

The background of the slide is a photograph of the Seattle City Hall building, featuring its iconic stone facade with the words "SEATTLE CITY HALL" carved into it. A modern glass skyscraper is visible in the background to the left. The entire image is overlaid with a semi-transparent blue filter.

Seattle Parks & Recreation Golf Operator Agreement & Legislation

Briefing: June 11, 2025

City Council Parks, Public Utilities and Technology Committee



City of Seattle

Today's Presentation

SPR Mission and Organization

- System Overview

Golf Program Background

- Strategic Pillars
- Operating and Financial Assumptions

Golf Legislation

- Key Agreement Terms
- Public Benefit Requirements



Our Mission

Seattle Parks and Recreation equips employees & the public for well-being as we support healthy people, a thriving environment and vibrant community.

We provide safe and accessible spaces for residents and visitors to work, recreate, rejuvenate and to enhance quality of life and wellness for children, teenagers, adults and seniors.



System Overview

6,441-acre park system (12% of city land area)
500 parks and extensive natural areas
99% live within 10-minute walk to park

- 207 athletic fields
- 160 tennis courts
- 5 dedicated pickle ball courts
- 151 play areas
- 120 miles of trails
- 25 miles of boulevards
- 25 community centers
- 9 beaches
- 8 indoor swimming pools
- 2 outdoor pools
- 4 golf courses
- 2 environmental education centers
- 2 boating centers
- An outdoor stadium
- The Aquarium and the Zoo
- Washington Arboretum
- Specialty Gardens & Much More!





City of Seattle Golf Program: Background & Operating Assumptions

Golf Program Background

- SPR contracts with a vendor to operate its 4 public golf courses
- The current vendor is Premier Golf Centers Troon (since 2010-Ordinance 123406)
- Golf Courses total ~500 acres and are managed for active and passive recreation and environmental services.



Golf Program Background

The City of Seattle owns four municipal golf facilities, providing individual & team play, lessons, and rentable facilities



Bill Wright Golf Complex: (Opened in 1915)

- Located in the Beacon Hill neighborhood built by Thomas Bendelow, one of America's pioneer golf architects.
- Includes a nine-hole Executive golf course, a restaurant with banquet facilities, a driving range with TopTracer range technology and lessons.



West Seattle Golf Course (Opened in 1940)

- Located in the Delridge neighborhood designed by famed architect and accomplished golfer, H. Chandler Egan, designer of Pebble Beach.
- Includes an 18-hole course with a challenging layout and practice facilities, as well as a clubhouse and restaurant.



Jackson Park Golf Course (Opened in 1930)

- Located in North Seattle between Pinehurst and Haller Lake.
- Includes an 18-hole course, a driving range with TopTracer range technology, and a nine-hole practice course.



Interbay Golf Center (Opened in 1997)

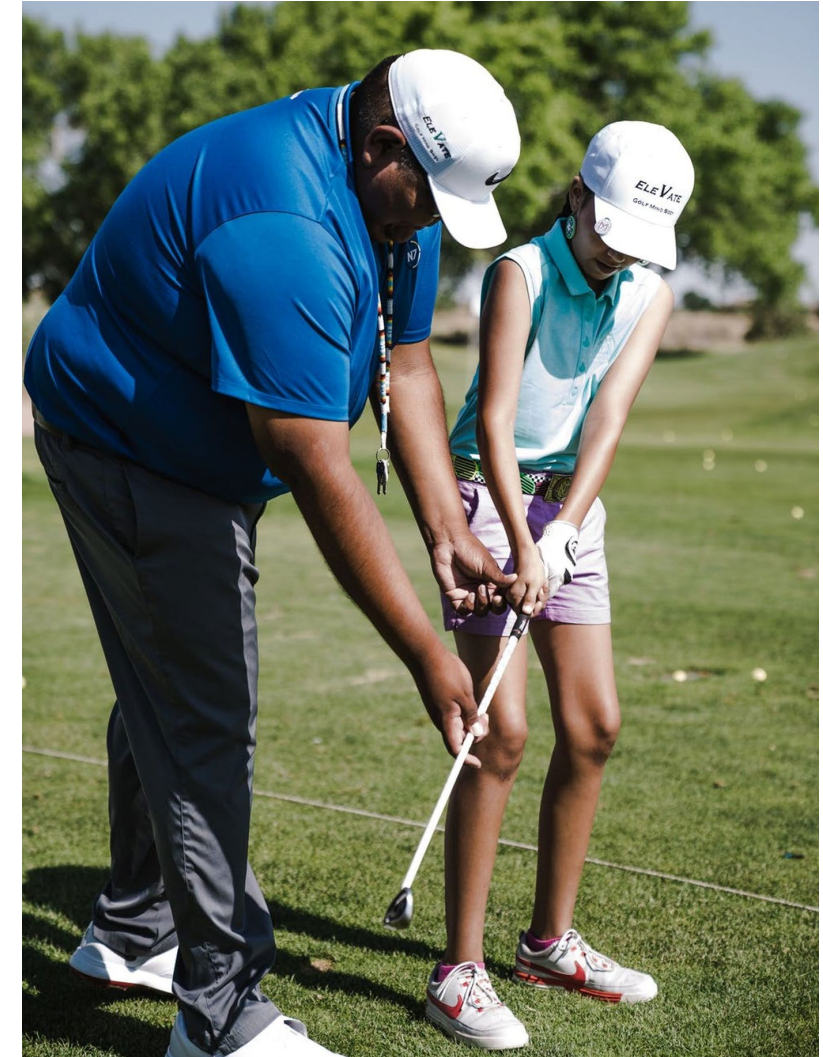
- Most recently opened facility located in the Interbay neighborhood.
- Includes a large driving range, TopTracer range technology, practice facilities, as well as a full service proshop and restaurant.

There is a user (green) fee to use the full golf course, but each course also offers practice facilities (e.g., putting, chipping) that are free to use by anyone during open hours



Golf Program Background: SPR's Strategic Pillars

- **Accessible**
 - Non-Golf Uses
 - Discounts and Incentives
- **Affordable**
 - Compared to private courses
- **Diverse/ Inclusive**
 - Evolving Demographics
- **Sustainable**
 - Environmentally
 - Financially



Golf Program Background: Operating Assumptions

- SPR under current partnership agreement with Premier Golf Centers, L.L.C. (Premier) to operate SPR's Golf Program at our four public golf courses.
- SPR provides on-course maintenance for all four golf courses (23 FTE/27 positions in Local 242).
- Operator provides full management of other operations including retail pro shop operations, merchandise purchasing and sales, food and beverage operations, banquets and events, alcoholic beverage licensing and operation, golf instruction programs including adult and junior golf programs and clinics, and management of other amenities such as miniature golf.



Golf Program Background: Operating Assumptions

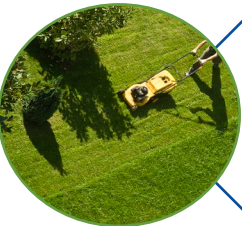
Fees for Services

- Premier collects fees on City’s behalf (requires Superintendent approval)
- Premier required to maintain PCI compliance.
- **Fee revenues run through city coffers and cover the following:**



Premier

- Expenses to operate courses and related amenities
- Management Fee
- Incentive Fee



City

- Expense to maintain courses including supervisory oversight
- Overhead (3.5% of gross revenues)

Staffing Model

- SPR Golf Manager oversees entire program in partnership with Premier, including daily supervision of staff.



Premier

- Premier provides HR oversight of its 32 FTE.
- Includes PGA pros, restaurant and pro shop staff, etc.
- Hiring/Training/Safety and Compliance, etc.
- Wage increases at the discretion of Premier.



City

- City provides HR oversight of 23 FTE including 22 represented FTE plus 1.0 Manager.
- Includes maintenance staff, equipment mechanics, supervisors, etc.
- Hiring/Training/Safety and Compliance, etc.
- Wage increases subject to SDHR bargaining.



Golf Program Background: Operating Assumptions

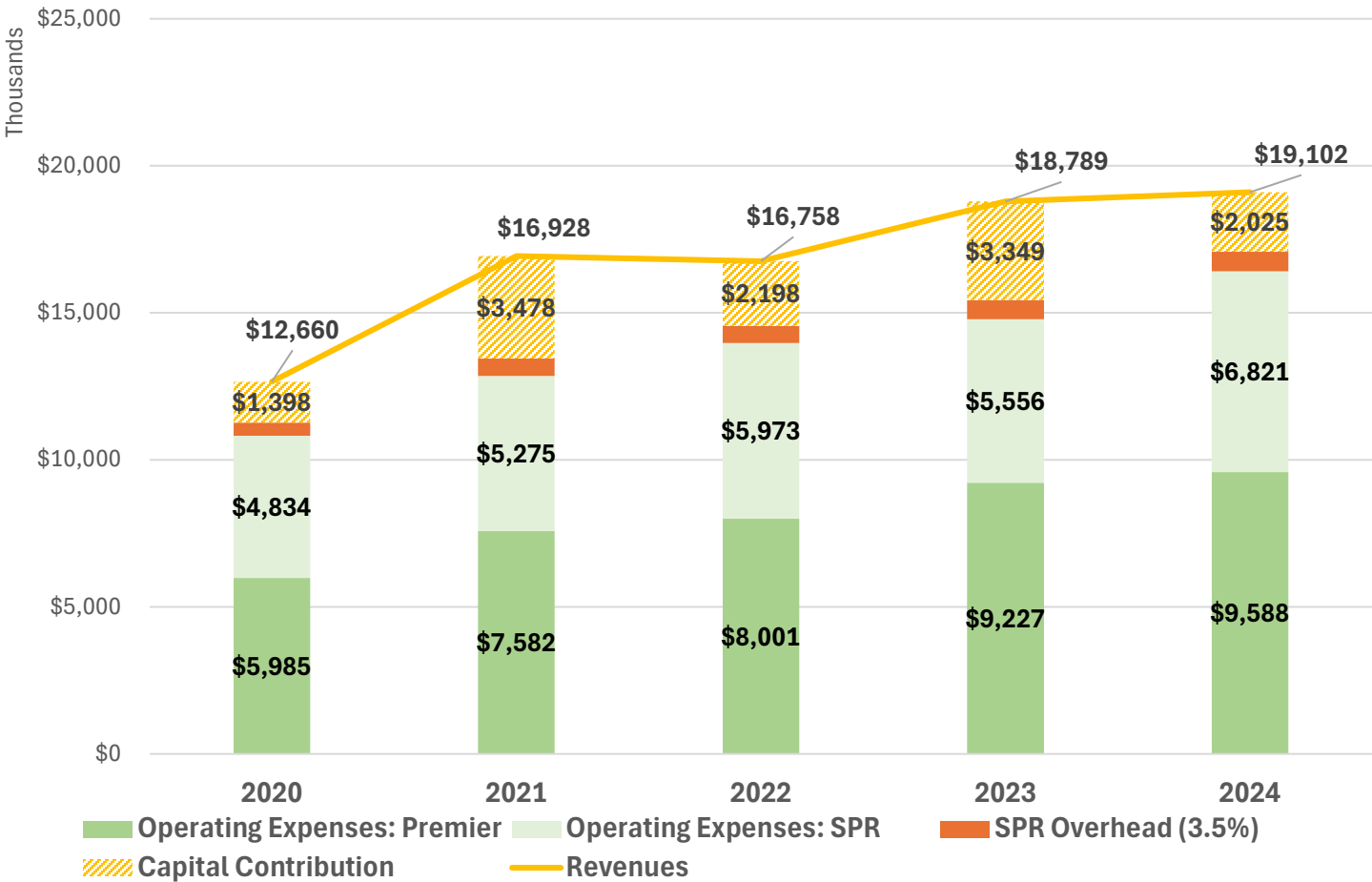
Financials and Performance

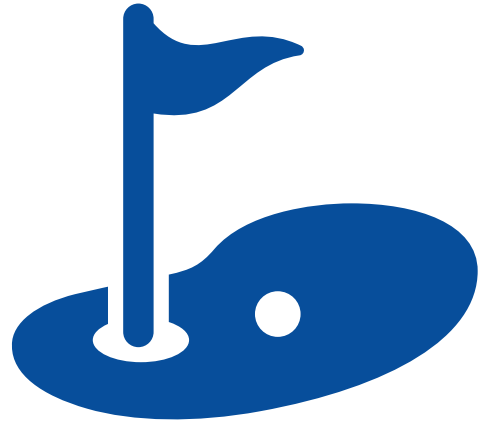
Golf **program** revenues steadily increasing since pandemic.

- Sufficient to cover Premier expenses, SPR expenses and overhead.
 - Including significant AWI increases in 2024 and 2025
- Excess directed to capital improvements per Financial Policies
- **Achieved with di minimis general fund support**

Premier continues to provide open access to courses while still meeting revenue goals.

- Revenues in 2024 over \$19M, an all time high.
- Rounds of golf in 2024 were 276,901 compared to 274,157 in 2023 for an increase of ~1%.
- Provided non golf access in 2024
 - Jackson Park Perimeter Trail
 - Sledding and skiing on snow days
 - BBQ Jazz Nights at Interbay Golf Center
 - Rock the Range music nights, Jackson Park





Golf Legislation: Summary and Key Agreement Terms

Golf Legislation: Summary

TODAY

Legislation authorizes SPR to enter into golf management agreement with Premier; continues authority for SPR to set fees and Premier to charge and collect fees on the City's behalf

Golf management agreement covers:



Service and program obligations



Public benefits



Financial requirements



Reporting requirements

The proposed agreement's primary changes (compared to the current agreement) include updated term, tighter PCI Compliance requirements, clarified public benefits, and a capital investment commitment by Premier (described on next slide).



Golf Legislation: Key Agreement Terms

Contract Area	Current Agreement	New Agreement
Term	Initial 10 years with 5 year extension.	New: Initial 15 years with 5 year extension conditioned on a new capital contribution from Premier.
PCI Compliance	Premier under City's Attestation of Compliance (AOC)	New: Premier must meet the City's Tier 1 PCI compliance requirements by holding their own Tier 1 PCI Attestation of Compliance (AOC).
Public Benefits	No reporting requirements	New: central element of agreement is the reporting of certain public benefits to the community in partnership with City. <i>(More on next slide)</i>
Financial	Premier Capital Investment: None	New: Premier will contribute \$100,000 annually over the initial 15 year term of the agreement.
	<i>Revenues: Total annual revenues must cover all direct and indirect Operator and City expenses to run the four golf courses and related amenities.</i>	No Change
	<i>Premier Management Fee: Subject to Superintendent discretion and up to 4% annually to support Premier's indirect costs to operate the courses.</i>	Technical Change Only: Baseline set in Year 1 of Agreement and increases by 2.5% annually to support Premier's indirect costs to operate the courses.
	<i>Premier Incentive Fee: 10% of the difference between revenue 'threshold' and actual revenues AFTER meeting above commitments.</i> <i>'Threshold' subject to Superintendent discretion based on historical revenue performance annually.</i>	Technical Change Only: 10% of the difference between revenue 'threshold' and actual revenues AFTER meeting above commitments. <i>'Threshold' set at \$16.5M in Year 1 of Agreement'; escalates by 2.5% annually.</i>



Golf Legislation: Key Agreement Terms

Public Benefit Overview

Partnership operator agreement with Premier is unique relative to public benefits.

Golf recognized as one of the few opportunities to balance the mandate to provide **recreational opportunities and to generate revenues to ensure self sufficiency** and sustainability.

- Premier has strong track record of providing public benefits and access to the community.
- **New central element of agreement** is the continued provision of certain public benefits to the community in partnership with City under new reporting requirements.
 - Annual reporting requirements
 - Annual review to allow room for adjustments in subsequent year



Golf Legislation: Public Benefit Details

Sample Public Access Requirements (Exhibit D of Agreement)

Emphasis Area	Description of Increased Access	Target Metrics	Value of Services
Non-golf uses of the courses for the public	<p>Provide access to golf courses each year in support of community programming and engaging in the uniqueness of these public assets.</p> <p><i>Examples may include free musical concerts, Geocaching, and nature walks, cross country skiing and sledding, free use short game practice area, putting greens, chipping greens, free use of walking trails, community affiliated groups use of club house meeting rooms for free, free meeting space for schools.</i></p>	500 hours of access per year	\$175,000
Bring golf activities to the community	<p>Provide staff and activities at SPR's Big Day of Play event and at least 4 other special events each year.</p> <p><i>One per course as agreed to as part of the annual work plan with Golf Director (i.e. Celebrate Seattle Golf Day event with free golf clinics, free contests, free practice at driving ranges; partnering with community centers to offer youth golf clinics.)</i></p>	5 Special Events supported each year by Premier staff and activities	\$60,000
Discounted Golf Access	Youth (17 & under):		
	Offer discounted golf to youth centered programs such as Youth on Course, First Tee of Greater Seattle, Premier Juniors.	8,600 Youth rounds of golf	\$146,280
	Provide junior golf lesson camps (Spring, Summer, Fall) with First tee support.	3,700 individuals	\$92,500
	Provide free access to range and eighteen-hole courses for SPS golf programs, Bogey Bear, Fir State.	600 rounds per year	\$15,000
	Offer up to 12 Free golf clinics for local community centers and/or middle schools, to include access to PGA professional instruction and TopTracer technology.	12 Free Clinics per year serving up to 20 youth per clinic	\$6,000
	Offer high school programs with free access to TopTracer and short game practice areas with free golf instruction from PGA professionals for these programs.	16 high school programs 5,946 rounds of golf	\$101,093
	Seniors:		
	Discounted Senior/ Super Senior rounds of golf.	50,000 individuals	\$670,726



Thank You!

