

**Parks, Forestry & Recreation**  
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**April 7, 2017**

**NOTICE TO POTENTIAL RESPONDENTS**

Request for Expression of Interest No. 2017-01

**For the Operation of the Golf Courses Currently Owned and Operated by the City of Toronto**

Please review the attached document and submit your Response to the address noted below by the closing deadline of **12:00 noon (local Toronto time) on May 12, 2017**

**Responses will not be considered unless:**

Received by the date and time specified above; and  
Received at the address specified below.

Submission by facsimile or e-mail is not acceptable. Only the names of the firms submitting Responses will be read aloud at the public opening on the date of closing.

**Information and/or site meeting requirements:**

<b>Attendance Requirement:</b>	Voluntary Site Meeting
<b>Date:</b>	April 13, 2017
<b>Time:</b>	10:00 AM
<b>Location:</b>	Scarlett Woods Golf Course, 1000 Jane St

<b>Deadline for Questions (must be in writing):</b>	<b>May 3, 2017, at 4:00 PM</b>
Mike Papaioanou ( <a href="mailto:mike.papaioanou@toronto.ca">mike.papaioanou@toronto.ca</a> )  Parks Forestry and Recreation 24 <sup>th</sup> Floor, Metro Hall Toronto, ON, M5V 3C6	

For convenience you may affix the following address label to the envelope(s) containing your submission.

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<b>COMPANY NAME:</b>	
<b>REOI NO.:</b>	<b>2017-01</b>
<b>CLOSING DEADLINE: 12:00 Noon (local Toronto time)</b>	<b>May 12, 2017</b>
<b>DELIVER TO:</b>	Mike Papaioanou Parks Forestry and Recreation 24 <sup>th</sup> Floor, Metro Hall Toronto, ON, M5V 3C6

The Parks, Forestry and Recreation Division will not be held responsible for submission documents submitted in envelope(s) that are not labelled in accordance with the above instructions.

Tenders/RFP/RFQ/REOI/Sales/Disposals are advertised on the City of Toronto Website:  
[www.toronto.ca/parkbusiness](http://www.toronto.ca/parkbusiness)

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## **1.0 TERMINOLOGY**

### **1.1 References to Labelled Provisions**

Each reference in this Request for Expression of Interests ("REOI") to a numbered or lettered "section", "subsection", "paragraph", "subparagraph", "clause" or "sub-clause" shall, unless otherwise expressly indicated, be taken as a reference to the correspondingly labelled provision of this REOI.

### **1.2 Definitions**

Throughout this REOI, unless inconsistent with the subject matter or context,

"City" means the City of Toronto.

"Council" means City Council.

"including" means "including without limitation" and "includes" means "includes without limitation"; the use of the word "including" or "includes" is not intended to limit any statement that immediately precedes it to the items immediately following it.

"may" and "should" used in this REOI denote permissive (not mandatory).

"MFIPPA" means the *Municipal Freedom of Information and Protection of Privacy Act*.

"must", "shall" and "will" used in this REOI denote imperative (mandatory), meaning Responses not satisfying imperative (mandatory) requirements will be deemed to be non compliant and will not be considered for contract award.

"Project Manager" means the main contact person at the City for all matters relating to the project.

"Respondent" means a legal entity that submits a Response to this REOI. In the case of a consortium, one member of the consortium must be identified as the Respondent with whom the City may enter into an Agreement.

"Response" means an offer submitted by a Respondent in response to this REOI.

"REOI" means this Request for Expression of Interest package in its entirety, inclusive of all Appendices and any bulletins or Addenda that may be issued by the City.

### **1.3 Interpretation**

In this REOI unless the context otherwise necessitates,

- (a) any reference to an officer or representative of the City shall be construed to mean the person holding that office from time to time, and the designate or deputy of that person, and shall be deemed to include a reference to any person holding a successor office or the designate or deputy of that person;
- (b) a reference to any Act, bylaw, rule or regulation or to a provision thereof shall be deemed to include a reference to any Act, bylaw, rule or regulation or provision enacted in substitution thereof or amendment thereof;
- (c) all amounts are expressed in Canadian dollars and are to be secured and payable in Canadian dollars;
- (d) all references to time shall be deemed to be references to current time in the City;

- (e) a word importing only the masculine, feminine or neuter gender includes members of the other genders; and a word defined in or importing the singular number has the same meaning when used in the plural number, and vice versa;
- (f) any words and abbreviations which have well-known professional, technical or trade meanings, are used in accordance with such recognized meanings;
- (g) all accounting terms have the meaning recognized by or ascribed to those terms by the Canadian Institute of Chartered Accountants; and
- (h) all index and reference numbers in the REOI or any related City document are given for the convenience of Respondents and such must be taken only as a general guide to the items referred to. It must not be assumed that such numbering is the only reference to each item. The documents as a whole must be fully read in detail for each item.

## **1.4 REOI Process Terms and Conditions**

This REOI process is governed by the terms and conditions in Appendix 'A'.

## **2.0 PURPOSE**

City of Toronto, Parks, Forestry & Recreation Division (PFR) operates five golf courses situated in ravine lands which are owned by the Toronto and Region Conservation Authority (the "TRCA") and managed by the City under a long term management agreement. In the current service delivery model, Course assets and turf are owned and maintained by the City, the Course fees are set by Toronto City Council, while the sales, golf carts, pro shop and food and beverage operations are contracted out under two separate agreements. The two agreements for golf management and food and beverage operations are expiring in 2017.

The expiry of the two agreements provides an opportunity to assess the service delivery model that will determine maximum benefits to City of Toronto and residents. PFR is issuing a Request for Expression of Interest (REOI) to invite Respondents to provide information and options to determine potential interest by third-parties if PFR was to explore a different operating model for the current portfolio of City owned and operated golf courses. Operating options may include the following:

- a standard landlord-tenant relationship with the leasing out all or some of the golf courses to a private operator;
- an agreement whereby an operator would be compensated for taking over specific aspects of the courses, such as golf cart rental, pro shop sales, food and beverage etc. leaving portions of the operations such as turf maintenance with the City;

Regardless of the Respondent's preferred approach, any option considered by the City would be with the understanding that the mandate is to maximize the revenue potential of the assets, improve or renew existing infrastructure, expand facilities and improve the overall customer experience. It will be assumed that any agreement will be for a minimum term of 10 years up to a maximum term of 21 years.

### **No one Respondent will be selected as a result of this process.**

All Submissions will be reviewed by a review committee, and the option or options that provide the most benefit to the City (financial, or otherwise) will be collected and considered.

Subsequent to this REOI, the City will issue a Request for Proposal ("RFP") to select a tenant / operator with whom the City may enter into an Agreement for the ongoing operation and maintenance and improvement of the golf courses. The scope of the RFP will be informed by this REOI based on the model that is the most beneficial to the City and residents.

## **2.1 Background**

### **Scope of the review:**

The Parks, Forestry & Recreation Division operates five golf courses. These courses vary from a par three facility to full length regulation golf courses. The City currently provides direct operation of the courses in terms of grounds maintenance and overall supervision of the courses. The balance of the operation, including all customer service personnel, ticket sales, cart rentals and pro-shop services is operated by a third party "Golf Operations Manager" through a contract awarded through a previous RFP process. The food and beverage concessions are operated by a third party through a second contract also awarded through a separate RFP process. This model of operation has been in place since 1993 and expires in 2017.

The purpose of this review is to determine a service delivery model that is beneficial to the City of Toronto that maximizes revenue potential, improves or renews existing infrastructure, expands facilities and improves the overall customer experience.

The options City would like to explore are as follows:

#### **1. Lease or Licence of the Entire Golf Operations (or on a course by course basis):**

Explore the potential of a having a single golf course operator come in and operate the courses as for-profit operations, maximizing revenues by setting competitive greens fees and finding efficiencies through scheduling and operations. Additionally, the Operator would have the ability to sublet / contract to event operators, concession operators and other ancillary businesses for additional revenue opportunities.

#### **2. Lease or Licence Portions of the Assets / Enhanced Food Operations**

Although building opportunities are limited, opportunities may exist to improve or expand the existing facilities to enhance the assets to allow for a more diversified revenue stream, where ancillary uses such as banquet / catering and event (wedding) facilities could be developed. Locations could be determined at specific courses that would be suitable for new buildings which would cater to these type of non-golf related events.

All five golf courses are situated in ravine lands. All of the golf courses are subject to the Ravine and Natural Feature Control By-Law, and the TRCA regulations; limiting opportunity to build new buildings or any other structures.

#### **3. Current Model**

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 this current model could be proposed. The balance of the operation, including all customer service personnel, ticket sales, cart rentals and pro-shop services along with the food and beverage concessions would be operated by individual third-party operators.

#### Explore Market Green Fees

In addition to the proposed operating model, the City would like all interested proponents to comment on the current pricing model for the courses.

Currently, the City, through the budget process, sets the green fees for the entire golf portfolio. The basis for fees are "market" but there is no flexibility to have "surge pricing" that changes with the time of day, nor provide promotional discounts. The current "Golf Operations Manager" does not have the ability to raise or lower green fees. The new service delivery model would be open to a tenant or operator to change "market rate" for the green fees, or apply demand based pricing. City is seeking input on the pricing structure.

## **2.2 Overview of the Operation:**

The Parks, Forestry & Recreation Division owns and operates five golf courses. These courses vary from a par three facility to full length regulation golf courses. Detailed descriptions of each course are located in Appendix B.

**Don Valley Golf Course**, 4200 Yonge Street, Toronto, Ontario

**Dentonia Park Golf Course**, 777-781 Victoria Park Avenue,  
Toronto, Ontario

**Humber Valley Golf Course**, 300 Albion Road, Toronto, Ontario

**Scarlett Woods Golf Course**, 1000 Jane Street, Toronto, Ontario

**Tam O'Shanter Golf Course**, 2481 Birchmount Road, Toronto,  
Ontario

## **2.3 Financial Information for the Current Operating Model**

The Net Operating Income for each course is contained in Appendix B of this REOI.

## **2.4 Voluntary Site / Information Meeting**

Interested Respondents are invited to attend a voluntary site meeting to view the five courses. The voluntary site meeting will begin at Scarlett Woods Golf Course on April 13, 2017 commencing at 10.00 am and move on to the other courses from there. Respondents will meet out front of the pro shop located at 1000 Jane St. Site meetings will not be available at any other times.

A record of questions and answers as deemed relevant from the site meeting will be distributed in the form of an addendum to all potential bidders.

## **3.0 SCOPE OF THE REOI:**

### **3.1 Goals and Intent of this REOI**

- 3.1.1 The goal of this REOI is to gather submissions containing creative, innovative, and profitable options related to the operating, maintenance and overall supervision of the golf courses with a focus on customer services.

For each Response, respondents should provide a full analysis including but not limited to the following:

The Strengths of their Response

The Challenges in its implementation

The Costs associated with the Response

The Benefits to the citizens of the City of Toronto

- 3.1.2 No one Respondent will be selected as a result of this REOI

- 3.1.3 The Respondents are to provide possible financing models that will assist in financing the ongoing operation and maintenance of one or more of the courses.
- 3.1.4 If the City subsequently issues a RFP to select a proponent with whom the City may enter into an Agreement for the operation, maintenance and overall supervision of the golf courses, the Responses submitted to this REOI shall not be considered as part of the selection process.

## **3.2 Financial Arrangements**

Respondents should present options to operate the golf courses net and carefree to the City, including a financial proposal. Such proposals may include provision for ongoing programmes that may from time to time be offered through the Parks, Forestry and Recreation Division.

## **3.3 Anticipated Outcome and Next Steps**

City staff will review all Submissions and notify Respondents of the results by as quickly as possible subsequent to the evaluation of submissions. City staff will determine which option(s) will be considered further and the recommended process for implementation.

The City reserves the right to decline to make recommendations with respect to any of the options.

After the City considers the options, the City reserves the right to move into a subsequent procurement process as appropriate, in the opinion of the City, to solicit more detailed and complete Response.

Respondents acknowledge and agree that materials submitted by Respondents may be used by the City to help shape the approach and content of a subsequent process concerning the consideration of options and alternatives involving the golf courses. In the interests of achieving the widest possible range of responses and expertise, the City has not placed any restrictions on the persons who may respond to this preliminary process.

In the event some qualified Respondents may have had prior access to information relevant to any future procurement opportunity, due diligence will be exercised to ensure that all qualified Respondents receive all relevant information sufficient to submit appropriate Responses and to ensure an equitable basis for a competitive process.

In order to allow the City to properly assess the impact on any future process, Respondents must disclose to the City any potential conflict of interest that may arise pursuant to this REOI or any future process the City may engage with respect to the golf courses. Respondents must also disclose whether they are aware of any City employee, Council member or member of a City agency, board or commission or employee thereof having a financial interest in the Responses and the nature of that interest.

Respondents are specifically advised of the possibility that the City may receive Responses from persons currently involved in the management of a City golf course. In the event the City receives such Responses, the City reserves the right to take any steps which, in its sole discretion, it considers necessary to ensure a fair process.

## **3.4 Timelines**

Below is a list of the major milestone dates associated with this REOI:

REOI Issue Date .....April 7, 2017  
REOI Closing Date ..... May 12, 2017

This schedule is subject to change and appropriate written notice of any changes will be provided where feasible.

## **4.0 RESPONSE EVALUATION AND REVIEW PROCESS**

### **4.1 Review Committee**

All Responses will be evaluated through a comprehensive review and analysis by a Review Committee, which will include members from the City of Toronto's Parks, Forestry & Recreation Division and other relevant City staff.

The aim of the Review Committee will be to identify those options which, in its sole opinion provide the greatest potential benefit to the City. This Committee will review the options presented to inform any subsequent process, including any future RFP, arising from this REOI.

The City reserves the right, in its sole discretion, to undertake any form of process it deems appropriate, including taking no further steps in this regard, as it may feel appropriate.

By responding to this REOI, Respondents will be deemed to have agreed that the decision of the Review Committee will be final.

### **4.2 Review Criteria**

The Review Committee will evaluate the Responses using the following main components.

- Respondent Company Profile
- Financial Proposal
- History of Golf Course Operations / Maintenance
- Operating Model
- Potential Capital Improvements

### **4.3 Review Process**

The Review Committee will review the submissions for the basic components outlined above in Review Criteria (4.2).

In reviewing the Submissions, the City will examine:

- The nature of the options submitted,
- Demonstration of financial benefits to the City
- Demonstration of other benefits to the City such as community cultural development
- The nature of innovative, creative or otherwise strategically valuable ideas
- Viable models from other jurisdictions

Since the purpose of this REOI is to solicit a range of options, one or more options may be identified for recommendation-.

The Submissions will not be scored. Instead, any and all options that suit the goals and intent listed in this REOI above may be considered. The option(s) to be recommended will be chosen on the basis of providing the greatest benefit to the City, at the sole discretion of the City

### **4.4 Schedule of Events**

The schedule of key events in this REOI process is summarized below.

<b><u>TASK</u></b>	<b><u>DATE</u></b>
REOI Issue Date	April 7, 2017
Voluntary Site Meeting (at 10:00 AM)	April 13, 2017



Deadline for Respondent questions	May 3, 2017
Release of Final Addendum (if any)	May 5, 2017
REOI Closing Date (12:00 noon)	May 12, 2017

This schedule is subject to change and appropriate written notice of any changes will be provided where feasible.

#### **4.5 Interviews or Demonstrations**

A Respondent may be invited to an interview with the Review Committee, the results of which will be used by the Review Committee as a mechanism to further revisit, revise, confirm and clarify a submission. The City reserves the right to interview any or all Respondents. The Review Committee may interview any Respondent(s) without interviewing others, and the City will be under no obligation to advise those not receiving an invitation until completion of the evaluation and Review process.

The representatives designated by the Review Committee in its invitation to the Respondent must attend any interview scheduled as part of this evaluation process unless the City agrees otherwise in writing and at its sole discretion.

No Respondent will be entitled to be present during, or otherwise receive any information regarding, any interview with any other Respondent.

## APPENDICES

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## **1. Incurred Costs**

The City will not be liable for, nor reimburse, any potential Respondent or Respondent, as the case may be, for costs incurred in the preparation, submission or presentation of any Response, for interviews or any other activity that may be requested as part of the evaluation process or the process for the negotiation or execution of an Agreement with the City, as the case may be.

**The rejection or non-acceptance of any or all Responses shall not render the City liable for any costs or damages to any firm that submits a Response.**

## **2. No Collusion**

No Respondent may discuss or communicate about, directly or indirectly, the preparation or content of its Response with any other Respondent or the agent or representative of any other Respondent or prospective Respondent. If the City discovers there has been a breach at any time, the City reserves the right to disqualify the Response or terminate any ensuing Agreement.

## **3. Questions**

All questions concerning this REOI should be directed in writing to the City employee(s) designated as "City Contacts" in the **Notice to Potential Respondents**.

No City representative, whether an official, agent or employee, other than those identified "City Contacts" are authorized to speak for the City with respect to this REOI, and any Respondent who uses any information, clarification or interpretation from any other representative does so entirely at the Respondent's own risk.

## **4. Addenda**

If it becomes necessary to revise any part of this REOI, the revisions will be by Addendum posted electronically in Adobe PDF format on the Parks, Forestry and Recreation, Business Services web page at <http://www1.toronto.ca/wps/portal/contentonly?vnextoid=2918f2985bdd7510VgnVCM10000071d60f89R> **CRD**. Respondents and prospective Respondents SHOULD MONITOR THAT SITE as frequently as they deem appropriate until the day of the Deadline. Only answers to issues of substance will be posted. The City reserves the right to revise this REOI up to the Closing Deadline. When an Addendum is issued the date for submitting Proposals may be revised by the City if, in its opinion, the City determines more time is necessary to enable Respondents to revise their Submission.

All Respondents must acknowledge receipt of all Addenda in the space provided on the Response Submission Form.

Parks, Forestry & Recreation will make reasonable efforts to issue the final Addendum (if any) no later than May 5, 2017.

## **5. Prohibition against Gratuities**

No Respondent and no employee, agent or representative of the Respondent, may offer or give any gratuity in the form of entertainment, participation in social events, gifts or otherwise to any officer, director, agent, appointee or employee of the City in connection with or arising from this REOI, whether for the purpose of securing an Agreement or seeking favourable treatment in respect to the award or amendment of the Agreement or influencing the performance of the Agreement, including without restriction enforcement of performance standards, or expressing appreciation, or providing compensation, for the award of an Agreement or for performance of the City's obligations thereunder or for conferring favours or being lenient, or in any other manner whatsoever.

If the City determines that this article has been breached by or with respect to a Respondent, the City may exclude its Response from consideration, or if an Agreement has already been

entered into, may terminate it without incurring any liability. The City may also preclude the Respondent from submitting any bids on subsequent RFP's.

## **6. Verification**

The City reserves the right to verify with any Respondent or with any other person any information provided in its Response but shall be under no obligation to receive further information.

If, in the opinion of the City, any Respondent has clearly misinterpreted the services or underestimated the hours or value of the services to be performed as reflected in its Response content and submitted price/fees, or all or any or any combination of them, then the City may reject its Response as not representative of the scope of the services).

## **7. Conflicts of Interest**

In its Submission, the Respondent must disclose to the City any potential conflict of interest that might compromise the performance of the Work. If such a conflict of interest does exist, the City may, at its discretion, refuse to consider the Response.

The Respondent must also disclose whether it is aware of any City employee, Council member or member of a City agency, board or commission or employee thereof having a financial interest in the Respondent and the nature of that interest. If such an interest exists or arises during the evaluation process or the negotiation of the Agreement, the City may, at its discretion, refuse to consider the Response or withhold the awarding of any Agreement to the Respondent until the matter is resolved to the City's sole satisfaction.

## **8. Ownership and Disclosure of Submission Documentation**

The documentation comprising any Response submitted in response to this REOI, along with all correspondence, documentation and information provided to the City by any Respondent in connection with, or arising out of this REOI, once received by the City:

- a) shall become the property of the City and may be appended to the Agreement and/or Purchase Order with the successful Respondent;
- b) shall become subject to the *Municipal Freedom of Information and Protection of Privacy Act ("MFIPPA")*, and may be released, pursuant to that Act.

Because of *MFIPPA*, prospective Respondents are advised to identify in their Response material any scientific, technical, commercial, proprietary or similar confidential information, the disclosure of which could cause them injury.

Each Respondent's name at a minimum shall be made public. Responses may be made available to members of City Council provided that their requests have been made in accordance with the City's procedure and may be released to members of the public pursuant to *MFIPPA*.

## **9. Intellectual Property Rights**

Each Respondent warrants that the information contained in its Response does not infringe any intellectual property right of any third party and agrees to indemnify and save harmless the City, its staff and its consultants, if any, against all claims, actions, suits and proceedings, including all costs incurred by the City brought by any person in respect of the infringement or alleged infringement of any patent, copyright, trademark, or other intellectual property right in connection with their Response.

## **10. Publicity**

The Respondent and its affiliates, associates, third-party service providers, and subcontractors shall not release for publication any information in connection with this REOI or any Agreement without prior written permission of the City.

## **11. Governing Law**

This REOI and any Response submitted in response to it and the process contemplated by this REOI including any ensuing Agreement shall be governed by the laws of the Province of Ontario. Any dispute arising out of this REOI or this REOI process will be determined by a court of competent jurisdiction in the Province of Ontario.

## **12. Corporate Profile Report**

Upon request the Contractor will be required to provide a copy of the Respondent's Corporate Profile Report (Ontario), or equivalent official record issued by the appropriate government authority.

The Respondent's Corporate Profile Report must have been issued not more than ten (10) working days prior to the date that the City requests the report. The City reserves the right to confirm the accuracy of the information contained in the Corporate Profile Report, and to require additional information from the Respondent as necessary.

In the event that a request for a Corporate Profile Report or equivalent official record cannot be processed by the appropriate government office within five (5) working days of the City contacting the Respondent, the Respondent must provide proof that the request has been made and provide an indication as to when the information is expected to be received.

## APPENDIX B OUTLINE OF GOLF COURSES

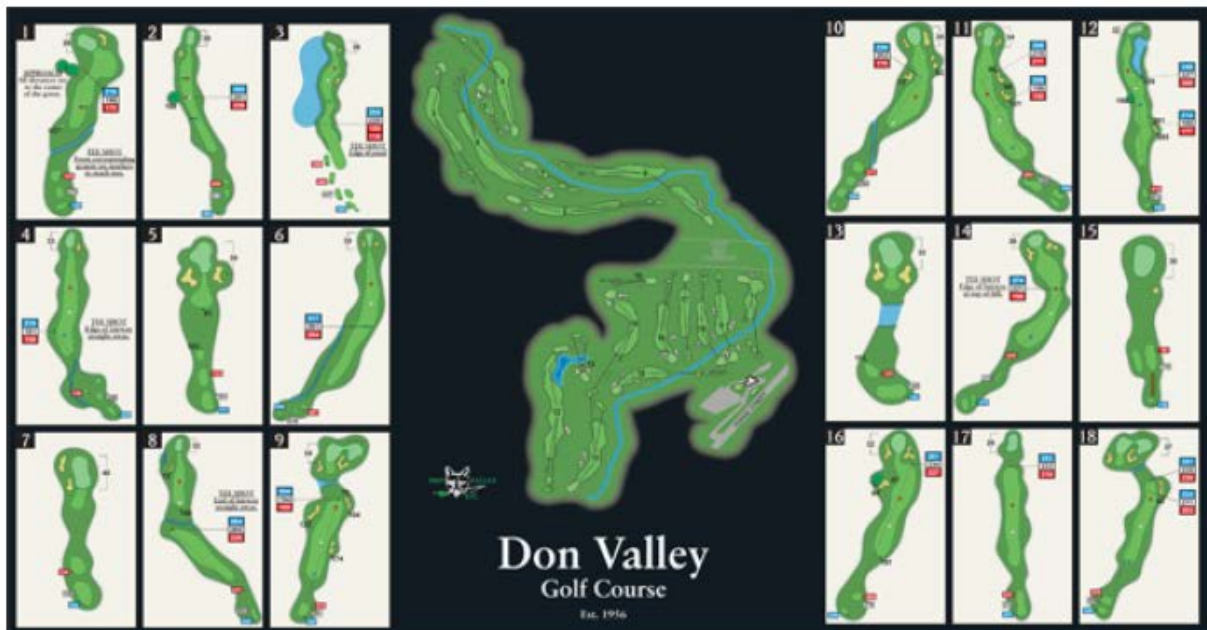
### 4200 YONGE ST – DON VALLEY GOLF COURSE

# Don Valley

## Golf Course

Est. 1956

HOLE	1	2	3	4	5	6	7	8	9	OUT	10	11	12	13	14	15	16	17	18	IN	TOTAL	RATING	SLOPE
BLUE	329	464	502	429	177	540	164	525	292	3422	320	345	490	152	375	138	305	291	325	2741	6163	70.0	124
WHITE	279	413	447	396	161	514	149	503	281	3143	294	295	470	140	319	110	275	270	309	2482	5625	67.5	121
PAR	4	4	5	4	3	5	3	5	4	37	4	4	5	3	4	3	4	4	4	35	72		
HCP	14	2	6	10	16	8	18	4	12	OUT	5	9	1	15	3	17	7	13	11	IN	TOTAL	RATING	SLOPE
RED	235	400	350	336	133	461	124	421	274	2734	271	283	415	123	248	94	268	257	295	2254	4988	69.0	120
PAR	4	5	5	4	3	5	3	5	4	38	4	4	5	3	4	3	4	4	4	35	72		
HCP	14	8	6	10	16	2	18	4	12	OUT	5	9	1	15	3	17	11	13	7	IN	TOTAL		



## 2016 GOLF RATES

Don Valley Golf Course			
Rates			

Monday to Thursday		Fridays, Weekends and Holidays	
Adult - 18	\$60.00	Adult - 18	\$68.00
*Senior 18	\$35.00	*Senior 18	\$43.00
Junior - 18	\$32.00	Junior - 18	\$38.00
**Adult - 9	\$32.00	**Adult - 9	\$40.00
**Senior - 9	\$24.00	**Senior - 9	\$28.00
**Junior 9	\$21.00	**Junior 9	\$27.00
Twilight	\$39.00	Twilight	\$42.00

### Power Carts

Adult - 18	\$38.00
Adult 9 and Twilight	\$26.00
Senior 18	\$35.00
Senior 9 and Twilight	\$23.00

### Club Rentals

18 Holes	\$25.00
9 Holes and Twilight	\$15.00
Pull Cart Only	\$5.00
Electric Demo Cart	\$15.00

### Demo Clubs

Full Set	\$35.00
Single Club	\$10.00

### Don Valley G.C. Annual Rounds Played

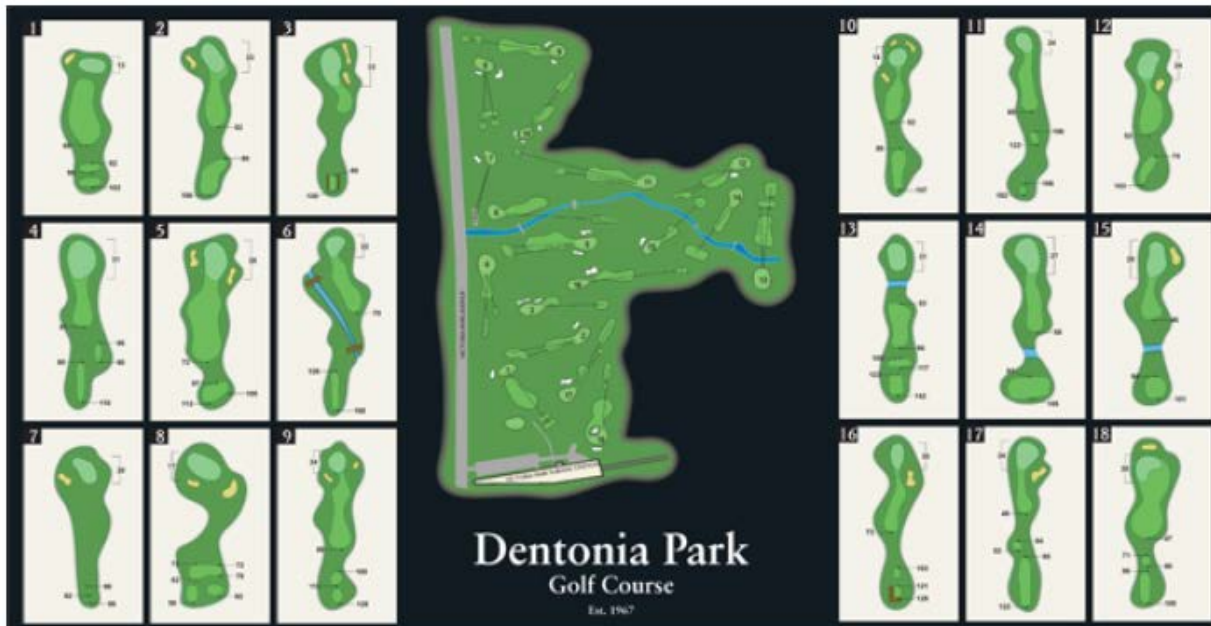
Year	Adult 18	Senior 18	Junior 18	Adult 9	Senior 9	Junior 9	Twilight	Junior Member	Passes	Total Rounds
2010	19,607	7,794	1,506	5,348	441	317	5,450	992		41,455
2011	9,567	4,900	809	4,909	3,769	1,121	13,850	950		39,875
2012	22,802	10,159	1,658	5,066	510	347	5,762	1,075		47,379
2013	16,036	12,252	1,764	4,675	953	386	5,176	983		42,225
2014	14,116	12,191	1,392	4,057	968	289	6,983	519		40,894
2015	12,637	16,417	1,396	3,677	1,250	361	7,721	506	1,781	45,746
2016	12,242	13,071	933	3,731	1,074	262	6,067	398	435	38,216

777-781 Victoria Park Ave – Dentonia Park Golf Course

# Dentonia Park Golf Course

Est. 1967

HOLE	1	2	3	4	5	6	7	8	9	OUT	10	11	12	13	14	15	16	17	18	IN	TOTAL
WHITE	102	104	103	110	111	169	100	97	129	102.5	104	185	93	140	105	96	129	112	106	1070	2095
PAR	3	3	3	3	3	3	3	3	3	27	3	3	3	3	3	3	3	3	3	27	54
HCP	6	18	12	8	10	2	4	16	14	OUT	13	1	9	3	11	15	5	7	17	IN	TOTAL





## 2016 GOLF RATES

Dentonia Park Golf Course			
Rates			
Monday to Thursday		Weekends and Holidays	
Adult - 18	\$26.00	Adult - 18	\$28.00
*Senior 18	\$18.00	*Senior 18	\$24.00
Junior - 18	\$16.00	Junior - 18	\$21.00
**Adult - 9	\$16.00	**Adult - 9	\$20.00
**Senior - 9	\$11.00	**Senior - 9	\$15.00
**Junior 9	\$11.00	**Junior 9	\$14.00
Twilight	\$20.00	Twilight	\$21.00
Replay Ticket	\$17.00		
<b>Power Carts</b>			
Adult - 18	N/A		
Adult 9 and Twilight	N/A		
Senior 18	N/A		
Senior 9 and Twilight	N/A		
<b>Club Rentals</b>			
18 Holes	N/A		
9 Holes and Twilight	N/A		
Pull Cart Only	N/A		
Electric Demo Cart	N/A		
<b>Demo Clubs</b>			
Full Set	N/A		
Single Club	N/A		

### Dentonia Park G.C. Annual Rounds Played

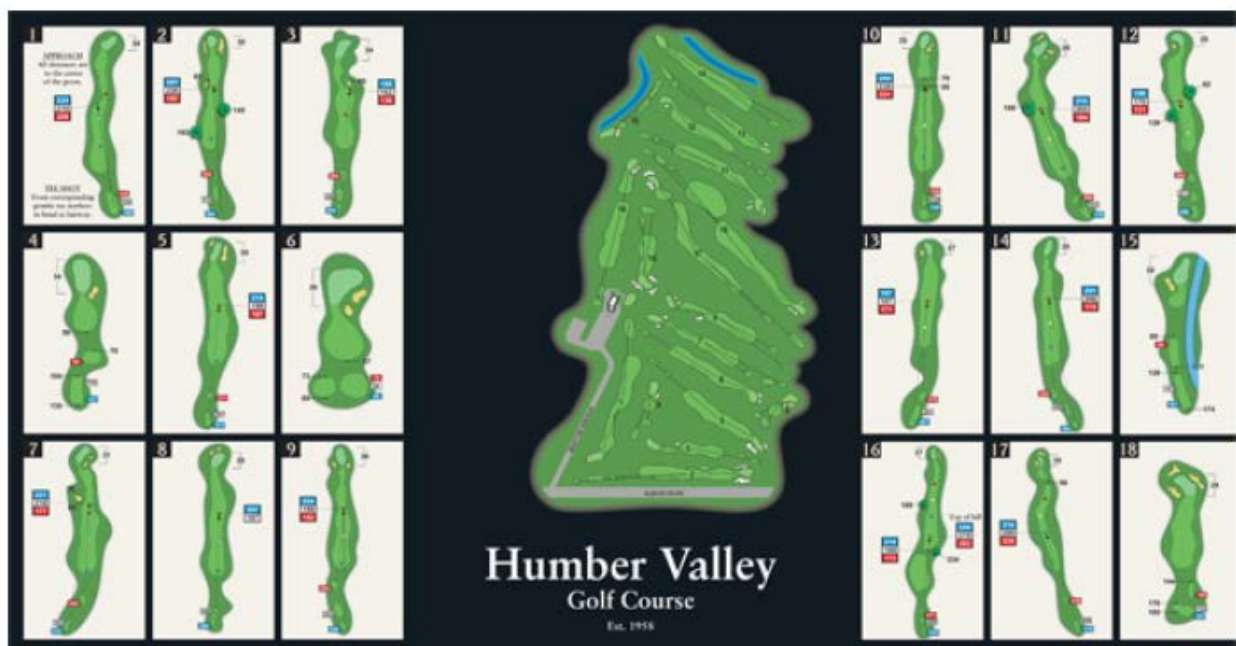
Year	Adult 18	Senior 18	Junior 18	Adult 9	Senior 9	Junior 9	Replay	Twilight	Passes	Junior Member	Total Rounds
2010	14,965	2,215	2,356	2,063	84	82	1,400	3,250	118*	403	25,536
2011	14,022	1,940	2,125	1,451	86	114	654	1,660	82*	269	21,464
2012	13,927	2,564	1,950	740	59	152	842	3,395	86*	311	24,016
2013	14,208	3,641	2,192	846	69	137	675	3,222	129*	381	25,500

2014	11,104	3,482	1,791	841	84	147	837	4,742	160*	402	23,590
2015	10,458	3,780	1,988	936	71	127	729	5,968	266		24,323
2016	9,803	3,892	1,737	816	103	107	666	5,918	228	369	23,639

\* Family Night tickets only.

### 300 Albion Rd – Humber Valley Golf Course

Score Card					
Hole	Blue	White	Red	Par	Handicap
1	348	335	325	4	10
2	364	334	285	4	3
3	249	226	200	4	17
4	127	110	90	3	16
5	311	297	271	4	5
6	89	84	79	3	18
7	316	303	266	4	1
8	306	286	270	4	9
9	325	300	265	4	11
Out	2435	2275	2051	34	
10	339	330	324	4	8
11	314	303	284	4	13
12	296	271	263	4	12
13	301	291	276	4	14
14	366	356	325	4	4
15	167	147	95	3	5
16	515	490	471	5	2
17	516	500	436	5	6
18	197	192	165	3	7
In	3011	2890	2639	36	
Out	2435	2275	2051	34	
Total	5446	5155	4690	70	



<b>Humber Valley Golf Course</b>			
<b>Rates</b>			

Monday to Thursday		Fridays, Weekends and Holidays	
Adult - 18	\$48.00	Adult - 18	\$55.00
*Senior 18	\$31.00	*Senior 18	\$35.00
Junior - 18	\$28.00	Junior - 18	\$31.00
**Adult - 9	\$27.00	**Adult - 9	\$30.00
**Senior - 9	\$18.00	**Senior - 9	\$21.00
**Junior 9	\$18.00	**Junior 9	\$21.00
Twilight	\$35.00	Twilight	\$38.00

#### Power Carts

Adult - 18	\$36.00
Adult 9 and Twilight	\$24.00
Senior 18	\$34.00
Senior 9 and Twilight	\$22.00

#### Club Rentals

18 Holes	\$25.00
9 Holes and Twilight	\$15.00
Pull Cart Only	\$5.00
Electric Demo Cart	

#### Demo Clubs

Full Set	N/A
Single Club	N/A

#### Humber Valley G.C. Annual Rounds Played

Year	Adult 18	Senior 18	Junior 18	Adult 9	Senior 9	Junior 9	Twilight	Early Bird	Junior Member	Passes	Total Rounds
2010	11,813	10,351	874	1,783	688	131	3,600				29,240
2011	11,570	9,067	864	1,937	841	76	3,317	770			28,442
2012	10,939	12,536	761	2,000	984	156	4,511				31,884
2013	9,086	13,130	792	3,407	1,611	228	4,409				32,663
2014	8,878	13,950	848	2,481	1,437	171	4,886				32,651
2015	8,301	15,465	710	2,572	1,513	107	4,787			584	34,039



Scarlett Woods Golf Course			
Rates			

Monday to Thursday		Fridays, Weekends and Holidays	
Adult - 18	\$34.00	Adult - 18	\$41.00
*Senior 18	\$24.00	*Senior 18	\$29.00
Junior - 18	\$21.00	Junior - 18	\$27.00
**Adult - 9	\$21.00	**Adult - 9	\$25.00
**Senior - 9	\$13.00	**Senior - 9	\$18.00
**Junior 9	\$13.00	**Junior 9	\$18.00
Twilight	\$26.00	Twilight	\$28.00

#### Power Carts

Adult - 18	\$32.00
Adult 9 and Twilight	\$22.00
Senior 18	\$30.00
Senior 9 and Twilight	\$20.00

#### Club Rentals

18 Holes	\$20.00
9 Holes and Twilight	\$14.00
Pull Cart Only	\$5.00
Electric Demo Cart	

#### Demo Clubs

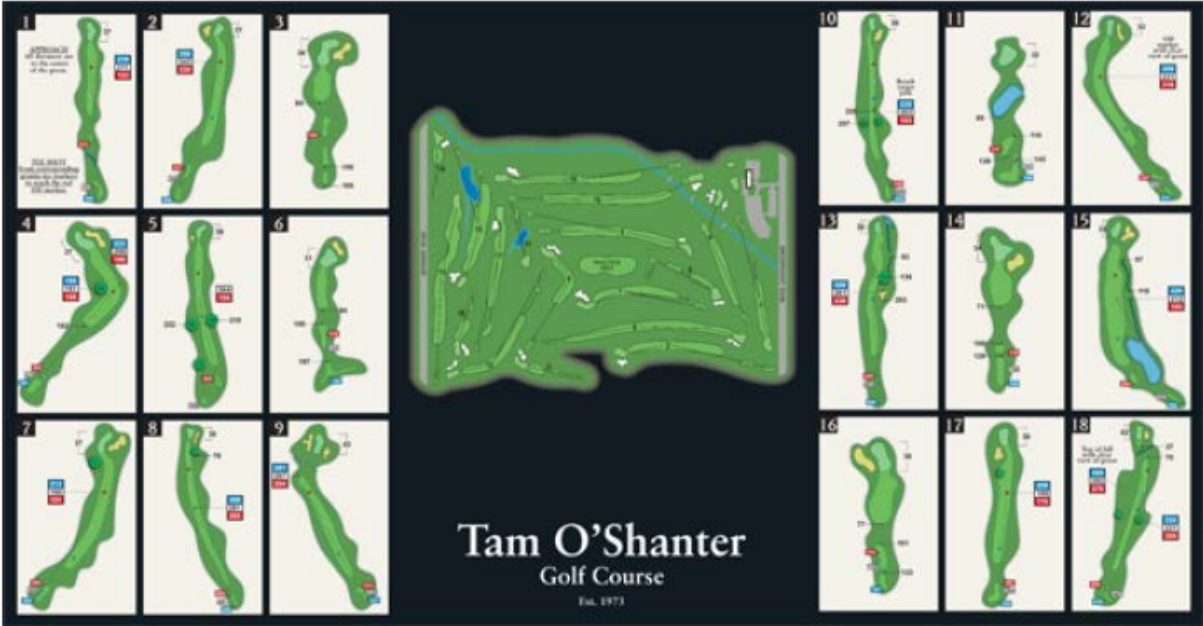
Full Set	N/A
Single Club	N/A

#### Scarlett Woods G.C. Annual Rounds Played

Year	Adult 18	Senior 18	Junior 18	Adult 9	Senior 9	Junior 9	Twilight	Junior Member	Passes	Total Rounds
2010	14,965	9,139	1,777	2,764	393	200	3,528			32,766
2011	13,575	7,436	1,571	2,291	374	203	2,745			28,195
2012	13,049	8,423	1,625	2,269	401	162	4,702			30,631
2013	11,958	8,310	1,728	1,853	672	198	3,962			28,681
2014	9,471	7,767	1,539	1,321	421	127	4,366			25,012
2015	8,617	9,074	1,670	1,647	520	191	5,746		284	27,749
2016	8,736	9,448	1,523	2,149	605	166	5312	182	182	30,319



Tam O'Shanter																								
Golf Course																								
Est. 1973																								
HOLE	1	2	3	4	5	6	7	8	9	OUT	10	11	12	13	14	15	16	17	18	IN	TOTAL	RATING	SLOPE	
BLUE	360	395	188	291	452	192	340	508	337	3063	506	166	370	500	160	368	151	320	479	3020	6083	68.4	120	
WHITE	323	348	158	276	409	143	305	481	325	2768	450	151	336	453	144	353	128	294	467	2776	5544	65.7	112	
PAR	4	4	3	4	5	3	4	5	4	36	5	3	4	5	3	4	3	4	5	36	72			
HCP	13	3	17	15	1	7	11	5	9	OUT	6	16	10	4	14	2	18	12	8	IN	TOTAL	RATING	SLOPE	
RED	223	327	105	263	354	119	294	465	313	2463	430	131	324	429	124	293	114	281	455	2581	5044	63.3	101	
PAR	4	4	3	4	4	3	4	5	4	35	5	3	4	5	3	4	3	4	5	36	71			
HCP	13	3	17	15	1	7	11	5	9	OUT	6	16	10	4	14	2	18	12	8	IN	TOTAL			



Tam O'Shanter Golf Course			
Rates			

Monday to Thursday		Fridays, Weekends and Holidays	
Adult - 18	\$48.00	Adult - 18	\$56.00
*Senior 18	\$31.00	*Senior 18	\$35.00
Junior - 18	\$28.00	Junior - 18	\$31.00
**Adult - 9	\$28.00	**Adult - 9	\$30.00
**Senior - 9	\$18.00	**Senior - 9	\$21.00
**Junior 9	\$18.00	**Junior 9	\$21.00
Twilight	\$35.00	Twilight	\$38.00

#### Power Carts

Adult - 18	\$36.00
Adult 9 and Twilight	\$24.00
Senior 18	\$34.00
Senior 9 and Twilight	\$22.00

#### Club Rentals

18 Holes	\$25.00
9 Holes and Twilight	\$15.00
Pull Cart Only	\$5.00
Bag Only	\$5.00

#### Demo Clubs

Full Set	\$35.00
Single Club	\$10.00

#### Tam O'Shanter G.C. Annual Rounds Played

Year	Adult 18	Senior 18	Junior 18	Adult 9	Senior 9	Junior 9	Twilight	Junior Member	Passes	Total Rounds
2010	11,516	12,340	738	1,708	1,333	76	5,502	350	105	34,658
2011	11,054	11,161	734	3,046	1,264	54	4,372	112		31,797
2012	11,320	17,898	734	2,683	1,682	78	4,315	400		39,110
2013	9,889	16,438	617	2,285	2,034	126	4,471	360		36,220
2014	8,528	17,079	532	1,954	1,934	75	4,655			34,757
2015	8,278	18,436	865	2,114	2,310	75	4,279	112	636	37,105
2016	7,107	18,212	300	2,055	2,574	51	4,401	142	373	35,215

## Total Revenue and Rounds Played by Course

### Revenue 2013-2015

GOLF COURSE NAMES	Category	2013 ACTUALS	2014 ACTUALS	2015 ACTUALS
DENTONIA	EXP	\$ 510,961.34	\$ 536,989.59	\$ 603,661.68
	REV	-\$ 488,428.10	-\$ 446,413.71	-\$ 455,988.70
	NET	<b>\$ 22,533.24</b>	<b>\$ 90,575.88</b>	<b>\$ 147,672.98</b>
DON VALLEY	EXP	\$ 1,301,711.70	\$ 1,258,158.63	\$ 1,604,871.50
	REV	-\$ 1,572,299.68	-\$ 1,671,898.67	-\$ 1,620,057.68
	NET	<b>-\$ 270,587.98</b>	<b>-\$ 413,740.04</b>	<b>-\$ 15,186.18</b>
HUMBER VALLEY	EXP	\$ 1,060,018.18	\$ 1,084,734.51	\$ 1,185,653.80
	REV	-\$ 1,038,446.57	-\$ 1,060,686.13	-\$ 1,069,904.37
	NET	<b>\$ 21,571.61</b>	<b>\$ 24,048.38</b>	<b>\$ 115,749.43</b>
SCARLETT WOODS	EXP	\$ 756,020.38	\$ 762,523.55	\$ 813,334.94
	REV	-\$ 727,845.38	-\$ 647,826.47	-\$ 708,745.37
	NET	<b>\$ 28,175.00</b>	<b>\$ 114,697.08</b>	<b>\$ 104,589.57</b>
TAM OSHANTER	EXP	\$ 1,035,137.07	\$ 1,152,737.46	\$ 1,102,051.20
	REV	-\$ 1,302,154.28	-\$ 1,117,669.72	-\$ 1,162,659.62
	NET	<b>-\$ 267,017.21</b>	<b>\$ 35,067.74</b>	<b>-\$ 60,608.42</b>
TOTAL GOLF OPERATIONS	EXP	<b>\$ 4,663,848.67</b>	<b>\$ 4,795,143.75</b>	<b>\$ 5,154,573.11</b>
	REV	<b>-\$ 5,129,174.01</b>	<b>-\$ 4,944,494.70</b>	<b>-\$ 5,017,355.74</b>
	NET	<b>-\$ 465,325.34</b>	<b>-\$ 149,350.95</b>	<b>\$ 137,217.37</b>

### Total Rounds Played



**APPENDIX C**  
**STANDARD SUBMISSION FORM**

**FORM 1:**      Response Submission Form – Mandatory

**RESPONSE SUBMISSION FORM****REQUEST FOR EXPRESSION OF INTEREST NO. 2017-01****For the Operation of the Golf Courses Currently Owned and Operated by the City of Toronto****CLOSING: 12:00 NOON (local Toronto time) May 8, 2017**

I/WE HEREBY SUBMIT MY/OUR RESPONSE FOR THE PROVISION OF THE GOODS AND/OR SERVICES AS DESCRIBED WITHIN THE REOI DOCUMENT FOR THE ABOVE NAMED PROJECT.

I/WE HAVE CAREFULLY EXAMINED THE DOCUMENTS AND HAVE A CLEAR AND COMPREHENSIVE KNOWLEDGE OF THE REQUIREMENTS AND HAVE SUBMITTED ALL RELEVANT DATA. I/WE AGREE, IF SELECTED TO PROVIDE THOSE GOODS AND/OR SERVICES TO THE CITY IN ACCORDANCE WITH THE TERMS, CONDITIONS AND SPECIFICATIONS CONTAINED IN THE REOI DOCUMENT AND OUR SUBMISSION. I/WE AGREE THAT THIS SUBMISSION IS BEING MADE WITHOUT ANY COLLUSION OR FRAUD.

**ACKNOWLEDGE RECEIPT OF ADDENDA BY NUMBER AND ISSUE DATE:**

ADDENDUM NO. \_\_\_\_\_ DATED \_\_\_\_\_

ADDENDUM NO. \_\_\_\_\_ DATED \_\_\_\_\_

ADDENDUM NO. \_\_\_\_\_ DATED \_\_\_\_\_

ADDENDUM NO. \_\_\_\_\_ DATED \_\_\_\_\_

**SUBMITTED BY:****(RESPONDENT'S FULL LEGAL NAME)****ADDRESS:** \_\_\_\_\_ **TELEPHONE NO.** \_\_\_\_\_\_\_\_\_\_ **FAX NO.** \_\_\_\_\_\_\_\_\_\_ **EMAIL:** \_\_\_\_\_\_\_\_\_\_ **DATE:** \_\_\_\_\_**SIGNATURE OF AUTHORIZED SIGNING OFFICER****PRINTED NAME OF SIGNING OFFICER****THIS FORM MUST BE SIGNED AND SUBMITTED WITH YOUR RESPONSE OR YOUR RESPONSE WILL BE DECLARED INFORMAL.**