



**Request for Proposals
Region of Waterloo International Airport
Master Plan**

C2012-31

Date Issued:

Friday, November 9, 2012

Stage 1 Letters of Interest:

Monday, December 3, 2012 at 2:00:59 p.m.

**Stage 2 Detailed Work Plan, Schedule and Upset Budget
(Work plan Package)**

Only short-listed candidates will be invited to submit a Detailed Work Plan and Budget as set out in this Request for Proposals

Location for Submission of Proposals:

Region of Waterloo
Procurement and Supply Services
150 Frederick Street, 4th Floor
Kitchener, ON N2G 4J3

INFORMATION TO POTENTIAL BIDDERS THAT ARE IN LITIGATION OR PENDING LITIGATION WITH THE REGIONAL MUNICIPALITY OF WATERLOO

Pursuant to the Purchasing By-law of the Region of Waterloo, the following policy has been implemented by Regional staff and applies to all tenders and proposals, which includes letters of interest, ("bids").

The Region of Waterloo will not open and consider bids received from parties with whom the Region of Waterloo is in litigation or pending litigation unless approval allowing such is obtained by the bidder from the Council of the Region of Waterloo prior to the close of the bid.

All bids which are unopened pursuant to the Purchasing By-law will be returned to the bidders and no contract in regard to the bid process will be created as between the bidder and the Region of Waterloo.

Litigation includes situations where the bidder is a third party or co-defendant with the Region of Waterloo in an action.

Pending litigation occurs where a claim for money or other relief, that includes a threat of legal proceedings, has been made in writing by either the bidder or the Region of Waterloo as against the other, but no formal proceeding has been commenced.

In order to obtain approval from Council of the Region of Waterloo to open and consider a bid, the bidder, before the close of the bid, must contact the Regional Clerk and the Director, Procurement & Supply Services in writing at least one (1) week before the next regularly scheduled Council meeting, setting out the bidder's request and any grounds to support the request. The bidder's request will then be presented to Council for its consideration.

The Regional Clerk and the Director, Procurement & Supply Services may be contacted at:

Regional Clerk's Office
150 Frederick Street, 2nd Floor
Kitchener, ON N2G 4J3
Fax (519) 575-4481

Please note: This policy only applies to bidders in litigation or pending litigation with the Regional Municipality of Waterloo. If you wish to determine if you are on the Regional list of persons in litigation or pending litigation, please contact Procurement & Supply Services at 519-575-4433.

The following is a listing of the regularly scheduled Council Meetings in 2013:

January 16, 2013	June 26, 2013
February 6, 2013	August 22, 2013
March 6, 2013	September 18, 2013
March 27, 2013	October 9, 2013
April 17, 2013	October 30, 2013
May 8, 2013	November 20, 2013
June 5, 2013	December 11, 2013

**COUNCIL FOR THE REGION OF WATERLOO WILL NOT GRANT APPROVAL TO OPEN
AND CONSIDER A BID AFTER THE BID HAS CLOSED.**

C2012-31

TO WHOM IT MAY CONCERN:

RE: Region of Waterloo International Airport Master Plan

Request for Consultant Services – C2012-31

INTRODUCTION

The Regional Municipality of Waterloo (Region) wishes to engage the services of a consulting firm (Consultant) to develop an Airport Master Plan.

The attached Information Package provides guidelines for the preparation of the Stage 1 Letter of Interest. Candidates may be short-listed depending upon their Letter of Interest and those candidates will be invited to submit a Stage 2 Detailed Work Plan and Stage 2 Upset Budget, which identifies the anticipated services required in greater detail.

Consulting firms interested in undertaking this assignment are invited to **submit six (6) copies of a Stage 1 Letter** of Interest no later than **2:00:59 p.m. on Monday, December 3, 2012. Any Stage 1 Letter of Interest received after this deadline will not be considered. Faxed or e-mailed submissions will not be accepted.**

FORMAT OF SUBMISSIONS

STAGE 1 LETTER OF INTEREST

The Stage 1 Letter of Interest shall not exceed ten (10) pages in length single spaced and single paged and should include the following:

- Project understanding and the proposed approach to the project, consistent with the information described in the attached Information Package;
- The proposed project manager, key project staff and sub-consultants for all phases of the project emphasizing experience on similar projects;
- Relevant experience of the firm emphasizing experience on similar projects. Provide names and phone numbers of appropriate references;
- The firm's base of operations for this project;
- A preliminary project schedule (in addition to the ten page limit). Appropriate milestones should be indicated in the schedule. The schedule should allow at least two to three weeks for review by the Region's Project Team for each deliverable depending on the level of review necessary (complexity and size of deliverable);
- Tables, diagrams, company brochures and curricula vitae may be appended to the Stage 1 Letter of Interest (double-sided in addition to the ten page limit);
- Contact details during this competition (name, address, telephone, fax and email);

Six (6) copies of the Stage 1 Letter of Interest signed by the Consultant's project manager or by a staff member designated by the Consultant's project manager, and affixed with the attached envelope cover included in Appendix B entitled "**Envelope 1 – Stage 1 Letter of Interest**" shall be submitted to:

Charles Whitlock
Director of Procurement and Supply Services
Region of Waterloo
Procurement and Supply Services
150 Frederick Street, 4th Floor
Kitchener, ON N2G 4J3

PROPOSAL REQUIREMENTS

Proposal Requirements, Submission Conditions, and Selection Criteria

Delivery of proposal submissions to the proper location, and prior to the submission deadline is the responsibility of the proponent. The Region of Waterloo will not be responsible for any RFP submission that is lost or delayed due to method of delivery.

The Stage 1 Letter of Interest must not include any Detailed Work Plans, hourly rates or fee estimates. Consultant submissions that include any fee related dollars with the Stage 1 Letter of Interest may be disqualified.

The Stage 1 Letter of Interest must be signed by the Consultant's project manager or by a staff member designated by the project manager.

Six copies of the RFP submission clearly identified with the RFP number and title must be received by the Region of Waterloo no later than 2:00:59 p.m. EST, **Monday, December 3, 2012.**

Proponents may be short-listed based on the quality factor scores for their proposals. Quality factor scores will be finalized based on material included in the proposal submissions. The successful proponent will be the one with the highest total score. For more information please see Appendix A.

RFP submissions must be enclosed and sealed in an envelope with the envelope templates provided affixed securely to the front of the envelope and be delivered to:

The Region of Waterloo
Procurement and Supply Services
4th Floor, 150 Frederick Street
Kitchener, ON N2G 4J3

For the purpose of this project, Mr. Charles Whitlock, Director, Procurement & Supply Services, or his designate (Telephone 519-575-4433, Fax 519-575-4494) is the "Designated Official" and shall perform the following functions:

- a) Releasing, recording and receiving bids;
- b) Opening, recording and checking of bids;
- c) Reviewing bids received; and
- d) Ruling on the acceptance of those not completely meeting the bid requirements.

Questions pertaining to the terms and conditions should be directed to: Lisa Buitenhuis, Manager, Procurement via email: LBuitenhuis@regionofwaterloo.ca

All questions of a technical nature with respect to this project should be submitted, in writing, to:

Jeff Schelling at
JSchelling@regionofwaterloo.ca

The deadline for questions is Monday, November 26, 2012. Questions received after Monday, November 26, 2012 will not be addressed.

STAGE 2 DETAILED WORK PLAN, SCHEDULE AND UPSET BUDGET (WORK PLAN PACKAGE)

Only Consultants short-listed in the Consultant Selection Process described below will be requested to submit a Stage 2 Detailed Work Plan and Upset Budget (Work Plan package). Only candidates that are short-listed will be invited to submit Stage 2 materials. The Stage 2 Detailed Work Plan package shall be received by the Region at the address indicated below no later than **2:00:59 p.m. on Thursday, January 10, 2013. Any Stage 2 Detailed Work Plan package received after this deadline will not be considered. Faxed or e-mailed submissions will not be accepted.**

The Stage 2 Detailed Work Plan shall not exceed ten (10) pages in length (letter size paper, and single line space, and single sided page), and should include, as a minimum, the following:

- Reference to the tasks listed in the Terms of Reference in the attached Information Package, along with details for successful completion of the Project;
- A staff time allocation table including the names of all the individual team members (professional, technical and administrative) assigned to each task and sub-task, and team member hours per task and sub-task for the main consultant and all sub-consultants (in addition to the ten page limit);
- Deliverables for each task and sub-task including technical memoranda, reports, drawings and any other document to be produced for each task and sub-task of the project;
- A detailed project schedule (in addition to the ten page limit). Appropriate milestones should be indicated in the schedule. The schedule should allow at least two to three weeks for review by the Region's Project Team for each deliverable depending on the level of review required (complexity and size of deliverable);
- Tables, diagrams, company brochures and curricula vitae not included with the Stage 1 Letter of Interest submission may be appended to the Detailed Work Plan (in addition to the ten page limit);
- A copy of the Signing Sheet for submission with Envelope #2 – Stage 2 Detailed Work Plan, included in Appendix B, signed by the Consultant (signer must bind the corporation). The number of addenda to be acknowledged in this Signing Sheet shall include addenda issued for all phases of the Consultant Selection Process. If no addenda were issued for the whole Consultant Selection Process, the Consultant must identify on the Signing Sheet “0 to “0” received addenda.

Hourly rates or dollar amounts must not be included in the Stage 2 Detailed Work Plan or staff time allocation table. Consultant submissions that include any fee related dollars with the Stage 2 Detailed Work Plan or staff time allocation table may be disqualified.

Six (6) copies of the Stage 2 Detailed Work Plan signed by the Consultant's project manager or by a staff member designated by the Consultant's project manager, and affixed with the attached envelope cover included in Appendix B entitled “Envelope 2 – Stage 2 Detailed Work Plan” shall be submitted to the Region at the address indicated below.

The Stage 2 Upset Budget shall be broken down according to the tasks and sub-tasks of the Stage 2 Detailed Work Plan, and shall include all fees and disbursements required for completing this assignment. Prices shall not include contingencies (see Contingency Amount section below) and taxes, with the exception of services to be provided by sub-consultants. Sub-consultant costs included in the Upset Budget are to be presented as a lump sum for each task assigned to a sub-consultant, and shall include the total sub-consulting fees and disbursements, administrative fees, taxes and other costs. For each sub-consultant involved in the assignment, a separate table presenting the details for the calculation of the sub-consultant's lump sum must be attached to the Upset Budget, and shall include the names of sub-consultant team members, hours per tasks and sub-tasks per team member, and all costs for completing the sub-consultant part of the work.

Computer and office charges are considered part of the overhead and shall not be invoiced as disbursements other than in exceptional circumstances. Photocopying, courier and similar charges shall be invoiced as disbursements and not as overhead or per labour hour.

Two (2) copies of the Stage 2 Upset Budget signed by the Consultant's project manager or by a staff member designated by the Consultant's project manager, in a sealed envelope separate from the Detailed Work Plan and affixed with the attached envelope cover included in Appendix C entitled "Envelope 3 – Stage 2 Upset Budget" shall be submitted no later than 2:00:59 p.m. on Thursday, January 10, 2013 to:

Region of Waterloo
Procurement & Supply Services Office, Reception Desk
4th Floor, 150 Frederick Street
Kitchener, ON N2G 4J3

STAFF TIME ALLOCATION AND HOURLY RATES

Staff time allocation presented in the Consultant's Stage 2 Detailed Work Plan and Stage 2 Upset Budget shall not be reduced to account for escalation of the staff hourly rates presented by the Consultant in the Stage 2 Detailed Work Plan and Stage 2 Upset Budget.

For consultant assignments to be completed within the calendar year the project is approved, no escalation of the staff hourly rates will be allowed.

Should the Consultant wish to escalate staff hourly rates for multi-year projects, the Consultant shall present with the Stage 2 Upset Budget the following:

- **Summary Table: Staff Time vs. Average Hourly Rate:** including staff time allocation per task for the whole duration of the project and Upset Budget based on the average hourly rate for each individual team members assigned to the project tasks
- **Summary Hourly Rate Table:** including each individual team member name and estimated hourly rate per year for the whole duration of the project
- **Detailed Cost Break Down Per Year:** including staff time allocation per task per year and Upset Budget for the year based on the estimated hourly rate for the year (the detailed break down can be presented on hard copy attached to the upset fee estimate and electronically on an attached CD or DVD in Excel or Microsoft Project format)

Should the Consultant not include the Summary Hourly Rate Table and Detailed Cost Break Down Per Year identified above, the Hourly Rate presented in the Summary Table will be used and no escalation of the staff hourly rates will be allowed.

CONTINGENCY AMOUNT

No contingency amount shall be included by the Consultant in the Upset Budget. The Region will include at its discretion a contingency amount to cover potential changes to the scope of services where warranted. Payments from the contingency allowance will not be permitted without prior approval of the Region's Project Manager.

CONSULTANT SELECTION PROCESS

The Consultant Selection will be a two-stage process and will be conducted in accordance with the Regional Council approved Guidelines for Consultant Selection Process. In the first stage, Consultants will be short-listed based on the quality and equity factor scores for their Stage 1 Letter of Interest. In the second stage, the short-listed Consultants will be requested to submit a Stage 2 Detailed Work Plan, Schedule and Stage 2 Upset Budget.

The Region may require Consultants to give oral presentations and/or attend an interview in support of their Stage 1 Letter of Interest and Stage 2 Detailed Work Plan.

The successful Consultant will be selected based on the total weighted score that includes quality, equity and price factors. The quality factor scores of the short-listed Consultants will be finalized based on material included in both the Stage 1 Letter of Interest and Stage 2 Detailed Work Plan submissions, and, if applicable, the Consultant oral-presentation or interview. The upset fee envelopes for Stage 2 will only be opened after the quality and equity factor scores have been finalized.

- Submission of the Stage 1 Letter of Interest to be received no later than 2:00:59 p.m on Monday, December 3, 2012
- Regional staff will review the Stage 1 Letter of Interest and short-list the Consultants based on the Quality and Equity Factors as outlined above. All Consultants submitting a Stage 1 Letter of Interest will be notified whether or not they were short-listed by Friday, December 14, 2012.
- Submission of the Stage 2 Detailed Work Plan to be received no later than 2:00:59 p.m. on Thursday, January 10, 2013.
- Regional staff will finalize the Consultant selection and will notify the successful Consultant by Friday, January 18, 2013.
- Recommendation to engage the services of the successful Consultant to undertake this assignment will be presented to the Planning and Works Committee no later than February, 2013.

TERMS AND CONDITIONS

The Region of Waterloo intends to enter into a formal agreement with the selected bidder based on the work-plan and other criteria together with the proponent's fee proposal obtained at the time of selection. The Region of Waterloo may negotiate any aspect of any RFP submission with one or more of the bidders at any time. Negotiations with any bidder shall not oblige the Region of Waterloo to enter into a contract with any bidder or be construed as an acceptance of the RFP submission. All negotiations shall be in writing, in a form satisfactory for inclusion into the contract.

All or any prior agreements, representations, statements, negotiations, understandings, undertakings and proposals, either written or oral, relating to this subject matter are hereby superseded by this Request for Proposal.

Proponents are advised that this information is to be provided at their own expense. The Region of Waterloo may wish to interview proponents after submissions have been reviewed for clarification. However, should it be evident from the information provided that one firm is clearly superior, the Region reserves the right to negotiate with that vendor to enter into a contract without soliciting proposals from others.

Proponents are further advised that no contract may result from the Request for Proposal.

Claims or Litigation

The Region of Waterloo will not open and consider bids received from parties with whom the Region of Waterloo is in litigation or pending litigation unless approval allowing such is obtained by the bidder from the Council of the Region of Waterloo prior to the close of the bid.

Bids which are unopened pursuant to this policy will be returned to the bidders and no contract in regard to the bid process will be created as between the bidder and the Region of Waterloo.

Addenda

If a bidder finds discrepancies in or omissions from the contract documents, or if they are in doubt as to their meaning, the bidder shall notify the Region of Waterloo. The Region of Waterloo reserves the right, for any reason, to issue addenda to the bidders at any time prior to bid closing. Addenda issued during the bidding period shall be allowed for by the bidder in submitting the bid.

Vendors who obtain bid documents on-line via the Region of Waterloo web-site, must register as a bidder in order to ensure notification of any addenda issued. It is the bidders responsibility to check the website www.regionofwaterloo.ca/en/, for addenda prior to submitting their bid.

Conflict of Interest

The bidder declares that no person, firm, or corporation with whom or which the bidder has an interest, has any interest in this bid or in the proposed contract for which this bid is made. The bidder further declares that no member of the Council of the Region of Waterloo and no officer or employee of the Region of Waterloo will become interested directly or indirectly as a contracting party, partner, shareholder, surety, or otherwise in or in the performance of the contract or in the supplies, work, or business to which it relates, or in any portion of the profit thereof, or in any of the money to be derived therefrom.

Should the bidder feel that a conflict of interest or potential conflict of interest exists, the bidder must disclose this information to the Region of Waterloo prior to the acceptance of the bid. The Region of Waterloo may, at its discretion, withhold acceptance of the bid until the matter is resolved to the Region of Waterloo's satisfaction. The Region of Waterloo may allow a conflict of interest or potential conflict of interest to exist if it is satisfied that there are adequate safeguards in place.

The Region of Waterloo reserves the right to disqualify a bid where the Region of Waterloo believes a conflict of interest or potential conflict of interest exists.

Indemnification Requirements (for consulting assignments)

The Consultant, both during and after the term of this Agreement, shall at all times, and at its own cost, expense and risk, defend, indemnify and hold harmless the Region, its elected officials, officers, employees, volunteers, agents, contractors, and all respective heirs, administrators, executors, successors and assigns from any and all losses, damages (including, but not limited to, incidental, indirect, special and consequential damages, or any loss of use, revenue or profit by any person, organization or entity), fines, penalties and surcharges, liabilities (including, but not limited to, any and all liability for damage to property and injury to persons, including death), judgments, claims, demands, causes of action, contracts, suits, actions or other proceedings of any kind (including, but not limited to proceedings of a criminal, administrative or quasi criminal nature) and expenses (including, but not limited to, legal fees on a substantial indemnity basis), which the indemnified person or persons may suffer or incur, howsoever caused, **arising out of or in consequence of or directly or indirectly attributable to the Services required to be performed by the Consultant, its agents, employees and sub-consultants on behalf of the Region, whether such losses, damages, fines, penalties and surcharges, liabilities, judgments, claims, demands, causes of action, contracts, suits, actions or other proceedings of any kind and expenses as defined above are due or claimed to be due to the negligence, breach of contract, and/or breach of law of the Consultant, its agents, employees or sub-consultants, or the Region, its agents or employees.**

The Consultant shall insure its undertaking, business and equipment under the following coverage so as to protect and indemnify and save harmless the Region:

a.) **General Liability Insurance:** The Consultant shall maintain liability insurance acceptable to the Region throughout the term of this Agreement. Coverage shall consist of a comprehensive policy of public liability and property damage insurance in an amount of not less than \$2,000,000 per occurrence. **Such insurance shall name The Regional Municipality of Waterloo as an additional insured** thereunder and shall be endorsed to include a Cross-Liability Endorsement with a Severability of Interests Clause, Premises and Operations Liability, Blanket Contractual Liability, Products / Completed Operations Liability, Personal Injury Liability and Non-Owned Automobile Liability. The policy SIR/deductible shall not exceed \$100,000 per claim and if the policy has an aggregate limit, the amount of the aggregate shall be double the required per occurrence limit.

b.) **Automobile Liability Insurance:** (if applicable) The Consultant shall maintain automobile liability insurance on all Owned and Leased Automobiles to a limit of \$2,000,000 throughout the term of this Agreement.

c.) **Professional Liability Insurance:** The Consultant shall take out and keep in force until three (3) years after this Agreement is no longer in effect, Professional Liability insurance in the amount of \$1,000,000 providing coverage for acts, errors and omissions arising from their professional services performed under this Agreement. The policy SIR/deductible shall not exceed \$100,000 per claim and if the policy has an aggregate limit, the amount of the aggregate shall be double the required per occurrence limit.

d.) **Provisions:** All Insurers must be licensed in Ontario. The Consultant shall forward Certificates of Insurance on the Region's Forms (**STANDARD CERTIFICATE OF INSURANCE and CERTIFICATE OF PROFESSIONAL LIABILITY INSURANCE**) evidencing this insurance with the executed Agreement. These Certificates shall state that coverage will not be suspended, voided, cancelled, reduced in coverage or in limits except after thirty (30) days prior written notice by certified mail to the Region.

It is also understood and agreed that in the event of a claim any deductible or self-insured retention (SIR) under this policy of insurance shall be the sole responsibility of the Consultant and that this coverage shall preclude subrogation claims against the Region and any other person insured under the policy and be

primary insurance as respects the Region. Any insurance or self-insurance maintained by the Region shall be considered excess of the Consultant's insurance and shall not contribute with it. The minimum amount of insurance required herein shall not modify, waive or otherwise alter the Consultant's obligation to fully indemnify the Region under this Agreement.

The Region may, without breaching this contract, retain from the funds owing to the Consultant an amount that, as between the Region and the Consultant, is equal to the balance in the Region's favour of all outstanding debts, claims or damages, whether or not related to this contract.

The Region reserves the right to modify the insurance requirements as deemed suitable.

A copy of the required certificate of insurance will be provided by the Region for completion and return by the proponent's insurer prior to the commencement of the contract.

Assignment of Contract

This contract may not be assigned, sub-contracted, or let out in whole or in part, without the prior written consent of the Region of Waterloo.

Holdback of Payment for Unacceptable Performance

Based on ongoing performance evaluation, should all or any part of the work be deemed unacceptable by the Region, payment for all services, or for the applicable section of the work, will be withheld until such time as the work is deemed acceptable by the Region.

Errors and Omissions

It is understood, acknowledged, and agreed that while this RFP includes specific requirements and specifications, the Region shall not be held liable for any errors or omissions in any part of this Terms of Reference. While the Region has used considerable effort to ensure an accurate representation of information in this Terms of Reference, the information contained in the Terms of Reference is supplied solely as a guideline for bidders. The information is not guaranteed or warranted to be accurate by the Region, nor is it necessarily comprehensive or exhaustive. Nothing in the Terms of Reference is intended to relieve the bidders from forming their own opinions and conclusions with respect to the matters addressed in the Terms of Reference.

Contract Documents and Order of Preference

The contract document shall consist of:

- a) An executed Agreement/Purchase Order;
- b) Addenda to the RFP;
- c) The RFP, including Terms and Conditions, Instructions to Proponents, Terms of Reference; and
- d) The proponent's bid and any subsequent negotiated changes.

These documents and portions thereof, take precedence in the order in which they are named above, notwithstanding the chronological order in which they are issued or executed.

The successful bid shall become an integral part of the contract. It shall not, however, be considered the total binding obligation for the contract. Any and all bid conditions may be included at the discretion of the Region of Waterloo as part of the final negotiated and approved contract.

The Region of Waterloo reserves the right to include additional terms and conditions during the process of contract negotiations. These terms and conditions shall be within the scope of the original Terms of Reference and contract documents and shall be limited to cost, clarification, definition, and administrative and legal requirements.

Freedom of Information

The bidder acknowledges that any bid submitted shall become a record belonging to the Region of Waterloo and therefore is subject to the *Municipal Freedom of Information and Protection of Privacy Act*. This provincial law gives individuals, businesses, and other organizations a legal right to request records held by the Region, subject to specific limitations. The bidder should be aware that it is possible that any records provided to the Region, including but not limited to, pricing, technical specifications, drawings, plans, audio-visual materials, or information about staff, parties to the bid, or suppliers could be requested under this law.

If the bidder believes that all or part of the bid should be protected from release, the relevant parts should be clearly marked as confidential. Please note that this will not automatically protect the submission from release, but it will assist the Region in making a determination on release if a request is made. The identity of all bidders, as well as total bid prices, may be available to the public under the Region's Purchasing By-law.

Workplace Safety Insurance Board

The successful bidder will be required to furnish proof from the Workplace Safety Insurance Board, indicating that the proponent and any and all subcontractors have complied with the requirements of the Workplace Safety Insurance Board and are in good standing on the books of the Board after the closing of this bid.

Region Not Employer

The proponent agrees that the Region of Waterloo is not to be deemed the employer of the proponent nor its personnel under any circumstances whatsoever.

Bid Acceptance

Bid acceptance shall be governed by the following terms and conditions:

- a) Lowest or any bid will not necessarily be accepted.
- b) This bid is irrevocable and open to acceptance by the Council of the Region of Waterloo up to and including, but not after sixty (60) calendar days after the bid closing.
- c) The Region of Waterloo reserves the right to reject any or all bids, including without limitation the lowest bid, and to award the contract to whomever the Region of Waterloo in its sole and absolute discretion deems appropriate, notwithstanding any custom of the trade to the contrary nor anything contained in the contract documents. The Region of Waterloo shall not, under any circumstances, be responsible for any costs incurred by the bidder in the preparation of its bid.
- d) Without limiting the generality of the foregoing, the Region of Waterloo reserves the right, in its sole and absolute discretion, to accept or reject any bid which in the view of the Region of Waterloo is incomplete, obscure, or irregular; which has erasures or corrections in the documents, which contains exceptions, variations or qualifications; which omits one or more prices, which contains prices the Region of Waterloo considers unbalanced; or which otherwise fails to comply with the requirements of the contract documents.
- e) Criteria which may be used by the Region of Waterloo in evaluating bids and awarding the contract are in the Region of Waterloo's sole and absolute discretion and, without limiting the generality of the foregoing, may include one or more of: price; balanced pricing; total cost to the Region of Waterloo; subcontractors named and value of work; references; past performance of the bidder with the Region of Waterloo; history of bidder; reputation, qualifications and experience of the bidder and its personnel; ability of bidder to ensure continuous availability of qualified and experienced personnel, and such other criteria as required in the proof of ability, herein.
- f) The Region of Waterloo in its sole and absolute discretion, reserves the right at any time to re-bid or cancel the project, or negotiate a contract for the whole or any part of the project with any one or more persons whatsoever, including one or more of the bidders.

- g) The Region of Waterloo reserves the right to communicate with one or more bidders following the bid close to clarify elements of the bids.

Payment

Payment in Canadian funds for the proponent's work may be made at the completion of key milestones, or as otherwise agreed to in writing at the Project Orientation Meeting. Invoices must be submitted based on the volume of work or milestone(s) completed. Subject to approval of the invoice by the Region of Waterloo, payment will be made within thirty (30) days. Completed work becomes the sole property of the Region of Waterloo.

Contractor/Proponent Performance Evaluation

The Region of Waterloo, at any time during and/or after the completion of the Contract, may conduct a formal evaluation of the Contractor's/Proponent's performance using a performance evaluation form as established by the Region of Waterloo. The results of the formal performance evaluation shall be provided to the Contractor.

If the Contractor/Proponent obtains a score of less than 80% on two performance evaluations on two separate contracts in a period of two years then the Region of Waterloo shall place the Contractor/Proponent on probation for a period of two years from the date that the Region of Waterloo gives the Contractor/Proponent notice of the probation. If a Contractor/Proponent receives a score of less than 80% on a final performance evaluation for a contract during a probation period then the Region of Waterloo shall suspend the Contractor/Proponent for a period of two years from the date that the Region of Waterloo gives the Contractor/Proponent notice of the suspension and the Region of Waterloo shall not open and consider any bids or otherwise acquire any goods or services from the Contractor/Proponent. At the conclusion of the suspension period, the Region of Waterloo may open and consider bids from the Contractor/Proponent, and otherwise acquire any goods or services from the Contractor/Proponent, but the Contractor/Proponent will be on probation for a one year period commencing on the date that the suspension concludes.

The Contractor/Proponent may, within 15 days of receipt of a performance evaluation, write to and request that the Region's Chief Financial Officer review the performance evaluation in relation to the grounds as set out in the Contractor's/Proponent's written request. Upon receipt of a written request, the Chief Financial Officer shall review the performance evaluation based on the grounds set out in the request and the Chief Financial Officer shall have all the authority to either revise or confirm the performance evaluation. At the conclusion of the review, the Chief Financial Officer shall advise the Contractor/Proponent in writing of his or her decision and the Contractor/Proponent agrees to be bound by such without any further right of review or appeal to any court or other body having lawful jurisdiction.

This provision shall not limit the ability of the Region of Waterloo in any way to utilize third party references, internal references, performance evaluations or other information when considering this or any other bid.

The Region's performance evaluation process shall not limit any other rights or remedies of the Region of Waterloo including those rights and remedies as set out in the Contract.

The Contractor/Proponent agrees to the terms of the performance evaluation process as set out herein and shall adhere, both during and after the term of the Contract, as applicable.

APPENDIX A

Detailed Procedures

Quality Factors

The Region's Selection Team will evaluate the submitted proposals and shortlist them to the 3 or 4 best submissions based on assessments against the "non-price" criteria (i.e. quality factors).

With respect to the scoring of submission under the quality factors, the Selection Team will use an assessment sheet similar to the one shown in the table that follows, titled Assessment Sheet for Proposal Selection, to evaluate each proponent's proposal. Each member of the Selection Team will independently examine each submission and enter the mark (out of ten) under each quality criterion on the assessment sheet. The mark for each criterion will then be multiplied by the pre-determined weighting factor to compute the weighted mark for each criterion. All weighted marks will then be entered on the assessment sheet. This same process will be repeated for all submissions.

The Selection Team will then decide to either discuss their individual markings of quality factors to arrive at a consensus assessment or take the numerical average of the individual markings as the final assessment of the quality factors.

After the weighted marks for the quality factors are determined for each proponent then will be added to form a sub-total score in the area provided on the assessment sheets. These sub-total scores will then be used to shortlist the interested proponents to the 3 or 4 most qualified proponents.

Price Factor

The fee proposals will be a time basis to an upset fee. All fee proposals will be submitted in sealed envelopes which will not be opened until the Selection Team has finalized the scoring of each short-listed proponent under the "non-price" or quality criteria. Once the scoring of the "non-price" criteria has been finalized, the sealed fee proposals for the short-listed proponents will be opened and evaluated.

With respect to the scoring of fee proposals under the price factor the following method will be used to calculate the price score for each short-listed proponent's fee proposal:

- Calculate the mean of the prices of the fee proposals;
- Award 5 marks to each proposal, for the mean;
- Add 1 mark for every 5% the submission price is below the mean – the maximum score is 10;
- Similarly deduct 1 mark for every 5% the submitted price is above the mean – the minimum score is 0;
- Since the resulting price mark is to be multiplied by the weighting factor of 10, calculate the price mark to the first decimal place; and
- Multiply the price mark by the weighting factor to determine the weighted mark for price.

The resulting score will then be entered into the Assessment Sheet for each of the short-listed proponent's fee proposals.

C2012-31
THE REGION OF WATERLOO INTERNATIONAL AIRPORT – REQUEST FOR PROPOSALS
MASTER PLAN - YKF

Total Scores

Once the price score is entered on the Assessment Sheet, the total scores will be calculated by combining the quality factor and price factor scores. The proponent receiving the highest combined total score will be designated as the successful proponent depending upon the results of discussions with references.

Assessment Sheet for Proponent Selection

CRITERIA		WEIGHT ING	MARK (0 – 10)	WEIGHTED MARKS
QUALITY FACTORS	1. Understanding and approach	25%		
	2. Technical credibility of Project Manager and Project Staff	15%		
	3. Knowledge/Expertise in Aviation Service/Business Development	10%		
	4. Firm's Experience on Similar Projects	15%		
	5. Proposed methodology/tools to be utilized	10%		
EQUALITY FACTORS	Quality of RFP/Work Plan Submission and quality of previous work provided for the Airport	10%		
	SUB-TOTAL SCORE			
PRICE FACTOR	5. Upset fee	15%		
	TOTAL SCORE	100%		

NOTE: based on the project Scope you are to provide the number of hours your team will devote to each of the five (5) activities.

BACKGROUND INFORMATION

INTENT

The intent of this RFP is to secure, in a substantial, complete and professional manner, all necessary professional services for the development of an Airport Master Plan ("Master Plan") in an effort to have The Region of Waterloo International Airport ("Airport") continue to be a centre for aviation excellence. The Master Plan will provide a 20 year strategic framework based on sound research to guide the community in future business decisions with respect to the Airport. The Master Plan is to identify objectives and actions that are tangible and achievable and within the financial capabilities of the Airport to implement.

The Master Plan will be developed with strong direction and commitment from the Project Team comprised of airport/Region of Waterloo staff and representatives from airport stakeholders ("PT"), the aviation community at large and from airport/community commercial organizations. It is envisioned that the Master Plan will provide the Regional Municipality of Waterloo the context in which to make decisions, address new initiatives, and explore opportunities that will facilitate the long range development at the Airport.

C2012-31
THE REGION OF WATERLOO INTERNATIONAL AIRPORT – REQUEST FOR PROPOSALS
MASTER PLAN - YKF

The Master Plan will look out at least 20 years and provide an analysis of potential air service traffic growth, the nature and mix of the traffic, facility requirements, infrastructure, location of airport services, land requirements, an updated land use plan, neighbouring land uses, aids to navigation, ground transportation access, environmental issues, and noise and its effect on the community. The Master Plan will provide a detailed financial management plan for all future capital improvements and program initiatives. Public consultation will be required, using the best approaches to gather public input.

SCOPE OF THE SERVICES AND DELIVERABLES

APPROACH TO THE MASTER PLAN

The Master Plan is intended to be an action oriented, working document that identifies the future development of the Airport in a practical, environmentally sustainable manner. The Proponent is to review and assess three (3) possible scenarios of future airport development. These scenarios are as follows:

- 1) Continuation of the status quo or, in other words, the continued delivery of services utilizing the configuration of lands and infrastructure currently comprising the Airport;
- 2) The facilitation of moderate growth, with staged infrastructure improvements to accommodate such growth, including an expansion of the existing airport terminal consistent with conceptual framework outlined in the Airport Business Plan 2009-2014 (available at the airport's website) and an increase in the length of the primary runway; and
- 3) The implementation of staged infrastructure improvements to the Airport which may support the Airport's role as a reliever airport as contemplated in the "Needs Assessment Study – Pickering Lands" released by Transport Canada in July of 2011. In undertaking an analysis of this scenario, the Airport Master Plan will not be bound by any assumptions contained within this study including the conceptual location or size of a terminal facility at the Airport and any projections or forecasts of passenger service contained within this study.

The Master Plan undertaking will include a detailed review and analysis of the advantages and disadvantages of each development scenario that will consider community impacts, economic benefits for the community as a whole and the financial cost/benefits of implementing each scenario.

BY THE PROPONENT

This RFP is intended to provide general guidance to the proponent. The Proposal should be innovative and should be based on the Proponent's understanding of the issues associated with preparing a Master Plan for the Airport. The Proponent is free to propose a methodology and to recommend changes which they believe best meet the project purpose.

PLANNING PROCESS AND CONSULTATION WITH STAKEHOLDER GROUPS

The Project Team expects that the preparation of the Master Plan will be a collaborative process that not only meets the Airport's need for a long term plan but that also is sensitive to the needs, expectations and concerns of a variety of other parties. To this end, Proponents responding to this RFP will be expected to address the following matters:

- The need for an ongoing interactive process by the Consultant with the Project Manager and the Airport General Manager and the need for regular progress reports and discussion at key

C2012-31
THE REGION OF WATERLOO INTERNATIONAL AIRPORT – REQUEST FOR PROPOSALS
MASTER PLAN - YKF

decision points with the Project Steering Team. It is anticipated that approximately five to six meetings of the Project Steering Team will be held during the duration of the Project.

- The need to provide opportunities for input from the Project Team, the Project Steering Team, municipal government staff, airport stakeholders, local business representatives and Transport Canada;
- The need for meaningful consultation with air carriers, NAV Canada, key airport tenants and other businesses that operate at the Airport and other businesses and organizations that rely on Airport services;
- The need for meaningful consultation with local residents from the surrounding communities and businesses that may be impacted by Airport operations.

It is expected that the Consultant, in concert with the Project Manager and the Airport General Manager make a detailed PowerPoint presentation at each meeting of the Project Steering Team the progress of the Master Plan undertaking. In addition to these presentations, it is further expected that the Consultant will participate in a public open house to receive input from the community at large.

The final version of the Master Plan will be presented to the Project Team and subsequently to the elected representatives of the Council of the Regional Municipality of Waterloo for discussion and final approval.

PROJECT DELIVERABLES

The Project Deliverables, as set out below, are the minimum requirements for the execution of this Project. Should the Proponent feel that it is desirable to produce additional deliverables, these should be described explicitly in the Proposal.

C2012-31
THE REGION OF WATERLOO INTERNATIONAL AIRPORT – REQUEST FOR PROPOSALS
MASTER PLAN - YKF

Airport Activity Information

1. Describe the types of aviation activity the Airport is intended to serve throughout the planning horizon, the Airport classification, the development of aviation in the local community, and the construction history of the site.
2. Forecast of aviation related activity that reflect projected growth in the area served by the Airport as well as general trends in the aviation industry. The Consultant will take into consideration the scenarios outlined in the “Needs Assessment Study – Pickering Lands” <http://www.tc.gc.ca/eng/ontario/pickeringstudy.htm> and will engage in discussions with representatives of the Greater Toronto Airports Authority and Transport Canada regarding the forecasts in this report as they impact the Airport. Such forecasts are to be prepared on a year by year basis for a period of twenty (20) years and are to include:
 - Aircraft movements: categorized into scheduled carrier, freight and general aviation takeoffs and landing;
 - Passenger arrivals and departures (including an assessment of peak hour demands);
 - Short term and long term passenger parking requirements;
 - A breakdown of aircraft types anticipated to use at the Airport under the three possible development scenarios that will be studied.
3. Revenue and capital cost projections based on the forecast activity levels and various revenue options and assuming constant dollar annual fee increases.
4. Estimates of the economic impact of the Airport over the study period based on the above forecasts.
5. An examination of the potential impacts of navigation aid enhancements in terms of future technology and the impact on the forecasts.
6. Undertake a comprehensive business case and “SWOT” (strengths, weakness, opportunity and threat) analysis for each of the three development scenarios outlined on page 14.
7. Update the technical review of the airport catchment area for purposes of air service development and the current data regarding the number of potential passengers within the catchment area.

Airside Development

1. Runways, Taxiways and Apron

Develop a comprehensive plan that sets out the airside facilities necessary to accommodate the forecasted activity levels for each of the three possible development scenarios. Key elements of the plan are to include:

- Current airfield capacity;

C2012-31
THE REGION OF WATERLOO INTERNATIONAL AIRPORT – REQUEST FOR PROPOSALS
MASTER PLAN - YKF

- Extensions to existing taxiways and the potential development of new taxiways;
- Expansion of the air terminal apron and gate capacity;
- Review of the use of Airport's secondary runway in terms of future airfield capacity requirements;
- Determine the requirement for de-icing aircraft including the collection and treatment of de-icing fluids to meet water quality standards.
- Identify any potential environmental restrictions for future airport development – ie. compliance with Grand River Conservation Authority requirements or source water protection policies of the Regional Municipality of Waterloo

2. Other Airside Developments

Identification of Airport lands capable of reasonably being provided with airside access and the preparation of a land use plan for these areas. This plan is to provide recommendations as to what parcels of land should be set aside for specific uses and shall include provision for:

- Examining the current airside land capacity and estimating future requirements;
- Buildings and facilities required for the day-to-day operation of the Airport;
- Review requirement for additional runway;
- Aircraft fuelling facilities;
- Aircraft maintenance and repair services
- General hanger space;
- Other airside uses.

Note: Current TP312 (4th edition) should be used for planning purposes.

Groundside Development

1. Preparation of an updated land use plan for all other Airport lands. Among other things, this plan is to include:
 - Examining the current Airport land capacity and determining what future land may be required;
 - Identification of lands that must be held in reserve for functions that support various aviation, passenger and administrative needs;
 - A recommended land use plan that recognizes the particular development potential of each area;

C2012-31
THE REGION OF WATERLOO INTERNATIONAL AIRPORT – REQUEST FOR PROPOSALS
MASTER PLAN - YKF

- Guidelines that would permit interim uses in certain areas that would not prejudice the long term development of the Airport and conditions that should be placed on such uses should they be approved;
 - Development guidelines to help ensure that all development on the Airport makes a positive contribution to the visual environment of the Airport.
2. Preparation of a ground transportation plan for the Airport that pays particular attention to the following features:
- The separation, where reasonably possible, of terminal building traffic from traffic proceeding to and from other Airport uses;
 - Evaluate short and long term parking requirements (passengers, tenants, airport employees, ground transportation) including pedestrian linkages to the terminal building to meet forecast needs;
 - Determine the trigger points for the development and location of additional parking areas or a parkade.

Air Terminal Building

1. Review passenger forecasts to best demonstrate needs and timing of terminal improvements and expansion.
2. Evaluate existing facilities to assess passenger flow capacities or constraints at all major functional areas (curbside, ticketing, security, hold rooms, gates) using a terminal simulation model.
3. Develop various terminal expansion alternatives to meet future passenger and aircraft needs.
4. Examine current and future technologies in passenger processing and determine their impact and input on terminal design.
5. Recommend non-aeronautical revenue opportunities in each stage of possible terminal expansion.
6. Assess terminal reserve lands for future needs.

C2012-31
THE REGION OF WATERLOO INTERNATIONAL AIRPORT – REQUEST FOR PROPOSALS
MASTER PLAN - YKF

Environmental Impact

1. Prepare Noise Exposure Contours NEF's for the Airport based on the forecast aircraft movements.
2. Assess the environmental impact of the Airport on surrounding communities and provide recommendations with respect to how this impact should be managed.
3. Recommend a Sustainable, Greenhouse Gas/Climate Change Development Strategy for the Airport (optional).

Governance

1. Undertake a SWOT analysis of the current governance model of the Airport (owned and operated by the Regional Municipality of Waterloo) as compared with other forms of governance in the context of the three possible development scenarios to be reviewed in the Master Plan update

Financial Plan Staging of Capital Improvements

1. A recommended staging plan for all capital improvements in relation to the forecasts of Airport usage for each of the three development scenarios.
2. Preliminary cost estimates for all capital improvements contained in the Master Plan in 2013 dollars for each of the three development scenarios.

Airport Commercial Services and Facilities

1. Provide an analysis of the future space requirements, taking into consideration each of the three development scenarios, for:
 - General aviation activities;
 - Aviation support activities such as aircraft maintenance, overhaul and servicing;
 - Commercial and industrial land development.

CORPORATE IDENTIFICATION AND CONTACT

The full legal name of the firm(s) submitting the Proposal and the name, title, address, telephone number, facsimile number and email address of the individuals to be contacted with respect to the Proposal and where applicable, the name, address and telephone number of any branch office, affiliate or Sub-Consultant(s) that will be involved in the project.

CORPORATE EXPERIENCE AND REFERENCES

Examples of work undertaken by the Proponent, including affiliates or Sub-Consultant(s), which are similar in scale and magnitude to that being requested by the Project Team and the names and telephone numbers of client references who may be contacted with respect to the work undertaken by the Proponent on their behalf.

PROJECT TEAM

Providing a listing of all staff (including any affiliates or Sub-Consultants) who will be involved in the project, including their role in the project, their professional qualifications and related experience and the percentage of the total project time they are expected to contribute to the project. All Sub-Consultants involved in the project are to be explicitly identified.

Your Proposal must contain the following endorsement;

“Identified Key Project Team members shall only be replaced with written approval of the Project Manager”.

CONSULTANT SELECTION PROCESS

The Consultant Selection will be a two-stage process and will be conducted in accordance with Regional Council approved Guidelines for Consultant Selection Process. In Stage 1, Consultants will be short-listed based on the quality and equity factor scores for the materials contained in their envelope marked “Appendix B – Proposed and Detailed Work Plan”. In Stage 2, Upset Cost Estimate submitted by each of the short-listed Consultants will be opened and considered by the Project Team.

The Region may require Consultants to give oral presentations and/or attend interviews in support of their Request for Proposal and Detailed Work Plan.

The successful Consultant will be selected based on the total weighted score that includes quality, equity and price factors. The quality factor scores of the short-listed Consultants will be finalized based on material included in both the Stage 1 Detailed Work Plan and Stage 2 Upset Cost Estimate submissions, and, if applicable, the Consultant oral-presentation or interview. The upset fee envelopes will only be opened after the quality factor scores have been finalized. The Region of Waterloo will not be compelled to select the Consultant based upon lowest price only

Consultants will be evaluated based on the following weighted evaluation factors:

1.	<u>Quality Factors (80%)</u>	
	• Project Understanding and Approach*	25%
	• Technical credibility of Project Manager and Project Staff	15%
	• Knowledge/Expertise in Aviation Service/Business Development	10%
	• Firm's Experience on Similar Projects	15%
	• Proposed methodology/tools to be utilized	10%
2.	<u>Equity Factors (5%)</u>	
	• Quality of RFP/Work Plan Submission and quality of previous work provided for the Airport (if applicable)	10%
3.	<u>Price Factor (15%)</u>	15%
	Total	100%

C2012-31
THE REGION OF WATERLOO INTERNATIONAL AIRPORT – REQUEST FOR PROPOSALS
MASTER PLAN - YKF

*"Project Understanding and Approach" includes, but will not be limited to such factors as creativity of the Consultant's Proposal and Work Plan, a demonstrated understanding of the unique aspects of the Region of Waterloo community and the airport and a demonstrated and realistic understanding of the challenges that will need to be resolved to facilitate future growth of the airport.

CONSULTING SERVICES AGREEMENT

Prior to commencing work on the project, the successful Consultant will enter into an Agreement for Professional Consulting Services with the Region in the form supplied by the Region (available for review upon request) based on the Region's Request for Consultant Services, any addenda to the Request for Consultant Services, Detailed Work Plan and Upset Budget, in the order of preference set out below.

APPENDIX B

CONSULTANT SELECTION - ENVELOPES

Consultants are required to submit their Letter of Interest and, if subsequently invited to do so, a Detailed Work Plan and Upset Cost Estimate using Envelopes #1 #2 and #3 covers, respectively. All envelopes must be sealed.

SIGNING SHEET – FOR STAGE 2 SUBMITTALS ONLY

I/WE ACKNOWLEDGE AND HAVE CAREFULLY EXAMINED THE INSTRUCTIONS, TERMS, AND CONDITIONS AND SPECIFICATIONS REGARDING THIS PROPOSAL.

BIDDER BY THIS PROPOSAL OFFERS TO COMPLETE THIS CONTRACT IN ACCORDANCE WITH THE TERMS AND CONDITIONS FOR REGION OF WATERLOO INTERNATIONAL AIRPORT MASTER PLAN.

Signer must have authority to bind the company.

Signed, and delivered at _____ this _____ day of _____ 2012.
Municipality Month

Legal Company Name _____

Address _____
Street Municipality Province Postal Code

Signature of _____ Name _____
(Authorized official or principal who has authority to bind the company) Print or Type

Title _____ Email _____

Telephone # _____ Fax # _____

I/We, agree that we have received addenda _____ to _____ inclusive, and the total Proposal Price includes provisions set out in such addenda.



STANDARD CERTIFICATE OF INSURANCE

Region of Waterloo

*** This form must be completed and signed by your insurer or insurance broker. ***

Note: 1. Proof of insurance will be accepted on this form only (with no amendments).
2. Insurance company must be licensed to operate in Canada.

This is to certify that the Insured, named below is insured as described below.

Insured: Name & Address:	Telephone Number: ()
	Fax Number: ()
Location and nature of operation or contract to which this Certificate applies:	

Type of Insurance	Company & Policy #	Policy Dates		Limits of Liability / Amounts
		Effective	Expiry	
Section 1 – Primary Comprehensive General Liability (Occurrence Basis)				Bodily Injury & Property Damage \$ _____ Inclusive \$ _____ Aggregate \$ _____ Deductible
Section 2 Automobile Liability				Bodily Injury & Property Damage \$ _____ Inclusive
Section 3 Excess / Umbrella				\$ _____ Inclusive
Section 4 Additional Insureds as required by contract: 1. The Regional Municipality of Waterloo 2. Other: _____				

PROVISIONS / AMENDMENTS / ENDORSEMENTS:

- Comprehensive General Liability Insurance (and Excess, if any) is extended to include the following coverage: Cross Liability and Severability of Interest Clause, Premises and Operations Liability, Blanket Contractual Liability, Products / Completed Operations, Personal Injury, and Non-Owned Automobile Liability.
- With respect to the Comprehensive General Liability Insurance (and Excess, if any), THE REGIONAL MUNICIPALITY OF WATERLOO, its officers and/or officials, employees and volunteers (and “other” entities as outlined in Section 4 above) have been added as Additional Insureds but only with respect to liability arising out of the operations of the Named Insured.
- The Comprehensive General Liability Insurance (and Excess, if any) Policy(ies) identified above shall protect each Insured in the same manner and to the same extent as though a separate policy has been issued to each, but shall not increase the Limits of Liability as identified about beyond the amount or amounts for which the company would be liable if there had been only one Insured. Any failure to comply with any provision of the insurance policy by the Named Insured shall not affect coverage provided to The Regional Municipality of Waterloo.
- The policy(ies) identified above shall apply as primary insurance and not excess to any other insurance available to THE REGIONAL MUNICIPALITY OF WATERLOO.
- If cancelled or changed to reduce the coverage as outlined on this Certificate, during the period of coverage as stated herein, thirty (30) days (ten (10) days if cancellation is due to non-payment of premium) prior written notice by registered mail will be given by the Insurer(s) to:

THE REGIONAL MUNICIPALITY OF WATERLOO
ATTENTION: RISK MANAGER
150 FREDERICK ST., 4th Floor Finance Dept.,
KITCHENER, ON N2G 4J3
Fax: (519) 575-4448

This certificate is executed and issued to the aforesaid Regional Municipality of Waterloo, the day and date herein written below.

Name of insurance company or broker (completing form):		Telephone number: ()	
Address:		Fax number: ()	
Name of authorized representative or official (please print):	Signature of authorized representative or official:	Date (year, month, day):	

SUBMITTED BY

Name: _____

Address: _____

REGION OF WATERLOO
PROCUREMENT AND SUPPLY SERVICES
150 FREDERICK STREET, 4TH. FLOOR
KITCHENER, ONTARIO
N2G 4J3

IMPORTANT:

Bids are to be dropped off at the
Procurement & Supply Services Counter,
150 Frederick Street, 4th Floor, Kitchener, ON.
Submissions received in Procurement & Supply Services
after the closing time will NOT be accepted. The onus is
on the bidder to ensure that the bid is received in the
proper location and before the closing time.

CONTRACT NUMBER:	<u>C2012-31</u>
CONTRACT NAME:	<u>Airport Master Plan</u>
CLOSING DATE:	<u>December 3, 2012</u>
CLOSING TIME:	<u>2:00:59 p.m.</u>

Envelope #1 – Letter of Interest

SUBMITTED BY

Name: _____

Address: _____

REGION OF WATERLOO
PROCUREMENT AND SUPPLY SERVICES
150 FREDERICK STREET, 4TH. FLOOR
KITCHENER, ONTARIO
N2G 4J3

IMPORTANT:

Bids are to be dropped off at the
Procurement & Supply Services Counter,
150 Frederick Street, 4th Floor, Kitchener, ON.
Submissions received in Procurement & Supply Services
after the closing time will NOT be accepted. The onus is
on the bidder to ensure that the bid is received in the
proper location and before the closing time.

Envelope #2 – Detailed Work Plan

CONTRACT NUMBER:	<u>C2012-31</u>
CONTRACT NAME:	<u>Airport Master Plan</u>
CLOSING DATE:	<u>January 10, 2013</u>
CLOSING TIME:	<u>2:00:59 p.m.</u>

SUBMITTED BY

Name: _____

Address: _____

REGION OF WATERLOO
PROCUREMENT AND SUPPLY SERVICES
150 FREDERICK STREET, 4TH. FLOOR
KITCHENER, ONTARIO
N2G 4J3

IMPORTANT:

Bids are to be dropped off at the
Procurement & Supply Services Counter,
150 Frederick Street, 4th Floor, Kitchener, ON.
Submissions received in Procurement & Supply Services
after the closing time will NOT be accepted. The onus is
on the bidder to ensure that the bid is received in the
proper location and before the closing time.

Envelope #3 – Upset Budget

CONTRACT NUMBER: C2012-31
CONTRACT NAME: Airport Master Plan
CLOSING DATE: January 10, 2013
CLOSING TIME: 2:00:59 p.m.