

**Preliminary Scope of Work Identified for Review of Golf Courses and
Proposed Framework for Addressing Retention and Redevelopment -
Estimated Resources**

Identified Scope of Work and Estimated Resources Required	
<p>Note: The following provides a general overview of the anticipated work that may be conducted as part of this review process. Additional work is likely to be identified through the process. That will include involvement of other City Business Units as necessary and appropriate.</p>	
Part 1: State of Golf Overview	
Recreation	<p>State of Golf – Overview</p> <ul style="list-style-type: none"> • Supply/Demand study • Inventory of golf courses in City and surrounding catchment area • Analysis of trends • Analysis of benefits <p>Estimated Resources:</p> <ul style="list-style-type: none"> • 0.33 FTE • Budget/cost implication: Consultant required \$75,000 to \$150,000 approximately (Unfunded) • Time required to deliver: Q3 2018 •
Part 2: Planning Framework	
Community Planning	<p>History</p> <ul style="list-style-type: none"> • Review the history of private golf courses in Calgary including formation (i.e. part of new subdivision or not), status regarding Area Structure Plans and Land Use, and other contextual information (ex: funded by developer or Residents Association) • Research on Canadian examples of golf courses and conversions • APA research request <p>Preliminary Investigation of Redevelopment Conditions</p> <ul style="list-style-type: none"> • At a preliminary level assess the redevelopment conditions of existing golf courses. (e.g: criteria may include factors such as physical constraints, ownership structure, infrastructure capacity, etc). <p>Future Re-Development Considerations</p> <ul style="list-style-type: none"> • Establish a list of technical and policy considerations for golf course redevelopment (ex: community

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	<p>impacts, stormwater management, supporting infrastructure, environmental impacts, etc.)</p> <ul style="list-style-type: none"> • • Establish general principles to apply to future redevelopment applications (ex: interface conditions; open space / Municipal Reserve / Park space dedication • Identify options for golf course lands in allocation for future open space / amenity space, or acquisition of Municipal Reserve (City public park lands) • Establish a defined process for future applications (ex: consistency in planning framework; timelines; communications protocols, etc) <p>Estimated Resources:</p> <ul style="list-style-type: none"> • 0.5 FTE project lead, 0.25 FTE support • Budget/cost implications: zero • Time required to deliver: Q3 2018
City-Wide Planning	<p>Policy Review</p> <ul style="list-style-type: none"> • MDP & MDP Guidebook Policy Review: community sports and recreation facilities • Consideration of whether new City wide policy is required <p>Estimated Resources:</p> <ul style="list-style-type: none"> • 0.1 FTE Senior Planner, 0.1 FTE Planner I or II • Budget Implications: zero • Time required to deliver: Q3 2018
Communications and Engagement	<p>Development of Communications and Engagement Strategy</p> <ul style="list-style-type: none"> • Develop overall communications and engagement plan/strategy • Develop informational tactics • Develop promotional materials for engagement events • Develop event material in conjunction • Assist with day-to-day communications with stakeholders

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	<ul style="list-style-type: none"> • Provide media relations and issues management support • Monitoring the “public dialogue” in media, social media and other <p>Estimated Resources:</p> <ul style="list-style-type: none"> • 0.25 FTE – communications • .25 FTE – engagement (perhaps less, depending on how extensive the engagement is) • Budget/cost implications: OT hours for engagement events, facility bookings, refreshments at events, promotional costs; all TBD once an engagement strategy is in place • Time required to deliver: Q3 2018
Part 3: Assessment and Taxation Evaluation of Options	
Assessment	<p>Assessment and Taxation Information</p> <ul style="list-style-type: none"> • Current and historic assessment/taxation information for each private golf course (redeveloped courses included) • Options and implications for future assessment and taxation adjustments <p>Estimated Resources:</p> <ul style="list-style-type: none"> • 0.1 FTE • Time required to deliver: Q3 2017
Part 4.	Estimated Total Resource Summary
	<ul style="list-style-type: none"> • 1.90 FTE • \$75,000-\$150,000 Consulting (unfunded) • Q3 2018 anticipated project completion