



# 2012 MUNICIPAL GOLF SYSTEM UPDATE

November 12, 2012



# 2012 Mission Statement

Our goal is to maintain the municipal golf system at an affordable level. The City provides quality municipal golf facilities and services to attract and develop a loyal following of golfers, while striving to be self-sustaining as a municipal system of golf.

The City has developed a plan of continuous improvement for the municipal golf system focusing on revenue streams, cost management and the customer experience.

2012

City of London  
MUNICIPAL GOLF BUSINESS PLAN



# 2012 Objectives

- Continue to follow the principles of the 2011 Municipal Golf Business Plan and implement new ideas from the 2012 plan.
- Provide an **Amazing golf experience** both on the golf course and in the clubhouse
- **Increase the number of rounds played** as driven by both membership growth, green fee players and others.
- **Generate sufficient revenues** to cover the direct annual operating costs.
- Develop a “system plan” where we can look at improvements across the system which will help all courses including River Road.

# 2012 Initiatives

## Improve the Customer Experience

- Customer focused staff
- Continued Course improvements in playability
- Golfer Survey / Public Golfer's meetings
- Improved service delivery model at River Road
- Web Site – accurate/up to date – collecting data
- 7 Days in advanced bookings

## Increase Participation

- Successful membership drives
- Canadian Junior Opts Tournament
- Senior Invitational
- Twice as many Junior Clinics
- Parkside Nine – many new events and partnerships

## Generate Revenue from all sources

- More carts to meet demand and improve revenue
- new charity/corporate tournaments
- 3<sup>rd</sup> party re-seller (London Golf Club)
- New Menus – site specific to improve service and revenue
- Marketing Pamphlets – consistency of Brand

# 2012 Golfers Survey

after initiatives

## About the Survey :

- Comments from each course
- Customer Service
- Clubhouse
- Golf Course Conditioning and Playability

## What we heard :

- 95 % overall approval ratings
- *“Best value for the money”*
- *“Overall course conditions are better than last year”*
- *“Really like new membership structure”*
- *“Courses have exceeded my expectations in turf, pro shop and F&B”*

# Impact of Weather

- In 2011 near record rainfall had a negative impact on participation
- In 2012 near Record Early Course Opening in March – 6500 rounds over targets
  - Normal summer with some days “too hot” for golf
  - Cold wet fall – rounds short of fall targets
  - Go forward budget will reflect an average season

# Golf Rounds

## Golf Rounds, Total System, Year End Forecast 2012





# Financial Performance

- **Increased Participation** from 111, 000 in 2011 to a forecast of nearly 128, 000 in 2012
- ***Result in Over ½ Million Dollar turnaround from 2011***
  - **Increased Revenue generation**, carts, LGC, rounds
  - **Expenditure Control**, service models, equipment right sizing
  - All 3 golf course properties are **profitable before contribution** to reserve
  - Able to **contribute \$293, 000 to reserves for future** life cycle renewal and golf course system modernization

# Future Reserves

## 2012 Golf Capital Plan

2011 retained a contingency of \$100K in the reserve fund to deal with emergent needs:

In 2012

- Fanshawe Clubhouse structural repairs
- River Road Clubhouse life cycle repairs
- Thames Valley Sewage pumps replacement
- Tree Management plan implemented

Golf Course improvements were part of the operations budget

2012 is forecast to add \$ 293K into capital reserves for future life cycle and course improvements as part of a 10 year capital plan

# Next Steps

## Recommendations

- River Road continue to be operated as part of the system for 2013 & 2014
- Staff to report on financial performance of the Municipal system for 2013 and 2014 at the end of 2014 season

## Develop 2013 Business Plan

- Continuous improvement to the **Customer experience** – “parking lot to parking lot”
- **Increase participation** – continuing to grow the junior game; grow the tournament offerings; membership base
- **Revenue Generation**---Fees – stable w/ promotional options
- **Continue to Market** with additional focus on the “off hours”
- 10 year **Capital Improvement Plan**



## The Future

Enjoying the 18<sup>th</sup> hole at River Road for the first time 😊