Probability Score Management Contract – Grounds Lease Clubhouse 2014 Benchmark Management Contract – All Wholly Owned City Operated Maintenance Management Operations Subsidiary Operations Clubhouse Lease Golf Contract -Courses High = Ability to Fulfill GCO Guiding Principles & NoM Considerations Medium = High High High High High High High High L WO consideration of the filters' complexities Legal Compliance with Labour Agreements High High High High High High High High Third Party Interest, Considering Labour Agreements Current practice: N/A practice: N/A Medium Medium Current LOW Financial Benefit to The City of Calgary Medium Medium High LOW LOW LOW LOW LOW Ranking 12 5 ∞ ∞ ∞ α 6 6 Top Outcomes

The Service Model Decision Matrix graphically indicates the probability of risk or benefit to The City of Calgary for each service model in Golf Service Model Decision Matrix