



CITY OF MORDEN

STRATEGIC PLAN

Request for Proposals 2023

ISSUE DATE: July 17th, 2023

CLOSING DATE: August 15th, 2023

**REQUEST FOR PROPOSALS
MORDEN STRATEGIC PLAN 2023
INSTRUCTIONS TO BIDDERS**

INTRODUCTION

The City of Morden is requesting proposals from qualified consultants to assist in the development of a Strategic Plan. The purpose of the Strategic Plan is to clearly articulate a vision for the municipality that will help define the priorities of Council for the remainder of this term, as well as a long-term vision that addresses strategic considerations for the municipality and stakeholders over the next 20 years.

INVITATION

Proposals shall be submitted to the City of Morden Civic Centre to the attention of Nicole Reidle – City Manager, 100 – 195 Stephen St., Morden, MB R6M 1V3 or electronically to cm@mymorden.ca.

It is the responsibility of each proponent to ensure that it is received prior to the closing time. Late proposals shall be returned unopened.

Proposals must be submitted bearing the name of the proponent, addressed as above and clearly marked:

“RFP – MORDEN STRATEGIC PLAN – 2023”

Questions shall be directed to: Jason Dyck, Economic Development Officer jdyck@mymorden.ca

INSTRUCTIONS TO BIDDERS

1. PROJECT SUMMARY

The City wishes to develop a comprehensive Strategic Plan that addresses the key opportunities and challenges faced by this rapidly growing city. The plan shall identify short and long term priorities for Council, the municipal organization as well as the city as a whole. It shall address challenges identified in existing reports, studies, and documents provided by staff as well as provide new research and consultation conducted as part of this strategic planning process. It shall include input from Council, staff, community and stakeholder consultations.

This collaborative process shall assist Council, the City administration, stakeholders and community members establish a guiding mission and vision for the City of Morden, set measurable goals based on these guiding principles, and lead to the development of a detailed action plan. The plan shall help inform the City’s 5-year Capital Plan, department operational plans, and identify the long term needs to assure the sustainable growth of infrastructure. Additionally, the strategic plan shall identify economic and community development opportunities which will contribute to the diversification of our economic base, improve the

quality of life for residents, the potential for enhanced collaboration with community stakeholders, and potential to strengthen existing community programming/assets.

2. THE CITY OF MORDEN OVERVIEW

Morden is a city located in the Pembina Valley region of southern Manitoba, Canada near the United States border. It is about 11 km (6.8 mi) west of the neighbouring city of Winkler. Morden, which is surrounded by the Rural Municipality of Stanley. Morden is the eighth largest city in Manitoba as well as being named one of the fastest growing cities in Manitoba.

Morden is a vibrant community which features Lake Minnewasta which provides many recreational opportunities such as kayaking, canoeing, camping along with miles of walking, hiking and biking trails. Morden is also known for the Minnewasta Golf Course as well as the popular Corn & Apple Festival and the Canadian Fossil Discovery Centre.

The current population for the City is 10,006 and is seeing a steady year-over-year growth.

3. OBJECTIVES

The City of Morden has several priority areas to be addressed by the Strategic Plan, including:

- a) Improving the quality of life for residents
- b) Increasing organizational efficiencies
- c) Increasing commercial growth & creating employment opportunities
- d) Maximizing regional cooperation and collaboration
- e) Identifying constraints and opportunities for sustainable infrastructure growth
- f) Enhancing value returned to residents for tax dollars spent

This list is not exhaustive and may be modified in conversation with the successful proponent or as items emerge in the collaborative consultation process.

4. TERMS OF REFERENCE

4.1 The previous Strategic/Corporate Plan was adopted by the City of Morden in December of 2016. Copy of this plan will be available to the successful consultant for reference.

4.2 SCOPE OF WORK

- Assist in the establishment of a Strategic Vision, Mission, Values and Goals
- Develop a plan for implementation during the current term of Council, as well as a long-term vision that encapsulates where the municipality and stakeholders need to go in the next 20 years
- A priority-oriented strategic plan that will illustrate how to transform conceptual goals of the visioning process into realistic, achievable targets which encompass all departments and relevant stakeholders within the City.

- The final product shall be of suitable production quality for public distribution and should serve as a way to organize and prioritize City initiatives and identify the resources to achieve specific goals within a specific time period
- The plan should build on current successful initiatives across all departments, and prioritize maintaining and enhancing current service levels.
- Strategic planning orientation workshops for City Council, Senior Staff and other Stakeholder groups are to be conducted as part of the plan development.
- As part of the consultation process, sessions will be arranged with key stakeholders including Chairs of Council Committees.
- At least two general public engagement sessions, with one focused on gathering input relevant for the Plan and one presentation to of the results.
- Identify broad indicators for measuring outcomes and progress towards the strategic priorities.
- Emphasis on the strategic plan as a “living document” which should undergo periodic review and adjustments to reflect progress toward achievement of goals. For this reason, flexibility should be an important aspect of the Plan.

4.3 DELIVERABLES

- 4.3.1 Overarching community background analysis including:
 - 4.3.1.1 Analysis of external data and documentation of the community
 - 4.3.1.2 Analysis of external factors and their impact on the local economy and culture
 - 4.3.1.3 Analysis of existing community consultation documents;
- 4.3.2 Overarching community feedback workshops, the exact numbers of which are to be included in the proposal and including at minimum:
 - 4.3.2.1 Facilitation of Council workshop(s)
 - 4.3.2.2 Facilitation of internal Departmental workshop(s)
 - 4.3.2.3 Facilitation of external stakeholders meeting(s)
 - 4.3.2.4 Facilitation of public community consultation(s)
- 4.3.3 Summary of Analysis and Feedback for review
 - 4.3.3.1 Summary of strengths, weaknesses, opportunities and threats
 - 4.3.3.2 Summary of discussion and options relating to Mission, Vision, Values
 - 4.3.3.3 Summary of discussion and options relating to goals and implementation with a short list of the most feasible goals identifying:
 - Level of feasibility;
 - List of potential service providers;
 - List of potential funding sources;
 - Actual and potential markets;
 - Potential timelines for implementation.
 - 4.3.3.4 Implementation Strategies/Action plan for each key opportunity and risk, identifying at minimum:

- Community Lead Groups;
- Suggested Procedures and Methodology;
- Funding Sources;
- Potential Markets;

4.4 Strategic Plan Document and Associated Reports, Presentations

- 4.4.1 Preliminary Findings Report for discussion with Council in advance of the final Plan
- 4.4.2 Community Assessment Report: Identifying strengths and challenges, community and external resources as well as a community “wish list”.
- 4.4.3 Opportunities short list: including feasibility, potential providers, markets, funding sources and other resources for a short list opportunity.
- 4.4.4 Implementation Strategy and Specific Action Plans: identifying community lead for the overall plan as well as each preferred strategy, suggested procedures and time lines.
- 4.4.5 Draft a Final Report which includes all of the above to Council for their final input prior to presenting the final strategic plan.
- 4.4.6 Final Strategic Plan, presented to Council.

4.5 Alternatives

- 4.5.1 The list of deliverables described above is considered the minimum level of engagement. Should proponents wish to propose alternative or innovative deliverables, the City of Morden welcomes the opportunity to review.

5. METHODOLOGY

- 5.1 The consultant will be retained by the City of Morden, and the Economic Development Officer will be the principal contact for the consultant. Further, the steering committee for the process will be the members of Council.
- 5.2 The study will commence as soon as possible and the consultant will be expected to produce the final report within **four months** from the date of being notified to commence.
- 5.3 While guidance has been provided in this RFP for execution of the scope of work, alternative and additional approaches, methods, and means may be considered at the discretion of the City of Morden.

6. CONSULTANT’S PROPOSAL

Submitted proposals will clearly indicate how the consultant will carry out the tasks set out in the Request for Proposal. They should include, but not limited to the following:

- Cover letter
- Work plan and methodology;
- Timetable including phasing if applicable;
- Identification of staff involved;
- Previous relevant experience of firm and persons assigned to the project;
- Cost to conduct the work and breakdown of the total costs;
- Three references from similar projects;

7. RFP SCHEDULE

Issue Request for Proposal – Monday, July 17th, 2023

Submission Deadline – Tuesday, August 15th, 2023 – 3:00 pm

Council Approval – August 28th, 2023

Notify Chosen Consultant – August 29th, 2023

8. PROPOSAL SELECTION

The following sets out conditions on which all bids are to meet mandatory proposal requirements as indicated.

8.1 RELEVANT EXPERIENCE

Firm/Consultant must demonstrate strong experience and qualifications in carrying out similar studies and will highlight related experiences. List of similar projects with references must be provided.

8.2 ASSIGNED RESOURCES

Consultant will identify the persons who will be assigned to work on this study. Particular attention should be given to highlighting their qualifications and experience related to this type of study and their experience.

8.3 PROJECT SCHEDULE

All bids will include a work plan with complete schedule and associated time frame.

8.4 QUOTED PRICE

This project should be quoted as a lump sum quotation that will include all fees and expenses such as travel, meals and any other associated costs. The City of Morden will not be responsible for any variation of the quoted price of the project.

8.5 RIGHT TO INTERVIEW

The City of Morden reserves the right to interview the applicant firms.

8.6 RIGHT TO CANCEL

The City of Morden reserves the right in it's sole discretion and for any reason;

- To accept or reject any and or all proposals in whole or in part;
- Not to proceed with all or any part of the project;

The acceptance of a proposal and the award of the project or any part thereof will be made in writing.

8.7 NO LIABILITY FOR EXPENSES OR DAMAGES

The City of Morden will not be liable for any costs or damages incurred by any respondent in the preparation and submission of the proposal.

8.8 LOWEST PRICE

The proposal with lowest quoted price will not necessarily be selected. While price is an important element in the selection process it is clearly understood that there are many factors that the City of Morden will consider in the selection process.

9. PROPOSAL REQUIREMENTS

9.1 QUOTATION VALIDITY PERIOD

The proposal submitted will remain in effect and open for acceptance by the City of Morden for a period of ninety (90) days after the last day for the submission of proposals.

9.2 LAST DATE FOR SUBMITTED PROPOSALS

Respondents are requested to submit the proposal signed by an authorized official of the company. The proposal must be submitted by e-mail or in a sealed envelope clearly indicating the company name and return address and will be marked as follows:

SUBMISSIONS

**Nicole Reidle, City Manager
City of Morden
100 – 195 Stephen Street
Morden, MB
R6M 1V3**

Phone: 204-822-4434
E-mail: cm@mymorden.ca

Proposals must be received at the address above no later than Tuesday August 15th, 2023 – 3:00 pm

Any respondent who has questions as to the meaning of any part of this RFP or the project or may believe this RFP contains any error, inconsistency or omission should make enquires in writing prior to Tuesday, August 1st, 2023. All questions will be in writing to the Economic Development Officer. Respondents are requested to not make verbal enquires of the City of Morden and are reminded that any verbal information provided to any respondent will not be binding on the City of Morden. Answers will be submitted in the form of an addendum. The Economic Development Officer (EDO) contact information follows;

QUESTIONS

Jason Dyck, EDO
City of Morden
E-mail: jdyck@mymorden.ca

All requests for clarification, interpretation or explanation of this Request for Proposal are to be mailed or e-mailed to the address noted above. To ensure fairness, openness and consistency the City of Morden will issue all answers by way of addendum. In order to receive any updates please register your interest to bid with the City of Morden EDO at your earliest opportunity.

All enquiries and other communication throughout the solicitation period are to be directed only to the Economic Development Officer (EDO). Non-compliance with this condition during the solicitation period may result in your offer being deemed non-responsive.

Each respondent is requested to designate, as early as possible, one individual from it's organization to whom any additional information deemed relevant to the RFP may be communicated.

Respondents may not submit more than one (1) proposal.

10. GENERAL INFORMATION

10.1 ORAL INFORMATION

Information will not be given orally by the City of Morden by means of telephone or any other verbal communication.

10.2 CHANGES TO REQUEST FOR PROPOSAL

Any changes or revisions to the RFP will be issued in writing as a formal addendum to all respondents.

10.3 VERIFICATION

The respondent understands and agrees that the City of Morden may if deemed necessary verify any information provided in the proposal.

10.4 MISLEADING INFORMATION

It must be clearly understood that if there is any evidence of misleading or false information having been given, the City of Morden may, in its sole discretion reject the proposal.

10.5 AWARD TO BE IN WRITING

The acceptance of a proposal and the award of this project or any part thereof will be made in writing and only in writing.

10.6 OWNERSHIP

The final report and the project material produced will become the property of the City of Morden.