

- Grounds keeping and maintenance facilities; and
- Tees, fairways, hazards, greens, and extra space and buffers for safe play.

In addition to land use and player design considerations, there are also environmental issues that must be considered. Golf courses may require using 25,000 gallons of water a day in wet climates, but they may require up to 1,000,000 of gallons of water a day in very dry climates. Maintaining a lush appearance also requires constant mowing, and the application of large quantities of fertilizer, herbicides, and pesticides.²¹

The greens fees generated by golf courses are an important resort revenue center. In addition, supporting services and facilities such as lessons, driving ranges, cart rentals, restaurants, and retail shops generate additional cash flows that enhance the financial attractiveness of golf course operations and increase revenue per round. However, golf resorts are more than just golf courses and related services. They must also cater to other guests and golfers when they are not on the links. These needs are being met with the addition of tennis, swimming, fitness centers, meeting rooms, shopping, dining, and more.

Year-Round Playgrounds

Located in the middle right-hand side of Figure 10.1, you will find a group of destinations that are highly developed commercially and only slightly affected by changes in seasonal weather patterns. What visitors experience at these types of destinations is a complex blend of facilities and services that you can see listed in Table 10.2. They may be spread across hundreds of acres or confined to the dimensions of a cruise ship. From a management viewpoint, each of these components should be planned with ease of maintenance and guest service, safety, security, and satisfaction in mind. We will explore each of the destinations in this group, but we will focus the majority of our attention on cruise ships.

Spas

Technically, the word *spa* means “mineral spring,” but the use of this term has been expanded in recent years to describe a place where people go to rejuvenate bodies and minds. “Spas are entities denoted to enhancing overall well-being through a variety of professional services that encourage the renewal of mind, body, and spirit.”²² Guests can choose to visit either a spa that is part of a complete resort package or a [spa resort](#), which is designed for the total spa experience (e.g., The Oaks at Ojai, California, or Lake Austin Spa Resort, Texas). Although they may differ in their operating focus, the same basic ingredients will be found in either spa type: healthy food, exercise classes, baths, massages, herbal treatments, and educational training programs. Guests are surrounded by a serene, possibly luxurious environment, and focus on healthier living. As people face more pressure and have less free time in their life, the need for services that offer greater relaxation in a shorter time period arises. The lifestyle focus of spas is in higher demand today due to the benefits of relaxation and pampering. Guests may choose to visit spa resorts to experience the spa itself, or they may choose to enjoy the services and other recreational and social activities offered at the resort.

Table 10.2 Components of Resort Developments

Accommodations	Conference and meeting facilities
Restaurants and lounges	Parking and/or transportation services
Entertainment facilities	Storage and maintenance facilities
Retail shopping facilities	Public information/administrative facilities
Access to, or, on-property golf and tennis facilities	Pools and spas