

Municipal Golf & Supply Chain Management

I'd like to draw your attention to the attached chart.

This is the most comprehensive chart I have ever seen depicting the incremental capacity shortfall in # rounds for the period 2023 to 2051 based on existing capacity limitation of 3.5 courses or statistically 116,620 rounds played per year

The chart quantifies the gap between 2023, 3.5 course capacities with estimates of unsatisfied demand for T-Times of 33,620 by 2025 and increasing incrementally to 68,446 by 2051.

The prediction of 68,446 unsatisfied demand for t-times represents 37.4 % of predicted demand by 2051 and is the result of management's failure to consider population as the primary determinant of future course requirements.

It is attributable to managements false narrative that demand the exceeds Muni Golf's capacity, can be absorbed by regional private golf operators.....without statistics on private operator capacities.

The consequence of this impractical policy is that there are no new Municipal Golf facilities since 1998 and none planned before 2051 totally disregarding the predicted population growth of 225,000.

The failure to plan for urban operational capacity consistent with population growth will have has catastrophic impact on Municipal Golfers forcing golfer migration to regional private courses with longer commutes, higher costs and greater inconvenience.

In addition, Parks & Recreation policies have created havoc for Municipal Golf from Full-time Clubhouse and Operations managers, effectively doubling Wages & Benefits at TV and Fanshawe, that lead to the first operational deficit in 94 years (\$26,858) and the much-

debated decision to close the \$2.3Million, River Road course in 2020..

While I endorse Council's initiative for cost reductions and extension of four season activities, I sincerely believe that the immediate focus be on correcting the capacity related problems in todays Parks & Recreation managed golf network.

I would also suggest that the time is ripe for a management change to a "Not-For-Profit" Golf Association with a 10 year contract with an independent Board of Directors (joint Public and Private) and non-site, CPGA certified General Manager where the City retains ownership for the Golf Network and performance is reviewed with Council on an annual basis

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