

# BRIEFING

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Item # 11.4

**Operational Services Briefing to  
Community Development Committee  
2017 September 27**

**ISC: UNRESTRICTED  
CD2022-1067**

## **Golf Operations Update**

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### **PURPOSE OF BRIEFING**

This briefing is in response to *PFC2021-0045 Update on Moving to an External Operator for City Golf Courses* that Council approved Q1 2021, with direction to “refer this item to Administration to consider after the implementation of the Golf Course Sustainability Framework, returning to Council through the Priorities and Finance Committee with a recommendation on whether to continue with the contracting out of all or some golf course operations no later than Q4 2022”.

### **RESULTS**

After careful consideration and analysis of contracting out all or some of Golf Course Operations (Golf), the movement of Golf to external contractors was deemed untenable for a number of reasons, including that a contractor would be bound to current collective agreements via the Alberta Labour Relations Code, the large legal and consulting fees that would be required to determine a viable contract model, and the risk to the equitable access this service offers in providing a low entry barrier to this activity for many groups.

Since 2012 there has been robust debate on the direction of Golf, ultimately leading to direction to create the Council-approved Golf Course Operations Sustainability Framework (the Framework) in 2017 which has now been successfully implemented.

In addition to implementing the Framework, Golf has also hired industry expertise into The City bringing decades of private operating experience to this service. This has resulted in Golf successfully reducing expenses and increasing revenues to the point that this service does not require millrate support. For 2022 Golf has already added \$1 million to the Golf Course Levy Reserve (the Reserve) which is used when required to offset Golf funding needs that annual revenues do not cover, and are anticipating further surplus to be added to the Reserve following the remainder of the season.

### **NEXT STEPS**

The successful implementation of the Framework and recent success does not mean Golf are done seeking operating efficiencies and service level improvements. Through the Corporate Realignment, Golf was relocated from Recreation to Parks & Open Spaces. With the fresh eyes of Parks & Open Spaces, coupled with Golf’s new leadership and industry expertise, Golf will develop a long-term strategic plan as part of Parks & Open Spaces 2023-2026 Business Plan implementation. This work will build upon the Framework, leverage the current positive momentum this service has experienced, focus on a sustainable model that does not require millrate support going forward and continue to ensure there remains equitable access to the game of golf in Calgary. With City green fees half the price of many privately-run courses this remains

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the only accessible point to the game of golf for some Calgarians, providing access for those who may otherwise not have the resources to enjoy this recreational activity.

Given recent success and the building up of a new team supporting this service, there is much to be excited about as work on a sustainable long-term plan continues through the 2023-2026 business cycle.