

Request for Proposals

# Infrastructure Needs Assessment For the Aquaculture Industry



September 10, 2019

## DOCUMENT IDENTIFICATION & TERMS OF SUBMISSION

### **Issuing Agency:**

Newfoundland Aquaculture Industry Association  
29 – 31 Pippy Place, Suite 3007  
St. John's, Newfoundland and Labrador  
A1B 3X2  
Tel: (709) 754-2854  
Email: [mark@naia.ca](mailto:mark@naia.ca)

Incorporated in 1994, the Newfoundland Aquaculture Industry Association (NAIA) is a member-based non-profit organization representing the interests of aquaculturists in Newfoundland and Labrador. NAIA is a passionate advocate on behalf of their members, facilitating and promoting the responsible development of the industry. With a vision to promote excellence in the aquaculture industry in Newfoundland and Labrador, NAIA strives to:

- assist the aquaculture industry to achieve its full wealth creation potential.
- be a strong voice on behalf of its members and take a leadership role in the development of strategies and services that will match the industry needs.
- assist members to attain excellence in safety, quality, environmental sustainability and profitability.

A Board of Directors, currently led by President, Mr. Sheldon George (Cooke Aquaculture), and Vice-President, Ms. Elizabeth Barlow (Marine Harvest) provides overall direction. Mr. Mark Lane is Executive Director of the Association.

### **Synopsis:**

The Newfoundland Aquaculture Industry Association is requesting the professional services of a qualified consulting firm to conduct an industry-wide needs assessment for infrastructure required to assist the finfish and shellfish sectors continue to grow in rural areas of our province.

Under the provincial Way Forward Committee on Aquaculture, the Newfoundland Aquaculture Industry Association (NAIA) is responsible for completing an assessment of the current and future infrastructure needs of the finfish and shellfish sectors. This assessment will be used to inform a multi-year investment plan, including potential federal, provincial and private sector investments.

Both the salmonid and mussel sectors are expected to grow substantially over the short term. It has been identified that gaps in existing infrastructure such as, but not limited to: wharves, lifts, landings, dry dock facilities, biosecurity facilities and waste management (organic and inorganic); is a significant challenge to both industry and government partners in ensuring the sustainable growth of the industry. The provision of modern

infrastructure is paramount to ensuring best practices, biosecurity and environmental sustainability in all aspects of our operations.

A sector-wide infrastructure needs assessment is required to determine the future requirements of the industry to support growth in the finfish and shellfish sectors. Aquaculture operations, like any kind of commercial development, have specific infrastructure needs that are critical to industry development and expansion. It is important to identify industry's infrastructure needs and then develop a plan to ensure the sector is ready to reach the targeted production goals.

**Terms of Submission:**

A copy of the Request for Proposals (RFP) may be obtained by contacting:

Mark Lane  
Newfoundland Aquaculture Industry Association  
29 – 31 Pippy Place, Suite 3007  
St. John's, Newfoundland and Labrador  
A1B 3X2  
Tel: (709) 754-2854  
Email: [mark@naia.ca](mailto:mark@naia.ca)

All questions and/or concerns will be received via email and responses/answers will be made available to all bidders/consultants via email.

The bidders/consultants at their own expense must provide 6 bound copies and 1 unbound copy of the response/proposal to this RFP by mail or other delivery to the **Newfoundland Aquaculture Industry Association no later than 5:00 pm (NL time), Friday October 4th, 2019.**

**Late, incomplete or partial proposals or submissions, including those sent by fax or e-mail, will not, without exception or under any circumstances, be accepted.** The Newfoundland Aquaculture Industry Association will ensure that all proposals or submissions submitted before the deadline will remain sealed until the evaluation process begins.

The Newfoundland Aquaculture Industry Association is not bound to accept the lowest priced bid and may exercise the right not to select any of the bids submitted under the RFP.

The primary bidder/consultant submitting a proposal under this RFP is considered to be responsible, on behalf of it and all its partnered sub-contractors, for all undertakings and deliverables related to the provision of services to the Newfoundland Aquaculture Industry Association specified in this RFP.

The Newfoundland Aquaculture Industry Association requires knowing the identity of all the sub-contractors, their experience, personnel and knowledge levels, and their relationship and experience with the primary bidder/consultant. This information must be

explicitly stated in the proposal submitted by the primary bidder/consultant. Sub-contractors will be evaluated as part of the selection process, and any changes in sub-contractors other than those specified in the submission, must be approved by the Newfoundland Aquaculture Industry Association.

The primary bidder/consultant is also required to submit the names of three references for whom it has supplied similar professional services in related work, planning, and who can be contacted to verify or vouch for the record of work, experience, knowledge levels, competency, creativity, and abilities of the primary bidder/consultant to supply the specified requirements of this RFP.

This RFP is the primary document and should a dispute arise between the RFP and the bidder/consultant proposal then the RFP will supersede the bidder/consultant proposal in any legal dispute.

### **Award of Contract**

Contracts will be awarded following an evaluation of proposals by the Newfoundland Aquaculture Industry Association.

### **Evaluation**

All proposals will be evaluated using specific criteria, attributes and characteristics which have been generated by the Newfoundland Aquaculture Industry Association as part of a comprehensive process in the preparation of this RFP and will be used to evaluate all proposals. Criteria are based upon the detailed specifications of the scope of work, work schedules, technical specifications, quality standards, consultant qualifications and other desirable features and benefits contained in this RFP. (See Figure 1 attached, Consultant Team Evaluation Matrix)

Before the awarding of the bid, the Newfoundland Aquaculture Industry Association will negotiate the final details of a contract to be signed by the Newfoundland Aquaculture Industry Association and the successful bidder/consultant. The Newfoundland Aquaculture Industry Association will enter into a contract with the primary bidder/consultant only. There will be no contracts entered into between the Newfoundland Aquaculture Industry Association and any sub-contractors.

### **Administration**

The Newfoundland Aquaculture Industry Association will be responsible for all stages of the bidding process, selection of the successful bidder/consultant or consultant team, the award of the contract and the successful completion of the contract, including all deliverables.

## SCHEDULE OF EVENTS

### **Implementation**

Given the requirements of the overall implementation schedule, extension options are not available.

All potential bidders/consultants who have requested or known to have obtained copies of this RFP will be notified of any changes should they occur after its publication.

Final product deadline is 16 weeks from the start date which will commence after initial meeting between consultant team and the Newfoundland Aquaculture Industry Association.

### **Communications**

Notification of this RFP will be published online and distribute to the business community.

All inquiries will be received via email and all responses will be made available to all bidders/consultants.

All bidders/consultants who have questions concerning the RFP and the infrastructure upgrade strategy process should contact the following:

Mark Lane  
Newfoundland Aquaculture Industry Association  
29 – 31 Pippy Place, Suite 3007  
St. John's, Newfoundland and Labrador  
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The awarding of this contract will be made by the Newfoundland Aquaculture Industry Association based upon the results of the evaluation of submitted proposals. The Newfoundland Aquaculture Industry Association will notify the successful bidder/consultant in writing. The Newfoundland Aquaculture Industry Association reserves the right not to explain in detail why the unsuccessful bidders/consultants were not selected.

If the successful bidder/consultant wishes to accept the contract and concludes final negotiations with the Newfoundland Aquaculture Industry Association, the contract will commence within 30 days of awarding of the contract.

All data, specifications, concept plans, designs, rationales, presentation materials, economic and technical reports and related information produced by the consultants in completing this infrastructure needs assessment shall be the property of the Newfoundland Aquaculture Industry Association. The consultant will not publish or in any way use said information, material, or reports without the expressed or prior approval of the Newfoundland Aquaculture Industry Association. This includes the information and materials associated with the request for proposals information package.

## **STATEMENT OF WORK**

### **Background**

The south coast of Newfoundland and Labrador (NL) is one of the most suitable locations in Atlantic Canada for finfish farming given the area's ideal growing conditions and undeveloped coastline. Overall production of the salmonid sector in peaked at 25,411 tonnes in 2016, with a production market value of \$263 million. Salmon farms are currently predominately concentrated in Hermitage and Fortune Bays. Recently announced consolidation and growth initiatives by the major players in the industry will see salmon farm sites established over the next few years as far east to Placentia Bay and along the south west coast to Burgeo. As the aquaculture industry companies establish and expand their operations in the province, it is anticipated that salmonid production will almost double over the next five years.

The main mussel aquaculture growing regions of NL are located on the northeast coast of the island portion of the province, the greatest concentration of activity occurring in Green Bay and Notre Dame Bay. Overall production of the mussel sector was 3,211 tonnes in 2016, with a production market value of \$13.6 million. Growth targets for the mussel sector are anticipated to triple the production of this sector over the next five years.

Access to adequate infrastructure has been identified as a significant challenge to both industry and government partners in ensuring the sustainable growth of the aquaculture industry in rural areas of our province.

Mussel growers require wharf facilities for a number of activities including maintaining and servicing their farms; mussel spat collection; harvesting of mussels; storage of gear and equipment; and loading, discharging and mooring of vessels. Vessels typically used in the industry include 50 foot barges.

Salmon growers use wharf facilities to carry out critical inflow and outflow activities to their farm sites including transferring smolt; harvesting of fish; feeding; as well as, for storage of gear and equipment; and loading, discharging and mooring of vessels. Vessels typically used in the salmonid sector can range in size from smaller boats under 35 feet, to larger vessels used for feed and harvesting, up to 250 feet.

Aquaculture companies also require considerable amounts of docking, storage, parking and work areas for their operations. For the most part, the wharf and uplands areas of marine facilities are limited yet they have to accommodate the needs of all users. Current levels of activities by multiple stakeholders is creating much congestion, leading to frustration and safety concerns for all wharf facility users.

Additionally, the infrastructure gaps related to expanding and enhancing best practices, biosecurity, sustainability and waste management (organic/inorganic materials) must be identified through consultation with industry and other stakeholders.

There is an existing lack of infrastructure for silage mass, composting, rendering, recycling and waste management in general. Additionally, there are no options for old nets and cage infrastructure other than stock piling of items at regional waste management facilities. To improve existing efforts to reduce, reuse and recycle a thorough review of waste management infrastructure must be conducted.

As is the case in other areas of Canada, there is a significant connectivity gap between rural and urban areas in Newfoundland and Labrador regarding access to reliable, high-speed broadband Internet and mobile wireless services. In 2018 the Canadian Radio-television and Telecommunications Commission's (CRTC) established a target access of 50 Mbps for downloads and 10 Mbps for uploads for Canadians. Regarding mobile wireless services, the CRTC is targeting access along major transportation routes, with Long-term Evolution (LTE) as the minimum standard for wireless communications.

In the geographic areas identified for growth and expansion by the major players in the aquaculture industry, there are numerous communities without high-capacity transport and areas without 50/10 Mbps fixed broadband access. Mobile cellular services in communities, particularly on the south and south-west coasts of the island, and on the major transportation routes, overall is spotty and unreliable, and in some cases, non-existent.

Access to reliable, high-speed broadband Internet and mobile wireless services has been identified as a significant challenge to both industry and government partners in ensuring the sustainable growth of the industry. Aquaculture operations are increasingly being located in remote locations and further offshore. Aquaculture operators rely on remote sensing devices and/or autonomous vehicles to closely monitor the health of their fish and to maintain and monitor their sites. As the industry becomes more automated, access to reliable telecommunications infrastructure is crucial to adopting new technologies. Digital connectivity is not only necessary for employee recruitment and retention, and skill and career development in remote areas but, more importantly, for the safety and concern of workers as they work and travel to and from offshore sites.

According to the Government of Newfoundland and Labrador, both the salmonid and mussel sectors are expected to grow substantially over the short term. The current and

anticipated level of aquaculture activity in our communities has exceeded the functional capabilities of existing infrastructure, hampering the operations of aquaculture companies. Both provincial and federal governments would like to support the growth of this industry and, in conjunction with the private sector, to move forward with plans to address any deficits in the current infrastructure.

## **Objectives**

The Newfoundland Aquaculture Industry Association is requesting professional consulting services to conduct a comprehensive infrastructure needs assessment to enable and support sustainable growth of aquaculture in our communities.

## **Scope of Work**

In order to achieve the objectives outlined, the consultant(s) will have to:

### **1. Conduct consultations and site visits:**

Through a series of site visits and consultations with relevant stakeholders including aquaculture companies, harbour authorities, various federal and provincial departments and agencies, municipal councils, waste management authorities, etc. the consultant will determine the current and future aquaculture infrastructure needs for the salmonid and mussel sectors in the province.

The Newfoundland Aquaculture Industry Association will provide the consultant with a preliminary list of relevant stakeholders and appropriate contacts to be used for this process.

The consultant will prepare a summary of the consultations for the Project Steering Committee, outlining the infrastructure requests by sector/location/type and a summary of the consultations with government agencies and stakeholders.

Areas of infrastructure improvements must consider, but be not limited to items such as: telecommunications, biosecurity, day-to-day operations within hatcheries and marine sites, waste management, best practices, sustainability and environmental responsibility.

The consultant is also expected to identify current and future needs and expectations for broadband and mobile wireless services for the salmonid and mussel sectors in the province in their geographical areas of operation (communities, transportation links and aquaculture sites); impact(s) of current services on their business operations and advantages of improved connectivity.



**2. Provide recommendations for potential infrastructure upgrades and new builds:**

As part of the needs assessment, the consultant will consider existing facility upgrades and the potential for construction of new infrastructure, the consultant will meet with the users and owner(s) of the facilities to review the facility operations to ensure relevancy to modern day aquaculture practices. The consultant will make recommendations on the infrastructure upgrades and/or new builds necessary to meet the current and proposed user needs and aquaculture industry requirements in order of priority.

For both upgrade and new builds, the consultant will meet with the local municipality and relevant government agencies regarding access to the property, zoning, regulatory requirements, and consider the impact of issues including biosecurity, environmental, safety, etc. on implementing proposed infrastructure improvement. Depending on the scope of the upgrades/new builds, the consultant will determine availability of surrounding properties for development.

**3. Consultations with Commercial Telecommunications Providers/Government(s)**

Through a series of site visits and consultations with local telecommunication providers and representatives of relevant federal, provincial and municipal government and agencies including Innovation, Science and Economic Development Canada (ISED); Canadian Radio-television and Telecommunications Commission (CRTC); Atlantic Canada Opportunities Agency (ACOA); provincial Departments of Tourism, Culture, Industry and Innovation (TCII); and Fisheries, Lands and Resources (FLR), local municipalities, etc. the consultant will determine at a minimum:

- map of existing passive infrastructure assets/ownership/access
- levels of current service telecommunications service delivery
- current and planned infrastructure projects by the telecommunications and wireless service providers in areas affected by current and potential aquaculture industry operations
- maximum utilization of existing infrastructure
- impact of issues such as regulatory, zoning, environmental, ownership, topographical and geographical barriers, etc. on implementing communications infrastructure improvements

#### **4. Conceptual design, preliminary engineering and cost estimates:**

Based on their review, investigation and consultations, the consultant will provide a report of their findings and recommendations, including the proposed engineering design for the recommended new builds and upgrades and the associated Class "D" costing estimates.

#### **5. Evaluation criteria and assessment of prioritization of infrastructure projects:**

The infrastructure needs of the aquaculture industry are likely to be significant. There will be a need to ascertain the level of "need" vs. "want", considering financial resources available and the requirements of the industry to grow. The Project Steering Committee requires a set of evaluation criteria to assist with reviewing the infrastructure requests put forward by industry.

The consultant will prepare a set of preliminary evaluation and ranking criteria, for approval by the Project Steering Committee, to assist with identifying and prioritizing the proposed infrastructure improvements. Using the approved evaluation criteria, the consultant will outline an overall implementation strategy for the proposed infrastructure projects that will prioritize the order in which the proposed upgrades to the aquaculture wharf facilities should occur. The strategy will include suggested time lines for development over a five (5) year period.

### **CONSULTANT QUALIFICATIONS AND METHODOLOGY**

The consultant(s) is expected to demonstrate:

- qualifications of engineering expertise
- knowledge and experience in relation to the Statement of Work
- understanding of the scope and objectives of the proposal
- experience in conducting similar projects involving the maintenance and upgrade of aquaculture, marine facilities and telecommunications.

#### **Proposal Requirements**

Proposals are expected to include:

- A covering letter briefly summarizing who the Project Manager and Team Members are, the firms/sub-contractors involved and total budget including professional fees, expenses which will aid in the evaluation process especially if there is a large response.
- Identification of Project Manager and Consultant Team Members, along with a description of their respective roles and qualifications.

- Description of the project organization and management system, as well, company profiles of the primary Bidder/Consultant and Sub-Contractors or Consultant Team.
- Methodology
- A minimum of three references from any applicable projects involving similar scope and scale.
- Time and task allocation of team members.
- A schedule of project activities in chronological order which shows each activity and its duration including periodic reports to the Newfoundland Aquaculture Industry Association. Reports should include a written update of progress by email to contact person on a bi-weekly basis.
- Itemized project costs including fee structure, staff cost, overhead and other related expenses, as well as, a suggested/preferred payment schedule.

The Bidder/Consultant should highlight limitations or difficulties envisioned and make suggestions on issues that the Newfoundland Aquaculture Industry Association did not address in this Request for Proposals that may be critical to the successful completion of this assignment.

### **Work Schedule**

The proposed schedule of work is approximately 16 weeks from the signing of the contract during the initial meeting, to the completion and presentation of the final report.

### **Deliverables/Outputs**

During the assignment, the consultant team will be required to meet with the Newfoundland Aquaculture Industry Association at least 4 times as follows:

Both the start-up and the end meeting will take place in St. John's and two other meetings via teleconference will be required throughout the contract timeframe. The successful consultant will meet with the Newfoundland Aquaculture Industry Association in the first week after funding has been obtained. This meeting will clarify all objectives of the infrastructure review process and review the work plan of the consultant. The consultant will provide regular written progress reports to the Newfoundland Aquaculture Industry Association as agreed to at the first meeting.

The Consultant Team will be required to supply 6 copies of the final report/master plan, 1 unbound copy, 1 electronic copy, as well as, related concept designs, maps, graphics,

and all related documents and supporting material. A copy of the final report in Word or Adobe Reader and all plans will also be provided.

### **Communications**

The Consultant Team will provide a single contact name of the senior project manager, address, telephone and fax numbers and the electronic mail address where the consultant team can be contacted.

All communications by the Consultant Team should be via email and addressed to the following:

Mark Lane  
Newfoundland Aquaculture Industry Association  
29 – 31 Pippy Place, Suite 3007  
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A1B 3X2  
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The Newfoundland Aquaculture Industry Association will provide direction to this assignment through the Project Steering Committee of the Newfoundland Aquaculture Industry Association.

## **EVALUATION CRITERIA AND CONSULTANT SELECTION**

The grading of the proposals is an integral part of the RFP process. The Newfoundland Aquaculture Industry Association has decided to describe the selection criteria so that all bidder/consultants can evaluate their chances of success within reason, given the current competitive market conditions in the industry.

Figure 1 attached forms the basis of what the evaluation sheet will look like, subject to possible minor changes. There are nine attributes that will be judged and graded. Each attribute or selection criterion was discussed and selected on a consensus basis ensuring that each member of the Project Steering Committee felt comfortable with it. Each attribute was then weighed in terms of its importance to the objectives of the RFP.

The Newfoundland Aquaculture Industry Association reserves the right to request meetings with any consultant to discuss their proposal in further detail. This will be done without prejudice to final selection of a consultant.

### **Size and Format of Proposals**

Consultants are expected to submit proposals of a size comparable to the intent of this RFP, divided into sections that closely parallel the RFP. Consultants should strive to provide clear responses to issues and questions raised in the RFP in a language that is clear and not subject to differing interpretations.

Appendices can be attached where appropriate; however, company profiles should be succinct and concentrate on experience in similar projects.

### **Contract Control**

A contractual agreement will be entered into between the Newfoundland Aquaculture Industry Association and the consultant for the performance of work. The consultant will report to a Project Steering Committee established by the Newfoundland Aquaculture Industry Association. All administration including the payment of fees and expenses will be the responsibility of the Newfoundland Aquaculture Industry Association.

Final and all data, specifications, presentation materials, technical reports and related information produced shall be the sole property of the Newfoundland Aquaculture Industry Association and the consultant shall not publish, release or in any way use this information, in whole or in part.

### **Fee Structure**

The bids should consist of maximum prices for professional and anticipated expenses. It should be noted that under no circumstances will any costs in excess of the stated total costs be considered for payment during the project unless the consultant has been granted prior approval in writing by the Project Steering Committee.

FIGURE 1

## CONSULTANT TEAM EVALUTATION SHEET

Primary Consultant:

Cost of Bid:

Rating of the Proposal: For each of the components, please provide rating 1-10 where 10 represents the best.

Component	Rate X (1-10)	Weight	Total	Comments regarding strengths and weaknesses of this component, rationale for the score and general notes
Experience of Consultant Team: key personnel, experience, references, qualifications, commitment to assignment		1.5		
Experience of Project Manager; experience, position in the firm, qualifications, commitment to assignment		1		
Management of sub-contractors and their commitment to assignment		0.5		
Experience as a team		0.5		
Proven competence in similar work		1		
Sufficient Human Resources		0.5		
Clarity of tasks and responsibilities		1		
Proposed liaison with client		1		

Proof that the specifics of the RFP are understood and addressed including the proposed methodology, approach, receivables, schedule		2.5		
Cost		1		
Total Score		10		