

Status of Golf Sustainability Framework Initiatives

This attachment provides the current state on the Golf Sustainability Framework initiatives since the last update provided through PFC2019-1227 on 2019 October 08.

Table 1 provides a description and status of priority initiatives underway to yield \$1 million in revenue generating opportunities, cost savings and efficiencies.

Table 1: Break Even Options Underway				
	Work Plan Initiative	Anticipated Yield by end of 2022	Project Status	Progress Update – 2020 March
1	Richmond Green Closure	\$150,000	Completed	<ul style="list-style-type: none"> As of 2020 net \$150,000 annual cost savings from the closure will be realized. Richmond Green Golf Course permanently closed as of 2019 September 3.
2	Debt Fulfillment	\$142,000	Completed	<ul style="list-style-type: none"> Debt payment (P&I) for capital improvements at Maple Ridge – paid in full.
3	McCall Lake 18 Re-opening	\$280,000	Completed	<ul style="list-style-type: none"> 2020 will be first full season of operations where renovation performance can be fully assessed. Renovations to 18-hole course completed 2019 Q2. 9-hole preview as of mid May. Full 18 holes opened late June. Marketing and other initiatives are planned for 2020 with aim to support on-going golfer interest and revenue optimization. Anticipated yield based on full operations 2020 through 2022.
4	Annual Fee Adjustments	\$100,000+	Ongoing	<ul style="list-style-type: none"> Adjustments in 2019 resulted in an incremental annual revenue increase of \$89,000 and are anticipated to generate a further \$96,000 in 2020. Rates assessed and adjusted annually where feasible. Primary considerations: attendance and utilization trends in conjunction with market rates of reasonably comparable facilities. Future 2021 and 2022 rates will be evaluated annually based on primary considerations.
5	Golf Technology Solution	\$185,000	Underway	<ul style="list-style-type: none"> Implementation 2020 Q1. Anticipated yield will accrue throughout 2020 – 2022. Technology is key to increasing attendance and revenue. Dynamic pricing capabilities will be used to increase attendance and fill underutilized tee times. Enhanced marketing tools allow for targeted and measurable promotional campaigns. Improved business reporting tools enable real time daily business analysis. Streamlined business processes for frontline staff will enhance the customer's golf experience. Capabilities to add and leverage evolving technology.
6	Increased standardization and optimization of operational practices	\$194,000	Underway	<ul style="list-style-type: none"> Anticipated yield will accrue throughout 2020 – 2022. Variety of initiatives being undertaken to ensure quality products and services while realizing efficiencies. 2020 - Restructured staffing and supervisory model out of Richmond Green Golf Course closure. Improved staff management during inclement weather and Statutory holidays. Limiting/eliminating overtime through task prioritization and identification of daily efficiencies.

Status of Golf Sustainability Framework Initiatives

				<ul style="list-style-type: none"> Implementation of technology to collect data to determine task-based unit cost variations across sites will enable identification of inefficiencies and corrective action. Leveraging buying power through increased bulk materials purchases.
7	Contracting of Select Services	\$20,000	TBD	<ul style="list-style-type: none"> Pilot contract for rough mowing cancelled by vendor 2019 Q1. Contract did not realize anticipated profits in addition to resource and equipment challenges. Contracting of select services is on-going and continues to be explored where savings can be realized. Anticipated yield will accrue throughout 2020 – 2022. Notice of Motion C2019-1468 (Golf course Operations Request For Proposal). Scope of work presented to Committee 2020 March 10.
Potential Yield		\$1,072,000+		

Table 2 provides a description of additional opportunities being investigated to further increase Golf future sustainability.

Table 2: Options Being Pursued for Enhanced Sustainability				
	Work Plan Initiative	Anticipated Total Yield	State of Funding	Description
8	Capital Improvement Alternatives	TBD	<p>Three projects are currently unfunded or on the “Unfunded for Information” capital list:</p> <ul style="list-style-type: none"> Shaganappi Clubhouse and Renewal (\$8.8M) Shaganappi Maintenance Facility Replacement (\$2.1M) Confederation Park Golf Course Clubhouse Upgrade (\$1.9M) <p>One project is part of the Essential Services Delivery Bundle, but is currently unfunded:</p> <ul style="list-style-type: none"> Fairways and Greens Service Cycle in Essential Services Delivery Bundle (\$8.3M) <p>Funding realized from options out of the Real Estate and Development Services’ review could support re-investment in priority capital lifecycle and upgrade initiatives to sustain quality course conditions and support expanded services and revenue opportunities.</p>	<p>With capital investment, new business opportunities are possible. For example, improved Clubhouse facilities at Shaganappi Point would provide a source of year-round revenue through:</p> <ul style="list-style-type: none"> Expanded food & beverage service Conference, banquet and event rental possibilities.
9	Partnering with Industry	TBD	Funding would be subject to the opportunity being considered.	As the golf industry continues to evolve, opportunities exist to partner with industry leaders, to enhance golf assets and service offerings.

Status of Golf Sustainability Framework Initiatives

Golf Sustainability Framework – Council Reporting Timelines

