



**REQUEST FOR QUOTES**  
**Replacement of Approximately 400 ft of Sewer Line**

**Request for Quote:**

**Date Issued:**

**Submission Deadline:**

**ALBERTON-2021-03**

**November 18<sup>th</sup>, 2021**

**December 8<sup>th</sup>, 2021**

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## **PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS**

### **1.1 Invitation to Proponents**

This request for Quotes (The “RPQ”) is an invitation by the Town of Alberton (“the Municipality”) to prospective proponents to submit Quotes for professional engineering services of the replacement of 400 ft of 200 mm cast iron sewer pipe with 200 mm PVC DR35 and as further described in the RPQ Particulars (Appendix A) (the “Deliverables”)

The Town of Alberton is located within Prince County, in the western part of the county in the province of Prince Edward Island. The municipality is governed by a Council of six members and a Mayor who oversee the municipal services for its 1150+ residents. The municipality provides services such as sewer, fire, recreational facilities and EMO.

### **1.2 RPQ Contact**

For the purposes of this procurement process, the “RPQ contact” shall be:

Donna Thomson, CAO [donna@townofalberton.ca](mailto:donna@townofalberton.ca)

Proponents and their representatives are not permitted to contact any employees, other than the RPQ Contact, or their designate, concerning this RPQ. Failure to adhere to this rule may result in the disqualification of the proponent and the rejection of the proponent’s proposal.

### **1.3 Type of Contract for Deliverables**

The selected proponent will be required to enter into an agreement with the Municipality for the provision of the Deliverables in the form attached as **Appendix A** to the RPQ (The “Agreement”). The initial term of the agreement will be for a period of **2 months**.

## 1.4 RPQ Timetable

Issue Date of RPQ	18 November 2021
Deadline for Questions	30 November 2021
<b>Deadline for Issuing Addenda</b>	30 November 2021
Submission Deadline	<b>8 December 2021 – 4:00 pm</b>
Anticipated Execution of Agreement	10 December 2021

The RPQ timetable is tentative only and may be changed by the Municipality at any time.

## 1.5 Submission of Quotes

### 1.5.1 Quotes to be submitted at the Prescribed Location

Quotes must be submitted at:

**Town of Alberton  
3 Emma Drive  
PO Box 153  
Alberton, PE  
COB 1B0**

### 1.5.2 Quotes to be submitted on Time

Quotes must be submitted at the location set out above on or before the Submission Deadline as indicated in section 1.4. The Proponent is solely responsible for the delivery of its proposal to the exact location indicated in this RPQ on or before the Submission Deadline. The Municipality does not accept any responsibility for Quotes delivered to any other location by the Proponent or its delivery agents. Quotes submitted after the Submission Deadline will be rejected.

### **1.5.3 Quotes to be submitted in Prescribed Format**

In a sealed package, Proponents should submit their proposal containing **4** hard copies of their proposal on 8.5 X 11 paper and one (1) electronic copy saved as a Portable Document Format (PDF) on a USB flash drive, unless otherwise indicated. The file name on the electronic copy should include an abbreviated form of the proponent's name and RPQ#. If there is a conflict or inconsistency between the hard copy and the electronic copy of the proposal, the hard copy of the proposal shall prevail. In the interest of environmental sustainability, please refrain from using binders, binding, plastic covers, or similar fastening or presentation materials when submitting the proposal. Similarly, unless specifically requested in this solicitation document, proponents should not submit product catalogues, swatches, or other marketing materials with their bid. Sealed packages should be prominently marked with:

- the RPQ title and number (see RPQ cover)
- the full legal name and return address of the proponent

The Municipality will not accept Quotes submitted by facsimile transfer.

### **1.5.4 Amendment of Quotes Prior to Submission Deadline**

Proponents may amend their Quotes prior to the Submission Deadline by submitting the amendment in a sealed package prominently marked with the RPQ title and number and the full legal name and return address of the proponent to the location set out in section 1.5.1 Any amendment must clearly indicate which part of the proposal the amendment is intended to amend or replace. Any amendments received after the Submission Deadline will not be accepted. Amendment must be signed by the person who signed the original proposal submission or by a person authorized to sign on his or her behalf.

### **1.5.5 Withdrawal of Quotes**

Proponents may withdraw their Quotes prior to the Submission Deadline. To withdraw a proposal, a notice of withdrawal must be received by the RPQ Contact prior to the Submission Deadline and must be signed by an authorized representative of the proponent. The Municipality is under no obligation to return withdrawn Quotes.

### **1.5.6 Quotes Irrevocable after Submission Deadline**

Quotes shall be irrevocable for a period of thirty (30) days from the Submission Deadline.

[End of Part 1]



## **PART 2 – EVALUATION OF QUOTES**

### **2.1 Evaluation**

The Municipality will conduct the evaluation of Quotes in the following manner:

### **2.2. Mandatory Technical Requirements**

The Municipality will review the Quotes to determine whether the mandatory technical requirements as set out in the **RPQ Particulars (Appendix A)** have been met. Questions or queries on the part of the Municipality as to whether a proposal has met the mandatory technical requirements will be subject to the verification and clarification process set out in Section 3.3.4. If the proponent fails to satisfy the mandatory technical requirements, its proposal will be excluded from further consideration.

### **2.3. Rated Criteria**

The Municipality will rate each compliant proposal on the basis of the rated criteria as set out in Section A.4 the **RPQ Particulars (Appendix A)**. The following is an overview of the categories and weighting for the rated criteria of the RPQ. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

<b>Rated Criteria Category</b>	<b>Weighting (Points)</b>	<b>Minimum Threshold</b>
A.4.1 Availability and capability to meet work requirements assigned	<b>15 points</b>	<b>Insert points or N/A</b>
A.4.2 Understanding of Service Requirements	<b>15 points</b>	<b>Insert points or N/A</b>
A.4.3 Proposed Approach/Process, Project Plan and familiarity with the municipality's existing infrastructure, soil conditions, & engineering standard	<b>20 points</b>	<b>Insert points or N/A</b>
A.4.4 Demonstrated Expertise	<b>20 points</b>	<b>Insert points or N/A</b>
A.4.5 Project References	<b>5 points</b>	<b>Insert points or N/A</b>
A.4.6 Resource Management – Engineering Fee Structure	<b>5 points</b>	<b>Insert points or N/A</b>
<b>Sub-total</b>	80 points	
A.4.7 Pricing –	20 points	
<b>Total Points</b>	<b>100 points</b>	<b>Insert points or N/A</b>

**2.4 Pricing**

The pricing stage will consist of a scoring of the submitted pricing of compliant Quotes in accordance with the particulars in Appendix A. The evaluation of price will be undertaken after the evaluation of mandatory submission requirements, mandatory technical requirements, and rated criteria has been completed.

## **2.5 Selection of Highest Scoring Proponent**

After the completion of the evaluation, all scores from both stages will be added together and each proponent will be ranked based on its total score. The proponent with the highest score will be selected to enter into the Agreement in accordance with Part 3. Upon finalization of the Agreement with the Province, the proponent shall thereafter be known as the successful proponent.

## **2.6 Notification to Other Proponents**

Once an agreement is finalized and executed by the Municipality with a proponent, the other proponents will be notified in accordance with the Terms and Conditions of the RPQ Process (Part 3).

[End of Part 2]

## **PART 3 – TERMS AND CONDITIONS OF THE RPQ PROCESS**

### **3.1 General Information and Instructions**

#### **3.1.1 RPQ Incorporated into Proposal**

All of the provisions of this RPQ are deemed to be accepted by each proponent and incorporated into each proponent's proposal. A proponent who submits conditions, options, variations or contingent statements inconsistent with the terms set out in this RPQ, including the terms of the Agreement in Appendix A, either as part of its proposal or after receiving notice of selection, will be disqualified.

#### **3.1.2 Proponents not to change terminology**

Changes to the terminology of this RPQ are prohibited

#### **3.1.3 Proponents to Follow Instructions**

Proponents should structure their Quotes in accordance with the instructions in this RPQ. Where information is requested in this RPQ, any response made in a proposal should reference the applicable section numbers of this RPQ.

#### **3.1.4 Language**

All Quotes are to be in English.

#### **3.1.5 No Incorporation by Reference**

The entire content of the proponent's proposal should be submitted in a fixed form, and the content of websites or other external documents referred to in the proponent's proposal but not attached will not be considered to form part of its proposal.

### **3.1.6 References and Past Performance**

In the evaluation process, the Municipality may include information provided by the proponent's references and may also consider the proponent's past performance or conduct on previous contracts within the Province.

### **3.1.7 Information in RPQ Only an Estimate**

The Municipality makes no representation, warranty or guarantee as to the accuracy of the information contained in this RPQ, received from the RPQ contact or issued by way of addenda. Any quantities shown or data, or opinion contained in this RPQ or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RPQ.

### **3.1.8 Proponents to Bear Their Own Costs**

The proponent shall bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews, presentations or demonstrations.

### **3.1.9 Proposal/Documents to be retained by the Municipality**

The Municipality will not return the proposal or any accompanying documentation submitted by a proponent. All documents developed following the award of the contract (the deliverables) shall be the exclusive property of the Town of Alberton and without retaliation if the Municipality moves forward on its own or with another firm.

### **3.1.10 No Guarantee of Volume of Work or Exclusivity of Contract**

The Municipality makes no guarantee of the value or volume of work to be assigned to the successful proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. The Municipality may contract with others for goods and services the

same as, or similar, to the Deliverables or may obtain such goods and services from resources within the Municipality.

### **3.2 Business Registration**

Proponents may be required to be registered to carry on business in accordance with applicable laws. For information on the business registration requirements of the Consumer, Corporate and Financial Services Department of Justice and Public Safety, please consult:

<https://www.princeedwardisland.ca/en/topic/business-name-registration>

The status of a proponent's business registration does not preclude the submission of a proposal in response to this RPQ. A proposal can be accepted for evaluation, regardless of (i) whether the company is registered, or (ii) whether its business registration is in good standing. However, if the proponent is selected as the successful proponent, that proponent must bring itself into compliance prior to the execution of the Agreement.

### **3.3 Communication after Issuance of RPQ**

#### **3.3.1 Proponents to Review RPQ**

Proponents shall promptly examine all of the documents comprising this RPQ, and report any errors, omissions, or ambiguities; and direct questions or seek additional information in writing by email to the RPQ Contact on or before the Deadline for Questions. No such communications are to be directed to anyone other than the RPQ Contact. The Municipality is under no obligation to provide additional information, and the Municipality will not be responsible for any information provided by or obtained from any source other than the RPQ Contact. It is the responsibility of the proponent to seek clarification from the RPQ Contact on any matter it considers to be unclear. The Municipality will not be responsible for any misunderstanding on the part of the proponent concerning this RPQ or its process.

### **3.3.2 All New Information to Proponents by Way of Addenda**

This RPQ may be amended only by addendum in accordance with this section. If the Municipality, for any reason, determines that it is necessary to provide additional information relating to this RPQ, such information will be communicated by addendum on the **Prince Edward Island Tendering Site**. Each addendum forms an integral part of this RPQ and may contain important information, including significant changes to this RPQ. Proponents are responsible for obtaining all addenda issued by the Municipality and will be deemed to have read all posted addenda.

### **3.3.3 Post-Deadline Addenda and Extension of Submission Deadline**

If the Municipality determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, the Municipality may extend the Submission Deadline for a reasonable period of time.

### **3.3.4 Verify and Clarify**

During the evaluation process, the Municipality may request further information from the proponent or third parties in order to verify or clarify the information provided in the proponent's proposal, including but not limited to clarification with respect to whether a proposal meets the mandatory technical requirements set out in the RPQ Particulars (Appendix D). The Municipality may revisit and re-evaluate the proponent's response or ranking on the basis of any such information.

## **3.4 Execution of Agreement, Notification and Debriefing**

### **3.4.1 Selection of Proponent and Execution of Agreement**

The Municipality will notify the selected proponent in writing. The selected proponent shall execute the Agreement as specified in Appendix A to this RPQ and satisfy any other applicable conditions of this RPQ within fifteen (15) days of notice of selection.

### **3.4.2 Failure to Enter into Agreement**

In addition to all of the Municipality's other remedies, if a selected proponent fails to execute the Agreement or satisfy any other applicable conditions within fifteen (15) days of notice of selection, the Municipality may, in its sole and absolute discretion and without incurring any liability, withdraw the selection of that proponent and proceed with the selection of another proponent or cancel the RPQ Process.

### **3.4.3 Notification of Outcome of Procurement Process**

Once an agreement is executed by the Municipality with a proponent, notification of the outcome of the procurement process will be posted on the **Prince Edward Island Tendering Site**.

### **3.4.4 Debriefing**

Proponents may request a debriefing after notification of the outcome of the procurement process. All requests must be in writing to the RPQ Contact and must be made within sixty (60) days of notification of the outcome of the procurement process. The intent of the debriefing information session is to aid the proponent in presenting a better proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process or its outcome.

## **3.5 Conflict of Interest and Prohibited Conduct**

### **3.5.1 Conflict of Interest**

The Municipality may disqualify a proponent for any conduct, situation or circumstance, determined by the Municipality, in its sole and absolute discretion, to constitute a Conflict of Interest. For the purposes of this Section, "Conflict of Interest" has the meaning ascribed to it in the **Submission Form (Appendix B)**.



### **3.5.2 Disqualification for Prohibited Conduct**

The Municipality may disqualify a proponent, or terminate an agreement entered into if the Municipality, in its sole and absolute discretion, determines that the proponent has engaged in any conduct prohibited by this RPQ.

### **3.5.3 Prohibited Proponent Communications**

A proponent shall not engage in any communications that could constitute a Conflict of Interest and must take note of the Conflict-of-Interest declaration set out in the Submission Form (Appendix B).

### **3.5.4 Proponent not to Communicate with Media**

A Proponent may not at any time directly, or indirectly, communicate with the media in relation to this RPQ or any agreement entered into pursuant to this RPQ without consent of the Municipality, and then only in coordination with the Municipality.

### **3.5.5 No Lobbying**

A proponent shall not, in relation to this RPQ or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the successful proponent.

### **3.5.6 Illegal or Unethical Conduct**

Proponents shall not engage in any illegal business practices, including without limitation activities such as bid-rigging, price-fixing, bribery, fraud, coercion or collusion. Proponents shall not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials or other representatives of the Municipality; submitting Quotes containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this RPQ.

### **3.5.7 Rejection of Quotes**

The Municipality may reject a proposal based on past performance or based on inappropriate conduct, including but not limited to the following:

- (a) illegal or unethical conduct as described above;
- (b) the refusal of the proponent to honour its submitted pricing or other commitments;
- (c) any conduct, situation or circumstance determined by the Municipality, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest;
- (d) the Municipality's past experience with the proponent within the 18-month period prior to the Submission Deadline for similar or related services; or
- (e) any information provided to the Province by any references of the proponent, pursuant to either section 3.1.6 or section 3.7.1(e) of this RPQ.

## **3.6 Confidential Information**

### **3.6.1 Confidential Information of the Municipality**

All information provided by or obtained from the Municipality in any form in connection with this RPQ either before or after the issuance of this RPQ

- (a) is the sole property of the Municipality and must be treated as confidential;
- (b) is not to be used for any purpose other than replying to this RPQ and the performance of the agreement for the Deliverables; must not be disclosed without prior written authorization from the Municipality; and
- (c) must be returned by the proponent to the Municipality immediately upon request of the Municipality

### **3.6.2 Confidential Information of Proponent**

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the Municipality. The confidentiality of such information will be maintained by the Municipality, except as otherwise required by law or by order of a court or tribunal.

Proponents are also advised that all documents forming part of the RPQ process, including all submitted Quotes, are subject to the *Freedom of Information and Protection of Privacy Act* R.S.P.E.I. 1988, Cap. F-15.01 (“FOIPP”). A copy of FOIPP is available online at:

[https://www.princeedwardisland.ca/sites/default/files/legislation/f-15-01\\_0.pdf](https://www.princeedwardisland.ca/sites/default/files/legislation/f-15-01_0.pdf)

### **3.6.3 Personal Information**

The *Freedom of Information and Protection of Privacy Act* R.S.P.E.I. 1988, Cap. F-15.01 (“FOIPP”) governs the collection, use and disclosure of personal information by the Province and its service providers. The successful proponent shall be required to comply with all requirements of FOIPP during the term of the Agreement.

A copy of FOIPP is available online at:

[https://www.princeedwardisland.ca/sites/default/files/legislation/f-15-01\\_0.pdf](https://www.princeedwardisland.ca/sites/default/files/legislation/f-15-01_0.pdf)

## **3.7 Reserved Rights, Limitation of Liability and Governing Law**

### **3.7.1 Reserved Rights of the Municipality-Province**

The Municipality reserves the right to:

- (a) make public the names of any or all proponents;
- (b) request written clarification in relation to a proponent’s proposal;
- (c) waive minor formalities that do not constitute Mandatory Submission requirements or Mandatory Technical requirements;
- (d) verify with any proponent or with a third party any information set out in a proposal;
- (e) check references other than those provided by any proponent;
- (f) disqualify any proponent whose proposal contains misrepresentations or any other inaccurate or misleading information;
- (g) disqualify any proponent or the proposal of any proponent who has engaged in conduct prohibited by this RPQ;

- (h) amend this RPQ process without liability at any time prior to the execution of a written agreement between the Province and a proponent. These changes are issued by way of addendum in the manner set out in this RPQ;
- (i) cancel this RPQ process without liability at any time prior to the execution of a written agreement between the Province and a proponent. A cancellation is communicated by way of addendum in the manner set out in this RPQ. The Province may in its sole discretion issue a new RPQ for the same or similar Deliverables; or
- (j) reject any or all Quotes.  
These reserved rights are in addition to any other express rights or any other rights that may be implied in the circumstances, or that the Province has at law.

### **3.7.2 Limitation of Liability**

By submitting a proposal, each proponent agrees that:

- (a) neither the Municipality nor any of its employees, officers, agents, elected or appointed officials, advisors or representatives will be liable, under any circumstances, for any claim arising out of this proposal process including but not limited to costs of preparation of the proposal, loss of profits, loss of opportunity or for any other claim; and
- (b) the proponent waives any claim for any compensation of any kind whatsoever, including claims for costs of preparation of the proposal, loss of profit or loss of opportunity by reason of the Municipality's decision to not accept the proposal submitted by the proponent, to enter into an agreement with any other proponent or to cancel this proposal process, and the proponent shall be deemed to have agreed to waive such right or claim.

### **3.7.3 Governing Law and Interpretation**

These terms and conditions of the RPQ Process (Part 3):

- (a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- (b) are non-exhaustive and shall not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
- (c) are to be governed by and construed in accordance with the laws of the province of Prince Edward Island and the federal laws of Canada applicable therein.

[End of Part 3]

## **APPENDIX A – RPQ PARTICULARS**

### **A.1 The Deliverables**

#### **Project objectives**

The Town of Alberton is issuing this Request for Quotes (RFQ) with the goal of hiring an engineering firm to complete the replacement of approximately 400 ft of 200 mm Cast Iron sewer pipe with 200 mm PVC DR35. The work, described below is to include all work necessary, including inspection, design, and environmental assessments if needed,. This section of pipe is located in near proximity to a paved outdoor walking track and this may result in having to tear up pavement and have the asphalt restored upon completion of pipe replacement, and to follow guidelines and industry best practices to complete the necessary work. The intent of the RPQ is to award the work to a qualified proponent with relevant experience and proven successes with projects of a similar nature.

The Proponent will be responsible to inspect, design and provide costing estimate for:

- Digging out the site
- the removal of existing 200 mm cast iron pipe (possible Asbestos) including any connections to existing manholes and laterals.
- Replacement of pipe with 200 mm PVC DR35 line and reconnect to existing manholes and laterals.
- Any necessary landscaping to restore the location including topsoil and removal of stumps, brush and debris.
- If necessary, any asphalt restoration to the walking track.
- The Proponent shall be responsible for determining all legal boundary information, and conducting any surveys required to complete the designs. Please note that the construction is planned for fall of 2021 but not guaranteed to go ahead if frost hinders the project.

## **A.2 Material Disclosures**

### **A.2.1**

- Town of Alberton Official Plan
- Map of Municipality
- Location map of the construction site

## **A.3 Mandatory Technical Requirements**

Manner in which documents should be prepared:

The final document should be prepared in regular 8.5 X 11 paper form in Word format and provide 4 copies. An electronic copy on a USB should also be provided in both the word format and PDF.

## **A.4. Rated Criteria**

The following is an overview of the categories and additional details for the rated criteria of the RPQ described in Section 2.3.

- **Availability and capability to meet work requirements and Understanding of Service Requirement**

Provide a 1–2-page summary of your understanding of the RPQ requirements defined in this RPQ. This content should be expressed in your own words and not simply recite the requirements as defined in this RPQ.

- **Proposed Approach/Process and Project Plan**

Describe the approach and/or process proposed to address the RPQ requirements. Include any notable methodologies, tools, techniques, and standards and their respective suitability to this project.

- **Demonstrated Expertise**

Outline experience with comparable projects. Describe any similarities to or differences from this project.

- **Proposed Resources, Resumes and References**

The Proponent should be able to demonstrate that its proposed team as a whole meets or exceeds the RPQ requirements. Identify all personnel who will be assigned to the project and contribute to (i) the routine management and/or (ii) the performance of the required services. Provide each person's name, title, role on this project, experience in this role and his/her respective employment status.

The Municipality encourages innovation and competition in the Proponent community through arrangements such as partnerships and consortiums. If sub-contractors or partners of a Proponent are permitted for this project, they must be identified in your table. If so, describe the general range of services that the respective contractors (companies or individuals) provided and how this benefits your company. If no contractors or partners are identified, this will be interpreted to mean that only a Proponent's own resources' will be used.

- **Resource Management**

By virtue of responding to this RPQ, the Proponent is committing to make the proposed resources available to this project when needed and, once the project begins, it agrees to take any steps necessary to ensure the ongoing availability of its proposed resources during this project.

The Municipality acknowledges that instances can arise where a proposed resource is no longer employed by or associated with the Proponent or is otherwise unavailable to the Proponent at the time of the service requirement. In these cases, the Proponent agrees to provide replacement resources with equivalent (or greater) experience and capability, and the selection of the replacement resources will be subject to the approval of the Municipality.



In the proposal, describe the process that would be used for including the Municipality in the selection of replacement resources and for securing Municipal approval. Describe how changes in the project manager in particular would be handled, if this becomes necessary.

If new service requirements emerge during the project, the Municipality will make every effort to provide the successful Proponent with as much advance notice as possible. Describe the process and typical timelines involved in making additional resources available to this project.

Describe the process that would be used to resolve a situation where the Municipality concludes that an assigned resource from the Proponent is not performing their responsibilities adequately.

- **Management of Project Risk**

Identify the potential risks that would be expected to emerge during this project.

Describe the respective impact(s) of these risks on the project itself and/or on any relevant business area(s) within the Municipality and assign a severity on a defined scale.

Outline risk mitigation strategies.

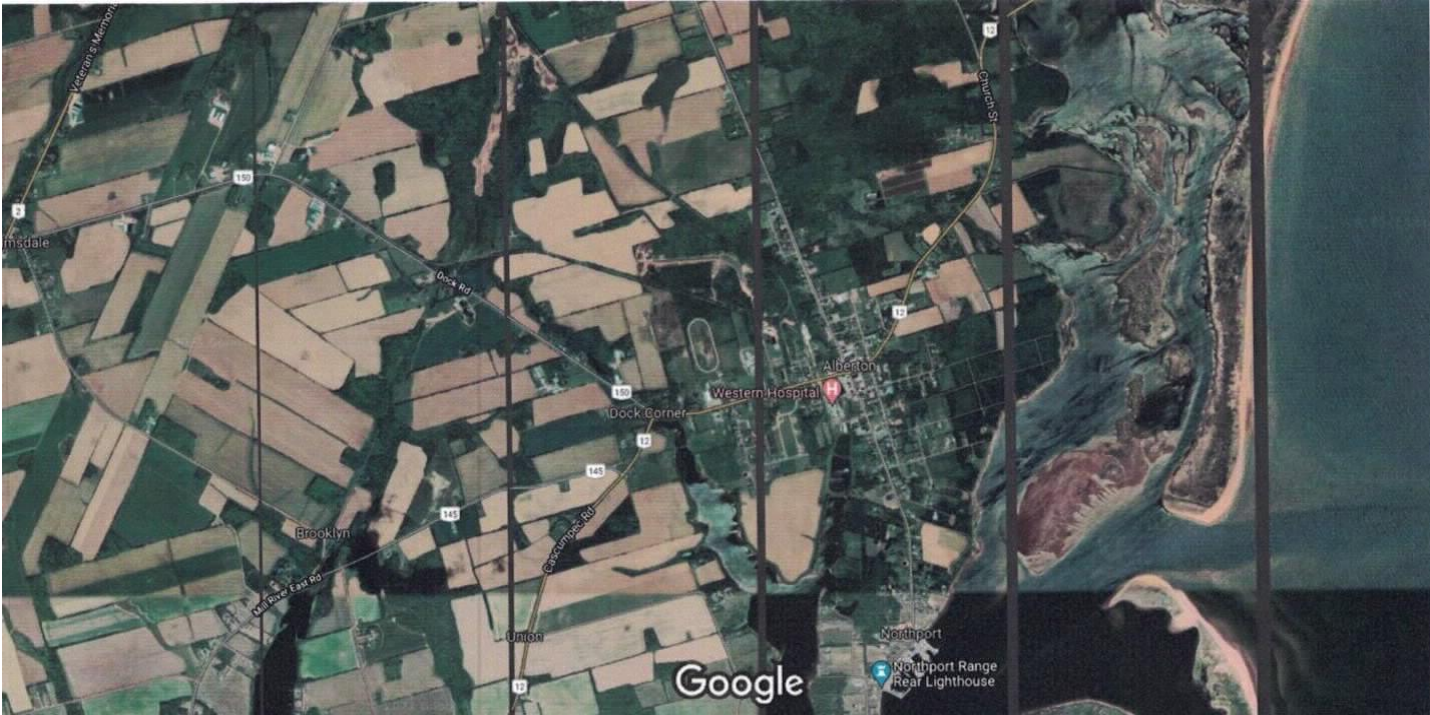
- **Added Value**

‘Added value’ is the realization of additional benefits beyond the inherent worth of a good or service. Some examples for services include approach, expertise, references, resources, management, tools and/or methodologies, etc., or a combination of these.

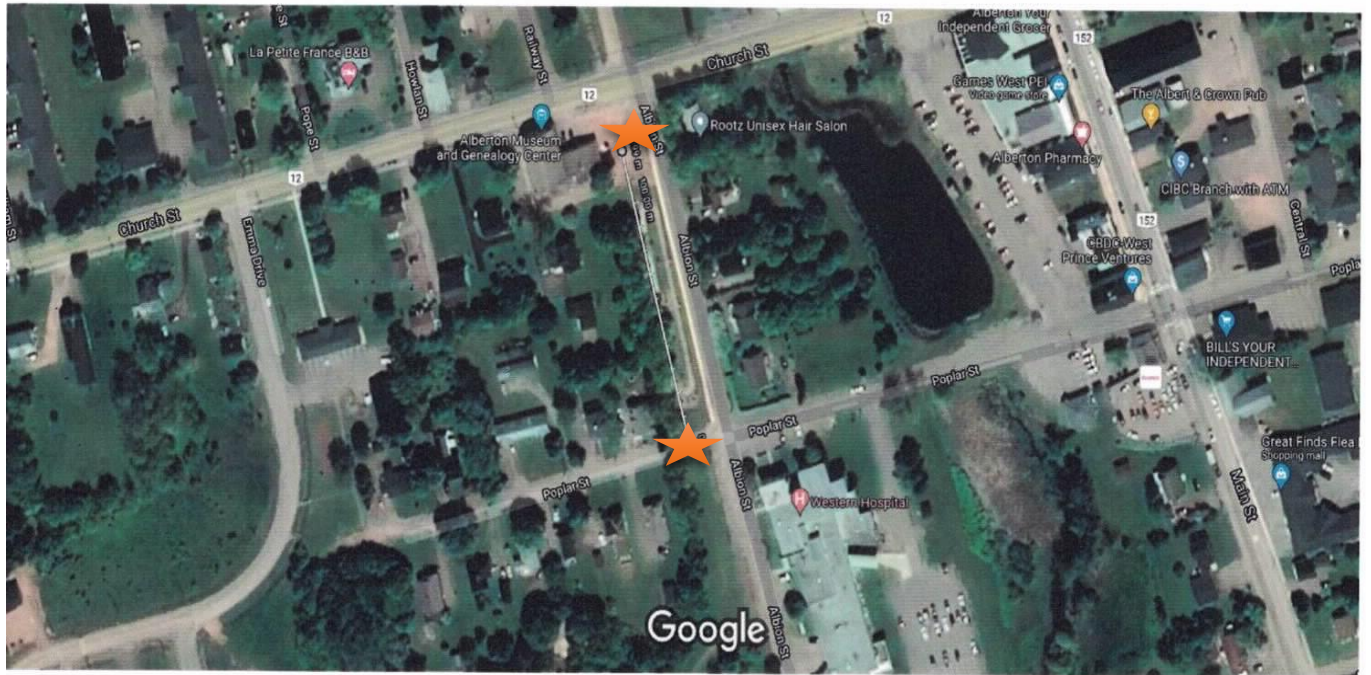
Describe the aspect(s) of your proposal believed to result in notable added value for this project.

**APPENDIX B**

**Map of Alberton**



## Albion Street Sewer Line Location



Link to Official Plan :

<http://www.townofalberton.ca/townhall/publications/albertonoffplan.pdf>