

Golf Course Sustainability Work Plan - GCO Break Even Options

Table 1: Break Even Options Underway				
		Anticipated Total Yield by 2022	Implementation Date	Progress
1	McCall re-opening	\$280,000	2019	<ul style="list-style-type: none"> Construction currently underway; course re-opening late May 2019 \$6.7M capital investment
2	Annual Fee Adjustments	\$100,000	2019	<ul style="list-style-type: none"> Pending Council approval as part of the One Calgary budget process
3	Golf IT Solution	\$185,000	2021	<ul style="list-style-type: none"> Underway with anticipated implementation Q1 2020 Will support more efficient booking processes and enable advanced pricing strategies and is expected to increase attendance and revenue
4	Debt Fulfillment	\$142,000	2019	<ul style="list-style-type: none"> Debt payments completed in Dec 2018 Utilized for capital improvements at Maple Ridge
5	Increased standardization of operation practices between assets	\$273,000	2021	<ul style="list-style-type: none"> Started in 2018 with expected completion 2020 Ensuring that operations and maintenance is undertaken with increased standardization
6	Contracting of Select Services	\$20,000	2019	<ul style="list-style-type: none"> Contracting of select maintenance services currently underway
	Potential Yield	\$1,000,000		

Table 2: Options being pursued for enhanced sustainability				
		Anticipated Total Yield	State of Funding	Description
7	Capital Improvement Alternatives	TBD	<p>Three projects are currently unfunded or on the “Unfunded for Information” capital list:</p> <ul style="list-style-type: none"> • Shaganappi Clubhouse and Renewal (\$8.8M) • Shaganappi Maintenance Facility Replacement (\$2.1M) • Confederation Park Golf Course Clubhouse Upgrade (\$1.9M) <p>One project that's part of the Essential Services Delivery Bundle, but currently unfunded:</p> <ul style="list-style-type: none"> • Fairways and Greens Service Cycle in Essential Services Delivery Bundle (\$8.3M) 	<p>With capital investment, new business opportunities are possible. For example, improved Clubhouse facilities at Shaganappi Point would provide a source of year-round revenue through:</p> <ul style="list-style-type: none"> • Expanded food & beverage service • Conference, banquet and event rental possibilities.
8	Partnering with Industry	TBD	2021	As the golf industry continues to evolve, opportunities exist to partner with industry leaders, to enhance golf assets and service offerings.