



# CHICKALOON VILLAGE TRADITIONAL COUNCIL (NAY'DINI'AA NA')

PO Box 1105~CHICKALOON~ALASKA~99674

## REQUEST FOR PROPOSALS

**Chickaloon Village Traditional Council's  
Hotel/ Conference Center/ Cultural Center Feasibility Study and Business Plan**

***Nay'dini'aa Na' Hwt'aene Ugheldze' Xuk' anotta Nene'*  
(Nurture the Land and People) Project**

- 1. Date of Issue: September 26, 2016**
- 2. Deadline to submit questions: October 11, 2016**
- 3. Deadline to submit proposals: October 19, 2016**
- 4. Award to successful bidder: November 1, 2016**

The Chickaloon Village Traditional Council (CVTC) is requesting proposals from qualified consultants interested in bidding on this RFP. Qualified, interested parties must submit a completed proposal, along with a signed cover letter, electronically by 12:00 PM, Alaska Time, October 19, 2016, to:

CVTC

Subject: Facility Study Proposal  
jessicaw@chickaloon.org

### **About Chickaloon Traditional Village Council**

Chickaloon Native Village, *Nay'dini'aa Na'*, our name in Ahtna, meaning "the river with the two logs across it", is a vibrant, innovative, and culturally rich Ahtna Athabascan Tribe with offices located in the community of Sutton along the Glenn Highway, a National Scenic Byway. Surrounded by snow-capped mountains, glaciers, and lush boreal forests our Tribe has occupied this area for thousands of years. However, threats to our culture, language, and traditional way of life have been unwavering for the past hundred years. Chickaloon Native Village has been very affected by outside development.

Today, the Chickaloon Native Village is a federally recognized Tribe governed by the Chickaloon Village Traditional Council (CVTC), which operates seven departments: Transportation, Environmental Stewardship, Education, Health, Justice, Housing and Facilities, and Administration and Accounting. More information can be found at [www.chickaloon.org](http://www.chickaloon.org).

**CVTC Vision:** A Tribal Government that stands sovereign with all nations, utilizes our land responsibly, has a sufficient resource base, and prepares our future generations to fulfill our core purpose and long-term goals.

**CVTC Mission:** Perpetuate our ancestors' beliefs, customs, traditions and values and steward our environment to help our citizens thrive.

**CVTC Values:** Care and Love for Each Other  
Education                      Honesty  
Humor                              Respect

**Project Goal:** **Feasibility Study and Business Plan for a Cultural Tourism Facility including a Hotel, Conference Center and Cultural Center in the Matanuska Watershed.**

**Results or Benefits Expected:**

- **Market Demand Analysis:**
- **Market Supported Facility Program Analysis:**
- **Event Level Analysis:**
- **Preliminary Construction Cost Analysis:**
- **Site/Location Analysis:**
- **Financial Operations Analysis:**
- **Economic Impact and Cost/Benefit Analysis:**
- **Funding Alternative Analysis:**
- **Preparation of Reports/Presentations/Community Stakeholders:**
- **LEED Certified Construction Standards:**

**Scope of Work:**

This is a two-year project. Upon completion of the second year of the project, the Contractor will have developed a feasibility study and business plan for a Cultural Tourism Facility including a Hotel, Conference Center and Cultural Center in the Matanuska Watershed.

See attached Scope of Work.

**The bid must contain:**

- Proposal outlining project cost and timeline break down including the fiscal years:  
Year one: October 1, 2016-Sept 30, 2017.  
Year two: Oct 1, 2017 – Sept 30, 2018.
- Description of at least three (3) years of experience conducting cultural tourism research and market assessments, conducting

- Community surveys and data collection, group facilitation skills, and business plan development.
- Description of your experience working with Tribes.
- Work samples.

Successful bidder must provide a copy of their business license, bonding and/or insurance prior to signing the contract. A certificate of insurance with Chickaloon Native Village” named, as an additional insured is required. A Chickaloon Village Business License is required for contracts over \$5,000.00.

**Deadline for Submission:** The deadline for submission is 12:00 P.M. on **Wednesday, October 19, 2016.**

**How to Submit:** email completed proposal, along with a signed cover letter, electronically by 12:00 PM, Alaska Time, October 19, 2016, to:

CVTC  
Subject: Facility Study Proposal  
jessicaw@chickaloon.org

**Hiring Preference:** Preference shall be given to eligible and qualified Alaska Native/American Indian applicants pursuant to P.L. 93-638 Indian Self Determination Act. Preference may be given to local applicants according to the Tribe’s Local Hiring Policy 005.01.008. Successful bidder shall comply with the Tribe’s drug free workplace requirements and equal employment opportunities with Native and local preference.

If you have questions, please call **Jessica** at **(907) 354-7404** or email at [jessica@chickaloon.org](mailto:jessica@chickaloon.org).

## **Chickaloon Village Traditional Council**

### **Hotel, Conference Center, Cultural Center Feasibility Study and Business Plan Contract**

**SCOPE OF WORK** (This is the general breadth of the project, however proposals may offer alternative activities or processes to deliver the same end products.)

#### **I. PROJECT START-UP**

The Start-Up phase will involve meeting with Chickaloon Village Traditional Council (CVTC) Council Members and Staff Members to refine a schedule for the project; set up the Project Working Group that will consist of the CVTC Council Members and Staff Members and invited partners; and, gain an overview of the project history and important background information. During this task, the contractor will facilitate an initial visioning work session with CVTC Council Members and Staff Members to develop a consensus on basic elements of the facility plan. At these initial work sessions, contractor will also gather names of stakeholders who may be contacted for informant interviews for the project.

Products of this Task:

Project schedule

Stakeholder contact list of Project Working Group and other potential key informants

Draft reference list of background documents

Notes from initial work sessions, including a definition of project goals and objectives

#### **2. PROJECT BACKGROUND: MARKET + PARTNERSHIPS ANALYSIS**

A large part of the economic viability of a hotel, conference center and cultural center facility depends on the ability of the project to meet the expectations of target markets, and the related ability to develop project partners.

Prospective markets and partners will be identified during the initial work session in task 1 above, and then further investigated by the contractor in this step.

During this task, the contractor will also complete a thorough review of existing plans and relevant documents, as well as demographic and market data for the region. These will include the Glenn Highway Corridor Management Plan and the Glenn Highway National Scenic Byway Interpretive Plan. The background data and project history will be summarized in the background section of the final report for this project and will inform the planning process and market analysis.

Contractor will perform a series of interviews with potential partners and other stakeholders to gain an understanding of market trends and opportunities and options for local partnerships and to gauge levels of commitment to the project. Specific research tasks to occur in this step include:

**Target Markets:** Representatives of target markets will be interviewed, building on work already done for the scenic highway project. Markets include package, educational and independent travelers. Visitation data will also be reviewed help to define promising target markets. In addition to visitors, this step will also investigate options to provide space for local users, including rental space for social events, meetings, and education programs with schools.

**Local Partners:** Research possible partners including tourism-related businesses and organizations that have information regarding the region's cultural and natural history. Assess the range of possible partnerships, the types

of programs and facilities they envision for the facility, their commitment to the project, and the level of financial support that could be expected from them.

The center offers potential for a wide range of partnerships. These include partnerships with statewide tourism and visitor organizations and individual businesses.

**Comparable Facilities:** In addition to the user groups defined above, we will research comparable facilities, around Alaska, the U.S. and the world to provide background information on other successful models that can inform decisions about facility size, programs and operations costs, as well as strategies for managing and sustaining comparable facilities.

**Local operations costs:** Research will also gather information on facility costs for the local area, including operations and maintenance estimates and typical capital costs.

Products of this Task:

Project Background and Market Analysis sections of the final document, describing target markets, potential partners and market trends and opportunities for the proposed facility

An inventory of comparable projects (to become an appendix in the final document), to provide perspective on facility programs, designs, costs and revenues

### **3. PRELIMINARY FACILITY PROGRAM**

Contractor will convene the first full work session with the Project Working Group to share the results of the initial round of informant interviews and to begin to develop the concept for the facility. During this work session, the following questions should be addressed:

What are the goals of the facility? How will it look and feel?

Who are the target markets for the facility and what are their needs and interests? If more ideas are needed, what is the best way to gather this information?

What programs and functions will the site and facility provide? What particular types of experiences, activities would be most likely to draw and satisfy visitors?

Who needs to be involved in the planning and development of the facility? Who are the most promising local partners?

How does this facility relate to other priority projects and existing facilities?

What are the best sites for the facility? What are the criteria by which the best site will be determined? Is it important that the facility have certain existing or future uses nearby, e.g., food service, shopping?

How will the facility be sustained? What are the sources of operation revenues and what are the main expenses?

Which organizational structure is most appropriate for managing the facility? How will it be governed and owned?

Products of this Task:

A preliminary spreadsheet of facility program functions with rough estimate of square footage per function, capital and operations costs. This initial draft will serve as a discussion point during further interviews and will be refined during subsequent tasks.

Initial concept diagram of the facility design that shows the relationships between various site features and lays out the size of different building areas. Initial concepts for site features that would contribute to the project's success will also be defined.

#### **4. DEVELOP SITE CRITERIA + MAP POTENTIAL SITES**

There are many factors that lead to a good site – accessibility to users, cost to secure, physical development suitability, site amenities and attractions, proximity to utilities, cost to develop, size, hazard areas, and location of the site relative to other community uses. In this step, contractor will work with the client to develop explicit site selection criteria, identify and map the potential sites and rank them against the agreed upon criteria.

With the Project Working Group, contractor will develop a list of specific criteria for evaluating sites selected and determining a preferred location. Site criteria should include, but are not limited to: ease of access and proximity to other visitor services and corridors; scenic value including view-sheds and proximity to scenic attractions; land ownership and fit with existing projects and facilities; tourism and visitor value; ease of site control; environmental conditions, development suitability and costs to develop; proximity to utilities.

Specific steps in this task include the following:

- Develop site selection criteria

- Identify possible sites

- Using an evaluation matrix format, compare the advantages and disadvantages of alternative sites.

Products of this Task:

- A list of criteria for determining the preferred site for the facility and a matrix of possible sites ranked by the criteria

- Annotated map identifying possible sites

- Narrowing of site options, preliminary identification of preferred site(s)

#### **5. DEVELOP FACILITY + SITE CONCEPT DIAGRAM AND OPERATIONS + CAPITAL BUDGETS**

Contractor will convene the second work session of the Project Working Group to further develop the concept for the facility and to refine estimates based on market research and additional interviews. Using the facility space program spreadsheet, the Project Working Group will:

- Review and refine facility program functions developed during earlier work sessions based on market research and interviews.

- Estimate the square footage per function and projected revenues and expenses per function, to develop an estimate of operations revenues and expenses and capital costs. Develop capital cost estimates comparing levels of LEED Certified Construction Standards.

- Review initial feasibility of the concept by considering the sustainability of the facility, the likely sources of operations funding for each key project element, and the fundraising requirements for the capital phase of the project.

- Begin refining a concept diagram for the facility design, using the background information gathered, checking against the goals and vision agreed on, brainstorming the mix of uses and the spaces required to accommodate

them. Develop different options, at various scales, to allow the Project Working Group to compare the dream building against the reality. Work towards a balance of desired functions with affordability to build and operate.

Following the work session, contractor will create a refined facility program spreadsheet and a draft operation revenue and expense pro forma. This will be shared with the Project Working Group for review.

Products of this Task:

Facility Program section of the final document that describes the preliminary program for the facility. Included also will be preliminary spreadsheets describing estimated square footage, operations + maintenance costs and capital construction costs.

Based on the information gathered in previous steps a 5-year cash flow projection will be developed, including one-time costs during facility construction and lifetime costs for both start-up years, and once the facility has stabilized in occupancy and revenue generation.

Refine the concept sketch of the facility design.

## **6. DEVELOP PROGRAM OFFERINGS + GOVERNANCE STRUCTURE**

By this point in the planning process, the initial facility concept will have been developed, a preferred site will have been identified, and the key local partners will be engaged. This step will focus on determining which interpretive and visitor service programs will be provided at the center. These must be developed in concert with local businesses and other tourism related organizations in order to dovetail, rather than compete, with other local offerings. As part of this step, assumptions about project governance will need to be refined.

For the center to fully function as a hotel, conference facility and a cultural destination, it will be important to include a range of services, activities and experiences at the center. While these won't be defined in detail at this stage, it will be helpful to identify promising opportunities, both to capture the cost of these options in the financial analysis, and to record this information for future, more detailed design. Examples of options include:

If the site allows it, short trails where visitors can see, hear and smell a bit of the Alaska wild for cultural interpretation – for example, seeing wildflowers, birds, or even spawning salmon.

Viewing platforms with spotting scopes and annotated landscape panorama photos, so visitors can enjoy vistas and identify the spectacular peaks and glaciers of the surrounding Chugach and Talkeetna Mountain Ranges

Touchable samples of the Ahtna culture and the Mat-Su natural world, e.g. tanned furs, snow shoes, basic tools including birch bark baskets, knives

Large scale maps, so visitors can get oriented to the Ahtna region and the state Tribes and language groups as a whole

A wide array of interactive interpretive information

Space suitable for conferences, large and small gatherings, presentations, lectures, historical recreations, and social events, from weddings to performing arts; specific plans for how such programs could be staffed and sustained

Hotel rooms

Possible food service

Products of this Task:

Further refine the concept sketch of the facility design to ensure this design will accommodate intended programs; while this project is not intended to produce building design details, at this stage the project team will begin sharing three dimensional concepts for the building – if possible, drawn using the preferred site – to be used to test ideas about the preferred project look and feel.

Initial ideas for site development, and the programs and amenities that might be offered at the preferred site(s). The objective will be shape the land outside the center to be as intriguing and memorable as the programs and information inside the building.

Clarification of the governance strategy for the project, particularly for project operation costs and revenue generation.

## **7. FURTHER REFINE OPERATION AND CAPITAL BUDGETS + FACILITY CONCEPT**

The primary criterion for funding agencies to support a capital project is a clear demonstration that the proposed facility is sustainable for the community to operate over the long-term, and that the assumptions for a sustainable operations plan are supported by sound market research, realistic cost and revenue assumptions, and broad community input. Based on input from earlier work sessions, information from interviews and market research, as well as a survey of comparable facilities, the finance sections of the final document will be fleshed out and refined.

As previous steps reveal, this entire process follows a reoccurring rhythm – define project program, estimate revenues and costs, judge feasibility, and further refine. This step will carry out this process one additional time, at a more refined level of detail. Commonly, at this stage in the process, hard choices are made about what project elements are truly necessary for project success, and what can be cut out or left for a later phase.

At this stage the architect and engineer will be able to provide more definitive estimates of project development costs, in light of a more refined description of the centers programs and space needs. This will include more detailed site development costs, including utilitarian issues such as costs for access improvements, parking and site utilities, as well as site amenities such as pathways, outdoor seating and outdoor interpretive displays.

Products of this Task:

Finance: Operations and Finance: Capital sections of the final document that include a complete financial analysis, including assumptions about building operations costs, staffing as well as anticipated revenues.

At least one work session with the Project Working Group to review results of the financial analysis and fine tune assumptions about costs and revenues, where necessary adjusting facility and programs to ensure project sustainability.

## **8. DEVELOP IMPLEMENTATION STRATEGY (FUNDING + PARTNERSHIPS)**

This phase in the process marks a transition, from a series of project refinements into steps necessary to make the center a reality. It includes two specific steps: development of a project capital funding strategy and a project ‘marketing piece’.

Possible funding sources for capital construction include grants and loans to support economic development, community facility development and health and safety. The draft facility plan will give a more refined picture of the scale and type of funding that will be required for this project. This step will compile a preliminary matrix of possible capital funding sources. While presented in this scope of work as a final stage in the process, in reality, the project team will be considering this topic from the outset of the project, with the objective of designing a project that has maximum potential for meeting needs of prospective capital funders.



In order to enter the design phase, it is often necessary to compete for funding from major donors and government agencies. Particularly for private funding entities, it is very helpful to have a case statement with a graphic package detailing the project concept. This is a “marketing piece” that will precede the submittal of a formal funding request, which would include the full contents of the facility plan. During this step, a case statement and graphic package will be developed, that can be used to convey the major elements of the project, and do so in a way that excites the interest of prospective partners, possibly including conceptual three-dimensional renderings of the facility.

Products of this Task:

A case statement and graphic package to be used in initial contacts with potential funders, that conveys a compelling sense of how wonderful and sustainable the planned facility can be. The graphics package can include a brochure, booklet, editable PowerPoint presentation, series of posters or other types marketing materials that will be most useful to CVTC as we carry the project forward.

A matrix of potential funders including contact and program information. A proposed fundraising strategy will also be developed to recommend next steps for project development.

A detailed work plan, providing a step-by-step timeline for all the stages of the project and related tasks, from the project’s current point, to completion.

A refined partnership plan, finalizing conclusions about the set of partners required to fund and operate a sustainable facility.

## **9. DRAFT COMPREHENSIVE FACILITY PLAN**

At this stage the project team will compile all the work to date, nearly all of which has been previously reviewed and refined by the Project Working Group. The plan will include:

Summary of vision and goals for the project, and the community involvement process supporting this vision

User and market assessment

Inventory of comparable projects

Program description highlighting the amenities that will be provided by the facility

Facility program, including type, arrangement and size of spaces

Ranking of site locations; identification of preferred site

Conceptual level site and building plan

Operations plan and budget, focused on strategies to ensure the project is sustainable

Implementation strategy, including a budget for completion of project design and development, construction and furnishings, and a fundraising strategy, as well as a work plan detailing a step-by-step timeline to see the project through all stages to completion

A strategic partnership plan with proposed organizational and management structure

A project summary “marketing piece” to be used to help sell the project to funders

Products of this Task:

Draft report for review by the Project Working Group.

## **10. REVIEW + REFINE DRAFT PLAN; PRINT + PRESENT FINAL PRODUCTS**

This step will incorporate any final revisions to the draft presented in the previous step, including a final presentation to the Chickaloon Village Traditional Council. The result will be the final plan with appendices, the case statement and graphics package to be produced in both hard copy and digital format for CVTC.