

REQUEST FOR PROPOSALS

Corporate Planning Facilitation - “Choosing Our Preferred Future”

November, 2016

Introduction

The Municipality of the County of Antigonish is undertaking a process to develop its first corporate plan and is seeking proposals from qualified individuals and organizations to facilitate its development.

Global, national and provincial forces will always have an impact on our community, but by developing a strong plan with a strong process & implementation, the Municipality can prepare for and have more control over our own future.

It is vital to our success to choose our preferred future so that we maintain the quality and level of service our residents have come to expect, while being responsive to their needs.

Through this process, the Municipality will identify community needs and consider how best to meet these needs. This plan will articulate the Municipality’s mission, vision, values and priorities, and guide planning and operational activities over the next 4-5 years.

Organizational and Community Profile

The Municipality of the County of Antigonish is a rural municipality located in northeastern Nova Scotia. It is bordered by the Northumberland Strait and St. George’s Bay to the north and Guysborough County to the south. The Town of Antigonish – a separate political jurisdiction – is located in the centre of the County. The Municipality and Town have intertwined infrastructure and share and cooperate on a significant number of services.

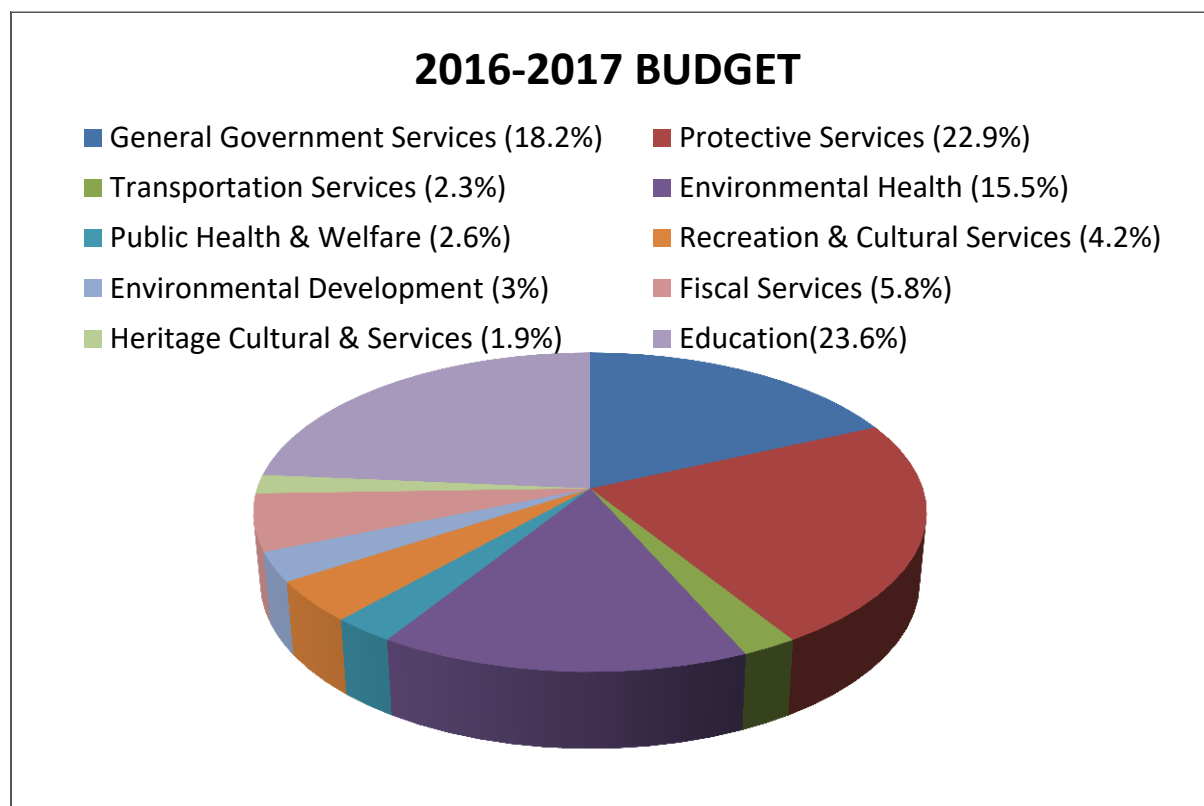
The Municipality has a population of approximately 15,500, including peoples and communities of First Nations, Acadian, Dutch, Scottish, and African Nova Scotian decent, in addition to a growing immigrant population. Approximately 25% of the population are under the age of 20, and 17% are 65 or older. This make-up contributes to a rich cultural history and a strong sense of community.

The Municipality has a strong reliance on its’ natural resources; agriculture, fisheries and forestry feature prominently in the local economy. These sectors combined with St FX University, St. Martha’s Hospital and a strong retail service industry are the main means of employment. Antigonish County is also home to a vibrant artisan community, resulting in a multitude of festivals and celebrations.

Local governance and administration is provided by a warden and council (ten elected officials in total; one per district) with management of municipal staff led by the Municipal Clerk Treasurer. The Municipality is responsible for the provision of the following services:

- Property taxation and collection, including the collection of levies for water, sewer and fire services.
- Operations of two water utilities serving multiple communities.
- Sewer services in the communities of Lower South River, Heatherton, St. Andrews, Pomquet, Havre Boucher and the Fringe area.
- Solid waste collection and management including the operation of the Beech Hill Transfer Station.
- Construction and maintenance of all municipal roadways and sidewalks.
- Recreation, cultural and community programming.
- Land use planning and development through the Eastern District Planning Commission.

In 2016/17, the Municipality has approved an operating budget of \$13,770,000. This following chart provides insight into the breakdown of expenditures.



Invitation

The Municipality of the County of Antigonish is seeking proposals from qualified individuals and organizations to facilitate the development of its first corporate plan.

The Corporate Plan will be Municipal Council’s leadership roadmap for the Municipality. It will identify what we want our community to be and how we are going to get there. It will guide all initiatives to ensure the Municipality is moving closer to achieving its vision.

This plan will articulate the Municipality’s mission, vision, values and priorities, and guide planning and operational activities over the next 4-5 years. The planning process and final product will reflect the needs of our community and the Municipality’s ability to respond to those needs in an innovative and sustainable manner.

When completed, the Corporate Plan will outline the path from why we exist (mission) to what we want to become (vision).

This plan will utilize existing municipal plans including but not limited to the Integrated Community Sustainability Plan, Municipal Climate Change Action Plan, each of the four municipal planning strategies (each of these plans will be made available), and appropriate local and provincial recreation plans.

Deliverables:

The successful proponent will demonstrate extensive strategic planning experience, knowledge and understanding of local government, an ability to conduct required research, an ability to facilitate community engagement and the planning process and create a strategic plan. The plan should be completed in a manner that is suitable for public review.

Specific deliverables of this project include

- Completion of an environmental scan – reviewing related or pertinent plans and documents; analyzing strengths & weaknesses, identifying best practices;
- A clear articulation of the Municipality’s corporate mission, vision, values, priorities, and goals;
- Project facilitation including:
 - convening and attending meetings,
 - communicating among participants and partners,
 - coordinating community, employee and Council engagement;
 - assisting discussion and decision making and ensuring that conversations are progressive and innovative, and oriented towards choosing our preferred future;
- Development of a final report for the project, including executive summary, an implementation component and an evaluation plan; and,
- Provision of assistance to municipal staff in developing specific objectives, annual work plans and associated metrics.

Specific emphasis is placed on engagement, implementation, measurement and innovative methods or techniques.

The successful applicant will work with a steering committee to develop and finalize a project plan based on the successful proposal.

Guidelines for Proposal Format:

Proposals are to contain the following information.

- **Introduction:** A letter of introduction to both the consultant(s) and the nature of the proposed approach to the project.
- **Qualifications:** Name(s) and qualifications of those involved in project.
- **Experience:** Provide an overview of prior work on corporate, strategic or business planning (An example of this work would be beneficial though not required).
- **Methodology:** A detailed outline of the methods used to provide the deliverables described above and associated timelines.
- **Cost:** Provide a breakdown of the time to be spent on the project including a breakdown of costs per project hour.
- **References:** Provide names and contact information for three (3) references include work completed that demonstrates the ability to undertake and complete similar projects on time and on budget.

Submission:

Proposal are due to the Municipality of the County of Antigonish by **Friday, November 25, 2016 at 3:00 pm Atlantic Time.**

Proposals may be submitted in hard copy by delivering three (3) sealed copies clearly marked as **Corporate Plan - Request for Proposal Response** to The Municipality of the County of Antigonish, 285 Beech Hill Rd, Beech Hill, Nova Scotia.

Proposals may be submitted electronically. They should be clearly labelled as **Corporate Plan - Request for Proposal Response**, and submitted to glenn.horne@antigonishcounty.ns.ca.

The individual assumes the burden of delivery.

The Municipality of the County of Antigonish reserves the right to reject any and all of the proposals received.

The proponent may withdraw their proposal at any time prior to the closing time by submitting a written letter to Glenn Horne, Municipal Clerk Treasurer. This written request must be received prior to Friday, November 25, 2016, at 4:30pm.3

Evaluation Criteria

The successful firm or individual will possess the requisite skills to address the deliverables outlined, as well as the facilitative skills to engage with municipal council, staff and the community to draw out the valuable knowledge, experience and vision.

Each proposal received will be reviewed and scored based on overall presentation, value and by using the following points system.

Experience & qualifications of primary consultant / team	30%
Appropriateness of approach and proposed methodology including engagement, implementation and measurement	30%
Work plan, schedule, cost & level of effort	20%
Understanding of objectives	10%
Innovation in approach, methodology or techniques	10%
	100%

General Terms and Conditions

Confidentiality

Material and information provided to the consultant by the Municipality must be kept confidential. This includes reports as well as information collected during facilitated sessions and interviews. All information and documentation are to be treated as confidential and not to be released unless permission is granted by the Municipality; unless they are identified as public documents.

Costs incurred by the Proponents

All costs and expenses incurred in the preparation and submission of a proposal shall be borne by the consultant. There shall be no direct or indirect payment for the preparation of a submission or to attend interviews in response to this Request for Proposal.

Freedom of Information

All documents, including submissions of proposals to the Municipality, become the property and a record of the Municipality; as such are subject to the Nova Scotia's Freedom of Information and Protection of Privacy Act and the Nova Scotia Municipal Government Act. By submitting a proposal the proponent is agreeing to public disclosure of its contents as required under these Acts.

Any enquiries regarding this Request for Proposal should be directed to:

Glenn Horne, Municipal Clerk Treasurer
Municipal Admin Center, 285 Beech Hill Rd, Antigonish, NS. B2G 0B4
Tel: 902 863 1117
Email: glenn.horne@antigonishcounty.ns.ca