821,820
TOTAL OPERATING INCOME	5,198,267	4,003,512	4,107,208	4,882,442	1,281,591	1,218,637	1,234,591	1,571,258	6,479,858	5,222,149	5,341,799	6,453,700
NET INCOME (EXPENSE)	(989,177)	(755,543)	(1,044,582)	(583,369)	(229,520)	(186,010)	(516,626)	572,954	(1,218,697)	(941,553)	(1,561,208)	(10,415)
									0	0	0	0
<b>Non-Operating Income</b>												
Investment Earnings	-	-	248	(2,748)	-	-	248	(2,748)	-	-	496	(5,496)
Non Operating Income/Leases	-	-	-	-	40,256	41,464	54,791	43,989	40,256	41,464	54,791	43,989
Proceeds from Capital Asset Dispositions	10,330	14,176	21,446	-	244,352	(8,002)	17,029	-	254,682	6,174	38,475	-
TOTAL NON-OPERATING INCOME	10,330	14,176	21,694	(2,748)	284,608	33,462	72,068	41,241	294,938	47,638	93,762	38,493
									0	0	0	0
<b>Non-Operating Expense</b>												
Debt Service Interest Expense	-	(1,213)	4,910	2,055	-	-	-	-	-	(1,213)	4,910	2,055
TOTAL NON-OPERATING EXPENSE	-	(1,213)	4,910	2,055	-	-	-	-	-	(1,213)	4,910	2,055
<b>INCOME (EXPENSE) BEFORE TRANSFERS</b>	(978,847)	(740,154)	(1,027,798)	(588,172)	55,088	(152,548)	(444,558)	614,195	(923,759)	(892,702)	(1,472,356)	26,023
Transfers In									-	-	-	-
Transfers Out	623,201	-	-	-	1,592,962	-	-	-	2,216,163	-	-	-
TOTAL TRANSFERS	(623,201)	-	-	-	(1,592,962)	-	-	-	(2,216,163)	-	-	-
<b>CHANGE IN NET POSITION</b>	(1,602,048)	(740,154)	(1,027,798)	(588,172)	(1,537,874)	(152,548)	(444,558)	614,195	(3,139,922)	(892,702)	(1,472,356)	26,023
<b>Less Facility Fees</b>	(171,994)	(33,019)	-	(520,251)	(327,607)	(222,882)	-	(1,139,874)	(499,601)	(255,901)	-	(1,660,125)
<b>Sources (Uses) excl. Facility Fees</b>	(1,774,042)	(773,173)	(1,027,798)	(1,108,423)	(1,865,481)	(375,430)	(444,558)	(525,679)	(3,639,523)	(1,148,603)	(1,472,356)	(1,634,102)
<b>Food and Beverage</b>												
Revenues	1,175,600	485,108	327,523	864,100	95,161	82,517	86,127	86,737	1,270,761	567,625	413,650	950,837
Expenses	973,773	470,509	352,888	868,254	73,030	49,766	62,293	69,565	1,046,803	520,275	415,181	937,819
Net	201,827	14,599	(25,365)	(4,154)	22,131	32,751	23,834	17,172	223,958	47,350	(1,531)	13,018
<b>Pro Shop</b>												
Revenues	485978	463390	544213	503685	71096	54554	63948	109930	557,074	517,944	608,161	613,615
Expenses	503231	514981	396115	476297	43022	53052	63418	106187	546,253	568,033	459,533	582,484
Net	-17253	-51591	148098	27388	28074	1502	530	3743	10,821	(50,089)	148,628	31,131
<b>Golf Operations</b>	(1,958,616)	(736,181)	(1,150,531)	(1,131,657)	(1,915,686)	(409,683)	(468,922)	(546,594)	(3,874,302)	(1,145,864)	(1,619,453)	(1,678,251)
<b>Net of F&amp;B and Pro Shop</b>												

STATEMENT OF SOURCES AND USES

	Championship Course				Mountain Course				Total Golf Fund (320)			
	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2019-20	FY2020-21	FY2021-22	FY2022-23
	Actuals	Actuals	Actuals	Amended Budget	Actuals	Actuals	Actuals	Amended Budget	Actuals	Actuals	Actuals	Amended Budget
<b>SOURCES</b>												
Charges for Services	\$ 4,037,096	\$ 3,214,950	\$ 3,062,626	\$ 3,778,822	\$ 724,464	\$ 809,745	\$ 717,965	\$ 1,004,338	\$ 4,761,560	\$ 4,024,695	\$ 3,780,591	\$ 4,783,160
Facility Fees	171,994	33,019	-	520,251	327,607	222,882	-	1,139,874	499,601	255,901	-	1,660,125
Non Operating Income/Leases	-	-	-	-	40,256	41,464	54,791	43,989	40,256	41,464	54,791	43,989
Investment Earnings	-	-	248	(2,748)	-	-	248	(2,748)	-	-	496	(5,496)
Proceeds from Capital Asset Dispositions	10,330	14,176	21,446	-	244,352	(8,002)	17,029	-	254,682	6,174	38,475	-
Transfers In	-	-	181,455	-	-	-	-	-	-	-	181,455	-
<b>TOTAL SOURCES</b>	<b>\$ 4,219,420</b>	<b>\$ 3,262,145</b>	<b>\$ 3,265,775</b>	<b>\$ 4,296,325</b>	<b>\$ 1,336,679</b>	<b>\$ 1,066,089</b>	<b>\$ 790,033</b>	<b>\$ 2,185,453</b>	<b>\$ 5,556,099</b>	<b>\$ 4,328,234</b>	<b>\$ 4,055,808</b>	<b>\$ 6,481,778</b>
	-	-	-	-	-	-	-	-	-	-	-	-
<b>USES</b>												
Salaries and Wages	1,511,829	1,170,676	1,256,237	1,535,541	320,393	346,777	356,823	500,207	1,832,222	1,517,453	1,613,060	2,035,748
Employee Fringe	421,675	349,938	360,061	457,288	96,581	112,455	115,737	162,915	518,256	462,393	475,798	620,203
<b>Total Personnel Cost</b>	<b>\$ 1,933,504</b>	<b>\$ 1,520,614</b>	<b>\$ 1,616,298</b>	<b>\$ 1,992,829</b>	<b>\$ 416,974</b>	<b>\$ 459,232</b>	<b>\$ 472,560</b>	<b>\$ 663,122</b>	<b>\$ 2,350,478</b>	<b>\$ 1,979,846</b>	<b>\$ 2,088,858</b>	<b>\$ 2,655,951</b>
	-	-	-	-	-	-	-	-	-	-	-	-
Professional Services	6,010	6,403	5,234	6,380	7,025	2,296	1,759	2,570	13,035	8,699	6,993	8,950
Services and Supplies	1,119,686	797,277	885,825	1,078,693	483,269	333,305	345,354	399,290	1,602,955	1,130,582	1,231,179	1,477,983
Insurance	68,363	72,765	77,941	81,800	15,687	16,725	17,932	18,800	84,050	89,490	95,873	100,600
Utilities	244,614	227,960	223,990	252,595	83,695	84,117	88,192	98,346	328,309	312,077	312,182	350,941
Cost of Goods Sold	913,275	491,861	437,588	615,505	64,580	61,792	47,980	113,366	977,855	553,653	485,568	728,871
Central Services Cost	236,800	225,626	179,012	231,348	54,000	56,533	61,381	77,236	290,800	282,159	240,393	308,584
Capital Improvements	-	-	96,520	1,281,417	-	-	556,500	1,138,000	-	-	653,020	2,419,417
Debt Service	-	-	182,305	185,551	-	-	1,225	1,874	-	-	183,530	187,425
<b>TOTAL USES</b>	<b>\$ 4,522,252</b>	<b>\$ 3,342,506</b>	<b>\$ 3,704,713</b>	<b>\$ 5,726,118</b>	<b>\$ 1,125,230</b>	<b>\$ 1,014,000</b>	<b>\$ 1,592,883</b>	<b>\$ 2,512,604</b>	<b>\$ 5,647,482</b>	<b>\$ 4,356,506</b>	<b>\$ 5,297,596</b>	<b>\$ 8,238,722</b>
Transfers (Out)	-	-	-	-	-	-	-	-	-	-	-	-
<b>SOURCES(USES)</b>	<b>\$ (302,832)</b>	<b>\$ (80,361)</b>	<b>\$ (438,938)</b>	<b>\$ (1,429,793)</b>	<b>\$ 211,449</b>	<b>\$ 52,089</b>	<b>\$ (802,850)</b>	<b>\$ (327,151)</b>	<b>\$ (91,383)</b>	<b>\$ (28,272)</b>	<b>\$ (1,241,788)</b>	<b>\$ (1,756,944)</b>
<b>Less Facility Fees</b>	<b>(171,994)</b>	<b>(33,019)</b>	<b>-</b>	<b>(520,251)</b>	<b>(327,607)</b>	<b>(222,882)</b>	<b>-</b>	<b>(1,139,874)</b>	<b>(499,601)</b>	<b>(255,901)</b>	<b>-</b>	<b>(1,660,125)</b>
<b>Sources (Uses) excl. Facility Fees</b>	<b>(474,826)</b>	<b>(113,380)</b>	<b>(438,938)</b>	<b>(1,950,044)</b>	<b>(116,158)</b>	<b>(170,793)</b>	<b>(802,850)</b>	<b>(1,467,025)</b>	<b>(590,984)</b>	<b>(284,173)</b>	<b>(1,241,788)</b>	<b>(3,417,069)</b>
<b>Food and Beverage</b>												
Revenues	1,175,600	485,108	327,523	864,100	95,161	82,517	86,127	86,737	1,270,761	567,625	413,650	950,837
Expenses	973,773	470,509	352,888	868,254	73,030	49,766	62,293	69,565	1,046,803	520,275	415,181	937,819
<b>Net</b>	<b>201,827</b>	<b>14,599</b>	<b>(25,365)</b>	<b>(4,154)</b>	<b>22,131</b>	<b>32,751</b>	<b>23,834</b>	<b>17,172</b>	<b>223,958</b>	<b>47,350</b>	<b>(1,531)</b>	<b>13,018</b>
<b>Pro Shop</b>												
Revenues	485978	463390	544213	503685	71096	54554	63948	109930	557,074	517,944	608,161	613,615
Expenses	503231	514981	396115	476297	43022	53052	63418	106187	546,253	568,033	459,533	582,484
<b>Net</b>	<b>-17253</b>	<b>-51591</b>	<b>148098</b>	<b>27388</b>	<b>28074</b>	<b>1502</b>	<b>530</b>	<b>3743</b>	<b>10,821</b>	<b>(50,089)</b>	<b>148,628</b>	<b>31,131</b>
<b>Golf Operations</b>	<b>(659,400)</b>	<b>(76,388)</b>	<b>(561,671)</b>	<b>(1,973,278)</b>	<b>-</b>	<b>(166,363)</b>	<b>(205,046)</b>	<b>(827,214)</b>	<b>(825,763)</b>	<b>(281,434)</b>	<b>(1,388,885)</b>	<b>(3,461,218)</b>
<i>Net of F&amp;B and Pro Shop</i>												