

Parks and Recreation Department

Annual Update to the Golf Division Business Plan

Park and Recreation Board
October 21, 2021

About the Business Plan



The goals of the Business Plan are the following:

- 1: Provide excellent golfing opportunities to the public;**
- 2: Ensure golf complexes are properly maintained; and**
- 3: Maintain the Golf Enterprise Fund's long-term financial sustainability.**

State of the Industry

- **Golf is an \$84 billion industry. Its overall reach is estimated at 101 million people.**
- **Golf industry surged due to Covid-19 related lifestyle and business restrictions.**
- **3 million people played golf for the first time in 2020.**
- **Golf is becoming more and more inclusive and accessible.**



PGA™





Customer Satisfaction Survey

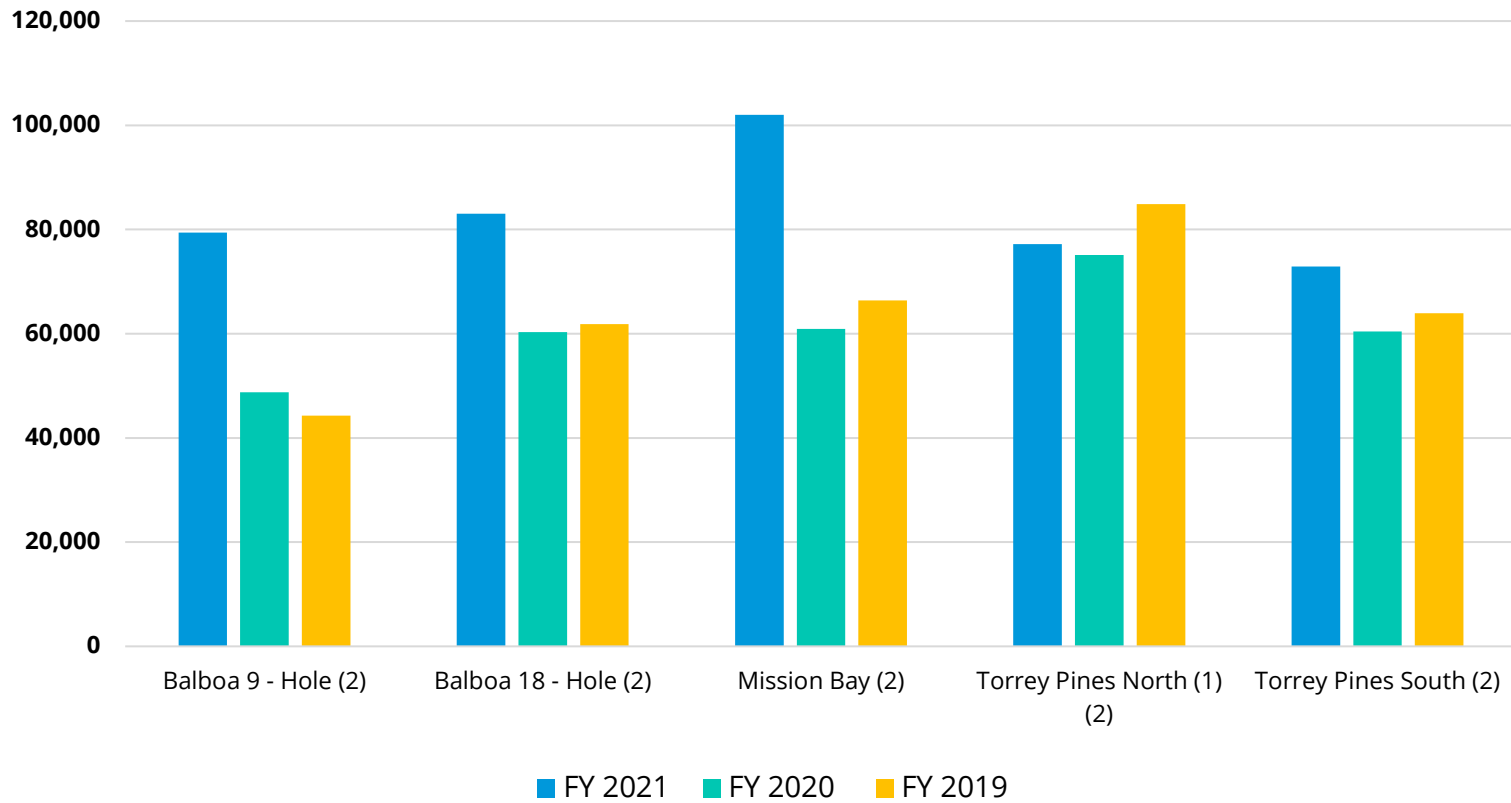
	FY 2021	FY 2019	FY 2017
Balboa Park	95%	90%*	98%
Mission Bay	96%	93%*	91%
Torrey Pines North	98%	93%*	96%
Torrey Pines South	97%	93%*	98%

*Storm damage, cart path restrictions, construction at Torrey Pines South and the timing of when the report was conducted, affected survey results.

New survey to be completed in FY 2023.



Annual Rounds Comparison FY19 - FY21



(1) North Course Closed May-June 2021

(2) FY 2020 golf courses closed March 21, 2020, to May 1, 2020, due to COVID-19 pandemic



Financial Position

	Revenue	Expenses	Net Revenue
FY 2021	\$29,930,902	\$20,009,609	\$9,921,294
FY 2020 (1)	\$23,122,888	\$19,191,858	\$3,931,030
FY 2019	\$24,837,924	\$18,302,652	\$6,535,272

(1) Golf courses closed March 21, 2020, to May 1, 2020, due to COVID-19; The golf courses reopened with health and safety protocols in place due to COVID-19.

Capital Improvements Program (CIP)

- **Mission Bay Golf Course**
 - Irrigation & Lighting Improvements
 - Demolition and Portable Building Installation
- **Torrey Pines Clubhouse Project**
 - Begin design phase
 - Project will consist of the demolition of existing clubhouse, relocation of putting greens and development of a new building that will house the golf shop, cart barn, and office space for Golf Division Administration and Leadership team.
- **Torrey Pines North Course**
 - Repair Storm Drain Outfall – (Currently under review) The scope of work will consist of expanding the current storm drain to reduce the erosion and degradation of the cliff between 12 green and 13 tee boxes on the North Course.

Fees

- Proposed increases for all courses
- Effective January 1, 2022
- No increase to the Resident ID Card
- No increase to the Junior Monthly Ticket





Special Events



Farmers Insurance Open

- Title sponsor through 2026
- Annual Economic Impact –\$34.3 million

2021 U.S. Open Championship

- Approximately 150 Hours of total broadcast coverage, including all digital channels in 177 countries/territories.
- Approximate total viewership in the U.S. was 25,640,00

Accomplishments

- **Balboa Park**

- Wash Rack Installation
- Completed a Request For Proposal (RFP) for a new, state of the art, lithium powered golf cart fleet
- Procured a new driving range ball machine complete and driving range software
- Secured new contract with Lion Golf Academy for junior and adult golf instruction.

- **Mission Bay Golf Course**

- Incorporated disc golf into the Golf Division App
- Completed a Request For Proposal (RFP) to procure a new state of the art, lithium powered golf cart fleet.
- Driving Range Enhancement
- Secured new contract with Lion Golf Academy for junior and adult golf instruction.

Accomplishments (cont.)

- **Torrey Pines Golf Course**

- Hosted the inaugural Undertow Classic golf tournament.
- In FY2019, the Golf Division implemented an Online Advance Reservation Portal.
- June 2019, the Golf Division introduced a mobile app for the three city courses.
- Golf Division partnered with ID.me to streamline the residency verification process.
- Completed a \$17 million South Course infrastructure project.
- Moved golf operations into the golf shop.
- Successfully hosted its second U.S. Open tournament

Future Outlook

- Continue the implementation of ongoing capital improvement projects at all three golf course facilities.
- Continuing to invest in our employees. The Golf Division has recently created a new rewards and recognition program known as the “Ace Award”. This program will allow employees to nominate one another for various categories to recognize exemplary work.
- Issue a new long-term contract for a new food and beverage operation at the Balboa Park Golf Course and Mission bay Golf Course. The Division anticipates that a new contract will result in improvements in the restaurant and clubhouse area.
- Research potential opportunities for salary adjustments to help with current employee recruitment and retention issues.



What's Next?





Questions?