

# REQUEST FOR PROPOSAL

Develop Strategic Asset Management Policy Templates and manual aligned with the Municipal Asset Management Planning Regulation

Case studies of select municipalities' experience with the Strategic Asset Management Policy Templates

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## SECTION I TERMS AND CONDITIONS

### 1.1 About MFOA

The Municipal Finance Officers' Association of Ontario (MFOA), established in 1989, is the professional association of municipal finance officers with more than 2,300 individual members. We represent individuals who are responsible for handling the financial affairs of municipalities and who are key advisors to councils on matters of finance policy.

MFOA promotes the interests of our members in carrying out their statutory and other financial responsibilities through advocacy, information sharing, networking opportunities, and through the promotion of fiscal sustainability. We also provide members with training and education to enable continuous professional development and to support excellence in municipal finance.

### 1.2 Terms of Agreement

The agreement is for a consultant (or consulting firm) to develop strategic asset management (AM) policy templates that meet the requirements and recommendations set out in the proposed and ultimately final Ontario AM regulation<sup>1</sup>; to test the templates with up to 12 municipalities and develop tailored policies for the participating municipalities; as well as to develop a stand-alone manual that provides context and highlights the main points of each component of AM policies as per the regulation. The intent is for users to be able to use the manual and the policies separately or together. The AM policies manual will contain links to the related policies, where appropriate.

### 1.3 Contact Person

Any questions regarding the proposal process, format of the response, or service requirements can be directed to Shira Babins, Manager of Policy at (416) 362-9001 x 227 or by email at [shira@mfoa.on.ca](mailto:shira@mfoa.on.ca).

### 1.4 Closing Date and Time

All final proposals must be submitted electronically to [shira@mfoa.on.ca](mailto:shira@mfoa.on.ca) no later than 4pm on June 16, 2017.

Final proposals will not be accepted after the date and time designated above. Please make sure the email subject line includes "RFP – MFOA Strategic AM Policies".

### 1.5 Acceptance and Award

MFOA reserves the right, without prejudice, to reject any or all proposals submitted and to determine the firm that is best qualified to provide the required services to the Association. The proposal must be valid for 30 days to allow time for review and Association approval.

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<sup>1</sup> The proposed [AM regulation](http://www.ontariocanada.com/registry/) is listed on Ontario's regulatory registry and comments are due July 24, 2017 (<http://www.ontariocanada.com/registry/>). The final version of the regulation is expected to be approved in fall 2017.

## 1.6 Evaluation Process

The following criteria will be considered, to determine the successful firm:

1	Overall Impression	5%
	The overall quality and depth of the proposal.	
2	Qualifications	15%
	The respondent will be evaluated based on the range of its capabilities, the depth/strength of its organization structure, and the qualifications of individual team members.	
3	Experience	15%
	The respondent's experience will be evaluated based upon its past history of successfully providing similar services. References may be contacted in order to verify satisfactory performance on similar projects.	
4	Proposed Approach	35%
	The respondent will be evaluated based on the proposed approach to the project, including work plan/timelines and deliverables.	
5	Professional fees	30%

## 1.7 Treatment of Information Collected

The information submitted in response to this Request for Proposal (RFP) will be used solely for the purposes stated in the RFP. The proponent does by the submission of a proposal accept that the information contained in it will be treated in accordance with the process set out in this section of this RFP.

## 1.8 Changes to Request for Proposal

Should it become necessary to make changes to this proposal call, this will be done by a written addendum.

# SECTION II SERVICES & REQUIREMENTS

## 2.1 Scope of Work

The agreement is for a consultant (or consulting firm) to develop strategic asset management (AM) policy templates that meets the requirements and recommendations set out in the proposed and ultimately final Ontario AM regulation; to test the templates with up to 12 municipalities and develop tailored policies for the participating municipalities; as well as to develop a stand-alone manual that provides context and highlights the main points of the components of AM policies as per the regulation. The intent is for users to be able to use the manual and the policies separately or together to meet the requirements for strategic AM policies as outlined in the regulation. The AM policies manual will contain links to the related policies, where appropriate.

The successful firm will be responsible for:

1. Developing scalable generic useable templates for big and small places to meet regulatory requirements and recommendations set out in the proposed and ultimately final Ontario AM regulation.
2. Testing the generic templates in up to 12 volunteer municipalities (refer to subsection 3.1 to learn more about the municipal volunteer selection criteria).
3. Producing tailored policies based on the generic templates to reflect local circumstances of up to 12 volunteer municipalities.
4. Creating short case studies about the experience in the volunteer municipalities that include high level municipal profiles to provide context for how the generic templates were tailored and to help future users of the developed policies understand which volunteer municipalities most closely reflect their local circumstances.
5. Refining the generic templates based on the experience with municipal volunteers.
6. Preparing a succinct easy to read and easy to navigate manual that interprets the substance of the proposed and ultimately final Ontario AM regulation and links with the consultant-developed generic templates and tailored policies where applicable. Each component of the regulation should be broken down into its main points. The intent is that a municipality that already possesses strategic AM policies can refer to the manual to ensure its existing policies meet all of the key issues of each component of the regulation. If an issue is missing, the municipality could click on a link and find recommended wording to address the deficiency in their policies.
7. Presenting the iterations of the templates, manual, and tailored policies to the project's Advisory Panel for approval.

## 2.2 Proposal Content

The proposal must provide the following mandatory information:

### a) General Requirements

The proposal should provide a work schedule outlining the approach/methodology to be used and include a detailed timeline for each major component, milestones, sequence of tasks and details concerning implementation, and completion dates for each task. The process must be completed prior to December 31, 2017 or two months after the final AM regulation is approved, whichever is later.

### b) Firm Qualifications and Experience

The proposal should demonstrate the qualifications of the firm as well as a brief description of the staff member(s) and the relevant experiences and qualifications of each individual along with their anticipated contribution to the project.

### c) Fees for Service

Please include an exact cost and a breakdown including itemization of costs for the various components of the project as well as rates for any requested additional work beyond the written agreement. The proposal should specify the amount of time each team member will dedicate to each component of the project. MFOA will not be responsible for expenses incurred in preparing and submitting the proposal.

#### d) References

Please provide a list of three municipal clients as references. Include the contact person, address, telephone number, and email.

## SECTION III ADDITIONAL INFORMATION

### 3.1 Selection of Municipal participants

The municipal volunteer selection process is anticipated to be administered as follows:

#### Goals of selection

- Ensure all “core infrastructure assets” as defined by the regulation are covered: paved and unpaved roads; bridges; culverts; assets involved in wastewater collection, conveyance, treatment and disposal; urban and rural stormwater systems; and water treatment, distribution and transmission.
- Size: at least one municipality with a population of less than 10,000; and one municipality with a population greater than 100,000
- Region: at least one municipality from the North
- Urban/rural: both should be represented (covered by need for both urban and rural stormwater systems)
- Growing/declining population: Both should be represented

#### Selection method

- All municipalities are eligible to be a case study, regardless of how far along they are on the asset management journey. This avoids penalizing municipalities for being pro-active.
- Municipalities must review terms of participation to be picked as a case study.
- MFOA to pick participants by a modified lottery to ensure all criteria is met. Candidates are picked in the following order:
  1. Municipal candidates are sorted by size. One pick is made from the pool of candidates with a population under 10,000.
  2. Municipal candidates are sorted by region. One pick is made from the pool from the North.
  3. One pick is made from the pool of candidates with a population greater than 100,000.
  4. Review the core infrastructure assets of the selected parties. Look for remaining candidates that have core infrastructure assets that have not yet been included. Create a lottery pool if possible. If none of the candidates have all of the missed infrastructure items, select the candidate with the greatest coverage and contact senior municipal finance advisors for additional candidates. Ensure picks include at least one municipality with a growing population, one municipality with a declining population, and one municipality from the Greater Golden Horseshoe.

### 3.2 About Ontario municipalities

When working with Ontario municipalities, it is important to remember a few key statistics<sup>2</sup>.

- 61% of municipalities have a population under 10,000;
- Only 35 (out of 444) municipalities have a population greater than 100,000; and
- The five most populous municipalities account for 35% of the population of Ontario.

In addition, municipalities are located across the province with one-third in northern Ontario.

Region	No. of municipalities	% of Total
Central	78	18
Eastern	114	26
Northeastern	110	25
Northwestern	34	8
Western	108	24
Total	444	100

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<sup>2</sup> Data from the Ministry of Municipal Affairs' 2015 Financial Information Return.