

To: IVGID Golf Committee

From: Todd Wilson, Committee Member

Date: April 30, 2024

Subject: Golf Revenue Projection Modeling Tool

Summary: This workbook is intended to be a projection modeling tool for use in projecting revenue at the IVGID golf courses. Please note the following:

- Historical data with each source cited
- Where there are discrepancies in data, reasonable efforts were made to determine the most accurate
- All assumptions re: elasticity and demand fluctuation are noted and based on instinctive reasoning, which is entirely subjective to the author's view; no demand curve calculation was used since there is not enough historically data, especially given the changes to pass options
- The 2024 staff recommendation rates are based on the last input received from Director Sands at the BOT 4/24/2024 meeting; as the recommendation changes, the assumptions will be adjusted

Given the multitude of variables that factor in to any projection this modeling tool will hopefully provide a means to quickly create a forecast for each set of recommendations and can be adjusted to any variation in assumptions by the user.

## 5 year Comparison (provided by staff 2024-02-22)

	2019	2020	2021	2022	2023
<b>Championship Course</b>					
Total Revenue	\$4,187,887	\$4,219,420	\$3,262,146	\$3,265,776	\$4,392,181
Total Expenses	\$4,284,975	\$5,145,453	\$3,342,861	\$3,705,496	\$5,158,832
Surplus/(Deficit)	(\$97,088)	(\$926,033)	(\$80,715)	(\$439,720)	(\$766,651)
Facility Fees	\$217,866	\$171,994	\$33,019	\$181,455	\$521,513
Net before CIP/Depr	(\$314,954)	(\$1,098,027)	(\$113,734)	(\$621,175)	(\$1,288,164)
CIP				\$96,520	\$773,707
Debt Service	(\$1,232)	\$0	(\$1,213)	\$182,305	\$185,083
Operating Surplus/(Deficit)	(\$316,186)	(\$1,098,027)	(\$114,947)	(\$342,350)	(\$329,374)
<b>Total Expenses</b>					
Total Expenses	\$4,284,975	\$5,145,453	\$3,342,861	\$3,705,496	\$5,158,832
Merchandise COGS	\$406,329	\$425,315	\$325,305	\$283,081	\$357,297
Food & Beverage	\$512,744	\$470,877	\$157,299	\$140,628	\$355,257
CIP	\$0	\$0	\$0	\$96,520	\$773,707
Debt Service	(\$1,232)	\$0	(\$1,213)	\$182,305	\$185,083
Golf-only Expenses <sup>2</sup>	\$3,367,134	\$4,249,261	\$2,861,470	\$3,002,962	\$3,487,488
Operating Cost per Round	\$151	\$184	\$131	\$131	\$152
<b>Mountain Course</b>					
Total Revenue	\$1,112,538	\$1,336,679	\$1,066,090	\$790,033	\$2,031,750
Total Expenses	\$960,442	\$2,718,191	\$1,013,999	\$1,592,883	\$1,268,451
Surplus/(Deficit)	\$152,096	(\$1,381,512)	\$52,091	(\$802,850)	\$763,299
Facility Fees	\$328,831	\$327,607	\$222,882		\$1,142,639
Net before CIP/Depr	(\$176,735)	(\$1,709,119)	(\$170,791)	(\$802,850)	(\$379,340)
CIP				\$556,500	\$99,859
Debt Service				\$1,225	\$156
Operating Surplus/(Deficit)	(\$176,735)	(\$1,709,119)	(\$170,791)	(\$1,360,575)	(\$479,355)
<b>Total Expenses</b>					
Total Expenses	\$960,442	\$2,718,191	\$1,013,999	\$1,592,883	\$1,268,451
Merchandise COGS	\$29,047	\$46,511	\$36,708	\$30,342	\$105,316
Food & Beverage	\$22,459	\$18,069	\$23,490	\$17,138	\$18,918
CIP	\$0	\$0	\$0	\$556,500	\$99,859
Debt Service	\$0	\$0	\$0	\$1,225	\$156
Transfer Out <sup>1</sup>	\$0	\$1,592,962	\$0	\$0	\$0
Golf-only Expenses <sup>2</sup>	\$908,936	\$1,060,649	\$953,801	\$987,678	\$1,044,202
Operating Cost per Round	\$59	\$58	\$58	\$59	\$69
<b>Combined</b>					
Total Revenue	\$5,300,425	\$5,556,099	\$4,328,236	\$4,055,809	\$6,423,931
Total Expenses	\$5,245,417	\$7,863,644	\$4,356,860	\$5,298,379	\$6,427,283
Surplus/(Deficit)	\$55,008	(\$2,307,545)	(\$28,624)	(\$1,242,570)	(\$3,352)
Facility Fees	\$546,697	\$499,601	\$255,901	\$181,455	\$1,664,152
Net before CIP/Depr	(\$491,689)	(\$2,807,146)	(\$284,525)	(\$1,424,025)	(\$1,667,504)
CIP	\$0	\$0	\$0	\$653,020	\$873,566
Debt Service	(\$1,232)	\$0	(\$1,213)	\$183,530	\$185,239
Operating Surplus/(Deficit)	(\$492,921)	(\$2,807,146)	(\$285,738)	(\$1,702,925)	(\$808,729)

<sup>1</sup> Unidentified Transfer Out - Account 8840; removed from Golf Operations Expenses

<sup>2</sup> Any expenses related to club rentals, range costs, or lessons are not identified in financial summary and, therefore, have not been removed from golf operations total costs. This may slightly inflate the Golf-only totals.

**Green Fees Revenue Summary by Year**

	2019	2020	2021	2022	2023	2024 Projected <sup>2</sup>	2024 Scenario A	2024 Scenario B	
<b>Championship Course</b>									
Green Fees	\$1,705,463	\$1,622,659	\$1,875,596	\$2,083,934	\$2,481,242	\$ 2,544,655	\$ 2,594,030	\$ 2,634,719	
Rounds	22,316	23,037	21,842	22,994	22,914	23,000	23,000	23,372	
Cost per round <sup>1</sup>	\$ 76.42	\$ 70.44	\$ 85.87	\$ 90.63	\$ 108.28	\$ 110.64	\$ 112.78	\$ 112.73	
+/- from prior year		-7.83%	21.91%	5.54%	19.48%	2.17%	4.15%	4.10%	
<b>Mountain Course</b>									
Green Fees	\$472,977	\$621,827	\$574,896	\$686,165	\$730,558	\$ 780,312.65	\$838,879.15	\$853,438.60	
Rounds	15,446	18,322	16,491	16,832	15,091	15,100	15,100	15,393	
Cost per round <sup>1</sup>	\$ 30.62	\$ 33.94	\$ 34.86	\$ 40.77	\$ 48.41	\$ 51.68	\$ 55.55	\$ 55.44	
+/- from prior year		10.83%	2.72%	16.94%	18.75%	6.75%	14.76%	14.53%	
<b>Total Rounds</b>	<b>37,762</b>	<b>41,359</b>	<b>38,333</b>	<b>39,826</b>	<b>38,005</b>	<b>38,100</b>	<b>38,100</b>	<b>38,765</b>	
<b>Total Green Fees</b>	<b>\$2,178,440</b>	<b>\$2,244,486</b>	<b>\$2,450,492</b>	<b>\$2,770,099</b>	<b>\$3,211,800</b>	<b>\$3,324,967</b>	<b>\$3,432,909</b>	<b>\$3,488,158</b>	
		3.03%	9.18%	13.04%	15.95%	3.52%	6.88%	8.60%	
<b>Other Revenue</b>									
Range Fees	\$128,196	\$178,898	\$160,243	\$166,538	\$148,074	\$ 155,000	\$ 155,000	\$ 158,100	
Lessons	\$38,579	\$52,273	\$50,985	\$44,146	\$63,404	\$ 60,000	\$ 60,000	\$ 60,000	
<b>Club Rentals</b>									
Championship Course	\$52,881	\$9,135	\$45,037	\$50,017	\$43,634	\$ 50,000	\$ 50,000	\$ 51,000	
Mountain Course	\$26,700	\$335	\$24,412	\$31,240	\$32,220	\$ 32,000	\$ 32,000	\$ 32,640	
Merchandise						\$ 675,000	\$ 675,000	\$ 688,500	
F&B						\$ 1,100,000	\$ 1,100,000	\$ 1,122,000	
<b>Grand Total Revenue Projection</b>						<b>\$ 5,396,967</b>	<b>\$ 5,504,909</b>	<b>\$ 5,600,398</b>	
						2023 Golf-only Expenses + 4% <sup>3</sup>	\$ 4,712,958	\$ 4,712,958	\$ 4,712,958
						Golf-only Net excl F&B	\$ (415,990)	\$ (308,049)	\$ (234,560)
						<i>Ratio</i>	<i>91%</i>	<i>93%</i>	<i>95%</i>

Source: 2023 Golf Season Wrap-Up provided by Director Howard at 10/24/23 Committee meeting.

<sup>1</sup> Does not include other revenue (Range fees, rental fees, lessons), only green fees

<sup>2</sup> Includes projected play pass sales from staff recommendations, and unchanged rates and demand for non-play passes

<sup>3</sup> Inflation rate of 4% applied over 2023 Golf-only expenses

**IVGID Pricing Comparison**

% = pricing comparison of similar options across venues

% = pricing disparity between courses

Championship Course	% of Market Rate	Mountain Course	% of Market Rate	Diamond Peak <sup>2</sup>	% of Market Rate	Beaches <sup>5</sup>	% of Market Rate	Rec Center <sup>4</sup>	% of Market	Tennis <sup>6</sup>	% of Market Rate
Peak Market Rate	\$ 255.00 100%	Peak Market Rate	\$ 95.00 100%	Adult Peak Market Rate	\$175 100%			Day Pass Market Rate	\$20 100%	Court Reservation Market Ra	\$ 18 100%
PM Peak Market Rate	\$ 190.00 100%	9 Hole Peak Market Rate	\$ 50.00 100%	Adult Peak Season Pass	\$ 560.00 100%			Annual Market Rate	\$ 723.00 100%	Adult Season Market Rate	\$ 525 100%
				Resident Season Pass Early Bird	\$ 319.00 57%	Resident (Beach Fee \$455/5 Estimated 10 visits	\$91 \$9.10 57%	Resident Annual	\$ 543.00 75%	Resident Season Rate	\$ 420 80%
Resident Peak Rate	\$ 120.00 47%	Resident Peak Rate	\$ 60.00 63%	Resident Adult Peak	\$ 45.00 26%			Resident Day Pass	\$ 15.00 75%	Court Reservation Resident	\$ 15 83%
Guest of Resident	\$ 190.00 75%	Guest of Resident	\$ 75.00 79%			Guest Beach Fee	\$16 100%				
10 Play (\$925/10)	\$ 89.00 35%	10 Play (\$430/10)	\$ 43.00 45%					Flex Pass 11-visit (\$150/11)	\$ 13.64 68%		
20 Play (\$1,700/20)	\$ 84.00 33%	20 Play (\$815/20)	\$ 40.75 43%								
AYCP (\$4,375/70)	\$ 62.50 25%	AYCP (\$1,637/60) <sup>1</sup>	\$ 27.28 29%					Resident Annual Couples	\$ 897.00 62%		
AYCP Couples (\$6,600/120) <i>Couples Factor 1.51</i>	\$ 55.00 22%	AYCP Couples (@\$1,637*1.51/120) <sup>3</sup> <i>Couples Factor (2022 \$865/\$1331) 1.54</i>	\$ 20.60 22%					<i>Couples Factor 1.65</i>			
AYCP PM (\$3,150/60)	\$ 52.50 28%	9 Hole 40 Play (\$1200/40)	\$ 30.00 60%								

**Amenities with no charge for residents or non-residents:**

- Bocce
- Disc Golf
- Parks
- Incline Fitness Trail
- Skate Park
- Bike Park

<sup>1</sup> 2023 rate includes; staff eliminated in 2024.

<sup>2</sup> <https://www.diamondpeak.com/tickets-passes-rentals/lift-tickets/>

<sup>3</sup> 2022 rate includes; eliminated in 2023; staff eliminated in 2024; this projection assumes \$1,637 \* 1.51 factor.

<sup>4</sup> [https://www.yourtahoeplace.com/uploads/pdf-parks-rec/Recreation\\_Center\\_Membership\\_Rates\\_2023.2024.pdf](https://www.yourtahoeplace.com/uploads/pdf-parks-rec/Recreation_Center_Membership_Rates_2023.2024.pdf)

<sup>5</sup> <https://www.yourtahoeplace.com/parks-recreation/outdoor-recreation/beaches>

<sup>6</sup> <https://www.yourtahoeplace.com/parks-recreation/tennis-center/hours-rates>

IVGID Golf Committee
2024 Staff Recommendations Modeling

Table with columns for 2022, 2023 Season, 2024 Season (Staff Projections), and two scenarios (A and B). Rows include various play types like Championship Course, Mountain Course, and Total. Includes a detailed data table at the bottom.

Notes:
1 Pass Type Comparative Report (Appendix B) provided by staff at 1/11/24 Committee meeting. Includes Championship course only. Requested Mountain Course version not yet received.
2 Supplemental Material Item E.1. provided by Director Sands at 3/28/24 Committee meeting. Where there are discrepancies in numbers, the PassType Comparative report takes precedence.
3 Recommended Rates provided by Director Sands at 4/5/24 Committee meeting with missing rates confirmed by Director Sands via email.
4 Round Count provided by Rob Bruce for 2023 season at 3/14/2024 Committee meeting

<sup>5</sup> Play Pass Revenue 2023 spreadsheet provided by staff at 2/22/24 Committee meeting. Total revenue significantly understated compared to Pass Type Comparative and other source

<sup>6</sup> 2023 Golf Season Wrap Up provided by Director Howard at 10/24/23 Committee meeting.

<sup>7</sup> Includes projected play pass sales from staff recommendations, and unchanged rates and demand for non-play passes

<sup>8</sup> 2022 data is for reference purposes only and is incomplete.



**Championship Course Green Fee Projections based on Rounds per Day History <sup>1</sup>**

This model predicts total revenue based on historical average rounds per day and Open/Close dates for each course. Input into the yellow cells allows for modeling based on dates and % change to Utilization.

							<b>Scenario:</b>		
							Utilization		
							Modeling		
<b>Championship Course</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024 <sup>2</sup></b>			
Open	5/17/2019	5/18/2020	5/17/2021	5/16/2022	5/26/2023	5/17/2024	<i>Input to</i>	77.26%	2023 Utilization
Close	10/20/2019	10/18/2020	10/17/2021	10/16/2022	10/17/2023	10/15/2024	<i>forecast</i>	80.00%	2024 Goal
Days	157	154	154	154	145	152			
Price per Round	\$ 76.42	\$ 70.44	\$ 85.87	\$ 90.63	\$ 108.28	\$ 110.64	<i>Input to</i>	\$ 110.64	
							<i>forecast</i>		
<b>Average Rounds Per Day</b>									
May	52	116	120	135	141	120		120	
June	137	136	175	154	157	154		154	
July	198	176	179	175	188	179		179	
August	189	170	128	155	181	170		170	
September	139	143	121	129	137	137		137	
October	92	129	96	123	107	107		107	
<b>Total Available Days</b>									
May	15	14	15	16	6	15		15	
June	30	30	30	30	30	30		30	
July	31	31	31	31	31	31		31	
August	31	31	31	31	31	31		31	
September	30	30	30	30	30	30		30	
October	20	18	17	16	17	15		15	
Total Days	157	154	154	154	145	152		152	
<b>Total Rounds per Month</b>									
May	780	1,624	1,800	2,160	846	1,800		1,800	
June	4,110	4,080	5,250	4,620	4,710	4,620		4,620	
July	6,138	5,456	5,549	5,425	5,828	5,549		5,549	
August	5,859	5,270	3,968	4,805	5,611	5,270		5,270	
September	4,170	4,290	3,630	3,870	4,110	4,110		4,110	
October	1,840	2,322	1,632	1,968	1,819	1,605		1,605	
Total Rounds	22,897	23,042	21,829	22,848	22,924	22,954		22,954	
<b>Calculated Green Fee Revenue per Month</b>									
May	\$ 59,610	\$ 114,390	\$ 154,568	\$ 195,760	\$ 91,609	\$ 199,147		\$ 204,607	
June	\$ 314,100	\$ 287,383	\$ 450,823	\$ 418,708	\$ 510,022	\$ 511,144		\$ 525,158	
July	\$ 469,086	\$ 384,305	\$ 476,499	\$ 491,665	\$ 631,085	\$ 613,926		\$ 630,758	
August	\$ 447,764	\$ 371,203	\$ 340,736	\$ 435,475	\$ 607,587	\$ 583,058		\$ 599,044	
September	\$ 318,685	\$ 302,175	\$ 311,712	\$ 350,736	\$ 445,051	\$ 454,719		\$ 467,186	
October	\$ 140,619	\$ 163,555	\$ 140,142	\$ 178,359	\$ 196,970	\$ 177,573		\$ 182,441	
Predicted Revenue	\$ 1,749,865	\$ 1,623,011	\$ 1,874,480	\$ 2,070,702	\$ 2,482,325	\$ 2,539,565		\$ 2,609,196	
Actual Revenue	\$ 1,705,463	\$ 1,622,659	\$ 1,875,596	\$ 2,083,934	\$ 2,481,242	\$ 2,544,655 <sup>3</sup>			
Prediction Accuracy	102.60%	100.02%	99.94%	99.37%	100.04%	99.80%			

<sup>1</sup> 2023 Golf Season Wrap Up provided by Director Howard at 10/24/23 Committee meeting.

<sup>2</sup> Projected rounds based on median of 5 year averages

<sup>3</sup> Bottom up projections from Projections tab staff rate recommendations.

**Mountain Course Green Fee Projections based on Rounds per Day History <sup>1</sup>**

This model predicts total revenue based on historical average rounds per day and Open/Close dates for each course.

	2019	2020	2021	2022	2023	2024 <sup>2</sup>	Scenario: Utilization Modeling
<b>Mountain Course</b>							
Open	5/28/2019	5/25/2020	5/24/2021	5/23/2022	6/9/2023	5/31/2024	65.47% 2023 Utilization
Close	9/15/2019	10/11/2020	10/14/2021	10/9/2022	10/15/2023	9/30/2024	65.47% 2024 Goal
Days	111	140	144	140	129	123	
Price per Round	\$ 30.62	\$ 33.94	\$ 34.86	\$ 40.77	\$ 48.41	\$ 51.68	\$ 51.68
Average Rounds Per Day							
May	52	100	108	107		104	104
June	108	113	145	115	88	113	113
July	157	148	156	141	158	156	156
August	155	136	105	138	143	138	138
September	158	143	86	101	76	101	101
October		120	45	83	58	71	71
Total Available Days							
May	4	7	8	9	-	1	1
June	30	30	30	30	22	30	30
July	31	31	31	31	31	31	31
August	31	31	31	31	31	31	31
September	15	30	30	30	30	30	30
October	-	11	14	9	15	-	-
Total Days	111	140	144	140	129	123	123
Total Rounds per Month							
May	208	700	864	963	-	104	104
June	3,240	3,390	4,350	3,450	1,936	3,390	3,390
July	4,867	4,588	4,836	4,371	4,898	4,836	4,836
August	4,805	4,216	3,255	4,278	4,433	4,278	4,278
September	2,370	4,290	2,580	3,030	2,280	3,030	3,030
October	-	1,320	630	747	870	-	-
Total Rounds	15,490	18,504	16,515	16,839	14,417	15,638	15,638
Calculated Green Fee Revenue per Month							
May	\$ 6,369	\$ 23,757	\$ 30,120	\$ 39,257	\$ -	\$ 5,349	\$ 5,348
June	\$ 99,213	\$ 115,053	\$ 151,646	\$ 140,641	\$ 93,722	\$ 175,183	\$ 175,182
July	\$ 149,034	\$ 155,711	\$ 168,589	\$ 178,186	\$ 237,113	\$ 249,907	\$ 249,905
August	\$ 147,135	\$ 143,086	\$ 113,473	\$ 174,395	\$ 214,602	\$ 221,071	\$ 221,070
September	\$ 72,573	\$ 145,598	\$ 89,942	\$ 123,519	\$ 110,375	\$ 156,579	\$ 156,578
October	\$ -	\$ 44,799	\$ 21,963	\$ 30,452	\$ 42,117	\$ -	\$ -
Predicted Revenue	\$ 474,324	\$ 628,004	\$ 575,733	\$ 686,450	\$ 697,930	\$ 808,089	\$ 808,083
Actual Revenue	\$ 472,977	\$ 621,827	\$ 574,896	\$ 686,165	\$ 730,558	\$ 780,313 <sup>3</sup>	
Prediction Accuracy	100.28%	100.99%	100.15%	100.04%	95.53%	103.56%	

<sup>1</sup> 2023 Golf Season Wrap Up provided by Director Howard at 10/24/23 Committee meeting.

<sup>2</sup> Projected rounds based on median of 5 year averages

<sup>3</sup> Bottom up projections from Projections tab staff rate recommendations.

**2023 Utilization <sup>1</sup>**

<b>Championship Course</b>	
Rounds Played	22,914
Rounds Available	29,659
	77.26%

  

<b>Mountain Course</b>	
Rounds Played	15,091
Rounds Available	23,050
	65.47%

**2023 Round Availability (w/o blocked times) <sup>2</sup>**

	May	Jun	Jul	Aug	Sep	Oct	Total
<b>Championship Course</b>							
Days Available	6	30	31	31	30	17	
Rounds Per Day	240	256	256	256	240	184	
Total Available Rounds	1,440	7,680	7,936	7,936	7,200	3,128	35,320
						Rounds Played	22,914
							64.88%
<b>Mountain Course</b>							
Days Available	-	22	31	31	30	15	
Rounds Per Day		224	224	204	192	132	
Total Available Rounds	-	4,928	6,944	6,324	5,760	1,980	25,936
						Rounds Played	15,091
							58.19%

<sup>1</sup> Available rounds from the Round Count spreadsheet provided by Rob Bruce for 2023 season at 3/14/2024 Committee meeting

<sup>2</sup> Estimated total available rounds based on daylight hours during each month. Same approach as source <sup>1</sup>, but does not exclude tee times for events or other closures (e.g. cart path project). This will, therefore, increase the denominator of the utilization calculation.

From 2/22/2024 Agenda Packet & Online Research

Course	Location	Open	2024	2023	Range	Range Incl	Google	GolfPass	GolfDigest	GolfNow	Facebook	Yelp
Edgewood	Stateline, NV	5/8/2024	\$ 350	\$ 350	grass	Y	4.8	4.7	3.8			4.2
Old Greenwood	Truckee, CA	5/10/2024	\$ 275	\$ 275	grass	Y	4.7	4.7		4.7	4.3	3.7
Grays Crossing	Truckee, CA	5/17/2024	\$ 260	\$ 260	grass	Y						3.1
Incline Championship	Incline Village, NV	5/17/2024	\$ 255	\$ 247	mat	N						4.5
Coyote Moon	Truckee, CA	5/24/2024	\$ 195	\$ 190	net	Y						2.9
Tahoe Donner	Truckee, CA	6/1/2024	\$ 190	\$ 190	mat	N	4.4					3.5 AYCP \$2,900; Members: 9-hole \$340, 10-pack \$800; 20-pack \$1500
Grizzly Ranch	Portola, CA	5/24/2024	\$ 175		grass	Y						4.4 AYCP \$2,999; Family \$5,998
Whitehawk	Clio	5/23/2024	\$ 149		grass	Y						4.3 AYCP \$3,100; Family \$4,600