NASHWAAK
RURAL COMMUNITY

Fire Services Efficiency and Structural Review

Request for Proposals

Procurement information	Details
Solicitation	NRC-RFP-2026-03
Issued by	Nashwaak Rural Community
Issue date	September 23, 2026
Written questions due	October 21, 2026 at 2:00 p.m. Atlantic Time
Proposal closing	October 28, 2026 at 2:00 p.m. Atlantic Time
Submission	PDF by email to cao@nashwaak.ca

Submission instructions and inquiries

Proposals must be received at cao@nashwaak.ca by October 28, 2026 at 2:00 p.m. Atlantic Time. Use the email subject “NRC-RFP-2026-03 - Fire Services Efficiency and Structural Review”. The receipt time recorded by NRC’s email system governs. Send written questions to the same address by October 21, 2026 at 2:00 p.m. Atlantic Time. NRC may issue written addenda to all known proponents or through the posting channel. Proponents are responsible for acknowledging addenda. Do not contact Council members or other staff about this procurement outside this process.

General procurement conditions

- Council will make the final award following administrative evaluation and recommendation. No contract exists until Council approves the award and an authorized written agreement is executed.
- NRC may reject any or all proposals, waive minor irregularities where lawful, seek clarification, check references, interview proponents, negotiate, amend or cancel the process. Lowest price does not necessarily win.
- Late proposals will not be accepted. Preparation and interview costs are the proponent’s responsibility. Proposals remain valid for 90 days after closing.
- Proponents must disclose subcontractors, exclusions, assumptions, actual or potential conflicts, and requested contract exceptions. Alternative approaches may be offered separately from a compliant base proposal.
- Information in a proposal may be disclosed under applicable access to information law, subject to lawful exemptions. Identify confidential material and the grounds for confidentiality.
- The selected proponent will enter into a written agreement covering scope, payment, confidentiality, ownership of deliverables, insurance, termination and dispute resolution. NRC may refine scope by mutual written agreement.

Introduction

Nashwaak Rural Community seeks an independent consultant experienced in fire service reviews, municipal service delivery and emergency services governance. The consultant will examine the Nashwaak Valley Fire Department and Stanley Volunteer Fire Department for operational efficiency, effectiveness, governance, sustainability and collaboration. The review must assess increased integration or a merger while respecting each department's community identity, volunteer culture and public safety mandate. Council has not predetermined a merger.

Background

NRC provides fire protection through two volunteer fire stations serving distinct geographic areas. Both contribute to emergency response, fire suppression, medical assists and community safety. Council seeks an objective assessment of current delivery, long-term volunteer sustainability, coordination and the merits and risks of structural options.

Scope and deliverables

Current state assessment

- Governance structures, reporting relationships, organizational models and leadership.
- Staffing, volunteer recruitment and retention, training, succession and sustainability.
- Apparatus, equipment, facilities, coverage, response times and call volumes.
- Mutual aid, automatic aid and interdepartmental coordination.
- Financial structures, budgets, funding, policies, standard operating procedures and administrative capacity.

Efficiency and effectiveness

- Identify duplication of services, equipment or administrative functions.
- Assess shared training, administration, procurement, fire prevention and other collaboration opportunities.
- Compare current arrangements with sound rural and volunteer fire service practice, and identify risks and vulnerabilities.

Structural options

Evaluate the status quo with targeted improvements, enhanced collaboration or shared services, unified leadership or administration, partial integration and full departmental merger, plus any other viable option. For each viable model, address governance and accountability, operations, capital and operating costs, volunteer and human resource effects, risks, benefits, implementation challenges and effects on service levels and public safety.

Engagement and reporting

- Engage appropriate fire leadership, volunteers, municipal staff and Council using a process suited to sensitive operational issues.
- Prepare a Fire Services Review and Options Analysis Report with an executive summary, key findings, comparative options, clear evidence-based recommendations and implementation considerations.
- Present findings to Council and provide a summary suitable for public communication.

Qualifications

- Fire service, emergency services or municipal service delivery review experience.
- Knowledge of rural volunteer department operations and New Brunswick governance and fire service frameworks, or comparable jurisdictions.
- Ability to conduct independent evidence-based analysis and facilitate sensitive conversations.

Proposal requirements

- Company profile and qualifications; named project team and roles.
- Descriptions of similar work completed in the past five years.
- Work plan, methodology, engagement approach and proposed schedule through final Council presentation.
- Detailed fixed fee or rate schedule, including expenses, in Canadian dollars excluding HST.
- At least three references for comparable fire service or municipal projects; subcontractors, exclusions, assumptions, conflicts and agreement exceptions.

Evaluation criteria

Criterion	Weight
Relevant experience and qualifications	30%
Work plan and methodology	25%
Understanding of project objectives	15%
Cost and value	20%
Timeline and availability	10%

NRC may seek clarification, check references or interview shortlisted proponents. The final completion date will be set in the agreement based on the successful work plan.

NASHWAAK RURAL COMMUNITY

ADDENDUM NO. 1

Request for Proposals – Fire Services Efficiency and Structural Review

RFP Reference: NRC-RFP-2026-03
Date Issued: October 27, 2026

1. Extension of Proposal Submission Deadline

The Nashwaak Rural Community hereby extends the closing date for submissions under NRC-RFP-2026-03.

Original Closing Date: Wednesday, October 28, 2026, at 2:00 p.m. Atlantic Time

Revised Closing Date: Wednesday, November 4, 2026, at 2:00 p.m. Atlantic Time

All proposals must be submitted electronically in PDF format to cao@nashwaak.ca by the revised closing date.

Proposals already submitted will remain valid and will be considered unless withdrawn or replaced by the proponent before the revised deadline. Proponents may submit revised proposals up to the new closing date.

2. Clarification of Reporting Structure

The successful consultant will report to the Chief Administrative Officer (CAO), or the CAO's designate, throughout the project. The CAO will serve as the primary municipal contact and coordinate project communications, stakeholder engagement, progress updates and review of draft deliverables.

The consultant will conduct the review independently and objectively, with its final findings and recommendations presented directly to Council.

All other engagement and reporting requirements outlined in the original RFP remain unchanged.

3. Acknowledgement of Addendum

All proponents are requested to acknowledge receipt of this addendum by email to cao@nashwaak.ca.

Proponents who have already submitted a proposal may acknowledge this addendum by replying to the email distributing it. A revised proposal is not required unless the proponent wishes to make changes to their original submission.

Proponents submitting after the issuance of this addendum should include an acknowledgement of Addendum No. 1 with their proposal.

Failure to provide a separate acknowledgement will not, by itself, result in disqualification, provided the proposal otherwise meets the RFP requirements.

4. Other RFP Requirements

All other terms, conditions, submission requirements, scope of work, deliverables and evaluation criteria contained in the original RFP remain unchanged.

This addendum forms part of NRC-RFP-2026-03 and shall be read together with the original Request for Proposals.

Issued by:
Chief Administrative Officer
Nashwaak Rural Community
cao@nashwaak.ca