EL CHORRO REGIONAL PARK PROGRAMMING PLAN

"Our vision for El Chorro Regional Park's future."

Prepared by:

StaplesGolf

In association with:

rrm design group

May 2017

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Part I - INTRODUCTION

Acknowledgments

The County of San Luis Obispo contracted with Andy Staples, ASGCA, and his company Staples Golf Design (Staples Golf), a golf course design firm based in Scottsdale, Arizona, to direct this plan to address the recent reduced irrigation water availability and diminishing revenues for Dairy Creek Golf Course, and consider the entire El Chorro Regional Park. Staples utilized his experience, combined with additional direction from Lief McKay of RRM Design Group, Landscape Architects and Park Planners, as well as input from County Staff, the public, and the El Chorro Regional Park Planning Advisory Committee. The analysis provided herein is the product of numerous on-site evaluations, plus community input beginning in the fall of 2016, and running through the spring of 2017.

El Chorro Regional Park Programming Plan Design Team:

- Andy Staples, Staples Golf Design – Team Leader
- Lief McKay, RRM Design Group – Landscape Architect & Park Planner

In accomplishing this work, Staples Golf and the Programming Plan Team, worked directly with County Staff and a County-appointed Advisory Committee. Those involved with this process were:

County Staff

- Nick Franco, Director
- Larry Iaquinto, Assistant Director
- Josh Heptig, Golf Course Superintendent
- Shaun Cooper, Senior Park Planner

Advisory Committee

- Greg Bettencourt
- Curtis Black
- Scott Cartwright
- Joel Clay
- Ron Gin
- Mattie Moore
- Pandora Nash-Karner
- Mary Pollock
- Chris Woods

Collectively, the responsibilities of these individuals included:

- ✓ Oversee Programming Plan process
- ✓ Review design concepts
- ✓ Provide input
- ✓ Collect and disseminate information
- ✓ Direct presentation objectives and format

Executive Summary

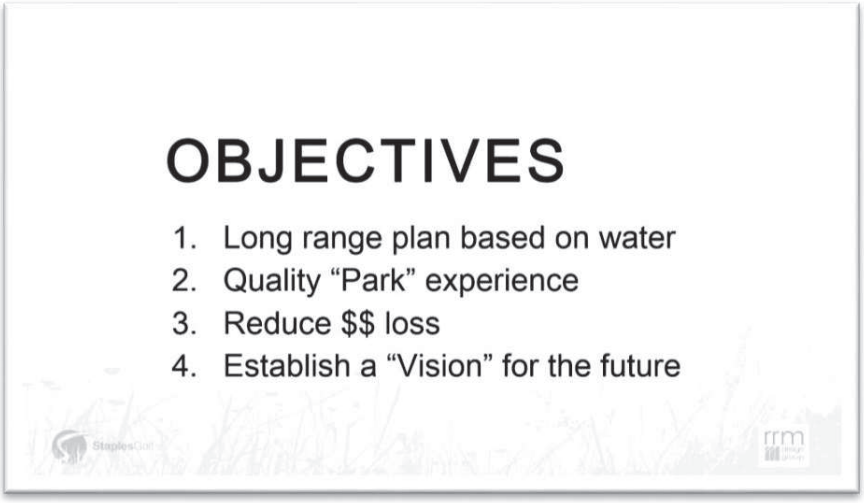
The fiscal sustainability of continuing to operate Dairy Creek Golf Course (Dairy Creek) as an enterprise fund is currently jeopardized by the lack of available recycled water to irrigate the course. The goal of this plan is twofold. The first, is to provide the vision for a dynamic plan for the entire El Chorro Regional Park, that addresses the issue of a lack of water and the need for additional revenue to offset the current debt payment for the golf course. The second, and equally important objective, is to develop a plan that can be feasibly, and reasonably implemented, once the amount of long term water becomes known. This plan sets out to identify the highest-and-best-use of the Dairy Creek property, and provide the residents of San Luis Obispo County (County) a golf-oriented amenity that is used by 100% of the community.

Dairy Creek presents many exciting and encouraging possibilities. As the following plan will show, the County has some decisions to make as to how it would like to approach the long term future of Dairy Creek, given the current water crisis. Whether it remains an 18-hole course, or the total amount of playable holes is reduced, the property will indeed continue to provide golf within the context of the entire El Chorro Regional Park. With that, which of the potential options makes the most sense for the County and its residents, becomes the question. The intention of this plan is to provide quality options, based on available water, and allow the County to make educated decisions once the quantity of available long term water becomes known or as water availability changes in the future.

This plan will help guide the County's decisions as to the above, but a worthwhile sentiment that seems to be continually surfacing, and which has proven thus far to be accurate, is that the planning process setup by Staples Golf and County Staff, continues to work as intended. It has allowed for productive charrettes involving all park users, golfers and non-golfers alike, and has seen no insurmountable conflict and lots of agreement. This promising and positive trend is likely to continue through the Programming Plan's plausible implementation.

The options noted below identify the scenarios available to the County for how to the handle the future layout of Dairy Creek Golf Course based upon the available water. The Team weighed the pros and cons of understanding what made the most economical sense from a long-term business perspective, versus the ability to provide a quality golf experience, be it 18 holes, or something less. The Team investigated these factors in the context of the long-term water availability, and what gave the County the best chances to repay the general fund annual commitment of up to $485,000. The Team researched current and future trends in the game of golf, including a strong focus on beginners, families, and those that prefer to play golf in less time, and compared these trends to other non-golf activity revenue generators, understanding the County's goal of providing fiscally responsible, quality recreational activities to 100% of their residents.

Input by County Staff and the Advisory Committee has been enormously helpful to this process, particularly through their planning direction, and creation of the guiding principles and program elements (as described in future sections of this plan). Throughout this Programming Planning process, the Team continually sought to utilize this direction. The vision of a community asset used by 100% of County residents presents opportunities for the San Luis Obispo community to focus the specific values important to them, which will create a stronger community. A *newly marketed and positioned regional park* allows for everyone in the community to come together to continue to learn, grow, establish healthy habits, and cultivate positive attitudes, with focus around the game of golf.



General Recommendations

As confirmed from input throughout the design process, there is overwhelming support for keeping 18 holes intact, and in "as is" condition, provided there is an adequate amount of water to properly irrigate the existing 89 acres of turf. In the event the long-term commitment for a total of 250 acre feet (AF) of water cannot be achieved, the County is then challenged by deciding exactly what type of golf product to provide to the community, and under what economic model to provide it. As the writing of this report is finishing in May 2017, water is no longer being delivered to the golf course. The next delivery of water, absent a supplemental allocation of water, won't be until December 2017. The golf course cannot survive as is without a decision to either add supplemental water or close a portion of the course. The following is a summary of the alternative scenarios proposed based on future water availability thresholds:

1. 250 AF (89 irrigated acres): *Maintain 18 holes as currently exists, and add additional non-golf uses on non-golf land*. This scenario keeps the golf course "as is," and allocates a total of 250 acre feet of irrigation water per year. This scenario provides the best chance for the golf course to maximize its ability to generate golf-related revenue, and the least amount of General Fund support, while also causing the least amount of change to the current layout. This scenario also allows for the County to introduce certain non-golf related economic drivers to be situated on non-golf oriented land (See Page 57).
2. 160 AF (60 irrigated acres): *Maintain 18 holes, with a reduced water footprint, and add additional non-golf uses on non-golf land.* This scenario utilizes the reduced water footprint philosophy, and applies it to all 18 holes, which is the least number of irrigated acres necessary to keep 18 holes and a driving range open. This option equates to 60 total acres of turf at a minimum, and a total of 160 AF of irrigation water per year necessary to minimally maintain a modified 18 holes golf course. Additionally, this scenario is limited in its ability to generate revenue indicative of an 18-hole course, but allows for essentially the same number of expanded non-golf revenue generators as the 250 AF scenario (See Page 58).
3. 120 AF (46 irrigated acres): *Reduce golf course to the Back 9 with a relocated driving range, plus five (5) practice holes*. If less than 160 AF of water is available, this scenario reduces the number of holes available for play to fifteen (15), keeping the entire Back 9 in play as is, along with utilizing portions of holes 1, 2, 7, 8, and 9 of the Front 9. This scenario allows for a total of 46 total acres and a total of 120 AF of irrigation water per year. The driving range is planned to be relocated to a more central location adjacent to the back of the clubhouse, while expanding non-golf revenue generators in areas of the existing Front 9 (specifically holes 3, 4, 5, 6 and existing driving range). This scenario increases the opportunity for non-golf revenue generators by utilizing areas that are currently occupied by the golf course, while providing for the most number of golf holes from the current golf course (See Page 59).
4. 100 AF (35 irrigated acres): *Reduce golf course to the Back 9 and a relocated driving range only*. This scenario plans for a total of 35 irrigated acres, and total of 100 AF of irrigation water per year. This scenario is "worst case," and greatly reduces the golf course to the minimal amount of irrigated turf, while attempting to provide a quality golf experience. Non-golf revenue generators are maximized and the entire park is viewed less as a golf course, and more as a regional park. This is the scenario

that would be necessary if no additional water is available, or, water becomes unavailable in the future (See Page 61).

Summary of the Implementation Schedule

The plan allows for the greatest amount of flexibility, based on the amount of available long-term water. This plan can be implemented at the pace necessary to accommodate the appropriate planning process, environmental reviews and approvals, and budgetary requirements.

The list of items that can be implemented at any time are:

- Select appropriate golf course layout based on the available water (desired timeframe commitment for known water availability is 10 years)
- Commit to marketing and rebranding the overall park as one, consider name change, promote philosophy of a Community Links®.
- Redesign entry into park to direct traffic towards existing golf course clubhouse, convert current clubhouse into "central hub" including check in for all park activities on property
- Enhance the park entrance to reinforce the park identity and create a greater sense of arrival
- Create new event space between clubhouse and existing cart barn (including a minor renovation to the end of the cart barn to expand food and beverage services)
- Begin integrating non-golf uses on non-golf land such as expanded RV camping, various cabin sites on land adjacent to current driving range and on Dairy Creek Road, begin construction of a connected trail system, mountain bike skills course, mini-golf, etc. to be located on land adjacent to the current clubhouse near the Walter Capps Memorial Grove
- Expand trail system to include the northern most area of park land
- Add batting cages near the current ball fields
- Add disc golf course
- Add a zip line

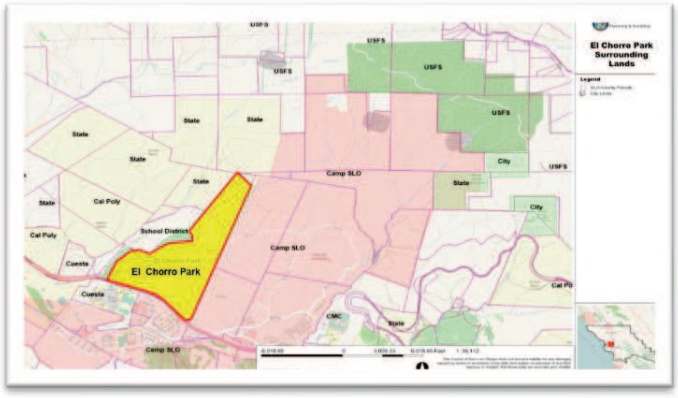
The list of items that should be implemented based on selected layout of the golf course:

- Expanded cabin sites, and expanded tent camping to be located on possible repurposed golf course property
- Relocated range and expanded learning center to be located on existing holes 1 and 9
- Golf learning center/Cal Poly "team building" should located adjacent to the selected location of the driving range
- Expanded event center/concert venue adjacent to the relocated driving range

Each scenario above has different levels of utilization by the different aspects of the community. The highest-and-best-use option available for the County is directly related to the amount of water allocated to irrigating the golf course. Investment into the facility is critical to its success. Focusing on the integration of a family friendly, beginner-focused golf course into the rest of the park activities is a critical aspect of each scenario. An opportunity exists for the County to take a leadership role in the utilization of the golf facility, while bringing new players to the game of golf, and could allow the Dairy Creek property set the example for other communities across America to follow.

History of El Chorro Regional Park

El Chorro Regional Park is located on the north side of State Highway 1, approximately five miles north of San Luis Obispo, across the highway from Cuesta College, north and west of the Camp San Luis, and west of the California Men's Colony. The entire park is comprised of approximately 720 acres, with approximately 1.2 miles of park frontage along Highway 1.



El Chorro Regional Park location map

On April 12, 1972, El Chorro Regional Park was acquired through a no fee transfer of the property from Camp San Luis Obispo to the County of San Luis Obispo from the Department of the Interior Federal Lands to Parks Program, for the purpose of public recreational area only. The deed required the County to define the uses contemplated for the property and use is restricted to these defined facilities. The uses identified include:

- Picnic sites
- Group picnic areas
- Softball fields
- Game courts for volleyball, basketball and horseshoes
- Archery and skeet range
- Multi-use arena
- Wildlife sanctuary
- Organization camping area
- Stables
- Arboretum
- Golf Course
- Amphitheater
- Overnight campground
- Playground
- Mini-Bike and Motorcycle Area (only until a golf course is developed)

The park has developed most of these features, including:

- Picnic sites including dog park
- Group picnic areas
- Softball fields
- Volleyball court and horseshoes
- Arboretum (Botanical Garden)
- Golf Course including restaurant and pro shop
- Overnight campground
- Playground
- Wildlife sanctuary including trails and open space

Water & Revenue Situation at Dairy Creek Golf Course

A quality golf course is dependent on quality turf for optimum playing conditions. Quality turf is dependent on sufficient water for irrigation. The course is irrigated with treated effluent from the California Men's Colony (CMC) treatment system. Dairy Creek Golf Course is currently operating with 40% of the water that is required for quality conditions expected by golfers. This reduction is attributable to Assembly Bill 109 stipulating that all State prisons reduce their prison population and to water conservation efforts throughout the State including facilities within the California Men's Colony (CMC) distribution system. The course requires 250 AF per year, but currently can only reasonably expect 100 Acre Feet (AF) of water per year, with none available between May and November.

The lack of available irrigation water has significantly affected Dairy Creek Golf Course's ability to attract and maintain customers. Rounds of golf have declined by 36% and revenues have subsequently reduced by 50% as compared to 2013. The revenue decrease is greater than the rounds decrease due to reduced fees because of the substandard playing conditions. The reduced revenue at Dairy Creek has impacted the ability of golf to remain viable as an enterprise fund and impacts the ability of the golf program to pay the bond loan that was used to construct Dairy Creek Golf Course.

The bond loan associated with the golf course, initially issued in 1995, was refinanced in 2002 and combined with the loan for the County Government Center, located at 1055 Monterey Street. This loan was refinanced again in 2012. The debt for Dairy Creek Golf Course is approximately 27% of the total bond debt. As of the end of the 2016/17 FY, Golf will have a remaining balance of $5.3 M of the total balance of $19.5M. The annual debt service payment for golf is $485,000, which includes both principle and interest portions of the loan. The loan is scheduled to be paid in full in October 2027. Operations at Dairy Creek without adequate water are currently running at a deficit approximately equal to the amount of golf's debt service payment of $485,000. The projected FY 2016-17 deficit for the golf program is $525,000. If the program continues to operate under current conditions, golf's reserve funding to address these deficits will likely be exhausted before the end of the fiscal year. To continue to operate and meet the goals of the golf program to provide access and equity to recreational opportunities within sustainable operations, Dairy Creek Golf Course needs an allocation of supplemental water to create course conditions in the summer that can generate sufficient revenue to make the debt payment obligation. Any alternative without supplemental water requires a source of external funding for the foreseeable future and/or an investment in other revenue producing facilities to offset ongoing revenue losses.

As stated above, Dairy Creek requires approximately 250 acre feet (AF) of water annually to maintain acceptable turf and related playing conditions for our customers to maintain strong revenues. Prior to 2013, CMC delivered an annual average of 220 AF of water. CMC advised the County, in September 2016, that no water will be delivered between May and November. This plan assumes an estimated minimum of 100 AF annually. However, if that amount is reduced, then the only feasible quality golf product that can be delivered is a practice facility consisting of a range and a few practice holes.

There is no anticipated increase in the prison population and so, no anticipated increase in the available reclaimed water from the treatment plant. Supplemental water is needed and since there is no additional reclaimed water available, water needs to come from some other source. 22 test wells were drilled on the property with no useable well identified. A state water pipeline runs through the course, but no

turnout is currently installed in this line to potentially service the course. There is a turnout connected to the Whale Rock Reservoir infrastructure that makes physical use of this water possible. The County also owns a well (Well #1) located near the County Honor Farm which was once connected via a pipeline to El Chorro Regional Park. This well was a source of water for the El Chorro Regional Park until the County gave the rights to this water to the California Men's Colony (CMC) through a Joint Powers Agreement (JPA) approved in 2003. County Parks' staff continues to reach out to CMC staff to determine the possibility of CMC's willingness to allow the County to use this water for irrigation purposes at El Chorro Regional Park. No other water source has a physical connection to Dairy Creek Golf Course. The only reasonably immediate source of delivery of supplemental water with existing infrastructure is pursuing a water allocation of up to 150 acre feet per year that can be traded with any of the Whale Rock entitled agencies (CMC, Cal Poly or City of San Luis Obispo) for delivery of Whale Rock water to the golf course.

Options for Supplemental Water

CSA10A Whale Rock Allocation: CSA10A has a 190 AF allocation of Whale Rock water. The water is physically located in Whale Rock and is available to CSA10A. CSA10A has no storage rights in Whale Rock, therefore, however much of the 190 AF allocation is not used moves into the storage accounts of the Whale Rock Agencies. Approximately 80 AF may be available annually for use on the golf course. Moving the water to the golf course requires a wheeling agreement with the Whale Rock Commission. Costs would include operations and maintenance at a minimum (approximately $150 per AF) up to approximately $1,500 per AF. The availability of this source would decrease over time as the CSA10A grows towards buildout.

CSA10A Nacimiento Allocation: CSA 10A has an unused 40 AF allocation of Nacimiento water that may be available annually. CSA10A would need to exchange its 40AF Nacimiento Allocation for Whale Rock Water from the City of San Luis Obispo, and then execute a wheeling agreement to move the Whale Rock water to the golf course. Very similar to CSA10A's Whale Rock water, there is not storage/carryover right in the Nacimiento Reservoir so currently all of the unused 40AF moves into Monterey County Water Resources Agency's (MCWRA) storage. Nacimiento water costs are typically in the range of $1,200 per AF. Since there are currently no other customers for this particular allocation, a market price would have to be developed. Approximately 15 of the 40 AF of the CSA10A's Nacimiento water is considered excess so could be available on a permanent basis. The 25 AF balance would decrease over time as the CSA10A grows towards buildout.

Cal Poly Whale Rock Allocation: Cal Poly has up to 100 AF of Whale Rock water available for purchase by the County. This is likely only a temporary availability of water for two to five years at a cost of between $1,000 and $2,000 per AF.

Board of Supervisors Direction

The Board of Supervisors first considered the issue of Dairy Creek Golf Course on May 17, 2016 when Parks staff provided a summary of the water issues, the financial impacts, and the operational options for the golf course.

The Board directed staff to:

- Not consider the use of supplemental potentially potable water for irrigation
- Not pursue operation by a management company
- Maintain the golf program as an enterprise fund
- Provide a General Fund subsidy of as much below $485,000 annually as possible
- Explore short range, medium range and long range options
- Return to the Board with costs, benefits, and timeframes

On October 4, 2016, Parks staff returned to the Board seeking approval of a short term option to proceed with immediate and reversible installation of event and camping features on portions of the existing golf course and approval of development of a master plan (the current Programming Plan presented here). The Board did not approve the immediate installation of event and camping features, but did approve Parks proceeding with the plan development. The Board reaffirmed its May direction regarding not including potentially potable water sources in the future planning for the golf course.

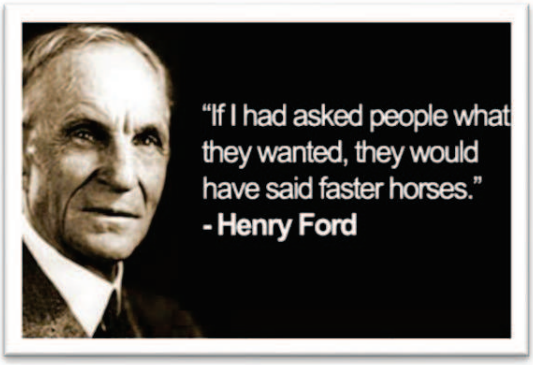
On February 28th, 2017, Parks staff returned to the Board with an update of the progress of this planning process. At this meeting, the Board directed that the plan explore all options for supplemental water to retain the 18-hole course.

Part II - THE PROGRAMMING PLANNING PROCESS

The general theory behind our planning process at Dairy Creek

The design process is built on three (3) pillars of success. These pillars drive the process, and when followed properly, not only define the direction of a plan, they reinforce the conviction that the recommendations are sound, defendable, and make economic sense. They are:

1. User input
2. Facts and science
3. Experience



These pillars have been followed at Dairy Creek, and have been brought to the County through Staples Golf's outside, non-biased perspective. One may ask, "Why perform this type of planning?" It is indeed because golf is a business! Real issues continue to affect the entire golf industry today, and will continue on into the future. Rising costs, decrease of revenue, deteriorating conditions, and even safety issues due to the longer distances that a golf ball can travel, all weigh heavily on the idea that golf is a business. Municipal Golf is a business coupled with a public good. Just as other recreational activities (basketball, tennis, swimming, softball, etc.) are supported by public park and recreation agencies, municipal golf provides opportunities to improve the quality of life of the community's residents and contribute to a tourism and outdoor based economy. These are verifiable reasons why a golf facility needs to be ready to address these issues and invest for the future.

Fact: Changes *will* be made to the golf course by golf course staff.

Most golf courses have some form of a governing body in charge of caring for the long-term health of the facility. They are charged with allocating budgets, proposing improvements, and ensuring the overall quality of the course is maintained. It is prudent to have a plan in place that addresses these changes and directs staff when projects are implemented. Proper planning has proven to reduce costs and ensures projects are done right the first time.

An example of a tee built as an after-thought

Fact: A golf course naturally evolves and changes mostly for the worse.

As outlined in the Expected Life Cycle of Golf Course Items, it is shown that components of a golf course do have a life expectancy and will deteriorate over time. This life expectancy is also directly related to how well these items are maintained on an annual basis.

GOLF COURSE ITEMS
EXPECTED LIFE CYCLE

HOW LONG SHOULD PARTS OF THE GOLF COURSE LAST?

No two golf courses are alike except for one thing: deferring replacement of key items can lead to greater expense in the future, as well as a drop in conditioning and player enjoyment. The following information represents a realistic timeline for each item's longevity.

Component life spans can vary depending upon location of the golf course, quality of materials, original installation and past maintenance practices. The American Society of Golf Course Architects (ASGCA) encourages golf course leaders to work with an ASGCA member, superintendents and others to assess their course's components.

ITEM	YEARS
Greens (1)	15 – 30 years
Bunker Sand	5 – 7 years
Irrigation System	10 – 30 years
Irrigation Control System	*10 – 15 years*
PVC Pipe (under pressure)	*10 – 30 years*
H.D.P.E. Pipe	*40 – 60 years*
Pump Station	*15 – 20 years*
Cart Paths – asphalt (2)	5 – 10 years (or longer)
Cart Paths – concrete	15 – 30 years (or longer)
Practice Range Tees	5 – 10 years
Tees	15 – 20 years
Corrugated Metal Pipes	15 – 30 years
Bunker Drainage Pipes (3)	5 – 10 years
Mulch	1 – 3 years
Grass (4)	Varies

NOTES: *(1) Several factors can weigh into the decision to replace greens: accumulation of layers on the surface of the orginal construction, the desire to convert to new grasses and response to changes in the game from an architectural standpoint (like the interaction between green speed and hole locations). (2) Assumes on-going maintenance beginning 1 - 2 years after installation. (3) Typically replaced because the sand is being changed – while the machinery is there to change sand, it's often a good time to replace the drainage pipes aswell. (4) As new grasses enter the marketplace – for example, those that are more drought and disease tolerant — replanting may be appropriate, depending upon the site.*

ASGCA thanks those at the USGA Green Section, Golf Course Builders Association of America, Golf Course Superintendents Association of America and various suppliers for their assistance in compiling this information.

The materials presented on this chart have been reviewed by the following Allied Associations of Golf:

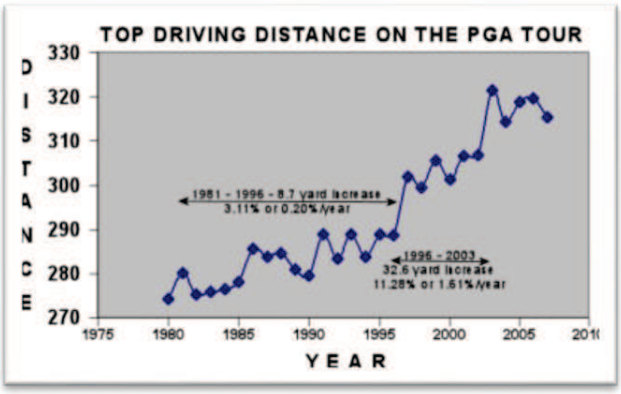
GCSAA · NGCOA · NGF · GCBAA · PGA · USGA

For more information, contact ASGCA at (262) 786-5960 or visit www.ASGCA.org

DATA COMPILED BY ASGCA, 125 NORTH EXECUTIVE DRIVE, SUITE 302, BROOKFIELD, WI 53005

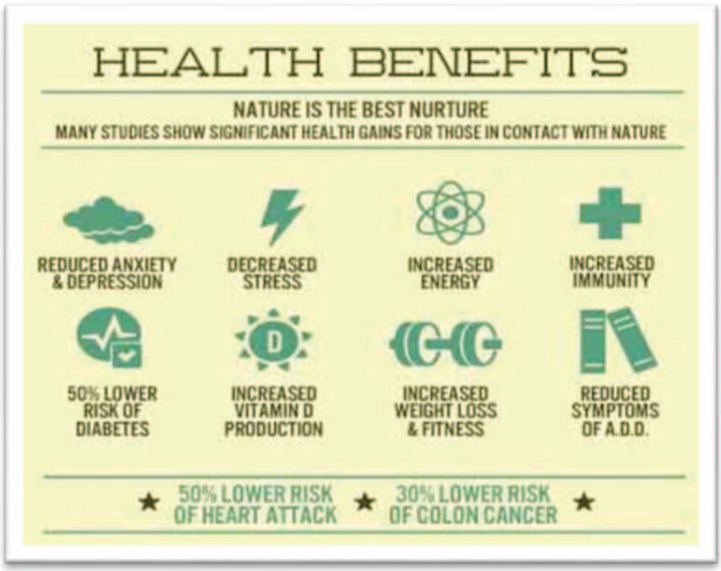
Fact: For a variety of factors, the golf ball is traveling further, and therefore has increased the total area needed to maintain a safe environment.

Generally speaking, an area of concern for courses built prior to 1980 is safety related to the close proximity of adjoining golf holes. Due to increased club and ball technology, many courses are seeing golf balls hit into places not seen before. As the golf ball has continued to fly further (and will most likely continue), the entire facility should be analyzed and assessed for possible future adjustments.



Fact: Due to a nationwide trend of the reduction of played rounds, diversification of the golf course facility is a proven and viable option.

A typical golf facility is traditionally utilized by only 10% of the community. However, all courses will need to look toward the 90% of those who do not play the sport, but are looking for the added benefits a golf course provides. The health of residents, youth especially, is becoming more front and center, and seen by many local goverments as an issue they should be addressing where possible. Updating the facility to bring in non-golfers, and to promote health oriented, outdoor recreational options is a wise move going forward.



Fact: The costs to operate a golf facility and the likelihood of additional restrictions levied on these facilities are only increasing.

As the costs for resources such as water, energy, and fuel continue to rise and become less available, all golf facilities will need to become increasingly aware of how to address their future sustainability. Courses are already having to make unprecedented compromises in order to secure their future success. A Programming Plan looks for opportunity to reduce water and chemical use, improve maintenance efficiency and do its part to secure long term sustainability.

How much will our resources cost in the future?

Fact: Without a firm direction or plan, a golf course will slowly lose its continuity over time, negatively affecting the long term health of the golf course.

So, as an answer to why the County chose to perform this process, and develop this Programming Plan, it's very simple; a golf course needs a plan to account for the changes in the course that occur naturally, and to direct officials and staff when adjustments to the course are needed, to positively affect and preserve the long-term health of the Golf Course.

The Programming Plan Process at Dairy Creek

Dairy Creek's Programming Planning process has included:

1. Meetings with County Staff, the Advisory Committee, golfers at large, residents at large, San Luis Obispo Golf Team Staff, and other pertinent organizations
2. Initial introduction meeting at Dairy Creek with the Community at large on August 22, 2016
3. Dairy Creek facility evaluation phase including site research and analysis performed at various times during each on site visit
4. Design Team charrette February 21-23, 2017
5. Three (3) Community Workshops at Dairy Creek, on the dates of December 20, 2016, January 23, 2017, and March 20, 2017
6. Four (4) Advisory Committee webinar presentations to update the Team on the project status
7. Weekly conference calls with County Staff to track the progress of the project
8. Conceptual Design and Programming Phase including multiple design alternatives presented to Staff and the Advisory Committee

Picture of the January 23, 2017 Community workshop

Summary of Meetings

On December 13, 2016, Parks held its first Advisory Committee meeting to review the role of the committee, provide a background of the issues and direction from the Board and discuss key elements of the programming plan that include:

- Conceptual or focused plan question
- A positive golf experience is a key to success
- Water limitations restrict available turf
- Proposal must have overall financial viability
- Existing and new features must help integrate the park

December 20, 2016, Parks held a public workshop to discuss golf course options. Key takeaways from the meeting included:

- Discussion of the water and revenue situation and the County's desire to offset the annual loss with additional park revenue
- The continuing desire to keep 18 holes and find additional water, but an understanding that this appears infeasible.
- The group expressed an interest in understanding more how Cal Poly's golf team could help create a successful future and in retaining existing holes rather than totally reconfiguring the course.
- The desire to not lose the ability to reopen closed holes in the future should water become available at a future date.
- Staples explained industry trends such as beginner/family focus, designing facilities that take less time to play, and more priority placed on practice areas
- Night lighting, miniature golf, improved practice facilities and other concepts were also discussed.

A main focus of this community workshop was the exploration of current golf industry trends, and other "outside the box" thinking related to golf facility planning in the future. Attached are images that were

used to communicate these creative ideas, and gauge the community's interest and/or appetite for certain ideas.

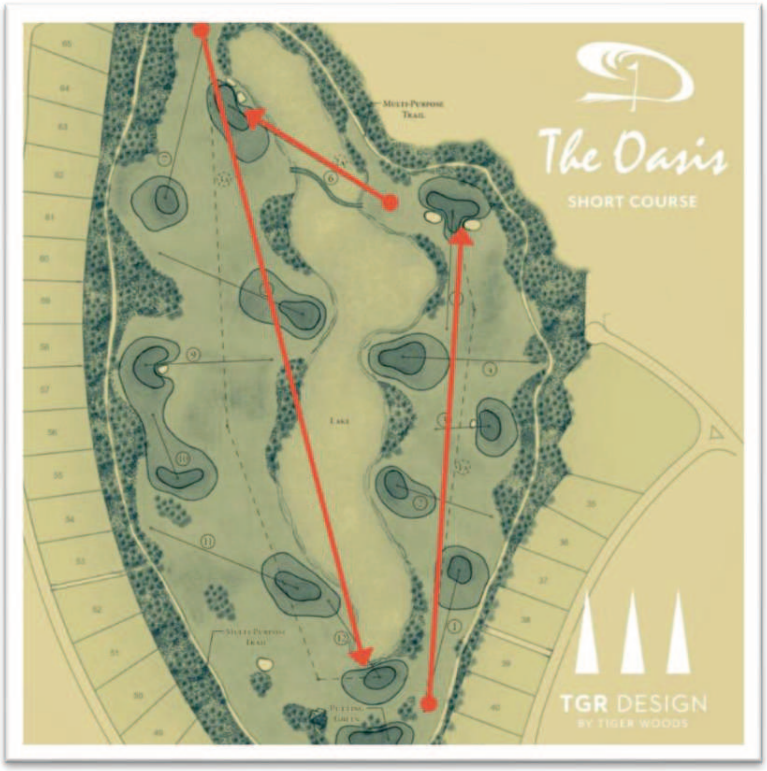
The reduction of resource use is major topic of conversation and of tremendous focus in today's golf industry

Subsurface irrigation is becoming more commonly used in landscape irrigation including golf courses

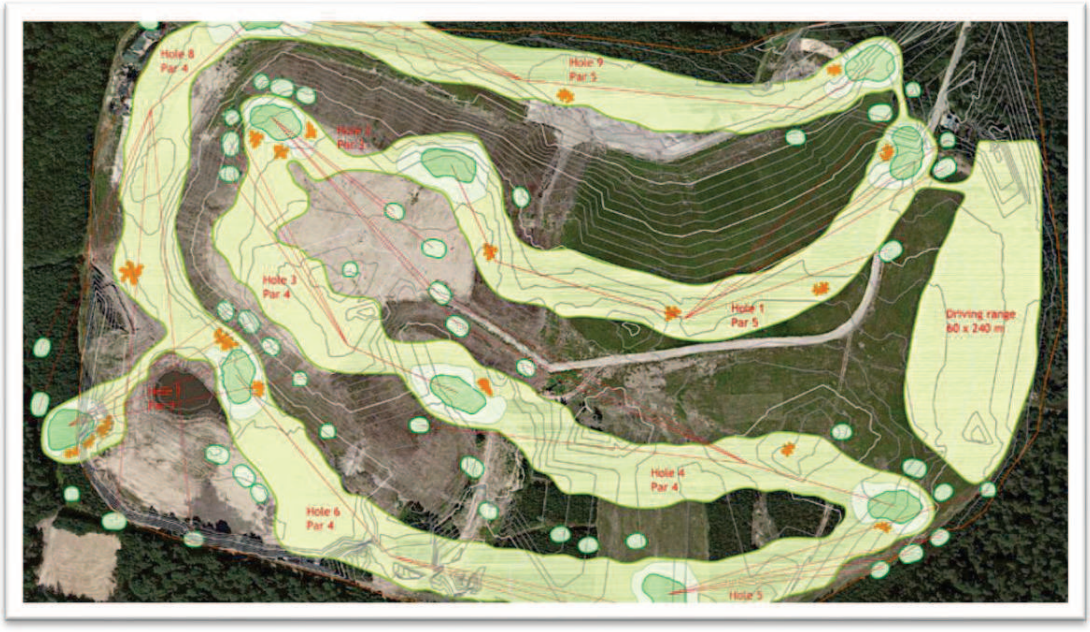
New Mexico State University is a leader in sustainable irrigation practices for golf courses

Golf courses are looking for ways to maximize space such as utilizing two flags in one putting green

Par 3 courses such as the "Horse Course" in Nebraska are options for golfers looking to play golf in less time



Courses are being designed to be multi-use, being played in a variety of layouts on the same property



The course pictured above is a 9-hole course designed to be played in both directions

Currently there is a major focus on designing large practice facilities with a variety of options

Artificial turf is being utilized in areas where maintenance costs are high, and water is scarce

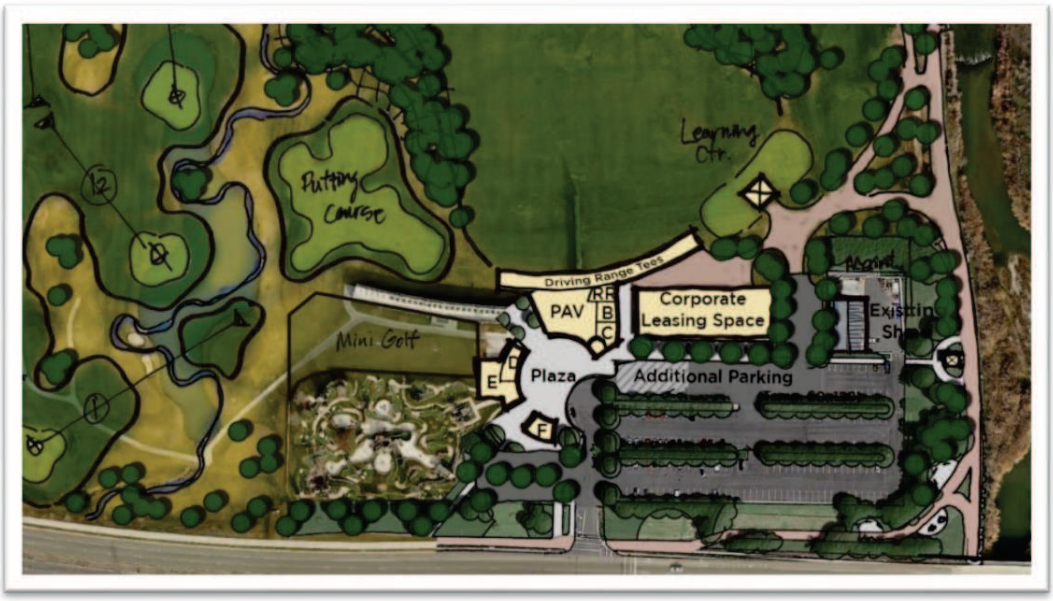
More municipal facilities are turning their focus on marketing to families, kids and beginner golfers

Attracting women golfers is key to successful golf operation

The golf industry has done a poor job of attracting golfers with disabilities to the game

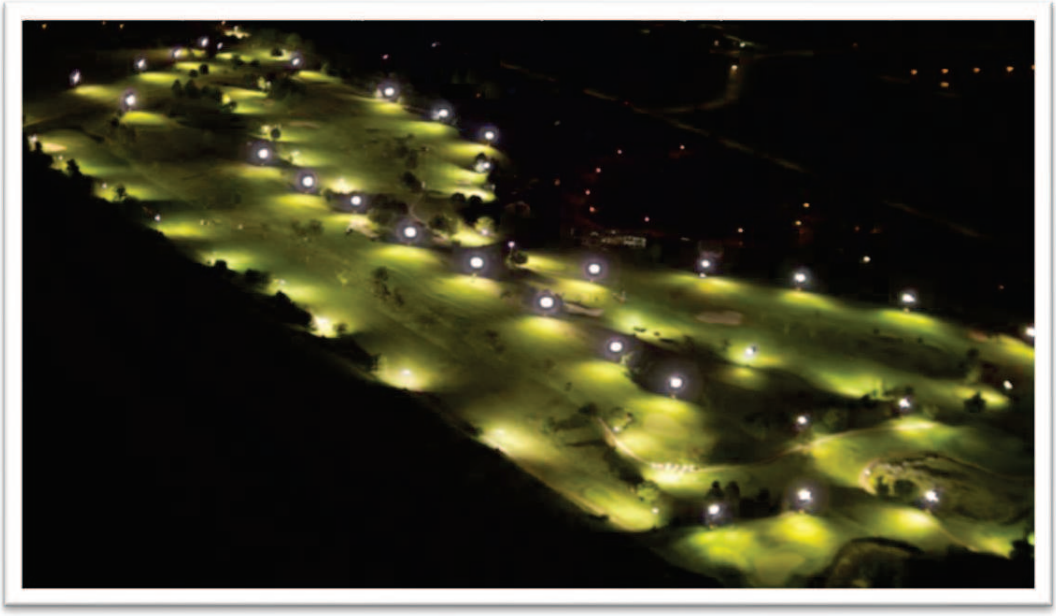
Alternate uses on a golf course has been proven to attract non-golfers to the facility

Colleges across America are using practice facilities as recruitment tools for their golf programs



Many golf facilities are looking to partner with private entities to generate revenue (see corporate leasing space above)

"Top Golf" has begun to change people's perception of the traditional golf facility

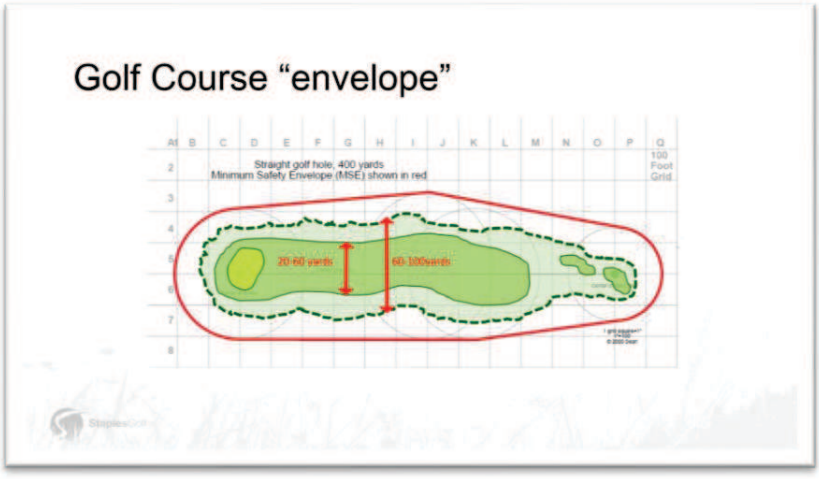


Night lighting a golf course expands the hours of operation, and attracts players during off-work hours

January 10, 2016, Parks held its second Advisory Committee meeting. Concepts and ideas for golf facilities and circulation within the park were offered. Key design thoughts addressed were:

- Phased implementation of ideas
- Consideration of fewer holes with a larger golf envelope vs more holes
- Consideration of existing course vs a new course design
- High quality practice facility including Cal Poly Team practice elements
- Tee area irrigation concepts

While the main desire of golfers remains keeping the existing 18 hole course as it is or at least in some way viable for the future, there was some support for the concept of a nine hole facility with a three hole practice facility. There was consensus on improving the park circulation using a single access route with the current clubhouse area as the hub of the park by which all other features are accessed.



Additional discussion focused on the current irrigated area of turf, and total widths of the general playing corridors in relation to the amount of area that needed to be reduced based on available water.

January 23, 2017, Parks held a public workshop to gain input for the overall programming plan for all of El Chorro Regional Park. The key takeaways from this meeting were:

- Questions about profitability of options
- Questions about the public good aspect of golf and subsidization of golf similar to other recreational activities (i.e. sports fields, tennis, pickleball, swimming)
- Questions about water including storage (i.e. additional ponds) and delivery infrastructure
- Support for integration of park features
- Strong support for multi-use trails, especially connectivity to Los Padres National Forest property
- Support for camping opportunities and alternative camping options (i.e. cabins)
- Support for equestrian facilities, dog access to trails, and horse camping
- Support for zip lines, mountain bike skills course, disc golf, mini golf, and ropes challenge course
- Continued support for golf facilities with 18 holes preferred and conversion to 9 holes with 3 hole practice facility an option
- Support for marketing efforts, branding the facility around recreation, event location, and having a central "check-in" area at the clubhouse
- Support for expanding the Cal Poly partnership

March 6, 2017 Parks held its third Advisory Committee meeting. This meeting was a planning session for what the Team would take to the Community on March 20, 2017. Key concepts discussed during this meeting were:

- Discussion of the February 28th Board meeting directing us to look for additional sources of water
- Direction of the final steps of the planning process including consensus of what we reasonably know to be true, the economic drivers of the plan, and the 18 hole option versus less holes option
- Presentation of our Mission for the project

On March 20, 2017, the final Community Workshop was held, and a variety of topics were discussed. Many viewpoints were shared, and much consensus was heard. The following are the highlights of this meeting:

- An introduction of broad (non-golf) park planning concepts and principles by Lief McKay of RRM Design Group
- A final summary of the current water/revenue situation, and how our plans address multiple options to generate revenue based on water availability and Board direction
- Plans that provided a comprehensive view of the entire park plan, with proposed options
- Our Vision statement for the project
- A general Implementation Plan for the proposed options and water availability

What we heard during the process

During the process, we heard from a wide range of community residents and stakeholder groups, acquiring a variety of perspectives and individual interests. In the end, each group communicated their feelings, and we listened. This is what we heard:

1. The golfers want 18 holes; and, if the course is to be altered, all adjustments should honor the original design intent of the golf course with the least amount of change to the course, limiting the non-golf use impacts on the course to the extent possible
2. There is overwhelming support for diversification of the offerings, including uses that attract non-golf users, adjustments to the entry into the park, and evolution of the purpose and function of the current golf course clubhouse
3. Non-golfers were supportive of the golf initiatives, and expressed interest in seeing golf evolve to address future trends and revenue generation
4. Strong support for the increase of connectivity of a comprehensive trail system throughout the entire park, with the addition of appropriately designed amenities attached to the trails system such as mountain bike skills courses, disc golf, etc.
5. All stakeholders agreed the park should increase marketing, and were supportive of the possibility of a "rebranding" of the entire property under one name and likeness

Upon completion of the community outreach and workshop exercises, a number of important details about the project became apparent. To that end, the mission for Dairy Creek Programming Plan is:

What we reasonably know will happen in the future

Upon beginning this exercise, the Design Team set out to examine the issues related to the current water situation at Dairy Creek and develop a plan that addresses the long-term irrigation water availability and revenue gap. As described above in "the general theory behind our planning at Dairy Creek" section of this plan, the three pillars of success of proper planning have proven to be critical aspects of the design process at Dairy Creek. This Team worked to find all areas of consensus within the community, used the facts presented regarding water availability and revenues, as well as utilized the expertise in golf course design and park planning to drive realistic and feasible recommendations that give direction for the future of the course and park. This was not easy. However, a sound process has been followed, which leads to a reasonable level of understanding of what may happen in the future.

To fully understand the factors that are integral to the development of this plan, the following points are what are known to be true, or reasonably true, and are critical factors that have gone into this plan's recommendations.

If the park stays "as-is," and the total annual amount of water is not increased to the amount needed to fully water the entire 18-hole golf course as originally designed, the golf course will continue to show a loss in revenue. Further, with the reduced watering cycles, the mechanical aspects of the course such as the course's irrigation system, cart paths, putting greens, and drainage will continue to deteriorate and the course will not only struggle to stay relevant in the eyes of the community, but it quite literally will fall apart. Essentially, if keeping 18 holes open is the priority, the focus should be placed on finding the appropriate amount of water in order to properly water a top-quality golf facility.

If the worst case scenario considered in this plan happens, and water is reduced to the least amount of water available (100 AF of water, and 35 acres of irrigated turf), the golf course will certainly need to consider a complete change in user focus and the County must plan for a reduction of total holes. The course was designed as an 18-hole full-length, top-quality golf course, capable of challenging the region's best golfers. By reducing the footprint of overall turf on all 18 holes, tighter landing areas, more forced carries and an even more difficult golf course will occur. This is not the direction the golf course should be heading. Conversely, the course should look to maximize the amount of water available and focus this water on the high use play areas, focusing on providing the best experience possible. This, in turn, will necessitate a shift in the attention to using more water on less holes, in order to attract a user group more likely to utilize a golf course with a smaller footprint. Under this scenario, focusing on the beginner golfer, families, kids and seniors, and those that want to play in less time, would be prudent. Making the proper adjustments to the facility, then promoting the facility as the "best in class" golf learning center, with an association with Cal Poly's golf team, would be a likely solution. Bottom line, using less water on more holes, is not a realistic solution and should not be considered.

If the County is still unsure how much water can be made available to irrigate the golf course, there will be uncertainty on how best to handle the variety of amounts of water available, including how much water, and during what times of the year. This plan sets out to develop thresholds for a range of amounts of water, all based on providing a quality golf experience that residents will want to enjoy.

Instead of guessing at how much water the course needs, or arguing over how much is too much, or too little, this plan intends to provide guidance, and direction, when the unknowns become clearer.

Site Assessment of the Park Land

A site review and assessment of Dairy Creek/El Chorro Regional Park was completed by Andy Staples, as well as, Lief McKay of RRM Design Group. This assessment was performed over multiple day trips, throughout the months of December, 2016 and March, 2017, and included:

- Viewing the community engaged with the facility
- Walking tours of the site to understand the opportunities and constraints of park usage in golf and non-golf areas to understand and contemplate how additional uses can be envisioned from the "ground level."
- Interviews with maintenance staff about turf quality issues, irrigation and drainage, and agronomic considerations
- Interviews with staff concerning the operations of the club regarding daily play, range usage, overall park usage, percentage of use by residents, etc.
- Site evaluation to understand the current water storage capacity, access to various water sources, etc.
- Identification of opportunities and constraints based on physical and climatic factors
- Review of County documents such as the original El Chorro Environmental Impact Report (EIR), El Chorro Regional Park Development Plan dated January 1978, the current SLO Botanical Garden Plan, Parks & Recreation 2015 Strategic Plan, etc. for historical context and understanding
- Continued dialogue with Cal Poly officials, including the Cal Poly Golf Team, to look for possible parallels in planning for the future, including hosting a Cal Poly Golf Team building and practice facility

The Regional Park

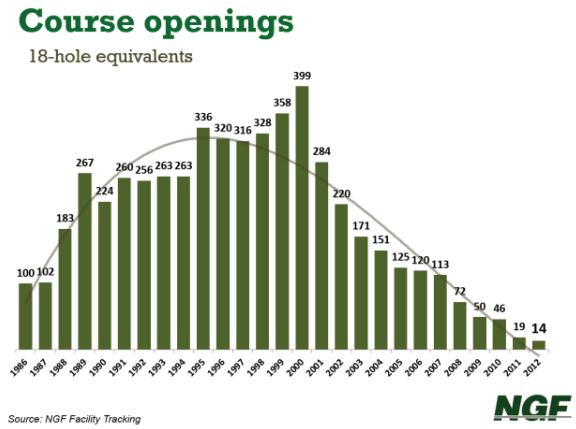
There is enough anecdotal evidence to suggest that many people primarily know, and interact with, El Chorro Regional Park for one or two reasons only. It may be the golf course. Or the softball fields. Or the botanical gardens. It is interesting that often people are unaware of much of what other elements the park has to offer, including the area north of the closed gate on Dairy Creek Road just past the dog park that accounts for roughly one-third of the entire property. From a park planning and site assessment perspective, this is the core challenge – finding ones' way around is not intuitive. Immediately upon entering the park, a visitor must make a choice to turn left or continue to the right, and in doing so one half of the park is immediately out of sight and out of mind. This is symptomatic of a circulation system that has evolved over time, probably relying heavily on historic ranch road alignments and adding to it over time in pieces – and it is very common for larger, older parks.

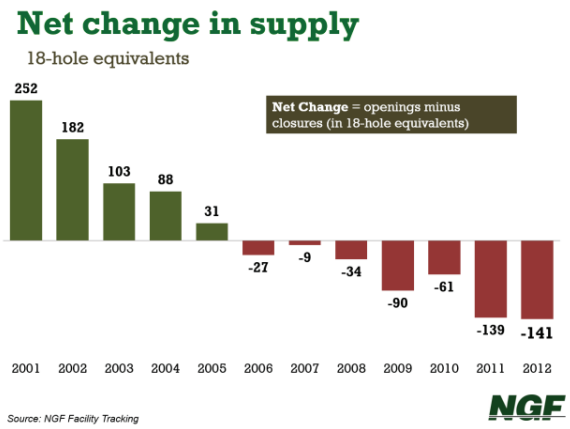
Golf course aside, El Chorro presents huge opportunities to add to the County's park system. Firstly, it's setting in the Chorro Valley is spectacular, with expansive views towards the coast; and importantly, it has a varied topography that enables users to get to higher elevations to appreciate it. Secondly, it is far enough from surrounding residents and adjacency conflicts to open up a vast array of potential new uses. And lastly, there is plenty of space to comfortably fit new uses and expand existing facilities. Much of the area around the clubhouse and park entry has been previously disturbed to some degree, so more intense activities can be developed with a low impact philosophy. The key to successfully bringing the various ideas together harmoniously is paying careful attention to the quality of the spaces that are created – and make sure that one amenity doesn't suffer at the expense of another.

As will be discussed at length in this plan, availability of water is the most restrictive constraint for potential new uses. Other considerations that will need to be carefully considered when siting new facilities are the prevailing winds, and the dry, summer heat.

The Golf Course

Staples Golf's opinions of Dairy Creek date back to the first encounter with the course in 1998 when Andy Staples first traveled to San Luis Obispo, working on a nearby project. Overall, the impressions of the entire golf course are incredibly positive, and the course ranks as one of the highest of quality for any public, municipally owned facility in the State of California, when watered properly. That said, when one digs deeper into not only the timing of its original construction, but also the recent water crisis and long-term water availability, another story begins to emerge.





Dairy Creek was built in 1997, and by all accounts, was opened in golf's "heyday." The late 1990's and early 2000's saw the game of golf enjoy a prosperous existence; one that many thought would never come to an end. Dairy Creek was a product of this time, and when one investigates the design and makeup of the facility, the telltale signs are readily available. The course sits on incredible land, indicative of the central coast of California. However, the land is steep by nature, and by no means considered "natural" golf ground. In order for the course to be built here, large amounts of soil were moved, and fairways and greens were shaped into the landscape by bulldozers and excavators. The design does not facilitate an easy walk, but rather, focuses play on golf cart use to navigate the property. The hillsides were replanted, and then a variety of grasses were re-established over time. By all accounts, the final product maximized the ground, and was properly built. The course certainly provides a huge benefit to all golfers, and the occasional non-golf user, by allowing them to experience the land by traversing over the hills and swales, chasing the proverbial little white ball. But, when compared to even the most modest of examples, Morro Bay Golf Course for one, the course rises into the category of being difficult for most golfers, especially beginners, has narrow fairways, and many side-hill lies that fall away from the golfer, which makes keeping the ball in play on every hole a bit of a challenge. When placed in the spectrum of other courses in the area, or compared to its competition, Dairy Creek is one of many; a course that competes by price, local pride and a small group of devout followers, and little to do with a unique offering, or social experience or culture. This is not to say Dairy Creek is a bad golf course; it's not. It's a very good golf course that happens to be a product of its time, much like many others across the country, searching for an identity, and a "silver bullet" to solve their annual revenue deficit problem.

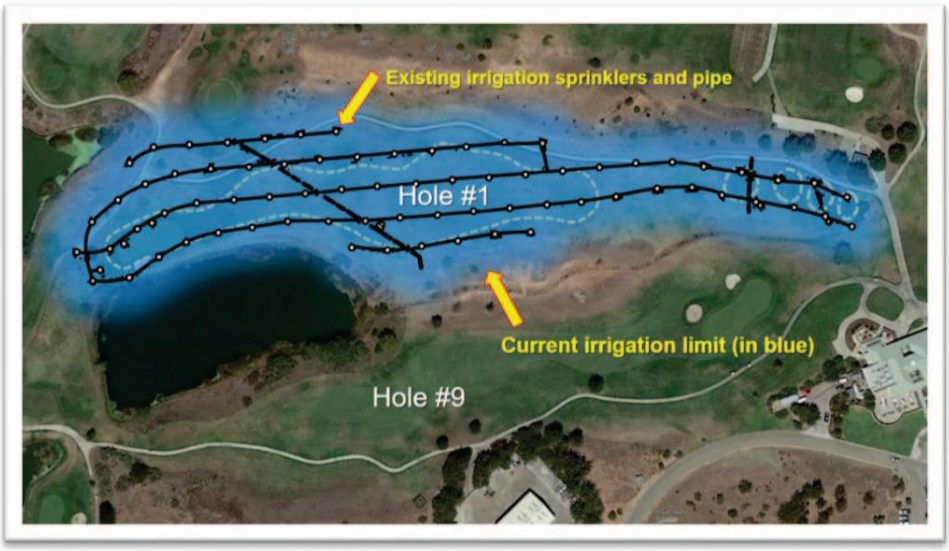
Flash forward to the summer of 2016, and Dairy Creek is experiencing a shortage of irrigation water due to the cut backs in the population of the California Men's Colony, the course's primary source of recycled water. After a cursory tour of the course, it is obvious the course is not being maintained as John Harbottle, the course's original designer, envisioned it. What exists is a vast waste land of dried out turf and hard, cracking ground surrounded by islands of semi-green grass around the putting greens and teeing grounds. Annoying bugs are also now prevalent due to the slow conversion back to the native hillsides. What was once a series of continuous pathways of well irrigated turf, are now bone-dry landing zones, difficult to play a leisurely, fun round of golf.

Courses are meant to be watered. Their irrigation systems require weekly, or at minimum a few times a year, use by allowing the sprinklers to run. Turf is meant to be "farmed" by not only applying the appropriate amounts of water, but they are also in need of fertilizer, sand top dressing and the occasional poking of holes through the top surface of thatch and old grasses. When these daily tasks are not implemented, the internal makeup and health of the course suffers.

Many might say this situation is "normal" or "not a big deal." Staples Golf differs with that opinion. In a golf environment where competition is fierce, and budgets are tight, maintaining a course in the manner in which Dairy Creek is maintained with insufficient water is not a recipe for success.

Below is a list of items that are in need of further examination for the potential for long-term harm or even complete loss:

1. Irrigation system – it appears to be in great condition, however, if the sprinklers are abandoned permanently, or even for long durations of time, the parts become frail, and prone to failure.
2. Putting greens – poor drainage within the soil profile, salt build up, loss of turf in problematic areas
3. Drainage systems – the existing drain lines are showing signs of failure, and need replacement
4. Sand bunkers – appear to be reaching the end of their life cycle
5. Cart Paths – the soil around the paths, and bridge abutments, are prone to shrinking and expanding based on the wide variance of wet and dry conditions, causing gaps in the soil, and cracking of the concrete, causing the paths to deteriorate and cause a possible liability concern
6. The driving range – the current depth of the range is short by today's standards, and is small in terms of teeing space, visibility to various landing areas, and limited in the quality of practice options
7. Quality of existing campgrounds – to keep occupancy rates as high as possible, it should be a primary goal to attract repeat customers. Although the choice of campgrounds on the coast is often a simple factor of availability, when all things are equal the overall quality of the camping experience is important. This includes utility infrastructure, adequate space between sites, noise, and protection from the relentless prevailing winds.



Overhead view of the manner in which the original golf course has been designed to be watered.

Hole #12 showing the watering practices of only greens and tees – Photo taken in August of 2016

There is evidence of salt build up in the greens profile, causing loss of turf

The stress on the turf has caused a variety of different types of non-sustainable grasses to begin growing around the greens (note yellowish, light green colored grasses)

The current practice facilities

The current practice facilities at Dairy Creek, while adequate and generally in good shape, are lacking in terms of the latest trends in the golf industry. Today, as players have less time to play golf, and are becoming increasingly interested in different options of playing and practicing the game, more focus is being placed on generous, high quality facilities that allow for all levels of golfers access to practice. Dairy Creek's range, short game area, and putting green are showing deficiencies in these areas.

The direction of the range faces due west, into the prevailing wind, and has room enough for 19 hitting bays. The existing range tee was "notched" into the hillside, located in a small space. This is not unusual, as at the time of inception, there was more of a focus on placing the priority on the golf course, and then used what was left for the range. This can be seen by the lack of clear visibility from the range tees to various landing areas, the tight space the current short game area sits, and the short length of the entire range. As a matter of fact, it is customary for the better golfer to be hitting their balls into the adjacent ravine located to the west, along hole #2. Further, since the range is located "up the hill," it can be considered inconvenient for the causal golfer that just wants to hit balls.

Drainage appears to be a reoccurring issue around the entire range area. The current concrete tee line used for artificial mats, appears to hold water, limiting mat use to the dry times of the year. The range tee is built to slope from front to back, causing all drainage to run backwards and sit against the graded "steps" in the tee tops. This causes soft areas, which in turn causes ruts and weak turf.

The putting green adjacent to the clubhouse is perfectly located, but it is steep and not very conducive to practicing. And, if there is an idea of increasing use through additional non-golf programs and uses, this putting green would be considered too small for this amount of play.

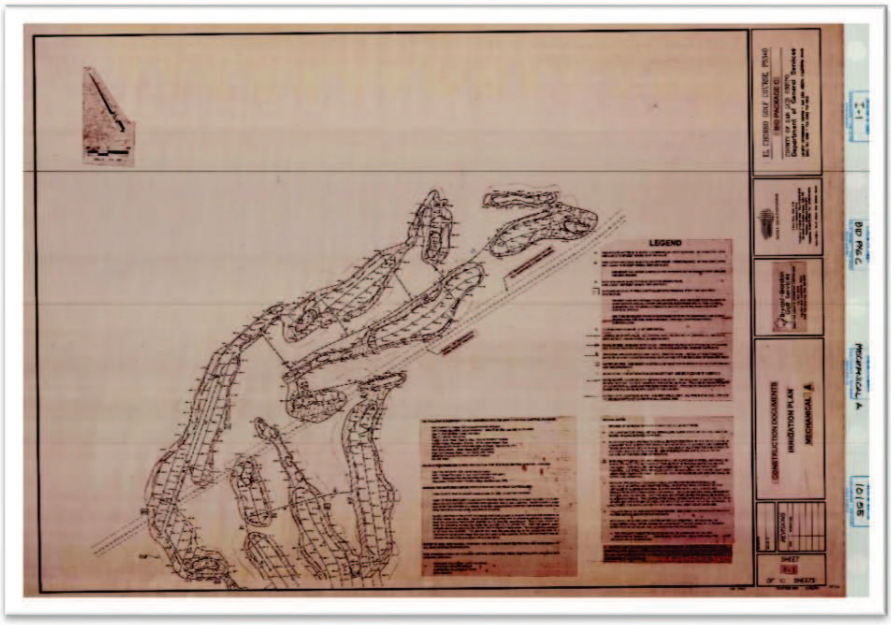
Overall, when the practice area is considered against current trends in golf course design, and operations, there is a strong argument against the current layout. Consideration should be made to expand the current layout, by regrading and/or by reorienting the angle with the intent to make the range longer with more hitting stalls. Also, by increasing the quality and overall offerings of the entire practice facility, there is a better chance of increasing use, which will in turn result in increased revenues.

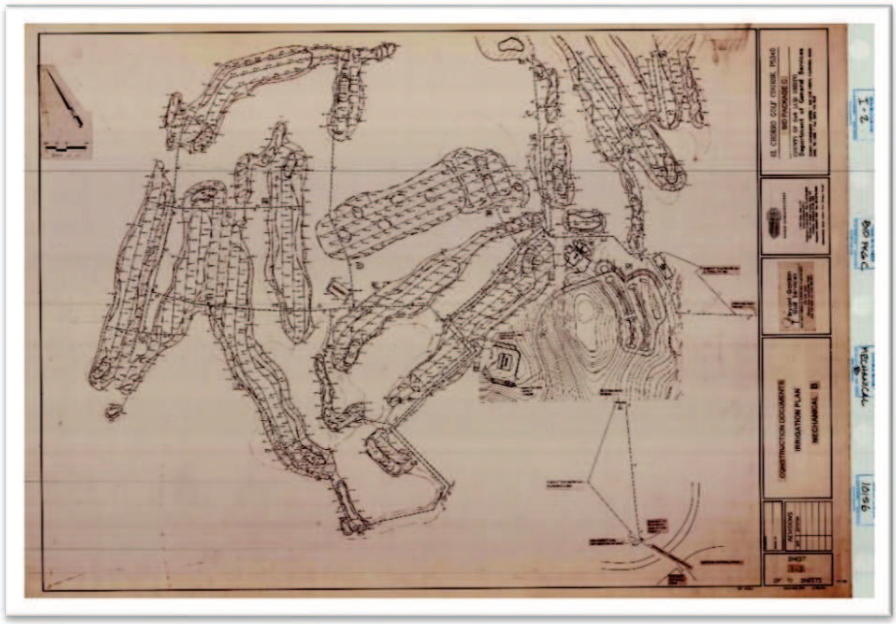
Drainage issues are prevalent around the course, including the current driving range tee

The current short game area is in need of improvement including fixing the drainage issues

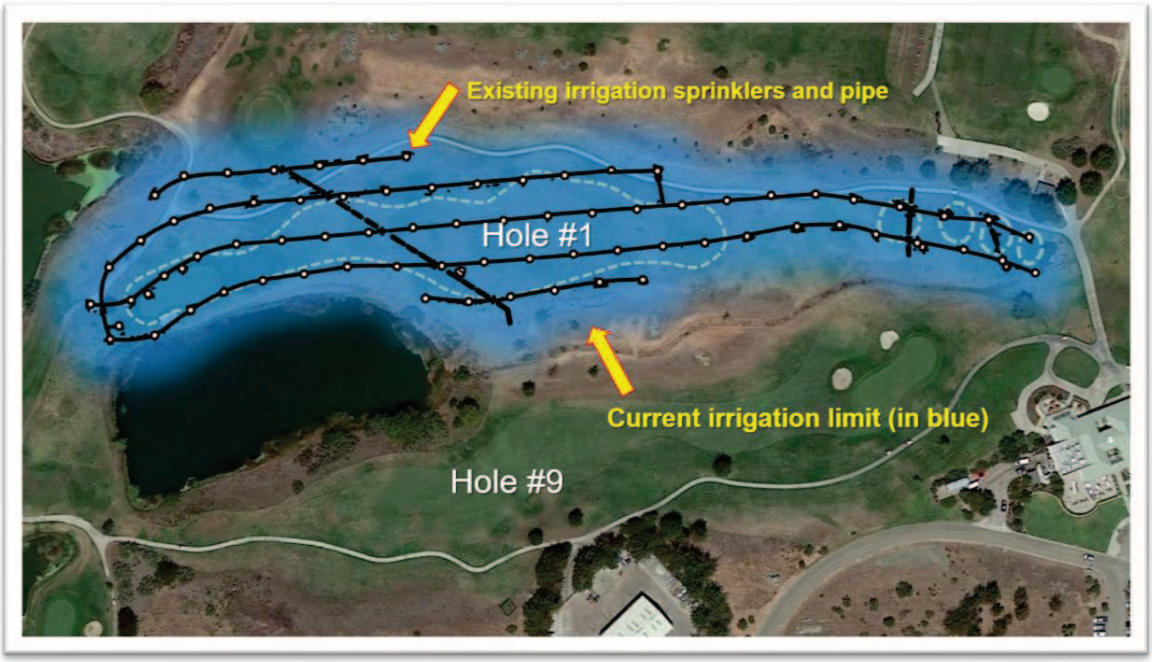
The current irrigation system

The current irrigation system is set up to irrigate the playable areas, including the green, tees, fairways and roughs in their entirety. When the golf course was first built, the County employed professional irrigation system consultants to design the irrigation system to match the proposed design of the golf course. See below, as provided by San Luis Obispo County.





As the example noted below shows, the current layout of the irrigation system covers the entire turf area "wall to wall," spacing each sprinkler approximately 65-feet apart, on a triangular spacing pattern.



This exhibit shows the current layout of the irrigation system and what areas of the course receive water

In order to make adjustments to what parts of the course are watered, and also, to make adjustments to the preferred limits of turf, the operators of the system are tied to utilizing the current sprinkler pattern. Overall, it is much easier to remove areas receiving irrigation by simply turning off the operation of the sprinklers, as opposed to adding turf or adjusting the outside limit of coverage.

These concepts are important to understand for two reasons. First, if any adjustments are to be made to the layout of the golf course relative to the overall limits of irrigation coverage, or overall playable areas, then these adjustments will be most cost effective, and reasonably made by planning around the current layout of the system. Second, if major adjustments are made to the course design and layout, then this will increase the implementation costs of installing new or partially new portions of the system to conform to the new layout.

Part III - THE PROGRAMMING PLAN RECOMMENDATIONS

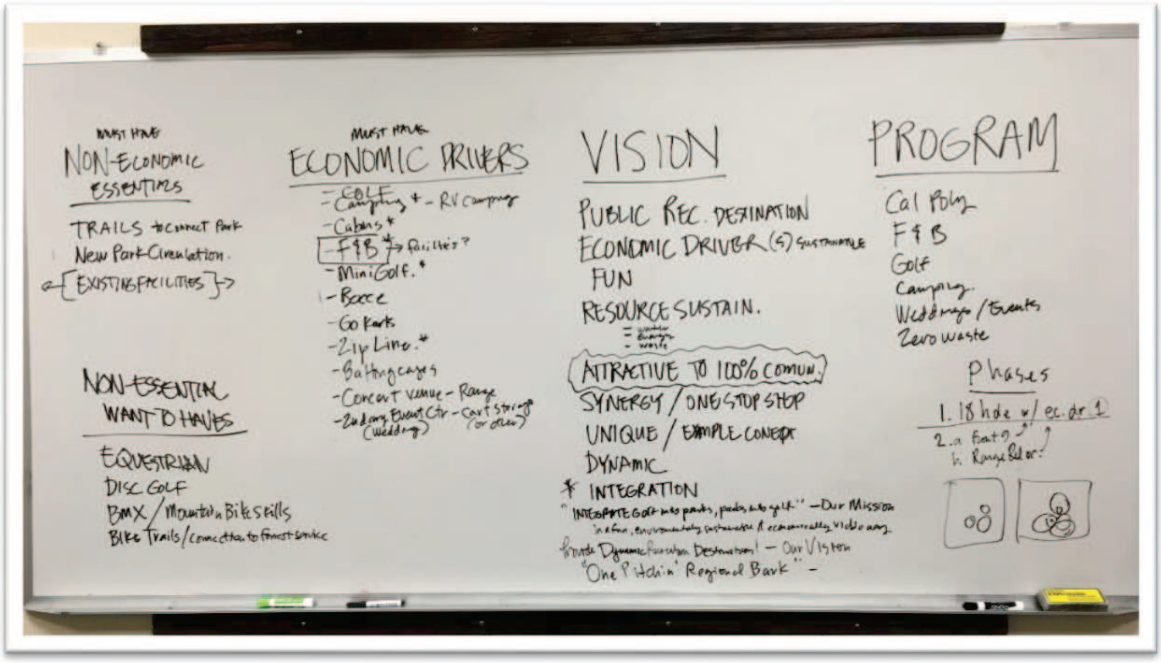
Guiding Principles and Vision

"If you can dream it, you can do it."

~ Walt Disney

Very early in the design process, the Team set out to outline the project's vision with the intention of defining what El Chorro Regional Park *could* be. Various "white board" brainstorming sessions were performed, and all parties of the Team, including the Advisory Committee, weighed in on certain goals and objectives in order to define the long-term mission for not only Dairy Creek, but also for the entire park property. The various discussion points are noted below, and served as the "guiding principles" for all aspects of the recommendations presented in this plan.

- Preserve golf as an important recreational activity within the park. Maintain affordability to increase opportunities for entry-level players and attract non-golfers to the golf facility. Keep the existing 18-hole layout as long as fiscally possible.
- Maintain the golf program as an enterprise fund by increasing revenues within the existing golf course footprint to eliminate the need for a temporary subsidy from the General Fund.
- Pursue all appropriate revenue generating activities to ensure the fiscal health of the park.
- Provide diverse recreational opportunities for residents and visitors to the park within the limitations of available water.
- Integrate the features of the park, creating a central and unifying entryway and orientation point. The park should work as a whole entity with many elements rather than many adjacent, but independent features.
- Participate in partnerships with other public agencies, non-profit organizations, concessionaires, volunteers and the private sector to achieve common goals.
- Provide connectivity to other public lands in the area to enhance opportunities for expanded recreation to nearby resources.
- Preserve the natural views and resources of the park by focusing on interpretive and educational programming and natural resource management activities to keep the value of the natural conditions of the park.
- Maintain and expand the zero-waste feature of the golf course to more areas of the park.



Notes taken during a design charrette focusing on project vision

Total water allocation and golf course design

Much of this planning effort involved the Team's dissecting and directing the understanding of how much water Dairy Creek needs to provide a quality golf experience. The Team discussed the impacts on the design and playability of the golf course, considering the impacts of a reduction of total water allocation. Essentially, what kind of golf course will the County provide to its residents with less water, and will anyone want to play it?

The first data point to understand is the total amount of historical water used at Dairy Creek, as compared to the overall amount of turf that has traditionally been irrigated.

Table 1

Total Amount of Turf at Dairy Creek	89	Ac
Total water used for irrigating entire course	250	AF
Total water used per acre of irrigated turf	2.81	AF/Ac

AF = Acre Feet
Ac - Acre(s)

**Information provided by SLO County*

When assessing the amount of water needed to irrigate the golf course, the ratio of 2.81 AF/Ac should be used for every acre that is planned to be irrigated. Example: 100 AF of water is allocated to the golf course, then the appropriate number of irrigated acres would be 35.5Ac (100AF divided by 2.81AF/Ac = 35.5 Ac).

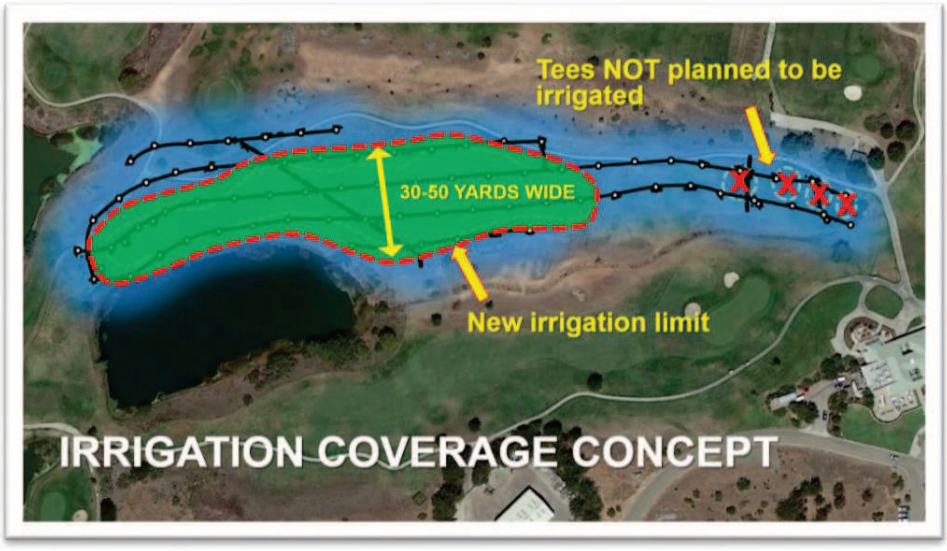
The second data point is understanding how much water reduction Dairy Creek should consider, without negatively affecting the quality and enjoyment factor to the point no one will want to play the course. Andy Staples directed the study related to how best to focus the water reduction philosophies throughout the entire course. This entailed utilizing his experience in golf course design and industry standards for the minimum and maximum allowable space needed for a quality, fun golf experience. Here were his design objectives:

1. Focus the irrigated, playable areas where the average golfer lands the ball, and make these areas as wide as possible
2. Do not focus only on fairways, but also allow for an area of rough on either side of the landing area as a barrier to keep balls from rolling into trouble
3. Focus on providing quality, smooth putting surfaces that all golfers will enjoy
4. Pay special attention in maintenance activities around the greens, and green approaches, which would include upkeep of drainage, conversion of drought tolerant turf grasses, and soil management to make these areas receptive to shots, while increasing interest and aesthetics
5. Focus on upgrading all main play areas with the latest varieties of drought tolerant, sustainable turf grasses
6. Make sure the sand bunkers are of highest quality with adequate drainage

7. Limit water around the tees, and the teeing complexes, irrigating only select tee tops such as on par 3 holes, or completely stop irrigating tees entirely
8. Utilize artificial turf for tees on all holes that are not irrigated
9. Make a priority to add a forward set of tees in the irrigated envelope, maximizing the use of irrigation water, measuring approximately 4,000 yards
10. Allocate enough water to properly irrigate the range (within reason) and adjoining short game areas and putting green(s) to ensure the practice facilities can be marketed as "best in class"
11. Eliminate all irrigation, to the extent feasible, from around the clubhouse
12. Conform all adjustments to the irrigated envelope to the current irrigation system layout, and maximize as many current sprinkler locations as possible, limiting exhaustive redesigning and manipulation of the current sprinkler layout and piping network

An analysis was performed on all areas of the course to understand how the overall quantities of turf were spread out over the entire golf course. This series of data allowed the Team to understand how the water was currently being utilized (see Appendix for specific details) and to make assumptions on how best to focus attention on possible areas of reduction, should the overall amount of water allocation be reduced. Once this data was known, multiple analyses were performed to understand how best to maximize water use reduction and the reduction of irrigated turf, while not dramatically affecting the current golf course design.

The following irrigation philosophy was used during this analysis to communicate the design philosophy of how best to reduce the amount of water consumed per acre, while attempting to continue to provide a quality, fun golf experience:



The 'Water Reduction Philosophy' template to be used as a guide for how to adjust the golf course to use less water

The final data point is directly related to answering the question: Where on the course should turf be removed? This is a tricky question. As was identified during the community workshops, a strong request was made to not change the current layout of the course. By attempting to not change the layout of the

course, while applying the water reduction strategy as noted above, it became difficult to apply a "standard" reduction equation on an existing golf course layout. Therefore, we ran numerous combinations, and attempted to identify the best areas of the course on which to focus.

The following combinations proved worthy of additional study:

1. Maintaining the front 9 holes intact
2. Maintaining the back 9 holes intact
3. Combining holes 1, 2, 7, 8, and 9 on the front side, with holes 12, 13, 17 and 18 on the back side
4. Considering a number other than nine holes, to increase the total number of holes to 12 or 15 total holes such as:
    a. The entire front nine, plus holes 12, 13, 17 and 18 on the back nine
    b. The entire back nine, plus holes 1, 2, 7, 8, and 9 on the front nine

In evaluating the combinations if insufficient water is available for keeping the designed 18-hole course, the back 9 was selected for retention over the front 9 for the following reasons:

- Requires less irrigation
- Provides better integration of the park and golf
- Allows for improving the range area, short game practice area and integration with the clubhouse
- Is the preferred choice by Andy Staples based on the layout, design integrity, and overall golf experience

The Advisory Committee was unanimous in its opposition to combination 3 above (dividing 9 holes between the front and back 9), but was not unanimous with retaining the back 9 over the front 9. The golfers generally appeared to prefer retaining the front 9 because it kept the option of re-opening the back 9 at a future date, was more conducive to beginner play and allowed for higher quality practice holes. The design Team felt that any move to a 9-hole course was a permanent move and the design should be driven by what the best operational design is given the water allotment. The Team felt that the improvement of the range, short game area and integration into parks made the back 9 the superior option with the greatest likelihood of financial success.

In summary, the process by which the golf course was examined for reduction was part art, part science, and then vetted with community input. All things considered, this Team feels the recommendations noted within this plan represent sound planning, based on the intention to provide a quality golf experience, while weighing the realities of the costs of construction and long-term management. The scenarios noted in the following sections will provide the County with the "road map" necessary to address a variety of factors, all dependent on the final quantity of water that is allocated to the golf course.

Program Elements & Concepts

The list below represents the what the Team determined to be the "best case" in terms of offerings, vision and overall ideas as to what could be included in the overall park plan, and do not necessarily reflect what will actually make it into the final implementation plans.

Circulation

- Entry and arrival
  - Rebrand the clubhouse with a new name to be more inclusive
  - Focus arrival sequence at the existing clubhouse
    - Use for all orientation activity including golf, restaurant, camping registration, supplies, equipment rental, etc.
    - Reconfigure entry area to accommodate arrival
  - Provide parking for large vehicles and trailers and new connectivity to existing roads
- Wayfinding
  - Define cohesive sign and wayfinding elements to inform visitors of available activities and a logical way to arrive at areas
  - Integrate all of the park features through common branding and messages

Costs and Time to Implement

Plan Key	Park Amenity	Construction	Contingency (15%)	Soft Costs (10%)	TOTAL BUDGET	Capital Costs	Operating Costs	Revenue	ROI Months	Rev/Yr	Timeline
D	Existing Parking					$ -					Existing
H	Enhanced Entry	$ 125,500	$ 18,825	$ 12,550	$ 156,875	**$ 156,875**	$ 3,000	$ -	0	$ (3,000)	6-12 months
	Park Entry Fees						$ 116,000	$ 330,000		$ 214,000	
	Entry Loop Road	$ 630,063	$ 94,509	$ 63,006	$ 787,578	**$ 787,578**	$ 10,000	$ -	(945)	$ (10,000)	12-18 months
		$ 755,563	$ 113,334	$ 75,556	$ 944,453	**$ 944,453**	**$ 129,000**	**$ 330,000**		**$ 201,000**	

Golf

- 18 hole course
  - Retain course as long as fiscally feasible within available water
- 9 hole course
  - Define a high quality course that attracts players of all abilities
  - Consider night lighting of the course
- 3-5 hole practice area
  - Create a high quality practice area of a three hole loop with multiple target opportunities and branded with the Cal Poly golf partnership
  - Consider night lighting the practice area
- Learning center
  - Expand driving range to accommodate more tee area
  - Add a putting course
  - Consider night lighting the driving range
  - Integrate the range with the existing clubhouse area
  - Create a brand relationship with Cal Poly Golf

  - Include higher end teaching and practice features
- Miniature Golf Course
  - Consider the option of a miniature golf course
- Concert/Event Venue
  - Develop the existing driving range to attract large events and concerts to El Chorro Regional Park

Costs and Time to Implement

Plan Key	250 Acre Foot Option Additonal Items	Construction	Contingency 15%	Soft Costs 10%	Total Budget	Capital Costs	Operating Costs	Revenue	ROI Months	Rev/Yr	Timeline
L	*Golf Course/Drive Range/Concerts*	$ 858,750	$ 128,813	$ 85,875	$ 1,073,438	**$ 1,073,438**	$ 1,504,842	$ 1,593,436	$ 145	$ 88,594	4-8 months
	Additional Purchased Water for GC				$ -	**$ -**	$ 225,000	$ -	0	$ (225,000)	
	Profit from other GC					**$ -**	$ -	$ 387,495	0	$ 387,495	
	Costs for 250 Acre Foot Option Sub Total	**$ 858,750**	**$ 128,813**	**$ 85,875**	**$ 1,073,438**	**$ 1,073,438**	$ 1,729,842	$ 1,980,931		**$ 251,089**	
	160 Acre Foot Option Additional Items	**Construction**	**Contingency 15%**	**Soft Costs 10%**	**Total Budget**	**Captial Costs**	**Operating Costs**	**Revenue**	**ROI Months**	**Rev/Yr**	
L	*Golf Course Drive Range/Concerts*	$ 1,651,000	$ 247,650	$ 165,100	$ 2,063,750	**$ 2,063,750**	$ 1,421,137	$ 1,065,988	$ -	$ (355,149)	4-8 months
	Additional Purchased Water for GC				$ -	**$ -**	$ 90,000	$ -	0	$ (90,000)	
	Profit from other GC					**$ -**	$ -	$ 269,181	0	$ 269,181	
	Costs for 160 Acre Foot Option Sub Total	$ 1,651,000	$ 247,650	$ 165,100	**$ 2,063,750**	**$ 2,063,750**	$ 1,511,137	$ 1,335,169		**$ (175,968)**	
	120 Acre Foot Option Additional Items	**Construction**	**Contingency 15%**	**Soft Costs 10%**	**Total Budget**	**Captial Costs**	**Operating Costs**	**Revenue**	**ROI Months**	**Rev/Yr**	
L	*Golf Course Drive Range/Concerts*	$ 1,845,750	$ 276,863	$ 184,575	$ 2,307,188	**$ 2,307,188**	$1,332,175	$ 808,175	0	$ (524,000)	12-18 months
	Additional Purchased Water for GC	$ -	$ -	$ -	$ -	**$ -**	$30,000	$ -	0	$ (30,000)	
	Profit from other GC	$ -	$ -	$ -	**$ -**	**$ -**	$0	$ 410,032	0	$ 410,032	
	Costs for 120 Acre Foot Option Sub Total	$ 1,845,750	$ 276,863	$ 184,575	**$ 2,307,188**	**$2,307,188**	$1,362,175	$ 1,218,207		**$ (143,968)**	
	100 Acre Foot Option Additional Items	**Construction**	**Contingency 15%**	**Soft Costs 10%**	**Total Budget**	**Captial Costs**	**Operating Costs**	**Revenue**	**ROI Months**	**Rev/Yr**	
L	*Golf Course Drive Range/Concerts*	$ 1,387,250	$ 208,088	$ 138,725	$ 1,734,063	**$ 1,734,063**	$ 1,318,808	$ 777,204	0	$ (541,604)	12-18 months
	Additional Purchased Water for GC	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -	0	$ -	
	Profit from other GC	$ -	$ -	$ -	$ -	**$ -**	$ -	$ 426,774	0	$ 426,774	
	Costs for 100 Acre Foot Option Sub Total	$ 1,387,250	$ 208,088	$ 138,725	**$ 1,734,063**	**$ 1,734,063**	$ 1,318,808	$ 1,203,978		**$ (114,830)**	

Minature Golf

Plan Key	Park Amenity	Construction	Contingency (15%)	Soft Costs (10%)	TOTAL BUDGET	Capital Costs	Operating Costs	Revenue	ROI Months	Rev/Yr	Timeline
F	Mini Golf	$ 300,000	$ 45,000	$ 30,000	**$ 375,000**	**$ 375,000**	$ 72,000	$ 320,000	18	$ 248,000	12-18 months

Learning Center

Plan Key	Park Amenity	Construction	Contingency (15%)	Soft Costs (10%)	TOTAL BUDGET	Capital Costs	Operating Costs	Revenue	ROI Months	Rev/Yr	Timeline
T	*Golf Learning Center - ***	$ 250,000	$ 50,000	$ 25,000	**$ 325,000**	**$ -**	$ -	$ -	0	$ -	Cal Poly

Camping

- RV campsites
  - Provide additional RV hookups
- Tent campsites
  - Provide tent camping areas separated from the RV locations
- Group campsites
  - Provide group camping opportunities for various sized groups separated from other camping locations
  - Provide facilities to accommodate equestrian campers to include corrals and watering and waste facilities
- Cabin camping experience
  - Provide area(s) for camping cabins to include golf car camping where visitors leave their vehicles at the parking lot and have a modified golf car included with their reservation for mobility throughout the park
- Golf "Stay and Play"

- Consider maintaining a few putting surfaces to attract golf groups with a package complete with options for unlimited golf, driving range use, instruction, and Food and Beverage.

Costs and Time to Implement

Plan Key	Park Amenity	Construction	Contingency (15%)	Soft Costs (10%)	TOTAL BUDGET	Capital Costs	Operating Costs	Revenue	ROI Months	Rev/Yr	Timeline
M	9 Cabins - knoll	$ 180,000	$ 27,000	$ 18,000	**$ 225,000**	**$ 225,000**	$ 101,000	$ 226,000	22	$ 125,000	4-9 months
M	Cabins - this option (20 add Cabins)	$ 400,000	$ 60,000	$ 40,000	**$ 500,000**	**$ 568,750**	$ 224,000	$ 502,000	25	$ 278,000	4-9 months
U	Tent Camping	$ 205,000	$ 30,750	$ 20,500	**$ 256,250**	**$ 256,250**	$ 91,000	$ 273,000	17	$ 182,000	6-12 months
		$ 785,000	**$ 117,750**	**$ 78,500**	**$ 981,250**	**$ 1,050,000**	**$ 416,000**	**$ 1,001,000**		**$ 585,000**	
	Golf Cart Rentals - camping 9 hole			$ -	$ -		$ 97,680	$ 243,090	0	**$ 145,410**	3 months
	Golf Cart Rentals - camping 18 hole	$ -	$ -	$ -	**$ -**	**$ -**	$ 14,520	$ 36,135	0	**$ 21,615**	3 months

Trails

- Multi-use trails
  - Consider opportunities for multi-use trails for hikers, bicycles and equestrian users
- Connectivity
  - Provide trail access through adjacent Cal Poly range land to US Forest Service trails on the West Cuesta Ridge
  - Provide trail access throughout the park that connects with the Botanical Garden trail system
  - Anticipate the eventual establishment of the Chorro Valley Trail to connect San Luis Obispo to Morro Bay through El Chorro Regional Park near the Highway One corridor

Costs and Time to Implement

Plan Key	Park Amenity	Construction	Contingency (15%)	Soft Costs (10%)	TOTAL BUDGET	Capital Costs	Operating Costs	Revenue	ROI Months	Rev/Yr	Timeline
	Trails *	$ 15,000	$ 2,250	$ 1,500	**$ 18,750**	**$ 18,750**	$ 15,000	$ -	0	$ (15,000)	Partnership

Recreation

- Playground
  - Continue to provide playground opportunities for children, with expansion to include more accessible and adventure features
- Picnic Facilities
  - Continue to provide both individual and group picnic facilities
- Dog Park
  - Continue the non-profit partnership for the operation of the dog park
- Ball Fields
  - Continue the partnership with the City of San Luis Obispo for the recreational use of the ball fields
- Batting Cages
  - Consider the installation of batting cages near the existing ball fields to enhance the experience and also increase potential revenue
- Zip Line
  - Consider providing zip line opportunities

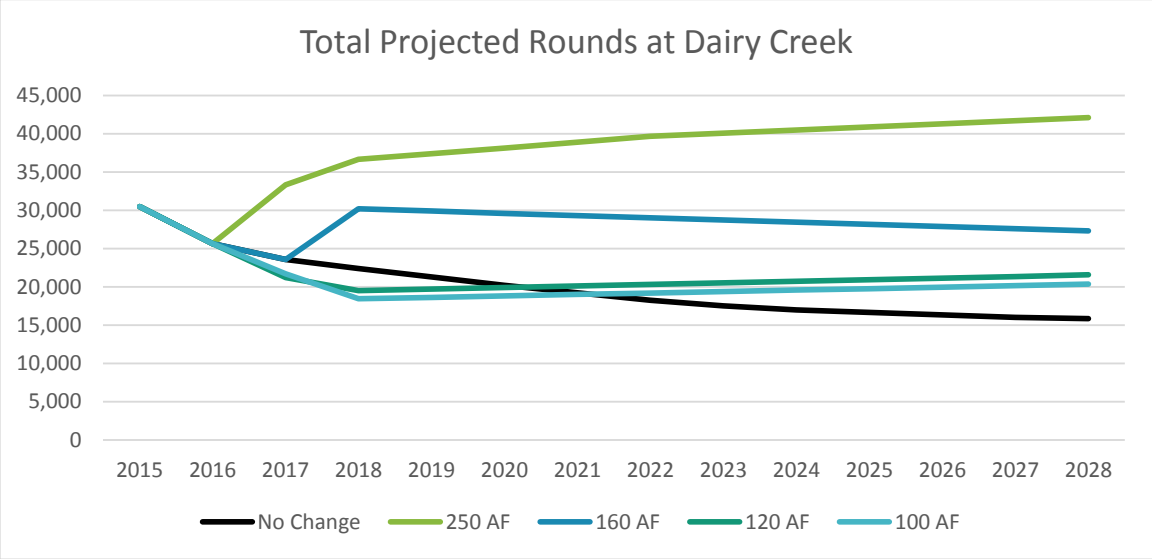
- Disk Golf
    - Consider providing a disk golf course
- Mountain Bike Skills Course with or without a BMX/Pump Track
    - Consider development of skills course for bikes that consists of challenge features over a loop course
    - Features could be integrated or separate from a BMX course
- Electric Go-Cart Track
    - Consider installation of an electric go-cart track
    - Possibly use a portion of the existing parking lot for reconfiguration
    - Include as part of a solar charging station

Costs and Time to Implement

Plan Key	Park Amenity	Construction	Contingency (15%)	Soft Costs (10%)	TOTAL BUDGET	Capital Costs	Operating Costs	Revenue	ROI Months	Rev/Yr	Timeline
V	Childrens Play Area	$ 300,000	$ 45,000	$ 30,000	**$ 375,000**	**$ 375,000**	$ 3,000	$ -	0	$ (3,000)	4-9 months
Plan Key	**Park Amenity**	**Construction**	**Contingency (15%)**	**Soft Costs (10%)**	**TOTAL BUDGET**	**Capital Costs**	**Operating Costs**	**Revenue**	**ROI Months**	**Rev/Yr**	**Timeline**
K	Day Use/Flex Area	$ -	$ -	$ -	$ -	$ -	$ -	$ -	Existing	$ -	Existing
Plan Key	**Park Amenity**	**Construction**	**Contingency (15%)**	**Soft Costs (10%)**	**TOTAL BUDGET**	**Capital Costs**	**Operating Costs**	**Revenue**	**ROI Months**	**Rev/Yr**	**Timeline**
J	Batting Cages	$ 100,000	$ 15,000	$ 10,000	**$ 125,000**	**$ 125,000**	$ 15,000	$ 50,000	43	**$ 35,000**	3 months
Plan Key	**Park Amenity**	**Construction**	**Contingency (15%)**	**Soft Costs (10%)**	**TOTAL BUDGET**	**Capital Costs**	**Operating Costs**	**Revenue**	**ROI Months**	**Rev/Yr**	**Timeline**
S	*Zip Lining* *	$ -	$ -	$ -	**$ -**	**$ -**	0	$ 75,000	0	**$ 75,000**	Con - 6-12 mo
Plan Key	**Park Amenity**	**Construction**	**Contingency (15%)**	**Soft Costs (10%)**	**TOTAL BUDGET**	**Capital Costs**	**Operating Costs**	**Revenue**	**ROI Months**	**Rev/Yr**	**Timeline**
N/O	*Disc Golf*	$ 18,000	$ 2,700	$ 1,800	**$ 22,500**	**$ 22,500**	$ 3,000	$ -	0	$ (3,000)	Partnership
Plan Key	**Park Amenity**	**Construction**	**Contingency (15%)**	**Soft Costs (10%)**	**TOTAL BUDGET**	**Capital Costs**	**Operating Costs**	**Revenue**	**ROI Months**	**Rev/Yr**	**Timeline**
G	*Bike Pump Track* *	$ -	$ -	$ -	**$ -**	**$ -**	$ 15,000	$ -	0	$ (15,000)	Partnership
G	*Bike Skills Park* *	$ -	$ -	$ -	**$ -**	**$ -**	$ 3,000	$ -	0	$ (3,000)	Partnership
R	Mountain Bike Expansion Area										Partnership
							$ 18,000	$ -		$ (18,000)	

Recommendations

It is the intention of the Programming Plan process to identify all factors related to the above observations and input during the evaluation phase that will directly affect the long-term improvement plan for Dairy Creek and El Chorro, based on available water. Our work has been broken into four (4) scenarios, each based on a specific amount of total water allocation. The scenarios project an estimated number of rounds of golf based on experience and data from similar operations at other courses and based on the history of use at Dairy Creek Golf Course. A more detailed look at the financial impacts of the options can be found in the appendix.



AF water	**100**	**120**	**160**	**250**
Irrigated Acres	**35**	**45**	**60**	**89**
Golf				
Capital Costs	$ 1,734,063	$ 2,307,188	$ 2,063,750	$ 1,073,438
Operating Costs	$ 833,199	$ 876,566	$ 1,025,528	$ 1,244,233
Bond Debt Payment	$ 485,609	$ 485,609	$ 485,609	$ 485,609
Gross Revenue	$ 777,204	$ 808,175	$ 1,065,988	$ 1,593,436
Revenue from other courses	$ 426,774	$ 410,032	$ 269,181	$ 387,495
Profit/Loss - full operation	$ (114,830)	$ (143,968)	$ (175,968)	$ 251,089
Parks				
Capital Costs	$ 4,806,478	$ 4,806,478	$ 3,606,478	$ 3,606,478
Operating Costs	$ 1,100,680	$ 1,100,680	$ 699,520	$ 699,520
Payment to Golf	$ 114,830	$ 143,968	$ 175,968	$ -
Gross Revenue	$ 2,620,090	$ 2,620,090	$ 1,638,135	$ 1,638,135
Profit/Loss (full operation)	$ 1,404,580	$ 1,375,442	$ 762,647	$ 938,615

250 AF Scenario

Summary: This scenario keeps the golf course "as is," and allocates a total of 250 acre feet of irrigation water per year. This scenario provides the best chance for the golf course to maximize its ability to generate golf-related revenue, and the least amount of General Fund support, while also causing the least amount of change to the current layout. This scenario also allows for the County to introduce certain non-golf related economic drivers to be situated on non-golf oriented land.

Recommendations for 250 AF Scenario

1. Keep existing golf course "as-is"
2. Rebuild range teeing area to improve quality, visibility to landing areas, and fix the drainage issues
3. Rebuild the short game area to increase the quality of practice, fix the drainage issues
4. Renovate 40 acres of turf by installing the latest varieties of Bermuda grass that are more drought tolerant, shorter period of dormancy and provide better playing conditions
5. Rebuild the current putting green, and expand to include an expanded community putting course
6. Renovate select areas on all 18 greens to remove salt build up, improve drainage and turf health
7. Adjust existing hole #10 tees, and adjacent cart path to make room for an expanded event area
8. Add learning center
9. Redesign park entrance, revise entrance drive and flow throughout the "main core" of the park
10. Redesign community space around the current clubhouse building
11. Add one 18-hole miniature golf course
12. Add mountain bike skills course
13. Expand current RV camping
14. Convert current cart storage building into secondary event space, expand event lawn north of building near current hole #10 tees
15. Add cabin site camping sites adjacent to the current range taking advantage of the views
16. Repurpose current restroom near range to account for cabin site camping including showers, etc.
17. Expand trail system across the entire park, including a series of "stacked loops" that lead back to the existing clubhouse building and Botanical Garden
18. Add a zip line
19. Add an equestrian staging area
20. Add a group camping area with cabins
21. Add 18 hole disc golf course
22. Add electric go-kart area
23. Add batting cages

160 AF Scenario

Summary: This scenario utilizes the reduced water footprint philosophy, and applies it to all 18 holes, which is the least number of irrigated acres necessary to keep 18 holes and a driving range open. This option equates to 60 total acres of turf at a minimum, and a total of 160 AF of irrigation water per year necessary to minimally maintain a modified 18 holes golf course. Additionally, this scenario is limited in its ability to generate revenue indicative of an 18-hole course, but allows for essentially the same number of expanded non-golf revenue generators as the 250 AF scenario.

Recommendations for 160 AF Scenario

1. Keep 18 holes open for play, however, reduce the golf course irrigated acre footprint per the 'water reduction philosophy' template
2. Install new irrigation sprinklers around the perimeter of the new irrigation turf footprint to minimize water use, and maximize efficiency
3. Rebuild range teeing area to improve quality, visibility to landing areas, and fix the drainage issues
4. Rebuild the short game area to increase the quality of practice, fix the drainage issues
5. Renovate 40 acres of turf by installing the latest varieties of Bermuda grass that are more drought tolerant, shorter period of dormancy and provide better playing conditions
6. Rebuild the current putting green, and expand to include an expanded community putting course
7. Renovate select areas on all 18 greens to remove salt build up, improve drainage and turf health
8. Adjust existing hole #10 tees, and adjacent cart path to make room for an expanded event area
9. Add learning center
10. Redesign park entrance, revise entrance drive and flow throughout the "main core" of the park
11. Redesign community space around the current clubhouse building
12. Add one 18-hole miniature golf course
13. Add mountain bike skills course
14. Expand current RV camping
15. Convert current cart storage building into secondary event space, expand event lawn north of building near current hole #10 tees
16. Add cabin site camping sites adjacent to the current range taking advantage of the views
17. Repurpose current restroom near range to account for cabin site camping including showers, etc.
18. Expand trail system across the entire park, including a series of "stacked loops" that lead back to the existing clubhouse building and Botanical Garden
19. Add a zip line
20. Add an equestrian staging area
21. Add a group camping area with cabins
22. Add 18 hole disc golf course
23. Add electric go-kart area
24. Add batting cages

120 AF Scenario

Summary: If less than 160 AF of water is available, this scenario reduces the number of holes available for play to fifteen (15), keeping the entire Back 9 in play as is, along with utilizing portions of holes 1, 2, 7, 8, and 9 of the Front 9. This scenario allows for a total of 45 total acres and a total of 120 AF of irrigation water per year. The driving range is planned to be relocated to a more central location adjacent to the back of the clubhouse, while expanding non-golf revenue generators in areas of the existing Front 9 (specifically holes 3, 4, 5, 6 and existing driving range). This scenario increases the opportunity for non-golf revenue generators by utilizing areas that are currently occupied by the golf course, while providing for the most number of golf holes from the current golf course.

Recommendations for 120 AF Scenario

1. Reduce number of golf holes to 15, keeping the Back 9 intact, while utilizing holes 1, 2, 7, 8, and 9 on the current Front 9, reduce the golf course irrigated acre footprint per the 'water reduction philosophy' template
2. Install new irrigation sprinklers around the perimeter of the new irrigation turf footprint to minimize water use, and maximize efficiency
3. Relocate the range to new location adjacent to current clubhouse building, expand area to accommodate up to 40 hitting bays, plus cart storage and seating areas
4. Rebuild and expand the current short game area to increase the quality of practice, expand the offerings of different types of shot values, including expanded wedge practice, bunker play, and short game recovery shots, fix the drainage issues
5. Renovate 30 acres of turf by installing the latest varieties of Bermuda grass that are more drought tolerant, shorter period of dormancy and provide better playing conditions
6. Rebuild the current putting green, and expand to include an expanded community putting course
7. Renovate select areas on 15 greens to remove salt build up, improve drainage and turf health
8. Adjust existing hole #10 tees, and adjacent cart path to make room for an expanded event area
9. Add learning center
10. Redesign park entrance, revise entrance drive and flow throughout the "main core" of the park
11. Redesign community space around the current clubhouse building
12. Add one 18-hole miniature golf course
13. Add mountain bike skills course
14. Expand current RV camping
15. Convert current cart storage building into secondary event space, expand event lawn north of building near current hole #10 tees
16. Add cabin site camping sites adjacent to the current range taking advantage of the views, as well as onto areas of old holes #3, 4, 5, and 6
17. Repurpose current restroom near range to account for cabin site camping including showers, etc.

Recommendations for 120 AF Scenario, continued

18. Expand trail system across the entire park, including a series of "stacked loops" that lead back to the existing clubhouse building and Botanical Garden
19. Add a zip line
20. Add an equestrian staging area
21. Add a group camping area with cabins
22. Add 18 hole disc golf course
23. Add electric go-kart area
24. Add batting cages

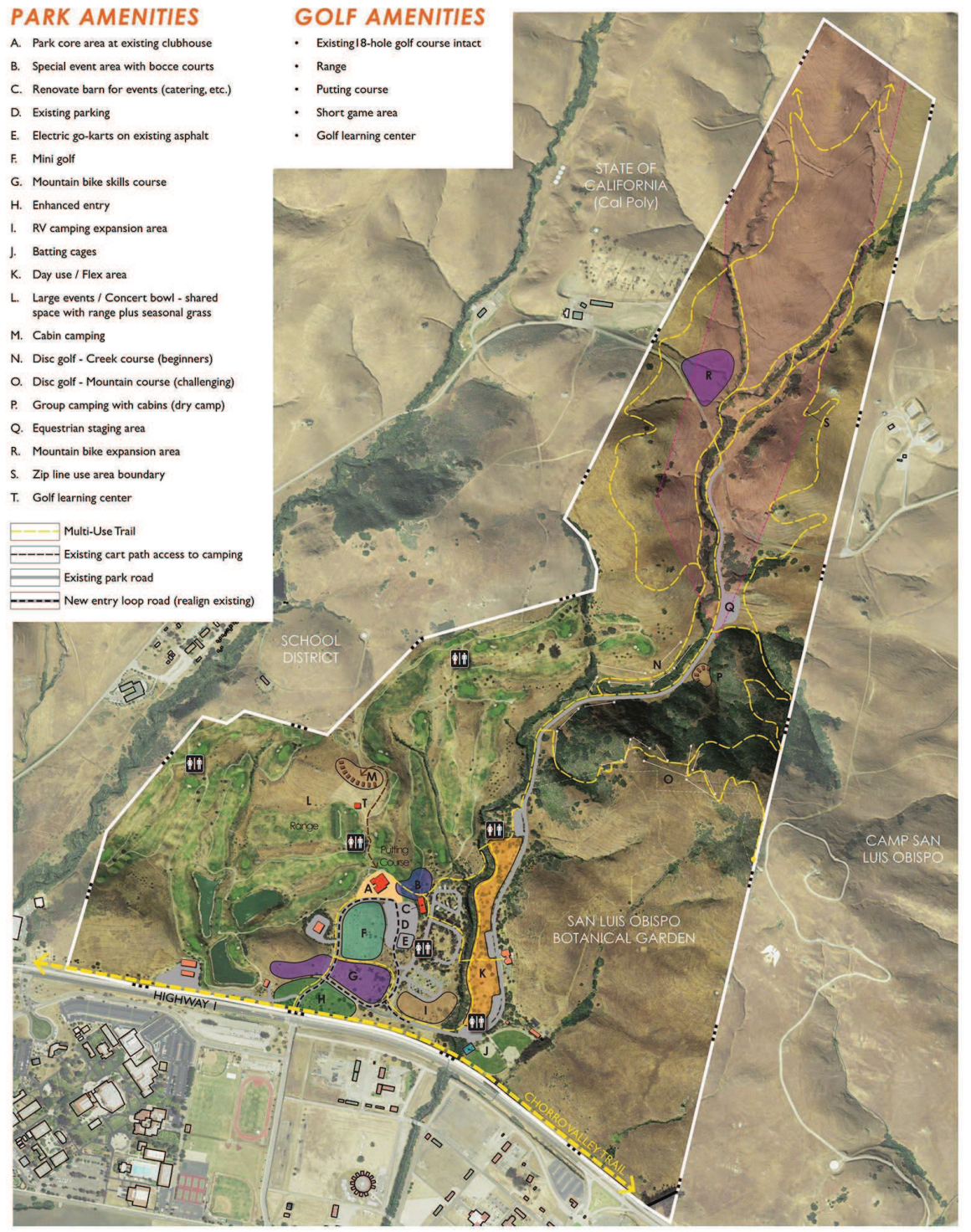
100 AF Scenario

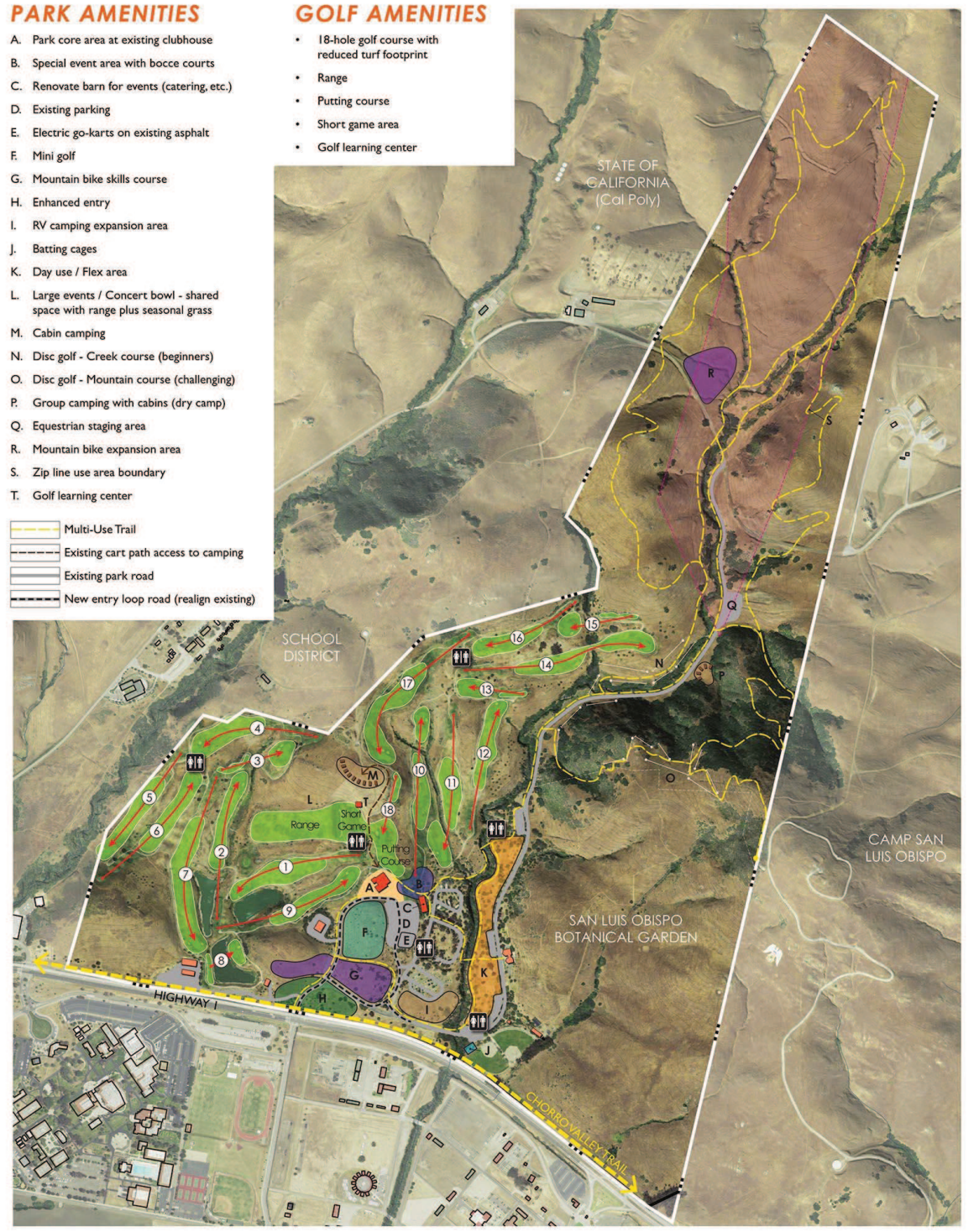
Summary: This scenario plans for a total of 35 irrigated acres, and total of 100 AF of irrigation water per year. This scenario is "worst case," and greatly reduces the golf course to the minimal amount of irrigated turf, while attempting to provide a quality golf experience. Non-golf revenue generators are maximized and the entire park is viewed less as a golf course, and more as a community park. This is the scenario that would be necessary if no additional water is available, or, water becomes unavailable in the future.

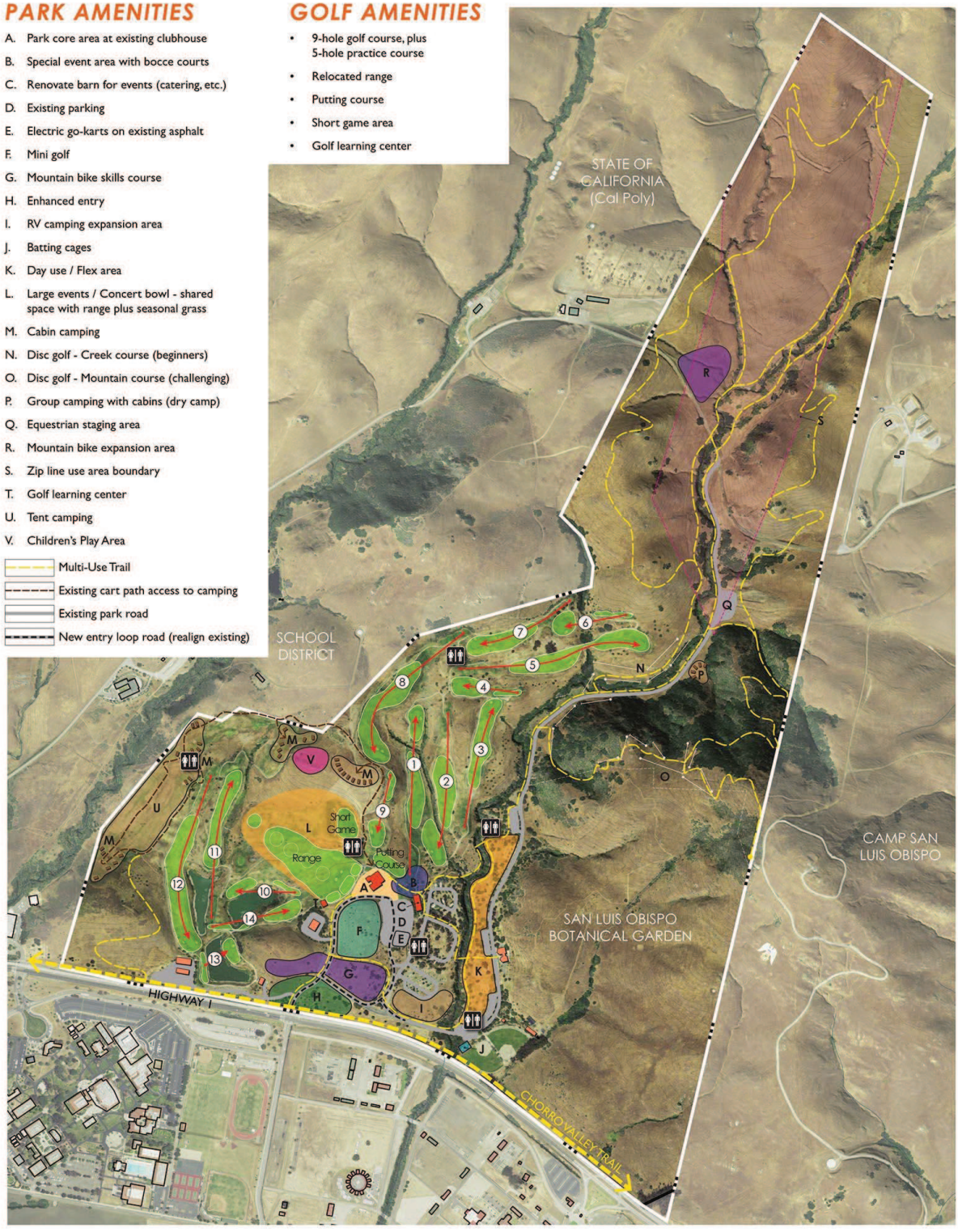
Recommendations for 100 AF Scenario

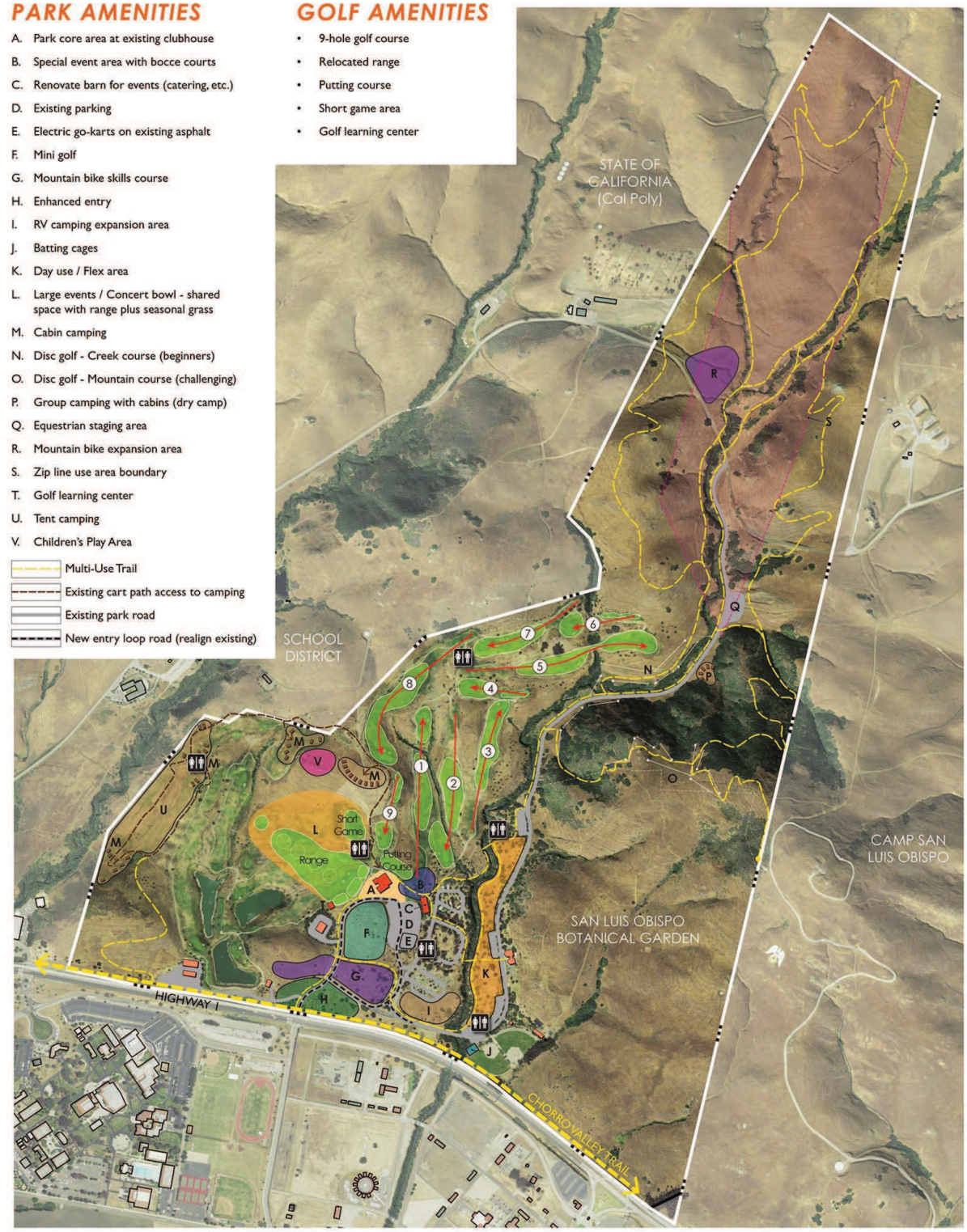
1. Reduce number of golf holes to 9, keeping the Back 9 intact, reduce the golf course irrigated acre footprint per the 'water reduction philosophy' template
2. Install new irrigation sprinklers around the perimeter of the new irrigation turf footprint to minimize water use, and maximize efficiency
3. Relocate the range to new location adjacent to current clubhouse building, expand area to accommodate up to 40 hitting bays, plus cart storage and seating areas
4. Rebuild and expand the current short game area to increase the quality of practice, expand the offerings of different types of shot values, including expanded wedge practice, bunker play, and short game recovery shots, fix the drainage issues
5. Renovate 30 acres of turf by installing the latest varieties of Bermuda grass that are more drought tolerant, shorter period of dormancy and provide better playing conditions
6. Rebuild the current putting green, and expand to include an expanded community putting course
7. Renovate select areas on 15 greens to remove salt build up, improve drainage and turf health
8. Adjust existing hole #10 tees, and adjacent cart path to make room for an expanded event area
9. Add learning center
10. Redesign park entrance, revise entrance drive and flow throughout the "main core" of the park
11. Redesign community space around the current clubhouse building
12. Add one 18-hole miniature golf course
13. Add mountain bike skills course
14. Expand current RV camping
15. Convert current cart storage building into secondary event space, expand event lawn north of building near current hole #10 tees
16. Add cabin site camping sites adjacent to the current range taking advantage of the views, as well as onto areas of old holes #3, 4, 5, and 6
17. Repurpose current restroom near range to account for cabin site camping including showers, etc.
18. Expand trail system across the entire park, including a series of "stacked loops" that lead back to the existing clubhouse building and Botanical Garden
19. Add a zip line
20. Add an equestrian staging area
21. Add a group camping area with cabins
22. Add 18 hole disc golf course
23. Add electric go-kart area
24. Add batting cages

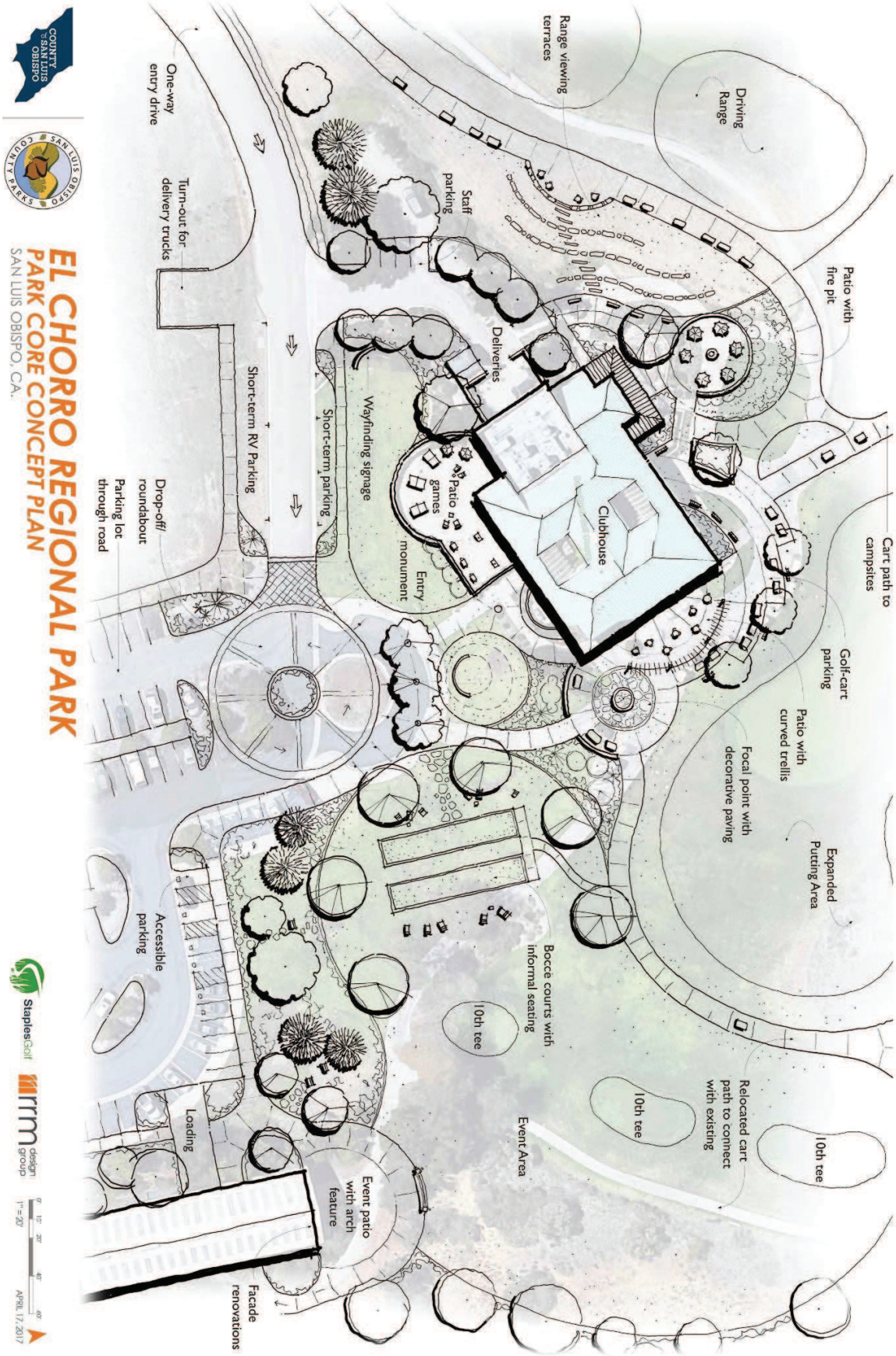
Part IV - THE PROGRAMMING PLAN DESIGN DRAWINGS


PARK AMENITIES
A. Park core area at existing clubhouse
B. Special event area with bocce courts
C. Renovate barn for events (catering, etc.)
D. Existing parking
E. Electric go-karts on existing asphalt
F. Mini golf
G. Mountain bike skills course
H. Enhanced entry
I. RV camping expansion area
J. Batting cages
K. Day use / Flex area
L. Large events / Concert bowl - shared space with range plus seasonal grass
M. Cabin camping
N. Disc golf - Creek course (beginners)
O. Disc golf - Mountain course (challenging)
P. Group camping with cabins (dry camp)
Q. Equestrian staging area
R. Mountain bike expansion area
S. Zip line use area boundary
T. Golf learning center
Multi-Use Trail
Existing cart path access to camping
Existing park road
New entry loop road (realign existing)
GOLF AMENITIES
Existing 18-hole golf course intact
Range
Putting course
Short game area
Golf learning center
STATE OF CALIFORNIA (Cal Poly)
SCHOOL DISTRICT
Range
Putting Course
CAMP SAN LUIS OBISPO
SAN LUIS OBISPO BOTANICAL GARDEN
HIGHWAY 1
CHORRO VALLEY TRAIL
1" = 300' CONTOUR INTERVAL = 10'
EL CHORRO REGIONAL PARK
PROGRAMMING PLAN: 250ac/ft SCENARIO (89ac IRRIGATED)
SAN LUIS OBISPO, CA.
StaplesGolf
rrm design group
APRIL 21, 2017


PARK AMENITIES
A. Park core area at existing clubhouse
B. Special event area with bocce courts
C. Renovate barn for events (catering, etc.)
D. Existing parking
E. Electric go-karts on existing asphalt
F. Mini golf
G. Mountain bike skills course
H. Enhanced entry
I. RV camping expansion area
J. Batting cages
K. Day use / Flex area
L. Large events / Concert bowl - shared space with range plus seasonal grass
M. Cabin camping
N. Disc golf - Creek course (beginners)
O. Disc golf - Mountain course (challenging)
P. Group camping with cabins (dry camp)
Q. Equestrian staging area
R. Mountain bike expansion area
S. Zip line use area boundary
T. Golf learning center
Multi-Use Trail
Existing cart path access to camping
Existing park road
New entry loop road (realign existing)
GOLF AMENITIES
18-hole golf course with reduced turf footprint
Range
Putting course
Short game area
Golf learning center
STATE OF CALIFORNIA (Cal Poly)
SCHOOL DISTRICT
CAMP SAN LUIS OBISPO
SAN LUIS OBISPO BOTANICAL GARDEN
HIGHWAY 1
CHORRO VALLEY TRAIL
Range
Short Game
Putting Course
1" = 300' CONTOUR INTERVAL = 10'
EL CHORRO REGIONAL PARK
PROGRAMMING PLAN: 160ac/ft SCENARIO (60ac IRRIGATED)
SAN LUIS OBISPO, CA.
StaplesGolf
rrm design group
APRIL 21, 2017


PARK AMENITIES
A. Park core area at existing clubhouse
B. Special event area with bocce courts
C. Renovate barn for events (catering, etc.)
D. Existing parking
E. Electric go-karts on existing asphalt
F. Mini golf
G. Mountain bike skills course
H. Enhanced entry
I. RV camping expansion area
J. Batting cages
K. Day use / Flex area
L. Large events / Concert bowl - shared space with range plus seasonal grass
M. Cabin camping
N. Disc golf - Creek course (beginners)
O. Disc golf - Mountain course (challenging)
P. Group camping with cabins (dry camp)
Q. Equestrian staging area
R. Mountain bike expansion area
S. Zip line use area boundary
T. Golf learning center
U. Tent camping
V. Children's Play Area
Multi-Use Trail
Existing cart path access to camping
Existing park road
New entry loop road (realign existing)
GOLF AMENITIES
9-hole golf course, plus 5-hole practice course
Relocated range
Putting course
Short game area
Golf learning center
STATE OF CALIFORNIA (Cal Poly)
SCHOOL DISTRICT
CAMP SAN LUIS OBISPO
SAN LUIS OBISPO BOTANICAL GARDEN
HIGHWAY 1
CHORRO VALLEY TRAIL
Short Game
Range
Putting Course
1" = 300' CONTOUR INTERVAL = 10'
EL CHORRO REGIONAL PARK
PROGRAMMING PLAN: 120ac/ft SCENARIO (45ac IRRIGATED)
SAN LUIS OBISPO, CA.
StaplesGolf
rrm design group
APRIL 21, 2017


PARK AMENITIES
A. Park core area at existing clubhouse
B. Special event area with bocce courts
C. Renovate barn for events (catering, etc.)
D. Existing parking
E. Electric go-karts on existing asphalt
F. Mini golf
G. Mountain bike skills course
H. Enhanced entry
I. RV camping expansion area
J. Batting cages
K. Day use / Flex area
L. Large events / Concert bowl - shared space with range plus seasonal grass
M. Cabin camping
N. Disc golf - Creek course (beginners)
O. Disc golf - Mountain course (challenging)
P. Group camping with cabins (dry camp)
Q. Equestrian staging area
R. Mountain bike expansion area
S. Zip line use area boundary
T. Golf learning center
U. Tent camping
V. Children's Play Area
Multi-Use Trail
Existing cart path access to camping
Existing park road
New entry loop road (realign existing)
GOLF AMENITIES
9-hole golf course
Relocated range
Putting course
Short game area
Golf learning center
STATE OF CALIFORNIA (Cal Poly)
SCHOOL DISTRICT
CAMP SAN LUIS OBISPO
SAN LUIS OBISPO BOTANICAL GARDEN
HIGHWAY 1
CHORRO VALLEY TRAIL
Short Game
Range
Putting Course
1" = 300' CONTOUR INTERVAL = 10'
EL CHORRO REGIONAL PARK
PROGRAMMING PLAN: 100ac/ft SCENARIO (35ac IRRIGATED)
SAN LUIS OBISPO, CA.
StaplesGolf
rrm design group
APRIL 21, 2017


EL CHORRO REGIONAL PARK
PARK CORE CONCEPT PLAN
SAN LUIS OBISPO, CA.
COUNTY OF SAN LUIS OBISPO
SAN LUIS OBISPO COUNTY PARKS
Staples Golf
rrm design group
1" = 20'
APRIL 17, 2017
Driving Range
Range viewing terraces
One-way entry drive
Turn-out for delivery trucks
Staff parking
Deliveries
Patio with fire pit
Cart path to campsites
Clubhouse
Golf-cart parking
Patio with curved trellis
Focal point with decorative paving
Expanded Putting Area
Short-term RV Parking
Wayfinding signage
Short-term parking
Patio games
Entry monument
Drop-off/ roundabout
Parking lot through road
Accessible parking
Bocce courts with informal seating
10th tee
Relocated cart path to connect with existing
Event Area
Loading
Event patio with arch feature
Facade renovations