



**CORPORATE SERVICES DEPARTMENT**

**REQUEST FOR PROPOSALS**

**Professional Consulting Services**

**ASSESSMENT OF THE TAXI INDUSTRY IN SASKATOON**

**CLOSING DATE & TIME: 2:00 PM CST, October 26, 2009**

**PROPOSALS SUBMITTED TO:**

**City of Saskatoon  
Joy Bunes, Manager, General Licensing  
Office of the City Treasurer  
222 3<sup>rd</sup> Ave N  
SASKATOON, SK S7K 0J5**

**TELEPHONE: (306) 975-2551  
FAX: (306) 975-7975**

## **REQUEST FOR PROPOSAL**

### **FOR THE PROFESSIONAL CONSULTING SERVICES ASSESSMENT OF THE TAXI INDUSTRY IN SASKATOON**

A proposal contained in the sealed envelope provided by the Undersigned will be received up to 2:00 p.m. CST, October 26, 2009 for the provision of consulting services.

Proposed documents may be obtained on or after Wednesday, September 9, 2009 at the Office of the City Treasurer, as below.

The lowest or any proposal not necessarily accepted.

Proposals shall be mailed or delivered to:

City of Saskatoon  
Joy Bunes, Manager, General Licensing  
Office of the City Treasurer  
222 3<sup>rd</sup> Ave N  
SASKATOON, SK S7K 0J5  
TELEPHONE: (306) 975-2551

## **REQUEST FOR PROPOSAL**

### **FOR THE PROFESSIONAL CONSULTING SERVICES ASSESSMENT OF THE TAXI INDUSTRY IN SASKATOON.**

#### **INSTRUCTIONS TO BIDDERS**

##### **1. PURPOSE**

The objectives of a comprehensive study that will include stakeholders consultation:

- 1.1 To assess the taxi industry, as it currently operates in the City of Saskatoon, including its ability to adequately meet customer services level demand. Recommendations will be required for the optimum number of taxi licences, types of licences to be issued (i.e. permanent, temporary, seasonal), a distribution method for future taxi licences issued, and safety/security requirements for drivers.
- 1.2 To assess the feasibility of establishing a Taxi Commission in the City of Saskatoon.
- 1.3 To assess the feasibility of deregulating the taxi industry in the City of Saskatoon.

##### **2. PROPOSAL SUBMISSIONS**

###### **2.1 Proposals will be received up to 2:00 PM CST on October 26, 2009**

One unbound original and four (4) copies of the proposal should be directed to:

City of Saskatoon  
Joy Buness, Manager, General Licensing  
Office of the City Treasurer  
222 3<sup>rd</sup> Ave N  
SASKATOON SK S7K 0J5  
TELEPHONE: (306) 975-2551

- 2.2 Any addenda issued during bidding period will become part of any contract or purchase order agreements.
- 2.3 Proposals received after closing date and time will not be considered.
- 2.4 Prior to the submission deadline the City may amend or clarify the RFP. Any changes will be provided in writing to all proponents who originally received the RFP.

2.5 The City assumes no responsibility or liability arising from information obtained in a means other than those prescribed in this RFP.

2.6 Proposal to include:

- a. Company information: Name, Address, Telephone, E-mail, Key Contact.
- b. Provide a description of the consultant's/firm's business.
- c. Provide summary information on the consultant's/firm's history and accomplishments.
- d. Provide a description of and contacts/references for at least three projects that have been completed by this consultant/firm that are similar to this project.
- e. Provide information indicating the extent to which this consultant is protected for professional liability.

### **3. PROPOSAL NOTIFICATION, WITHDRAWAL AND ACCEPTANCE**

3.1 A proposal may not be withdrawn after official closing time.

3.2 All proposal prices shall be firm for forty-five (45) days.

3.3 The lowest or any proposal will not necessarily be accepted, and the City reserves the right to reject any and all proposals.

3.4 The City reserves the right to negotiate contract terms with the selected vendor.

### **4. BIDDERS QUALIFICATIONS**

4.1 The consultant must demonstrate significant experience and knowledge regarding the taxi industry.

4.2 The consultant must have successfully completed services similar to those specified in the Project Scope section of this RFP. Further qualifications include knowledge and experience in the application of proven best practices for the taxi industry.

4.3 The consultant will have knowledge of and experience in identifying an overall action plan as it relates to the taxi industry for a municipality.

4.4 Bidders shall be eligible for registration or licensing in the Province of Saskatchewan as required by the laws of the Province of Saskatchewan.

4.5 The City may during the proposal period or after the proposal submission, require any bidder to submit written proof of qualifications.

## **5. PRICING**

5.1 All pricing is to be quoted in Canadian funds.

5.2 Consultant is to provide a detailed price breakdown by task showing the major components of the assignment, with their proposal submission. The breakdown should include the specific activities planned, the timing, the associated level of effort by individual or classification for which the consultant will seek payment. Also include the hourly or per diem rate applicable to the team members.

5.3 The cost for this study will not exceed \$70,000. Any work recommended by the Consultant in addition to the basic work plan proposed for the project should be clearly identified as optional, and a separate fees and expenses summary provided.

## **6. INTERPRETATIONS AND MODIFICATIONS OF PROPOSAL DOCUMENTS**

6.1 Submit questions about the meaning and intent of the specifications to Joy Bunes, Manager, General Licensing (306)975-2551 (email: [joy.bunes@saskatoon.ca](mailto:joy.bunes@saskatoon.ca))

## **7. PROPOSAL EVALUATION, CONTRACT NEGOTIATION AND AWARD**

7.1 Upon receipt of vendor proposals an evaluation team will screen proposals to ensure the vendor's compliance with the requirements of this proposal.

7.2 The acceptability of any deviation will be determined by the evaluation team.

7.3 Proposals will not be publicly opened. A proposal may not be withdrawn during the proposal period after specified closing time and date. All proposal prices shall be open for acceptance and irrevocable for forty-five (45) days from the proposal closing date and time.

7.4 The lowest of any proposal will not necessarily be accepted and the City of Saskatoon reserves the right to reject any and all proposals, and to waive any informality herein.

7.5 All proposals which are deemed by the evaluation team to be in full compliance with the RFP will be evaluated based on the following factors:

- a. Qualifications and experience
- b. Methodology and deliverables

- c. Project time frame
- d. Project cost
- e. References from other projects similar in nature and scope
- f. Examples of previous work that were successfully implemented

## **8. NO ASSIGNMENT**

8.1 The vendor shall not assign or transfer any rights or privileges contained in this agreement without first having obtained the written consent of the City.

## **9. LAWS OF SASKATCHEWAN**

9.1 The Contract shall be deemed to have been made in Saskatoon, SK and shall be interpreted in accordance with the laws of Saskatchewan.

## **10. PROJECT SCOPE**

The scope of the study will encompass the following elements:

### **10.1 Current Model**

The study will review the taxi industry as it currently operates in the City of Saskatoon. Recommendations are required in the following categories.

- a. The optimum number of “Taxi Licences”  
The recommendation of an optimum number of taxi licenses to ensure an adequate service level to all areas of the City of Saskatoon, will include, along with comparisons to other jurisdictions:
  - Significant justification for the adoption of the proposed method of determining the optimum number of licences.
  - The formula used to establish the appropriate ratio based on fixed components allowing that same formula to be reapplied given fluctuations in the components (population change, cost index, etc.) for Saskatoon’s future growth.
- b. Types of taxi licences – temporary, transferable, seasonal  
If additional taxi licenses are to be distributed, the recommendation will include:
  - Options for the types of taxi licences that would best meet the needs of the customers of the taxi industry in Saskatoon
  - Significant justification associated for the proposed type of licences
  - A comparison to the types of licences available in other cities of comparable size and socio-economic parameters

c. Future taxi licence distribution method

If additional taxi licences are to be distributed, the recommendation will include:

- Options for distribution of future taxi licences
- Significant justification for the adoption of the recommended method of distribution of any future licences.
- A comparison to the distribution methods used in other cities of comparable size and socio-economic parameters.

d. Safety and Security of Drivers

If additional safety requirements are required for the industry, the recommendation will include:

- Options for the types of safety requirements and devices
- Significant justification for the adoption of the recommended safety requirements
- A comparison of the safety devices used in other cities of comparable size and socio-economic parameters

## 10.2 **Other Industry Models**

A review of the feasibility of implementing other models of taxi industry structures will be required, that will include:

a. Operation of the industry based on a “Taxi Commission” model

- An analysis of the advantages and disadvantages of a “Taxi Commission” in comparison to Saskatoon’s current model. An outline of the mandate of a taxi commission
- A suitable governance structure
- Potential funding models

b. Operation of the industry with “Industry Deregulation”

- A study of the impacts of deregulation on the taxicab industry in Saskatoon, including the impact on current franchise owners.
- Identification of the role, if any, of City Council, in a deregulated industry.

The study will require consultation with willing participants from the following groups: taxi industry members (license holders, drivers, dispatch companies), Saskatoon Airport Authority, SGI, Saskatoon Police Services, School Boards, Saskatoon Access Transit, Saskatoon Chamber of Commerce, Prairieland Exhibition, Civic Administration, customers of the taxi industry, citizens and any other parties.

## **11. DELIVERABLES/TIMELINES**

October 26, 2009	RFP Response Due
December 1, 2009	Appointment of Consultant
December 15, 2009 (on or before) Consultant to meet with Treasurers Branch, and City Solicitors to discuss various aspects of this project.	Planning Meeting
January 4, 2010	Work Commences
March 15, 2010	Draft Report
April 2, 2010 The consultant's final report should include underlying principles and justification for the elements detailed in the Scope of this report. One bound copy of the final report shall be prepared, in addition to four unbound copies.	Final Report
Tentatively April 19, 2010 Consultant is required to attend Executive Committee when the final report is presented in order to respond to questions from Committee Members.	Executive Committee

The consultant may wish to treat certain elements of their submissions as confidential or proprietary. Proponents are advised, however, that freedom of information requirements in force in the Province of Saskatchewan may afford rights of production or inspection at the application of third parties. Further, the contract entered into by the successful consultant will, by law, be available for inspection by members of the public.

## **12. REPORTING/RENUNERATION**

The consultant is required to provide a detailed price breakdown by task showing the major components of the assignment, with their proposal submission. The breakdown should include the specific activities planned, the timing, the associated level of effort by individual or classification for which the proponent will seek payment. Also include the hourly or per diem rate applicable to the team members.

All willing participants will be encouraged to work co-operatively and in confidence with the consultant. The final report will not contain any commercial information identifiable to any individual Stakeholder, without first obtaining their written permission.

