

Request for Proposal

FD-2021-04



**SOUTH
FRONTENAC**
ONTARIO ♦ CANADA



**CENTRAL
FRONTENAC**

Consulting Services for a Joint Fire Station Location and Fleet Study

Closing Date: **November 4, 2021**

Closing Time: **12:00:00 noon, Local Time**

Submission Location: **4432 George Street, Box 100,
Sydenham, Ontario, K0H 2T0**

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BACKGROUND:

The Townships of South Frontenac and Central Frontenac have identified the need for a Fire Station Location and Fleet Assets Study to ensure the most beneficial requirements to meet the needs and circumstances of their municipalities and fire protection services.

Both municipalities were formed on January 1st, 1998, as a result of municipal amalgamations of their respective former local townships. Both municipalities remain lower tiers, with Frontenac County being the upper tier.

In 2020, a **Service Delivery Review** of the four (4) lower tier municipalities in Frontenac County was conducted by Strategy Corp which identified the Fire Services having the potential for increased efficiency and effectiveness through review of their Station locations and fleets as well as considering the potential benefits of collaboration, partnership up to and including the establishment of a joint Fire Service.

South Frontenac

The Township of South Frontenac is an amalgamation of the former Bedford, Portland, Loughborough, and Storrington Townships. South Frontenac has a population of 18,646 (2016) and covers a land mass area of 971km².

Fire Protection Services are provided by South Frontenac Fire and Rescue which include a wide range of emergency response, fire code enforcement, and public education. The primary goal of the fire department is to reduce the immediate and present danger to life, health and property through excellence and professionalism.

The Township of South Frontenac and South Frontenac Fire and Rescue operate 8 fire stations at the locations below:

- Station 1 – Bradshaw – 11 Steele Road
- Station 2 – Burr ridge – 237 Burr ridge Road
- Station 3 – Verona – 6930 Road #38
- Station 4 – Hartington – 4808 Holleford Road
- Station 5 – Sydenham – 4233 Stagecoach Road
- Station 6 – Perth Road – 5855 Perth Road (Opened 2018)
- Station 7 – Latimer – 3516 Latimer Road
- Station 8 – Sunbury/Battersea – Approx. 4560 Battersea Road (Opening 2022)

With the exception of Station 6 (Perth Road) and the upcoming newly built facility of Station 8 in 2022 (Sunbury/Battersea), the remaining 6 fire stations are historical locations from the pre-amalgamated former townships. These remaining 6 fire stations are in need of significant upgrades or total rebuilds.

The Township of South Frontenac and South Frontenac Fire and Rescue operate a variety of **apparatus** out of the previously identified 8 fire stations:

- **Station 1** – 1 Mini Pumper (2018), 1 1500 IG Tanker (1998), 1 ¾ ton Pickup Rapid Response Unit (Arriving 2022)
- **Station 2** – 1 Pumper (2005), 1 1500 IG Tanker (2002), Squad F550 (2000) to be replaced in 2022 with a 1 ¾ ton Pickup Rapid Response Unit
- **Station 3** – 1 Pumper (2003), 1 2500 IG Tanker (2020), 1 ¾ ton Pickup Rapid Response Unit (2018)
- **Station 4** – 1 Pumper (2011), 1 2500 IG Tanker (arriving Dec 2021), 1 Squad T370 (2012), 1 Mobile Air Trailer, 1 Enclosed Trailer with ATV, 1 1 ton Wildland Fire Pickup, 1 ¾ ton Pickup Rapid Response Unit (Arriving 2022)
- **Station 5** – 1 Pumper (2007), 1 2500 IG Tanker (2009), 1 Rescue F550 4x4 (2002), 1 ¾ ton Pickup Rapid Response Unit (2015)
- **Station 6** – 1 Pumper (2005), 1 1500 IG Tanker (2003), 1 Utility Pickup, 1 ¾ ton Pickup Rapid Response Unit (arriving 2022)
- **Station 7** – 1 Pumper (2007), 1 2500 IG Tanker (2012), 1 ¾ ton Pickup Rapid Response Unit (arriving 2022)
- **Station 8** – 1 Pumper (2013), 1 2500 IG Tanker (2014), 1 ¾ ton Pickup Rapid Response Unit (2014), 1 Squad T370 (2014), 1 21ft Marine Unit
- **Administration** – 1 2019 Jeep Cherokee, 1 2020 Jeep Cherokee

South Frontenac Fire and Rescue has a dedicated staff of 120 volunteer (paid on call) firefighters, comprised of 4 Volunteer Platoon Chiefs, 16 Volunteer Captains, and 100 Volunteer Firefighters. SFFR volunteer staffing is complemented by full time staffing of 1 Director of Fire and Emergency Services/Fire Chief, 1 Deputy Chief of Fire Prevention and Training, and 1 Full Time Administrative Assistant.

The various SFFR staff responds to an average of 600 emergency incidents per year, attend regular and weekly training every Tuesday evening, attend and host additional NFPA certification training, and perform and attend public education events and opportunities.

Central Frontenac

The Township of Central Frontenac is an amalgamation of the former Kennebec, Olden, Oso and Hinchinbrooke Townships. Central Frontenac has a year round population of 4,555 (2020) which doubles during the summer months. The Township covers an area of 1025km².

Fire Protection Services are provided by Central Frontenac Fire and Rescue which include a wide range of emergency response, fire code enforcement, and public education. The mission of Central Frontenac Fire & Rescue is to meet our community's expectations to provide public safety services that protect lives, property and the environment through public safety education, fire prevention and emergency response.

The Township of Central Frontenac and Central Frontenac Fire and Rescue operate 4 fire stations and one Sub-Station at the locations below:

- Station 1 – Arden – 1085 Elm Tree Rd
- Station 2 – Mountain Grove – 1045 Mill Rd
- Station 3 – Sharbot Lake – 1020 Wagner Rd
- Station 4 – Parham – 1282 Wagerville Rd
- Station 6 (sub-station) – Picadilly - 1023 Oak Flats Rd
- Live Fire Training Centre – 1045 Mill Rd

The Township of Central Frontenac and Central Frontenac Fire and Rescue operate a variety of **apparatus** out of the previously identified 5 fire stations:

- **Station 1** – 1 Pumper (2004), 1 1500 IG Tanker (2003), 1 ¾ ton Pickup Rapid Response Unit (2012 Refurbished in 2021)
- **Station 2** – 1 Pumper (2000 – Will be replaced with new Pumper arriving November 2021), 1 2500 IG Tanker (2012), 1 Ford ¾ ton Pickup Rapid Response Unit, 1 Wild Fire Response Trailer with ATV.
- **Station 3** – 1 Pumper (2004), 1 2500 IG Tanker (2007), 1 Chevrolet (2008) 1/2 ton Pickup Rapid Response Unit (2008), 1 Squad Heavy Extrication Unit (2016), , 1 Wild Fire Response Trailer with ATV, 1 Marine Unit boat (2005)
- **Station 4** – 1 Pumper (2004), 1 2500 IG Tanker (2021), 1 Squad Ford F550 (2016), 1 Wild Fire Response Trailer with ATV, 1 Portable Lighting Unit
- **Station 6** – 1 Pumper/Tanker (2000 – To arrive when Station 2 new pumper arrives),
- **Administration** – 1 2018 Ford F150, 1 2008 Chevrolet ½ Ton

Central Frontenac Fire and Rescue has a dedicated staff of 66 volunteer (paid on call) firefighters, comprised of 2 Volunteer District Chiefs, 12 Volunteer Captains, and 52 Volunteer

Firefighters. CFFR staffing is complemented by Part time staffing of 1 Manager of Emergency Services/Fire Chief, 1 Deputy Chief of Fire Prevention and Training, and 1 Part Time Administrative Assistant.

The various CFFR staff responds to an average of 300 emergency incidents per year and attend public education events and opportunities. CFFR holds weekly training every Tuesday evening and starting in 2022 will be hosting additional NFPA certification training.

PURPOSE

The purpose of this study is to review the current fire station locations and resources (including apparatus fleet, equipment, and staffing) in both South Frontenac and Central Frontenac. The study should identify best case scenarios for future fire station and fleet placement that will best meet the needs and circumstances of each municipality.

The study should assist both municipal Council's in determining whether or not a type of joint station and fleet model is preferable to simply identifying station and fleet location changes and efficiencies within the current independent fire services model. It should also identify future requirements based on industry best practices and standards and outline recommendations that, when implemented, will result in improved service delivery and cost effectiveness now and into the future.

SCOPE OF WORK & REQUIREMENTS

The consultant will develop recommendations supported by data and best practices, regarding the following:

- 1) Future Fire Station Locations and Requirements under both joint and independent scenarios;
- 2) Future Equipment and Apparatus Deployment Strategies for both scenarios above; and
- 3) Review existing fire station locations and make recommendations for the rebuild, relocation, potential consolidation, and/or upgrade or renovation of existing facilities for both scenarios above.
- 4) Identify the benefits and challenges of each scenario and provide a recommended scenario, all based on the following criteria:

- a. NFPA 1720 – Standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to public by volunteer fire departments
 - b. Fire Underwriters Survey Criteria – Public Fire Protection Classification (PFPC) Scale and Dwelling Protection Grade (DPG) – Insurance Ratings
 - c. GIS Mapping identifying fire station locations at 5km, 8km, and 13km to provide available coverage by roadway travel distances and percentage of coverage.
 - d. Superior Water Shuttle Accreditation Standards and criteria
 - e. OFMEM – Public Fire Safety Guideline – PFSG 04-87-13 – Fire Station Location
 - f. OFMEM – Public Fire Safety Guideline – PFSG 04-08-10 – Operational Planning: Guide to Matching Resource Deployment Risk
 - g. Fire Department Service Delivery over the next 25 years as per growth and development projections
 - h. Cost and efficiency measures
- 5) The study will consider the growth in population and development over the next 25 years and the potential impact to service delivery, and operations of the Fire Departments and the needs of the department to keep pace with service delivery for projected growth.
 - 6) The study will include recommendations and approximate financial implications and an implementation plan or plans including a timetable.
 - 7) The study will consider the effects of mutual aid and automatic aid agreements with neighboring municipalities as part of the total plan.
 - 8) The study will identify future growth within the Townships and non- growth related needs of the Fire Departments.

The Consultant is to also investigate opportunities for innovative and unique approaches to service delivery such as shared services, common Key Performance Indicators, and alternative work methodologies etc., across both Fire Departments. Through this investigation the Consultant shall provide a comprehensive analysis for

the potential integrating or sharing of services including fire prevention, training, administration, and shared response boundaries.

Specific Deliverables

- 1) Consideration and recommended Fire Station Locations for the southern portion of South Frontenac including Stations 3,4,5,6,7,8
- 2) Consideration and recommendation for South Frontenac Station consolidation of either Station 3 and Station 4 or Station 4 and Station 5
- 3) Consideration and recommendation for South Frontenac Station Locations based strictly on only fire protection within the boundaries of South Frontenac and all 8 SFFR Stations.
- 4) Consideration and recommendation for South Frontenac Fire and Rescue **Headquarters** Station Location based strictly on only fire protection within the boundaries of South Frontenac and all 8 SFFR Stations.
- 5) Consideration and recommendation for a South Frontenac Fire and Rescue **Training Centre Location** based strictly on only fire protection within the boundaries of South Frontenac and all 8 SFFR Stations.
- 6) Consideration and recommended Fire Station Locations or consolidation for the northern portion of Central Frontenac including Stations 1 Arden and Station 2 Mountain Grove.
- 7) Consideration and recommendation for Central Frontenac Station Locations based strictly on only fire protection within the boundaries of Central Frontenac and all CFFR Stations.
- 8) Recommendation for a shared services (automatic or mutual aid) in the northern section of South Frontenac (Bradshaw, Burrige) and in the southern section of Central Frontenac (Piccadilly, Westport Rd).
- 9) Consideration and recommendation for a **Joint Headquarters Station** should the Fire Services consider a Joint service.
- 10) Consideration and recommendation for **shared services and staffing**, including but not limited to: Station and apparatus needs and locations, Fire Inspections, Fire Investigation, Public Education, Training, Administration; scenarios for both municipalities.

- 11) Consideration and recommendation for **fleet, equipment, and fire suppression staffing**, in the various station location scenarios for both municipalities.
- 12) **GIS Mapping** for travel distances for various station location scenarios in both municipalities that includes percentage of coverage and defined coverage based on service delivery and capabilities for fire protection
- 13) Confirm the location of CFFR Training Centre Location at Station 2 is adequate for future development to meet only fire protection boundaries of Central Frontenac should the fire services remain separate.
- 14) Estimated costing of each scenario, including short, medium and long-term implementation costs
- 15) Six (6) hard copies of the Draft Report as determined by the approved schedule
- 16) One (1) electronic copy of the draft report sent to each of the Steering Committee Members
- 17) Twenty (20) hard copies of the Final Report as determined by the approved schedule
- 18) One (1) electronic copy of the Final Report sent to each of the Steering Committee Members
- 19) A Final Presentation to each municipal Council and the Steering Committee will be required at a date to be determined.

Context and Influences (Available documents):

- 1) [Watson Consulting – Growth Study – Township of South Frontenac](#)
- 2) [Frontenac County – Pop., Housing, & Employment Projections, 2016-2046](#)
- 3) [Official Plan – South Frontenac](#)
- 4) [Official Plan – Central Frontenac](#)
- 5) [Fire Hall and Equipment Study – Township of South Frontenac Fire and Rescue – Emergency Management and Training Inc. \(2013\)](#)
- 6) [Strategy Corp – Frontenac Municipalities – Service Delivery Review \(2020\)](#)
- 7) Joint OPP/SFFR Facility Briefing Note (To be provided)
- 8) [County of Frontenac – Frontenac Maps – Interactive webGIS System](#)
- 9) Central Frontenac Fire & Rescue Water Tanker Shuttle Accreditation (2021) – Residential and Industrial (To be provided)

Project Steering Committee

- 1) CAO – South Frontenac
- 2) CAO – Central Frontenac
- 3) Director of Fire and Emergency Services/Fire Chief – SFFR
- 4) Acting Manager of Emergency Services/Fire Chief – CFFR

SUBMISSION AND CONTENT REQUIREMENTS

The proposal document should be structured in sections that refer to the headings in this section.

Company Profile

Proponents are to provide company information such as, but not limited to the following:

- a) Name of Consulting Firm, including Principle and contact information
- b) Size of company and office locations
- c) Brief Description including ownership and affiliations of the firm and number of years the firm has been in business
- d) A description of goods and services the consulting firm has previously delivered
- e) The roles and responsibilities of the proponent and any of its agents, employees and sub-contractors who will be involved in providing the deliverables, together with the names of those who will be performing those roles and their relevant expertise

Qualifications and Experience

- a) The proponent will provide the name, address, telephone number, email and resume of the project manager;
- b) The outline will include a description of the approach that will be taken by the project manager to ensure the proponent is providing services on-time and on-budget. Any previous work experience the project manager has leading the members of the team should be indicated.
- c) An overview of key personnel who will be working on the Study, including any outside consultants, and their education, experience and knowledge of the industry. Identify and provide a listing of subcontractors, if applicable.

- d) Provide an outline of the qualifications, certifications and the team member(s) proposed for this project. This should include respective roles and responsibility of each team member involved in the work. Indicate previous experience that the proposed team members have and identify projects on which proposed team members worked on together.

References

Proponents shall provide a description of at least three (3) specific previous engagements of similar scope and cost with government/public sector entities of a similar size to the Township, that have been successfully completed in the past five (5) years. References should include names, contact persons and phone numbers.

Methodology & Schedule of Work

Describe the proponent's approach to undertaking the Study. This should include the following points at a minimum:

- a) A work plan that outlines the detailed tasks and activities to be completed in order to meet the project requirements
- b) A project schedule by task/activity, which indicates the approximate timing of key events, proposed dates, milestones and sufficient definition of the tasks to be completed; The proposed schedule should include the time required to complete each task as well the timing of input/review from Township staff;

Budget

A fixed budget amount for these works will not be provided. Proponents are expected to provide a budget commensurate with the scope of work and resources required to achieve the deliverables.

The Proponent's budget submission shall include:

- a) Overall project cost exclusive of HST
- b) A detailed cost and time breakdown of each major activity identified in the proposal
- c) A time and cost breakdown for each team member
- d) Any disbursements and the associated costs
- e) A fee schedule and hourly rates for all project team members
- f) Hourly/incremental costs for additional work outside the scope of the proposal

Other Considerations

Please include any other items, not covered in the previous sections, which may support why your firm should be selected by the Township. Information should be included in the proposal regarding any advisory services which may be available to the municipality that are or may be complementary to this consultation. These may include staff assistance and/ or publications.

PROJECT SCHEDULE

The events and dates listed below are usual events of the Proposal process. The schedule provided is for guidance only and the municipalities reserve the right to issue an addendum to modify or eliminate any aspect of the schedule. The events and dates listed after the closing date may change or be postponed or cancelled.

Event:	Date:
Questions from proponents are due by	October 26, 2021
Questions Answered / Response	October 29, 2021
Closing Date & Time	November 4, 2021 @ noon, local time
Interview (if required)	November 8, 2021
Award RFP	November 10, 2021
Analysis / Liaise with Steering Ctte.	November 11, 2021 – January 17, 2022
Draft Report	January 14, 2022
Final Report*	January 28, 2022

*This project is being funded in part through a Provincial grant which has established a deadline for project completion no later than January 31, 2022.

PROPOSAL PROCESS

Statement of Conflict of Interest

As part of the proposal submission, the consultant shall include a statement outlining any conflicts of interest that may exist between themselves and the municipality or with any other party or project within the study area. This shall include the disclosure of any work that the

consultant is actively engaged in for other parties/land owners within the study area or municipality.

The municipality shall have sole discretion at determining what constitutes a conflict of interest. Where a conflict of interest is identified, it may disqualify the consultant from the remainder of the RFP process. As part of awarding the contract for this project, the successful consultant must inform the Township of any conflict of interest that may arise during the course of the project, and must consult the Chief Administrative Officer prior to accepting any new work within the study area or municipality.

Date & Place for Receiving Proposals

Proposals will be received by November 4, 2021 @ noon, local time.

It is the responsibility of the proponent to ensure that the documents have been received before the closing time and date.

Documentation for Submissions

- ONLY SUBMISSIONS MADE IN HARD COPY or ELECTRONIC BID VIA BIDDINGO WILL BE ACCEPTED
- FAX or EMAIL COPIES WILL NOT BE ACCEPTED
- Proposals received after November 4, 2021 @ noon, local time will be returned unopened.

Proposals must be addressed to:

Township of South Frontenac
4432 George Street
Sydenham, ON
K0H 2T0
Attention: Neil Carbone, CAO

Proposals should be clearly marked: **Request for Proposal – “Joint Fire Station and Fleet Location Study”**

- a) One (1) original and two (2) copies of the proposal are required for hard copy submissions
- b) Before being officially received, hard copy proposal envelopes will be marked by the Township, with the time and the date that the envelope was received in the office.

- c) If a submission is made via Biddingo, there is no requirement to also submit hard copies of the proposal.
- d) All proposals must be legible and typewritten.
- e) All proposal submissions are appreciated. However, the Township will be contacting only those selected for an interview.

Interview

An interview may be necessary as part of the evaluation process. Proponents may be contacted to attend an interview on November 8, 2021 and will be notified by November 6, 2021.

Negotiations

In the event that a proposal does not precisely and entirely meet the Township's requirements, the Township reserves the right to enter into negotiations with the selected Proponent(s) to arrive at a mutually satisfactory arrangement with respect to any modifications to a proposal.

Communications

All requests for information and/or clarification as well as questions regarding the interpretation of the terms set out in this document should be referred to Darcy Knott, Director of Fire and Emergency Services/Fire Chief, South Frontenac Fire and Rescue @ firechief@southfrontenac.net.

Addendums will be uploaded to the website. It is the proponent's responsibility to inquire on the website for addendums.

The Township reserves the right to distribute any or all questions and answers to the other proponents.

Withdrawal or Substitution of Submission

A proponent may withdraw or substitute all or part of their proposal at any time up to the official closing time. The last proposal received shall supersede and invalidate all proposals previously submitted by that proponent for this proposal.

A proponent may withdraw or qualify their proposal at any time up to the official closing time, by submitting a letter bearing the signature as in their proposal to the Chief Administrative Officer (CAO), who will mark thereon the time and date of receipt.

Alterations or Variations

No alterations or variations of this document shall be valid or binding upon the Township unless authorized in writing.

Oral Explanation or Interpretation

No oral explanation or interpretation shall modify any of the documents or provisions of the Township's request for proposal documents.

Proposal Evaluation

Qualification evaluations will be carried out based on the following criteria:

Item	Criteria	Weight
1	Profile, Expertise and Qualifications, Project Manager	20%
2	Methodology/Approach including ability to meet deliverables and data driven statistical analysis	25%
3	Ability to meet anticipated schedule	25%
4	References	10%
5	Budget	20%
Total		100%

The submissions will be assessed on the merits of the information provided. Proposals should address the categories listed above to enable the Review Committee to undertake adequate assessment.

NOTE: THE LOWEST COST BID WILL NOT NECESSARILY BE ACCEPTED. THE TOWNSHIP RESERVES THE RIGHT TO SELECT ANY OR NONE OF THE SUBMISSIONS.

ACCEPTANCE & CONTRACT

It is expected that one proponent will be selected to conduct this project. Upon selection, the successful proponent will be required to enter into a contract with the Township.

The contract will be based on the specifications, terms and conditions expressed in this document, the successful proponent's proposal and documented negotiations and will include the requirement of proof of professional liability insurance.

Incurred Costs

The Township shall not be responsible for any liabilities, costs, expenses, loss or damage incurred, sustained or suffered by any Proponent(s) prior or subsequent to or by reason of the acceptance or non-acceptance by the Township of any proposal by reason of any delay in the acceptance of a proposal.

Errors and Omissions

The Township shall not be held liable for any errors or omissions in any part of this RFP. While the Township has used considerable effort to ensure an accurate representation of information in this RFP, the information contained in the RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the Township, nor is it necessarily comprehensive or exhaustive.

Cancellation

The Township reserves the right to cancel this Request for Proposals at any time up to the Award of a Contract.

Confidentiality

The successful proponent shall not at any time before, during or after the completion of the engagement, divulge any confidential information communicated to or acquired by the proponent in the course of carrying out the engagement. No such information shall be used on any other project without prior written approval.

Invoicing and Payment

All invoices shall show the actual hours, responsibilities, staff and hourly rates. All payments will be made in response to invoices itemized in accordance with the final signed contract, provided the invoices are based on work described in the scope of the project, consistent with the negotiated deliverables and completed to the Township's satisfaction.

For further certainty, in the event that invoices are rendered that are in excess of the fees quoted in the final signed contract, payment will not be made unless the additional deliverables have been negotiated with and accepted by the relevant entity in advance of the conduct of the work.

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