



REQUEST FOR PROPOSALS

By-Law and Policy Development

30 August 2018

Introduction

The Antigonish Arena Corporation (the “Antigonish Arena”) invites proposals from qualified individuals and organizations to review existing by-laws, policies and processes related to board governance, administration and operations and to document and develop bylaws, policies and processes where required.

This Request for Proposal (RFP) and supporting documents supplied with it define both the form and content required of your proposal. We urge you to structure your response in accordance with the terms of this RFP. It will be by these criteria that we will determine whether a Proposal is complete, appropriate and competitive. **Proposals that do not conform to these terms and conditions may be given lesser weight than others, or may be rejected.**

Please ensure that all information supplied in response to the RFP contain sufficient details to support the services being proposed. This document is not intended to limit the content of your Proposal, but to provide a common framework for the Antigonish Arena Corporation to assess each Proposal in a professional manner in a demonstrably fair process. You may provide unsolicited information if you consider it to be relevant.

Any questions with regard to this RFP should be directed to:

Glenn Horne
Municipal Clerk Treasurer
Municipality of the County of Antigonish
285 Beech Hill Road
Beech Hill, NS B2G 0B4

Telephone: 902-863-1117
Email: glenn.horne@antigonishcounty.ns.ca

Organizational Profile

The Antigonish Arena is a Section 60 Municipal Corporation under the Nova Scotia Municipal Government Act. It is jointly owned by the Town and the County of Antigonish and governed by the “*Inter-Municipal Agreement between the Town and County of Antigonish creating the Antigonish Arena Corporation*” (IMA; attached).



Serving the community since 1969, the Antigonish Arena is used extensively by our 20,000 area residents, StFX University as well as visitors. We are the home of the Junior "B" Bulldogs, the Antigonish Bulldogs Minor Hockey, gentlemen's and senior hockey, Can Skate, and the Eastern Nova Scotia Exhibition, in addition to many other schools, camps and programs.

Oversight of the Arena is provided by the Management Board, an eight-person board comprised of representatives from the Town of Antigonish, Municipality of the County of Antigonish and the community. The primary revenue streams for the Arena are ice rentals and municipal government grants.

The Corporation employs one (1) full-time staff, the Arena Manager, along with six (6) seasonal employees. It is one of three ice-surfaces in the Antigonish area; the other two operated by St. Francis Xavier University.

Invitation

The Antigonish Arena is seeking proposals from qualified individuals and organizations to review existing by-laws, policies and processes related to board governance, administration and operations and to document and develop bylaws, policies and processes where required.

The following areas are of particular interest:

- By-laws, policies and/or processes to support board governance and appropriate administrative oversight consistent with the IMA;
- Development of a policy which details the responsibilities of the Arena Manager;
- Appropriate documentation and review of existing processes and policies related to administration and facility operations;
- Development of a Personnel Policy that establishes the obligations and rights of both the employer and the employee(s);
- Documentation of financial policies and processes;
- Development & presentation of new employee, and Management Board orientation materials.

The aforementioned areas of interest shall be achieved through review of existing practices, review of practices of similar facilities, and engagement with the Arena Manager, Arena Management Board and user groups.

Deliverables:

The successful proponent will demonstrate extensive experience, knowledge and understanding of local recreation facility governance and operation, and have the ability to



work with stakeholders, conduct required research, analyze the findings and present the findings. All work should be completed in a manner that is suitable for public review.

Specific deliverables of this project include:

- Completion of a report featuring the areas of interest identified above as well as those areas agreed upon between the proponent and the Management Board;
- Documented bylaws, policies and procedures in a form appropriate for the organization;
- Liaising with the Management Board and Arena Manager at regular intervals;
- Engagement with the Arena Manager, Management Board and user groups as required;
- Presentation of the completed report.

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 by-laws, policies and processes related to board governance, administration and operations of local recreation facilities and/or municipal organizations. (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. The level of effort is not to exceed \$30,000.
- ***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:

Proposals shall be submitted in hard copy by delivering three (3) sealed copies clearly marked as ***Antigonish Arena - By-Law and Policy Development*** to the Antigonish Arena, 30 James Street, Antigonish, NS, by **Friday, September 28, 2018, at 4:00 pm Atlantic Time.**



In addition to hard copies, proposals may be submitted electronically to antigonish.arena@ns.sympatico.ca, with **Antigonish Arena - By-Law and Policy Development** in the subject line.

The individual assumes the burden of delivery. The partners reserve 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 Bud MacInnis, Arena Manager. This written request must be received prior to Friday, September 28, 2018, at 4:00pm Atlantic Time.

Evaluation Criteria

The successful firm or individual will possess the requisite skills to address the deliverables outlined. 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 partners must be kept confidential. This includes reports as well as information collected through public engagement. All information and documentation are to be treated as confidential and not to be released unless permission is granted by the partners; 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 partners, become the property and a record of the partners; 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:

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