

Golf Course Operations Guiding Principles and Notice of Motion Considerations

Two documents provide key business requirements that were used in the analysis and evaluation of Golf Service Models:

1. Golf Course Operation's (GCO) Guiding Principles (CPS2013-0410), and
2. Councillor Magliocca and Councillor Keating's Notice of Motion: Conversion of City-Owned Golf Courses to Private Contract, NM2014-33.

GCO Guiding Principles:

Through the use of the Council approved GCO Guiding Principles to establish a revised fee structure, it became clear that the Guiding Principles provide a relevant guide that supports both The City's Triple Bottom Line policy and GCO's operational sustainability. Given the extensive use of the GCO Guiding Principles in the development of previous sustainability work, these principles are now applied as a framework for all GCO decision making.

The following 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): Golf Course Operations Guiding Principles for a Revised Fee Structure (CPS2013-0410)

Notice of Motion Conversion of City-Owned Golf Courses to Private Contract, NM2014-33:

In 2014 July, Council approved Councillor Magliocca and Councillor Keating's notice of motion NM2014-33, Conversion of City-Owned Golf Courses to Private Contract, directing Administration to include the following three considerations into the analysis of Golf Service Models:

1. Such golf courses remain open to the general public;
2. Such golf courses remain the property of the City of Calgary; and
3. Such golf courses abide by accessibility governanceⁱ as shown in the recreational model of third party operations.

ⁱ Public Use Policy (CSPS031) and Calgary Corporate Accessibility Policy (CSPS003)