

REQUEST FOR PROPOSALS (RFP)

Core Services Review for Lions Bay Fire Rescue

1.0 INTRODUCTION

1.1 Purpose

The Village of Lions Bay is seeking proposals from qualified consultants to undertake a Core Services Review for Lions Bay Fire Rescue.

The objective is to evaluate the current state of LBFR, identify areas for improvement, and provide strategic recommendations for future service delivery, including a 5-, 10-, and 20-year outlook. This Core Services Review will support informed decision-making, budgeting and sustainable community safety.

The foregoing is a high-level description of the services sought. Please refer to Schedule A which provides a more detailed description of the Scope of Services.

1.2 Definitions

In this RFP:

- (1) “LBFR” means Lions Bay Fire Rescue;
- (2) “Proponent” means the entity that submits or attempts to submit a Proposal;
- (3) “Proposal” means the written submission that is invited through this RFP;
- (4) “RFP” means this document; and
- (5) “Scope of Services” means the services sought by the Municipality, generally as set out in Schedule A.

2.0 PROPOSAL CONTENTS

Each Proposal should contain the following parts and sub-parts, and should be ordered in the same order that is provided below.

2.1 Technical Component

- (1) Cover letter including full legal name of Proponent, contact person, and contact information.
- (2) Proponent’s understanding of the Scope of Services.
- (3) Work plan including:
 - a. Project delivery approach such as engagement, workshops, collaboration, value-added features); and
 - b. Proposed schedule for performance of services and key milestones.

- (4) Project team and organizational chart.
- (5) Relevant experience demonstrated through abstracts of similar projects performed (desired minimum 3 projects within last 5 years) with contact references.

2.2 Fee

- (1) Estimated hours and the total, not-to-exceed price for performing the Scope of Services in Canadian funds (showing applicable taxes as a separate line item).
- (2) Hourly rates, disbursements, and sub-consultant fees.

3.0 PROPOSAL SUBMISSION GUIDELINES

3.1 How to submit

Proposals should be submitted via email, with the subject line “RFP: Fire Rescue Core Services Review” to the attention of the Chief Administrative Officer, Village of Lions Bay, to the following email address: cao@lionsbay.ca.

3.2 Closing Time

Proposals must be received in the recipient inbox no later than 4:00 PM Pacific Time, Monday, August 11, 2025. This is a mandatory requirement. Proposals received after the closing time will not be accepted.

3.3 Format of Proposal and Page Limit

The entire Proposal should be contained in a single PDF file. The PDF must have no more than 75 pages. This page limit includes any and all pages including the cover page, table of contents, fee tables, schedules, and attachments.

4.0 EVALUATION CRITERIA AND CONTRACTING PROCESS

Each valid Proposal will be assigned a score based on the following criteria:

- (1) Project Understanding – 20%
- (2) Work Plan – 30%
- (3) Team Qualifications and Experience – 30%
- (4) Fee Proposal – 20%

The Proponent whose Proposal achieves the highest score will be invited to enter into a contract with the Municipality substantially in the form provided in Schedule B. If such Proponent fails to execute the contract within a reasonable amount of time or suggests changes to the form of contract that vary significantly from what is provided here, the Municipality may at its sole discretion invite the Proponent with the next-highest score to enter into a contract.

4.0 TERMS AND CONDITIONS APPLICABLE TO THIS RFP

This RFP shall be governed by the following terms and conditions, which each Proponent that attempts to submit a Proposal is deemed to have agreed to.

- (1) The Municipality may reject any purported Proposal that fails to meet any mandatory requirement of this RFP.
- (2) The Municipality reserves the right, to be exercised in the Municipality's sole discretion, to:
 - a. waive non-compliance of a Proposal with requirements set out in this RFP if such non-compliance is not in relation to an essential or important requirement set out in the RFP and is not significant with respect to evaluation of the Proposal;
 - b. cancel this RFP at any time before a contract is entered into, including at the following stages;
 - c. if this RFP is cancelled, issue another solicitation on the same or different terms or do nothing further;
 - d. rely on information from credible third parties to assess a Proponent with respect to evaluation criteria, even if such third parties have not been nominated as reference by the Proponent;
 - e. disqualify a Proponent in the following circumstances:
 - i. the Proponent attempts to influence the outcome of this RFP process in any manner other than by submitting a Proposal;
 - ii. a conflict of interest exists vis-à-vis a Proponent that the Proponent knows about or should know about, but has failed to disclose in its Proposal;
 - iii. the legal status of the Proponent is not clear; or
 - iv. a Proponent is known to have acted in a commercially unreasonable manner in its business dealings or there are reasonable doubts about the integrity of the Proponent's business practices;
 - f. negotiate the terms of the contract with one or more Proponents who re score the highest in the evaluation process and enter into a contract with any or all such Proponents; and
 - g. enter into a contract for only a part of the deliverables anticipated in the RFP.
- (3) All information provided in this RFP or obtained through the course of the project must be treated as confidential and shall not be disclosed without the express written consent of the Municipality.



5.0 ENQUIRIES

All inquiries about this RFP should be directed to:

Ross Blackwell, Chief Administrative Officer

Email: cao@lionsbay.ca

Phone: 604-921-9333

END OF RFP BODY. SCHEDULES FOLLOW.



SCHEDULE A SCOPE OF SERVICES

1.0 INTRODUCTION

The Village of Lions Bay is seeking proposals from qualified consultants to undertake a Core Services Review of its fire department — Lions Bay Fire Rescue (LBFR). The purpose of this review is to provide a clear, objective, and evidence-based assessment of the department's current capabilities, challenges, risks, and opportunities to guide Council and administration in future budgeting and decision-making.

This review is a strategic-level project designed to evaluate the department's structure, operations, governance, staffing model, equipment, training, and role in emergency preparedness. The findings will support improvements in service delivery, risk management, and overall organizational effectiveness.

2.0 COMMUNITY & DEPARTMENT CONTEXT

The Village of Lions Bay is a small, incorporated community in Metro Vancouver, located on the eastern shore of Howe Sound. The Village is characterized by steep topography, forested terrain, and a linear built form along Highway 99. These conditions, combined with limited access points and natural hazards such as wildfires, landslides, and storms, make emergency response capacity critically important.

LBFR is a volunteer fire department operating from a single fire hall located in the Village core. The department currently has no career staff, and the Fire Chief position is vacant at the time of issuing this RFP. LBFR provides fire suppression, medical first response, motor vehicle incident response, and emergency preparedness services. The department also supports the Village's Emergency Operations Centre (EOC), which is housed within the fire hall.

The Village maintains a mutual aid agreement with the District of West Vancouver for fire services.

3.0 PURPOSE AND OBJECTIVES

The purpose of the Core Services Review is to provide a comprehensive assessment of LBFR's current operations, structure, and service delivery model, and to provide clear recommendations for improvement.

Key objectives include:

- Evaluating the organizational structure and current volunteer staffing model
- Assessing the department's operational capacity, performance, and risk exposure
- Reviewing equipment, apparatus, infrastructure, and training practices
- Ensuring compliance with relevant legislation, standards, and best practices
- Identifying gaps, inefficiencies, and areas for improvement
- Providing short-, medium-, and long-term recommendations to support effective, sustainable service delivery

The Core Services Review will:

- a) Provide a systematic and comprehensive assessment of risk, current capabilities, and future needs.
- b) Examine options to improve service delivery and ensure sustainability, fiscal responsibility, and operational effectiveness.

- c) Support Council, staff, and community in understanding and planning for fire protection and emergency services into the future.

4.0 SCOPE OF WORK

The selected consultant will perform the following:

4.1 Organizational & Operational Review

- Assess the current governance and reporting structure of the department
- Review the current complement of volunteers, recruitment practices, retention challenges, and succession needs
- Examine LBFR's Standard Operating Guidelines (SOGs), procedures, and administrative policies
- Evaluate the department's capacity to meet its statutory and regulatory obligations (e.g., BC Fire Service Training Playbook, Workers Compensation Act, Fire Services Act)
- Review call volumes, types, and response performance (dispatch, turnout, travel times)

4.2 Equipment, Infrastructure & Facilities Review

- Review and assess the fire hall's adequacy for operations and emergency response
- Review the state, suitability, and lifecycle of apparatus, equipment, and protective gear
- Identify any deficiencies or emerging capital needs that could affect service delivery or safety

4.3 Training, Health & Safety Review

- Review current training programs and requirements in relation to the Fire Service Training Playbook
- Evaluate competency of members for assigned tasks
- Identify gaps in occupational health and safety practices, compliance, and support structures
- Assess wellness programs, mental health supports, and duty-of-care provisions

4.4 Emergency Management & Mutual Aid Review

- Review LBFR's role in Village emergency planning and EOC support
- Evaluate the functionality and effectiveness of the mutual aid agreement with the District of West Vancouver
- Identify opportunities for increased regional collaboration or shared services

4.5 Strategic Risks and Future Needs Review

- Identify current and emerging risks to service delivery (e.g., climate, interface wildfire, infrastructure failure)
- Consider the impact of demographic or land use changes on future service needs
- Evaluate the Village's risk exposure and mitigation options
- Identify high-priority areas for action or resource reallocation

4.6 Consultation and Engagement

The consultant is expected to conduct focused and respectful engagement with:

- The Chief Administrative Officer (CAO)
- Volunteer fire department officers and members
- Relevant staff involved in emergency management

- Select members of Council (as appropriate)
- District of West Vancouver (regarding mutual aid)
- Other subject-matter experts or stakeholders identified during the project

The engagement approach should be tailored to a small-scale department, and designed to encourage candid, informed input in a safe and constructive environment

4.7 Recommendations

- Provide clear, actionable, and prioritized recommendations across all areas reviewed
- Outline short-, medium-, and long-term changes, with rationale and risks
- Address governance, operations, training, equipment, administration, and emergency management
- Recommend implementation strategies and monitoring considerations

5.0 DELIVERABLES

The following deliverables are required:

1. **Project Kick-off Meeting** with Village staff
2. **Core Services Review Report (Draft)** including:
 - Executive Summary
 - Summary of findings by service area
 - Risk assessments and performance evaluations
 - Recommendations and rationale
 - Suggested implementation timelines and considerations
3. **Presentation to Council** of the draft report (in-person or virtual)
4. **Final Report** reflecting feedback received
5. **Technical Appendices** as needed (e.g., data sets, interview summaries, references)

The consultant shall provide all deliverables in both PDF and editable Word formats.

6.0 PROJECT TIMELINE

The expected project schedule is as follows. Proponents may propose an alternate schedule, provided key milestones are achieved in a timely manner.

Milestone	Target Date
RFP Issued	July 21, 2025
Consultant Selection & Contract	August 2025
Kick-off Meeting	Early September 2025
Stakeholder Engagement Completed	October 2025
Draft Report Submitted	November 2025

Milestone	Target Date
Final Report & Council Presentation	December 2025 / January 2026

7.0 ADDITIONAL INFORMATION

The Village will provide the successful proponent with access to relevant background materials including:

- Departmental call-out data
- Apparatus and equipment inventories
- Standard Operating Guidelines
- Emergency Plan and Business Continuity Plan
- Mutual aid agreement(s)
- Previous reports or assessments, where applicable

All information is provided for reference purposes only. It is the responsibility of the consultant to verify all data and assumptions.

SCHEDULE B
CONSULTING SERVICES AGREEMENT TEMPLATE

PROFESSIONAL SERVICES CONTRACT

This agreement ("**Contract**") dated for reference [month and date], 2025, is between **VILLAGE OF LIONS BAY** ("**Municipality**") and **[FULL LEGAL NAME OF CONTRACTOR]** ("**Contractor**").

Whereas, the Municipality desires to obtain certain services from the Contractor and the Contractor is able and willing to provide the same to the Municipality, in consideration of the mutual covenants made by the parties under this Contract, the receipt and sufficiency of which is acknowledged, the parties agree as follows:

1.0 Term

- 1.1 This Contract shall come into effect on the date it is fully executed and shall stay in effect ("**Term**") until each party has met its obligations hereunder, unless terminated earlier in accordance with section 0 or otherwise modified by the written agreement of the parties.

2.0 Services

- 2.1 The Contractor agrees to provide the Services to the Municipality, in accordance with the terms and conditions set out in this Contract. The parties may, by written amendment to this Contract, mutually agree to modify the scope of the Services.
- 2.2 The Contractor shall undertake and perform all Services with such degree of care, skill and diligence as would reasonably be expected from a person or entity performing services similar in scope, nature and complexity to the Services in accordance with industry practices and standards in the Province of British Columbia.
- 2.3 The Contractor shall:
- (a) supply and pay for competent, adequate and skilled labour and materials necessary or advisable to provide the Services;
 - (b) be responsible for all applications, permits or other approvals necessary or advisable to provide the Services;
 - (c) maintain time records and books of account, invoices, receipts, and vouchers for all invoices issued and expenses incurred, in form and content satisfactory to the Municipality;
 - (d) upon request and as required by this Contract, fully inform the Municipality of all work done in connection with providing the Services and
 - (e) comply with the Municipality's instructions regarding the performance of the Services, provided such instructions are consistent with this Contract.
- 2.4 The Contractor agrees that this Contract is not intended to create exclusive rights for the Contractor to perform services similar to the Services on behalf of the Municipality. For certainty, the Municipality may perform services similar to the Services using its own forces or another contractor at any time during the Term without contravening this Contract.

3.0 Compensation

- 3.1 During the Term, the Municipality shall pay the Contractor compensation for the Services in accordance with the terms and in the manner set out in this Contract, particularly as set out in Schedule B.
- 3.2 The Contractor may claim compensation that has become payable by submitting a written invoice to the Municipality once every 30 calendar days. Such invoice must provide details of the Services performed during the period for which compensation is claimed and must be accompanied by documentation as may be reasonably required by the Municipality to verify the amount of the invoice and the Services performed. GST and PST, as applicable, must be separately indicated.
- 3.3 The Municipality shall pay the Contractor the amount of the approved invoice, and the applicable GST and PST, no later than 30 calendar days following the date of receipt of the invoice.
- 3.4 The Contractor shall not be reimbursed for any costs or expenses unless such costs or expenses are expressly contemplated in Schedule B.

4.0 Assignment and Subcontracting

- 4.1 Neither party may assign any of its rights or interests in this Contract. Notwithstanding the foregoing, the Contractor may subcontract any obligation under this Contract to subcontractors listed in Schedule C of this Contract.
- 4.2 No subcontract shall relieve the Contractor of any obligations under this Contract.

5.0 Termination

- 5.1 The Municipality may terminate this Contract at any time without cause by giving 30 calendar days' written notice of termination to the Contractor and paying the Contractor the compensation that becomes due for the Services provided until the date that such termination becomes effective.
- 5.2 If either party fails to perform its obligations under the Contract, the other party may give the defaulting party notice in writing of the default. Upon receiving such notice, the defaulting party must correct the default or commence and diligently pursue such correction in five calendar days. If the defaulting party has not corrected the default or commenced correction in the said time period, or has failed to diligently pursue the correction thereafter, the non-defaulting party may at its sole discretion (a) correct such default and collect the cost thereof from the defaulting party, or (b) terminate the Contract.

6.0 Insurance

- 6.1 The Contractor shall, at its own expense, maintain at all times during the Term the following:
 - (a) commercial general liability insurance with a limit of not less than \$2,000,000 inclusive per occurrence for bodily injury (including death) and damage to property, including loss of use thereof. Such insurance shall include coverage for broad-form property damage, contractual liability, completed operations and product liability. The Municipality shall be named as an additional insured on the policy, but only with respect to the operations of the Contractor in the performance of this Contract;

- (a) professional liability insurance covering damages caused by an error, omission or any negligent acts. The limit per claim shall not be less than \$2,000,000. Annual aggregate limit shall not be less than \$2,000,000; and
- (b) automobile liability insurance for a limit of not less than \$2,000,000 for all owned, leased or rented licensed vehicles used in the performance of the contract.

7.0 Confidentiality

- 7.1 A party receiving Confidential Information of the other shall not, unless required by law, discuss or transmit the Confidential Information in whole or part to any third parties (except to the receiving party's employees or contractors, and then only on a 'need to know' basis and to the extent of such need). "**Confidential Information**" means, with respect to the party to whom it belongs or pertains, information that is not publicly available and which the said party could reasonably be deemed to have an interest in protecting from disclosure to third parties or the public.

8.0 Intellectual Property

- 8.1 Any documentation or deliverables developed by the Contractor as part of the Services are the property of the Municipality, and any copyrights, authorship rights, ownership rights or any other rights to such documentation or deliverables remain solely with the Municipality, notwithstanding any notice or disclaimer otherwise added by the Contractor on any such documentation or deliverable.

9.0 Force Majeure

- 9.1 For the purposes of this Contract, the term "**Force Majeure**" means an event (a) that is beyond reasonable control of the party affected by it; (b) was unforeseeable at the time the parties executed this Contract; and (c) which impairs the affected party's ability to perform its obligations under this Contract. Such events include acts of nature such as unusual weather events; floods, droughts and fire; explosions, wars, acts of terrorism or insurrection; epidemics; riots, strikes, lockouts or other labour disruptions; and amendments to laws, rules, regulations or order of a duly constituted governmental authority.
- 9.2 Provided that the affected party serves notice of the Force Majeure as soon as reasonably possible to the other party and to the extent that the affected party's performance is impeded by the Force Majeure, the affected party shall not be in breach of its obligations under this Contract.

10.0 Indemnity and Limitation of Liability

- 10.1 The Municipality and the Contractor shall each ("**Indemnifying Party**") indemnify, release and save harmless the other party and its elected and appointed officials, officers, employees, agents, contractors, successors and assigns ("**Protected Parties**") from any liabilities, actions, damages, claims, losses, orders, fines, penalties, costs and expenses, including the full amount of all legal fees and expenses that may be brought by a third party against any of the Protected Parties to the extent arising from a negligent acts, a negligent omission, or wilful misconduct of the Indemnifying Party or any person under the Indemnifying Party's control.
- 10.2 The Municipality and the Contractor waive all claims against each other for any consequential, incidental, indirect, special, exemplary or punitive damages, and regardless of whether any such claim arises out of breach of contract or warranty, tort, product liability, indemnity, contribution, strict liability or any other legal theory; provided, however, that the preceding waiver shall not apply to (a)

either party's obligations set forth in section 0 as to claims by third parties made against the Protected Parties; (b) a party's fraud, wilful misconduct, illegal acts or unlawful acts; (c) claims that are covered by insurance policies required to be maintained under this Contract.

- 10.3 In no event shall a party be liable to the other for any damages, claims, demands, suits, causes of action, losses, costs, expenses and/or liabilities in excess of an amount equal to 100% of the compensation payable to the Contractor under this Contract, regardless of whether such liability arises out of breach of contract, guarantee or warranty, tort, product liability, indemnity, contribution, strict liability or any other legal theory; provided, however, that the preceding limitation shall not apply to (a) either party's obligations set forth in section 0 as to claims by third parties made against the Protected Parties; (b) a party's fraud, wilful misconduct, illegal acts or unlawful acts; (c) claims that are covered by insurance policies required to be maintained under this Contract.

11.0 General

- 11.1 Unless otherwise specified in this Contract, all references to currency are in Canadian dollars.
- 11.2 Time is of the essence of this Contract.
- 11.3 This Contract enures to the benefit of and is binding upon the parties and their respective successors and permitted assigns, notwithstanding any rule of law or equity to the contrary.
- 11.4 Waiver by a party of any breach of any term, covenant or condition of this Contract by the other party is not a waiver of any subsequent default by the latter.
- 11.5 This Contract shall be governed and construed in accordance with the laws of the Province of British Columbia.
- 11.6 The provisions in this Contract constitute the entire agreement between the parties and supersede all previous communications, representations, warranties, covenants and agreements, whether verbal or written, between the parties with respect to the subject matter of this Contract.
- 11.7 Any schedule that is referenced in this Contract and attached herewith is deemed to be made part of this Contract.

IN WITNESS WHEREOF the parties hereto have executed this Contract.

VILLAGE OF LIONS BAY:

Name:

Name:

Date:

Date:

NAME OF CONTRACTOR:

Name:

Date:



SCHEDULE A
SERVICES TO BE PROVIDED BY CONTRACTOR

SCHEDULE B
COMPENSATION

[Insert relevant payment information.]

SCHEDULE C
SUBCONTRACTORS

[Insert names of subcontractors, if applicable.]

