



ASGCA

2020 ASGCA-SLRG Golf Facility Market Trend Watch

Presented by:

**SPORTS &
LEISURE**
RESEARCH GROUP



2020 ASGCA-SLRG Golf Facility Market Trend Watch

The Thought Leadership Vision

- Third wave (second tracking wave) of Annual Proprietary Insights Program that enables ASGCA members and partners to:
 - Gain valuable and proactive perspective on key business issues for better decision making
 - Uncover constituent attitudes and perceptions on significant challenges, opportunities and issues in golf facility design and operations, while revealing perceptual gaps and alignment across key constituent groups





2020 ASGCA-SLRG Golf Facility Market Trend Watch

Methodology: 2020 Tracking Wave

- Online survey of ASGCA members, By Design and Golf Course Industry Media subscribers/readers. Mirrors 2018 and 2019 waves
- Survey instrument refined by SLRG/ASGCA to incorporate trendable core questions and topical modules served to mix of architects, superintendents, general managers, facility owners/operators and golf professionals, partner organizations.
 - Results analyzed across key constituent groups and facility characteristic segments
- Average survey completion time of 25 minutes
 - 302 survey participants
 - Conducted Sept-Oct. 2019





2020 ASGCA-SLRG Golf Facility Market Trend Watch

KEY FINDINGS

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2020 ASGCA-SLRG Golf Facility Market Trend Watch

The Headlines



- Master Plan Development has emerged as the most prevalent activity, enjoying a 16 point increase over the past two years
- For Facility Operators, Maintenance Costs in General, and Labor, in particular are of greatest concerns
- Owner/Operators Continue to Place top Priority on Course Renovations relative to club house renovation or other enhancements. Satisfaction with course renovations is up
- Practice Facility and Range Enhancements, along with forward tee boxes remain owner operator areas of focus
- Course operators are more than twice as likely to feel strongly that their members/guests would perceive additional tee box options that allow for a shorter course to be important vs. those that created a longer course
- Course operators continue to place primacy on green complexes

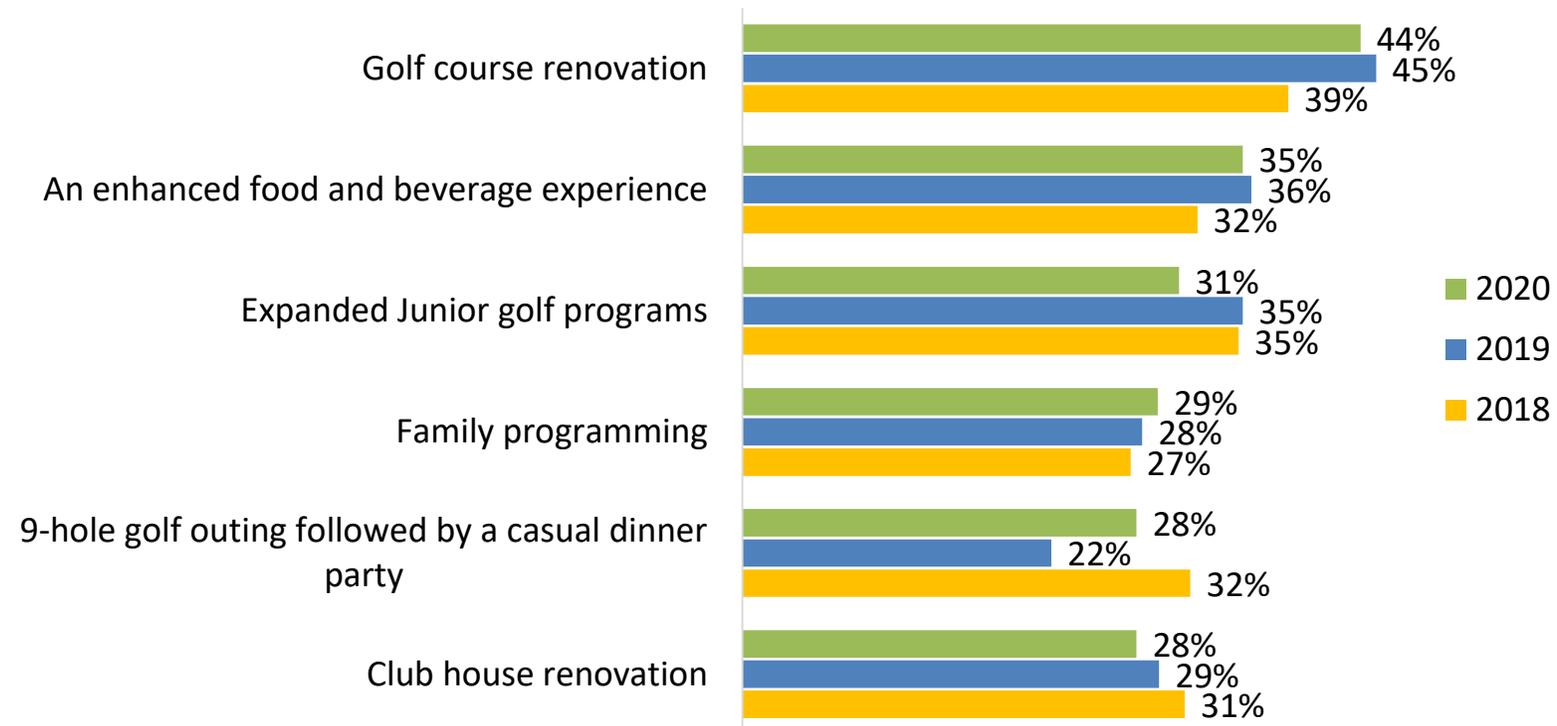


2020 ASGCA-SLRG Golf Facility Market Trend Watch

Golf Course Renovations Remain Most Coveted in 2020 Among Potential Facility Enhancements

Q. Which, if any, of the following potential enhancements would be of significant interest to your guests or members, and/or increase the usage of your operation?

Would be of
significant interest
SUMMARY





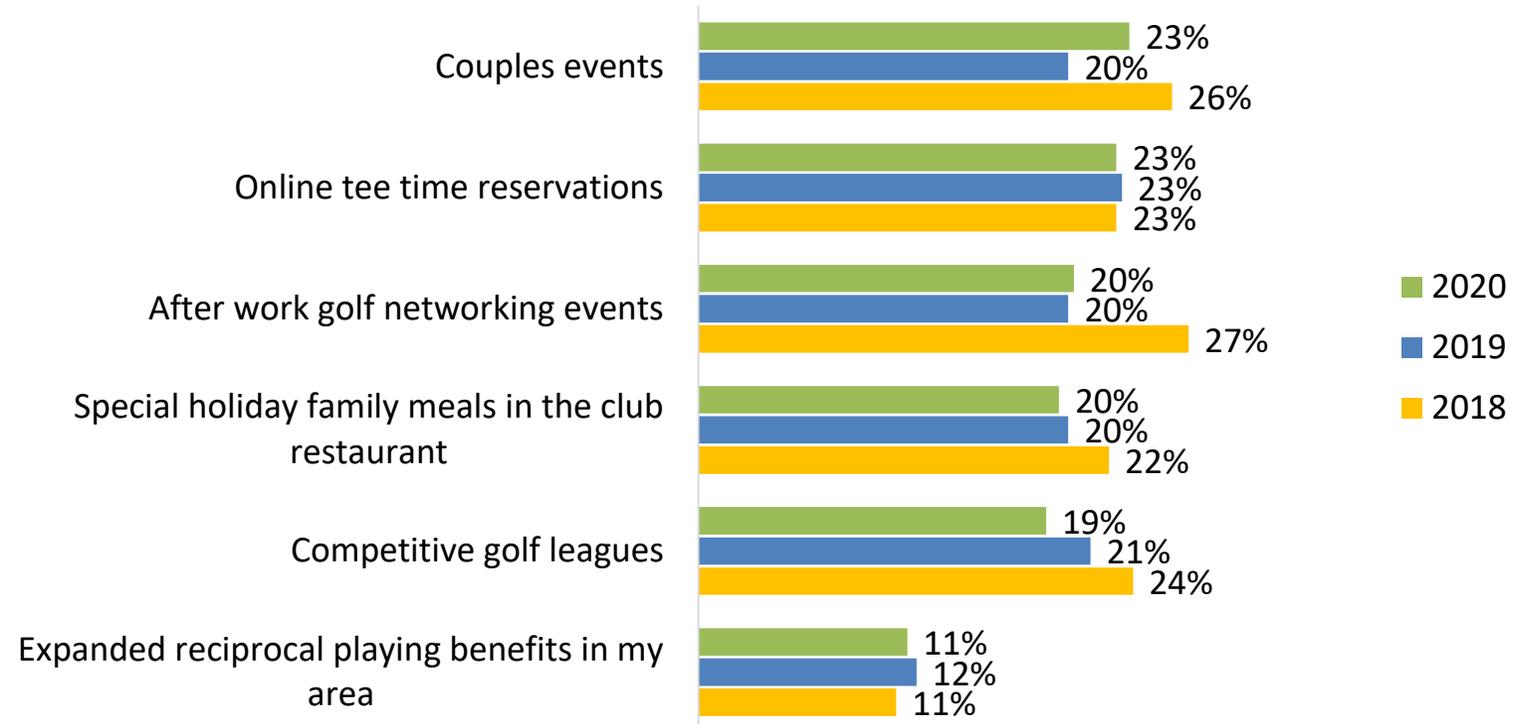
2020 ASGCA-SLRG Golf Facility Market Trend Watch

Golf Course Renovations Remain Most Coveted in 2020 Among Potential Facility Enhancements

Q. Which, if any, of the following potential enhancements would be of significant interest to your guests or members, and/or increase the usage of your operation?

(CONTINUED)

**Would be of
significant interest
SUMMARY**





2020 ASGCA-SLRG Golf Facility Market Trend Watch

Interest in Golf Course Renovations At Three Year High Among Public Facility Operators, and Up 9 Points over 2018 with Private Facility Management!

Q. Which, if any, of the following potential enhancements would be of significant interest to your guests or members, and/or increase the usage of your operation?

Would be of significant interest SUMMARY	PUBLIC			PRIVATE		
	2020	2019	2018	2020	2019	2018
Golf course renovation	41%	39%	40%	46%	47%	37%
An enhanced food and beverage experience	35%	33%	31%	37%	36%	33%
Expanded Junior golf programs	31%	30%	36%	31%	37%	33%
Family programming	14%	23%	27%	42%	31%	28%
9-hole golf outing followed by a casual dinner party	24%	20%	31%	31%	21%	32%
Club house renovation	31%	25%	30%	26%	29%	32%



2020 ASGCA-SLRG Golf Facility Market Trend Watch

Interest in Golf Course Renovations At Three Year High Among Public Facility Operators, and Up 9 points over 2018 with Private Facility Management!

Q. Which, if any, of the following potential enhancements would be of significant interest to your guests or members, and/or increase the usage of your operation?

Would be of significant interest SUMMARY (cont)	PUBLIC			PRIVATE		
	2020	2019	2018	2020	2019	2018
Couples events	21%	13%	19%	26%	22%	31%
Online tee time reservations	28%	30%	23%	19%	17%	20%
After work golf networking events	17%	14%	29%	23%	22%	20%
Special holiday family meals in the club restaurant	12%	9%	18%	26%	28%	24%
Competitive golf leagues	19%	17%	37%	19%	22%	14%
Expanded reciprocal playing benefits in my area	-	-	-	20%	16%	20%



2020 ASGCA-SLRG Golf Facility Market Trend Watch

Evolving Attitudes: Architects and Superintendents Align on Need for Private Club Evolution, Ranges as Priorities

Q. Please indicate how strongly you agree with the following statements.

Architects Top 3 Box Summary	2020	2019	2018
Private clubs will need to evolve over time to continue to be relevant	80%	81%	71%
Allocating 10-12 acres of land for a range is a worthwhile investment	71%	73%	NA
Labor laws and government regulation of labor is a bigger concern today than it was a year ago	51%	42%	37%
Over the past five years, Resource availability (eg. Water usage) has become a more important factor in the courses that I've designed or renovated.	49%	56%	NA
Golf facilities have made concerted efforts to attract younger members in the past few years	51%	52%	37%

Superintendents Top 3 Box Summary	2020	2019	2018
Private clubs will need to evolve over time to continue to be relevant	62%	60%	63%
Allocating 10-12 acres of land for a range is a worthwhile investment	62%	62%	NA
Labor laws and government regulation of labor is a bigger concern today than it was a year ago	51%	56%	53%
Golf facilities have made concerted efforts to attract younger members in the past few years	47%	45%	52%
Golf facilities have been putting more emphasis on junior golf programs recently	43%	44%	41%



2020 ASGCA-SLRG Golf Facility Market Trend Watch

Evolving Attitudes: Architects and Superintendents Align on Need for Private Club Evolution, Ranges as Priorities (cont)

Q. Please indicate how strongly you agree with the following statements.

Architects Top 3 Box Summary	2020	2019	2018
Golf facilities have been putting more emphasis on junior golf programs recently	56%	46%	35%
I have a good understanding of the impact of ADA laws on golf facilities	46%	52%	NA
There has been an increase in golf course renovations/remodels over the past two years	49%	60%	51%
The overall time required to facilitate a new golf course construction from concept to completion, has increased over the past five years	42%	42%	40%
Over the past five years, agronomic practices have become a more important factor in the holes that I've designed or renovated	37%	48%	NA

Superintendents Top 3 Box Summary	2020	2019	2018
The overall time required to facilitate a new golf course construction from concept to completion, has increased over the past five years	35%	31%	36%
There has been an increase in golf course renovations/remodels over the past two years	33%	37%	38%
I'm confident that we will see an increase in golf course renovations/remodels over the next two years	33%	32%	23%
Golf facilities have been putting more emphasis on women's golf programs recently	28%	33%	32%
I have a good understanding of the impact of ADA laws on golf facilities	26%	26%	NA



2020 ASGCA-SLRG Golf Facility Market Trend Watch

Evolving Attitudes: Architects and Superintendents Align on Need for Private Club Evolution, Ranges as Priorities (cont)

Q. Please indicate how strongly you agree with the following statements.

Architects Top 3 Box Summary	2020	2019	2018
Golf facilities have been putting more emphasis on women's golf programs recently	42%	35%	26%
I'm confident that we will see an increase in golf course renovations/remodels over the next two years	48%	40%	42%
Private clubs in my area have aggressively reduced the cost of membership to attract new members over recent years	24%	29%	26%
Private clubs in my area have recently instituted a variety of new non-golf programs to attract families	32%	33%	24%
The overall time required to facilitate a golf course remodel, from concept to completion, has increased over the past five years	34%	31%	26%

Superintendents Top 3 Box Summary	2020	2019	2018
Private clubs in my area have aggressively reduced the cost of membership to attract new members over recent years	25%	31%	32%
The overall time required to facilitate a golf course remodel, from concept to completion, has increased over the past five years.	24%	24%	26%
Private clubs in my area have recently instituted a variety of new non-golf programs to attract families	22%	29%	23%
In my local area, golfers can get a similar or better experience to private clubs, at golf facilities or establishments that do not require a membership fee.	21%	18%	20%
Golf facilities are putting a greater emphasis on walking the course	14%	5%	NA



2020 ASGCA-SLRG Golf Facility Market Trend Watch

Evolving Attitudes: Architects and Superintendents Align on Need for Private Club Evolution, Ranges as Priorities (cont)

Q. Please indicate how strongly you agree with the following statements.

Architects Top 3 Box Summary	2020	2019	2018
In my local area, golfers can get a similar or better experience to private clubs, at golf facilities or establishments that do not require a membership fee	32%	27%	27%
There has been an increase in new golf facility construction over the past two years	14%	13%	8%
Golf facilities are putting a greater emphasis on walking the course	10%	4%	NA
I'm confident that we will see an increase in new golf facility construction over the next two years	10%	6%	5%

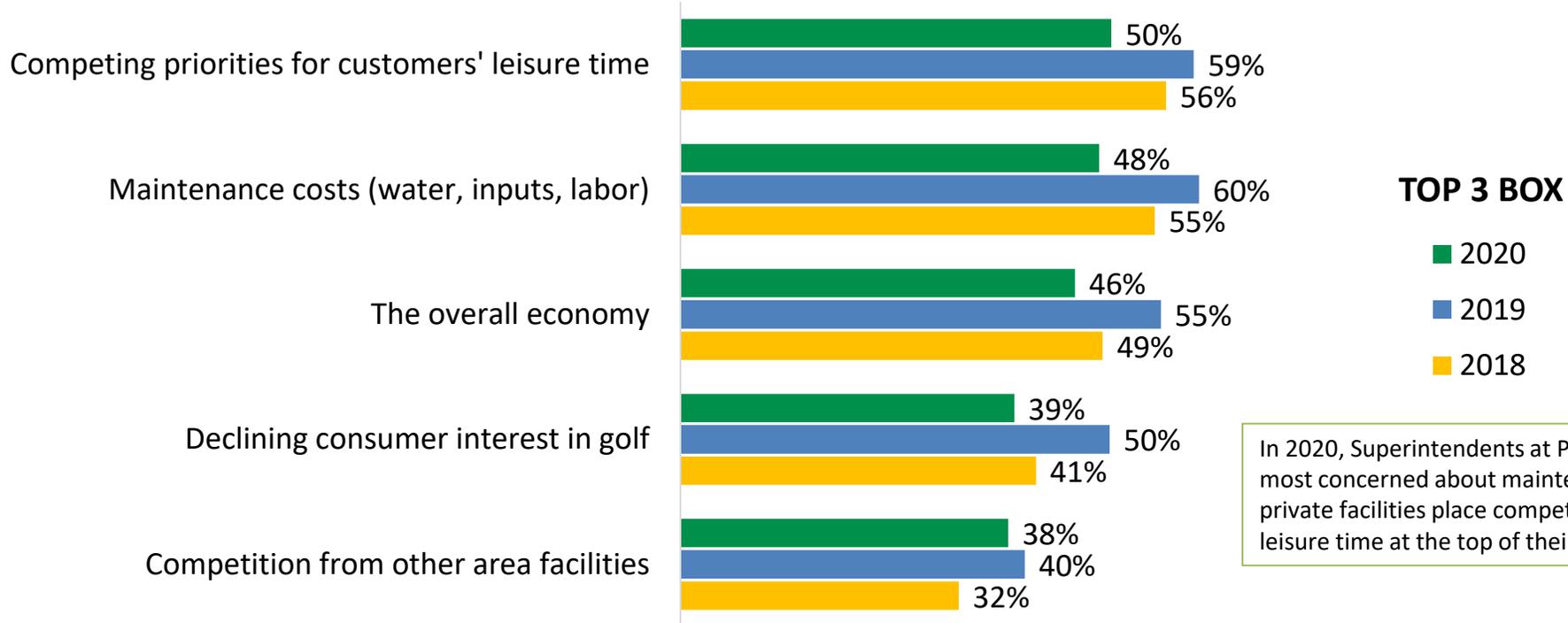
Superintendents Top 3 Box Summary	2020	2019	2018
There has been an increase in new golf facility construction over the past two years	11%	5%	9%
I'm confident that we will see an increase in new golf facility construction over the next two years	7%	1%	7%
Over the past five years, Resource availability (eg. Water usage) has become a more important factor in the courses that I've designed or renovated	NA	NA	NA
Over the past five years, agronomic practices have become a more important factor in the holes that I've designed or renovated	NA	NA	NA



2020 ASGCA-SLRG Golf Facility Market Trend Watch

Customer Priorities Surpass Maintenance Costs as Most Significant Issue Impacting Facility Financial Health in 2020

Q. Most significant issues that can impact the sustainability and financial health of your golf facility



In 2020, Superintendents at Public Facilities continue to be most concerned about maintenance costs, whereas those at private facilities place competing priorities for customers' leisure time at the top of their list.

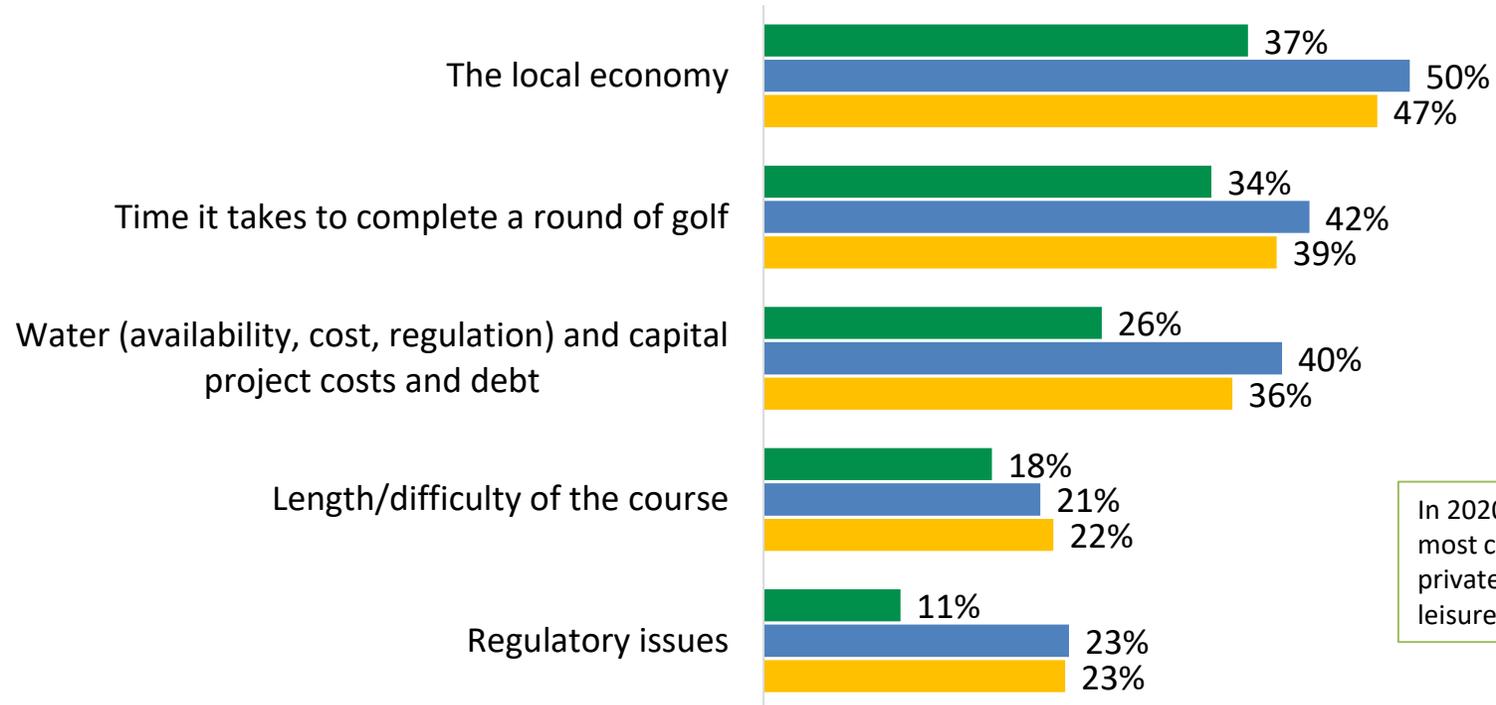


2020 ASGCA-SLRG Golf Facility Market Trend Watch

Customer Priorities Surpass Maintenance Costs as Most Significant Issue Impacting Facility Financial Health in 2020

Q. Most significant issues that can impact the sustainability and financial health of your golf facility

(continued)



TOP 3 BOX

- 2020
- 2019
- 2018

In 2020, Superintendents at Public Facilities continue to be most concerned about maintenance costs, whereas those at private facilities place competing priorities for customers' leisure time at the top of their list.



2020 ASGCA-SLRG Golf Facility Market Trend Watch

Magnitude of Concerns is down Significantly in 2020 at Both Private Clubs and Public Facilities

Q. Most significant issues that can impact the sustainability and financial health of your golf facility

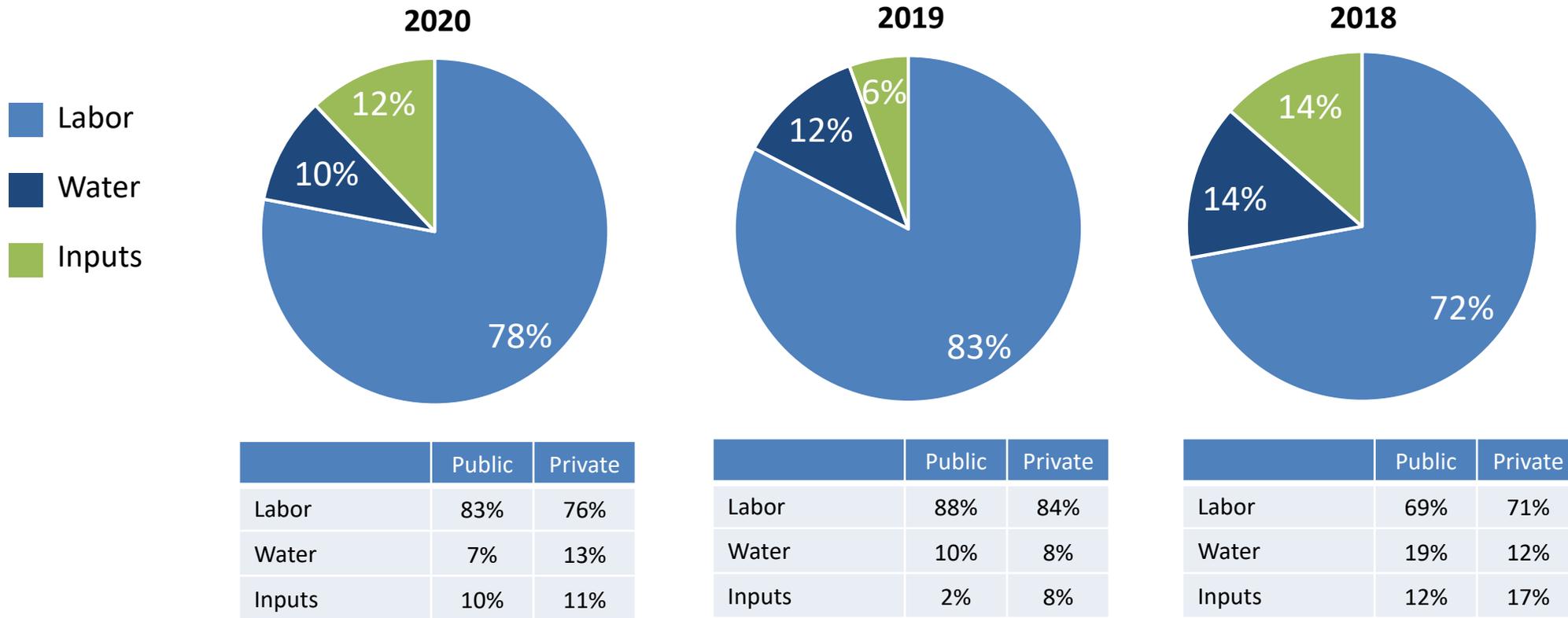
TOP THREE BOX	PUBLIC			PRIVATE		
	2020	2019	2018	2020	2019	2018
The overall economy	54%	51%	53%	40%	57%	45%
Maintenance costs (water, inputs, labor)	49%	63%	59%	47%	57%	50%
Competing priorities for customers' leisure time	48%	63%	59%	51%	55%	50%
Competition from other area facilities	43%	48%	40%	33%	34%	25%
Declining consumer interest in golf	41%	55%	45%	36%	43%	36%
The local economy	34%	48%	51%	40%	49%	44%
Water (availability, cost, regulation) and capital project costs and debt	31%	42%	39%	22%	34%	30%
Time it takes to complete a round of golf	30%	46%	41%	38%	35%	37%
Length/difficulty of the course	10%	22%	22%	24%	19%	21%
Regulatory issues	7%	22%	22%	14%	21%	22%



2020 ASGCA-SLRG Golf Facility Market Trend Watch

Labor Impacts Still Dominate as Most Significant Maintenance Cost

Q. You indicated that maintenance costs had a significant impact on the financial health of your facility. To which aspect of maintenance costs would you most attribute this impact?





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...And Labor Continues to Have The Single Biggest Impact On Course Maintenance Budgets

Q. Which of the following has the biggest impact on your course maintenance budget?

		PUBLIC			PRIVATE	
		2019	2018		2019	2018
Labor	72%	80%	71%	79%	86%	80%
Equipment	19%	6%	11%	10%	3%	11%
Plant protectants (chemicals, fertilizer, nutrients)	4%	-	5%	4%	7%	5%
Water costs	2%	6%	11%	4%	4%	3%
Competitive practices of other local golf facilities	2%	6%	2%	4%	-	-
Insurance	-	2%	-	-	-	2%

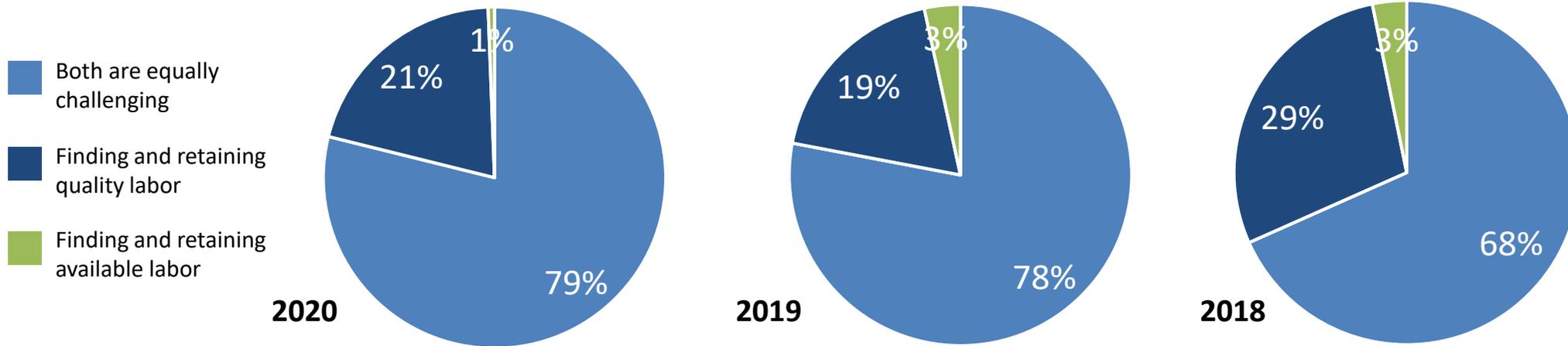


2020 ASGCA-SLRG Golf Facility Market Trend Watch

Finding And Retaining Available Labor And Quality Labor Continue to be Equally Challenging For Facilities

- Finding quality help is particularly challenging

Q. In thinking about labor issues that a golf facility your golf facility encounters, what do you see as the biggest challenge?



	Public	Private		Public	Private		Public	Private
Both are equally challenging	83%	82%	Both are equally challenging	75%	80%	Both are equally challenging	77%	67%
Finding and retaining quality labor	17%	18%	Finding and retaining quality labor	17%	21%	Finding and retaining quality labor	21%	28%
Finding and retaining available labor	-	-	Finding and retaining available labor	8%	-	Finding and retaining available labor	2%	6%

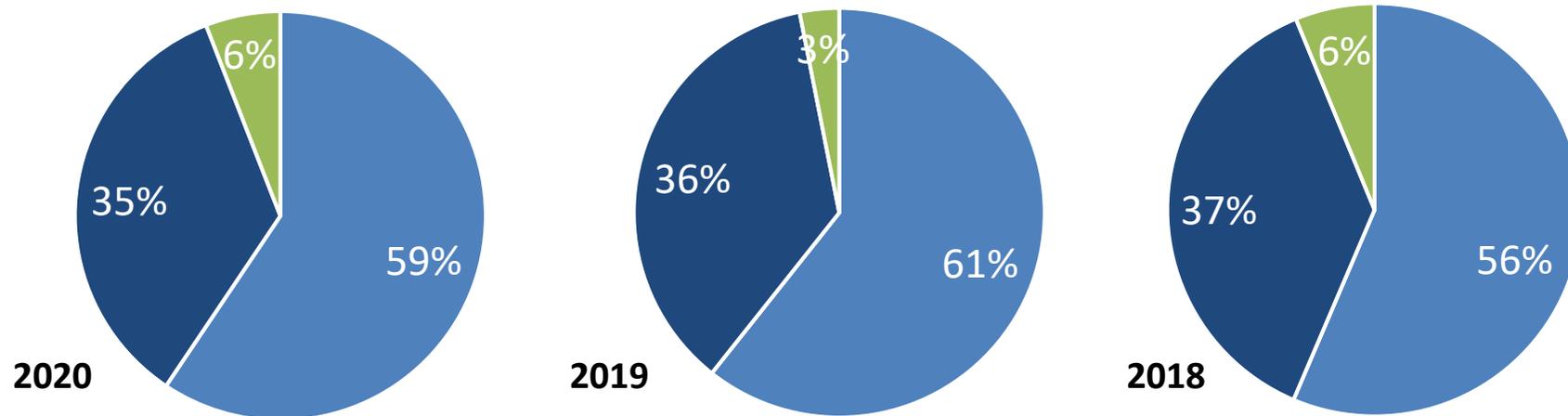


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Increasing Revenue Remains a Significantly Higher Priority vs. Decreasing Costs; Public Facilities Trending Less Attuned to Customer Satisfaction

Q. Thinking about priorities for managing your golf operation, which of the following would be the single most important for you in the near term?

- Increasing revenue
- Improving customer satisfaction
- Decreasing costs



	Public	Private		Public	Private		Public	Private
Increasing revenue	81%	41%	Increasing revenue	79%	47%	Increasing revenue	69%	53%
Improving customer satisfaction	15%	52%	Improving customer satisfaction	17%	51%	Improving customer satisfaction	23%	41%
Decreasing costs	4%	7%	Decreasing costs	4%	3%	Decreasing costs	8%	6%



2020 ASGCA-SLRG Golf Facility Market Trend Watch

Most Important Offerings For Customers Of A Golf Facility—as Evaluated By Superintendents And Other Facility Operators—Greens and Overall Course Conditions Are Job One

Q. Importance you feel each of the following aspects of the golf specific offerings at your facility or typical facility, are to its customers.

TOP 3 BOX SUMMARY

MOST IMPORTANT	TOTAL			PUBLIC			PRIVATE		
	2020	2019	2018	2020	2019	2018	2020	2019	2018
Condition of the greens	98%	97%	97%	98%	95%	96%	97%	98%	97%
Overall golf course conditions	91%	92%	92%	92%	94%	92%	92%	91%	94%
Consistency of the greens	90%	94%	92%	90%	95%	93%	92%	93%	91%
Overall courtesy and friendliness of the golf staff	83%	80%	81%	88%	82%	82%	79%	79%	79%
Condition of the fairways	68%	74%	67%	65%	66%	58%	72%	79%	76%



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Least Important Offerings For Customers Of A Golf Facility—as Evaluated By Superintendents And Other Facility Operators—Are Generally Not Golf Course Related

Q. Importance you feel each of the following aspects of the golf specific offerings at your facility or typical facility, are to its customers.

TOP 3 BOX SUMMARY

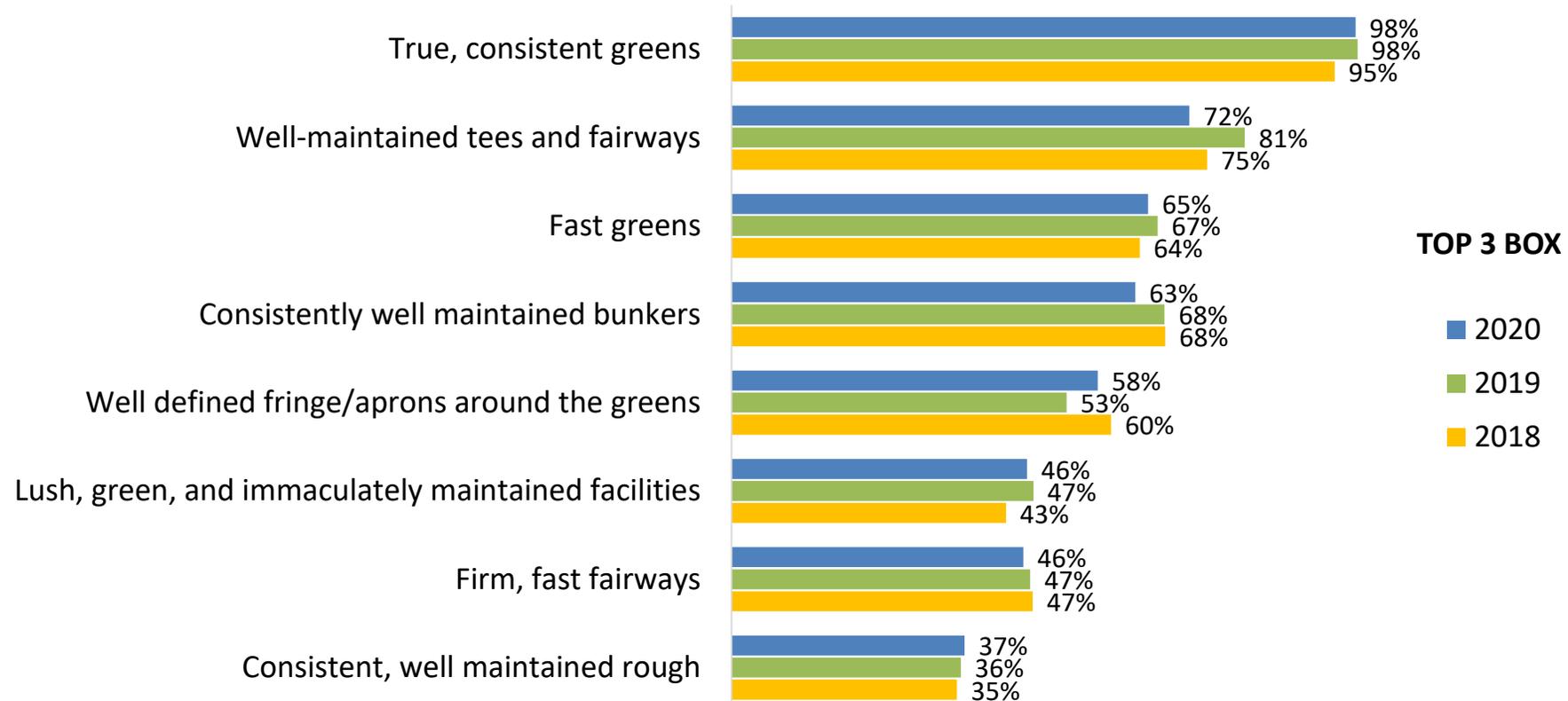
LEAST IMPORTANT	TOTAL			PUBLIC			PRIVATE		
	2020	2019	2018	2020	2019	2018	2020	2019	2018
Quality of service in the locker room facilities	29%	27%	24%	17%	14%	13%	40%	35%	33%
Condition of the cart paths	27%	25%	21%	27%	26%	25%	28%	25%	18%
Merchandise selection in the golf shop	24%	30%	20%	20%	22%	19%	27%	32%	24%
Attractiveness of the locker room facilities	21%	24%	22%	13%	12%	18%	28%	32%	27%
Presence of "signature" hole or holes	21%	19%	NA	23%	17%	NA	19%	20%	NA



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Conditioning Priorities Perceived As Most Important For Golfers: Greens and Fairways Top the List Again

Q. Considering each of the following course conditions, please rank them in order of preference that you believe golfers would have.





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Conditioning Priorities Perceived As Most Important For Golfers: Standards Significantly Higher at Private Facilities

Q. Considering each of the following course conditions, please rank them in order of preference that you believe golfers would have.

TOP THREE BOX	PUBLIC			PRIVATE		
	2020	2019	2018	2020	2019	2018
True, consistent greens	98%	100%	95%	100%	99%	95%
Well-maintained tees and fairways	68%	82%	78%	89%	86%	84%
Fast greens	60%	63%	59%	83%	77%	82%
Consistently well maintained bunkers	53%	47%	51%	69%	80%	70%
Well defined fringe/aprons around the greens	55%	51%	64%	71%	67%	71%
Lush, green, and immaculately maintained facilities	45%	41%	40%	62%	60%	53%
Firm, fast fairways	43%	47%	45%	60%	60%	66%
Consistent, well maintained rough	36%	33%	35%	52%	51%	50%

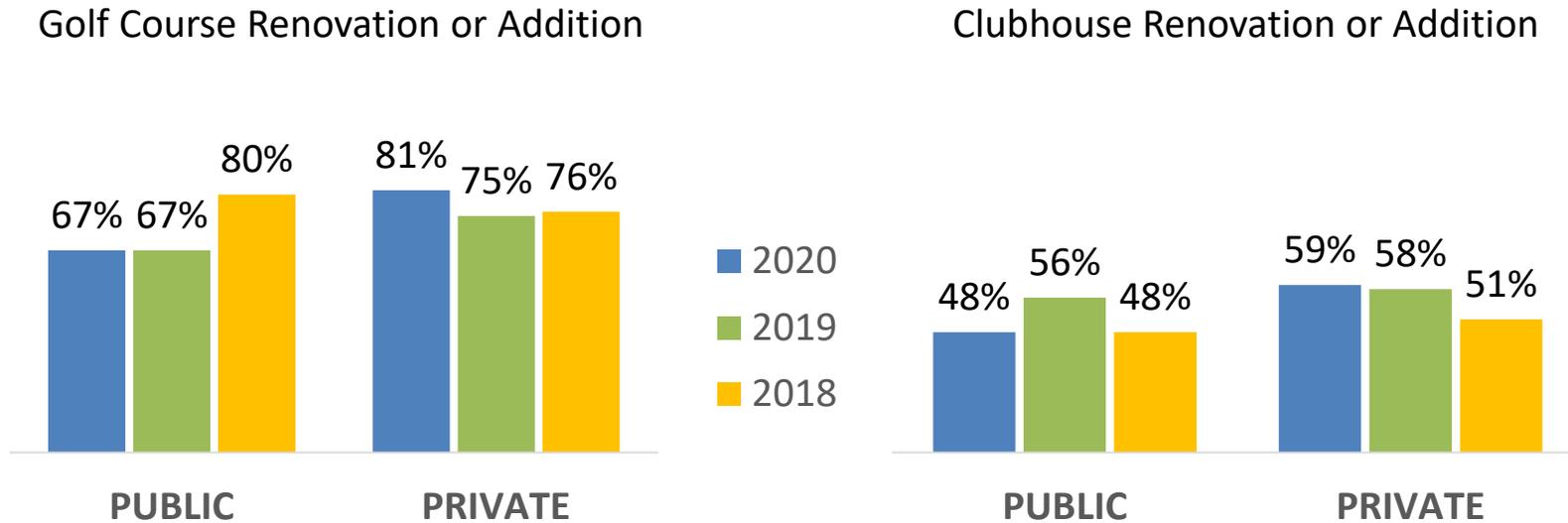


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Facility Management Remains More Satisfied With Recent Golf Course Renovations; Satisfaction with Clubhouse Renovations at Three Yr. Low

Q. And overall how satisfied were you with the investment you made on your most recent renovation?

TOP 3 BOX SUMMARY





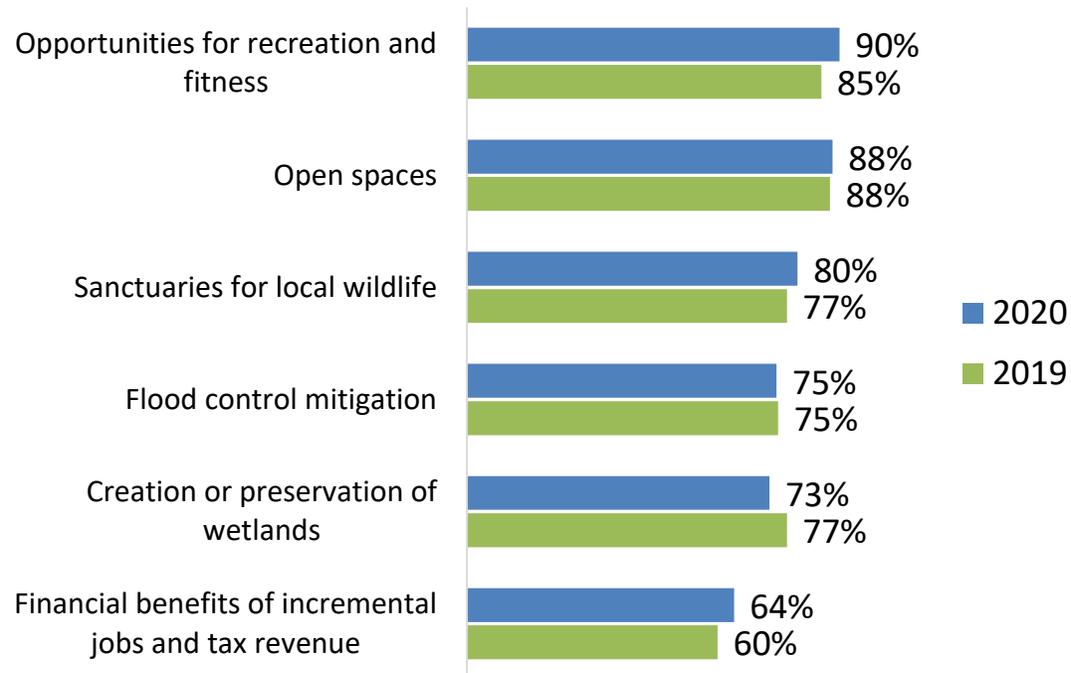
2020 ASGCA-SLRG Golf Facility Market Trend Watch

Architects and Superintendents Vary in their Thoughts on the Most Value Additive Aspects of Golf Courses

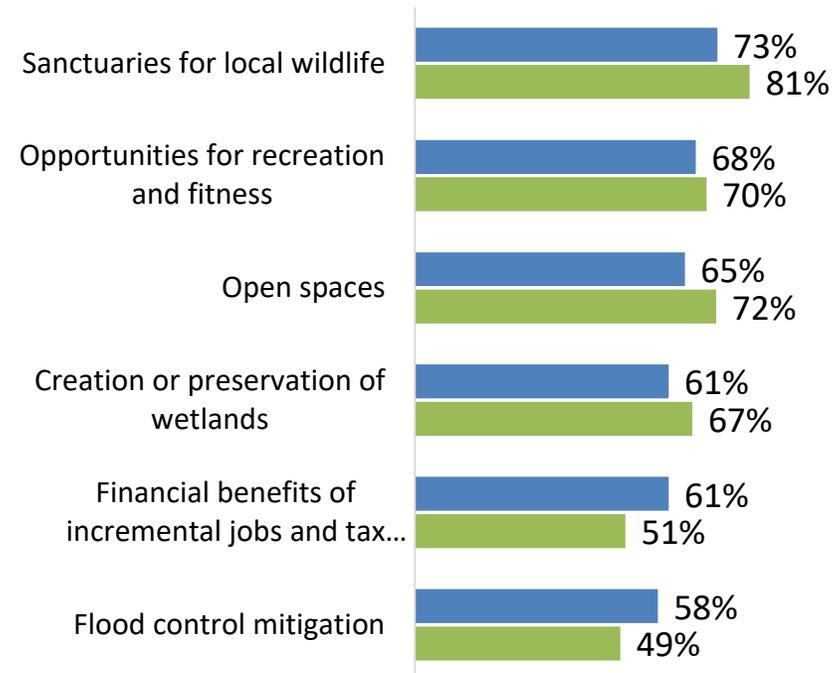
Q. Please indicate how strongly you agree with the following statements.

TOP 3 BOX SUMMERY

Architects



Superintendents





2020 ASGCA-SLRG Golf Facility Market Trend Watch

How Important Would Golfers Find The Following Amenities? Emphasis on Practice Areas

Q. Thinking about the needs of today's golfer/your customers or members, please rank the importance you perceive they would place on each of the following amenities or services.

SUPERINTENDENTS: Top 3 Box Agreement	2020	2019	2018
An enhanced practice range	63%	57%	54%
A dedicated short game practice/learning area	63%	53%	55%
Additional, dedicated outdoor event space	39%	41%	28%
Additional tee box options that allow for a shorter golf course	37%	52%	38%
A newly designed, more modern and trendy bar area	37%	35%	25%
A re-design of one or more holes on the golf course	31%	42%	42%
A state of the art fitness facility and gym	25%	25%	18%



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How Important Would Golfers Find The Following Amenities? Architects Now See Forward Tees as Top Priority

Q. Thinking about the needs of today's golfer/your customers or members, please rank the importance you perceive they would place on each of the following amenities or services.

ARCHITECTS Top 3 Box Agreement	2020	2019	2018
Additional tee box options that allow for a shorter golf course	83%	81%	81%
A dedicated short game practice/learning area	78%	83%	85%
An enhanced practice range	76%	81%	81%
A re-design of one or more holes on the golf course	58%	63%	61%
A state of the art fitness facility and gym	49%	52%	50%
Additional, dedicated outdoor event space	44%	54%	48%
A newly designed, more modern and trendy bar area	42%	50%	45%



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How Important Would Golfers Find The Following Amenities? GMs Aligned with Superintendents on Practice Areas

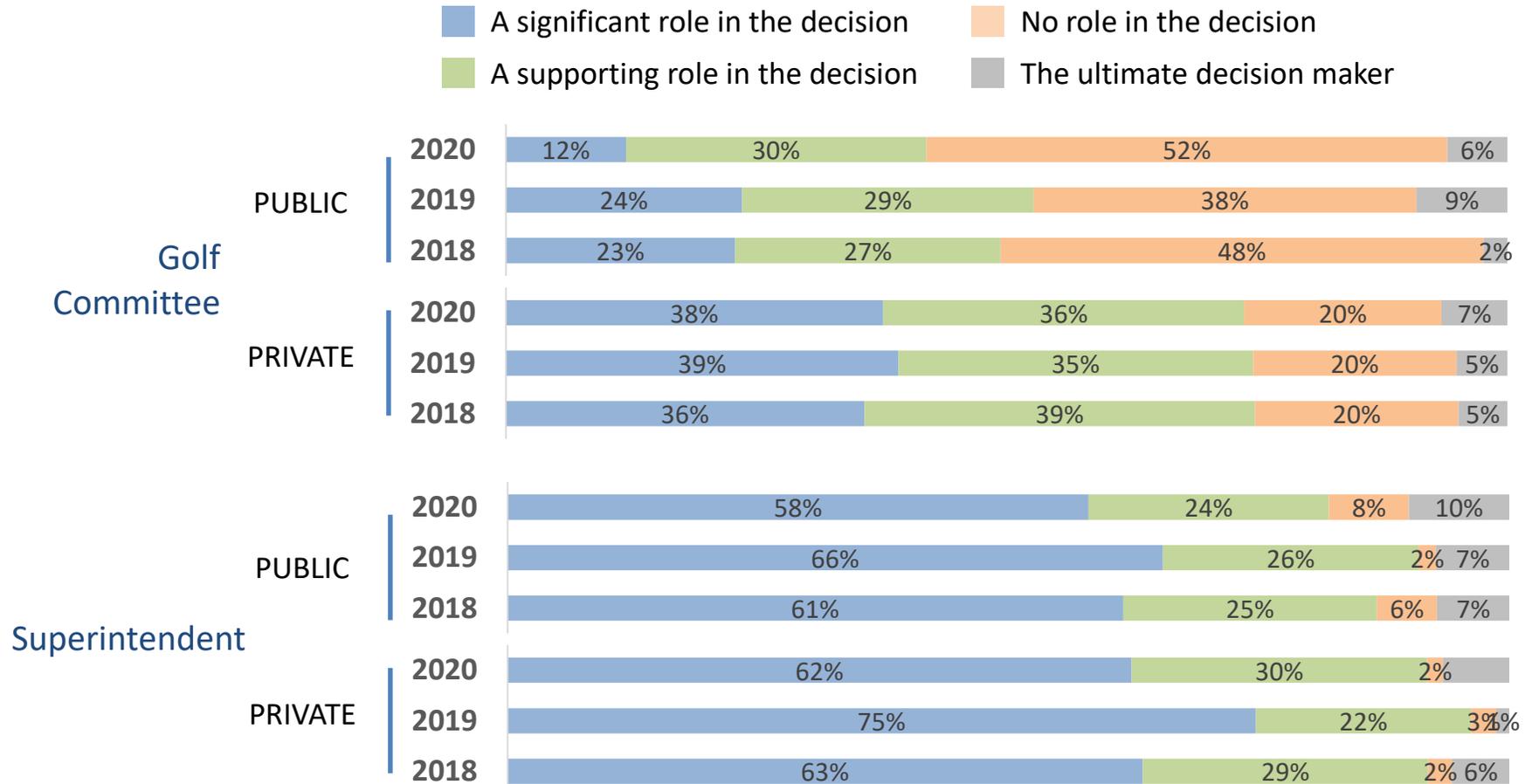
Q. Thinking about the needs of today's golfer/your customers or members, please rank the importance you perceive they would place on each of the following amenities or services.

GENERAL MANAGERS Top 3 Box Agreement	2020	2019	2018
A dedicated short game practice/learning area	68%	53%	48%
An enhanced practice range	64%	58%	45%
Additional tee box options that allow for a shorter golf course	46%	70%	40%
A newly designed, more modern and trendy bar area	32%	60%	33%
A state of the art fitness facility and gym	32%	40%	28%
A re-design of one or more holes on the golf course	32%	18%	23%
Additional, dedicated outdoor event space	23%	43%	40%



2020 ASGCA-SLRG Golf Facility Market Trend Watch

Who Plays the Key Decision Making Role For Golf Course Renovations?

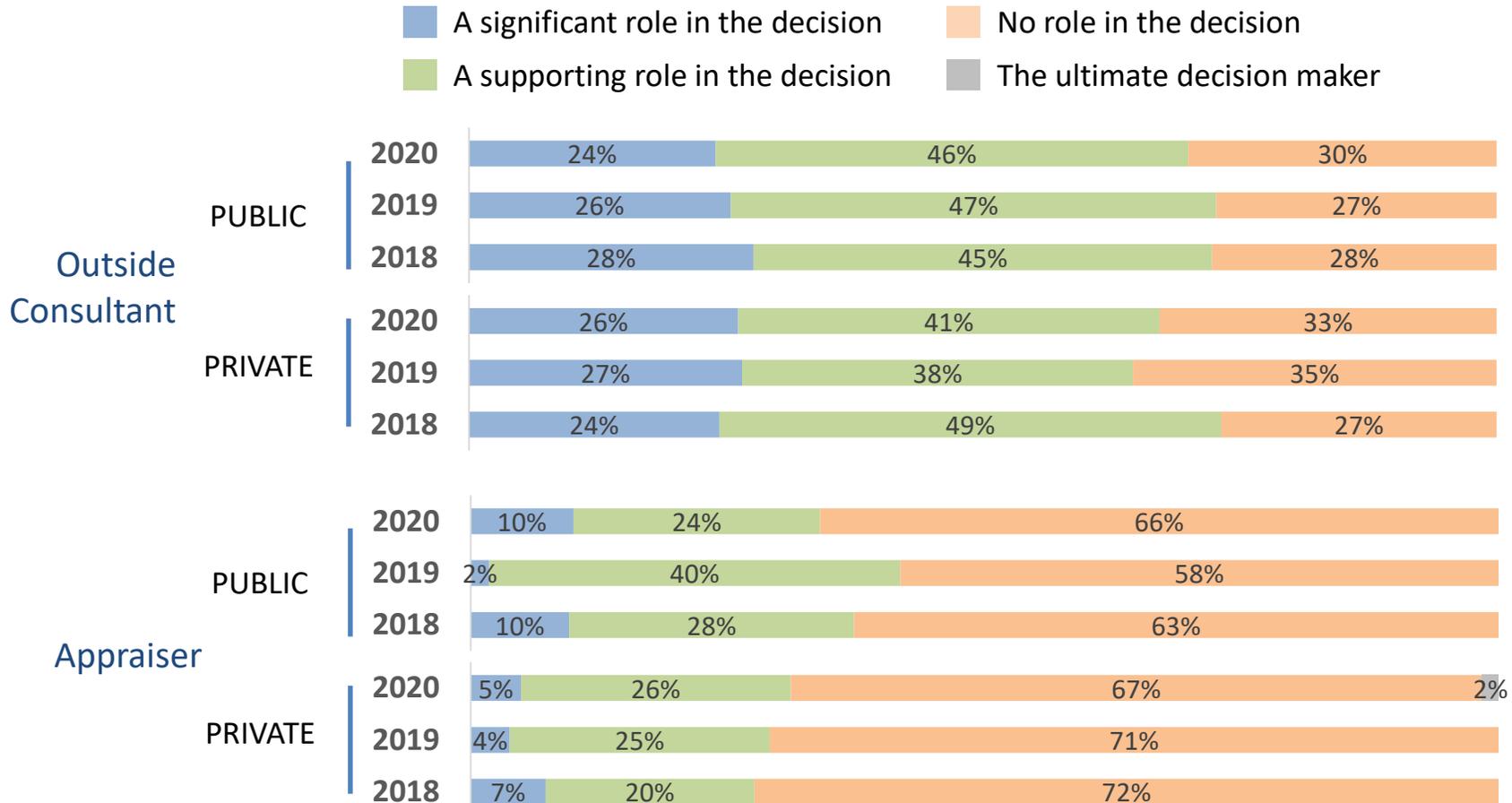


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2020 ASGCA-SLRG Golf Facility Market Trend Watch

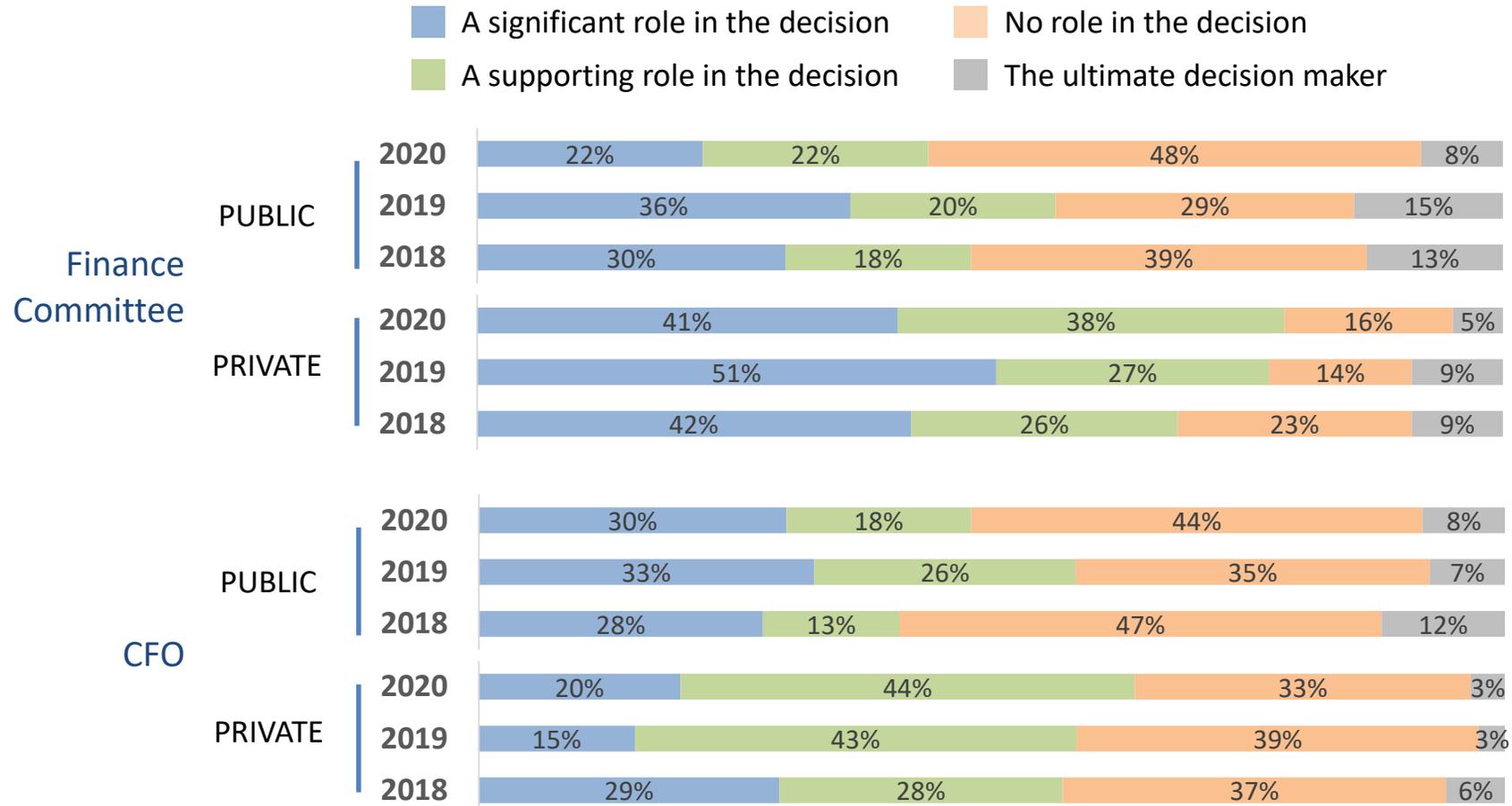
Who Plays the Key Decision Making Role For Golf Course Renovations?





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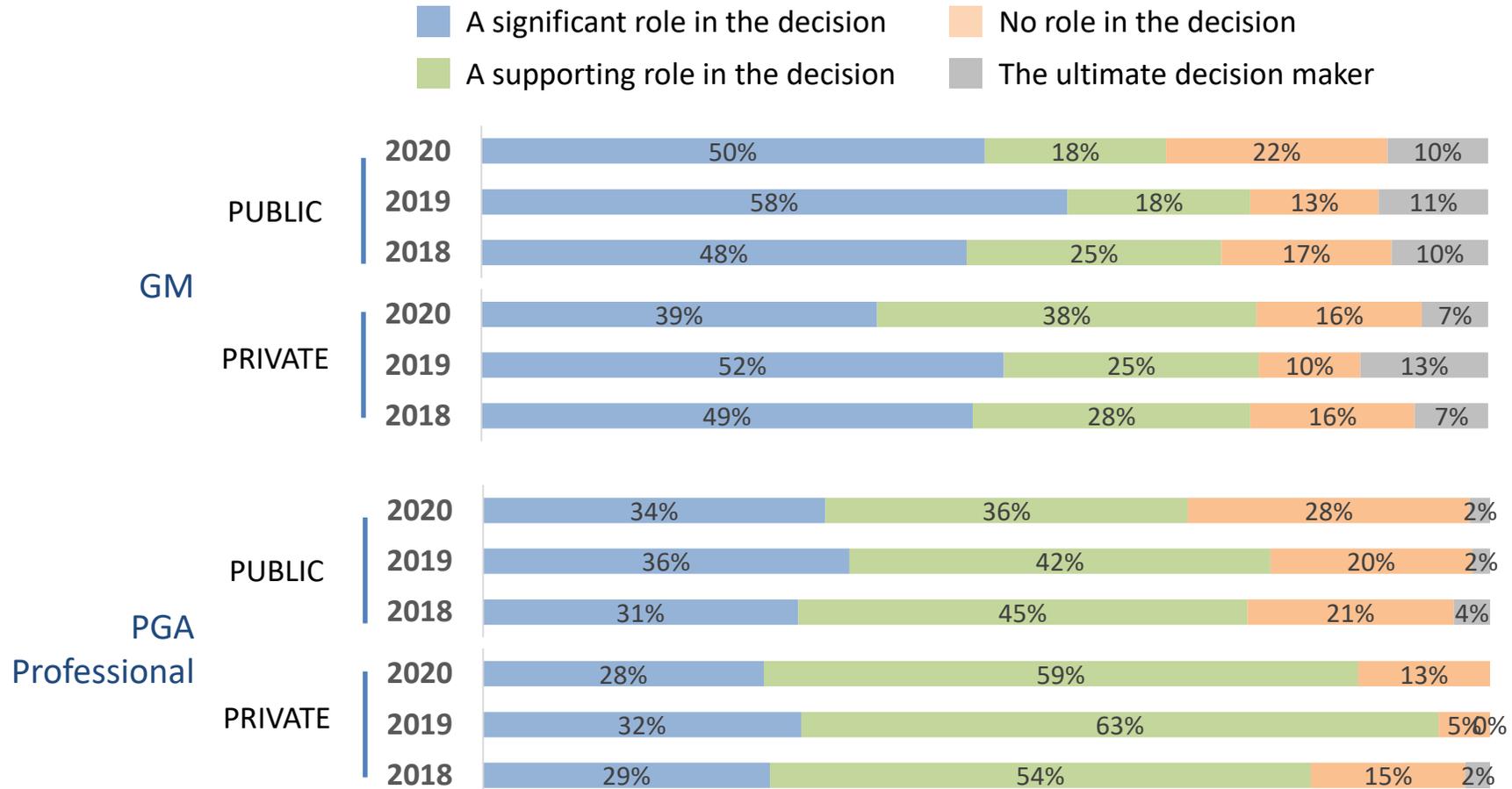


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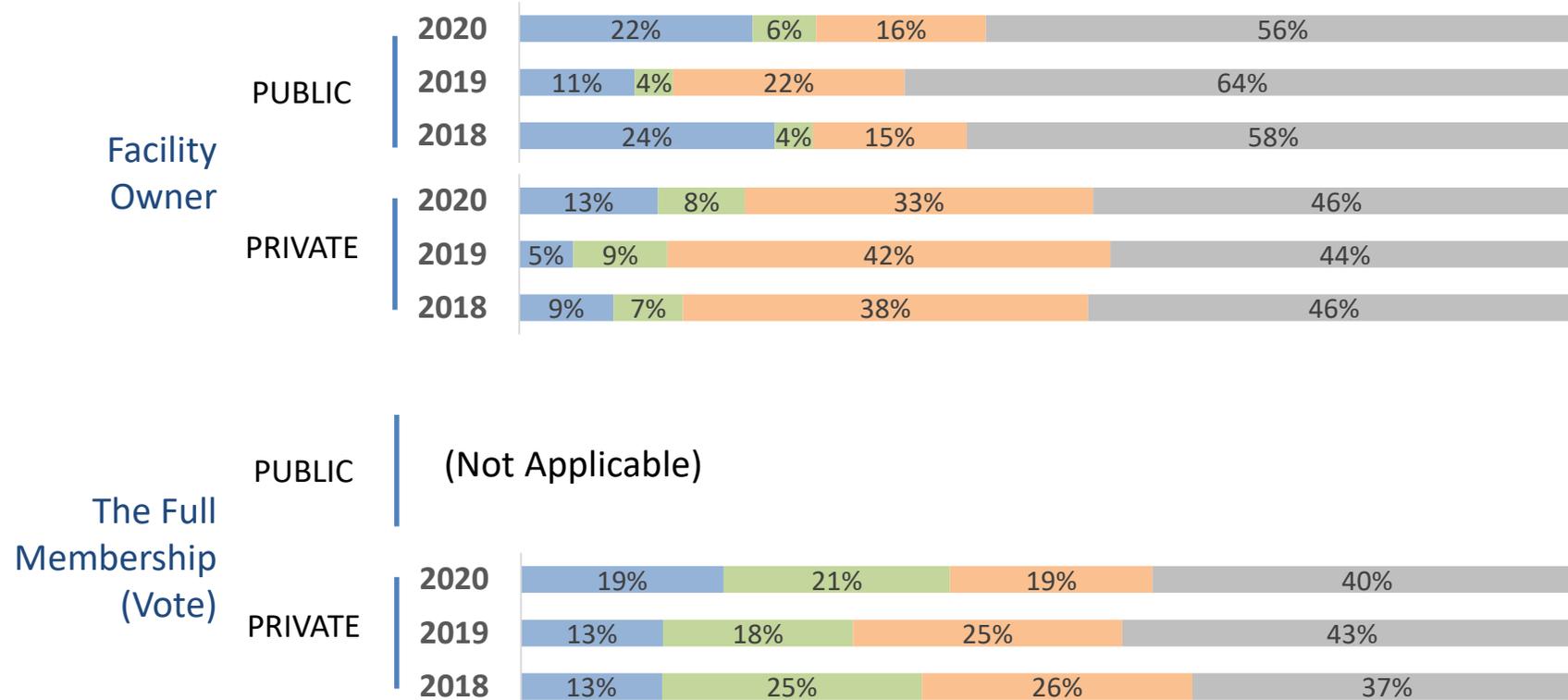
Note: No data label indicates <2%



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Who Plays the Key Decision Making Role For Golf Course Renovations?

■ A significant role in the decision ■ No role in the decision
■ A supporting role in the decision ■ The ultimate decision maker

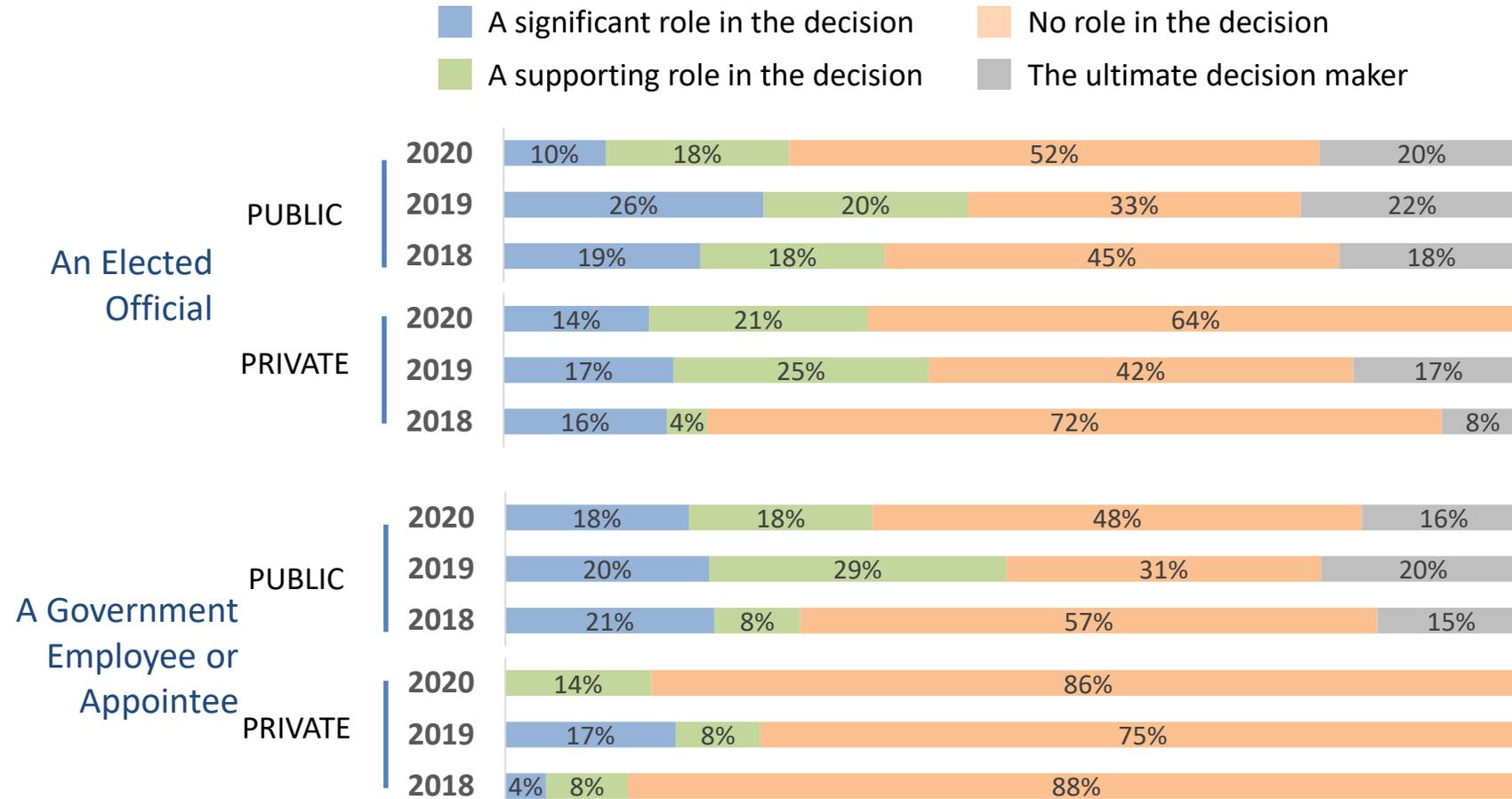


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Who Plays the Key Decision Making Role For Golf Course Renovations?



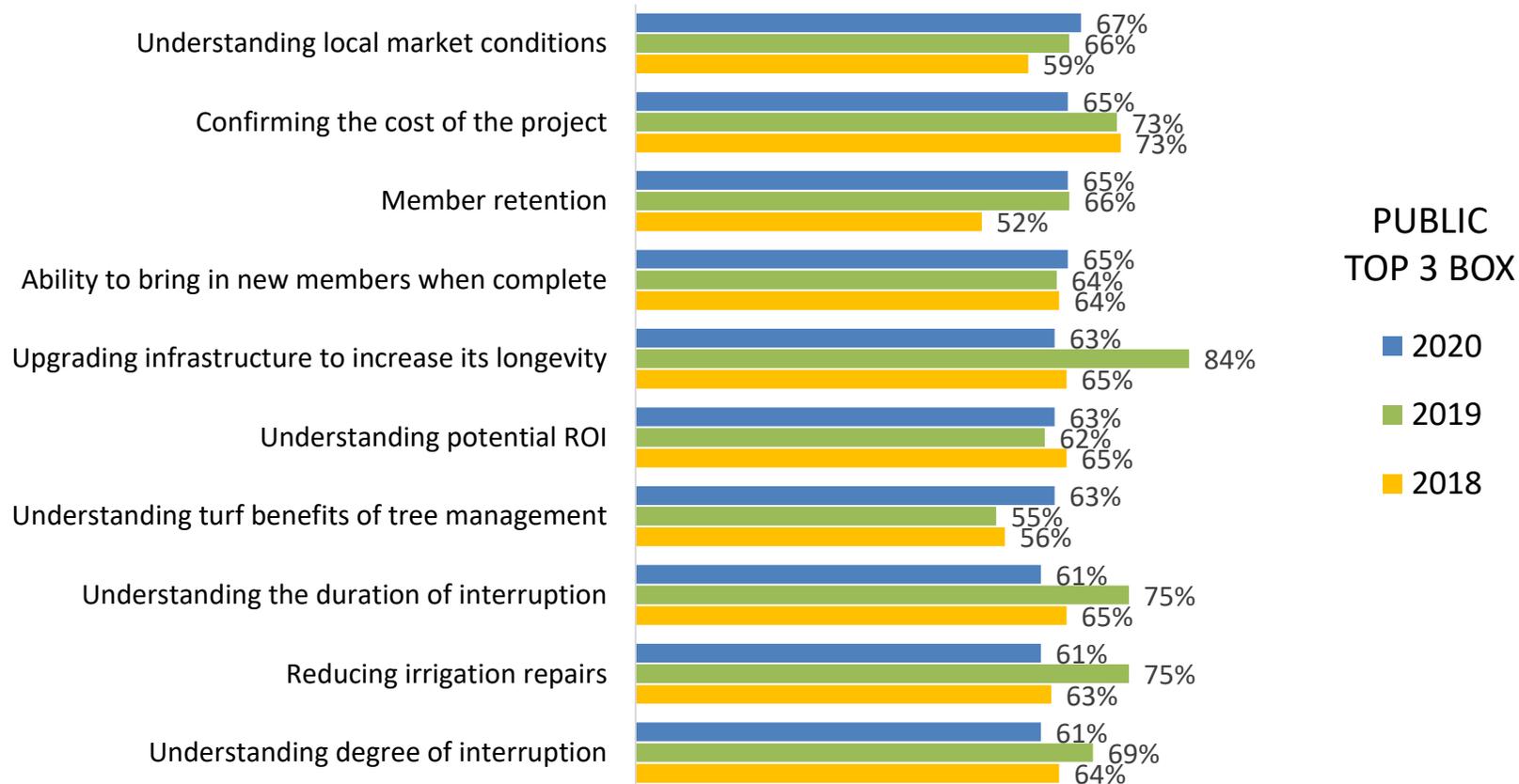
Note: No data label indicates <2%



2020 ASGCA-SLRG Golf Facility Market Trend Watch

Most Important Factors For Facility Management To Pull The Trigger For a Renovation Or Remodel

Q. Importance of each of the following factors for facility management, in pulling the trigger for a renovation/remodel of a golf course(s).

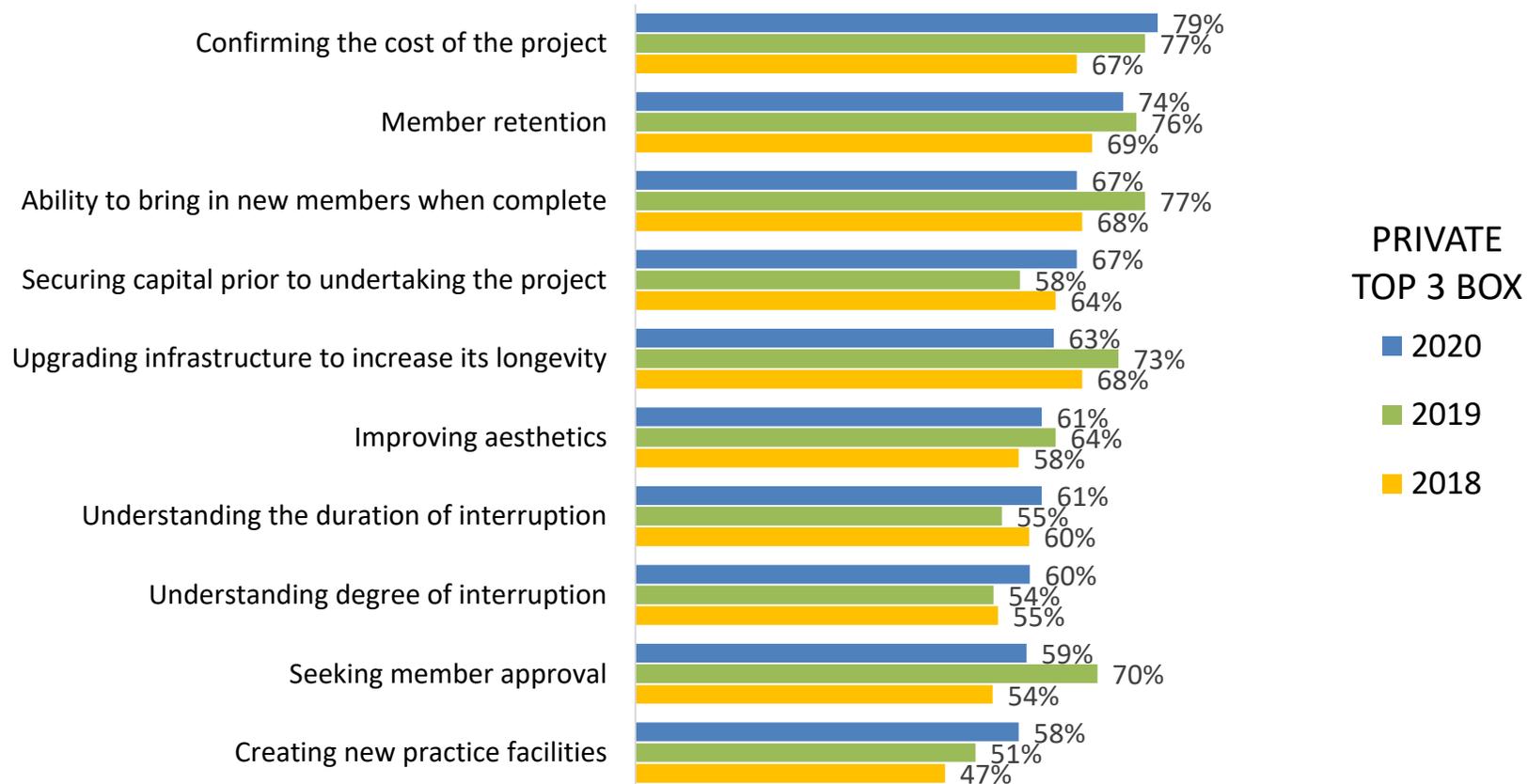




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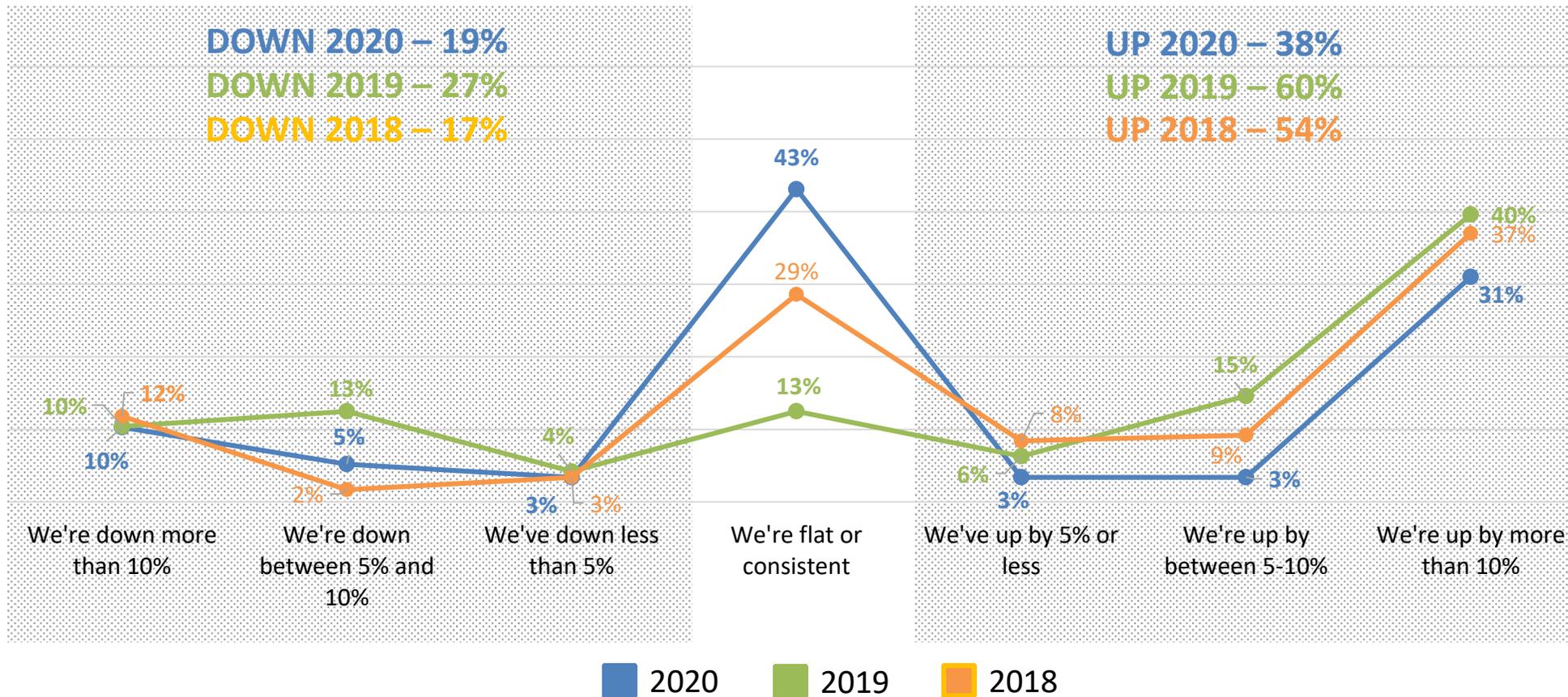




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Steady Revenues Among Golf Course Architects

Q. Which best describes the volume of renovation revenue that you've had, over the past 24 months?

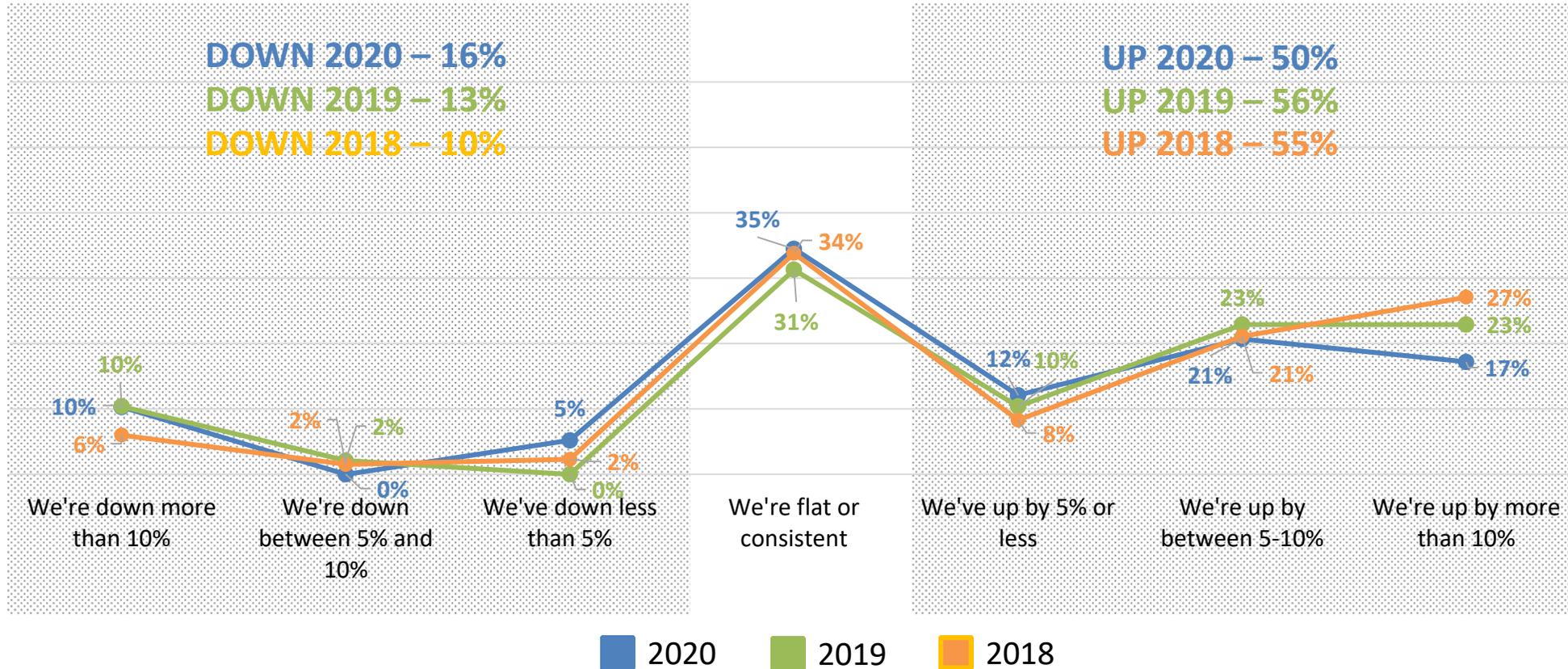




2020 ASGCA-SLRG Golf Facility Market Trend Watch

Expectations Similar to Past Surveys

Q. And which best describes your expected volume of renovation revenue over the next 24 months?

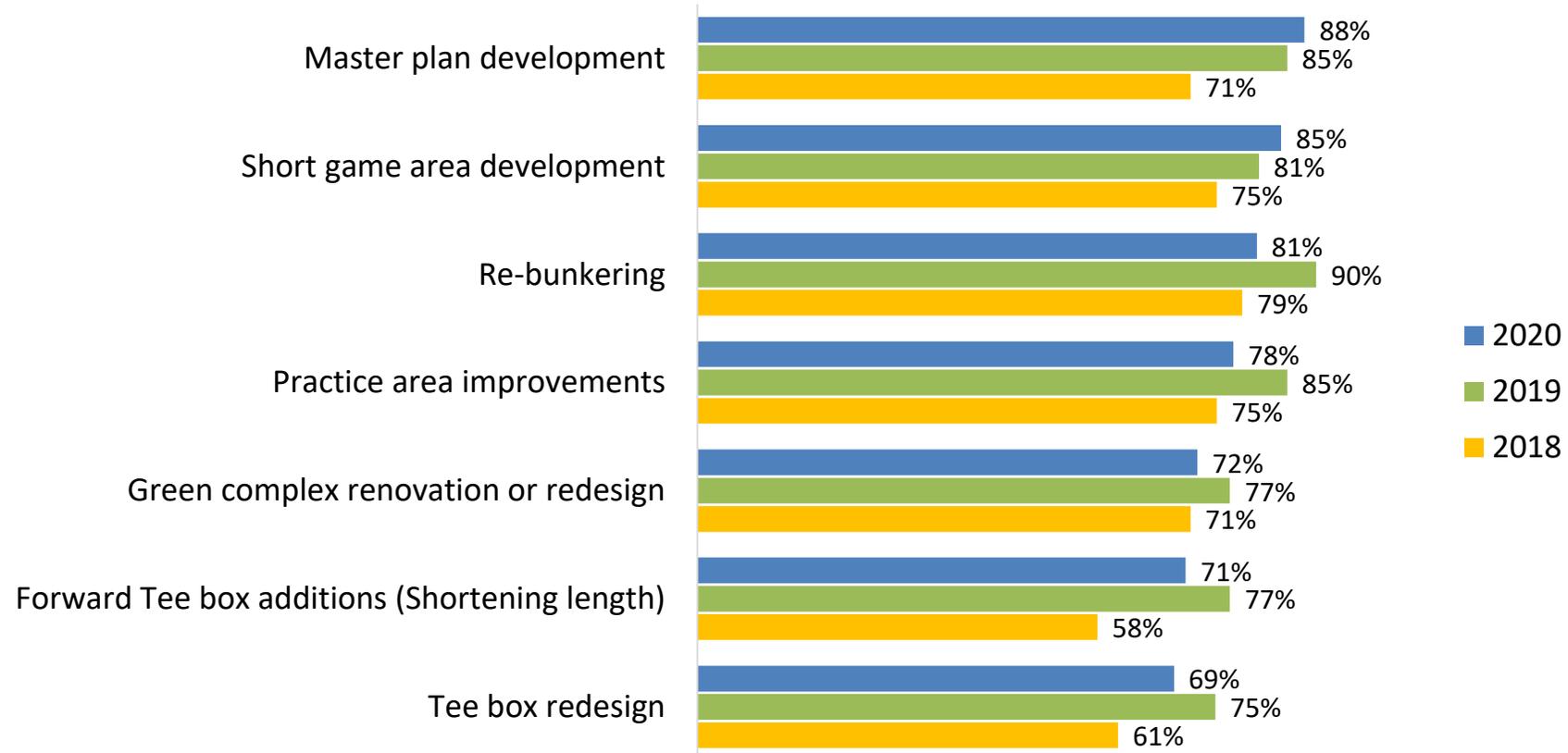




2020 ASGCA-SLRG Golf Facility Market Trend Watch

Master Plan Development Surpasses Re-Bunkering as the Most Prevalent Type of Project for Architects

Q. Please indicate which of the following you have been involved with over the past 24 months



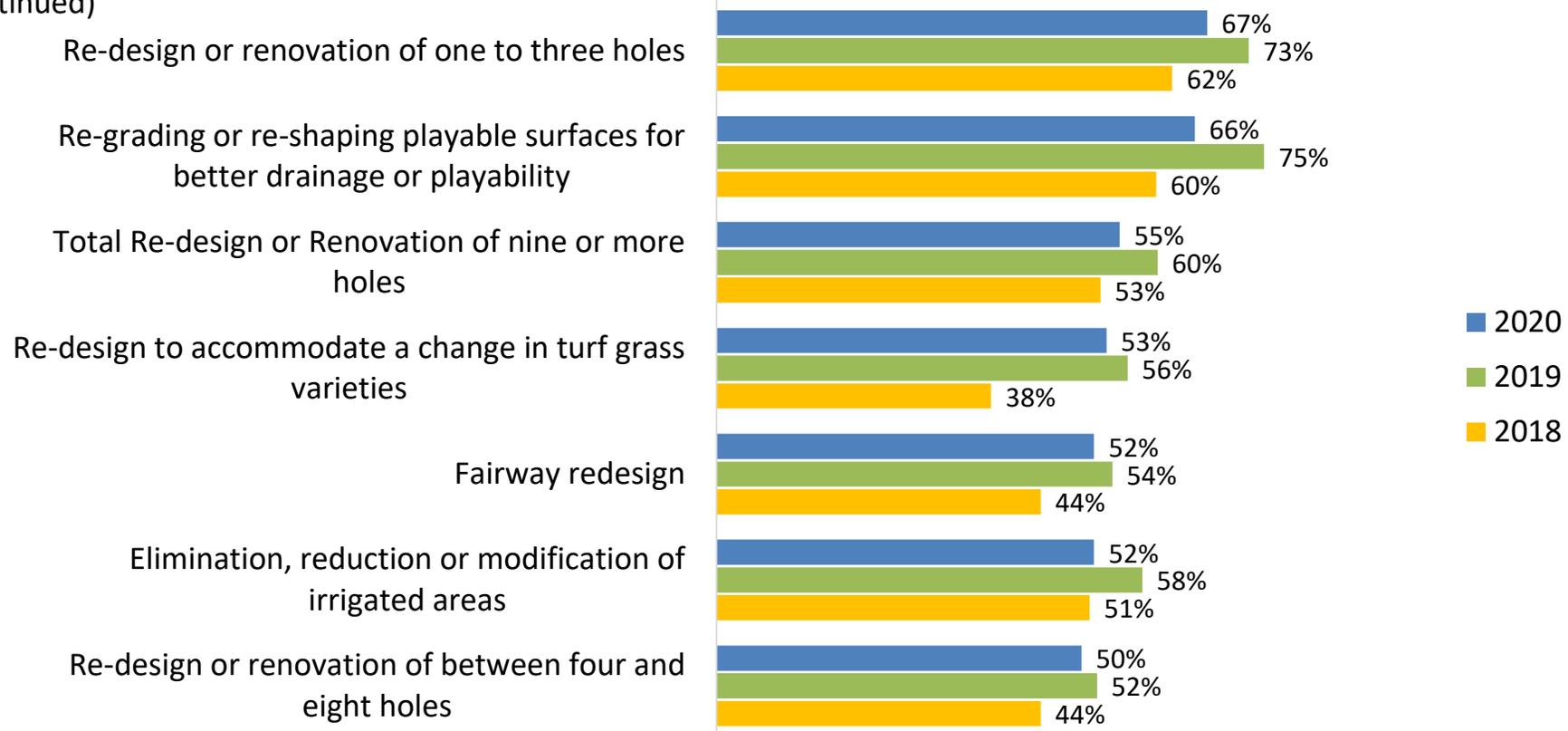


2020 ASGCA-SLRG Golf Facility Market Trend Watch

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Q. Please indicate which of the following you have been involved with over the past 24 months

(continued)



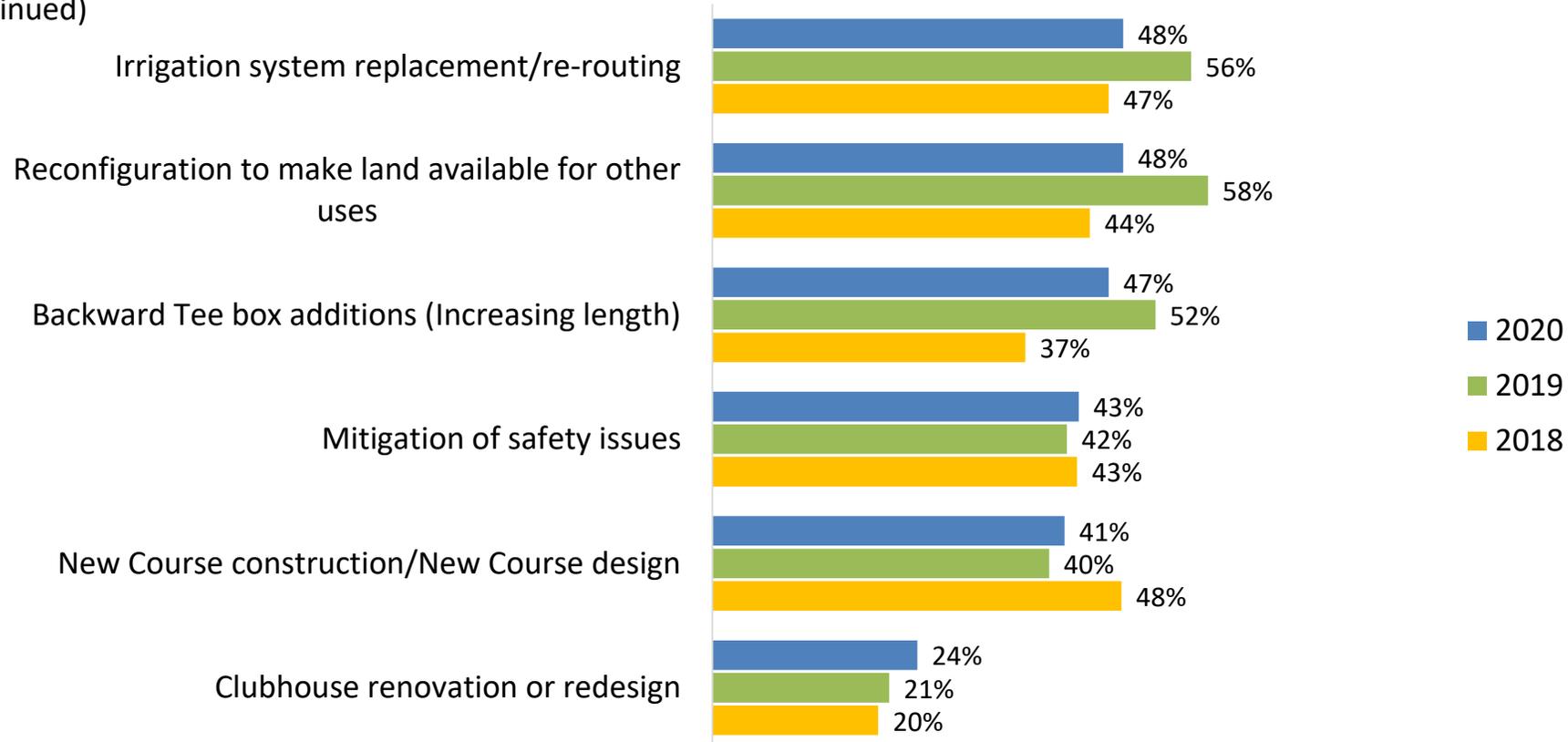


2020 ASGCA-SLRG Golf Facility Market Trend Watch

Master Plan Development Surpasses Re-Bunkering as the Most Prevalent Type of Project for Architects

Q. Please indicate which of the following you have been involved with over the past 24 months

(continued)





2020 ASGCA-SLRG Golf Facility Market Trend Watch

New Course Construction, Re-Designs and Master Planning are Now Greatest Revenue Drivers

Q. For each of these aspects of your business activity that you've engaged in over the past twenty-four months, please rank them according to the activity generating the greatest amount of project volume.

ARCHITECTS – RANKED #1 SUMMARY	2020	2019	2018
New Course construction/New Course design	17%	7%	13%
Total Re-design or Renovation of nine or more holes	12%	20%	8%
Master plan development	12%	17%	22%
Practice area improvements	10%	4%	6%
(T) Re-bunkering/Forward Tee box additions (Shortening length)	8%/8%	17%/11%	14%/5%



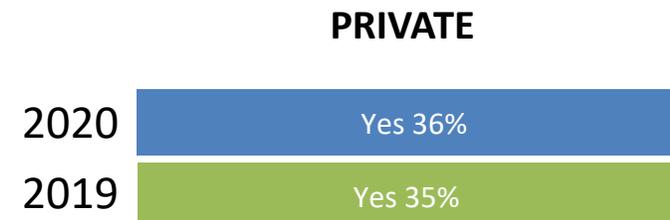
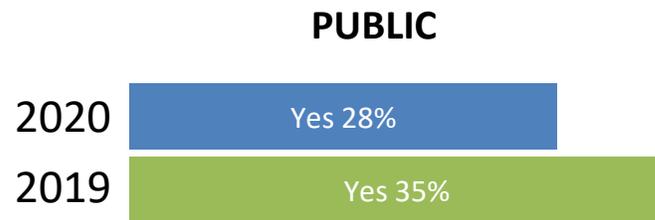


2020 ASGCA-SLRG Golf Facility Market Trend Watch

Two Thirds of Facility Respondents Do Not Have Any Non Essential or Artificial Water On the Golf Course

- Little interest in their removal to reduce water usage

Q. Does your golf facility have any non essential/artificial water on the golf course?



TOP 3 BOX 2020 – 0%

TOP 3 BOX 2019 – 5%

We are interested in exploring the removal of ponds, lakes and streams that are artificial, in an effort to reduce water usage at our facility

TOP 3 BOX 2020 – 5%

TOP 3 BOX 2019 – 6%

PUBLIC	2020	2019
Mean total acreage reported	142.2	131.3
Percent of total acreage irrigated	58.0%	65.2%

PRIVATE	2020	2019
Mean total acreage reported	113.9	119.0
Percent of total acreage irrigated	65.9%	66.2%