



City of San Diego

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

**Business Plan Update  
Draft Recommendations  
Continued Discussions**

**Business Plan Update Committee Meeting  
February 9, 2012**



# Outline of Review

- Staff Review of Update Process
- Staff Review of Discussion Items
  - Rounds and Revenues
  - Local Golf Market Trends
  - County Card at Torrey Pines
  - Non-Resident Rates at Balboa
  - Flexibility to Adjust Rates
  - Loyal Patron Programs
  - Marketing Plan
- Public Comments
- Committee Round Table



# Discussion Items

- Staff Review of Update Process
  - Previous Steps
    - ✓ Seven public meetings
    - ✓ Discussed all key areas of the Updated Plan
    - ✓ Workshop meeting December 15, 2011
  - Tonight's objective
    - ✓ Revisit key issues that have been discussed with Committee
  - Next Steps
    - ✓ Committee Meetings
    - ✓ Park and Recreation Board
    - ✓ Natural Resources and Culture Committee
    - ✓ City Council



# Discussion Items

- Rounds & Revenues Year-to-Date July to December

Golf Rounds	Balboa Park GC	Mission Bay GC	Torrey Pines GC	Total
<b>FY 11</b>	42,946	21,646	64,516	129,108
<b>FY 12</b>	42,991	22,795	69,738	135,524
<b>Difference</b>	45	1,149	5,222	6,416
<b>Difference %</b>	0.1%	5.3%	8.1%	5.0%

Green Fees Revenue	Balboa Park GC	Mission Bay GC	Torrey Pines GC	Total
<b>FY 11</b>	\$999,600	\$679,000	\$5,416,000	\$7,094,600
<b>FY 12</b>	\$965,100	\$696,900	\$5,960,000	\$7,622,000
<b>Difference</b>	\$(34,500)	\$17,900	\$544,000	\$527,400
<b>Difference %</b>	-3.5%	2.6%	10.0%	7.4%



# Discussion Items

- Rounds and Revenues Balboa Park Golf Course  
October 17, 2011 to January 31, 2012

<b>Golf Rounds</b>	
<b>FY 11</b>	18,721
<b>FY 12</b>	23,155
<b>Difference</b>	4,434
<b>Difference %</b>	23.7%

<b>Green Fees Revenue</b>	
<b>FY 11</b>	\$454,000
<b>FY 12</b>	\$557,000
<b>Difference</b>	\$103,000
<b>Difference %</b>	22.7%



# Discussion Items

## Local Golf Market Trends

### NATIONAL GOLF ROUNDS PLAYED REPORT

**U.S. TOTAL**  
**DECEMBER '11**    **YTD '11**  
 +32.9%                -2.5%



	DEC	YTD
<b>PACIFIC</b>	<b>32.4%</b>	<b>1.2%</b>
<b>CA</b>	<b>32.9%</b>	<b>2.3%</b>
Los Angeles	30.7%	3.2%
Orange County	27.4%	2.4%
Palm Springs	7.7%	1.1%
Sacramento	54.8%	2.0%
San Diego	30.6%	3.8%

**LEGEND:**  
 Outline colors represent regions. Round percentages compare December 2011 to December 2010.  
 1"WARMER Temp YOY = 0.78% Increase in Rounds Played'  
 1"RAIN increase YOY = 2.2% Decrease in Rounds Played'  
 \*Based on WTI's historical analysis of weather conditions for all US markets. Results may vary by region.  
 This report represents 3225 reporting courses.

Off Season
+ 2.0% and higher
between -1.8% and +1.8%
-2.0% and lower





# Discussion Items

- County Card at Torrey Pines

- Based on projected rounds for FY 2012, the targeted number of total rounds for the Torrey Pines Golf Complex will be very close to being achieved:

Projected: 139,475    Target: 146,400

- ✓ Staff is concerned that the creation of an unlimited access county card would undermine the current golf experience such as pace of play and negatively impact both residential access to the courses & course conditions
- ✓ Possible alternatives could include:
  - the creation of an E-Mail Club targeting slow times and offering reduced rates
  - implementing a Frequent Player Program



# Discussion Items

- Non-Resident Rates at Balboa
  - Potential financial impact of the elimination of non-resident rates at Balboa:
    - ✓ \$112,500 reduction in revenue (based on FY 2011 rounds)
    - ✓ We would need to increase play by over 5300 round to offset the lost revenue (based on FY 2011 rounds and rates)
  - Eliminating the Non-Resident rate could significantly reduce our overall flexibility:
    - ✓ to offer promotions, specials and package type programs
    - ✓ to maximize yield management and advertising opportunities
    - ✓ and minimize our ability to control capacity issues during prime time thus impacting the Residential patrons





# Discussion Items

- Flexibility to Adjust Rates

Staff has begun to review options to create the ability to adjust rates via promotions or specials. In order to have this flexibility the City Council may need to create or amend new and/or existing policies.



# Discussion Items

## ● Loyal Patron Programs

### ● Periodic Golf Outings (Invitation Only)

- ✓ Non-competitive golf outings for the most frequent golfers at the facility of our choice
- ✓ City sponsored prizes and tee bags
- ✓ Targeted markets
- ✓ No reduced green fees or discounts

### ● E-Mail Club

- ✓ Offer periodic specials/programs to targeted markets
- ✓ Maximization of yield management opportunities
- ✓ **Monthly "SD Municipal Golf Updates"**

- Inform of maintenance schedules, upcoming events, etc
- **Promotion of the Men's and Lady's Clubs**
- Dispense lessee information



# Discussion Items

- Marketing Plan
  - Strategic Planning
  - Strategic Partnerships
  - Familiarization (FAM) Tours
  - Direct Communication with Patrons
  - Public Relations
  - Advertising
  - Collateral Materials
  - Website
  - Social Media
  - Yield Management



# Discussion Items

- Staff review of next steps
  - Committee Meeting March 1, 2012
  - Committee Meeting March 22, 2012 (review Draft Document)
  - Committee Meeting April 5, 2012 (advisory recommendation)
  - April 19, 2012 – Park and Recreation Board (advisory recommendation)
  - Natural Resources and Culture Committee (recommendation to City Council)
  - City Council Review and Adoption