



**Request for Proposal  
For  
Cochenour Arena Renovation Design Services**

Request for Proposal No.: 12-2026

Issued: Wednesday April 29, 2026

Deadline to Submit Questions: May 20, 2026

Submission Deadline: Wednesday June 4, 2026 2:00 PM CDT

**Issued by:** The Corporation of the Municipality of Red Lake  
2 Fifth St, Balmertown, ON

**Request for Proposal Contact:** Shawna Gauthier  
**Email:** [shawna.gauthier@redlake.ca](mailto:shawna.gauthier@redlake.ca)

## 1 INVITATION AND SUBMISSION INSTRUCTIONS

### 1.1 Introduction

The Municipality of Red Lake is a vibrant and resource-rich community located in Northwestern Ontario, approximately 535 kilometres (332 mi) northwest of Thunder Bay and 455 kilometres northeast of Winnipeg, MB. Known as the 'Gateway to the Woodland Caribou Provincial Park', Red Lake is a remote but thriving municipality that serves as the commercial and service hub for the region.

Red Lake is home to 4,095 people (Canada 2021 Census), a diverse population and a strong economic base, primarily driven by the mining, forestry and tourism industries. The municipality includes the communities of Balmertown, Cochenour, Madsen, McKenzie Island, Red Lake, and Starratt-Olsen. Its strategic location in the Canadian Shield provides unique opportunities and challenges in infrastructure development, transportation, and service delivery.

### 1.2 Invitation to Proponents

This Request for Proposal (the "RFP") is an invitation by the Corporation of the Municipality of Red Lake (the "Municipality") to prospective proponents to submit proposals for Cochenour Arena Renovation Design Services as further described in Part 4 of the RFP.

This RFP is issued in accordance with the Municipality's Procurement By-law and is subject to applicable trade agreements, including the Canadian Free Trade Agreement (CFTA) and the Canada-European Union Comprehensive Economic and Trade Agreement (CETA).

### 1.3 RFP Contact

For the purposes of this procurement process, the "RFP Contact" will be:

Shawna Gauthier, Executive Assistance  
[shawna.gauthier@redlake.ca](mailto:shawna.gauthier@redlake.ca)

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials or other representatives of the Municipality, other than the RFP contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification or the proponent and the rejection of the proponent's proposal.

### 1.4 Proponent Eligibility

Proponents must be legal entities authorized to conduct business in Ontario. If the Proponent is a corporation, it must be in good standing under the *Business Corporations Act (Ontario)* or registered under the *Business Names Act (Ontario)*.

If a Proponent does not carry on business in Ontario, it must be properly registered or licensed to operate in its home jurisdiction. Proof of registration will be required prior to contract award.

### 1.5 Questions and Addenda

Any questions regarding this RFP must be submitted in writing to the RFP Contact by the Deadline for Questions as stated in the RFP Timetable (Section 1.6).

The Municipality will issue written responses and any necessary addenda to registered proponents. It is the responsibility of the proponent to review and acknowledge any issued addenda before submitting a proposal.

**1.6 Type of Contract for Deliverables**

The selected proponent will be requested to finalize an agreement with the Municipality for the provision of the Deliverables. The Municipality intends to negotiate in good faith with the selected proponent to finalize terms. Any such negotiations will be based on the scope, requirements, and conditions set out in this RFP. The Municipality's intention is to enter into an agreement with one (1) legal entity.

**1.7 RFP Timetable**

Issue Date of RFQ:	Wednesday April 29, 2026
Site Visit/Pre-Bid Meeting	N/A
Deadline for Questions:	Wednesday May 20, 2026
Submission Deadline:	Wednesday June 4, 2026 2:00 PM CDT
Anticipated Execution of Agreement:	June 2026

The RFP timetable is tentative only and may be changed by the Municipality at any time.

**1.8 Site Meeting (if deemed applicable by the Municipality)**

N/A – No site meeting required for this RFP

**1.9 Submission of Proposals**

All proposals must be submitted in the following method:

- **Electronically:** Via the Municipality's official procurement portal at [www.redlake.ca/document-submission-portal/](http://www.redlake.ca/document-submission-portal/)
  - Electronic submissions must be received prior to 2:00pm local time (Central Daylight Time) on the closing date.
  - Proposals shall be submitted in PDF format where feasible to ensure compatibility and document integrity.

It is the responsibility of the Proponent to confirm that the Municipality has received the Proposal.

Late Proposals will not be accepted or considered under any circumstances. Any late hard copy submissions will be date and time stamped and returned to the Proponent unopened. The Municipal office clock determines the official closing time of the Proposal Call.

The RFP Contact may extend the Submission Deadline by issuing an addendum at any time prior to the time and date specified in Section 1.6.

**1.9.1 Electronic Submission File Structure (Required)**

Proponents shall submit three (3) separate PDF files:

- A. Mandatory Submission Forms (Appendices B, C, D, and E/F if applicable)
  - Named “RFP [No.] – [Proponent] – Forms.pdf”
- B. Technical Proposal (all evaluated content responding to Part 4)
  - Named “RFP [No.] – [Proponent] – Technical.pdf”
- C. Resumes (if resumes are included as part of the response to Section 4.5.1.3, they shall be included as a separate file)
  - Named “RFP [No.] – [Proponent] – Resumes.pdf”

**1.10 Proposal Submission Requirements**

All submitted Proposals must include the items on the proposal submission checklist as described in Appendix G.

If a Proposal is submitted jointly by two or more legal entities, the word “Proponent” shall mean each and all such legal entities, and the undertakings, covenants, and obligations of such joint Proponents in the Proposal and any contract awarded thereunder shall be both joint and several.

**1.11 Amendment of Proposals**

Updated proposals may only be submitted prior to the submission deadline as specified in Section 1.6, RFP Timetable. Proposals submitted after this deadline will not be accepted.

If a proponent wishes to amend a previously submitted proposal, they must submit a complete, updated proposal via the designated submission portal on the Municipality website. The latest submission will be considered the official proposal, and all prior versions will be disregarded.

**1.12 Withdrawal of Proposals**

At any time throughout the RFP process, until the submission deadline, a respondent may withdraw a submitted proposal. To withdraw a proposal, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the proponent.

While there are no penalties for withdrawing after the submission deadline, failing to honour a proposal may be seen as not acting in good faith. Proponents who fail to act in good faith may be excluded from future procurement opportunities.

**1.13 Opening of Proposals**

An informational public opening of Proposals will take place at 2:00 pm on the submission deadline. The names of proponents will be read aloud, but no pricing or evaluation details will be disclosed.

[End of Part 1]

**2 EVALUATION, ACCEPTANCE AND EXECUTION.**

**2.1 Stages of Evaluation**

The Municipality will conduct the evaluation of proposals and negotiations in the following stages:

**2.2 Stage I - Mandatory Submission Requirements**

Proposals that meet all mandatory submission requirements will be reviewed to determine whether the proposed pricing is financially viable.

**2.3 Stage II – Financial Viability Screening**

Following Stage I, the Municipality will review the Pricing Proposal to determine whether the total proposed price is materially above the Municipality’s available funding to the extent that the project cannot reasonably proceed.

Stage II is intended only to identify proposals that are clearly unaffordable such that the Municipality cannot reasonably proceed without additional funding approval. Where a proposal is determined to be clearly unaffordable, it may be excluded from further evaluation in accordance with Section 3.35.

Proposals not excluded at Stage II will proceed to Stage III and be evaluated and scored, including pricing.

**2.4 Stage III – Weighted Criteria**

Proposals that pass Stage II will be evaluated based on the weighted criteria set out in Part 4 (RFP Particulars).

**2.4.1 Scoring Methodology**

Proposals will be scored on a scale of 0 to 10 for each criterion, according to the following definitions:

<b>Score Range</b>	<b>Meaning/Guidance</b>	<b>Rating</b>
0-3	Response shows major weaknesses or omissions. Lacks understanding of requirement, or provides vague or insufficient detail. May raise concerns about the proponent's capability or suitability.	Below Expectations
4-7	Response is generally complete and addresses the requirement with adequate detail and understanding. May lack clear strengths or added value but meets minimum expectations.	Meets Expectations
8-10	Response is well-developed, demonstrates strong understanding, and provides clear advantages such as added value, innovation, or efficiencies. Inspires confidence in delivery.	Exceeds Expectations

Evaluator scores will be averaged and multiplied by the criterion’s weight to determine weighted score.

## **2.5 Instructions on How to Provide Pricing**

- 2.5.1** The Proposal shall include a fixed fee (lump sum) for all services, which shall mean a fee based on the defined scope of services regardless of the time, effort or resources expended by the Proponent and any subcontractor(s). The fixed fee shall represent the total compensation for completion of all Deliverables as outlined in this RFP, except where expressly identified as provisional or optional.
- 2.5.2** Adjustments to fees will only be considered based on increases to the scope of services if requested by the Municipality.
- 2.5.3** All pricing must be provided in Canadian funds and shall include all applicable duties, tariffs, and taxes, except for HST, which should be itemized separately. Prices must be all-inclusive, covering labour, materials, travel, transportation, insurance, delivery, installation, pre-delivery inspection, and any other overhead costs (defined as any items included in day-to-day operations including, but not limited to, computer costs, communication costs, digital photography, administrative fees and items incidental to the services).
- 2.5.4** The Municipality requires that all pricing follow the Incoterm specified in the RFP Particulars (Part 4). If no Incoterm is stated, the default shall be DDP Red Lake, ON (Delivered Duty Paid). Any deviations from this must be clearly identified in the submission and may affect evaluation.
- 2.5.5** The Municipality reserves the right to reject any Proposal that contains materially unbalanced pricing. A Proposal is considered materially unbalanced if, in the sole opinion of the Municipality, the prices submitted do not reasonably reflect the cost of the work or items being priced, including but not limited to disproportionately high or low prices for certain items, front-end or back-end loading of costs, or pricing that poses undue financial risk or may impair successful contract performance.

## **2.6 Ranking of Proponents**

After the completion of all stages, scores will be added together and multiplied by the designated weight for each category. Proponents will be ranked based on their total scores. The top-ranked proponent will receive a written invitation to enter into direct negotiations to finalize the agreement with the Municipality.

## **2.7 Contract Negotiation**

Any negotiations will be subject to the process rules contained in the Terms and Conditions of the RFP Process (Part 3) and will not constitute a legally binding offer to enter into a contract on the part of the Municipality or the proponent and there will be no legally binding relationship created with any proponent prior to the execution of a written agreement. Negotiations may include clarification or refinement of terms to better align with the Municipality's requirements, provided such changes do not materially alter the scope of intent of the RFP.

## **2.8 Time Period for Negotiations**

The Municipality intends to finalize an agreement with the top-ranked proponent within the Contract Negotiation Period, beginning from the date of the invitation to negotiate is issued.

Proponents should be prepared to:

- Satisfy the pre-conditions of award outlined in Part 4 (RFP Particulars)
- Provide all requested supporting documentation or clarifications promptly;
- Participate in negotiations in good faith and without delay.

Following successful negotiation, the selected proponent will receive a written notice of intent to award and must confirm its acceptance within ten (10) business days. If the proponent fails to respond within this timeframe, the Municipality may proceed with another proponent or cancel the RFP process entirely.

## **2.9 Failure to Enter into Agreement**

If the pre-conditions of award listed in Part 4 (RFP Particulars) are not satisfied or if the parties cannot conclude negotiations and finalize the agreement for the Deliverables within the Contract Negotiation Period, the Municipality may discontinue negotiations with the top-ranked proponent and may invite the next-best-ranked proponent to enter into negotiations. This process will continue until an agreement is finalized, until there are no more proponents remaining that are eligible for negotiations or until the Municipality elects to cancel the RFP process.

## **2.10 Reserved Rights of the Municipality**

The Municipality reserves the right to reject any or all proposals, cancel the Proposal at any time, and proceed with a different course of action without liability. In exercising this discretion, the Municipality will act in good faith and in accordance with its procurement policies and applicable laws.

Without limiting the generality of the foregoing, the Municipality specifically reserves the right to:

- Reject any Proposal that, in the opinion of the Municipality, is materially unbalanced and may pose an undue financial risk or reflect a misunderstanding of the work;
- Modify the project scope, remove components, or proceed with only priority components in order to maintain alignment with available funding;
- Reject any Proposal that exceeds the Municipality's available budget to the extent that the Deliverables cannot reasonably be funded or approved; or
- Request clarification or additional information to assist in the evaluation of any Proposal.

[End of Part 2]

### 3 GENERAL RFP TERMS AND CONDITIONS

#### GENERAL INFORMATION AND INSTRUCTIONS

##### 3.1 Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

##### 3.2 Proposals in English

All submitted proposals are to be in English only.

##### 3.3 No Incorporation by Reference

The entire content of the submitted proposal shall be in a fixed form, and the content of websites or other external documents referred to in the proposal but not attached will not be considered to form part of its submission.

##### 3.4 Information in RFP only an Estimate

The Municipality and its advisors make no representation, warranty, or guarantee as to the accuracy of the information contained in this RFP or through any addenda. Any quantities, specifications, or other data in the RFP or addenda that are estimates will be clearly marked as such. These estimates are provided solely to give proponents a general understanding of the scope and scale of the Deliverables.

##### 3.5 Proponents to Bear Their Own Costs

Proponents are solely responsible for all costs incurred in the preparation, submission, and presentation of their Proposal, including any subsequent negotiations, interviews, or demonstrations with the Municipality. If the Municipality elects to reject all submitted proposals, it shall bear no liability for any costs, damages, or anticipated profits lost by any Proponent, nor for any other expenses related to this RFP process.

##### 3.6 Indemnification

The proponent shall be responsible for all damages, losses, or expenses caused by its actions or those of its employees, agents, volunteers, and subcontractors arising from work related to the project. This includes but is not limited to, damages or losses resulting from:

- The existence, location, or condition of the project worksite
- Any material, equipment, plant or machinery used for the project; or
- The proponent's failure (or that of its representatives) to fulfill any obligations under the Proposal

The successful Proponent agrees to indemnify and hold the Municipality harmless from any such damages, losses, expenses, or third-party claims, including all legal costs incurred by the Municipality in relation to such claims.

##### 3.7 Proposal to be Retained by the Municipality

The Municipality will not return the proposal or any accompanying documentation submitted by a proponent.

**3.8 No Guarantee of Volume of Work or Exclusivity of Contract**

Unless expressly stated in the RFP, the Municipality makes no guarantee of the value or volume of work to be assigned to the successful proponent. The awarded contract is not exclusive, and the Municipality may procure similar goods and services from other sources or obtain them internally.

COMMUNICATIONS AFTER ISSUANCE OF RFP

**3.9 Proponents to Review RFP**

Proponents should promptly examine all of the documents comprising this RFP and may direct questions or seek additional information in writing, by email, to the RFP Contact on or before the Deadline for Questions.

It is the responsibility of the proponent to seek clarification from the RFP Contact on any matter it considers to be unclear. The Municipality is not responsible for any misunderstanding on the part of the proponent concerning this RFP or its process.

**3.10 Authorized Communications Only**

No verbal statement or communication shall alter, amend, or modify any provision of this Request for Proposal (RFP). Any modifications or clarifications shall be issued in writing by the RFP Contact.

No such communications are to be directed to anyone other than the RFP Contact. Failure to restrict communications to the RFP Contact may result in the rejection of the Proponent's submission.

The Municipality is under no obligation to provide additional information, and the Municipality is not responsible for any information provided by or obtained from any source other than the RFP Contact in writing.

**3.11 All New Information to Proponents by Way of Addenda**

This RFP may be amended only by addendum in accordance with this section. If the Municipality, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all proponents by addendum. Each addendum forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by the Municipality.

**3.12 Post-Deadline Addenda and Extension of Submission Deadline**

If the Municipality determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, the Municipality may extend the Submission Deadline for a reasonable period of time.

**3.13 Verify, Clarify, and Supplement**

When evaluating proposals, the Municipality may request further information from the proponent or third parties to verify, clarify, or supplement the information provided in the proponent's submission, including but not limited to clarification with respect to whether a proposal meets the mandatory technical requirements set out in Part 4 of the RFP (RFP Particulars). The Municipality may revisit, re-evaluate and rescore the proponent's response or ranking on the basis of any such information.

## NOTIFICATION AND DEBRIEFING

### **3.14 Notification to Other Proponents**

Once an Agreement is executed by the Municipality and a proponent, all other proponents will be notified of the outcome of the procurement process through public posting on the Municipality's website. The Municipality will also make reasonable efforts to notify unsuccessful proponents directly via email, ensuring they are informed of the decision promptly.

### **3.15 Debriefing**

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the RFP Contact and must be made within sixty (60) days of such notification.

During the debriefing, feedback will be provided on the evaluation process and ranking. The Municipality will not disclose competitor pricing or proprietary information. Proponents will be informed of their score and how their proposal compared to others, as applicable, within the evaluation framework.

## CONFLICT OF INTEREST AND PROHIBITED CONDUCT

### **3.16 Conflict of Interest**

A conflict of interest occurs when a proponent has an unfair advantage or engages in conduct that may compromise the integrity of the RFP process. This includes accessing confidential Municipal information not available to other proponents, attempting to influence the process through lobbying, or having financial or personal relationships that impair impartial judgment.

### **3.17 Disclosure Requirements**

Proponents must disclose any actual or perceived conflict of interest, such as personal or financial ties to a Municipal employee or official or any situation that may create the appearance of a conflict. If a conflict is identified after submission, the proponent must immediately notify the Municipality. Failure to disclose may result in disqualification or contract termination.

### **3.18 Disqualification for Conflict of Interest**

The Municipality may disqualify a proponent for any conduct, situation or circumstances, determined by the Municipality, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

### **3.19 Professional Operations**

The successful Proponent assures the Municipality that the project will be managed professionally, prudently, and without negligence. The Proponent is responsible for ensuring that all staff, including contract workers and volunteers, are adequately trained and deliver high-quality customer service to project patrons.

### **3.20 Disqualification for Prohibited Conduct**

The Municipality may disqualify a proponent, rescind notice of selection or terminate a contract subsequently entered into if the Municipality determines that the proponent has engaged in any conduct prohibited by this RFP.

### 3.21 Proponent Not to Communicate with Media

Proponents must not, at any time, directly or indirectly, communicate with the media or any member of the public in relation to this RFP or any Agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

### 3.22 Prohibited Lobbying and Influence

Proponents must not attempt to influence the outcome of this procurement process through direct or indirect communication with any current or former municipal staff, elected officials, or agents of the Municipality, other than the RFP contact. Any such attempt may result in disqualification of the proponent, at the Municipality's sole discretion.

### 3.23 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials or other representatives of the Municipality; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this RFP.

### 3.24 Past Performance or Past Conduct

The Municipality may prohibit a supplier from participating in a procurement process based on past performance or based on inappropriate conduct in a prior procurement process, including but not limited to the following:

- a) Illegal or unethical conduct as described above,
- b) The refusal of the supplier to honour its submitted pricing or other commitments; or,
- c) Any conduct, situation, or circumstance determined by the Municipality, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

## CONFIDENTIAL INFORMATION

### 3.25 Confidential Information of the Municipality

All information provided by or obtained from the Municipality in any form in connection with this RFP either before or after the issuance of this RFP

- a) Is the sole property of the Municipality and must be treated as confidential;
- b) Is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract for the Deliverables
- c) Must not be disclosed without prior written authorization for the Municipality; and,
- d) Must be returned by the proponent to the Municipality immediately upon the request of the Municipality.

### 3.26 Confidential Information of Proponent

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the Municipality. The confidentiality of such information will be maintained by the Municipality, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisors retained by the Municipality to

assist with the RFP process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact.

## INTELLECTUAL PROPERTY RIGHTS

### **3.27 Ownership of Deliverables**

All final deliverables developed or provided under this RFP, including but not limited to reports, plans, drawings, specifications, data sets, GIS layers, spreadsheets, and any other outputs, shall become the sole and exclusive property of the Municipality upon payment. The Municipality shall have the right to use, reproduce, modify, and share the Final Deliverables for its internal operations, planning processes, public consultation, and future procurements.

### **3.28 Format and Delivery Requirements**

The successful proponent shall provide all final deliverables in both:

- Non-editable formats suitable for publication (e.g. PDF) and
- Editable native formats (e.g. Word, Excel, shapefiles, DWG, etc.) where applicable, to enable internal updates or future use.

The Municipality reserves the right to withhold final payment if the required formats are not delivered as specified.

### **3.29 Use of Consultant's Pre-existing Materials**

Where the final deliverables incorporate tools, templates, methodologies, or software that were developed independently by the Consultant, the Consultant shall retain ownership of such materials. However, the Consultant shall grant the Municipality a perpetual, royalty-free, non-exclusive license to use and reproduce any Consultant Materials that are embedded in or necessary to use the final deliverables, for Municipal purposes.

### **3.30 Moral Rights Waiver**

The Consultant shall obtain a waiver of moral rights from its personnel and subcontractors in favour of the Municipality with respect to the final deliverables, to the extent permitted by law.

## PROCUREMENT PROCESS

### **3.31 No Contract A and No Claims**

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the Municipality's Procurement By-law, applicable trade agreements, and public sector procurement law in Ontario. For greater certainty and without limitation:

- a) This RFP will not give rise to any obligations under Contract A or any other process or collateral contract; and
- b) Neither the proponent nor the Municipality have the right to make any claims (in contract, tort, equity, or otherwise) against the other with respect to the award of a contract, failure to award a contract or cancellation of this RFP.

**3.32 No Contract Until Execution of Written Agreement**

No legal relationship or obligation regarding the procurement of the Deliverables will be created between the proponent and the Municipality by this RFP process until the successful negotiation and execution of a written agreement. Participation in this RFP does not create any obligation for the Municipality to award a contract or enter into negotiations with any proponent.

**3.33 Non-binding Price Estimates**

While the pricing information provided in proposals will be non-binding prior to the execution of a written Agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, may adversely impact any such evaluation or ranking or the decision of the Municipality to enter into an Agreement for the Deliverables.

**3.34 Budget Disclosure**

The Municipality will not disclose the project budget or internal cost estimates to proponents, except where such information has been made publicly available through Council-approved budgets or other published materials on the Municipality's website. Proponents should base their pricing on the scope and requirements set out in this RFP and their own professional judgment.

**3.35 Rejection of Unreasonably High Pricing**

The Municipality reserves the right to reject any proposal where, in the Municipality's sole and absolute discretion, the total proposed pricing:

- Significantly exceeds the Municipality's internal cost estimates or available funding
- Is not competitive with prevailing market rates for similar deliverables; or
- Represents poor value for money when assessed in conjunction with the evaluation criteria.

Where proposals are found to be unreasonably priced, the Municipality may choose to disqualify them prior to the evaluation of rated criteria, as outlined in Section 2.3 – Financial Viability Screening. Such disqualification will be applied reasonably and in good faith and will be documented in accordance with procurement best practices.

**3.36 Cancellation**

The Municipality reserves the right to amend, suspend, or cancel this RFP at any time, without obligation or liability.

**SUBCONTRACTING & THIRD PARTY SUPPLIERS**

**3.37 Disclosure of Subcontractors and Suppliers**

The Proponent must disclose the names of all subcontractors involved in contract fulfillment before contract commencement, including a description of the goods or services they will provide.

**3.38 Proponent's Responsibility for Subcontractors**

The Proponent remains fully responsible for ensuring that all goods and services—whether supplied directly or through subcontractors—meet contract specifications, regulatory standards, and all applicable Municipal, Provincial, and Federal laws.

Non-compliance by a subcontractor will be treated as non-compliance by the Proponent. Lack of oversight or knowledge of subcontractor actions will not be accepted as a defense for failing to meet contractual obligations.

### **3.39 Changes to Subcontractors**

Any changes to subcontractors or suppliers after contract commencement must be reported to the Municipality before engagement. The Municipality reserves the right to reject any subcontractor or supplier deemed unsuitable, unqualified, or non-compliant.

### **3.40 Municipality's Right to Request Additional Information**

Upon request, the Municipality may require additional details, including qualifications, experience, and compliance history, before approving subcontractors or suppliers.

## **GOVERNING LAW AND INTERPRETATION**

### **3.41 Interpretation of Terms and Conditions**

The Terms and Conditions of this RFP are intended to be interpreted independently, with no particular provision intended to limit the scope of any provision. They do not restrict the pre-existing rights of parties to engage in pre-contractual discussions under common law governing commercial negotiations.

### **3.42 Governing Law**

The Agreement resulting from this RFP will be governed by and interpreted in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

### **3.43 Compliance with Laws and Regulations**

The successful proponent must ensure that all operations, services, and products provided under this contract comply with all applicable laws and regulations, including but not limited to:

- Workplace Safety and Insurance Act, 1997
- Occupational Health and Safety Act
- Accessibility for Ontarians with Disabilities Act, 2005

### **3.44 Permits and Authorizations**

The proponent is responsible for obtaining any necessary authorizations, permits, or licenses required for the work and certifies ongoing compliance with all applicable municipal, provincial, and federal laws, including relevant bylaws or policies.

### **3.45 Municipality's Right to Verify Compliance**

To verify compliance, the Municipality reserves the right to review the proponent's records, including personnel training documentation, where reasonably necessary.

[End of Part 3]

## 4 RFP PARTICULARS

### 4.1 Project Background

The Municipality of Red Lake is seeking a qualified consultant to provide professional services for the planning, design, cost estimation, and tender development for the Cochenour Arena Renovations Project.

The objective is to advance the project from concept to a tender-ready, fully defined construction package, aligned with applicable codes, accessibility requirements, and funding timelines.

The Municipality, through a funding opportunity with NOHFC, has a project cost envelop of \$4,000,000 to undertake upgrades to the Cochenour Arena, including those associated with this RFP, the upgrades and the contract administration costs. The Consultant will be expected to work with the Municipality to develop a project scope and design that aligns with this budget.

#### 4.1.1 Project Components and Priorities

The Municipality has identified certain components of the project as priority lifecycle, safety, and accessibility upgrades (the “core requirements”), while other components are considered functional and user experience enhancements that may be adjusted to align with the available project budget. Proponents will be expected to work with the Municipality to prioritize core requirements first and develop design options that align with the overall project budget.

##### **Project Components (Core Requirements)**

- Accessibility ramp replacement and entrance improvements
- Replacement of deteriorated exterior concrete stairs
- Review and upgrades required for accessibility compliance, including emergency exits where applicable
- Washroom modernization, including barrier-free fixtures and ventilation improvements
- Changeroom upgrades, including accessible showers and improved layouts
- Roof replacement or rehabilitation over the lobby/front section of the building
- Heating and mechanical system review and upgrades where required
- Structural and lifecycle renewal items identified during the facility assessment
- Building code and AODA compliance upgrades

##### **Secondary Components (Subject to Budget Confirmation)**

- Lobby improvements and seating areas
- Canteen/kitchen modernization and layout improvements
- Interior finishes and flooring replacement
- Appliance replacement
- Spectator seating or viewing area improvements
- Other interior modernization items identified during design

The Municipality will determine final project scope and priorities. The Consultant will be responsible for assessing facility needs, developing design options, preparing cost estimates, and advising the Municipality on how to best achieve the project objectives within the approved project budget.

## **4.2 Scope of Services**

The successful proponent will be responsible for delivering the following services:

### **4.2.1 Facility Review & Concept Design**

- Review background materials and existing studies
- Conduct site visit(s) and facility assessment
- Confirm project objectives, constraints, and priorities with the Municipality
- Develop and refine design concepts addressing the project components identified in Section 4.1.1
- Review and assess building systems and components, including accessibility, structural components, roofing, heating and mechanical systems, interior spaces, and building code compliance requirements
- Identify lifecycle renewal requirements and code compliance upgrades
- Develop design options and recommendations that align with the Municipality's project priorities and available budget
- Identify which project components require full design drawings and which may be addressed through technical specifications only
- Engage with the Municipality to review and refine preferred concept and project scope

### **4.2.2 Detailed Design & Cost Analysis**

- Advance the approved concept into coordinated detailed design (where required)
- Ensure integration of architectural, structural, mechanical, and electrical components
- Ensure compliance with Ontario Building Codes and AODA requirements
- Prepare and refine cost estimates at key stages of design (Class D at the detailed design development stage (60 to 75%) and Class C cost estimate as a pre-tender estimate)
- Provide cost breakdown by major construction components
- Provide separate cost estimates for priority components and secondary components
- Identify components that may be suitable as provisional items in the tender
- Identify key milestones, constraints, and risks
- Align project scope and recommendations with funding timelines, operational considerations, and the Municipality's approved project budget

### **4.2.3 Tender Preparation**

- Develop procurement-ready documentation
- Coordinate technical content to support a complete and competitive tender process
- Structure the tender to include provisional items where appropriate to allow the Municipality to prioritize work within the approved budget
- Be available throughout the tender question period to receive, coordinate, and respond to proponent inquiries, including preparation of formal addenda in collaboration with the Municipality
- Support the Municipality in preparing for public issuance and results summaries

#### **4.2.4 PROVISIONAL ITEM – Contract Administration Support**

At the Municipality's sole discretion, the successful proponent may be requested to provide contract administration and construction support services during the construction phase.

These services are not guaranteed and may be awarded, in whole or in part, based on project needs, funding, and performance of the proponent during the design phase.

Services may include but are not limited to:

##### **Contract Administration & Coordination**

- Acting as the Municipality's representative during construction
- Coordinating communication between the Municipality, Contractor, and any subcontractors
- Attending and chairing regular site meetings; preparing and distributing meeting minutes

##### **Site Review & Field Services**

- Conducting periodic site visits to review construction progress and general conformance with contract documents
- Providing field review reports and identifying deficiencies or non-conforming work
- Responding to site conditions and providing clarification as required

##### **Requests for Information (RFIs) & Supplemental Instructions**

- Responding to RFIs in a timely manner
- Issuing supplemental instructions, sketches, or clarifications as required

##### **Change Management**

- Reviewing and evaluating proposed change orders and change directives
- Providing cost and schedule impact analysis and recommendations to the Municipality
- Preparing contract change documentation, where required

##### **Payment Certification**

- Reviewing contractor progress payment applications
- Verifying quantities and percentage complete
- Recommending payments to the Municipality

##### **Quality Assurance & Deficiency Management**

- Monitoring general quality of work for conformance with the contract documents
- Preparing deficiency lists and tracking completion
- Coordinating substantial performance and total completion inspections

##### **Project Close-Out**

- Reviewing and recommending acceptance of close-out documents (e.g., as-builts, warranties, O&M manuals)

- Assisting with issuance of Substantial Performance and Total Completion certificates
- Supporting warranty period reviews, if applicable

**Schedule Monitoring**

- Reviewing and commenting on contractor schedules and updates
- Advising the Municipality of potential delays or risks

**4.2.5 Project Timeline Requirements**

The Municipality is working within strict funding timelines. The successful proponent must complete the work and deliver a complete tender-ready package within the required project schedule.

Proponents must demonstrate in their submission how they will meet the following anticipated timeline and associated deliverables. Submissions shall include a detailed project schedule identifying key milestones, deliverables, durations and critical path.

**Anticipated Project Timeline and Deliverables**

- Project Award/Kick-Off: June 18, 2026
- Kick-Off Meeting: Week of June 22, 2026

**Phase 1 – Background Review and concept Design (~30%)**

Timeline: June 18 – July 3, 2026

Submission Date: July 10, 2026

Municipal Review & Feedback: July 10 – July 24, 2026

- Site assessment summary
- Design basis/project understanding document
- Concept design drawings (plans and relevant views when and if needed)
- Description of proposed design approach and rationale

**Phase 2 – Detailed Design Development (~60-75%)**

Timeline: July 25 – August 7, 2026

Submission Date: August 7, 2026

Municipal Review & Feedback: August 7 – August 21, 2026

- Refined and coordinated design drawings
- Updated design approach and assumptions (as required)
- Class C cost estimate including:
  - Breakdown by major construction components
  - Identification of provisional items
- Identification of key risks, constraints and constructability considerations

**Phase 3 – Pre-Tender Submission (~90 – 100%)**

Timeline: August 22 – September 4, 2026

Submission Date: September 4, 2026

- Draft Issued-for-Tender drawings
- Draft coordinated technical specifications
- Draft tender documentation
- Updated cost estimate (as-required)

**Phase 4 – Final Tender Ready Package (100%)**

Submission Date: September 15, 2026

- Final Issued-for-Tender drawings
- Final coordinated technical specifications
- Complete tender ready documentation
- Final cost estimate aligned with tender documents
- Detailed project work plan
- Project schedule identifying key milestones and critical path

The above timeline assumes Municipal review periods of up to two (2) weeks at each submission stage. Proponents shall structure their work plan accordingly.

The final tender-ready package submission date is a **mandatory requirement** due to funding constraints.

The Municipality reserves the right to adjust the timeline in consultation with the successful proponent.

**4.2.6 Scope and Budget Alignment**

The Consultant shall work with the Municipality throughout the design process to ensure that the project scope aligns with the approved project budget. This shall include:

- Identifying cost drivers and risks early in the design process;
- Providing options for scope adjustments where required;
- Recommending which components may be deferred or included as provisional items;
- Structuring the project to allow the Municipality to proceed to tender within the approved budget.

**4.3 Deliverables**

The successful proponent shall provide the following deliverables:

- Site assessment summary
- Design basis/project understanding document
- Concept design drawings (plans and relevant views when and if needed)
- Description of proposed design approach and rationale
- Detailed design package including:
  - Issued-for-Tender drawings
  - Coordinated technical specifications
- Class C cost estimate
  - Breakdown by major construction components
  - Identification of provisional items
- Detailed project work plan
- Project schedule identifying key milestones and critical path

- Complete tender-ready documentation

Not all project components will require full design drawings. The Consultant shall determine the appropriate level of design and specification required for each project component to support tendering and construction.

#### **4.4 Material Disclosures**

- The project is subject to strict funding timelines, including a mandatory tender-ready submission date of September 15, 2026.
- Proponent must account for travel/accommodation to Red Lake within their pricing.
- The Municipality has established a project budget and expects the design to align with available funding.
- Available background information, including any as-built drawings or prior studies, may be incomplete and is provided for reference only. The Proponent is responsible for verifying existing conditions as required.
- The facility will remain operational during the project. Proponents shall account for any associated constraints.
- The Proponent will be responsible for coordinating all required approvals and ensuring compliance with applicable codes and regulations.
- Not all project components will require full design drawings; however, all deliverables must be sufficient to support a complete and competitive tender process.
- Contract administration services may be awarded separately at the Municipality's discretion

#### **4.5 Evaluated Technical Requirements**

Submissions will be evaluated based on the following technical criteria. Proponents should ensure that their proposals clearly address each criterion to allow for accurate and fair scoring.

##### **4.5.1 Organization Experience**

Proponents must demonstrate their relevant experience by providing:

- A brief overview of their organization and years in operation
- A description of at least 3 projects of similar size and scope completed within the last ten (10) years
- Names, roles and qualifications of key personnel who will work on the project
- A clear explanation of how the team's experience aligns with the Deliverables

##### **4.5.2 Team Qualifications and Capacity**

###### **4.5.2.1 Team Qualifications**

Proponents must provide proof of relevant certifications, licenses, or professional qualifications necessary for completing the work required under the contract.

###### **4.5.2.2 Capacity & Resources**

Proponents must provide proof of having the necessary resources to complete the contract. This includes details on available personnel, their roles and experience as well as information about the equipment and facilities available for fulfilling the contract.

#### 4.5.3 Work Schedule

Proponents shall provide a detailed work plan and schedule demonstrating their ability to meet the Municipality's required project timeline and funding deadlines. Preference may be given to proponents who demonstrate the ability or improve upon the required timeline.

#### 4.5.4 Pricing

Proponents must include their pricing within their Proposal submission, in accordance with the instructions set out in Section 2.

Pricing must:

- Be presented using a time-task matrix;
- Include a clear fee breakdown by major project task or phase;
- Reflect all associated costs required to complete the Deliverables as outlined in Part 4 of this RFP.

The time-task matrix is required for evaluation purposes only and is intended to demonstrate the Proponent's understanding of the project scope, level of effort, and allocation of resources.

The time-task matrix shall not form the basis of payment. The Contract will be based on the fixed fee (lump sum) submitted in accordance with section 2.5.1.

The Municipality will use the time-task matrix to evaluate the Proponent's understanding of the project scope, level of effort, and overall value to the Municipality, and may assess the reasonableness of the proposed fee and identify any unbalanced pricing.

#### 4.6 Mandatory Submission Forms

In addition to the proposal submission and pricing, Proponents must include all of the following items with their Proposal. Failure to include any of these items may result in disqualification.

- Submission Form (Appendix B)
- Statement of Understanding (Appendix C)
- Conflict of Interest, if applicable ([www.redlake.ca/tenders-and-request-for-proposal/](http://www.redlake.ca/tenders-and-request-for-proposal/))
- Subcontractor Disclosure Form, if applicable ([www.redlake.ca/tenders-and-request-for-proposal/](http://www.redlake.ca/tenders-and-request-for-proposal/))

#### 4.7 Pre-Conditions of Award

The following are pre-conditions that must be met by the selected proponent before the contract can be awarded:

##### 4.7.1 Proof of Insurance (if applicable)

**Commercial General Liability Insurance:** The successful Proponent shall carry Commercial General Liability Insurance in the amount of \$2,000,000 per occurrence and \$5,000,000 in the aggregate providing coverage for Bodily Injury, Property Damage, Products and Completed Operations Liability, Contractual Liability, and Severability of Interests. The successful Proponent shall include The Corporation of the Municipality of Red Lake as an "additional insured" and provide a waiver of subrogation in their favour.

**Automobile Insurance:** If used in the performance of the successful Proponent's Services, Automobile Liability Insurance, including bodily injury and property damage, in the amount of \$2,000,000 including any owned, leased, hired and non-owned automobiles.

**Professional Liability Insurance:** The successful Proponent shall carry Professional Liability Insurance in the amount of \$2,000,000 per claim and \$5,000,000 in the aggregate. Insurance must be carried for a minimum of three (3) years after Project completion, and, if applicable, shall have no exclusion for pollution, mold or asbestos coverage.

Notwithstanding the above requirement for Professional Liability Insurance, all other required insurance coverage must be maintained throughout the term of the contract and endorsed to provide the Municipality with at least thirty (30) days' advance written notice of cancellation or material change.

#### 4.7.2 WSIB Clearance Certificate (if applicable)

A valid WSIB clearance certificate must be provided to confirm compliance with Workplace Safety and Insurance Board (WSIB) requirements. This certificate must be provided prior to the award of the contract and maintained throughout the contract term.

#### 4.7.3 Project Schedule and Completion

The successful proponent will be required to enter into an agreement with the Municipality that includes:

- A defined project schedule and milestone dates;
- Payment tied to completion of project milestones;
- Provisions related to delays in completion of the Deliverables.

#### 4.7.4 Subcontractor Approval (if applicable)

A list of all proposed subcontractors must be provided, and approval must be obtained from the Municipality before the contract is finalized. The Municipality reserves the right to reject any subcontractors deemed unsuitable.

### 4.8 Weighted Criteria

The following sets out the categories, weights and descriptions of the rated criteria of the RFP.

Criteria Category	Description	Weight
Organization Experience	Demonstrated experience of the proponent in delivering similar renovation and design projects of comparable size, scope, and complexity. Consideration will be given to experience with publicly funded projects, ability to deliver tender-ready packages, and history of meeting project schedules and budgets.	20%
Team Qualifications	Qualifications, experience, and roles of the proposed project team, including key personnel and subconsultants. Evaluation will consider relevant technical expertise, clarity of roles and responsibilities, and demonstrated experience working together on similar projects.	20%

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Capacity and Resources	Demonstrated ability of the proponent to allocate sufficient resources to meet the project requirements and timeline. Evaluation will consider current workload, availability of key personnel, depth of team, and ability to respond to tight timelines and concurrent deliverables	15%
Work Schedule	Quality, clarity, and feasibility of the proposed project schedule, including alignment with the Municipality's required timeline. Evaluation will consider identification of key milestones, critical path, sequencing of deliverables, and the proponent's understanding of phased submissions (30%, 60–75%, 90%, final). Consideration will also be given to identification of risks, assumptions, and proposed mitigation strategies	20%
Pricing & Value	Evaluation of the proposed fixed fee in relation to the scope of work and overall value to the Municipality. The time-task matrix will be used to assess the proponent's understanding of level of effort, allocation of resources, and reasonableness of pricing. Consideration will also be given to completeness, transparency, and identification of any unbalanced or unrealistic pricing.	25%

[End of Part 4]

## APPENDIX A – REGISTRATION PAGE

## PRE-SUBMISSION ONLY – DO NOT INCLUDE WITH PROPOSAL



To ensure notification and receipt of any addendums issued for this project, proponents/bidders must complete and submit the Registration Form. Only those who have submitted the form will be added to the registry and will receive any addendums directly, if issued.

Proponents/bidders who **do not** complete and submit the Registration Form are solely responsible for monitoring and obtaining any addendums themselves. The Municipality of Red Lake is not responsible for informing unregistered proponents/bidders.

All issued addendums will form part of the official proposal document and must be submitted with the originally distributed proposal package.

Please return the completed form **by email to** [procurement@redlake.ca](mailto:procurement@redlake.ca).

Project Name	
Closing Date	
Company Name	
Principle Contact	
Address	
Address (Line 2)	
City and Province	
Postal Code	
Telephone	( )
Facsimile	( )
Email address	
Date:	

**APPENDIX B – SUBMISSION FORM**



Request for Proposal Title:

Closing Date and Time:

Please fill out the following form, naming one (1) person to be the bidder's contact for the RFP process and for any clarifications that may be necessary.	
Legal Name of Proponent (if a Proposal is submitted jointly by two or more legal entities, each and all such entities must be identified)	
Operating Name (if different)	
Mailing Address	
Phone Number	
Email Address	
HST Number (if applicable)	
Authorized Contact Name & Title	

Signature

By signing below, I confirm that I am an authorized signing officer of the Proponent and that this Proposal is submitted in accordance with the terms of the Request for Proposal (RFP). I understand that the submission of this Proposal does not create any binding legal obligations between the Municipality and the Proponent. Any such obligations will arise only if and when a written agreement is executed between the Municipality and the Proponent.

Name of Authorized Signatory	
Title/Position	
Signature	
Date	
Location (City/Town & Province)	

### APPENDIX C – STATEMENT OF UNDERSTANDING

I am the \_\_\_\_\_ (insert title) of the Proponent. I declare and confirm the following on behalf of the proponent:

1. Acknowledgement of RFP and Policies

The Proponent has carefully reviewed the Request for Proposal (RFP) and the Municipality's applicable procurement policies. The Proponent fully understands the requirements and has had sufficient opportunity to seek clarification on any aspect of the RFP.

2. Acknowledgement that the RFP Governs the Process

The Proponent acknowledges that the procurement process will be governed solely by the terms and conditions set out in this RFP and conducted in accordance with the Municipality's Procurement By-law and applicable trade agreements.

3. Non-Binding Procurement Process

The Proponent acknowledges that this RFP process does not constitute a legally binding bidding process. No legal relationship or obligation regarding the procurement of any goods or services will be created unless and until the Municipality and the Proponent execute a written agreement.

4. Ability to Provide Deliverables

The Respondent confirms that it has the necessary experience, resources, personnel, and capacity to provide the Deliverables in accordance with the RFP requirements.

5. Proposal Validity

The Proponent agrees that this Proposal, including all pricing and terms, is irrevocable and shall remain valid and open for acceptance by the Municipality for a period of 90 calendar days from the Submission Deadline. The Proponent understands that pricing is non-binding on the Municipality and that this validity period applies solely to the Proponent's offer and its availability for potential negotiations, if selected.

6. Acknowledgment of Addenda

The Proponent acknowledges that it has read, considered, and incorporated all addenda issued by the Municipality up to the Deadline for Issuing Addenda.

7. Conflict of Interest Declaration

The Proponent has reviewed the Conflict of Interest clause in Section 3.16 of the RFP. The Proponent declares that **(check one box below)**:

- No actual or potential Conflict of Interest exists
- A Conflict of Interest does exist – please complete and submit Appendix E – Conflict of Interest Declaration Form

8. No Prohibited Conduct

The Proponent declares that it has not engaged in any conduct prohibited by this RFP, including collusion, bid-rigging, price-fixing, bribery, or other unethical or illegal activities.

9. Disclosure of Information

**12-2026 Cochenour Arena Renovation Design Services**

The Proponent agrees that any information provided in this proposal, even if identified as confidential, may be disclosed where required by law or by order of a court or tribunal.

The Proponent consents to the confidential disclosure of this proposal to the Municipality's advisers retained to assist with the RFP process, including evaluation.

**10. Public Disclosure of Award**

The Proponent acknowledges that, if selected, the Municipality may publicly disclose the name of the successful Proponent, the awarded contract amount, and a general description of the Deliverables.

**11. Authorization to Bind the Proponent**

The undersigned confirms that they have the authority to bind the Proponent to the representations made in this proposal.

**Signature**

By signing below, I confirm that I am authorized to submit this Proposal on behalf of the Proponent and to make the declarations set out in this Appendix. I understand that submission of this Proposal does not create any legal relationship or obligation between the Proponent and the Municipality. I further acknowledge that any legal obligations will arise only upon execution of a formal agreement between the Municipality and the successful Proponent.

Legal Name of Bidder	
Name of Authorized Signatory	
Title/Position	
Signature	
Date	
Location (City/Town & Province)	

**APPENDIX D – ACKNOWLEDGEMENT OF ADDENDA**



I/We confirm that we submitted the Registration Form (Appendix A) prior to submitting a Proposal, or otherwise ensured we were included on the addenda distribution list.

We acknowledge that we have reviewed all addenda issued as referenced in Section 3.11 of the Request for Proposal. The contents of all addenda are incorporated into our Proposal and will be considered part of any resulting contract, if awarded.

Addendum No. \_\_\_\_\_  Addendum No. \_\_\_\_\_  Addendum No. \_\_\_\_\_

Addendum No. \_\_\_\_\_  Addendum No. \_\_\_\_\_  Addendum No. \_\_\_\_\_

No Addenda Issued

**Signature**

By signing below, I/We acknowledge that I/we have reviewed all addenda issued as referenced in Section 3 of the RFP and confirm that all amendments, clarifications, and changes to scope have been incorporated into our Proposal.

Legal Name of Proponent	
Name of Authorized Signatory	
Title/Position	
Signature	
Date	
Location (City/Town & Province)	

APPENDIX E – CONFLICT OF INTEREST DECLARATION FORM



Only required if a conflict of interest has been identified in Appendix C.

Details of Conflict

Please provide a detailed explanation of the actual or potential conflict of interest, including:

- Names of individuals involved
- Relationship to The Corporation of the Municipality of Red Lake
- Nature of the conflict
- Mitigation measures proposed (if any)

If additional space is required, please attach a separate page clearly referencing this appendix.

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**Signature**

By signing below, I confirm that the information provided is true and complete to the best of my knowledge.

Legal Name of Proponent	
Name of Authorized Signatory	
Title/Position	
Signature	
Date	
Location (City/Town & Province)	

APPENDIX F - SUBCONTRACTOR DISCLOSURE FORM



<b>Project Name</b>	
<b>Project Number (if applicable)</b>	
<b>Name of Bidding Contractor</b>	
<b>Contact Name</b>	
<b>Email Address</b>	
<b>Date</b>	

<b>FIRM NAME</b>	<b>DOLLAR AMOUNT</b>
<b>CATEGORY OF WORK</b>	

<b>FIRM NAME</b>	<b>DOLLAR AMOUNT</b>
<b>CATEGORY OF WORK</b>	

<b>FIRM NAME</b>	<b>DOLLAR AMOUNT</b>
<b>CATEGORY OF WORK</b>	

<b>FIRM NAME</b>	<b>DOLLAR AMOUNT</b>
<b>CATEGORY OF WORK</b>	