



## **PORT OF JOHNSTOWN ACTION ITEM**

**Committee:** Regular Council

**Date:** December 9, 2024

**Department:** Port of Johnstown

**Topic:** Summary of Strategic Plan Proposals

**Purpose:** To provide a summary of submissions received in response to the Request for Proposal (RFP) for strategic plan consulting services and recommend award of contract pending 2025 budget approval.

**Background:** A strategic plan is critical to clarifying the strategic direction of the Port of Johnstown (POJ) and its future outlook.

In December 2013, a five-year Master and Strategic Planning Report was completed by an external consultant for the POJ, however, was not renewed at the end of 2018.

Over the years, the POJ has transitioned through many changes that have ultimately resulted in substantial growth, to now become one of Eastern Ontario's Premier Ports for truck, vessel, and rail shipping and receiving of grains, salt, aggregate, and a variety of project cargo.

With an abundance of opportunities at the forefront, it is the combined desire of the Council, Port Management Committee, the POJ and Township staff to undertake the development of a strategic plan to ensure a collective focus going forward. To facilitate the launch of this exercise, an RFP was drafted to solicit proposals from firms interested in providing experienced strategic planning consulting to facilitate and develop a Strategic Plan 2025 – 2030. The intent is that the period of performance of the contract is six (6) months from the execution of the contract, with options for renewal at the sole discretion of the POJ, for a possible total of one (1) year.

The RFP was issued on November 1, 2024, and closed on November 22, 2024, at 2:00 pm. The document was posted on the POJ website, social media, LinkedIn and emailed to various consulting firms throughout Eastern Ontario and the Province.

The Strategic Plan Scope of Services and Key Deliverables are outlined on Schedule 'A', attached hereto and forming part of this report.

The RFP described that the preferred proponent would have extensive organizational strategic planning expertise and experience, with an emphasis placed on specific experience in both the public and private sectors, demonstrated experience in land use planning within the Province of Ontario, with preference given to those with Port (truck, rail, marine) and/or industrial facility experience. The desire is that the proponent must be able to demonstrate strong capabilities in facilitation and communications and proven ability to accomplish the scope of work described within budget and by the stated deadlines.

Five (5) proposals were received, reviewed and scored independently by the Outgoing General Manager, Incoming General Manager and Township CAO, on the following basis:

- Qualifications & Experience (25 PTS)
- Project Approach Narrative (30 PTS)
- Work Management Approach (25 PTS)
- Compensation (20 PTS)
- References (Pass/Fail)

A summary of the total points average and cost is provided below:

<b>Proponent Name</b>	<b>Total Points Average /100</b>	<b>Total Cost (excluding HST)</b>
<b>Town Hall Consulting Inc., Orangeville</b>	89	\$19,700
<b>IAMPE (International Association of Maritime and Port Executives), Maine USA</b>	85	\$49,500
<b>Lockhart Facilitation, Kingston</b>	83	\$44,100
<b>Municipal VU Consulting Inc., Oakville</b>	81	\$48,860
<b>Lighthouse NINE Group, Toronto</b>	59.5	\$130,599.30

Based on the consultants' qualifications, work experience, expertise, work plan approach and schedule, in addition to financial considerations and signories with the Township's new Strategic Plan, it is recommended that the Strategic Plan RFP be awarded to Town Hall Consulting Inc.

It is important to note that the submission from IAMPE (International Association of Maritime and Port Executives) was the sole proposal with marine and port specific experience. Several additional offerings were provided within the scope of their proposal that would be beneficial to the POJ following completion of the formal strategic plan. As the authors of the 2013 Master and Strategic Planning Report for the POJ, their knowledge and understanding of port related functions may be required in the future. Staff will include provisions for consulting services as deemed necessary, in the 2025 operating budget.

**Policy Implications:** Requests for Proposal outside the scope of budget approval within financial parameters must be authorized by Council.

**Financial Considerations:** The purpose of considering the Strategic Plan RFP in Q4 2024 was to ensure that the 2025 operating budget adequately reflects the cost to undertake this very important project.

**Recommendation:** That Council approves the 2025 pre-budget request to award the Strategic Plan RFP for the Port of Johnstown to Town Hall Consulting Inc., in the amount of \$19,700 plus HST, to be funded through consulting services in the 2025 budget.

*Leslie Dnyman*

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Incoming General Manager

**Schedule 'A' – Strategic Plan Scope of Services and Key Deliverables**

# Scope of Services

The Port of Johnstown (POJ) is seeking proposals from consultants with expertise in strategic planning for the facilitation and development of a five-year Strategic Plan 2025-2030. The POJ desires meaningful internal and external participation in the preparation of the Strategic Plan.

The POJ's Incoming General Manager will act as the project manager and primary point of contact responsible for project coordination and support to the consultant(s).

The Strategic Plan shall include development of a Mission (possible renewal of existing Mission statement) and Vision Statement, Values and foundational strategic priorities, further identified by key initiatives.

The consultant is expected to perform the following:

## 1. PROJECT MANAGEMENT

- a. On-going coordination with the POJ Project Manager and other key staff, including regularly scheduled remote meetings, as deemed necessary.
- b. Shared real time access to work in progress documents related to the project.
- c. Prior notice and coordination on any interviews that may be conducted of stakeholders to inform the Plan.

## 2. SITUATIONAL ASSESSMENT & VISIONING

- a. Coordinate and host a one (1) day visioning session, inclusive of all POJ staff, POJ Management Committee members and Township CAO to assess the Port's current situation and strategic opportunities to prepare a strength, weakness, opportunity, and threat (SWOT) analysis and develop a draft Mission (possible renewal of existing Mission statement) and Vision Statement, identify Values and foundational strategic priorities, further identified by key initiatives.
- b. Follow-up with visioning session participants as deemed necessary for clarification purposes that will help inform the creation of the Strategic Plan.

## 3. INTERNAL ENGAGEMENT

- a. Partner with the Project Manager to develop and implement an internal engagement plan and associated outreach tools needed, including further direct staff engagement.

## 4. EXTERNAL ENGAGEMENT

The goal of this effort is to gather input from local and regional residents, businesses, stakeholders and other interested parties on strategic planning options that will help with the creation of the Strategic Plan.

- a. Partner with the Project Manager to develop and implement a public engagement plan and associated outreach tools needed, including social media, surveys, online engagement webpage and direct public engagement.

## 5. DRAFT STRATEGIC PLAN

- a. Develop up to four (4) iterations of a draft plan that reflects Port Management Committee, staff, and public input.
- b. Note: Graphic design services will be provided by the Project Manager and are not included in this scope.

## 6. FINAL STRATEGIC PLAN

- a. Following internal vetting, produce a final user-friendly Strategic Plan, for presentation to the Port Management Committee.
- b. The final Strategic Plan should include the same general structure as the new Township of Edwardsburg-Cardinal Strategic Plan; being clear and concise with achievable priorities.

## Deliverables

Specific deliverables may be further defined, but generally the deliverables required to accomplish the services are outlined below.

1. Content, presentations, and materials for internal/external engagement, as requested.
2. Content for Port Management Committee reports and presentations.
3. Strength, weakness, opportunity, and threat (SWOT) analysis.
4. Development of a Mission (possible renewal of existing Mission statement) and Vision Statement, Values and foundational strategic priorities, further identified by key initiatives.
5. Up to four iterative Strategic Plan drafts.
6. Preliminary Strategic Plan delivered by June 2025, to align with 2026-2031 Port budget preparation and strategic planning cycle.
7. Strategic Plan presented to the Port Management Committee for consideration by July 2025.
8. Final Strategic Plan for publishing by the end of August 2025.