



Golf Course Operations – Sustainability Work Plan Initiatives Towards Net Zero

On 2018 November 19, Council directed Administration to report back to Council through SPC on Community and Protective Services by Q2 2021, with an update on progress to lead Golf Course Operations toward break even in terms of revenue and expenses (CPS2018-1256). Table 1 provides a description and status of priority initiatives underway to yield an estimated \$1.07 million in revenue generating opportunities and cost saving and efficiencies. Table 2 provides a description of additional opportunities being investigated to further increase Golf Course Operations future sustainability.

Table 1: Break Even Options Underway				
	Work Plan Initiative	Anticipated Yield by end of 2022	Status	Progress Update – 2019 October
1	McCall Lake 18 Re-opening	\$280,000	Completed	<ul style="list-style-type: none"> Renovations to 18-hole course completed Q2 2019. 9-hole preview as of mid May. Full 18 holes opened late June. 2020 will be first full season of operations where post renovation performance can be fully assessed. Year to date utilization and revenue very promising with positive customer feedback and strong attendance since the 18-hole course opened. Marketing and other initiatives are in planning stage for 2020 with aim to support on-going golfer interest and revenue optimization.
2	Annual Fee Adjustments	\$100,000	Annually	<ul style="list-style-type: none"> Rates assessed and adjusted annually and where feasible. 2020 rates to be finalized late fall 2019. Primary considerations: attendance and utilization trends in conjunction with market rates of reasonably comparable facilities.
3	Golf Technology Solution	\$185,000	Underway	<ul style="list-style-type: none"> Projected implementation Q1 2020. New technology is key to increasing attendance and revenue (i.e. advanced pricing capabilities; marketing and business reporting tools; and streamlined business processes to enhance customer service and satisfaction).
4	Debt Fulfillment	\$142,000	Completed	<ul style="list-style-type: none"> Debt payment (P&I) for capital improvements at Maple Ridge – now paid in full.
5	Increased standardization and optimization of operational practices	\$194,000	Underway	<ul style="list-style-type: none"> Variety of initiatives being undertaken to ensure quality products and services while realizing efficiencies. Restructured staffing and supervisory model out of Richmond Green Golf Course closure (2020).
6	Contracting of Select Services	\$20,000	TBD	<ul style="list-style-type: none"> Pilot contract for rough mowing cancelled by vendor Q1 2019. 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 and where savings can be realized.
7	Richmond Green Closure	\$150,000	Completed	<ul style="list-style-type: none"> Richmond Green Golf Course permanently closed as of 2019 September 3 Net \$150,000 annual cost savings to be realized from the closure.
	Potential Yield	\$1,072,000		

**Table 2: Options being pursued for enhanced sustainability**

		Anticipated Total Yield	State of Funding	Description
7	Capital Improvement Alternatives	TBD	<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>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 that's part of the Essential Services Delivery Bundle, but currently unfunded:</p> <ul style="list-style-type: none"> • Fairways and Greens Service Cycle in Essential Services Delivery Bundle (\$8.3M) 	<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.
8	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.