

THE TOWNSHIP OF NORTH HURON
ECONOMIC DEVELOPMENT COMMITTEE AGENDA



Date: Thursday, December 7, 2017
Time: 12:00 p.m.
Location: HELD IN THE WINGHAM KNIGHTS OF COLUMBUS HALL

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1.	WELCOME AND INTRODUCTIONS	
2.	PURPOSE AND DIRECTION OF THE COMMITTEE	
3.	PROCEDURES	
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Request for Proposal

Request for Proposal: Growing Success Project
Deadline: 4:00PM (-5 UTC) December 14, 2017

1. Topic

The following Request for Proposal opportunity is about: organizational effectiveness & efficiency review for services related to economic development, business retention and growth for the County of Huron.

2. Summary

The objective of the project is to identify opportunities to further enhance economic development within the county and to create a more positive business environment at both the County and Lower Tier (Partner) Municipality level.

The County of Huron invites consultants to submit proposals to conduct a review and to identify changes which would improve the efficiency, effectiveness and accountability of local government service providers related to economic development. The goal is to create a blueprint for the best in class delivery structure for the next 5 years.

3. Contact Information

Any additional information and questions must be directed to:

Cody Joudry, A/Director of Economic Development
Huron County Economic Development
(519) 440-2385, cjoudry@huroncounty.ca

4. Proposal Submission Requirements

Deadline for proposal submission is 4:00PM (-5 UTC) on December 14, 2017. Only electronic submissions submitted to the contact above will be considered. If potential applicants desire a different submission mission you are asked to contact the person noted above and accommodations will be provided.

Only submissions sent in the following manner and format will be accepted:

- Submitted via email to cjoudry@huroncounty.ca
 - It is the responsibility of the applicants to confirm delivery of submission.
- Subject line of the email must read exactly as follows: **Growing Succession RFP Submission**
- Only information contained within the body of the email, in attached JPEG format or in PDF format will be considered;
- Links to external information will not be considered.

5. Introduction and Background

The County of Huron is located on the shores of Lake Huron in one of the Province of Ontario's prime agricultural areas. As a result, Huron County offers an excellent quality of life with convenient access to urban amenities, while also retaining the characteristics of a vibrant and flourishing rural community. At present the County is served by nine municipalities and one county wide administration for a total of 10 separate and distinct governmental agencies. With a population of approximately 60,000 and a combined Upper Tier / Partner Tier governmental budget of \$199 million (2016) (including intergovernmental transfers and all forms of municipal revenue).

Huron County, like many other Ontario communities, is facing a changing economic environment impacted by both local and global economic forces. Both the role and influence of municipalities and

citizen expectations for quality service and effective governance are on the rise. It is important to analyze whether historical practices and the resulting delivery structure creates the optimal environment for business expansion and new investment.

It is recommended applicants review the study conducted by the Association of Municipalities Ontario (AMO) called “Reducing Business Burdens: Great Ideas from Five Innovative Ontario Municipalities”.

6. Project Management Team

Consultant will carry out the review under the direction of the Huron County A/Director of Economic Development in collaboration with:

Huron County Economic Development Board

- Vice-Chair John Marshall and
- Board Member Maureen Nummelin.

In addition to Huron County staff member:

- Chief Administrative Officer Meighan Wark and
- Director of Planning Sandra Weber.

This group will:

- Provide contact information for organizations and individuals;
- Review proposals and select the consultant using the evaluation criteria in the RFP;
- Provide strategic direction to the Consultant;
- Receive reports and recommendations from the Consultant;
- Review recommendations and provide feedback on a final draft report; and
- Provide the final report to the Huron County Economic Development Board.

7. Project Scope

The County of Huron invites consultants to submit proposals to conduct a review and to identify changes which would improve the efficiency, effectiveness and accountability of local government service providers related to economic development.

The following areas are specifically out of scope:

- | | |
|------------------------|------------------------------------|
| • Emergency Services, | • Public Health Services, |
| • Homes for the Aged, | • Cultural Services, |
| • Health Unit, | • General Administrative Services, |
| • GIS Services, | • Provincial Offenses, |
| • Library, | • County Forest Management, |
| • Ontario Works, | • Policing Services, and |
| • Children’s Services, | • Fire Services. |
| • Social Services, | |

8. Key Project Deliverables

While completing the review of the County and partner Municipality service delivery functions impacting the growth and expansion of existing and new businesses in Huron County the Consultant will:

- Review and comment on documents used to support and enable economic development, as well as undertaking primary and secondary research of best practices in order to comment on: Official Plans, cross border servicing agreements between municipalities, infrastructure sustainability and availability agreements, upper and partner tier shared processes / authorities;
- Create a valid and reliable ranking which indicates how Huron County and its partner municipalities' economic development service delivery processes compare to other jurisdictions of similar size and scale regarding stakeholder satisfaction and service delivery;
- For service functions directly and indirectly impacting economic development, identify gaps and provide recommendations on optimal organizational structure(s) and processes. Considerations should also be given to factors which are aligned to the desired organizational outcomes such as: customer service orientation, service speed, innovation. Outline benefits and challenges relating to implementing optimal structure(s) including issues such as: duplication of service, division of labour, span of control, chain of command, authority, responsibility, delegation and accountability, decision-making processes, turn around and cycle times;
- Report on findings and make prioritized recommendations and best practices including an identification of legislative constraints;
- As applicable, create a roadmap and timetable for change, including key performance metrics to monitor, which will assist the County and partner municipalities in becoming more operationally effective and efficient, customer-focused as well as aligning organizational capacity to ongoing strategic economic development priorities;
- Present to the County of Huron Council in digital and hard copy format;
- Identify (at a macro level) any other service delivery and governance factors impacting overall county-wide system effectiveness for possible additional review in subsequent research.

9. Timelines and Reporting Requirements

The following are the timeline and reporting required for this project:

- It is expected once the successful applicant is selected the project will start immediately, but no later than March 31, 2018;
- the Consultant shall be responsible for providing a monthly status report to the Project Management Team;
- the Project Management Team is anticipating a final report submitted by June 8, 2018.
- the Consultant will be required on its final report submission to provide three bound hard copies of the report and one digital copy of the final report.

Submissions unable to meet the timelines must clearly identify their proposed timeline, reporting commitments, and reasons why the proposed timeline cannot be met.

10. Project Budget

Council approved a total budget of \$60,000 for this project. Proposals should include details on the items that can be delivered within the scope with an associated budget that outlines the number of days required for tasks contained in the methodology, per diem rates, and all other costs associated with the proposal.

The budget should also include costs for travel and other direct expenses associated with the project. All direct expenses are to be billed at actual costs.

Consultants are encouraged (but not required) to provide a detail of value added services that can be provided at an additional cost including the cost and rationale for undertaking them. This is to be a separate section.

11. Submission Requirements

Proposal submissions should include as a minimum the following:

1. Description of the qualifications of the firm in relation to this project and why your organization would be well-suited to provide the required services;
2. Identification of members to be assigned to this project including their role and summary of the team member's knowledge and experience with similar projects;
3. Identification of any parties in a joint venture and all sub-consultants and their knowledge and experience;
4. Proposed project schedule;
5. Work plan outlining approach to be used, including identifying tasks required to be undertaken by Municipal staff;
6. Methodology used should generally conform to the deliverables requested;
 - 6.1. However, the consultant is encouraged to include description of the proposed services or steps to enhance the quality of the project. These should be submitted under "Additional Services" if any are identified;
7. Include a detailed cost estimate for each component of the contract including the work plan and key project deliverables outlined above.
 - 7.1. The proposal will include a table showing the per diem rates for all staff, contractors and sub-contractors. The overall contract costs for both professional fees and expenses shall not exceed the upset limit, not including HST;
8. Name and contact information of three references for similar projects which have been undertaken in the past. References will be contacted by the Project Management Team;
9. Make full disclosure of any existing business or personal relationship or any real, apparent or perceived conflicts of interest presently in place with the County of Huron. Failure to disclose such an interest may result in termination or cancellation of any agreement that may have been entered into.

12. General Conditions and Requirements

The County of Huron reserves the right to:

- (1) Reject any or all proposals;
- (2) Suspend or cancel the RFP at any time for any reason without penalty;
- (3) Not necessarily accept the lowest cost proposal;
- (4) Accept any proposal which it may consider being in the best interest of the County of Huron;
- (5) Waive formality, informality or technicality in negotiating a satisfactory proposal;
- (6) All proposal submissions will be evaluated using the evaluation criteria contained in this RFP and the project will be awarded to the firm judged to provide the best overall value;
- (7) All firms responding to the RFP will be notified regarding the awarding of the project;
- (8) The successful firm will be required to enter into a formal agreement/contract with the County of Huron;
- (9) The successful firm will be required to acknowledge and adhere to any County policies or bylaws and abide by all Provincial and Federal regulations, acts or legislation requirements;
- (10) The successful firm will be required to provide appropriate insurance coverage at time of contract execution;
- (11) By submitting a proposal, the consultant agrees to public disclosure of its contents subject to the provisions of the Municipal Act, 2001 relating to Freedom of Information and Protection of Privacy;
- (12) All expenses incurred in the preparation and presentation of the response to the RFP is entirely the responsibility of the Consultants;
- (13) Upon award of the contract, all of the deliverables/design work provided by the consultant for the project will become the intellectual property of the County of Huron;
- (14) The Consultant warrants that they are not in financial arrears with the Workplace Safety & Insurance Board and that all of their employees are fully covered under the terms of the Act and will provide the County with a current Certificate of Coverage during any time in the execution or performance of the resulting contract;
- (15) The Consultant shall defend, indemnify, and hold harmless the County of Huron, all of its officers, agents and employees from and against all claims, actions, suits, demands, proceedings costs, damages and liabilities, arising out of, connected with, or resulting from any acts or omissions of the Consultant or any agent, employee, subcontractor, or supplier of contractor in the execution or performance of the resulting contract.

13. Evaluation

The following is an overview of the evaluation criteria for submissions responding to this RFP:

Quality of the proposal 40%

- Meets project objectives
- Identifies any issues or challenges
- Suitable method and approach to the problem

Experience and Qualifications 20%

- Subject matter expertise of firm / team
- Related project experience of firm / team
- Expertise of key personnel to work directly with the County
- Defined roles and responsibilities of each team member

Work Plan 15%

- Quality of project work plan and timeline
- Quality of deliverables
- Early completion date of project

Price 25%

- A minimum of 60 out of 75 percentage points is required from the above criteria for the proposal to be considered for pricing

14. Schedule

The approximate RFP schedule for this project is as follows:

- November 22, 2017 – Date of Posting
- December 14, 2017 – Deadline for submission of proposal
- December 21, 2017 – Proposed award of contract
- January 19, 2018 – Draft outline of work plan
- June 8, 2018 or sooner – Draft Final report

Huron County Economic Development Department

October/November 2017 Update

The Huron County Economic Development Team has been working on a variety of projects and initiatives. The following is a list of major work underway or currently being planned. Feel free to call Cody Joudry at (519) 440-2385 or by email at cjoudry@huroncounty.ca for more information.

Agri-Food Economic Development Work Plan 2017-2020

The draft work plan has been well received and we have made changes based on the feedback received. We continue to present it to different stakeholders for feedback. We'll bring it back to Council in December for further consideration.

Financing for New Farmers Resource

SBC Coordinator Kim Postma is developing a directory of financing resources for new farmers. Once complete in early January 2018 we expect to hold a "speed dating" event for young entrepreneurs interested in agri-food businesses to meet people involved in the lending and grant program sector.

Agri-Food Sector

Develop Ready Land Database

EDO Chris Watson is working with the Planning Department to develop an up-to-date directory of development-ready commercial, industrial, and residential land.

Fall Workshop & Events Series

SBC Coordinator Nicki Darbyson is coordinating a series of workshops and networking events. We have lowered the cost for some of these events for this series to see if we can increase attendance. The events are well-organized and we're particularly excited about the networking event on November 16 where Sabrina Geremia, head of Google Canada will be the keynote speaker. See attached flyer for more details.

Business Consults

We continue to work with entrepreneurs by providing support in business and financial planning, collaborating on initiatives, and delivering our Starter Company Plus, Summer Company, and Social Enterprise programs. In the month of October we worked with 21 different business owners to assist them along their paths.

Entrepreneurship & Business

Huron Manufacturers Association

We continue to work and support the Huron Manufacturers Association with a new focus on helping build sustainability for the organization. In addition, we support and participated in their successful School Tours program in October, and purchased two tables for their annual gala event.

Manufacturing

Tourism, Arts and Culture Taskforce

Communications & Marketing Officer Scott Currie continues to lead the taskforce's ongoing planning and strategy work. We plan to bring a strategy back to Council in 2018 from this group's work.

RTO4 Projects

Communications & Marketing Officer Scott Currie continues to work collaboratively with RTO4 on three major projects: (1) G2G Trail; (2) Destination Development in Bayfield and (3) Destination Development in Blyth.

Culinary Tourism Readiness Initiative

SBC Coordinator Patrick Donnelly has initiated a collaboration with Taste of Huron, the Culinary Tourism Alliance, and our Small Business Centre staff to create a program for culinary businesses wishing to develop a tourism-focused aspect to their existing business. We expect this program to take on 10 initial businesses starting in early 2018.

Workforce Attraction & Retention Strategy (WARS)

Immigration Liaison Kristin Crane, EDO Chris Watson and Human Resources Recruiter Kristin Van Gaalen are developing an exciting strategy and work plan for Council's consideration. We'll be presenting the WARS draft to the Local Immigration Partnership and Economic Development Board between December and January for feedback with a final draft for Council's review in February.

Employer Roundtable

Immigration Liaison Kristin Crane and EDO Chris Watson will be hosting a roundtable on Nov 20 in Exeter to bring employers and service providers together to talk about employee hiring and shortage challenges. We'll be using this forum as a way to identify issues, build awareness and develop new collaborative initiatives. Attending this event is a prerequisite for attending the job fair noted below.

'Not Just Another' Job Fair 2018

Although traditional job fairs are not always successful our local employers have asked us to organize an event to help with employee shortages. To respond to this need we'll be hosting an event in London, ON in late January. The first half of the day will be employers presenting on their businesses, the types of jobs they have to offer, and what the work and work environment is like. The afternoon will be for businesses to conduct interviews of job seekers that meet their minimum qualifications, or referrals to employment agencies.

Engage Huron

SBC Coordinator Patrick Donnelly with support from EDO Chris Watson have re-energized this at-arms-length organization with the first chapter reforming in Goderich. Engage Huron has met several times and brings professionals (usually younger) together for networking and building social relationships to help retain this important population segment as well as attract expatriates.

EcDev Department Work Plan

The department went through an intensive team building, work planning, and budgeting process in October. We are putting the final touches on a draft work plan for Council's review in December.

Grow Success Project

HC Economic Development Board Chair Jim Lynn and Vice Chair John Marshall presented to the member municipalities about the Grow Success project. We've made some revisions to the Request for Proposals and expect to release it in the last week of November.

Municipal Strategic Plans

EDO Chris Watson with OMAFRA Representative Vicki Lass met with all member Municipalities to review their economic development strategies based on reviewing work that has been completed and items still left to do. We expect to bring a report back to Council in January 2018 for information.

Airport Feasibility Study

EDO Chris Watson is leading the airport feasibility study, and we are currently reviewing a draft of the study. The scope of the study was to develop recommendations on increasing the viability of the Goderich and Wingham airports. We expect the final report to be released in December.

Quarterly BIA-Chambers-EDO Meeting

We held our quarterly BIA-Chambers-EDO meeting in October. This event is an important opportunity for core people working in the economic development space to share information, develop partnerships, and share best practices. We also used this opportunity to obtain feedback on what Municipal EDOs, Chambers, and BIAs most needed from the County Economic Development department. The overwhelming message was the need for regular communications and an up-to-date business directory. More information to follow in the Department work plan.

School Visits

SBC Coordinator Nicki Darbyson and EDO Chris Watson have been conducting visits to schools to talk about entrepreneurship, local job opportunities in Huron County, and programs and services offered through the Huron County Economic Development Department's Small Business Centre.

Upcoming Projects/Initiatives

<i>Timeline</i>	<i>Project/Initiative</i>
<i>Ongoing</i>	Workshop & Networking Events
<i>Nov-2018 & Ongoing</i>	Employer Roundtable
<i>Dec-17</i>	Agri-Food Economic Development Work Plan to Council
<i>Dec-17</i>	Huron Manufacturers Association - Sustainability Focus
<i>Dec-17</i>	Airport Feasibility Study finalization
<i>2018</i>	BIA/Chambers Visits by EcDev Staff
<i>Jan-18</i>	'Not Just Another' Job Fair in London
<i>Jan-18</i>	Develop New Memorandum of Understandings with RTO4
<i>Feb-18</i>	Workforce Attraction & Retention Strategy
<i>Feb-18</i>	Community Engagement Forum (re: Newcomers)
<i>Early 2018</i>	EcDev Web Presence Review
<i>Early to Mid-2018</i>	Newcomer Awareness Local Marketing Campaign
<i>Mar-18</i>	Rental Registry - Crowdsourcing information
<i>Mid 2018</i>	Investment Attraction - Planning to Develop Strategy

Huron County Economic Development Department – Staff Directory

<p>Nicki Darbyson SBC Coordinator (519) 524-8394, Ext 3304</p> <ul style="list-style-type: none"> - Social Enterprises - Summer Company Program - Events & Workshops 	<p>Patrick Donnelly SBC Coordinator (519) 524-8394, Ext 3307</p> <ul style="list-style-type: none"> - Food & Agri Businesses - Tourism Businesses - Arts & Culture Businesses 	<p>Kim Postma SBC Coordinator (519) 524-8394, Ext 3302</p> <ul style="list-style-type: none"> - Manufacturing Businesses - BIA/Chambers Liaison - Starter Plus Grants
<p>Kristin Crane Immigration Liaison (519) 525-5947</p> <ul style="list-style-type: none"> - Local Immigration Partnership - Newcomer/Migration - Settlement Matters 	<p>Scott Currie Communications & Marketing (519) 525-5175</p> <ul style="list-style-type: none"> - Tourism Sector Development - Marketing & Communications - Social Media 	<p>Chris Watson Economic Development Officer (519) 440-1463</p> <ul style="list-style-type: none"> - Land Development - Investment Attraction - Workforce Attraction & Retention
<p>Sue Little Office Administrator (519) 524-8394, Ext 3242</p> <ul style="list-style-type: none"> - Administration - Front Desk & Reception - Payables & Payroll 	<p>Mark Hussey Web/Multi Media Developer (519) 955-1468</p> <ul style="list-style-type: none"> - Websites - Multimedia - Newsletters 	<p>Cody Joudry A/Dir. of Economic Development (519) 440-2385</p> <ul style="list-style-type: none"> - Departmental Team Lead - Agri-Food Sector Development

Fall Better Business Training and Events

Critical Reflection with Carol Casey <i>Oct. 5, 2017 Small Business Centre, Goderich 6:00-8:00 pm</i> This workshop engages participants in an exploration of how critical reflection can generate higher quality work performance, and promote professional growth. \$10.00
Excel for Beginners <i>Oct. 12, 2017 Hensall Arena 6:00-8:00 pm</i> Learn the simple but powerful capabilities of Excel. From cash flows to inventory lists, this may be the most useful software ever created! \$10.00
Quickbooks with Carol Webber <i>Oct. 19, 2017 Blyth Festival Theatre 6:00-9:00 pm</i> An introduction to QuickBooks and setting up your business. Ensure you are tracking the right information for tax time, and learn how to produce reports! \$10.00
Bridges to Better Business <i>With the Huron Chamber of Commerce, FauxPop, and Eastlink</i> <i>Oct. 19, 2017 FauxPop Studio 12:00-4:00 pm</i> No matter what business you are in, today's customers have very high expectations. Louigi Salvati, Director of Business Sales for Eastlink will share important strategic insights to help you better engage and connect with your customers to drive business growth. \$20.00
Doing Business with the Government with Menelaos Argiropoulos (Government of Canada). <i>Oct. 24, 2017 REACH Centre, Clinton 9:00-11:30 am</i> Learn about the procurement process; how to register as a supplier; obtain security screening; build relationships; bid on opportunities; and learn about the Build in Canada Innovation Program. \$10.00
WIN THIS SPACE Contest Finale <i>Oct. 27, 2017 Seaforth Golf Course 6:00-9:00 pm </i> <i>RSVP to jhawley@huroneast.com (for food count). Free!</i>
Online Marketing Workshop with Coder Scoop <i>Nov. 2, 2017 Huron County Library-- Exeter Branch 6:00-8:00 pm.</i> There are billions of customers out there, and nearly as many ways to get them interested. \$10.00
Professional Business Panel with Bank Advisors, Chartered Accountant Ryan Shelton, Lawyer Sean Lynn, and Export Expert Laura Gibson. <i>Nov. 9, 2017 White Carnation, Holmesville 6:00-8:00 pm.</i> Enjoy some local food and drink, and get professional advice about your business from these experts! \$25.00
Business By Design Workshops: Fri. Sept. 29 th and Fri. Nov. 24 th 10-4pm at Community Futures in Seaforth. Free, but registration required! 519.527.0305
Casino Night! Networking Event <i>Nov. 23, 2017 Clinton Raceway 6:00-8:00 pm</i> <i>Join us for a night of great food and business networking at the Casino!</i> \$25.00
Year End Financials with a Professional Accountant <i>Nov. 30, 2017 REACH Centre, Clinton 6:00-8:00 pm</i> Do you have tax questions about your business? Ask the experts at this interactive session! \$10.00 Please register on Eventbrite.ca or contact the Small Business Centre at smallbusiness@huroncounty.ca



Do Well to Do Good. Events to Celebrate Social Enterprise!

**A New Economy
Documentary Screening**
Oct. 17, 2017 | Huron County Museum,
Goderich | 6:30-9:00 pm
Donation entry for *Rural Response to
Healthy Children.*

What if working together for the good was the most common business model? Watch, as several organizations strive towards building a more cooperative future. By putting humanity before the bottom line, they are finding their place in an economy previously dominated by profits and big business.

**Accelerator Training for
Social Entrepreneurs**
Nov. 7, 2017 | Zurich Public
Library | 9:00-4:00 pm
\$25.00 (includes catered lunch)

This one-day Accelerator Training will help you get your business model going, and is a great opportunity to refine your ideas into a 1 minute pitch! You can be at any stage of your enterprise to participate!

Business Networking Night with Sabrina Geremia of Google Canada!
Nov. 16, 2017 | The Ashwood Bourbon Bar,
Bayfield | 6:00-9:00 pm
\$25.00 (includes food and speaker).

Join us for an evening of great food & networking and hear from our guest speaker, Sabrina Geremia, of Google Canada!

Also... Do you have a Social Enterprise business or business idea? Pitch your business case for a chance to win a \$1500 prize. Attendees will vote on their favourite business idea!

Funded by the Province of Ontario.

