



REQUEST FOR PROPOSAL FOR
FIRE DISPATCH SERVICES

P-2025-41

Closing Date: August 8, 2025

Time: 2:00 pm

Contact:
Chief Ryan Murrell
Fire Chief
705-646-5282
rmurrell@muskokalakes.ca

Township of Muskoka Lakes
1 Bailey St
P.O. Box 129
Port Carling, ON
P0B 1J0

INTRODUCTION

1 DESCRIPTION OF UNDERTAKING

The Township of Muskoka Lakes is seeking proposals from qualified and experienced fire dispatch centres (service providers) to deliver Fire Dispatch Services to the Muskoka Fire Department.

The information provided in this document is intended to provide a general overview of the work required. Bidders interested in this project must carefully adhere to the details outlined in this document when submitting their response.

Background

Described as “One of the most incredible places in the world,” the Township of Muskoka Lakes is a rural community anchored by the communities of Bala, Port Carling, and Windermere. The municipality offers both sophisticated tourism and wholesome cottage living.

The Township of Muskoka Lakes is situated in the southernmost part of the Canadian Shield, approximately two hours from Toronto, encompassing 782 square kilometres with 80 lakes, including Lakes Muskoka, Rosseau, and Joseph. The natural features involve many different service calls for the Muskoka Lakes Fire Department.

The Muskoka Lakes Fire Department has been serving the community since 1971. The Fire Department consists of ten fire stations and one boathouse, using a volunteer service model, and proudly provides many fire rescue services to the community.

Current Dispatch

The Muskoka Lakes Fire Department is currently a client of the Muskoka Ambulance Communications Centre (MACC), receiving fire-related call-taking and dispatch services. The technology platform utilized by the MACC is proprietary and requires our administrator to transfer the information to our Fire PRO2 Records Management System. The hall and member alerting solution is achieved through a Radio Frequency (RF) system facilitated and maintained by a third-party communications vendor we have on contract. Apparatus, which respond from the Fire Department’s ten stations, are equipped with radios and repeaters.

2 INVITATION

The Township of Muskoka Lakes is seeking proposals from suitably qualified Fire Dispatch Service providers (bidders) that demonstrate their ability to offer call-taking and fire dispatch services to the Fire Department.

3 SUBMISSION DEADLINE

Proposals must be received **NO LATER THAN 2:00 p.m. on August 8, 2025**.
Any proposal received after the above due date and time will not be considered.

4 PROPOSAL SUBMISSION

All submissions and accompanying documents must be uploaded electronically and sent to rmurrell@muskokalakes.ca.

5 WITHDRAWAL OF PROPOSAL

A Bidder may withdraw a submitted proposal at any time up to the official closing time by email. Withdrawal requests received after the closing time will not be permitted.

6 COSTS FOR RFP DOCUMENTS

The Request for Proposal ("RFP") documents are provided at no cost on www.muskokalakelakes.ca.

7 RETRIEVAL OF OFFICIAL DOCUMENTATION

Only documents found on the Municipality's website, www.muskokalakelakes.ca, are to be considered the "official" documents. The Municipality accepts no responsibility for the accuracy of information found on other websites.

8 FORMAT OF PROPOSAL

Your submission should be organized into three documents and file types listed below:

- ❖ Cover Letter (File type: PDF)
- ❖ Proposal Submission (File type: PDF) Your complete proposal submission highlighting the below evaluation criteria
- ❖ Pricing Submission (File type: PDF)

9 SUMMARY OF KEY DATES

Cut off for submission of questions	July 30, 2025
Response to questions	August 3, 2025
Submission of proposal	August 8, 2025
Anticipated award of assignment	August 14, 2024

10 COSTS INCURRED BY BIDDER

The bidder shall bear all expenses incurred in preparing and submitting the proposals. No reimbursement of costs to prepare the proposal shall be included in the bid.

11 ACCEPTANCE AND TERMS

This RFP is not a tender and is not intended to create "Contract A". The bidder and all other entities participating in this RFP Process agree that submitting a proposal constitutes an acknowledgement that the bidder has read and agrees to be bound by all the terms and conditions of the RFP.

12 NO CONTRACT CREATED BY THIS RFP

This document is a request for proposals in respect of the services and project described herein and is not a tender. Neither the RFP Documents nor the submission of any proposals in response to the RFP documents shall, in any way whatsoever, create a binding agreement between the Municipality and any bidder.

13 RIGHT TO REJECT OR NOT OPEN

Notwithstanding any other provision of this RFP, the Township may, in its sole and absolute discretion, accept or reject any part or all proposals.

14 SELECTION COMMITTEE

If deemed appropriate, a selection committee may be formed by the Township to evaluate the proposal. The Selection Committee will comprise representatives from the Township of Muskoka Lakes.

15 BIDDER TO INVESTIGATE

Bidders submitting a proposal shall understand and acknowledge that while this RFP outlines the scope of work and specific requirements, the Bidders shall satisfy themselves by such means as they prefer, as to the extent of work required to complete the assignment.

16 NEGOTIATIONS:

If all submitted bids exceed the budget, the Township reserves the right to negotiate the price and scope of work directly with the qualified bidder to identify cost-saving opportunities associated with alternative processes or methods.

17 COMPLIANCE:

Any deviations from the Township's RFP document must be identified and are subject to acceptance or rejection by the Township at its sole discretion.

18 COMPLIANCE WITH SPECIFICATIONS AND/OR SCOPE OF WORK:

Alternative bids may be considered; however, any deviations from the Township's information to Bidders, general conditions, and mandatory requirements must be clearly defined and are subject to acceptance or rejection by the Township in its discretion.

19 AWARD OF WORK

Suppose a contract is to be awarded as a result of the Request for Proposal (RFP). In such a case, the contract shall be awarded to the Bidder whose proposal, in the sole and absolute opinion of the Township of Muskoka Lakes, demonstrates the best potential value to the municipality. Additionally, the bidder must be capable in all respects of fully performing the contract requirements and must possess the integrity necessary to ensure the fulfillment of all contractual obligations.

The successful Bidder will be notified of the intent to award by email, and the subsequent execution of a written agreement shall constitute the making of a contract. Bidders will not acquire any legal or equitable rights or privileges until both parties have executed the contract.

20 COMMUNICATIONS

All inquiries regarding this RFP are to be directed to the individual identified below.

Attention: **Ryan Murrell, Fire Chief**

rmurrell@muskokalakes.ca

Cell Phone 705-646-5282

Note that no oral explanation or interpretation shall modify any of the requirements or provisions of the RFP documents.

Where the Township of Muskoka Lakes deems that an explanation or interpretation is necessary or desirable, an addendum may be issued in writing. All addenda will be posted on the Municipality's website for downloading by all Bidders. It is the Bidder's sole responsibility to check for addenda issued and download the same. Acknowledgement of Addenda on the proposal is a mandatory requirement. Failure to acknowledge addenda will result in a non-compliant proposal that is not eligible for award.

Addenda will be issued by August 3, 2025.

21 AGREEMENT

Before commencing the service, the successful Bidder will enter into an Agreement for Fire Dispatch Services with the Township of Muskoka Lakes.

22 CONFLICT OF INTEREST

The Municipality reserves the right to disqualify a proposal if it believes a conflict of interest or potential conflict of interest exists regarding the bidder.

23 INTELLECTUAL AND PROPRIETARY RIGHTS

All intellectual, industrial or other proprietary rights of any type provided by the Municipality to the Bidder about this RFP shall remain the respective property of the Township of Muskoka Lakes at all times.

In the case of intellectual Property owned by the bidder before the proposal submission or created by the bidder during the term of this proposal, the bidder shall grant to the Township of Muskoka Lakes, a perpetual right and license to use, modify and reproduce in any form, those parts of the proposal and/or related contracted services.

24 MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (MFIPPA)

All correspondence, documentation and information provided shall become the property of the Township of Muskoka Lakes. Any personal information required on the documentation presented is received under the authority of the Municipal Freedom of Information and Protection of Privacy Act, 1989, RSO, 1990. This information will be an integral component of the proposal submission.

25 HEALTH AND SAFETY

The successful bidder is required to comply with the Occupational Health and Safety Act about the performance of the contract.

26 INSURANCE

The successful bidder shall, at its/his/her own expense, obtain and maintain for the term of the contract and any renewal or extension thereof and provide the Township of Muskoka Lakes with evidence of:

Comprehensive general liability insurance on an occurrence basis for an amount not less than Five Million (\$5,000,000) Dollars, exclusive of interest or costs per occurrence, concerning the successful bidder's operations, acts and omissions relating to its obligations under the contract, such policy to include coverages

for defense and claimants' costs, and coverages for:

- personal injury including death;
- property damage or loss (direct or indirect and including loss of use thereof);
- broad form property damage;
- contractual liability;
- non-owned automobile liability;
- products and completed operations;
- contingent employers liability;
- cross liability;
- severability of interest; and
- owners' and contractors' protective.

The policy of insurance shall name the Corporation of the Township of Muskoka Lakes as an additional insured concerning its interest in the operations of the bidder.

Professional liability insurance or other errors and omissions insurance covering claims and expenses for liability for loss or damage arising from negligence in the provision of the Services, of standard wording, for an amount no less than Five Million (\$5,000,000) Dollars exclusive of interest or costs per occurrence; and

Automotive or Motor vehicle liability insurance of standard wording, covering all vehicles owned, leased or operated by or on behalf of the bidder, in any matter in connection with the services provided or to be provided under the contract, for an amount not less than Two Million (\$2,000,000) Dollars exclusive of interest or costs per occurrence and equipment leased, borrowed, rented or operated for an amount of not less than Five Million (\$5,000,000) exclusive of interest or costs per occurrence.

Every insurance policy shall contain either no deductible amount or a reasonable deductible amount, taking into account the bidder's financial circumstances. The Bidder shall be responsible for paying all deductible amounts.

The Bidder shall provide the Municipality, within seven (7) days of the award of the Contract, a certificate from its insurer that shows the policy or policies placed and maintained by it comply with the requirements of this RFP and the Contract.

Failure to provide the insurance specified above will result in the withholding of payments or, at the Township of Muskoka Lakes' sole discretion, forfeiture of the Contract.

27 TERMS OF PAYMENT

Invoices submitted by the successful bidder shall include the project title, a description of the work and a billing summary. Invoicing can be done quarterly, semi-annually, or annually.

28 PROPOSAL VALIDITY

Proposals shall remain valid and open for acceptance by the Township of Muskoka Lakes for sixty (60) calendar days following the deadline for receipt of proposals.

SCOPE OF SERVICE AND REQUIREMENTS

Service Coverage

This radio service is within the Township of Muskoka Lakes boundaries. It may include neighbouring municipal jurisdictions in which the Muskoka Lakes Fire Department may be operating under a mutual aid, automatic aid, or other inter-municipal agreement.

Current Equipment / Technology

- FirePRO 2 RMS (Records Management System)
- Pager Alerting Solution through Radio Frequency (RF)
- Two Radio Towers (Torrance and Ullswater) that cover all of Muskoka Lakes
- Apparatus Mobile Radios
- Radio hardware (portables, mobiles and digital vehicle repeaters)
- GIS (Geographic Information System) mapping and updating capabilities

Service Delivery Requirements

1. The Fire Dispatch provider (bidder) must be capable of receiving emergency information with full access to caller details from the 911 authorized PSAP (Public Service Answering Point) agency. This includes populating a computer-aided dispatch program, effectively paging the incident through the radio system, and seamlessly sending the information to the Fire Department Who's Responding network (email). Additionally, the provider must ensure that, at the end of the call transfer, the information is sent to the Records Management System (RMS).
2. The Fire Dispatch Service Provider must be capable of receiving and dispatching all emergency events for the Fire Department according to the standards set by NFPA (National Fire Protection Association) 1221, 2016, or newer editions. These standards require that call handling be completed within 64 seconds at least 90% of the time. This performance shall be measured annually, and the Fire Dispatch Service Provider must submit an annual report to the Township of Muskoka Lakes Fire Department detailing the actual call handling times for all emergency incidents in the previous year.
3. Maintain compliance with NFPA 1221 and, where not in compliance, will specify in the proposal which areas of NFPA 1221 are not satisfied by the service provider.
4. The Fire Dispatch Service Provider must also meet the relevant chapters of NFPA 1061 and 1561 standards as they related to the technical competency and operations of a fire dispatch. Where the service provider does not meet the standard described by NFPA 1061 and NFPA 1561, they shall identify the sections or points in the proposal that meet the standard and those that do not meet the minimum standards.
5. The Fire Dispatch Service Provider must describe the process for the timely receipt and processing of incidents between other Fire Dispatch Centres for auto-aid, mutual-aid and fire ground operations.
6. The Fire Dispatch Service Provider shall supply an annual report to the Muskoka Lakes Fire Department that provides statistical data (call volumes and call types), turnout time, travel times, and total response times as a summary at year's end. Annual reports shall be provided to the Muskoka Lakes Fire Department through a mutual

agreement on an efficient and effective timeline, but no later than March 1 of the following year. This report shall also include call volume issues and identify any anomalies and/or trends that have affected the data. The Fire Dispatch Service Provider shall also identify within their proposal how the data will be recorded and in what format or program it will be presented.

7. The Fire Dispatch Service Provider shall, upon request by the Fire Department, provide ad hoc reports, incident information in the form of email, transcripts, or other written hard copy correspondence of incident records or other issues directly related to an incident to the Fire Chief or pre-approved designated employees.
8. Proposed solution for recording all 911 telephone calls and radio communications on all radio channels. The Fire Dispatch Service Provider will identify how these files may be accessed by the Township of Muskoka Lakes and in what format files are expected to be provided upon request. Alternatively, the Dispatch Provider will provide an overview of access options through an online platform, allowing users to access this information.
9. The Fire Dispatch Service Provider should be able to process all non-emergency calls and prioritize them accordingly. Proposals should include opportunities, limitations, and associated cost factors related to answering and processing non-emergency calls.
10. The Fire Dispatch Service Provider must maintain compliance with Next Generation 911 (NG911) or, where not in compliance, proposal will provide estimated date of compliance with Next Generation 911.
11. The Fire Dispatch Service Provider should provide Hall alerting solutions including options for integration into items such as remote lighting and door activation.
12. The Township of Muskoka Lakes is interested in interfacing with 3rd party software systems such as Operational Analytics Software. Bidders should describe the process of integrating available third-party software.
13. The Fire Dispatch Service Provider should be able to generate Simple Mail Transport Protocol (SMTP) emails from their Computer Aided Dispatch system to supply fire agency third party alerting and response applications such as, but not limited to, Active 911, IamResponding, Who's Responding, Rip and Run, etc. Provide an outline of the data that can be conveyed on any particular dispatch to 3rd party applications.
14. Potential for additional agency support for participants such as bylaw, planning, emergency management, lone worker tracking, etc
15. Support configuration and uploading of fire preplans.
16. Ability to provide apparatus status reporting and all associated benchmarks – CAD to MCAD / MCAD to CAD time stamping of responding fire units and electronic status of units' availability reporting to RMS.
17. Adjustments to operational response logic changes as required within the requested timelines.
18. Ability to access and transition to the secondary communication centre to ensure continuity of operations in the event the primary location is required to be evacuated or otherwise become inoperable. Identify any impacts to expected service levels which may reasonably be expected as a result.
19. Ability to maintain dispatch service levels for the Muskoka Lakes Fire Department incidents during large-scale events occurring in other dispatched jurisdictions.
20. Provide timely notification of any maintenance, upgrades, breakdowns, or changes to dispatch equipment or protocols that will impact the proper dispatch and/or safety of

fire department responders.

21. Capacity to handle future extensions, new service areas and enhanced notification processes.
22. The Fire Dispatch Provider shall include a written synopsis of the future vision of hosting and supporting fire department Records Management systems to address potential sunseting of existing RMS platforms, including but not limited to, Central Square "Fire Department Manager (FDM)".
23. As per Fire Underwriters Survey (FUS) Communications Assessment, Bidders are requested to provide information and grading related to the latest survey assessment specific to Part 11: Fire Communications.

This grading shall include the seven grading items identified as:

- Communications Center
- Means of Transmitting Alarm
- Fire Department Telephone Service (Incoming from Public)
- Means of Alarm Dispatch
- Dispatch Service
- Operations Radio
- Miscellaneous Factors

Provider Expectations

The Fire Dispatch Services offering will require a provider that is currently delivering ongoing Fire Dispatch Services, possesses specialized knowledge, and has a proven track record of delivering Fire Dispatch Services to similar-sized organizations in Canada, including municipal governments. Additionally, the provider should have relevant experience and skills to ensure a smooth transition and a successful initial start date.

Innovation and Added Value

The Bidder may offer and describe any value-added services, products, or items not specifically requested, along with details of what the Bidder is prepared to supply as part of the services. However, if any additional costs are involved, a summary and explanation of those costs will be included in the Fees and Costs section. Items should include any software modules related to fire training, inspections, preplanning, operational analytics software programming, and the implementation of any future software or technological upgrades aimed at enhancing the delivery of fire suppression, prevention, and community education programs.

Future Work

The Township reserves the right to engage the bidder chosen from this RFP for future work related to this service.

Timeline

The Township of Muskoka Lakes requires the dispatch service to be operational by January 30, 2026. Bidders should detail their anticipated implementation plan.

Proposal Submission

All submissions and accompanying documents must be uploaded electronically to rmurrell@muskokalakelakes.ca. Your submission should be organized into the documents and file types listed below:

- ❖ Cover Letter (File type: PDF)
- ❖ Proposal Submission (File type: PDF) Your complete proposal submission highlighting the below evaluation criteria
- ❖ Pricing Submission (File type: PDF)

Evaluation Criteria

The following items must be included in proposal submissions and will be used for evaluation. Information should be provided in the order shown. Do not assume that any details about the Bidder or its participants, including their experience, expertise, and performance on other projects, are known beyond the documentation and responses submitted by the Bidder.

Cover Letter - 5 points

Your proposal should include a Cover Letter containing the following information:

- ❖ Should include the company name, address, website, telephone number, email address, and primary contact person.
- ❖ Signed by the person or persons authorized to sign on behalf of the company.
- ❖ Should acknowledge any addenda issued for this Request for Proposal.

Executive Summary & Statement of Understanding of Services - 25 points

- ❖ Summarize the key identifying points in your service proposal, emphasizing the most important aspects of your service and demonstrating the Bidder's understanding of the scope and issues involved in delivering Fire dispatch services.
- ❖ Provide a clear statement of understanding of the services, outlining the Bidder's interpretation of the Fire Dispatch Services requested by the City of Langford. Emphasize the most critical issues and explain how these will be effectively managed.

Company Overview

In this section, provide details regarding your organization including;

- i. A description of the organization, including qualifications, years of experience in providing Fire Dispatch and call answering services, call transferring services, as well as operational and financial stability.
- ii. Location of the Fire Dispatch Centre, including backup or emergency operations redundancy, related to potential service disruptions caused by power failure, earthquake, or other risk factors.
- iii. Number of "on duty" staff at the Fire Dispatch Centre, including an organizational structure as relevant to the service delivery.

- iv. Present the total “annual” call volume of the Fire Dispatch Centre based on client service data from the past five years.

If this proposal involves a consortium or partnership, identify all participants and provide details for each member. Also, clearly outline and differentiate the roles and responsibilities of each party, including their relationship to and responsibility for the lead bidder.

Fire Dispatch Experience & Capacity

Describe your organization’s experience and capacity addressing the following key areas:

- i. The type of work the Bidder specializes in and the qualifications which demonstrate a level of expertise in operating, maintaining and managing a Fire Dispatch Centre.
- ii. The number of years the Bidder has been in operation, the types of services provided, and the typical call volumes.
- iii. Operational (equipment and personnel) capacity to support service requirements, including emergency operations failover.
- iv. Demonstrated understanding of dispatch standards, i.e., NFPA (National Fire Protection Association), NENA (National Emergency Number Association), APCO (Association of Public-Safety Communications Officials).
- v. Demonstrated experience with transitioning of dispatch services as it relates to acquisition of new clients, installation, implementation and upgrading of new equipment, technology or procedures and software when integrating the new client within existing processes.
- vi. Compliance with CRTC (Canadian Radio-television and Telecommunications Commission) Regulations, NG9-1-1 (Next Generation 9-1-1) operations and NFPA (National Fire Protection Association) 1221.

References

- ❖ Bidders should provide a minimum of four (4) client references for which they have delivered or are currently delivering Fire Dispatch Services similar in size, content, and complexity to those required by this RFP.
- ❖ Include a brief description of each dispatch service contract, including approximate start and end dates, the value of the contract and the name(s), telephone number(s) and email address(es) of any individual(s) who may be contacted to comment on the services provided by the Bidder.

Fire Dispatch Personnel and Training

- ❖ Provide an organizational chart indicating personnel roles, responsibilities, and accountabilities in the provision of Fire Dispatch Services.
- ❖ Identify the rank and experience of any key individuals who would be involved in the provision of the Fire Dispatch Services.

Staff and Training

Bidders are requested to provide the following information regarding current and future personnel providing the service:

- i. Initial and ongoing training and performance evaluation process for personnel;

- ii. Certifications;
- iii. Job descriptions of dispatch personnel;
- iv. Description of staffing model used in the service; and
- v. Describe capacity of 'staff up' during major emergency events.

Fire Dispatch Facility and Equipment – 15 points

Provide the information regarding your Fire Dispatch facility, including:

- i. Details on the location of the Fire Dispatch Centre, including access security, backup power sources, and redundancies within the telephone, radio, CAD (Computer Aided Dispatch), recording and HVAC (Heating, Ventilation, and Air Conditioning) systems.
- ii. Details on the back-up facility, including transition times and equipment limitations (if any) between the primary and back-up site.
- iii. Security solutions, access to and policy around protection of Dispatch data and records related to City of Langford operations.

Provide the information regarding your Fire Dispatch and call answer equipment, including:

- i. The radio system demonstrates the required capacity, functionality, and interoperability;
- ii. The telephone system demonstrates the required capacity to notify "off duty" staff;
- iii. The alerting system;
- iv. The CAD (Computer Aided Dispatch) system;
- v. The recording and call logging system;
- vi. Mapping capabilities; and
- vii. Ability and process to communicate with other dispatch centers.

Methodology of Service Delivery 30 points

Bidders are requested to provide information relating to their current fire dispatch methodology and practices, as well as how it would integrate with the Township of Muskoka Lakes' dispatch systems and requirements.

The information will include, but not necessarily be limited to:

- i. Fire Department Operating Standards – NFPA 1221. Proponents will identify the standards to which they operate citing the applicable year of NFPA for Fire Dispatch.
- ii. Proponent Fire Dispatch Equipment / supporting Technology; CAD vendor and the version currently used by provider.
- iii. Details on any other Software/Programs such as the Records Management System ("RMS") used in support of current fire dispatch operations, as well as options for mobile workstations.
- iv. Information about how often the backup center is used and tested.
- v. Disaster Recovery – business continuity plan, facilities, secondary servers, routing and frequency of plan testing.
- vi. Process for notification in cases of outages or equipment failure, and notification to the Fire Department.

- vii. Frequency of meeting with the Fire Chief or designate to review operations, protocols, issues and alternatives.
- viii. IT support model, designation of provider responsibilities and city responsibilities, change requests and system updates.

Functional Requirements

Describe how your dispatch center meets or will meet the requirements and functionality listed in the Service Delivery Requirements above. Your responses should be organized in the same order as provided.

Implementation Strategy

Describe your implementation strategy and how your organization's current operations may be impacted should the Township of Muskoka Lakes become a client, including:

- i. Timeline for implementation/training/testing.
- ii. Bidder adjustments to accommodate the additional communication/dispatch requirements.
- iii. Additional staff requirements.
- iv. Training for fire department staff to accommodate any additions or upgrades to equipment, software and resources, and enhancements and additions to the current dispatch facility and interface with the Township of Muskoka Lakes infrastructure.
- v. This should include any **fibre** connections, if required.

Describe an implementation plan with key staffing, activities and timelines to meet the anticipated RFP schedule, including (but not limited to):

- i. Details about the project manager and team to manage the implementation.
- ii. Details on key activities and dates from completion of a written agreement through to commencement of service and during the implementation term. This will be provided as a detailed Project Plan showing activities, critical path, and milestones; and
- iii. Details of any activities that the Township of Muskoka Lakes must carry out.

Fee Proposal 25 points

Service Delivery Costs

Bidders will submit a comprehensive fee proposal to execute the requested services. The fee schedule will detail, and separate services being requested, inclusive of the following:

- i. Initial start-up and/or project management fees, if applicable.
- ii. Initial and/or annual capital equipment and/or software licencing costs.
- iii. Annual service fees – provide fees based on an annual volume of 500 to 800 emergency calls per year and any adjustment factors for increased or decreased call volume on an annual basis applicable for the first 5 years of a service agreement.
- iv. Annual service fee – based upon a permanent population of 7,700 people with a seasonal increase to 35,114 in the months of May-Sept
- v. Any other anticipated fees; and
- vi. Any other optional services, applicable fees and escalation factors

Transitional Costs and Service Implementation

All fees and/or costs should be determined and described as “one time” with relation to transitional or implementation costs or associated fees, annual operating costs, licensing or separated operational costs, including proposal increases, annual inflation or determined increases in operational calculations.

The Evaluation Committee may apply the evaluation criteria on a comparative basis, evaluating the proposals by comparing one proponent's proposal to another proponent's proposal.

The Evaluation Committee will not be obligated to select the proposal offering the lowest price or any proposal at all.

The evaluation criteria will be applied to all proposals fairly and without bias towards any bidder or proposal, using the same criteria and weightings for all submissions. However, the Evaluation Committee is not required to strictly adhere to the weightings and is not obligated to select the proposal with the highest score.

The Evaluation Committee reserves the right not to conduct a detailed review of a proposal if, after a preliminary assessment, it determines that the proponent or proposal, in comparison to all others, is not likely to be selected.