REQUEST FOR PROPOSALS

RFP-MCC-2204

CLEAR THE DECK

A REVIEW OF FACILIITIES, OPERATIONAL AND REVENUE STRUCTURE

MUNICIPALITY OF CUMBERLAND

UPPER NAPPAN SERVICE CENTRE
1395 BLAIR LAKE ROAD
UPPER NAPPAN, NS
B4H 3Y4

March 10, 2022

MUNICIPALITY OF CUMBERLAND

REQUEST FOR PROPOSALS

CLEAR THE DECK

INTRODUCTION

The Municipality of the County of Cumberland (Municipality) is requesting proposals from qualified firms, to carry out a review that will lead to the integration all aspects of the Municipality through a review of service centre locations, public works service delivery, rate/revenue structure, and a harmonization of rates across the municipality. As well it seeks to complete the harmonization of policies and bylaws that existed on dissolution and to create a new capital asset financing policy which will guide council as it considers how to fund new projects going forward with a "one municipality" mindset.

This Request for Proposal (RFP) and any supporting documents supplied with it define both the form and content required of your proposal. We urge you to structure your response in accordance with the terms of this RFP. It will be by these criteria that we will determine whether a Proposal is complete, appropriate and competitive. **Proposals that do not conform to these terms and conditions may be given lesser weight than others, or may be rejected.**

This document is not intended to limit the content of your Proposal, but rather, to provide a common framework for the Municipality to assess each Proposal in a professional manner in a demonstrably fair process. You may provide unsolicited information if you consider it to be relevant.

Proposal packages may be subject to disclosure pursuant to Part XX of the Municipal Government Act. By submitting a Proposal, the Proponent agrees to the appropriate disclosure of the information supplied, subject to the provisions of the governing law. The Municipality cannot guarantee the confidentiality of the complete content of any Proposal after the procurement has been awarded to the successful Proponent.

SECTION 1 - TERMS AND CONDITIONS

SUBMISSION OF PROPOSALS

The following is to be used in the preparation and submission of a proposal to Clear the Deck.

1. Completed vendor proposals and other correspondence should be submitted to:

   MUNICIPALITY OF CUMBERLAND
   UPPER NAPPAN SERVICE CENTRE
   1395 BLAIR LAKE ROAD
   UPPER NAPPAN, NS
   B4H 3Y4

   ATTENTION: Mr. GREGORY D. HERRETT, CPA, CA
   Chief Administrative Officer

   Any proposals submitted by fax or telephone will not be accepted under any circumstances.

   Proposals may be submitted electronically, in a PDF document, to the below email. It is the responsibility of the vendor to confirm receipt of their proposal by the Municipality. This email address is for document submission only.

   procurement@cumberlandcounty.ns.ca

   The vendor agrees that the electronic signatures of the vendor on this document is intended to have the same force and effective as manual/original signatures. Delivery of an executed copy of a proposal by electronic means permitted in this request for proposals constitutes valid and effective delivery.

2. Proposals must be submitted as hard copy must be in a sealed envelope clearly marked **"CLEAR the DECK REVIEW"**.

3. If submitting a proposal as a hardcopy please provide **three (3) copies** of your proposal.

4. **Closing Time and Date:**

   Proposals are due and will not be accepted any later than **2:00 pm, local time on Friday March 25, 2022**.

5. Late proposals will not be accepted and will be returned unopened.

6. Proposals must be submitted on firm letterhead duly signed by an authorized person.

7. There will be no public opening of this proposal but, in accordance with the Municipality's Procurement Policy, after the proposals are opened a list of the proponents will be available to the public and the proponents upon request. Details of the submissions will not be publicly disclosed at that time.

8. **Terms and Conditions**

   The terms and conditions of the **"CLEAR THE DECK REVIEW"** proposal submitted by you are to remain firm and irrevocable from the proposed closing date of **Friday March 25, 2022** for a period of 60 days, and if you receive our letter of acceptance, become part of the contract with the Municipality, expiring at the completion of the project.

PROPOSAL REGULATIONS

1. Submission of a Proposal indicates acceptance by the submitter of all the conditions contained in this RFP unless otherwise clearly and specifically noted in the Proposal submitted.

2. **Municipality's Right to Reject**

   The Municipality of Cumberland reserves the right, without prejudice,
   - to accept any Proposal,
   - to reject any or all Proposals,
   - to not be obligated to accept the lowest cost Proposal,
   - to accept any Proposal that it considers to be in its best interests.
   - to waive formality, informality, or technicality in any Proposal.
   - to reject any proposal that it feels incapable of providing the necessary resources to perform the work in a satisfactory manner.

   Proponents may be required to demonstrate financial stability, authorization to provide the services being acquired, and/or regulatory agency approval or registration as needed or otherwise clarify the Proponent's capability to satisfy the invitation requirements.

   Acceptance is subject to the approval of the Municipality of the County of Cumberland Council.

3. Revisions maybe submitted prior to the proposal submission closing date and time only by signed letter delivered. Only the proponent's entries of the delivered proposal may be revised. The revision must state only the amount by which a figure is to be increased or decreased, or specific directions as to the exclusion or inclusion of particular words.

The revision shall not include the total proposed cost.

4. Late proposals will be rejected.

5. The Proponent must be prepared to include in the contract for services any oral or written representations, undertakings or guarantees that are made prior to the final agreement, including the entire response to this RFP, or parts thereof.

6. Proposals not completed in permanent, unalterable form of print will be rejected.

7. The Municipality of Cumberland shall pay no fee to any firm for the preparation and delivery of its Proposal in response to the Municipality's RFP. The Municipality will not be responsible for any costs, expenses, losses, damages or liability incurred by the Proponent as a result of, or arising out of data/information collection, the submission of any proposal, or due to the Municipality not accepting or rejecting any proposal.

8. In case of any disputes over the completeness, accuracy and/or interpretation of this RFP, the versions of such documents held by the Municipality will be considered correct. Information, offers, commitments or instruction obtained by any source other than the Municipality of Cumberland will not be binding on the Municipality.

9. Inquiries regarding this request for proposals can be directed to:

Kellie Seaman
Procurement Officer
Upper Nappan Service Centre
Phone: (902) 664-9243
kseaman@cumberlandcounty.ns.ca

Enquiries and responses given may be recorded and may be distributed to all other Proponents as an Addendum. No responses shall be binding on the Municipality unless made in writing. All enquiries regarding the interpretation of these Terms and Conditions, general procurement policy or procedures must be made to the Municipality.

10. It is the responsibility of all respondents to check the Municipality of Cumberland web site (www.cumberlandcounty.ns.ca) and the Nova Scotia provincial procurement website on a regular basis for any addendums or information releases for this RFP.

11. No addendums or other relevant information related to the RFP will be issued within **72 hours** of the RFP closing date and time of **2:00 pm Local Time Friday March 25, 2022.**

12. It is mandatory that all submitted proposals comply with **Section 3 - PROPOSAL REQUIREMENTS**.

SECTION 2 – SCOPE OF WORK

1. Background

The Municipality of the County of Cumberland (MCC), through the dissolution process, has absorbed the former Towns of Springhill (2015) and Parrsboro (2016). Although a significant effort has been put forward by council and staff, both past and present, MCC is still not one, fully integrated, municipal unit.

In the span of less than 24 months, the Municipality of the County of Cumberland (MCC) went from being a completely rural municipality, providing services from only one location, to a hybrid rural/urban municipality providing urban services like water utilities, year-round street and sidewalk maintenance and capital re-investment, operating larger sanitary sewer services and recreation facilities from three locations in a widely decentralized service model. MCC continues to operate three separate and distinct public works facilities and three administrative offices.

These service centers are located at:

- Upper Nappan Service Center 1395 Blair Lake Rd, Upper Nappan
- Springhill Service Center 43 Main St, Springhill
- Parrsboro Service Center 209 Main St. Parrsboro

The Upper Nappan Service is the location of the Finance department (10 staff), Permitting and Inspection (5 Staff), Planning /HR(2 Staff), Upper Nappan Public Works Group (5 Staff), fire service mechanic (1 Staff), and engineering admin (3 Staff). The Service center offers two public facing service counters one for general inquires and bill payment, and one for building/development permitting and planning services.

The Springhill Service center is the location of the Administration department (CAO and 3 staff), by-law enforcement (3 staff), IT/Facilities management (3 Staff), Director of Protective Services (1 Staff), Mayor's office (1 elected official), and operations manager (1 Staff). The building is currently shared with the local RCMP detachment (1st floor) and branch office of BrokerLink Insurance (portion of second floor). The municipality does not currently operate public facing service counters at this facility. Bill payments and general inquiries are received at the Dr. Carson and Marion Murray Community Centre located at 6 Main St. Springhill.

The Parrsboro Service center is the location of finance department (2 staff) and Municipal Physical Activity Leader recreation coordinator (1 Staff). This location has a public facing service counter that receives bill payments and general inquires.

The Municipality operates three public works groups. These groups are organized to service geographic areas that are generally aligned with pre-dissolution municipal boundaries. An organization chart is attached in Appendix detailing reporting relationships for the public works groups. The Springhill and Parrsboro groups each maintain approximately 45 km of road and approximately 10 km and 5 km of sidewalks respectively.

Details of public works facilities and service centres:

	Constructed	**Building area**
Parrsboro		
209 Main St.	Early 1980's	2,990 sq ft (estimated)
Public Works Garage (654 Main St.)	1976	6,000 sq ft
Springhill		
43 Main Street	1977	Upper Level 5,368 sq ft Main Level 5,554 sq ft (includes BrokerLink 1,872 sq ft) Lower Level 4,000 sq ft (includes RCMP 3,008 sq ft)
Public Works garage (60 Lisgar St.)	1990's	9,000 sq ft
Upper Nappan		
ED Fullerton Building	1980	Upper Level 7,010 sq ft Lower Level 7,067 sq ft
Public Works	Garage B –2000 Garage C –2011	Garage B - 1,040 sq. ft. Garage C - 2,400 sq. ft.

The Upper Nappan, Springhill, and Parrsboro groups maintain wastewater and water treatment facilities and their collection and distribution systems. The type, capacity, and location of these facilities is summarized below:

Facility	Process Type	Location	Annual Flow (L)	Group
Amherst Marsh WWTP	Aerated Lagoon	21399 Highway 2, Fort Lawrence	21,527,000	Upper Nappan
Biggs Dr.	Sequencing Batch Reactor	638 Highway 6, East Amherst	1,552,000	Upper Nappan
Joggins WWTP	Aerated Lagoon	15 Hurley Road, Joggins	61,790,000	Upper Nappan
Maccan WWTP	Engineered Wetland	Station St. Maccan	7,155,000	Upper Nappan
Parrsboro WWTP	Sequencing Batch Reactor	135 Two Islands Road, Parrsboro	47,588,000	Upper Nappan/Parrsboro
Parrsboro WTP	Disinfection	654 Main St. Parrsboro	203,062,032	Parrsboro
Pugwash WWTP	Sequencing Batch Reactor	58 Walton Street, Pugwash	211,421,000	Upper Nappan
Pugwash WTP	Suez Iron/Manganese Removal	8636 Highway 321 , Rockley	102,665,000	Springhill
River Hebert East WWTP	Facultative Lagoon and Wetland	2377 Highway 242 , River Hebert East	21,740,000	Upper Nappan
River Hebert West	Aerated lagoon and Wetland	3122 Barronsfield Road, River Hebert	69,043,000	Upper Nappan
Springhill WWTP	Aerated Lagoon	220 Lagoon Road, Springhill	1,764,132,000	Springhill
Springhill WTP	Dissolved Air Flotation	246 Rodney Road, Leamington	901,497,000	Springhill
Wallace WWTP	Aerated Lagoon	45 Ferry Road, Wallace	32,999,000	Upper Nappan

The operations of the Municipality are financed, after unconditional grants and other sources of own source revenue by a general tax rate as well as area rates (applied in the former towns) and various sewer rates and charges. There is a significant disparity between the area rates applied to the two former towns, almost completely due to the way that fiscal services are funded.

2. Project Area

A map of the location of service centers, public works garages, wastewater treatment plants, and water treatment plants is included in Appendix A.

3. Proposal Scope and Deliverables

The consultant is expected to include within their proposals the estimated costs and time to:

1) Review previous reports and documents, including but not limited to:
    a. Applications for dissolution submitted to the Nova Scotia Utility and Review Board by the former Town of Springhill and the former Town of Parrsboro
    b. Historical financial statements and budgets for the municipality of the county of Cumberland, the former Town of Springhill and the former Town of Parrsboro.
    c. All recent utility rate studies filed with the Nova Scotia Utility and Review Board by the Municipality of the County of Cumberland, the former Town of Springhill and the former Town of Parrsboro.

2) Engage key stakeholders, including but not limited to:
    a. Mayor and Councillors
    b. Chief Administrative Officer
    c. Directors of municipal departments
3) Review administrative and governance documents, including but not limited to existing policies, bylaws, and procedures for the Municipality of the County of Cumberland and those remaining in effect for the former Towns of Parrsboro and Springhill
4) Review current overall organizational chart
5) Review organizational structure of department of engineering and operations
6) Review status of service centres and public works facilities
7) Review all current service centres and public works facilities with regard to condition, cost of capital reinvestment, and current operating costs
8) Review proximity of facilities to service provision areas
9) Review revenue structure including:
    a. all general and area rates

b. user fees
c. uniform charges
d. local improvement charges
e. other miscellaneous fees

10) Review all equipment vehicles and heavy equipment in use by the municipality and its appropriateness vis-a-vis its proximity to service provision areas

4. Deliverables

a. A new capital asset financing strategy and policy be recommended to Council for approval. This item is to be delivered as soon as it is complete and it should be the first work of the consultants.

b. Completion of a package of materials, ready for presentation to and adoption by Council leading to the complete harmonization of the policies and bylaws of the Municipality and the former Towns.

c. A package of evidence based options and recommendations, including cost, human resource and logistical implications, on the following topics are recommended to Council for approval:
   i. The optimal number and location of service centres;
   ii. The optimal number and location of public works facilities;
   iii. The recommended organizational structure of engineering and operations department;
   iv. The optimal revenue structure based on available services taking in to account general and area rates and other revenue generating and cost recovery tools as appropriate.
   v. These recommendations should be supported by a complete analysis of current physical location of service centres and public works facilities including 1) an assessment of current condition, market value and capital re-investments required, and 2) proximity to service customers; and a complete analysis of the current revenue structure.

d. Presentation of recommendations to a public meeting of Council.

5. Information Available

The following information will be provided to the successful proponent:

- Nova Scotia Department of Environment Approval to operate for each treatment facility and collection system.
- Draft Snow and Ice Control Standard
- Public Sewer By-Law
- UARB approved Water Utility Rules and Regulations
- Facility as-built drawings
- 43 Main St. Springhill Architectural Drawings
- 1395 Blair Lake Rd. Architectural Drawings
- Other material as necessary

6. PROJECT SCHEDULE

The Proponent should provide a project schedule as part of their proposal. This would include the consultants stakeholder engagement, information gathering, report preparation, submission, and receipt and review time periods. The final report shall be completed by June 15, 2022.

7. COST ESTIMATE:

The Proponent is permitted to present their anticipated costs to complete the work identified in this RFP in whatever fashion they wish to address the proposal requirements.

Please indicate on your proposal cost estimate if any administration, travel, or other costs are subject to a mark-up, and if so, what the mark-up percentage is.

SECTION 3 – PROPOSAL REQUIREMENTS

Please provide the information requested below in the proposal submission. Please be brief and concise in your response.

1. **The Consulting Team and References**

    - Provide a general description of your firm.
    - Indicate the consulting team to be assigned to the work including the names of any sub-contractors or partners that would be utilized.
    - Detail the extent of the team's relevant experience.
    - Please list your major municipal clients and references that would relate to this project.

2. **Methodology and Approach**

    - Outline the methodology and approach to this study and the general steps in the review process.
    - Explain how you would plan to produce each of the key deliverables in the study.

3. **Project Work Plan and Schedule**

    - Provide a detailed plan for conducting the study, with a schedule that will meet the reporting date identified above.
    - Identify any key progress meetings or conference calls required during the study process.
    - Identify activities by consultant and time spent on each major component of the work plan.

4. **Budget and Project Fees**

    The budget allocated for this project is $275,000. The proposal should provide a breakdown of consulting fees and estimated expenses that will conform to the Work Plan. The Proponent will identify the level of effort for each team member to be broken down by tasks. **The Proponent shall provide lump sum pricing.**

    Hourly rates for each team member shall be provided.

    The price shall include staff time, travel, and all other disbursements.

    In addition, please provide any specific invoicing conditions or requirements that impact the overall costing for the study.

5. **Evaluation Criteria**

Each response to this Request for Proposal will be evaluated by the Municipality to determine the degree to which it responds to the requirements as set out. Because this is a Request for Proposals, other factors in addition to price will be considered when submissions are evaluated. Factors to be considered are as follows:

Criteria	**Weighting**
Qualifications, References of the Consulting team	**50%**
Methodology and Approach	**20%**
Work Plan and Schedule	**20%**
Cost	**10%**

6. **Termination**

In the event that the Respondent fails to comply with any of the terms and conditions set forth in this document, the Respondent will be notified in writing and will be given fifteen days to comply with the violated sections. At the expiration of the stated period of time, if the Respondent has not complied with same, to the satisfaction of the Municipality, the Contract will be terminated. Any termination of the contract by the Municipality as aforesaid shall be without prejudice to any other rights or remedies the Municipality may have.

7. **General**

Provide any other information and/or comments which you feel are appropriate for the Municipality to consider in making its decision.

……End of Request for Proposal ……

THE MUNICIPALITY OF THE COUNTY OF CUMBERLAND

- **COUNCIL**
  - CAO — Greg Herrett
    - Municipal Clerk — Shelley Hoeg
      - Executive Assistant — Sarah LeBlanc
    - Corporate Communications Officer — Amanda MacLeod
  - Director of Engineering & Operations — Justin Waugh-Cress
    - Engineering & Operations Administrative Assistant — Terri Lynn Lewis
    - Transfer Station Attendents (Part Time) — Robert Hamilton, Evan Van der Wel, Alicia Landry
    - Operations Manager — Jon Eppell
      - Springhill Operations Supervisor — Andrew Thomas
        - WWTP Operator II — Chris Chapman
        - WD & WWC Operator II — Mike Harrison
        - Lead Hand — Richard Dobson
          - WD Operator I & Driver — Ralph Pettigrew, Mike Gerrior
          - Driver — Fred Arsenault, Nick MacDonald, Andrew McDermott, Travis Spence
          - Mechanic & Driver — Tom Hunter
        - W & WWTP Operator I — Steve Ripley
        - WTP Operator II — Evan Jardine
      - Parrsboro Operations Supervisor — Chris Clarke
        - Labourer (seasonal) — Nick Bennett
        - Equipment Operator — Gerry Clark, Brad Wood, David White, Gordon Strong, Travis Babineau
        - Gardener (Seasonal) — Jeanette Cameron
      - Upper Nappan Operations Supervisor — John Burbine
        - WW Operator Mechanical — Barry Melanson
        - Labourer (Seasonal) — Steve Skidmore
        - WW Operator Electrical — Wayne Christie
        - Facility Maintenance & Water/ Wastewater Operator — Jack Gilroy
    - GIS Analyst — Maggie Pitts
    - Building Official / Caretaker — Steve Varner
  - Director of Protective Services — Bill Ireland
    - Lead By-Law Officer — Vacant
      - By-Law Enforcement Officer & Canine Control — Jaime Spicer
      - By-Law Enforcement Officer — Michelle Canfield
    - Regional Emergency Management Coordinator — Vacant
    - Emergency Vehicle Technician — Cavin Hatcher
    - Permitting & Inspections Supervisor — David Buell
      - Permits & Inspections Administrative Assistant — Sam Stewart
      - Permits & Inspections Officer — Melissa Siddall (Level I), Thomas Trenholm (Level II), Monty Maddison (Level II)
  - Director of Community Development — Steve Ferguson
    - Community Development Administrative Assistant — Melanie Prendergast
  - Director of Finance — Andrew MacDonald
    - Manager of Financial Services — Deana Pike
      - Financial Analyst — Marcie Archibald
        - Accounts Payable — Shelby Hum
        - Junior Accountant — Paula Coady
      - Administrative Assistant & Reception Cashier (Springhill) — Cathy Coon
      - Revenue Officer — Jennifer Moore
        - Tax & Water Collections Officer — Kim Sears
        - Receptionist/ Cashier — Cory DeWitt, Jessica Amon
      - Payroll — Cathy Ward
      - Tax & Water Collector/ Receptionist (Parrsboro) — Betty-Anne Paris
        - Finance & Administrative Clerk (Parrsboro) — Kip Yorke
  - Director of Human Resources & Community Facilities — Allie McCormick
    - Municipal Planner — Nelson Bezanson
    - Campground Superintendent — Vacant
      - Campgound Attendant Maintenance/Office (Term) — Vacant, Vacant
    - Facilities Coordinator — Allen Cole
      - Community Centre Maintenance Lead Hand — Lester Hunter
        - Community Centre Maintenance — Fred Chapman, Mandy Hunter, Joel Stone, Ron Maine (Casual), Dave Mitchell (Casual), Darryl Bragg (Casual), Larry Coleman (Casual)
      - Active Living Coordinator — Carolyn Bolwerk
    - IT Desktop Help & Support Administrator — Dannie Samson
    - Manager of Recreation Programs & Services — Rachael Little
      - Teen Centre Coordinator (Casual) — Rikkilene Greene, Vacant
        - Canteen Worker (Casual) — Vacant
      - Marketing Officer — Eileen Davage
        - Bartender (Casual) — Vacant
      - Reception Cashier/ Administrative Assistant — Michelle Herrett
      - Courier (Casual) — John Parsons
      - Crossing Guard (Casual) — Candace Calder, Isabelle Chapman, Virginia Kelly, Marcella Chisholm, Nicole Pye-Brown
    - Human Resources Generalist & Safety Advisor — Kellie Seaman

municipality of cumberland

Point of Interest

- Service Centre
- Public Works Garage
- Water Treatment Plant
- Wastewater Treatment Plant

0 5 10 15 20 km

Amherst Marsh WWTP

Biggs Drive WWTP

Biggs Dr WTP

Upper Nappan Public Works Garage

Upper Nappan Service Centre

Pugwash WWTP

Pugwash WTP

Wallace WWTP

River Hebert East WWTP

Joggins WWTP

Maccan WWTP

River Hebert West WWTP

Springhill Public Works Garage

Springhill WWTP

Springhill Service Centre

Dr. Carson and Marion Murray Community Centre

Springhill WTP

Parrsboro WTP

Parrsboro Service Centre

Parrsboro WWTP