
Golf Metrics Update

Golf Course Metrics

WHEREAS:

1. The Board holds three public golf courses and three pitch and putt courses in its jurisdiction;
2. These courses provide citizens with (181 - golf only) hectares of public open space, several kilometers of recreational pathways, wildlife habitat, and urban forest, and contribute to Vancouver's natural capital;
3. One of ten Greenest City 2020 goals is that Vancouver residents enjoy incomparable access to green spaces, including the world's most spectacular urban forest;
4. That the Board is committed to providing the best value to the public, improving revenue generating opportunities, and exploring opportunities for growth and improvement to Vancouver's public golf courses.

THEREFORE BE IT RESOLVED that the Board direct staff to compile and report back usage and revenue metrics for Vancouver's public golf and pitch and putt courses and that staff be clearly directed that the golf course metrics motion will not include any suggestions of any residential or commercial development.

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The Golf Industry in Canada

The Golf Industry Across Canada

Golf Across Canada

- 8500 private and public golf courses across Canada
- 6 million Canadians play golf each year.
- 2.5 million core golfers, playing an average of 28 rounds per year.
- Based on participation, golf is the #1 recreational activity in Canada, played by more Canadians than hockey.

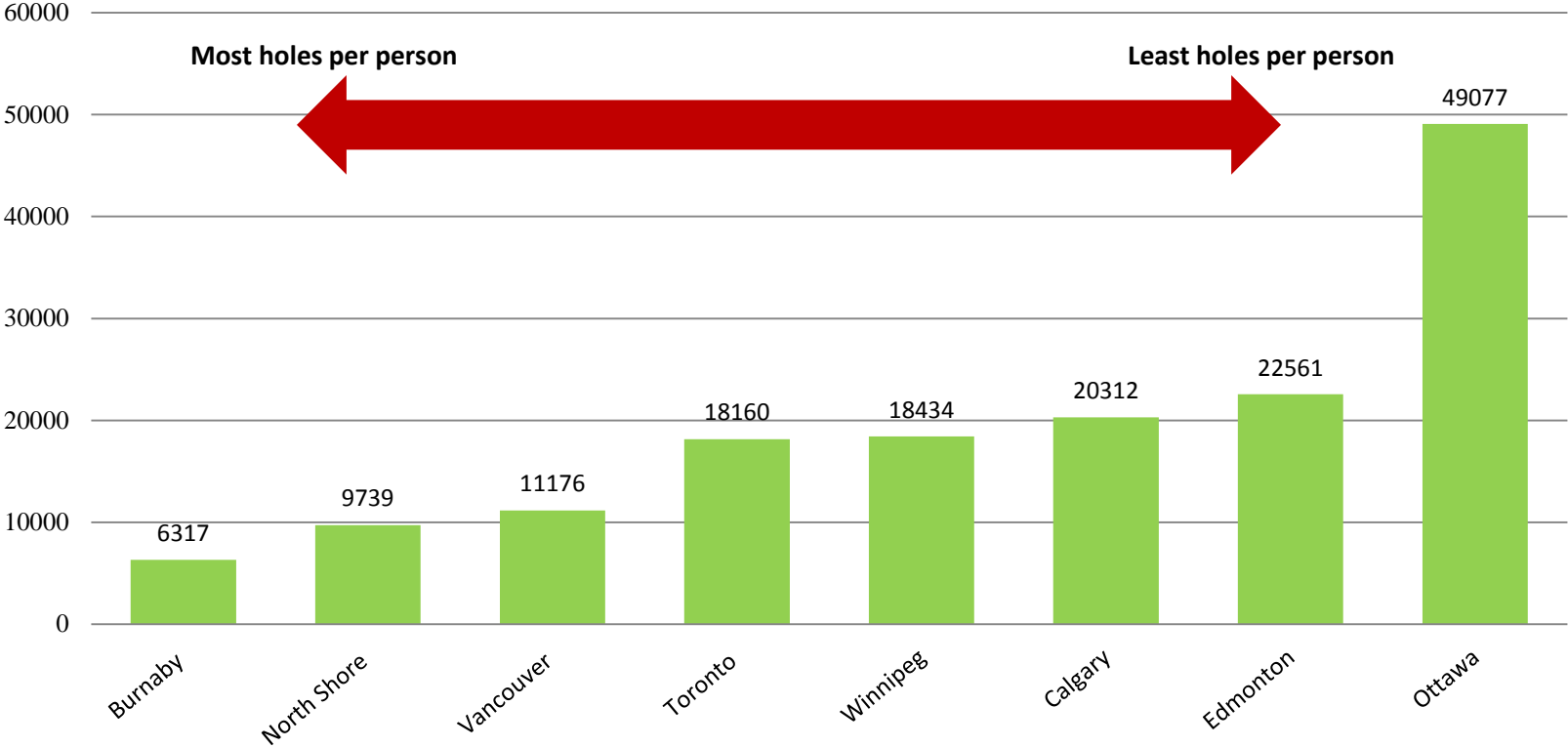
Golf in the Lower Mainland

- Approx. 48 full length and 22 executive and pitch and putt courses.
- 5 other municipalities have public golf facilities including:
 - Burnaby (2)
 - North & West Vancouver (1)
 - Richmond (1 P&P),
 - Abbotsford (1)
 - Surrey (0)



The Golf Industry Across Canada

Total Capita Per Hole – Across Canada (Municipal courses only)



Canadian Golf Snapshot – Canadian Golf Consumer Behaviour Study: Sept. 12, 2012

- 5.7 million golfers in Canada:
 - 18% leaving the sport
 - 18% joining the sport
 - = no growth in players

- Of those 5.7 million golfers
 - 14% are playing more rounds – approx. 798,000 rounds
 - 38% are playing less rounds – approx. 2,166,000 rounds
 - = 1,368,000 fewer rounds

- Of those 5.7 million golfers:
 - 20% took up the sport as a youth
 - 8% have a youth in their family that plays
 - = less youth golfers coming into the sport

- Some key initiatives for to sustain the game of golf:
 - Overcome the time and cost barriers by shortening or simplifying courses and lowering costs.
 - Simple, easy and cost effective lessons to make new players feel welcome
 - Messaging and actions promoting more youth involvement and higher frequency of play amongst existing users.

Vancouver Board of Parks and Recreation Golf Overview

Vancouver Board of Park and Recreation Golf Locations

3 – 18 Hole Championship courses

1. Fraserview
2. McCleery
3. Langara

3 – 18 Hole Pitch & Putt Courses

4. Queen Elizabeth Park
5. Rupert Park
6. Stanley Park





- Opened in 1934
- Redesigned in 1998 at a cost of approx. \$10.3M.
- 18-hole championship course, a driving range, pro shop and clubhouse
- 234 acres in size
- 3.68km/2.3ml perimeter walking trail
- Average annual rounds = 66,500
- Hosts 1 men's and 2 ladies clubs weekly



- Opened in 1957.
- In 1995 the course was renovated at a cost of approx. \$6.8M.
- 18-hole championship course, clubhouse, a pro shop, a driving range facility
- 116 acres in size
- Average annual rounds = 57,000
- Hosts 1 men's and 2 ladies clubs weekly



- Opened in 1926 by CPR. Between 1967 – 1975 the city acquired the golf course in two purchases. Several parcels of land along its northern edge were sold to fund the purchase price. The golf course was reconfigured to fit into the remaining land area.
- Redesigned again in 1993 for approx. \$6.9M. Course experiences significant drainage issues. Repairs costs estimated at \$1.3M to \$1.5M
- 114 acres in size
- 18-hole championship course, with a clubhouse and pro shop.
- 2.73km/1.17ml perimeter walking trail
- Average annual rounds = 55,000
- Hosts 1 men's and 2 ladies clubs weekly

Environmental Stewardship

Biodiversity at the Courses

- **Bees** – 1 Mason Bee condo and bee garden installed in 2010
- **Bats** – 9 bat houses installed in 2012
- **Birdhouses** – 100 + have been installed over the last 5 years
- **Other Wildlife** – resident coyote, skunk, raccoon and rabbit populations
- **Fruit Trees & Organic Vegetables** - over 50 fruit trees and 3 raised vegetables gardens at the courses



- Championship courses were designated Certified Audubon Cooperative Sanctuaries in 2003
- Park Board Courses are three of the only eight courses certified in British Columbia

Vancouver Board of Parks and Recreation Marketing Initiatives

- Monthly E-Newsletter
 - 15,372 Subscriber
 - Average open rate is 30.8% against an industry average of 20%
 - Average click rate is 16.6% against an industry average of 12%
- Social Media including Facebook and Twitter
 - Average of 425 page views per 90 day period on Facebook
 - 1,033 Twitter followers
- Silent Shopper Program
 - Conducted every July comparing results against competitive set courses in Vancouver
- Summer and Winter Loyalty Card
 - Total sold to date 2,877 totaling \$143,706 in sales.

GOLF ENEWSLETTER August 2012

Vancouver's Finest Collection of Public Golf Courses!!!

FRASERVIEW • MCCLEERY • LANGARA
VANCOUVER PARKS GOLF
3 GREAT COURSES ... ONE GREAT EXPERIENCE

[Book Your Tee Time Online](#)

Summer Nachos & Beer

From today until September 30th the clubhouses at Fraserview, McCleery and Langara will be offering a summer Nachos & Beer promotion.

New Website

As part of a City of Vancouver website redevelopment project the Golf website pages will have a new look and feel as of August 8th.

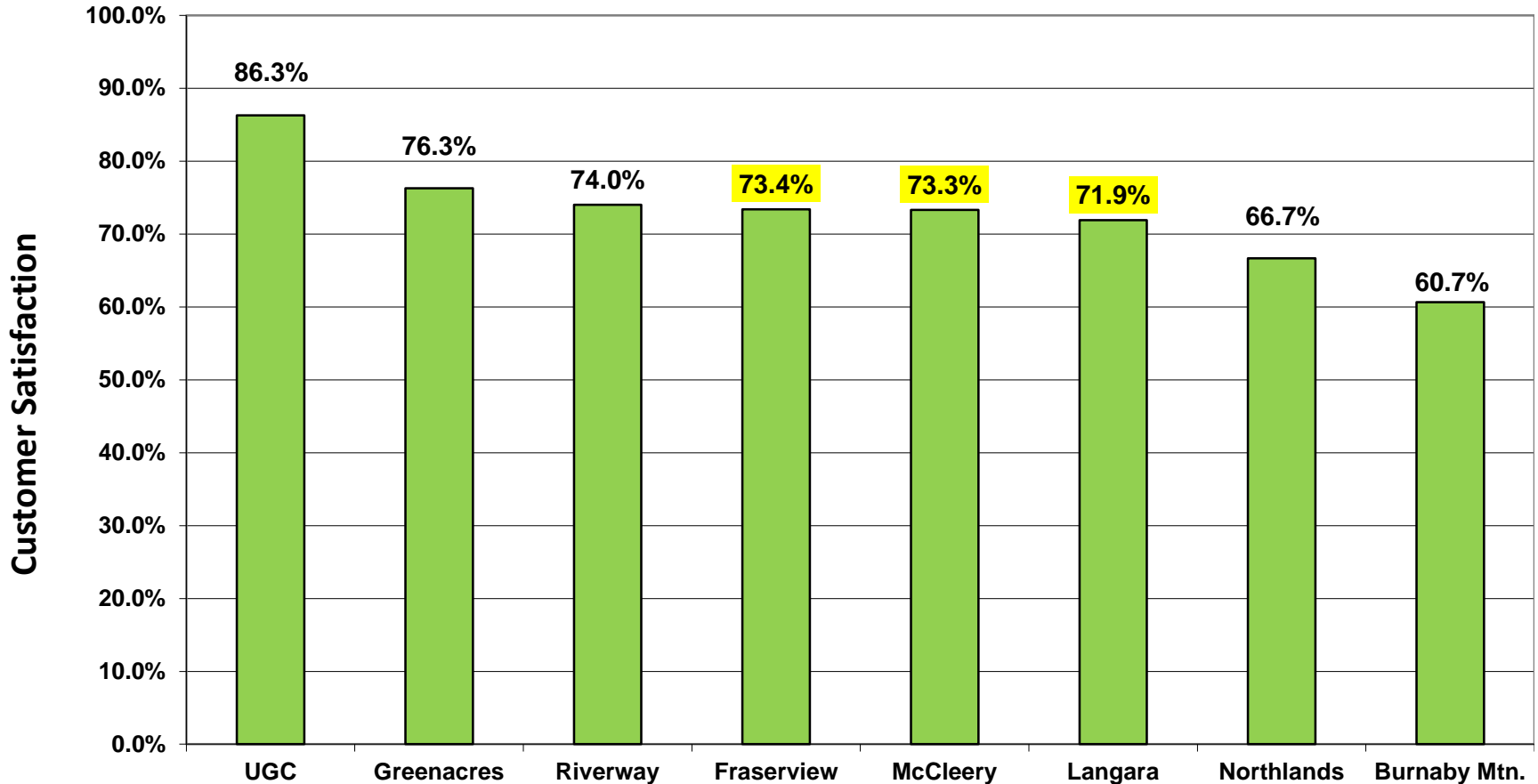
We will be sending you more information and links to your favorite pages when the new site launches. For ease of booking tee times please bookmark the current Golf Booking Page at the link below. This link will continue to work once the new site is launched.

[Tee Time Booking Page](#)

Enjoy a platter of Nachos and two 16 oz draft for ONLY \$19.95 plus HST for the rest of the summer. We serve ice cold Granville Island Lager, Honey Lager or Pale Ale so join us on the patio for this great deal after your round of golf or just for fun!

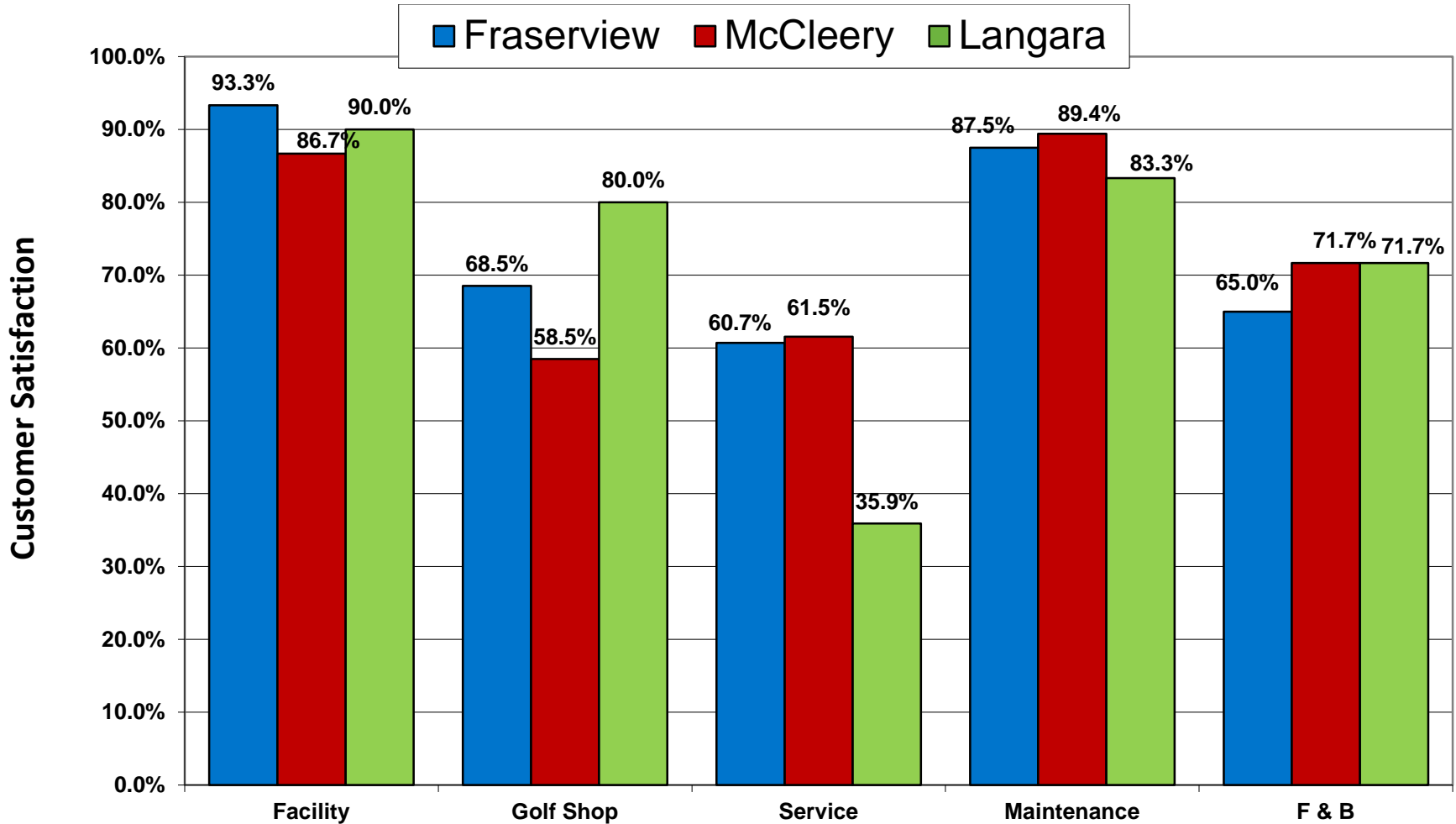
And as an extra bonus each Nachos and Beer combo purchased will be eligible for one ballot into our **Winter Golf Card Draw**. We will draw one lucky winner at the end of August and the end of September each to be

Championship Courses Secret Shopper Results – 2012

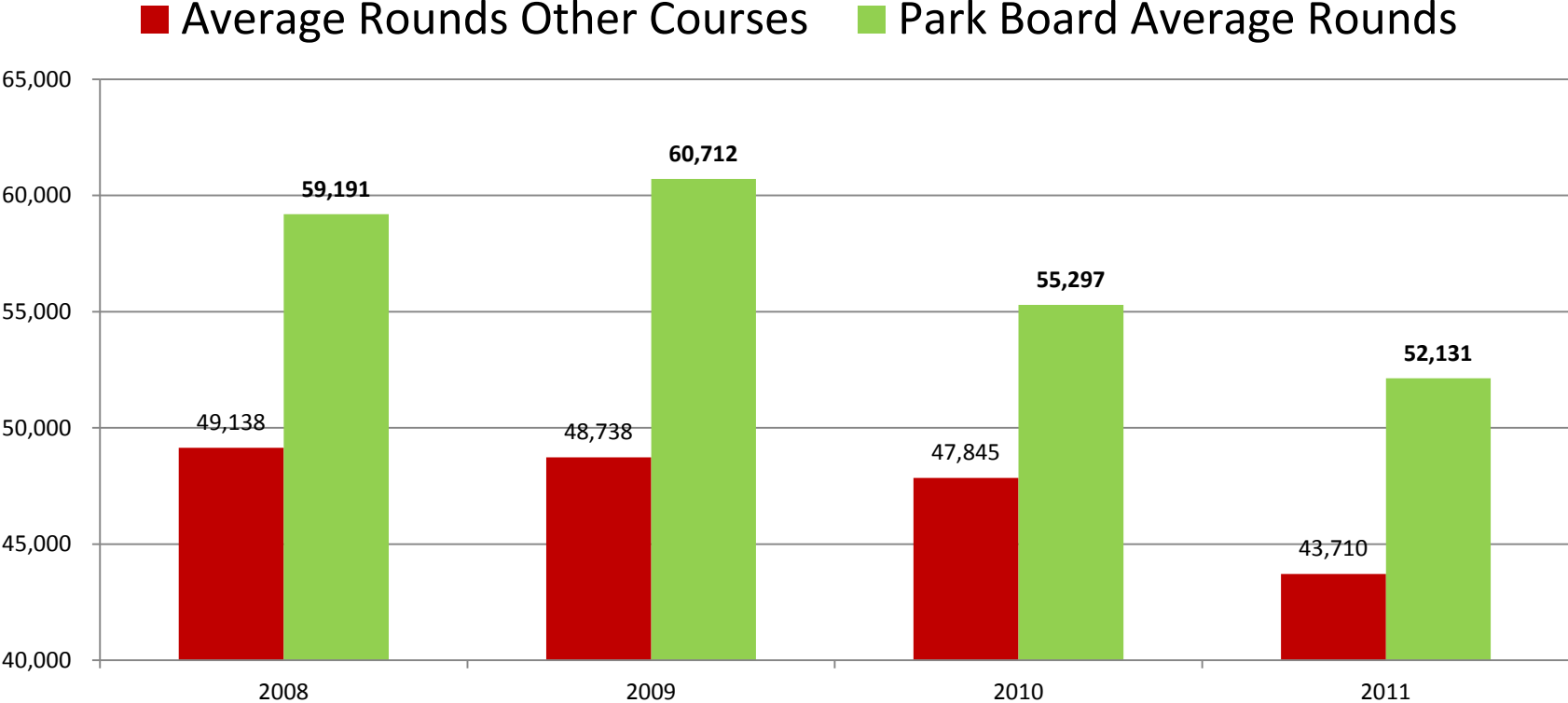


Compares: Maintenance, Facility, Food and Beverage, Driving Range, Service & Golf Shop

2012 Secret Shopper Results



Average Annual Round Comparison 2008 - 2011



Vancouver Parks Golf Courses have an average of 20% higher rounds than other Lower Mainland Courses

* Data from 11 additional Lower Mainland courses used for comparison

Customer Demographics – Championship Courses

	Championship Courses	Vancouver Average Population
Adult 19 - 64	81%	71%
Senior 64+	17%	14%
Youth Under 19	2%	15%

Staffing & Contracts

- Championship courses and are jointly staffed with:
 - Greens Maintenance workers CUPE 1004
 - Clubhouse Operations workers CUPE 15
- Contracted Golf Professional Services at each course cover the operation of Green Fee Sales, Driving Range, Pro Shop, Lessons & Cart Rentals

Vancouver Parks Golf - Championship Courses Green Fee Cost Comparisons

	Burnaby Mnt.	Green Acres	Riverway	Langara	McCleery	Northlands	Fraserview
Adult	\$ 45.00	\$53.00	\$55.00	\$56.50	\$60.75	\$62.50	\$64.75
Senior	\$ 45.00	\$53.00	\$55.00	\$56.50	\$60.75	\$62.50	\$64.75
Youth	\$ 45.00	\$53.00	\$55.00	\$28.25	\$30.50	\$40.18	\$32.50

*graph data based on weekend summer rates

*reduced rates available for youths on the weekend after 2:00pm and for Seniors on Fridays

Financial Summary & Utilization Overview

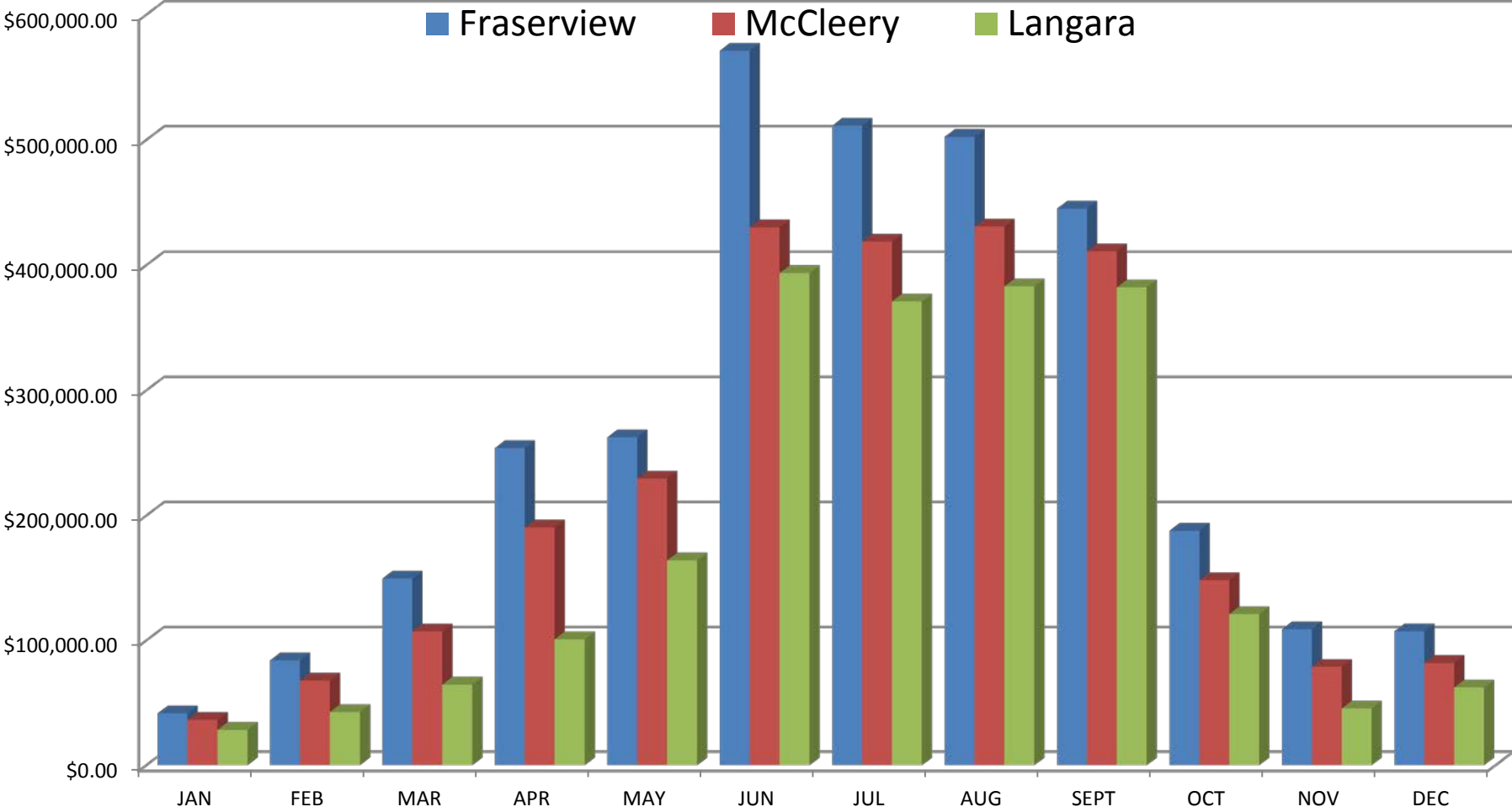
Financial Summary – 2008 to 2012

Golf Courses, Pitch & Putts & Clubhouses					
	2008	2009	2010	2011	YTD Sept/Forecast 2012
REVENUE	10,097,849	10,899,900	10,209,361	9,187,424	8,775,147
PAYROLL	4,174,547	4,111,050	4,412,286	4,323,102	3,876,163
EXPENSES	2,985,089	3,757,293	3,336,344	3,221,634	2,890,518
NET CONTRIBUTION (before transfers)	2,939,213	3,031,557	2,460,731	1,642,688	2,008,466

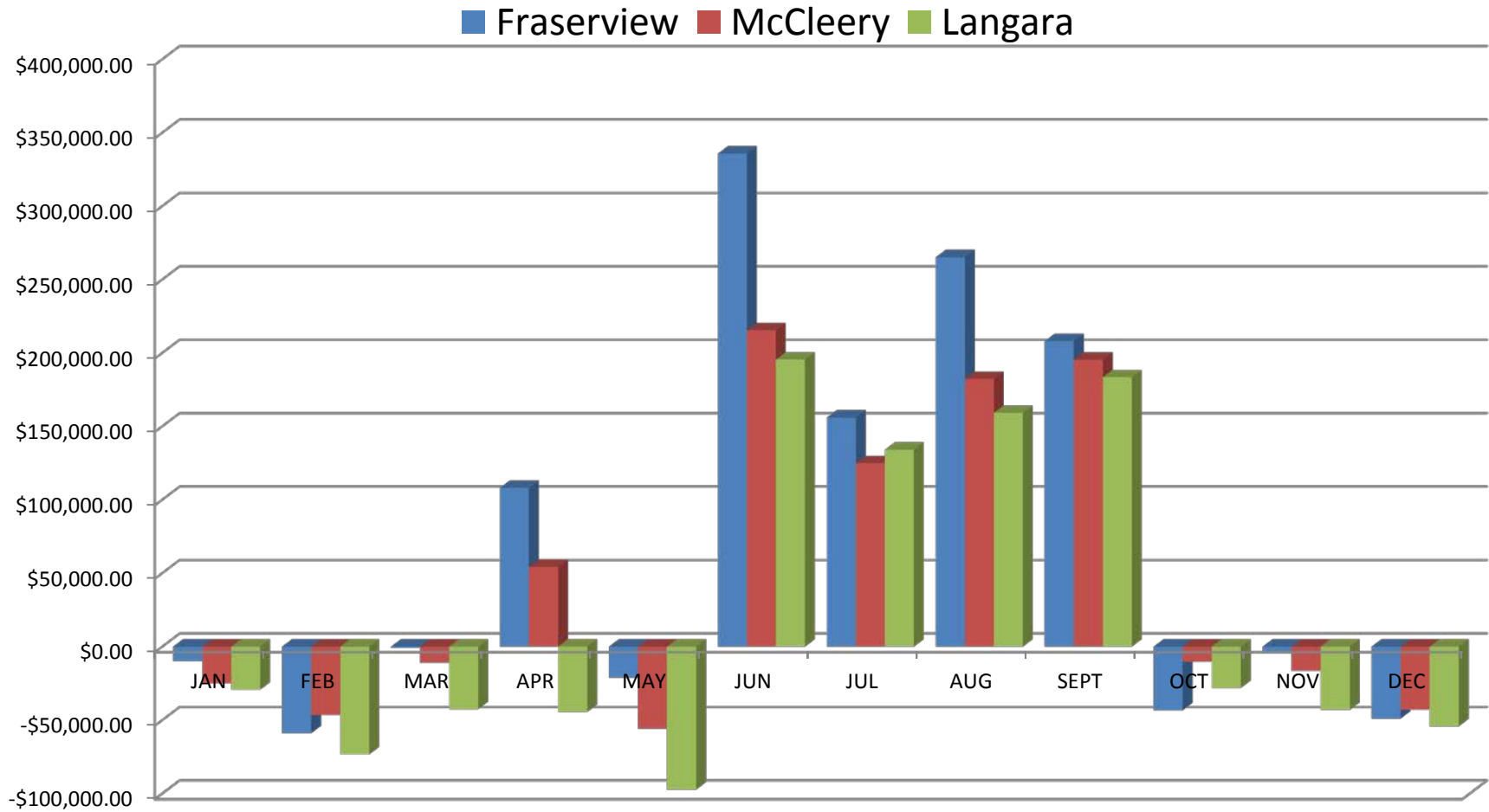
Contribution Details 2008 - 2012

Golf Courses, Pitch & Putts and Clubhouses					
	2008	2009	2010	2011	YTD Sept/Forecast 2012
GREEN FEES & PRO SERVICES	2,994,572	2,850,917	2,569,100	1,775,574	2,058,084
FOOD AND BEVERAGE	(225,591)	(149,218)	(255,243)	(210,436)	(180,797)
PITCH & PUTT	169,232	329,858	146,875	77,551	131,180
NET CONTRIBUTION (Before Transfers)	2,938,213	3,031,557	2,460,731	1,642,688	2,008,467

Championship Courses Monthly Revenue – 2011



Championship Courses Monthly Contribution – 2011



* Course Aeration scheduled yearly in May effects contribution totals annually

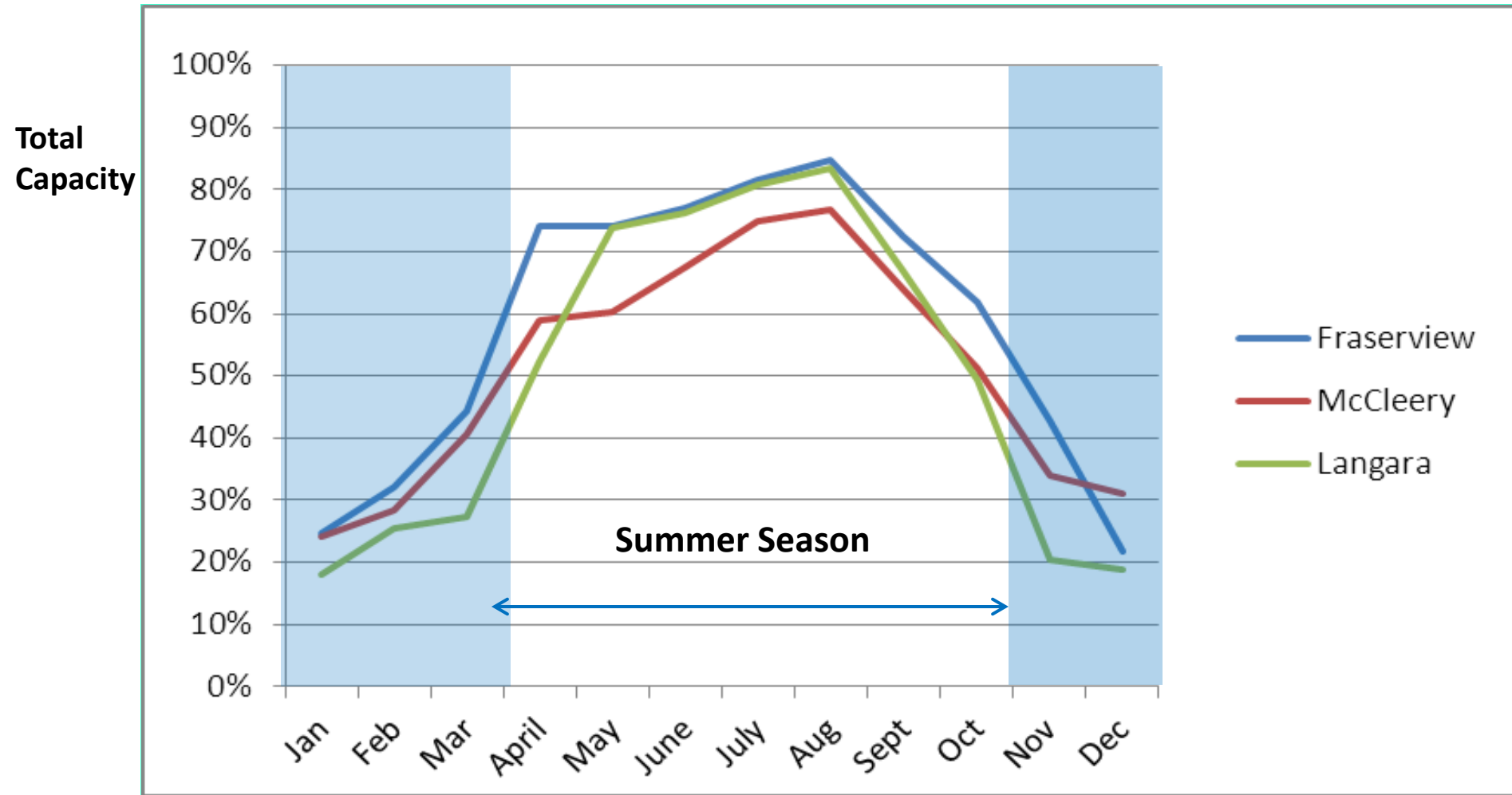
Utilization % of Capacity vs. Availability – Summer/Winter Comparison – 2011/12

	Summer April 2011– Oct 2011			Winter Nov 2011 – Mar 2012		
	Utilization %	Contribution	Profit/ Cost Per Round	Utilization %	Contribution	Profit/ Cost Per Round
Fraserview	69%	\$1,018,883	\$ 21.36	38%	\$ -58,484	\$ - 4.72
McCleery	69%	\$ 730,335	\$ 17.07	36%	\$ - 109,703	\$ - 9.29
Langara	65%	\$ 534,509	\$ 11.70	21%	\$ - 178,890	\$ - 26.70

- Capacity calculated on playable daylight hours
- Calculations do not factor in weather related course closures or spring aeration scheduled closures

Utilization vs. Capacity

Percentage Averages 2009 - 2011



Pitch & Putt Overview

Vancouver Parks Golf Pitch & Putts

Queen Elizabeth Park

Opened in 1963

Course length: 1,370 Par: 54



Stanley Park

Opened before 1941

Course length: 1,200 yards Par: 54

Rupert Park

Opened in 1971

Course length: 1,235 yards Par: 54



Pitch & Putt Overview

- 2011 annual revenue **\$1,129,000**
- An average of **96,000** rounds played annually
- Summer - an average of **114** rounds per day per course
- Winter - an average of **10** rounds per day per course
- There are 5 other municipal P&P that operate seasonally including Kensington, Central Park, Ambleside, Murdo Frazer and West Richmond

Pitch & Putt Customer Demographics

	P&P Courses	Vancouver Average Population
Adult 19 - 64	85%	71%
Senior 64+	5%	14%
Youth Under 19	10%	15%

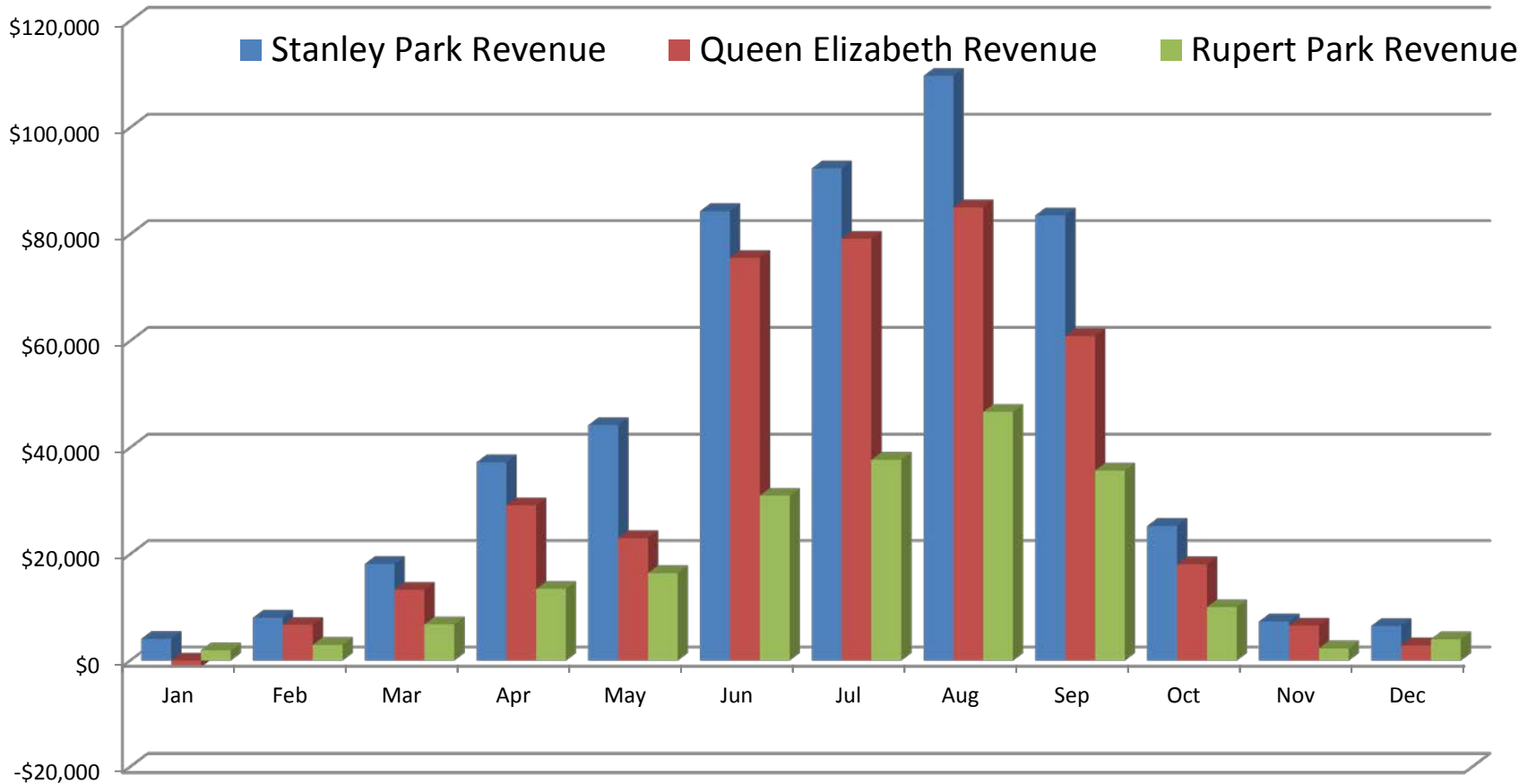
Vancouver Parks Golf Pitch & Putt Green Fee Cost Comparisons

	Rupert	Richmond	Ambleside	Central Park	Kensington	Queen Elizabeth	Stanley Park
Adult	\$ 10.22	\$ 9.40	\$10.60	\$10.75	\$10.75	\$14.50	\$14.50
Senior	\$ 7.14	\$ 9.40	\$10.60	\$10.75	\$10.75	\$12.75	\$12.75
Youth	\$ 7.14	\$ 9.40	\$10.60	\$10.75	\$10.75	\$12.75	\$12.75
Operating Season	Year Round	April thru Oct	March thru Oct	March thru Nov approx	Year Round	Dec/Jan Weather Permitting	Year Round

*graph data based on weekend summer rates

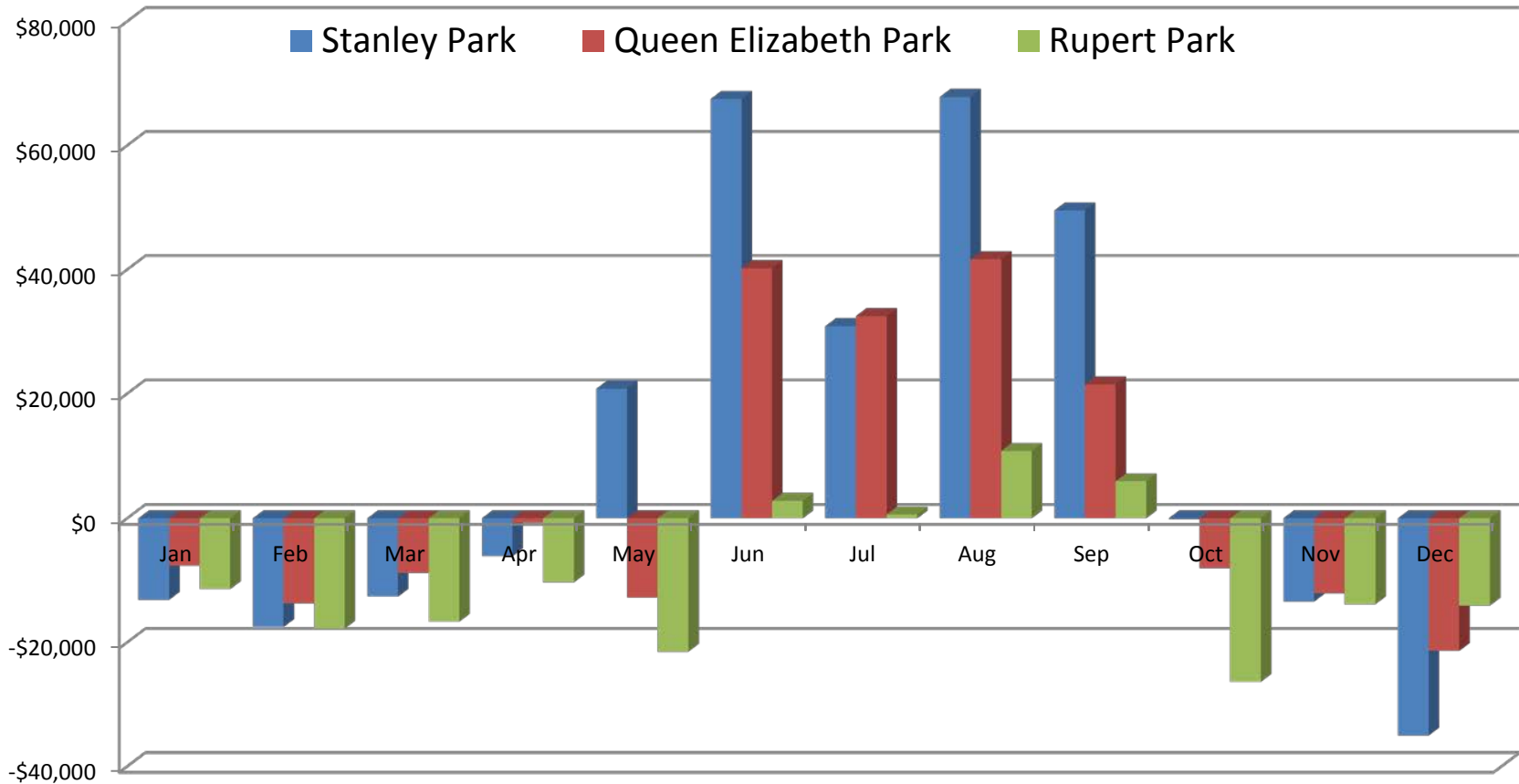
Pitch & Putt Annual Revenue - 2011

Annual Revenue by Course



Pitch & Putt Annual Contribution - 2011

Annual Contribution by Course

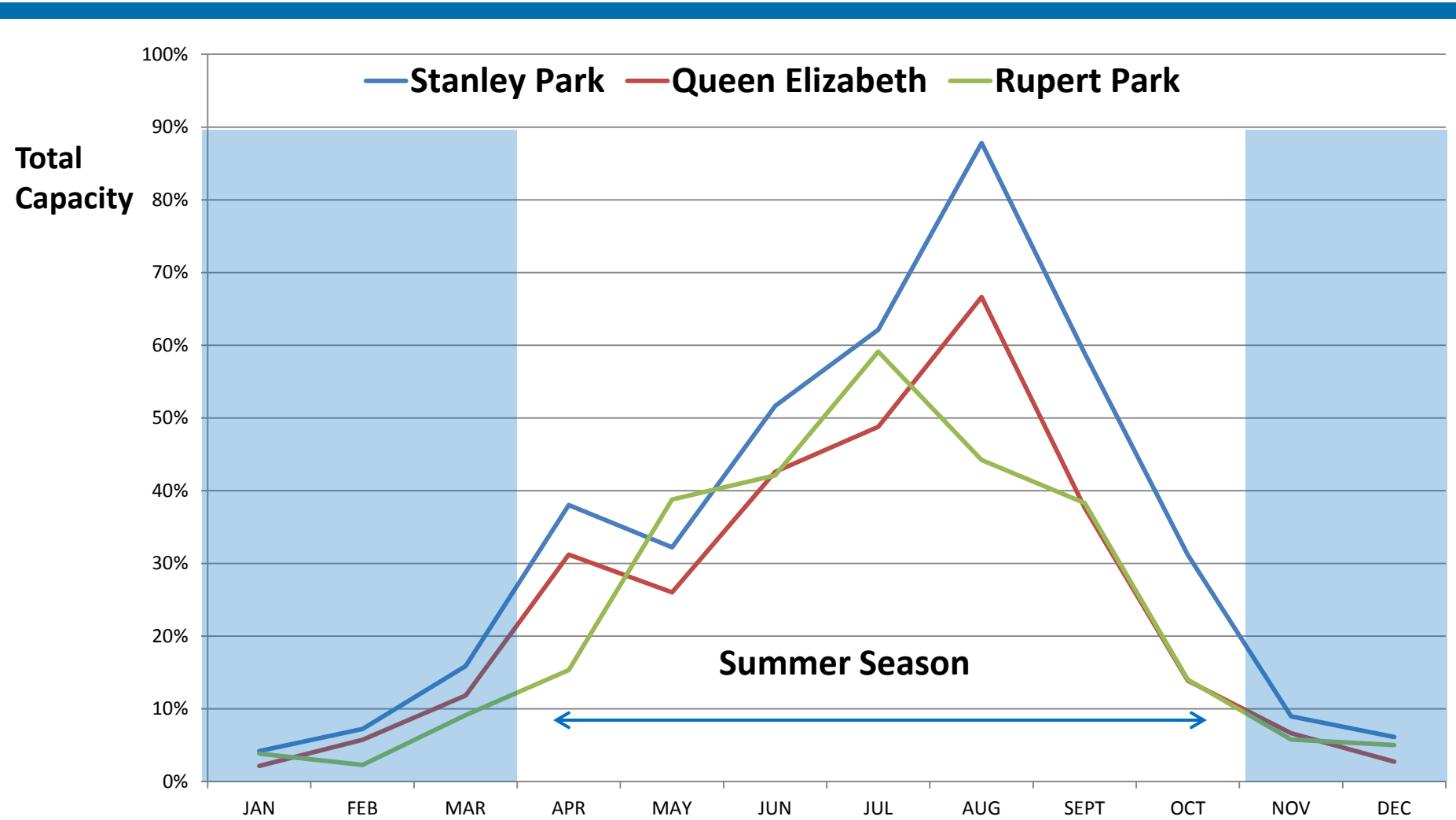


Pitch & Putt Rounds, Revenue & Contribution

	Summer April 2011- Oct 2011		Winter Nov 2011 – Mar 2012	
	Utilization %	Contribution	Utilization %	Contribution
Stanley Park	52%	\$ 230,290	8%	\$ -74,698
Queen Elizabeth Park	38%	\$ 114,349	6%	\$ -66,828
Rupert Park	36%	\$ -37,996	5%	\$ -64,330

- Capacity calculated on playable daylight hours
- Calculations do not factor in weather related course closures or spring aeration scheduled closures

Utilization vs. Capacity - 2011



Questions
