



Salt Spring Island Fire Protection District
105 Lower Ganges Road
Salt Spring Island, B.C.
PH: 250-537-2531
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March 4, 2021

Salt Spring Island Fire Protection District

Request for Proposal (“RFP”): Project Manager Fire Hall No. 1 Replacement

Salt Spring Island is an unincorporated community and the Salt Spring Island Fire Protection District (“District”), an improvement district, provides fire protection services for most of the island.

The existing Fire Hall No. 1 (“Ganges Fire Hall”) was built in phases – beginning in 1959 and the most recent additions added in the 1970’s. For many years, it has been clearly understood by the community the existing *Ganges Fire Hall* in its present condition does not meet the needs of the fire department. The most recent proposal to replace the *Ganges Fire Hall* in 2013, did not proceed because necessary borrowings were not approved by the electorate.

In 2019 the *District* decided to revisit the need to replace the *Ganges Fire Hall* and a Fire Rescue Advisory Committee (“Advisory Committee”) was formed to develop recommendations concerning the provision of fire protection services, including a renovated or new *Ganges Fire Hall* to serve the community. FireWise Consulting Ltd. (“FireWise Consulting”) was engaged as a third-party facilitator and chaired the *Advisory Committee*.

Several studies and reports by professionals exist on the condition and deficiencies concerning the *Ganges Fire Hall*. The *Advisory Committee’s* work formed the basis of FireWise Consulting’s April 2020 report – “Salt Spring Island Fire Protection District: Fire Station Baseline Needs Assessment”.

FireWise Consulting also reviewed 2013 plans and made recommendations concerning space needs for a Salt Spring Island “Protective Services” building which includes fire services and the emergency operations program.

The FireWise report made several recommendations including that renovations of the current *Ganges Fire Hall* or rebuilding on the site should not be considered as an option moving forward. The *District* owns other property (the “Brinkworthy site”) which at present is the preferred site for a new Fire Hall.

The *District’s* Board of Trustees are committed to moving forward with a proposal to replace the *Ganges Fire Hall* that not only meets the fire service’s long-term needs but is also respectful of Salt Spring taxpayers and residents and reflects their thoughts and expectations. Borrowings to fund a new Fire Hall project must be approved by the electorate. COVID-19 and Provincial Health Orders have slowed the pace of the project roll-out, but the *District* wishes to seek voter approval of project funding as soon as possible – ideally in calendar year 2021.

The *District* does not have the necessary internal resources and capacity to successfully manage and deliver a major capital project. The *District* wishes to retain outside expertise to ensure successful project delivery – an “on time, on budget” outcome. The initial contract will be limited in scope to a project “roll-out” plan to the point that the electorate can be asked to vote to approve project financing. However, with a successful referendum outcome the incumbent would be strongly encouraged to submit a proposal for the next phase of development. Project continuity would be taken into consideration when moving to the next phase.

The *District* seeks to engage the services of a consultant that can contribute experience, discipline, and resources to minimize the inherent risk in capital project delivery.

Andrew Peat
Corporate Administrator
Salt Spring Island Fire Protection District

SCOPE OF WORK

1. Review existing reports and draft Project Charter and recommend changes to the Project Charter to better define project objectives, stakeholders, identified risks, communication protocols and key roles and authorities.
2. Update “Statement of Needs/Functional Program” establishing relationships and net areas and quality definition and confirm approval by *District’s* Board of Trustees.
3. Create a project management plan, encapsulating:
 - a. Budget, procurement, schedule, and change management
 - b. Document management and reporting
 - c. Risk management
 - d. Quality management
 - e. Commissioning and handover
 - f. Communications management
4. Create and maintain a Project Gating and Phasing Process to see the project through the various delivery stages – Feasibility, Business Case/Referendum, Final Investment Decision/Sanction, Procurement and Asset Acceptance. Create an activity diagram to enable management of critical path activities to ensure “on time” performance.
5. Perform a continuous “Project Requirements and Gaps Analysis”
6. Provide preliminary assessments of:
 - a. Survey and site conditions
 - b. Land entitlement matters
 - c. Zoning and permitting
 - d. Utilities and site features
 - e. Traffic access and parking
 - f. Potential neighbourhood issues
7. Develop a conceptual capital project budget (Class D +/- 20%), delivery schedule and conceptual feasibility design complete with a report to enable a referendum and subsequent financial investment decision.
8. Report recommendations with rationale on:
 - a. Construction Delivery Method (Construction Management, Design-Bid-Build, Design-Build)
 - b. Procurement Method (Request for Information, Request for Proposal, Request for Quotation/Tender)
 - c. Contract Type (Fixed Price, Cost Reimbursable, Unit Price)
9. Identify potential risks to the project and potential mitigation measure(s) for each risk. Identify costs for mitigation described.
10. Coordinate and communicate with outside consultants, permitting authorities (local, Provincial and Federal), and third parties including community representatives (Fire Rescue Advisory Committee). Propose additional consultant(s) as necessary and manage any consultant engaged by the *District* in this regard.
11. Report regularly to senior *District* staff (Administrator and/or Fire Chief as appropriate) and provide monthly reports to the Fire Rescue Advisory Committee and Board of Trustees.

COMMUNITY ENGAGEMENT

The success of a Fire Hall Referendum is dependent on building and maintaining public trust by transparency in the decision-making process and ensuring public input and engagement at all stages in the project roll-out process. The role of the Fire Rescue Advisory Committee as a means of garnering community input is critical. Input from and consultation with other local government agencies (including Capital Regional District, Islands Trust, and North Salt Spring Waterworks District) is also required. The successful applicant must have experience with similar types of projects and be willing to work collaboratively with the various project stakeholders.

The Fire Rescue Advisory Committee will develop and recommend a “Communications & Engagement Plan” which will provide direction for communicating developments and feedback from stakeholders and the general community.

EXPERIENCE AND REPRESENTATIVE WORK

12. Respondents should have prior experience representing local government at the Project Manager or Director level.
13. Demonstrated capabilities working on projects from \$5M to \$20M including similar sized work within the last 5 years.
14. Accredited with a recognized construction related organization (e.g., ASTTCBC, EGBC)
15. Demonstrated experience with standard form contract (e.g., CCDC documents) and municipal specifications (e.g., CRD, MMCD).
16. Demonstrated familiarity with Canadian building, plumbing, fire and electrical codes.
17. Prior experience with Fire Hall or Public Safety Building projects will be a favourable consideration.
18. Prior experience working with both the Capital Regional District and Islands Trust would be beneficial.
19. Ability to provide references for representative work.

EVALUATION

Evaluation of Proposals will be by the Board of Trustees according to the criteria identified below. During the evaluation process, proponents may be required to provide clarification to statements made in their proposals. The *District* reserves the right to contact references to determine the reputation of the Proponent.

ANTICIPATED PROJECT SCHEDULE

February/March 2021 - *RFP*, Project Manager selection, Contract for Services
March/August 2021 – Review Existing Work and Complete Feasibility Stage
August 2021 – Draft Feasibility Report and Recommendations
September 2021 – Final Reporting and Recommendation
October 2021 – Referendum Vote
October/November 2021 – Final Decision to Sanction

SUBMISSION REQUIREMENTS

For ease of submission preparation and consistent evaluation, Proponents are asked to submit the following information:

- company profile including mission and values, services offered, number of years in operation and location of offices;
- personal experience and qualifications related to this assignment including similar project experience and a list of at least two (2) recently completed and relevant projects. Proponents are also to identify the project lead and, if applicable, consultants and other team members proposed to work on the project and a summary of their relevant project experience. Proponents are to specify the approximate percentage of time allocated to the overall project and by any additional team members. The *District* is looking for a commitment of the same individual consultant for the duration of the project;
- the Proponent's proposed approach to the assignment, a detailed proposed scope of work and proposed project schedule;
- proposed lump sum fixed for completion of the project with separate fee amounts for each proposed phase of the project and hourly rates for individuals;
- a statement of the consultant's capacity to complete the project within the proposed schedule; and
- at least three (3) references, including a brief project description and contact information.

Length of Submission: Submissions shall not exceed 10 pages, single-sided (excluding resumes and any *RFP* Addenda or Amendments that may be issued). Minimum font size 10 pt.

CLOSING DATE AND TIME:

PROPOSAL SUBMISSION

1. Proposal Submission

Responses should be delivered by hand, email, or mail to the following location no later than 4:00 pm on April 1st, 2021, (Closing), and should be clearly marked "Project Manager Fire Hall No. 1 Replacement":

Attention: Andrew D. Peat
Administrator
Salt Spring Island Fire Protection District
105 Lower Ganges Road,
Salt Spring Island,
BC V8K 2T1
Email: apeat@saltspringfire.com

Proposals shall include the following:

Request for Proposal (RFP) Submission as outlined and specified

PROPOSAL FORM

BID FORM

Proposals may either be emailed with the *RFP* title clearly indicated in the subject line or submitted in a sealed package with the name and address of the Proponent and the *RFP* title marked on the outside. Please request confirmation of receipt of any emailed proposals.

Facsimile submission will not be considered.

Late proposals will not be considered.

Proposals that are conditional, illegible, obscure, or contain irregularities of any kind may, at the discretion of the *District*, be declared disqualified.

The person(s) authorized to sign on behalf of the Proponent and to bind the Proponent to statements made in response to this RFP must sign the Proposal Form and Conflict of Interest Declaration forms. Unsigned Proposals will be declared disqualified.

Submissions will be opened in public with the name and address of the Proponent and the Bid amount declared.

Interviews may be conducted to assist in the evaluation of submissions. The Interview will be held only with short-listed Proponents and will be scheduled at a mutually convenient time at the offices of the *District* or via video conferencing (ZOOM).

2. Enquiries

All enquiries related to this RFP shall be directed to:

Andrew D. Peat
Corporate Administrator
Salt Spring Island Fire Protection District
Telephone: 250-537-2531
Email: apeat@saltspringfire.com

3. Addenda

Any questions that are received by the *District* that affects the Request for RFP will be issue as addenda by the *District*.

Addenda will be published at the *District's* website (www.saltspringfire.com/job-opportunities/) and copied to prospective proponents who have given written indication of their intention to submit a proposal. It is the responsibility of prospective Proponents to monitor the *District's* website to check for updates. All addenda become part of the Contract document and must be considered when responding to this RFP.

Verbal answers are binding only when confirmed by a written addendum.

REQUEST FOR PROPOSAL: PROJECT MANAGER FIRE HALL NO. 1 REPLACEMENT

ADMINISTRATIVE REQUIREMENTS

1. Terms and Conditions

Submission of a Proposal in response to this RFP indicates acceptance of all the terms that follow and that are included in any addenda issued by the *District*.

2. Changes to Proposals

A Proponent may amend or withdraw its Proposal prior to the closing date and time. Upon Closing, all Proposals become irrevocable and no changes may be made unless requested by the *District* for clarification.

3. Proponent's Expenses

Proponents are solely responsible for their own expenses in preparing a Proposal. If the *District* elects to reject any or all Proposals, the *District* will not be liable to any Proponent for any claims for costs or damages incurred by the Proponent in preparing the Proposal, loss of anticipated profit in connection with a final Contract, costs for returning unopened Proposals, or any matter whatsoever.

4. Firm Pricing

Prices will be firm for the entire Contract period unless the written Contract for Services states otherwise.

5. Currency and Taxes

Prices quotes will be in Canadian Dollars and inclusive of all charges, and exclusive of GST and other taxes which shall be shown separately as applicable.

6. Proponent Location

Considering the anticipated number of meetings and duration of the project, Proponents should reside within the Capital Regional District, preferably on Salt Spring Island.

7. Privilege or Right to Cancel

This RFP must not be construed as an agreement to purchase goods or services. The *District* is not bound to accept the lowest priced or any Proposal submitted.

The *District* reserves the right to reject any and all Proposals and to accept any Proposal notwithstanding any non-compliance with this RFP. The *District* may select any Proposal for acceptance or negotiation with the Proponent by selecting the Proposal which the *District*, in its sole unrestricted discretion and based on such criteria as it considers appropriate, deems to be in the best interests of the *District*.

If a proposal contains a defect or fails to comply with the requirements of the proposal document, which in the sole discretion of the *District* is not material, the *District* may waive the defect and accept the proposal.

The *District* reserves the right to cancel this RFP at any time and for any reason, and in so doing to reject all Proposals, and will not be responsible for any loss, damage, cost or expense incurred or suffered by any Proponent as a result of such cancellation.

The *District* reserves the right to enter negotiations with one or more Proponents concerning the terms and conditions of the services to be provided, and expressly reserves the right through such negotiations to request changes, alterations, additions, or deletions from the terms of any Proposals received.

The *District* reserves the right to select one or more Proponents for further considerations following the initial proposal evaluation process. The *District* may require presentations or interview (in-person or by video conferencing) with Proponents selected for final consideration prior to negotiating a Contract.

8. Definition of Contract

Notice in writing to a Proponent of the acceptance of its Proposal by the *District* and the subsequent execution of a written Contract will constitute a Contract for the Services and no Proponent will acquire any legal or equitable rights or privileges until a written Contract has been signed by both parties.

It is anticipated that the work completed by late summer or early fall to allow the *District* to seek elector approval for borrowings in the fall of 2021.

9. Liability for Errors

The information contained in this RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the *District*, nor is it necessarily comprehensive or exhaustive. Nothing in this RFP is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in this RFP.

10. Modification of Terms

The *District* reserves the right to modify the terms of the RFP at any time at its sole discretion. Such modifications will be communicated to all Proponents through formal addenda.

11. Ownership of Proposals and Freedom of Information

All documents including Proposals, submitted to the *District* become the property of the *District*. Each Proposal should clearly identify any information that is confidential or proprietary information.

The *District* is subject to the provision of the Freedom of Information and Protection of Privacy Act. While the Act does offer some protection for confidential third-party business information, the *District* cannot guarantee that any such information provided to the *District* will remain confidential if a request for access is made under the Act.

12. Confidentiality of Information

Information pertaining to the *District* obtained by the Proponent because of participation in this project is confidential and must not be disclosed without written authorization from the *District*.

13. Commitment by the *District*

The *District* will make available, upon request and at no cost to the successful Proponent, any existing *District* plans, reports, studies, and copies of relevant background information.

The successful Proponent may be required to sign non-disclosure, confidentiality, or other agreements when access is provided to *District* information.

EVALUATION

Evaluations of Proposals will be by the Corporate Administrator according to the criteria identified below. During the evaluation process, Proponents may be required to provide clarification to statements made in their Proposals. The *District* will contact references to determine the reputation of the Proponents.

1. Mandatory Criteria

- Proposal Form completed and signed by a person authorized to bind the Proponent to statements made in the submission.
- Bid Form completed and signed by a person(s) authorized to bind the Proponent.
- Proposal must be received at the closing location by the specified Closing date and time.

2. Proposals are to include the following sections:

a. Firm Profile

- i. References from a minimum of two (2) projects undertaken recently along with contact information.

b. Related Experience

- i. Describes directly related, current experience of the firm. Provide a brief description of each of the two (2) projects.

c. Proposed Personnel

- i. Describe experience of key member(s)/personnel. If appropriate, outline roles and responsibilities of key members and their availability to undertake their work within the proposed timeline.

d. Methodology and Philosophy

- i. Describe your project methodology for this project and demonstrate your understanding of working with a small local government entity with a limited budget; describe your strategies to manage the project schedule and overcome delays and obstacles.

e. Innovation, Value and Quality Assurance

- i. Give example(s) where your firm provided insight or innovation to the design of a similar project which reduced costs.
- ii. Demonstrate your commitment to the project.
- iii. Provide evidence of liability insurance.

REMUNERATION

Remuneration for services, up to the agreed upon contract amount, will be paid monthly against invoices within thirty (30) days after receipt. Claims for reasonable reimbursable expenses permitted by the contract will be paid upon presentation with appropriate documentation.

Expenses for third-party professionals engaged by the *District* to enable the Project Manager to meet its objectives would normally be billed to the *District* and not to the Project Manager.

AVAILABLE INFORMATION

Proponents wishing to submit a proposal are encouraged to review the following materials to confirm the accuracy and completeness of their proposal prior to submission.

Further information is available on a website dedicated to the Salt Spring Island Fire Rescue Needs and Facilities Assessment. The website can be found at: <https://speakupsaltspring.ca/ssifr>

- The FireWise Baseline Needs Assessment

<https://saltspringfire.com/wp-content/uploads/2020/04/4.1b-SSIFR-Baseline-Needs-FINAL-16-April-2020.pdf>

- The ‘Brinkworthy site”

<https://speakupsaltspring.ca/future-location>

- The Fire Underwriters Survey (FUS Report)

https://www.saltspringfire.com/ssifpd/docs/Salt%20Spring%20Island_2015_FINAL%20FINAL%2020150804.pdf

PROPOSAL FORM

Salt Spring Island Fire Protection District
Project Manager – Fire Hall No. 1 Replacement

Closing: 4:00 PM Pacific Standard Time on April 1, 2021

This form must be completed, signed and included with the submission

The undersigned confirms that their submission is in response to the Request for Proposal for the Salt Spring Island Fire Protection District’s “Project Manager - Fire Hall No.1 Replacement” and the Proponent acknowledges receipt of Addenda # ____ through Addenda # ____.

Name of Firm: _____

Address: _____

Phone: _____ Fax: _____

Email: _____

Contact Name: _____

Position: _____

Phone: _____ Fax: _____

Email: _____

Authorized Signature

Name and Title

Date

BID FORM

Salt Spring Island Fire Protection District
Project Manager – Fire Hall No. 1 Replacement
Closing: 4:00 PM Pacific Standard Time on April 1, 2021

This form must be completed, signed and included with the submission

Date: _____
To: Salt Spring Island Fire Protection District
For: Project Manager- Fire Hall No. 1 Replacement
Submitted By: _____
Address: _____
Phone: _____ Fax: _____
Email: _____

We have examined the Request for Proposal (RFP) documents carefully and have a clear and comprehensive knowledge of the Scope of Work required under the RFP. By submitting a proposal, we agree and consent to the terms, conditions, and provisions of this RFP, and offer to provide the SCOPE OF WORK in accordance with the terms and conditions set out in the RFP for the fees and rates set out in this BID FORM.

The following fees (Canadian \$) are net costs exclusive of taxes (GST and PST if applicable).

TASK: Review Existing Work and Completer Feasibility Stage	FEE: \$ _____
TASK: Draft Feasibility Report	FEE: \$ _____
TASK: Final Reporting and Recommendation	FEE: \$ _____
TOTAL FEE:	\$ _____

State any additional fees or costs not stated in this RFP that may be charged by your company to the project.

Signature and Name of Authorized Representative(s)

_____ (signature) _____ (print)

_____ (signature) _____ (print)