

**The Arthur A Carter Municipal
Golf Course
A Robert Trent Jones Design
Amsterdam, New York**

**Five-Year Plan
2015 - 2020**

**PREPARED BY:
AMSTERDAM GOLF COMMISSION
DECEMBER, 2014**

Introduction

Amsterdam Municipal Golf Course was the creation of former Amsterdam Mayor Arthur Carter. His vision for this course was enhanced when in 1934 the City of Amsterdam purchased 182 acres of land on the Northwest corner of Amsterdam. By 1937 nine holes were completed and the City was ready to open for business. That was until the now legendary golf course designer Robert Trent Jones Sr. who was responsible for designing this course as well; recommended that the City wait until 1938 when all 18 holes were complete and the course turf had been given a chance to fully develop.

When the course opened, Amsterdam could boast of a sizable clubhouse complete with locker rooms, a Golf Professional's shop, a course complete with a hose-less irrigation system, and miles of tile drain and pipe.

Over the years the original design and intent of play has been compromised and should be restored. In August of 2014, the Golf Commission determined that creating a five-year plan that would restore the golf course to its rightful stature and create a regional attraction for Amsterdam.

This Plan is designed to transform the course from its current state while recognizing the budgetary constraints experienced by the City of Amsterdam for staff and equipment expenditures. It attempts to make the course "greener" by reducing its carbon footprint and ecological impact.

The Commission, through this Plan, recommends a five (5) year capital improvement plan based on the RTJ audit with associated expenses. This Plan will be presented to the Common Council for their evaluation and funding.

Vision

The Vision for the Amsterdam Municipal Golf Course is to be a regional attraction for golfers that provides a high-quality golf experience and attracts local residents of all ages to be members.

Goals

There are five goals included in this Plan. They are:

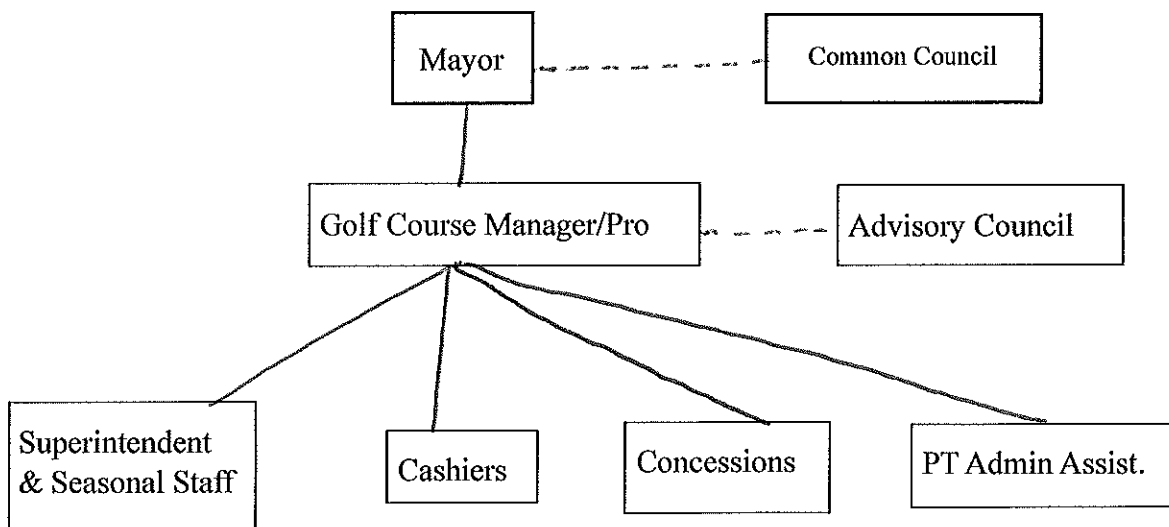
1. Create a Management Structure That is Clear and Effective
2. Focus on the Quality of the Course and Its Amenities
3. Create Programming to Attract Membership and Play
4. Develop a Regional Marketing Strategy
5. Create a Self-Sustaining Operation

Goals, Objectives and Timeline

In order to address the goals identified above, the Golf Commission outlined the following objectives and timeline. These objectives will guide the operation and focus of the Golf Course for the next five years.

Create a Management Structure That is Clear and Effective

The Golf Commission determined that the management structure for the operation of the Golf Course is confusing and can, sometimes, cause conflict in its current state. Therefore, the Golf Commission recommends that the management structure be modified in order to provide clear lines of authority, one individual responsible for the daily operations of the Golf Course, and the opportunity for the input of members of the Golf Course and Community. The Gold Commission recommends that this new structure be implemented within the next two years.



The structure identified recognizes the Mayor of Amsterdam as the elected administrator for the City. It places the supervision of the Golf Manager/Pro under the Mayor's supervision to mirror the other administrative departments within the City. It also recognizes the decision making authority of the Common Council for budgetary decisions. It eliminates the Golf Commission and establishes an Advisory Council of interested individuals who can make recommendations through the Golf Manager/Pro to the Mayor and Common Council for investments in the Golf Course.

The Golf Commission has also included recommended job descriptions for each of the positions. These are detailed later in this Plan.

Focus on the Quality of the Course and Its Amenities

The following timeline and objectives for focusing on the quality of the course and its amenities is recommended.

Year One

The Commission recommends that the first year of this plan focus on addressing the immediate needs identified in the USGA report and the Robert Trent Jones Architecture visit report. These items include three major areas: removing trees that block sunlight from the greens, assess the irrigation system, and conduct a deep tine treatment of the greens. Some controllers for the irrigation system must be replaced now. The Commission recommends using updated controllers that allow remote access and reporting.

Year Two

In year two (2) the Commission has recommended hiring an engineer to conduct a formal assessment of the irrigation systems is needed. We believe that additional controllers will need to be replaced at this time as well. Another round of a deep tine treatment should also be conducted on the greens.

Year Three

In year three (3) efforts will be focused on the tees. This effort will be to improve the tees throughout the course. We also believe that a third round of a deep tine treatment should be conducted on the greens.

Year Four

In year four a designer/architect should be hired to conduct an assessment and make recommendations for the Clubhouse, Pro-Shop, Cashiers Office and Maintenance Facility. Additionally, the location and quality of the cart paths should be addressed.

Year Five

In year five, the quality of the course will be completed. Implementation of the needed repairs and redesign of the club house and ancillary buildings will be completed.

Create Programming to Attract Membership and Play

Programming focused on increasing women members must be developed. The demographics of the current membership are predominately male. The future of successful golf courses is to attract a younger and female membership/players.

Programming to attract membership and play will be the responsibility of the Golf Course Manager/Pro to establish. However, the Golf Commission determined that a critical program that must be established in the 2015 year is a youth program. This program is designed to capture the interest of young golfers in order to attract them to the Golf Course and to create a future membership pool.

Efforts to attract women to the Golf Course must be made as well. A ladies night with discounts should be explored. Free golf for ladies with a male who is a member could also be offered on an evening or particular day.

Extra efforts must be placed on attracting tournaments to the Golf Course. Recognizing that tournaments are profit generating activities, the Golf Manager/Pro must network with the community representatives to win tournaments for the next three years. Pricing for tournaments should be examined and compared to other area golf courses.

Develop a Regional Marketing Strategy

The Commission recommends hiring a firm to assess the courses branding – especially as the course quality improves and the nearest Robert Trent Jones Course is located 50 miles away in Utica. The Commission's goal is to make it a regional destination for play.

In year three (3), the Commission will recommend hiring a professional marketing firm to assess the course's branding and develop a marketing strategy. The Commission will research firms and ask the Common Council to review and provide funding.

Create a Self-Sustaining Operation

Becoming a self-sustaining golf course is a major priority of this Five-Year Plan. By focusing on the quality of the course and its amenities, creating a regional marketing strategy, developing a clear management structure, and creating programming to attract new members and players, the course will become self-sustaining. As members and players see visual improvements to the course, fees and membership prices will increase to reflect the high quality of the Golf Course. This is a balance that must be established.

Job Descriptions

Attached as an addendum to this plan.

Conclusion

The Golf Commission recognizes the importance of the Municipal Golf Course to the quality of life for residents of Amsterdam and the potential tourism revenue that can be generated. However, in order to maximize these two aspects, the quality of the course must be improved. By improving the quality of the course and its amenities, additional revenues can be generated. The course has the potential to be self-sustaining as well as a profit center.