



**The Corporation of the Township of  
Billings  
Request for Proposals  
Five Year Comprehensive Strategic Plan**

The [Township of Billings](#) invites proposals to undertake a comprehensive strategic planning process. The project must provide the Township with a realistic and achievable plan, including short, medium and long-term priorities with specific objectives to measure outcomes for a five-year period (2024-2029). Interested proponents should demonstrate clear understanding of successful approaches to community engagement. Creativity and alternatives in the overall work plan that are cost effective and efficient are encouraged.

Consultant proposals should be no more than 50 pages.

Evaluation of the submitted proposals will be based on the following:

1. Experience of Consultant in Delivering Similar Projects - 10%
2. Experience and Qualifications of Key Team Members – 10%
3. Quality of Approach and Methodology - 10%
4. Engagement Strategy – 30%
5. Understanding of Objectives – 10%
6. Workplan, Schedule, Cost and Level of Effort – 30%

The Township of Billings will short-list selected proponents based on the above evaluation criteria and request participation in an interview related to the submitted proposal and project approach.

The successful proponent will be selected following the interview.

Evaluation of the interview will be based on the following:

1. Demonstrated Understanding of Local Context – 20%
  2. Description of Relevant Experience and Previous Project Work – 20%
  3. Discussion and Description of Proposed Engagement Strategy – 30%
  4. References – 30%
5. Interested parties should forward a detailed proposal in a sealed package, clearly marked as

**Township of Billings Strategic Plan  
no later than 3:00 pm on September 7, 2023:  
Emily Dance, CAO/Clerk  
15 Old Mill Road  
Kagawong ON  
POP 1J0**

Inquiries should be directed to: Emily Dance, CAO/Clerk [edance@billingstwp.ca](mailto:edance@billingstwp.ca) / 705-282-2611



# **Corporation of the Township of Billings Request for Proposals for a Five Year Comprehensive Strategic Plan**

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## **1.0 Introduction**

The Township of Billings invites proposals for services of a consultant or team of consultants to complete a comprehensive strategic planning process. This project will outline long term vision and values, alongside medium term objectives to be achieved with short term action plans. Understanding that there are a variety of perspectives, models and approaches to undertaking strategic planning, the Township is looking to engage a consultant that will deliver a process best suited to meet the needs of the Township.

The Township is requesting proposals from experienced consultants with a focus on creative and meaningful engagement with both internal and external stakeholders.

## **2.0 About the Township of Billings**

The Heart of Manitoulin Island

The Township of Billings is formed from Billings Township and the Eastern half of adjacent Allan Township, and occupies the north central portion of Manitoulin Island. It contains part of Lake Kagawong, Lake Manitou, Otter Lake and Lake Mindemoya, and its northern boundary is Lake Huron.

The extensive lake frontage explains the residence distribution, and the large portion of seasonal residences. The Kagawong River drains Lake Kagawong, flows over Bridal Veil Falls, and reaches Lake Huron in the Hamlet of Kagawong. The Harbour at Kagawong is directly south of the Benjamin Islands cruising grounds on the North Channel, and between the harbour towns of Little Current to the east, and Gore Bay to the west. The M'Chigeeng First Nation reserve is within the boundaries of Billings, with Mindemoya directly to the south.

The economy of Billings is driven more by tourism and service industries than by agriculture or logging as in the past.

Thousands of tourists annually visit the township and take in the natural beauty of the area as well as visiting one of Manitoulin's premier sites, Bridal Veil Falls.



*Township of Billings boundaries*

The Township of Billings has previously undertaken several strategic planning processes. Most recently, the township delivered a four-year strategic plan in 2018.

The sunsetting of this previous plan has created opportunity for the development of a new vision for Township of Billings. This plan will define the municipal decision-making process for a five-year period and position the Township of Billings to allocate resources effectively and efficiently.

The Township of Billings is governed by an elected Council of five members, the Mayor, Deputy Mayor and three Councillors who serve a four-year term.

The Township administration consists of full-time staff made up of CAO/Clerk, Treasurer, Public Works Superintendent, Municipal Project Manager, Deputy Clerk, Financial Administrative Assistant, Public Works First Operator and two Public Works Operators. Part-time staff include, By-Law Enforcement/Health&Safety/Emergency Mgmt, Museum Curator, Marina Manager and summer students as required as well as a volunteer fire department.

### **3.0 Goals**

The Township envisions the strategic plan will:

- Assist the Township in articulating its future, and how the Township can position itself to achieve its future potential while retaining its unique qualities;
- Facilitate the revision of the Township's vision, mission, and core values;
- Integrate climate change, tourism, and Indigenous reconciliation considerations;
- Foster a sense of cohesion around the Township's strategic direction;
- Transform conceptual goals into realistic, achievable, targets; and
- Support periodic review and adjustment to reflect progress towards goals.

#### **4.0 Scope of Work and Deliverables**

Proponents must demonstrate an understanding, in their own words, of what the work involves and what is required to deliver this comprehensive strategic planning process. The successful candidate will meet (in-person or virtual) with the Township of Billings to determine the finalized work plan, which should include a detailed review of responsibilities, expectations, and timelines for the various phases of the project.

Proponents are requested to provide detailed information on options for community and staff consultation as part of the proposal. It is anticipated that this project will include an engagement component, with both internal and external stakeholders. The consultant should demonstrate expertise in strategic planning consultation and advise how to successfully engage with a staff to ensure that priorities are reflected in the final strategy. The intent of this process will be to develop objectives that will be utilized to outline capital and operational work plans.

It is anticipated that proposals will include the following broad elements in the work program:

1. Project start up with staff;
2. Review of applicable background reports and plans;
3. Development and implementation of an Engagement Plan citing specific examples of communications tools to be applied;
4. Development of vision, mission, and core value statements;
5. Development of short, medium and long-term priorities with specific project objectives to measure outcomes for a five year period;
6. Delivery of draft report;
7. Presentation of final report to Council for acceptance.

Consultants are encouraged to submit a core proposal that addresses the Scope of Work defined with this Request for Proposals. Consultants may also propose additive alternatives to the Scope of Work that they believe would significantly improve the project outcomes.

Creativity in the overall work plan that is cost effective and efficient is encouraged. The consultant is responsible for providing the Township with the following items:

- All required meeting materials for engagement, public open houses, public meetings, etc. (digital and print);
- Final Strategic Plan (digital); and
- Any supporting items as mutually agreed by the Township

## **Available Data and Information**

The Township of Billings will provide:

- [2018-2021 Township of Billings Strategic Plan](#)
- [Official Plan](#)
- [Zoning By-law](#)
- [Community Energy and Emissions Plan \(CEEP\)](#)
- [Multi-Year Accessibility Plan 2020-2025](#)
- [Billings Facility Conditions Assessment Summary Report](#)
- [2021 Asset Management Plan](#)
- [Waterfront Master Plan 2015](#)
- [Community Safety and Wellbeing Plan](#)
- [2021 Consolidated Financial Statements](#)
- Other reports as necessary.

## **5.0 Study Area**

The study area includes all the lands within the jurisdiction of the Township of Billings

## **6.0 Reporting Requirements**

The selected consultant will report to the CAO/Clerk in undertaking the completion of the work.

The Township of Billings will:

1. Conduct the call for proposals;
2. Short-list potential proponents;
3. Conduct interviews with short-listed proponents;
4. Select the proponent;
5. Approve a detailed work plan;
6. Act as the primary contact for the project;
7. Provide the proponent with background information as required; and
8. Receive the final draft of the Comprehensive Strategic Plan.

## **7.0 Project Requirements**

### **7.1 General**

All information, electronic data, reports, mapping, literature or software/hardware developed or acquired by the consultant in the course of this project and having application to this project shall become the property of the Township of Billings. This property shall be delivered to the Township of Billings with the final billing.

A contingency allowance should not be used in making cost estimates for

the completion of the work. All proposals shall clearly indicate that the work to be provided will be for a specific amount. The Township of Billings will not consider cost overruns.

Final invoice for the work can be submitted with the Final Report and will be paid upon the Township's approval of the work.

## **7.2 Meetings**

The consultant can identify meeting(s) required in their proposal. Please identify in-person or virtual.

The following meetings are suggested:

1. An introductory meeting to confirm the scope of work, timelines and project completion, including the work plan;
2. Meeting to review background material and analysis;
3. Community consultation meetings;
4. Meeting to review draft plan and
5. Meeting to review final draft plan, including presentation to Council.

## **7.3 Reproduction**

The consultant shall provide electronic copies of all reports.

## **7.4 Distribution of Documents**

All documents and revisions to documents shall be forwarded by the consultant in sufficient time so that they will be received by the Township in advance of the meeting at which the document(s) will be discussed.

## **7.5 Time Frame**

The project is to commence immediately on the signing of a contract with the consultant. The project is expected to be completed by November 30, 2023; however, depending on the proposed consultation the completion date may be extended.

The consultant shall outline in the proposal the time frames for the completion of the aforementioned stages of the project.

## **8.0 Consultant Proposal**

The consultant shall prepare a proposal, to a maximum of 50 pages, which clearly indicates how the consultant will carry out the work set out in the Request for Proposal. The consultant's proposal must contain at least, but not limited to:

- A work plan showing the proposed timing and methodology including detailed engagement strategy;
- Qualifications and experience;

- Three (3) examples of similar work that reflect similar work scope and budgetary parameters; and
- References.

## **10.0 Reference Material**

All reference materials will be provided by Township of Billings staff.

## **11.0 Contract**

The consultant shall enter a contract with the Township of Billings. The contract shall indicate that the work undertaken shall be completed to the satisfaction of the Township of Billings, according to the Request for Proposal and consultant proposal, and for the amount as set out in the consultant's proposal. The contract shall also indicate that no additional money shall be paid to the consultant for any additional work for which authorization has not been given in writing.

### **11.1 Changing the Contract**

The contract may be revised during the project provided a complete analysis of the effect of any proposed change is submitted and agreed upon in writing by both parties. This analysis would include an assessment of the impact on target dates and costs.

Questions on this proposal call may be referred

to: Emily Dance, CAO/Clerk

[edance@billingstwp.ca](mailto:edance@billingstwp.ca)