

# REQUEST FOR PROPOSALS

## Fire Services Master Plan and Community Risk Assessment

Request for Proposal No.: **2026-03FD**

Issued: **February 18, 2026**

Submission Deadline: **March 27, 2026, at 4:00 p.m. Mountain Standard**

**RFP Contact:** Robert Côté, Fire Chief  
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[rcote@blackfalds.ca](mailto:rcote@blackfalds.ca)

**Posted to:** Alberta Purchasing Connection: <https://purchasing.alberta.ca/>

Town of Blackfalds Website:  
[www.blackfalds.ca/p/request-for-proposals](http://www.blackfalds.ca/p/request-for-proposals)

## 1.0 INTRODUCTION AND PURPOSE

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This Request for Proposal (RFP) is an invitation by the Town of Blackfalds (hereinafter referred to as the “Town”) to qualified prospective proponents to submit proposals for the development of a strategic planning framework, beginning with a Community Risk Assessment (CRA) and followed by a Fire Services Master Plan.

Successful proponents will apply their experience and expertise to the development of this strategic planning framework for the Town to utilize as a roadmap for providing efficient and effective delivery of fire protection and prevention services into the future.

Detailed requirements for submission and evaluation criteria, along with scope of work and expected qualifications are contained within.

## 2.0 COMMUNITY AND FIRE SERVICES OVERVIEW

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Blackfalds is a growing community within Lacombe County, approximately 10 km north of the City of Red Deer, just off the QE2 Highway. It maintains a small-town environment with multiple amenities and services close by in the City of Red Deer and City of Lacombe. The Town’s location makes it an attractive choice for residents looking to reside outside of the two cities yet remain close to other important services.

The Town of Blackfalds is one of the fastest growing communities in Alberta with an annual growth rate of around 9.3% over the previous 5 years and a growth rate of 3.45% estimation during 2024/2026. The most recent municipal census, conducted in May 2024, resulted in a current population of 11,415 residents.

Further to the growing residential population, the Town also has a healthy residential base and industrial/commercial sector that is starting to grow.

The Blackfalds Fire Department (hereinafter the “Fire Department”) has a dedicated membership of paid-per-call members (hereinafter the “PPC”) who live within Town, as well as outside the Town limits in areas including Lacombe County. The current staffing model includes 1 full-time Fire Chief, 2 full-time Deputy Fire Chiefs, 2 PPC Fire Captains, 3 PPC Lieutenants and 23 PPC Firefighters.

In addition to providing fire protection and prevention services to the Town of Blackfalds, the Fire Department also has a service agreement with Lacombe County to provide primary response to a specified area surrounding the Town (fire district), which includes a section of the QE2 Highway. Mutual aid agreements are also in place with other neighboring municipalities, including City of Lacombe, Red Deer County and City of Red Deer.

The Fire Department’s current level of service includes fire response, medical first response (Charlie, Delta and Echo), motor vehicle collision response, and other rescue responses at the awareness level (e.g., water, ice, confined space, etc.). The department trains to the NFPA 1010 Level I and Level II. NFPA 1072 Awareness and Operations.

In 2025, the Fire Department responded to a total of 255 calls for service both within Town and outside of Town. This call volume decreased from previous years when the Fire Department responded to 270 calls for 2024.

The Fire Department has a wide array of apparatus and equipment to support the levels of service. This includes 2 Engines, 1 Rescue, 1 Water Tender, 1 Type 6 Wildland Unit, 1 Engine for Wildland, and 3 Command units.

With the rising cost of fire apparatus, the Fire Department continues to investigate potential efficiencies within its fleet and supporting equipment to maintain present and future service delivery, while balancing responsible fiscal planning.

### 3.0 SCOPE OF WORK

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In order to prepare for the short and long-term fire protection and prevention requirements of the Fire Department, the Town must work to identify present and future risks within the community. Further to this, an initiative-taking strategic plan needs to be developed to help guide the Fire Department into the future to continue providing a sustainable, reliable and effective level of service for the community as it continues to grow.

The Town is requesting proposals from qualified consultant firms to complete a 2-phase plan consisting of the following, which will be completed over a 6-month period:

Phase 1: In 2026, conduct a Community Risk Assessment (CRA) for the Town.

Phase 2: In 2026, develop a comprehensive Fire Services Master Plan for the Town, taking into consideration the results of the CRA and other requirements moving forward into the future.

The resulting plan must include a minimum of a 10-year strategic outlook that provides short and long-term guidance for the Fire Department.

#### **Community Risk Assessment (CRA):**

This first phase, to be conducted in 2026, is a systematic process used to identify, evaluate, and prioritize potential risks that could impact the Town as it relates to fire protection and safety. This is the first step in creating the future vision of the Town's fire services, ensuring that critical operational aspects, including response times to mitigate fires, staffing, training, equipment, apparatus, facilities, etc., are in place to help mitigate the fire and emergency-related risks that are present within the community.

Key elements of the CRA shall include, but are not limited to, the following:

- Gather input and feedback, as appropriate, from relevant stakeholders, community members, and local businesses in relation to fire and safety-related risks within the community.
- Provide an assessment of population trends, demographics, and community projections for the Town. This should also include relevant trends and projections for the geographic area in which Blackfalds is located.
- Completion of an environmental scan and development of a community risk profile that includes a prioritized list of hazards/risks, as well as an evaluation of the probability for each hazard/risk occurring and the potential impact on the community.

- Provide risk mapping and other visual tools as appropriate to illustrate and provide a greater understanding of where the risks are located within the community.
- Building stock profile with associated risk mapping that rates high to low life hazard risks and fire service preparedness to respond.

### **Fire Services Master Plan:**

The second phase of this project (to be conducted in 2026) is the creation of a comprehensive Fire Services Master Plan (FSMP). The FSMP will translate the findings of the Community Risk Assessment (CRA) into a strategic, actionable roadmap. The primary objectives of the FSMP are to:

- Provide prioritized, evident-based recommendations to mitigate the risks identified in the CRA.
- Establish a sustainable framework for the Fire Department's growth, ensuring the continued provision of reliable and effective fire protection, prevention, and emergency response services for the Town of Blackfalds.

The successful proponent shall deliver a final FSMP report that includes the minimum, the following key elements:

- Vision, Goals and Measurable Objectives: Define a long-term vision and set clear, measurable goals and objectives for fire service improvement, directly derived from the CRA data, to guide preparation for future community growth.
- Resource Allocation: Determine the resources needed from staffing to financial resources to achieve the stated goals. This must include detailed analysis and recommendations on:
  - Staffing Levels and organizational structure.
  - Training and certification requirements.
  - Equipment and apparatus needs, including a life cycle replacement plan.
  - A multi-year financial forecast and budget model.
  - Specific requirements for compliance with the Alberta Safety Codes Act and the enhancement of the existing Quality Management Plan.

### **Service Delivery Model Analysis:**

Evaluate various service delivery models (e.g., career, volunteer/paid per call, composite) and provide a justified recommendation for the most effective and sustainable model for the Town of Blackfalds, including transitional planning if applicable.

### **Facility and Infrastructure Plan:**

- Review the condition, location, and stability of the existing fire service facility.
- Provide a capital plan with recommendations for any necessary construction, renovation, relocation, or expansion of the fire station and training facilities to ensure optimal geographic coverage, operational efficiency, and long-term viability.

## Training and Professional Development:

- Outline a comprehensive, ongoing training and professional development plan for all personnel levels to ensure competency, safety, and adaptability to emerging risks and technologies.
- Technology and Systems Roadmap: Assess current technology systems (e.g., dispatch, records management, fire prevention software) and provide a phased implementation plan for technology that enhances operational efficiency, data driven decision making, and community outreach.
- Emergency Response and Interoperability Protocols: Develop or refine strategies and procedures for effective emergency response, with explicit guidance on coordination and interoperability with adjacent municipalities, Lacombe County, other emergency services (EMS, RCMP), and community organizations.
- Public Education and Community Outreach Program: Design a strategic public education and outreach program with recommendations for initiatives that effectively educate the community on fire prevention, life safety, and emergency preparedness.
- Implementation Monitoring, and Evaluation Plan: Provide a phased implementation plan with prioritized initiatives, estimated timelines, and responsible parties. Establish clear Key Performance Indicators (KPIs) and a methodology for the ongoing monitoring, evaluation, and periodic review of the FSMP. Establish timelines and processes for implementing recommended plans, as well as methods for evaluating the effectiveness of the plans and making any necessary adjustments.

## 4.0 PROPOSAL CONTENT, PROJECT DELIVERABLES AND EXPECTATIONS

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### Proposal Content

Proponents must:

- Clearly list all items noted in this section separately for each phase of this project, as identified in Section 3.
- Include a clear description of the approach that will be used to achieve the project objectives and scope of work as noted in Section 3.0, including specific consultation strategies that will be used to solicit meaningful participation from relevant stakeholders and community members.
- Include a detailed project schedule, including milestone dates for the duration of the project.
- Include a detailed budget to complete the project, quoted in Canadian funds. Costs are to be itemized as appropriate and will include all staff time, travel costs, disbursements, per diems, anticipated expenses and any other reimbursable cost.
- Identify the team members who will be actively engaged in the project along with a description of their relevant education and experience. Team members must have experience in public engagement and consultation, data collection, reporting and presentation of results.
- Clearly illustrate experience in undertaking similar projects for municipalities, including a brief description of the work undertaken and for whom the work was performed.
- Provide a minimum of three (3) references for work completed of similar scope and

scale.

## Project Deliverables and Expectations

The successful proponent will be responsible for:

- Organizing and preparing materials (e.g., surveys, information pamphlets, maps, visual tools, reports, etc.) as well as conducting community and stakeholder engagement as appropriate.
- Providing two (2) original color copies and one electronic copy in PDF format of the final reports and/or plans for each phase of this project.
- Presenting a draft report to Town Administration for review and input prior to presentation of the final report to Town Council.
- Providing a presentation to Town Council at the completion of this project, with a thorough overview of the results and recommendations, including any identified needs or gaps.
- Ensuring adequate health and safety protocols and procedures are in place and ensuring that Town health and safety processes are adhered to where required.
- Obtaining a Town of Blackfalds business license prior to starting the project.
- Providing a current insurance certificate indicating liability coverage with limits of not less than two million dollars (\$2,000,000) and naming the Town of Blackfalds as an additional insured.
- Providing a clearance letter from WCB indicating their account is current and in good standing.

## 5.0 TERMS OF REFERENCE

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In responding to this RFP, and to be eligible for consideration, each proponent must submit a completed and signed proposal package that, among other things, acknowledges its acceptance of the RFP Terms of Reference and Governing Law as contained hereunder:

- This RFP process is not intended to create a formal legally binding bidding process and shall not give rise to the legal rights or duties applied to a formal contract, a binding bidding process or any other legal obligations arising out of any tendering process contract or collateral contract and instead, shall be governed by the common law applicable to direct commercial negotiations.
- Neither party shall have the right to make any claims (in contract, or otherwise) against the other with respect to the award of a contract, the failure to award a contract, or the failure to honor a proposal.
- The proponent will bear its own costs associated with, or incurred in, the preparation and presentation of its proposal package, including, if applicable, costs incurred for interviews, demonstrations, certificates or the like.
- No legal obligation regarding the procurement of any goods or service shall be created between the proponent and the Town until the Town accepts the proponent's offer in writing.

- The Town will not return the submission, or any accompanying documentation submitted by a proponent.
- The Town may elect not to consider a proponent whose proposal contains misrepresentations or any other inaccurate, misleading or incomplete information.
- The Town may prohibit a proponent from participating in a procurement process based on poor past performance or based on inappropriate conduct, and such inappropriate conduct shall include but not be limited to:
  - The submission of quotations containing misrepresentations or any other inaccurate, misleading or incomplete information.
  - The refusal of the proponent to honor its pricing or other commitments made in its proposal.
  - Any other conduct, situation or circumstance, as solely determined by the Town, which constitutes a Conflict of Interest.

During the term of the contract, should the proponent be involved with a company merger or acquisition, the Town will have the option to either retain the new company or proceed with the tender process by giving 60 days' notice to the proponent.

**Period of commitment:**

Proposals shall be final and binding for 90 days from this RFP's closing date and time and may not be altered by subsequent offerings, discussions, or commitments unless the proponent is requested to do so by the evaluation team.

**Proposal rejection:**

The evaluation team may reject any or all proposals or cancel this RFP process at any time.

The parties acknowledge that these terms:

- They are included for greater certainty and are intended to be interpreted broadly and separately (with no particular provision intended to limit the scope of any other provision).
- They are non-exhaustive and shall not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations.
- Are to be governed by, and interpreted and construed in accordance with, the laws of the province of Alberta and the federal laws of Canada applicable therein.

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## 6.0 PROJECT SCHEDULE

**RFP Release Date:** February 18, 2026

**Question Submission Date:** March 13, 2026

**Question Answer Date:** March 18, 2026

**RFP Close Date:** March 27, 2026

**Project Award Date:** On or before April 7, 2026

**Project Start Date:** April 20, 2026

**Phase 1 Completion Date:** June 30, 2026

**Phase 2 Completion Date:** September 30, 2026

**Project Presentation Date:** October 20, 2026

Proposals will be privately opened at 9:00 a.m. on March 30, 2026, at the address indicate in Section 7.0.

## 7.0 PROPOSAL SUBMISSION

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Two (2) hard copies of the proponent's proposal must be received in a sealed package, clearly marked "Town of Blackfalds Community Risk Assessment and Fire Services Master Plan" to the following:

*Town of Blackfalds  
Attention Fire Chief, Robert Côté  
4401 South Street, P.O. Box 220 Blackfalds, Alberta  
T0M 0J0*

### **Submission Deadline:**

March 27, 2026, at 4:00 p.m. Mountain Standard. Any proposal received after the date and time listed will be returned and will not be considered.

Faxed or electronic proposal packages will not be accepted.

The lowest of any proposal may not necessarily be accepted.

All inquiries pertaining to this RFP can be directed in writing to:

*Fire Chief, Robert Côté at [rcote@blackfalds.ca](mailto:rcote@blackfalds.ca) by 4:00 p.m. Mountain Standard on March 13, 2026.*

Answers to all questions received will be combined and posted in one document by 4:00 p.m. (Mountain Standard Time) on March 18, 2026, on the town website.

## Access and Privacy:

All submitted proposals become property of the Town of Blackfalds, and as such, are subject to the provisions of the Access to Information Act. Respondents who wish to ensure specific parts of their proposal are protected from disclosure under the Act should specifically identify any information or records provided with their proposal that constitute trade secrets, and that are supplied in confidence, and the release of which could significantly harm their competitive position.

Information that does not meet all three foregoing categories may be subject to disclosure to third parties. Please refer to the Access to Information Act for further information.

## 8.0 EVALUATION

The evaluation process will involve both qualitative and quantitative elements. All proposals presented will be evaluated in the context of the overall value they provide to the Town. While cost is a significant part of the evaluation criteria, it will not be the sole determinant. A team of administrative personnel will review the proposals.

When evaluating proposals, the Town may request further information from the proponents or third parties to verify, clarify or supplement the information provided in the proponent's submission, and the Town may revisit and re-evaluate the proponent's submission or ranking based on any such information.

The criteria for which proposals will be evaluated are listed below. The sum of all scores will be the total score.

| Criteria  | Points |
|---|--------|
| <p><b>Proposal Format in Accordance with the RFP:</b></p> <ul style="list-style-type: none"> <li>➤ Proposal is complete, including all documents and all requested components listed within the RFP.</li> <li>➤ Information provided should be clear, concise and easy to understand.</li> <li>➤ Proposal is signed and acknowledges the Terms of Reference listed in Section 5.0 of this RFP.</li> </ul> | 10     |
| <p><b>Proposed Work Plan:</b></p> <ul style="list-style-type: none"> <li>➤ Clear explanation of reasonable timelines</li> <li>➤ Project approach and any consultation strategies are clearly described or outlined</li> <li>➤ Key elements requested within the RFP are included and clearly described.</li> </ul>  | 30     |

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|--|-----|
| <p><b>Demonstrated Knowledge and Experience:</b></p> <ul style="list-style-type: none"> <li>➤ Section 4 should be clearly described.</li> <li>➤ Proposal should clearly show proven experience with an exceptional understanding of the scope and deliverables.</li> <li>➤ Knowledge and experience are relevant to, and have a high degree of similarity to this project.</li> </ul>  | 25  |
| <p><b>References:</b></p> <ul style="list-style-type: none"> <li>➤ References are relevant to this project and have strong credentials.</li> <li>➤ Correct number of references are provided.</li> </ul>   | 10  |
| <p><b>Financial Considerations:</b></p> <ul style="list-style-type: none"> <li>➤ Pricing is quoted in Canadian dollars</li> <li>➤ Pricing is clear and concise for both phases of the project</li> <li>➤ Pricing is comprehensive to include all potential costs associated with both phases of the project</li> <li>➤ Proposals should remain valid for 90 days from the proposal closing date to allow time for the Town to evaluate and negotiate with the selected proponent.</li> </ul> | 25  |
| <b>Total</b>   | 100 |

## 9.0 AWARD OF PROPOSAL

The Town reserves the right to reject any or all proposals or to accept the proposal deemed most favorable to the Municipality. A principal of the responding company must sign all proposals.

Although the intended outcome is to enter into an agreement with a selected proponent, the solicitation of proposals does not in any way commit the Town to accept any proposal or enter into a formal agreement with any organization.

The Town reserves the right to waive formalities, reject any or all proposals, or accept the proposal in part or in whole deemed most favorable to the Town. The lowest rate/fee of any proposal may not necessarily be accepted.

The Town reserves the right to negotiate with any or all proponents including those proponents that have submitted a proposal that does not fully comply, either in material or non-material ways, with the RFP requirements.

Following the evaluation of proposals, the Town will consider entering into an agreement with a proponent that has been determined to have the ability to best meet the needs and expectations of the town, and who offers the best overall content and value.