

OR A MOTION ARISING

3) Administration issue a Request for Expression of Interest (REOI) to provide information and options in determining the potential interest by third parties to explore a different operating model for city-owned courses (6 public courses and three driving ranges). And further, to assess the current service delivery model to explore the maximum benefits to the citizens of Calgary and include but not be limited to what operating options may include but not be limited to:

- **A standard landlord-tenant relationship with leasing out all or some of the golf courses to a private operator;**
- **Term for 10 – 20 years.**
- **Financing option models that are net and carefree to the City that will assist in sustaining the ongoing operation of the Courses,**
- **Lease or Licence of the entire golf operations on a course by course basis.**
- **Lease or Licence portions of the assets / enhanced food operations.**
- **Variations of the current model whereby the City provides direct operation of the courses in terms of grounds maintenance and overall supervision of the courses, or a variation on the current model. The balance of the operation including all customer service personnel, ticket sales, cart rentals and pro-shop services, food and beverage concessions would be operated by individual third party operators.,**
- **Commentary on the current pricing structure model for Courses including surge pricing to change market rates for the green fees or apply demand based pricing.**

