

# Parks & Recreation

JANUARY 2010  
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## Out of the Rough

How public golf courses can  
play through the recession

**Modern Day Olmsteds**

**2010 Washington Report**

**A Children's  
Bill of Rights**

# Parks & Recreation

MAGAZINE

WWW.NRPA.ORG • JANUARY 2010 • VOL. 45 • NO. 1



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Parks & Recreation (Issn 0031-2215) is published monthly by the National Recreation and Park Association, 22377 Belmont Ridge Rd., Ashburn, VA 20148, a service organization supported by membership dues and voluntary contributions. Copyright ©2010 by the National Recreation & Park Association.

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## Supply, Demand, and the Real Future of Golf

**F**OR SOME TIME WE'VE BEEN HEARING that the sport that could do no wrong in the 1980s and '90s was in the rough in the '00s. Like all things anecdotal, the reality is mostly true but with much gray thrown in. As our cover story explains, golf has fallen victim to that economic malady known as supply and demand imbalance.

The National Golf Foundation conducts extensive surveys each year and it believes the last several years reflect a pattern that is at once worrisome and promising.

The good news, NGF reports in its fall 2009 newsletter, is that the number of golfers entering the game increased by 16 percent since 1990, with little drop off of existing golfers. The number of new golf courses to come online, however, jumped 24 percent. As we all know from freshman economics, when supply outpaces demand, demand falls—in the case of golf, demand fell 20 percent since 1990, or 8,000 rounds per 18-hole course. Whether municipally owned or privately owned for public use matters less—since nature abhors vacuums and supply imbalances, making it likely that pain (and opportunities) will be felt by all. Poorly run courses run the risk of downward spirals of diminished maintenance and deferred capital expenditures, assuring that dissatisfied customers will defect to better run courses. NGA estimates some 10 to 15 percent (upwards of 1,500) courses are “at risk.” Between 5 and 10 percent of those will close each year until supply and demand are back in balance.

Author Pat Jones points out that municipally owned courses are far from immune to supply imbalance. (He notes that there are more

“munis” in the United States than McDonald’s restaurants—16,000 versus 15,000.) Yet the munis offer something their privately owned siblings cannot.

“Municipal golf operations that had been victimized by shiny new competitors in their area may increasingly be in the catbird’s seat as players seek value, convenience, and those special touches that keep them coming back,” Pat writes.

Still, the benefits of these three qualities do not accrue automatically. They require intelligent and imaginative management, since in a recession the name of the game is gaining market share. As experts explain to Pat, there are smart and bad ways to gain market share. Smart operators will work particularly hard on their physical product, staffing, and marketing programs while at the same time avoiding engaging in internecine price wars with their competitors.

There are many reasons why municipal courses need to survive the supply glut and the recession, but our cover photograph says it best. Public courses are where so many kids learn the sport—properly, as well. Take away affordable, quality entry points for young people to learn and appreciate golf, then one might as well write off the sport as we know it. And that would be a giant step in the wrong direction. 🌟

*Phil Hayward*

Phil Hayward

Chief Communications Officer

By Stacey Pine



## A View to 2010

### Expect an uncertain year ahead for parks and recreation.

**A**S WE BEGIN THE SECOND SESSION OF THE 111TH CONGRESS, **Congress and the Administration** are faced with public concern over the state of our economy, our nation's debt, and the pending 2010 mid-term elections. The culmination of all these factors will create some very interesting political dynamics that will determine which issues Congress takes up in 2010 and what legislation is ultimately passed. Inevitably, these factors will also impact the discretionary federal funding appropriated to domestic programs such as those that provide funding for parks and recreation.

In February 2009, the President signed into law the \$787 billion American Recovery and Reinvestment Act (ARRA) aimed at creating jobs, creating economic growth and strengthening our nation's infrastructure. In the 11 months since the ARRA was enacted into law, the Administration and Congress have come under much criticism from citizens and politicians on both sides of the aisle as to the effectiveness of the ARRA in meeting its objectives. Criticism has revolved around the assertion that too much of the funding stayed at the state level rather than flowing to the local level and that the ARRA has done little, if anything, to truly stimulate the economy and create jobs. In November, the Bureau of Labor Statistics reported that the national unemployment rate climbed to 10.2 percent, fueling even more skepticism. The closing of 2009 also brought with it more uncertainty as Federal Reserve Chairman Ben Bernanke presented a dispirited forecast for economic recovery.

A president's party historically does not gain congressional seats in a mid-term election. Currently, Democrats have an 81-seat majority in the House, an 18-seat majority in the Senate, and two independent senators who caucus with the Democrats. Democrats obviously want to hold on to this majority or possibly even gain a few seats in the 2010 election, especially in the Senate where at least 60 votes are needed to prevent a filibuster. The 11 months leading up to a mid-term election

are critical to shaping the opinion of the electorate. President Obama and Congressional Democrats campaigned on a platform to rebuild the nation's economy by addressing the core challenges facing America's families—energy, healthcare, and education. To regain the confidence of the American public, the Administration and the Democratic controlled Congress will need to be able to tout major legislative victories relative to this platform, and that will require financial resources. Standing in the way of a slam-dunk victory is the Republican platform for renewed fiscal conservatism aimed at decreasing the national debt and focusing on economic recovery through means other than spending. With Congressional approval waning, incumbents in both parties will face tough elections, thereby making them even more likely to walk the party line and unwilling to give the opposing party the appearance of any sort of "victory".

At the time of this writing, health reform legislation was still being debated. Assuming that health reform was passed by Congress prior to the December recess, all indications are that the first order of business to be taken up in the second session of the 111th will be a "jobs bill." In late November, Congressional leaders began drafting legislation focused on creating jobs and stimulating the economy. Additionally, the White House held jobs and sustainability summits in December that examined the needs of local governments. As

previously mentioned, much skepticism exists around the effectiveness of the ARRA, so passage of another stimulus bill, regardless of what you may call it, is not going to be an easy task and will require the buy-in of both parties. However, from a parks and recreation standpoint, the fact that the administration is inquiring about the needs of local governments could provide an opportunity to fund park and recreation programs in any stimulus-type legislation. During the second session, other opportunities could emerge in education and transportation legislation.

On the education front, the Elementary and Secondary Education Act (ESEA), commonly called No Child Left Behind (NCLB), is an issue that may get some attention in the second session of the 111th Congress, though how much still remains to be seen. ESEA expired in 2007, but through a series of extensions the 2002

legislation is still the governing law. Education Secretary Arne Duncan has said he plans to release the Administration's ESEA proposal early in 2010. Conversations with Congressional staffs have revealed an interest in moving ESEA in the first quarter of 2010. This could be a heavy lift, depending on the progress of the "jobs bill" and the release date of the Administration's proposal. Staff have stated that it is unlikely ESEA will be addressed after the April or May timeframe. ESEA will not be easy to move through Congress as there are concerns on both sides of the aisle about the legislation and what is perceived as "unfunded mandates." The closer to the elections the less likely Congress is to bring up controversial issues, including ESEA.

The No Child Left Inside Act (NCLI) (S. 866 and H.R. 2054) seeks to amend the ESEA by providing grant funding for the expansion of Environmental

Education to include "field experiences," thereby making the movement of ESEA of great interest to park and recreation agencies. If ESEA starts to move we will certainly see advocacy efforts for NCLI ramp up. In addition to NCLI, there may be other 21st century education-oriented opportunities for park and recreation agencies within the ESEA.

The reauthorization of the federal surface transportation law, which includes funding for parks and recreation projects, is another major issue for Congress to address. The current law was set to expire on September 30, 2009, but was extended until December 18, 2009. At the time of this writing, indications were that Congress would provide a six-month extension requiring reauthorization to be completed by June 2010. The controversy with the reauthorization revolves around the price tag of the bill as well as how to replenish the Highway Trust Fund. The

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current law, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) was authorized at just under \$300 billion over a five-year period. U.S. House Transportation & Infrastructure Committee Chairman Jim Oberstar's (D-MN) proposal is estimated to cost between \$450 and \$500 billion. Fiscal conservatives and Blue Dog Democrats have expressed concern over the cost of Oberstar's bill. Complicating matters further is the looming bankruptcy of the Highway Trust Fund (HTF), the account that funds the building and maintenance of our nation's highway system. The HTF is funded through excise taxes on motor fuels and has not been raised since the Clinton Administration. Raising the tax in an election year, especially one where voter confidence in incumbents has diminished and concern over the economy has risen, is a risky political move and calls into question what will be done. Many in Washington are speculating that we may see a shorter reauthorization—two years compared to six—and then another authorization bill for the remaining four years. Their thinking is a shorter transportation bill with no policy changes will allow legislators to focus on funding levels for existing programs. That way legislators can avoid addressing volatile issues such as the Highway Trust Fund in an election year. They can still say they completed a reauthorization.

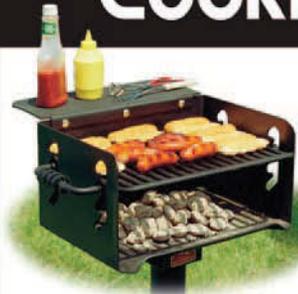
The buzz word going into the second session of the 111th Congress is jobs, jobs, and more jobs. It stands to reason, then, that Congress will fund those programs it believes will create and/or retain jobs in the private sector. If this is the case, then the annual appropriations process could result in funding for domestic programs being stalled or in some instances, decreased. At this time, we aren't certain what this would mean for programs that provide funding to state and local parks and recreation facilities. What we do know, however, is that we must continue a fierce advocacy campaign that educates Congressional leaders about the jobs creation that could be possible through park and recreation agencies as well as

the many ways in which parks and recreation address on a local level those issues that are national in scope. 

**STACEY PINE** is *Chief of Legislative Affairs for NRPA*

For a comprehensive look at the re-election status of Congressional leaders in 2010, please see the online version of this article at [www.parksandrec-magazine.org](http://www.parksandrec-magazine.org)

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# Fairways to

Public golf courses  
may have the upper hand  
in the down economy

By Pat Jones

## **DID YOU EVER NOTICE HOW**

**it seems like you can't swing a dead cat in this country without hitting a McDonalds? The ubiquitous Golden Arches loom over our landscape at every freeway exit, on every main street, and in every suburban shopping mall. They are literally everywhere.**

**So, would it surprise you just a bit to learn that there are actually more golf courses in the United States than there are McDonalds locations? That's right—16,000 courses versus just over 15,000 Mickey Ds. If you're a manager currently competing in the golf market, that alone should be enough to send a chill down your spine. Couple that with the fact that the number of rounds played nationally has grown just 19 percent over the past 20 years while the number of courses has grown by 42 percent in the same time period. Supply hasn't just exceeded demand, it has left it in the dust.**

ALL PHOTOS COURTESY OF CITY OF AURORA GOLF DIVISION

# the Green

Like many municipal facilities, Meadow Hills, pictured here, is a former private club acquired by the city of Aurora.



ISTOCK

Finally, consider that the “golf boom” that drove all this course construction has hit a wall known as social change. Dad has far less time to play on weekends because he’s busy taking Bobby and Susie to soccer practice or Brownies or music lessons. Mom is working, too, when she’s not serving as part-time taxi driver for the kids. And, by the way, Bobby and Susie are busy playing Nintendo or updating their Facebook page instead of trying to see how many holes they can squeeze in on a sunny summer day. In short, our culture is changing and the traditional customer base of golf is a fading memory most places.

It's bleak news for many operators around the country—particularly newer, higher-end daily-fee operations with massive debt service and dwindling corporate outing revenues. Yet, the municipal golf operations that had been victimized by shiny new competitors in their area may increasingly be in the catbird's seat as players seek value, convenience, and those special touches that keep them coming back.

**The Wal-Mart Effect**

Charlie Birney, the president of the National Golf Course Owners Association, is hardly a fan of government-subsidized golf. He and his fellow members are largely operators of independent, for-profit, public-access facilities who often grumble that municipal courses represent unfair government intrusion into the free market. But, Birney readily admits that what he calls the "Wal-Martization" of golf may significantly benefit munis as golfers look to still play as much without paying as much.

"People who used to shop at nice department stores are now shopping at Wal-Mart. In golf, people who used to be comfortable paying \$70 for a round are now looking for places to play for \$40," Birney says. "That benefits everyone who's able to offer golf at a better price point."

Thus, even though the recession obviously isn't good news for anyone, it may be less-bad news for munis.

**The Value Equation**

So, the door is at least ajar for a resurgence of government-owned facilities. The caveat is, of course, that successful municipal operations must offer a product that meets the value needs of their local customer base. In nearly every study ever done on golfer satisfaction, the results show that there's a simple equation to attract and retain players:

(Quality of the putting surfaces) + (Good customer service experience) + (Speed of play) =

## The Rocky Mountain Way

### Aurora, Colorado, does municipal golf right



AS THE GOLF DIVISION MANAGER for the city of Aurora, Colorado, Dennis Lyon has nearly four decades of experience in government golf in a highly regarded parks system. He's also a superintendent by training and a past president of the Golf Course Superintendents Association of America. Here's some of his wisdom on the subject of the current state of municipal golf and dos and don'ts for managers in challenging times.

**What are some typical mistakes government-run operations make that put them at risk?**

To be honest, I'm not sure a lot of government run operations are at risk. The courses that are at risk are the ones that have debt and operating expenses leveraged against future land sales. With no land sales, many are running out of cash.

Government-run golf operations do have to be concerned in the long run with deferring capital projects and equipment replacement. The future will eventually arrive. The other big concern is avoiding debt. It is hard enough in this fiscal environment to pay operating expenses, let alone service debt.

**What three things can any government-run operation improve on to stay competitive?**

First, I am very weary of anecdotal stories about poor customer service. It's easy to find someone who was treated rudely at a municipal golf course by an employee. However, to paint all golf course operations with this broad stereotypical brush is wrong. In my opinion the customer service at the vast majority of government-run golf courses is very good to excellent. In this day and age, no one stays in the leisure service



**Dennis Lyon, CGCS, (left) is the longtime head of Aurora's Golf Division and a past president of the Golf Course Superintendents Association of America. The 13th hole Aurora Hills, GC (behind), the first public golf course ever established in the city.**

Perceived value [divided by] cost.

In simpler English, the goal is to provide a combination of good maintenance, friendly service, and lack of frustration that leaves the player thinking, "Hey, that was worth the money."

### Putting Surfaces

Greens may only represent 8-10 percent of the maintained acreage of a course, but as much as 40 percent of all spending is usually dedicated to them. Why? Both good and bad players usually take half their strokes on those 18 little patches of turf. Typical problems include patchiness, disease, poor mowing practices or equipment, ball-roll speed that's either too slow or too fast or inconsistent from hole to hole. The rule, according to a legendary superintendent who began his career at a hometown muni, is to "keep them clean, green and in between 8 and 9 on the Stimpmeter." Your greens are your reputation...invest in them appropriately.

(Note that the second major area of complaints about maintenance is usually bunkers. Frankly, other than making sure they drain properly, you can never do everything to make even a majority of golfers happy with the sand, the faces, etc. The best policy when confronted about bunkers is to repeat the famous quote from Tim Moraghan, the longtime USGA Championship agronomist who prepped more than a dozen US Open sites: "It's a hazard... don't hit it there.")

### Customer Service

An entire issue of this magazine could be devoted to horror stories about bad customer service, from the parking lot to the first tee, but instead here are a few quick key things to focus on:

- Put your best, friendliest people behind the counter. There's nothing worse than golf shop personnel who treat customers like it's a pain to take their money or who complain about management or conditions.



business competing for discretionary dollars with poor customer service

Second, avoid the rush to discounting.

At the end of the day, regardless of the number of rounds played, net operating income is key. If a course makes money, it stays in business. If a course attracts a lot of golfers and goes out of business by giving golf away, several employees have lost their jobs and there are probably unhappy citizens. Plus the offending course has hurt all of the surrounding golf courses by decreasing the perceived value of a round of golf.

Finally, efficiency is critical. Government-run operation must remain efficient to thrive or even survive. In a government environment it's too easy for political decisions to be made that are not good business decisions. This can happen on green fee structure, discounts, annual passes, capital projects that disrupt the course, debt, etc. Government-run operators must sometimes swim upstream against the flow of politics in order to stay financially strong.

#### **What unique things are you doing in Aurora to succeed?**

Aurora Golf has seven different golf courses and, yes, we do unfortunately have debt. As a result, we must operate very efficiently. One unique thing

we do is we generate very accurate financial information every month and share it with all employees. The fact that cash flow and net operating income are everyone's concern has everyone on board trying to watch expenditures and maximize productivity. In fact each week all courses receive a fax indicating current cash balance, Year-to-date revenue and expenditures and a comparison with the same period last year.

As the old sage stated, "expense is the enemy of profit." Acres of maintained turf are one of the big drivers of expense. We have been actively converting manicured turf areas into strategically located naturalized rough areas. This has improved the wildlife habitat, decreased water and fertilizer inputs, reduced mowing and actually made courses more interesting.

#### **Okay, what's the biggest mistake you see other government-run operations making that put them at risk during challenging times?**

Discounting in a way that is not strategic. Discounts should go to loyal customers and be used to drive consistent business to your facility not just attract the "one-and-run" bargain hunter. 🌟

DENNIS LYON can be reached at [dlyon@auroragov.org](mailto:dlyon@auroragov.org).

- Focus on speed and freshness in the grill. Assume everyone is in a hurry. If you can't find the people to do it, consider outsourcing your food service to someone who can. Outsourcing food and beverage operations is a major trend in both the public and private golf sector.
- Put your second-best and friendliest employees in the starter shack. Why do so many operations feel compelled to put a gruff, surly person in this position which basically requires the ability to punch a receipt and talk over a PA system?
- Use "secret shoppers" to get a feel for the real day-to-day customer experience. These could be friends or colleagues who are more than happy to give you a full report on their visit to your facility in return for a free round of golf. Make sure to give them a list of things you want them to observe in advance and use a mix of genders and ages to get more representative feedback.
- Place short survey cards on the scorecard clip on carts and next to scorecards in the shop and starter shack. Ask how often they place, how far they came to get to your place, how they heard about you and where else they typically play. Ask them to rate their experience, the quality of the conditions, etc. Get their e-mail address. Most importantly, incentivize them to complete the survey by offering a coupon for a special benefit (free logo ball, soft drink, etc.) or a few dollars off their next visit if they return the card to the shop after their round. This will dramatically increase response and give them another reason to come back.

## A Public Perspective

GCSAA's new leader knows government golf from the inside



IT'S PRETTY UNUSUAL TO JUMP from a job preparing a course for one of golf's biggest majors to running the operations of one of golf's biggest associations—the Golf Course Superintendents Association of America. But that's exactly what Mark Woodward, CGCS, did last year. And it's even more unusual since the bulk of Woodward's experience was in municipal operations in Arizona and San Diego, where he oversaw maintenance course preparations for the 2008 US Open at the famed Torrey Pines GC. Here's the GCSAA CEO's unique perspective on today's government-run operations:

### **Why is government-run golf important in society and in recreation?**

Municipal golf is the setting where the vast majority of golfers get their first exposure to the game. Typically, municipal golf provides the most affordable and accessible option to residents, especially in the area of access for people with disabilities.

### **What seems to separate good government-run operations from less-than-good operations?**

Well-run golf operations must have support from the highest levels of governance. Those in leadership roles must focus on providing a good product for a fair price. Some communities do not have this focus. I have seen golf operations that generate a significant profit, but they do not reinvest enough of the funds to sustain operations. The quality of the product deteriorates and the level of business declines.

### **Some municipalities are throwing up their hands and**

### **giving up—either closing or privatizing their facilities. What do we lose when this happens?**

We lose affordable and accessible golf for the masses and great opportunities to grow the game. With the economy the way it is today, people need an outlet to spend family time in a safe environment that they can afford.

### **How can the superintendent be a better-used resource in the success or survival of municipal operations in today's market?**

Superintendents bring a broad spectrum of knowledge to golf facilities, and I would argue the most comprehensive of any employee. In the municipal setting, they generally are asked to do more than just agronomy/turf maintenance. Superintendents are attuned to managing the expense side of the equation without reducing the value of the experience for the customer. Furthermore, superintendents are in tune with customers and thus understand what it takes to attract and retain them. That is why you find so many municipalities selecting golf course superintendents as directors of their golf operations. 



Mark Woodward

WOODWARD can be reached at [mwoodward@gcsaa.org](mailto:mwoodward@gcsaa.org). GCSAA offers a variety of resources for municipal golf managers, including an online discussion group and case studies on municipal facilities, which can be found at [www.gcsaa.org](http://www.gcsaa.org).

## Speed of Play

Ask most regular players about their local municipal course and many times their answer will be an immediate “takes too long to play!” It’s a daunting problem that results from a positive: anyone, whatever skill level, is welcome to play at your place.

Since you can’t fix everyone’s game, do what you can to reduce the barriers that cause slow play:

- Institute “ready golf” policies that urge players to hit when their ready. Traditions like playing in order are lovely, but they’re lousy business.
- Install signage and clocks to remind players to keep pace.
- Mowing practices have an enormous impact on speed of play. Widen fairways, lower the rough cut, and consider the fact that those “native areas” that may seem environmentally and economically desirable may be mislocated and are causing backups as people search for balls. One way of addressing this is to create a local rule providing a free drop out of the native grass so fewer people spend 10 minutes looking for a 50-cent Top Flite.
- Use the off-season to clean out underbrush and other junk in wooded areas—particularly on the “slice side” of a hole—that tend to be ball eaters. At least one municipality has used court-ordered community service workers for this task.

## Marketing

Word of mouth is good, but it’s never good enough in a highly competitive market. The general rule of thumb is that you should reinvest 3-4 percent of revenues back into player attraction and retention. But, even if you could do that, make sure of one thing before you just start buying ads thoughtlessly in local golf publications: Write a marketing plan.

Creating a marketing plan is another place where the aforementioned surveying program pays off in spades. You’ll know the true “customer radius” from which you attract the most play, how they perceive your facility and where they heard about you. That allows you to concentrate where you broadcast your message, define your message based on what attracted them and place your message in the most used outlets.

Your plan should absolutely be written and the process of writing it should involve all key managers. It’s surprising how often the superintendent or the grill manager will have an important contribution on sales and marketing efforts. Everyone should be involved in the first and most important step of the process: Defining your niche. What makes the facility special? Why are you different? What barriers do people perceive (e.g., slow play) that you

# Play Golf America’s program helps bring new golfers into the game

By Tony Starks

PLAY GOLF AMERICA was launched in 2004 as an industry-wide growth of the game initiative and marketing campaign. Over the years it has exploded in terms of programs, resources and participation among both host facilities and golfers.

In 2009, Get Golf Ready was launched as Play Golf America’s nationally branded “learn to play” program. Spearheaded by GOLF 20/20, which brings together all segments of the golf industry, with significant support from The PGA of America and entire golf industry, Get Golf Ready saw tremendous success in its first year.

The objective is to deliver a consistent Get Golf Ready experience at an affordable price for adult consumers from coast-to-coast, where students

programming and help promote golf as a recreation.

The program’s success can be attributed to its flexible structure which allows PGA and LPGA Professionals to adapt the initiative to their teaching styles and facility types. However, what makes Get Golf Ready unique from other player development programs is the on-course experiences, vital components of the groups lesson curriculum and graduate outings.

More than 17,000 students participated in Get Golf Ready through September, an average of 27.8 students per reporting facility. Reports indicated that 76 percent of the students had played golf after completing the program, each playing an average of 8.1 rounds. A profile of students reveals that:

- 62 percent are women;
- 25 percent are minorities;
- 86 percent are new or former golfers

The statistics are just as impressive on the facility side, as 89 percent of host facilities reported that the program exceeded expectations. The main reasons for the positive recommendations are:

- Generating new business
  - Easy to implement/use/follow
  - Nationally branded program Good curriculum, well-organized/structured yet flexible
  - Advertising/promotional materials



**GET GOLF READY IN 5 DAYS!**

learn the game through a series of group lessons and transition to on-going playing opportunities. By participating in this experience, students are well on their way to becoming bona fide golfers.

Industry support of Get Golf Ready far exceeded expectations, as the more than 1,100 certified facilities beat the first-year goal by nearly 60 percent. While striving to deliver a branded experience, host professionals agree that Get Golf Ready is generating more golfers.

Once again in 2010, Get Golf Ready will be Play Golf America’s featured program to bring new people into the game. For park agencies, Get Golf Ready is a simple, turnkey program you easily integrate with your normal suit of

promotional materials

- Affordable, fun, non-intimidating introduction for participants

“We had nearly 140 golfers go through our program” says Michael Laudien, PGA head professional at Philip J. Rotella Memorial Golf Course in Thiells, New York. “The program provides golfers with an opportunity to take lessons for little cost and the benefit to us was getting consumers who might not otherwise come to our facility. We are definitely planning for 2010.”

To learn more go to [www.nrpa.org/golf](http://www.nrpa.org/golf).

TONY STARKS is an editorial assistant for PGA Magazine.

need to overcome? Do a SWOT (strengths, weaknesses, opportunities and threats) and your niche and other key messages will quickly emerge.

The actual plan could be structured along these lines:

- Goal: Increase golf-related revenue by 10 percent
- Strategy #1: Use value-added promotions to fill tee sheets during slow times
- Tactic A: E-mail coupons to your list-serv (using Constant Contact) offering a free hot dog and drink for rounds during key times.
- Tactic B: Target daytime leagues at nearby courses and attempt to convert them to your facility.

Advertising—even when targeted and done well—isn't as effective as direct promotion (e-mail) or media relations. If you do nothing else, set up a bi-weekly e-mail blast offering either a value-based promotion or new playing opportunity and develop a real effort to reach out to local golf writers, bloggers, and broadcasters. Bring them to your facility, one at a time, treat them like kings and sit back and watch the positive clippings pile up.

### Pricing

Finally, there's the thorny subject of pricing. Even if you have the option of discounting fees, don't do it. That's difficult in a market where competitive mom-and-pop facilities are virtually giving away their product, but the fact is that discounting is a death spiral. Once you lower prices, you have to

justify raising them later. And, as Dennis Lyon, the longtime leader of the Aurora, Colorado, golf division points out in a companion article (see page 40), all you have accomplished is lowering the value of a round of golf in the entire area. In short, no one wins.

Instead of broad discounting, consider value-added promotions that keep your price point where it should be but which enhance the perceived value of a round.

### A Final Thought

There's an old saying worth remembering: When the going gets tough...the tough steal market share. The golf business is and will be flat for the foreseeable future. To succeed and thrive in this environment, you absolutely need to re-examine every aspect of your operations and focus on what matters: good conditions and great service. Then, go out and take revenues and share from the facilities in your area that are hunkered down, cutting back, and letting things slide.

In the era of golf's "Wal-Martization," try to emulate that retail giant: Be aggressive, creative, thrifty, and smart and you'll be among the winners at the end of golf's latest evolution. 

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**PAT JONES** is a veteran golf industry writer and strategic business consultant. He can be reached at [psjhawk@cox.net](mailto:psjhawk@cox.net).



**For its August 2009 issue, Golf Digest magazine sought out the best municipal golf courses. The editors**

**define a "muni" as a course owned by a city, town, county, or state. Listed below are the courses receiving the highest number of stars—four and a half—along with their greens fees listed at peak, nonresident walking rates.**

---

*Lists Compiled By* **RON KASPRISKE, ASHLEY MAYO, JEFF PATTERSON, SUE SAWYER and MIKE STACHURA**

**But, first, the only five-star winner:**

**NEW YORK:** Bethpage State Park (Black), Farmingdale, \$120.

**Four and a half star courses:**

**ALABAMA:** Ol' Colony Golf Complex, Tuscaloosa, \$35.

**CALIFORNIA:** Torrey Pines G. Cse. (South), La Jolla, \$218.

**CONNECTICUT:** Wintonbury Hills G. Cse., Bloomfield, \$79.

**DELAWARE:** Ed Oliver G.C., Wilmington, \$32.

**FLORIDA:** The Links at Boynton Beach (Championship), Boynton Beach \$59.

**GEORGIA:** The Lakes G. Cse. at Laura S. Walker, Waycross, \$25.75.

**IDAHO:** Pinecrest G. Cse., Idaho Falls, \$20.

**ILLINOIS:** Aldeen G.C., Rockford, \$45.

**INDIANA:** Hulman Links G. Cse., Terre Haute, \$22.

**IOWA:** Landsmeer G.C., Orange City, \$25.

**KANSAS:** Buffalo Dunes G. Cse., Garden City, \$25.

**MICHIGAN:** Leslie Park G. Cse., Ann Arbor, \$29.

**MISSOURI:** Rivercut G. Cse., Springfield, \$48.

**MONTANA:** Old Works G. Cse., Anaconda, \$50.

**NEBRASKA:** Holmes G. Cse., Lincoln, \$29.

**NEW JERSEY:** Knoll C.C. (West), Parsippany, \$86.

**NEW MEXICO:** Pinon Hills G. Cse., Farmington, \$47.

**NORTH DAKOTA:** Riverwood G. Cse., Bismarck, \$24.

**OHIO:** The Vineyard G. Cse., Cincinnati, \$33.50.

**OKLAHOMA:** Cedar Creek G. Cse., Broken Bow, \$18.

**SOUTH CAROLINA:** Cheraw State Park G. Cse., Cheraw, \$35.

**TENNESSEE:** Gatlinburg G. Cse., Pigeon Forge, \$60.

**UTAH:** Bountiful Ridge G. Cse., Bountiful, \$24.

**VIRGINIA:** Bide-A-Wee G. Cse., Portsmouth, \$52.

**WASHINGTON:** Gold Mountain Golf Complex (Cascade), Bremerton, \$40.



# Golf Courses: An Asset for Communities

By Pam Sherman and Jeff Bollig

**I**N RECENT YEARS, the golf industry has been extremely attentive to environmental issues, enhancing the perception consumers have about golf courses, committing a number of resources to measure the attributes of its facilities, identifying shortcomings and then working to address them.

What the research discovered is that golf, in addition to being a \$76 billion industry with 28 million participants—80 percent of all rounds played are at public facilities—the original green industry.

Golf facilities are efficient users of water, professionally manage nutrient inputs according to university guidelines, provide hundreds of thousands of acres of preserved natural habitat and wildlife sanctuary and filter runoff through healthy turfgrass.

“When it comes to learning about the game of golf, PGA Professionals have long been known as the experts,” says Joe Steranka, Chief Executive Officer of The PGA of America and a member of the Advisory Council of the Environmental Institute for Golf — the philanthropic organization of the Golf Course Superintendents Association of America. “As we focus more on the environment, PGA Professionals are becoming knowledgeable spokespersons in promoting the environmental friendliness of golf.”

“The PGA of America supports The Institute’s efforts to strengthen the compatibility of the game of golf with our natural environment,” Steranka says. “Educating PGA Professionals regarding how they can best manage their facilities will improve golf’s environmental image in the long run.”

Each year, organizations, associations, universities and industry invests millions of dollars to study and enhance the environmental management efforts of golf courses. Facilities are engaged in pro-active, voluntary efforts to advance the compatibility of golf with the environment. The evidence is clear that golf courses are a responsible land use and provide

**Murphy Creek GC, a links-style design, is another ranked facility which hosted the 2008 US Amateur Public Links Championship.**

communities with a multitude of benefits. It is a reflection of the industry’s focus on continuous improvement and sustainable management.

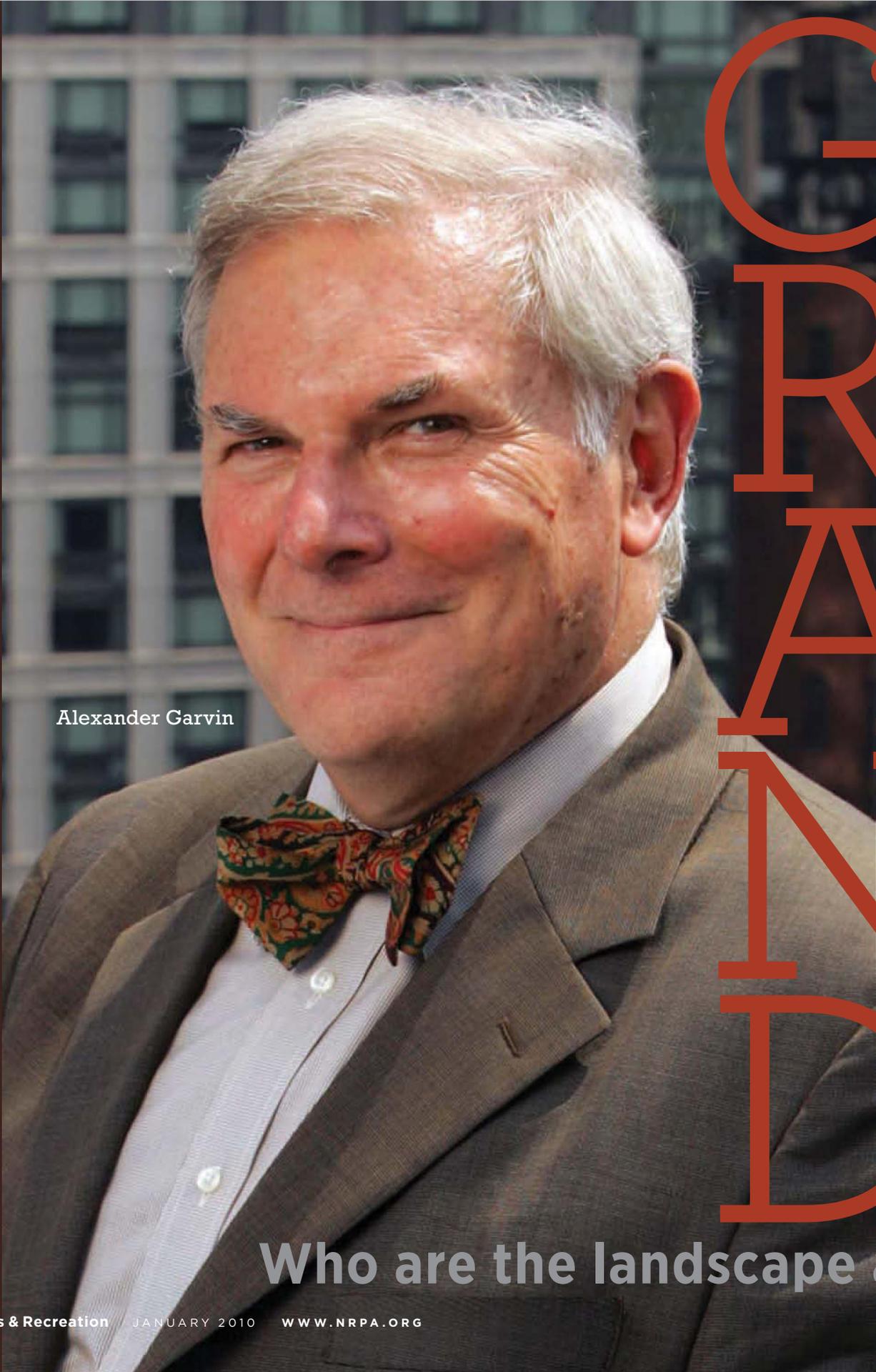
“Those in golf—and I include parks and recreation professionals in that category—have been hindered to a degree by a lack of information,” says Mark Woodward, Chief Executive Officer of the Golf Course Superintendents Association of America and The Environmental Institute for Golf. “We have at times been apologetic for what we are doing. But the research provides the basis to more strongly advocate for the game. Perceptions are hard to change, but I believe the industry is being reflected in a more appropriate and positive light.

Woodward’s organization and its members have been considered leaders when it comes to environmental stewardship. Late last year, The New York Times lauded golf course superintendents for their management of water resources and went as far to suggest they might offer water providers a resource in creating policy and guidelines.

“I am encouraged because the information now positions golf as a solution for communities to address a multitude of issues,” says Woodward. “I contend not too many people would look down on an asset that provides recreational opportunities of people from 8 to 80, generates tax receipts and increases property values, and offers valuable green space. I call it a win-win.” 

---

**PAM SHERMAN** is Communications Editor for *The PGA of America*. **JEFF BOLLIG** is Managing Director of Marketing and Communications, *Golf Course Superintendents Association of America*.



Alexander Garvin

GRAND

Who are the landscape and

By Douglas Vaira

## EVER WONDER WHO THE MODERN DAY FREDERICK LAW OLMSTEDS ARE?

Who has the vision to create public spaces on the scale of Central Park? The next time you pass a beautifully manicured green, tree-lined boulevard, or activity-filled park, give a nod of thanks to Alexander Garvin and Jess Zimbabwe. For although they may not have been directly responsible for that particular place, chances are it reflects their inspiration and passion. Their design of the public realm—the parks, great lawns, and city streets that bring life to our communities—differentiates them from others, and make them special places in our lives.



Jess Zimbabwe

# DESIGN

urban planning visionaries of today?



**Hinton Park before (left) and a rendering provided by Garvin of the same site with poppy fields and stars (right). Inset is Hinton Park Plan.**

Alexander Garvin is president and CEO of Alex Garvin & Associates, a planning and design firm that specializes in designing parks and public spaces on a grand scale. His resume includes substantial stints as managing director of planning to bring the 2012 Olympic Games to New York City, vice president of the Lower Manhattan Development Corporation, the agency that tackled the revitalization of the World Trade Center following 9/11, and an adjunct professor of urban planning and management at Yale University.

On Garvin's plate now is Hinton Park—a master plan to transform farmland into park land in Collierville, Tennessee. The town of Collierville acquired 110 acres of land to improve the quality of life of its citizens by preserving a beautiful landscape as a public park—one that enhances the site's natural beauty and fashions a place for the community to gather, interact, and have fun. The Hinton Park Master Plan proposes immediate actions that will create an enduring framework for the park's future, while the landscape matures and the surrounding area is occupied by new residents. They include: providing access and connections to residential areas via existing and proposed greenways and roads, establishing destinations that offer recreational opportunities not now available in Collierville, and minimizing future maintenance and operating costs.

The master plan also delineates a sequence of expenditures that will allow the town to stage the park's development in response to community demands and available resources.

Also in the works is Shelby Farms—a 4,500-acre site just outside of Memphis, Tennessee. The historic farm is already the county's largest park, but it lacks the activities and programming of a great recreational destination. Shelby County and a group of private foundations seek to transform the park into a vibrant multi-use community resource. Alex Garvin & Associates was retained to manage the design process and create the vision and program for the new park. Working with key stakeholders, the firm will develop an RFP to solicit the world's best landscape architects. When complete, the revitalized Shelby Farms Park will be integrated with adjacent neighborhoods, connect to a county-wide open space system, and create regional destinations for visitors and residents of the Memphis area.

But it takes more than architects and landscape designers to create the master plans for projects of this scale. Jess Zimbabwe is the executive director of the Rose Center for Public Leadership in Land Use at the Urban Land Institute, whose mission is to encourage and support excellence in land-use decision-making. Zimbabwe works to provide public officials with access to information, best practices, and other resources in guiding them to make "creative, efficient, practical, and sustainable land-use policies" in their own hometowns. Zimbabwe and Garvin have collaborated on projects to ensure better public participation.

Together, Garvin and Zimbabwe form the perfect storm of design in the public realm. Parks, boulevards, open space—the spaces that we, the people, own. The spaces where we congregate, play a pick-up game of basketball, or listen to an outdoor concert. The spaces where we truly live. Or, as Garvin refers to them, our "outdoor living rooms."

*Parks & Recreation* spoke with Garvin and Zimbabwe recently to ask them about the role that the public realm plays in our daily lives, how greening initiatives can improve our

PHOTOGRAPHY AND RENDERINGS COURTESY OF ALEX GARVIN & ASSOCIATES



towns and cities, and what they see as the future of planning and design.

**Your work focuses on the public realm.**

**Describe this.**

**Garvin:** We are suffering from a property-rights backlash in this country. I think we need to refocus on what we actually own and have control over. I have tried in my own work to focus on this: public property by public agencies. That's a very old-fashioned way of dealing with things.

In particular, I have been interested in public parks. I have decided in my professional life that we spend too much effort on regulations and incentives and what the private sector does. We should focus on what the public sector does best.

Look at the potholes in any northern or midwestern city because we don't repair the streets frequently enough, or the lack of shade trees. We're just not spending money on [these issues]. Infrastructure is crumbling across the country.

**Why is the public realm—parks, boulevards, open space—so important in a city or community?**

**Garvin:** This is where we go shopping, where we go to meet people, to play, just to hang out. It's our living room, and I think we should take care of our living room.

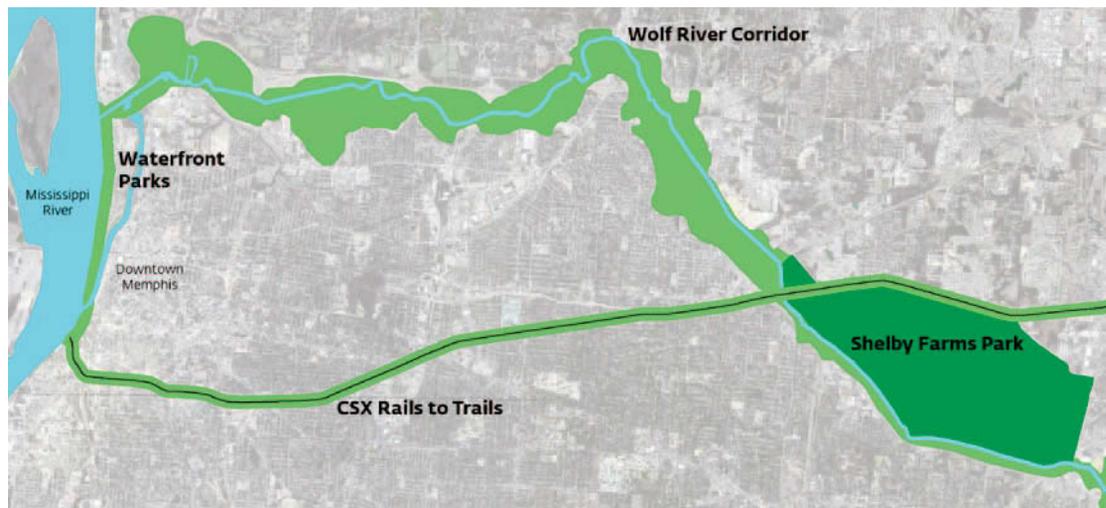
The public realm of any city is what people remember. They don't remember the buildings unless it's a unique architecture. These are the things that people care about, and it's what they remember.

**Zimbabwe:** The public realm is the only space that is shared by everyone. In that way, it reaffirms one's citizenship—not in a legal or documented status, but as a participant in the civic life of a community.

My fantasy side-research project is to map the United States by calling a dozen wedding photographers in every city and asking them to list the places where couples request to capture their new union on film: the parks, plazas, doorways, boulevards, [and] lobbies where people want to document forever a public proclamation of their love. These are the most intensified [sites], perhaps, of this "public-ness," but to varying degrees, all of the spaces where people stroll, shop, gossip, vote, work, learn, worship, protest, play, and vote contribute to a collective sense of humanity.

**How does the public realm interact with its surroundings?**

**Garvin:** That is the single most important thing. People come out of private property onto the public realm, and people from the public realm leave it to go to private property. If there's a



**Proposed Parks system for Memphis, Tennessee and Shelby Farms**

great public realm, people want to be near it.

Look at Chicago's lakeshore. Is it any surprise that businesses and people want to be near that? It's an extraordinary public realm. The public realm itself is affected by the private property along it.

The theater district in New York City is what gives the city its character. There is no Times Square without the flashing lights. I think that interaction is very important.

**Zimbabwe:** The public realm is a primary shaper of the privately held land around it. Often, public agencies try to shape development through regulating the use of private land, and there is reason to do so, but the real statement of how a city views itself can be seen in how they invest in the streets, parks, sidewalks, and plazas of their community.

**Can this concept work in today's environment of suburban housing tracts, strip malls, and sprawl?**

**Garvin:** I spent well over half a year going to an intersection

in DeKalb County, Georgia, where you will find the McDonald's and the Target and so forth. We in America have reached saturation.

There is terrible congestion getting to the interstate highways. What we are experiencing now is the move back from the extreme exurbs. The construction that is going on now is right back downtown—or the inner-ring of suburbs is being replaced because it's obsolete. Now you have to come back and re-create the public realm, and the businesses will come back after it.

**Zimbabwe:** Yes, but the damage to some suburban landscapes is so extensive that it will take many years to reverse. In essence, a city is showing how much it cares about a street or neighborhood by how it chooses to develop the public realm. When cities build fast-moving, auto-dominated streets with meager or no sidewalks, transit facilities, or bicycles lanes, then the market responds by building drive-through restaurants, strip malls, and other visually unappealing development there.

# RISING STARS

Here's a closer look at three up-and-comers making names for themselves in the realm of public design. Expect to see great things in the field of parks, recreation, urban planning, and community building from these young architects in the coming years.



## Matthew Kreilich, AIA

**EDUCATION:** Master's of Architecture, University of Minnesota; B.A., Architecture, University of Minnesota

**FIRM:** Julie Snow Architects

**PROJECTS OF NOTE:** *U.S. Land Port of Entry*, Warroad, Minnesota; *St. Paul Saints Ballpark*, Minnesota; *Benedicta Arts Center*, College of Saint Benedict, Minnesota; *Twin Cities Metro Transit Multimodal Transit Facilities*

**BACKGROUND:** A holistic designer, Kreilich brings with him an array of design experience ranging from large-scale international projects in Korea and Taiwan to local high-profile cultural projects. His design leadership and

experience are recognized both locally and nationally. He has served as a visiting professor at the University of Minnesota's College of Architecture and Landscape Architecture.

**AWARDS/DISTINCTIONS:** 2009 National AIA Young Architect Award; 2009 U.S. General Services Administration Design Excellence Award (Warroad Land Port of Entry)  
2008 AIA Minnesota Young Architects Award

For me, design is about . . . My passion in architecture lies in the belief that, in addition to solving the complex and pragmatic needs of a client's project, design has the transformative power to enhance our everyday-life experiences. As people today choose to play, work, and even live in an increasingly virtual landscape, I believe architecture's role as a framework for human interaction and experience is more important than ever—not just as a passive stage for life, but rather as an active participant in experiencing, engaging, and understanding our relationships with each other and our environment. It is this commitment to design that guides my methodology and is exemplified through my work, my active participation in the professional and academic realm, and my dedication to community.

## Brian Bernstein, ASLA, LEED AP

**EDUCATION:** B.S., Landscape Architecture from Ohio State University

**FIRM:** ka architecture

**PROJECTS OF NOTE:** *Ovation*, Newport, Kentucky; *Midtown*, Miami; *Lake Nona Town Center*, Lake Nona, Florida; *The District at Canton Crossing*, Baltimore

**BACKGROUND:** Bernstein grew up in Cleveland and, upon graduation, had the privilege of working for Edward D. Stone & Associates in both Orlando, Florida, and Baltimore, Maryland. Now back home in Cleveland,

**How are you translating this public-realm energy to some of the current projects you are involved with?**

**Garvin:** It depends on who my client is. I recently did a project outside of Austin, Texas. What [the client] didn't have was a public-realm framework, so we created one that included parkland. They originally had a plan that included 16,000 homes; when we finished, it was almost 50 percent public realm, with most of it being parkland. No more cul-de-sacs, no more destroying the natural environment. Now they have places where you can go hiking, and have ended up with a development [that will have] 2,100 homes when finished.

**Zimbabwe:** I've worked with Alex several times on sessions to educate and empower public officials to make better design and development decisions, and he is masterful at rendering this connection clearly for that audience. Many academics in the environmental design disciplines maintain private practices in architecture, planning, or design, but few of them have Alex's ability to combine a pragmatic understanding of what

works politically and economically with what would just be a good idea.

Alex's plan for the public realm in DeKalb County, Georgia, exemplifies this, as he undertook extensive engagement with citizens, property owners, and other stakeholders to make sure the plan would have legs in the market and in the real process of getting things done in neighborhoods.

**In your opinion, where is modern architecture falling short?**

**Garvin:** The term modern architecture has so many meanings. It's a debatable subject. I would rather say there are some great buildings being designed and built today. The Walt Disney Concert Hall in Los Angeles, for example, is quite extraordinary. I don't think we're lacking great buildings.

What I do think is that we've come to a disease called "star-architecture." People think if they get a star designer, they can do things that wouldn't otherwise be done. What we need more

he has spent the past five years working for ka architecture, a multi-disciplinary firm with a focus on large projects including urban planning, mixed-use development, and commercial design.

**AWARDS/DISTINCTIONS:** President, Ohio Chapter of the American Society of Landscape Architects

For me, design is about... asking questions, challenging assumptions, seeking authenticity, and finding the ideas that make our lives better. As the "monoculture" phenomenon continues to envelope the idea of community, the need to create places of defining character continues to be increasingly important. I believe that people yearn for something authentic, the moments of life that make us feel alive. Each day I am challenged with the task of translating this belief into something real and uniquely tangible, letting design be a valuable tool to create places that hopefully will enrich lives and develop a sense of community.



**Angela Brooks, AIA, LEED AP**

**EDUCATION:** Master's of Architecture, Southern California Institute of Architecture; Bachelor of Design in Architecture, University of Florida

**FIRM:** Pugh + Scarpa

**PROJECTS OF NOTE:** *Colorado Court* (sustainable affordable housing); *Solar Umbrella* (sustainable housing)

**BACKGROUND:** As principal with Pugh + Scarpa and cofounder of the nonprofit Livable Places, a development company dedicated to building sustainable mixed-use housing, Brooks has been involved with more than 30 AIA award-winning projects. She heads the firm's Sustainable Development department, where she has served as architect and consultant on buildings ranging from public and institutional projects to mixed-use projects to single- and multi-family housing. She has been appointed by the city of Santa Monica, California, to the advisory board of Solar Santa Monica.

**AWARDS/DISTINCTIONS:** 2009 National AIA Young Architect Award; AIA/COTE Top Ten Green Project Award; Outstanding Alumni Award, University of Florida

For me, design is about . . . Architects design the environment within which we live and spend the majority of our time. Good design can raise your spirit. Buildings can be both beautiful and sustainable through good design. Design matters and at all scales--from the single-family house to the city. A space that is well-designed uses the environment to its best advantage: the way natural light enters the space, the way sunlight warms the walls, the way the space opens up to the outside so that you don't know where the building ends and the landscape begins. All of these things make little impacts on our everyday lives and can improve our lives and the way we live.



of its ordinary buildings that are well-designed and executed with craftsmanship.

In Chicago, for example, the most ordinary buildings are still better than most in the rest of the country. Everything is better built, more interesting. I think we need more emphasis on that.

I find that the preparation of architects today is all about styles, and not enough about what's involved in creating a sustainable environment. There are lots of different angles here, and I think we're giving these things short shrift.

**Zimbabwe:** I wouldn't characterize modern architecture as falling short. I'm a modernist in my design sensibilities, but I've arrived there because of a deep appreciation for historic buildings and fabric and a sense that our generation's built works should have a currency with our zeitgeist, just as the remarkable buildings of history did with theirs.

Modern architecture only fails when it is corrupted by the influences of undervalued design, poor planning, and a misunderstanding of how people will use and activate a place. The greatest contributions to our cities in the last decade have come from decidedly modern designers like Renzo Piano, Studio Gang, Frank Gehry, James Polshek, and Steven Holl.

**Is there a vision for the “perfect city,” or is this a fairy-tale concept?**

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**An adjunct professor of architecture at Yale University, Alexander Garvin teaches design as well as practices it.**

**Garvin:** I think it's poison. I think that all cities are different, and that all parts of all cities are different. To create some fake utopia is to miss the point. Paris is a wonderful city. Now take a city like San Francisco that doesn't look like Paris. Does that make it a terrible city? I don't think so. It's not a fairy tale concept at all.

**Zimbabwe:** The “perfect city” is a contradiction in terms. Cities are sublime precisely because of their complexities, their contradictions, and their constant demand for tinkering and change. To achieve a perfect city would require it to remain static, which would stifle it.

**We hear a lot today about “work, live, play” environments. Is this attainable?**

**Garvin:** I think we need to have a multi-functional public realm. I believe we have fought too narrowly. Streets are not just for moving motor vehicles. They are also for shopping, for hanging out, for meeting your friends. I would say that the multi-functional public realm is what it's about. If you went to Paris and asked if you could turn the Champs-Élysées into a work-live-play environment, they would laugh at you: “Look, that's what we have.”

**Zimbabwe:** The “24-hour” neighborhood, or downtown, is a laudable and often achievable goal, but it can take a long time, and many cities won't have the demand for more than a few blocks of fully energized land. Most cities have successful neighborhoods that have only two major uses: retail and office, or housing and entertainment. The really dreadful places are large swaths of land with only a single use. Those places are soul-depleting.

*DOUGLAS VIARA is a freelance journalist who lives in Charles Town, West Virginia.*

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NRPA IN ACTION

## Innovative Golf Programs

By Resa Kierstein

NRPA WORKING IN PARTNERSHIP with the Golf Course Builders Association of America (GCBA) and the Professional Golfers Association of America (PGA) have partnered over the past several years to share trends, promote active healthy members of local communities and provide opportunities for underserved and disadvantaged youth to learn about the game of golf. By implementing innovative golf programs direct to parks and recreation, NRPA through its partners, is providing resources and programming to engage youth and families in outdoor recreation. Participants of both the Sticks for Kids program and the NRPA PGA Family Course program expand their knowledge on the basic fundamentals of the game and also garner sustainable life skills including honesty, integrity, sportsmanship and awareness and hands-on knowledge on environmental stewardship.

Through the generous support of the GCBA, over 400 park and recreation agencies have collectively received over 4,000 sets of junior golf clubs, programming, and promotional materials to implement the Sticks for Kids program. The basis for the program is the philosophy that every child, regardless of socioeconomic status, should have the opportunity to play golf. The Sticks for Kids program has afforded over 20,000 kids a hands-on experience to learn the fundamentals of golf.

"When we are selected for a grant that provides opportunity to present the game of golf to the public at-large and specifically youth who might not ordinarily be exposed to such a character building sport, we are grateful," says Charles Payton, Athletics Manager, Pearland Parks and Recreation.

As we look to the future, 100 park and recreation agencies have been awarded the 2010 Sticks for Kids program grant to continue the forward momentum.

Support for the game of golf continues with a new program supported by The PGA of America in a new program, NRPA and PGA Family Course grant. This nationwide initiative designed to make golf courses more enjoyable for families regardless of age or ability, speaks to the overarching goal of active livable communities. The PGA Family course program, while intended to engage more families in golf, also hones in on the human benefits associated with playing golf.

For more information about the resources, tools, education and research available please visit [www.nrpa.org/golf](http://www.nrpa.org/golf).

RESA KIERSTEIN is Sr. Manager, Business Development, NRPA.

# NRPA and Leaders of the Golf Industry

**O**N DECEMBER 8, 2009, NRPA invited golf industry leaders to meet for a discussion on the benefits of golf as they relate to NRPA's Recreation and Park agency members: Paul Metzler, Senior Director, Association and Industry Services, The PGA of America; Ron Stepanek, Senior Manager, Player Development, The PGA of America; Paul Foley, Executive Director, Golf Course Builders Association of America; Rhett Evans, COO.

Golf Course Superintendents Association of America; Betsy Clark, President, National Alliance for Accessible Golf; Aileen Smith, Program Manager, American Society Golf Course Architects; Lyne Tumlinson, Director of Career Services, GS-CAA; Joe Beditz, CEO, National Golf Foundation; Steve Mona, CEO, World Golf Foundation; and Joellen Lampman, Program Manager, Audubon International were among the attendees. The dialogue centered on the resources, expertise, and research (for both the park and recreation professionals, and for the public) that not only augment the game of golf, but also assist our members in building, maintaining, and funding



**Golf industry leaders met with NRPA staff in Ashburn, Virginia.**

courses. As a result of this gathering, NRPA will develop a summary and timeline for execution of the agreed recommendations, including what will be collected and presented on NRPA's website: (a) advocacy across economic, health and conservation; (b) facilities/infrastructure management and information sharing; and, (c) human benefits of golf. This meeting is the first step to ensuring that all NRPA members receive the most up-to-date and relevant information they need to serve the public. 

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## Hartzog Award Winners

**A**UTHOR AND FILMMAKER DAYTON R. DUNCAN was named winner of the William C. Everhart Award on November 11, 2009, during Clemson University's annual George B. Hartzog Jr. Environmental Awards luncheon. Duncan also delivered the annual George B. Hartzog Jr. Lecture following the awards ceremony. Duncan is the author of 10 books, including *Out West: A Journey Through Lewis & Clark's America*, and a contributor to some of documentary

filmmaker Ken Burns' most notable series, including "The Civil War," "Baseball," and "Jazz." He was writer and producer for the most recent Burns project, "The National Parks: America's Best Idea," for which he also authored the companion books.

The Everhart Award, named for a former National Park Service chief of interpretation, recognizes a professional for sustained achievements in park or historic site interpretation. Brett Wright, chairman of Clemson University Department of Parks, Recreation and Tourism Management (PRTM), presented the award at the annual program and lecture series named for Hartzog, director of the National Park Service from 1964 through 1972. The Hartzog Fund at Clemson University allows the PRTM department to sponsor the Hartzog Lecture Series in Resource Management. Established in 1966, Clemson's PRTM department is one of the largest and oldest of its type in North America. The department has enjoyed a longstanding relationship with the National Park Service and other federal and state land management agencies. 



**Dayton Duncan, Helen Hartzog, and Dr. Larry Allen, Dean of the College of Health Education, and Human Development at Clemson University.**

## Happy New Year from the National Recreation and Park Foundation

**T**HE NRPF IS A 501 (C) (3) ORGANIZATION supporting research and public awareness of the economic, social and physical value of parks and recreation in creating healthy families and communities for all populations to include educating and reaching the underserved, through grants provided to NRPA (i.e Environmental and Play Summits).

Thanks to many of you, the Foundation continued to receive support throughout 2009, and has now raised nearly \$450,000. Through participation in the Foundation's planned giving program, Corporate Donating opportunities, or other Individual Donating opportunities, all gift sizes are important as we seek to secure the highest level of participation possible. Please consider making a contribution to the National Recreation and Park Foundation.

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**National Recreation and Park Foundation**

# *The 6th Hole— Arnold Palmer-designed Speidel Golf Club, Oglebay Resort*

Wheeling, West Virginia



OVER A HUNDRED YEARS AGO, a tradition of generous hospitality was started at the summer estate of Earl W. Oglebay in Wheeling, West Virginia. Today, Oglebay is a beautifully landscaped, 1,700-acre public resort, studied by planners world-wide as the only self-supporting public municipal in

operation. Although Oglebay is operated mainly through fees and charges, it still has more free activities than any other operation of its type in the country. Golf, one of Oglebay's best revenue-generating areas, includes championship courses designed by Arnold Palmer and Robert Trent Jones Sr. ☀