



# **TOWNSHIP OF SOUTH FRONTENAC**

## **Request for Proposal**

**RFP #DS-2021-03**

## Consulting Services to Prepare a Verona Housing Master Plan

**Submission Deadline: Friday, March 26<sup>th</sup>, 2021 at 3:00 p.m. EST**

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## Purpose

The Township of South Frontenac is seeking proposals from qualified consultants to develop a Master Plan for two housing developments and adjacent lands in the downtown core of the Verona settlement area.

The Plan is intended to provide community context, connectivity and compatibility between two housing developments – a greenfield seniors affordable housing project being initiated by the Township, and an existing social housing development currently being redeveloped – and their adjacent lands/uses, including how this increased density of housing which flanks the Main Street can help support the downtown and the range of services and amenities that residents will access.

Pedestrian and vehicular transportation is key to this exercise, with the Master Plan providing recommendations for addressing current and future parking management, both on-site and adjacent to the main street, as well as looking at opportunities to improve trail access and connections for active transport through the central core of the village and between the trail, downtown and the waterfront.

The role of communal servicing to support higher density and a greater variety of housing in proximity to downtown should also be considered, including locations where communal services could be located and how alternate servicing options could support affordable housing goals at mixed price points and for multiple demographics.

Ultimately, the Plan will serve as a tool for visualizing the massing, uses and compatibilities within the study area; provide a framework and guidance for future planning applications; and facilitate anticipated development of key properties future connectivity and revitalization of adjacent lands.

## Background

The Township of South Frontenac (“The Township”) is a rural lower tier municipality, within the County of Frontenac, located in Eastern Ontario north of the City of Kingston. The total permanent population (2016) of the Township is approximately 19,100 with 10,557 dwellings, of which 3,098 are seasonal. The Township stretches across 970 sq. km. with over 75 named lakes, rolling farm land, and mixed forest on the edge of the Canadian Shield and Frontenac Arch Biosphere.

The Township is comprised of four (4) districts: Bedford, Loughborough, Portland and Storrington. These districts represent the four former Townships that amalgamated to form the Township of South Frontenac in 1998.

The Township is characterized by a blend of expansive rural lands and settlement areas. The existing employment base is concentrated in retail, small to medium-scale industrial and commercial businesses and home occupations, government and education, accommodation and food services, agriculture and tourism. The Township has a strong rural and agricultural history. Agriculture is evolving in the Township with growing interest in value added agricultural opportunities in close proximity to the urban centre of Kingston.

According to a recent County of Frontenac Growth Study, the Township is forecast to receive 80% of the expected permanent population growth within Frontenac County between 2016 and 2046. This growth is anticipated given the Township's proximity to the City of Kingston and its natural amenity value. In 2016, nearly 78% of employed South Frontenac residents worked within the boundaries of the City of Kingston.

### Growth Prospects

The permanent population of South Frontenac is forecast to increase over the next 30 years, from approximately 19,100 in 2016 to 23,800 in 2046. Total permanent households are expected to increase from roughly 7,200 in 2016 to 9,700 in 2046.

South Frontenac is home to a significant seasonal population who recreate and enjoy the natural amenities and lakes the Township has to offer. South Frontenac has an active waterfront community which draws a seasonal population from the Greater Toronto Area, Ottawa, Montreal and the north-eastern United States. Over the period from 2016 to 2046, growth is also anticipated within this seasonal population. Overall, the combined seasonal and permanent population is forecast to increase from 29,400 in 2016 to 34,800 by 2046.

Growth opportunities within the Township's local employment base also represent a key driver of future housing demand and population growth. Quality of life attributes offered in South Frontenac are also expected to drive net migration from a broad range of demographic groups, including first time home buyers, families, empty nesters and seniors. The Township of South Frontenac's rural character, proximity to the City of Kingston and access to a wide range of recreational opportunities represents a draw to both new residents and businesses.

### Hamlet of Verona

The Hamlet of Verona lies at the southern edge of the Canadian Shield, in the western part of the Township in the district of Portland. With Highway 38 running through the downtown core, Verona enjoys fast access to major centres including Kingston within a half hour drive and Ottawa within two hours. The Hamlet lies at the edge of Verona Lake and possess a mix of farmland, rocky-shored lakes, and woodland topography. As a full service community with a population of close to 2,000 people Verona is an attractive destination and gateway for cottagers, outdoor enthusiasts, families and retirees.

### Affordable Housing Need

With an aging and diversifying population, seniors housing in South Frontenac has become a growing priority. Recent studies have examined the housing need across Frontenac County within the context of the broader housing market and identified a number of potential options for meeting seniors' needs throughout the County. As a result of this work, County Council designated seniors housing as a priority and allocated funds to explore the feasibility of, and prepare business plans for, developing affordable housing projects to meet those needs. Under this initiative, a 2017 Business Plan report for seniors' affordable housing in South Frontenac was developed in consultation with *Refact* and *SHS Consulting*.

## Housing Project Background

In 2010-11, the City of Kingston and County of Frontenac undertook development of a Municipal Housing Strategy (MHS). The strategy involved a comprehensive, multi-phase process which examined housing needs, supply trends and priority gaps within the regional housing market. A detailed review of current policies, programs and local initiatives was also undertaken to determine the degree to which identified gaps were being addressed. As a result of this analysis, a formal strategy was developed to address priority issues and housing gaps over the short, mid and long range.

One of the emerging priorities identified for Frontenac County through the MHS was the growing senior population and concerns about the ability to adequately meet their future housing needs. As a result, the County undertook a more detailed review of the local seniors housing situation to better understand the range of needs and potential solutions that could be used to address them. As part of the “Seniors Community Housing Pilot Project Study” completed for the County in 2012, a review of priority issues and existing conditions was completed. An assessment of housing options was also undertaken to evaluate potential seniors housing models and opportunities throughout the County.

## Evolution of the Seniors Housing Concept

As an outflow from the MHS, Frontenac County allocated funds to explore the feasibility of developing affordable housing projects within its constituent Townships and to prepare business plans for potential projects. In 2017, following an initial business plan for a small housing development in Marysville on Wolfe Island in the Township of Frontenac Islands, a second plan was developed for the Township of South Frontenac under this initiative. Based on demonstrated needs, community consultation and business case analysis, the concept for a small scale, 10-unit, single story seniors housing project situated in Sydenham was developed.

The 2017 Business Plan resulted in negotiations with a local not-for-profit in Sydenham, for the use or acquisition of land within the settlement area for development of the project. When no agreement could be reached for use of that property, Township Council’s focus shifted to alternative sites, ultimately resulting in acquisition of the subject lands in Verona in 2019.

Over the course of 2020, a task team of senior Township staff was assembled, a draft 3-year development timetable was established, legal review of a Township not-for-profit housing corporation to “own” the project was completed, identification of a suitable water source on the site has occurred, and early consultations with Kingston Frontenac Housing Corporation (KFHC) as a consulting/operating partner have taken place.

Through those early discussions, the potential for a greater number of residential units as part of a larger, multi-phase housing development on the site was recognized. Township Council is firmly in support of this expanded Verona Seniors Housing Project and sees it as a potential first development of a new not-for-profit housing corporation which would ultimately lead to additional developments in other areas of need within the Township.

## McMullen Manor

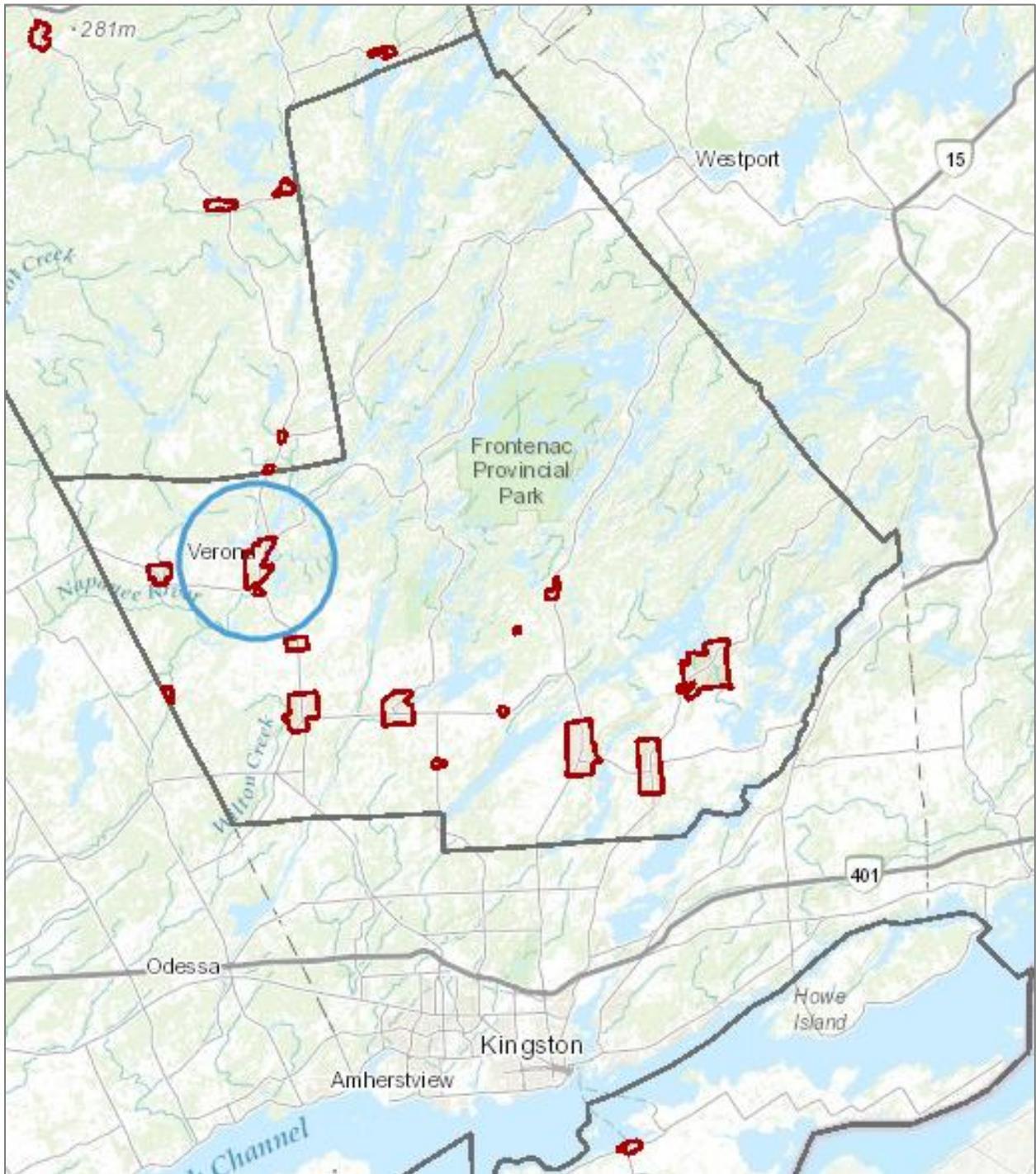
McMullen Manor is a 28-unit, two-story residential apartment building in Verona consisting of mostly one-bedroom units. It is owned and operated by the Kingston Frontenac Housing Corporation (KFHC) and operated under a social housing model with tenants identified through KFHC's wait lists, and with provincial funding support for fixed rents from the regional housing manager through the City of Kingston.

The building is located on the east side of Road 38, opposite the Township's green field seniors' housing development site and adjacent to Township open space and recreational sites including public access to Verona Lake via Carleton Street.

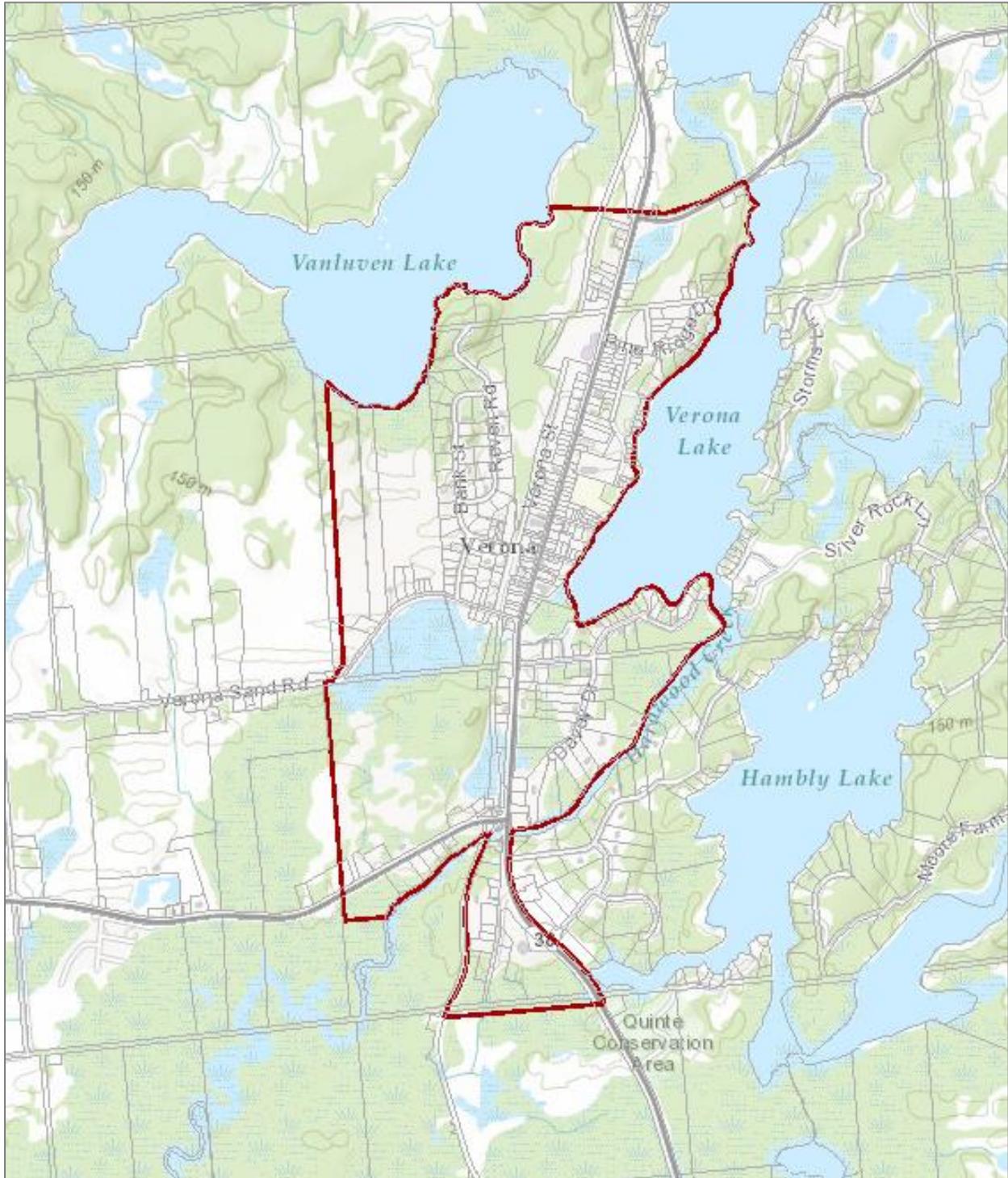
In January of 2021 a devastating fire at McMullen Manor completely destroyed the structure. While there was no loss of life or ancillary damage, the fire resulted in all residents being displaced from their community for a prolonged period of time while redevelopment occurs. KFHC is committed to rebuilding McMullen Manor but is unable to expand or increase the number of units on the site. The Township is working closely with KFHC to secure permits and other requirements of the project. Given its location near the site of the Township's future housing project, the importance of McMullen Manor to Verona's downtown core, and the anticipated partnership with KFHC on the construction and operation of the Township's housing project on the subject property, it makes sense to include the McMullen Manor site in this master plan.

## Study Area

Location of Verona in Portland District of South Frontenac



Verona Settlement Area Boundary



Subject Housing Properties

Township green field lands (West) and McMullen Manor (East)



## Scope of Work

Generally, the purpose of the Verona Housing Master Plan is to guide the design and community integration of future affordable housing development on Township green field lands as well as future planning applications and approvals for the redevelopment of an existing social housing multi-residential apartment building, both in the heart of the village.

The Master Plan should:

- Describe a vision for the development of the subject property;
- Establish a framework for the distribution of land uses, open spaces, access and circulation;
- Recommend approaches to connect active transportation infrastructure (trails, sidewalks), parking facilities and nearby services and recreational amenities to the subject property and nearby McMullen Manor housing development
- Recommend solutions to current motor vehicle use and parking challenges within the vicinity of the subject property;
- Provide performance standards that will guide urban design with respect to built-form, streetscape design, massing, landscaping and the public-private interface of new development;
- Identify potential future phasing, implementation considerations and serviceability, including on-site water and sewage servicing and storm-water management facilities;
- Provide a framework with which the Township can assess and evaluate the merits of future private or Township development on the subject or adjacent lands

A proposed work plan should consider the following steps:

### Phase 1 – Start-up/Visioning

*As a significant new affordable housing development takes shape in Verona, how do we want it to integrate with the Hamlet's downtown core? What role will and should the downtown play in the lives of future residents? How can we revitalize adjacent parts of the downtown and improve linkages to trails, services and the nearby waterfront for new and existing residents as part of this process?*

Anticipated steps during this phase:

- Project overview meeting with Project Team
- Establish a public and stakeholder engagement and consultation strategy
- Review background information/site visit(s)
- Develop a vision, goals and guiding principles to guide the development of the Plan
- Approval of the vision, goals and guiding principles by Project Team

The visioning exercise will require public consultation with Community Stakeholders. In this exercise an examination of the role of the downtown and the identification of opportunities and constraints

associated with the lands should occur. The visioning exercise should review such things as: the commercial, cultural, residential, and recreational life of the community; how people and goods move through the downtown; How will the increase in affordable housing and related development land impact those patterns; and what uses or connections should be encouraged or deterred as a result?

## Phase 2 – Community Engagement and Analysis of Existing Conditions

*How does the existing condition of the downtown relate to the Vision and what could be done to achieve it? What is significant and important to the Hamlet’s current and future residents? How should goods, people and traffic move through the downtown? What should be replaced or upgraded as part of this development?*

Phase 2 will require an evaluation of the physical elements of the study area including development lands and parts of the downtown core and public infrastructure. The Township has an extensive inventory of Municipal assets and infrastructure within downtown Verona and will provide that information to the consultant.

- Define a study area for the Master Plan; Prepare an initial presentation outlining issues and potential policy/design options
- Consult with the public and stakeholder groups on issues and options identified; Public consultation should incorporate a form of charrette or similar design workshop.
- Based on public consultation and best practices research, provide directions and recommendations to the Project Team and to the community for feedback

Phase 2 should answer questions about the appropriate scale and form for the site and for any adjacent redevelopment within the study area. How linkages between the new housing development, redeveloped McMullen Manor, parking, downtown services, trails, recreational amenities and the waterfront can be improved.

## Phase 3 – Draft the Master Plan

*What are the principles that will help achieve the Vision? How exactly will the new housing development be integrated into the existing fabric. How might the plan be phased in?*

The identification of principles will assist in translating the Vision of the affordable housing development and broader study area into guidelines for the public or private sector. This will allow for appropriate evaluation of the decisions that affect the downtown and future residents. Specifically the Plan should include the following:

- An urban design framework for development projects which addresses:
  - Urban design principles;
  - Streetscape and public realm improvements;
  - Appropriate scale of development and design elements;
  - Existing cultural and heritage features;
  - Compatibility with or improvements to downtown streetscapes;
  - Desirable conditions for pedestrian scale uses

- A parking strategy and consideration of alternative uses that address current and future parking needs and a program for administering Municipal parking areas.
- An active transportation plan for the subject lands which incorporates the K&P Trail, connections to downtown services and amenities, and access to nearby waterfront and outdoor recreation areas.
- Servicing recommendations and how servicing options impact proposed density and mix of housing types
- Phasing recommendations for the various components of the plan.

## Consultation Requirements

The Verona Housing Master Plan will be guided by a Project Team comprised of Township staff in order to provide input and feedback to the consultant at key stages of the project. The consultant's project manager shall provide monthly updates to the Project Team. The members of the Project Team will include:

- Chief Administrative Officer (CAO);
- Director of Development Services;
- Director of Public Services;
- Director of Corporate Services/Treasurer;
- Facilities and Solid Waste Supervisor; and
- Representative from Kingston Frontenac Housing Corporation (KFHC)

It is anticipated that regular virtual meetings will be held with the project team prior to, and following meetings with stakeholders.

The proposal must contain the consultant's recommendations for public consultation as part of the Study. See Submission and Proposal Content Requirements for more information.

## Bang the Table Platform

The Township utilizes the *Bang the Table* web-based platform for electronic citizen engagement. This tool is available to the consultants to use as part of the consultation process along with Township Communications Staff resources to coordinate implementation of the platform for this purpose. If utilized, the successful consultant is expected to provide all content for upload to the platform, with Township communications staff promoting the project and liaising with local media.

## Available Information

There are several background, policy documents and mapping available to assist the proponent in developing a Verona Housing Master Plan for the Township of South Frontenac. These documents include, but are not limited to:

- [South Frontenac 2019-2022 Strategic Plan](#)

- [South Frontenac Growth Analysis Study, 2016-2046](#)
- [South Frontenac Official Plan, 2003](#)
- [South Frontenac Official Plan, 2003 - Map](#)
- [County of Frontenac Official Plan, 2016](#)
- [County of Frontenac Population, Housing and Employment Projections, 2016-2046](#)
- [County of Frontenac Communal Servicing Study, 2019](#)
- [County of Frontenac – Natural Heritage Study, 2012](#)
- [County of Frontenac – Frontenac Maps – Interactive webGIS System](#)
- DRAFT Recreation Master Plan (2021)
- Updated reference plans for the subject lands

## Deliverables

The selected consultant will be required to provide the following to the Town at the conclusion of the study:

- a) One (1) electronic PDF version of the final report on appropriate media.
- b) One (1) electronic MS Word version of the Verona Housing Master Plan on appropriate media.
- c) One (1) high-resolution or vector-based electronic copy in PDF or compatible version format of all plans and drawings produced during the study.
- d) One (1) electronic copy of any and all meeting minutes, public notices, presentations, handouts, comments, sign-in sheets, etc. prepared for, or as a result of public consultation and other meetings.
- e) All documents must meet municipal AODA requirements, including all electronic versions, which shall be compliant with Web Content Accessibility Guidelines (WCAG) 2.0 AA. If any of the documents submitted by the consultant (or any of their sub-consultants) do not meet these requirements, then any additional time to make required revisions for accessibility will be the responsibility of the consultant and will not be covered as part of the project budget. The chosen consultant will confirm with the Township the details required for the creation of an accessible document (e.g., font, headers, spacing, alternative text for images, etc.).

## Submission and Content Requirements

The proposal document should be structured in sections that refer to the headings addressed in the Proposal Content Requirements of this section.

### Proposal Content Requirements

#### Company Profile

Proponents are to provide company information such as, but not limited to the following:

- a) Name of Consulting Firm, including Principle and contact information
- b) Size of company and office locations
- c) Brief Description including ownership and affiliations of the firm and number of years the firm has been in business

- d) A description of goods and services the consulting firm has previously delivered
- e) The roles and responsibilities of the proponent and any of its agents, employees and sub-contractors who will be involved in providing the deliverables, together with the names of those who will be performing those roles and their relevant expertise
- f) Expertise and capacity to perform necessary public consultation, including the capacity to undertake virtual consultation

### Qualifications and Experience

- a) The proponent will provide the name, address, telephone number, email and resume of the project manager;
- b) The outline will include a description of the approach that will be taken by the project manager to ensure the proponent is providing services on-time and on-budget. Any previous work experience the project manager has leading the members of the team should be indicated.
- c) An overview of key personnel who will be working on the Master Plan, including any outside consultants, and their education, experience and knowledge of the industry. Identify and provide a listing of subcontractors, if applicable.
- d) Provide an outline of the qualifications, certifications and the team member(s) proposed for this project. This should include respective roles and responsibility of each team member involved in the work. Indicate previous experience that the proposed team members have and identify projects on which proposed team members worked on together.

### References

Proponents shall provide a description of at least three (3) specific previous engagements of similar scope and cost with government/public sector entities of a similar size to the Township, that have been successfully completed in the past five (5) years. References should include names, contact persons and phone numbers.

### Methodology & Schedule of Work

Describe the proponent's approach to developing the Master Plan. This should include the following points at a minimum:

- a) A work plan that outlines the detailed tasks and activities to be completed in order to meet the project requirements
- b) A project schedule by task/activity, which indicates the approximate timing of key events, proposed dates, milestones and sufficient definition of the tasks to be completed; The proposed schedule should include the time required to complete each task as well the timing of input/review from Township staff;
- c) Demonstrate experience developing land use planning policies in Ontario municipalities that are being impacted by an aging population and regional growth;
- d) Familiarity with best practices for rural and urban planning, downtown revitalization, residential development, active transportation, and seniors and affordable housing;
- e) Demonstrate understanding of the role and importance of the Master Plan to achieve the Community's vision for the housing development and growth in Verona over the next 25 years

## Budget

**NOTE:** A fixed budget amount for these works will not be provided. Proponents are expected to provide a budget commensurate with the scope of work and resources required to achieve the deliverables.

The Proponent's budget submission shall include:

- a) Overall project cost exclusive of HST
- b) A detailed cost and time breakdown of each major activity identified in the proposal
- c) A time and cost breakdown for each team member
- d) Any disbursements and the associated costs
- e) A fee schedule and hourly rates for all project team members
- f) Hourly/incremental costs for additional work outside the scope of the proposal

## Consultation and Community Engagement

Creative and innovative approaches to engage the community are highly sought, particularly with the limitations on in-person consultation as a result of the COVID-19 pandemic and restrictions on in-person gatherings.

At a minimum, the proposal shall include the following meetings which may require electronic participation:

- a) # of meetings with the Project Team (at Project Commencement, reporting at the conclusion of each of the three (3) Phases of the Study and a Final Report)
- b) At least one Community consultation meeting in the form of a design charrette or workshop
- c) Final presentation to Township Council

The Township is seeking proposals that include a sound communications strategy and meaningful community engagement. Respondents are required to outline the methods and tools to be used to undertake this engagement throughout the development of the Master Plan.

The Township recognizes that the COVID-19 pandemic and changing nature of provincial and regional directives relating to the pandemic, may necessitate virtual consultation activities. Due to the fluidity of this situation, technical meetings with staff, Open Houses/charrettes, presentations to Council may be affected and may be required to be conducted virtually.

The successful proponent should be equipped to lead public consultation using technology to successfully engage the public at key stages of development with the Official Plan.

## Validity

Proposals shall be irrevocable and open for acceptance by the Township at any time within sixty (60) days from the closing date.

## Other Considerations

Please include any other items, not covered in the previous sections, which may support why your firm should be selected by the Township. Information should be included in the proposal regarding any

advisory services which may be available to the municipality that are or may be complementary to this consultation. These may include staff assistance and/ or publications.

### Statement of Conflict of Interest

As part of the proposal submission, the consultant shall include a statement outlining any conflicts of interest that may exist between themselves and the municipality or with any other party or project within the study area. This shall include the disclosure of any work that the consultant is actively engaged in for other parties/land owners within the study area or municipality.

The municipality shall have sole discretion at determining what constitutes a conflict of interest. Where a conflict of interest is identified, it may disqualify the consultant from the remainder of the RFP process. As part of awarding the contract for this project, the successful consultant must inform the Township of any conflict of interest that may arise during the course of the project, and must consult the Chief Administrative Officer prior to accepting any new work within the study area or municipality.

### Proposal Process

#### Timeline

The following timeline has been established for the Proposal submission and selection process:

Request for Proposals Issued:	<b>Tuesday, February 23<sup>rd</sup>, 2021</b>
Proponent questions received until:	<b>Friday, March 12<sup>th</sup>, 2021</b>
Township to provide answers by:	<b>Wednesday, March 17<sup>th</sup>, 2021</b>
Receive Proposals:	<b>Friday, March 26<sup>th</sup>, 2021</b>
Invitation to Interview:	<b>Friday, April 2<sup>nd</sup>, 2021</b>
Interviews, if necessary:	<b>Wednesday, April 7<sup>th</sup>, 2021</b>
Contract Award:	<b>Monday, April 12<sup>th</sup>, 2021</b>
Project Completion Target Date:	<b>October 15<sup>th</sup>, 2021</b>

#### Date & Place for Receiving Proposals

Proposals will be received by **3:00 p.m. local time on Friday, March 26<sup>th</sup>, 2021.**

It is the responsibility of the proponent to ensure that the documents have been received before the closing time and date.

## Documentation for Submissions

- ONLY SUBMISSIONS MADE IN HARD COPY or ELECTRONIC BID VIA BIDDINGO WILL BE ACCEPTED
- FAX or EMAIL COPIES WILL NOT BE ACCEPTED
- Proposals received after 3:00 p.m., local time on Friday, March 26<sup>th</sup>, 2021 will be returned unopened.

Proposals must be addressed to:

**Township of South Frontenac  
4432 George Street  
Sydenham, ON  
K0H 2T0  
Attention: Neil Carbone, CAO**

Proposals should be clearly marked: **Request for Proposal – “Verona Housing Master Plan”**

- a) One (1) original and two (2) copies of the proposal are required for hard copy submissions
- b) Before being officially received, hard copy proposal envelopes will be marked by the Township, with the time and the date that the envelope was received in the office.
- c) If a submission is made via Biddingo, there is no requirement to also submit hard copies of the proposal.
- d) All proposals must be legible and typewritten
- e) All proposal submissions are appreciated. However, the Township will be contacting only those selected for an interview.

## Interview

An interview may be necessary as part of the evaluation process. Proponents may be contacted to attend an interview on Wednesday, March 31, 2021 and will be notified by Friday, March 26, 2021.

## Negotiations

In the event that a proposal does not precisely and entirely meet the Township’s requirements, the Township reserves the right to enter into negotiations with the selected Proponent(s) to arrive at a mutually satisfactory arrangement with respect to any modifications to a proposal.

## Communications

All requests for information and/or clarification as well as questions regarding the interpretation of the terms set out in this document should be referred to Emily Caird, Executive Assistant to the Chief Administrative Officer at [communications@southfrontenac.net](mailto:communications@southfrontenac.net).

Addendums will be uploaded to the website. It is the proponent’s responsibility to inquire on the website for addendums.

The Township reserves the right to distribute any or all questions and answers to the other proponents.

### Withdrawal or Substitution of Submission

A proponent may withdraw or substitute all or part of their proposal at any time up to the official closing time. The last proposal received shall supersede and invalidate all proposals previously submitted by that proponent for this proposal.

A proponent may withdraw or qualify their proposal at any time up to the official closing time, by submitting a letter bearing the signature as in their proposal to the Chief Administrative Officer (CAO), who will mark thereon the time and date of receipt.

### Alterations or Variations

No alterations or variations of this document shall be valid or binding upon the Township unless authorized in writing.

### Oral Explanation or Interpretation

No oral explanation or interpretation shall modify any of the documents or provisions of the Township’s request for proposal documents.

## Proposal Evaluation

Qualification evaluations will be carried out based on the following criteria:

Item	Criteria	Weight
1	Profile, Expertise and Qualifications, Project Manager	20%
2	Methodology/Approach including ability to meet anticipated Schedule	25%
3	Consultation and Community Engagement	15%
4	References	20%
5	Budget	20%
	<b>Total</b>	<b>100%</b>

The submissions will be assessed on the merits of the information provided. Proposals should address the categories listed above to enable the Review Committee to undertake adequate assessment.

**NOTE: THE LOWEST COST BID WILL NOT NECESSARILY BE ACCEPTED. THE TOWNSHIP RESERVES THE RIGHT TO SELECT ANY OR NONE OF THE SUBMISSIONS.**

## Acceptance and Contract

It is expected that one proponent will be selected to conduct this project. Upon selection, the successful proponent will be required to enter into a contract with the Township.

The contract will be based on the specifications, terms and conditions expressed in this document, the successful proponent's proposal and documented negotiations and will include the requirement of proof of professional liability insurance.

## Incurring Costs

The Township shall not be responsible for any liabilities, costs, expenses, loss or damage incurred, sustained or suffered by any Proponent(s) prior or subsequent to or by reason of the acceptance or non-acceptance by the Township of any proposal by reason of any delay in the acceptance of a proposal.

## Errors and Omissions

The Township shall not be held liable for any errors or omissions in any part of this RFP. While the Township has used considerable effort to ensure an accurate representation of information in this RFP, the information contained in the RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the Township, nor is it necessarily comprehensive or exhaustive.

## Cancellation

The Township reserves the right to cancel this Request for Proposals at any time up to the Award of a Contract.

## Confidentiality

The successful proponent shall not at any time before, during or after the completion of the engagement, divulge any confidential information communicated to or acquired by the proponent in the course of carrying out the engagement. No such information shall be used on any other project without prior written approval.

## Invoicing and Payment

All invoices shall show the actual hours, responsibilities, staff and hourly rates. All payments will be made in response to invoices itemized in accordance with the final signed contract, provided the invoices are based on work described in the scope of the project, consistent with the negotiated deliverables and completed to the Township's satisfaction.

For further certainty, in the event that invoices are rendered that are in excess of the fees quoted in the final signed contract, payment will not be made unless the additional deliverables have been negotiated with and accepted by the relevant entity in advance of the conduct of the work.