



## REQUEST FOR QUALIFICATION

**NWRFQU-22-12**

### Project Management Services

**Closing Time:**

Tuesday, July 26, 2022  
3:00 PM, Local Time, Vancouver BC

**Closing Location:**

upload to [https://fileshare.newwestcity.ca/filedrop/purchasing\\_submissions](https://fileshare.newwestcity.ca/filedrop/purchasing_submissions)

**Further requests for information :**

**Purchasing: Monique Ferbey, CSCP**  
Intermediate Buyer

Email: [nwpurchasing@newwestcity.ca](mailto:nwpurchasing@newwestcity.ca)

<b>RESPONDENT NAME</b>		
Street Address:		
City Province Postal Code		
Contact Name:		
Telephone number:		Fax:
Email		Date:
Signature: by authorized signatory		

By my signature above, it shall be understood that I have read, understood and accept the requirements outlined in this Request.

# CORPORATION OF THE CITY OF NEW WESTMINSTER

## PART 1

### RFQU PROCESS & GENERAL REQUIREMENTS

#### **1.0 GENERAL INFORMATION**

- 1.1** The City of New Westminster is seeking to obtain Project Management Services for successful delivery on a selection of project initiatives. The work spans various categories across City Business Units. Refer to Part 2 – BUSINESS REQUIREMENTS for an in-depth scope of work.
- 1.2** The City reserves the right to utilize the list of qualified Project Managers from this Request for Qualification without issuing another Request for Qualification for any similar projects that are approved within the next five (5) years
- 1.3** The City of New Westminster is the first city in Western Canada and is located at the centre of Metro Vancouver. Just 20 km from downtown Vancouver, the City has both major transportation routes and railways running through its boundaries.
- 1.4** This is a request for Qualification and not a call for tenders or request for binding offers. The City does not intend to enter into contractual relations as part of this RFQU process and no obligations whatsoever will arise between the City and any organization who submits a response to the RFQU (a “Respondent”) until and unless the City and a Respondent enter into a formal, written contract for the Respondent to undertake this service.
- 1.5** The City, at its discretion, reserves the right to;
- a) select a Response that deviates from the requirements of this RFQU;
  - b) modify this RFQU at any time.
- 1.6** Respondents will be solely responsible for their own expenses incurred in connection with this RFQU, including in preparing and submitting a Response and in any subsequent negotiations with the City.
- 1.7** This RFQU shall be governed by and construed in accordance with the laws of the Province of British Columbia.

#### **2.0 COVID-19 GLOBAL PANDEMIC**

- 2.1** Due to the COVID 19 global pandemic, the City may be required or decide not to proceed with the Work or to terminate any contract prior to the Work commencing. If this occurs, the City will only pay for actual costs incurred by the Qualified Supplier.
- 2.2** In submitting a Response, the Respondent acknowledges the presence of the COVID-19 virus in Canada and other jurisdictions. The Respondent also acknowledges the consequences and impacts “Known Impacts” of the COVID-19 Pandemic existing as of the date of this Request for Qualifications, and said “Known Impacts” will be accounted for by the Respondent within any schedule and pricing.

#### **3.0 RESPONSE INSTRUCTIONS**

- 3.1** Respondents shall submit their Response by electronic upload in one (1) Adobe (PDF) file to [https://fileshare.newwestcity.ca/filedrop/purchasing\\_submissions](https://fileshare.newwestcity.ca/filedrop/purchasing_submissions) with **NWRFQU-22-12 Project Management Services** in the subject line.

## **CORPORATION OF THE CITY OF NEW WESTMINSTER**

- 3.2** The City will receive submissions at the location and time indicated on the first page of this Request for Qualification.
- 3.3** It is the Respondent's responsibility to ensure that the City receives its Response **prior to** the closing time indicated on the title page of this Request for Qualification. The City does not accept facsimile or other unsealed Responses.
- 3.4** Requests for clarification or further information must be made in writing only to the individual identified on the first page of this RFQU. The City intends to respond to enquiries that it, in its sole opinion, considers relevant to this RFQU. The City intends to respond only to those relevant written enquiries received at least ninety-six (96) hours prior to the closing time. The City will record enquiries and post written responses on its website at <https://www.newwestcity.ca/business-and-economy/doing-business-with-the-city/request-for-bids-and-Responses-open>

### **4.0 CONTRACT REQUIREMENTS**

- 4.1** Each successful Respondent will operate under a Services Agreement, and will be awarded work through a Resource Request Procedure, outlined in Appendix B. Suppliers will also be required to sign a Statement of Work (SOW), Sample Statement of Work Appendix C.
- 4.2** Each Qualified Respondent will be notified by the City that their services will be used for five years and will be provided a Services Agreement. As work is awarded, a Qualified Respondent will be issued a contract and SOW. The SOW may run beyond the Services Agreement, depending on date signed, to accomplish the required work.
- 4.3** A copy of the Service Agreement will only be shared with the Qualified Respondents

### **5.0 OWNERSHIP OF RESPONSES AND FREEDOM OF INFORMATION**

- 5.1** All documents submitted with your Response will become the property of the City, and as such shall be subject to the disclosure provisions of the *BC Freedom of Information and Protection of Privacy Act (FOIPPA)* and *Community Charter*. A Respondent may stipulate in their Response that a portion(s) of their Response that contains confidential information and is supplied to the City in confidence. However, under FOIPPA, the City may nevertheless be obligated to disclose all or part of a Response in response to a request made under the Act, even if the Respondent has stipulated that part of their Response is supplied in confidence. The Respondent should review Section 21 and other provisions of FOIPPA in order to gain a better understanding of the City's disclosure responsibilities under the Act.

### **6.0 INSURANCE, PERMITS AND LICENSES**

- 6.1** The successful Respondent will, without limiting its obligations or liabilities and at its own expense, provide and maintain throughout the Contract term, the following insurance with insurers licensed in British Columbia in forms acceptable to the City:
- a) Commercial General Liability Insurance protecting the City, for an amount of five million dollars (\$5,000,000) naming the City as additional insured;
  - b) Professional Liability Insurance of two million dollars (\$2,000,000)
- 6.2** The successful Respondent may be required to obtain a City of New Westminster or MetroWest Inter-Municipal Business license prior to commencement of work.

**CORPORATION OF THE CITY OF NEW WESTMINSTER**

**7.0 LIVING WAGE EMPLOYER**

**7.1** Effective January 1, 2011, the City of New Westminster became a “Living Wage Employer”. As such, the City has established a [Living Wage Policy](#) that requires all firms that are contracted by the City to provide services on City premises, to pay their employees, who perform said service on City property, a Living Wage as calculated by the Living Wage for Families Campaign. The current living wage rate for Metro Vancouver is \$20.52 per hour, assuming the employer provides no benefits.

**7.2** In order to determine an employee’s hourly rate with benefits the Living Wage for Families has created a Living Wage Calculator to assist with this determination. Please access the following website to determine your compatibility.  
[http://www.livingwageforfamilies.ca/living\\_wage\\_calculator](http://www.livingwageforfamilies.ca/living_wage_calculator)

**7.3** Please review the City’s [Living Wage Page](#) for further information.

**8.0 EVALUATION AND SELECTION PROCESS**

**8.1** The City will evaluate all submitted valid Responses. The City will not necessarily accept any or all Responses. The object of the evaluation and selection process is to identify the Responses that, in the City’s opinion offers the best value for the services requested.

**8.2** Responses will be evaluated based on the following criteria:

<b>Evaluation Criteria</b>	<b>Weighting</b>
Executive Summary	5
Key Employee Experience	15
Organizational Experience	25
Methodology	25
Cost	20
Value Add	5
Social & Sustainable	5
<b>Total</b>	<b>100</b>

**8.3** The City will shortlist five (5) Respondents for each Category. Note that any information provided by Respondents in their Responses or discussed in presentations/interviews may be incorporated into any Contract with the Respondent. The City reserves the right to increase or decrease the number of qualified Respondents based upon the quality and quantity of responses to this RFQU and what is deemed best value to the City.

**8.4** The City advises all Respondents that the process for evaluation/interview and finalizing the shortlist of Respondents may take 2 – 3 months.

**8.5** The City will notify each Respondent of the outcome of the evaluation process.

**9.0 NEGOTIATIONS**

**9.1** It is the intention of the City to proceed to a second Phase for the qualified suppliers, during this Phase the award of a contract may be subject to negotiations with the lead Respondent that is deemed to provide the best value to the City. Such negotiations include, but are not limited to, the following:

**CORPORATION OF THE CITY OF NEW WESTMINSTER**

- a) Changes to the requirements or Scope of Work proposed by the Respondent
- b) Price; and
- c) Specific contract details as deemed reasonable for negotiations by the City



Corporation of the City of  
**NEW WESTMINSTER**

**NWRFQU-22-12**

**PART 2**

**BUSINESS REQUIREMENTS AND SCOPE OF WORK**

## CORPORATION OF THE CITY OF NEW WESTMINSTER

### 1.0 **BACKGROUND**

1.1 The City of New Westminster is seeking to qualify Project Management Services for a selection of project initiatives across various City Business Unit categories.

1.2 The five (5) Project Management Services categories as related to this Request for Qualification are:

- a) **Category 1 - Major Infrastructure Development**
  - Infrastructure Design and Construction Projects
  - Infrastructure Replacement (Fuel Tanks, Overpasses, Pavement, Lighting, etc.)
- b) **Category 2 - Housing**
  - Affordable Housing Projects
- c) **Category 3 – Parks & Facilities**
  - Public realm
  - Facilities Upgrades/Renovations
- d) **Category 4 – Social Initiatives**
  - DEIAR Framework
  - Downtown Liveability Strategy
- e) **Category 5 – Generalists**
  - General Project Management

### 2.0 **BUSINESS REQUIREMENTS & SCOPE OF WORK**

2.1 It is expected that the Qualified Project Managers will be available on an as requested basis.

2.2 The Project Manager may be required to work at a variety of locations if requested, and as projects evolve.

2.3 The Project Manager may provide expertise to the City's project team for all aspects of a project including initiation, execution, monitoring, implementation and closing. See **GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK® GUIDE)** [https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/facts-framework/aglg/aglg\\_primer\\_project\\_management\\_booklet.pdf](https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/facts-framework/aglg/aglg_primer_project_management_booklet.pdf) for the full scope of activities that a Qualified Project Manager may be required to fulfil.

2.4 For Category specific **Background** and **Business Requirements & Scope of Work** please refer to:

- a) Category 1 Major Infrastructure Development - APPENDIX D
- b) Category 2 Housing - APPENDIX E
- c) Category 3 Parks and Facilities - APPENDIX F
- d) Category 4 Social Initiatives - APPENDIX G
- e) Category 5 Generalist - APPENDIX H

**CORPORATION OF THE CITY OF NEW WESTMINSTER****3.0 SUBMISSION REQUIREMENTS**

- 3.1** Responses should be provided double-sided on 8 ½” white paper, in a font colour of black and not less than 11 point. Each double-sided page represents two (2) pages in the submission.
- 3.2** For Category specific Submission Requirements and Instructions please refer to:
- a) Category 1 Major Infrastructure Development - APPENDIX D
  - b) Category 2 Housing - APPENDIX E
  - c) Category 3 Parks and Facilities - APPENDIX F
  - d) Category 4 Social Initiatives - APPENDIX G
  - e) Category 5 Generalist - APPENDIX H
- 3.3** Living Wage Declaration: As per Part 1, section 7.0 (Appendix A).
- 3.4** References may be requested from the Qualified Suppliers prior to award of individual projects.





Corporation of the City of  
**NEW WESTMINSTER**

**NWRFQU-22-12**

**APPENDIX A**

**DECLARATION – LIVING WAGE EMPLOYER**

**CORPORATION OF THE CITY OF NEW WESTMINSTER**



**DECLARATION – LIVING WAGE EMPLOYER**

I, \_\_\_\_\_ as a duly authorized signing officer of

Company: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_, confirm that all employees and sub-contractors under our contract with the City as outlined below, are paid not less than the “Living Wage” as calculated by the Living Wage for Families Campaign.

I understand that this requirement extends only to those employees and sub-contractors’ employees that perform work while on City premises and property for durations in excess of one continuous hour per occasion.

I understand that the City will conduct audits if and when notification of breach of this compliance is received by the City. I understand that in the event any breach of this declaration is found to be true, the City reserves the right to cancel its contract without penalty at any time once said authentication of the breach is made.

Contract Name: \_\_\_\_\_

Authorized Signatory:

Dated:

\_\_\_\_\_

\_\_\_\_\_



Corporation of the City of  
**NEW WESTMINSTER**

**NWRFQU-22-12**

**APPENDIX B**

**RESOURCE REQUEST PROCEDURE**

## CORPORATION OF THE CITY OF NEW WESTMINSTER

### **1.0 RESOURCE REQUEST PROCEDURE**

- 1.1** It is intended that the City will contact the suppliers on the Shortlist when there is a need for Services for scope of services defined in Part 2 Business Requirements Section 2.0 or a similar work through a “Resource Request”. The City will generally use the following steps:
- a) Email a “Resource Request” to suppliers identified and listed in a specific category.
  - b) City may hold a non-mandatory conference call with all qualified Shortlist supplier two (2) Business Days after the email is sent to provide answers to any questions that arise.
  - c) Each supplier will provide a Submission to the Resource Request with a resume for the best candidate(s) within three (3) Business Days; the City reserves the right to extend the response time based upon skills and requirements needed.
  - d) Submissions will be reviewed and Shortlisted suppliers may be invited to participate in an interview process.
  - e) The City may enter into negotiations for a Contract or a Statement of Work (SOW) with the Shortlisted supplier who has been identified as providing the best value to the City.
- 1.2** Where services are less than \$15,000, the City reserves the right to negotiate directly with a Shortlisted supplier without issuing a Resource Request when it is deemed in the best interest of the City.
- 1.3** Until an individual Contract or SOW is awarded, the City reserves the right in its sole discretion not to proceed with work defined in the Resource Request.
- 1.4** The Resource Request should not be considered a request for or an authorization to perform any work or to supply any goods or services. Any development work undertaken by the Shortlisted supplier and any costs and/or expenses involved in the preparation of replying to the Resource Request , and for subsequent presentations and/or demonstrations and/or negotiations will be the sole responsibility of the Shortlisted supplier, including any travel costs.
- 1.5** The City reserves the right to modify the Resource Request Process at any time and at its sole discretion. This includes the right to cancel the Resource Request at any time without entering into a contract with any Shortlisted supplier.



Corporation of the City of  
**NEW WESTMINSTER**

**NWRFQU-22-12**

**APPENDIX C**

**SAMPLE STATEMENT OF WORK**



## STATEMENT OF WORK – NAME OF WORK

Primary Contact Information	
Owner	City of New Westminister
Project Name:	[Enter Project Name]
City Project Manager:	
Telephone No.:	
Email Address:	
Mailing Address	511 Royal Avenue New Westminister, BC V3L 1H9
Consultant Name:	
Project Manager:	
Telephone No.:	
Email Address:	
Mailing Address	
RFx Reference	[Enter RFx #]
Purchase Order	[Enter Purchase Order #]

Duration & Effectivity
This Statement of Work is effective [enter the start date]
The work will be completed by [enter the date of completion]

Introduction
This Statement of Work has been prepared for the Enter Name of Project. This Statement of Work document outlines key project information, including objectives, scope of work, tasks, milestones/schedule, deliverables, and standards and testing specification documents that will be used. It also outlines how project success will be defined, and how the project will be budgeted and invoiced. Services provided based on this Statement of Work are governed by the MSA (Master Services Agreement) [Enter the RFx #].

Project Objective
[Enter the Project Objective(s)]

**Scope of Work**

List (in point form) the scope of work:

- Task 1
- Task 2
- Task 3
- etc

**City's Responsibilities**

List what the City will do / provide

- Item 1
- Item 2
- Item 3
- etc

**Tasks**

Detailed tasks as outlined in proposal document.

- Task 1
- Task 2
- Task 3
- Etc
- 

**Milestone/Schedule**


**Deliverables**

- Item 1
- Item 2
- Etc.
- 

- 

**Standards & Testing**

--

**Project Personnel**


**Define Success**

--





IN WITNESS WHEREOF, the parties hereto have caused their respective seals to be affixed as of the day and year first above written

**THE AUTHORIZED SIGNATURE FOR THE CORPORATION OF THE CITY OF NEW WESTMINSTER:**

\_\_\_\_\_  
[Enter appropriate CNW signing authority name]  
[Enter appropriate CNW signing authority title]

Accepted and Agreed on

\_\_\_\_\_, 2022

By

**[name of consultant]**

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Name and Office



Corporation of the City of  
**NEW WESTMINSTER**

**NWRFQU-22-12**

**APPENDIX D**

**CATEGORY 1**

**INTRODUCTION:**

This Appendix D for **Category 1 Major Infrastructure Development** contains four (4) sections

<b>APPENDIX D - CATEGORY 1 MAJOR INFRASTRUCTURE DEVELOPMENT</b>
<b>1.0 OVERVIEW:</b> A brief description of the Category background.
<b>2.0 BUSINESS REQUIREMENTS &amp; SCOPE OF WORK:</b> A description of expected General Project Management service activities as well as Category specific skillsets and deliverables.
<b>3.0 SUBMISSION REQUIREMENTS:</b> Contains the RFQU questions for your response, and City evaluation, as well as instructions on how to prepare your submission.
<b>4.0 SUBMISSION INSTRUCTIONS:</b> Contains instructions on how to arrange and order the submission.

Please note that submissions not provided as per the Instructions detailed in Submission Instructions, may be evaluated lower.

**Category 1 – Major Infrastructure Development**

- Infrastructure Design and Construction Projects
- Infrastructure Replacement (Fuel Tanks, Overpasses, Pavement, Lighting, etc.)

**1.0 OVERVIEW:**

The proponent shall provide comprehensive management and control of all aspects of the project throughout all phases of its life cycle to achieve the required service objectives defined in terms of time, quality, sustainability and cost. Through the application of appropriate project management techniques, the proponent will lead and manage the efforts of the project team to achieve the objectives of the project and to meet the City's requirements. The proponents personnel shall at all times be directly responsible for the management of the project.

**1.1** The project management services which may be included in this category vary from project to project and may include, but are not limited to:

- Renewal and Upgrade projects** – Design and construction of Major infrastructure (Water, sewer, pump stations, pavement, transportation, structures, civic buildings, bridges, overpasses, parkades, etc.)
- Major repair projects** - Design and repair of Major Infrastructure
- Major renovation projects** - Design and construction of Major Infrastructure
- New build projects** - Design and construction of Major Infrastructure

- e) **Asset Management projects** – Planning and implementation of asset management initiatives (asset management plans, frameworks, assessment of infrastructure, O&M planning, etc.)

## **2.0 BUSINESS REQUIREMENTS & SCOPE OF WORK**

### **2.1 General:**

The Qualified Project Management Service providers should be able to successfully fulfil the following activities as outlined in the Auditor General for Local Governments publication, A GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK® GUIDE). See link below.

[https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/facts-framework/aglg/aglg\\_primer\\_project\\_management\\_booklet.pdf](https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/facts-framework/aglg/aglg_primer_project_management_booklet.pdf)

### **2.2 Category 1 Specific:**

As well the Qualified Project Management Service providers should be able to successfully fulfil the following Category Specific requirements.

### **2.3 Unique Skillsets:**

- a) Demonstrated knowledge and experience in project management related services related to complex infrastructure projects (engineering, architectural and major infrastructure works).
- b) Demonstrated ability to manage diverse activities;
- c) Ability to prepare reports and deliver presentations;
- d) Excellent understanding of design specifications and drawing documentation;
- e) Demonstrated proficiency with the construction industry standards (e.g. building and related codes).

### **2.4 Deliverables:**

- a) Lead the design coordination process, ensure comprehensive review of drawings and specifications;
- b) Lead the asset management planning and implementation processes, ensuring adherence to established frameworks and methodologies;
- c) Coordinate Client's input and approvals required during design development process
- d) Provide expert input to the design process based on life cycle costing, risk and maintenance/operations considerations;
- e) Carry out site inspections and report as necessary;
- f) Attend all design and construction meetings to monitor works and oversee construction contracts as the owner's representative.
- g) Co-ordinate with consultants the final municipal approvals and inspections
- h) Manage all changes to the scope of project through the change notice/change order process
- i) Review all work with consultants and the Client to identify any deficiencies
- j) Document all lessons learned for the Client

### **3.0 SUBMISSION REQUIREMENTS**

All Responses must include and clearly identify:

**3.1 Title Page:** Front page of this RFQU with the required Respondent information filled out and signed.

**3.2 Executive Summary:** (1 page) including a brief history of the firm, overview of overall ability, expertise, experience, and competencies in providing deliverables similar in nature to those identified for this project

**3.3 Key Employee Experience:** (1 page max per key employee) Provide a brief bio of the key team member(s) that are expected to be working with the City as it relates to this RFQU. Ensure to include in the bio the following but not limited to:

- a) Their experience as it relates to this RFQU
- b) Their years of experience both in the industry and within your organization
- c) Their title and certifications/education
- d) What projects they have worked on
- e) Are they an employee or subcontractor

**3.4 Organizational Experience:** (max 2 pages per example) Using the Business Requirements located in this RFQU considering the Category Specific Skillsets and Deliverables, provide three (3) examples of where you provided similar work and include but not limited to the following:

- a) Where applicable be clear on what we are asking and you can demonstrate that you have done something similar
- b) Complex infrastructure projects
- c) High level overview of the project
- d) Project size/schedule and total budget
- e) Your role
- f) Internal and external stakeholder engagement
- g) What worked and what didn't

**3.5 Methodology:** (max 4 pages) Using the Business Requirements located in this RFQU provide an overview on how you will work with the City to provide your solution or meet the City's deliverables. Ensure you incorporate but not limited to the following key points in your response:

- a) How will you ensure you fully understand the City's requirements considering complex infrastructure projects
- b) What would the delivery of the project look like, include a schedule, phase, milestones etc.
- c) How would you bring value
- d) How do you manage expectations and internal and external stakeholder engagement
- e) What would you require from City staff
- f) Include key personnel where applicable

**3.6 Cost:** Please provide a table of hourly rates for the following roles:

- a) Principal
- b) Senior Project Manager – 10+ yrs Experience
- c) Intermediate PM – 5+ yrs Experience
- d) Project Coordinator - support resource to the management team
- e) Project Support – support resource to the management team

**3.7 Value Add:** Tell us what sets you apart from all other proponents who respond to this RFQU.

- a) Wow us
- b) Do not re-tell us something that has already been provided.
- c) Provide a description of your organization's unique expertise and successes

**3.8 Social and Sustainability:** Social and Sustainability is important to the City, for this question we are asking for your social and sustainable policy and process:

- a) Explain how your company addresses anti-racism, diversity, inclusion and equity;
- b) Explain how your company promotes sustainability (locally and in your operations), i.e. do you have a carbon footprint reduction plan? How do you manage waste in your facility or on a job-site?

For best results in this section, be authentic, do not just copy and paste from your organizations marketing pamphlet. We want to clearly see how your organization is making a difference

#### **4.0 SUBMISSION INSTRUCTIONS:**

Responses should be provided double-sided on 8 ½" white paper, in a font colour of black and not less than 11 point. Each double-sided page is considered two pages in the submission.

Each submission should be arranged as follows:

- 1) Title Page – Front Page of the RFQU (one instance)
- 2) RFQU Cover Page Appendix I (one instance) completed indicating which Category(s) you will be responding to.
- 3) Category(s) Cover Page(s) - Respondent to create. Indicate the Category number and description, and the RFQU number. Each Category submitted should have a Category Cover Page.
- 4) The Category submission with responses to 3.2 through 3.8 as outlined above

When submitting for **MULTIPLE** categories, sort the Category submissions by numerical order according to Category. i.e. Category one (1) first, then next Category Cover page and submission etc.

**EACH CATEGORY SUBMISSION SHOULD BE TREATED AS A SEPARATE RESPONSE, AND MAY ENTAIL REPEATING ANSWERS AND INFORMATION PROVIDED FOR OTHER CATEGORIES.**



Corporation of the City of  
**NEW WESTMINSTER**

**NWRFQU-22-12**

**APPENDIX E**

**CATEGORY 2**

**INTRODUCTION:**

This Appendix E for **Category 2 Housing** contains four (4) sections

<b>APPENDIX D - CATEGORY 2 HOUSING</b>
<b>1.0 OVERVIEW:</b> A brief description of the Category background.
<b>2.0 BUSINESS REQUIREMENTS &amp; SCOPE OF WORK:</b> A description of expected General Project Management service activities as well as Category specific skillsets and deliverables.
<b>3.0 SUBMISSION REQUIREMENTS:</b> Contains the RFQU questions for your response, and City evaluation, as well as instructions on how to prepare your submission.
<b>4.0 SUBMISSION INSTRUCTIONS:</b> Contains instructions on how to arrange and order the submission.

Please note that submissions not provided as per the Instructions detailed in Submission Instructions, may be evaluated lower.

**Category 2 – Housing**

- Affordable Housing Projects

**1.0 OVERVIEW:**

To help address the housing crisis in the region, City is pursuing creative approaches to providing affordable housing in New Westminster, including actively facilitating affordable rental housing projects between senior levels of government, housing providers and other non-profits. Over the next 10 years the City is aiming to achieve 2,300 units, or approximately 230 units per year, as identified in the Housing Needs Report 2021-2031 (June 2021).

**1.1** Securing affordable housing projects is complex, challenging, and often involves multiple project partners, funding sources, and approval authorities. To further assist in implementing this Council Strategic Priority, a Development Consultant is required to provide advice and act as the City’s project manager, as affordable housing opportunities are identified in which the City is a partner. Within the Development Consultant’s two key roles, noted below, there are many activities that may be required to be undertaken, and which are detailed in the link to BC Housing matrix <https://www.bchousing.org/publications/Development-Consultant-Schedule-A-Services-Matrix.pdf>

**1.2**



- a) Providing advice to the City- This advice draws on the development consultant's technical knowledge, skills, and experience in the development of affordable housing projects. The development consultant will also be responsible for securing and coordinating technical experts/specialists, where necessary.
- b) Acting as a Project Manager — taking responsibility for managing the project from start to completion in a role that is distinct from the City's 'regulatory function', as well as from any project partners' project management requirements or needs. It is a coordinating role, ensuring the project advances and activities are undertaken by supporting consultants, project partners, City staff team members and approving authorities. The development consultant will act as an advocate for the project throughout the approvals process and will be required to "trouble shoot" to resolve issues and delays.

Depending on the funding and partnership model being used to develop a particular project, the Development Consultant's role and the services vary. The role of the development consultant will adapt to the different relationships and requirements of the various partners for each individual project.

## **2.0 BUSINESS REQUIREMENTS & SCOPE OF WORK**

### **2.1 General:**

The Qualified Project Management Service providers should be able to successfully fulfil the following activities as outlined in the Auditor General for Local Governments publication, A GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK® GUIDE). See link below.

[https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/facts-framework/aglg/aglg\\_primer\\_project\\_management\\_booklet.pdf](https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/facts-framework/aglg/aglg_primer_project_management_booklet.pdf)

### **2.2 Category 2 Specific:**

As well the Qualified Project Management Service providers should be able to successfully fulfil the following Category Specific requirements”

### **2.3 Unique Skillsets:**

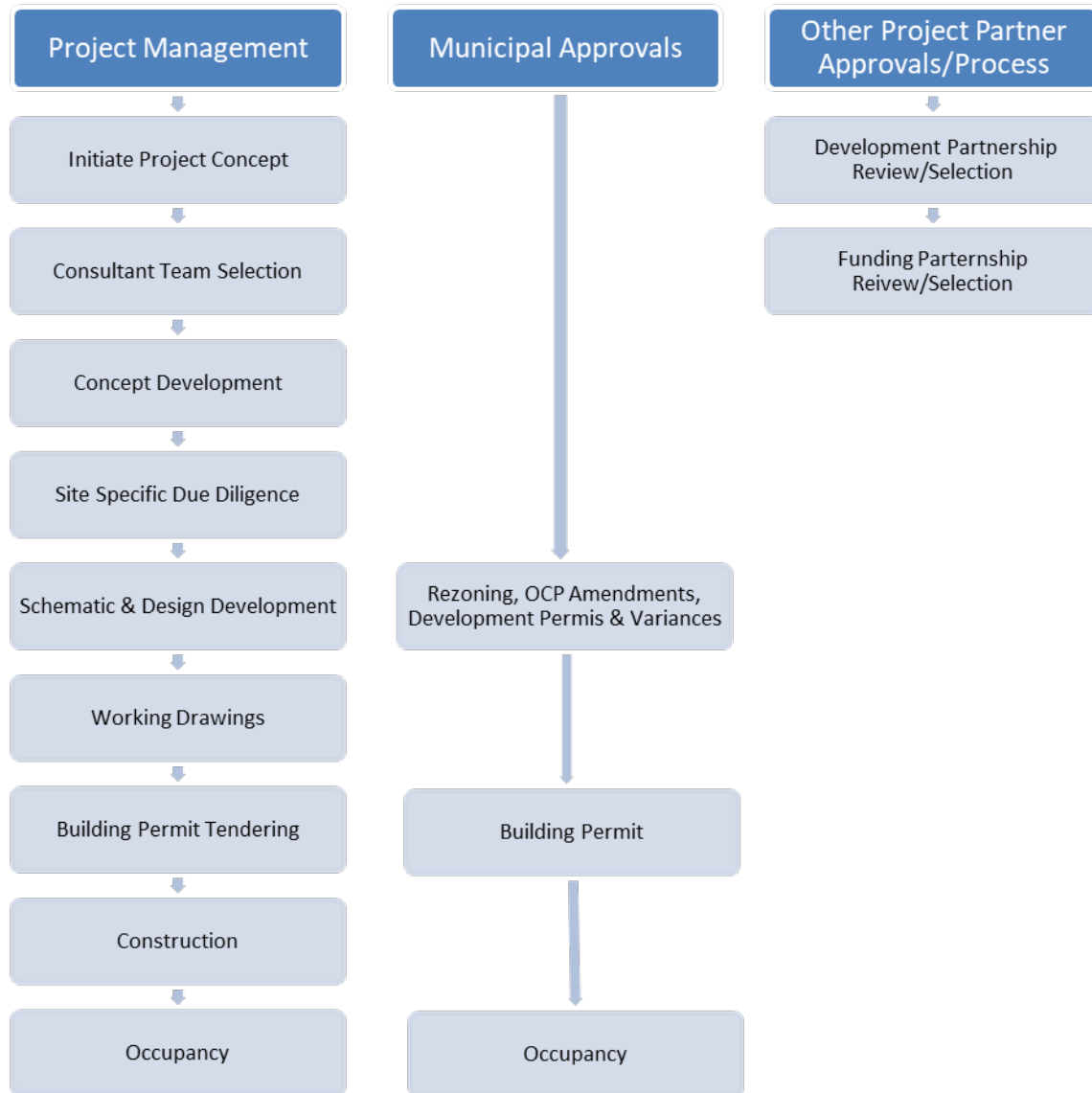
- a) familiarity with New Westminster, the Metro Vancouver area, as well as the housing crisis currently facing the region
- b) demonstrated expertise and knowledge surrounding the development of affordable housing projects, a strong understanding of the affordable housing continuum
- c) familiarity with senior government affordable housing funding models

Competencies can be divided into three classifications: 1) technical knowledge, 2) skills, and 3) personal attributes, as outlined in the table below. Within each of these classifications is a range of specific competencies required to successfully deliver affordable housing projects.

<b>Technical Knowledge</b>	<b>Practical Skills</b>	<b>Personal Attributes</b>
Affordable and non-profit housing	Project management	Client-focused accountability
Meeting the project design and operating needs for different stakeholder partners	Organized and analytical Communication – verbal and written	Leadership and initiative
Current senior government programs	Facilitation	Vision and strategic thinking
Project management	Negotiating and conflict resolution	Resilience and determination
Project funding (including affordable housing specific funding programs/opportunities)	Problem-solving	Cooperative
Financial administration	Time management	Self-assessment
Land Acquisition		
Design and cost control		
Operations planning		
Municipal and provincial approvals		
Procuring contractors		
Construction contract administration		

**2.4 Deliverables:**

It is the responsibility of the Development Consultant to work with project partners, including City staff on the regulatory side, to facilitate projects through the parallel processes required. The consultant will manage the project from the City as an “applicant perspective” through these processes, ensuring appropriate submissions are made, approvals obtained, and timelines met.



a) Project Management Process. As projects proceed through various stages of development, the consultant may be required to facilitate and deliver the development of funding submissions, drawings, budgets, and project construction.

b) Municipal Approvals Process. Projects may require a number of municipal approvals. The Development Consultant may be required to be able to deliver any of the following processes, as needed by the project:

- Official Community Plan or Text Amendment;
- Zoning;
- Development Permit and/or Variances;
- Municipal engineering department approvals for off-site work;
- Building Permit

c) Other Project Partner Processes. As the City will be a partner on the delivery of these projects, there will be additional processes to be considered:

- Senior Governments — land provision, capital fund grants;
- BC Housing Approval — operating funding approval;
- CMHC - capital funding to complement BC Housing's contribution;
- Affordable housing provider/society

### **3.0 SUBMISSION REQUIREMENTS**

All Responses must include and clearly identify:

**3.1 Title Page:** Front page of this RFQU with the required Respondent information filled out and signed.

**3.2 Executive Summary:** (1 page) including a brief history of the firm, overview of overall ability, expertise, experience, and competencies in providing deliverables similar in nature to those identified for this project

**3.3 Key Employee Experience:** (1 page max per key employee) Provide a brief bio of the key team member(s) that are expected to be working with the City as it relates to this RFQU. Ensure to include in the bio the following but not limited to:

- a) Their experience as it relates to this RFQU
- b) Their years of experience both in the industry and within your organization
- c) Their title
- d) What projects they have worked on
- e) Are they an employee or subcontractor

**3.4 Organizational Experience:** (max 2 pages per example) Using the Business Requirements located in this RFQU considering the Category Specific Skillsets and Deliverables, provide three (3) examples of where you provided similar work and include but not limited to the following:

- a) Where applicable be clear on what we are asking and you can demonstrate that you have done something similar
- b) High level overview of the project
- c) Project size/schedule and total budget
- d) Your role
- e) Internal and external stakeholder engagement
- f) What worked and what didn't

**3.5 Methodology:** (max 4 pages) Using the Business Requirements located in this RFQU provide an overview on how you will work with the City to provide your solution or meet the City's deliverables. Ensure you incorporate but not limited to the following key points in your response:

- a) How will you ensure you fully understand the City's requirements considering activities of a Development Consultant

- b) What would the delivery of a project look like, include a schedule, phase, milestones etc.
- c) How would you bring value
- d) How do you manage expectations and internal and external stakeholder engagement
- e) What would you require from City staff
- f) Include key personnel where applicable

**3.6 Cost:** Please provide a table of hourly rates for the following roles:

- a) Principal
- b) Senior Project Manager – 10+ yrs Experience
- c) Intermediate PM – 5+ yrs Experience
- d) Project Coordinator - support resource to the management team
- e) Project Support - support resource to the management team
- f) Development Consultant (if different from those listed above)

**3.7 Value Add:** Tell us what sets you apart from all other proponents who respond to this RFQU.

- a) Wow us
- b) Do not re-tell us something that has already been provided.
- c) Provide a description of your organization's unique expertise and successes.

**3.8 Social and Sustainability:** Social and Sustainability is important to the City, for this question we are asking for your social and sustainable policy and process:

- a) Explain how your company addresses anti-racism, diversity, inclusion and equity;
- b) Explain how your company promotes sustainability (locally and in your operations), i.e. do you have a carbon footprint reduction plan? How do you manage waste in your facility or on a job-site?

For best results in this section, be authentic, do not just copy and paste from your organizations marketing pamphlet. We want to clearly see how your organization is making a difference

#### **4.0 SUBMISSION INSTRUCTIONS:**

Responses should be provided double-sided on 8 ½" white paper, in a font colour of black and not less than 11 point. Each double-sided page is considered two pages in the submission.

- a) Each Submission should be arranged as follows:
  - 1) Title Page (one instance)
  - 2) RFQU Cover Page (one instance) Appendix I
  - 3) Category(s) Cover Page(s) (indicate the Category number and description, and the RFQU number)
  - 4) The Category submission with responses to 3.2 through 3.8 as outlined above

When submitting for MULTIPLE categories, sort the Category submissions by numerical order according to Category. i.e. Category one (1) first, then next Category Cover page and submission etc.

**CATEGORY 2 - Housing  
NWRFQU-22-12 Project Management Services**

**APPENDIX E**

**EACH CATEGORY SUBMISSION SHOULD BE TREATED AS A SEPARATE RESPONSE,  
AND MAY ENTAIL REPEATING ANSWERS AND INFORMATION PROVIDED FOR OTHER  
CATEGORIES.**



Corporation of the City of  
**NEW WESTMINSTER**

**NWRFQU-22-12**

**APPENDIX F**

**CATEGORY 3**

**INTRODUCTION:**

This Appendix F for **Category 3 Parks and Facilities** contains four (4) sections

<b>APPENDIX F - CATEGORY 3 Parks and Facilities</b>
<b>1.0 OVERVIEW:</b> A brief description of the Category background.
<b>2.0 BUSINESS REQUIREMENTS &amp; SCOPE OF WORK:</b> A description of expected General Project Management service activities as well as Category specific skillsets and deliverables.
<b>3.0 SUBMISSION REQUIREMENTS:</b> Contains the RFQU questions for your response, and City evaluation, as well as instructions on how to prepare your submission.
<b>4.0 SUBMISSION INSTRUCTIONS:</b> Contains instructions on how to arrange and order the submission.

Please note that submissions not provided as per the Instructions detailed in Submission Instructions, may be evaluated lower.

**Category 3 – Parks and Facilities**

- Public realm
- Facilities Upgrades/Renovations

**1.0 OVERVIEW:**

The respondent shall provide comprehensive management and control of all aspects of the project throughout all phases of its life cycle to achieve the required service objectives defined in terms of time, quality, sustainability and cost. Through the application of appropriate project management techniques, the proponent will lead and manage the efforts of the project team to achieve the objectives of the project and to meet the City’s requirements. The proponents personnel shall at all times be directly responsible for the management of the project.

The project management services which may be included in this category vary from project to project and may include, but are not limited to:

- **New build projects** – Design and construction of the public realm and facilities (outdoor spaces, streets, lanes, squares, plazas, sidewalks, trails, parks, open spaces, waterfronts, public transit systems, conservation areas, civic buildings and institutions, etc.)
- **Major repair projects** - Design and repair of the public realm and facilities
- **Major renovation projects** - Design and construction of the public realm and facilities



- **Renewal and Upgrade projects** - Design and construction of public realm and facilities
- **Asset Management projects** – Planning and implementation of asset management initiatives (asset management plans, frameworks, assessment of infrastructure, O&M planning, etc.)

## **2.0 BUSINESS REQUIREMENTS & SCOPE OF WORK**

### **2.1 General:**

The Qualified Project Management Service providers should be able to successfully fulfil the following activities as outlined in the Auditor General for Local Governments publication, A GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK® GUIDE). See link below.

[https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/facts-framework/aqlg/aqlg\\_primer\\_project\\_management\\_booklet.pdf](https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/facts-framework/aqlg/aqlg_primer_project_management_booklet.pdf)

### **2.2 Category Specific:**

As well the Qualified Project Management Service providers should be able to successfully fulfil the following Category Specific requirements”

### **2.3 Unique Skillsets:**

- a) Demonstrated knowledge and experience in project management related services related to complex public realm and facilities projects from schematic design through to construction completion;
- b) Demonstrated ability to manage diverse activities;
- c) Ability to prepare reports and deliver presentations;
- d) Knowledge of design standards, accessibility standards, and environmental maintenance practices;
- e) Experience in the delivery of LEED certified building projects and Zero Carbon Building Standards
- f) Excellent understanding of design specifications and drawing documentation;
- g) Excellent understanding of life cycle costing, maintenance and operations of facilities
- h) Demonstrated proficiency in architecture, engineering, landscape architecture & urban design standards and construction industry standards and related building codes;

### **2.4 Deliverables:**

- a) Lead stakeholder engagement;
- b) Lead the design coordination process, ensure comprehensive review of drawings and specifications;
- c) Lead the asset management planning and implementation processes, ensuring adherence to established frameworks and methodologies;

- d) Provide expert input to the design process based on life cycle costing and maintenance/operations considerations;
- e) Oversee third-party funding applications (with City support);
- f) Coordinate Client's input and approvals required during design development process;
- g) Monitor site progress and report as necessary;
- h) Attend design and construction meetings to monitor works and oversee construction contracts as the owner's representative;
- i) Co-ordinate with consultants to obtain municipal approvals and inspections;
- j) Manage all changes to the scope of project through the change notice/change order process;
- k) Review all work with consultants and the Client to identify any deficiencies;
- l) Coordinate work within the warranty period;
- m) Document all lessons learned for the Client

### **3.0 SUBMISSION REQUIREMENTS**

All Responses must include and clearly identify:

**3.1 Title Page:** Front page of this RFQU with the required Respondent information filled out and signed.

**3.2 Executive Summary:** (1 page) including a brief history of the firm, overview of overall ability, expertise, experience, and competencies in providing deliverables similar in nature to those identified for this project

**3.3 Key Employee Experience:** (1 page max per key employee) Provide a brief bio of the key team member(s) that are expected to be working with the City as it relates to this RFQU.

Ensure to include in the bio the following but not limited to:

- a) Their experience as it relates to this RFQU
- b) Their years of experience both in the industry and within your organization
- c) Their title
- d) What projects they have worked on
- e) Are they an employee or subcontractor

**3.4 Organizational Experience:** (max 2 pages per example) Using the Business Requirements located in this RFQU considering the Category Specific Skillsets and Deliverables, provide three (3) examples of where you provided similar work and include but not limited to the following:

- a) Where applicable be clear on what we are asking and you can demonstrate that you have done something similar
- b) High level overview of the project
- c) Project size/schedule and total budget
- d) Your role
- e) Internal and external stakeholder engagement
- f) What worked and what didn't

**3.5 Methodology:** (max 4 pages) Using the Business Requirements located in this RFQU provide an overview on how you will work with the City to provide your solution or meet the City's deliverables. Ensure you incorporate but not limited to the following key points in your response:

- a) How will you ensure you fully understand the City's requirements considering complex facilities and public realm projects
- b) What would the delivery of the project look like, include a schedule, phase, milestones etc.
- c) How would you bring value
- d) How do you manage expectations and internal and external stakeholder engagement
- e) What would you require from City staff
- f) Include key personnel where applicable

**3.6 Cost:** Please provide a table of hourly rates for the following roles:

- a) Principal
- b) Senior Project Manager – 10+ yrs Experience
- c) Intermediate PM – 5+ yrs Experience
- d) Project Coordinator - support resource to the management team
- e) Project Support - support resource to the management team

**3.7 Value Add:** Tell us what sets you apart from all other proponents who respond to this RFQU.

- a) Wow us
- b) Do not re-tell us something that has already been provided.
- c) Provide a description of your organization's unique expertise and successes.

**3.8 Social and Sustainability:** Social and Sustainability is important to the City, for this question we are asking for your social and sustainable policy and process:

- a) Explain how your company addresses anti-racism, diversity, inclusion and equity;
- b) Explain how your company promotes sustainability (locally and in your operations), i.e. do you have a carbon footprint reduction plan? How do you manage waste in your facility or on a job-site?

For best results in this section, be authentic, do not just copy and paste from your organizations marketing pamphlet. We want to clearly see how your organization is making a difference

**4.0 SUBMISSION INSTRUCTIONS:**

Responses should be provided double-sided on 8 ½” white paper, in a font colour of black and not less than 11 point. Each double-sided page is considered two pages in the submission.

- a) Each Submission should contain and be arranged as follows:
  - 1) Title Page (one instance)
  - 2) RFQU Cover Page (one instance) Appendix I
  - 3) Category(s) Cover Page(s) (indicate the Category number and description, and the RFQU number)
  - 4) The Category submission with responses to 3.2 through 3.8 as outlined above

When submitting for MULTIPLE categories, sort the Category submissions by numerical order according to Category. i.e. Category one (1) first, then next Category Cover page and submission etc.

**EACH CATEGORY SUBMISSION SHOULD BE TREATED AS A SEPARATE RESPONSE, AND MAY ENTAIL REPEATING ANSWERS AND INFORMATION PROVIDED FOR OTHER CATEGORIES.**



Corporation of the City of  
**NEW WESTMINSTER**

**NWRFQU-22-12**

**APPENDIX G**

**CATEGORY 4**

**INTRODUCTION:**

This Appendix G for **Category 4 Social Initiatives** contains four (4) sections

<b>APPENDIX G - CATEGORY 4 SOCIAL INITIATIVES</b>
<b>1.0 OVERVIEW:</b> A brief description of the Category background.
<b>2.0 BUSINESS REQUIREMENTS &amp; SCOPE OF WORK:</b> A description of expected General Project Management service activities as well as Category specific skillsets and deliverables.
<b>3.0 SUBMISSION REQUIREMENTS:</b> Contains the RFQU questions for your response, and City evaluation, as well as instructions on how to prepare your submission.
<b>4.0 SUBMISSION INSTRUCTIONS:</b> Contains instructions on how to arrange and order the submission.

Please note that submissions not provided as per the Instructions detailed in Submission Instructions, may be evaluated lower.

**Category 4 – Social Initiatives**

- DEIAR Framework
- Downtown Livability Strategy

**1.0 OVERVIEW:**

This category is for projects that require a deeper understanding of social initiatives that the City is currently undertaking and can often be less technical in nature. These are projects that primarily impact people, policies, practices, procedures, programs and services, rather than capital assets, and require some understanding of New Westminster's current scenario.

**2.0 BUSINESS REQUIREMENTS & SCOPE OF WORK**

**2.1 General:**

The Qualified Project Management Service providers should be able to successfully fulfil the following activities as outlined in the Auditor General for Local Governments publication, A GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK® GUIDE). See link below.

[https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/facts-framework/aglg/aglg\\_primer\\_project\\_management\\_booklet.pdf](https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/facts-framework/aglg/aglg_primer_project_management_booklet.pdf)

## **2.2 Category 1 Specific:**

As well the Qualified Project Management Service providers should be able to successfully fulfil the following Category Specific requirements”

## **2.3 Unique Skillsets:**

- Knowledge of marginalized communities and seldom heard voices, including Indigenous, disability, and mental health and addiction communities
- Knowledge of non-profit structures, their constraints and their operating requirements
- Understanding of New Westminster community in terms of social connections
- Experience in implementing Diversity, Equity, Inclusion and Anti-Racism (DEIAR) related frameworks, strategies and policies within a BC provincial and/or Canadian context

## **2.4 Deliverables:**

- Lead exploration and possible implementation of equity responsive budgeting
- Create an equity lens tool that can be used in the review of all existing city policies
- Comprehensive review of current recruitment, hiring and appointment processes and create and implement a toolkit for equitable and transparent recruitment
- Complete a census of the diversity of current City workforce and leadership

## **3.0 SUBMISSION REQUIREMENTS**

All Responses must include and clearly identify:

**3.1 Title Page:** Front page of this RFQU with the required Respondent information filled out and signed.

**3.2 Executive Summary:** (1 page) including a brief history of the firm, overview of overall ability, expertise, experience, and competencies in providing deliverables similar in nature to those identified for this project

**3.3 Key Employee Experience:** (1 page max per key employee) Provide a brief bio of the key team member(s) that are expected to be working with the City as it relates to this RFQU. Ensure to include in the bio the following but not limited to:

- a) Their experience as it relates to this RFQU
- b) Their years of experience both in the industry and within your organization
- c) Their title
- d) What projects they have worked on
- e) Are they an employee or subcontractor

**3.4 Organizational Experience:** (max 2 pages per example) Using the Business Requirements located in this RFQU considering the Category Specific Skillsets and Deliverables, provide

three (3) examples of where you provided similar work and include but not limited to the following:

- a) Where applicable be clear on what we are asking and you can demonstrate that you have done something similar
- b) Complex social initiatives and related projects, considering DEIAR
- c) High level overview of the project
- d) Project size/schedule and total budget
- e) Your role
- f) Internal and external stakeholder engagement
- g) What worked and what didn't

**3.5 Methodology:** (max 4 pages) Using the Business Requirements located in this RFQU provide an overview on how you will work with the City to provide your solution or meet the City's deliverables. Ensure you incorporate but not limited to the following key points in your response:

- a) How will you ensure you fully understand the City's requirements considering complex social initiatives
- b) What would the delivery of the project look like, include a schedule, phase, milestones etc.
- c) How would you bring value
- d) How do you manage expectations and internal and external stakeholder engagement
- e) What would you require from City staff
- f) Include key personnel where applicable

**3.6 Cost:** Please provide a table or hourly rates (excluding GST) for the following roles:

- a) Principal
- b) Senior Project Manager – 10+ yrs Experience
- c) Intermediate PM – 5+ yrs Experience
- d) Project Coordinator - support resource to the management team
- e) Project Support - support resource to the management team

**3.7 Value Add:** Tell us what sets you apart from all other proponents who respond to this RFQU.

- a) Wow us
- b) Do not re-tell us something that has already been provided.
- c) Provide a description of your organization's unique expertise and successes.

**3.8 Social and Sustainability:** Social and Sustainability is important to the City, for this question we are asking for your social and sustainable policy and process:

- a) Explain how your company addresses anti-racism, diversity, inclusion and equity;
- b) Explain how your company promotes sustainability (locally and in your operations), i.e. do you have a carbon footprint reduction plan? How do you manage waste in your facility or on a job-site?



For best results in this section, be authentic, do not just copy and paste from your organizations marketing pamphlet. We want to clearly see how your organization is making a difference

**5.0 SUBMISSION INSTRUCTIONS:**

Responses should be provided double-sided on 8 ½” white paper, in a font colour of black and not less than 11 point. Each double-sided page is considered two pages in the submission.

- a) Each Submission should be arranged as follows:
  - 1) Title Page (one instance)
  - 2) RFQU Cover Page (one instance) Appendix I
  - 3) Category(s) Cover Page(s) (indicate the Category number and description, and the RFQU number)
  - 4) The Category submission with responses to 3.2 through 3.8 as outlined above

When submitting for MULTIPLE categories, sort the Category submissions by numerical order according to Category. i.e. Category one (1) first, then next Category Cover page and submission etc.

**EACH CATEGORY SUBMISSION SHOULD BE TREATED AS A SEPARATE RESPONSE, AND MAY ENTAIL REPEATING ANSWERS AND INFORMATION PROVIDED FOR OTHER CATEGORIES.**



Corporation of the City of  
**NEW WESTMINSTER**

**NWRFQU-22-12**

**APPENDIX H**

**CATEGORY 5**

**INTRODUCTION:**

This Appendix H for **Category 5 Generalist** contains four (4) sections

<b>APPENDIX G - CATEGORY 5 GENERALIST</b>
<b>1.0 OVERVIEW:</b> A brief description of the Category background.
<b>2.0 BUSINESS REQUIREMENTS &amp; SCOPE OF WORK:</b> A description of expected General Project Management service activities as well as Category specific skillsets and deliverables.
<b>3.0 SUBMISSION REQUIREMENTS:</b> Contains the RFQU questions for your response, and City evaluation, as well as instructions on how to prepare your submission.
<b>4.0 SUBMISSION INSTRUCTIONS:</b> Contains instructions on how to arrange and order the submission.

Please note that submissions not provided as per the Instructions detailed in Submission Instructions, may be evaluated lower.

**Category 5 – Generalist**

- General PM

**1.0 OVERVIEW:**

This category is for projects that will require general project management support or leadership.

**2.0 BUSINESS REQUIREMENTS & SCOPE OF WORK**

**2.1 General:**

The Qualified Project Management Service providers should be able to successfully fulfil the following activities as outlined in the Auditor General for Local Governments publication, A GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK® GUIDE). See link below.

[https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/facts-framework/aqlg/aqlg\\_primer\\_project\\_management\\_booklet.pdf](https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/facts-framework/aqlg/aqlg_primer_project_management_booklet.pdf)

### **3.0 SUBMISSION REQUIREMENTS**

All Responses must include and clearly identify:

#### **3.1 Title Page:**

Front page of this RFQU with the required Respondent information filled out and signed.

#### **3.2 Executive Summary:**

(1 page) including a brief history of the firm, overview of overall ability, expertise, experience, and competencies in providing deliverables similar in nature to those identified for this project.

#### **3.3 Key Employee Experience:**

(1 page max per key employee) Provide a brief bio of the key team member(s) that are expected to be working with the City as it relates to this RFQU. Ensure to include in the bio the following but not limited to:

- a) Their experience as it relates to this RFQU
- b) Their years of experience both in the industry and within your organization
- c) Their title
- d) What projects they have worked on
- e) Are they an employee or subcontractor

#### **3.4 Organizational Experience:**

(max 2 pages per example) Using the Business Requirements located in this RFQU considering the Category Specific Skillsets and Deliverables, provide three (3) examples of where you provided similar work and include but not limited to the following:

- a) Where applicable be clear on what we are asking and you can demonstrate that you have done something similar
- b) High level overview of the project
- c) Project size/schedule and total budget
- d) Your role
- e) Internal and external stakeholder engagement
- f) What worked and what didn't

#### **3.5 Methodology:**

(max 4 pages) Using the Business Requirements located in this RFQU provide an overview on how you will work with the City to provide your solution or meet the City's deliverables. Ensure you incorporate but not limited to the following key points in your response:

- a) How will you ensure you fully understand the City's requirements considering the variety of projects
- b) What would the delivery of the project look like, include a schedule, phase, milestones etc.
- c) How would you bring value
- d) How do you manage expectations and internal and external stakeholder engagement
- e) What would you require from City staff
- f) Include key personnel where applicable

**3.6 Cost/Schedule:**

Please provide a table or hourly rates (excluding GST) for the following roles:

- a) Principal
- b) Senior Project Manager – 10+ yrs Experience
- c) Intermediate PM – 5+ yrs Experience
- d) Project Coordinator - support resource to the management team
- e) Project Support - support resource to the management team

**3.7 Value Add:**

Tell us what sets you apart from all other proponents who respond to this RFQU.

- a) Wow us
- b) Do not re-tell us something that has already been provided.
- c) Provide a description of your organization's unique expertise and successes.

**3.8 Social and Sustainability:**

Social and Sustainability is important to the City, for this question we are asking for your social and sustainable policy and process:

- a) Explain how your company addresses anti-racism, diversity, inclusion and equity;
- b) Explain how your company promotes sustainability (locally and in your operations), i.e. do you have a carbon footprint reduction plan? How do you manage waste in your facility or on a job-site?

For best results in this section, be authentic, do not just copy and paste from your organizations marketing pamphlet. We want to clearly see how your organization is making a difference

**4.0 SUBMISSION INSTRUCTIONS:**

Responses should be provided double-sided on 8 ½" white paper, in a font colour of black and not less than 11 point. Each double-sided page is considered two pages in the submission.

- a) Each Submission should contain and be arranged as follows:
  - 1) Title Page (one instance)
  - 2) RFQU Cover Page (one instance) Appendix I
  - 3) Category(s) Cover Page(s) (indicate the Category number and description, and the RFQU number)
  - 4) The Category submission with responses to 3.2 through 3.8 as outlined above

When submitting for MULTIPLE categories, sort the Category submissions by numerical order according to Category. i.e. Category one (1) first, then next Category Cover page and submission etc.

**EACH CATEGORY SUBMISSION SHOULD BE TREATED AS A SEPARATE RESPONSE, AND MAY ENTAIL REPEATING ANSWERS AND INFORMATION PROVIDED FOR OTHER CATEGORIES.**

**CORPORATION OF THE CITY OF NEW WESTMINSTER**

**NWRFQU-22-12**

**APPENDIX I**

**COVER PAGE**

<b>COVER PAGE</b>				
<b>COMPANY NAME:</b> ENTER Company Name Here				
<b>INSTRUCTIONS:</b> Select below with an "X" the Category(s) your company is submitting for				
<b>Category 1</b> Major Infrastructure Development	<b>Category 2</b> Housing	<b>Category 3</b> Parks and Facilities	<b>Category 4</b> Social Initiatives	<b>Category 5</b> Generalists

**Please complete one instance only of this Cover Page**