

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 28, 2016

Item 5, Report No. 8, of the Special Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on June 28, 2016.

5

UPLANDS GOLF & SKI CENTRE OPERATIONS UPDATE AND PROPOSED NEXT STEPS WARD 5

The Special Finance, Administration and Audit Committee recommends approval of the recommendation contained in the following report of the Deputy City Manager of Planning & Growth Management and the Director of Parks Development (Chair of Uplands Operations Committee), dated June 21, 2016:

Recommendation

The Deputy City Manager of Planning & Growth Management and the Director of Parks Development (Chair of Uplands Operations Committee) in consultation with the Deputy City Manager of Public Works, Deputy City Manager of Community Services, Deputy City Manager of Legal and Human Resources and the Chief Financial Officer & City Treasurer, recommend:

1. That staff coordinate with the Ward Councillor to receive input from the local community and stakeholders prior to issuing a Request for Information (RFI) for Uplands Golf & Ski Centre, appended as Attachment 1, which shall include the requirement to maintain the Uplands property for recreation and open space purposes, and that staff report back with the results of the RFI in Q4 2016.

Contribution to Sustainability

Green Directions Vaughan embraces a Sustainability First principle and states that sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations. Specifically, this report aligns with the following objectives:

- Objective 2.2 To develop Vaughan as a City with maximum green space and an urban form that supports our expected population growth.
- Objective 3.1 To develop and sustain a network of sidewalks, paths and trails that supports all modes of non-vehicular transportation.
- Objective 4.1 To foster a City with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage.
- Objective 6.1 To fully support the implementation of Green Directions at all levels of City operations.

Economic Impact

The intent of the management agreement for the third-party operation of the Uplands Golf & Ski Centre (Uplands) is to allow the City to provide golf and ski programs for Vaughan residents and visitors in a cost-effective manner that is revenue neutral. The current agreement allows for estimated minimum revenue to the City of \$150,000 per operating year, to be deposited into the Uplands Reserve account and used to fund capital projects for the repair and replacement of facility infrastructure (grounds and buildings). The Uplands Reserve is currently in a negative financial position due to the significant investment required in 2012 to replace the chair lift at the ski centre which was necessary to meet industry safety requirements.

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Due to an unseasonably warm winter from December 2015 to March 2016, a significant drop in ski revenue was experienced at Uplands which has placed financial pressure on the Operator. This financial pressure, coupled with a significant amount of capital repair and replacement required at Uplands, poses risk to the City and is cause for consideration. Staff will continue to work with the Operator to mitigate financial risk and ensure that minimum revenues are achieved as per the terms of the operating agreement.

Communications Plan

Working with the Ward Councillor, staff will seek input from the local community and stakeholders prior to issuing the RFI. The RFI process will be advertised on the Bids and Tenders section of the City's website, Biddingo.com, Ontario Public Buyers Association and Daily Commercial News. Staff will also reach out to potential partners, including the current Operator and those that have recently expressed interest in Uplands.

Following the RFI process, staff propose to consult with the local community through an advertised community meeting in Thornhill, survey and/or other means to obtain citizen input on identified options for the continued or renewed operations and property management of Uplands.

Purpose

The purpose of this report is to provide Council with an update on Uplands operations and to seek approval to issue a Request for Information (RFI) in effort to ensure the long-term financial sustainability of the Uplands property and continued use of the property for recreation and open space purposes.

Background - Analysis and Options

In January and March 2015 updates were provided to Council regarding Uplands operating and capital asset needs. As part of this review a two-year extension to the existing management agreement with the current facility Operator was approved and is now set to expire November 1, 2017. The two-year extension was negotiated in an effort to continue current levels of service for golf and ski programs while further review of Uplands facilities and services could be initiated.

A summary of the challenges being experienced at Uplands is as follows:

- The Uplands Reserve account is currently in a negative position which results in a funding gap for infrastructure renewal projects that are required in the short-term to improve or replace deteriorating assets
- Facility condition assessments have identified approx. \$0.7M in capital funding that is required immediately for water service replacement and a total of \$1.2M required to meet other capital asset needs over the next 3-5 years, the majority of which remain unfunded
- Continuing water seepage on one of the ski runs is a cause of concern and will require engineering investigations and capital expenditure
- Operating revenues being received by the City are not sufficient to replenish the Reserve over the forecasted timing of the capital needs and recent significant loss of revenue puts the City at risk should the Operator decide the business is no longer viable based on current terms of the agreement

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Accordingly, a new and more sustainable operating arrangement is required for the Uplands property. City staff successfully negotiated an extension of the current management arrangement expiring November 1, 2017; however, continued management at Uplands may require support from the City.

The Uplands property plays an important role in meeting levels of service for parkland in an area of the City where significant additional intensification is proposed. The property totals approx. 36ha (88 acres) in size and is included as Regional level parkland in the City's inventory. Large portions of the site are designated as Core Features as part of the Natural Heritage Network and the remaining portions are designated as Open Space with very little development potential. It is critical that the open space function of this property not be lost.

Over the last year a number of unsolicited expressions of interest have come to the City from private corporations or groups seeking to pursue the use of these lands. Most of these proposals are seeking the continued use of the lands for their current use as a golf and ski centre; or other recreation uses with certain distinguishing factors.

Staff is seeking approval to undertake an RFI process to formally identify potential interest and alternatives for use and/or management of the Uplands property with the premise that the property is to remain for recreation and open space purposes. Potential options arising from the RFI process could include interest in continuing operations of the property for golf and ski, or use of the property for other recreational purposes. A draft Terms of Reference for the RFI is appended as Attachment 1.

Depending on the type of responses received, the City could also consider operating the property as a municipal facility with City staffing or service providers or consider scaling back level of service at Uplands for the property to be used primarily as parkland and trails. These considerations could include a variety of options whereby the City continues to operate the ski centre component for winter use but discontinues the golf component due to the amount of other golf opportunities that are available locally. Alternatively, the entire property could also be maintained simply as park and open space.

Timing and Next Steps

The following schedule is proposed:

- Council approval to finalize the RFI with community input (June 2016)
- RFI process to identify potential Options (July-August 2016)
- Report back to FAA on results of RFI (October 11, 2016)
- Public Consultation with local residents on Options (November 2016)
- Report back to FAA on results of Public Consultation and next steps (January 2017)

Relationship to Term of Council Service Excellence Strategy Map (2016-2018)

This report is consistent with the priorities established in the updated Term of Council Service Excellence Strategy Map, specifically:

- Invest, renew and manage infrastructure and assets:
 - by establishing a go-forward strategy that considers capital infrastructure investment requirements along with the premise that the property remain for recreation and open space purposes.
- Support and promote arts, culture, heritage and sports in the community:
 - by including recreational uses and the history of the site in future plans for the Uplands property.

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Regional Implications

York Region is an important stakeholder at Uplands with significant underground sanitary services running through the property. Regional easements will need to be considered in developing the RFEI related to any future proposed uses on the lands.

Conclusion

The current management agreement for operation of the Uplands Golf & Ski Centre is scheduled to expire on November 1, 2017. Challenges are being experienced at this property both operationally and in terms of required capital investment, which requires a new approach to ensure long-term sustainability. Staff recommend that an RFI process be initiated with consultation and input from the community and stakeholders, in effort to identify potential interest and alternatives for use of the Uplands property, with the premise that the property is to remain for recreation and open space purposes. Depending on the responses received, the City could also consider alternatives for the continued operation of Uplands for golf and ski or as parkland.

Attachment

1. Draft Request For Information dated May 29, 2016

Report prepared by:

Jamie Bronsema, Director of Parks Development, Ext. 8858

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

**UPLANDS GOLF & SKI CENTRE
OPERATIONS UPDATE AND PROPOSED NEXT STEPS
WARD 5****Recommendation**

The Deputy City Manager of Planning & Growth Management and the Director of Parks Development (Chair of Uplands Operations Committee) in consultation with the Deputy City Manager of Public Works, Deputy City Manager of Community Services, Deputy City Manager of Legal and Human Resources and the Chief Financial Officer & City Treasurer, recommend:

1. That staff coordinate with the Ward Councillor to receive input from the local community and stakeholders prior to issuing a Request for Information (RFI) for Uplands Golf & Ski Centre, appended as Attachment 1, which shall include the requirement to maintain the Uplands property for recreation and open space purposes, and that staff report back with the results of the RFI in Q4 2016.

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Conclusion

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Attachment

1. Draft Request For Information dated May 29, 2016

Report prepared by:

Jamie Bronsema, Director of Parks Development, Ext. 8858

Respectfully submitted,

John MacKenzie,
Deputy City Manager
Planning & Growth Management

Jamie Bronsema,
Director of Parks Development



DRAFT DOCUMENT
May 31, 2016
SUBJECT TO CHANGE

ATTACHMENT 1

The City of Vaughan
2141 Major Mackenzie Drive
Vaughan, Ontario
Canada L6A 1T1
Tel (905) 832-2281

THE CORPORATION OF THE CITY OF VAUGHAN

REQUEST FOR INFORMATION

RFI16-XXX

UPLANDS GOLF & SKI CENTRE OPTIONS FOR FUTURE OPERATIONS AND PROPERTY MANAGEMENT

SEALED Submissions, with the **submission label provided by the Owner affixed to your envelope**, shall be stamped and received by the Purchasing Services Department, City Hall, 2141 Major Mackenzie Drive, Level 100, Vaughan, Ontario, L6A 1T1, no later than 15:00:00 hours (3:00:00 p.m.) local time, on

MONTH XX, 2016

Late responses shall not be accepted

Request For Information documents may be obtained from the Purchasing Services Department, located at the above address, between 08:30 and 16:30 hours (8:30 a.m. to 4:30 p.m.), local time, Monday to Friday or contact Purchasing Services at 905-832-8555.

If further information is required contact the following:

Name
Buyer
Purchasing Services Department
Tel: (905) 832-8555, Ext.
Email: ____@vaughan.ca

This is not a Request for Proposals. The information received will be used to determine market trends and to assist in defining the scope of any future proposal. The issuance of this Request For Information does not bind City of Vaughan to proceed with a formal Bid or with a contract. The Corporation of the City of Vaughan reserves the right to cancel this Request For Information any time.

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The following definitions apply to the interpretation of the Request For Information Documents;

1. **“Addenda or Addendum”** means such further additions, deletions, modifications or other changes to any Request For Information Documents.
2. **“Authorized Person”** means
 - i. For a Respondent who is an individual or sole proprietor, that person.
 - ii. For a Respondent which is a partnership, any authorized partner of the Respondent.
 - iii. For a Respondent which is a corporation:
 - a) Any officer or director of the corporation; and
 - b) any person whose name and signature has been entered on the document submitted with the Information, as having been authorized to participate in the completion, correction, revision, execution, or withdrawal of the submission, whether that person is or is not an officer or director.
 - iv. For a Respondent that is a joint venture, the submission shall be signed by a person for and on behalf of each joint venture or, if they warrant that they have the authority vested in them to do so, one person so authorized may sign on behalf of all joint ventures.
3. **“Blackout Period”** means the period of time the submissions being, Request For Information, is issued up to including the date the submission are being reviewed by the City.
4. **“City”** means the City of Vaughan.
5. **“Closing Time”** means the time on the Purchasing Services Department Bid Punch Clock, specified in Document 1, Instructions to Respondents, Deadline for Submissions.
6. **“Designated Location”** means the Purchasing Services Department, 2141 Major Mackenzie Drive, Vaughan, Ontario, L6A 1T1.
7. **“Request For Information (RFI)”** a document issued by the City, in response to which Respondents are invited to provide information in relation to the questions posed by the City.
8. **“Owner”** means either one of the Corporation of the City of Vaughan or Vaughan Public Library, as the case may be, and as identified in the Call for Request For Information Documents.
9. **“Regional Park”** means the certain lands located in the City of Vaughan in the Regional Municipality of York described as 46 Uplands Ave, Thornhill ON L4J 1K2 part of Lots 8 and 9 concession 1 (Township of Vaughan).
10. **“Respondent”** means the legal entity making a submission in response to this RFI.

1. INTRODUCTION

This Request For Information (“RFI”) is being issued by the Corporation of the City of Vaughan for the purpose of gathering information about the marketplace to assist in the determination of potential options for the future operations and property management of Uplands Golf & Ski Centre located at 46 Uplands Avenue in Thornhill, Ontario. Respondents are asked to provide the information requested below. Document I contains instructions to Respondents regarding the RFI process and terms. Document II contains general information, project background, history, site information, intent etc. Document III and IV include submission forms and questions for Respondents input.

The City of Vaughan is committed to seeking innovative and cost effective ways to do business.

2. OBTAINING THE RFI DOCUMENT

RFI documents may be downloaded from the City’s Bids and Tenders website at <http://bids.vaughan.ca> on or after **MONTH XX, 2016**.

3. SUBMISSION OF INFORMATION

Information must be submitted in the format specified in this RFI in a sealed envelope with the submission label provided by the Owner affixed to the submission envelope, without any exterior covering. Submissions received by Facsimile will not be accepted. Submissions delivered in person or by a courier service after the closing time or submissions that are failed to be delivered to the designated location by the courier or the Respondent on time shall not be considered.

4. ACCEPTANCE OF TERMS

Each Respondent acknowledges that the receipt of a submission does not create any contractual obligation on the part of the City.

5. FREEDOM OF INFORMATION

In accordance with the Municipal Freedom of Information and Protection of Privacy Act (“MFIPPA”), any personal information Respondents provided in a submission is collected under the authority of the Municipal Act and will be used exclusively in the review process. All submissions and associated documentation submitted become the property of the City upon receipt. Pursuant to MFIPPA, the City may be required to disclose any such information in response to an access request. To assist the City in responding to an access request, Respondents are advised to identify in their submission any specific scientific, technical, commercial, proprietary, or similar confidential information, and explain why the disclosure of such information would cause them harm. Entire submissions are not to be identified as confidential since information collected will be used to develop a report to Council for consideration of the potential for pursuing partnership opportunities.

6. CLARIFICATION

It is the responsibility of the Respondent to seek clarification of any matter that they consider unclear before submitting a response. The City is not responsible for any misunderstanding of the RFI on the part of the Respondent. Inquiries regarding the RFI should be directed not later than 16:30:00 hours (4:30:00 p.m.) on **MONTH XX, 2016** to:

Purchasing Services Department
Email: @vaughan.ca

Any information, response to queries and/or changes to the requirements of this RFI will be posted in the form of an addendum and all plan takers will be by facsimile and/or courier and issued by the Purchasing Services Department.

Verbal clarification will not be interpreted to change the terms of the RFI.

No employee or agent of the Owner is authorized to amend or waive the requirements of the RFI document in any way unless the amendment or waiver is signed by the City of Vaughan designate. Under no circumstances shall the Respondents rely upon any information or instructions from the City of Vaughan employees, or its agents unless the information or instructions are provided in writing in the form of Addenda issued by the Purchasing Services Department.

7. RESPONDENT'S COST

All costs and expenses incurred by the Respondent relating to the submission, presentation and any discussions with the Owner will be borne by the Respondent. The Owner is not liable to pay such costs or expenses or to reimburse or compensate Respondents under any circumstances, including the rejection of any or all of the submissions. The Owner will not accept responsibility for any delays or costs associated with subsequent meetings or interviews.

8. ACCURACY OF INFORMATION

The Respondent acknowledges that the information provided is to the best of its knowledge, complete and accurate.

9. OWNERSHIP

All materials and information prepared, conceived or produced and delivered to the Owner in response to this RFI shall become the property of the Owner.

10. COSTING / FINANCIAL INFORMATION

Any costing / financial information provided by Respondents is for general information purposes and is not intended to be binding on Respondents.

11. CONFLICT OF INTEREST

Each Respondent must declare in their submission any situation that may be a conflict of interest or that may appear as a potential conflict of interest in submitting a response or undertaking the service. If a conflict of interest does exist, the Owner may, at its discretion, refuse to consider all or portions of the submission.

12. GOVERNING LAW

This RFI process shall be governed by and in accordance with the laws of the province or territory within which the City is located and the federal laws of Canada applicable therein.

13. OTHER MATTERS

This RFI is not a procurement document and shall not constitute a solicitation or procurement document for any design, operation, partnership or services. The City reserves the right to change or cancel the request at any time during the RFI and does not guarantee any subsequent process.

1. PURPOSE

This Request For Information (RFI) is being issued by the City of Vaughan for the purposes of gathering information from parties interested in operating and/or managing the land and facilities that comprise the Uplands Golf and Ski Centre (Uplands), with the premise that the property is to be used for recreational purposes and remain as open space.

Council is seeking input from parties that have the demonstrated resources, capability and experience to work with the City to realize the City's vision for Uplands. Through this RFI, information is sought to determine options for the continued or renewed operation and management of the property.

2. BACKGROUND

2.1. Overview

The City of Vaughan is located north of Toronto and is one of Canada's fastest growing communities with a 2014 population of over 316,000. The City is attracting young families with income and education levels above provincial standards.

Uplands Golf & Ski Centre (Uplands) is a 36ha (88 acre) City-owned facility that is currently managed by a third-party provider, Smirnov Golf Management Ltd. (Operator) with oversight provided by a Staff team called the Uplands Operating Committee. The current management agreement is scheduled to expire October 31, 2017, with option for renewal.

2.2. History

Uplands has a long history of providing leisure services and facilities to Vaughan residents and the surrounding area. The Uplands Golf Course was designed by legendary Canadian Golf Course Architect Stanley Thompson and developed as an 18-hole golf course in the 1920's. The Uplands Ski Centre was developed and incorporated into the site in the 1960's. Until the property was purchased by the City in 1988, Uplands was owned and operated privately. Following purchase by the City, the golf course was shortened to 9 holes with a portion of tableland used for residential development. The ski centre was not affected by these changes.

In 1989, an Uplands Task Force was established to provide recommendations to City Council regarding the future of the site. Membership of the Task Force included two members of Council, local ratepayer representatives, concerned citizens, and a representative from the former owner/operator. The Task Force had many meetings and conducted community consultation with area residents. In 1991 the Task Force recommended that the 9-hole golf course and ski area be retained as long as the following principles were adopted:

- Changes or additions should not be a financial burden to Vaughan and the Centre should be run on a breakeven basis.
- Changes should be environmentally sensitive and enhance the area
- Uplands must be accessible to citizens of all ages, year round
- Uplands is to be part of the City trail system

At the time when the City first purchased the property, a five-year management agreement was established with the private contractor who had been operating Uplands for many years. In 1994, a public RFP process was undertaken for the operation and management of Uplands and since this time the City has continued with utilizing the RFP process when a management

contract has ended. Since 2001 the City has had an agreement with Smirnov Golf Management to provide the operations and maintenance of Uplands with the term of the current agreement scheduled to expire in October 2017.

2.3. The Site

The Uplands Golf and Ski Centre is located at 46 Uplands Avenue, immediately south of Highway 407, west of Yonge Street at the westerly end of Uplands Avenue in the Thornhill Community. The site is approximately 36ha (88 acres) in size and includes the east Don River, valley lands, tablelands, and attractive vegetated areas. Primary access to Uplands is from the westerly terminus of Uplands Avenue.

The Uplands property is bordered to the east and west by low-density residential neighbourhoods, to the north by the Hydro utility corridor and Highway 407, and to the south by the Thornhill Golf and Country Club.

Please refer to supporting document 5.2.5 for an aerial photo view of the site.

2.4. Facilities and Equipment

Facilities at Uplands include a 9-hole, par 34 golf course situated in the valley of the East Don River with a 5,800sq.ft. clubhouse, and a ski hill that includes 4 runs, quad chair lift and a 4,000sq.ft. ski chalet. The Uplands property is classified as a Regional Park with public access provided for hiking along a designated nature trail and for winter tobogganing at a designated location within the property (separate from the ski hill).

The entire property at Uplands is owned by the City of Vaughan including the following facilities and equipment. All other equipment, furnishings and inventory not specifically identified shall be considered to be the property of the Operator.

Golf Course

In 1989 the golf course was shortened to a 9-hole, par 34 layout measuring 2,775 yards from the back tees. Many aspects of the original Stanley Thompson design remain intact, including the 8th hole which has been described as one of the best par 3's in North America.

The golf course includes the following facilities:

- 9-hole, par 34 golf course (2,775 Blue tees, 2,610 White tees, 2,371 Red tees)
- Paved parking with approx. 100 spaces
- 5,800 sq.ft. main clubhouse with pro-shop, offices, kitchen/concession, washrooms and dining area
- 3,200 sq.ft. maintenance building including offices, equipment storage and washrooms
- Outdoor cart storage area for 35 golf carts
- Large chipping and putting green with practice bunker
- Small practice putting green near the first tee
- 2 irrigation ponds and 2 wells for golf course irrigation and ski hill snow-making (a Permit To Take Water from the Ministry of Environment is in place and expires in 2019)
- Asphalt and granular cart paths
- 13 sand bunkers

Ski Centre

The Uplands Ski Centre encompasses approx. 3ha (7.5 acres) and includes the following facilities:

- 4,000 sq.ft. ski chalet (constructed in 1998) with lift ticket sales area, rental area, lockers, washrooms, kitchen/concession area and lounge area
- Quad chair lift (installed in 2012)
- 4 ski runs with vertical elevation of almost 30 meters
- Lighting and electrical system

Nature Trail

Part of the mandate identified by the Uplands Task Force included the provision of trails for public use and enjoyment. To meet this need, a nature trail was developed at the north east corner of the property. The nature trail predominantly meanders through the valleyland and does not conflict with golf course play. The nature trail is identified with signage at the trail entrance, however, the trail is not frequently used and the signage is in need of replacement.

Equipment

Additional facility information is included in the Facility Condition Assessments appended as supporting documents 5.2.1 and 5.2.2. The Operator is responsible to provide operating and maintenance equipment which includes, but is not limited to, golf carts, turf care equipment and snow-making and grooming equipment.

The City owns the following equipment that are in various states of condition and repair:

Clubhouse

- Building shell
- All life safety systems
- All mechanical systems
- All electrical systems
- Kitchen exhaust hood and fire suppression system
- Large counter in pro shop

Ski Chalet

- Building shell
- All life safety systems
- All mechanical systems
- All electrical systems
- Security system
- Ticket office counter

Maintenance Building

- Building shell
- All life safety systems
- All mechanical systems
- All electrical systems
- Outside gas pump
- Security system

Pump Building (near Pond)

- All mechanical systems
- All electrical systems

Ski Lifts

- Chair lifts and tow lift including 9 sheaves

2.5. Active Together Master Plan

The Active Together Master Plan (ATMP) is the City's strategic plan for Parks, Recreation and Libraries. The ATMP includes Uplands in the parks inventory as a Regional Park which services the needs of both the local and greater city-wide community. The greenspace provided by the vast valley system at the Uplands property adds to City's open space system and tree canopy.

The ATMP identifies a growing deficiency of parkland throughout the City due to continuing and planned population growth and intensification of development, especially in existing residential communities. This deficiency of parkland places a burden on the existing parks and open system in order to meet the needs of residents and visitors. A key recommendation in the ATMP is to acquire active parkland at the maximum rate as permitted by the Planning Act and the City's implementing policies with the goal of maintaining a City-wide supply of 2.2ha/1000 population. In the 2013 update of the ATMP the Thornhill Community is estimated to have an active parkland supply ratio of 2.6ha/1000 population which slightly exceeds the target and exceeds the City-wide average of 1.87ha/1000 population.

The Regional Park designation identified in the ATMP includes the following classifications to guide the planning and development of parks in Vaughan:

- Regional Parks are generally greater than 15ha in size providing access to recreational and open space needs on a City-wide basis
- Uses and amenities at Regional Parks include large cultural, recreational and entertainment events, such as festivals, sport tournaments, weddings and other events, as well as uses found in District Parks (major sports fields, large skateboard parks, outdoor skating facilities, field houses, picnic shelters, off-leash areas, aquatic/waterplay facilities and other uses)

Another key recommendation of the ATMP is to encourage partnerships and sponsorships in the provision and delivery of facilities and services and where appropriate consider alternative funding and cost-sharing approaches to achieve capital and operating cost recovery levels. As outlined in the next section, the Uplands property is currently challenged to meet the Task Force principle that changes or additions at Uplands should not be a financial burden to Vaughan and that the facilities should be run on a breakeven basis.

Strategies identified by the ATMP to assist with implementation and financial considerations include:

- Encourage partnerships and sponsorships in the provision and delivery of facilities and services;
- Consider alternative funding and cost-sharing approaches to achieve capital and operating cost recovery levels; and,
- Conducting feasibility studies, business plans, site assessments and/or public engagement prior to developing or expanding major projects to ensure alignment with community needs, partnership opportunities and financial capabilities.

3. IMPLEMENTATION CHALLENGES

In recent years the capital expenditure requirements at Uplands, which are paid for by the City, have exceeded the funding to the City generated through the operation of the facility. In addition, future capital requirements will continue to shift the financial burden to the City, as net revenue to the City is not projected to cover the capital costs. The facility is therefore not meeting the first and key principle identified by the Uplands Task Force, as it is becoming a financial burden to Vaughan, and is not operating on a breakeven basis.

The intent of the management agreement for the third-party operation of the Uplands Golf & Ski Centre (Uplands) is to allow the City to provide golf and ski programs for Vaughan residents and visitors in a cost-effective manner that is revenue neutral. The current agreement allows for estimated minimum revenue to the City of \$150,000 per operating year, to be deposited into the Uplands Reserve account and used to fund capital projects for the repair and replacement of facility infrastructure (grounds and buildings). The Uplands Reserve is currently in a negative financial position due to the significant investment required in 2012 to replace the chair lift at the ski centre which was necessary to meet industry safety requirements.

A summary of the challenges being experienced at Uplands is as follows:

- The Uplands Reserve account is currently in a negative position which results in a funding gap for infrastructure renewal projects that are required in the short-term to improve or replace deteriorating assets
- Facility condition assessments have identified approx. \$0.7M in capital funding that is required immediately for water service replacement and a total of \$1.2M required to meet other capital asset needs over the next 3-5 years, the majority of which remain unfunded
- Continuing water seepage on one of the ski runs is a cause of concern and will require engineering investigations and capital expenditure
- Operating revenues being received by the City are not sufficient to replenish the Reserve over the forecasted timing of the capital needs and recent significant loss of revenue puts the City at risk

4. INTENT

4.1. Goals and Objectives

The goal of this RFI is to provide information to help scope potential options for the continued or renewed operation and property management at Uplands that would assist in achieving the City's objective of maintaining the property for recreational and open space purposes while being fiscally neutral.

The main objectives of proposed options should include, but not be limited to:

- 4.1.1. Ensure that clear benefits can be demonstrated to both the City and the taxpayer
- 4.1.2. Alleviate capital and operating burden to the City and taxpayers

- 4.1.3. Generate an economically sustainable and environmentally sensitive model for the operation and maintenance of the property
- 4.1.4. Ensure that proposed uses are consistent with the City's vision for Uplands
- 4.1.5. Ensure that the partnership model aligns with the broader City strategic plans for the area

4.2. RFI Process

This RFI process includes the following opportunities for Respondent feedback:

- Questions related to the RFI content
- Respondent submissions in response to the RFI
- Optional meetings with Respondents

5. SUPPORTING MATERIALS

The City will use its best efforts to make available any relevant municipal reports, background information, data, drawings, plans, surveys and any other materials relevant to the project through the various procurement stages. A list of known background information is identified below and available background information can be downloaded from the designated RFI website. Through this RFI, the City is asking Respondents to identify any other information that may be required in future procurement processes associated with this project.

The following background & supporting documents are available on the City's website/sharepoint located at [web link to files TBD](#)

5.1. General Documents

- 5.1.1. City of Vaughan "Active Together Master Plan for Parks, Recreation, Culture and Libraries";
- 5.1.2. City of Vaughan Pedestrian and Bicycle Master Plan;
- 5.1.3. Existing Zoning Requirements (Refer to By-Law No. 1-88)
- 5.1.4. Green Directions Vaughan
- 5.1.5. Vaughan Vision 2020
- 5.1.6. Vaughan Tourism Map

5.2. Uplands Reports and Drawings

- 5.2.1. Uplands Building Condition Audit (Halsall Associates, August 1, 2014)
- 5.2.2. Uplands Golf and Ski Condition Audit (MBTW consultant, December 9, 2014)
- 5.2.3. Geotechnical Report (SPL/WSP , November 24, 2015)

- 5.2.4. Regional Park Location Map; L-1
- 5.2.5. Ortho Aerial Photograph, L-2
- 5.2.6. Existing Servicing; L-3
- 5.2.7. Floodplain Mapping L-4

6. SUBMISSION REQUIREMENTS

Respondents are to include at minimum the following information:

- a) Company Information: Please complete page 1 Document III of this request, sign and attach with your response.
- b) Response to Questionnaire: Respond to the questions found in Appendix A. Respondents should provide responses below each question.
- c) Copies of Submission: **One Original**, hard copy and digital copy of the Submission is required to be submitted.

7. COMMERCIALLY CONFIDENTIAL MEETINGS

Upon receipt of response(s) to this RFI the City will review the submissions and may conduct, at the City's discretion, a Commercially Confidential Meeting (CCM) with individual Respondents if deemed necessary. Only select respondents to this RFI will be provided the opportunity to participate in these meetings, at the full and absolute discretion of the City. If required, the CCM's are planned to begin the week of **MONTH XX, 2016**.

A CCM creates the opportunity for experienced parties to meet with the City to take part in an open exchange of information, in order to better understand potential options for the development of the NMRP and the nature and impact of potential park development, partnership and funding models. CCM's will be bilateral meetings between the City, its representatives and advisors and individual Respondents and their representatives and advisors. The intent of the CCM is to allow the City and Respondents to further discuss the information provided by them, with the confidence that any information discussed in the CCM will not be shared with other respondents (potential competitors). This process will assist the City to clarify information received through the submissions and in preparing the RFP.

It should be noted that participating or not participating in these Respondents' meetings does not affect the eligibility of any Respondent to participate in any subsequent RFP(s) issued by the City for the future operations and property management of Uplands or parts thereof.

The City reserves the right to consider some, all or none of the feedback received through the RFI responses and through any subsequent Respondent meetings in making decisions concerning what, if any, of the material provided will be used in formulation of a go-forward strategy for Uplands.

THE CORPORATION OF THE CITY OF VAUGHAN

REQUEST FOR INFORMATION

RFI 15-XXX

**UPLANDS GOLF & SKI CENTRE
POTENTIAL OPERATING AND PROPERTY MANAGEMENT OPPORTUNITIES**

THIS INFORMATION IS SUBMITTED BY: _____

ADDRESS: _____

_____ POSTAL CODE _____

TELEPHONE _____ FAX NO: _____

E-MAIL ADDRESS (if applicable) _____

RESPONDENTS H.S.T. NO.: _____

NAME OF AUTHORIZED PERSON(S): _____
(print)

SIGNATURES _____

POSITION(S) OF THE PERSON(S): _____
(print)

IF RESPONDENT IS A JOINT VENTURE REFER TO THE DEFINITION OF AUTHORIZED PERSON AND SIGN ONE OF THE APPLICABLE OPTIONS ABOVE.

APPENDIX “A” QUESTIONS FOR RESPONDENTS

DRAFT

APPENDIX 'A': Questions for Respondents

1. RESPONDENT INSTRUCTIONS

- 1.1. Respondents are asked to reply to the questions listed below in Section 2 *Questionnaire*. Each question should have a separate answer and responses should refer to the question number. Please label this portion of the response submission as **Binder 1**.
- 1.2. Responses to this RFI may also include literature, specification sheets, handouts, manuals, white papers, presentations, and any other information that the respondent deems relevant. Please label this portion of the response submission as **Binder 2**.
- 1.3. Respondents should not feel compelled to answer all questions.

2. QUESTIONNAIRE

The City specifically requests that Respondents answer the RFI questions below by providing examples of lessons learned or other materials that would inform and assist the City in developing the operations and/or property management strategy for Uplands going forward.

Question 1: Company Overview

- a) Please provide an overview of your organization, including specifically any business units within your organization that are experienced in the development, operations and/or property management of parkland or recreational facilities compatible with existing or proposed use of the Uplands property. Please identify the location and scale of operations within the Province.
- b) What is your team composition? Is this a single vendor or consortium approach?
- c) Please describe what funding, capital improvement or other relevant contributions that your organization could bring to the City in establishing a go-forward strategy for operations and property management of Uplands.
- d) Please identify any similar forms of capital improvement, operations and/or property management initiatives that you have been engaged in over the past 10 years.

Question 2: Summary of your proposed approach for Uplands

Please identify how your organization would propose to use the Uplands property to implement the City's vision. Specifically:

- a) What would be your preferred use of the land and why – e.g. golf and ski centre, golf only, ski only, or other recreational development or other use?
- b) How much of the property and which portions would be the focus for your proposed approach – e.g. the golf course, ski centre, the whole site?
- c) How should the City manage the balance of the property, e.g. nature trail, other?
- d) How would your proposed approach assist the City in realizing its vision for Uplands?
- e) How would your approach encompass community engagement, public and stakeholder consultation processes?
- f) How would your proposed approach accommodate public access on the site?
- g) How much of the lands would need to be owned vs. leased?

Question 3: Review of City Identified Options for Uplands

The City has a range of options to consider for the continued or renewed operation and property management of Uplands. These options include:

- Option 1: Continue to operate the golf and ski as a municipal facility with City staffing or third-party service provider(s).
- Option 2: Continue to operate the ski centre component for winter use but discontinue the golf component due to the amount of other golf opportunities that are available locally.
- Option 3: Maintain the property as parkland and open space.

With respect to these options please identify which, if any, of these options would be viable from your perspective for your organization to participate with the City in considering options for Uplands. Please specifically identify:

- a) Where your organization would participate – e.g. in the continued operation as a golf and ski centre, golf only or ski only, in the development of recreational facilities, or other arrangement.
- b) How your organization would contribute – e.g. in design and capital improvement of the overall property, or in a specific portion of the lands.
- c) What your organization would contribute in terms of funding, resources or other contributions.
- d) What conditions would need to be in place for your organization to commit to participation – e.g. complementary City funding, zoning provisions, or other.
- e) Why your organization would not participate in any of the above options.

Question 4: Timing and Expectations

The City is interested in a timely approach to addressing the short and long term requirements for operations and property management at Uplands. Accordingly, the City seeks options that would realize the completion of required capital improvements over the next 5 years in a manner that is affordable to the City.

With respect to timing and expectations:

- a) What is realistic in terms of timing of whole project (planning, permitting, implementation) and how could a deal be structured to enable the City to meet the objectives in a timely manner?
- b) What information would you need to develop a solid plan for your proposed option(s)?
- c) How will the requirement to provide public access be accommodated?
- d) How does York Region services within the property affect your proposed option(s) and how will this be managed?
- e) Are there any other aspects to consider with respect to timing or expectations?

Question 5: Funding Opportunities and Business Model

As indicated above, the initial estimates to undertake capital improvements at Uplands is in the range of \$1.5 to \$1.9 million. The City is open to considering partner funding and/or financing in order to reduce cost associated with capital investment and/or operating expenditures.

- a) How could you assist with this and how would this level of funding be provided through your proposed approach (i.e. sale of land, long term lease, no sale, other)?
- b) What business model would you propose to fund the ongoing O&M yearly cost for the next 25 years or more?
- c) What minimum lease period do you need for your business model?
- d) What do you see as potential revenue sources?

Question 6: Potential going forward requirements

Please provide any additional comments, considerations or business models you think are relevant for the consideration of options for the Uplands property. If the City were to proceed with a formal procurement process with respect to this initiative:

- a) What information do you need to proceed with a complete proposal?
- b) What information would you need to complete due diligence for a potential bid?

3. CLOSING REMARKS

The City of Vaughan appreciates your assistance in responding to this RFI. Please refer to Document II Section 6 and Document IV Section 1 for details regarding submission instructions. All submissions are to be received no later than **MONTH, XX, 2016**.