



Pheasant Run Golf Club Business Plan

Period: 2008 - 2012

A division of Canton Leisure Services

46500 Summit Parkway
Canton, MI, 48188
Phone: 734-397-6460
Fax: 734-397-6801
Web Site: leisure.canton-mi.org



Table of Contents

Executive Summary	3
History	3
Organization Overview	3
Division Action Plan	6
Division Guiding Principles	6
Division Objectives	6
Vision of the Future	7
Operations	8
Summit on the Park Identity	8
Organization Structure	9
SWOT Analysis	10
Competition	11
Marketing	12
Product Mix	12
Advertising and Promotions	13
Target Market Summary	14
Market Assessment	15
Demographics	15
Market Identification	17
Market Objectives	17
Market Trends	18
Financial plan	22

Executive summary

History of Pheasant Run

- Arthur Hills and Associates designed course, built in 1995
- 18 hole, 7,000 yard championship course (4 sets of tees)
- In 2000 the Parks and Golf Division was separated into two unique components with 3 full time and 40 part time and seasonal employees.
- Additional 9 holes built in 2002 allowing for greater flexibility, league play, ability to host outings up to 216 players from 144 players previously.
- Continued growth in revenue and number of rounds
- Contract developed with outside agency (Natural Golf) to provide lessons (golf school) at the golf range.
- In-house contracted instructors
- Current Golf Pro under contract
- Course affiliations: National Golf Foundation – USGA – GAM – PGA - GCSAA

Ecological and Community Benefits of the Golf Course.

- Recreation places for golf and non-golf activities such as jogging, walking, cross country skiing and bird watching during non-play periods
- A place for social interaction and community events
- Community improvements that add value to land
- A business that provides skilled and semi-skilled jobs
- Provide “green space” in urban setting
- Wetland preservation areas
- Sanctuary habitats for wildlife and birds
- Turf grasses that create oxygen, air cooling and filters for ground water
- Housing bordering the course valued at \$800,000

Organizational Overview

Pheasant Run Golf Club is a 27-hole championship municipal facility owned and operated by the Charter Township of Canton. The golf course is operated under the Leisure Services department of Canton Township. The department director oversees the management team which consists of (1) Golf Professional and (1) Golf Course Superintendent.

The facility vision is to provide a quality golf experience at affordable rates to the Canton community and surrounding areas. Pheasant Run provides its customers with an excellent services and amenities while remaining fiscally responsible and meeting financial goals. Staff members work as a well trained team to accomplish goals in-line with department vision.

Pheasant Run not only seeks to offer a well maintained course at affordable rates, but also programs and events that foster growth in the game. The following key statistics provide insight into a typical year at Pheasant Run.

2007 Events & Statistics

Pheasant Run hosted:

- 13 Charity Outings
- 78 Golf Outings
- 10 Competitive Tournaments
- 7 Women's Golf Clinics
- 1 Junior Golf Camp
- 1 Junior Golf Academy
- 1 Family Day
- 10 Leagues
- 2 Demo Days
- 6 Free Instructional Clinics

Key Statistics:

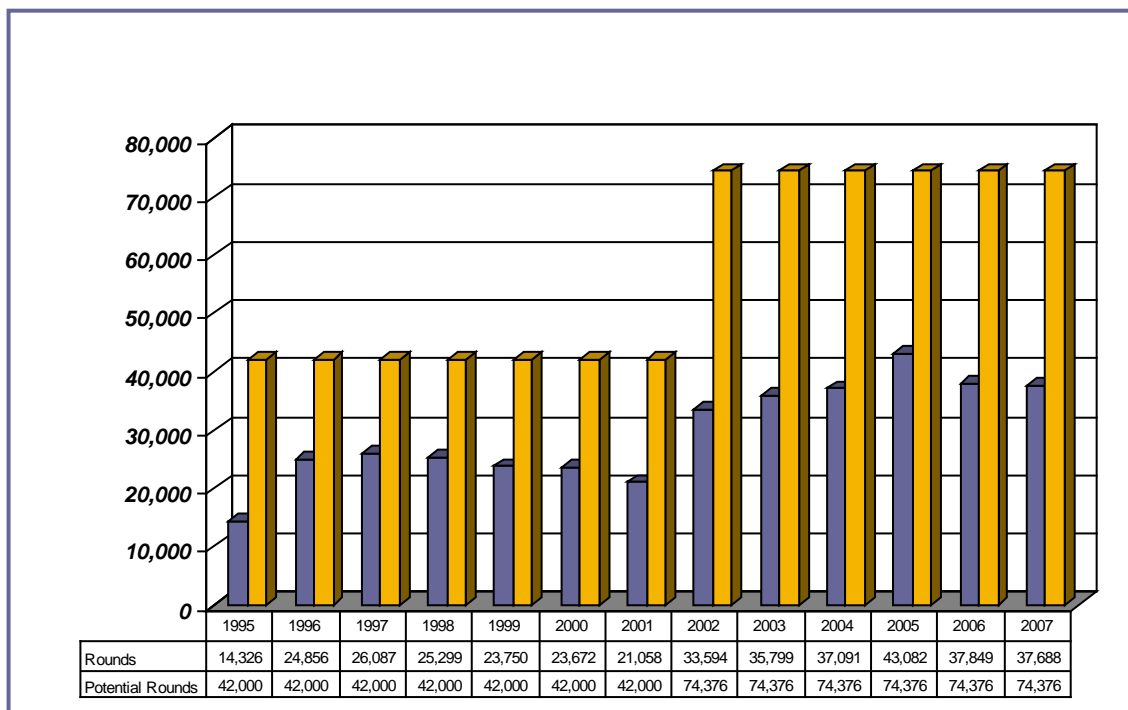
- 37,688 Rounds Played
- 55,223 Point of Sale Purchases
- 142 Annual Pass Holders
- 9,177 Range Buckets Sold
- 231 Days Played
- 3,234 Hours in Operation

The course, along with offering unique programs and events, operates at very efficient levels. National averages for utilization rates vary from 46%-55% while Pheasant Run operates over 50% for the season and over 65% during the peak season. The team at Pheasant Run looks to continue growth through enhancing facilities, programs and opportunities for new customers.

Revenue Enhancement

- Maintain league program above 5500 rounds – 2008 estimate = \$150,000
- Maintenance and additions of Annual Memberships – 2008 estimate = \$205,000
- Advertisements in local and regional media (Michigan Golf Show, Michigan Golf Publications, On-air radio promotions)
- Promotion of Junior tournaments, Junior Summer Golf Camp, Junior Golf Academy, Women's Golf Clinics, Women's League, and Senior fees during non-peak hours
- Grow customer base and wallet share through promotion of In house programs such as Player Reward Card – Loyalty program and Customer Appreciation Days
- Player Development - Continue At Your Leisure tapings for golf instruction
- Continue partnering with PLAYGOLFAMERICA supporting programs such as Free Lesson Month, Women's Golf Month, and Golf Michigan Month.
- Special Events
 1. Mother's Day – Mom's play Free
 2. Father's Day special
 3. LibertyFest
 4. Member Tournaments
 5. Customer Appreciation Days & Promotions
 6. Monthly email specials
 7. Tailfeather's mailing
 8. Member Appreciation Days
 9. Demo Days
 10. Player Reward Card
 11. Oktoberfest

Annual Rounds Played



Division Action Plan

Division guiding principles and division objectives are accomplished through division actions plans developed for each division of Leisure Services. These plans outline specific initiatives that will be implemented throughout the year to work toward division and department goals.

Division Guiding Principles

Basic Description of Core Services: Maintain and elevate an upscale, twenty seven hole, municipal golf course with a sense of professionalism, proven golfer satisfaction, and a commitment to enhancing the environment while using Best Management Practices.

- Maintain and enhance “Total Golf Experience”
- Create Country Club feel for public golfing customers
- Create opportunities through growth of the game initiative
- Customer service is #1 priority to every guest entering our facility
- Maintain affordable rates for golfing public

Action areas identified by staff during the development of the DAP are as follows:

- Targeted programming
- Environmental programming
- “It’s the experience”
- Multiculturalism activities with partnership and coordination
- Arts and heritage in cooperation with the cultural commission
- Heritage Hub with historical society and Bartlett-Travis House
- Employee development
- Strategic use of resources
- Leisure Services Advisory Committee and other commissions
- Sponsorships
- Capital improvements
- Asset management
- Integrations of forms and plans
- Opportunities inventory

Division Objectives

The Balanced Scorecard concept is used as a measurement tool for the Leisure Services Department. The balanced scorecard transforms our strategic plan from a passive document into an active measurement tool for the organization. It provides a

framework that not only provides performance measurements, but helps planners identify what should be done and measured.

Typically governments have performed financial measurement of the organization through the budgeting process. The financial measures, however, are inadequate for fully guiding and evaluating the journey through the information age that agencies must make. Therefore, the balanced scorecard is based on collecting measurable results from the following four perspectives: Customer, Financial, Operational, and Employee.

Vision of the Future

Pheasant Run Golf Club offers an affordable golf experience to the golfing public. The facility which is owned and operated by Canton Township prides itself on well maintained golf course conditions from tee to green. The staff members at Pheasant Run look to offer exceptional customer service before, during and after the round.

The goal for the increased revenue streams comes from increasing programs outside of regular play. Annual passes, league play and outing revenues are sources that continue to be targeted. With expenses expected to rise slightly over the coming years with regards to salaries & wages, utilities, and course maintenance applications, it is imperative to target other means of revenue other than regular play. Competitive pricing coupled with the conservation of resources will help us toward our goal of covering operating and capital expenses. Debt services may require additional funds to be subsidized by Township's general fund.

Operations

Pheasant Run Golf Club Identity

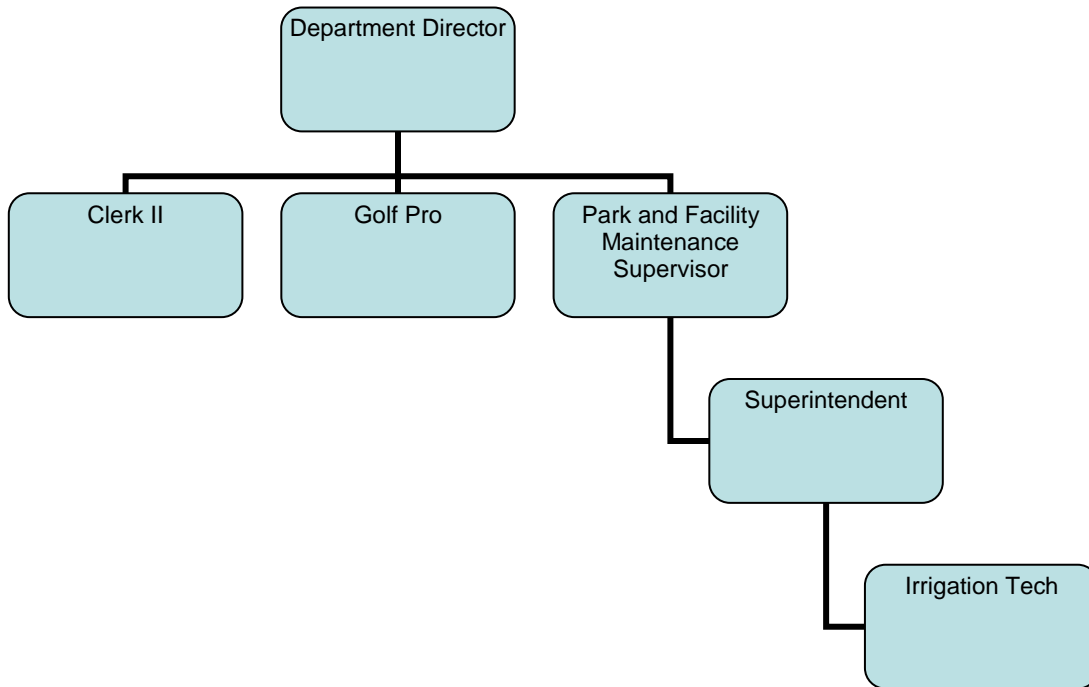
The identity of Pheasant Run is made clear by its logo, signage, advertising and facility appearance. Pheasant Run is located at 46500 Summit Parkway, Canton MI, 48188.

Location	Description
Immediate area	
Type of area	Suburban community
Adjacent uses	Residential
Benefits	Central location in the community
Proximity	
Customer type	Residents & Non-Residents of all demographics
Potential customers	24,750
Competitors	Northville Hills, Lakes of Taylor, Golden Fox, Stonebridge
Accessibility	
Close to major streets	Near the intersection of Canton Center and Palmer
Easy entrance / exit	Three entries, three accessible
Visibility	
From road	Easy to see, high copula visible
Appeal of exterior	Peaked copula with Pheasant on top, split faced brick, numerous windows
Landscaping	Numerous flower beds with perennials & annuals

Operating hours

The Golf Course is open April – November with peak season times
Monday – Sunday 6:15 am – 11:00 pm

The organizational structure

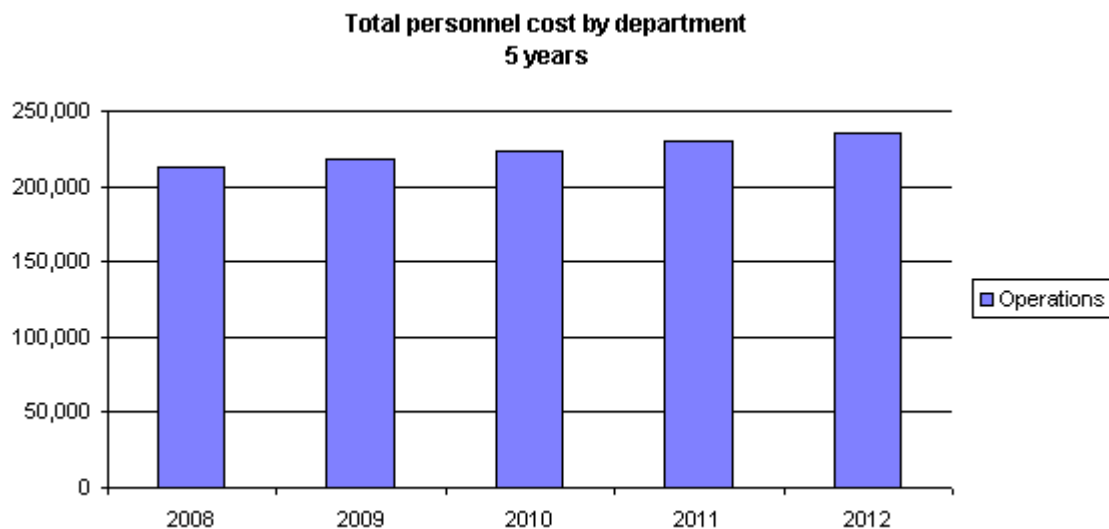


Personnel

The Golf Pro is a contract position paid a portion of through part time pages, and a portion through bonuses based on the performance of the pheasant run budget.

The 5-year projection for full time personnel is expected to show the following:

	2008	2009	2010	2011	2012	Total
Operations						
Headcount	2.5	2.5	2.5	2.5	2.5	2.5
Payroll	151,851	155,796	159,859	164,044	168,355	799,905
Bonuses						
Payroll burden	60,740	62,318	63,944	65,618	67,342	319,962
Total cost	212,592	218,114	223,803	229,662	235,697	1,119,867
Overall total						
Headcount	3	3	3	3	3	3
Payroll	151,851	155,796	159,859	164,044	168,355	799,905
Bonuses						
Payroll burden	60,740	62,318	63,944	65,618	67,342	319,962
Total personnel cost	212,592	218,114	223,803	229,662	235,697	1,119,867



SWOT Analysis

Strengths:

- World renown architect
- Practice facility
- Bent grass fairways
- Course maintenance and overall quality
- Guaranteed tee time/pace of play
- Many services for a public golf course
- Exceptional customer service
- New, easier fee structure
- Free/ample parking
- Competitive rates
- Knowledgeable staff
- Enhanced image
- New Golf Cart fleet

Weaknesses:

- Narrow course with houses on both sides (Although most fairways with houses are wide. Hole #6 may be the exception.)
- "Municipal" golf course perception
- Small, narrow clubhouse (unaccommodating)
- Funding

Opportunities:

- Expansion of clubhouse
- Regional course closings; therefore obtain golf member or guest list from closing clubs
- Offer unique programs through growth of the game initiative otherwise not offered at competing facilities

Threats:

- Unstable financials
- Unstable economy
- Competition
- Discounting as a means of increasing rounds
- Downturn of golf industry

Competition

1. Golden Fox – upscale public, privately owned
2. Northville Hills - upscale public, privately owned
3. Stonebridge – public, daily fee, privately owned
4. Links of Novi – public, daily fee, privately owned
5. Tanglewood – public, daily fee, privately owned

Marketing

Pheasant Run Golf Club product mix

Facilities:

- 320 acre, 27 hole golf course intermingled between single-family homes, native areas and wetlands.
- Pen cross bent grass tees, greens and fairways connected by 10.5 miles of paved cart paths
- Practice facility with bent grass teeing area, target greens, and 10,000 square foot practice green
- 3,500 square foot clubhouse
- Restaurant/grill with sandwiches, beverages, snacks and banquet services and seating for 60 (bar and pro shop)

Programs:

- Outings
- Leagues
- Corporate and Individual
 1. Annual Pass Program
 2. Single
 3. Family
 4. Corporate

Services

- Custom club fittings
- Lessons
- Ladies and Junior Clinics
- 10 minute tee times
- PGA professional staff
- Rental Clubs
- Community events
- Starters/Rangers
- Limited bag service
- Beverage cart on course

Products

- Fully stocked pro shop
- "Pro Line" golf apparel

Advertising and promotion

Public Relations

- Press release on increase of female golfers and what PRGC is doing to reach this market.
- Monthly column in Canton Observer relating to golf, Canton employees etc.
- Write press releases on large events at PRGC i.e. St. Joseph Pro Am, Chamber outing
- Sports radio advertisement (trade and promotion with them)
- Cross market with all CLS departments.
- Continue with informational emails to golfer database with course updates
- Create a promotional CD/Vide to use as a marketing tool
- Member newsletters

Community Relations

- Utilize of an on-site comment log (CIT)

Promotional

- Provide custom divot tool to all guests
- Provide neighboring communities with senior programs that lack a golf course with coupons for their seniors to golf at Pheasant Run.
- Provide golfers with loyalty punch card – limited life span

Advertising

- Advertise in golf magazines (e.g. Michigan Links, Michigan Publixer)
- Golf insert in Detroit News and Ann Arbor News
- Partner with Michigan Tourism – place information in the Travel Stops on local highways.
- Use NGF golfer database to implement at course, acquires spending power of individual golfers

Direct Sales

- Host a display booth at companies
- Conduct cold calls to corporations that may have outings (e.g. Yazaki, UAW, Chamber members, etc.) and take collateral to share.
- Conduct presentations to corporate sponsored sports groups, Toastmaster, Business Network etc.

Quality Service/ Stewardship

- Send key staff to sales training
- Develop a survey tool/evaluation for event planners to complete after the outing
- Develop quantitative measures on guest satisfaction card that is placed on the golf cart.
- Send birthday cards to Annual Pass holders
- Distribute each 'clinic' participant a coupon
- Train staff to be accepting of all demographics
- Train staff to teach appropriate golf etiquette
- Create Pheasant Run Ambassador Program

Existing Marketing Materials and Image

Website

Direct mail or e-mail to pass holders

Annual Pass Holder kick off party/season ending party

Michigan golf guides

Golf score cards

Yellow pages (one ad in W/NW)

Signage

Discover Guide book

Collateral folder for walk-in enquiries

Discover Leisure Newsletter

Michigan golf show

Newsletter to annual pass holders

Vertical Response Monthly (Biweekly) to database

Outing package

Collateral folder for walk-in inquiries

Community Resource Guide

Players pass – discount program

Yardage books on carts cost \$3,000 in 2006

Michigan Publixer magazine

Michigan Links magazine Course Directory

GAM Discount Program (National Golf Foundation)

Membership Dues (PGA,GAM,GCSSA, Chamber etc.)

Customer Appreciation Days

OnLine Booking System

Target Market Summary

Current Market Segments (segmentation based on age, gender, experience versus benefits sought)

- Swingin' Seniors: older females, frequent golfers, frequent private course play.
- Junior Leaguers: younger females, third highest household income, not highly competitive.
- Tank Tops n' Tennis Shoes: young males, infrequent play, extremely price sensitive, not disposed to take lessons.

- Public Pundits: young males, frequent public golf course play, price sensitive.
- Preoccupied Players: young males, infrequent play, second-highest household income, not avid golfers.
- Country Club Traditionalist: older males, highest average household income, biggest spenders on golf, frequent private course play, most likely to take lessons.
- Pull Carts: oldest males, mostly retired, very frequent public course play, spend slightly above average on golf.
- Dilettante Duffers: average frequency of play, interest in best equipment, opinion leader, tries new equipment first.

Market Assessment

- Michigan ranks #1 in daily fee/municipal golf courses with 704 followed by Florida (623) and California (621)
- Wayne County has 34 daily fee/municipal courses. The border counties of Livingston (17), Washtenaw (21), and Oakland (55) combine to total 127 daily fee/municipal courses within the 4 county areas. This represents 18% of the total public/municipal golf courses in the state.
- In 2006, 2 new public courses opened in the state – down from 3 in 2005, 4 in 2004, 9 in 2003, 10 in 2002, and 17 in 2001.
- There are nearly 435,000 golfers in the Detroit Metropolitan area. 195,000 of the 435,000 are core golfers.
- The total number of adult golfers rose from 27.3 million to 28 million. Core golfers, which account for 91% of total rounds dropped from 12.8 million to 12.5 million. Core golfers are adults, 18 and over, who play at least 8 rounds per year.
- Average golf fee revenue per round is approximately \$25 nationwide. Pheasant Run's \$30.
- Utilization rates nationwide average between 46% - 55% and are figured as the amount of rounds played vs. rounds available. Pheasant Run operates over 50% for the year and over 65% during the peak season of May through September.

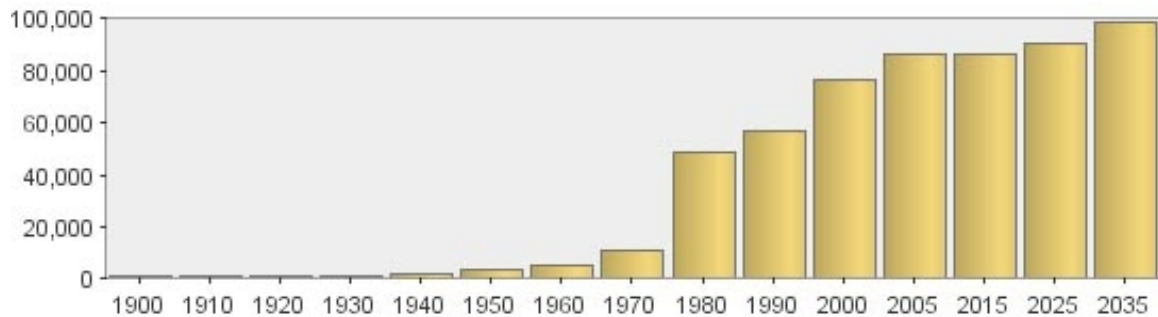
Demographics

Prior to 1960, Canton Township was primarily an agricultural community and had a population of only 5,313. With a population growth of more than 420 percent since 1970, Canton is now home to over 86,000 people. According to SEMCOG estimates, Canton's population is projected to exceed 98,793 by the year 2035.

Understanding the make up of the community is vital to success in the delivery of services. Leisure Services staff are required to regularly review demographic information to ensure that the facilities, programs and services provided are of interest to, and meet the needs of, our residents.

Canton Community Population

Total population	2000 (SEMCOG)	2005 American FactFinder % Estimates	2008 SEMCOG Population based on % Estimates
Under 5 years	6,715	9.40%	8,004
5 to 9 years	6,606	9.60%	8,173
10 to 14 years	5,670	9.10%	7,747
15 to 19 years	4,982	4.60%	3,916
20 to 24 years	4,286	4.40%	3,746
25 to 29 years	5,346	4.60%	3,916
30 to 34 years	6,938	7.80%	6,640
35 to 39 years	7,619	10.40%	8,854
40 to 44 years	6,786	9.90%	8,428
45 to 49 years	5,945	8.00%	6,811
50 to 54 years	5,484	7.00%	5,959
55 to 59 years	3,520	5.70%	4,853
60 to 64 years	1,938	2.60%	2,213
65 to 69 years	1,385	1.80%	1,532
70 to 74 years	1,193	1.50%	1,277
75 to 79 years	958	1.50%	1,277
80 to 84 years	620	1.40%	1,192
85 years and over	375	0.70%	596
Total	76,366	100.00%	85,134
Source: SEMCOG (total population) & American FactFinder (age % estimates)			



Canton - Percentage of Population by Race

Race	1990 Census	2000 Census	2008 Estimated
White	52,374 (91.8%)	62,846 (82.3%)	64,106 (75.3%)
Black	1,155 (2.0%)	3,434 (4.5%)	6,470 (7.6%)
Asian or Pacific Islander	2,532 (4.4%)	6,648 (8.7%)	12,259 (14.4%)
Hispanic, American Indian & Other	1, 134 (1.43%)	3,438 (4.5%)	2,299 (2.7%)
Total Population	57,040	76,366	85,134

Source: SEMCOG (total population and 1990 & 2000 %) & 2005 American FactFinder (race % estimates)

Target Market ID

(Market segments based on age, gender and experience)

1. Outings
2. Corporate Transient
3. Non-Resident Males
4. Area Seniors
5. Resident Females
6. Resident Makes

Target Market Objectives

(Specific initiatives to achieve membership goals)

- Provide senior rates weekdays only and before 12:00 pm
- Conduct junior camps, promote early morning walking, and partner with junior golf associations to provide competitions
- Provide lessons and etiquette programs and clinics
- Promote “twilight” rates and frequent player card
- Promote off-peak rates to relate with all customers
- Offer introductory rates or programs to draw new customers
- Continue to enhance annual golf pass and amenities included
- Promote golf course conditions (premier facility) that separate us from competitors
- Offer new hard good inventory and demo programs with Demo Days
- Use PLAYGOLFAMERICA as a resource for program descriptions.
- Maintain current league program while adding league spots to designated tee tiems

Market Trends

Canton Leisure Services takes a multi-faceted approach to identify trends that affect the community. Tools used include: review of community demographics, focus group input from our Leisure Services Advisory Committee and staff members, attendance at educational conferences and seminars that address the topic, review of usage patterns and popularity of program offerings and community input via surveys. Canton Leisure Services must proactively respond to trends and issues in order to remain a vital force in shaping Canton's economic, social and environmental future. There are several clear trends that may influence future operations and must be analyzed to determine potential impact.

Trend 1 – Environmental Stewardship

Individuals are becoming aware of environmental issues and are placing a priority on the preservation and protection of natural areas. Environmental stewardship is defined as the maintenance and improvement of our environment for the benefit of present and future generations. Stewardship requires sound and sensitive management practices accomplished through the **preservation of wetlands, environmental education, environmentally friendly products and conservation of utilities.**

Trend 2 - Passive Recreation

Canton residents have ranked walking/hiking/nature trails as the number one park facility need for the community. This was evident in visioning workshops conducted for the development of the master plan for Patriot Park and from the 2005 Canton Leisure Services Community Survey. Over 77% of survey respondents ranked trails as their 1st or 2nd choice for new facilities in the community. A 2nd splash park, dog park and community gardens also received high rankings as respondent choices. In order to meet the desired needs of the community, special focus should be placed on the development of greenways, community gardens, provision of nature education and a dog park.

Trend 3 - Health/Wellness

Health and wellness issues are at the fore front because of the increasing number of unfit residents in Michigan and the economic impact of rising health care costs. According to a study conducted by David Chenowith, PhD, one in four Michigan residents is considered obese and at risk for chronic diseases like cancer, diabetes and cardiovascular disease. Additionally, chronic diseases account for seven of every ten U.S. deaths and for more than 60% of medical care expenditures. Lack of physical activity and lack of leisure time are identified obstacles to improving health.

Leisure Services recognizes that the main focus is on prevention, and changing lifestyles before an individual becomes a statistic. **Prevention, outreach and support** are three critical factors believed to positively impact the overall health of the community. Strategies will include: offering health screenings and a wide variety of activity classes and health presentations to reach individuals at all fitness levels, abilities, ages and days and times; inclusion of a health/wellness curriculum or event in day camps, programs and special events; educate the community to make them aware of resources that lend support and create opportunities to change health behavior.

Trend 4 - Demographic, Social, Cultural

Canton has been one of the fastest growing communities in Southeast Michigan as evidenced by the increase in population from the 2000 census. The Southeast Michigan Council of Governments (SEMCOG) project that Canton's population will exceed 98,000 by 2030. CLS recognizes that it is imperative to understand Canton's demographics in order to provide services that are desired and meet the needs of the community.

Boomers

Baby boomers have reshaped what it means to grow older. Compared with their parents, boomers are healthier, better educated and living well into their 80's and beyond. The increasing lifespan has given boomers the chance to reinvent themselves and pursue new passions at any age. As a whole, Boomers are more affluent, tend to be more active than preceding generations and think of themselves as younger than their parents at the same age. As they age, Boomers are shifting from activities such as tennis and aerobics to less strenuous ones such as walking, cycling, tai chi and yoga. Boomers are likely to live much longer and more than likely boomer retirement will be a mix involving work, leisure and family. Canton Leisure Services will need to provide a **diverse range of health/wellness** activities and other programs at **varied times** to accommodate schedules and activity levels.

Millennials

A millennial is anyone born between 1981 and 2000 and there are over 75 million today. Just as the baby boomers changed society, the sheer numbers of millennials can do the same. Millennials are technically literate – technology has always been a part of their lives. They expect instantaneous feedback and gratification. The 2006 Cone Millennial Cause Study cites that tragic world events such as 9/11, coupled with recent natural disasters have motivated the Millennial Generation to develop a strong social conscience. Technology has given them a loud and powerful voice. Millennials have been referred to as the most civic-minded generation since World

War II. The Cone Study suggests that Millennials are the most socially-conscious consumers to date. Sixty-one percent of survey respondents are currently worried about the state of the world today and feel personally responsible to make a difference. Millennials want to live in communities and work for businesses that care about how it impacts or contributes to society. As millennials become adults, they will be the next generation of Canton homeowners. Programs and services will need to be offered that are appealing. **Easy access to amenities, location to parks, etc., varied communications methods and opportunities to give back to society** are key.

Culture/Heritage

Nationally the population is becoming more ethnically and racially diverse. This is reflective in Canton where the Asian and African American population has more than doubled since the 2000 census. Increasing ethnicity provides opportunity to expand cultural awareness, but also presents a challenge to overcome language and social barriers. The **arts** can be utilized to bridge cultural gaps, provide connectivity and promote cultural awareness and tolerance. **Historic preservation** will promote the inclusion of heritage education.

Limited Discretionary Time

Society as a whole is experiencing less discretionary time and in smaller segments. Programs and services should be offered in more **compressed time frames**, at “non-traditional” times and with **drop-in options**.

Outreach

Providing services throughout the community is important to reach the entire community. A focus should be made to **partner with agencies to provide recreation opportunities in identified at-risk areas**, and **provide services that address identified parenting issues** such as child abuse, building character, etc.

Trend 5 - Technology

As technology continues to evolve and become integrated into our everyday lives, Canton Leisure Services needs to stay current in order to provide more efficient and convenient service. Technology should be used for **on-line purchases, virtual tours, on-line support for health/wellness, marketing, enhanced communication, facility security, and collection and management of data and assets**.

Trend 6 - The Changing Economy

According to University of Michigan economists hundreds of thousands of jobs, mostly in manufacturing, have been lost since 2000. State-shared revenue has also been reduced and a depressed housing market has adversely impacted taxable values of property. These forces are requiring local municipalities to struggle with budgets and often require them to find alternative funding sources. The Department strives to properly maintain aging facilities, absorb rising fixed costs and enhance services without increasing tax support. Canton Leisure Services needs to continue to utilize the **cost recovery system**. Further development of **partnerships and sponsorships** and expanded use of **volunteers** whenever possible will offset expenses. The strategic use of resources and **analytical assessment of proposed services and capital expenditures** will result in increased efficiency. By **building an identity** and a reputation through **enhanced public awareness** and **credibility of services**, the Department will ultimately be positioned as a necessity within the Community.

Trend 7 - Higher Expectations of Service

Many adults today grew up with programmed recreation and continue to expect services for themselves and their children. According to industry experts, hectic schedules, family obligations and travel costs have resulted in an increased demand for more flexible and convenient recreation opportunities. Dissatisfaction with the economy, their perception of government and the inability to directly reach high ranking (above local government) elected officials have created frustration. Residents recognize that Canton officials and departments are accessible. By the nature of our operation, Leisure Services staff is accessible and often deal with frustrated residents who often have unreasonable expectations for customer service and unreasonable demands on our facilities.

To combat this challenge, **effective customer service** is critical. Staff should receive regular training on service standards and information and responses should be provided to customers in a timely manner, **facility schedules** should be adjusted in order to balance the need to generate revenue with rentals and community space and member/drop-in time.

Financial plan

The goal for Pheasant Run to increase revenues annually by 3% will come from increased participation in both Annual Golf Pass sales and the finding of new league programs. Regular play may be increased by continuing customer loyalty programs and through the offering of regular play incentives. Email and mailing list databases must remain current with the offering of monthly incentives. Golf course maintenance and turf conditions must stay at a premium as competition increases. Placing a high priority on turf conditions and appearance will ensure to retain high levels of play through the season.

Generated income (sales)

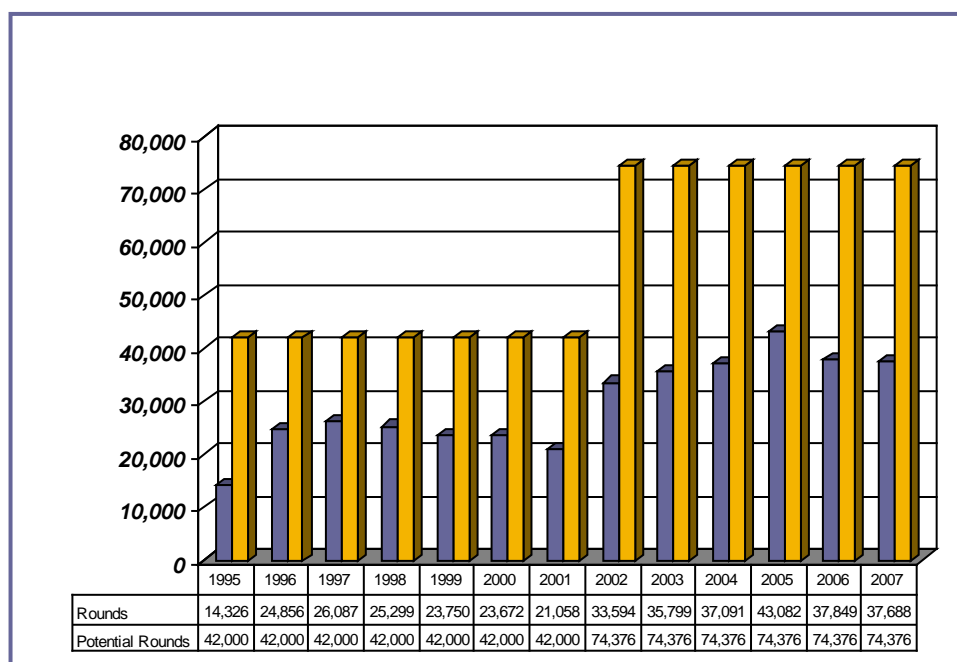
Revenue for the Pheasant Run can be broken down into three major categories: Golf Green Fees, Range Fees, and Pro Shop Merchandise Fees.

Golf Green Fees include daily usage, league play and outings, Annual Pass Fees for golf and range, Range Fees for daily usage, and Pro Shop Merchandise Fees through hard and soft goods.

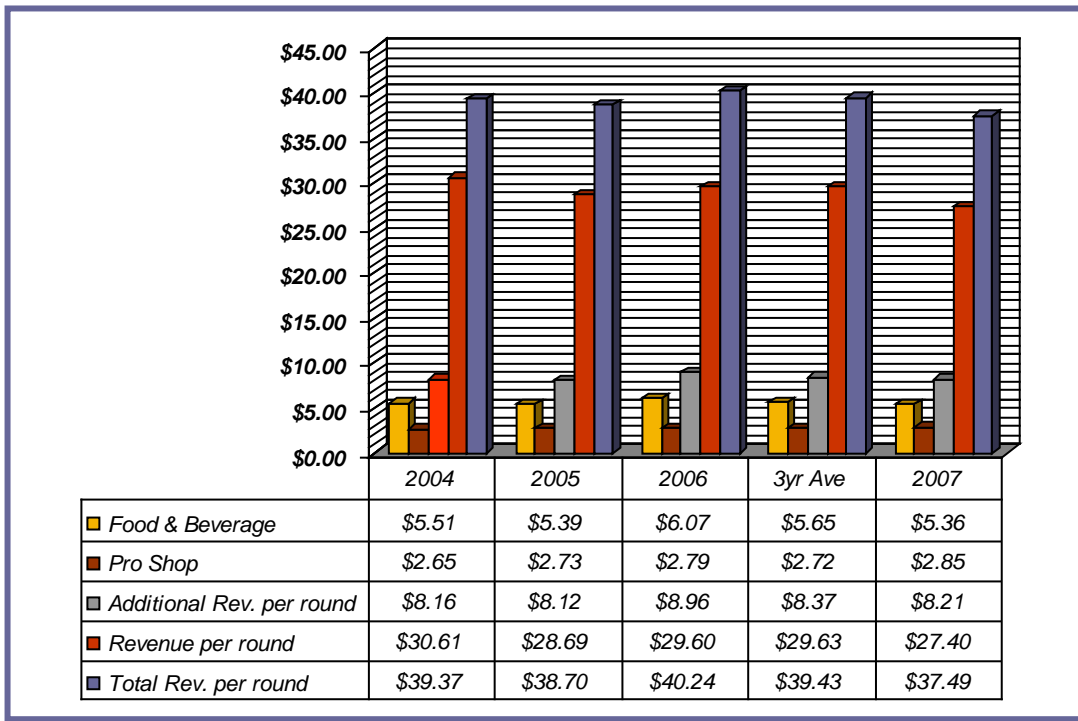
	2005	2006	2007
Golf Green Fees	\$1,189,827	\$1,078,212	\$1,032,953
Range Fees	\$ 81,134	\$ 67,030	\$ 70,774
Pro Shop Merchandise	\$ 125,330	\$ 106,748	\$ 107,433
Operating Expenses	\$2,315,267	\$2,131,084	\$1,947,975

The target area for growth is with Annual Pass sales, leagues and off peak playing times. Pheasant Run operates at 85-90% capacity on weekend morning with only 30-40% capacity in the afternoons. This presents opportunities through incentive play and reward programs.

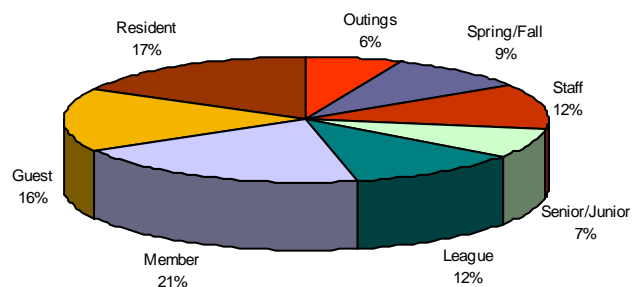
Annual Rounds



Revenues Per Round

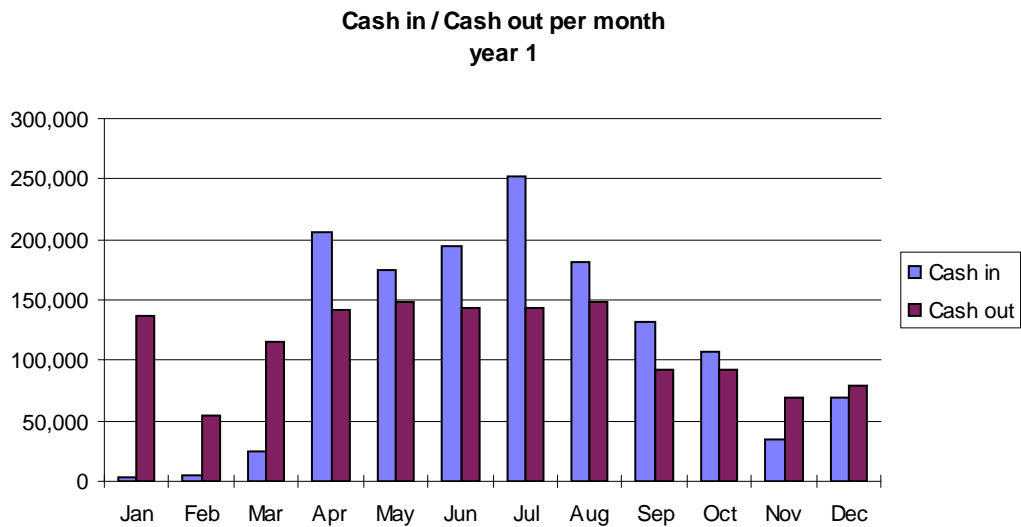
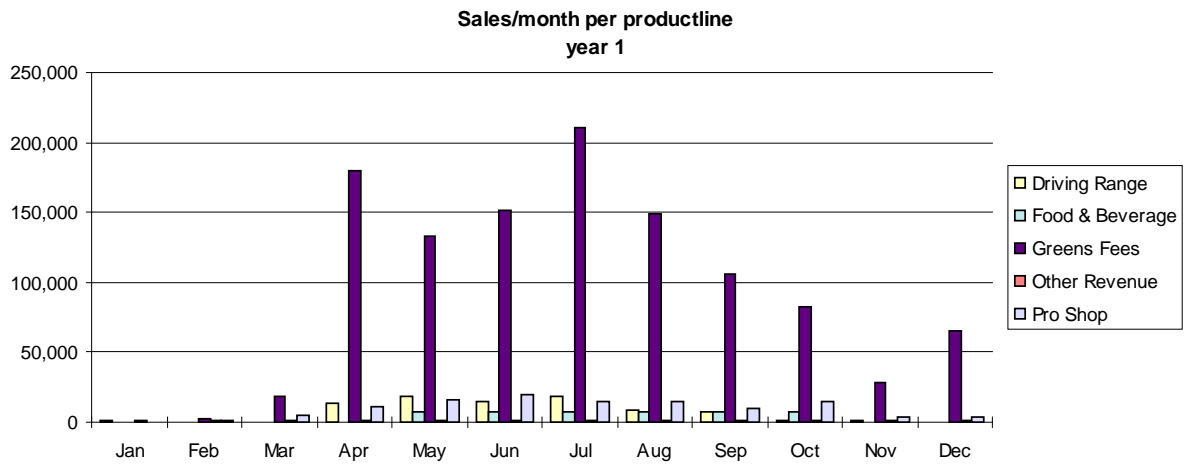


Player Profile for Rounds Played



2008 Estimates

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Revenue													
Total sales	2,515	4,431	25,535	205,244	175,123	194,983	251,911	180,495	131,931	106,830	34,130	69,774	1,382,902
Cost of goods sold													
Gross profit	2,515	4,431	25,535	205,244	175,123	194,983	251,911	180,495	131,931	106,830	34,130	69,774	1,382,902
Operating expenses													
General & Administrative													
Bad debts													
Losses & thefts													
Credit Card Fees		989		2,478	2,128	2,238		4,968		5,281	1,003	3,101	22,186
Operating Supplies		225	1,096	5,941	4,258	2,482	5,151	2,793	2,117	1,677	126	134	26,000
Dues and licenses	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Utilities	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	32,000
Mag/subscriptions	46	46	46	46	46	46	46	46	46	46	46	46	550
Maintenance/repairs	5,951	7,078	29,672	25,458	57,636	32,500	46,707	36,961	20,740	22,605	11,471	5,251	302,030
Office expenses	167	167	167	167	167	167	167	167	167	167	167	167	2,000
Contracted Services	2,645	2,645	2,645	2,645	2,645	2,645	2,645	2,645	2,645	2,645	2,645	2,645	31,740
Supplies for Resale		241	28,762	42,207	3,776	12,439	3,967	917	204	58		4,429	97,000
Other	3,104	3,104	3,104	3,104	3,104	3,104	3,104	3,104	3,104	3,104	3,104	3,104	37,250
Telephone/fax/mail	167	167	167	167	167	167	167	167	167	167	167	167	2,000
Equipment Lease	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	25,000
Personnel													
Salaries and benefits	12,654	12,654	12,654	12,654	12,654	12,654	12,654	12,654	12,654	12,654	12,654	12,654	151,851
Payroll burden	5,062	5,062	5,062	5,062	5,062	5,062	5,062	5,062	5,062	5,062	5,062	5,062	60,740
PT Wages	5,916	11,426	19,504	22,830	35,380	43,167	41,910	58,201	29,260	26,185	21,335	30,118	345,232
Overtime				3,813	3,813	3,813	3,813	3,813	3,813				22,880
PT Fringes	592	1,143	1,950	2,283	3,538	4,317	4,191	5,820	2,926	2,619	2,134	3,012	34,523
Sales promotion													
Advertising/promotion	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	17,000
Printing & Publishing	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	17,000
Insurance													
Liability insurance	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000
Other insurance													
Transportation													
Travel													
Transportation			442	2,852	4,160	9,411	4,097	1,131					22,093
Total operating expenses	45,678	54,321	114,646	141,082	147,909	143,586	143,056	147,824	92,280	91,644	69,288	79,264	1,270,575
EBITDA	-43,163	-49,890	-89,111	64,162	27,214	51,397	108,855	32,671	39,651	15,186	-35,158	-9,490	112,327
Depreciation	7,617	7,617	7,617	7,617	7,617	7,617	7,617	7,617	7,617	7,617	7,617	7,617	91,400
Amortization													
Interest on short term loans													
Interest on long term loans													
Deferred loan interest													
Flexible loan interest													
Net business result	-50,780	-57,507	-96,727	56,546	19,598	43,780	101,239	25,055	32,035	7,570	-42,774	-17,107	20,927

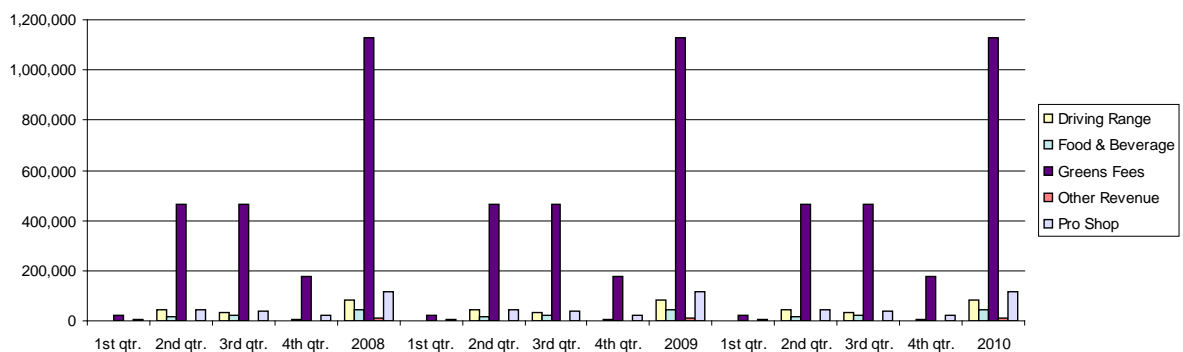


Sales Estimates

	2008	2009	2010	2011	2012	Total
Driving Range						
Range Fees	85,100	87,653	90,283	92,991	95,781	451,807
Net sales	85,100	87,653	90,283	92,991	95,781	451,807
Cost of goods						
Cost of goods %						
Gross profit	85,100	87,653	90,283	92,991	95,781	451,807
Food & Beverage						
Commission	45,000	46,350	47,741	49,173	50,648	238,911
Net sales	45,000	46,350	47,741	49,173	50,648	238,911
Cost of goods						
Cost of goods %						
Gross profit	45,000	46,350	47,741	49,173	50,648	238,911
Greens Fees						
Greens Fees	1,128,402	1,162,254	1,197,122	1,233,035	1,270,026	5,990,839
Net sales	1,128,402	1,162,254	1,197,122	1,233,035	1,270,026	5,990,839
Cost of goods						

Cost of goods %						
Gross profit	1,128,402	1,162,254	1,197,122	1,233,035	1,270,026	5,990,839
Other Revenue						
Misc Revenue	9,000	9,270	9,548	9,835	10,130	47,782
Net sales	9,000	9,270	9,548	9,835	10,130	47,782
Cost of goods						
Cost of goods %						
Gross profit	9,000	9,270	9,548	9,835	10,130	47,782
Pro Shop						
Product Sales	115,400	118,862	122,428	126,101	129,884	612,674
Net sales	115,400	118,862	122,428	126,101	129,884	612,674
Cost of goods						
Cost of goods %						
Gross profit	115,400	118,862	122,428	126,101	129,884	612,674
Overall total sales						
Total net sales	1,382,902	1,424,389	1,467,121	1,511,134	1,556,468	7,342,015
Total cost of goods						
Total gross profit	1,382,902	1,424,389	1,467,121	1,511,134	1,556,468	7,342,015

Sales/quarter per productline
3 years



Cash in / Cash out quarterly
3 years

