



REQUEST FOR PROPOSALS:
**FIRE DEPARTMENT CORE REVIEW
AND MASTER PLAN**

For the Town of Smithers
Fire Department

RFP Number: Fire Dept FD25-01

Request Issue Date: Friday, October 24, 2025
Closing Date: 2:00 pm, Friday, November 21, 2025

Contact Person:

Alle Jan de Vries

Fire Chief

Email: fire@smithers.ca

1027 Aldous Street, PO Box 879 Smithers, BC, V0J 2N0

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1. DEFINITIONS

Throughout this Request for Proposal, the following definitions will be used:

- *“Addenda”* or *“Addendum”* means additional information or amendments to this RFP, issued by the Town.
- *“Area A”* means Regional District of Bulkley-Nechako electoral area surrounding the Town of Smithers and the Village of Telkwa.
- *“BC”* means the province of British Columbia.
- *“Consultant”* means the person(s), firm(s), or corporation(s) appointed by the Town to carry out all duties, obligations, and services outlined in this RFP. Both *“Consultant”* and *“Proponent”* are complementary in terms of duties, obligations, and responsibilities at the RFP stage, through the evaluation process and performance of the services.
- *“Council”* means the elected officials representing the Town of Smithers.
- *“Department”* means the Town of Smithers Fire Department.
- *“Members”* means the current and future members of the Smithers Fire Department.
- *“Plan”* means the final deliverable: Fire Department Master Plan and Core Review Plan
- *“Project”* means the Fire Department Master Plan and Core Review Plan and reporting project.
- *“Project Manager”* means the Town staff member appointed to coordinate the Project.
- *“Proponent”* means emergency management service consulting firms responding to this RFP.
- *“RDBN”* means the Regional District of Bulkley-Nechako.
- *“Review Committee”* means the internal review committee consisting of a minimum of two (2) staff from the Department and one (1) from the Smithers Volunteer Firefighters Association (the *“Association”*), to review and score shortlisted proposals.
- *“RFP”* means this Request for Proposal.
- *“Shall” “Must” “Will”* denotes a requirement that must be met.
- *“SMART”* means Specific, Measurable, Achievable, Relevant, and Time-bound objectives.
- *“Subconsultant”* means a person, partnership, firm or corporation that the Proponent proposes to contract with to deliver part of the Project, in a subordinate relationship to the Proponent.
- *“SWOTH”* means a Strengths, Weaknesses, Opportunities, Threats, and Hurdles analysis.
- *“Town”* means Town of Smithers.

2. PURPOSE

The Town of Smithers invites proposals from qualified consultants or consulting firms to assist in conducting a core review and developing a strategic plan for the Department. This Plan should address the needs and priorities of the community and the Members while adhering to best practices and operational requirements for delivering fire and emergency services. This RFP contains all the necessary information for submitting proposals for this Project. All proposals must be submitted by the Closing Date and Time to be considered.

This RFP document intends to provide a general overview of the work required to complete the Project. The expected time to complete the Project is **five (5) months after** Project initiation.

3. BACKGROUND

Set against the backdrop of Hudson Bay Mountain, the Town of Smithers is a small mountain community in the Bulkley Valley region of northwest British Columbia. The Town is located roughly halfway between Prince George and Prince Rupert and is part of the traditional territory of the Gidimt'en Clan and the Wet'suwet'en people. Smithers is known as a "Town for all Seasons" and is an excellent place to live, work, and play. It serves as the economic, recreational, and cultural center of the Bulkley Valley Region, which has a total population of about 15,000.

The Town of Smithers Fire Department serves not only the Town population but also that part of the greater RDBN Area A inside the Department's response zone and beyond through standing agreements with Ministry of Emergency Management and Climate Readiness and the B.C. Wildfire Service. The Department is responsible for fire suppression, emergency management, road rescue, emergency medical response, airport fire suppression, prevention programs, and public education. It operates from a single fire station and responds to about 400 calls each year, totaling approximately 8,000 person-hours of service. Additionally, there are Mutual Service Agreements with the Village of Telkwa Fire Department and the District of Houston Fire Department, along with a volunteer Search and Rescue team located at the Smithers Regional Airport. The Department is staffed by one Fire Chief, two Deputy Fire Chiefs, one part-time Clerical Assistant, and approximately forty (40) Volunteer Firefighters within the Town's Fire Hall housing the eight (8) apparatus in fleet, and one (1) training/ESS/EOC facility located within the Ranger Park building.

4. OBJECTIVE

As part of our commitment to continuous improvement, the Department aims to develop a comprehensive strategic Plan to guide its operations, resource allocation, and service delivery model over the next ten (10) years. To inform this Plan, the Department requires an inspection of its current status and core functions. This Plan will ensure that the department is well-prepared to meet the evolving needs of the community and address the challenges facing the fire service.

The objective of this Project is to create a Plan that outlines a core review and strategic plan for the years 2026 to 2036. This Plan will identify any gaps and liabilities in the fire and emergency management services currently provided, as well as practical and achievable opportunities for improvement.

The decision to engage a third party for this Project is based on the need for an objective professional

perspective, emphasizing the delivery of high-quality and sustainable public services.

5. SCOPE OF WORK

The objective of this Project is to produce a point of reference upon which the Department can evaluate and improve its organisation and operations. The Plan will serve as a strategic blueprint to address the present and future needs of the community. The Plan should forecast strategic priorities for the Department for the next ten (10) years. This section provides a list of tasks that the successful Proponent is expected to complete as part of the Project.

Proponents are encouraged to present their own unique solution to producing a comprehensive report based on best practices and areas generally covered, while addressing the objectives identified.

The scope of the work will include, but not be limited to, the following:

5.1 Project Tasks:

- a. A SWOTH Analysis facing the Department.
- b. Conducting research and interviews with interest holders (Town Mayor and Council, Town leadership, Members, and other emergency organizations).
- c. An assessment and analysis of the current Fire Department structure, organization, and capabilities; and comparing them with best practices in other similar organizations serving similar populations. Such analysis includes a review of department staffing type (i.e., paid-on-call, paid-on-training, volunteer, etc.).
- d. An assessment of current paid staff compensation and shift patterns.
- e. An assessment of the current Fire Underwriters Survey rating and cost benefit analysis of improving the rating.
- f. An assessment of what is required to achieve the Superior Tanker Shuttle Accreditation and cost benefit analysis of that service.
- g. Development of a strategic plan addressing operational, training, and staffing priorities, providing the best professional advice to close gaps and address the needs of the community and the Members.
- h. Development of SMART Organizational Goals that support the operational, training, and staffing priorities, including feedback mechanisms to evaluate progress towards the goals.

5.2 Recommendations for:

- a. Staffing levels and organizational structure, including review of options such as paid on call, paid on training, volunteer or alternative structures.
- b. Member retention and recruitment.
- c. Equipment, technology, and infrastructure requirements.
- d. Response time and service delivery optimization.

5.3 Strategic plan, including:

- a. Setting out operational, training, and staffing priorities.
- b. Develop a timeline for the implementation of the strategic plan.

6. DELIVERABLES

The successful proponent will be responsible for providing the Town with the following items:

6.1 Executive Summary

A concise summary that highlights the key objectives, findings, and recommendations of the core review and strategic plan.

6.2 Core Review

- a. Organizational Assessment: Review of the current fire department structure, staffing levels, leadership, and operational workflows.
- b. SWOTH Analysis: An analysis of the Department's strengths, weaknesses, opportunities, threats, and hurdles.
- c. Resource Inventory: A review of existing equipment, technology, infrastructure, and facilities.
- d. Performance Review: Analysis of current service delivery.
- e. Member Resiliency: Analysis of the current state of Membership and Membership concerns.
- f. Public Safety Needs Assessment: An assessment of community needs based on demographics, growth projections, and fire risks (e.g., wildfire, urban fires).
- g. Risk Assessment: Identifying critical risks (e.g., aging infrastructure, resource gaps) and potential future challenges (e.g., population growth, climate change).

6.3 Strategic Goals and Objectives

- a. Short-term and Long-term Goals: Clear, measurable goals aligned with the department's vision and mission.
- b. SMART Objectives that support each strategic goal.

6.4 Operational and Resource Recommendations

- a. Staffing and Organizational Structure: Recommendations for staffing levels, recruitment, retention strategies, and any structural changes needed.
- b. Training and Development Plans: Long-term plans for professional development, continuing education, and specialized training.
- c. Technology and Equipment Upgrades: Recommendations for adopting new technologies or upgrading current equipment to improve operational efficiency and safety.
- d. Infrastructure and Facility Plans: Recommendations for any building upgrades to the fire hall station, equipment bays, or training facilities.

6.5 Final Report and Presentation

- a. Strategic Plan Document: A comprehensive report that compiles the above deliverables, providing a clear and actionable strategic plan, tables and GIS mapping data.
- b. Final Presentation: A formal presentation of the final Plan to the Fire Department, municipal leadership, and Council.

7. TIMELINE

Provided below is the anticipated timeline for completing this Project:

Request for Proposal Issuance	Friday, October 24, 2025
Deadline for Submission of Proposals	2:00 pm, Friday, November 21, 2025
Proponent Selection/Contract Award	December 10 – 17, 2025
Project Initiation	January 2026
Draft Report / Presentation to Staff	May 2026
Final Report / Presentation to Council	Tuesday, June 9 or 23, 2026

8. PROJECT BUDGET

The Town Council has approved a budget of up to \$70,000 to complete the Proposal. The above amount is inclusive of all categories of expenses, including travel costs, advertisements and legal review of the documents.

Payments will be made in accordance with the terms and conditions of the Professional Service Agreement to be entered between the Consultant and the Town. The Consultant shall be solely responsible for effectively implementing the Project; as such, the Town shall not be responsible for covering any costs incurred by the Consultant.

9. PROPOSAL CONTENTS

RFP submissions must contain the following information in the order and format listed below:

- a. **Cover Letter** that includes all the following information:
 - i. Proponent’s name, address, phone number, email, and website.
 - ii. A purpose statement describing the Consultant’s understanding of the required services.
 - iii. The name, title, address, phone number, and email address of the person or persons authorized to represent the Proponent regarding all matters related to this RFP.
 - iv. A statement affirming the Proponent’s ability to comply with the contract provisions as outlined in the Town’s RFP.
 - v. Signature: The cover letter must be signed by a person or persons authorized to bind the Proponent to all commitments made in the Proposal.

- b. **Proponent Qualifications and Experience:** This shall include:
- i. A summary of the Consultant's background, area of expertise, and relevant background experience in conducting similar projects.
 - ii. Curriculum Vitae of key personnel, demonstrating expertise in relation to the scope of potential work; including relative degrees, licenses, and certifications.
 - iii. Abstracts and references for at least three (3) past projects similar in scope of this Project. Only include projects that were substantially completed either by the same team or key team member(s) within the past five (5) years.
 - iv. Summary profiles of supporting team members indicating relevant experience, qualifications, and notable professional achievements. Proponents shall list any subcontractors or subconsultants they intend to work with on this Project and provide a similar summary.
- c. **Work Plan:** A comprehensive Work Plan that will enable the Proponent to meet the Project objectives. The Work Plan will include the following:
- i. A description of the overall methodology and approach to the Project, including the objective and scope of work to be performed and how the proposed approach would meet the Project requirements.
 - ii. Description of the proposed consultation approach that will be implemented in completing this Project and explanation as to how the recommended approach will meet the objectives of this Project. Including a high-level consultation plan sample is strongly recommended.
 - iii. A description of the work that will be undertaken to meet the Project objectives, including a description of the proposed consultation approach to be completed and the list of deliverables at various stages.
- d. **Project Schedule** that will:
- i. Illustrate how tasks fit within the Project timeline and relate to appropriate milestones and Project deliverables.
 - ii. Include details on estimated labour hours and time requirements for completing each task.
 - iii. Be mindful of the Town's considerations and financial constraints.
- e. **Proposed Project Fee:** In addition to the overall Project costs, the Consultant must submit:
- i. Detailed costs for each task and subtask identified in the work plan.
 - ii. All costs, including disbursements, must fit within the budget listed in Section 8. Eligible disbursements include the costs of printing and reproducing, drawings, reports, travel, accommodation costs, and any other expenses incurred towards implementing the Proposal.
 - iii. Contingency cost - this amount will not be a part of the proposed Project fee.
 - iv. Approximate costs associated with organizing consultation activities.
- f. **Other details:** Any other necessary information that may assist Town staff in evaluating the proposal

submitted. For instance, the Consultant may identify the types of information, data, staff resources, and assistance expected from the Town over the term of this Project.

10. GENERAL PROPOSAL SUBMISSION REQUIREMENTS

The electronic version of the Proposals submitted via email in PDF format must meet the following general submission requirements:

- a. Emailed to fire@smithers.ca with the subject line “**Proposal for Town of Smithers Fire Department Core Review and Master Plan**”. Alternatively, hardcopy proposals for this RFP may be submitted to:
Fire Chief Alle Jan de Vries
Town of Smithers
PO Box 879,
1027 Aldous Street Smithers, BC V0J 2N0

Hard copy submissions must include one (1) copy of the proposal in a sealed envelope marked “**Proposal for Town of Smithers Core Review and Fire Department Master Plan**.”

- b. Received no later than **2:00 pm (PST) on Friday, November 21, 2025**.
- c. Not more than 20 numbered pages in length, exclusive of the front cover, back cover, table of contents, cover letter, references, and Curriculum Vitaes;
- d. All pages of the document shall be Letter sized (8.5” x 11”).

It is the sole responsibility of the Proponent to ensure that the Town receives their Proposal prior to the closing time and date.

11. PROPOSALS MODIFICATION, WITHDRAWAL, & LATE SUBMISSION

Modifications to submitted proposals may be allowed only if a written request is provided to the Town prior to the proposal submission deadline, or when requested by the Town for technical reasons.

Proponents may withdraw submissions by written request up to 24 hours after the deadline stated in section 10 of this RFP.

Proposals and modifications received after the stated submission deadline shall not be considered for evaluation. The Town is not responsible for late deliveries due to technical issues or other unexpected circumstances.

12. EVALUATION AND SELECTION CRITERIA

Staff will conduct a screening of all proposals properly received after the deadline to ensure that they are complete and meet the minimum requirements of this RFP. Subsequently, all the complete, eligible proposals will be reviewed by the Review Committee.

Proposals will be evaluated based on the criteria provided on Schedule “A” of this document. The five key assessment criteria are:

- Project understanding and methodology (30 points)

- Proponent's work experience and past work performance (30 points)
- Project timeline and availability (10 points)
- Fire Department knowledge (10 points)
- Quality of proposal (10 points)
- Value proposal and cost (10 points)

Note that the Project fee is only one of the several factors to be considered; as such, proposing the lowest Project fee does not guarantee success in the evaluation process.

Where more than one proposal receives the highest score, the Town may request Proponents to submit additional information to help in determining the most suitable Proponent for this Project.

The Review Committee will shortlist and rank proposals in the order of scores secured and recommend to Town Council, in writing, to award the Project's contract to the Proponent with the highest score.

The decision taken by Council shall be final. Staff shall notify all Proponents of the Council decision, within two (2) business days after the above-stated Council meeting.

13. PROFESSIONAL CONSULTING SERVICE AGREEMENT

The successful Proponent will enter into a Professional Service Contract with the Town that outlines the mutually agreed scope of work, Project cost, and other terms related to the services provided by the successful Consultant.

The Town will have the right to negotiate with the successful Proponent over the final terms and conditions of the contract in the best interest of the Town and the community. The primary objective of the negotiations is to maximize the Town's ability to obtain the best value, based on the requirements and evaluations relating to this RFP. If an agreement cannot be reached between the successful Proponent and the Town, the negotiations will be terminated, and similar negotiations will occur with the next-ranked Proponent on the list.

14. CONFLICT OF INTEREST

It is the responsibility of the Proponent to identify current and proposed conflict of interests that the firm, or individuals in the firm, has. The Proponent must outline a strategy to effectively mitigate the conflict-of-interest issues identified over the course of the Project for which this RFP is issued.

The Town reserves the right to disqualify a Proposal on the grounds of an existing or potential conflict of interest regarding the Proponent and the intended Project.

The Proposal submitted to the Town shall have original content, prepared by the Consultant (and team) in a fair manner, without collusion or fraud.

The successful Consultant shall work in the best interests of the Town and ensure the successful and timely completion of the Project.

Gifts and Donations

Proponents will ensure that no representative of the Proponent will offer or extend any entertainment, gift,

gratuity, discount, or special service, regardless of value, to any employee of the Town.

15. INQUIRIES AND ADDENDA

If a Proponent has any questions about this RFP, including the proposed scope of work, or finds an error, inconsistency, or ambiguity in any of the RFP content, the Proponent must submit a request for clarification or correction by email, to Alle Jan de Vries, Fire Chief, at fire@smithers.ca. Requests for clarifications or corrections must be submitted before **4:00 pm (PST), Wednesday, November 12, 2025**.

Clarifications and corrections on the RFP will be made by addendum posted on BC Bid webpage; any addendum published will be regarded as part of the RFP and will be incorporated therein. It is the responsibility of the Proponents to review and address any addenda posted on the BC Bid webpage prior to the submission of the final proposal.

16. OTHER INFORMATION

The issuance of this RFP and the acceptance of a Proposal do not constitute an agreement by the Town to pay for the costs incurred in the preparation of a proposal submitted in response to this request and, where applicable, to cover costs associated with the subsequent negotiation process.

Proponents are responsible for reviewing all sections of this RFP and are expected to make all necessary inquiries and reviews prior to submitting a Proposal.

Proponents are responsible for ensuring that they receive any and all addenda that the Town may issue in conjunction with this RFP from time to time.

All proposals submitted to the Town in response to this RFP will become the property of the Town.

All proposals are confidential and will be so treated. The information outlined in this RFP must be held in confidence by recipient firms.

All proposals must be firm offers and valid for sixty (60) calendar days following the last day to accept proposals.

The Consultant will be required to hold a valid Town of Smithers business license for the duration of the Project and will be required to produce a copy of the business license on or before the commencement of the Project.

The Town reserves the right to:

- Reject any or all proposals;
- Decline to go forward with this RFP or reissue the RFP;
- Extend the proposal submission deadline;
- Request more information from any/all Proponents;
- Reject any Contractor or subcontractor proposed by the Proponent; and
- Accept the proposal deemed most favorable in the interest of the Town.

Unless specifically outlined in the proposal, the services or any part thereof may not be sub-contracted, transferred or assigned to another firm, person, or company without the prior written authorization of the Town.

SCHEDULE A: PROPOSAL ASSESSMENT CRITERIA

Assessment Criteria	Description	Score
Project understanding and methodology	Understanding of and clear articulation of the Project's scope and objectives. Approach to core review and methodology of strategic planning	10
	Inclusion of meaningful methods to approach Project	10
		10
Work experience and past work performance	Demonstrated expertise of key personnel in relation to the scope of this Project	15
	Quality and relevance of past projects completed by the same team. Recent references from comparable Projects	10
		5
Project timeline and availability	Proposed schedule/timeline and availability to complete the Project within the given timeline (including times that the Consultant would not be available and will be involved in other projects that could potentially interfere)	5
	Availability to attend in-person and virtual meetings and consultation sessions	5
Fire Department knowledge	Experience undertaking projects with similar scope of this Project in British Columbia	5
	Knowledge of Municipal Fire Department operations, governance and financial management	5
Quality of proposal	Professionalism, clarity, and completeness of the Proposal	5
	Logical structure, attention to detail, and ease of understanding and responsiveness to RFP requirements	5
Value proposal and cost	Project cost within budget	5
	Value of proposed services, including cost breakdown by tasks and personnel	5
TOTAL		100