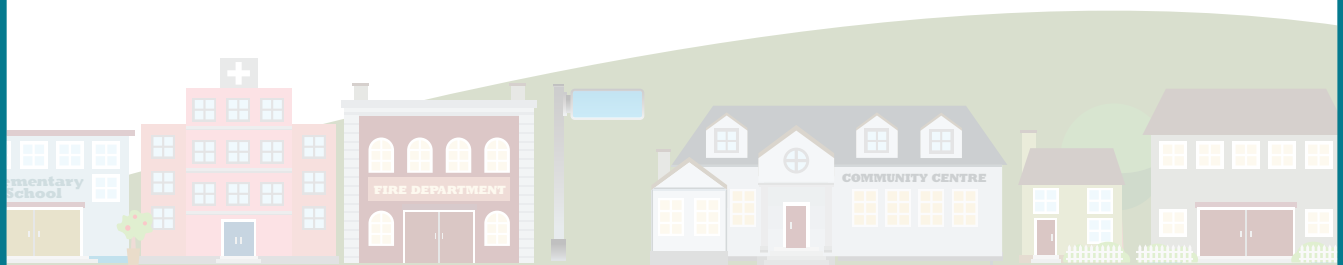


APPENDICES

WHY CREATE CHANGE
HIRING A FACILITATOR/CONSULTANT
RESOURCES



APPENDIX A: WHY CREATE CHANGE

To supplement the communication information provided throughout this toolkit, the following provides some general information that you may find beneficial during your discussions and for communicating with residents and other municipal leaders.

WHY CHANGE?

This is the fundamental question. Research, studies and best practices do point to a number of reasons for changing the PEI municipal structure. The following outlines some of what we know about the current municipal structure in PEI and how strong municipal government can build and support small local communities.

Current Situation in PEI – the facts

- There are 73 municipalities in Prince Edward Island - two cities, ten towns, and 61 communities.
- The combined area of all municipalities only covers 30% of the province.
- The remaining 70% of our Island has no local or regional municipal government.
- One-third of the population lives in unincorporated areas.
- In other provinces, unincorporated areas tend to be vast uninhabited areas, which is usually Crown land, or large areas that are so sparsely populated that it wouldn't be practical to establish a municipal government.

The Federation of Prince Edward Island Municipalities and its members have been calling upon the provincial government to implement province-wide municipal incorporation.

- Sixty municipalities in PEI have fewer than 1000 residents and one in three municipalities are smaller than five square kilometres in size.

According to Land and Local Governance Commissioner Ralph Thompson, "a sufficient population and tax base are key requirements for municipal governments to be viable."

Only four municipalities meet the population and assessment thresholds referenced in his 2000 report.



APPENDIX A: WHY CREATE CHANGE

THE POWER OF MUNICIPALITIES

From experiences in PEI and across the country we know that strong and sustainable municipalities are able to provide more local services, strategic thinking, community belonging and a proactive and sustainable future. Here are just a few examples of how municipalities build communities.

Local Services: More than we think! A strong local municipal government is able to provide local services that are targeted at the residents in that municipality, rather than from a province-wide perspective.

Municipalities build the public places where we relax, can be active and have events with our neighbours. This includes parks, playgrounds, boardwalks, trails and sports facilities.

Municipalities can also provide the right local infrastructure to keep communities connected and economically viable. This includes transportation networks and services such as streets, sidewalks, public transit and trails.

Municipalities also work to keep people safe. With local services that protect people and property including fire and police, land use planning, building standards, safe drinking water and street lighting. This also includes emergency planning and response for events such as floods, hurricanes, severe winter storms, etc.

STRATEGIC THINKING: BUILDING FOR THE FUTURE!

The future of the entire Island is dependent upon strategic planning that will build our urban and rural areas, protect the environment and create economic growth.

Municipalities are a vital part of this future through effective land use planning. Through thoughtful planning with local residents, municipalities can create a long-term vision for the area that preserves the things most important to the area while also protecting ground and surface water, agricultural land and fragile areas.

Municipalities are also a key factor in economic development and therefore growth. By providing modern infrastructure and services, promoting tourism, attracting events and providing a plan for the future municipalities can keep communities, particularly in the rural areas stronger and more vibrant for the future.

SENSE OF COMMUNITY: PLACES TO LIVE AND WORK!

Local municipal governments build a sense of community through beautification and creating communities we're proud to call home. Building an attractive municipality adds values to homes, helps attract business investment and builds pride.

This sense of community is also created through events and activities for all ages; from sports programs to festivals. Community is also built through recognizing culture and heritage, by investing in libraries, public art, historical activities and heritage. Municipalities maintain this history of all the communities within the municipality.



APPENDIX B: HIRING A FACILITATOR/CONSULTANT

If you proceed with a growth management study you will need a consultant. Some groups might also decide to hire a facilitator/consultant during the process leading up to that decision.

Do you need a facilitator/consultant? Is your group struggling to keep things moving? Do you have the skill sets or expertise needed within your group of people? Do those with the skill sets or expertise have the time to give? Do the resources exist within your organization or group to accomplish your goals during your time frame? These things do not always come together when you need them to and that is when a facilitator/consultant may be a good option.

[In this document, "consultant" is used to indicate a facilitator as well as another form of consultant.]

So why exactly might you need a consultant? Some of the most common reasons are:

- **To solve a problem you haven't been able to solve on your own.** Perhaps you're unable to figure out what the cost implications of a change are going to have on your municipality. What do you do about addressing real or perceived concern from your municipality? These kinds of problems – as well as others requiring specialized skills or the time to address the issues – may be a reason to look for a consultant.
- **To facilitate a process.** Dealing with change effectively, strategic planning, and facilitating difficult conversations are all instances where a process might be enhanced by an external facilitator.
- **To bring a fresh, unbiased perspective.** A consultant has no organizational "baggage" – no personal stake in methods, procedures, structure, etc. and may be able to pinpoint difficulties and suggest new and more effective ways of handling them.

A consultant may also be useful when:

- The group lacks specific expertise and/or experience.
- Previous efforts made by the group were not effective.
- There is disagreement among the members of the group about an issue and the group is struggling to reach consensus.
- Individual needs are influencing decision-making and an external entity is needed to bring an objective perspective to the group.
- There is resistance among members of the group to the process and a consultant is needed to provide alternatives.
- The group lacks the time to complete the work.
- The discussion or planning requires the full participation of each member in the group.
- The group needs to explore ideas to create new options.
- The group can't agree on or don't know where to start or how to rescue a derailed effort.
- The project seems to have lost energy, momentum, or enthusiasm.



APPENDIX B: HIRING A FACILITATOR/CONSULTANT

Consider how you would like to use a consultant. A consultant's involvement in your investigation and planning may be for a specific task and be very time-limited. You may also want to consider having a consultant come in and out of your work as you move forward with your planning or have a consultant regularly facilitate meetings for you. Keep these options in mind when deciding on who to hire.

Decide what you need help with and then outline the skills and experience necessary to complete that task. When you later review proposals and/or interview people, you should also think about the personal traits and working style that would mesh well with your group.

Describe what you want the consultant to tackle. You don't need to tell them "how" to do it but what you wish to accomplish - what are your goals.

Some consulting jobs are clear-cut: the consultant is hired to do something specific – set up a web site, plan and run an event, facilitate a planning session – and she's finished when it's done.

Other tasks are less clear cut: you need someone to assess people's readiness to change and help them move through the process - so your goal is to have a group of partners working together on your plan; you want the community to be properly informed about what is going on but need to decide on when to talk to different stakeholders and what to say -- so your goal is to keep all stakeholders adequately informed.

In either case, the more clearly you can explain what your goal is, the more likely you are to get results. Where the task is quite specific, lay out exactly what you want, and the time frame within which it should be completed. Example: *The consultant will work with the Website Committee to develop goals for a new website, and will then, in collaboration with the committee, design, create, and debug the website. The planning will start when the consultant is hired, and the website is expected to be launched by October 31st.*

Where the task is not clear and specific, outline what a successful outcome will look like instead of trying to develop all the tasks in a work plan. Example: *If you want to improve communication within the group, for instance, what exactly would "success" look like: Participants all receiving information at the same time. Meeting goals being achieved as everyone has enough information to make decisions. Everyone in the group is responding to public questions with the same information.*

What skills and experience must the consultant have to accomplish your goals?

Things to consider include:

- Should she have a specific educational background? Financial training might be required when you are having someone work on budgets and financial matters.
- Does he need specific training? A community planning background would be needed if investigating a new municipal structure.
- Does she need certain experience and/or interpersonal skills? If you need to consult with your community, you will need someone with skills in community engagement and facilitation.
- And although you need to work within your time frame, do you need him to be flexible in changing timelines as progress is made? You need someone who can evaluate progress and modify plans as the results come in.



APPENDIX B: HIRING A FACILITATOR/CONSULTANT

Decide how much you can afford. Unless you have people who have the ability and experience in comparing competitive proposals and proposed budget items in detail, you may waste a lot of time by not giving some indication of your budget. Most consultants will be better able to describe what can realistically be done within the limitations of a budget. You can always set aside some of what you can afford to pay to cover additional work later if the consultant's work is not getting you where you need to go.

Write the Request for Proposals (RFP). Sample RFPs can be found by talking to the Federation of PEI Municipalities or by reaching out to other municipalities for examples.

The basics of an RFP include:

- A brief statement about who you are and what has led you to needing a consultant
- A description of your goals and the scope of work that you want done
- A list of any deliverables that you will need - Examples: *a communications plan; a series of public meetings; background reports for group planning*
- The list of skills and experience required (*or desired*)
- The timeline to accomplish goals (*anticipated start date and end date*) and any restricting deadlines - (*Example: a presentation needing to be made at an annual meeting*)
- Your budget limit (*with or without HST?*) - consider asking for a budget breakdown by key items (*or goals*) which may help with making decisions later
- The deadline for accepting proposals (*date and time*)
- An outline of what you want to see in the proposal requirements (*this will make it easier to compare proposals later*):
 - Brief description of consultant's understanding of your needs
 - Brief description of the consultant's relevant skills, experience, and background
 - Work plan and timeline
 - Draft budget broken down by your goals, the work plan and/or deliverables (*do you want it with or without HST?*)
 - Consultant's contact information
- Where proposals are to be submitted (*contact person, mailing address and/or location*)
- In what form proposals will be accepted - printed copies delivered to an office? Will electronic submissions be acceptable? (*In what format? PDF?*) *Is there a size limitation? (Maximum of 5 pages)*
- It is helpful to let consultants know how/when you expect to make your decision (*Example: All proposals will be evaluated by a committee by [date] and only successful candidates will be contacted for an interview. Interviews are expected to take place during the week of [dates].*)
- Who can be contacted to clarify questions and how questions will be addressed. (*Will you accept phone calls? Emails? Will answers to questions be shared with everyone who shows an interest in sending a proposal? What is the deadline for handling questions? - usually best to end questions a few days before the deadline.*)
- You may also want to attach any important documents that the consultant should see before writing the proposal (*map of municipalities involved, any document that needs to be considered for the plan to work*)



APPENDIX B

Spread the word. Once you have your RFP written, you can share it on your own website, ask for the Federation of PEI Municipalities to post it, and have your group share it with consultants they know. If you have not hired consultants before, ask your colleagues who has a good reputation in the community, or talk to other organizations who have hired consultants. You can also send the RFP directly to individuals and/or organizations that may want to offer a proposal.

Screening proposals, interviewing candidates, and making your choice. A small team should work together to screen proposals against the RFP, read and rate the proposals, and compare notes when making a choice. If you do interviews, make sure that you are treating each candidate equally (*asking the same questions*).

In most cases, the group will need to approve the recommended choice of candidate, so a fair and defensible process should be used in the screening and interviewing.

In the end, it should not just be about the least expensive proposal but what will meet your group's needs.

