



**County of Lennox & Addington**

---

**Request for Proposal**

**Modernization of Development Processes in Lennox and Addington**

---

**January 2020**

**County of Lennox and Addington**  
**Request for Proposal**  
**Modernization of Development Processes in Lennox and Addington**

**General**

The Corporation of the County of Lennox and Addington and its lower-tier municipalities are inviting proposals from qualified third-parties to review development, planning and engineering processes in Lennox and Addington. Based on the information obtained from the review, the Proponent will identify opportunities to streamline processes and create practices that are innovative, entrepreneurial, transparent and consistent for all potential development in Lennox and Addington.

The *Modernization of Development Processes in Lennox and Addington* final report and update to all lower-tier municipal Councils is to be completed by June 30, 2020.

The Project Team will be developed and will consist of a representative from each municipality.

**Submission and Official Closing Time of Proposals**

Proponents are to provide five (5) copies of their proposal in a sealed package, clearly identified as to contents and addressed to:

Connor Dorey, Special Projects and Research Analyst  
County of Lennox and Addington  
Lower Level  
97 Thomas Street East  
Napanee, Ontario  
K7R 4B9  
(613)-354-4883  
cdorey@lennox-addington.on.ca

All submissions should be marked "Confidential".

Submissions will be received no later than **4:00:00 pm, local time, on Friday, February 14, 2020.**

The Municipality is not responsible for submissions which arrive late or are not properly marked.

Proposals shall be officially opened and evaluated after closing time; however there will be no public opening. The report recommending the award will be a matter of public record following the award and information report to Council.

Any proposal received after the above due date and time will not be considered and will be returned unopened to the Proponent.

## **Background**

The County of Lennox and Addington is located in Eastern Ontario and comprised of four lower-tier municipalities: Township of Addington Highlands, Town of Greater Napanee, Loyalist Township and Township of Stone Mills. The County of Lennox and Addington is 2,777 square kilometres and neighbours the counties of Frontenac, Hastings, Prince Edward and Renfrew. The County is conveniently close to major Canadian centres, including Toronto, Ottawa and Montreal, and is in close proximity to the United States of America border.

The County of Lennox and Addington's current population is approximately 42,000 and is experiencing moderate growth. Our economy is based on a diversified mix of service industries, tourism, primary and secondary manufacturing and resource based industry, mainly agriculture. The County is a large geographic area with a strong mix of rural and urban populations which gives the area a rich flavour in community, heritage and pride.

## ***General***

In March 2019, Lennox and Addington County Council developed their priorities for this term of Council. These priorities include: to foster growth and opportunity, to facilitate safe affordable housing and to improve connectivity within Lennox and Addington. The County has determined that working in partnership with our lower tier municipalities, we will:

- improve and promote our community and foster economic growth and prosperity;
- promote the uniqueness of our communities and foster homegrown solutions and innovations; and
- continue to focus on helping our businesses grow by attracting new business and increasing visitors to Lennox and Addington.

It has been identified that the development processes in Lennox and Addington County and its lower-tier municipalities can be complicated and confusing. This has resulted in significant barriers to both economic growth and investments in affordable housing in Lennox and Addington. To address this barrier the County has made it a priority to modernize development, planning and engineering processes that focus on streamlined, consistent approaches to encourage development in Lennox and Addington.

The County has been successful in its application to the Ontario Municipal Modernization Program to conduct a third-party review of development, planning and engineering services in Lennox and Addington.

## **Scope of Work**

The primary goal of the *Modernization of Development Processes in Lennox and Addington* project is to develop efficient, modern and customer focused planning, development and engineering processes that encourage investment in our communities.

The assignment will include, but will not be limited to, the following tasks:

1. Review of existing planning, development and engineering processes in Lennox and Addington (upper and lower-tiers);

2. Consultation with various stakeholders on their experiences with these processes;
3. Setting a future direction for planning, development and engineering processes in Lennox and Addington;
4. Ensuring agreement between lower-tier municipalities and the County on how to collaborate and cooperate to facilitate development and establish a concierge model for development approvals
5. Establish uniform specifications and requirements with regard to planning and engineering processes;
6. Development of working documents, including communication tools, that prioritize the concierge model for development processes; and
7. Communication of the review and the strategic recommendations to various stakeholders.

### ***Project Principles***

1. Changing our processes will be a significant competitive advantage for our communities, in order to differentiate Lennox and Addington County.
2. Complicated development processes contribute to less innovation, reduced affordability and a less attractive location for investment. This approach is not sustainable.
3. This project is not about streamlining outdated processes. We must create a modern system that takes an aggressive approach to growing our communities. It must be unique, innovative and impactful.
4. While we understand there are standards and regulations that must be met, it is critical that our processes eliminate unnecessary costs and barriers for those choosing to invest in our communities.
5. We must be customer focused. Our customers should feel like they are being treated as an individual, this will be our “Made in L&A” approach.
6. The County and the four lower-tier municipalities should work cooperatively to develop our new processes.

### **Deliverables**

#### ***Meetings:***

The Proponent will be expected to meet with the Project Team on an ongoing basis. Communication with the Project Team will be necessary and it is expected that the Proponent would attend meetings on an as needed basis to keep the Project Team apprised about resource sharing, research findings and strategic next steps. The Proponent will prepare draft meeting agendas for each Project Team meeting and submit them to the County’s Project Manager for review and approval.

#### ***Consultation with Individuals and Businesses:***

Stakeholder participation is very important to the *Modernization of Development Processes in Lennox and Addington* project. In order to ensure a wholesome review of processes, the interests of businesses and individuals who have recently gone through the development process in Lennox and Addington should be expressed. The proponent will be expected to interview a selection of these businesses and individuals (maximum of 5) to critique the development process and to help develop a new approach.

### ***Common Development Processes and Communication Tools:***

The proponent will be expected to achieve consensus on common development processes across all municipalities that are creative, innovative, entrepreneurial and consistent. The successful proponent will develop working documents, including communication tools that establish these common processes and standards to encourage a concierge model of planning, development and engineering processes in Lennox and Addington. The proponent will establish a culture of trust and cooperation among Municipalities that fosters the smooth implementation of planning and development processes. This working environment will encourage the identification of creative solutions to development problems within the bounds of proper and legal processes.

### ***Presentations:***

Formal presentations will be made by the Proponent to County Council and lower-tier Councils. Informal presentations will be required for all Project Team meetings. Minutes of such meetings shall be recorded by the Proponent and submitted to the County's Project Manager within 5 working days.

### ***Final Report:***

The Proponent will be required to deliver a final report by June 8, 2020. The final report will provide a detailed analysis of all applicable information and strategic recommendations to modernize processes related to development in Lennox and Addington.

### **Submission Requirements**

The prospective Proponent shall provide and include in their submission the following:

- Corporate and personal profiles of the respondent and relevant experiences;
- The résumés of key personnel who will be directly involved in this project. Names, qualifications and experience of key staff members along with their per diem rates and the estimated number of days each staff person will spend on their assignment should be included. Preference will be given to proponents who have demonstrated staff experience in planning and engineering;
- An outline of the respondents approach to conduct the *Modernization of Development Processes in Lennox and Addington* project;
- An outline of the work plan to achieve the County's timeline;
- An overview of proposed stakeholder consultation strategy;
- A quotation of costs to undertake the work inclusive of all related expenses and applicable timelines; and
- A minimum of two (2) references from municipal jurisdictions. References will be contacted at the discretion of the Project Team. The Project Team reserves the right to investigate references other than those listed.

The Proponent is free to submit a proposal that may include innovative alternatives and options which the County of Lennox and Addington could consider. Such options would be encouraged by the County provided there is no major deviation from the basic intent and purpose of the project.

Proponents must detail in their proposal any resources they will require from the County and Lower-tier Municipalities that has not been included with this RFP. Also included shall be any third party proponents or sub-contractors the Proponent requires to fulfill the mandate of this RFP.

## **RFP Timeline**

Issue date of RFP	January 30, 2020
Deadline for questions	February 7, 2020
Submission deadline	February 14, 2020
Interviews with prospective Proponents	Week of February 17, 2020
Anticipated announcement of successful bid	February 26, 2020
Deadline for Final Report	June 8, 2020
Completion of project	June 30, 2020

The RFP timetable is tentative only, and may be changed by the County of Lennox and Addington at any time.

### ***Deadlines for Questions***

It is the respondent's responsibility to seek clarification of any matter it considers to be unclear within the RFP document. Proponents should review the RFP, and may direct questions or seek additional information in writing to Connor Dorey, [cdorey@lennox-addington.on.ca](mailto:cdorey@lennox-addington.on.ca) no later than February 7, 2020.

### **Selection Process**

Respondents will be evaluated on the criteria listed below by members of the Project Team. The Project Team may solicit advice/guidance from those persons or companies it deems appropriate. The Project Team may engage the Proponent for the purposes of clarification or negotiation as part of the selection process.

The Project Team will conduct a review to ascertain the Proponent's relative experience, project staff, past performance on assignments and/or reference client assignments, and client references. The following categories and sub-categories will be used to evaluate proposals:

- Expected outcomes of the project based on methodology, work plan, timelines, etc.;
- Proposal organization, clarity, conciseness and thoroughness;
- Experience with municipal projects including past performance with the County of Lennox and Addington;
- Qualifications and relevant project experience of key personnel in the technical discipline;
- Capability of staff to complete assignments; and
- Proposal pricing.

The County reserves the right without prejudice to reject any or all Proposals and to determine in its own best judgment the firm best qualified to undertake this assignment. Selection may not be based on the lowest bid.

The County reserves the right to negotiate with each Proponent and request a revision of their bid, to add or subtract items, to change mandatory items, to submit a better proposal if all Proposals received exceed our projected budget price, or pursue other options. The County reserves the right to disqualify any bid which scores poorly in any category, as determined by the Project Team in its sole discretion.

The following weighted assessment criteria will be used to evaluate each accepted proposal.

<b>50% - Project</b>	Methodology and work plan (30%) Timelines (20%)
<b>30% - Company Profile</b>	Experience of available personnel (15%) Project references (15%)
<b>20% - Cost</b>	Anticipated cost of project (20%)

The bids shall be evaluated by the Project Team using the above rating scheme and shall be ranked, with the best scoring proposal being ranked 1st, the second best scoring proposal being ranked 2nd, and so on. The County will only disclose the overall rankings. Project costs and individual scores will not be released.

The highest aggregate score will determine the recommended bid.

### **Submission Instructions**

Proponents are to provide five (5) copies of their proposal in a sealed package, clearly identified as to contents and addressed to:

Connor Dorey, Special Projects and Research Analyst  
County of Lennox and Addington  
Lower Level  
97 Thomas Street East  
Napanea, Ontario  
K7R 4B9  
(613)-354-4883  
cdorey@lennox-addington.on.ca

All submissions should be marked "Confidential".

Submissions will be received no later than **4:00:00 pm, local time, on Friday, February 14, 2020.**

Proposals shall be officially opened and evaluated after closing time; however there will be no public opening. The report recommending the award will be a matter of public record following the award and information report to Council.

Any proposal received after the above due date and time or not properly marked will not be considered and will be returned unopened to the Proponent.

All proposals become the sole property of, and are subject to verification by, the County of Lennox and Addington. The County assumes no responsibility for proposals lost, stolen, delayed, damaged or misdirected, or for the failure, interruption or delay of any communication to be received, for any reason.

The County of Lennox & Addington reserves the right, at its sole discretion and without prior notice, to amend, cancel, close, suspend or reinstate this call for proposals at any time, and for any reason.

## **Inquires**

All inquiries should be directed to:

**Connor Dorey**  
Special Projects and Research Analyst  
County of Lennox and Addington  
97 Thomas Street East  
Napanee, ON K7R 4B9  
613-354-4883 ext. 2203  
cdorey@lennox-addington.on.ca