



FEASIBILITY STUDY

NEW CLUBHOUSE AT JEFFERSONVILLE GOLF CLUB



**PRESENTATION TO THE BOARD
OF COMMISSIONERS
7/13/2021**

URBAN PARTNERS

PROJECT BACKGROUND



Golf Club is public (owned by West Norriton Township); opened in 1931



Existing facility offers both restaurant and onsite catering



Township is looking to replace Banquet Hall with new, modern facility to host multiple events



Designs completed for new 12,950 SF facility



Township received RACP grant in late 2020; this study is part of Business Plan



Study examines markets for new Clubhouse uses and economic feasibility of 3 operating scenarios



STUDY CONTENTS

Events Use Market

Restaurant Market

Financial Feasibility

EVENTS USE MARKET



Weddings



Parties and Other
Complementary Events



Corporate Events



Golf Outings

EVENTS USE MARKET



Competitive Venues in Region

- Existing golf and country clubs
- Montgomery, Chester, and Delaware Counties
- Within approximately 15 miles of Jeffersonville Golf Club
- All have on-site restaurant or commercial kitchens for use by caterer
- Some public; most private
- Market supply, demand, and pricing examined for each
- Rates are all-inclusive (food and beverage) and per-person

EVENTS USE MARKET

Sample Competitive Venues

Name	Location	Distance in Miles
The 1912 Club	Plymouth Meeting	4
Phoenixville Country Club	Phoenixville	6
Bluestone Country Club	Blue Bell	7
Green Valley Country Club	Lafayette Hill	7
Philadelphia Country Club	Gladwyne	7
Overbrook Golf Club	Villanova	8
Spring Ford Country Club	Royersford	9
Old York Road Country Club	Ambler	10
Landis Creek Golf Club	Limerick	10
Paxon Hollow Country Club	Media	12
PineCrest Country Club	Lansdale	12
McCall Golf Club	Upper Darby	13
Brookside Country Club	Pottstown	15
Springfield Country Club	Springfield	15

EVENTS USE MARKET



Weddings

- Most venues host between 200 and 250 guests
- Rates highest during peak season (May/June and September/October) and Saturday nights
- Most common rates: \$110 - \$150 range
- Ceremony fees: \$500 to \$1,000
- Dates Booked (2019): 36 to 48 Sat., 15 to 42 Fri., 12 to 38 Sun.

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Parties and Other Events

- Typically held on weekends/Friday nights
- Rates range from \$25 for day event to \$50 for evening
- Some charge \$100 to \$350 for venue
- 50 to 60 events booked in 2019 of those that reported

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Corporate Events

- Rates range from \$25 to \$50, up to \$75
- Most charge \$200 to \$500 for venue
- 30 to 120 events booked in 2019 of those that reported

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Golf Outings

- Typically held on weekdays
- Fees range mostly from \$100 to \$200 including golf
- 12 to 18 outings booked in 2019 of those that reported

EVENTS USE MARKET



Jeffersonville Golf Club Banquet Hall

- Operated by Amedeo's Catering – both restaurant and on-site catering
- Wedding buffet starts at \$60 per person; bar package for an additional \$20-\$25
- Additional rental fee for space if not using Amedeo's: \$700 to \$1,400 (weekday or Saturday)
- Parties and special events: \$22-\$28
- Additional rental fee for space if not using Amedeo's: \$700 to \$1,400 (weekday or Saturday)
- Events Booked (2019)
 - 3 weddings
 - 24 charity events
 - 28 parties and special events
 - 67 golf outings

EVENTS USE MARKET

Market Potential



Weddings

- Peak season: \$115-\$145 Saturdays; \$110-\$140 Fridays/Sundays
- Off-season: \$100-\$130 Saturdays.; \$95-\$125 Fridays/Sundays
- Ceremony fee: \$500
- Bookings per year: 36 Saturdays; 22 Fridays; 14 Sundays

Parties and Other Events

- Day event: \$25
- Evening event: \$50
- Fee for space: \$200
- Bookings per year: 50

Corporate Events

- Day event: \$30
- Evening event: \$60
- Fee for space: \$250
- Bookings per year: 50

Golf Outings

- Event: \$50-\$80 plus golf fees
- Bookings per year: 70



STUDY CONTENTS

Events Use Market

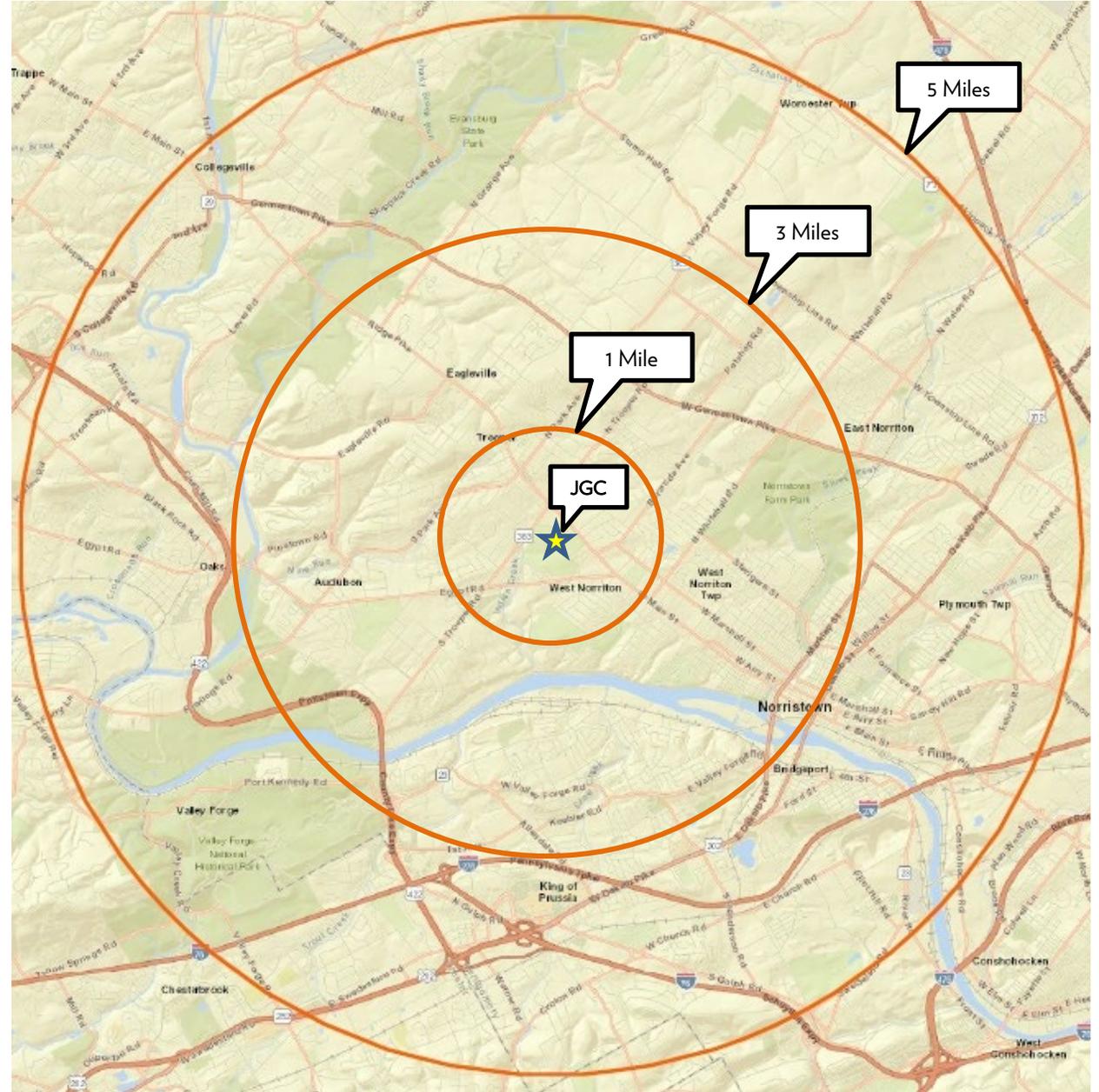
Restaurant Market

Financial Feasibility

RESTAURANT MARKET



Trade Area



RESTAURANT MARKET

	Trade Area 1-Mile			Trade Area 3-Mile			Trade Area 5-Mile		
	2020 Demand (Consumer Expenditures)	2020 Supply (Retail Sales)	Gap/ Surplus	2020 Demand (Consumer Expenditures)	2020 Supply (Retail Sales)	Gap/ Surplus	2020 Demand (Consumer Expenditures)	2020 Supply (Retail Sales)	Gap/ Surplus
	Full-Service Restaurants 72511	6,656,428	16,743,936	10,087,508	73,040,011	68,989,311	4,050,700	165,503,784	208,569,810

RESTAURANT MARKET

Market Potential



3-Mile Trade Area

- Opportunity for additional full-service dining options
- Could serve trade area residents and attract consumers from beyond
- \$4 million surplus could support 11,500 SF of additional restaurants
- A new restaurant at JCG would continue to serve golfers
- Also, potential to capture additional full-service restaurant demand



STUDY CONTENTS

Events Use Market

Restaurant Market

Financial Feasibility

FINANCIAL FEASIBILITY

Food and Beverage Operations Revenue

Type	Number	Average Number of Guests	Average Revenue/Guest	Gross Revenue
Weddings	72	120	\$125.00	\$1,080,000
Corporate Events	50	40	\$60.00	\$130,000
Golf Outings	70	64	\$65.00	\$290,000
Other Events	50	40	\$40.00	\$90,000
Gross Group Event Revenue	242			\$1,590,000

Type	Number	Average Revenue/Guest	Gross Revenue
Golfer Food & Beverage Support	48,000	\$6.00	\$290,000
Other Restaurant Lunch	4,600	\$13.00	\$60,000
Restaurant Dinner	20,800	\$26.00	\$540,000
Gross Restaurant/Golfer Support Revenue			\$890,000

FINANCIAL FEASIBILITY

Model 1: Food Service Operation by Township



Management

- Director of Food Services
- Restaurant Manager
- Assistant Restaurant Managers—Part-time/Seasonal
- Events Coordinator
- Events Food Manager

Restaurant Labor

- Head Chef
- Restaurant/Grill Cooks—Part-Time/Seasonal
- Restaurant Kitchen Staff—Part-Time
- Wait Staff/Bartenders—Full- & Part-Time

Events Labor

- Catering Chef
- Events Cooks/Kitchen Staff—Part-Time
- Events Wait Staff/Bartenders—Part-Time

FINANCIAL FEASIBILITY

Model 1: Food Service Operation by Township



Gross Income	\$2,480,000
Expenses	
Management & Administration	
Management (5.0 FTE)	\$245,000
Fringe Benefits	\$115,000
Accounting, Legal, Audit	\$20,000
Restaurant	
Cost of Sales (Food/Liquor)	\$270,000
Labor (other than management, 6.7 FTE)	\$220,000
Fringe Benefits	\$80,000
Marketing	\$30,000
Event Space	
Cost of Sales (Food/Liquor)	\$435,000
Supplies	\$35,000
Labor (other than management, 10.2 FTE)	\$340,000
Fringe Benefits	\$110,000
Promotion/Marketing	\$80,000
Post-Event Clean-Up	\$50,000
Facility	
Insurance	\$40,000
Utilities	\$50,000
Security	\$3,000
Common Area Cleaning	\$22,000
HVAC Maintenance	\$15,000
Trash Hauling	\$15,000
Landscaping	\$10,000
Total Operating Expense	\$2,185,000
Net Operating Cash Flow	\$295,000

FINANCIAL FEASIBILITY

Model 2: All Food Service Operation by Designated Caterer



Vendor Responsibilities to Township

- Making base rental payment for the restaurant space
- Paying additional rent tied to restaurant/golfer support gross sales
- Providing specified food services to the halfway house
- Collecting and remitting to the Township a schedule of fees for use of the event space
- Organizing and paying for event facility cleaning after each event
- Making additional payments to the Township based on vendor's gross revenues from events
- Coordinating with golf course operations with regard to outings and event scheduling

FINANCIAL FEASIBILITY

Model 2: All Food Service Operation by Designated Caterer



Income	
Base Restaurant Lease (\$4,500/Month)	\$54,000
Additional Rent (12% over \$400,000 in Sales)	\$58,800
Facility Rentals—Weddings (up to \$2,000)	\$131,400
Ceremony Fees	\$13,500
Facility Rentals—Outings (\$400)	\$28,000
Facility Rentals—Corporate/Other	\$22,500
Caterer Percentage Fee (5% of Gross)	\$69,000
Gross Income	\$377,200
Expenses	
Management & Administration	
Senior Management Coordination (Partial)	\$15,000
Accounting, Legal, Audit	\$10,000
Facility	
Insurance	\$40,000
Utilities	\$50,000
Security	\$3,000
HVAC Maintenance	\$15,000
Trash Hauling	\$15,000
Landscaping	\$10,000
Total Operating Expense	\$158,000
Net Operating Cash Flow	\$219,200

FINANCIAL FEASIBILITY

Model 3: Township Operation with Outside Preferred Caterers



Management

- Restaurant Manager
- Assistant Restaurant Managers—Part-time/Seasonal
- Events Coordinator

Restaurant Labor

- Head Chef
- Restaurant/Grill Cooks—Part-Time/Seasonal
- Restaurant Kitchen Staff—Part-Time
- Wait Staff/Bartenders—Full- & Part-Time

FINANCIAL FEASIBILITY

Model 3: Township Operation with Outside Preferred Caterers



Income	
Restaurant/Golfer Support	\$890,000
Facility Rentals—Weddings (up to \$2,000)	\$131,400
Ceremony Fees	\$13,500
Facility Rentals—Outings (\$400)	\$28,000
Facility Rentals—Corporate/Other	\$22,500
Caterer Percentage Fee (5% of Gross)	\$69,000
Gross Income	\$1,154,400
Expenses	
Management & Administration	
Management (3.0 FTE)	\$140,000
Fringe Benefits	\$60,000
Accounting, Legal, Audit	\$15,000
Restaurant	
Cost of Sales (Food/Liquor)	\$270,000
Labor (other than management, 6.7 FTE)	\$220,000
Fringe Benefits	\$80,000
Marketing	\$30,000
Facility	
Insurance	\$40,000
Utilities	\$50,000
Security	\$3,000
Common Area Cleaning	\$22,000
HVAC Maintenance	\$15,000
Trash Hauling	\$15,000
Landscaping	\$10,000
Total Operating Expense	\$970,000
Net Operating Cash Flow	\$184,400



QUESTIONS & DISCUSSION