

CALGARY REGIONAL PARTNERSHIP (CRP)

REQUEST FOR PROPOSAL (RFP)

TO DEVELOP A BUSINESS MODEL FOR THE CALGARY REGIONAL PARTNERSHIP TO OWN, OPERATE AND COORDINATE REGIONAL TRANSIT ASSETS

CLOSING DATE: August 18, 2014

CLOSING TIME: 4:30 PM MST

ADDRESS: Mailing: Box 2093, Cochrane, AB, T4C 1B8

Street: 101 RancheHouse Road, Cochrane, AB, T4C 2K8

NOTES:

- PROPOSALS WILL NOT BE OPENED PUBLICLY
- THE CONFIDENTIALITY OF INFORMATION (INCLUDING PRICING) RELATING TO OTHER PROPOSALS SHALL BE PROTECTED
- ***PROPOSALS SUBMITTED AFTER CLOSING DATE AND TIME STATED WILL NOT BE ACCEPTED***
- ***PROPOSALS DEEMED NON-COMPLIANT SHALL BE REJECTED***

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1.0 INSTRUCTIONS TO PROPONENTS

- 1.1 Your proposal must be submitted in a sealed envelope/package clearly marked and addressed as follows:

Calgary Regional Partnership (CRP)
Box 2093, Cochrane, Alberta,
T4C 1B8
Attn: Jennifer Mortimer

TO DEVELOP A BUSINESS MODEL FOR THE CALGARY REGIONAL PARTNERSHIP TO OWN, OPERATE AND COORDINATE REGIONAL TRANSIT ASSETS

Closing Date and Time: August 14, 2014 / 4:30 PM Calgary Time

- 1.2 It is the exclusive responsibility of the Proponents to ensure that the sealed envelope/package containing the proposal reaches the above address before the time and date indicated so that it is time stamped and acceptable for opening. Proposals must be delivered to the designated address during working hours; 8:30 a.m. to 4:30 p.m., Monday through Friday. Delivery to any other office location will be at the risk of Proponent and will not constitute timely delivery. **Proposals received after the above-mentioned closing time or deadline will be invalidated.**
- 1.3 Each Proponent is asked to submit **seven (7) identical sets** of their Technical and Management Proposal. One (1) bound original copy identified as the "Master Copy" and six (6) copies marked "Copy" sealed and clearly marked as to the contents. They must be addressed to and submitted to The CRP office in Cochrane no later than 4:30 p.m. on August 14, 2014.
- 1.4 Each Proponent is asked to provide as much detailed information as possible in the proposal format when replying to each point throughout the RFP and the Proponent must identify any specific provisions with which it is unwilling or unable to comply. Unwillingness or inability to comply with any specific provisions in the RFP may result in the Proposal being rejected.
- 1.5 Proposals will not be opened publicly. The confidentiality of information (including pricing) relating to other proposals shall be protected.

- 1.6 Proposals submitted may be withdrawn and re-submitted with amendments prior to the closing date for the RFP. Proposed amendments submitted in any other manner may not be accepted or considered by The CRP.
- 1.7 If a Proponent wishes to withdraw their proposal, unopened after it has been received, a written request must be made prior to the closing date.
- 1.8 All costs related to the preparation of the proposals and any related activities are the sole responsibility of the Proponent. The CRP assumes no liability for any costs incurred by Proponents throughout the entire selection process.
- 1.9 The RFP document can be downloaded from the CRP website at www.calgaryregion.ca.
- 1.10 RFP documents can also be picked up at the CRP office located in Cochrane at The Ranchehouse Municipal Offices, second floor, at the following address:

101 Ranchehouse Road, Cochrane, Alberta T4C 2K8
- 1.11 It is the sole responsibility of the Proponent to seek clarification on any matter that they consider unclear before responding to the requirements of this RFP. All inquiries or questions regarding any aspect of this RFP should be directed to Ettore Iannacito, CRP Regional Transit Program Manager, by email at ettoreiannacito@calgaryregion.ca.
- 1.12 Schedule of Events:
- | | |
|--------------------------|-----------------|
| Release of the Proposal: | July 18, 2014 |
| Submission Deadline: | August 18, 2014 |
- 1.13 If an amendment to this solicitation is required, all the terms and conditions that are not amended will remain in effect. Each Proponent has the responsibility to ensure that they have downloaded the amended Addenda from the CRP website.

2.0 RFP TERMS

2.1 LENGTH OF CONTRACT

- 2.1.1** Any contract resulting from this RFP shall be in effect for a period of two years from the commencement date and during that period the contractor shall be The CRP's preferred supplier. Please note that most of the work as described under the scope will be **completed within the first year**. At the discretion of The CRP the term of the contract may be extended under the same terms and conditions dependent upon the scope of work within the second year.
- 2.1.2** The contract value for this project is \$250,000 dollars in Canadian funds. Contract renewal for additional work is at the sole discretion of The CRP.

2.2 COST INFORMATION

- 2.2.1** All prices and charges quoted for the proposed services shall be in Canadian currency and include all applicable taxes, itemized separately, for the duration of the contract, with no escalation.

2.3 TERMS OF PAYMENT

- 2.3.1** Payment shall be processed within Net Thirty (30) Days of the receipt of a correct invoice for work performed or goods received and following the thirty (30) day quality evaluation period or after all deficiencies have been resolved. Purchase Order number is required to be referenced on the invoice.
- 2.3.2** Payment will be made in response to invoices which are itemized and executed in the final contract. The invoices must relate directly to the items as described in the scope and guided by the general submission requirements. All work must be completed to The CRP's satisfaction and provided that the Proponent is not in default of its obligations under the Contract.
- 2.3.3** Electronic invoicing is preferred in the interest of using environmentally friendly processes. Normal invoicing procedures through certified mail is also acceptable and will be negotiated under the terms of the contract if desirable by both parties.

2.4 COSTS INCURRED BY THE PROPONENTS

- 2.4.1** All costs related to the preparation of the proposals and any related activities are the sole responsibility of the Proponent. The CRP assumes no liability for any costs incurred by Proponents throughout the entire selection process.

2.5 SUBCONTRACTING ASSIGNMENTS

- 2.5.1** The successful Proponent will be regarded as an independent contractor and all employees employed by the Proponent including sub-contractors will perform all services as required for the successful completion of this project. Sub-contractors will not release the successful Proponent from any obligation under the agreed contractual services between CRP and the Proponent. Joint or multi-firm proposals must have one main contact and project manager.
- 2.5.2** CRP must approve all assignments for sub-contracted work so as to understand what the deliverable is and how it pertains to the scope of the project.
- 2.5.3** The successful Proponent is completely responsible for any work done by the subcontractor and the subcontractor will be regarded as an employee of the Proponent and in no way will the proponent be released from its duties and obligations under the Contract.
- 2.5.4** All intended sub-contractors must be listed in Appendix B – Intended Sub-Contractors.

2.6 MULTI-FIRM PROPOSALS

- 2.6.1** If the application is submitted as a multi-firm proposal, the proposal shall:
- a. Demonstrate the extent to which the proposed firms have worked together before, including a description of the type of work.
 - b. Identify those project team members, from each organization, that have worked together in a multi-firm or consortium business arrangement.

- c. Provide examples of where they have successfully partnered in a similar type engagement previously.
- d. Demonstrate a multi-firm management approach that will ensure, for the duration of the project, clear lines of communication and delivery of services.
- e. Identify management, ownership and financial and legal relationships between the consortium members.
- f. Indicate how the consortium is proposing to contract with CRP to ensure a single point of accountability for project completion and dispute resolution.
- g. Identify which firm will be designated as the Lead Consultant.
- h. Define the scope of work to be performed by each firm.

2.7 NON-EXCLUSIVE

- 2.7.1** The CRP warrants that this contract is not exclusive and that The CRP reserves the right to contract out for similar services from other sources during the duration of the Contract.

2.8 CONTRACT TERMINATION

- 2.8.1** Any of the following occurrences or acts shall constitute an event of default by the Proponent under this agreement:
 - a. Non-performance or non-observance of any of its other covenants, agreements or obligations hereunder, express or implied, continuing for fifteen (15) days after The CRP has given the Proponent notice in writing. If the failure cannot be remedied within fifteen (15) days, then The CRP, at its discretion, may extend the time period or terminate the agreement.
 - b. An assignment for the benefit of creditors or becoming bankrupt or insolvent, taking the benefit of any legislation for the protection of bankrupt or insolvent parties.
 - c. The appointment of a Receiver for the successful Proponent.
- 2.8.2** In the event either (b) or (c) occurs, The CRP will have the right to terminate the contract immediately.
- 2.8.3** Notwithstanding anything contained herein, The CRP may, at any time during the term of the contract, upon giving thirty (30) days' notice to the successful Proponent, terminate the contract if The CRP is of the

opinion that the services supplied by the successful Proponent are not of a standard satisfactory to The CRP or that the successful Proponent no longer has the financial capability to perform its obligations under the contract. Further, The CRP, in its sole discretion, may terminate the agreement for reasons with or without cause including but not limited to unethical or criminal activities, immediately upon written notice to the successful Proponent.

- 2.8.4** The CRP shall pay all reasonable costs for services rendered up to the date of termination, less any costs The CRP may incur in re-procuring and completing the costs where the termination is for cause.

2.9 ERRORS AND OMISSIONS

- 2.9.1** The CRP shall not be held liable for any errors or omissions in any part of this RFP. While The CRP has used considerable effort to ensure the accuracy of this RFP, the information in this RFP is supplied solely as a guideline for the submission of the project bids for the Proponents. The information is not warranted or guaranteed to be accurate by The CRP, nor is it comprehensive or exhaustive. Nothing in the RFP is intended relieve the Proponents from forming their own opinions and conclusions with respect to the matters addressed in the RFP.

2.10 INDEMNIFICATION

- 2.10.1** The successful Proponent, by its acceptance of a Purchase Order, agrees to indemnify and hold harmless The CRP and it's twelve member municipalities, agents and employees from and against all loss or expense that may be incurred by The CRP, its officials, officers, employees and agents as a result of bodily injury, including death at any time resulting therefrom, sustained by any person or persons, or on account of damage to property, including loss of use thereof arising out of or as a consequence of the performance of the work stipulated in the RFP.
- 2.10.2** The successful Proponent shall indemnify and hold harmless The CRP, its officers, project managers and staff, council members, partners, agents, and employees working together on the working teams, from all actions, claims, demands, losses, costs, damages, suits or proceedings, whatsoever which may be brought against or

made upon The CRP and against all losses, liabilities, judgments, claims, suits, demands or expenses which The CRP may sustain, suffer or be put to resulting from or arising out of the successful Proponent's failure to exercise reasonable care, skill or diligence or omissions in the performance or rendering of any work or service required hereunder to be performed or rendered by the successful Proponent, its agents, officials, sub-contractors, officials and employees. This indemnification shall include any legal costs incurred by The CRP on a substantial indemnity basis, including those incurred to defend any criminal prosecutions against The CRP resulting from the actions of the successful Proponent.

2.11 INSURANCE REQUIREMENTS

- 2.11.1** In no circumstances will a Proponent be entitled to consequential damages for any loss of profit or damage to reputation.
- 2.11.2** In no circumstances will a Proponent be permitted to limit their liability to an amount less than two million (\$2,000,000.00) dollars.
- 2.11.3** All policies of insurance shall include as additional insured The CRP and its twelve member municipalities listed hereunder: Airdrie, Banff, Black Diamond, Calgary, Canmore, Chestermere, Cochrane, Irricana, Okotoks, Nanton, Strathmore and Turner Valley, its Officers, administrators, assigns, employees, agents and contractors. The CRP reserves the right to add more municipal members in the future if additional municipal members are brought into the Partnership. If so, The CRP will let the successful proponent know in writing that additional members have joined the Partnership and should be included in all insurance policies as required under this section. Such liability insurance shall contain a cross liability clause whereby the insured indemnifies each insured as if a separate policy had been issued to each.
- 2.11.4** Automobile Liability Insurance in respect of licensed vehicles shall have limits of not less than two (\$2) million inclusive per occurrence for bodily injury, death and damage to property. Coverage shall be in the form of a Standard owners form automobile policy providing third party liability and accident benefits insurance and covering licensed vehicles owned and or operated by or on behalf of the successful Proponent.

2.12 LEGISLATIVE/LICENSING REQUIREMENTS

- 2.12.1** The successful Proponent will be responsible for all business and other permits and licenses required in completing the Contract including a WCB clearance letter.
- 2.12.2** All Proponents and submissions shall comply with any law, including legislation and regulations which may be applicable to the services provided to the RFP including, but not limited to the: Occupational Health and Safety Act (Alberta).

2.13 PATENTS

- 2.13.1** The successful Proponent will pay all royalties and patent license fees or other fees in respect of any intellectual property right required to perform the work stipulated in the RFP. The successful Proponent shall, at its own expense, defend all suits and proceedings instituted against The CRP and member municipalities and indemnify The CRP and member municipalities against any award of damages, demands, losses, charges or costs made against The CRP and member municipalities if such suits or proceedings are based on any claim that any of the products, documentation, parts or equipment, as supplied by the successful Proponent, constitutes an infringement, or an alleged infringement, of any patent or other intellectual property right by the successful Proponent or anyone for whose acts it is liable.
- 2.13.2** If any of the products, documentation, parts or equipment supplied by the successful Proponent constitute an infringement of patent or other intellectual property right and its use is enjoined, the successful Proponent will, at its own expense, procure for The CRP and member municipalities the right to continue its prior use, replace or modify the supplied item so it becomes non-infringing and meets The CRP's requirements, or pay The CRP and member municipalities for its loss of use of the item and for consequential damages or losses which occur as a result of the actual or alleged infringement of any patent or other intellectual property right by the successful Proponent or anyone for whose acts it is liable.
- 2.13.3** The Proponent agrees that the deliverables under this contract including reports, presentations and all creative concepts and related campaigns will remain the property of The CRP and may be used by

The CRP in the future requiring no written or oral consent from the successful Proponent to do so.

2.14 ENVIRONMENTALLY RESPONSIBLE PROCUREMENT

2.14.1 Products that are used which are considered to be environmentally friendly in response to this RFP will be considered as an added benefit to the successful Proponent in their bid.

2.14.2 The purpose of this policy is to suppose the purchase of products and services that will minimize the negative impact on the environment. The CRP recognizes that procurement decisions by our employees can make a difference in pursuit of improving environmental performance and will purchase environmentally preferred products whenever they are practical and can be obtained at a reasonable cost.

3.0 BACKGROUND OF SCOPE

3.1 INTRODUCTION

The purpose of this RFP is to select a qualified consultant to assist The CRP in the development of a business case to create and implement a regional transit governance decision-making and funding model that can own and operate regional transit assets.

As the Calgary Region continues to grow, the Calgary Regional Partnership worked collaboratively with its member municipalities to develop the Calgary Metropolitan Plan (CMP), the Region's smart growth plan. The CMP was developed to address the following key issues:

- Where will these additional new residents live?
- How will they move around?
- What jobs will they have?
- Will there be enough water?

The Calgary Metropolitan Plan established five key growth principles on which future growth within the region should be based upon. They were as follows:

- Protecting the natural environment;
- Fostering the region's economic vitality;
- Accommodating growth in more compact settlement patterns;
- Integrating efficient regional infrastructure systems;
- Supported through a regional governance approach.

Central to enhancing growth and mobility within the Calgary Region, CRP has developed a Regional Transit Plan to implement regional inter-city express service and local transit to offer greater mobility options for regional residents. This plan has aligned itself to foster the development of more compact settlement patterns economic activity and implement regional transportation infrastructure systems.

Recognizing the challenges of shifting from the planning stages to the implementation stages for regional transit services, the Calgary Regional

Partnership's Steering Committee passed the following four motions directing The CRP administration to:

1. Explore transit governance options under the current plan;
2. Develop a framework for The CRP to own and operate regional transit assets and/or coordinate service delivery;
3. Develop a regional study on connectivity between municipalities; and
4. Develop a framework for a regional feasibility study.

In 2013, The CRP, with the assistance of municipal staff and Stantec Consulting, completed the first phase of this work that examined two alternative models for planning and implementing regional transit service in the Calgary Region:

1. Status Quo - each municipality is responsible for implementing their own regional and local transit service with CRP help;
2. Regional Control - where a regional body is responsible for planning and implementing inter-municipal transit services, and there is an agreed upon method of sharing these costs.

The study concluded that a regional transit decision-making and funding model was needed to facilitate regional transit implementation and better serve the region by:

- Generating savings in terms of the provision of regional transit service;
- Achieving economies of scale and efficiencies in terms of the provision of transit functions such as: scheduling, marketing, contract management, provision of capital assets and vehicle procurement for desired regional transit service buses;
- Providing regional transit service to more CRP member communities; and
- Achieving greater regional connectivity and mobility.

Building upon this work, The CRP wants to complete a feasibility and business case analysis for creating and implementing a regional transit governance and funding model which can own transit capital assets and advance the implementation of regional transit service more quickly within a staged process.

3.2 RFP OBJECTIVE

The CRP is seeking a team of qualified consultants to:

1. Develop a business model that would enable The CRP to own and operate regional transit assets under one of the following bodies:
 - Regional Transit Committee within The CRP.
 - Inter- Municipal Cooperative Shared Services Model.
 - A Regional Transit Services Commission.
2. Develop and lead the process under the direction of The CRP to help the Regional Transportation and Complete Mobility Steering Committee, Executive Committee and Executive Board to select a regional transit governing business model.
3. Develop an implementation plan to implement the chosen business model by engaging the key municipal CRP municipal partners.

3.3 PROJECT BACKGROUND

The CRP works collaboratively with member municipalities to solve common challenges. The CRP member municipalities take a proactive approach to regional smart growth initiatives while understanding the needs of the individual communities.

The CRP started in 1999 as a loose network of municipalities working together voluntarily on projects of mutual interest. In 2006, ten years after regional planning had been disbanded in Alberta, and after experiencing another period of sustained growth, municipal leaders voluntarily agreed to work together to address challenging regional growth issues. Over a period of three years, the municipalities developed a plan for the growth of the region, looking out over a 60 to 70 year horizon. During this same period, the Provincial Government approved its Provincial Land Use Framework which mandated that a CMP be completed as part of a broader South Saskatchewan Regional Plan. The CMP was approved by a majority of the members at a General meeting of The CRP on June 19, 2009. In June 2012 The CRP updated the CMP and submitted the plan for provincial approval.

The CMP is designed to achieve:

- Protection of the natural environment, including landscapes, watersheds, corridors, and air shed;
- A reduction in the rate at which the region’s developed footprint grows;
- Increased affordability in the region as it grows and evolves over time, encompassing affordable infrastructure and services, housing, and business opportunities driven by efficient land use and the development of complete communities;
- The extension of infrastructure and transit services throughout the region;
- An integrated framework for guiding and managing the region’s growth that incorporates environmental considerations, compact settlement patterns, infrastructure, economic prosperity initiatives, capital funding, and decision making;
- Increase affordable housing options, including overall cost considerations such as mobility and liveability costs;
- Encourage the development of complete communities that provide housing, work, services, and
- Mobility within close proximity.

The development of a new regional transit system will support compact settlement patterns utilizing smart growth in the form of transit oriented development guidelines and policies and bring economic benefits to the region.

3.4 CRP MEMBER MUNICIPALITIES

The twelve member municipalities within CRP are: Airdrie, Banff, Black Diamond, Canmore, Chestermere, Calgary, Cochrane, Irricana, Nanton, Okotoks, Strathmore, and Turner Valley. Currently, only Airdrie, Banff/Canmore and Calgary have public transit or regional transit service.

3.5 APPROVED REGIONAL TRANSIT PLAN – FUTURE GROWTH OF TRANSIT

Central to enhancing growth and mobility within the Calgary Region, The CRP has developed a Regional Transit Plan. The plan is based on strengthening the core of the transit network through the introduction of inter-municipal transit service that will connect communities.

The Regional Transit Plan has the following objectives:

- a. Generating public awareness and support for regional and local transit by building transit market share within a region made up of 12 municipalities as part of The CRP.

- b. Promoting transit culture where none exists.
- c. Connecting communities: Development of customer focused and integrated express services from each of the communities to Calgary and each other.
- d. Implementation of regional and local transit services.
- e. Development of transit supportive land use policies through the use of proactive Transit Oriented Development concepts to promote transit hubs and activity centres.
- f. CRP should develop a branding strategy.
- g. Development of a regional transit governance structure.

The following municipalities already have implemented regional and local transit systems:

Airdrie Transit

Airdrie Transit operates a family of transit services including regional service to Calgary, conventional fixed route local service, Dial-A-Bus and paratransit service. Airdrie was the first CRP regional municipality to take advantage of the provincial GreenTRIP program for the funding of buses and transit infrastructure. Airdrie Transit implemented the Calgary Region's first regional service called the Intercity Express or ICE in October 2010.

BVRTSC

The Bow Valley Regional Transit Services Commission (BVRTSC) was the first transit services commission in Alberta formed in April of 2011. The commission is comprised of the Town of Banff, Canmore and Improvement District #9 (Lake Louise region). BVRTSC has assumed the management of the Banff local transit service in 2012. They are currently working on the feasibility of implementing a Canmore local service as well as future service in the Lake Louise area. New regional services between the Banff/Canmore corridors has been introduced in December 2012.

Calgary Transit

Calgary Transit provides conventional bus, light rail transit and specialized transportation services to the citizens of the City of Calgary. On an average weekday, Calgary Transit carries approximately 545,500 passenger trips on bus and LRT services. Calgary Transit bus services features 160 conventional bus routes with service provided with conventional 40-foot bus, high capacity 60-foot articulated buses and community shuttles. Calgary Transit's LRT System features 56 KM of track, 44 Stations and 192 light rail vehicles serving approximately 275,000 passengers every weekday.

In 2011, City Council directed City staff to create a new long-term plan for Calgary Transit. The result was the development of the RouteAhead strategic plan to guide both operations and investment in transit over the next 30 years. The plan was approved by Council on March 4, 2013. RouteAhead establishes a clear vision for transit in Calgary and will be used by City Council and Calgary Transit to make informed decisions regarding customer-centric improvements, capital and operating budgets, fares, service hours and other major business decisions.

4.0 SCOPE OF WORK

- 4.1** The scope of work will form the basis for the deliverables and objective of this project for the duration of a two-year contract.

The primary purpose of this RFP is the development of a business model that would allow The CRP to own and operate regional transit assets within a non-profit and completely voluntary organization.

This business model would allow for the formation of a decision-making body based on the development of the operating model and how it's funded within the unique structure of The CRP.

The scope of work will be delivered in three phases over 2 years:

- 1.** Development of a business model for The CRP to own and operate regional transit assets in year 1;
- 2.** Development of a funding model that would allow a new business model to operate in year 1;
- 3.** Development of an implementation strategy to transition into a new business model in year 2;

4.2 DEVELOPMENT OF A BUSINESS MODEL FOR THE CRP TO OWN AND OPERATE REGIONAL TRANSIT ASSETS

4.2.1 Some key questions need to be answered in the evaluation of any transit governance business model:

- How can The CRP obtain the ability to own capital assets?
 - What legislation may be necessary to enable The CRP to access sources of funding, both operating and capital, to operate a regional transit system?
 - How can the chosen business model operate and be funded?
 - How would existing service providers be compensated for existing infrastructure and other capital assets if they chose to opt in?

- What rules for membership should a decision-making body incorporate if membership in the body is optional?
- How does the new business model integrate and work with existing regional and local transit service providers?
- What model would best be suited if The CRP did not own or operate regional transit assets; assuming the status quo?
- Ensure that any chosen business model would endure the test of time and be able to stand alone.
- Are there examples of well-functioning business models reflecting the uniqueness of The CRP non-profit and voluntary structure in existence that are reflective of the three models listed under the objectives?
 - If so, consultant must show the pros and cons of each model and how they would relate to the goals and objectives of this RFP.

4.3 Phase 1: DEVELOPMENT OF A BUSINESS MODEL - Year 1

4.3.1 Review of the Phase 1 Regional Transit Governance Analysis report

Review of the Phase 1 Regional Transit Governance Report to help provide cost-benefit analysis.

4.3.2 The CRP would like the consultant to evaluate the following 3 Business Models using the criteria within section 4.3.6:

4.3.3 Regional Transit Services Committee

A model that would enrich the powers of a strong CRP regional committee which would govern the planning, marketing, scheduling, performance monitoring of regional transit services, and be able to purchase and own capital assets. This body could be provided with additional funding and have political representatives, as well as members nominated from prominent stakeholder groups and has full control over transit functions.

4.3.4 Regional Inter-Municipal Cooperative/Shared Services

A model that would enable the participating municipalities to share the cost of operating and owning regional transit services and the decisions that would be key to maintaining a well-functioning and responsive transit system. All the municipalities that formed the cooperative would share in the ownership of all capital assets.

4.3.5 Regional Transit Services Commission

A commission would have proportional representation via direct election or appointment, and thus has marginally less autonomy from local government than a Transit Authority. The Commission has unique funding sources available to it beyond the powers of a municipality or cooperation. The Commission administers all aspects of transit service including planning, administration, funding, infrastructure development and operations for all areas within the service area. This model would be similar to the Bow Valley Regional Services Transit Commission.

4.3.6 Business Model Evaluation Criteria:

The business models should be evaluated through input from key regional stakeholders through input sessions, individual and group meetings. They should be evaluated based on the following criteria:

- Sustainability.
- Determination of all possible sources of funding for operations.
- Transparency.
- Accountability.
- Funding.
- Efficiency - will the organization realize efficiencies compared to status quo?
- Ease of implementation - politically and legally including necessary legislation.

- Ease of transitioning existing service providers that choose to opt in:
 - Rules and guidelines for CRP municipalities to opt in or out of any business model.
 - Cost/benefit analysis for existing service providers to opt in.
 - Fit with existing service providers: Calgary Transit, Airdrie Transit and BVRTSC and how services could be coordinated.
 - Ease for The CRP to adopt local service provision within the region and the implications of doing so.
 - Ease of integrating staff from existing service providers.
- Cooperation, coordination and integration with Calgary Transit the region's largest service provider.
- Equity (financially for each municipality opting In)
 - Ease of how the cost sharing by municipalities excluding Calgary can be implemented.
- Equity (geographic).
- Equity (socio-economic).
- Transportation demand management.
- Flexibility/responsiveness.
- Any other criteria or attributes not listed but deemed essential.

4.3.7 Phase 2: Analysis of Funding Sources for new Business Model - Year 1

- 4.3.7.1 The work will entail examining a range of funding sources for operating and capital expenditures for a new organization.
- 4.3.7.2 Proponent would determine all possible sources of funding for operations, maintenance and capital projects.

- 4.3.7.3 Determine the proportion of each source to create an overall budget.
- 4.3.7.4 Determine if a portion of the funding is from local government members, and determine what portion each member should contribute.
- 4.3.7.5 Look at all operating funding sources currently used within North America to see if they can be applied to a new business model.

4.3.8 Funding Model Criteria

- 4.3.8.1 Sustainability.
- 4.3.8.2 Transparency.
- 4.3.8.3 Accountability.
- 4.3.8.4 Ease of implementation.
- 4.3.8.5 Equity.
- 4.3.8.6 Transportation Demand Management (TDM).
- 4.3.8.7 Flexibility/responsiveness.
- 4.3.8.8 How to take advantage of available provincial and federal capital funding grant programs.

4.3.9 Implementation Plan for new Funding Model

- 4.3.9.1 To include:
 - 3.3.9.1.1. Best practices and recommendations.
 - 3.3.9.1.2. 5-10 year capital investment plan.
 - 3.3.9.1.3. Examples of how it can be applied to the service planning concepts within the Phase 1 Regional Transit Governance Analysis.
 - 4.3.9.1.4. All formulas and calculations to be clearly indicated.

- 4.3.10** Summary reports on reaching key milestones to be determined by The CRP and consultant.
- 4.3.11** Research of best practices and conducted through workshops, focus groups and engagement of key stakeholders such as the Transportation Steering Committee, Executive Committee, Executive Board, municipal councils and staff, private stakeholders as necessary or any other group not listed but deemed necessary as the project work plan is developed.
- Also from lessons learned elsewhere like the Capital Region Board.
- 4.3.12** Provide a detailed outline of all costs associated with the project.
- 4.3.13** Provide a detailed schedule of meetings, activities, events and deliverables along with dates.
- 4.3.14** As part of the implementation plan, include detailed timelines for the plan to be executed.
- 4.3.15** Conduct focus groups and workshops with all municipal stakeholders and CRP committees, Calgary Transit, Airdrie Transit and BVRTC and other private stakeholders if necessary. The successful proponent must provide a detailed proposal on the approach used to develop the focus groups, testing methods and overall research methodology.
- 4.3.16** Working together with The CRP and other municipal staff, the delivery of a work plan outlining the successful consultant's strategy on how to achieve the evaluation of a regional transit governance model is needed.
- 4.3.17** Delivery of summary reports outlining progress on a set upon format with The CRP and a final report complete with findings, analysis, recommendations and business case analysis.
- 4.3.18** Make presentations on the progress of work and the deliverable of key milestones to appropriate key stakeholder audiences including potential municipal councils.
- 4.3.19** **Key principles of work**

Need to be established collaboratively and not limited to the following suggestions:

- Establish clear membership criteria for the governance structure if membership is optional;
- How to transition existing service providers, Airdrie Transit, BVRTSC and Calgary Transit into new business model if they want to opt in;
- How to include the possibility of The CRP assuming management of local transit service;
- Plan to include how The CRP would assume control over existing capital transit infrastructure within the region not including Calgary:
- Recognize regional and municipal affordability;
- Cost/Benefit analysis for existing service providers for them to opt in or out of a regional business decision-making model;
- Ensure government of Alberta is supportive;
- Respect local transit initiatives;
- Ensure everyone is on board;
- Enhance integration of land use and transit.

4.3.20 Phase 3: RECOMMENDATION OF AN IMPLEMENTATION STRATEGY - Year 2

4.3.21 A staged transition plan for the implementation of a new regional business model and governance structure will be developed and include the following:

- How do we transition into a regional business model;
- How do we get all municipal stakeholders on board;
- How does The CRP start implementing regional transit that can be funded under a new funding model;
- How can The CRP adopt any future proposed pilot regional transit service under the new model as a first phase of regional transit implementation;
- Best practices recommendations;
- 5-10 year capital investment plan in terms of type and number of vehicles developed together with CRP staff and with input from municipal stakeholders and how it will be financed through the

recommended funded model including details of all calculations and related formulas;

- Operating by-law for new regional transit governance organization that includes rules of membership;
- 5 year business financial plan, including capital and operating costs based on new regional service plan for each municipality based on selected funding model including all detailed calculations and related formulas;
- How to transition existing transit systems into a new regional transit governance organization;
- How to work collaboratively with Calgary Transit to ensure key elements of service integration within their network needs to be included within the implementation plan;
- Rules and guidelines for CRP member municipalities to opt in or out of any regional business/decision-making model;
- How can The CRP assume local service responsibility if it becomes part of the business model;
- How to assume existing regional transit infrastructure:
 - How would existing service providers such as Airdrie be compensated for their existing capital investments;
- Potential additional funding partners;
- Initial staffing plan and issues/opportunities for a new governance structure with a proposed 5 year human resources organizational chart and:
 - Growth plan if necessary;
 - Details on positions needed that cover the elements of an operating regional transit service;
 - Include benefits in calculations;
 - Private sector service delivery model and associated staffing costs.

- Costs for municipalities opting into model in terms of direct and indirect benefits for regional transit services; and
- Draft provincial legislation based on what would be needed;
- A complete report outlining the above and any additional relevant needs gained through research and stakeholder engagement;
- Outlining a step by step work plan;
- Make presentations as needed to relevant stakeholders.

4.3.22 Proposed Study Process

4.3.23 The process to develop a business model for The CRP to own and operate regional transit assets will be built upon the following key foundational elements or phases:

- 1. Study initiation and foundation -**
 - a. Clearly outlining the study's objectives using the 2013 Regional Transit Governance Phase 1 report and the 2009 updated plan - consultant to work with CRP to develop a clear work plan to achieve goals and objectives.
- 2. Establishment of Governance and Funding Options and Evaluation Criteria** conducting an environmental scan to determine what factors outside of The CRP can affect any recommended options, refining and updating the cost of the conceptualized service plan within the Phase 1 Regional Transit Governance Report or any recently updated or newly created service plan such, holding interviews, workshops and discussions.
- 3. Develop and Evaluate Governance and Funding Options including Legal and Financial Implications and Overall Costs and Benefits** - development of a multi-variant account evaluation of the governance model and funding options.
- 4. Implementation Plan to include the following deliverables:**
 - a. Creation of an implementation plan on how to establish the chosen decision-making body;
 - b. Include legislation if needed;

- c. Where to start;
- d. Include a business plan as per the requirements under the scope of this RFP;
- e. How responsibilities are divided;
- f. What contractual agreements are needed if any;
- g. How to delegate authority for The CRP to own and operate the regional transit service;
- h. Step by step transition plan;
- i. Follow up by consultant as required.
- j. Consultant will understand that if a deadline needs to be changed for whatever reason due to the nature of the tasks listed within this RFP, The CRP reserves the right to negotiate any deadline changes.
- k. Depending on the outcome of the development of a new business model for the CRP to own and operate regional transit services, the CRP reserves the right to negotiate the scope of work for the actual implementation plan.

5.0 PROPOSAL FORMAT

- Proposals are to include a filled out form of proposal as supplied by The CRP – Appendix C – Signature Sheet/Acceptance of Terms. Appendix C should be signed and sealed by all authorized officers of the Corporation and proper legal name of the Corporation and of the individual signing it.
- Proposals should be submitted using a binder or similar cover and include a table of contents noting all requirements by section. Each section is to be tabbed, and presented in a logical manner, following the format of this RFP.
- Each Proponent shall submit their proposal in accordance with the following:
 - **Outline under the following headings:**
 - a. Agency overview including number of years of relevant experience.
 - b. Billing policies and terms.
 - c. Relevant account experiences.
 - d. Approach and methodology.
 - e. Internal resources (writers, technical staff, media buyers, etc.)
 - f. Subcontract elements (photography, writing, website etc.)
 - g. Value added services related to CRP other projects and mandate.
 - **Using a maximum of two pages per person, under the following headings please outline:**
 - a. Team members including who the project manager is going to be (resume or CV).
 - b. Title and role in the project.
 - c. Relevant experience/qualifications.
 - d. Number years within the company.
 - **Please respond to the following in your proposal:**
 - a. Describe your understanding of regional transit implementation under a non-profit organization and the challenges and benefits of doing so.
 - b. Describe your approach to the development of business case for choosing a regional transit governance and funding model.
 - c. Describe your approach to conducting research and stakeholder focus groups.
 - d. Describe why your agency is best qualified to help lead The CRP in the development of a regional transit business and funding model under the unique circumstances The CRP is operating under.
 - e. For each of the above please include relevant examples that demonstrate how your firm has the capacity and has provided a similar service for other North American clients.

- f. Explain how each related project qualifies your firm to develop the business and funding model for The CRP.
- g. Identify anticipated schedule of milestones.
- h. Anticipated CRP staff and working team from member municipalities resourcing.
- i. Identify, if any, additional resources not specified in the scope of work that are required.
- j. Identify resources for any other milestones that are deemed appropriate.

The successful bidder will have to demonstrate an understanding of The CRP business objectives and what the region is trying to achieve through the implementation of a regional transit system.

6.0 EVALUATION CRITERIA

- Proposals will be evaluated on the basis of all information provided by each Proponent. Every proposal will be reviewed in relation to the submission requirements as outlined in the RFP. The selection process will be based on an evaluation system which is weighted accordingly for each category of responses.
- Evaluation criteria will be based on a total score of 100 points. Award of the contract shall be based on total points from the submission and presentation/interview process. For the submission to move forward to the interview process, a minimum score of 60% must be achieved from the Technical submission as outlined below.
- Evaluation Criteria and Weighting

Project Deliverables (30%)

- CRP reserves the right to consider variations from the requirements with due regard to their importance.
- Specific deliverables as outlined in the scope of work and general submission requirements.
- Ability to provide campaign research and valuable approach and methodology.
- Ability to provide relevant experience and examples and how they relate to the project at hand.
- Availability of the Proponent to work within the project's scheduling environment.
- Value added services not described but still relevant to the project that will be of value for the current or future initiatives of The CRP.

Experience and Work History (30%)

- Qualifications and experience and credentials of the firm.
- Credentials of the personnel assigned to the project.
- Provide a project organization chart of the core project team including the roles and responsibilities of each team member.
- Provide a (CV) for the project manager.
- Identify the office location and the ability to provide services for the Calgary region.
- Familiarity with processes associated with the delivery of transit services within a regional, municipal environment.

- Reference checks within the marketplace that the Proponent has worked and completed similar projects (Appendix A – Client Reference Information).

Interview/Presentation (20%)

- Only those Proponents that achieve at least a score of 60% on all other criterion exclusive of the financials will be moved forward to the interview and presentation stages.
- Proponent will make a presentation on how they will deliver on the scope of the project using examples and be prepared to answer a set of interview questions that will be forwarded in advance of the interview and presentation.
- Bring the Proponents' proposed team that will be working on the project including the Project Manager.

Financials (10%)

- Total upset all inclusive lump sum cost to The CRP for the complete project for the two year contract.
- All costs shall detail charges for services rendered including all applicable taxes itemized separately.
- Proponent shall provide per diem rates for all proposed staff, including all associated costs including mileage etc. should The CRP require additional services beyond the scope of this project.

Quality of the Submission (10%)

- The submission will be evaluated on clarity, neatness, completeness, ease of flow and formatting.
- Creativity and project approach and methodology is important.
- Project scheduling to meet deadlines and the deliverables as described in the scope of work, using the general submission parameters as a guide is important.
- Demonstrated ability to comply with the intent and terms of the project scope.

- CRP reserves the right to accept or reject any or all submissions, as may be determined in the best interest of The CRP.

- **Proposal Evaluation**
 - The selection committee will score in accordance with the matrix provided. It is the intention of The CRP to shortlist the highest evaluated Proponents.
 - The short-listed Proponents will be required to participate in a Presentation / Interview process with the selection committee. Generally, one hour is allowed for this process, with 20-30 minutes for the presentation, midway through 30 minutes of interview questions.
 - The selection committee will then revisit their scoring matrix after the Presentation / Interviews and proceed with an award recommendation to the highest evaluated Proponent.
 - The CRP may then negotiate a final contract with the highest evaluated Proponent.
 - In the event that one Proponent scores significantly higher than the other firms, the right is reserved by the selection committee to eliminate the Short Listing Process and proceed directly to negotiations with the highest rated firm.
 - The CRP reserves the right to award the assignment in whole or in part or to delete any portion of the work.
 - Throughout all stages of the evaluation process, the selection committee may, at its discretion; seek additional clarification on any aspect of the Proposal; and perform reference checks as required to verify or clarify the information provided and to obtain additional performance information.

- **Selection Process and Award**

- An evaluation team comprised of representatives from The CRP and regional municipalities will evaluate responses to the RFP using the noted evaluation matrix and interview/presentation process.
- All proposals shall be submitted by the Proponent on the understanding that the proposals shall become the property of The CRP and may be made public by The CRP after appropriate consultation with the Proponent involved.
- The lowest bid is not the only deciding factor in the evaluation process and may not be accepted at the sole discretion of The CRP evaluation committee.
- Written communication to the successful Proponent of notification of award before the time of expiration specified by The CRP, shall result in a binding contract without further action by either party. The CRP may accept an offer whether or not there are negotiations after its receipt. Negotiations conducted after receipt of an offer do not constitute a rejection or counter offer by The CRP.
- On approval of the Evaluation Team's recommendation and upon successful completion of negotiations (if any) a blanket purchase order will be issued to the successful Proponent after the required documents and all certificates are received by The CRP.

APPENDIX "A"

CLIENT REFERENCE INFORMATION

Company Name	
Address	
City / Prov / Postal Code	
Contact Person / Title / Phone Number and email address	
Description of goods provided	

COMMENTS:

Company Name	
Address	
City / Prov / Postal Code	
Contact Person / Title / Phone Number and email address	
Description of goods provided	

COMMENTS:

Company Name	
Address	
City / Prov / Postal Code	
Contact Person / Title / Phone Number and email address	
Description of goods provided	

COMMENTS:

APPENDIX "B"

INTENDED SUB-CONTRACTORS	
Company Name	
Address	
City / Prov / Postal Code	
Contact Person / Phone Number and email address	
Company Name	
Address	
City / Prov / Postal Code	
Contact Person / Phone Number and email address	
Company Name	
Address	
City / Prov / Postal Code	
Contact Person / Phone Number and email address	
Company Name	
Address	
City / Prov / Postal Code	
Contact Person / Phone Number and email address	
Company Name	
Address	
City / Prov / Postal Code	
Contact Person / Phone Number and email address	

APPENDIX "C"

SIGNATURE SHEET / ACCEPTANCE OF TERMS

By signing below the Proponent hereby acknowledges it has thoroughly reviewed and has complied with the documents making up this Proposal.

CONTACT FOR ADDITIONAL INFORMATION Name: Telephone: Fax: E-Mail:	COMPANY NAME AND COMPLETE ADDRESS
Date:	Telephone: Fax: GST#: E-mail:
Proponent's Name (please print)	Signature