



STAFF REPORT

Report # CAO2015-04
2/24/2015

Date: February 24, 2015
Submitted to: Strategic Initiatives Standing Committee
Submitted by: John Brown, CAO / Evaluation Team
Subject: Award of Contract to complete a Community Based Strategic Plan

PURPOSE

The purpose of this report is to award the contract for Professional Consulting Services for the development of a Community Based Strategic Plan (CBSP).

RECOMMENDATION

THAT Council receive Staff Report CAO2015-04, and award the contract for Professional Consulting Services for the development of a Community Based Strategic Plan (CBSP) to MMM Group Limited for a price of \$46,002.50;

AND FURTHER authorize the enhancements as recommended by Staff to include additional community consultation and Council presentation for an additional cost of \$2,622.50;

AND FURTHER the Citizen Advisory Committee terms of reference be approved as presented by the Consultant.

1. BACKGROUND

On December 15th, 2014 Council approved Staff Report CAO2014-13 recommending that Council approve the issuance of an RFP for the preparation of a Community Based Strategic Plan with funding to be allocated during the 2015 budget process. Request for Proposals (RFP) No. CAO2014-01 for the provision of Professional Consulting Services for the development of a Community Based Strategic Plan for the Town of Collingwood was issued on December 29th, 2014. The opportunity was advertised locally and posted on the Town website. The RFP was distributed to thirty-four (34) firms that requested the document. There were eleven (11) submissions received by the Closing Date of January 21st, 2015.

2. INPUT FROM OTHER SOURCES

- Review of references.

3. APPLICABLE POLICY OR LEGISLATION

Municipal Procurement Policy 2006-42

4. ANALYSIS

The Town is interested in retaining a Consultant with expertise in Strategic Planning and community engagement to lead this planning process. The Consulting firm being recommended by staff is MMM Group Limited who have had extensive experience in this type of strategic planning process. The selected consultant will work with Town Council, a yet to be appointed citizen advisory committee, staff, and the community, to create a Strategic Plan which has long-range (e.g. vision, mission, values), medium term (e.g. objectives and priorities) and short term (e.g. specific action plans) implications. The priorities and action plans established in the Strategic Plan will be used by staff to prepare their annual department budgets. Performance measures will also be a feature of the Plan to enable Council and staff to annually monitor the Plan's implementation and issue a "report card" during the 4th year of Council's term.

Staff have met with the primary consultant and reviewed and revised the scope of work proposed to ensure that it comprehensively addresses the needs of the community for a fulsome public engagement process. A copy of the proposed work program is found in Resource 2.

Evaluation and Recommendation of Consulting Service

The Proposals were evaluated by senior staff members including the CAO, and representatives from Clerks, Planning, Parks, Recreation and Culture and Purchasing. The eleven (11) submissions were evaluated against pre-established technical criteria to rank the corporate capabilities (30 points), project team (20 points), understanding of project objectives (20 points), and work program (20 points). All of these evaluations occurred in the absence of Pricing information. The Evaluation Team came to a consensus on the three (3) highest ranked firms. These three firms proceeded to the Pricing evaluation (10 points) and the results follow:

Proponent	Price (before HST)	Final Ranking
MMM Group	\$46,002.50	1
<i>Proponent No. 2</i>	<i>\$53,170.00</i>	2
<i>Proponent No. 3</i>	<i>\$89,515.00</i>	3

The pricing information did not change the initial ranking of the Proposals by the Evaluation Team. As a further step in the process, the Evaluation Team met with the MMM Group Limited to review their proposal. The proposed fee structure and methodology was discussed in detail and Staff recommends the Proposal be modified to include the following items:

Additional community visioning workshop	\$ 2,642.50
Council presentation of the Vision Summary Report	1,050.00
Deletion of the final Community Event Booths.	(1,220.00)
Include Council in the Action Items workshop	-- \$0.0
Disbursements	150.00
	<u>\$2,622.50</u>

Rationale for staff recommend enhancements/changes:

- It was felt an additional community visioning workshop was essential to provide the public with an increased opportunity to participate in the preparation of the plan.
- An additional presentation of the visioning summary report to Council was felt necessary to ensure the Council is aware of the communities visioning exercise prior to the Action Items Workspop.
- Staff also included Council in the Action Items Workshop, as it was felt that Council needs to have input into the implementation action plan that will be based on the visioning consultation results.
- In an attempt to ensure that costs are minimized, Town staff will undertake comprehensive communication of the final plan to the public, once it is approved by Council.

5. EFFECT ON TOWN FINANCES

The Evaluation Team recommends the contract for the provision of Professional Consulting Services for the development of a Community Based Strategic Plan be awarded to the MMM Group in the amount of \$48,625, including the changes recommended in this report.

- Not including HST

**\$50,000 was allocated in the draft budget.*

Council may also include a “statistically significant” telephone survey for an additional cost of up to \$25,000.

6. APPENDICES & OTHER RESOURCES

Appendix A	Pricing Form & Methodology
Appendix B	Citizen Advisory Committee Terms of Reference
Resource 1	CAO2014-13 Issue an RFP for Consultants for a CBSP http://www.collingwood.ca/node/11489

SIGNATURES

Submitted by:		Department Head:
<i>Evaluation Team</i>		<i>John Brown CAO</i>
Town of Collingwood		Town of Collingwood

Proposed Fee Schedule

TOTAL PROGRAM COSTS

TASKS		Standard Fee	Staff Recommendations
Phase 1: Community Based Strategic Plan Education			
1.1	Project Initiation Meeting		
1.2	Biweekly Project Meetings (Teleconference)		
1.3	Needs Assessment/Environmental Scan (Deliverable)		
1.4	Coordinate with On-going Projects		
1.5	Citizen Advisory Committee Terms of Reference (Deliverable)		
1.6	Video Vignettes		
1.7	Informational Meeting with Town Staff		
1.8	Community Events Booth		
1.9	Workshop with Council		
1.10	Citizen Advisory Committee Meeting #1		
		\$ 14,210.00	\$ 14,210.00
Phase 2: Community Consultation			
2.1	Social Media Program		
2.2	Online Survey		
2.3	Town Staff Visioning Workshop		
2.5	Community Event Booths		
2.6	Community Visioning Workshop x 2		\$ 2,642.50
2.7	Citizen Advisory Committee Meeting #2 Visioning Workshop		
2.8	Vision Summary Report (Deliverable)		
	Presentation to Council (ADD)		\$ 1,050.00
2.10	Town Staff & Council Action Items Workshop		
2.11	Community Action Items Workshop		
2.12	Citizen Advisory Committee Meeting #3 Action Item Workshop		
2.13	Action Item Summary Report (Deliverable)		
2.14	Council Action Item Workshop		
		\$ 18,830.00	\$ 22,522.50
Phase 3: Community Based Strategic Plan			
3.1	Draft Community Based Strategic Plan		
3.2	Report Card		
3.3	Citizen Advisory Meeting #4		
3.4	Final Community Based Strategic Plan		
3.5	Presentation to Council		
3.6	Final Public Information Centre (REMOVE)		\$ 1,220.00
		\$ 10,712.50	\$ 9,492.50
Disbursements		\$ 2,250.00	\$ 150.00
		\$ 46,002.50	\$ 48,625.00

* staff recommended

Town of Collingwood Community Based Strategic Plan: Citizen Advisory Committee (CAC) Terms of Reference

Purpose / Function

In the Community Based Strategic Plan process, the purpose of the Citizen Advisory Committee (CAC) is to provide input to the Project Team (staff and consultant) during a series of facilitated meetings.

In addition, the CAC may assist the Town of Collingwood to reach out and informally let representatives of community groups, associations and other organizations, as well as residents, know about the Community Strategic Plan process.

The CAC represents one form of input to the Community Strategic Plan, and is advisory in nature.

Goal

The composition of the CAC should reflect various interests important to the Strategic Plan process (e.g. local business, natural environment, recreation, social, heritage, general public).

It is not the intent that every interest will be specifically represented but rather, the CAC reflects various perspectives and has broad connections within the community.

The CAC should be comprised of 8 to 10 members.

Objectives

To fulfill the purpose / function of the CAC, each member of the Citizen Advisory Committee is asked to:

- Understand the purpose of the undertaking a Community Based Strategic Plan;
- Offer knowledge, views, and ideas for consideration within the Community Based Strategic Plan process;
 - identifying potential goals, objectives and vision for the future of the Town of Collingwood;
 - defining potential action items to implement the vision;
- Comment on information presented by the Town of Collingwood and MMM Group; and
- Support the Community Strategic Plan process by encouraging others to participate during public information workshops and activities.

Requests of CAC Members:

The Town of Collingwood asks that each CAC member:

- Attend and participate in CAC meetings

- Review meeting materials in advance of scheduled meetings
- Discuss the knowledge, information, views, opinions, perspective, insights and ideas in the context of the Town as a whole and not focus on one issue or mandate
- Engage in open, honest and respectful dialogue
- Seek clarification into understanding other member's thinking and reasoning

Support:

The Town of Collingwood / MMM Group will provide support in the form of meeting materials and facilities, recording and distribution of minutes, and the copying of documents and information for review.

Facilitator and Chair:

Facilitation and chairing of meetings is the responsibility of MMM Group.

Recorder / Minutes:

Recording and distribution of meeting minutes is the responsibility of MMM Group Ltd. Distribution of minutes will be by electronic message.

Schedule for CAC Meetings:

A total of four (4) CAC meetings will occur throughout the project and will address the following points:

1) CAC Meeting #1 will occur in Phase 1 of the project, following the selection of the committee members. The purpose of this meeting will be to:

- Introduce the CAC to the Town of Collingwood and MMM Group and to each other;
- Discuss the CAC Terms of Reference;
- Describe the Community Based Strategic Plan process;
- Provide an overview of the community consultation throughout the project;
- Share the findings of the Needs Assessment/Environmental Scan;
- Address any other matters considered relevant;
- Have questions answered.

2) CAC Meeting #2 will occur during the first half of Phase 2 of the project. This meeting will be held as a visioning workshop. The purpose of this meeting will be to:

- Review the Community Consultation held to date;
- Provide a summary of the comments received;
- Brainstorm vision ideas amongst the committee;
- Provide input to the Vision Summary Report.

3) CAC Meeting #3 will occur during the second half of Phase 2 of the project. This meeting will be held as an action items workshop. The purpose of this meeting will be to:

- Review the Community Consultation held to date;
- Provide a summary of the comments received;
- Brainstorm action item ideas amongst the committee;
- Provide input to the Action Items Summary Report.

4) CAC Meeting #4 will occur during Phase 3 of the project. The purpose of this meeting will be to:

- Present the Draft Community Based Strategic Plan and report card;
- Discuss the implementation of the Vision Summary Report and Action Items Report into the draft strategy;
- Discuss the timeframes to attain the goals and objectives;
- Provide comments for the finalization of the Community Based Strategic Plan.