

Schreiber Strategic Plan & Community Profile 2023-2024



Request for Proposal

Release Date: November 14, 2023
Closing Date & Time: December 14, 2023, by 3:00 PM DST
Submit to: By Email - fspa@schreiber.ca or By Mail - PO Box 40, Schreiber ON, P0T2S0 – or by delivery to the Municipal Office at 204 Alberta Street, Schreiber, ON
Attention: Kim Dargavel – Finance & Special Projects Administrator



Kim Dargavel | Finance & Special Projects Administrator
Office of Finance & Economic Development | TOWNSHIP OF SCHREIBER
P.O. Box 40, 204 Alberta Street | Schreiber, ON, P0T 2S0
Office 1-807-824-2711 Ext. 233
fspa@schreiber.ca | www.schreiber.ca

Introduction

Schreiber, Ontario is nestled on Highway 17 approximately 200 KM East of Thunder Bay, ON. Schreiber's population is 1,039 residents with 50% of those residents being older adults and seniors. The Town of Schreiber was established in 1885 by the Railway and incorporated in 1901. Schreiber is naturally beautiful, surrounded by the Canadian Shield and a breathtaking view of Lake Superior from local hiking trails and at Schreiber Beach.

Schreiber has survived over 100 years of being a Railroad town which is still true to this day. Our community feels the economic benefits of AV Terrace Bay (a mill, located in the neighbouring Township of Terrace Bay). Still, the mill does not directly benefit the Township as a day-to-day operation. Schreiber's main goal has always been to try and grow its community through affordable living. CPKC Railway is the driving industry within the community, yet it is not a taxable industry and there may be a need to bring more industry into Schreiber to alleviate the residential taxes and fees.

Within the last 5 years, The Township has undertaken some milestone projects including: the construction of the Discovery Centre Railway Museum, a Downtown Revitalization/Splash Pad project, updates to the Asset Management Plan, upgraded heating to the Municipal Building and Arena, and Relining water lines on Ontario Street. Now, a comprehensive strategic plan is needed to guide the leaders and stakeholders on future decisions regarding aging infrastructure, economic development, and community sustainability.

Objective

Through the issue and completion of this Request for Proposals, the Township is looking to hire a consultant to develop a comprehensive Strategic Plan and Community Profile. Project is to be completed no later than September 30th, 2024.

Background Information

It is expected that this Community Profile will be approximately 10 – 25% of the overall Project work. To assist Proponents with respect to their Proposal as it pertains to the Community Profile, the Township requires that the Strategic Plan will be comprehensive and include all departments and facilities within the organization. The work that the Township requires includes:

A. Five Year Strategic Plan

- Review Schreiber's background and organizational plans;
<https://schreiber.civicweb.net/filepro/documents/52799/>
- Review and re-establish (as required) the Township's Vision, Mission, and Value Statements;
- Achieve stakeholder engagement (Council, Township Staff and Volunteers, Residents, Neighbouring Communities, Committees) through in-person meetings, surveys, and open houses;
- Develop and implement Community Participation;
- Undertake a "SWOT" (strengths, weaknesses, opportunities and threats) analysis (or similar);
- Establish Goals, Objectives, Strategies, and Action Plans
- Provide performance metrics

- Provide an implementation Timeline
- Address Risk Management
- Provide for Monitoring and Evaluation
- Provide a Detailed Consultation Plan
- Provide for documentation and Reporting in both digital and hard copy
- Provide for staff Training for Implementation

B. Community Profile

It is expected that this Community Profile would be approximately 10 – 25% of the overall Project. To assist in quoting on the Community Profile, a list of the Township’s Departments and working groups includes:

- Administration (CAO/Clerk, Treasurer/Deputy Clerk, Executive Assistant, Accounting Clerk, Recreation Programmer, Finance & Special Projects Administrator, By-Law/Custodian)
- Public Works (Director of Operations + 3 full time staff)
- Library (Reports to the Treasurer - Head Librarian, Assistant Head Librarian, 1 Casual)
- Recreation (Reports to the Director of Operations – 3 full time staff + casual/part time staff)
- Senior Active Living Centre (Reports to the Director of Operations – one part time staff + volunteers)

The List of the Township’s Buildings (and facilities) includes:

- Municipal Complex – Administration Offices and Senior Active Living Centre + rental space (TBDSSAB Offices, misc. recreation uses)
- Town Garage – Public Works
- Recreation Facility – Arena, Gym, Community Hall
- Water Treatment Plant and Office
- Waste Water Treatment Plant
- Library building
- Fire Hall
- Old Fire Hall (Currently used as storage)
- Harvest Cupboard Food Bank
- Medical Centre
- Cemetery
- Worthington Cemetery (Vacant)(Future Development)
- Grounds of the Municipal complex: Ball Field; dog park
- Schreiber Beach
- White Sand Beach (Land Lease)
- Mallory Blue Park (Playground)
- New splash pad and public washrooms
- Cooks Lake Dam

Part One: Definitions and General Terms

1.1. Definitions: In this Request for Proposal document, the following terms have the meanings set out here.

- a) Agreement: means a formal contract entered between the Township and the Consultant.
- b) Closing: means 3:00 p.m., DST, on Tuesday, December 8, 2023.
- c) Consultant: means the Proponent submitting the successful Proposal in response to this RFP, who will be retained through the Agreement.
- d) Request for Proposal (also referred to by the acronym "RFP"): means this document.
- e) Project: means the completion of a Strategic Plan and Community Profile, as outlined in this RFP.
- f) Proponent: means a person submitting a Proposal in response to this RFP.
- g) Proposal: means a response submitted to this RFP.
- h) Review Committee: means the committee described in Section 3.1 of this RFP.
- i) Township: means The Corporation of the Township of Schreiber.

1.2. Interpretation Rules: The following rules apply to the reading of this RFP.

- a) The division of this RFP into sections, and the numbering of those sections and insertion of headings is done for convenience of reference only. Such shall not be used to impact the interpretation of the document.
- b) References to gender or plurals are to be read in the context of the circumstances.

1.3. Questions Regarding the RFP; Corrections or Addenda to the RFP: Proponents should pay close attention to the Township's website (www.schreiber.ca), where the Township will post any addenda to this RFP. The Township will send addenda directly to any known Proponents, however, there may be Proponents or prospective Proponents who are not known to the Township.

If a Proponent discovers any inconsistency, discrepancy, ambiguity, errors or omissions, in this RFP, it must notify the Township, who will, if necessary, post addenda and send them to all known Proponents. The Township may, at any time up until Closing, make and stipulate changes to this RFP, which will be undertaken via posted addenda.

Contact information for sending questions or other information to the Township, relating to the RFP is as follows:

Rosalie Evans

Acting CAO/Clerk

Email: cao@schreiber.ca

Township of Schreiber

P.O. Box 40, 204 Alberta Street

Schreiber, ON P0T 2S0

Kim Dargavel

Finance & Special Projects Administrator

Email: fspace@schreiber.ca

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Information received by Proponents from any other sources is not to be relied on or considered accurate.

- 1.4. Confidentiality: The Township considers submitted Proposals to be confidential, and will not share with any other person, aside from members of the review committee, the contents of any Proposal. The final cost of the Proposals will, however, be revealed in the public report presented by Administration to the Township's Council for the purposes of making an award. Proponents acknowledge that the Township is subject to the Municipal Freedom of Information and Protection of Privacy Act, however, and should a request for release of information be made to the Township under this legislation, the Township will allow the Proponent (or Proponents if there are more than one involved) to fully participate in the review process.
- 1.5. References to Legislation: References to legislation in this RFP involve, where no year is included in the title to the legislation, the Revised Statutes of Ontario, 1990 version, applicable chapter, as amended. Where a year is included in the title to the legislation, the reference is to the Statutes of Ontario, for that year, applicable chapter, as amended.
- 1.6. Nature of the Process: This is a Request for Proposals; it is not a tender, or an agreement to purchase goods or services. The Township is not obligated to select a Proponent or to proceed to negotiations for an Agreement or to award any Agreement.
- 1.7. No Lobbying: Proponents and their representatives may not contact any member of the Township other than the persons listed in Section 1.3. Such contact may result in the rejection of the Proponent's Proposal.

Part Two: General Stipulations

- 2.1' Submission: Proposals must be received by the Township on or before December 14, 2023, at 3: 00 PM DST. The delivery may be via email, or personal delivery or by mail, however, it is the Proponent's sole responsibility to make sure it has been received by the Township.
- 2.2 Preparation Costs: Proponents bear all of the costs associated with the preparation and submission of their Proposals. The Township is in no way responsible or liable for those costs, regardless of the conduct or outcome of the Proposal evaluation process.

- 2.3 Modifications: Proposals may not be modified after the closing date and time except as may be allowed by the Township through the Proposal evaluation process.
- 2.4 Local Conditions: Proponents are advised to make full enquiries concerning local laws, regulations, practices and conditions that might affect their performance and/or cost of work. All work for the Project must comply with Federal, Provincial, and Municipal laws. The Consultant will need to obtain and maintain all regulatory licences, approvals and permits (if any) required for the completion of the Project.
- 2.5 Disputes Regarding the RFP Process: Should any person consider itself aggrieved by the RFP process, it shall contact the Township, who will attempt to resolve the dispute amicably. Recourse to mediation or to the Courts of the Province of Ontario will be considered last resorts.
- 2.6 Currency; Treatment of Taxes: Pricing submitted in Proposals must be in Canadian dollars. All pricing should be noted as *exclusive* of applicable taxes.
- 2.7 Completing your Proposal: Proponents are required to include, with their Proposals, the following mandatory information:
- a) a work plan, which includes, at a minimum:
 - i. a relevant list of tasks to implement, as a result of the outlined scope of work;
 - ii. a price breakdown for all tasks and any additional recommended services; and
 - iii. anticipated timelines for tasks (schedule). Include meeting dates, all tasks, the party responsible for completing each task, milestones, and critical path. as well as the Project anticipated completion date;
 - b) methods for controlling cost and schedules in the work plan, determining the proposed technical/physical methodologies which will be utilized to measure project performance;
 - c) a list of persons (including sub-contractors, if required) who will work on the Project, and a summary of their experience and professional credentials and/or resumes;
 - d) relevant examples that show the Proponent's understanding of the Project scope;
 - e) team qualifications, a minimum of three contacts for former project references, a list of any recognitions/awards received for "best practice" solutions;
 - f) a list of all documents relied upon in submitting the Proposal, including, if any, a list of all addenda reviewed and considered by the Proponent; and

- g) disclosures of any conflicts of interest or potential conflicts of interest the Proponent may have in delivering the services for the Project.

Part Three: Proposal Review Process

- 3.1 **Review Committee**: The Township will appoint a Review Committee, which shall be tasked with reviewing and evaluating all of the Proposals. This committee will be proposed of one or more members of the Township's Administration, and may or may not include one or members of the Township's Council. The composition of the Review Committee is the sole and unreviewable decision of the Township. The Review Committee is entitled to engage the services of professionals, if required, to assist with review of any Proposals.
- 3.2 **Dealing with Proposals**: The Township reserves the right to:
 - a) reproduce any of the Proposals for use by the Review Committee;
 - b) retain all of the Proposals;
 - c) discuss Proposals with their respective Proponents to obtain clarification or additional information;
 - d) accept or reject any or all Proposals and/or re-advertise for the submission of new Proposals;
 - e) negotiate with any one or more Proponents with respect to any aspect of their Proposals as it relates to the Project.
- 3.4 **Evaluation Procedure**: Proposals will be evaluated by the Review Committee based on the following criteria:
 - a) 75% of the mark will be based on the Proponent's work plan, as set out in its Proposal, as follows:
 - i. 20% for scope of work, methodology and proposed implementation of tasks;
 - ii. 5% for anticipated timelines and scheduling for tasks; and
 - iii. 50% on costing: price breakdown and quotations for the various tasks; and
 - b) 25% of the mark will be based on the Proponent's Project team, including experience and reference checks.
- 3.5 **Review Committee's Report to Council**: The Review Committee will summarize its findings and present a report, making a recommendation for choice of the successful Proponent, to the Township's Council. The target date for the Council meeting at which the Review Committee's report will be presented (in closed session) is Tuesday, January 30th, 2024. Barring unforeseen complications, the contract will be awarded at that

meeting, and the Proponents shall be notified of the outcome the following business day. The decision of the Township Council is final and binding, whether or not it accepts the recommendations in the Review Committee's report.

- 3.6 Decision: The Township reserves the right to accept or reject any or all Proposals, and to select the Consultant offering the most advantageous solution that best serves the interests of the Township.

Part Four: Entering into an Agreement to deliver the Project

- 4.1 Agreement for Services: The Proponent whose Proposal is accepted by the Township will become the Consultant, and will enter into an Agreement with the Township to deliver the Project. The Agreement's terms and conditions will include the following:
- a) Project deliverables & time line;
 - b) invoicing rules & payment terms;
 - c) dispute resolution; default provisions; termination rules;
 - d) ownership of intellectual property associated with the Project;
 - e) confidentiality obligations of the parties;
 - f) insurance requirements for the Consultant (minimum of \$2,000,000 primary limits for General Liability and \$2,000,000 for owner and Non-owned Automobile Liability, coverage to include Bodily Injury, Property Damage and Products/Completed Operations; Policies to be written on an occurrence basis and minimum of @2,000,000 professional liability insurance);
 - g) how modifications to the Project's scope of work will be handled;
 - h) conflict of interest provisions regarding government funding and approaches to Township staff or staff of other orders of government;
 - i) requirement to comply with law (particularly, but not exclusively, the Occupational Health & Safety Act and the Workplace Safety & Insurance Act, 1997) in conducting the work for the Project; and
 - j) the ordinarily included provisions for things like: severability, assignment of contract; waivers of default; notice; legal relationship of parties; Agreement amendments.