



Staff Report

Community Services

Report To: COW- Admin, Corp and Finance, SI, Comm. Services
Meeting Date: May 26, 2025
Report Number: CS.25.034
Title: Waiving Youth Fees - Golf Course Revenue Impact
Prepared by: Ryan Gibbons, Director of Community Services

A. Recommendations

THAT Council receive Staff Report CS.25.034, entitled "Waiving Youth Fees - Golf Course Revenue Impact";

AND THAT Council directs staff to change the fees and charges by-law to remove fees for youth 12 and below, add a \$5 per round fee for youth 13 to 16 and to add a youth membership for \$75.00.

B. Overview

This staff report provides options for Council to consider regarding Youth fees at the municipal golf course and the impact on revenue.

C. Background

January 17, 2025 Special Committee of the Whole meeting, staff were directed to bring back options for Council to consider, "Consider increase in Tomahawk Golf Round Fees, and provide options."

Staff provided the following response in the January 27, 2025 report (CFS.25.006) to Council and included the subsidy change in both the draft fees and charges and draft budget.

6. Tomahawk Golf Course Youth Subsidy Reduction – \$39K – Per Council Motion staff were directed to consider increasing the Tomahawk Golf Course round fees. As part of that direction staff have proposed reducing the youth subsidy from 100% to 30% which aligns with the current subsidy provided by the Town for outdoor youth activities. This reduction will increase net revenues for Tomahawk Golf Course by approximately \$39K.

Council carried the motion to receive staff report CFS.25.006 and the second draft of the 2025 proposed budget and the second draft of the proposed fees and charges which included this

change. There was no further discussion by Council on this item and the subsidy reduction was approved in the Fees and Charges By-Law on March 10, 2025.

Council provided the following direction at the May 12, 2025 Council meeting:

WHEREAS it is paramount that we encourage youth to participate in recreational, physical, and social activities. The Town should not want to restrict these initiatives by being cost-prohibitive. The newly introduced "Youth under 16" Golf Fees at the municipally operated Golf Course Tomahawk, seem to counter this;

AND THEREFORE, Council directs staff to waive the fees for the Youth Under 16, pending the receipt of a report for consideration outlining the options for a Youth Season Pass and/or Youth lower daily fees, Youth 12 and Under No Charge, to the May 26, 2025 Committee of the Whole Meeting, Community Services Section of the meeting.

D. Analysis

The proposed waiver of fees, modification of fees and creation of a youth membership for youth under the age of 16 at the Tomahawk Golf Course introduces a range of potential impacts on revenue.

Scenarios were analyzed based on a reduction of youth golf rounds or transitioning to a youth membership model.

Youth Golf Rounds Pricing Analysis

2024 data indicate 3,332 youth rounds without specific age categorization.

Revenue projections for various fee models were prepared:

- At a \$17.50 fee per round, total revenue could reach \$58,310. This number assumes that there will be no reduction in rounds played and all 3,332 rounds will be played by youth between the ages of 13 to 16.
- For reduced fees (\$10 and \$5 per round), revenues decrease to \$33,320 and \$16,660, respectively.
- Assuming a 50% reduction in youth rounds:
 - Revenue at \$17.50 per round: \$29,155
 - Revenue at \$10.00 per round: \$16,660
 - Revenue at \$5.00 per round: \$8,330

If Council chooses to implement a youth fee at a lower rate, it would be reasonable to assume that more rounds would be played, therefore if the fee was reduced to \$5 per round for youth

13 to 16 it is reasonable to assume that revenue could increase to between \$10,000 and \$12,000.

Proposed Youth Membership Model

The recommendation includes a youth membership based on 15 rounds at \$5 per round = \$75, aligning the membership rounds with the current adult rate (14.8 rounds at \$25 = \$370):

Membership revenue based on different price points:

- \$150 membership with 50 members: \$7,500
- \$100 membership with 50 members: \$5,000
- \$75 membership with 50 members: \$3,750

If a lower membership fee is implemented, it would also be reasonable to assume that more memberships could be sold which would impact the number of youth round fees.

Strategic Objective to Encourage Youth Participation

Goal Alignment: The objective is to increase youth participation in recreational activities, notably through accessible pricing models that do not prohibit entry due to financial constraints.

Community Engagement: Leveraging golf as a tool for broader community involvement, fostering a sense of belonging and engagement within the youth demographic.

Long-term Benefits: Highlighting benefits such as improved health outcomes, development of social skills, and nurturing a lifelong appreciation for community sports activities.

E. Strategic Priorities

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

4. Quality of Life

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.

F. Environmental Impacts

None at this time.

G. Financial Impacts

In 2024 youth rounds totaled 3,332 but there wasn't a distinction between any ages. The chart below shows the number of youth rounds multiplied by each fee. The variables include the number of youth 12 and below that are captured in the 3,332 rounds and how many youth will purchase the youth membership. Additionally, at the current fee of \$17.50, there may be a reduced number of rounds.

The first chart below shows the revenue projections based on the total number of 2024 rounds and the second chart shows 50% of rounds and the impact on revenue.

Fee	Youth Rounds	Revenue
\$17.50	3,332	\$58,310.00
\$10.00	3,332	\$33,320.00
\$5.00	3,332	\$16,660.00

Fee	Youth Rounds - 50%	Revenue
\$17.50	1,666	\$29,155.00
\$10.00	1,666	\$16,660.00
\$5.00	1,666	\$8,330.00

The recommended youth membership is based on 15 rounds x \$5 per round, which is the same number of rounds as the adult membership rate.

The chart below shows scenarios based on estimated number of memberships at 3 different price points.

Membership Fee	Number of Memberships	Revenue
\$150.00	50	\$7,500.00
\$100.00	50	\$5,000.00
\$75.00	50	\$3,750.00

H. In Consultation With

Monica Quinlan, Director of Corporate & Financial Services

Aaron McMullen, Manager of Recreation Facilities and Building Maintenance

I. Public Engagement

The topic of this Staff Report has not been the subject of a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Ryan Gibbons, Director of Community Services directorcs@thebluemountains.ca.

J. Attached

None

Respectfully submitted,

Ryan Gibbons
Director of Community Services

For more information, please contact:
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Report Approval Details

Document Title:	CS.25.034 Waiving Youth Fees - Golf Course Revenue Impact.docx
Attachments:	
Final Approval Date:	May 20, 2025

This report and all of its attachments were approved and signed as outlined below:

Ryan Gibbons - May 20, 2025 - 3:37 PM