



Request for Proposals

Market Assessment and Financial Feasibility Study: Event Pavilion at Juniper Golf Course

Introduction

CourseCo, in partnership with the City of Redmond (City), is seeking a professional services team to complete a feasibility study for a proposed event pavilion at Juniper Golf Course (Juniper).

Redmond is a mid-sized community of nearly 30,000 nestled in Oregon's High Desert Plateau just east of the Cascade Mountain Range. The demographic profile is mostly young families and retiring baby boomers. The City owns the Juniper as a park asset and contracts with CourseCo, Inc. to manage the operations.

Juniper is an 18-hole Championship Golf Course open to the public with a strong membership base. The golf course does approximately 34,000 rounds annually and is open year-round weather depending. The golf course restaurant underwent significant renovations in 2016 and was rebranded as The View Tap & Grill. With seating for approximately 100 people the restaurant is ample for daily a la carte dining but limited in its ability to service large events.

In the process of determining the 5-year contract renewal with CourseCo in 2019, the City embarked on a review of CourseCo's performance and explored options for a long-term agreement with capital investment that can provide additional event, golf and community activities along with a positive culture and identity. The conclusions of the review include:

- Juniper Golf Course is performing satisfactorily as a non-urban municipal golf course in Central Oregon and well regarded within the community.
- An Event Pavilion is the most important capital addition Juniper can make.
- An Event Pavilion could generate revenue by hosting large scale events, service club luncheons and similar uses that do not effectively exist at Juniper.
- A feasibility study is required to determine whether to proceed with an investment in an event pavilion.

The proposed event pavilion is envisioned to be a permanent tent structure adjacent to the existing club house and utilizing the existing kitchen.

The purpose of the pavilion is to:

- 1) Accommodate additional non-golf events, specifically weddings, that will have positive effect on the profitability of the property,
- 2) Attract more tournament groups with a dedicated space for their lunches and dinners associated with their events and
- 3) Provide capacity for Juniper to host events without displacing or disrupting restaurant clients by merging them with large groups.

The scope of work for the feasibility study includes all information and data that helps decision-makers determine size, costs, permitting requirements, stabilization period, market demand, fees for use, construction timing, revenue projections, etc. for a successful pavilion.

Schedule

RFP posted	January 13, 2020
Proposals due	February 5, 2020 (4:00 pm pacific time)
Interviews (optional)	February 18 – 19, 2020
Contract Award	Late February

Scope of Work

The project is expected to include the following items:

- A comprehensive market study to determine the viability of an Event Pavilion at Juniper Golf Course to serve Redmond and the surrounding region.
- Provide a capital construction analysis
- Provide an Operational Analysis Projection for a 20-year period.
- Provide overall conclusions and recommendations

Specific Tasks

The scope of work is organized into tasks associated for work activity in support of each area of the plan. The breakdown of tasks and categories are suggested to understand all feasibility, impacts and

management considerations for a proposed Event Pavilion. The Consultant has the opportunity to suggest alternate methods of approach that meet the project goals.

Tasks

Task 1: Market Assessment

Provide a summary of other facilities in the market, including their building type, capacity, utilization rate, and general information regarding fees.

Estimate the approximate number of events per year for an event pavilion (e.g., business meetings, banquets/social events, etc.)

Provide foreseeable impact the facility will have on golf course activity (e.g. golf course tournaments, increase in rounds played).

Based upon the market assessment analysis, recommend the approximate size and type(s) of space of a new event pavilion. (e.g., permanent tent structure, building, pre-fab structure, etc)

Task 2: Capital Construction Analysis

Based on recommended pavilion building type(s) provide a general estimate of capital construction costs.

Task 3: Operational Analysis

Based upon the market assessment analysis, separately project annual (each year over 20 years) facility-related operating revenues for the event pavilion.

Based upon the event pavilion market assessment analysis, recommend the optimal pricing and leasing strategy maximize its use and financial feasibility.

Include the foreseeable impact the facility will have on golf course activity (e.g. golf course tournaments, increase in rounds played) in this analysis as well.

Recommend additional features or amenities that could be included in the facility that would generate revenue or enhanced usability for the overall operations and experience at Juniper Golf Course.

Task 4: Overall Recommendations and Conclusions

Based on Tasks 1-3, provide conclusions and recommendations of the feasibility of a profitable event pavilion.

Contact Information:

Annie McVay

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Phone: 541.504.2003

Proposals should be submitted by email or hard copy mailed to:

Annie McVay
CourseCo/City of Redmond

243 E. Antler
Redmond, OR 97756

Evaluation Criteria

Company Overview, Statement of Qualifications

Maximum # of Pages: 2

Project Relevant Experience

Maximum # of Pages: 2

Describe three to five current projects or projects completed in the last five years.

References

Maximum # of Pages: 1

A minimum of three (3) related business references, including names, addresses and phone numbers plus a description of the type of work you performed for them.

Project Approach

Maximum # of Pages: 5

Describe your understanding of the project and an approach for completing the project. Provide task details and proposed timeline. The completion of a final report is requested by April 24, 2020. Please address this in your approach.

Price

Maximum # of Pages: 1

Submission Date and Time: February 5, 2020 at 4:00 p.m. Pacific Time

Reference materials:

Juniper Golf Course 2019 Annual Plan

Juniper Golf Course Negotiating Team Final Report July, 2019