



## Golf Business Advisors

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**May 27, 2025**

# **Ledges Golf Club Town of South Hadley, Massachusetts**

## **Operational Review**

The information in this report is for the exclusive use of Andy Rogers, Human Services Director and Town of South Hadley staff. Duplication of this information in whole or part may not be made without the prior written approval of Andy Rogers or Jeff Fleishman, President of Golf Business Advisors.

Developed by:  
Jeff Fleishman  
Golf Business Advisors

# **Ledges Golf Club**

## **Operational Review Outline**

- I. Situation Analysis
- II. Pro Shop Review
- III. Driving Range Review
- IV. Golf Fees Review
- V. Food and Beverage Review
- VI. Recommendations
- VII. Appendix

## I. Situation Analysis

Golf Business Advisors Virginia LLC was contracted by Andy Rogers, Human Resources Director for the Town of South Hadley in March, 2025 relative to the Ledges Golf Club. The overall purpose of the contract is for Golf Business Advisors to perform an independent operational review of select aspects of Ledges Golf Club which are included in this report.

Jeff Fleishman, President of Golf Business Advisors, visited Ledges on April 14-16, 2025 and met with Andy Rogers, Mike Fontaine, Ledges General Manager and other staff members at the Ledges. In addition, Fleishman met with Lisa Wong, Town Administrator and the Town's Capital Planning Committee to discuss Ledges and future golf course capital needs.

The Ledges is situated on a 244-acre parcel near South Hadley that was purchased in 1996. Howard Maurer was the golf course architect and the course opened for play in August, 2001. The driving range and new Clubhouse (cost of Clubhouse was \$750,000) opened in the spring of 2008. The course features L-93 bent-grass tees, fairways and greens and with four sets of tees, plays from 5,001 up to 6,507 yards and winds through wetlands, forests and farmland—and with 78 bunkers strategically placed throughout the course. The initial cost of the golf course was \$5.6 million and the Town issued bonds to pay for the course—and those 30-year bonds (current payments of @ \$333,000 per year) will be paid off in 2029.

The golf course does not offer restrooms out on the course but does have port-a-potty on one nine in season—this is certainly a need for improvement in the future.

The Clubhouse (approximately 5,000 square feet) includes the small Pro Shop for golfer check in and merchandise sales, the Sunset Grille (and Bar) which includes 76 seats for lunch and early dinner plus an outdoor covered seating area with 30 seats. The kitchen is small and there is very limited storage. The small restrooms are also available for both golfers and diners and located within the Grille. The restroom situation is not good (especially for larger groups) and if and when a clubhouse renovation is planned, improving the restroom set up will be important.

There is a covered Pavillion located between the Clubhouse and first hole that can serve up to 150 people—primarily for golf outings. There is a large gravel parking area located approximately 200 yards from the front door of the clubhouse.

The features for golfers include a large practice putting green located near the first tee and driving range (with some mats and also a grass tee) that is located approximately one mile away.

On the entry road and across from the driving range is the South Hadley dog park that the Town opened in 2021 and it appears to be very busy.

The Town of South Hadley self-managed the Ledges course and limited facilities for a few years before retaining International Golf Maintenance Inc of Lakeland, Florida to oversee the golf course maintenance beginning in 2005. At that time Mike Fontaine became the Superintendent and is now the General Manager working for International Golf Maintenance, but with a close relationship to the Town of South Hadley.

The Ledges is now fully managed (including operations, golf maintenance and food and beverage) by International Golf Maintenance Inc. via a five year contract dated September 11,

2018 and the one-year extension of the contract (through June 30, 2026) dated February 18, 2025. The contract extension is shown in the Appendix and three one year options are remaining. This is certainly a different model than most golf management companies use and in my opinion, does not provide any reasons nor incentive for IGM to increase the golf, pro shop, range nor food and beverage revenues and in fact rewards them only for keeping expenses below the set amount of the contract. I have outlined management options for the Town below and would suggest that this issue be addressed prior to the next contract or extension.

Mike Fontaine has three key Department Heads: The PGA Golf Professional is Ed Lockard (recently started), the Golf Course Superintendent is Amanda Fontaine, who has been in her position for four years and Drew Kortright is the Head Chef and Kitchen Manager.

The golf maintenance area has an old building and a trailer with a gravel parking lot—all of which could use upgrades.

The Ledges' Mission Statement is: ***We are committed to exceeding our customer's expectations by providing optimal course conditions, exceptional service and outstanding amenities. We will succeed, while respecting the environment and returning value to our community.***

The current clubhouse has a severe shortage of storage space and the staff is using a variety of methods and areas to have the needed supplies nearby. If and when a clubhouse renovation is done, the storage needs should be an important part.

In 2023, the Ledges hosted 27,907 rounds of golf and generated revenue of \$1,595,000 (\$57.15 per golfer). In 2024, the rounds decreased to 24,811 although the total revenue increased to \$1,602,000 (\$64.57 per golfer). See the attached charts for the history of rounds of golf and golf revenue, plus a chart that details the mix of play in 2023. Due to the water main break and computer issues, not all of the information is available and we have done our best to determine the numbers. As indicated on the attached charts, business increased dramatically in the years following Covid, which was pretty much the case for all courses across the United States. In addition, revenues and net income increased significantly after Covid which helped the Town stop the annual losses and also pay off the annual debt payments.

The golfers at the Ledges include residents and non-residents (both daily fee and Annual pass holders), leagues (11 different leagues in 2025) and outings (36 hosted in 2024). There were 80 Annual Pass holders in 2024 (although 130 a few years ago). In general, the course opens for play each year on April 15 and closes for the season on November 15.

In 2024, approximately 32% of all rounds were booked on-line—which is up from 24% in 2023. The Ledges has a contract with GolfNow (shown in Appendix) to utilize their online booking engine to generate rounds of golf...GolfNow also provides the POS system, manages the database of over 5,000 names and works with Mike on marketing strategies. The GolfNow contract is not for cash, but rather a trade for one tee time that GolfNow sells daily—thus a value of approximately \$240 per day (\$60 X 4). Thus, this marketing service is generating over \$40,000 for GolfNow annually (\$1680 per week X 24 weeks). The value is certainly there for the Ledges, but it may be worth asking them about a flat fee arrangement for future years.

The Town of South Hadley also recently retained golf course architect, Tim Gerrish, to complete a Master Plan for golf course improvements. As part of this process, Gerrish worked with the

Town to develop and administer a survey to learn more about the thoughts of the golfers on the golf course. The survey went out in March to over 5,000 people that were part of the Club's GolfNow database and 530 responses were received. A few key points of the results include:

- 89 % of responses were males
- 65% were ages 35 to 69 and 27% were over 70 years old
- Westover Golf Course mentioned where they prefer to play when not playing Ledges
- The three key areas of improvements needed include drainage, bunkers and cart paths
- Course facilities rated 84% (either 4 or 5)
- Pro Shop selection rated 62%
- Customer service rated 71% (either 4 or 5)
- Pace of Play rated 76%
- 43% of responders go the Sunset Grille (thus, 57% do not)
- 83% do not consider Sunset Grille for special events

The golf course itself is very attractive and many holes have excellent views of the nearby mountains and farmlands. The course is in excellent condition and appears to be relatively friendly for golfers of all handicaps. Many trees were recently taken out to assist in air movement and improved sunlight and paved cart paths were not

initially constructed when the course opened, but are being installed a few holes at the time now. New **Club Car** golf carts (gas) were delivered for the beginning of the 2025 season, but there is no covered storage.

In speaking with the Ledges staff, I learned of the ongoing issues of Town residents that want to use the course for activities other than golf—including walking, ball hawking and fishing—during the golf season, I see this as a major issue--primarily for safety reasons.

For the winter season, it may be good to offer cross country skiing and sledding. In addition, we have seen some courses that offer a walking trail around the perimeter of the course and I spoke to Tim Gerrish about looking into that possibility for the future.

The Sunset Grille is very nice (as is the outdoor patio) and my experience in the Grille was excellent...an inviting menu with reasonable prices and the food was very good.

Although there are many courses (both private and public) within an hour or so of Ledges Golf Club, Chicopee Country Club (Town of Chicopee) and Westover Golf Course (Town of Granby) are two competitive municipal courses located within a few minutes of Ledges. For memberships, Ledges competes with many courses but primarily The Orchards (located nearby), Wyckoff, Greenfield, Cold Springs and Amherst. Ledges does compete for Outings with the courses shown above plus The Ranch, Springfield Country Club and Crump and Fox. The **GolfNow** ratings for the Ledges are 4.5 stars and a rating of 94.4, compared to Chicopee at 4.5 stars and 97.1 % and Westover at 4.5 stars and 98.2%.

In my review of the website and my visit to Ledges, there is very little information concerning instruction and Junior programs (although I was told that there is a junior camp for two weeks each summer). Also, the Town's website shows lots of opportunities for both adults and juniors in many sports, but no mention of golf. Instruction and programs for juniors, beginners and females and adults is very successful for most municipal and daily fee courses. In addition, new programs like the PGA Junior League have been greatly successful at attracting and retaining junior golfers. See article out of our recent Newsletter that addresses this in the Appendix.



**Entrance to Ledges Clubhouse**



**Practice Putting Green**



**15<sup>th</sup> Hole of golf course**

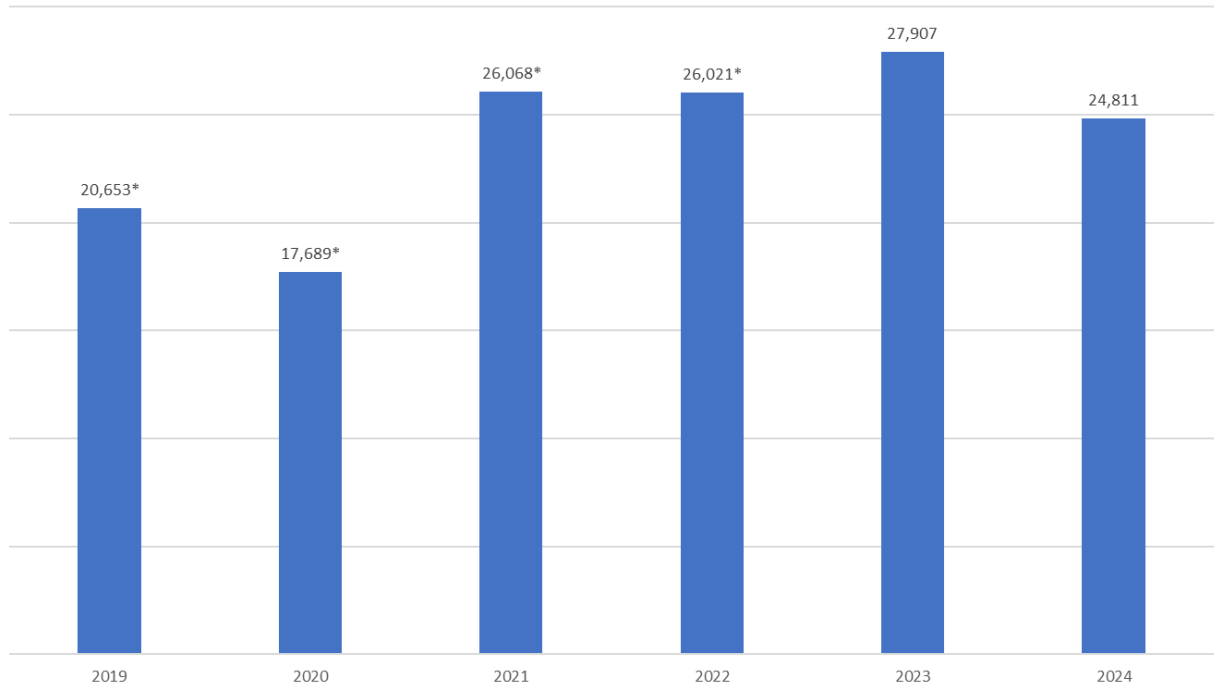


**Golf Maintenance Facility**



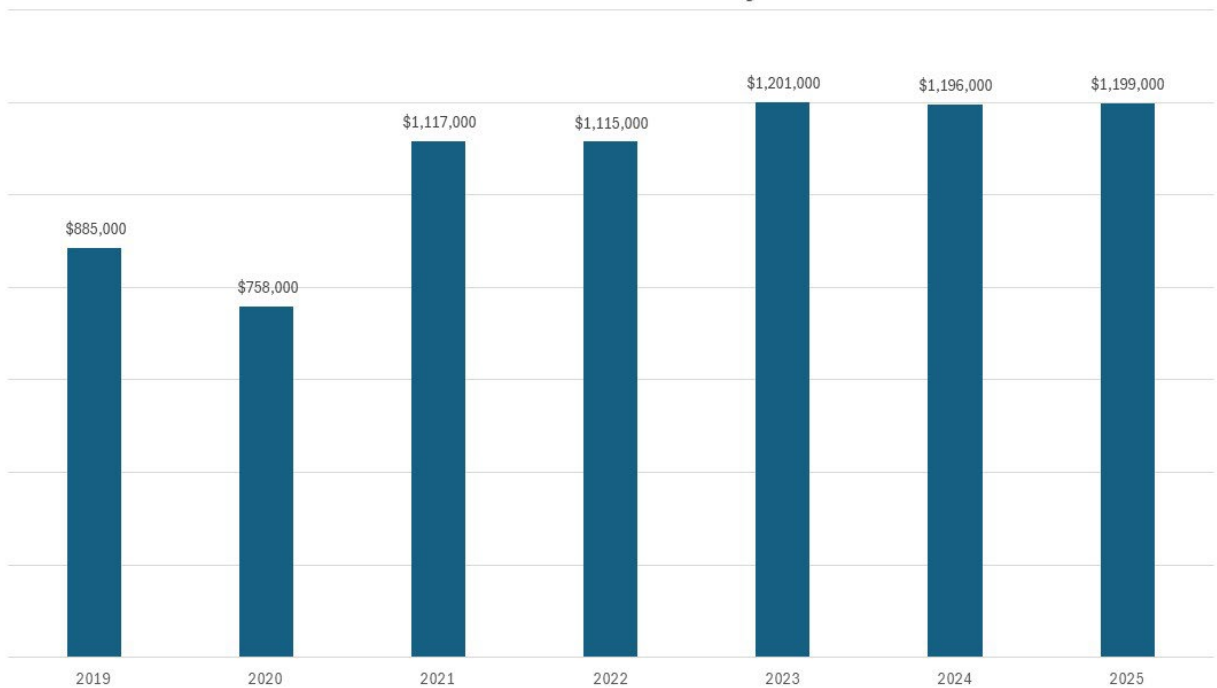
**Starter's Hut near #1 tee—prior to recent renovation**

### The Ledges Rounds of Golf History



\* interpolated from revenue and average revenue per golfer

### The Ledges Golf Revenue History



## Overview of Management Options

The Town of South Hadley originally chose to self-manage the Ledges Golf Club and then retained IGM to maintain the golf course maintenance for a set fee...and eventually expanded that management coverage to include golf operations and food and beverage.

Municipalities have a number of options to consider when determining how best to manage their golf assets. Outlined below is an overview of the various options that are in use today by other municipalities and the pros and cons for each option are shown:

- **Self-Management**
- **Lease**
- **Management Contract**
- **Partial Management contract** (generally for golf maintenance or food and beverage)

Although there is not one perfect model for every municipality, it is important for the Town of South Hadley to understand their options and how each may affect their situation.

### Self-Management

- The Town has absolute control over the golf operations
- Complete control of the course and clubhouse assets
- Immediate response to customer needs
- Direct contact with customers
- Financial and personnel resources of the Town
- Integration of other Town services with the golf course
- Town pay scales and benefits would possibly be higher than other courses
- Town political changes and issues may result in decisions which could be adverse to the course and facilities long term goals
- Recruiting and supervising professional and entry level staff
- The Town has 100% of the risk, and also 100% of the proceeds

### Management Contract

- Provides facility with experienced golf course management responsible for daily operations
- Town funds all capital improvements
- Town pays an experienced golf management company a fee to manage the daily operations of the golf course
- The Town retains 100% of the risk
- Town reaps all of the profits after the management company is paid
- Management company prepares budget for Town's approval that is the guide to their management of the facility
- Employees are generally management company's employees
- It is often hard for municipalities to handle merchandise ordering properly
- Range of fees is usually @ 5% of gross (\$75,000 to \$120,000) + incentives
- Town can control the pricing (such as discounts for residents) via the contract with management company
- It is possible to do a management contract for the golf maintenance and/or food and beverage only—and self-manage the other aspects

- The Town of South Hadley has a hybrid agreement with IGM and pays IGM a set fee to manage the operations and set amount for operations and golf course maintenance

### Lease

- Relieves Town of all operating concerns
- Ensures a minimum rent payment to the Town
- Lessee pays a fixed rent, pays all operating expenses, and provides capital for improvements (as outlined in lease)
- Costs of capital improvements are usually shared with Town and lessee
- Town turns over its business for a fee from the lease holder
- Town transfers 100% of operating risk to lease holder
- Town has no employees involved except to monitor lease
- Town has no control over the operation, unless outlined in the lease
- Less upside revenue potential than management contract
- It is possible to lease only the food and beverage operation

## II. Pro Shop Review

The Pro Shop at Ledges Golf Club is approximately 500 square feet and includes the check in area (including two terminals) and merchandise for sale. It is located adjacent to the Sunset Grille and can be accessed through the Grille or via the outdoor patio. In addition, the offices for the General Manager and PGA Pro are located off of the Pro Shop.

The merchandise for sale includes logoed shirts for men and women, a few jackets and hoodies, golf balls, golf gloves, a limited number of golf shoes and golf hats plus golf accessory items. The majority of the shirts are FootJoy and the price tag on the shirts is \$72, although one selection was on the sale rack for \$49. The Club has wisely chosen not to stock golf equipment.

The attached chart of the history of merchandise revenue sales indicates that the club is currently doing approximately \$60,000 in sales per year and with approximately 26,000 rounds of golf average over the past few years, this equates to an average spend of \$2.30 per golfer.

Chicopee is doing approximately \$40,000 annually in merchandise sales and with approximately 36,000 rounds of golf per year, that equates to \$1.11 per golfer. Westover is doing approximately \$75,000 per year and with 40,000 rounds, that equates to \$1.87 per golfer. This simple comparison leads me to believe that the area's municipal golfers are not big Pro Shop customers but probably buy their merchandise at Dick's, Golf Galaxy, Dave Dirico Golf Shop.

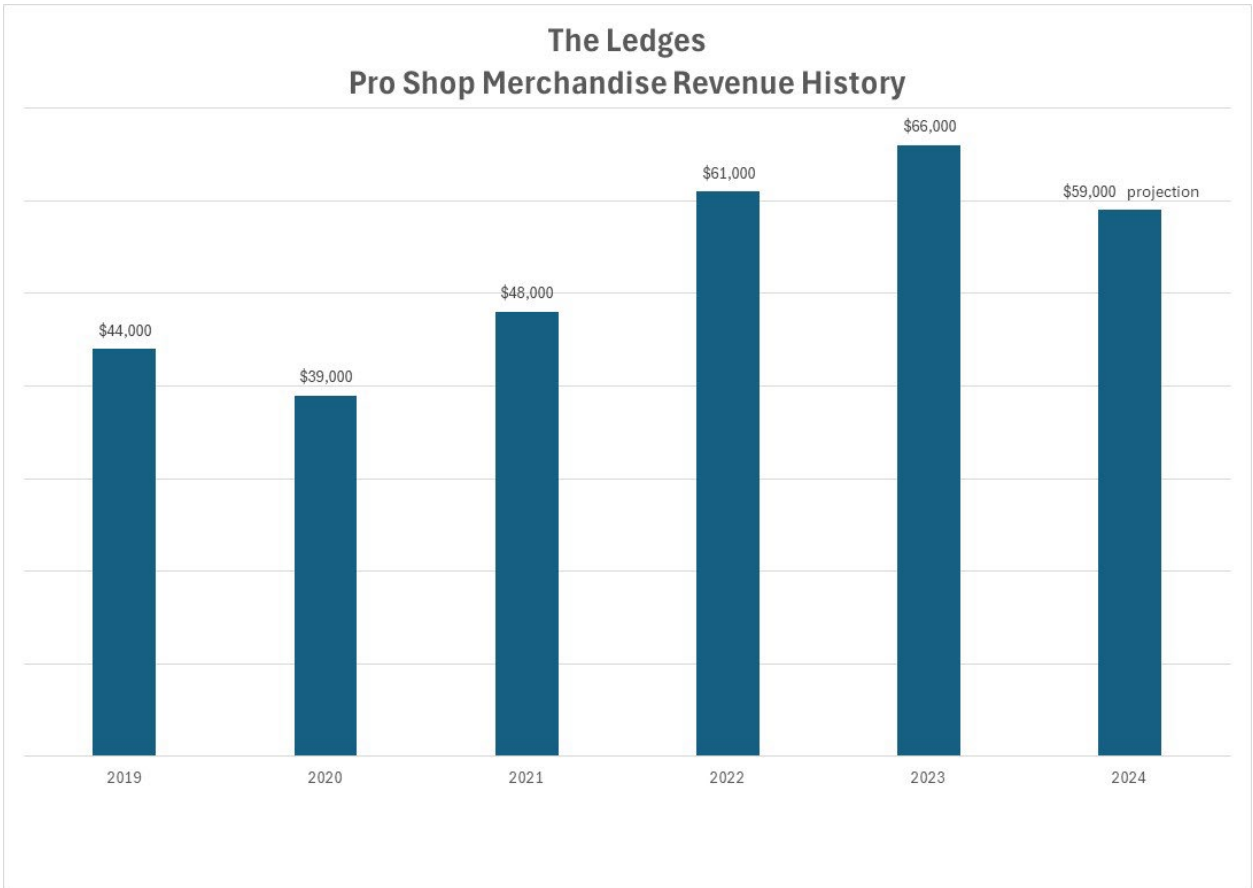
The Point-of-Sale system details each item sold and Titleist, Pinnacle and Callaway are the top selling golf balls and FootJoy shirts are the top selling shirts—the 2024 Point of sale report on items sold is attached. It appears that the cost of sales on the merchandise sold was 82% in 2023 and 64% in 2024. The industry average of cost of sales for municipal and daily fee golf shops is approximately 70%.

There is also a refrigerated cooler that stocks drinks as a convenience to the golfers and has been doing revenue of \$7,000 to \$10,000 per year.

Based on my experience working with 25 or more municipal courses, the Ledges Pro Shop is among the smallest I have ever seen, thus limiting the merchandise that can be offered and displayed. If and when the Clubhouse is expanded, the Pro Shop should be increased in size closer to 1,000 square feet—thus allowing more room for the check in of golfers and the display and sale of merchandise.

As for the merchandise for sale, FootJoy is a quality shirt although the retail price may be a bit high for the municipal golf course customers. Perhaps looking into the national brands of Addidas, Nike and Callaway and investigate if there are options that can be logoed and sold in the \$55 to \$60 range. It may be that T-shirts and sweatshirts with the Ledges logo that can be sold much lower in price and would be attractive to the Ledges customers.

The other potential problem may be that the golfers do not like the logo—and I will say that in my opinion, it is pretty large on the merchandise (a bit like Nascar). It may be worth looking into a simpler logo that is more graphic in nature and highlights the golf with mountains in background but with graphic lines...so smaller and simpler is my overall suggestion. Another option is to just use the word **Ledges** with a couple of graphic lines for mountains and golf.



## Pro Shop Sales

Monday, January 1, 2024 - Tuesday, December 31, 2024

<b>Merchandise</b>	<b>4,058</b>	<b>\$57,495.42</b>
Accessories	622	\$2,945.23
Ben's Bug Wipes Individual	1	\$0.94
Ben's Deet Bug Spray	4	\$15.04
Club Repair Grip And Install	5	\$47.05
Fj - Womens nPro Dry Socks Pair	2	\$18.00
FJ Belt	9	\$420.00
Footjoy Fashion Crew Sock	1	\$12.00
Haas Jordan Umbrellas	1	\$29.00
Hot Hands	4	\$15.04
Iced Tea	2	\$4.00
Jbt Ball Mark Metal	6	\$16.92
Jbt Divot Tool Regular	20	\$225.51
Jbt Hat Clip	27	\$228.69
Jbt Poker Chip	4	\$16.00
Jbt Switchblade Tool	46	\$649.52
Ledges Ball Mark Coin	9	\$8.46
Ledges Logo Golf Towel	6	\$146.53
Ledges Logo Tumbler	1	\$29.99
Nike Youth Polo Shirt	1	\$39.00

## Pro Shop Sales

Monday, January 1, 2024 - Tuesday, December 31, 2024

Softspike Single	10	\$7.50
Tees 2 3/4in (15 Pack)	458	\$861.04
Titleist Microfiber Towel	4	\$120.00
Titleist Terry Towel	1	\$35.00
<b>Balls</b>	<b>2,672</b>	<b>\$27,940.91</b>
Bridgestone - Tour B Sleeves	8	\$97.92
Bridgestone E-12 Sleeve	32	\$286.08
Bridgestone E6 Sleeve	48	\$361.44
Callaway - Chrome Soft	331	\$4,829.29
Callaway - Supersoft/Bold Sleeve	238	\$1,904.00
Callaway Erc Balls	90	\$973.80
Callaway Supersoft Bold Single	71	\$200.22
Pinnacle Single Logo Ball	395	\$1,113.90
Pinnacle Soft/rush 15pk	122	\$3,444.06
Titleist Avx Sleeves	129	\$1,578.96
Titleist Pro V1 3 Pack	624	\$9,090.04
Titleist Tour Soft	4	\$41.40
Titleist Tour Speed 3 Pack	102	\$1,055.70
Titleist TruFeel 3 Pack	144	\$1,084.32
Titleist Velocity 3pk	166	\$1,406.02
Titleist Velocity Jarball Colors	168	\$473.76
<b>Footwear</b>	<b>23</b>	<b>\$2,525.20</b>
FJ Fuel	10	\$1,018.30
FJ Hyperflex	2	\$259.30
FJ Traditions	4	\$477.30
Footjoy eComfort Shoe	1	\$69.30
Footjoy Flex Spikeless	1	\$109.00
Footjoy Fuel Golf Shoe	4	\$432.00
FootJoy Hyperflex Shoe	1	\$160.00
<b>Gloves</b>	<b>438</b>	<b>\$8,536.04</b>
Callaway Weatherspann Glove	38	\$536.56
Fj - Hyperflex Glove	96	\$2,258.88
Fj - Rain/winter Gloves	14	\$355.74
Fj - Weathersoft Glove	155	\$2,466.00
Fj - Winter Gloves	1	\$25.41
Titleist Permasoft Glove	134	\$2,893.45
<b>Headwear</b>	<b>117</b>	<b>\$3,813.00</b>
Charleston Aussie Hate Heath/Whitie	1	\$45.00
Imperial Golf Caps	23	\$722.00
Swannies Hats	61	\$1,841.00

# Pro Shop Sales

Monday, January 1, 2024 - Tuesday, December 31, 2024

Titleist Boardwalk Pom Winter Hat	4	\$140.00
Titleist Boardwalk Rope Hat	6	\$240.00
Titleist Charleston Winter Hat	3	\$100.00
Titleist Diego Hat	1	\$40.00
Titleist Oceanside Hat	9	\$360.00
Titleist Tour Rope Hat	9	\$325.00
Ladies Apparel	23	\$1,521.25
1/4 Zip Seams Long Sleeve Top	5	\$407.40
Antigua Womens Jacket		\$60.00
Antigua Womens Pullover	1	\$52.50
Antigua Womens Solids & Sleeveless	5	\$229.00
Color Block Golf Skort with Side Pintucks	4	\$320.00
Color Block V-Placket Golf Polo	2	\$102.40
FootJoy Women's Logo Shirt	2	\$114.55
Geometric Floral Blocked Golf Skort	1	\$70.40
Greg Norman Womens 1/4 Zip Shirt	1	\$55.00
Racer Back Flounce Dress	1	\$110.00
Mens Apparel	163	\$10,213.79
Antigua Hoodie		\$60.00
Antigua Mens Solid Shirt	3	\$135.00
Antigua Mens Fancy Shirt	4	\$220.00
Antigua Mens Jacket	3	\$157.50
Antigua Mens Pullover	3	\$157.50
FJ Men's Sock	15	\$165.00
FJ non logo Promo Shirts	10	\$629.00
Fj Patriotic Socks	4	\$48.00
Fj Pin logo Stripe Men Shirt	75	\$5,621.04
Fj Sock 2 Pac	3	\$45.00
FootJoy Hoodies	14	\$1,236.00
FootJoy Logo Pullover	1	\$79.20
FootJoy Logo Windshirts	3	\$266.00
FootJoy Men's Logo Shirt	17	\$1,131.55
Footjoy Non Logo Shirt Special	4	\$227.00
socks	3	\$36.00



**Ledges logo on Pro Shop merchandise**

### III. Driving Range Review

The Driving Range at Ledges Golf Club is located on the left side of the entry road (Mulligan Drive) to the golf clubhouse. It is approximately one mile from the clubhouse and golf carts are restricted from driving from the clubhouse to the driving range because part of the road is a public road. The driving range was not constructed when the course opened, but opened in 2008.

It is among the most unusual and awkward situations I have ever encountered for a driving range at a golf course. The golfers must drive to clubhouse, go in and pay for the range balls and then drive back down to the driving range area in their car. Then, once they complete their driving range practice, they drive back to the clubhouse parking lot to park and get ready to play their round of golf.

The driving range itself has two teeing areas. One area has eight hitting stations on artificial turf mats (generally worn out) with dividers between each station. The other teeing area is grass and apparently is seldom used due to the constant wear and tear on the grass. From both tees, the golfers are hitting into a hillside and it is unlikely that they will see their shots land if over 175 yards. There are no lights for night use and doubtful for the future as homes are situated on the right side of the range. There is also no paved parking lot and no parking set up in the grass and gravel to indicate where the golfers should park their cars.

The range is open daily from 6:30 am until 6:30 pm except closed on Monday at 3:00 pm to clean pick the range so it can be mowed the following morning—and then it will reopen mid day on Tuesday. Range balls are \$8 for a small bag (35-40 balls) and \$12 for a large bag (45 to 50 balls).

The establishment of a more robust instruction program and Junior program should help increase the range usage, as those players will want to come practice. Also, it may be that a range promotion to offer free bag of balls with paid green fees on the slowest day (maybe Monday) will help promote the usage.

In 2024, the driving range sold 1,117 small bags and 723 large bags for total revenue of \$17,590. Historic information that we saw indicated that the range revenue averaged \$15,000 in the years of 2015, 2016 and 2017. With 2024 annual rounds of 24,811 and range revenue of \$17,590, this equated to .71 in driving range revenue per golfer.

For comparisons, Chicopee does approximately \$45,000 in range revenue annually and hosts approximately 36,000 rounds per year for an average of \$1.25 in driving range revenue per golfer. Westover does approximately \$30,000 per year in range revenue and hosts 40,000 rounds per year for an average of \$.75 in driving range revenue per golfer.

This indicates to me that the inconvenience of the range to the clubhouse at Ledges is the real issue to the lower usage and revenue.

Although there is no easy solution to the range access from the clubhouse, it is my opinion that the range can be greatly improved by a combination of the following initiatives—which should lead to increased usage and revenue:

- Change out artificial tees to Turf Hound ([www.turfhound.com](http://www.turfhound.com))
- Raise the levels of the tees to improve visibility (I did discuss with Tim Gerrish)

- Change to a range ball dispenser at the range that takes tokens and credit cards—see attached photo of Range Servant ([www.rangeservant.us](http://www.rangeservant.us))—which we have had excellent experience with
- Improve hut for Range Ball Dispenser (that can be locked each night)
- Improve parking lot so golfers are guided where to park
- Purchase a portable Launch Monitor that you can rent out for maybe \$10 per hour (see attached) [www.bushnellgolf.com](http://www.bushnellgolf.com)
- Investigate robotic range ball picker to possibly save some labor dollars—see below



**Tee area and mats at existing range**



**Range ball hut at existing range**



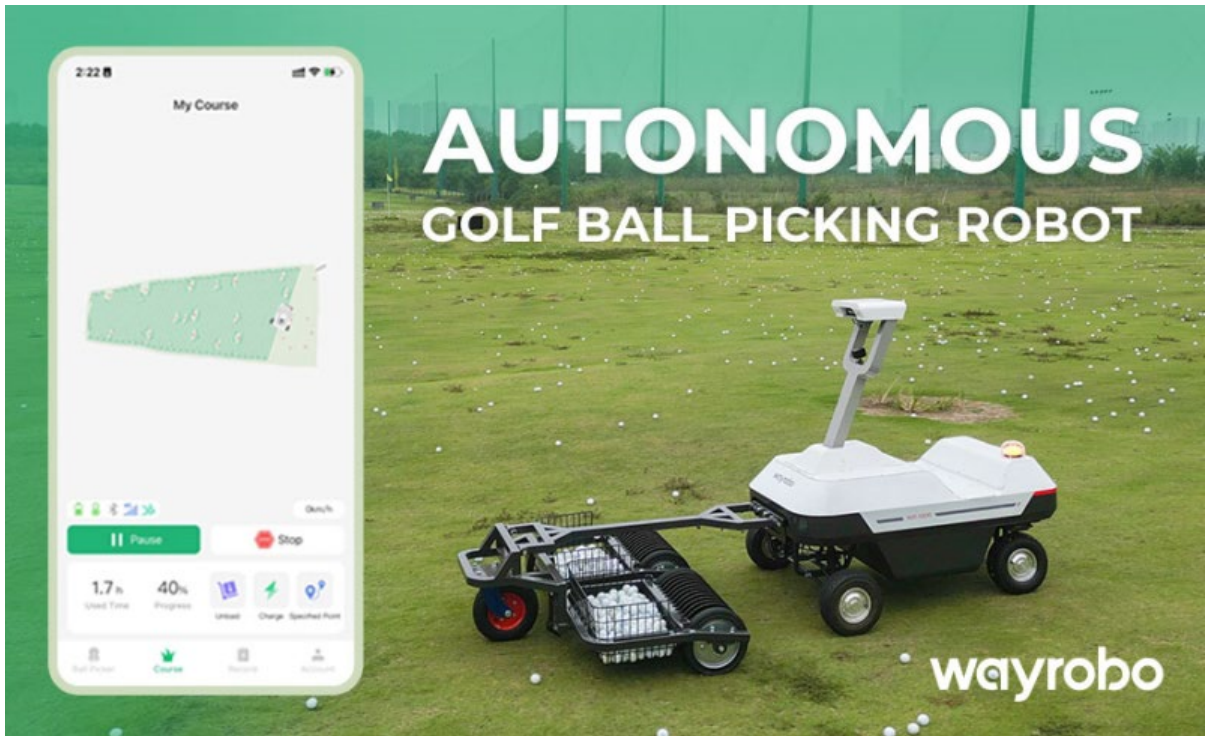
**Turf Hound artificial mats**



**Range Servant range ball dispenser that accepts credit card and tokens**



**Bushnell Launch Monitor**



**Wayrobo robotic range picker**

## IV. Golf Fees Review

Ledges Golf Club has 22 fees for daily fee play, based on 9 or 18 holes, cart or walking, resident or non-resident, weekend or weekday, league, senior, student, military, junior and twilight...as do the competitive courses. The Ledges daily fee overview of fees is attached. In order to compare to the top competitors, we used the following:

- **Resident**—Weekday, Riding 18 holes
- **Non-Resident**—Weekday, Riding 18 holes
- **Weekend**—Riding 18 holes

	<u>Ledges</u>	<u>Westover</u>	<u>Chicopee</u>
<b>Resident</b> —Weekday, Riding 18 holes	\$55	\$57	\$53
<b>Non-Resident</b> —Weekday, Riding 18 holes	\$60	\$57	\$61
<b>Weekend</b> —Riding 18 holes	\$70	\$60	\$65

It appears that the fees at Ledges and the two top competitors are very close to each other. In our experience, the course with the best conditions (and sometimes the fastest greens) get more rounds of golf and thus, more revenue—and usually based on the golfer’s proximity to the course.

As for 9-hole fees, when the course is busy, the course is losing money by booking the 9-hole golfers. It may be wise for Ledges to only offer 9-hole golf at slower times (maybe after 11 am weekdays and after 2 pm weekends, although Mike will certainly know better).

For memberships, Ledges offers 14 categories plus options for 3 cart memberships (see attached). There were 160 total memberships in 2022 and that has dropped to 85 in 2024...in addition, in 2024 there were 27 memberships that took advantage of the cart option.

When the total revenue for memberships is divided by the number of member rounds of golf, it can be determined how much each member round of golf is paying. The total membership dues (not counting carts) in 2024 was approximately \$140,000 and with 4,730 member rounds, that equals \$29.60 per round of member golf. This appears to be fairly priced as you want to offer the members (generally your best customers) a much better price than the retail golfers pay.

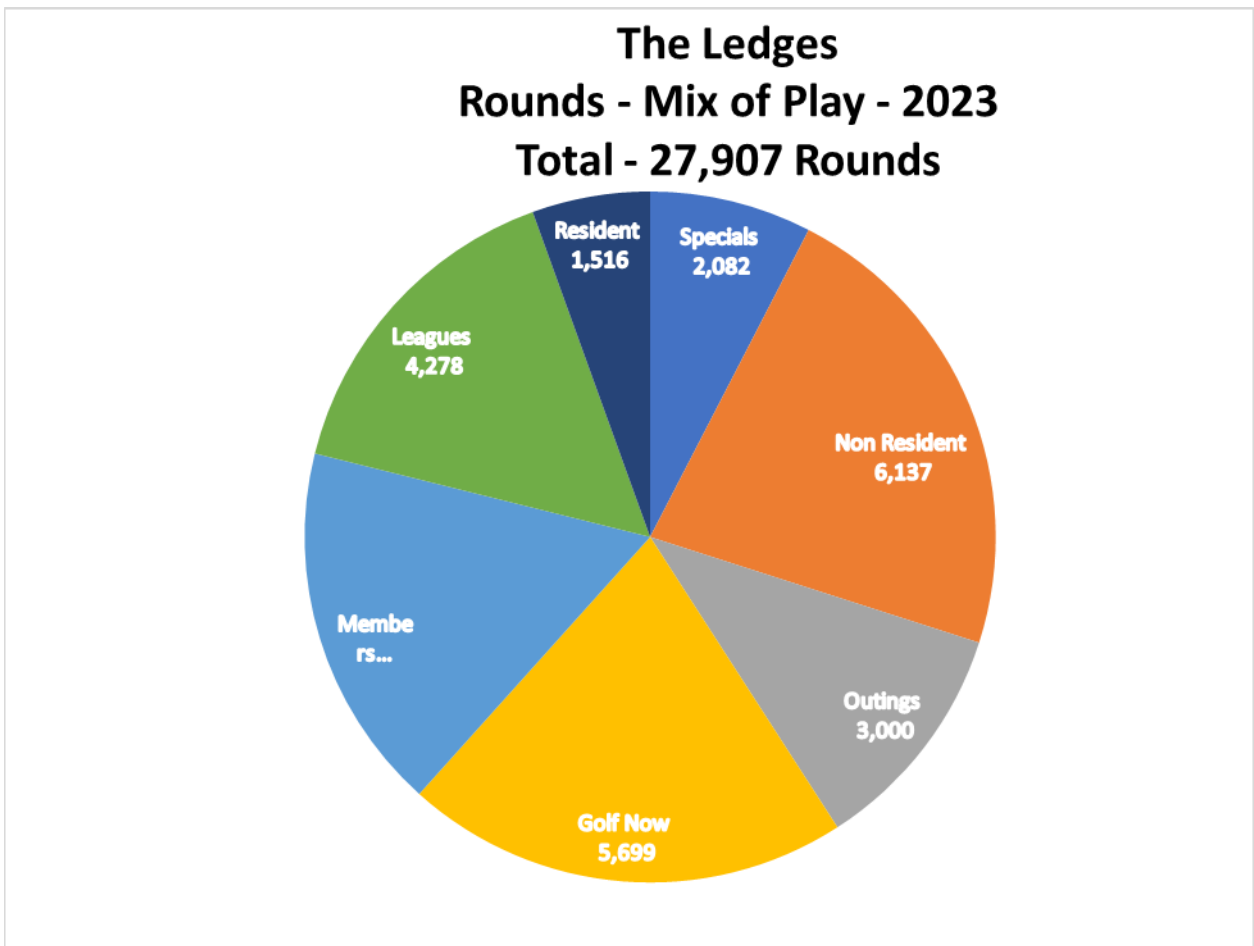
Both Chicopee and Westover offer a variety of memberships and this comparison indicates that the Ledges has the highest membership fees.

	<u>Ledges</u>	<u>Westover</u>	<u>Chicopee</u>
<b>Resident</b> —single (7 day)	\$2,000	\$1,700	\$1,550
<b>Non-Resident</b> —single (7 day)	\$2,000	\$1,800	\$1,900

Apparently, the Ledges has are only a couple of members tournaments each year. Many municipal and daily fee courses have an established Golf Association (that Members and regulars can join—for maybe \$50 per year) and the Golf Association has some officers that work with the PGA Pro to establish and conduct a series of tournaments (including Member-Member, Member Guest, Club Championship etc). This Golf Association and the officers have nothing to do with the business of the course—only the tournaments...this may be a way to add new Ledges members, as tournaments are important to many golfers.

Triggs Golf course, the City of Providence, RI municipal course (a former client) has this set up and a very successful tournament schedule and happy members that enjoy the numerous tournaments.....see <https://www.triggsmensgolf.com/tournament-schedule>.

Based on the information obtained and our review of the Ledges and the competitive courses, I think that the fees for daily fee play and memberships are approximately where they should be. However, the weekend fee at the Ledges is slightly higher than the competitors and if there is rounds availability on most weekends, then I would suggest lowering the fee slightly. In addition, Ledges charges junior golfers one dollar for each year of their age—my opinion would be to charge \$5 per round for all junior golfers 18 and under as long as they are playing with a paying adult—hopefully to get them hooked on golf and they will become the future full paying customers and members.



(<https://www.facebook.com/ledgesgolfclub1/>)



**WEEKDAY – 18 HOLES**

<b>Category</b>	<b>Walking</b>	<b>Riding</b>
Resident	\$36	\$55
Resident Senior (62 years & Up)	\$30	\$50
Non-Resident	\$40	\$60
Non-Resident Senior (62 year & Up)	\$33	\$53
Military & Student (Proper ID needed)	\$30	\$50
Junior (13-17 years)	Pay your age	+\$19
Junior 12 and under (with paid adult)	\$10	\$29

LIVECHIT

**WEEKEND – 18 HOLES**

<b>Category</b>	<b>Walking</b>	<b>Riding</b>
18 Holes	\$50	\$70
Non-Resident Early Afternoon (1pm-4pm)	\$44	\$64
Resident Early Afternoon (12pm-4pm)	\$42	\$62
Twilight (4pm-5:30pm)	\$38	\$50
Military, Senior and Student (After 1pm)	\$34	\$55
Junior: 13-17 years (After 1pm)	Pay your age	+\$19
Junior: 12 and under with paid adult (After 3pm)	\$10	\$30

**WEEKDAY – 9 HOLES**

Category	Walking	Riding
Resident	\$30	\$42
Non-Resident	\$32	\$43
Junior (13-17 years)	\$15	\$26
Junior 12 and under (with paid adult)	\$10	\$22

**WEEKEND & HOLIDAY – 9 HOLES AFTER 12 PM**

Category	Walking	Riding
Resident	\$32	\$44
Non-Resident	\$34	\$45
Junior (13-17 years)	\$15	\$27
Junior 12 and under (with paid adult)	\$10	\$22



**Ledges Golf Club Fall 2025 Annual Pass Application**

Name: \_\_\_\_\_ Date of Birth: \_\_\_\_\_  
 Address: \_\_\_\_\_ Home Phone: \_\_\_\_\_  
 City: \_\_\_\_\_ State: \_\_\_ Zip: \_\_\_\_\_ Work Phone: \_\_\_\_\_  
 Email: \_\_\_\_\_ Cell Phone: \_\_\_\_\_  
 Spouse (*family membership option*): \_\_\_\_\_

Child #1: \_\_\_\_\_ Child #2: \_\_\_\_\_

=====

<u>Check One</u>	<u>Membership Type</u> (Age requirements are by June 1 <sup>st</sup> 2025)	<u>2025</u>
•	Family, 7 day	\$2,700.00
•	Single, 7 day	\$2,000.00
•	Senior Family, 7 day - (62+ both members)	\$2,475.00
•	Senior Single, 7 day - (62+)	\$1,800.00
•	Single, Weekday (Mon – Fri)	\$1,700.00
•	Senior, Weekday (62+) (Mon-Fri)	\$1,650.00
•	Senior Weekday Family -(62+ both members)	\$2,050.00
•	Twilight (after 1pm), 7 day	\$1,550.00
•	Twilight (after 1pm), weekday (M –F)	\$1,275.00
•	Junior, 18 and under, 7 day	\$450.00 ( <i>Weekends/Holidays after 1pm</i> )
•	Student, 19-22, 7 day	\$900.00 ( <i>Weekends/Holidays after 1pm</i> )
•	Young professional, 23-29, 7 day	\$1,600.00
•	Corporate	
	▪ 1-5 Employees	\$5,000.00
	▪ 6+ Employees	+\$1,000.00/additional employee
•	<b>Handicap services must be secured online (Go to <a href="http://Ledgesgc.com">Ledgesgc.com</a> to sign up)</b>	
	<b><u>Cart Memberships</u></b>	
•	Single Cart Membership	\$1,250.00 Includes Tax
•	Single Cart Weekday or Twilight Membership	\$950.00 Includes Tax
•	Additional Family Cart Membership	\$400.00 Includes Tax
•	TOTAL FEES DUE \$ _____	

## V. Food and Beverage Review

Food and Beverage at the Ledges includes the following:

- Sunset Grille with approximately 70 seats
- Bar with 6 bar seats
- Outdoor patio with approximately 30 seats
- Pavillion for special events that can handle up to 150 people
- Refrigerator for drinks to go located in Pro Shop

The Sunset Grille is open daily from 11 am until 7 pm and serves both golfers and non-golfers. Drew Kortright is the Head Chef and Kitchen Manager and Diana Molina is the Bar Manager. The Grille includes approximately 70 seats inside plus serves another 30 seats on the patio. The majority of the customers are golfers although there is some business from the area for dining only. The Grille also has TVs and feels like a Sports Bar.

The total food and beverage revenue for the Ledges was \$387,000 in 2023 and is forecasted to be \$347,000 in 2024. Although not all of the diners are golfers, if you divide the revenue by the rounds of golf, it indicates that the Ledges is generating \$13.87 per golfer (\$387,000 divided by 27,907 rounds). The chart on the following page will provide a history of the revenues. A quick review of the expenses for Ledges food and beverage did not indicate anything out of the ordinary. The cost of sales is in the 37% range (34% in 2023) which is fairly standard for golf facilities food and beverage.

The menu for the Sunset Grille (attached) is a typical golf grille menu with sandwiches, burgers, flatbreads, salads plus interesting starters. The menu prices are reasonable and probably comparable to Sports Bars in the area. They also offer a self-service hot dogs station that is very popular. My experience was pleasant and the food and the service were both excellent.

In conversations with Drew Kortright, he indicated that the top sellers were Hot Dogs, Burgers and Turkey Club wraps. When I asked him why there was not more non golf business from the area, he seemed to think it was the lack of a sign at the entrance and the lack of marketing.

There is also a Special Events menu (attached) that offers breakfast, lunch and dinner. Apparently, most of the special events business is for golf outings with limited outside usage from non-golf groups. Based on the size of the group, they will either use the Grille for smaller groups or the Pavillion for larger groups (which requires an additional \$350 fee).

Apparently, desserts are not offered on a regular basis and since this is a big part of dining out, perhaps working an arrangement with a local bakery could become an asset for the diners at the Sunset Grille and also a quick pick up for the golfers (with a basket of muffins and cookies on the bar). This is the bakery that I drove by going to my hotel and it might be worth talking with them: <https://www.barstovslongviewfarm.com/> A number of clubs here in Virginia offer *Nightingale* ice cream sandwiches (in a few flavors) and this might be popular also...

As part of the recent survey, the responses indicated that 43% of responders go the Sunset Grille (thus, 57% do not) and 83% do not consider Sunset Grille for special events. With spectacular views and excellent food, it seems that the positive responses should be much better—thus, perhaps increased marketing for both a' la carte dining and special events would be helpful.

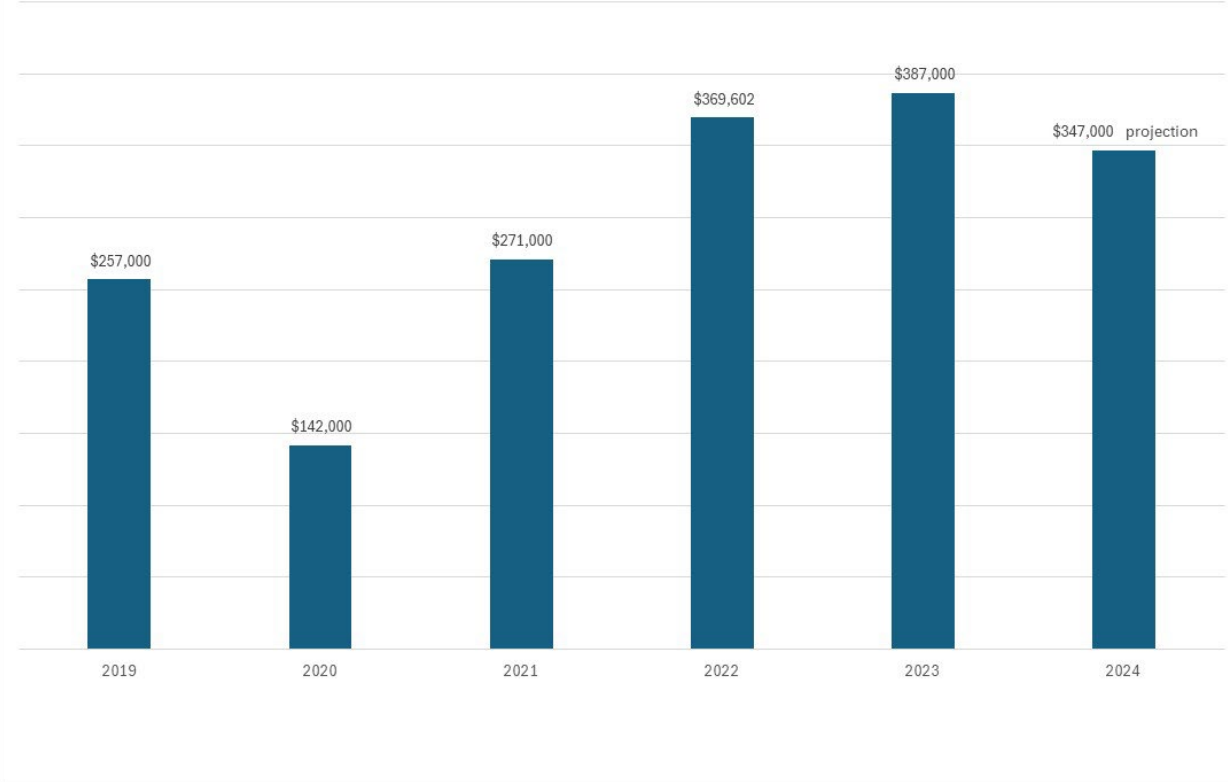


**Outdoor Patio adjacent to Sunset Grille**



**Outdoor Pavillion near #1 Tee**

### The Ledges Food and Beverage Revenue History





Nightingale ice cream sandwiches [www.nightingaleicecream.com](http://www.nightingaleicecream.com)



**STARTERS**

**TENDERS**

BUFFALO, BBQ, HONEY MUSTARD OR GARLIC PARMESAN 12

**WINGS**

BUFFALO, BBQ, HONEY MUSTARD OR GARLIC PARMESAN 15

**CHICKEN QUESADILLAS**

GRILLED CHICKEN, ROASTED ONIONS & PEPPERS, CHEDDAR CHEESE, SALSA & SOUR CREAM ON THE SIDE 10

**BAVARIAN SOFT PRETZEL STICKS**

HONEY MUSTARD DIP 10

**ZUCCHINI FRIES**

ITALIAN SEASONED, BREADED ZUCCHINI, SERVED WITH RANCH DRESSING 8

**REUBEN CRUNCH ROLL**

CORNERED BEEF, SAUERKRAUT, AND SWISS STUFFED IN A FRIED CRUNCHY ROLL. SERVED WITH RUSSIAN DRESSING. 13

**GIANT TATOR TOTS**

STUFFED WITH BACON AND CHEDDAR CHEESE, SERVED WITH SOUR CREAM 8

**SANDIES**

SERVED WITH A PICKLE AND CHOICE OF SIDE

**HOT HONEY FRIED CHICKEN**

HOT HONEY, LETTUCE, TOMATO, MAYO, SWEET PICKLE 13

**BUFFALO CHICKEN**

CRISPY CHICKEN BREAST, BUFFALO SAUCE, BLUE CHEESE DRESSING, LETTUCE, TOMATO, RED ONION 12

**GRILLED CHICKEN SANDWICH**

LETTUCE, TOMATO, RED ONION, MAYO 11

**LEDGES CHICKEN CLUB**

GRILLED CHICKEN BREAST, BACON, AVOCADO SPREAD, LETTUCE, TOMATO, RED ONION, SPICY MAYO 13

**B.L.TEE**

B, L & T, MAYO, TOASTED SOURDOUGH 8

**TURKEY CLUB WRAP**

ROAST TURKEY, BACON, LETTUCE, TOMATO, MAYO 10

**RACHAEL**

ROAST TURKEY, COLESLAW, RUSSIAN DRESSING, SWISS CHEESE ON GRILLED RYE 13

**CORNERED BEEF REUBEN**

THIN SLICED CORNERED BEEF, SAUERKRAUT, SWISS CHEESE AND RUSSIAN DRESSING ON GRILLED RYE. 14

**FLATBREADS**

**CHICKEN PESTO**

GRILLED CHICKEN, NUT-FREE BASIL PESTO, ROASTED CHERRY TOMATO, MOZZARELLA 12

**BBQ CHICKEN BACON RANCH**

GRILLED CHICKEN, CRISP BACON, BBQ SAUCE, CHEDDAR CHEESE, RANCH DRESSING & DRIZZLE 12

**HOT HONEY PEPPERONI**

MARINARA, MOZZARELLA, HOT HONEY DRIZZLE 12

**BURGERS**

SERVED ON GRILLED BRIOCHE ROLL WITH CHOICE OF SIDE AND A PICKLE (ADD BACON \$2)

**CLASSIC CHEESEBURGER**

AMERICAN, CHEDDAR, PROVOLONE OR SWISS, LETTUCE, TOMATO, RED ONION, MAYO 13

**BLACK & BLUE**

BLUE CHEESE, FRESH GROUND BLACK PEPPER, SAUTÉED ONION, LETTUCE, TOMATO 15

**BOURBON BBQ BACON**

CRISPY BACON, BOURBON BBQ SAUCE, CHEDDAR CHEESE, LETTUCE, TOMATO, RED ONION 15

**THE ROUGH**

ADD CHICKEN TO ANY ITEM +\$4

**MEDITERRANEAN HUMMUS BOWL**

CUCUMBER, CHERRY TOMATO, HUMMUS, FALAFEL, OLIVES, PICKLED RED ONION, LETTUCE AND FETA DRIZZLED WITH GARLIC TAHINI DRESSING 12

**WEDGE SALAD**

ICEBERG LETTUCE WEDGE TOPPED WITH BLUE CHEESE, RED ONION, CHERRY TOMATOES AND CRISPY BACON 8

**GARDEN SALAD**

MIXED GREENS TOSSED WITH CUCUMBER, RED ONION AND CHERRY TOMATO. SERVED WITH CHOICE OF DRESSING 8



**SIDES: FRIES, PASTA SALAD, COLE SLAW, CHIPS, MIXED GREENS**

BEFORE PLACING YOUR ORDER, PLEASE INFORM YOUR SERVER IF A PERSON IN YOUR PARTY HAS A FOOD ALLERGY.

\* CONSUMING RAW OR UNDERCOOKED MEATS, POULTRY, SEAFOOD, SHELLFISH, OR EGGS MAY INCREASE YOUR RISK OF FOOD BORNE ILLNESS.





# Event Menu

## Breakfast

Continental

\$8pp

Coffee/Tea

Assorted Juices

Breakfast Pastries/Muffins

Fresh Fruit

Hot Deluxe Continental

\$13.50pp

*All continental items plus:*

Scrambled Eggs

Breakfast Potato

Bacon or Sausage

Baked French Toast

# Lunch

## Deli Buffet

\$15pp

Two Chef's Choice Salads

Decorative Display of Deli Meats and  
Cheese Including

*Honey Ham, Roast Beef, Smoked Turkey &  
Assorted Cheese*

Assorted Sliced Bread

Bagged Chips

Condiment Tray Including  
*lettuce, tomato, red onion, mayonnaise and  
mustard*

## Cookout Buffet

\$13pp

Grilled Hamburgers and Steamed  
Hotdogs

Pasta Salad

Bagged Chips

Condiment Tray Including  
*lettuce, tomato, red onion, sliced cheese,  
ketchup, relish and mustard*

## Box Lunch "To-Go"

\$15pp

Turkey or Ham Wrap

*lettuce, cucumber, shredded carrot*

*Box lunch includes an apple, bag of chips,  
cookie and a bottle of water*

# Hot Lunch/ Dinner Buffet

## Entree Choices

*All prices are per person and include garden salad  
and dinner rolls with butter*

*Add Cookies or Brownies for \$3pp*

Roast Sirloin Strip with Red Wine Demi-Glace	\$26
Marinated Steak Tips	\$28
Seared Statler Chicken Breast with marsala sauce	\$23
Grilled Chicken Breast with basil pesto butter	\$20
Maple Brined Pork Loin with dijon mustard sauce	\$16
Honey Ginger Baked Chicken Thighs	\$15
Baked Salmon (plain, honey mustard, teriyaki OR lemon caper)	\$15
St. Louis Style Pork Ribs	\$15
Chicken Parmesan	\$15
Baked Ziti (add meatballs or Italian Sausage +\$2)	\$12

## Choice of One Vegetable and One Starch Side

Roasted Garlic Green Beans	Mashed Potatoes
Honey Glazed Carrots	Roasted Red Potatoes
Grilled Vegetables	Rice Pilaf

# **Appetizers**

*priced per person*

Brie and Raspberry in Phyllo	\$5
Wild Mushroom in Phyllo	\$5
Spanakopita	\$3
Cheese and Cracker Platter	\$3
Veggie Spring Rolls	\$2
Antipasto Skewers	\$4
Carnitas Empanadas	\$3
Sausage Arancini	\$3
Chicken Satay Skewers	\$5
Vegetable Crudites with Dip	\$3

**Facility Fee of \$350 to be applied for pavillion use.**

**Prices do not include sales tax and 20% gratuity.**

## VI. Recommendations

Based on our review of the operations at the Ledges, we have outlined below a number of recommendations that if implemented, should help lead the Ledges to the next level of improvements in products, service and profitability. The golf course Master Plan that Tim Gerrish is developing is an important part of this and hopefully can work in concert with these improvements.

### General

- Golf course should set opening and closing dates of April 1 and November 30 and then adjust based on the weather (currently approximately April 15 and November 15)
- The contract with IGM does not provide any incentives for IGM to increase revenues (which go directly to the Town) and this should be explored with next contract extension
- GolfNow contract is all trade, but with cost of @ \$40,000 per year, try to negotiate a flat fee or percentage of the trade fees that they sell that is less expensive for 2026
- During golf season, post sign that golf course is for paid golfers only and prohibit any other activities between golf hours (@ 7:00 am until 8:00 pm)...here is sample:

*The Ledges golf course is for paid golfers only and non- golfers are not allowed on the course property between 7 am and 8 pm daily.*

- Instruction programs (especially for Juniors) need to be set up and promoted in Clubhouse and on Ledges website
- Junior programs should also be coordinated with Town's recreation department
- A Sales and Marketing Plan needs to be expanded and with a complete list of strategies and responsibilities in order to target daily fee golfers, golf outings, memberships, a la carte diners, special events etc. This would include social media, direct sales, promotions, advertising and direct mail/email.
- Establish Golf Association to promote Memberships with tournament play and allowing some input into tournament schedule—which needs to be expanded
- There are many areas that need capital improvements as funds become available including:
  - Golf course restrooms in middle of each nine holes
  - Larger restrooms in Clubhouse
  - Cart Storage area
  - More storage for golf and food and beverage in Clubhouse
  - Larger Pro Shop
  - Parking lot paved
  - Maintenance facility renovated
  - Cart Paths paving completed
  - Driving range tees, parking and selling range balls

### Pro Shop

- Explore selling brand names shirts with lower retail price—maybe Addidas, Nike or Callaway
- Investigate a new Ledges logo that is not so large and perhaps uses graphics

## **Driving Range**

- Change out artificial tees to Turf Hound
- Raise the levels of the tees to improve visibility (part of Master Plan with Tim Gerrish)
- Change to a range ball dispenser at the range that takes tokens and credit cards
- Improve hut for Range Ball Dispenser (that can be locked each night)
- Improve parking lot so golfers are guided where to park
- Purchase a portable Launch Monitor that you can rent out for maybe \$10 per hour
- Investigate robotic range ball picker to possibly save some labor dollars—see attached

## **Golf Fees**

- In general, the daily fee rates are fair but should be raised as the capital improvements get completed
- The weekend daily fee rates is somewhat higher than competitors perhaps this could be lowered slightly in 2026 unless the tee sheet is filled each weekend day
- Consider a flat fee of \$5 for Junior golfers 18 and under if playing with a paying adult
- Membership fees are somewhat higher than competitors and probably why membership numbers have dropped—it may be wise to hold these fees the same for another year or two until capital improvements get completed
- The 9 hole fee restrictions need to be reviewed and possibly adjusted
- Establish Ledges Golf Association which will assist in expanded tournament offerings and hopefully grow the membership base

## **Food and Beverage**

- Explore possible signage for Sunset Grille near entrance to Club
- Consider using local baker for desserts
- Consider Nightingale ice cream sandwiches for desserts
- Consider cooking burgers and hot dogs on outside grille near outdoor patio on busy days
- Develop marketing strategies to attract diners from the community who are not golfers

## **VII. Appendix**

### **A. General Limiting Conditions**

Golf Business Advisors has made every reasonable effort to provide that the data contained in this study reflects the most accurate and timely information possible. This study is based on estimates, assumptions and other information developed by Golf Business Advisors from its research efforts and general knowledge of the golf industry. No responsibility is assumed for inaccuracies in reporting by the client or any other data source used in preparing the study.

### **B. Information Sources**

### **C. Agreement with GolfNow**

### **D. Ledges Marketing Plan**

### **E. Operating Agreement and Extension of Ledges Golf Club with IGM**

### **F. Article on Junior and Adult Golf initiatives from GBA 2025 Newsletter**

## **B. Information Sources**

### **Websites**

- Ledges Golf Club
- Town of South Hadley
- Westover Golf Course
- Chicopee Golf Course
- The Orchards Golf Club
- Wyckoff Golf Club
- GolfPass

### **Discussions**

- Andy Rogers, Human Services Director
- Lisa Wong, Town Administrator
- William Sutton, Town Accountant
- Town Capital Planning Committee
- Michael Fontaine, Ledges General Manager
- Steve Gano, VP for International Golf Maintenance Inc
- Ed Lockard, PGA Pro at Ledges
- Amanda Fontaine, Golf Course Superintendent at Ledges
- Drew Kortright, Kitchen Manager at Ledges
- Mike O'Neil, PGA Pro/GM at Chicopee Golf Club
- Bill Kubinski, PGA Pro/GM at Westover Golf Course
- Tim Gerrish, Golf Course Architect

### **Reports**

- Miscellaneous Ledges reports supplied by Michael Fontaine
- July 11, 2018 Report to Selectboard
- IGM Golf Operations Report-- Fall 2024
- National Golf Foundation Report-- 2011

## C. Agreement with GolfNow

DocuSign Envelope ID: D815E4AC-8C2D-4BF7-8B85-D096302A915D



### Order Form

This Order Form, together with the Standard Terms and Conditions attached hereto and incorporated herein by reference, shall constitute a binding legal agreement (this "Agreement"), between GolfNow, LLC and GolfNow G1, LLC (collectively "GolfNow") and International Golf Maintenance ("Partner") (individually, a "Party" and collectively, the "Parties"), and is made and entered into as of the Effective Date set forth below, and shall govern GolfNow's provision of software, marketing, and/or technology services for Partner's golf courses listed below. The Parties agree that this Agreement hereby terminates and supersedes any and all prior agreement(s), written or oral, between GolfNow and Partner relating to the Golf Courses listed below (the "Prior Agreement(s)"), as the Parties hereto wish to continue the previously established business relationship under the terms and conditions of this Agreement.

<b>GolfNow:</b>  GolfNow, LLC 7580 Golf Channel Drive Orlando, FL 32819	<b>Partner (Legal Entity Name):</b> International Golf Maintenance
	<b>Partner's Mailing Address:</b> 5385 Gateway Blvd, Suite 12 Lakeland, FL 33811 USA
	<b>Partner's Golf Course List:</b> Ledges Golf Club (MA)

<b>Prepared By:</b> James Brown	<b>Partner's Contact Name:</b> Mike Fontaine
<b>Phone:</b> 5084310612	<b>Partner's Contact Phone:</b> (413) 532-2307
<b>Email:</b> james.brown@golfchannel.com	<b>Partner's Email:</b> mfontaine@igminc.net

**TERM AND RENEWALS:** The Initial Term of this Agreement shall be effective as of the last date of the last signature written below (the "Effective Date") and shall expire One (1) Year thereafter and shall be non-cancellable, except as provided herein. **UPON EXPIRATION OF THE INITIAL TERM, THIS AGREEMENT SHALL AUTOMATICALLY RENEW FOR SUCCESSIVE ONE (1) YEAR TERMS UNLESS OTHERWISE TERMINATED BY EITHER PARTY IN WRITING AT LEAST THIRTY (30) DAYS PRIOR TO ANY RENEWAL TERM.**

#### PRODUCT(S) & SERVICE(S)

Product		
Golf Course: Ledges Golf Club (MA)	Platform	GolfNow
Golf Course: Ledges Golf Club (MA)	Other	Split Fee
Golf Course: Ledges Golf Club (MA)	Plus	Brand
Golf Course: Ledges Golf Club (MA)	Other	Website/Email Hosting
Golf Course: Ledges Golf Club (MA)	Answers	Staff-on-Demand
Golf Course: Ledges Golf Club (MA)	Tech	Reservations
Golf Course: Ledges Golf Club (MA)	PMP	

#### TOTAL PAYMENT(S)

##### Trade Payment Terms

Golf Course: Ledges Golf Club (MA) Trade Provided: All Days Trade Load Time: 11:00 AM 18 Holes Cart Included Bookable for 1 to 4 Players	Days In Advance to Load: 7  Sell By Phone
Golf Course: Ledges Golf Club (MA) Trade Provided: All Days Trade Load Time: 7:30 AM 18 Holes Cart Included Bookable for 1 to 4 Players Fence: 6:00 AM to 9:00 AM	Days In Advance to Load: 7  Sell By Phone Trade Time will be posted each year from 1-April until 30-April Trade Time shall start posting on April 1, 2019 Trade Time will have a Bookable Window from 6:00 AM to 9:00 AM

CONFIDENTIAL

Page 1



Order Form

**Trade Payment Terms**

Golf Course: Ledges Golf Club (MA) Trade Provided: All Days Trade Load Time: 7:30 AM 18 Holes Cart Included Bookable for 1 to 4 Players Fence: 6:00 AM to 8:00 AM	Days In Advance to Load: 7  Sell By Phone Trade Time will be posted each year from 1-May until 31-October Trade Time will have a Bookable Window from 6:00 AM to 8:00 AM
Golf Course: Ledges Golf Club (MA) Trade Provided: All Days Trade Load Time: 7:30 AM 18 Holes Cart Included Bookable for 1 to 4 Players Fence: 6:00 AM to 9:00 AM	Days In Advance to Load: 7  Sell By Phone Trade Time will be posted each year from 1-November until 30-November Trade Time will have a Bookable Window from 6:00 AM to 9:00 AM
Golf Course: Ledges Golf Club (MA) Trade Provided: All Days Trade Load Time: 10:00 AM 18 Holes Cart Included Bookable for 1 to 4 Players	Days In Advance to Load: 7  Sell By Phone

**Trade Floor & Utilization Guarantee**

Days of Week	Floor	Utilization Guarantee
All Days	35% off posted course rates on GolfNow	60.0%


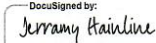
**Transaction Fee Payment**

Golf Course	Days of Week	Transaction Fee Details
Ledges Golf Club (MA)	All Days	\$2.49 per round sold and Partner Share of Transaction Fee is 80.50 %

GOLFNOW BOOKING ENGINE	ACKNOWLEDGED
Partner shall be required to use the GolfNow booking engine for the Product(s) and/or Service(s) outlined above.	Yes
ONLINE MARKETING	ACKNOWLEDGED
Does Partner agree to grant GolfNow permission to purchase keywords in search engine marketing that include Partner's name, or any other trade name, trademark or other intellectual property belonging to Partner?	Yes
MILITARY TEE TIMES	ACKNOWLEDGED
Does Partner agree to grant GolfNow permission to add Partner inventory to MilitaryTeeTimes.com at a fifteen percent (15%) discount relative to all inventory released and posted on golfnow.com?	No



Order Form

"GOTTA PLAY" TECHNOLOGY	ACKNOWLEDGED
<p>Does Partner agree to grant GolfNow permission to use GolfNow's "Gotta Play" Technology with the Trade Times provided under this agreement?</p> <p>By selecting "Yes", Partner agrees to the following terms:</p> <ul style="list-style-type: none"> <li>GolfNow's "Gotta Play" Technology will populate pre-paid Trade Time(s) at a mutually agreed upon discount rate when any tee time is selected by a user. Partner and GolfNow shall also mutually agree upon the time window from which a "Gotta Play" round can be sold.</li> <li>All rounds made available on GolfNow.com (including Partner rounds and Trade Times) within the agreed upon time window will be subject to the "Gotta Play" discount. Total "Gotta Play" rounds sold in a given day may not exceed the agreed upon payment as defined in this Agreement. All rounds purchased with the "Gotta Play" discount shall be due exclusively to GolfNow for its own benefit.</li> <li>Any rate/offer that is made available by Partner within the mutually agreed upon "Gotta Play" time window may be sold as a "Gotta Play" round with the mutually agreed upon discount rate. By way of example, if Partner adds a "meal and range balls included" offer to a round during the agreed upon time window, this package will be subject to the "Gotta Play" rate discount, all sales shall be due exclusively to GolfNow, and Partner will honor, in full, all aspects of the package.</li> <li>For the avoidance of doubt, Partner acknowledges and agrees that "Gotta Play" rounds (including rounds with additional offerings) will be paid in full online to GolfNow for its own benefit with Zero Dollars (\$0) due at Partner's golf course.</li> <li>"Gotta Play" rounds will also be available on Partner's website.</li> </ul>	<p>No</p>
<p>AGREED TO AND ACCEPTED</p>	
<p>DocuSigned by:                    Partner Signature: <u>113B86F0532FAA3...</u> Printed Name: <u>Mike Fontaine</u> Date: <u>3/11/2019</u></p> <p>DocuSigned by:                    GolfNow Signature: <u>537B8483D6CE488...</u> Printed Name: <u>Jerramy Hainline</u> Date: <u>3/12/2019</u></p>	

## D. Ledges Marketing Plan

### Ledges Marketing Plan



#### **Objective:**

To maximize rounds while maintaining acceptable pace of play, membership sales, and food & beverage revenue through low-cost marketing strategies.

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### **1. Golf Strategies**

#### **A. Digital Marketing**

- **Website Optimization:** Ensure the website is mobile-friendly, features online booking, and has up-to-date event information.
- **SEO & Local Search:** Optimize for golf-related keywords and maintain an active Google Business Profile.
- **Social Media Campaigns:** Post customized content, course updates, and user-generated content on Facebook and Instagram.
- **Email Marketing:** Seasonal newsletters featuring special offers, course updates, and event invitations.
- **Online Advertising:** Facebook/Instagram promotions targeted to locals – East to Worcester and south through Hartford.

#### **B. Promotions & Membership Growth**

- **Radio Promotions:** 3 local radio stations promote through advertising.
- **Local Chamber of Commerce:** Network through three local chambers.
- **Seasonal Discounts:** Off-peak pricing, twilight rates, and family-friendly golf packages.
- **Corporate Partnerships:** Collaborate with local businesses to offer discounted memberships or bulk bookings.
- **Specialty Events:** Host golf clinics, demo days, and beginner events to attract new players.

#### **C. On-Site Experience Enhancements**

- **PGA Pro Instruction:** Offer lessons, clinics and workshops to improve golfer engagement including social media snippets.
  - **Course Conditions:** Regular maintenance updates shared via social media to attract high usage players.
  - **Technology Integration:** Utilize email database to share events and promotions.
-



## 2. Food & Beverage Strategies

### A. Branding & Online Presence

- **Distinct Brand Identity:** Position the restaurant and bar as a casual dining option.
- **Social Media Focus:** Post high-quality food images, specials, and event promotions.
- **Third-Party Listings:** Ensure the restaurant is listed on Google, Yelp, and TripAdvisor.

### B. Special Promotions

- **Themed Nights:** Weeknight leagues to negotiate preferred pricing.
- **Golf & Dine Packages:** Bundled pricing for a round of golf and a meal as well as league play.
- **Weekend Brunch:** Introduce in 2025 a signature brunch menu to attract non-golfers.

### C. Community Engagement

- **Local Partnerships:** Collaborate with wineries, breweries, and local suppliers for farm-to-table specials.
  - **Sponsorships & Charity Events:** Support local causes and host fundraising dinners.
- 

## 3. Performance Tracking & Adjustments

- **Customer Feedback:** Online reviews and surveys to refine service offerings.
  - **Analytics & Reporting:** Track website traffic, social engagement, and sales data.
  - **Adjust:** Adapt strategies based on seasonality and market trends.
-

## E. Operating Agreement and Extension of Ledges Golf Club with IGM

Full agreement dated 2019 is 18 pages so we have included only latest Extension below:

AGREEMENT FOR LIMITED EXTENSION AND AMENDMENT OF CONTRACT BETWEEN THE  
TOWN OF SOUTH HADLEY AND INTERNATIONAL GOLF MAINTENANCE, INC. FOR  
OPERATIONAL SERVICES AT THE LEDGES GOLF CLUB

This Agreement is by and between the Town of South Hadley, a Massachusetts municipal corporation with offices at 116 Main Street in South Hadley, Massachusetts (the "Town" or "South Hadley") and International Golf Maintenance, Inc., with an address of 5385 Gateway Boulevard, Suite 12, Lakeland, Florida ("IGM"), (collectively the "parties").

WHEREAS, the Town and IGM previously entered into a certain Contract dated September 11, 2018, and referenced within said Contract as entered into on January 3, 2019, where IGM would perform complete operational services for the Ledges Golf Club owned by the Town and further as outlined in the Request for Proposal (RFP) issued by the Town and incorporated into said Contract;

WHEREAS, according to the Contract, its term "can be extended for four (4) more one (1) year extensions;

NOW THEREFORE, the parties agree as follows:

1. The term of the Contract is hereby extended to June 30, 2026, at which time it shall terminate, unless further extended according to the provisions of the Contract. As the Contract provisions require, the fee for this additional year of services was mutually negotiated by the parties to entail
  - \$847,212 in Operations Expenses
  - \$715,797 for IGM Maintenance Fees
  - \$39,900.00 for the Operations Management Fee

to be paid by the Town to IGM.

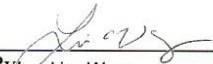
The sole purpose of this Agreement is to extend the end date of the Contract and not to add any additional services or fees not previously agreed upon by the Parties under the Contract or this Agreement. IGM hereby agrees to waive the requirement that the Town shall have given it notice of its intent to extend the term of the Contract beyond the initial five (5) year term and the terms of the Contract shall be considered to be altered to that effect by this Agreement. IGM's signing of this Agreement shall hereby serve as its acceptance of the extension of the term by one year.

2. The remainder of the provisions of the Contract are hereby ratified and unchanged. In the event of a conflict between any clause of the Contract and this Agreement, the terms and provisions of this Agreement shall control.
3. This is a Massachusetts contract that may only be enforced in a Massachusetts Court of competent jurisdiction.
4. This Agreement may be executed in multiple counterparts. Facsimile and scanned signatures shall be deemed sufficient to bind the parties, provided that original signature copies shall be retained.
5. This Agreement and the underlying Contract may be further amended only by a written instrument, executed by all parties.

AGREED AND ACCEPTED

TOWN OF SOUTH HADLEY

IGM

  
By: Lisa Wong  
Its: Town Administrator,  
Dated: Feb. 18, 2025

By: \_\_\_\_\_  
Its: \_\_\_\_\_,  
Dated: \_\_\_\_\_

## THE GROWTH OF THE GAME INITIATIVES

### *Key Ingredients in Golf's Future Success*



Tiger Woods made one of the greatest comebacks of all time to win the 1999 Masters and an entire generation of younger golfers and non-golfers got a taste of “Tiger-mania”. The Augusta National Golf Club introduced the Augusta National Women’s Amateur the week prior to the 2019 Masters and hosted the best amateur female golfers in the world— which has been a huge success and an amazing statement for women’s golf. In 2023, Rose Zhang won the NCAA Women’s National Championship and then two weeks later played in and won the first LPGA tournament she played in as a Pro— and at age 20— just amazing!

The game continues to expand around the world and there are now golf facilities in 85% of the countries in the world. Golf was played in the Olympics in 2016 for the first time in over 100 years. Fans now have 24-hour access to the Golf Channel, PGA Tour radio, and instruction on the web which are also fueling the worldwide interest in the game. The PGA and LPGA Tours now conduct their regular schedules with tournaments in Australia, Korea, China, Japan, France, Scotland, England, Canada and Mexico.

My observations over the past 10+ years are that the kids today are so wrapped up in youth soccer, field hockey, lacrosse, baseball, basketball, volleyball, etc. that they are not playing the country club sports of golf and tennis like in prior years. Is it all in the quest for that college scholarship and is it the kids or the parents doing the pushing? With all of the little league, school and travel teams in all of these sports, golf is having a tough time finding its way. However, the recent introductions of the following youth golf programs are all working to get young kids interested in golf— and I can see firsthand that it is working!

There’s *First Tee*; *PGA Junior Golf Leagues*; *Drive, Chip and Putt*; *LPGA/USGA Girls Golf*; *Operation 36*; *Kids on Course*; *VSGA Junior Golf Circuit* and many other programs in every state. The kids are indeed flocking to these innovative programs that teach both golf skills and life lessons— and all have some focus on competition which is apparently what the kids are really looking for. Some of these programs are also

finding their way into the school systems which is where I think they can make the most difference— by introducing all of the kids to the great game of golf. In addition, The PGA of America's and USGA's initiatives of ***Get Golf Ready, Play Golf America, Tee It Forward and Play 9*** are also introducing adults to golf and making it more fun for those that are playing.

The introduction of *Top Golf* facilities at over 70 locations in 31 states and five foreign countries are also invigorating and putting a new spin on the game. The *Top Golf* and copy-cat facilities (like *Drive Shack*) are sort of a combination of a driving range and entertainment offering instant feedback on shots to target greens and with a bar/grille in a festive environment. My visits (including a holiday party with the Chambers team) were great fun with a combination of men, women and kids— some of whom were golfers and many of whom were beginners, but all having a blast.

To the golf industry, we commend you on the ***Growth of Game*** initiatives— well played and keep it going!