



# The Corporation of the Municipality of Arran-Elderslie

## **Staff Report**

Council Meeting Date: January 10, 2022

Subject: SRECDEV.22.01 Award Contract for Corporate Strategic Plan

Report from: Laura Fullerton, Community Development Coordinator

Appendices: None

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### **Recommendation**

Be It Resolved that Council hereby,

1. Award contract for the Corporate Strategic Plan to Boulevard Strategy Group for the amount of \$34,408.50 including HST.

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### **Report Summary**

The Municipality of Arran-Elderslie has made significant progress over the past several years with multiple departmental strategies developed and approved including a Corporate Workplan, Recreation Master Plan, Economic Development Strategic Plan, Fire Master Plan, Roads Needs Study and Asset Management Plan. In the past number of years, the Corporate website has also been updated and a number of processes have come into place to better serve residents as well as increase staff efficiency.

The Corporate Strategic Plan developed in 2022 will be able to build upon these documents to develop an overall vision statement and a set of goals and direction for the first plan of its type for the Municipality of Arran-Elderslie. Future Marketing and Communication plans will reflect this corporate vision. In addition, each year staff will be able to develop actionable work plans that reflect these documents and align with the Corporation's Strategic goals and direction.

The overall responsibility and scope of work for the consultant is to prepare an actionable and measurable Corporate mid to longer term (5 to 10 year) strategy containing goals, objectives, and implementation actions.

As part of the development of the Corporate Strategic Plan the consultant will also provide facilitation services during the public outreach and stakeholder engagement process. The consultant, with support from staff, Council and stakeholders, shall provide professional services to support the following tasks:

1. Review and analyze existing relevant by-laws reports, policies and studies that may influence goals and objectives in the Strategic Plan.
2. Complete stakeholder engagement and consultation in developing the strategy. The engagement and consultation process may incorporate various techniques, but shall include:
  1. One initial start-up meeting with CAO and Department Heads to gain input and further direction on the scope of work to be done
  2. Consultation session with Council members
  3. Consultation sessions with community members (Consultants to provide recommendation on number and types of community sessions)
3. Identify the Municipality's assets and competitive advantages to incorporate these assets and advantages into an overall Strategy. This task should include a Strengths, Weaknesses, Opportunities and Threats (SWOT) or SWOT-style analysis of the Municipality and the surrounding area.
4. Review and analyze local by-laws, policies, processes, and regulations providing recommendations on making adjustments, where necessary and appropriate, to support sustainable economic growth and diversification.
5. Conduct a review of the current status of the municipal organization, including existing plans, policies and long-term goals; the prevailing labour climate; the Municipality's financial status, and other relevant, related research deemed necessary.
6. Prepare a draft Strategic Plan based on the information gathered at all meetings/stakeholder sessions for Council review and approval.

The Strategic Plan should include, as a very minimum, the following:

- The Municipality of Arran-Elderslie's Mission, Strategic Vision and related goals
- Key values and guiding principles to assist direction and decision making
- Implementation Plan, outlining a prioritization of short-term and long-term recommended Implementation Actions to achieve strategic vision and goals
- Supplementary information should include:
  - i. List of strategic issues relevant to Arran-Elderslie
  - ii. Performance measurement tools during the implementation phase
  - iii. Communications and Marketing Plan goals
  - iv. Any other relevant information

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## **Background**

Staff received seven (7) proposals submitted on or before November 27, 2021.

<b><i>Company</i></b>	<b><i>Proposal Amount (including HST)</i></b>
Boulevard Strategy Group	\$34,408.50
Consilium Public Sector Services Inc.	\$25,000.00 (HST not noted)
Explorer Solutions	\$34,538.00
Interthink Consulting Inc.	\$39,409.00
Municipal Government Wayfinders	\$38,727.36
Munro Strategic Perspective/ Orgshift Solutions	\$39,550.00
Place and Main Advisors/ The Focus Group	\$35,000.00

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## **Analysis**

A selection committee consisting of the Chief Administrative Officer, Clerk, Community Development Coordinator and Program Coordinator reviewed all proposals based on the evaluation criteria provided in the Request for Proposal. The evaluation criteria included:

- Experience and Qualifications (30%)
- Workplan and Timelines (40%)
- Budget (30%)

Upon further discussion, investigation of past work and connecting with references, the selection committee is recommending the Municipality of Arran-Elderslie award the contract for the Corporate Strategic Plan to Boulevard Strategy Group.

Boulevard Strategy Group outlines extensive municipal strategic planning experience, a strong understanding of small rural municipalities, an adaptable flexible approach, unique public engagement and communications tools and a strong commitment to accountability. This company has recent experience working with Municipalities of similar size and on comparable projects.

Boulevard Strategy Group has outlined a 6-phase process that will result in a vision, mission and values and a priority-oriented strategic plan with goals, achievable, fiscally responsible initiatives and a performance measurement framework to guide the Municipality of Arran-Elderslie over the next five to ten years. This is an interactive process with consultation with Council, staff, residents, businesses and community stakeholder groups. A detailed methodology was provided that gives staff confidence in the process of developing a strong and valuable Strategic Plan. A week-by-week timeline was provided that outlines the project commencing on January 10<sup>th</sup>, 2022 (subject to Council Approval) and concluding on April 25<sup>th</sup>, 2022. The evaluation committee is confident that Boulevard Consulting Group will assist in developing a robust Corporate Strategic Plan that will guide the Municipality of Arran-Elderslie into the future.

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### **Financial Impacts/Source of Funding/Link to Procurement Policy**

In 2019, Council approved \$35,000 to retain the services of an external consultant to develop a Strategic Plan. The funds were identified to be funded from the provincial one-time Efficiency/Modernization Grant Reserve Account 01-0000-2150.

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Approved by: Sylvia Kirkwood, Chief Administrative Officer