Stantec

County of Brant | OPS-RFP-25-05

Request for Proposals for Engineering Services - Scotland & Oakland Master Servicing Plan

Nick Emery, P.Eng.
Stantec Consulting Ltd.
400-1305 Riverbend Road
London, ON N6K 0J5
nick.emery@stantec.com | (519) 681-0483

Tuesday, June 3, 2025

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400-1305 Riverbend Road
London ON N6K 0J5

June 3, 2025

Stefanie DiGiovanni, P. Eng (ON)
Engineering & Infrastructure Planning
County of Brant
26 Park Ave. Burford, ON N0E1A0

Dear Ms. DiGiovanni,

Reference: OPS-RFP-25-05 Request for Proposals for Engineering Services - Scotland & Oakland Master Servicing Plan

Thank you for providing Stantec the opportunity to present our engineering capabilities to you. We are truly excited to work with the County on this project. We understand that you are seeking engineering consulting services in support of a Master Servicing Plan for the rural communities of Scotland and Oakland. Strengths of our team include:

- Experience having completed numerous similar projects throughout Southern Ontario;
- An integrated 'one stop shop' team with over 15 years' experience working with each other allowing for effective coordination between disciplines;
- Ample resources available to meet submission milestones, quick turnaround of review comments, and quality service to the County of Brant; and
- Organized and proactive client lead and Project Manager to ensure work is completed on time and on budget.

1 Project Understanding

The communities of Oakland and Scotland (the "Study Area") have an area of approximately 565 hectares. Under existing conditions, both communities are serviced by private sanitary and water supplies. The Study Area is designated for growth within the County's Official Plan; to date a number of development applications have been made with multiple other applications expected in the near future.

Our proposal is based on the scope of services listed in the Terms of Reference provided by the County of Brant ("client") in March, 2025, and presented in **Appendix A**. The proposed project includes the completion of a Master Servicing Plan (MSP), building on the recommendations of the Master Environmental Servicing Plan (MESP) previously completed by Stantec in February 2025. The MSP will identify preferred strategies for water, wastewater, stormwater and transportation servicing for the rural communities of Oakland and Scotland, and will fulfill the requirements of Phases 1 and 2 of the Municipal Class Environmental Assessment process in accordance with Master Plan Approach 2.

2 Key Staffing

Our first step in building a successful relationship with you is to offer a team that can deliver and that provides ease of engagement for you. To achieve the timelines and objectives of this project, we understand the importance of providing an experienced, well managed, organized and committed team. The following provides a brief overview of the key Stantec project team members that will be working on this file:

Nick Emery, P.Eng. – Water Resources Engineer | Role on this project: Project Manager/Water Servicing Team Lead
Nick has over 25 years of consulting engineering experience in a broad range of water resource projects involving river engineering, both rural and urban storm water management, and drinking water distribution systems. He has completed water distribution system studies for many Ontario municipalities to help them understand their system performance, develop capital spending plans, and identify system improvements to accommodate future development. Nick provides technical expertise to water resource projects from the initial planning stages through detailed design and construction. He has completed large planning projects such as master drainage plans, environmental assessments, and sub-watershed studies. His master plan project experience includes developing the 2015 Lambton Area Water Supply System Master Plan, and leading the Town of Lakeshore Stormwater Master Plan – Phase 1.

Nick will be the primary client contact for the project and will be involved through all phases of project leading and coordinating efforts to provide a coordinated Master Plan submission.

Hamish Trenam, P.Eng. – Senior Water Resources Engineer | Role on this project: Deputy Project Manager/Stormwater Management Team Lead
Hamish is a certified professional engineer with over 15 years of experience. Hamish will be the Stormwater Management Lead on this project and will oversee all work performed by the Water Resources Group. Hamish project experience includes the management, design, and preparation of environmental engineering projects in support of land development from due diligence through to design and final assumption. Hamish has successfully led projects through the design and approval process utilizing strong communication skills, technical experience, and dedication to quality.

Hamish will support Nick in his project management duties and provide a secondary point of contact to the County if Nick is unavailable to provide a prompt response.

Olav Natvik, M.Eng., P.Eng. – Wastewater Treatment Specialist | Role on this project: Wastewater Team Lead
Olav offers over 30 years of experience as a wastewater treatment specialist. This includes design for more than 50 biological nutrient removal (BNR) plants in North America, Europe, and Australia as well as the largest MBR retrofit plants in Canada - London's 13.62 MLD Oxford MBR retrofit project commissioned in 2008; and on-going work at Barrie's 55 MLD MBR retrofit.

Olav provides process expertise for many of Stantec's high profile wastewater treatment projects wherever they may arise. His experience includes master servicing planning, process modeling using wastewater simulators, class environmental assessments, process audits and optimizations, plant re-ratings, pilot studies for advanced level treatment, peer reviews, expert witness and detailed design services. He has been actively involved in the local and international water quality organizations, presenting to the Water Environmental Association of Ontario (WEAO) and Water Environment Federation (WEF).

Roger Freymond, P.Eng. – Principal Hydrogeologist | Role on this project: Hydrogeology Team Lead
Roger is a Principal and the Physical Environment Team Lead for the Environmental Services Business Center. He is a technical specialist in the areas of groundwater supply assessment, source water protection and contaminant hydrogeology. Over the past 24 years, Roger has been involved with the planning, exploration and development of groundwater supplies for both municipal clients and private developers. In addition to his groundwater exploration and development experience, Roger has been heavily involved with groundwater protection having completed numerous source water protection related studies including, vulnerability assessments, Groundwater Under Direct Influence of Surface Water (GUDI) studies, microbial contamination control plans, transport pathway assessments, drinking water threat inventories and existing condition contamination assessments. Roger is adept at using the results from Phase 1 and II Environmental Assessments and site remediation studies to assess drinking water threats in vulnerable drinking water areas and in completing fate and transport studies to further quantify risk to drinking water quality. Over the past few years, Roger has been a senior advisor and quality reviewer for the National Fire Lab PFAS investigation that is assessing the fate and transport of PFAS compounds as it relates to the risk and vulnerability of a drinking water supply for a small community.

Sean Spisani, B.Sc., ERGC – Natural Heritage Ecologist | Role on this project: Natural Heritage Team Lead
Sean Spisani is a Senior Ecologist with technical expertise in the fields of botany, plant community ecology, wetland science, wildlife and wildlife habitat, ecological restoration and monitoring. Sean has 22 years of professional experience in southern Ontario, and held key roles in numerous projects, including Project Management and Discipline Lead responsibilities for watershed management plans, environmental assessments, environmental impact studies, habitat mapping, ecological management plans, Species at Risk permitting, and research oriented projects. Sean's client base includes municipal, provincial and federal governments, private industry, and land developers. He has acquired experience in several industry sectors, including land development, transportation, mining, aggregate, power, oil and gas, and resource management. He is a former instructor of the Ecological Land Classification certification course, certified in the Ontario Wetland Evaluation System, and has prepared expert witness statements and testimony for the Local Planning Appeal Tribunal, Ontario Municipal Board and Environmental Review Tribunal.

Sean is also Stantec's Ecosystems Team Leader, with management responsibilities for over 35 ecologists in seven offices in Ontario. In this role, Sean is responsible for operations of the team, achieving financial targets, supporting sector leads in business development, and implementing Stantec's health and safety, ethical and quality management programs.

Parker Dickson, MA, Senior Archaeologist | Role on this project: Archaeology Team Lead
Parker Dickson, MA, is a Project Archaeologist at Stantec with a Professional Archaeology Licence (P256) and is a member of The Ontario Association of Professional Archaeologists. He specializes in the archaeology of pre-contact Aboriginal groups in southern Ontario and has been involved in numerous archaeological projects involving renewable energy, land development, and aggregates. He earned his Master of Arts in Anthropology in 2006 having previously received his Bachelor of Arts in Anthropology in 2002, both from the University of Western Ontario. He has authored numerous archaeological assessment reports and has been published in Ontario Archaeology, a peer-reviewed journal of the Ontario Archaeological Society.

Jeff Paul, P.Eng. – Discipline Leader, Urban Water Resources | Role on this project: Technical Independent Reviewer/ Final QA/QC
The majority of Jeff's 30 year career has been spent working on land development projects with a strong focus on feasibility analysis, community planning, and servicing analysis. Over the last five years, he's

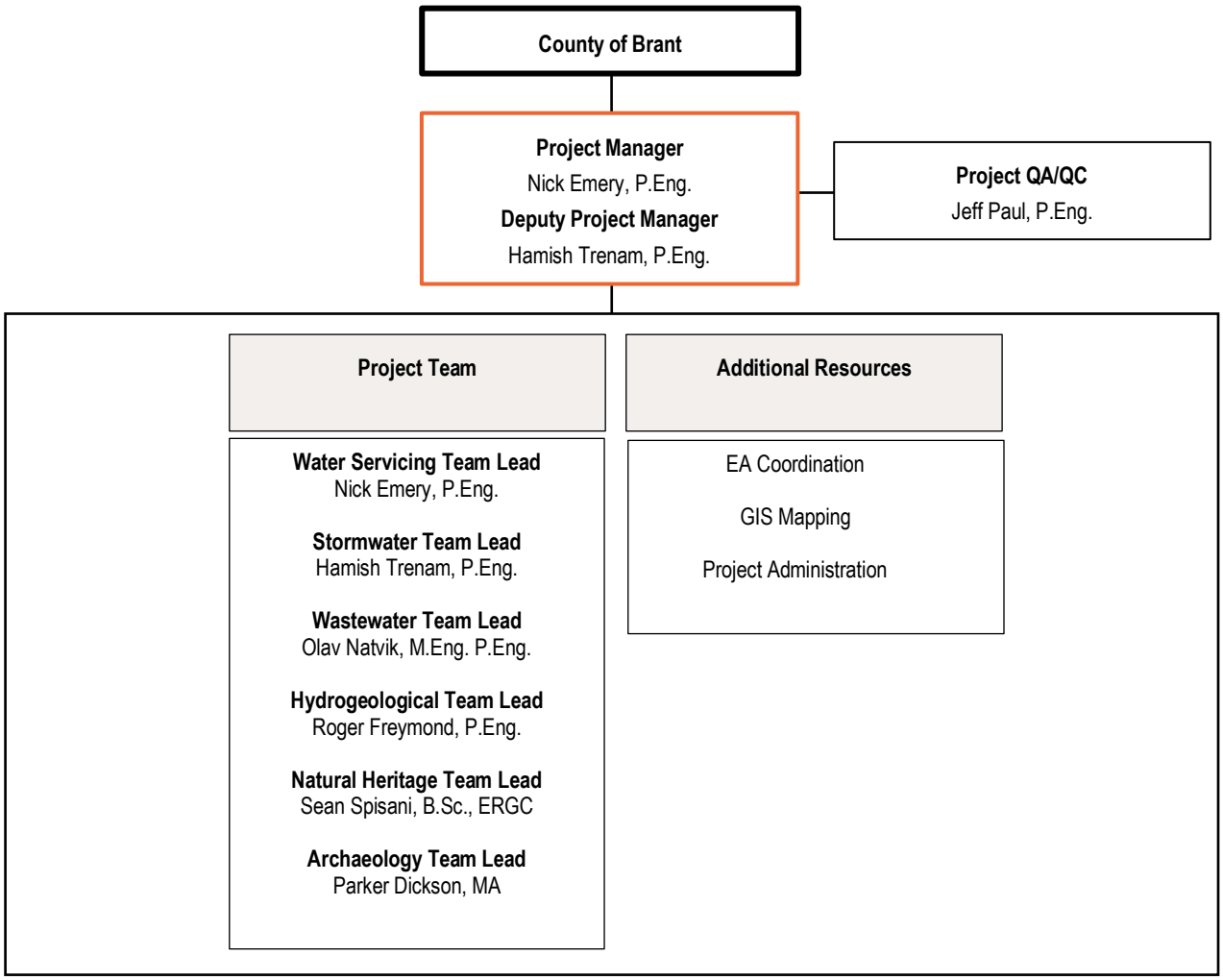
transitioned to working for municipalities with a focus on master planning, servicing studies, and environmental assessments.

Jeff leads a specialized team in delivering infrastructure planning, management and solutions-development for drainage and wet utility challenges. At the front-end of multi-million-dollar capital planning, he finds it rewarding to help clients conceptualize and 'optioneer' solutions that support prudent and transparent decision-making.

Jeff will act as a senior technical advisor and will be responsible for the QA/QC of all deliverables.

3 Team Organization

Figure 1. Organizational Chart



4 Project Approach and Methodology

Our work plan to complete the Scotland and Oakland Master Servicing Plan is described below.

4.1 Project Initiation and Review of Existing Information (Phase 1)

Building on the information presented in the MESP, the following tasks will be completed to initiate the project and fulfill the requirements of Phases 1 of the MCEA process.

4.1.1 Project Kickoff Meeting

Stantec will conduct a project kickoff meeting with the County to introduce the project team, review the scope of work, confirm the anticipated schedule and milestone dates, and discuss the project consultation plan. Stantec will prepare a data request list of background information to support the Master Plan and provide it to the County at the project kickoff meeting.

4.1.2 Background Review and Data Gap Identification

Stantec will review available relevant background information to characterize the study area. We anticipate that we will rely heavily on the previous work completed for the MESP. Stantec will identify data gaps and work with the County to identify additional information required to support the EA decision making process.

4.1.3 Stage 1 Workshop

In lieu of Technical Memorandum #1 identified in the RFP, Stantec suggests that the Stage 1 background information can be exchanged and discussed at a workshop with the Brant County project team. Key information will be summarized in slideshow presentations and any revisions and/or corrections will be documented in the workshop minutes. Both the presentation materials and the minutes will become part of the final project file.

This approach provides an opportunity for the County and the consulting team to collaborate and discuss the relevant background information and to provide context for the constraints and criteria that will be used to develop and evaluate the servicing alternatives. The Stage 1 Workshop will replace the Team Progress Meeting identified in the RFP.

The following information will be presented in the Stage 1 workshop:

- Natural heritage field assessment results; and
- The existing conditions characterization.

4.1.3.1 Natural Heritage Field Assessments

In accordance with the recommendations of the Natural Heritage Assessment: Scotland and Oakland Master Environmental Servicing Plan (Stantec, 2025), Stantec will complete aquatic and terrestrial field assessments to verify existing natural heritage features documented in the Phase 1 Scoped Subwatershed Plan and update the boundaries of features as appropriate. The field assessments will be completed during late June/July 2025 to accommodate the anticipated project schedule.

The terrestrial field assessment will include Ecological Land Classification (ELC) vegetation community assessment, Species at Risk (SAR) habitat assessment, wildlife habitat assessment, and incidental observations of wildlife. An aquatic habitat assessment will be completed at all watercourse crossings in the Study Area.

4.1.3.2 Existing Conditions Characterization

A summary of the existing conditions within the study area will be presented, including:

- A list of the background information sources;
- A characterization of the existing conditions in the study area including:
    - Study Area Limits;
    - Groundwater conditions;
    - Surface drainage conditions;
    - Existing water servicing sources and their associated capacities;
    - Existing wastewater treatment facilities and their associated capacities; and
    - Existing road and traffic conditions, provided by the County's transportation consultant.
- The Problem/Opportunity statement which will be used through the course of the study to guide the alternative development and selection of the preferred alternatives.

4.1.4 Growth Forecasts and Future Needs

The MSP must clearly define the anticipated growth in Scotland and Oakland to identify the future servicing needs and develop solutions that can successfully address them. Stantec will develop 3 future growth scenarios based on the following future servicing levels in the study area:

1. All development is serviced by private wells and individual sceptic systems;
2. All development is serviced by municipal water and wastewater systems; and
3. All development is serviced by municipal water and individual private sceptic systems.

A groundwater nitrate assessment will be required to support the maximum lot density calculations for Scenarios 1 and 3. The assessment will include identifying the source of existing elevation nitrate impact in the area and how the surrounding land use outside of the proposed development areas will influence long-term groundwater quality. Stantec will consult with the MECP to discuss the applicability of Guideline D-5-4 and Guideline B-7 to assess the impacts of new subsurface sewage disposal.

Anticipated peak water demands and peak wastewater water flows will be calculated based on the unit rates identified in the MESP. The future servicing requirements will be documented in Technical Memo #1 – Growth Forecasts, Community Water Demands, Wastewater Flows and Traffic Capacity and Projections, which will include:

- A description of the future development limits within the study area;
- Anticipated peak water demands;
- Anticipated peak wastewater flows;
- Stormwater servicing needs; and
- Future traffic projections, provided by the County's subconsultant.

4.2 Alternative Solutions Development and Evaluation (Phase 2)

A brief summary of the proposed alternative development and evaluation process for water, wastewater and stormwater servicing is provided below. Based on our knowledge of the study area, existing site conditions, and future servicing needs, we have proposed specific alternatives for each municipal service area. Transportation alternative development and evaluation will be completed by the County's transportation subconsultant. The following task will satisfy Phase 2 of the MCEA Master Plan process.

4.2.1 Water Servicing

A preferred long-term water servicing strategy will be developed to provide a sustainable water supply to both existing and future residents of Scotland and Oakland. Based on the information presented in the MESP, there are local groundwater quality concerns due to high levels of nitrates. Based on the MESP recommendations and discussions with Brant County Stantec will develop and evaluate the following water servicing alternatives:

Alternative 1 – Do Nothing
Alternative 2 – New Municipal Well Field
Alternative 3 – Airport Water System Connection
Alternative 4 – Mount Pleasant Water System Connection

Alternative development and evaluation will be completed in accordance with the following tasks:

- A preliminary screening exercise will be completed to verify that the proposed alternatives are feasible and to identify other potential solutions, including the possibility of private servicing using trucked-in water and cisterns.

- A hydraulic assessment will be completed for Alternatives 2, 3, and 4 to identify preliminary trunk watermain sizes, pumping requirements, and significant system components. The hydraulic calculations will be performed by the County's own water modelling subconsultant. Stantec will coordinate the hydraulic assessment and identify the steady state scenarios that will be evaluated for each alternative.

- The results of the hydraulic assessment will be used to develop preliminary trunk watermain sizes and estimate the capacities of significant system components.

- Stantec will estimate water system storage requirements based on the future demands and provincial drinking water guidelines.

- Stantec's hydrogeology team will evaluate Alternatives 1 and 2 to document potential groundwater impacts, provide commentary on groundwater quality, and identify risks and potential mitigation measures.

- Preliminary high-level Opinions of Probable Construction costs will be calculated for each alternative as well as a high-level estimate of the annual operation cost of each alternative. Costs will consider the phasing potential of each alternative.

- A detailed evaluation matrix will be prepared to document and compare the advantages, disadvantages and impacts of each alternative in the following four broad categories:

    - Impacts on the Natural Environment;

    - Impacts on the Social-Cultural Environment;

    - Technical complexity of the solution, ability to meet Scotland and Oakland's water servicing needs, and opportunity for connections to other communities; and

    - Financial impacts of the solution, considering overall capital cost, ability to phase the solution, and operating costs.

The information presented in the evaluation matrix will provide the basis for the preferred water servicing strategy. Based on the guidance presented in Municipal Class Environmental Assessment (MEA, 2024), Alternative 2 is a Schedule C project, and a separate scope of work will be required to complete Phases 3 and 4 of the MCEA process.

4.2.2 Wastewater Servicing

There are significant constraints that limit the feasibility of wastewater servicing options within the Study Area. Existing groundwater quality data shows high levels of nitrates which may be exacerbated by subsurface disposal options. However, the high costs of either building a new wastewater treatment plant or conveying wastewater to an existing plant limits the viability of these options.

If groundwater quality concerns can be mitigated, wastewater treatment provided by private septic systems may be the most feasible means of providing wastewater servicing to the Study Area. However, private septic systems are exempt from the MCEA process. Consequently, we propose completing a preliminary screening exercise based on the information compiled in Phase 1 to confirm the viability of private sceptic systems provide wastewater servicing. The screening exercise will explore feasibility of the following options:

- Private sceptic systems,

- Using holding tanks to temporarily store wastewater prior to transport to an existing treatment facility.

- Small communal wastewater treatment systems with subsurface disposal to treat the wastewater from individual developments.

- A new Municipal wastewater treatment plant; and
- Conveying wastewater to an existing wastewater treatment plant.

If the results of the screening exercise suggest that private septic systems are not a viable option, a more detailed assessment of the remaining options will be required to develop a project specific recommended solution.

The scope of this detailed wastewater assessment is not included in this work plan. If required, Stantec will prepare a scope of work with sufficient detail to fulfill the MCEA requirements for the anticipated Project Schedules of the remaining solutions to be evaluated. Stantec will provide the County a Change Order (CO) for review and approval of the detailed wastewater assessment.

4.2.3 Stormwater Servicing

A preferred long-term stormwater management (SWM) strategy will be developed to provide a sustainable drainage servicing to both existing and future residents of Scotland and Oakland. Based on the MESP recommendations, Stantec will develop and evaluate the following stormwater servicing alternatives:

Alternative 1 – Do Nothing
Alternative 2 – End-of-Pipe SWM Controls
Alternative 3 – Hybrid SWM Controls, Incorporating LIDs and End-of-Pipe SWM Controls

Alternative development and evaluation will be completed in accordance with the following tasks:

- A preliminary screening exercise will be completed to verify that the proposed alternatives are feasible and to identify other potential solutions.
- Stantec's hydrogeology team will evaluate Alternative 3 to document potential groundwater impacts, provide commentary on groundwater quality, and identify risks and potential mitigation measures.
- The project team will complete a preliminary hydrologic analysis to identify the locations and volumes of proposed stormwater infrastructure and describe the anticipated outlet strategies.
- Preliminary high-level Opinions of Probable Construction costs will be calculated for each alternative as well as a high-level estimate of the annual operation cost of each alternative. Costs will consider the phasing potential of each alternative.
- A detailed evaluation matrix will be prepared to document and compare the advantages, disadvantages and impacts of each alternative in the following four broad categories:
    - Impacts on the Natural Environment;
    - Impacts on the Social-Cultural Environment;
    - Technical complexity of the solution and ability to meet Scotland and Oakland's stormwater servicing needs; and

- Financial impacts of the solution, considering overall capital cost, ability to phase the solution, and operating costs.

The information presented in the evaluation matrix will provide the basis for the preferred stormwater servicing strategy.

4.2.4 Preferred Alternative

The alternative evaluations will be updated with feedback provided through stakeholder meetings and from PIC #1. Stantec will prepare Technical Memo #2 to document the alternative development and evaluation process and present the preferred alternatives.

4.3 Master Plan Report

This task represents the culmination of the Master Plan Process. Activities undertaken through Phases 1 and 2 of the MEA process will be documented. A general outline of the Master Plan document includes:

- Description of the problem and background information;
- Consideration of a reasonable range of alternatives, both the functionally different “alternatives to” and “alternative methods” of implementing the solution;
- Rationale used to select the preferred solution to the problem statement;
- Description of the environmental considerations and impacts;
- Identification of the recommended projects and their corresponding EA Schedule.
- Description of the consultation process and explanation of how concerns raised by the public and review agencies were addressed;
- Description of any mitigation measures or monitoring programs to be carried out during construction or as part of future operations and details of the ways in which the results of the monitoring program will be communicated to the public and review agencies.

Details on how the Master Plan Report will be provided for public review will be discussed with the County. A digital copy will also be provided to the MECP and other key agencies for the 30-day review public posting.

Stantec will address stakeholder comments provided during the 30-day public review period.

4.4 Stakeholder Consultation

Stakeholder consultation is a key component of the MCEA Master plan process. At the project outset, Stantec will work with Brant County to develop a consultation plan to verify that stakeholders are engaged and provided with sufficient opportunity to contribute to the Master Plan process. The consultation plan will identify how project notices will be advertised, and which stakeholders will receive direct communications. Significant components of the proposed consultation plan will include:

- Developing a draft stakeholder contact list of agencies, stakeholders, First Nations Communities, residents, and neighbouring communities that will be circulated on all notices. This consultation list will be updated with input from Brant County and will be maintained throughout the course of the study as interested parties are identified.

- Preparing a Notice of Study Commencement for publication. This notice will advise of the study and put forward a general request for comments to uncover issues and concerns at an early stage.

- We understand that the County has created a project page on the Engage Brant website to document the project progress and provide ongoing project information to stakeholders. Stantec will provide input and supporting information for the project page.

- Once the preliminary preferred alternatives are selected, PIC #1 can proceed. This public engagement session will present the evaluation of the alternatives and present the preliminary preferred solutions. Comments and input will be solicited from attendees which will be used to refine the selection of the preferred solutions. In accordance with our discussion with Brant County, this PIC will be completed as in-person Open House session. Project information will be summarized on display boards and key project personnel will attend in-person to answer questions and provide additional project information. Digital copies of the display boards will be provided to Brant County for posting on Engage Brant.

- Once the Master Plan Report is completed and receives endorsement from the County, the Notice of Study Completion will be generated and advertised in accordance with the consultation plan.

Based on our discussions with the County, we anticipate that active First Nations engagement will be required. In addition to the consultation requirements identified in the Terms of Reference, we have allowed for two meetings each for consultation with both Six Nations and Mississaugas of the Credit. We anticipate that these meetings will be conducted virtually, and have allowed for 2 hours for each meeting.

4.5 Project Management

This task is intended to encompasses oversight of the Master Plan process from the Project Manager and all tasks required for overall coordination of the assignment, consultant responsibilities, and deliverables as detailed in the overall work plan. It will be the responsibility of the Project Manager to ensure coordination between the various teams and the County's consultants. Specific project management related duties for this project include:

- Ensuring the proper execution of the project contract;

- Attendance at monthly project meetings with the County;

- Preparing monthly Invoice Status Reports; and

- Control of scope, budget and schedule.

5 Deliverables

A brief summary of the anticipated project deliverables is presented in the following table.

Table 1 - Summary of Deliverables

Deliverable	Week Ending
Technical Memo #1 – Growth Forecasts and Future Needs	August 31, 2025
PIC #1 Presentation Materials	January 18, 2026
Technical Memo #2 – Review of Alternative Solutions	February 15, 2026
Draft Master Plan Report	February 22, 2026
Final Master Plan Report	April 5, 2026
Notices of Completion	May 17, 2026

6 Meetings

A brief summary of the anticipated project meetings is presented in the following table.

Table 2 - Summary of Meetings

Meeting Name	Number of Meetings	Anticipated Duration (hours)	Total Anticipated Time (hours)
Project Kickoff Meeting	1	2	2
Stage 1 Workshop	1	2	2
Team Meeting with County Planning	1	2	2
Team Progress Meeting – PIC Preparation	1	2	2
Stakeholder Meeting	1	2	2
First Nations Consultation Meetings	2	2	4
Public Information Centre #1	1	3	3
Monthly Progress Meetings	10	1	10

7 Schedule

A Gantt chart showing the proposed project schedule is presented in **Appendix B**.

8 Fees

The following fee structure applies to the above noted Scope of Work, and the time-task matrix presented in **Appendix C** shows the breakdown and anticipated effort for each task:

Table 3 - Project Fees

Task	Fee
Project Initiation and Review of Existing Information (Phase 1)	$60,071.60
Alternative Solutions Development and Evaluation (Phase 2)	$90,918.10
Master Plan Report	$49,233.60
Project Management	$20,624.40
Total	**$220,847.70**

Time Basis fees within our fee structure represent an estimated budget due to the uncertainty in either timing/duration of the work required and/or lack of details related to scope at this time – actual cost will be based on final invoice to complete the required work per the approved hourly rates. The fee noted is an upset limit for this task.

Fees do not include HST, which will be added to all invoices. Any services over and above those outlined in this proposal will be provided on a time and materials basis, per our standard hourly rates.

Stantec will provide the County a Change Order (CO) for review and approval to reflect any new scope of work and/or change to approved scope of work. Work will not commence until approved by the County.

Payment on account for services rendered and for reimbursable expenses incurred shall be made every month upon presentation of the Stantec invoice. Invoices for fees and reimbursable expenses are due and payable by the client upon receipt of the invoice without holdback. Payments are due upon receipt. Stantec reserves the right to suspend services if invoices are not paid within 30 days of the invoice date.

9 Assumptions

The proposed work plan presented above was developed based on the following assumptions:

- In accordance with our discussions with Brant County, the proposed water servicing strategies will not provide fire protection;
- Hydraulic analysis of the water distribution system alternatives will be completed by the County's WaterCAD subconsultant. The County will engage its subconsultant directly, and its fees are not included in Stantec's proposed project budget.
- Our proposed fees are based on developing and evaluating the alternatives identified in the proposed work plan. If the County would like to evaluate additional alternatives, Stantec will provide the County a Change Order (CO) for review and approval. Work will not commence until approved by the County.
- All supporting hydrogeological analysis will be completed as desktop assessments. No field work is anticipated.
- The proposed work plan does not include preparing or attending presentations to Council.
- We understand that the County has prepared and issued a Notice of Study Commencement for this project.
- The proposed work plan does not include effort to complete an assimilative capacity study to support the wastewater treatment solution. Effluent criteria and ability to discharge to a surface water receiver will need to be confirmed in consultation with the MECP as part of a future Schedule C EA process, if required.
- The preferred stormwater servicing strategy may identify a need for Drainage Act works to provide an outlet from proposed stormwater management facilities. The proposed work plan does not include design and/or approval of future works to meet Drainage Act requirements.
- The proposed work plan includes aquatic and terrestrial field visits to confirm existing conditions in the study area and an assessment of natural heritage impacts for each alternative. However, we cannot accurately scope the Natural Feature Inventory and the Environmental Inventory Assessment and Monitoring Plan with the available information. Stantec can provide a work plan and budget for this effort following identification of the preferred alternatives.
- An assessment of the cultural heritage potential of the Study Area in accordance with the Ministry of Citizenship and Multiculturalism's "Criteria for Evaluating Potential for Built Heritage Resources and Cultural Heritage Landscapes" will be required following identification of the preliminary preferred alternatives. If the assessment results suggest that a Cultural Heritage Report is required, Stantec will provide the County a Change Order (CO) for review and approval to complete this additional work.
- As discussed with Brant County, the proposed Stage 1 Archaeological Assessment will be completed once the preferred alternatives are sufficiently advanced. Stantec can provide a work plan and budget for this effort following identification of the preferred alternatives.

Reference: OPS-RFP-25-05 Request for Proposals for Engineering Services - Scotland & Oakland Master Servicing Plan

10 Closure

We thank you for requesting a proposal from our firm to provide Civil Engineering services related to the Master Servicing Plan for Scotland and Oakland. After you have reviewed the proposal, we look forward to responding to any questions or comments you may have.

Regards,

Stantec Consulting Ltd.

Nick Emery P.Eng.
Project Manager
Phone: (519) 681-0483
nick.emery@stantec.com

Jeff Paul P.Eng.
Managing Leader, Water
Phone: (519) 675-6604
jeff.paul@stantec.com

Attachments

Appendix A

County of Brant's Terms of Reference

OPS-RFP-25-05
REQUEST FOR PROPOSALS
for Engineering Services

Scotland & Oakland Master Servicing Plan

1. Introduction and Background

The communities of Scotland and Oakland are located within the County of Brant (the County), southwest of the City of Brantford. Existing development within these communities consists of approximately 450 residences (300 in Scotland and 150 in Oakland). These communities are considered Secondary Settlement Areas within the County of Brant's Official Plan. This designation recognizes that the community relies on private water and wastewater servicing and that the community is not intended to accommodate major growth within the County.

There are currently 11 known development proposals, including 7 subdivisions, in the communities of Scotland and Oakland, that if approved would add up to 427 new lots to the communities as currently proposed. Two of these developments are large-scale plans of subdivision that have submitted development applications that are currently under review. In response to this development interest, the County initiated a combined Master Environmental Servicing Plan (MESP) and Community Master Plan (CMP) in 2024 to evaluate the existing conditions in each community, identify any growth-related needs, and develop a set of guidelines and recommendations to ensure sustainable growth in both communities.

The first phase of the MESP (Phase One) consisted of desktop studies for water, wastewater and stormwater servicing, including a review of available hydrogeological and hydrology information. The traffic and transportation network and the natural heritage features were also analyzed at a desktop level. The outcomes of the existing conditions review were used to inform a servicing study that assessed the feasibility of maintaining and expanding private services while satisfying the Provincial D-5-5, D-5-4 and Reasonable Use Concept Guidelines, as well as a completing a preliminary assessment of the potential municipal servicing options.

A critical finding of Phase One was the reliance of 95% of residents on a shallow, highly vulnerable aquifer (HVA) within a Significant Groundwater Recharge Area (SGRA). Existing water quality data indicated the presence of high nitrate concentrations within this existing overburden aquifer, which are anticipated to worsen with additional privately-serviced development. Furthermore, the importance of smart stormwater management was highlighted, as it was found that the continued supply of clean drinking water will be reliant on maintaining the pre-development infiltration rates. The findings of Phase One therefore indicated the need for further investigation to determine the preferred servicing solutions for water, wastewater and stormwater.

In response to the findings of Phase One, the County is initiating an integrated Master Servicing Plan (MSP). This assignment will be to complete an MSP in accordance with the Municipal Class Environmental Process and satisfying all requirements for a Master Plan Study (Phase 1 & 2). The MSP shall evaluate all options for water and wastewater servicing, including both private and municipal options, to determine the preferred solution for each community. The MSP shall also evaluate options for improvements to the community's stormwater management infrastructure, including strategies for a coordinated community-wide stormwater management system. Options for improvements to the transportation network will also be evaluated as a part of this MSP by an external consulting group (Arcadis) and included in the final MSP recommendations. The options evaluated through the MSP will be to support the communities through the 2051 growth horizon.

2. Undertaking

The purpose of this assignment is to complete a Master Servicing Plan (MSP) for the communities of Scotland and Oakland following Phases 1 and 2 of the Municipal Class Environmental Assessment (Class EA) process for Approach #2 for Master Plans. The MSP will consider the various alternatives for both water and wastewater servicing as well as alternatives to improve stormwater management and the transportation network (completed by others). The study is to complete Phases 1 and 2 of the Class EA process and follow the consultation plan for a Schedule B project. Consultation will be an important component to this study as the preferred solution may have significant direct impacts on all members of the community.

The principal components of this assignment include the following:

- Review all background information and existing conditions to the degree necessary to complete the scope of work. Available documents include relevant studies (such as the MESP), water quality data, available private well records, historical stormwater flow and quality data, active development applications, other relevant studies and reports, as-built drawings of the existing stormwater ponds, sewers and infiltration manifolds, GIS mapping data, etc.;

- Attend regular progress meetings with the project team at County of Brant offices or online. Assume monthly small-group progress update meetings as well as large-group milestone-based meetings as required. Regular communications between the proponent's Project Manager and the County Project Manager will also be expected;

- Develop a consultation plan with the County's project team to engage the community members and other stakeholders in the study. The consultant will be responsible to prepare all materials for public meetings including notices, letters, presentation materials, comment sheets, posterboards, etc. (assume 2 public meetings). The County will compile and maintain the stakeholder contact list and will issue finalized notices and letters.

- Identify, investigate and evaluate all practical alternative solutions, including both private and municipal servicing, to satisfy the study problem statement related to water and wastewater servicing in Scotland and Oakland.

- Identify, investigate and evaluate all practical alternative solutions for stormwater management in Scotland and Oakland that encompass both existing and proposed developments to the 2051 growth horizon. Recommended drainage improvements will need to satisfy the requirements of the Drainage Act, where applicable.

- Ensure the evaluation and outcomes of the Master Servicing Plan align with the Community Master Plan (CPM) being developed by the County's planning department.

- Develop a phasing plan for any potential recommendations from the study to mitigate negative impacts on the community. The Phasing Plan should consider servicing needs, the County's road resurfacing program, access to businesses and residences, etc.

- Prepare a Master Plan Report, in partnership with the traffic consultant (Arcadis) to document the study process and the preferred alternatives to meet the study objectives.

3. Scope of Work and Proposed Workplan

The following sections describe the tasks that are anticipated to be associated with each phase of the project.

3.1 – Project Initiation and Review of Existing Information (Phase 1)

- Attend a kick-off meeting with the Project Team, comprised of County staff and the traffic consultant (Arcadis). Prepare meeting agendas, minutes and action items.

- Compile and review background information and data (Phase One MESP reports, other previous studies, assessments, drainage reports, settlement area, populations, system capacities of other nearby County water/wastewater systems, traffic data, hydraulic capacity of existing drainage infrastructure, County engineering standards, land uses, natural features, etc.). Identify missing information required to complete the study.

- Summarize the hydrogeological conditions in the study area as they relate to of groundwater resources. Confirm drainage areas and sub-areas within and surrounding the Scotland and Oakland settlement boundaries. If additional field studies are recommended to fill any data gaps related to the groundwater quality as identified in the background information review, include scope for the development of a field investigation plan. County staff may be engaged to complete the field work if required due to budget constraints.

- Develop the consultation plan for the project, confirming the methods and timing for the various points of contact with the community and stakeholders. Compile the list of stakeholders specific to this project. Collaborate with the traffic consultant to ensure completeness with respect to transportation-related stakeholders.

- Develop the problem statement for the study.

- Technical Memorandum #1: Summary of Existing Conditions. Prepare TM#1 as a comprehensive review of the existing water servicing, wastewater servicing, drainage, land uses, and features of the natural and social environments of the study area. Identify any environmental or public health concerns associated with the existing conditions. Traffic consultant to provide transportation-related content.

- Attend a project progress meeting with the Project Team to review progress to date and incorporate any comments.

- Technical Memorandum #2: Growth Forecasts, Community Water Demands, Wastewater Flows and Traffic Capacity and Projections. Prepare TM#2 to present community needs for water, wastewater and stormwater using various community growth forecasts associated with the potential servicing alternatives for each community. Traffic consultant to provide transportation-related content.

- Conduct a Stage 1 Archaeological Investigation of any publicly-owned areas within the study area that may be affected by the outcome of the study. Developers will be required to conduct individual archaeological investigations on their lands as part of their development applications.

Task 1 shall include but not be limited to all items listed above. Task 1 shall satisfy all mandatory and options requirements of Phase 1 of the Municipal Class Environmental Assessment process.

3.2 – Alternative Solutions (Phase 2)

- Identify and investigate all practical alternative solutions that would satisfy the study problem statement with respect to water servicing, wastewater servicing, and stormwater management for each community. Alternative solutions must include both private (ie. private wells and septic systems, communal systems, etc.) and municipal servicing options.

- Attend a meeting with the County's Planning department to discuss alternatives in relation to the Community Management Plan. Incorporate feedback from the Planning team in evaluation criteria.

- Identify potential Social, Environmental and Economic impacts of all alternative solutions and develop a process/criteria for evaluation of the alternative solutions. Evaluation criteria shall also include the potential of each alternative to allow for future connection to other communities in the County (ie. Burford).

- The evaluation of the water servicing options shall include modelling of the various alternatives via Water CAD. The proponent shall work with the County's water modelling consultant (GEI Consultants) to prepare models for each water servicing alternative.

- Attend a stakeholder meeting with key stakeholders (ex. government agencies, indigenous communities and/or developers) to discuss the proposed alternative solutions prior to first PIC. Stakeholder meeting to be conducted in accordance with the established stakeholder consultation plan from Task 3.1.

- Attend a project progress meeting with the Project Team to review the outcomes of the Stakeholder meeting, the proposed evaluation matrix, and prepare for PIC#1.

- Public Information Centre #1, to present the problem statement, existing conditions, water/wastewater demands, and alternative solutions identified to date to the community and receive feedback. Prepare materials for the public meeting including full size drawings, comment forms, information pamphlets, attendance sheets, notices, letters, etc. County staff will secure a venue for the meeting and coordinate the public notification.

- Update evaluation matrix based on feedback from PIC#1. Evaluate the various alternatives with respect to environmental, social and economic impacts following the evaluation matrix and considering public feedback from PIC#1. Identify any recommended sequencing or phasing for the preferred alternatives. Identify any project risks and the recommended mitigation measures. Identify the anticipated regulatory approvals to implement the recommended alternatives.

- Include provisional scope for the completion a Natural Feature Inventory for the study area and develop Terms of Reference for an Environmental Inventory Assessment and Monitoring Plan to be implemented during the future Phase 3 of the Class EA process for any recommended projects. Not required if all projects are expected to be Schedule B or less.

- Public Information Centre #2, to present the evaluation of alternative solutions and the preferred solution to the community and receive feedback. Prepare materials for the public meeting including full size drawings, comment forms, information pamphlets, attendance sheets, notices, letters, etc. County staff will secure a venue for the meeting and coordinate the public notification in accordance with the consultation plan.

- Technical Memorandum #3: Review of Alternative Solutions. Incorporate feedback from PIC#2 and the project team and finalize TM#3. Prepare and submit the evaluation of alternatives and present the preferred solutions for water, wastewater and stormwater. Traffic consultant to provide the preferred solutions for the transportation network.

- Assist the Project Team in responding to comments received from the public or review agencies during the review period.

- Develop a project list for the preferred servicing solutions. Determine the Class EA schedule required for each preferred solution for water, wastewater and stormwater.

Task 3.2 shall include but not be limited to all items listed above. Task 3.2 shall satisfy all mandatory and options requirements of Phase 2 of the Municipal Class Environmental Assessment process.

3.4 – Master Plan Report

- Incorporate public input from PIC#2 and prepare a draft Master Plan Report in accordance with the MCEA (Schedule B) for review by the Project Team. Collaborate with traffic consultant to incorporate transportation-related content into final MSP report. Append previous tech memos, studies, consultation records and cost estimates. Assume two (2) review and revision cycles for this report.

- Finalize the Master Plan Report for submission to review agencies and for public review. Provide bound hard copies for public review (6 copies) and a text-searchable PDF.

- Assist the Project Team in responding to comments received from the public or review agencies during the review period.

- Prepare the Notice of Completion for the Master Plan and any identified Schedule A, A+ and B projects; and

- Deliver Notices of Completion to all stakeholders.

The Master Plan Report shall be made available for 30-day public and agency review.

If any of the preferred solutions were identified as Schedule C projects, Phases 3 and 4 will be required to satisfy the Schedule C project requirements of the Class EA process. This will be completed as a separate scope of work.

The consultant will report to the County Project Manager, and other representatives as assigned, for the duration of this project. Approval will be required by the County Project Manager prior to the consultant proceeding to subsequent components of the project or altering the workplan. The Project Manager will be responsible for overseeing the day-to-day operations of the project on behalf of the County.

4. Public Consultation

Public consultation throughout the Master Plan is essential to the success of the plan. The Consultant must gain a clear understanding of the County's issues and expectations of the community. The Consultant, working with the County, is to develop a consultation strategy that ensures that the residents, businesses and institutions

understand the scope and rationale for the Master Plan as well as the potential impacts to them by any of the various projects that may be recommended. The Master Plan will be required to meet all public consultation requirements of the MEA Class EA process for Master Plans.

Participation by residents will be key in the initial phases of the study to ensure that all issues and opportunities have been identified so that appropriate policies can be developed. Public consultation may take the form of Public Information Centres (PICs), and the consultant is encouraged to explore innovative approaches to the public engagement, including creative use of technology to expand the public outreach. As a part of the submission, please provide examples of where you have had success the past with different ways to engage the public beyond a standard PIC.

5. County of Brant Responsibilities

The County will be responsible for the following:

- Renting venues for Public Information Centres (PIC) and coordinating stakeholder meetings and workshops if in person events occur
- Posting notices in newspaper(s), online and social media – draft notices prepared by Consultant
- Providing available plans, mapping and aerial photography
- Providing planning growth forecasting data
- Providing background reports, transportation policies and by-laws
- Providing background information, Municipal Comprehensive Review recommendations, and coordination with the County's Planning staff undertaking the new Official Plan
- Managing communications to Council and members of Council except for formal presentations to Council

6. Proposal Requirements

The submitted proposal should include the items listed below. It is critical to note that if any of the following items cannot be provided in the proposal package, the proponent shall inform the County through the Bids and Tenders question portal. Otherwise, the proposal package will be considered incomplete and may be disqualified.

The proposal submission must include the following:

- Overview of the proponent profile, including, but not limited to, company history, major clients, and local office location.

- Identification of all project team members by area of responsibility and role in the project including a brief relevant biography and curriculum vitae for each.

- Identification of any sub-consultants who would be included on the Project Team, their roles, and experience relevant to this assignment.

- A detailed description of a minimum of three (3) recent relevant projects the proponent has completed, including a description of the work completed and the project value.

- A detailed description of the proponent's approach to meeting the scope of the work, including a proposed schedule for carrying out each component. Specific tasks should be clearly identified.

- A description of the Quality Assurance (QA)/ Quality Control (QC) mechanism in place exhibiting the proponent commitments to quality including QA/QC procedures used in the preparation of all deliverables submitted to the County for data analyses, design calculations, technical memoranda, reports, specifications, drawings, etc.

- A time-task matrix shall be included in the technical proposal that includes the number of hours required to complete each of the tasks and subtasks (see Section 3.0) by each member of the consulting team. This information is to be presented in a spreadsheet format.

- A minimum of three (3) references with contact names as well as organization or firm names and phone numbers.

- The proposal should not exceed 15 single sided pages in length, excluding corporate profile, curriculum vitae, project summary sheets and time-task matrix.

- Submit Technical Proposal in the appropriate document upload section of Bids and Tenders, as described below. There shall be no indication of pricing in the technical proposal.

- Submit Fee Proposal in the appropriate upload section of Bids and Tenders. Include a cost breakdown following the time-task matrix provided in the technical proposal.

- Each Consultant (PM and one project team member) may also be required to attend a 1-hour interview session with County staff. Interviews will consist of standard questions related to PM, Project Team and Firm experience and the proposed design approach. Interviews would take place shortly after proposals are submitted and will be coordinated by County of Brant.

7. Proposal Evaluation & Selection Process

The County will follow a qualification-based selection process when reviewing proposals, similar to the one described in Professional Engineers Ontario's *'Guideline for the Selection of Engineering Services, 1998'*, RFP Process II.

6.1 Evaluation Criteria

The Technical Proposal needs to demonstrate an understanding of the scope and desired objectives of the project and should clearly address the evaluation criteria. A total of 100 available points will be allocated to the Proposal as follows.

Category	Weighting/Score
Technical Proposal	
Experience and Qualifications of Project Manager	20
Experience and Qualifications of Project Team	20
Proposed Approach & Methodology	30
Firm Experience, Proposed Work Plan, Schedule, References, QA/QC	20
Level of Effort & Division of Workload	10
Total	**100**

6.1.1 Technical Proposal Evaluation

Experience and Qualifications of the Project Manager and Project Team (40 Points)

Provide the qualifications and experience of the Project Manager, Key Team Members, Sub-Consultants and other Staff proposed for the completion of this project. Key Team members should provide recent experience with projects of similar scope. Make note of any changes to the proposed project team since submission of the Expression of Interest in March 2021.

List all team members by proposed role or responsibility and the name of staff, years of experience, and list of relevant projects in a table format. Ensure all relevant disciplines are documented.

Project Manager	20 Points
Project Team	20 Points

Proposed Approach and Methodology (30 Points)

Describe your understanding of the assignment, including overall scope and objectives, noting any specific issues that may require extraordinary attention.

Describe the approach and methodology to be followed in completing all aspects of the assignment in order to achieve the stated project objectives. The Approach section of the technical proposal shall outline the Consultant's strategies, assumptions, and concepts for

completing this assignment and obtaining the necessary approvals. Additionally, details on how your corporate Quality Assurance and Quality Control will be implemented specifically for this project to ensure that Schedule, Cost and Quality objectives of the assignment are met. The Consultant should also identify key success/risk factors for the projects and how they will be managed.

Firm Experience, Proposed Work Plan, Schedule, References and QA/QC (20 Points)

Outline your relevant corporate experience. Demonstrate your knowledge and experience with wastewater treatment process design, making specific references to experience with projects of similar size and complexity.

Detail three relevant projects completed by your firm over the past seven years which have comparable size, scope and complexity. For each project description provide the name of the client, contact information, name of the project, date and duration, methodology employed, similarities to the scope of this project. Also, identify whether or not projects were completed on time and within budget, and if not, provide an explanation.

Provide a work plan and schedule, including a breakdown of the major tasks and specific milestones.

Provide full references for the project profiles requested as part of the experience of the consulting firm criteria, noted above.

Describe the firm's QA/QC measures that will be in place for the project.

Level of Effort and Division of Workload (10 Points)

Provide a time-task matrix showing the major tasks and team members in your technical proposal, so that the level of effort by each team member and each task can be clearly determined and may be evaluated as part of the technical review. The review committee will evaluate that the level of effort by each team member and for each phase of the project is appropriate for the scope of work.

6.1.2 Financial Proposal

Include a fee proposal following the format of the time-task matrix described above. The fee proposal is to be submitted in the appropriate section of Bids and Tenders.

6.2 Basis of Selection

Upon completion of the technical proposal review (and interviews if required), the County's evaluation team will select the highest scoring consultant to undertake this project. Once selected, the second email containing consulting fees for the top scoring consultant will be opened and reviewed. The remaining consulting fee submissions will not be opened. Should there be more than one consultant with the highest evaluation score (or less than 3%

difference in score between the top score), the County's evaluation team will open the consulting fee submissions for both firms and make a final selection based on proposed fee total.

If the proposed fees of the selected consultant are acceptable and within the approved budget, the design project will be awarded to the selected consultant in accordance with the County's Purchasing Policy and following County Council approval.

6.3 Consultant Innovations

The Consultant may propose innovative alternatives that will result in cost savings for the project if the cost savings do not have a negative impact on the goals and objectives of the project.

The Consultant shall base their financial proposal on the full scope of services required as detailed in this request for proposal. Any proposed innovative cost-saving deviations from the scope as identified in this RFP shall be discussed in the kick-off meeting.

8. Conditions

Submission of a proposal indicates acceptance by the consultant of the terms and conditions specified in the RFP. The consultants are deemed to have familiarized themselves with the County's requirements as well as the specific requirements of the project. The consultant shall not claim any misunderstanding of the project requirements.

It should be noted that Brant considers all documentation and reports generated during and upon completion of the design project a property of the County. As such, the County requires that all reports, drawings, etc. be made available to the County upon completion of the project in both hard copy and electronic format (i.e. original PowerPoint, Word files, PDF format etc.). Electronic copies of all construction and other site photographs will also be required to be submitted to the County.

The County reserves the right to reject any or all proposals, and determine in its own discretion, the organization best qualified to undertake the study project.

The County is not liable for any costs incurred by the respondents in the preparation of their proposals or attendance at any selection interviews.

The County reserves the right to retain all proposals submitted and to use any ideas contained in a proposal regardless of whether that proposal is selected. The County reserves the right to select any or all components of the proposal to the best overall advantage of the County.

The County reserves the right to request a change in the membership of the consultant's project team. The County must approve any changes by the consultant to the project team in writing.

All submissions are subject to a 90 day irrevocability period.

Submission of a proposal indicates acceptance by the consultant and any subconsultants of the above conditions.

During the evaluation of proposals, the County will pay close attention to and will not accept any disclaimers or conditions counter to the County's expressed conditions above. Any such conflict will classify the proposal package as incomplete and will be grounds for the consultant's disqualification and elimination of their package from further review.

7.1 Note to Proponents

Proposals should be submitted in the format requested with an index. Any deviation from the stipulated conditions will require a detailed explanation as to why such deviations are being proposed. It is the responsibility of the Consultant to obtain clarification of the requirements contained herein, if necessary, prior to submitting a proposal.

Each proposal will be evaluated solely on its content. Assessment of the proposal commences immediately after the closing date.

The County will only make official modifications to the RFP process or to the content of the RFP through official addendum issue. Any oral statement or other representation from any source should not be accepted as binding, unless confirmed through an official written addendum.

9. Agreements

The successful consultant will be required to enter into a formal Agreement with the County of Brant for the project (M.E.A./C.E.O. Client/Consultant Agreement for Municipal Works). The County reserves the right to negotiate the terms and conditions of the Agreement.

10. Professional Liability Insurance (Errors and Omissions Insurance)

The selected Proponent will be expected to have insurance coverage of a minimum of Two Million Dollars ($2,000,000.00) for each of General Liability, Professional Liability and Automobile Insurance in accordance with the Professional Engineers Act, 1990 and regulations therein (copies to be attached to the Engineering Services Agreement). The County of Brant requires to be listed as additional insured.

11. Project Schedule

The proposed schedule will be based on completion of the Master Servicing Plan Report by April 30, 2026. The proposal should include a realistic schedule to complete the tasks identified in Section 3.0 Scope of Work.

Consultants are to identify any perceived risks in achieving the proposed project schedule noted above.

12. Questions, Omissions & Discrepancies

If a Respondent needs to address any discrepancies, errors and/or omissions in the Request for Proposals document, or if they are in doubt as to any part thereof they shall submit questions in writing via the bidding portal. All questions are to be submitted through the Bids and Tenders portal and not by direct e-mail to County staff.

Questions will be accepted up to **2:00pm on April 23, 2025**. Any questions asked after this deadline will likely go unanswered. However, if a question asked after this deadline will have major ramifications on all proponents, at the discretion of the County, an addendum may be issued, which could result in changes to the projects, changes to the submission deadline, or even cancellation of the bid opportunity.

13. Submission Date

Proposals must be received by the County of Brant no later than **2:00pm on April 30, 2025**. The consultant shall submit proposals via the bidding platform.

Proposals will be submitted in a two system format with the Technical Proposal being submitted in the proper document upload and the costing submitted in the appropriate spot also in the document upload section.

END OF DOCUMENT

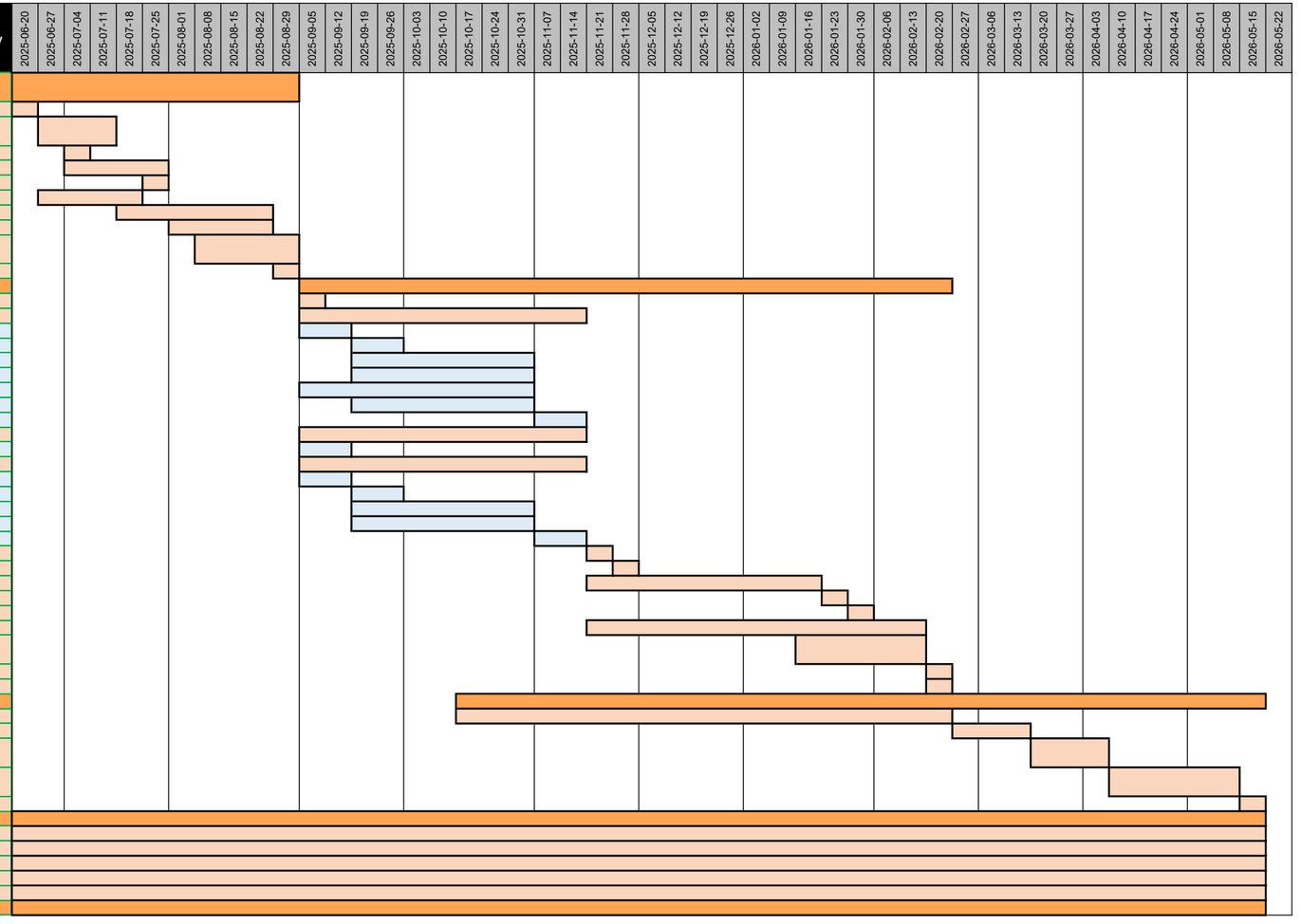
Appendix B

Proposed Schedule

Proposed Project Schedule - Scotland/Oakland Master Servicing Plan

Note: Week ending date is a Friday. Working Days: Monday, Tuesday, Wednesday, Thursday, Friday

WBS Code	Task Name	Start Date	End Date	Duration (days)	Net Working Day
1	Project Initiation and Review of Existing Information (Phase 1)	2025-06-16	2025-08-31	77	55
1.1	Kickoff Meeting	2025-06-16	2025-06-22	7	5
1.2	Review Background Information and Identify Data Gaps	2025-06-23	2025-07-13	21	15
1.3	Consultation Plan and Stakeholder Contact List	2025-06-30	2025-07-06	7	5
1.4	Hydrogeological Conditions Characterization	2025-06-30	2025-07-27	28	20
1.5	Problem and Opportunity Statement	2025-07-21	2025-07-27	7	5
1.6	Natural Heritage Field Assessments	2025-06-23	2025-07-20	28	20
1.7	Summarize Existing Conditions	2025-07-14	2025-08-24	42	30
1.8	Growth Forecasts and Future Needs	2025-07-28	2025-08-24	28	20
1.9	Deliverable - TM #1 - Growth Forecasts and Future Needs	2025-08-04	2025-08-31	28	20
1.10	Stage 1 Workshop	2025-08-25	2025-08-31	7	5
2	Alternative Solutions (Phase 2)	2025-09-01	2026-02-22	175	125
2.1	Team Meeting with County Planning	2025-09-01	2025-09-07	7	5
2.2	Water Servicing Strategy	2025-09-01	2025-11-16	77	55
2.2.1	Screen Alternatives	2025-09-01	2025-09-14	14	10
2.2.2	Identify Social, and Environmental Impacts	2025-09-15	2025-09-28	14	10
2.2.3	Hydraulic Analysis Coordination	2025-09-15	2025-11-02	49	35
2.2.4	Water Storage Assessment	2025-09-15	2025-11-02	49	35
2.2.5	Hydrogeological Evaluation	2025-09-01	2025-11-02	63	45
2.2.6	Technical Evaluation	2025-09-15	2025-11-02	49	35
2.2.7	Prepare Preliminary Cost Estimates	2025-11-03	2025-11-16	14	10
2.3	Wastewater Servicing Strategy	2025-09-01	2025-11-16	77	55
2.3.1	Screen Alternatives	2025-09-01	2025-09-14	14	10
2.4	Stormwater Servicing Strategy	2025-09-01	2025-11-16	77	55
2.4.1	Screen Alternatives	2025-09-01	2025-09-14	14	10
2.4.2	Identify Social, and Environmental Impacts	2025-09-15	2025-09-28	14	10
2.4.3	Hydrologic Analysis	2025-09-15	2025-11-02	49	35
2.4.4	Technical Evaluation	2025-09-15	2025-11-02	49	35
2.4.5	Prepare Preliminary Cost Estimates	2025-11-03	2025-11-16	14	10
2.5	Stakeholder Meeting	2025-11-17	2025-11-23	7	5
2.6	Team Progress Meeting	2025-11-24	2025-11-30	7	5
2.7	Prepare PIC #1 Presentation Materials	2025-11-17	2026-01-18	63	45
2.8	First Nations Consultation #1	2026-01-19	2026-01-25	7	5
2.9	Attend PIC #1	2026-01-26	2026-02-01	7	5
2.10	Compile and Respond to Stakeholder Feedback	2025-11-17	2026-02-15	91	65
2.11	Deliverable - TM#2 - Review of Alternative Solutions	2026-01-12	2026-02-15	35	25
2.12	Develop Phasing Plan	2026-02-16	2026-02-22	7	5
2.13	Prepare Future Project List	2026-02-16	2026-02-22	7	5
3	Master Plan Report	2025-10-13	2026-05-17	217	155
3.1	Prepare Draft Master Plan Report	2025-10-13	2026-02-22	133	95
3.2	Address First Submission Comments	2026-02-23	2026-03-15	21	15
3.3	Address Second Submission Comments and Prepare Final Report	2026-03-16	2026-04-05	21	15
3.4	Respond to Comments During 30-Day Review Period	2026-04-06	2026-05-10	35	25
3.5	Prepare Notices of Completion	2026-05-11	2026-05-17	7	5
4	Project Management	2025-06-16	2026-05-17	336	240
4.1	Project Setup and Closeout	2025-06-16	2026-05-17	336	240
4.2	Monthly Update Meetings	2025-06-16	2026-05-17	336	240
4.3	Preparing Invoice Status Reports	2025-06-16	2026-05-17	336	240
4.4	Coordination with Transportation Consultant	2025-06-16	2026-05-17	336	240
4.5	Internal Team Meetings	2025-06-16	2026-05-17	336	240
5	Non-Billable	2025-06-16	2026-05-17	336	240



Appendix C

Time Task Matrix

FEE ESTIMATE - Scotland/Oakland Master Servicing Plan

Name	Project Manager/ Water Lead	EA Coordinator	Water Servicing Engineer	Deputy Project Manager/SWM Lead	SWM Engineer	Wastewater Lead	Wastewater Engineer	Hydrogeology Lead	Hydrogeologist	Natural Environment Lead	Terrestrial Lead	Aquatic Lead	GIS	Project Independent Review	Cultural Heritage Specialist	Admin	Mileage
	Emery, Nick	McIntyre, Olivia	Wilton, Gillian	Trenam, Hamish	Sit, Ringo	Natvik, Olav	Kong, Steve	Freymond, Roger	Mulé, Jennifer	Spisani, Sean	Ball, Janice	MacVeigh, Gina	Cadiz, Dominic	Paul, Jeff	Smith, Frank	Huang, Julie	
Project Billing Rate	$181.80	$140.40	$153.00	$207.00	$153.00	$207.00	$172.80	$231.30	$172.80	$221.40	$171.00	$198.00	$153.00	$231.30	$158.40	$140.40	$0.70
Total Hours	163.00	192.00	148.00	59.00	150.00	41.00	92.00	54.00	120.00	19.00	40.00	31.00	118.00	23.00	8.00	35.00	3,000.00
Fee	$29,633.40	$26,956.80	$22,644.00	$12,213.00	$22,950.00	$8,487.00	$15,897.60	$12,490.20	$20,736.00	$4,206.60	$6,840.00	$6,138.00	$18,054.00	$5,319.90	$1,267.20	$4,914.00	$2,100.00

Project Summary	Hours	Labour	Expense	Total
Total	1,293.00	$218,747.70	$2,100.00	**$220,847.70**

WBS Code	Task Name																	Task Type	Hours	Labour	Expense	Total
1	**Project Initiation and Review of Existing Information (Phase 1)**																	**Time & Material**	**328.00**	**$58,251.60**	**$1,820.00**	**$60,071.60**
1.1	Kickoff Meeting	2.00	4.00		2.00		2.00	2.00	2.00		2.00							Time & Material	16.00	$3,004.20	$0.00	$3,004.20
1.2	Review Background Information and Identify Data Gaps	2.00		8.00	2.00	8.00	3.00	5.00	2.00	8.00								Time & Material	38.00	$6,555.60	$0.00	$6,555.60
1.3	Consultation Plan and Stakeholder Contact List	2.00	4.00															Time & Material	6.00	$925.20	$0.00	$925.20
1.4	Hydrogeological Conditions Characterization	1.00							5.00	30.00				8.00				Time & Material	44.00	$7,746.30	$0.00	$7,746.30
1.5	Problem and Opportunity Statement	2.00																Time & Material	2.00	$363.60	$0.00	$363.60
1.6	Natural Heritage Field Assessments											17.00	16.00	2.00			2.00	600.00	Time & Material	37.00	$6,661.80	$420.00	$7,081.80
1.7	Summarize Existing Conditions	4.00	8.00	4.00	1.00	4.00	1.00	4.00	4.00	6.00	1.00	15.00	7.00	4.00	1.00		1.00		Time & Material	65.00	$11,297.70	$0.00	$11,297.70
1.8	Growth Forecasts and Future Needs	2.00	8.00	4.00	1.00	4.00	1.00	4.00	16.00	32.00				4.00					Time & Material	76.00	$13,658.40	$0.00	$13,658.40
1.9	Deliverable - TM #1 - Growth Forecasts and Future Needs	2.00	8.00						2.00						2.00		2.00		Time & Material	16.00	$2,692.80	$0.00	$2,692.80
1.10	Stage 1 Workshop	4.00	4.00		4.00		4.00		4.00			4.00	4.00					2,000.00	Time & Material	28.00	$5,346.00	$1,400.00	$6,746.00
2	**Alternative Solutions (Phase 2)**																	**Time & Material**	**548.00**	**$90,638.10**	**$280.00**	**$90,918.10**
2.1	Team Meeting with County Planning	2.00	4.00		2.00		2.00	2.00											Time & Material	12.00	$2,098.80	$0.00	$2,098.80
2.2	Water Servicing Strategy																		Time & Material	133.00	$21,695.40	$0.00	$21,695.40
2.2.1	Screen Alternatives	2.00		10.00										8.00					Time & Material	20.00	$3,117.60	$0.00	$3,117.60
2.2.2	Identify Social, and Environmental Impacts	2.00		10.00							1.00	2.00	2.00			4.00			Time & Material	21.00	$3,486.60	$0.00	$3,486.60
2.2.3	Hydraulic Analysis Coordination	4.00		10.00															Time & Material	14.00	$2,257.20	$0.00	$2,257.20
2.2.4	Water Storage Assessment	2.00		8.00															Time & Material	10.00	$1,587.60	$0.00	$1,587.60
2.2.5	Hydrogeological Evaluation								4.00	16.00									Time & Material	20.00	$3,690.00	$0.00	$3,690.00
2.2.6	Technical Evaluation	4.00		16.00						2.00									Time & Material	22.00	$3,520.80	$0.00	$3,520.80
2.2.7	Prepare Preliminary Cost Estimates	2.00		24.00															Time & Material	26.00	$4,035.60	$0.00	$4,035.60
2.3	Wastewater Servicing Strategy																		Time & Material	28.00	$4,816.80	$0.00	$4,816.80
2.3.1	Screen Alternatives						4.00	16.00						8.00					Time & Material	28.00	$4,816.80	$0.00	$4,816.80
2.4	Stormwater Servicing Strategy																		Time & Material	105.00	$17,076.60	$0.00	$17,076.60
2.4.1	Screen Alternatives				2.00	8.00								8.00					Time & Material	18.00	$2,862.00	$0.00	$2,862.00
2.4.2	Identify Social, and Environmental Impacts				2.00	8.00					1.00	2.00	2.00			4.00			Time & Material	19.00	$3,231.00	$0.00	$3,231.00
2.4.3	Hydrologic Analysis				4.00	24.00													Time & Material	28.00	$4,500.00	$0.00	$4,500.00
2.4.4	Technical Evaluation				4.00	16.00				2.00									Time & Material	22.00	$3,621.60	$0.00	$3,621.60
2.4.5	Prepare Preliminary Cost Estimates				2.00	16.00													Time & Material	18.00	$2,862.00	$0.00	$2,862.00
2.5	Stakeholder Meeting	2.00	4.00		2.00		2.00	2.00	2.00										Time & Material	14.00	$2,561.40	$0.00	$2,561.40
2.6	Team Progress Meeting	2.00	4.00		2.00														Time & Material	8.00	$1,339.20	$0.00	$1,339.20
2.7	Prepare PIC #1 Presentation Materials	4.00	8.00	8.00	2.00	8.00	2.00	8.00	2.00	8.00				40.00	2.00				Time & Material	92.00	$14,936.40	$0.00	$14,936.40
2.8	First Nations Consultation #1	4.00	4.00																Time & Material	8.00	$1,288.80	$0.00	$1,288.80
2.9	Attend PIC #1	6.00			6.00													400.00	Time & Material	12.00	$2,332.80	$280.00	$2,612.80
2.10	Compile and Respond to Stakeholder Feedback	4.00	16.00	4.00	1.00	4.00	1.00	4.00	1.00	4.00									Time & Material	39.00	$6,225.30	$0.00	$6,225.30
2.11	Deliverable - TM#2 - Review of Alternative Solutions	8.00	16.00	8.00	2.00	8.00	2.00	6.00	2.00	4.00	4.00			8.00	2.00		2.00		Time & Material	72.00	$12,020.40	$0.00	$12,020.40
2.12	Develop Phasing Plan	1.00		4.00	1.00	4.00	1.00	4.00											Time & Material	15.00	$2,511.00	$0.00	$2,511.00
2.13	Prepare Future Project List	2.00		2.00	1.00	2.00	1.00	2.00											Time & Material	10.00	$1,735.20	$0.00	$1,735.20
3	**Master Plan Report**																	**Time & Material**	**295.00**	**$49,233.60**	**$0.00**	**$49,233.60**
3.1	Prepare Draft Master Plan Report	24.00	40.00	16.00	4.00	24.00	4.00	24.00	4.00	8.00	8.00			16.00	8.00		6.00		Time & Material	186.00	$31,122.00	$0.00	$31,122.00
3.2	Address First Submission Comments	8.00	16.00	8.00	2.00	8.00	2.00	6.00						8.00					Time & Material	58.00	$9,237.60	$0.00	$9,237.60
3.3	Address Second Submission Comments and Prepare Final Report	4.00	4.00	4.00	2.00	4.00	1.00	3.00						4.00	8.00		2.00		Time & Material	36.00	$6,395.40	$0.00	$6,395.40
3.4	Respond to Comments During 30-Day Review Period	8.00	4.00																Time & Material	12.00	$2,016.00	$0.00	$2,016.00
3.5	Prepare Notices of Completion	1.00	2.00																Time & Material	3.00	$462.60	$0.00	$462.60
4	**Project Management**																	**Time & Material**	**122.00**	**$20,624.40**	**$0.00**	**$20,624.40**
4.1	Project Setup and Closeout	8.00															8.00		Time & Material	16.00	$2,577.60	$0.00	$2,577.60
4.2	Monthly Update Meetings	10.00	10.00																Time & Material	20.00	$3,222.00	$0.00	$3,222.00
4.3	Preparing Invoice Status Reports	12.00															12.00		Time & Material	24.00	$3,866.40	$0.00	$3,866.40
4.4	Coordination with Transportation Consultant	8.00	16.00																Time & Material	24.00	$3,700.80	$0.00	$3,700.80
4.5	Internal Team Meetings	8.00	8.00		8.00		8.00		4.00		2.00								Time & Material	38.00	$7,257.60	$0.00	$7,257.60