



City of San Diego

# **City of San Diego Park and Recreation Department Golf Division**

## **Mission Bay Golf Course Review and Recommendations**

**Business Plan Update Committee Meeting  
November 3, 2011**



# Format of Course Review

- Facility Overview
- Review Rounds
- Competitive Analysis
  - Primary Competition
  - Marketing & Advertising
  - Rate Structure
- Facility Review
  - Infrastructure / Course
  - Marketing & Advertising
  - Customer Satisfaction Survey
  - Rate Structure
- Summary





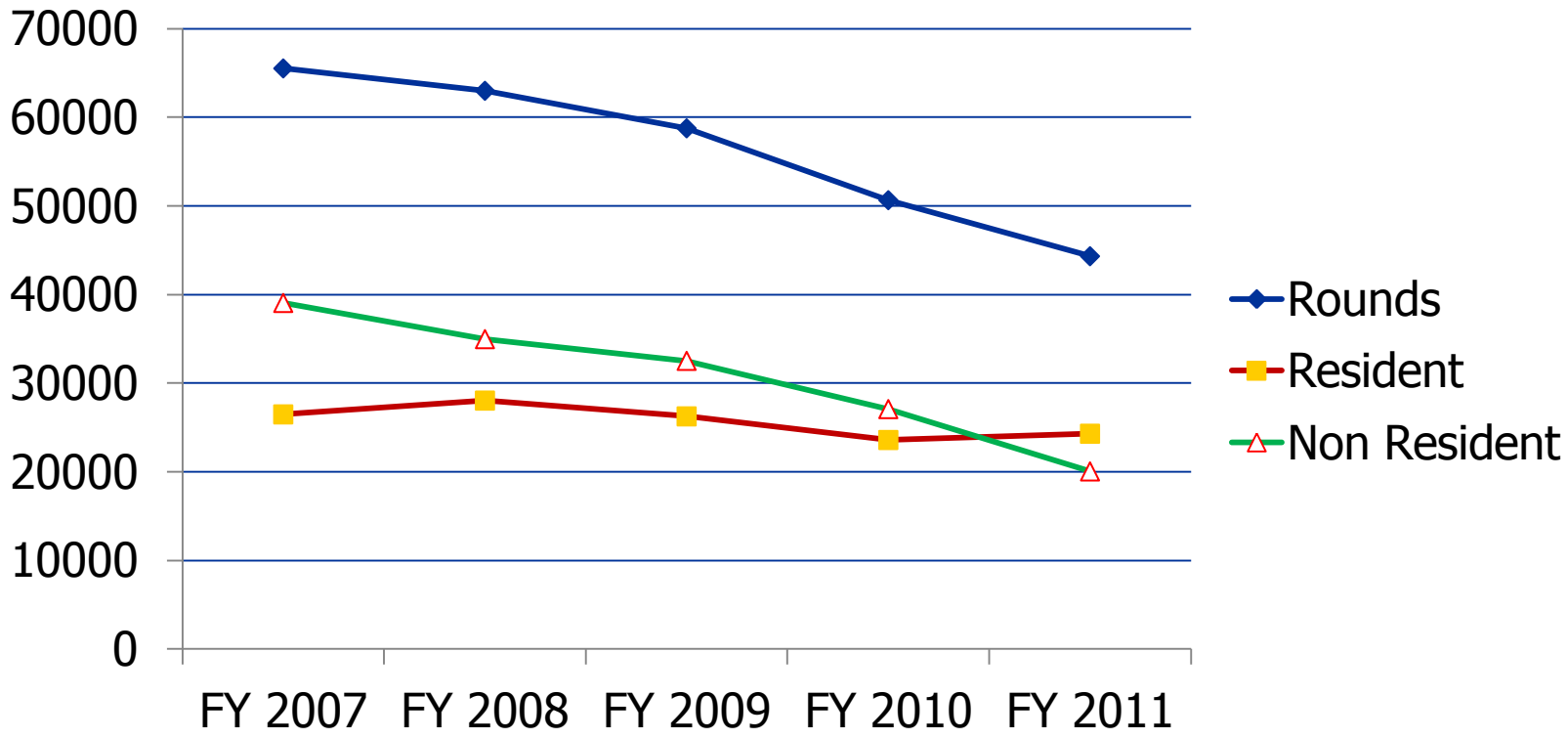
**Mission Bay Golf Course**





Mission Bay Golf Course

# Rounds of Golf



# **Competitive Analysis**

## **Primary Competition**

- Lomas Santa Fe Golf Course
- Oaks North Golf Course
- Tecolote Canyon Golf Course
- Sail Ho Golf Course

Mission Bay Golf Course

# Competitive Analysis

## Competitors: Marketing & Advertising

**2011**  
**JC PLAYERS CARD**  
Save every time you Play, Entertain or Shop for one full year!

**PLAY**

- Receive 5 FREE Bonus Rounds with cart
- Save up to 53% on Green Fees Year-Round\*
- 10 Free Tokens for Range Balls
- 8-Day Advanced Tee Time Reservations
- 1/2-Hour Early Twilight
- 10% Discount on Lessons Including the JC Golf School at Encinitas Ranch

**ENTERTAIN**

- 9 Discounted Guest Passes
- NEW! 2-for-1 Sunday Brunch at Rancho Bernardo Inn
- 2-for-1 Sunday Brunch at Temecula Creek Inn


**SHOP**

- 25% Discount on a Single Merchandise Item\*
- 10% Discount on other Merchandise Purchases\*

\*Discounts from MSRP on non-sale items only.

SAVE MONTHS FOR JUST **\$259** PER YEAR

SAVE EVERY DAY FOR JUST **\$349** PER YEAR

 (858) 675-8470  
www.jcgoif.com

**Fall Into Golf Savings!**

 Chula Vista GOLF COURSE <b>\$2450*</b> Green Fee / Cart Fee MON-THURS After 10am FRIDAY Before 8am 619.479.4141	 Tecolote Canyon GOLF COURSE <b>\$2450*</b> Green Fee / Cart Fee MON-THURS Anytime FRIDAY Before 8am 858.279.1600	 Lomas Santa Fe EXECUTIVE GOLF COURSE <b>\$2450*</b> Green Fee / Green Fee MON-THURS Anytime FRIDAY Before 8am 858.755.0195
--	---	---

**GOLFZING** | Find The Lowest Rates At [Golfzing.com](http://Golfzing.com)

- Print Advertising
- On-Line Tee Times
- Social Networks
- Email Blasts
- Interactive Websites
- Hotel Relationships
- Events





# Mission Bay Golf Course

## Competitive Analysis - Rate Structure

<u>Weekday Prices</u>	Non-Resident		Resident		Non-Resident Senior		Resident Senior		Junior	
	18	9	18	9	18	9	18	9	18	9
	Mission Bay Golf Course	\$ 29.00	\$ 17.00	\$ 24.00	\$ 14.00	\$ 29.00	\$ 17.00	\$ 17.00	\$ 10.00	\$ 20.00
Tecolote Canyon Golf Course	\$ 19.50				\$ 18.00				\$ 16.00	
Oaks North Golf Course	\$ 31.00	\$ 19.00			\$ 31.00	\$ 19.00			\$ 19.00	\$ 13.00
Lomas Santa Fe Golf Course	\$ 19.50								\$ 18.00	
Sail Ho Golf Course		\$ 13.00		\$ 12.00		\$ 10.00				\$ 10.00

<u>Weekend Prices</u>	Non-Resident		Resident		Non-Resident Senior		Resident Senior		Junior	
	18	9	18	9	18	9	18	9	18	9
	Mission Bay Golf Course	\$ 36.00	\$ 22.00	\$ 30.00	\$ 18.00					
Tecolote Canyon Golf Course	\$ 25.00				\$ 23.00					
Oaks North Golf Course	\$ 35.00	\$ 20.00								
Lomas Santa Fe Golf Course	\$ 28.00				\$ 26.00				\$26 / \$18	
Sail Ho Golf Course		\$ 15.00		\$ 14.00		\$ 14.00			\$ 14.00	

# **Facility Review**

## **Infrastructure/Course**

- Mission Bay Golf Course was constructed in 1955
- A new course routing completed in the mid 1960's
- Has been very well used and valued by the public
- The city took over golf operations in November of 2003
- The majority of the key infrastructure elements no longer meet the needs and expectations of our customers.



# Facility Review

## Infrastructure / Course : Recommendations

- Improve course infrastructure:  
Clubhouse, irrigation, electrical service, drainage, etc.
- Investigate the value of night golf
- Improve and lengthen the driving range
- Expand the practice area



# Facility Review

## Marketing & Advertising

At the present time we do not have a marketing/advertising budget nor a dedicated staff member to proactively market our facility. Our website is informational only and does not allow for reservations or yield management capabilities.

Generally, we have not participated in any of the marketing or advertising mediums that our competition is currently utilizing .

- Print Advertising
- Social Networks
- Interactive Websites
- Hotel Relationships
- On-Line Tee Time Capabilities
- Email Blasts





# Facility Review

## Marketing & Advertising – Recommendations

To maximize opportunities, changes at both the facility and division level are recommended:

### Mission Bay:

- Identify course demographics
- Utilize local newspapers
- Establish club play
- Partnering with local organizations on tournaments
- Expand teaching program (juniors)

### Golf Division:

- Create a Marketing position
- Utilize our customer database
- Develop an interactive website
- Explore yield management
- Proactively solicit tournament play
- Develop strategic alliances

# Facility Review

## Customer Satisfaction Survey

The recent survey showed we're doing well in the following areas:

- Condition of the golf carts
- Availability and condition of driving range facilities
- Pace of play
- Availability and quality of golf instructors

\* Data taken from page 27 of the Customer Satisfaction Survey





# Facility Review

## Customer Satisfaction Survey

There were several areas where we need improvement:

### Desire Changes

- Reduced fees, costs in general
- Improve course conditions
- Improve green Conditions
- Improve facility maintenance

\* Data taken from page 22 of the Customer Survey

### Rating Aspects

- Availability and condition of restrooms
- Quality of pro shop
- Quality of food and beverage services
- Layout of course

\* Data taken from page 27 of the Customer Survey

# Facility Review

## Customer Satisfaction Survey – Recommendations

- Create a capital program to address capital needs
- Continue to improve course conditions
- Restructure fees



# Facility Review

## Rate Structure

As discussed last meeting, staff has proposed that resident golf fees should be established considering the rates within the local market place, operational costs at each facility and long-term sustainability of the Enterprise Fund.

While the green fee is a key component of the overall value of the golf experience, other considerations should be evaluated when determining how Mission Bay GC compares to the competition.

In an attempt to provide the best possible value we are proposing a number of potential rate changes.

# Facility Review

## Rate Structure Recommendations

- Evaluate expanding Senior rates to the weekend
- Investigate the potential for a “preferred player” program
- Consider the elimination of the tiered rate structure
- Expand Junior rates to include weekend play as well as a new (12 & under) junior rate
- Establish replay rates
- Examine resident rates and consider minor reductions

# Summary

Mission Bay Golf Course is a great place to grow the game of golf. Juniors, beginners and seniors should be at the forefront of our customers base. With a plan for capital improvements, new tools to better market the course, continued improvements in course conditions, Mission Bay will provide a quality value for our customers.



# Mission Bay Golf Course



City of San Diego

