

The justification for a “Not for Profit” Association for London’s Municipal Golf.

The 2019 Parks & Recreation Master Plan states that the City matches the needs and wants of residents and organizations in a fair and equitable manner and emphasizes that Facility Planning is a long-term process with a 20 year timeframe.

“Through its Municipal Golf Business Plan, the City will continue to seek ways to improve playability, conditioning and presentation of the golf courses”

The Golf Community contrasts the foregoing with the reality that in February 2021, the City, with minimal debate, closed the River Road golf course reducing capacity of the Municipal Golf Network by 22% without prior consultation.

The general assessment of Municipal Golf under Parks & Recreation is a litany of 20 years of mismanagement after “inheriting” a network of 5 beautiful courses with an equity value of \$20 Million built with zero contributions or tax subsidies by the City.

- Redirection of \$Millions away from the Golf Reserve Fund
- Used Municipal Golf surpluses to subsidize the subsidized Aquatic Services
- Depletion of vital Golf Reserve Fund
- First time ever operational deficit after 98 years

- Failure to address future population growth
- Downsizing the network by 22% against market trend
- Full-Time Clubhouse Mgrs of a 7 month seasonal operation
- Elimination of Golf Professional Leadership
- Failure to maintain playability, conditioning, and presentation of the golf courses.

The significance of the redirection of golf surpluses away from the Golf Reserve Fund plus the creation of Full-Time Clubhouse Managers and the subsequent operational deficit cannot be overestimated considering the ultimate depletion of the Fund and its impact on Council's decision to close River Road.

The foregoing is not intended as an indictment of Parks & Recreation so much as a reflection of a small misfit organization in a very large monopoly with radically different management philosophies, priorities, metrics, and systems.

Mathematically the closure of River Road increased network utilization from 86.2% to 106.2% and forced many members into longer commutes, inconvenience, and higher costs at locations all over the Greater London Metropolitan Area as far as Strathroy, Exeter and Woodstock at a time when recreational golf was booming globally.

Parks & Recreation in its KPMG Report to Council published a population projection of 80,000 increase by 2039 that was applied to all other recreational activities for facilities planning purposes but chose not to apply to Municipal Golf.

Parks & Recreation Service Standard (one course per 36,000 population) equates to 2.2 additional courses required by 2039.

Parks & Recreation state that the Municipal Golf Network is functioning well in 2022 with the 111,000 rounds played however that is down from 125,000 in 2013 when River Road accounted for 20,000 + and London has grown by an estimated 50,000 population. The closure of River Road has impacted 14,000-20,000 rounds of golf but probably significantly more.

There is no accounting for network members forced from the system, estimated in the hundreds, as a consequence of decreased capacity and constraint on reservations.

As populations grow remaining courses are “threatened” by developers and urban sprawl, and the futurity of “Muni” Golf becomes a legitimate concern that needs to be addressed.

The Municipal Golf system is now faced with insufficient capacity to accommodate current and future memberships. It is a profit dependent system that is a “misfit” in the vast Parks & Recreation system of taxpayer subsidization, uncertainty, and lack of professional golf direction in operations, marketing, and the golf experience.

Closure of the River Road Golf Course was a mistake. A simple honest-to-goodness mistake that failed to consider:

- * The consequence of reduced capacity,
- * The increased demand from population growth,

- * The misguided philosophy that private golf could absorb London's Municipal overloaded demand,
- * The increased inconvenience of longer commutes and higher costs for hundreds of disenfranchised "Muni" golfers.

The statement made in 2021 "short term pain, for long term gain" represents the total misinterpretation of the long-term situation.

The Municipal Golf Community believes the time has come for change.....Major change that addresses the new capacity limitations plus trying to best accommodate the most, while adversely impacting the least, that will demand new management, radical change in philosophy, appropriate performance metrics and new systemsa total overhaul !

The City of San Antonio, Texas was faced with similar circumstances in with its Municipal Golf System: an 8-course network losing \$500,000 per annum, a drain on taxpayer dollars and uncertainty of the future operations. They formed the SAMGA , an independent "Not-for-Profit" organization with links through its Board of Directors to the City and are now generating surpluses of \$1.5 Million and are planning a \$6.4 Million upgrade to it's premier course at no cost to the City. A key component is operational focus and professional golf leadership.

Boler Mountain in London is an example of a successful Not-for-Profit organization going from a natural snow dependent

single trail to 4 season multi-sport resort and tourist attraction for London.

This is an appeal for a return to the semi-independent, professional golf led organization that provided London with a 5 course network of beautiful “Muni” style golf courses at Zero cost to the City.

An organization that continues the historical focus on cost, location, quality, and accessibility for a segment of less affluent taxpaying London golfers who choose the “change shoes in the parking lot”, Muni style golf.

The new Forest City Municipal Golf Association needs to manage the transition to accommodate the growing **population** and increasing popularity of golf in the new constrained facilities, and consistent with the following vision statement.

Vision: Forest City Municipal Golf Association will be a model for all of Canada in terms of accessibility, convenience, quality, and affordability as a recreational activity for residents and tourists of all ages, genders and ethnicities with service standards that reflect the changing demands of demographics, population growth and climate change.

Health: As a functioning Golf Course with 36,495 rounds capacity, River Road represents 325,900 miles walked and 136,491,300 calories burned per annum.

Enclosed: Draft Proposal of the Forest City Not for Profit Association By-Laws.

Enclosed: Preliminary Draft Revenues & Operating Cost Statement for the new, Not-for-Profit Forest City Municipal Golf Association.

BYLAWS

MUNICIPAL GOLF ASSOCIATION – London, Ont

ARTICLE I - NAME

Section 1. NAME. The name of this organization shall be the **Municipal Golf Association – London, Ont**, Incorporated (hereinafter referred to as “MGA-LO”). MGA-LO may designate a “doing business as “ or d/b/aas a working name.

MGA-LO RTICLE II - MISSION

Section 1. MISSION. The mission of MGA-LO is to create opportunities and first-class facilities for the citizens of London, Ont and other people of diverse ethnic, geographic and economic backgrounds to participate in the sport of golf at various golf facilities owned by the City of London, Ont

ARTICLE III - LIMITATION OF METHODS

Section 1. LIMITATIONS OF METHODS. MGA-LO, in all its activities, shall be non-partisan, non-sectional, and non-sectarian.

ARTICLE IV - MEMBERSHIP

Section 1. MEMBERSHIP. MGA-LO will be a membership organization.

ARTICLE V - BOARD OF DIRECTORS

Section 1. AUTHORITY. Except as otherwise provided herein, full control of the affairs of the Association shall be vested in the Board of Directors ("Board"), as defined herein.

Section 2. SIZE. The Board shall consist of Fifteen (15) voting members.

Section 3. COMPOSITION. Of the entire Board:

- (a) Up to six (6) Directors appointed by members of the City Council of the City of London, Ont for a term of two (2) years each, some of whom may be officers;
- (b) Up to Seven (7) Directors will be nominated and approved by one Ex Officio Director and elected by the Board as At-Large members, for a term of two (2) years each, some of whom may be officers; and,

- (c) Up to Two (2) Ex Officio voting Directors (“Ex Officio Directors”) shall be appointed by and representatives of the City Manager of the City of London, Ont. These Directors and the Directors appointed under V.3.(a) are referred to herein the “City Appointed Directors”.

Section 4. MEETINGS. The Board of Directors shall meet at least six (6) times per fiscal year, beginning in January, the time and place of each meeting to be fixed by the Chair. Absence from (3) consecutive meetings, without an excuse deemed valid and so recorded by the Board of Directors, may be construed as a resignation.

Section 5. COMMITTEES. The Chair, with the concurrence of a majority of the Board, shall establish committees of the Board, which shall include Nominating, and may include Finance and Audit, Construction and Property Improvement, Museum, Compensation, etc., as appropriate and necessary for the proper governance of the Association.

Section 6. QUORUM. Eight (8) Directors, a majority of whom must be City Appointed Members, shall constitute a quorum at a Board meeting.

Section 7. VACANCIES. The Chair, with the approval of the Nominating Committee and as may be required by City Council approval, may appoint Directors to fill unexpired terms which may be created.

ARTICLE VI - ELECTIONS AND DUTIES OF AT LARGE DIRECTORS

Section 1. TIME OF ELECTIONS. The election of At Large Directors shall be held one time per year at the last meeting of the Board of Directors of each fiscal year.

Section 2. NOMINATING COMMITTEE. At least sixty (60) days prior to the election of At Large Directors, the Chair shall, with the approval of the Board, appoint a three (3) member Nominating Committee. One (1) member shall have been Past Chairperson, and one (1) of whom shall have served on the Nominating Committee during at least one of the previous two years.

Section 3. NOMINATION AND ELECTION OF AT LARGE DIRECTORS. The Nominating Committee shall confer with the Chair to review the needs of MGA-LO. Nominee applications for new Directors must be signed by a Director and approved by one of the Ex Officio Directors. In making its nominations, the Nominating Committee shall give due consideration to individual ability, interest in MGA-LO, and to representative needs of MGA-LO. In its report, the Nominating Committee shall confirm the fact that the nominees have given personal assurance of their willingness to accept the possibility of serving in an active capacity as an At Large Director, if elected. The Nominating Committee shall nominate a slate of At Large Directors by January of each year and present the slate to the Active Directors by mail or e-mail at least five (5) days prior to the election meeting called by the Chair. After all such nominations are made, current Directors will vote for open positions for At Large Directors from the names of those nominated. All

voting shall be by ballot. The nominees for the positions to be filled receiving the greatest number of votes will be declared as At Larger Directors for the respective terms.

ARTICLE VII - OFFICERS

Section 1. SELECTION. As soon as practicable following the election of the new members of the Board, the Nominating Committee shall submit to the Board a slate of nominees to fill the following officer positions, having confirmed with the nominees their availability and willingness to serve if elected: a Chairman, two (2) Vice-Chairs, the Secretary, and the Treasurer. The term of office shall be two (2) years. If there are no additional nominations, the Board shall declare those nominations to be elected. If there are additional nominations by the members of the Board, voting will be by ballot, and the nominees receiving the greatest number of votes for each officer position will be declared as elected.

Section 2. DUTIES OF OFFICERS.

(a) The Chair shall preside at all meetings of the Board of Directors. The Chair shall appoint all committee chairpersons and be an ex-officio member of all such committees. The General Manager, staff members and employees of MGA-LO shall report to the Board of Directors through the Chairman. At all meetings and such other times as may be appropriate, the Chair shall commend to the Board of Directors such matters and make such suggestions as may tend to promote the success of MGA-LO. A Chair cannot be elected for more than two consecutive two-year terms.

(b) The Vice Chairs shall assume and perform such duties as assigned by the Chair, to include being available to develop policy and procedures for the Association. The Board shall elect a First Vice Chairman and a Second Vice Chairman. It is the expectation of the Board that the First Vice Chair will succeed the Chair at the end of the Chair's term of office and the Second Vice Chairman will succeed into the First Vice Chairman position. The First Vice Chair will serve as the chair of the Nominating Committee while serving in the capacity of Vice Chair.

(c) The Secretary shall ensure that minutes of the meetings of membership, Board of Directors, and Executive Committee are recorded and filed in appropriate records. The Secretary shall serve all notices required by these bylaws and shall sign such papers pertaining to MGA-SA as authorized or directed by the Board of Directors.

(d) The Treasurer shall have oversight of all funds of MGA-LO and shall work with the CEO (defined below) on the fiscal activities of MGA-LO. The Treasurer shall cause an annual audit to be made by a certified public accountant of all financial operations and shall present a final report on the financial condition of MGA-LO after the audit has been completed and approved by the Finance and Audit Committee as hereinafter provided.

Section 3. DUTIES OF APPOINTED OFFICERS.

(a) The General Manager (“GM”) shall be selected and employed by the Board of Directors. Periodically, at a minimum annually, the Board of Directors will affirm the continued employment of the GM. The GM shall be responsible to the Board of Directors for the competent discharge of all duties normally attached to the office. The GM shall be an ex-officio member of all committees. It shall be the duty of the GM to conduct all official correspondence, keep books of accounts and maintain an accurate record of the proceedings of the Board and Committees. The GM shall have the authority to employ and terminate all employees (with approval of the Chair), determine employee compensation within the approved budget limitations and consistent with parameters established by, and in consultation with, the Board or an appropriate committee as determined by the Chairman, and shall have general supervision over employees. In the fourth quarter of the year, the GM shall compile an operating plan and budget of estimated expenses and submit it to the Finance and Audit Committee. Upon approval of the budget by the Finance and Audit Committee and then the Board, the GM shall be authorized to make disbursements on accounts of expenses provided for in the budget without additional approval of the Board. The GM will present an annual report of the financial status of the Association to the Board of Directors. The GM and all staff members shall be covered by a blanket surety bond in such amount as the Board of Directors shall deem necessary, the cost to be paid by the Association.

ARTICLE VIII - COMMITTEES

Section 1. AUTHORIZATION. The Board shall authorize and define the powers and duties of Operational Committee(s). At the beginning of each fiscal year, the Chair shall appoint Chairpersons for each Committee. Where appropriate and after deliberation with and approval of the Board, the Chair may identify new committees where they are in the best interest of MGA-LO. The Board must approve the establishment of any new committees.

Section 2. TERMS. The terms for all committee members are one (1) year. Members may be appointed to successive terms. Chairpersons may not serve as the chair of any particular committee for more than three consecutive years.

Section 3. SIZE. The number of members on each committee will be determined by the Chair unless otherwise indicated.

ARTICLE IX - INDEMNIFICATION

Section 1. INDEMNIFICATION. A Director, Officer, volunteer, or staff members of the Association is indemnified by the Corporation for all losses incurred by being legally obligated to pay for any civil claim or claims made against them by reason of being a Director, Officer, volunteer or staff member of the Association.

ARTICLE X - FISCAL YEAR

Section 1. FISCAL YEAR DESIGNATION. The fiscal year shall be October 1 through September 30.

ARTICLE XI - PARLIAMENTARY PROCEDURE

Section 1. AUTHORITY. The proceedings of the Association meetings shall be governed by and conducted according to the latest edition of Robert's Manual of Parliamentary Rules.

ARTICLE XII - AMENDMENTS

Section 1. AUTHORITY. Proposed amendments to these bylaws, signed by at least 25% of the members of the Board of Directors of the Association, will be submitted to the Board of Directors at least seven (7) days in advance of any Board of Directors meeting. The proposed amendment(s) shall take effect upon a majority vote of the Board of Directors, and a majority of the City Appointed Directors.

ARTICLE XIII - DISSOLUTION

Section 1. DISSOLUTION. In the event the Association is dissolved, after all liabilities and obligations are paid or provision is made therefore, the Directors shall adopt a plan for the distribution of the remaining assets of the Association back to the City of San Antonio.

Adopted on _____, 2007 by the Board of Directors.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

_____, Chairman

Forest City Municipal Golf (NFP) Association #2									
	Thames Valley	Fanshawe	Total TV & Fansh	Logic	Utilization # Rounds	Annual Fees	River Road	Logic	Total FCMCA
28 Week Capacity	57,624	76,832	134,456				38,416		172,872
28 Week Utilization (95%)	54,740	72,990	127,730		123,000		36,495		164,225
3 Rounds/Week					25,200				
3 Rounds/Week w Cart					16,800				
2 Rounds/Week					64,800				
2 Rounds/Week w Cart					16,200				
Revenues									
System Membership Sales			200,000	2000 *\$100			30,000	300*\$100	230,000
System Green Fees (3 rounds/week)			579,600	300*\$23*84		1,932	86,940	45*\$23*84	
System Green Fees (3 rounds/week) w cart			554,400	200 *\$33*84		2,772	83,160	30*\$33*84	
System Green Fees (2 Rounds/Week)			1,490,400	1200*\$23*54		1,242	223,560	180*\$23*54	
System Green Fees (2 Rounds/week) w cart			534,600	300*\$33*54		1,782	80,190	45*\$33*54	
Total			3,359,000				503,850		4,463,375
Green Fees (Non-Members)			165,550	4730 *\$35					
Golf Cart Rentals	198,443	289,739	488,182	2018 *1.15			107,235	2018*1.15	595,417
Concessions (Food & Beverage Sales	257,910	307,740	565,650	"			68,000	"	633,650
Merchandise Sales	155,103	64,723	219,826	"			21,000	"	240,826
Rentals, Merchandise Sales & other Revenues	77,702	45,127	122,829	"			22,000		144,829
									-
Total Revenues	689,158	707,329	4,921,037				722,085		5,643,122
									-
Operating Costs									
									-
Admin + Overhead Costs			600,000	New Costs					600,000
Wages & Benefits	850,190	846,488	1,696,678	2018*1.15			394,000	2018*1.15	2,090,678
Cost of Goods Sold (Food & Merchandise)	330,435	182,163	512,598				30,000	"	542,598
Equipment Operation	175,736	237,223	412,959	"			87,000	"	499,959
Materials, Supplies & Utilities	149,309	146,765	296,074	"			75,000	"	371,074
Golf Cart Leasing Costs	62,995	81,133	144,128	"			31,000	"	175,128
Proprty Taxes *	-	63,816	63,816	"			0	"	63,816
Other	138,622	55,323	193,945	"			30,000	"	223,945
Mktg, IT, Acctg & Payroll									-
Total Operating Costs	1,707,287	1,612,911	3,920,198				647,000		4,567,198
Surplus (Deficit) before Reserve Transfers			1,000,839				75,085		1,075,924
Potential 4 Season Activities			?						
Potential Clubhouse as Restaurant			?						