



## REQUEST FOR PROPOSALS

Organization: Lunenburg Waterfront Association Inc. (LWAI)

Date of Issue: Friday, August 15, 2025

Proposal Submission Deadline: Monday, September 15, 2025

### 1. Introduction and Background

Every aspect of Lunenburg's economy, heritage, culture and identity as a place to live and work is related to the town's status as a working waterfront community. The waterfront is the core economic engine of Lunenburg, not only due to its longstanding tradition in the marine-related industry, but also as a major contributor to the town's tourism success. The complex role of the waterfront would be compromised if it were not an active working space between sea and land.

Lunenburg Waterfront Association Inc. (LWAI) was formed in December 2004 with the mission of securing and revitalizing the Town of Lunenburg's working waterfront in the belief that developing a reactivated working waterfront is possible, practicable and is the best use for this unique resource. With the support of all levels of government and funding from the Provincial and Federal Governments through the former Waterfront Development Corporation Ltd. to Develop Nova Scotia and now Build Nova Scotia, \$11 million has been invested in the Lunenburg Working Waterfront over the last 10 years to realize the goals of the Lunenburg Waterfront MASTERPLAN.

As we look to the future, we recognize the need for a clear, actionable roadmap to guide our efforts over the next five (5) years and establish direction for the future 10 to 20 years of the Lunenburg Working Waterfront.

This Request for Proposals (RFP) seeks to identify and select a qualified and experienced consultant to facilitate the development of a Strategic Plan.

### 2. Project Outcomes

#### Strategic Plan:

The primary goal of this engagement is to develop a robust strategic plan that will provide clear direction and priorities for the Lunenburg Working Waterfront through consultation with stakeholders and other parties.

- A clearly articulated vision for the future of the Lunenburg Working Waterfront
- Defined objectives, strategic priorities and measurable goals that align with the objectives
- Specific, actionable strategies and initiatives to achieve these goals
- A framework for effective implementation, monitoring, and evaluation of the plan
- A compelling document that will provide the community, governance and waterfront stakeholders with a guide to future directions for the Lunenburg Working Waterfront

#### Strategic Objectives:

The LWAI, in consultation with Build Nova Scotia, has identified a set of priorities that will guide the future strategic direction and desired Outcomes for the Lunenburg Working Waterfront:

1. Improve and grow working waterfront harbour infrastructure to enhance marine economic activity.
2. Ensure wharves are maintained and used to their full potential.

3. Explore the opportunity to attract the participation of the ocean research, education and technology sectors.
4. Improve integration of marine industrial and tourism uses to maximize the working waterfront and tourism value.
5. Retain public ownership of lands along the Lunenburg Working Waterfront.
6. Continue to invest in Build Nova Scotia owned buildings and wharves to foster economic activity.
7. Establish and grow a best-in-class recreational marina for transient boaters.
8. Provide consideration to the concept of a common user facility for vessel owners.
9. Maintain a 'Whole Harbour' commitment that preserves the heritage, cultural experience and view planes of the working waterfront and maximizes the tourist experience and yield, while mitigating negative impact on the community.
10. Pursue opportunities for enhanced provincial and federal role in preserving and enhancing Lunenburg harbour, water lots and view planes.

### **3. Consultation Process and Scope of Work**

The selected consultant will lead the LWAI through a collaborative strategic planning process, advising on parties to be consulted and the most productive formats for consultation, and organizing consultation processes.

An extensive formal consultation process will engage with waterfront stakeholders, the Lunenburg community, various levels of government and other players to review the existing Lunenburg Waterfront Master Plan and identify current and future needs, opportunities and risks that face the Lunenburg Working Waterfront. The project will set objectives and a Strategic Plan for the Lunenburg Working Waterfront.

Parties that should be consulted, that may include, inter alia:

- LWAI Membership
- Commercial fisheries
- Marine industrial
- Harbour authorities: Harbour Association, Harbour Master
- Marine and sail training and programming organizations
- Marine services
- Tourism services – water and land
- Culture and heritage
- Recreation: sailing, boating, golfing
- Artisans, musicians, students
- Lunenburg community groups, i.e. heritage
- Mi'kmaq and other Indigenous groups
- Lunenburg Harbour Authority
- Government at all levels:
  - Town of Lunenburg, including Town Council
  - Municipality of the District of Lunenburg (MODL)
  - Province of Nova Scotia – may include:
    - Build Nova Scotia, Communities, Culture, Tourism and Heritage, Growth and Development, Fisheries and Aquaculture, Acadian Affairs and Francophonie, African Nova Scotian Affairs, and Environment and Climate Change.
  - Federal Government - may include:
    - Transport Canada and Canadian Coast Guard
    - Small Craft Harbours
    - Fisheries and Oceans
    - Other relevant Federal Authorities

### Phase 1: Discovery and Assessment (Current State Analysis)

- **Document Review:** Review existing organizational documents, particularly the Lunenburg Waterfront Master Plan and Develop Nova Scotia/Build Nova Scotia documentation.
- **Stakeholder Engagement:** Advise on stakeholders that should be consulted. Conduct interviews, surveys, and/or focus groups with key stakeholders, that may be included the list above.
- **Environmental Scan:** Facilitate a comprehensive analysis of the internal and external environment, including:
  - Identification of Strengths, Weaknesses, Opportunities, and Threats (SWOT) relevant to the Lunenburg Working Waterfront and its stakeholders. Assessment of current trends and challenges.
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### Phase 2: Strategic Plan Development

- **Facilitated Planning Sessions:** Design and facilitate a series of interactive strategic planning sessions with the LWAI and waterfront stakeholders. These sessions will focus on:
  - Revisiting/refining and advancing the Lunenburg Working Waterfront Master Plan Mission, Vision, and Core Values (as necessary).
  - Identifying and prioritizing key strategic pillars/areas of focus for the next five years.
  - Developing SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals and objectives.
  - Creating and refining actionable strategies and initiatives to achieve objectives.
- **Resource Needs Assessment:** Collaborate with the LWAI to identify the financial, human, technical and governance resources required to implement the plan.

### Phase 3: Documentation, Finalization, and Presentation

- **Drafting the Plan:** Prepare a clear, concise, and comprehensive draft of the long-term Strategic Plan, including five (5)-year strategic objectives.
- **Feedback Integration:** Incorporate feedback from Board and stakeholder consultation into a designated LWAI Board review process and subsequent drafts.
- **Final Document:** Produce a polished, final Strategic Plan document, suitable for internal guidance and external communication. The document should include:
  - Executive Summary
  - Introduction and Background
  - Vision, Mission, and Core Values
  - Strategic Priorities, Goals, and Objectives
  - Detailed Strategies and Action Plans
  - Implementation Timeline and Responsibilities
  - Resource Requirements
- **Presentation:** Present the final Strategic Plan to LWAI Board of Directors and membership at the annual LWAI Symposium.

## 4. Deliverables

The successful consultant will provide the following:

- Detailed Project Work Plan and Timeline
- Summary Report of Discovery and Assessment Findings (e.g., documentation review, stakeholder engagement and feedback, trend analysis)
- Facilitation of all strategic planning workshops and meetings
- Drafts of the Strategic Plan for review and feedback by the LWAI Board
- Final Strategic Plan Document (digital and print-ready formats)
- Final Presentation of the Strategic Plan

## 5. Project Timeline

We anticipate the project will take approximately four (4) months from the start date, but welcome proposals with alternative, justified timelines.)

- **RFP response period (~30 days): Friday, August 15, 2025 – Monday, September 15, 2025**
- **LWAI Board review proposals and appoint consultant (~15 days): Monday, September 15, 2025 – Wednesday, October 1, 2025**
- **Project work (~ 120 days): Wednesday, October 1, 2025 – Friday, January 30, 2026**
- **Report Review, response, revision (~20 days): Friday, January 30, 2026 – Friday, February 20, 2026**
- **Release report Wednesday, March 4, 2026**

## **6. Proposal Format**

Interested consultants are invited to submit a comprehensive proposal that addresses the following sections:

### **A. Executive Summary (Maximum 1 page):**

- A concise overview of your understanding of the project, your proposed solution, and why your firm is the best fit.

### **B. Understanding of the Project:**

- Demonstrate your understanding of the LWAI's mission, the unique role and potential of the Lunenburg Working Waterfront, and the specific challenges and opportunities involved in this strategic planning effort.

### **C. Proposed Approach and Methodology:**

- Detail your proposed methodology for each phase of the project: Discovery, Consultation, Development and Documentation.
- Describe specific activities, tools, and techniques you will employ (e.g., types of media, forums and methods for stakeholder engagement).
- Provide a detailed work plan with a proposed timeline for all key activities and deliverables.

### **D. Consultant Team Qualifications and Relevant Project Experience:**

- Provide resumes/CVs for the lead consultant(s) and any key team members who will be directly involved in this project.
- Highlight relevant experience in related projects and strategic planning for non-profit organizations, particularly those in environmental conservation, waterfront management, or community development.
- Describe your experience in facilitating group processes, stakeholder engagement, and consensus-building.

### **E. Fee Proposal:**

Provide a detailed, fixed-price fee for the entire scope of work, inclusive of all consultant fees, travel (if applicable), materials, and other anticipated expenses, with a budget breakdown for all costs.

### **F. References:**

Provide at least three (3) professional references from clients for whom you have performed similar strategic planning or organizational development work. Include name, title, organization, email, and phone number.

## **7. Proposal Submission**

- **Format:** Proposals must be submitted electronically as a single PDF document.

- **Submission Address:** [info@lunenburgwaterfront.ca](mailto:info@lunenburgwaterfront.ca)
- **Subject Line:** "RFP Response: Strategic Planning Consultant - [Your Firm Name]"
- **Questions:** All questions regarding this RFP must be submitted in writing via email to [info@lunenburgwaterfront.ca](mailto:info@lunenburgwaterfront.ca).

## 8. Evaluation Criteria

Proposals will be evaluated based on the following criteria:

- **Understanding of the Project:** (20%) - Clarity and depth of understanding of LWAI's needs and the project's context.
- **Proposed Approach and Methodology:** (20%) - Effectiveness, creativity, and feasibility of the proposed work plan and process.
- **Consultant Qualifications and Experience:** (15%) - Expertise, relevant background, and demonstrated capabilities of the consulting team.
- **Relevant Project Experience and References:** (15%) - Proven track record of successful project delivery and positive client feedback.
- **Fee Proposal:** (30%) - Competitiveness, clarity, and value for money.

## 9. Terms and Conditions

- Lunenburg Waterfront Association Inc. (LWAI) reserves the right to accept or reject any or all proposals, to waive any informalities, and to negotiate the terms and conditions of the contract with the selected consultant.
- The issuance of this RFP does not commit LWAI to award a contract or to pay any costs incurred in the preparation of a proposal.
- All materials submitted in response to this RFP will become the property of LWAI.
- The selected consultant will be required to sign a formal agreement with LWAI outlining the terms and conditions of the engagement.

**Thank you for your interest in partnering with Lunenburg Waterfront Association Inc. to shape the future of our working waterfront.**