



Expression of Interest: EOI-2026-1

City of Dryden

Operate the Sandy Beach Golf Club

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Article I. Invitation

The City of Dryden is seeking Expressions of Interest from qualified and experienced individuals, businesses, organizations, or other interested parties to operate Sandy Beach Golf Club, a municipal golf facility owned by the City of Dryden.

The City is interested in identifying an operator who can provide professional, customer-focused, financially responsible, and sustainable day-to-day operations of the golf course and associated facilities.

The successful proponent will be expected to operate Sandy Beach Golf Club in accordance with the City of Dryden Sandy Beach Golf Club Operations Manual, which will serve as the primary operating standard for the facility.

The City is seeking an operator who will build upon the existing operation while maintaining the quality, accessibility, community value, and long-term sustainability of Sandy Beach Golf Club.

Article II. Definitions of Terms Used in this EOI

Section 2.01 Definitions

In this EOI, the following terms have the indicated meanings:

"City" means The Corporation of the City of Dryden;

"Closing Time", means Monday November 2, 2026 at 4:00 PM (CDT)

"Conflict of Interest", in respect of a Proponent, means a situation where the Proponent is an employee of the City, a spouse or child of an employee of the City, or a corporation or other business entity in which an employee of the City or his or her spouse or child has an interest or is a director or officer;

"Procurement Policy", means the City of Dryden Procurement Policy

"Procurement Representative" means the representative of the City designated by the City as the principal contact person in respect of this RFP, and particularly its procurement aspects;

"Proponent" means a person submitting a Proposal;

"Proposal" means a submission in response to this EOI;

"EOI" means this Expression of Interest and all related documents; and

"Successful Proponent" means the Proponent that is awarded the contract in respect of this EOI.

Article III. Background

Sandy Beach Golf Club is a City-owned municipal golf facility providing recreational opportunities to residents, visitors, golf groups, tournaments, youth, and other community users.

The City recognizes the golf course as an important community recreational asset and intends that it continue to provide a welcoming, professionally operated, and financially responsible golf experience.

The City has developed an Operations Manual to establish consistent expectations, operating procedures, maintenance standards, customer service expectations, facility standards, and operational responsibilities for Sandy Beach Golf Club.

The Operations Manual establishes that the municipal golf course is intended to be operated in a professional, efficient, and productive manner, while striving to provide a high level of golf operations, achieve effective maintenance outcomes, and support the budgetary objectives established by Council.

Article IV. Purpose of the Expression of Interest

The purpose of this Expression of Interest is to identify qualified parties interested in entering into an operating agreement with the City of Dryden for Sandy Beach Golf Club.

The City is seeking an operator who can demonstrate:

- Experience in golf course operations and management;
- Strong customer service and hospitality skills;
- Experience managing staff and seasonal employees;
- Knowledge of golf course maintenance and turf management;
- Financial and business management capability;
- Ability to operate within an established municipal framework;
- Commitment to maintaining the standards established in the Operations Manual;
- Ability to develop and grow golf participation, tournaments, programming and other revenue opportunities;
- Commitment to maintaining the facility and golf course in a safe, clean, attractive and well-maintained condition; and
- A demonstrated commitment to the long-term success of Sandy Beach Golf Club.

Article V. Operating Model

The successful operator will be responsible for the day-to-day operation and management of Sandy Beach Golf Club in accordance with the terms of an Operating Agreement with the City.

The operator will be expected to assume responsibility for the operational functions assigned to the operator under the Operating Agreement, which may include:

Golf Operations

- Tee sheet and booking management;
- Green fee collection and daily golf operations;
- Starter and marshal services;
- Customer service;
- Golf cart operations;
- Tournament and group bookings;
- Junior golf and instructional programming;
- Driving range operations;
- Golf shop/pro shop operations;
- Marketing and promotion;
- Food and beverage operations, where applicable; and
- Other golf-related services approved by the City.

(a) Course Maintenance

The operator will be responsible for maintaining the golf course in accordance with the maintenance standards established within the Operations Manual.

These standards include requirements relating to:

- Greens;
- Collars;
- Aprons and surrounds;
- Tees;
- Bunkers;
- Fairways;
- Roughs;
- Irrigation;
- Drainage;
- Trees;
- Cart paths and paved areas;

- Pest management;
- Green waste;
- Course appearance; and
- General grounds maintenance.

The Operations Manual establishes minimum maintenance standards intended to maintain Sandy Beach Golf Club as a high-quality upper-mid-market golf course.

The operator will be expected to maintain the course at or above these standards unless an alternative standard is specifically approved by the City.

Article VI. Operations Manual

The Sandy Beach Golf Club Operations Manual will form an integral part of the Operating Agreement.

The successful operator will be required to:

1. Review and understand the Operations Manual prior to entering into an Operating Agreement;
2. Operate the golf course and associated facilities in accordance with the requirements of the Operations Manual;
3. Ensure that employees and contractors are appropriately trained in applicable operating procedures;
4. Maintain records demonstrating compliance with applicable operational and maintenance requirements;
5. Report significant operational issues, incidents, deficiencies and course closures to the City;
6. Participate in periodic operational reviews with the City; and
7. Implement reasonable corrective measures where the City identifies deficiencies in meeting established operating standards.

The Operations Manual may be amended from time to time by the City in accordance with the terms of the Operating Agreement.

The City will retain responsibility for establishing municipal policies, Council-approved fees and charges, and other matters reserved to the City under the Operating Agreement.

The Operations Manual currently provides that golf fees and charges are established annually through the City's Fees & Charges By-Law.

Article VII. City Oversight

Sandy Beach Golf Club will remain a City-owned municipal asset.

The City will retain overall ownership and strategic oversight of the facility.

The successful operator will report to the Director of Community Services, or designate, with respect to matters identified in the Operating Agreement.

The Operations Manual identifies the Director of Community Services as the primary municipal oversight position for golf course operations and provides for reporting of significant incidents, unusual conditions, course closures and other operational matters.

The City will retain authority over matters including, but not necessarily limited to:

- Municipal policies;
- Council-approved fees and charges;
- Major capital expenditures;
- Significant changes to the use of the municipal property;
- Long-term strategic direction;
- Major alterations to the facility or course;
- Compliance with municipal requirements; and
- Other matters specifically identified in the Operating Agreement.

Article VIII. Service and Customer Experience

The successful operator will be expected to provide a high level of customer service and create a welcoming environment for residents, visitors and golfers.

The Operations Manual identifies the operating goal as:

“Deliver exceptional service across all activities at Sandy Beach Golf Club to enhance the experience and enjoyment of all users and residents.”

The operator will therefore be expected to demonstrate a commitment to:

- Friendly and professional customer service;
- Fair and equitable treatment of customers;
- Efficient tee-time management;
- Maintaining reasonable pace of play;
- Effective communication with golfers;
- Clean and attractive public facilities;

- Prompt response to customer concerns;
- Inclusive programming and participation; and
- Maintaining Sandy Beach Golf Club as a positive community asset.

Article IX. Financial & Business Management

The City is seeking an operator with demonstrated ability to manage the financial and business aspects of a golf operation.

Proponents should demonstrate their ability to:

- Develop and manage annual operating budgets;
- Monitor revenues and expenditures;
- Increase participation and revenue where appropriate;
- Manage payroll and staffing costs;
- Manage purchasing and inventory;
- Maintain appropriate financial records;
- Identify opportunities for operational efficiencies;
- Develop tournament and group business;
- Develop programming and instructional opportunities; and
- Operate in a financially sustainable manner.

The proposed financial relationship between the City and successful operator will be established through the Operating Agreement.

Proponents are encouraged to provide their preferred operating model, including any proposed:

- Management fee;
- Revenue-sharing model;
- Lease payment;
- Fixed operating payment;
- Performance-based compensation; or
- Other financial arrangement.

The City is open to considering alternative operating models where the proponent can demonstrate that the model provides value to the City while supporting the long-term success of the golf course.

Revenue Development:

The City is interested in an operator who can actively develop the business and increase participation at Sandy Beach Golf Club.

Proponents should identify opportunities they believe could increase revenue and participation, including, where appropriate:

- Green fee growth;
- Membership development;
- Corporate golf;
- Tournaments;
- Group events;
- Junior golf;
- Golf instruction;
- Driving range utilization;
- Golf leagues;
- Food and beverage;
- Pro shop sales;
- Golf cart rentals;
- Sponsorships;
- Special events;
- Partnerships; and
- Other complementary revenue opportunities.

Any proposed new activities or significant changes to the use of City facilities will be subject to City approval where required.

Article X. Course Maintenance and Asset Care

The successful operator will be expected to protect the City's investment in Sandy Beach Golf Club.

This includes maintaining:

- Turf and playing surfaces;
- Irrigation infrastructure;
- Drainage systems;
- Buildings;
- Cart paths;

- Parking areas;
- Landscaping;
- Trees;
- Equipment;
- Washrooms;
- Clubhouse areas;
- Golf carts; and
- Other facility assets assigned to the operator.

The Operations Manual requires equipment to be maintained in proper working condition, with manufacturer-recommended maintenance, detailed maintenance and repair records, and current safety training records.

The operator will be expected to maintain appropriate preventative maintenance programs and promptly identify and report significant capital or infrastructure deficiencies to the City.

Article XI. Health, Safety and Regulatory Compliance

The successful operator will be responsible for ensuring that all operations comply with applicable federal, provincial and municipal legislation, regulations, standards and requirements.

This includes, where applicable:

- Occupational Health and Safety requirements;
- Accessibility requirements;
- Environmental requirements;
- Pesticide regulations;
- Food safety requirements;
- Liquor licensing requirements;
- Fire and life safety requirements;
- Employment legislation;
- Municipal bylaws; and
- Other applicable regulatory requirements.

The Operations Manual specifically requires compliance with applicable federal, provincial and local legislation, including the Occupational Health and Safety Act, Accessibility for Ontarians with Disabilities Act and Ontario pesticide regulations.

Article XII. Community Benefit

As a municipal recreational asset, Sandy Beach Golf Club is expected to provide value to the broader Dryden community.

Proponents should identify how their proposed operation would support:

- Local golfers;
- Youth participation;
- Beginner golfers;
- Seniors;
- Families;
- Local organizations;
- Community tournaments;
- Tourism;
- Local businesses; and
- Increased participation in the sport of golf.

The Operations Manual identifies youth development and increased youth engagement as important objectives of the Junior Golf Program.

Article XIII. Proponent Qualification

Interested proponents should provide information demonstrating their qualifications and experience.

Submissions should include:

A. Proponent Information

- Legal name;
- Business structure;
- Primary contact;
- Contact information;
- Years in operation; and
- Relevant business experience.

B. Golf Industry Experience

Describe previous experience in:

- Golf course management;

- Golf course maintenance;
- Clubhouse operations;
- Tournament management;
- Golf programming;
- Food and beverage;
- Retail/pro shop operations; and
- Customer service.

C. Management Team

Provide resumes or profiles of key individuals who would be responsible for operating Sandy Beach Golf Club.

D. Financial Capacity

Provide evidence demonstrating the proponent's ability to financially support and operate the facility.

E. References

Provide a minimum of three relevant business or professional references.

Article XIV. Proposed Operating Plan

Proponents should provide a preliminary operating plan describing how they would operate Sandy Beach Golf Club.

The plan should address:

1. Overall operating philosophy;
2. Proposed management structure;
3. Staffing model;
4. Customer service;
5. Golf programming;
6. Tournament development;
7. Marketing;
8. Revenue development;
9. Course maintenance;
10. Facility maintenance;
11. Health and safety;
12. Community engagement;

- 13.Environmental sustainability;
- 14.Financial management; and
- 15.Opportunities for future growth.

The proposed plan should clearly identify any areas where the proponent proposes to exceed the minimum requirements of the Operations Manual.

Article XV. Proposed Financial Model

Proponents should provide their preferred financial arrangement with the City.

The submission should include, where applicable:

- Proposed annual payment to the City;
- Proposed management fee;
- Proposed revenue-sharing arrangement;
- Proposed operating expenses;
- Capital requirements;
- Proposed responsibility for repairs and maintenance;
- Proposed responsibility for equipment;
- Proposed marketing expenditures; and
- Any other financial considerations.

The City may consider a variety of operating structures and is not committed to accepting the lowest-cost or highest-revenue proposal.

The City will evaluate the overall value, sustainability and quality of the proposed operating arrangement.

Article XVI. Performance Monitoring

The City intends to establish measurable performance expectations within the Operating Agreement.

Performance monitoring may include:

- Customer satisfaction;
- Course conditions;
- Facility cleanliness;

- Maintenance standards;
- Revenue performance;
- Participation;
- Membership;
- Tournament activity;
- Programming;
- Community engagement;
- Health and safety compliance;
- Regulatory compliance;
- Asset protection; and
- Compliance with the Operations Manual.

The City may conduct periodic operational reviews with the operator.

The Operations Manual contemplates documented complaints and suggestions being reviewed as part of a quarterly review process.

Article XVII. Inspections and Reporting

The operator will be required to maintain appropriate operational records and make those records available to the City upon request.

Records may include:

- Financial records;
- Membership and participation statistics;
- Tee sheet information;
- Tournament records;
- Maintenance logs;
- Equipment maintenance records;
- Irrigation records;
- Pesticide records;
- Safety records;
- Incident reports;
- Staff training records;
- Customer complaints; and
- Other records reasonably required by the City.

The City reserves the right to inspect the golf course, buildings, equipment and operations to ensure compliance with the Operating Agreement and Operations Manual.

Article XVIII. Term

The term is negotiable; however, the anticipated term of the Operating Agreement will be 3-years, with the potential for renewal subject to satisfactory performance and mutual agreement.

The City may consider a longer-term agreement where appropriate to provide sufficient certainty for the operator to invest in the business and develop the facility.

The final term and renewal provisions will be established through the Operating Agreement.

Article XIX. City Owned Assets

Sandy Beach Golf Club and all City-owned buildings, infrastructure and assets provided to the operator will remain the property of the City of Dryden.

The Operating Agreement will identify:

- Assets provided to the operator;
- Operator maintenance responsibilities;
- City maintenance responsibilities;
- Capital replacement responsibilities;
- Equipment ownership;
- Insurance requirements;
- Repairs and replacement;
- Improvements made by the operator; and
- Treatment of improvements at the conclusion of the agreement.

Article XX. Expression of Interest Process

This Expression of Interest is intended to provide the City with an understanding of the qualifications, experience, proposed operating approach and financial model of interested parties.

Following review of submissions, the City may:

- Request additional information;
- Invite proponents to an interview or presentation;

- Request a detailed proposal;
- Enter into negotiations with one or more proponents; or
- Determine that it is in the City’s best interest not to proceed with an operating agreement.

This EOI does not constitute a commitment by the City to enter into an agreement with any proponent.

The City reserves the right to reject any or all submissions and to modify, suspend or cancel the EOI process at any time.

Article XXI. Evaluation Criteria

Expressions of Interest may be evaluated using the following criteria:

Evaluation Criteria	Weight
Golf industry and operational experience	20%
Qualifications and experience of management team	15%
Proposed operating plan	20%
Course maintenance and asset management approach	15%
Financial model and demonstrated financial capacity	15%
Customer service and community benefit	15%
Total	100%

The City may adjust the evaluation methodology prior to the issuance of any subsequent procurement or Operating Agreement.

Article XXII. Submission Requirements

Expressions of Interest should be concise and should include:

1. Proponent information;
2. Relevant experience;
3. Management team;
4. References;
5. Proposed operating model;
6. Preliminary operating plan;
7. Proposed financial model;

- 8. Course maintenance approach;
- 9. Community benefit strategy;
- 10. Financial capacity;
- 11. Proposed term;
- 12. Any proposed improvements or investments; and
- 13. Any assumptions, exclusions or requested changes to the Operations Manual.

Article XXIII. Operations Manual – Acknowledgement

As part of their submission, proponents must acknowledge that they have reviewed the City of Dryden Sandy Beach Golf Club Operations Manual and understand that it will form the basis of the operating standards for Sandy Beach Golf Club.

Proponents shall identify any provisions of the Operations Manual that they believe require clarification or modification as part of their proposed operating model.

Unless specifically approved by the City and incorporated into the Operating Agreement, the successful operator will be expected to comply with the Operations Manual.

Proponent Acknowledgement:

We acknowledge that we have reviewed the City of Dryden Sandy Beach Golf Club Operations Manual and understand that the Manual establishes the operating and maintenance standards expected for Sandy Beach Golf Club. We acknowledge that compliance with the Operations Manual will be a condition of operating the facility under an agreement with the City of Dryden.

Authorized Representative: _____

Name: _____

Title: _____

Company/Organization: _____

Date: _____

Article XXIV. Submission

Expressions of Interest shall be submitted electronically to:

City of Dryden

Department of Community Services

Attn: Jason Boyer - Director of Community Services

jboyer@dryden.ca

Closing Date: November 2, 2026

Closing Time: 4:00pm CST

Late submissions may not be accepted.

Article XXV. Questions

All questions regarding this Expression of Interest should be sent electronically directed to:

Attn: Jason Boyer

Director of Community Services

City of Dryden

jboyer@dryden.ca

Questions and responses may be shared with all proponents where the City determines that doing so is appropriate.

CITY OF DRYDEN

The City of Dryden looks forward to receiving Expressions of Interest from qualified operators interested in helping to build the long-term success of Sandy Beach Golf Club and continuing to provide a high-quality recreational and community asset for Dryden residents and visitors.

Appendix 1 Sandy Beach Golf Club Operations Manual