

Request for Proposal Scoping Report for External Operator of City Golf Courses

Scope of Work

Council directed the development of a scoping report to determine the costs of the Request for Proposal (RFP) for an external operator of City golf courses. To deliver on this direction, a five-phased scope of work to transition the service has been developed. This work is phased to provide key decision points for Administration and Council to effectively manage resourcing, expenses and risks based on the findings at each stage. This report focuses on the execution of Phases 1-3, up to and before issuing the RFP to market.



Overview of Phases

In Phases 1-3, the total estimated amounts are:

- \$50,000 in external fees for Labour Relations legal expertise to be recovered from the Golf Course Reserve
- \$155,000 in internal support and resources that will be absorbed into regular business operations
- \$20,000 in internal support and resources to be recovered from the Golf Course Reserve
- External Consultant fees are to be determined through a procurement process and recovered from the Golf Course Reserve

Phase	Activities	Deliverables	Estimated Costs	Timeline/Action:
Phase 1 Internal Impact Review	Analyze organizational impacts of transitioning the service model by: • Understanding existing service contract obligations • Identifying existing interests & supports currently provided to City golf courses by Business Units. For example: ▪ Supply Management: Procurement; Asset Disposal Options & Strategy ▪ Facility Management: Building Condition Assessments	• Internal Impact Review • Report on implications: Law, Human Resources & Labour Relations	• \$55,000 for internal support & resources • TBD for Consultant	Phase Timeline: Up to 2 months

Phase	Activities	Deliverables	Estimated Costs	Timeline/Action:
Phase 2 Contract Exploration	- Analyze Strengths, Weaknesses, Opportunities & Threats of contract types - Define contract strategies to mitigate potential legal liabilities & risks to assets, resources & labour action with internal stakeholders (i.e. Finance, Law, Human Resources & Labour Relations)	Viable contract structure recommendation	\$65,000 for internal support & resources (\$45,000 absorbed into regular operations & \$20,000 recovered from the Reserve) \$50,000 for external Labour Relations legal counsel - TBD for Consultant	Phase Timeline: Up to 3 months <i>Administration Review (Q3 2021)</i>
Phase 3 Contract & RFP Development	- Develop RFP document based on recommended contract structure, terms & legal considerations - Establish evaluation criteria & selection process	- Final contract - RFP document	\$55,000 for internal support & resources absorbed into regular operations - TBD for Consultant	Phase Timeline: Up to 2 months <i>Report to PFC (Q4 2021)</i>
Phase 4 Procurement, Negotiation & Award	- Post RFP to market; promote & support the opportunity - Evaluate submissions; select proponent - Complete formal contract negotiations - Execute binding agreement	- RFP posted to market - Executed contract	Phase Cost & Timeline: To be determined based on proponent submissions <i>Announcement of successful proponent</i>	
Phase 5 Transition	- Implementation planning & execution - Payment & closure of current contract obligations - Move City operations off sites - Asset disposition - Complete Human Resources obligations	Completion of implementation activities to support the transition	Phase Cost & Timeline: To be determined based on successful proponent's state of readiness <i>Support to Selected External Operator</i>	

External Consultant Scope

The work of securing an external operator for City golf courses requires a specialized skill set (involving golf course management, labour relations and contracting expertise), specific experience and an impartial perspective to analyze material, prepare reports and make recommendations. For these reasons, Calgary Recreation is working with the Supply Management Business Unit to identify a qualified consultant(s) to oversee and complete the first three phases of work. A consultant will be identified and retained upon Council endorsement of this report.

Contract development will be completed by the consultant. The consultant will engage City stakeholders in the development of the contract and support the Supply Management Business Unit in the development of the RFP and evaluation criteria to align with the external operator contract. The total cost for the consultant services in Phases 1-3 is still to be determined through the procurement process.

Timeline and Council Decision Points

Administration is committed to completing this work in a responsible, efficient and expeditious manner. The proposed timeline reflects the breadth and depth of work involved, access to operational expertise while City golf courses are operating, and the Council calendar.

