

Glenway Golf Park

Programming Plan

Adopted by Board of Park Commissioners

March 9, 2022



Reimagining municipal golf through environmental restoration and mixed-use recreation

HISTORY OF GLENWAY

Glenway Golf Course, which occupies 41.98 acres of land on Madison's west side, was developed and has operated as a 9 hole course since it opened in 1927. It is one of four courses within the City of Madison's Golf Enterprise Program and a special piece of the nearly 6000 acre parks system. Due to its original design, Glenway has long attracted players from all generations and abilities. Glenway's land consists of signature hills and significant mature oak trees throughout the property, which create a year-round draw for golfers and non-golfers alike.

Over recent decades, the Golf Enterprise Program, which has been expected to operate as a standalone business, has experienced many of the same challenges as other municipal courses nation-wide. Market competition, failing infrastructure, lack of progress towards sustainable practices, resulting instabilities of revenue streams and overall exclusionary reputation among other concerns threaten their long-term survival. In 2019, the City of Madison Common Council created the nine member Task Force on Municipal Golf in Madison Parks ("Task Force") to consider all options for the parkland currently in use for municipal golf and to make recommendations to the Mayor, Common Council, Committees and Commissions on the future of the City's Municipal Golf Courses. The Task Force's [Final Report](#) generally advised the City's policymakers that the City should continue to offer affordable municipal golf, in the right quantity, as well as invest in the courses in financially and environmentally sustainable ways with a focus on equity and inclusion through ten clear recommendations.

Following the Task Force's work in 2020, the City was approached by Michael and Jocelyn Keiser with a plan, including substantial donation of time, talent and resources, to improve the Glenway Golf Course. The Glenway Golf Park Plan was unanimously approved by the Golf Subcommittee, Board of Park Commissioners, Finance Committee and Common Council. The privately funded improvement project directly addresses the majority of the recommendations made by the Task Force, including an improved golfing experience, intentional focus on access for non-golf activities and making substantial improvements to the environmental stewardship of the golf park property.

The Glenway Golf Park Programming Plan incorporates input received throughout the Task Force's engagement efforts and was developed by a staff team with regular input from the Glenway Programming Team, which consisted of representatives from the First Tee, Change Golf Instruction, Madison Area Sports Commission, multiple golf leagues, Madison Parks Foundation and diverse programming staff within the Park Division. The plan addresses branding and marketing in addition to identifying potential non-golf activities and provides guidance around golf specific programming. Intentional efforts have been made to balance both golf and non-golf uses and by creating flexible schedule opportunities for programming throughout the typical golf season without significantly impacting tee times available.

COURSE NAME UPDATE

The Course has been known as Glenway Golf Course since it opened in 1927 and has been used almost exclusively for golfing purposes. In an effort to make the course more inclusive of the entire community and signal that this is the beginning of a new era, a name change is in order. On February 9, 2022, staff petitioned the Board of Park Commissioners to change the name to Glenway Golf Park, with the understanding that it will be publicly referred to as The Glen Golf Park. The Board of Park Commissioners unanimously approved Legislative File #69744. Maintaining the formal name of Glenway provides for standard naming across the Golf Program, but Golf Park signals that it is not simply a golf course. This naming system is consistent with the approach currently used to recognize The City of Madison Parks Division as Madison Parks.

VISUAL BRAND IDENTITY

Strategic and professional branding along with a fresh logo will be critical as we near the next chapter for the course. ZEBRADO, a local firm specializing in dynamic environmental design has offered, through the Madison Parks Foundation, to design and develop a visual brand identity program along with storytelling for the newly renovated “The Glen Golf Park”. ZEBRADO will provide graphic design and production services, project management services, and general design consultation for logo development and brand extension.

- Logo Development: ZEBRADO will develop and provide usage guidelines for the primary logo that will be used to identify the brand.
- Brand Extension: ZEBRADO will incorporate the logo and graphic look and feel for the course and clubhouse facility. This includes visuals for logo application on merchandising and in print for the following items:
 - Signature clubhouse sign
 - Course signage system (includes 3-4 sign types)
 - Scorecard

ZEBRADO will be providing a significant in-kind donation to Madison Parks Foundation, and the Parks Division will pay an adjusted balance of \$12,500 to MPF for a world class work product that the City will own.

MERCHANDISE

The Glen Golf Park will be a powerful draw, and the brand can be further promoted through merchandising. Course specific branded merchandise and souvenir items will be available for purchase at the golf shop. All items will be compliant with the City’s sweat-free ordinance. Branded merchandise may include varieties of apparel, golf essentials, reusable water bottles, printed souvenirs to memorialize the opening of the golf park and other miscellaneous offerings.

COURSE AND BRAND INTRODUCTION

Staff will work with ZEBRADOG on a plan to gradually reveal the brand identity and generate excitement for the reopening of The Glen. A general approach is expected to be as follows:

- Sharing of project work over the winter and spring
- Unveiling of the logo
- Phased release of advance premium tee times
- Publishing of the initial programming calendar
- Communication Plan for social media, media coverage/sponsorship and advertising.
- Grand Opening Activities

VISION FOR THE COURSE

The City's Vision statement applies well to the reimagined brand: Glenway Golf Park is "Inclusive, Innovative and Thriving." Staff will work to create a shared vision for the course based on the branding process centered on a welcoming experience with natural public spaces. This work will embody the visions set forth of a more inclusive community asset focused on growth of the game of golf and equal focus on various exciting recreational activities for all members of the community to enjoy. The Glen Golf Park will be an ever evolving property which will grow based on the needs of the Golf Department, user input and suggestions, and popularity of activities which will change each year. The goal will be to provide meaningful opportunities for as many people as possible.

MIXED USE RECREATION

To protect and preserve this special piece of property for both golf and non-golfing purposes for generations to come, it is critical that the course is seen and felt as an integral piece of the broader park system. The Program Plan provides opportunities for golf and other recreational uses in a complementary way. Equity and inclusion will be a major focus as programs are introduced to the course as staff work to engage with communities of color and otherwise underrepresented communities around culturally relevant programming. A major long-term goal is to create a sense of belonging and reduce barriers for those who may not currently feel welcome on the golf course to ultimately change the face and reputation of American golf. Careful consideration has been taken to balance the needs of the golf program with the opportunity to incorporate additional recreational activities.

POTENTIAL COMBINED PROGRAM SCHEDULE

The following graphic is intended to provide a visual overview of how a variety of recreational opportunities can be incorporated into the typical golf schedule with limited impact to tee times available. Flexibility will be key as recreational activities are incorporated into The Glen. Adjustments to times and programs will be made based on program success, interest and lessons learned. Efforts will be made to limit or mitigate impacts to tee times, including those of established leagues on weekdays. Recreational programming will be free or low cost and may still include some level of limited introductory golf programming dependent on set-up. Staff will continue to engage with the community partners who are interested in providing culturally relevant programming.

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
5AM							
6AM							
7AM							
8AM							
9AM							
10AM							
11AM							
12PM							
1PM							
2PM							
3PM							
4PM							
5PM							
6PM							
7PM							
				Golf Programming			
				Recreational Programming			

POTENTIAL RECREATIONAL PROGRAMMING CALENDAR

The following illustration provides a sample of the types of activities that may be offered throughout the summer. Programs would need to be carefully evaluated and planned so as to prevent damage to the course and avoid safety concerns.

June							
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
week 1							
week 2	Family Fun Park/Golf						Volunteer Work AM
week 3	Bird & Nature Walk	evening hikes	Guided Tour	Yoga in AM	Dog Friendly	Learn-To Star Gaze	Patio Entertainment
week 4	Family Movie	evening hikes		Yoga in AM	Dog Friendly	Patio Entertainment	Outdoor Concert
July							
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
week 1		evening hikes		Yoga in AM	Dog Friendly		Patio Entertainment
week 2	Family Fun Park/Golf	evening hikes		Yoga in AM	Dog Friendly	Patio Entertainment	Volunteer Work AM
week 3	Bird & Nature Walk	evening hikes		Yoga in AM	Dog Friendly		Outdoor Concert
week 4	Family Movie	evening hikes		Yoga in AM	Dog Friendly	Patio Entertainment	
August							
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
week 1		evening hikes		Yoga in AM	Dog Friendly		Patio Entertainment
week 2	Family Fun Park/Golf	evening hikes		Yoga in AM	Dog Friendly	Patio Entertainment	Volunteer Work AM
week 3	Bird & Nature Walk	evening hikes	Guided tour	Yoga in AM	Dog Friendly		Outdoor Concert
week 4	Family Movie	evening hikes		Yoga in AM	Dog Friendly	Patio Entertainment	
September							
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
week 1					Dog Friendly		Patio Entertainment
week 2	Family Fun Park/Golf				Dog Friendly	Patio Entertainment	Volunteer Work AM
week 3	Bird & Nature Walk	Cyclo cross			Dog Friendly		Outdoor Concert
week 4	Family Movie				Dog Friendly	Disc Golf	Disc Golf

OPTIONS FOR RECREATIONAL PROGRAMMING

It is not the intent to have heavily defined program schedule determined at the opening of the season, but rather to allow space and flexibility for a variety of encounters at The Glen. With careful planning and implementation, there will be opportunities for limited golf in conjunction with some recreational activities through alternative play routes and alternative hole options at reduced rates. In general terms, recreational programming that may be integrated into The Glen includes, but is not limited to, the following:

Season/Year-Round Encounters

- Variety of MPF & Parks-sponsored “Learning Series” programs
- Interpretive history and science programs
- Limited athletic programming
- Hiking
- Nature-based programs/tours
- Movie Nights
- Live Performance/Concert Series at PA1 permit level
- Creative art programs
- Disc golf
- Cross country races
- Organized community events
- Picnics or dinners
- Family Fun Golf-themed activities
- Fitness classes
- Patio activities, including yard games
- Birthday parties

Winter Fun in designated locations

- Cross country skiing
- Snowshoeing
- Sledding
- Fat tire biking
- Skijoring with dogs

GATHERING SPACE ON THE GLEN’S PATIO

Madison Parks continues to partner with Madison Parks Foundation to improve the “clubhouse” experience. Thanks to the generous support of Michael and Jocelyn Keiser and MPF, the patio will be replaced and improved to create a more accessible and enjoyable experience. Limited building and landscape enhancements are underway as well. Food and beverage menus are being evaluated, with a focus on providing a variety of local products along with more traditional product offerings. Staff is evaluating the possibility of integrating food trucks into the mix through the “Carts in Parks” program. Every effort will be made to create a fun and inviting atmosphere for all.

GOLF PROGRAMMING

Due to the Keiser's generosity, The Glen Golf Park has been redesigned as a cutting edge 9-hole course. It is designed to be equally enjoyable for both skilled and beginner golfers based on a variety of design features. Golf will continue to remain the primary use of the space for the regular golf season, and the Golf Park must generate revenue as it remains part of the Golf Enterprise Program. All expenses incurred and revenues earned for golf and other recreational activities will be contained within the GEP's operating budget. There will be a focus on introducing youth to the sport through various programs, partnerships and special fees.

2022 PROPOSED FEES

To account for the improved playing conditions, anticipated increased demand for golf, subsidize some of the recreational activities as well as strategically reduce barriers for entry, the following fee schedule was developed after careful consideration:

2022 Golf Proposed Greens Fees (maximum rate)			
The Glen Golf Park	2020	2021	2022
<i>Maximum Rate 9 Holes (14 days or less in advance)</i>	\$17.50	\$20.00	\$23.00
<i>Premium 9 Holes (More than 15 days in advance)</i>			\$46.00
<i>Junior Golfer 9 Holes (ages 6-16)</i>			
Mon-Fri Before 3; Sat- Sun After 11	\$11.50	\$13.00	\$15.00
<i>First Tee/High School 9 Holes</i>			
Weekdays	\$7.50	\$7.50	\$8.00
Weekends Before Memorial Day & After Sept. 30	\$12.50	\$12.50	\$12.50
Weekends From Memorial Day to Sept. 30	\$15.00	\$15.00	\$18.00
Course Set up fee	\$75.00	\$75.00	\$80.00
<i>College Rate 9 Holes (valid Mon-Thurs only)</i>	\$12.00	\$14.00	\$18.00
<i>League Rate 9 Holes (prior to 3pm)</i>	\$17.50	\$20.00	\$22.00
<i>League Rate 9 Holes (after 3pm)</i>			\$23.00
<i>Season Pass Holder</i>			\$9.00
<i>Family Fun Park/Golf</i>			
4 Holes--4 Team Members			\$20.00
4 holes--Single			\$10.00
	<i>Indicates new fee category for The Glen in 2022</i>		

PREMIUM OPTIONS FOR ADVANCE BOOKINGS

Due to the notoriety of The Glen Golf Park, it can be expected that the course will draw a great deal of attention from the local and national golfing community. Special rates have been developed to guarantee play far in advance and capture some additional revenue from anticipated tourism. Starting in mid-March, a certain number of advance tee times will be made available for booking Monday through Saturday at these premium rates. Each tee time accommodates four individual players. Flexibility in number, days and times made available will allow staff to make adjustments and ensure these are filled. As initial advance tee times are filled, additional advance tee times will be released, reserving some level of times for booking within the 14 day window in an effort to ensure availability for local golfers. These premium bookings will be non-refundable. Rainchecks may be allowed only in the event of inclement weather-related cancellations.

Premium Tee Times							
Sample of premium tee times released Mid-March for the week of July 10							
	Sunday 7/10	Monday 7/11	Tuesday 7/12	Wednesday 7/13	Thursday 7/14	Friday 7/15	Saturday 7/15
8:40							
8:50							
9:00							
9:10							
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1:50							
2:00							
2:10							

LEAGUE PLAY

Glenway has historically hosted approximately 15 leagues annually. During the renovation project, the majority of those leagues were relocated to different courses within the Program. Some of those leagues have indicated they will not be returning to The Glen as the alternative course works better for their group. To allow the course to establish and provide access to a broader number of customers as the course opens, there will be no leagues scheduled at The Glen until late summer of 2022. In the 2023 season, staff will work with long-standing leagues that have historically played at Glenway to allow for continued play that is mutually beneficial to the leagues and the needs of the program. Adjustments may be made to the times and number of tee times available to the leagues based on historic data. Going forward, there will be a focus on attracting new leagues, who may not have traditionally played the course. To do so will require balancing returning league schedules and locations as well as offering alternatives to the traditional league arrangement by working with organizers to offer 4, 6 and or 8 week league seasons. To allow for recreational programming, some leagues may need to reduce in size or play alternative routes to allow for program set-up if those activities require a partial course closure.

GROWING THE GAME OF GOLF

Diversity and inclusion are critical to the future of the sport. Staff will focus on partnerships that will encourage youth and adults from Black, Indigenous, and People of Color (BIPOC), LGBTQ+, people with disabilities and from other marginalized communities to learn and enjoy the game of golf through a variety of opportunities at the course. Outings and leagues focused on serving these communities will be encouraged. Staff will continue to work through the existing partnership with First Tee to provide ongoing golf opportunities for youth at Glenway Golf Park. Staff will also explore new partnerships that may allow greater access to the game for youth, including teens, who have not played the sport due to a number of barriers, including affordability and transportation. In addition, staff will explore the potential of expanding access to local high school teams to utilize the course. Staff is researching fun learning systems that can be used on the putting green during other recreational programming activities to help grow the interest in the game.

CONTINUOUS IMPROVEMENT

Staff will continuously evaluate offerings throughout the season and make adjustments where needed. Data from tee sheets, event attendance, visitor feedback, revenue statistics and anecdotal observations will be used to evaluate the success of each component of the programming. Staff will provide updates and year-end summary reports to the Golf Subcommittee, Facilities Programs and Fees Subcommittee and Board of Park Commissioners, including an annual wrap-up and lessons-learned.

Specific Key Performance Indicators (KPI's) that may be evaluated include, but are not limited to the list below. KPI's may be added or changed each year.

Golf Programming
TeeSnap Rounds of Golf (Compared to previous 5 years)
TeeSnap Revenue per Round (Compared to previous 5 years)
Greens Fee Revenue
Rental Revenue
Membership Revenue
Youth Rounds of Golf (Compared to previous 5 years)
Recreational Programming
Number of Events/Programs
Attendance at Each Event/Program
Number of Paid Programs
Number of Free Programs
Number of New & Returning Events/Activities (for future years)
Volunteer Hours for Land Management
Antecdotal Data Gathered
Cost Analysis of Programming
Overall Program Success
Food and Beverage Revenue
Social Media Metrics
Revenue Stream Analysis
Google/Trip Advisor Ratings (Future Years)
Survey Golf and Program Participants

Data will be gathered and analyzed over the first year for recreational programming and can be used to build and improve upon these related KPI's and programs for future years. A sample of baseline data that is available through TeeSnap is in the chart below.

GLENWAY	2019	2020
Total Rounds	20230	23687
Total Greens Fee Revenue	\$ 278,572.00	\$ 349,906.00
Revenue per Round	\$ 13.77	\$ 14.77
Food and Beverage Revenue	\$ 39,397.00	\$ 24,245.00
Rental Revenue	\$ 60,068.00	\$ 61,785.00
Membership Revenue	\$ 11,116.00	\$ 8,887.00

The ultimate goal is that successes from Glenway can be replicated across the system to improve the experience for all residents and visitors. Afterall, Glenway Golf Park is Inclusive, Innovative & Thriving!