



**TERMS OF REFERENCE
FOR
Parkland County Restricted Surplus Review**

Parkland County
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Parkland County, Alberta T7Z 1R1
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1.0 PROPOSAL REQUIREMENTS

1.1 Proposal Copies

The Consultant shall provide one (1) electronic copy of their proposal.

1.2 Proposal Inclusions and Format

Proposals shall contain the following:

1.2.1 Letter of Transmittal or covering letter, dated and signed by an official authorized to negotiate, make commitments, and provide any clarifications with respect to the proposal on behalf of the Consultant.

1.2.2 Executive Summary touching on pertinent points in the proposal you wish to highlight, including an overview of the project schedule and costs.

1.2.3 Response to Requirements detailing the organization's ability to satisfy, at minimum, all aspects of the Project as outlined in Section 2.0.

1.2.4 Project Team details including a list of project team members, with a full description of their involvement on the project, what location they will be working from, as well as a resume for each member complete with related experience on similar projects. The total number of hours each member is to contribute and each member's hourly rate shall be included. Project team members shall be dedicated to the project until completion.

1.2.5 Related Experience and Expertise listing similar project work that the Consultant has completed for other clients. The list shall be chronologically ordered, starting with the most recent.

1.2.6 References from three (3) municipal clients are to be included. Each of the references shall include the complete company name, contact person, contact person's title and phone number including area code. The references shall reflect companies to whom similar work has been provided within the past five (5) years.

1.2.7 Project Schedule for the proposed methodology and completing the scope of work in accordance with the timelines outlined in Section 2.7. The Consultant shall include proposed timelines for required meetings with Parkland County staff to review project status and deliverables.

1.2.8 Pricing shall include a lump sum cost for the project as well as a cost breakdown based on task milestones and deliverables. At minimum the Consultant shall include costs for:

- All professional fees relative to the completion of the project;
- All related expenses for carrying out the work;
- Expenses for travel on a per trip basis, and
- Hourly rates for project team members.

Pricing is to be stated in Canadian dollars and exclude Goods and Services Tax (GST).

2.0 PROJECT

2.1 Purpose

It is Parkland County's intent to enter into an agreement with a Consultant for the Scope of Work related to the review of Restricted Surplus balances held by Parkland County.

2.2 Background

Parkland County is a rural municipality located immediately west of Edmonton. Covering an area of 242,595 hectares (599,500 acres), it is one of the largest in size and one of the highest populated of all rural municipalities in Alberta. Parkland County has grown to a community of over 30,000 people and has seen generations of families continue to enjoy country living.

Parkland County has established restricted surplus accounts for various purposes. Restricted surpluses are funds which are designated for a specified future purpose. Restricted surpluses are used to smooth fluctuations in the tax rate by anticipating large or unusual future expenditures.

2.3 Scope of Work

The requirements identified in this section are anticipated requirements and are subject to change.

Parkland County requires the Consultant to undertake the following work:

1. Develop a project schedule with assistance from the Chief Financial Officer and staff;
2. Review existing Parkland County documentation to provide context for the engagement, including:
 - a. Financial Statements,
 - b. Restricted Surplus policy, balances, and Authorization Forms,
 - c. Debt Limits, and
 - d. Other documents as required.
3. Identify risks faced by Parkland County and assign a likelihood, probability, and magnitude to each risk. (This will include Revenue Volatility, Infrastructure Risk, Extreme Event Risk, etc.);
4. Prepare recommendations for Parkland County Administration and Council on the types of Restricted Surpluses that should be held and the target value of each Restricted Surplus; and,
5. Present the final report to Parkland County Administration and Council.

The Consultant will attend meetings at Parkland County offices as requested by Parkland County.

2.4 Methodology

Proposals shall include the project methodology for carrying out each phase of the project.

The Consultant shall fully describe their methodology in carrying out the work as detailed above and include the following deliverables and tasks at minimum:

First Meeting

- Confirm expectations and establish working protocols and division of responsibilities.
- Obtain any primary documents such as Budgets, Annual reports, Restricted Surplus balances, etc.

Second Meeting

- Confirm the content of questionnaires used to gain information from Parkland County staff.
- Interview participants to include: the Chief Administrative Officer, four (4) General Managers and the CFO, the Fire Chief, the Supervisor of Financial Planning and Treasury Management, and select others that may be relevant.

Third Meeting

- Review draft report with the Project Lead to explain results and recommendations.
- Proceed with preparation and submission of the final report to the Project Lead including a presentation to the Executive Management Team and County Council, if requested.

2.5 Roles and Responsibilities

The Chief Financial Officer will be the Project Sponsor for this project. The Supervisor of Financial Planning and Treasury Management will be the Project Lead.

2.5.1 Role of Parkland County

Parkland County staff will meet with the Consultant as required and will be responsible for:

- Provide the Consultant with access to Parkland County information to carry out the project;
- Arrange meetings with Parkland County staff;
- Provide clear concise direction to the Consultant on needs;
- Provide ongoing communication and review of progress; and,
- Accept and sign off on task milestones and deliverables.

2.5.2 Role of Consultant

The Consultant will be responsible for the following (at minimum):

- Overall management of the project;
- Assess and review all research and reports provided by Parkland County as background information;
- Meet with Parkland County departments and staff as required;
- Provide project schedule updates throughout the project as required;
- Assist (where needed) with project meetings with County staff;
- Develop presentation material;
- Submit invoices for payment; and,
- Prepare the final report.

2.6 Deliverables

The Consultant shall provide Parkland County with three (3) hardcopy and one (1) editable digital copy (in Microsoft Office compatible format) of the final report and supporting spreadsheets.

2.7 Project Schedule

It is anticipated project start-up will begin in August 2016. The Final Restricted Surplus Review Report along with any recommendations and other deliverables, as may be requested by Council, are to be completed by November 2016 for review and approval by Council.

The Consultant is to provide a project schedule based on this timeframe.

2.8 Payment

Payment will be made within 30 days following receipt of an invoice by Parkland County, along with a Final Restricted Surplus Review Report and satisfactory deliverables. GST shall be identified separately on all invoices.

Upon payment, all documents, reports, and other information as they then currently exist become the property of Parkland County.

The personal Proposal provided by you is being collected under the authority of the *Municipal Government Act* and will be used for the purposes under that Act. The personal Proposal that you provide may be made public, subject to the provisions of the *Freedom of Proposal and Protection of Privacy Act*.