



## REQUEST FOR PROPOSAL

PROPOSAL: **Provision of Parks and Recreation Master Plan 2023-2043**

DATE: **June 2, 2022**

INITIATOR: **Darren Goldthorpe, Manager of Recreation, Arts & Culture**

### DATE PROPOSAL REQUIRED:

YEAR: **2022** MONTH: **July** DAY: **12** TIME: **2:00 PM Local Time**

**Submit Proposal via email to: [purchasing@drumheller.ca](mailto:purchasing@drumheller.ca)**

with the subject line:

**“RFP – Provision of Parks and Recreation Master Plan 2023-2043”**

This Request for Proposal document is comprised of:

- RFP General Instructions
- Schedule A – Evaluation Criteria
- Schedule B – Terms of Reference / Specifications

If you do not have all of these components the RFP package is incomplete - please contact the Initiator.

Your firm is invited to submit a Proposal, pursuant to the general conditions for the scope of work as described. This Proposal shall not be considered authorization to proceed with work herein described. All Procurement processes must comply with Town of Drumheller Purchasing Policy C-09-20.

## **SECTION #1 - SCOPE OF WORK:**

The Town of Drumheller invites Proposals for the development and provision of a comprehensive Parks and Recreation Master Plan 2023-2043. The Plan will be a long-range planning document that will provide direction for managing and developing parks and recreation facilities, programs, infrastructure, resources, and investment over a 20-year horizon. The Master Plan process will assess the status of parks and recreation within the Town of Drumheller and plan a future that reflects the values and needs of the community.

### Purpose:

To develop a clear and concise Master Plan that will provide direction to Town staff and Council for future development, redevelopment, and enhancement of the Town's parks system, open spaces, recreation facilities, and recreation programs. This process is to include an analysis of current and forecasted needs, clear recommendations with forecasted capital budgets, and an implementation strategy for a twenty-year period from 2023 – 2043.

### Our Story:

The Drumheller Valley has earned the reputation as the dinosaur capital of the world. It is home to the World's Largest Dinosaur, the world-renowned Royal Tyrrell Museum of Palaeontology, and one of the highest concentrations of fossils on the planet. Our dinosaur reputation draws visitors and residents from across the globe – from leading scientists and researchers, to artists and families to lone travelers. We cannot deny that dinosaurs are in our DNA, and we embrace this attribute that makes us truly unique.

Immersed in the Canadian Badlands, the Drumheller Valley boasts spectacular scenery and a landscape that inspires and invites adventure. Along the 107 square kilometers that make up the Valley, you will find a world of startling contrasts, as rolling fields suddenly give way to steep, dry coulees, ridged with the strata of hundreds of years of erosion by time, wind and water. Wandering throughout it all is the scenic Red Deer River. From kayaking and fishing to hiking, snowshoeing and camping, there's nothing quite like the magic of exploring the rugged nature of the Drumheller Valley, taking you back hundreds of millions of years as you discover more and more natural wonder.

The Drumheller Valley is brimming with untapped potential. With access to over half a million visitors each year from across the globe, we are just scratching the surface of what is possible. Our valley has an inherent track record of resilience, evidenced by our long history and striking landscape. From oil and gas to coal and dinosaurs, Drumheller’s history is full of entrepreneurs, pioneers and innovators who brought with them a sense of optimism that remains with our people today. Our potential is rooted in the passion our residents have for our valley and the desire to connect, support and market new ideas in the community.

Enquiries:

All enquiries regarding this Request for Proposal are to be submitted via email to [purchasing@drumheller.ca](mailto:purchasing@drumheller.ca) prior to June 24, 2022 at 4:30 pm local time.

Key Dates:

RFP posting date	June 2, 2022
Deadline for enquiries	June 24, 2022
RFP closing date	July 12, 2022
RFP award date	July 22, 2022
Public Forums, Surveys	TBD once awarded
Cost Recovery of Facilities Analysis Report	September 30, 2022
Draft Parks and Recreation Master Plan document	November 1, 2022
Final Parks and Recreation Master Plan document	December 1, 2022

The supplier is required to complete all necessary sections of this Request for Proposal.

**SECTION #2 - PROPOSAL AMOUNT:**

All Proposals must be in Canadian Funds, excluding GST.

Total Cost \$ \_\_\_\_\_

Proposal submission price in effect for \_\_\_\_\_ days from date of acceptance from the Town of Drumheller.

Delivery Timeline: | Services | to be provided within \_\_\_\_\_ days of award.

**SECTION #3 - SUBMISSION REQUIREMENTS:**

The Town of Drumheller requires that all submissions shall include the following:

1. All pages of this Request for Proposal;
2. All issued Addenda;
3. List of applicable Safe Work Procedures (SWP),
4. Table of Contents of the Corporate Safety Manual;
5. Workers Compensation Board (WCB) Coverage Letter;
6. Proof of Commercial Liability Insurance;
7. Town of Drumheller Business License – to be obtained within three (3) business days upon award of project;
8. Detailed timeline for project.

**SECTION #4 - INELIGIBILITY:**

The Town of Drumheller shall deem a submission to be ineligible under the following situations:

- a) Submissions that are unsigned, incomplete, improperly signed or sealed, conditional, illegible, obscure, contain arithmetical errors, erasures, alterations or irregularities of any kind shall be considered ineligible.
- b) Submissions that do not include the items listed in Section #3 Submission Requirements, and;

- c) Submissions that are not received prior to the closing date and time, as determined by the time keeping of the Town of Drumheller computer system.

**SECTION #5 - INSURANCE AND BONDING:**

Insurance

The Town of Drumheller requires that all Proposals include proof of \$ 5,000,000.00 Commercial Liability Insurance.

**SECTION #6 - EVALUATION CRITERIA:**

The lowest, or any evaluated Proposal, may not necessarily be accepted. The Town of Drumheller reserves the right to reject any or all Proposals or to accept the Proposal evaluated to be in the best interest of the Town of Drumheller.

The Town's evaluator shall score each submission on the basis stated in Schedule A - Evaluation Criteria. The Town of Drumheller will have the sole and unfettered discretion to award up to the maximum number of points for each criterion listed in Schedule A - Evaluation Criteria.

By submitting a Proposal, you acknowledge and agree to waive any right to contest through legal proceedings. The decision to award points in respect to the criteria noted below will be at the sole discretion of the Town of Drumheller.

**By submitting a Proposal, you acknowledge that you have reviewed the Ineligibility Criteria contained herein and you confirm that your Proposal meets all requirements of *the Town*.**

**SECTION #7 – REFERENCES:**

Reference #1

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

Contact Name: \_\_\_\_\_

Contact Title: \_\_\_\_\_

Contact Phone Number: \_\_\_\_\_

Contact Email: \_\_\_\_\_

Reference #2

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

Contact Name: \_\_\_\_\_

Contact Title: \_\_\_\_\_

Contact Phone Number: \_\_\_\_\_

Contact Email: \_\_\_\_\_

Reference #3

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

Contact Name: \_\_\_\_\_

Contact Title: \_\_\_\_\_

Contact Phone Number: \_\_\_\_\_

Contact Email: \_\_\_\_\_

**SECTION #8 - INTENT:**

The undersigned contractor hereby provides a Proposal to supply the services as described herein in its entirety for the cost as described in Section 2.

**COMPANY:** \_\_\_\_\_

Print name of authorized personnel: \_\_\_\_\_

Signature: \_\_\_\_\_ Corporate Seal: \_\_\_\_\_

Email Address: \_\_\_\_\_

Telephone number: \_\_\_\_\_

**TOWN OF DRUMHELLER:**

Print name of authorized personnel: | \_\_\_\_\_ |

Signature: | \_\_\_\_\_ |

DATE: YEAR [2022] MONTH [ ] DAY [ ]

Upon completion of signatures above, this document will represent a contract agreement between the contractor and the Town of Drumheller.

## SCHEDULE A – EVALUATION CRITERIA

### **Section A.1 – Evaluation Criteria Breakdown:**

EVALUATION BASED ON:	100%
Cost	50%
References	10%
Safety	10%
Qualifications	15%
Specification	15%

### **Section A.2 – Evaluation Criteria Definitions:**

#### **Cost: 50%**

Full scoring for cost shall be given to the lowest Total Project Cost value submission. A score of zero (0) shall be given to the highest Total Project Cost value submission. All other submissions shall be awarded a pro-rated value between these two amounts.

#### **References: 10%**

The scoring for references shall be based on number of references and quality of references. Scoring shall be assigned as follows:

- 0 references – 0% of score;
- 1 reference – 15% of the score;
- 2 references – 20% of the score, and;
- 3 or more references – 50% of the score.

The remaining 50% of the score shall be based on the quality of the reference as determined by the evaluator(s).

#### **Safety: 10%**

The evaluator shall award the score for this category based on review of the supplied list of applicable Safe Work Procedures, and Table of Contents of the Corporate Safety Manual.



**Qualifications: 15%**

The Town of Drumheller will evaluate submissions on the basis of proof to provide the work to expected industry standard levels of performance. The Town evaluator(s) shall review all submissions for qualification on the basis of:

1. Past work performance with the Town;
2. Proof of task and scope of work appropriate worker qualifications (tradespersons tickets, proof of certification from manufacturer, etc.), and;
3. Proof of work procedures and quality control and assurance programs.

**Specifications: 15%**

The Town of Drumheller shall evaluate the submission to confirm that the Proposal represents a clear understanding of the performance, technical, and timeline requirements.

## **SCHEDULE B – TERMS OF REFERENCE / SPECIFICATIONS**

### **PROJECT DESCRIPTION**

While the Town of Drumheller currently does not have a Parks and Recreation Master Plan, it has been identified as an important priority in our organization's 2022 strategic priority setting exercise. The 2022 Parks and Recreation Master Plan will need to address the unique character of parks and recreation opportunities in Drumheller.

The Town's current population is approximately 7,900 people. Recreation is one of the primary reasons that residents wish to live in Drumheller. At the same time, tourism is a big part of our economy and we see an influx of people during tourist season. The Drumheller Valley is also unique in the sense that it borders four other rural municipalities; Starland County, Kneehill County, Wheatland County and Special Area No. 2.

The 2022 Parks and Recreation Master Plan is a highly anticipated plan. Some parks and recreation issues that have arisen in the last year have been deferred to the master planning process. The Parks and Recreation Master Plan will address the needs of a widely diverse range of recreation users. The Master Plan will have a large impact on the community of Drumheller, not just for the everyday quality of life of residents, but also for ensuring that amenities and infrastructure are in place to host a range of recreational activities and events in Drumheller, and to provide for residential and tourist needs. The Master Plan will be the key leading document moving forward for the next 20 years.

### **Purpose**

To develop a clear and concise Master Plan that will provide direction to Town staff and Council for future development, redevelopment, and enhancement of the Town's parks system, open spaces, recreation facilities, and recreation programs. This process is to include an analysis of current and forecasted

needs, clear recommendations with forecasted capital budgets, and an implementation strategy for a twenty-year period from 2023 – 2043.

## **Document**

The 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 Drumheller. The Master Plan document should be structured in four parts: background information, analysis, recommendations, and implementation. The consultant will be responsible for ensuring both community and Council support for the Master Plan recommendations.

## **Scope of Work**

The scope of work for this project includes, but is not limited to, the following tasks:

### **1. Visioning**

Develop clear and concise Parks and Recreation Vision and Guiding Principles through consultation with staff, the public, agencies/stakeholders, and Council. The vision must be approved by Council and Administration before commencing next steps. The Vision developed will then form the core of parks and recreation decision-making criteria.

### **2. Consultation**

Consult with residents and agencies/stakeholders, as well as staff and Council, to ensure incorporation of ideas and feedback into the Master Plan. The consultant should:

- ensure the style of consultation is inclusive;
- provide meaningful opportunities for input;
- make all relevant information about the planning process readily available to the public;

- present information in a clear, concise, and easy to understand format; and,
- accurately and objectively record and assess public and stakeholder input.

Consultation should include public forums, stakeholder forums, a public survey as well as a questionnaire(s). The following parties will be consulted:

- a. Mayor, Council and Town Administration.
  
- b. The general public, along with specific user groups:
  - Traditional recreation groups and Clubs (i.e. soccer, swimming, baseball, softball, slo-pitch, hockey, curling, pickleball etc.);
  - non-traditional recreation (i.e. roller derby, skateboarding, hiking, cycling, disc golf, etc.); and,
  - Other groups (i.e. youth, teens, seniors, outdoor recreation for profit businesses, etc.): and
  - Travel Drumheller, Drumheller & District Chamber of Commerce
  
- c. Agencies/ stakeholders (i.e. organized sport teams/organizations/groups, service clubs, community associations etc.).

Public Forums – The consultant will facilitate forums for the community and stakeholders to provide feedback and creative input on current park spaces, open spaces, facilities, programming and services as well as creative input for consideration of future recreation needs and growth.

Survey - Consultation will include a public survey. The consultant will be required to produce and manage a random-sample survey in sufficient size to ensure accepted statistical standards of reliability and validity for Drumheller's population size. The scope of work includes the

development of general demographic data, which will assist in determining needs, priorities, and financial support for current services. Questions should be well-conceived in order to gain the information required for analysis and recommendations. The proponent shall be responsible for the production of the survey instrument, including layout, structure, and wording of the survey in order to elicit public response to current and future community recreation needs. The consultant will determine whether the survey should be administered via telephone or mail.

Questionnaire – The consultant will develop one or more questionnaires for distribution to stakeholder groups, user groups/special interest groups, and staff. Questions should be well-conceived in order to gain the information required for analysis and recommendations. These groups will then be provided with the Draft Plan and asked to provide feedback electronically.

The consultant will consolidate the data from the public forums, public survey and questionnaire(s) and formulate reports, both in raw data form and summary report. The consultant will produce a consolidated report and executive summary of the results. This report will be inserted as an appendix to the final Master Plan document.

### **3. Parks and Recreation Background Information**

Review, summarize, and provide key findings of the following background areas of parks and recreation:

- a. benefits, trends, and best practices;
- b. demographics (Groups to be assessed include seniors, children, teens adult, cultural groups, and other users of parks and recreation services);

- c. parks and recreation inventory – the consultant will develop a clear inventory of parks and open spaces, recreation facilities, programs and services;
- d. financial review of current facilities' cost recovery and financial resources impacting the existing park and open spaces as well as the facilities;
- e. issues and opportunities.

#### **4. Parks and Open Space Analysis and Recommendations**

Analyze, then make recommendations regarding parks and open space. Include the following:

- a. identify opportunities and deficiencies in the parks and open space system. Complete an analysis of issues such as:
  - parks and open space infrastructure, infrastructure need and life-cycle;
  - functional capacity, including the role that lands outside the traditional park system play in the open space network, greenways, four-season park planning, and underutilized park and open space.
- b. Assess the parks and open space system in relation to the vision developed, including:
  - park space best use;
  - user experience;
  - opportunities that the Town may be missing now;
  - events in parks (i.e. large community events, small events such as weddings, management and booking issues, explore the need for amenities, such as outdoor washrooms).

- c. Review the existing Parks and Open Space Classification System and determine whether it is relevant to Drumheller in 2023 to 2043, or whether a new classification system should be adopted.
- d. Identify appropriate parks and open space development standards and targets (i.e., thresholds based on area, population, comparable municipalities, etc.). Prior to adoption, these standards will be reviewed by staff, and possibly Council. The Town of Drumheller's unique recreational characteristics will require unique and well-conceived park and open space standards and should include park and open space accessibility.
- e. Determine current and future needs:
  - field availability/ field users;
  - a specific look at ball diamond needs/ plan;
  - community “wants” versus “needs” (i.e., water park, horseshoe pits, disc golf, beach volleyball, dog parks, trailheads, community gardens, sport courts, river access, trails and pathways);
  - potential opportunities for partnerships with other organizations within the Town for use of their amenities/ facilities (i.e., coordination with School Districts);
  - environmental management - balance of recreational use of parks and open space with sustainable ecological needs; and,
  - Consideration and plan for long-term operations and maintenance requirements.
- f. Review revenue generation in parks:
  - whether there are revenue opportunities;
  - a comparison to other municipalities for benchmarks and targets for cost recovery;
  - park usage or potential of park usage by businesses (i.e., yoga, boot camp, outdoor businesses, etc.); and,

- Event/ programming advertising.
- g. Provide clear directions, recommendations, and priorities for the Town's park and open space system for the period 2023 - 2043. Create a parks and open space development and redevelopment program. The program should include:
- guidelines and priorities to accommodate ~~increased~~ growth and demand, as well as existing deficiencies;
  - identification of opportunities to address unmet needs in the park and openspace system;
  - a framework for future decision-making regarding park development and usage;
  - maintenance and operational priorities to reflect current and future demands;
- and,
- Opportunities to increase the effectiveness, efficiency, and coordination of parkplanning and operations.

## **5. Recreation Facilities Analysis and Recommendations**

Analyze, then make recommendations regarding recreation facilities.

Include thefollowing:

- a. Identify opportunities and deficiencies in the recreation system - complete an analysis of issues:
- determine service gaps for all age groups;
  - determine barriers to participating in recreation services offered, such as transportation, space, and location; and,
  - inventory existing services provided through the Town, local organizations, community groups, cultural groups, schools, health and associated facilities, locally and regionally, to assess duplication of services.
- b. Assess the recreation system in relation to the vision developed.



Recognize where the system meets that vision and where there are shortfalls. Analyze:

- recreation trends;
- patterns of facility use specific to Drumheller;
- facility schedules for optimizing opportunities and usage in relation to our community.

c. Develop appropriate recreation facility targets (i.e., based on area, population, comparable municipalities, etc.).

d. Determine current and future needs:

- identify the current demands for recreation and cultural services and facilities;
- identify emerging needs;
- determine facility deficiencies based on the existing inventory and facility age, community needs, and projected population growth;
- identify facility utilization/functional capacity in relation to demands (current and future trends);
- assess the need for new facilities to meet the community's needs, as well as visitors' and event needs;
- analyze best use of limited facilities (i.e., recreation programming vs. large events);
- determine the potential for increased use if the facilities were improved or repurposed; and,
- assess facility schedules for functionality.

e. Review cost recovery and revenue generation in recreation:

- review fees and charges for appropriateness to community financial capacity, cost recovery, and expectations;
- assess opportunities for additional revenue sources;
- determine the need for inclusive recreation services and financial access programs;

- determine financial priorities regarding operations, trends, recreation services, and facilities; and,
- provide recommendations on facility cost recovery.

Note – the cost recovery of facilities analysis must be completed and report provided by September 30, 2022.

- f. Provide recommendations and priorities for the Town's recreation system for the period 2023 - 2043.

## **6. Recreation Program Analysis and Recommendations**

Analyze and make recommendations regarding recreation programming, in both indoor

and outdoor spaces. At the moment, most recreation programming is in the Drumheller Aquaplex and Badlands Community Facility. Look at the creative use of facilities during off-peak hours. Analyze recreation fees and charges to ensure they are in-line with other municipalities. The assessment must consider the recent membership Model implemented.

## **7. Implementation Plan**

Develop an Implementation Plan, including life-cycle planning based on functionality, community needs, budget costs and a summary of prioritized recommendations.

## **8. Costs and Funding Sources**

Identify order of magnitude costs for recommendations and prepare a Funding Strategy that identifies potential funding sources. Examine projected capital and operating costs for recommended parks, facilities, and services. Include the following:

- a. Identify potential partnerships with agencies, stakeholders, and community groups that will ensure resources are available to

implement the recommendations.

- b. Determine funding sources to meet community desire to upgrade parks and open spaces, facilities and services.

## **9. Mapping**

The consultant will be responsible for providing a range of mapping and inventory data into graphic form to support the Master Plan. Maps should encompass inventory, analysis, and recommendation information.

## **10. Schedule**

The successful consultant or consulting team must provide a detailed project schedule including milestone dates for the duration of the project. It is anticipated that the proponent will be selected by July 22, 2022.

Completion of the project is expected in two parts:

Part 1 – Cost Recovery Review, Report and Recommendations - no later than September 30, 2022.

Part 2 – Parks and Recreation Master Plan - no later than December 1, 2022

### Meetings and Presentations

For all meetings, the consultant will record meeting minutes and distribute them to the Town of Drumheller. The consultant will be responsible for:

1. Regular conference calls with Town staff. The Consultant will work closely with Town staff in preparing the Master Plan and liaise directly with Town staff on a regular basis. Bi-weekly conference calls will ensure consistent project updates and clear communication. Additional conference calls may be necessary.
2. Meeting with the Steering Committee at key milestones as determined

by the consultants work program and schedule. The consultant will be required to attend a minimum of three meetings with the Steering Committee to:

- introduce the project and gather input;
  - present the analysis and recommendations; and,
  - present the Draft Plan and gather feedback.
3. Attending and coordinating a minimum of three public forums (including preparation of materials/ display boards) to:
- introduce the project and gather input (one with the public and one with stakeholders); and,
  - present the Draft Plan and gather feedback.
4. Presenting the Draft Plan to Senior Management followed by presentation to Town Council. This will include a presentation reporting to Senior Management and Town Council on the results and recommendations of the consultation process.
5. Presenting the Final Plan to Senior Management and then to Town Council.

#### Required Project Deliverables

- a. Background review summary;
- b. All open house display and presentation materials;
- c. First and second round consultation summary, including survey summary;
- d. Detailed inventory of existing parks spaces, open spaces, recreation facilities, programs and services;
- e. Review, report and recommendation on the current cost recovery of the Aquaplex, Arena and the Badlands Community Facility. This report is required by September 30, separate from the Master Plan and in time for the 2023 Operational Budget.

- f. Draft Parks and Recreation Master Plan document; and,
- g. Final Parks and Recreation Master Plan document:
  - final report in colour format (12 bound copies);
  - all maps are to be 11"x17" in size, or similar;
  - one electronic copy of the final report in Word & PDF formats.