



**TOWN OF FORT FRANCES**

**TERMS OF REFERENCE**

**FOR**

**RECREATION MASTER PLAN**

**R.F.P. NO. 23-CS-01**

**March 03, 2023**

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**TOWN OF FORT FRANCES  
REQUEST FOR PROPOSAL**

**FOR**

**RECREATION MASTER PLAN**

**R.F.P. NO. 23 – CS – 01**

The Town of Fort Frances wishes to obtain proposals from a reputable consulting firm to complete a Recreation Master Plan.

Sealed proposals, in quadruplicate and clearly marked shall be submitted to:

**Faisal Anwar, CAO  
Town of Fort Frances  
320 Portage Avenue  
Fort Frances, Ontario P9A 3P9**

**RECREATION MASTER PLAN**

**R.F.P. NO. 23 – CS – 01**

and must be received no later than:

**Tuesday, March 28, 2023, AT 2:00 P.M. (CST)**

Proposals will be opened publicly and read aloud immediately thereafter in the Committee Room of the Civic Centre, 320 Portage Avenue, Fort Frances, Ontario. Public participation will be via conference call at (807) 701-5988 Conference ID 743 007 514#

## Microsoft Teams meeting

**Join on your computer or mobile app**

[Click here to join the meeting](#)

Questions regarding this proposal must be directed to Tyler Young, Recreation & Culture Manager, at telephone (807) 274-4561 ext. 1717, facsimile (807) 274-8479, or email [tyoung@fortfrances.ca](mailto:tyoung@fortfrances.ca).

The lowest or any proposal will not necessarily be accepted. The Town reserves the right to reject any or all proposals, to waive irregularities and informalities therein, and to award the Contract in the best interest of the Town in its sole and unfettered discretion. The accepted proposal must be approved by Council.

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## SECTION 2

### GENERAL INFORMATION AND INSTRUCTIONS

#### 2.1 INTENT OF THE REQUEST FOR PROPOSALS

The purpose of the request for proposal is to retain a reputable consulting firm to complete a Recreation Master Plan.

#### 2.2 QUALIFICATIONS

The lowest or any proposal will not necessarily be accepted. The Town reserves the right to reject any or all proposals, to waive irregularities and informalities therein, and to award the contract in the best interest of the Town in its sole and unfettered discretion. An accepted proposal must be approved by Council.

#### 2.3 CLOSING DATE

The Request for Proposals closes at 2:00p.m. Local Time (C.S.T.), **Tuesday, March 28, 2023** and will be publicly opened immediately thereafter at the Committee Room, Civic Centre, Fort Frances, Ontario.

Four (4) hardcopies of the proposal & one (1) electronic version will be submitted in pdf format, fully completed, sealed and marked "**R.F.P. No. 23-CS-01**" must be delivered by mail or otherwise, to the Administrator, not later than 2:00 p.m. (C.S.T) on the closing date. Late proposals will be returned un-opened.

#### 2.4 INFORMAL PROPOSALS

All proposals provided and all entries shall be in ink or typewritten. Proposals which are incomplete, conditional or obscure or which contain additions not called for, erasures, alterations or irregularities of any kind, or in which any of the prices are obviously unbalanced, may be rejected as informal.

The Town reserves the right to disqualify proposals not submitted in strict accordance with the terms and conditions of the Terms of Reference.

#### 2.5 ERRORS AND OMISSION

The successful proponent shall examine the Terms of Reference Documents as soon as possible. Any errors, omissions or conflicts discovered shall be reported to the Chief Administrative Officer immediately.

Verbal instruction and/or communications will not be accepted.

#### 2.6 LIST OF ADDENDA

During the request for proposals period, firms may be advised by Addenda of required additions to, deletions from, or alterations in the Terms of Reference Documents. All such changes shall become an integral part of the Terms of Reference Documents and shall be allowed for in arriving at the Total Proposal Price. All Addenda received during the request for proposals period shall be acknowledged. Addenda will be released up to five (5) days before RFP closure.

## **2.7 PROPOSAL WITHDRAWAL AND AWARD**

Proposals received by the Town prior to Closing may be withdrawn upon written application only. The last proposal received shall invalidate all previous proposals received from the same consulting firm. Withdrawal of proposals shall be by letter bearing an official company or corporation signature and seal only.

No contracts will be awarded until after the proposal has been approved by Council.

Council reserves the right to:

- i) reject any recommendation;
- ii) reject any or all proposals;
- iii) accept any proposal deemed to be in the best interest of the Town, or
- iv) disqualify proposals not submitted in strict accordance with requirements of the terms of reference documents.

Firms are informed that it is a condition of the Terms of Reference Documents that each proposal shall remain in force from the closing date of the request of proposal until ninety (90) calendar days thereafter unless the consulting firm has been formally rejected.

## **2.8 TAX MANAGEMENT (HST)**

As it is the responsibility of the consulting firm to determine levy and collection of the Harmonized Sales Tax (HST), amounts bid shall show separately the HST amount, or alternatively cite the basis of exemption in lieu thereof.

## **2.9 ONTARIO RETAIL SALES TAX**

Where contracts are awarded to non-resident Ontario consulting firms, they are required to, either:

- a) provide a copy of a valid Retail Sales Tax Vendor Permit, or
- b) file with the Town a copy of the letter of compliance issued by the Ontario Retail Sales Tax Branch.

Failure to comply will result in 4% of each payment due to the Contract to be withheld for remittance to the Treasurer of Ontario.

## **2.10 FAX TRANSMITTAL**

Proposals may be submitted by Fax transmittal (807-274-8479) subject to additional conditions:

- i) All terms and conditions outlined in the Terms of Reference apply, including duplicate fax transmittals;
- ii) All original proposal documents and enclosures are received within forty-eight (48) hours of the closing date of the request for proposals; and
- iii) The Town assumes no responsibility whatsoever for proper receipt of such Fax transmittals.

## **2.11 MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT**

The Town is governed by the *Municipal Freedom of Information and Protection of Privacy Act*, therefore consulting firms must accept that proposal contents can be made public as a condition of the request for proposal process.

## **2.12 PAGES NUMBERED**

All pages of the proposal document submitted must be numbered.

## **2.13 LOCATION OF FORT FRANCES**

The Town of Fort Frances is located in the District of Rainy River, approximately 350 kilometers west of Thunder Bay, Ontario and 425 kilometers East of Winnipeg, Manitoba. The Town is bounded to the north and the east by Couchiching First Nation and the unorganized Township of Miscampbell, to the west by the Township of Alberton, and to the south by the United States of America. Also, please note that Fort Frances is in the Central Time Zone.

Per Statistics Canada's 2021 Census of Population, the Town of Fort Frances indicated a population count of 7,466, a decline from 7,739 in 2016.

## **2.14 CONSULTING FIRM'S INSURANCE**

The successful consulting firm shall take out and keep in force throughout the duration of the Contract, a comprehensive policy of Professional Liability in the amount of not less than \$5,000,000.00 inclusive per occurrence.

The Town of Fort Frances shall be named as an additional insured thereunder, a certified copy of the policy or certificate thereof shall be deposited upon signing of the Agreement or as the Town may direct.

## **2.15 INQUIRIES**

Questions regarding the Terms of Reference must be directed to:

**Tyler Young**  
Recreation & Culture Manager  
Town of Fort Frances  
320 Portage Avenue,  
Fort Frances, Ontario  
P9A 3P9

Telephone: (807) 274-4561 ext. 1717  
Fax: 807-274-8479  
Email: [tyoung@fortfrances.ca](mailto:tyoung@fortfrances.ca)

**Questions, if any, shall be submitted no later than March 20, 2023, at 4:00 PM (CST).**

**SECTION 3**  
**PROJECT DESCRIPTION**  
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- 3.1 GENERAL INFORMATION ON THE PLAN
- 3.2 GENERAL SCOPE OF WORK
- 3.3 DURATION OF PROJECT
- 3.4 AVAILABLE DATA AND INFORMATION
- 3.5 DELIVERABLES



## SECTION 3

### PROJECT DESCRIPTION

#### 3.1 GENERAL INFORMATION ON THE PLAN

The purpose of the Recreation Master Plan is to define the future direction of recreation services, programming, and infrastructure within Fort Frances. In addition, the plan will help define the municipal recreation & cultural philosophy, and will provide a framework for decision-making, based upon the recreational needs of the community. The plan will serve as a rallying point for all community recreational pursuits and will be instrumental in advancing and enhancing the recreational offerings throughout the community.

The primary objectives of this master plan include, but are not limited to:

1. Conduct a comprehensive review of the current community recreation delivery system,
2. Identify and assess existing recreation facilities,
3. Identify new, or enhance current, multi-use facility and park developments, and
4. Examine the current municipal recreation department structure, including municipal funding and/or subsidies for community and recreation organizations.

The intent is to create a comprehensive inventory of community recreation amenities, and to help the Town better understand its residents and their recreation needs and wants.

Through input from the community and key stakeholders, the plan can be used as a foundation or starting point when considering recreational programming, infrastructure, and community development initiatives.

The plan will be a living document and will serve as the beginning of a new era of recreation in the Town of Fort Frances.

#### 3.2 GENERAL SCOPE OF WORK

The Town of Fort Frances expects that the following tasks will be identified in the submitted proposals, indicating a specific approach for each task:

- a. Existing Conditions/Background Information (*Review of the current recreation delivery system*).
  - i. Review current and future community needs while identifying gaps and priorities with respect to parks, trails, open spaces, recreation facilities, community programs, services, and events.
  - ii. Identify and evaluate emerging trends in recreational programs and services, examine and predict the impacts of trends in services, complete a trends analysis assessing what are the most likely needs for parks, recreation facilities, programs, and services.
  - iii. Review the Town's parks, recreation services, and programs in order to:
    - develop service profiles,
    - improve understanding of the services currently provided so that the community, council, and staff can make informed decisions regarding those services, and
    - ensure that they are being delivered in a manner that meets resident and other users' expectations.

- iv. Determine if the current mix of programs, services, and events (public, private and not for-profit) available to residents is balanced, accessible, and appropriately addresses the current and future needs of both the residents and visitors of this community.
  - v. Review the overall guiding department mandate to ensure up-to-date guidance in the delivery of parks, recreation and facility services that align with Council's priorities, and reflects the input of the community.
  - vi. Review cultural programming supports, collaborations and partnerships, and make recommendations to engage participatory opportunities.
  - vii. Promote healthy living, increased physical activity, and personal wellness among all age groups and segments of the community.
  - viii. Facilitate a higher level of community branding and marketing to increase a stronger sense of community.
  - ix. Encourage innovation and enhance the overall quality of life in the community.
  - x. Adopt and encourage a corporate culture that is adaptive to a changing environment and is committed to continuous improvement.
  - xi. Assess the merits of partnership opportunities with community groups, businesses, and organizations to enhance community cooperation and partnerships in the planning and delivery of services and programs.
- b. Assess existing recreation facilities and identify new, or enhanced, multi-use facility and park developments.
- i. Identify future indoor and outdoor space, park, playground, gymnasium, community center, and open space development needs, in consideration of:
    - efficiently locating or consolidating facilities,
    - proximity to facilities in other communities, and
    - amenities and demands based on the trend analysis and enhanced beautification opportunities within the Town, as a whole.
  - ii. Develop prioritized short- and long-term considerations for capital construction.
  - iii. Determine where the Town should expand or curtail events, programming, services, and facilities in areas such as, but not limited to, the following: a) children, b) youth, c) seniors, d) lower income, e) community engagement, f) special needs, g) direct programming, and h) facility allocation.
  - iv. Location options for future opportunities to provide additional facilities and amenities including, but not limited to, single purpose and multi-purpose facilities, trails, parks, natural, and open spaces, outdoor/indoor sport facilities, active and passive space for spontaneous use.
- c. Examine the current recreation department structure, including municipal funding and/or subsidies for community and recreation organizations.
- i. Review current policies and procedures with respect to reducing barriers to participation.
  - ii. A current and future look at the role volunteers play in the provision of parks and recreation services.
  - iii. Assessment of the current organizational structure, staffing capacity, and resource allocation to achieve the desired goals and objectives of the plan.
  - iv. Identify potential cost savings and efficiencies that can be used to support existing and/or new services that align with community expectations and requirements.
  - v. Identify key grant programs or funding strategies that could maximize potential opportunities/partnerships in the community.
  - vi. Evaluate the current facilities and identify any facilities that should be recommended as surplus to the Town.

- vii. Assess the merits of partnership opportunities with community groups and organizations (school boards, institutions, community groups, user groups, and other municipalities, public & private facilities).
  - viii. Assess User Pay Philosophy.
- d. Stakeholder Engagement
- i. Undertake a comprehensive and innovative public consultation process that is targeted and focused on its approach, to communicate with all key internal and external stakeholders throughout the project, keeping them informed of progress and specific opportunities to be engaged, and provide residents and users with an opportunity to provide input into which parks, programs, recreation, and culture services they value and how well we are doing in delivering them.
  - ii. Prepare and execute a thorough internal and external stakeholder engagement and communications strategy.
- e. Cost Estimates
- i. Maximum total cost of the project, for each project component, broken down by deliverable, where major tasks or milestones, field inspection work, report writing, printing costs and other disbursements are listed separately.
  - ii. Per diem rates for key personnel involved in the project and an estimate of the number of hours that project staff will spend on each specific task.
- f. Final Report
- i. Provide progress reports for each milestone in the approved work plan to the Town, as appropriate.
  - ii. The Recreation Master Plan document should be concise, user friendly, innovative, and visionary, with the end user in mind, making it a useful tool in parks and recreation planning for the Town of Fort Frances.
  - iii. The Master Plan document should be structured in four parts: a) background information, b) analysis, c) recommendations, and d) implementation. The consultant will be responsible for ensuring community/Council support for the Master Plan recommendations.

### 3.3 DURATION OF PROJECT

It is anticipated that the final report will be submitted on or before October 30, 2023.

### 3.4 AVAILABLE DATA AND INFORMATION

The following documents are accessible via the encrypted hyperlink:

- [Official Plan \(2011\) and schedules, \(not consolidated with amendments\)](#)
- [Zoning By-law 03/14 and schedules, \(not consolidated with amendments\)](#)
- [Town of Fort Frances Community Improvement Plan](#)
- [Town of Fort Frances Strategic Plan](#)
- [Town of Fort Frances Asset Management Plan](#)
- [Town of Fort Frances Policy Manual](#)
- [Town of Fort Frances User Fee By-Law](#)

Proponents interested in obtaining the following reports and information must provide a data share link for the following documents to be submitted:

- Town of Fort Frances Active Transportation Plan
- Land Use and Economic Development Feasibility Study for the Redevelopment of the Shevlin Wood Yard and Gateway to Fort Frances
- Existing planning application forms
- Town of Fort Frances – Brand Standards – 2014
- Current Official Plan and Zoning By-law amendments
- Strategic Land Use Plan – Former Fort Frances Mill Properties

### **3.5 DELIVERABLES**

The consultant is responsible for providing the Town with the following items:

- Five (5) bound copies, including all maps, illustrations, and schedules of the final report.
- Two (2) USB drives with Word and PDF electronic copies of the final report including all maps, illustrations, and schedules.
- All documentation submitted shall meet AODA requirements.
- Any supporting items as mutually agreed by the Town and consulting team.

## **SECTION 4**

### **PROPOSAL REQUIREMENTS**

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- 4.1 PROPOSAL REQUIREMENTS SUBMITTED BY CONSULTING FIRM
- 4.2 PROPOSAL EVALUATION
- 4.3 OCCUPATIONAL HEALTH & SAFETY PLAN
- 4.4 CONTRACT

## SECTION 4

### PROPOSAL REQUIREMENTS

#### 4.1 PROPOSAL REQUIREMENTS SUBMITTED BY CONSULTING FIRM

The proposals prepared by the consultants will clearly indicate that the study will be carried in accordance with the **Terms of Reference 23-CS-01**.

Each consultant's proposal must contain at least, but is not necessarily limited to the following:

- 1) A work chart or work schedule showing the timing of the major tasks and milestones.
- 2) The consulting firm shall describe their previous work of this type, highlighting their experience and expertise with the specific requirements of this project. If the firm intends to partner with others to complete certain components, the experience and expertise of those partner companies must also be described, citing previous relevant work.
- 3) The consulting firm shall identify the Project Manager and other staff and list the responsibilities of each. Qualifications of the firm's Project Manager and key personnel should be outlined. Any substitution of staff during the course of the project works will not be permitted without approval of the Chief Administrative Officer or designate.
- 4) Maximum total cost of the project, for each project component, broken down by deliverable, where major tasks or milestones, field inspection work, report writing, printing costs and other disbursements are listed separately.
- 5) Per diem rates for key personnel involved in the project and an estimate of the number of hours that project staff will spend on each specific task.
- 6) A listing of any special circumstances required to complete the project.
- 7) Identify any possible gaps in the Terms of Reference and how these gaps will be taken into account in the project activities.
- 8) Submit a listing of previous projects of similar scale or type completed for Municipal clients.
- 9) Four (4) hardcopies of the proposal & one (1) electronic version will be submitted in pdf format.
- 10) All other Documents will be in MS (Word & Excel) Office & PDF Format.

## 4.2 PROPOSAL EVALUATION

The Town of Fort Frances will review the proposal submitted by each individual firm on a scoring system that will be utilized on the following categories:

- 1) Quality of the proposal submitted including approach and methodology
  - Ease of understanding;
  - General approach;
  - Proposed public and stakeholder consultation;
  - Understanding of project objectives;
  - Quality and presentation of the proposal; and
  - Proposed level of effort.
- 2) Experience in completing similar plans
  - Experience with similar projects;
  - Experience with rural northern communities;
  - Experience with municipalities of 10,000 people and less; and
  - Familiarity and experience in Northwestern Ontario.
- 3) Key Personnel assigned to the project
  - Public and Stakeholder Engagement experience;
  - Qualifications; and
  - Local knowledge, understanding of the area, and direct experience
- 4) Proposal Cost and perceived overall value of services proposed.
- 5) Work plan & schedule.

It should be clearly understood that the Town of Fort Frances has the right to assign weighting to each of the five (5) above mentioned categories and if any proposal submitted fails to include any mandatory requirements as outlined in the Terms of Reference, the proposal is automatically disqualified.

## 4.3 OCCUPATIONAL HEALTH & SAFETY PLAN

The proposed Occupational Health and Safety Plan shall outline the firm's general approach to Occupational Health and Safety.

The consulting firm will be responsible for meeting all of the "employer" obligations under the Occupational Health and Safety Act (OHSA) and shall ensure that all work is carried out in accordance with the OHSA and all applicable regulations. This includes but is not limited to, the duties to: provide a safe workplace; provide information and educate the workers on workplace hazards; appoint a competent supervisor; prepare and provide a health and safety policy; implement a comprehensive health and safety program to support the policy; and take every reasonable precaution to protect the health and safety of workers.

#### **4.4 CONTRACT**

The consulting firm shall include a draft contract of engagement with their proposal.

The consulting firm shall enter into a contract with the Corporation of the Town of Fort Frances. The contract shall indicate that work to be undertaken shall be done to the satisfaction of the Municipality according to the request for proposal and for the amount agreed upon by the two parties. The contract shall also indicate that no additional money shall be paid to the consulting firm for any additional work for which prior authorization has not been given in writing. The contract shall contain, as a minimum, the Request for Proposal and the Proposal accepted.



**APENDIX "A"**

**FORM OF PROPOSAL**

**5.1 DECLARATION**

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 (or signatures) of proper officers as provided below, has any interest in the proposal.

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

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

I/We further declare that no employee of the Town of Fort Frances will become interested, directly or indirectly as a contracting party or otherwise in the supplies, work or business to which it relates or in any portion of the profits thereof, or in any such supplies to be therein or in any of the monies to be derived there from.

I/We further declare that the undersigned is empowered by the Proponent to negotiate all matters with the Corporation of the Town of Fort Frances' representatives, relative to this proposal.

I/We further declare that the agent listed below is hereby authorized by the Proponent to submit this proposal and is authorized to negotiate on behalf of the Proponent.

I/We further agree in submitting this Proposal, we recognize the Town may accept any Proposal in whole or in part, or elect to reject all proposals.

**ACKNOWLEDGEMENT OF ADDENDA**

I/We have received and allowed for **ADDENDA NUMBER \_\_\_\_\_** in preparing my/our proposal. Insert #'s or "none"

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

**NOTE: Failure to sign this page and return with your submission will result in non-acceptance of your submission.**

**FROM:** \_\_\_\_\_

**Contact:** \_\_\_\_\_

**DELIVER PROPOSAL TO:**

**Town of Fort Frances  
320 Portage Ave Fort Frances, Ontario P9A 3P9  
Attn: Faisal Anwar, CAO**

Description: Recreation Master Plan RFP No. 23-CS-01

Closing Date: March 28, 2023, at 2:00 p.m. (CT)

Late proposals will NOT be accepted.