



Request for Proposals (RFP)

Consulting Services

Strategic Plan

2017 - 2022

INTRODUCTION

The Municipality of the District of Guysborough (MODG) is requesting responses to this RFP for the provision of consulting services from consultants or consulting firms with municipal strategic planning expertise to assist the Municipality in developing a new strategic plan.

BACKGROUND

The Municipality of the District of Guysborough (MODG) is one of three (3) municipal units in Guysborough County and completely surrounds the town of Mulgrave and borders the St. Mary's municipal district to the West, Antigonish County to the North and the Strait of Canso to the East. MODG consists of approximately 2,200 square kilometers, has a population of 4,995 (based on 2011 census) and a population density of approximately 2.2 persons per square kilometer. The median age of MODG residents is approximately 52.4 years compared to 43.7 years in the Province.

In 2012 the former town of Canso joined the Municipality after filing for dissolution of their town status and is now an integrated community in the MODG. The MODG is now dealing with the dissolution of the Town of Mulgrave and the anticipated amalgamation of that town with the Municipality. MODG is actively engaged in the dissolution process; however, the timeline for this process is uncertain.

The Municipality of the District of Guysborough welcomes and encourages business and industrial development of all types while ensuring the protection of our natural environment. We strive to be responsive, open and supportive of business development.

While many rural municipalities in Nova Scotia have struggled to survive, the MODG has stood as a model often referenced by senior levels of government for our openness and support for business development and growth and is perhaps the most financially stable municipality in the Province. We understand that it is through continued investment by companies such as Authentic Seacoast; Vulcan Materials; Pieridae Energy; Exxon Mobil, Encana, Spectra Energy, and Melford Atlantic Gateway, as well as through investments of our own that the MODG will be well positioned going forward to remain sustainable. MODG has just completed a new business investment readiness package with a new website about to go live at www.investguysborough.ca.

The MODG have also become a player in the development of long-term, environmentally responsible renewable energy and that energy is used within the Province and to contribute to the province's renewable energy goals of 40% renewable energy by 2020. The Municipality is a majority owner (51%), in partnership with Nova Scotia Power, of a 13.8 MW wind farm (Sable Wind). MODG was the first municipality in

the province to invest in, build and own a major wind project. This follows on MODG being the first community under the ComFIT Program to install five (5) 50 kW wind turbines.

We are confident that the MODG is better positioned than any other rural municipality in Nova Scotia to reverse the systemic impacts of outmigration. For generations the local economy was driven by the forestry and fishery sectors. Although these industries continue to do well, we are still experiencing a decline in employment which has led to a decline in population and an aging demographic mix.

The MODG have also made significant progress over the past several years with tourism, branding and marketing initiatives and are committed to expanding our efforts. For example, MODG have invested in new highway, community and attraction signage and have completed the www.visitguysborough.ca database. In addition, MODG is moving forward to enhance our numerous recreational services through the development of a \$10 million *Chedabucto Lifestyle Complex*.

Through our collective efforts MODG is now recognized throughout Nova Scotia as a “community on the move” and we are consistently cited as a progressive, forward thinking Municipality.

SCOPE AND DELIVERABLES

The MODG is seeking the services of a consultant to:

- assist in the development of a Strategic Plan that will focus on the Municipality’s principles, services, values and vision for the future; and,
- engage business and community stakeholders, Municipal Council, Municipal personnel and other key agencies and individuals in the process of developing the Plan.

The MODG expects the work of the consultant to include the following components:

1. The consultant is required to carry out an examination of all matters that relate to the future development of the MODG.
2. Coordination and facilitation of a consultation process that includes input from Council, Staff, residents and key stakeholders (which will include business and community stakeholders). The consultation program may incorporate various techniques, but shall include:

- ✓ One initial startup meeting via conference call or video conferencing with CAO and Senior Staff to gain input and further direction on the scope of work to be completed.
 - ✓ One (1) full day consultation session as follows:
 - Meeting with Business and Community Stakeholders (1/2 day)
 - Public Open House (1/2 day)
 - ✓ One (1) consultation session with MODG Council and Senior Staff at the annual Strategic Planning Session tentatively scheduled for January 27, 2017.
 - ✓ Presentation of the draft Strategic Plan to MODG Council and Senior Staff.
3. The consultant is expected to familiarize themselves with MODG.
 4. The Consultant is expected to conduct a complete review of all relevant existing bylaws, strategies, plans, policies and reports.
 5. Conduct a SWOT analysis to identify the organization's strengths, weaknesses, opportunities and threats.
 6. Conduct a review of the current status of the MODG's municipal organization, including existing plans, policies and long term goals; the prevailing labour climate; the Municipality's financial status, and other relevant, related research deemed necessary.
 7. Prepare a draft Strategic Plan based on the information gathered at all meetings/stakeholder sessions for Council review and approval. The Strategic Plan should include, as a very minimum, the following:
 - MODG's Mission, Strategic Vision and related goals
 - Key values and guiding principles to assist direction and decision making
 - Recommended actions to achieve strategic vision and goals

Supplementary information should include:

 - List of strategic issues relevant to MODG
 - Performance measurement tools during the implementation phase
 - Communications and Marketing Plan ideas
 - Any other relevant information

STUDY AREA

The study area consists of the entire Municipality of the District of Guysborough.

PROPOSAL CONTENT

The proposal should identify the project manager as well as each staff person to be assigned to each phase or component of the project and describe their respective capabilities and roles including resumes of each person who will participate in this project. The experience of the firm and of each proposed resource on comparable works should be detailed and references provided.

The proposal document should clearly demonstrate that the consultant possesses a clear understanding of the overall scope of the project.

Provide details of any possible innovative ideas, suggestions, improvements, recommendations, or opportunities for improvement that would enhance the project, processes or required outcomes indicated within this RFP.

Additionally, the proposal should describe the proposed methodology and the necessary procedures to ensure that defensible and quality data is collected and reported.

The proposal document should describe the approach and methodology to be followed in completing every aspect of the project. The proposal document must include sufficient detail to demonstrate the level of effort proposed for individual team members, and a complete understanding of how the work is to be planned and completed.

SELECTION CRITERIA

The Municipality of the District of Guysborough reserves the right to reject any or all proposals or to select the proposal that is in the best interest of the Municipality. Proposals will be evaluated and ranked against the criteria listed below:

DESCRIPTION	RATING
Understanding of Work	20 pts
Best Value Offered	20 pts
Cost	20 pts
Level of Experience	20 pts
Methodology	20 pts
TOTAL	100 pts

COST PROPOSAL

The price for the development of the Strategic Plan shall not exceed \$30,000 including expenses (excluding HST). Proposal shall include the consultant's firm fixed price for this service as outlined in the RFP. Consultant shall also include with the cost, a detailed listing of the tasks and activities proposed to complete the Plan and an estimate of total costs. Price data shall include fixed price and estimated hours of work by key staff including expenses and HST.

The Consultant shall submit their proposal as follows:

- Sealed Envelope #1:*** Written proposal document as outlined in "Proposal Content" section of this RFP.
- Sealed Envelope #2:*** Detailed cost estimate which shall include list of tasks and activities, estimates hours of work by key staff, expenses and HST. The estimate shall represent the maximum payment for the project.

TIME FRAME AND REPORTING

The following schedule is presented for guidance:

Expected commencement date:	Within 14 days of date of award
Draft documents due:	Within 150 days of date of award
Expected completion date:	Within 180 days of date of award

** Note: Any significant change of schedule must be approved by MODG.

The successful candidate shall provide the following consultation:

- ✓ One initial startup meeting via conference call or video conferencing with CAO and Senior Staff to gain input and further direction on the scope of work to be completed.
- ✓ One (1) full day consultation session as follows:
 - Meeting with Business and Community Stakeholders (1/2 day)
 - Public Open House (1/2 day)

- ✓ One (1) consultation session with MODG Council and Senior Staff at the annual Strategic Planning Session tentatively scheduled for January 27, 2017.
- ✓ Presentation of the draft Strategic Plan to MODG Council and Senior Staff.

The final reports and any supporting documentation, including digital files, digital maps, photographs, plans, conceptual drawings, research documents, and so on, shall become the property of MODG and may be used in any manner the Municipality sees fit.

KEY REPORTING AND DELIVERABLES

Electronic and hard copies of all information shall be provided to the Municipality of the District of Guysborough. All reports are to be provided electronically in a format compatible with MODG software. The consultant shall also provide ten (10) draft and final bound copies of the report.

INFORMAL OR UNBALANCED PROPOSALS

Proposals which are incomplete, unconditional, illegible or obscure, or contain reservations, erasures, alterations or irregularities of any kind, may be rejected as informal.

Proposals that contain prices which appear to be unbalanced as likely to affect adversely the interests of the MODG may be rejected.

CONFLICT OF INTEREST

Proponents must disclose to the MODG in their Proposal any potential conflict of interest, including any which may involve MODG employees, Council members or members or employees of agencies, boards, or commissions who may have a financial interest in the Proponent's firm. If such conflict of interest does exist the MODG may, at its discretion, refuse to consider the Proposal.

INDEMNIFICATION

Without limiting any other obligation of the Proponent under this Contract or otherwise, the Proponent hereby agrees to Indemnify and Save Harmless the, its elected officials, officers, employees, servants, agents and others for whom MODG is in law responsible, from and against any liability, loss, claims, demands, damages, fines and penalties, costs and expenses (including consulting fees), investigatory and legal expenses, and any other actions or causes of actions, suits, caused by or attributed to any willful or negligent act, omission, delay, or allegations thereof on the part of the Proponent, its officers, employees, subcontractors, agents, licensees, assignees, invites or other persons engaged in the performance, non-performance or attempted

performance of the Work pursuant to this Contract or anyone else for whom the Proponent is in law responsible.

Should MODG be made a party to any litigation commenced by or against MODG, then the Proponent will protect, indemnify and hold MODG harmless and will promptly pay all costs, expenses, and legal fees incurred or paid by MODG in connection with such litigation upon demand. The Proponent will also promptly pay upon demand all costs, expenses and legal fees that may be incurred or paid by MODG in enforcing the terms, covenants and conditions in this Contract.

NON PERFORMANCE

The MODG reserves the right to determine non performance or poor quality of goods and/or services, and further reserves the right to cancel the contract. The opinion of MODG in this regard shall be final in all instances.

CONTRACT NEGOTIATION

The MODG will negotiate a contractual agreement with the preferred consultant. If MODG is unable to negotiate an acceptable contractual agreement with the preferred consultant, then the second preferred consultant may be selected and a contractual agreement developed. The MODG, at any time and without liability, may withdraw from negotiations with any potential consultant.

TERMS AND CONDITIONS

- Proponents shall be solely and fully responsible for all costs associated with the development, preparation, transmittal and submission of any proposal or material submitted in response to this RFP. The Municipality of the District of Guysborough assumes no contractual or other obligations as a result of the issuance of this RFP, the preparation or submission of a proposal by a proponent, the evaluation of proposals, the proponent's conduct of presentations or the selection of any proponent for further negotiations. By submitting a proposal a proponent agrees that there may be no claims whatsoever for reimbursement from the Municipality of the District of Guysborough for any such costs. All costs incurred by the proponent during the selection process and during negotiations will be the responsibility of the proponent.
- The Municipality of the District of Guysborough reserves the right to cancel the RFP, at its sole discretion, at any time. The MODG will not be responsible for any costs incurred by a consultant in preparing and submitting proposals and/or attending interviews. The MODG accepts no liability of any kind to a consultant prior to the signing of a contract.

- Submission of a proposal shall not obligate, nor should it be construed as obligating MODG to accept any such proposal or to proceed further with the project. The MODG may, in their sole discretion, elect not to proceed with the project, and may elect not to accept any or all proposals for any reason.
- At all times, the Consultant has the responsibility to notify MODG, in writing, of any ambiguity, divergence, error, omission, oversight or contradiction contained within the proposal as it is discovered.
- Consultants may amend or withdraw their proposals prior to the closing date and time specified in the RFP by way of written or faxed notice to MODG contact person. After the closing date and time, proposals may not be withdrawn.
- Proposals submitted shall be final and may not be altered by subsequent offerings, discussions, or commitments unless the consultant is requested to do so by MODG.
- The consultant must identify any information in its proposal that it considers to be confidential or proprietary.
- There will not be a public opening. All proposals and accompanying documentation received under this competition will become the property of MODG and will not be returned.
- The MODG has reserved the right to waive minor non-compliance by a consultant with the requirements of the RFP. This will allow MODG to consider and possibly accept any proposal which is advantageous even though the proposal may be non-compliant in some minor respect.
- The MODG reserves the right to accept or reject, in whole or in part, any or all proposals.
- The MODG reserves the right to cancel and/or re-issue this RFP at any time for any reason without penalty.
- Prices quoted are to be held firm for a minimum of 120 days following the RFP closing date, and shall remain in effect through the duration of an agreement.
- The consultant's proposal shall form part of the contractual agreement by attachment and will be incorporated by reference. Claims made in the proposal shall constitute contractual warranties. Any provision in the proposal may be included in the contractual agreement as direct provision thereof.

- The successful consultant agrees to obtain and maintain all professional certifications and licenses necessary to lawfully provide the services required under this request for proposals.

SUBMISSION OF PROPOSALS

Sealed proposals plainly marked "RFP Strategic Plan" will be received until **2:00 P.M., Friday, November 25th** at the following address:

Municipality of the District of Guysborough
Attn: Barry Carroll, Chief Administrative Officer
33 Pleasant Street
PO Box 79, Guysborough, NS B0H 1N0

PROJECT CONTACTS

Barry Carroll, Chief Administrative Officer
Municipality of the District of Guysborough
33 Pleasant Street, PO Box 79
Guysborough, NS B0H 1N0
Telephone: (902) 533-3705, Extension 228
Email: bcarroll@modg.ca

Gary Cleary, Deputy Chief Administrative Officer
Municipality of the District of Guysborough
33 Pleasant Street, PO Box 79
Guysborough, NS B0H 1N0
Telephone: (902) 232-2316
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