

Parks and Recreation Department

Torrey Pines Tee Times Update

Municipal Golf Committee
October 22, 2022



Recent Events

- **September 16, 2021**
 - MGC requests report on the Advanced Reservation Program
- **December 16, 2021**
 - Tee Time Presentation Submitted to Municipal Golf Committee
- **July 14, 2022**
 - Advanced Reservation Program Discussion
 - Tabled to September 15, 2022, MGC Meeting, which was canceled
 - In person meeting requested to involve the public
 - Staff asked to bring updated data for discussion

Background

- **Advanced reservations began in 2006 to:**
 - Improve customer service
 - Improve resident access
 - Improve options in securing tee times for all customers
 - Increase ability to plan ahead
 - Reduce fraud
 - Reduce no show rate
 - Remove barriers to entry
 - Reduce the need for third party brokers
 - Protect the Golf Enterprise Fund

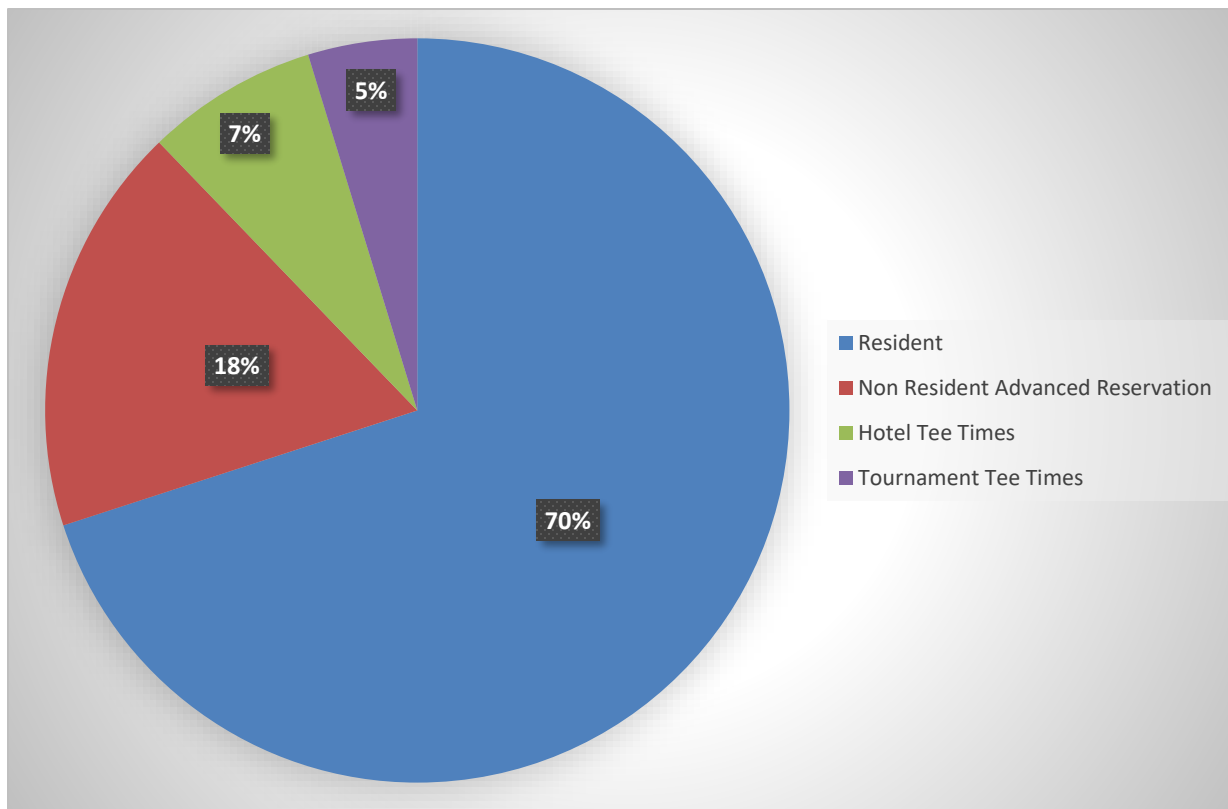
Background

- **Online Reservations**
 - 2015 Audit Report
 - Golf Division committed to online reservations to improve services to guests
 - Launched May of 2016
 - Made reserving tee times much more convenient
 - Retired antiquated phone system
- **Online advanced reservations:**
 - Launched July 2019 - Participation increased
 - March of 2020 - Expanded growth following Covid 19 shutdown
 - June of 2021 - Heighted demand following US Open

Shared Definitions

- **Tee Time** = A designated start time that can be filled with up to 4 players
- **Access** = The ability of a customer to reserve a specific tee time
 - Access is controlled through tee sheet templates based on residency type
 - 70% of all tee times are held for residents of San Diego
 - 30% of all tee times are held for non-residents
 - A reservation can be made for a tee time from 1 to 4 players
 - The customer who secures a reservation is welcome to bring whomever they choose, regardless of residency status
- **Utilization** = Actual player mix of an individual tee time
 - Utilization cannot be controlled by golf course management

Tee Time Access





Tee Time Access

FY 2023

Projected Percentage of Tee Times Available to Residents from Templates / Actuals

	Days per Month	Total Daily Available Tee Times for Reservations	Total Available Tee Times per Month	Non-Resident Daily Allotment of Tee Times for Advance Reservation	Non-Resident Monthly Tee Times for Advance Reservation	Daily Allotment for Hotel Tee Times	Hotel Monthly Tee Times	Projected Tournament Rounds per Month	Projected Tournament Tee Times per Month	Total Projected Tee Times Available to Residents per Month
July	27	119	3213	22	594	7.25	196	560	105.00	2318
August	31	113	3503	21	651	7.25	225	975	182.81	2444
September	30	101	3030	19	570	7.25	218	1350	253.13	1989
October	31	85.5	2650.5	13	403	7.25	225	590	110.63	1912
November	30	79	2370	13	390	7.25	218	360	67.50	1695
December	31	75	2325	13	403	7.25	225	180	33.75	1664
January	16	75	1200	13	208	7.25	116	105	19.69	856
February	28	81	2268	17	476	7.25	203	1330	249.38	1340
March	31	99	3069	18	558	7.25	225	490	91.88	2194
April	30	99	2970	17	510	7.25	218	675	126.56	2116
May	31	111	3441	18	558	7.25	225	725	135.94	2522
June	30	119	3570	22	660	7.25	218	1155	216.56	2476
Totals	346	1156.5	33609.5	206	5981	87	2508.5	8495	1592.8125	23527.19

Projected Percentage of Tee Times Available to Residents from Templates **70.00%**

Notes: Tee Times means a foursome of golfers - four (4) players
 Hotel Usage - FY21, averaged 73% usage of allocated times
 Daily available tee times do not include starter times. Starter times are not available for reservations



Customer Demographics

TABLE 1 DEMOGRAPHIC BREAKDOWN OF TORREY PINES, BALBOA PARK & MISSION BAY CUSTOMERS

	Course Played in Past 12 Months			
	Torrey Pines South	Torrey Pines North	Balboa Park	Mission Bay
Q1 Area of Current Residence				
City of San Diego	62.7	77.6	82.7	80.1
Other SD County	5.6	6.0	10.6	10.8
CA, Outside SD County	6.0	3.4	1.5	3.1
USA, Outside CA	23.0	12.3	4.9	5.6
Outside USA	2.6	0.7	0.3	0.5

Source: Customer Satisfaction Survey 2022, pg. 20

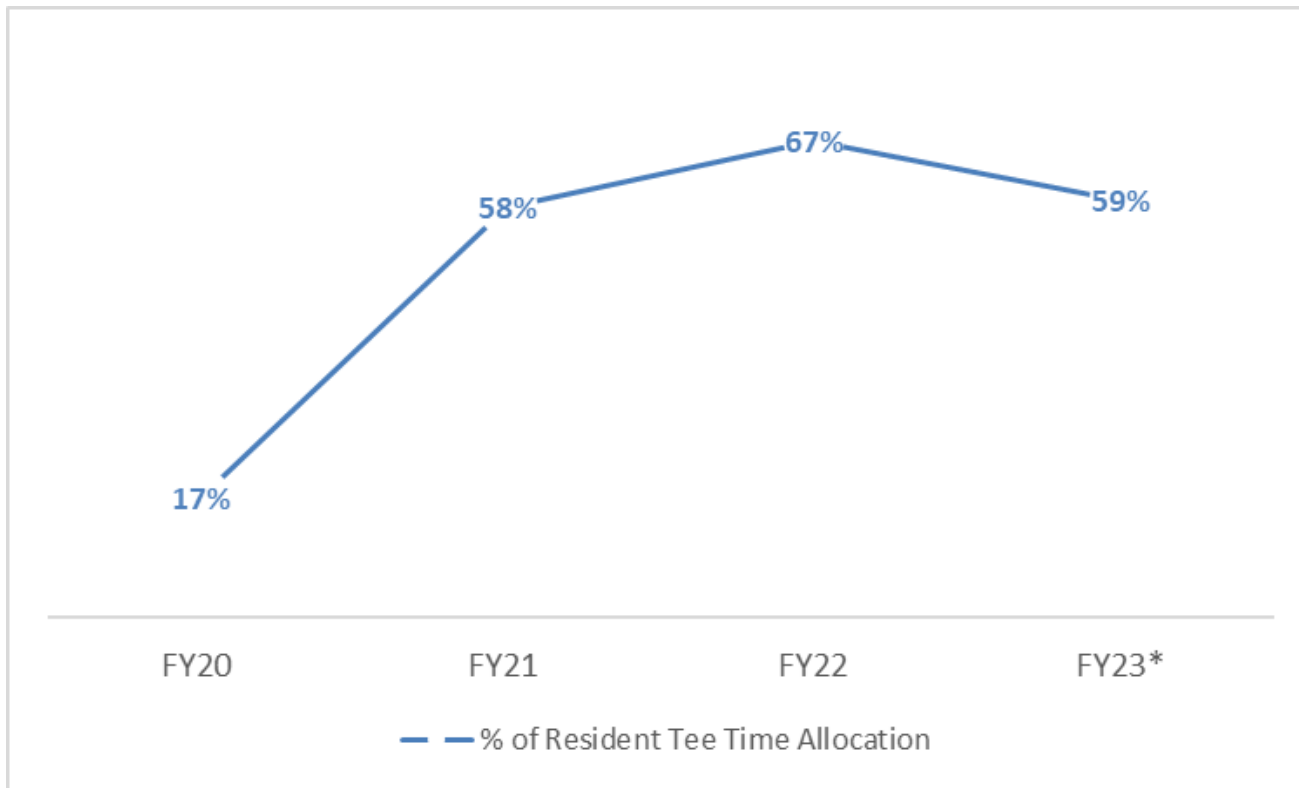


Factors Influencing Demand

- **FY 2021** – 42% increase in resident ID card sales
 - 10,000 new resident ID card holders
 - Database increased from 24,000 residents to 34,000 residents
 - 2021 U.S. Open
- **FY 2022** – North Course closed for two months
 - Gained 1000 new resident card customers (35,000)



Resident Advanced Reservation Sales



* Projected sales



Customer Demographics

TABLE 1 DEMOGRAPHIC BREAKDOWN OF TORREY PINES, BALBOA PARK & MISSION BAY CUSTOMERS

	Course Played in Past 12 Months			
	Torrey Pines South	Torrey Pines North	Balboa Park	Mission Bay
QDS Household Income				
Under \$35K	0.1	0.3	0.8	0.8
\$35K to \$49K	0.4	0.6	0.9	0.9
\$50K to \$74K	4.6	4.5	5.7	7.0
\$75K to \$99K	6.3	8.6	10.4	11.3
\$100K to \$149K	14.8	15.9	17.9	19.0
\$150K or more	49.6	45.0	39.6	37.8
Not sure / Prefer not to answer	24.2	25.2	24.7	23.2

Source: Customer Satisfaction Survey 2022, pg. 20

- **Customer Satisfaction Survey 2022**
 - At least 71% of Customers at Torrey Pines Have Household Incomes Greater Than \$75K
 - 86% of Customers on the South Believe the Value for the Fee was Fair or Better
 - 90% of Customers on the North Believe the Value for the Fee was Fair or Better

Conclusions

- **Torrey Pines Golf Course**
 - Does not have an access problem for current customer base
 - Does not have an affordability problem for residents of San Diego
 - It does have a demand problem for all users
 - The demand is caused by rates that are artificially below market value
 - Too many customers for the limited number of tee times
- **Areas of Recommended Study**
 - Institute a low-income fee waiver program for residents
 - Increase advanced booking fee to reduce demand
 - Increase green fees to reduce demand
 - Eliminate access to special user groups
 - Place limits on the number of rounds a person can play at Torrey Pines
 - Place limits on the number of advanced bookings a person can make

Areas Not Recommend to Study

- Limiting Advanced Reservations
- Impacts
 - Impairs resident's ability to access available tee times
 - Reduces options for all users
 - Decrease ability for residents to plan ahead
 - Increases instances of fraud
 - Increases no show rate
 - Increases barriers to entry
 - Pushes customers into using third party brokers
 - Reduces stability of the Golf Enterprise Fund
 - Increase the potential need for General Fund dollars
 - Reduces ability to fund capital improvements at all golf courses
 - Could require greater green fee increases in future years to all users



Questions?