



THE MUNICIPALITY OF THE COUNTY OF
LA MUNICIPALITÉ DU COMTÉ DE
RICHMOND

REQUEST FOR PROPOSALS (RFP)

**Consulting Services
Strategic Plan Refresh
2022 - 2024**

Tender MOCR202120

NOVEMBER 22, 2021

Proposals should be submitted in PDF format via email to:

Don Marchand, Chief Administrative Officer
Email: dmarchand@richmondcounty.ca

Deadline: Wednesday, December 22, 2021 2:00 PM

Address inquiries to:

Don Marchand at dmarchand@richmondcounty.ca or by calling (902) 226-3970.

THE MUNICIPALITY OF THE COUNTY OF RICHMOND RESERVES THE RIGHT TO REJECT ANY OR ALL PROPOSALS OR TO ACCEPT ANY OR ALL PROPOSAL OR PART THEREOF CONSIDERED TO BE IN ITS BEST INTEREST. WE THANK ALL INQUIRIES IN ADVANCE AND ADVISE THAT ONLY THOSE PROPOSALS SELECTED WILL BE CONTACTED. PROPONENT(S) SHOULD BE PREPARED TO MAKE A PRESENTATION OR PROVIDE ADDITIONAL INFORMATION AS REQUIRED.

INTRODUCTION

The Municipality of the County of Richmond (MOCR) invites applications from qualified consultants to develop a refreshed strategic plan for 2022-2024.

Richmond County published a strategic plan for 2019-2024 focused on five key directions for social and economic growth:

1. Grow the Economy
2. Grow the Tourism Industry
3. Invest in Infrastructure
4. Nurture Health, Active Communities, and
5. Inform and Engage Citizens.

Richmond County Strategic Plan 2022-2024: <http://www.richmondcounty.ca/1171-richmond-county-strategic-plan/file.html>

However, in October 2020, the municipal election resulted in a full turnover of elected representatives. The newly elected Council has agreed that this was a message to implement change, and further agreed that a refresh of the strategic plan was needed to ensure that the plan reflected the priorities of the new council.

The new Council is undertaking several studies including accessibility, trails, age-friendly, communications, and infrastructure-related initiatives (all of which will be relevant to the refreshed strategic plan).

BACKGROUND

Located in the Canadian province of Nova Scotia, Richmond County is ideally located on the East Coast of North America. The Municipality of the County of Richmond is the smallest of Nova Scotia's fourteen counties. Lying on the Cape Breton side of the Strait of Canso, adjacent to international shipping lanes, the county is bordered on the south by the Atlantic Ocean and on the north by the Bras d'Or Lake (Canada's Inland Sea).

With a population of approximately 8,900 people, the County is largely rural and boasts 230,000 acres of forested land and miles of pristine coastline. About one-third of Richmond's residents speak both French and English, and the county is home to several vibrant Mi'kmaw, Celtic, Acadian, and a variety of other cultures that contribute to our rich history which is celebrated during numerous festivals and events held around the county throughout the year. This land of 100 coves is home to a rich fishing ground producing some of the world's best lobster and crab. Several aquaculture sites produce mussels, scallops and oysters.

Richmond County is also home one of the largest concentrations of industry in Nova Scotia. Point Tupper Heavy Industrial Park maintains its status as the finest natural deep-water industrial park on the eastern seaboard, strategically located within 80 kilometres of the Great Circle Shipping Route.

Point Tupper Prospectus: <https://capebretonpartnership.com/wp-content/uploads/2020/07/Point-Tupper-Prospectus-2020-Web.pdf>

SCOPE AND DELIVERABLES

The Municipality of the County of Richmond is seeking the services of a consultant to:

- Lead the development of a refreshed 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, staff and other key agencies and individuals in the process of developing the Plan.

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

1. 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 must include:
 - One initial start-up meeting via conference call or video conferencing with members of Council and senior staff to gain input and further direction on the scope of work to be completed.
 - Participation in consultation with external stakeholders led by the Cape Breton Partnership to ensure engagement and accessibility (in person/virtual), including but not limited to:
 - Targeted meetings with the support of Council with stakeholder groups, including:
 - Business community,
 - Youth (students, educators),
 - Health Care Professionals,
 - Community Organizations and Service Clubs,
 - Cultural Groups,
 - Community Advocates (Seniors, Sports, Recreation, Accessibility, etc),
 - At least two public meetings open to the general public,
 - An online survey,
 - Presentation of the draft Strategic Plan to MOCR Council and Senior Staff.
2. A complete review of relevant existing bylaws, strategies, plans, policies, and reports,
3. A SWOT analysis to identify the organization's strengths, weaknesses, opportunities, and threats,
4. A draft refreshed 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, an update to the following:
 - MOCR'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,
 - Performance measurement tools during the implementation phase,
 - Communications and Marketing Plan ideas, and
 - Any other relevant information.

PROPOSAL CONTENT

The proposal should include a Consultant Profile that includes:

- Name, Title and Contact Information
- Description of relevant background
- Description of services offered

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

The proposal should address each of the key deliverables in the Scope and Deliverables section.

The proposal should identify the lead consultant and any other associated staff person assigned to each 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 should outline the how the consultant/organization meets the required qualifications and experience as detailed in the RFP.

Further, the proposal document should describe the approach/methodology/procedures 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, the consultation framework/engagement plan, and a complete understanding of how the work is to be planned and completed.

The proposal should include references/sample work that is relevant to the project (at least two references and two sample strategic plans for which consultant/organization provided service).

The proposal should 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.

The price for the development of the refreshed Strategic Plan shall not exceed \$17,000 including expenses (plus tax). The proposal should include a detailed listing of the tasks and activities proposed to complete the Plan and an estimate of total costs, including all taxes and expenses.

SELECTION CRITERIA

The Municipality of the County of Richmond 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 Project & Expectations/Deliverables	10 pts
Firm & Project Team Qualifications	20 pts
Proposed Methodology, Action Plan, Timelines (including Consultation)	30 pts
Level of Experience / References	15 pts
Innovation	10 pts
Cost and/or Value	15 pts
TOTAL	100 pts

TIME FRAME AND REPORTING

The following schedule is presented for guidance:

Expected commencement date:	Within 14 days of date of award
Draft updated plan due:	Within 120 days of date of award
Expected completion date:	Within 150 days of date of award

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

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 MOCR and may be used in any manner the Municipality sees fit.

REPORTING

Electronic and hard copies of all information shall be provided to the Municipality of the County of Richmond. All reports are to be provided electronically in a format compatible with MOCR software.

CONFLICT OF INTEREST

Proponents must disclose to the MOCR in their Proposal any potential conflict of interest, including any which may involve MOCR 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 MOCR may, at its discretion, refuse to consider the Proposal.