

REQUEST FOR PROPOSALS

CONDUCT A FEASIBILITY STUDY FOR A NEW TRAINING CENTRE AND MULTIPURPOSE SALES VENUE

For PEI Harness Racing Industry Association

Charlottetown, Prince Edward Island

Request for Proposal Released: May 15, 2025

Notification of Intent to Bid: May 23, 2025, 4pm ADT

Deadline for submission of Proposals: June 5, 2025, 4pm ADT

Table of Contents

PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS	2
1.1 Invitation to Proponents	2
1.2 Background of the PEI Harness Racing Industry Association	2
1.3 Project Background	2
1.4 Project Objectives.....	3
1.5 Scope of Work	3
1.6 Budget	4
1.7 RFP Contact.....	4
1.8 RFP Timetable	5
1.9 Submission of Proposals	5
1.10 RFP Submission Requirements.....	6
1.11 Acceptance or Rejection	6
1.12 Confidentiality	7
1.13 Proponents’ Expenses	7
1.14 Conflict of Interest.....	7
1.15 No Lobbying	7
1.16 Liability for Errors	7
1.17 Resource Commitments	7
1.18 Subcontractors	8
1.19 Negotiations	8
1.20 Intellectual Property	8
1.21 Insurance	8
PART 2 – EVALUATION OF PROPOSALS.....	9
2 Evaluation	9
2.1 Mandatory Professional Requirements.....	9
2.2 Evaluation Process	9
2.3 Evaluation Criteria	9

PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS

1.1 Invitation to Proponents

This Request for Proposals (“RFP”) is an invitation by the PEI Harness Racing Industry Association (referred to as “PEIHRIA” throughout document) to prospective Proponents to submit proposals to conduct a Feasibility Study and Business Plan for a new harness racing industry training centre and multi-use sales pavilion to be located in Prince Edward Island.

Proponents should carefully read this RFP to thoroughly understand the requirements of PEIHRIA. Proposals which fail to respond to the procedural and content requirements of this RFP may be rejected.

Proponents interested in this project must include a response for all the details requested in this document. The information provided in this document is intended to provide a general overview of the work required. Proponents should include in their proposal any value-added elements that they, in their experience in similar projects, would seek to include in their proposal.

1.2 Background of the PEI Harness Racing Industry Association

Harness racing began in Prince Edward Island as a community-based pastime in the late 1800s. PEIHRIA was established in 1999. It was provincially incorporated as a non-profit industry organization with a vision to strongly contribute to the social, moral, and economic well-being of Prince Edward Island through a comprehensive approach to all aspects of the Harness Racing Industry. The mission of PEIHRIA is to establish and perpetuate the financial stability and future viability of the Harness Racing Industry on Prince Edward Island.

The PEIHRIA was formed to provide a united approach to the industry and sport of harness racing on Prince Edward Island. Its member organizations include:

- The PEI Standardbred Horseowners Association
- The Prince County Horsemen's Club
- The Atlantic Standardbred Breeders Association
- The Maritime Breeders Association
- The PEI Colt Stakes Association
- PEI Standardbred Breeders Association
- Red Shores Racetrack and Casino at Charlottetown Driving Park
- Red Shores Summerside Raceway

1.3 Project Background

The PEI Harness Racing industry has been growing in recent years, providing a significant contribution to the PEI economy annually. PEI currently has the second largest breeding industry in Canada. As the industry has grown, existing facilities for training, stabling, and breeding have been filled to capacity. To continue to support the growth of the harness racing industry in PEI, PEIHRIA is exploring the feasibility of establishing a training facility and multi-use sales pavilion.

The facility would include:

- Harness racing training track
- Indoor stabling for 175 to 200 horses
- Walking ring

- Paddocks and turnout space
- Educational and meeting space
- Office space
- Washrooms
- Bar and canteen
- Sales pavilion with stabling for 200 horses, a sales ring that can seat 1500-2000 and sales offices. This could be a multi-use space to be used for dairy, beef and other livestock.
- Accessible for mobility impaired patrons
- Sufficient parking for both vehicles and trailers

PEIHRA has identified potential land for this facility and has commissioned a concept drawing for the potential new development which can be shared with the successful proponent.

1.4 Project Objectives

The objectives of this project are to:

- 1) Gauge the operational viability of the proposed new training facility and multi-use sales pavilion.
- 2) Gauge stakeholder support and potential usage.
- 3) Validate the components and amenities for the facility.
- 4) Identify industry and regional impacts and benefits of the new facility.
- 5) Develop a comprehensive business plan for the new facility.

1.5 Scope of Work

The Proponent will conduct a feasibility study and develop a business plan to establish the viability of developing a harness racing training centre and multi-use sales pavilion in Prince Edward Island.

To achieve the project objectives as noted in Section 1.4, it is expected the successful Proponent will at minimum include in the work under the contract the following:

- **Stakeholder Engagement**
 - The Proponent will be responsible for conducting stakeholder consultations and the preparation of all communications as necessary to complete the project.
 - At minimum those to be consulted include:
 - PEIHRIA Board
 - 5 matinee tracks
 - Breeders, trainers and owners across PEI
 - Potential funding partners
 - Potential partners in the multi-use sales pavilion
- **Market Conditions**
 - Identify market demand.
 - Document need from breeders, trainers and owners, mainly on Prince Edward Island, but also across the Maritimes
 - Identify industry trends.
 - Growth trends for the harness racing industry on PEI as well as the impact a facility will have on potential industry growth in the region
 - Assess existing facilities.

- Describe the existing facilities and operations, including: condition, capacity, usage, adequacy for market need, and other pertinent information
 - Identify context.
 - Identify opportunities for growth
 - Identify potential challenges
- **Case Studies/Benchmarking**
 - Review other similar facilities to get a realistic understanding of issues such as: scope of amenities, operational expenses, lessons learned, key success factors, and other operational considerations
- **Recommended Concept**
 - Identify a recommended concept for the training centre and multi-use pavilion.
 - Identify needed elements to ensure future sustainability and to align with identified market demand.
 - Identify acreage required and any zoning changes required
 - Identify potential governance/ownership model
 - Identify revenue sources such as training and lessons, boarding, space rentals, and events, including potential for alternate revenue sources such as RV storage space
 - Develop detailed cost estimates to build the new facility.
- **Developing a Comprehensive Business plan**
 - Prepare Operational Projections – Forecasted cost to run the facility versus the revenue reasonably expected.
 - Identify key aspects of the financial model that would be most impacted by changes in the size and capacity of the facility and the ultimate sustainability of the project.
 - Consider how eco-friendly design and systems and green energy solutions can impact operational costs
- **Reporting**
 - The Proponent will prepare a final report detailing:
 - Methodology
 - Summary of findings on stakeholder consultations, market conditions, and case studies/benchmarking
 - Recommended concept, including cost to build; and
 - Business Plan.

1.6 Budget

The budget for the project is anticipated to be \$100,000 exclusive of HST, but inclusive of all costs and disbursements, including any travel.

1.7 RFP Contact

For the purposes of this process, the “RFP Contact” on behalf of PEI Harness Racing shall be:

Erin Boyle

Procurement Agent

rfp@aor360.ca

Information gathered from other sources, including members of the Board of Directors of the PEI Harness Racing Industry Association, should not be considered official and should not be relied upon in developing a response to this RFP.

Proponents and their representatives are not permitted to contact any other person other than the RFP Contact concerning this RFP. Failure to adhere to this rule may result in the disqualification of the Proponent and the rejection of the Proponent's proposal.

1.8 RFP Timetable

Below is the approximate schedule that is expected to be followed for this RFP. However, this may be subject to change and is therefore presented primarily for guidance:

Deadlines	
Issue Date of RFP	May 15, 2025
Notification of Intent to Bid	May 23, 2025
Question Deadline	May 23, 2025 at 4PM ADT
Addendum Issued	May 26, 2025
Proposal Submission Deadline	June 5, 2025 at 4PM ADT
Review of Proposals	June 6 – June 20, 2025
Award of Contract	June 23, 2025
Initial Meeting with Contractor	June 25-27, 2025
Anticipated Project Completion	October 31, 2025

1.9 Submission of Proposals

1.9.1 Proposals to be submitted to:

Erin Boyle
Procurement Agent
rfp@aor360.ca

1.9.2 Submission Process for Proposals:

- A notification of intent to bid should be emailed to the RFP Contact by email no later than May 23, 2025.
- Responses to questions from Proponents will be compiled into an Addendum and sent to those Proponents who have submitted a notification of intent to bid.
- **Proposals must be received by email before 4:00PM ADT on June 5, 2025** (see section 1.8 RFP Timetable).
- Late proposals will not be accepted.
- Proponents should submit their proposal to the RFP Contact by email containing **one (1) electronic copy saved as a Portable Document Format (PDF)**. The email subject line should read: "Proposal for PEIHRIA Feasibility Study_*(firm name)*".
- Proponents should not submit other marketing material with their bid.

1.9.3 Acceptance of Terms and Conditions

Submitting a proposal indicates acceptance of all the terms and conditions set out in the RFP, including those that follow and that are included in any Addenda.

1.9.4 Proponent Responsibilities

- The proposal must be signed by the person(s) authorized to sign on behalf of the Proponent or company and binds the Proponent to the statements and representations made in the proposal.
- The Proponent is entitled to amend or withdraw its proposal at any time before the proposal submission deadline.
- It is the Proponent's responsibility to ensure that their submission is complete and is delivered to the Procurement Agent by the date and time indicated.

1.10 RFP Submission Requirements

Proposals should be detailed enough to demonstrate how the Proponent's expertise, staff and resources best meets the needs of PEIHRIA as described in this RFP. Proposals should be developed with the following sections.

A) Proposal Cover Page: Include the name of the proposing organization and contact information.

B) Understanding of the Project: Demonstrate a comprehensive understanding of the scope and requirements of the feasibility study and development of the business plan, as outlined in 1.5 Scope of Work.

C) Approach and Methodology: Describe the proposed methodologies and techniques for conducting the work as outlined in the Scope of Work, including research approaches, data collection methods, stakeholder engagement and communication strategies, and analytical frameworks. Identify any value-added approaches or methodology to be provided by the team.

D) Work Plan: Provide a detailed work plan outlining the proposed timeline, milestones, and deliverables for each phase of the work. Clearly identify key activities, responsible personnel, and dependencies, including any project risks and risk mitigation approaches. Include in the workplan timing for sharing of preliminary findings and initial draft.

E) Experience and Qualifications: Present detailed information on the proponent's experience and qualifications relevant to similar projects. Include biographies of key team members proposed to work on the project, and their role on the project.

F) References: Include contact information for a minimum of three (3) references from similar projects, including a brief description of how the reference is relevant to this project.

G) Budget: Present a comprehensive and itemized budget for the work, covering all anticipated costs, including personnel, travel, materials, and contingencies. Provide transparency in budget allocation. All applicable taxes are to be identified. Fees are to be quoted in Canadian funds and are to remain firm and irrevocable for a period of 90 days after the official proposal submission deadline indicated in this RFP.

1.11 Acceptance or Rejection

PEIHRIA reserves the right to waive any informality in proposals, to accept any proposal, and to reject any or all proposals should it be deemed in the best interest of PEIHRIA to do so. Proposals may be held

by PEIHRIA for a period not to exceed sixty (60) days from the date of the opening of proposals for the purpose of reviewing proposals and investigating the qualifications of the Proponents before the award of a contract.

Should PEIHRIA not receive any proposal satisfactory to PEIHRIA in its sole and absolute discretion, PEIHRIA reserves the right to not proceed with the contract, re-advertise the Request for Proposals or negotiate a contract for the whole or any part of the Project with any one or more persons whatsoever, including one or more of the Proponents.

1.12 Confidentiality

All correspondence, documentation, and information provided by PEIHRIA to any Proponent in connection with, or arising out of this Request for Proposal or the acceptance of any proposal:

- remains the property of PEIHRIA.
- must be treated as confidential.
- must not be used for any purpose other than for replying to this RFP, and for fulfillment of any related subsequent contract.

1.13 Proponents' Expenses

Proponents are solely responsible for their own expenses in participating in the RFP process, including costs in preparing a proposal and for subsequent finalizations with PEIHRIA, if any. PEIHRIA will not be liable to any Proponent for any claims, whether for costs, expenses, damages, or losses incurred by the Proponent in preparing its proposal, loss of anticipated profit in connection with any final contract, or any other matter whatsoever.

1.14 Conflict of Interest

In its proposal, the Proponent must disclose any potential conflict of interest that might compromise the performance of the work. If such a conflict of interest does exist, PEIHRIA may, at its discretion, refuse to consider the proposal.

1.15 No Lobbying

A Proponent must not attempt to influence the outcome of the RFP process by engaging in lobbying activities. Any attempt by the Proponent to communicate for this purpose directly or indirectly with any representative of PEIHRIA, including members of the RFP evaluation committee, may result in disqualification of the Proponent.

1.16 Liability for Errors

While PEIHRIA has used considerable efforts to ensure information in the RFP is accurate, the information contained in the RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by PEIHRIA, nor is it necessarily comprehensive or exhaustive. Nothing in the RFP is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in the RFP.

1.17 Resource Commitments

The successful Proponent must make available the appropriately skilled workers, consultants, or subcontractors, as appropriate, to carry out the contract. These resources must be available on a dedicated basis, as required, to carry out the contract with due care, skill, and efficiency. The selected Proponent will ensure that staff assigned to work on this project have the necessary education, licenses, and certifications where necessary.

1.18 Subcontractors

PEIHRIA will accept proposals where more than one organization or individual is proposed to deliver the services described in the RFP, so long as the proposal identifies the lead entity that will be the Proponent and that will have sole responsibility to deliver the services under the contract. PEIHRIA will enter into a contract with the Proponent only. The evaluation of the Proponent will include evaluation of the resources and experience of proposed subcontractors, if applicable.

All subcontractors, including affiliates of the Proponent, should be clearly identified in the proposal. A Proponent may not subcontract to a firm or individual whose current or past corporate or other interests may, in PEIHRIA's opinion, give rise to an actual or potential conflict of interest in connection with the services described in the RFP. This includes, but is not limited to, involvement by the firm or individual in the preparation of the RFP or a relationship with any employee, contractor, or representative of PEIHRIA involved in preparation of the RFP, participating on the evaluation committee or in the administration of the contract.

If a Proponent is in doubt as to whether a proposed subcontractor might be in a conflict of interest, the Proponent should consult with the RFP Contact prior to submitting a proposal. By submitting a proposal, the Proponent represents that it is not aware of any circumstances that that would give rise to a conflict of interest that is actual or potential, in respect of the RFP.

1.19 Negotiations

PEIHRIA may award a contract on the basis of initial proposals received, without further discussions. Therefore, each proposal should contain the Proponent's best terms and information, including all required documentation, as listed in the RFP. PEIHRIA reserves the right to enter into discussion or negotiations with the selected Proponent. If PEIHRIA and the selected Proponent cannot negotiate a satisfactory contract, PEIHRIA may, at its sole discretion, terminate negotiations and begin negotiations with the next selected Proponent and continue with the process until a satisfactory contract is negotiated. No Proponent shall have any rights against PEIHRIA arising from such negotiations.

1.20 Intellectual Property

PEIHRIA will retain the intellectual property rights including patents, copyright, trademark, concept design and trade secrets in any deliverable product or product developed through this contract.

1.21 Insurance

The successful Proponent shall be required to maintain at its own expense, during the term of contract, appropriate levels of Commercial General Liability Insurance, Automobile Insurance for owned/leased vehicles, and Professional Liability Insurance and provide proof of said insurance in a form acceptable to PEIHRIA prior to commencement of work under a contract. All such insurance policies shall stay in force and not be amended, cancelled or allowed to lapse during the delivery of goods and services under this contract.

PART 2 – EVALUATION OF PROPOSALS

2 Evaluation

2.1 Mandatory Professional Requirements

- Demonstrated understanding of the project.
- Experience working within a set budget.
- Experience in community consultation and ability to facilitate the process and discussion.
- Demonstrated ability to work successfully with multiple stakeholders, organizations and committees.

2.2 Evaluation Process

All submissions received prior to closing will be evaluated by an evaluation committee selected by the PEIHRIA Board of Directors.

PEIHRIA reserves the right to perform any of the following and to take the information obtained into account in evaluating a Proposal including the right to:

- Seek clarification or verify information provided by the Proponent with respect to this RFP.
- Contact any or all the references supplied by the Proponent to verify any information or data submitted by the Proponent and to obtain information about past performance.
- Request additional detail(s) on any element(s).

PEIHRIA reserves the right to shortlist firms for further evaluation through interviews which may alter the final scoring results. PEIHRIA reserves the right to not necessarily accept the lowest bid, but to accept the bid which best fits the evaluation criteria at its sole discretion.

2.3 Evaluation Criteria

Proposals will be assessed based on the following weighted criteria:

Understanding of the Project (45%) Proponents should demonstrate a comprehensive grasp of the project's scope and requirements and a well thought out approach and methodology that will lead to success. This includes:

- Clearly articulating an understanding of overall scope and the objectives of the project and how the proposed approach will meet the stated need. Note any challenges that may exist.
- Providing sufficient detail to give assurance the methodology is well thought out and will lead to achieving project objectives.
- Providing a detailed workplan and timeline for the project including task identification, project milestones, deliverables and identification of time involvement by project personnel and PEIHRIA representatives.
- Identifying considerations which have not been included in the scope of work, but based on past experiences, should be incorporated.
- Identifying any project risks and proposed mitigation strategies.

Experience with Similar Projects (10%) Proponents are expected to showcase their experience in conducting similar projects. This entails:

- Providing detailed case studies or project descriptions of similar studies conducted, especially those in comparable industry or geographic contexts.
- Demonstrating successful completion of past feasibility studies and business plans.
- Sharing insights and lessons learned from prior projects that are relevant to ensuring the success of the project.

Qualifications and Experience of Assigned Staff (15%) The expertise of the proposed project team is crucial for the successful execution of this project. Proposals must:

- Present detailed information on the qualifications, roles, and relevant experience of key team members, emphasizing skills pertinent to the scope of work.
- Articulate how each team member's expertise contributes to the overall success of the project, ensuring alignment with the project's objectives and requirements.

Proposed Budget (15%) Transparency and cost-effectiveness are paramount considerations for PEIHRIA. Proposals should:

- Provide a comprehensive and itemized budget that covers all aspects of the project, including research, analysis, stakeholder engagement, and reporting and provides hourly rates and level of effort.
- Clearly outline any assumptions or conditions underlying the budget estimates to ensure PEIHRIA's understanding and agreement.

Quality of References (15%) Strong references play a vital role in assessing the credibility and reliability of applicants. Proposals should include:

- Contact information for references from similar work conducted within the past five years, preferably in the context of similar projects.

By addressing these selection criteria in their proposals, applicants will demonstrate their capability and readiness to fulfill PEIHRIA's needs for the project, ensuring alignment with the project's objectives and requirements outlined in the RFP.