

Call for Proposals

Municipal Review of Fire Services in Nova Scotia

The Union of Nova Scotia Municipalities (UNSM) and the Association of Municipal Administrators on Nova Scotia (AMANS) are partnering to undertake a review of fire services from the municipal perspective in Nova Scotia.

MANDATE/ PURPOSE

UNSM and AMANS are seeking an impartial consultant to lead a review to identify, and prioritize issues, concerns and opportunities for municipalities as it relates to fire services. The consultant would be asked to facilitate an open and frank discussion with representative stakeholders to ascertain and prioritize key issues at the local level, to consider opportunities to address these issues, and to facilitate the sharing of best practices, lessons learned, and possible areas for collaboration.

CONTEXT

Municipalities may provide fire suppression services, as set out in the *Municipal Government Act*. While the *MGA* does not require municipalities to do so, all municipalities provide a level of fire services which varies across the province, and the expectation of the public is for municipalities to offer an adequate level of service. It is recognized that there have been long standing issues with fire services throughout the province. The purpose of this project is to gain an understanding, from the municipal perspective, of the most significant issues and opportunities.

There is a provincial report on fire services that will serve as background to the discussions, but it would not be the primary focus for this exercise.

The consultant will be assisted by a selected small advisory group with representation from each of the following organizations UNSM, AMANS, Fire Services, and the Department of Municipal Affairs (DMA) including the Fire Marshal.

SCOPE OF WORK

The project's primary objective is to:

- identify and prioritize key issues in the delivery of fire services from the perspective of those who provide fire services as well as those who oversee and finance fire services at the municipal level
- identify possible options to address these issues

- identify best practices in the delivery of fire services both in an urban and rural setting
- identify possible areas for better collaboration

The consultant would determine the methodology to be used, with the goal of having the work completed within three months.

STAKEHOLDER PARTICIPATION:

It is expected the consultant will engage those involved with fire services and those involved in managing municipalities together. This will include a select group Chief Administrative Officers, Directors of Finance, municipal elected officials, fire chiefs of professional and volunteer fire departments, and others as determined by the consultant.

ACCOUNTABILITIES, ROLES AND RESPONSIBILITIES

The Consultant reports to and is ultimately accountable to the Fire Services Advisory Group.

The consultant will design the engagement process for consultations, manage the logistics of the consultations and the project, and produce the deliverables identified below.

The consultant will meet with the advisory group prior to starting the project, midway through the project and prior to writing the final report, to raise any questions or issues, and to inform them of the findings to date,

The advisory group will support the work of the consultant, provide advice and knowledge, and assist in the consultation process as required by the consultant.

The UNSM and AMANS will support the communications of this project.

DELIVERABLES AND TIMELINES

The consultant will, within three months of the start of the project, produce and present the following:

- A report outlining the results of the consultations undertaken. This report will reflect all views on the issue.
- A report on current best practices in the delivery of fire services in both an urban and rural setting that may be shared with municipalities.
- A final report on the findings of the consultations, including the list of prioritized issues and recommended possible solutions.

CONSULTANT QUALIFICATIONS

The consultant should be able to quickly understand the context within which fire services in Nova Scotia are currently being offered. The consultant should have:

- **Knowledge and experience:** have a clear understanding of municipal issues - both at the individual and municipal level. Previous work and/or volunteer experience in fire services and/or management of municipal operations would be an asset.
- **Communications:** experience and skills in engaging people with diverse perspectives and in ensuring a constructive dialogue which values the opinion of others.
- **Strategic thinking:** adeptness to envision future possibilities taking into account organizational capacities, external opportunities and risks, and to lead a priority setting exercise
- **Innovation:** Creative approach to problem solving, comfort with new ideas and welcomes the opportunity to work together to envision new solutions and new directions.

REQUIREMENTS

The Expression of Interest should include, but not limited to, the following:

- a brief description of the firm or individual's background
- an overview of relevant experience doing similar projects
- the names, qualifications, function, extent of involvement of personnel who will be assigned to this project, including the number of hours and rates for each of the individuals being devoted to this project
- contact information for three references who have had similar service requirements
- the project design, organization and timelines
- the total cost of the project including travel and expenses.
- the hourly rate the consultant would charge for specialized services over and above the work outlined in this request for expression of interest

COST PARAMETERS

Total cost of the project should not exceed \$50,000, including HST, expenses, fees, travel and meeting costs, and incidentals.

CONFLICT OF INTEREST

The UNSM and AMANS reserve the right to disqualify any proponent that in their opinion has an actual or potential conflict of interest or an unfair advantage, whether existing now or is likely to arise in the future, or may permit the proponent to continue and impose such terms and conditions, as the UNSM and AMANS in their sole discretion may require. Proponents are

required to disclose any potential or perceived conflict of interest issues prior to the request for proposals closing date and time.

SUBMISSION OF EXPRESSION OF INTEREST

Anyone interested in submitting an expression of interest should deliver an electronic version of their proposal by 3:00 pm, March 24, 2016, to:

Betty MacDonald
Executive Director, Union of Nova Scotia Municipalities
Bmacdonald@unsm.ca

Hard copies may be mailed to:
1809 Barrington Street, Suite 1106
Halifax, Nova Scotia
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