



**TOWN OF LUNENBURG  
RFP #TOL2021014/TOL2021023**

**REQUEST FOR PROPOSALS:**

**Comprehensive Community Plan (CCP) Implementation Projects:  
Performance Indicators Development/M Measurement,  
Organizational Review, Bylaws and Policies Review/Revision**

Proposals will be received no later than:  
2:00 p.m. LOCAL TIME  
September 29, 2021

Addressed to:  
Katie MacMillan, BBA  
Business Coordinator  
Town of Lunenburg  
119 Cumberland Street  
Lunenburg, NS B0J 2C0

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## 1.0 GENERAL TERMS AND CONDITIONS

Section 1 of this proposal document sets out a summary of requirements and outlines the general terms and conditions. The Town of Lunenburg shall be referred to as the “Town” throughout this document. The Town’s Strategic Plan also referred to as the Comprehensive Community Plan is abbreviated as “CCP” throughout this document.

### 1.1 Purpose

The Town is seeking proposals to help realize key CCP implementation projects including: development of Performance Indicator Measurements (PMI), related criteria and an initial annual progress report to help track the accomplishment of the Town’s CCP Action items; an organizational review and implementation strategy and budget with financing options; and a Town Bylaws and Policies review and revision as further specified within this Request for Proposal (RFP).

This RFP sets out the instructions for submitting proposals and procedures and criteria by which the successful Proponent may be evaluated, subject to the Town’s overriding discretion to determine what is in its best overall interests.

### 1.2 Proposal Submissions

Any change notices, appendices and addenda issued for this RFP shall be considered part of this proposal document. The proposal is to be submitted, clearly marked with “**CCP Implementation RFP**” and proposal document number **TOL2021014/TOL2021023**, to Katie MacMillan, Business Coordinator at 119 Cumberland Street, Lunenburg, NS, B0J 2C0 before the closing time on the closing date (Closing Time). Proponents must submit four (4) color and bound hard copies of their proposal and one (1) PDF copy via email to [kmacmillan@explorelunenburg.ca](mailto:kmacmillan@explorelunenburg.ca) or on a USB drive. Erasure, overwriting or strike-outs must be initialed by the person signing on behalf of the Proponent. Proposals will not be accepted after the Closing Time. The Town shall have the right in its absolute and unfettered discretion to determine whether a proposal has been received prior to the Closing Time. Proposal prices must remain open and available for acceptance by the Town for 90 days after the Closing Time. All proposals shall become the property of the Town of Lunenburg. It is the responsibility of each Proponent to submit all required documents as outlined in this RFP. Failure to quote on all options set out may disqualify your proposal.

### 1.3 Irrevocable Offer

The Proponent hereby acknowledges that offers contained within your response to this RFP shall remain open for acceptance by the Town of Lunenburg for a period of not less than ninety (90) days from the Closing Time specified in Section 1.6. Proponents may not make modifications to their Proposals after the Closing Time.

#### 1.4 Proposal Costs

The Proponent shall be solely and fully responsible for all costs associated with the development, preparation, transmittal, submission of proposal, and any work performed prior to official appointment by the Town of Lunenburg.

#### 1.5 Municipal Contact for RFP

It shall be the Proponent's responsibility to clarify any points in question with the Town of Lunenburg prior to submitting the proposal. Deadline for all inquiries is September 23, 2021. Inquiries regarding the specifications of the RFP and the RFP process should be directed to:

Name: Katie MacMillan  
Title: Business Coordinator  
Email Address: kmacmillan@explorelunenburg.ca

If a Proponent discovers any inconsistency, discrepancy, ambiguity, error, or omission in this Request for Proposal, they must notify the Town of Lunenburg immediately in writing.

Any revision to this Request for Proposal will be issued as an addendum to all known potential Proponents.

Please check the Town website [www.explorelunenburg.ca/purchasing.html](http://www.explorelunenburg.ca/purchasing.html) to determine if any addendums have been issued prior to the submission deadline.

#### 1.6 Opening

Proposals will only be received by:

Name: Katie MacMillan  
Title: Business Coordinator  
Email Address: kmacmillan@explorelunenburg.ca

**Four (4) physical hard copies and one (1) PDF copy** of your proposal must be received by email prior to **2:00 p.m.** local time, **September 29, 2021**. Proposals will be signed by an official authorized to bind the Proponents will provide the name(s), title(s), address, and telephone number of the individual(s) to be contacted during the evaluation process. Proposals received later than the specified Closing Time may be returned unopened to the Proponent.

There will not be a public opening for this RFP. As this is a proposal document for which a number of criteria will be evaluated, only the names of the Proponents who have submitted a proposal will be identified after the opening, upon request.

### 1.7 Selection Process

**Selection – Subject to Section 1.9 of this RFP**, the Town will not necessarily accept the lowest price or any proposal. Any implication that the lowest price or any proposal will be accepted is hereby expressly negated. The successful Proponent(s) will be selected based upon evaluation criteria developed by the Town which in its sole discretion will determine the manner in which each response to this RFP meets the evaluation criteria. The proposal may be awarded to one Proponent only or more as the Town determines.

**Evaluation Criteria – Subject to Section 1.9 of this RFP**, each response to this RFP will be evaluated by the Town to determine the degree to which it responds to the requirements as set out herein. Because this is an RFP other factors in addition to price will be considered when submissions are evaluated.

Please indicate any requirements not met in your proposal with a brief description and reasons therefor.

The Town will read, review and evaluate each proposal. The below evaluation criteria table should be used as a reference only. The Town may in its sole and absolute discretion use or alter the below criteria or use some other evaluation criteria in its entirety. Selected Proponents should be prepared to make a presentation of their proposal to the Town's selection team.

<b>Evaluation Criteria</b>	<b>Percentage</b>
Price – value for money	<b>20%</b>
Ability to complete all three RFP components	<b>15%</b>
Demonstrated understanding of project, work plan, methodology and schedule	<b>20%</b>
RFP presentation to selection team	<b>15%</b>
Project timeline	<b>10%</b>
Knowledge, experience, and technical competence of the Proponent and the proposed project team members as well as their ability to address the project scope	<b>20%</b>
<b>TOTAL</b>	<b>100%</b>

The selection team may make a recommendation to Town Council for the award of this RFP or components thereof.

### 1.8 Modification and Withdrawal of Proposals

Proposal prices must remain open and available for acceptance by the Town for 90 days after the Closing Time. Proponents may not make modifications to their proposals after this. Proponents will not have the right to change conditions, terms or prices of the proposal once the proposal has been submitted in writing to the Town. All proposals shall

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become the Town's property. It is the responsibility of each Proponent to submit all required documents as outlined in this RFP.

### **1.9 Acceptance and/or Rejection of Proposals and Reservation of Rights**

The Town is not under any obligation to award a contract, and reserves the right to terminate this RFP at any time for any reason, and to withdraw from discussions with all or any of the Proponents who have responded. The receipt and opening of a proposal does not constitute acceptance of any proposal.

The Town reserves the right to reject all or any proposals, and to not necessarily accept the lowest proposal. The Town may accept any proposal that may be considered in the best interests of the Town in its sole and absolute discretion. The Town also reserves the right in its sole and absolute discretion to waive any formality, informality, or technicality in any proposal. This includes the right to accept a proposal that is not strictly compliant with the instructions in the RFP document.

The Town reserves the right to negotiate, after the RFP Closing Time, with any Proponent to finalize service arrangements in the best interests of the Town.

The Town shall not be bound by trade or custom in dealing with and/or evaluating the responses to the RFP. The Town reserves the right to interpret any and all aspects of this RFP as may be most favorable to the Town.

Proponents will be deemed to have familiarized themselves with existing conditions and any other conditions which may affect performance of the contract. No plea of ignorance of such conditions as a result of failure to make all necessary examinations will be accepted as a basis for any claims for extra compensation.

Proponents waive any claim against the Town for compensation of any kind whatsoever as a result of its participation in or providing a response to this RFP process, including without limitation any claim for costs of proposal preparation or participation in negotiations, or for loss of anticipated profits, whether based in contract including fundamental breach, tort, equity, breach of any duty, including, but not limited to breach of the duty of fairness, breach of any obligation not to accept non-compliant proposals or any other cause of action whatsoever.

In submitting a proposal, the Proponent has accepted the reservation of rights as set out herein and agrees to be bound by same.

### **1.10 Governing Law and Jurisdiction**

Any contract resulting from this RFP shall be governed by and interpreted in accordance with the laws of the Province of Nova Scotia. Any disputes shall be determined in the courts of Nova Scotia.

### **1.11 Proposal Form**

The attached Proposal Form (3.0) must be completed and submitted with all proposals for consideration. Failure to complete and submit the proposal form could lead to the rejection of the proposal.

### **1.12 Freedom of Information and Protection of Privacy Act**

The Town of Lunenburg is subject to the Municipal Government Act provisions relating to the freedom of information and protection of privacy provisions Freedom of Information and Protection of Privacy Act (FOIPOP) and associated Provincial legislation. Any proposal submitted to the Town may be required to be disclosed publicly if any request is to be made under FOIPOP. All proposals received in response to this RFP will be considered public.

### **1.13 Insurance Requirements**

The successful Proponent shall at its own expense obtain and maintain until the completion of the contract and provide the Town with a Certificate of Insurance providing proof of:

- a. Professional Liability insurance covering the work and services described in this Agreement for an amount not less than \$2.0 Million per occurrence;
- b. Comprehensive General Liability insurance for an amount not less than \$2.0 Million per occurrence;
- c. Automobile Liability insurance for an amount not less than \$2.0 Million covering all vehicles used in any manner in connection with the performance of the work described in this RFP.

### **1.14 Conflict of Interest**

The Proponent warrants that no conflict of interest exists with any Town staff, Council or Committee member regarding their RFP submission or with the Town's evaluation process. Should a conflict of interest exist or arise, the Town at its sole discretion may disqualify the proposal submission and/or contract as applicable.

### **1.15 Nova Scotia Worker's Compensation**

The successful Proponent must be registered and remain in good standing with NS WCB throughout the term of a contract issued pursuant to this RFP.

### **1.16 Consulting Services Agreement**

The successful Proponent will be required to enter into a contract for services with the Town in a Consulting Services Agreement based on the information contained in the RFP and the successful Proponent's proposal and any modifications thereto.

### **1.17 Human Rights Act**

The successful Proponent shall ensure full observance of the NS Human Rights Act in all dealings related to this project.

### **1.18 Ownership of Data and Information**

All data, other information and all resulting reports and materials prepared by the successful Proponent shall be the exclusive property of the Town who reserves ownership rights to all ideas, plans, concepts, etc.

## **2.0 SPECIFICATIONS AND REQUIREMENTS**

### **2.1 Background and Overview**

The Town of Lunenburg is a diverse community with a population of 2,263 which increases during the summer season with a large non-resident and visitor base. The community encompasses 4 km<sup>2</sup> located on the south shore of Nova Scotia with a wide range of commercial, institutional and industrial enterprises. It is approximately 90 km from the closest urban centre, Halifax Regional Municipality. Perhaps best known as the homeport of the Bluenose, the Town boasts a vibrant working waterfront and commercial centre. In 1995 Old Town Lunenburg was designated as a UNESCO World Heritage Site. It is considered a tourist destination as evidenced by its being awarded the Cultural Destination of the Year for the Americas in 2017 and other awards.

In 2019, the Town engaged Upland Planning and Design Studio to prepare a Comprehensive Community Plan (CCP) defining the community's goals and aspirations for the next forty years. The CCP provides guidance for most aspects of the community's development including land use, housing, transportation, the environment and other elements that affect the daily lives of residents and visitors. This CCP was recently adopted as the Town's new Strategic Plan. The Town is implementing the Strategic Direction Goal Actions as set out in the CCP, key components of which form the basis of this RFP and the scope of work described below.

Proponents must fully familiarize themselves with the CCP document and related planning documents which are available for download at [www.projectlunenburg.ca](http://www.projectlunenburg.ca). A thorough knowledge of the CCP is essential for the preparation of proposals in response to this RFP.

### **2.2 Scope of Work**

There are three main project components that the Town is looking to complete during the 2021-22 fiscal year. Two of which are identified as Action items in the CCP. The three projects are: development of Performance Indicator Measurements (PMI), related criteria and an initial annual progress report to help track the accomplishment of the Town's CCP



Action items; an organizational review and implementation strategy (OR); and a Town Bylaws and Policies review and revision (BPRR).

The BPRR is not specifically addressed in the CCP, but is related to the attainment of the overall CCP Strategic Direction Goals and Actions, PMI and BPRR components. These project components could occur concurrently or separately in the order listed above or as otherwise recommended by Proponents as results from one project may influence the results of the next. Ideally though, the successful Proponent will assemble a project team that can address the various RFP components in the order presented above as each component will affect and inform the next component and overall completion of the full scope of work.

The Town reserves the right to award all three components of the project to one Proponent or may award each section individually at its full and absolute discretion and in its best interest.

Ideally, all work described in this RFP document will be completed within the 2021-22 fiscal year ending March 31, 2022. If a longer time period is required the Proponent shall describe the rationale and extended time frame this in their submission.

### **2.3 CCP Performance Indicator Measurements and First Annual Report (PIM)**

#### Background Information

The CCP document has provided the Town with objectives to complete over the next 40 years. Within these objectives 35 priority action items are recommended to be implemented over the next five years. All of these Actions require Performance Indicator Measurements (PIM; also known as Key Performance Indicators or KPIs) to be developed for each of them in addition to those briefly introduced in the CCP (see: Chapter 12 “Evaluation and Monitoring” and all “Evaluation Metrics” throughout).

As noted in the CCP, the Town annually reports to the Province of Nova Scotia on key financial indicators. The Town also regularly reports to the community on work accomplished and Strategic Plan implementation progress. The gap in the current evaluation structure is in relation to the fuller impacts of the well-managed finances and work completed. The Town efforts will be more clearly demonstrated with results-based evaluation and reporting. In addition to communicating the task, projects or other actions undertaken each year, it is important to measure the effect of that work. This will help to ensure the Town is progressing in the manner set out in the CCP providing clearer rationale for modifying or maintaining aspects of the Town’s services. Evaluations can be undertaken in a number of ways, using a wide range of data sources, including stakeholder interviews, program participation data collection, permit and application data collection, and kilometres of infrastructure and operating cost per kilometer, and others, as relevant. A developmental evaluation approach should be applied, where ongoing adaptation is the objective as further described in the CCP.

Scope of Work

Under the direction of the Chief Administrative Officer (CAO) and input from the Town's advisory team to provide feedback, the successful Proponent's PIM project component will include the following minimum scope of work. Proponents are invited to suggest other or additional means of accomplishing the PIM based on their previous professional experience.

- a) The PIM will identify the relevant performance measures needed to take the CCP from vision to action and how to objectively measure this progress. The successful Proponent will also produce a first annual report outlining CCP Action and PIM achievement progress. The PIM will also ensure that implementation timelines for CCP Action items are on track.
- b) The successful Proponent will be responsible for creating usable and straight forward PIM and providing instruction on how they are to be used and implemented. Each section in the CCP has an outline of evaluation metrics that must be used to begin development of more complete and detailed PIM (see: Chapter 12 "Evaluation and Monitoring" and all "Evaluation Metrics"). Relevant benchmarks must be provided. The successful Proponent should incorporate SMART (Specific, Measurable, Attainable, Relevant, and Timely) criteria when developing the PIM. All data sources, references and methodology of collection must be documented in the final report to ensure accurate and complete information.
- c) The successful Proponent will also make recommendations as to which Town staff member(s) should be responsible for collecting the data to regularly update the PIM and how this data should be collected after year one is completed by the successful Proponent. The final report will contain this information and verify that relevant Town staff have been trained to complete same.
- d) Submission and presentation to the CAO and advisory team of a draft report for review to determine if it is complete and information accurate before final project report submission and presentation to Town Council and CAO that includes background, summary of input, recommendations, etc.
- e) Proponent's pricing must include the preparation of an overall annual progress report after one year of PIM implementation and recommendations to achieve same in the second annual report. This will record all PIM outcomes for the year. The report will also show Town staff how to use these PIM effectively and to ensure the PIM are implemented and outcomes are accurately recorded and reported as intended.

The Town has allotted \$50,000, HST included, in the 2021-22 budget to complete this work. Please provide detailed pricing for this work in your proposal as set out in sections 2.6 and 3.0. If any software is required to gather, interpret, report, etc. on PMI's it shall be included in the Proponent's bid and shall also become the Town's property.

## 2.4 Organizational Review

### Background Information

The CCP also calls for an organizational review (OR) to facilitate the achievement of the 35 x CCP Strategic Direction Goal Actions.

The CCP document describes the OR as a means of taking an in-depth, objective big picture look at the municipal organization as a whole, in the positive spirit of continuous improvement and capacity building for the years to come. It engages an independent perspective and results in advice on future organizational changes that would enable alignment for long term future success. It would include identification of opportunities that would maintain or improve core services, while also enabling support for broader community goals, all with the purpose of identifying changes that will be required to enable implementation of the CCP and other goals of the Town. A review can include, but may not be limited to: evaluation of operational performance; assessment of staff job description roles and responsibilities; separation and clustering of work; supervisory spans; organizational culture; budgeting procedures, and more. The overall objective is to clearly understand the current organization and make recommendations for CCP Action achievement.

It is intended that the OR be commenced after the successful Proponent has completed the initial phase of work – PIM development to support, inform and report on the CCP implementation progress. The PIM will provide the framework by which to evaluate the Town's CCP achievement over time potentially requiring organizational adjustments including Council and Committee governance, HR structure and roles, technology, and other elements to enhance the Town's ability and capacity to achieve the CCP PIM. The OR will thereby identify these such organizational strengths, weaknesses, risks, and gaps and determine opportunities and recommendations to address same. The goal of this project is to assist the Town in achieving greater operational effectiveness and efficiencies with a focus on excellence in quality customer service and to align organization capacity to CCP Action items.

### Scope of Work

Under the direction of the CAO and input from the Town's advisory team to provide feedback, the successful Proponent's OR project components will include the following minimum scope of work. Proponents are invited to suggest other or additional means of accomplishing the OR based on their previous professional experience.

- a. Review, identify and outline the Town's current organizational structure including governance (Council and Committees), HR (staffing levels and duties), inter-municipal services and other relevant facets in view of the Town's CCP, 2021/22 Annual Work Plan, additional plans and core services (including but not limited to management of UNESCO Old Town Lunenburg, the Lunenburg Academy, Town Cemeteries, wastewater services, Electric and Water Utilities), Financial Condition Indicators (FCI), Provincial and Federal legislation and Town Bylaw requirements

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and municipal risk management issues. Based on this information and utilizing the CCP PIM outcomes, determine weaknesses, inefficiencies and gaps within the Town's organizational structure and means by which to address same to achieve greater organizational efficiencies within existing Town financial and other resources.

- b. Review, evaluate and determine the cost and implementation strategy for Town technology needs (hardware, software and support) to achieve full CCP implementation. Identify any projected financial and operation efficiencies deriving from this IT/digital transformation.
- c. Review Town Council, Committee and Departmental functions in terms of workflow, processes and volume and make recommendations for improvements to achieve the CCP Action items on a timely basis within available financial and other resources to maximize organizational efficiencies.
- d. Determine if the current level of staff, position descriptions, Departmental structure and compensation levels are appropriate to ensure tasks are efficiently performed. Include a comparative analysis of similar size and other municipalities to determine optimal levels, structures and best practices that could be adopted for Town use and the financial and HR means by which this can be done within the Town's fiscal capacity.
- e. Assess alternative forms of providing service delivery and achieving CCP implementation.
- f. If the OR results in the proposed reduction in or revisions to Council, Committee and/or staffing levels explain how this will be accomplished and projected processes and cost implications. Develop and describe an implementation and financial strategy and budget to accomplish same. Recommendations should take into account staffing and budgetary needs for the next five - ten years.
- g. Facilitate meetings and conduct interviews with Town Council and senior management team to gain municipal governance and Departmental information to assist with the preparation of the report and recommendations.
- h. Submission and presentation to the CAO and advisory team of a draft report for review to determine if it is complete and information accurate before final project report submission and presentation to Town Council and the CAO that includes background, summary of input, recommendations, etc.

The Town has budgeted an additional \$50,000, HST included, to carry out this RFP component by March 31, 2022. Please provide detailed pricing for this scope of work in your proposal as set out in sections 2.6 and 3.0 herein.

### **2.5 Bylaw and Policies Review and Revision**

#### Background Information

The Town has identified the need to undertake a review and revision of its municipal Bylaws and Policies (BPRR) including Personnel Policies to further facilitate CCP implementation. This work is viewed as being complementary to the PIM and OR phases of this project providing the necessary governance, regulatory and HR systems to

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modernize, support and enable the accomplishment of the CCP 35 X Action items. This will include but not be limited to the provision of relevant equity, diversity and inclusion Bylaws and Policies provisions.

The review/revision will determine what Bylaws/Policies require revision, repeal and/or replacement and provide the necessary legal drafting services to complete same. The successful Proponent is expected to work with the CAO and Town Advisory Committee comprised of Council, CAO and other relevant management staff to provide information and feedback. The successful Proponent will provide a full report and recommendation for Council adoption of the various Bylaws/Policies for change.

### Scope of Work

Under the direction of the CAO and input from the Town's advisory team to provide feedback, the successful Proponent's BPRR project components will include the following minimum scope of work. Proponents are invited to suggest other or additional means of achieving a positive BPRR based on their previous professional experience.

- a) Review, identify and outline the Town's current Bylaws and Policies including Personnel Policies to determine which ones require revision, repeal and/or replacement seeking input from the CAO and Advisory Committee. This will require extensive knowledge of the NS Municipal Government Act, Environment Act, Labour Standards Code, Trade Union Act, Labour Standards Code and Human Rights Act, Federal Environment Act and Fisheries Act, municipal operations, governance and HR best practices.
- b) Provide the necessary legal, governance and HR analysis and drafting services to complete the recommended and approved revision(s) and/or repeal(s) of Bylaws/Policies for review by the CAO, advisory team and final adoption by Council subject to public review.
- c) Proponents shall also outline the delivery of a proposed training program for relevant Council, Committees and staff regarding any Bylaws/Policies amended or adopted as a result of this project work.
- d) Submission and presentation to the CAO and advisory team of a draft report for review to determine if it is complete and information accurate before final project report submission and presentation to Town Council and the CAO that includes background, summary of input, recommendations, etc.

The Town has approved a budget of \$30,000, HST included, for this project in fiscal 2021/22 ending March 31, 2022. Please provide detailed pricing for this work in your proposal as set out in sections 2.6 and 3.0 herein. It is recognized that this project may need to be completed in phases and Proponents may make recommendations for same. It is further understood that Proponents may need to incorporate additional team members who can conduct this review and drafting process.

## 2.6 Proposal Deliverables

All proposals must contain the following minimum information:

- a) A cover letter signed by an officer of the company authorized to execute a contract with the Town.
- b) Detailed project work plan description including a statement of understanding, research, analysis, detailed work approach and methodology must be set out in the proposal. The work plan should list specific tasks and any options or alternatives. A Gantt chart containing the key tasks, milestones, meetings, presentations, sequence and duration of each task. This will include the proposed scheduling and frequency of RFP component report presentations to the CAO, advisory team and Council described.
- c) Demonstrated experience working with municipalities on similar projects. A list of these relevant projects completed, sample documents and the names and contact information of three references who can speak to the quality of the work performed.
- d) Identify the key contacts for the project and all personnel and sub-contractors who will be assigned to work on this project, including a description of their relevant qualifications and experience.
- e) Identify any Town staff or other resource support and/or additional information the Proponent will seek to complete the RFP components.
- f) Proposed budget and breakdown of costs and expenses related to project. A charge out rate list for all Proponent staff and relevant sub-contractors is required. The Proponent may make recommendations regarding the proposed reallocation of the three project budget components if in their opinion additional or less effort is required to accomplish other project components. If submitting a proposal to complete all three projects, pricing must also be provided for each project component (see: section 3.0).

**3.0 PROPOSAL FORM**

NAME OF PROPONENT: \_\_\_\_\_

Do not include HST in the Amount of Proposal. All of the below pricing is to be in Canadian Dollars.

**Amount of Proposal (all three sections)..... \$ \_\_\_\_\_**

HST..... \$ \_\_\_\_\_

Total..... \$ \_\_\_\_\_

**Performance Indicators Measurements – Amount of Proposal \$ \_\_\_\_\_**

HST..... \$ \_\_\_\_\_

Total..... \$ \_\_\_\_\_

**Organizational Review – Amount of Proposal..... \$ \_\_\_\_\_**

HST..... \$ \_\_\_\_\_

Total..... \$ \_\_\_\_\_

**Bylaws and Policies Review/Revision– Amount of Proposal... \$ \_\_\_\_\_**

HST..... \$ \_\_\_\_\_

Total..... \$ \_\_\_\_\_

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

\_\_\_\_\_

Phone Number \_\_\_\_\_

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

Signature \_\_\_\_\_

Print Name & Title \_\_\_\_\_

Date \_\_\_\_\_

Witness \_\_\_\_\_

Date \_\_\_\_\_

**Details of Proposal** – please attach your submission details as required in this RFP.

## **4.0 SCHEDULES AND LINKS**

### **4.1 CCP Document Access**

The CCP document can be downloaded through the below link. It will also be posted on the Town's website on the purchasing page for easy access.

<https://www.projectlunenburg.ca/>

### **4.2 CCP Quarterly Status Reports**

The first CCP quarterly status report is available to view and download from the below link:

[https://www.explorelunenburg.ca/index.php?option=com\\_docman&view=download&alias=3251-ccp-quarterly-report-march-17-2021&category\\_slug=strategic-plan&Itemid=893](https://www.explorelunenburg.ca/index.php?option=com_docman&view=download&alias=3251-ccp-quarterly-report-march-17-2021&category_slug=strategic-plan&Itemid=893)

### **4.3 Financial Condition Indicator's**

The Town's Financial Condition Indicators can be found at the below link:

<https://beta.novascotia.ca/documents/municipal-profile-and-financial-condition-indicators-report-2017-town-lunenburg>

### **4.4 Bylaws link**

The Town's Bylaws can be found and downloaded at the below link:

[https://explorelunenburg.ca/index.php?option=com\\_docman&view=download&alias=3377-town-of-lunenburg-bylaws-1&category\\_slug=by-laws&Itemid=1432](https://explorelunenburg.ca/index.php?option=com_docman&view=download&alias=3377-town-of-lunenburg-bylaws-1&category_slug=by-laws&Itemid=1432)

### **4.5 Policies link**

The Town's Policies can be found and downloaded at the blow link:

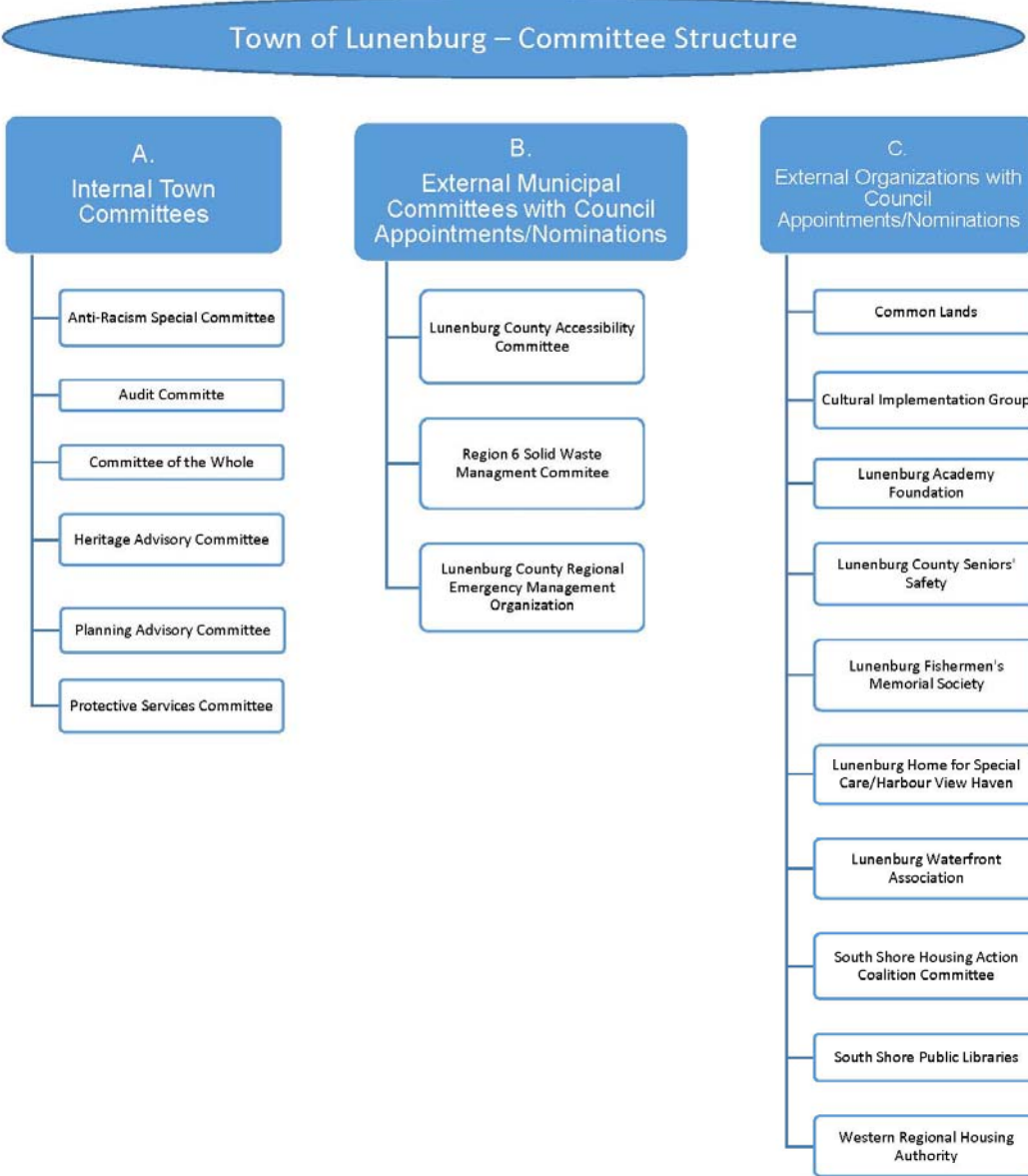
[https://explorelunenburg.ca/index.php?option=com\\_docman&view=download&alias=3206-town-of-lunenburg-procedural-polices&category\\_slug=policies&Itemid=1432](https://explorelunenburg.ca/index.php?option=com_docman&view=download&alias=3206-town-of-lunenburg-procedural-polices&category_slug=policies&Itemid=1432)

### **4.6 Town's Personnel Policy**

The Town's Personnel Policy will be available upon request if required in the preparation of proposals. Please contact Katie MacMillan, Business Coordinator via email at [kmacmillan@explorelunenburg.ca](mailto:kmacmillan@explorelunenburg.ca) to request this document.



4.7 Town Committee Structure Chart



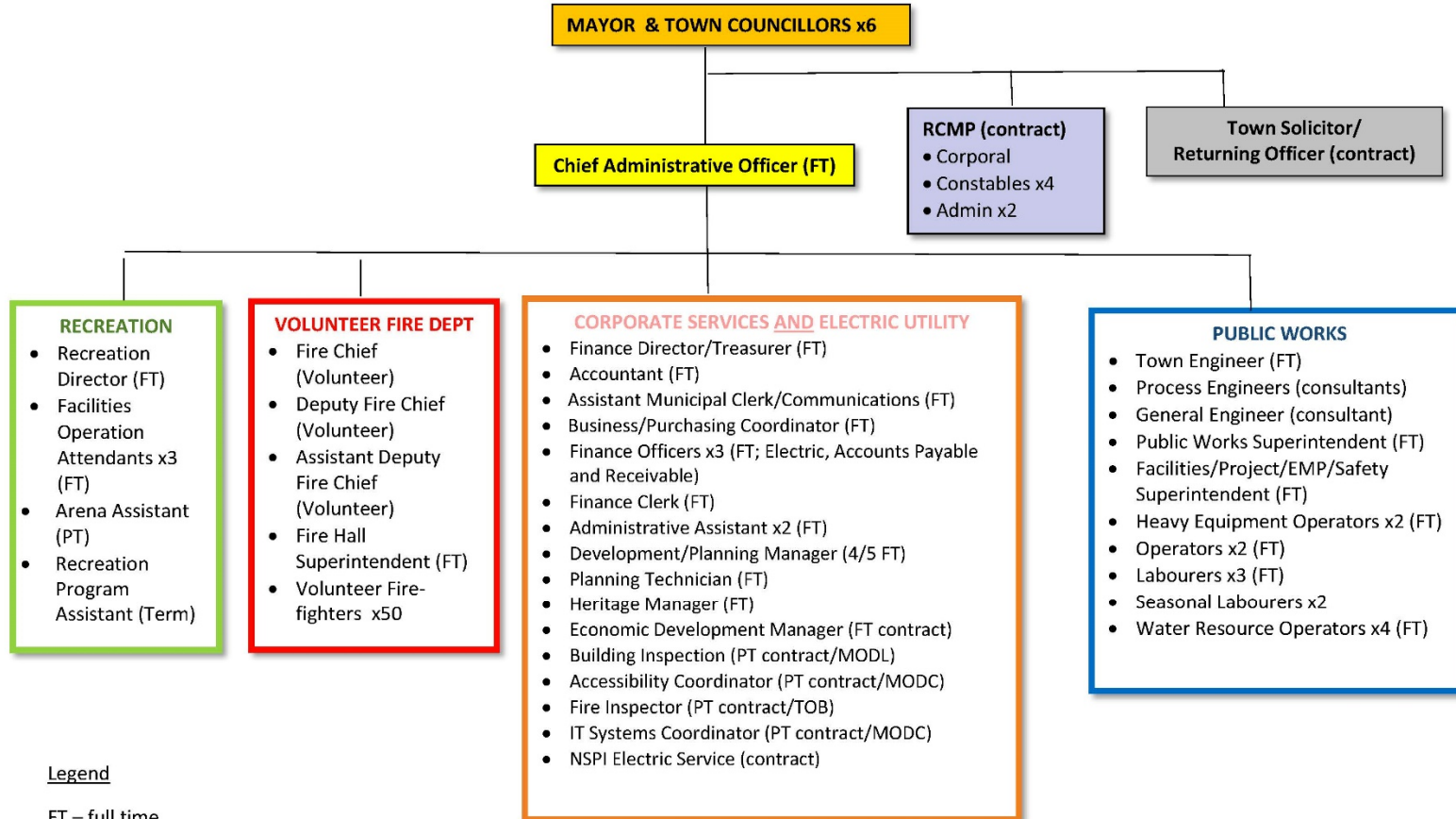
**Note:**  
 A. Report directly to Town Council.  
 B. External Committees with one or more Council representatives. Major items may require Council approval, e.g., budgets.  
 C. External Organizations with one or more Council representatives. Generally no formal reporting function to Council.

Revised: March 2021

## 4.8 Town Organizational Chart

July 2021

# TOWN OF LUNENBURG – COUNCIL, STAFF AND CONTRACTORS



### Legend

FT – full time

PT – part time

MODL – Municipality of the District of Lunenburg

MODC – Municipality of the District of Chester

TOB – Town of Bridgewater

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