

## **Golf Course Operations Guiding Principles**

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The following guiding principles have been created to serve as a framework for decision making and for developing a new golf course fee structure that supports long-term financial sustainability of Golf Course Operations (GCO).

The principles reflect GCO's role in the spectrum of services offered by the Recreation business unit as well as within the context of the competitive golf marketplace, and are grounded in Council approved policy and strategic direction:

### **Quality Products & Services:**

GCO will provide quality services and basic amenities that meet customer needs and service level expectations, and engage customers in the evaluation of appropriate golf products and services.

### **Sustainable Business Practices:**

GCO will implement best practices in revenue optimization through a pricing structure that offers fair market value while balancing service levels and social benefits against the cost of service provision.

### **Accessibility & Affordability:**

GCO will provide a range of affordable recreational golf services, within the context of the competitive golf market, for golfers of all ages and skill levels.

### **Community Benefits:**

GCO will provide social, economic and environmental benefits to citizens and where appropriate support a range of recreational opportunities and uses beyond the provision of golf services.

### **Accountability:**

GCO will demonstrate financial accountability, transparency, good governance and due diligence, in accordance with corporate and departmental policies and priorities.

### **Continuous Improvement:**

GCO will continuously seek opportunities to improve and enhance customer satisfaction and optimize revenue, resources and assets.

Council Approved (2013 May 08): Golf Course Operations Guiding Principles for a Revised Fee Structure (CPS2013-0410)