



The Corporation of the Town of Atikokan

Request for Proposal to develop a Strategic Planning and Organizational Assessment Initiative for the Town of Atikokan

INTRODUCTION

The Town of Atikokan is seeking professional consulting services to assist in the development and implementation of a comprehensive Strategic Planning and Organizational Assessment Initiative. This project aims to define short- and long-term strategies that align with our aspirations for growth and prosperity, enhance our organizational capacity, and improve municipal services and corporate operations.

The purpose of the Strategic Planning and Organizational Assessment Initiative in the Town of Atikokan is to establish a clear roadmap for the municipality's growth and prosperity. This project will focus on two main phases, first being the development of a strategic plan that identifies both short term (five years) and long term (ten years) goals and priorities for the town, as well as clearly defined vision, mission and values. The second phase will be the development of a complete review of all municipal services, organizational structure and staffing requirements.

BACKGROUND

From its establishment in 1899, Atikokan has been a community that has been shaped by its people, its experiences and in getting the most of the beauty around it. Steeped in rich tradition Atikokan – derived from Ojibwa-Chippewa meaning 'caribou bones' or 'caribou crossing' – has seen its share of transition, of boom, and of bust. However, even in the face of challenges to our way of life, Atikokan's people and their spirit have always overcome what appear to be insurmountable adversity to thrive and prosper.

Located in the heart of Northwestern Ontario, Atikokan is on the doorstep of one of Ontario's most traditional wilderness areas, as Quetico Provincial Park stands among the best for its beauty and its ruggedness.

Atikokan is a fun, family-friendly community that takes pride in what it is, and never tries to present itself as something it cannot be or does not wish to be. Though easily accessible, Atikokan retains a sense of remoteness and basks in the tranquility and relaxation that can only be found away from the big lights of the city. It relishes its small-town charm, and its ability to exceed everyday expectations.

Atikokan is committed to transformative change and sustainable development. Our town council and municipal staff are eager to align efforts to achieve these goals. With federal funding support, we are embarking on this initiative to address critical issues, optimize our resources, and enhance our infrastructure.

SCOPE OF WORK

The selected consultant will work closely with the town council, municipal staff, and stakeholders to:

- Conduct a comprehensive organizational assessment and service delivery review.
- Develop a strategic plan with clear short- and long-term goals.
- Identify and evaluate financial and human resource capacities.
- Address infrastructure needs and asset management strategies.
- Implement recommendations to improve operational efficiency.

DELIVERABLES

- Development of a (five year) corporate strategic plan that includes a Strategic Vision, Mission and Values.
- The strategy shall include a long-term vision that encapsulates where the municipality and community need to go in the next ten years.
- A priority-oriented plan that will clearly illustrate how to transform conceptual goals into realistic, achievable targets which encompass all departments and services within the Town.
- The final product shall provide a means to organize and prioritize Town initiatives and resources to achieve specific goals within a specific time frame and align with annual budgets.
- A review of public consultation and stakeholder engagement feedback.
- A fulsome review and assessment of the services offered by the municipality, and an assessment of the existing organizational structure, human capital and staffing requirements (organizational assessment).
- The organizational assessment shall include recommendations to strengthen or change services in the best interest of the town to meet strategic priorities.
- Action plans with timelines, responsibilities, and resource requirements.
- Key performance indicators (KPIs) to measure progress.
- Regular progress reports and a final project report.

SUBMISSION

All proposals must be submitted electronically in PDF format to:

Jason Young, Chief Administrative Officer
Town of Atikokan
120 Marks Street
Box 1330
Atikokan, Ontario
P0T 1C0
info@atikokan.ca

Submissions will be received until Monday September 16, 2024 at 3:00 p.m. local time by email only. Late submissions will not be considered.

TIMELINE

Release RFP	August 16, 2024
Proposal Submission Deadline	September 16, 2024
Selection of Consultant	September 23, 2024
Project Start Date	September 24, 2024
Project Completion Date	June 16, 2025

Questions or items requiring clarification are to be submitted by email (info@atikokan.ca) prior to 3:00pm September 9, 2024. Responses to questions will be sent to all proponents as Addenda and will form part of this RFP.

EVALUATION OF PROPOSALS

Proposal Requirements

Before a detailed evaluation is completed, the proposal must be formal, on time and not lacking any of the following submission requirements:

- Company profile and experience in similar projects.
- Detailed methodology and work plan.
- Team composition and qualifications.
- Project timeline with key milestones.
- Budget and cost breakdown.
- References from previous clients.

Scoring Criteria

Where a submission satisfies the mandatory Proposal Requirements, submissions will be evaluated by the Town based on the following criteria:

- Relevant experience and qualifications.
- Methodology and approach.
- Understanding of the project's objectives and requirements.
- Cost-effectiveness.
- References and past performance.

OTHER

- The Town of Atikokan reserves the right to reject any or all proposals, to waive any irregularities or informalities in the proposal process, and to award the contract in the best interest of the town.
- The Town of Atikokan reserves the right to terminate the contract due to unsatisfactory service as deemed by the Town, due to budget constraints, or for any other cause as reasonably determined by the Town.
- The Town of Atikokan is not responsible for any costs incurred by the organizations in the preparation of their proposal or attendance at any meetings or presentations.
- The Town of Atikokan reserves the right to negotiate the final contract with the selected proponent, if any.
- All proposals submitted to the Town of Atikokan become the property of the Town and as such, are subject to the Freedom of Information and Protection of Privacy Act.
- Accessible Customer Service: All Proposals must comply with the Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11 and the Integrated Accessibility Standards, Ontario Regulation 191/11. In accordance with O. Reg. 191/11, every provider of goods and services that involve dealing with members of the public, or developing policies, procedures and practices for the provision of goods and services to the public, including all consultants and sub consultants, shall be trained in understanding Accessible Customer Service