

University Park Recreation District  
Management Discussion & Analysis Report  
As of July 31, 2023

**Golf Operations**

“Two to a Cart” commenced on Tuesday, August 1<sup>st</sup>. We’d like to thank all of our members who have been supportive as there were no reported issues with 100% participation. “Thank you”.

**Racquets & Fitness**

Lee Salvino-Nakamura has been promoted to Racquets Director, Lance Martin has been hired as Head Pickleball Professional and Racquets League Coordinator, Ryan Hamning will continue his role as Head Tennis Professional, and Colleen Burke has been hired as Racquets & Fitness Coordinator. Please Join me in congratulating Lee on her well-deserved promotion and welcoming both Lance and Colleen to the University Park Country Club Family!

Sue Marillier continues in her role as the Fitness Program Manager. Additional staffing announcements related to the Fitness Program are forthcoming.

**Dining Operations**

We have confirmed the closure of The Park Grille & Café from Tuesday, September 5<sup>th</sup> through Monday, September 11<sup>th</sup>. During this week closure, which is fairly standard in the Club industry, we will focus on a number of initiatives including:

- Acoustics Installation (walls)
- Floor to Ceiling Cleaning
  - Including kitchen and dining rooms
- General Maintenance
  - Painting touch-ups
- Café Punch List Items

**Member Events**

Our events calendar is on the quieter side now in the heat of the summer. We continue to host sold out Bingo and Trivia once a month and have occasional F&B Theme Nights.

Plans are underway for a successful Labor Day with Golf, Racquets and our annual BBQ!

We continue building the 2023/2024 Season calendar. Current plans assume we will move Bingo/Trivia to Tuesday nights and add a 3<sup>rd</sup> night of ala carte dining on Thursday. Theme Nights will largely be focused to Wednesday nights. Live Entertainment will be planned for Thursday (Café) and Friday (Varsity Club—TGIF). We continue to fill out the calendar with events within and outside of UPCC with plans to unveil the “Season at a Glance” in the Fall.

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**Membership**

		Full	Racquet s	Social	Soc / Res - Cmty Reord	Jr. Exec.	Change in Annual Mbrs	Trial Full	Trial Rac/Fit	Trial Fit/Soc	Trial Social	Sum Golf	Sum Tennis
2022 Totals		386	125	241	521	2	1275	27	2	6	4	0	0
Jan 2023		2	1	-2	3		4	14	1		0		
Feb 2023		5		0	3		8	5	-1	-2	3		
March 2023		5	-2	1	-1		3	-24	1	-3	-4		
April 2023		-1	-3	-1	3		-2	-14	-3	-1	2	108	18
May 2023		1			2		3	-7			0	15	7
June 2023		-2		2	1		1	-1			0	10	3
	7/18	1	1		0		2				-1		
<b>NEW</b>	7/28				-2		-2					-1	
<b>Total Members</b>		<b>397</b>	<b>122</b>	<b>241</b>	<b>530</b>	<b>2</b>	<b>1292</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>132</b>	<b>28</b>
<b>Add SAP</b>		<b>96</b>	<b>31</b>				<b>127</b>						
<b>Add AFP</b>		<b>17</b>	<b>1</b>	<b>29</b>	<b>93</b>		<b>140</b>						
<b>Add Range</b>			<b>15</b>	<b>21</b>	<b>28</b>		<b>64</b>						
<b>Add Twi Ten</b>				<b>18</b>	<b>1</b>		<b>19</b>						
<b>Add Pickleball</b>				<b>4</b>	<b>37</b>		<b>41</b>						

\*147 grandfathered non-members

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**Statements of Operations (as of June 30, 2023):**

<b>UNIVERSITY PARK COUNTRY CLUB &amp; RD</b>				
<b>NINE MONTHS ENDING JUNE 30, 2023</b>				
<i>(in thousands)</i>				
<b>SUMMARY STATEMENT OF OPERATIONS</b>				
Description	<b>FY2023</b>	<b>FY2023</b>	<b>FY2023</b>	
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>YTD Variance</b>	
<b>REVENUE:</b>				
MEMBERSHIP DUES	\$ 3,797	\$ 3,704	\$ 93	
GOLF OPERATIONS	3,381	2,918	463	(a)
TENNIS & FITNESS CENTRE	109	76	33	
DINING OPERATIOINS	2,253	2,017	236	(b)
OTHER INCOME	23	24	(1)	
<b>TOTAL REVENUE</b>	<b>\$ 9,564</b>	<b>\$ 8,739</b>	<b>\$ 825</b>	
<b>EXPENSES:</b>				
GOLF OPERATIONS	\$ 1,230	\$ 1,217	\$ 13	
TENNIS & FITNESS CENTRE	375	353	22	
DINING OPERATIONS	3,124	2,540	584	(b)
GOLF COURSE MAINTENANCE	2,261	2,293	(32)	
GENERAL & ADMIN	1,459	1,448	11	
<b>TOTAL DIRECT EXPENSES</b>	<b>\$ 8,450</b>	<b>\$ 7,852</b>	<b>\$ 598</b>	
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ 1,114</b>	<b>\$ 887</b>	<b>\$ 227</b>	
<b>CAPITAL ALLOCATION:</b>				
INITIATION FEES & OTHER	\$ 560	\$ 448	112	
OUTSIDE GOLF -CAPITAL ALLOCATION	238	169	69	
CAPITAL DUES	149	147	1	
<b>TOTAL CAPITAL ALLOCATION</b>	<b>\$ 947</b>	<b>\$ 764</b>	<b>\$ 183</b>	

(a) \$463k favorable to budget due to 3,974 more rounds than budgeted and increased public rates.

(b) \$236k favorable to budget due to overall increased capacity for a la carte dining and member events and slight menu pricing to combat continued inflation.

\$584k unfavorable to budget primarily due to higher COGS (variable with revenue + real cost increases) and labor increases (OT wages due to club activity).

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**Revenue Flash Report (as of July 31, 2023):**

<i>(in thousands)</i>	July			YTD		
	Actual	Budget	Variance	Actual	Budget	Variance
MEMBERSHIP DUES	\$ 395	\$ 376	\$ 18	\$ 4,192	\$ 4,080	\$ 111
GOLF OPERATIONS	213	209	5	3,594	3,126	468 (a)
TENNIS & FITNESS CENTRE	8	7	2	118	83	35
DINING OPERATIONS	172	124	48	2,425	2,140	284
OTHER INCOME	1	1	(0)	24	26	(1)
<b>TOTAL OPERATING REVENUE:</b>	<b>\$ 789</b>	<b>\$ 716</b>	<b>\$ 73</b>	<b>\$ 10,353</b>	<b>\$ 9,456</b>	<b>\$ 898</b>
<b>CAPITAL ALLOCATION:</b>						
INITIATION FEES & OTHER	\$ 17	\$ 20	\$ (3)	\$ 577	\$ 468	\$ 109
OUTSIDE GOLF -CAPITAL ALLOCATION	11	19	(7)	249	188	62
CAPITAL DUES	25	25	1	174	172	2
<b>TOTAL CAPITAL ALLOCATION:</b>	<b>\$ 53</b>	<b>\$ 63</b>	<b>\$ (10)</b>	<b>\$ 1,000</b>	<b>\$ 827</b>	<b>\$ 173</b>
<b>TOTAL REVENUE:</b>	<b>\$ 843</b>	<b>\$ 780</b>	<b>\$ 63</b>	<b>\$ 11,353</b>	<b>\$ 10,283</b>	<b>\$ 1,071</b>

(a) 468k over Budget YTD due to pricing and more outside rounds than budgeted, as outlined below:

**Rounds of Golf (as of July 31, 2023):**

	July			YTD		
	Actual	Budget	Variance	Actual	Budget	Variance
Member Rounds	3,596	2,350	1,246	44,686	41,215	3,471
Outside Rounds	1,820	2,670	(850)	30,369	29,470	899
	5,416	5,020	396	75,055	70,685	4,370

**Rounds of Golf (as of July 31, 2022):**

	Actual	Budget	Variance	Actual	Budget	Variance
Member Rounds	3,352	2,240	1,112	43,399	39,015	4,384
Outside Rounds	1,926	2,670	(744)	34,366	30,904	3,462
	5,278	4,910	368	77,765	69,919	7,846