

PROBABLY the hottest golf market in the west at the present time is the greater Phoenix area. In the past year, a number of new courses have been opened or planned by all types of developers. Many of the suburbs are planning municipal courses and the ever present sunshine has attracted retired persons in record-breaking numbers. New industry is a daily occurrence in this desert city and more and more housing developments are starting, many with golf courses planned or under construction.

This spurt in activity comes on the heels of a golf course development slowdown in 1971. That's all changed now. The curve is definitely rising and this upward trend should continue for the next five years, at least.

The west has always been a precedent setting region of the U.S. in many arenas. The same seems to hold true in golf course development. It has witnessed the overwhelming number of recreation-residential developments like most other sections of the country, seemingly a phenomenon produced because of the willingness of people to pay an extra premium for home-sites adjacent to lush green fairways. Yet other trends seem to be growing without signs of abatement.

One of these is a rapidly growing number of "executive" type golf courses. This type of course has a wide range of flexibility and can be satisfactorily used by golf course developers of all kinds to suit their particular needs and available space. Most 9-hole executive courses range in length from 1800 yards to 2800 yards, using 25 to 50 acres. Their new-found popularity is not surprising when one considers the kinds of options open to the owners.

They use a smaller area than the regulation course. This means that many sites not ordinarily usable can be considered for this type of short course.

They are less costly to construct, require less maintenance and can be played in half the time of a regulation course. In addition, the executive course offers the dedicated golfer the opportunity to hit wood shots on several holes, unlike the par-3 which is usually played only with irons.

This type of course also is a good facility for the "impromptu" market, made up of those who cannot afford the time it takes to play regulation golf.

Examples of this type of course include: The Tucson Estates Golf Course, a new 18-hole layout surrounded by a mobile home develop-

ment. It was designed by GCA Robert Lawrence of Tucson; The Maricopa Country Parks and Recreation Dept. under the leadership of Tom Wardell, Recently opened their 9-hole Paradise Valley Executive Course in Phoenix, Ariz.; Rancho Bernardo, Calif., a massive new town development in San Diego County, has 27-holes of executive golf to complement their two 18-hole courses, one private and one open



WEST COAST GOLF COURSE DEVELOPMENT

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for public play. Ted Robinson of Palos Verdes, Calif. designed the new Executive tracks; Monterey Park, Calif., in the heart of metropolitan Los Angeles, opened its new 9-hole executive course in 1971. Built on a garbage fill, this course is heavily played every day the weather permits; a new 27-hole Ted Robinson designed Executive layout is under way in Wilsonville, Ore. just south of Portland; a new 18-hole Executive course is nearly finished on Salt Lake City's east side. It was designed by Bill Neff, Salt Lake City GCA and is being developed by Vaughan Barker.

Many others are in the planning stages and will add to the growing popularity of this newly-discovered type of golf course in the future.

Another emerging trend is the golf course that is related to a mobile home development. With vast numbers of our nations population escaping higher taxes and rising home costs, the mobile home has become a haven for the consumer. Many of those living in these types of dwellings have migrated to the western states, seeking lower retirements costs, year-round good weather, and recreation. Some representative developments are:

Palm Springs, Calif. — The Palm Springs Mobile Home Country Club, offering Palm Springs living at reasonable prices.

Hemet, Calif. — The Colonial Country Club Estates is new and offers many amenities to its residents.

Ogden, Utah — A huge new mobile-home development by local physician, Rex Alvord, is now under construction and should open in 1973.

Federal Way, Washington — The Belmor Park C. C. is part of a large mobile home park.

This trend will continue. Most are being planned on low-cost acreage in order to justify the expense of a golf course, and the relatively low cost of mobile home space.

In terms of new openings, The Western States kept a good pace during the last year. Between Oct. 1, 1971 and Sept. 30, 1972 new course openings in the following states were: Arizona — 12; Idaho — 2; Oregon — 3; Utah — 3; California — 18; Nevada — 2; Washington — 9.

There are indications that the California market is leveling off. Giant companies like Boise Cascade are halting all development in California. So many new second-home housing developments now compete for the consumers money that competition is fierce. California has led the nation in establishing new environmental laws restricting flagrant development of the land, particularly coast-line and mountain properties, prime targets for developers.

Conversely, the Northwest is rebounding from its own economic depression and golf course development, especially in Washington, is going strong once again.

Utah has emerged as a relatively strong golf market, with a strong push in municipal courses. The Bureau of Outdoor Recreation funds in that state have gone to many cities, with 23% of the grants going for golf courses.

Idaho has a long way to go in terms of meeting the demand for new courses. The city of Boise

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Motivation— Is The \$ Enough

The speaker, Donald C. Zick, and his audience at the Midwest Regional Turf Conference agreed: accomplishment or achievement is one of the best motivators of employees.

Zick, manager of employee training and development at the University of Missouri, asked an audience of 734 at Purdue University recently to sum up in one word "what really motivates your people more than anything else."

Among the responses he received were recognition, accomplishment, dollars, satisfaction, desire, pride, responsibility, ability, security, involvement and appreciation. A show of hands decided that accomplishment and recognition were probably the most important.

Accomplishment is number one in motivational importance, he said. An employee must feel that his job is a challenge and that his is really accomplishing something.

"Accomplishment or achievement is the start of a sequence or cycle. Once an employee has a sense of achievement, he will have recognition, desire to do more, more appreciation for his job and from his employer, more job security and perhaps more responsibility and more money," he said.

Zick cautioned that it is "the individual and not the general principal that applies." Employers need to go through the sequence for each employee following the sequence until they find the one element that is lacking and then build from there.

Accomplishment as the primary motivator also gives the employer something to work with. The employer can "get the roadblocks out of the employee's way"—eliminate the obstacles that impede the employee's chance to feel that he is accomplishing something.

Although accomplishment or achievement is the most important motivator, other factors can also af-

fect employee performance. Security, for example, can be both a "motivator and a demotivator. "An employee must have a certain amount of security in order to achieve or accomplish," stated Zick, "but too much security can be a demotivator. The employee will get the attitude that no matter what he does, he won't get fired."

Another motivator, expectation, can be very effective in employer-employee relations. Zick emphasized that an employer "must let his people see that he expects a lot from them" for studies have shown that people will live up to the expectations that employers have of them whether good or bad.

Fear, although a great short term motivator, is definitely not a good long term motivator. If fear is present as a motivator for a long time, the employee will not have high standards of achievement or will look for a new job.

According to Zick, money, often though to be the most important motivator, is not a continual one. If the employee has money, he has the ability to be happy, but the money alone may not make this so. If he doesn't have what he considers to be a just wage, other things cannot make him happy. In addition, although an employee may be satisfied with his pay now, he may not be satisfied with this same wage in the future.

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WEST COAST GOLF COURSE

(from page 28)

opened its first municipal golf course only this past summer. New resort and housing developments however will be on the increase in the near future.

Golf will continue to be a major recreational outlet for westerners.

Judging from the number of people who vacation and retire in our states, golf courses will continue to multiply in order to meet the demand.

In addition, a number of existing courses have begun new additions to their facilities. Prospects include: Arizona — 11; Idaho — 5; Nevada — 2; Utah — 4; California — 23; Oregon — 4; Washington — 7. □

New Course Openings By Type, Oct. 1, 1971 — Sept. 30, 1972			
	Regulation	Executive	Par-3
Arizona	10	2	..
California	11	6	1
Idaho	2
Nevada	2
Oregon	2	..	1
Washington	8	..	1
Utah	3
Golf Courses Under Construction, Oct. 1, 1971 — Sept. 30, 1972			
	Regulation	Executive	Par-3
Arizona	8	1	..
California	12	4	2
Idaho	2
Nevada	1
Oregon	1	1	1
Washington	9
Utah	4	1	1