



TOWN OF FORT FRANCES

TERMS OF REFERENCE

FOR

RECREATION MASTER PLAN

R.F.P. NO. 2023-CS-03

June 21st, 2023

TABLE OF CONTENTS

SECTION 1	REQUEST FOR PROPOSAL	3
SECTION 2	GENERAL INFORMATION AND INSTRUCTIONS	4 – 7
SECTION 3	PROJECT DESCRIPTION	8 – 12
SECTION 4	PROPOSAL REQUIREMENTS	13 – 16
APPENDIX "A"	FORM OF PROPOSAL	

**TOWN OF FORT FRANCES
REQUEST FOR PROPOSAL**

FOR

RECREATION MASTER PLAN

R.F.P. NO. 2023 – CS – 03

The Town of Fort Frances wishes to obtain proposals from a reputable consulting firm to complete a comprehensive Recreation & Culture Master Plan. Submissions are restricted to those consulting firms that can demonstrate qualifications and experience in the field of Recreation, in particular, previous experience preparing municipal Parks and Recreation Master Plans.

Sealed proposals, in quadruplicate and clearly marked shall be submitted to:

**Travis Rob, CAO (*Interim*)
Town of Fort Frances
320 Portage Avenue
Fort Frances, Ontario P9A 3P9**

RECREATION MASTER PLAN

R.F.P. NO. 2023 – CS – 03

and must be received no later than:

Tuesday, July 18th, 2023, AT 2:00 P.M. (CST)

Proposals will be opened publicly and read aloud immediately thereafter in the Committee Room of the Civic Centre, 320 Portage Avenue, Fort Frances, Ontario

Questions regarding this proposal must be directed to Nathan Young, Recreation and Culture Manager, at telephone (807)274-4561 ext. 1717, facsimile (807)274-3799, or email nyoung@fortfrances.ca

The lowest or any proposal will not necessarily be accepted. The Town reserves the right to reject any or all proposals, to waive irregularities and informalities therein, and to award the Contract in the best interest of the Town in its sole and unfettered discretion.

The accepted proposal must be approved by Council.

SECTION 2
GENERAL INFORMATION AND INSTRUCTIONS

INDEX

- 2.1 Intent of the Request for Proposals
- 2.2 Qualifications
- 2.3 Closing Date
- 2.4 Informal Proposals
- 2.5 Errors and Omission
- 2.6 List of Addenda
- 2.7 Proposal Withdrawal and Award
- 2.8 Tax Management (HST)
- 2.9 Ontario Retail Sales Tax
- 2.10 Fax Transmittal
- 2.11 Municipal Freedom of Information and Protection of Privacy Act
- 2.12 Pages Numbered
- 2.13 Location of Fort Frances
- 2.14 Consultant's Insurance
- 2.15 Inquiries

SECTION 2

GENERAL INFORMATION AND INSTRUCTIONS

2.1 INTENT OF THE REQUEST FOR PROPOSALS

The Town of Fort Frances (the Town) is soliciting proposals from qualified consultants for an in-depth consultation and planning process that will result in a comprehensive Recreation & Culture Master Plan (the plan). The successful proponent will be responsible for undertaking all works related to the investigation, consultation, engagement, and preparation of the plan.

2.2 QUALIFICATIONS

The lowest or any proposal will not necessarily be accepted. The Town reserves the right to reject any or all proposals, to waive irregularities and informalities therein, and to award the contract in the best interest of the Town in its sole and unfettered discretion. An accepted proposal must be approved by Council.

2.3 CLOSING DATE

The Request for Proposals closes at 2:00p.m. Local Time (C.S.T.), **Tuesday, July 18th, 2023** and will be publicly opened immediately thereafter in the Committee Room, Civic Centre, Fort Frances, Ontario.

Five (5) hardcopies of the proposal & plus one electronic version will be submitted in pdf format, fully completed, sealed and marked "**R.F.P. No. 2023-CS-03**" must be delivered by mail or otherwise, to the Administrator, not later than 2:00 p.m. (C.S.T) on the closing date.

Late proposals will not be accepted and will be returned unopened.

2.4 INFORMAL PROPOSALS

All proposals provided and all entries shall be in ink or typewritten. Proposals which are incomplete, conditional or obscure or which contain additions not called for, erasures, alterations or irregularities of any kind, or in which any of the prices are obviously unbalanced, may be rejected as informal.

The Town reserves the right to disqualify proposals not submitted in strict accordance with the terms and conditions of the Terms of Reference.

2.5 ERRORS AND OMISSION

The successful proponent shall examine the Terms of Reference Documents as soon as possible. Any errors, omissions or conflicts discovered shall be reported to the Chief Administrative Officer (Interim) immediately.

Verbal instruction and/or communications will not be accepted.

2.6 LIST OF ADDENDA

During the request for proposals period, firms may be advised by Addenda of required additions to, deletions from, or alterations in the Terms of Reference Documents. All such changes shall become an integral part of the Terms of Reference Documents and shall be allowed for in arriving at the Total Proposal Price. All Addenda received during the request for proposals period shall be acknowledged. Addenda will be released up to three (3) days before RFP closure.

2.7 PROPOSAL WITHDRAWAL AND AWARD

Proposals received by the Administrator prior to Closing may be withdrawn upon written application only. The last proposal received shall invalidate all previous proposals received from the same consulting firm. Withdrawal of proposals shall be by letter bearing an official company or corporation signature and seal only.

No contracts will be awarded until after the proposal has been approved by Council.

Council reserves the right to:

- i) reject any recommendation;
- ii) reject any or all proposals;
- iii) accept any proposal deemed to be in the best interest of the Town, or
- iv) disqualify proposals not submitted in strict accordance with requirements of the terms of reference documents.

Firms are informed that it is a condition of the Terms of Reference Documents that each proposal shall remain in force from the closing date of the request of proposal until ninety (90) calendar days thereafter unless the consulting firm has been formally rejected.

2.8 TAX MANAGEMENT (HST)

As it is the responsibility of the consulting firm to determine levy and collection of the Harmonized Sales Tax (HST), amounts bid shall show separately the HST amount, or alternatively cite the basis of exemption in lieu thereof.

2.9 ONTARIO RETAIL SALES TAX

Where contracts are awarded to non-resident Ontario consulting firms, they are required to, either:

- a) provide a copy of a valid Retail Sales Tax Vendor Permit, or
- b) file with the Town a copy of the letter of compliance issued by the Ontario Retail Sales Tax Branch.

Failure to comply will result in 4% of each payment due to the Contract to be withheld for remittance to the Treasurer of Ontario.

2.10 FAX TRANSMITTAL

Proposals may be submitted by Fax transmittal (807-274-8479) subject to additional conditions:

- i) All terms and conditions outlined in the Terms of Reference apply, including duplicate fax transmittals;
- ii) All original proposal documents and enclosures are received within forty-eight (48) hours of the closing date of the request for proposals; and
- iii) The Town assumes no responsibility for proper receipt of such Fax transmittals.

2.11 MUNICIPAL FREEDOM OF INFORMATION PROTECTION OF PRIVACY ACT

The Town is governed by the Municipal Freedom of Information and Protection of Privacy Act, therefore consulting firms must accept that proposal contents can be made public as a condition of the request for proposal process.

2.12 PAGES NUMBERED

All pages of the proposal document submitted must be numbered.

2.13 LOCATION OF FORT FRANCES

The Town of Fort Frances is located in the District of Rainy River, approximately 350 kilometers west of Thunder Bay, Ontario and 425 kilometers East of Winnipeg, Manitoba. The Town is bounded to the north and the east by Couchiching First Nation and the unorganized Township of Miscampbell, to the west by the Township of Alberton, and to the south by the United States of America. Also, please note that Fort Frances is in the Central Time Zone.

Per Statistics Canada's 2021 Census of Population, the Town of Fort Frances indicated a population count of 7,466, a decline from 7,739 in 2016.

2.14 CONSULTING FIRM'S INSURANCE

The successful consulting firm shall take out and keep in force throughout the duration of the Contract, a comprehensive policy of Professional Liability in the amount of not less than \$5,000,000.00 inclusive per occurrence.

The Town of Fort Frances shall be named as an additional insured thereunder, a certified copy of the policy or certificate thereof shall be deposited upon signing of the Agreement or as the Town may direct.

2.15 INQUIRIES

Questions regarding the Terms of Reference must be directed to:

Nathan Young
Recreation and Culture Manager
Town of Fort Frances
320 Portage
Avenue,
Fort
Frances,
Ontario
P9A 3P9

Telephone: (807) 274-4561 ext. 1717

Fax: 807-274-3799

Email: nyoung@fortfrances.ca

Questions, if any, shall be submitted no later than July 12, 2023, at 4:00 PM (CST).

**SECTION 3
PROJECT DESCRIPTION
INDEX**

- 3.1 INTRODUCTION
- 3.2 PROJECT OVERVIEW
- 3.3 OBJECTIVES
- 3.4 SCOPE OF WORK
- 3.5 CONSULTATION & ENGAGEMENT
- 3.6 TIMELINE
- 3.7 PROJECT DELIVERABLES
- 3.8 AVAILABLE DATA & INFORMATION

3.1 INTRODUCTION

The Town of Fort Frances is seeking proposals from professional consultants interested in the provision of consulting services for the development of a comprehensive and innovative Recreation Master Plan that will allow the municipality to strategically manage recreation programming, events, activities, facilities and services. The successful applicant will be responsible for undertaking all works related to the investigation, consultation, and preparation of the plan. The proposal must meet all requirements outlined in this document.

3.2 PROJECT OVERVIEW

The purpose of the plan is to help identify recreation service priorities through the provision of a comprehensive, community-wide review and needs assessment. From there, the consultant will provide appropriate recommendations, while satisfying all stated objectives. It is imperative that the process be built upon solid community engagement principles, as residents and key stakeholders will need to be engaged throughout.

When finished, the plan will help Administration and Council make strategic decisions that best meet the needs of the community. It will provide guidance and clear recommendations on community needs related to recreation programming, event planning, service provision, parks (greenspace available for public recreation), and recreation facility usage/development, and will serve as a guiding document for future development and redevelopment over the next ten years.

3.3 PROJECT OBJECTIVES

The primary goal of the project is to develop a plan with a “for the people, by the people” approach. It is a priority that extensive community engagement occur throughout the process, as the intent is to have extensive community input into the development of the plan.

The Town requires the following key objectives be met:

1. The creation of an impactful vision for the delivery of recreation and cultural programming that reflects the varied needs, interests and priorities of the community, while also aligning with the priorities of Council.
2. The development of a comprehensive inventory of Recreation and Culture programs, services, events, and relevant facilities – including an analysis on utilization levels, capacity, and sustainability of these particular items.
3. The completion of a detailed needs assessment/gap analysis to determine the current and desired states of recreation in the community, while identifying gaps, barriers, and opportunities relative to recreation programming, services, events, facilities, parks

- (greenspace available for public recreation), and trails.
4. Identify partnership opportunities for the enhancement of recreation and cultural programs, activities, events and services.
 5. Examine the dedicated community-use spaces currently being utilized in Town-operated recreation facilities (dressing rooms, docks, multi purpose rooms, etc.) and provide recommendations on how to best manage these particular assets.
 6. Examine the current municipal Recreation & Culture Divisional structure and provide recommendations on changes that can be made to enhance services, overall efficiency, and general workflow.
 7. To ensure that the personal, social, economic, and environmental benefits of recreation and culture are considered throughout the plan.
 8. Complete a comprehensive S.W.O.T. Analysis in order to provide a detailed overview of the strengths, weaknesses, opportunities, and threats facing the systems of recreation program/service provision currently being utilized by the Town of Fort Frances.
 9. To clearly identify and assess the diverse recreational needs and wishes of the general public, user groups, community partners, and other key stakeholders.
 10. To identify key grant programs or funding strategies that will help maximize potential opportunities to enhance overall service provision.
 11. Identify opportunities to promote healthy living and personal wellness among all age groups and segments of the community through recreation service provision.
 12. Provide meaningful strategies to increase volunteer opportunities and engagement in recreation programs and services.

3.4 SCOPE OF WORK

The scope of work represents the Town's best estimate of work needed to accomplish objectives for this project. The Town of Fort Frances expects that the following groups of tasks will be identified in the submitted proposals, indicating an approach for each task:

Needs Assessment

- a. Undertaking a comprehensive review of the current state (snapshot) and determine the desired state, and identify gaps and priorities with respect to parks, trails, open spaces, recreation facilities, community programs, services and events, through a robust validated consultation process. With the following outcomes:
 - i. Review level of usage for specific age groups and barriers to participation.
 - ii. Identify differences between users and nonusers of leisure activities.
 - iii. Ascertaining degree of satisfaction in current programs, events, facilities and parks.
 - iv. Identify the priority needs, preferred activities, gaps, and opportunities for age and interest-based sectors of the community in relation to programs, events, facilities and parks.
 - v. Identify the extent to which leisure services outside the community are utilized and opportunities for the Town of capture some of this usership.
 - vi. Identify the level of awareness of programs and services offered.

- vii. Identify preferred program, service, and facility improvements and willingness to pay.

Programming

- a. Assess community and neighbourhood strengths, weaknesses, opportunities and threats to the delivery of parks, recreation, and cultural services.
- b. Determine if the current mix of programs, services and events (public, private and not- for-profit) available to residents is balanced, accessible and appropriately addresses the current and future needs of both the residents and visitors of this community.
- c. Determine where the Municipality should expand or curtail events, programming, services and facilities in areas such as, but not limited to the following:
 - i. Children, youth, older adults, lower income, community engagement, special needs, direct programming and facility allocation.
 - ii. Develop and assess delivery and programming options, recommending preferred options and rationale for same.
 - iii. Develop principles for when the Municipality should be directly involved in the delivery of events and programming, and when they should support or not be involved.

Recreation Facilities

- a. Develop prioritized short, medium and long-term capital improvement plans (10-year period) for upgrades to existing facilities and new construction (including outdoor sports facilities, multiplex facilities, standalone facilities and cultural facilities). Long term projects include major construction or acquisitions and considers needs, locations / distribution, schedules and financial strategies. All potential projects / upgrades would be accompanied by general cost estimates and an identified corresponding year.
- b. Develop goals and objectives for the provision of facilities as it reflects programs and services for the short, medium and long term.
- c. Evaluate facility location and design in relation to demographic requirements over the life of the Plan.
- d. Evaluate facility location and design in relation to sizing and typologies guides (i.e. positioning).
- e. Develop a utilization and capacity analysis and model for peak and non-prime time.
- f. Recommend a priority order booking process for use of Town of Fort Frances owned and operated facilities.

Parks and Open Space

- a. Evaluate the existing inventory of parks and open space (including all trails, and existing amenities) based on the active and passive opportunities the spaces provide.
- b. Determine a viable park and open space hierarchy and rationalize the suitability for users and the Town of Fort Frances now and into the future (i.e. what is suitable in a / for a neighbourhood park or community park, greenways, specialty parks, etc.).

- c. Determine suitable locations and provide rationale for specialty parks, such as dog parks and RV parks.
- d. Examine and predict the impact of trends in parkland development based on the existing parks inventory.
- e. Provide a general Parks Use By-law template or outline based on leading municipal practice that would be appropriate for application in the Town of Fort Frances.
- f. Provide best practice guidelines for edible landscapes and community gardens in urban parks.

Policy Considerations

- a. Town of Fort Frances' role in providing recreation, parks, facility and cultural opportunities from a community wide perspective as well as from a visitors perspective.
- b. Assessment of the array of programs and services currently provided in relation to community needs and desires over the life of the Master Plan.
- c. The relationship between municipal services and those provided by other local agencies, organizations and the private sector.
- d. The role of existing partnerships in guiding the development of community partnership arrangements in the future.
- e. A contemporary and future look at the role that volunteers play in the provision of parks and recreation services.
- f. Changes required or needed to current policies and processes to move the current status quo to a desired future state.
- g. Location options for future opportunities to provide additional facilities, parks and amenities including but not limited to single purpose and multipurpose facilities, trails, parks, natural and open spaces, outdoor/indoor sport facilities, active and passive space for spontaneous use.
- h. Evaluate the travel distances for residents to access parks, facilities and amenities – with recommendations to improve the status quo.
- i. Evaluate facility, indoor and outdoor, recreational needs over the short, medium- and long-term life of the plan.
- j. Assessment of the current organizational structure, staffing capacity and resource allocation to achieve the desired goals and objectives of the plan.
- k. Evaluate the existing inventory of parks and recreational facilities based on a shift towards multiuse and multipurpose experiences.

3.5 CONSULTATION & ENGAGEMENT

In order for this plan to be successful, a key priority of the Town of Fort Frances is to ensure that community engagement is a key component of the planning process. As such, proposals must have a detailed overview of how the community, Town Council, staff/administration, community partners, community user groups, and other key stakeholders will be engaged. At minimum, the consultation must include:

1. Meetings and/or interviews with all members of Town Council, the CAO, the Recreation & Culture Manager, the Recreation & Aquatics Supervisor, Museum

- Curator, and the Senior Centre Manager.
2. Meetings with all user groups, key stakeholders, community partners, service clubs, youth, and the public-at-large.
 3. The application shall include an outline of methodologies that will be utilized for outreach and engagement. Options must include a combination of the following: open-houses, interviews, round-table discussions, meetings, and community presentations. In addition, other options for consideration consist of: social media forums, surveys, print advertisements, and web-page interaction, among others.

3.6 TIMELINE

Proponents should provide a provisional timeline as part of their submission.

It is anticipated that a summary report be submitted and presented to Council at the midway point of the project timeline, at a public meeting of Council.

It is anticipated that the final report be submitted and presented to Council by November 30th, at a public meeting of Council.

Proposals must include sufficient time to ensure the level of engagement is appropriate to achieve the highest level of community engagement possible.

3.7 PROJECT DELIVERABLES

The consultant is responsible for providing the Town with the following items:

1. An update report submitted to Council and Administration, and will be formally presented at a public Council meeting. This report should be brought forward at the midway point of the project timeline.
2. A final report that satisfies all primary and secondary objectives (items 3.3 & 3.4). The report will be submitted to Council and Administration, and will be formally presented at a public Council meeting no later than November 30th, 2023.
3. Five (5) bound copies, including all maps, illustrations, and schedules of the final report.
4. One (1) USB drive with Word and PDF electronic copies of the final report including all maps, illustrations, and schedules.
5. All documentation submitted shall meet AODA requirements.
6. Any supporting items as mutually agreed by the Town and consulting team.

3.8 AVAILABLE DATA AND INFORMATION

The following documents are accessible via the encrypted hyperlink:

- [Official Plan \(2011\) and schedules](#)
- [Zoning By-law 03/14 and schedules](#)
- [Town of Fort Frances Community Improvement Plan](#)
- [Town of Fort Frances Strategic Plan](#)
- [Town of Fort Frances Asset Management Plan](#)
- [Town of Fort Frances Policy Manual](#)
- [Town of Fort Frances User Fee By-Law](#)

Proponents interested in obtaining the following reports and information must provide a data share link for the following documents to be submitted:

- Town of Fort Frances Active Transportation Plan

- Land Use and Economic Development Feasibility Study for the Redevelopment of the Shevlin Wood Yard and Gateway to Fort Frances
- Town of Fort Frances – Brand Standards – 2014
- Strategic Land Use Plan – Former Fort Frances Mill Properties

SECTION 4

PROPOSAL REQUIREMENTS

INDEX

- 4.1 PROPOSAL REQUIREMENTS SUBMITTED BY CONSULTING FIRM
- 4.2 PROPOSAL EVALUATION
- 4.3 OCCUPATIONAL HEALTH & SAFETY PLAN
- 4.4 CONTRACT

SECTION 4

PROPOSAL REQUIREMENTS

4.1 PROPOSAL REQUIREMENTS SUBMITTED BY CONSULTING FIRM

The proposals prepared by the consultants will clearly indicate that the study will be carried in accordance with the **Terms of Reference 2023-CS-03**.

Each consultant's proposal must contain at least, but is not necessarily limited to the following:

- 1) A work chart or work schedule showing the timing of the major tasks and milestones.
- 2) The consulting firm shall describe their previous work of this type, highlighting their experience and expertise with the specific requirements and objectives of this project. If the firm intends to partner with others to complete certain components, the experience and expertise of those partner companies must also be described, citing previous relevant work.
- 3) The consulting firm shall identify the Project Manager and other staff and list the responsibilities of each. Qualifications of the firm's Project Manager and key personnel should be outlined. Any substitution of staff during the course of the project works will not be permitted without approval of the Recreation & Culture Manager.
- 4) Maximum total cost of the project, for each project component, broken down by deliverable, where major tasks or milestones, field inspection work, report writing, printing costs and other disbursements are listed separately.
- 5) Per diem rates for key personnel involved in the project and an estimate of the number of hours that project staff will spend on each specific task.
- 6) A listing of any special circumstances required to complete the project.
- 7) Identify any possible gaps in the Terms of Reference and how these gaps will be taken into account in the project activities.
- 8) Submit a listing of previous projects of similar scale or type completed for Municipal clients.
- 9) Four (4) hardcopies of the proposal & plus one electronic version will be submitted in pdf format.
- 10) All other Documents will be in MS (Word & Excel) Office Format.

4.2 PROPOSAL EVALUATION

The Town of Fort Frances will review the proposal submitted by each individual firm during after the closing date. A scoring system will be utilized on the following categories:

- 1) Quality of the proposal submitted including approach and methodology
 - Ease of understanding;
 - General approach;
 - Proposed public and stakeholder consultation;
 - Understanding of project objectives;
 - Quality and presentation of the proposal; and
 - Proposed level of effort.

- 2) Experience in completing similar plans
 - Experience with similar projects;
 - Experience with rural northern communities;
 - Experience with municipalities of 10,000 people and less; and
 - Familiarity and experience in Northwestern Ontario.

- 3) Key Personnel assigned to the project
 - Public and Stakeholder Engagement experience;
 - Qualifications; and
 - Local knowledge, understanding of the area, and direct experience

- 4) Proposal Cost and perceived overall value of services proposed.

- 5) Work plan & schedule.

It should be clearly understood that the Town of Fort Frances has the right to assign weighting to each of the five (5) above mentioned categories and if any proposal submitted fails to include any mandatory requirements as outlined in the Terms of Reference, the proposal is automatically disqualified.

4.3 OCCUPATIONAL HEALTH & SAFETY PLAN

The proposed Occupational Health and Safety Plan shall outline the firm’s general approach to Occupational Health and Safety.

The consulting firm will be responsible for meeting all of the “employer” obligations under the Occupational Health and Safety Act (OHSA) and shall ensure that all work is carried out in accordance with the OHSA and all applicable regulations. This includes but is not limited to, the duties to: provide a safe workplace; provide information and educate the workers on workplace hazards; appoint a competent supervisor; prepare and provide a health and safety policy; implement a comprehensive health and safety program to support the policy; and take every reasonable precaution to protect the health and safety of workers.

4.4 CONTRACT

The consulting firm shall include a draft contract of engagement with their proposal.

The consulting firm shall enter into a contract with the Corporation of the Town of Fort Frances. The contract shall indicate that work to be undertaken shall be done to the satisfaction of the Municipality according to the request for proposal and for the amount agreed upon by the two parties. The contract shall also indicate that no additional money shall be paid to the consulting firm for any additional work for which prior authorization has not been given in writing. The contract shall contain, as a minimum, the Request for Proposal and the Proposal accepted.

APENDIX "A"

FORM OF PROPOSAL

5.1 DECLARATION

I/We the undersigned authorized signing officer of the Proponent, HEREBY DECLARE that no person, firm or Corporation other than the one represented by the signature (or signatures) of proper officers as provided below, has any interest in the proposal.

I/We further declare that all statements, schedules and other information provided in this proposal are true, complete and accurate in all respects to the best knowledge and belief of the Proponent.

I/We declare that this proposal is made without connection, knowledge, comparison of figures or arrangement with any other company, firm or persons making a proposal and is in all respects fair and without collusion for fraud.

I/We further declare that no employee of the Town of Fort Frances will become interested, directly or indirectly as a contracting party or otherwise in the supplies, work or business to which it relates or in any portion of the profits thereof, or in any such supplies to be therein or in any of the monies to be derived there from.

I/We further declare that the undersigned is empowered by the Proponent to negotiate all matters with the Corporation of the Town of Fort Frances' representatives, relative to this proposal.

I/We further declare that the agent listed below is hereby authorized by the Proponent to submit this proposal and is authorized to negotiate on behalf of the Proponent.

I/We further agree in submitting this Proposal, we recognize the Town may accept any Proposal in whole or in part, or elect to reject all proposals.

ACKNOWLEDGEMENT OF ADDENDA

I/We have received and allowed for **ADDENDA NUMBER** _____ in preparing my/our proposal. Insert #'s or "none"

Company Name

Date

Signature

Print Name

NOTE: Failure to sign this page and return with your submission will result in non-acceptance of your submission.

FROM: _____

Contact: _____

DELIVER PROPOSAL TO:

**Town of Fort Frances
320 Portage Ave Fort Frances, Ontario P9A 3P9
Attn: Travis Rob, CAO (Interim)**

Description: Recreation Master Plan RFP No. 23-CS-03

Closing Date: July 18th, 2023, at 2:00 p.m. (CT)

Late proposals will NOT be accepted.