

Municipality of Huron Shores
7 Bridge Street, PO Box 460
Iron Bridge, ON P0R 1H0



REQUEST FOR PROPOSAL

For Consultancy Services

Corporate Strategic Plan, Parks and Recreation Master Plan

QUOTE No. 2023-03

Bid Closing: October 6, 2023

INVITATION TO QUOTE

The Municipality of Huron Shores is seeking to tender for the service of:

Corporate Strategic Plan, Parks and Recreation Master Plan

Owner: Municipality of Huron Shores
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1. Background Understanding

The Municipality of Huron Shores is located along the North shore of Lake Huron, between Sault Ste. Marie and Sudbury. The Municipality of Huron Shores is the result of an amalgamation of four former Municipalities, with 457 kilometres of municipal roads, 5 boat launches and, countless recreational opportunities in land and water-based activities.

With a population of 1860 people, the rural community sees economic drivers such as agriculture, resource-based lumbering, forestry and, tourism. The myriad of lakes and rivers amidst the unspoiled wilderness setting provides the residents of the Municipality with all-season outdoor adventures.

The Municipality is seeking to advance both a strategic planning process and a parks and recreation planning process simultaneously. As the Municipality features a high level of recreation, it is anticipated that the Parks and Recreation Master Plan would feature significantly in a Strategic Plan and hence there is value in a dovetailing process in the creation of each plan.

The plans described below are separate standalone plans. However, the work programs will be simultaneous, and consultation will be undertaken as an integrated project where possible. The results of such engagement will be specific to each plan, but the organization of the Consultant, visits to the Municipality, and expectations for input by members of the public will be organized to minimize any duplication of effort.

2. Invitation to Proponents

This Request for Proposal (RFP) is an invitation by the Municipality of Huron Shores to prospective proponents to submit a proposal for the provision of consulting services from consultants or consulting firms with municipal strategic planning and recreation master planning expertise to assist the Municipality in developing a Corporate Strategic Plan, and a Park and Recreation Master Plan.

3. Deliverables

The Municipality is seeking the services of a consultant to develop the following documents:

A. Corporate Strategic Plan

The Municipality intends to create a Corporate Strategic Plan (essentially the priorities of Council) that can be developed alongside the more detailed recreational planning process. The deliverable will, however, be two standalone

documents; a Corporate Strategic Plan and a separate Parks and Recreation Master Plan. The drafted Corporate Strategic Plan would be completed just prior to the draft Parks and Recreation Master Plan and both documents would be synchronized so that there is conformity, and the necessary hierarchy of policies are in place.

B. Parks and Recreation Master Plan

The Municipality requires a comprehensive 10-year, vision-driven plan for parks, trails, recreation and community facilities, open spaces, community programs and service delivery. The Parks and Recreation Master Plan will build on the strategic planning engagement with Council.

In addition, as the Municipality recently carried out a Building Condition Assessment of all municipal community buildings, it is anticipated that the Building Condition Assessments will be reviewed as they play a role in the above recommendations when considering use, programs, maintenance requirements and a consideration to future accessibility needs in designing public spaces to comply with provincial standards in any necessary improvements.

4. Scope of Work

- a) The Consultant will carry out an examination of matters related to the future corporate and recreational success of the Municipality. Each plan shall include a long-term vision that encapsulates where the Municipality and community need to focus in over the next ten years including a Vision Statement, Mission and Strategic Goals.
- b) Recommended actions to achieve the strategic vision and goals.
- c) Recommendation for key performance measurement tools to be used during the implementation phase.
- d) Communication and marketing strategies to be used during implementation phase.
- e) Engagement of the public, community stakeholders, Municipal Council, staff and other key agencies and individuals in the process of developing said Plans through various approaches for outreach including surveys, open houses, and meetings utilizing in-person and virtual methods.
- f) A priority-oriented Park and Recreation Master Plan that will clearly illustrate how to transform conceptual goals into realistic, measurable targets within the Municipality. Prioritizing short, medium, and long-term capital improvement plans for existing facilities and new construction.
- g) The Park and Recreation Master Plan shall include an inventory of parks and recreation services, programs, facilities, and events including utilization levels, capacity, and sustainability.

- h) Identify gaps and provide recommendations for enhancements to existing facilities as well as opportunities for parks, trails, recreation facilities, open spaces, community programs, services, and events.
- i) The final product shall provide a means to organize and prioritize Municipal initiatives and resources to achieve specific goals within a specific time frame and align with annual budgets.
- j) Presentation of the drafted Plans to Council and senior staff, and a presentation of the completed Plans to Council and senior staff.
- k) The consultant is expected to conduct a complete review of the relevant existing by-laws, trends, local participation rates, provincial and national trends in recreation, consideration to the socio-economic demographics in consideration of programming, any current strategies, finances, plans, policies and reports.
- l) Conduct an analysis to identify the Municipality's strengths, weakness, opportunities and threats.
- m) Prepare a draft plan based on information gathered from all of the consultation for Council to review and approve.

5. Qualification & Experience:

The success candidate/organization will demonstrate:

- a) Experience in strategic planning, development and facilitation with Northern Ontario and, rural-based municipalities
- b) Experience and knowledge related to facilitation and development with community stakeholder and the business community resulting in positive engagement
- c) Highly developed project management skills.

6. Proposal Content

The proposal should identify the project manager as well as each staff person to be assigned to each phase/component of the project. Please describe their respective capabilities and roles including resumes of each person. The experience of the firm and each of proposed resource including comparable works should be detailed and reference provided.

The proposal document must clearly demonstrate that the consultant possesses a clear understanding of the overall scope and goals of the project. Details of any possible innovative ideas, suggestions, improvements, recommendations or opportunities for improvements that would enhance the project, processes or

outcomes can also be included. Additionally, the proposal should describe the proposed methodology and the necessary procedures to ensure appropriate data is collected and reported. The proposal document should describe the approach and methodology to be followed in completing all aspects of the project. The proposal document must include sufficient details to demonstrate an understanding and a plan on how this project will be completed.

7. RFP Timeline

- September 22, 2023 - RFP released
- October 06, 2023, 4:00 p.m. - RFP submission deadline
- November/December, 2023 Selected respondent proposal will be taken to Council for approval
- January 2024 Project Kick Off
- April 2024 Draft summary presentation on work done to date and future plans
- June 2024 Final presentation to Council

8. Proposal Requirements

8.1 Inquiries

All queries regarding this proposal must be addressed and sent via email to Natasha Roberts, CAO/Clerk, (natashia@huronshores.ca) and received no later than the date identified in Section 7.0, RFP Timeline. During the proposal process, proponents shall have no communication with the Municipality of Huron Shores Council or personnel. Inquiries directed to other parties may cause the proponent to be disqualified from submitting proposals at the discretion of the Municipality. All questions must be submitted via email.

8.2 The successful candidate shall provide, at minimum, the following consultation:

- 8.2.1 One initial start up meeting via conference call or video conference with the CAO and Senior Staff to gain input and further direction on the scope of work to be completed.
- 8.2.2 Two full days of consultation sessions made up of meetings with business and community stakeholders and public open house(s).
- 8.2.3 Up to two (2) consultations sessions with Municipality Council and senior staff.
- 8.2.4 Presentation of draft strategic plan to Council and senior staff.

- 8.2.5 Presentation of final strategic plan to Council and senior staff. The final reports and any supporting documentation, including any digital material (files, maps, photographs, plans etc.) research documents, and so on, shall become the property of the Municipality and maybe used as the municipality sees fit.

9. Submission requirements

Method of Submission: Hard copy or Electronic (PDF) submissions titled “**Corporate Strategic Plan, Parks and Recreation Master Plan**” submitted on or before October 6, 2023 at 4:00pm EST.

10. Service Proposal Requirement

Your proposal should include a demonstrable understanding of the scope and of the assignment. It is recommended that your submission not exceed twenty (20) single sided, letter size pages.

11. Preparation & Completeness

All expenses incurred in the preparation and submission of the RFP are entirely the responsibility of the proponent.

It is the proponent’s responsibility to ensure that their submission is complete and is delivered to the municipality by the date and time indicated. Proposals submitted after the above noted time will not be considered.

12. Evaluation Criteria

The Municipality reserves the right to reject any or all proposals or to select the proposal that is in the best interest of the Municipality. Lowest or any bid may not necessarily be accepted.

Proposals will be evaluated and ranked against the following criteria:

1. Consultant Overview and Qualifications (Score 1-10)
 - a. Company details
 - b. Number of years in business, company details includes background and staffing
 - c. Related project experience
 - d. Value and size of past and current projects/contracts

2. Background Understanding (Score 1-10)
 - a. Provides comprehensive overview of the proposed work and summarizes understanding of the work with consideration for the unique needs of the municipality
3. Approach (Score 1-10)
 - a. Describes deliverables with major tasks and milestones
 - b. Description of project tasks and activities that are proposed to be undertaken by the proponent to fulfill the deliverables in the RFP
4. Experience (Score 1-10)
 - a. Experience with provision of similar services for municipalities or other clients
5. Cost and Best Value (Score 1-10)
 - a. Consideration to cost
 - b. Value for services offered

| Scoring Guide | | |
|----------------------|--|---------------|
| Category | Description | Points |
| Fail | Requirement is not met or is not acceptable. | 0 |
| Poor | Minimally addresses the component, but one or more major considerations of the component are not addressed. | 1-2 |
| Fair | The response addresses some aspects of the component, but minor considerations may not be addressed. | 3-4 |
| Good | The response addresses the component and provides a reasonably good quality solution. | 5-6 |
| Very Good | There is a high degree of confidence in the proponent's response as a proposed solution to address the component | 7-8 |
| Exceptional | The proposed solution goes above and beyond the requirements as well as provides a high degree of confidence in its effectiveness. | 9-10 |

13. General Terms and Conditions

The following are the general terms and conditions for the Request for Proposals (RFP) except as modified by addenda issued by the Municipality of Huron Shores prior to RFP closing date.

14. Notices

All questions concerning this Request for Proposals shall be directed to Natasha Roberts, CAO/Clerk at natashia@huronshores.ca.

- 14.1 Any attempt by the proponent or any of its employees, agents, contractor, or representatives to contact members of municipal council or municipal staff not identified in Section 14 of this RFP may lead to disqualification.
- 14.2 Any changes to this RFP shall be stated in writing by Addenda and posted to the Municipality's website. Verbal statements made by municipal staff or their representatives shall not be binding.

15. Privilege

The Municipality of Huron Shores reserves the right to reject any and all proposals, not necessarily accept the lowest proposal, or to accept any proposal which it may consider to be in its best interest. The Municipality also reserves the right to waive formality, informality or technicality in any proposal. The Municipality reserves the right to suspend or cancel any RFP at any time for any reason without penalty.

16. Confidentiality

RFP documents (including all attachments and appendices) may not be used for any purpose other than the submission of a proposal. By submitting a proposal, the Proponent agrees to public disclosure of its contents subject to the provisions in relation to the Municipal Freedom of Information and Protection of Privacy Act. Anything in the submission that the Proponent considers to be "personal information" or "confidential information" of a proprietary nature should be marked confidential and will be subject to appropriate consideration of the Municipal Freedom of Information and Protection of Privacy Act as noted above.

17. Law

- 17.1 The law applicable to the RFP and any subsequent agreements shall be the law in force in the Province of Ontario.
- 17.2 The successful Proponent shall indemnify the Municipality, its officers and employees against any damage caused to the Municipality as a result of any negligence or unlawful acts of the successful Proponent, its employees or agents. Similarly, the successful Proponent shall agree to indemnify the Municipality, its officers and employees against any claims or costs initiated by third parties as a result of any negligence or wrongful acts of the successful Proponent, its employees or agents.