



Contract 3162P

CONSULTING SERVICES – PARKS RECREATION & CULTURAL SERVICES
(PRCS) COMMUNITY NEEDS ASSESSMENT

1. Introduction

The City of Richmond proposes to engage the services of a consultant to undertake a community needs assessment for its Parks, Recreation and Cultural Services (PRCS) Department.

The objective of this request for proposal is to provide the City with qualified proponents capable of carrying out the work herein defined. The subsequent proponent submissions will form the basis for evaluation, interview and selection.

2. Submission Details

Twelve (12) hard copies (and one electronic copy) of proposals marked “**Contract 3162P – PRCS Community Needs Assessment**” addressed to the Manager of Purchasing and Risk, will be received at the Information Counter, Main Floor, Richmond City Hall, 6911 No. 3 Road, Richmond BC V6Y 2C1, until 4:00 pm on Monday February 25th 2008. Submissions received after this time will be returned to the sender.

The City reserves the right to cancel this Request for Proposal for any reason without any liability to any proponent or to waive irregularities at their own discretion.

Proposals may be withdrawn by written notice only provided such notice is received at the office of the City’s Purchasing Section prior to the date/time set as the closing time for receiving proposals.

Proposals shall be open for acceptance for 90 days following the submission closing date. All proposals will remain confidential, subject to the Freedom of Information and Protection of Privacy Act.

Any interpretation of, additions to, deletions from, or any other corrections to the Proposal document, will be issued as written addenda by the City of Richmond. It is the sole responsibility of the potential proponents to check with the City of Richmond’s Website, and / or BC Bid to ensure that all available information has been received prior to submitting a bid.

3. Enquiries

3.1 Clarification of terms and conditions of the proposal process shall be directed to:

Purchasing

Kerry Gillis
Buyer II, Contracting Specialist
Purchasing Section
City of Richmond

Telephone: 604-276-4135
E-mail: purchasing@richmond.ca

3.2 Technical clarification shall be directed to:

Technical

Lucy Tompkins
Planner II
Parks, Recreation and Cultural Services
City of Richmond

Telephone: 604-247-4611
E-mail: ltompkins@richmond.ca

The City, its agents and employees shall not be responsible for any information given by way of verbal communication or oral representation. Any questions that are received by City of Richmond Staff that affect the proposal process will be issued as addenda by the City of Richmond.

4. Project Background

The PRCS Master Plan 2005-2015 promotes a service-based approach to identify program and service priorities (as opposed to the traditional facility-based approach). A service approach requires a solid understanding of community demographics and their targeted needs. The goal is to ensure the broadest possible range of cultures, age groups and neighbourhoods are served by parks, recreation and cultural facilities, programs and opportunities.

A Community Needs Assessment was conducted by PRCS in 2001. The study provided valuable information that was used in developing the PRCS Master Plan (adopted by Council in June 2006), and is included as an attachment to that document. The 2001 Community Needs Assessment was also used to determine priorities in the development of the PRCS Facilities Strategic Plan, which was endorsed by Council in June 2007.

The 2001 Community Needs Assessment comprised a community-wide, statistically valid mail-out survey to 1,000 Richmond residents (with a 50% response rate), a facility-based walk-in survey, 26 focus groups with neighbourhoods, partners, community organizations and associations, and focus group surveys. The data was examined and broken down by age and household characteristics to gain additional insights into differences. The purpose of the 2001 Community Needs Assessment was threefold:

- Identify awareness of and participation levels in parks, recreation and cultural services, facilities and programs.
- Identify unmet needs and determine gaps.
- Develop strategies for addressing the gaps and better meeting the needs of Richmond residents.

A number of other relevant studies on the parks, recreation and cultural service needs of Richmond residents have been carried out in recent years:

- *Leisure Services – Customer Service Survey Findings* (1996) by EOS Group.
- *Ipsos Reid survey* with 300 Richmond residents (2006) to assess residents' physical activity levels, recreation behaviours, satisfaction levels and needs¹.
- South Arm and Thompson *Vibrant Communities Studies* (2006 and 2007) and Cambie/East Richmond *Healthy Community Study*.
- *Physical Activity Survey* (2007) – Walk Richmond and BCRPA.
- *Focus groups / consultation meetings* with special-interest groups, multi-cultural groups (e.g. Punjabi Speakers Consultation meeting, RCCS and RIAC Access Policy consultations, New Immigrants / Chinese Parent Group focus group, Steveston Seniors focus group, West Richmond focus groups on awareness amongst community groups).
- User group surveys (e.g. aquatic users at Minoru).
- Open house and workshop feedback (e.g. Museum & Heritage Study, Facilities and Amenities Plan, City Centre Area Plan).
- *2001 – 2006 Child Care Needs Assessment*, City of Richmond. The Child Care Needs Assessment is being updated in 2008 (study to commence May 2008, with completion approximately by December 2008).

There has also been a significant amount of provincial and national research that relates to identifying community needs and trends in the broader context (such as BCRPA's *Trends in the Parks, Recreation and Culture Field*, and the 2004 Statistics Canada *Survey of Giving, Volunteering and Participating*).

City staff are currently carrying out analysis of the 2006 Census. This work is being done in-house by the PRCS Planner and the City's Planning Analyst, through data analysis of the Statistics Canada 2006 Census. Analysis is currently being undertaken on the data that has been released to date by Statistics Canada, and will be available to the consultant. Additional analysis will be conducted as custom geographies, and ethnic minority and income data is made available by Statistics Canada. The analysed information will be made available to the consultant. Some limited desk-based research (literature review of secondary sources of information: Richmond School District, Professional Publications and Conferences, Provincial Associations, University Publications, etc) is also being undertaken by staff on trends in the parks, recreation and cultural services field.

¹ The Ipsos Reid survey is being conducted again in 2008 (with results available by March 1st 2008).

5. Project Objectives

The purpose of this community needs assessment is to gain an in-depth understanding of the parks, recreation and cultural program and service needs of the Richmond community. *Richmond is a multi-cultural and ethnically diverse community, and this study must provide clear recommendations on how to help PRCS and its partners meet the future needs of all segments of our community. A profile of current non-users, and how to reach current non-users is a key desired outcome of the study.*

The project objectives are to:

- Assess awareness of, participation levels in, and satisfaction with Richmond’s parks, recreation, sports and cultural programs, services and facilities.
- Identify how these have changed since 2001.
- Identify unmet needs and determine gaps in services, programs and facilities offered by PRCS and its partners.
- Identify barriers to participation, especially in relation to the hard-to-reach segments of the community (i.e. determine who is un-served or under-served by PRCS and how their needs can be met).
- Develop recommendations and strategies for addressing the barriers and gaps, and how to better meet the needs of residents to ensure that Richmond is the “most appealing, liveable and well managed community in Canada”.

6. Project Scope

Working with the PRCS Planner, the successful proponent (consultant) is required to design and undertake the community needs assessment and conduct it in consultation with City staff, associated community partners and groups², and Richmond residents. A detailed report on the findings and a prioritised list of recommendations for action are required as an outcome of the project.

The following section describes the major components that the Community Needs Assessment is likely to include. This is not meant to be prescriptive (and proponents are encouraged to identify areas where they can add value, or recommend a better approach), but is given as an indication of the general scope of work expected.

Initial work will be required to review existing literature either provided by the City as background for this project or sourced by the consultant to ensure a foundation of knowledge in the current trends in parks, recreation and cultural services.

² Liaison will be required with Richmond School District, Richmond Health Department, and a number of community associations, partners and groups, to get their perspective on the needs of the community.

At a minimum, a two-pronged approach is recommended to obtain primary data on the views of Richmond residents. It is envisioned that the consultant would focus primarily on obtaining residents' views from a large city-wide survey³. A smaller portion of the consultant's time would be spent on providing facilitation of focus groups:⁴

- *City-Wide Survey (April 2008)*. A city-wide survey of residents would be undertaken (sent to a considerably greater number of residents than the 2001 study⁵), which will allow statistically valid analysis at the sub-sample level (i.e. analysis of non-users, as well as different ethnic groups, age groups, etc) and PRCS service area scale (there are eight PRCS service areas in Richmond). Consultant are asked to determine the necessary sample size (taking into account non-response rates) to achieve the desired outcomes. A larger sample size will ensure rigour and confidence in the data. The 2006 Census data (population, age, gender) should be used in designing the sampling methodology, to ensure it is representative of the population. It is envisioned that the majority of consultant fees will be put towards this survey, its analysis and reporting. Opportunities for City staff to observe the survey being conducted would be desirable.
- *Focus Groups (June 2008)*. City staff (led by the PRCS Planner) will provide administrative assistance to the consultant to organize focus groups to obtain qualitative comment from both specific user groups and randomly-selected resident groups⁶ to further address issues identified from the city-wide survey. The consultant would determine (in conjunction with the PRCS Planner) the target audiences for the focus groups. At least twenty focus groups are required. The consultant role would be to facilitate the focus group sessions, to provide minute-takers, and to provide a written report on the outcome and recommendations coming out of the focus groups. City staff would provide all organizational arrangements for the focus groups. It is considered important to have the results from the residents' survey prior to the focus groups, in order to 'dig deeper' into key issues. Although this lengthens the study timeline, the preliminary results from the survey need to be available prior to holding the focus groups.

It is envisioned that the majority of work undertaken by the consultant will be focused on the city-wide survey, rather than on the focus groups. City staff will take much of the responsibility to administer and prepare for the focus groups, while little administrative support from the City will be provided for the city-wide survey.

³ Other measures, such as a facility-based walk-in survey could also be considered.

⁴ The 2001 Community Needs Assessment used several methods to obtain information on community needs (based on surveys and focus groups), but the majority of effort was focused on the latter. It is envisioned that the 2008 Community Needs Assessment provides a much greater focus on random survey-based approaches.

⁵ The 2001 Community Needs Assessment included a city-wide questionnaire survey, with quantitative information collected directly from residents. It gave a sample size (500 responses) that allowed for statistically reliable city-wide analysis, but was not large enough to allow for statistically reliable sub-sample analysis, although some commentary was provided on this basis.

⁶ Focus groups could be held with Tagalog and Punjabi speaking residents, Chinese speaking seniors, people with disabilities, etc. Out of 6,775 Richmond residents whose mother tongue is Punjabi, 755 have no knowledge of English. Out of 6,010 Richmond residents whose mother tongue is Tagalog, 40 have no knowledge of English.

The consultant is asked to provide recommendations and a detailed methodology on how a city-wide survey be conducted (e.g. sampling methodology and size, one-on-one interviews, mail-back questionnaires, etc). Although the survey questions would be developed by the consultant, it is envisioned that City staff will have a significant input and review role in developing and finalising the survey instrument.

Richmond is ethnically diverse (it has the highest proportion of foreign-born residents among all of Canada's municipalities, with 57% of its residents born outside of Canada). In addition, nearly 9% of Richmond residents have no knowledge of the English language. The consultant need to be cognisant of this fact in terms of their proposed methodology. The survey must be conducted in several languages (e.g. English, Mandarin, Cantonese⁷) An additional cost for conducting the survey in Punjabi should be provided (as a separate add-on cost). Several focus groups must be held in a language other than English. This could be achieved through creative partnerships (e.g. utilising Richmond School District's 16 Settlement Workers in Schools, who speak various languages and have connections to parents of school-age children who are recent immigrants).

It is likely that a **Forum, Workshop or Open House** (to be held no later than July 2008) would also be undertaken to disseminate the findings from the findings of the survey and focus groups, and to explore solutions. It is proposed that the consultant and PRCS Planner work closely together to implement this public information session, given that the recommendations will draw on both the survey and focus group results.

A **Communication Plan** will also need to be developed early on in the project to:

- Ensure stakeholder and community awareness of the project.
- Disseminate project information (its objectives, opportunities for input, timeline, etc).
- Enable ongoing and effective communication with stakeholders and residents.
- Encourage input and discussion.

A key component of the Communication Plan will be strategies to reach those traditionally 'hard to reach' groups and individuals. Proponents must demonstrate how they would involve, keep informed and seek input (throughout all stages of the project) from those 'hard to reach' groups. Proponents should define 'hard to reach' groups in their proposal.

The consultant will be expected to produce a draft and final report which outlines findings and recommendations to help the PRCS Department and its partners meet the future needs of all citizens of Richmond. This report must include sections on (but not be limited) to:

- How we can better serve our diverse community.

⁷ There are 13,000 Richmond residents who speak Chinese and have no knowledge of English.

- How our community does or does not reflect the current trends in parks, recreation and cultural services. What are the trends that are specific to Richmond?
- How to meet the needs of the un-served and under-served people in each of the eight PRCS Service Areas and for each of our key target markets (who they are, where do they live and what do they want of PRCS and their community association or organization). What are the key barriers for these people and how can we overcome these?
- How we can better serve our key target markets:
 - children
 - youth
 - older adults and seniors
 - diverse cultural groups.

Recommendations provided by the consultant must be specific. For example, our Senior Services section needs to know who they are not currently serving, and how to attract them.

7. Project Outcome

A Community Needs Assessment that reflects the current trends in parks, recreation and culture, and provides updated detailed information on the specific needs of Richmond residents, and recommendations for how these needs can be met.

8. Responsibilities and Deliverables of the Successful Proponent (Consultant)

- Outline the process, methodology and schedule for the Community Needs Assessment.
- Undertake study according to agreed upon process and schedule.
- Development of a survey instrument and sampling methodology for a city-wide survey of Richmond residents, with a sample size that is large enough to have statistical validity and reliability for analysis at various sub-sample levels (e.g. the eight PRCS Service Areas, and to examine the needs of single-parents, a specific ethnic group, or of City-Centre residents versus East Richmond residents).
- Facilitate, minute and report out on community focus groups.
- Attend client meetings as required (at least one progress meeting per month).
- Provision of monthly progress reports (can be electronic).
- Preparation of all graphic and presentation materials (for public consultation and Council committees).
- All expenses associated with the survey questionnaires.
- Preparation and cost of media and advertising required for public consultation.
- Submission of draft reports for review by City, and incorporation of changes.

- Submission of final report in both hard copy (four copies) and electronically (digital format and PDF suitable for website posting).
- Attend Committee and/or Council meetings for presentations as requested by staff.

9. City Provided Items

- Access to existing resources and documents.
- A staff team to work with the consultant.
- Significant input and feedback into developing questionnaire survey questions.
- Stakeholder and other community contacts as required.
- City staff will arrange and host community focus groups.
- City staff will provide administration assistance with organising any other community consultation events.
- Review of draft reports.
- Meeting space.

10.. Budget

A budget of \$75,000 Canadian, including all applicable taxes, has been assigned to this project, including the final reports and all associated costs.

11.. Project Schedule

The project is to be completed by Sept 1st 2008, with work commencing as soon as possible in March 2008. Interim findings are to be reported in May 2008 (on the findings of the city-wide survey) and July 2008 (on the findings of the focus groups). A detailed project schedule is to be submitted with the proposal.

12.. Proposal Submissions

All proponents are required to provide the following information with their submissions, in the order (and using the headings) that follows:

- **Executive Summary** – providing a summary of your overall approach and key points in your proposal. This should be a maximum of one page.
- **Project Team Composition.** A complete listing of all key personnel who will be assigned to this project. This will include roles and responsibilities, leadership, and their availability for this project. It is recognised that the project team could be a consortium of people from different firms, and it is envisioned that there will be team members who are specialists in parks, recreation and cultural services, others who are market research specialists, and some who have community awareness/revitalisation/regeneration expertise. Please provide specific examples of relevant experience. We are particularly interested in individuals who have experience in consulting with culturally diverse groups, and in ensuring

participation in the consultation process by those groups and individuals who are ‘hard to reach’. Please also outline experience in innovative and creative partnership-focussed approaches to community consultation. The experience and project list should be specific to each person on the team, rather than their firm’s experience. Resumes should be included as an Appendix.

- **Project Background, Objectives and Scope.** A description of the consultant’s understanding of the project objectives/outcomes, vision and scope. This should be a maximum of one page.
- **Proposed Methodology.** A detailed project methodology explaining each project task, including what will be expected of both the consultant and the City with respect to each task, and how the tasks achieve the project objectives/outcomes. This section should be clearly laid out, with each task succinctly described, and deliverables/outcomes associated with each task identified.
- **Project Schedule.** A detailed schedule of all activities, including milestones, project meetings, communication strategy, interim reports and progress reports required for this project.
- **Budget / Fee Schedule.** Provision of a priced methodology complete with a time allotment for each identified task (including a time allocation for each team member broken down according to each task) that you propose to employ to carry out the work. This shall form the basis for payments to the successful proponent. Supplement this with a schedule of hourly fees for staff to be assigned to the project. These rates shall be the basis for adjustments to the value of the contract in the event the scope of work varies from that proposed. The fee schedule should be submitted in the following format:

Hourly Rates	
Project Member 1	\$#
Project Member 3	\$#
Project Member 3, etc	\$#

Professional Time Allocation				
<i>Task</i>	<i>Project Member 1</i>	<i>Project Member 2</i>	<i>Project Member 3 etc</i>	<i>Total</i>
1	# hours	# hours	# hours	# hours
2 etc	# hours	# hours	# hours	# hours
<i>Total</i>	<i># hours</i>	<i># hours</i>	<i># hours</i>	<i># hours</i>

Professional Fees and Expense Allocation					
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<i>Task</i>	<i>Project Member 1</i>	<i>Project Member 2</i>	<i>Project Member 3 etc</i>	<i>Expenses</i>	<i>Total</i>
1	\$#	\$#	\$#	\$#	\$#
2 etc	\$#	\$#	\$#	\$#	\$#
<i>Total</i>	<i>\$#</i>	<i>\$#</i>	<i>\$#</i>	<i>\$#</i>	<i>\$#</i>

Total Professional Fees	\$#
Estimated disbursements (expenses)	\$#
Subtotal Fees and Disbursements	\$#

Estimated GST (5%)	\$#
Total Fees, Disbursements and Taxes	\$#

Additional cost to conduct the survey in Punjabi ⁸	\$#
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- **Client References.** A minimum of three (3) client references from recent projects of a similar size and scope.

13. Working Agreement

The successful proponent will enter into a contract for services with the City based upon the information contained in this request for proposal and the successful proponents submission and any modifications thereto.

Proponents may include their standard terms of engagement in their submissions.

The City of Richmond reserves the right to accept or reject all or part of any Proposal including, but not limited to, the right to request a change of a specific individual sub-consultant(s) or sub-consulting firm(s) and/or to substitute or add individual team members.

The prime consultant shall not (without the written consent of the City of Richmond) change, substitute any team member or sub-consultant or assign the benefit of or delegate its obligations under this Request for Proposal in whole or in part once the final team composition is determined and the Proposal for Services is submitted.

14. Evaluation Criteria

Proposals shall be evaluated to determine the best value offered to the City against conformance, but not limited, to the following criteria:

- Understanding of project objectives/outcomes and vision
- Project Methodology
- Approach to Stakeholder Involvement
- Team Composition – Experience and Qualifications of staff to be assigned to the project.
- Project Deliverables
- Value for Money
- Clarity of Proposal
- References and interview (if the latter is required).

⁸ Do not include this additional cost in your Total Cost for Fees, Disbursements and Taxes (i.e. it must be identified as a separate cost that the City can choose to add to the project at its discretion).



City of Richmond
Business & Financial Services Department

Notice of No Bid

Note: Receipt of this completed form will assist us in calling for future bids. Please complete and submit this form prior to the closing date and time as shown on the Request for Quotation/Proposal/Tender form.
Please remember to include Quotation/Proposal/Tender No. at right.

Quotation/Proposal/Tender No.

3162P

A Quotation/Proposal/Tender is not being submitted for the following reason(s):

- | | |
|--|--|
| <input type="checkbox"/> We do not manufacture/supply the required goods/services | <input type="checkbox"/> Cannot obtain raw materials/goods in time to meet delivery requirements |
| <input type="checkbox"/> We do not manufacture/supply to stated specifications | <input type="checkbox"/> Cannot meet delivery requirements |
| <input type="checkbox"/> Specifications are not sufficiently defined | <input type="checkbox"/> Cannot quote/tender a firm price at this time |
| <input type="checkbox"/> Insufficient information to prepare quote/proposal/tender | <input type="checkbox"/> Insufficient time to prepare quote/tender. |
| <input type="checkbox"/> Quantity too small | <input type="checkbox"/> We are unable to competitively quote/tender at this time. |
| <input type="checkbox"/> Quantity too large | <input type="checkbox"/> We do not have facilities to handle this requirement |
| <input type="checkbox"/> Quantity beyond our production capacity | <input type="checkbox"/> Licensing restrictions (please explain) |
| <input type="checkbox"/> Cannot meet packaging requirements | <input type="checkbox"/> Agreements with distributors/dealers do not permit us to sell directly. |
| <input type="checkbox"/> Cannot handle due to present plant loading | <input type="checkbox"/> Other reasons or additional comments (please explain below) |

I / We wish to quote / tender on similar goods / services in future <input type="checkbox"/> Yes <input type="checkbox"/> No	Authorized Company Official – Signature and Title	Date
This space for City of Richmond Comments	Firm Name	
	Address	
	City	
	Province Postal Code	
Telephone Number		



City of Richmond

6911 No.3 Road, Richmond, BC V6Y 2C1

Telephone (604) 276-4000

www.city.richmond.bc.ca

February 20, 2008

File: 02-0775-50-3162-P/Vol 01

Business & Financial Services Department

Finance Division

Telephone: 604-276-4218

Fax: 604-276-4162

Attention: To All Proponents

Dear Madam/Sir:

Re: City of Richmond Request for Proposal No. 3162P - Community Needs Assessment - Addendum 1

We have received questions related to this Request for Proposal (RFP). This addendum lists the questions we have received, together with our answers. Please review and consider the following information in preparation of your proposals:

Q.1 – (Depending on the methodology proposed, what is) the rough distribution of funding that you are looking for?

A.1 – We would roughly want to see around 65% for the survey, 20% for the focus group work, and the remaining 15% on implications of findings and recommendations.

Q.2 – BC Mail could be hired to assist with the survey; but since they are a provincial agency, they can only work for governments (like City of Richmond), and not for private companies. Would the City have any objection to having a separate contract with BC Mail?

A.2 – The City does not object to having a separate contract. Should this be presented as part, or even an option, to the proponent's methodology for completing the survey, then proponent should provide an estimated cost not included with the proponent's own fees (so perhaps presented as a separate cost or appended to their proposal).

Q.3 – Because the survey should be completed before the focus groups start, would a proposal that does not include the focus group, be acceptable?

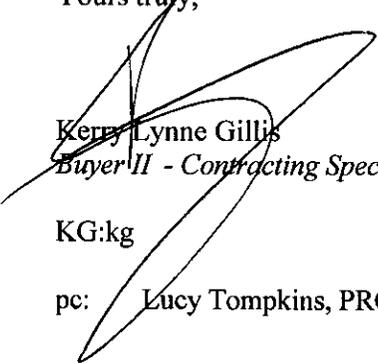
A.2 – We would not want to see components of the RFP split up, as we feel that there are benefits to a consultant team working on the whole study. Certainly, the implications of findings and recommendations would need to fully draw on both the survey and focus group work.

Q.4 – The RFP page 7, section 8, says that the consultants responsibilities include "preparation and cost of media and advertising required for public consultation".

What are the City's expectations here? Does this refer to media releases or does it refer to advertisements in local newspapers? Does this relate to the city-wide survey rather than the focus groups which the City is organizing and promoting?

A.4 – We are referring primarily to adverts in local papers (for the survey and focus groups, but also want to make residents aware of the forum/workshop/open house, which is referred to on page 6 of the RFP). However, consultants may not need to allocate much budget to this, as the City has a running contract with the Richmond News for a City Page, and we would intend to advertise events that way (i.e. there would be no cost to the Consultant for this).

Yours truly,



Kerry Lynne Gillis
Buyer II - Contracting Specialist

KG:kg

pc: Lucy Tompkins, PRCS Planner II