Lloydminster Golf Course Operator Services

LGCCRFP 2026-01

July 2026

Parks Services

Checklist (Documents to Include with your Submission)

This checklist is intended to aid the Vendor. The Vendor is solely responsible for completely reviewing these bid documents and their Proposal for completeness, as well as the specifics of each requirement on the list.

WHEN SUBMITTING YOUR BID, PLEASE COMPLETE AND SUBMIT THE FOLLOWING:	
☐	Safety Forms: Contractor, Responsibility, Program TOC
☐	Insurances, General, Auto, E/O
☐	Corporate Experience – Project References
☐	Project Team Qualifications and Experience (Class A Professional)
☐	Approach and Methodology
☐	Project Timeline
☐	Signed Addenda (if applicable)
☐	Consent Form
☐	Bid Form, Financial Summary
☐	Kitchen Requirements: (Submit once awarded the contract) Food Safety Certification, Workplace Hazardous Materials Information Systems (WHMIS) Certification, Workers Compensation Board Coverage Clearance Letter, Public Health Inspection Report, Saskatchewan Liquor and Gaming Liquor Permit Clear Criminal Record Check, Vulnerable Sector Check

Request for Proposal

Lloydminster Golf Course Operator Services

Department: Parks Services **RFP Number:** LGCCRFP 2026-01

Issue Date: July 16, 2026

Closing Time: September 9th, 2026 at 2:00:00 PM MST.

Delivery of Proposals:

The City of Lloydminster (the City) will **ONLY** accept **ELECTRONIC PROPOSAL SUBMISSIONS** submitted via email to the Project Owner no later than 2:00:00 PM M.S.T., on **September 9, 2026**, unless the City has instructed otherwise by an issued Addendum.

Vendors are cautioned that the Bid Closing Time is based on when the Bid is **RECEIVED** by the Project Owner, and **NOT** when a Bid is submitted by the Vendor. It is the responsibility of the Vendor to be mindful of length of time for the Bid to be transmitted due to file transfer size, transmission speed, etc.

The City reserves the right to: accept or reject any Proposal, to award a Proposal in whole or in part (for example, due to budgetary constraints), to award the Proposal that is in the City's best interest and not necessarily the lowest cost, and the right to cancel this RFP at any time without obligation.

Project Owner:

Name: Jordan Newton
Title: Director, Transportation & Parks Services
Email: jnewton@lloydminster.ca

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1 DEFINITIONS

Agreement / Contract	A written contractual Agreement with specific terms between two or more persons or entities in which there is a promise to do something in return for a valuable benefit, not including the sale of City owned land or assets.
Addenda	The documents designated as such in the RFP.
Bid	Means a Vendor's priced offer to the City for the performance of The Work in accordance with this Request for Proposal.
Change of Scope	Is a mutual decision between the Project Owner and the chosen Vendor to change features of the Project such as features, timelines, or expansion/reduction of deliverables.
"The City of Lloydminster" or "The City"	The corporation of the City of Lloydminster, or a duly authorized representative acting on its behalf.
Consultant	The successful Vendor that enters into an Agreement with the City.
Council	The municipal Council of the City of Lloydminster.
Day	Means a calendar day, unless otherwise noted.
Evaluation Team	A team, consisting of City representatives, including the Project Owner, used to evaluate all received Proposal documents submitted during a competitive process.
Mandatory	An essential requirement.
Product	The data, information, tangible property or any trade-mark, copyright, patent, trade secret, or other intellectual property which is a result of the Agreement.
Project Owner	The City employee, or its agent, responsible for overseeing the RFP.
Proposal	The submission received from a Vendor in response to this RFP.
Request for Proposal (RFP)	This entire document and any related Addenda issued before the RFP closing time.
Scope of Work	An accurate, detailed, and concise description of The Work to be performed by the Vendor, the owner, and all third parties in a project broken down into specific tasks and associated deadlines.
Service	The action of doing some or all of The Work, not including construction, that is supplied or is to be supplied to the City.
The Work	All activities required to carry out the Scope of Work described by this RFP.
Vendor	The person or firm submitting a Proposal in response to this RFP.

1.1 Electronic Proposal Submission

The City will ONLY accept and receive Proposals via email issued to the Project Owner. The Vendor is responsible for confirming receipt of the document.

Vendors should contact the Project Owner listed in this document at least twenty-four (24) hours prior to the closing date and time if any problems are encountered with the electronic submission.

The City assumes no responsibility for the submission of the Proposals.

HARD COPY PROPOSAL SUBMISSIONS WILL NOT BE ACCEPTED.

1.2 Intent

The City's intent of this RFP is to solicit Proposals from Vendors who have the necessary qualifications and experience to complete the Scope of Work described herein. The Proposal should be clear, detailed, specific, and completed and submitted in the format described in Section 4.

The Scope of Work is described in Section 2.2. The City reserves the right to amend the scope as necessary prior to the RFP closing date.

1.3 Bid Opportunity

Vendors who were involved in preparing or assisting in the development of the Scope of Work will not be permitted to submit a Proposal for this project, unless written approval to do so has been provided by the Project Owner.

1.4 Proposed Project Schedule

The following table outlines the City's anticipated schedule for this RFP. The schedule is subject to change at the City's discretion.

Table 1 - Request for Proposal Schedule

ACTIVITY	DATE	TIME (M.S.T.)
Mandatory Site Visit (by appointment)	July 20- August 14, 2026	N/A
Close of Questions	August 21, 2026	2:00:00 PM
Final Issue of Addenda	August 28, 2026	5:00:00 PM
RFP Closing Date	September 9th, 2026	2:00:00 PM
Interview Dates (If applicable)	September 16 - September 18, 2026	N/A
Notification of Results*	October 15, 2026	N/A

*Selection and Notification Dates – pending
Unsuccessful Vendors will be notified once an Agreement has been executed with the City.

1.5 Blackout Period

The blackout period begins when the RFP is issued and ends when an Agreement is signed by the successful Vendor. During the blackout period, Vendors must conduct all communication about this opportunity only with the Project Owner stated in this document. Any communication initiated or attempted by the Vendor to elected officials, representatives, or staff of the City other than to the Project Owner during the blackout period may result in the rejection of consideration of that Vendor for project award.

1.6 Proposal Mandatory Requirements

Vendors must declare on the consent form provided in Appendix A that they can comply with the following Mandatory requirements to be considered by the City:

1) The Vendor must be able to provide previous experience suitable to operating a championship level 18-hole golf course.
2) The Vendor must be capable of providing **either**:
   a) A safety Certificate of Recognition (COR) or Small Employer Certificate of Recognition (SECOR) from the Alberta Construction Safety Association and the Saskatchewan Heavy Construction Association or an alternative certificate acceptable to the City.
   b) Confirmation of a safety program by providing the table of contents of the documents; **or**
   c) If the Vendor does not have a Certificate of Recognition or safety program and has less than twenty employees, the Vendor must be able to provide a hazard assessment and control process
3) During the term of the Agreement, the Consultant must carry the following:
   a) General liability insurance in an amount not less than five million dollars ($5,000,000) per occurrence for personal injury and/or third-party property damage.
   b) Automobile liability coverage in an amount not less than two million dollars ($2,000,000) per occurrence for bodily injury and/or third-party property damage.
4) The Vendor must be able to provide a Workers Compensation Board Coverage Clearance Letter (AB and SK) or Special Coverage Letter for the province in which the Work is to be performed.
5) The Vendor must be capable of adding the City of Lloydminster as an additional insured to their General Liability policy.
6) The Vendor must complete and attach to their Proposal, the Contractor Safety Information Request Form and the Responsibility and Accountability for Health and Safety Form provided in Appendix C.

Each Vendor must submit all Mandatory documents with their Proposal submission; however, if the Mandatory documents cannot be submitted with the Proposal a letter identifying the same, signed by a duly appointed representative of the Vendor, must be submitted with the Proposal with the understanding that within ten (10) regular business days of being notified as the selected Vendor and prior to executing an Agreement all documentation must be provided. If in the event the successful Vendor is unable to produce the Mandatory documents within ten (10) regular business days of being notified as the selected Vendor, the City reserves the right to choose the Vendor with the next highest submission score.

1.7 Questions or Inquiries

Questions or inquiries regarding this RFP will be considered if received not later than the date and time provided in Table 1 (“Close of Questions”). The Project Owner may issue written Addenda to provide clarification or modification to the RFP. These Addenda will be posted on the City’s Bidding System at:

https://lloydminster.bidsandtenders.ca/Module/Tenders/en

and will form part of the RFP.

The City, its agents, and employees will not be responsible for any information given by way of verbal/oral communication.

A Mandatory site visit for interested Vendors and can be booked during the time specified in the Request for Proposal Schedule. Interested Vendors can email the Project Owner to schedule a Site Meeting. Attendance by Vendors at this meeting is Mandatory. Responses to any questions will be distributed via Addendum and will form part of the RFP package or if deemed as sensitive information, will be distributed to all interested Vendors.

Lloydminster Golf and Curling Centre: 4706 54 Street, Lloydminster, SK

All questions and inquiries will be reviewed by the Evaluation Team. In the City’s opinion, inquiries that may contain proprietary information may be answered exclusively to the submitting Vendor directly via e-mail (not posted publicly) provided the response does not require a modification to this RFP document, or potentially provide the Vendor with an undue advantage in the competitive process. If the City believes that either of these situations may reasonably arise, it reserves the right to request the Vendor to reword and resubmit the inquiry or state that it cannot provide a response.

If required, written Addenda will be issued no later than two (2) business days following the close of questions deadline.

1.8 Addenda

All addenda issued by the Project Owner will form part of the RFP. Vendors must acknowledge receipt of all addenda, either by signing each addendum and including it in their RFP submission or identifying each addenda and signing the consent form.

1.9 Withdraw/Edit Bids

Vendors are able to withdraw or edit their Bids at any time prior to the closing time and date stated in Section 1.4, Table 1. However, the Vendor is solely responsible for ensuring that re-submission of the Bid is received by the Project Owner prior to the closing date and time.

1.10 Proposal Preparation

All Proposals should adhere to the Proposal format as outlined in Section 4.

The Vendor acknowledges that this Procurement process is in accordance with and subject to Policy 120-05, Procurement and Purchasing Policy.

The Vendor will be solely responsible for all costs associated with the preparation and submission of the Proposal. The Vendor waives any and all claims to lost profit or other additional compensation as a condition for submitting a Bid. In addition, if chosen as the successful Vendor, the City will not reimburse expenses for travel and related costs during the blackout period. These expenses must be built into the financial component of the submission. Vendors are solely responsible for confirming and determining any sales or excise taxes applicable to the Work or the Contract, and no information provided by the City in this RFP or upon request shall relieve Vendors of such responsibility and liability.

1.11 Budget Funding

If the Proposal pricing submitted in the best evaluated Proposal exceeds the amount the City has budgeted or estimated, the City may either reject all Proposals, enter into an Agreement with the Vendor who submitted the next best evaluated Proposal with Proposal pricing that is within the City's budget, or attempt to negotiate a lower price with the Vendor who submitted the best evaluated Proposal, including awarding a portion of the Scope of Work.

1.12 Proposal Acceptance

Each Proposal must contain sufficient detail to satisfy all terms and conditions of the RFP. It will be at the City's sole discretion to determine if a Proposal will be eliminated due to insufficient or incomplete information.

Each Proposal must remain open for acceptance by the City until the selected Vendor executes a formal Agreement with the City, or sixty (60) Days have passed after the closing of the RFP, whichever occurs first.

All awards are subject to the approval of the Manager, Director, City Manager or Council, and the availability of funds.

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation:

1) This RFP will not give rise to any Contract A-based tendering law duties or any other legal obligations arising out of any process Contract or collateral Contract; and
2) Neither the Vendor nor the City will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of an Agreement, failure to award an Agreement or failure to honour a Proposal submitted in response to this RFP.

1.13 Rejection of Proposals

The City reserves the right to reject any or all Proposals for any reason whatsoever, and to accept any Proposal considered in the City's best interest. A Vendor may be excluded from eligibility to submit a Proposal, or a submitted Proposal may be summary rejected and returned to a Vendor, where the City determines, in its absolute discretion, that the Vendor (or any officer or director of a corporate Vendor) is or has been involved in litigation with the City, its elected officials or employees. The City also reserves the right to enter into an Agreement with other than the Vendor submitting the lowest cost Proposal. In addition, the City reserves the right to cancel this RFP at any time without obligation.

1.14 Award

The Evaluation Team assigned to the RFP will make a recommendation for award to the Vendor that submitted the Proposal with the highest total score if that Proposal is within the available budget amounts. This is notwithstanding the City's right to cancel or modify the scope of the RFP. If the Proposal with the highest score is not within budget amounts, the Agreement may be awarded or canceled as per Section 1.11. If required, the project will be brought before Council at the **October 5th, 2026** regular Council meeting for information purposes, or for approval.

This RFP process is intended to solicit non-binding Proposals for consideration by the City and may result in an invitation by the City to enter into the Agreement. No legal relationship or obligation regarding the procurement of any good or service will be created between the Vendor and the City by this RFP process until the execution of a written Agreement for the acquisition of such goods and/or Services.

1.15 Term of Agreement

This Agreement will commence upon execution and continue thereafter for a term of three (3) years, with an option to extend for up to two (2) years, subject to earlier termination as set out in the Agreement.

2 DESCRIPTION OF WORK

2.1 Project Overview

2.1.1 Introduction

The City of Lloydminster (City) is seeking Proposals from qualified proponents to operate and manage comprehensive golf services at the Lloydminster Golf and Curling Centre (LGCC). The successful Vendor will act as the primary operator and customer-facing service provider for all golf-related services, including but not limited to:

- Pro shop retail operations
- Golf instruction and player development
- Back shop and cart services
- Tournament and event coordination
- League development and programming
- Food and beverage services (restaurant and on-course beverage cart)
- Customer service and overall guest experience

The successful Vendor will be responsible for creating a welcoming, professional, and high-quality golf experience that supports participation growth, customer retention, and overall facility profitability. The City is seeking a Vendor with strong leadership, proven golf operations experience, and a demonstrated ability to grow the game of golf across all demographics, including youth and new participants.

2.1.2 Background

The Lloydminster Golf and Curling Centre is a multi-use recreational facility featuring:

- An 18-hole public golf course
- Driving range and practice facilities
- 8-sheet curling rink
- Squash and racquetball courts
- Event and meeting spaces
- Food and beverage service areas

The facility is a key recreational asset within the community and hosts numerous leagues, tournaments, and events annually.

The City is transitioning to a single-vendor service delivery model for all golf operations including food and beverage to improve operational efficiency, enhance customer experience, and create stronger accountability across all service areas.

The City is also open to the possibility of a Vendor operating the restaurant in winter to provide services to the Lloydminster Curling Club and public. If the Vendor is open to the possibility of providing winter restaurant operations it should be stated in the Proposal as it is a provisional item.

2.1.3 Available Information

Golf Season

- Estimated 5+ months operating per golf season

The City will provide the following information upon request:

- List of kitchen equipment
- Lease information
- Golf Course revenue data for 2022-2025

2.2 Scope of Work

2.2.1 Operational Requirements

The Vendor will be responsible for the end-to-end operation of golf services, acting as the primary point of contact for customers and coordinating with City staff and other stakeholders.
This includes oversight of:

- Pro shop (retail and front counter operations)
- Tee time management and POS system use
- Back shop operations and golf cart fleet day-to-day management
    - Golf cart maintenance and replacement is not the responsibility of the successful Vendor.
- Golf instruction and player development
    - The Vendor must employ a Class A Professional in good standing with the PGA of Canada
- Tournament and league programming
- Food and beverage services (restaurant and on golf course)
- Volunteer coordination
- Customer relations and service delivery

The Vendor shall:

- Deliver exceptional customer service at all customer touchpoints
- Maintain a safe, inclusive, and welcoming environment
- Operate all services in alignment with City policies and procedures
- Collaborate with City staff on marketing, promotions, and reporting
- Act as the single point of contact for golf-related bookings and services

2.2.2 General Duties of the Vendor Include:

Staffing

- Recruit, train, and manage golf professionals, customer service staff, restaurant staff, back shop staff and other staff as required to provide a professional golf experience for customers.
- Train and develop procedures for staff to complete all aspects of the Description of Work.

Pro Shop Operations

- Operate the pro shop for the sale of golf operations on behalf of the City.
- Use the City tee time reservation system and communicate with designated staff and public regarding daily tee sheet changes, including such things as frost delays, maintenance closures or adjustments and reservation system interruptions or challenges.
- Work with the City during adverse weather events to determine course conditions and any restrictions that may need to be implemented.
- Collect all fees related to the golf operations.
- Procure and stock all merchandise inventory.
- Adhere to all applicable City directives and policies as directed.
- General housekeeping duties to maintain a clean space.
- Notifying the City of any customer's unfavourable activities or customer complaints.
- Provide daily detail breakdown of the revenues per direction of the City of Lloydminster.
- Provide yearly business recommendations to the City that may include:
    - expanding the game opportunities, facility safety and security, future golfers, fees and charges.
- Participate in meetings with City staff as required.
- All consumables used by the Pro Shop Operation are the responsibility of the Vendor.
- Provide ten (10) hours of course marshalling per week from June to August, prioritizing busy tee times.

Golf Instruction and Programming

- Offer individual and group lessons based on demand.
- Ensure all instructors hold PGA of Canada certification.
- Have valid criminal records and vulnerable sector checks.
- Develop and deliver youth development programs.

Golf Tournaments and Events

- Book and administer all golf tournaments and events held at the Golf Course and shall act as the single point of contact for golf services.

- Coordinate food and beverage services for catering.
- Manage all aspects of booking, scheduling, billing, and execution of golf tournaments and events.
- Reporting records of all tournaments to the City as requested.

League Play

- Responsible for programming of all league play including Men's Night, Ladies' Night.
    - Minimum league play frequency: Men's Night is weekly and Ladies Night is monthly. May be subject to change based on demand.

Back shop services

- Provide adequate back shop staff to ensure all clubs stored at Golf Course are cleaned weekly during golf season.
- Ensure driving range balls are picked up and restocked nightly utilizing a City provided powered ball picker.
- Clean all golf carts after use, utilizing a City provided washing unit.
- Fueling of all golf carts as needed, utilizing City provided fuel and fueling system.
- Clean driving range balls as needed.

Food & Beverage Services

- To be open with consistent hours that adequately meet the demand of customers, open 7 days a week from May 1 until October's Thanksgiving weekend. The City may accept alternative schedule options given that the customer has adequate access to food and beverage.
- Provide its own internet utility and POS systems.
- Apply and maintain a valid Provincial liquor license.
- Provide an adequate hot meal menu for a consistent 7-day cycle. Selection of beverages needs to be offered in restaurants as well.
- Consistent 7-day cycle of beverage cart with an adequate selection of alcoholic beverages.
- Work with golf tournaments and events for catering. Selection and price should be reviewed by the City.
- Ensure a clean and presentable location for dining area, kitchen, bathrooms, and beverage carts.
- Service to the public is encouraged but any service to the public should not interfere with the ability of golf users' reasonable access to adequate food and beverage services.
- All food & beverage inventory, food consumables, and cleaning consumables will be the responsibility of the Vendor.
- Vendor must abide by any beverage sales or other agreements required by the City.
- Provide an annual end of season deep cleaning of the facilities commercial kitchen including but not limited to all appliances, sinks, countertops, cupboards, and floor. The City will coordinate pre and post-cleaning walkthroughs to ensure needs are met.
- Optional – City may be willing to extend this service into the winter months under the assumption that services are provided to the Lloydminster Curling Club.

Customer Experience and Marketing

- Serve as the primary point of contact for customers
- Maintain high standards of service delivery
- Work with the City's Marketing team to:
    - Promote the facility
    - Increase participation
    - Enhance brand visibility

Sponsorship

- The City is open to the possibility of the Vendor selling sponsorship on the golf course.
- Sponsorship inventory would need to be pre-approved in writing from the City on what types and prices for sponsorship, as the golf course image will need to be preserved.

Facility Maintenance

- The City will provide any facility maintenance staff or contractors for major repairs as required to safely operate within the facility.

- The Vendor will be responsible for any minor upgrades that are requested by the Vendor and is a direct need of the Vendor.

Health and Safety
- Follow City safety policies.
- Suspend play during unsafe weather or other conditions in consultation with the City.
- Participate in site inspections as requested.

Security
- Secure facility with approved facility lock up procedures.
- Ensure secure cash handling processes.

Finance
- The City would collect all funds for all golf related sales and for any other product that is processed under the City terminal in the Pro Shop.
- If any additional products are processed under the City payment terminal, the City would issue payment back to the Vendor for their product i.e. golf merchandise.
- It would be the City's preference that all golf related revenue is of the City's and the payment back to the Vendor is a flat rate annual fee.
    - The City may be open to innovative funding models including flat rate fees with profit share after a set amount.

Understanding that weather and operational factors may impact hours of operations, but the Vendor will be expected to open the pro shop facility and provide adequate customer services during golf course operations including the following:

Pre-Season (April 1 to opening of Golf Course/Driving Range)
- Monday to Friday 9:00 am to 5:00 pm

Opening of Golf Course/Driving Range to Closing of Golf Course/Driving Range
- Monday to Sunday 6:00 am to Dusk

Winter Season (Closing of golf course to March 15th)
- Not required.
- Must be able to begin booking tournaments remotely as of February 15th.

The City will provide the following:
- Bookings system for the Pro Shop operation.
- Two City provided point of sale PC terminals.
- Two City provided debit terminals for the Pro Shop.
- One printer.
- Three phone handsets (2 pro shop, 1 office, 1 restaurant)
- Brinks cash deposit box.
- The utilities for the operation including heat, water, and power
- Golf Carts including fuel
- Two beverage carts
- Marketing for Golf seasons
- Score cards, pencils, and range balls.
- Pro shop space
- Back shop space
- Restaurant and commercial kitchen space
- Internet connectivity for City supplied equipment.
- Determine all prices for all related golf operations revenues except for merchandise in pro shop, golf lessons, and food and beverage sales. Pricing for leagues and sponsorship will be done in coordination with the City.

2.2.3 Risk Management
Vendors should identify stakeholders and any potential risks associated with each stakeholder, assess the severity and impacts of each risk, and identify how each risk will be managed.

2.2.4 Environmental Impacts

Potential Vendors shall submit within their plans any environment concerns.

2.2.5 Concept Review

Any questions regarding the space of the facility will be answered during the site visit.

2.3 Schedule

Consultant is responsible for meeting the deliverables within the timelines stated in this document. The timelines should take into account the following project milestones.

Table 2 - Project Milestones

DATE	MILESTONE
October 5th, 2026	Award to Vendor
October 2026	Kick-off meeting
February 2027	Occupation of the space.
May – October (weather pending)	Approx. Golf Season
October – March	Approx. Curling Season

3 PROPOSAL CONTENT AND EVALUATION

3.1 Proposal Evaluation Criteria and Weighting

Proposals meeting the requirements of this RFP will be evaluated in accordance with the criteria and weighting shown below in Table 3.

Table 3 - Evaluation Criteria and Weighting

ITEM	EVALUATION CRITERIA	WEIGHT
1	Business Proposal	25
2	Interview	15
3	Qualifications	20
4	Project References	5
5	Financial Summary	35
	TOTAL	**100**

The Vendor's responses to Items 1-4 will be considered as the technical score of the Proposal and will be scored by the Evaluation Team using a scale between 0 and 10 as shown below in Table 4. The scores will be averaged and then multiplied by the weight specified in Table 3. Proposals not reaching a minimum technical score of fourty out of sixty-five (40/65) will not be considered for award.

Each weighted score will be added to arrive at a total score for the Vendor. The City will evaluate and assign scores at the sole discretion of the Evaluation Team assigned to the project.

Vendors achieving or surpassing the minimum technical score, i.e., 40/65, will have their Financial Summary evaluated and references may be contacted. Please refer to Section 4.7 for Reference Requirements and Section 4.9 for Financial Summary Requirements.

The Evaluation Team will conduct the evaluation of Proposals in the following stages:

- **Stage I:**
  - Stage I will consist of a review to determine which Proposals comply with all of the Mandatory requirements. Proposals failing to satisfy the Mandatory Proposal content requirements as of the submission date will be excluded from further consideration.
- **Stage II:**
  - Stage II will consist of a review of any conflicts of interest of relational and financial interests disclosed by the proposed team and development of management strategies related to such. Strategies will be discussed with the respective team; however, the City reserves the right to refuse any Proposal where they deem appropriate management cannot be achieved.
- **Stage III:**
  - Stage III will consist of scoring by the Evaluation Team of each Proposal on the basis of the rated criteria. Each weighted score will be added to arrive at a total score. The Evaluation Team will evaluate and assign scores at the sole discretion of the Evaluation Team assigned to the project. A review of the financial information will occur at this stage for those that meet the minimum technical score, if applicable.
- **Stage IV:**
  - At the conclusion of Stage III, up to three (3) of the highest ranked Proposals may be shortlisted to participate in an interview process and will be scored according to the interview criteria, or the Evaluation Team will recommend award of the contract to the highest scoring submission. The interview criteria will be made available to the invited parties only.
- **Cumulative Score:**
  - At the conclusion of the interview (if necessary), all scores from Stage III and IV will be weighted and added with the highest-ranking respondent to be selected to enter into negotiations. At its discretion, the City reserves the right to commence negotiations with other respondents if they are unsuccessful in reaching an agreement on contract and commercial terms with the highest ranked respondent.

Table 4 - Rating Scale

SCORE	RATING	DESCRIPTION	STRENGTHS RELATIVE TO REQUIREMENTS	WEAK-NESSES	CONFIDENCE IN PROPOSAL
9-10	Excellent	The Proposal addresses all requirements completely, exhibits outstanding knowledge, creativity, innovation or other factors beneficial to the RFP	Surpasses requirements with numerous strengths	None	Very High
6-8	Good	The Proposal addresses all requirements completely and addresses some elements of the requirements in an outstanding manner	Meets requirements with some strengths.	Minor weaknesses	High
5	Moderate	The Proposal addresses all requirements	Meets requirements with minimal strengths	Moderate – does not outweigh the strengths	Moderate
3-4	Marginal	The Proposal meets some of the requirements	Meets some requirements with some clear strengths	Outweigh the strengths	Low

1-2	Unacceptable	The Proposal meets few of the requirements	Meets few requirements with few strengths	Significant	Poor
0	Unqualified	The Proposal meets no requirements	Meets no requirements and no strengths	Weaknesses in all areas	No Confidence

3.2 Proposal Irregularities and Clarifications

Vendors acknowledge that in the event where a minor Bid irregularity occurs, and the total price does not equate to the sum of the extended price, or the extended price does not equate to the individual unit price, the price per unit will prevail over all and the extensions will be corrected accordingly by the City.

The City reserves the right to seek clarification of any Vendor's Proposal without being obligated to seek clarification from any other Vendor.

4 PROPOSAL FORMAT REQUIREMENTS

Proposals' content should be no more than twenty (20) pages and be organized in the following format to ensure proper evaluation:

1) Cover Page
2) Executive Summary
3) Table of Contents
4) Project References
   a) Corporate Profile
   b) Project Profiles
5) Key Staff Qualifications and Experience
6) Business Proposal
7) References
8) Project Schedule
9) Financial Summary
10) Additional Features / Value Added
11) Appendix A – Addenda (completed table as required)
12) Appendix B – Consent Form (completed and signed – provided in Appendix A of this RFP)
13) Appendix C – Mandatory Requirements Documentation (if available)
14) Appendix D – Key Staff Resumes
15) Appendix E – Other Information

The page limit does not include the Cover Page, Executive Summary, Table of Contents, or the Appendices.

4.1 Cover Page

The cover page must include the City's RFP name and number.

4.2 Executive Summary

The executive summary presents highlights of the Vendor's Proposal. The executive summary should not be longer than two (2) pages.

4.3 Table of Contents

Vendors should provide a table of contents outlining their Proposal.

4.4 Project References

Vendors are to explain why their firm is the best choice to deliver the Scope of Work as described in the RFP. Key strengths should be clearly identified. Other pertinent information demonstrating the Vendor's experience and past performance should be included.

Vendors should discuss their future direction where it may positively impact and increase Service capabilities offered to the City over the life of this project.

Provide a summary and related references for at least two (2) projects completed, preferably within the last ten (10) years, for which the Vendor has provided **similar services**. These reference projects must:

1) Be similar in nature to the project for which the Proposals are being sought;
2) Have a required scope of work similar in nature to this project; and
3) Preferably have been performed by **key personnel** substantially the same as the one proposed for this project.

The summary for each project should include:

1) Name, location, and brief description of the project;
2) Name of client (owner) and contact information of the client's representative;
3) Identification of the prime consultant (and sub consultant team, if applicable), including names of key personnel;
4) Contract start and end dates; and
5) Client's and other participant's **commendations**.

4.5 Key Staff Qualifications and Experience

Vendors must include, together with their sub consultants (if applicable), a list of key staff that will be involved in the project. A resume must be provided for each staff member that includes, but is not limited to, qualifications, education, experience, capability and current workloads. The location of the offices of the key team members must be identified. **The Proposal should clearly identify the roles each key staff will be responsible for in the implementation of the anticipated Agreement**.

Include a proposed organization chart to describe how the prime consultant and sub consultant team will be organized, by indicating formal reporting lines and informal lines of communication.

If a change to this list is required after the project is awarded, the Consultant must submit a written request to the City to authorize the change. Any proposed replacement of a key staff member must have, in the opinion of the City, equivalent or better qualifications than the original staff member.

4.6 Business Proposal

The Vendor should include a clear explanation of their proposed approach including a detailed plan for each item listed in **Section 2.2**. The Vendor should also include any innovative solutions, comments, and ideas pertaining to the project that may not have been addressed in the RFP as they see fit.

Information regarding how the Work described in **Section 2.2** will be accomplished and any other considerations not addressed will be assessed as part of the Business Proposal.

4.7 References

Vendors are fully responsible to ensure the contacts provided as references are willing or able to provide a reference. Vendors must provide a minimum of two (2) references but may provide more in the order of preference to be contacted. Vendors are to include information with regard to their references including the reference's name, title, company, location, phone number, and a brief description of Services provided. References provided in this section may be the same as those provided as corporate references.

The City reserves the right to contact two (2) or more references provided but may only score based on the first two (2) references contacted. References may be contacted by phone during regular business hours (8:00am to 5:00pm MST) on weekdays only. If less than two (2) references can be reached, this will be considered a negative reference and the overall score of the Proposal will be adjusted down by two and a half (2.5%) percent for each, to a maximum penalty of five (5%) percent.

Reference checks will entail a predetermined set of generic questions intended to help assess key staff qualifications, corporate qualifications, past performance and customer service. Questions will focus on primarily:

1) Quality of Service;
2) Communication;
3) Ability and Effectiveness of Project Leadership/Management; and
4) Adherence to Schedule and Cost.

4.8 Financial Summary

Vendors are to provide a detailed cost breakdown detailing each function (e.g. Pro Shop, Restaurant Services, etc.), project team member, estimated man hours, hourly rates and disbursements per season. Reimbursable expenses and travel costs are to be included in the cost breakdown. Costs for all services required to complete the Scope of Work found in Section 2.2 are to be included in the cost breakdown. Where applicable, additional costs associated with implementing the value added or innovative ideas must be identified as optional. Proposals will be evaluated based upon the defined Scope of Work. The City may opt to include any proposed or optional innovative ideas in the Vendor's Proposal to the Scope of Work and the estimated cost provided will be included in the Bid Price.

The financial evaluation will be calculated using the following formula:

$$\text{Financial Summary Score} = \text{Max Points} \times \frac{\text{Low Bid}}{\text{Bid Being Evaluated}}$$

The City reserves the right to negotiate all pricing prior to entering into a formal Agreement, which will be evaluated relative to current lease space pricing.
The Bid price will be used to enter into an Agreement with the Vendor. If there are any clarifications to be made or additional items that should be included in the project scope, the Vendor must notify the Project Owner. Change of Scope documents will not be issued for an amount greater than fifteen percent (15%) of the maximum upset limit; rather the project may be cancelled, and a new RFP will be issued based on the proposed changes.

The Financial Summary provided within the RFP submission will become the baseline for which performance of the Vendor will be measured.

4.9 Additional Content

Vendors may, at their discretion, include additional information which they consider relevant to ensure a full and proper evaluation.

5 GENERAL TERMS

5.1 Site Examination

The Vendor is responsible to examine the work site to satisfy itself of the nature, location and surroundings of the area pertaining to the Work prior to submitting a Proposal. Failure to do so will not relieve the successful Vendor of their obligation to perform the Services in accordance with the provisions of this RFP and its Proposal.

5.2 Communications

Vendors are required to ensure that no communication is made by the Vendor or its representatives, including any retained third-party representatives, to promote or oppose any Proposal, make any public announcement, or communicate with any news media in any way unless such communication has first been approved by an appropriate City Official. Failure to comply with this communications section may affect the current Agreement, as well as eligibility for future Agreements.

5.3 Conflict of Interest and Prohibited Conduct

For the purposes of this RFP, the term “Conflict of Interest” includes, but is not limited to, any situation where:

1) In relation to the RFP process, the Vendor has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to:
   i) Having, or having access to, confidential information of the City in the preparation of its Proposal that is not available to other Vendors,
   ii) Communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or
   iii) Engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair; or
2) In relation to the performance of its contractual obligations under a Contract for the deliverables, the Vendor’s other commitments, relationships or financial interests:
   i) Could, or could be seen to, exercise an improper influence over the objective, unbiased an impartial exercise of its independent judgment,
   ii) The Vendor has a pecuniary interest in the business of any third party that would cause, or seem to cause a conflict of interest in carrying out any of the Work; or
   iii) Could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

5.3.1 Disqualification for Conflict of Interest

The City may disqualify a Vendor for any conduct, situation or circumstances, determined by the Municipality, in its sole and absolute discretion, to constitute a disclosed or undisclosed conflict of interest as defined above. Should any such conflict be acquired during the blackout period, the Vendor must immediately declare it to the City. The City will, immediately upon notification, take action as it deems appropriate. This may include rejection of the submitted Proposal.

5.3.2 Disqualification for Past Performance or Past Conduct

The City may prohibit a Vendor from participation in a procurement process based on past performance or based on inappropriate conduct in a prior procurement process, including but not limited to the following:

1) Illegal or unethical conduct; or
2) The refusal of the Vendor to honour its submitted pricing or other commitments

5.4 Debriefing

Vendors may request a debriefing with the Project Owner within ten (10) business days of (Council) award; however, the briefings will not be scheduled until after an Agreement has been executed. Under no circumstances will a debriefing be held prior to full execution of an Agreement.

5.5 Request for Proposal Confidentiality

All information provided by or obtained from the City in any form in connection with this RFP either before or after the issuance of this RFP:

1) Is the sole property of the City and must be treated as confidential;
2) Is not to be used for any purpose other than replying to this RFP and the performance of any subsequent Agreement for Deliverables;
3) Must not be disclosed without prior written consent from the City; and
4) Must be returned by the respondent to the City immediately upon the request of the City.

5.6 Proposal Confidentiality

All documents submitted to the City will be subject to the protection and disclosure of The Local Authority Freedom of Information and Protection of Privacy Act. Notwithstanding the above, Vendors should note that some financial and technical scoring may be disclosed if brought forward to Council meetings. The awarded Contract amount may be posted to the tendering website in accordance with legislation.

5.7 Negotiations Clause

Once the evaluation team has determined the highest scored Proposal, and prior to the execution of the Agreement, negotiations may be taken up with the chosen Vendor to refine the details of the Agreement regarding the services requested in this RFP. Negotiations may include minor additions, deletions, or modifications to the Scope of Work.

If the City and the highest scored Vendor cannot agree and negotiate a successful Agreement, the City reserves the right to terminate negotiations and enter into negotiations with the next highest scored Vendor or to cancel this Request for Proposal. This procedure may be carried on until a successful Agreement has been executed or all qualified Vendors have been rejected.

5.8 Limitations and Liability Clause

Notwithstanding anything to the contrary herein, by submitting a Bid, Vendors agree that any claim that the Vendor may have against The City and its employees, agents, consultants, elected officials and the Project Owner for damages, losses, or expenses or for any other legal relief, arising, directly or indirectly, under or in relation to this bid process (whether in contract, tort, or other legal theory) is limited to an amount equal to the Vendor’s actual and reasonable costs in preparing its Bid to a maximum of $5,000.00. For clarity, each Vendor specifically waives any claim for loss of profit or anticipated profit, loss of opportunity, loss of reputation, consequential or indirect losses or for judicial review or injunctive relief.

6 APPENDICES

6.1 Appendix A – Consent Form

VENDOR NAME:			
STREET ADDRESS:			
CITY:	PROVINCE:		POSTAL CODE:
REPRESENTATIVE:	PHONE NUMBER:		
E-MAIL:	FAX NUMBER:		
GST REGISTRATION NUMBER:			
AUTHORIZED SIGNATURE:		DATE:	
PRINT SIGNATURE AND TITLE:			

Consent

I am an authorized signing authority of the Vendor and have personal knowledge of the fact that the Vendor meets all mandatory requirements in this RFP and that the information provided within this Proposal is true and accurate.

The Vendor hereby acknowledges receipt of the following Addenda to the Bid Documents:

ADDENDUM NO.	DATE OF ISSUE	SIGNATURE

6.2 Appendix B – Contractor Safety Information Request Form and Responsibility and Accountability for Health and Safety Form

LLOYDMINSTER	CONTRACTOR SAFETY INFORMATION REQUEST FORM Revised January 2018

Contractor Safety Information Request Form

Date:		Contractor Name:	
Contractor Address:		Contractor Safety Contact:	
		Telephone #:	
Province(s) of Operation:		E-Mail Address:	

WCB Coverage

Contractors must have WCB Coverage. Please attach a current WCB clearance letter/letter of good standing for each province in which you are performing work for the City of Lloydminster.

Province:		Account #	
Province:		Account #	

Health & Safety Information

Does your company have a safety program? ☐ Yes ☐ No
If yes, please provide copy of Table of Contents of your Safety Program

Does your company have a current COR or SECOR? ☐ Yes ☐ No
If yes, please provide copy of certificate

If your company holds a COR or SECOR, provide the date and score of your last external audit: Date: ____ Score: ____

Does your company have an Alcohol & Drug Policy? ☐ Yes ☐ No

Does your company have a Harassment Policy? ☐ Yes ☐ No

Has your company received any safety warnings, orders, or citations in the past 3 years? If yes, attach information ☐ Yes ☐ No

Does your company have an Environmental Management System? ☐ Yes ☐ No

Has your company experienced any reportable spills or releases in the past 3 years? If yes, attach information ☐ Yes ☐ No

Provide statistics for the current year and past 2 years:	Fatalities	Lost Time Injuries	Modified Duty Injuries	Total Recordable Incident Frequency
Current Year:				
Last Year:				
Previous Year:				

If you are currently working on a Safety Program or have received any awards related to your program and company performance, please feel free to send a summary.

LLOYDMINSTER	CONTRACTOR SAFETY INFORMATION REQUEST FORM Revised January 2018

Hazard Assessment and Control

Do you complete pre-job hazard assessments before work begins?	☐ Yes	☐ No
Do you hold regular toolbox/tailgate meetings?	☐ Yes	☐ No
Do you hold regular safety meetings	☐ Yes	☐ No
Do you have a near miss/hazard identification program?	☐ Yes	☐ No
Are workers informed of on-the-job hazards?	☐ Yes	☐ No
Do you have job procedures for critical or potentially dangerous jobs?	☐ Yes	☐ No

Training

Do you provide on-the-job training to all employees?	☐ Yes	☐ No
Do you keep training and competency records for all employees?	☐ Yes	☐ No

Minimum Requirements

The City of Lloydminster has made certain training courses, documentation, and PPE mandatory and these are specific to the scope of work identified within the contract. Failure to meet these requirements mayresult in termination of services.

Training

Depending on the work being performed, contractors must complete certain training courses to meet City of Lloydminster or site-specific requirements such as, but not limited to, the following:

- Confined Space Entry & Rescue
- First Aid
- WHMIS 2015
- Ground Disturbance
- Fall Protection
- H2S Alive
- TDG
- Aerial Work Platform

Documentation

In addition to the documentation requests identified, the following documentation may be audited by the City of Lloydminster on a City owned or operated work-site:

- Copies of training certificates
- Worker competencies
- Task specific documentation, including:
  - Incident Report Forms
  - Hazard Assessments
  - Near Misses/Hazard IDs
  - Work Observations
  - Fall Protection Plan
  - Confined Space Entry Plan
  - Emergency Response Plan
  - Permits

PPE

Contractors are required to ensure that their employees wear PPE suitable to the hazards associated with the task at hand. PPE must be adequately maintained and contractor's employees must be suitably trained in it's use.

Name	Signature	Date (MMM-DD-YYYY)	☐ Documentation Attached

Responsibility and Accountability for Health and Safety – Contractor

Contractor responsibilities include:

- Reporting to work "fit for duty" and/or notifying their direct supervisor of any mental or physical conditions that may impact the performance of their assigned work tasks;
- Ensuring that their direct reports are "fit for duty" as related to their assigned tasks;
- Insisting on safe performance throughout their operations by ensuring subcontractors and employees are competent to do their work properly and are aware of their responsibilities and accountabilities;
- Ensuring that an effective health and safety program is in place or that they work to the standards of the City of Lloydminster's Safety Management System;
- Ensuring that their safety programs and operations personnel comply with contractual and regulatory requirements;
- Providing the time and resources required to enable subcontractors and employees to conduct their activities safely;
- Identifying and correcting physical and psychological hazards, unsafe work conditions, and unsafe acts;
- Ensuring that appropriate and well-maintained equipment is available and utilized to perform the work activity;
- Ensuring that all incidents are reported and investigated, and that corrective action is taken to prevent a recurrence;
- Ensuring that workers are informed about job hazards and are prepared to deal with any site-specific hazards on the work site;
- Ensuring that workers are aware of Duty to Refuse Unsafe Work legislation;
- Ensuring that personal protective equipment (PPE) is readily available at the work site, correctly used, stored, maintained, and replaced when necessary; and
- Providing proof of WCB coverage, and maintaining coverage, for the province in which work is being completed.

____
Contractor Company Name

Contractor - Representative's Printed Name and Signature	Date
City of Lloydminster - Hiring Representative's Printed Name and Signature	Date
City of Lloydminster - Manager, Health, Safety & Wellness Printed Name and Signature	Date

Copy to be sent to Safety