

REQUEST FOR PROPOSAL (“RFP”) NO. PS20210986

CONSULTING SERVICES FOR DESIGN WORK ON MOUNTAIN VIEW CEMETERY

QUESTIONS AND ANSWERS NO. 1

ISSUED ON SEPTEMBER 22, 2021

<b>Q1</b>	Can you please consider extending the proposal submission date? Two weeks is very short for a project of this magnitude.
<b>A1</b>	<b>The RFP has been extended. Closing date: October 14, 2021. See Addendum No. 1 for more details.</b>
<b>Q2</b>	Please clarify the timeline for Phase 2 in section 7.0.
<b>A2</b>	<b>Proponent should provide the breakdown of the timeline as per scope defined.</b>
<b>Q3</b>	What is the target budget for this project? There is a potential wide range of scope in items such as the detail of design drawings and extent of community engagement.
<b>A3</b>	<b>The target budget is unknown. The City does not know how much this work will cost. We have an initial approved expenditure amount. If no acceptable bid is received within that amount the City may seek approval to exceed our pre-approved amount.</b>
<b>Q4</b>	Please clarify if the following are strategies that the cemetery has previously developed: Lighting and Wayfinding Strategy; Roads, Parking and Water Strategy; and Memorial Walls and Scattering Strategy.
<b>A4</b>	<b>These strategies have been previously developed.</b>
<b>Q5</b>	Community and stakeholder engagement is mentioned in relation to the perimeter plan. What do you envision as the scope of community engagement, which could potentially be significant for a project like this?

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<b>A5</b>	<b>Enough to inform the neighbours of the initial perimeter and access criteria and options under consideration, provide an opportunity for input from the neighbours and, after consideration of the input to adjust the plan where appropriate, communicate the outcome back to the neighbours.</b>
<b>Q6</b>	Is the signage work, as mentioned in task 5.3, to be schematic, or are you wanting more detail on that aspect of the design?
<b>A6</b>	<b>Schematic</b>
<b>Q7</b>	The RFP mentions architectural services as one of the required disciplines. Can you please clarify the scope of the architecture work, or is this referring to landscape architecture? Are any new buildings anticipated?
<b>A7</b>	<b>If the amenities suggested in the Phase 2 Development Recommendations include structures or buildings then corresponding architectural services should be included in the proposal.</b>
<b>Q8</b>	What financial information does the City have on previous revenues and costs over how many years, collection and distribution of the perpetual care fund, and number of interments from Vancouver vs other communities? How detailed is the breakdown of operating costs?
<b>A8</b>	<b>The cemetery has detailed sales (qty and financial) and care fund information back to 2008. Operating costs are also well known back to 2002 with substantial breakdowns available.</b>
<b>Q9</b>	What are the key sensitivity variables the City wants to explore in the financial analysis? How many scenarios are you anticipating?
<b>A9</b>	<b>Sales projections (growth, sustain, decline), financial impacts of over/under building capacity/inventory should be considered.</b>
<b>Q10</b>	Can you please elaborate on what you mean by “value proposition” in item 5.4?

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<b>A10</b>	<b>The financial, consumer demand, environmental, social, sustainability, and other factors that support adding, removing, expanding or otherwise altering the product/service offerings of the cemetery.</b>
<b>Q11</b>	Can you please describe the scope of civil and mechanical engineering services?
<b>A11</b>	<b>Enough to validate and support the development recommendations and Class 4 cost estimates.</b>
<b>Q12</b>	Does the City have an approach for integrating Truth and Reconciliation on this project, and if so, what will the City’s role be?
<b>A12</b>	<b>We need a bit more time to consider this important topic. We will reach out to our Engagement specialist for feedback.</b>
<b>Q13</b>	Does the City have a tree inventory that can be used in the perimeter study? If not, is the consultant expected to conduct a tree inventory?
<b>A13</b>	<b>A tree inventory does exist.</b>
<b>Q14</b>	What format are the data and records in? Excel? Stone Orchard? Scanned hard copies. What are we working with?
<b>A14</b>	<b><i>The data exists in Excel. Specific detail on every sale and transaction back to 2008. All personal information (names, addresses, etc.) will be stripped from the data. The expense side will be summarized and provided within 5 to 8 categories.</i></b>
<b>Q15</b>	<p>We would like clarity about the request for “Financial pro-formas that are consistent with current MVC and City of Vancouver reporting and can be easily adapted for use by the cemetery as a tool for tracking and reporting ongoing financial and business performance:</p> <p>We would like more info about the expected pro-forma format and other requirements that would make it consistent with the current reporting. Can you provide an example or description of the criteria/expectations for these pro-formas?</p>

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<p>A15</p>	<p><i>Pro-formas that provide a reasonable level of detail with appropriate subtotals on the sales/revenue side. The expense side would be much less detailed using existing annual operating budget information and simply projecting additional expenses that will be required as a result of the project (operating expenses for new facilities, structures, services, etc.). We are looking for the consultant to suggest or propose an appropriate level of detail and in a format that the cemetery could use going forward to report at least annually on actual vs. planned performance. Projecting only 3 categories (Sale of Space, Interments and Other) would be insufficient. A model that projected and tracked each unique space, product and included monthly subtotals would be too detailed.</i></p>
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