



Request for Proposal

Preparation of a Comprehensive Fire Services Master Plan

RFP #: NGFS2025-01

Requested by:

Municipality of North Grenville
285 County Road 44
P.O. Box 130
Kemptonville, Ontario
K0G 1J0

Closing Date and Time:

2:00 PM local time on
March 3, 2025

Issued on:

February 3, 2025

For More Information:

epsadmin@northgrenville.on.ca

Table of Contents

1.0	Instructions	3
1.1	Invitation	3
1.2	Charge for Documents.....	3
1.3	Costs Incurred by Proponents	3
1.4	Acceptance of Terms.....	4
1.5	Insurance.....	4
1.5.1	Commercial General Liability.....	4
1.5.2	Professional Liability.....	4
1.6	Municipal Freedom of Information and Protection of Privacy Act	5
1.7	Clarification.....	5
2.0	Terms of Payment	5
2.1	Proposal Validity.....	5
2.2	Follow-On Contracts.....	5
3.0	Terms of Reference	6
3.1	Background	6
3.2	Study Objectives.....	6
3.3	Scope of Work	7
3.4	Project Reporting.....	8
3.5	Background Documents Provided	8
3.6	Summary of Key Dates for Proposal	8
4.0	Evaluation Criteria	9
4.1	Basis of Selection	9
4.2	Selection Criteria	9
4.3	Qualifications and Experience of Company	10
4.4	Qualifications and Recent Relevant Experience of Project Team.....	10
4.5	Understanding of Objectives.....	10
4.6	Quality Approach and Methodology.....	10
4.7	Proposed Work Plan and Schedule.....	10
4.8	Fees.....	11
4.9	Consultant Interviews	11
5.0	Special Terms and Conditions	11

Introduction

The Municipality of North Grenville (Municipality) is a small town/rural municipality located adjacent to the southern border of the City of Ottawa. As one of the fastest-growing municipalities in Eastern Ontario, North Grenville is committed to providing a broad range of amenities and services to its residents and visitors alike.

To support these goals, the Municipality invites proposals from qualified consulting firms to develop a comprehensive Fire Master Plan that will serve as a strategic business document for the North Grenville Fire Service (NGFS). This plan will establish a structured and actionable framework to guide critical decisions in fire protection and emergency response, addressing North Grenville's rapid growth and evolving community needs over the next 5, 10, and 15 years.

With North Grenville's population projected to exceed 23,000 by 2031, the Fire Master Plan will focus on immediate and future service requirements. It will provide sustainable, high-quality fire protection and emergency services that prioritize public safety across a diverse and expanding community.

Project Overview

The selected consultant will develop a data-driven Fire Master Plan that not only offers recommendations but also provides clear, strategic guidance for implementation. Functioning as a professional business plan, this document will empower NGFS leadership to make informed, practical decisions to meet both current and projected service demands.

The key components will encompass an analysis of staffing levels, station locations, equipment and apparatus requirements, response times, training programs, and financial budget assessments. Furthermore, the plan should incorporate municipal growth projections and community development trends to ensure that the North Grenville Fire Service is prepared and aligned with the strategic objectives of North Grenville.

Through this RFP, North Grenville seeks a consulting firm with expertise, innovation, and a commitment to excellence in fire service planning, producing a robust Fire Master Plan to guide NGFS's mission of exemplary service to the community.

1.0 Instructions

1.1 Invitation

The Municipality of North Grenville invites proposals from qualified consulting firms to provide professional services for the development of a Fire Master Plan. The objective is a strategic, actionable plan that integrates both immediate and long-term approaches to meet the fire protection and emergency response needs of the growing community.

The Municipality requires that the final report of the Fire Master Plan be completed prior to September 19, 2025. A presentation to council will be required after the final report is complete.

Consultants are to provide three (3) hard copies and one (1) electronic copy of their proposal in a sealed package, clearly identified as to the contents and addressed to:

The Municipality of North Grenville
285 County Road 44
Box 130
Kemptville, Ontario
K0G 1J0

epsadmin@northgrenville.on.ca

Attention: Randy Urslak
Title: Fire Chief

All proposals must be received by the specified deadline and in the required format to be considered.

Proposals received after the above due date and time will not be considered and will be returned unopened to the Consultant. Fax or mailed submissions will **not** be accepted.

1.2 Charge for Documents

All documents, including background information, will be provided at no cost. Refer to section 3.6 for a list of background documents to be available to the successful bidder.

1.3 Costs Incurred by Proponents

All expenses incurred in the preparation and submission of proposals shall be borne by the Consultant. No payment will be made for any proposals received, or for any other effort required of or made by the Consultant prior to the commencement of work defined by the proposal approved by the Municipality.

1.4 Acceptance of Terms

All those who submit a proposal represent that they have read, completely understand, and accept the terms and conditions of this Request for Proposal (RFP) in full.

1.5 Insurance

1.5.1 Commercial General Liability

The Proponent shall, at their expense obtain and keep in force during the term of the Agreement, Commercial General Liability Insurance satisfactory to the Municipality of North Grenville and underwritten by an insurer licensed to conduct business in the Province of Ontario. The policy shall provide coverage for Bodily Injury, Property Damage and Personal Injury and shall include but not be limited to:

- a) A limit of liability of not less than \$2,000,000/occurrence with an aggregate of not less than \$2,000,000
- b) Add the Municipality of North Grenville as an additional insured with respect to the operations of the Named Insured
- c) The policy shall contain a provision for cross liability and severability of interest in respect of the Named Insured
- d) Non-owned automobile coverage with a limit not less than \$2,000,000 and shall include contractual non-owned coverage (SEF 96)
- e) Products and completed operations coverage
- f) Broad Form Property Damage
- g) Contractual Liability
- h) Owners and Contractors Protective
- i) The policy shall provide 30 days prior notice of cancellation

1.5.2 Professional Liability

The Consultant shall take out and keep in force Professional Liability insurance in the amount of \$2,000,000 providing coverage for acts, errors and omissions arising from their professional services performed under this Agreement. The policy SIR/deductible shall not exceed \$100,000 per claim and if the policy has an aggregate limit, the amount of the aggregate shall be double the required per claim limit. The policy shall be underwritten by an insurer licensed to conduct business in the Province of Ontario and acceptable to the Municipality of North Grenville. The policy shall be renewed for 3 years after contract termination. A certificate of insurance evidencing renewal is to be provided each and every year. If the policy is to be cancelled or non-renewed for any reason, 90-day notice of said cancellation or non-renewal must be provided to the Municipality of North Grenville. The Municipality of North Grenville has the right to request that an Extended Reporting Endorsement be purchased by the Consultant at the Consultants sole expense.

1.6 Municipal Freedom of Information and Protection of Privacy Act

In accordance with MFIPPA, this is to advise that any personal information Proponents provide is being collected under the authority of the Municipal Act and will be used exclusively in the selection process. All proposals submitted become the property of the Municipality. Proponents are reminded to identify in their proposal any specific scientific, technical, commercial proprietary, or similar confidential information, the disclosure of which could cause them injury. Complete proposals are not to be identified as confidential. The information contained in this proposal document may be utilized by the proponent solely for the purpose of preparing a proposal for submission to the Municipality. Any other use of the information for any other purpose is not authorized by the Municipality.

1.7 Clarification

All inquiries regarding this RFP are to be directed to the individual identified below. Inquiries must be received in writing or email no later than **February 14, 2025**. All inquiries received and the responses provided will be communicated to inquirers directly and posted on the municipal website by way of written addendum(s), no later than **February 19, 2025**, without naming the source of the inquiry.

Attention: Randy Urslak
Title: Fire Chief

epsadmin@northgrenville.on.ca

2.0 Terms of Payment

The successful Consultant shall be reimbursed on a monthly basis for actual work completed and time spent on the project. Monthly invoices are to include supporting documentation for all disbursements. Disbursements will be paid at cost.

Invoices submitted by the Consultant shall include the project title, a description of the work completed and a billing summary. This summary shall include the tasks set forth in the financial submission and shall indicate the budgeted cost, percentage invoiced to date and a total of these amounts for each task.

2.1 Proposal Validity

Proposals shall remain valid and open for acceptance by the Municipality for a period of sixty (60) calendar days following the deadline for receipt of proposals.

2.2 Follow-On Contracts

The Municipality reserves the right to award subsequent phases of the project to the successful proponent, and fees for any follow-on contracts shall be based on the same

unit or per diem rates proposed under this RFP, unless negotiated and approved otherwise.

The Municipality also reserves the right to request competitive proposals for subsequent phases of the project if deemed to be in the best interests of the Municipality of North Grenville.

3.0 Terms of Reference

3.1 Background

The Municipality of North Grenville is undertaking an update of its Fire Master Plan (FMP) to ensure fire protection services align with the municipality's rapid growth, evolving community needs, and best practices in fire safety. The last Fire Master Plan, completed in 2013, has provided foundational guidance for the North Grenville Fire Service (NGFS). However, significant development since that time, alongside updated standards, and requirements, calls for a comprehensive, forward-looking plan to guide strategic decisions and support high-quality, sustainable service delivery.

3.2 Study Objectives

This updated Fire Master Plan will provide Council and NGFS leadership with a structured, actionable framework for short, medium, and long-term planning. It will support Council's responsibility under the Fire Protection and Prevention Act by outlining strategies for public education, fire prevention, and emergency response services that are responsive to North Grenville's current and future demands. The FMP will align with the municipality's strategic priorities, ensuring resource allocation, capital planning, and policy development are optimized to serve a diverse and expanding community effectively.

The updated FMP will incorporate findings from the 2024 Community Risk Assessment (CRA) and establish clear benchmarks for operational readiness, compliance with legislative requirements, and effective service delivery across all key areas of NGFS operations. This comprehensive approach will ensure that fire protection services in North Grenville remain robust, adaptable, and aligned with community growth and safety priorities.

3.3 Scope of Work

The Fire Master Plan will focus on the following key components:

1. **Governance and Compliance:** Ensure NGFS operations meet all provincial legislation, municipal by-laws, and regulatory standards, creating a foundation for accountability and effective oversight.
2. **Community Risk Assessment and Mitigation:** Integrate findings from the 2024 Community Risk Assessment (CRA) to identify fire risks and service coverage gaps, emphasizing targeted mitigation strategies.
3. **Service Delivery and Response:** Evaluate current service levels and response times against national and provincial standards, recommending improvements that reflect projected community growth.
4. **Apparatus, Equipment, and Facilities:** Review apparatus, equipment, and facilities to propose replacement schedules and enhancements that ensure operational readiness. Assess station locations to optimize response times for current and future needs.
5. **Training and Development:** Analyze training programs, including recruit and specialized skills development, to confirm compliance with NFPA standards and Ontario Regulation 343/22. Recommend strategies to address gaps and support effective training.
6. **Fire Prevention and Public Education:** Develop strategies for expanding NGFS's public education and prevention programs, with a focus on high-risk groups and utilizing modern communication channels for community engagement.
7. **Human Resources and Organizational Structure:** Review staffing levels, organizational structure, and succession planning to support sustainable workforce management that aligns with community needs.
8. **Financial Analysis and Budget Impact:** Conduct a financial analysis of all recommended improvements. Provide a phased budget plan for each recommendation to support long-term, sustainable growth and align with municipal priorities.
9. **Emergency Management Role:** Define NGFS's responsibilities within North Grenville's Emergency Management Program as required by Ontario Regulation 380/04, ensuring integration with broader emergency response efforts.

The consultant will deliver a comprehensive Fire Master Plan to support Council and NGFS leadership in strategic decision-making. The deliverables will include:

- **Final Report:** A complete Fire Master Plan outlining findings, recommendations, phased planning, and budgeting plans for each key area.
- **Collaborative Engagement:** Conduct interviews and sessions with NGFS senior staff, firefighters, and relevant municipal staff to gather insights and ensure alignment across departments.
- **Council Presentation:** Present findings and recommendations at Council meetings, addressing questions to ensure alignment with municipal objectives.

All deliverables must comply with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA), ensuring that any documents posted to the Municipality's and contracted service provider's websites are fully accessible.

3.4 Project Reporting

The Consultant shall report directly to the Fire Chief or their designate, with Council serving as the final approval authority.

3.5 Background Documents Provided

The following documents will be available to the successful consultant after awarding the contract:

1. 2024 Community Risk Assessment
2. 2013 Fire Master Plan
3. North Grenville Strategic Plan (2022)
4. Official Plan (Consolidated March 2023)
5. North Grenville Long-term Population, Housing and Employment Study

Other documents will be provided as required to support the consultant's understanding and alignment with North Grenville's fire service needs.

3.6 Summary of Key Dates for Proposal

Distribution of RFP	February 3, 2025
Submission of proposal	March 3, 2025
Consultant Clarification Question Submission	February 14, 2025
NG Clarification Answer Distribution	February 19, 2025
Consultant interview (if necessary)	March 10, 2025
Anticipated award of assignment (at the latest)	March 12, 2025

4.0 Evaluation Criteria

The successful firm will possess the requisite technical skills to deal with the complex matters to be addressed in the scope of work and will be required to work directly with Municipal staff, the project manager, the public, agencies, and stakeholders in a professional manner.

To achieve this, the Municipality is interested in a firm, which in addition to sound technical qualifications, exhibits such skills as timeliness, diplomacy, tact, strong communication ability (both written and verbal) and an understanding of the municipal culture.

4.1 Basis of Selection

The Municipality intends to recommend the appointment of the Consultant on the basis of best overall value, based upon a review of the technical and fee proposal, and the consultant interview (if necessary). The Consultant appointment is subject to approval by the Municipality in accordance with the provisions of the Procurement By-Law.

4.2 Selection Criteria

A total of 100 points will be allocated to each proposal, as follows:

Category	Available Points
Technical:	
Qualifications and Experience of Company	15
Qualifications and Relevant Experience of Project Team	20
Understanding of Objectives	15
Quality of Approach and Methodology	20
Proposed Work Plan and Schedule	10
Sub-total	80
Financial:	
Fees and disbursements (including sub-consultants)	20
Total	100

Financial points will only be awarded to submissions that have achieved a minimum score of 60 out of 80 points on the technical evaluation criteria. Proposals that do not meet this minimum score will be deemed non-compliant and will be given no further consideration.

Technical proposals scoring 60 points or higher will be evaluated financially, on the following basis:

The lowest cost submitted will be awarded 20 points, and the other cost proposals will be awarded points based upon the percentage difference between the Proponent's proposal cost and the lowest proposal cost, e.g.

$$\text{Points} = 20 \times \{1 - [(\text{Proposal cost} - \text{Lowest}) / \text{Lowest}]\}$$

4.3 Qualifications and Experience of Company

Provide a brief company profile and recent relevant experience. Provide three (3) similar projects completed by your firm including as a minimum, one (1) project completed in the last five (5) years. Provide client references for each project.

4.4 Qualifications and Recent Relevant Experience of Project Team

Provide the qualifications, recent relevant experience and responsibility of each member of the project team (Project Manager, key team members, sub-consultants and other staff), clearly stating the employment history of the Project Manager and key team members, years with current firm and work location. Resumes should be included in an appendix.

4.5 Understanding of Objectives

Describe your understanding of the assignment, including overall scope and objectives, noting any particular issues that may require specific attention.

4.6 Quality Approach and Methodology

Describe the approach and methodology to be followed in completing all aspects of the assignment to achieve the stated project objectives.

4.7 Proposed Work Plan and Schedule

Provide a work plan and schedule in the form of a Gantt chart to illustrate the breakdown of the major tasks and the level of effort of the individual team members in sufficient detail to allow a complete understanding as to how and by whom the work is to be carried out.

The Consultant shall allow a minimum of one (1) week (at the 99 percent complete stage) and 2 weeks (dependent on municipal Council) for the review and acceptance of final Plan. The Consultant will be required to make a presentation to Council on the final study and recommendations.

The Consultant shall outline the measures that it has in place to ensure the project delivery and cost control meets the needs of the Municipality.

4.8 Fees

The Consultant is to provide a total upset limit price, including all fees, sub-consultants and disbursements, but exclusive of HST, to complete this assignment in accordance with the services detailed herein in the Consultant's proposal.

The breakdown of fees shall be presented in a table format identifying the level of effort that each team member has allocated to each of the tasks in the proposed work plan, as well as disbursements for each task, if applicable.

Costs for materials for display and distribution for all public open houses and public meetings are to be included as a disbursement. Costs of newspaper advertisements and rooms for public meetings will be the responsibility of the Municipality.

All reasonable and proper expenses incurred by the Consultant shall be reimbursed without any allowance thereon for overhead and/or profit. The following costs shall not be reimbursed:

- Communication expenses including facsimile, local phone and cellular charges;
- Standard PC or computer aided design and drafting equipment (excludes specialized equipment or software as identified in Consultant's proposal); and
- Travel and living expenses unless identified in the proposal or approved in advance.

The Consultant shall provide the per diem cost for any additional public meetings as a separate line item, should they be required.

4.9 Consultant Interviews

Up to three (3) of the highest rated proposals **may** be invited by the Municipality to attend an interview to present and discuss their proposal. Interview details and evaluation criteria will be provided at the time of notification of request to attend an interview.

5.0 Special Terms and Conditions

Submission of a proposal constitutes acknowledgement the proponent has read and agrees to be bound by all the terms and conditions of the Request for Proposal.

The Municipality will not make any payments for the preparation of the response to the Request for Proposal. All costs incurred by a proponent will be borne by the proponent.

This is not an offer. The Municipality does not bind itself to accept the lowest price proposal or any proposal submitted.

The Municipality has the right to cancel the Request for Proposal at any time and to reissue it for any reason whatsoever, without incurring any liability and no proponent will have any claim against the Municipality as a result of the cancellation or re-issuing of the Request for Proposal.

The Consultant acknowledges that the Municipality shall have the right to reject any, or all, Proposals for any reason, or to accept any Proposal which the Municipality in its sole unfettered discretion deems most advantageous to itself. The lowest, or any, Proposal will not necessarily be accepted, and the Municipality shall have the *unfettered* right to:

- (i) Accept a non-compliant Proposal;
- (ii) Accept a Proposal which is not the lowest Proposal; and
- (iii) Reject a Proposal that is the lowest Proposal even if it is the only Proposal received.

The Municipality reserves the right to consider, during the evaluation of Proposals:

- (i) information provided in the Proposal document itself;
- (ii) information provided in response to enquiries of industry references set out in the Proposal;
- (iii) information received in response to enquiries made by the Municipality of third parties apart from those disclosed in the Proposal in relation to the reputation, reliability, experience and capabilities of the Consultant;
- (iv) the manner in which the Consultant provides services to others;
- (v) the experience and qualification of the Consultant's senior management, and project management;
- (vi) the compliance of the Consultant with the Municipality's requirements and specifications; and
- (vii) innovative approaches proposed by the Consultant in the Proposal.

The Consultant acknowledges that the Municipality may rely upon the criteria which the Municipality deems relevant, even though such criteria may not have been disclosed to the Consultant. By submitting a Proposal, the Consultant acknowledges the Municipality's rights under this Section and absolutely waives any right, or cause of action against the Municipality, by reason of the Municipality's failure to accept the Proposal submitted by the Consultant, whether such right or cause of action arises in contract, negligence, or otherwise.

If a contract is to be awarded as a result of the Request for Proposal, it will be awarded to the proponent whose proposal, in the Municipality's opinion, provided the best potential value to the Municipality and is capable in all respects to fully perform the contract requirements and the integrity to assure performance of the contract obligations based on the objective assessment outlined above.

If the Municipality decides to award a contract based on a submission received in response to this Request for Proposal, the successful proponent will be notified of the intent to award in writing, and the subsequent execution of a written agreement shall constitute the making of a contract. Proponents will not acquire any legal or equitable rights or privileges whatsoever until the contract is signed by both parties.

In the event of any inconsistency between the RFP and the contract, the contract shall govern.

The Municipality reserves the exclusive right to determine the qualitative aspects of all proposals relative to the evaluation criteria. Unsuccessful proponents will be provided with a verbal debriefing on the evaluation of their submission after the selection process has been completed, if so requested.

Proponents may not amend or withdraw their proposals after the closing date and time.

Proposals will be evaluated as soon as practicable after the closing time.

The proposals and accompanying documentation submitted by the proponent are the property of the Municipality and will not be returned.

Proponents are advised that all communications with the Municipality related to this RFP during the bidding process must be directly and only with the individual nominated in Section 1.7.