



MUNICIPALITY OF
GREENSTONE

REQUEST FOR PROPOSAL

**PROVISION OF PROFESSIONAL SERVICES TO DEVELOP
A MASTER FIRE PLAN AND A COMMUNITY RISK ASSESSMENT
FOR THE MUNICIPALITY OF GREENSTONE**

ISSUE DATE: WEDNESDAY, OCTOBER 27, 2021

DEADLINE FOR ENQUIRIES/CLARIFICATION: WEDNESDAY, NOVEMBER 17, 2021 at 3:00 p.m. EST

PROPOSAL SUBMISSION DEADLINE: WEDNESDAY, NOVEMBER 24, 2021 at 3:00 p.m. EST

RETURN TO:

RFP GFD-2021-01

Municipality of Greenstone

Jeff Lipskie, Director of Fire Services/Fire
Chief

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PROVISION OF PROFESSIONAL SERVICES TO DEVELOP A MASTER FIRE PLAN AND A COMMUNITY RISK ASSESSMENT FOR THE MUNICIPALITY OF GREENSTONE

1. Introduction

The Municipality of Greenstone (the Municipality) is requesting proposals from professional consulting firms to provide a comprehensive Fire Master Plan and a comprehensive Community Risk Assessment for the Municipality.

This Request for Proposal (RFP) is an Invitation only and neither this RFP nor the submission of any proposal in response to this RFP shall cause the formation of any contractual relationship between the Municipality of Greenstone and any person or firm. The Municipality in its absolute discretion, should it so choose, may terminate this RFP at any stage, either before or after proposals have been received.

The information provided in this RFP is to assist in the preparation of the Proponent's proposal submission. The Municipality shall be entitled to enter into further negotiations with any proponent, and the final outcome of these negotiations may result in a transaction, which may differ substantially from any proposal initially advanced. The Municipality shall have the right to withdraw from these negotiations at any time in its absolute discretion should it so choose.

The Municipality is seeking a best value proposal and will consider proponent attributes, quantity and quality of services offered and price.

2. Community Background

The Municipality of Greenstone was created in January 1, 2001, by the amalgamation of the former Town of Geraldton, the Town of Longlac, the Township of Nakina and the Township of Beardmore, and an extensive area of unincorporated territory (Caramat, Jellicoe, MacDiarmid and Orient Bay).

- Greenstone is located in the District of Thunder Bay and is 3,172 sq. km (1224 sq. mi) making it one of the largest incorporated municipalities in Canada.
- The Greenstone area is home to several First Nation communities – Aroland, Ginoogaming, Long Lake 58, Bingwi Neyaashi Anishinaabek, Biinjitiwaabik Zaaging Anishinaabek, and Animbiigoo Zaagi'igan Anishinaabek.



The local economy was built on a history of forestry and mining. The historic mines of the area largely ceased operations by 1970. Since the downturn of the forest industry in northwestern Ontario, Greenstone saw the closure of two plywood mills and two sawmills and a declining population base. Currently we have seen a resurgent as we now have two sawmills in operation and there is potential for a new gold mine. Currently home to approximately 4,636 residents, estimates forecast the population to increase as new mining and tourism opportunities in the area are developed.

3. Greenstone Fire Department

The Greenstone Fire Department (GFD) is dedicated to public education and prevention while ensuring the safety of people and property. The Department has one Director of Fire Services/Fire Chief and approximately seventy-five (75) volunteer firefighters that staff five (5) fire stations in the communities of Beardmore, Caramat, Geraldton, Longlac and Nakina. Each station has its own Fire Fighter Association that receives funding from the Municipality to purchase equipment for their respective fire station. The GFD serves a total area of 3,172 square kilometres and receives an average of 225 calls per year. The Department's fleet consists of eight (8) pumpers, one (1) tanker, one (1) aerial ladder, three (3) heavy rescue units and four (4) support units.

4. Project Description

A Master Fire Plan is considered a strategic blueprint for the provision of local fire protection and rescue services that addresses legislative requirements and local needs and circumstances, while taking into consideration a Municipality's ability to fund and support the level of service determined by its Council. The Master Fire Plan also makes significant findings and recommendations relating to fire risks and hazards, fire protection capabilities, public education, fire risk reduction and management, community preparedness and response, and funding and fiscal measures relating to fire protection.

The Master Fire Plan will provide the Municipality of Greenstone with a systematic and comprehensive approach to evaluating risk and existing capabilities within the municipality and its fire department for the next ten (10) years. It will also help formulate and communicate strategic direction, and highlight opportunities for optimizing service delivery. As members of the public, Municipal Council, the fire department and staff from the fire department and other municipal departments participate in the development of a Master Fire Plan, it will also provide an objective basis to support informed decision-making with respect to community fire protection and prevention service needs.



The purpose of completing a Community Risk Assessment is to identify significant risks and hazards within a community. The data is collected, analyzed and information will be provided to community leaders who make decisions regarding the planning and implementation of risk reduction measures.

The Director of Fire Services/Fire Chief will act as the lead municipal contact/Project Administrator on this project.

5. Definitions

Proponents(s)/Bidder(s)/Contractor(s): means all persons, partnerships or corporations who respond to this RFP and includes their heirs, successors, and permitted assigns.

Municipality/Owner: means The Corporation of the Municipality of Greenstone.

Contract: means the agreement to be entered into between the Successful Proponent and The Municipality with respect to the supply of the Goods and or Services. It shall be based upon this RFP, with any agreed upon amendments, and shall include any plans and specifications and will be held to cover the supply of any and all work, labour, implements and materials that could be reasonably required to properly and satisfactorily supply the Goods or Services.

Contract Administrator: means the person, partnership, or Corporation designated by the Owner to be the Owner's representative for the purposes of this contract.

Request for Proposal: means this Request for Proposal (RFP) document including all schedules, parts and attachments, as issued by The Municipality, including any addenda or amendments made to it after initial issue.

May: Used in this document denotes permissive.

Must/Shall/Will: Used in this document denotes imperative.

Successful Bidder/Proponent/Contractor: means the Proponent/Contractor/Bidder whose RFP submission is/are accepted and who has/have agreed to supply the Goods and/or Services as outlined herein.

6. No Lobbying and Single Point of Contact

Any attempt on the part of a Bidder or any of its employees, servants, agents, contractors or representatives to contact any staff of the Municipality except the designated representative as



identified in the Bid Solicitation document with respect to this procurement may lead to disqualification.

7. No Collusion

Bid shall be made without any comparison of figures or arrangement with any other individual, corporation or person submitting a Bid for the same Work and shall be fair in all respects and shall be without collusion or fraud.

8. Conflict of Interest

By submitting a Bid, the Bidder confirms that they have no conflict of interest with respect to other work and/or other clients except as otherwise specified in the offer submitted by the Bidder. The Bidder shall ensure that all subcontractors and sub-consultants also have no conflict with respect to the work and/or other clients.

9. Submission

Proponent to submit complete proposal in electronic .pdf format no later than the RFP submission deadline, addressed as follows:

TO: jeff.lipskie@greenstone.ca

SUBJECT: Submission for RFP GFD-2021-01

Acknowledgement of receipt of submission will be provided via email by the above-named recipient or his designate.

10. Late Submissions

Submissions received after the deadline will not be considered. The Municipality will assume no responsibility for submissions that do not arrive by the specified closing date and time.

11. Grounds for Disqualification of Submission

The Municipality will disqualify or deem submissions non-compliant for the following reasons, unless otherwise noted in this document:

- Failure to submit documents in accordance with the closing date and time on the cover page or any subsequent addenda.



- Failure to complete, sign and return the mandatory submittal form included as Schedule “A”
- Failure to comply with any of the mandatory requirements.

12. Acknowledgement of Addenda

Any and all changes will be issued in the form of a written addendum. If addenda are issued, their receipt is to be acknowledged by the Proponent in the Request for Proposal document. The Municipality will assume no responsibility for oral instructions or suggestions.

13. Review of Requirements

All Proponents should carefully review this solicitation for defects or questionable matter. Comments or the need for clarification or questions must be directed through the contact person named within this document. Protests based on any omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the Municipality as per the terms set out in this Request.

14. References

The submission of a Proposal authorizes the Municipality to contact all references provided. Failure to provide references and details of experience may result in this Proposal not being considered. Municipal staff or elected officials are not to be used as references.

15. Proponent Debriefings

Proponent debriefings will be offered after the final award of business upon request.

16. Freedom of Information

All Proposals submitted to the Municipality will become the property of the Municipality, and are subject to the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*.

This will confirm that the Municipality will not use/disclose the information provided, without proper authorization, and will keep the information in a physically secure location to which access is given only to staff requiring access.



17. Indemnity

The successful Proponent shall indemnify and hold the Municipality harmless from and against any liability, loss, claims, demands, costs and expenses, including reasonable legal fees, occasioned wholly or in part by any acts or omissions either in negligence or in nuisance whether wilful or otherwise by the Proponent, it's agents, officers, employees or other persons for whom the Proponent is legally responsible.

18. Ownership of Materials, Reports, Designs, Specifications & Training Materials

Any work completed under any contract awarded pursuant to this RFP, whether on-site or remotely during the course of the contract, including training materials, reports, designs, custom applications, specifications or otherwise shall become the exclusive property of the Municipality.

19. The Municipality Reserves the Right to:

- Make public the names of any or all Proponents
- Inspect the Proponent's facility and to perform such investigations as may be deemed necessary to ensure that competent personnel and management and suitable equipment/material will be used in the performance of this contract
- Without prejudice, reject any or all Proposals and to determine, in its own best judgement, the firm best qualified to undertake this contract
- Waive formalities and accept Proposals which substantially comply with the requirements of this RFP
- Unless it otherwise states, to reject any and all submissions in whole or in part; to waive technical defects, irregularities and omissions and to negotiate minor changes, if in so doing, the best interest of the Municipality will be served
- To reject and/or disqualify bids with one or more of the following:
 - a) Bids that do not comply strictly with all terms and conditions of this Bid Solicitation document
 - b) Bids that are incomplete, conditional, qualified, illegible or obscure, or that contains additions not called for
 - c) Bids that are based upon an unreasonable time for completion of the Work



- d) Bids received from Bidders involved in civil litigation or pending litigation with the Municipality or banned or on probation with the Municipality
 - e) Bids received from Bidders who are not in compliance with Municipal By-laws and policies, including the Municipality's [Procurement By-law](#) and the Municipality's Good Standing Policy 13-312.
- Make changes, including substantial changes, to this RFP provided that those changes are issued by way of addenda in the manner set out in this RFP
 - Select any Proponent other than the Proponent whose Proposal reflects the lowest cost or the highest score
 - Negotiate minor changes with the Proponent that presents the most attractive Proposal
 - Request written clarification or the submission of supplementary written information in relation to the clarification request from any Proponent and incorporate a Proponent's response to that request for clarification into the Proponent's Proposal
 - Verify with any Proponent or with a third party any information set out in a Proposal
 - Disqualify any Proponent whose Proposal contains misrepresentations or any other inaccurate or misleading information
 - Disqualify any Proponent who has engaged in conduct prohibited by this RFP
 - Terminate the contract without notice if due to non-performance and unsatisfactory service and unsatisfactory product performance
 - Call in alternate services if the Proponent/contractor is unable to provide the service when it is requested
 - Cancel the project without cause and without incurring any liability whatsoever if deemed in the best interest of the Municipality to do so
 - Cancel this RFP process at any stage and, if required, issue a new RFP for the same or similar deliverables
 - In its discretion, take any one or more of the following steps, at any time and from time to time, in connection with the review and evaluation, including ranking, of any aspect of a Proposal:
 - Independently consider, investigate, research, analyze, request or verify any information or documentation whether or not contained in any Proposal
 - Conduct reference checks relevant to the Project with any or all of the references cited in a Proposal, or with any other person not listed in a Proposal, to verify any and all information regarding a Proponent, including its directors, officers and Key Individuals



- Conduct any background investigations that it considers necessary in the course of the Competitive Selection Process
- By submitting its Proposal, the Proponent authorizes the collection of information by the Municipality
- Assess a Proponent's submission on the basis of:
 - A financial analysis determining the actual cost of the Proposal when considering factors including transition costs arising from the replacement of existing goods, services, practices, methodologies and infrastructure
 - Information provided by references
 - The Proponent's past performance on previous contracts awarded by the Municipality
 - The information provided by a Proponent pursuant to the Municipality exercising its clarification rights under this RFP process
 - Other relevant information that arises during this RFP process

The Municipality is not responsible for any costs incurred by the Proponents in the preparation of their response to the Proposal call or attendance at any selection interviews. The Municipality will not accept responsibility for any delays or costs with any reviews or approval process.

NOTE:

- This is an invitation for Proposals and not a tender call.
- The Municipality has the right to negotiate with the proponent that presented the most attractive proposal.
- The Municipality of Greenstone Council shall have the final authority on all matters regarding this Request for Proposal.

20. Accessibility for Ontarians with Disabilities

The Proponent shall comply with the provisions of the *Accessibility for Ontarians with Disabilities Act, 2005*, and the Regulations there under with regard to the provision of its goods, services or facilities to persons with disabilities. The Proponent acknowledges that pursuant to the *Accessibility for Ontarians with Disabilities Act, 2005*, the Municipality must, in deciding to purchase goods or services through its procurement process, consider the accessibility for persons with disabilities to such goods or services.

Prior to the commencement of any work, the successful contractor/consultant shall furnish evidence of compliance with the most current Integrated Accessibility Standards Regulation specifically the section(s) pertaining to Training of Staff.



Agents or Consultants acting on behalf of the Municipality will incorporate accessibility criteria and features when developing specifications and/or procuring goods and services, except where it is not practical to do so. If it is not practicable to incorporate accessibility criteria and features when procuring goods or services, an explanation shall be provided.

21. Insurance

The successful Proponent shall, at its own expense, obtain and maintain until the termination of the contract, and provide the Municipality with evidence of:

Comprehensive general liability insurance on an occurrence basis for an amount not less than Five Million (\$5,000,000) dollars and shall include “The Corporation of the Municipality of Greenstone” as an additional insured with respect to their operations, acts and omissions relating to its obligations under this Agreement, such policy to include non-owned automobile liability, personal injury, broad form property damage, contractual liability, owners' and contractors' protective, products and completed operations, contingent employers liability, cross liability and severability of interest clauses.

Automobile liability insurance for an amount not less than Five Million (\$5,000,000) dollars on forms meeting statutory requirements covering all vehicles used in any manner in connection with the performance of the terms of this Agreement.

Professional Liability (Consultant): The successful Proponent shall carry insurance covering the work and services described in this agreement. Such policy shall provide coverage for an amount not less than Two million (\$2,000,000) dollars. The Owner will not accept an agreement, which limits the liability of the Proponent to the amount of its liability insurance coverage

The policies shown above will not be cancelled or permitted to lapse unless the insurer notifies the Municipality in writing at least thirty (30) days prior to the effective date of cancellation or expiry. The Municipality reserves the right to request such higher limits of insurance or other types of policies appropriate to the work as the Municipality may reasonably require.

The successful Proponent shall not commence work until evidence of insurance has been filed with and approved by the Municipality. The successful Firm shall further provide that evidence of the continuance of said insurance be filed at each policy renewal date for the duration of the contract.



22. Pricing and Taxes

- a) Prices shall be in Canadian funds, quoted separately for each item if stipulated.
- b) Prices shall be firm for the duration of the Contract, unless specified otherwise in the Bid Solicitation document.
- c) The Bid price must include all incidental costs and the Bidder shall be deemed to be satisfied as to all the full requirements of the Bid Solicitation document.
- d) The Bid shall include all applicable customs duty, excise tax, freight, insurance and all other charges of every kind attributable to the Work.
- e) Harmonized Sales Tax (HST) – All Bid prices submitted shall exclude HST or show the HST amount separately.
- f) Should any additional tax, duty, or any variation in any tax or duty or legislative changes such as minimum wage revision be imposed by either or both of the Governments of Canada or Ontario and become directly applicable to Work specified in the Bid Solicitation document subsequent to submission by the Bidder and before completion of the Work covered thereby, an appropriate increase or decrease in the Contract price shall be made to compensate for such changes as of the effective date thereof.

The Bidder shall be responsible to contact the federal and provincial sales tax branches directly to verify any question on applicable taxes and, if applicable, shall be shown on the Bid. Any extra charges not specified will not be paid.

23. Certificates Required (From Successful Proponent Only)

Prior to the commencement of any work under this contract, the successful Proponent will file with the Municipality:

- a Certificate of Insurance and a WSIB Clearance Certificate.
- a fully executed Declaration affirming compliance with the most current Integrated Accessibility Standards Regulation specifically the sections(s) pertaining to Training of Staff.

No purchase order will be issued until all stated requirements have been satisfied.

24. Evaluation

An Evaluation Committee will review and evaluate each Proposal based on the criteria and scoring listed below:



	CRITERIA	MAX. SCORE
1	Firm & project team experience in development of comprehensive Community Risk Assessments and Master Fire Plans	25
2	Firm & project team qualifications	25
3	Project management approach, methodology, & proposed schedule to achieve project completion date.	25
4	Value-added services	5
	Sub-Total – criteria other than cost	80
	For a Proposal to proceed any further in the evaluation process, it must have achieved a minimum of 70% of the sub-total points available without cost being a consideration. Example: $80 \times 70\% = 56$ At 56 points, the evaluation will continue At 55 points, the Proposal would not be evaluated any further	
6.	Fee Structure	20
	TOTAL	100

Firm & project team experience in development of comprehensive Master Fire Plans and comprehensive Community Risk Assessments (25)

The Proponent’s firm and project team experience will consist of 25 points of the evaluation.

- Demonstrated performance of the firm for projects of this size and nature for municipalities of similar size.
- Corporate experience and references.
- Preference will be given to firms that can demonstrate their experience with municipal consulting projects of a similar scope.
- Preference may be provided to Proponents whose projects were completed by the same team members as being proposed in firm’s response to the Municipality’s project.

Firm and Project Team Qualifications (25)

The Proponent’s project team experience will consist of 25 points of the evaluation.



- Proposals will be evaluated based on the firm and proposed team.
- Knowledge of relevant legislation and regulations.
- Relevant experience and qualifications of key personnel to perform the work including but not limited to subject matter expertise, project experience, and community engagement with indigenous and non-indigenous peoples.

Project Management Approach and Methodology (25)

Project management approach and methodology will consist of 25 points of the evaluation.

- Proponents should describe their understanding of the project and legislative requirements associated with this project.
- Proponents should describe the project management of the consulting team, main project contacts, contact protocols, and show the relationship between key members of the project team.
- Proponents should discuss their approach and methods to be applied within this project inclusive of proposed schedule and detail of key undertakings and milestones.
- In describing their proposed methodology Proponents should identify what tools, models and guidelines they intend to utilize when conducting the Community Risk Assessment and provide a brief rationale for the use of such tools, models and guidelines in consideration of the nine mandatory profiles identified in Schedule 1 of Ontario Regulation 378/18 and the needs of the Municipality of Greenstone.
- The Proponents should describe their approach to controlling consulting costs on a project.
- The Proponent should discuss their approach towards jointly establishing the scope in advance with the Municipality and keeping them fully aware of the implications of any change of direction to minimize scope changes.
- Proponents should also discuss how travel will be handled.

Value-Added Services (5)

Value-added services will consist of five points of the evaluation.

- Proponents should identify any value-added services that they are offering to provide within this project to the benefit of the Municipality and/or its communities at no additional charge.

Fee Structure (20)

The consulting fee structure will consist of 20 points of the evaluation points.

- Total Project Cost exclusive of HST
- Provide an outline of the proposed fee structure for the services to be provided
- Provide a list that includes each individual in the project team together with their respective assigned time contribution to the project and respective hourly charge-out rate



- Provide a proposal that includes a sufficient number of meetings at and within the Municipality to fulfill the project. Number and types of meetings (e.g., on-site, virtual, telephone) should be provided in the proposal.
- Advise whether travel time is to be charged and if so, at what rates?
- Proponents must identify any and all travel costs expected.

Based upon the initial evaluation results, a presentation/interview may be required by any or all or the top two (2) highest scoring Proponents prior to award; in which case, the presentation would form part of the final evaluation. All such presentations will be at the Proponent's expense. Any additional information may in no way materially alter or add to the submission originally proposed.

Should the evaluation committee determine that a presentation/interview is required; the short-listed Proponent(s) will be contacted to arrange the date, time and location for their presentation. Failure to provide a presentation on the scheduled date may be cause for disqualification. It is not mandatory that presentations be done in person; video conferencing for a presentation is also acceptable.

The Municipality reserves the right to reject any and all proposals and not to proceed with the project without stating reason thereof.

The Municipality reserves the right to reject any and all proposals of proponents who are not in compliance with the requirements set out in Municipal policies, including but not necessarily limited to its Good Standing Policy 13-312.

The Municipality reserves the right to conduct references on the Proponents, the results of which may affect the award decision.

The Evaluation Committee reserves the right to be the sole judge of the acceptability of any Proposal, and any alternative proposed, and to purchase the service, which, in its opinion, most closely meets the operating requirements of the Municipality.

All proposals are submitted with the understanding that the selection of a proposal for discussion by the Municipality's Evaluation Committee shall not thereby result in the formation of a contract. Nor shall it create any obligation on the Municipality to enter into further discussions.

The decision of the Evaluation Committee shall be final and without recourse.



25. Scope of Work

The goal of this project is to identify and provide the optimum level and range of fire protection and rescue services appropriate to the specific local needs and circumstances of the Municipality and communities within it.

Scope of Services and Deliverables

The scope of the project will be to conduct a comprehensive review of all Fire Department operations, conduct a Community Risk Assessment, and to develop a Master Fire Plan which will facilitate the provision of an optimum level of fire protection and rescue services appropriate for the Municipality.

Master Fire Plan (MFP)

The Project will:

1. Be conducted using best practices, current industry standards, and applicable legislation as the foundation for all work undertaken.
2. Use both quantitative and qualitative research methodologies to develop a strong understanding of current and future needs and circumstances of the community and customer service demand of the public.
3. Include, but not limited to the following key areas:
 - a) Governance – review and make recommendations regarding applicable provincial legislation and regulations, and municipal By-laws relative to the Fire Department.
 - b) Service delivery – review and make recommendations regarding the level and range of services and programs delivered currently, and future requirements taking into account predicted growth and service delivery expectations.
 - c) Fire Prevention – review and make recommendations regarding the Fire Prevention Program including fire inspections, investigations, and code enforcement.
 - d) Public Fire Safety Education – review and make recommendations regarding Public Education program, including demographics, website and social media opportunities.



- e) Emergency Response – review and make recommendations regarding the emergency response call volume and trends, including types of calls, number of calls, apparatus deployment, response staffing, firefighter deployment and safety.
 - f) Firefighter Training – review and make recommendations regarding Firefighter Training Program, including recruit training, firefighting training, and officer training.
 - g) Administration – review and make recommendations regarding the administration of the Fire Department, including organization, policies and procedures, administrative support, record keeping, information management, purchasing, inventory control, public and media relations, and customer service.
 - h) Finance – review and make recommendations regarding Fire Department budgeting, reserves, development charges, revenues and potential revenues.
 - i) Human Resources – review and make recommendations regarding Fire Department staffing including full-time positions and Volunteer Firefighters, organizational structure, ratio of officers to firefighters relative to effective span of control, firefighter recruitment and retention, job descriptions, remuneration of full-time and volunteer staff, promotional policy, succession planning, and health and safety.
 - j) Facilities – examine the existing fire stations and administration facilities and make recommendations regarding the appropriate number, location and configuration of Fire Department facilities relative to long-term fire protection service delivery.
 - k) Apparatus and Equipment – review and make recommendations regarding the Fire Department fleet of vehicles, fire apparatus and major pieces of equipment including the types of vehicles, age, replacement cycles, utilization and suitability.
 - l) Maintenance Program -- review and make recommendations regarding the inspection and maintenance of Fire Department vehicles, apparatus, and equipment.
 - m) Communications – review and make recommendations regarding Fire Department communications systems, including dispatch, paging, telephony, and radio systems.
 - n) Emergency Management Program – review and make recommendations regarding the Emergency Management Program as managed by the Fire Chief/CEMC.
4. Include input from members of Council, key Municipal staff, the Fire Chief, volunteer firefighters, Fire Fighter Associations, and the public.



5. Consider the potential effects of mutual aid and/or automatic aid agreements with neighbouring municipalities and First Nation communities.
6. Consider the projected growth in population and development within the municipality over the next 10 to 20 years and the potential impact to service delivery and operations of the Fire Department.
7. Include recommendations and estimate financial implications of each.

Community Risk Assessment (CRA)

The project will include a completed Community Risk Assessment that meets the requirements of Ontario Regulation 378/18. This assessment will allow the Municipality to make informed decisions about the types and levels of fire protection services provided based upon the risks identified within the municipality.

The project will be conducted using best practices, current industry standards and applicable legislation. The project will utilize both quantitative and qualitative research methodologies to develop a strong understanding of current and future needs and circumstances of the community and customer service demands of the public.

26. Municipal Assistance

The Director of Fire Services/Fire Chief will provide the successful consultant with the following:

- Background information available, Council's Strategic Plan, maps, budgets, policies and procedures, reports and fire department records and statistics.
- Meeting locations and coordination with key municipal departments.
- Arrange entry to or onto locations deemed necessary as part of the project.

27. Project Tasks

The tasks provided below outline the minimal scope of tasks and deliverables anticipated to fulfil the purpose and objectives of the project. Other tasks and deliverables may be required beyond those identified to fulfill the objectives of the project, and as such the following list should not be regarded as complete or constrictive.

At minimum, the project tasks will include:



- Initial meeting with the Project Team to review and determine the scope of work required to fulfil the project objectives and the project schedule.
- Collection and review of background information and relevant data.
- Tour of fire stations, administrative offices, and dispatch facility.
- Meetings at each of the fire stations to seek input and comments from the volunteer firefighters and the Volunteer Firefighting Associations.
- Meetings to seek input and comments from Fire Department staff, the Chief Administrative Officer, and key municipal staff.
- Consultation with members of Council to seek input and comments.
- Community engagement for public input ensuring methods address barriers to inclusivity.
- Conducting a comprehensive Community Risk Assessment and presentation of a draft Community Risk Assessment Report to the Municipal Project Administrator, Chief of Administration, and key municipal staff for review and comment.
- Preparation of a draft Master Fire Plan and presentation to the Municipal Project Administrator, Chief of Administration, and key municipal staff for review and comment.
- Presentation of the Community Risk Assessment Report and draft Master Fire Plan to Council.
- Preparation of a final Master Fire Plan and presentation to Council.
- The consultant will provide regular status reports to the Municipal Project Administrator on the progress of the Community Risk Assessment and Master Fire Plan throughout the duration of the project. The proponent should include the frequency and method of such reporting within their proposal.

28. Deliverables

- A comprehensive Community Risk Assessment report for the Municipality that at minimum meets the requirements of Ontario Regulation 378/18, inclusive of identification, analysis, evaluation and prioritization of risk.
- The Master Fire Plan will include the identification and evaluations of present and future fire-related risks, prioritization of risks by probability, consequence and impact, and present options and recommendations for Council to consider to mitigate those risks in the community.



- The Master Fire Plan will address applicable legislation and standards, risk versus resource rationalization, existing and potential partnerships, shared services and assistance plans, policies and procedures, and best practices, and benchmarking with other similar municipalities.
- One (1) electronic document of the technical proposal submission (**excluding the fee structure**) in PDF or Word format.
- One (1) electronic document of the Budget/Fee Structure in PDF or Word format.
- The consultant will provide a presentation of the draft Community Risk Assessment Report to the Municipality Leadership Team for review and comment.
- The consultant will provide a presentation of the Draft Master Fire Plan to the Municipality Leadership Team, which will include findings of the comprehensive fire service review, proposed recommendations, alternative options for consideration, and anticipated implementation issues and financial implications.
- The consultant will provide a presentation of the final Community Risk Assessment Report and the final Master Fire Plan to Council, which will include key findings, consultant analysis and recommendations, identification of implementation issues, financial implications, and recommended implementation timetable.

If the scope of work and fee budget are approved by the Municipality, the consultant will be issued a purchase order (PO) number. Following the issuance of a PO for project, any scope of work or any fee budget changes will need approval by the Project Administrator on behalf of the Municipality, prior to proceeding with the work.

29. Project Timeline

This project is anticipated to start in January 2022 and is expected to take eight (8) months to complete. The final project schedule will be jointly determined at the project start-up meeting with the successful proponent.

30. Submission Content

The Proponent shall include within its submission:

- Identify sequentially, all major scope of work activities
- Approximate timing of each major activity
- An estimated project completion date



The Proponent should identify how it envisions carrying out a comprehensive and inclusive consultation process within its scope of work.

The Proposal shall consist of a cover letter, table of contents, resumes, and project data sheets. Each Proposal must be arranged as follows:

Title Page: Showing the closing date and time, proponent name, address, and contact person

Mandatory Submittal Form: The submittal form (Schedule A) must be fully completed and signed

Letter of Introduction One page, introducing the proponent and signed by the person(s) authorized on behalf and to bind the proponent to statements made in response to this RFP

Table of Contents – Include page numbers

Executive Summary

Section 1: Project Staff Qualifications and Experience

- Include brief description of experience of each of the key proposed personnel, including proposed duties, responsibilities and office location
- Include proposed team organization chart
- Attach resumes (Section 7)
- Describe capacity to undertake this assignment

Section 2: Firm Experience

- Describe the type of company or companies involved
- Description of the company size and depth
- Describe the Company's capability (experience) to undertake this assignment
- Describe the firm's quality management protocols

Section 3: Relevant Experience

- List three (3) relevant project names, scope of work, length of the project, value of services provided, company personnel involved and client/owner references with contact names and telephone numbers, and additional relevant project related information proponent wishes to disclose



- List familiarity and experience with northern Ontario communities
- List familiarity and experience with municipal and community engagement

Section 4: Project Management Approach and Methodology

- Provide a description of understanding of project and relevant legislative requirements
- Provide an outline of the professional services to be provided
- Provide a diagram showing key individuals from the firm and the project management approach
- Provide a brief discussion of the approach to project management for this assignment and include approach to controlling consulting costs on a project
- Discuss approach, methods, and tools to be applied within this project as well as proposed schedule and detail of key undertakings and milestones. Proposal should identify number and types of meetings and discuss how travel will be handled
- The Proponent should discuss their approach towards jointly establishing the scope of work in advance with the Municipality and keeping them fully aware of the implications of any change of direction to minimize scope changes.

Section 5: Value-Added Services

- Proponents should identify any value-added services being offered to this project to the benefit of the Municipality and/or its communities.

Section 6: Fee Structure (submit as a separate electronic document)

- Provide Total Project Cost exclusive of HST
- Provide an outline of the proposed fee structure for the services to be provided
- Provide a list including each individual identified in the project team and the hourly charge-out rates for each
- Advise whether travel time is to be charged and if so, at what rates?
- Proponents must identify any and all travel costs expected.

Section 7: Attachments

- Team Resumes
- Other Relevant Information

31. Payment

In general, the stages of the project have been outlined in the table below together with the proposed payment plan.



STAGE 1 Project Readiness & Research	STAGE 2 Analysis & Development	STAGE 3 Draft Reporting	STAGE 4 Final Report
Project Charter, Information gathering, Research, Consultation and Community Engagement	Analysis and projections; Development of options, recommendations and rationale	Prepare and present draft CRA and MFP to leadership team, Present final CRA to leadership team, Present final CRA and draft MFP to Council	Present final MFP to leadership team, Present final MFP to Council
25% payable	25% payable	25% payable	25% payable
Expenses should be claimed at stage incurred.			

Note: Invoices shall be paid in accordance with municipal payment terms (28 days) upon completion and acceptance of the work performed at each stage. No more than 50 percent will be paid out prior to delivery and acceptance of the draft CRA and MFP. Project status reports must be current and a completed invoice must be submitted with each billing.

32. Attachments

Schedule A: Mandatory Submittal Form

33. Closing Details

Questions can be addressed to:

Jeff Lipskie, Director of Fire Services/Fire Chief

Email: jeff.lipskie@greenstone.ca

All clarification requests are to be sent in writing or via e-mail to the individual mentioned above. No clarification requests will be accepted by telephone.

Amendments or changes to this RFP prior to the closing date and time stated herein will only be in the form of written addenda. Any Addenda will be distributed through www.greenstone.ca. It is the Proponent's sole responsibility to check this website regularly to inform itself of any posted Addendum. The Municipality makes no promise or guarantee that addenda will be delivered by any means to any Proponent. By submitting a proposal submission in response to



this RFP, the Proponent acknowledges and agrees that addenda shall only be posted on www.greenstone.ca and it is the sole responsibility of the Proponent to check this Web Site for said addenda.

Submissions must be received by email no later than WEDNESDAY, NOVEMBER 24, 2021 at 3:00 p.m. EST to:

Jeff Lipskie, Director of Fire Services/Fire Chief
Jeff.lipskie@greenstone.ca

Subject: Submission for RFP GFD-2021-01

Deadline for questions no later than WEDNESDAY, NOVEMBER 17, 2021 at 3:00 p.m. EST

Submissions received after the above time will be considered late and automatically disqualified without being read.



SCHEDULE A

MANDATORY SUBMITTAL FORM

(This **FORM must be** completed and returned with the Submitted Proposal)

Proponent Covenant:

I/We the undersigned authorized signing officer of the Proponent, hereby declare that no person, firm or corporation other than the one represented by the signature below, has any interest in this submission.

I/We further declare that all statements, schedules and other information provided in this submission are true, complete and accurate in all respects to the best knowledge and belief of the Proponent.

I/We further declare that this submission is made without collusion, connection, knowledge, or comparison of figures or arrangement with any other company, firm or persons making a submission and is in all respects fair.

I/We understand that this may result in the rejection of our submission if this declaration is found to be untrue.

I/We have received, allowed for and included as part of our submission all issued Addenda.

I/We have received _____ (state number) addenda.

PRINT LEGAL NAME OF FIRM

MAILING ADDRESS

CITY

PROVINCE

POSTAL CODE

NAME OF CONTACT PERSON (PRINT)

PHONE NUMBER



FAX NUMBER

CELLULAR NUMBER

EMAIL ADDRESS

SIGNATURE OF AUTHORIZED OFFICIAL

NAME OF AUTHORIZED OFFICIAL (PRINT)

DATE