



## Request for Proposal

**RFP 2023-08**

**Provision of Consulting Services for the Development of a Corporate Strategic Plan,  
Parks and Recreation Master Plan, Economic and Community Development Master Plan,  
and a Cultural Master Plan**

Proposals should be received by 11:00am on Friday August 4, 2023

All proposals are to be submitted in a sealed envelope marked  
“RFP 2023-08 – Corporate Strategic Plan / Master Plans Consulting Services”  
Delivered to:

The Corporation of the Town of Minto  
Attention: Mark Potter  
5941 Highway #89  
Harriston, Ontario  
N0G 1Z0

There will be a public opening for this Request for Proposal. Any award is subject to approval of the Town of Minto Council.

Should a contract result from this proposal the name(s) of the successful bidder will be available to anyone upon request. The staff report to Council, if applicable, may bear the name of the bidders for the project and their respective bid amount. Submissions by bidders become records of the municipality and subject to the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*.

This document consists of a Title Page (page 1), Form of proposal (page 2), Bid Document (page 6), and Bid Submission (Page 10). Bidders must review all sections and confirm by initialing all pages that they have read and understand the contents. Please make sure all relevant forms and documents are signed and completed to ensure your bid is complete.

**Form of Proposal****a) Definitions**

The following definitions shall apply throughout the Proposal:

- “Agreement” refers to the agreement between the Town of Minto and a bidder.
- “Award” refers to the selection by the Town of Minto of a successful RFP for the provision of the goods, services and/or supplies under this process.
- “Bidder” refers to any person or corporation participating in this RFP.
- “Town” refers to Corporation of the Town of Minto.

**b) Qualifications**

The bidder has carefully examined the provisions, plans, specifications and conditions attached to this RFP and has carefully examined the site and/or locations of the goods, services and supplies to be provided, where applicable, and the bidder understands and accepts the said provisions, plans, specifications and conditions, and for the prices set forth in this RFP, hereby offers to furnish all expertise, equipment, machinery, tools, apparatus, personnel, and other means of construction or production, needed to furnish all the goods, services and/or supplies, except as otherwise specified in the contract, and to complete the work in strict accordance with the provisions, plans, specifications and conditions attached to this RFP.

**c) Instructions**

All pages of this document shall be returned with the RFP submission, and all pages of this document shall be initialed and completed in full by the bidder in the space provided, and included in a sealed envelope, or in the envelope supplied if applicable.

**d) Warranty**

I/We the Bidder (s) hereby certify that I/we will provide the goods, services and/or supplies as outlined in this RFP, and to diligently perform in accordance with the terms of this bid, upon award by the Town, without undue delay.

(Name of Firm or Individual – Bidder): \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

I have authority to bind the company.

\_\_\_\_\_  
(Name of Signatory)

\_\_\_\_\_  
(Signature)

**e) Process for Receipt and Opening of RFP**

- a) The form of RFP and other documents that make up the bid shall be placed in a sealed envelope, along with any bid deposit or security outlined in the RFP and delivered to the Town office where the sealed envelope will be date stamped and a list compiled of sealed bids received for the provision of goods, services and/or supplies.
- b) On the Closing Date sealed bids received and marked will be opened and the names of the bidders will be recorded by the Opening Committee at the Town of Minto Municipal Office. In some cases, the gross bid amount may be read, except however such amount shall not be the final bid amount until such time as the bids have been reviewed and checked for accuracy and confirmed by the Town, at its sole discretion, as accurate.
- c) The Opening Committee will consist of the Department Head responsible for the area of work requiring the goods, services and/or supplies, and staff from the Finance Department and Clerk's Division, or designates. Unless specified otherwise, opening of the RFP shall be public so that bidders recorded at the Town office may observe the opening. Following public opening, bids will be assessed to determine adherence to the terms of this document prior to a recommendation to Council for award.
- d) Unless specified otherwise the Town will not accept a response to this RFP by facsimile or other electronic means.
- e) All bids must be clear and readable. Erasures, overwriting or strikeouts shall be initialed by the person signing the bid.
- f) Late bids will be returned unopened.

**f) Privilege Clause**

The Town reserves the right, in its sole discretion, to reject any or all bids, and the lowest or highest bid will not necessarily be accepted. Without limiting the generality of the statement immediately above, the Town shall not be required to award or accept a bid, or may recall the RFP at a later date:

- a) When only one bid has been received;
- b) Where the lowest responsive and responsible bidder substantially exceeds the estimated cost of the goods, services and/or supplies;
- c) When all bids received fail to comply with the specifications of the RFP terms and conditions;
- d) Where a change in the scope of work or specifications is required.

Further the Town reserves the right to accept any portion of a bid. Award of the successful bid shall be subject to approval by the Council of the Town of Minto.

**g) Communications**

Any communications regarding this RFP must be addressed to the Primary Town Contact listed on the Title Page of this document.

**h) Withdrawal or Revisions of Bid**

A bidder may withdraw or revise all or part of a bid at any time up to the Closing Date and Closing Time by submitting a letter requesting removal of the previously submitted bid to

the Department Head responsible for the RFP who will exchange the original sealed bid with the replacement sealed bid which will be marked and identified in accordance with part e) above. Requests made by telephone or fax will not be considered. The previously submitted bid will be returned unopened to the bidder.

**i) Alterations or Variations**

No alterations or variations of the RFP shall be valid or binding upon the Town of Minto unless authorized in writing or other means specified in the bid documents.

**j) Accuracy of Bid Document and Related Material**

The Town has provided herein specific technical, background and other information as accurately as possible, but assumes no responsibility for the completeness of the information presented in this document, or otherwise distributed or made available formally or informally during this procurement process. Without limiting the generality of the foregoing, the Town will not be bound by, or be responsible for, any explanation or interpretation of the bid documents other than those prepared in writing. In no event shall bidders rely on any oral statement by the Town or its agent, advisors, or consultants. All the information contained in this document, or from a separate written request or transmission from the Town is subject to the provisions of this section.

**k) Oral Explanation of Interpretation**

No oral explanation or interpretation by the Town shall modify any of the requirements or provisions of the bid document.

**l) Due diligence**

Bidders are solely responsible for conducting their own independent research, due diligence, and any other work or investigations, and for seeking any other advice necessary for the preparation of their submission. It is the bidder's responsibility to clarify with the Town any questions with respect to the bid documents in accordance with the procedure set out in herein before submitting a bid.

**m) Addendum**

By the issuance of a cancellation or addendum, the Town may cancel the RFP, revise, delete, add to, or substitute any part of the bid document, extend the Closing Date; or provide an explanation or interpretation.

**n) RFP Costs**

The Town is not responsible for any costs incurred by a bidder to prepare and submit a bid.

**o) Claims or Litigation**

The Town shall reject all bids submitted by a bidder if that bidder (or a related person, as determined by Council) is engaged in a legal action (including arbitration) with the Town unless Council waives this provision, in its sole and absolute discretion.

**p) Freedom of Information**

The information collected will be used solely for the purpose stated herein. Submissions by bidders become records of the municipality and subject to the provisions of the Municipal Freedom of Information and Protection of Privacy Act.

**q) Non-Lobby**

If any employee, agent or other representative of any bidder makes any representation or solicitation to any elected representative of the Town, committee or staff member or any other officer, employee or agent of the Town, the media, or consultants to the Town, with the exception of the contact listed under any communications above, whether before or after the submission of the bid, the Town will be entitled to reject the bid. The requirement does not extend to any public deputation that may be made to Council or any Town committee.

**r) Town of Minto Purchasing or Procurement By-Law**

This RFP is subject to the Town of Minto's Procurement By-Law in effect at the time of the call for goods, services and/or supplies.

## **Bid Document**

### **1. Background**

The Town of Minto is in the north-western boundary of Wellington County and encompasses 300.37 square kilometers or approximately 115.97 square miles. The estimated population of Minto is 9,100 (2021 census) persons. The Town of Minto is situated between major centres of southern Ontario and popular recreational areas along the eastern shore of Lake Huron and southern Georgian Bay.

The Town of Minto was created on January 1, 1999, by order of the Provincial government. The municipality is composed of the former towns of Harriston and Palmerston, the former village of Clifford, and the surrounding rural area of the former Minto Township.

### **2. Submissions**

RFP's submitted in envelopes clearly marked as to contents, will be received at the Town of Minto Administration Office:

5941 Highway 89

Harriston, ON NOG 1Z0, until 11:00am, local time on: Friday August 4, 2023

### **3. Scope of Work**

The intent of this RFP is to retain a consultant to fulfill the requirements of the creation of a new Strategic Plan and various Master Plans as specified in Schedule "B" to this bid document. Schedule "B" provides project specific requirements related to this RFP.

### **4. Freedom of Information and Protection of Privacy**

Submissions by bidders become records of the municipality and subject to the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*.

### **5. Qualifications**

No bidder shall submit under this proposal unless they have the skills, ability and qualifications to provide the goods, services and/or supplies in accordance with applicable federal or provincial law, and shall demonstrate such skills, abilities or qualifications explicitly in the proposal if required to do so in the bid documents, or prior to the award if requested to do so by Town representatives at their sole discretion.

### **6. Completion Date**

Bids are to be submitted before Friday August 4, 2023, at 11:00am. The Municipal Review Committee will evaluate proposals. If the Municipal Review Committee wishes to interview any firms, they will occur prior to making a recommendation to Council.

### **7. Agreement**

Prior to proceeding with the work required by this proposal, the successful firm or firms shall be required to enter into an agreement with the Town to stipulate mutually agreeable terms for completing required work.

**8. Evaluation**

Bids submitted for goods, services and/or supplies under this RFP shall be reviewed using the following general criteria:

- a) The Town is satisfied that such purchase represents “best value” to the Town considering requirements of its purchasing By-law and applicable policies.
- b) Bidders or suppliers have the capacity, skill, ability, past performance, accessibility, quality, service, availability, affordability, reliability, best practices, environmental benefit, proximity and similar as the case may be to supply such goods, services and/or supplies.

**9. Applicable Law**

This RFP and any award that may develop as a result call shall be governed by and construed in accordance with the laws of the Province of Ontario.

**10. No Town Obligation to Award**

Publication of this RFP and the resultant receipt of any submission do not imply a reciprocal obligation on the part of the Town to award a contract to provide goods, services and/or supplies to any bidder. The Town may at its sole discretion award the RFP or split the award where such actions would be in the best interest of the municipality keeping in mind the criteria in outlined in Part 8 Evaluation.

The Town of Minto reserves the right to cancel this RFP for any reason without any liability to any proponent, or to waive irregularities at their own discretion. RFP's shall be irrevocable until the Town of Minto awards a contract, or cancels this RFP, whichever occurs first.

The Town of Minto reserves the right to reject any or all RFP's, to negotiate with any firm submitting an RFP and to accept the RFP deemed most favourable in the interests of the Town of Minto.

The lowest or any proposal may not necessarily be accepted. The Town of Minto or its agents do not accept any responsibility for costs or expenses incurred by the bidder in preparation of the RFP.

**11. WSIB / Insurance**

In response to any requirement in any RFP, or upon request, bidders shall provide to the Town proof of WSIB certificate of clearance, and a copy of their insurance policy prior to the award of the RFP.

**12. Insurance**

Prior to any award of any RFP, or upon request, bidders shall, at their expense provide certificate(s) of insurance satisfactory to the Town of Minto, as set forth below. In the event that the certificate(s) of insurance is/are not satisfactory, the Town of Minto may require the successful bidder to provide a certified copy of the policy. The certificate(s) in the amounts listed below are to be provided:

- a) \$2 million – commercial general liability. Such policy shall contain:
  - “Cross Liability” clause or endorsement.

- An endorsement certifying the Town of Minto is added as an additional insured.
- An endorsement to the effect that the policy or policies will not be altered, cancelled or allowed to lapse without 30 days prior written notice to the Town of Minto.

**13. Health and Safety**

The Town of Minto is serious in its application of Health and Safety protocols. Bidders are expected to adhere to all legislated and regulated health and safety regulations. Failure to adhere to these practices may result in termination of any contract without financial penalty to the Town. Bidders shall provide to the Town a copy of their Health and Safety policy upon request, or a written statement that they have a Workplace Health and Safety policy in effect.

**14. Environment and Energy Efficiency**

When procuring goods, services and/or supplies, the Town of Minto supports methods that protect the environment and use energy in an efficient and affordable manner. The Town supports innovation and initiative that promotes energy efficiency and improving the quality of the natural environment keeping in mind issues of affordability, maintenance and operating costs.

**15. Payment**

The Town of Minto agrees to pay for such goods, services and/or supplies provided for in this bid, once awarded, in accordance with the terms of this bid document and/or the agreement signed upon approval by Town of Minto Council.

**16. Indemnity**

The successful bidder shall indemnify and hold the Town harmless from and against any liability, loss, claims, demands, costs and expenses, including reasonable legal fees occasioned wholly or in part by any acts or omissions either in negligence or nuisance whether willful or otherwise by the successful bidder, its agents, officers, employees or other persons for whom the successful bidder is legally responsible.

**17. Errors and Omissions**

The Town shall not be held liable for any errors or omissions in any part of this Bid request. The Town has made every effort to ensure information contained herein is accurate, but information in the proposal is intended to provide guidance to potential bidders. Information provided is not necessarily comprehensive or exhaustive and nothing in this bid is intended to relieve bidders from conducting their own research, forming their own opinions and conclusions respecting the matters contained in this proposal. The Town is not responsible for any costs incurred by any bidder in considering or responding to this proposal.

**18. Approval**

Proposals submitted shall be irrevocable on Friday August 4, 2023, at 11:00am. All bidders shall honour terms contained herein for a period of 90 days. Award of any of



the work outlined in this proposal is subject to approval by Council the Town of Minto including any agreement negotiated with the successful firm or firms.

#### **19. Disqualification of Proponents**

The Town at its sole discretion may exclude a proponent from eligibility or may summarily reject a proposal where one of the following circumstances has occurred:

- a) The Proponent has been, or is involved in litigation with the Town, its elected officials, officers or employees.
- b) The Proponent and or representative firm has failed to pay an amount due to the Town.
- c) There is documented evidence of poor performance, non-performance or default by the Proponent respecting any contact with the Town.
- d) The Proponent or its personnel has demonstrated abusive behavior or threatening conduct toward Town staff, their agents or representatives.
- e) The Proponent has been convicted of a criminal offense for fraud, theft or similar.
- f) The Proponent has been convicted of an offense pursuant to the Occupational Health and Safety Act as amended where the circumstances in that conviction demonstrate a disregard for the health and safety of its workers or the general public.

Proponent in this section includes any partner, principal, director or officer of the firm as well as any other legal entity associated with the bidder or the firm.

#### **20. Site Visit**

N/A

#### **21. Council Approval**

The awarding of a contract is subject to approval by the Town of Minto Council to the successful Proponent. Minto reserves the right to cancel this RFP should Council approval not be received.

#### **22. Inquires**

For further information regarding this RFP contact:

Mark Potter, Interim CAO / Deputy Treasurer

[markp@town.minto.on.ca](mailto:markp@town.minto.on.ca)

## Schedule “A” – Price Summary

### 1. Instructions on How to Provide Pricing

Proponents should provide information requested under section 3 below (“Required Pricing Information”) by reproducing and completing the table below in their proposals, or, if there is no table below, by completing the attached for and including it in their proposals.

Rates must be provided in Canadian Funds, inclusive of all applicable duties and taxes except HST, which should be itemized separately.

Rates quoted by the proponent must be all-inclusive and must include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including and pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.

### 2. Evaluation of Pricing

Pricing is worth fifteen (15) points of the total score.

Pricing will be scored based on a relative pricing formula using the rates set out in the pricing form. Each proponent will receive a percentage of the total possible points allocated to price for the particular category it has submitted a proposal for, which will be calculated in accordance with the following formula:

$$\text{lowest price} / \text{proponent's price} \times \text{weighting} = \text{proponent's pricing points}$$

### 3. Required Pricing Information

Item	Proposed Price
All-inclusive cost for services noted in Schedule “B”	
13% HST	
<b>Total Proposed Price</b>	

### 4. Payment Schedule

Payment terms are 30 days from receipt of invoice.

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## Schedule “B” – Terms of Reference

### 1. Introduction

The Town of Minto is a progressive and vibrant lower tier municipality within the County of Wellington with a population of approximately 9,100 (2021 census). Growth projections indicate the Town will grow to approximately 15,200 by 2051,

The Town includes 8 departments as follows:

1. Administration (Office of the CAO / Finance / Clerks / Human Resources)
2. Fire and Emergency Services (Fire Fighting / Prevention / Education)
3. Economic and Community Development (Economic Development / Tourism / LaunchIt)
4. Building and Planning Services (Ontario Building Code / Planning Applications / Municipal By-laws)
5. Community Services (Facilities and Programs)
6. Public Works (Roads & Sidewalks / Cemeteries / Municipal Drains / Winter Control / Street Lighting / Town Landscape)
7. Wastewater Services (Wastewater Treatment and Collection – 3 locations)
8. Water Services (Water Treatment and Distribution – 4 locations)

**Our Vision** - A friendly, safe, affordable, family oriented rural community built on a foundation of respect, volunteerism, and prosperous business, and sustained by people who value neighbourliness, fairness and inclusiveness.

**Our Mission** - Cost effective and responsive local government through superior customer service, internal stability and efficiency, and promoting responsible economic growth, healthy lifestyles and respect for the natural environment.

### 2. Background

The Corporation of the Town of Minto is looking to hire a consultant to guide Council and Town staff through the creation/updating of the following:

- Part A - Strategic Plan
- Part B - Parks and Recreation Master Plan
- Part C - Economic and Community Development Master Plan; and
- Part D - Cultural Master Plan.

The new Strategic Plan and various Master Plans will be a culmination of feedback from Council, Town staff, the community and other stakeholders through meaningful engagement to ensure all voices are heard.

Although, the Strategic Plan and various Master Plans will be outward facing to the community, they will also need to be inward facing to provide direction to staff. The strategic plan and master plan processes will help identify priorities and ensure

sufficient resources moving forward and act as a foundation for business plan development and budget processes.

### 3. Objectives

The purpose of this project is to hire a consultant to guide Council and Town staff through the creation of a new Strategic Plan in addition to creating / updating the Parks and Recreation Master Plan, the Economic and Community Development Master Plan, and the Cultural Master Plan.

### 4. Scope of Work

#### 4.1 Part A – Strategic Plan

The Town of Minto currently has a Strategic Plan that was developed in 2013 with updates done in 2018. A copy of the Strategic Plan can be found [here](#). The Town's Strategic Plan is a critical document outlining Council priorities and initiatives over a four-year term providing guidance on major projects and areas of focus.

#### Project Scope

The Consultant's scope of work is to facilitate and conduct the entire strategic planning process for the Town of Minto with assistance of the Minto Council and senior staff. Unless otherwise directed by the Town, the Consultant's actionable and measurable plan shall deliver on the following:

- Lead the new term of Council with a municipal strategic planning process that will develop a four-year implemental municipal strategic plan/framework; provide training, tools/templates (i.e., SWOT or SOAR analysis), key performance measurements, etc. that will facilitate ongoing planning, collaboration and responsive management to align and integrate strategic initiatives.
- Define clear priorities.
- Examine the important issues and opportunities in the Town.
- Foster public support through enhanced communication (i.e., Town website, newspaper print, and social media platforms).
- Research and review of the Town's resource information, including all relevant established plans.
- Conduct and facilitate in person meetings with Council, staff, and community stakeholder representatives, as appropriate. Meetings shall include but not be limited to project startup, input interviews and focus groups (Council, staff, stakeholder focus groups), draft plan input / working session and final plan presentation to Council.
- Conduct a statistically valid public input survey process that will further assist in identifying and prioritizing community input.
- Strive to include overarching goals for all departments that can be used to build off of and develop further actions.

- Identify roles and responsibilities for the community, stakeholders and the Town in implementation of the Strategic Plan.
- Prepare a short and long-term recommended strategy including responsibilities of community stakeholders.
- Prepare a draft Strategic Plan for review by Council and staff and revise based on input received.
- Prepare and provide a final Strategic Plan that identifies clear, actionable, measurable, prioritized goals with actions for delivery, as well as, a recommended status of actions reporting tool.

### **Desired Outcome**

Once completed, the Strategic Plan will support the Town's vision and will help identify Town and community priorities for strengthening our position as a progressive and vibrant community. The Strategic Plan will articulate the importance of the municipal planning process, particularly by establishing synergies with established key Town plans and goals for the future. The resulting Strategic Plan will be instrumental in helping the Town respond to opportunities in the economy and for the betterment of the community and organization.

## **4.2 Part B - Parks and Recreation Master Plan**

The purpose of the Community Services Department is to maintain and enhance recreation opportunities to increase physical literacy to benefit persons of all ages and abilities using existing well-maintained parks and facilities, and ensure the location, supply and availability of major facilities considering the cost as well as community development benefits.

### **Project Scope**

In consultation with the members of Municipal Council and the Municipality's Senior Leadership Team, the bidder must facilitate and identify recreation, parks and facility services priorities through the provision of a comprehensive review and needs assessment.

The plan will provide guidance on the planning of parks, facility redevelopment, partnership development, facility expansion, cultural aspects as well as the delivery of services, programs, and events.

### **Desired Outcome**

Through a comprehensive review and consultation process, the Municipality requires the following key deliverables:

- Develop a strategy for growth and for delivery of recreation, parks, open spaces, and facility services that aligns with the Municipality's priorities and reflects the varied needs and interests of the community.

- The plan shall include a long-term vision that encapsulates where the Municipality and community need to go in the next ten to twenty years.
- Review and analyze existing and key trends in demographics of residents.
- A priority-oriented plan that will clearly illustrate how to transform conceptual goals into realistic, achievable targets within the Municipality.
- Prioritizing short, medium, and long-term capital improvement plans for existing facilities & parks and new construction.
- The plan shall include an inventory of parks and recreation services, programs, facilities, and events including utilization levels, capacity, and sustainability and compared by provincial and similar sized municipal averages for context.
- 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.
- Identify gaps in programs, activity delivery, partnership opportunities for the enhancement of and delivery of programs, activities, and events.
- 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.
- As part of the public consultation process, at least three (3) sessions shall be arranged for community stakeholders. The consultant may also propose alternative measures for community outreach.
- Key stakeholder meetings including service clubs and sports groups.
- Individual meetings with Council members.
- Individual meetings with members of the Community Services Team and the Community Services Advisory Committee.
- Identify broad indicators for measuring outcomes and progress towards.
- **Town of Minto Parks and Recreation Master Plan Presentation** – Conduct a live presentation of the draft Parks and Recreation Master Plan to the Town’s Council.
- **Delivery of final Town of Minto Parks and Recreation Master Plan** – containing:
  - A prioritized, organized, actionable, and realistic work plan and road map, including performance measures and timelines for Parks and Recreation initiatives following four phases:
    - Phase one (2024)
    - Phase two (2025)
    - Phase three (2026)
    - Phase four (2027-2028 and beyond)

#### 4.3 Part C - Economic and Community Development Master Plan

The Town of Minto has been delivering award winning Economic Development since 2005. We have focused on community led economic development, and actions have been guided by results of Business Retention and Expansion

Projects, Downtown Revitalization Action Planning and community engagement and relationships.

This will be the Town of Minto's first stand-alone Economic and Community Development Master Plan. The purpose of which is to provide direction, outline goals and outcomes for the municipality's initiatives, including but not limited to achieving an environment conducive to attracting new and diverse businesses, as well as retaining and supporting the expansion of current businesses.

The Town of Minto Economic Development and Planning Committee is made up of key stakeholders from a variety of sectors and business support organizations. This Committee will play a key role in providing input to the plan.

### **Project Scope**

- To create an Economic and Community Development Master Plan that gives the Town of Minto a clear, concise and comprehensive work plan that is strategic and focused but also realistic and achievable and that aligns with the Town's priorities, brand, and community values.
- To have a plan that focuses on how to create a vibrant, diversified local economy leading to expanding the tax base, increasing the jobs and income available to residents.
- Inspiring people to relocate and invest in Minto.
- Identify opportunities working together with organizations and stakeholders on both a local, regional, provincial, and national level.
- To identify opportunities for leadership, organizational capacity, funding, and communications that support an inclusive vision of economic development.
- Create an estimated budget needed to activate the recommended Economic and Community Development Master Plan.
- Analysis of Economic Development opportunities for the Town to pursue.
- To create an Economic and Community Development Master Plan that will assist Town staff to work with goals for each phase. The Plan will focus on environmental and financially sustainable economic development with diversity and inclusion as a core value.
- For the Town to gain an outside-in perspective on Economic Development to achieve more satisfaction among stakeholders regarding new and current initiatives.
- Town staff is expected to have a key role in the development of the Economic and Community Development Master Plan.

### **Desired Outcome**

Consultants are asked to submit proposals for services outlining their approach to the project and provide a detailed scope of work leading to the following deliverables:

- **Research, Asset Mapping and Situational Analysis**
  - Engage and gather input from local, regional, provincial, and national governments, economic development organizations, sector organizations and non-profit organizations.
  - Conduct a literature review of documents provided such as (County of Wellington Economic Development Action Plan, previous Town of Minto BR+E and Downtown Action Plans) as well as reviewing other rural community economic development strategic plans.
  - Review, analyze and prepare key demographic trends and forecasts, social factors, economic factors, and financial indicators for inclusion in the strategy. This task should include preparation of a market study of the municipality's retail, commercial and industrial sectors, and a community profile. Create a Community Profile, including key demographic trends and forecasts, social and economic factors, as well as financial indicators.
  - Conduct a SWOTA (Strengths, Weaknesses, Opportunities, Threats, and Aspirations exercise to Identify the communities' assets and competitive advantages with proposed activities and programs.
- **Consultation, and engagement**
  - Work with Economic Development Staff to engage with stakeholders and residents of Minto through innovative consultation and engagement methods such as one-on-one interviews, focus groups and online surveys through Engage Minto.
- **Analysis**
  - Undertake an investment and business attraction study as a part of the overall Economic and Community Development Master Plan.
  - Identify strategies to attract and retain talent, and how to align workforce development efforts to match current and future needs.
  - Analysis of gaps in current economic development programs.
  - Develop a preliminary findings summary.
  - Review preliminary findings summary with the Economic Development and Planning Committee and work with the Committee and Town Staff on potential actions.
- **Town of Minto Economic and Community Development Master Plan Presentation** – Conduct a live presentation of the draft Economic and Community Development Master Plan to the Town's Council.
- **Delivery of final Town of Minto Economic and Community Development Master Plan** – containing:
  - A prioritized, organized, actionable, and realistic work plan and road map, including performance measures and timelines for Economic Development initiatives following four phases:
    - Phase one (2024)
    - Phase two (2025)
    - Phase three (2026)
    - Phase four (2027-2028 and beyond)



- Estimated budgetary capital needed to activate the recommended Economic and Community Development Master Plan in each of the phases.
- Ensure the Economic and Community Development Master Plan has an environmental and financial sustainable core along with a focus on diversity and inclusion.

#### **4.4 Part D - Cultural Master Plan**

The Town of Minto created our first Municipal Cultural Plan and Map in 2011. Since then, the Minto Cultural Roundtable has worked to complete the various actions and has added additional projects and sub-committees along the way. Sub-Committees have included the Minto Youth Action Council, Palmerston Railway Heritage Museum Committee, Minto Pride and the newly formed Diversity, Equity, and Inclusion Committee. The Roundtable also recognizes the value that our community volunteers bring to our cultural sector and as a result has done work to support organizations in that space.

The Town of Minto Cultural Roundtable is made up of key stakeholders from a variety of arts, cultural, and heritage organizations in Minto. The Roundtable will play a key role in providing input to the plan.

##### **Project Scope**

The consultant shall work closely with the Cultural Roundtable which endeavors to develop a strong and consistent cultural theme for the Town, collaborate effectively to build capacity and community awareness of art and culture, and coordinate the pursuit of financial resources wherever possible to minimize competition among members. In collaboration with the Town's project team, the consultant shall provide the following services including but not limited to:

- Assessment of existing conditions
- Analysis of public opinion and demand for cultural events and attractions
- Confirm the previously created vision and values are still relevant
- Recommendation of a 5-year strategy and associated timeline to maximize cultural development

##### **Desired Outcome**

Consultants are asked to submit proposals for services outlining their approach to the project and provide a detailed scope of work leading to the following deliverables:

- **Research, Asset Mapping and Situational Analysis**
  - Engage and gather input from local, regional, provincial, and national governments, cultural, arts and heritage organizations, and non-profit organizations.

- 
- Conduct a literature review of documents provided such as (Town of Minto Cultural Plan (2011) as well as reviewing other rural community cultural plans.
  - Review and analyze key demographic trends and forecasts, social factors, economic factors, and financial indicators related to the cultural sector for inclusion in the strategy.
  - Conduct a SWOTA (Strengths, Weaknesses, Opportunities, Threats, and Aspirations exercise to Identify the communities' assets and competitive advantages with proposed activities and programs.
  - **Consultation, and engagement**
    - Hold a project launch event to help increase awareness and secure input into shaping the initial set of strategic directions and priorities.
    - Work with Economic Development Staff and Cultural Roundtable to engage with stakeholders and residents of Minto through innovative consultation and engagement methods such as one-on-one interviews, focus groups and online surveys through Engage Minto.
  - **Analysis**
    - Engagement will allow the collection of qualitative data about cultural priorities and expectations of our community as dialog takes place between community members and other stakeholders.
    - Develop a preliminary findings summary.
    - Review preliminary findings summary with the Economic Development and Planning Committee and work with the Committee and Town Staff on potential actions.
    - Consultant will develop a survey (print and online) of cultural organizations to gather data including but not limited to:
      - Number of local cultural organizations
      - Type of organization
      - Funding mechanisms
      - Availability and use of strategic plans
      - Populations served
      - Use of websites, social media, and other media
      - Existing collaborations (i.e. with artists, other organizations)
      - Strength of existing “creative ecosystem”
    - Consultant shall develop a public opinion survey (print and online) to gauge community desire and sentiment for the type and availability of cultural events and attractions in Minto. This survey will take place over 60 to 90 days through a campaign-like strategy through a variety of media to ensure good dissemination throughout the Town. This survey will include demographic information of respondents to ensure accessibility. The Consultant shall make reasonable effort to verify residency of respondents.
    - Review preliminary findings summary with the Cultural Roundtable and work with the Committee and Town Staff on potential actions.
  - **Town of Minto Cultural Plan Presentation** – Conduct a live presentation of the draft Cultural Plan to the Town’s Council.
-

- **Delivery of final Town of Minto Cultural Plan** – containing:
  - A prioritized, organized, actionable, and realistic work plan and road map, including performance measures and timelines for Cultural initiatives following four phases:
    - Phase one (2024)
    - Phase two (2025)
    - Phase three (2026)
    - Phase four (2027-2028 and beyond)
  - Estimated budgetary capital needed to activate the recommended Cultural Plan in each of the phases.
  - Ensure the Cultural Plan has an environmental and financial sustainable core along with a focus on diversity and inclusion.

### **Schedule “C” – Proponents’ Qualification and References / Evaluation Criteria**

The proposals shall be judged based on the following factors and must meet all of the requirements outlined in this document. In the evaluation process, all responses received by the deadline will be reviewed.

- Innovative approach to project
- Methodology and process and collaborative nature
- Understanding of project scope, goals and objectives, and how the requirements will be performed
- Knowledge of Corporation and the community as a whole
- Expertise and demonstrated results for similar municipal strategic/master plans (client / project references), consultant’s profile/qualifications, and project team
- Price submission for project

#### **1) Proponent Overview**

Proponents are required to provide an overview of their organization and evidence that their company can complete the RFP requirements set forth in this RFP citing recent work of similar scope, services or goods to the public sector, and any other relevant information about the responding firm(s).

Please include:

- Full legal firm name
- Year firm was established
- Number of people currently employed
- Most recent municipal Corporate Strategic Plan completed
- Qualifications of staff to be assigned to project.

#### **2) Proponents’ Clients**

Proponents must provide a list of clients, which should include the type of services provided, and when the services were provided.

#### **3) Proponents’ References**

Proponents are required to provide a minimum of three (3) references, which involved work undertaken with similar scope and content in providing the types of services proposed in the RFP. At a minimum, provide:

- The company name
- The location where the services were provided
- Contact person(s)
- Contact telephone number
- Dates of service

#### 4) Evaluation Criteria

Specific selection criteria shall be used in evaluating the proposals received. All proposals received from Proponents will be reviewed and rated by the Municipal Review Committee. While costs will be considered, it will not be the sole deciding factor in the selection process. The proposals will be evaluated by the Town's Review Committee in their sole and absolute discretion.

<b>Rated Criteria Category</b>	<b>Weighting (Points)</b>
<ul style="list-style-type: none"> <li>• Innovative approach to project – 10 Points</li> <li>• Methodology and process and collaborative nature – 10 Points</li> <li>• Understanding of goals and objectives and how they will be performed – 10 Points</li> </ul>	30
<ul style="list-style-type: none"> <li>• Knowledge of Corporation and the community as a whole</li> </ul>	5
<ul style="list-style-type: none"> <li>• Expertise and demonstrated results from similar municipal projects (client/project references) – 20 Points</li> <li>• Consultant's profile/qualifications/project team – 25 Points</li> </ul>	45
<ul style="list-style-type: none"> <li>• Clarity and completeness of submission</li> </ul>	5
<ul style="list-style-type: none"> <li>• Price submission for project</li> </ul>	15
<b>Total Points</b>	<b>/100</b>



**Request for Proposal**

**RFP 2023-08**

**Provision of Consulting Services for the Development of a Corporate Strategic Plan,  
Parks and Recreation Master Plan, Economic Development Master Plan,  
and a Cultural Master Plan**

Proposals should be received by 11:00am on Friday August 4, 2023

All proposals are to be submitted in a sealed envelope marked  
"RFP 2023-08 – Corporate Strategic Plan / Master Plans Consulting Services"  
Delivered to:

The Corporation of the Town of Minto  
Attention: Mark Potter  
5941 Highway #89  
Harriston, Ontario  
N0G 1Z0

Bidder Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Email Address: \_\_\_\_\_

**Town use Only**

Date and Time Received: \_\_\_\_\_