



The Town of Niagara-On-The-Lake

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| Report: | CS-19-007 | Committee Date: | February 04, 2019 |
| | | Due in Council: | February 11, 2019 |
| Report To: | Corporate Services Advisory Committee | | |
| Subject: | 2018 - 2022 Council Strategic Plan | | |

1. RECOMMENDATION

It is respectfully recommended

- 1.1 That Council accept the Request for Quotation of \$26,200 (excluding applicable taxes) from Bill Winegard in association with David Cash to develop a strategic plan for the 2018 - 2022 Council Term.

2. PURPOSE / PROPOSAL

The purpose of this report is to obtain Council's approval to hire Bill Winegard and David Cash to develop Council's strategic plan.

3. BACKGROUND

In the past, at the beginning of each Council term, the Chief Administrative Officer is responsible for coordinating a consultant to guide Council in developing a strategic plan. In alignment with By-law 4701A-18, a by-law to enact a policy for the procurement of goods and services, requests for informal quotations were sent to five companies in December, 2018.

4. DISCUSSION / ANALYSIS

In consultation with the Lord Mayor, the Chief Administrative Officer and the Community Engagement Coordinator, Requests for Quotations were sent to five recommended strategic plan companies. One company declined to quote and the other four submitted quotations and proposed plans. Below is a list of all companies that submitted an RFQ and it is recommended that Council proceed with Bill Winegard as the contractor and project manager and David Cash as the associate.

2WA Consulting - \$28,125

KWL Advisory Consulting Practice - \$23,000

Level 5 Strategy Group - \$52,500

Bill Winegard - \$26,200

All RFQ proposals are available for viewing in person, in the Chief Administrative Officer's office.

Bill Winegard and his associate, David Cash are part of a larger company called Municipal Strategic Planning Associates, which is a group of four people, all of whom have been CAO's in small municipalities. Mr. Winegard would be the contractor and project manager for the Town and Mr. Cash would be the associate on the project.

Mr. Winegard and Mr. Cash emphasize that this is not a study. The strategic plan is what Council wants it to be and as a consultant, they consider themselves to be Council's "ghost-writers".

The proposed process includes a set-up meeting with staff, interviews with Council members and Senior Management, three Council workshops, engagement from the public, and interviews with approximately 20 to 25 community stakeholders. There will be a presentation of the draft strategic plan and an opportunity for stakeholders to provide written input. In addition to presenting the final draft of the strategic plan, Mr. Winegard and Mr. Cash also have included in their proposal a workshop for Council and staff to finalize and implement an action plan for the term. This is an important step in a strategic plan that not all proposals included. The proposed timeline for this process is 27.5 working days, subject to Council meeting schedules and interview availability (for Council members, staff, and community stakeholders.)

In conclusion, the relevant experience the consultants have, in addition to the detailed work plan, the concise time frame presented, and ultimately the services provided from the set-up meeting to the presentation of the Final Draft Strategic Plan and recommendations for implementing an action plan, all contribute to the recommendation to hire Mr. Winegard and associate Mr. Cash to lead Council's strategic plan.

5. STRATEGIC PLAN

Once a strategic plan is finalized and approved, future COTW reports will be able to identify how the report is relevant to Council's strategic plan.

6. OPTIONS

N/A

7. FINANCIAL IMPLICATIONS

There is currently a proposed amount of \$50,000 in the 2019 budget under account 100-9012-40963 to hire a company to develop the 2018 - 2022 Council's strategic plan. There is an opportunity at the initial meeting to consider changes to the project workplan that may reduce the project price. Winegard's RFQ is under the proposed budget amount and there is sufficient funds available in the 2019 budget.

8. COMMUNICATIONS

Once Town Council has approved award of this project, all companies that submitted proposals will be formally advised of Council's decision. A communications plan will be

reviewed at the set-up meeting and tools such as the Town's website calendar, Join the Conversation, social media, and other advertisements will be used to engage the community.

9. CONCLUSION

It is recommend that Council approve the hiring of Bill Winegard and David Cash to develop Council's strategic plan and that the initial meeting be scheduled as soon as the 2019 budget is approved.

Respectfully submitted,



Victoria Steele
Community Engagement Coordinator



Holly Dowd
Chief Administrative Officer

ATTACHMENTS

WEB ATTACHMENTS

ATTACHMENTS FOR LINK