

Expression of Interest (EOI) Overview

Results of the Golf Course Operations and Service Management EOI

Overview of EOI Actions

Administration assessed market interest in entering into a long-term contract for the provision of public golf service through an EOI. The EOI gathered information on interested parties' qualifications, experience and ability to provide service under City access conditions, priorities, policies and guidelines consistent with publicly accessible golf services.

Calgary Recreation consulted with internal corporate stakeholders from Waste & Recycling, Calgary Parks, Supply Management, Labour Relations, and Council in the development of the EOI.

The EOI included instructions for submitting proposals, an explanation of the intent of the EOI, background information, principal operating conditions for submissions and information on:

- context of the operations
- sites and amenities
- current staffing structure
- equipment and vehicles
- point of sale and booking systems
- tax implications
- service provision
- pricing and fee structures
- programs and services
- clubhouse facilities
- food and beverage services
- janitorial, health and safety
- City contract structures

Per previous Council direction the opportunity did not:

- include transfer of ownership or sale of the lands, amenities or facilities, or development/redevelopment of lands for uses other than to support publicly accessible golf opportunities;
- propose a specific contract structure nor determine revenue potential;
- resolve previous risks identified in **Error! Use the Home tab to apply Report Number to the text that you want to appear here.** with respect to Labour Relations and legal implications.

Proponents were asked to submit the following information:

- Profile: organizational history, date of incorporation and confirmation of any previous bankruptcy reports, legal actions or investigations against the company or executive leadership, or liens against the company or executive leadership
- Type: profit or non-profit
- Previous Experience: experience with golf course operations and maintenance or comparable business experience, as well as experience with capital and lifecycle projects and maintenance
- Intended Use and Operation: outlining products and services

- Operational Funding: detailing anticipated support required
- Contract Structure: detailing proposed management structure
- Programs, Services and Community Benefit Overview
- Staffing and Contract Services Structure

The EOI was broadly communicated to the golf industry and sport and recreation sector through the following channels and networks:

- Posted to MERX and Alberta Purchasing Connection sites (open 26 days from 2020 September 3 to September 28)
- Shared with Mayor and Councillors for further distribution and communication
- Distributed directly to potential proponents in Canada and the USA. (The posting was circulated to industry associations for further communication and distribution within their networks and membership.)

Overview of Responses

In total, there were 21 downloads, including seven complete and 14 partial. The EOI was downloaded by a wide variety of organizations, including golf course, golf management, construction, landscape, building maintenance and numbered companies, as well as equipment retailers.

The EOI received a limited number of submissions. Each organization has previous experience with golf course operations and maintenance. Not all submissions were detailed. Some submissions provided high-level insight into the organization's potential and demonstrated ability to provide service to Calgarians.

- All submissions were from for-profit companies.
- Some submissions demonstrated capability with golf course operations, maintenance, capital and lifecycle projects.
- Submissions demonstrated intent to maintain current service levels, priorities, community support, programs and supporting services. They demonstrated an interest in expanding upon current service offerings, such as events, tournaments and weddings.
- The submissions suggested openness to multiple contract structures (e.g. Fee for Service/Percentage of Revenue, Management Fee/Profit Share, Commercial Lease).
- The submissions indicated potential compensation paid to The City and that no municipal tax support would be required.
- The submissions presented potential weaknesses and risks. Detailed evaluation of weakness and risks was not in the scope of the EOI.

The submissions did not provide a defined structure or delineate detailed benefits, risks and opportunities of a contract with The City. The responses identified the need to review these components. Further investigation is required to provide The City and interested parties with the required detail on a proposed contract structure in order to have the information needed to assess impacts to operations and finances with respect to both quantitative and qualitative benefits and risks of entering into a contract.