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The committee meeting of the **Strategic Planning Committee of the University Park Recreation District** will be held on **Wednesday, February 11th at 3:00 pm** at the Business Offices located at 8301 The Park Boulevard, University Park, FL 34201 and or virtually.

Meeting ID: 873 9095 1556 **Passcode:** 765455

Join meeting via Zoom:

<https://us02web.zoom.us/j/87390951556?pwd=8vthWiardxANmhNnXQevsA35GKZVGr.1>

One tap mobile

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Join instructions

https://us02web.zoom.us/join/87390951556/invitations?signature=04vIWrvJH1OH7UfeWWfXAuGnQ7Go2KpvPe_gSzKcMas

Strategic Planning Committee Meeting Agenda

Organizational Matters

- Call to Order
- Roll Call to Confirm Quorum
- Public Comment Period

(For any members of the public desiring to speak on any proposition before the Committee)

Business Matters

1. Consultant RFP Update

- *Presenter: John Fetsick*
 - Status update following approval and advertisement
 - Next steps as submissions are received

2. Collaboration with UPCA

- *Presenter: John Fetsick*
 - Participation in UPRD strategic planning meetings
 - Updates at HOA Chair Council meetings
 - Engagement of neighborhood chairs

3. Joint Communications Project: UPRD, UPCA & PBM

- *Presenter: Ronni Loundy*
 - Update on Development of joint communication materials
 - Clarification of roles, responsibilities, and benefits

4. Membership Demographics & Strategy

- *Presenter: Jim Freedman*
 - Data gathering related to aging membership and demographic trends
 - Strategies to address membership participation and structure
 - Discuss Committee Input Summary

5. Online Feedback System

- *Presenter: John Fetsick*
 - Overview of potential software solutions
 - Discuss proposed approach and next steps

6. Low-Cost Amenities for Social Members

- *Presenter: Jim Freedman*
 - Discussion of potential amenities appealing to social members
 - Examples include bocce ball, cornhole, and horseshoes

Next Meeting Scheduled

Date	Meeting Type	Time	Location	Note
March 11, 2026	Strategic Planning Committee Meeting	3:00 pm	Business Offices	In person or by Zoom

Strategic Planning Committee Member Requests & Public Comments

Adjournment

**Committee Input Summary:
Membership Demographics and Strategy – Conceptual
Discussion**

Conceptual Discussion Summary

(Committee input received from Jim Freedman and Ken Schreder as of 02/04/2026)

This document reflects initial committee input received to date and is intended to support a conceptual discussion regarding membership demographics and long-term strategy. Additional committee input is anticipated and will be incorporated into a revised agenda packet.

At the direction of the Recreation District Board, the Strategic Planning Committee has begun a conceptual review of golf membership structure, with a particular focus on long-term sustainability and potential future revenue risks related to demographic shifts.

Current Context

- Full Golf Membership is currently **near the cap of 450**, indicating a generally healthy position.
- Favorable January weather and strong public play have helped maintain full tee sheets.
- As such, **no immediate corrective action is required**. This discussion is intended as **forward-looking “food for thought”** rather than a response to a current shortfall.

Board-Level Considerations Driving the Discussion

The Board raised several strategic questions for committee consideration:

- Whether an **aging membership population** could create a future decline in full golf memberships as members “age out.”
- Recent home sales data suggests a **shift in buyer demographics**:
 - Of 45 homes sold in 2025, only 7 new owners opted for full golf memberships.
 - Average age of sellers was approximately 81; average age of buyers was approximately 61.
 - These cohorts may have different lifestyle priorities and golf participation patterns.
- The current **450-member cap** exists to protect pace of play and member experience, but:
 - Golf usage varies significantly among members (9 vs. 18 holes, frequency of play, seasonal vs. year-round, morning vs. afternoon).
 - Property ownership alone enables eligibility, making the cap potentially **more arbitrary than functional**.

Additionally, the Board noted that **membership dues provide a more predictable revenue stream** than public play, which is weather- and availability-dependent.

Membership Concepts Raised for Discussion

The following ideas have been floated strictly as **discussion concepts**, not proposals:

Resident-Focused Concepts

1. Senior Golf Membership

- For long-tenured resident members (e.g., 10+ years).
- Potentially oriented toward 9-hole play at a reduced rate.
- Could include age thresholds (e.g., 80+), tenure priority, and caps to limit revenue impact.

2. Seasonal (Winter) Resident Membership

- For snowbird residents.
- Structured similarly to existing summer memberships, at a reduced rate.

3. Resident Last-Minute / Same-Day Play

- Deeply discounted access to unused tee times.
- Intended to monetize otherwise unused capacity without impacting peak demand.

4. Afternoon-Only Resident Membership

- Access restricted to later tee times to preserve prime morning availability.

Additional Concepts (Proposed by Ken)

5. Capped Senior Membership Category

- Reduced dues (e.g., percentage of full membership).
- Possible limits on in-season rounds, with guest-fee options for additional play.
- Retains full access to other club amenities.

6. Intermediate / Younger Golf Membership

- Designed to attract a younger demographic (age threshold TBD).
- Reduced initiation and dues relative to non-resident full membership.
- Intended to:
 - Seed future long-term membership
 - Build competitive golf culture
 - Generate initiation revenue and guest play
 - Introduce potential future homeowners to the community
- Would require consideration of caps and interaction with the 450-member limit.

Any resident converting into a full membership category would still be expected to pay the **full resident initiation fee**, potentially strengthening capital reserves.

Both contributors emphasized that **assumptions must be validated with data**, including:

1. Demographics of current full golf members:
 - Age, tenure, rounds played, 9 vs. 18 holes
 - Seasonal vs. year-round
 - Time-of-day preferences
2. Demographics of recent home buyers (past 3 years):
 - Age, employment status, residency pattern
 - Golf participation and reasons for not joining
 - Likelihood of future membership
3. Number and behavior of resident golfers who are not full members:
 - Frequency of play
 - Barriers to membership
4. Tee sheet utilization by time of day and month:
 - Identification of unused capacity without pace-of-play impact
5. Market comparison:
 - Area club dues, initiation fees, cart/trail fees, and green fees

There is shared agreement that the perceived “cliff” of aging members should not be assumed without data.