



THE LINKS AT CITY PARK SUMMARY

To: City of Portsmouth
From: Kimley-Horn and Associates, Inc.
Date: September 27, 2022
Subject: The Links at City Park Summary

In July of 2020, Kimley-Horn engaged Sports Facilities Advisory, LLC (SFA) to assess the historical data provided by the City of Portsmouth relating to The Links at City Park Golf Course, henceforth, "The Links." SFA analyzed the recent financial performance of The Links, the current uses and utilization of The Links, determine the Subsidy per Round, User, and Resident, analyze industry trends and best practices, and present potential golf and golf course-related optimization opportunities.

Existing Facility Features – The Links at City Park

- **Golf Course – 9-Holes**
 - Opened in 1919
 - Designed by Thomas E. Clark (Ault, Clark & Associates) and ASGCA/Curtis Strange
 - 30 Par - 1,846 yards
 - Fairways – Bermuda Grass
 - Greens – Bent Grass
- **Facilities**
 - 30-Station Driving Range
 - 18-Hole Putting Course
 - Pro Shop

Data Analysis

Summary of Financial Performance

The following tables summarize historical revenue data provided by the Client for the previous six fiscal years and also demonstrate a percentage of total revenue breakdown by revenue stream:

Revenue Fiscal Year Comparison

FY	Range	Balls	Cart Fees	Gift Cert	GC Redeem	Bags	Clubs	Shoes	Green Fees	Lessons	Merch.	Sft Goods	Sales Tax
FY2015	\$ 23,742	\$ 2,650	\$ 30,343	\$ -	\$ (203)	\$ 130	\$ 292	\$ -	\$ 123,362	\$ 535	\$ 2,762	\$ 12	\$ 3,595
FY2016	\$ 25,099	\$ 1,645	\$ 24,715	\$ -	\$ (75)	\$ -	\$ 415	\$ -	\$ 134,973	\$ 705	\$ 2,049	\$ -	\$ 3,249
FY2017	\$ 21,178	\$ 1,666	\$ 19,457	\$ -	\$ (30)	\$ 90	\$ 260	\$ 294	\$ 102,429	\$ 845	\$ 2,300	\$ -	\$ 2,743
FY2018	\$ 19,536	\$ 1,889	\$ 20,842	\$ 337	\$ (30)	\$ -	\$ 363	\$ 142	\$ 104,178	\$ 710	\$ 2,668	\$ -	\$ 2,734
FY2019	\$ 19,643	\$ 1,519	\$ 19,642	\$ 97	\$ (40)	\$ -	\$ 357	\$ 215	\$ 96,108	\$ 5,350	\$ 2,762	\$ 87	\$ 2,637
FY2020	\$ 20,411	\$ 1,654	\$ 21,993	\$ 375	\$ (18)	\$ -	\$ 312	\$ 183	\$ 106,248	\$ 715	\$ 1,755	\$ 77	\$ 2,813

FY	Total	Prev. Year Change
FY2015	\$ 187,220	-
FY2016	\$ 192,775	3.0%
FY2017	\$ 151,231	-21.6%
FY2018	\$ 153,368	1.4%
FY2019	\$ 148,376	-3.3%
FY2020	\$ 156,518	5.5%

As demonstrated above, the primary revenue sources for The Links flow from the following: Green Fees, Cart Fees, and Range revenue.

- Since 2017, The Links at City Park has averaged \$152,373 of revenue per year, demonstrating consistency since the two outlier years of 2015 and 2016 (within the six-year revenue breakdown provided) brought in an average of \$189,997 in revenue.
- Green Fees, Cart Fees, and Range revenue accounted for an average of 94.3% of the Total Revenue annually from 2015 through 2020.
- Green Fees averaged 67.4% of the Total Revenue during this same time period per year. Green Fees in 2020 totaled at \$106,248.

Use and Utilization

No concrete user data could be supplied to SFA, but we worked with the City of Portsmouth Golf Pro that estimated approximately 65-70% of Players at The Links are Portsmouth residents. It is further estimated that 40-50% of the players at Bide-A-Wee are Portsmouth residents. The Links currently has eight annual pass holders that hold active passes. By comparison, 15+ annual pass holders hold active passes for Bide-A-Wee Golf Course. It is also estimated by the Golf Pro that the overwhelming majority of play at the Links at City Park comes from adult golfers. The City expressed the desire to increase marketing and programming efforts for The Links and to grow their Junior play components in order to attract a younger player demographic.

Subsidy per Resident, Round, User

Subsidy: an amount of money granted by the government or public body (The City of Portsmouth) to assist an establishment, so the price of service remains low. Simply, the additional amount of money the City of Portsmouth supplies to keep the operation and maintenance of the golf course facility.

Subsidy per Resident

Subsidy	Portsmouth Population	Subsidy per Resident
\$(179,613)	94,398	\$ (1.90)

The subsidy dollar value referenced was calculated by taking the Links 2020 Fiscal Year Revenue (\$156,518) and subtracting the Total Expenses for the 2020 year (\$336,131), divided by US Census population of 2019 (94,398).

Subsidy per Round

Due to data shortages, verifiable data could not be used to identify resident/non-resident play, player percentage, ages, or rounds. Rounds and Subsidy per round were calculated based on the current Green Fee pricing range, \$10 twilight, and \$12 peak pricing, into total Green Fee Revenue. This calculates between 8,854 and 10,625 total rounds between the two pricing rates: estimating a subsidy per round between \$16.90 and \$20.29.

Subsidy per User

SFA recommends considering the following sensitivity matrix to better understand potential subsidy per user scenarios. The matrix below outlines six scenarios that give varying average rounds played per user and subsidy ranges based on the estimated total number of rounds calculated in the previous section.

Total Annual Subsidy:	\$	179,613
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	Low	High
Total Number of Rounds:	8,854	10,625

Average Number of Rounds per User	Number of Users (Low # of Rounds)	Subsidy per User (Low # of Rounds)	Number of Users (High # of Rounds)	Subsidy per User (High # of Rounds)
18	492	\$ 365	590	\$ 304
15	590	\$ 304	708	\$ 254
12	738	\$ 243	885	\$ 203
9	984	\$ 183	1,181	\$ 152
6	1,476	\$ 122	1,771	\$ 101
3	2,951	\$ 61	3,542	\$ 51

To review the full document in person, please schedule a time with the City of Portsmouth, Department of Parks, Recreation, and Tourism:

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 Department of Parks, Recreation, and Tourism
 801 Crawford Street
 Portsmouth, VA 23704
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