

**Akoma Holdings Inc
Request for Proposal (RFP)
FOR: Akoma Sportsplex Feasibility Study**

Deadline: August 16, 2024

**Procurement Contact:
Sunday Miller
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1. PROJECT OVERVIEW

a. Introduction

Akoma Holdings Inc wishes to undertake a study to determine the feasibility of building a sportsplex on our property in the Westphal area of the Halifax Regional Municipality. This would be a comprehensive study that would look at trends, community needs, financial requirements, etc. Akoma Holdings invites submissions from those qualified in being able to deliver on the requirements of a feasibility study. If seen as viable, the feasibility study will become the foundation for the business plan developed to support the sportsplex. The RFP submission is due August 16, 2024.

b. Procurement Contact

The contact Person at Akoma for all matters related to the RFP process (the ‘Procurement Contact’) is set out below”

Name	Sunday Miller
Title	Property Consultant

Contact	smiller@akoma.ca
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All communications relating to this RFP must be submitted to the Procurement Contact through the email provided above. Only communication received by the Procurement Contact in the manner outlined in this section will be considered in the RFP process

c. RFP Documents

Prior to submitting a Bid, Suppliers shall examine all components of the RFP (including all reference documents, appendices, forms and Addenda) and, in accordance with Section (1.F) (Questions) promptly notify the Procurement Contact of any perceived errors, omissions, conflicts, ambiguities or discrepancies in the RFP.

d. RFP Timetable

The currently proposed schedule for each step in the RFP process is set out below:

Event	Date/Time
Issue Date of RFP	July 26, 2024
Deadline for Questions	August 9, 2024
Deadline for issuing Addenda	August 9, 2024
Submission Deadline	August 23, 2024
Bid Validity	August 23, 2024
Tender Award	September 9, 2024

e. Addenda

The RFP may only be amended by Addendum in accordance with this Section. Prior to the Submission Deadline, Akoma may at any time modify the RFP in whole or in part through the issuance of an Addenda, if deemed necessary by the client. Each Addendum shall form an integral part of this RFP.

All Addenda will be posted on the Akoma website (www.akoma.ca) and sent to Suppliers who have submitted an expression of interest before the following date August 9, 2024. The client is not responsible for any failure of such notice system or for notices not received by Suppliers.

f. Questions

Prospective Suppliers finding errors, omissions, conflicts, ambiguities or discrepancies in the RFP or having questions, comments or concerns regarding this RFP, its process and related matters (“Questions”) may submit such Questions to the Procurement Contact though the email provided in section (1.B).

The client will make reasonable efforts to respond to questions received by the deadline for questions set out in the RFP timetable in Section (1.D) (RFP Timetable). However, the client shall have no obligation to respond to any or all questions, and the client’s determination as to whether or not it will respond to any question shall be in the client’s sole and absolute discretion. The onus is on each Supplier to confirm the client has received all correspondence from the Supplier.

g. Submission of Bids

- i. All bids must be submitted electronically through email to the Procurement Contact indicated in section 1b

- ii. Only PDF documents will be accepted as part of the submission. The size of the documents should not exceed 20 pages
- iii. Akoma will not accept any Bids attempted to be submitted after the Submission Deadline.
- iv. Email subject line should be: RFP Akoma Sportsplex Feasibility Study Submission-Supplier Name
- v. Each Supplier shall complete and submit the Pricing Form in (4.C) (Pricing Form) according to the instructions in such form.
- vi. A Bid may be amended or withdrawn at any time prior to the Submission Deadline by delivering written notice of withdrawal to the Procurement Contact
- vii. Upon the Submission Deadline, each submitted Bid shall be irrevocable and binding on Suppliers for the period of time following the Submission Deadline as set out in the RFP timetable in Section (1. D) (RFP Timetable) (“Bid Validity Period”)

2. PROJECT OVERVIEW

a. BACKGROUND

In 2014 Akoma Holdings Inc. (AHI) came into existence to manage the assets of the Nova Scotia Home for Colored Children, which included 320 acres of land. AHI is located in the Preston Township which includes Cherry Brook, Lake Loon, North and East Preston. The site includes the former Nova Scotia Home for Colored Children (NSHCC) which was opened in 1921 to care for orphan and homeless children of African descent who were not permitted to be housed with orphans of European ancestry due to racism and the segregation laws in Nova Scotia. The Home kept the children of a family together, so it was common to have 4 to 12 siblings housed at the home. The Home became a self-contained community¹ with a farm which included cattle, poultry, swine, strawberry and raspberry bushes. The farm was an important component since it was a source of income and food for the residents.

The original home was closed in 1978, and two family centres were opened further down Main St. towards the city of Dartmouth on land owned by the NSHCC. By this time segregation was no longer an issue regarding the housing of African and European children in the same facility. Children housed in the centre were those in need of housing regardless of their ancestry and the Home now fell under union and government rules. The original home remained empty until 2019 when a federal government grant was provided to renovate and refurbish the old original building. It was named Kinney Place after the first superintendent of the NSHCC. In 2023, the building was named Kinney Place after the first superintendent of the NSHCC. Kinney Place opened as a Black incubator business hub providing affordable leases for Black businesses and people from the community who wanted to start a business. At Kinney Place, a Black entrepreneur could test out their business plan and get their feet under them without having to pay the high commercial market rent costs that are in place in the city core.

The school was named the Bauld Centre and is rented out to the community for celebrations, educational programs, etc. It has become a very vibrant and active part of AHI.

The mission of Akoma Holdings is to develop the land to provide opportunities and services that will benefit African Nova Scotians (ANS) and the general population. The vision is to be Black owned, Black led and Black serviced.

¹ Share & Care, The Story of the Nova Scotia Home for Colored Children, Charles R. Saunders, pg. 67

Akoma Sportsplex

As noted in the background information, AHI has assets including about 320 acres. Akoma has been approached to engage in a number of builds on the land. One of those is to build a sports facility and Akoma recognizes:

- That there may very well be untapped athletic potential in Preston Township which includes Cherry Brook, Lake Loon, North and East Preston and Eastern Musquodoboit communities
- That it could be of great benefit to the athletic community in the Halifax Regional Municipality and perhaps the Atlantic provinces to have such a facility in this area
- That it would be wise to explore this idea since it could lead to increased services and opportunities to the ANS communities and the province of Nova Scotia
- That it could be a one of its kind as a Black owned, Black led and Black serviced sports enterprise

b. GOALS AND OBJECTIVES

The objectives of the Sportsplex feasibility study are to:

- Support the development of a Black owned, Black led, and Black serviced self-sustaining sport enterprise that responds to the needs of the community's needs
- Ensure robust involvement with relevant stakeholders including community partners/members, and residents of the Preston Township
- Identify and test solutions that are informed by market conditions, regulatory contexts, development costs, demand and race and sociodemographic data, and that meet the current and future needs of the community and fully supports their athletic ambitions

c. DELIVERABLES

The supplier will be responsible for completing the feasibility study that covers the following:

- Industry scan to assess the trends in sport complexes in the region.
- Stakeholder and Community Engagement plan implementation and report
- Three (3) options for the Sport complex
- Capital and operating costs estimates
- Funding and Financing recommendations
- Risk assessment and mitigation strategy

d. TIMELINE AND WORK PLANNING

The Supplier will have four (4) months to complete the scope of work, with work beginning immediately upon awarding of the RFP and execution of the Agreement. The anticipated RFP award and commencement is September 9, 2024 and completion of work by January 10, 2025.

The Supplier will provide Akoma with a finalized work plan within one (1) week of the execution of the Agreement, that includes a breakdown of the tasks/deliverables outlined in this scope of work, anticipated hours, timelines for deliverables (Gantt chart), and staff leads/resources assigned to each task.

The Supplier shall undertake all the necessary secretarial and administrative details associated with internal and external consultation meetings, including:

- ensuring that all project stages and milestones are effectively communicated to Akoma and that necessary coordination of engagement activities occurs
- organizing (i.e. preparing agendas) and documenting all meetings

- preparing background information and presentation materials as required for meetings with Akoma and with community members and residents
- preparing and distributing all meeting notes within five (5) business days
- ensuring that meeting locations, when not virtual, are appropriate and accessible to the population being consulted or convened

SCOPE OF WORK

a. General

Subject to the provisions of this Agreement, the Consultant shall provide the Services more particularly described in this Schedule for the Project, and without limiting the foregoing, those related obligations in a general or specific responsibility of the Consultant otherwise detailed in the Agreement Documents.

All Services shall be completed to the satisfaction of the Project Manager by January 10, 2025 unless mutually agreed upon by both parties

b. Detailed Scope:

- I) **Industry Scan:** Conduct a scan of sports facilities, publicly or privately owned, in Halifax Regional Municipality and/or within an hour of HRM. This industry scan should be supported by a questionnaire (designed by the Supplier) which is designed to understand what facility types exist, what gaps exist, and who may be competitors to the envisioned Akoma facility. The questionnaire would gather comparative information about the type of sports facility, age of facility, funding requirements, operational and staffing needs and costs, key risks and challenges, and the proximity of facilities to the Preston Township. A report should be prepared which summarizes this information and articulates key sport trends regionally, nationally, and globally, as relevant.
- II) **Stakeholder and Community Engagement:** Hold a series of engagement activities with the African Nova Scotian communities in the Preston Township and surrounding areas to understand their participation in athletic activities and their athletic interests and needs to achieve and maintain a healthy lifestyle. This should include asking community members about the facilities they currently use and where they are located as well as what types of facilities they would like to see more of and point to any challenges with access. The Supplier should also identify stakeholders to understand how they currently meet the athletic needs of African Nova Scotian communities (with focus on Preston Township), what they would potentially provide in the future, and the challenges or gaps they believe may impact this service. A report should be prepared which summarizes information gathered from the community and stakeholder engagements and provides a demographic overview of the Preston Township area.
- III) **Facility Scenarios:** Develop three options for facilities which are informed by the industry scan and community and stakeholder engagement results. Each option should provide information about the facility type, size and programming offerings and propose a potential location on the Akoma grounds. See attached map of Akoma property. Further, options should identify general planning approval, servicing requirements and if phasing, requirements, if necessary. A concept plan and a brief narrative should accompany each option.
- IV) **Capital and Operating Costs:** Prepare a financial assessment which includes an order of magnitude capital cost estimate for each of the three facility scenario options and prepare a more detailed capital and operating cost estimate for the preferred option. The preferred option operating cost estimate should include basic staffing costs drawing on insight gained from the industry scan results and a 3–5-year cash flow that identifies when profitability will be reached.
- V) **Funding and Financing Opportunities:** Identify funding and financing programs available from public or private funding programs that could support the capital and/or operating costs for the preferred option. For each funding or financing opportunity include a brief description about the amount, eligibility requirements, intended

use and submission requirements. In addition, include a list of recommended fundraising opportunities that have been used for similar facilities as well as challenges to funding, financing and funding opportunities.

- VI) **Risk Assessment and Mitigation Strategy:** Prepare a report that describes the key risks that may affect the success of the project identified in previous Work Scope steps (the Industry Scan, Community and Stakeholder Engagement, Facility Scenarios, Capital and Operating Costs assessment and Funding and Financing Opportunities). These risks may include financial, social, political, environmental, planning, among others. The report should identify measures and strategies to minimize risk and ensure the success of the project.
- VII) **Meeting Requirements:** Attendance at the following meetings would be considered necessary to keep the Akoma teams aware of the progress of the feasibility study and to support the successful candidate in achieving the scope of work:
- Akoma Planning Committee meetings every two weeks, (up to 30 minutes for each meeting)
 - meetings of the Sportsplex Committee every four to six weeks, (approximately 90 minutes for each meeting)

3. SUBMISSION REQUIREMENTS

a. Mandatory Submission Requirements

The Bids will be reviewed to determine whether they comply with all of the mandatory requirements of the RFP, including the requirements of Section (1.G) (Submission of Bids). If a Bid fails to satisfy all mandatory submission requirements, it will be excluded from further consideration.

b. Mandatory Technical Requirements and Rated Evaluations

Proposal Format and Content

The full Request for Proposal should not exceed 35 pages in length, 8 ½ x 11 paper size. Resumes are limited to 1-page per individual.

Content:

- Title page** (showing Supplier name and contact details (address, telephone number and e-mail address, and a contact person (including phone and email)) who will act as the Supplier's representative for post-submission communications)
- Letter of Introduction & Executive Summary** (Introducing the Supplier and signed (or electronically signed) by the person(s) authorized to sign on behalf of and to bind the Supplier to statements made in response to this RFP. The Supplier should provide a summary of the key features of the Technical Proposal.)
- Table of Contents**
- Supplier Profile** (The Supplier(s) must have the staff, organization, culture, financial resources, market share and an operational base adequate to ensure their ability to deliver and support the proposed services within the time period of the contract.)
- Experience and Qualifications of the supplier**
 - Work undertaken by a Supplier(s) that demonstrates specific knowledge of, and experience with feasibility studies for cultural and recreational facilities of comparable nature, size and scope, especially with Canadian municipalities and City agencies.
 - Supplier must demonstrate working experience with projects involving collaboration and engagement with Indigenous people, Black people, people from equity deserving communities.

- c. Relevant work experience of the above, particularly that which is within the past five (5) years, is to be cited and detailed. Projects which were undertaken more than five years ago may be referenced additionally.
- d. Provide a minimum of three (3) references for the purpose of evaluating the Supplier's experience and track record of success.

Project Information					References	
Project Name	Year Completed and Project duration	Project description and Scope of Work	Project Value	Key staff and roles	Owner's name	Owners Contact Details

- vi. **Proposed Staff Team and Resources** (Provide information on the key staffs specific experience, illustrating relevant experience and expertise with examples of completed assignments including roles and responsibilities on the referenced projects. Staff should include:
 - a. Architect – with a minimum of five (5) years of experience, with a valid license with Nova Scotia Association of Architects (NSAA) being an asset. Demonstrated experience with cultural and recreational facility projects of comparable nature, size and scope. Lived experience as, or applied experience with, equity deserving populations should be highlighted.
 - b. Urban Planner - with at least five years of experience, with a valid designation as a Registered Professional Planning (RPP) as an asset. Demonstrated experience in community engagement, visioning and master planning. Lived experience as, or applied experience with, equity deserving populations should be highlighted
 - c. Cost consultant/Contractor - with a minimum of five (5) years of experience. Demonstrated experience with providing estimates and advising on costs for cultural and recreational facility projects of comparable nature, size and scope.

Project Role	Name of proposed staff	Years of Experience	Qualification and Experience of Proposed Staff	Reference Contact (Name, Position, Company, Telephone, Email)

- vii. **Project Understanding and Approach** (Provide a description of how the Supplier(s) intends to achieve the goals and objectives of the project)
- viii. **Workplan and Deliverables** (An estimated overall timeline of the Project, including an indication of how soon you could commence work) A detailed work plan indicating the proposed Project method, schedule, Gantt chart, tasks, and deliverables

c. Proposal Form / Fee Proposal

Evaluation will consist of a scoring of the submitted pricing of each qualified Bid in accordance with the price evaluation method set out in the Evaluation Criteria (4.D) . The evaluation of price will be undertaken after the evaluation of mandatory requirements and rated criteria has been completed.

Fees for the time of Personnel expended in the performance of the Services shall be payable at the hourly rates set out in Table 1 below, which rates shall be all-inclusive, except for HST, to a maximum upset limit for each component of the Services as set out in Table 2 below:

Table 1

Personnel	Hourly Rate
Planner	
Architect	
Other (specify)	

Table 2

Service	Cost
Industry Scan	
Stakeholder and Community Engagement	
Facility	
Financial Feasibility Study	
Consultation Meetings	

Fees for any additional consultation meetings requested by Akoma over and above the consultation meetings identified in Table 1 shall be payable at a lump sum amount of \$xx per meeting, which amount shall be all-inclusive, except for HST.

d. Evaluation Criteria

STAGE 1 – MANDATORY SUBMISSION REQUIREMENTS		
Submission Form (Part # – Submission Items)	Pass	Fail
STAGE 2 – TECHNICAL PROPOSAL		
Evaluation Criteria	Max. Points Available	Min. Points Required
1. Subsection 1 – Letter of Introduction and Executive Summary	N/A	
2. Subsection 2 – Supplier Profile <ul style="list-style-type: none"> Supplier Profile demonstrates the Supplier has the staff and capacity to ensure their ability to deliver and support the proposed project 	10	

3. Subsection 3 – Experience and Qualifications of the Supplier <ul style="list-style-type: none"> Demonstrated experience of the Supplier with three (3) other similar projects, including references: <ul style="list-style-type: none"> Project 1 – 10 Points Project 2 – 10 Points Project 3 – 10 Points 	30	
4. Subsection 4 – Proposed Staff Team and Resources <ul style="list-style-type: none"> Key staff proposed for this work including their professional qualifications, related project experience and their duties and responsibilities on this particular project 	10	
5. Subsection 5 – Project Understanding and Approach <ul style="list-style-type: none"> Supplier's understanding of the goals and objectives of the project Supplier's approach for achieving the goals requirements of the project 	20	
6. Subsection 6 – Work Plan and Deliverables <ul style="list-style-type: none"> Detailed work plan that includes stated objectives and deliverables with appropriate and adequate allocation of team members and staff to complete the project within specified timelines Suitability of the overall timeline of the project, including an indication of how soon Supplier could commence work. 	10	
8. Proposal Organization and Quality / Overall Completeness <ul style="list-style-type: none"> Quality of Technical Proposal Submission (completeness, conciseness and general suitability) 	5	
Total (Minimum 70%)	85	59.5
STAGE 3. COST OF SERVICES		
Supplier's fees calculate as follows: Formula: [(lowest cost Proposal divided by Supplier's Proposal Cost) x 15]	15	
TOTAL	100	

Score	Rating	Detailed Description
5	Excellent	Fully meets and Exceed <i>all</i> requirements and is sure to deliver the required output / outcome exceeding the expectations.
4	Good	Fully meets all requirements and Exceeds <i>some</i> of the requirements.
3	Satisfactory	Fully meets all requirements.

2	Below Expectation	The response partially meets requirements
1	Poor	Response unacceptable and falls short of meeting most requirements.
0	Unsatisfactory	No response is provided, or the response is not relevant to the question.

e. Debriefing

Unsuccessful Suppliers may request a debriefing after receipt of a notification of the outcome of the selection process. All requests must be written to the Procurement Contact within 30 days of notification of the selection process's outcome.

f. Award & Contract Execution

The anticipated date for award of the contract to the successful bidder is September 9, 2024, with services to begin as soon as possible, following contract award and to proceed according to the agreed upon schedule based on the proposal submission.