

The Township of Rideau Lakes



Request for Proposals

**Otter Lake Outlet (Project #1) and Bass
Lake Outlet (Project #2) - Assessment and
Solution Development**

ADMIN2018-02

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1.0 Information to Bidders

General Description

The Township of Rideau Lakes, hereinafter referred to as the “Township”, is seeking proposals from consulting firms with the necessary expertise, hereinafter referred to as the “Bidder”, to provide competent and comprehensive professional engineering and community planning services as described in Section 3 - Project Context, Principles and Goals.

As outlined in Section 3, the proposal is responding to two distinct projects. Project #1 relates to Otter Lake. Project #2 relates to Bass Lake, and is provisional in nature. Otter and Bass Lakes are adjacent to each other, but are in distinct catchment areas. **A proponent may respond to both Project #1 and Project #2 in a single submission, or may elect to respond to just Project #1 or Project #2.**

Bid Submission

Proposals shall be made in the format specified in Section 1, include the forms in Section 2, be responsive to the project context, principles and goals outlined in Section 3 and include the information outlined in Section 4 in the format specified. Proposals shall be properly labeled with the proposal number ‘ADMIN2018-02’ and submitted no later than the Closing Date and Time.

Proposals are to be submitted by email to: mdwyer@twprideaulakes.on.ca. No sealed/hard copy submission is required. **Proposals will be received until 1:00p.m. E.S.T., January 15, 2019.** It is the Bidder’s responsibility to ensure that the bid submission is received by the Chief Administrative Officer (CAO) prior to the submission deadline.

All proposals received will be held in strict confidence until after the closing date and time.

Registration

Individuals or firms interested in submitting a proposal should register as a Bidder with the municipality to ensure they receive any addenda which may be issued. Individuals or firms may register by contacting the CAO by email at the contact below:

Michael Dwyer
CAO
mdwyer@twprideaulakes.on.ca

Optional Site Meetings

There will be an optional site meeting held on November 30, 2019. The Otter Lake meeting will occur at 10:00am at the Otter Lake Outlet on Otter Lake Road (approximately 1.5km from the intersection of Highway 15 and Otter Lake Road). The Bass Lake meeting will follow, with an anticipated start time of 11:30am, meeting at the intersection of Bass Lake Road and B12 Road. Representatives from the Township, the Rideau Valley Conservation Authority (RVCA) and the local lake associations intend to be on hand. **Please register your intent to attend the site meeting with Mike Dwyer at mdwyer@twprideaulakes.on.ca**

RFP Schedule

Every attempt will be made to meet all dates. The Township of Rideau Lakes reserves the right to modify any or all dates at its sole discretion.

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Site Meetings: November 30, 2018
Last Day for Questions: January 9, 2019
RFP Closing Date and Time: January 15, 2019 at 1:00pm
Selection of Successful Vendor: January/February 2019
Project Execution: As per proposal

Cost of Submission

The Township of Rideau Lakes will not be liable nor reimburse any Bidder for any costs incurred in developing a Proposal submission, attending meetings/interviews, demonstrating the goods and or services, legal services, or any other services that may be required in responding to this Request for Proposal.

Right to Accept or Reject Proposal

The Township of Rideau Lakes reserves the right to reject any or all Proposals, as a whole or in part, and waive formalities as the interests of the Corporation may require, without stating reasons. Therefore, the lowest or any Proposal may not necessarily be accepted. If there are a limited number of responses to this request, the Township reserves to right to terminate the request or make further requests for proposals.

Validity

The Proposal submitted shall remain valid for at least one hundred and twenty (120) days from the Proposal Closing Date.

Withdrawal of Proposal Prior to Closing

A Bidder who has submitted a response to this Request for Proposal may request that such response be withdrawn. Withdrawals shall be completed and shall be allowed under the following conditions;

- 1 The RFP closing date and time has not passed. There shall be no withdrawals of Proposals allowed after the closing date and time for receiving Proposals;
- 2 The request is made in writing on the Bidder's letterhead and signed by a senior official of the Bidder, and include his direct contact information; and
- 3 The request is made to the CAO by email or by hand.

In all cases, a request for the withdrawal of a Proposal will be verified by the Township of Rideau Lakes, by way of a telephone call to the senior official representing the Bidder and making the request, to confirm the withdrawal.

All confirmed requests for withdrawal will be placed on record and the associated Proposal shall be given no further consideration.

Review of Documents

The Bidder must personally study the entire Request for Proposal document as to satisfy himself/herself of the conditions and requirements of the Proposal. There will be no consideration of any claim, after submission of Proposals, that there is a misunderstanding with respect to the conditions imposed by the Request for Proposal.

Multiple Proposals

Multiple responses from any one Bidder are acceptable, providing each response is complete as per the format specified herein, and is packaged and transmitted separately;

Addenda

The Township of Rideau Lakes may choose to issue addenda to provide clarification or additional information. Addenda will only be sent to vendors that have registered as Bidders. It is the Bidder's responsibility to ensure they have received all addendums and provide the Township of Rideau Lakes with the proper contact information through the registration process.

Price Submission

The Proposal price shall include total costs, in Canadian Dollars, including, but not limited to: labour, material, equipment, supervision, statutory charges and vendor overhead and profit.

Award

Upon completion of evaluations, the Township of Rideau Lakes may select a Bidder with whom it wishes to undertake negotiations for the project. Negotiations may take the form of adding, deleting, or modifying certain requirements based on the response to the Request for Proposal, and adjusting pricing accordingly if required. Assuming mutually acceptable terms and conditions can be agreed upon, a purchase order will be issued to the selected bidder.

The Township of Rideau Lakes reserves the right in its absolute discretion to:

- 1 Adjust, discontinue, or cancel the submission process, and/or commence a new process for the same or similar goods or services, if the Township of Rideau Lakes, at its sole discretion, deems it necessary.
- 2 Accept or reject any submission(s) in whole or in part.

Therefore, the lowest cost Proposal may not necessarily be accepted. The acceptance and award of a Proposal shall be subject to the approval of The Township of Rideau Lakes Council.

Collection of Personal Information and Confidentiality Provision

Any personal information collected through the Request for Proposal process will be done so, and managed, in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*. Any personal information collected is being done so for the purposes of proposal review and potential vendor selection.

All responses to this Request for Proposal will only be treated as Third Party Information and/or Economic or Other Interests in accordance with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act* where **an explicit request to do so is provided in writing in the proposal**. Submission of a proposal without this explicit request shall constitute consent for disclosure in accordance with the Act.

The information contained in this Request for Proposal will be utilized by the Bidder solely for the purposes of preparing a submission. Any other use of the information for any other purpose is not authorized by the Township of Rideau Lakes.

Standard Terms and Conditions

The Township of Rideau Lakes, maintains standard procurement Terms and Conditions that apply to this Proposal. A copy of the Township's Procurement of Goods and Services Policy – Revised March 2013 will be provided on request.

Terms of Payment and Invoices

The Township of Rideau Lakes terms of payment are net thirty (30) calendar days upon receipt of invoice. Invoices are to be forwarded to the attention of:

Michael Dwyer
Chief Administrative Officer
mdwyer@twprideaulakes.on.ca

Invoices submitted for goods not received or services not completed, or completed in accordance with the contract, will be held until the date of delivery or completion prior to starting the net thirty days to payment.

Termination

The Township of Rideau Lakes reserves the right to terminate the contract for sufficient cause, including, but not limited to, poor performance, late deliveries, inferior quality, incorrect pricing, statutory non-compliance, and health and safety concerns. If any successful Bidder should neglect to perform the work properly or fail to perform any provision of the Request for Proposal, the Township of Rideau Lakes may terminate the contract after fifteen (15) business days with written notice to the vendor.

Background Check

The Township of Rideau Lakes, at its discretion, may perform background checks on any service personnel, and reserves the right to refuse access to buildings or equipment to any personnel or other representatives of any successful vendor or manufacturer.

Conduct of Vendor Staff

The successful vendor shall employ orderly, competent and skilled staff to ensure that the Request for Proposal is completed in a respectable manner. If any one person employed by the successful vendor in connection with the Request for Proposals efforts, in the opinion of the Township of Rideau Lakes is just cause for complaint, the vendor, upon notification from the Township of Rideau Lakes, shall not permit such person to continue in any future work arising out of the Request for Proposal.

Accessibility

The Township of Rideau Lakes is required to comply with the Accessibility for Ontarians with Disabilities Act, 2005 as amended and any associated regulations.

Any successful Bidder for the completion of work with regards to this Request for Proposal must be aware of these requirements and certifies that all statutory requirements will be met at the vendor's full cost.

Insurance – Liability, Automotive and Non-Owned Automobile Insurance

Without in any way limiting the liability of any successful vendor, the vendor shall:

- 1 Maintain and keep in force during the term of the contract, General Liability Insurance protecting the contractor's liability, legal or assumed, under the contract for all claims arising from personal injury to members of the public, damage to property of public including loss of use of such property and the minimum insurance shall be \$5,000,000.00.

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- 2 Maintain and keep in force during the term of the contract, automobile and non-owned automobile insurance on all vehicles used in connection with the work under this contract. Such insurance is to carry the minimum limit of \$2,000,000.00.
- 3 Maintain and keep in force during the term of the contract, Contractor's contingent liability insurance, covering the liability of the Contractor under this contract in respect to his sub-contractor's same limits as required in Clause (a).
- 4 Deposit with the Township of Rideau Lakes, before commencing any work under this contract, a certificate of insurance detailing the coverage and expiry date for all policies duly executed by the insuring company stating that if said policies are cancelled or changed in any manner, sixty (60) days written notice of such change or cancellation will be given to the Corporation of the Township of Rideau Lakes, Clerk, Delta Ontario. The Township shall be shown as an additional insured.

Workplace Safety Insurance Act

Any successful vendor is required to comply with all the regulations of the Workplace Safety and Insurance Board (WSIB) in respect to the contract work and all persons employed on or in connection therewith, and shall furnish a Certificate of Clearance from the Board to the Township of Rideau Lakes, and maintain good standing with the WSIB throughout the contract period.

Contractor's Liability

Any successful vendor shall be liable for all injuries and/or death to persons and for damage to property caused by his/her operations and those of sub-contractors and their employees engaged on and off site; and shall indemnify and save harmless the Township of Rideau Lakes from all suits and actions for damages and costs to such damages to property of others as well as the Township, resulting from negligence, poor workmanship and materials, as well as any cause whatsoever in the performance of the work.

Quality of Work

Any successful vendor at all times shall provide the Township of Rideau Lakes Representative with suitable access, and or status of the work covered under the Request for Proposal. The Township of Rideau Lakes Representative shall be the sole judge of the work and therefore of its acceptability. Work that is unsatisfactory, in the opinion of the Township of Rideau Lakes Representative, shall be made satisfactory at no additional cost to the Township of Rideau Lakes.

Conflict of Interest

By submitting a bid, a Bidder declares that the submission is not made in connection with any other submitting Bidder or vendor, and is in all respects fair and without collusion or fraud and further that no member of Council, officer or employee of the Township of Rideau Lakes has become interested, directly or indirectly, as a contracting party, partner, stockholder, surety or otherwise on the performance of the said contract.

Lobbying

In order to ensure fairness to all Proponents, the Township must endeavour to prevent unfair advantage created by lobbying. Therefore the Township reserves the right to disqualify, at any time and at its sole discretion, any Proponent engaging in lobbying in connection with a competitive bidding process between a date that is no later than the date of issue of the RFP and the date of signing of a contract or Purchase Order between the Township and the Successful Proponent(s). The Township may

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disqualify a Proponent at any time in the procurement process, including after the selection process has been completed.

Lobbying may include any activity that the Township, in its sole discretion, determines has or may give an unfair advantage to one Proponent relative to other Proponents. Without limiting the foregoing, lobbying may include:

- a) Verbal or written communication with or to any Township staff / Council member other than those identified as contacts in this RFP in respect of this RFP.
- b) Verbal or written communication with or to any expert or other advisor assisting the Evaluation and Selection of this RFP.
- c) Verbal or written communication with or to any member of the RFP Evaluation and Selection team other than those identified as contacts in this RFP.
- d) Direct or indirect requests by the Proponent to any person, organization or group to provide a written or verbal expression of support not required by this competitive bidding process to any member of the Evaluation and Selection team or Council.
- e) Verbal or written communication with or to media organizations.
- f) Direct or indirect offer of gifts of any kind or value to any Township representative or personnel.

Questions Regarding the Request for Proposal

Bidders having questions or finding discrepancies or omissions, or having doubts as to the meaning or intent thereof, shall contact the CAO. The CAO may elect to provide clarifications directly or via an Addenda to all vendors, depending on the nature, scope and materiality of the questions. Any questions arising from the Request for Proposal shall be directed to:

Michael Dwyer
CAO
613-928-2345 ext. 231
mdwyer@twprideaulakes.on.ca

2.0 Submission Forms

Proposal Submission Form

I/We have reviewed the Request for Proposal and hereby offer to provide goods or services for the following amounts of money in exchange for the right to enact the requirements of the Proposal.

For the Provision of: Otter Lake Outlet and Bass Lake Outlet Assessments and Solution Design

Project #1 – Otter Lake Outlet	
Total fixed costs for all consultant services and deliverables as outlined in the proposal	Cost (excluding HST)
	\$

Project #2 – Bass Lake Outlet (Provisional)	
Total fixed costs for all consultant services and deliverables as outlined in the proposal	Cost (excluding HST)
	\$

Registered Business Name: _____

Business Address: _____

City: _____

Postal Code: _____

Contact Name: _____

Telephone Number: _____

E-mail Address: _____

Signature of Authorized Officer: _____

Name of Authorized Officer (please print): _____

Note for Signing Office: By my signature, I hereby confirm I am a principal, or have been duly authorized by the principal or board, to sign on behalf of the above-named organization.

Bidders Declaration Form

I/We (enter name) _____

Title/Position _____

Name of Organization or Business _____

- 1) Declare that no person, firm or corporation other than the one whose signature or the signature of whose proper officers is attached below, has any interest in this proposal or in the contract proposed to be undertaken.
- 2) Further declare that this proposal is made without any connection, knowledge, comparison of figures or arrangements with any other company, firm or person making a proposal for the same work and is in all respects fair and without collusion or fraud.
- 3) Further declare that no Township of Rideau Lakes employee, or member of Township of Rideau Lakes Council and their families is, or will become, interested directly as a contracting party or otherwise or in the performance of the contract or in the supplies, work or business to which it relates or in any portion of the profits thereof, or of any such supplies to be used therein or any of the monies to be derived therefrom.
- 4) Further declare that the several matters stated in the said proposal are in all respects true.
- 5) Further declare that I/We have examined the Project Documents and hereby propose and offer to enter into a contract to provide all of the items mentioned and described or implied therein, including, in every case, freight, duty, exchange, and to accept in full payment therefore, the sums calculated in accordance with the actual quantities provided, and unit prices attached to this proposal.
- 6) Agree that this offer is to continue open for acceptance until a formal contract is executed or a purchase order is issued to the successful Bidder.

Name of Authorized Officer (please print) _____

Signature of Authorized Officer _____

Signature of Witness _____

Name of Witness (please print) _____

Dated _____

3.0 – Project Context, Principles and Goals

Project #1 – Otter Lake Outlet

Project Context

The Township owns the road and culvert which forms the outlet of Otter Lake. The Township has received concerns from property owners on Otter Lake related to water levels. More specifically, concerns have related to spring flooding, private road/access inundation, shoreline erosion, and beaver dam management. Property owners have identified the outlet as being either a primary and/or contributing factor.

An Otter Lake Landowners Association (OLLA) member surveys indicates a concern about spring flood risk and the contribution that the existing culvert makes according to existing hydrology reports. Water levels outside of the spring freshet period is not generally a concern for OLLA members.

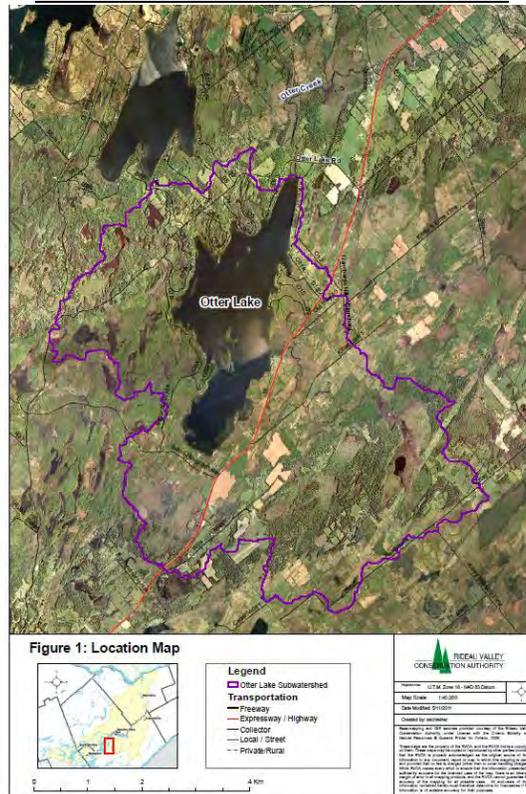
Rideau Valley Conservation Authority assessments have indicated that the outlet does generate head loss during flood return periods.

Lake Context

Otter Lake is situated wholly within the Township of Rideau Lakes. It has a surface area of 572 hectares and 22.8km of shoreline. The lake’s catchment area is 36.38km².

There are approximately 266 residential units on the lake, being a mix of seasonal and permanently occupied homes. There are also five commercial properties on the lake with approximately 229 recreational trailer sites and/or cabins.

Otter Lake – Subwatershed and Context



The lake outlets into Otter Creek via a culvert under a Township road (Otter Lake Road). Otter Creek flows 25km to the Rideau River (part of the Rideau Canal system), entering just south of Smiths Falls.

The lake is served by an active lake association, OLLA. The lake is within the Rideau Valley Conservation Authority watershed. The lake bed is under the authority of the Ministry of Natural Resources. Otter Creek is considered a navigable waterway.

Project Goals

The Township wishes to engage a consultant to assess the existing outlet and associated water level conditions and lead a project to determine the full scope of resident and other stakeholder concerns (both upstream and downstream). Through community consultation and understanding stakeholder positions, the consultant will be tasked with developing consensus and recommending a preferred solution(s) to address identified concerns. The firm will be engaged to complete necessary plans, permit/approvals packages and inspection/certification work to facilitate implementation.

The Township believes this project should be classified as a Schedule B Project under the Municipal Class EA. Accordingly the project should follow the Municipal Class EA Planning and Design Process. Further, the MNRF has advised “For applications that involve LRIA approval on private land (i.e. both the banks and the bed of the waterbody are private land), there is no disposition of Crown resources and therefore, the Class EA for Resource Stewardship Facility Development does not apply.”

Project Principles

- The project shall be open, transparent and inclusive;
- The project shall seek to find consensus across the wide array of stakeholders;
- All stakeholders’ interests shall be weighed equitably – including upstream and downstream parties, land owners, permanent residents and seasonal residents, commercial interests etc.
- The project shall incorporate best practices in community consultation, project management and hydrological assessment;
- The Township’s Duty to Consult with Indigenous Communities shall be appropriately addressed;
- The project shall be undertaken with the highest degree of professional independence and ethics;
- The project shall seek to identify a preferred solution(s) that are balanced and evidence based;
- The project shall be cognisant of the regulatory and statutory requirements throughout to ensure a preferred solution(s) is implementable; and
- The project shall seek to identify solutions that are cost-efficient, with limited to no active management, and that have extended renewal and life-cycle periods.

Project Timeline

The Township is open to proposed timelines. The Township does however wish to undertake the project in 2019, with sufficient leeway to permit potential solution implementation in the fall of 2019.

Associated Documents

- Rideau Lakes – 2015 and Forward (Township, 2015)
- Otter Lake Shoreline Assessment Summary Report (Watersheds Canada and Canadian Wildlife Federation, July 2016)

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- Otter Lake flood determination study (RVCA)
https://www.rvca.ca/media/k2/attachments/Otter_LakeZMapping_Final_Report.pdf
- Otter-Hutton flood mapping study (RVCA)
<https://www.rvca.ca/media/k2/attachments/OtterHuttonMapping.pdf>
- HEC-RAS model from Otter-Hutton study and Mike11 model of Otter-Hutton system. These models can be provided upon request by consultants, however, a data sharing agreement and a fee are applicable to all models. (RVCA)
- Measured water level at Otter lake (2011 – present). RVCA has been monitoring water levels in Otter Lake since 2011 using a pressure transducer continuous recording data logger attached to a concrete block placed on the lake bottom. The data is corrected for barometric pressure after being recovered from the logger three times a year. The barometric data logger is located at Glen Tay, within the acceptable limits for such pressure correction routines. The data is a good indicator of the pattern of the seasonal fluctuation in the lake. However, users need to recognize when applying the data that there are inherent sources of error including shifting of the concrete block and possible drift over time in all such recording devices (barometric and level recorders). (RVCA)
- Measured water level at Otter lake culvert (2007 – 2017). These observations are made by local landowners and RVCA staff. (RVCA)

Project #2 – Bass Lake Outlet

Project Context

Bass Lake outlets into a creek through a berm and culvert structure. The Township does not own or maintain this outlet structure. It is believed the berm was developed by a private individual(s) in the mid-1990s on an ad hoc basis without regulatory approval. It is believed the berm is made of an earthen material and lies on private land, with a small portion potentially laying on an unopened original road allowance. The outlet creek flows to Lower Rideau Lake (part of the Rideau Canal system), entering just south of Rideau Ferry.

The Township has received concerns from property owners on Bass Lake related to water levels and the existing outlet. More specifically, concerns related to a significant drop in water levels in the spring of 2018, apparent tampering with the berm in the spring of 2018, the long-term structural stability of the berm, ownership and access issues related to the berm, and the potential environmental and social impacts should the berm unexpectedly fail. Additionally, isolated concerns have been received in the past related to spring flooding/land inundation.

Lake Context

Bass Lake is adjacent to Otter Lake (Project #1), but they are not directly hydrologically connected. It is situated wholly within the Township of Rideau Lakes. It is part of the Lower Rideau Lake catchment. There are approximately 230 properties on the lake, being primarily a mix of seasonal and permanently occupied homes.

The Lake is served by an in-development lake association, the Bass Lake Property Owners Association (BLPOA). It is within the Rideau Valley Conservation Authority (RVCA) watershed. The lake bed is under the authority of the Ministry of Natural Resources. The outlet creek is not considered to be a navigable waterway.

Bass Lake - Overview



Project Goals

Lake residents have sought to begin the process of building lake-wide communication channels via the establishment of the BLPOA. The codification of the berm and water levels and long-term stability of the berm have been identified as the key priorities for the association. The association would like to play an active role in addressing the concerns identified.

The Township wishes to support the association and lake property owners through identifying qualified firms, gaining professional proposals and costings for the work necessary to address the concerns raised. Once in hand, a determination will then be able to be made by all the stakeholders as to how to proceed and in what capacity.

It is envisioned the project would take place in two phases. The first phase would assess the existing structure, including a confirmation of the berm's location in relation to underlying land ownership. Based on the assessment and a professional recommendation to abandon, renew or renew and augment, the project would, through community and stakeholder consultation and developing consensus, recommend a preferred solution(s). The second phase, subject to proponent approval, may see the engagement of the firm to complete necessary plans, permit/approvals packages and inspection/certification work to assist implementation.

As this project is not clearly a municipal undertaking, the Class EA implications are unclear. The BLPOA has developed a context document "BLPOA Draft Scope of Work Nov 12, 2018". It is strongly recommended this document be reviewed as a part of the proposal development.

Project Principles

- The project shall be open, transparent and inclusive;
- The project shall seek to find consensus across the wide array of stakeholders;
- All stakeholders' interests shall be weighed equitably – including upstream and downstream parties, land owners, permanent residents and seasonal residents, commercial interests etc.
- The project shall incorporate best practices in community consultation, project management and hydrological assessment;
- Address any Duty to Consult with Indigenous Communities implications that may apply;
- The project shall be undertaken with the highest degree of professional independence and ethics;
- The project shall seek to identify a preferred solution(s) that are balanced and evidence based;
- The project shall be cognisant of the regulatory and statutory requirements throughout to ensure a preferred solution(s) is implementable; and
- The project shall seek to identify solutions, be they public or private, that are cost-efficient, with limited to no active management and that have extended renewal and life-cycle periods.

Project Timeline

The community considers a timely review and implementation of any solution to be of the utmost importance. No specific timelines are prescribed, and accordingly subject to the proposal. Consideration should be given to the opportunity to permit potential solution implementation in the fall of 2019.

Associated Documents

- Rideau Lakes – 2015 and Forward (Township, 2015)
- BLPOA - Scope Of Work (BLOPA, Nov 12, 2018)

4.0 – Proposal Content

Each proposal document should clearly demonstrate that the bidder possesses a clear understanding of the overall scope of the projects and the particulars of the assignment. There is background information available (see ‘Associated Documents’ in Section 3). Bidders are encouraged to review these documents and data sets in developing their proposal.

A proposal shall include the following elements, with a distinct consideration of each project (i.e. separate discussions of the approach to each project and budgets for each).

Context Section

- An outline of your firm’s understanding of the projects’ needs and goals;

Detailed Proposal Section

- A description of your firm’s proposed approach to the work, **including a specific outline of the proposed approach to community consultation**. Community consultation is considered critical. Please provide detailed consideration of this;
- A detailed listing of all individual project components the bidder believes necessary to satisfy the Project Goals;
- For each project component identified, the bidder shall then further detail:
 - Proposed deliverables, completion dates, key personnel, total personnel working hours applied and component cost (excluding HST);
 - For ease of review and assessment, this listing of all individual project components shall be in a spreadsheet format, with the project components listed and numbered along the y-axis, and supplemental information detailed across the x-axis; and
 - The personnel working hours and component cost columns shall be totalled at the bottom. **The sum of the component cost column shall form the fixed cost bid.**

Background Section

- The name, size, location and description of the lead consulting firm, and in the event that any work is proposed to be undertaken in consultation with, or in association with, other consulting firms (sub-consultants), the name, size, location and description of such other firms.
- A description of similar projects undertaken by the lead consulting firm (and any sub-consulting firms, where applicable), including a reference contact.
- A list of the members of the consulting team to be assigned to work on the project, their location, and a detailed outline of past experience and involvement in similar projects.