



REQUEST FOR PROPOSALS
March 17, 2021

FOR FOOD & BEVERAGE SERVICES
AT
MOSAIC PLACE

CITY OF MOOSE JAW
SASKATCHEWAN

CLOSING DATE:
April 21, 2021 at 2:00 p.m. (Central Standard Time)

Table of Contents

INTRODUCTION 3

RFP DOCUMENTS..... 3

INQUIRIES..... 3

SUBMISSION OF PROPOSALS..... 3

CONTENT OF PROPOSALS 4

COST OF PROPOSALS..... 4

EVALUATION PROCESS 4

ANTICIPATED SCHEDULE OF EVENTS 6

FORM OF AGREEMENT 6

EFFECT OF RFP 6

CONFIDENTIALITY, PUBLIC ANNOUNCEMENTS 7

 Schedule "A" – Services Requirements 9

 Schedule "B" - Proposal Content Requirements..... 14

 Schedule "C" – Services Site Plan 21

 Schedule "D" – Smallwares Inventory 25

 Schedule "E" – Equipment List 26

INSTRUCTIONS TO PROPONENTS

INTRODUCTION

1. The City of Moose Jaw ("Moose Jaw") is inviting proposals from qualified food and beverage service providers for the exclusive right to sell food and beverage, including alcoholic beverages, confectionery and vending (the "Services") at Mosaic Place.
2. The purpose of this Request for Proposals ("RFP") process is to select a qualified food and beverage service provider to enter into a Services Agreement with Moose Jaw for the performance of the Services. Further details about the Services required by Moose Jaw are set out in Schedule "A" – Services Requirements.
3. **This RFP is not a tender and is not subject to the laws of competitive bidding. No bid contract or agreement is created by the submission of a proposal.**

RFP DOCUMENTS

4. The following documents are attached to and form part of this RFP:
 - Schedule "A" – Services Requirements
 - Schedule "B" – Proposal Content Requirements
 - Schedule "C" – Site Plan
 - Schedule "D" – Smallwares Inventory
 - Schedule "E" – Equipment List

INQUIRIES

5. Any inquiries concerning this RFP should be directed in writing to the following:
 - Jim Puffalt, City Manager
 - City of Moose Jaw
 - Phone: 306-694-4427
 - Fax: 306-694-4528
 - E-mail: jpuffalt@moosejaw.ca

 - City of Moose Jaw
 - 228 Main Street N,
 - Moose Jaw, SK S6H 3J8
6. All inquiries should be in writing and received by Moose Jaw on or before April 7, 2021.
7. Moose Jaw may circulate its response to any inquiries to all proponents, along with the original inquiry and may post such response and original inquiry on www.sasktenders.ca or may choose not to reply to any inquiry.
8. Proponents should refrain from contacting other employees, agents or members of Council of Moose Jaw in respect of this RFP process, including for the purposes of lobbying or attempting to influence the outcome of this RFP process. Any such contact may, in Moose Jaw's sole discretion, result in disqualification.

SUBMISSION OF PROPOSALS

9. Proposals should be in both paper and electronic format. Proponents should submit three

(3) hard copies of their proposal (including one unbound copy for photocopying) plus an electronic copy on a memory stick or USB indicating the RFP title and Closing Date to the following address by:

2:00 p.m. (Central Standard Time) April 21, 2021:

Jim Puffalt, City Manager
City of Moose Jaw
Phone: 306-694-4427
Fax: 306-694-4528
E-mail: jpuffalt@moosejaw.ca

City of Moose Jaw
228 Main Street N,
Moose Jaw, SK S6H 3J8

10. Moose Jaw's office hours for the purpose of receiving proposals are 11:00 a.m. to 12:00 p.m. and 1:00 p.m. to 3:00 p.m. (Central Standard Time), Monday to Friday, excluding statutory holidays.
11. If you require additional time to submit your proposal, you should contact Jim Puffalt by e-mail at jpuffalt@moosejaw.ca. Moose Jaw may, in its sole discretion, allow additional time for proponents to submit a proposal.
12. Proposals and accompanying documentation provided to Moose Jaw in response to this RFP will not be returned.

CONTENT OF PROPOSALS

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

COST OF PROPOSALS

16. Moose Jaw is not responsible for any costs incurred by proponents in preparing their proposals, attending any meetings or interviews with Moose Jaw, making any presentations to Moose Jaw in connection with their proposals, or otherwise incurred in connection with this RFP process.
17. This RFP does not create any legal obligations between Moose Jaw and any proponent.

EVALUATION PROCESS

18. Proposals will be opened and evaluated privately.

19. In assessing proposals, Moose Jaw will take into consideration the evaluation criteria identified in the table below. Scores will be recorded for each criterion and a total score will be determined. **A minimum score in each section must be achieved in order to be considered for award.**

Criteria	Points
Company History, Relevant Experience, Lead Personnel	15
Capacity, Staffing and Training	15
Fee Proposal	30
Food & Beverage Proposal	35
Schedule and Transition Plan	5
Maximum Score	100

20. Moose Jaw **may** request up to two of the highest scoring partners to orally present their proposal to the Evaluation Team. The presentation will be at the expense of the proponent and may be conducted onsite at Mosaic Place offices or by remote presentation.
21. The objectives, requirements, and evaluation criteria for the presentation will be provided to all invitees. The presentation, including responses to the questions posed during the sessions, will be rated according to the oral evaluation criteria provided. Information gathered from the oral evaluation may also be used to adjust scores attributed during the evaluation of the proposal responses. Proponents shall not be permitted to present new information or adjust proposal content (including price).
22. In assessing the proponent's qualifications, experience and capacity, Moose Jaw may also consider the following:
- a) clarifications and/or additional information that may be supplied pursuant to requests from Moose Jaw;
 - b) interviews and/or reference checks that may be conducted at Moose Jaw's discretion;
 - c) previous experience of Moose Jaw in working with the proponent; and
 - d) information received from any source that Moose Jaw considers reliable.
23. Moose Jaw may, in its sole discretion, request clarification from a proponent during the evaluation process.
24. Proponents are advised that the evaluation process is subjective in nature and Moose Jaw'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.

25. Moose Jaw may short-list proponents and conduct interviews with short-listed proponents at its sole discretion. Furthermore, Moose Jaw may negotiate any and all aspects of a proposal, including but not limited to the fee proposal, and the Services Agreement terms.
26. An invitation to interview or to negotiate does not obligate Moose Jaw to conclude the Services Agreement with that proponent. Moose Jaw may interview or may negotiate any aspect of any proposal with one or more proponents at any time.
27. Moose Jaw will notify all 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

28. 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 Moose Jaw in its sole discretion:

a) RFP Released	March 17, 2021
b) Virtual Meeting	March 31, 2021
c) Last day for inquiries respecting RFP	April 7, 2021
d) Closing Date	April 21, 2021
e) Interviews with Proponents (if necessary)	
f) Tentative Evaluation	approx. 6-8 weeks following the Closing Date
g) Tentative Services Agreement Execution	July 5, 2021
h) Service Start Date	August 1, 2021

FORM OF AGREEMENT

29. Any successful proponent(s) will be expected to enter into a service agreement for food and beverage services ("Service Agreement"). Proponents should submit a sample service agreement which may serve to establish a Service Agreement with such modifications as agreed to by Moose Jaw and a chosen proponent. Submission of a sample service agreement does not obligate Moose Jaw to accept any of the terms therein.

EFFECT OF RFP

30. This RFP is not intended to be a tender or otherwise subject to the laws applicable to competitive bidding. Until such time as Moose Jaw signs a definitive Services Agreement with a proponent, Moose Jaw 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.

31. Submission of a proposal does not obligate Moose Jaw to accept any proposal or to proceed further with any of the Services. Consideration of any proposal shall be in Moose Jaw's sole discretion.
32. Proposals may be withdrawn or amended by proponents at any time by written notice to Moose Jaw prior to Moose Jaw and a proponent signing a formal contract.
33. Proponents are advised that Moose Jaw is intending to conduct a flexible procurement process, not subject to the law of competitive bidding, and that Moose Jaw 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 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

34. Proponents are expected to keep confidential all documents, data, information and other materials of Moose Jaw which are provided to or obtained or accessed by a proponent in relation to this RFP, other than documents which Moose Jaw 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 Moose Jaw.
35. Proponents are advised that as a city, 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 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).
36. 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.**
37. The successful proponent and associated winning proposal will be public information. In following the Canadian Free Trade Agreement, the following information will be disclosed publicly as per the Owner's *Purchasing Policy*:
- (a) a description of the goods or services procured;
 - (b) the name and address of the procuring entity;
 - (c) the name and address of the successful supplier;
 - (d) the value of the successful Bid;
 - (e) the date of the award; and
 - (f) if limited tendering was used, the conditions and circumstances described in Article 513 of the Canadian Trade Agreement that justified its use.

TRADE TREATIES

38. This procurement is subject to Chapter 5 of the Canadian Free Trade Agreement and the New West Partnership Trade Agreement.

Schedule "A" – Services Requirements

Background and Description of the Project

The City of Moose Jaw is the owner (“Owner”) of Mosaic Place (“Venue”). Spectra Venue Management (“Spectra”) manages the Venue on behalf of the Owner. Compass Group has been the Food and Beverage Service Provider since the venue opened, approximately 10 years ago and their contract expires on July 31, 2021.

Term

It is expected the term of the engagement will be five (5) years, with option to renew for up to five (5) years of extension. Consideration may be given to other reasonable term structures.

Scope of Services

The food and beverage agreement at Venue shall be for the exclusive rights to sell food and beverage, including alcoholic beverages, confectionery and vending at the Venue. It will be the responsibility of the Food and Beverage Service Provider to manage and deliver food and beverage service for events held at the Venue, including but not limited to service to the arena bowl, premium seating (club seats, suite clients, media booth, scout’s room), backstage catering, the Great Western Lounge, the Curling Lobby Concession and all meetings, banquets and conferences. In the rare occurrence, some live touring acts provide their own “tour” caterer, backstage catering will not be provided in these limited circumstances. Vending machines within the facility are also included in the scope of services. Off premise catering may be permitted, subject to the approval of the General Manager and subject to an agreed upon compensation outlined in your RFP response.

The hours of operations vary depending on the events and activities. The Food and Beverage Service Provider is expected to be open one to one and a half (1 to 1.5) hours before each event/performance occurring at the Venue and at the discretion of Venue’s management to remain open until just before event completion unless other arrangements are agreed to. The decision remains solely with the management of the Venues; moreover, the final decision in how many locations are to open at a given event remain with the Venue management. This will be based on number of attendees, demographics and buying patterns while always providing efficient and effective selection within close proximity for guests. Not all events are the same as the Venue provides a diverse mix of recreational and entertainment functions and opportunities. The expectation is to meet and exceed our fans food and beverage expectations at all activities hosted within the venues.

On average each year, pre COVID-19, the Venue hosted 118 events for an annual estimated attendance of 125,500 people. With a breakout including 6 concerts with an average attendance of 2,500 people per event, 34 regular season WHL Warrior hockey games with an average attendance of 2,500 per game, 2 preseason WHL Warrior hockey games with an average attendance of 500 per game, 22 AAA Warrior Hockey Games with an average attendance of 200,

64 Meetings with an average attendance of 40 people, 286 Curling League nights with an average attendance of 50 people, 8 Bonspiels with an average attendance of 100 people, 1 Tradeshow with an average attendance of 2000 people, 1 Conference with an average attendance of 350 people and 4 other events. Moreover, the Venue has hosted one national sporting event every five years i.e. Scotties Tournament of Hearts.

Venue Overview (See Schedule “C” Site Plan)

Mosaic Place	Description
Arena Bowl	4,111 seats, 4 permanent concession locations and 3 portable concessions
Arena Premium	132 club seats, 21 suites that can host 216 people with 1 kitchen/concession and 1 bar/concession
Arena Misc	Scout room 25 people, Media Booth 34 people
Arena Floor	The arena floor also has been used for banquets for up to 700 people with portables set up for concerts and banquets
Curling	8 sheet curling facility including 1 concession on the lower lobby and this facility has hosted large banquets and conferences for up to 800 people.
Lounge	Lounge overseeing the curling facility w/132 seats, and an additional 130 people seated at tables and includes the main kitchen.
Meeting Rooms	5 meeting rooms which can accommodate up to 250 people.

Premium Seating - Suites, Club Seats and Great Western Lounge - Premium seating includes 132 Club Seats, 21 Suites with 216 seats, media booth, scout’s room and the Great Western Lounge with 132 seats in the viewing area and a dining capacity of 130 seats.

Specific food and beverage services that are required, but not limited to Premium Seating include:

- An enhanced menu (from concession offering) with exclusive options for premium seating holders
- Exceptional customer service and experience for all premium clients
- In suite service to suites, and servers for club seats and the Great Western Lounge
- “Bottle service” for our Suite clients
- An online and/or preorder ordering system for premium seating guests to pre-order food for major and minor events. Ideally, the online ordering system should include secure payment processing.
- The ability to fulfil special food and beverage requests when necessary.

Backstage Catering - Food and Beverage services are required for artist and production catering. Backstage catering can make and break an event and set the tone for the day providing a positive or negative reputation within the live event industry. Backstage catering requirements are specific to the performer and event and include but not limited to:

- Providing exceptional customer service
- Creating and providing custom menu items, including dietary, cultural or religious restrictions and preferences
- Presentation, quality and consistency are to be expected at the highest level.
- Fulfilling catering conditions of event riders
- Sourcing special request items, including specific brands

Meetings, Banquets, Conference - Food and Beverage services are required for a wide variety of meetings, banquets, and conferences. These catering requirements are specific to the event and include but not limited to:

- Providing exceptional customer service
- Delivery of the food options either buffet, passed or plated
- Maintain coffee and dessert stations
- Create and provide menus while understating that custom menu items may need to be considered, managed and executed upon
- Sourcing special request items, including specific brands

Curling - Food and Beverage services are required for curling league activities throughout the day and evening. It is an expectation that we provide service delivery to all our curlers. These requirements are specific to each league and include but not limited to:

- Beverage availability during league and special events– coffee, tea, alcoholic beverages
- Lobby concession to provide a selection of items.
- Banquet service and short order items

Staffing - It is expected that all staff required to support the proposed food and beverage delivery will be provided by the Food and Beverage Service Provider. Staff will be required for all concession facilities including, but not limited to kitchens, counters, bars, satellite concession areas, premium seating, in seat catering, catering events, suite catering, and backstage catering. The Food and Beverage Service Provider will be responsible for the set up and take down of

linens, set and clear the tables/buffets, staging areas and all equipment and smallware's for all food service events.

Staff selling or serving alcohol must be over the age of 19, the legal drinking age in Saskatchewan. In addition, The Owner is committed to ensuring 100% compliance to the SLGA (Saskatchewan Liquor and Gaming Act) and related Liquor Licensing Regulations.

Staff levels are expected to be sufficient to support service delivery to mutually acceptable standards for efficiency and throughput. The Food and Beverage Service Provider must provide staff numbers and roles to meet customer needs on an event-by-event basis. Acceptable staff levels will be determined by Spectra and the Food and Beverage Service Provider, with The Owner reserving the right of final approval

The Food and Beverage Provider shall always employ an on-site Food and Beverage Manager who will be the single point of contact to the Venues management and an Executive Chef at The Venue during the term of the Agreement. If at any time the General Manager of Spectra determines that the Food and Beverage Manager or the Executive Chef is unsatisfactory, the Food and Beverage Service Provider will replace him/her within thirty (30) days with one satisfactory to the General Manager. The Food and Beverage Service Provider will be required to have its next senior level of management to the Food and Beverage Manager at The Venue a minimum of once a month (12 times a year) and at all major events as determined by The General Manager of Spectra.

It is expected that the Food and Beverage Service Provider will enforce a dress code among staff to include a clean, good condition pants and a standard uniform shirt and hat. For all staff providing service to the premium seating, meetings and banquets and backstage catering areas, the Food and Beverage Service Provider will ensure a professional, up-scale, customized uniform is worn. A uniform plan must be submitted as a part of your response. Uniforms shall be mutually agreed upon by The General Manager of Spectra and the Food and Beverage Service Provider. All "front of house" staff shall wear a nametag (first name only).

Standard of Services - Excellence in Food and Beverage Service delivery will be achieved by providing a variety of quality choices in an efficient and sustainable manner.

Innovation - The Food and Beverage Service Provider must bring innovative solutions to ensure a high degree of customer satisfaction. Customer satisfaction is rooted in positive experiences with speed of service, value, variety, quality, at the greatest return to The Owner.

Efficiency - Speed of service is important to successful service delivery and customer satisfaction. Efficiency will result in the ability to improve total numbers served during events.

- **Concessions, the Great Western Lounge, Curling Lobby** - Highest use of Food and Beverage services is generally concentrated in pre-event and intermission periods during events. These peaks in customer volumes must be managed through improvements in traffic flow in the physical space and

efficiencies in processes for order taking, fulfillment, and payment.

- **Premium Seating (Suite and Club seating)** - Peak use of food and beverage services generally is concentrated to pre-event and intermission periods during events. These clients are looking for elevated products and offerings. During peak customer volumes there must be managed improvements in communications, ordering, expediting space and efficiencies in processes for order taking, fulfillment, and payment. Presenting menu choices that are efficient to order, prepare and deliver is key to providing efficient service delivery.
- **Meetings, Banquets and Conferences** – Build upon the customer experience through creative and consistent breakfast, lunch, dinner and coffee break menu choices. Food service style options of buffet, plated, prepackage/grab and go and passed appetizers are all considerations to be made available. A professional approach is required with attention to details and presentation of product. The menu selection must appeal to the eye as well as the appetite.

Quality - Quality is perceived by customers in the products itself but also selection, variety in menu choices and the presentation of the food. Customers will look for traditional concession items, like fried foods, poutine, hamburgers, and pizza, but are also interested in healthier options, with fresh and/or locally produced and sourced ingredients.

Presenting menu choices that are properly prepared with quality ingredients and offering variety in choice, including healthier options, is key to providing quality in service delivery. It is also important that the presentation of food to be appealing, inviting and professional.

Value - Customers attending events want the best value for their money in both food and beverage items. They want the best quality options at an affordable price. Different events draw different crowds with a variety of purchasing patterns. Presenting menu choices at a variety of price points and still providing good value options is key to providing service delivery value.

Sustainability - Sustainability includes both economic and environmental considerations. Partnering with local vendors to deliver goods and services is a component of economic sustainability within Moose Jaw and the surrounding region. Preparing menu options with a minimum of waste and serving them in waste reducing packaging contributes to overall sustainability in service delivery. A commitment to sustainable practices in energy and waste management and recycling where possible is key to providing sustainable service delivery.

Schedule "B" - Proposal Content Requirements

Proponents should, at a minimum, address the following in their Proposals.

Firm Detail

1. A brief letter of introduction to your firm including any qualifications you consider relevant.

Relevant Experience

2. A description of your firm's experience in performing similar work, including three (3) references for work performed in the previous five (5) years that are in the live event business that are similar in nature, complexity, and size to the requirements specified in this RFP. Provide the name and contact information for each reference.

Lead Personnel

3. Identify the lead personnel responsible to lead the delivery of the services the proponent is prepared to offer and their expected involvement. Moose Jaw expects that each of the identified lead personnel will be licensed and in good standing to perform the services in Saskatchewan.
4. Describe the relevant experience of the lead personnel and include their resumes and professional designations.

Capacity

5. Moose Jaw expects that you will have sufficient resources available to meet the service requirements of Moose Jaw in a timely and efficient manner. Please provide a detailed staffing plan including organizational chart and structure for concessions, back-stage catering, suites, club seats, Great Western Lounge and curling based on the following requirements:

Hockey Game

- Sold Out (approximately 4000 fans in the bowl, 21 Suites with 216 seats and 132 club seats)
- 50% Capacity (approximately 2000 fans in the bowl, 21 Suites with 216 seats and 132 club seats)

Concert

- Sold Out (approximately 4000 fans, 17 Suites with 168 seats and 132 club seats)
- 50% Capacity (2500 fans, 14 Suites with 132 seats and 78club seats)

Meeting/Curling lounge

- 100-person lunch buffet with coffee service and bar service
- 100-person plated with coffee service and bar service

Banquet

- 350-person buffet service or plated service

Back-Stage Catering

- 40-person buffet breakfast, 50-person buffet lunch, 125-person buffet supper with carving station
6. When submitting your RFP, it should be remembered that the Food and Beverage Service Provider will provide all labor and will be responsible for recruitment, supervision, and training. All payroll, government remittances, payroll reporting and human resources will be also the responsibility of the Food and Beverage Service Provider. The Food and Beverage Service Provider will need to ensure and maintain all necessary standards, training and supervision is in place. Evidence of ongoing, successful training programs should be provided as a part of the Proposal.

Subcontractors

7. Provide the same information as provided for item 1-5, above, for any subcontractors that you propose to engage to provide the services.

Liability Insurance & Licensing

8. Moose Jaw expects the successful proponent to provide and maintain either by way of a separate policy or an endorsement to their existing policy:
- (a) commercial general liability insurance to limits not less than \$5,000,000 per occurrence for bodily injury, including death, and property damage or loss, including personal and advertising injury, cross liability, tenants legal liability (equal to the replacement cost of the space leased), and social host liability insurance acceptable to the owner; and,
 - (b) automobile (non-owned) and (owned) third party liability insurance policy for bodily injury (including death) and property damage having a limit of not less than \$5,000,000 per occurrence, or any greater amount as required by the City from time to time, which insurance shall include passenger liability extension (SEF 44) in the amount of \$2,000,000; and,
 - (c) Boiler and Machinery insurance with limits of not less than the replacement value of the boiler, pressure vessels, electronic equipment forming part of the facility leased. Insurance should not be less than the coverage provided by a comprehensive boiler and machinery policy.
9. Proof of insurance should be included with the Proposal. A valid business license and public health license will be required prior to execution of the Services Agreement.

Fee Proposal

10. At minimum, proponents should provide a fee proposal and financial model which addresses the following, as applicable:

Fixed Management Fee

Please provide the fixed fee you are prepared to offer for completing the Services.

Percentage-Based Fees

Please provide the percentage-based fees or commissions that you are prepared to offer and describe any conditions or limitations applicable to such percentage fees.

11. The financial model should provide a forecast for the duration of the engagement demonstrating sales by category, expenses, commission and fees to the Venue, and profits, which incorporates the following considerations:
 - (a) Immediate financial reporting for special catering events for “day of” event settlement purposes (e.g., concerts). For all other events, event financial reports are required within 24 hours. Financial reports are also required monthly, and year to date. The Owner reserves the right to audit sales information at any time.
 - (b) The Food and Beverage Service Provider will be responsible for paying all related licenses (except liquor) and taxes on food and non-alcoholic beverages, liquor consumption tax, including retail sales tax (if ever applicable), PST, GST and Environmental Handling Charge/Refundable Deposit Tax. Further, shall maintain all accounting records according to GAPP for this account and shall be made available to The Owner throughout the term of the agreement.
 - (c) As the Owner will be responsible for all the utility costs including power, water and gas, there is an expectation that the Food and Beverage Service Provider will be a leader and steward in sustainability and energy management.
 - (d) It is expected that the Food and Beverage Service Provider will pay for 50% of the garbage, recycling and grease/oil disposal and pest control but will be coordinated by the Venue. All waste and recycling will be bagged and removed no later than one (1) hour after the event ends and the majority of public is out of the venue. The Food and Beverage Service Provider will be responsible for all menus, menu boards, table toppers or any other marketing materials.
 - (e) The Venue will be responsible for all repairs and maintenance of the kitchen equipment and facilities. Including fire suppression systems, HVAC, grease traps, back flow prevention valves, fire extinguishers. The Food and Beverage Service Provider will be responsible for the coordination of and payment of the grease bin.
12. Proponents are encouraged to submit innovative financial proposals which may include:
 - a) a plan for payment of the property taxes on the concession spaces in the amount of approx. \$24,000 a year, plus monthly fees for phone, internet/Wi-Fi and network access that the building provides and manages on behalf of all tenants and contractors within the Venue.
 - b) a capital investment strategy for the facility which could include new points of sale and/or other equipment as mutually agreed upon.
13. All prices/rates should be quoted in Canadian Dollars, exclusive of any applicable GST.

Food & Beverage Proposal

14. Outline your plan to deliver the requirements set out in paragraphs A-O. Include a

description of your focus, vision, and approach to Food and Beverage delivery for the Venues including, where appropriate, a description of:

- A. Uniqueness** - Describe what makes your proposal unique and how you feel you can make food and beverage different at the Venues.
- B. Volume** - Describe how your proposed model of food and beverage service delivery supports servicing the types of events with annual average numbers provided and considering attendees typical for the Venue. Prices should include applicable sales tax.
- C. Efficiency and Expediency** – Outline ways our organization will increase efficiencies by eliminating wasted time, steps, wasted products or energy. Efficiency will stream-line your processes and aid in creating a positive guest experience and ultimately increases profits. Examples maybe simply to have well trained employees, pre-package items / single-serving packaged meals, updating the POS, well stocked concessions or even moving of equipment to allow for a more efficiency working environment. Adding technology to increase efficiencies from purchasing, scheduling to ordering. The Owner expects the Food and Beverage Service Provider to continuously seek new ways of finding efficiency without compromising quality and service.
- D. Market Knowledge** - Show a demonstration of the Moose Jaw and Saskatchewan market knowledge to back up selections and prices.
- E. Quality** - Indicate what process you will put in place to ensure a quality product and service. Include how will you control, manage and monitor staff interactions with customers, staff dress and hygiene, food quality, concession cleanliness and product placement and presentation.
- F. Suppliers** – Please indicate your national, regional and local suppliers and the benefits that they will provide the Venue.

The Owner is interested in exploring options to include national, major, or locally recognized branded concessions. Bringing recognized brands to the Venues provides choices that are familiar to customers, have well-established process for service efficiency, and provide potential additional revenue streams through advertising and sponsorship. The Owner reserves the right of final approval on the selection of national, major, or local brands.

Occasionally, the Venue hosts events that have existing sponsorship agreements with national or major brands. The Food and Beverage Service Provider agreement must allow for the presence of these additional brands' advertising and products for the duration of the event.

Current brand partnerships at the Venue include:

- Coca Cola
- Great Western Brewery
- Old Dutch

The Owner may sell advertising and sponsorship packages for the Venue and reserves the final right of approval of Food and Beverage Provider's sources of product supply for any product used at the Venues.

G. Premium Seating, Clubs, Suites and Great Western Lounge - Include in your proposal how you will fulfil the specific service requirements for Premium Seating guests including:

- Enhanced menus with exclusive options for premium seating holders. Include a sample menu with costing and pricing for patrons/clients. (NOTE: All menus and pricing are subject to final approval by the Owner)
- To provide bottle service for suite clients, include pricing and plan.
- To provide in suite dining for suite clients.
- To provide service delivery to suites and club seats.
- To provide "in seat" food and beverage for club seat clients.
- Reasonable setup, teardown, clean up, inventory, staffing of suite and club seats food and beverage.
- How you will manage peak times, traffic flow, expediting of the food and beverage and fulfillment and payment

H. Meetings, Banquets - Include in your proposal how you will fulfil Meetings and Banquets including but limited to:

- An enhanced food and beverage menu and costing. Include sample menus with costing and pricing for patrons/clients. (NOTE: All menus and pricing are subject to final approval by the Owner).
- Delivery of the food options either buffet, passed or plated.
- Maintain coffee and dessert stations.
- Creating and providing menus while understanding that custom menu items, including dietary, cultural or religious restrictions and preferences may need to consider, managed and executed upon.
- Sourcing special request items, including specific brands

I. Concessions - Include in your proposal how you will fulfil the specific services for concessions including but limited to:

- An enhanced food and beverage menu and costing and pricing. Include sample menu for each concession. (NOTE: All menus and pricing are subject to final approval by the Owner).
- How you will manage lines and queuing
- How you will manage peak times, traffic flow, fulfillment and payment

methods

- What are some creative and unique food offerings you would provide?
- How will you upsell products, use of sizing of products and promotions that have been successful.
- Implementation of the use of technologies to increase customer satisfaction.

J. Backstage Catering/Riders - Food and Beverage services are also required for “backstage” event catering. Backstage catering requirements are specific to the performer and event. Include in your proposal how you will fulfil backstage catering including but limited to:

- Creating and providing custom menu items, including dietary, cultural or religious restrictions and preferences Include sample menus with costing and pricing. (NOTE: All menus and pricing are subject to final approval by the Owner).
- Provide relevant experience on fulfilling catering conditions of tour riders including sourcing special request items, including specific brands.

K. Customer Service - Provide your company’s customer service philosophy and training programs and identify the training process and programs that will be implemented in the Venue.

L. Health and Safety – Provide plans and programs for health and safety, occupational health and safety Program, first aid, respect in the workplace, WHMIS, food safe training.

M. Technology Plan – What plans does your organization have to increase your technology services? Highlight any mobile apps available to provide in seat service, QR code menus services, mobile payment, online ordering software and contactless pickup. If available explain use of kiosks, optimized rostering or special inventory and purchasing technology. Explain what use of any modern management platforms to access data that enables you derive valuable insights, in regard to customer’s dining patterns, seasonal preference and other geographic trends. What do you currently use or plan to use in technology to aid in understanding your customer’s needs or to create positive customer experiences?

N. Community/Social engagement - Explain current policies or goals your company has in place to give back to the local community. What plan would you have for the Venue to be of service to the community that you are doing business in.

O. Marketing plan – Provide an in-facility marketing and promotion plan for the concessions, suites and club seats to market and promote products.

Schedule & Transition Plan

15. Proposals should include a confirmation of whether your company is capable of meeting Moose Jaw's schedule for completion of the Services, as set out in this RFP. Provide a transition plan identifying a timeline for assumption or continuance of food and beverage operations beginning July 5, 2021 to be fully operational by August 1, 2021.

Conflict of Interest Disclosure

16. Disclose any actual or potential conflicts of interest that may exist between your firm and its management, and Moose Jaw, its members of Council and management, and the nature of such conflict of interest. If a proponent has no such conflict of interest, a statement to that effect should be included in its proposal. Moose Jaw employees are ineligible to participate, directly or indirectly, with any proponent.

Confidentiality

17. Proponents are advised that as a city, 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 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).
18. 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.**

Schedule “C” Site Plan

Schedule “D” Smallwares Inventory

Schedule “E” Equipment List