



**REQUEST FOR PROPOSALS**

**MANAGEMENT SERVICES FOR  
MOSAIC PLACE**

**CITY OF MOOSE JAW**

**CLOSING DATE:  
February 15, 2019 at 2:00p.m. (Central Standard Time)**

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## INTRODUCTION

1. The objective of this Request for Proposals ("RFP") process is to invite proposals to provide arena, sports facility, convention and conference facility management services for a five-year term commencing in 2019 that:
  - (a) best fits the needs of the City of Moose Jaw and Mosaic Place; and
  - (b) offers the best value for the City of Moose Jaw, and its residents, in terms of service level, economic impact, and programming benefits.
2. Further details about the City of Moose Jaw and Mosaic Place are set out in the attached Schedule A – Services Requirements.

## INQUIRIES

3. Any inquiries concerning this RFP should be directed in writing to the following person:

Jim Puffalt, City Manager  
City of Moose Jaw  
228 Main St. N.  
Moose Jaw, SK S6H 3J8  
Phone: 306-694-4427  
E-mail: [citymanager@moosejaw.ca](mailto:citymanager@moosejaw.ca)
4. All inquiries should be in writing and received no later than seven (7) days before the date set for receipt of proposals.
5. Proponents should refrain from contacting other employees or agents of the City, or members of Council of the City of Moose Jaw in respect to this process, including for the purposes of lobbying or attempting to influence the outcome of this process. Any such contact may result in disqualification.

## MEETINGS BETWEEN THE CITY AND PROPONENTS

6. Proponents may schedule a meeting by contacting Jim Puffalt at [citymanager@moosejaw.ca](mailto:citymanager@moosejaw.ca). Meetings may take place by conference call, video conferencing, or in person. Meetings are not mandatory.

## SUBMISSION OF PROPOSALS

7. Proposals should be in both paper and electronic format. Proponents should deliver five (5) hard copies of their proposal (including one unbound copy for photocopying) in an envelope indicating the RFP title to the following address by **2:00 p.m. (Central Standard Time) on February 15, 2019:**

**City of Moose Jaw  
228 Main Street N.  
Moose Jaw, SK S6H 3J8  
Attn: Jim Puffalt, City Manager**

Proponents should also deliver one electronic copy of their proposal by email to [citymanager@moosejaw.ca](mailto:citymanager@moosejaw.ca) (file size not to exceed 10 GB).

8. The City's office hours for the purpose of receiving proposals are 8:15 a.m. to 12:00 p.m. and 1:00 p.m. to 5:00 p.m. (Central Standard Time), Monday to Friday, excluding statutory holidays.
9. If you require additional time to submit your proposal, please contact Jim Puffalt by e-mail as soon as possible. The City may, in its sole discretion, allow additional time for proponents to submit a proposal.
10. Proposals and accompanying documentation provided to the City in response to this RFP will not be returned.

### **CONTENT OF PROPOSALS**

11. Proposals should address the items set out in Schedule "B" - Proposal Content Requirements.
12. Proponents may provide additional information beyond that requested in the RFP for the City's consideration. Any such additional information may be considered by the City in its sole discretion.
13. Proponents may be asked to submit additional information pertaining to their past experience, qualifications and such other information that the City might reasonably require.

### **COST OF PROPOSALS**

14. The City is not responsible for any costs incurred by proponents in preparing their proposals, attending any meetings or interviews, making any presentations in connection with their proposals, or otherwise incurred in connection with this RFP process.

### **EVALUATION PROCESS**

15. Proposals will be opened and evaluated in private by the City.
16. In evaluating proposals, the City intends to take into consideration the following evaluation criteria:
  - (a) qualifications and experience of the proponent in similar arena, conference and sports facility management operations;
  - (b) demonstrated understanding of, and overall approach to, arena, conference and sports facility management operations;
  - (c) qualifications, experience and demonstrated ability of the proponent's professional personnel that would lead the management of Mosaic Place;
  - (d) overall scope of services offered, and proposed structure of services agreement being proposed by the proponent, including demonstrated willingness to meet the overall mission of Mosaic Place;
  - (e) the proponents overall fee proposal; and
  - (f) such other criteria as the City considers relevant.

17. The City has not predetermined the relative importance of the above evaluation criteria. The City expects to select the proponent that provides the best overall value, as determined by the City in its sole discretion, having regard to the evaluation criteria referred to above.
18. Proposals will be evaluated on the basis of the information provided in response to this RFP. In addition, the City expects to identify a short list of preferred proponents, and may invite such proponents to conduct an interview with, and/or make a further presentation to the City, at a future date yet to be determined.
19. An invitation to interview or to negotiate does not obligate the City to conclude the services agreement with that proponent. The City may interview or may negotiate any aspect of any proposal with one or more proponents at any time.
20. The City may, in its sole discretion, request clarification from a proponent during the evaluation process.
21. Proponents are advised that the evaluation process is subjective in nature and the City's intention is to consider, in its sole discretion, each proposal on its merits, without regard to the rules or principles of competitive bidding, including without regard to whether a proposal is compliant with this RFP. Furthermore, the City may negotiate any and all aspects of a proposal, including but not limited to compensation and the terms of an eventual services agreement with any proponent.
22. The City will notify unsuccessful proponents after entering into a definitive agreement with the successful proponent. Unsuccessful proponents may request a debriefing interview to obtain feedback on their proposal after receiving this notification.

#### **ANTICIPATED SCHEDULE OF EVENTS**

23. The following is the anticipated schedule of events related to this RFP. These dates are provided as target dates only and may be changed at any time by the City in its sole discretion:

<u><b>Event</b></u>	<u><b>Date</b></u>
RFP Released	January 16, 2019
Closing Date	February 15, 2019
Tentative Evaluation and Short-Listing	Approx. 2 weeks after Closing Date
Interviews with Proponents and Presentations	Approx. 4 weeks after Closing Date
Tentative Services Agreement Execution	Approx. 8 weeks after Closing Date

**FORM OF AGREEMENT**

24. Following the proposal evaluation process, the City intends to enter into discussions and negotiations with the preferred proponent regarding a definitive services agreement for management services at Mosaic Place.
25. The City has not pre-determined a form of services agreement into which the City intends to enter with the successful proponent. The form of agreement (and all applicable contract terms) will be subject to negotiation based on the overall scope of services being offered by the successful proponent, provided such negotiations proceed within six-months of the closing date.
26. If the City is unable to conclude a definitive agreement with its preferred proponent, the City may end negotiations with that proponent, and may proceed with negotiating a services agreement with another proponent.

**GENERAL**

27. This RFP is not intended to be a tender or otherwise subject to the laws applicable to competitive bidding. Until such time as the City signs a definitive services agreement with a proponent, the City does not intend to create a contractual relationship including a bid contract (either express or implied) with any proponent submitting a response to this RFP.
28. Submission of a proposal does not obligate the City to accept any proposal or to proceed further with any of the services. Consideration of any proposal shall be in the City's sole discretion. At the conclusion of this RFP process, the City may decide that it is in the best interests of the City not to enter into a definitive agreement with any proponent.
29. Proposals may be withdrawn or amended by proponents at any time by written notice to the City prior to the City and a proponent signing a definitive agreement.
30. Proponents are advised that the City is intending to conduct a flexible procurement process, not subject to the law of competitive bidding, and that the City may, in its sole discretion, at any time and for any reason:
  - (a) reject any and all proposals (including, for greater certainty, the lowest cost proposal);
  - (b) modify or vary any aspect of this RFP or specifications at any time before or after the time for submission of proposals;
  - (c) extend the deadline for submission of proposals at any time before or after the time for submission of proposals;
  - (d) accept any non-compliant, conditional or irregular proposal or any alternate proposal, in whole or in part;
  - (e) discuss the terms of a proposal submitted by a proponent with that proponent at any time, on a confidential basis, for the purposes of clarification and/or negotiation of that proposal;

- (f) allow any proponent submitting a proposal to modify or vary any aspect of its proposal at any time;
- (g) verify or seek clarification of any and all information provided pursuant to this RFP and provide proponents with an opportunity to correct any defects, informalities or irregularities in their proposal;
- (h) negotiate any and all aspects of any proposal and the provisions of the services agreement (including, without limitation, those provisions relating to fees and/or any scope of services) with any one or more proponents at any time in its sole discretion, whether before, during or after the selection and evaluation process; and
- (i) cancel this RFP at any time for any reason and thereafter proceed in any manner it sees fit, in its sole discretion, including:
  - (i) issuing a new request for proposals or other procurement document based on the same or changed scope of services or other requirements;
  - (ii) entering into sole source negotiations with any one or more of the proponents or any other person; or
  - (iii) cancelling the procurement in its entirety.

#### **CONFIDENTIALITY, PUBLIC ANNOUNCEMENTS**

- 31. Proponents are expected to keep confidential all documents, data, information and other materials of the City which are provided to or obtained or accessed by a proponent in relation to this RFP, other than documents which the City places in the public domain. Proponents are expected not to make any public announcements or news releases regarding this RFP or the entering into a services agreement pursuant to this RFP, without the prior written approval of the City.
- 32. Proponents are advised that City of Moose Jaw is subject to the provisions of *The Local Authority Freedom of Information and Protection of Privacy Act* (Saskatchewan), which provides a right of access to information in records under the control of a municipality. Proponents are advised that the City of Moose Jaw may be required to disclose the RFP documents and a part or parts of any proposal in response to this RFP pursuant to *The Local Authority Freedom of Information and Protection of Privacy Act* (Saskatchewan).
- 33. Proponents are also advised that *The Local Authority Freedom of Information and Protection of Privacy Act* (Saskatchewan) does provide protection for confidential and proprietary business information; however, proponents are strongly advised to consult their own legal advisors as to the appropriate way in which confidential or proprietary business information should be marked as such in their proposal in response to this RFP. **Proponents should identify any information in their proposals that they consider to be confidential or proprietary business information.**

#### **CANADIAN FREE TRADE AGREEMENT**

- 34. This procurement is subject to Chapter Five of the Canadian Free Trade Agreement.

## **SCHEDULE "A" – SERVICES REQUIREMENTS**

### **I. CITY OF MOOSE JAW REGIONAL OVERVIEW**

Moose Jaw, truly a city as unique as its name, is located in the heartland of the prairies, nestled in the picturesque valley carved out by the Moose Jaw River and Thunder Creek. Halfway between Calgary and Winnipeg on the Trans-Canada Highway and less than an hour from Regina, Moose Jaw is at the agricultural heartland of Canada. Highways and rail connect Moose Jaw to major North American markets. The city acts as the western anchor to the Moose Jaw-Regina Industrial Corridor.

Moose Jaw is known for its historic downtown and flagship tourist attractions, such as Temple Gardens Mineral Spa, Tunnels of Moose Jaw, Yvette Moore Gallery, the Grant Hall Hotel and beautiful Crescent Park. Moose Jaw is also home to the Demonstration Squadron Snowbirds and 15 Wing's NATO Flight Training Centre.

Small town feel with big city amenities. The City acts as a major agriculture and ag value-added processing centre. Two national railways and major trucking companies ship crops, food product and other specialty items to countries all over the world. With vast reserves of potash in the area, two major potash mines are located nearby providing hundreds of quality-paying jobs.

**SaskPower** announced in December 2018 that it will construct its newest natural gas power generation site in the southeast Industrial Park. This project will require approximately 600 workers to build and will create approximately 25 jobs to maintain the plant once construction is complete.

**K+S Potash Canada** has built Saskatchewan's first green field potash mine \$4.25B solution potash mine in four decades. K+S Potash Canada's head office is located in Saskatoon, but mine officials refer to Moose Jaw as "home base". The mine is located only 58 kilometers north of the City near the Village of Bethune and has approximately 140 new positions.

**Mosaic Potash** at its Belle Plaine mine site located only 15 minutes east of Moose Jaw, employing around 300 people.

**Moose Jaw Refinery** Gibson Energy's Moose Jaw plant markets a variety of petroleum derived products including several grades of road asphalt and is currently a leading supplier of roofing flux. It operates at 18,500 barrels a day 340 days per year. Plans to expand will be phased in increasing railcar loading and adding more production capacity.

#### **Multi-Million Dollar Investments in Agriculture Value-Added**

- Simpson Seeds completed its major expansion pulse processing plant in Moose Jaw (Canada's Best Managed Companies)
- Viterra Grain Terminal, formerly the Canadian government grain elevator is one of the company's largest facilities with licensed storage capacity of 157,000 metric tonnes and service capacity of 112 rail cars. This facility is ranked as one of the top four in Western Canada thanks to expansion and upgrades to help meet customer needs.

- AgroCorp International completed its \$2M expansion creating dozens of good paying jobs for skilled workers. The company cleans and handles specialty crops before transporting them to foreign markets. The company has expanded its operation by 150% since opening its \$10M processing plant in 2013. AgroCorp was a finalist in Saskatchewan Trade and Export Partnership (STEP) Exporter of the Year.

### **Key Facts and Figures:**

- MOOSE JAW POPULATION Approximately 36,804 with a TRADING AREA of around 60,000 and a population of another 250,000 people within an hour driving distance of the City.
- KEY ECONOMIC SECTORS Potash mining, agriculture & ag value-added processing, transportation (rail and truck), tourism and healthcare.
- INDUSTRIAL HUB Moose Jaw is the western anchor to the Moose Jaw-Regina Industrial Corridor
- POTASH MINES Mosaic® Belle Plaine, K+S Legacy Mine
- NEW \$100.9M FIVE HILLS HEALTH REGIONAL HOSPITAL
- AVERAGE HOUSEHOLD INCOME \$77,000
- MEDIAN HOUSEHOLD INCOME \$54,459
- LABOUR FORCE 20,787
- MINIMUM WAGE \$11.06/hour
- HOME OF THE SNOWBIRDS
- 15 Wing NATO Flying Training Program CAE
- MUNICIPAL AIRPORT Runway 2,952 feet

### **Major Employers**

Mosaic Potash Mine, Yara Belle Plaine, Terra Grains, K+S Potash Canada, Casino Moose Jaw, Canadian Pacific Railway, Thunder Creek Pork Processing Plant, JGL, Doepker Industries, AgroCorp, Simpson Seeds, Five Hills Health Region, CAE, 15 Wing Canadian Forces Base and Moose Jaw Refinery.

### **Quality of Life**

Moose Jaw's citizens enjoy an exceptional quality of life benefiting from the kinds of amenities typically only found in much larger cities. Everyone loves Moose Jaw, and those who call it home know it is the perfect place to raise a family. Moose Jaw is a safe and caring community offering one of the best small city lifestyle in Canada and named one of the "Top 15 Small Cities in Canada to Live in!"

### **Education**

- Saskatchewan Polytechnic Moose Jaw Campus.
- University of Regina – 45-minute drive to Regina.
- There are 5 high schools and 15 elementary schools in the Moose Jaw area. Parents have the option to send their children to public or Catholic school. There is one school district that offers Francophone education opportunities for children and youth ages 4 to 18.

### **Arts & Culture**

Moose Jaw prides itself in being very volunteer based with many and varied community organizations. Moose Jaw residents enjoy a host of arts and cultural festivals and family-oriented events, such as the Festival of Words, Moose Jaw Band and Choral Festival, Music Festival, Motif and Moose Jaw Dance Fest.

### **Tourism**

Moose Jaw boasts one of the highest number of tourist attractions per capita in Canada. Tourism contributes approximately \$90 million a year to the local economy, and according to Census information Moose Jaw had more overnight, destination and longer stays from points of origin outside Saskatchewan than comparable size cities in the province. Moose Jaw certainly recognizes the value of restoring historic buildings and creating unique experiences for tourists by "telling its story". In a bold act of imagination, the city rejuvenated its downtown by tapping into its heritage buildings and rich history. These heritage assets provide the backdrop to many local arts and cultural attractions. The community is active in the Moose Jaw Cultural Centre, Newcomers Centre, and the Moose Jaw Museum and Art Gallery. Moose Jaw also has a Western Development Museum, Burrowing Owl Interpretive Centre and the Moose Jaw Exhibition Company. Moose Jaw also has incredible hotels ranging in services and they majority are participating in a Destination Marketing program titled Visit Moose Jaw Canada's Friendliest City.

### **Dining & Shopping**

Moose Jaw has big box retailers such as Walmart and Superstore located on Thatcher Drive and the Moose Jaw Town & Country Mall located on upper Main Street that delivers an abundance of shops and services. Downtown showcases plenty of one-of-a-kind shopping and dining experiences found throughout its many boutiques and cafés.

### **Parks**

Wakamow Valley provides several popular family-oriented parks along the Moose Jaw River and Thunder Creek with picnic shelters, playgrounds, water parks, walking and bicycle trails, RV campground, and an outdoor speed skating oval. The historic Crescent Park is considered a hidden gem in downtown. Buffalo Pound Lake, a short drive north of the City, offers families both beach and boating fun, with ice fishing popular in the winter.

### **Ross Wells Park**

Moose Jaw loves baseball and season ticket holders of The Miller Express cheer for their home team during the Western Major Baseball League.

## II. **MOSAIC PLACE OVERVIEW**

### A. **Mosaic Place – Located at 101 – 1<sup>st</sup> Avenue North West in Moose Jaw**

Mosaic Place is a world-class hospitality environment for sporting, entertainment and cultural events. This 210,000 square-foot facility features an entertainment/sports bowl, an 8-sheet curling club, and banquet and meeting rooms. Event Arena seats 4,465 for hockey spectators and 5000+ for events & concerts and also features 21 private suites and 132 club seats. The 8 sheet Moose Jaw Ford curling facility features locker rooms and a spacious seating area overlooking the ice surface. The Great Western Lounge and Restaurant is situated on the second floor and overlooks the Curling Arena.

Mosaic Place also features 8 Conference Banquet rooms capable of holding up 900 patrons. Mosaic Place is home of the WHL Moose Jaw Warriors and the AAA Generals. Since it opened in 2011, it has hosted many concerts and televised sporting events. Mosaic Place continues to attract top performing artists, like Billy Talent, Terri Clark, Mötley Crüe, Backstreet Boys, Three Days Grace, Carrie Underwood, Wiz Khalifa, John Fogerty and many more. In 2015, Moose Jaw hosted the Scotties Tournament of Hearts.

#### **Overview**

Audited Financial Statements for Mosaic Place will be available upon written request. 2019 budget is available upon request to parties that are interested in responding.

#### **Employees**

Mosaic Place has 16 full time and 3 part time staff members as shown on the attached organizational chart.

#### **Mosaic Place Arena**

The arena has an NHL size ice surface (85 x 200 feet) with a concrete floor. The facility has a floor covering for the ice to allow dry floor events to be accommodated while the ice is in. The facility has a stage and has rigging capability. The electrical system has the capacity to provide show power and tradeshow power.

The arena is intended to be used for major sport events and tournaments, other entertainment events and activities including but not limited to trade shows, concerts, motor sport shows, conferences and conventions (may be in co-operation with other downtown facilities) etc.

The arena is home to the Moose Jaw Warriors and Moose Jaw AAA Generals and includes appropriate amenities to accommodate these teams such as office space, dressing rooms, a fitness area and souvenir area.

Arena:

- 210,000 square foot facility \$61 Million Opened August 2011.
- Home of the WHL Moose Jaw Warriors and Saskatchewan Midget AAA Hockey Team Moose Jaw Generals.
- 4,465 seating for hockey or ice events and 5000+ for entertainment events.
- Suite level containing 21 suites and a club seating lounge of 132 seats.
- 2 Public Access Elevators and 1 Escalator.

### **Curling Centre**

The Moose Jaw Ford Curling Centre is an eight-sheet curling facility with a concrete floor. The curling rink is intended to be used for major sport events and tournaments, other entertainment events and activities including but not limited to: trade shows, cabarets or shows, and to provide support facilities for major events taking place in the arena.

The Moose Jaw Ford Curling Centre provides ice for a variety of user groups including competitive and recreational leagues of all ages, youth to seniors.

Moose Jaw Ford Curling Centre:

- Locker Rooms
- 8 Curling Sheets
- Great Western Lounge overlooks curling area

### **Convention and Meeting Centre**

8 Conference Banquet rooms that are capable of holding collectively up to 900 patrons which includes the Moose Jaw Ford Curling areas. Tradeshow floor space available in the main arena and the curling centre all year round as both have portable flooring that can cover the ice during the winter months for events.

### **Food and Beverage for the Facility**

All food and beverage is managed and provided by Compass Group through a contract that expires July 31, 2021. This includes catering in meeting spaces, suites, club seating and concessions throughout the facilities.

### **Ticketing for the Facility**

Ticketing is managed and provided by Ticket Rocket for all events through a contract that expires June 14, 2021.

### **Security for the Facility**

Security is managed and provided by Impact Security Group through a contract that expires July 31, 2019.

### **Advertising for the Facility**

Advertising for the facility is provided by EMJ Marketing through a contract that expires September 30, 2019.

### **Strategic Directions/Expectations/Values**

In 2018, Mosaic Place staff were provided with the following vision, expectations and values:

#### STRATEGIC DIRECTIONS

1. Return Mosaic Place to be the pre-eminent Events Centre/Arena in Southern Saskatchewan.
2. Host ice events, floor events and tournaments while providing exceptional customer service.
3. Host a minimum of 10 major events per year, one per month exclusive of July and August – either co-production, rental or promotion.
4. Aggressively pursue events and work with any promoter or group to bring shows and tournaments to Moose Jaw with a goal of maximum potential to breakeven based upon 90% seat sales as well as other revenue such as merchandise sales and food and beverage commission.
5. Accept that every show may not turn a profit, however overall yearly profit will measure success.
6. Develop a reserve to cover any potential losses on events.
7. Advise the stakeholders on profits or losses of major events.
8. Develop a closer relationship with the City of Moose Jaw recognizing that Mosaic Place and City both work for the same stakeholders, citizens and City Council, with complementary services such as power engineering, ice making and expertise services such as Human Resources, strategic planning, management, leadership, and event management.

#### EXPECTATIONS OF THE TEAM

- Recognize that the chief role of Mosaic Place is to provide exceptional customer service to our customers, citizens and visitors (external customers) of Moose Jaw and to each other.
- Recognize the importance of **teamwork** as a way to provide the best possible service to internal and external customers.
- Each **Team member** to contribute ideas and suggestions on the best course of action.
- Recognize that all **team members'** opinions and input is valuable and required.
- The **Team** will seek to create consensus. When a consensus has not been reached, each member shall accept and support the majority and/or the General Manager's decision.
- The **Team** will take responsibility and share its successes and failures.
- Each **Team member** shall keep issues discussed at this Committee confidential.
- Each **Team member** shall manage all matters with fairness and impartiality.
- **Team Members** will seek to resolve differences and conflicts openly and constructively.
- **Team members** will encourage and defend each other as well as pull together.
- **Team members** will not complain or spread rumors about each other.
- Each **Team member** will seek advice and guidance from their employees where appropriate. Where it can be used, credit shall be given to the employee. When it cannot be used, the employee shall be advised why their suggestion cannot be used.
- Champion, (support the cause of; defend) our VALUES and lead by example.
- Be kind and treat each other with respect and dignity.

## VALUES

The following is a list of values derived by elected officials and administration (June 7, 2018):

- *We will walk the talk by living what you want to see in our community.*
- *We will have the courage to try new things, and not be afraid action could lead to failure.*
- *We will be customer-focused in our deliberations and actions.*
  - *Responsive to citizen needs*
  - *Solution focused*
  - *Start with 'YES' in serving the community.*
- *We will not be afraid of being challenged by the public, or to challenge the community.*
- *We will always start with open, honest, and frank conversations with our stakeholders.*
- *We will clearly define what we do and do it well. We will not do what we don't do well.*
- *We will be forward thinking and innovative in identifying problems and finding solutions.*
- *In any meetings, public or private, we will leave our negativity and our egos at the door.*
- *We will recognize that disagreement can be communicated without being disagreeable, angry, or disrespectful.*
- *We will not betray the trust that exists when we are together, or the trust instilled to us by the public we serve.*
- *We agree the past will remain in the past, unless it is something to be celebrated and appreciated.*
- *We operate as one family and one community with the goal of making the community better and preparing it for the future.*

**III. MOSAIC PLACE – MANAGEMENT AND OPERATIONAL SERVICES REQUIRED**

The City intends to engage an arena, convention, and sports facility management services company to provide a full scope of management services for Mosaic Place and the Ford Curling Centre for a five-year term commencing in 2019. It is expected that the services will include but not be limited to:

- general management services
- administration/oversight of tenant lease agreements and relationships
- administration and oversight of third-party agreements and services
- scheduling and promotion of 10 to 12 concerts and major events annually
- marketing the venue
- scheduling and promotion of conventions, trade shows, bonspiels, current ice and floor bookings
- collection of all revenue and payment of all expenditures
- responsible for management of all staff associated with Mosaic Place

\*Note: The City of Moose Jaw provides this overview of management and operational services as a guide only and is open to considering other proposals that may include more or less services than detailed above.

## **SCHEDULE "B" – PROPOSAL CONTENT REQUIREMENTS**

Proponents should, at a minimum, address the following in their proposals:

### **Company Detail**

1. Provide a letter of introduction that includes a brief description of your understanding of the services required by the City, as contemplated in the RFP.
2. Provide a profile of your company and describe the following:
  - (a) organizational structure and resources;
  - (b) experience with arena and convention/conference, hockey properties and in-house or third-party food and beverage service and third-party ticket providers;
  - (c) the number and types of facilities operated by your company; and
  - (d) financial strength of the company over the last five (5) years including most recent audited financial statements.

### **Facility Management Philosophy and Strategy**

3. Provide an overview of your company's philosophy. Please include a brief description of the following items with an emphasis on the overall approach that would be used to manage Mosaic Place:
  - (a) events booking;
  - (b) customer service;
  - (c) facility and event marketing and media relations;
  - (d) co-promotion, rental and self-promotion of events;
  - (e) facility/equipment maintenance and repair;
  - (f) capital improvement planning;
  - (g) budget management;
  - (h) financial performance to include sample financial reports or financial reporting mechanisms;
  - (i) commercial rights (advertising and sponsorship);
  - (j) recommended subsidy, if any; and
  - (k) relationship with municipal governance and community-owned events and recreation centres.
4. Provide your firm's general assessment of the Moose Jaw regional market, the Mosaic Place facility, and a strategy for booking, promotions and operations under your company's leadership.
5. Describe your philosophy and strategy for collaborating with other Moose Jaw attractions and entities to provide services and enhance engagement in activities and events while avoiding scheduling conflicts.

### **Relevant Experience**

6. Provide information on three (3) comparable venues under your company's management, including the following:
  - (a) location and demographics;
  - (b) venue description and age;
  - (c) prime tenant list;
  - (d) organizational chart including number of employees;
  - (e) number of full-time and part-time employees and payroll costs;
  - (f) event bookings for last completed fiscal year;
  - (g) revenue structure;
  - (h) budget management;
  - (i) risk arrangement for promotion and co-promotion; and
  - (j) references.
  
7. For facilities under your company's management that underwent a transition from public/municipal management to private management (under your company), describe comparative performance outcomes before and after with respect to:
  - (a) bookings;
  - (b) attendance;
  - (c) total operating revenue less operating expenses;
  - (d) size and source of any subsidy;
  - (e) fees to total expense coverage;
  - (f) commercial rights sales plans; and
  - (g) results of customer satisfaction surveys.
  
8. Note and explain any occasion where a contract with your firm to provide management services has been cancelled or not renewed, when renewing was an option in the contract, in the past five (5) years.

### **Staffing**

9. Identify the lead personnel responsible to lead the delivery of the management services for Mosaic Place including an overview of their qualifications and experience.
  
10. The method that would be used to recruit a General Manager for the facility.
  
11. Identify what other services are provided for through the proposed Management fee.

### **Compensation Proposal**

12. Provide a complete description of your company's compensation proposal for the performance of the services requested.

### **Other**

13. Provide any other print material that your company believes is beneficial for the City to review.

## **SCHEDULE "C" - SPECIFICATIONS**

The proponent is expected to operate the facility in accordance with the Strategic Directions as follows which is not intended to be an exhaustive list and may be subject to change:

### **TERM**

1. The term for management services shall be a five-year term commencing in 2019.

### **CONTRACTS**

2. All contracts for Mosaic Place shall be in the name of the City of Moose Jaw.
3. A Negotiating Committee consisting of the General Manager, City Manager and City Solicitor will negotiate any long-term contracts between the City of Moose Jaw and Third-Parties.

### **FINANCIAL/BUDGET**

4. The proposed annual budget is expected to be received by the City by September 30 of each year.
5. The annual budget shall include any requests for an increase in fees charged to user fees, casual renters, tenants and events.
6. The annual budget shall detail all operating and capital revenues and expenditures as well as requests for annual operating subsidy and withdrawal from the City of Moose Jaw Equipment Reserve.
7. City Council shall review, make revisions and approve a budget by December 31 of each year.
8. The City shall hold all capital reserves for Mosaic Place. All capital requests may be funded by from capital reserves at the City's sole discretion.
9. The City maintains an equipment replacement fund (equipment reserve). The successful proponent will be expected to work annually with the City to determine equipment needs, replacement values and life of all equipment at Mosaic Place.
10. The proponent is required to provide monthly financial statements to the City including the following:
  - a. Previous years account budget
  - b. Current years budget
  - c. Actual
  - d. Variance
  - e. Reasons for Variance and request for additional budget if required.
11. The proponent shall receive any requested subsidy in four equal installments: January 1, April 1, July 1, October 1.
12. The April 1 subsidy payment will be based upon a reconciliation of the actual previous years Revenues and Expenditures.

13. US Stabilization Fund
  - a. The City will establish and hold a \$100,000 USD fund as of December 31, 2018 or sooner.
  - b. Any losses in a fiscal year may be recovered by the Third-Party Management Company upon written request and financial statement proving loss to the City.
  - c. Any profits from any concert or major event would be firstly used to replenish the fund if required and otherwise form part of the general revenues of Mosaic Place.
  - d. An annual accounting of all concerts/major events will be completed in a fiscal year.

#### **OPERATIONS**

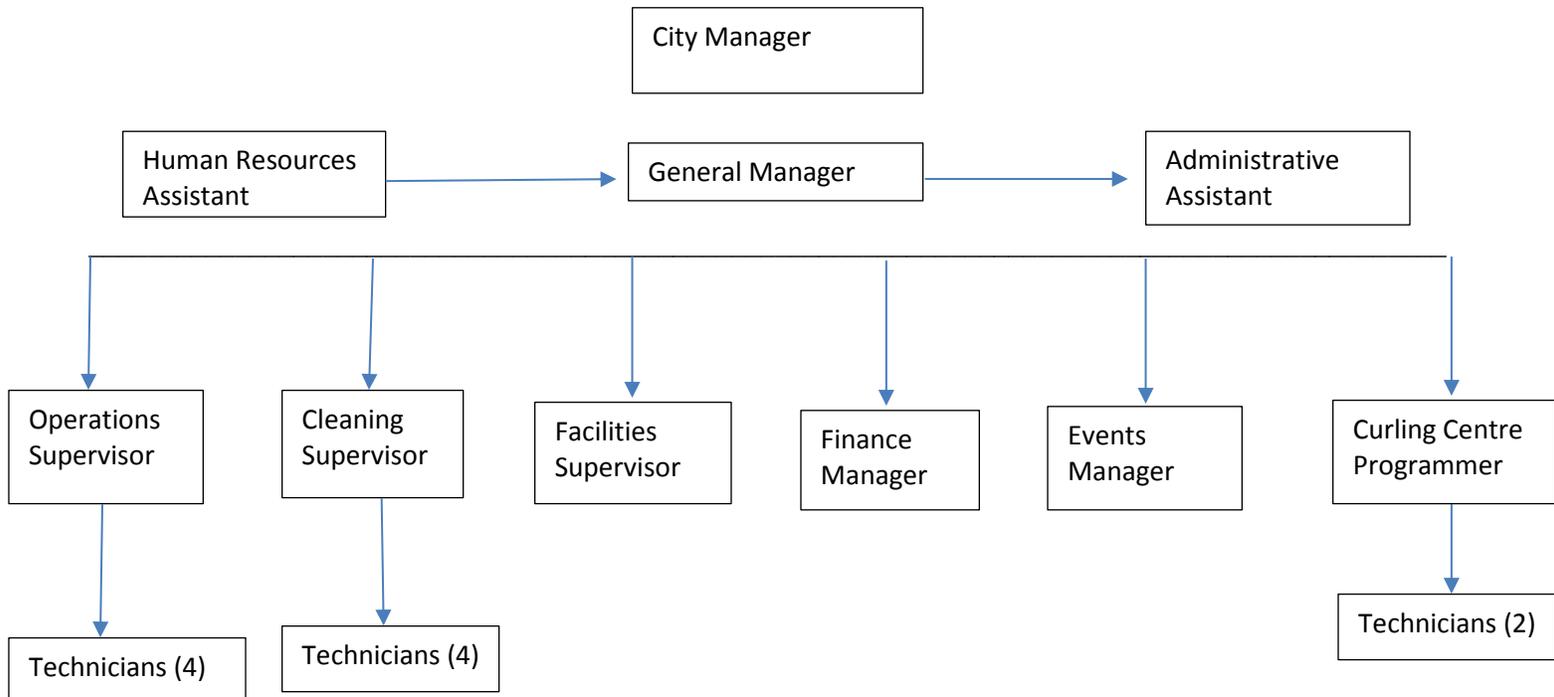
14. All current employees of Mosaic Place will be offered positions with the proponent with no loss of wages or benefits, subject to clear criminal records and vulnerable persons checks.
15. The proponent is expected to provide a General Manager that will manage the existing staff as per the organizational chart. The eventual staffing of Mosaic Place will be the responsibility of the successful proponent within the limitations contained in the contract for service.
16. The proponent will provide expertise in sourcing and hosting 10 to 12 concerts per year within the management fee proposed.
  - a. The General Manager shall recommend each show to the City Manager.
  - b. The City Manager has authority to approve concerts to a maximum of \$150,000 either rental or co-promotion upon written recommendation.
  - c. The City Manager has the option to forward concerts/events in excess of \$150,000 to City Council for review and approval.
17. The proponent and General Manager shall ensure effective communications with the tenants and the City. The General Manager shall attend the Strategic Leadership meetings at the City on a bi-weekly basis.
18. The proponent shall hold a bi-weekly tenants meeting which may include the City Manager. Minutes shall be taken and forwarded to all parties.
19. The proponent shall provide a Manager on Duty at all major events and Moose Jaw Warrior games.

20. The City shall supply to the proponent the following resources at cost:
  - a. Information Technology
  - b. Legal
  - c. Building Maintenance and Plant Oversight
  - d. Communications and Marketing
  - e. Occupational Health and Safety
  
21. The City shall supply to the proponent the following staff at cost:
  - a. Human Resources Assistant
  
22. The Human Resources Assistant will be responsible to the General Manager of Mosaic Place and be stationed at Mosaic Place. Full costs will be charged to Mosaic Place.
  
23. Any work for the City shall be under the direction of the Director of Human Resource Services. The General Manager and the Director of Human Resource Services will ensure there is a sharing of work load and responsibility. The Human Resources Assistant will consult with the Human Resources Department of the City.
  
24. The Human Resources Assistant will be conversant and understand the Human Resource policies of both the proponent and the City which are expected to be generally parallel.
  
25. The proponent shall ensure current events and revenue generation continue and expand.
  
26. The successful proponent must provide all financial and accounting services including preparation of an annual financial statement based upon Public Sector Accounting Standards by April 1 annually.
  
27. **Damage and Restoration of the Facility.** The proponent shall agree to compensate the City should Mosaic Place or any other City premises and or equipment be damaged by the act, default or negligence of the proponent or the proponent's agents, employees, contractors, patrons, guests, invitees, or any person admitted to the said Mosaic Place to restore Mosaic Place or premises to their previous condition.
  
28. **Occupancy Capacity.** The proponent shall not exceed occupancy limits as determined by the City of Moose Jaw Fire Chief or his/her designate.
  
29. **INSURANCE**
  - 27.1 The City expects the proponent to carry and maintain commercial general liability insurance and professional liability insurance (errors and omissions insurance) against any and all third-party claims for bodily injury, death, or property damage whatsoever for an amount not less than **Five Million (\$5,000,000) Dollars**. Provide certificates of insurance outlining the amounts of commercial general liability insurance that you carry. Building Insurance will be maintained by the City of Moose Jaw.

- 27.2 The City expects the proponent to carry and maintain Tenant Liability insurance for its own personal property for not less than **Five Million (\$5,000,000) Dollars.**
- 27.3 The proponent shall keep the insurance requirements listed in subsections 27.1 and 27.2 in effect for the duration of its proposal.
30. **Indemnity.** The proponent shall agree to reciprocal indemnity provisions in the services agreement.
31. **Mosaic Place to Remain City Property.** Mosaic Place and any and all of its fittings and fixtures will remain in the name of the City. The proponent will not propose any portion of Mosaic Place become party of its property.
32. **City Inspection.** The City will be provided the ability to enter and inspect Mosaic Place at its leisure.
33. **Compliance with Laws.** The proponent shall comply with all applicable laws, including federal and provincial laws and municipal bylaws, as well as policies and procedures developed by the City of Moose Jaw. Such policies and procedures include those rules and requirements determined by the Moose Jaw Police Service and City of Moose Jaw Fire Department.
34. **Business License.** The successful proponent shall acquire a business license in the City of Moose Jaw for the duration of the agreed upon service agreement.
35. **Termination.** Proponents are advised that the City will require a right to terminate provision in the form of service agreement, which is yet to be negotiated, where the City is not satisfied with the services provided by the proponent.

**SCHEDULE "D" – ORGANIZATIONAL CHART**

**MOSIAC PLACE ORGANIZATIONAL CHART  
JANUARY 2019**



**SUPPORT SERVICES FROM CITY OF MOOSE JAW**

- Information Technology
- Plant and Building Maintenance
- Communications/Marketing
- Legal
- Occupational Health & Safety

**Curling Centre Staff – Seasonal**