



**REQUEST FOR PROPOSAL
CONSULTING SERVICES
FOR A PARKS & RECREATION MASTER PLAN FOR
GIBBONS, ALBERTA**

Town of Gibbons

Issuance Date: July 9, 2019

Responses Due: August 16, 2019

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July 9, 2019

SECTION 1

SUBMISSIONS

NOTE #1: ALL MAJOR DETAILS INVLOVING THIS PROPOSAL CALL ARE COVERED IN SECTION 2 ATTACHED.

In order to be considered in the selection process, interested parties shall submit three (3) hard copies of their Master Plan Proposal and one (1) electronic copy (CD) no later than **4:00pm August 16, 2019** Submissions received after this time will be returned to the sender.

Three (3) copies of proposals marked “**CONSULTING SERVICES FOR A PARKS & RECREATION MASTER PLAN**” addressed to Michael Dubreuil, Community Services Director , and will be received at the

Town of Gibbons Main Office,
4807 50 Avenue
Gibbons, Alberta,
T0A 1N0

Or by mail addressed to:

Michael Dubreuil, Community Services Director
PO Box 68
4807 50 Avenue
Gibbons, Alberta
T0A 1N0

Fax or e-mail submissions will not be accepted

Late submissions will not be accepted and will be returned unopened

RFP responses opened are the property of the Town of Gibbons, and are not open to public viewing.

The Town reserves the right to cancel this Request for Proposal for any reason without any liability to any proponent or to waive irregularities at their own discretion. Proposals may be withdrawn by written notice only provided such notice is received by the Community Services Director prior to the date/time set as the closing time for receiving proposals.

Proposals shall be open for acceptance for 90 days following the submission closing date. All proposals will remain confidential, subject to the Freedom of Information and Privacy Act.

Any interpretation of, additions to, deletions from, or any other corrections to the Proposal document, will be issued as written addenda by the Town of Gibbons. It is the sole responsibility of the potential Proponent to check with the Town's Website, to ensure that all available information has been received prior to submitting a bid.

The Town, its agents and employees shall not be responsible for any information given by way of verbal communication. Any questions that are received by Municipal Staff that affect the proposal process will be issued as addenda by the Town of Gibbons.

The Town of Gibbons is not responsible for proposals that arrive late, are not properly marked, or which are delivered to any location within other than the office of the Community Services Director. Proposals not received and time-stamped by the aforementioned deadline in the aforementioned office will be rejected and returned un-opened.

The eventual award of the proposal call will be reported to the Council of the Town of Gibbons

Should the Town of Gibbons receive only one (1) qualified and duly executed response to this proposal call, the right is reserved to cancel this proposal call and return the received response to the respondent.

The Town of Gibbons reserves the right not to accept a Proposal response from any person, corporation or entity who, or which, has a claim or instituted a legal proceeding against the Town of Gibbons or against whom the Town has a claim or instituted a legal proceeding with respect to any previous contracts, bid submissions or business transactions who is listed as either the proposed vendor, general contractor, or sub-contractor within the submitted proposal

INSURANCE

The successful lead proponent will be required to provide evidence of Errors and Omissions insurance coverage in an amount of not less than one million dollars (\$1,000,000.00) in regards to this project. A certificate will be required within Ten (10) calendar days of award.

SECTION 2

SUMMARY AND BACKGROUND

2.1 Introduction

The Town of Gibbons (the Town) is seeking Proposals from qualified, experienced, professional, multi-disciplinary consulting firms to develop a progressive and comprehensive new master plan for recreation and parks (to include open space and trails).

The Town is seeking a creative and innovative approach to the plan development. The outcome must be a clear action plan to lead the Town in the development of future facilities and services that are specific to Gibbons.

As the Town of Gibbons continues to grow a focused effort is required to ensure that an adequate supply of recreational, cultural services and facilities are provided. The development and production of a new master plan document will guide the Town for the next 20 years, and will be reviewed every five years for currency of priorities and recommendations.

The project will consist of undertaking the review of existing documents, additional research, and developing and administering a public consultation process.

Services covered within the scope of this study include:

- recreation services and facilities
- provision of parks, open space, trails and environmental areas including programming related to outdoor space, interpretive programs, wildlife, terrestrial and riparian ecosystems/wetlands, etc.
- provision for not only competitive sports, but non-competitive and passive recreation

The Town requests the provision of a comprehensive Proposal using the details and scope contained in the Scope of Work. The Scope of Work describes the desired minimum specification for the work.

2.2 Background

Nestled along the Sturgeon River Valley, the Town of Gibbons is a young, vibrant and friendly community of 3,159 residents (as of 2016 Federal Census). Being situated 20 minutes north of Edmonton and only minutes away from the continually expanding Industrial Heartland, Gibbons is a community positioning itself and preparing for growth. With a strong focus on Families, 61% of the population is under age 45 and of the total population 30% is under the age of 18.

Edmonton continues to grow to the north and the Industrial Heartland continues to expand. Coupled with an affordable and attractive housing market, these factors make Gibbons a prime candidate for future and rapid growth. As growth occurs, Gibbons will need to keep pace through the development of new amenities and the redevelopment of some existing facilities.

Parks and recreation programs and services have a growing role in our communities. Both the Federal and Provincial governments are encouraging active living, and some sport associations such as hockey and soccer are experiencing significant growth in participation locally, provincially and nationally. Growth and demand come hand-in-hand, making strategic planning for future recreation facilities an important part of the community development process.

The Town of Gibbons is an active and flourishing community where parks and recreation services including trails as well as facilities are a vital component of the Town's commitment to health, physical activity and quality of living. To this end parks, recreation, cultural services and facilities have enhanced the economic, social and environmental well-being to the Town.

There are private and non-profit organizations that offer recreation and cultural opportunities for residents. There are also a number of special events which provide opportunities for both residents and tourists visiting our community.

The Town of Gibbons, like other communities across Alberta, has experienced considerable change in the past number of years. This has resulted in a fundamental need to address the planning and delivery of parks and recreation services in the Town. This "need" has been accelerated due to increasing consumer demands for new and better programs, services and facilities.

2.3 Questions/Responses

This project will be carried out under the direction of the Community Services Department. Clarification of terms and conditions of the proposal process or technical clarification shall be directed to:

Michael Dubreuil, Community Services Director
PO Box 68
4807 50 Avenue
Gibbons, Alberta
T0A 1N0
Phone: 780-923-3331
[Email: mdubreuil@gibbons.ca](mailto:mdubreuil@gibbons.ca)

The Town of Gibbons assumes no responsibility or liability arising from information obtained in a manner other than as prescribed in this RFP.

2.4 Pricing/Budget

All proposals must be in Canadian dollars. All applicable taxes must be shown separately.

2.4.1 Fee Schedule

1. Total upset fee to be all inclusive for the completion of the project as identified, to include but not limited to all sub-consultants and all disbursements.
2. GST to be shown extra.
3. Proponents must indicate detailed hourly rates for additional services for the lead proponent and each of their team members.

2.5 Study Overview

The goal of the project is to research, develop design and produce fiscally responsible master plan documents for recreation and parks (open space & trails); including their respective services, programs and facilities.

The plan outcome will also establish strategic priorities, which would be supported by detailed action plans (1-5 year, 5-10 year and 10-20 year). These will be expressed in terms of goals, objectives, action steps, resources (human and financial), and time lines required to successfully complete the priorities. Performance measures will also be incorporated to ensure appropriate tools are in place to measure the Town's successful outcomes.

SECTION 3

PROJECT PRINCIPLES & OBJECTIVES

3.1 Project Guiding Principles

1. Pertains specifically to Gibbons.
2. Serves as a foundation for responding to parks, recreation and leisure issues.
3. Provides opportunities for the assessment of the impact of demographic, social, and economic changes on residents.
4. Provides for the assessment of the parks, recreation and leisure impact of municipal decisions on the quality of life of residents.
5. Facilitates the prioritization and planning for current and future parks, recreation and leisure needs.
6. Aids in monitoring key socio-demographic indicators to address issues as they emerge.
7. Clarifies the respective roles and responsibilities of the Town and other sectors.
8. Guides the development of policies to address parks, recreation and leisure services issues.
9. Strengthens the Town's commitment to integrated planning for all parks, recreation and leisure services.
10. Highlights community assets, recognize and value community expertise and processes and generate local solutions to local problems.
11. Supports and reinforces concepts such as inclusion, diversity, community stewardship and community cohesion.
12. Seeks to build local capital and capacity.

3.2 Key Objectives

The goal of the project is to document current assets and capacity and develop strategies for gaining new assets to accommodate population growth, demographics, cultural diversity, and staying current with industry trends for the Town. The master plan will provide a detailed needs assessment to support the future direction of recreation, parks and leisure services in the Town, and to develop a statement and policies/guidelines around the delivery of programs, facilities and services.

Phase 1 Data Gathering & Analysis

The proponent shall collect the following information for presentation back to internal and external stakeholders. The proponent shall provide a list of data/materials that will be required from the Town of Gibbons and shall allow two weeks for delivery. The successful proponent is to refrain from ad hoc inquiries throughout the project duration.

1. **What do we have now?** Report on Gibbons current inventory in parks and recreation including rates and fees structure within the Study Area including cost of service delivery (operating cost for each program or facility) in the Town of Gibbons.
2. **What is our capacity right now?** Report on the current capacity and participation in parks and recreation including programmed and non-programmed activities available within the Study Area using service area per population ratio standards. Include where and what type of community events, sporting events, special events could currently be hosted to rationalize suitability of uses by park/field/facility hierarchy. Identify deficiency or surplus areas, programs or facilities.
3. **What is trending?** With supporting information, conduct a detailed trend analysis in parks and recreation for programmed and non-programmed activities. Analysis should consider trends and best practices occurring at national, provincial, and local levels as well as local trends. To include, but not be limited to activities related to competitive sport, non-competitive sport, leisure activities, physical activity, sustainable programming, and outreach education.
4. **Define unique populations and their needs.** Review current services for unique populations (e.g. Seniors, youth, mental/physically challenged, new Canadian residents and low income) within the Town; focusing on demographics, facilities, accessibility issues, and programs; with recommendations for alternative service delivery models – paying special attention to issues around active transportation, transportation, outreach, best practices, as well as current trends and issues.

Phase 2 Stakeholder & Public Consultation

What are our stakeholders' wants/needs?

Undertake a comprehensive and innovative stakeholder consultation process that is targeted and focused in its approach, and which would gather input to determine needs, preferences, emerging trends, and finalize the vision, mission, and mandate without raising unrealistic expectations. As a minimum, stakeholder engagement shall follow best practices as set out in the AUMA Public Participation and Public Notification Guide.

The initial meetings of the project team and internal stakeholders shall establish project framework and planning principles. Additional meetings may be required to discuss preliminary findings to guide direction for the final recommendations prior to presentation to Council. The proponent shall formulate a reasonable agenda to discuss with stakeholders, take attendance, and record minutes. Feedback from stakeholder consultation is to be incorporated in the review and assessment.

Stakeholder engagement shall involve three separate groups:

- Internal stakeholders – representation from Administration, Community Services, Parks and Recreation Staff, and Council
- External stakeholders - To include equal representative voices for competitive, non-competitive and passive recreational sport, leisure, physical activities, not-for-profit organizations and private industry.
- General public – those not involved in one of the other groups listed above

Phase 3 Reporting & Recommendations

The proponent shall report on and provide recommendations on the following:

- 1. When do we bring on new services and at what costs?** Using Gibbons population growth forecast and recognizing other recreation providers (government and private) and stakeholder feedback, outline the need, timing, and best location geographically (within the Town of Gibbons currently and any possible future annexation areas) for bringing on additional parks, and recreation facilities to support growth in demand of programmed and non-programmed activities along with associated capital expenditure and annual operating costs. The plan outcome will also establish strategic priorities for the construction of facilities and supported by detailed action plans (1-5 year, 5-10 year and 10-20 year). Strategic priorities for the construction of indoor/outdoor recreation facilities and the development of associated programs and services will be based on a balance of service delivery and Town demands or interests and include a socioeconomic impact analysis. Timelines for new facility development should be correlated to specific levels of population growth achievement and the increased taxation revenues generated by this growth to fund both capital and operating costs.

2. **When do we upgrade or retrofit current inventory?** Provide analysis on retention, removal, retro-fitting of current inventory of indoor and outdoor facilities based on needs identified and emerging trends, as well as aging parks and recreation facilities that require significant capital reinvestment.
3. **Identify the potential ongoing costs related to park and recreation land acquisitions. Potential costs to include:** Facility development, ongoing operational costs and program/services costs.
4. **Identify partnerships that increase services and/or capacity?** Identify areas of current and potential partnerships between the Town, Boards of Education, community organizations, user and special event groups, and service agencies in the development and delivery of programs and services within recreation and parks activities. Review current joint use agreements and make recommendations for updating. Develop a framework and strategy for using partnerships to increase services and build capacity. Develop a framework and strategy for working with general residents, community groups, sports, leisure, special events organizations, cultural organizations, and service clubs, etc. in the provision of recreation, leisure and park services and in the context of building community capacity.
5. **What other practices could we implement to grow services/capacity?** Identify design strategies, maintenance practices, or other strategies that can increase diversity and capacity of services offered.
6. **Update the current parks and trails system.** Review and update the Town of Gibbons current parks and trails systems including future trails expansion and development and capital costs. Include maintenance practices and incorporate operating costs of maintaining the various assets. Include any types that are missing. Include areas appropriate to sporting events, community events, special events. Recommend a strategy for the provision of all classifications of recreational land use and open space, including trail systems, to meet current and future needs.
7. **What indoor/outdoor facilities are required to accommodate growth?** Provide recommendations that guide and support the development of new indoor and outdoor facilities in new subdivision lands that align with the 20 year plan. Although there are a number of competing (non-recreational) priorities for new public lands, this information will provide support and direction for parks and recreation priorities when determining size, quality, and location of municipal reserve lands in outline plans and area structure plans. Provide a high level geographic map of the Town of Gibbons and potential future annexation areas showing the quantity and location of indoor/outdoor parks and facilities recommended be developed.

- 8. Develop a program and service model that would set future direction for how programs and services are developed and delivered in terms of demand, space and service levels; recognizing other recreation providers (public and private) as well as affordability.**
- 9. Going forward, how do we fund land purchase and park/facility development?**
Aside from developer requirements to designate municipal reserve, identify funding strategies to acquire land and develop parks and facilities along with associated capital cost (20 years projected).
- 10. What policies, guidelines, and procedures are needed to support this plan?**
Identify and recommend realistic policies, guidelines, and procedures that will support the recommendations in the final Parks & Recreation Master Plan. Include any anticipated operating costs associated with monitoring and maintaining these policies, procedures and guidelines.
- 11. How do we measure our success?** Develop performance measures that will be incorporated to ensure appropriate tools are in place to measure the Town's outcomes.

3.3 Supporting Documentation

There are a number of studies, plans and supporting documentation that have been completed which will provide background information in the development of the New Master Plan document.

The following documents and plans are available on www.Gibbons.ca or upon request to the Community Services Director. Digital copies will be provided wherever possible.

- Gibbons Municipal Development Plan
- Gibbons Arena Engineering Assessment (2015)
- Active Alberta Policy
- Framework for Recreation in Canada 2015
- Statistics Canada data
- Sturgeon Regional Recreation Plan 2012

It will be the task of the successful proponent to review and assess the information results from these documents, identify gaps in information, and conduct additional research where necessary. In the development of a comprehensive Parks & Recreation Master Plan ensure recommendations in the plan are in alignment with current legislation, regulations, and related specifications.

3.4 Roles and Responsibilities

3.4.1 Project Teams

The Project Manager will be the Community Services Director, and shall be the primary point of contact with the proponent. The Project Manager will establish and coordinate overall project delivery, and ensure that the critical path and significant milestones are met.

The Selection Committee will be comprised of Town staff, and their role is to:

- review and finalize the terms of reference
- evaluate all compliant Proposals
- assist in the preparation of interview questions for prospective Proponents, if required
- interview and select successful Proponent, if required

Town Administration will have the following roles in helping to develop the master plan:

- Ongoing review of the development of the study, process, reports, to ensure the terms of reference are being adhered to;
- Provide guidance, feedback, and recommendations for the plan process including goals, objectives, and public consultation process;
- Participate in review, public consultation, and other activities as it relates to the research and plan development;
- Attend pertinent meetings to deal with the study development and the development of relevant recommendations;
- Provide information and data to proponent as it relates to their area of expertise;
- Provide existing reports, background information, and inventory information to the proponent;
- Provide community group contacts to proponent;
- Provide a supportive role in organizing meetings and acting as facilitators of consultation process;

3.4.2 Role of the Proponent

The proponent will be responsible for designing, conducting, analyzing and reporting the findings of the Master Plan in consultation with Town staff and community partners, as identified in the objectives. The proponent's role is to develop, lead, facilitate and document a strategic planning process, analyze the results and address the key objectives. The proponent will be required to utilize various facilitation and current and innovative techniques to ensure the success of the process, be results-oriented and meet all the project objectives.

The proponent team will have knowledge and experience in:

- Municipal Parks, and Recreation master planning
- Land use planning
- Marketing & Communications
- Strategic planning
- Program development
- Policy development
- Facility development and utilization
- Demographic information and future trend analysis
- Technology trends
- Recreation, Parks, Open Space trends and issues
- Cultural planning
- Business planning
- Market research
- Financial analysis

The proponent will specifically be responsible for the following:

- Provide a detailed critical path, outlining each task, indicating target dates for progress reports, meetings with Town Administration, analysis, submission, draft and final reports (submitted and confirmed prior to commencement of project)
- Design, lead and facilitate a planning and decision-making process
- Chair, facilitate, and document planned meetings
- Design, lead, facilitate, document and report on community input and public consultation process
- Attend and Council meetings as required throughout the process
- Develop and produce all presentation materials – i.e. maps, charts, presentation boards, pamphlets, handouts, etc. used for public consultations, presentations to staff, Advisory Committee, and Town Council.
- Consult with Project Manager to discuss appropriate communication strategies and tactics
- Prepare status reports and presentations to Council at key stages of the process
- Prepare and present both a draft and final report to senior leadership team, and Council.

3.5 Study Area

The study area is Town-wide and shall include any possible future annexation areas and recreational lands. Town maps and use of Town planning population projections to assess future growth, social demographics from a Town-wide perspective will be available.

3.6 Public Consultation Process

A clear consultation methodology must be proposed and provided to the Town, including detailed processes. We require a full and thorough public consultation process that is targeted and focused, in order to ensure a wide range of community input. The expectation is for the utilization of innovative and creative methods and approaches to seek ideas throughout the public consultation process.

It should contain a clear expectation of the role of the Town in the consultation process with respect to logistics and organizational implications, expectations and other considerations.

When responding to this RFP document, the Proponent will describe the following:

- the planned approach to communicate with the public and key stakeholders through the Master Plan project
- the design of a community input process that will solicit input from the public, key stakeholders, Town Administration and Town Council at different stages of the planned process
- the responsibilities of the proponent and the Town of Gibbons
- the expected timing and number of public consultations

The proponent will provide facilitation services and develop materials and presentations for various forums with the community, at key times during the process. Presentations might include an opening event, keynote speakers, panel discussions. This is to assist in the stimulation of creative thinking and to encourage public input.

Public consultation must include, but not be limited to:

- public forums, a statistically reliable public survey, and other methods with key stakeholders to determine needs, preferences and emerging issues
- consultation with general public addressing future needs, preferences, gaps in service/programs and facilities
- detailed environmental scan to generate public and user input through a number of current methodologies
- informal open houses/table top display methods

3.7 Timing

RFP Issue Date	July 9, 2019
RFP Closing Date	August 16, 2019
Interviews for Short listed Proponents (if required)	August 19-23, 2019
Award of Contract	August 26, 2019
Consultation with Staff	September 2019
Background Research	September-October 2019
Consultation with Community	October-November 2019
First Draft Report to Staff	December 2019
First Draft Report to Community	January 2020
Final Report to Staff	February 2020
Final Report to Council	February 2020

The project will begin immediately upon the Contract Award. The above noted draft critical path will be used as a guide for timely completion of the project. Although, every attempt will be

made to meet all dates indicated above, the Town reserves the right to modify any or all dates at its sole discretion.

3.8 Report Requirements and Content

The final report shall include a clear and concise description of the work undertaken, including data sources. The successful Proponent shall present and outline the methodology for the Master Plan and the associated public consultation program. A comprehensive discussion and analysis of the existing and future conditions as well as of facilities and proposed infrastructure needs within the Town is required.

The Proponent shall provide the following with respect to all documentation:

- executive summary of the main findings, including key recommendations for future services in the Town of Gibbons, numbered and priority ranked
- assessment of demonstrated need as it relates to objectives set out in RFP
- assessment of delivery of services
- summary table of outcomes
- appendix with documented summary of all processes, community input and outcomes
- copies of any communication items such as newsletters, publications, media releases, public meeting agendas, website updates etc.
- copies of any questionnaires or input tools used in the reporting of results
- 12 copies of status reports
- 12 bound final report copies
- 1 electronic copy of the final report
- 1 electronic format, on compact disk, of the final report compatible with Town's computer hardware and software systems
- reproducible copies of all plans, maps and associated documentation
- a PDF version of all Status Reports, Final Plan and Executive Summary for the Town's website

The Town retains the rights to all original text, maps, display materials, reports or other communication elements associated with the study. No materials, data or information may be released to the public without consent from the Town.

The Town retains the rights to the complete reports and all drafts, materials, information collected during the project.

3.9 Proposal Submission Format and Content Requirements

Proposals will be evaluated and scored in accordance with this item, and will consider mandatory requirements, proposal organization, clarity, content, presentation and format.

Proposals will clearly indicate how the work will be carried out.

Proposals will include name, address, telephone number of the prime proponent and all proposed sub proponents.

3.10 Mandatory Proposal Submission Response Requirements

Proponents must demonstrate the ability to meet the following mandatory requirements. Failure to comply with these requirements will deem the Proposal to be non-responsive.

- provide a critical path and work plan meeting all specific target dates
- provide a detailed cost analysis breakdown
- provide three examples of relevant projects completed in the last five years
- provide three references (with contact information) for similar projects
- provide evidence of ability to provide minimum insurance coverage
- provide conflict of interest statement
- provide the Signature Form signed with an original handwritten signature in ink; stamped or reproduced signatures of any kind are not acceptable
- provide 3 copies of the Proposal, each with copies of any supporting documentation shall be submitted. At least one must be with original handwritten signatures and marked "Original" additional copies may be marked "Duplicate"

Proposal response shall also contain, as a minimum, the following information:

- a corporate profile of their firm, outlining background, philosophy, experience
- designation of key staff who would be assigned to work on this project, together with their relevant experience and qualifications to undertake the project, as well as descriptions of various types of relevant projects that they have undertaken in the past five years
- description of the role each member of the proponent team will perform on the project a detailed approach and strategy for achieving the objectives and project deliverables as outlined in the RFP
- detailed description of research to be conducted and a description of the public consultation process
- proposed work plan that outlines the activities to be undertaken, provides the anticipated start and completion dates for the plan, the duration of each task required to complete, timing of meetings, support require and key milestones
- provision of a pricing methodology, complete with time allotment for each task, and the schedule of fees and disbursements for staff assigned to the project – this will form the basis for payments to the successful Proponent, as well as for adjustments to the value of the contract on the vent that the scope of work varies from initial Proposal
- hourly rate for each team member
- provide a fee for the assignment, and identify resources or areas where the intention is to utilize sub-proponents

3.11 Proposal Evaluation

This RFP document is not intended to limit Proponents' submissions, but rather to provide a framework for the Town of Gibbons to evaluate each, and determine which submission closely addresses our needs. Proponents are encouraged to provide any additional information or innovative approaches not specifically outlined in this RFP. Proponents will provide any reasonable additional information upon request by the Town.

Based on the submission, a short list of preferred candidates MAY be selected for an interview (if required) to explain their methodology, within the context of the Terms of Reference. The interview will consist of a 20 minute presentation by the Proponent and a 20 minute question and answer session.

Presenters will be required to supply their own presentation equipment and materials.

Proposals will be evaluated on the basis of all information provided by the Proponents. Each Proposal will be reviewed to determine if the Proposal is responsive to the submission requirements outlined in the RFP. Failure to comply with the requirements outlined in the RFP may deem the Proposal to be non-responsive. Proposals submitted in response to this solicitation shall be evaluated using the criteria listed in the table following:

Proposal Evaluation Criteria Form

EVALUATION CRITERIA	AVAILABLE POINTS TO BE AWARDED
Experience of consulting team; Experience in developing similar plans for municipalities with population of approximately 5,000 in size, scope and complexity shall be preferred; Demonstrated skills in the following: business sense for recreation, parks, and open space planning designing and implementing effective community consultation strategies proven project management skills for delivery of work parks and open space planning and analysis (including trails) Previous work history with the Town and its Administration.	40
Clear understanding of the scope of work, identification of key issues and initiatives	25
Clearly defined roles and responsibilities and level of involvement of key personnel for the duration of the project	20
Total cost and value based on the project requirements, with itemized fee schedule for final product and direct staff/time/cost/ task listing	15
Total Points	100
Interview (if required)	50
Grand Total Points	150

SECTION 5

SCHEDULE OF COSTS / INVOICING

The Total Cost will be the absolute maximum invoiced amount allowed under this contract unless exceptional conditions are encountered or instructions to the contrary are issued by the Town. Neither estimating errors nor internal production assumptions will be considered as exceptional conditions. Any changes that may affect the Total Cost must be identified and approved in writing by the Town.

Incidentals such as vehicle rates, computer rates, CAD rates, fax machine rates etc. must be listed. Omission in identifying an incidental item will be deemed as providing the service at nil charge.

- Provide a fee for service schedule, hourly costs for services, and hours committed to the project.
- Provide schedules and estimates for the other related disciplines the proponent feels are needed for this project.
- Provide an estimate for disbursements and incidentals. Omission in identifying an incidental item will be deemed as providing the service at a nil charge. Disbursements must be listed and a separate cost shown.

The proponent shall present a detailed fee schedule for each phase of the project and shall present the following information:

Milestone Event	Date	Percent (%) of Total Cost
Phase 1 Data Gathering		
	Phase 1 (% of total project)	

Phase 2 Stakeholder Consultation		
	Phase 2 (% of total project)	
Phase 3 –Reporting & Recommendations		
	Phase 3 (% of total project)	
	Phase 1 + 2 + 3	100% (\$60,000)

Invoicing will be accepted after completion of each phase. Invoices must reflect purchase order numbers and be supplemented with a brief expenditure report showing per phase costs this period, costs to date, projected final costs, and original estimated costs. The expenditure report must include the costs represented by the current invoice and must be attached to the invoice for easy reference.

SECTION 6

PROPONENT QUALIFICATIONS

Please provide your company's qualifications, a list of key staff who would be assigned to work on this project, together with their relevant experience and qualifications to undertake the project, as well as descriptions of various types of relevant projects that they have undertaken in the past five years. Include a description of the role each member of the proponent team will perform on the project a detailed approach and strategy for achieving the objectives and project deliverables as outlined in the RFP.