

THE CORPORATION OF THE MUNICIPALITY OF RED LAKE



REQUEST FOR PROPOSAL

STRATEGIC PLAN

POSTED: August 29, 2011

CLOSING DATE: September 19, 2011

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INTRODUCTION

The Municipality of Red Lake is located at the end of Highway 105, approximately 170 kilometers north of the Trans Canada Highway at the Vermillion Bay turnoff. It comprises of an area equivalent to 672 square kilometers. Six communities including Starratt Olsen, Madsen, Red Lake, Balmertown, Cochenour and McKenzie Island are amalgamated to form the Municipality of Red Lake. The total population is approximately 4,600.

The Municipality of Red Lake is a progressive community strategically located on the major access route to a large part of Northwestern Ontario, a region with significant potential for sustainable development. As a community, the Municipality is characterized by our northern hospitality and our entrepreneurial spirit. The Municipality is the beneficiary of extensive, abundant natural resources, and the home of world class gold ore deposits. This has created a community that we want to ensure can last; a community that is less reliant on one industry; that provides everything our citizens require to support a uniquely rich quality of life; and that ensures the beauty and abundance of the area continues to be available to future generations. This diverse, yet progressive, municipality is looking for assistance with the preparation of a Strategic Plan that will guide the Municipality, its residents, staff and Council into the future.

This Request for Proposal was approved by the Municipality of Red Lake, on June 1, 2011. The need to revise and replace the current Strategic Plan is a priority of the current Council with direction that such plan be completed by December 1, 2011.

Important Dates

Questions Regarding RFP:	Before 4:30 p.m. local time (CST) - September 12, 2011
Deadline for Submission:	12:00 noon local time (CST) - September 19, 2011
Contract Awarded:	On or before September 22, 2011
Project to be Completed by:	December 1, 2011

DESCRIPTION OF THE SUCCESSFUL PROPONENT

The Proponent shall detail their qualifications and experience, as well as that of each of their critical team members. The Proponent shall list, along with three (3) references, previous successful projects of the same magnitude and complexity that have been completed. The Proponent shall demonstrate that they have the necessary foresight and ingenuity to approach this task with innovative ideas and is prepared to view the project from its broadest perspective to ensure that the end solution is of the best long-term value to the Municipality of Red Lake. The successful Proponent shall fulfill the above criteria as well as show that they are capable of successfully accomplishing projects on time and on budget.

Proposals must demonstrate that the Proponent understands the nature of the assignment and the needs of the Municipality, its residents, Staff and Council, with respect to this undertaking.

Proponents are required to demonstrate the following capabilities in their proposals:

- A. An understanding of the Municipality's economic sectors – mining, service commitments, etc.
- B. Previous experience completing studies of a similar nature;
- C. Ability to complete the study within the specified timeframe;
- D. Marketing, public facilitation, and engagement experience;
- E. What the Proponents will require from the Municipality in terms of time, resources, and inputs;
- F. Ability to be creative in development and implementation of the plan.

SCOPE OF WORK

Community Vision/Strategic Plan

Community Vision

We would like to form a community vision that encapsulates where we want to go over the next five years and beyond. Public input will be necessary for this part of the assignment.

Strategic Plan

The plan should focus on economic, employment and community development directions that could help improve the quality of life for Red Lake residents. The Municipality is a progressive community that has recently undertook a Sustainable Community Plan, a Cultural Plan, and Master Recreation Plan. It is expected these plans will help provide the framework for creating a strong Strategic Plan. The Public's input will be sought from community leaders representing the following interest groups and sectors (at a minimum):

- Industrial
- Commercial
- Institutional
- Government
- Education, Health and Cultural/Recreation
- Transportation - Air and Road
- Finance & Insurance, Real Estate, Banking
- Youth
- General Public Meeting

The Plan should build upon or complement the Municipality's current Strategic Plan and reference the Sustainable Community Plan and Official Plan. Previous strategic and other plan materials will be provided to the consultant as background information.

Consultant Tasks:

This project requires that the consultant prepare a strategy to ensure a successful Strategic Plan that will be implemented by Staff and Council. The following tasks and projects also need to be completed:

- Plan, coordinate, and take minutes of community consultation sessions and meetings with Committees, Council, and Staff.
- Reference the Sustainable Community Plan to provide a solid framework for the Strategic Plan.
- Develop a work plan for Staff and Council that is designed to achieve the mandate of the Strategic Plan.
- Organize and facilitate public meetings to disseminate and gather information relevant to the Strategic Planning process.
- Submit progress reports to the Municipality and complete an interim and final report for the project.
- Conduct an environment scan of the Municipality's economy. Include labour market statistics, general demographic information, and future trends and projections.
- Include scan in the overall Strategic Plan report.
- Consult with other communities, government departments and other parties to gather information and ideas that might be useful in the process.

PROJECT DELIVERABLES

- Produce monthly, interim, and final reports as required per the Terms of Reference.
- Tie the Strategic Plan to the Sustainable Community Plan.
- Facilitate public sessions – Strategic Plan – gather ideas, document in plan.
- Develop a community vision with public input.
- Develop an environmental scan on the community.
- Develop a Strategic Planning document that will forge the way forward for the next twenty years and beyond.

SIGN OFF

The Proponent's Lead shall be responsible for signing off all reports and all deliverables submitted for inspection prior to invoicing; thereby certifying that the work was carried out in accordance with the **SCOPE** and **DELIVERABLES** sections.

PROPOSAL SUBMISSION AND CONTENT

The Municipality of Red Lake will receive proposals for the project until **12:00 noon local time (C.S.T.) September 19, 2011**. Faxed or emailed proposals will be rejected.

Packages shall be submitted to:

Proposals which are received after the proposal submission deadline, as recorded by the Clerk's Office will NOT be considered. Proponents are solely responsible for ensuring that Proposals are delivered as required. Delays caused by any delivery service, including Canada Post, will not be grounds for an extension of the Proposal submission deadline. Faxed or electronic transmissions or other forms of unsealed Proposals will not be considered.

Registration

Proponents who will be submitting a Proposal are strongly encouraged to register their intent. By registering, Proponents will have the benefit of receiving additional information, any changes or amendments to the RFP document. Those who choose not to register may not receive any notices of changes or amendments to the RFP document. Interested Proponents are requested to register with Brian Anderson, Chief Administrative Officer via email. His contact information is provided in the "Questions and Additional Information" section of this RFP.

Questions and Additional Information:

Questions from Proponents concerning this RFP can be forwarded in writing or by email to Brian Anderson, CAO, at the address provided below. **Please note that questions from Proponents will only be accepted in writing or by email prior to 4:30 p.m. local time (CST) on Monday, September 12, 2011.** In the event that a question(s) results in refinements to the RFP, a copy of the amended RFP will be directed to those Proponents that have completed the registration process. A decision to extend or vary the proposal submission date may be made at the sole discretion of the CAO.

Brian Anderson, CAO
Municipality of Red Lake
2 Fifth Street
P.O. Box 1000
Balmertown, Ontario
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Phone: 807-735-2096
Fax: 807-735-2286
Email: municipality@redlake.ca

PROPOSAL DOCUMENT

Requirements of the Proposal Document

Five (5) copies of the proposal, which shall be no longer than fifteen (15) pages in length, plus appendices. This complete RFP document must also be attached to the Proposal Document and the Signature Page on Page 13 must be completed and signed. The RFP shall be submitted to the Clerk no later than **12:00 noon local time (CST) September 19, 2011**.

As the Review Committee will be studying several Proposals, the task of evaluating each one and comparing it against the others would be more easily accomplished if all Proposals follow the same general format. For this reason, the Proposal shall follow these guidelines:

Section 1: Introduction

In this section, the Proponent shall specifically note any exceptions or deviations from the Request for Proposal as well as confirm their full understanding of the intent of the Request for Proposal.

Section 2: Experience

Names and qualifications of individual project team members and Sub-Proponents and how their experience directly relates to this project. References of similar work should also be included in this section.

Section 3: Work Plan

Include a work plan describing the main tasks to be undertaken, as per the SCOPE OF WORK section. Within the body of the work plan, the Proponent shall list the team members who shall be overseeing each of the respective parts of the investigation and the estimated hours for each team member. **Please note that this project must be completed on or before December 1, 2011.**

Section 4: Project Cost

This section will include a detailed breakdown of anticipated costs (staff time and disbursements, etc.) as well as the total project cost. HST shall be documented separately.

Section 5: Appendices

This section is not included in the fifteen (15) page limit.

A1. References (Include names and current contact telephone numbers)

A2. Team Members' Resumes

REVIEW COMMITTEE

The CAO will prepare a recommendation report to Council with respect to the approval of the successful Proponent.

EVALUATION CRITERIA

All Proposals will be evaluated using an evaluation matrix on the basis of experience, proposed work plan, timeframe for completion, and fee, according to the following guidelines:

Technical Proposal

A technical evaluation of the Proposal shall be conducted based upon the following criteria:

Experience and Qualifications of the Project Team

- ▶ Project Manager
- ▶ Team Experience
- ▶ Sub-Proponents
- ▶ References of the firm

Project Implementation

- ▶ Approach and methodology (work plan).
- ▶ Experience on similar projects.
- ▶ Confidence that the consultant team has the ability to successfully satisfy the Municipality's needs.
- ▶ Schedule of key activities and resources.
- ▶ Confidence that the identified recommendations provide the creativity and innovation to maximize resources.
- ▶ Ability to be creative, innovative and produce a progressive product.

Fee Proposal

The fee proposal shall include all costs and disbursements necessary for the Proponent to complete the project.

The Municipality reserves the right to disqualify bids that, in the opinion of the Municipality, do not demonstrate sufficient resources and costs to adequately complete the project requirements.

The fee Proposal shall demonstrate an understanding of the cost factors. A complete detailed price breakdown shall be included in the Proposal identifying all applicable costs, including per diem rates for all personnel, travel costs, public meeting costs, etc.

The Municipality may choose to interview certain participants to clarify issues. Participants are advised that only complete submissions shall be reviewed and evaluated. However, the Municipality may deem it necessary in the interests of the Municipality to request additional information.

CONFIDENTIALITY

Material Provided to Consultant by Municipality

Confidentiality of records and information relating to this work shall be maintained at all times. All correspondence, documentation, and information provided by the Municipality to the Proponent in connection with, or arising out of this RFP or the acceptance of any proposal:

- ▶ Remains the property of the Municipality;
- ▶ Shall be treated as confidential and not be released unless permission is granted by the Municipality;
- ▶ Shall not be used for any purpose other than for replying to this RFP, and for fulfillment of any related commitments.

Material Provided to Municipality by Consultant:

All correspondence, documentation, and information provided to the Municipality of Red Lake by any Proponent in connection with, or arising out of this RFP, and the submission of any Proposal will become the property of the Municipality of Red Lake, and as such, are subject to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), and may be released, pursuant to the Act. The Proponent's name at a minimum shall be made public on request. Because of MFIPPA, Proponents are advised to identify in their Proposal material any scientific, technical, commercial, proprietary, or similar confidential information, the disclosure of which could cause them injury.

Any information in the Proponent's submissions that is not specifically identified as confidential will be treated as public information. All correspondence, documentation and information provided to the Evaluation Team may be reproduced for the purposes of evaluating the Proponent's submission to this RFP.

NOTE that materials supplied in response to the RFP become a record of the Municipality and are subject to the Municipal Freedom of Information and Protection of Privacy Act. The Municipality takes the position that such materials are not supplied in confidence and form part of the records made generally available upon request to the public. If you have any questions with regard to this policy, please contact the Clerk (Phone: 807-735-2096 ext. 232).

CONFLICT OF INTEREST STATEMENT

In its Proposal, the Proponent shall disclose to the Municipality any potential conflict of interest that might compromise the performance of the work. If such a conflict of interest does exist, the Municipality may, at its discretion, refuse to consider the Proposal. If, during the Proposal evaluation process or the negotiation of the Agreement, the Proponent is retained by another client giving rise to a potential conflict of interest, then the Proponent will so inform the Municipality. If the Municipality requests, the Proponent will refuse the new assignment or take such steps as are necessary to remove the conflict of interest.

NON-COLLUSION

A Proponent shall not discuss or communicate, directly or indirectly, with any other Proponent or their agent or representative about the preparation of the Proposals. Each Proponent shall attest that its participation in the RFP process is conducted without any collusion or fraud. If the Municipality discovers there has been a breach of this requirement at any time, the Municipality reserves the right to disqualify the Proposal or terminate any ensuing Agreement.

THE MUNICIPALITY'S RIGHTS WITH RESPECT TO THE RFP

This RFP does not constitute an offer of any nature or kind whatsoever by the Municipality to the Proponents. The Municipality does not bind itself to accept any Proposals and may proceed as it determines, in its sole discretion, following receipt of the Proposals. The Municipality reserves the right to accept any Proposal in whole or in part or to discuss with any Proponent, different or additional terms to those envisaged in this RFP or in such Proponent's Proposal.

The Municipality has the right:

- ▶ To cancel the RFP at any time without liability whatsoever to any Proponent;
- ▶ To accept or reject any of the Proposals;
- ▶ If only one Proposal is received, elect to accept or reject it;
- ▶ Not to accept the lowest fixed fee amount;
- ▶ To alter the schedule; RFP process, procedures or objective of the project or any other aspect of the RFP, as it may determine in its sole and absolute discretion; or;
- ▶ To negotiate with one or more Proponents to reach a final agreement for the services.

It is the nature of this RFP process that this RFP and/or the Proposal in response to the RFP will not constitute a binding agreement, but will only form the basis for the finalization of the terms upon which the Municipality and the chosen Proponent will enter into a final agreement (the "Agreement"), and does not mean that the Proposal is necessarily totally acceptable in the form submitted. After the selection of a Proposal, if any, the Municipality has the right to negotiate with the Proponent and, as part of that process, to negotiate changes, amendments or modifications to the Proposal without offering the other Proponents the right to amend their Proposals.

PROPONENT'S COSTS

All costs and expenses incurred by a Proponent related to the preparation or the presentation of its Proposal shall be borne by the Proponent. The Municipality is not liable to pay such costs and expenses or to reimburse or to compensate a Proponent under any circumstances.

There shall be no direct payment for the preparation and submission of Proposals, or to attend interviews in response to this Request for Proposal.

DELAYS

The Municipality shall not be responsible for any delays or costs to the Proponents associated with any reviews or the approval process.

FUNDING

The award of any contract shall be conditional upon funding availability and approval by Council.

PAYMENTS

Payments to the Proponent shall be made on a monthly basis upon an invoice being submitted by the Proponent to the Municipality. All payment terms shall be net thirty (30) days.

ERRORS AND/OR OMISSIONS

It is understood and acknowledged that while the RFP includes specific requirements, a complete review and recommendation is required. Minor items not herein specified, but obviously required, shall be provided as if specified. The Proponent shall satisfy themselves fully as to the extent of the work required and shall provide all services required to complete the intent of the project. Any misinterpretation of requirements within this proposal shall not relieve the bidder of the responsibility of providing the required services.

WORKPLACE SAFETY AND INSURANCE BOARD

The Proponent shall supply proof of good standing with the Workplace Safety and Insurance Board with all invoices.

SAFETY REGULATIONS AND LABOUR CODES

The Proponent shall be aware of, and comply fully, with the Municipality's Health and Safety Program, Health and Safety Requirements and all applicable legislation and regulations in effect in all jurisdictions where the work shall be performed. The Proponent shall also communicate the Health and Safety requirements to their Sub-Contractors and ensure compliance. The Proponent may be required to provide a copy of their Health and Safety policy to the Municipality prior to commencement of work. Employee training records shall be available to the Municipality of Red Lake upon request.

INFLUENCE

No person, company, corporation, or organization shall attempt in any way, either in private or in public, to influence the outcome of any Municipality purchasing or hiring process. Any person, company, corporation, or organization that attempts to influence the outcome of any Municipality purchasing or hiring process shall be disqualified, and the person, company, corporation, or organization may be subject to exclusion or suspension from this or other works with the Municipality.

BILLING SUMMARIES

The Proponent shall provide a breakdown, before its first invoice detailing all work. The breakdown shall be approved by the CAO. Every invoice shall include a running total of the current amount, the amount billed to date, the amount to complete, and the original upset limit.

INDEMNITY

The Proponent agrees to indemnify and save harmless the Municipality from any claim or demand arising as a result of the performance or non-performance of this contract by the Proponent.

NEGOTIATIONS

The Municipality may award the agreement on the basis of initial offers received, without discussion. Therefore, each initial offer should contain the Proponent's best terms/information, including all required documentation as listed. The Municipality reserves the right to enter into negotiations with the selected Proponent. If the Municipality and the selected Proponent cannot negotiate a successful agreement, the Municipality may terminate the negotiations and begin negotiations with the next selected Proponent. This process will continue until an agreement has been executed or all Proponents have been rejected. No Proponent shall have any rights against the Municipality arising from negotiations.



THE CORPORATION OF THE MUNICIPALITY OF RED LAKE

MUNICIPAL OFFICE - 2 FIFTH STREET - P.O. BOX 1000

BALMERTOWN, ONTARIO

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ADDENDUM #1

Listed below and attached is Addendum #1 for the RFP – Strategic Plan for the Municipality of Red Lake. Complete and refer to the new page in the addendum, but still submit the entire package as per the original RFP.

RFP – Strategic Plan

Replace Page 13 with the attached page. The original page identified the RFP as:

“RFP – Alternate Infrastructure Study”

And it should have read:

“RFP – Strategic Plan”

