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RFP BRIEF DOCUMENT

REQUEST FOR PROPOSAL FOR THE DEVELOPMENT OF THE GREENPOINT STADIUM AND PRECINCT

TENDER NO. 273N-2005/06

2 March 2006

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1. INTRODUCTION

Cape Town is set to become the dramatic backdrop to the 2010 FIFA World Cup. With its spectacular natural beauty, its long history and diverse cultures, Cape Town will play host to the family of nations celebrating the best of football in the first World Cup to be played in Africa. Not only the profile of Cape Town and our friendly people, but the capabilities of our country and continent will be beamed across the world to billions of fans, future visitors, investors and friends. 2010 offers a major opportunity to showcase the best we have to offer.

The vision for Green Point is a sport and recreation precinct including a world-class 68 000 seat stadium linking the popular Victoria & Alfred Waterfront to the Central Business District (CBD), the Cape Town International Convention Centre (CTICC), the Atlantic Seaboard and the Table Mountain National Park with the metropolitan area of Cape Town and the hinterland of the Western Cape Province. Set in one of the most beautiful cities in the world, the stadium will be proudly owned and regularly used by all the people of Cape Town. Through affordable public and non-motorised transport, it will be accessible to rich and poor, black and white, female and male, locals and visitors. The Green Point Stadium will be the place to meet to cheer their teams, to hear their favourite musicians, to picnic with their families or simply to wander amiably in safe and pleasant surroundings.

The City of Cape Town, as the contracting authority, in partnership with the Provincial Government of the Western Cape and the National Government, therefore invites proposals for the design, development and financial sustainability planning of the Green Point Stadium and precinct to enable the City to host semi-final matches for the 2010 FIFA World Cup, as well as a wide range of national and international events before and after 2010. The City of Cape Town will be calling for private sector proposals from facility operators as it is envisaged the stadium's operational costs should be covered after July 2010. It is important to note that the brief is for the professional team and does not include the contractor who will be appointed before the end of 2006 once the design development is at an advanced stage.

In order to fulfil FIFA requirements, the stadium is to be completed by December 2008

2. DEVELOPMENT DESCRIPTION

2.1 Development Concept

The Green Point Stadium and Common is currently an under-utilised public open space and prime site for this development. Through this development, the City and Province intend to catapult city-wide growth, attracting visitors and tourists, investment, while creating jobs and opening a multitude of new opportunities for sporting, leisure and entertainment events on a scale not yet seen in our city.

In keeping with FIFA's minimum requirements for a semi-final venue, the Green Point Stadium will be transformed into a completely new 68 000 seater, all-weather, multi-purpose, environmentally sustainable, modern, technologically advanced, world class Stadium giving expression to the "African Renaissance Stadium" at the juncture between Table Mountain and the Atlantic Ocean at the southern tip of Africa. The uniquely impressive and recognisable visuals that this African landmark Stadium will offer the world will be of great marketing value to our continent and country. The new Stadium will comply fully with FIFA Match Stadium requirements. A summarised list of the FIFA stadium requirements is attached (Annexure A). The estimated total cost of the project is anticipated to be in the order of R1.2bn. This estimate needs to be confirmed during Phase 1 of the Project.

The 80 hectares of the current Green Point Common will be similarly transformed to become a People's Park like the internationally known Hyde Park in London and Central Park in New York. The new Common must become as much a feature of Cape Town and the Western Cape as Table Mountain, the Cape Flats, the Winelands, the Garden Route and the Klein Karoo. An integrated plan will establish a world-class park, catering for events, sports, heritage, leisure, and relaxation in a landscaped space with indigenous trees, gardens and water features. Attention must be paid to any heritage aspects of the site as there is a high likelihood of encountering human remains on the common. A memorial park for the reburial of the human remains may have to be developed on the site. The current Fort Wynyard site appears to be a suitable site. All the land on the Green Point Common belongs to the City.

The Team is not required to re-plan this area but cognisance has to be given to optimise the potential of this asset as part of an active and passive recreational public space whilst promoting its integration with economic opportunities and ecological integrity.

The stated objective of the City is that access to the stadium will be largely (80:20 split) dependant on non-motorised and public transport. FIFA requires at least a 50:50 split between private and public transport access to the stadium.

The planning process must take cognisance of ongoing work of the City, Provincial and National governments and parastatals.

Within the constraints of the Green Point Common title deeds, the Team is urged to propose complementary activities with respect to sport and recreation for the benefit of all the people of Cape Town.

The operator of the Green Point Stadium will be sourced shortly through a separate Request for Proposals to enable a close working relationship between the design team and a financially sustainable model for the operation of the Stadium in the medium to long term.

2.2 The Site and Area of Focus

The development site is generally known as the Green Point Common (Annexure B: Map)

The City's Management team has identified the Metropolitan Golf Course as the preferred location for the stadium. The EIA process requires that alternative sites are to be investigated and the site occupied by the current Green Point Stadium has been identified as an alternative location. It is generally expected that graves and historical remains will be found on the site – proposals will have to be developed for the management and dignified relocation of such artefacts. The Team will be required to give input into this process.

The Team will also need to deal sensitively with the context and to assemble elements of the stadium precinct, unpack economic opportunities and integrate all the aspects required to inform the building of the stadium and the creation of a vibrant urban environment as a contribution to Cape Town's future for all the benefit of its citizens.

3. SCOPE OF THE WORK

The Scope of Work of this proposal is divided into stages. Applicants are to include in their proposal provision for all stages (refer Section 6: Presentation of Proposals below).

Stage 1: Planning Phase: Stadium Concept & Business Plan formulation

Phase 1a: Concept and Initial Stadium Business Plan

This phase involves the development of a viable overall Concept for the Stadium within the defined precinct, plus an initial business plan, based on the Concept design, as well as the initial investigations (see Annexure C for an outline) in order to source funding.

The envisaged **outcome is a costed Concept and Initial Business Plan by 30 June 2006.**

Phase 1b: Stadium Detailed Design and Detailed Business Plan

This phase involves the development of the Detailed Stadium Business Plan (see Annexure D for outline) from detailed designs and an approved concept for costing including sustainable operational concepts, taking environmental efficiency (water, waste management and renewable energy) and local sourcing of materials into consideration.

The envisaged **outcome of this phase is a Detailed Design and Detailed Business Plan by 31 October 2006.**

Stage 2: Implementation: Stadium Construction and Precinct Design

Phase 2a: Management of Stadium Construction

The Team will be responsible for securing and managing the contractors for the construction of the Stadium, scheduled to begin in January 2007.

Phase 2b: Detailed designs and the Detailed Business Plan for the development of the Green Point Precinct (incorporating the Stadium Business Plan) should be available by 31 December 2006.

Stage 3: Implementation of the Precinct Development

This stage is not part of this appointment. At the City of Cape Town's discretion and as funds become available (and subject to the success of the outcomes of the awarded stages) the 3rd stage of the work - the implementation of the Green Point Precinct Business Plan over various successive time periods - may be awarded to the successful applicant one stage at a time as it is not bound by the December 2008 stadium deadline..

The appointment of each successive stage will be at the City of Cape Town's sole discretion and subject to the outcomes of the preceding stage/stages and continued viability of the project. The City of Cape Town may at its sole discretion, at any point, choose not to appoint the successful applicant to any future stages. The applicant will be bound to the provisions made in this proposal for each stage and shall not be entitled to alter / renegotiate any such provisions during the course of the project.

3.1 Preliminary Work and Specialist Studies

Due to the tight deadlines for the completion of this development, the City and the Province have initiated processes related to the Environmental Impact Assessment (EIA) and the Rezoning application. It is envisaged that the processes will be managed to completion by the Project Manager and the Team, once it is appointed.

The following specialists have already been procured and the studies will be in progress upon the appointment of the Team:

- Geotechnical Study
- Archaeological Study
- Visual Impact Study
- Urban Design Framework
- Title deed restriction review
- Regional Transport Impact Assessment
- Legal Team for the engagement with the lease owners
- Environmental Consultancy
- Town Planning Consultant

The information gathered during these studies will be used in the public participation phase of the EIA. The EIA and the associated specialist studies (geotechnical, heritage, traffic, visual and noise impacts, etc.) have been completed and a Record of Decisions to have been obtained by early July 2006. The rezoning will have to be completed for approval by mid-September 2006. The City will moreover prepare a draft Urban Design Framework for the Green Point precinct by the end of March 2006.

The ability of the Team to manage the analysis, concept design, and programming of the town planning and building design requirements within a very tight timeframe will thus be a defining attribute.

In addition specialist studies are required to deal with analysis, strategies and proposed solutions supported by institutional, funding and capacity elements in respect to:

- economic development (focus to be on stadium feasibility/sustainability)
- social development and empowerment (through stadium and precinct opportunities)
- environmental management plan (environmental consultant already appointed for EIA process)
- heritage resources (conservation management plans)
- transport infrastructure plan (linking the stadium and precinct with city-wide system)
- engineering infrastructure assessment (to be undertaken with the City of Cape Town w.r.t. water, sewerage, electricity, ICT)
- communication: stakeholder analysis and engagement strategy.

All the abovementioned specialist studies will inform the Urban Design Framework for the proposed development and together they will inform the Detailed Business Plan. The finalisation of the Urban Design Framework will be a very interactive process between the urban design team, the stakeholders and other specialist consultants.

3.2 Related Initiatives

Related and surrounding initiatives, such as the Table Mountain National Park (which includes Signal Hill), the City Improvement Districts, V&A Waterfront, CTICC, Cape Town International Airport and the Port of Cape Town, connections to CBD and with the metropolitan area, must all be taken into consideration and partnerships formed with them wherever possible to enable integrated development and a seamless experience for users.

Other initiatives to be highlighted are: the City is preparing an Integrated Transport Plan, PGWC has commissioned a study to restructure Subsidised Public Transport Services and a study has been commissioned in respect of Travel Demand Management; the work on the Klipfontein Corridor is at an advanced stage. SARCC, Intersite and Metro Rail are about to

embark on refurbishing the Cape Town Station precinct. ACSA has plans in place in preparation for the anticipated demand generated by the FIFA World Cup. The proposed Granger Bay Boulevard planning process is underway and the V&A Waterfront plan to exercise their development rights and develop some 40,000m² floor space in the next ten years. The CTICC is expanding and the National Ports Authority is to cluster lighter port users in the west and heavier users to the east.

4. COMPOSITION OF THE TEAM.

The team must clearly demonstrate appropriate skills, past experience and capacity of working in large projects as a team, to deliver the scope of work within tight timeframes. It envisaged that the team would include but not be limited to of the following professionals:

- Project Manager
- Architect
- Quantity Surveyor
- Structural Engineer
- Mechanical Engineer
- Electrical Engineer
- Electronic/ICT and sound engineer
- Occupational Health & Safety expert
- Artist
- Landscape Architect
- Universal Access Consultant
- Access control expert
- Traffic Engineer
- Civil Engineer
- Transport Planner
- Traffic Signage Consultant
- Specialised Town Planner
- Geotechnical expert
- Environmental Consultant
- Heritage Consultant
- Land Surveyor
- Economic Development Consultant
- Financial and business planning experts

A locally based team with access to international expertise is preferred.

The City reserves the right to appoint individual professionals or collectively as a team in terms of the relevant professional associations, including SAACE, SAIA, SAIP, etc.

5. TIME FRAMES

The generation of the Initial Business Plan is to commence in **April 2006** and must be completed by **30 June 2006**. The Detailed Business Plan must be completed and approved by **31 October 2006**. Stadium construction must be complete by **31 December 2008**.

6. PRESENTATION OF PROPOSALS

Eight copies of the proposals, consisting of a short and clearly presented concepts of no more than 20 A4 pages including maps and graphics are to be submitted to provide the City of Cape Town and the adjudication team with sufficient information to make a sound and fair evaluation. The experience, capability and financial standing of the consultants to undertake and manage the project successfully should be presented in no more than a further 20 A4 pages. The following information must be clearly spelt out:

- Identification of the team leader and for each of the team members a short CV, their permanent addresses, company background, lists of similar (large) projects including client names, contact persons and telephone numbers.
- A detailed statement of the Team's approach and methodology for accomplishing the assignment within the timeframes. This section should show the Team's holistic understanding of the process and input required towards the compilation of the Initial Business Plan. It should include the design concept, philosophy, relevance, applicability and sensitivity to issues involved in the development area. The approach to stakeholder engagement and the interactive process with other specialist consultants should be detailed.
- Proof of the company's commitment and contribution to the economic empowerment of historically disadvantaged individuals and communities. The following information must in addition be provided (with specific reference to PDI ownership):
 - equity holding;
 - managerial and staffing composition; and
 - broad based black and women empowerment
- Applicants are required to submit fee proposals (including VAT), which are to reflect the three stages of work outlined in Section 3 above. Indicative fees should be stated for Stage 3.

The fee should also be presented as a percentage of the total cost of the project. Fees for each professional included in the team should be made explicit.

- Applicants are required to respond to the time requirements, including construction time.

Upon appointment, the Team will be committed to all stages of the development at the tendered fee. However, based on lack of performance the City of Cape Town may at its discretion at any time during the completion of these services elect not to appoint the team for any future stages.

- Details of directors and shareholders (and members in the case of close corporations). In the case of wholly owned subsidiaries, details of the holding company must also be provided.
- Financial information including last year's balance sheet and tax clearance certificates indicating that the Team/team members are in good financial standing and have the financial capacity to undertake the work expected.

The proposal must be professionally bound and packaged in eight closed envelopes or other form of packages to avoid loss and misplacement.

7. CLOSING DATE, TIME AND VENUE FOR SUBMISSIONS

Proposals are to be clearly marked: "RFP FOR THE DEVELOPMENT OF THE GREENPOINT STADIUM AND PRECINCT" and the tender number with the name of the applicant. They must be deposited in the City of Cape Town **Tender Box 50, marked Green Point Stadium Tender Office** situated on the **5th Floor, Tower Block, Civic Centre, Cape Town** on **Monday 27 March 2006 before 12h00**. No late submissions will be accepted. Posted, e-mailed, or faxed submissions will also not be accepted.

8. ASSESSMENT CRITERIA

CRITERIA
1. Overall concept for design and development of Green Point Stadium, precinct and connectivity with metropolitan area and the natural environment
2. Soundness of methodology to be employed in tackling the full scope of work, tight timeframes and completeness of the proposal.
3. Quality of proposed team members: qualifications, capacity, composition, leadership, past experience in large developments of this nature, in the sports and entertainment industries and facilities development. Ability and availability of team to work together fast.
4. Local team and access to international expertise
5. Evidence of creativity, innovation and sustainability (including proposals for economic, social, financial and environmental sustainability)
6. Degree to which broad based black economic and women empowerment is addressed (minimum BEE target 30%)
7. Price (including VAT) for each of the three Stages

9. ADJUDICATION PROCESS

Upon closure of the Request for Proposals, the City of Cape Town together with the Provincial Government of the Western Cape and National Government as well as members of the private sector will adjudicate them with due consideration to the abovementioned assessment criteria. In compliance with the City of Cape Town's Supply Chain Management Policy, a report will be submitted for approval. Successful and unsuccessful applicants will be advised of the City of Cape Town's decision within 10 days of closure.

Should they be required, Teams must be prepared to make themselves available to present their proposals (more than one presentation may be required) to the adjudication panel (and any other forum if required) at short notice and at their own cost.

10. Conditions Governing Awards and Submissions

- This is an intergovernmental project with the City as the contracting authority. The City will involve the Western Cape Provincial Government and the National Government in the adjudication and implementation of the project,
- The City of Cape Town may elect to make no appointment pursuant to this call for proposals.
- The City of Cape Town reserves the right to appoint any combination of professionals from different bidding teams as team members, specialist consultants, etc. and may request specific consultants to be included or replaced from proposed teams, or to request augmentation of the proposed team if there is considered to be a weakness.
- No extensions of time will be granted and all late submissions will be disqualified.
- All submissions must be hand delivered to the City of Cape Town Offices and placed in the tender box prior to the closing date and time. No posted, e-mailed or faxed submissions will be considered.

11. ENQUIRIES

Enquiries in writing before 9 March will answered by 14 March, and those made by 20 March will be answered by 22 March. No questions received after 12.00 on 20 March will be responded to. All enquiries should be addressed to:

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Please ensure that you register your contact details when you collect this document. This will enable the City of Cape Town to copy questions from other potential bidders and answers to their questions to you.