



Request for Proposal: Community Stakeholder Communications Strategy GMWC-ADM0005

Closing Date: 18-Dec-15 @ 4.00 PM Atlantic Standard Time

Greater Moncton Wastewater Commission

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Section One – Terms and Conditions

1. Organizational Overview

1. The Greater Moncton Wastewater Commission was established in 1983 to serve the communities of Moncton, Dieppe and Riverview with a collector sewer system and a wastewater treatment plant. Recent expansion of the Commission has seen the completion of a composting site to facilitate the disposal and recycling of organic solid waste. The Commission has a small team of 15 employees and a commission consisting of 6 appointed members, 2 from each local community.

2. General Overview

1. The Commission is seeking Proposals from interested and qualified consultants/firms for the development of a **Community Stakeholder Communications Strategy** that would guide the Commission in building and strengthening Intergovernmental Relationships, Corporate Communications and Community Relations. The Commission is currently successfully engaged in a number of communications initiatives and is looking to build upon progress to date.

3. Definitions

1. In this Request for Proposal, except where otherwise qualified, the following terms will be defined as follows:
 1. “Closing Date” means the closing date as indicated on the cover page.
 2. “GMWC” or “Commission” means the Greater Moncton Wastewater Commission;
 3. “Proponent” shall mean “Consultant”, “Supplier”, “Vendor”, or “Bidder” (person or company) who submits a Proposal(s) under the RFP;
 4. “Subcontractor” or “Sub-Consultant” refers to any person or firm to whom a Proponent intends to delegate all or part of the execution of the services, to be provided under the Agreement;
 5. “RFP” means this Request for Proposal, including all schedules attached hereto and any Addendum issued hereafter by the Commission;
 6. “Proposal” means the submission of a Proposal pursuant to article 5 of this RFP.
 7. “Selected Supplier / Successful Proponent” means the Consultant(s), if any, whose Proposal is / are accepted by the Commission.
 8. “Contract” means the formal signed agreement between the Commission and the successful proponents.

4. Eligibility of Proponents

1. **Proponents responding to the public notice are advised that official RFP documents may only be obtained from the New Brunswick Opportunities Network (NBON) (<https://nbon-rpanb.gnb.ca>) or directly from the Greater Moncton Wastewater Commission. Only Proponents who have received the RFP directly from the Commission or through NBON are eligible to submit a Proposal at this time.**
2. The Proponent shall be a qualified communications consultant, with experience in the field of intergovernmental and public relations and marketing.
3. The proposed solution offered shall operate within the parameters set forth in this Request for Proposal document.

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5. Submission of Proposals

1. All submissions must be received in a sealed envelope clearly showing the Request for Proposal Name, Number, Closing Date and the Proponent's name on the front of the envelope and delivered to:

**Greater Moncton Wastewater Commission
355 Hillsborough Road
Riverview NB E1B 1S5**

2. The Commission will accept Proposals submitted by e-mail or facsimile. Proponents should ask for written confirmation of receipt, acknowledging the time and date of receipt.
3. **If submitting in hard copy, Proponents must submit Two (2) Identical Copies of their Proposal submission.**
4. Each Proposal must be accompanied by the following:
 1. Responses to the General Requirements and/or Specifications;
 2. Specific, clear and concise responses for each request for information;
 3. A copy signed by the Proponent of all Addenda issued by the Commission in relation to this RFP;
 4. Detailed pricing information, which shall be shown as line items with applicable unit price, quantity of units, unit of measure, extended price, as well as all "lump sum" items.;
 5. Any other information that the Proponent feels would aid the Commission in evaluating their Proposal (i.e. provide any information which describes which methods, experience, expertise, or other qualifications are unique to your firm, or that differentiate your firm from possible competitors);

Submissions of all RFP's are final. All documents submitted with respect to this RFP shall become the property of the Commission and will not be returned to the Proponent.

6. Proposal Closing

1. All Proposals must be submitted to the Greater Moncton Wastewater Commission no later than the closing date of **Friday, 18-Dec-15 @ 4:00 PM – Atlantic Standard Time**.
2. Proposals received after the Closing Date will **NOT** be considered and will be returned unopened to the Proponents. It is the responsibility of each Proponent to ensure that its Proposal(s) is received at the address referred to in 5.1 no later than the Closing Date and time specified.
3. The opening of Proposals will be done and recorded by Commission senior staff.

7. Authorizing Office/Contact

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All Proposals must be signed by a representative of the company having lawful signing authority, and include the name of one (1) representative for all communication concerning the Request for Proposal.

8. Requests for Additional Information, Instructions, and/or Clarifications

1. All requests for additional information, clarifications or instructions concerning the RFP and the preparation of Proposals must be **emailed** to the Commission **no later than Seven (7) Working Days prior to the RFP Closing Date**. Questions shall be submitted to:
Kevin Rice, General Manager
email: krice@transaqua.ca

Written information provided to any Proponent by anyone other than the appointed will not be binding. Oral information must be confirmed in writing to become binding.

2. A list of all relevant questions from all Proponents and the Commission's response to each question will be issued to all Proponents in the form of an Addendum. Any Addendum issued as aforesaid by the Commission will automatically, upon its issuance, become an integral part of the RFP, provided it is issued by the Commission and sent to Proponents at least three (3) working days prior to the Closing Date. Said Proponents will be deemed to have agreed to the terms of any such Addendum and will be automatically bound thereby unless they withdraw or amend their Proposals before the opening. No addendum or responses to questions and additional information will be issued during the 3 days prior to closing.
3. It is the duty of the Proponent to take all appropriate measures in order to obtain all information and instructions required by it to make its Proposal(s) conform to the requirements of the RFP. No Proponent will be entitled to claim that it or its employees had a lack of information or instructions to support or justify its Proposal(s) or to avoid any obligation, condition or Specification contained in the RFP or Proposal submission(s).
4. It will be the responsibility of the Proponent to contact the commission prior to submitting a Proposal to ascertain if any Addenda have been issued, to obtain the Addenda and to return executed Addenda with the Proposal(s).

9. Modification or Withdrawal of Proposal

1. Prior to the Closing Date, a Proposal(s) may be modified or withdrawn by way of written request to the contact person referred to in 8.1.
2. No Proposal(s) can be modified or withdrawn after the Closing Date. No Sub-consultant or object or details of a Contract with a Sub-consultant referred to in the Supplier's Proposal or any information relating thereto in a Proposal may be changed after the Closing Date. Once a Proposal has been selected, it may only be amended in detail with the agreement of the Commission and the Proponent upon entering into negotiations. The right to negotiate is specifically and hereby reserved by the Commission.

10. Validity of Proposals

1. All Proposals must remain valid and open for acceptance by the Commission for a period of ninety (90) working days after the Closing Date. This period may be extended in writing by the Commission.

11. Insurance

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1. The successful Proponent shall be required to provide proof of **Commercial General Liability (CGL) Insurance listing the Commission as “Additional Insured”** in a **minimum amount of two million dollars (\$2,000,000) for each claim**, which shall indemnify and save harmless the Commission from all suits and actions for damages and costs to which the Commission may be put by reason of injury to or death of persons and damage to property resulting from negligence, carelessness or any other circumstances caused by the Proponent which may arise in the performance of this work. The Proponent shall be responsible for full payment of the deductible portion of all claims under this clause.
2. Proof of Insurances shall be provided to the Commission prior to the commencement of the Contract. Such proof shall contain assurances that the policy cannot be cancelled during the term of the Contract.
3. Written notification of any changes in the Insurance Policy, Insurance Company, must be given to the Commission in writing, thirty (30) days prior to the date the change will take effect.
4. Insurance contracts shall be procured from a Canadian based Insurance Company licensed to do business in the Province of New Brunswick. Any and all claims shall be settled in Canadian Funds and must be stated on the policy.
5. All insurances shall remain in effect for the duration of the contract period.

12. Worker’s Compensation

1. The *Workers Compensation Act* of New Brunswick requires employers who employ three (3) or more workers at any one time to register with WorkSafe NB .
2. The successful Proponent will be required upon written request by the Commission to provide the Commission with a certificate which verifies registration in accordance with Regulation 82-13 under the Workers’ Compensation Act, and which states that the Proponent’s assessment has been paid and the account is in good standing.
3. If the successful Proponent does not currently retain Workers’ Compensation coverage, you will be required to register with WorkSafe NB, and submit a letter to the Commission stating that the Proponent’s assessment has been paid and the account is in good standing, in order to receive a contract from the Commission to supply the services described herein.
4. Under the requirements of the New Brunswick Occupational Health and Safety Act, the Act defines the minimum acceptable standard for Health and Safety to which the employers must comply. A copy of the Act and the Regulations can be obtained by contacting WorkSafe NB (Regulation 91-191). The Commission requires that the Proponent comply with these minimum standards.

13. Permits and Licenses

1. The Proponent shall obtain and pay for all licenses and permits which may be required to comply fully with laws, ordinances and regulations of the proper public authorities, in connection with the performance of this work. The Proponent shall be responsible for all damages, fines, assessments or any other liability whatsoever and shall indemnify and save the Commission harmless from and against all damages and liability, which may

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arise out of the failure of the Proponent to obtain and pay for such licenses and permits and to comply fully with any and all applicable laws, ordinances and regulations.

14. Subcontractors / Sub Consultants

1. Proponents must, where applicable, specify in its Proposal, the name of each Subcontractor / Sub-Consultant, and details of all the subcontracts it proposes to enter into with each of them. Proponents must also demonstrate in their Proposal(s) the qualifications of each Subcontractor / Sub-Consultant, and capacity to perform in conformity with the RFP and the Proposal. **The Subcontractor(s) / Sub-Consultant(s) will be expected to meet the same standards and quality of work as those required from Proponents.**
2. **Proponents will be responsible for all aspects of the work carried out by the Subcontractor(s) / Sub-Consultant(s).** Proponents will be solely responsible for the quality of service and / or materials supplied by their Subcontractors and Sub-Consultants. Proponents will have the responsibility to coordinate all activities related to their Subcontractors / Sub-Consultants. The Commission retains the right to approve all Subcontractors / Sub-Consultants; however, any approval of Subcontractors / Sub-Consultants by the Commission shall not diminish the responsibility of the successful Proponent.
3. If a Proposal with Subcontractors / Sub-Consultants is selected and the successful Proponent wishes to substitute one Contractor / Consultant for another, the decision will be permitted only at the sole discretion of the Commission.

15. Conflict of Interest

1. All Proponents and / or Proponent's Partners / Suppliers / Contractors / Subcontractors / Sub-Consultants shall disclose any interests that could conflict with the interests of the Commission.

16. Grounds for Disqualification

1. Proponents are requested to direct all questions regarding the RFP via email to:

Kevin Rice, General Manager

email: krice@transaqua.ca

Any attempt on the part of the Proponent or any of its employees, agents, Contractors or representatives to contact any of the following persons for the purpose of lobbying, influencing, with respect to this RFP shall lead to disqualification:

1. Any member of the Proposal Review Committee or other advisor to the Proposal Review Committee;
2. Any member of the Commission;
3. Any employee of the Commission, with the exception of the individual named above;
4. Any Project Consultant / Engineer retained by the Commission to assist staff and / or the successful Proponent with the preparation of tender specifications, and / or execution of the work.

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17. Governing Law

1. This RFP shall be governed by, and construed in accordance with the laws of Canada and New Brunswick. If a Proponent's RFP submission is accepted, the Proponent agrees to submit to the exclusive and irrevocable jurisdiction of the New Brunswick Courts.

18. Laws, Acts, Regulations, Bylaws and Codes

1. The successful Proponent and their Subcontractor(s) / Sub-Consultant(s) shall be responsible for carrying out the works in accordance with all Federal, Provincial and Municipal Laws, Acts, Regulations, Bylaws and Codes.

19. Infringements and Indemnifications

1. Proponents shall protect, defend and save the Commission harmless against any demand for payment for the use of any patented material, process, article, or device that may enter into the manufacture, construction or form of the work covered by either order or Contract. Proponents further shall indemnify and save the Commission harmless from suits or actions of every nature and description brought against it, for or on account of any injuries or damages received or sustained by a party or parties, by or from any of the acts of the Proponents, and / or the agents, employees, successors or assigns of the Proponents.

20. Proponent's Responsibilities / Requirements

1. This RFP document lists only major details with respect to the products and services required; therefore, it is the Proponent's responsibility to provide all labour, materials, tools, equipment, software and incidentals required to supply and deliver a **Public Funding Business Strategy**, in accordance with the Terms & Conditions, and Specifications detailed herein.
2. All work shall be performed by qualified individuals, in order to produce a professionally completed job. The successful Proponent shall work closely with designated Commission staff to ensure that the project is successfully completed within the established timeframe.
3. Is it the sole responsibility of the Proponent to become familiar with and understand the nature and extent of the work to be executed. Information on any matter derived from existing plans, specifications or supporting documentation shall not in any way relieve the Proponent from his obligations in completing the terms of the contract. All details with respect to the scope of this supply agreement, whether in temporary or permanent work, may not be included in this RFP document; however, these items shall be considered as included in the scope of the Contract. On submission of the bid, it shall be understood that this has been done and provisions for all risks, incidental items, and contingencies are included in the RFP price.

21. Evaluation Criteria

1. Proposals submitted by non-eligible Proponents, incomplete Proposals or Proposals which do not comply with all of the requirements of this RFP, contain false information or the contents of which do not permit a full analysis thereof, will not be considered by the Commission. General statements or restatements of the conditions of the RFP will not be satisfactory to the Commission.
2. At the close of the submission period, Proposals will be evaluated by a team comprised of Commission staff.
3. **ONLY THOSE PROPOSALS MEETING ALL MANDATORY REQUIREMENTS DETAILED IN SECTION 2 – SPECIFICATIONS WILL RECEIVE FURTHER CONSIDERATION**, and will be subjected to the Evaluation Criteria specified. Therefore, it is essential to ensure Vendors provide a clear, unambiguous response to each mandatory specification. Mandatory specifications contain the words “shall”, “will”, or “must”.
4. Where the RFP document stipulates a mandatory requirement, and your firm can only offer a variation to the mandatory requirement as part of your proposed solution, **PROPOSERS ARE STRONGLY ENCOURAGED TO SUBMIT WRITTEN REQUESTS FOR APPROVAL OF THE PROPOSED VARIATION(S) UP TO TEN (10) WORKING DAYS PRIOR TO THE RFP CLOSING DATE**. Such requests shall be accompanied by complete descriptive and technical information so that a proper evaluation can be made. The Vendor’s proposed variation must meet or exceed all of the specifications attributed to the requirement stipulated in the RFP document.
5. When a request for approval of a variation to a mandatory requirement is made, the Commission may grant approval, at which time a written Addendum to this effect will be issued to all registered Bidders. If a variation is approved, Bidders may use that item in place of the specified requirement.
6. In the submission of Proposals incorporating approved variations to mandatory requirements specified, Proponents shall include in their response, any changes required in the work to accommodate such variations. A later claim by the Proponent for an addition to their original tendered price because of changes in work necessitated by the use of an approved variation(s) shall not be considered.
7. Proponent selection will be on the basis of those Proponents providing the greatest overall benefit to the Commission, and will include, but not be limited to, the completeness of the RFP response, price, compliance with all Specifications / Terms of Reference, relevant past experience and / or references, and any other factors which the Commission deems appropriate in the determination of the Proponent as a responsive and responsible Proponent and best value to the Commission.
8. In addition to the general evaluation criteria specified above, Proposals shall be evaluated on the following weighted criteria:

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Evaluation Criteria	Weighting
Adherence to Mandatory Specifications	Yes / No
Project Understanding	15%
Methodology	15%
Organisation and Team Qualifications and Experience	40%
Total Cost of the Proposal	30%
Total	100%

9. The Commission, at its discretion, may seek clarification of any aspect of any Proposal with one or more of the Proponents at any time. Negotiations with any Proponent shall not oblige the Commission to enter into a Contract with any Proponent or be construed as an acceptance of the Proposal.
10. In addition to reviewing the written Proposals, the evaluation process may include, at the sole discretion of the Commission, a formal interview with one or more of the Proponents involved in the Proposal to allow Commission staff to verify the capability and resources of the Proponent.
11. The Commission has no obligation whatsoever toward Proponents as a result of the acceptance or rejection of any Proposal. By submitting a response to this Request for Proposal, Proponents acknowledge and accept that they cannot challenge, in any way whatsoever, the Commission's decision to accept or reject any Proposal, nor request any compensation, or claim damages as a result thereof.

22. Cost of Preparation of Proposals

1. All expenses incurred by the Proponent in connection with the preparation of its Proposal, including, without limitation, the cost of oral presentations (if requested) shall be borne by the Proponent. The Commission shall not incur any obligation whatsoever toward the Proponent whether said Proposal is accepted or rejected. All Proposals shall become the property of the Commission and will not be returned to the Proponent.

23. Agreement / Contract

1. Unless otherwise agreed upon or amended in writing by the Proponent and the Commission, the selection of a Proposal shall be binding upon the selected Proponent, and the Terms & Conditions and undertakings of this RFP document will form part of that agreement unless the agreement provides otherwise. The agreement shall be binding upon and inure to the benefit of the Commission and the Proponent and their respective successors and permitted assigns.
2. No alterations or variations of the terms of the Contract shall be valid or binding upon the Corporation unless authorized in writing by the General Manager.
3. The Commission is neither bound to accept the lowest priced Proposal, nor to accept any Proposal which is submitted. If an award results from this RFP, the award may not be exclusive. The Commission may choose to work with the other consultants or in-house

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resources for specific tasks. The Commission is not bound to justify its decision with respect to the selection or rejection of any Proposal.

4. It is the Commission's intention to prepare and execute a formal written agreement "Contract" between the Commission and the successful Proponent within thirty (30) working days from the date of acceptance by the Commission.

24. Cancellation of Contract

1. In the event that the successful Proponent fails to comply with the Terms and Conditions, and Specifications outlined in this Request for Proposal document or the "Contract", the Commission reserves the right to cancel the Contract within thirty (30) calendar days of delivery of written notice to the Proponent and to award it to another Proponent without penalty or action against the Commission. This will include, but not be limited to, unsatisfactory performance by the Proponent, to the Proponent and to its employees and / or Sub-Consultants, significant or repetitive deficiencies, excessive delays or inability to comply with agreed to delivery milestones, use of inexperienced / unqualified staff, poor quality of service and / or products, and / or unresolved problems. The Commission maintains the right to determine the level of performance that is satisfactory.
2. In addition to any investigation of complaints, the general performance of the Proponent and its employees shall be assessed on an ongoing basis and any deficiencies or complaints noticed shall be reported in writing.
3. In the event that insufficient funds are appropriated to the Commission for these services in any fiscal year or insufficient funds exist to continue the service, the services will be postponed and the Contract terminated or postponed upon thirty (30) calendar days written notice.
4. The Commission also reserves the right to terminate the Contract(s) for any other reason for which the Commission must, or deems necessary, to determine the Contract(s). Thirty (30) calendar days written notice shall be provided to the successful Proponent(s).

25. Invoicing

1. The successful Proponent will be issued a Standing Purchase Order agreement by the Commission, or a Leasing Agreement may be signed by both parties.
2. Invoices shall be directed to:

Greater Moncton Wastewater Commission
Accounts Payable
355 Hillsborough Road
Riverview NB E1B 1S5

3. In addition to the H.S.T. Registration number, Vendors are required to provide the amount of H.S.T. separately on all invoices.
4. **Contract/Purchase Order Number must appear on all invoices.**

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5. It is the Commission's preference to pay the lease cost annually, and the maintenance/operating costs ("cost per copy" charge) monthly, quarterly or otherwise proposed in arrears.

26. Payment Terms

1. **Proponents are requested to include any proposed payment terms with their RFP submission.** In the event a Proponent does not specify a payment term, the Commission's standard payment term of "Net 30" days from date of monthly progress invoices shall prevail.
2. Payment(s) shall be authorized upon verification that the work completed meets the Project Requirements, and has been completed in accordance with the Terms and Conditions of the Contract, to the satisfaction of the Commission.

27. Greater Moncton Wastewater Commission's Rights:

1. The Commission reserves the right to request and receive additional information as required from Proponents within a reasonable length of time, in order to complete the RFP evaluation(s). Notice will be given to all Proponents of the additional information required.
2. The Commission reserves the right to award based on the specified evaluation criteria and not necessarily pricing; however, available budgeted monies shall be taken into consideration.
3. Based on available funding, the Commission reserves the right to delete components from this RFP and negotiate changes to more fully meet the Commission's adjusted needs.
4. The Commission reserves the right to award this RFP in whole, or in part to more than one (1) Proponent, as may be deemed to be in the Commission's best interest.
5. The Commission reserves the right to make interim arrangements if the successful Proponent or its agents are affected by strikes, lockouts, Acts of God, or any other disturbances which render the Proponent unable to perform the services specified herein.
6. The Commission reserves the right to determine acceptability of deviations and / or equivalencies.
7. The issue of this RFP or any negotiations with a Proponent after the Closing Date does not bind the Commission to enter into a Contract to purchase the services described herein.
8. The Commission reserves the right to terminate the Contract within thirty (30) calendar days written notice should ownership of the service provider change.
9. The Commission reserves the right to award in its best interest. RFP's offering the lowest price or any price need not necessarily be accepted.
10. The Commission also reserves the right **NOT** to award this RFP due to budgetary or any other reasons.

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Section Two – Specifications

Note: Proponents shall promptly notify the Commission in writing of any ambiguity, inconsistency, or error which they may discover upon examination of the scope of work below. Interpretations, corrections or changes made to the RFP document shall be made by issue of an addendum document

28. Scope of Work

1. Outline the specific processes required to garner Municipal support for any GMWC multi-level funding application including, but not limited to, a request for support letter from Councils and the inclusion of any TransAqua Capital project at each Municipality's multi-level funding priority setting sessions.
2. Identify the appropriate Provincial and Federal Government staff and political positions (MLA, MP, Committee members, Executive Director, Minister, Deputy Minister, Assistant Deputy Minister, Comptroller, etc.) that should be contacted for approval updates and at what stage of the funding application process that contact is appropriate.
3. Identify the appropriate method of communication methods (i.e. phone call, email, formal letter, etc.) to be delivered to the appropriate Municipal, Provincial and Federal positions identified in Step 2.
4. Outline the specific processes required to garner stakeholder, NGO, environmental group, ratepayer, etc. support for any GMWC multi-level funding application including, but not limited to, a request for a Letter of Support from such stakeholders.
5. Develop a storyline educating the communities of what is coming out of the wastewater treatment facility pipe rather than what is going into the wastewater treatment facility. The work that TransAqua is doing diverts tonnes of solids entering the Petitcodiac River each year, etc.
6. Review, update and incorporate the "Greater Moncton Sewerage Commission Public Information and Engagement Plan" as part of the Communications Strategy. Indicate which 'Tactics' items have been resolved through meeting with TransAqua staff and which remain outstanding. Review and indicate enhancements to 'Tactics' items in Section 5g such as providing Intergovernmental Relations training for the GM and Commissioners to establish and maintain relations with all levels of government. Develop an Implementation Plan including recommended timelines for each "tactic" item with associated costs of each item.
7. This Strategy must include the development and implementation of an 'independent' survey in both official languages to be issued in the community using the same methodology and technique as Nanos, Angus Reid, etc. polling companies.
8. Review the Scope of Work and identify any Communication Strategy items that are not currently listed for consideration by the Commission.
9. Create a compost marketing brochure, for spring 2016, that explains what the TransAqua compost is, how to use it; how, when and where it can be accessed.
10. The contracted consultant shall always follow the mandate set by the GMWC as it applies to communications with all levels of Government on behalf of the GMWC. To do otherwise constitutes a breach of contract for just cause.

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29. Project Completion Deadline

1. The completed Public Funding Business Strategy will be completed and ready for presentation to the Commission by the **31st of March 2016**.

30. Project Evaluation Criteria

1. Project Understanding
 1. Each Proponent must clearly demonstrate their understanding of the project request.
2. Methodology
 1. Each Proponent should outline their proposed methodology and solution to the proposal request, and a timeline to ensure the business strategy is completed for presentation to the Commission by the deadline.
3. Organisation and Team Qualifications and Experience
 1. Each Proponent should include an organisational experience history and a detailed biography for each proposed team member, outlining qualifications and level of prior project experience.
4. Total Cost of the Proposal

31. Prior Project References

1. Each Proponent must complete the attached schedule to nominate past client references for similar projects.

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Section Three – Proposal Submission Guidelines

Proponent:

Contact Name:

Contact Email/Phone:

Client References for Communications Firm Qualifications Consideration:

1.

Contact Name:

Contact Email/Phone:

2.

Contact Name:

Contact Email/Phone:

3.

Contact Name:

Contact Email/Phone:

Scope of Work Pricing:

TransAqua Community Stakeholder Communications: \$

Pricing shall be in Canadian funds and include freight, duty, sales tax and all taxes, rates and charges which are applicable at the time of RFP submission. It is the responsibility of the Proponent to find out from the appropriate authorities what taxes, rates and charges are applicable to this RFP.

The amount of Harmonized Sales Tax (H.S.T. @ 13%) shall be considered “extra” to all RFP pricing.

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34	10. Conclusion
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1. INTRODUCTION

The Greater Moncton Sewerage Commission has undergone a number of recent board and management changes that have led to a more open, transparent and accountable organization. A new board has been named and a new general manager appointed. These changes were mandated following an investigation and subsequent recommendations from the office of the Auditor General of New Brunswick in 2011.

While great strides have been made in accountability and transparency, opinions among some key stakeholders have not caught up entirely to the “new day” being seen at the Commission. However, there is clear evidence that stakeholders are more than willing to give the Commission a chance to redeem itself after some high-profile difficulties in recent years. The dedicated new board members and new and current staff can take great credit for this.

Past efforts and updates by the former Commission have resulted in an inaccurate public perception of where the Commission sits in comparison to other similar organizations in Canada in regards to effluent treatment. In fact, the Commission is currently in the bottom 17% of the country for the quality of its effluent output. As this news permeates the community, there will be much work to do in creating an environment where the public feels confident in investing the tens of millions of dollars required to upgrade the plant to federally mandated levels. While the Commission has “no choice” in the matter, it is still incumbent upon it to promote and communicate these changes as positive for the environment and the community at large.

Despite some internal beliefs that the Commission was “free and clear” of its past, discussions with a number of stakeholders were clear evidence that there continues to be work to do.

In short, the Commission can continue to build its profile in the community by:

1. Ensuring excellent service to its clients – the three partner municipalities.
2. Educating stakeholders on its mission, duties, plans and on what it can and cannot do.
3. Taking pro-active control of its messaging with the public and the media.
4. Positioning itself as a dedicated and committed steward of the Petitcodiac River watershed.

This public information and engagement plan will provide immediate and long-term strategies and tactics that will seek to achieve these goals. It must also be emphasized that since these issues took time to accumulate over a period of years, there is no “quick fix”. Implementation needs to be relatively slow – a steady and carefully planned strategic path.

2. CHALLENGES

a. Need for accuracy and modesty in the Commission’s communications efforts – without being “too” modest

Some of the criticism being offered to the “old” Commission was that it was constantly promoting itself as a world leader when this was perhaps not necessarily the case. Associated with that, considerable time and resources were also spent on international travel and events – at ratepayers’ expense. In the end, there were little or no tangible results from this other than Greater Moncton hosting an international conference in 2007. While this was a positive event for the area’s economy, the Commission is primarily a service provider, not an economic development or promotion entity. At times, there was some confusion over its fundamental mandate.

This is not to say that international travel is never required or important for staff or board members – there is a duty for both to educate themselves on best practices – but the levels at which this was done in the past are clearly neither required or acceptable. The same can be said of social functions, meetings, etc. A “return to basics” has been the order of the day since the new administration has taken over and this needs to be conveyed publicly while still undertaking those “events” that are only necessary.

In the coming three years in the lead-up to the federally mandated upgrades, there is a need for solid, pro-active, accurate and positive local communications to the ratepayers.

b. Branding

Part of the Commission’s official name – “Sewerage” – obviously has a negative and unsanitary connotation. This is to be expected... because it is, in fact, negative and unsanitary.

The Commission, however, needs to rebrand itself for its positive results (i.e. soon-to-be-upgraded effluent, world-class compost, and proactive environmental stewardship and innovation.) In effect, it needs to concentrate its public image based on its outflow/output (cleaner effluent and world-class compost) rather than its inflow (sewage).

The Commission has already agreed that it is open to a brand evolution with an updated name and visual identity. This is a positive step and an important break from the past. With a new and evolved legal and brand name focused in a more positive direction – and more “public-friendly” – the Commission will then have a catalyst to proceed with an updated public information program and visuals. This can only be positive for the Commission.

c. Need to strengthen and rebuild community relationships

Currently, there is a general lack of individuals in the community (local, municipal and provincial government / stakeholders / public / media) willing to step up to the plate and defend or even properly explain the Commission. While this is slowly changing, there will be process in regaining the trust of the public following the Auditor General's report. This has already begun, of course, and the Commission is clearly being given the benefit of the doubt by some important voices and influencers, however much more needs to be done.

A proactive communications program targeted toward a broader group of stakeholders – including the public, business community, government officials at all levels, and environmental organizations will help to rebuild goodwill and pride in the Commission while providing much needed support for investment. There are things of which to be proud. The community needs to hear these things.

While the communication lines with some organizations are open – such as Petitcodiac Riverkeeper – others remain closed, such as the Petitcodiac Watershed Alliance. Even if there is disagreement on approaches or tactics at times, the Commission clearly shares the vision of a healthy Petitcodiac River watershed with these organizations and the community at large.

Through a communications program sustained over a period of time, respect and understanding among all parties will be earned and grow – the key word being “sustained”.

The Commission can continue to restore its credibility and pride, but it must earn it. No one is obligated by law nor morally to respect, like or pay heed to the Commission's opinions or management. The Commission can earn this trust by developing better community relationships.

By taking pro-active and aggressive responsibility to improve its relationships, the Commission will – over time – gain the respect of its stakeholders. The Commission must make internal and external changes for this to happen effectively and long term:

- Media training
- Media relations
- Public presentations program
- Brand launch
- Professional communication material (print, online)
- Public education and information

3. COMMUNICATIONS STRATEGY

All communications activities undertaken will be based on these affirmations:

- The Commission stands in service to the tri-communities – Greater Moncton’s environment, its people, its citizens and its ratepayers – today and in the future, in order to improve our environment and provide as many positive impacts as possible.
- Communications will help in achieving this by focusing all future efforts on what comes out of the treatment plant: the transformation of wastewater back into nature.
- The tone and manner of communications will be low key – modest, informational, respectful and timely. This will send the message that the Commission is committed to doing practical, result-oriented, innovative and forward-thinking scientific work to the benefit of the Petitcodiac River Watershed, the Greater Moncton community and ratepayers. The Commission will avoid communication that might be interpreted as “spin” or the self-promotion of commissioners or employees.

4. OVERALL GOALS

a. Improve positioning with the overarching goal of creating wide public support (including from elected officials) for funding for federally mandated upgrades

The Commission must position itself among its various stakeholders as:

- Proactive environmental stewards
- Innovative
- Experts in their field
- Credible
- Responsible
- Accountable
- Transparent
- Efficient
- Service-oriented, citizen/ratepayer and community-focused
- Modest

b. Restore respect and credibility

Through proper and consistent communication, the Commission will continue to restore its image externally (and internally). Through this repositioning in the community, its efforts will pay off. By instilling a culture of innovation, community engagement, cooperation and transparency, the Commission will continue on the path of re-establishing itself as a community-leading organization worthy of praise, support and respect.

c. Build / establish relationships with key influencers

The Commission must seek to build / establish relationships with key influencers based on mutual trust and understanding. This will greatly enhance the Commission's ability to manage and deal with (and avoid) criticism and while allowing the Commission time and trust to rectify legitimate issues.

Creating partners and allies will be key to the success of implementing this public information and engagement plan.

Some of these key influencers would include:

Internal:

- Board of directors (Commissioners)
 - Chair
 - Executive
 - Board members

- Staff
 - Senior management
 - Employees

- Three partner municipalities' mayors, councils, staff
 - City of Moncton
 - City of Dieppe
 - Town of Riverview

External:

- Ratepayers in Greater Moncton
 - Homeowners
 - Landlords

- Local environmental organizations
 - Petitcodiac Riverkeeper
 - Petitcodiac Watershed Alliance
 - Lake Petitcodiac Preservation Association (LAPPA)
 - Post-Carbon Greater Moncton
 - Conservation Council of New Brunswick

- Local economic development organizations
 - Greater Moncton Chamber of Commerce
 - Enterprise Greater Moncton
 - Downtown Moncton Centre-ville Inc.
 - ExpansionDieppe
 - Business Riverview
 - Conseil économique du Nouveau-Brunswick

- High-profile local activists
 - Daniel LeBlanc
 - Michel Desjardins
 - Pierre Landry
 - Shannon Douthwright
 - Mario Cyr
 - Monik Richard
 - Susan Linkletter

- Government of Canada
 - Member of Parliament for Moncton-Riverview-Dieppe
 - Member of Parliament for Fundy-Royal
 - Environment Canada

- Government of New Brunswick
 - Department of Environment and Local Government
 - Minister
 - Deputy minister and other officials
 - Local MLAs
 - Opposition Environment and Local Government Critics
- Peer groups
 - Industry associations, etc.
- Suppliers
 - Lawyers
 - Accountants/auditors
 - Engineering
 - Construction
 - Consultants
 - Equipment, etc.
- Media
 - Moncton Times & Transcript
 - CBC (radio and TV)
 - CTV Atlantic
 - Radio-Canada (radio and TV)
 - Global TV
 - L'Acadie Nouvelle
 - L'Étoile
 - Telegraph-Journal
 - Rogers (radio and TV)
 - Other local radio stations (secondary audience)
 - Industry journals
 - Regional business magazines
 - GMCC Visions magazine
 - Newsletters

d. Enhance profile for world-class compost product

By enhancing the profile of its very successful world-class compost product, the Commission can enhance its reputation as environmental stewards of the Petitcodiac River watershed and its credibility as innovators. A partnership with RecycleSENB should be considered after the latter's high-profile difficulties in implementing changes to green-bag garbage use in SENB in order for it to increase the quality of its compost. This would create much goodwill in the community and perhaps allow the Commission to increase its compost capacity on a break-even basis ("because it's the right thing to do" basis). *(Please note that a separate commercialization plan is being developed for this product.)*

5. COMMUNITIES OF INTEREST / STAKEHOLDERS

The Greater Moncton Sewerage Commission has many communities of interest – many of which are completely unrelated to one another and requiring varying strategies. For the purpose of this plan, the following have been taken into consideration as the overall key stakeholders with whom such a plan should endeavour to connect. ***It is understood that all tactics mentioned below will be produced / offered in both official languages.***

a. Commission			
Audiences	Challenges	Goals	Tactics
<ul style="list-style-type: none"> • Board members (Commissioners) • Management and staff 	<ul style="list-style-type: none"> • Sensitive to negative publicity • May not be fully aware of ongoing outside criticism / mistrust due to past issues • May feel lack of appreciation / confusion after working hard to “turn the corner” • May feel that implementation of sound scientific practices could be negatively impacted by public opinion / non-experts • Changes in board membership may create occasional “catching up” of knowledge 	<ul style="list-style-type: none"> • Develop sense of pride for being part of Commission • Establish Commission and its board / employees as environmental leaders in the community 	<ul style="list-style-type: none"> • Quarterly meetings between board (perhaps represented by the Chair only) / staff to build rapport and sense of teamwork • Media training for chair and senior management • Brand evolution/Rebranding

b. Greater Moncton municipalities			
Audience(s)	Challenges	Goals	Tactics
<ul style="list-style-type: none"> • City of Moncton, City of Dieppe, Town of Riverview <ul style="list-style-type: none"> ○ Mayors ○ Councils ○ Senior management ○ Public Works staff 	<ul style="list-style-type: none"> • Need to continue building trust and sense of openness and transparency • Councils feeling confidence, interest and pride in Commission’s work • Confusion over funding of federally mandated upgrades • Lack of agreement over infrastructure ownership • Sensitive to negative publicity • Tend to try and assuage the loudest critics • Conflicting priorities 	<ul style="list-style-type: none"> • Sufficient funding to avoid rate shock for ratepayers • Continued co-operation • Create friendly allies who speak well of the Commission in the public and the media • Build trust • Build understanding, consensus and support for funding formula and timeline for upgrades • Commission’s work considered as environmentally essential part of the community that is above parochial politic 	<ul style="list-style-type: none"> • Regular meetings with councils to update on activities and progress • Presentation and PPT training • Annual report / AGM • Website • Quarterly newsletter • Tours of treatment plant + compost facility • Open house – anniversary / brand launch • Social media (FB, Twitter, YouTube video(s) explaining current process and upgrades and compost) • Brand evolution/Rebranding • Tri-community council meetings • Qualitative research (personal interviews, discussion and feedback) • Quantitative research (public opinion research)

C. Ratepayers (includes general public, suppliers)			
Audience(s)	Challenges	Goals	Tactics
<ul style="list-style-type: none"> Water / sewage ratepayers in Moncton, Dieppe, Riverview (homeowners and landlords) 	<ul style="list-style-type: none"> Lack of understanding and knowledge of Commission Not interested in what happens after they flush the toilet (“grossness” factor) 	<ul style="list-style-type: none"> Sufficient funding to avoid rate shock for ratepayers Confidence and pride in ratepayers that the Commission is value-added to the community, experts in their field, and committed to sound environmental stewardship of the Petitcodiac River watershed Support for investment in upgrades Increase profile of compost 	<ul style="list-style-type: none"> Annual update on Commission activities sent with water bills (brochure) (ratepayers only) Public forum on Petitcodiac River Public tours of treatment plant + compost facility Open house – anniversary / brand launch Updated print materials <ul style="list-style-type: none"> General brochure Compost brochure Pins, collateral Roll-up banner display Updated interior communications at Commission Website Social media (FB, Twitter, YouTube video(s) explaining current process and upgrades and compost) Brand evolution/Rebranding Annual report / AGM Quarterly newsletter Annual newspaper insert (E/F) Public speaking opportunities for manager Quantitative research (public opinion research)

d. Local environmental organizations

Audience(s)	Challenges	Goals	Tactics
<ul style="list-style-type: none"> • Petitcodiac Riverkeeper • Petitcodiac Watershed Alliance • Lake Petitcodiac Preservation Association (LAPPA) • Post-Carbon Greater Moncton • Conservation Council of New Brunswick 	<ul style="list-style-type: none"> • Past potentially negative relationship or lack of relationship • Lack of respect for Commission board • Commission seen as untouchable entity • Lack of common goals among environmental organizations (i.e. infighting) • Unrealistic overall expectations of Commission • Unrealistic timeline expectations re: upgrades 	<ul style="list-style-type: none"> • Be considered and accepted as part of the same team • Confidence and pride among organizations that the Commission is value-added to the community, experts in their field, and committed to sound environmental stewardship of the Petitcodiac River watershed • Be considered as friends / allies of the Petitcodiac River watershed • Support for investment in upgrades and understanding of timing • Pride in the world-class compost product 	<ul style="list-style-type: none"> • Annual update on Commission activities sent with water bills (brochure) (ratepayers only) • Public forum on Petitcodiac River • Public tours of treatment plant + compost facility • Open house – anniversary / brand launch • Updated print materials <ul style="list-style-type: none"> ○ General brochure ○ Compost brochure ○ Pins, collateral ○ Roll-up banner display • Updated interior communications at Commission • Website • Social media (FB, Twitter, YouTube video(s) explaining current process and upgrades and compost) • Brand evolution/Rebranding • Annual report / AGM • Quarterly newsletter • Annual newspaper insert (E/F) • Proactive sharing of information / meetings to set expectations • Public speaking opportunities for manager • Qualitative research (personal interviews, discussion and feedback)

e. Local economic development organizations			
Audience(s)	Challenges	Goals	Tactics
<ul style="list-style-type: none"> • Greater Moncton Chamber of Commerce • Enterprise Greater Moncton • Downtown Moncton Centre-ville Inc. • ExpansionDieppe • Business Riverview • Conseil économique du Nouveau-Brunswick 	<ul style="list-style-type: none"> • Lack of recognition of Commission's role in economic development • Lack of interest / understanding / knowledge of Commission • Confusion over infrastructure ownership • Lack of awareness of recent positive changes to Commission 	<ul style="list-style-type: none"> • Be considered and accepted as a partner in Greater Moncton's economic development • Commission's work considered as the pride of the community • Commission's innovation and commitment as environmental steward of Petitcodiac River watershed seen as benefit to local economy's infrastructure – and thus an economic development asset • Pride in the world-class compost product 	<ul style="list-style-type: none"> • Commission joins organizations that accept memberships, consider commitment to sit on board(s) of directors • Commission sponsorship of environmental events / awards by organizations • Public tours of treatment plant + compost facility • Public forum on Petitcodiac River • Open house – anniversary / brand launch • Updated print materials <ul style="list-style-type: none"> ○ General brochure ○ Compost brochure ○ Pins, collateral ○ Roll-up banner display • Updated interior communications at Commission • Website • Social media (FB, Twitter, YouTube video(s) explaining current process and upgrades and compost) • Brand evolution/Rebranding • Annual report / AGM • Quarterly newsletter • Annual newspaper insert (E/F) • Proactive sharing of information / meetings • Public speaking opportunities for manager at organization events • Qualitative research (personal interviews, discussion and feedback)

f. High-profile local activists			
Audience(s)	Challenges	Goals	Tactics
<ul style="list-style-type: none"> • Daniel LeBlanc • Michel Desjardins • Pierre Landry • Shannon Douthwright • Mario Cyr • Monik Richard • Susan Linkletter 	<ul style="list-style-type: none"> • Past potentially negative relationship or lack of relationship with Commission • Lack of respect for Commission board / staff • Commission seen as untouchable entity • Lack of common goals (i.e. infighting) • Unrealistic overall expectations of Commission • Unrealistic specific expectations of Commission (i.e. round-the-clock accommodation of surfers on Petitcodiac River) • Unrealistic timeline expectations re: upgrades 	<ul style="list-style-type: none"> • Be considered and accepted as part of the same team • Confidence and pride among activists that the Commission is value-added to the community, experts in their field, and committed to sound environmental stewardship of the Petitcodiac River watershed • Be considered as friends / allies of the Petitcodiac River watershed • Support for investment in upgrades and understanding of timing • Pride in the world-class compost product 	<ul style="list-style-type: none"> • Public forum on Petitcodiac River • Public tours of treatment plant + compost facility • Open house – anniversary / brand launch • Updated print materials <ul style="list-style-type: none"> ○ General brochure ○ Compost brochure ○ Pins, collateral ○ Roll-up banner display • Updated interior communications at Commission • Website • Social media (FB, Twitter, YouTube video(s) explaining current process and upgrades and compost) • Brand evolution/Rebranding • Annual report / AGM • Quarterly newsletter • Annual newspaper insert (E/F) • Proactive sharing of information / meetings to set expectations • Public speaking opportunities for manager • Qualitative research (personal interviews, discussion and feedback)

g. Provincial and federal governments			
Audience(s)	Challenges	Goals	Tactics
<ul style="list-style-type: none"> • Government of Canada <ul style="list-style-type: none"> ○ Member of Parliament for Moncton-Riverview-Dieppe ○ Member of Parliament for Fundy-Royal ○ Environment Canada ○ Other funding bodies (PPP, etc.) • Government of New Brunswick <ul style="list-style-type: none"> ○ Dept. of Environment and Local Government <ul style="list-style-type: none"> ▪ Minister ▪ Deputy minister and other officials ○ Local MLAs ○ Opposition Environment and Local Government Critics 	<ul style="list-style-type: none"> • Sensitive to negative publicity • Tend to try and assuage the loudest critics • Conflicting political agendas with municipalities re: funding 	<ul style="list-style-type: none"> • Sufficient funding to avoid rate shock for ratepayers • Be considered and accepted as a partner in Greater Moncton's economic development • Commission's work considered as environmentally essential part of the community that is above parochial politics • Commission's innovation and commitment as environmental steward of Petitcodiac River watershed seen as benefit to local economy's infrastructure – and thus an economic development asset • Pride in the world-class compost product 	<ul style="list-style-type: none"> • Briefing meeting with appropriate ministers and officials on as-required basis • Regular contact with ministers' EAs / relationship-building • Presentation to local caucuses – government and opposition • Public tours of treatment plant + compost facility • Open house – anniversary / brand launch • Annual report / AGM • Quarterly newsletter • Website • Quantitative research results

h. Media			
Audience(s)	Challenges	Goals	Tactics
<ul style="list-style-type: none"> • Moncton Times & Transcript • CBC (radio and TV) • CTV Atlantic • Radio-Canada (radio and TV) • Global TV • L'Acadie Nouvelle • L'Étoile • Telegraph-Journal • Rogers (radio and TV) • Other local radio stations (secondary audience) 	<ul style="list-style-type: none"> • Lack of interest / profile • Lack of scientific expertise • Only interested in Commission during crisis / surfing • Too-close attachment to surfing issue 	<ul style="list-style-type: none"> • Build credibility • Ensure negative comments by others are counteracted by sought-out quotes from Commission (i.e. media calls Commission if they are doing a story that is critical) • Commission deals with media knowledgeably, competently and confidently • Reduction / elimination of erroneous information in media • Fair treatment 	<ul style="list-style-type: none"> • News releases • Annual report / AGM • Quarterly newsletter • Revamped website updated regularly • Editorial board meetings <ul style="list-style-type: none"> ○ Moncton Times & Transcript • Formal media training for Commission spokesperson(s) • Public tours of treatment plant + compost facility • Public forum on Petitcodiac River • Open house – anniversary / brand launch • Correct all misinformation immediately • Social media • Issues tracking • Development of key messages for a number of issues: <ul style="list-style-type: none"> ○ Upgrades (financing, timing, science, results) ○ Surfing ○ Compost

6. SUGGESTED COMMUNICATIONS ACTIVITIES GOING FORWARD

These are the major communications activities suggested for moving forward.

a. Brand evolution/Rebranding			
Audience(s)	Challenges	Goals	Description
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Commission requires updated branding for moving beyond the past and building confidence in pride for future upgrades 	<ul style="list-style-type: none"> Creating a fresh start Professional and consistent image that is indicative of the Commission's mission Unite Commission and stakeholders around common vision, mission, goals, image, values (team exercise) 	<ul style="list-style-type: none"> Mission statement Purpose Communication audit Logo Visual identity to be included on all materials: <ul style="list-style-type: none"> Brochures Stationery Signage Website Social media Displays / Booths Advertising Vehicles / clothing

b. News releases			
Audience(s)	Challenges	Goals	Description
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Infrequency due to lack of news. 	<ul style="list-style-type: none"> Build credibility and trust with media and public Create regular content for website and newsletter Position Commission as helpful and knowledgeable Correct misinformation Opportunity to proactively share with stakeholders 	<ul style="list-style-type: none"> Strategic news releases that provide useful and pertinent information to stakeholders <ul style="list-style-type: none"> Updates on upgrades Appointments of commissioners, board executive, senior management Announcements of events, publications Archived to website (not in PDF format as is currently the case)

c. Householder / Newspaper insert			
Audience(s)	Challenges	Goals	Description
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Cost – but suppliers will help pay with ads Content 	<ul style="list-style-type: none"> Opportunity to display openness and transparency Educate stakeholders Achieve clarity and consistency of mission, purpose, what the Commission can and cannot do Create support / understanding Position the Commission as stewards of Petitcodiac River watershed Opportunity for advertisers to help pay for publication Opportunity for positive media coverage Promote world-class compost 	<ul style="list-style-type: none"> A professionally laid out and written publication that explains: <ul style="list-style-type: none"> Commission mission, purpose, vision, etc. What the Commission does Advertising from related suppliers (mortgage brokers, builders, etc.) Available as insert in: <ul style="list-style-type: none"> Times & Transcript L'Étoile (Greater Moncton area) Available as PDF online Extra copies available for events, etc.

d. Presentations			
Audience(s)	Challenges	Goals	Description
<ul style="list-style-type: none"> • Government officials <ul style="list-style-type: none"> ○ Municipal officials ○ Local MLAs • Environmental organizations • Other stakeholders upon request 	<ul style="list-style-type: none"> • Require new content from time to time to keep it fresh • Lack of interest from some 	<ul style="list-style-type: none"> • Achieve clarity of mission, purpose, what the Commission can and cannot do • Create support • Minimize misinformation • Strengthen the brand • Create personal relationships (build trust) • Build support for funding for upgrades • Opportunity for positive media coverage 	<ul style="list-style-type: none"> • General PPT presentation on the Commission • Educational • Must be professionally laid out • PPT and presentation training suggested • Available on website

e. Public speaking engagements			
Audience(s)	Challenges	Goals	Description
<ul style="list-style-type: none"> • Economic development organizations • Community organizations (Rotary, etc.) • Environmental organization AGMs, etc. 	<ul style="list-style-type: none"> • Creating interest • Comfort level and time commitment internally at Commission 	<ul style="list-style-type: none"> • Achieve clarity of mission, purpose, what the Commission can and cannot do • Create support • Minimize misinformation • Strengthen the brand • Create personal relationships (build trust) • Build support for funding for upgrades • Opportunity for positive media coverage 	<ul style="list-style-type: none"> • General PPT presentation on the Commission • Educational • Must be professionally laid out • PPT and presentation training suggested • Available on website

f. Social media			
Audience(s)	Challenges	Goals	Description
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Staff resources Unfamiliarity with social media – mistakes magnified Permanency of posts Opportunity for opponents to publicly criticize Commission 	<ul style="list-style-type: none"> Create support, credibility Position Commission as helpful and knowledgeable Show transparency and accountability Correct misinformation Seek to be understood Communicate clearly Create relationships Opportunity to further promote Commission 	<ul style="list-style-type: none"> Facebook Twitter YouTube (if applicable) Consider ongoing communications assistance

g. Website			
Audience(s)	Challenges	Goals	Description
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Staff resources Unfamiliarity with websites Potential for perception of lack of activity if updates are not made a priority 	<ul style="list-style-type: none"> Create support, credibility Position Commission as helpful and knowledgeable Show transparency and accountability Opportunity to further promote Commission Resource for information (shareholders, public, environmental organizations, other stakeholders, media) 	<ul style="list-style-type: none"> New or revamped website providing up-to-date information on the Commission Updated domain name (from gmsc.nb.ca to gmsc.ca) Meeting updates Information on upgrades Board and management bios News releases Announcements

h. Media relations			
Audience(s)	Challenges	Goals	Description
<ul style="list-style-type: none"> • Moncton Times & Transcript • CBC (radio and TV) • CTV Atlantic • Radio-Canada (radio and TV) • Global TV • L'Acadie Nouvelle • L'Étoile • Telegraph-Journal • Rogers (radio and TV) • Other local radio stations (secondary audience) 	<ul style="list-style-type: none"> • Renewed interest by media in Commission has largely been around the surfing issue 	<ul style="list-style-type: none"> • Create credibility • Encourage fair coverage • Position Commission as helpful and knowledgeable • Correct misinformation • Seek to be understood • Communicate clearly • Create relationships 	<ul style="list-style-type: none"> • Key messages for spokesperson(s) • Media training <ul style="list-style-type: none"> ○ Interview preparation ○ Dealing with media ○ Key messaging ○ Tips and tricks • News releases • Media section on website to brief reporters on key messages, what the Commission can and cannot do, etc.

i. Qualitative research			
Audiences	Challenges	Goals	Description
<ul style="list-style-type: none"> • Key internal and external stakeholders 	<ul style="list-style-type: none"> • Not properly framed and introduced, could lead to questions as to why research is being done 	<ul style="list-style-type: none"> • Get honest feedback, suggestions and advice from key internal and external stakeholders in order to determine status of current situation. • Provide benchmark to determine success of communications-related initiatives. 	<ul style="list-style-type: none"> • In-person interviews • Telephone interviews

j. Quantitative research			
Audiences	Challenges	Goals	Description
<ul style="list-style-type: none"> Key internal and external stakeholders 	<ul style="list-style-type: none"> Not properly framed and introduced, could lead to questions as to why research is being done 	<ul style="list-style-type: none"> Provide benchmark of Greater Monctonians' public opinion for support of Commission's brand, goals, funding of upgrades, feelings on Petitcodiac River, environment, etc. To be shared with municipal leaders 	<ul style="list-style-type: none"> Public opinion survey by professional polling firm

k. Annual report			
Audiences	Challenges	Goals	Description
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Very detailed, scientific terms may not be easily understood 	<ul style="list-style-type: none"> Position Commission as open and transparent Provide annual overview of Commission's activities Provide opportunity for presentations, public speaking engagements, media coverage 	<ul style="list-style-type: none"> Print and PDF versions with easy-to-understand highlights version for public consumption Professionally written and laid out Final Annual Report published within 30 days of AGM four months of year-end (includes financials approved at AGM) Public highlights version available at AGM (no financials)

I. Public tours			
Audiences	Challenges	Goals	Description
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> May not be easily accessible for some due to walking distance, stairs, etc. Questions about sanitary issues (odour, spray from holding tanks on windy days, etc.) Internal décor not up to date 	<ul style="list-style-type: none"> Position Commission as open and transparent Provide hands-on visual opportunity to learn more about the Commission's operations 	<ul style="list-style-type: none"> Guided tours of Commission facilities (treatment plant and compost facility) upon request Proactive invitations to tour facilities for new municipal councillors, appropriate senior staff Invitation to book tours placed on website (including "what to expect" section re: walking distance, odours, safety, etc.) Update internal décor / visuals for education purposes

m. Annual updates in water bills			
Audiences	Challenges	Goals	Description
<ul style="list-style-type: none"> Ratepayers in Greater Moncton <ul style="list-style-type: none"> Homeowners Landlords 	<ul style="list-style-type: none"> Cooperation required from municipalities for including brochure May raise questions on costs incurred by Commission 	<ul style="list-style-type: none"> Position Commission as open and transparent Educate and inform ratepayers on Commission's activities and environmental stewardship Promote website Promote public tours Promote compost 	<ul style="list-style-type: none"> Brochure outlining Commission's activities over the past years to be included in all water bills sent to ratepayers in Greater Moncton (May / June following AGM)

n. Open house			
Audiences	Challenges	Goals	Description
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Weather for outdoor portions of tour 	<ul style="list-style-type: none"> Position Commission as open and transparent Educate and inform ratepayers on Commission's activities and environmental stewardship Promote compost Opportunity for positive media coverage 	<ul style="list-style-type: none"> Spring 2014 event to launch new brand, visuals, etc. Tours Distribution of new print material, promotional items (i.e. mugs, refrigerator magnets, etc.)

o. General brochure			
Audiences	Challenges	Goals	Description
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Ordering too many / too few 	<ul style="list-style-type: none"> Position Commission as open and transparent Educate and inform on Commission's activities and environmental stewardship Promote compost 	<ul style="list-style-type: none"> Easy-to-read and understand brochure on Commissions goals and activities Also available as PDF on website A compost-specific brochure may also be considered

p. General collateral			
Audiences	Challenges	Goals	Description
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Up-front investment 	<ul style="list-style-type: none"> Promote new updated brand Provide professional image 	<ul style="list-style-type: none"> Roll-up banners for speaking events, presentations, etc. (i.e. backdrop) Stationery (letterhead, envelopes, etc.) Promotional items (refrigerator magnets, pens, mugs, etc.) Signage Vehicle graphics Clothing Standard PPT design

q. Public forum on Petitcodiac River			
Audiences	Challenges	Goals	Description
<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Cost Participation by environmental groups 	<ul style="list-style-type: none"> Position Commission as open and transparent Educate and inform on Commission's activities and environmental stewardship Expectations management with key environmental organizations Raise awareness on Petitcodiac River Build relationships with stakeholders, especially environmental groups and high-profile stakeholders Provide opportunity for stakeholders to come together to celebrate Petitcodiac River's potential 	<ul style="list-style-type: none"> A public forum bringing together local stakeholders for presentations on the current state of the Petitcodiac River and its future, including water quality and tourism potential Commission could act as major sponsor

r. Memberships in local professional organizations			
Audiences	Challenges	Goals	Description
<ul style="list-style-type: none"> • Greater Moncton Chamber of Commerce • Enterprise Greater Moncton • Conseil économique du Nouveau-Brunswick 	<ul style="list-style-type: none"> • Staff may not be able to be active because of workload • Staff (and potentially board) may need to commit time to network / promote • Initial upfront cost • Benefits may not be immediately apparent 	<ul style="list-style-type: none"> • Position Commission economic leader in community through employment, supplier purchases, construction, etc. • Increase profile of senior management / chair as community leaders • Create public speaking / presentation opportunities • Network with other members of the business community / create linkages • Provides opportunities for sponsoring events / awards 	<ul style="list-style-type: none"> • Purchase and maintain memberships in local professional associations

7. KEY MESSAGES

Throughout the above-noted tools and activities, the following overall key messages should be present – either literally or implied – in some form or another, based on the Commission’s strategic priorities for 2014-2018: 1) Minimizing negative environmental impact of GMSC operations; 2) Common vision and plan with municipal and community partners; 3) Long-term reliability and sustainability of GMSC infrastructure; 4) Long-term financial viability and cost-effectiveness.

- The Commission is committed to being sound environmental stewards of the Petitcodiac River watershed. (1, 2)
- The Commission stands in service to the citizens and ratepayers in Greater Moncton. (1, 2, 3, 4)
- The Commission is committed to openness and transparency with its shareholders (City of Moncton, City of Dieppe, Town of Riverview) and ratepayers. (2)
- The Commission is innovative, flexible and responsive to ever-changing government regulations, needs of the community, status of Petitcodiac River, etc. (1, 2, 3)
- The Commission is committed to responsible fiscal management of ratepayers’ fees and sound administrative policies and management. (4)
- The Commission is committed to communicating with all stakeholders on a regular and proactive basis in order to promote understanding and awareness of the Commission’s plans, goals and activities.(2)
- The Commission is committed to maintaining mutually beneficial relationships with its stakeholders. (2)

8. TIMELINE AND KEY PRIORITIES

ITEM	2014				2015				2016			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
a. Brand evolution/Rebranding	X											
b. News releases	X	X	X	X	X	X	X	X	X	X	X	X
c. Householder / Newspaper insert		X				X				X		
d. Presentations	X	X	X	X	X	X	X	X	X	X	X	X
e. Public speaking engagements	X	X	X	X	X	X	X	X	X	X	X	X
f. Social media	X	X	X	X	X	X	X	X	X	X	X	X
g. Website	X											
h. Media relations	X	X	X	X	X	X	X	X	X	X	X	X
i. Qualitative research			X				X				X	
j. Quantitative research	X				X				X			
k. Annual report		X				X				X		
l. Public tours		X	X	X		X	X	X		X	X	X
m. Annual updates in water bills		X				X				X		
n. Open house		X				X				X		

o. General brochure (+ updates)	X				X				X			
p. General collateral		X							X			
q. Public forum on Petitcodiac River				X				X				X
r. Memberships in professional organizations (+ renewals)	X				X				X			

9. ESTIMATED BUDGET FOR Y1 (2014)

Item	Estimated budget
a. Brand evolution/Rebranding	\$45,000
b. News releases (10 X \$500) (writing, translation, distribution)	\$5,000
c. Householder/Newspaper insert	\$2,500
d. Presentations	N/A
e. Public speaking engagements	N/A
f. Social media	\$12,000 or \$0 if done internally
g. Website	\$15,000 - \$20,000
h. Media relations	\$1,000 (training)
i. Qualitative research	N/A
j. Quantitative research	\$10,000
k. Annual report	\$10,000
l. Public tours	N/A
m. Annual update in water bill	\$15,000 (production, printing)
n. Open house	\$7,500
o. General brochure	\$5,000
p. General collateral	\$18,000
q. Public forum on Petitcodiac River	\$10,000
r. Membership in professional organizations	\$1,000
s. General counsel / advice	\$12,500
Estimated total 2014	\$157,500 – \$174,500