



**TOWN OF DEEP RIVER**

**TERMS OF**

**REFERENCE FOR**

**RECREATION & CULTURE MASTER PLAN**

**RFP-2024-001**

**July 12<sup>th</sup>, 2024**

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TOWN OF DEEP RIVER  
REQUEST FOR PROPOSAL  
FOR  
RECREATION & CULTURE MASTER PLAN  
RFP-2024-001

The Town of Deep River wishes to obtain proposals from a reputable consulting firm to complete a comprehensive Recreation & Culture Master Plan. Submissions are restricted to those consulting firms that can demonstrate qualifications and experience in the field of Recreation, in particular, previous experience preparing municipal Recreation & Culture Master Plans.

Sealed proposals, and clearly marked shall be submitted to:

**RECREATION & CULTURE MASTER PLAN RFP-2024-001**  
**Dave McCarthy, Director of Operations**  
**Town of Deep River**  
**100 Deep River Road, PO Box 400**  
**Deep River, ON, K0J1P0**

and must be received no later than:

**Friday August 9<sup>th</sup>, 2024 AT 2:00 P.M. (EST)**

Proposals will be opened publicly and read aloud immediately thereafter electronically, Teams meeting link to be sent out on August 9<sup>th</sup>, 2024 prior to the electronic opening. Questions regarding this proposal must be directed to Dave McCarthy by email: [dmccarthy@deeperiver.ca](mailto:dmccarthy@deeperiver.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.

# **1 GENERAL INFORMATION AND INSTRUCTIONS**

## **1.1 INTENT OF THE REQUEST FOR PROPOSALS**

The Town of Deep River (the Town) is soliciting proposals from qualified consultants for an in-depth consultation and planning process that will result in a comprehensive Recreation & Culture Master Plan (the plan). The successful proponent will be responsible for undertaking all works related to the investigation, consultation, engagement, and preparation of the plan.

## **1.2 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.

## **1.3 CLOSING DATE**

The Request for Proposals closes at 2:00 p.m. Local Time (E.S.T.), Friday, August 9th, 2024 and will be publicly opened immediately thereafter electronically, Teams meeting link will be sent prior to the meeting.

Four (4) hardcopies of the proposal & plus one electronic version will be submitted in PDF format, fully completed, sealed and marked "RFP-2024-001 must be delivered by mail or otherwise, to the Dave McCarthy, not later than 2:00 p.m. (E.S.T) on the closing date.

Late proposals will not be accepted and will be returned unopened.

## **1.4 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.

## **1.5 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 Director of Operations immediately by e-mail.

Verbal instruction and/or communications will not be accepted

## **1.6 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.

## **1.7 PROPOSAL WITHDRAWAL AND AWARD**

Proposals received 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.

## **1.8 MUNICIPAL FREEDOM OF INFORMATION 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.

## **1.9 PAGES NUMBERED**

All pages of the proposal document submitted must be numbered.

## **1.10 LOCATION OF DEEP RIVER**

The Town of Deep River is located in the County of Renfrew, Ontario, Canada. Located along the Ottawa River, it lies approximately 200 kilometers north-west of Ottawa on the Trans-Canada Highway. Deep River is opposite the Laurentian Mountains and the Province of Quebec. The name Deep River purportedly derives from the fact that the Ottawa River reaches its greatest depth just outside the town.

The primary industry centers on research at the Chalk River location of Canadian Nuclear

Laboratories (CNL), a facility of the Chalk River Laboratories about 10 kilometers east of Deep River on Highway 17.

Per Statistics Canada's 2021 Census of Population, the Town of Deep River indicated a population count of 4,175 living in 1,866 of its 1,981 private dwellings, a change of 1.6 percent from 2016.

## **1.11 INQUIRIES**

Questions regarding the Terms of Reference must be directed to:

Dave McCarthy  
Director of Operations  
Town of Deep River  
100 Deep River Road, PO Box 400  
Deep River, Ontario, K0J1P0  
613-584-2000 ext. 112  
[dmccarthy@deeperiver.ca](mailto:dmccarthy@deeperiver.ca)

Questions, if any, shall be submitted no later than August 2<sup>nd</sup>, 2024 at 4:00 PM (EST).

## **2 PROJECT DESCRIPTION**

### **2.1 INTRODUCTION**

The Town of Deep River is seeking proposals from professional consultants interested in the provision of consulting services for the development of a comprehensive and innovative Recreation & Culture Master Plan that will allow the municipality to strategically manage recreation programming, events, activities, facilities and services. The successful applicant will be responsible for undertaking all works related to the investigation, consultation, and preparation of the plan. The proposal must meet all requirements outlined in this document.

### **2.2 PROJECT OVERVIEW**

The purpose of the plan is to help identify recreation service priorities through the provision of a comprehensive, community-wide review and needs assessment. From there, the consultant will provide appropriate recommendations, while satisfying all stated objectives. It is imperative that the process be built upon solid community engagement principles, as residents and key stakeholders will need to be engaged throughout.

When finished, the plan will help Administration and Council make strategic decisions that best meet the needs of the community. It will provide guidance and clear recommendations on community needs related to recreation programming, event planning, service provision, parks (greenspace available for public recreation), and recreation facility usage/development, and will serve as a guiding document for future development and redevelopment over the next ten years.

### **2.3 PROJECT OBJECTIVES**

The primary goal of the project is to develop a plan with a “for the people, by the people” approach. It is a priority that extensive community engagement occurs throughout the process, as the intent is to have extensive community input into the development of the plan.

The Town requires the following key objectives be met:

1. The creation of an impactful vision for the delivery of recreation and cultural programming that reflects the varied needs, interests and priorities of the community, while also aligning with the priorities of Council.
2. The development of a comprehensive inventory of Recreation and Culture programs, services, events, and relevant facilities – including an analysis on utilization levels, capacity, and sustainability of these particular items.
3. The completion of a detailed needs assessment/gap analysis to determine the current and desired states of recreation in the community, while identifying gaps, barriers, and opportunities relative to recreation programming, services, events, facilities, parks (greenspace available for public recreation), and trails.
4. Identify partnership opportunities for the enhancement of recreation and cultural programs, activities, events and services.
5. Examine the dedicated community-use spaces currently being utilized in Town-operated recreation facilities (dressing rooms, docks, multi-purpose rooms, etc.) and provide recommendations on how to best manage these particular assets.

6. To ensure that the personal, social, economic, and environmental benefits of recreation and culture are considered throughout the plan.
7. Complete a comprehensive S.W.O.T. Analysis in order to provide a detailed overview of the strengths, weaknesses, opportunities, and threats facing the systems of recreation program/service provision currently being utilized by the Town of Deep River.
8. To clearly identify and assess the diverse recreational needs and wishes of the general public, user groups, community partners, and other key stakeholders.
9. To identify the key funding strategies (including identifying high-potential grant programs) that will help sustain the current service delivery and maximize potential opportunities to enhance overall service provision.
10. Identify opportunities to promote healthy living and personal wellness among all age groups and segments of the community through recreation service provision.
11. Provide meaningful strategies to increase volunteer opportunities and engagement in recreation programs and services.

## 2.4 SCOPE OF WORK

The scope of work represents the Town's best estimate of work needed to accomplish objectives for this project. The Town of Deep River expects that the following groups of tasks will be identified in the submitted proposals, indicating an approach for each task:

### Needs Assessment

- a. Undertaking a comprehensive review of the current state (snapshot) and determine the desired state, and identify gaps and priorities with respect to parks, trails, open spaces, recreation facilities, community programs, services and events, through a robust validated consultation process. With the following outcomes:
  - i. Review level of usage for specific age groups and barriers to participation.
  - ii. Identify differences between users and nonusers of leisure activities.
  - iii. Ascertaining degree of satisfaction in current programs, events, facilities and parks.
  - iv. Identify the priority needs, preferred activities, gaps, and opportunities for age and interest-based sectors of the community in relation to programs, events, facilities and parks.
  - v. Identify the extent to which leisure services outside the community are utilized and opportunities for the Town of capture some of this usership.
  - vi. Identify the level of awareness of programs and services offered.
  - vii. Identify preferred program, service, and facility improvements and willingness to pay.

### Programming

- a. Assess community and neighbourhood strengths, weaknesses, opportunities and threats to the delivery of parks, recreation, and cultural services.
- b. 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.
- c. Determine where the Municipality should expand or curtail events, programming, services and facilities in areas such as, but not limited to the following:
  - i. Children, youth, older adults, lower income, community engagement, special needs, direct programming and facility allocation.



- ii. Develop and assess delivery and programming options, recommending preferred options and rationale for same.
- iii. Develop principles for when the Municipality should be directly involved in the delivery of events and programming, and when they should support or not be involved.

#### Recreation Facilities

- a. Develop prioritized short, medium and long-term capital improvement plans (10- year period) for upgrades to existing facilities and new construction (including outdoor sports facilities, multiplex facilities, standalone facilities and cultural facilities). Long term projects include major construction or acquisitions and considers needs, locations / distribution, schedules and financial strategies. All potential projects / upgrades would be accompanied by general cost estimates and an identified corresponding year.
- b. Develop goals and objectives for the provision of facilities as it reflects programs and services for the short, medium and long term.
- c. Evaluate facility location and design in relation to demographic requirements over the life of the Plan.

#### Parks and Open Space

- a. Evaluate the existing inventory of parks and open space (including all trails, and existing amenities) based on the active and passive opportunities the spaces provide.
- b. Determine a viable park and open space hierarchy and rationalize the suitability for users and the Town of Deep River now and into the future (i.e. what is suitable in a / for a neighbourhood park or community park, greenspaces, specialty parks, etc.).
- c. Determine suitable locations and provide rationale for specialty parks, such as dog parks and RV parks.

#### Policy Considerations

- a. Town of Deep Rivers' role in providing recreation, parks, facility and cultural opportunities from a community wide perspective as well as from a visitor's perspective.
- b. Assessment of the array of programs and services currently provided in relation to community needs and desires over the life of the Master Plan.
- c. The relationship between municipal services and those provided by other local agencies, organizations and the private sector.
- d. The role of existing partnerships in guiding the development of community partnership arrangements in the future.
- e. A contemporary and future look at the role that volunteers play in the provision of parks and recreation services.
- f. Changes required or needed to current policies and processes to move the current status quo to a desired future state.
- g. Location options for future opportunities to provide additional facilities, parks and amenities including but not limited to single purpose and multipurpose facilities, trails, parks, natural and open spaces, outdoor/indoor sport facilities, active and passive space for spontaneous use.
- h. Evaluate facility, indoor and outdoor, recreational needs over the short, medium- and long-term life of the plan.
- i. Evaluate the existing inventory of parks and recreational facilities based on a shift towards multiuse and multipurpose experiences.
- j. Assessment of the current organizational structure, staffing capacity and resource

- allocation to achieve the desired goals and objectives of the plan.
- k. Provide recommendations on best practice models for operational and long-term improvement funding of recreational and cultural services in Deep River, including shared funding and services with neighboring municipalities.

## **2.5 CONSULTATION & ENGAGEMENT**

In order for this plan to be successful, a key priority of the Town of Deep River is to ensure that community engagement is a key component of the planning process. As such, proposals must have a detailed overview of how the community, Town Council, staff/administration, community partners, community user groups, and other key stakeholders will be engaged. At minimum, the consultation must include:

1. Meetings and/or interviews with all members of Town Council, the CAO, the Director of Operations, the Recreation Coordinator, Facility Supervisor, and other members of the management team as decided by the Director of Operations.
2. Meetings with all user groups, key stakeholders, community partners, service clubs, youth, and the public-at-large.
3. The application shall include an outline of methodologies that will be utilized for outreach and engagement. Options must include a combination of the following: open-houses, interviews, round-table discussions, meetings, and community presentations. In addition, other options for consideration consist of: social media forums, surveys, print advertisements, and web-page interaction, among others.

## **2.6 TIMELINE**

Proponents should provide a provisional timeline as part of their submission.

It is anticipated that a summary report be submitted and presented to Council at the midway point of the project timeline, at a public meeting of Council.

It is anticipated that the final report be submitted and presented to Council at a public meeting of Council.

Proposals must include sufficient time to ensure the level of engagement is appropriate to achieve the highest level of community engagement possible.

## **2.7 PROJECT DELIVERABLES**

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

1. An update report submitted to Council and Administration, and will be formally presented at a public Council meeting. This report should be brought forward at the midway point of the project timeline.
2. A final report that satisfies all primary and secondary objectives (items 2.3 & 2.4). The report will be submitted to Council and Administration, and will be formally presented at a public Council meeting.
3. Four (4) bound copies, including all maps, illustrations, and schedules of the final report.
4. One (1) USB drive with a PDF electronic copy of the final report including all maps,

illustrations, and schedules.

5. All documentation submitted shall meet AODA requirements.
6. Any supporting items as mutually agreed by the Town and consulting team.

## **2.8 AVAILABLE DATA AND INFORMATION**

The following documents are accessible via the encrypted hyperlink:

- [Official Plan and schedules](#)
- [Zoning By-law and schedules](#)
- [Town of Deep River Community Improvement Plan](#)
- [Town of Deep River Strategic Plan](#)
- [Town of Deep River Asset Management Plan](#)
- [Town of Deep River User Fee By-Law](#)
- Town of Deep River Recreation & Facility Policies:
  - [Marina Rules, Regulation & Procedures](#)
  - [Standard Swim Test Community Pool](#)
  - [Recreation Refund Policy](#)
  - [2022 Recreation Parks & Facilities Overview](#)

## **3 PROPOSAL REQUIREMENTS**

### **3.1 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 RFP-2024-001.

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 and objectives 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 Director of Operations.
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 & plus one electronic version will be submitted in
10. All other Documents will be in MS (Word & Excel) Office Format.

### **3.2 PROPOSAL EVALUATION**

The Town of Deep River will review the proposal submitted by each individual firm during after the closing date. The matrix noted will be used to compare the scores of each evaluator, and consensus will then be reached through discussion internal to the committee.

Evaluation Criteria Table

Item	Evaluation Criteria	Rating (1-5)	Weight	Actual Score	Possible Score
1	<u>Team Experience</u> <ul style="list-style-type: none"> <li>• Qualified Staff with professional affiliation/membership</li> <li>• Experience of key professional staff assigned to this project</li> <li>• Effectiveness of consultant on previous projects</li> </ul>		X4		20
2	<u>Methodology/Quality of Approach</u> <ul style="list-style-type: none"> <li>• The proposed approach of the firm to complete the project</li> <li>• How does the firm envision the project</li> </ul>		X5		25
	<u>Understanding of Project Objectives</u> <ul style="list-style-type: none"> <li>• Knowledge of Municipality &amp; Community</li> <li>• Interpretation of scope of services and identification of key issues</li> </ul>		X5		25
3	<u>Previous Experience of Firm</u> <ul style="list-style-type: none"> <li>• Depth of experience (years in business)</li> <li>• Proven experience and success in providing similar municipal projects.</li> </ul>		X3		15
4	<u>Project Schedule</u> <ul style="list-style-type: none"> <li>• Understanding of process</li> <li>• How will the required objectives be met</li> </ul>		X3		15
5	<u>Fees and Expenses</u> <ul style="list-style-type: none"> <li>• Fee comparison to proposed work</li> <li>• Inclusive of additional fees (e.g. mileage, disbursements, travel time)</li> </ul>		X4		20
6	<u>Overall Quality of Proposal</u> <ul style="list-style-type: none"> <li>• Organization and clarity</li> <li>• Completeness and content</li> <li>• Overall presentation</li> </ul>		X5		25
<b>Total Score</b>					<b>145</b>

Each rating criteria will be evaluated, and points based on the following numerical scoring system.

Rating		Description
5	Excellent	Exceeds the requirements of criterion in superlative beneficial ways and is very desirable.
4	Very Good	Exceeds the requirements of criterion and provides added value beneficial to Town's needs
3	Good	Exceeds the requirements of the criterion but in a manner which is particularly beneficial to the Town's needs
2	Average	Adequately meets most of the requirements of the criterion. May be lacking in some areas which are not critical
1	Poor	Addresses most, but not all, of the requirements of the criterion to the minimum acceptable level. Lacking in critical area
0	Unsatisfactory	Does not satisfy the requirements of the criterion in any manner.

### 3.3 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 Deep River. 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.

# 4 APPENDIX "A"

## FORM OF PROPOSAL

### 4.1 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 Deep River 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 Deep Rivers' 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.**

## 5 DELIVERY

FROM:
Contact:

DELIVER PROPOSAL TO:

**Town of Deep River**  
**Attn: Dave McCarthy, Director of Operations**  
**100 Deep River Road, PO Box 400**  
**Deep River Ontario K0J1P0**  
**dmccarthy@deepriver.ca**

Description: Recreation Master Plan RFP-2024-001 Closing Date: August 9th, 2024, at 2:00 p.m. (ET)

Late proposals will NOT be accepted.