Sault Ste. Marie
POLICE

Request for Proposal

Document Number: 2026 - 01 Total number of pages, including Cover Sheet:

Document Title: SSMPS Police Facility Needs Assessment RFP

Date Issued: Wednesday November 18, 2026

Submissions must be made in accordance with this document and will be received through email to Inspector Derek Dewar, Support Services at d.dewar@ssmps.org on or before:

13:00 EST
Wednesday January 6, 2027

It is the vendor's sole responsibility to ensure:

- The submission is received by the date and time specified above
- The submission is accompanied by all required documentation

Contact Name:

Phone Number:

Vendors shall submit the price for which they are prepared to supply the goods and/or services described therein, in accordance with all stated terms and conditions in this document.

No pricing on this page.
Please submit the pricing sheet on a separate form.

Company Name and Address:

PLEASE RETURN THIS COVER SHEET WITH YOUR SUBMISSION

SSMPS Police Facility Needs Assessment

The Sault Ste. Marie Police Service (SSMPS), on behalf of the Police Service Board, invites qualified vendors to submit Proposals for a Police Facility Needs Assessment, Functional Space Program and Accommodation Options Analysis.

13:00 EST
Wednesday January 6, 2027

CONFIDENTIAL

This document is available to vendors electronically through the Sault Ste. Marie Police Service website at www.saultpolice.ca.

Only the successful proponent will be contacted.

It is the vendor's sole responsibility to ensure their submission is received by the time and date specified within the document.

The Sault Ste. Marie Police Service relies on this advertisement notifying you of this business opportunity and is not obligated to notify past or present vendors, contractors, or service providers in any other manner.

The Sault Ste. Marie Police Service is aware of websites where Sault Police purchasing documents are being relayed either free or for a fee. The relaying of Sault Police documents is being done without the Sault Ste. Marie Police Service's permission or collaboration and any fees being charged are unrelated to Sault Ste. Marie Police Service processes and are not required to access the purchasing documents on the Sault Ste. Marie Police Service website.

Proposals will not be opened publicly.

TABLE OF CONTENTS

1 DEFINITIONS 4
2 INSTRUCTION TO PROPONENTS 5
3 BACKGROUND AND PROJECT CONTEXT 6
4 PROJECT OBJECTIVES 6
5 SCOPE OF SERVICES 7
6 REQUIRED DELIVERABLES 9
7 PROJECT MANAGEMENT AND MEETINGS 9
8 PROPONENT QUALIFICATIONS 10
9 PROPOSAL SUBMISSION REQUIREMENTS 10
10 PROJECT SCHEDULE 11
11 EVALUATION AND SELECTION 11
12 SITE AUTHORITY 12
13 RFP GENERAL TERMS AND CONDITIONS 14
14 GENERAL CONDITIONS OF CONTRACT 14

APPENDIX A - PROPOSAL SUBMISSION FORM 16
APPENDIX B - PRICING FORM 17
APPENDIX C - REFERENCE FORM 18
APPENDIX D - EVALUATION SCORECARD 21

CONFIDENTIAL

1 DEFINITIONS

Term	Meaning
Agreement	the written agreement between SSMPS and the Successful Proponent for the Services described in this RFP.
Board	the Sault Ste. Marie Police Service Board.
Closing Date	the submission deadline stated in Section 2.1 Quote Submission and Closing Date.
Consultant	the Successful Proponent and its approved subconsultants.
CSPA	the Community Safety and Policing Act, 2019, as amended, and applicable regulations.
may/should	used in this RFP denote permissive (not mandatory).
MFIPPA	the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56, as amended.
Must / shall / will	used in the RFP denote imperative (mandatory). Quotes not satisfying imperative (mandatory) requirements will be deemed to be non-compliant and will not be considered for contract award.
Preferred Proponent	means the Proponent whose Proposal, as determined through evaluation analysis described in the RFP, provides the best overall value in meeting SSMPS's requirements, and may be recommended for award.
Proposal	a proposal submitted in response to this RFP.
Proponent	a legal entity that submits a Proposal.
Quote	means an offer submitted by a Proponent in response to this formal RFP which includes all documents necessary to satisfy the submission requirements of the RFP.
RFP	means this Request for Proposal package in its entirety, which includes all sections, appendices, schedules, and attachments as listed in the Table of Contents and any addenda that may be issued by SSMPS.
Selection Committee	means relevant representation of the SSMPS and such other people as may be selected by SSMPS to evaluate the Proposals.
Service Provider	means the Successful Proponent with whom SSMPS enters into an Agreement
Services	all professional services and deliverables required under this RFP.
Site Authority	means the SSMPS designate specified with authority pertaining to the provision of Services.
SSMPS	Sault Ste. Marie Police Service.

CONFIDENTIAL

Term	Meaning
Successful Proponent	the Proponent selected for award, subject to approvals and execution of an Agreement.
WSIB	means the Workplace Safety and Insurance Board

2 INSTRUCTION TO PROPONENTS

2.1 Proposal Submission and Closing Date

Each Proponent shall submit one electronic copy of its Proposal in PDF format. The SSMPS may also require an editable copy of schedules or pricing forms. The Proposal must be received no later than the Closing Date and Time shown below.

RFP Number	RFP 2026 - 01
Closing Date	Wednesday January 6, 2027
Closing Time	13:00 Eastern Time
Submission Method	Email to: d.dewar@ssmps.org
Proposal Label	SSMPS Police Facility Needs Assessment RFP

The Proponent shall assume full responsibility for delivery of the completed Proposal. SSMPS accepts no responsibility for any loss or delay with respect to Proposals that are emailed to any location other than that specified.

2.2 Enquiries/Addenda

All enquiries shall be submitted in writing to the Site Authority. Questions should be received no later than 14 calendar days before the Closing Date. The SSMPS may issue written addenda to all prospective Proponents. No oral representation shall modify this RFP.

The SSMPS shall determine, at its sole discretion, whether the query requires a response, and such responses will be made available to all Proponents by issue of addenda that will be incorporated into and form part of the RFP.

No oral conversation will affect or modify the terms of this RFP or may be relied upon by the Proponent.

2.3 Site Visit / Existing Facility Tour

The SSMPS may conduct a controlled site visit for shortlisted or prospective Proponents. Access to secure operational areas will be subject to SSMPS direction, operational requirements and security restrictions. Photography, measurements and recording are prohibited unless expressly authorized.

CONFIDENTIAL

2.4 Proposal Validity

Proposals shall remain open for acceptance for 60 days following the Closing Date, unless extended by mutual written agreement.

3 BACKGROUND AND PROJECT CONTEXT

The SSMPS provides municipal policing services from its current headquarters at 580 Second Line East, Sault Ste. Marie, Ontario. The SSMPS is beginning a long-term facility planning process to determine whether the existing police facility can continue to safely, effectively and efficiently support current operations and anticipated requirements over an appropriate planning horizon.

The assignment is intended to create an objective and evidence-based foundation for future decisions by SSMPS, the Board and the City of Sault Ste. Marie. The study shall not presume that a new police facility is required. The Consultant shall assess the existing facility, define current and future requirements, and objectively compare feasible accommodation strategies.

Core project question
What facility solution will best support safe, secure, efficient and sustainable policing operations for Sault Ste. Marie over the next 10, to 30 years, considering operational need, condition, compliance, growth, cost and lifecycle value?

The Board has statutory responsibilities relating to police facilities under the Community Safety and Policing Act, 2019. The Consultant shall identify and apply all current statutory, regulatory, code, accessibility, health and safety, privacy, security and other requirements relevant to the assessment.

4 PROJECT OBJECTIVES

Proponents must provide a Proposal that clearly outlines how the following objectives will be delivered:

1. Establish a verified baseline of the existing facility, current utilization and known deficiencies.
2. Identify current operational, safety, security, privacy, accessibility, technology and building-system gaps.
3. Forecast policing, staffing, fleet, evidence, technology and service-delivery requirements over a 10- to 30-year planning horizon.
4. Develop a functional space program and adjacency requirements based on operational need rather than existing room allocations.
5. Determine whether the current site and building can reasonably accommodate the identified requirements.
6. Develop and objectively compare viable accommodation alternatives, including status quo/renewal, renovation, renovation and expansion, adaptive reuse and purpose-built new construction.
7. Provide order-of-magnitude capital and lifecycle cost information sufficient to support long-term municipal capital planning. This analysis will include any incremental annual budget requests by year for a minimum of the next 5-10 years.
8. Recommend a preferred strategy and practical implementation roadmap, including next-phase studies, approvals and decisions.

CONFIDENTIAL

5 SCOPE of SERVICES

The Consultant shall provide all professional services necessary to complete the assessment. The following scope represents the minimum requirements.

5.1 Project Initiation and Information Review

- Kick-off meeting with SSMPS project team.
- Confirm methodology, work plan, information requirements, stakeholder list and decision points.
- Review available floor plans, site information, organizational charts, staffing data, policies, strategic plans, capital records, maintenance information and previous studies.
- Prepare a data-gap list and validation plan.

5.2 Existing Facility and Site Assessment

- Document gross and net areas, functional allocations and space utilization.
- Assess operational suitability, circulation, adjacencies, accessibility, public interface, staff areas, secure zones and expansion constraints.
- Review parking, secure compound, fleet circulation, prisoner vehicle access, loading/service access, site security and emergency access.
- Identify observable building-condition concerns and coordinate with available facility condition information. Where specialized testing is required, identify it separately rather than assume destructive investigation is included.
- Provide a clear, evidence-based determination of whether the existing police headquarters can reasonably accommodate the current and projected operational requirements of the Sault Ste. Marie Police Service over the identified planning horizons.

5.3 Stakeholder Consultation

- Facilitate structured interviews/workshops with executive command, patrol, investigations, communications/CERB, court/prisoner functions, records, evidence/property, IT/DEMS, specialized units, training, administration, HR, facilities and other identified groups.
- Use a consistent interview instrument focused on functions, workflows, deficiencies, risks and future requirements.
- Distinguish operational requirements from preferences and document the evidence supporting major space requests.

5.4 Operational Workflow and Security Analysis

- Map public, staff, prisoner, evidence, fleet, deliveries and service/maintenance flows.
- Assess security zoning and controlled access requirements.
- Review prisoner intake, sally port, booking, search, interview, holding, monitoring, release and movement.
- Review evidence intake, processing, temporary storage, long-term storage, drugs/firearms/high-value items and chain-of-custody movement.
- Assess confidential interview, victim/witness, public reporting and sensitive investigative areas.

5.5 Staffing, Workload and Growth Forecast

- Establish current authorized and actual staffing by function.
- Analyze available historical trends and reasonable municipal/population/service-demand indicators.
- Develop transparent planning assumptions for 10-, 20- and 30-year horizons.
- Identify future staffing, civilianization, specialized-unit, technology, fleet and program changes that materially affect the facility.
- Provide low/base/high or sensitivity scenarios where uncertainty is material.

CONFIDENTIAL

5.6 Legislative, Code and Standards Review

- Identify current requirements applicable to police facilities and lock-ups under the CSPA and regulations.
- Consider the Ontario Building Code, Ontario Fire Code, Accessibility for Ontarians with Disabilities Act and applicable accessibility standards, Occupational Health and Safety Act, MFIPPA/privacy obligations and other applicable federal, provincial and municipal requirements.
- Identify recognized police/public-safety facility design practices relevant to security, resilience, continuity and staff safety.
- Clearly distinguish mandatory requirements from recommended practices.

5.7 Functional Space Program

- Prepare a room-by-room functional program showing department/function, room type, quantity, planning population, net area, departmental grossing/circulation allowance where appropriate, security classification, special technical requirements and key adjacencies.
- Identify shared/multi-use opportunities and avoid unnecessary duplication.
- Identify current requirements, future requirements and expansion allowance.
- Provide an overall gross building area range suitable for option development.

5.8 Technology, Resilience and Infrastructure

- Assess space/infrastructure implications for 911/communications, IT/server rooms, network/cybersecurity, digital evidence, BWC/CCTV, radio, emergency power, UPS, generator, redundancy and critical systems.
- Consider climate resilience, energy efficiency, electrification/EV charging, future technology growth and maintainability.
- Identify continuity-of-operations requirements for critical policing functions.

5.9 Accommodation Options Analysis

- Develop a long list and screen to a reasonable shortlist. At minimum, evaluate continued use/renewal; renovation; renovation plus expansion; adaptive reuse/acquisition of another property; and new purpose-built construction.
- For each viable option, assess operational fit, security, compliance, phasing, continuity risk, site constraints, expansion potential, schedule, capital cost, lifecycle implications and major risks.
- Use a transparent weighted evaluation matrix and sensitivity analysis.
- Do not recommend new construction unless supported by the evidence and comparative analysis.

5.10 Site Criteria

- If a replacement or expansion option remains viable, establish objective site-selection criteria including minimum site area, access, response connectivity, public accessibility, secure perimeter, parking, fleet compound, expansion capacity, zoning, servicing, environmental/geotechnical considerations and proximity to justice/community partners.
- Actual property acquisition or detailed site-selection due diligence is excluded unless added by written amendment.

5.11 Capital and Lifecycle Costing

- Provide Class D/order-of-magnitude cost estimates for each viable option.
- Include construction/renovation, site work, professional fees, furniture/fixtures/equipment, security systems, technology allowances, escalation, contingency, temporary accommodation/phasing and relocation/transition allowances as applicable.
- Identify land cost assumptions separately.

CONFIDENTIAL

- Provide lifecycle or net-present-value comparison at a level appropriate to this planning stage, including major renewal and operating implications where data permits.

5.12 Risk Assessment and Implementation Roadmap

- Prepare a risk register covering operational, financial, schedule, property, approvals, procurement, continuity, security and stakeholder risks.
- Identify immediate actions required regardless of the long-term facility decision.
- Provide a phased implementation roadmap from approval of the study through site due diligence/design/procurement/construction/commissioning as applicable.

6 REQUIRED DELIVERABLES

#	Deliverable	Minimum Content
1	Project work plan and information request	Within three weeks of award or as agreed.
2	Existing conditions and deficiency memorandum	Validated summary of building/site, operational, security, workflow and condition issues; deficiency register with priority/risk.
3	Stakeholder consultation summary	Consultation approach, participants by function, themes and validated requirements; sensitive operational details handled appropriately.
4	Forecast and planning assumptions	Current baseline and 10/20/30-year planning scenarios with documented assumptions.
5	Functional space program	Departmental and room-by-room program, net areas, grossing assumptions, security zones and adjacency requirements.
6	Accommodation options report	Shortlisted options, concept-level fit testing where appropriate, evaluation matrix, costs, schedule, risks and lifecycle considerations.
7	Draft final report	Complete draft for SSMPS review.
8	Final report and executive presentation	Final editable and PDF reports, appendices, data tables, presentation to SSMPS/Board/City as directed, and all working schedules in editable format. Including a stand-alone *Business Case and Executive Summary* suitable for presentation to the Police Service Board and City Council.

7 PROJECT MANAGEMENT AND MEETINGS

A single Consultant project manager shall be accountable for schedule, quality and coordination.

Anticipated meetings include kick-off, stakeholder sessions, interim findings, functional-program validation, options workshop, draft review and final presentation.

The Consultant shall maintain an action/decision log and notify the SSMPS promptly of material scope, schedule or budget risks.

The SSMPS may require presentations to the Police Service Board, City administration and/or Council. Pricing shall include presentations and any optional rates.

CONFIDENTIAL

8 PROPONENT QUALIFICATIONS

The following are minimum or strongly preferred qualifications. Proponents shall clearly identify which requirements are met by the prime consultant and which are provided by subconsultants.

- Demonstrated experience completing police/public-safety facility needs assessments and functional programs in Canada; Ontario experience is preferred.
- At least three comparable assignments completed within the past 10 years, preferably involving municipal police headquarters, detachments, public safety or justice facilities.
- Project lead with direct police-facility planning experience.
- Ability to provide or coordinate architectural/programming, building systems, security, cost consulting and lifecycle analysis expertise.
- Demonstrated understanding of police operational security, prisoner handling, evidence/property, communications, continuity and staff/public separation.
- Ability to comply with the SSMPS security screening, confidentiality and site-access requirements.

9 PROPOSAL SUBMISSION REQUIREMENTS

Item	Section	Requirement
A	Executive Summary	Understanding of the assignment and key success factors; maximum two (2) pages.
B	Firm Qualifications	Relevant corporate experience, years in business and public-sector/police facility expertise.
C	Project Team	Names, roles, resumes, availability and comparable experience of key personnel; identify subconsultants.
D	Methodology and Work Plan	Detailed approach for each scope element, consultation method, validation, forecasting, functional programming, option evaluation, costing and quality assurance.
E	Comparable Projects	At least three, including client, location, year, project scope, facility size if applicable, consultant role and reference contact.
F	Schedule	Proposed project schedule, milestones, level of effort and key dependencies.
G	Deliverables	Confirmation of required deliverables and any proposed enhancements or exclusions.
H	Pricing	Completed Appendix B Pricing Form with upset fee, disbursements, taxes identified separately, hourly rates and optional services.
I	Conflicts / Litigation / Insurance	Disclosure of actual or potential conflicts and confirmation of ability to meet insurance requirements.
J	Forms	Completed submission and reference forms.

CONFIDENTIAL

10 PROJECT SCHEDULE

Proponents shall propose a realistic schedule. The SSMPS anticipates the assignment will generally follow the sequence below. Dates will be confirmed at award.

Milestone	Target	Notes
Notice of Award	January 27, 2027	Subject to approvals.
Kick-off	Within three (3) weeks	Confirm work plan/data request.
Existing Conditions / Consultation	Weeks 1-8	Facility review, interviews, data validation.
Forecast + Functional Program	Weeks 6-12	Iterative validation.
Options Analysis	Weeks 10-16	Costing, risk and evaluation.
Draft Final Report	Week 18	For SSMPS review.
Final Report / Presentation	Week 20	Timing subject to Board/City calendar.

11 EVALUATION and SELECTION

11.1 Mandatory Compliance

- Proposal received by the Closing Date and through the permitted submission method.
- Proposal Submission Form completed and signed.
- Pricing Form completed.
- Proponent demonstrates relevant professional capability and agrees to required confidentiality/security conditions.

11.2 Rated Criteria

Criterion	Weight
Firm qualifications and police/public-safety facility experience	20%
Project team and key personnel	15%
Understanding of SSMPS requirements and project risks	15%
Methodology and work plan	25%
Comparable projects and references	10%
Schedule and capacity	5%
Financial proposal	10%
TOTAL	100%

CONFIDENTIAL

The SSMPS will select the Proposal that, in the opinion of the Selection Committee, provides the best overall value. The lowest-priced Proposal will not necessarily be selected. The SSMPS may request clarification, conduct interviews or presentations, check references, and negotiate with one or more shortlisted Proponents in accordance with the RFP terms.

11.3 Suggested Scoring Guide

Score	Rating	General Interpretation
0	Unacceptable	No response or does not address requirement.
1	Poor	Major deficiencies; significant risk.
2	Fair	Partially meets requirement; material gaps.
3	Good	Meets requirement with acceptable detail and risk.
4	Very Good	Exceeds requirement in meaningful areas; strong evidence.
5	Excellent	Exceptional response, highly relevant evidence and low delivery risk.

12 SITE AUTHORITY

The designated SSMPS contact for this procurement is:

Inspector Derek Dewar - Support Services
Sault Ste. Marie Police Service
580 Second Line East
Sault Ste. Marie, ON
P6B 4K1
Telephone: 705-949-6300 ext. 350
Email: d.dewar@ssmps.org

13 RFP GENERAL TERMS AND CONDITIONS

13.1 Solicitation / Influence

Except through the Site Authority or as expressly permitted by SSMPS, Proponents shall not contact SSMPS members, Board members or municipal officials regarding this RFP. Attempts to improperly influence the procurement may result in disqualification.

13.2 Conflict of Interest

Proponents shall disclose any actual, potential or perceived conflict of interest that could affect the procurement or performance of the Services. SSMPS may require mitigation or reject a Proposal where a conflict cannot be satisfactorily managed.

CONFIDENTIAL

13.3 No Collusion

Proponents shall prepare their Proposals independently and shall not engage in collusive conduct or improper communication with competing Proponents.

13.4 Ownership and Disclosure of Proposal Documentation

Proposal documentation received by the SSMPS becomes property of the SSMPS and is subject to MFIPPA. Proponents should clearly identify information they consider confidential, proprietary or commercially sensitive. Such identification does not override applicable law.

13.5 Funding and Approvals

Any award is subject to funding availability and required SSMPS, Board or designate approvals.

13.6 Costs of Proposal

All costs of preparing and submitting a Proposal, attending meetings or participating in negotiations are the responsibility of the Proponent.

13.7 No Binding Contract

This RFP and the submission of a Proposal do not create a binding contract. A binding agreement arises only upon execution of a written Agreement by authorized parties.

13.8 Clarifications

The SSMPS may request clarification or further information from one or more Proponents. Clarification shall not be used to fundamentally rewrite a Proposal unless the SSMPS expressly permits negotiations.

13.9 Selection Committee

Proposals will be evaluated by the Selection Committee. The SSMPS may verify information, conduct interviews/presentations and contact references.

13.10 Negotiations

The SSMPS may negotiate scope, methodology, schedule, deliverables and pricing with one or more shortlisted Proponents without obligation to conduct identical negotiations with every Proponent, subject to applicable procurement requirements.

13.11 SSMPS Data and Confidentiality

Information provided by the SSMPS, including floor plans, security information, operating procedures, images and facility data, shall be used only for this procurement and resulting Services and shall be protected from unauthorized disclosure.

13.12 Publicity

The Proponent shall not issue publicity, media releases, project photographs, social-media content or other public statements relating to the project without prior written approval from the SSMPS.

CONFIDENTIAL

13.13 Right to Cancel or Reject

The SSMPS reserves the right, subject to applicable law and procurement policy, to cancel this RFP, reject any or all Proposals, waive minor irregularities, or not proceed with an award.

14 GENERAL CONDITIONS OF CONTRACT

14.1 Standard of Care

The Consultant shall perform the Services with the degree of care, skill and diligence normally demonstrated by qualified professionals performing comparable police/public-safety facility planning services in Ontario.

14.2 Compliance with Laws

The Consultant is responsible for compliance with applicable federal, provincial and municipal laws, regulations, codes, professional standards and permit/licensing requirements.

14.3 Health and Safety

The Consultant shall comply with the Occupational Health and Safety Act and SSMPS site safety/security requirements.

14.4 Security Screening

The SSMPS may require records checks, fingerprinting or other security screening for personnel who require access to secure areas or sensitive information. The Consultant shall not substitute personnel without ensuring equivalent screening where required.

14.5 Insurance

Before commencing work, the Successful Proponent shall provide evidence of commercial general liability and professional liability/errors and omissions insurance in amounts acceptable to the SSMPS. Suggested minimums are $5,000,000 CGL and $2,000,000 professional liability.

14.6 WSIB

The Consultant shall maintain appropriate WSIB coverage or provide evidence of exemption and shall provide a clearance certificate if requested.

14.7 Subconsultants

Subconsultants identified in the Proposal shall not be replaced without SSMPS approval. The Consultant remains fully responsible for all subconsultant work.

14.8 Records and Work Product

Final reports, schedules, data tables, diagrams and other project-specific work products paid for by the SSMPS shall be provided in editable and final formats, subject to the Consultant retaining rights in pre-

CONFIDENTIAL

existing tools and proprietary methodologies.

14.9 Confidential and Security-Sensitive Information

The Consultant shall implement appropriate administrative, technical and physical safeguards for security-sensitive and personal information and shall return or securely destroy SSMPS information when directed, subject to lawful record-retention obligations.

14.10 Changes in Scope

No material change in scope or fee shall proceed without written authorization from SSMPS.

14.11 Invoicing

Invoices shall identify work completed, project stage, professional fees, approved disbursements and applicable taxes. SSMPS may require progress reporting as a condition of payment.

14.12 Termination

The SSMPS may terminate the Agreement on written notice in accordance with the final contract terms and shall pay for satisfactory Services completed to the effective termination date. Immediate termination rights may apply for material breach, confidentiality/security breach or conflict of interest.

14.13 Governing Law

The Agreement shall be governed by the laws of Ontario and the federal laws of Canada applicable therein.

CONFIDENTIAL

Appendix A - Proposal Submission Form

Legal Name of Proponent	
Business Address	
Primary Contact	
Telephone	
Email	
HST Number	
Project Manager	
Subconsultants	
Total Upset Fee (before HST)	

By signing below, the Proponent confirms that it has reviewed the RFP and addenda. The information in its Proposal is accurate, it can perform the Services as proposed, and it accepts the RFP terms subject only to exceptions expressly identified in its Proposal.

Authorized Signing Officer	
Title	
Signature	
Date	

CONFIDENTIAL

Appendix B - Pricing Form

Phase / Deliverable	Professional Fees	Disbursements	Total
Project initiation / data review	$	$	$
Existing facility + site assessment	$	$	$
Stakeholder consultation	$	$	$
Forecasting + functional program	$	$	$
Options analysis + costing	$	$	$
Draft report	$	$	$
Final report + presentations	$	$	$
TOTAL (before HST)	$	$	$

Hourly Rates / Optional Services

Role	Hourly Rate	Notes
	$	
	$	
	$	
	$	
	$	
	$	

CONFIDENTIAL

Appendix C - Reference Form

Comparable Project 1

Client / Police Service	
Project Name and Location	
Year Completed	
Consultant Role	
Scope / Facility Type	
Approx. Facility Size / Project Value	
Reference Name / Title	
Telephone / Email	

CONFIDENTIAL

Comparable Project 2

Client / Police Service	
Project Name and Location	
Year Completed	
Consultant Role	
Scope / Facility Type	
Approx. Facility Size / Project Value	
Reference Name / Title	
Telephone / Email	

CONFIDENTIAL

Comparable Project 3

Client / Police Service	
Project Name and Location	
Year Completed	
Consultant Role	
Scope / Facility Type	
Approx. Facility Size / Project Value	
Reference Name / Title	
Telephone / Email	

CONFIDENTIAL

Appendix D - Evaluation Scorecard

Criterion	Weight	Raw Score (0-5)	Weighted Score	Evaluator Notes
Firm qualifications and police/public-safety facility experience	20			
Project team and key personnel	15			
Understanding of SSMPS requirements and project risks	15			
Methodology and work plan	25			
Comparable projects and references	10			
Schedule and capacity	5			
Financial proposal	10			
TOTAL	100			

Weighted score = (Raw Score / 5) x Weight. Pricing may be scored using the methodology approved by the Selection Committee before opening financial proposals.

CONFIDENTIAL