The Madison Parks Golf Program includes Odana Hills, Yahara Hills and Monona Golf Courses and The Glen Golf Park and as of summer of 2024 offers a total of 72 holes, with a long-term plan to offer 54 holes starting in 2026. The Program operates as an enterprise system and is expected to cover all expenses with revenues received from its business operations. With approximately 550 acres under its ownership, the program is one of the largest outdoor open spaces managed by Madison Parks for a primary use. The Golf Program is deeply embedded in Madison's outdoor recreation culture and plays a critical role in offering an accessible gateway to the game of golf for a diverse population.

In recent decades and up to 2019, the Program's financial struggles necessitated the formation of the Task Force on Municipal Golf in Madison Parks to evaluate the current state and make recommendations regarding the future of the golf program. The task force report recognizes the important role that the Golf Program plays in providing quality affordable municipal golf and serves as a guiding lens for the Program into the future. While golf around the world and locally grew substantially in popularity during and since the COVID pandemic, resulting in record-breaking revenue throughout the 2020-2023 seasons, it is critical that the program commit to adapting and innovating in order to secure a sustainable future. Over the next 5-10 years, the Program will undergo significant transformation as it continues to implement the task force recommendations to provide the right quantity of golf, redefine its mission statement, invest in the courses in financially and environmentally sustainable ways and approach programming with a focus on equity and inclusion.

A starting point of the program’s transformation was in 2022, when the newly renovated Glenway Golf Course was reopened and rebranded as The Glen Golf Park in an approach that showcases a commitment to innovative programming and sustainability. In addition, the project made possible through the generosity of Michael and Jocelyn Keiser, grassroots efforts led by Supreme Structures and ZEBRADOG, and overall collaboration with Madison Parks Foundation, showcases the power of philanthropic and community partnership. The Glen model of introducing native trees and planting areas along with turf species requiring fewer inputs will be replicated throughout the program as improvements are made to other courses. This approach to golf course design will significantly improve the biodiversity and impact of the golf courses on the environment. The golf park programming approach unveiled with the reimagination of The Glen overlays mixed use recreational programming with the primary golf uses, inviting more members of the community to experience the golf park as a year-round community gathering space and natural asset. Golf park programming is planned for times when golf play is typically slower, allowing space for live music, fitness activities and a variety of cultural experiences along with family fun nights where movies, kites and a variety of other activities are offered in partnership with community organizations to foster a deeper connection with the natural environment and community. As more people experience the golf park in ways that speak to them, they will have a deeper appreciation for the role golf park plays in the community and may even be inspired to take up the game of golf as barriers to the sport are broken down.

As the program navigates challenges and embraces opportunities, the ongoing construction at Yahara Hills symbolizes the tangible manifestation of this commitment to change. In 2022, the City of Madison Public Works Department and Dane County Waste and Renewables negotiated the sale of approximately 200 acres of the eastern portion of the course for purposes of a landfill expansion. This move will support the waste management efforts of the Madison and broader Dane County community for decades to come. This transaction provides approximately $5,000,000 for reinvestment within the program. Efforts are underway to reconfigure Yahara Hills Golf Course from its current 36-hole configuration with significant capital needs to 18

quality holes by 2026. Yahara Hills' redesign and construction addresses capital needs and contributes to the overall revitalization of the program with a thoughtful approach to address both financial and sustainability concerns. The incorporation of natural areas, rightsizing golf course features and specialized turf areas, along with implementation of an improved integrated pest management plan exemplify the commitment to responsible land stewardship and environmental sustainability. Significant facility improvements will happen by 2028 in response to the need for a replacement maintenance shop that is now on land owned by Dane County to support both golf and park purposes.

In the coming years, as the program continues to transform, Parks anticipates ongoing planning efforts for and implementation of capital improvements at Odana Hills and Monona golf courses as well incorporating the design and sustainability practices in place at The Glen and underway at Yahara. A philanthropic partnership like The Glen's is also being contemplated for the Odana course. Odana's renovation will also include the installation of an irrigation well, a move to address water and resource conservation measures from a system that is currently utilizing city drinking water. The Odana clubhouse infrastructure and mechanicals is in desperate need of replacement and anticipated to be constructed as a multi-purpose year-round gathering space that meets the broader community's needs.

Strategic planning efforts underway encompass not only the physical transformation of golf courses but also a shift in the program's mission and goals. The vision for Madison Parks Golf's future involves growing the sport and increasing accessibility to those who are not golfers or do not otherwise feel welcome on the courses. In addition to growing and expanding The Glen Golf Park programming, there is an absolute need for focus on diversity and inclusion within the program. The program continues strengthen partnerships with organizations such as First Tee of Wisconsin and Change Golf Instruction and develop intentional partnership and collaboration with Boys and Girls Club of Dane Country, Big Brothers Big Sisters of Dane County, and LGBTQ 50+ Alliance among many others, to encourage youth and adults from BIPOC, LGBTQ+, and other marginalized communities to engage with the golf program through a variety of opportunities.

Success for Madison Parks Golf will be measured through continuous evaluation and adjustment. Key Performance Indicators (KPIs), including financial measures, annual rounds played, profitability, programming attendance, qualitative survey results and outreach success, will guide the assessment process. Staff's commitment to continuous improvement, informed by data from tee sheets, event attendance, visitor feedback, and revenue statistics, will ensure the program remains adaptable and responsive to community needs. The ultimate goal is to ensure the successes achieved, particularly at The Glen Golf Park, can be replicated across the system, enhancing the overall experience for all residents and visitors.

Madison Parks Golf is poised to evolve into a more diverse, innovative, and thriving program for the broader community and golfing enthusiasts alike. The strategic initiatives underway, from reconfiguring courses to fostering community partnerships, highlight a forward-looking approach that will shape the future landscape of golf in Madison and municipal golf around the country. The collaborative efforts of the program, community, and stakeholders reflect a shared vision for a golfing experience that is not only rooted in tradition but also attuned to the changing dynamics and expectations of a vibrant and diverse community. Utilizing lessons learned from transformations underway to date, the Golf Program will continue to evolve to address recommendations from the Task Force on Municipal Golf creating a welcoming, sustainable and financially stable program that provides diverse year-round recreation to the community.