



**RURAL MUNICIPALITY
OF
WEST ST. PAUL**

**REQUEST FOR PROPOSAL 2026-03
Fire Services Operational & Sustainability Study**

Prepared by:

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1.0 GENERAL

- 1.1** The Rural Municipality of West St. Paul invites proposals from qualified consulting firms to complete a comprehensive Fire Services Operational & Sustainability Study. The study will assess the Municipality's current fire service delivery model and provide strategic, evidence-based recommendations to ensure service sustainability, financial accountability, and growth readiness over the short, medium, and long term.
- 1.2** The Municipality currently operates a paid-on-call fire service model and seeks an objective review that recognizes the strengths of this model while addressing emerging pressures related to growth, call volume, recruitment, training, and capital investment.
- 1.3** Proponents responding to this RFP are requested to submit a full and complete proposal. The proposal shall address the proponent's qualifications, experience, proposed methodology, work plan, and pricing. A combination of the technical submission and price proposal will constitute the proposal.

2.0 BACKGROUND INFORMATION

- 2.1** The Municipality is a growing community adjacent to the City of Winnipeg and currently provides fire protection services to an estimated population of 10,796. The Municipality is an attractive community in which to live, raise a family or conduct business. The Municipality has three major transportation and high load corridors (Provincial Highways 8, 9 and 101).
- 2.2** Increased development, call volume growth, recruitment pressures, training demands, and capital investment requirements have prompted Council and Administration to seek an independent review of the Municipality's fire service delivery model.
- 2.3** The purpose of this study is to:
 - Assess the sustainability, scalability, and financial cost clarity of the current fire service model;
 - Understand how growth will affect service delivery capacity;
 - Improve long-term financial planning and reporting clarity;
 - Address recruitment, retention, and training pressures;
 - Align capital investments with risk, development, and service demand; and
 - Assess administrative staffing and administrative risk.

The intent of this RFP is not to presuppose a transition to a full time fire service model, but rather to explore scalable and sustainable options that align with the Municipality's size, risk profile, and growth projections.

3.0 INSTRUCTIONS TO PROPONENTS

- 3.1 The proposals, titled "**Request for Proposal 2026-03 Fire Services Operational & Sustainability Study**" are to be submitted to:

Rural Municipality of West St. Paul
3550 Main Street
West St. Paul, MB R4A 5A3
Attention: Jeffrey Simpson, Chief Administrative Officer

not later than **2:00 p.m. on April 9, 2026.**

- 3.2 The Proponent must submit one paper copy and one copy in PDF format on a USB flash drive of the fully completed proposal signed and sealed by the Proponent.
- 3.3 Proposals submitted after the closing time will not be accepted. Proposals will be opened in public view following the specified closing date and time.
- 3.4 Submission packages shall include the following:
- 3.4.1 Letter of intent demonstrating the proponent's understanding of the project and proposed approach. Proponents should demonstrate their capabilities to undertake the Study and describe their approach in a thorough, concise and clear manner for carrying out the work (**Mandatory required**).
- 3.4.2 Include information related to following (**Mandatory required**):
- a) Corporate Profile – A brief Corporate Profile will cover the company's history, office locations(s), individuals(s) who will be assigned to lead the project team including the same for any sub-consultant services. The profile should also include the list of in-house expertise and disciplines that are provided by the firm/corporation.
 - b) Proponent's team – Proponents are to clearly identify each member on the project team and describe the involvement they have on the team. Each team member will include a personal resume complete with their experience. The proponent should identify the team member(s) that will be the primary client contact(s).
 - c) Proponent's experience – The proponent will provide a list of projects with related experience and expertise for the past five (5) years starting with the most recent on similar scoped projects, preferably on municipal fire services, emergency services, or comparable operational service reviews.
 - d) For proponents that plan to utilize sub-consultant services, the same must be included for all.

- e) Proposed Fees to undertake conceptual planning and design task including fees for services, disbursements, and travel expenses.
- 3.4.3 A list of three references who may be contacted. Each of the references shall include client's name, contact person, title, email, and phone number related to the work done within the last five (5) years (**Mandatory required**).
 - 3.4.4 Provide a copy of the certificate of insurance along with the copy of professional practicing license provided by appropriate licensing organizations (i.e. Manitoba Association of Architects, Engineers Geoscientists Manitoba, etc.) (**Mandatory required**).
 - 3.4.5 Any other relevant information to satisfy the requirements of evaluation criteria or value-added services.
- 3.5 All communications regarding this RFP shall be sent to Jeffrey Simpson via email at info@weststpaul.com. The Municipality will assume no responsibility for oral instructions or suggestions. Should the Proponent find discrepancies in, or omissions from the specifications, or should the Proponent be in doubt as to their meaning, the Proponent must notify the Municipality's contact above which may issue written addenda.
 - 3.6 Any issued addendum shall be acknowledged and submitted with the proposal. Failure to acknowledge issued addendum and not submitting a copy with proposal may result in disqualification.
 - 3.7 By submitting a proposal, the Proponent agrees:
 - 3.7.1 That it is solely responsible for ensuring that it has all information necessary to prepare its response and for independently verifying and informing itself with respect to any terms or conditions that may affect its proposal.
 - 3.7.2 To hold harmless the Municipality, its elected officials, officers, employees, agents or advisors and all of their respective successors and assigns, from all claims, liability and costs related to all aspects of the RFP process.
 - 3.7.3 That it shall not be entitled to claim against the Municipality, its elected officials, officers, employees, insurers, agents or advisors on grounds that any information, whether obtained from the Municipality or otherwise (including information made available by its elected officials, officers, employees, agents or advisors), regardless of the manner or form in which the information is provided is incorrect or insufficient.
 - 3.7.4 That the Municipality will not be responsible for any costs, expenses, losses, damages or liability incurred by the Proponents as a result of, or arising out of, preparing, submitting, or disseminating a submission, or for any

presentations or interviews related to the response, or due to the Municipality's acceptance or non-acceptance of a submission.

- 3.7.5** To waive any right to contest in any proceeding, case, action or application, the right of the Municipality to negotiate with any proponent for the Contract whom the Municipality deems, in its sole and unfettered discretion, to have submitted the response most beneficial to the Municipality and acknowledges that the Municipality may negotiate and contract with any Proponent it desires.
- 3.7.6** Each Proponent must make full disclosure of any personal or business relationships with any member of Municipal Council or any staff members. Disclosure, if any, must be made in writing and accompany the Proponent's response.
- 3.8** The Submissions received shall remain irrevocable for a period of sixty (60) days following the RFP Closing Date to allow the Municipality to undertake the evaluation of the submissions received and any negotiations with the proponents (if necessary).
- 3.9** After the RFP Closing Time, the Municipality will review and evaluate all the responses received based upon the information supplied by the Proponents in accordance with the submission requirements of this RFP.
- 3.10** In evaluating the submissions received, the Municipality will have the sole and unfettered discretion to award up to the maximum number of points for each criterion as listed therein. By submitting a proposal, the Proponent acknowledges and agrees that the Municipality has, and is hereby entitled to exercise, the sole and unfettered discretion to award the points for the evaluation of the noted criteria.
- 3.11** At any time prior to execution of the Contract, the Municipality may, in its sole and unfettered discretion, or for its own convenience, terminate the procurement process, cancel the Work, or proceed with the Work on different terms. All of this may be done with no compensation to the Proponents or any other party.
- 3.12** By submitting a proposal, each proponent acknowledges and agrees that it waives any right to contest in any legal proceedings the decision of the Municipality to award points in respect of the criteria noted therein (the "Evaluation Criteria").
- 3.13** This RFP is not a tender and is not subject to the laws of competitive bidding. No bid contract or agreement is created by the submission of a response.

4.0 KEY DATES

Issue of RFP	March 12, 2026
Site Visit	March 20, 2026

Question Period Deadline	March 31, 2026, before 4:30 p.m.
Addenda Issuing Deadline	April 7, 2026, before 4:30 p.m.
RFP Closing	April 9, 2026, at 2:00 p.m.

Note: The time shown is in local time (CST).

The Municipality reserves the right, at its sole discretion, to adjust the key dates as it deems necessary.

5.0 SCOPE OF WORK

5.1 Proponents must address, at a minimum, the following five focus areas:

5.1.1 Service Model Sustainability and Growth Readiness

The study must evaluate how the existing paid-on-call service model can adapt to increased demand without defaulting prematurely to a full-time staffing recommendation.

At a minimum, proponents must include:

- Assessment of current POC capacity relative to historical and projected call volumes;
- Analysis of service demand under multiple growth scenarios;
- Evaluation of scalable service delivery options, such as:
 - Enhanced POC availability models
 - Hybrid or duty-crew approaches
 - Operational efficiencies that extend current capacity; and
- Clear articulation of assumptions used in modeling and recommendations.

Recommendations must prioritize scalable paid-on-call and hybrid service delivery options and shall be explicitly tied to defined growth thresholds, service outcomes, and risk factors.

Any recommendation that relies on the introduction of full-time staffing models must clearly demonstrate why paid-on-call or hybrid alternatives cannot reasonably achieve the required service outcomes at the identified growth thresholds.

5.1.2 Recruitment, Retention and Compensation Strategy

The study must assess the Municipality's ability to recruit and retain paid-on-call members in a competitive and evolving labour environment.

The review shall include:

- Analysis of recruitment pipelines and barriers;

- Assessment of retention risks, including workload, availability demands, and burnout;
- Compensation benchmarking, including:
 - POC hourly and call-out rates;
 - Officer premiums and supervisory compensation;
 - Incentives and allowances;
- Review of non-wage retention strategies, such as:
 - Scheduling and availability management;
 - Recognition and engagement practices; and
 - Workload distribution, administrative workload, risk and role clarity.

Recommendations should balance service reliability with long-term cost sustainability.

5.1.3 Training, Certification and Readiness Management

The study must evaluate training requirements and costs within a paid-on-call environment, particularly during periods of recruitment and growth.

Proponents must address:

- Forecasting of training demand under various growth and recruitment scenarios;
- Cost-effective training delivery strategies, including:
 - Phased training models;
 - Regional or shared training opportunities;
 - Staged onboarding for new recruits; and
- Approaches to maintaining compliance with mandatory certification requirements while managing budget volatility.

The study should provide options to better smooth training costs over time.

5.1.4 Financial Clarity, Cost Controls and Performance Metrics

The Municipality seeks improved clarity and accountability in fire service costing and reporting.

The study must include:

- Clear methodologies for:
 - Cost per call;
 - Training cost per member;
 - Availability and call-out costs;
- Review of attendance tracking and call-out payment accuracy;
- Recommendations for improved data collection, validation, and reporting; and

- A proposed set of performance metrics suitable for regular Council oversight.

The goal is to support informed budget decisions and improve confidence in financial controls.

5.1.5 Capital Planning and Infrastructure Alignment

The study must review how capital assets and infrastructure align with current and future service needs.

This component must include:

- Review of apparatus replacement timing, justification, and lifecycle planning;
- Assessment of alignment between capital planning and:
 - Development patterns;
 - Hydrant coverage;
 - Community risk profile;
- Consideration of reserve funding strategies and development-related contributions; and
- Identification of opportunities to better align capital investment with actual service demand and risk.

5.1.6 Stakeholder Engagement

Proponents shall describe a stakeholder engagement approach appropriate to the scope of this study. At a minimum, engagement is expected to include consultation with:

- Municipal Council representatives;
- Senior Administration; and
- Fire service leadership.

The intent of engagement is to inform the analysis, validate assumptions, and support practical, implementable recommendations. Extensive public engagement is not required unless explicitly proposed by the Proponent as a value-added service.

5.1.7 Deliverables

At a minimum, the successful Proponent shall provide the following deliverables:

- Draft Report:
A comprehensive draft report summarizing findings, analysis, and preliminary recommendations for Administration review.

- **Final Report:**
A final report incorporating feedback from Administration, suitable for public release and Council consideration.
- **Council-Ready Presentation:**
A presentation summarizing key findings, growth-based service options, financial implications, and recommended next steps, suitable for delivery to Council.
- **Technical Appendix:**
A supporting appendix documenting:
 - Key assumptions used in modelling and analysis;
 - Growth and demand scenarios evaluated;
 - Cost drivers, sensitivities, and limitations of the analysis; and
 - Data sources and methodologies.

All deliverables shall be provided in electronic format (PDF and editable format) and written in clear, plain language suitable for a non-technical audience.

6.0 PRICE PROPOSAL

- 6.1** The upset price for this project is \$60,000, exclusive of GST although cost will be a consideration in the evaluation of proposals. Proposals must provide a detailed cost breakdown.

7.0 SITE VISIT

- 7.1** A site visit is mandatory. If required, details will be issued by addendum.

8.0 EVALUATION CRITERIA

- 8.1** The following criteria will be used to evaluate the proposals:

8.1.1 The Municipality will review the documents submitted as part of Mandatory Requirements and Other Submission Requirement (**Step 1 of evaluation**). Failure to submit mandatory required documentation can result in proposal disqualification.

8.1.2 The Municipality will then rate the proposals based on the criteria below (**Step 2 of evaluation**):

Evaluation Criteria	Points available
Consulting Team Experience and Capacity	15
Project Understanding and Municipal Fire Services Expertise	40
Stakeholder Engagement Plan	20

Methodology and Deliverables	15
Cost Proposal and Value-Added Services	10
Total Points Available	100

- 8.1.3** The Municipality will then begin any negotiations as required with the proponents (**Step 3 of evaluation**).
- 8.1.4** The last step would be to reach an agreement for the provision of services with the successful proponent post any negotiations. Please note that if the Municipality and the highest rank proponent cannot reach an agreement, then the Municipality may negotiate with any other proponent (**Step 4 of evaluation**).
- 8.1.5** The evaluation score and ranking of proponents are confidential, and no details will be disclosed to any other proponents.
- 8.1.6** The Municipality reserves the right to disqualify the proposal if mandatory required documents are not provided as requested.
- 8.1.7** The Municipality reserves the right to seek clarification from any proponent to assist in the evaluation of its proposal.

9.0 ACCEPTANCE OR REJECTION OF PROPOSALS

9.1 Following conditions are applicable to accepting or rejecting proposals:

- 9.1.1** Any award will be subject to the Municipality's approval.
- 9.1.2** The Municipality reserves the right in its sole discretion:
- a)** To accept the proposal which it deems to be most appropriate and to waive any deviations in the proposal.
 - b)** To reject all proposals and to invite new proposals.
 - c)** To reject all proposals and to conclude the RFP process.
 - d)** To increase, decrease, delete any portion of the scope of work.
 - e)** To enter into negotiations with Proponents on any or all aspects of their proposals.
 - f)** To negotiate with the sole responsive Proponent to ensure best value to the Municipality.

10.0 NEGOTIATION

10.1 The contract for proposed services is subject to negotiations with the lead proponent including, but not limited to, the following:

10.1.1 Changes or work refinements in the service requirements or scope of services proposed by the proponent.

10.1.2 Price – if directly related to a change or refinement in the proposed scope of services proposed by the vendor.

10.1.3 Specific Contract details as deemed reasonable for negotiation by the Municipality.

10.2 If it appears to the Municipality, in the Municipality's sole opinion, that the agreement may not be executed by the lead proponent, the Municipality may, at its sole discretion and without liability, immediately terminate all further negotiations and attempts to finalize the agreement with the lead proponent and select another proponent.

11.0 FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (Manitoba)

11.1 All documents and information, including books, maps, drawings, photographs, letters and information that is written, photographed, recorded or stored in any manner, submitted to the Municipality in response to this document are records in the custody and control of the Municipality and, as such, may be subject to the access and privacy provisions of the *Freedom of Information and Protection of Privacy Act* (Manitoba) and other legislation, whether currently in force or enacted in the future. Under the *Freedom of Information and Protection of Privacy Act* any person has the right of access to records in the custody or control of the Municipality, subject to limited and specific exceptions as set out in the Act.

11.2 Proponents to this document should identify all information that they consider confidential and the basis for confidentiality, including those parts of their submission that relate to:

11.2.1 Trade secrets or commercial, financial, labour relations, scientific, or technical information supplied in confidence, where disclosure could reasonably be expected to harm the competitive or negotiating position of a third party, interfere with contractual negotiations, or result in undue financial loss or gain (Section 18).

11.2.2 Personal information regarding individuals who would provide services related to this document, including their names, qualifications, experience, and employment history (Section 17).

- 11.3** While the Municipality will make every reasonable effort to protect the confidentiality of information identified by the proponent as confidential using the applicable provisions of the *Freedom of Information and Protection of Privacy Act*, other sections of the Act may apply, and the information may have to be disclosed to members of the public who request access to records in the Municipality's custody and control.
- 11.4** The Municipality will not disclose, to the extent permitted by law, the evaluation and rating of submissions to this document. This document is intended to provide general information regarding the proponent's obligations under the *Freedom of Information and Protection of Privacy Act* in relation to the handling of information and records under the Agreement. Proponents may wish to seek their own legal advice on specific aspects of these obligations.

12.0 INSURANCE

- 12.1.** All policies of insurance shall be written by insurers adequately licensed to underwrite insurance in the jurisdiction where the municipality is located.
- 12.2.** The Proponent shall require all Subconsultants engaged to carry professional liability insurance consistent with those required under the contract.
- 12.3.** The Proponent shall carry professional liability insurance under a policy that insures the Professional Services, and that:
- 12.3.1.** has limits of not less than \$2,000,000 per claim and with an aggregate limit of not less than \$2,000,000 within any policy year, and a deductible not exceeding \$50,000, which shall be the responsibility of the *Consultant*; and
 - 12.3.2.** is maintained continuously from the commencement of the *Professional Services* for a period of executed contract.
- 12.4.** The Proponent shall carry from the date of commencement of the Professional Services for a period of contract:
- 12.4.1.** Commercial General Liability Insurance with limits of not less than \$5,000,000 per occurrence.
 - 12.4.2.** Automobile Liability Insurance with limits of not less than \$2,000,000 per occurrence.

END OF DOCUMENT