

**FINAL DRAFT
(Mar. 3/08)**

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SUSTAINABLE DEVELOPMENT STANDARDS/GUIDELINES
RFP**

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Town of Markham Sustainable Development Standards and Guidelines: Request for Proposals

1.0 STUDY PURPOSE:

1.1 Introduction:

Since the 1990's the Town of Markham has made the decision to plan communities based on the principles of New Urbanism. New Greenfield communities were planned on the principles of New Urbanism, including higher density, mixed use, compact urban form, a grid network of streets conducive to transit and pedestrian movements and an emphasis on the public realm (e.g. Cornell, Angus Glen and Cathedral Community). After a decade of moving toward sustainable community design, the Town now wishes to focus on quantifiable measures of sustainable development through careful attention to all aspects of site planning.

The Town of Markham intends to prepare Sustainable Development Standards and Guidelines. The goal is that the application of the standards and guidelines will further reduce the impact of development on the environment (low impact development) and create more sustainable buildings and communities. The Town wishes to retain a lead consultant to prepare "Made in Markham" standards and guidelines for site-specific new development. New development includes all residential (medium and high density); commercial, retail, industrial, institutional and mixed use developments at the precinct, block and site level. The study area is the entire Municipality of Markham.

The Town of Markham considers these proposed Standards and Guidelines as an extension and replacement for its Interim Guidelines, which are being implemented in 2008 for all medium and high density residential buildings, low-rise residential buildings, ICI buildings and municipal buildings.

1.2 Interim Guidelines and Proposed Guidelines:

The Town of Markham is adopting interim guidelines for medium and high-density residential buildings to achieve a range of sustainable measures, including: LEED Canada NC Silver; significant water conservation measures; conformity within Transit-Oriented Development (TOD) Guidelines; and 3-Stream Waste Management System. These measures mirror York Region's "Sustainable Development through LEED" program.

Interim Guidelines for low-rise residential buildings are based on the requirements of the Energy Star program. Interim Guidelines for ICI buildings are based on a project-by-project review of developments to promote the ability of these developments to meet LEED and Energy Star based measures for reducing the heat island effect, reducing storm water run-off, increasing infiltration, rain water harvesting, grey water re-use, cool roofs and green roofs, permeable paving, landscaping, energy efficiency and general water conservation.

The proposed Guidelines must achieve at least the levels set by the Interim Guidelines, and exceed them wherever possible. For example, low-density residential buildings are currently under study for a new LEED HOME program, so these measures should be considered along with Energy Star measures in the preparation of these Guidelines. ICI building performance should also be reviewed with LEED Canada NC measures, since these measures were developed initially to promote sustainability in ICI buildings. And the proposed Guidelines for medium and high-rise residential buildings must meet, if not exceed, the Interim Guidelines that require a LEED Canada NC Silver designation. Municipal buildings, whether new or renovated, must meet at least LEED Canada NC Silver requirements.

1.3 Study Purpose and Objectives:

The Sustainable Development Standards and Guidelines Study will be done in two phases. Phase 1 of the study will focus on sustainable development at the Precinct, Block and Site level, while Phase 2 of the study will address sustainable development issues at the Neighbourhood or Community level including low-density residential development. This Request for Proposals is for the Phase 1 Study, at the Precinct, Block and Site Level. Phase 2 of this study, at the Neighbourhood level, will be initiated in 2009.

This study needs to address (to the extent possible) many important sustainability measures for the Town of Markham, including: sustainable sites and built form; reducing water use and storm water run-off; reducing energy use for transportation and for buildings; reducing construction waste and solid waste; reducing the heat island effect; increasing rain water infiltration and ground water recharge; increasing the urban tree canopy; protecting and enhancing natural and wildlife habitats; increasing the use of renewable energy sources; creating energy efficient buildings; improving indoor air quality; and encouraging pedestrian friendly, transit supportive and healthy communities.

The purpose of these Phase 1 Guidelines is to develop sustainability principles, standards and guidelines with clear and quantifiable performance measures that meet and exceed the measures in the Interim Guidelines. These measures will be applied to guide and evaluate future development proposals, both in the private realm and in the public realm.

The objectives are to formulate a sustainable approach to site planning and development. The approach will be implemented through the creation of a practical, measurable and innovative set of sustainable development guidelines.

There is also significant support for sustainable development at the Provincial level, including a Provincial Policy Statement that encourages sustainable development, as well as the Growth Plan for the Greater Golden Horseshoe. Bill 51 allows municipalities to ask for and implement sustainable development. The Planning Act offers a broad framework to address sustainability through the development approvals process. There are also non-regulatory tools to achieve some of the objectives, such as education, competitions, and financial incentives.

The guidelines are aimed at achieving sustainability levels for development in the following categories:

- Sustainable Sites and Built Form
- Improved Energy Efficiency in Buildings
- Improved Air Quality: Outdoor & Indoor
- Improved Water Quality and Efficiency
- Management of Solid Waste
- Enhance Urban Ecology

1.4 Use of These Guidelines:

These guidelines will assist the Town of Markham ensuring sustainable new developments at the block and site levels.

The guidelines will be used by all major participants engaged in development in the Town of Markham. These include developers; their planning, design and engineering consultants; builders and property owners; and Town of Markham staff. These guidelines will be used by the Town of Markham in the proposed intensification of its Key Development Areas (KDA's), intensification corridors such as Highway 7, commercial and institutional buildings, and other developments. They will also be used for guiding the sustainability component of a new Official Plan, Secondary Plans, Official Plan Amendments, Zoning By-law Amendments and Site Plan Agreements.

1.5 Implementation:

The implementation strategy developed for this study will be key to its success. It is essential that the study findings are crafted into guidelines that are practical, convenient, easy to use, and consistent in their outcomes.

Guidelines should be based on an internationally recognized set of measures, such as LEED Canada NC, but modified to suit local conditions and priorities in Markham through identifying mandatory requirements in these areas rather than voluntary measures; in effect, a “LEED Markham” strategy. The study should refer to the recently approved Markham Centre Performance Measures Document.

The study should also recommend methods for the implementation of these guidelines, through regulation, incentives, on-going education and other means.

1.6 Markham Centre Performance Measures:

The study should use the Markham Centre Performance Measures document (MCPM) as a reference. This set of measures was prepared through the Markham Centre Advisory Group. The measures address many of the same questions being asked in this study, and the MCPM study offers an integrated approach to developing and evaluating development proposals on the basis of sustainability and good design principles, including LEED criteria where applicable. The MCPM study content, outcome and process may offer precedents for application in this study.

1.7 Background Studies:

Several existing studies and policies are relevant to this study, including, but not limited to the following. The proponent is encouraged to identify other studies, precedents & sources of background information

- Markham Official Plan
- Markham Centre Performance Measures
- Planning Act, as amended by Bill 51, specifically S41, S51, S53, S34, S28, S2, S16
- LEED New Construction
- LEED Neighbourhood Development
- Town of Markham Environmental Policy Review and Consolidation Study
- Growth Plan for the Great Golden Horseshoe
- Rouge River Watershed Plan: Towards a Healthy & Sustainable Future, 2007, TRCA
- Markham Engineering Design Standards
- TRCA and York Region Environmental Servicing Master Plan
- York Region OP Policies , i.e.: Centres and Corridors
- York Region policy, “Sustainable Development through LEED”

- The Sustainable Site Initiative, Standards & Guidelines: Preliminary Report dated November 1, 2007, American Society of Landscape Architects (ASLA)
- Sustainable Development Guidelines from other municipalities
- Markham Strategic Transportation Plan
- Small Streams Study
- Markham Interim Guidelines for Sustainable Development

2.0 STUDY PROCESS:

2.1 Scope of Work:

The scope of work for this study is broad and flexible even though it has to satisfy Town of Markham expectations, plus those of a host of major stakeholders. Innovation, creativity and leadership are expected of the consulting team during this study.

The study will be managed by the Planning and Urban Design Department, with support from staff of the Engineering, Building and Operations Departments in the form of a Technical Advisory Committee. The team will report to a Steering Committee consisting of Council members of the Environmental Issues Committee, major stakeholders, and selected technical and professional experts. This study will need to integrate the needs of members of the Technical Advisory Committee, such as the Engineering Department, which has several ongoing studies regarding standards for transportation and engineering issues, and the Building Department, which implements the Ontario Building Code. This study will need to look at implementation strategies that accommodate the regulations, standards and operational requirements of these Departments.

The guidelines will be developed through an extensive consultation process, including Council, municipal staff, representatives from the development industry, neighbourhood and business associations, and other major stakeholders. The basis for consultation is Council's direction to prepare Sustainable Development Standards and Guidelines that meet and/or exceed the Interim Guidelines, and how to achieve these measures with input from the broader community.

The Consultant will prepare for and arrange meetings, focus groups, open houses, workshops and other consultation activities required for the study. The Town will arrange for the location. The Consultant will prepare notices for all public events, which will be posted on the Town website. The consultant will prepare regular newsletters reporting on the status of the study, which will be posted on the Town website.

The proposal should address the consultation component with a specific work program, schedule, participants, methods and deliverables.

Many of the development elements mentioned below are addressed by LEED ND, LEED Canada NC and Green Globes, as well as Energy Star. The scope of work is to use one or more of these internationally recognized standards as references to create a clear, easy-to-use, measurable, point-based ranking system to establish the requirements for a set of sustainable development standards and guidelines that go beyond existing standards and cover additional aspects of sustainability. Several of the items identified in LEED, for example, are already required in Markham for new development; whether at the site or subdivision level (e.g. LEED Silver, water conservation and 3-Stream waste management for medium and high density residential buildings under Interim Guidelines). These items should be considered as pre-requisites toward a minimum number of points required to meet the new level of sustainable development as envisaged by the proposed guidelines. Furthermore, LEED certification can be obtained without satisfying all the LEED categories of Sustainable Site, Water Efficiency, Energy & Atmosphere, Materials & Resources, and Indoor Environmental Quality, even though each category is important for this study (cf. Markham Interim Guidelines). This study should set minimum targets in each category.

The scope of work should include, but not be limited to, an analysis of sustainable development elements mentioned in the categories listed below. These elements will lead to the development of sustainable standards and guidelines.

2.1.1 Sustainable Sites and Built Form

- Transit accessibility for site
- Pedestrian focused streets, squares and public open spaces
- Create strong “sense of place” in a community
- Pedestrian infrastructure, Cycling infrastructure
- Green infrastructure, greenways, parks & natural heritage
- Attractive built form that creates human scale, interesting streets & squares
- Building placement and layout for promotion of pedestrian friendly spaces
- Building front doors to face street
- Sunlight access for streets and public spaces
- Minimize Heat Island Effect: Roof and Non-Roof
- Light Pollution Reduction
- High quality streetscapes and public spaces
- Development based on energy conservation, district energy, renewable resources

2.1.2 Improved Energy Efficiency in Buildings

- Energy Efficient Building Design
- Energy Efficient Fixtures and Appliances
- Use of Renewable Energy Sources
- Maximize day lighting through Building Orientation
- Energy efficient motors, controls, equipment & systems commissioning

2.1.3 Improved Air Quality: Outdoor & Indoor

- Encourage Public Transit Use
- Encourage Cycling Infrastructure
- Encourage Pedestrian Infrastructure
- Discourage Single-Occupancy Automobile Use
- Minimize Air Pollution through Construction
- Minimize Ozone Depletion from HVAC Equipment
- Improve Indoor Air Quality & Ventilation
- Minimize air contaminants such as VOC
- Maximize use of local materials

2.1.4 Improved Water Quality and Efficiency

- Storm water run-off quality & reduction
- Maximize storm water retention & infiltration
- Reduce water needs for landscaping
- Rain Water Harvesting
- Re-use Grey Water
- Maximize efficiency of fixtures & appliances

2.1.5 Management of Solid Waste

- Management of construction waste
- Re-use of building materials
- Use of recycled materials
- Design of durable, low-maintenance buildings
- Reduction, storage, collection & recycling of solid waste
- Focus on 3 stream waste collection practice

2.1.6 Enhance Urban Ecology

- Enhance urban forest on site
- Enhance urban forest in public realm
- Protect and enhance natural heritage
- Protect and reinforce natural and wildlife habitat, including linkages
- Create bird friendly developments

The elements identified above are illustrative of the topics and are not meant to exclude other elements that will be identified during the course of the study. These elements will evolve into performance measures, as in the Markham Centre Performance Measures, or into development measures.

Each development measure should be described in terms of its relationship to existing Markham standards, if any; the new standard being recommended for the measure; its relationship to other standards (eg. LEED); points or other performance requirements; and possible implementation strategies. These can be accommodated in the form of a chart. However, this represents the intent for the guidelines; more creative and innovative models are also encouraged.

2.2 Work Program:

The following program is offered as a base condition. The consultant is encouraged to propose an alternative, creative and innovative work program that incorporates and exceeds the base condition regarding process, activities, consultation and deliverables, with an explanation re: improvements on the base condition outlined below.

The work program should consist of six phases:

- Background Research & Analysis;
- Consultation;
- Development of Sustainable Development Framework & Guidelines
- Selection and Testing of Sustainable Development Guidelines
- Implementation, Education and Communication Strategy
- Final Report

2.2.1 Phase 1: Background Research and Analysis

In Phase I, the Consultant will conduct research to understand the local regulatory environment and the nature and variety of development in Markham. This typically involves meetings with staff to review background data and material, and site visits of the various neighbourhoods of the municipality. The consultant will provide agendas and minutes for all meetings, and will summarize the relevant background information in preparation for the final study report. Specific responsibilities for Phase 1 include, but are not limited to, the following:

1. Background literature Research & Review
2. Confirm Work Program and Schedule
3. Identification & Categorization of Conventional Standards for Baseline Conditions
4. Best Practices Review
5. Approach and Criteria for Developing Sustainability Framework
6. Identification of Stakeholders

7. Consultation with Town staff
8. Interim Report

2.2.2 Phase 2: Consultation

- Stakeholders Consultation Process: Meetings, focus groups, interviews
- Workshop No. 1: Sustainable Development Overview, Objectives, Measures, Potential Targets
- Meeting with Technical Advisory Committee (TAC)
- Interim Report
- Presentation to Development Services Committee (DSC)

2.2.3 Phase 3: Sustainable Development Framework & Guidelines

- Prepare development framework for incorporating sustainable standards and strategies
- Prepare evaluation model for selecting appropriate sustainable standards
- Develop a draft set of “Made in Markham” standards and guidelines
- Interim Report

2.2.4 Phase 4: Selection & Testing of Sustainable Development Guidelines

- Design Workshop to determine sustainable design measures, methods of testing, and integration into set of inter-related guidelines
- Focused stakeholder consultation (including development industry)
- Meeting with Technical Advisory Committee
- Meetings with Town staff for evaluation and refinement of guidelines
- Demonstration Project: Testing of guidelines on existing project to illustrate conventional development standards, savings/benefits from sustainable standards, cost premium for construction, payback period for different measures
- Interim Report

2.2.5 Implementation & Communication Strategy

- Meetings with Town staff
- Meetings with Technical Advisory Committee to review different categories of guidelines, identify maximum benefits, select mandatory and recommended measures, develop implementation strategies for guidelines
- Implementation strategies to review a range of innovative approaches, including rezoning, conditional zoning, development permits, site plan approval, plus forms of incentives, and a practical outline of a revised Development Approval Process
- Implementation strategy should be done concurrently with communication strategy to showcase education, incentives, pilot projects, public leadership opportunities and an Annual Report Card on the implementation of the guidelines

- Presentation to DSC
- Public Open House
- Interim Report

2.2.6 Final Report

- Meeting with Town staff
- Workshop with Technical Advisory Committee for final review prior to report
- Draft Final Report
- Review by Technical Advisory Committee
- Meeting with Town staff
- Preparation of Final Report
- Presentation to DSC

2.3 Study Output:

The final report will consist of:

- 10 copies of a bound document and CD. The printed document should be 8.5"x11", and may be in colour, but should be designed so that it can be photocopied or produced in black and white without losing legibility or meaning
- An Executive Summary
- Study Purpose and Objectives
- Background Research and Analysis
- Study Process
- Recommendation based on the finding of the study. Recommendations can include OP amendments, by-laws, policies, standards & guidelines
- Implementation strategy including mandatory and recommended standards, minimum acceptable levels, and use of planning instruments such as rezoning, conditional zoning, development permits, site plan agreements, etc.
- Implementation strategy based on Official Plan changes, incentives and education
- Clear, concise and practical implementation strategy, based on phasing and timing
- Provide separate sets of recommendation, guidelines, and implementations strategies for precincts, blocks and sites
- A list of images and illustrations
- Technical Appendices
- Poster for distribution as part of education campaign

3.0 THE REQUEST FOR PROPOSALS PROCESS

3.1 RFP Process & Terms:

The Town has the right to add to the list of bidders as and when they deem necessary.

This RFP process will short-list up to six Proponents to participate in the subsequent interview process. The proponent can consist of any of the following, provided that there is a single point of contact and responsibility;

- 1) a single entity as the Proponent
- 2) a single entity as the Proponent with the inclusion of sub-consultants to form the Project Team, or
- 3) a collection of entities or individuals in a joint venture ("Joint Venture Participants" and "Joint Venture" respectively) to form the Project Team.

3.2 Addenda:

- 1) Prior to the Submission Deadline, the Town may advise Proponents by written addenda of any additions, deletions or alterations to this RFP.
- 2) All Addenda shall become part of the RFP documents. It is the responsibility of each Proponent to review the contents of all Addenda and ensure that they have been taken into account in its proposal.

3.3 Submission Communications:

Proponents must direct all communication with respect to this RFP to the Chief Purchasing Official as identified in Section 5.2.

3.4 Conflict of Interest:

Each Proponent must submit a conflict of interest declaration as part of its Pre-Qualification Submission in response to the RFP.

4.0 RFP EVALUATION AND SELECTION PROCESS

4.1 Selection Committee:

All Proposals will be evaluated through a comprehensive review and analysis by a Selection Committee. The Selection Committee will include representatives from the Town and others as appointed by the Town.

The Selection Committee may, at its sole discretion, retain additional committee members or advisors.

The aim of the Selection Committee will be to select submissions which, in its opinion, meet the Towns' requirements under this RFP and provide the best overall value to the Town, of which fees will be an important but not sold criterion.

The final selection will be done by the Development Services Committee and Council of the Town.

By responding to this RFP, Proponents will be deemed to have agreed that the decision of the Selection Committee will be final and binding.

4.2 Selection Criteria:

The selection of the qualified proponent will be based on fees as well as the following criteria:

- Demonstrated general background, and specific experience in working in a complex municipal environment and in projects of comparable nature, size and scope.
- Description of previous similar projects.
- Demonstrated expertise and prior experience, including sustainable development, urban design and public consultation/design workshops.
- Demonstration of all team members' qualifications and responsibilities.
- Capacity of the Proponent to understand the goals and objectives of the project.
- Detailed knowledge and understanding of Markham's policies re: sustainability, intensification and urban design.
- Approach and methodology.
- Project implementation

4.3 Evaluation Criteria:

Proposals will be assessed on the basis of information provided by the Respondent at the time of submission as well as any additional information provided during subsequent communications with the Respondent. The evaluation of Proposals will be conducted by an evaluation team comprised of staff members from the Town's User Departments and facilitated by staff from the Purchasing Department.

In recognition of the importance of the procedure by which a Respondent may be selected, the following criteria outlines the primary considerations to be used in the evaluation and consequent awarding of this project:

Proposals meeting the mandatory criteria will be assessed against the following criteria. The Town reserves the right to shortlist firms for further evaluation and interviews which may alter the final scoring results. Proposals will be scored based on meeting or exceeding the expectations of the established evaluation criteria. The Town reserves the right to negotiate with the highest ranked proponent.

Evaluation Criteria	Weight
Qualification and Experience	30%
Quality of the Proposal	30%
Project Management	20%
Financial	20%
Total	100%

Selection of a proposal(s) will be based on all the above criteria (but not solely limited to the above) and any other relevant information provided by the Respondent(s). The Town reserves the right to prioritize and change the weight of the evaluation criteria.

All proposals are to be submitted on the understanding that the selection of a proposal for discussion by the Evaluation Committee shall not thereby result in the formation of a contract nor shall it create any obligation on the Town to enter into further discussions.

The Town reserves the right to conduct references on the proponents, the results of which may affect the award decision. Reference checks may not be limited to those supplied by the Bidder.

4.4 Schedule of Events:

<u>Date</u>	<u>Milestone</u>
Mid April 2008	Request for Proposals Issued
Mid May 2008	Submission Deadline
Mid-Late May 2008	Evaluation of Submissions
End May 2008	Selection of Short Listed Proponents
Early June 2008	Interviews
Mid June 2008	Lead Consultant Selected
End June 2008	Project Start-up
March 2009	Completion

This schedule is subject to change and appropriate written notice of any changes will be provided, where feasible.

5.0 RFP SUBMISSION REQUIREMENTS

5.1 General Overview:

Proposals must address the RFP content requirements as outlined herein, must be well ordered, detailed and comprehensive. Clarity of language, adherence to suggested structuring, and adequate accessible documentation is essential to the Town's ability to conduct a thorough evaluation. The Town is interested in submissions that demonstrate efficiency and value for money.

5.2 Submission Documentation and Delivery:

The documentation for each submission:

- Must be submitted in a sealed envelope or container (submissions made by fax, telephone, electronic message or telegram will not be accepted) displaying a full and correct return address.
- Should be limited to preferably 15 pages, double sided, minimum 11 point font, with unlimited appendices.
- Must consist of one (1) original (clearly marked as such on its first page) and eight (8) full photocopies of a Main Submission Document as described in the section below titled Submission Content, including all attachments and appendices as required.
- Must be delivered no later than the Closing Deadline to:

c/o Chief Purchasing Officer
Finance Department
The Corporation of the Town of Markham
101 Town Centre Blvd.
Markham, Ontario
L3R 9W3

Delays caused by any delivery service (including Canada Post and courier) shall not be grounds for any extension of the Deadline, and Proposals that arrive after the Deadline will not be accepted.

5.3 Submission Content

The Submission should contain the following items:

A/ Letter of Introduction - Introducing the Proponent and signed by the person(s) authorized to sign on behalf of and to bind the Proponent to statements made in response to this RFP. This should contain the same signature as the person signing the submission forms.

B/ Table of Contents - Include page numbers and identify all included materials in the proposal submission.

5.3.1 Executive Summary

The Proponents are requested to provide a summary of the key features of the Submission.

5.3.2 Experience and Qualifications of the Proponents

It is important that the Work be undertaken by a Proponent who can demonstrate specific knowledge of and experience in performing similar work for projects of comparable nature, size and scope. In particular, the Proponent should demonstrate the following in its Proposal:

- a) specific experience in working in a complex municipal environment and in projects of comparable nature, size and scope
- b) previous successful involvement in similar projects, regarding sustainable development guidelines illustrated through three (3) to five (5) examples of the Proponents' work in the last 5 years
- c) examples of experience in public consultation and workshops
- d) capacity of the proponent to understand the project goals and objectives and all other project team members' proposed responsibilities and in managing multidisciplinary teams
- e) a minimum of three references with contact information. References will only be contacted if proponents are short listed for interviews. At least one reference will be contacted.

Each reference should include:

- the identity of the reference client organization
- a contact name and title, address and telephone number
- a description of the project
- the timing and duration of the Proponent's involvement in the project
- the services that were provided by the Proponent
- details regarding the scale of the project

Please note that proposals being presented by consortiums that do not include the information requested for each consortium member will not be awarded full marks during the evaluation process. In providing references, Proponents agree that the Town can contact the individuals provided as part of the evaluation process. The Town will make its own arrangements in contacting the references. Substitution of references will not be permitted after the close of the RFP.

5.3.3 Proposed Consultant Team and Resources

It is important that the Work be undertaken by a team that can demonstrate specific knowledge of and experience in performing similar work for projects of comparable nature, size and scope.

In particular, the Proponent should provide the following in its submission, if working as part of a team:

- a) A list of key staff that the Proponent would propose to use for this work together with their professional qualifications, related project experience and an indication of their duties and responsibilities on this particular project.
- b) Proof of necessary skills and expertise in sustainable development, engineering architecture, landscape architecture, land use planning and public facilitation.
- c) Include strategies and individuals that can fulfill the roles and responsibilities for any unforeseen events requiring replacement of team members.
- d) Resumes for proposed individuals are to be included as an Appendix to the submission.

It is important that key project individuals (i.e. major areas of responsibility) be named with accompanying indication of guaranteed availability. Continuity of key personnel will be required, with a contractual obligation for substitutions only with full written approval of the Town.

5.3.4 Proposed Solution

1. Provide a statement of the Proponent's understanding of the goals and objectives of the project.
2. Provide a detailed description of how the Proponent intends to achieve the goals and objective of the project including:
 - Project approach and methodology
 - A brief description outlining why the specific approach has been recommended;
 - The detailed characteristics of the services, including work program;
 - The deliverables/outcomes that will be provided as part of the project;
 - Detailed schedule of work, based on tasks & phases; and
 - Detailed knowledge and understanding of the Town of Markham

5.3.5 Work Plan and Deliverables

It is important that the project is started and completed in an efficient and effective manner. The Proponent is to provide:

1. A detailed work plan indicating the project method, schedule, Gantt chart, tasks, and deliverables.

2. Provide an estimated overall timeline of the project, including an indication of how soon you could commence work.
3. Key dates for major deliverables must be clearly defined in the Proponent's detailed work plan.
4. For each deliverable provide sufficient detail for the reviewers to evaluate the value of the effort expended.
5. Proposed project staffing over the assignment period should include numbers by "classification" for key staff as well as all other staff.
6. State assumptions regarding roles and involvement of City staff and the estimated amount of their time involvement.
7. State assumptions regarding number of Public meetings, workshops and open houses, LAC meetings, Technical Committee meetings, Steering Committee meetings, and meeting and focus groups with major stakeholders.

5.3.6 Fees & Expenses

Complete and submit Price Schedule.

Indicate a separate fee for additional Public Meetings, should one be deemed necessary (not part of Total cost).

Each Proposal must set forth a total fixed flat rate (lump sum) price in Canadian dollars for the Services, as organized on the Price Detail Form located in the Appendix D – Supplementary Submission Forms (Do we have one of these?) The price quoted will cover all labour, profit, other overhead, materials, equipment, analysis, travel, accommodations, communication, transportation and delivery costs (courier, long distance charges, and so on), staff time, meetings (as and where deemed required by the City), disbursements and any/all other operational costs associated with the Services, Ontario Retail Sales Tax where applicable and Federal Goods and Services Tax.

GST is not to be included in the per diem rates or reimbursable expenses, but is to be shown separately where indicated on the Price Detail Form.

Payment will be made to the Proponent on the basis of the agreed total fee for each part submitted, subject to the requirements of this RFP and the provisions of the Agreement as negotiated.

Disbursements: disbursements will be paid at cost. Disbursements will be pro-rated based on the value of the work performed during a billable period of receipts must be submitted with invoices for payment.

Prices submitted in a Proposal are to be firm for the duration of the RFP process and the term of any resulting Agreement.

The Town shall not be responsible for any additional costs.

The Proponent must be solely responsible for any and all payments and/or deductions required to be made including those required for the Canada Pension Plan, Employment Insurance, Workplace Safety and Insurance, and Income Tax.

All invoices must clearly show GST as a separate value and GST "registrant" number.