

**KAHNAWÁ:KE
YOUTH
CENTER**

"A Vital Service to the Community" since 1972



REQUEST FOR PROPOSAL

RECREATION MASTER PLAN
& RECREATION CENTER FEASIBILITY AND DESIGN

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PURPOSE

A collaboration between the Kahnawà:ke Youth Center (KYC) and the Sports and Recreation Unit (SRU) of the Mohawk Council of Kahnawà:ke (MCK) is currently inviting proposals from consulting firms to spearhead the development of a comprehensive **Recreation Master Plan**, alongside conducting a thorough **Feasibility Study and Concept Design project**.

The chosen consultant will collaborate with a dedicated steering committee comprised of KYC and SRU representatives, as well as community members to effectively maximize opportunities to simultaneously research, collect, and analyze information necessary to complete these projects.

RECREATION MASTER PLAN

Develop a clear set of goals for community parks and recreation facilities over the next ten (10) years. The plan should focus on a community-wide assessment and evaluation of all existing parks and recreational facilities as well as identifying future needs related trends and demographics in the community.

FEASIBILITY STUDY AND DESIGN

Using the Recreation Master Plan and data collected, complete a feasibility study and design of a renovation, expansion, and/or replacement of the current Kahnawà:ke Youth Center facility. The feasibility study and design work shall provide the Kahnawà:ke Youth Center with the necessary information to make an informed decision moving forward.

OVERVIEW

KAHNAWÀ:KE

The Mohawks of Kahnawà:ke are an ancient people with a vibrant culture and rich history. Kahnawà:ke is one of eight communities that make up the Mohawk Nation and have historic, political, and cultural ties with the Oneida, Seneca, Onondaga, Cayuga, and Tuscarora Nations of the Northeastern part of North America.

Kahnawà:ke is an English speaking First Nation Reservation located only ten minutes from downtown Montreal, on the south shore of the Saint Lawrence River in Quebec, Canada. In its current location since 1719, Kahnawà:ke's territory totals an area of 48 km² (18.5 sq mi) with a population of around 8,000-10,000 community members.

KAHNAWÀ:KE YOUTH CENTER

The Kahnawà:ke Youth Center is an independent non-profit community organization overseen by an Executive Director and governed by a Board of Directors. Originally opened in October 1972 as a Boys and Girls Club, KYC has remained an integral part of the community for over 50 years. The initial purpose of the Boys and Girls Club was to provide youth with a space to play sports and remain active, while providing the community with a space for community events. Over the years, the Kahnawà:ke Youth Center has kept that vision in mind.

Today the Kahnawà:ke Youth Center is the leader in community recreation programming. Although youth are still the focus of the organization, the KYC facility now offers programming to all demographics in the community with current membership ranging from 5 to 84 years old. The youth and young at heart are kept active through after school and evening programs, day camps, theater programs, fitness classes, a fully equipped weight room, sport leagues, and traditional Indigenous cultural teachings such as basket making, beading, social singing, and dancing. The Kahnawà:ke Youth Center keeps the entire community active and involved through our large-scale events such as the annual Winter Carnival and the Mohawk Miles running races, which have been continuous for almost 40 years.

As the only multi-generational community recreation facility on the territory, the Kahnawà:ke Youth Center has outgrown its ability to meet the needs of additional programming and space. The facility has gone through various upgrades, reconfigurations, and renovations over the years to attempt to adapt to these needs. With limited space, the KYC is considering a new facility and/or a creative solution for expansion to accommodate the needs. The Kahnawake Youth Center is located in the heart of the community. The current facility was purpose built in 1972 as a 13,500 sq/ft 3 floor facility and houses a gymnasium, kitchen, games lounge, art room, multi-purpose fitness studio, office space, rock wall, and

a weightroom. The Kahnawake Youth Center is looking to expand and/or construct to address issues with facility accessibility and parking while also meeting the needs and requests for an aquatic facility, indoor fieldhouse, dedicated youth & teen zones, expanded weightroom, community space, and additional gymnasiums, multipurpose fitness rooms and specialty classrooms.

SPORTS AND RECREATION UNIT

The Sports & Recreation unit is a component of Operations within the Mohawk Council of Kahnawà:ke. It is mandated with the authority and duty to govern strategy, scope and standards over programming, services and special initiatives related to organized sports and recreation activities and sites that enhance the community's health and well-being safely and effectively.

The Sports and Recreation unit is responsible for planning and implementing a management system designed to develop, direct, and oversee activities, roles and responsibilities, policies, and procedures. The SRU also has the authority to develop unit objectives and operational plans to support the organization's strategic direction, which aligns and contributes to the MCK Strategic Plan and the community vision.

The SRU is the body responsible for overseeing minor sports in the community through the collection and verification of minor sports registration fees. In addition, the SRU also administers annual funding through the Minor Sport Global Disbursement Policy. The SRU has the authority to implement programs and services related to organized sports and recreation as well as the management and maintenance of all Kahnawake Parks and Recreation sites within the territory of Kahnawà:ke with the exception of the Kahnawà:ke Youth Center.

The Sports and Recreation Unit regularly undertakes special projects and initiatives to fundraise, increase capacity and develop our athletes. Regular high caliber athletic projects include hosting the National Aboriginal Hockey Championships and participating in the North American Indigenous Games.

SRU FACILITIES

Sports and Recreation oversees the maintenance of the following recreation structures:

- 1 Kahnawà:ke Sports Complex (Arena)
- 1 Skateboard Park
- 11 Park Playgrounds
- 4 Seasonal Ice Rinks
- 1 Lacrosse Rink/Seasonal Ice Rink
- 3 Baseball Diamonds
- 2 Soccer fields
- 2 Splashpads
- 1 Beach

SPORTS COMPLEX (ARENA)

The venue was designed as a multi-use venue and has played host to a wide variety of programming: concerts, national tournaments, Mixed Martial Arts championships, car shows, circuses, conferences, skill clinics, trade shows and festivals over the years. The Kahnawà:ke Sports Complex was built in 1985 and opened its doors to the public in 1987. The arena has a sunken ice surface and can accommodate 3,000-5,000 spectators, depending on the event. There were upgrades to the building most recently in 2023, but more upgrades and modernization are needed to accommodate minor sports and accessibility needs and host additional events.

COMMUNITY SPORTS FIELDS AND PARKS

Many of the sports fields and parks and equipment are beyond, or nearing the end of their lifespan and will need replacement in the near future. The goal is to ensure that the sports fields and parks are designed with both accessibility and demographics in mind.

COMMUNITY PARKS

SRU currently oversees 11 playgrounds, 2 splashpads, and 1 beach within the territory. Many of the parks and the equipment are beyond, or nearing the end of their lifespan and will need replacement in the near future. The goal is to ensure that the parks are designed with both accessibility and demographics in mind.

PROJECTS

The following is a preliminary scope of work that may be modified during contract negotiations with the selected Consultant. This preliminary scope of work is intended to outline and describe the range of anticipated tasks but is not intended to be complete or final. Any recommended modifications by the Consultant to this preliminary scope of work should be included in the submission and be for the purpose of conducting a more effective and useful study.

RECREATION MASTER PLAN: ANTICIPATED SCOPE OF WORK

COMMUNITY CONSULTATION: Facilitate a strategic and comprehensive Community Consultation process aimed at garnering widespread support and valuable stakeholder insights. The Consultant will propose various methods for community engagement, such as surveys, focus groups, and interactive community meetings, ensuring inclusivity, engagement, and tangible outcomes. Emphasis will be placed on evaluating the diverse needs, desires, and identified gaps of community members, stakeholders, and relevant organizations.

As part of the consultation process, the Consultants will serve as facilitators at a minimum of two (2) public events, encouraging an environment of meaningful input from the community and stakeholders. One of these events will be the Community Recreation Summit scheduled for May/June 2024. All public input gathered will be documented and integrated into the final Master Plan

STATISTICALLY VALID SURVEY: The consultant will conduct a statistically valid community needs assessment survey with a return rate that accurately represents a sampling of the community population to identify community needs, wants, and issues as they relate to recreational programs and facilities. This survey will be used as a baseline to determine needs, desires, and willingness to pay for programs and services.

DEMOGRAPHICS AND TRENDS: Identify current demographic trends and characteristics and interpret future demographic growth projections.

MARKET ANALYSIS: Research public, private, and non-profit parks, greenspaces, and recreation facilities in the surrounding municipalities as well as other Indigenous communities. Research should include location, service area, size, trends, components, and rates. The analysis of these facilities should include the potential influence on repaired, renovated, or replaced facilities in the community.

EXISTING AND FUTURE FACILITIES: Conduct a comprehensive inventory and evaluation of existing parks, greenspaces, and recreation facilities. Utilizing demographic data, the assessment will meticulously analyze the capacity and functionality of each amenity within the community, including playgrounds, fields, trails, and recreation facilities. Factors such as accessibility, condition, and convenience will also be carefully considered. The analysis will forecast future amenity demands in alignment with community growth patterns. In combining the assessment, propose conceptual designs for a minimum of three potential park layouts that align with the evolving needs of the community and demographic trends. Formulate a prioritized set of recommendations presenting a suggested phased approach for repairs, renovations, developments, and/or replacements of parks, greenspaces, and recreation facilities.

ANALYSIS OF PROGRAMS AND SERVICES: The consultant will develop an assessment and analysis of the community's current level of recreation programs and services in relation to present and future trends and feedback from community consultation. The consultant will also create an analysis of the best possible providers for programs and services and develop recommendations for operations, staffing, maintenance, and funding needs. The consultant will identify any unnecessary duplication of services through public and private program providers. Using this information, the consultant will make recommendations for minimizing duplications or enhancing possibilities for collaborative partnerships where appropriate.

FEASIBILITY STUDY AND DESIGN: ANTICIPATED SCOPE OF WORK

FACILITY ELEMENTS AND SPACE PLANNING: Based on the input from the community consultation, feedback from stakeholders, community organizations, and steering committee, determine the features and elements to be included in the recommended facility. Provide space requirements and relative location within the facility of each element, listing any potential limitations. With proposed features and elements, identify ways to expand new and improve current programs and partnerships.

SITE ANALYSIS: Conduct a comprehensive site analysis comparing the existing Kahnawà:ke Youth Center facility to potential community sites earmarked for this project, with the objective of identifying the most viable option. This analysis will evaluate factors including accessibility, utility readiness, safety considerations, traffic flow, parking availability, ease of access, and environmental sustainability. A detailed site comparison will reveal any significant potential costs associated with site preparation, offering valuable insights for informed decision-making.

CONCEPT DESIGN ALTERNATIVES AND COSTS: Upon completion of the site analysis, the Consultant will present comprehensive concept designs for each site (both existing and potential), accompanied by estimated construction costs. Importance will be placed on integrating environmentally friendly "green" designs. The study should include building massing, elevations, conceptual imaging, interior layouts, and designs. In addition, a projected construction timeline will be developed for each design, with particular attention to potential disruptions to current programming and operations at the Kahnawà:ke Youth Center

OPERATING COST: Using the concept designs, estimate the projected annual operating costs with the various programs and features identified in the designs. Include estimated future replacement capital costs.

FUNDING OPTIONS: To address capital and operating costs, research and suggest potential grants and funds available. Include an analysis of each (pros/cons, steps to secure, etc.).

COST-BENEFIT ANALYSIS: The steering committee acknowledges that there are different approaches to measuring benefits. Given this, the committee wants to clearly distinguish between the economic impacts – which can be quantified monetarily – and social benefits (i.e. health, economic, social) of the proposed facility to the community.

COMMUNICATIONS: The Consultant shall provide a marketing and promotion strategy to promote progress and public engagement using traditional and social media. The strategy should include content and updates for the purpose of capturing, growing, and sustaining public interest.

REPORTS

A written report compiling an executive summary, methodology, analysis, findings, recommendations, and all accompanying documents is required. Final reports for the master plan and feasibility study should include visuals, graphs, and charts. The facility design should include large concept design prints and other forms of media. Final documents will be available to the public. Provide two (2) bound, paper hardcopies, one (1) electronic PDF copy and digital files of all concept design images and other forms of media.

A draft report will first be presented to the Steering Committee. A final presentation by the consultants to the community may be required.

- Final approval of the recreation master plan will be given by the Council of Chiefs of the Mohawk Council of Kahnawà:ke.
- The Board of Directors of the Kahnawà:ke Youth Center will approve the final copy of feasibility study and design.

TIMELINE

The following is the RFP and project timeline. The Kahnawà:ke Recreation Steering Committee reserves the right to modify the RFP timeline dates and times. Project start and end dates may be modified because of consultant proposals and contract negotiations. **All dates/time are EST:**

February 26, 2024.		Request for Proposals package released.
March 8, 2024.	4:00 p.m.	Deadline for questions
March 15, 2024.	4:00 p.m.	Answers to questions released.
March 29, 2024.	4:00 p.m.	Submission deadline
April 1-11, 2024.		Review period.
April 12, 2024.		Shortlisted Consultants notified to schedule interviews.
April 17-19, 2024.		Consultant interviews
April 22, 2024.		Consultant selected.
May 3, 2024.		Approval of contract.
May 6, 2024.		Estimated start date.
June 2024		Community consultation event – Recreation Summit
December 6, 2024.		Estimated end of Recreation Master Plan project.
December 9-13, 2024.		Recreation Master Plan presentation to steering committee.
December 16-20, 2024.		Mohawk Council of Kahnawà:ke Approval of Recreation Master Plan
March 28, 2025.		Estimated end of Feasibility Study and Design project
April 1-4, 2025.		Feasibility Study and Design presentation to steering committee.
April 7-11, 2025.		Board of Directors approval of Feasibility Study and Design project

RFP COORDINATOR AND COMMUNICATIONS

For additional information concerning this RFP, to submit questions, or any other aspect of the selection process or the project in general, please contact Kyle Zacharie at kyle.zacharie@kahnawakeyouthcenter.ca

All questions must be submitted by email and must be received by **March 8, 2024, 4:00 p.m. EST**. Answers will be released to all interested parties by **March 15, 2024, 4:00 p.m. EST**.

Any verbal communication will be considered unofficial and non-binding.

No communication between the potential Consultant or any of their individual members or employee shall occur regarding this RFP, including requests for information, or speculation other than with the RFP coordinator.

SUBMISSION REQUIREMENTS

Please provide the following in your submission:

COVER LETTER: Please submit a letter of intent listing the proposed team (prime and sub-consultants), relevant experience and commitment to provide the services described in the scope of work.

TEAM QUALIFICATIONS: Brief history of the Consultant, including areas of team expertise and technical capabilities and team’s current workload.

STATEMENT OF EXPERIENCE: Identify the proposed project manager and roles and participation levels of all members of the project team; include a statement of qualifications/résumé for each member. For each member, describe their experience with projects of a similar nature.

PROJECT APPROACH: Description of scope of work, including approach strategies and timeline which identifies major proposed tasks and products. Explain work/communication process with sub-consultants and how sub-consultants will be managed.

COST: The budget should consider all aspects of the scope of work and reporting requirements. It is requested that the budget submissions include an itemized budget outlining the cost associated with each project.

REFERENCES: Three (minimum) client references for community recreation departments led by the proposed project manager. Please include the full name of the facility, project manager, address, phone number, website and email.

RELEVANT SAMPLE WORK: Three sample works from previous projects of a similar nature. Please describe the scope of work performed for each project.

Please limit submissions to 10 sheets of two-sided, 8.5” x 11” pages (20 pages total) in length (excluding front and back covers) with font size no smaller than 10-point. Firm literature, project staff resumes, and sample work do not apply against the page count.

Provide two (2) bound, paper hardcopies; **AND** one (1) electronic PDF copy. Electronic submissions must be received no later than **March 29, 2024, 4:00 p.m. EST.**

Hardcopy submissions must be delivered to:

Kyle Zacharie
Executive Director
Kahnawake Youth Center
907 River Road
Kahnawake Mohawk Territory, QC
J0L 1B0

Email submissions must be sent to:

Kyle Zacharie, Executive Director
kyle.zacharie@kahnawakeyouthcenter.ca

Please title submissions as: “**Consultant Name**” - Recreation Master Plan and Recreation Center Feasibility and Design Submission.”

RIGHT TO REJECT SUBMISSIONS

The Kahnawà:ke Recreation Steering Committee reserves the right to reject any and all submissions at any time with no penalty, or to waive immaterial defects and minor irregularities in any submission.

SELECTION CRITERIA

Consultants will be evaluated on the following items:

- Responsiveness to the requirements of this RFP; quality of the submission requirements.
- Understanding of project scope, project requirements, local issues, and community needs.
- Experience and successes with public engagement, project planning, communication.
- Experience and successes in completing Recreation Master Plans and feasibility studies.
- Experience and successes in the planning and design of recreation facilities.
- Quality of relevant sample projects; demonstrated through recreation Master Plans & recreation center designs.
- Experience in green buildings.
- Demonstrated creativity and innovative facility design showing creative use of space.
- Team organization, qualifications of team members, and workload.
- Ability to meet the project schedule.
- Previous work with Indigenous populations.

SHORT LIST / FINAL SELECTION

After review of the submissions by the steering committee, the Consultants deemed to be the most qualified to provide the services required for the proposed project will be notified and invited to participate in a short list/final selection phase. It is intended that the final selection phase will include the following steps:

1. Notification: Email notification of consultants.
2. Presentation/Q&A: A 90-minute meeting will be scheduled between **April 17-19, 2024** and conducted at the Kahnawà:ke Youth Center and/or virtually. The Consultant will be given 45 minutes for a presentation. The remaining time will be reserved for questions by the steering committee.

FINAL SELECTION / CONTRACT NEGOTIATION

The qualifications submission and presentation/Q&A will be evaluated on an internal comparative basis and group consensus. After the presentations and discussions are completed, the successful will be notified in writing and asked to meet for contract signing.

If, after negotiation and consideration, the Kahnawà:ke Recreation Steering Committee is unable to reach an acceptable agreement with the Consultant, the committee will terminate negotiations and, at its sole discretion, may enter into negotiations with the next best Consultant until an acceptable agreement is reached and/or withhold the award for any reason and/or elect not to proceed with any of the proponents and/or re-solicit via a new RFP.

OWNERSHIP OF DOCUMENTS

Any materials of any format (hardcopy or electronic) related to a submission or this project, including submissions, reports, studies, conclusions, and summaries prepared by the Consultant for this project, shall become the property of the Kahnawà:ke Youth Center and Mohawk Council of Kahnawà:ke.

ADDITIONAL INFORMATION

All costs incurred by the Consultant in preparation, transmittal, or presentation of any information or material submitted in response to the RFP shall be borne solely by the Consultant and are not chargeable to the Kahnawà:ke Youth Center or Mohawk Council of Kahnawà:ke.