



## Request for Proposals

For the Municipality of the County of Inverness  
Organizational Review

### Terms of Reference

Proposals are invited for the provision of consulting services for the Municipality of the County of Inverness in accordance with the following Terms of Reference.

Submissions must be received by July 7<sup>th</sup>, 2017 at 12:01 pm.

Submissions can be, mailed, faxed, or e-mailed (PDF format) to the attention of  
Joe O'Connor, Chief Administrative Officer.

Municipality of the County of Inverness  
375 Main Street  
PO Box 179  
Port Hood, NS B0E 2W0

Fax: (902) 787-3110  
E-mail: [joe.oconnor@invernesscounty.ca](mailto:joe.oconnor@invernesscounty.ca)

Please confirm by e-mail that you have received this Request for Proposals.

**Request for Proposals  
Terms of Reference**

**For the Municipality of the County of Inverness  
Organizational Study**

**1. INTRODUCTION**

The Municipality of the County of Inverness, located in Inverness County, Nova Scotia, is comprised of the entire western coastline of Cape Breton and reaches inland to partially border on the Bras d'Or Lakes. The county stretches from the Strait of Canso, 245 km along the windings of the coast, northeastwardly, to Cheticamp, Pleasant Bay and Meat Cove and in width 78 km from Port Hood to Marble Mountain. Inverness County has a population of 18,000 (2011 Census) of which 19 percent are bilingual, speaking both English and French. The Municipality of the County of Inverness administration office is based in Port Hood. Inverness Municipality provides services under the four departments - Administration, Finance & Taxation, Public Works, Tourism & Recreation and Community Development. See our website at [www.invernesscounty.ca](http://www.invernesscounty.ca)

The Municipality currently operates under the CAO system. The current Council has identified the need for both a Strategic Plan and Organizational Review to be conducted. They have determined that these studies will be completed independently of one another. The Council has recognized that an organizational study is required to meet its future goals and objectives and supports the need for this study. Council wants to ensure that it is operating in the most effective and efficient manner. The goals of this study are to evaluate and make recommendations that will enhance the Municipality's ability to remain sustainable and that current services will be efficient, effective for the residents of the Municipality of the County of Inverness.

**2. PURPOSE**

At the request of the Council, this Organizational Study will examine the Municipality of the County of Inverness to determine strategies which would result in a strong, viable local government for its residents. These terms of reference should provide enough detail information for any consultant to complete Proposal. If any further information is required on the terms, please contact Joe O'Connor, Chief Administrative Officer, Municipality of the County of Inverness, 902-787-3500 or [joe.oconnor@invernesscounty.ca](mailto:joe.oconnor@invernesscounty.ca).

**3. STUDY AREA**

The Study Area shall include the Municipality of the County of Inverness with respect to all Municipal operations with a focus on developing recommendations in order to create efficiencies in the delivery of services.

#### 4. CONSULTANT DUTIES

Consultants are required to review all pertinent background and study information including but not limited to, prior municipal reform reports/studies, current municipal legislation, Council strategic priorities, the ICSP and any other relevant information.

It is further anticipated that consultants will familiarize themselves with local government reform initiatives which have occurred with the province of Nova Scotia. In addition the consultant will be required to:

4.1 Examine the current methods of delivering local government services in the Municipality of the County of Inverness and identify strengths and weaknesses, or problem areas; this analysis should include but not be limited to:

- clarify the expectations and job responsibilities for each position within the organization, including a review of recent staff position descriptions for completeness, gaps and overlaps between positions;
- determine if the current level of staff (full time and part time) is appropriate and qualified to ensure tasks are carried out efficiently including a comparative analysis of similar size municipalities staffing levels and salaries percentage of budgets;
- determine whether the workflow organizationally and administratively between Council, CAO, supervisors and staff is appropriate in terms of completing work in a timely fashion, tasking and work priority assignment;
- assess the information flow between Council, CAO, staff, and public and determine appropriate strategies;
- review the department structure of the municipality;
- assess alternative forms of providing service delivery;
- develop an implementation plan with associated recommendations, including but not limited to:
  - staffing options
  - review of salaries as a result of any changes in job duties
  - timetable for accomplishing these recommendations
  - determine human resource matters concerning management practices, leadership abilities of management, staff morale, performance assessment, conduct, leadership, policy documents and procedures, succession planning;
  - review the roles, responsibilities and relationships between Council, various Committees of Council.

- 4.2 Consult collectively and individually with elected officials, departmental managers and staff of the Municipality of the County of Inverness.
- 4.3 If existing, examine and report on existing shared service agreements between the Municipality and neighboring municipalities for revised and/or new contractual agreements between the County, the Province and / or the neighbouring Municipalities which may include but not necessarily be limited to:
- Recreation
  - Protective Services
  - Environmental Services
  - Planning and Building Inspection Services
  - Transportation Services
- 4.4 Examine the potential impact that modification and/or the addition of Service Agreements could have on the Municipality.
- 4.5 Provide recommendations on improving the administrative, organizational and operational structure of the Municipality of the County of Inverness.

## 5. MEETINGS

The consultant will meet regularly with the Advisory Committee in the development and execution of the study.

The consultant will meet with Staff to present the draft report.

The consultant will present the final report at a public meeting of Council in the Municipality of the County of Inverness.

## 6. ADVISORY COMMITTEE

The study will be managed by an Advisory Committee comprised of:

- Council;
- Chief Administrative Officer;
- Department Heads;

The consultant is ultimately responsible to the Advisory Committee for all matters related to the full and proper execution of the study.

## 7. REPORTING

- 7.1 The Municipality of the County of Inverness will be the Contracting Agency for this project.
- 7.2 The Consultant will meet with and report to the Advisory Committee on a regular basis throughout the course of the study with a minimum of three meetings with the committee to review the findings and progress.
- 7.3 The Consultant will provide twelve copies each of the final report to the Municipality of the County of Inverness and one electronic copy.
- 7.4 The Consultant will be required to present study findings, conclusions and recommendations to the Council and staff of the Municipality of the County of Inverness.

## 8. RECOMMENDATIONS

The Consultant will be required to formulate conclusions and present a clear recommendation(s) with timelines that if implemented, would result in strong viable local government for the residents in the Municipality.

## 9. PROPOSAL SUBMISSIONS

The Consultant's proposal shall contain the following information:

- 9.1 A detailed description of the methodology to be followed in achieving the purpose of this study and performing the duties outlined herein, including time schedules for work in each phase including a statement of the Consultant's understanding of the scope of this assignment.
- 9.2 A description of the Consultants's study team leader and other team members, including name, qualifications and each member's particular experience relevant to this assignment.
- 9.3 A description of the related experience of team members as well as a list of client references.
- 9.4 A schedule of fees and expenses, including the rates of remuneration for individual team members and the estimated amount of time each member will devote to the project; including a cost breakdown by study component.
- 9.5 Examples of other similar studies.
- 9.6 The Consultant maybe be required to present their proposal to the Committee.
- 9.7 Provide references upon request.

## 10. EVALUATION PROCESS

The evaluation process will be carried out by the Advisory Committee based on the information received in the following areas:

- Proponent Information
- Proposal
- Timelines (preference that study should take no more than 2 months)
- Experience conducting Organizational Studies

The Advisory Committee, at its option, may take further factors into account as it deems necessary to make a decision in its overall best interest.

## 11. DEADLINE

Deadline for submissions is July 7<sup>th</sup>, 2017 at 12:01 pm Municipality of the County of Inverness, P.O. Box 179, Port Hood, Nova Scotia, BOE 2W0.